

# MBRF



# Integrated Report 2025



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# About this report

This is MBRF's first Integrated Report. It presents a consolidated view of our results, progress, and challenges over the year, reflecting both the integration of Marfrig and BRF operations, completed in 2025, and the evolution of our corporate strategy.

The following pages present our key initiatives, achievements, and challenges for the period, reflecting the continuous evolution of our business, our innovation efforts, and the integration of sustainability into our strategy. The report outlines our commitments, targets, and performance across the pillars of MBRF's Sustainability Platform and is grounded in the material topics identified through a double materiality assessment.

This report covers the period from January 1 to December 31, 2025, and encompasses all our operations in Brazil and international markets. Where relevant, differences between disclosures are explained in the text, with additional details provided in the footnotes. [GRI 2-2, 2-3](#)

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards, the IFRS Foundation's Integrated Reporting Framework, and the Sustainability Accounting Standards Board (SASB) metrics. It also highlights MBRF's contributions to the Sustainable Development Goals (SDGs) and its commitments under the United Nations Global Compact.

Economic and financial data are aligned with our quarterly and annual financial statements, prepared in accordance with Brazilian generally accepted accounting principles (BR GAAP), the International Financial Reporting Standards (IFRS), and Brazilian Securities Commission (CVM) and U.S. Securities and Exchange Commission (SEC) requirements. Any restatements of disclosures or changes in scope are detailed in notes. [GRI 2-2](#)

The disclosures in this report have been subject to independent assurance by Instituto Totum and have been approved by our Executive Board and Board of Directors. Our leadership team is ultimately responsible for the content of this report and is committed to consistently applying integrated thinking in the preparation and presentation of disclosures. [GRI 2-5, 2-14](#)

If you have any questions, suggestions, or feedback regarding this report, please contact us at [ri@mbrf.com](mailto:ri@mbrf.com). [GRI 2-3](#)

# Message from the Chairman GRI 2-22

2025 was a landmark year for our Company. The combination of Marfrig and BRF resulted in the creation of MBRF, one of the world's largest food companies, with an integrated multiprotein platform, a portfolio of iconic brands, a broad global presence, and an expanded footprint in higher value-added categories. In a context of growing global demand for protein, we remain well positioned to capture new opportunities, with a continued focus on service excellence, consumer proximity and profitability.

We closed the year with record net revenue of R\$ 164 billion and sales of 8.2 million metric tons of food products, alongside record performance in processed products sales. During the year, we distributed R\$ 3.8 billion in dividends reaffirming our commitment to creating shareholder value.

Over the year, we focused efforts on building a stronger, more efficient and more diversified operation. We made consistent progress in business integration, with notable advances in harmonizing governance structures, simplifying our organization and improving decision-making processes. We continued to invest in the expansion and modernization of our production capabilities,

adapting operations to secure new certifications and strengthening our international presence. We also expanded access to strategic, high-growth consumption markets such as China and continued to scale our halal platform in the Middle East.

Sustainability remains a strategic pillar for MBRF, embedded in our business decisions, processes and governance. As a result of the consistent progress of this agenda, the Company has been recognized by independent international rankings, indices, and benchmarks related to ESG topics, achieving sector leadership in many of these assessments.

We will continue to build an increasingly resilient and well-prepared MBRF for a new cycle of sustainable growth, responsive to the opportunities and challenges of the global food sector, while maintaining a strong focus operational excellence, consumer proximity and long-term value creation.

We extend our sincere appreciation to our more than 130,000 employees. We are equally grateful to our customers, partners, and shareholders for their trust and partnership throughout this journey.



**Marcos Antonio Molina dos Santos**

Controller and Chairman of the Board of Directors of MBRF

# Message from the Executive Team GRI 2-22

The formation of MBRF in 2025 was a defining milestone in the global food industry. The Company was established with a strong competitive foundation, leveraging scale, efficiency, and a robust capacity for innovation, supported by a high-performing team that has played a pivotal role in strengthening strategic execution, enhancing operational efficiency, and capturing synergies. We remain focused on consolidating our multiprotein platform as a key competitive advantage, guided by disciplined execution, clear priorities, and a long-term vision for sustainable growth.

This strategic positioning is evident in our results. We posted record net revenue of R\$ 164 billion, up 12% compared to 2024, adjusted EBITDA of R\$ 13.2 billion with an 8% margin, and net income of R\$ 358 million. Our performance is also reflected in our scale. We increased sales volumes by 4% and delivered more than 8.2 million metric tons of food to consumers worldwide, supported by a portfolio of 37 iconic brands and a customer base of over 425,000.

During the period, we continued to execute our strategy to expand and diversify our portfolio. We completed the acquisition of a processed foods facility in Henan, China, and a 50% stake in Gelprime in

Brazil, a company specializing in gelatin and collagen. We also expanded our joint venture with HPDC, a subsidiary of Saudi Arabia's sovereign wealth fund, and launched Sadia Halal, a powerhouse in the Middle East, unlocking value in a market with growing protein consumption and strong capital availability.

We strengthened our international presence by securing 91 new export approvals, including resumed poultry exports to the European Union. These initiatives strengthened the resilience of our business in a challenging environment. Operational discipline delivered gains of R\$ 1 billion through our Efficiency Program, reflecting a high-performance culture embedded in our daily operations and shared by more than 130,000 employees.

In ESG, we made further progress in sustainability and continued to strengthen our governance standards. In line with our commitment to deforestation- and conversion-free supply chains, we have achieved 100% traceability of both direct and indirect cattle and grain supply chains. We continue to advance responsible and inclusive supplier management through the Verde+ Program, which, over the past five years, has enabled the reintegration of more than 4,300 farms in compliance with our socio-environmental criteria.



**Miguel Gularte**

CEO of MBRF

In climate, we made notable progress with the Low Carbon Beef Protocol (CBC), developed in partnership with Embrapa and launched at COP30. We also reached 80% renewable electricity across our operations, advancing toward our goal of 100% by 2030. In addition, we maintained 100% of our processing facilities audited in accordance with international animal welfare standards and fulfilled our global commitment to use exclusively cage-free eggs in processed products.

In human capital, we continued to invest in the development and well-being of our employees, with more than 10,000 individuals benefiting from education and training programs in 2025 through the MBRF Academy.

Our results in the year reflect our disciplined management, focus on performance and the strength of a company built to compete — one that continues to evolve consistently and sustainably while serving diverse markets with a portfolio of high-quality products.

We extend our sincere appreciation to our customers, employees, producers, suppliers, shareholders, and all our partners, as well as to our controlling shareholder and Chairman of the Board of Directors, Mr. Marcos Molina, whose leadership has been instrumental in building and consolidating this trajectory.

**Miguel Gularte**

CEO of MBRF



# 2025 at a glance

## ESG highlights



**100% monitoring** of our cattle and grain supply chains, both direct and indirect



**100% of eggs** used in our processed products globally are cage-free



More than **180 farms** reinstated in 2025, totaling **4,381 properties** reinstated since 2021



**5.6% reduction** in water consumption per metric ton produced



**We reached 285 producers** through the Sustainable Calf Production Program, including **251 small-scale producers**



More than **90% of our packaging** is classified as **recyclable** post-consumer use



**80% electricity consumption** sourced from renewable energy



Around **10,000 employees** promoted



**100% of slaughter units** audited for animal welfare in Brazil and internationally



**R\$ 7.4 million invested** in **21 social projects**, benefiting more than **50,000** people

## Financial and operational performance



Record net revenue of **R\$ 164 billion** (+12% vs. 2024)



Record **processed product** sales in Brazil (+8% vs. 2024)



Net income of **R\$ 358 million**



**8.2 million** metric tons of food sold (+4% vs. 2024)



Adjusted EBITDA of **R\$ 13.2 million**, with an **8%** margin



**91 new** approvals<sup>1</sup> and reversals<sup>2</sup> in 2025 (poultry, swine and beef), totaling **230** since 2022



**R\$ 1 billion** in savings through our Efficiency Program



**Expansion** of the joint venture with HPDC (Halal Products Development Company)

<sup>1</sup> Approvals = new export authorizations for industrial units.

<sup>2</sup> Reversals = restoration of previously suspended authorizations.



# Leadership in ESG rankings and indices



## MBRF scores a Triple A from the CDP

We were recognized among a select group of companies for environmental leadership in the CDP 2025 assessment, achieving the highest rating across Climate, Water and Forests. For the second consecutive year, Marfrig achieved a Triple A rating across all three categories, placing it among only 23 companies globally with this level of performance. BRF also improved its performance, reaching the A List in Climate and Water Security. The CDP is a leading independent global climate-reporting platform.



## Leadership in the Collier FAIRR Protein Producer Index

Marfrig was the only beef producer among 60 companies globally to achieve a “Low Risk” sustainability rank in the Collier FAIRR Protein Producer Index. BRF ranked first among poultry producers and second among swine producers. The index is developed by the FAIRR Initiative, a global network of more than 400 investors representing approximately US\$75 trillion in assets under management, focused on ESG risks and opportunities in the animal protein sector.

## ISEB3

### MBRF included in B3’s ISE portfolio

In 2025, Marfrig and BRF were included in the Brazilian stock exchange (B3) Corporate Sustainability Index (ISE), which tracks companies with leading environmental, social and governance (ESG) practices.

## ICO2B3

### MBRF named to B3’s ICO2 index

MBRF was named to the 2026 portfolio of B3’s Carbon Efficient Index (ICO2), which tracks companies demonstrating high-integrity and transparent practices in managing greenhouse gas (GHG) emissions. This is our first inclusion following the merger, building on the track record of Marfrig and BRF, which had previously been included in the index.



## Top-ranked in the Forest 500

MBRF achieved the highest ranking among Brazilian companies in the animal protein sector, reflecting the strengthening of our socio-environmental control systems and the integration of best practices through the synergies between Marfrig and BRF. Forest 500 annually assesses the 500 most influential organizations worldwide, recognizing commitments and concrete actions toward deforestation- and conversion-free supply chains.



## Enhanced animal welfare practices

MBRF moved up to Tier 3 in the Business Benchmark on Farm Animal Welfare (BBFAW), improving our ranking compared to the previous year. This result reflects our post-merger integration efforts and improvements to practices, continuously improving performance against our commitments. The BBFAW is a leading global framework that assesses and ranks companies on the maturity and effectiveness of their farm animal welfare policies, practices and governance.



## GHG Protocol Gold Badge

Both Marfrig and BRF were once again awarded the Gold Badge under the Brazilian GHG Protocol Program. This distinction recognizes that their greenhouse gas (GHG) emissions inventories were prepared to high levels of transparency and quality, and in line with the leading national standard for emissions measurement and reporting.



# Awards and recognition

## Corporate

### Domestic M&A Deal of the Year

MBRF was recognized at the LatinFinance Capital Markets Dinner & Awards. The distinction recognized the Marfrig–BRF merger as one of the most significant and well-executed deals in Latin American capital markets in 2025

### Exame Best & Biggest Award

BRF ranked 1<sup>st</sup> in the food and beverage category

### Apex Brasil–Exame Award

MBRF was named Exporter of the Year (Large Companies category)

### Forbes Agro 100

- Marfrig ranked 2<sup>nd</sup>
- BRF ranked 8<sup>th</sup>

### Globo Rural Best of Agribusiness

- Marfrig ranked 2<sup>nd</sup> overall
- BRF ranked 8<sup>th</sup> overall

### 100 Open Corps

- BRF ranked 2<sup>nd</sup> in the Consumer Goods and Food category
- BRF ranked 33<sup>rd</sup> overall
- Top 25 of the Decade

### Valor Innovation Award

- BRF ranked 6<sup>th</sup> in Food, Beverages and Ingredients
- Ranked 113<sup>th</sup> overall

### ABRAS Awards 2025

Marcos Molina was named Businessperson of the Year

### Merco Empresas Brasil

MBRF ranked 3<sup>rd</sup> in the Food category. This result reflects our consistent efforts to build a strong and trusted reputation among our stakeholders and highlights the positive impact of our initiatives in sustainability, governance and stakeholder engagement

### POPAI Brazil

We were recognized in four categories at the POPAI Brazil Awards, widely regarded as the “Oscars of Retail”

### Heroes of Rio Grande do Sul Trophy

Presented by the Fecomércio-RS/ Sesc/Senac system. This trophy recognizes the BRF Institute’s efforts across multiple fronts following the devastating floods that hit Brazil’s southern state of Rio Grande do Sul — from immediate emergency response to continued structured initiatives as part of the *+Juntos Pelo Sul* campaign

### Valor 1000

- Marfrig ranked 7<sup>th</sup>
- BRF ranked 20<sup>th</sup>



# Awards and recognition

## Brands

### Top of Mind 2025 (Folha de S. Paulo)

- Sadia ranked first in the Calabrese Sausage category for the fourth consecutive year, cited by 26% of respondents. It was also recognized as a leading brand in the Christmas meal category for the third consecutive year
- Qualy remains Brazil's leading margarine brand, cited by 30% of Brazilian adults, maintaining leadership for the twentieth consecutive year

### Reclame Aqui Awards 2025

- Sadia and Perdigão ranked first and second, respectively, in the "Food: Perishable and Frozen" category
- Qualy ranked fourth in the "Food - Dairy" category
- MBRF Pet ranked third in the "Food - Pet - Large Operations" category

### Effie Awards

Sadia received a Bronze award in the Food category for its "Ramadan Like a Pro" campaign

### MMA Smarties Brazil 2025

Sadia received a Bronze award in the Emerging Technologies category for its Sadi.a project

### Estadão – Marcas Mais 2025

Sadia ranked first and Perdigão second in the "Meat, Luncheon Meats, and Sausage" category. The annual ranking highlights the three most engaging brands in Brazil across 28 categories

### NIQ Breakthrough Innovation Awards 2025

Sadia received three awards: in the Breakthrough Innovation category for two halal market products (Sadia Easy & Juicy Marinated and Broasted Jalapeño), and in the Wavemakers category for new roasted flavors (Garlic Parmesan and Mango Habanero)

### FiSA Innovation Awards

Our Biofresh brand ranked first in the "Pet Food Innovation" category



## **1** MBRF: multiprotein platform with a global presence

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## About us GRI 2-1, 2-6

We are MBRF, one of the world's largest food companies, operating a vertically integrated and diversified multiprotein platform. As global leaders in hamburger production, we are supported by strong, high-recall brands that serve thousands of customers worldwide. Our solid business model is built on long-term relationships and well positioned to deliver long-term value.

Formed through the merger of Marfrig and BRF, completed in 2025, MBRF brings together complementary businesses and capabilities. This combination has unlocked a step change in efficiency and strengthened our ability to translate market trends into solutions, leveraging innovation and deep consumer insight to accelerate market development.

By consolidating a robust global platform, the merger has delivered real, measurable and ongoing synergies across our supply chain, logistics, commercial operations and SG&A<sup>1</sup>. We operate across beef, poultry and swine, as well as processed foods, selling 8.2 million metric tons of food annually.

**When two forces such as Marfrig and BRF join together, one of the largest food companies in the world is born: MBRF.**

<sup>1</sup> Selling, General & Administrative Expenses.

Sadia is the most valuable food brand in Brazil; Perdigão is Brazilian consumers' brand of choice; and Qualy is present in eight out of ten Brazilian households. Banvit is the leading food Company in Türkiye; Paty is the leading hamburger brand in Argentina; and Sădia boast strong sales performance in the Middle East.

**Together, these brands reflect our strong consumer connection, continuous innovation capabilities and the trust we have built over decades.**

We operate one of the largest and best-positioned industrial and logistics networks in the food sector. Headquartered in Brazil, MBRF operates industrial complexes, processing units, distribution centers and offices across South America, North America, Europe, the Middle East, Asia and Africa ([see page 15 for more details](#)). Our upstream value chain comprises a network of approximately 7,700 integrated poultry and swine producers and more than 425,000 costumers, who share our rigorous standards for quality, safety, animal welfare and sustainability.

We maintain an ongoing focus on efficiency and operational excellence through shared services that support the business, enabling better capital allocation and reducing structural costs. These initiatives are driven by our Efficiency Program ([see page 23](#)).

This marks a new chapter in our journey. We remain committed to feeding the world, creating sustainable value for our business, strengthening our global competitiveness and contributing positively to society, the communities where we operate and our entire value chain.



**The merger to create MBRF was announced in May 2025 and completed in September of the same year, establishing one of the world's largest multiprotein companies, with annual net revenue of approximately R\$ 164 billion. [GRI 2-6](#)**

**In September 2025, our shares began trading on B3 (Brasil, Bolsa, Balcão), Brazil's main stock exchange, under the ticker MBRF3.**

# Business model

## Outcomes and value creation

### Our capitals



#### Human

**130,000+** employees

**20,000+** contractors

A multicultural, diverse team, with strong expertise in markets, consumer trends and lifestyles

5 8 10

#### Social

**7,700+** integrated producers

**425,000+** customers

**8,500+** employees participating in our volunteering program

**R\$ 7,4+ million** invested in **21** projects supported by the MBRF Institute

1 2 4 8 10 11 12 17

#### Natural

Water and energy resources for industrial operations and agricultural (animal production) activities

**R\$ 194 million** invested in operational water, effluent and waste management

**R\$ 23.3 million** invested in energy efficiency products

2 6 7 8 9 11 12 13 14 15

#### Manufactured

Presence in **120 countries**

**98** distribution centers

**46** industrial facilities

**12** sales offices

**7** processing units

**7** industrial complexes

**3** slaughter units

Retail and food service channels

8 9

#### Intellectual

Digital Academy, Leadership Journey, Artificial Intelligence Journey, MBRF Hub, educational programs and strategic partnerships

4 5 8 9 17

#### Financial

Funding from shareholders and investors, operational expenditure, and capital expenditure

**R\$ 29 million** invested in co-product processing facilities

8 9 12 17



### Business activities

#### What we do

We process raw materials into food and value-added products

#### How we do it

##### We feed lives

We adopt high standards of corporate governance, with a Sustainability Platform integrated into business management

#### For the business

**R\$ 164 billion** in net revenue

**R\$ 358 million** net income

**R\$ 1 billion** in value capture through our Efficiency Program

**55** new export approvals for poultry and swine, and **36** for cattle

4 8 9 12 17

**2,500+** courses delivered

**3,000+** leaders trained

**100%** traceability and social and environmental monitoring of direct and indirect suppliers of cattle and grains across all priority Brazilian biomes

**24,000+** people reached through diversity programs

**3.5+ million** interactions through our chatbot ecosystem

#### For the environment

**12.5%** reduction in GHG emissions (Scopes 1 and 2) year on year

**66%** of waste recovered and/or recycled

More than **90%** of packaging classified as recyclable post-consumer use

7 11 12 13

#### For society

**50,000+** people benefited by the MBRF Institute

**850+** social initiatives across **51** municipalities through our volunteering program

**100,000+** people benefited by volunteering initiatives

**250+** metric tons of proteins donated

**2.7 million** meals donated and **400** charities supported in the third phase of our *+Juntos pelo Sul* campaign

1 2 4 10

# Global presence

GRI 2-1 | SASB FB-MP-000.A

Efficient global operations, with strategically located, state-of-the-art facilities.



Established leadership in strategic markets

Brazil



Türkiye



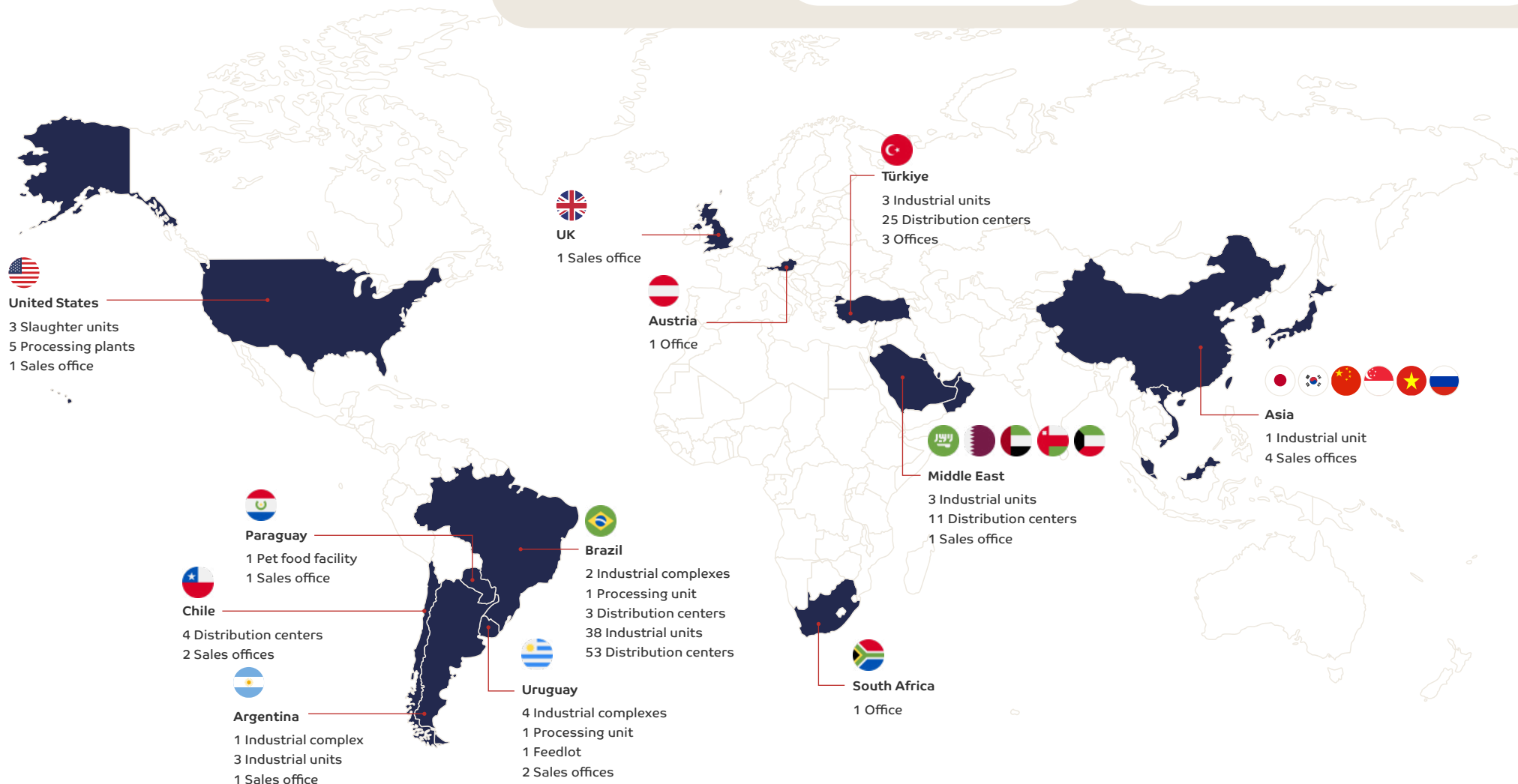
Chile and Uruguay



Middle East



Argentina



# Our portfolio and brands

GRI 2-6

With our mission to feed the world, we sold more than 8.2 million metric tons of food each year through our 37 iconic brands, serving both end consumers and food service providers. Our portfolio is complemented by three business divisions — Pet, Ingredients and Gelprime — that are expanding our market share in pet nutrition and advancing the use of raw materials transformed into high-performance products.

**A portfolio of iconic brands with significant scale and global reach.**

## Fresh and frozen

We offer a comprehensive portfolio of high-quality fresh and frozen proteins, including chicken, swine, turkey and beef cuts, marketed globally under iconic brands such as Sadia, Sadia Bassi, Perdigão, Perdigão Montana, Perdigão na Brasa, Banvit, National Beef and Paty.



## Processed

To bring convenience, quality and taste to our consumers' everyday lives and special occasions, our portfolio also includes a wide range of processed products, such as ready meals, appetizers, luncheon meats and sausages, cold cuts, margarines, sliced meats, pâtés, hamburgers, canned goods, pre-cooked items, dried meat and desserts.



## Pet

Our Pet business — leveraging our integrated value chain and available animal protein meal from our processing operations — strengthened its market presence in 2025. Our nutritional portfolio includes natural food, snacks and wet food for dogs and cats, sold in Brazil and exported to more than 20 countries.



## Ingredients

Our Ingredients business develops and markets high value-added products from agricultural co-products, including viscera, bones and blood. Across our 30 production sites in Brazil, we process more than 1.5 million metric tons of these materials, transforming them into value-added products that serve the Animal Nutrition, Food Ingredients, Human Health and Plant Nutrition markets in 20 countries.

### MBRF Ingredients



## Gelprime

A facility dedicated to the production and distribution of high-quality gelatin, supported by a certified supplier network and rigorous processes ensuring traceability, consistent supply and food safety.



# Market overview and performance

2025 was a landmark year for our Company, marked by the completion of the Marfrig–BRF merger to create MBRF—now one of the world’s largest food companies, with a fully integrated and diversified multiprotein platform and a broad international presence.

This strategic step reinforced our position in higher value-added categories, strengthened our brands, and expanded access to key markets, supported by gains in scale, operational efficiency and competitiveness.

During the year, we advanced the integration of our operations, enhanced our governance practices and implemented structural initiatives to capture synergies across management, procurement, logistics, cost structure and revenue generation. These initiatives sustained continued record-setting results and established a solid foundation for a new cycle of sustainable growth.

## Domestic market

In Brazil, we sustained the strong momentum of recent record-setting years, with growth in both volumes and net revenue. These results were driven by a combination of operational efficiency, a higher share of processed product sales and continued improvements in commercial execution (see [Economic and financial performance on page 21](#)).

In the domestic market, we delivered record processed product sales, with total volumes increasing by 7% compared to 2024. This performance, supported by consistent execution across key commercial indicators, contributed to market share gains, reaching the highest level in the past three years. Despite higher sales volumes, we maintained our logistics service levels. In pet food, we launched awareness campaigns on animal abandonment and mistreatment for Guabi Natural, as well as campaigns promoting nutrition and flavor for GranPlus.

Our processed foods strategy remains focused on increasing our share in this segment, which offers more stable margins.

In fresh and frozen products, our distribution reach was key to driving volume growth and mitigating the



impact of restrictions on poultry exports (see page 134). In 2025, we also completed the acquisition of feedlot and agricultural production assets from MFG Agropecuária Ltda. This will strengthen raw material supply, support production growth, enhance value creation and enable access to higher-margin segments.

Close alignment between operations, planning and commercial teams was critical to balancing production and demand, maintaining plant utilization rates, inventory levels and distribution efficiency. As a result, we met the targets set for our Efficiency Program, including cost dilution, reduced FIFO levels and strong customer service.

## Expanded presence in Brazil's Christmas meals segment

We increased our market share in festive products by 1.9 percentage points in 2025, reaching 59.9%, while maintaining the first and second positions in the market<sup>1</sup>. MBRF introduced three new products under the Chester Perdigão line, as well as the Miss Daisy Brigattone dessert from Sadia.

### Domestic market



Customer base expansion by **8%**<sup>2</sup> compared to 2024

Balanced exposure to **commodity cycles and product seasonality**

Record volumes and sustained market leadership in processed foods and margarines, with a **41.6%** market share, up **1.1 p.p.** on 2024.

**Agile** supply chain management in response to export restrictions

Launched **25 products**, including ready meals under the Meu Menu Perdigão line.

NPS up by **7 p.p.** and in-store product unavailability down by **1,6 p.p.**

<sup>1</sup> Source: Nielsen Scantrack | AS+C&C (10/20/2025 to 12/28/2025).

<sup>2</sup> Data for the BRF segment.

## International market

Geographic diversification is a key competitive advantage, driving revenue streams in the United States, the Middle East and Asia. In 2025, this diversification enabled us to capture new opportunities and mitigate risks, including restrictions on poultry exports ([learn more on page 134](#)). Recent geopolitical developments had a limited impact on our operations, mainly requiring targeted adjustments to logistics routes. We actively track these risks and include them in our corporate risk matrix, informing preventive measures and ensuring a timely response to potential developments.

Our broad distribution reach also supported healthy pricing levels, underpinned by a diversified product portfolio that helps balance revenue across protein cycles. We secured 91 new export approvals for beef, poultry and swine in markets including the United Kingdom, Canada, Morocco and Egypt. We also obtained approval to resume poultry exports to Europe, expanding our brand presence in key markets while underscoring our commitment to the highest quality standards ([see page 132](#)).

Building on record processed product sales internationally, we continued to expand capacity to increase the share of these products, which historically deliver higher margins. As part of this strategy, we completed the acquisition of a facility in Henan, China, which will be expanded to produce up to 60,000 metric tons per year.

In our North American beef operations, performance remained resilient despite a decline in industry slaughter volumes and cattle supply in the United States compared to 2024. Strong demand for beef supported higher prices, although this was not sufficient to offset increased cattle sourcing costs.

In our South American beef operations, MBRF posted growth in both volumes and revenue, with healthy profitability levels driven by productivity gains from investments, higher utilization of industrial complexes and a greater focus on value-added products.

In our BRF operations, our global expansion strategy — focused on the Halal market — continued to be a key growth driver in strategic markets, particularly in Middle Eastern countries such as Saudi Arabia, the United Arab Emirates, Qatar, Kuwait and Oman. Our

products comply with Islamic production requirements and carry halal certification labels on packaging.

In 2025, Sadia-branded products reached a 38.6% market share, supported by promotional campaigns for the brand's breaded product line and a Back-to-School campaign highlighting the convenience and flavor of the Sadia Broasted portfolio. The campaign leveraged digital channels, outdoor media and influencer engagement across the Middle East.

We also launched the Sadia Fresh Chicken line in Saudi Arabia through Addoha Poultry Company. In Türkiye, Banvit reached a 24.3% market share.

In the Southern Cone — Argentina, Chile and Uruguay — we achieved record processed product volumes and expanded our margarine portfolio.

Another highlight from 2025 was continued progress in our co-products segment, including the start of heparin sales to China and Hong Kong, as part of our MBRF Ingredients strategy to deliver high value-added products.

## International market highlights

**Market leadership** with Banvit in Türkiye, Sadia in the Middle East, and Paty (with more than 50% market share) and Vienissima in Argentina

**91 new export approvals** across beef, poultry and swine, including resumed poultry exports

Launched **161 products**, including ready meals in Argentina and breaded products in Singapore

Started **heparin** sales to China and Hong Kong

### Halal market

**38.6%** market share in the Middle East with Sadia

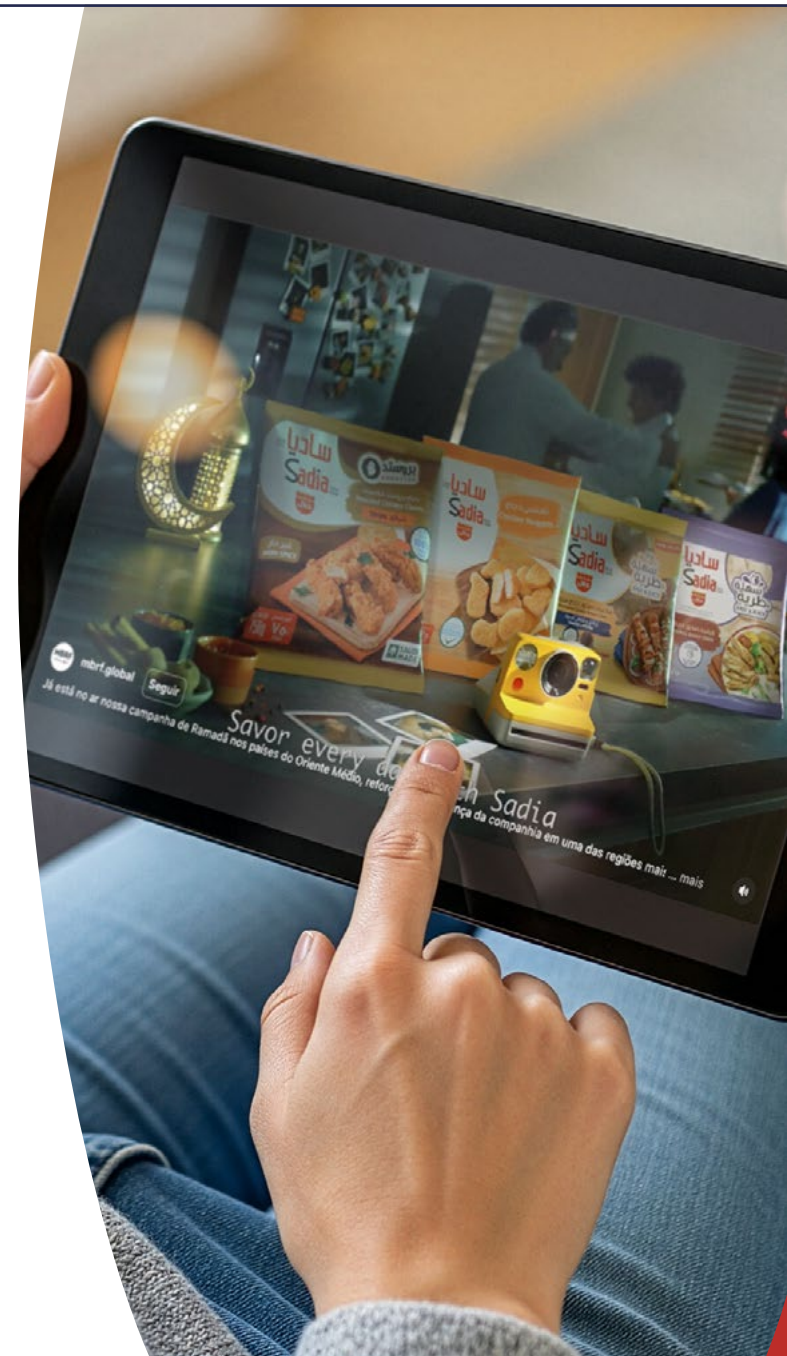
Entered the **chilled chicken** segment in Saudi Arabia

**Sadia Halal: expanded our joint venture with the Halal Products Development Company (HPDC)**

## Sadia Halal: meeting growing demand in the Middle East

In October 2025, we announced the expansion of our joint venture with the Halal Products Development Company (HPDC), a subsidiary of Saudi Arabia’s sovereign wealth fund. Valued at US\$ 2.07 billion, the deal is a strategic step to strengthen our presence in the Middle East. As part of this expansion, we created Sadia Halal, broadening our portfolio and strengthening our offering in a region with rising protein demand and abundant capital.

The joint venture also strengthens our position in markets that require products aligned with Islamic production standards, supported by Halal certification. To support this growth, we are investing in a new facility in Jeddah, Saudi Arabia, which will add 40,000 metric tons to our production capacity. In 2025, we also launched two new production lines at our Kezad facility in the United Arab Emirates. These initiatives will enhance our competitiveness and support our commitment to delivering high-quality Halal products across the region.



## Economic and financial performance

MBRF posted record net revenue of R\$ 164 billion in 2025, up 12% year on year. Total sales volumes increased by 4%, reaching 8.2 million metric tons of food product. EBITDA for the period was R\$ 13.2 billion, with an 8% margin, and net income totaled R\$ 358 million.



**Net revenue:**  
**R\$ 164 billion**  
(a new record and a 12% increase on 2024)

**Adjusted EBITDA:**  
**R\$ 13.2 billion**  
(8% margin)

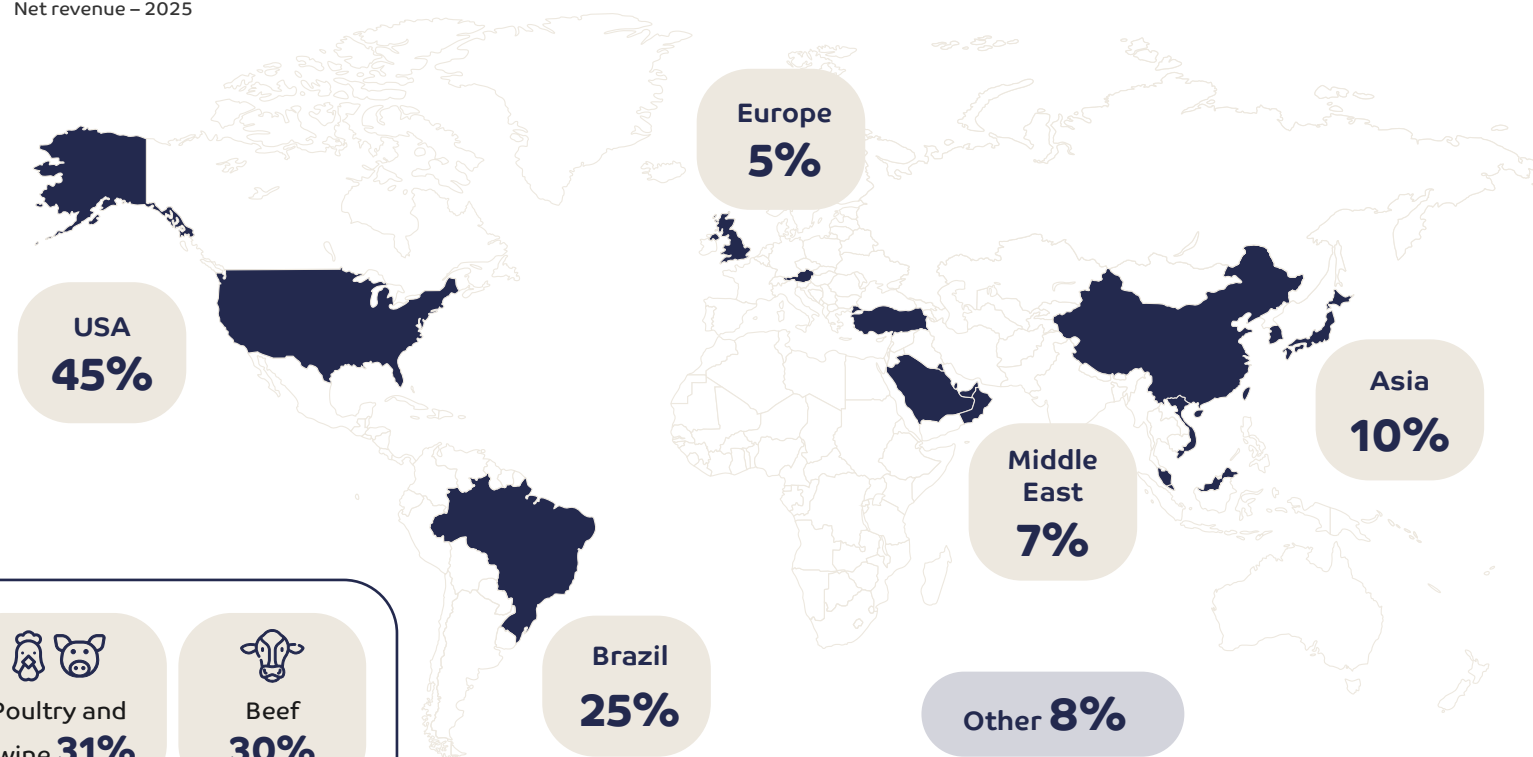
**Net income:**  
**R\$ 358 million**

**Operating cash flow:**  
**R\$ 13.2 billion**

These results reflect a robust and efficient management model, even in a year marked by temporary restrictions on international poultry trade due to avian influenza and the adverse cattle cycle dynamics in the United States. Throughout the period, we consistently improved our operational indicators and maintained disciplined execution of strategic initiatives, delivering R\$ 1 billion in gains through our Efficiency Program.

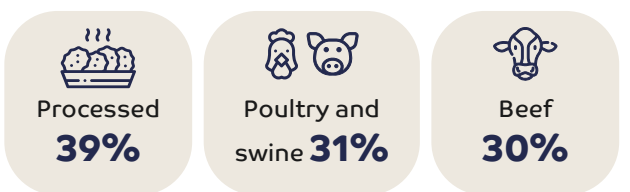
### Geographic diversification

Net revenue – 2025



### Portfolio diversification

Volume – 2025



**North America operations – Beef**

**US\$ 14 billion net revenue**

(+11.8% vs. 2024)

Our North America Beef operations posted consistent revenue growth over the year, supported by higher average selling prices.

**South America operations – Beef**

**R\$ 22 billion net revenue**

(+20.1% vs. 2024)

In our South America Beef operations, investments in capacity expansion supported higher volumes, revenues, and profits.



Further information about MBRF's governance model is available on our [Investor Relations website](#).

**BRF**

**R\$ 65 billion net revenue**

(+5.8% vs. 2024)

In our BRF operations, we achieved record net revenue, driven by outstanding performance on sales of processed products in Brazil and the Middle East.

**Statement of added value (DVA) GRI 201-1**

Consolidated (in thousands)	2024	2025
Direct economic value generated (revenue)	156,793,505	172,781,156
Operating costs	113,379,662	131,792,870
Employee salaries and benefits	13,963,097	15,311,600
Payments to providers of capital	21,517,802	19,212,685
Payments to government	4,052,074	5,701,326
Community investments	-	-
Economic value retained <sup>1</sup>	3,880,870	762,675

<sup>1</sup>The difference between direct economic value generated and economic value distributed.



## Efficiency Program

Our internal operational efficiency program (BRF+) was established to foster a high-performance culture across the organization. By enhancing simplicity and agility in our processes, the Program drives organizational discipline and continuous improvement, delivering performance gains and cost efficiencies.

Now in its third cycle, the program continues to deliver competitive advantages, including improved product availability and logistics service levels.

### Record results in 2025

Year-over-year comparison

**R\$ 1 billion** in efficiency gains

#### Feed conversion ratio

- 0.9% poultry
- 2.8% swine

#### Yields

- 0.6 p.p. fresh and frozen
- 0.2 p.p. processed

#### Factory container stuffing

2.2 p.p.

#### Active customers in Brazil

+8%

Progress is tracked through key performance indicators across multiple areas, supporting management decision-making. The program is actively supported by senior leadership, with performance against targets linked to employee bonuses.

### MBRF+

In 2026, we will expand the Efficiency Program with the launch of MBRF+, extending its scope across all proteins, including our beef operations. This next phase will deliver further on our commitment to capturing synergies across our businesses, enhancing productivity and strengthening integrated management. MBRF+ is designed to convert efficiency into competitive advantage, combining operational excellence and strategic collaboration to deliver sustainable results at global scale.

### +Sinergia

At year-end 2025, following three years of identifying opportunities across our businesses, we launched +Sinergia to maximize the potential of our operations. We expect to capture R\$ 1 billion in additional operational efficiencies by 2028 across structure, procurement, commercial and logistics, building on the progress achieved to date.

The overarching goals of this initiative include accelerating cross-business collaboration, capturing opportunities through benchmarking, strengthening accountability and engagement, and aligning culture under a unified management system.





## 2 Sound and transparent governance

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# Corporate governance

GRI 2-9, 2-10, 2-11, 2-12, 2-13

At MBRF, we operate to the highest standards of corporate governance, guided by ethics, integrity and transparency in all our relationships. In 2025, we made continued progress in integrating our governance structures, combining best practices from Marfrig and BRF to strengthen decision-making, enhance management practices, and streamline processes across MBRF.

We are a publicly traded Company listed under the ticker MBRF on B3's *Novo Mercado* segment, an enhanced governance listing segment that underscores our commitment to transparency, ethics and sustainable value creation. MBRF's governance practices are underpinned by principles, guidelines and processes that support sound decision-making and risk mitigation.

Continuous reviews of our governance structures, processes and policies help to strengthen integrity standards, risk management and our internal control systems. MBRF uses arbitration to resolve conflicts of interest among shareholders, and follows International Financial Reporting Standards (IFRS). **GRI 2-15**

These practices support the long-term sustainability of our business and contribute to value creation for society. Together, they strengthen our reputation and build trust with investors, customers and consumers.

## Governance structure

GRI 2-9, 2-10, 2-13

Our corporate governance structure comprises a Board of Directors, which sets our strategic direction; an Executive Board, responsible for day-to-day management; and advisory Committees that support decision-making. A Fiscal Council operates independently in supervising management practices.

Governance body members are selected on the basis of their professional experience as well as behavioral, cultural and diversity criteria aligned with our values and regulatory requirements.

Our Bylaws, which outline the framework for our governance practices, are available on our [Investor Relations webpage](#). They will be updated at the Annual General Meeting in April 2026 to reflect an increase in share capital.



**Further information on the professional backgrounds and credentials of our governance bodies is available on our [Investor Relations webpage](#).**

## Board of Directors

GRI 2-10, 2-12

The Board of Directors is responsible for setting and overseeing our general policies, including long-term strategy. The Board is also responsible for appointing and overseeing the Executive Board, as well as appointing or dismissing independent auditors.

Under our bylaws, the Board comprises a minimum of 3 and a maximum of 11 members, all elected and subject to removal by the General Meeting, with unified, renewable terms of two years.

In line with B3's *Novo Mercado* requirements, at least 20% of Board members must be independent. Prior to appointment, all Board members are required to sign a formal instrument of investiture.

As of December 31, 2025, our Board comprised seven members, including three independent directors. The Board brings together professionals with senior leadership experience across agribusiness, management, financial markets, auditing and sustainability. This diversity of experience enhances

the Board’s oversight of strategic matters, including compliance, planning, investor relations and risk management. The Chairman of the Board of Directors is Marcos Antonio Molina dos Santos. **GRI 2-11**

agribusiness sectors, in Brazil and internationally. Their expertise spans operational, financial and people management, ensuring a strategic approach aligned with business needs.

Our Fiscal Council comprises six members — three full members and three alternates — with one-year terms and eligibility for re-election. Members bring extensive experience in auditing, finance and accounting, as well as in IPOs, mergers, acquisitions and divestments. The Fiscal Council includes professionals with senior leadership and board experience in other companies, who also advise on topics such as strategic planning, labor management and legal matters.

		
7 members, including 3 independent	2-year term	Eligible for re-election

		
Global Chief Executive Officer and 9 Vice Presidents	3-year term	Eligible for re-election

		
6 members, including 3 independent	2-year term	Eligible for re-election

## Executive Board

The Executive Board is responsible for the overall management of the business and for implementing business strategy, policies and guidelines established by the Board of Directors. Executives are appointed by the Board for renewable three-year terms, and may be removed at any time. In line with B3 *Novo Mercado* listing requirements, all executives must sign a formal instrument of investiture before assuming their roles.

Our Executive Board comprises a Global Chief Executive Officer and nine Vice Presidents with extensive experience in the meat processing and

## Fiscal Council

The Fiscal Council is a permanent corporate body, independent from management and external auditors, operating in accordance with our bylaws and best governance practices.

Its responsibilities include reviewing management activities, examining financial statements and reporting its conclusions to shareholders. In accordance with Brazilian corporate law, the Fiscal Council comprises three to five full members and an equal number of alternates. The remuneration of full members is set at no less than 10% of the average annual compensation for executives.

## Advisory Committees

The Board of Directors is supported by four advisory committees.

### Statutory Audit Committee

GRI 2-16

The Statutory Audit Committee supports the Board in reviewing and disclosing financial statements, strengthening internal controls and overseeing internal and external audits. Its responsibilities include oversight of accounting practices, financial and legal controls, risk management, ethics and transparency, as well as investigations of material cases reported through our whistleblowing channel.

Members bring experience from large organizations, contributing to strategic value creation through enhanced management practices and risk analysis, driving improved business performance.

 <p>3 independent members</p>	 <p>2-year term</p>	 <p>Eligible for re-election</p>
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### Compensation, Corporate Governance and Human Resources Committee

This Committee supports decision-making on strategies, policies and guidelines, including remuneration and benefits for executives, employees and contractors. It also supports process implementation and oversight of corporate governance practices.

The Committee brings together complementary leadership profiles across management, legal and finance, combining technical and strategic expertise to enhance transparency in remuneration practices and support the development of MBRF's organizational culture.

 <p>4 members, including 2 independent</p>	 <p>2-year term</p>	 <p>Eligible for re-election</p>
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### Finance Committee

The Finance Committee is responsible for periodically reviewing investment and financing plans and their impact on our capital structure. It also monitors liquidity levels and alignment with our target capital structure.

Members bring experience in financial markets, business management, and expertise in credit analysis, auditing and risk management. This combination of skills supports informed financial decision-making aligned with the long-term sustainability of the business.

 <p>3 members, including 1 independent</p>	 <p>2-year term</p>	 <p>Eligible for re-election</p>
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### Sustainability Committee

GRI 2-12, 2-13, 2-16

The Sustainability Committee supports the Board in assessing progress on our ESG strategy and the public commitments that form our Sustainability Platform, based on targets tracking supply chain oversight, animal welfare, natural resource conservation and social responsibility (see page 48).

The Committee is composed of six members, including four independents. It is chaired by Roberto Silva Waack, an independent Board member with extensive executive experience and strong expertise in forestry, biodiversity and climate-related matters.

The Committee’s diverse expertise supports the Board in integrating social and environmental considerations into business decisions. It also contributes to the ongoing development of senior leadership on sustainability, providing regular updates on risks, opportunities and performance, while strengthening engagement with stakeholders across sectors. **GRI 2-17**

 <p>6 members, including 4 independent</p>	 <p>2-year term</p>	 <p>Eligible for re-election</p>
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## Performance assessment

**GRI 2-18**

At MBRF, we assess the performance of our highest governance body, the Board of Directors, and its committees through a formal and structured process aligned with best corporate governance practices, including recommendations from the Brazilian Institute of Corporate Governance (IBGC).

This process evaluates the effectiveness of the Board’s oversight of strategy and management of risks and impacts, including economic, environmental and social aspects.

Board performance assessments are conducted internally and were not supported by an independent external advisor during the reporting period. Performance assessments are conducted annually. Reviews of the effectiveness of the Board and its committees, and to identify opportunities to enhance oversight of strategic and sustainability matters, are performed on an ongoing basis, with review findings informing continuous improvements in our governance practices.

In 2025, no changes to Board composition were required. Action items arising from performance assessments focused primarily on strengthening internal governance practices and enhancing strategic oversight processes.

## Compensation practices

**GRI 2-19, 2-20**

MBRF’s **Compensation Policy** establishes executive rewards tied to attainment of pre-established targets. These targets are guided by sustainable business management principles and short- and long-term strategic objectives. We recognize performance through direct and indirect incentives, supporting our ability to attract and retain high-caliber executives.

The process for determining remuneration for our Board and senior executives is overseen by the Compensation, Corporate Governance and Human Resources Committee, which includes independent Board members and MBRF executives.

The policy is reviewed annually, taking into account principles of corporate governance, accountability and long-term value creation. Following Committee review, recommendations are submitted to the Board and subsequently to the Annual General Meeting for approval.

Compensation is benchmarked against peers in compensation surveys conducted by independent, specialized firms. We also consider stakeholder perspectives, including shareholders, through formal engagement mechanisms such as general meetings and investor interactions. These inputs inform our decision-making process, in line with our governance guidelines and internal policies.

At the 2025 Annual and Extraordinary General Meeting, our compensation policy and total compensation proposal for members of management were approved by 98% of votes cast.

# Ethics and compliance

GRI 3-3 Ethics, integrity and transparency

Ethics and integrity are non-negotiable values that guide our decisions, relationships and conduct, and are expected of all employees in their activities and when acting on behalf of MBRF. Our Integrity System establishes a clear framework for expected conduct, structured around pillars encompassing policies, initiatives, tools and obligations applicable across the Company, including senior leadership.

Our Compliance department is responsible for managing, strengthening and continuously improving the Integrity System, fostering sound business conduct and ethical behavior. It also supports the application of principles from our Efficiency Program, reinforcing discipline and attention to detail as part of continuous improvement efforts. In recognition of these practices, in 2025 our Chief Compliance Officer, Maurício Manfredini, was named by the *Análise Executivos* yearbook as one of the 12 Most Admired Compliance Executives in Agribusiness.

Risk management activities are guided by our Compliance Risk Matrix, which covers all relevant operations. The matrix is reviewed periodically, enabling us to implement mitigating actions and strengthen preventive controls. In 2025, 81% of our operations were assessed for corruption-related risks, with no confirmed cases identified. **GRI 205-1, 205-3**

## Through our Integrity System, we monitor and mitigate risks related to:

- Employee misconduct and breaches of our Code of Ethics and Conduct;
- Employee misconduct resulting from insufficient awareness of specific regulations;
- Transactions with companies or individuals in regions subject to sanctions by the U.S. Department of the Treasury's Office of Foreign Assets Control (OFAC), as well as other jurisdictions such as the European Union and the United Nations (UN), which may result in fines, sanctions or breaches of contractual obligations.

