

integrated
report
2024



table of contents

1

our business model	12
global presence	13
portfolio and brands	14
operating context	15
BRF+ 2.0	20
business performance	21

2

corporate governance	26
compensation practices	29
ethics and compliance	30
corporate risk management	41

3

sustainability governance	48
materiality	50
commitments and results	53
3.1 sustainable sourcing	56
3.2 climate change	69
3.3 animal welfare	79
3.4 natural resources	88
3.5 waste and packaging	95
3.6 social impact	100

4

quality management	107
BRF quality system	108
product responsibility	109
satisfaction of clients and customers	113

5

digital journey	117
initiatives by area	119

6

people management	127
health and safety	138

about the report	145
GRI contents and other indicators	146
GRI content summary	155
summary of Integrated Report requirements	168
SASB summary	170
TCFD recommendations	172
Independent Limited Assurance Declaration	173
credits	175

| table of contents

— **about the report**

| message from the leadership

| ESG highlights

| awards, recognitions and rankings

| 1 BRF: feeding the future

| 2 our governance

| 3 sustainability platform

| 4 quality

| 5 digital transformation and innovation

| 6 people management and health and safety

| annexes



about this report

We present BRF's 2024 Integrated Report, a document that communicates to our stakeholders the initiatives, achievements, and challenges of the year in our value creation journey and Sustainability Platform.

The publication also highlights the new material topics, which are the main reference for managing our sustainability. Their respective information is spread throughout the report as these aspects are addressed. Learn more in Materiality, on [page 50](#).

Throughout the report, we present our strategic actions and key performance indicators used to measure achieved results, along with our main projects, investments, external recognitions, and future outlook.

Sustainability is a key part of our journey, addressed in a dedicated chapter that offers a comprehensive view of our sustainability platform and its integration across every stage of our operations



For questions, suggestions, or comments, please contact us via email at acoes@brf.com, or by phone at **+55 11 2322-5377**. GRI 2-3

- | table of contents
- | about the report
- message from the leadership**
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

message from the leadership GRI 2-22

The record results we present in 2024 reflect the consistency of the work we started two years ago, focusing on operational efficiency, financial discipline, and capturing market opportunities. We reached R\$ 61.4 billion in net revenue, 14% more than in 2023, marking a historic number. We also reported record figures in net income, reaching R\$ 3.7 billion, EBITDA of R\$ 10.5 million, and a margin of 17.4%. Our cash generation was R\$ 6.5 billion, the highest ever reported by BRF, while leverage decreased from 2.01x in 2023 to 0.79x in 2024.

In 2024, BRF+ 2.0 surpassed the boundaries of an efficiency plan and continues driving the high performance that is already part of our culture, capturing R\$ 1.5 billion in the year. This was also the year we celebrated 80 years of Sadia and 90 years of Perdigão, brands that are synonymous with quality and trust, and continue to gain market share in all categories. Additionally, we ended 2024 with a record in our Christmas commemorative product campaign. Consumer recognition is the result of our commitment to excellence and innovation in everything we do.

In the first full year of Marfrig's ownership control, we made progress in the strategy of a global multi-protein platform. We united the main brands

of both companies in Brazil and defined Sadia as the leading brand for the international expansion of the beef portfolio. The integration of best practices, such as direct sourcing of inputs and improvements in operational efficiency, brought significant results in the region, reflected in increased sales and expanded product distribution.

Our vision for the future is global, and in 2024, we further expanded our international presence, gaining 84 new export certifications across various continents and increasing our operations in 117 countries. In addition, we acquired a processed foods factory in Henan, China, and invested in Addoha Poultry Company in Saudi Arabia. These advancements help diversify our operational geography, mitigate risks, and maximize the company's revenue.

Today, with a diversified portfolio and over 440,000 customers served worldwide, we continue to strengthen our market presence, feeding the future with solutions that expand the product offering according to each country's profile, thus meeting the needs of consumers.

In the EESG agenda, we consolidated significant progress in sustainability and the improvement of our governance standards.



Marcos Molina • Chairman of the Board of Directors



Miguel Gularte • CEO of BRF

For the 18th consecutive year, we were recognized by the market for practices, maintaining inclusion in both the ISE portfolio and the Efficient Carbon Index (ICO2), initiatives of B3. We also advanced in ratings such as FAIRR and CDP, achieving a leadership score (A-) in two of the three assessed dimensions: water security and forests.

In the Climate Change area, we had our targets approved by the Science Based Targets Initiative (SBTi), becoming the first company in the Brazilian food sector to have validated targets, following the new FLAG methodology, which considers emissions from forests, land use, and agriculture.

In our pursuit of a deforestation-free supply chain, we achieved 100% control and monitoring of the grain supply chain across all biomes in Brazil, advancing our commitment by one year.

In the renewable energy sector, BRF has been making progress with the goal of achieving 100% renewable electricity by 2030. By the end of the year, 53% of the company's electricity was already sourced from renewable sources.

Regarding animal welfare, our practices ensured that we achieved 100% certification of animal welfare in all poultry and swine slaughter units worldwide. The milestone was achieved with the certification of operations in Turkey, which added to the Brazilian units, already certified since 2023.

In terms of human capital, we prioritize the development and well-being of our employees, investing in education and training programs aimed at the professional and personal growth of all. Among the initiatives we implemented are the promotion of 8,500 employees and the distribution of over two thousand scholarships. In addition, we closed 2024 with the lowest absenteeism rates in the last four years and the lowest turnover rate since 2Q21.

We maintain our commitment to promoting an inclusive and diverse work environment that values the uniqueness of each employee and provides equal opportunities for all.

In 2024, we also took action to address the impacts of the heavy rains that hit Rio Grande do Sul in May. The BRF Institute launched the +Juntos

pelo Sul Campaign, in partnership with BRF and Marfrig, raising over R\$ 6 million to support the victims of the floods. The initiative demonstrates our commitment to social responsibility and supporting the communities where we operate.

We thank all our employees, integrated producers, suppliers, communities, customers, consumers, Board of Directors, shareholders, and investors for their trust and partnership in our journey. Everyone was part of the progress that marked the year and is a key component in the value generated and delivered to society as a whole.

We believe that the diversity of ideas and perspectives is essential for innovation and the success of our business.

Miguel Gularte
CEO of BRF

Marcos Molina
Chairman of the Board of Directors

- | table of contents
- | about the report
- | message from the leadership
- **ESG highlights**
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

ESG highlights

100% monitoring of direct and indirect grain suppliers across Brazil's biomes



The 1st company in the Brazilian food sector to have FLAG **climate targets approved by the SBTi**

We reduced water consumption by 11.4% compared to the base year 2020

53% of electricity sourced from **renewable sources**

93% of our product **packaging** is recyclable, reusable, or biodegradable

100% environmental compensation for the packaging of Qualy, Hot Bowls, and Mac N'Cheese

100% of our slaughter units **certified in animal welfare**



R\$ 6 million raised by the “+ Juntos pelo Sul” campaign from the BRF Institute to support the flood victims in Rio Grande do Sul

600 volunteer actions carried out in the regions where we operate

8,500 people promoted **+ 2,700** leaders trained



BRF reports the **best Frequency Rate (of accidents)** among companies in the sector globally (3.98)

With record-breaking results, BRF achieves its best year in history

We obtained **84 new** export approvals across different continents

R\$ 61.4 billion in net revenue, 14% higher than in 2023

EBITDA of **R\$ 10.5 billion** and a margin of 17.4%

R\$ 3.7 billion in net income

BRF+ 2.0 captured **R\$ 1.5 billion**

The company's **leverage decreased** from 2.01x in 2023 to 0.79x in 2024

Sadia holds a **37.4%** market share in the Gulf countries.

Banvit leads the Turkish market with a 25.7% share

Qualy remains the **best-selling** margarine in Brazil

awards and recognitions

Brands

Sadia

Top of Mind 2024 by Datafolha
Most remembered brand in Christmas dinner (Top Festas for two consecutive years) **and in Calabrese sausage** (for three consecutive years)

Kantar BrandZ 2024
Brazil's Most Valuable Food Brand
2nd brand in the overall ranking for consumer experience and trust
24th most valuable brand in Brazil in the overall ranking

Reclame Aqui Award
1st place in the category Perishable and Frozen Foods – Large Operations

LoveBrands 2024 by Ecglobal
1st place in the Meat and Processed Meat category for two consecutive years (2023 and 2024)

Brand Finance Award 2024
Brazil's **Most Valuable Food Brand**

The Best of São Paulo 2024 by Datafolha
1st place among the favorite market brands in the categories of Chicken, Calabrese Sausage, Salami, Ham, and Sausage

Top of Mind of the Favelas 2024 by Novo Outdoor Social/Grupo NOS
1st place among the most recalled food brands

Paladar Estadão 2024
Best Tender in the market
2nd best Ancho beef (Sadia Bassi)



Reclame Aqui Award
3rd place in the Food category – Pet Large Operations



PERDIGÃO

Paladar Estadão
1st place in the category Best Tuscan Sausage on the Market

LoveBrands 2024 by Ecglobal
2nd place among the most famous brands in the Meat and Meat Products category

Reclame Aqui Award
2nd place in the category Perishable and Frozen Foods – Large Operations



Top of Mind 2024
1st place in the Margarine category for the 19th consecutive time

Reclame Aqui Award
2nd place in the Dairy Foods category

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- **awards, recognitions and rankings**
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

ESG awards, recognitions and rankings

BRF achieved a **leadership score of A-** in two out of the three categories assessed by CDP: Water Security and Forests (palm oil, soy, wood)



BRF is a **leader in the poultry and pork segment** in the Benchmark on Farm Animal Welfare (BBFAW), the world's leading ranking for farm animal welfare management



BRF was **ranked the 4th best** company in ESG/ Socioenvironmental practices in the Food and Beverage sector in the 2024 Época NEGÓCIOS 360° Yearbook



BRF is the **top-performing company** among chicken producers and second among pork producers in the Coller FAIRR Protein Producer Index, published by the FAIRR Initiative



We are **ranked 12th** among the 339 companies in the Processed Foods (Packaged Foods) sector evaluated in the index



Winner in the Ethics, Integrity and Compliance category with the Integrity Week initiative



For the **18th consecutive year**, BRF is included in the Corporate Sustainability Index (ISE) and, for the **14th time**, in the Carbon Efficient Index (ICO2), both from B3



We achieved, **for the third consecutive year, the Gold category** in the ranking maintained by Mercy for Animals, which recognizes companies for their commitment to best practices in animal welfare



In the 20th edition of the Melhores do Agronegócio Award, promoted by Globo Rural, we advanced to **4th place in the overall ranking and in the Poultry and Pork segment**, climbing one position compared to 2023



We have been awarded for the **15th consecutive time, the Gold Seal** of the Brazilian GHG Protocol Program, the highest certification level awarded to companies that meet transparency criteria in publishing their greenhouse gas emissions inventories.



BRF **ranks 2nd in the "Public Company" category** and was acknowledged for corporate governance at the Abrasca Annual Report Award. The award, held by the Brazilian Association of Publicly Traded Companies (Abrasca) in collaboration with B3, recognizes the highest standards in Annual Reports and corporate reporting practices in Brazil





integrated
report
2024

in this chapter:

- our business model
- global presence
- portfolio and brands
- operating context
- BRF+ 2.0
- business performance



1 BRF: feeding the future

Material topic: Product safety and quality



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

BRF: feeding the future GRI 2-1, 2-6

BRF sells approximately 5 million tons of food per year, committed to bringing safety, quality, and integrity from the field to the table. In 2024, Perdigão celebrated 90 years and is the most chosen food brand in Brazil¹. Sadia, the most valuable Brazilian food brand², celebrated 80 years. We also own Qualy, a margarine brand present in seven out of ten Brazilian households.

Our head office is located in Itajaí (SC), in Brazil. We have 45 manufacturing plants (37 in Brazil, three in Turkey, three in the Middle East – two in Saudi Arabia and one in the United Arab Emirates –, one in China and one in Paraguay) and 101 distribution centers, exporting products to 117 countries. Additionally, we have a network of 8,400 integrated producers and over 30,000 business partners.

In 2024, we launched the campaign “Side by side, feeding the future”, with BRF and Marfrig aligned as a global multiprotein platform. We offer the four

main proteins – beef, pork, chicken, and turkey – as well as plant-based products and ready-to-eat meals that meet nutritional needs and market demands, such as products with Halal certification.

We have expanded our operations by acquiring our first processed food production plant in China, investing in a joint venture with Addoha Poultry Company, a poultry slaughter business in Saudi Arabia, and announcing an agreement to acquire a 50% share in Gelprime, a company specializing in gelatin and collagen.

BRF+ 2.0 drives our commitment to greater efficiency, fostering a culture of high performance and continuous improvement. Our Sustainability Platform provides the structure for setting goals, measuring progress, and managing initiatives that promote socioeconomic development, with a focus on environmental stewardship, animal welfare, and ethics & transparency.

These achievements include our nearly 100,000 employees, making us one of the largest employers in Brazil, as well as more than 440,000 clients served through our own retail network. Our goal is to continue generating a positive impact both for the business and beyond.

BRF S.A. is a publicly-held corporation. Since December 2023, Marfrig has been the controlling shareholder, holding a 50.49%³ stake, in a partnership that has enabled us to uncover new opportunities every day. Among the potential avenues for joint value creation are the merger of their main brands in Brazil: Sadia Bassi and Perdigão Montana, as well as the designation of Sadia as the main brand for expanding the **beef portfolio in the international market.** GRI 2-6

present in
117 countries



100,000
employees



¹ Brand Footprint 2023 survey by Kantar.
² BranZ 2024 Most Valuable Brand Survey, by Kantar.
³ For January 2025.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings

1 BRF: feeding the future

- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

BRF Pet

Created from expertise and integration of the supply chain, using animal protein flour as an input in our processes. In 2024, we produced 9,000 tons of high nutrition quality animal food. We have five manufacturing units, four in Brazil and one in Paraguay, and we export products from 20 brands to more than 20 countries. We follow trends, such as natural food, with two market-leading brands: Biofresh and Guabi Natural. To enhance our portfolio, in 2024, we focused on producing snacks and wet food, as well as expanding our product range for cats.

BRF Ingredients

An efficient and innovative business unit dedicated to producing high-value ingredients from by-products of the agribusiness chain, such as viscera, bones, and blood. We have 31 production units for Ingredients in Brazil, across seven different states, supplying the markets of Animal Nutrition, Food Ingredients, Human Health, and Plant Nutrition.



our business model GRI 2-6



Our capitals

Human

+ 100,000 employees

Multicultural, diverse, and with deep knowledge of markets, habits, and lifestyles

Social

Around 8,400 integrated producers

+ 440,000 clients

Community engagement through BRF Institute

Intellectual

Innovation Center, BRF Digital Journeys 4.0, BRF Hub and BRF Garage

Manufactured

45 production units in Brazil and worldwide

Present in **117 countries**

101 distribution centers

2 innovation centers

Natural

Hydro and energy resources for industrial use and animal production (agricultural)

Financial

Net revenue, generation of operational cash flow and contributions from shareholders and investors



What we do

We transform raw materials into food

How do we do it?

Commitments

Safety, quality and integrity

Premises

Simplicity, agility and efficiency

Purpose

Offer quality food that is increasingly tasty and practical for people around the world



Results and value generation

For the business

- **R\$ 3.7 billion** in net income
- **R\$ 1.5 billion** in efficiency captures through BRF+ 2.0
- **84 new** export licenses granted
- **Certification of 100%** of all our slaughter facilities worldwide
- **2.6 million** hours of training offered
- **+ 2,000** scholarships for employees
- **3.9 million** interactions through our chatbot ecosystem

For the environment

- **An 8.2% reduction** in Scope 3 emissions compared to 2023
- Environmental compensation of **31.7 tons** of packaging from Qualy, Deline, and Sadia Hot Bowls
- **11.4% reduction** in water consumption in our global industrial operations
- Launch of the **first regenerative agriculture consortium** in Latin America

For society

- More than **R\$ 6 million** was raised through a campaign in response to the tragedy in Rio Grande do Sul
- **600** volunteer initiatives conducted
- More than **200 tons** of protein were donated to social organizations through Instituto BRF

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

global presence GRI 2-1, 2-6, SASB FB-MP-000.A, FB-MP-000.B

5 million tons of products sold



¹ Including 1 plant of Addoha Poultry Company in Saudi Arabia, in which BRF Arabia holds a 26% minority stake.

1 BRF: feeding the future

portfolio and brands

Our brands reflect BRF's commitment to quality and excellence, offering products that cater to a wide range of customer and consumer profiles. Through market research, we have gathered evidence of the recognition and satisfaction with our portfolio, as well as the strong demand for the unique value our brands bring.

For 19 consecutive years, Qualy has been part of the Top of Mind of Folha de S.Paulo, with Sadia also present for 12 consecutive years, being the most remembered brand in the categories Christmas Dinner (for the second consecutive year) and Calabresa Sausage (for the third consecutive year). They are also the only two Brazilian food brands featured in the global rankings of Kantar and Nielsen.

We operate across a variety of regions, cultures, and traditions, offering convenience, quality, and healthiness with fresh proteins, ready-to-eat meals, margarines, cold cuts, vegetables, processed foods, ingredients, and animal feed.

foodstuffs



ingredients



pet



Brand portals

- www.brf-global.com
- www.brf-global.com/en
- www.brf-global.com/es
- www.perdigao.com.br
- www.sadia.com.br

- www.qualy.com.br
- www.banvit.com
- www.mercatoemcasa.com.br
- www.centralbrf.com.br
- www.brfingredients.com
- www.brf-global.com/brf-pet

BRF on social media

- www.facebook.com/wearebrf
- www.instagram.com/brf_global
- www.linkedin.com/company/brf
- www.youtube.com/user/brfglobal
- www.x.com/BRF_Brasil

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

campaign of commemorative

In September, we launched our Christmas commemorative products campaign — a period during which Sadia and Perdigão have solidified their positions as the leading brands in Brazil, especially in the turkey and specialty poultry segments. In addition, we invested in the launch of four products and promotional actions at points of sale.

Official websites:
sadiakits.com.br
perdigaokits.com.br
mercatoemcasa.com.br



Rebeca Andrade: our leap in sustainability

In 2024, our partnership with gymnast Rebeca Andrade, ambassador for Qualy, was expanded to include sustainability topics. The launch featured a series of videos on social media about Qualy's four sustainability principles (recycling, repurposing, reusing, and recipes), including a recipe made by the athlete, spreading good practices in the fight against food waste to society.

Certifications and audits

To ensure the quality and safety of our products, we have an Operational Excellence System that includes self-assessment and periodic internal audits, using the ETI Base Code (Ethical Trading Initiative) as a reference. Our operational units also undergo external audits in different social responsibility protocols, including SWA, ICS, and SMETA. The latter is developed by Sedex (Supplier Ethical Data Exchange), an international collaborative responsible sourcing platform of which we have been a member since 2013. In 2024, we had 24 units audited by a third party. The volume produced by these units in 2024 represents 57% of BRF's total production.

GRI FP5, 3-3 Product Quality and Safety

Check the full list of certifications in the [Annexes](#).

operating context

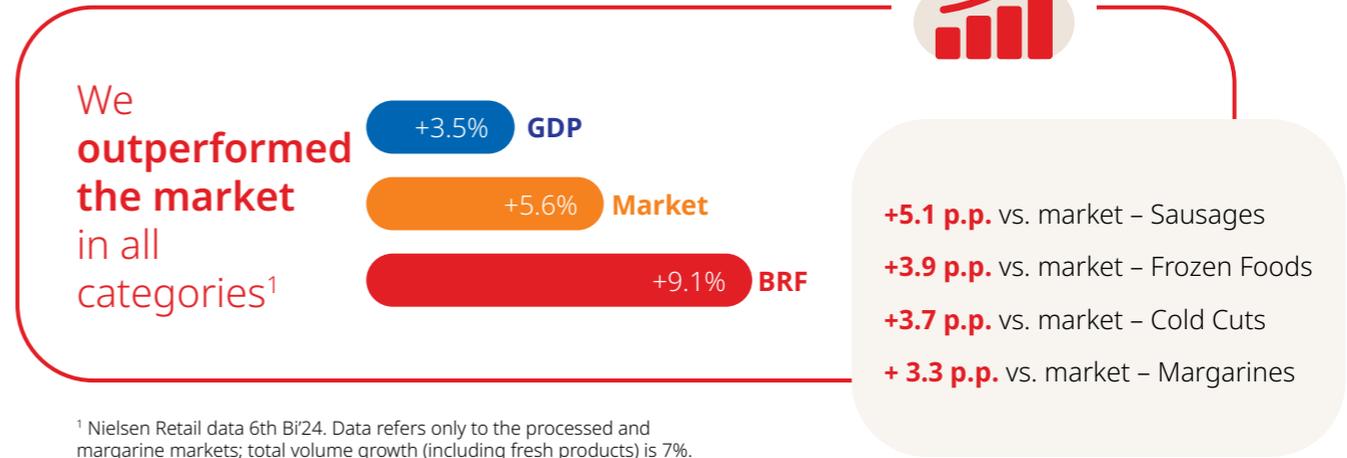
domestic market

The consumer landscape in Brazil in 2024 was marked by favorable conditions, supported by steady improvements in employment and income levels. As a result, we saw strong growth across all our categories, with a notable increase in demand for processed products like cold cuts, sausages, and frozen foods. Within this context, BRF achieved growth above the market average, reaching a 40.8% market share and consolidating its undisputed leadership in the Brazilian processed foods and margarine markets. The Perdigão brand remained

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

the top-selling in the country, while Sadia experienced significant growth, rising to the second position in the market and being recognized as the most valuable food brand in Brazil. This strong market performance reflects a long-term strategy focused on sustainable progress, driven by the following key levers:

- Stronger market engagement through increased presence at trade shows and retail locations, along with recognition as the top supplier by various partners across all channels and regions in Brazil, including key foodservice clients such as McDonald’s and Outback.
- Expansion of our strategic strength – capillarity – by adding 47,000 new clients compared to 2023, reaching a total of 440,000 points of sale and covering 99% of all municipalities in Brazil.
- Optimization of our efficiency through the ongoing implementation of BRF+ 2.0, balancing supply and demand via control and management (pricing systems and use of qualified information), resulting in greater availability and less waste. Combined with increased team productivity, this delivered a historic performance, with strong growth in product mix and service level: 200,000 more items sold than in 2023, a 15 p.p. increase in NPS, and a 94% fill rate in the self-service channel.
- Lastly, we made significant progress in commercial execution, achieving stronger in-store presence (sales reps and promoters with over 96% adherence) and growth across all pillars of our Ideal Store program – particularly in product assortment and shelf space, which expanded by 10%.



¹ Nielsen Retail data 6th Bt24. Data refers only to the processed and margarine markets; total volume growth (including fresh products) is 7%.

In terms of results, total sales volume showed consistent growth throughout the year, with an average increase of 7% compared to 2023. Notably, our value-added portfolio (processed, spreads, and semi-processed products), which drove volume and grew 10% over the year (15% in Q4). To close out the year, we strategically launched our holiday campaign early, resulting in above-market growth (59.5% market share) and the highest margin in our history, further solidifying our leadership and presence during the year-end festivities.

Overall, 2024 stood out as an exceptional year, characterized by improvements across all the previously mentioned indicators. Coupled with a clear strategy based on data-driven protein pricing models and the commercial team’s decision-making expertise, this led to a 7.4% increase in net revenue, further fueled by an 0.4% rise in average price.

business innovation

Regarding commodities, predictive purchasing models play a key role in our decision-making process. However, due to market volatility, we have increasingly sought alternatives to provide flexibility within our supply chain. An example is the expansion of the capacity to receive DDG (dried distillers grains), a byproduct derived from corn.

In 2024, we continued to evolve in direct purchasing from producers and implemented a series of actions, such as using technology to map opportunities around our plants, increasing our purchasing teams, and expanding our storage capacity.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Supply challenges are overcome with strategy and communication SASB FB-MP-440a.3



In July, the identification of a Newcastle disease case in Rio Grande do Sul led to the temporary suspension of chicken exports by the Ministry of Agriculture. The situation significantly affected companies with production in the state, and the BRF was no exception, as nearly 20% of its production is in the region. The agility in communication between the public and private sectors, along with the actions of the Brazilian Association of Animal Protein (ABPA), contributed to our ability to make the necessary adjustments, preventing revenue losses. After 26 days of suspension, all markets to which Brazil exports were reinstated by the Federal Government agency.

The abundant harvests did not impact grain prices, but we remained vigilant regarding the potential effects of climatic events. In this regard, we increased our focus on operational risks related to climate-related adversities. The floods in Rio Grande do Sul resulted in material losses and business interruptions at three units in the Vale do Taquari region (two slaughterhouses and one feed factory), resulting in considerable financial impacts.

In response to the disaster, the company transferred and purchased feed from third parties, made adjustments to the physical structures of the affected units, and relocated poultry to other facilities. **On the social front, the BRF Institute raised over R\$ 6 million through the +Juntos pelo Sul campaign, in partnership with BRF and Marfrig, to support affected families and help rebuild the impacted regions.** Learn more in [Social Impact](#).

In addition, fires in other regions impacted part of our forest asset inventory in Minas Gerais, Goiás, and Mato Grosso, while the drought period caused disruptions in the energy buying and selling scenario.

Internally, faced with a competitive job market, our strategy focused on talent retention, through initiatives such as active listening, offering competitive benefits, internal promotions, and changes in communication to engage the new generations. We also invested in infrastructure to make our operations more attractive to employees in regions with slaughterhouses, such as our operations in Lucas do Rio Verde (MT).

international market GRI 2-6

BRF's leadership in the global protein chain has been developed through a combination of efficiency, competitive prices, and quick response during crises, the latter being especially crucial in recent years due to the wars.

Key highlights of 2024 included the recovery of export prices in the regions where we operate, strong execution of our market diversification strategy, and a pricing system that helped enhance our results. We also witnessed a balanced supply and demand relationship and resumed our operations in the United Kingdom.

To mitigate the impact of exchange rate fluctuations, we continued our strategy of reducing inventory levels in foreign markets and increasing direct shipments from the plant, to 81.6% in 2024, which reduced additional port-related costs and supported better commercial positioning.

Through BRF+, we have been investing to expand our presence in new markets and gain additional export approvals. In 2024, we secured 84 export approvals – a 27.3% increase compared to the previous year.

Among the opportunities leveraged is our ability to deliver added value through cultural context – customizing products across the supply chain to meet local consumer demands, thus building stronger customer loyalty.



integrated report 2024

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

The sustainability agenda has increasingly become an important criterion for accessing international markets, alongside regional priorities and local realities. We were ranked as the best company in the sector by the Sustainalytics rating and our plant in the United Arab Emirates is recognized as a benchmark in **environmental best practices**.

Additionally, we focus on fostering an exchange of best practices with our clients, aiming to generate mutual benefits in the field of sustainability. The strong relationships we have built enable us to share the best of what we offer, such as our extensive technical expertise, and to reinforce our commitment to continuous improvement.

One of the key lessons learned in 2024 was the importance of agility in communication and providing timely clarifications to clients, particularly in response to risk-related events with impacts on the global market, such as the Newcastle disease outbreak reported in Brazil. In this regard, government initiatives that support the guarantee of raw material safety played a crucial role in helping us maintain access to international markets.

Halal market

In the Halal market, our brands Sadia and Banvit are leaders among consumers, who identify with our complete portfolio and the convenience we offer. **The Halal seal endorses our commitment to production principles, following Muslim requirements.**

In 2024, the Ramadan celebrations boosted product consumption in the first quarter, and throughout the year, we also recorded growth in the sales volume of processed products. In Turkey,, we saw an increase in sales of *in natura* products as well as processed products, achieving the highest market share in history for this category by the end of 2024.

Our local presence, with nearly seven thousand employees and teams in marketing and research & development, helps drive innovation in products, logistics, partnerships, and talent development.

The growth and expansion strategy in the Halal market is focused on advancing the portfolio of value-added products, as well as on the agenda of food safety, especially in Saudi Arabia. In Turkey, we invested in expanding operational capacity and training our workforce.

acquisitions in Saudi Arabia and China GRI 2-6

We began a new chapter with the expansion into the international market, announcing two acquisitions in 2024. The first was the acquisition of 26% of Addoha Poultry Company, through a joint venture with Halal Products Development Company (HPDC), a wholly owned subsidiary of the Public Investment Fund (PIF) of the Kingdom of Saudi Arabia. The investment strengthens the BRF portfolio and operations in the Middle East, consolidating it as a strategic partner of Saudi Arabia in food safety, where it has operated for 50 years and leads the market with renowned brands.

In China, we acquired a processed food factory in the Henan province, with an investment of USD 43 million. Built in 2013, the factory has two food processing lines with a capacity of 28,000 tons per year and the potential for expansion to two additional lines. After the expansion, which is estimated to cost around US\$ 36 million, a production capacity of 60,000 tons per year is expected. In addition, it is estimated that approximately 850 additional jobs will be created. The negotiations are part of our sustainable growth strategy, including governance aspects such as due diligence, risk analysis, and the adoption of best practices.

BRF and Marfrig side by side

GRI 2-6

In 2024, BRF and Marfrig made significant progress in sharing best practices and seizing opportunities, with a forward-thinking vision to create a global multiprotein platform offering the best products to consumers.

Among the highlight actions is the pursuit of greater efficiency in operations, with BRF's supply chain area making direct purchases of inputs and the service center in Itajaí (SC) beginning to serve Marfrig. Convergence points were also identified in the Sustainability agenda, such as policies and guidelines, so that they can be applied according to the specificities of the production chains.

The communication with society aimed to showcase the value generation that the strategic partnership brings, including the common attributes between the brands. Through press releases and social media announcements, we showcased the strength of BRF and Marfrig, which, when combined, deliver significant results, such as "1+1 = over 442,000 customers customers served worldwide."

The strategy also made progress on the shelves. **Within the premium segment, Bassi burger packaging began featuring the Sadia seal, and the Perdigão Montana line was launched,** combining the expertise of each company's most relevant brands.

Another example of joint value creation between the companies was the choice of Sadia as the main brand for the international expansion of the beef portfolio.

The credibility of the brands and the strength of the multiprotein platform are already reflected in significant sales volume growth, with an increase following the launch of the Sadia-Bassi line. Another relevant aspect of this action is BRF's distribution reach, which helps expand the national presence of our products, now available in more than 440,000 points of sale.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

BRF+ 2.0¹

BRF+ 2.0 is the next phase of BRF+, our efficiency plan aimed at addressing opportunities throughout our entire supply chain and promoting continuous improvement. The key indicators of our journey are organized into eight areas, each detailed in the budget and in the employees' goal-setting documents.