## Senior management support

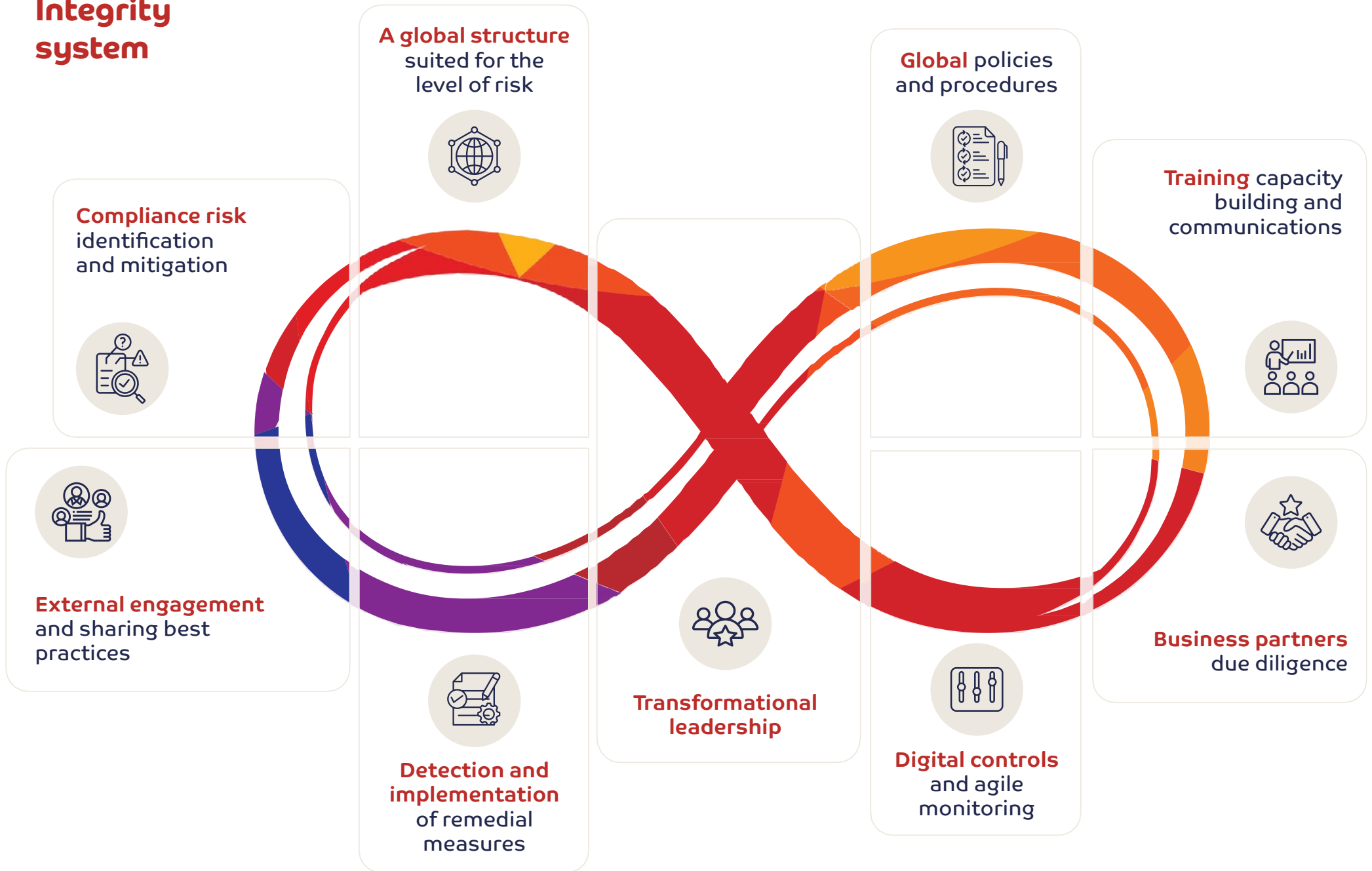
GRI 2-16

Progress on our compliance initiatives and results is reported by management in regular meetings with the CEO, including key indicators from our whistleblowing channel.

This reporting is complemented by meetings with the Audit Committee, supporting ongoing oversight and evaluation of our Integrity System and discussions on strengthening our culture of ethics and integrity across MBRF. In 2025, there were no findings from external auditors related to our compliance practices.

Key topics discussed by the Board of Directors in 2025 included updates to our policies, the appointment of Executive Board members, share cancellation and buyback programs, the incorporation of BRF S.A. shares, the distribution of dividends and interest on equity, the Halal joint venture, the acquisition of feedlots and the approval of debenture issuances.

# Integrity system



## Transparency and Integrity Report

Published annually as a key corporate governance practice, our Transparency and Integrity Report is the primary communication instrument within our Integrity System.

The report provides details on our global compliance structure, our strategy and initiatives carried out during the year with business partners. It also includes information on training, communication initiatives, reputational assessments and statistics on whistleblowing reports received and addressed during the period, reinforcing our commitment to transparency, accountability and integrity.



**The latest edition of the report for BRF is available [here](#).**

## Compliance Policies GRI 2-23, 2-24

MBRF maintains a structured set of compliance policies and guidelines to address key and critical business matters, such as ethics and conduct, conflicts of interest and anti-corruption. In 2025, we began the process of integrating Marfrig and BRF policies — incorporating best practices from both organizations, adapting them to

the MBRF context and communicating updates effectively to employees and our supply chain.

Documents being consolidated include each Company’s Transparency Manual, Code of Ethics and Conduct, Business Partner Code of Conduct and the Third-Party Code of Ethics and Conduct. The Board of Directors is responsible for approving these documents, as well as overseeing periodic reviews and updates.

In addition to compliance policies, we incorporate commitments set out in our corporate policies on Human Rights, Corporate Social Responsibility, Sustainability, and Sustainable Grain Sourcing, all approved by the Board of Directors. These commitments apply across all our activities and business relationships, covering employees, business partners and contractors in Brazil and internationally.

Responsibilities for implementation are defined at multiple levels: the Board approves and reviews policies; the Compliance team coordinates dissemination and monitoring; and operational functions ensure practical application. Compliance



**Our Code of Ethics and Conduct, Third-Party Code of Ethics and Conduct, and other compliance policies and guidelines are available on our [Investor Relations website](#).**

policies are actively disseminated through an ongoing communication program, using internal channels and initiatives such as Integrity Week.

Training is a core component of implementation. Ethics, conduct and human rights training is mandatory at onboarding and reinforced through periodic refresher training covering all relevant corporate policies. Our Compliance department delivers targeted training on key policies, including the

### Improvements in integrity practices

In May 2025, we submitted our final report to the Office of the Comptroller General of Brazil (CGU), providing a comprehensive account of improvements implemented in our poultry, swine and processed segments under our Integrity Program Enhancement Plan. As a result, monitoring by the CGU was formally concluded in August 2025.

This milestone confirms the consistent progression we have made in our integrity practices and the growing maturity of our Integrity Program.

Code of Ethics and Conduct (which, when mentioned in this Report, refers to the Marfrig Code of Conduct and the BRF Transparency Manual) and the Third-Party Code of Ethics and Conduct (which, when mentioned in this Report, refers to the Marfrig Code of Ethics and Conduct for Third-Party and the BRF Code of Conduct for Business Partners), ensuring that employees and partners uphold our commitments. In addition, all contracts with third parties include compliance clauses, reinforcing shared responsibility.

## Code of Ethics and Conduct GRI 2-26

All commitments set out in our Code of Ethics and Conduct apply across all our activities and business relationships. These guidelines define the standard of ethical behavior that guides our operations and daily interactions.

Our stance on topics such as human rights, diversity and inclusion, harassment and intimidation, as well as child and forced labor, will be consolidated into a unified Code of Ethics and Conduct. The updated Code is expected to be published in 2026, following a review of Marfrig's Codes of Ethics and Conduct and BRF's Transparency Manual, aligned with the principles of the United Nations Global Compact and the Instituto Ethos Business Pact for Integrity and Against Corruption.

## Third-Party Code of Ethics and Conduct

We maintain specific policies and procedures for partners and suppliers, reinforcing alignment with the same standards of ethics and integrity that guide our internal culture. These policies disseminate good practices and support monitoring of potential misconduct across our value chain.

The Third-Party Code of Ethics and Conduct and the Business Partner Code of Conduct currently in place at Marfrig and BRF are under review as part of the unification process. The unified code will consolidate the values, principles and obligations that guide responsible business relationships at MBRF. These codes are shared with all suppliers and contractors and are available [on our website](#).

## Training and awareness-raising

GRI 2-23, 2-24, 2-26

Training on our Code of Ethics and Conduct is mandatory for all new employees as part of onboarding. Throughout their time with us, employees attend training on key topics around ethical and responsible conduct, including:

- Donations and Sponsorship
- Anti-Bribery and Anti-Corruption
- Conflicts of Interests
- Gifts and Hospitality
- General Data Protection Regulation Compliance
- Third-Party Code of Ethics and Conduct
- Interactions with Government Authorities
- Information Classification (MIP)
- Prevention of Antitrust Practices
- Human Rights and Zero Tolerance for Harassment

Training is delivered in both in-person and online formats (accessible via web or smartphone) and is available in multiple languages, including Portuguese, English, Spanish, French, Turkish, Creole and Arabic, as well as in Brazilian Sign Language (Libras), supporting accessibility and inclusion. Content is based on our compliance policies and guidelines, using plain language and providing practical, real-life examples. Each training session concludes with a quiz to assess understanding of the content.

**In 2025, we provided training on our Code of Ethics and Conduct to 100% of our employees across all functions<sup>1</sup> and regions of operation, strengthening our culture of ethics, integrity and good practices. [GRI 205-2](#)**

In 2025, our communication and training on anti-corruption policies and practices reached 277 suppliers in North America, 66 in Asia, 2,609 in the Middle East and Türkiye, 58 in Europe, and 4,864 in Brazil. During the reporting period, we did not provide specific training or communication on this topic in Argentina or Uruguay. [GRI 205-2](#)

In addition to mandatory training, in 2025 we delivered targeted training for managers on workplace harassment, reinforcing leadership’s role in preventing, identifying and addressing such conduct. We also provided targeted training for roles with higher exposure to compliance risks, focusing on key policies and procedures relevant to those positions.

We also delivered communication initiatives and internal events that complement our continuous learning approach, helping to enhance understanding of compliance topics and cascade good practices across MBRF.

### Guidance mechanisms

MBRF’s Code of Ethics and Conduct is mandatory reading for all employees. It underscores the importance of integrity in our day-to-day operations and provides guidance to ensure compliance with the laws and regulations applicable to our business. The Code addresses cross-cutting topics and sets out guidelines on ethics, consistency, transparency, integrity and respect for people, as well as for the law and society more broadly.

To support employees and business partners in understanding and applying these principles, we provide a range of guidance tools, including direct access to our Compliance department, training, chatbots, self-declaration forms and email communications.

Our Compliance structure also includes Integrity Ambassadors — 312 employees who work on a voluntary basis to strengthen our culture of ethics and integrity across MBRF. They support training and communication efforts and help guide and respond to questions from local teams.



<sup>1</sup> Employee categories included: senior leadership, middle management, department heads, supervisors, administrative roles, and operational roles.

## Integrity Week

Integrity Week is an annual event led by our Compliance and Communications teams, with a program that includes webinars, talks, training sessions and interactive activities. The goal of the event is to reinforce behaviors and practices that support an ethical, transparent and integrity-driven workplace, and to cultivate these values in our external relationships.

In 2025, we engaged employees across all Marfrig and BRF operations worldwide — including farms, industrial units, logistics centers and offices — to further disseminate our culture and strengthen our *+Juntos* approach. Key topics included: building a culture of respect and inclusion, preventing harassment and discrimination, and the role of integrity as a value that drives positive change, as well as the impact of ethical decision-making in the workplace.

During the week, we also carried out volunteering initiatives in Brazil, in collaboration with the MBRF Institute, across operations in São Paulo, Marau, Capinzal, Serafina Corrêa and Londrina. Our Integrity Challenge engaged more than 2,500 employees globally, strengthening engagement and a shared sense of responsibility. The program concluded with a discussion with journalist Milton Jung on raising children with a focus on ethics and civics.

## Participation in integrity initiatives

We actively participate in initiatives to strengthen integrity, ethics and transparency across the agribusiness value chain, at both global and local levels. As part of the Collective Action Against Corruption in Agribusiness, led by the UN Global Compact Brazil Network, we took part in collaborative initiatives, including meetings, forums, technical publications, best-practice sharing, and sector-wide awareness-raising.

We are members of the International Chamber of Commerce (ICC) Commission on Corporate Responsibility and Anti-corruption. In Brazil, we are participating in the B20 Compliance Integrity Task Force and the G20 Anti-Corruption Working Group, led by the Office of the Comptroller General of Brazil in collaboration with the Office of the Attorney General, the Ministry of Justice and Public Security and the Ministry of Foreign Affairs. We are also signatories to the Brazil Pact for Business Integrity, a program led by the Office of the Comptroller General of Brazil, and members of the Strategic Compliance Committee of the American Chamber of Commerce (AMCHAM) Brazil.

In recognition of our efforts, we were finalists at the World Public Relations and Communication Awards 2025 in the “Ethics, Integrity and Compliance” category, for our “Integrity Week 2024” initiative.

## Political contributions

GRI 415-1

We operate in compliance with Brazilian law and the regulations of the jurisdictions where we operate, in line with our Code of Ethics and Conduct.

Brazil’s Federal Law No. 13,165/2015 (Electoral Code) establishes certain restrictions on election campaigns, including a prohibition on corporate contributions to political parties or candidates. Accordingly, we do not make or authorize contributions to candidates, political parties or political organizations, in compliance with applicable laws.

Our Institutional and Government Relations team provides training to leadership on institutional and electoral matters. Leaders then guide their teams on the applicable regulatory framework, supporting our culture of compliance. We also provide online training through our global platforms and issue periodic communications to reinforce guidelines on interactions with government authorities and agencies.

# Whistleblowing channels

GRI 2-25, 2-26

We provide whistleblowing channels for both internal and external stakeholders, available 24/7 and in the main languages of the regions where we operate. These platforms enable stakeholders to report concerns and suspected breaches of our Code of Ethics and Conduct, other internal policies, and applicable laws and regulations. Reports can be submitted via phone, email or our website, ensuring broad accessibility.

In line with good governance practices, all reports are directed to the relevant teams, which investigate each case with strict confidentiality and in compliance with applicable data protection laws. We ensure confidentiality and have a strict non-retaliation policy for whistleblowers. We also provide clear guidance on the option to remain anonymous, with specific fields available to make this option at the start of the reporting process.

## Reports results

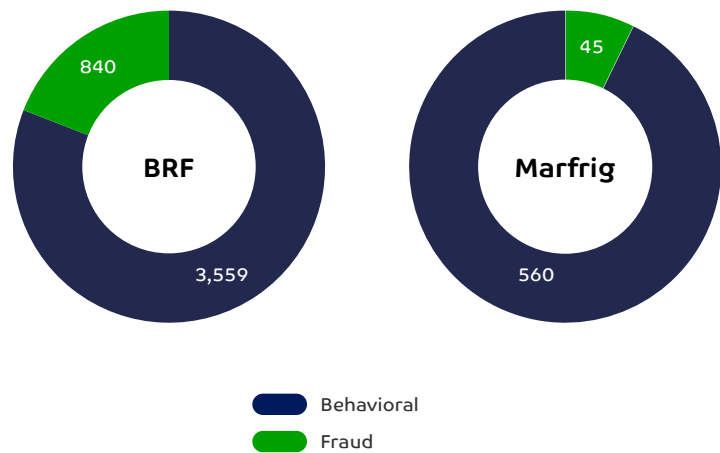
In 2025, we received a total of 5,004 reports. Most cases were related to behavioral misconduct, with

3,559 reports submitted through BRF channels and 560 through Marfrig channels. These cases resulted in corrective actions and, where appropriate, disciplinary measures.

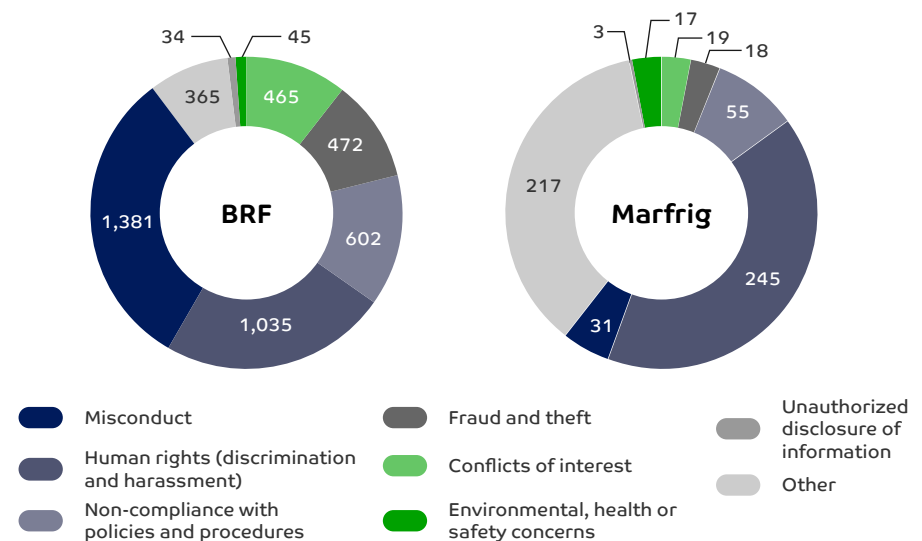
## Human rights-related reports

Reports are classified as related to human rights when they relate to harassment, discrimination, or both. In 2025, we recorded 1,280 such reports, an increase of 11% compared to 2024.

Total reports in 2025



Reports by topic



## Investigation and case management process

Once a report is submitted, our Compliance department leads the investigation, referring cases to internal or external parties as appropriate. Our process is designed to protect anonymity, ensure compliance with data protection standards and prevent any form of retaliation.

Investigations are conducted based on the specifics of each case and may include in-person interviews with those involved, collection of additional information and workplace climate assessments in the relevant areas.

Cases assessed as more serious, or those involving senior management or our Compliance team, are escalated to the appropriate senior governance bodies. In such cases, investigation timelines may be extended and, where necessary, we engage external specialists to support the investigations, ensuring rigor, impartiality and transparency. Following the conclusion of the investigation, each report is classified as:

- **Unsubstantiated:** closed and archived by the relevant department.
- **Substantiated:** results in corrective action proportionate to the severity of the conduct, in line with MBRF policies; mitigation plans to prevent recurrence; followed by closure.

Throughout the process, whistleblowers may update or add information at any time through our whistleblowing channels. Due to the confidential nature of these cases, investigation outcomes are not disclosed.

The Compliance team tracks weekly key performance indicators on the effectiveness of our whistleblowing channels, including the number of cases opened, closed and pending. We also track resolution times, as well as any remediation actions and disciplinary measures resulting from investigations.

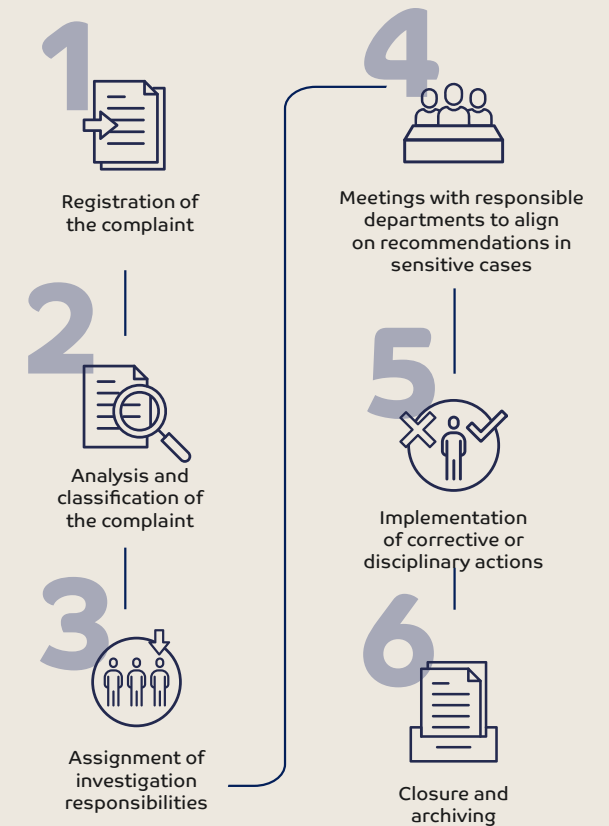
## Communication and effectiveness of the whistleblowing channels

We actively encourage employees to use our whistleblowing channels through training, communication initiatives, and references in our Code of Ethics and Conduct. Across our operations, we display guidance on how to use the channels in high-traffic areas such as locker rooms, cafeterias and notice boards, and reinforce this through emails and WhatsApp messages.

During the year, our Compliance team delivered an on-site training series to help employees identify situations that should be reported. To measure awareness of reporting channels, we

conducted an employee survey, with results to be compiled in 2026. Based on these results, we will identify and implement improvement opportunities.

### Investigation workflow





We continuously monitor the effectiveness of our reporting channels through our annual engagement survey, user feedback, intake protocols and case tracking through to resolution. The Audit and Integrity Committee reviews the number of cases opened, resolved and pending, as well as response times and corrective or disciplinary actions. The Compliance team is responsible for publishing annual performance indicators and driving continuous improvement. Further information is available in our Transparency Report, available [here](#).

We engage stakeholders who use our channels in implementing improvements and remediation actions following investigations. We also participate in forums and initiatives such as the United Nations Global Compact, the Organisation for Economic Co-operation and Development and the Instituto Ethos, to assess best practices related to grievance mechanisms.

## Contact details for our channels, by country and operation

### BRF Operations

**Available in the following languages:**

Portuguese, English, Spanish, Turkish, Arabic, French, Chinese and Creole

[www.integridade.brf.com](http://www.integridade.brf.com) (Brazil)

[www.compliance.brf.com](http://www.compliance.brf.com) (International)

**Austria:** 0800 281118

**Brazil:** 0800 450 0000

**Chile:** 1230 020 6846

**China:** 400 120 3150

**Japan:** 0800 222 2090

**Kuwait:** 965 2227 9505

**Oman:** 800 74471

**Qatar:** 00800 100 879

**Saudi Arabia:** 800 814 7002

**Singapore:** 800 492 2433

**South Africa:** 080 098 0081

**Türkiye:** 0800 621 0202

**United Arab Emirates** 800 0320778

### Marfrig Operations

**Available in the following languages:**

Portuguese, English and Spanish

[www.marfrig.com.br/compliance](http://www.marfrig.com.br/compliance)

**Argentina:** 0800 555 0019

[etica@marfrig.com](mailto:etica@marfrig.com)

**Brazil:** 0800 223 1000

[etica@marfrig.com.br](mailto:etica@marfrig.com.br)

**Chile:** + 56 22 413 24 06

**United States:** 1-800-789-6796

[www.nationalbeef.ethicspoint.com](http://www.nationalbeef.ethicspoint.com)

[www.nationalbeefmobile.ethicspoint.com](http://www.nationalbeefmobile.ethicspoint.com)

**Uruguay:** 4632 3641 int.2232

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## Human rights

GRI 2-23, 2-24, 3-3 Human rights and labor relations

We take a no-tolerance approach to human rights matters across our operations and value chain, including and especially child labor and any form of forced or compulsory labor.

Human rights matters are monitored through our management systems across our operations and supply chain and are addressed in our codes, policies and mandatory training, reinforcing a culture of compliance and integrity. Our human rights policies, initiatives and performance are presented in the chapter on Social Responsibility (see page 114), one of the pillars of our Sustainability Platform.

### Due diligence GRI 414-1

Reputational due diligence on business partners classified as high risk is a key mechanism supporting our supplier assessment and engagement decisions, taking into account potential risks. In this assessment, we give particular attention to potential impacts on vulnerable groups, including women, people with disabilities, children and adolescents, migrants and black communities.

Our Compliance department leads this process, conducting checks that include litigation screening, sanctions list reviews and monitoring adverse media that may indicate non-compliance with laws, regulations or our internal standards. We also conduct annual audits performed by independent third parties.

We use third-party screening tools in conjunction with our Commercial team. In the domestic market, suppliers are required to complete a compliance questionnaire during onboarding, covering their compliance programs, human rights practices, measures to prevent child and forced labor, anti-corruption controls, whistleblowing channels, environmental track record, interactions with public authorities and potential conflicts of interest. GRI 2-15

In international markets, business partners are assessed using Dow Jones criteria, including questionnaires and analysis of corruption-related risks.

An additional layer of verification is provided by the UpMiner platform, which supports the identification and mitigation of risks associated with third parties classified as high risk by our Compliance department. All new procurement is concluded only after completion of the due diligence process, ensuring full compliance with MBRF requirements prior to contracting.

Our Compliance department may suspend a procurement process if it identifies risks to MBRF, even where the third party has previously been approved through onboarding by the relevant departments.

### SMETA Sedex audit

We are a participant in the global Supplier Ethical Data Exchange (Sedex) platform, which provides tools to monitor and assess ethical practices across supply chains. We apply the Sedex Members Ethical Trade Audit (SMETA) methodology, based on the Ethical Trade Initiative (ETI) Code of Conduct, to assess compliance with International Labour Organization conventions, United Nations standards and applicable national legislation.

We conduct an annual independent audit to evaluate the performance of our environmental and social management systems, as well as good practices and actual and potential risks identified across our operations. This assessment addresses the four SMETA pillars, covering key requirements related to human rights, working conditions, health and safety, environmental management and business ethics.

SMETA audit pillars:

- **Working conditions (social):** freely chosen employment and prevention of forced labor, prohibition of child labor, fair wages, non-discrimination, subcontracting and homeworking, disciplinary practices, working hours, freedom of association, collective bargaining and workers' rights.
- **Occupational health and safety:** safe working environments, emergency preparedness, ergonomics, and occupational health and risk management.
- **Environment:** environmental performance in industrial operations.
- **Business ethics:** anti-bribery and anti-corruption policies, code of ethics, whistleblowing channels and tax practices.

Assessment results inform the development of corrective and preventive action plans, driving continuous improvement of our management systems. Results are also shared on the Sedex platform to enable transparent and efficient information sharing.

## Conflict of interests GRI 2-15

To protect our reputation, our **Conflict of Interest Policy** and our Code of Ethics and Conduct provide guidelines on addressing internal and external conflicts of interest. We also address this topic

in our training programs, reaching all MBRF employees and relevant functions to ensure a clear understanding of procedures governing employment and business relationships.

All employees and business partners are required to complete a self-declaration form covering conflicts of interest and relationships with Politically Exposed Persons (PEPs). In addition, our Compliance department conducts independent checks using public databases.

All partnerships, mergers and acquisitions are subject to reputational due diligence and publicly disclosed, ensuring transparency, integrity and compliance with applicable laws and the regulations of the Brazilian Securities Commission. We provide channels for reporting potential conflicts of interest, including our whistleblowing channels, Compliance department and Audit and Integrity Committee.

The Board of Directors is responsible for preventing and mitigating conflicts of interest, including those involving its own members, the Executive Board and the Fiscal Council. Members with actual or potential conflicts with the interests of MBRF must disclose them promptly and recuse themselves from related discussions and decisions. Cases that may affect our business activities are assessed on a case-by-case basis, in line with applicable laws and regulations, ensuring transparency and integrity in decision-making.

# Tax management

GRI 207-1, 207-2

At MBRF, we ensure our tax governance practices align with internal guidelines, applicable local and international tax laws, and best practices. Our Tax Management Policy, together with anti-bribery certifications, supports our commitment to ethics, transparency and compliance.

Our tax strategy is designed jointly by the Legal, Tax, Corporate Affairs and People VP and the Executive Board, in line with our bylaws, Tax Management Policy and Related-Party Transactions Policy, as well as guidance from our Board of Directors, Audit Committee, Financial Committee and Fiscal Council, as applicable.

Our approach includes rigorous tax planning, participation in government amnesty programs where appropriate, and the assessment of long-term financial and reputational risks, including the potential impacts or regulatory developments and tax litigation. These assessments are supported by internal audits, external audit reports and opinions from specialized law firms. Our approach to the monetization of tax credits is disclosed in the notes to our financial statements.

Assessments of our tax strategy for each material matter are included in the agendas of both our Tax Committee and Board of Directors. The Tax Committee is responsible for reviewing and deliberating on relevant tax matters and, where appropriate, recommending further review and approval by the Board of Directors and its committees. The Board and its committees provide oversight on matters such as capitalization, incorporation, dissolution, mergers and corporate restructuring.

Our Legal team works closely with our Institutional and Government Relations team to monitor legislative developments that may impact our business. The Government Relations team also engages with industry associations to contribute to proposed regulatory changes.

## Tax compliance

MBRF works continuously to obtain and maintain anti-bribery certifications, aligning with best practices recommended by international standards and

organizations. These certifications demonstrate to our stakeholders that we maintain robust technical standards, supported by effective policies, procedures and controls to prevent, detect and address bribery. In doing so, we reaffirm our commitment to an ethical, transparent and responsible business environment.

Within our Legal, Tax, Corporate Affairs and People department, the Tax department is responsible for ensuring tax compliance. It assesses and manages the tax implications of current and future operations and commercial transactions, based on business rationale and a long-term view of sustainability and predictability, working with the M&A, Operations and other functions. The team also validates product tax classifications and corresponding tax frameworks, and is responsible for developing, publishing and updating corporate tax policies, as well as reviewing tax procedures.

We maintain a matrix of internal and tax controls and conduct an annual assessment in line with IFRIC 23 to identify uncertain tax treatments related to corporate

income and social taxes. Tax positions are reviewed quarterly by independent auditors to identify potential risks in our practices and any required adjustments.

Tax risks are identified through internal tax reviews, input from other departments, customer inquiries and reports received through our whistleblowing channels. These risks are monitored and disclosed in our regulatory filings, with updates made as new tax matters arise. External auditors and external legal advisors also report identified risks through formal reports and internal control letters.

Where operational procedures present potential tax risks, we review and update the processes accordingly. We maintain a dedicated team within our tax department focused on identifying risks in collaboration with other functions, recommending improvements and ensuring appropriate remediation.

# Risk management GRI 2-23, 2-24

We manage risks to protect against threats that could negatively impact our operations and to capture opportunities that can create value for MBRF and our performance.

Guided by our Corporate Risk Management Policy, risks are assessed and classified based on their potential impact and likelihood, in line with risk capacity and appetite defined by senior management. Risks are consolidated in our Corporate Risk Map, with regular reporting to and ongoing oversight by leadership and to the Board of Directors’ advisory committees. GRI 2-25

We identify and assess financial, operational, strategic and regulatory risks, including environmental and social risks, across a range of aspects, such as employees, suppliers, partners, customers, communities, products, services, systems and processes.

Risk management is a continuous process at MBRF. Risk owners regularly review and update risk identification and exposure, reporting any changes to our Risk department. The Corporate Risk Map is formally shared with the Board of Directors through its advisory committees. When a critical risk materializes, the responsible department, together with our Risk team, reports its impacts to senior management, in line with the relevant policy.

Managing risks, including threats and opportunities, is essential to strengthening our resilience to global and local challenges and to ensuring business continuity in an ethical and responsible way. Our Corporate Risk Management Policy provides detailed guidance on identifying, assessing, mitigating, monitoring and communicating risks inherent to our business, as well as on our governance approach.

## Risk governance

Our approach to risk governance is based on ISO 31000, the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the three lines model developed by the Institute of Internal Auditors, as illustrated below.

### 1<sup>st</sup> line: Management

This line includes risk owners (Vice Presidents and their direct reports), liaisons (employees designated by risk owners as liaisons with our Global Risk department) and employees, who participate in training and in fostering a risk culture across MBRF.



### 2<sup>nd</sup> line: Management

This line is composed of our Global Risk, Internal Controls and Controllership departments, which establish risk management methodologies, guidelines and processes, and continuously monitor risk exposure. They report to the Executive Committee, the Board’s advisory committees and the Board of Directors. GRI 2-13



### 3<sup>rd</sup> line: Audit

The third line is the Global Internal Audit department, which independently, objectively and in a timely manner evaluates the effectiveness of our risk management and governance processes.



Key external risks reflected in our Risk Map include geopolitical developments, such as trade tensions and armed or economic conflicts, which can affect markets and trade flows, as well as the increasing threat of cyberattacks, requiring robust prevention and mitigation strategies. In terms of financial risks, changes in tax regimes and exchange rate volatility directly affect competitiveness and operating costs, requiring continuous monitoring.

In relation to human resources, attracting and retaining talent — particularly for roles in cold environments within our production operations or for specialized roles — has become increasingly challenging in a tightening labor market in Brazil. To mitigate this risk, we are advancing process automation as a strategic lever to reduce reliance on manual labor and improve operational efficiency. We also closely monitor plant capacity, converting potential idle capacity risks into opportunities to optimize asset utilization and scale production in line with demand.

MBRF remains well positioned to manage natural market volatility, with transparency and ethics as core principles of our risk management approach.



**See the Annexes to this report for an overview of identified risks for MBRF.**

The 2025 business combination expanded the scope of our operations and required risk efforts to align risk governance practices, including the unification of policies, training and capability-building programs, and continued refinement of risk management practices.

In climate and sustainability, we continue to model climate scenarios published by the Intergovernmental Panel on Climate Change and transition scenarios outlined in Nationally Determined Contributions (NDCs). We are also enhancing our approach to assessing dependencies and impacts on ecosystem services, as well as our engagement with key stakeholders across the value chain. These analyses support the identification of sustainability- and climate-related risks and opportunities and their integration into our risk matrix, and inform disclosures in line with IFRS S1 and S2 standards.

## Strengthening our risk management culture

We have continued to strengthen our risk management culture over the years, with our Board of Directors acting as the primary sponsor of this agenda. Under our Corporate Risk Management Policy, individual business functions are responsible for function-specific risks, and regularly report on risk management activities.

Topics related to corporate, financial and operational risks are shared with all employees through training and initiatives such as Quality, Integrity, and Health and Safety Weeks ([see pages 132, 34 and 173](#)), as well as targeted communications across our sites and offices that reinforce our core and non-negotiable commitments.

The goal is to equip employees to understand and identify risks across a complex value chain, including situations that may affect our credibility and business performance. For example, monitoring operational capacity is critical, as it directly influences product quality and sales planning.

## Combating digital fraud

In response to the recent rise in digital fraud, MBRF has carried out communication initiatives to help consumers identify and avoid potential scams. We use our official websites and social media channels to alert consumers to fraudulent campaigns misusing our name, particularly during periods of increased risk, such as year-end holidays.



# 3 Sustainability Platform

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# Our strategy

Our Sustainability Platform is a strategic driver for MBRF; it is integrated into our business plans and guides the day-to-day management of our operations. Through this platform, we deliver on our sustainability commitments and translate them into concrete action, supported by metrics, indicators and clear short-, medium- and long-term targets.

Our commitments cover key topics such as supply chain traceability, climate change, animal welfare, responsible use of natural resources, circularity and corporate social responsibility — all essential to advancing more sustainable and positive-impact food production.

In the following sections, we present our approach to sustainability governance, our material topics and how they guide our actions, as well as our related commitments and targets. We also outline the pillars of our Sustainability Platform, around which the six thematic sections presented in this Chapter are structured.

# Sustainability governance

GRI 2-12, 2-13, 2-16, 2-25

Our sustainability agenda is overseen by the Board of Directors, with support from the Sustainability Committee in guiding, establishing and monitoring related targets, policies and initiatives. The Sustainability Committee is composed of six members and is chaired by Roberto Silva Waack, an independent Board member with extensive executive experience and a strong background in forestry, climate and biodiversity.

Implementation of our sustainability strategy is led by the Global Sustainability department, which reports directly to the Legal, Tax, Corporate Affairs and People VP. The Committee's responsibilities include translating strategy into action plans, assessing risks and opportunities, and managing targets and performance on an ongoing basis.

We set clear, measurable targets and systematically track performance across each of our areas of action. We report transparently to our stakeholders through annual disclosures that provide detailed information on our initiatives, indicators and performance. Our approach is guided by global corporate policies approved by our Board of Directors.



**Additional information on our policies is available in the Sustainability section of our [corporate website](#).**



# Materiality

GRI 3-1

MBRF's materiality matrix was most recently reviewed in 2024 using a double materiality approach aligned with GRI Standards, leading reporting practices and key sector references, including SASB, ISSB and IFRS. This approach considers both the impacts, risks and opportunities that influence our business performance (financial materiality) and the effects our operations have on nature, society and the economy (environmental and social impact materiality), over a two-to-five-year time horizon.

The materiality review was structured into four main stages:

1

**Identification of ESG topics:** based on trend analysis, benchmarking and thematic studies, capital market indices, international guidelines and peer practices, we developed a comprehensive list of topics relevant to our business and sector. We also considered our business strategy, internal policies, and existing commitments and targets, ensuring that previously identified priority topics were incorporated into subsequent stages.

2

**Stakeholder consultation for financial and environmental and social impact materiality:** we engaged our key stakeholders to capture their views on the financial and environmental and social impacts associated with identified topics and their relevance. To assess financial materiality, we conducted 15 interviews with senior leadership, 13 interviews with internal specialists across our regions, four interviews with financial institutions and customers, and received 16 responses through an online consultation involving these groups.

For environmental and social impact materiality, we conducted 14 interviews with internal specialists and nine with external experts and customers, complemented by 51 online responses. To assess perceived relevance, we conducted more than 860 digital consultations with customers, suppliers, contractors, employees, integrated producers, NGOs, industry organizations, media and trade associations, covering the full range of ESG topics assessed.











3

**Analysis and prioritization:** based on the inputs gathered, we identified and prioritized key financial, environmental, social and governance topics, considering both impact and relevance. The results were weighted by stakeholder group and consolidated into a matrix that highlights the relevance, criticality and magnitude of each topic from both financial and environmental and social perspectives.

4

**Validation:** the final list of ten priority topics was reviewed and validated by the Sustainability Committee under the Board of Directors.

# Material topics<sup>1</sup> GRI 3-2

Topic	Description	Related SDGs	Related disclosures
 <p><b>Natural resources</b></p>	<p>This topic covers energy management across our operations and supply chain, including energy efficiency practices; the use of renewable sources and eco-efficiency initiatives to reduce emissions from our energy mix; responsible water use, including water withdrawal and consumption; effluent management; protection of water sources; waste reduction; and potential impacts on water bodies.</p>	<p>1 3 6 8 10 12 13 15 16</p>	<p>GRI 3-3, 302-1, 302-2, 302-3, 302-4, 302-5, 303-1, 303-2, 303-3, 303-4; SASB FB-MP-130a.1, FB-MP-140a.1, FB-MP-140a.2, FB-MP-140a.3</p>
 <p><b>Climate change</b></p>	<p>This topic covers greenhouse gas emissions across our operations and supply chain, including sources such as wholly-owned operations, fuel combustion, deforestation linked to animal protein production, feed inputs and fires; as well as our climate adaptation practices and the resilience of our operations.</p>	<p>2 7 12 13 15</p>	<p>GRI 3-3, 101-1, 101-2, 101-4, 101-5, 101-6, 101-7, 101-8; 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, SASB FB-MP-110a.1, FB-MP-110a.2, FB-MP-160a.1</p>
 <p><b>Management, transparency and traceability of the supply chain</b></p>	<p>This topic addresses our relationships with suppliers and raw material sourcing, including supplier engagement, capability building and enforcement of quality and regulatory standards; as well as environmental and social due diligence in procurement, including human rights practices, sustainability certifications, traceability and supplier development.</p>	<p>1 3 6 8 10 12 13 15 16 17</p>	<p>GRI 3-3, 204-1, 308-1, 308-2; SASB FB-MP-430a.2</p>
 <p><b>Waste and packaging</b></p>	<p>This topic addresses waste management and disposal across our operations and supply chain, as appropriate for the nature of raw materials and packaging used; efforts to reduce single-use plastics; minimizing waste generation; and addressing the environmental impacts associated with logistics, consumption and end-consumer waste.</p>	<p>9 11 12 14</p>	<p>GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5</p>
 <p><b>Product quality and safety</b></p>	<p>This topic covers product integrity, quality and safety, with a focus on preventing contamination, avoiding adverse impacts on consumer health, ensuring compliance with food safety standards and good manufacturing practices, and upholding our commitment to food and nutrition security through the provision of nutritious products.</p>	<p>2 3 12</p>	<p>GRI 3-3, 416-1, 416-2, 417-1, 417-2, 417-3</p>
 <p><b>Ethics, integrity and transparency</b></p>	<p>This topic addresses ethics, integrity and transparency in our relationships with internal and external stakeholders, including the prevention of corruption, bribery and greenwashing; ethical advocacy practices; fair competition; transparency in political engagement; and the implementation and monitoring of our Codes of Conduct for employees and suppliers.</p>	<p>12 16 17</p>	<p>GRI 3-3, 205-1, 205-2, 205-3, 206-1, 207-1, 207-2, 415-1, 418-1</p>
 <p><b>Communities surrounding our operations</b></p>	<p>This topic covers the social and economic impacts of our operations and supply chain in the regions where we operate, including job creation; impacts on local economies and infrastructure; noise management; community engagement and communication; and non-interference with access to essential services.</p>	<p>1 8 11</p>	<p>GRI 3-3, 203-1, 203-2, 413-1, 413-2</p>
 <p><b>Health, safety and well-being</b></p>	<p>This topic addresses efforts to promote employee well-being by safeguarding physical and mental health, workplace safety, and healthy working conditions.</p>	<p>3 8 16</p>	<p>GRI 3-3, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10</p>
 <p><b>Animal welfare</b></p>	<p>This topic covers the provision of appropriate conditions for the raising, transport and processing of animals, including animal health care, the responsible use of antibiotics and hormones, and the adoption of ethical practices.</p>	<p>2 12 15</p>	<p>GRI 3-3; SASB FB-MP-410a.1, FB-MP-410a.2, FB-MP-410a.3</p>
 <p><b>Human rights and labor relations</b></p>	<p>This topic addresses working conditions across our operations, including fair working hours, benefits, protection of labor rights and respect for freedom of association.</p>	<p>5 8 10</p>	<p>GRI 3-3, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1, 411-1, 414-1, 414-2</p>

<sup>1</sup> Compared with our previous materiality assessment, we prioritized new topics, including waste and packaging, and local communities. Food safety and talent acquisition, development and retention remain relevant and continue to be actively managed, although they are not classified as priority topics in the current materiality assessment.

# Sustainability Platform pillars

Through our Sustainability Platform, we advance our commitments across six strategic pillars. In the following chapters, we present our actions and results for each of these pillars.

## Climate change

Learn more on [page 69](#).

## Supply chain management

Learn more on [page 50](#).

## Natural resources

Learn more on [page 93](#).

## Waste and packaging

Learn more on [page 105](#).

## Corporate social responsibility

Learn more on [page 114](#).

## Animal welfare

Learn more on [page 80](#).



# Commitments and outcomes GRI 101-1

For each of the six pillars of our Sustainability Platform, we have established public commitments with clear targets and defined timeframes, reinforcing transparency and accountability in our operations.

These commitments define our path forward on topics that are critical to our business and reinforce sustainability as a core element of our corporate strategy and long-term performance.

Commitments	Timeframe	Status	2025 Highlights
<b>Supply chain management</b>			
100% deforestation-free supply chain across the Amazon, <i>Cerrado</i> and other biomes — covering both direct and indirect suppliers (cattle and grains).	2025	100%	We achieved 100% environmental and social monitoring of indirect cattle suppliers as of yearend 2025, while maintaining 100% monitoring of direct cattle suppliers. We also maintained 100% control over grain sourcing across all Brazilian biomes.
<b>Climate change   Energy</b>			
Achieve 100% renewable electricity across our operations.	2030	80%	We ended 2025 with 80% renewable electricity across our global operations, in line with our target of reaching 100% by 2030. Our Brazil operations have already achieved 100% renewable electricity, supported by traceable energy sourcing.
<b>Climate change   Emissions <small>GRI 305-5</small></b>			
Reduce Scope 1 and Scope 2 emissions from our poultry and swine operations by 51%*. <small>* This target is from a 2020 baseline.</small>	2032	-22.6%	In 2025, we achieved a 22.6% reduction in Scope 1 and Scope 2 emissions, in line with our near-term SBTi target, from a 2020 baseline. This performance was primarily driven by reductions in Scope 2 emissions, supported by the use of traceable renewable electricity, which accounted for 97% of consumption in our poultry and swine operations. In addition, efforts to mitigate emissions associated with forest fires — a significant factor in previous years — contributed to a 21% reduction in Scope 1 emissions compared with 2024.
Reduce Scope 3 emissions from our poultry and swine operations by 35.7%*. <small>*This target is from a 2020 baseline.</small>	2032	-10.7%	In 2025, Scope 3 emissions covered by our SBTi near-term target were reduced by 10.7% from a 2020 baseline, primarily driven by improvements in animal production practices. Key initiatives included the use of hog waste in biodigesters, the adoption of solar energy by integrated producers — supported by MBRF — and the expansion of dark house systems.
Reduce Scope 1 and Scope 2 emissions from our beef operations by 68%*. <small>* This target is from a 2019 baseline.</small>	2035	-21.6%	In 2025, we reduced Scope 1 and Scope 2 emissions by 21.6% compared with our 2019 baseline, primarily reflecting the divestment of operations in South America. In this context, we are developing an updated climate target reflecting the current scope of MBRF. Scope 2 reductions were also supported by sourced renewable electricity, with traceability provided by I-REC certificates.
Reduce Scope 3 emissions intensity across our value cattle production chain by 33%*. <small>*This target is from a 2019 baseline.</small>	2035	+2.2%	In 2025, Scope 3 emissions intensity increased by 2.2% compared with our 2019 baseline, mainly driven by the animal sourcing category, where animal age has a significant impact on greenhouse gas emissions.

**Commitments**

**Timeframe**

**Status**

**2025 Highlights**

**Animal welfare** SASB FB-MP-410a.2

Audit 100% of our production sites for animal welfare.

2025

100%

Since 2024, 100% of our poultry, swine and beef processing facilities have been audited for animal welfare, using internationally recognized protocols such as the North American Meat Institute, the National Chicken Council (NCC) and the National Turkey Federation, reinforcing our commitment to the highest global standards of animal welfare.

Source 100% of eggs globally from cage-free hens.

2025

100%

Since 2020, 100% of eggs sourced in Brazil have been cage-free, and in 2025 we extended this commitment across our global operations.

Implement environmental enrichment across 100% of our integrated poultry and swine operations.

2026

92%

In 2025, we made significant progress in environmental enrichment, reaching 92% across our integrated operations — 97% in poultry, 84% in swine, and 100% in turkey. We remain committed to completing this initiative by the first half of 2026.

Implement 100% group gestation stalls for sows by 2026. Since 2023, all new sow housing projects have adopted group housing systems.

2026

57%

The percentage remained in line with 2024 due to operational, circumstantial and financial constraints.

**Natural resources**

Reduce water consumption intensity in our poultry and swine operations by 13%.

2025

-16%

We exceeded our global water reduction target, driven primarily by water reuse. Reuse reached 32% globally, with significant progress in Brazil, increasing from 20% to 40% between 2024 and 2025. Additional measures to reduce consumption and waste also contributed to this performance, supported by robust water management across our operations.

Reduce total water consumption in our beef operations by 20%.

2030

-15.2%

In the past year, we progressed by an additional 2.2% toward our 2030 target. We enhanced process monitoring, installed water meters, upgraded high-consumption equipment and increased water reuse. We also invested in water and effluent treatment operations, as detailed on [page 95](#).

**Corporate social responsibility**

Achieve 30% women in senior leadership roles.

2030

19.7%

In 2025, women represented 19.7% of senior leadership roles (executive manager and above) and 29.4% of leadership positions (coordinator level and above). Despite the impact of the Marfrig-BRF merger, we maintained our affirmative-action programs and strengthened female leadership initiatives, including *Lidere com uma Mulher*, *Elas em Foco*, *Entre Eles e Elas*, and *Elas na Indústria*.

# Supply chain management

GRI 2-6, 3-3 Management, transparency and traceability of the supply chain

This pillar represents our engagement with the supply chain and encompasses all initiatives related to origin control and responsible sourcing of raw materials and inputs. It also includes efforts to engage business partners in adopting best sustainability practices, supporting a production model that preserves biodiversity and respects human rights.

Globally, we operate an extensive commodity supply chain, structured across three main groups. This structure reflects priority sourcing regions for our business and includes cattle, grains, poultry and swine supply chains:

- **Cattle:** approximately 3,000 suppliers providing cattle to our production units.
- **Grains:** around 2,500 direct and indirect suppliers, including farmers, grain traders, cooperatives and other intermediaries across the grain supply chain.
- **Poultry and swine:** approximately 7,700 farmers in Brazil and Türkiye responsible for raising poultry and swine under integrated production contracts with MBRF.

## Supply chain monitoring criteria

Our procurement and monitoring processes combine the use of public data sources with internal management tools and contractual requirements. Together, these mechanisms support legal compliance, the adoption of sound environmental practices and respect for human rights.

Our approach to supply chain management includes programs to monitor environmental and social risks and supplier group-specific engagement initiatives.

We conduct periodic assessments based on **nominal, territorial, deforestation, social and biodiversity criteria**, using public databases such as IBAMA, Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio), state environmental agencies (SEMA) and the Ministry of Labor and Employment. These assessments include reviews of environmental embargoes and violation notices, encroachment on conservation sites, protected areas and traditionally occupied territories, and deforestation-related data.

We also assess labor practices and human rights criteria, based on international standards, supported by active communication of our Third-Party Code of Ethics and Conduct, Code of Ethics and Conduct and Sustainable Practices Guide (available on [our website](#)).

### Nominal criteria:

- Embargoes: IBAMA, ICMBio, SEMA

### Territorial criteria:

- Encroachment on conservation sites, based on mapping data from IBAMA, ICMBio and state environmental agencies (SEMA)

### Deforestation:

- PRODES

### Social criteria:

- “Dirty List” of slave-like labor published by the Ministry of Labor and Employment (MTE)
- Overlaps with indigenous and *quilombola* territories

## Supplier suspension and reinstatement

Suppliers that fail to provide requested information in a transparent manner are subject to debarment from doing business with MBRF. They remain debarred until the requested information is submitted and is confirmed to align with our commitments. If any non-compliance is identified, we immediately suspend commercial engagement until the issue is clarified and resolved. This is a non-negotiable practice for MBRF.

Suppliers are reinstated only after we verify that all nonconformities have been addressed and that they fully meet our environmental and social commitments. We support this process through technical and documentation assistance, helping suppliers resolve outstanding issues and implement required improvements.

## Verde+ Program

In 2009, we publicly committed to maintaining cattle supplier traceability, and led the industry in implementing structured traceability processes and developing satellite-based tracking and geomonitoring technologies. Since 2010, we have monitored 100% of our direct suppliers, ensuring our cattle is sourced from areas free of deforestation and land conversion, and with no encroachment into indigenous or *quilombola* territories or into protected areas.

In 2020, we advanced this approach with the launch of our *Verde+* Program, committing to a more sustainable supply chain that is 100% traceable and deforestation- and conversion-free<sup>1</sup>. This commitment covers all priority sourcing areas — those with higher exposure to environmental and social risks — across cattle and grain supply chains, particularly for direct and indirect suppliers located in

<sup>1</sup> The cut-off dates applied to new deforestation criteria are aligned with the Public Livestock Commitment, the launch of our *Verde+* Program (2020), the Accountability Framework Initiative (AFI) guidelines and the European Union Deforestation Regulation (EUDR). Accordingly, we apply 2008 as the cut-off year for the Amazon biome and 2020 for other Brazilian biomes. We reaffirm our commitment to a deforestation- and conversion-free (DCF) supply chain, except in cases of force majeure arising from applicable local legislation or other specific constraints, without compromising our overarching strategic direction.

strategic biomes such as the Amazon and *Cerrado*. Through our *Verde+* Program, we are accelerating the adoption of sustainable agricultural practices, helping to reduce impacts on priority areas.

In 2025, we expanded the program's scope beyond cattle to include integrated engagement and monitoring of direct and indirect grain suppliers across our operations. This has strengthened integrated management, enhanced traceability and reinforced our commitment to a deforestation- and conversion-free supply chain.

**MBRF's *Verde+* Program is based on the principles of production, conservation and inclusion, and is structured around three pillars: monitoring and traceability technologies, technical assistance, and financial mechanisms.**

## Classification of direct and indirect suppliers

In managing suppliers of our priority commodities, the definitions of direct and indirect suppliers vary by supply chain, as outlined below:

### Cattle

- **Direct suppliers:** cattle producers who supply animals directly to MBRF (Tier 1).
- **Indirect suppliers:** upstream breeding (Tier 3) or rearing (Tier 2) operations prior to direct supply.

### Grains

- **Direct suppliers:** farmers who produce and sell their own grains directly to MBRF.
- **Indirect suppliers:** intermediaries in the grain supply chain, including trading companies, cooperatives and other market agents.

For poultry and swine, we operate a vertically integrated model based on long-term production contracts. We provide animals, inputs and technical assistance, while producers contribute infrastructure and labor.

## Cattle supply chain

### Monitoring and traceability technologies

We are the only beef Company in Brazil with a public commitment to zero deforestation and land conversion, and were the first Company to implement monitoring and traceability technologies back in 2009.

Today, we monitor 100% of our direct suppliers across all biomes where we source cattle. This means that all farms with which we have direct commercial relationships are located in deforestation-free areas and operate under sustainable production practices. Through our *Verde+* Program, we have incorporated proprietary methodologies to support the traceability of indirect suppliers, using criteria and tools that allow us to track and monitor this segment of the supply chain.

For cattle sourcing, we apply specific criteria tailored to this supply chain, including:

- Checks against embargoed areas listed by IBAMA and the “dirty list” published by the Ministry of Labor and Employment, which identifies employers penalized for the use of forced or compulsory labor;

- Collection and review of documentation, including Rural Property Registration Certificates (CCIR) from the National Rural Registry (SNCR), the Rural Environmental Registry (CAR), letters of guarantee, MBRF Club protocol checklists, invoices and Animal Transit Manifests (GTA), among other documents;
- Assessment of human rights practices, including working hours, fair compensation, adequate working conditions, non-discrimination, prohibition of child labor and respect for freedom of association. This information is collected through a sample-based questionnaire applied to key suppliers at each site, based on the international SA8000 social responsibility standard.



Example of our process for verifying compliance with environmental and social criteria:

## Supplier Approved



Propriedade  
FAZENDA 1

Proprietário  
PRODUTOR 1

This property is approved.

✓ Propriedades Auxiliares	✓ Mapa de embargo SEMA-MT
✓ DETER Amazônia Legal	✓ CPF/CNPJ - lista de embargos do SEMA-MT
✓ Mapa de embargo SEMAD-GO	✓ Trabalho Escravo
✓ Mapa de embargo IBAMA	✓ PRODES Amazônia
✓ CPF/CNPJ - lista de embargos do IBAMA	✓ PRODES Caatinga
✓ Mapa de embargo ICMBio	✓ PRODES Cerrado
✓ CPF/CNPJ - lista de embargos do ICMBio	✓ PRODES Mata Atlântica
✓ Mapa de embargo LDI-PA	✓ Território Quilombola
✓ CPF/CNPJ - lista de embargos do LDI-PA	✓ CAR - Cadastro Ambiental Rural
✓ Mapa de embargo IAT-PR	✓ Terras indígenas
✓ Mapa de embargo FEPAM-RS	✓ Unidades de Conservação

## Supplier Not Approved



Propriedade  
FAZENDA 2

Proprietário  
PRODUTOR 2

This property is not approved by protocol.

✓ Propriedades Auxiliares	✓ Mapa de embargo SEMA-MT
✓ DETER Amazônia Legal	✓ CPF/CNPJ - lista de embargos do SEMA-MT
✓ Mapa de embargo SEMAD-GO	✓ Trabalho Escravo
✓ Mapa de embargo IBAMA	✗ PRODES Amazônia
✓ CPF/CNPJ - lista de embargos do IBAMA	✓ PRODES Caatinga
✓ Mapa de embargo ICMBio	✓ PRODES Cerrado
✓ CPF/CNPJ - lista de embargos do ICMBio	✓ PRODES Mata Atlântica
✓ Mapa de embargo LDI-PA	✓ Território Quilombola
✓ CPF/CNPJ - lista de embargos do LDI-PA	✓ CAR - Cadastro Ambiental Rural
✓ Mapa de embargo IAT-PR	✓ Terras indígenas
✓ Mapa de embargo FEPAM-RS	✓ Unidades de Conservação

## Results of environmental and social assessments

In 2025, 100% of our direct suppliers were selected and screened against environmental and social criteria. We assessed approximately 3,000 suppliers for environmental and social impacts, of which 228 were identified as having significant negative environmental impacts. Of these, 59% demonstrated improvements following our assessment, while 41% were suspended from commercial engagement. We did not identify any suppliers with negative social impacts. [GRI 308-2, 414-2](#)

By intersecting these variables with livestock data, we developed a municipal-level risk matrix, classifying locations into five categories: very high, high, medium, low and very low. This analysis enables us to accurately identify regions with higher and lower environmental and social risk.

This data-driven approach enabled us to define priority areas and implement a structured engagement plan with direct suppliers to gather information on indirect suppliers across all biomes where we source cattle.

We began with very high-risk regions and progressed systematically to very low-risk areas, following

a timeline disclosed at the launch of the *Verde+* Program and updated annually, in line with our commitment to transparency. This phased approach enabled focused, efficient and results-driven engagement, supporting suppliers in building a deforestation- and conversion-free supply chain.

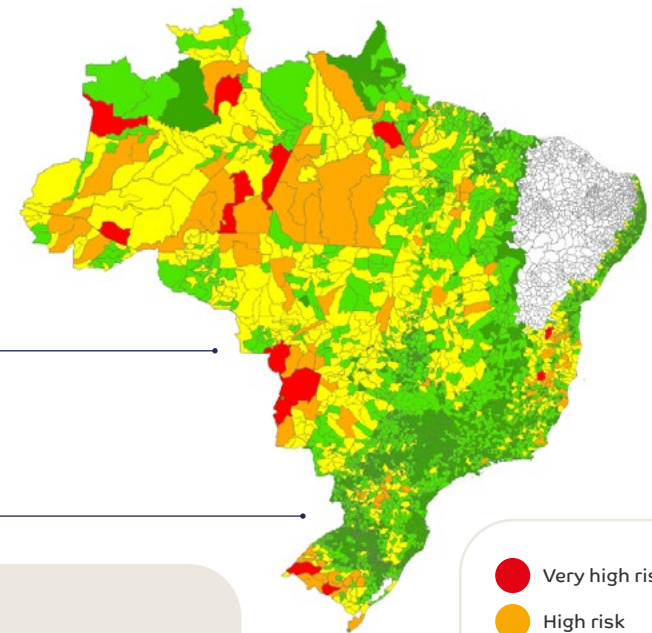
As a result, we met our commitment to achieve 100% traceability of our cattle supply chain as of year-end 2025.

### Socioenvironmental Risk Mitigation Map [GRI 101-5](#)

Since 2021, we have used an Socioenvironmental Risk Mitigation Map, developed by Agroicone, which integrates multiple data sources to provide a comprehensive view of environmental and social status. These include deforestation, native vegetation, pasture areas, proximity to indigenous and *quilombola* territories and protected areas, as well as records of forced or child labor. [GRI 101-4](#)

We classify risk across **five levels — very low to very high —** for each variable assessed.

**All farms are required to declare indirect suppliers;** failure to do so may result in suspension of procurement.



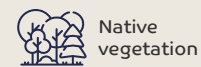
#### Database



Livestock



Pasture



Native vegetation



Deforestation



Social Disclosures

- Very high risk
- High risk
- Medium risk
- Low risk
- Very low risk

### Origin Control<sup>1</sup>: percentage of farms with traceability of indirect suppliers



Risk	Very High	High	Medium	Low	Very Low
Milestones %	100%	100%	100%	100%	100%

Total  
**100%**



Risk	Very High	High	Medium	Low	Very Low
Milestones %	100%	100%	100%	100%	100%

Total  
**100%**

<sup>1</sup> Results for 2025.

### Innovation in combating deforestation and conversion

Since 2010, we have operated a proprietary satellite monitoring platform, active 24/7, enabling continuous monitoring of our cattle suppliers. The platform enables real-time identification of deforestation events and automatic suspension of non-compliant properties. The system currently covers approximately 36 million hectares — an area larger than the combined territory of the states of São Paulo, Rio de Janeiro and Espírito Santo, or countries such as the United Kingdom and Portugal combined.

Over the years, we have continuously enhanced this platform with new technologies and spatial intelligence solutions, making our geomonitoring increasingly robust, reliable and transparent.

We have also incorporated Visipec, a tool that enhances environmental and social monitoring by expanding visibility into our supply chain — particularly in upstream stages by providing information on potential indirect suppliers. Developed by the Gibbs Land Use and Environment Lab and managed by the National Wildlife Federation, Visipec strengthens deforestation control and compliance with environmental and social criteria, supporting a more sustainable and traceable supply chain.



### Technical support and reinstatement

Guided by our principle of inclusion, we provide technical, documentation and legal support, along with multi-temporal geospatial analysis, to help debarred suppliers restore environmental and social compliance. In 2025, we reinstated 187 farms into our supply chain, representing 7% of active suppliers during the period. Since 2021, the *Verde+* Program has supported the reinstatement of 4,381 farms.

This set of tools and initiatives enabled us to achieve our deforestation- and conversion-free target ahead of schedule, originally set for 2030. In 2025, we achieved 100% monitoring across our cattle supply chain — both direct and indirect — in line with our public commitment under the *Verde+* Program.

This means that our entire beef supply chain is traceable and free from deforestation and land conversion across all stages of the production cycle — breeding (Tier 3), rearing (Tier 2) and fattening (Tier 1) — and across all Brazilian biomes where we source cattle, including indirect suppliers in strategic regions such as the Amazon and *Cerrado*.

### Transparency in supply chain traceability

We provide a public tool that allows stakeholders to trace the origin of our beef products, down to the farms supplying animals for processing. This information is available on [our website](#).

To access the information, users enter the Federal Inspection Service (SIF)<sup>1</sup> number of origin and the slaughter date, both available on our product labels. Using this information, users can identify the state and municipality of the source farm, as well as the farm's name.

In addition, since 2025 we have further enhanced transparency by publishing a record of inquiries from external organizations and initiatives regarding our efforts to combat deforestation and land conversion. In this document, we provide full and unrestricted disclosure of our responses to these inquiries. This record is available in the Sustainability section of our [corporate website](#).

### Third-party audits

As part of our governance framework, our practices undergo independent audits to verify that systems are adequately robust and provide an external perspective to support continuous improvement.

For the 13<sup>th</sup> consecutive year, our cattle sourcing from farms in the Amazon biome met 100% of the criteria of the Public Livestock Commitment. Our methodology, combined with advanced monitoring tools, supports full transparency toward our stakeholders. The level of transparency is regularly validated through independent audits that assess our practices around deforestation and land conversion, human rights, protection of indigenous peoples and the prohibition of forced and child labor. Our most recent audit report is available on [our website](#), demonstrating our continued commitment and the integrity of our sourcing processes.

We also participated in the second official audit cycle under the *Boi na Linha* Protocol, applicable to the Legal Amazon (the Amazon, *Cerrado* and *Pantanal* biomes) region and adopted by the Federal Public Prosecutor's Office, achieving 100% compliance, as confirmed by the authority.

These audits attest to our ongoing commitment to environmental preservation and respect for the rights of indigenous peoples. Through our satellite-based geomonitoring platform, we continuously verify whether supplier properties overlap with indigenous or *quilombola* lands. If any non-compliance is identified, we immediately debar the supplier from new transactions, ensuring the protection of these areas and respect for traditional communities.

To strengthen our controls, we annually request formal information from indigenous authority, FUNAI, regarding potential conflicts and properties involved, allowing us to assess links to our supply chain and apply preventive suspension where necessary.

### Technical support

Environmental preservation requires increasingly advanced and effective management practices. As part of this pillar of the *Verde+* Program, we work with our suppliers to continuously improve production practices at the farm level. Our goal is to support livestock practices that balance productivity with conservation.

<sup>1</sup> The Federal Inspection Service (SIF) certification label is issued by Brazil's Department of Inspection of Animal-Origin Products and verifies compliance with sanitary and technological standards in line with national and international regulations.

## MBRF Club

We use the MBRF Club protocol to engage our cattle suppliers and support their sustainability journey. The protocol is based on leading global sustainability benchmarks, including Global G.A.P., Red Tractor, International Finance Corporation, CDP, FAIRR Initiative, Business Benchmark on Farm Animal Welfare and Forest 500, with criteria adapted to local production conditions.

The protocol is a key assessment tool that allows us to understand not only the environmental and social performance of each producer, but also the broader production context of our supply chain. Through the MBRF Club protocol, we collect initial data on production cycles, feeding systems and social conditions at the farm level.

Built on three pillars, MBRF Club also engages suppliers in continuous improvement, supporting producers in advancing animal welfare, environmental stewardship and social responsibility. Through MBRF Club, we encourage and support suppliers — via our [Sustainable Practices Guide](#) and technical teams at each site — in improving their management of key agricultural processes, including pasture management, animal nutrition and health, and waste management.

We conduct periodic assessments of production practices, carried out both by producers and by our technical teams. **Based on their level of compliance with the protocol, cattle suppliers are classified into four categories: beginner, bronze, silver and gold.** All of our direct suppliers participate in the program.

We also encourage cattle suppliers that source soy for feed from third parties to prioritize suppliers aligned with our deforestation-free commitments. This supports our policy of not sourcing soy from deforested areas. Currently, soy represents less than 5% of inputs used in our cattle operations.

Established in 2010, the protocol has continuously evolved to incorporate updated practices that reduce impacts and strengthen environmental and social performance at the farm level. We are expanding MBRF Club to Argentina and Uruguay, adapting the protocol to local conditions and initiating supplier engagement.

**In 2025, 25% of cattle producers in Brazil improved their practices and advanced to higher categories within the MBRF Club protocol.**

## Sustainable Practices Guide

Our Sustainable Practices Guide is designed to support cattle producers in adopting responsible practices aligned with our environmental and social commitments, as well as legal and market requirements. The purpose of the Guide is to promote more sustainable, safe and traceable livestock operations, encouraging continuous improvement in farm management, increased productivity and shared value creation.

The guide takes an integrated approach to key topics, including animal health and welfare, traceability, feeding practices, labor rights, environmental stewardship and responsible sourcing criteria. It also provides guidance on soil management, efficient water use, waste management, land titling and environmental compliance, and climate change mitigation. In addition, it outlines guidelines for reducing environmental and social risks, preventing deforestation, promoting the responsible use of inputs and antibiotics, and strengthening transparency and compliance across the value chain.



**Further details are available in our Sustainable Practices Guide in the Sustainability section of our corporate website.**

## Low-carbon production

We encourage farmers to adopt low-carbon livestock technologies, including Integrated Crop-Livestock (ILP) and Integrated Crop-Livestock-Forest (ILPF) systems, which balance productivity, conservation and biodiversity. These systems supply cattle for Viva!-branded beef cuts, produced under the Carbon Neutral Beef (CCN) framework, launched in partnership with the Brazilian Agricultural Research Corporation (Embrapa) in 2018 to promote more sustainable livestock practices and certify beef produced under these systems.

We have also advanced the Low Carbon Beef (LCB) protocol, officially launched during COP30. This framework is focused on measuring and increasing soil carbon stocks through improved pasture management, soil conservation and optimized stocking rates. We expect a significant volume of cattle and properties will soon be covered under this protocol, given its strong alignment with prevailing livestock practices in Brazil.

These models were developed through long-standing collaboration with Embrapa, established in 2018 to advance sustainable livestock practices and certify beef produced under these systems.



See page 73 for additional information in the Climate change chapter.

## Sustainable Calf Production

We recognize that monitoring and improving our supply chain must begin at the earliest upstream stages of the production cycle.

In 2025, we continued to support the Sustainable Calf Production Program, in partnership with IDH. The initiative operates in the state of Mato Grosso, in the Vale do Juruena region — an area strategic for calf breeding — with a goal of strengthening the supply of sustainably sourced cattle from the how-calf stage (Tier 3). Activities include technical and documentation support for small producers, territorial monitoring, conservation of native vegetation, productivity improvements and forest restoration.

In the second year of the current investment cycle, the program reached 285 breeding operations, including 251 smallholders. Key results:

**60,980.95**  
hectares of forest conserved

**166.16**  
hectares restored



**7,348.93**  
hectares under improved productivity

**8,400+**  
animals individually identified since the start of the partnership

In addition, through technical support in 2025, the program contributed to 27 Rural Environmental Registry (CAR) records being updated or corrected; 4 Environmental Recovery Plans (PRA) submitted and 16 under development; and 9 Provisional Rural Activity Permits (APF) issued.

## Developing new finance mechanisms

Preserving biomes requires increasingly advanced production practices, which are not always affordable for producers. We work to connect our supply chain with access to capital solutions. Key initiatives include our participation in the creation of the Biomass company and ongoing investments supported by the &Green Fund.

## Biomass

In 2025, Biomass — an initiative backed by MBRF and partners including Itaú Unibanco, Rabobank, Santander, Suzano and Vale — launched its first large-scale initiative: the Muçununga Project. Based in southern Bahia, the project is restoring 1,200 hectares of Atlantic Forest, in partnership with Carbon2Nature Brasil and Veracel Celulose. The initiative has raised R\$ 55 million in investment and is expected to generate more than 500,000 high-integrity carbon credits.

The project delivers both environmental and social benefits. Local communities are actively engaged in co-developing opportunities and shared benefits. More than 100 native species will be planted in the first half of 2027, generating technical insights to support the future expansion of Biomass' initiatives.

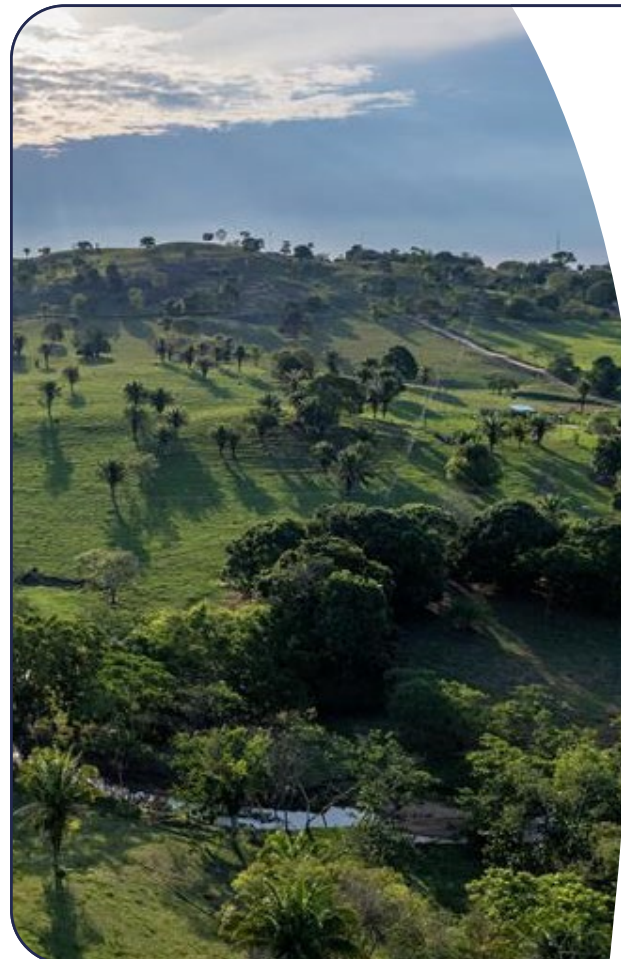
The goal is to prove that financing inclusive, sustainable, and deforestation-free commodity production can be commercially viable and replicable, thus strengthening the case for a rural development paradigm protecting valuable forests and peatlands and supporting high-productivity agriculture.

Borrowers commit publicly to transitioning their operations — particularly in the state of Mato Grosso — through the implementation of a Landscape Protection Plan (LPP) and a related Environmental and Social Action Plan (ESAP).

## &Green Fund

The &Green Fund is a perpetual investment vehicle established in 2017, with an initial US\$ 100 million commitment from the Government of Norway through the Norwegian International Climate and Forest Initiative. This initial capital was followed by contributions from the UK Government, the Dutch Government (through FMO), the Global Environment Facility (via the United Nations Environment Programme), the Ford Foundation, the Green Climate Fund, the Central African Forest Initiative, Unilever and a German reinsurer.

Total capital committed to &Green now exceeds US\$ 400 million. &Green invests in commercial projects in agricultural-production value chains to protect and restore tropical forests and make agriculture more sustainable and inclusive, engaging local communities, producers, financial institutions, supply chain companies, governments and civil society.



**By 2030, US\$30 million will be invested to engage producers in the Amazon and Cerrado regions in forest conservation.**

This funding supports a range of initiatives, including improved pasture management, recovery of degraded land and restoration of deforested areas. Expanding access to capital is a key lever to combat deforestation, enabling producers to invest in more efficient production systems and reduce the need to clear native forest areas.

**In line with our ESAP, we progressed on the 2025 deliverables in our Mato Grosso operations, as outlined below:**

ESAP Item	Description	Deliverable	Completed (Yes/No)
1.2.5	Achieve and maintain compliance of Tier 1, 2 and 3 suppliers in the Amazon and Cerrado with updated cattle sourcing criteria (1.2.1) and compliance protocol (1.2.3), aligned with the origin control timeline (Annex 1)  Compliance to be audited by an external party every two years, as already done for direct suppliers.	100% territorial traceability – Tier 2 and Tier 3 indirect suppliers	Yes
1.3.2	Established or update P&C procedures to align with the reinstatement protocol approved by the Federal Public Prosecutor’s Office for blacklisted suppliers.	Operational procedure updated	Yes
1.4.3a	Promote good practices so that MBRF Club members in the Amazon biome move to higher categories. Evidence showing that, compared to 2020 yearend baseline: *15% of members will move to higher categories by the end of 2022, *30% of members will move to higher categories by the end of 2025, *45% of members will move to higher categories by the end of 2030.	51.55%	Yes
2.1	ER 1 target for direct suppliers in Mato Grosso: annually maintain a list of approved direct cattle suppliers in the Amazon and Cerrado biomes of Mato Grosso that conserve, on their properties, a total of 2.4 million hectares of conserved forest 3. Of the 2.4 million hectares, at least 242,035 hectares will exceed the legal requirements of the Brazilian Forest Code (i.e., exceed protected area and legal reserve requirements).	<ul style="list-style-type: none"> <li>• 2,834,494.35 ha of native vegetation</li> <li>• 228,578 ha of vegetation exceeding requirements</li> </ul>	Yes
2.2	Initial ER 1, 2 and 3 targets for indirect suppliers in the State of Mato Grosso: deliver, through upstream suppliers in the Amazon biome — initially through the partnership with IDH under the Sustainable Breeding Program — 4,500 ha of conserved forest (ER1); 7,000 ha of sustainably intensified land (ER2); and 1,500 ha of restored forest (ER3). For more information on the ER delivery timeline and communication mechanisms, see Annex 1 of the Marfrig-8Green Landscape Protection Plan (LPP).	The program reached 285 new registered producers, including 251 small producers. Additionally, the Program closed the year with 60,980.95 ha of conserved forest (ER1), 7,348.93 ha of intensified pasture (ER2) and 166.16 ha of restored forest (ER3).	Yes
5.3 <sup>1</sup>	ER target for indirect suppliers in Mato Grosso: provide an estimated and verifiable target (as additional impact), with specified best effort, delivery timeline and reporting structure to ensure that ER1 is achieved among indirect upstream suppliers in Marfrig’s supply chain in Mato Grosso by 2030, through (a) partnerships and (b) compliance with Brazilian legislation and P&C Protocols. The target must be aggregated (i.e., for all indirect upstream suppliers reached), in hectares of forest to be conserved annually, including required legal reserve hectares and hectares conserved exceeding legal reserve requirements.	Monitoring methodology established.  73,340.53 ha of native vegetation identified in 2025.	Yes

<sup>1</sup> Certain criteria apply specifically to our cattle operations in the state of Mato Grosso, Brazil.



## Organic beef

Our organic beef program in Uruguay continued to grow and strengthen. The United States remains our primary market, representing approximately 99% of total sales volume. We also market certified organic beef in other strategic regions, including Europe and South America.

In 2025, the program delivered consistent growth, with a 16.6% increase in producers, a 14.5% expansion in certified area and a 25.6% increase in production volume compared to 2024.

We also expanded our organic product portfolio, including ready-to-eat offerings, and strengthened programs focused on premium cuts for portioning and retail distribution. In 2026, we expect to maintain this growth momentum by expanding our producer base, certified area and production of 100% grass-fed certified organic beef.

Since 2024, we have expanded the organic beef program to Argentina, reaching 81 certified suppliers and 677,834 hectares of pasture in 2025, developing a mature and scalable operation with continuous production. Key learnings include

the effectiveness of extensive livestock production, where animal welfare and sustainability are core principles. Looking ahead, we aim to increase the number of certified producers by 5% and expand organic beef production volume by 25%.

### Organic beef key attributes

**Natural and responsible production:** no use of herbicides, synthetic fertilizers, hormones or preventive antibiotics. Sanitary treatments applied only when necessary; feed free from genetically modified organisms (GMOs)

**Pasture-based systems and animal welfare:** outdoor, extensive livestock production; diet based exclusively on natural pastures; no grains or concentrates This certified pasture-based model results in a product with lower intramuscular fat and reduced cholesterol levels, enhancing quality and health attributes.

**Certification and controls:** producers are certified and subject to independent audits and continuous internal controls conducted by specialized technical teams, ensuring compliance with organic standards and supply chain traceability.

## Grain supply chain

### Monitoring and traceability technologies

We work with approximately 2,500 active grain suppliers. We continuously monitor environmental, social and compliance risks, with an emphasis on the Amazon and *Cerrado* biomes. Since 2022, we have achieved 100% farm-level traceability for direct suppliers in these biomes, and in 2024 we extended full traceability to upstream indirect suppliers.

In 2025, we maintained 100% traceability across our grain supply chain — both direct and indirect — across all Brazilian biomes. This means our entire grain supply chain is monitored and deforestation- and land conversion-free.

### Sustainable Grain Procurement Policy GRI 101-5

We have a Sustainable Grain Procurement Policy that establishes rigorous environmental and social criteria for evaluating direct and indirect suppliers across all biomes. In 2025, we assessed 100% of suppliers against these criteria, supporting environmental protection and respect for human rights. GRI 308-1, 414-1

We do not source grains from areas subject to environmental embargoes (issued by IBAMA,

ICMbio or state agencies), deforestation, or that encroach into indigenous lands, *quilombola* lands or protected areas. We also exclude suppliers listed on the Ministry of Labor’s forced labor blacklist, among other criteria.

### Traceability and socioenvironmental monitoring

To ensure compliance with our Sustainable Grain Procurement Policy, we use an integrated GIS and geospatial monitoring platform that enables continuous oversight of 100% of our grain supply chain.

The process begins with the identification, georeferencing and documentation of source properties, based on the Rural Environmental Registry (CAR) and precise mapping of property boundaries. We also require business partners to provide information on their own suppliers, ensuring traceability across upstream indirect tiers. This step is managed by regional commercial teams that engage directly with producers.

Once registered, properties are continuously monitored using public data and updated satellite imagery, supporting the identification of environmental and social non-compliance. When non-compliance is identified, the supplier is immediately blocked until remediation is completed.



## Innovation in commodity monitoring

Supporting our efforts to strengthen environmental and social monitoring of grain sourcing is Yuri, a virtual assistant that enhances the speed and efficiency of supplier and farm assessments. Integrated with WhatsApp, the chatbot intersects individual taxpayer, corporate taxpayer and Rural Environmental Registry (CAR) numbers to generate analytical reports and identify potential non-compliance, in line with our Sustainable Grain Sourcing Policy.

Following pilot testing in 2024, this tool became a mandatory step in our procurement process in 2025. Today, 100% of transactions are verified through Yuri, reflecting its efficiency and reliability ([see page 147](#)).

In 2025, all Brazilian grain suppliers in our database underwent environmental and social screening prior to each purchasing decision. This preventive monitoring — based on public data, satellite imagery and our geomonitoring platform — enables us to identify potential risks before any transaction is executed.

During the period, nine suppliers were flagged for potential social risks. Following detailed analysis, one supplier was deemed non-compliant and blocked, ensuring that no grain was sourced in violation of our social criteria. [GRI 414-2](#)

Similarly, 157 suppliers were flagged for potential significant environmental impacts. Following assessment, 41 were classified as non-compliant and excluded from commercial engagement. As our process requires pre-transaction vetting and sourcing only from compliant suppliers, we did not purchase grains from suppliers that failed to meet our environmental criteria. [GRI 308-2](#)

## Technical Support

Throughout the year, we reviewed cases of suppliers previously blocked in prior years and confirmed that some had completed remediation, with 25 suppliers being reinstated.

In addition to formal assessments, we provide ongoing support and advice to our partners,

supporting them in remediating non-compliance, providing evidence of compliance and adopting more sustainable practices. This support is delivered through on-site technical visits and our Sustainable Grain Supplier Guide, available on [our website](#) under the Sustainability section.

### Regenerative agriculture

In line with our strategy to build low-carbon agricultural value chains and expand the adoption of regenerative practices across our supply base, we have advanced partnerships to source raw materials produced using practices that improve soil health, traceability and greenhouse gas emissions reduction.

Recently, we established a strategic partnership with Bunge for our first sourcing of inputs from a Regenerative Agriculture Program, which currently spans approximately 345,000 hectares across soy, corn, wheat and other crops. Products from this program demonstrated a carbon footprint up to 80% lower than the Brazilian average, based

on methodologies from ecoinvent and the Global Feed LCA Institute. The initiative includes full traceability of volumes and marks the first transaction within the protein sector involving products cultivated with regenerative practices on participating farms.

In addition, in 2025 we sourced regenerative soybeans from farms participating in the Reg.IA initiative, with an average 76.8% reduction in carbon footprint compared to the national benchmark. Reg.IA is the first regenerative agriculture consortium in Latin America, bringing together companies and partners to promote sustainable practices in soy and corn cultivation, with a focus on improving soil health and reducing emissions.

## Poultry and swine — Integrated production

We work with approximately 7,700 farmers across around 8,000 poultry farms (in Brazil and Türkiye) and swine farms (in Brazil). These partners operate under long-term integrated production contracts within a vertically integrated model in which we provide animals, feed and logistics, as well as training and specialized technical support. This support is delivered by extension teams and environmental analysts, complemented by the AgroBRF application, which enables real-time monitoring of operations and information sharing (see page 146).

In turn, producers provide the infrastructure and labor required for animal rearing, in compliance with our Code of Ethics and Conduct, Third-Party Code of Ethics and Conduct, Good Production Practices Manual and Animal Welfare Program.

In 2025, we strengthened engagement with integrated producers in Brazil, increasing the frequency of interaction and identifying opportunities for continuous improvement across the production system. As a result, we achieved a satisfaction rate of 84.34%, an increase of 1.17 percentage points compared to the previous year.

We also strengthened engagement in Integration Monitoring, Development and Conciliation Committees (CADECs) across all sites and simplified our remuneration criteria, making them more transparent. At the same time, we expanded our participation in the National Integration Forum (FONIAGRO), strengthening institutional engagement with producers and trade associations and supporting the development of integrated production arrangements in Brazil.

Internationally, we enhanced technical engagement between our teams in Türkiye and Brazil through

monthly meetings to share experience and best practices, strengthening our poultry operations.

Our training and technical support programs are structured around continuous learning, delivered by both corporate and local teams, supported by a regular schedule of field visits conducted by 658 extension specialists and 131 veterinarians. These professionals oversee production and advise integrated producers in line with our Good Production Practices Manual and Animal Welfare Program, while also supporting environmental, social and animal health monitoring.

### Integrated Producer Excellence Program

Acknowledging the importance of our business partners in the production chain, MBRF's Integrated Producer Excellence Program identifies and recognizes integrated producers who demonstrate outstanding performance and practices each year. Scores are calculated based on performance across animal welfare indicators and a Sustainability Checklist, and top-performing producers are recognized and receive awards at events held by our operating units.



## Monitoring

All business partners in our poultry and swine supply chain are monitored and assessed against social, environmental, animal welfare and reputational criteria. All partners receive our Code of Ethics and Conduct and the Third-Party Code of Ethics and Conduct, which establish guidelines on ethics, compliance, human rights, animal welfare, and environmental and social practices. In addition, producers undergo compliance assessments that include reputational screening and identification of potential conflicts of interest.

As a result of these controls, in 2025, 92.2% of partner farms in Brazil and Türkiye were assessed against predefined environmental criteria. In Brazil, 100% of integrated farms undergo regular environmental assessments to ensure compliance with legal and regulatory requirements. We maintain oversight of key environmental documentation for integrated business partners — including environmental licenses, water use permits and Rural Environmental Registry (CAR) status — through a centralized management system (Se Suite) that enables ongoing monitoring and updates. **GRI 308-1**

In 2025, we conducted reputational assessments of 1,371 integrated producers based on social criteria. As a result, 489 partners were identified as presenting actual or potential negative social impacts. During the period, we terminated 242

contracts with partners associated with social non-compliance, representing approximately 3% of our integrated producers base. **GRI 414-2**

Our contracts include human rights clauses aligned with the fundamental principles of the International Labour Organization (ILO), with provisions for suspension or termination in cases of non-compliance. Through our management portal, we monitor documentation related to contractors engaged by our partners, and our extension teams are trained to identify potential labor-related inconsistencies in the field. Since 2024, our contracts have required the implementation of worker welfare areas, including sanitary and dining facilities.

### Environmental and social monitoring and control mechanisms

- **ISA Integrated Producers Index:** implemented in 2025, this tool consolidates the assessment of regulatory compliance, environmental management and waste management across our integrated operations in Brazil. In 2025, the index reached 99.18%, exceeding the target of 97.14%.
- **Integration Compliance Index:** this index includes indicators designed to measure the sustainability performance of our integrated operations across social, environmental and financial dimensions. The index is calculated using a Sustainability Checklist contained in our Agricultural Expansion Manual and Operational Excellence System. In

2025, integrated producers achieved an average score of 84.87, also an improvement compared to the previous year. To support continuous improvement, throughout the year we provided training to managers, supervisors and extension teams, and introduced BI dashboards to enhance risk management and action prioritization.

- **Environmental Roadmap:** a component of our Operational Excellence System, this tool conducts annual assessments of producers' compliance with legal requirements, including Rural Environmental Registry (CAR), environmental licenses, water use permits, and the management of waste, effluents and manure. In 2025, we conducted 15,665 Environmental Roadmap assessments, achieving a compliance rate of 94.35%. We implemented 2,735 action plans to address material non-compliance, while less significant issues were resolved through direct guidance from extension teams. As a result, 10.88% of integrated producers implemented environmental improvements on their farms following our assessments and recommendations. Currently, the Environmental Roadmap tool is applied to producers in Brazil.

In 2025, we mapped all 8,063 farms linked to integrated producers in Brazil and Türkiye that presented potential environmental risk exposure. Of these, 7,281 farms (90%) were assessed through the Environmental Roadmap program, based on environmental risks identified

during the reporting period. As a result of these assessments, 0.35% of integrated producers (28 contracts) were terminated due to significant environmental non-compliance. [GRI 308-2](#)

## Technical support [GRI 2-6](#)

Our relationship with integrated producers goes beyond a traditional supply model, connecting in a structured way to multiple management fronts that support operational efficiency, product quality and sustainability.

In addition to the environmental and social practices we continuously assess and promote, we encourage the adoption of best practices in other critical areas, including low-carbon solutions such as renewable energy, solar panel installation and technologies for converting waste into biogas and biofertilizers.

One of the goals in providing technical support to our integrated producers is to drive continuous improvement of sustainable practices. Through this support, we advise and train farmers to adopt solutions that reduce environmental impacts and improve productivity, ensuring that sustainability is embedded across all stages of the value chain.

We also invest in innovation, training and technical assistance, while disseminating best practices and environmental awareness among integrated producers.

**Water:** as part of our approach to managing this critical resource for animal hydration and production performance, we are implementing a range of water harvesting, storage and treatment project, including cisterns and reservoirs to support water security during drought periods. We have also advanced the adoption of equipment and technologies that reduce water consumption, including solutions that improve cleaning efficiency and lower water use across operations.

**Electricity:** since 2020, we have partnered with financial institutions to facilitate access to financing for the installation of photovoltaic systems on integrated farms. Currently, more than 4,100 integrated producers in Brazil use solar energy and, in 2025, 65% of our poultry and swine production volume in the country was generated on farms with photovoltaic arrays.

**Waste management:** we encourage producers to consider and implement biodigesters and biogas generation solutions, including for smaller farms and shared models. While costs and logistics remain challenges, these initiatives can generate value from waste and advanced circular economy practices. In addition to reducing greenhouse gas emissions, these solutions help lower producers' operating costs and enable increased production capacity without requiring additional land for waste application.

**Animal welfare:** we maintain a robust framework that includes audits, international certifications, continuous monitoring and technical training programs, supported by regular visits, biosecurity protocols and specialized teams dedicated to disease prevention and responsible animal management ([see page 80](#)).

These combined initiatives position integrated production as a strategic pillar for MBRF, and ensure that our relationships with producers are supported by a strong framework of governance, technical support and sustainable practices, as detailed throughout this Report.



## Energy and biofertilizer from waste

Among our integrated producers, one of our partners in the state of Mato Grosso offers a prime example of how we are reducing greenhouse gas emissions across our value chain while helping prevent soil contamination. This farm houses more than 13,000 breeding sows, and methane generated from waste is captured and treated through 18 biodigesters.

The biodigesters convert methane into biogas, generating electricity and biofertilizers. Rich in nutrients such as nitrogen and phosphorus, these organic fertilizers are applied across a range of

crops, improving productivity and soil health while reducing reliance on chemical fertilizers. The initiative operates under appropriate state and municipal permits and contributes to reducing the need for purchased fertilizers.

In addition to biogas-based electricity generation, the farm has installed a photovoltaic array, making it energy self-sufficient, with annual generation exceeding 5 million kWh and reducing electricity costs. The farm can also sell surplus electricity, creating an additional source of income.

## Soil nutrient management

**SASB FB-MP-160a.1**

In Brazil, our integrated producer farms and Company-owned poultry and swine operations have individual Soil Nutrient Management Plans, and animals are housed only on properly licensed properties. Environmental licenses require disclosure of waste disposal methods in environmental reports, ensuring proper handling and regulatory compliance.

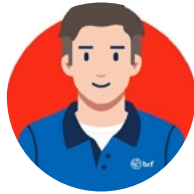
Waste is applied to soil through fertigation when in liquid form, or through surface application in the case of poultry litter. Alternatively, poultry litter may be transported for application in external areas away from the source site. Environmental license conditions require periodic soil monitoring or verification of waste disposal traceability throughout

the license period. We do not operate on properties that lack environmental licenses or present environmental nonconformities, as verified through regular technical assessments.

Proper waste management is verified at integrated farms in line with environmental requirements, with laboratory testing conducted whenever required by regulators. These assessments support soil nutrient balancing by aligning waste application with crop nutrient uptake, promoting circular resource use and operational efficiency.

In 2025, we generated approximately 10.5 million metric tons of waste and manure, compared to 10.3 million in 2024, an increase of 2.08%. Until 2024, this metric covered only operations in Brazil; from 2025 onward, it reflects global waste generated, including operations in Türkiye. In Brazil alone, waste generation decreased by 1.33%, primarily due to lower poultry processing volumes.

In swine production, although slaughter volumes increased, improved finishing performance reduced the time animals remained on farms, resulting in lower waste generation per cycle.



## IAgo virtual extension agent

To enhance technical support for our field extension teams, we use IAgo, a generative AI solution that provides rapid access to operational information and technical guidance. The tool enables users to address questions and access content related to animal management and health, responsible water use, waste and manure management, and energy efficiency, supporting more sustainable practices.

IAgo operates on a structured knowledge base, including manuals, policies and technical documents, ensuring consistent and objective responses aligned with our standards. The solution supports day-to-day decision-making, improving agility, consistency and efficiency across our extension teams.

## Logistics

We manage logistics for live animals, raw materials, inputs and finished products through a dedicated network of drivers and partner crews, covering millions of kilometers each month across more than 50 countries. We monitor performance using the Net Promoter Score (NPS) methodology, ensuring high service levels and operational efficiency.

Our logistics operations follow rigorous Health, Safety and Environment (HSE) standards, with controls at every stage to mitigate risks and prevent incidents.

Vehicles are tailored to species and transport stages, considering factors such as distance, stocking density, travel time, speed and temperature, ensuring animal welfare and the integrity of live cargo.

Participation in our Integrated Supplier Management Program (GIF) is mandatory for transportation partners and includes requirements for emissions control, waste management (oil, batteries and tires), emergency planning and incident investigation. All partners are required to sign a safety management commitment covering primary, secondary and agricultural operations.

In our North American beef operations, drivers are required to hold Beef Quality Assurance Transportation (BQAT) certification. In other regions, we provide training through our animal welfare teams.

We invest in routing technology to reduce travel time and ensure compliance with international animal welfare standards. We use telematics and accident prevention systems, along with fatigue management tools and designated rest points along key routes. Our Transportation HSE Program also works to raise awareness to reduce accidents, mitigate environmental impacts and combat roadside sexual exploitation of children and adolescents on highways ([see pages 171 and 173](#)).

Through dedicated committees, we conduct operational inspections and implement best practices to reduce risks in live animal transport. Driver conduct is monitored, and non-compliance may result in temporary suspension. The GIF program recognizes partner performance through annual awards, encouraging operational excellence and compliance.



**See page 148 for more on how we incorporate technology and innovation into logistics management.**



# Climate change GRI 3-3 Climate change

Climate change continues to be one of the most significant global challenges, with far-reaching impacts across multiple sectors, including food production. Rising global temperatures have increased the frequency and severity of extreme weather events. Prolonged droughts, heatwaves and severe storms are becoming more frequent and unpredictable, reshaping ecosystems and requiring urgent, coordinated responses.

These changes directly affect agricultural production, disrupting the supply of key raw materials and testing the resilience of producing regions. They also increase operational risks across our value chain.

In this context, we recognize our responsibility to advance more sustainable agriculture and reduce the impact of our operations. We have established climate commitments focused on mitigation and adaptation, contributing to the transition to a low-carbon economy. As pioneers in our respective segments, Marfrig and BRF have advanced this ambition. Marfrig was the first animal protein Company in the Americas to commit to the Science Based Targets initiative (SBTi). BRF was the first Company in Brazil's food sector to have climate targets approved by the SBTi under the FLAG methodology, which addresses forests, land use and agriculture. These milestones demonstrate our strong commitment and reinforce our alignment with the Paris Agreement, which aims to limit global warming to 1.5°C.

Following the formation of MBRF, our climate targets are being reviewed and harmonized to align with our integrated structure and shared decarbonization ambition.

## Managing GHG emissions

We take a structured approach to greenhouse gas (GHG) emissions management that is fully aligned with the GHG Protocol, the leading international standard for emissions accounting and reporting. Our corporate inventory covers Scopes 1, 2 and 3, ensuring transparency and methodological consistency. The inventory is third-party-assured to ensure the credibility of reported data.

In 2025, both BRF and Marfrig inventories received the Brazilian GHG Protocol Program Gold Badge, recognizing the quality and completeness of the assured data. We are also included in the Brazilian stock exchange B3's Carbon Efficient Index (ICO2), reflecting our commitment to climate management and transparency with investors and society.

**In 2025, we received the Gold Seal of the Brazilian GHG Protocol Program and remained a constituent of the B3 Carbon Efficient Index (ICO2).**

### Scope 3 proxy indicator

In collaboration with Alliance Bioversity and CIAT, we developed a proxy indicator for Scope 3 GHG emissions. Alongside this proxy, we developed a Monitoring, Reporting and Verification (MRV) framework for emissions from our cattle suppliers in Brazil, Argentina, Uruguay and the United States, aligned with global supply chain requirements and climate objectives.

The proxy was developed through expert consultation and a review of relevant studies across our operating regions and the main cattle production systems. We analyzed emissions across breeding, rearing and fattening stages and established correlations between emissions, carcass weight and herd volumes, enabling the development of emissions indicators for each stage of the production process.

We are currently in the technical validation phase, comparing reference values from the literature with data collected through field visits. The final step before adoption will be independent third-party verification, ensuring credibility, transparency and alignment with international MRV best practices.



#### What are Scopes 1, 2 and 3:

- **Scope 1:** direct GHG emissions from sources we control, such as the combustion of fuels in our operations.
- **Scope 2:** indirect GHG emissions from purchased electricity and thermal energy.
- **Scope 3:** indirect GHG emissions across our value chain, including suppliers, product transportation and product use.

Below, we present the categories included in each Scope, providing a clear and transparent view of emissions associated with our operations and value chain.

## Categories covered in GHG emissions measurement

### Scope 1



**Stationary combustion:**

fuel use in boilers, stationary engines and generators



**Mobile combustion:**

emissions from fuel used in vehicles and mobile equipment



**Waste and effluent treatment:**

waste from animal production; composting of industrial waste and animal mortality; effluent treatment



**Fugitive emissions:**

refrigerants (cold storage and air conditioning) and other substances used in slaughtering



**Agricultural emissions:**

enteric fermentation, manure management, forestry operations and soil fertilization using poultry litter, conventional fertilizers and swine manure



**Land-use change:**

forest fires and deforestation

### Scope 2



Purchased electricity



Purchased heating

### Scope 3



**Purchased goods and services:**

poultry, swine and beef production; procurement of raw materials, inputs, grains, oils and derivatives



**Capital goods**



**Fuel and energy-related activities not included in Scope 1 or Scope 2:**

emissions from the production and transportation of purchased fuels and energy not included in Scopes 1 and 2.



**Upstream transportation and distribution:**

emissions from transport of raw materials between producers and MBRF



**Waste generated in operations:**

third-party treatment and disposal of waste and effluents



**Business travel**



**Employee commuting**



**Leased assets: as lessee**



**Downstream transportation and distribution:**  
delivery of MBRF products



**Processing of sold products:**  
processing of MBRF products



**Use of sold products**



**End-of-life treatment of sold products**



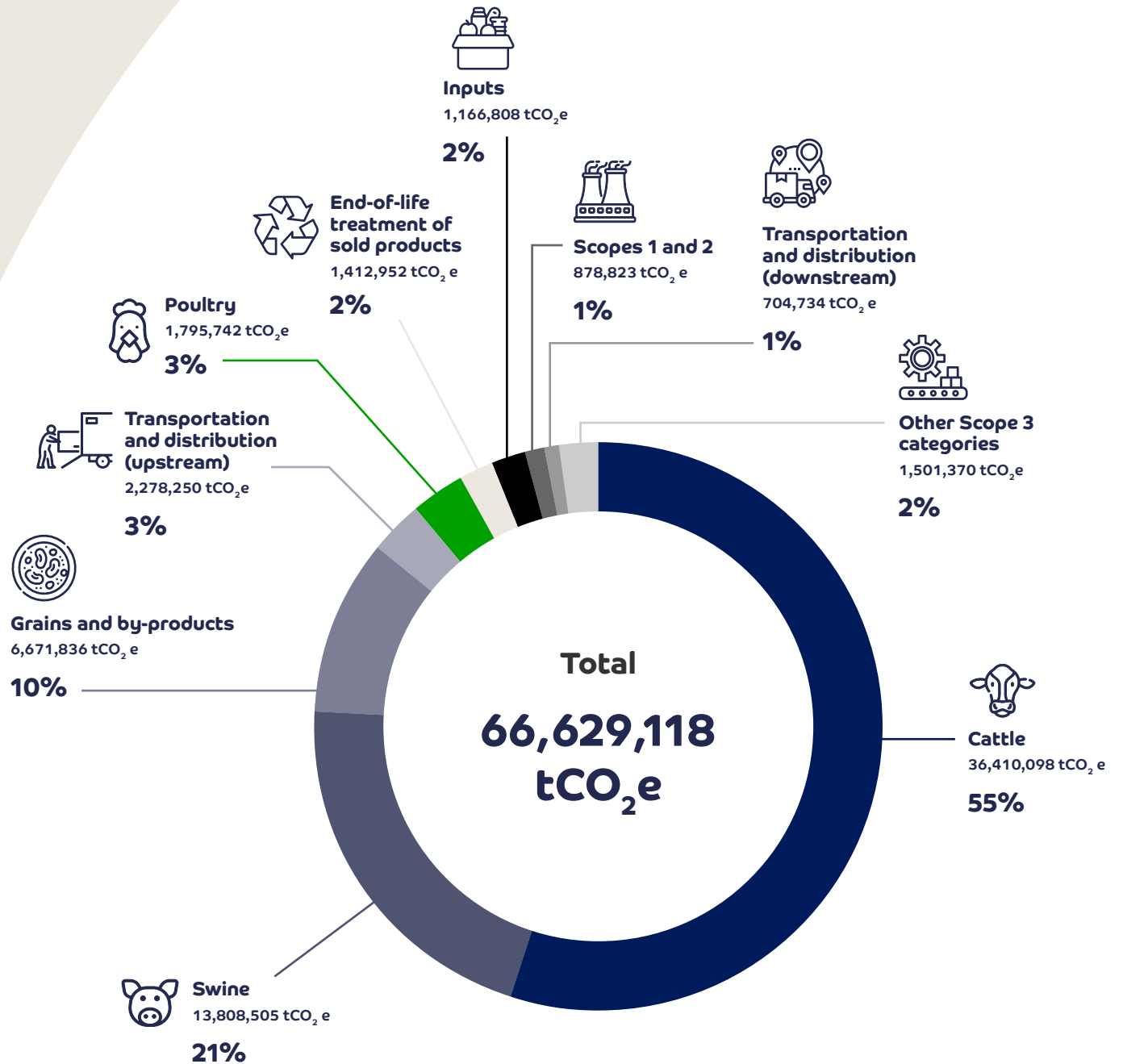
**Leased assets: as lessor**




**Investment**

## MBRF GHG emissions profile

Our consolidated GHG emissions inventory shows that the majority of our emissions are Scope 3, representing approximately 98% of the total. Scope 3 emissions are primarily driven by cattle sourcing, poultry and swine production, the procurement of grains and feed inputs, and the transportation and distribution of raw materials, inputs and finished products. They also include emissions associated with the treatment and end-of-life disposal of products after consumer use.



 **For detailed emissions disclosures, see the Annexes to this report.**

<sup>1</sup> Metric ton of carbon dioxide equivalent

## Climate Strategy

Our climate strategy is driven by targets validated by the Science Based Targets initiative (SBTi), including the FLAG methodology, which addresses forests, land use and agriculture. In advancing this agenda, our focus is on four priority areas: achieve a 100% deforestation- and conversion-free supply chain, promote low-carbon agriculture, advance the energy transition and improve operational efficiency.

### BRF

- **Reduce Scope 1 (direct) and Scope 2 (purchased-indirect) emissions by 51% by 2032**
- **Reduce Scope 3 (value chain) emissions by 35.7% by 2032**

\*Targets are from a 2020 baseline year.

### Marfrig

- **Reduce Scope 1 (direct) and Scope 2 (energy-indirect) emissions by 68% by 2035**
- **Reduce Scope 3 emissions intensity across our value chain by 33% by 2035**

\*Targets are from a 2019 baseline year.

## Deforestation- and conversion-free supply chain GRI 101-1

MBRF works to ensure a deforestation-free supply chain, which is critical for reducing land-use emissions and advancing our climate agenda. In 2025, we achieved 100% monitoring of both direct and indirect cattle and grain supply chains, delivering a key milestone as part of our strategy (see page 54 and 62).

## Low-carbon agriculture

In beef production, we focus efforts on three complementary levers to reduce emissions and increase carbon sequestration, as outlined below.

## Low-carbon production models

Within our *Verde+* Program, we encourage farmers to adopt low-carbon livestock technologies, including Integrated Crop-Livestock (ILP) and Integrated Crop-Livestock-Forest (ILPF) systems, which balance productivity, conservation and biodiversity. These systems supply cattle for Viva!-branded beef cuts, produced under the Low-Carbon Beef (LCB) and Carbon Neutral Beef (CNB) frameworks, launched in partnership with the Brazilian Agricultural Research Corporation (Embrapa) in 2018.

We have also advanced the Low Carbon Beef (LCB) protocol, officially launched during COP30. This framework is focused on increasing soil carbon stocks through improved pasture management, soil quality preservation and optimized stocking rates.



The protocol reflects long-standing characteristics of Brazilian livestock production, including slaughtering animals at up to 30 months and raising them on high-quality pastures, aligning with prevailing production systems.

Based on 67 technical criteria — 20 of which producers initially commit to — the LCB protocol promotes

practices such as pasture fertilization, efficient management and sustainable intensification, supporting carbon sequestration in soils. The initiative also incorporates regenerative agriculture principles, increasing productivity while reducing the need for land conversion. The protocol can be accessed [here](#) and an adapted version for producers can be accessed [here](#).

## Genetic improvement

We invest in genetic improvement to accelerate production cycles and reduce methane emissions per head. These advances also improve productivity, with animals reaching optimal performance in shorter timeframes. This approach is aligned with our Sustainable Bbreeding Production Program, which optimizes the breeding phase and demonstrates how genetic innovation delivers measurable sustainability outcomes ([see page 58](#)).

## Feed additives

We implement nutritional solutions to mitigate methane emissions from enteric fermentation, with a particular focus on the fattening phase — the final stage of the cattle production cycle. One example is Silvafeed® BX, a tannin-based natural feed additive used in feedlot systems, which has demonstrated the potential to reduce methane emissions by up to 17% during this phase. In 2025, 17.5% of cattle processed in our Brazilian operations received this additive during the fattening stage.

## Carbon-neutral and low-carbon products

Our Veg&Tal portfolio, Sadia's 100% plant-based product line, includes three carbon-neutral products: Cauliflower Wings, Vegetable Nuggets and Soy Nuggets. Carbon neutral status is achieved by offsetting lifecycle emissions through verified carbon credits.

We launched the Low-Carbon Beef protocol for products marketed under the Viva! brand. We are currently auditing farms across our supply chain to verify compliance with the protocol's minimum requirements. This product line features cuts produced under innovative frameworks such as Carbon Neutral Beef, sourced from animals raised in ICL and ICLF systems.





## Soil carbon measurement technologies

We actively invest in innovative solutions to measure carbon stored in soils across our production sites, enabling us to quantify sequestration potential and inform practices that maximize carbon capture.

In a collaboration with Agrorobótica, we are testing an artificial intelligence technology adapted from systems originally developed by NASA for soil analysis. This innovation reduces analysis time from 30 days to just 20 seconds, enabling precise and scalable measurement of 22 soil fertility and carbon parameters. Pilot tests conducted on partner farms in Mato Grosso are already delivering environmental and economic benefits, including improved soil quality, increased productivity and the potential for future carbon credit generation.

## Integrated producers

Each year, we assess our integrated producers on production practices as well as animal welfare, social and environmental criteria. Final scores combine performance on zootechnical indicators with results from our Sustainability Checklist, ensuring a robust, ESG-aligned assessment. Producers demonstrating strong performance across these dimensions are recognized through financial incentives. Highlights from this initiative include:

- installation of photovoltaic arrays has delivered both environmental benefits and an average reduction of approximately 95% in energy costs for participating producers.
- installation of biodigesters for treating swine manure, with the resulting gas used to generate electricity or thermal energy and the liquid used as a biofertilizer, while reducing GHG emissions.

[See page 66](#) for more information.

## Energy transition

We are transitioning to a renewable energy mix, with a set target of reaching 100% renewable electricity by 2030, while increasing the use of low- and zero-emission fuels across our fleet and operations.

## Energy mix

We prioritize renewable sources in our energy mix, which now account for more than 80% of total energy consumption, including fuels and electricity. The largest share of renewable energy comes from biomass used for steam generation in our production processes, primarily sourced from our own managed reforestation assets.