Built collaboratively by our senior leadership, BRF+ 2.0 is grounded on the principles of simplicity, agility, and efficiency. It has evolved into a cultural and performance-driven movement within the company, encouraging discipline, attention to detail, and focus on performance indicators. This is the high-performance culture we are building—guided by discipline, results-driven action, and unity as one team, inspired by our CEO's motto: 'The future begins every Monday.'

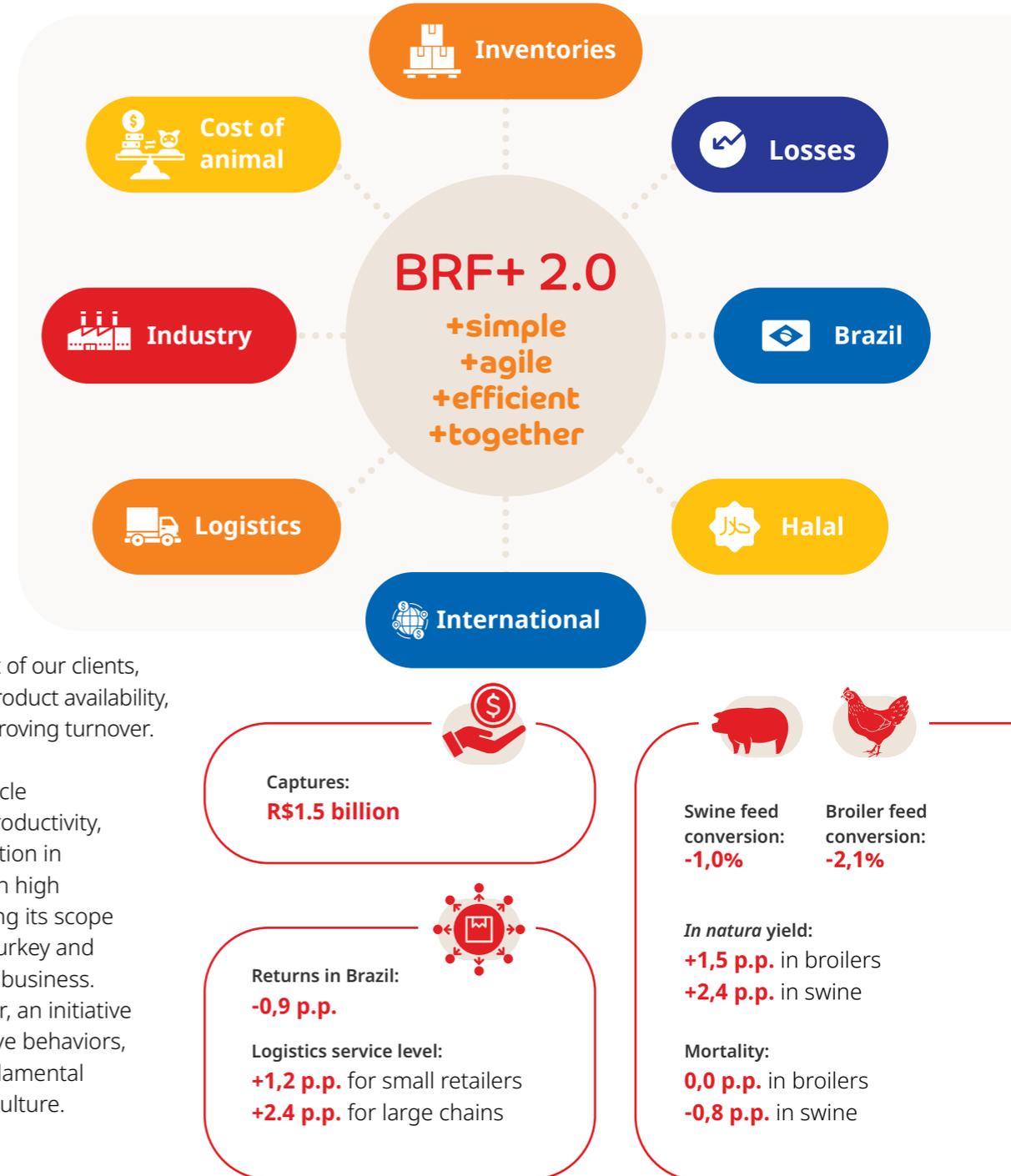
We set goals and follow a model to monitor indicators at all operational levels, aiming for financial and sustainability gains through process improvements, resulting in competitive advantages.

The challenges set by the BRF + 2.0 Program have helped us to evolve consistently day after day with increasingly solid results. In its second year of

implementation, BRF+ 2.0 aimed at standardizing processes based on internal benchmarks. As a result, the program captured R\$ 1.5 billion in value and delivered performance above historical levels, with feed conversion indicators standing out as a key highlight.

Through BRF+ 2.0, we generated benefits for the entire chain, raising the level of our service and contributing to the socioeconomic development of our clients, for example, by increasing product availability, reducing stockouts, and improving turnover.

After completing another cycle focused on efficiency and productivity, the plan continues its execution in 2025, maintaining a focus on high performance while expanding its scope to the production chain in Turkey and the consolidation of the Pet business. Supported by BRF+ Together, an initiative that encourages collaborative behaviors, the program remains a fundamental pillar of our organizational culture.



¹ The percentage and p.p. variations shown are comparisons between 2024 and 2023.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

business performance

In 2024, we continued on a path of solid financial performance, reporting growth in net revenue and EBITDA, as well as net income. The management changes implemented at the company contributed to these results, driven by efficiency gains under BRF+ 2.0, increased market share in Brazil, and progress in commercial execution, including **over 440,000 clients, 84 new export authorizations, and better price positioning in the international market.**

These strategic directions guide us to continue this journey by allocating resources effectively, focusing on expansion while remaining mindful of the future challenge of meeting food demand in line with global population growth.

We also see further opportunities to improve the performance of our plants through the BRF+ 2.0 indicators.

With the resumption of cash generation, BRF's strategy is therefore focused on capacity-related investments, which began with the announced acquisition of assets in Saudi Arabia and China, as well as on sustainable growth, supported by our Sustainability Platform and the commitments we have made.

We returned value to shareholders for the first time since 2016, with the payment of interest on equity (JCP) totaling R\$ 1,146 million.



financial performance

In 2024, BRF delivered the **best operational and financial performance in its history.** These record results reflect the consistency of the work initiated over two years ago under a new strategic direction, focusing on operational efficiency, market opportunity capture, and financial discipline.

With a historic net revenue of R\$ 61.4 billion, 14% higher than in 2023, the company reported a record EBITDA of R\$ 10.5 billion and a margin of 17.4%. **Net income also reached an all-time high, totaling R\$ 3.7 billion.**

The excellent operational levels contributed to the best cash generation in the company's history, with R\$ 6.5 billion for the year. Another key factor for the best annual performance since BRF's creation was capital allocation, which enabled the reduction of net debt and the resumption of shareholder compensation. The company's leverage decreased from 2.01x in 2023 to 0.79x in 2024.

The results were driven by increased sales volumes, with a focus on the processed products portfolio, gaining market share in all categories in Brazil. An efficient commercial execution, the expansion of products and destinations, as well as targeted innovations, also contributed significantly to the performance in 2024. Additionally, the company continued to evolve its operational indicators through BRF+ 2.0, which achieved a capture of R\$ 1.5 billion for the year, consolidating a high-performance culture within the company.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- 1 BRF: feeding the future**
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

The Brazilian market delivered historic results, reaching over 327,000 customers served. The brands Sadia and Perdigão celebrated their 80th and 90th anniversaries, respectively, further solidifying their position as market leaders in the country. The anniversary campaign set a sales record and confirmed BRF's leadership in this category as well. **Annual revenue in the domestic market reached R\$ 28.8 billion, a 7.4% increase compared to 2023.** EBITDA totaled R\$ 4.5 billion, with a margin of 15.5%, an increase of 4.1 percentage points compared to 2023.

In the International segment, the company achieved record profitability, primarily driven by a result of the market diversification strategy and the increased share of processed products in the portfolio. **The reported EBITDA reached R\$ 5.7 billion, five times higher than in 2023, with a margin of 20.2%, an increase of 15.8 percentage points compared to the previous year.** Our brands remain market leaders in the Middle East: Sadia reached a 37.4% market share in the Gulf Cooperation Council (GCC) countries, and Banvit holds a 25.7% share in Turkey.

Highlights (R\$ million)

	2024 Consolidated Corporate Result	Hyperinflation Turkey	2024 consolidated managerial result	Variation
Volumes (Thousand, Tons)	4,998	-	4,998	-
Net Revenue	61,379	924	60,455	(1.5%)
Average Price (R\$/kg)	12.28	-	12.10	(1.5%)
CPV	(45,543)	(890)	(44,653)	(2.0%)
CPV/kg	(9.11)	-	(8.93)	(2.0%)
Gross Profit	15,836	34	15,802	(0.2%)
Gross margin (%)	25.8%		26.1%	0.3 p.p.
Adjusted EBITDA	10,508	-	10,508	-
Adjusted EBITDA Margin (%)	17.1%		17.4%	0.3 p.p.
Net income (loss)	3,692	(235)	3,457	(6.4%)
Net Margin - Total (%)	6.0%		5.7%	(0.3) p.p.

Performance overview

	2024	2023	Var % y/y
Volumes (Thousand, Tons)	4,998	4,854	3.0%
Net Revenue	61,379	53,615	14.5%
Average Price (R\$/kg)	12.28	11.05	11.2%
CPV	(45,543)	(44,782)	1.7%
CPV/kg	(9.11)	(9.23)	(1.2%)
Gross Profit	15,836	8,834	79.3%
Gross margin (%)	25.8%	16.5%	9.3 p.p.
Net income (loss) - Total Corporate	3,692	(1,869)	297.5%
Net Margin (%)	6.0%	(3.5%)	9.5 p.p.
Adjusted EBITDA - Ongoing Operations	10,508	4,721	122.6%
Adjusted EBITDA Margin (%)	17.1%	8.8%	8.3 p.p.
Corporate EBITDA	10,365	4,061	155.2%
Corporate EBITDA Margin (%)	16.9%	7.6%	9.3 p.p.
Cash Generation (Consumption)	6,524	(1,105)	690.6%
Net Debt	8,325	9,475	(12.1%)
Leverage (Net Debt/Adjusted EBITDA 12M)	0.79x	2.01 x	(60.5%)

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future**
- 2 our governance
- 3 sustainability platform
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

EBITDA (R\$ million)

	2024	2023	Var % y/y
Income Tax and Social Contribution	1,358	(116)	1,272.1
Net Financials	1,791	2,821	(36.5%)
Depreciation and Amortization	3,525	3,225	9.3%
EBITDA	10,365	4,061	155.2%
EBITDA Margin (%)	16.9%	7.6%	9.3 p.p.
Impairment	12	33	(62.8%)
Fair value of forests	79	(188)	141.9%
Hedge Accounting – Debts	-	549	n.m.
Effects of Hyperinflation	(74)	249	(129.9%)
Result by Equity method	14	3	317.7%
Climate events – RS	113	-	n.m.
Adjusted EBITDA	10,508	4,721	122.6%
Adjusted EBITDA Margin (%)	17.1%	8.8%	8.3 p.p.

Direct economic value generated (R\$ million)

	2022	2023	2024
	60,837	60,536	53,615

Retained amount¹ (R\$ million)

	2022	2023	2024
	-99	1,536	93,655

¹ Direct economic value generated minus Distributed economic value.

Indebtedness (R\$ million)

	Current	Non-Current	2024	2023	Var 2024/2023
National currency	(386)	(7,954)	(8,340)	(9,002)	7.4%
Foreign currency	(1,165)	(11,540)	(12,705)	(10,591)	(20.0%)
Gross indebtedness	(1,550)	(19,495)	(21,405)	(19,593)	(7.4%)

Cash and investments

	Current	Non-Current	2024	2023	Var 2024/2023
National currency	4,937	79	5,016	5,592	(10.3%)
Foreign currency	7,399	305	7,704	4,526	70.2%
Total investments	12,335	385	12,720	10,199	25.7%
Net Indebtedness	10,785	(19,110)	(8,325)	(9,475)	12.1%

Economic value distributed (R\$ million) GRI 201-1

	2022	2023	2024
Operating costs	(44,734)	(42,869)	(42,576)
Employee wages and benefits	(6,117)	(6,741)	(8,292)
Payments to capital providers	(1,079)	(2,461)	(6,980)
Payments to the government	(5,916)	(5,239)	(7,342)
Investments in communities ¹	0	0	0
Total	10,785	(59,178)	(61,498)

¹Our investments in communities are made through the IBRF Institute.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings

1 BRF: feeding the future

- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Brazil Segment (R\$ million)

	2024	2023	Var % y/y
Net operational revenue	28,841	26,859	7.4%
Average price (R\$/kg)	12.09	12.05	0.4%
CPV	(21,107)	(20,942)	0.8%
CPV/kg	(8.85)	(9.39)	(5.8%)
Gross profit	7,734	5,917	30.7%
Gross margin (%)	26.8%	22.0%	4.8 p.p.
Adjusted EBITDA	4,469	3,071	45.5%
Adjusted EBITDA Margin (%)	15.5%	11.4%	4.1 p.p.

Other segments (R\$ million)

	2024	2023	Var % y/y
Net operational revenue	3,365	2,905	15.9%
Average price (R\$/kg)	7.88	6.38	23.5%
CPV	(2,590)	(2,140)	21.0%
CPV/kg	(6.06)	(4.70)	29.0%
Gross profit	776	765	1.4%
Gross margin (%)	23.0%	26.3%	(3.3 p.p.)
Adjusted EBITDA	422	440	(4.1%)
Adjusted EBITDA Margin (%)	12.5%	15.1%	(2.6 p.p.)

For more details on our financial results, please refer to BRF's Financial Statements for the 2024 fiscal year on the Investor Relations website: ri.brf-global.com.

International Segment (R\$ million)

	2024	2023	Var % y/y
Net operational revenue	28,249	24,433	15.6%
Average price (R\$/kg)	12.92	11.26	14.7%
CPV	(20,851)	(21,509)	(3.1%)
CPV/kg	(9.54)	(9.91)	(3.8%)
Gross profit	7,398	2,925	152.9%
Gross margin (%)	26.2%	12.0%	14.2 p.p.
Adjusted EBITDA	5,706	1,073	431.8%
Adjusted EBITDA Margin (%)	20.2%	4.4%	15.8 p.p.





integrated
report
2024

in this chapter:

- corporate governance
- compensation practices
- ethics and compliance
- corporate risk management



2 Our governance

Material topics: Ethics, integrity and compliance,
Human rights and labor relations



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

corporate governance GRI 2-9

Integrity is not just a non-negotiable commitment, but is also reflected in the daily actions of everyone who works with or interacts with BRF. We understand that the long-term success and sustainable growth of our business rely on this principle. Acknowledging that there is always room for improvement, we are dedicated to continuously evolving and enhancing our practices in every area of our operations.

We take pride in being the first company in the food and beverage sector to align with the Novo Mercado rules of B3, since our adherence on April 12, 2006. This milestone reflects our commitment to **exemplary corporate governance, based on the principles of ethics, transparency, and fairness.** BRF's governance structure plays a crucial role in value creation, as it showcases our dedication to building trust with our stakeholders and attracting investments.

Governance also contributes to more effective decision-making and risk mitigation, which in turn positively impacts the company's overall performance and long-term sustainability.

In this regard, at BRF, governance is characterized by a robust and transparent model that ensures compliance with the best market practices. As part of this model, we have adopted arbitration as an efficient means of resolving conflicts of interest among our shareholders, follow international

accounting standards (IFRS), and strictly comply with the requirements of the Sarbanes-Oxley Act (SOX). Our governance practices are regularly reviewed to ensure they meet the highest standards of integrity, supported by a solid risk management framework and an internal control system that ensures transparency in transactions and decisions.

At the Abrasca Annual Report Award, BRF achieved second place in the "Public Company" category, standing out in corporate governance. Awarded by the Brazilian Association of Publicly Traded Companies (Abrasca) in partnership with B3, the recognition focuses on the clarity, transparency, quality, and richness of corporate reporting information in Brazil, selecting the companies that are references in best practices.

The Board of Directors meets regularly to make strategic decisions and approve the company's financial results, which are then publicly disclosed. In addition to the Audit Committee and the Fiscal Council, BRF also has specialized advisory committees that focus on key areas such as Finance and Risk Management; People, Governance, Organization, and Culture; and Sustainability. These committees play a vital role in ensuring efficient governance and maintaining the financial health of the company.

BRF's corporate governance aims to further strengthen the trust of our shareholders, investors, employees, customers, consumers, while also effectively communicating our adopted practices and the sustainable performance of our business to society at large.

Our commitment to ethics, compliance, and transparency forms the foundation of the decisions that drive our path to success.

governance bodies

Board of Directors (BoD)

Members: 9 (4 independent)



Responsibilities: drafting the general business directives; election and dismissal of the CEO and members of the Executive Board; assessment and monitoring/supervision of the execution of the strategic planning. Other responsibilities of the Board include determining and overseeing the implementation of the sustainability strategy and related corporate policies. Its members must safeguard and protect the interests of shareholders, while respecting and attending to the interests of employees, suppliers, customers, creditors, and the communities in which the company operates. The diversity of profiles and

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

experiences in the composition of the senior management bodies allows the company to benefit from a variety of perspectives and arguments, which in turn enhances the quality and security of decisions, benefiting all stakeholders. **GRI 2-17**

The Chairman does not exercise the (cumulative) role of CEO of the company or of any other organization's senior executive role, as set forth in our Bylaws. Currently, the role of Chairman of the Board of Directors is held by Marcos Antonio Molina dos Santos. **GRI 2-11**

Profiles of the board members: we take into consideration the Non-Discrimination Principles in the recruitment and selection of members of the Board of Directors, as outlined in the Board Nomination Policy. Those responsible for the recruitment and selection process must treat all candidates transparently and impartially, without any discrimination. All profiles that meet the requirements for the position will be considered, and any form of discrimination based on gender, race, religion, age, physical disability, or other criteria is prohibited.

According to the Board Members' Nomination Policy, the requirements for nomination to the position of Board Member include: alignment and commitment to the essence, principles, commitments, and Transparency Manual of BRF; strategic vision; willingness to defend their viewpoint based on independent judgment; communication skills; availability of

time; ability to work in a team; knowledge of best corporate governance practices; ability to interpret managerial, accounting, financial, and non-financial reports; knowledge of corporate legislation and regulations applicable to BRF's business; knowledge of risk management; being free from conflicts of interest (not manageable, not occasional or situational, which is, or is expected to be, permanent); being constantly aware of BRF's affairs; ability to act proactively, aiming to make informed and conscious decisions; previous experience in companies of similar size or industry to BRF; previous experience in a managerial or executive position equivalent to the position for which they are being nominated; and academic and professional background suitable for performing administrative or executive functions at BRF.

Currently, BRF's Board of Directors is composed of directors with different experiences and skills. The company's Reference Form details the competencies of each of the Board members and is available on the **Investor Relations** website. **GRI 2-9**

Nomination criteria: according to the Internal Regulations of the Board of Directors, only natural persons of Brazil who meet the following requirements can be elected to the Board: they must not be disqualified by special law, or convicted of bankruptcy, prevarication, bribery or corruption, extortion, embezzlement, crimes against the economy, public trust, or property, or any criminal penalty that disqualifies, even temporarily. Additionally, they cannot have

been sentenced to suspension or temporary disqualification imposed by the CVM, which makes them ineligible for positions in the administration of publicly traded companies. Candidates for the Board must have an unblemished reputation, cannot hold a position in a company that could be considered a competitor, and must not have, nor represent, conflicting interests with those of BRF. They also cannot be involved in any case of incompatibility or prohibition under the terms of general or sectoral legal provisions of their profession. The Board is elected and dismissed at the General Meeting for two-year terms, with nominations by shareholders or by the management itself. The Company's Bylaws stipulate that of the members of the Board of Directors, a minimum of 2 or 20% must be Independent Directors, appointed at the General Meeting. The current term of all members of the Board of Directors began at the 2024 Annual General Meeting and will end at the 2026 Annual General Meeting. **GRI 2-9, 2-10, 2-15**

Assessment: members of the board and of advisory committees undergo a formal performance evaluation process annually. There is no specific guideline on evaluation in the Internal Regulations; therefore, the criteria are defined by the Board of Directors itself. Based on the evaluation conducted, the necessary improvements are identified to enhance the obligations. The latest evaluation cycle is still underway, and once concluded, the matter will be included on the agenda of BRF's Board of Directors meeting. **GRI 2-18**

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Executive Board

Members: 8 statutory members and 3 non-statutory members

Statutory:

- **Miguel Gularte** – Global Chief Executive Officer (CEO);
- **Fabio Mariano** – Vice President of Finance and Investor Relations;
- **Heraldo Geres** – Legal Vice President Brazil, Tax, People and Compliance;
- **Artemio Listoni** – Vice President of Industrial Operations and Logistics;
- **Leonardo Dall’orto** – Vice President of Supplies, International Market and Planning;
- **Marcel Sacco** – Vice President of Marketing and New Business;
- **Fabio Stumpf** – Vice President of Agro and Quality;
- **Manoel Martins** – Commercial Vice President Brazil.

Non-Statutory Members:

- **Bruno Ferla** – Vice President of M&A, International Legal, Institutional Relations, Sustainability and Governance;
- **José Ignácio** – Vice President of Risks, Accounting, Shared Services Center, Facilities and Administration; and
- **Igor Marti** – Vice President Halal Market.

Responsibilities: to implement the strategic business guidelines defined by the Board through direct leadership in areas of expertise.

Nomination criteria: unblemished reputation, holding no positions with competitors, recognized experience in business administration and no conflicts of interest. Additionally, they cannot be involved in any case of incompatibility or prohibition under the terms of general or sectoral legal provisions of their profession, have been convicted of bankruptcy, prevarication, bribery or corruption, extortion, embezzlement, crimes against the economy, public trust, or property, administrative impropriety, or acts of corruption detrimental to national or foreign public administration. **GRI 2-10**

Assessment: the process for assessment of the Executive Board is performed annually by the Board of Directors. The last cycle ended on February 20, 2025.

Audit Committee

Members: 3 full members and 3 alternates

Responsibilities: to supervise the executive management, based upon the legal requirements and that contained in the Bylaws and Internal Regulations. Its members are elected by the Assembly.

Advisory Committees

Number of committees: 4

- **People, Governance, Organization and Culture Committee**
2  1 
- **Finance and Risk Management Committee**
3 
- **Audit and Integrity Committee**
3 
- **Sustainability Committee**
2  3 

Responsibilities: to provide support and offer specialist deliberative knowledge to support the strategic business decisions taken by the Board of Directors, involving both board members and independent members.

Active committees in 2024: People, Governance, Organization and Culture Committee; Finance and Risk Management Committee; Audit and Integrity Committee; and Sustainability Committee.

Learn about the qualifications, terms of office, and experience of our executives and board members on [our website](#).

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

sustainability committee of the board of directors

This Committee, composed of three external members, meets regularly to evaluate the progress of the EESG strategy, including climate-related issues and adherence to the public commitments of the Sustainability Platform. In addition, the group makes decisions on critical matters together with the Board of Directors.

The committee coordinator, Pedro Camargo, brings extensive experience in the agribusiness sector and environmental matters, having worked at leading institutions in the country focused on topics such as deforestation and climate change. His deep understanding of the sector and specific challenges supports BRF in meeting its commitments and leading the sustainability dialogue, helping to guide the company's response to risks, opportunities, and impacts.

In 2024, the Committee was further strengthened by the addition of Izabella Teixeira, who brings nearly 40 years of experience in the environmental and climate-related fields. As a former Minister of the Environment, Izabella brings her expertise in public policies, especially focused on the climate agenda, to BRF's Committee, helping to drive the development of a more sustainable future. **GRI 2-17, TCFD 1.a, TCFD 1.b**

For information on Sustainability governance, please refer to **page 48**.



compensation practices GRI 2-19, 2-20

The remuneration policy for our executives, including members of the Board of Directors, the Fiscal Council, and both statutory and non-statutory directors, is designed to align rewards and incentives with the sustainable management of the business. This policy seeks to balance the short- and long-term strategic interests of shareholders while adhering to best market practices and corporate governance standards, including direct and indirect benefits.

Executive performance is assessed based on pre-defined goals across both global and specific areas, including EBITDA, ROIC, TSR, cash flow, net income, adherence to quality standards,

workplace safety index, reduction of risk exposure, and ESG indicators. These indicators cover areas such as reducing water consumption, increased representation of women in senior leadership, progress toward net-zero goals, and metrics related to people management.

We have a People, Governance, Organization, and Culture Committee that, among other duties, is responsible for periodically reviewing the fixed and variable compensation strategy adopted. The Committee issues recommendations and proposes adjustments to the compensation policy, which are then submitted to the Board of Directors for review, decision, and approval. The compensation policy was approved by the Board of Directors on December 7, 2023, and is available to shareholders, investors, and the general market on the company's **Investor Relations** website and the CVM's website.



integrated
report
2024

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



ethics and compliance

GRI 2-26, GRI 3-3 Ethics, Integrity, and Compliance, GRI 3-3 Human Rights and Labor Relations

Integrity is embedded in all BRF processes, reflecting our non-negotiable commitment and forming an essential part of our business. We are continuously working to strengthen our Integrity System, always valuing ethics and transparency in our relationships. The system, built on eight key pillars, guides the actions of everyone at BRF—including senior leadership and all employees across our operations. Its management, ongoing improvement, and development are overseen by our Compliance department.

The BRF+ 2.0 program has played a fundamental role of advocating continuous improvement and discipline across all areas of the company: whether in relation to waste, with a constant focus on efficiency, or in the greater attention to detail and the incorporation of indicators in the review and improvement of processes. Our investments in digitization and automated controls have allowed for greater agility and effectiveness in relation to ongoing internal investigation processes.

integrity system

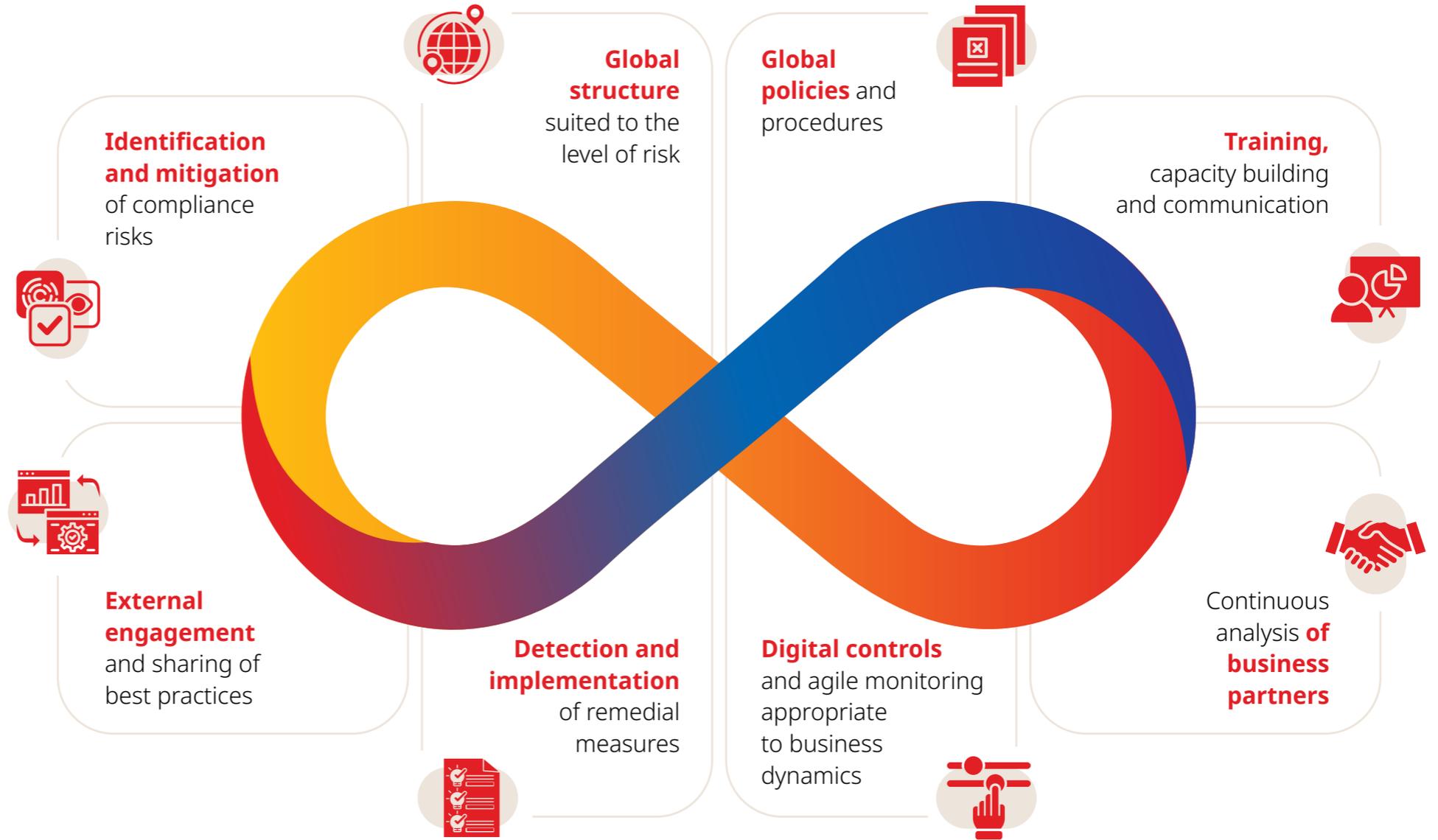
GRI 205-1

The BRF Integrity System is responsible for monitoring and mitigating risks related to the following:

- Inappropriate behavior by employees and violation of the Transparency Manual and/or other compliance policies and procedures;
- Misconduct resulting from a lack of knowledge about specific regulations; and
- Transactions involving companies and individuals from regions sanctioned by the U.S. Office of Foreign Assets Control (OFAC) as well as other international jurisdictions such as the European Union and the United Nations. Such transactions may expose the company to fines, sanctions, and breaches of contractual obligations.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

pillars of the Integrity System



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

transparency and integrity report

We annually publish the Transparency and Integrity Report, an important governance practice in which we share updated data on training, communication initiatives, reputational analyses, statistics on whistleblower cases, and key actions to promote integrity with our business partners. It also outlines the company's global compliance structure and strategies for continuous improvement in our ethical culture. For more information, [access the full report here](#).