## Electricity

Our renewable electricity strategy is based on diversifying sources and achieving proven traceability of the electricity we consume. We invest in solar and wind assets, both wholly- and jointly-owned, and complement this with purchased I-RECs, which certify the renewable sourcing of our electricity.

This approach supports our commitment to reach 100% renewable electricity across our operations by 2030. In 2025, renewable sources accounted for 80% of our global electricity consumption, with Brazil reaching 100%. A key milestone was reaching 40% clean energy (solar and wind) in our poultry and swine operations (BRF operations).

Further details on our energy consumption are available in the tables on [page 186](#).

## Operational efficiency

We treat operational efficiency as a strategic lever to mitigate climate impacts and advance our sustainability targets.

## Logistics

Since 2024, logistics integration has become a core component of our operational synergies, delivering direct improvements in logistics, commercial performance and overall efficiency. This integration has created a more efficient distribution model while expanding geographic coverage, resulting in more reliable service levels. It has also enabled us to optimize transported volumes, improve routing, reduce idle capacity and lower fuel consumption, resulting in reduced transportation-related emissions.

We are evaluating low-carbon solutions for urban logistics through a pilot project in our operations in the United Arab Emirates using 3.0-ton refrigerated electric trucks to distribute frozen products in dense urban areas. The pilot is testing operational feasibility under real-world conditions, averaging 25 stops, 126 km per route per day, 2.44 metric tons delivered and approximately 3,283 km driven per month at controlled scale. Results show performance comparable to diesel vehicles, including maintaining cold chain integrity even on routes with frequent door openings. Insights from the pilot will support

decisions on scaling the electric fleet, contributing to logistics efficiency, emissions reduction and progress toward our ESG commitments, aligned with the Sustainable Development Goals.

## Energy

In 2025, we invested approximately R\$ 23 million in energy efficiency projects. Each initiative delivered meaningful environmental benefits by reducing electricity and thermal energy consumption while improving operational efficiency. These investments directly contributed to lowering emissions from our operations. The following section outlines our key energy management programs.

### Energy Excellence Program

Our Energy Excellence Program is a structured set of continuous initiatives to reduce energy consumption, improve operational efficiency, lower emissions and expand the use of renewable energy. The program is supported by detailed energy monitoring and integration with industrial systems and platforms that track energy performance at the facility level.

MBRF also invests in employee training to reduce energy consumption, combining operational instruction with best practices for efficient resource use. Employees receive targeted training on energy efficiency, including how to identify waste and operate equipment efficiently, promoting responsible energy use.

## SIMEM

In Brazil, our beef operations use a Plant Dashboard and an Integrated Energy Mix System (SIMEM). The Industrial Dashboard is updated daily and consolidated monthly to track electricity performance indicators. SIMEM integrates technical data from utility invoices, analyzing consumption, demand and any associated penalties across production sites. The SIMEM team manages energy consumption and sources lower-impact renewable energy options, ensuring operational performance and sustainability across facilities.

### Investment in technology

Alongside our Energy Excellence Program and SIMEM, we maintain annual investment programs that implement upgrades and purchase more energy-efficient equipment. Key initiatives include standardizing temperature control procedures in high energy-demand processes, implementing automated controls in compressed air systems and retrofitting industrial lighting to LED technology. These measures reduce energy consumption and enhance overall operational efficiency.

**In 2025, our Kezad facility joined the Abu Dhabi Department of Energy (DoE) demand management program, implementing measures to reduce electricity consumption during peak periods. During the year, process optimization, the progressive transition to LED lighting and the installation of high-efficiency motors in a new production line further improved energy performance at the site.**

Another area of focus is the recovery and reuse of residual heat from production processes for use in other internal operations, reducing the need for additional steam generation.

### Effluent treatment

Biodigester-based effluent treatment is a strategic solution combining advanced environmental management with energy efficiency. In this process, organic effluents are directed to anaerobic systems, where microorganisms convert organic matter into biogas.

In 2025, we completed the construction of a biodigester at our Várzea Grande facility, which now produces biogas for use in the facility's boilers. This initiative resulted in lower fuel consumption in boilers and reduced electricity demand in the facility's aerated treatment systems.

### Energy recovery from waste

Facilities in Brazil and Argentina have begun directing solid waste to biogas plants, supporting emissions reduction and energy recovery. Biogas plants convert waste into a renewable source of thermal energy, reducing operating costs and mitigating climate impacts by preventing methane emissions.

**Our leadership in climate action has been globally recognized through CDP's "Triple A" rating across Climate Change, Water Security and Forests — a distinction achieved by a select group of companies worldwide.**



**For detailed energy disclosures, see the Annexes to this report.**

### Thermal energy

Reducing fuel consumption is a strategic priority, with direct impacts on both carbon emissions and financial performance.

In 2025, we invested in advanced combustion control systems for boilers, improving thermal efficiency and significantly reducing fuel consumption.

# Performance

## Greenhouse gas emissions

GRI 305-1, 305-2, 305-3, SASB FB-MP-110a.2, SASB FB-MP-110a.1

Our reported GHG inventory consolidates emissions from Marfrig and BRF for the period from January to December 2025. A Greenhouse Gas Inventory Verification Statement is available on [page 208](#), assuring the credibility and transparency of reported data. The following section presents key results and a performance overview for the period.

We closed 2025 with meaningful progress in GHG emissions management, in line with our climate commitments. During the period, we achieved a 12.5% reduction in combined Scope 1 and 2 emissions compared to 2024, reflecting the consolidation of MBRF operations.

The reduction in Scope 1 emissions was primarily driven by our forest fire prevention efforts, resulting in a 96% decrease in emissions from Land Use Change compared to the previous year. We also achieved strong performance in Scope 2 emissions, with an approximate 20% reduction driven by the purchase of traceable renewable electricity across our operations.

Scope 3 emissions increased by 1.8% compared to 2024. This increase was primarily driven by transportation and distribution, reflecting higher

emissions from logistics activities. The increase reflects higher volumes of raw materials and product transportation, in line with expanded operational activity during the year.

In 2025, we reduced Scope 1 and 2 emissions intensity by 17.7% compared to 2024, reaching 0.106 tCO<sub>2</sub>e per metric ton of product.

### MBRF performance (tCO<sub>2</sub>e) GRI 305-1, 305-2, 305-3, 305-5

MBRF	2024	2025	2024 x 2025
<b>Scope 1</b>			
Total gross CO <sub>2</sub> e emissions	717,076.46	650,117.04	-9.3%
Biogenic emissions – Scope 1	2,017,674.10	1,881,306.26	-6.8%
<b>Scope 2</b>			
Total gross CO <sub>2</sub> e emissions – Location-based approach	384,784.46	369,964.15	-3.9%
Reductions from renewable energy purchases	97,449.04	141,258.31	-
Total gross CO <sub>2</sub> e emissions – Market-based approach	287,335.41	228,705.84	-20.4%
<b>Scope 3</b>			
Total gross CO <sub>2</sub> e emissions	64,611,294.39	65,750,290.60	1.8%
Biogenic emissions – Scope 3	281,078.39	372,398.44	32.5%

### GHG emissions intensity<sup>1</sup> (tCO<sub>2</sub>e/t) GRI 305-4

Categories	2024	2025	2024 x 2025
Scope 1 and Scope 2 emissions intensity <sup>2</sup> (tCO <sub>2</sub> e/t product)	0.129	0.106	-17.7%
Scope 3 GHG emissions intensity (tCO <sub>2</sub> e/t product)	8.28	7.93	-4.2%

<sup>1</sup> Emissions intensity is calculated as total GHG emissions (tCO<sub>2</sub>e) divided by annual production volume (t).

<sup>2</sup> Total GHG emissions include the combined total of Scope 1 and Scope 2 (market-based approach).

## MBRF at COP30

At the United Nations Conference of the Parties (COP30), held in 2025 in Belém, Brazil, we presented three initiatives in the areas of biodiversity, applied science and low-carbon livestock.

- We provided technical and scientific support to a study, led by ABIEC and FGVAgro, on sustainability and carbon balance in Brazilian livestock production. The study delivered a robust methodology, auditable data and enhanced transparency to inform public policy and strengthen the competitiveness of Brazilian beef in international markets. The findings indicate the potential to reduce livestock emissions by up to 79.9% by 2050 if the proposed improvements are implemented. Our support for the study reflects our belief in the importance of transparency, science-based approaches and effective public policy to accelerate decarbonization.
- The Brazilian Agricultural Research Corporation, Embrapa, also launched the Low-Carbon Beef (LCB) Protocol, developed in collaboration with MBRF, establishing production criteria to reduce emissions and expand regenerative livestock practices.
- We sponsored Jaguar Parade Belém, an artistic initiative promoting biodiversity conservation. MBRF supported the creation

of two pieces of art that were auctioned, with proceeds directed to Instituto Ampara Animal to support wildlife protection initiatives.

During COP30, we also presented and discussed our low climate-impact protein production model in panels held in the Blue Zone. Our participation is part of our strategy to share best practices and

influence the sector toward lower-impact production models. We also collaborate with voluntary initiatives, trade associations and industry organizations, including the UN Global Compact, CEBDS, Alliance Bioversity & CIAT, the Brazilian Roundtable on Sustainable Livestock (MBPS), the Global Roundtable for Sustainable Beef (GRSB) and Embrapa.



# Animal welfare

GRI 3-3 Animal welfare

Animal welfare is a core pillar of our business, underpinning ethical production, ensuring the quality and safety of our products, and supporting the long-term sustainability of our operations. We recognize animals as sentient beings and the foundation of our production model, which underscores the importance of ensuring appropriate conditions for handling, transport and slaughter, aligned with globally recognized ethical and scientific standards.

To uphold this commitment, we maintain robust policies, processes and practices across all operations and throughout our supply chain. Our Global Animal Welfare Policy — available on our [corporate website](#) under the Sustainability section — sets out the standards and requirements that guide both our operations and our suppliers.

Our operations follow internationally recognized animal welfare standards, ensuring best practices at every stage of production. All cattle and swine processing facilities are audited against internationally recognized protocols, such as the North American Meat Institute (NAMI) standard,

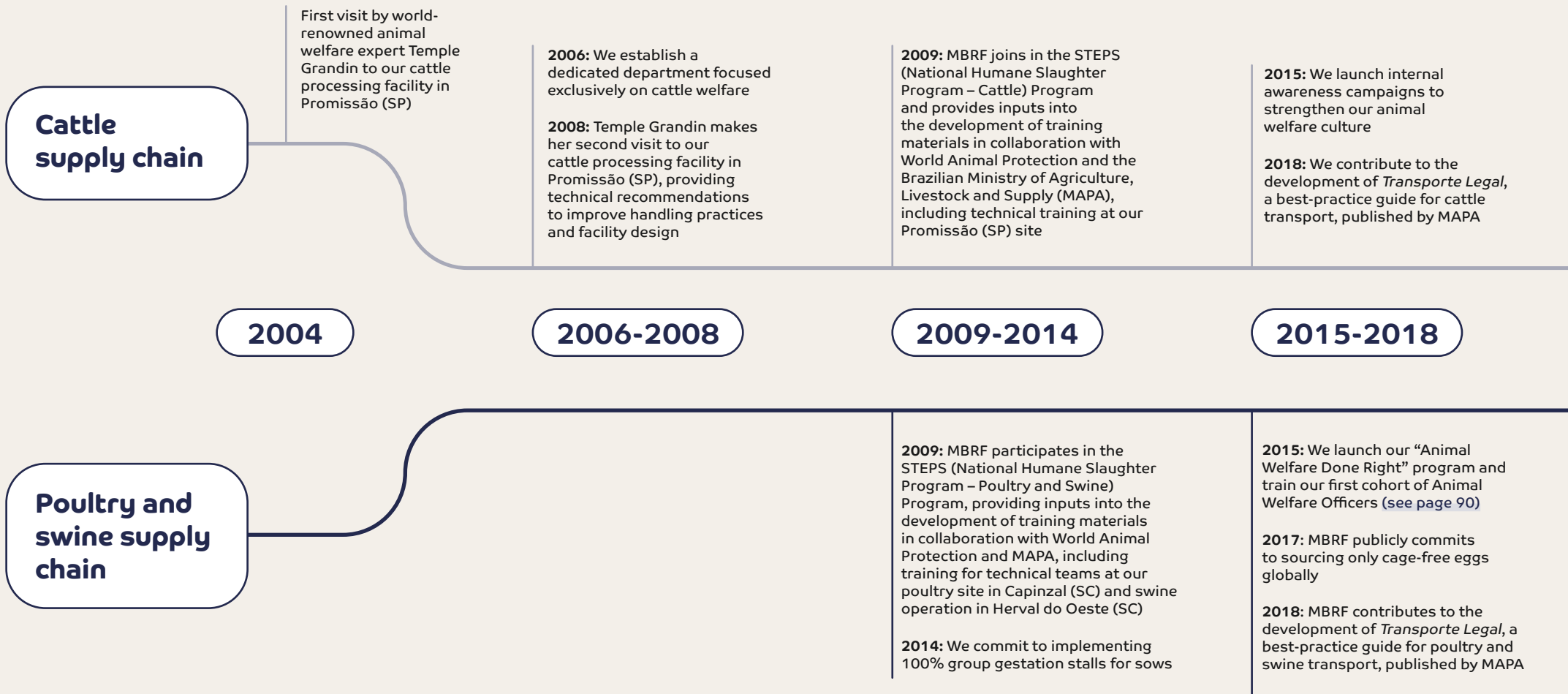
ensuring compliance with strict humane handling requirements. Similarly, our poultry operations comply with the National Chicken Council standards for broilers and the National Turkey Federation standards for turkey production.

We disseminate these practices through structured training and continuous education programs covering employees, trucking companies and suppliers. We ensure that all personnel involved in animal handling receive appropriate training in best practices for animal handling and animal welfare. This ensures standardized procedures, alignment with our policies and a strong organizational culture based on respect for animals and operational excellence.

As part of our commitment to transparency, we publish an annual Animal Welfare Report detailing our progress, metrics, practices and commitments. The report is publicly available on our [corporate website](#) under the Sustainability section and reflects our responsible approach, supported by strong governance and continuous improvement.



# Continuous progress on animal welfare practices and commitments



## Cattle supply chain

**2019:** We conduct our first animal welfare workshop to train and upskill supervisory teams

**2020:** We update, expand and republish our Global Animal Welfare Policy

**2021:** We launch public animal welfare commitments covering our own operations and the wider poultry and swine supply chain

**2021:** MBRF is recognized for the third time in the Business Benchmark on Farm Animal Welfare, maintaining a Tier 2 classification among beef producers

**2022:** 100% of our global cattle and sheep processing facilities undergo third-party audits based on the North American Meat Institute protocol

**2023:** We launch the “Excellence in Animal Welfare in the Supply Chain” program, an online and free initiative covering all species across our supply chain

**2024:** The disclosures in our Global Animal Welfare Report undergo an independent audit

### 2019-2020

**2019:** We develop an animal welfare compliance matrix covering poultry and swine operations

**2020:** We launch our public animal welfare commitments for poultry and swine

### 2021-2022

**2021 –** We eliminate the use of ear notching practices across our global swine operations

**2022 –** We eliminate surgical castration of male swine across our global operations

### 2023-2024

**2023 –** We launched the Animal Welfare Ambassadors program to strengthen internal engagement and culture (see page 90)

**2024 –** We commission third-party audits of 100% of our global poultry and swine processing facilities, based on protocols from the North American Meat Institute, the National Chicken Council for broilers and the National Turkey Federation

## Poultry and swine supply chain

2025

# MBRF



We achieve 100% cage-free egg sourcing across our global processed products portfolio

## Public commitments

In 2025, we consolidated our animal welfare commitments by harmonizing species-specific scopes and redefining timelines to ensure operational alignment and integrated governance across all geographies.

In addition to the commitments applicable to our own operations, as presented in the “Commitments and results” section on [page 48](#), we also maintain commitments across our supply chain. These commitments, along with the results achieved, are disclosed annually in our Animal Welfare Report, available on our corporate website under the Sustainability section.

## Animal handling practices

We strictly comply with applicable legal and regulatory standards, as well as the requirements of the markets in which we operate and export, including specific customer requirements across different countries. To ensure full operational compliance, we invest in appropriate infrastructure, maintain rigorous control procedures and provide continuous training for teams responsible for animal handling.

Our animal welfare guidelines are also extended to integrated producers, who are responsible for ensuring compliance across the poultry and swine supply chain. For cattle producers, we use the MBRF Club protocol to guide and promote best practices in animal welfare, in line with our Sustainable Practices Guide, available on our [corporate website](#) under the Sustainability section.






### Five Freedoms and Five Domains: the foundation of our animal welfare practices

We recognize that animals are sentient beings, capable of experiencing and responding to their environment, and we therefore apply high animal welfare standards across all our operations. We are committed to ensuring, across the entire value chain — from farms to production sites — compliance with the Five Freedoms established by the Farm Animal Welfare Council (FAWC):

- 1** Freedom from hunger and thirst
- 2** Freedom from discomfort
- 3** Freedom from pain, injury and disease
- 4** Freedom to express normal behavior
- 5** Freedom from fear and distress

In addition, we apply the Five Domains model — an evolution of the Five Freedoms — which supports the integrated assessment and management of animals’ physical, behavioral and mental states.

The combined application of the Five Freedoms and the Five Domains ensures an ethical, science-based and positive approach to animal welfare.

	<b>Nutrition:</b> access to sufficient, appropriate food and water		<b>Mental state:</b> promoting comfort, engagement and trust
	<b>Health:</b> fitness, vigor and disease prevention		<b>Behavior:</b> enabling the expression of natural and positive behaviors
	<b>Environment:</b> comfort, safety and adequate conditions		

## Poultry production chain

SASB FB-MP-410a.2

**Assessment:** all animals arriving at our production sites are evaluated, and handling is performed exclusively by trained animal welfare professionals.

**Space for movement:** in line with European guidelines, we apply a maximum stocking density of 39 kg/m<sup>2</sup> in both our own facilities and those of integrated producers. In addition, approximately 43% of broilers raised globally are processed at densities below 30 kg/m<sup>2</sup>.

**Cage-free:** 100% of birds are raised cage-free, and breeder hens have access to nesting systems that enable natural behavior. We do not produce eggs for commercial sale, except for infertile eggs. All eggs sold by MBRF are sourced from cage-free systems.

**Feeding:** broilers and turkeys have continuous access to water and feed formulated by nutritionists to meet the requirements of each stage of development.

**Temperature:** we maintain thermal comfort through dedicated systems and record daily maximum and minimum temperature and humidity levels for control and monitoring.

**Rest:** we provide a minimum of 8 hours of light and 4 hours of darkness per day, aligned with natural day-night cycles, and adjust light intensity according to the needs of each production phase.

**Local requirements:** we meet cultural, religious and market-specific requirements, as well as certification standards across the markets we serve.

**Physical interventions:** broilers do not undergo physical alterations during their lifecycle.

**Transport:** we follow the guidelines established by our Corporate Live Animal Transport Committee for the transport of turkeys and broilers.

**Slaughter:** all MBRF slaughter houses are certified in animal welfare. In addition, 100% of turkeys are stunned prior to slaughter. We operate one facility, representing approximately 1% of poultry processing, where stunning is performed using controlled atmospheric stunning with a multiphase system, without inverting live birds.

**Transport:** all vehicles used for animal transport are tracked and monitored, equipped with cameras to assess driver and road conditions, and include fatigue sensors to enhance safety during transit. Trips are planned to avoid exceeding eight hours whenever possible. We do not transport live animals by sea and remain committed to not adopting this practice.



## Swine production chain

**Assessment:** we evaluate all animals upon arrival at our facilities, and handling is performed by trained animal welfare professionals.

**Freedom of movement:** in line with European and Brazilian guidelines, all finishing pigs are provided with freedom of movement.

**Weaning:** the minimum weaning age is 21 days, with an average of approximately 25 days.

**Castration:** 100% of male swine undergo immunocastration, eliminating the need for surgical procedures. We do not perform castration in female breeding swine.

**Physical interventions:** swines do not undergo ear notching, and teeth clipping is performed only when the welfare of the sow is at risk. Tail docking is performed within the first three days of life in 100% of swine raised in our integrated system, as a measure to prevent cannibalism during growth and fattening phases. We continue to evaluate products designed to provide analgesia during this procedure.

**Group gestation stalls:** group stalls are mandatory in all expansion projects, and we are committed to implementing group



housing for 100% of breeding sows by 2030. In 2025, 57% of our breeding sow population was housed in group systems. [SASB FB-MP-410a.1](#)

**Transport:** all vehicles used for animal transport are tracked and monitored, equipped with cameras to assess driver and road conditions, and include fatigue

sensors to enhance safety during transit. Trips are planned to avoid exceeding eight hours whenever possible. We do not transport live animals by sea and remain committed to not adopting this practice.

**Slaughter:** 100% of swine are stunned prior to slaughter.



## Cattle production chain

**Freedom of movement:** in our own operations, we apply a minimum space allowance of 20 m<sup>2</sup> per pen and 2.5 m<sup>2</sup> per animal in processing facilities. Animals are kept in open environments, and we follow recommended stocking densities to ensure they can lie down, stand, move freely and access feed when pre-slaughter waiting times exceed regulatory thresholds.

**Facility quality:** facilities are equipped with non-slip flooring and are cleaned between each batch of cattle. Facilities also include roofing and sprinkler systems that cool animals without causing

discomfort, providing a more favorable environment and improved thermal comfort. To minimize stress, corral design follows the parameters and recommendations of Dr. Temple Grandin, a globally recognized expert in animal welfare.

**High-quality, abundant water:** we provide continuous access to clean, high-quality drinking water throughout animals' time in pre-slaughter handling areas.

**Transport:** we aim to ensure that at least 70% of cattle are transported on journeys lasting eight hours or less.

## Strategic partnerships

To drive innovation and continuous improvement, we collaborate with universities and research institutions to continuously develop our practices, and we actively participate in industry forums such as the Brazilian Animal Protein Association (ABPA), the Brazilian Association of Meat Exporting Industries (ABIEC), Compassion in World Farming (CIWF) and the International Poultry Council (IPC).

During the year, MBRF joined the Brazilian Animal Welfare Collaboration (COBEA), an initiative established in 2024 by the certification body Produtor do Bem to promote the continuous advancement of animal welfare in Brazil. Through this initiative, we joined eight other organizations to share best practices, advance technical approaches and promote dialogue on responsible conduct across the value chain.

In 2025, we also contributed to the Animal Welfare Manual of the Brazilian Association of Swine Breeders (ABCS), including a case study on improving euthanasia procedures and our Animal Welfare Program. We are also recognized in the Gold category of the Corporate Animal Initiatives Monitor (MICA), by Mercy For Animals, which recognizes companies leading the transition to cage-free systems in Latin America.

We also collaborate with the Ampara Animal/Wildlife Institute in research, preservation and recovery of wildlife in the Pantanal. Through the Ampara Pantanal Service Base (BAAP), the institute provides emergency treatment and monitoring of rescued animals, and conducts studies on animal behavior, epidemiology and coexistence with livestock.

Science is the foundation for the continuous improvement of animal welfare, particularly in a country of continental scale and highly diverse production systems such as Brazil. In this context, we play a strategic role by supporting universities and research centers in generating applied knowledge through studies that reflect the specific characteristics of Brazilian livestock production and promote viable, innovative and sustainable solutions. This support contributes to researcher training, expands national research capabilities and drives practices that enhance animal welfare, productivity and social and environmental responsibility across the value chain. We maintain research project in collaboration with several universities, including the Federal University of Rio Grande do Sul (UFRGS), the State University of Londrina (UEL) and the University of São Paulo (USP).

<sup>1</sup> Dried Distillers Grains with Solubles — by-product of ethanol production.

## Animal nutrition in the production chain

In our integrated production chain, we supply ready-to-use feed for poultry and swines, produced in our own facilities. We apply technologies that enhance digestibility, improve feed conversion and reduce nutrient excretion. These initiatives are part of our Efficiency Program and contribute to lower mortality rates, improved production efficiency and reduced emissions.

Based on a rigorous raw material quality control plan and technical specifications for each ingredient, we formulate diets using net energy and digestible amino acids. These diets include exogenous enzymes and synthetic amino acids (lysine, methionine, threonine, tryptophan and valine), enabling reduced crude protein levels, improved digestibility and a lower reliance on antibiotics.

### Innovation in agriculture

We maintain our own research structure for poultry and swine, with experimental farms in Videira, Concórdia, Chapecó and Catanduvas (Santa Catarina), comprising 19 barns and 1,380 pens, with capacity to run approximately 70 research protocols per year. At these facilities, we conduct studies to evaluate genetic lines, optimize nutrition and assess additives, enzymes and eubiotics,



aiming to increase digestibility, improve gut health and reduce phosphorus and nitrogen excretion. These projects are led by a specialized technical team (with master's and doctoral degrees).

In 2025, we advanced nutritional innovation projects, validating new additives and formulation strategies that improved feed conversion and weight gain. We continued to diversify feed ingredients, increasing the use of DDGS<sup>1</sup>, sorghum and whole soybeans, and reducing reliance on corn, soybean meal and soybean oil. To support this strategy, we implemented operational adjustments in our feed mills.

The feed conversion improvements achieved in 2025 reflect our integrated approach across nutrition, management, animal health and genetics, maximizing animal productivity while contributing to cost efficiency and the sustainability of our production system.

## Genetic improvement program

In our swine production chain, our genetic improvement program is a key differentiator, with our proprietary HS lineage representing approximately 70% of animals processed. The program uses genomic selection and advanced technologies to measure individual feed intake in group housing systems, enabling social interaction while identifying animals with superior feed conversion performance, reducing feed consumption, waste generation and emissions.

## Environmental enrichment

Environmental enrichment is designed to meet animals' behavioral needs, promoting comfort and encouraging the expression of natural behaviors. This approach directly contributes to reducing undesirable behaviors. We implement initiatives aligned with leading international animal welfare standards and applicable regulations, including specific criteria in the design of corrals and other facilities. More detailed information is available in our Animal Welfare Report, published on our [corporate website](#) under the Sustainability section.

## Third-party audits SASB FB-MP-410a.3

We maintain a robust audit system based on independent verification to ensure high animal welfare standards and operational compliance across our production processes.

### Cattle

In 2025, 100% of our cattle processing operations were audited against the rigorous standards of the North American Meat Institute (NAMI), in line with our public commitments.

Our Uruguay operations also achieved important certification milestones, including renewal of USDA Organic certification under the National Organic Program (NOP), and growth of 63% in the number of certified producers and 66% in certified area under Global G.A.P. In addition, our facilities began certification under Regulation (EU) 2018/848, enabling access to the European market.

### Poultry and swine SASB FB-MP-430a.2

In our poultry and swine supply chain, we maintained 100% of processing operations audited in accordance with the stringent standards of the U.S. National Chicken Council (NCC), in addition to certifications such as Global SLP, Global G.A.P., CFM, Certified Humane and No Antibiotics Ever (the latter associated with the Sadia Bio product line).

In 2025, we expanded our certification scope by obtaining NCC certification for hatchery operations at our Marau (RS) facility, as well as for finishing and harvesting operations at integrated sites in Marau (RS) and Serafina Corrêa (RS), ensuring standardized practices from early-stage production through processing.

In our turkey value chain, 100% of processing follows the National Turkey Federation protocol, ensuring compliance with the highest international standards for animal welfare and handling.

In our engagement with integrated producers, we monitor key animal welfare indicators through our Animal Welfare Compliance Matrix, a tool that consolidates global protocols and national and international regulations into a structured checklist. This matrix covers broiler, turkey and swine production, poultry and swine processing, breeding operations, and controls related to animal health, antibiotic alternatives and biosecurity protocols.

In 2025, we assessed 100% of integrated finishing producers against animal welfare criteria. This reflects our commitment to implementing animal welfare best practices across all stages of production, ensuring consistency and compliance throughout the integrated system. SASB FB-MP-430a.2

## Animal welfare training

In 2025, we further intensified our training and engagement efforts to disseminate technical skills and strengthen a culture of animal welfare across all levels of our value chain.

In our cattle operations, we maintain a target of 40 hours of animal welfare training per unit each year. These training programs are delivered to all professionals involved in handling live animals — from farms through transport to processing facilities — fostering awareness, continuous improvement and innovation.

In our poultry and swine supply chain, 100% of production participants — including suppliers, integrated producers and partners — are engaged in animal welfare best practices. We widely disseminate animal welfare best practices to all integrated producers, who are responsible for implementing these guidelines throughout animal rearing and development. This is supported by a robust animal health management system, including biosecurity programs, vaccination protocols and intestinal integrity measures, ensuring improved animal health and welfare.



### Our key training and engagement initiatives include:

**Chicken Academy and Swine Academy:** these programs continue as structured platforms for the technical training of veterinarians and extension specialists, combining in-person events with field-level training. Animal welfare has been embedded as a cross-cutting topic in all editions.

**Seasonal management training:** we conduct annual winter and summer training for integrated producers (broilers and turkeys) and extension teams, with a strong focus on animal welfare, biosecurity and housing conditions.

**Technical visits and field days:** we continuously support integrated producers through technical visits, field days and regular communication, including a bimonthly newsletter with dedicated animal welfare content that reaches 100% of producers. In 2025, field days placed particular emphasis on sorghum as a strategic alternative for animal feed, with events held in Toledo (Paraná) and Dourados (Mato Grosso do Sul) to support the expansion of this crop in Brazil.

**Biosecurity training:** in 2025, we expanded in-person and online training (including webinars) for technical teams, managers and producers,

with a focus on prevention, operational protocols, movement control, contingency planning and response to animal health events. These activities were conducted in alignment with state agricultural authorities, ensuring technical consistency and rapid response.

**Animal Welfare Officers:** we completed the training of more than 220 officers across livestock operations, transport and processing of poultry and swine. These professionals serve as internal authorities overseeing handling practices, animal care, facilities and transport, ensuring consistent application of our standards.

**Animal Welfare Ambassadors:** this program aims to strengthen our internal culture, disseminate best practices, engage teams and track innovation in animal welfare. In 2025, we expanded the program to 44 active ambassadors across all poultry and swine operations. An in-person meeting was held in Curitiba, where the group was briefed on its scope and MBRF’s Five Golden Rules for Animal Welfare.

**Training for poultry catching teams and live animal transport drivers (eggs, chicks, piglets, broilers and finishing swine):** all drivers and catching teams receive specialized training in animal welfare, ensuring they understand the direct impact of their activities on animals.

## Animal welfare best practices for suppliers

We implement structured initiatives to promote animal welfare best practices across our supply chain, working collaboratively with suppliers and business partners. We recognize that consistent progress in animal welfare depends on active engagement, continuous training and the practical application of knowledge in the field.

In our cattle supply chain, we conduct workshops, training sessions and technical visits to farms to support the adoption of appropriate handling practices. We encourage producers to take a

proactive role in scheduling visits, reinforcing shared responsibility for animal welfare. During these visits, our animal welfare specialists monitor the loading of animals destined for processing and assess specific indicators at the farm level. Our visit schedule is prioritized based on bruising rates identified at processing, enabling a targeted and corrective technical approach.

For cattle producers, animal welfare guidance is reinforced through the MBRF Club — our sustainable livestock protocol — which supports the adoption of responsible practices in the field [\(see more on page 57\)](#).

## Leadership in supplier engagement

MBRF has pioneered the delivery of animal welfare training to suppliers of products of animal origin used in our operations. As part of these efforts, we developed an “Excellence in Animal Welfare in the Supply Chain” program to cascade knowledge and standardize best practices not only in slaughter, but also in pre-slaughter and across all stages of animal life. The program covers raw materials, ingredients and third-party products sold by MBRF.

In collaboration with Compassion in World Farming, we have delivered a training series aimed at

aligning, disseminating and strengthening best animal welfare practices across the sector. In 2025, the program continued to expand, with participation increasing by 12% compared to the previous year, demonstrating growing engagement across the supply chain.

As part of the initiative, we develop instructional and training materials for suppliers (producers) across all species in our operations, covering the full production cycle, including handling, transportation, facilities, animal health and operational practices.

## Biosecurity and medication

MBRF's biosecurity and animal welfare programs are central to maintaining animal health status, preventing disease and protecting animal health across the production chain. We prioritize robust biosecurity protocols, operational controls, vaccination strategies and continuous monitoring to prevent the introduction and spread of pathogens across farms, production facilities and logistics operations.

In line with this commitment, we consistently invest in alternatives to antibiotics, including enzymes, eubiotics and nutraceuticals, alongside nutritional and management solutions that improve gut health and animal immunity. These technologies help reduce the need for medicinal interventions, supporting more resilient and efficient production systems aligned with international best practices.

### Poultry and swine supply chain

We have a specialized team of veterinarians in poultry and swine production responsible for evaluating, coordinating and continuously improving our biosecurity and animal welfare programs, with a particular focus on disease prevention and maintaining flock and herd health. This structured technical approach is essential to ensuring sanitary stability, animal health and food safety.

We adopt a policy of responsible and prudent use of antibiotics in animal production. When treatment of flocks or herds is required, prescriptions are issued exclusively by a veterinarian, with approval from the responsible veterinary health specialist and supported by a formal veterinary prescription. Only medications approved by our Animal Health department are authorized for use within our integrated system. Antibiotic use follows strict technical criteria covering clinical diagnosis, laboratory testing, active ingredient, dosage, duration of administration and withdrawal periods. It also considers scientific evidence on antimicrobial resistance and classifications established by the World Health Organization (WHO).

We do not use hormones or antibiotics as growth promoters in poultry and swine production, nor in the eggs we source, and we maintain a clear and restrictive global policy governing antibiotic use in our poultry supply chain. The use of any class of medication for growth promotion purposes is prohibited. In our Sadia Bio product line, no medication is used in animal rearing, a process verified by independent third-party certification.

All production inputs are supplied exclusively by MBRF, ensuring full sanitary control and traceability. When medication is required, all treatments are recorded in batch monitoring records and reported to the Federal Inspection Service through the official Sanitary Bulletin. Integrated producers are strictly prohibited from purchasing or using medications

independently, with non-compliance resulting in contractual penalties, including termination.

Throughout 2025, we further strengthened preventive measures by implementing risk-based biosecurity protocols, structuring contingency plans and intensifying engagement with regulatory authorities, ensuring technical alignment and rapid response to potential animal health risks.

We maintain close oversight of the more than 150 veterinarians supporting our integrated operations, along with our extension teams, through regular weekly visits to monitor animal welfare performance and flock and herd health conditions. These actions reinforce our commitment to animal health, operational efficiency and the sustainability of our value chain.

During the period, we also made significant progress in sanitary management and biosecurity across our broiler supply chain. We strengthened the application of sanitary monitoring checklists and Good Production Practices (GPP), ensuring compliance and traceability across all operations. We expanded serological monitoring for broilers, conducting systematic analyses at hatcheries, farms and slaughter facilities to track critical and recurring pathogens across the supply chain.

We implemented targeted strategies to reduce infection pressure, including strict downtime

between flocks, enhanced cleaning and disinfection procedures, and reinforced biosecurity protocols. This integrated approach supports effective disease control while maintaining production performance.

We apply structured cost management for medication use across our poultry and swine supply chain, balancing animal health, operational

efficiency and financial sustainability. Medication-related indicators are tracked, reviewed and validated monthly with senior leadership, ensuring strategic alignment. We continue to advance the use of natural alternatives with antibacterial properties, including essential oils, plant extracts, organic acids, prebiotics and probiotics.

## Cattle supply chain

In our cattle supply chain, we do not use medications prophylactically (i.e., for non-therapeutic purposes). We apply a responsible approach to antibiotic use, with prescriptions issued only by certified professionals, ensuring animal health and food safety. When treatment is required as the only viable option, we follow established best practices, including animal segregation and full traceability of treatments, with records of animals treated, dosage and quantities administered.

As part of this approach, we have developed an antimicrobial use policy that supports cattle producers and veterinarians in maintaining herd health and welfare, while providing clear guidance on antibiotic use. We also promote the responsible use of antibiotics across our supply chain through guidance and educational materials, including the MBRF Club Sustainable Practices Guide (see more on page 57).



## Integrated biosecurity management

In May 2025, Brazil reported its first case of H5N1 in a commercial poultry farm in Rio Grande do Sul, leading to a temporary suspension of exports and adjustments across the production chain. The case did not occur within MBRF operations, and there was no direct impact on our activities (see more on page 134).

As a preventive measure, we mapped properties with higher exposure to animal health risks, assessing infrastructure, processes and vulnerabilities, and implemented action plans to strengthen controls. We also implemented additional restrictions on the movement of people, animals and materials between sites and states to reduce system exposure.

These initiatives reinforce our integrated biosecurity management, strengthen producer engagement and enhance our health controls, ensuring protection of flocks and herds, operational continuity and compliance with high standards of safety and animal welfare.



# Natural resources

GRI 3-3 Natural resources

We ensure the efficient and responsible use of natural resources across all our operations and throughout our value chain, with a particular focus on water, energy and forest resource management. Our goal is to optimize processes to reduce resource dependency and minimize environmental impacts, contributing to the preservation of natural resources and the ecosystem services that are essential to our business and to society.

To support this, we invest continuously in innovation through our Research and Development function and

in the adoption of technologies that improve process and equipment efficiency, enhance operational performance and reduce waste generation. These practices are reflected in initiatives to reduce resource consumption, increase productivity and improve traceability, aligned with stakeholder expectations and best management practices. In 2025, we invested R\$194 million in the operational management of water, effluents and waste.

We operate a robust environmental management system based on our Sustainability and Health, Safety and Environment (HSE) policies. All our operations are compliant with applicable local regulations and ISO 14001 guidelines, and aligned with our +Excellence programs and our Operational Excellence System (SEO).

We have also initiated the integration of environmental management systems and platforms, based on assessment identifying cross-site synergies. In 2026, we will continue to integrate these systems and align best practices across business segments, with integrated implementation across all production sites and continued harmonization of corporate systems.

## Environmental Sustainability Index (ISA)

We are expanding the implementation of our Environmental Sustainability Index (ISA) across MBRF, providing greater depth in the assessment of environmental topics. The ISA supports regulatory and environmental excellence by measuring, throughout the year, the level of compliance of our facilities across three dimensions: legal requirements (40%), operational practices (40%) and waste management (20%).

In 2025, the ISA was applied across Logistics and Integrated Operations, as well as Agro, Industrial and Grains operations. Implementation at the MBRF Pet unit is planned for 2026.

## Environmental journey – awareness and environmental excellence

The third edition of our Environmental Journey event was held in Curitiba in April 2025, bringing together more than 100 professionals, including analysts, team leaders, managers and supervisors from across MBRF operations. Over two days, participants shared experiences, discussed key environmental topics and engaged in practical sessions.

The event highlighted best practices across our operations, particularly initiatives around water reduction and reuse, recycling and enhanced control of effluent treatment systems. It also included technical sessions on compliance and data integrity, institutional engagement and biomethane production from waste.

The event broadened teams' understanding of the environmental value chain and strengthened alignment with the principles of Expanded Environmental Sustainability, providing an important platform for integration, engagement and advancing environmental excellence across MBRF.

## Water management

GRI 303-1

Water is an essential resource for our operations and is present across all stages of our value chain, from animal rearing and grain cultivation to industrial food processing. To ensure responsible use, we implement water management practices focused on compliance with local requirements, continuous improvement of m<sup>3</sup>/t intensity and reduction of water withdrawal volumes. Related efforts include process optimization, loss reduction, expansion of water reuse and maintaining high efficiency in water and effluent treatment systems.

We follow strict quality standards in compliance with local regulatory requirements and continuously monitor the limits established in water use permits. All our operations have on-site Water Treatment Plants (WTPs) designed according to the water withdrawal source, ensuring that abstracted water meets potable standards in the countries where we operate and in the international markets we export to. **GRI 101-2**

In Argentina, we are working to comply with new regulatory requirements (Resolution 1746/25) related to groundwater withdrawal permits and effluent discharge licenses at our Pilar and Baradero facilities.

## Water control and monitoring

We manage water use through continuous metering and ongoing hydrological mapping improvements. After appropriate treatment, we return approximately 94% of the water we withdraw to the environment, in compliance with regulatory standards in the regions where we operate.

Water quality and efficiency tracking is enhanced by dashboards and integrated system controls. We have also expanded the installation of electromagnetic meters in our beef operations, improving data reliability and decision support.

Our facilities have fully mapped water systems and metering at key points, enabling site managers to assess environmental indicators and respond with best practices.

Recently, we have implemented dry-cleaning procedures in our Dois Vizinhos (PR), Francisco Beltrão (PR) and Campos Novos (SC) facilities.

### Capital and operational expenditure – water and effluent management

CAPEX (in reais – R\$)	2025
Brazil	50,407,758
United States	9,409,458
Türkiye	149,136
United Arab Emirates and Saudi Arabia	0
Argentina	982,903
Uruguay	2,081,711
<b>Total</b>	<b>63,030,967</b>

OPEX (in reais – R\$)	2025
Brazil	120,171,116
United States	17,237,119
Türkiye	2,978,863
United Arab Emirates and Saudi Arabia	686,904
Argentina	217,519
Uruguay	3,676,203
<b>Total</b>	<b>144,967,724</b>

## Our performance in 2025

In 2025, we withdrew 84.4 million m<sup>3</sup> of water, a 9% increase compared to the previous year, reflecting higher production volumes. Of this total, 52.9% came from surface water, 36.5% from groundwater, 10.3% from utility systems and 0.4% from other sources. Despite the increase in total withdrawals, we improved our water intensity, reducing consumption per metric ton produced from 9.1 m<sup>3</sup>/t in 2024 to 8.59 m<sup>3</sup>/t in 2025. This improvement reflects our continued commitment to efficient and responsible water use.

### Water withdrawal by source (m<sup>3</sup>)

GRI 303-3 | SASB FB-MP-140a.1

Sources (consolidated)	2024	2025
Surface water	41,563,184	44,638,669
Groundwater	29,450,294	30,791,854
Utility water	6,096,744	8,679,747
Other sources	83,912	311,462
<b>Total</b>	<b>77,194,134</b>	<b>84,421,731</b>

**Water withdrawal by source, by country (m<sup>3</sup>)** GRI 303-3 | SASB FB-MP-140a.1

Brazil	2024	2025
Surface water	39,738,513	42,592,353
Groundwater	18,642,739	20,157,006
Utility water	1,159,219	1,481,712
Other sources	81,144	311,462
<b>Total</b>	<b>59,621,615</b>	<b>64,542,534</b>
United States	2024	2025
Surface water	-	-
Groundwater	7,153,040	7,068,728
Utility water	4,801,195	6,630,193
Other sources	-	-
<b>Total</b>	<b>11,954,235</b>	<b>13,698,921</b>
Türkiye	2024	2025
Surface water	-	-
Groundwater	2,343,037	2,096,891
Utility water	-	299,498
Other sources	-	-
<b>Total</b>	<b>2,343,037</b>	<b>2,396,389</b>

United Arab Emirates and Saudi Arabia	2024	2025
Surface water	-	-
Groundwater	-	-
Utility water	136,330	268,344
Other sources	-	-
<b>Total</b>	<b>136,330</b>	<b>268,344</b>
Argentina	2024	2025
Surface water	-	-
Groundwater	906,322	1,061,022
Utility water	-	-
Other sources	-	-
<b>Total</b>	<b>906,322</b>	<b>1,061,022</b>
Uruguay	2024	2025
Surface water	1,824,671	2,046,316
Groundwater	405,156	408,206
Utility water	-	-
Other sources	2,768	-
<b>Total</b>	<b>2,232,596</b>	<b>2,454,522</b>
<b>Total</b>	<b>77,194,135</b>	<b>84,421,731</b>

**Water intensity<sup>1</sup> (m<sup>3</sup>/ton)**

	2024	2025	2024 x 2025
m <sup>3</sup> /t	9.1	8.6	-6.0%

<sup>1</sup> Water intensity is calculated as total water consumption (m<sup>3</sup>) divided by annual production volume (t).

**Water reuse and recycling**

At MBRF, water reuse and recycling are essential to improve water efficiency and reduce the need for freshwater withdrawals. These practices additionally support our commitment to circular economy principles and reducing overall water intake. We also implement measures to mitigate risks related to water availability.

In addition, we have advanced indirect water reuse through the use of purification technologies. Our Marau (RS) facility is an example of best practice, with internal efficiency targets and a fully mapped hydraulic system equipped with flow meters and automated dosing. Another example is our Pampeano site in Hulha Negra (RS), a region characterized by irregular rainfall and water scarcity, where reuse of autoclave water is critical to avoiding disruptions to industrial operations due to water shortages.

In Uruguay, we have also progressed in expanding water reuse initiatives across our operations. In Tacuarembó, for example, 19% of total water consumed in 2025 was recycled water, compared with 13% in 2024. In the United States, three facilities — Liberal, Dodge City and St. Joseph — also have water reuse arrangements in place. In Türkiye, our Bandırma facility achieved a significant milestone, with recycled water now accounting for

50% of its water consumption. At our Kezad facility in the United Arab Emirates, 100% of the water used is treated and reused, supporting our global commitment to efficient water management.

Water recycling contributes to reducing overall water withdrawal and enhances operational sustainability, although the extent of water recycling is constrained by the requirements of the food industry. In line with our commitment to product quality and safety, reused water is applied in processes such as yard washing, corral cleaning and in the cleaning of water and effluent treatment plants.

### Water reuse by region (m<sup>3</sup>)

GRI 303-3 | SASB FB-MP-140a.1

	2025
South America	19,946,981
North America	1,050,107
Middle East & Asia	877,784
<b>Total</b>	<b>21,874,872</b>

## Water risk management

SASB FB-MP-140a.2

At MBRF, we work to actively measure and mitigate our exposure to water scarcity and availability risks. This includes assessing the quality and quantity of water sources supplying our operational units. To support this continuous assessment, we use the Water Risk Filter developed by the World Wide Fund for Nature (WWF), a recognized tool recommended by CDP.

These methodologies enable us to conduct in-depth analyses of water vulnerability, considering a range of internal and external factors across the microregions where we operate. This includes factors such as dependency on water resources, water availability and quality, local regulatory frameworks and potential conflicts over water use.

The outputs of these assessment are detailed water risk maps, supporting a more strategic response. This allows us to compare risks across sites and identify strategic investments required to strengthen water security. We recognize that some of our facilities — such as Rio Verde, Chapecó, Uberlândia and Promissão in Brazil — are located in areas of higher water stress, requiring targeted actions and

specific management strategies. Approximately 21% of our facilities operate in regions with low water risk exposure, while 60% are located in areas with medium exposure. The water stress profile of our operations is presented in the table below.

Based on these insights, we assess potential severe scarcity events and proactively ensure that all our facilities maintain comprehensive contingency plans. Throughout the year, we monitored relevant climate events, including seasonal variations in precipitation, prolonged drought periods and drought alerts in key watersheds. These conditions were tracked via internal systems and vulnerability indicators, enabling us to anticipate potential adverse scenarios and improve contingency planning.

During the period, we did not record significant operational impacts. However, continuous monitoring remains a priority, with an emphasis on risk mitigation, preventive planning and integration with our global sustainability targets. Our approach enhances resilience to climate change and supports our commitment to responsible water resource management, while also capturing opportunities created by water pipeline infrastructure projects.

## Water withdrawal by water stress level (m<sup>3</sup>) GRI 303-3, SASB FB-MP-140a.1

2025				
Water stress level	South America	North America	Middle East & Asia	Total
Very low	0	0	0	0
Low	279,688	199,806	882,299	1,361,793
Medium	33,160,399	13,499,115	1,782,434	48,441,948
High	34,617,991	0	0	34,617,991
Very high	0	0	0	0
<b>Total</b>	<b>68,058,078</b>	<b>13,698,921</b>	<b>2,664,733</b>	<b>84,421,731</b>

Source: Water Risk Filter – WWF

## Collaboration in water resource management

We have standardized water management practices across all our production sites, covering:

- water risk assessment, using vulnerability tools to identify sites under stress and define contingency plans
- water treatment
- water use efficiency
- effluent treatment

Since 2020, our governance has included a Water Steering Committee, comprising senior leadership and technical teams, to accelerate water resource management across our

operations. We also monitor and manage water-related documentation across our supply chain under contracts with integrated producers.

To raise awareness among partner producers on impact management, our teams conduct periodic environmental visits to integrated farms, assessing the practices in place. Based on these assessments, we provide technical guidance on the effective management of water and environmental resources.

In addition, we share technical and advisory content through *Revista BRF Rural*, a trade magazine distributed exclusively to integrated producers in both print and digital formats. Field Days and on-site Management Meetings further support this approach. Through demonstrations, participatory

## Water stress level GRI 303-1

2025	
Water stress level	Number of sites
Very low	0
Low	12
Medium	35
High	11
Very high	0

Source: Water Risk Filter – WWF

activities and technical sessions designed to support learning, we promote best operational practices, innovation and sustainable practices in integrated poultry and swine operations ([see more on page 66](#)).

This collaborative approach supports our commitment to responsible water use across our operations and to protecting this resource for present and future generations.

## Participation in watershed forums and committees

In 2025, we maintained active participation in strategic water governance bodies, as a way to strengthen environmental governance and mitigate risks related to water resource management. We are members of the following forums and committees:

- XXV ENCOB – National Meeting of Watershed Committees (Vitória/ES)
- Paranaíba Watershed Committee (CBH Paranaíba | GO, MG, MS and DF)
- Rio dos Bois Watershed Committee (CBH Bois | GO)
- Committees in Santa Catarina (Jacutinga, Contíguos, Rio do Peixe, Chapecó and Irani)
- Tibagi Watershed Committee (PR)
- Arinos Watershed Committee (MT)
- Taquari-Antas Committee (RS)
- Sepotuba River Committee (MT)
- Municipal Environmental Board (Serafina Corrêa – RS)

These forums discuss watershed protection and soil conservation, improvements to water metering and charging mechanisms and allocation criteria, transparency and self-monitoring, as well as addressing irregular water use. Through this engagement, we provide technical inputs into public policy discussions, support the dissemination of best practices across watersheds and help mitigate regulatory risks, contributing to more efficient and long-term water resource management.



## Water management in the supply chain

Across our supply chain, we work to raise awareness about responsible water use and proper effluent disposal, helping to prevent contamination of water sources on farms. These efforts extend throughout our supply chain, helping protect water sources — rivers, springs, wells and reservoirs — while supporting the economic sustainability of agricultural activities.

To enhance water efficiency, we strive to improve our management of water withdrawals and volumes consumed, while encouraging positive behavioral changes in water use among our workforce through training. We engage our partners through the MBRF Club Sustainable Practices Guide for livestock suppliers, which encourages, among other

practices: reducing water consumption in animal rearing and feeding; adopting efficient water use practices (including rainwater harvesting, crop rotation, no-till farming, drinking systems, fertigation and water-use monitoring); and managing stormwater to prevent erosion and enhance infiltration, including preserving vegetation around springs and watercourses.

We monitor and assess risks by mapping water availability across our supply chain, combined with geospatial monitoring and deforestation risk mitigation mapping. By overlaying water risk maps with supplier locations, we direct targeted guidance and preventive actions — supported by clear targets, monitoring and efficient water use practices. These mapping efforts also extend to suppliers of inputs used in animal feed.

## Effluent management GRI 303-2

At MBRF, we are committed to efficient and responsible effluent management, ensuring that water used in our production processes is treated and returned to receiving bodies in compliance with applicable regulatory standards in each region. We actively invest in modernizing and optimizing our treatment systems to protect water resources, reduce environmental impacts and drive continuous improvement.

**We treat 100% of the effluents generated in our operations prior to discharge, and all our facilities are licensed by environmental authorities, ensuring full environmental compliance. To continuously improve and optimize our processes, we operate online monitoring systems in selected facilities, capturing real-time flow and volume data. This enables continuous oversight, enhances the accuracy of effluent management, and supports the early identification of corrective actions.**

We maintain internal performance indicators to assess regulatory and environmental excellence across our operations. Global data on effluent volumes is independently audited as part of the assurance of our greenhouse gas emissions inventory, reinforcing the credibility and transparency of our disclosures.

### Treatment process and quality

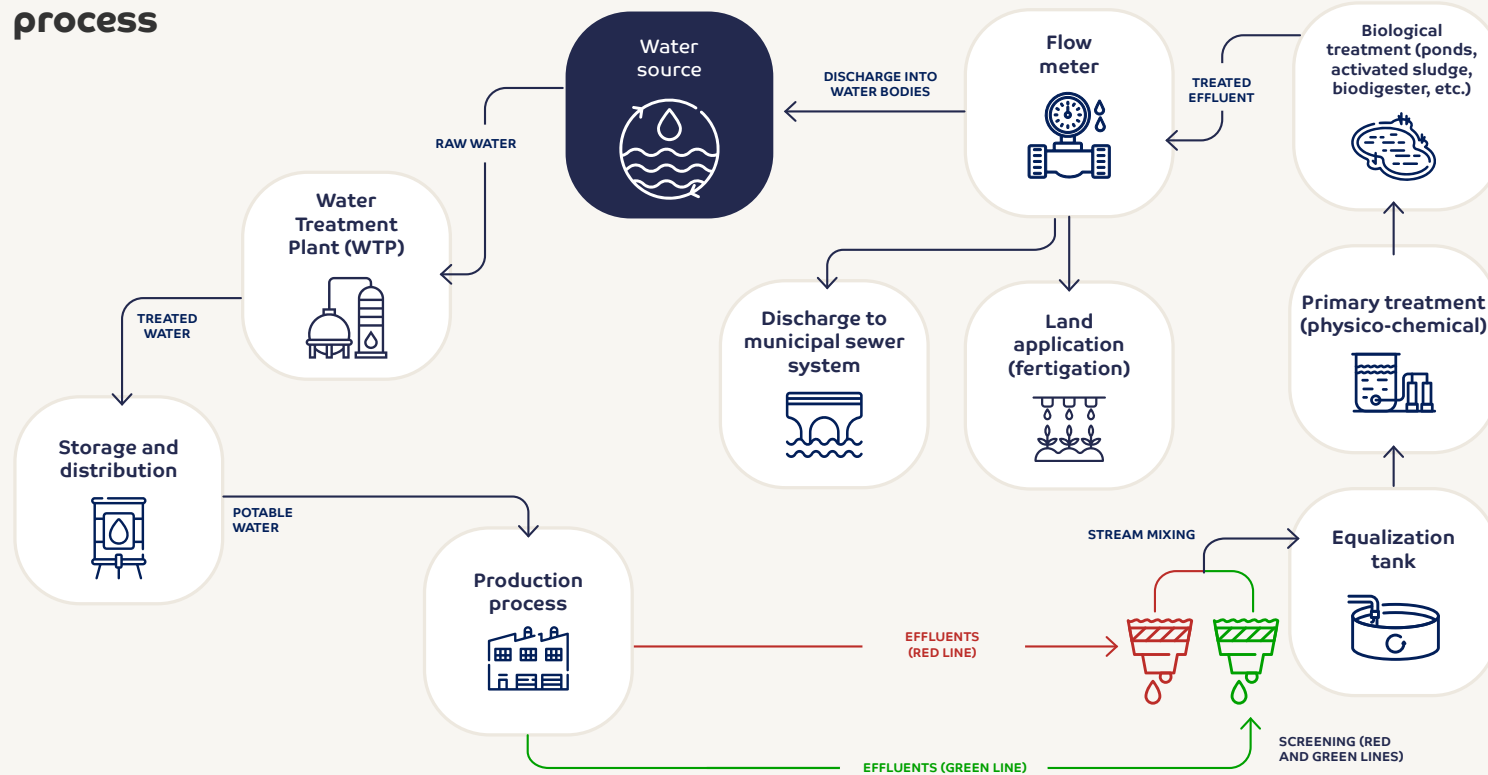
Our effluent treatment plants, installed across 100% of our production facilities, are designed to handle significant volumes of effluents, primarily composed of proteins, fats, biodegradable detergents and animal by-products. The treatment process includes physical, chemical and biological stages, ensuring that treated effluent meets discharge standards established by applicable federal, state and local regulations in each region. We perform comprehensive testing, including for compliance with CONAMA Resolution 430 in Brazil, to verify conformity to regulatory requirements. GRI 101-2

We actively monitor the quality of water bodies where we withdraw and discharge water, conducting upstream and downstream analyses to ensure no adverse impact on water quality. The performance of our effluent treatment plants is verified by external laboratories accredited by Inmetro.

In Uruguay, at our Colonia facility, we completed the first phase of a new effluent treatment plant in 2025, including primary and secondary treatment, a homogenization unit, installation of a dissolved air flotation (DAF) system, sludge dewatering press and automated screening in the pre-treatment stage. These upgrades will incorporate more efficient technologies, support the unification of effluent streams and eliminate anaerobic lagoons previously used for grease separation, improving operational safety and the quality of final discharges. The new system is expected to become operational in 2026.



## Effluent treatment process



## Aerobic effluent treatment – improved organic matter reduction

In our beef, poultry, swine and processed products facilities, we use aerated lagoons for aerobic effluent treatment. This process enhances the biological activity responsible for decomposing organic matter, ensuring a significant reduction in pollutant load prior to tertiary treatment and final discharge.

In addition to improving the stability of treated effluent, the system delivers meaningful gains in operational performance. Currently, 45 out of 53 eligible facilities have adopted this approach, representing approximately 85% implementation.

## Our performance in 2025

In 2025, total effluent volumes increased by 4% compared with 2024, rising from 76.0 million m<sup>3</sup> to 79.5 million m<sup>3</sup>. Our operations in Brazil continued to account for the largest share of effluent volume, followed by the United States. In the United Arab Emirates and Saudi Arabia, effluent volumes decreased by 6.14% compared with the previous year.

### Total effluent volume generated by country (m<sup>3</sup>) GRI 303-4

Country	2024	2025
Brazil	57,984,391	61,279,825
United States	12,884,483	12,894,568
Türkiye	2,285,493	2,299,460
United Arab Emirates and Saudi Arabia	199,527	187,270
Argentina	743,481	756,031
Uruguay	1,928,775	2,050,739
Total	76,026,150	79,467,902

## Supply chain engagement

We engage our suppliers in implementing best practices in effluent management, providing guidance on protecting water sources and preventing contamination. This is supported by

materials such as the MBRF Club Sustainable Practices Guide and periodic site visits to identify improvement opportunities and ensure regulatory compliance. Our objective is to identify improvement opportunities and assess compliance with applicable legal requirements by verifying practices and minimum standards. Where non-compliance is identified, we provide technical support to implement corrective actions.

We also conduct regular training on effluent treatment, with a focus on activated sludge systems, to promote best practices that maximize the removal of organic load and nutrients, reduce energy consumption and minimize waste generation.

## Biodiversity conservation and protection GRI 101-1

We uphold our commitment to biodiversity through our Sustainability Policy, which provides guidance on protecting and restoring ecosystems and integrates natural capital management into our strategic and operational decision-making. We take a preventive approach focused on preserving and restoring biodiversity in the regions where we operate, while ensuring the sustainable use of ecosystem services.

These principles are aligned with the 2050 goals and 2030 targets of the Kunming-Montreal Global Biodiversity Framework, as reflected in our adherence to CONABIO Resolution n° 9/2024. This commitment supports our contribution to national targets related to zero deforestation and biodiversity protection, pollution reduction, climate change mitigation, sustainable production and consumption patterns and reduction of waste generation.

Our biodiversity and forest commitments are also informed by scientific studies from the Brazil Climate, Forests and Agriculture Coalition, which advocate for the restoration of degraded areas and the elimination of illegal deforestation based on technical evidence.

**In 2025, we achieved our commitment to zero deforestation and conversion across all biomes where we operate — including the Amazon, Cerrado and other regions — as well as full traceability across our cattle supply chain, with 100% of suppliers monitored. GRI 101-2**

## Forest assets GRI 101-5

Our biodiversity practices aim to ensure compliance with environmental regulations, protect native vegetation, protected areas and legal reserves — including through fire prevention — and promote responsible forest management and traceability of forest products.

We manage a significant portfolio of forest assets as part of our operations. In 2025, in Brazil, we maintained approximately 27,620 hectares of forest assets, primarily dedicated to biomass production from Eucalyptus (94.58%), with smaller contributions from Pinus (0.82%) and other species (0.45%), as well as open areas awaiting the next planting cycle (4.14%). This biomass is used to generate steam in our industrial operations.

These properties are distributed across eight Brazilian states (Goiás, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Paraná, Pernambuco, Rio Grande do Sul and Santa Catarina), comprising 191 farms — four located within conservation sites and 50 within 10 km of a conservation site — including 96 owned and 95 leased properties. All areas are monitored for proximity to conservation sites and priority areas for biodiversity conservation.

Activities across these forest assets include planting, management, harvesting and cycle renewal, focused on biomass production for energy use. During the reporting period, there was no conversion of natural ecosystems, no recorded impacts on wildlife or threatened species, and only isolated and non-quantified occurrences of pollution sources associated with management and harvesting activities. The use of non-native species is controlled, with a gradual transition of areas planted with Pinus to Eucalyptus.

## Commitment to biodiversity

Our biodiversity policies and commitments fully cover our direct activities, including 100% of our owned operations, operational sites and subsidiaries across the countries where we operate. All our operational sites are managed under environmental licenses issued by the appropriate authorities, which assess and monitor the potential impacts of our activities on ecosystems and local communities. In regions such as Uruguay, our operations and those of our suppliers comply with the National System of Protected Areas (SNAP), which integrates environmental conservation with sustainable productive activities.

Our approach also extends across our supply chain, focusing on critical suppliers and both direct and

indirect partners, particularly in areas of higher environmental vulnerability and deforestation risk. To maintain this coverage, we use traceability systems and satellite monitoring across our supplier base, and require partners to comply with our Third-Party Code of Ethics and Conduct and sustainability assessments.

We also ensure that the raw materials we source — particularly cattle — is not associated with deforestation or the conversion of native vegetation. We reaffirm our commitment not to source animals from farms encroaching on conservation sites, indigenous lands or *quilombola* lands, or from areas embargoed by environmental authorities ([see more on page 52](#)).

All our operational sites have management mechanisms in place to mitigate direct impacts on biodiversity, in line with local environmental licensing requirements. These mechanisms include responsible water withdrawal, effective effluent treatment, integrated waste management and continuous monitoring of key environmental aspects.

Our integrated approach aims to strengthen synergies between biodiversity and climate, reducing trade-offs through solutions that address both dimensions simultaneously.

Examples include:

- water efficiency projects that reduce pressure on ecosystems while lowering energy consumption;
- reforestation and land restoration programs that support both carbon sequestration and the protection of local biodiversity;
- clean technologies in effluent and waste treatment, reducing emissions and preventing impacts on water bodies and soils.

Through this approach, we ensure that all our operational sites are aligned with responsible environmental management principles, contributing to biodiversity protection. **GRI 101-2**



## Ecosystem restoration and protection

We actively invest in initiatives to restore and protect ecosystems:

- **Pasture recovery and forest restoration:** we are committed to restoring 100,000 hectares of degraded pastures and 6,000 hectares of native forests, contributing to Brazil's greenhouse gas emissions reduction targets;
- **Biomass:** we are co-founders of Biomass, which, in partnership with other companies, will restore and protect 4 million hectares of native forests in Brazil. This will involve planting 2 billion trees with associated carbon credits, potentially avoiding 900 million metric tons of carbon emissions over 20 years while protecting more than 4,000 species ([see more on page 58](#)).
- **Strategic partnership:** in Uruguay, through a partnership with the National Institute of Agricultural Research (INIA), we are developing a project to differentiate products based on responsible environmental management practices and to promote sustainability across the cattle supply chain.

### Preventive management and mitigation of environmental impacts **GRI 101-2, 101-4**

To safeguard the protection of nature across our operations, we apply a mitigation hierarchy that guides initiatives at our production sites, ensuring compliance with applicable regulations and alignment with national and international best practices.

Within our forestry operations, we maintain specific environmental monitoring and control processes. These processes include systematic monitoring of compliance with operating license conditions, verification of potential ecosystem conversion, control of natural resource use, prevention of pollution associated with forestry activities, and active identification and management of invasive non-native species.



# Waste and packaging

GRI 3-3 Waste and packaging

At MBRF, a comprehensive approach to waste and packaging management helps to ensure efficient resource use across our supply chain. Our objective is to maximize material recovery, reduce the environmental impacts associated with waste generation, and deliver environmental, social and economic value.

Our waste management approach incorporates local regulatory requirements across the regions where we operate and includes efficiency initiatives spanning from waste generation within our operations through to post-consumer stages. In relation to packaging, we promote and encourage the adoption of best practices in our communities, with Qualy serving as our flagship brand advancing this agenda.

In our efforts to advance circular economy practices we leverage innovation and partnerships with companies and research institutions. Our practices begin at the packaging design stage and extend through to the transformation of 100% of operational by-products into high-value inputs through our MBRF Ingredients business unit.

## Waste GRI 101-2, 306-2

We follow the principles of reduction, reuse and recycling in managing waste streams across our operations and throughout our supply chain. We engage integrated producers and consumers in initiatives that promote sustainability, operational efficiency and reduced disposal-related costs.

Across our operations, composting is the primary method of disposal, converting waste into biofertilizer. Our Waste and Healthcare Waste Management Plans establish guidelines for waste segregation, collection, sorting, storage, transportation and disposal of waste across our sites.

In office areas, we segregate organic waste from other categories (recyclable and non-recyclable), depending on the type of waste, legal requirements and local environmental regulations. Our own and integrated farms operate dedicated logistics programs for the collection of animal health waste, as well as hazardous waste generated in field operations and hatcheries.

To strengthen waste management practices, we provide continuous training to employees, addressing the 3Rs — reduce, reuse and recycle — across all stages of production. We also run internal communication initiatives providing clear guidance to support proper waste segregation and responsible handling in day-to-day operations.

For hazardous waste, we apply strict procedures for storage, transportation and disposal, supported by management systems that track handling through to disposal. We also conduct environmental monitoring and maintain contingency plans tailored to the type of incident and substance involved.

In 2025, we generated 874,400 metric tons of non-hazardous waste across our operations. Hazardous waste generated during the year totaled 2,970 metric tons.

### Circular economy

We incorporate all animal waste (such as corral manure and bovine rumen residues) into the effluent streams of our industrial facilities, which are subsequently directed to our effluent treatment plants. The treated effluent is frequently reused in fertigation processes, maximizing nutrient recovery and supporting agricultural sustainability. Following treatment, solid waste materials are converted into biofertilizers with high agronomic value.

In addition, we use biodigesters to capture biogas generated during the decomposition of organic matter. This biogas is either safely combusted to reduce greenhouse gas emissions or reused as an energy source, as at our Liberal, Kansas (USA) facility.

### Our performance in 2025

In 2025, we directed 478,400 metric tons of waste — equivalent to 54.5% of total waste generated — to composting, representing a 3.6% increase compared to the previous year. An additional 89,000 metric tons were directed to recycling, an increase of 37.1%. Reducing the volume of waste sent to landfill remains a priority. In 2025, 180,800 metric tons were disposed of in landfills, representing 20.6% of the total.



Total waste generated by type of disposal (t) [GRI 306-3, 306-4, 306-5](#)

Type of disposal	2024		2025	
	Non-hazardous	Hazardous	Non-hazardous	Hazardous
<b>Global</b>				
On-site + third-party landfills	144,272	645	179,912	861
Composting	461,486	0.5	478,412	0.1
Co-processing	5,912	99	11,224	96
Incineration	29,022	524	30,949	648
Recycling	63,729	1,162	87,666	1,319
Other	54,349	48	86,277	46
<b>Total consolidated</b>	<b>758,770</b>	<b>2,480</b>	<b>874,438</b>	<b>2,971</b>

Waste generated by type of disposal and country (t) GRI 306-3, 306-4, 306-5

Country / Disposal	2024		2025	
	Non-hazardous	Hazardous	Non-hazardous	Hazardous
<b>Brazil</b>				
On-site + third-party landfills	92,140	624	93,962	845
Composting	364,146	1	368,884	0.1
Co-processing	5,912	52	11,224	58
Incineration	96	464	131	568
Recycling	53,316	1,043	69,016	1,178
Other	49,288	40	82,097	11
<b>United States</b>				
On-site + third-party landfills	42,180	3	75,574	6
Composting	67,792	-	69,892	-
Co-processing	-	-	-	-
Incineration	-	-	-	-
Recycling	-	-	4,009	-
Other	5,033	-	-	-
<b>Türkiye</b>				
On-site + third-party landfills	1,633	-	1,705	-
Composting	-	-	2	-
Co-processing	-	43	-	37
Incineration	28,926	27	30,818	42
Recycling	1,962	112	2,272	100
Other	28	0	2,560	-

Country / Disposal	2024		2025	
	Non-hazardous	Hazardous	Non-hazardous	Hazardous
<b>United Arab Emirates and Saudi Arabia</b>				
On-site + third-party landfills	5,312	0	5,889	6
Composting	52	-	45	-
Co-processing	-	-	-	-
Incineration	-	-	-	-
Recycling	1,730	6	3,184	37
Other	-	-	1,620	-
<b>Argentina</b>				
On-site + third-party landfills	1,833	-	1,898	4
Composting	6,632	-	4,650	-
Co-processing	-	-	-	0.4
Incineration	-	2	-	1
Recycling	4,503	-	6,859	4
Other	-	7	-	13
<b>Uruguay</b>				
On-site + third-party landfills	1,174	18	884	1
Composting	22,864	-	34,937	-
Co-processing	-	4	-	1
Incineration	-	32	-	38
Recycling	2,217	2	2,325	-
Other	-	2	-	23
<b>Total</b>	<b>758,770</b>	<b>2,480</b>	<b>874,438</b>	<b>2,971</b>

## Waste reduction initiatives



### Argentina

In 2025, our Arroyo Seco facility began recycling polypropylene plastic generated in its operations. At our San Jorge facility, we implemented a new management approach for semi-liquid waste that was previously treated within the internal effluent system. This material is now segregated and sold as a co-product to a third-party company authorized by the relevant regulatory authority for treatment.



### Brazil

In 2025, our Paranaguá (PR) facility achieved a zero landfill milestone, eliminating landfilling and directing 100% of generated waste to recovery solutions. Of this total, 70% is directed to composting and 30% to co-processing in cement kilns, where it is used as an alternative fuel to replace fossil sources. This was achieved through process optimization, strong workforce engagement and the implementation of technical solutions that expanded waste recovery, supported by traceability and digital monitoring of final disposal.



### United Arab Emirates and Saudi Arabia

We ran a series of employee awareness initiatives, including workshops and campaigns on waste reduction and proper disposal, to support our 40% recycling target established under commercial waste management requirements. Our Kezad facility is recognized as an industry leader in waste management, having received Green Label Industries certification from the Abu Dhabi Environment Agency (EAD). This recognition reflects initiatives such as our implementation of reverse osmosis systems for water treatment, enabling reuse in other operational activities. As part of our plastic reduction initiatives, we introduced biodegradable gloves into the production process.

During the year, we also conducted trials to assess the feasibility of redirecting sludge generated in the waste stream to composting, following the closure of the third-party provider previously handling sludge treatment. We are evaluating potential partnerships with specialized treatment providers to reduce moisture content, enabling the material to be composted locally without the need for transport to another facility.



### United States

All abdominal waste generated at our Dodge City, Kansas facility is directed to a composting program, where it is converted into fertilizer for agricultural and landscaping use. In addition, the compost is used by the waste management partner as a natural cover for landfill cells, supporting grass growth and reducing the need for synthetic plastic coverings.



### Türkiye

As part of our positive impact initiatives, all our facilities renewed their mandatory Zero Waste certification, as part of our commitment to waste reduction through structured waste management systems. We process 100% of the organic waste generated, redirecting it to the production of pet food. We also treat 50% of the effluent generated at our Bandırma facility.



### Uruguay

We continued our composting initiatives at the effluent treatment plants in Salto and Tacuarembó, as well as at the El Impulso feedlot, with outputs redirected to local farmers surrounding our operations.

## Waste collection, transportation and disposal GRI 306-1, 306-2

Waste collection, transportation and disposal services are performed by specialized third-party providers, in accordance with our contracting and qualification standards. These include requirements such as annual on-site environmental audits and ongoing monitoring of licenses for suppliers classified as critical.

Process effectiveness is supported by standardized procedures and management tools aligned with applicable regulations and our Operational Excellence System (SEO). In the event of potential incidents, such as spills or leaks, we operate under an Emergency Response Plan, supported by a contract with a specialized response provider. Each site also conducts drills to ensure that all personnel are prepared to respond in accordance with established protocols any real-world emergency.

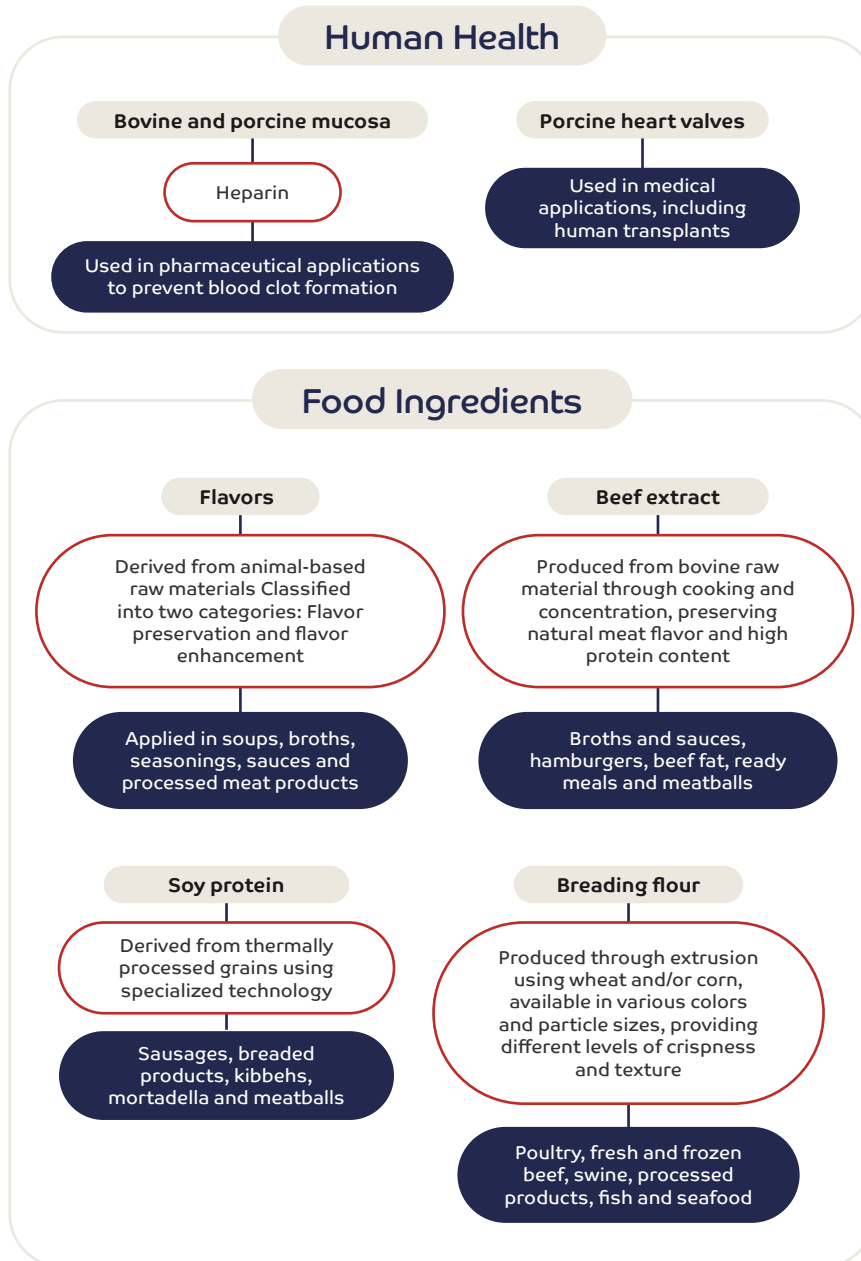
The outbound waste process includes the issuance and control of waste waybills, invoices and disposal certificates. These documents are recorded in a management system that ensures full traceability of waste destinations. Key indicators — including waste volumes generated, percentage sent to landfill, and costs and revenues associated with waste management — are monitored monthly through dedicated systems, enabling timely and reliable oversight of waste flows and third-party performance.

# MBRF Ingredients

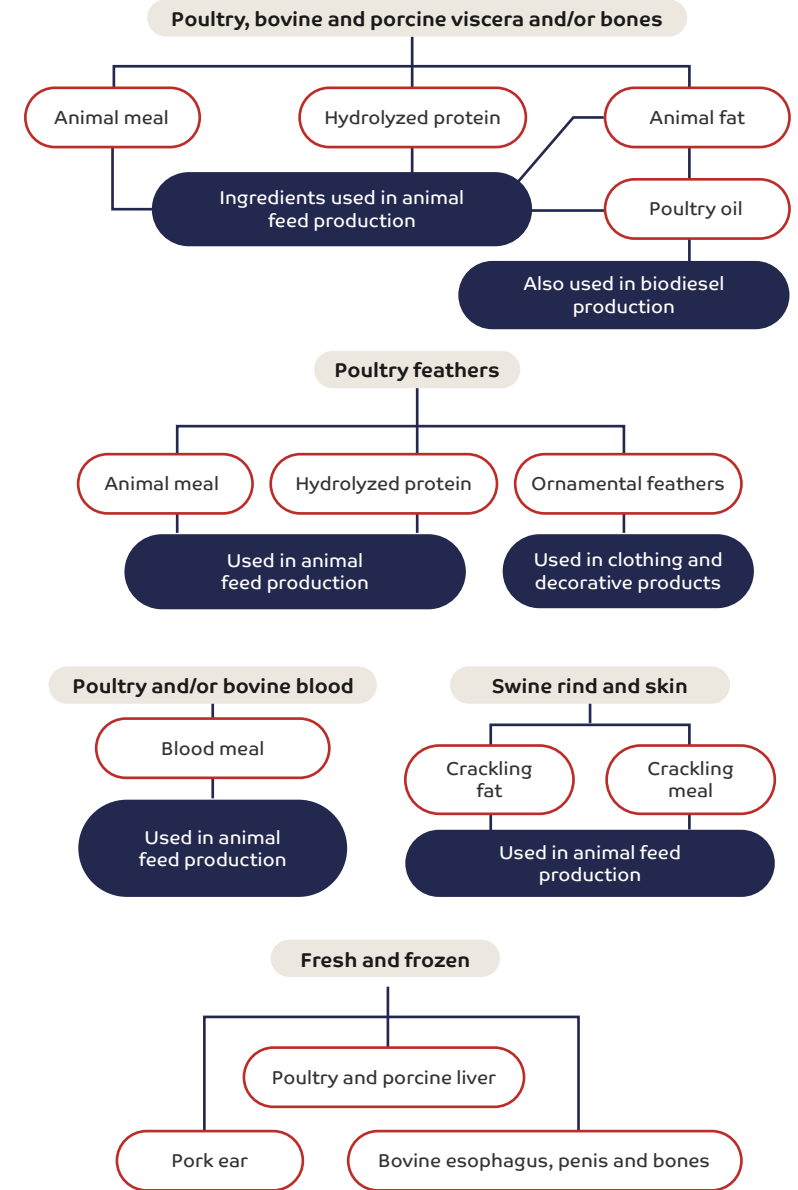
MBRF Ingredients is a business unit dedicated to transforming co-products that would otherwise be disposed of into high-performance ingredients, reducing overall waste generation and contributing to the circular economy.

With sustainability, innovation and quality as guiding principles, we cater to internal demand for animal nutrition and pet food, while also marketing products to customers in the food and health sectors in Brazil and internationally. In doing so, we are expanding our product portfolio, reducing waste disposal and substituting externally sourced feed inputs with in-house production.

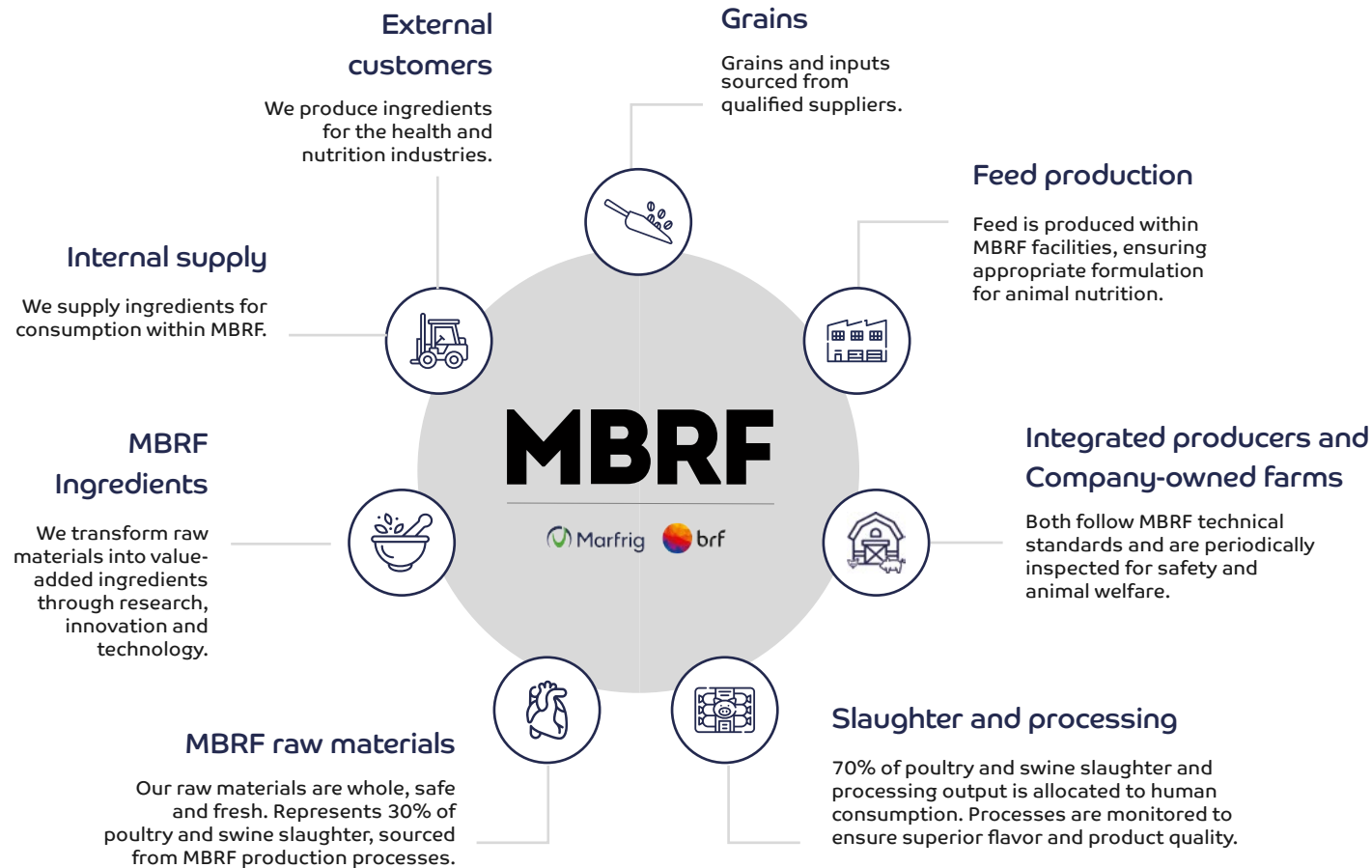
## Transforming waste into co-products



## Animal Nutrition



# MBRF Integrated Production System



## MBRF Ingredients at a glance

**30** production sites

Sales to more than **20** countries

More than **450** direct employees

More than **3,000** shipments per month

More than **30,000** metric tons of fresh and frozen co-products sold

More than **1.5** million metric tons of waste recycled back into the value chain

## Our performance in 2025

In 2025, we invested a total of R\$29 million in expanding the infrastructure of our corn flour facility in Toledo (PR) and our flavorings facility in Concórdia (SC). We also incorporated two additional bovine co-product processing facilities into our operations. The integration of management information systems is the next step in driving further operational efficiency.

In 2026, we plan to complete the deactivated soybean processing facility in Rio Verde (MT). This project is designed to reduce the consumption of vegetable oil meal in our feed formulations — currently at approximately 2,700 metric tons per month — and to utilize the full volume of soybean hulls generated at the site, estimated at 113,000 metric tons per month.

Key results by segment in 2025:

### Animal Nutrition

- Sustained production and sales volumes
- 18% increase in sales of our BioActio hydrolyzed protein line
- Initiated the deactivated soybean plant project to reduce dependence on vegetable meal and oil inputs

### Food Ingredients

- 14% increase in breeding flour production
- 60% growth in flavoring supply volumes

## Human Health

- Heparin sales to markets including China and Hong Kong
- More than 1 million human heart valve transplants using porcine-derived valves from MBRF

### Awards expand opportunities in new segments



In 2025, MBRF Ingredients received recognition in the F3 Krill Replacement Challenge 2025, which highlights sustainable alternatives to marine-based ingredients while maintaining performance. This recognition led us to expand our presence in the aquaculture sector.

## MBRF Ingredients Sustainability Plan

MBRF Ingredients operates under a Sustainability Plan designed to advance the circular economy through eco-efficient solutions to global challenges, generate positive impact on communities, promote animal welfare, and foster collaboration with strategic partners. As part of this approach, in 2025 we maintained strategic partnerships, including with Firmenich for flavor production, and with universities

— such as Universidade Estadual do Oeste do Paraná and Universidade Estadual Paulista — for research into hypoallergenic pet food solutions.

## Packaging

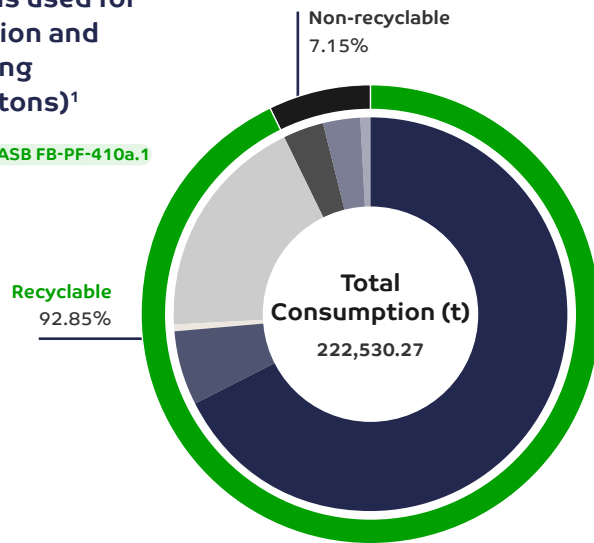
We continuously invest in research and development to reduce the environmental impact of our packaging while maintaining high standards of quality and safety. We maintain a dedicated team focused on packaging innovation and have advanced the use of more sustainable solutions. In 2025, approximately 93% of our packaging was recyclable, reusable or biodegradable, including product lines made with 100% recyclable materials.

From the product design stage, we evaluate opportunities to reduce material use and packaging weight — across both plastic and paper — while enabling effective end-of-life recycling. We incorporate innovation and sustainability attributes without compromising consumer safety, including the use of mono-material structures and certification such as Forest Stewardship Council (FSC), which certifies that our packaging paper originates from responsibly managed forests.

We also run initiatives to encourage the reuse of Qualy margarine packaging and support reverse logistics systems. These programs ensure regulatory compliance, promote responsible post-consumer behavior and contribute to job and livelihood opportunities for workers and recycling cooperatives.

### Materials used for production and packaging (metric tons)<sup>1</sup>

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



Materials	Consumption (metric tons)	Consumption (%)
<b>Recyclable</b>	<b>206,614.93</b>	<b>93%</b>
Paper	150,826.40	68%
Pallets	13,427.44	6%
Aluminum	1,104.34	0.5%
Plastic	41,256.75	19%
<b>Non-recyclable</b>	<b>15,915.34</b>	<b>7%</b>
Laminated/COEX packaging <sup>2</sup>	7,734.00	3%
Thermoformed Packaging	6,339.63	3%
Trays	1,841.70	1%
<b>Total Consumption</b>	<b>222,530.27</b>	<b>100%</b>

positively impacting more than 6,200 cooperative members across 465 associations in 257 cities.

In partnership with *eureciclo*, we offset 100% of the packaging from Qualy margarine containers, as well as Deline, Sadia Hot Bowls and Mac’N Cheese products made from polypropylene (PP). Since launching this initiative in 2021, we have recovered 40,307 metric tons of materials.

We expect to recycle more than 20 million packaging units, contributing to *eureciclo*’s supply chain development program, which supports over 120 recycling hubs and benefits approximately 3,600 families. As part of these initiatives, we help to build recycling infrastructure, develop material streams and new markets, deliver training and capacity building, and advance business models within the recycling value chain.

Through *eureciclo*, we also offset 100% of the packaging of Guabi Natural pet food produced by MBRF Pet at our two facilities in São Paulo. For other pet food packaging produced at our facilities in Rio Grande do Sul and São Paulo, compliance with reverse logistics targets and regulations is achieved through Pragma, under the Recupera Program led by the Brazilian Pet Industry Association (ABEMPET), in alignment with PNRS requirements.



### Strategic partnerships GRI 301-3

In Brazil, we actively participate in initiatives aligned with the National Waste Policy (PNRS) to offset post-consumer packaging volumes, thus reducing recyclable waste sent to landfills, expanding waste segregation systems, increasing material recycling and driving new revenue streams for cooperatives.

Through the Brazilian Food Industry Association (ABIA), we are signatories to the Packaging Sector Agreement. We are also a member of the *Reciclar pelo Brasil* platform, a multi-stakeholder initiative that, in 2025, directed 47,560 metric tons of materials to recycling,

<sup>1</sup> Data refers only to legacy BRF operations.

<sup>2</sup> COEX: Multilayer plastic packaging produced by coextrusion, which combines different polymers to offer greater strength and a protective barrier.

We also collaborate with Instituto Rever, the organization responsible for accrediting cooperatives and issuing recycling certificates. The institute additionally provides administrative and operational support to waste management operators, as well as training for recyclers. In total, in 2025, we recovered 46% of packaging relative to our 2024 sales volume.

## 100% sustainable packaging for Qualy Vegê

In 2025, we launched a special edition of Qualy Vegê featuring 100% sustainable packaging produced from used cooking oil converted into biocircular plastic. This polypropylene was developed in partnership with Braskem and Bomix and is certified under the ISCC Plus standard. This initiative has avoided the use of 3.24 metric tons of virgin plastic and approximately 10.8 metric tons of greenhouse gas emissions.



## Initiatives to reduce packaging in international operations

In 2025, we implemented several initiatives across our international operations, tailored to local regulatory requirements and market conditions related to packaging use.

**Argentina:** we reduced the weight of secondary cardboard packaging for our Paty burger line by 9.4%, from 320 g/m<sup>2</sup> to 290 g/m<sup>2</sup>, lowering cardboard consumption and reducing waste generation.

**United Arab Emirates and Saudi Arabia:** we are evaluating solutions for recycling wet plastics containing meat and poultry residues, which remain under technical assessment.

**Uruguay:** plastic recycling remains a challenge due to the limited number of recycling operators in the country. Under Uruguay's Packaging Law, manufacturers and importers are responsible for financing packaging recovery and are required to participate in a collective management system. Each year, we submit declarations on packaging volumes placed on the market and contribute financially to the collective system based on reported quantities.

As a guiding principle, we prioritize the use of existing, approved packaging formats rather than developing new ones, and we have standardized the use of a single label for our own brands, printed directly on the production line.

During the year, we reduced packaging for our beef jerky product from three oxygen-barrier pouches — which reduced the ingress of air and help preserve product integrity — to two, maintaining product integrity while lowering material use. In 2025, we also initiated shelf-life testing to validate the use of vacuum pouches with fewer material layers for frozen beef cuts, which remain under approval. In addition, we eliminated plastic seals in textured soy protein packaging used in our burger production line, replacing them with integrated sealing through the packaging material itself.

# Corporate social responsibility

GRI 3-3 Communities surrounding our operations, 203-1, 203-2

We conduct our operations with a commitment to supporting human development, strengthening communities and ensuring fair and transparent working conditions, aligned with our business strategy.

Our activities generate a range of positive impacts that include supporting jobs and livelihoods, strengthening local economies, promoting social and environmental inclusion across our supplier base, and advancing social and humanitarian initiatives that support cultural, social and economic development. We set clear goals and objectives to support the development of local communities, our employees, suppliers and society more broadly.

## Social responsibility guidelines

In 2025, we introduced two key policies to strengthen social responsibility governance across our global operations. Our Global Social Responsibility Policy deepens the role of our teams in implementing our corporate strategy, providing guidance on working conditions and remuneration, diversity and inclusion, the prevention of child labor and forced labor, and engagement with communities.

We have also recently launched a Policy on Food Loss and Waste Reduction, developed in line with our commitments under the *Brasil Sem Desperdício* initiative. This policy guides our approach to addressing food loss and waste with internal and external stakeholders, including efforts to advance operational efficiency, awareness and culture, innovation, and positive social impact.

These new policies complement our existing framework of guidelines addressing social responsibility and sustainability:

- Code of Ethics and Conduct
- Third-Party Code of Ethics and Conduct
- Human Rights Policy
- Sustainability Policy
- Corporate Sustainable Grain Procurement Policy

## Human rights

GRI 2-23, 2-24, 3-3 Human rights and labor relations

Respect for and promotion of human rights are core commitments across our operations and throughout our value chain. We strictly prohibit the use of child, forced or slave-like labor, and we require the same standards from our suppliers, both at the

time of onboarding and throughout our business relationships, both in Brazil and internationally.

We actively participate in initiatives that support the Sustainable Development Goals (SDGs) and align our practices with the guidelines of the United Nations Global Compact and the Organisation for Economic Co-operation and Development (OECD) for Multinational Enterprises.

Our disclosures and activities are also aligned with the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work and its Follow-up.



**In 2025, we became a supporter of the *Na Mão Certa* program, joining the Business Pact for the Eradication of Sexual Violence against Children and Adolescents and committing to integrate this agenda into our social responsibility strategy.**

## Human rights in MBRF operations GRI 2-23, 2-24, 408-1, 409-1

Across our directly controlled operations — including industrial units, processing facilities, logistics centers and offices — we maintain continuous monitoring of compliance with legal and internal human rights requirements. As part of this monitoring, we did not identify significant risks related to child, forced or slave labor during the year.

All sites apply an internal assessment protocol, including a mandatory questionnaire for local suppliers, covering topics such as formal employment registration, appropriate working conditions, non-discrimination throughout the employment lifecycle and the explicit prohibition of child labor. The Social Accountability International (SAI) SA8000 standard serves as an international benchmark, guiding key requirements related to health, safety and working conditions.

In addition, we monitor independent audits conducted in accordance with criteria established by the Supplier Ethical Data Exchange (Sedex), a global platform for assessing social, environmental and ethical practices. We closed 2025 with 19 audited sites — 17 in Brazil, one in Türkiye and one in the United Arab Emirates — representing a 72% increase compared with 2024 ([see page 38, Ethics and compliance chapter, SMETA Sedex Audit](#)).



## Employee training on human rights

Human rights are also embedded in our corporate training programs. During the year, 6,368 employees completed human rights training through our internal platform. Human rights is also addressed in mandatory training on our Code of Ethics and Conduct and risk-based compliance programs, ensuring a comprehensive understanding of the ethical standards and principles that guide our operations.

## Human rights in the supply chain GRI 2-23, 2-24, 408-1, 409-1

We apply robust social and environmental monitoring mechanisms across our entire supply chain, aligned with national laws and regulations and international standards. These include annual third-party audits, document reviews and weekly geospatial monitoring.

In our grain supply chain, we recognize that the primary sector carries inherent risks related to child, forced or slave labor, driven by factors such as local informality, family-based rural labor dynamics and the diversity of agricultural practices.

As a result, we treat this risk as applicable to all suppliers, regardless of geographic origin.

To mitigate these risks, we apply strict contracting and procurement protocols, including:

- Contractual clauses that explicitly prohibit any form of child labor or forced labor
- Verification of supplier records against official databases, such as the Ministry of Labor’s Blacklist
- Weekly geospatial monitoring using platforms that identify changes in the social and environmental compliance status of supplier properties.

These requirements are also embedded in the MBRF Club, which defines technical and socio-environmental standards for cattle suppliers. When potential irregularities are identified, each case undergoes detailed assessment. Where forced or slave labor is confirmed, we immediately suspend and block the supplier, terminate the contract and prohibit future business relationships (see page 57).



## National Pact for the Eradication of Slave Labor (InPACTO)

In Brazil, we are a member of the National Pact for the Eradication of Slave Labor Institute (InPacto), a business-led initiative focused on awareness and mobilization against forced labor in supply chains. This participation supports the continuous improvement of our practices, policies and our Social and Environmental Risk Mitigation Map.

## Diversity, equity, and inclusion

In 2025, we consolidated our diversity strategy, unifying initiatives and aligning them with our global inclusion targets. This has strengthened the impact of our initiatives and ensured a consistent, Company-wide framework.

Our initiatives focused on four priority groups — women, people with disabilities, black professionals and foreign nationals/refugees — and we are recognized as one of the largest employers of refugees in Brazil. All our career development programs include dedicated opportunities for these groups.

To address the challenges inherent in this process — including the complexity of aligning practices across regions, engaging leadership, and tracking performance indicators — we implemented initiatives across multiple fronts:

- **Strengthening governance:** through centralized coordination to enable integrated decision-making
- **Training and awareness:** learning programs for leaders and employees focused on unconscious bias and inclusive practices
- **Awareness campaigns**

## Progress in 2025

During the period, we published our Diversity Policy for employees, introducing additional guidance on inclusion and complementing our existing Human Rights Policy. This policy aligns with international best practices and reaffirms our commitment to advancing diversity and inclusion. It also reinforces guidelines on promoting and valuing diversity and inclusion among our business partners.

To disseminate these practices across our operations in Brazil, we operate a Diversity Ambassadors program that bridges corporate guidelines with day-to-day operations. In 2025, the program grew by 60% compared with 2024, reaching more than 300 active ambassadors across operational sites and offices, with 82% participation in learning journeys. This has resulted in more standardized conceptual framing, increased engagement in awareness campaigns on key dates — such as International Women’s Day, Black Awareness Day and the International Day of Persons with Disabilities — an increased support from champions in facilitating webinars and internal training, expanding the reach of our inclusion initiatives (see page 119).

We also advanced diversity in Saudi Arabia, with more than 20 nationalities represented and a continued focus on increasing female participation in our operations.

In relation to discrimination, 175 cases were reported through our Whistleblowing channels in 2025, including 5 at National Beef, 17 at Marfrig and 153 at BRF. Of these, 108 cases (6 at Marfrig and 102 at BRF) were closed without corrective action due to insufficient evidence or because they were unsubstantiated. To mitigate the risk of recurrence, discrimination is addressed through our internal and third-party policies, as well as through structured compliance training programs (see page 32) **GRI 406-1**

Below, we present the key initiatives undertaken during the year, organized by group:



### Racial equity

We closed 2025 with 29% black representation in leadership roles within our poultry and swine operations and 41% in our beef operations. Through the MOVER (Movement for Racial Equity) program, we delivered leadership development journeys involving 256 participants, supported 17 employees in MBA programs, reached more than 1,700 employees through language training, and trained over 120 employees in racial awareness programs.



### Gender equity

Our initiatives include programs to accelerate women's development and increase representation in senior leadership, such as *Lidere como uma Mulher* ("Lee like a Woman"), now in its fourth edition in Brazil and second edition in other countries. Through this program, we support women's career progression through technical and behavioral training, mentoring and development sessions. In 2025, 163 employees completed the *Lidere como uma Mulher* development journey, with a notable increase in participation from operational leaders.

In the context of organizational changes following the merger, our 2025 targets were impacted by restructuring. We ended the year with women representing 20% of senior leadership positions and 30.45% of leadership roles overall. In response, we initiated a review of our 2030 commitments, while reaffirming our priority to increase female representation.

- **Elas em Foco program**

In its fourth edition, the *Elas em Foco* program — local discussion groups — engaged more than 2,200 participants during the year, introducing conflict management as a new theme in the discussions. Another highlight was *Elas na Indústria*, where we supported a mentoring program in partnership with the São Paulo State Industry Federation, involving 139 participants, including mentors and mentees. We also hosted an event in São Paulo, bringing together 60 employees to discuss impostor syndrome and its impact on women in the workplace. The event included discussions on professional development, career progression and inclusion initiatives to foster a more diverse workplace.

- **Entre Eles program**

In the second edition of our *Entre Eles* program, which brings together male managers to discuss the advancement of women into leadership roles, we held both in-person and virtual sessions, engaging 87 male leaders on gender equity.

**In 2025, we further promoted autonomy and inclusion for people with disabilities by expanding both digital and physical accessibility, including initiatives to enhance accessibility on internal platforms. For example, we approved the use of Colibri, a head-operated mouse device, which is now being used by our employees.**



### People with disabilities

In 2025, we advanced our inclusion agenda for people with disabilities through initiatives spanning capability building, talent acquisition, active listening and planning. During the year, we hired more than 500 people with disabilities. We also delivered Brazilian Sign Language (Libras) training through online programs, reaching 141 employees. In 2026, we plan to expand this initiative with in-person training sessions in selected locations. We also strengthened active listening initiatives involving more than 1,000 participants, delivered awareness programs for over 450 leaders and expanded the *Eu Indico Diversidade* program, which generated more than 1,000 referrals and provides financial recognition for successful hires.



### Economic inclusion

We renewed our partnership with the Brazilian Ministry of Welfare, Development and the Fight against Hunger (MDS) to advertise our job opportunities to individuals registered in *Bolsa Família* and CadÚnico social welfare programs. The goal is to expand economic inclusion by connecting candidates to suitable job opportunities and drive social and economic mobility through formal employment, supported by targeted communication and aligned screening and referral processes.



### LGBTQIA+

For the LGBTQIA+ community, in 2025 we implemented Pride Campaign initiatives and reinforced the importance of an inclusive and respectful workplace through targeted awareness activities.

## Employment of foreigners and refugees

At MBRF, we actively foster diversity and value our workforce, and we are recognized as one of the largest employers of migrants and refugees in Brazil, in partnership with organizations such as UNHCR, the UN International Organization for Migration, and *Operação Acolhida*.

To build an inclusive culture and expand access to opportunities, we have developed targeted initiatives to support the integration of migrants, foreign nationals and refugees into our operations. These initiatives help reduce entry barriers, support workforce integration and provide equitable conditions for professional development.

To expand access, we have increased flexibility around diploma requirements for roles that do not require formal certification and provide financial support for the validation of degrees obtained abroad, enabling full and compliant participation in the workforce.

We maintain a structured onboarding buddy program and a dedicated team of translator-

operators — currently 36 professionals — ensuring language support in areas with more than 100 employees requiring additional language assistance. In addition, we offer scholarships for Portuguese language training for foreign employees and other languages for managers, facilitate discussion groups and encourage the inclusion of family members, supporting employability and workforce integration.

We closed 2025 with nearly 13,000 migrants in our workforce, including more than 9,000 hired during the year. A significant portion of this group also participates in development programs delivered in partnership with MOVER, reflecting the intersectional nature of racial diversity within this population.

These initiatives have received external recognition, including the Sesi Industry Partner of the Migrant Badge in the “Belonging” category. We also maintain our partnership with *Operação Acolhida*, mediated by the UN International Organization for Migration, reinforcing our commitment to the protection, integration and support of migrants and refugees.

### Strategic partnerships

- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Racial Equity Movement (MOVER) – a coalition of 50 organizations across sectors committed to combating structural racism and advancing racial equity
- *Operação Acolhida* and the UN International Organization for Migration – reinforcing our commitment to employability, skills development and cultural integration
- Companies with Refugees Forum (in partnership with Sesi)

## Awareness and engagement in diversity, equity and inclusion

In 2025, we implemented a continuous cycle of training, engagement and communication to strengthen our culture of diversity, equity and inclusion across all levels of the organization. Our focus was on building capabilities, fostering informed engagement and reinforcing a culture of respect, with zero tolerance for discrimination. Key outcomes included:



**Formal training:** more than **24,000 employees** reached through continuous learning programs across all levels, with a focus on unconscious bias, inclusive leadership and respectful workplace practices.



**Webinars and internal events:** more than **2,000 participants** engaged in thematic sessions on gender equity, disability inclusion and racial equity, led by external experts and internal leaders.



**Internal campaigns:** more than **100,000 people** reached through digital and in-person initiatives marking key dates — such as International Women’s Day, Mother’s Day, Father’s Day, the National Day of Struggle for People with Disabilities, Black Awareness Day and LGBTQIA+ Pride — reinforcing our zero-tolerance stance on discrimination and our values of respect and diversity.



**External engagement:** more than **148,000 people** reached through participation in forums and conferences, brand campaigns (such as Sadia’s Mother’s Day campaign) and partnerships with organizations including MOVER, IOM and UNHCR.

## Social and economic development

We believe that creating value for society — ethically, transparently and responsibly — is essential to the well-being of current and future generations and to the long-term sustainability of our business environment. We therefore seek to strengthen our relationships across our stakeholder ecosystem, including communities, employees, suppliers, integrated producers, partners and other stakeholders.

This approach has translated into tangible outcomes, including employment for more than 130,000 people across multiple countries, operations in 120 markets, relationships with more than 7,700 integrated producers and over 425,000 customers and suppliers. Other outcomes include social impact generated through initiatives that reached more than 100,000 people via corporate volunteering, supported more than 50,000 beneficiaries through the MBRF Institute, and engaged more than 8,500 employees in volunteering activities.

Our approach is grounded in continuous engagement and active listening, enabling us to develop initiatives that promote inclusion, diversity, well-being and positive social impact. This includes volunteering programs, awareness campaigns, donations, employee capability building and partnerships with social organizations, public institutions and startups focused on social innovation.

We recognize that our operations may also generate direct and indirect impacts — some potentially adverse — in the municipalities where we operate production facilities and distribution centers. These impacts extend across our value chain, including suppliers, integrated producers and third-party partners.

To address these challenges responsibly, we take a long-term approach focused on sustainable community development and public policy advocacy, while continuously tracking social and economic impacts. These potential impacts are addressed in our risk map, which supports alignment with key ESG standards, societal expectations and national and international policies on sustainable development.

Identified risks include unplanned population growth and pressure on essential public services driven by migration flows without adequate infrastructure. These dynamics may lead to challenges such as social tensions, strain on public services, logistical constraints and excessive economic dependence in municipalities with a high concentration of industrial operations. [GRI 203-2, 413-2](#)

## Conexão Comunidade program

The *Conexão Comunidade* (“Community Connection”) program is an initiative designed to strengthen engagement with local communities and government authorities, enhancing understanding of our value chain and its contribution to regional development.