The guidelines set forth in our Transparency Manual, mandatory for all employees, reinforce the practice of integrity in our daily operations. These guidelines are grounded in ethical principles of coherence, transparency, integrity, respect for people, legality, and society in general. To ensure that our partners uphold the same values, we have established the Business Partner Code of Conduct, which promotes alignment with BRF's principles. [GRI 2-26](#)

BRF employees and business partners are responsible for adhering to and enforcing all the principles outlined in these documents. These principles cover a range of essential topics, including conflicts of interest, human rights and diversity, anti-corruption and anti-bribery, data privacy, and guidelines for using the Transparency Channel. All actions must comply with applicable laws and align with the specific needs of our business. [GRI 2-26](#)

We offer a variety of mechanisms to guide our employees on policies and practices, such as chatbot tools (e.g., Flor do RH and Theo), self-declaration forms, emails, as well as communications, the Compliance Department structure, and integrity ambassadors.

In the Integrated Report, we provide detailed performance information related to each relevant aspect of our business, along with insights into corporate governance practices, sector-specific food indicators, resource allocation, business model, and BRF's perspective on the Financial, Intellectual, Human, Social, Natural, and Manufactured capitals.

Regarding data privacy, we have a Privacy Policy in place and take proactive steps to ensure our practices comply with the General Personal Data Protection Law (LGPD). In 2024, we did not identify any substantiated complaints, personal data breaches, or privacy violations. [GRI 418-1](#)

Additionally, throughout 2024, we actively participated in various initiatives promoting integrity, including those led by the UN Global Compact, the International Chamber of Commerce (ICC), and the Organization for Economic Cooperation and Development (OECD). We also emphasize our commitment to the Pacto Brasil pela Integridade Empresarial, a program established by the Comptroller General's Office (CGU). For 2025, we will maintain our focus on enhancing the Integrity Program, in accordance with the guidelines of the Attorney General's Office (AGU) and the Comptroller General's Office (CGU).



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

In 2024, there were no confirmed cases of corruption, either in Brazil or internationally **GRI 205-3**. Additionally, 100% of the five operations identified with corruption-related risks underwent risk analysis. This mapping process is conducted at least annually, in accordance with our Risk Management Manual, to identify and address new risks. **GRI 205-1**

Regarding electoral campaigns, BRF complies with the legislation of Brazil and the countries where it operates, as outlined in our Transparency Manual. Brazilian legislation (Federal Law No. 13.165/2015 – Electoral Code) imposes certain restrictions, including the prohibition of donations from legal entities to political parties or candidates. In accordance with this legislation, BRF does not support or authorize donations to candidates, political parties, or any political organization. **GRI 415-1**

In 2024, during the municipal elections in Brazil, the Institutional and Government Relations team conducted in-person and virtual training sessions for BRF and BRF Pet (Hercosul and Mogiana units) employees, providing guidance on conduct during the electoral period. The training was based on the company's Corporate Standard on Electoral Conduct Guidelines, which outlines best practices, prohibited behaviors, potential consequences, and specific guidance for employees intending to run for elected office. **GRI 415-1**

human rights

GRI 2-23, 408-1

We are committed to respecting, raising awareness, and promoting human rights recognized internationally as relevant to our operations and the entire value chain, in line with the United Nations 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 principles relating to fundamental rights enshrined in the International Labor Organization's Declaration.

BRF also adheres to the Guidelines of the Organization for Economic Cooperation and Development for Multinational Enterprises, is a signatory of the UN Global Compact, and actively participates in initiatives that support the achievement of the Sustainable Development Goals.

The topic of human rights is addressed in our Transparency Manual, Business Partner Code of Conduct, and Corporate Policies on Human Rights, Sustainability, and Sustainable Grain Sourcing. As part of our due diligence process, we conduct reputational research on business partners who wish to engage with or are already engaged with the company, through contracts classified by the Compliance Directorate as High Risk, to understand the extent of the risks that may potentially be associated with them. In the due diligence process, information on legal proceedings,

restrictive lists, or negative media is verified to identify any indications of violations of applicable laws and regulations and/or the guidelines contained in the Transparency Manual or in BRF's internal Policies and Regulatory Documents.

Among the vulnerable groups identified within BRF's operations and along the value chain, the following stand out: women, people with disabilities, children and adolescents, migrants, and black individuals.

We are committed to respecting, raising awareness of, and promoting human rights, and we request the same level of commitment and conduct from our business partners, in order to ensure the highest level of protection for human rights and to maintain a zero-tolerance approach to any form of violation.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

fighting fraud and waste: priorities for 2025

In 2024, we strengthened our communication to consumers about digital frauds, with alerts on our official pages and social media about scams using BRF's name. The Compliance department actively monitors these incidents, having identified over five thousand cases during the year, especially during the holiday campaigns at Christmas.

BRF continues to advance on its sustainability journey by actively combating food waste and contributing to the reduction of food insecurity in Brazil. The company adopts an integrated management model, implementing actions that range from grain processing to retail, and invests in training programs and operational excellence to reduce losses.

Although some losses may occur due to technical reasons, fraud also contributes to this problem. BRF is committed to intensifying its efforts to reduce losses across the entire chain, addressing both technical causes and fraud, with the aim of optimizing its processes and ensuring the integrity of its products.

mobilization for ethics and governance in the global context

BRF reaffirms its commitment to integrity and business ethics through its active participation in international forums. The company was actively involved in all discussions of the B20 Compliance Integrity Task Force, as well as in the presentation of recommendations to the G20 Anti-Corruption Working Group (GTAC), including the technical meetings in Brasília, Natal, and Paris. Coordinated by the Office of

the Comptroller General of the Union, in partnership with the Attorney General's Office, the Ministry of Justice and Public Security, and the Ministry of Foreign Affairs, the GTAC aims to promote good governance practices and combat corruption globally.

BRF is the only Brazil-based company participating in the anti-corruption initiative called Galvanizing the Private Sector (GPS), promoted by the Organization for Economic Cooperation and Development (OECD). This initiative, financially supported by the United States government, aims to promote the best compliance and governance practices through good examples from the private sector in different jurisdictions.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

training and dissemination

The main compliance risks we face involve potential violations of the Transparency Manual and other internal policies and procedures, as well as the potential lack of knowledge about specific regulations among our personnel. To mitigate these risks, we invest in continuous training and effective communication strategies.

Topics such as ethics, integrity, and the fight against corruption and bribery are regularly addressed through training and awareness campaigns targeted at the company's employees and governance bodies. In 2024, all members of the Board of Directors and the Fiscal Board, as well as the members of the Advisory Committees, took part in these initiatives. [GRI 205-2](#)

Communication and training in anti-corruption policies and procedures [GRI 205-2](#)

Governance Bodies	Total	Completed	Percentage
Board of Directors	9	9	100%
Audit Committee	3	3	100%
Advisory Committees	4	4	100%
Total	16	16	100%

We ensure that 100% of our employees, both in Brazil and abroad, are trained on topics related to the Transparency Manual, with more than 96,500 participants attending the sessions. In addition to mandatory training, we promote continuous improvement through initiatives such as Integrity Week (see box on the next page).

We also provide training for our business partners on the Code of Conduct and integrity-related policies, covering topics such as anti-corruption, corporate policies, and best practices expected of BRF partners. These training materials are made accessible through subtitles in English, Spanish, French, Turkish, Creole, and Arabic, as well as presentations in Brazilian Sign Language (Libras). In addition, we publish informative articles BRF Rural, a physical and digital magazine aimed at our integrated partners and technical field teams, addressing key integrity topics and reinforcing the company's policies and expectations. [GRI 205-2](#)



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Employees informed and trained on anti-corruption policies and procedures, by job category GRI 205-2

	Brazil	Europe	Latam (except Brazil)	Mena (including Turkey)	Africa	Asia	Total	Percentage
Requirements	66,579	-	72	4,996	-	-	71,647	100%
Administrative	7,985	2	17	880	4	16	8,904	100%
Sales	7,807	-	31	673	-	2	8,513	100%
Supervisors/ Coordinators/ Equivalents	3,078	2	26	274	3	12	3,395	100%
Apprentices	1,874	-	3	-	-	-	1,877	100%
Managers	534	4	4	123	2	5	672	100%
Interns	545	-	-	56	-	-	601	100%
Extensionists	799	-	-	-	-	-	799	100%
Directors	51	1	-	5	-	-	57	100%
Technical Consultants	39	-	-	2	-	-	41	100%
Total	89,291	9	153	7,009	9	35	96,506	100%

Suppliers informed and trained on anti-corruption policies and procedures GRI 205-2

Suppliers by region	Partners	Trained	Percentage
Brazil	25,893	3,093	12%
Mena (including Turkey)	1,789	1,729	97%
Asia	28	27	96%
Europe	35	27	77%
Latam (except Brazil)	42	14	33%
Africa	5	4	80%
Total	27,792	4,894	18%



BRF Integrity Week wins an award

BRF was honored with the Aberje Award in the Ethics, Integrity, and Compliance category for its Integrity Week 2024, held in April. In the initiative, organized by the Compliance and Communication departments, the company reinforced its commitment to integrity through webinars, lectures, and interactive activities, covering topics such as Non-Violent Communication and Governance and Integrity with Brands and Consumers. With over 3,000 participants, the event also featured activities like the Integrity Challenge and team dynamics, aimed at fostering an ethical and inclusive environment. The award recognizes the significance of these efforts in strengthening BRF's integrity culture and highlights our ongoing commitment to promoting transparent and responsible corporate practices.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

transparency channel GRI 2-25, 2-26

BRF's Transparency Channel is available 24/7, year-round, for all stakeholders, both internal and external. It offers assistance in the main languages of the regions where we operate globally.

The Channel enables the reporting of suspicions and alerts related to ethics and integrity, offering whistleblowers—whether employees or third parties—the ability to report incidents via phone, email, or website, while ensuring anonymity if desired. Based on good corporate governance practices, the channel is independent and managed by a third-party company. The reports are forwarded to the responsible departments, which investigate each case with full confidentiality, in strict compliance with data protection laws.

The Compliance department is responsible for investigating the reports received, through a process that guarantees anonymity and protection against potential retaliation for those reporting in good faith. The most serious cases, or those involving senior management or the Compliance department itself, are reviewed by either the Audit and Integrity Committee or the Board of Directors, depending on the specific circumstances.

In 2024, a total of 3,901 investigations were completed, with approximately

33.5% of them deemed substantiated, resulting in corrective actions and, when necessary, sanctions for employees.

We actively participate in forums of initiatives such as the Global Compact and the International Chamber of Commerce (ICC) to assess market best practices and ensure that different stakeholders are properly engaged. These insights are incorporated into the process of any remediation and/or improvements identified after the investigation of the allegations.

The effectiveness of the Channel is continuously monitored and evaluated by the Audit and Integrity Committee. Key performance indicators, such as

the number of reports filed, resolved or pending, resolution time, and any corrective actions or sanctions applied, are generated and assessed. These performance indicators are published annually by the Compliance department.

Human rights complaints

The number of reports related to human rights includes cases in the categories of Harassment and Discrimination, accounting for 641 (19%), 778 (20%), and 877 (24%) cases of the total reports for the years 2022, 2023, and 2024, respectively. GRI 408-1, 409-1

Contacts for our transparency channel by market

Austria: 0800 281118

Brazil: 0800 450 0000

Chile: 1230 020 6846

China: 400 120 31 50

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

Turkey: 0800 621 0202

United Arab Emirates: 800 0320778

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Total complaints reported

	2022	2023	2024
Behavioral	2,617	2,962	2,865
Fraud	728	869	864
Total	3,345	3,831	3,729

Complaints registered – division by subject¹

	2022	2023	2024
Behavioral Deviation ²	1,007	1,071	1,072
Harassment ³	563	674	726
Non-compliance with regulations ⁴	512	674	510
Frauds and Thefts ⁵	437	549	476
Conflict of Interest ⁶	335	83	140
Discrimination	78	104	151
Health and Safety	131	93	113
Improper sharing of Information	65	57	41
Others	217	526	500
Total	3,345	3,831	3,729

¹ In order to enhance transparency and address suggestions from different stakeholders, we increased the visibility of the categories of reports, without changing the total number of cases in 2022 and 2023.

² Behavioral Deviation: behavior deviation and abuse of power

³ Harassment: moral and sexual harassment.

⁴ Non-compliance with regulations: non-compliance with internal rules and policies, violation of labor laws, and Health and Safety – HR.

⁵ Frauds and Thefts: fraud involving customers, theft, burglary or embezzlement, fraud involving suppliers, and fraud resulting from violations of Policies and Procedures.

⁶ Favoritism or conflict of interest and intimate relationships with direct subordination.

Negotiations¹

Year	2022	2023	2024
Penalties	301	406	570
Warning	210	241	395
Dismissal	81	128	140
Suspension	10	37	35

¹ This includes sanctions applied for cases of fraud and behavioral issues (HR).

Cases closed in 2024

	Valid	Unfounded	Total
Behavioral	1,024	1,962	2,986
Fraud	285	630	915
Total	1,309	2,592	3,901

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

conflict of interest GRI 2-15

In our Transparency Manual, we clearly define the concept of conflict of interest, and the topic is a key focus of training, being widely communicated to all BRF employees. We have Corporate Policies on Conflict of Interest and Transactions with Related Parties, that outline the responsibilities of key departments in managing this issue, as well as establishing the guidelines that must be followed by both our employees and our business partners. The topic is also included in BRF's Business Partner Code of Conduct, a document whose adherence is mandatory for all commercial transactions.

To ensure compliance, we provide self-declaration forms for both internal and external parties, which must be completed in cases of conflicts of interest and relationships with Politically Exposed Persons (PEPs). Key management personnel are required to update their Related Party Declarations at least annually, in accordance with SOX Control guidelines, disclosing any relationships with individuals or legal entities as well as any transactions between

them and BRF. To complement the analysis of the declared information, our compliance department conducts independent searches in public databases.

Additionally, before entering into partnerships or carrying out mergers and acquisitions, we perform a reputational analysis of the entities involved, ensuring that all our business relationships are

guided by integrity. All related party transactions are disclosed clearly and accurately by the company, in compliance with applicable laws and regulations, including Law No. 6.404/76, as well as CVM and SEC regulations. BRF allows anyone to report a potential conflict of interest through the Transparency Channel, the Compliance department, or the Audit and Integrity Committee.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



tax management GRI 207-1, 207-2

We maintain a solid tax management framework based on strict fiscal governance, following the guidelines established for the area and aligned with the directives of the responsible vice presidency, the Board of Directors, and the advisory committees. The Tax Committee is responsible for resolving on matters such as tax risks, tax planning, participation in amnesty programs, actions related to tax litigation, the impact of new legislation, and other issues that may affect our reputation or have civil and criminal repercussions. The Board of Directors serves as the highest authority, and its approval is required for tax matters involving capitalization, establishment, dissolution, merger, and restructuring of group companies.

Our **Tax Management Policy** aims to promote greater transparency regarding our approach to tax-related matters, always with a focus on sustainability and aligned with the principles of ethics, transparency, and integrity. We disclose the policy on our Investor Relations page and continuously strive for recognition and maintenance of anti-bribery certifications, in line with best practices, to demonstrate that we meet rigorous technical requirements and have effective policies and controls in place to prevent and combat bribery, ensuring an ethical and healthy environment.

We operate in accordance with local and international tax legislation and conduct quarterly reviews of our taxes through independent auditors to ensure legal compliance. Our tax strategy is guided by integrity, with a long-term approach that considers economic impacts and is aligned with the company's objectives.

We identified tax risks through inquiries raised by clients or internal departments, discussions about new businesses, expansions, or tax reviews conducted by the tax management team, which includes the application of tax benefits. In a transparent manner, we communicate to the market the monitoring of tax risks through the reference forms and 20-F, and present the strategy for monetizing tax credits in the explanatory notes disclosed in the financial statements.

Issues related to unethical behavior or tax inquiries are channeled to our Compliance team through the Transparency Channel, which is available to employees and third parties in multiple languages. Processes are reviewed whenever tax inquiries arise, and the Compliance team analyzes the cases, proposing necessary improvements and corrections. Risk analysis is conducted through internal audits, such as SOX Controls, reports from external auditors, and opinions from specialized law firms. Periodically, we also conduct compliance evaluations of tax matters by hiring auditing firms.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

corporate risk management GRI 2-12

The company seeks protection for any and all risks that could negatively impact its activities and operations. We have a Corporate Risk Management Policy, where risks are assessed and classified based on their potential impact and likelihood of occurrence, according to the risk capacity and appetite defined by the senior management. They are consolidated in the Corporate Risk Map, with periodic reporting to leadership and the advisory committees of the Board of Directors, who monitor the issue on an ongoing basis.

We identify and assess risks of a financial, operational, strategic, and/or regulatory nature, including socio-environmental risks, considering various aspects such as those related to employees, suppliers, partners, customers, communities, products, services, systems, and processes.

BRF's risk governance is based on the international ISO 31000 standards, the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), and the model proposed by the Institute of Internal Auditors (IIA) for the three lines of defense, as illustrated in the following chart.

Corporate Risk Management operates as a continuous cycle, allowing those responsible for risks to update or modify the identification and exposure of risks, communicating these changes to the board. The Risk Map is formally shared with the Board of Directors at least once a year.

The Executive Board and the advisory committees of the Board of Directors are responsible for the appropriate reporting of impacts whenever potential risks materialize, as outlined in the policy related to the topic.

1st line: Management

This refers to the Risk Owners (Vice Presidents and their direct reports from their respective areas); the Focal Points (employees designated by the Risk Owners to be the contact person for the Risk Management department within their teams); and the employees, who participate in training activities and the dissemination of the risk culture at BRF.



2nd line: Management

It is composed of the Global Risk, Internal Controls, and Controller departments, responsible for establishing methodologies, guidelines, and the risk management process, as well as continuously monitoring the evolution of risks. This second line reports to the Executive Committee, the Advisory Committees, and the Board of Directors.



3rd Line: Audit

It is composed of the Global Internal Audit department, which independently, impartially, and timely assesses the effectiveness of risk management and governance processes.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Risk and opportunity management at BRF is essential to strengthen the company's resilience in the face of global and local challenges, ensuring business continuity in an ethical and responsible manner. The identification, assessment, treatment, monitoring, and communication of global risks inherent to the company's business, as well as the governance adopted, are detailed in the mentioned policy.

Among the external risks included in the Risk Map, the impacts of geopolitics stand out, such as trade tensions and conflicts, which affect markets and trade flows. Additionally, the growing threat of cyberattacks necessitates the implementation of robust prevention and mitigation strategies. In the financial domain, tax changes and currency

fluctuations directly impact competitiveness and operational costs, requiring ongoing vigilance.

Risks related to the attraction and retention of talent, particularly in cold storage areas and specific functions, have emerged due to the heating of the labor market in Brazil in 2024. To reduce reliance on manual labor and increase operational efficiency, process automation proves to be a strategic response. Similarly, the operational capacity of the factories is monitored, transforming the risk of idleness into an opportunity to optimize asset utilization and expand production in line with growing demand.

BRF is well-positioned to navigate the dynamic scenarios inherent to the market, maintaining

transparency and ethics as the pillars of its risk and opportunity management strategy.

In our ongoing effort to improve the company's Risk Management, the next steps include reviewing climate and sustainability risks in alignment with market best practices, considering both physical and transition variables. In the climate area, the update will represent alignment with the climate scenarios forecasted by the IPCC and transition scenarios, such as the Nationally Determined Contributions (NDCs). Regarding sustainability risks, we will assess the dependencies and impacts on ecosystem services and relationships with relevant stakeholders.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

The company's main risks

Risk	Description	How we manage	Opportunities
Climatic	<p>We acknowledge our vulnerability to climate change and the potential impact on our operations and supply chain, especially regarding natural resources and agricultural products. Changes in temperature and rainfall patterns, droughts, and natural disasters can affect agricultural productivity (especially of key commodities used in animal feed), animal welfare, and the availability of water and energy, increasing our costs and impacting operational performance. Our reliance on electricity also exposes us to fluctuations in energy costs and potential supply crises.</p> <p>In addition, we also monitor transition risks and regulatory changes, such as carbon pricing mechanisms and potential taxes on fuels and electricity, both in Brazil and in other countries where we operate. Learn more in the Annexes.</p>	<p>To reduce our impact on climate change, we have made climate commitments to reduce GHG emissions in our operations and value chain, with validation from the SBTi, including a FLAG target. In addition, we are focused on increasing the use of renewable energy and reducing water consumption in our activities.</p> <p>Aiming for a deforestation-free supply chain with low biodiversity impact, we have made significant progress in implementing measures to ensure the traceability of grains sourced from all biomes, through the use of geospatial technology and data science.</p>	<p>Our operations depend on energy. To ensure supply and reduce greenhouse gas emissions, we are investing in the construction of self-generating clean energy parks (wind and solar). These investments not only secure the electricity supply for our facilities but also offer economic advantages by making our production costs more predictable and competitive, while reducing expenses over the next 15 years.</p>
Commodities and the cyclical nature of the business	<p>Our operating results are subject to the cyclical nature and volatility affecting the prices of commodities, poultry, and swine, which can adversely impact our entire business.</p>	<p>Both in Brazil and abroad, the industry is characterized by cyclical periods impacted by climate-related, political, and other factors. Therefore, we closely monitor commodity market movements, tracking global harvests and geopolitical impacts. In this way, it is possible to anticipate price movements and other market risks, which complements our grain sourcing structure that spans almost the entire national territory, generating agility and more opportunities for strategic positioning.</p>	<p>We have opportunities for efficiency and competitiveness gains through the use of alternative materials in feed formulation, expanding direct purchasing from producers, as well as enhancing storage capacity.</p>

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Risk	Description	How we manage	Opportunities
Tax	Changes in tax laws or their interpretation may increase our tax burden and, as a result, adversely affect our results of operations and financial condition. In addition, disputes regarding the offsetting of tax credits and the use of tax incentives may pose risks to the company's reputation.	The tax strategies adopted by BRF consider the mitigation of risks to corporate reputation, and transactions between group companies are subject to the Related Party Policy and, therefore, to the transfer pricing laws and regulations of each country or region where the related parties are domiciled. We also have a Tax Management Policy that establishes guidelines, roles, and responsibilities related to tax compliance, a topic for which the direct and indirect tax management teams are responsible for ensuring adherence to current legislation at the federal, state, and municipal levels; reducing risks and improving our internal processes (learn more in our Related Party Transactions Policy and Tax Management Policy). Additionally, we have a SOX Controls matrix in the Tax area aimed at ensuring the accuracy of information. The strategic topics and initiatives connected to taxation are evaluated by the Tax Committee whilst the Vice-President of Legal and Compliance, Vice-President of Finance and the directors of the department have the power of voting. If necessary, these issues are the object of decisions taken by the committees and/or corporate bodies.	The main tax processes are periodically reviewed by the Internal Audit and by independent auditors, in order to safeguard the entry into aggressive or evasive tax policies that may generate risks for the company and its stakeholders.
Environmental compliance and access to hydro and energy resources	The impact of water scarcity also occurs, significantly, throughout our production chain, especially with regard to grain irrigation for animal feed production, animal watering or our production processes.	We have adopted guidelines for measuring the water vulnerability of our plants, to monitor our consumption, to rationalize water usage in our processes, for corrective and preventive actions, and also for contingency plans when the risk materializes, as well as prioritizing investments for water supply to our production units, in order to increase the capillarity of our measurements and for the reuse and reuse of this resource.	To evolve and enhance our water management, maximizing water reuse and recycling, increasing the granularity of our measurements, eliminating waste, and seeking technologies to rationalize water usage.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Risk	Description	How we manage	Opportunities
Currency and political-economic risks	The geopolitical challenges and uncertainties arising from the conflict between Russia and Ukraine may have a material adverse effect on the global economy, logistics, prices of certain materials and commodities, and our business. The high interest rate scenario and a still-depreciated real – with the US dollar closing the year around R\$ 4.85 – present risks that could negatively affect our competitiveness and result generation, as many of the commodities we use have their prices linked to the dollar.	We continuously monitor the contexts of the markets where we are present through consulting, local monitoring, associations, and other mechanisms. We manage a portion of our foreign exchange rate risk through derivative instruments in foreign currency and future cash flows from exports in US dollars and other foreign currencies.	The opportunities involve strengthening business intelligence tools and diversifying our global operations to minimize exposure to specific markets and risks.
Market trade barriers and protections	Stricter trade barriers in key export markets could adversely affect our operational results.	Countries like Russia and South Africa have a history of erecting trade barriers to imports of food products. Developed countries use direct and indirect subsidies to increase the competitiveness of their producers in other markets. For example, the European Union has adopted a quota system for certain poultry products and prohibitive tariffs for other products to mitigate the effects of lower production costs in Brazil on European producers – and is evaluating new regulations. Halal certifying organizations from different markets, such as Saudi Arabia and the UAE, impose price adjustments without prior notice. To overcome these challenges, we monitor international movements and strive to ensure effective planning of supply, demand, and production, both in Brazil and abroad, working together with ABPA.	We remain focused on the evolution of our processes and on ensuring the trust of authorities, as well as on plant certification and active participation in trade agreements beneficial to our business and the needs of different markets. We monitor the markets in which we operate through consulting, local monitoring, associations, and other mechanisms, while also reinforcing our processes for high-value-added products.
Data protection and cybersecurity	We are subject to risks associated with non-compliance with applicable data protection laws, which could negatively impact us through the imposition of fines and other types of sanctions. Violations, interruptions, or failures of our information technology systems (including as a result of cyber security attacks) can disrupt our operations and negatively impact our business and reputation.	We constantly work to maintain the security of our technological environment and the protection of our assets. We adopt a comprehensive approach that involves technologies, policies, and contingencies. We regularly train our employees on information security practices, engaging them in preserving cybersecurity and the integrity of our data. To meet the growing regulatory demands and ensure the protection of the data we handle, we have developed a program that includes measures for identifying and classifying personal data, consent management, protection against data security threats, and constant monitoring to ensure compliance with regulatory requirements, such as the General Personal Data Protection Law (LGPD) in effect in Brazil since 2020.	

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- 2 our governance**
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Risk	Description	How we manage	Opportunities
Health and technical restrictions	Outbreaks or fears of outbreaks of any exotic diseases among animals can lead to order cancellations by our customers and generate negative publicity that may result in a decline in consumer demand for our products. Outbreaks of exotic animal diseases in Brazil may result in foreign government actions to close export markets.	On a global scale, the sanitary perspective still imposes risks of embargoes. African swine fever in some countries in the Americas carries the risk of market closures in the event of an outbreak in Brazilian territory. In early 2023, the Americas region experienced an increase in cases of <i>avian influenza</i> in countries such as Canada, the United States, Mexico, Argentina, Uruguay, Colombia, Chile, Venezuela, and Peru. Brazil remains free of the disease in commercial poultry. Regarding 2024, the scenario for South American countries was one of stability; however, there was a significant increase in <i>avian influenza</i> cases, especially in the United States.	The quality and safety of food are non-negotiable assets that integrate our strategy and the BRF management system, permeating throughout our value chain. We believe that the primary strategy for prevention and control in sanitary issues is applied and effective biosecurity across all links of the chain.
Food safety and quality	Health and food safety risks related to our business and the food industry can adversely affect our production and transportation processes, as well as our ability to sell our products.	The Quality Policy establishes our commitment to food quality and safety, prioritizing compliance with legal requirements and meeting the needs of customers and consumers. Our corporate standards standardize quality across production units. Additionally, through excellence programs such as SEO, + Excellence, and Ideal Store, we strengthen adherence to our standards, promoting the handling of non-conformities for continuous improvement of our quality system, reinforced by internal and external audits.	

For more information, please refer to our Reference Form.



in this chapter:

- sustainability governance
- materiality
- commitments and results
- 3.1 sustainable sourcing
- 3.2 climate change
- 3.3 animal welfare
- 3.4 natural resources
- 3.5 waste and packaging
- 3.6 social impact

3 sustainability platform

Material topics: Animal welfare; Communities surrounding operations; Management, transparency, and traceability of the value chain; Climate change; Natural resources; Solid waste and packaging



- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

Sustainability is deeply embedded in BRF's culture, business strategy, and the daily management of our activities.

The commitments of our Sustainability Platform are translated into measurable metrics, indicators, and short, medium, and long-term goals aligned with the material topics identified in the company's most recent materiality analysis.

Through its Sustainability Platform, BRF has implemented concrete initiatives aimed at producing increasingly sustainable food. These initiatives include the efficient use of natural resources such as water and energy, improved food utilization, and the reduction of greenhouse gas emissions. Supply chain management is also a key focus, with processes and controls like traceability and monitoring in raw material procurement. These efforts aim to foster a low-carbon, deforestation-free production chain that upholds human rights and animal welfare.

sustainability governance

Sustainability management at BRF is integrated across all business areas, with support from the Vice Presidency of People, Sustainability, and Digital, and oversight by two strategic committees. The Sustainability Committee, which advises the Board of Directors, is chaired by one of the company's independent members and is composed of other members specialized in the topic, with recognized professional backgrounds in the field. Learn more in **Governance**.

Responsible for defining the guidelines related to the sustainability agenda, including the evaluation and approval of the Sustainability Policy, this body holds regular meetings to monitor the execution of strategies, assess achieved results, and promote various discussions. It remains vigilant to emerging trends and new challenges. **GRI 2-12**

In addition, we have the Sustainability Executive Committee, composed of six vice presidencies

directly involved the topic. The committee meets, on average, every 90 days, with the purpose of guiding and monitoring the company's strategic sustainability actions. At the management level, we have dedicated teams for specific areas, such as the environment, animal welfare, social responsibility, and institutional relations and reputation, each with a tailored approach. In line with the company's Bylaws and Delegation Policy, critical matters are brought to the attention of the Board of Directors for deliberation. **GRI 2-13, 2-16**

We set measurable goals and track progress in each area of action, ensuring transparency to all our stakeholders through detailed annual reports on initiatives and outcomes.

Our sustainability practices are guided by principles outlined in specific, globally applicable policies approved by the Board of Directors. All of these policies are available in full on **our website**.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

incorporation of policies

GRI 2-24, 408-1, 409-1



In order to expand its responsible actions, BRF subscribes to commitments with various voluntary socio-environmental pacts, supporting and encouraging sustainable development. For the topics referenced in the Sustainability Policy, the company has indicators for monitoring and addressing deviations for continuous improvement of its processes, committing to the careful disclosure of information about the results of its projects to its stakeholders.