In 2025, our Bataguassu (MS) site hosted the program for the first time, bringing together local leadership, including the mayor and a state legislator, as well as labor judges, representatives of the Federal Inspection System and the Fire Department. Our Várzea Grande (MT) site also held another edition during the year, with our leadership team hosting the mayor and her staff.

**As part of our efforts to strengthen public healthcare infrastructure, we contributed R\$ 400,000 in 2025 toward the renovation of the neonatal intensive care unit at Hospital São Lucas in Lucas do Rio Verde (MT), supporting the expansion of local care capacity.**

## After-school initiatives in Promissão (SP)

In 2025, we implemented initiatives to improve educational outcomes in Promissão (SP), reaching 50 children and adolescents through after-school tutoring programs delivered by volunteers, including local university students. To complement these efforts, we organized educational and recreational activities covering topics such as healthy nutrition, social support, culture, sports and health. We also organized donation campaigns at our local site, collecting clothing for participating families and food for organizations supporting animal welfare.

## Social and economic inclusion for suppliers

Social and economic inclusion in our supply chain is a core pillar of our approach. This commitment is primarily delivered through the reinstatement of suppliers who, after implementing required social and environmental improvements, return to our supply base in full compliance.

Through our *Verde+* program, we provide technical support, documentation guidance and continuous geospatial monitoring to help cattle ranchers and producers address land, environmental and labor compliance issues, ensuring robust social and environmental standards. This approach enables previously blocked properties to be

reinstated in a structured way — preserving jobs, restoring household income, strengthening economic activity and preventing non-compliance from leading to environmental degradation or socioeconomic decline in rural communities.

Through responsible reinstatement, we are driving continuous improvement in production practices and delivering on our commitment to sustainable local development, contributing to more resilient, transparent and socially inclusive supply chains (see pages 55 and 63).



Since 2021, **we have reinstated 4,381 cattle-supplying farms, including 187 in 2025**, demonstrating the tangible impact of this strategy across the regions where we operate.

In addition, we reassessed grain suppliers previously blocked in earlier years, identifying cases of socio-environmental compliance that resulted in **25 suppliers being reinstated** in 2025.



## MBRF Institute GRI 203-1

For the past 13 years, the MBRF Institute has coordinated the allocation of direct investments through local development projects. It also manages our corporate Volunteering Program. More than 3.8 million people have been reached by the Institute’s initiatives, which have engaged 50,000 volunteers across 4,000 social initiatives throughout Brazil.

In 2025, 21 ongoing initiatives were continued. Governance processes were also reorganized, preparing for the appointment of a new executive board, board of trustees and oversight board in 2026. During the period, we invested R\$ 7.4 million in directly funded and tax-incentivized initiatives, benefiting approximately 50,000 people directly and a further 100,000 through our Volunteering Program.

The Institute supported the prioritization of our social investment initiatives by collecting municipal-level data and conducting interviews with social organizations, local residents and public authorities, including education and social assistance departments. These insights informed the development of initiatives aligned with local challenges and opportunities.

Selection criteria include regional social needs and employee concentration, enabling us to align local priorities with the Institute’s strategic agenda and define targeted initiatives. The Institute is also supported by local partnerships, including municipal governments, social organizations and universities, often through extension programs.

The outcomes of initiatives are measured using Net Promoter Score (NPS) surveys. These indicators assess project effectiveness, beneficiary satisfaction and the Institute’s overall performance in each community. In the first year of measurement, results reached an average NPS of 90.6, including 90.2 in priority municipalities.

The Institute represents MBRF on the management committee of the Brazilian Council for Corporate Volunteering (CBVE). It is also a member of Latimacto, a regional network that helps target strategic social investment, and the Brazilian Group of Institutes, Foundations and Companies (GIFE).

## Food that transforms

Within this pillar, the Institute’s priority areas of action are food security and waste reduction — raising awareness of the importance of minimizing food waste and supporting access to food in the regions where we operate. It also implements initiatives to support entrepreneurship and the social and economic inclusion of small businesses, alongside partnerships with food banks and organizations that support vulnerable families.

## Zero Food Waste Challenge

Following the selection phase for the Zero Food Waste Challenge, the Institute began implementing projects in

2025 aimed at reducing food loss and waste across six priority municipalities, in partnership with MBRF Hub.

In its first year, the program recovered more than 35 metric tons of food through initiatives in Toledo (PR), Lucas do Rio Verde (MT), Rio Verde (GO) and Concórdia (SC), supported by an investment of R\$ 400,000 and structured mentoring.

One of the program’s flagship initiatives is *Acelera ESG*, a digital platform that connects donor companies, trucking companies and logistics cooperatives with beneficiaries to enable the redistribution of food suitable for consumption. The project directly benefited 334 people and reduced food waste by more than 13 metric tons in Lucas do Rio Verde (MT), with support from the Municipal Department of Social Assistance, which continues to monitor progress with a goal to scale the initiative into a full-fledged government program. In 2025, we expanded the *Acelera ESG* partnership to Lajeado (RS), with implementation continuing through May 2026.

Another relevant initiative was implemented in Toledo (PR) in partnership with the *Cozinha Mundo* program, developed by the charity Embaixada Solidária — focused on the inclusion of immigrants — and the municipal Food Bank. The initiative established a food security referral center and a cooking school, preventing the waste of 21.5 metric tons of food.

The center utilized out-of-spec but safe-to-consume food, training 589 individuals through short courses on food handling and waste reduction. It also provided advanced cooking training to more than 60 participants and maintained ongoing monitoring of social impacts across 127 families. The next phase of the project includes supporting the immigrant cuisine restaurant launched by the organization.

In Rio Verde (GO) and Concórdia (SC), our Surplus Management for Social Use initiative established solidarity markets offering food suitable for consumption — which would otherwise have been disposed of — either free of charge or at reduced prices, prioritizing households headed by black and mixed-race women. The initiative is supported by partnerships with local retailers and a digital inventory management tool that enables efficient redistribution of surplus food. The project prevented 1.6 metric tons of food from going to waste and directly benefited more than 200 individuals.

## Education for food waste reduction

Our efforts to reduce food waste extend beyond the initiatives led by the MBRF Institute. We were among the first companies in Brazil to join the *Brasil Sem Desperdício* (“Brazil Without Waste”) initiative, led by the Waste & Resources Action Programme (WRAP), which works to establish multistakeholder agreements to reduce food loss and waste globally.

In Brazil, the initiative is led by the World Wide Fund for Nature and brings together companies, governments, research institutions and civil society organizations committed to addressing food loss and waste across operations and supply chain. Participating companies align with a global target to reduce food waste by 50% by 2030 and establish roadmaps measured annually across three dimensions: metric tons of food sold, metric tons of waste generated and metric tons of food donated or redirected to animal feed.

We also advanced awareness initiatives in Türkiye with the launch of a Sustainable Food Center in Istanbul on September 29 — the International Day of Awareness of Food Loss and Waste. Located within the KidZania edutainment park, the center is designed to educate children on the impacts of food waste on food security and the environment, while encouraging healthier and more sustainable habits from an early age.

**In 2025, we achieved our commitment to reach 1.5 million people globally with educational content on food waste reduction — five years ahead of our 2030 target. This milestone was delivered through initiatives including digital content, internal campaigns and enhancements to the *Já Entendi Ecco* app.**

### Education for the future

Within its second pillar, the Institute works to advance education and sport in the municipalities where we operate, improving educational outcomes and expanding opportunities for youth and adults through skills development, employability and support for public policy initiatives.

In 2025, limited prospects for youth emerged as a common challenge across the six priority communities. In response, the Institute focused on vocational development and life planning, tailoring initiatives to local contexts and community profiles.

#### *Circuito de Línguas* ("Language Circuit")

(Lucas do Rio Verde and Concórdia)

Targeted training for employees and local communities, offering Portuguese courses for migrants and Spanish for Brazilian participants in Lucas do Rio Verde (MT) and Concórdia (SC). The program is delivered in coordination with municipal education, health and social assistance departments, including training for public service professionals to support inclusive and culturally sensitive onboarding of migrants.



**142 direct beneficiaries**



**304 indirect beneficiaries**



**30 workshops delivered**

#### *Profissionais do Amanhã* ("Tomorrow's Professionals")

(Lucas do Rio Verde, Rio Verde and Lajeado)

Youth engagement in financial literacy and workforce readiness initiatives.



**190 direct beneficiaries**



**760 indirect beneficiaries**



**30 workshops delivered**



### Atleta Caneta de Ouro ("Golden Pen Athlete")

(Rio Verde)

Football training as a tool for social inclusion and educational development.



170 direct beneficiaries

### Cesta na Educação ("Basket in Education")

(Uberlândia)

A sports inclusion program delivered through public schools and social organizations.



821 direct beneficiaries



1,945 indirect beneficiaries



178 students trained on life skills

### Rede Tênis ("Tennis Net")

(Vitória de Santo Antão, São Paulo and Seropédica)

A structured four-phase development program for students demonstrating technical potential.



23,894 beneficiaries



428 students receiving academic support

### Minha Vida em Construção ("My Life Under Construction")

(Lucas do Rio Verde)

An extension project developed in partnership with Universidade LaSalle, providing vocational guidance for high school students.



123 direct beneficiaries



128 hours of training



113 students trained on life skills

### Multiplicando \$\$ ("Multiplying \$\$")

(Lucas do Rio Verde)

A community-based financial education initiative.



2,100 direct beneficiaries



Five public schools engaged



Two open community sessions delivered

## Corporate volunteering GRI 203-1, 203-2

The MBRF Institute manages our Corporate Volunteering Program. We maintain 50 local social impact committees across Brazilian municipalities where we have a presence. These committees are made up of volunteer employees from different areas of the organization who, under the coordination of the Institute, lead volunteering and corporate citizenship initiatives. The MBRF Institute provides structured development tracks for committee members, enabling them to organize local initiatives, engage colleagues and report outcomes for consolidated impact measurement.

The program is structured around two types of initiatives: campaign-based and mobilization initiatives. At least two campaign-based initiatives and one mobilization initiative are included within our Operational Excellence Program.

In 2025, we delivered approximately 850 social initiatives across 51 municipalities, a 36% increase compared with 2024. Over the same period, we recorded more than 8,500 employee volunteer participations — up 41% year-on-year — benefiting more than 100,000 people directly. Our initiatives focused on food waste reduction, the revitalization of educational venues, sustainability and support for local communities.

### Campaign-based initiatives

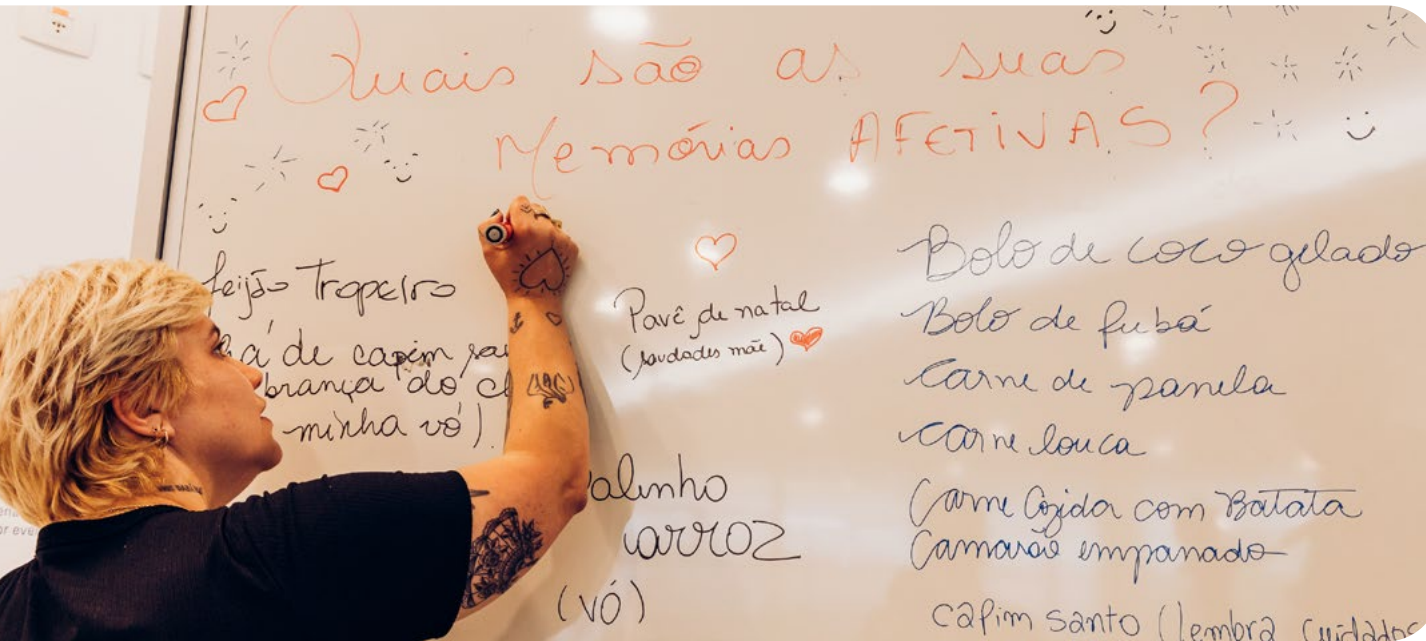
In 2025, all three planned campaigns were successfully delivered by our committees. The first campaign, Education for the Future, ran in April, marking World Education Day. In October, we delivered a Food that Transforms campaign, focused on reducing food waste within communities. In December, we launched the third campaign, Our Way of Doing Christmas.

### Volunteer summit

After five years of virtual editions, we resumed our annual volunteer committee Summit in person in February 2025. Representatives from all committees across Brazil met in São Paulo for a two-day summit to discuss MBRF Institute priorities and share local best practices.

During the event, we shared strategic guidelines for the year and conducted workshops with internal and external experts to strengthen capabilities, covering topics such as administrative processes, community engagement practices and storytelling.





## +Juntos pelo Sul (+Together for the South)

MBRF Institute has supported communities affected by the 2024 floods in Rio Grande do Sul through a coordinated response that included food donations, volunteer mobilization, integrative community therapy for residents of Lajeado and fundraising for emergency relief.

### The campaign by the numbers (2024 and 2025)

**100,000+** people directly impacted

**2.7 million+** meals distributed

**2.3+ metric tons** of non-perishable food donated

**20+ metric tons** of animal feed donated

**400+** charities supported

**20+** municipalities reached

**4,000** books donated

**12** schools supported

**100+** volunteers engaged

**90%+** of contracted suppliers are based in Rio Grande do Sul, supporting local economic recovery

## Engaging other geographies

In 2025, we expanded the “Challenge” module within the *Eu, Liderando* program to additional regions across Brazil, following a pilot in 2024 at our Rio Verde site. This initiative is designed to develop leadership capabilities, integrating volunteer initiatives as a practical component to apply the theoretical skills taught through the program. The program targets supervisors, who are required to develop and present projects covering all stages — from understanding local challenges and engaging partner organizations to engaging participants and reporting outcomes.

In partnership with our Operational Excellence team, we also delivered a series of sessions to share management skills based on PDCA<sup>1</sup> and 5S<sup>2</sup> methodologies. We delivered 22 sessions on 5S and 14 on PDCA across 20 municipalities, providing more than 36 hours of training and engaging approximately 250 volunteers in more than 30 schools in our operating regions.

This content was delivered to students in the final years of primary and secondary education during November, equipping them with practical methodologies to support their transition into the workforce and improve long-term employability and retention.

<sup>1</sup> PDCA (Plan-Do-Check-Act): Quality management cycle composed of the steps Plan, Do, Check, and Act.

<sup>2</sup> 5S: Japanese methodology of organization and discipline in the work environment, based on the principles Seiri (sense of utilization), Seiton (sense of order), Seiso (sense of cleanliness), Seiketsu (sense of standardization), and Shitsuke (sense of discipline).

In 2025, we implemented the third phase of the *+Juntos pelo Sul* initiative, focused on supporting the region's medium- and long-term recovery through social and economic development, with an emphasis on food security, livelihoods and community networks.

More than one million meals were distributed through the *Mesa Brasil Sesc* program, with funds allocated to regional recovery initiatives, delivering expected outcomes across the following areas:

- More than 60 charities mobilized;
- 15 community kitchens renovated and new State Forum of Community Kitchens established;

- Training delivered to 450 individuals in food safety and best practices;
- Support provided to 10 farmers and the reactivation of farmer postures markets;
- State food bank network revitalized;
- School repair initiatives benefited more than 3,000 students.

Concurrently, we continued our psychological support program for communities in the Vale do Taquari region, in partnership with Universidade do Vale do Taquari. The program engages 45 scholarship students who provide mental health

and social support services to more than 1,000 residents in the areas most affected by the floods. In 2026, we plan to train 100 local agents to develop contingency plans focused on climate resilience, in collaboration with Univates and civil defense authorities across eight municipalities in the region.

### Protein donations GRI 203-2

Our Social Impact team also coordinates the allocation of protein donations. This involves close coordination with our Commercial team to identify products approaching expiration and redirect them to social organizations through the *Mesa Brasil Sesc* program.

In 2025, more than 150 metric tons of food were donated through this initiative, supporting families reached by power *+Juntos pelo Sul* program. Additional beneficiaries of recurring donations included Instituto Ronald McDonald, Casa Hope and Barco Hospital. In total, more than 250 metric tons of products were donated in 2025.



**For more information on MBRF Institute activities, visit:**  
<https://institutobrf.com/>



# 4

## Food quality and safety

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# Our commitment

GRI 3-3 Product quality and safety

The trust in and quality of our products are key factors that drive consumer preference for MBRF brands worldwide. We uphold the highest international food safety standards across the value chain — from raw material sourcing, through our own operations and integrated producers, to retail distribution and after-sales service to customers and consumers.

Our Efficiency Program includes indicators related to quality assurance. We have also set targets linked to customer and consumer satisfaction.

We encourage our employees to drive continuous improvement as part of our high-performance culture. This commitment also extends to our suppliers, ensuring engagement across the entire value chain. We maintain full traceability across the value chain, from the identification and receipt of animals, ingredients, and inputs through to the shipment of finished products.

Beyond food safety, we view the consumer experience as a core element of all quality-related decisions. We conduct assessment and sensory evaluations and monitor purchasing behavior

and engagement channels to continuously improve our products and portfolio.

To ensure high levels of performance, our Quality team operates in an integrated manner across poultry, beef, and swine operations, continuously working to ensure compliance with applicable regulations and to deliver a portfolio of safe, high-quality products.

Core Quality activities include continuous monitoring and verification throughout production at all sites, as well as internal food safety audits conducted in accordance with applicable national and international regulations and customer requirements. We also verify fraud prevention systems, ensure process traceability, manage allergens, and conduct supplier site visits to monitor and ensure quality across production, logistics, and after-sales service. We track quality indicators across operations and sales to identify improvement opportunities and continuously enhance our processes and performance.

In 2025, we focused efforts on maintaining our quality processes and existing certifications, which support best practices across our operations. At

the same time, we advanced necessary steps to secure new export approvals in additional markets, strengthening our international presence.

**Delivering food that meets high standards of quality and safety remains a core commitment to our employees, partners, and consumers.**

## MBRF Innovation Center

The MBRF Innovation Center is a hub for experimentation, research and co-creation focused on improving production efficiency and strengthening competitiveness. The center brings together our Research & Development (R&D), Regulatory and Quality departments.

## Quality management guidelines

Our approach to quality management is guided by principles that ensure control, standardization and continuous improvement across all stages of the production process. These guidelines support high standards of efficiency, safety and compliance in our operations.

Key guidelines:

- Ensure traceability across all process stages and sequences
- Apply robust criteria and methods to ensure the effectiveness of operations and controls
- Provide the resources and information required to support execution and process monitoring
- Monitor, measure, analyze and validate processes on an ongoing basis to support customer and consumer satisfaction
- Implement preventive and improvement initiatives to achieve planned results and support continuous improvement of the management system

## Training

In 2025, we delivered more than 280,000 hours of quality-related training across all sites. We also conducted technical training for teams at production sites and distribution centers, as well as for retail customers through our after-sales teams. Training was delivered through the following programs:

### ***Eu Sou a Qualidade*** **("I am Quality")**

This program recognizes the role of each employee in maintaining process excellence across all stages of the business. The program is structured around three pillars — training, awareness and recognition — to support the dissemination of a quality-focused culture across the Company. Program pillars:

- **Training:** Includes awareness initiatives on quality culture, Quality Week events at operational sites, onboarding immersion, leadership training in quality and process excellence, and training on critical control points affecting product safety and intrinsic quality.

- **Information:** Includes monthly communication of quality and customer complaint metrics, site rankings by number of complaints, recognition of top-performing sites in quality, and visual communication initiatives.
- **Process improvements:** Based on a mapping exercise to identify all processes critical to intrinsic product quality, we implement improvement initiatives and promote process excellence with the involvement of 100% of site leadership.

### ***Açogue+***

The *Açogue+* program supports large supermarket chains in enhancing the customer experience and building customer loyalty by training retailers and staff in best management practices.

In 2025, we conducted training focused on process standardization and product merchandising at the point of sale. These initiatives strengthen our relationships with customers and support business development through knowledge sharing, waste reduction, and improvements in sales and profitability.

# MBRF Quality System

Our Quality System is designed to ensure product safety and regulatory compliance, ultimately driving customer and consumer satisfaction. We standardize processes and production based on sanitary, regulatory, and sensory criteria, with integration across functions.

We perform continuous monitoring of regulatory developments across markets and implement required adjustments promptly. Compliance with standards across the poultry and swine supply chain is ensured by our Operational Excellence System (SEO), which establishes corporate parameters for quality processes across all areas and is incorporated into the Efficiency Program indicators ([learn more on page 23](#)).

**Our facilities hold internationally recognized certifications, including BRCGS Global Standard Food Safety, IFS Food Standard, FSSC 22000, Global S.L.P., Certified Humane e ISO 17025.**

Our production sites implement controls related to Good Manufacturing Practices (GMP), Sanitation Standard Operating Procedures (SSOP), Operational Sanitation Procedures (PSO), water management, pest control, recall systems, and traceability, among other mandatory requirements. A Management System incorporating a Hazard Analysis and Critical Control Points (HACCP) program — a gold-standard methodology — supports risk assessment and the definition of preventive and mitigating measures. In our beef operations, the HACCP program is certified by an independent third party.

Microbiological analyses are conducted in our own laboratories and/or in accredited third-party laboratories. These processes are supported by LIMS and UniLIMS systems, which automate laboratory routines and provide advanced analytics, improving efficiency, accuracy, and regulatory compliance.

## Quality standards in the supply chain

**SASB FB-MP-250a.2**

We apply a rigorous process to evaluate and pre-approve suppliers of inputs, raw materials and service providers, including laboratories. This process is designed to mitigate risks associated with food safety.

In 2025, increased synergies across poultry, swine and beef operations enabled cost reductions in services and freight without compromising quality standards.

Our supplier vetting system is based on comprehensive risk assessments and includes self-assessment questionnaires, internal and external audits, and certifications recognized by the Global Food Safety Initiative (GFSI), as well as audits using the IFS (Food and PACSecure) program checklists.

Suppliers are encouraged to participate in the IFS Progress Food program and pursue certification as their processes mature, which facilitates approval and increases process transparency.

In 2025, 69% of packaging, ingredient and raw material suppliers to our poultry and swine operations in Brazil held some level of certification under GFSI-recognized programs.

In beef operations in Brazil, 100% of suppliers held some level of certification. In Argentina, across frozen and fresh and processed products, 69% of suppliers were certified, along with 34% of packaging suppliers. In Uruguay, 100% of frozen and fresh meat suppliers and 10% of packaging suppliers were certified. In U.S. operations, 100% of frozen and fresh product suppliers were certified.

## Quality Week

In June 2025, we held another edition of Quality Week across our operational sites and corporate functions. The event included multiple training sessions, as well as opening and closing remarks from senior leadership, and engaged 3,152 employees through both in-person and virtual formats over five days.

At the operational level, we conducted training and refresher sessions on Good Manufacturing Practices (GMP), Operational Sanitation Procedures, and Food Safety Culture, with 100% participation from unit employees.

Throughout the week, we also hosted webinars connecting corporate and operational teams, addressing topics such as:

- Demystifying Food Safety and Strengthening Food Safety Culture
- Production Overview and Market Dynamics
- Foreign Material Control

This initiative is part of our annual engagement agenda and aims to engage employees around product and process quality, reinforcing awareness and accountability for food safety. As part of the communication efforts supporting Quality Week, we recorded 3,598 impressions across internal channels, including the intranet and corporate TV.



## Export approvals for new markets

Export approvals are a core component of our expansion strategy and are essential to long-term business sustainability. These approvals enable us to diversify production across our facilities, meet international demand through product adaptation to local preferences, strengthen brand recognition, and build customer loyalty.

We also leverage entry into new markets to expand exports of co-products, strengthening our global competitiveness. One example is the export of swine jowl, mask, skin and offal to the Philippines through our MBRF Ingredients business unit, which generated an incremental volume of 35,000 metric tons in 2025.

## Export approvals – beef

In 2025, our beef operations secured 36 new export approvals: 28 for processed products, six for fresh and frozen products, and two for co-products. For processed products, we expanded exports to markets including Morocco, Cuba, South Africa, the Philippines, Egypt, Singapore, the United Kingdom, Chile, and Canada. For fresh and frozen products, we added Cuba, Morocco, and Peru. For co-products, we added Chile and Indonesia as new destinations. During the year, we also secured 10 renewals — five for fresh and frozen products and five for processed products — covering Argentina, Iran, and Mexico.



## Export approvals – poultry and swine

In poultry and swine operations, we obtained 55 new approvals and reinstatements. Highlights include the approval for six sites to export poultry to the European Union following confirmation of compliance with regulatory requirements and coordination with Brazil’s Ministry of Agriculture and Livestock. The approved sites are located in: Uberlândia, Mineiros, Lucas do Rio Verde, Serafina Corrêa, Marau, and Nova Mutum.

We also reinstated export approval for the Rio Verde site to China and initiated exports from the Capinzal and Lucas do Rio Verde sites to South Korea, as well as from the Uberlândia swine site to Malaysia.

## Improvements in management and training

The export approval process involves investments in operational sites to enhance and demonstrate compliance with the quality standards required by each market. We have developed an Export Approvals Manual and use business intelligence tools to manage documentation, ensuring accuracy and standardizing procedures and best practices.

In partnership with the Controllershship department, we implemented an artificial intelligence tool capable of translating documents into more than 30 languages with a high level of accuracy and reliability. The solution’s simplicity and speed are critical to operational efficiency given the volume of foreign languages involved and generated savings of approximately R\$1 million in its first three months of use in 2025.

We also provide technical training to Quality Assurance teams at production sites, helping to mitigate regulatory risks in approval processes and strengthening integration with the corporate Quality Audit department.

In addition, we have strengthened institutional engagement with the Ministry of Agriculture and Livestock, other regulatory authorities, and our network of traders and customers, increasing participation and collaboration on key regulatory and market agendas. Key market challenges addressed in 2025 included adapting to evolving regulatory requirements — such as those related to plant-based feed — and reviewing international sanitary certificates to support greater regionalization and mitigate potential export restrictions.

# Market bans

We implement strategic measures to mitigate potential impacts on our production arising from trade restrictions associated with sanitary crises. These practices include the development of contingency plans, ongoing training for employees and integrated producers, and continuous communication with industry associations and state and federal authorities.

Our protocols are based on prior experience, industry best practices, and the continuous identification of improvement opportunities as our internal processes evolve. We also strictly follow guidance issued by regulatory authorities, ensuring compliance with sanitary requirements and the integrity of our operations.

In 2025, no market restrictions were recorded for beef and swine. In poultry, export restrictions were imposed following an outbreak of Avian Influenza in the country. Although our operations were not directly affected, the application of sanitary protocols by importing countries led to a temporary suspension of Brazilian poultry exports. The following section outlines the key measures implemented to ensure operational safety, protect animal health, and mitigate impacts across the value chain. [SASB FB-MP-250a.4](#)

## Repositioning in response to poultry export restrictions

[SASB FB-MP-250a.4](#)

The confirmation of a case of Highly Pathogenic Avian Influenza (HPAI) on May 15, 2025, at a farm in Montenegro (Rio Grande do Sul, Brazil), led to the declaration of a 60-day animal health emergency. After 28 days without new cases, Brazil regained its disease-free status and formally notified the World Organisation for Animal Health (WOAH) on June 18, 2025.

Although our operations were not directly affected, Brazil's poultry exports were restricted from May 12, 2025, to markets including Saudi Arabia, Chile, China, and Mexico, in accordance with avian influenza-related sanitary requirements defined in international health certificates. The restrictions affected poultry protein products and derivatives, including fresh and frozen meat, processed products, and meals.

As part of our risk management process, we assessed nearby farms to identify potential vulnerabilities in procedures and infrastructure and provided guidance to integrated producers on required mitigation measures.

In line with our biosecurity protocols, we conducted training for technical teams and managers to reinforce prevention and contingency practices, clearly defining risks, actions, and responsibilities. We also minimized movement between sites and across regions to reduce the risk of disease spread.

These measures were implemented promptly and did not result in production disruptions. We redirected affected volumes to the domestic market under the Sadia and Perdigão brands, meeting demand without compromising product safety and mitigating financial impacts.

With support from the Ministry of Agriculture and the Brazilian Animal Protein Association, exports resumed gradually within 30 days, applying regionalization and municipalization protocols to reopen markets. Remaining restrictions at the end of 2025 had a limited impact, as they were confined to lower-volume export markets.

## Product responsibility

In 2025, 100% of our beef, poultry, and swine product portfolio was assessed for health and safety impacts. During the same period, no cases of non-compliance related to health and safety impacts of products and services were identified in our poultry, swine, and beef operations in Brazil, Argentina, Uruguay, the United States, and the Middle East. These operations also recorded no instances of non-compliance with voluntary codes or violations of laws and regulations resulting in warnings, fines, or sanctions. [GRI 416-1, 416-2](#)

Our HACCP plan is our primary tool for identifying microbiological, physical, and chemical risks, assessing their severity and likelihood, and defining mitigation measures.

To prevent pathogen contamination, we ensure compliance with contamination prevention programs across all stages of the process and perform microbiological, residue, and physicochemical testing on our products. We also verify product composition through assays of protein, fat, moisture, and other parameters.

In our beef operations, we operate three in-house laboratories in Brazil — located in Várzea Grande (MT), Promissão (SP), and Pampeano (RS) — all accredited under ISO/IEC 17025, the international standard for testing and calibration laboratories. Internally developed analytical processes generated savings of R\$ 1.8 million in 2025.

In poultry and swine operations, we run 23 laboratories, including food laboratories (conducting microbiological, physicochemical, and sensory analyses) and animal health laboratories (using microbiology, serology, molecular biology, and histopathology techniques). We use a LIMS system aligned with ISO/IEC 17025 to ensure the integrity, impartiality, and traceability of laboratory data. The scope of accreditation is


























available on the [Inmetro website](#). This infrastructure supports technically valid and reliable results aligned with leading international standards.

## Certifications and audits

Our certifications demonstrate the quality of our products, operations, and processes, enabling us to operate in line with international best practices and meet the requirements of the markets we serve. These certifications cover quality assurance, as well as social responsibility, health and safety, and environmental criteria.

In 2025, we obtained organic beef certification for our Promissão (SP) site in Brazil, as well as for a group of farms in the surrounding region. In addition, poultry processing units at Lucas do Rio Verde and Nova Mutum (MT), Mineiros (GO), and Carambei (PR) were certified under the IFS (International Featured Standards), a requirement for global customers.

## Certifications and audits maintained and achieved in 2025 GRI 416-1

Certifications/audits	Total certified/ audited units	Certifications/audits	Total certified/ audited units
BRC Global Standards	20 	McDonald's SWA	6 
	12 	Angus	5 
SMETA <sup>1</sup>	18 	FSSC 2000	4 
	10 	GAP (Global Animal Partnership – step 4)	4 
IFS FOOD	19 	Organic	4 
	2 	Organic beef	1 
HACCP	18 	Country Brand Uruguay-LSQA	1 
NAMI (North American Meat Institute)	10 	HQB para Suiza	1 
McDonald's SQMS	8 	ISO 2200	1 
	4 	Sello alimentos Argentinos	1 
HALAL Certified Beef	11 	Sustainable Management-UEU LATU	1 
BURGER KING Global Supplier <sup>1</sup>	9 		
	1 		
COSTCO Code of Conduct <sup>1</sup>	9 		
High Quality Beef Quota (UE) <sup>1</sup>	8 		

<sup>1</sup> No certificate is issued; units are assessed through audit processes only.

**Caption**



## Food safety audits SASB FB-MP-250a.1

We conduct quarterly internal audits in beef operations (online) and annual audits in poultry and swine operations. These audits assess process compliance with regulatory requirements, customer standards, and certification criteria. Identified non-conformities — classified as major or minor — are addressed through corrective action plans.

We engage external auditors to assess the alignment of our procedures and Quality Management System with GFSI-recognized international standards. Supplier approval is based on risk classification and performance. In 2025, 49.1% of suppliers in beef operations in Brazil were certified, and we conducted 36 targeted quality audits.

In Argentina, food safety audits are conducted annually by an independent certification body. In Uruguay, annual external audits are conducted to maintain BRC certification, complemented by internal audits based on risk assessments on quality processes. In the United States, all sites undergo annual third-party food safety audits under the BRCGS standard.

We are also subject to audits by customers, regulatory authorities, and certification bodies. All audit findings are recorded in our systems and reviewed on an ongoing basis to identify opportunities for improvement in processes and products.

**Food Safety Audits (GFSI) – Poultry and Swine<sup>1</sup>** [SASB FB-MP-250a.1](#)

Indicator	Rate
Major nonconformance rate	0.10
Minor nonconformance rate	9.63
Corrective action rate for (a) major non-conformances (rate)	4.75
Associated corrective action rate for minor non-conformances	2.97

<sup>1</sup> Our poultry and swine operations are located in Brazil and Türkiye.

**Food Safety Audits (GFSI) – Beef<sup>1</sup>** [SASB FB-MP-250a.1](#)

Indicator	Rate
Major nonconformance rate	0.00
Minor nonconformance rate	3.35
Corrective action rate for (a) major non-conformances (rate)	0.00
Associated corrective action rate for minor non-conformances	1.00

<sup>1</sup> Our beef operations are located in Brazil, Argentina, Uruguay, and the United States.

# Recall system

Our recall system enables the immediate blocking and recall of products that may pose risks to consumer health and safety, fail to comply with regulatory requirements, or could potentially affect our reputation.

To prevent nonconformities, we maintain self-monitoring programs across all sites and provide ongoing training for employees responsible for monitoring and verification.

In 2025 there were no product recalls.

We conduct semiannual recall drills to test response procedures, which are completed within up to four hours. When a recall is required, a cross-functional crisis committee is immediately established to define the scope of the recall. The committee includes representatives from production, procurement, sales, quality, and legal. [SASB FB-MP-250a.3](#)

The timeline for product withdrawal varies depending on the customer’s geographic location. For batch control and analysis, all production records — including traceability documentation — are retained for at least 24 months after product expiration.

## Recall process steps

### Internal procedures

-  Implementation
-  Monitoring
-  Assessment
-  Documentation
-  Maintenance

### External procedures

-  Customer notification
-  Action on regulatory non-conformances
-  Product recall
-  Product replacement or reimbursement

# Health and nutrition

MBRF offers a diversified and balanced portfolio that provides essential nutrients for human health, guided by nutritional principles aligned with the Access to Nutrition Initiative (ATNI). Our portfolio includes fresh animal proteins, alternative proteins, and processed products, with varying nutritional profiles designed to meet diverse dietary needs and eating occasions.

The importance of protein consumption is part of our engagement with the Ministry of Agriculture and Livestock through the Brazilian Animal Protein Association (ABPA) and the Brazilian Association of Meat Exporting Industries (ABIEC).

In 2025, ABPA established a dedicated Working Group to further explore the role of animal protein in nutrition and public health. This group is developing technical and educational content to be published on the *Comer com Saber* platform in 2026, including materials on the role of protein in the diet, nutritional quality, and evidence-based guidance, with contributions from MBRF. We are also a member of ABIEC’s Technical Working Group, which brings together industry specialists to discuss and propose solutions related to sanitary requirements and continuous improvement, in line with existing regulations.

In addition, we actively identify opportunities to reduce sodium and saturated fat levels through our Research & Development activities.

## Use of GMOs

Our portfolio includes ingredients and products both with and without Genetically Modified Organisms (GMOs), and we disclose their presence in accordance with applicable regulations in each market. In addition to relying on regulatory agency assessments confirming the safety of GMOs and their derivatives, we require supporting documentation and certifications from our supply chain.

Between 2024 and 2025, we implemented brand integration initiatives involving Sadia and Bassi, and Montana and Perdigão, resulting in updated packaging and targeted consumer communications highlighting the combination of iconic brands within our portfolio.

In 2025, 100% of our products were assessed for compliance with labeling requirements, in line with applicable regulations and market-specific considerations. Mandatory labeling includes instructions for safe use, handling and storage conditions, nutritional information, product origin, ingredient lists, and disclosure of genetically modified ingredients and additives, where applicable. We also disclose the manufacturer’s name and address, as well as information on allergens that may pose risks to sensitive individuals, where applicable.

## Labeling GRI 417-1

To support informed consumer decision-making, we promote transparency by including all required information on packaging in accordance with applicable regulations, such as product composition. We also provide additional information, when relevant, including certifications that attest to the safety of our production processes, while avoiding any potential for misleading claims.

As a best practice, we provide additional consumer guidance, including preparation suggestions, proper handling instructions, and recipes. We include nutritional claims — such as “source of protein” or “low fat” — only when all applicable legal and regulatory criteria are met. These criteria are assessed for compliance in markets such as Brazil and Türkiye prior to use. In China, products are sold exclusively in the B2B market, and therefore do not include direct consumer-facing labeling.



For third-party manufactured products, we conduct production-stage audits to ensure compliance with regulatory and sensory standards. Packaging may also include market-specific certifications and labels, such as organic, animal welfare, health-related attributes, and Halal certification, indicating compliance with Islamic production standards.

In Brazil, any formulation changes are managed by Research & Development and Marketing, while the Regulatory Affairs team is responsible for reviewing, approving, and registering labeling with the relevant authorities.

In Uruguay, corporate and local teams are responsible for collecting and updating information required for product specifications and labeling. In North America, a dedicated labeling management function ensures compliance with USDA-FSIS requirements across labels and supporting documentation.

On recyclable packaging, we provide additional environmental information, including recycling symbols, material classification, and disposal guidance in accordance with ABNT NBR 13230.

In Brazil, 100% of our product portfolio complies with the latest regulations issued by the National Health Surveillance Agency (ANVISA), including RDC 429/21 and IN 75/21. In 2025, a public consultation was launched to revise Mercosur regulations on general and nutritional labeling, which is expected to result in updates to ANVISA regulations. In this context, MBRF has actively engaged through industry associations to support appropriate implementation of the new requirements and ensure that resulting standards provide clear and useful information to consumers.

In 2025, MBRF received one notice of violation related to product labeling, which resulted in a fine and was attributed to a label printing error. During the same period, 15 warnings were issued by regulatory authorities requiring label corrections. In response, we conducted root cause analyses and implemented corrective action plans to prevent recurrence, alongside immediate remediation. No instances of non-compliance with voluntary codes were recorded during the period. [GRI 417-2](#)

No cases of non-compliance related to marketing communications were identified in 2025. There were also no violations of voluntary codes or breaches of laws and regulations resulting in warnings, fines, or sanctions. [GRI 417-3](#)

# Customer and consumer satisfaction

To strengthen customer and consumer trust and loyalty, MBRF continuously works to deliver a high-quality relationship and consumer experience. The sensory quality of our products is continuously monitored through research, in-person evaluations, and market trend analysis, ensuring alignment with consumer expectations and preferences.

We also maintain a Customer Experience program that integrates customer service processes, issue resolution, and satisfaction measurement for poultry and swine segments, with beef operations scheduled for integration in 2026. In 2025, the Logistics Quality and Customer and Consumer Experience team focused on adapting processes to support integration, beginning with the alignment of Logistics and Commercial departments. This included maintaining temperature controls in storage and distribution in line with chilled product standards, verifying shipment receipt at logistics centers, and managing the customer and consumer experience throughout the integration process.

In the Commercial department, structural integration began in 2025 at a sales branch in

the state of São Paulo. Teams were trained to communicate the business combination during customer interactions and to align criteria for claims analysis and reimbursement. These changes did not impact the region's Net Promoter Score (NPS). Integration across other regions will be implemented gradually in accordance with MBRF's rollout plan.

## Efficient and multi-platform engagement

Through our customer service channels, we receive feedback on products and services and provide personalized, human-centric support in compliance with applicable consumer protection regulations. These channels are accessible to companies, processors, distributors, retailers, and end consumers. To ensure timely and effective case resolution and an efficient overall experience, we offer support via website, WhatsApp, social media, telephone, and email for each brand. Additional information is available on our Customer Service [page](#).

To improve resolution times in both Brazilian and international markets, we have implemented enhancements across management practices, processes, and systems. In Brazil, customer feedback intake for beef operations has been handled through the poultry and swine Customer Service team since 2024. However, case management and

resolution processes remain partially separate, with full integration into the Salesforce platform expected by 2026. In international markets, service level performance for case resolution improved from 79.5% in 2024 to 85.7% in 2025.

## 15 years of recognition for customer service

In 2025, we were once again recognized at the Reclame Aqui Awards, presented to companies that demonstrate leadership in customer service. This marked our 15<sup>th</sup> consecutive year participating in the award, with the distinction that one of our Customer Service representatives was also recognized.

We were finalists in the following categories: Perishable and Frozen Goods (Sadia, Perdigão, and BRF – institutional); Meat (Marfrig – institutional); Dairy (Qualy); Pet Food – Large Operations (MBRF Pet); and Customer Service Professional (Maria Fernanda Nascimento, a customer Service representative in Itajaí, SC).

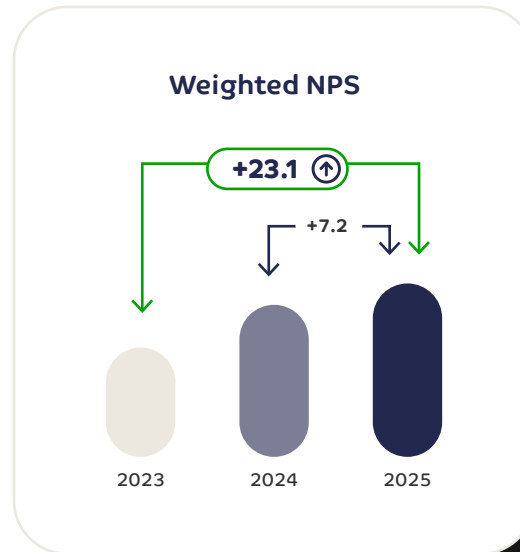
We achieved first place in the Perishable and Frozen Goods category (Sadia) and in the Customer Service Professional category.

## Satisfaction assessment

Within our Customer Experience program, we conduct a dedicated Net Promoter Score (NPS) survey for Customer Service, evaluating resolution time, quality of service, and agent courtesy to support continuous improvement. All customer service workflows are automated and integrated within a global CRM platform.

Surveys are sent to our customer base using a 0–10 scale. The NPS methodology identifies strengths (scores of 9–10) and improvement opportunities (scores of 6–8). Insights from this data support targeted improvements to strengthen customer and consumer loyalty.

We also collect feedback to support quality control in Commercial and Logistics operations. In 2025, we achieved record performance across all sales channels in the poultry and swine segments, reflected in Efficiency Program indicators and improved cross-functional efficiency. Growth was driven in part by our Route channel, which reached excellence levels across all regions. We also recorded increased feedback volume and consistent improvements across purchasing and delivery journeys. The initial integration of beef into poultry and swine commercial operations did not negatively impact NPS performance in 2025.





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# Our Journey

MBRF's Digital Transformation Journey has achieved key milestones across multiple fronts. Innovation plays a cross-functional role, driving platform modernization, process digitalization, data integration, and the adoption of advanced technologies, including artificial intelligence (AI).

Our corporate structure includes a dedicated function responsible for governance, technology monitoring, and execution of operational efficiency initiatives — ensuring scalability, security, and value creation. This governance model supports the development and implementation of digital initiatives aligned with business needs and our broader transformation agenda.

In 2025, we advanced this journey through initiatives that improved system availability, strengthened cybersecurity resilience, and expanded data integration across MBRF.

We also expanded the use of AI in key processes, improving governance, monitoring frameworks, and risk management policies to ensure enhanced security and compliance. We have continued building a data-driven culture, deploying intelligent agents and tools that broaden access to analytics and strengthen

platform integration in line with our Efficiency Program. These initiatives support our commitment to sustainable practices and to the ethical and responsible use of AI and data to drive innovation, productivity, and long-term value creation.

Key initiatives in 2025 included:

- **Pet operations integration:** we completed the integration of our Pet business, implementing systems such as SAP ERP, integrated solutions, and virtual assistants. This resulted in process standardization, cost efficiencies, and improved operational performance. The integration covered three manufacturing sites, two distribution centers, and two logistics modes, enhancing synergies and value creation.
- **MBRF Technology Integration Program:** we progressed in preparing the migration to SAP S/4HANA, starting with poultry and swine operations, followed by beef. This initiative will consolidate digital platforms and data into a unified enterprise-wide environment, reinforcing integration and synergies across functions and processes, while expanding cloud adoption.

## Innovation

At MBRF, innovation is embedded in our day-to-day operations. In 2025, we advanced several key corporate innovation initiatives:

- **Digital LAB** (a technology-focused innovation unit): more than 25 experiments were conducted, with seven advancing into formal projects. These initiatives were supported by strategic partners, including startups and large tech companies, enabling the exploration of disruptive technologies, particularly in AI. These efforts also marked our initial steps toward hyperautomation, leveraging autonomous agents and intelligent orchestration platforms at scale, while maintaining governance and operational efficiency.
- **Innovation Scouts and Hub MBRF**: (designed to connect MBRF with startups and emerging technologies): the Innovation Scouts program serves as a channel for employees to submit ideas. During the year, more than 500 ideas were submitted, focused on trends, innovative solutions, efficiency opportunities, cost reduction, process automation, and new revenue streams. MBRF Hub connects

MBRF to innovation ecosystems, supporting collaboration with startups, universities, and research centers. These initiatives resulted in seven experiments in the year, three of which progressed to Minimum Viable Products (MVPs).

- **Cubo Itaú**: since 2024, we have been a member of Cubo Itaú, one of Latin America's largest innovation hubs, providing access to a network of startups, mentors, and investors. During the year, we also participated in events, workshops, and acceleration programs to identify trends, test new technologies, and develop solutions based on cross-industry benchmarks. Through Cubo, we offered a free Open Innovation course to employees in 2025, featuring external experts who combined practical experience with theoretical content to position innovation as a driver of tangible results.

These initiatives have strengthened our innovation culture and accelerated digital transformation through disruptive technologies and collaboration with the global innovation ecosystem.

## 50+ projects completed during the year

### AI Journey



**15+** initiatives



**10** AI agents



**130+** process automations (RPA) implemented



**30+** MVPs and PoCs (Minimum Viable Products and Proofs of Concept) developed

# Operating excellence and user experience

We made significant progress in our technology services, prioritizing intelligent and scalable solutions that enhanced the employee experience. A highlight from year was continued progress on Eva, our AI-powered technology support agent. With the integration of Generative AI (GenAI) and a new multi-agent architecture, Eva significantly expanded its resolution capabilities, making interactions faster and more efficient, improving performance indicators and increasing internal customer satisfaction.



Eva

To support this evolution, we have continued to improve our observability and monitoring practices, increasing visibility across environments and processes and enabling faster responses aligned with leading reliability practices.

## Key projects by area

### Industry

Our digital transformation in industrial operations has been driven by the adoption of Industry 4.0 solutions, automation, and real-time data integration. These initiatives have improved traceability, strengthened quality control, and reduced losses, supported by the deployment of additional sensors connecting equipment, production lines, and management systems.

The use of artificial intelligence and advanced analytics for root-cause analysis, yield optimization, and predictive maintenance generated productivity gains and cost efficiencies. Process automation and digitalization initiatives — including the integration of computer vision systems and

AI-driven document verification — enhanced operational efficiency and food safety standards.

These advancements also support our high-performance and sustainability culture by optimizing energy and water consumption, increasing value recovery from industrial by-products, and reducing waste generation. These combined initiatives strengthen our position as an industry leader for innovation, integration, and operational excellence.

### Poultry and swine

In 2025, our Agro 4.0 journey made consistent progress in embedding technology as a strategic driver in the evolution of our poultry and swine supply chain. The year was marked by foundational initiatives around digitalization, process automation, and data analytics.

As part of these efforts, we commissioned an integrated management system, with development initiated in July 2025 and full implementation expected by December 2026. This solution will enhance process standardization, traceability, and governance across the value chain.

Concurrently, we progressed in validating automated poultry sexing solutions in hatcheries and scouting technologies for automated bird catching, supporting operational efficiency and animal welfare improvements.

Enhancements to management platforms further standardized processes, improving traceability and transparency, and strengthening governance and operational sustainability. Key highlights for the year include:

- **NextBRF** (used by field technicians to manage flock data): connects field teams in Brazil and Türkiye, streamlining operational routines. The application recorded more than 1 million interactions.
- **AgroBRF** (for integrated producers): more than 3 million interactions, providing tools to monitor flock performance. These platforms also expanded knowledge sharing across teams, promoting integration and helping to disseminate best practices.
- **Solution development:** including tools for monitoring zootechnical indicators, managing animal health, and optimizing resource use.

- **AI and analytics:** supported trend forecasting, identification of improvement opportunities, and operational excellence.
- **IoT platforms:** we continued to validate new sensors for feed inventory control and conducted proof-of-concept initiatives using computer vision technologies to optimize processes.

**Through these innovation and technology initiatives, our agricultural operations strengthened their ability to innovate, respond quickly to industry challenges, and generate sustainable value.**



## Grains

Traceability across the grain supply chain remains a priority within our Net Zero Commitment, and our Commodities 4.0 Journey has been instrumental in advancing this objective. In 2025, we made significant progress in this journey, delivering on our commitment to traceability and sustainability in the grain supply chain (see page 62). **GRI 101-4**

**Through the continuous evolution of our digital solutions and the use of advanced analytics, we achieved 100% traceability and social and environmental monitoring of both direct and indirect suppliers across all Brazilian biomes. Operational efficiency was further enhanced by the rollout of Yuri, our virtual assistant, which has improved efficiency and accuracy by conducting approximately 8,000 automated social and environmental analyses during the year.**



Yuri

In parallel, we advanced our AI journey with the implementation of supplier recommendation models. This capability supports direct sourcing from rural producers, reinforces sustainable practices at the farm level, and enhances targeted decision-making.

## Procurement

In 2025, we advanced the digital transformation of our supply chain through Project Starship, an initiative to modernize planning and procurement using Material Requirements Planning (MRP) for both direct and indirect materials. This project will automate processes, integrate data, and apply advanced analytics to improve operational efficiency, reduce costs, and enable agile, data-driven decision-making aligned with production plans and inventory policies.

We also advanced the deployment of RIC (Intelligent Purchasing Robot), an autonomous agent responsible for negotiating low-value indirect material purchases.

As part of our AI Journey, we implemented a predictive model to forecast polyethylene prices, enhancing procurement intelligence and strengthening strategic decision-making.

## Commercial

A key highlight in this department is the continued digitalization of our commercial channels, with a focus on improving efficiency and enhancing service quality. Central BRF, our 24/7 B2B online sales channel, evolved into Central 4.0 with a redesigned website and mobile application. We modernized Customer Service workflows using artificial intelligence, significantly reducing response times and increasing agent productivity, further enhancing the customer experience.

We also implemented technology and process improvements in our seasonal “Christmas Kits” operation, including a sales funnel integrated with CRM systems, our Customer Portal, and an AI-powered Virtual Sales Agent supporting the process from lead generation through negotiation. These advancements all support our commitment to digitalization, operational efficiency, and value creation across our commercial operations.



**For more information on how we are deploying technology in our value chain, see page 55, 62 e 68.**

**Tina, our Commercial virtual assistant that supports daily management and KPI tracking, recorded increased engagement during the year, exceeding 300,000 monthly accesses. Expanded use of the tool contributed to improved performance, reflected in variable sales compensation (RVV) outcomes among the most active users.**



**Tina**

use of handheld data capture devices and portable printers. These technologies improve picking accuracy and speed, ensuring order accuracy and strengthening customer satisfaction in both domestic and international markets.

In transportation management, our Transportation Management System (TMS) project continues to advance, with newly implemented automations designed to optimize freight costs and improve service levels in primary logistics.

At the same time, our Logistics 4.0 platform, Onelog, continues to support operations with features such as driver allowance governance and automated trip start and end tracking. We have also implemented electronic proof of delivery, enabling digital confirmation of deliveries and eliminating the need for paper-based signatures.

Additional initiatives include:

### Logistics Acceleration Journey

We have continued our efforts to maximize operational efficiency, delivering improvements across key metrics such as OTIF<sup>1</sup>, fill rate, asset utilization, occupancy, returns, freight cost, and service level.

### Lamark Project

The Lamark Project aims to automate critical stages of export shipment planning,

reducing rework and lowering costs through improved operational efficiency.

### B2B Project

We enhanced our B2B business portal by implementing new features designed to improve usability and navigation, making the platform more intuitive and efficient. The platform centralizes key information and strengthens customer communication, including tracking for both maritime and road shipments.

### Technological advancements and productivity in operations MBRF Halal

We integrated the technological infrastructure from the outset of operations at the processed foods facility in Henan, China, acquired in 2024. This implementation ensured alignment with our security and governance standards while strengthening connectivity across our global operations.

We also implemented solutions to manage commercial team targets, reducing planning and execution cycles. In addition, we deployed new routing technologies for sales representatives and promoters across Middle Eastern markets, resulting in increased customer coverage per salesperson, higher customer activation rates, and a greater average number of daily visits.

## Logistics

We strengthened our logistics management strategy by accelerating process automation and integrating advanced technologies. We maintained a strong focus on continuous supply chain optimization, enhancing solutions that range from planning and route optimization to real-time fleet monitoring, increasing operational visibility and control.

We progressed in modernizing our automated distribution centers, elevating safety standards and operational efficiency. We streamlined warehousing and shipping processes, particularly for variable-weight products, through expanded

<sup>1</sup> On Time In Full.

## Finance, Tax, and Shared Services Centers (SSC)

We modernized corporate processes to strengthen governance, enhance financial predictability, and reinforce legal and regulatory compliance. Across Finance, Tax, and Shared Services Centers (SSC), we implemented solutions that improve efficiency and risks.

In preparation for Brazil's Tax Reform, we structured processes to ensure compliance from the outset, mitigating risks and ensuring business continuity. We aligned our systems with new tax requirements, reflecting our commitment to tax modernization, transparency, and excellence in tax management. Key highlights include:

- **Integrated financial management:** we enhanced cash flow management and strengthened credit and collections controls, increasing agility and predictability, improving recovery rates, and reducing delinquency.
- **Automation and standardization:** we expanded automation of tax payments and filings and adopted AI-based solutions to digitize reimbursements and expense reporting, reducing operational risks.

## Digital Journey in HR: agility, security, and well-being

In 2025, we invested in technology and innovation to enhance the employee experience and strengthen our global operations. Key 2025 highlights include:

- **Global and scalable management:** we unified payroll operations across Brazil, Türkiye, and the Middle East using SAP Employee Central Payroll (ECP), a cloud-based solution that enhances scalability and supports integration with new businesses. This positioned MBRF among the largest SAP-based payroll operations globally, demonstrating the scale of our management capabilities.
- **Prevention culture:** within our health and safety agenda, we launched Integra SST, a global platform that centralizes the management of regulatory programs and obligations, occupational health, ergonomics, inspections, and incident investigations, reinforcing our commitment to employee well-being.
- **Employee experience and talent acquisition:** we enhanced the employee experience through our Global Benefits project, which provides a unified platform offering a comprehensive view of benefits, improving accessibility and simplifying navigation.

## People Portal

**20+ million** visits

## Candidate Portal

**3 million** visits  
**350,000+** applications



# AI Journey in the value chain

Through a range of solutions, we are transforming processes and delivering consistent business results. Key advancements across our value chain include:



## Commodities and supply chain

**Commodity supplier relationship journey:** we use AI for portfolio management, supporting predictive analysis of price trends and commodity availability. The solution also model scenarios to evaluate the impacts of price variations, supplier availability, portfolio diversification, and foreign exchange risks, supporting strategic decision-making with greater predictability.

**Expansion of our Intelligent Purchasing Robot (RIC):** an autonomous agent responsible for negotiating purchases of low-value indirect materials. It is currently responsible for approximately 50% of our tactical purchases, bringing greater agility and efficiency to procurement operations.



## Logistics

**New solutions for fleet turnover optimization:** we apply predictive models to estimate prices and identify optimal logistics routes, supporting financial predictability and cost reduction.

**Intelligent billing:** this solution automates billing process using AI to predict payments, reduce delinquency, and accelerate receivables. The solution covers the entire billing cycle, from customer risk segmentation to defining the most appropriate approach.

## Digital ecosystem and AI-Driven autonomy

Our ecosystem of AI assistants continues to evolve, connecting employees, business partners, and customers. We have focused efforts on delivering agility, organization, and efficiency through a fully digital and streamlined user experience. These advancements reinforce our long-term vision: an increasingly connected, results-driven digital ecosystem. Key highlights of our digitalization journey include:

- **3.5 million+ annual interactions** across integrated workflows spanning the entire value chain — from suppliers to end consumers.
- **Deployment of Generative AI** across agents Eva, Flor do RH, Tina, and Iago, which have evolved into autonomous agents capable of performing complex analyses and supporting independent decision-making.
- New initiatives in 2025:
  - **SEO Pedro:** a new AI agent dedicated to optimizing factory operations.
  - **Sophia (Christmas Kits):** fully redesigned to automate order processing, scheduling, and real-time delivery tracking.

### MBRF AI Assistant Ecosystem



**Flor do RH**

HR support and service execution



**Sophia**

Customer service (BRF)



**Cristóvão**

Primary logistics



**Iago**

Support and training for extension technicians



**Sam**

Procurement support (orders and ticket management)



**Tina**

Daily, personalized support for sales representatives, supervisors, and managers



**Theo**

Recruitment and selection support



**Eva**

IT services



**BRF Hub**

Support for the BRF Hub B2B portal



**Yuri**

Social and environmental analysis of grain suppliers in accordance with established criteria



**Aira**

Shared Services and Facilities Center



**Perdigão+**

Marketing initiatives for the Perdigão brand

## Awards and recognition in technology and innovation

Our achievements in 2025 illustrate our commitment to adopting innovative technologies and highlight our ability to integrate people, processes, and digital solutions to create sustainable value.



**SAP Innovation Award 2025**

Cloud ERP

**Think Work Innovation Award**

Employee Experience

**SAP Innovation Award 2025**

Food Industry Leader

**100 Open Startups Award 2025**

2<sup>nd</sup> place in the Consumer Goods and Food category

**Best Support Assistant in Brazil**

HDI Experience 2025

**Innovation Award**

Network Infrastructure

**Think Work Innovation Award**

Talent Acquisition and Selection

## Information security and data privacy

We are committed to complying with all applicable laws and regulations related to the privacy and protection of personal data of our employees, partners, customers, and consumers. We ensure transparency in how we communicate our policies and manage personal data.

Our approach is supported by a Data Privacy Policy and additional internal policies, reinforced by ongoing initiatives to strengthen information security practices in our routines. We operate in compliance with Brazil's General Data Protection Law (LGPD), supported by mandatory training and awareness programs for employees.

Our policies define the processes for the collection, storage, processing, and sharing of personal data. We apply a privacy-by-design approach in product development, ensuring that only essential data is collected and managed.

We also maintain a dedicated data governance platform and a direct communication channel to address questions and respond to data-related requests. In addition, we regularly engage in discussions on data ethics, artificial intelligence, and machine learning to incorporate leading practices into our operations. In 2025, we recorded no complaints related to privacy breaches or loss of personal data. [GRI 418-1](#)



# 6 People management

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# Our employees

At MBRF, human development is a core pillar in building a solid, inclusive, and sustainable Company. In 2025, we continued to deliver programs and initiatives that support the professional development and growth of our employees within a work environment grounded in respect, recognition, and appreciation of diversity.

Our employees work across global operations and represent diverse nationalities and cultures, contributing to our presence in multiple markets. Our official documents are published in multiple languages to ensure accessibility and integration across our workforce.

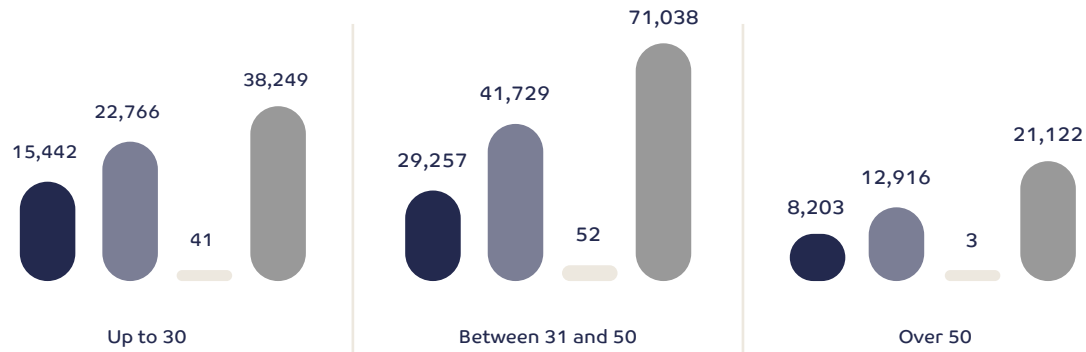
Our people management approach is structured through consistent processes and practices, ranging from onboarding and engagement programs that support new hires to retention and continuous training initiatives that strengthen technical capabilities across teams. We incorporate employee feedback into management processes through committees, feedback channels, and local HR teams. This active listening supports internal engagement and participatory management, which are essential to our ongoing development.

## Workforce profile GRI 2-7, 2-8



<sup>1</sup> We engage contractors in operational supporting roles, such as security and cleaning services. We also engage contractors for temporary activities, such as construction projects, under fixed-term agreements.

**Total employees: by age group and gender – 2025** GRI 405-1



**Total employees: by employee category and gender – 2025** GRI 405-1



Caption

Women
  Men
  Not stated
  Total



**For detailed People Management disclosures, see the Annexes to this report.**

# Turnover and absenteeism

GRI 401-1


In 2025, we implemented several initiatives to reduce turnover and absenteeism. In Brazil, these included mobile recruitment and the expansion of immigrant hiring in our operations, seeking talent in regions such as the North and Northeast.

During the period, we expanded employee feedback mechanisms, enabling adjustments to communication, benefits offerings, and engagement initiatives. One of our flagship initiatives is MBRF Influencers, in which employees produce videos for social media showing their day-to-day work.

We also provided manager training on onboarding, mentoring new employees, and devoting attention to team needs.

In another initiative, we deployed artificial intelligence in exit interviews. The goal is for employees to interact with generative artificial intelligence to identify the reasons they chose to leave and opportunities for improvement based on cited issues (see next page).

As a result of these initiatives, we achieved record engagement of 98% in operations in Saudi Arabia and the United Arab Emirates, in addition to encouraging internal mobility and both international and local transfers. Overall, we recorded a 15% reduction in absenteeism compared to 2024. The turnover rate for the period was 33%.

 For detailed hiring and turnover disclosures, see the [Annexes to this report](#).

Turnover rate, by country GRI 401-1	%
Brazil	36
United States	31
Türkiye	14
United Arab Emirates and Saudi Arabia	10
Argentina	13
Uruguay	9
Europe	0
Africa	30
Asia	58
<b>General</b>	<b>33</b>

Turnover rate by employee category GRI 401-1	%
Senior Management	8
Middle Managers	7
Coordinators	14
Supervisors	14
Administrative Positions	22
Operational Positions	35
<b>General</b>	<b>33</b>

Turnover rate by gender and age group GRI 401-1	%
<b>Gender</b>	
Women	33
Men	33
<b>Age group</b>	
Up to 30	59
Between 31 and 50	26
Over 50	12
<b>General</b>	<b>33</b>

## Process innovation and efficiency

Artificial intelligence has been a key driver of efficiency in our people management practices. The use of AI in recruitment and selection activities earned us, for the second time, the Think Work Innovation Award in the Talent Acquisition and Selection category. In 2025, we were also recognized in the Employee Experience category for our use of AI in exit interviews. We have continued to enhance the tool with improvements in résumé screening and initial candidate evaluation. Other tech solutions have also supported teams in daily activities, increasing process efficiency.

In addition, the implementation of SAP across all operations, expected to be completed in 2026, will enable *Flordor RH*, our Human Resources virtual assistant, to serve all employees. System harmonization and SAP implementation will strengthen organizational integration, with unified policies, practices, and processes.

# Engagement and culture

GRI 3-3 Human rights and labor relations

In 2025, we further advanced our Engagement Journey, a strategic process that includes analysis of culture and engagement survey results, actions to strengthen leadership effectiveness, and initiatives to improve business performance indicators. Activities were organized around three core pillars: prioritization of key gaps and business indicators; development of action plans; and competency assessment through the Talent Grid, enabling leaders to identify strengths and development opportunities and guide team development strategies.

As a result, more than 50 committees were established and operated in a structured manner throughout the year, and more than 1,200 actions were documented in our management system, supporting our commitment to continuous improvement in culture and engagement.

Our international teams also implemented similar initiatives, including dedicated surveys to monitor engagement, particularly in Saudi Arabia, where there has been a significant intake of new employees. In 2025, training and development programs in this

region supported professional growth, resulting in more than 80 promotions during the year.

**In 2025, another key focus was the development of a unified corporate culture. This involved organizational restructuring, appointment of new leadership, and broader reorganization. Clear communication of strategic objectives and leadership priorities has been fundamental to promoting alignment. We have also maintained a constant focus on efficiency, seeking new ways to perform business-as-usual activities.**

We advanced the harmonization of multiple Human Resources functions, strengthening our practices. In recruitment, effective solutions were expanded to additional sites. Another highlight was our Buddy Program, which contributed to a reduction in turnover within the first 180 days. Our entry-level programs, including the young apprentice program in partnership with SENAI and internship programs, continued to serve as key talent pipelines.

In compensation and benefits, we advanced the integration of initiatives and introduced educational incentives, such as English language classes for

employees in selected sites. In diversity, we worked to standardize and structure a common platform across MBRF, including training for managers on topics such as unconscious bias and the benefits of a diverse workplace (see page 116).

## MBRF + Juntos

More than an initiative within our Efficiency Program, *+Juntos* helps to drive collaboration, a core pillar of our organizational culture. As a result, our processes become more agile, streamlined, and efficient. The *+Juntos* competencies include the following:

- Establish strategic partnerships and collaborate to achieve shared goals.
- Build and maintain honest and respectful relationships across work groups.
- Proactively manage partner interests while balancing the needs of all parties involved.

## Engagement survey shows progress

In 2025, we delivered on our commitment to active listening and strategic people management by conducting our Global Engagement Survey across our operations.

Conducted in a fully online and confidential format, the survey expanded internal engagement by offering the questionnaire in Portuguese, English, Spanish, Arabic, Creole, Turkish, French, and Urdu/Hindi for eligible employees, excluding apprentices, interns, contractors, and employees on leave after January 1, 2025.

The results showed consistent improvement compared to prior years, even in a context of organizational adjustments. Our poultry and swine operations maintained performance within the quality zone, reflecting high levels of engagement and an NPS aligned with consistent performance. In our beef operations, overall indicators and NPS improved, although results remained in the improvement zone due to specific factors and structural changes during the period.

These results demonstrate continued progress in engagement across MBRF, reflecting consistent team management and a stronger connection between employees and the organization.

### Beef operations:

**74%** participation

**81%** overall favorability

**81%** engagement

**40** global eNPS

### Poultry and swine operations:

**73%** participation

**89%** overall favorability

(+3 percentage points vs. 2024)

**89%** engagement

(+4 p.p.)

**62** global eNPS

(+12 p.p.)

Global Engagement Survey results were especially strong in Saudi Arabia, where engagement levels remained above 80% overall and exceeded 90% among operational teams. This performance reflects the ongoing implementation of practices focused on transparent communication, strengthening local leadership, and taking care of employees' physical and mental well-being.

We held quarterly meetings to share information on the business and operations, along with departmental meetings, safety toolbox talks, internal communications, and newsletters to support alignment and engagement. The active presence of leadership in the facilities also contributed to faster responses to operational challenges and strengthened connections with employees.

## Education and training GRI 404-2

Through our *Conecta MBRF* program, we work across Learning, Performance & Succession, Culture, and HR Harmonization to support the continuous learning for our employees. We offer online and in-person training through the BRF Digital Academy, our learning platform available to all employees, with more than 2,500 courses. In our international operations, dedicated teams support the implementation of training initiatives.

The year was marked by structured initiatives to attract, develop, and retain talent in the United Arab Emirates and Saudi Arabia, including trainee programs for young talents, partnerships with universities and technical institutes, and participation in career fairs. In Saudi Arabia, we implemented

development programs for production assistants, established cooperation agreements with educational institutions, and conducted training programs for interns, among other actions aligned with Ministry of Labor requirements.



### Education programs

- **OHS Academy:** training across the Company on occupational health and safety topics.
- **Commercial Academy:** training for the commercial team in Brazil, focused on standardizing sales processes, merchandising, and the MBRF product portfolio.
- **Agribusiness Academy:** training and development for employees working in the poultry and swine supply chain.
- **Quality Academy:** content designed for the Quality team and roles involved in food production processes.
- **Commodities Academy:** technical development for the commodities team through multiple learning initiatives.
- **Supply Academy:** workshops led by specialists to support training and project development for the Planning and International Market team.
- **Leadership Academy:** a development journey to enhance leadership skills. Poultry and swine and beef operations currently have separate programs, which will be unified in 2026.
- **Learning journey:** a structured track for learning focal points, designed to provide familiarity with the methodologies and development programs used across MBRF.
- **TLT (On-the-Job Training):** training for operational roles, including specific instruction in activities such as machinery operation and agricultural practices.
- **Buddy Program:** a development program in which employees support and mentor new hires.
- **Desenvolve:** a career transition program designed to prepare employees for supervisory, sales, and management roles.
- **Foco:** a program aimed at developing lead operators.
- **Agribusiness Internship Program:** designed to train interns and build an agribusiness talent pipeline.
- **Educational incentives:** programs designed to encourage completion of technical, undergraduate, and postgraduate studies, as well as language training, to support career development. We ended 2025 with more than 1,600 employees benefiting from educational incentives.

## Focus in 2025: leadership development

Through the *Eu, Liderando* program, we implemented several initiatives focused on leadership development, strengthening core competencies for management and career progression. We advanced the development of leaders up to the director level and expanded activities for successors, reaching 1,900 supervisors and more than 540 coordinators. Key initiatives included webinars, workshops, bookcasts, and digital content.

We use assessment tools to align leadership skills with strategic business challenges. Competency monitoring is structured around three main pillars:

- **Training Needs Assessment (TNA):** planning is conducted collaboratively between Human Resources and business leaders. This process is based on an assessment that considers indicators such as turnover rates, area-specific technical metrics, and defined business needs.
- **Competency Development Assessment:** to identify gaps in behavioral competencies, we apply targeted assessments to leaders and specific job groups. This tool enables evidence-based prioritization of development needs.

- **Performance Cycle (IDP and Feedback):** Individual Development Plans (IDPs) and structured feedback provide continuous input

within our performance review cycle. These tools support managers in identifying development needs and adjusting development plans.

### 2025 by the numbers



**3,000+**  
leaders reached



**54,000+**  
training hours delivered during the year

### MBRF Focus Areas

- Strengthen leadership across multiple dimensions
- Promote continuous development
- Foster human-centric leadership aligned with business needs and people development, with an emphasis on technical, behavioral, and strategic competencies



In 2026, our training and development agenda is expected to advance toward a more integrated, digital, and data-driven model. The primary focus is on consolidating corporate programs, expanding leadership development tracks, and enhancing learning management systems and processes.

We plan to further improve performance reviews through the use of artificial intelligence, expanding analytical capabilities, increasing the personalization of IDPs, and providing more targeted support for the development of leaders and teams.

### Average hours of training per year, by employee category – 2025 GRI 404-1

Employee Category	2024	2025
Senior Management	9	13
Middle management	31	16
Coordinators	31	22
Supervisors	65	56
Administrative Positions	25	15
Operational Positions	40	33
Overall Average	34	26

### Average hours of training per year, by gender – 2025 GRI 404-1

By gender	2024	2025
Women	43	39
Men	66	57
Total	56	50

## Performance assessment

GRI 404-3

In 2025, we maintained the High Performance Cycle in our poultry and swine operations as the primary performance review mechanism for all administrative and leadership levels. The process covered 82,424 employees, achieving 99% coverage by the models applied (HPC and CPO).

The evaluation results supported succession planning: 3,700 successors were identified for leadership roles, including 528 for senior leadership positions and 3,172 for other levels. Performance ratings were a key eligibility criterion, contributing to 78% accuracy in the succession process. As a result, 25 previously identified professionals were promoted to executive positions.

### Employees receiving regular performance and career development reviews – 2025 GRI 404-3

Employee categories	Percentage of employees <sup>1</sup>
Senior Management	99.44%
Middle management	99.85%
Coordinators	100%
Supervisors	99.95%
Administrative positions	99.98%
Operational positions	97.60%
<b>% Total Women</b>	<b>97.86%</b>
<b>% Total Men</b>	<b>98.09%</b>
<b>% Grand total</b>	<b>97.99%</b>

<sup>1</sup> Data refers only to legacy BRF operations.



## Compensation practices

We are committed to ensuring a safe and healthy work environment supported by fair compensation. This principle supports both the attraction of new talent and the recognition and retention of employees who contribute to our results. Recognizing and valuing existing talent supports organizational stability and operational efficiency, which are essential to sustainable business performance.

We conduct periodic surveys to understand local conditions in the regions where we operate, combining industry analyses with indicators that reflect employees' economic context. These surveys, which include economic indicators from the countries where we operate, are conducted annually by specialized consultancies to support consistent and up-to-date compensation decisions.

We adopt compensation policies aligned with strategic objectives and market benchmarks. We also require contractors and suppliers to comply with tax, labor, and social security obligations, and ensure wages are aligned with local conditions. Business partners are expected to comply with applicable legislation, including requirements related to compliance, health, human rights, environmental standards, local regulations, tax, and anti-corruption. Ongoing monitoring of market conditions supports this approach.

## Variable Compensation Program

Our Variable Compensation Program is structured based on performance review results, aligning individual performance with financial recognition. Depending on the role and function, our variable compensation model may include collective or individual financial targets, such as profit-sharing, bonuses for leadership and the sales force, and long-term incentives. Profit-sharing, adjusted in accordance with local and corporate collective agreements, is available to 100% of eligible employees, excluding leadership positions.

For positions at the supervisory level and above, we apply a bonus system linked to targets defined at the beginning of each fiscal year to incentivize performance and recognize results. These bonuses incorporate sustainability criteria into leadership targets, based on the relevance of each topic to their responsibilities.

In areas directly linked to ESG topics, such as the Sustainability department, incentives — excluding financial criteria — are fully tied to performance in supply chain management, climate change, animal welfare, efficient use of natural resources, circular economy, waste management, and social responsibility.

The sales force participates in monthly bonus programs based on targets defined by the commercial strategy of each business segment.

### Ratio of basic salary and remuneration of women to men GRI 405-2

Employee category	2025
Senior management	80%
Middle management	90%
Coordinator	95%
Supervisor	92%
Administrative Positions	83%
Operational Positions	78%
<b>Total</b>	<b>79%</b>

## Freedom of association and collective bargaining

GRI 2-30

We reaffirm our commitment to respecting the right to freedom of association and collective bargaining, ensuring these principles are upheld in accordance with ethical standards, transparency, and legal requirements. In 2025, 100% of employees in Brazil and Austria were formally covered by representative bodies — labor unions in Brazil and the Chamber of Labor in Austria.

Coverage reached 80.6% in Argentina, 95.3% in Uruguay, and 56.7% in the United States.

Employees not covered by collective agreements are subject to direct negotiation (including directors and management roles) or specific legislation, such as for apprentices and interns.

In Brazil, the unionization rate is 32%. In Austria, all workers are mandatory members of the Chamber of Labor. In Türkiye, 99.9% of employees are unionized. Unionization rates are 67% in Argentina, 50% in Uruguay, and 75.4% in the United States.

In other regions, particularly in the Middle East and Asia, collective bargaining is less prevalent due to cultural and regulatory factors. In these locations, we maintain internal policies to safeguard labor rights across all operations.

## Transparency and respect in collective bargaining

Collective bargaining is conducted in compliance with legal requirements, ensuring that unions have autonomy to consult and deliberate with the employees they represent. In Brazil, we uphold the right to free association without interference or discrimination and maintain clear communication on the terms and conditions of collective agreements.

All agreements are executed in accordance with labor legislation and are designed to promote fair and safe working conditions.

In Austria, collective agreements follow the same standards of transparency and compliance with local legislation. All workers, both at production sites and offices, have the right to vote in Chamber of Labor elections without any Company involvement.

In Türkiye, we maintain structured practices to strengthen social dialogue, including allowing union representatives to hold meetings on Company premises with compensation, as well as providing appropriate facilities and support resources. We also provide training on Industrial Relations, allowing employees to participate in educational activities during working hours.

### Freedom of association and collective bargaining – 2025 GRI 2-30, 407-1

Countries	Number of employees covered by collective bargaining agreements	Percentage of employees covered by collective bargaining agreements	Unionization rate (%)
Brazil	107,050	99.6	32
United States	5,684	56.7	75.4
Türkiye	3,928	82.5	99.9
United Arab Emirates and Saudi Arabia	0	0	0
Argentina	1,349	80.6	67
Uruguay	4,196	95.3	50

In Argentina, all facilities have internal committees composed of worker-elected representatives. These committees are renewed in accordance with applicable labor legislation. Employees have the autonomy to join associations and unions of their choice. In Uruguay, operations also maintain an open-door policy for labor matters, internal conflict resolution, and employee support. In the United States, we comply with all laws and regulations related to freedom of association and the right to unionize.

## Diversity, equity, and inclusion

In 2025, we made consistent progress in our diversity, equity, and inclusion strategy, further developing initiatives focused on women, people with disabilities, black individuals, and foreign nationals/refugees. These efforts included strengthened governance, training programs, awareness campaigns, and the publication of our Diversity Policy.

As some of the diversity highlights from the year, we extended our diversity champions program across all operations, strengthened training and engagement initiatives for employees at multiple levels, and received external recognition for our practices. These efforts, implemented in both Brazil and our international operations, reinforce our commitment to fostering a diverse and inclusive workplace aligned with leading market practices (see the Social Responsibility chapter within our Sustainability Platform [on page 116](#)).





# 7

## Health and safety

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# Our commitment

GRI 403-1, 403-2

We treat health and safety as a non-negotiable commitment, applying best practices and expertise to build a strong and effective culture across all operations. In 2025, we made continued progress in integrating our Occupational Health and Safety (OHS) and Ergonomics policies, going beyond legal compliance to incorporate leading practices and continuous improvement.

Under our Corporate Occupational Health and Safety Policy (PDSSTC), we establish principles, responsibilities, and guidelines applicable to all sites. This policy establishes that prevention, risk management, performance monitoring, and legal compliance must be applied consistently, comprehensively, and without discrimination.

We also have policies and standards in place, such as the Golden Rules, to prevent incidents and improve safety performance for both employees and contractors.

**Five Golden Rules: all operations follow a unified, simplified standard on accident prevention in daily routines, reinforcing our safety culture and aligning practices across units.**

We actively promote employee well-being across our global operations and seek to maintain safe and healthy workplaces. Our Occupational Health and Safety Management System covers all workers, activities, and locations under our operational responsibility or influence — in 2025, 74% of our sites underwent internal audits of their systems. **GRI 403-8**

This framework is supported by a structured Risk Management Program (PGR), aligned with ISO 31000, which supports the identification, assessment, and mitigation of risks across facilities, processes, and activities. In 2025, our poultry and swine operations achieved ISO 14001 certification at the Campos Novos (SC) site and maintained ISO 45001 certification at Marau (RS) and Serafina Corrêa (RS). During the year, we conducted 43 internal OHS audits across our sites, in addition to SMETA audits.

In beef operations, we conducted internal and/or external audits at 100% of workplaces, covering areas used by both employees and contractors.

These audits aim to identify and mitigate risks and occupational illnesses through a preventive and systematic approach. Audits are conducted by multidisciplinary Safety, Health, and Ergonomics teams, following a structured schedule that covers facilities, work routines, and operational dynamics. Inspections are carried out during business hours in accordance with applicable legislation.

Our management system also includes an Occupational Risk Management Program. Active employee participation is essential to progress in this area. This is supported by health and safety committees at 100% of our production sites. These monthly forums ensure that risk assessment results are reviewed, prioritized, and addressed, with worker representatives directly involved in identifying and mitigating hazards. **GRI 403-4**

We continuously deliver training, provide reminders on the proper use of Personal Protective Equipment (PPE), conduct awareness campaigns and communications, perform assessments and technical support activities, and implement improvements while sharing best practices. These practices support ongoing improvements in our safety performance indicators.

**Our goal for the coming years is to eliminate severe incidents and continue reducing injury rates, progressing toward our Zero Injury objective. To support this objective, we have intensified strategic initiatives and strengthened our OHS Management System through more robust processes, continuous monitoring, and cross-functional engagement.**

## Global Safety Index

Our Global Safety Index combines our injury Frequency Rate and Severity Rate. In 2025, we achieved a Global Safety Index of 78% across poultry and swine operations, Processed Foods, Agribusiness, Grains, Logistics, Commercial, and Ingredients. Our Frequency Rate was 4.01, and

our Severity Rate was 81. We maintained a stable Frequency Rate between 2024 and 2025 and reduced the Severity Rate, reflecting improvement in critical indicators. During the period, we recorded one fatality and 15 cases of permanent disability, reinforcing the importance of preventive measures.

In beef operations, our Frequency Rate was 9.49 and our Severity Rate was 71.80. The Severity Rate remained stable between 2024 and 2025 and declined by 70.2% compared to 2023. In 2025, we recorded three cases of permanent disability in these operations.

Through our Corporate Occupational Safety Guidelines Program (PDSTC) and Corporate Health, Quality of Life, and Well-being Guidelines Program (PDSQVC), we work to minimize risks by establishing requirements and conditions that support safe operations and protect employees' physical and mental well-being.

In response to performance reviews, we strengthened our safety governance by reinstating monthly forums with senior leadership to address high-consequence risks (HPR), including ammonia, lockout-tag out, storage structures, NR-12 compliance, and electrical safety. This initiative enhances leadership engagement and prioritization of critical risks for mitigation.



## Control and prevention in international operations

In 2025, we advanced the implementation of a safety management system for international operations, aligned with published global standards. We incorporated tools such as Risk Condition Records, Standard Operating Procedures (SOPs), and Safety Checklists, along with audits and systematic reviews to support compliance with internal requirements and standards.

At National Beef, the transition to a digital audit system modernized compliance processes. All OSHA (Occupational Safety and Health Administration)-required inspections are now documented electronically, improving documentation accuracy, traceability of corrective actions, and consistency of safety checks, while enhancing readiness for any inquiries or investigations.

In ergonomics, we conducted on-site initiatives in Türkiye, including leadership training and preliminary ergonomic assessments to identify and address risks early.

By integrating field applications, behavioral routines, trucker management programs, and awareness campaigns, we have built a data-driven, people-focused safety approach.

These practices reinforce our commitment to prevention, continuous improvement, and the use of technology to reduce risks, protect employees, and support increasingly safe and responsible operations.

### Work-related injuries<sup>1, 2, 3</sup> **GRI 403-9**

	Worker Category	2025
Number of fatalities as a result of work-related injuries	Employees	2
	Contractors	1
Rate of fatalities as a result of work-related injuries	Employees	0.01
	Contractors	0.03
Number of high-consequence work-related injuries (excluding fatalities)	Employees	16
	Contractors	1
Rate of high-consequence work-related injuries (excluding fatalities)	Employees	0.07
	Contractors	0.03
Number of recordable work-related injuries	Employees	2,915
	Contractors	832
Rate of recordable work-related injuries	Employees	13.31
	Contractors	5.86
Number of hours worked	Employees	218,977,529.85
	Contractors	35,976,768.30

<sup>1</sup> The main types of workplace incidents occur during the performance of activities that are job-related or within the work environment, and are directly related to the relevant roles. Examples include falls, cuts and lacerations, injuries involving machinery or equipment, and burns.

<sup>2</sup> For contractors (third-party workers), only BRF operations are included.

<sup>3</sup> Hours worked: 1,000,000.

# Safety risk management GRI 403-2

We manage safety risks in accordance with NBR 14280 and internal corporate standards. Injury rates are calculated based on OSHA methodology. Identified risks are prioritized and reviewed monthly, while performance against targets is monitored through a management system that tracks progress at each stage.

Our Risk Management Program (PGR) establishes a structured process to identify, assess, and mitigate risks across facilities, processes, and activities, aligned with international standards such as ISO 31000. This system includes Task Risk Mapping, with results reviewed monthly in Health and Safety committees involving leadership and technical teams. To ensure quality, the process is reviewed within the Management System, and employees involved receive training.

Hazard and risk assessments for routine and non-routine activities follow work instructions

IT 7.3.1 (Hazards and Risks) and IT 7.3.8 (Work Permit for Risk Activities – ATR), respectively. The criticality of each activity is determined based on severity and probability criteria.

In Argentina, operations follow Occupational Hygiene and Safety Law N° 19,587 and related regulations, with ongoing risk assessments. In Uruguay, our model combines annual reviews with periodic management meetings. In Brazil, processes follow legal and regulatory requirements, including MTb Ordinance N° 3,214/1978 as amended, the Consolidated Labor Laws (CLT), and ABNT and ISO 45001 standards.

All incidents are documented in our internal system within 24 hours of occurrence. An investigation committee is then formed to collect evidence, conduct root cause analysis, and present findings to leadership forums. Depending on the actual or potential severity of the event, Company-wide alerts are issued to share lessons learned and guide broader actions.



**In 2025, we implemented a PDCA (Plan, Do, Check, Act) cycle to identify and address root causes of behavioral deviations and incidents before escalation.**

We also use the STOP system, which encourages employees to monitor activities in real time, focusing on task execution, individual behaviors, surrounding conditions, and both unsafe acts and positive safety practices.

Employees may remove themselves from work situations that present serious and imminent risks to their health and safety, exercising their Right of Refusal. This decision must be immediately communicated to a supervisor, who will take appropriate action.

The Right to Refuse is discussed during toolbox talks, induction briefing, and otherwise as needed.

In National Beef operations, we conduct daily safety rounds involving hourly employees, supervisors, and leadership. These interactions foster open discussion on risks, provide real-time guidance on compliance, and increase team involvement in identifying hazards and improvement opportunities. These efforts increased engagement and shared accountability for safety, contributing to a 39% reduction in recordable incidents — from 153 in 2024 to 93 in 2025 — aligned with world-class benchmarks. [GRI 403-4](#)

In addition, we do business only with suppliers approved under our corporate standards, following reputational assessments and verification of compliance with labor obligations. Contracts include specific clauses related to maintaining worker health and safety. Third-party workers are subject to the same risk assessment procedures applied to our employees. [GRI 403-7](#)



## Technology and innovation in our safety journey

In 2025, we made consistent progress in digitalizing Health and Safety routines, connecting data, people, and processes to support faster decision-making and strengthen prevention through a unified system. We expanded the use of mobile apps to record unsafe conditions and behaviors, enabling more timely and accurate assessment. Individualized records improved data quality, allowing us to identify patterns, prioritize interventions, and address root causes of deviations.

We digitized Personal Protective Equipment (PPE) tracking and usage history, implemented

telemetry in vehicles and forklifts, and implemented a dashboard that consolidates key OHS indicators daily across all sites.

Since 2024, we have used AI in ergonomic analyses to assess joint movements during task execution in an integrated manner. This tool enables ergonomists to proactively improve workstations and mitigate ergonomic risks.

Medical certificate management is fully digital through the Flor do RH chatbot, which processed 232,000 documents in 2025, supporting more efficient and secure processes for both teams and employees. We also use artificial intelligence to support approval of health plan procedures

and developed a predictive model to help reduce absenteeism by identifying potential future cases.

We expanded the use of Critical Safety Path and Behavioral Route Inspections — systematic routines that increased visibility into risk conditions and unsafe behaviors on the factory floor, supporting timely actions to prevent workplace incidents. These tools are part of our integrated management system and are key elements of safety management

in beef operations, ensuring standardized criteria, traceability, and the effectiveness of corrective and preventive actions.

In 2025, in partnership with SEST/SENAT, we conducted a campaign using driving simulators to replicate risk scenarios and preventive measures in a controlled environment, supporting learning and reinforcing safe driving behaviors.

## Engagement and training

In 2025, we strengthened our Safety Governance structures through the ongoing work of Occupational Safety, Occupational Health, and Ergonomics Committees, which work with leadership to define priorities and implement actions addressing key operational risks. The Internal Accident and Harassment Prevention Committee (CIPAA) complements this process with a daily presence in operations, supporting safety routines, verifying emergency equipment, and providing technical guidance to employees.

We encourage active engagement from employees and third-party workers around Occupational Health and Safety (OHS) through structured communication channels, inspections, internal committees, CIPAA, toolbox talks, corporate systems, and regular meetings. This approach promotes transparency, strengthens our safety culture, and enables employees to contribute directly to prevention and continuous improvement efforts, supported by health and safety committees in six sites, composed exclusively of workers. [GRI 403-4](#)

### Safety solutions for business partners

To support the safety of drivers from partner companies, we implemented solutions such as fatigue sensors in more than 9,300 trucks (100% of the agribusiness fleet and 85% of refrigerated vehicles). These systems identify potential risk behaviors and issue alerts and safety messages prompting rest breaks. We also provide audio route guidance highlighting route risks, along with telemetry to monitor speed and detect events such as sudden braking or loss of control. These technologies reinforce safe driving behaviors through alerts and safety messages, including prompts for rest breaks.



We provide targeted training focused on preventing occupational risks and hazardous situations, covering both employees and third-party workers. Training includes defensive driving, lockout-tagout, first aid, fire wardens, and technical courses aligned with Regulatory Standards (NRs), such as NR-10 (electrical safety), NR-11 (material handling equipment), NR-12 (machinery safety), NR-20 (flammable liquids and gases), NR-33 (confined spaces), NR-35 (working at height), and NR-36 (meat processing operations).

Training needs are assessed through competency matrices, PGR risk analyses, incident investigations, and audits. Training effectiveness is continuously monitored through assessments, practical exercises, field observations, and operational indicators to ensure practical application and effective risk reduction. In 2025, participation exceeded 95%, demonstrating strong commitment from employees and leadership to our safety culture.

These initiatives contributed to measurable improvements in safety awareness. Following global initiatives such as Health and Safety Week (SIPAT) and increased participation in awareness training, we observed reductions in both the frequency and severity of incidents. These results reflect the combined impact of campaigns, technical and behavioral training, forums, and engagement activities throughout the year, strengthening our prevention culture and contributing to risk reduction. **GRI 403-5**

## Key campaigns

**GRI 403-5, 403-6**

As part of our training efforts, we ran a comprehensive calendar of training, campaigns, and discussion forums on accident prevention and health promotion. Significant annual campaigns included:

- Safe Year-End Operation;
- White January (mental health and well-being); Yellow May (traffic safety); Yellow September (suicide prevention); Pink October and Blue November (cancer awareness);
- Safe Carnival;

- Green April, dedicated to occupational health and safety prevention;
- World Health Day;
- World Day for Safety and Health at Work;
- Ergonomics Week.

We also conducted campaigns on influenza prevention and dengue awareness. Additional initiatives addressed the safe use of elevators and industrial vehicles, as well as high-hazard activities and machinery safety.



We also launched a campaign, called *Safrinha Segura*, which included safety training, awareness sessions, health screenings, and capacity-building activities, reaching 5,000 truck drivers across eight Brazilian states. This initiative takes place during the mid-year agricultural harvest period in regions where we operate feed mills, grain facilities, and third-party storage and shipping locations.

## Global Health and Safety Week

Global Health and Safety Week (SIPAT) expanded both the reach and quality of learning through webinars and in-person and virtual sessions. The program covered topics such as workplace safety (lockout-tagout, machine interventions, Golden Rules, and HSE policy), ergonomics, mental health and well-being, harassment prevention, and the promotion of safe and inclusive work environments, as well as hearing protection initiatives and health services.

To increase participation, we offered exclusive content and challenges through a gamified platform, including daily awards and a final draw, which significantly increased employee engagement. Activities were hosted on a dedicated platform, which recorded more than 50,000 accesses from employees and partners.

## Safe transportation

In road safety, poultry and swine operations improved driver training by continuously updating materials with case studies and real-world road scenarios, making the content more practical and relevant to daily operations. We expanded reach through remote and interactive campaigns, ensuring engagement regardless of location. These initiatives delivered measurable results, including a 33% reduction in moderate and severe accidents attributable to drivers and a 27% overall reduction in transportation incidents across the Company.

In beef operations, the Transporter Management Program (PGT) remains a key framework to ensure safe, compliant, and high-quality transportation. To ensure compliance, we conduct scheduled on-site audits to verify adherence to PGT requirements. Our driver management practices include Weekly Safety Meetings, training, monitoring occupational health certificates, and working hours oversight, among other support measures.

## Health and well-being

**GRI 3-3 Health, safety and well-being, 403-3**

We manage employee health prevention and promotion through an integrated set of occupational health programs and controls. Our Occupational Health Surveillance Program (PCMSO) monitors each employee's exposure to physical, chemical, biological, ergonomic, and accident-related risks, aligned with the Occupational Risk Management Program. Our Respiratory Protection Program (PPR) complements collective protection measures by ensuring the proper use of respiratory equipment. In parallel, our Hearing Conservation Program supports the prevention of hearing-related risks.

Health information is managed with strict confidentiality and in compliance with applicable data protection and occupational health regulations. Medical records are kept within Health Services under the responsibility of the physician

overseeing the PCMSO, with access restricted to the occupational health team. We do not track occupational disease data for third-party workers.

Our industrial facilities have multidisciplinary occupational health teams that provide comprehensive worker health assessments, covering clinical, ergonomic, and psychosocial aspects. These professionals provide occupational and medical services across employee shifts (morning, afternoon, and night), with most services concentrated between 7:00 a.m. and 5:00 p.m. We also maintain an on-call nursing support team during night shifts.

We conduct internal communication campaigns to inform employees about available health services and encourage participation. We also conduct satisfaction surveys to gather feedback on the quality and effectiveness of these services.

## Tracking the effectiveness of our practices GRI 403-6

We maintain a system for monitoring occupational health indicators, including continuous analysis of the workforce's epidemiological profile, tracking of short- and long-term absences, and early identification of occupational illness cases.

We regularly share health data and analyses with site leadership and corporate teams through reports and action plans. This process supports data-driven decision-making and the strategic planning and implementation of corrective and preventive actions. Transparency and communication across all levels of the organization are essential to the effectiveness of this system.

Participation in occupational health and health promotion programs is voluntary and not linked to decisions regarding hiring, promotion, compensation, performance evaluation, or termination. We

maintain internal policies and governance practices that prohibit discrimination, favoritism, or unequal treatment based on health conditions or participation in preventive programs.

In 2025, we strengthened our outpatient structures across poultry and swine operations, reaching 100% coverage with on-site medical teams, including physicians, nurses, and ergonomists. Initiatives such as our accredited clinic in Uberlândia (MG), which provides care to employees and their dependents, reflect our focus on access to healthcare services.





## Comprehensive care

The Uberlândia (MG) clinic is dedicated to Primary Health Care (PHC), providing accessible care for employees and their dependents. Through walk-in care and proactive risk stratification, the clinic delivers readily accessible, continuous, prevention-focused care that supports well-being across all age groups.

The facility is staffed by a multidisciplinary team equipped to manage acute and chronic conditions and guide each individual through a personalized care plan. The clinic provides a broad range of care services, including child

and adolescent health, women’s health, men’s health, and elderly care, as well as management of conditions such as hypertension, type 1 and type 2 diabetes, cardiovascular disease, chronic obstructive pulmonary disease (COPD), smoking cessation, obesity and weight management, substance use, and asthma. The focus of the clinic is on continuous management, health education, and essential interventions to support quality of life and patient safety.

Operating Monday through Friday from 8:00 a.m. to 8:00 p.m., the clinic provides accessible care, including stabilization of urgent cases, support for acute events, and personalized guidance.

## Chronic Care Program

We also maintain a Chronic Care Program designed to support ongoing monitoring of employees with diabetes mellitus and hypertension through regular consultations at on-site clinics. The program focuses on prevention, aiming to reduce the risk of clinical complications and support stability, quality of life, and safety.

The initiative reflects the predominant workforce age group, between 31 and 50 years. Program activities include early identification, clinical follow-up, treatment guidance, promotion of self-care, and support for adopting healthy lifestyle habits. Observed outcomes include prevention of condition progression, reduced risk of extended absences, increased engagement in self-care, and avoidance of preventable hospitalizations and complications, making the corporate health system more sustainable.

## Thermal Breaks

Another initiative focused on employee health is the modernization of thermal break management at the Lucas do Rio Verde (MT) site. This pilot project aims to ensure compliance with NR-36 and Article 253 of Brazil’s Consolidated Labor Regulations (CLT), which require 20-minute recovery breaks after every 1 hour and 40 minutes of continuous work in cold environments.

The initiative is in response to requirements under a Conduct Adjustment Agreement (TAC), which mandates electronic verification of break compliance. The project is replacing paper-based controls with an electronic system activated through employee badges. This transition improves data accuracy, supports effective thermal recovery, and increases transparency and efficiency in managing working hours.

To support this initiative, we implemented specialized software for managing working hours and breaks, integrated with the SOC system. This system enables automatic synchronization of attendance and break data.

## Health promotion GRI 401-2, 403-6

At MBRF, we promote health and well-being by offering employees and their families health plans with a broad provider network and a comprehensive package of 20 benefits, currently covering 165,000 lives. Key benefits include childcare allowance, preventive screenings, and access to on-site Health Centers at industrial facilities.

To expand access to care, we offer free programs such as Dr. BRF, which provides telemedicine services, and mini check-ups that guide preventive screenings based on age and gender.

We also maintain a Mental Health Program that trains leaders to identify early signs of psychological distress and support appropriate referral pathways. The program includes access to teleconsultations with psychologists and psychiatrists for employees.

We also conduct sessions with healthcare professionals to raise awareness on topics such as disease prevention and healthy lifestyles, alongside mandatory campaigns addressing alcohol abuse, smoking, and sexually transmitted infections.

In 2025, 88 cases of notifiable occupational diseases were recorded, compared with 53 cases in 2024. Musculoskeletal disorders were the most frequently identified occupational diseases during the period. GRI 403-10

## Paid medical leave

In all countries where we operate, employees are entitled to paid medical leave in accordance with applicable local laws and regulations.

### Argentina

In Argentina, paid medical leave for non-work-related illness is funded by the employer for a period of three to six months, which may extend up to twelve months for employees with dependents, depending on length of service. In cases of work-related injuries, the employer covers salary payments for the first ten days of absence. Thereafter, the Occupational Risk Insurance (ART) assumes salary payments for up to twelve months, along with required benefits until full recovery.

### Brazil

In Brazil, medical leave for incapacity covers work-related accidents, commuting accidents, non-work-related illness, and occupational illness. The employer pays salary for the first 15 days of absence. From the 16<sup>th</sup> day onward, the National Social Security Institute (INSS) pays the benefits. The benefit equals 91% of the employee's average salary over the previous 12 months and is paid monthly until medical clearance.

## Uruguay

In Uruguay, incapacity benefits are provided by Banco de Previsión Social (BPS) or Banco de Seguros del Estado (BSE), depending on the nature of the leave. Employees on medical or work-related leave receive benefits equal to 70% of taxable earnings. Benefits are calculated based on the average earnings over the 180 days preceding the leave.

## United States

In the United States, disability benefits at National Beef vary by employment classification. Salaried employees receive up to two weeks of leave per year — one fully paid for work-related causes and one at 50% for non-work-related conditions — with the option to enroll in long-term disability plans. Hourly employees receive weekly benefits for up to ten weeks, following a seven-day waiting period, and may also participate in long-term disability plans providing weekly benefits for up to 93 weeks.

## Driver support facilities

We maintain Driver Support Facilities along key transportation routes. These facilities are open to all drivers, regardless of affiliation, and include kitchens (water, coffee, refrigerator, and microwave), restrooms with showers, stationary bikes, and light therapy sessions to support alertness and concentration.

Locations include BR-251 (km 514) in Montes Claros (MG); Rodovia dos Imigrantes (km 5) in Cuiabá (MT); BR-470 (km 128) in Lontras (SC); and BR-116 (km 19.5) in Antonina (PR). These sites are positioned along high-traffic freight corridors, including routes to the Northeast and longer-distance logistics routes (Rodovia dos Imigrantes).



## Pregnancy support program: *Bem Nascer* GRI 403-6

In 2025, we enhanced our Pregnancy Support Program, incorporating best practices into an updated framework. The *Bem Nascer* program advances occupational health by supporting the health and well-being of pregnant employees in the workplace. The program provides comprehensive support, reinforcing

our commitment to employee well-being and supporting a safe and smooth pregnancy experience.

The initiative integrates health, safety, and people management practices to provide continuous support throughout the pregnancy period. The program aims to provide appropriate working conditions, access to information, and ongoing clinical support, aligned with corporate guidelines and our ESG strategy.

Leadership plays a key role in the effectiveness of the program. Responsibilities include supporting enrollment, assisting employees throughout the process, ensuring appropriate working conditions, monitoring any issues, and promptly involving Occupational Health where employees feel unwell or in an emergency. The program establishes clear care protocols to ensure continuous support until the medical team arrives or the patient is referred to a healthcare provider.

Employees access *Bem Nascer* through registration upon confirmation of pregnancy. Registration is available via Flor do RH, the Service Desk, or directly through the Occupational Health team, depending on the site. Participation is voluntary, and employees may opt out through formal notification. The program is available to eligible employees and dependents, depending on medical plan criteria.

This initiative strengthens our people management strategy by integrating health, well-being, and safety into a unified approach. In addition to expanding support for pregnant employees, the program contributes to reduced absences, improved health indicators, stronger leadership capability, and a reinforced culture of care, reinforcing our commitment to people.

***Bem Nascer* initiatives are designed to promote maternal and child health and reduce occupational risks, combining prevention and care, including:**

- Access to personalized guidance from specialized professionals;
- Quarterly consultations with the Occupational Health team, with referrals for specialized care when needed, ensuring employees are supported throughout pregnancy;
- Monthly sessions covering prenatal care, nutrition, physical activity, mental health, and childbirth preparation;
- Telemedicine support;
- Waiver of co-payments for specific consultations and exams;
- Reassignment of work area or shift when recommended based on technical assessment;
- Tailored snacks at sites with dining facilities;
- Simplified submission of medical certificates at on-site clinics; and
- Provision of maternity support kits.

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# GRI and other disclosures

## Association membership GRI 2-28

Trade associations in which MBRF participates in a significant role:

- **ABBI** – Brazilian Biotechnology Association (Board of Directors)
- **ABIA** – Brazilian Food Industry Association (Board)
- **ABIEC** – Brazilian Association of Meat Exporters (Board of Directors)
- **ABPA** – Brazilian Animal Protein Association (Board)
- **ACAV** – Santa Catarina Poultry Association (Executive Board)
- **AMAV** – Mato Grosso Poultry Association (Executive Board)
- **ASGAV** – Rio Grande do Sul Poultry Association (Board of Directors)
- **B20** – G20 Business Group (Advisory Board)
- **CEBC** – Brazil-China Business Council (Board)

- **CEBEAU** – Brazil–United Arab Emirates Business Council
- **CEBRI** – Brazilian Center for International Relations (Advisory Board)
- **CEBRICS** – BRICS Business Council
- **CEBRAJ** – Brazil-Japan Business Council (Business Forum)
- **CEBRAMEX** – Brazil-Mexico Business Council (Business Forum)
- **IFB** – Foodservice Brazil Institute (Board)
- **SINDICARNE** – Santa Catarina Meat and Derivatives Industry Union (Fiscal Council)
- **SINDIAVIPAR** – Paraná Poultry Industry Union (Vice President)
- **SINDIRAÇÕES** – National Animal Feed Industry Union (Board of Directors)
- **SIPS** – Rio Grande do Sul Swine Products Industry Union

Other organizations in which we actively participate in committees and technical or thematic working groups, contributing expertise and supporting institutional initiatives:

- **ABEMPET** – Brazilian Pet Industry Association
- **ABRA** – Brazilian Animal Recycling Association
- **ABRASCA** – Brazilian Association of Listed Companies
- **ANACE** – National Association of Energy Consumers
- **AVIMIG** – Minas Gerais Poultry Association
- **CEBDS** – Brazilian Business Council for Sustainable Development
- **CNI** – National Industry Confederation
- **CONAR** – National Council for Advertising Self-Regulation
- **GETAP** – Applied Tax Studies Group
- **IPC** – International Poultry Council
- **MOVER** – Racial Equity Movement Association
- **GLOBAL COMPACT** – Brazil Network

# Approach to stakeholder engagement GRI 2-29

We engage with stakeholders through multiple functions and channels, including our website, social media, press outlets, and intranet, maintaining clear communication and active listening to understand needs and drive continuous improvement. Our key stakeholders include employees, integrated producers, suppliers, capital providers, consumers, NGOs, media, industry associations, and customers. Stakeholder prioritization is aligned with our material topics.

Our approach to stakeholder engagement incorporates sustainability topics to ensure transparency on environmental, social, and governance impacts and performance, which are communicated through our Integrated Report, earnings disclosures, and market communications. Through our social initiatives, we also seek to share knowledge and raise awareness on topics related to our business.