Transparency Manual

The BRF Transparency Manual covers topics such as behavior, human rights, ethics, among others, and should be used as a reference for professional conduct in work relationships. It is intended for the company's employees, as well as its suppliers, service providers, customers, and others. Within the Integrity System, BRF also has a Business Partner Code of Conduct, which establishes the guidelines that must be followed by all partners, suppliers, and service providers in order to encourage and guide the adoption and compliance with applicable legislation, as well as ethical and socio-environmental practices in their operations. Learn more in **Governance**. [GRI 2-26](#)

Suppliers

For integrated producers, a team of BRF extension agents is trained in sustainability criteria and visits 100% of the farms periodically to provide assistance and guidance. In Brazil, 100% of this group, as well as all potential business partners, undergo a sustainability evaluation. They are also monitored according to the criteria of the Sustainability Index—a BRF tool used to assess risks and create value in its agricultural supply chain. Learn more in **Sustainable Sourcing**.

Regarding commodity suppliers, our commitments to responsible business conduct reflect socio-environmental criteria applied to all suppliers. These criteria are established in the Sustainable Grain Purchasing Policy, disseminated through the BRF Sustainable Grain Supplier Handbook. Additionally, our negotiators also receive training and are responsible for disseminating the company's sustainability criteria and commitments to commodity suppliers. Learn more in **Sustainable Sourcing**.

Human Rights Policy

The Human Rights Policy establishes that the responsibility for integrating human rights into BRF's operations lies with its senior leadership, as well as key personnel in the company, such as the Supply, Grains, Agriculture, Human Resources, Compliance, and Sustainability Boards.

Thus, the organization as a whole is clear about its responsibilities in order to ensure transparency and respect for universal human rights, regardless of position or role. The Policy outlines the commitments and responsibilities of each area regarding the topic.

Sustainability Policy

The Sustainability Policy outlines that the responsibility for proposing and updating the Policy rests with the Vice Presidency of Quality, R&D, and Sustainability, in collaboration with the Sustainability Management team.

This is done in alignment with both internal and external stakeholders, ensuring adherence to best market practices. The Sustainability, Animal Welfare, and Environment Management team is responsible for addressing any queries related to the Policy, establishing necessary procedures for its implementation, and ensuring effective communication and training for the target audience. It is the responsibility of all employees and stakeholders of BRF to adhere to the guidelines established in this document.

To train our employees on the implementation of commitments, BRF Academy offers courses and learning paths focused on Sustainability and our commitment to Human Rights. For external audiences, we have various communication and dissemination strategies to promote our commitments.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

materiality

GRI 3-1, 3-2

In alignment with GRI Standards, best reporting practices, and key sectoral references such as SASB, ISSB, and IFRS, among others, we conducted a review of our materiality in 2024, maintaining the concept of

double materiality. This concept encompasses both the impacts, risks, and opportunities for our business (financial materiality) and the effects we generate on nature, society, and the economy (socio-environmental impact materiality) over a two- to five-year perspective.

The process of reviewing our materiality had four stages:

1

Mapping of environmental, social, and governance topics: Through trend analysis, studies, and thematic and sectoral publications, capital market indices, international guidelines, and actions of companies in the same sector, we mapped a comprehensive list of environmental, social, and governance topics that are relevant to the company and the sector. Business strategy, internal corporate policies, and the company's commitments and goals were also consulted to ensure that topics already being worked on and deemed relevant for the company were addressed in the analysis of the subsequent stages.

2

Consultation with stakeholders for financial materiality and socio-environmental impact: Representatives from the company's key stakeholders were consulted to understand their perspectives on the socio-environmental and financial impacts related to the topics mapped in the previous stage, as well as the relevance of each topic for the different audiences consulted. For the financial materiality analysis, 15 interviews were conducted with company leaders, 13 with internal specialists from the various regions where the company operates, and four with financial institutions and clients. Additionally, 16 online consultations were held with the same groups to gather perceptions on the financial axis. For the analysis of socio-environmental impacts, 14 interviews were conducted with internal specialists from the various regions where the company operates, and nine interviews with external specialists and clients. Additionally, 51 online consultations were held with the same groups to gather perceptions on the socio-environmental axis. For the perception of relevance, over 860 digital consultations were conducted with stakeholders such as customers, suppliers, service providers, employees, integrated producers, NGOs, organizations focused on various socio-environmental and governance topics, the press, and industry associations.

3

Analysis and prioritization of topics: Based on inputs from previous stages, we mapped the key financial, environmental, social, and governance topics, considering their impact and relevance. The survey results were weighted according to the mapping of our stakeholders and represented in a graph to highlight the relevance, criticality, and magnitude of each topic in terms of financial and socio-environmental impacts.

4

Validation: The final list of priority topics, which included a total of ten topics, was submitted to a validation process by the Sustainability Committee of the Board of Directors.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

material topics¹

Natural resources

Considers energy consumption management in operations and across the value chain, including energy efficiency practices to minimize waste, the use of renewable sources, and eco-efficient initiatives to reduce emissions associated with the energy matrix. Refers to the responsible use of water, covering the control of withdrawal and consumption, management of the quality and quantity of effluents discharged, preservation of water sources, reduction of waste, and the potential impact on water bodies.

GRI Indicators: 302-1, 302-2, 302-3, 302-4, 302-5, 303-1, 303-2, 303-3, 303-4, 303-5.

ODS:

Climate change

Addresses the company's greenhouse gas emissions and its value chain, including sources such as fuel combustion, deforestation associated with animal protein and soybean production, fires, and methane generated by livestock activities. Covers practices for adapting to the consequences of Climate Change.

GRI indicators: 201-1, 201-2, 304-1, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7.

ODS:

Management, transparency and tracking of the value chain

Addresses supplier relationships and raw material control, focusing on engagement, training, and the enforcement of quality standards and regulatory aspects. Includes socio-environmental control in hiring, sustainable certifications, enhancement of traceability, and the promotion of a more sustainable supply chain.

GRI Indicators: 204-1, 301-1, 301-2, 301-3, 308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2, FP1, FP2, FP5

ODS:

Solid waste and packaging

Addresses the management and disposal of solid waste in operations and across the supply chain, taking into account the nature of the raw materials and packaging used. Includes the reduction of single-use plastics, practices to minimize waste and the environmental impact associated with logistics, consumption, and waste generated by the end consumer.

GRI Indicators: 306-1, 306-2, 306-3, 306-4, 306-5.

ODS:

Animal welfare

Addresses the assurance of proper conditions for the raising, transportation, and slaughter of animals in the production process, including animal health care, the responsible use of antibiotics and hormones, and the adoption of ethical practices.

GRI Indicators: FP10, FP11, FP12, FP13.

ODS:

Product quality and safety

Addresses the integrity, quality, and safety of products, focusing on the prevention of contamination and any negative impacts on consumer health, ensuring compliance with sanitary standards and good manufacturing practices, and the commitment to food and nutritional security.

GRI Indicators: 416-1, 416-2, 417-1, 417-2, 417-3, FP1, FP2, FP5, FP6, FP7, FP10, FP11, FP12.

ODS:

Ethics, integrity, and transparency

Addresses ethics, integrity, and compliance in relationships with internal and external stakeholders, including the prevention of corruption and bribery, ethical advocacy practices, fair competition, transparency in political influence, and the implementation and monitoring of Codes of Conduct for employees and suppliers.

GRI Indicators: 205-1, 205-2, 205-3, 206-1, 207-1, 207-2, 415-1, 418-1

ODS:

Communities surrounding operations

Addresses the socioeconomic impacts of the company's operations and its supply chain in the regions where it operates, considering job creation, impacts on the local economy and infrastructure, noise pollution control, practices for coexistence with the surrounding community, and non-interference with access to basic services.

GRI Indicators: 203-1, 203-2, 413-1, 413-2.

ODS:

Health, safety and well-being

Addresses the promotion of physical and mental health, workplace safety, and the guarantee of healthy conditions, aiming to protect the integrity and well-being of employees.

GRI Indicators: 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10.

ODS:

Human rights and labor relations

Addresses the working conditions provided by the company, including appropriate working hours, benefits, guarantee of labor rights, and respect for freedom of association, ensuring a dignified and fair work environment.

GRI Indicators: 401-1, 401-2, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2

ODS:

¹ Compared to the previous materiality, new topics were prioritized: Solid waste and packaging; and Surrounding communities near operations. The topics of Food safety and Attraction, development, and retention of employees remained relevant and continue to be addressed by the company, even though they are not listed as priorities in the current materiality.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

strategic pillars of the sustainability platform

Through the Sustainability Platform, BRF outlines its commitments across six strategic pillars, which translate into indicators, metrics, and short, medium, and long-term goals aligned with the company's material topics. In the following chapters, we will present the actions taken and the results achieved for each of the Platform's pillars.

Climate change

Learn more on [page 69](#).

Sustainable sourcing

Learn more on [page 56](#).

Natural resources

Learn more on [page 88](#).

Waste and packaging

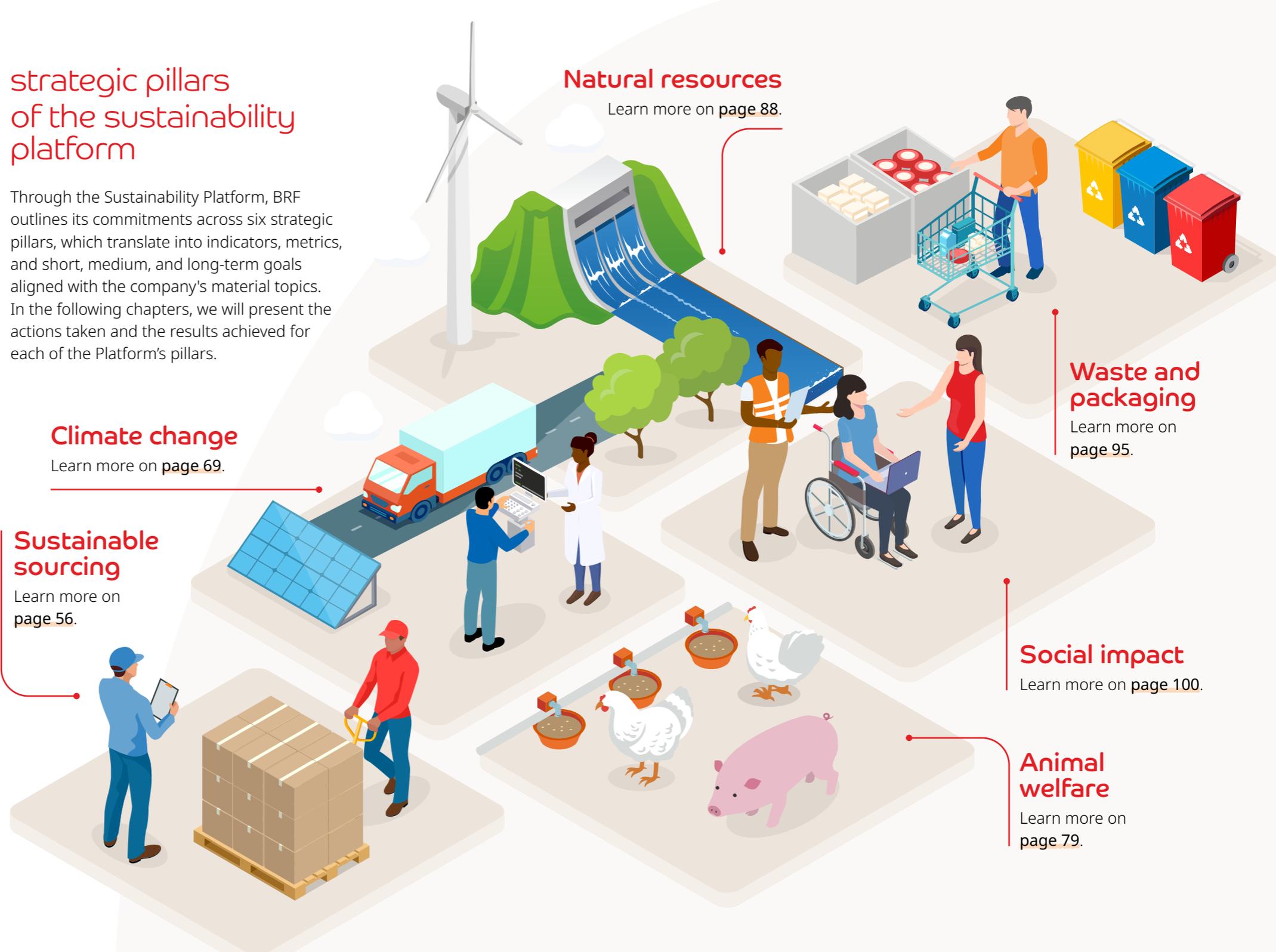
Learn more on [page 95](#).

Social impact

Learn more on [page 100](#).

Animal welfare

Learn more on [page 79](#).



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

commitments and results

Sustainable Sourcing

Commitment	Term	Status 2024	Highlight
100% of the grain supply chain in the Amazon, Cerrado, and other biomes – both direct and indirect – free from deforestation	2025	100%	In 2024, we achieved the result of 100% of our grain supply chain, advancing the traceability commitment by one year.

Climate change

Commitments	Term	Status 2024	Highlight
Implement a range of carbon neutral products	2021	3 carbon neutral SKUs	Since 2021, BRF has had carbon neutral products in its portfolio. We currently have 3 items: cauliflower wings, vegetable nuggets and vegetable protein nuggets.
Reduce direct emissions from operations (Scopes 1 and 2) by 51%.	2032	+6.8%	We concluded the 2024 cycle with a 6.8% increase in Scopes 1 and 2 emissions, covered by the SBTi near-term target, compared to the 2020 baseline year. Scope 1 was severely impacted due to large-scale and intense forest fires. On the other hand, we had positive results in Scope 2, driven by the acquisition of renewable energy in Brazil and Turkey, resulting in a 47.5% reduction in emissions.
Reduce value chain emissions (Scope 3) by 35.7%	2032	6.0%	Scope 3 emissions decreased by 6.8% compared to the 2020 baseline, primarily due to improved practices in animal husbandry and the use of swine manure in biodigesters.

Sustainable Sourcing KPIs:

- Percentage of direct supplier farms with control over indirect suppliers in the Amazon and Cerrado of Brazil
- Percentage of monitoring of grains purchased from the Amazon and Cerrado
- Percentage of monitoring of brans purchased in Brazil
- Percentage of monitoring of oils purchased in Brazil

Climate Change KPIs:

- Percentage of emissions reduction in Scopes 1, 2, and 3 compared to the 2020 baseline
- Percentage of emissions reduction in Scopes 1 and 3 FLAG
- Number of integrated producers using renewable energy
- Percentage of renewable energy used in operations

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Animal welfare

Commitments	Term	Status 2024	Highlight
To ensure the non-use of growth-inducing antibiotics in the livestock chain	Recurrent	100%	Since 2019, BRF has not used antibiotics for growth promotion purposes in animals.
Zero tolerance for animal abuse, either through abuse or neglect	Recurrent	100%	Since 2020, BRF has committed to not tolerate animal mistreatment. All operations are verified, and if any non-compliance is suspected, the case is investigated and the consequence policy is applied in the event of a breach.
To ensure that 100% of the swine raised at BRF are not identified through mutilations	2021	100%	Since 2021, we have fulfilled this commitment by using ear tags and tattoos across BRF's entire global swine herd.
To ensure that 100% of the swine raised at BRF do not undergo clipping or trimming of teeth	2021	100%	This procedure is only performed in exceptional circumstances, when the breeding animals' welfare is compromised.
To ensure that 100% of male swine are not surgically castrated	2022	100%	In 2022, the castration method for male swine was changed to immunocastration. When surgical castration is necessary, it is performed with anesthesia.
To ensure that 100% of the poultry in the integration system globally are cage free	2023	100%	Since 2023, all the poultry in the integration system in Brazil and Turkey are cage-free.
To certify 100% of the manufacturing units in animal welfare	2025	100%	We have fulfilled the commitment ahead of schedule, and by 2024, 100% of BRF's slaughter units are certified in Animal Welfare, audited under internationally recognized protocols. The commitment was reached with the certification of Turkey's operations.
Use only cage-free eggs globally	2025	96.3%	In Brazil, the commitment has been fully met since 2020. In 2024, we worked on developing suppliers to meet the commitment in the international market.
To ensure the use of painkillers for 100% of swine tail docking procedures	2025	0%	In 2024, we conducted tests to validate products that could meet the commitment.
Use environmental enrichment in 100% of the integration of poultry and swine	2025	35%	The turkey supply chain has had environmental enrichment in 100% of its facilities since 2021. We made progress in meeting the indicator for the chicken (23.9%) and swine (41%) supply chains and developed new tools to fulfill the commitment.
Implement 100% of collective gestation stalls for swine breeders by 2026. Starting in 2023, all new projects for housing breeding sows will follow the free-range model	2026	57.7%	Despite the challenges of the economic scenarios, we made progress in meeting the indicator, especially in the southern region of the country.

Animal Welfare KPIs:

- Percentage of integrated suppliers' compliance with Animal Welfare requirements
- Animals' fasting time
- Animal mortality rate during transportation
- Number of Animal Welfare violation notices

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Natural resources

Commitments	Term	Status 2024	Highlight
Reduce water consumption by 13% at BRF	2025	11.4%	In 2024, Brazil made progress in water reuse, increasing from 16% to 20%. All industrial plants have implemented process measurement systems, ensuring continuous and efficient monitoring. In addition, the units have a robust and active water management governance, integrating various stakeholders and promoting sustainable management of water resources.
Ensure 100% energy from renewable sources	2030	53%	Through the renewable energy procurement strategy with proven traceability implemented by BRF, it was possible to achieve 53% renewable energy, of which 40% comes from clean sources (wind and solar).

Waste and packaging

Commitments	Term	Status 2024	Highlight
Ensure that 100% of packaging is recyclable, reusable, or biodegradable	2025	93%	93% of the global volume of packaging used by the company is recyclable, reusable, or biodegradable, representing 62% of the specifications used.

Social impact

Commitments	Term	Status 2024	Highlight
Achieve 30% representation of women in senior leadership positions.	2025	21.58%	In addition to affirmative actions with quotas in development programs and educational incentives, we have the global "Lead Like a Woman" program, a career acceleration journey for women. In 2024, we launched the "Among Them" program, a literacy journey for male leaders, aimed at reinforcing the role of men as agents of transformation and strengthening the network of allies for gender equity.

Natural Resource KPIs:

- Environmental Sustainability Index (ISA)
- Volume of water per ton of meat produced
- Percentage of water reused

Waste and Packaging KPIs:

- Amount of waste sent to landfill
- Amount of recycled waste
- Percentage of recyclable, reusable and biodegradable packaging
- Percentage of post-consumer offset packaging

Social Impact KPIs:

- Number of women in management positions
- Number of Black individuals in leadership positions
- Amount invested in communities
- Number of people impacted by food waste reduction education initiatives
- Number of volunteer actions
- Number of volunteer participations by employees

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

3.1 sustainable sourcing

GRI 3-3 Management, transparency and tracking of the value chain

Globally, BRF has an extensive supply chain that includes over 30,000 business partners and 8,400 integrated producers, supplying everything from raw materials to logistics services.



Our suppliers are categorized into three major groups, and all the volumes negotiated with these partners are in compliance with our purchasing policies:

- **Integrated producers:** rural producers responsible for the animal raising stage (poultry and swine) with whom we maintain integrated production contracts.
- **Agricultural commodities:** suppliers of grains (corn, soybeans, sorghum), meals, and oils, including rural producers, grain traders, cooperatives, resellers, and trading companies.
- **Procurement (Supplies):** suppliers of packaging, ingredients and inputs, energy resources, general services (IT, public services, and logistics), Capex materials, MRO (maintenance and repair of operations), and logistics suppliers (maritime and road freight, warehouses, etc.).

In 2024, 100% of our procurement during the integration phase was sourced from local suppliers¹. For internationally traded commodities, 78.4% of our purchases were made from local suppliers. In other procurement categories, 95.44% of total spending was directed to local suppliers. **GRI 204-1**

¹ In our definition, local suppliers are those operating in the same country as the production units they supply.

supply chain monitoring program

GRI 408-1, 409-1, 414-2, SASB FB-MP-430a.1

To ensure that our safety, quality, and sustainability standards are upheld by our suppliers, we have implemented the Supply Chain Monitoring Program. This program covers all areas—from grain purchasing to freight and logistics services—and is based on compliance with our Supplier Code of Conduct and the Related Parties Agreement. **In 2024, 100% of our business partners were selected based on social and environmental criteria.** **GRI 308-1, 414-1**

As part of the programme, we carry out initiatives aimed at monitoring social and environmental risks and engagement actions tailored to each supplier group. The programme includes proprietary management methodologies, such as the Integrated Supplier Management (GIF) programme, traceability and monitoring of grain suppliers, quality audits, checks against public data, and requirements incorporated into contractual clauses. Some of the requirements include:

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



Public lists: we conduct biweekly checks on lists from the Brazilian Institute of Environment and Renewable Natural Resources (Ibama), the Ministry of Labour and Employment (MTE), and the National Register of Ineligible and Suspended Companies (Ceis) to identify potential irregularities among suppliers. In such cases, the registration is blocked until regularisation or a negative certificate is provided.



Human rights and labor practices: our Corporate Human Rights Policy strictly prohibits any form of degrading, forced, or undignified labor, with particular emphasis on the prevention of child labor.



BRF Partner Code of Conduct: dissemination of the document outlining the rules and expected ethical and social-environmental behaviours from our suppliers.



Animal welfare: compliance with the requirements is mandatory for all individuals who handle live animals, from integrated producers to transportation and logistics service providers.



Self-assessment: completion of a checklist/questionnaire with technical information.

Integrated producers

Our supply chain includes more than **8,400 farmers responsible for raising animals – poultry (Brazil and Turkey) and swine (Brazil)**. BRF has a long-term partnership with this group, with whom we maintain integrated production contracts.

The system operates on a vertical integration model, with BRF providing producers with all the inputs for animal farming: animals, feed, transportation, training, and technical assistance through extension agents and the AgroBRF app. In return, producers provide infrastructure and labour in compliance with the Transparency Manual, the Supplier Code of Conduct, and the guidelines of the Good Production Practices Manual and the Animal Welfare Program.

The training and technical assistance program includes continuous improvement training and a schedule of visits from extension agents. These professionals oversee production, train integrated producers according to the Good Production Practices manual and the guidelines of the **Animal Welfare Program Made at BRF**, and provide support for monitoring and guidance on social and environmental requirements. Our team includes 783 extension agents and 91 veterinary professionals.



Iago Virtual Extensionist

To support field extension agents, we developed Iago, a generative artificial intelligence that answers questions and provides useful information on animal management and health, water resources, waste, manure, and energy, promoting conscious and efficient consumption. Iago relies on a knowledge base made up of manuals, regulations, and other relevant documents to provide quick and objective answers. Learn more in **Digital Transformation and Innovation**.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Through the Supply Chain Monitoring Program, our business partners receive the Transparency Manual and the Supplier Code of Conduct, which outline the company's guidelines on social and environmental aspects, ethics, and compliance. Additionally, our producers undergo a compliance assessment to identify and classify Politically Exposed Persons and detect any potential conflicts of interest (such as corporate ties or family relationships with BRF employees and/or suppliers, for example).

Our contracts include human rights clauses, recognized internationally as fundamental rights in the workplace by the ILO, with provisions for suspension or termination in cases of non-compliance. Through our management portal, we now monitor the documentation control of third parties hired by our business partners under the CLT (Consolidation of Labor Laws) regime.

A new clause has been added to the contracts, requiring living areas to be equipped with restrooms and cafeterias. Among the properties with which we already have business relationships, 65% are compliant, as per the Conduct Adjustment Agreement signed. Our extension agents are properly trained to identify potential inconsistencies related to fieldwork. **GRI 408-1, 409-1 GRI 2-23**

Our producers are also assessed on sustainability aspects through the Integration Compliance Index – a BRF tool to evaluate issues related

to quality, environmental management, labor practices, human and economic rights, including business continuity. The assessment is carried out through the application of the Sustainability Checklist, as outlined in the Agricultural Expansion Manual and the Operational Excellence System.

In 2024, the average score of the Integration Compliance Index achieved by the integrators (producers) was 84.26. In an effort to improve this indicator, BRF has been continuously working on engagement, providing guidance and strengthening relationships, both through the extension agents' monthly visits and the AgroBRF app.

The Sustainability Checklist is periodically updated to account for changes in legislation, technologies, or the company's strategic objectives. **It is also incorporated into the evaluation score of the Integrated Highlight Program.**

In addition to the Sustainability Checklist, we have the Environmental Route – a tool in our Excellence System that conducts an annual analysis of producers through an environmental verification checklist. The purpose of this evaluation is to verify compliance with legal requirements such as the Rural Environmental Registry (CAR), Environmental Licenses, Water Use Rights Grants, and their conditions, including water withdrawal volume, waste storage and disposal, and treatment of effluents and manure.

In 2024, we assessed 6,645 integrated producers in Brazil for environmental impacts (deviations in water management, effluents, waste, emissions, and/or legal documents). Of these assessments, 6,624 producers were approved, resulting in an average compliance rate of 90% with environmental criteria, and only 0.32% of the integrated producers had their business relationships terminated due to non-compliance. **GRI 308-2**

To assist producers in addressing non-compliances identified in the Environmental Route and the Sustainability Checklist, we have developed individual action plans that are monitored by the extension agents.

Integrated producer award program

Every year, we assess integrated producers on production practices, zootechnical criteria, and socio-environmental standards. The scores are calculated by summing the performance in the zootechnical indicators and the Sustainability Checklist. Producers with the highest scores are recognized with financial bonuses.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Sustainability management in the field

In its efforts to balance productivity with the preservation of natural resources and biodiversity, as well as the reduction of greenhouse gases, BRF has been investing in innovation, training, technical assistance, and financial mechanisms. Additionally, the company promotes good practices among rural producers and encourages environmental education through the environmental booklet, available on [our website](#).

In **water management**, a key element for animal hydration and zootechnical results, we rely on measures such as infrastructure modernization – facilities and equipment, control and monitoring of water consumption levels in artesian wells, leak detection, and preventive maintenance of the supply network (pipes, hoses, drinking fountains, etc.), which play a crucial role in reducing losses and waste and in meeting the requirements of environmental authorities.

BRF also encourages rainwater harvesting from the poultry house rooftops, using gutters and downspouts, followed by minimal treatment. This water is then used for toilet flushing, cleaning facilities and equipment, and irrigation.

Regarding **electricity**, since 2020, BRF has partnered with financial institutions to help integrated producers install solar panels on their properties. Currently, over 3,800 producers are already using solar energy for production, and we ended 2024 with 61% of the volume of animal production (poultry and swine) carried out by producers with photovoltaic systems. Beyond the environmental benefits, this transition has led to an average 95% reduction in energy costs for producers. The use of renewable energy is also a key evaluation criterion in the Award Program.

In animal husbandry, BRF encourages its producers to implement innovative projects that involve reusing manure to generate energy, which is then applied as organic fertilizer in agricultural crops, reforestation areas, and pastures for cattle. The benefits of this practice include generating low-cost energy, reducing fertilizer purchase expenses, decreasing the need for agricultural land to apply manure, and lowering greenhouse gas emissions.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- 3.1 sustainable sourcing
- 3.2 climate change
- 3.3 animal welfare
- 3.4 natural resources
- 3.5 waste and packaging
- 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Nutrient management in the supply chain

All properties owned by integrated producers, as well as our own farms, implement the Nutrient Management Plan. We have contracts with all integrated producers and only proceed with housing if they hold a valid operating license. In the licensing process, it is mandatory to list the destination of the waste generated by the activity in the environmental report.

The waste is used for fertigation in the soil, and the environmental licensing process requires us to conduct annual or semi-annual soil monitoring (as stipulated in the license) for the duration of the license. In addition, BRF does not keep animals on integrated rural properties that do not have a license and/or that present non-compliances, which are periodically assessed by its technical team. The proper disposal of waste is included in the compliance verification conducted on 100% of the integrated producers. These producers conduct laboratory analyses to meet the criteria established in the environmental licenses by the regulatory authorities (considered as a third party in this process).

These analyses enable integrated producers to maintain an appropriate nutritional balance between waste application to the soil and nutrient removal by the crops planted in those areas. In this way, BRF promotes the proper use and circular management of animal waste, being strict in complying with the environmental regulations on the matter.



In 2024, the total amount of waste and manure generated by our production chain (considering swine waste and poultry bedding) was approximately 10.3 million tons. 100% of this waste is managed through a nutrient management plan that complies with the conditions of environmental licensing processes. Compared to 2023, this indicator remained stable.

SASB FB-MP-160a.1

We treat swine waste in anaerobic lagoons, followed by fertigation in crop areas, according to a fertilization plan developed by qualified technicians. For poultry litter, temporary storage is used for fermentation, aiming at pathogen elimination and mineralization. The resulting material is then applied as organic biofertilizer in crop fields.

waste that generates energy and biofertilizer

Among our integrated producers, we have an example of a partner from the state of Mato Grosso who is making significant efforts to reduce greenhouse gas emissions in our supply chain, while also helping to prevent soil contamination.

The farm houses more than 13,000 breeding sows, and the reuse of methane released from the manure is carried out through 18 biodigesters that capture and treat the gas. The biodigesters transform methane into biogas, generating electricity and biofertilizers. Rich in nutrients such as nitrogen and phosphorus, organic fertilizers are applied to various agricultural crops, improving productivity, soil health, and reducing the use of chemical fertilizers. The initiative is carried out with the permission of the state and municipal authorities responsible for licenses and inspections, and it also contributes to the reduction in the purchase of fertilizers.

In addition to producing biogas for electrical energy, the farm has installed photovoltaic panels, making it self-sufficient, generating over five million kW per year and reducing electricity costs. Moreover, the surplus energy can be sold, providing an additional source of income.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

animal nutrition

BRF continually invests in innovation projects focused on genetic improvement, management techniques, animal health, and nutrition. Advances in these areas enhance feed conversion (turning feed into protein) and reduce animal mortality rates. These efforts are part of the BRF+ 2.0 efficiency plan, thereby contributing to the reduction and mitigation of emissions from animal feed.

The company operates its own research structure for all its animal production chains (chickens, swine, and turkeys), with experimental farms located in Videira, Concórdia, Chapecó, and Catanduvas, in the state of Santa Catarina. These facilities feature 18 barns with 1,344 pens and a capacity to conduct about 79 protocols annually. Research focuses on optimizing nutritional levels to maximize animal performance at various production stages. The efficiency of feed additives is also evaluated, such as exogenous enzymes (e.g., phytases, carbohydrases, and proteases) aimed at improving the digestibility of feed components, or eubiotics that enhance intestinal health, promoting better nutrient absorption and thus contributing to the reduction of phosphorus and nitrogen excreted in the animal waste.