Stakeholder category	How we engage	Key impacts and concerns
<b>Investors and Shareholders</b>	Through the Investor Relations department – Frequency: Continuous	Focus areas include corporate reputation, ESG risk management, financial performance, and return on invested capital.
	IR website – Frequency: Continuous	
	Integrated Report – Frequency: Annual	
	Earnings releases – Frequency: Quarterly	
<b>Employees (Direct and Indirect)</b>	Internal communications (email, internal TV), engagement campaigns, benefits programs, training, and well-being initiatives.  Frequency: Ongoing, with regular communication, training, and engagement initiatives.	Key priorities include talent attraction and retention, occupational health and safety, ethics, integrity, and compliance.
<b>Suppliers and Integrated Producers</b>	Direct engagement through Procurement and Compliance, contract management and dedicated relationship programs.  Frequency: Continuous	Focus areas include product quality and safety, supply chain traceability, mitigation of environmental and social risks, and fair commercial practices.
<b>Customers</b>	Sales teams, social media, B2B service channels, newsletters, and direct communications.  Frequency: Continuous, primarily through social media and customer service channels	Key priorities include labeling transparency, food safety, product health attributes, process standardization, and service excellence.
<b>Consumers</b>	Corporate website, active social media channels, and Consumer Service Center (SAC).  Frequency: Ongoing, including 24/7 service channels and social media engagement.	Focus areas include product quality, transparency on product origin, brand sustainability, and reputation.
<b>Communities and NGOs</b>	Partnerships in social projects, local development initiatives through the MBRF Institute, and engagement with environmental NGOs.  Frequency: Continuous, including project monitoring, reporting, and stakeholder engagement.	Key priorities include climate change, animal welfare, biome preservation, eradication of forced labor, and local development.
<b>Society</b>	Public annual reporting, corporate volunteering initiatives, and impact projects led by the MBRF Institute.  Frequency: Continuous	Focus areas include social responsibility, environmental stewardship, and contribution to global food security.
<b>Industry Networks and Trade Associations</b>	Participation in forums (e.g., B20, CEBDS), technical committees (e.g., ABPA, ABIEC), and international coalitions (e.g., GRSB, TFA).  Frequency: Continuous, including participation in working groups, industry positions, and collaborative initiatives.	Focus areas include sector dialogue on alternative proteins, pollution reduction, responsible antibiotic use, and climate change.

# People management

Number of employees by employment contract [GRI 2-7](#)

	Permanent			Temporary		
	Women	Men	Not disclosed	Women	Men	Not disclosed
Brazil	45,685	61,083	87	320	318	4
United States	3,414	6,624	0	0	0	0
Türkiye	2,101	2,658	4	0	0	0
United Arab Emirates and Saudi Arabia	194	1,604	1	0	0	0
Argentina	233	1,440	0	0	0	0
Uruguay	863	3,539	0	0	0	0
Europe	3	6	0	0	0	0
Africa	5	5	0	0	0	0
Asia	83	135	0	0	0	0
<b>Total by gender</b>	<b>52,581</b>	<b>77,094</b>	<b>92</b>	<b>320</b>	<b>318</b>	<b>4</b>
<b>Grand total</b>	<b>129,767</b>			<b>642</b>		

Number of employees by employment type [GRI 2-7](#)

	Full time			Part time		
	Women	Men	Not disclosed	Women	Men	Not disclosed
Brazil	45,963	61,365	91	42	36	0
United States	3,414	6,624	0	0	0	0
Türkiye	2,101	2,658	4	0	0	0
United Arab Emirates and Saudi Arabia	194	1,604	1	0	0	0
Argentina	233	1,440	0	0	0	0
Uruguay	863	3,539	0	0	0	0
Europe	3	6	0	0	0	0
Africa	5	5	0	0	0	0
Asia	83	135	0	0	0	0
<b>Total by gender</b>	<b>52,859</b>	<b>77,376</b>	<b>96</b>	<b>42</b>	<b>36</b>	<b>0</b>
<b>Grand total</b>	<b>130,331</b>			<b>78</b>		

Individuals within the organization's governance bodies, by gender [GRI 405-1](#)

Women	4
Men	25

Individuals within the organization's governance bodies, by age group [GRI 405-1](#)

Up to 30	2
Between 31 and 50	1
Over 50	26

## New hires and turnover GRI 401-1

### New hires by age group, gender and employee category

	Women	Men	Not disclosed	Women	Men	Not disclosed	Women	Men	Not disclosed
	Up to 30			Between 31 and 50			Over 50		
Directors	0	0	0	0	2	0	0	2	0
Managers	1	1	0	3	22	0	1	27	0
Coordinators	72	59	0	89	93	0	22	13	0
Supervisors	15	35	0	65	165	0	4	30	0
Administrative	850	641	10	480	412	3	17	33	0
Operational	9,002	14,305	57	7,626	10,013	65	888	1,345	5
<b>Total (by gender)</b>	<b>9,940</b>	<b>15,041</b>	<b>67</b>	<b>8,263</b>	<b>10,707</b>	<b>68</b>	<b>932</b>	<b>1,450</b>	<b>5</b>
<b>Total (by age group)</b>	<b>25,048</b>			<b>19,038</b>			<b>2,387</b>		
<b>Grand total</b>				<b>46,473</b>					

### Terminations (voluntary and involuntary) by age group, gender and employee category

	Women	Men	Not disclosed	Women	Men	Not disclosed	Women	Men	Not disclosed
	Up to 30			Between 31 and 50			Over 50		
Directors	0	0	0	0	3	0	0	6	0
Managers	2	1	0	20	64	0	10	31	0
Coordinators	13	9	0	91	76	0	9	66	0
Supervisors	12	27	0	91	247	0	11	59	0
Administrative	552	459	1	534	533	0	41	66	0
Operational	7,184	11,477	17	6,566	8,961	16	1,011	1,503	2
<b>Total (by gender)</b>	<b>7,763</b>	<b>11,973</b>	<b>18</b>	<b>7,302</b>	<b>9,884</b>	<b>16</b>	<b>1,082</b>	<b>1,731</b>	<b>2</b>
<b>Total (by age group)</b>	<b>19,754</b>			<b>17,202</b>			<b>2,815</b>		
<b>Grand total</b>				<b>39,771</b>					

### Parental leave<sup>1</sup> GRI 401-3

Category	Women	Men	Total
Employees entitled to parental leave	43,287	55,497	<b>98,784</b>
Employees who took parental leave	2,288	1,935	<b>4,223</b>
Employees who returned to work after parental leave ended	1,975	1,970	<b>3,945</b>
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1,021	1,269	<b>2,290</b>
Return to work rate of employees that took parental leave	96.6%	99.3%	<b>97.9%</b>
Retention rate	52.1%	71.1%	<b>61.6%</b>

<sup>1</sup> The figures in this disclosure are for BRF only.

# Emissions

## GHG emissions by category GRI 305-1, 305-2, 305-3

Emission Category	tCO <sub>2</sub> emissions	tN <sub>2</sub> O emissions	tCH <sub>4</sub> emissions	HFC emissions (tHFCs)	tCO <sub>2</sub> e emissions	Biogenic tCO <sub>2</sub> e emissions
<b>Scope 1</b>	<b>297,767.83</b>	<b>3,652.30</b>	<b>8,437.58</b>	<b>7,029.07</b>	<b>650,117.04</b>	<b>1,881,306.26</b>
Agricultural Activities	1,033.78	11.24	693.96	0.00	23,442.13	0.00
Stationary Combustion	265,366.52	67.17	912.05	0.00	308,704.70	1,862,447.19
Mobile Combustion	11,314.33	0.99	6.05	0.00	11,745.12	14,790.14
Fugitive Emissions	15,662.76	0.00	0.00	7,029.07	86,051.45	0.00
Land-Use Change	4,390.45	1.07	36.41	0.00	5,693.63	4,068.93
Waste and effluent treatment	0.00	3,571.83	6,789.11	0.00	214,480.01	0.00
<b>Scope 2 – Location Based</b>	<b>369,908.63</b>	<b>0.11</b>	<b>0.94</b>	<b>0.00</b>	<b>369,964.15</b>	<b>1,729.85</b>
Electricity	343,013.01	0.00	0.00	0.00	343,013.01	0.00
Steam	26,895.63	0.11	0.94	0.00	26,951.14	1,729.85
<b>Scope 2 – Market Based</b>	<b>228,650.32</b>	<b>0.11</b>	<b>0.94</b>	<b>0.00</b>	<b>228,705.84</b>	<b>1,729.85</b>
Electricity	201,754.70	0.00	0.00	0.00	201,754.70	0.00
Steam	26,895.63	0.11	0.94	0.00	26,951.14	1,729.85
<b>Scope 3</b>	<b>33,060,048.39</b>	<b>22,083.09</b>	<b>840,022.50</b>	<b>0.00</b>	<b>65,750,290.60</b>	<b>372,398.44</b>
Cat. 01 – Goods and services purchased	30,888,214.85	21,841.80	811,829.85	0.00	60,275,826.79	133,962.90
Cat. 02 – Capital goods	97,127.53	0.00	0.00	0.00	97,127.53	0.00
Cat. 03 – Fuel- and energy-related activities	33,327.91	0.00	0.00	0.00	103,753.26	0.00
Cat. 04 – Transportation and distribution (upstream)	1,505,290.11	56.77	53.76	0.00	2,278,249.79	89,349.91
Cat. 05 – Waste and effluents generated in operations	65,291.52	165.32	5,103.02	0.00	252,311.49	6,908.19
Cat. 06 – Business travel	6,209.43	0.14	0.04	0.00	7,287.94	0.00
Cat. 07 – Employee commuting	17,381.54	0.00	0.00	0.00	85,476.65	5,853.87

Emission Category	tCO <sub>2</sub> emissions	tN <sub>2</sub> O emissions	tCH <sub>4</sub> emissions	HFC emissions (tHFCs)	tCO <sub>2</sub> e emissions	Biogenic tCO <sub>2</sub> e emissions
Cat. 08 – Leased assets	0.00	0.00	0.00	0.00	6,809.42	0.00
Cat. 09 – Transportation and distribution (downstream)	446,451.95	16.79	4.53	0.00	704,733.93	303.59
Cat. 10 – Processing of sold products	0.00	0.00	0.00	0.00	267,458.09	0.00
Cat. 11 – Use of sold products	0.00	1.95	0.18	0.00	256,839.69	35,425.06
Cat. 12 – End-of-life treatment of sold products	753.55	0.33	23,031.12	0.00	1,412,951.61	100,592.58
Cat. 13 – Leased assets	0.00	0.00	0.00	0.00	1,460.50	0.00
Cat. 15 – Investments	0.00	0.00	0.00	0.00	3.91	2.33

### GHG emissions by region (tCO<sub>2</sub>e) [GRI 305-1, 305-2, 305-3](#)

Region	Scope 1	Scope 2	Scope 3	Total
South America <sup>1</sup>	130,216.31	27,596.02	20,779,684.44	20,937,496.77
North America <sup>1</sup>	187,440.10	151,580.03	18,216,704.27	18,555,724.41
BRF Global <sup>2</sup>	332,460.62	49,529.79	26,753,901.88	27,135,892.30
<b>Total</b>	<b>650,117.04</b>	<b>228,705.84</b>	<b>65,750,290.60</b>	<b>66,629,113.47</b>

<sup>1</sup> Beef operations

<sup>2</sup> Poultry and swine operations

### GHG emissions intensity, by region (tCO<sub>2</sub>e/t production) [GRI 305-4](#)

Region	Scope 1 + 2	Scope 3
South America <sup>1</sup>	0.10	13.76
North America <sup>1</sup>	0.16	8.79
BRF Global <sup>2</sup>	0.08	5.68
<b>Total</b>	<b>0.35</b>	<b>28.23</b>

<sup>1</sup> Beef operations

<sup>2</sup> Poultry and swine operations

### GHG emissions – Poultry and swine operations, in tCO<sub>2</sub>e (BRF)

Energy	2019	2020	2021	2022	2023	2024	2025	2019 x 2025
Scope 1 + Scope 2 (Market based)	577,865.60	508,436.69	559,016.37	429,684.18	455,733.73	526,879.00	381,990.42	-33.9%

### Emissions of ozone-depleting substances (ODS) in tCFC-11 equivalent [GRI 305-6](#)

	2025
Total ODSs produced	2.97

# Energy

## Total energy consumed (GJ) [GRI 302-1 | SASB FB-MP-130a.1](#)

Energy Source (GJ)	2025
Nonrenewable fuels	3,925,996.05
Renewable fuels	17,728,687.80
Energy consumed	11,373,233.15
<b>Total energy consumption</b>	<b>33,027,917.00</b>
Electricity sold <sup>1</sup>	6,718,212.00

<sup>1</sup> Electricity sold refers to surplus electricity sold into the open market that was not consumed. This amount has already been deducted from total energy consumption, ensuring no double counting.

## Fuel consumption – renewable [GRI 302-1](#)

Renewable (GJ)	2025
Sugarcane bagasse	0.00
Biodiesel	7,261.16
Ethanol	230,776.98
Firewood (Direct Combustion)	17,125,391.68
Vegetable or animal oil	289,467.82
Wood or wood residues	0.00
Other biomass gases	0.00
Plant residues	0.00
Biogas	75,790.15
<b>Total</b>	<b>17,728,687.79</b>

## Fuel consumption – nonrenewable [GRI 302-1](#)

Non-renewable (GJ)	2025
Distillate fuel oil	0.00
Liquefied Petroleum Gas (LPG)	467,250.60
Dry Natural Gas	2,910,778.55
Automotive Gasoline (commercial)	90,602.14
Lubricants	0.00
Fuel Oil	190,315.00
Diesel Fuel	113,384.76
Kerosene	1.04
Acetylene	13,048.94
Jet Fuel	0.00
Fuel oil (LPFO)	25,702.12
Shale Oil	111,850.51
Propane	3,062.39
<b>Total</b>	<b>3,925,996.05</b>

## Energy consumed (purchased) [GRI 302-1](#)

Category (GJ)	2025
Electricity	11,002,992.04
Steam	370,241.11
<b>Total</b>	<b>11,373,233.15</b>

## Energy consumed outside the organization [GRI 302-2](#)

GJ	2025
Energy consumed outside the organization	34,921,515.47

## Energy intensity<sup>2</sup> [GRI 302-3](#)

GJ/metric ton of product	2025
Energy consumption (GJ/t)	3.98

<sup>2</sup> Energy intensity is calculated as total energy consumption within the organization (GJ) divided by total product output (t) for the year. This includes all energy sources, such as fuels, electricity, and steam.

# Risk management

The key risk categories from our Risk Map that are relevant to sustainability management are outlined below.



Risk	Description	Risk Management Approach	Opportunities
<b>Climate</b>	Our operations and supply chain are exposed to both physical and transition risks related to climate change. Changes in temperature and rainfall patterns — including droughts, heavy rainfall, and other extreme events — may affect the yields of key feed commodities, the availability of essential resources such as water and energy, and animal welfare, with potential impacts on operating costs, productivity, and business continuity. These factors may also affect the supply and pricing of critical inputs, including cattle and grains. Our reliance on electricity also exposes us to price volatility and potential supply disruptions. We monitor transition risks related to evolving public policies, regulatory requirements, and carbon pricing mechanisms, as well as potential taxes on fossil fuels and electricity across our operating regions. These developments may impact costs, regulatory compliance, and competitiveness.	MBRF applies a comprehensive approach to mitigate climate-related risks. Our efforts include increasing the use of renewable energy, reducing water consumption, and implementing operational efficiency initiatives to lower environmental impacts. We work to maintain a deforestation- and conversion-free supply chain, continuously expanding traceability and environmental and social monitoring. We monitor 100% of direct and indirect suppliers, strengthening supply chain transparency and oversight. To mitigate electricity price volatility and availability risks, we use forward purchasing strategies in the free market, improving cost predictability and reducing exposure to price fluctuations. These combined measures strengthen resilience, reduce exposure to risk, and support our transition to a low-carbon economy.	Our operations depend on energy and key agricultural commodities. We are investing in self-generation of renewable energy, including wind and solar. These investments not only provide a reliable supply of electricity to our operations but also provide economic advantages by making production costs more predictable and competitive and reducing expenses in the following years. We also maintain continuous monitoring of commodity prices, enabling strategic sourcing decisions, cost reduction, and mitigation of market volatility.
<b>Commodities/ sourcing and the cyclical nature of the business</b>	MBRF is exposed to volatility and cyclical dynamics in commodity markets, which directly affect the availability and pricing of cattle, poultry, swine, grains, and other key inputs. Market fluctuations may increase costs, constrain supply, and affect operational stability. Environmental and regulatory pressures related to deforestation — particularly in cattle and grain supply chains — may affect raw material availability and introduce additional compliance challenges, with potential impacts on financial performance and competitiveness.	We apply operational, commercial, and market intelligence strategies to mitigate the impacts of commodity price volatility and cyclical nature. We use financial and commercial instruments to reduce price exposure and diversify sourcing through partnerships across multiple regions, strengthening sourcing resilience. We continuously monitor global commodity markets — including crop cycles, climate conditions, logistics, and geopolitical developments — to anticipate price movements and emerging risks. This is supported by our sourcing structure, enabling agility and informed strategic positioning. We also maintain robust deforestation prevention commitments, including continuous supplier monitoring through satellite-based geo-monitoring, strict compliance criteria, and partnerships that promote sustainable production. These practices support continuity of supply in line with legal and environmental requirements, strengthening supply chain resilience. We also work to improve inventory management and demand forecasting to better balance supply and production, reducing the risk of shortages and improving operational and commercial stability. Additional information is available in the <b>“Supply chain management”</b> section.	Diversifying sourcing expands opportunities for new partnerships and enhances competitiveness. Innovations such as alternative raw materials for feed, expanded direct sourcing from producers, and increased storage capacity improve efficiency, flexibility, and the ability to capture favorable market conditions.  Our commitments and robust environmental and social monitoring systems enable identification of responsible, deforestation-free supply chains, supporting competitive differentiation, access to higher-standard markets, and stronger relationships with customers and investors. These practices also support productivity gains and long-term partnerships with producers aligned with higher environmental standards.

Risk	Description	Risk Management Approach	Opportunities
<p><b>Tax</b></p>	<p>Changes in tax legislation or its interpretation by authorities may increase our tax burden, adversely affecting operating results and financial position. Disputes related to tax credit offsets and the use of tax incentives may also create uncertainty and pose reputational risks. Given the complexity and evolving nature of the Brazilian regulatory environment, these factors require ongoing monitoring and active management to mitigate potential adverse impacts.</p>	<p>The Company's tax management is conducted based on internal policies and controls that ensure compliance with applicable legislation and mitigate reputational risks. We maintain a Tax Management Policy that defines guidelines, roles, and responsibilities, reinforcing our commitment to ethics and transparency. Our practices include internal audits, periodic reviews by independent auditors, and legal opinions from specialized firms, ensuring the identification and remediation of potential exposures.</p> <p>Strategic matters and key initiatives are assessed by the Tax Committee, composed of legal and finance executives, and may be submitted to the Board of Directors and its committees for deliberation. Additionally, we maintain a tax and compliance control framework that ensures the accuracy of information and alignment with market best practices.</p>	<p>Key tax processes are periodically reviewed by Internal Audit and independent auditors to prevent engagement in aggressive or evasive tax practices that could expose the Company and its stakeholders to risk.</p>
<p><b>Environmental compliance and access to water and energy sources</b></p>	<p>We face material risks related to water scarcity and energy volatility, which may affect operations and increase costs. Water scarcity can impact operations ranging from the irrigation of grain crops used for feed through animal hydration to industrial processes, requiring additional investment in water sourcing, treatment, and logistics, while reducing supply chain resilience. These risks stem from both physical factors — such as climate change and shifting rainfall patterns — and regulatory factors, including environmental, energy, and tax frameworks. In the electricity sector, reliance on run-of-river hydroelectric generation increases vulnerability to drought conditions, often requiring thermal generation, which raises costs and increases price volatility. This dynamic may lead to supply disruptions, reduced efficiency, and lower financial predictability, reinforcing the need for effective natural resource management.</p>	<p>We apply an integrated and preventive approach to managing water and energy risks, supported by continuous monitoring and corporate policies. For water management, we conduct periodic vulnerability assessments using specialized tools and internal analyses that consider water availability, quality, regulatory exposure, stakeholder conflicts, media scrutiny, and facility location, including effluent considerations. Risk management measures include contingency planning, infrastructure investments to expand monitoring, strengthen water withdrawal security, enable reuse, and ensure treatment aligned with national and international standards. We also participate in watershed committees and set water efficiency targets to support continuous improvement.</p> <p>In energy management, we combine market strategies, operational efficiency, and regulatory governance measures. Key measures include source diversification, participation in the free market, long-term power purchase agreements (PPAs), and renewable self-generation. We also invest in equipment modernization, process optimization, and energy efficiency initiatives. Regulatory compliance is supported by a structured EHS management system, operated by specialized teams and backed by dedicated annual resources for risk mitigation.</p>	<p>Integrated water and energy management enhances operational efficiency, reduces costs, and strengthens resilience in adverse climate and regulatory conditions. In water management, monitoring, expanded measurement systems, and reuse and efficiency initiatives mitigate risks, support environmental compliance, and sustain operations. In electricity, the transition to renewable sources is being driven by regulatory developments and fossil fuel cost dynamics. Our strategy — based on wind and solar PPAs, complemented by contracts with varying durations and self-generation projects — reduces exposure to spot market volatility. These measures safeguard competitiveness, improve environmental performance, and enhance long-term energy supply predictability and security.</p>

Risk	Description	Risk Management Approach	Opportunities
<p><b>Foreign exchange and political and economic risks</b></p>	<p>We are exposed to risks arising from exchange rate fluctuations and political and economic instability, which may affect our competitiveness and operating and financial results. Exchange rate volatility — particularly between the U.S. dollar and the Brazilian real — affects the value of foreign currency-denominated assets and liabilities, may increase financial obligations, and can pressure costs, as a significant portion of our commodities is priced in U.S. dollars. Geopolitical uncertainty and global events — including international conflicts, regulatory instability, elevated interest rates, and trade tensions — may disrupt supply chains, increase input costs, affect global demand and export flows, and influence access to bilateral financing and capital markets.</p>	<p>Our foreign exchange hedging strategy includes the use of financial instruments such as non-deliverable forwards (NDFs) and currency swaps, as well as natural hedges arising from foreign currency-denominated assets and liabilities.</p> <p>We manage these risks through monthly financial risk committees that define, monitor, and adjust hedging strategies. These committees assess both the exposure of our operating results — based on projected foreign currency revenues — and balance sheet exposure, which may directly affect financial performance through exchange rate movements. During periods of heightened volatility or crisis, dedicated committees are convened to closely monitor conditions and oversee mitigation actions.</p>	<p>Opportunities include strengthening business intelligence capabilities and further diversifying our global footprint to reduce exposure to specific markets and risks.</p>
<p><b>Trade Barriers and market protection measures</b></p>	<p>MBRF is subject to trade barriers and protectionist measures imposed by importing countries, which may restrict or limit access to key export markets. The strong competitiveness of Brazilian food and protein exporters may prompt certain countries to implement tariff and non-tariff barriers, local subsidies, import quotas, or additional compliance requirements. More restrictive measures may reduce sales opportunities, increase compliance costs, and adversely affect operating results and global competitiveness.</p>	<p>We work to strengthen compliance with international regulations and continuously monitor trade and geopolitical developments across our markets.</p> <p>To mitigate the impact of tariff and non-tariff barriers, we diversify products and export destinations, track specific market requirements (including quotas, subsidies, and Halal certifications), and apply integrated supply and production planning. We also engage with trade associations, including ABPA, to support trade advocacy efforts and expand sustainable access to international markets.</p>	<p>We continue to enhance our processes, build trust with regulatory authorities, secure plant approvals, and actively participate in trade agreements that support our business and the requirements of different markets. We monitor our markets through specialized consultancies, local presence, trade associations, and other mechanisms, while strengthening capabilities for higher value-added products.</p>
<p><b>Data protection and cybersecurity</b></p>	<p>We are exposed to risks related to non-compliance with applicable data protection laws, which may result in fines, sanctions, and regulatory restrictions. Cyber incidents — including breaches, disruptions, or failures in information systems, including as a result of cyberattacks — may disrupt operations, lead to outages, result in loss or unauthorized disclosure of sensitive information, and negatively affect our reputation, financial performance, and stakeholder relationships.</p>	<p>We continuously strengthen our digital security through robust policies and technologies, regular system updates, backup practices, and recovery plans.</p> <p>We maintain ongoing employee training programs and controls aligned with legal requirements, including the Brazilian general data protection regulation (BR GDPR), covering data identification and classification, consent management, and continuous risk monitoring. This integrated approach enhances data protection and strengthens cyber resilience.</p>	<p>Continuous improvements in cybersecurity and data management create opportunities to build trust with customers and partners, enhance operational efficiency, and anticipate emerging risks. Investments in advanced technologies, automation, and intelligent monitoring support greater digital resilience, reinforce regulatory compliance, and strengthen our reputation in governance and data protection.</p>

Risk	Description	Risk Management Approach	Opportunities
<p><b>Sanitary restrictions</b></p>	<p>We are exposed to sanitary risks that may affect operational efficiency and continuity of supply to domestic and international markets. Outbreaks diseases with zotechnical or epidemiological impact may require preventive culling, suspension of slaughter operations, temporary interruption of commercial activities, and the imposition of restrictions by importing countries.</p> <p>These events may result in financial losses due to unrecoverable investments in animal production and sourcing, as well as additional costs related to mitigation measures, sanitary compliance actions, and potential disruptions in the logistics chain.</p>	<p>We implement a structured set of biosafety and sanitary compliance controls across the entire production chain. All animals delivered to our industrial sites must be accompanied by required documentation on origin and historical data on vaccination and the use of veterinary medications and products, in compliance with applicable regulations.</p> <p>The use of antimicrobials and other animal health inputs is monitored through dedicated verification systems, supported by audit programs and technical engagement with integrated producers and commercial partners.</p> <p>During processing, sanitary controls are reinforced through laboratory testing and official inspection procedures conducted in accordance with protocols established by the Federal Inspection Service (SIF), ensuring compliance with applicable regulations. In cases of non-compliance, corrective measures are implemented in accordance with regulations, including potential restrictions on supplying farms and mandatory mitigation actions.</p> <p>The integration of these controls enhances batch traceability, mitigates sanitary risks across the supply chain, and supports continued access to domestic and international markets.</p>	<p>Continuous improvement of biosafety practices across the supply chain represents a strategic opportunity to strengthen sanitary controls, prevent disease outbreaks, and enhance operational resilience to epidemiological events. Ongoing investments in technologies, protocols, and advanced biosafety practices improve process efficiency, reduce exposure to sanitary risks, and reinforce our position as a leader in food safety and responsible sanitary management. These measures support the sustainability of our production system, preserve access to key markets, and strengthen our credibility in global markets.</p>
<p><b>Food quality and safety</b></p>	<p>We are exposed to risks related to food quality and safety across our operations. Actual or perceived issues involving contamination, failures in sanitary controls, deviations from quality standards, or incidents across production, storage, transportation, or distribution may affect customer and consumer satisfaction, lead to negative publicity, and reduce product demand. These events may also result in production disruptions, product recalls, increased operating costs, and regulatory restrictions, directly affecting our ability to market products and maintain our reputation in highly regulated global markets.</p>	<p>We maintain high standards of food quality and safety through robust management systems aligned with regulatory requirements and international best practices. Our production facilities operate under certifications recognized by the Global Food Safety Initiative (GFSI), demonstrating the implementation of structured control programs, including Hazard Analysis and Critical Control Points (HACCP), Sanitation Standard Operating Procedures (SSOP), and Good Manufacturing Practices (GMP). Our Quality Policy outlines our commitment to food safety, strict regulatory compliance, and customer satisfaction. Corporate standards ensure consistent practices and controls across all facilities, while operational excellence programs — such as our Operational Excellence System (SEO) — support standardization, address non-conformities, and drive continuous improvement. Internal and external audits provide ongoing performance monitoring, enhancing reliability, regulatory compliance, and our reputation in the markets we serve.</p>	<p>Continuous improvement of food quality and safety systems creates opportunities to expand market access, differentiate our products based on reliability, and strengthen customer and consumer satisfaction. Expanding certifications, adopting advanced control technologies, and continuously improving processes enhance operational efficiency, reduce losses, and strengthen our reputation in a highly demanding industry.</p>

# GRI content index

**Statement of use** MBRF reported in accordance with the GRI Standards for the period from January to December 2025.

**GRI 1 standard used:** GRI 1: Foundation 2021

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
<b>GRI 2: General Disclosures 2021</b>						
The organization and its reporting practices	2-1 Organizational details	Pages 12 and 15.				
	2-2 Entities included in the organization’s sustainability reporting	Page 3.				
	2-3 Reporting period, frequency and contact point	Page 3.				
	2-4 Restatements of information	There were no significant restatements in the year.				
	2-5 External assurance	Page 207.				
Activities and workers	2-6 Activities, value chain and other business relationships	Pages 12, 13, 16, 50 and 66.			3	
	2-7 Employees	Pages 154 and 182.				
	2-8 Workers who are not employees	Page 154.			8, 10	
Governance	2-9 Governance structure and composition	Page 25.				
	2-10 Nomination and selection of the highest governance body	Page 25.				
	2-11 Chair of the highest governance body	Pages 25 and 26.				
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 25, 27 and 44.			16	
	2-13 Delegation of responsibility for managing impacts	Pages 25, 27, 41 and 44.			5, 16	
	2-14 Role of the highest governance body in sustainability reporting	Page 3.			16	
	2-15 Conflicts of interest	Pages 25, 38 and 39.			5, 16	
	2-16 Communication of critical concerns	Pages 27, 29 and 44.			16	
	2-17 Collective knowledge of the highest governance body	Page 28.				

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
Governance	2-18 Evaluation of the performance of the highest governance body	Page <a href="#">28</a> .				
	2-19 Remuneration policies	Page <a href="#">28</a> .				
	2-20 Process to determine remuneration	Page <a href="#">28</a> .			16	
	2-21 Annual total compensation ratio	In 2025, the ratio of the compensation for MBRF's highest-paid individual to the median individual compensation for employees was 696 times.				
Strategy, policies and practices	2-22 Statement on sustainable development strategy	Pages <a href="#">4</a> and <a href="#">5</a> .				
	2-23 Policy commitments	Pages <a href="#">31</a> , <a href="#">32</a> , <a href="#">38</a> , <a href="#">41</a> , <a href="#">114</a> and <a href="#">115</a> .				
	2-24 Embedding policy commitments	Pages <a href="#">31</a> , <a href="#">32</a> , <a href="#">38</a> , <a href="#">41</a> , <a href="#">114</a> and <a href="#">115</a> .				
	2-25 Processes to remediate negative impacts	Pages <a href="#">35</a> , <a href="#">41</a> and <a href="#">44</a> .				
	2-26 Mechanisms for seeking advice and raising concerns	Pages <a href="#">32</a> and <a href="#">35</a> .				
	2-27 Compliance with laws and regulations	In 2025, we did not identify any significant cases of non-compliance with laws and regulations across the environmental, regulatory (including notices of violation and enforcement proceedings), or consumer and marketing areas that resulted in fines or non-monetary sanctions. No fines were imposed or payments made during the period, including those related to non-compliance in prior reporting periods within the scope of this report. Significant non-compliance is defined as cases involving amounts exceeding R\$50 million or those with the potential for material reputational impact.				
	2-28 Membership associations	Page <a href="#">180</a> .			16	

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
Stakeholder engagement	2-29 Approach to stakeholder engagement	Page 181.				
	2-30 Collective bargaining agreements	Page 163.			8	
<b>GRI 3: Material Topics 2021</b>						
	3-1 Process to determine material topics	Page 45.			17	
	3-2 List of material topics	Page 46.				
<b>Material topics</b>						
<b>Climate change</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 69.				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Pages 48, 73 and 102.			8, 9	
	101-2 Management of biodiversity impacts	Pages 94, 100, 102, 104 and 105.			13	7
	101-4 Identification of biodiversity impacts	Pages 54, 104 and 147.				
		Pages 54, 62 and 103.				
	101-5 Locations with biodiversity impacts	We understand that, within our supply chain, the primary impact on biodiversity is related to deforestation. As we operate based on a deforestation risk map, priority areas are concentrated in Brazil.				
	101-6 Direct drivers of biodiversity loss		Fully omitted	Information unavailable /incomplete.		There is insufficient information for the reporting period to identify and assess the direct drivers of biodiversity loss, as required for this disclosure.

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact	
			Omitted requirement	Reason			Explanation
GRI 101: Biodiversity 2024	101-7 Changes to the state of biodiversity		Fully omitted	Information unavailable /incomplete.			There is insufficient information for the reporting period to disclose changes in biodiversity status, including ecosystem condition, species, or habitats, as required for this disclosure.
	101-8 Ecosystem services		Fully omitted	Information unavailable /incomplete.			There is insufficient information for the reporting period to identify and disclose impacts, dependencies, or interactions between our activities and ecosystem services, as required for this disclosure.
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	In 2025, we continued our assessment of physical and transition climate risks and initiated the mapping of broader sustainability risks. Additional information will be disclosed in our IFRS thematic report.	Partially omitted	Information unavailable /incomplete.	13	7	We are further developing our analysis of climate-related risks and opportunities, including pricing considerations, in line with IFRS S2 guidelines. This analysis will be incorporated into the report to be published in accordance with CVM Resolution N° 193, beginning in 2027 (covering fiscal year 2026).
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 78, 184 and 185.			3, 12, 13, 14, 15	7, 8	
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 78, 184 and 185.			3, 12, 13, 14, 15	7, 8	
	305-3 Other indirect (Scope 3) GHG emissions	Pages 78, 184 and 185.			3, 12, 13, 14, 15	7, 8	

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Pages <a href="#">78</a> and <a href="#">185</a> .			13, 14, 15	8
	305-5 Reduction of GHG emissions	Pages <a href="#">48</a> and <a href="#">78</a> .			13, 14, 15	8, 9
	305-6 Emissions of ozone-depleting substances (ODS)	Page <a href="#">185</a> .			3, 12	7, 8
	305-7 NOX, SOX, and other significant air emissions		Fully omitted	Information unavailable /incomplete.	While we confirm full compliance with applicable environmental regulations, as this is a transition year for the Company, we do not yet have a consolidated system in place to monitor and report these emissions. We recognize the importance of this topic and are working to establish processes that will enable consistent reporting in future cycles.	3, 12, 14, 15
<b>Natural resources</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <a href="#">93</a> .				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page <a href="#">186</a> .			7, 8, 12, 13	7, 8
	302-2 Energy consumption outside of the organization	Page <a href="#">186</a> .			7, 8, 12, 13	8
	302-3 Energy intensity	Page <a href="#">186</a> .			7, 8, 12, 13	8

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact	
			Omitted requirement	Reason			Explanation
GRI 302: Energy 2016	302-4 Reduction of energy consumption		Fully omitted	Information unavailable /incomplete.	In this reporting cycle, we have opted to omit this indicator, as this is the first inventory conducted jointly by MBRF. The integration process resulting from the merger requires the harmonization of methodologies, data sets, and reporting systems, which precluded the proper consolidation of 2024 data and, consequently, the necessary comparability. With the establishment of this integrated framework, we expect to report these indicators consistently in future cycles, with a comparative baseline starting from 2025.	7, 8, 12, 13	8, 9
	302-5 Reductions in energy requirements of products and services		Fully omitted	Information unavailable /incomplete.	In this reporting cycle, we have opted to omit this indicator, as this is the first inventory conducted jointly by MBRF. The integration process resulting from the merger requires the harmonization of methodologies, data sets, and reporting systems, which precluded the proper consolidation of 2024 data and, consequently, the necessary comparability. With the establishment of this integrated framework, we expect to report these indicators consistently in future cycles, with a comparative baseline starting from 2025.	7, 8, 12, 13	8, 9

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 94 and 98.			6, 12	
	303-2 Management of water discharge related impacts	Page 100.			6	
	303-3 Water withdrawal	Pages 95, 96, 97 and 98.			6	7, 8
	303-4 Water discharge	Page 102.			6	8
<b>Health, safety and well-being</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 173.				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 166.			3, 8, 12	
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 166 and 169.			3, 8, 12	
	403-3 Occupational health services	Page 173.			8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 166, 170 and 171.			8, 16	
	403-5 Worker training on occupational health and safety	Page 172.			8	
	403-6 Promotion of worker health	Pages 172, 174, 176 and 178.			3, 8, 12	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 170.			8	
	403-8 Workers covered by an occupational health and safety management system	Page 166.			8	
	403-9 Work-related injuries	Page 168.			3, 8, 12, 16	
	403-10 Work-related ill health	Page 176.			3, 8, 16	

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
<b>Product quality and safety</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 129.				
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pages 135 and 136.			3, 12	
	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	Page 135.			16	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 138.			3, 12	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 139.			16	
	417-3 Incidents of non-compliance concerning marketing communications	Page 139.			16	
<b>Human rights and labor relations</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 38 and 157.				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 155 and 182.			5, 8, 10	6
	405-2 Ratio of basic salary and remuneration of women to men	Page 162.			5, 8, 10	6
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 117.			5, 8	6
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 163.			8	3
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 115.			5, 8, 16	5

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page <a href="#">115</a> .			5, 8	4
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	In 2025, no violations of Indigenous peoples' rights were identified, and no such cases were reported through our reporting channels. Accordingly, there were no cases to investigate, address, or report on in terms of resolution status during the period.			2	1
	414-1 New suppliers that were screened using social criteria	Pages <a href="#">38</a> and <a href="#">62</a> .			5, 8, 12, 16	2, 8
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Pages <a href="#">54</a> , <a href="#">63</a> and <a href="#">65</a> .	c.	Information unavailable /incomplete.	5, 8, 16	2, 8
<b>Communities surrounding our operations</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <a href="#">114</a> .				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages <a href="#">114</a> , <a href="#">121</a> and <a href="#">125</a> .			5, 9, 11	
	203-2 Significant indirect economic impacts	Pages <a href="#">114</a> , <a href="#">120</a> , <a href="#">125</a> and <a href="#">127</a> .			3, 8, 10	

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact	
			Omitted requirement	Reason			Explanation
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	In 2025, 59% of our operations conducted local community engagement activities or participated in impact assessments or community development programs. This percentage reflects the share of active Social Impact Committees during the period (49 committees) relative to our total global operations (82 sites).				1	
GRI 413: Local Communities 2016	413-2 Operations with significant actual or potential negative impacts on local communities	Page <a href="#">120</a> .	a-ii.	Information unavailable /incomplete.	We do not have a formal impact assessment conducted at the individual operational site level to identify and disclose location-specific impacts.	1, 2	1
<b>Ethics, integrity and transparency</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <a href="#">29</a> .					
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page <a href="#">29</a> .				16	10
	205-2 Communication and training on anti-corruption policies and procedures	Page <a href="#">33</a> .				16	10
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	In 2025, we received 5,004 reports through our whistleblowing channel. No cases of corruption were substantiated, and there were no dismissals, terminations of contracts with business partners, or legal proceedings related to corruption during the period.				16	10
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2025, there were no legal actions for anti-competitive behavior, anti-trust, or monopoly practices				16	
GRI 207: Taxes 2019	207-1 Approach to tax	Page <a href="#">39</a> .				1, 10, 17	
	207-2 Tax governance, control and risk management	Page <a href="#">39</a> .				1, 10, 17	
GRI 415: Public Policy 2016	415-1 Political contributions	Page <a href="#">34</a> .				16	10

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	Page 152.			16	
<b>Animal welfare</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80.				
<b>Management, transparency and traceability of the supply chain</b>						
	3-3 Management of material topics	Page 50.				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	We define local suppliers as those operating in the same country as our production sites. All volumes procured from these partners comply with our purchasing policies. In 2025, in Brazil, spending on local grain suppliers accounted for 86% of total procurement of this input. The share of local suppliers in total supplier spend was 81%.	b and c.	Information unavailable /incomplete.	In this reporting cycle, we present data for Brazil, as it represents the largest share of supplier spend. In future cycles, we intend to expand the analysis to provide a more comprehensive view, covering all Company locations.	8
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 62 and 65.				
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 54, 63 and 66.				
<b>Waste and packaging</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 105.			3, 6, 11, 12, 15	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 108.			3, 6, 11, 12	
	306-2 Management of significant waste-related impacts	Pages 105 and 108.			3, 6, 8, 11, 12	
	306-3 Waste generated	Pages 106 and 107.			3, 6, 11, 12, 15	
	306-4 Waste diverted from disposal	Pages 106 and 107.				
	306-5 Waste directed to disposal	Pages 106 and 107.			3, 6, 11, 12, 15	

GRI Standard	Disclosure	Location/direct response	Omission		SDG	Global Compact
			Omitted requirement	Reason		
<b>Strategic topics not deemed material to the Company</b>						
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page <a href="#">22</a> .			8, 9	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page <a href="#">112</a> .	Fully omitted	Information unavailable /incomplete.	Data related to Marfrig operations are not included; we intend to incorporate them in the next reporting cycle.	8, 12, 7, 8
GRI 301: Materials 2016	301-2 Recycled input materials used	In 2025, no recycled materials were used in food-contact packaging due to regulatory restrictions.			8, 12	8
	301-3 Reclaimed products and their packaging materials	Page <a href="#">112</a> .			8, 12	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages <a href="#">156</a> and <a href="#">183</a> .			5, 8, 10	6
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Full-time employees receive additional benefits not available to temporary or part-time employees, including health and dental insurance, life insurance, private pension, a stock purchase plan, health and well-being programs, and parental leave. Extended parental leave and private pension benefits are limited to BRF.			3, 5, 8	
	401-3 Parental leave	Page <a href="#">183</a> .			5, 8	6
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page <a href="#">161</a> .			4, 8	6
	404-2 Programs for upgrading employee skills and transition assistance programs	Page <a href="#">159</a> .			8	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page <a href="#">161</a> .	Fully omitted	Information unavailable /incomplete.	Data related to Marfrig operations are not included; we intend to incorporate them in the next reporting cycle.	5, 8, 10, 6

# SASB content index

Topic	Metric	Code	Page / Direct response	Category	Unit of measure
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-MP-110a.1	Page <a href="#">78</a> .	Quantitative	Metric tons (tCO <sub>2</sub> e)
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-MP-110a.2	Page <a href="#">78</a> .	Discussion and Analysis	n/av
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	FB-MP-130a.1	Page <a href="#">186</a> .	Quantitative	Gigajoules (GJ), Percentage (%)
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-MP-140a.1	Pages <a href="#">95</a> , <a href="#">96</a> , <a href="#">97</a> and <a href="#">98</a> .	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)
	Discussion of water management risks and description of strategies and practices to mitigate those risks	FB-MP-140a.2	Page <a href="#">97</a> .	Discussion and Analysis	n/av
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	FB-MP-140a.3	In 2025, we recorded 1,688 cases of non-compliance related to water quality permits, standards, and regulations, identified through continuous monitoring under our self-monitoring program. Of these, 1,528 were associated with physico-chemical parameters and 160 with microbiological parameters.	Quantitative	Number
Land Use & Ecological Impacts	Amount of animal litter and manure generated, percentage managed according to a nutrient management plan	FB-MP-160a.1	Page <a href="#">67</a> . In 2025, our LatAm operations generated 32,739.61 tons of animal litter and manure.	Quantitative	Metric tons (t), Percentage (%)
Food safety	Global Food Safety Initiative (GFSI) audit: (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	FB-MP-250a.1	Pages <a href="#">136</a> and <a href="#">137</a> .	Quantitative	Rate

Topic	Metric	Code	Page / Direct response	Category	Unit of measure
Food safety	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program	FB-MP-250a.2	Page <a href="#">131</a> .	Quantitative	Percentage (%)
	1) Number of recalls issued and (2) total weight of products recalled	FB-MP-250a.3	Page <a href="#">137</a> .	Quantitative	Number of metric tons
	Discussion of markets that ban imports of the entity's products	FB-MP-250a.4	Page <a href="#">134</a> .	Discussion and Analysis	n/av
Animal Care & Welfare	Percentage of swine produced without the use of gestation crates	FB-MP-410a.1	Page <a href="#">85</a> .	Quantitative	Percentage (%) by weight
	Percentage of cage-free shell egg sales	FB-MP-410a.2	Pages <a href="#">49</a> and <a href="#">84</a> .	Quantitative	Percentage (%)
	Percentage of production certified to a third party animal welfare standard	FB-MP-410a.3	Page <a href="#">88</a> .	Quantitative	Percentage (%) by weight
Environmental & Social Impacts of Animal Supply Chain	Percentage of supplier and contract production facilities verified to meet animal welfare standards	FB-MP-430a.2	Page <a href="#">88</a> .	Quantitative	Percentage (%)
Activity Metrics	Number of processing and manufacturing facilities	FB-MP-000.A	Page <a href="#">15</a> .	Quantitative	Number

# Integrated Report index

Pillars	Item	Requirements	Where addressed/page	
	Form of report and relationship with other information	An integrated report should be a designated, identifiable communication.	Page 3.	
Use of Framework	Application of the Framework	Any communication claiming to be an integrated report and referencing the <IR> Framework should apply all the requirements identified in bold italic type unless:	Throughout the report.	
		The unavailability of reliable information or specific legal prohibitions results in an inability to disclose material information		
		In the case of the unavailability of reliable information or specific legal prohibitions, an integrated report should: Indicate the nature of the information that has been omitted; Explain the reason why it has been omitted; In the case of the unavailability of data, identify the steps being taken to obtain the information and the expected time frame for doing so.	Page 191 onward.	
	Responsibility for the integrated report	An integrated report should include a statement from those charged with governance that covers: An acknowledgement of their responsibility to ensure the integrity of the integrated report Their opinion or conclusion about whether, or the extent to which, the integrated report is presented in accordance with the <IR> Framework	Pages 4, 5 and 6.	
Guiding principles	Strategic focus and future orientation	An integrated report should provide insight into the organization’s strategy, and how it relates to the organization’s ability to create value in the short, medium and long term, and to its use of and effects on the capitals	Pages 9, 21, 22 and throughout the report.	
	Connectivity of information	An integrated report should show a holistic picture of the combination, interrelatedness and dependencies between the factors that affect the organization’s ability to create value over time	Page 14 and throughout the report	
	Stakeholder relationships	An integrated report should provide insight into the nature and quality of the organization’s relationships with its key stakeholders, including how and to what extent the organization understands, takes into account and responds to their legitimate needs and interests	Page 181.	
	Materiality	An integrated report should disclose information about matters that substantively affect the organization’s ability to create value over the short, medium and long term	Pages 45 and 46 and throughout the report.	
	Conciseness	An integrated report should be concise	Throughout the report.	
	Reliability and completeness	An integrated report should include all material matters, both positive and negative, in a balanced way and without material error	Throughout the report.	
	Consistency and comparability		The information in an integrated report should be presented:	
			<ul style="list-style-type: none"> <li>on a basis that is consistent over time;</li> <li>in a way that enables comparison with other organizations to the extent it is material to the organization’s own ability to create value over time.</li> </ul>	Throughout the report.

Pillars	Item	Requirements	Where addressed/page
Content elements	Organizational overview and external environment	The Report should answer the question: What does the organization do and what are the circumstances under which it operates?	Pages <a href="#">12</a> , <a href="#">13</a> and <a href="#">16</a> .
	Governance	The Report should answer the question: How does the organization's governance structure support its ability to create value in the short, medium and long term?	Pages <a href="#">25</a> , <a href="#">26</a> , <a href="#">27</a> and <a href="#">44</a> .
	Business model	The Report should answer the question: What is the organization's business model?	Page <a href="#">14</a> .
	Risks and opportunities	The Report should answer the question: What are the specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term, and how is the organization dealing with them?	Pages <a href="#">41</a> , <a href="#">42</a> , <a href="#">97</a> , <a href="#">169</a> and <a href="#">187</a> .
	Strategy and resource allocation	The Report should answer the question: Where does the organization want to go and how does it intend to get there?	Pages <a href="#">4</a> , <a href="#">5</a> , <a href="#">6</a> , <a href="#">17</a> , <a href="#">18</a> , <a href="#">19</a> and <a href="#">20</a> , and throughout the report.
	Performance	The Report should answer the question: To what extent has the organization achieved its strategic objectives for the period and what are its outcomes in terms of effects on the capitals?	Pages <a href="#">48</a> and <a href="#">49</a> .
	Outlook	The Report should answer the question: What challenges and uncertainties is the organization likely to encounter in pursuing its strategy, and what are the potential implications for its business model and future performance?	Throughout the report
	Basis of presentation	The Report should answer the question: How does the organization determine what matters to include in the integrated report and how are such matters quantified or evaluated?	Page <a href="#">3</a> .

# Statement of Assurance on the Integrated Report GRI 2-5



## Limited Independent Verification Statement

MARFRIG GLOBAL FOODS S.A (MBRF) - Process code: 34\_2025

Verification Team: Lúcio Henrique Bianchi Dos Santos

MARFRIG GLOBAL FOODS S.A (MBRF) has hired Instituto Totum to conduct an independent verification of its 2025 Integrated Report.

The information published in the report is the sole responsibility of MARFRIG GLOBAL FOODS S.A (MBRF).

Instituto Totum responsibilities are limited to the activities described in this statement.

**Conclusion:** Based on the procedures carried out by the Instituto Totum and the evidence obtained, there was insufficient evidence to discredit the information contained in the 2025 Integrated Report of MARFRIG GLOBAL FOODS S.A (MBRF) as incorrect and in accordance with the reference standard (Global Reporting Initiative – GRI), in the “Compliant” option, encompassing elements of Integrated Reporting (IR) from the International Financial Reporting Standards (IFRS) Foundation and indicators for the food and beverage sector (Meat, Poultry & Dairy) from the Sustainability Accounting Standards Board (SASB).

The scope and limits of the work are restricted to the verification of the 2025 Integrated Report, in accordance with the standards and principles of the Global Reporting Initiative – GRI (reference standard), with a view to the elements of Integrated Reporting (IR) and sectoral indicators for the food and beverage area of the Sustainability Accounting Standards Board (SASB), with the verification level adopted being Limited, following the requirements of the ISAE 3000 (revised) standard. The Totum Institute did not perform any activity and did not express any conclusion that could be published outside the defined scope, for the period of compliance with the established reference standard (January 1 to December 31, 2025). Attached to this Independent Limited Assurance Statement is the Checklist extracted from the Totum Indicator Verification System – STVI).

### Factual Basis of Conclusion

The Instituto Totum assessed the accuracy of the content and alignment of the report based on the requirements of the GRI Sustainability Reporting Standards 2021 and its contents: GRI 2 General Content 2021 and the requirements of the specific standards GRI 200, GRI 300 and GRI 400, according to the material topics identified by MARFRIG GLOBAL FOODS S.A (MBRF), as well as the contents of the Meat, Poultry & Dairy Sustainable Industry standard, version 06-2023 of the Sustainability Accounting Standards Board (SASB) and elements of Integrated Reporting (IR) from the International Financial Reporting Standards (IFRS) Foundation.

Through the process described in this report. Planned and executed a limited assurance verification engagement, with the objective of minimizing the risks of non-detection of material errors in relation to the reference standard, including, but not limited to:

- Allocation of a qualified verification team with respect to the scope of work and reference standard;
- Conducting interviews with key personnel of the organization to gain knowledge about the processes, systems and controls used;
- Verification of data, information and documented records of the organization itself;
- Critical analysis of the verified evidence within the context of compliance with the reference standard;
- List of requested clarifications, observations and corrective actions attached to this statement.

The level of verification adopted was Limited, in accordance with the requirements of the cited reference standards, incorporated into the internal verification protocols of the Totum Institute.

### Inherent Limitations

The documentary audit work was based on sampling of existing data and information. The assurance provided by Instituto Totum is based on the premise that the data and information were provided by the client in good faith. There are inherent limitations to the limited verification process. The list of observations and notes made in the verification process is not intended to be a complete list of discrepancies in relation to the reference standard in the audited scope. Any items considered “compliant” based on sampling are not necessarily free from real or potential problems. The work performed in a verification with a limited confidence level varies in nature, timeframe, and is less extensive and in-depth than work performed in a verification with a reasonable confidence level. Instituto Totum planned and executed the work to obtain evidence considered sufficient to support its opinion, and the risk associated with this conclusion is reduced, but not reduced to the point of being very low. The report attests only to what was found within the analyzed sample. Instituto Totum expressly disclaims any liability for any decision by any person or organization based on this Independent Limited Assurance Report.

The following information was excluded from this verification:

- Activities outside the reported period;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;

### Independence

Instituto Totum has internal policies and guidelines to ensure that the certification body itself, its verification team, and internal team are independent of the client's activities.

The team that conducted this verification has extensive knowledge in verifying information and systems involving environmental, social, health, safety, and ethical issues.

# Verification Statement of the Greenhouse Gas Emissions Inventory



## Verification of Greenhouse Gas (GHG) Inventory

Totum Institute declares that

### **MBRF**

Located in Av. das Nações Unidas, 14401 – Andar 28 – Sala 01 – Vila Gertrudes - São Paulo - SP

Had its GHG inventory verified and it complies to

### **Specifications of the Brazilian GHG Protocol Program**

Verification Standard: Brazilian Program Verification Specifications GHG Protocol and ABNT NBR ISO 14064-3

Process number: 1270-26

Inventory Year: 2025

Confidence Level: Limited

Details: Declaration of Verification N° 1270-26 attached to this Certificate

São Paulo, 08th April 2026

INSTITUTO TOTUM

Fernando Giachini Lopes – Technical Director

Av. Paulista, 2439 - 13º andar - Cj. 132

Bela Vista - São Paulo/SP - Brazil



FM.REL.116.02

To check the authenticity of this certificate, visit <http://www.institutototum.com.br>

# MBRF



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#### GRI Consulting, Content and Design

Juntos | Approach Comunicação

#### Photo Credits

MBRF archives and Adobe stock images

#### Proofreading

Catalisando Conteúdo

#### Materiality

Consultoria REVER