The planning, execution, and analysis of experiments are managed by BRF's team of researchers, consisting of agronomists, veterinarians, and animal scientists (masters, doctors, and post-doctors). This expertise is a key differentiator, enabling BRF to continuously evaluate and adapt the best nutritional options to meet the challenges and production conditions in Brazil.

One of the main highlights in the swine production chain is the genetic improvement program, which offers a proprietary and exclusive lineage, the HS,

accounting for about 70% of the swine processed by the company. The program utilizes technologies such as genomic selection, collective performance tests, and feed conversion assessments through electronic feeding systems. These innovations help select animals with excellent feed conversion, offering producers animals that require less feed to build muscle protein. This, in turn, reduces the need for grains and related inputs (such as cultivated land, fertilizers, transportation, etc.), minimizing waste generation and emissions.



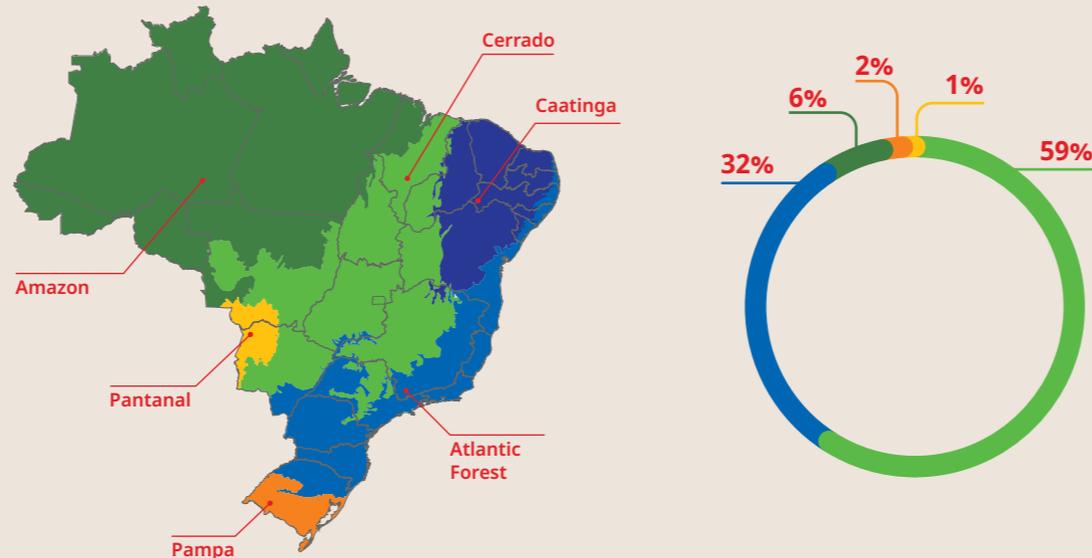
- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

agricultural commodities

Our food production is directly conditioned by the purchase, pricing, and negotiation of agricultural commodities (grains, meals, and oils). **We have approximately 3,745 active business partners. About 30% of the purchases are made directly with the producers.** BRF monitors the social, environmental, and compliance risks that may influence this business and is committed to a grain supply chain – both direct and indirect – that is traced, monitored, and free of deforestation and land conversion by 2025. Learn more on the next page.

The origination process in the Amazon and Cerrado biomes is particularly critical for us due to the higher risk of deforestation. Since 2022, we have achieved 100% traceability, down to the farm level, of direct suppliers in the biomes considered critical. In 2024, we achieved 100% monitoring of the grain supply chain across all biomes in Brazil.

Volume of grain sourcing by biome



socio-environmental criteria for grain purchases GRI 408-1, 409-1

BRF upholds a strict grain purchasing policy that sets socio-environmental criteria to be followed by our business partners. In 2024, all suppliers were evaluated based on these criteria, ensuring environmental protection and respect for human rights.

BRF does not trade grains from production areas that involve:

- Embargoes from the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama), the Chico Mendes Institute for Biodiversity Conservation (ICMBio), and state environmental agencies;
- Indigenous lands, quilombola territories, and strictly protected conservation units;
- Areas deforested after 2008 in the Amazon biome and, from 2025¹ onward, in other biomes.
- Brazil's Slave Labour "Dirty List".

¹ Before this period, in the case of deforestation, the Brazilian Forest Code (Law No. 12.651, dated May 25, 2012) must be followed.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Traceability and socioenvironmental monitoring

To ensure compliance with the Grain Purchasing Policy, BRF uses a platform that integrates geospatial devices and Geographic Information Systems (GIS), allowing for comprehensive monitoring of the entire grain supply chain.

The first step involves identifying, locating, and registering the properties of origin for the grains, including the precise delimitation of the corresponding polygon, based on the Rural Environmental Registry (CAR). BRF also requires its business partners to share data about the origin of their own suppliers (i.e., BRF's indirect suppliers). This process is managed by the company's commercial team, composed of professionals familiar with the region who maintain direct contact with the suppliers.

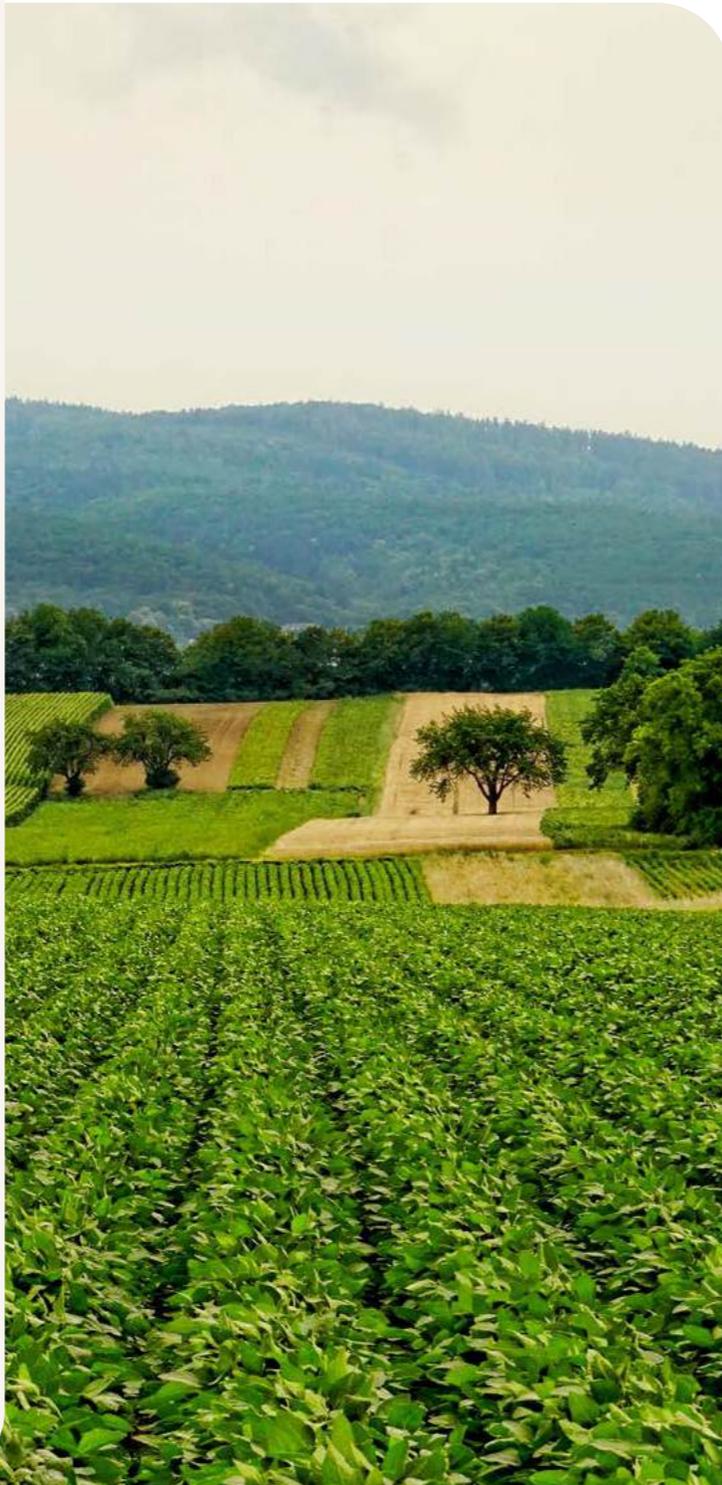
After registration, the system continuously monitors the properties, cross-referencing socio-environmental data to identify potential non-compliances. This is done using public data and updated satellite images. When a non-compliance is detected, the supplier is immediately blocked, and no new purchases are made until the situation is properly clarified and resolved. In 2024, the grain monitoring process was verified by a third party, and the recommendations are being implemented to drive continuous improvement.



Yuri: Innovation in commodity monitoring

In 2024, BRF implemented the Yuri chatbot, a virtual assistant to optimize socio-environmental analyses of farms and grain suppliers, which brought agility and significant advancements in monitoring our supply chain. Integrated with WhatsApp, Yuri uses data such as CPF, CNPJ, and Rural Environmental Registry (CAR) to generate detailed reports, identifying potential irregularities in suppliers' practices in relation to our Sustainable Grain Purchasing Policy. Learn more in [Digital transformation and innovation](#).

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



Committed to the sustainable development of its value chain, BRF has focused on engaging its suppliers. In 2024, we identified and preemptively blocked 549 of the 1,872 suppliers assessed as causing real and potential impacts. With the support of our technical and legal teams, we were able to enable 446 of them, representing 80%. The company works to clarify non-compliances and guides suppliers in addressing necessary documentary regularizations. Additionally, BRF

promotes best practices through technical field visits and by sharing the supplier handbook, available on [our website](#).

Upon achieving 100% monitoring of our grain supply chain – both direct and indirect – we will continue working to expand the positive impacts on the supply chain, balancing productivity with conservation.

Reg.IA: Regenerative Agriculture Consortium

In 2024, BRF, Agrivalle, Bayer, GAPES, Milhão Ingredients, and Produzindo Certo came together to launch the first regenerative agriculture consortium in Latin America. Named Reg.IA, the initiative creates a protocol of sustainable practices to be adopted in soybean cultivation, with the main goal of promoting soil health, increasing productivity, and boosting biodiversity on farms. The protocol consists of two initial phases: Year 1 and Year 2, came together to launch the The mandatory practice includes high-quality no-till planting, with cover crops – which are planted between harvests, helping to retain water in the soil and reduce erosion, playing a key role in addressing water scarcity.

In addition to no-till planting, the protocol encourages producers to adopt at least one of the following four optional sustainable practices: organic fertilization, where at least 20% of the fertilizer volume comes from organic sources; the use of biological pesticides, with at least one application per year; reduction in the use of chemical pesticides; and crop rotation, where different species are grown in an area.

The expected outcomes of the initiative include benefiting more than 30 farms, producing over 200,000 tons of verified regenerative soy, transforming more than 50,000 hectares, and publishing 10 articles on regenerative agriculture. Learn more at: [Reg.IA – Producing Right](#).

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

supplies

To ensure the availability of materials, inputs, and services essential for our operations, we have a Supply department, responsible for planning and procurement strategies.

Within BRF, the procurement process encompasses both direct and indirect materials:

- **Indirect** – This includes all negotiations related to logistics services, administration, consulting, marketing, healthcare, benefits, and poultry catching, as well as the purchase of MRO materials, CAPEX, and maintenance services, among others that are not directly related to final products but are necessary to ensure the operation of business units.
- **Direct** – This involves the procurement of packaging, ingredients, and inputs that have a direct impact on the cost of final products, as well as the procurement of energy resources and the trade of meats.

In 2024, we assessed 7,519 supply chain business partners regarding environmental impacts. Only one partner was identified with the potential for negative environmental effects, and improvements were agreed upon following the evaluation. [GRI 308-2](#)

logistics

BRF's transportation operations involve the movement of live cargo (animals for breeding and slaughter), raw materials, inputs, and finished products. Our dedicated logistics team, consisting of drivers and partner helpers, travels over 50 million kilometers per month across more than 50 countries. Service excellence is regularly evaluated through the Net Promoter Score (NPS).

In 2024, our Logistics team focused on continuing efficiency initiatives, in line with the implementation of BRF+ 2.0. For final deliveries, we coordinated with the Commercial team to phase demand and better manage monthly volumes.

As a result of our logistics efficiency efforts, we increased the volume of products delivered from 180,000 tons to 220,000 tons, reduced the number of idle truck days, significantly lowered the percentage of FIFO (First-In, First-

Out) products from 20% to 1%, and recorded only 1.5% in returns. Customer satisfaction also rose significantly, reaching 90%.

However, in terms of greenhouse gas emissions, the floods that affected the South region in early 2024 disrupted several highway routes. This led to longer average travel distances for our trucks, resulting in an increase in logistics-related emissions.

Another significant impact in logistics was caused by a fire in Carambeí (PR), which required the poultry housed in the region to be transported to more distant facilities for processing. On a positive note, BRF replaced approximately 30% of its fleet with lower-emission vehicles, achieving up to a 5% reduction in emissions compared to the previous fleet. Learn more in [Emissions](#)



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

new distribution center in the Federal District

BRF opened a Distribution Center in Brasília, with the capacity to handle 48,000 tons of food per year. The facility will serve the 35 Administrative Regions and 11 municipalities in the Federal District's Metropolitan Region.

This logistics investment includes 10 docks for receiving and shipping, and a yard with capacity for 65 vehicles. The initiative also supports the creation of 90 jobs and the fulfillment of orders within 24 hours.

In the international market, we optimized the loading process by shipping around 85% of products directly from the plant to containers, eliminating the storage stage. This strategic move reduced inventory from 70,000 tons to 15,000 tons. Over the year, we exported a total of 63,000 containers.

In addition, in Turkey, we continued a digital transformation journey in logistics, focused on management efficiency to maximize processes, reduce risks and costs, and ensure safety. We implemented a real-time road condition tracking solution across our entire agro fleet, which also identifies driver behaviors, route adherence, heat tracking, and preventive actions to minimize

losses. The monitoring of the entire operation is done in real time by a control tower and includes the analysis of data from 45 categories with the support of artificial intelligence.

recognition in safety



Our unit in the United Arab Emirates won the RoSPA Fleet Safety Awards for the third consecutive year, awarded by the Royal Society for the Prevention of Accidents. This award recognizes safety practices in logistics, such as having no recorded accidents and an integrated truck fleet monitoring system.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Digital logistics journey

In our “Acelera Logística” journey, we advanced in adopting digital platforms, focusing on positive impacts on key business indicators such as OTIF (On Time In Full), Fill Rate, Idle Time, Occupancy, Returns, Freight Cost, and Service Level. We also continued the technological updates of our Automated Distribution Centers, ensuring a safe and efficient operation.

- **Transportation Management System (TMS) Project** – We made advancements in the platform, utilizing new features, as well as automating processes to optimize freight costs and improve service levels in primary logistics.
 - of each box with a label containing the customer's code, which speeds up and facilitates correct sorting at the time of delivery, preventing mix-ups and ensuring accuracy and customer satisfaction.
- **Collaborative Logistics** – We implemented the LogShare platform, a collaborative logistics solution to optimize freight transportation using artificial intelligence. It allows companies to share the idle capacity of their routes, reducing costs and carbon emissions, while connecting shippers and carriers.
- **Logistics 4.0 Onelog** – A digital platform for integrated monitoring of primary logistics and distribution operations. In 2024, we made progress with deliveries that contributed to the BRF+2.0 indicators, such as governance of daily allowances and automation of trip start and end processes.
- **Variable Weight (Domestic and International Markets)** – We improved storage and shipping processes at factories and distribution centers for variable weight products through a solution that uses data collectors in conjunction with portable printers. It allows for the identification
- **Chatbot Cristóvão** – Our virtual assistant for addressing primary logistics issues, optimizing communication with drivers through WhatsApp. There are over 17,000 service requests per month and an 80% reduction in response time, with over 90% of requests resolved automatically.

Logistic Management

Logistics management follows the standards for contracting fixed carriers (with contracts) and SPOT carriers (one-time contracts for urgent/priority needs) within the Health, Safety, and Environment criteria, establishing requirements at each stage of the process to mitigate risks and prevent accidents. We have vehicles suited to the species and stages in which they are used, with structures that take into account distance, density, speed, travel time, and temperature for transporting the animals.

The implementation of the Integrated Supplier Management (GIF) Program is mandatory for carriers, aiming to meet requirements for smoke emission control, proper disposal of waste (oil, batteries, and tires), emergency response plans, and investigation of accidents and incidents. All of our carriers also sign a commitment agreement for safety management, considering primary, secondary, and agricultural operations.

Through a working committee, we conduct inspections on transportation and implement best practices to prevent risk situations or accidents involving live cargo. Another important aspect is the monitoring of individual driver behavior, where drivers may have their scores reduced and be prohibited from working for BRF for a period of 15 days to 12 months if any deviations are identified during service delivery.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

We invested in technology to enhance delivery routing, using software that identifies alternative routes to reduce the average distance per trip, along with telematics for accident prevention, setting a benchmark in the industry. We also provide support in monitoring and controlling the routines of professionals associated with carriers, along with fatigue control solutions installed in 68% of the fleet, and rest areas along strategic stretches of Brazilian highways.

The Health, Safety, and Environment in Transportation Program also focuses on raising awareness among logistics partners to reduce

accidents and environmental impacts, as well as combating child sexual exploitation on highways and ensuring dignity in the trucking profession. The Integrated Supplier Management (GIF) Program is our initiative to recognize the performance of our partners, with an award for the best ones of the year.

In 2025, our goal is to continue investing in innovation, with the aim of constantly enhancing employee safety and further optimizing our processes.

new trailers, increased efficiency

In 2024, we implemented the four-axle trailer model for transporting products, swine, and feed to production units, with 11 vehicles in operation. These vehicles allow for a higher Gross Vehicle Weight, with a 22% increase in the case of product transportation, which contributed to a reduction of 1,452,000 km traveled in the year, equivalent to 3,814 trips. For animal transportation, the vehicles are equipped with hydraulic lifts and a climate control system, providing thermal comfort. They also offer 94 positions for swine weighing up to 200 kg each, along with sprinklers, fans, and drinking nozzles that ensure our welfare standards during transport.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change**
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

3.2 climate change GRI 3-3 Climate change

Climate change represents one of the greatest challenges of our time, with far-reaching impacts across multiple sectors of the global economy, including the food industry. The rise in the planet's average temperature compared to pre-industrial levels – now exceeding 1°C – has led to an increase in the frequency and intensity of extreme weather events such as droughts, heavy rainfall, heatwaves, and storms.

These climate changes directly affect agricultural production, impacting the availability of raw materials and the resilience of key producing regions. Additionally, it exacerbates operational risks throughout the value chain.

The floods in Rio Grande do Sul in 2024, for instance, had a direct impact on BRF's production, underscoring the sector's vulnerability to such events.

To mitigate the effects of climate change and support the transition to a low-carbon economy, we have committed to becoming a net zero company, actively contributing to global efforts to combat global warming.

Our climate targets have been validated by the Science Based Targets initiative (SBTi), making BRF the first food company in Brazil to have targets approved under the new FLAG methodology, which

takes into account emissions from forests, land use, and agriculture. These targets are aligned with the goal of limiting global warming to 1.5°C, as established in the Paris Agreement.

With updated and even more ambitious challenges, our new commitment is to reduce Scope 1 (direct emissions) and Scope 2 (emissions related to electricity consumption) by 51% by 2032; Scope 3 emissions (indirect emissions across the value chain) by 35.7%; and to neutralize residual emissions by 2050. The targets are based on the 2020 baseline year. SASB FB-MP-110a.2



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | **3.2 climate change**
- | 3.3 animal welfare
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

GHG emissions management

BRF is one of the 27 founding companies of the Brazilian GHG Protocol Program and, for more than a decade, has annually published its greenhouse gas emissions inventory in the Public Emissions Registry. In 2024, we received the GHG Protocol Gold Seal for the 15th consecutive year, consolidating BRF as a reference in environmental management. Since 2010, the company has been part of the B3 Efficient Carbon Index (ICO2) portfolio, recognized for its transparency and commitment to emissions reduction.

BRF, in its greenhouse gas emissions inventory, uses the GHG Protocol as its methodology. The inventory covers the specific reporting period and the organizational boundaries of the company, and is annually subjected to an independent verification process conducted by a third party. BRF categorizes its emissions into three scopes:

- **Scope 1:** direct GHG emissions from sources controlled by the organization, such as the combustion of fossil fuels in its operations.
- **Scope 2:** indirect GHG emissions from the purchase of energy, such as electricity, heat, and fuels.
- **Scope 3:** indirect GHG emissions from other sources, such as suppliers, product transportation, and product consumption.

We closely monitor and control our greenhouse gas emissions. By mapping Scope 3 emissions, which refer to the indirect emissions across our value chain, and incorporating FLAG emissions, we identified that the largest impact comes from the supply chain, accounting for approximately 98% of our total emissions. The primary sources include land use for grain production, manure management in animal breeding within the integration system, and transportation throughout the chain.

In our industrial operations, where manufacturing activities take place, stationary sources are the most significant due to the amount of fuel required by the processes. However, since over 90% of our energy matrix comes from renewable sources, this impact is considerably reduced.

The detailed methodology of the GHG Protocol and the inclusion of FLAG emissions demonstrate BRF's commitment to comprehensively quantify and manage its carbon footprint.

emissions in the supply chain

More than 98% of BRF's GHG emissions are concentrated in the organization's value chain (Scope 3), which includes methane and other gases from animal husbandry, as well as agriculture and land use in grain sourcing.

BRF's goal focuses on reducing CO₂ equivalent emissions, encompassing not only CO₂ but also other gases such as methane and nitrous oxide.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change**
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Categories considered in the measurement of GHG emissions

Scope 1



Stationary combustion: burning of fuel used in boilers, engines, generators



Mobile combustion: GHG emissions from the burning of fuel used in mobile equipment and vehicles



Solid waste and liquid effluent treatment: waste generation from animal farming; composting of industry waste and deceased animals; effluent treatment



Fugitive emissions: use of refrigerant gases (cold storage rooms and air conditioning) and other substances for the animal slaughter process (CO₂); soybean oil production (hexane - C₆H₁₄)



Agricultural: soil fertilization using poultry litter waste, conventional fertilizers and effluents from swine manure



Change in land use: forest fires and removal of forest areas

Scope 2



Purchase of **thermal energy** (steam) for electricity production



Electricity purchases

Scope 3



Purchased goods and services (poultry and swine farming, acquisition of grains, oils and their derivatives)



Air, road and sea travel



Employee commuting (home-work)



Capital goods



Processing of products sold



Acquisition of **fuel and energy**



End-of-life treatment of products sold



Transportation and distribution of inputs, animals, products, by **road and sea**



Investments



Waste generated in the operations and destined for third parties



Use of **sold goods and services**

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change**
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

our roadmap towards a net zero future

2020 to 2032

By 2032, the company has set a goal to reduce direct emissions from its operations (Scopes 1 and 2) by 52.7%, including emissions generated by factories, distribution centers, and energy consumption in its own operations.

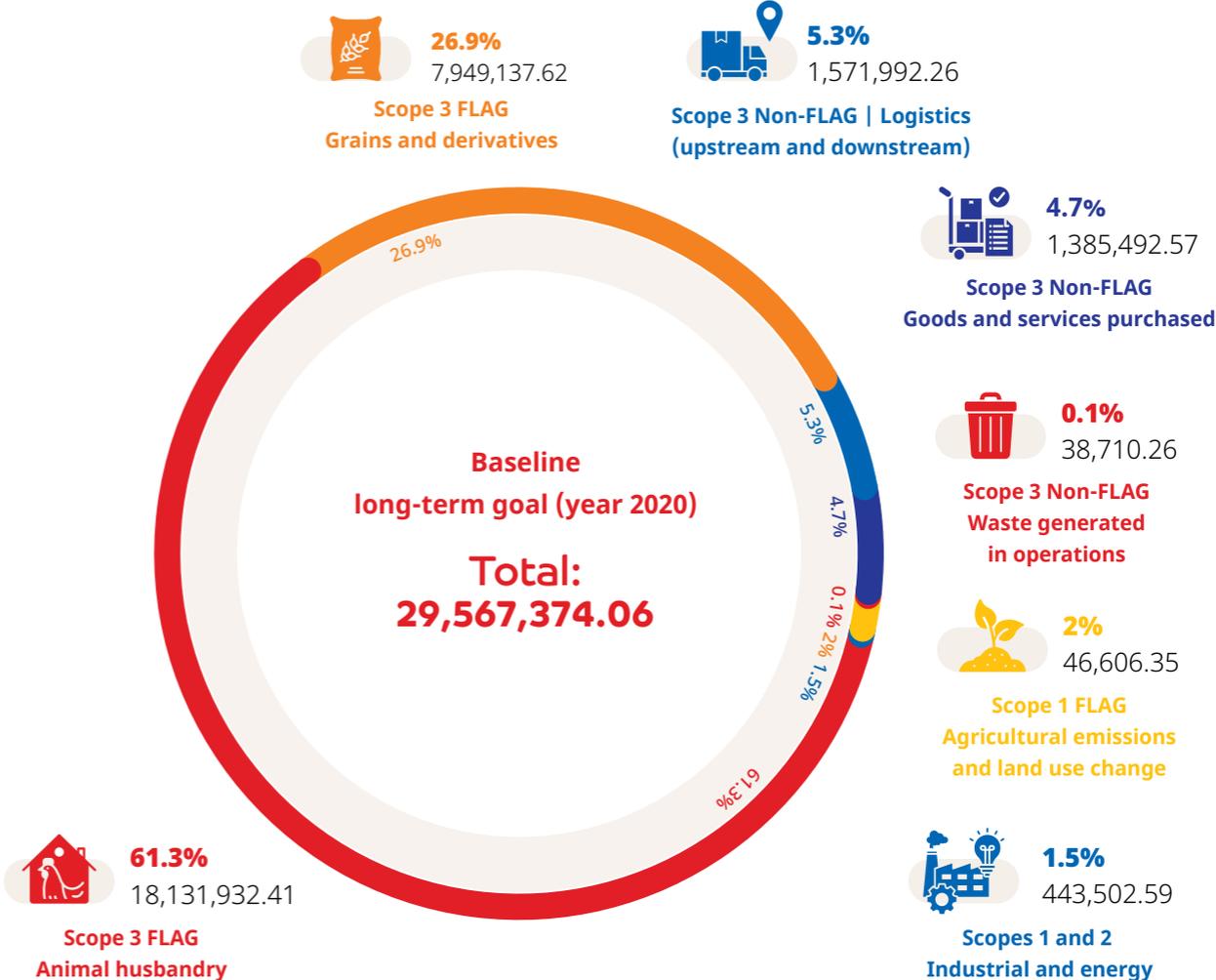
For indirect emissions (Scope 3), which encompass the entire value chain, the target is a 30% reduction, considering the categories of purchased goods and services, transportation, and distribution.

For FLAG emissions in Scope 1 and Scope 3, the challenge is to achieve a 36.4% reduction, considering both emissions and removals.

2032 to 2050 (net zero)

Aiming to become net zero by 2050, BRF is committed to reducing 90% of its Scope 1, 2, and 3 emissions (non-FLAG) by 2050, as well as reducing 72% of its FLAG emissions. Learn more about our targets on the next page and the **FLAG methodology**.

GHG emissions baseline for BRF, from categories included in the SBTi targets, in tons of CO₂e (year 2020)



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change**
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

action fronts for meeting the goals

To achieve these goals, BRF has developed a net-zero plan, a strategic initiative built around four key action areas that reflect our commitment to creating a more sustainable future for the planet and future generations. The company recognizes the urgency of the climate agenda and the importance of leading the transition to a low-carbon economy in the food industry.

Deforestation free chain

BRF is publicly committed to ensuring a deforestation- and conversion-free supply chain – both direct and indirect – by 2025. To make progress in this area, we have implemented the Sustainable Grain Purchasing Policy, with strict socio-environmental criteria for evaluating direct and indirect suppliers across all biomes. By the end of 2024, 100% of the grain suppliers were in compliance with BRF's Sustainable Grain Purchasing Policy. [GRI FP1](#)
Learn more in [Sustainable Sourcing](#).

Low-carbon agriculture

We promote low-carbon agriculture by encouraging the adoption of more sustainable farming and animal husbandry practices within our operations (owned farms) and in partnership with integrated producers (poultry and swine).

Our initiatives include actions such as the use of renewable energy, support for producers in installing solar panels, as well as the proper treatment and reuse of animal waste, converting it into biogas and biofertilizers. Learn more in [Sustainable Sourcing](#).

Energy transition

At BRF, we are transitioning to a renewable energy matrix, with the goal of using 100% renewable electricity by 2030, and increasing the use of low or zero-emission fuels in our fleet and operations.

Energy matrix

We continue to invest in renewable sources to compose our energy matrix. Biomass, obtained from our *Eucalyptus* reforestation initiatives, is one of them, effectively contributing to the progress in our performance indicators. Mainly used for steam generation in production processes, biomass helps reduce greenhouse gas emissions and ensures energy efficiency.

BRF manages approximately **27,000 hectares of forestry assets across eight Brazilian states and more than 190 farms**, with 95% of these properties being owned or leased. The majority of these areas are planted with *Eucalyptus*, which accounts for 96% of the total area. The remaining land is covered by other species, including *Pinus*, *araucaria*, *bamboo*, and *mimosa*.

Renewable electricity

As part of the initiatives to fulfill the commitment of reaching 100% renewable electricity usage by 2030, since 2021, we have established partnerships to implement renewable energy projects, including the joint venture with Auren for the construction of the Cajuína Wind Complex in Rio Grande do Norte, with a total capacity of 160 MW average. In 2024, the investment in the project amounted to R\$ 132 million, in line with the company's energy supply strategy and climate goals.

We also maintain a partnership with Intrepid Participações S.A. for the implementation of the self-generation solar power plant in Mauriti and Milagres, in the state of Ceará. The operation is expected to start in the second half of 2025, with an installed capacity of 320 MW on average. To this end, 600,000 solar panels will be installed on an area of 1,170 hectares, allowing the generated energy to be distributed to our units in the South of Brazil.

In 2024, the company reached 53% of electricity from renewable sources, with verified traceability through self-declarations of incentivized energy contracts and I-RECs. Of this total, 40% came specifically from clean sources such as wind and solar energy.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change**
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

sustainable products at the table

The Veg&Tal portfolio, Sadia's line of 100% plant-based foods, includes three carbon-neutral products: Cauliflower Wings, Vegetable Nuggets, and Soy Nuggets. In addition to meeting the preferences of vegetarian and vegan consumers, these products are also sustainable — their entire lifecycle carbon emissions are offset through the purchase of carbon credits.



Operational efficiency

In the context of climate change, operational efficiency emerges as a set of actions focused on reducing the environmental impact of our operations. We are investing in innovative technologies in the areas of production, logistics, and infrastructure, aiming to optimize resource use and reduce emissions. The search for more sustainable solutions includes everything from wastewater and waste treatment in our industrial operations to the adoption of technologies to improve transportation efficiency and keep our products refrigerated, as well as the use of alternative fuels and the construction of more sustainable distribution centers.

In 2024, we invested R\$ 14.8 million in projects for better energy utilization within the company. Through the BRF Energy Excellence Program, we aim to promote sustainable energy consumption in manufacturing and administrative operations by establishing performance indicators and monitoring energy consumption across different production processes, considering the production lines, categories, and products manufactured. We conduct operational training at our units to improve performance in response to daily realities and new concepts/ technologies, aligned with market innovations.

In addition, we consider in our decisions the improvement of acquisition costs, the search for strategic partners in the development of sustainable

projects, the approval of consumption reduction projects, and the assurance of internalizing the program's guidelines into the production units, such as the installation of combustion control systems in the boilers. We maintain annual goals to improve use efficiency and an investment plan for the coming years, in order to increase the percentage of our own generation. We adopt annual investment plans to allocate our own resources for technology upgrades and the purchase of more efficient equipment.

The company also benefits from resources provided by the Energy Efficiency Programs of the energy distributors, in accordance with the guidelines of the National Electric Energy Agency (Aneel). This includes actions such as replacing conventional electric motors and pumps with high-performance equipment. In 2024, BRF increased energy intensity by 3.69% compared to 2023, reaching 6.19 GJ/t produced.

We have invested in monitoring and process control systems to ensure maximum efficiency in refrigeration, which represents the largest portion of energy consumption in a slaughterhouse. Digital checklists assist in identifying and correcting issues that may lead to excessive energy consumption, such as the presence of air in installations, while flow meters allow for monitoring consumption in macro and micro processes, facilitating management and identifying reduction opportunities.

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change**
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

The search for new technologies and suppliers is also ongoing, aiming to optimize processes and reduce energy consumption. BRF views energy efficiency as a continuous journey that demands constant improvement and the adoption of innovative solutions. Governance plays a key role, with the creation of forums to discuss the topic, set goals, and monitor results.

Consumption of non-renewable fuel sources in GJ GRI 302-4

	2022	2023	2024
BPF	115,886.21	14,692.81	14,629.77
Diesel oil	106,108.37	71,459.88	67,145.64
Natural gas	1,008,166.65	1,017,443.25	1,317,828.71
Gasoline	192,067.40	146,518.19	72,518.58
LPG	460,499.07	523,003.71	431,200.56
Shale	123,118.66	117.73	121.36
Illumination kerosene	689.70	0.42	0.04
Acetylene	0.46	0.76	1.47
Total	2,006,536.52	1,773,236.75	1,903,446.13

Consumption of renewable fuel sources in GJ GRI 302-4

	2022	2023	2024
Cane alcohol	106,565.32	127,257.99	202,253.72
Biodiesel	0	7,035.31	8,030.93
Vegetable or animal oil	73,334.28	68,158.71	69,096.01
Biomass (reforestation wood)	21,411,028.51	19,250,108.71	21,111,455.83
Total	21,590,928.10	19,452,560.72	21,390,836.49

Total energy consumed¹ (GJ) GRI 302-1, SASB FB-MP-130a.1

	2022	2023	2024
Fuels from non-renewable sources	2,006,542.35	1,773,317.73	1,903,446.13
Fuels from renewable sources	21,590,928.10	19,452,560.72	21,390,836.49
Energy consumed	8,278,849.99	8,035,463.68	7,621,728.01
Total energy consumed	31,876,320.43	29,261,342.13	32,753,009.16
Energy sold ²	1,308,728.90	1,821,891.32	6,509,060.48

¹ The assumption for accounting considers the measurement of energy in the production units.

² The electricity sold refers to electricity sold on the free market that was not consumed and has already been deducted from the total energy consumption, avoiding double counting of consumption

Energy consumed (purchased) in GJ GRI 302-1

	2022	2023	2024
Electricity	7,857,943.80	8,035,463.68	7,621,728.01
Steam	420,906.18	467,602.90	467,911.72
Total	8,278,849.99	8,503,066.57	8,089,639.73

Energy intensity¹ (GJ/Ton of product) GRI 302-3

	2022	2023	2024
	6.23	5.97	6.19

¹ Energy intensity is calculated by dividing the energy consumption within the organization (GJ) by the product output for the year (t). All types of energy are considered: fuels, electricity, and steam.

Energy consumed offsite GRI 302-2

	2022	2023	2024
	5,683,380.00	6,334,177.31	6,506,843.72

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change**
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

energy efficiency initiatives

In 2024, we carried out diagnostics on our boiler combustion systems with the support of specialized companies. The goal was to maximize energy potential, increase energy availability, improve efficiency, and reduce gas emissions. The assessment covered the performance of key equipment, operating profiles, structural conditions, control loops, and fuel quality.

As a result, we implemented new online emission monitoring systems, integrated with the combustion control loops of the boilers, to optimize biomass combustion. At the Toledo (PR) unit, an investment of R\$ 370,000 in the new combustion control system resulted in a 2.8% improvement in performance and a savings of R\$ 245,000 over seven months (related to lower fuel usage).

BRF also installed a thermal recovery system in its frigorific units, which uses the temperature of the water from cooling the chicken to reduce the energy needed in the process, resulting in energy savings and lower fuel consumption. These initiatives reflect BRF's commitment to energy efficiency, cost reduction, and the pursuit of innovative solutions for a more sustainable future.

2024 performance

We concluded the 2024 cycle with a 3.6% increase in total emissions from Scopes 1 and 2 compared to the base year of 2020, and a 15.6% increase compared to the previous year. Scope 1 was severely impacted due to large-scale and intense wildfires, both in terms of climate and financial impact. The wildfires occurred at 11 BRF units in Brazil, mainly in the Central-West region, accounting for 40% of total Scope 1 emissions. On the other hand, we achieved positive results in Scope 2, driven by the purchase of renewable energy in Brazil and Turkey.

As for Scope 3, we recorded an 8.2% reduction in emissions compared to 2023 and a 6.8% reduction

compared to the 2020 baseline, mainly due to improved animal farming practices and the use of swine waste in biodigesters. On the other hand, other categories such as logistics saw an increase in emissions due to the longer average distances traveled by trucks in the South region following the floods that hit Rio Grande do Sul, which led to road closures and detours. Another significant factor was the fire at our Carambeí facility in Paraná, which required the poultry housed in the region to be transported to other units for processing.

The commitment to continuous improvement and the ongoing enhancement of our climate strategy – aligned with our guidelines and global best practices – reflects BRF's concern about global warming and its consequences for nature.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

GHG emissions (tCO₂e)¹ GRI 305-1, 305-2, 305-3, 305-5, TCFD 4.b, SASB FB-MP-110a.1

	2020 (baseline)	2022	2023	2024	2020-2024 variation
Scope 1					
Total gross CO ₂ e emissions	304,502.30	299,853.23	337,848.21	419,861.48	37.9%
Biogenic emissions – Scope 1	2,033,534.18	1,737,207.60	1,573,420.39	1,844,478.26	-9.3%
Scope 2					
Total gross CO ₂ e emissions – Location-based approach	203,934.39	159,488.08	157,022.97	194,344.69	-4.7%
Reductions arising from indirect emissions from the acquisition of renewable energy	0	29,656.83	39,137.45	87,327.17	-
Total gross CO ₂ e emissions – Purchase-based approach	203,934.39	129,831.25	117,885.51	107,017.52	-47.5%
Scope 3					
Total gross CO ₂ e emissions	30,634,476.35	31,977,129	30,149,412	28,557,968.17	-6.8%
Biogenic emissions – Scope 3	44,447.94	45,034	43,147	62,758.57	41.2%

Intensity of GHG emissions¹ GRI 305-4

	2022	2023	2024
Total GHG emissions (tCO ₂ equivalent) ²	429,684.48	455,733.73	526,878.00
Greenhouse gas emissions (GHG) intensity ³	0.084	0.093	0.105

¹ The approach chosen for reporting greenhouse gas (GHG) emissions was operational control. The data consider the adjustments of the Global Warming Potentials (GWP), in accordance with the technical note of the Brazilian GHG Protocol Program. The gases included in the calculation are carbon dioxide, nitrous oxide, methane and hydrofluorocarbon. The other gases are not generated by BRP's activities.

² The total GHG emissions (tCO₂e) considers the sum of Scopes 1 and 2.

³ The Emissions Intensity is calculated by the absolute GHG emissions (tCO₂e) of Scopes 1 and 2 by 2024 production (t).

The greenhouse gas inventory is audited by an independent third party, and the verification letter is available in the annexes to this Report. See more in the [GHG Verification Statement](#).

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change**
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

COP participation and partnerships

BRF, in partnership with Marfrig, played an active role at COP29, held in Baku, Azerbaijan, which brought together representatives from 198 countries. The company reinforced its commitment to sustainability by integrating responsible practices into its operations and throughout its supply chain. During the event, BRF leaders took part in panels that addressed issues related to the animal protein sector, highlighting the progress of the company's Sustainability Platform.

Attending COP29 enabled the exchange of ideas and experiences on climate change, environmental conservation, and ESG practices, further establishing BRF as a reference in this field. Topics such as low-carbon agriculture in Latin America and the Caribbean, as well as the importance of collaboration to preserve the Amazon rainforest in the face of the climate emergency, were also discussed. BRF and Marfrig presented their actions to tackle climate change, promoting more sustainable production based on strategic pillars such as animal welfare, natural resources, waste, and packaging.

As a global company, we are committed to contributing to sustainable development, spreading and improving our practices, as well as those of our industry, through network collaboration. We have formed partnerships with voluntary initiatives, associations, and industry organizations, including joining the UN Global Compact (and the Net Zero Ambition), the SBTi,

the Brazilian GHG Protocol Program, and the Brazilian Business Council for Sustainable Development (CEBDS). GRI 2-28

As part of our anti-corruption agenda, we participate in the "Galvanize the Private Sector" initiative by the Organisation for Economic Co-operation and Development (OECD), helping to spread global best practices among companies. We are also active in the Integrity and Corporate Responsibility Commission of the International Chamber of Commerce (ICC) in Brazil and are members of two B20 task forces, an international business forum that brings together private sector business leaders: Sustainable Food Systems & Agriculture and Integrity and Compliance.

future perspectives

In terms of emissions management, we have established medium-term (up to 2032) and long-term (2032-2050) goals, which will be achieved through priority action areas that encompass sustainable grain sourcing, low-carbon agriculture, energy transition and efficiency, and operational efficiency.

To reach these goals, we will continue the constant search for new technologies and suppliers, monitoring the annual goals for improving energy efficiency and investment plans for the coming years, as well as adopting annual investment lines to allocate internal resources for technology updates and the purchase of more efficient equipment. Our efforts will also include raising awareness and providing support to encourage sustainable agricultural practices and the fulfillment of socio-environmental criteria.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare**
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

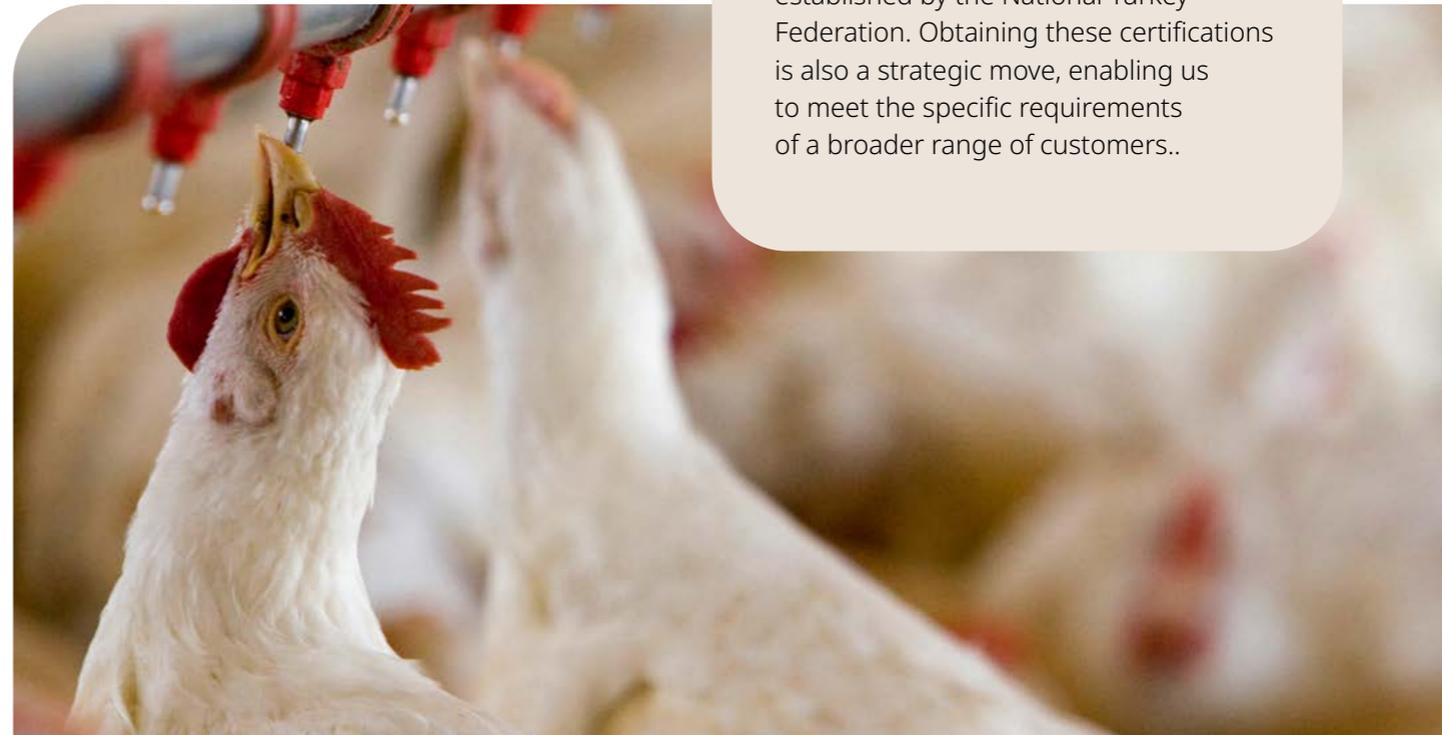
3.3 animal welfare GRI 3-3 Animal welfare, FP12

Animals are the foundation of our production chain, and we have a public commitment to zero tolerance for mistreatment. Ensuring their quality of life is a fundamental part of our work, and to achieve this, we are pioneers in adopting a comprehensive approach, managing all stages of animal handling practices in accordance with the most stringent national and international standards, with all our slaughter units certified in animal welfare. **SASB FB-MP-410a.3, FB-MP-430a.2**

Animal welfare is of utmost importance to BRF, which, in 2024, began reporting on the subject to the Executive Management of Animal Health, as it is understood that this topic is part of the One Health concept. Within the activities, the area is dedicated to defining the planning, strategies, goals, and commitments related to the topic, being composed of professionals who serve both domestic and international units. The topic is linked to the Vice Presidency of Agriculture & Quality, through the Agricultural, Engineering, Innovation and Excellence (CIEX) Directorate and the Operations VP in the CIEX Efficiency, working matrix-style across the entire company.

In addition to the corporate team, we have dedicated employees to address the topic throughout the entire production chain, considering areas from operations to support functions, as well as animal welfare officers, professionals formally trained to implement our commitments.

With the Animal Welfare Program Made at BRF, we focus on engaging employees with key performance indicators and public commitments, which are evaluated monthly by the area's management and the Sustainability department. In addition, the program establishes guidelines and initiatives that are appropriate to the reality of the operations, always taking into account regulatory aspects and best practices. The obligation to follow animal welfare principles is clearly stated in the contracts with all partners and service providers, and in case of non-compliance, the consequence policy is enforced, which may lead to contract termination.



certifications in animal welfare

In 2024, we celebrated the certification of 100% of our poultry and pork slaughter units worldwide — achieved one year ahead of the target set for compliance with international animal welfare protocols.

Audits were conducted in slaughter operations, following the strict criteria of the American Meat Institute and the National Chicken Council of the United States. Additionally, 100% of our turkey slaughter processes follow the protocol established by the National Turkey Federation. Obtaining these certifications is also a strategic move, enabling us to meet the specific requirements of a broader range of customers..



integrated report 2024

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

In this regard, we maintain collaborations with universities and research institutions to guide studies aimed at improving animal welfare and genetics, in addition to participating in industry-level discussions on best practices through the Brazilian Association of Animal Protein (ABPA) and the International Poultry Council (IPC).

We communicate our animal welfare practices to consumers through various channels. On the packaging of the Sadia Bio and Lasagna product lines, we now highlight the use of cage-free eggs. Additionally, we share information through our website, BRF's YouTube channel, and social media platforms such as Facebook, LinkedIn, and Instagram.

animal welfare in the production chain

All members of our production chain — from suppliers to business partners — are engaged in applying our best practices in animal welfare. The Animal Welfare Program Made at BRF is shared with integrated producers, who are responsible for ensuring compliance with its guidelines for the rearing and development of the animals.

Through our farm monitoring project, we have strengthened oversight of more than 400 properties, monitoring equipment such

as probes and controls for CO₂, ammonia, air quality, temperature, and humidity. In addition, to monitor the linear growth of broiler chickens, we use automated scales that provide data aligned with the desired growth curve.

Our sanitary control process includes robust biosecurity programs, vaccination strategies, and measures to ensure intestinal integrity, all aimed at promoting better health conditions and animal welfare.

We source animal-derived raw materials (beef, dairy products, and industrial-use eggs) from approved suppliers, who are required to comply with the animal welfare standards outlined in our Supplier Code of Conduct. As cattle, fish, and dairy cows are not part of our production chain, we do not operate or maintain pastures. SASB FB-MP-160a.2

digitalized agriculture

Our Agro 4.0 Journey made progress in 2024 with the implementation of new features in the AgroBRF and Next apps, such as action plan management and sanitary monitoring. AgroBRF connects integrated producers to our planning chain, making management and relationships more efficient, while NextBRF connects extension agents operating in Brazil and Turkey, simplifying processes and reducing time spent on routine operational activities. This

enables greater interaction with information about integrated batches and facilitates the diagnosis of potential losses in the production process.

The Produtor app offers real-time information on productivity, feed delivery, animal housing and collection, as well as compensation data. Currently, the platform is used by 10,000 producers in Brazil and Turkey, promoting digital inclusion in rural areas.

Through IoT, we perform monitoring in poultry houses, tracking environmental conditions, as well as water and feed consumption in broiler farms, in real time. In addition, we collect data on the poultry's weight through sampling, which is analyzed by AI to accurately predict the average weight progression of the broilers. In 2024, we entered a new phase of the project, expanding the scale sensors to further enhance the management and efficiency of the poultry houses, providing better results and greater accuracy in controlling critical parameters.

We are analyzing technology projects aimed at reducing animal stress, labor costs, and facilitating management practices.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

production chain: poultry

Space for movement: following European guidelines, we have set the maximum density of 39 kg/m² for housing poultry in both our own facilities and those of our integrated partners. Around 42% of the broiler chickens raised at BRF globally are slaughtered with a density of less than 30 kg/m².

Cage-free: 100% of the poultry are raised cage-free and the matrices producing fertile eggs have access to a nest, a structure necessary for the exercise of their natural behavior. We do not produce eggs for sale, something that happens only in the case of infertile eggs. All eggs sold are considered cage-free. SASB FB-MP-410a.2

Feeding: broiler chickens and turkeys have free access to water and feed formulated by nutritionists according to the needs of each stage of development.

Adequate temperature: we maintain thermal comfort for the poultry through specific equipment and record the daily maximum and minimum temperatures and humidity levels for control and monitoring.

Rest time: we respect a minimum of 8 hours of light per day and 4 hours of dark, thus following the day/night rhythm and the proper light intensity for each phase, in each farming system.

Respect for regional criteria: we respect the specific cultural, religious and market demands of our clients and certifications.

Physical changes: broiler chickens, turkeys, and breeding hens do not undergo physical alterations during their life. GRI FP10

Transportation: we follow the guidelines of the Corporate Live Cargo Transport Committee for the transportation of turkeys, broiler chickens, and swine. In poultry transportation, we made progress throughout the year by increasing the use of cages with anti-opening locks, with trips scheduled to preferably not exceed 4 hours.

Assessment and management: we assess all animals as soon as they arrive at the facility, and the management is carried out by professionals trained in animal welfare.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

production chain: swine

Assessment and management: we assess all animals as soon as they arrive at the facility, and the management is carried out by professionals trained in animal welfare.

Freedom in facilities: following European guidelines, all fattening swine have freedom of movement.

Weaning: the minimum weaning age should be 21 days, with an average age of 25 days.

Castration: we have approximately 0.17% of cases where surgical castration is necessary, with all procedures performed under anesthesia.

Around 99.83% of the global male pig population undergoes immunocastration, eliminating the need for surgical intervention to castrate the animals. The goal is that by 2025, 100% of male swine will be immunocastrated. We do not perform castration on sow breeders. **GRI FP10**

Physical changes: no swine undergoes ear alteration (removal of the notch), and tail docking is performed within the first three days of life in 100% of the animals raised in BRF's integration system. This action is necessary to prevent cannibalism during the growth and fattening phases. We conducted the first tests with products developed for analgesia during the procedure. The results are still under technical validation for efficiency. **GRI FP10**

Group gestation: the group gestation system is mandatory in all our expansion projects, with the commitment to implement the group housing system for 100% of the sow breeders by 2026. In 2024, 57.7% of our production was free from the use of gestation crates.

SASB FB-MP-410a.1

In live animal transportation, all vehicles are tracked, monitored, and equipped with cameras to check the conditions of the driver and road, in addition to using a fatigue sensor. Trips are scheduled to preferably not exceed 8 hours for swine. It is important to emphasize that BRF does not engage in the maritime transport of live animals, and we are committed to this practice.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

training

In 2024, we focused on training and raising awareness among our teams to bring even more knowledge about animal welfare to all levels of the company, from corporate to the field, in addition to assigning working groups in each of our units.

One of the principles of the Made in BRF Animal Welfare Program is training. Throughout the year, we trained over 220 'Animal Welfare Officers' across our entire production chain, including the agricultural chains, transportation, and humane slaughter of poultry and swine, covering all units in Brazil. They are our leaders and technical references for decision-making on animal care, facilities, and transportation, having the authority and autonomy to decide on the best practices.

Another way to train and educate farmers, in addition to technical visits, is through field days and also the bimonthly newsletter. Animal welfare has a dedicated section in every edition, reaching all rural producers. 100% of the poultry catching teams and live cargo drivers (eggs, chicks, piglets, broiler chickens, finishing swine) receive training in animal welfare so they understand the impact of their activities on the animals.

In 2024, we also launched the BRF Animal Welfare Ambassadors program, aiming to enhance, train, and create a focal point for the theme within the units. The ambassadors are responsible for

representing and driving initiatives on animal welfare within their unit across the entire production segment, strengthening the culture, creating and sharing related best practices, engaging teams, and keeping up with innovations on the topic. In 2024, we held the first meeting of the ambassadors, where about 30 of them gathered to discuss best practices, opportunities, and how to strengthen the animal welfare culture.

assessments

We have also mapped key specific indicators through our Animal Welfare Compliance Matrix. This tool takes into account global protocols and national and international legislation, in a checklist that includes broiler chicken, turkey, and swine farming, swine and poultry slaughter processes, as well as breeding chains for poultry and swine, along with controls for sanitary aspects, antibiotic alternatives, and biosafety protocol reviews.

We conduct periodic evaluations of the facilities to ensure the requirements of the Animal Welfare Program, having assessed 100% of the integrated producers of finishing swine and poultry in 2024. In the internal chain, the integrated producers are evaluated through a sampling system, with over 617 evaluations conducted using this system throughout the year.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare**
- | 3.4 natural resources
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

breeding and slaughter practices

Our poultry and swine life cycle procedures are guided by the guidelines of the Made at BRF Animal Welfare Program, zotechnical parameters, and aligned with international standards such as Global G.A.P. and Certified Humane.

We monitor welfare indicators such as housing density, number of feeders and drinkers, heating and/or cooling systems, water quality and availability, nutritional levels, as well as control of humidity, ventilation, thermal sensation, lighting, and bedding quality.

Our animals are raised following intensive farming practices, where the facilities do not provide access to outdoor areas and do not include grazing. Currently, 100% of the swine and turkeys slaughtered are stunned before slaughter. BRF operates a unit responsible for about 1.3% of the company's slaughter, where the poultry are stunned through controlled atmospheric stunning, employing a multi-phase system, without inverting live poultry.

Percentage of species by type of housing GRI FP11

Type of housing %	Turkeys	Chickens	Swine	
High Technology ¹	3.7	79	0	
Medium Technology ²	46.8	6.7	0	
Mixed Technology ³	2.2	0.2	0	
Low Technology ⁴	47.3	14.1	0	
	Total		57.7	
Collective gestation	Up to 28 days	Not Applicable	Not Applicable	51.6
	Cover and Release			6.1
Individual gestation	Not Applicable	Not Applicable	41.8	

¹ High Technology: black vs. silver curtains, without interference from the natural environmental conditions.

² Medium Technology: yellow or blue curtains with negative ventilation/wind tunnel.

³ Mixed Technology: properties that have more than one technology.

⁴ Low Technology: curtains can be opened, taking advantage of the natural environmental conditions.



animal welfare made at BRF

Our global Made at BRF Animal Welfare Program is composed of five domains that consider the physiological states of the animals, their behavior, and their mental states. This concept is an evolution of the five freedoms developed in 1979 by the Farm Animal Welfare Council (FAWC).

- **Nutrition** – Adequate consumption of nutritious food, providing a pleasant experience
- **Health** – Care that ensures strength and vitality
- **Environment** – Good conditions that provide comfort and safety
- **Mental state** – Prioritize comfort, interest, and trust, and avoid negative experiences
- **Behavior** – Varied activities and rewarding challenges

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare**
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

environmental enrichment

Environmental enrichment is designed to meet the behavioral needs of animals, providing comfort and promoting the exploration and manipulation of resources through new experiences and, when possible, experiences similar to those in nature. This approach allows animals to express their natural behavior, contributing to a reduction in the occurrence of negative behaviors and improving their quality of life.

In broiler chicken farming, we have made progress in implementing perches, pecking objects, and platforms in the facilities, as well as in climate-controlled poultry houses that provide natural light. This process also involves the gradual migration of the animals from facilities exposed to external environmental conditions to high-tech, fully climate-controlled spaces that offer

greater thermal comfort and enhanced control of air quality, temperature, and lighting.

The turkey production chain is 100% covered in terms of environmental enrichment, providing access to pecking objects and deep litter bedding ranging from 12 to 18 cm, depending on the category. For broiler chickens, the bedding depth is 10 cm. These enrichments allow the animals to express their natural behavior and are made of wood shavings and/or rice husks sourced from approved suppliers. As for swine, 35% of the farms are equipped with environmental enrichment tools.

nutrition

We are aware that intestinal health is closely related to the nutrition offered, so we have a technical specification for each ingredient and we carry

out a quality control plan for raw materials and feed. In the formulation of diets, we use the net energy system and digestible amino acids. The feed also includes exogenous enzymes, as well as synthetic amino acids – lysine, methionine, threonine, tryptophan, and valine – to reduce crude protein content. All this increases the digestibility of the diet, and improves intestinal health by minimizing the need for antibiotics.

We employ technologies that enhance digestion, improve feed conversion (referring to the amount of feed required to produce one kilogram of animal protein), and minimize nutrient excretion into the environment. Proven improvements include better utilization of phosphorus and energy from diets through the use of exogenous enzymes such as phytases, carbohydrases, and proteases.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

biosecurity and medicines

BRF's biosecurity and animal welfare programs are designed to maintain sanitary status and prevent diseases, in addition to using alternative products to antibiotics, such as enzymes, eubiotics, and nutraceuticals.

We have a team of veterinarians specialized in poultry and swine farming who are responsible for evaluating and coordinating biosecurity and animal welfare programs. Their main goal is to prevent diseases and maintain the sanitary status of the animals. We are committed to the responsible use of antibiotics in animal production.

If medication is necessary for the batches, the prescription will be issued exclusively by a veterinarian, with the approval of the sanitary veterinarian, through the issuance of the veterinary prescription. Only medications authorized and approved for use by the Animal Health Management are allowed for use in the integration. The use of antibiotics follows the scientific evidence of antimicrobial resistance in the human population and the classification of the World Health Organization (WHO) into the categories of critically important, highly important, and important.

We do not use hormones or antibiotics to promote the growth of animals in the poultry and swine supply, nor in the eggs purchased by

BRF. There is a clear and defined policy for the use of antibiotics in the global poultry supply chain. All classes of medications are prohibited from being used as growth promoters. Antibiotics are used according to technical usage guidelines (active ingredient, dose, administration time, withdrawal period, etc.), and their use must be technically supported, with diagnosis and laboratory analysis.

Advances in sanitary control

As part of our continuous improvement process, we promoted in 2024:

-  **1. Establishment of new vaccination protocols** in the breeding areas and in the broiler hatchery;
-  **2. Development of initiatives to evaluate alternative products to the use of antibiotics;**
-  **3. Review of biosecurity protocols**, as well as drills to strengthen contingency plans for exotic diseases in the country;
-  **4. Conducting a series of training sessions to enhance the skills of animal health teams**, focusing on prevention and the effectiveness of veterinary health plans.

The inputs used in the breeding of animals are provided exclusively by BRF, ensuring proper sanitary management. All medications, when necessary, are recorded in the batch monitoring form, and reported to the Federal Inspection Service through the Health Bulletin.

Integrated producers are prohibited from using or acquiring products on their own under penalty of breach of contract if any irregularity is found. In the Sadia Bio line, no medicines are used in the breeding of animals, a process certified by a third party.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare**
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

cost management related to the use of medicines

BRF manages the costs related to the use of medications in the poultry and swine supply chains. The efficient management of these costs is crucial to maintaining competitiveness and financial sustainability. Medications represent a portion of operational costs, and the need to ensure animal health without compromising sustainability requires a strategic and well-planned approach. To ensure alignment with this strategy, the indicators are discussed and validated monthly with senior leadership.

Extreme weather conditions, such as the droughts and floods that occurred in Brazil in 2024, had a direct impact on costs and the need for medication use. Adverse weather events increased the incidence of diseases, requiring greater use of medications for disease control and maintaining animal welfare.

These conditions compromised the quality and availability of food for the animals, increasing their vulnerability to diseases.

Floods, for example, can cause sanitation issues and contamination, also increasing the need for medical interventions. These climatic factors, therefore, not only increase direct medication costs but also impact logistics and production efficiency.

In 2024, due to the sanitary challenges faced by Brazilian poultry farming and prioritizing the health of the poultry, one of our animal welfare pillars, there was an increase in antibiotic use in the poultry supply chain. Specifically, 24% of the broiler chickens slaughtered at BRF were medicated, with an annual consumption of 11.7 mg/kg. [SASB FB-MB-260a.1](#)

In the swine supply chain, the annual medication consumption is 197.9 mg/kg in drinking water, with antibiotic use concentrated in the Highly Important category, according to the World Organisation for Animal Health (WOAH) classification. [SASB FB-MB-260a.1](#)

We emphasize that the raw materials sourced from animals treated with medications contains no antibiotic residues, as all withdrawal periods are fully adhered to and monitored by the Federal Inspection System.

future perspectives

In 2025, we will continue our strategy of advancing certifications for our plants, aiming to promote continuous improvement in animal welfare and meet the requirements of new clients. We remain focused on fulfilling our sustainability commitments with goals for 2025: to exclusively use cage-free eggs in our food production globally and to implement environmental enrichment across 100% of our poultry and swine integration.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources**
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

3.4 natural resources GRI 3-3 Natural resources

Our goal within this pillar is to promote the efficient and responsible use of natural resources across the value chain, including the management of water, energy, and forest assets. We seek optimization to reduce our dependence and invest in innovation through our research and development area to create solutions that improve our performance and reduce the impacts of our activities, as well as waste generation.

The monitoring and progress in our emissions strategy reflect BRF's commitment to the preservation of natural resources, essential for the integrity of the resources and ecosystem services we rely on. We are also conscious of climate risks we face, with the tragedy in Rio Grande do Sul in 2024 providing important lessons for our work.

We have a robust environmental management system, supported by policies on Sustainability and Health, Safety, and Environment (HSE). All our operations comply with local regulations, as well as the guidelines set by ISO 14001 and the +Excellence programs and Operational Excellence System (SEO).

We closely monitor effluents, waste, air emissions, noise, odor, as well as environmental permits and licenses for all industrial and agricultural units in Brazil, the United Arab Emirates, and Turkey. The information we gather is managed through the Environmental Sustainability Index (ISA), which achieved a compliance rate of 95.6% in 2024, showing progress throughout the year.

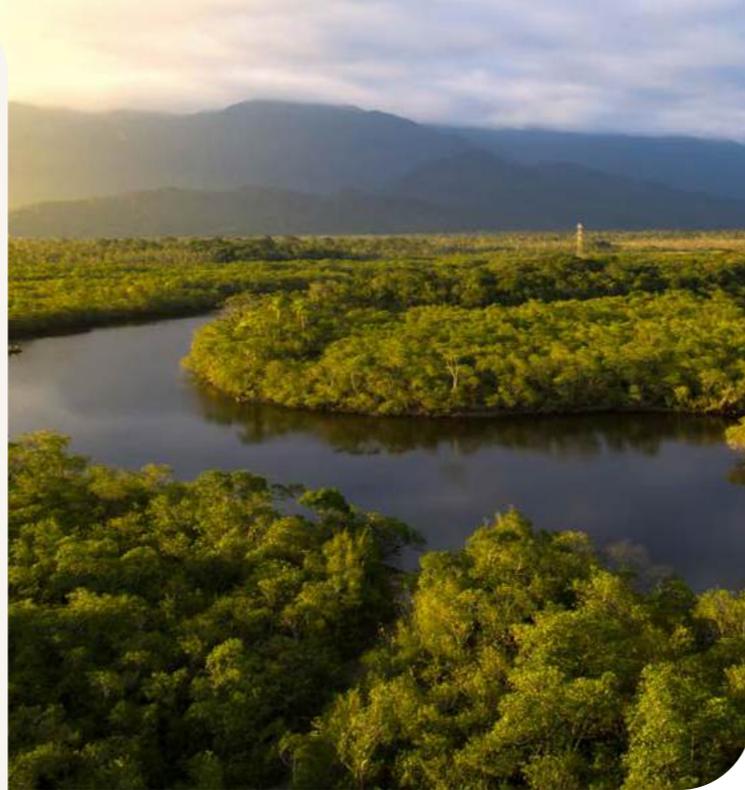
factory is an example of environmental management

The environmental best practices of our our operation at the Al Wafi plant, located in the KEZAD (Khalifa Economic Zones Abu Dhabi) economic zone, in Taweelah, Abu Dhabi, in the United Arab Emirates, have been recognized for the second consecutive year by the Abu Dhabi Environment Agency with the "Green Label Industries" seal. To achieve this, **we excel in meeting four criteria: Efficient management and preservation of natural resources; Pollution reduction and waste generation minimization; Environmental compliance of facilities; and Environmental innovation.**

The actions of the factory are aligned with our Sustainability Plan, such as the 13% reduction in water consumption across all operations by 2025. To achieve this, we have a closed-loop system at the unit, which includes an industrial effluent treatment system, reaching potable and reuse levels of over 61,647 m³ for cooling and irrigation. Another highlight is the conversion of the plant's energy matrix to natural gas, resulting in a reduction of about 25% in greenhouse gas emissions.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | **3.4 natural resources**
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



water GRI 3-3 Water resources, 303-1, SASB FB-MP-140a.2

Water consumption spans from field activities (animal husbandry and grain production) to factory production (converting animals and raw materials into food). Its use in maternity facilities, feed production, and slaughterhouses requires us to follow strict quality standards based on the regulations of the Ministry of Agriculture and Livestock, as well as monitoring the limits set by the usage permits.

We act to promote the rational and responsible use of natural resources, which are essential to supply our agricultural and industrial operations. In terms of water resources, BRF is structured to manage compliance with the requirements of the regions where it operates and has set a

target to reduce its industrial operation water consumption by 13% by 2025 (baseline 2020).

We manage water usage through measurements and improvements in water mapping, and return 95% of the water captured after treatment to the environment, in compliance with the standards of the regions where we operate. In 2024, R\$ 21.4 million was invested in water treatment.

The governance of efficient consumption includes discussion groups at all our units, the involvement of regional directors in the execution of projects, and their scalability up to the vice-presidencies.

To achieve the goal of reducing consumption in our industrial operation by 13% by 2025, we made investments totaling R\$ 16.7 million in 2024. As a result, we achieved an 11.4% reduction for the year, following the strategy of seeking water efficiency through the development of projects for reuse and recycling whenever possible.

Among the monitoring opportunities, we identified the potential for improvements in excess consumption, such as in the dry cleaning processes at the factories. Our Dois Vizinhos (PR) unit achieved a 15% reduction in consumption for this activity, done in partnership with Ecolab and System Cleaners, resulting in greater efficiency, automation, and safety for employees without compromising quality.

Water reuse and recycling are fundamental to this strategy. In our international plants, about 32% of the water consumed already comes from

Environmental Sustainability Index

The ISA is our indicator that ensures the maintenance of regulatory-environmental excellence in our plants. It assesses the situation of the factories and the adherence percentage throughout the year to the three components that make it up: legal requirements (40%), operational practices (40%), and waste management (20%).

Each year, in pursuit of continuous improvement, we revisit our processes in order to restart the analysis of the indicator. To enhance environmental performance management

through indicators, in 2024, we consolidated two new indicators: valid environmental documents and compliance with conditions. To support management and improve the quality of the technical evaluation, we simplified the management of our software and redefined the parameters.

Throughout the year, the ISA was also piloted in the Logistics area, in addition to its application in Agriculture, Industry, and Grains. For 2025, its application and monitoring are planned for BRF Pet and Integration.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources**
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

collaboration in water resource management

BRF has standardized water management across all production units. This includes assessing water risk through the implementation of the water vulnerability tool to identify units with water stress and a contingency plan; water treatment, consumption ecoefficiency, and wastewater treatment.

In addition, BRF actively participates in local and regional water management discussion forums. Since 2020, we have maintained a Water Steering Committee, consisting of senior leadership and technical experts, to expedite the

a reuse system. In our Brazilian operations, water reuse and recycling increased from 11% in 2020 to 20% in 2024, and continue to evolve.

We also highlight the increase in indirect water reuse, achieved through the application of treatment technology for the water potabilization process. The Marau (RS) unit serves as another example of best practices, with internal efficiency targets and the entire hydraulic system mapped out with flow meters and automated dosing. As a result, we achieved 30% water reuse rate.

management of water resources across our operations. BRF also monitors and manages the documentation related to water management within its value chain, which is integrated into supplier contracts.

BRF is committed to raising awareness among its partners about the importance of managing their environmental impacts. This is done through various initiatives, including environmental tours on properties, the BRF Rural magazine for integrated partners, Field Days, Management Meetings, and other tools.

BRF actively participates in committees such as those for the Jacutinga and Contíguos Rivers, Rio do Peixe, Chapecó and Irani, Rio dos Bois, Rio Arinos, and Rio Paranaíba, among others, reinforcing its commitment

Still in Brazil, we are building pipelines to increase water availability in the Chapecó, Concórdia, and Capinzal operations.

As a way to participate in discussions and promote our practices, we are members of the Water Working Group (GT) of the Brazil Network of the United Nations Global Compact and follow the Basin Committees in the regions of our units (see box below). Already with the production chain, we communicate the compliance with regulations through the Business Partner Code of Conduct.

to water preservation. The company's constant collaboration in such initiatives demonstrates its concern not only with the responsible use of water in its operations but also with the protection of this crucial resource for present and future generations.

During committee meetings and events, essential topics related to water management are discussed. Topics such as water usage tariffs, reuse, water rights licensing, effluent management, efficient use of treated water, and the preservation of Permanent Preservation Areas (APPs) are frequently discussed. Emphasis is also placed on the restoration and protection of water sources, as well as the exchange of best practices adopted by various Watershed Committees.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
- | 3.1 sustainable sourcing
- | 3.2 climate change
- | 3.3 animal welfare
- | 3.4 natural resources**
- | 3.5 waste and packaging
- | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

water management

In 2024, BRF sourced a total of 59,050.16 megaliters (ML) of water to support its operations. This figure, which takes into account all the company's production units, decreased by 1.1% while production increased by 4.3%, compared to 2020. Another improvement from 2020 to 2024 was the 11.4% reduction in the water consumption indicator per ton produced (m³/t). Of the water sourced in 2024, 56,807.572 ML, or 96%, was returned after being properly treated. Thus, of the total water sourced, 2,242.58 ML were effectively consumed, with 380.62 ML in areas of water stress. GRI 303-5



Total volume of water collected in all areas and areas with water stress, by source (ML) GRI 303-3, SASB FB-MP-140a.1, FB-PF-140a.1

Source ¹	2022		2023		2024	
	All areas ²	Areas of water stress	All areas	Areas of water stress	All areas	Areas of water stress
Surface water ³	36,579.76	19,261,483.00	36,963.22	10,941.32	37,728.87	11,580.20
Groundwater	18,974.24	-	18,309.01	2,586.77	19,704.04	2,446.14
Third parties water	-	-	1,571.46	170.01	1,617.24	133.59
Total	55,554.00	19,261,483	56,843.69	13,698.10	59,050.16	14,159.93

¹ Freshwater (1000 mg/l of Total Dissolved Solids).

² Baseline defined in 2020, aligned with natural resource commitments; includes all manufacturing units in Brazil and internationally, including feed factories. BRF will evaluate the expansion of the content scope for the coming years.

³ Includes water purchased from third parties.

water risk management

The assessment of water risks in the regions where we operate is crucial for understanding the specific impacts we generate, as well as the potential exposure to water supply shortages at our units. The units identified as being in water stress areas within the company include Rio Verde, Chapecó, and Concórdia in Brazil, and Bandirma and Izmir in Turkey.

We continuously assess our exposure to water scarcity by analyzing the watersheds in the regions where our industrial operations are based. Utilizing the Water Risk Filter tool from the World Wide Fund for Nature (WWF), recommended by the CDP, we gain accurate insights into water vulnerability both within our operations and across our supply chain. Among the recommendations of the methodology is the consideration of internal and external factors to the operation within the microregion where it is located, as well as aspects of resource dependency, such as quality, quantity, regulation, and conflicts over water use. In 2024, a total of 14,159.93 ML of water were sourced

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources**
 - 3.5 waste and packaging
 - 3.6 social impact
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

by production units located in areas with a high and extremely high level of water vulnerability.

Another important aspect of the tool is the analysis of the response capacity of water treatment plants and our production units. To do this, we assign an exposure score for each of our units and the necessary preventive and corrective measures to be taken. The water vulnerability map across our operations enables us to act efficiently by comparing risks across them and determining the necessary investments to be made. These analyses provide valuable insights, including identifying water stress events during periods of severe scarcity.

All units have contingency plans in place to mitigate significant impacts in the event of water scarcity. Each unit is assigned a target broken down into cubic meters per ton (m³/ton) to meet the public commitment of a 13% reduction in the indicator by 2025, regardless of whether it is located in a water stress area or not. These targets are determined based on the production plan for the current year and consider whether projects will be implemented throughout the year to reduce water consumption at each unit. Additionally, we set an additional challenge for the water consumption reduction target for those units that do not have approved projects throughout the year, to encourage the replication of best practices that help reduce water consumption.

effluent management

GRI 303-2

We treat 100% of the effluents generated by our operations, which primarily consist of proteins, fats, and biodegradable detergents used in the cleaning process. In doing so, we adhere to the standards established by environmental legislation and constantly monitor the water quality of the rivers where we source water and discharge treated effluents, considering municipal, state, and federal regulations. Each unit performs upstream and downstream analyses of effluent discharge to ensure that there is no alteration of the receiving body. Once a year, all effluent-generating units must conduct a complete analysis of Conama 430 to verify compliance with the legislation.

An internal standard mandates that all units must strictly follow the monitoring frequency and parameters specified in their environmental licenses. In cases where a unit is not subject to licensing, or if the license does not define specific monitoring requirements, the standard dictates that monitoring must still be conducted, along with the appropriate frequency and parameters.

In 2024, the efficiency of the effluent treatment plants was certified by external laboratories accredited by Inmetro. All of our operations are licensed by environmental agencies, which may determine monitoring parameters, as is the case with the production units, which also consider the minimum required standards. In parallel, we also verify the compliance with effluent quality through our ISA indicator. Throughout 2024, R\$ 38.7 million were invested in effluent treatment.

Effluent management through the Environmental Sustainability Index

Weekly and monthly analyses of treated effluents are conducted according to the conditions of licenses, permits, and internal standards to meet the requirements and to contribute to the composition of the ISA (Environmental Sustainability Index). The indicator is applicable to all BRF-owned units (production units, feed factories, hatcheries, and farms).

To compose the ISA indicator, analyses are conducted on 100% of our global operations' final effluent to assess discharge standards (BOD, COD, phosphorus, nitrogen, among others) as established by federal, state, and/or municipal regulations. We have the goal of achieving 100% compliance in these effluent quality analyses, and in 2024, we achieved 98.78% compliance for all effluent discharged (16,580 analyses conducted), compared to the result of 98.60% in 2023 (20,061 analyses conducted). In 2024, we ended the year with an average BOD of 23.97 mg/L.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Total volume of discarded water, by source¹ (ML) GRI 303-4

Source	2022	2023	2024
Surface water	46,038.68	55,399.81	56,396.18
Municipal collection network	5.78	127.83	263.16
Soil	71.77	166.21	148.23
Total	46,116.23	55,693.85	56,807.57

¹In 2022, there was no reporting of the total effluent discharged from 100% of the units. In 2023, all units were included within the scope, which is why there was growth from one year to the next. In 2024, there was an increase compared to 2023 due to the growth in production (3.73%) and water consumption, which consequently generated a higher volume of effluent. The global data on the volume of effluent generated in our operations in 2024 were verified by an independent company during the audit of the company's greenhouse gas emissions inventory.

CAPEX and OPEX related to water management

We have implemented initiatives to promote the efficient use of water and effective effluent management across our facilities. Our investments (CAPEX) are focused on improvements in water and effluent management infrastructure, with the goal of increasing water efficiency in our operations. In 2024, our CAPEX investments amounted to R\$ 7.56 million. The expenses (OPEX) related to the treatment of influents and effluents (costs with chemicals for treatment) amounted to R\$ 60.09 million.

Investments and operating expenses

	2023	2024
CAPEX	R\$22,541,537.00	R\$7,556,869.37
OPEX	R\$63,444,000.00	R\$60,092,000.00
Total	R\$85,985,537.00	R\$67,648,869.37

conservation and
preservation of forests

GRI 304-1

In alignment with our principles and commitments to Sustainability, we take responsibility for preserving biodiversity and ensure compliance with legislation regarding the protection of vegetation, permanent preservation areas, and legal reserve areas, forest exploitation, supply of forest raw materials, control of the origin of forest products, and control and prevention of forest fires.

In Brazil, we manage 27.63 thousand hectares of forest assets dedicated to biomass production, primarily from the reforestation of *Eucalyptus* and used for steam generation, reducing greenhouse gas emissions. *Eucalyptus* accounts for 90.40% of our plantations, which also include *Pinus* (1.12%) and other species such as araucaria, bamboo, and yerba mate (0.32%), along with an additional 8.15% of open land designated for future planting.

Our forest areas are distributed across eight Brazilian states (Goiás, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Paraná, Pernambuco, Rio Grande do Sul, and Santa Catarina) spanning 187 farms, of which 97 are owned and 90 are leased. Two of the owned units are within a Conservation Unit, the State Environmental Protection Area of Escarpa Devoniana, and another 45 are located within a 10-kilometer radius of a conservation unit.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | **3.4 natural resources**
 - | 3.5 waste and packaging
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

The proximity to Priority Areas for Biodiversity Conservation, defined according to the methodology set forth by Conabio Deliberation No. 39 of 12/14/2005, was also studied. Thus, we have:

- 20 units within an area designated as a priority for conservation with an extremely high level of biological importance;
- 27 units within an area designated as a priority for conservation with a very high level of biological importance;
- 2 units within an area designated as a priority for conservation with a high level of biological importance;
- 16 units located within a distance of up to 10 km from a priority conservation area with an extremely high level of biological importance;
- 37 units located within a distance of up to 10 km from a priority conservation area with a very high level of biological importance;
- 5 units located within a distance of up to 10 km from a priority conservation area with a high level of biological importance.

In Turkey, we maintain a reforestation program in partnership with the Aegean Forest Foundation, having planted 10,000 seedlings in the Aydın Köşk region in 2024. Over the five years of the program's existence, we have planted a total of 60,000 saplings in five different regions of the country.



future perspectives

BRF envisions a future grounded in the efficient and sustainable management of natural resources. The company is committed to surpassing its water consumption reduction targets and increasing the use of renewable energy, aiming to exceed the 13% reduction in water consumption by 2025 and achieve 100% water reuse by 2030.

To achieve this, BRF works across various fronts, such as overcoming regulatory barriers to expand water reuse, diversifying

the energy mix with a focus on renewable sources, and making continuous investments in research and development of new technologies to optimize resource use. In addition, the company is intensifying water and energy governance across all its units, improving monitoring, managing key performance indicators, and seeking innovative solutions, thereby consolidating its commitment to environmental sustainability.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging**
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

3.5 waste and packaging

GRI 3-3 Solid waste and packaging

BRF recognizes the importance of the circular economy and waste management in building a more sustainable future. We aim to spread practices of better resource utilization throughout all stages of food production to society, from the innovation and design of products and packaging, to the use of by-products in the industry, the management of solid waste generated during operations and post-consumption, as well as encouraging the valorization of inputs.

Our innovation-driven investment strategy toward achieving waste circularity gave rise to BRF Ingredients, a business unit that has been gaining increasing relevance over the years. Committed to reusing 100% of by-products such as bones, viscera, feathers, fat, and blood, BRF invests in innovative technologies and strategic partnerships to turn challenges into opportunities, consolidating our commitment to sustainability at every stage of the supply chain. **GRI 306-2**

In 2024, due to the decrease in the amount of co-products as a result of greater operational efficiency, we intensified our efforts within BRF Ingredients, seeking new ways to create value. One of the highlights was the transformation

of swine mucosa into collagen, a high-value product with various applications, such as in the food, pharmaceutical, and cosmetic industries. The production and sale of heparin, also produced from swine mucosa, has become a success story for BRF Ingredients' strategy, as the product is an essential anticoagulant in surgical procedures.

Additionally, we expanded our operations in the production of BioActio Health & Palatability, a hydrolyzed chicken liver protein. This functional ingredient has a higher added value than traditional animal protein meals and is hypoallergenic. Among the growth prospects for 2025, also aiming at new sources of revenue, the division's strategy includes expanding partnerships, such as in the production of flavors with Firmenich.

Throughout the year, the total investment in waste management was R\$ 123.3 million.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging**
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

solid waste GRI 306-1, 306-2

Our solid waste management strategy is anchored in the principles of reduction, recycling, and reuse of materials throughout the entire value chain, from suppliers to our own operations, integrated producers, and post-consumption. Within operations, we aim to combine cost efficiency with impact management, also setting goals to reduce the volume of waste sent to landfills.

Composting is our primary method of final waste disposal, transforming waste into biofertilizers. **In 2024, 84% of our waste was directed to composting, recycling, or other recovery operations.**

On both our own and integrated farms, we operate the Logistics Program for the collection of Animal Health waste, hazardous waste in the fields, and in hatcheries. In the administrative operations, we have implemented waste separation for the proper disposal of organic waste and other categories (recyclable and non-recyclable).

To ensure the effectiveness of these processes, we have implemented standardized procedures and management tools aligned with our Operational Excellence System (SEO) and the +Excellence program, as well as regulatory guidelines that cover all our activities.

At our units, the Solid Waste Management Plan and the Health Services Plan define the procedures for the handling, segregation, collection, sorting, storage, transportation, and disposal of waste, ensuring that all stages comply with current legislation and the best practices established in our internal programs and standards. **We also train our employees in waste management, including the practice of the 3 R's (reduce, reuse, recycle) throughout all production processes.**

The external collection, transportation, and disposal of waste are managed by specialized third-party companies, governed by a specific contract that outlines their obligations. The Indirect Materials and Services Procurement standard and the SEO outline the rules for hiring and approval, including the annual on-site environmental audit and monitoring of critical third-party licenses. Additionally, BRF has an Emergency Response Plan in place, which includes a contract with a specialized company for assistance in the event of spills and leaks.

All waste leaving our units is accompanied by a Waste Transport Manifest, an invoice, and their respective Final Disposal Certificates. The data is stored in the system and in a specific waste management software, which also stores information about third-party approvals, ensuring full traceability of waste disposal.

Based on the system databases, a dashboard automatically generates indicators and various information breakdowns for managing data on waste and the third parties that store, transport, and dispose of it, providing reliability and efficiency for the process, reports, and inventories. We manage monthly the indicators of quantity generated, percentage sent to landfills, and cost and revenue from waste disposal.

Waste generated by category in tons GRI 306-3

	2022	2023	2024
Hazardous	1,311	1,270	2,298
Non-hazardous	474,552	527,717	559,038
Total¹	475,863	528,987	561,336

1 The total includes data from Brazil, International, and Pet operations, with the Brazil data coming from the invoices for each waste load departure. The International and Pet data come from the local controls of the units.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging**
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

Waste diverted from disposal through recovery operations, in tons GRI 306-4

Composition	2022	2023	2024
Hazardous	239.12	303.16	1,235.31
Recycling	239.12	230.16	1,142.41
Re-refining	-	-	-
Reuse	-	-	-
Recovery	-	73.00	92.90
On-site storage	-	-	-
Non-hazardous	371,755.17	437,369.54	418,206.38
Recycling	77,291.80	50,609.63	52,535.58
Composting	281,318.67	-	350,399.96
Reuse	13,144.70	21,815.85	15,270.84
Recovery	-	364,944.06	-
Total¹	371,994.29	437,962.70	419,441.69

¹ There is no on-site waste disposal by the organization. In all tables, data does not include administrative units.

Total waste generated according to its classification and destination in tons

GRI 306-4, GRI 306-5

		2022	2023	2024	Total 2024
Deviated from disposal	Hazardous	239.12	303.16	1,235.33	419,441.70
	Non-hazardous	371,755.25	437,368.84	418,206.37	
Intended for final disposal	Hazardous	107,162.00	967.08	1,063.01	141,894.55
	Non-hazardous	102,796.52	9,347.75	140,831.54	
Total		581,952.89	447,986.83	561,336.25	

Waste for final disposal, by composition, in tons GRI 306-4

Composition	2022	2023	2024
Hazardous	1,071.62	967.08	1,063.01
Incineration	-	471.07	481.74
Industrial landfill and autoclaving	1,071.62	495.04	574.87
Others	-	0.97	6.40
Non-hazardous	102,796.52	90,347.74	140,831.54
Incineration	-	-	50,755.26
Incorporation into the soil	-	-	-
Industrial landfill and autoclaving	102,796.52	74,674.15	89,963.03
Others	-	3,896.13	113.25
Total¹	103,868.14	91,314.82	141,894.55

¹ There is no disposal of waste on site. In all tables, the data do not consider administrative units.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging**
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

packaging GRI 301-3, 306-2

Waste management is a challenge shared by the entire value chain, from its design and manufacturing to reaching the final consumer with post-consumption packaging. This way, BRF strengthens and encourages practices that reduce the environmental impact of its products, without compromising excellence in quality and safety. **Our goal is "To have 100% of packaging be recyclable, reusable, or biodegradable by 2025"**. We focus on opportunities to reduce raw material usage and the weight of plastic and paper packaging, as well as on final recycling. As a result of this goal, in 2024, we reached the level of 93% of packaging being recyclable, reusable, or biodegradable both nationally and internationally.

Our Research & Development area constantly seeks more sustainable materials and alternatives to incorporate into packaging, always aiming to ensure product safety and quality, while guaranteeing that there is no risk to consumer health.

We implement sustainable practices throughout the entire life cycle of packaging, from design to post-consumption, including: weight reduction, the adoption of alternative materials and monomaterials, and FSC certification for packaging; to post-consumption practices, such as reverse logistics programs and the #Reuse program, encouraging the reuse of margarine container packaging.

We participate, through the Brazilian Association of the Food Industry (Abia), in the Packaging Sector Agreement in compliance with the National Solid Waste Policy (PNRS), which envisages a reduction of recyclable waste sent to landfills, expansion of selective collection, recycling of materials, among other actions.

We are a member of "Reciclar pelo Brasil" Platform, along with other companies committed to establishing reverse logistics plans in the country, with a focus on increasing the amount of recycled waste, expanding the revenue of cooperatives, and improving the income of involved waste pickers.

In the 2024 report of the platform, which consolidates activities carried out until 2023, BRF achieved a total of 39.61 thousand tons of materials diverted from landfills and dumps and sent for recycling. This effort involved improvement actions and management in 434

associations and cooperatives, across 245 cities in 27 Brazilian states, directly impacting more than six thousand cooperative members.

In 2024, we continued our commitment to offset 100% of the margarine and butter containers from Qualy, in partnership with eureciclo, and included the brands Deline and Sadia Hot Bowls in the project, totaling 31,766 tons of materials recovered since 2021. With the start of the environmental offset for 100% of the post-consumption packaging of the Hot Bowls and Mac'N Cheese lines by Sadia, it is expected that more than 20 million packages will be recycled, totaling approximately 500 tons of waste per year.

With this packaging offset partnership with eureciclo, we developed the recycling chain for polypropylene (PP) plastic nationwide. The development of cooperatives and recycling operators in the country generates positive



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging**
 - | 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

socio-environmental impacts, enabling different values for the purchase and utilization of materials that reach the recycling operation.

Eureciclo partners join a supply chain development program that spans four levels, from operational to strategic, which are: basic structuring, waste mass development and new markets, training and capacity building of people, and the evolution of business strategy. As a result, 123 centers are benefited, and 3,609 families are positively impacted by the actions.

future perspectives

Regarding waste and packaging, among the growth prospects for 2025, also aiming at new sources of revenue, one of the main strategies is the expansion of partnerships, such as in the production of flavors with Firmenich, for example. Furthermore, we will continue to intensify our efforts within BRF Ingredients, seeking new ways to create value, always attentive to opportunities for reducing raw material usage and the weight of plastic and paper packaging, as well as final recycling.

Materials used in production and packaging¹²³⁴ (tons) GRI 301-1, SASB FB-PF-410a.1

Material	2022	2023	2024
Aluminum	1,085.47	1,089.41	1,078.19
PS (polystyrene)	1,250.17	1,376.37	1,515.58
HDPE (High Density Polyethylene)	1,101.25	1,182.09	1,288.76
LDPE (Low-Density Polyethylene)	32,705.03	23,526.79	19,471.20
PET (polyethylene terephthalate)	517.90	537.42	348.40
PP (polypropylene)	16,395.77	15,453.15	17,366.84
Others ⁵	31,272.05	19,188.18	16,376.47
Reusables	-	1,606.85	542.40
Pallet	13,163.59	19,040.02	12,163.59
PE (Polyethylene) ⁶	-	1,542.59	-

¹ Materials used in final product.

² Packaging volumes can also vary according to the volumes of items produced by BRF.

³ The database for the composition and consolidation of this indicator was extracted from SAP and covers the period from 2022 to 2024.

⁴ Refers only to operations in Brazil.

⁵ Starting in 2023, consumptions grouped under the category "Others" were broken down by material type.

⁶ Regarding PE, the consumption in 2024 was broken down into HDPE and LDPE.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | 3.6 social impact**
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



3.6 social impact

GRI 3-3 Communities surrounding operations, 203-1

BRF considers social responsibility a fundamental pillar of its business strategy because it believes that sustainable growth is only possible when we drive the development of our people and the communities where we operate, promoting inclusion, diversity, and social well-being. In this regard, we are committed to creating value for society by acting ethically and transparently in all our operations, aiming to build a fairer and more sustainable future.

At BRF, we believe social responsibility is a two-way street, where the company contributes to societal development while benefiting from a fairer, more ethical, and sustainable business environment.

Our goal is to positively impact 1.5 million people globally through transformative actions that foster dialogue and build relationships based on trust and respect.

To fulfill this commitment, we invest in various initiatives and programs that support the communities where we operate, promote multiculturalism and diversity in the workplace, value our employees, and develop a sustainable supply chain. Learn more about our actions in [People Management](#) and [Sustainable Sourcing](#).

We offer employment opportunities and social integration for immigrants and refugees in Brazil through initiatives such as flexibilizing recruitment processes, ensuring spots in career development and language programs, and active listening to understand their real needs and create action plans. Hiring is carried out in partnership with organizations such as UNHCR, UN Migration, and the Acolhida Operation.

In addition, BRF is committed to the Zero Waste initiative, aiming to eliminate waste throughout its entire production chain. Every year, approximately 931 million tons of food are wasted globally, affecting food security and generating negative impacts on the use of resources such as water, energy, and the increase in carbon emissions. Through process optimization and resource preservation, we aim to make our operations more sustainable. Therefore, **we have commitments directly aligned with reducing losses and waste throughout the supply chain.**

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | **3.6 social impact**
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

communities and social impact GRI 203-2, 413-1, 413-2

BRF, aware of its responsibility to promote the development of the communities where it operates, invests in initiatives aimed at strengthening socioeconomic inclusion and well-being, with a focus on areas such as crisis support, professional training, and inclusion. We have development programs based on the needs of local communities in 65.11% of our units, and through the BRF Institute, we aim to strategically direct social investments, acting as an accelerator of positive social impact and partnering with various organizations.

Understanding the indirect economic impacts allows us to advance a long-term sustainability agenda, identifying opportunities and specific needs of municipalities regarding territorial development. Beyond our business, the presence of our units contributes to expanding job opportunities, attracting new businesses and potential suppliers, drawing investments in infrastructure, and driving impactful actions in leisure and education.

In this way, we expand our relationship with local stakeholders, also contributing to the definition and implementation of public policies that can ensure the reach and effectiveness of the social benefits

involved. We provide formal mechanisms for complaints and grievances from local communities at all of our units and conduct environmental impact assessments and continuous monitoring.

We are also attentive to potential negative impacts, including regions where integrated producers and third parties operate, such as unplanned municipal growth, effects on road infrastructure, shared use of natural resources, exposure to migratory flows, and risks of child and adolescent sexual exploitation on highways with higher truck traffic.

In 2024, we conducted a pilot Social Impact Analysis of our operations at the Rio Verde (GO) unit. The process engaged various stakeholders to identify the key positive and negative impacts associated with the unit. The opportunities for strategic actions are being addressed in a specific action plan to be worked on throughout 2025. GRI 2-25

Also during the year, the BRF Institute conducted a socioterritorial diagnosis in partnership with Instituto Elos, in Lucas do Rio Verde (MT), where it was possible to identify BRF's impacts and the community's perception of the company's presence in the region.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

+Juntos pelo Sul (+Together for the South)

In 2024, BRF and Marfrig joined forces to support the victims of the floods in Rio Grande do Sul. Together, the companies donated food, raised funds for the Humanitarian Aid Fund of the BRF Institute, and mobilized volunteers to assist the affected population. Check out the key figures of our actions for the year:

Phase 1

- **R\$ 6 million** in funds raised;
- **93 tons** of protein;
- **2 tons** of non-perishable food;
- **9 thousand** meals;
- **20 tons** of dog and cat food.

Phase 2: expansion of support actions for the communities of Vale do Taquari

- **+ 3,200 books** donated to 10 municipal schools in Lajeado, Estrela, Arroio do Meio, and Cruzeiro do Sul;
- Furniture and appliance kits for **273 families**;
- **Free psychological support** for six months for families, in partnership with the CAIFCOM Institute;
- **Financial contribution** to the Sociedade Lajeadense de Atendimento à Criança e ao Adolescente (SLAN), which supports children and adolescents in vulnerable situations.



BRF Institute

The BRF Institute, a Public Interest Civil Society Organization (OSCIP), is BRF's social arm, responsible for coordinating the company's social impact investments and projects. Aiming to promote more just and sustainable communities, the Institute acts as an accelerator of positive social impact, driving initiatives in the "Food that Transforms" and "Education for the Future" areas, and managing the BRF Volunteers Program. GRI 203-1

Over its 13 years of operation, the BRF Institute has impacted the lives of more than 3.6 million people, mobilized 40,000 volunteers, and carried out over 3,400 social actions in 70 cities across Brazil.

The organization works in partnership with other civil society organizations, municipalities, startups, and universities, seeking innovative and effective solutions to the social challenges of each region. In 2024, the BRF Institute invested R\$4.2 million in Projects and its Volunteer Program.

One of the social investment principles of the BRF Institute is conducting a diagnosis of territories with potential to receive initiatives, considering alignment with the proposed thematic agenda, identification of community leaders, and prioritization of locations within each municipality. The diagnostic process includes the collection and analysis of secondary data, socioeconomic indicators, and the mapping of local stakeholders, in order to build a network of partnerships focused on the sustainability of the investments. This work is carried out by the technical team of the BRF Institute in collaboration with the implementing partners of the invested initiatives. In 2024, the following municipalities were considered: Lucas do Rio Verde, Rio Verde, Concórdia, Toledo, Lajeado, and Uberlândia. GRI 413-2

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform**
 - 3.1 sustainable sourcing
 - 3.2 climate change
 - 3.3 animal welfare
 - 3.4 natural resources
 - 3.5 waste and packaging
 - 3.6 social impact**
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety
- annexes

volunteering and corporate citizenship

Volunteering is a fundamental pillar of our social responsibility culture. **Through the BRF Volunteers Program, employees have the opportunity to dedicate their time and talents to relevant social causes, positively impacting the communities where BRF operates.**

The initiatives carried out aim to promote social transformation and leave a lasting legacy for the regions. To further strengthen the culture of volunteering, the BRF Institute offers employees Knowledge Tracks, with online training on topics such as social impact and community engagement.

The goal is to ensure the effectiveness of the actions and the engagement of the volunteers.

The BRF Institute is also part of the Brazilian Business Volunteer Council (CBVE), of which it has been a member of the Management Committee since 2022, aiming to promote the exchange of experiences and the creation of a network of innovation and collaboration among various organizations. We believe that the active participation of employees in volunteer actions is essential for building a more just and supportive society.



Food that transforms

The "Food that Transforms" initiative of the BRF Institute directs its actions towards combating food insecurity and promoting education on food waste and the full use of food. Through partnerships with various organizations, we seek to ensure access to food in the areas where BRF is present, encouraging entrepreneurship and socioeconomic inclusion through businesses focused on food.

In 2024, BRF donated more than 200 tons of protein to social organizations that directly assist people in situations of social vulnerability. Among the partners of the BRF Institute, the following stand out: Mesa Brasil, Ronald McDonald Institute, Casa Hope, SP Invisível, CUFA, Gastromotiva, APAEs in the municipalities where we are present, among others.

IBRF Zero Waste Challenge

In 2024, the BRF Institute launched the IBRF Zero Waste Challenge, an initiative developed in partnership with the BRF Hub that aims to identify and support innovative solutions to reduce food loss and waste in the communities where we operate. Open to startups, civil society organizations, cooperatives, and non-profit educational institutions, the Challenge received proposals in two categories: **solutions for agriculture, focused on reducing losses in production, and solutions for communities, focused on minimizing waste in consumption.**

Investments of R\$ 400,000 are planned for the implementation of the selected solutions, which will be carried out in six cities with BRF production units: Lajeado (RS), Toledo (PR), Lucas do Rio Verde (MT), Uberlândia (MG), Rio Verde (GO), and Concórdia (SC). In addition to financial support, the selected initiatives will receive mentorship and the opportunity to establish partnerships with BRF's local social impact committees.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform**
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - | **3.6 social impact**
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

full use of food in schools

In 2024, the BRF Institute trained 30 school lunch staff members from public schools in Videira (SC) with a focus on food reutilization and waste reduction, aiming to promote more sustainable eating practices and a more balanced diet in schools.

Carried out in partnership with Senai, the training included techniques for the full utilization of food, through simple recipes that are easily applicable in daily routines. The initiative is part of the Zero Waste movement, which aims to minimize food waste and generate a positive impact both on the professional practices of the lunch staff and on their personal lives.



education for the future

Reducing the learning gap, providing professional training, stimulating entrepreneurship, and promoting digital education for marginalized groups are part of this area of action of the BRF Institute. With the aim of contributing to the socioeconomic development of communities, we seek to strengthen public education and create opportunities for both youth and adults.

In 2024, the program “Our Commitment to Education – Transforma Initiative” selected eight startups to implement pilot projects in six municipalities, impacting more than four thousand people, including teachers and students from public schools, with the aim of contributing to workforce integration and fostering local entrepreneurs.

Another important initiative is the “Girl Power” program, which aims to encourage young women to enter fields with low female representation, such as mathematics, engineering, and technology.

In 2024, the BRF Institute also offered free Spanish courses for education, healthcare, and social assistance professionals in Lucas do Rio Verde (MT). The training of these professionals helps to better support the Latin American immigrant community and facilitates access to essential services. The BRF unit in Lucas do Rio Verde (MT) employs around five thousand employees, of whom approximately 17% are Venezuelan immigrants.

future perspectives

Regarding our social impact, we have set the goal of positively impacting 1.5 million people globally through transformative actions that strengthen dialogue and build relationships of trust and respect. To fulfill this commitment, we will continue investing in various initiatives and programs that support the communities where we operate, promote multiculturalism and diversity in the workplace, value our employees, and develop a sustainable supply chain.

Regarding actions to reduce food loss and waste, investments of R\$ 400,000 are planned for the implementation of solutions in this area.

The initiatives developed by the BRF Institute drive the generation of positive social impact in the communities where the company is present, with social transformation being integrated into BRF's business strategy. On this journey, we continue to invest in innovative projects and partnerships that can add value to the development of actions in the areas of education and food security, reinforcing our commitment to a more sustainable and inclusive future.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- 3 sustainability platform
 - | 3.1 sustainable sourcing
 - | 3.2 climate change
 - | 3.3 animal welfare
 - | 3.4 natural resources
 - | 3.5 waste and packaging
 - 3.6 social impact
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

participation in associations GRI 2-28



- **ABIA** (Brazilian Association of the Food Industry)
- **ABINPET** (Brazilian Association of the Pet Products Industry)
- **ABPA** (Brazilian Association of Animal Protein)
- **ABRA** (Brazilian Association of Animal Recycling)
- **ABRASCA** (Brazilian Association of Public Companies)
- **ACAV** (Santa Catarina Poultry Association)
- **AGS** (Goiana Swine Farmers Association)
- **AMAV** (Mato Grosso Poultry Association)
- **ANACE** (National Association of Energy Consumers)
- **ANCAT** (National Association of Waste Pickers)
- **ASBIPS** (South Brazilian Swine Products Industry Association)
- **ASGAV** (Poultry Association of Rio Grande do Sul)
- **AVIMIG** (Association of Poultry Farmers of Minas Gerais)
- **B20** (G20 Business Group)
- Brazil Saudi Arabia Business Council
- Brazil United Arab Emirates Business Council
- **CEBC** (Brazil-China Business Council)
- **CEBRAJ** (Brazil Japan Business Council)
- **CEBRI** (Brazilian Center for International Relations)
- **CEBRICS** (BRICS Business Council)
- **COMECARNE** (Consejo Mexicano de la Carne)
- **CNI** (National Confederation of Industry)
- **CEBRAMEX** (Brazil and Mexico Business Council)
- **GETAP** (Group of Applied Tax Studies)
- **IFB** (Foodservice Brazil Institute)
- **IPC** (International Poultry Council)
- **Sindiavipar** (Union of Poultry Industries of Paraná)
- **Sindicarnes - SC** (Union of the Meat and Meat Products Industry of the State of Santa Catarina)
- **Sindicarnes - PR** (Union of Meat and Meat Products Industries in the State of PR)
- **Sindirações** (National Union of the Animal Feed Industry)
- **Sips** (Union of Pork Industries of Rio Grande do Sul)

in this chapter:

- quality management
- BRF quality system
- product responsibility
- satisfaction of clients and customers



4 quality

Material topic: Product safety and quality



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

quality

GRI 3-3 Product Quality and Safety

For 90 years, we have been committed to delivering products of the highest quality, from farm to table. Quality is embedded in our processes, throughout the supply chain, and in the daily work of our employees, all aimed at creating value for our customers. That's why quality is also a key foundation of our BRF+ efficiency program, driving us to continually improve our practices.

As a result, our quality indicators improved in 2024, increased customer and consumer satisfaction, with a 40% rise in the Customer NPS across the Commercial and Logistics journeys.

We manage and monitor complaints and our microbiological safety performance, working with multidisciplinary teams to identify opportunities for improvement, promote, and encourage the continuous enhancement of our processes and products.

Our responsibility with products goes beyond food safety. We want to offer products with high sensory quality that meet our consumers' expectations in taste, appearance, and texture. To achieve this, continuous consumer studies are conducted, along with sensory evaluations at all production units, to ensure quality and repeat purchases.

quality management

We have an internal policy for governance on this topic across the company, which defines the application of standards and the mitigation of related risks. We rely on independent, internal, and external audits that support us in continuous improvement. Internal audits are conducted annually and focus on process adherence to legal requirements and client and certification standards, while the external audits are responsible for certifying our compliance with the international standards of the Global Food Safety Initiative (GFSI).

Quality management guidelines

- Identify the sequence of necessary processes.
- Use criteria and methods to ensure that the operation and control are effective.
- Ensure the availability of resources and information necessary to support the operation and monitoring of processes.
- Performs process monitoring, measurement and analysis.
- Implements actions necessary to achieve planned results and continuous improvement of processes.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

BRF quality system

The BRF Quality System is our model that standardizes food production, taking into account sanitary, legal, and sensory criteria, as well as the processes at our production units. The units are also certified in quality and food safety by BRCGS, IFS, FSSC 22000, Global-GAP, Certified Humane, and ISO 17025.

We also rely on excellence programs that reinforce compliance with standards throughout the entire production chain, such as the Operational Excellence System (SEO) and Ideal Store. Complementing this process, we are externally audited by clients and markets, as well as by the Ministry of Agriculture, Livestock and Supply (Mapa) and the National Health Surveillance Agency (Anvisa).

BRF has implemented a Quality Management System to ensure:

- Commitment to food quality and safety;
- Priority in meeting legal requirements;
- Satisfaction of customers.

This system establishes corporate documents that standardize process parameters related to quality across the company's various sectors. In addition to prerequisite programs such as Good Manufacturing Practices (GMP), Standard Operating Sanitation Procedure (SSOP), Sanitation Standard Operating Procedure (SOP), Water Supply, Pest Control, Traceability, among others, all production units have an implemented HACCP (Hazard Analysis and Critical Control Points) plan. This plan consists of assessing potential hazards that may exist in each production process and establishing control measures to prevent and/or mitigate the negative impacts these hazards may cause, such as complaints, recalls, etc.

With the aim of promoting continuous improvement of the system, internal and external audits are carried out. Internal audits assess the adherence of BRF's internal processes to legal requirements and customer and certification standards, occurring annually based on risk assessment, and are conducted independently by Corporate Quality. External audits certify that the processes adopted by the company and BRF's quality management system are in accordance with internationally recognized standards. BRF's units hold certifications in quality and food safety such as BRC, IFS, and FSSC 22000.

supply and quality

The quality of a product starts with the acquisition of the materials that will be used in it. The prior evaluation and approval of suppliers offer advantages such as mitigating risks to food safety and low delivery performance, as well as preventing the supply of products from companies that do not meet BRF's minimum requirements.

The supplier approval system by quality is based on the criticality of the materials to be supplied and can be done through self-assessment questionnaires, BRF audits, third-party audits on behalf of BRF, certifications recognized by the GFSI, and audits using the IFS Progress (Food and PACSecure) Program Checklist. In this regard, we encourage our suppliers to join the IFS Progress program and seek certification as they evolve their processes, streamlining the approval process and bringing more reliability to the system.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

qualifications for export

As part of the expansion strategy into new markets, we obtained 84 new export qualifications in 2024, including in the United Kingdom, Southeast Asia, the Middle East, and Africa. In addition, we began operations in three more countries: the United States, East Timor, and Azerbaijan.

This move contributes to the sustainability of the business, as it allows for greater production diversification in the factories and opportunities related to local consumption, by adapting the products we export to the realities of different cultures, which creates more value and fosters customer loyalty in new markets.

To this end, investments were made in efficiency at the Toledo (PR) plant for the export of fresh chicken protein to the United Kingdom and at the Campos Novos (SC) plant for the export of pork to the United States, for example.

The process of qualifying plants for trading with international markets involves technical preparation with the demonstration of specific quality requirements for each country. In this regard, we have adopted best practices from Marfrig in plant qualification to improve our procedures and ensure continued compliance with the requirements of each country.

product responsibility

To ensure the quality and safety of our products at the production units, we use tools such as the HACCP plan (Hazard Analysis and Critical Control Points), which maps microbiological, physical, and chemical risks, as well as their severity and likelihood of occurrence, and the measures to be taken to mitigate these risks.

In 2024, we assessed the health and safety impacts of 100% of our product portfolio, with a total of 33 cases of non-conformities identified during the year. **GRI 416-1, 416-2**

Independent, external, and internal audits identify non-conformities based on the

continuous improvement guidelines of our quality system. In 2024, we did not issue any product recalls. **SASB FB-MP-250a.3**

We carry out food safety certification audits and apply corrective actions. Compared to 2023, there was a reduction in major non-conformities, with only one identified at the Dois Vizinhos (PR) plant, which was properly addressed and verified by the certifying body, demonstrating greater adherence to food safety requirements. Also in this regard, in 2024, 98% of our suppliers were validated through food safety certification programs. **SASB FB-MP-250a.1, FB-MP-250a.2**



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

recall system

FB-MP-250a.3

At BRF, we have a system that ensures the blocking, recall, and withdrawal of products in order to prevent the commercialization of food that may pose a risk to consumer health, be in violation of legislation, and/or cause damage to the company's reputation. Our premise is the development and maintenance of Self-Control Programs in all our units, along with training for all our process leaders and employees involved in monitoring and verification.

If the real need for a product withdrawal/recall is identified, a special situations committee (multifunctional), which will validate the scope of the action, is established quickly and immediately. Monthly, traceability/recall drills are conducted to test the procedures and reinforce the company's reliability with teams prepared to act in crisis situations. These simulations are completed within up to four hours, which reinforces our commitment to the agility and security of information. In 2024, there were no recorded cases of recall.

nutrition and health

We offer consumers worldwide a diverse and balanced portfolio, primarily based on protein, providing essential macro and micronutrients for human health. We present a portfolio with fresh and processed animal protein, as well as alternative proteins and options with different nutritional densities to meet consumers' needs in their daily meal preparation.

Our Nutritional Guidelines are based on the pillars of the Access to Nutrition Initiative (ATNI), addressing seven key areas, such as access to protein nutritional sources, continuous improvement of formulations, marketing, and labeling. In this regard, we also have a discussion agenda with the Ministry of Agriculture and Livestock through the Brazilian Association of Animal Protein on nutritional strategy and the importance of protein consumption in Brazil.

In partnership with the Brazilian Association of Food Industries (Abia), we work towards healthiness, with our technical team committed to reducing sodium, sugar, and fat levels in some of our products, without affecting the consumer experience.

use of GMOs

BRF provides ingredients and products with or without Genetically Modified Organisms (GMO), with the appropriate information provided to consumers, in accordance with the regulations of each market in which we operate.

We believe in innovation as an ally in expanding the supply of food, and we demand safety verifications and certifications in our chain. Studies from regulatory agencies, such as the National Technical Commission on Biosafety (CTNBio) in Brazil and the European Food Safety Authority (EFSA) in Europe, have analyzed the production of GMOs and derived ingredients, concluding that they are safe for human consumption.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

market bans

FB-MP-250a.4

BRF is dedicated to ensuring food safety and the continuity of its operations in the global market, adopting all necessary measures to avoid trade restrictions. In response to a Newcastle disease outbreak in Brazil, the company implemented a series of strategic actions to minimize impacts, maintaining its commitment to biosecurity and strict control in the affected areas.

The Ministry of Agriculture and Livestock (MAPA) created a zoosanitary emergency area and implemented strict control and surveillance measures within a 10-kilometer radius of the affected area to prevent the spread of the disease. The Brazilian Federal Government also imposed a preventive ban on the sale of chicken meat, eggs, and other poultry products to over 40 countries, including China, European Union members,

Argentina, and Japan. After containing the outbreak, Brazil lifted the trade restrictions and resumed poultry exports in August 2024; however, there are still restrictions on the state of Rio Grande do Sul for China.

As a contingency measure, BRF strengthened the biosecurity protocols established in the regions where it operates, specifically in Rio Grande do Sul, maintaining a routine of sanitary monitoring of flocks, poultry movement restrictions, and close oversight of the technical team in the region. The company established a specific vaccination program for the units, as well as conducted a series of training sessions and alignments with producers and technical teams, reinforcing our commitment to biosecurity.

As part of our continuous improvement process, we made significant progress in adopting the regionalization model for blockades, with a highlight on the growing adoption of new countries, driven by collaboration with institutional and sector partners. This model, similar to the one adopted in the United States, limits the export ban to the affected state in the case of specific outbreaks, resulting in a considerably smaller impact on BRF's business and the Brazilian poultry sector as a whole.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

marketing, labeling and communication

GRI 417-1

We monitor trends and changes in consumption, such as advancements in the sustainability agenda, which require communication and transparency. Our focus is on using innovation to provide more knowledge for decision-making at the time of purchase.

The new nutritional labeling from Anvisa (RDC 429/2020 and IN 75/2020), in effect since 2022, mandates the use of front warning labels for products with high levels of added sugars, saturated fats, and sodium. About 70% of BRF's products do not have these labels due to not containing added sugars, following the reformulation guidelines and nutritional transparency required by Brazilian legislation. **GRI FP6**

In 2024, we completed the adjustment of all products in our portfolio in compliance with the new nutritional labeling legislation, which provides greater clarity regarding nutrient information. We have a registration and labeling department focused on monitoring legal requirements and mandatory information, such as safe product use, handling, storage, nutritional table, and ingredient list, among others.



Our products include the identification of the manufacturer's name and address, as well as a list of components – ingredients and additives when used – and information on the presence of allergens. We also indicate when cooking and/or preparation prior to consumption is required.

Regarding additional information, we have specific market certification seals, such as on Halal products, indicating their production within Islamic standards, as well as details about organic foods and animal welfare.

The Quality and Research and Development departments are responsible for the approval

of inputs, raw materials, and packaging used. We conduct audits during outsourced manufacturing processes to ensure compliance with regulations and sensory aspects. Recyclable packaging includes specifications regarding its category and disposal methods, in accordance with the ABNT NBR 13230 standard.

In 2024, we had no cases of non-compliance regarding product and service labeling information resulting in fines, and we also recorded no cases of non-compliance related to marketing communication. **GRI 417-2, 417-3**

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



satisfaction of clients and customers

We have built a story of trust with customers and consumers in Brazil and around the world, who recognize the quality and prefer our brands. To achieve this, we act ethically and transparently, constantly investing in improving the experience in processes and delivery until consumption at the table.

We value the delivery of the recognized sensory quality of our products, and to ensure this, we use various tools to guarantee consumer satisfaction, such as continuous surveys with target audiences, daily sensory evaluations at production units, as well as feedback captured through customer service channels.

In addition to product quality, we also focus on building strong relationships with clients and consumers, both through customer service channels and in commercial and logistical relations.

Our relationship channels are available to businesses, processors, distributors, retailers, and end consumers to improve our products and services and understand the needs of the markets.

The service for demands is humanized and individualized, and we are committed to ensuring a positive experience with agility in resolving each case, acting in compliance with the Consumer Protection Code. To this end, we invest in technologies that enable multichannel support, with a virtual assistant, service through portals, WhatsApp, and social media, complementing the phone line, email, and Contact Us on our website.

Through the Consumer Service (SAC) in Brazil, we recorded around 130,000 interactions in 2024, including compliments, suggestions, inquiries, and complaints. The complaint handling process involves the registration of the complaint by the customer service team, which is then forwarded to the responsible department for a response. After investigation and resolution of the issue, feedback is provided to the customer/consumer, and the case is closed. We monitor the quality of the services provided by the SAC, such as resolution time, quality of handling, the courtesy of the attendant, among others, through NPS surveys, which guide process improvement actions. GRI 2-25

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

We have completed the implementation of the customer journey for complaint management across BRF with the automation and integration of customer service and relationship management workflows in Turkey to our global CRM platform. This has provided us with increased agility, transparency, and visibility in the complaint cycle across our 16,000 direct clients, focusing on the journey and resolution of cases. We have also eliminated manual tasks by connecting workflows with task assignments on the platform.

Customer's NPS

We have a structured Customer Experience Program, integrated across all direct touchpoints with clients and consumers, aimed at increasing their loyalty to the company. In addition to the Customer Service Center (SAC), we proactively collect feedback each month through the NPS survey and monitor the quality of services provided in the commercial and logistics relationship across different sales channels, taking swift action to address reported opportunities and preserve our relationships.

In 2024, we achieved a 40% increase in NPS across key channels, with some journeys even reaching the excellence zone, with scores above 75. This reflects our commitment to earning customer loyalty and strengthening our position as a business partner, ensuring the long-term sustainability of our operations.

Through a robust system, we send a survey to our customer base using a simple NPS scale from 0 to 10. Scores of 9 and 10 help us identify the strengths of our business, while scores from 0 to 6 highlight areas for improvement. In such cases, tickets are generated for the responsible areas to take direct action with the customer. This information base enables us to act strategically and systemically to continuously improve our services and increase customer loyalty.

BRF+ 2.0 is directly linked to this achievement, with efficiency driving greater integration between departments throughout the production and product delivery processes, in addition to our investments in communication and innovation aimed at ensuring a customer-centric experience. Responding swiftly to society's demands, in a responsible and sustainable manner, is our commitment to remaining relevant to consumers.

Developments and achievements (2023 x 2024)¹

NPS Customers Route

- **Best historical result.** NPS Route in the **zone of excellence**
- **45% increase in feedback** received
- **112% increase in the number of satisfied customers** due to **"commercial service"**
- **61% reduction in dissatisfied customers** due to logistics issues related to **delivery time/schedule**

NPS Customers AS and FSE

- Exit of AS Receiving from the **critical zone** to **the improvement zone**
- **42% reduction in dissatisfied customers** due to logistical reason **"delivery time"**
- Commercial journey reaching **the quality zone** with **historical NPS results**
- **184% increase in feedback received**

¹ The customers comprising the BRF's NPS belong to three groups: Route: This includes commercial clusters ranging from small customers like convenience stores and bakeries to larger customers like emerging supermarket chains. AS (High Service): These are major retail chains with high turnover. They have several stores (few clients with huge purchasing potential); FSE (Strategic Food Service): Transformative global clients (large chains).

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- 4 quality**
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes



Open Innovation

BRF's open innovation agenda, primarily channeled through the BRF Hub, has been essential to our commitment to enhancing the quality of our processes and the food we produce. The Hub connects BRF with the innovation ecosystem, seeking solutions for our challenges and fostering a culture of innovation internally. It functions as an open innovation platform, linking BRF to startups, entrepreneurs, universities, research centers, and other strategic partners, accelerating the development of solutions that generate new processes, applications, and result in greater efficiency for the company.

An important milestone in this process was BRF's entry into Cubo Itaú in 2024. Cubo is one of the largest innovation hubs in Latin America and provides an environment conducive to collaboration and the development of new ideas. BRF's participation in Cubo allows us to access a diverse network of startups, mentors, and investors, as well as participate in events,

workshops, and acceleration programs. This immersion in the innovation ecosystem allows BRF to identify trends, test new technologies, and develop solutions more quickly and efficiently.

Internally, we also have the BRF Garage and the Innovation Scouts Program, focused on intrapreneurship among our 100,000 employees. In addition, we have the following in-house innovation spaces:

- **BRF Innovation Center (BIC):** houses the Research & Development (R&D) department, regulatory, and quality, serving as a space for experiments, studies, and co-creations aimed at improving production process efficiency and strengthening the company's competitiveness.
- **Digital Lab:** promotes the development of disruptive technologies to accelerate BRF's digital transformation, seeking solutions to improve the efficiency and sustainability of processes while keeping the company at the forefront of innovation in the food sector.

in this chapter:

digital journey

initiatives by area



5 digital transformation and innovation



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes

digital journey

Each year, we make significant progress in our Digital Transformation Journey, achieving important milestones that reflect continuous innovation and evolution across various fronts. In 2024, we led more than 40 technology initiatives carried out across the entire BRF chain. Through automation, digitization, and the adoption of advanced technologies such as artificial intelligence (AI) and generative AI, we have been able to contribute to our operations reaching new levels of efficiency and performance, aligned with our efficiency plan, BRF+ 2.0.

In the Data Intelligence area, we have accelerated our journey, with robust platforms combined with the growing use of AI, where decision-making is increasingly driven by analysis and insights.

As we scale technologies like AI, we are advancing in Governance. Through our Data and Artificial Intelligence Center of Excellence (CoE), we have implemented a monitoring platform to ensure compliance with regulations.

Our internal policy defines guidelines for the use of AI, risk categorization, and the responsibilities of the Cybersecurity, Architecture, and Data departments,

as well as preliminary assessments before the implementation of solutions. These actions, along with data governance and training initiatives, enable us to make more precise decisions aligned with BRF's strategic objectives.

We are on a growing trajectory of cloud adoption. Currently, 80% of our applications are run in the cloud, which provides us with much



Agro

90% of integrated producers within the BRF Agro App



Industry

Automation of maintenance and installation of over 2.9 thousand preventive sensors that detect failures



Commodities

Agility and efficiency in grain traceability with the implementation of the virtual assistant Yuri



Logistics

Automation of processes such as route planning and real-time fleet monitoring



Commercial

Launch of the Central BRF app and partnerships with marketplaces



Halal

Automation of 100% of customer service and relationship management workflows in Turkey



People

Evolution of the People Portal into a global platform and the HR virtual assistant Flor into a generative version

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes

more dynamism, along with gains in efficiency and agility in delivering solutions. With the transition to S/4 HANA with RISE, we will achieve the complete migration of our ERP to the cloud.

To foster an environment conducive to innovation, we highlight the Digital LAB, an area dedicated to this theme. In synergy with our efficiency plan, the Digital LAB conducted a total of 29 experiments in 2024. The execution of these experiments was supported by strategic partners, including 20 startups and six bigtechs.

In addition, eight experiments were conducted internally, exploring disruptive technologies such as computer vision, AI and Generative AI, Internet of Things (IoT), and immersive reality. More than 30 Discovery sessions were held, with the participation of 31 areas of BRF. The techniques and methods applied in the workshops were crucial for developing new ideas, tackling challenges, and planning practical actions.

We believe that the integration of talent, data, and technology is essential to generate a substantial competitive advantage. To strengthen our digital strategy, we also invest in Change Management to facilitate employees' adaptation to new processes and technologies, aligned with the vision that innovation fosters a culture that values collaboration and collective commitment.

initiatives by area

agro

In our Agro journey, the AgroBRF apps have integrated more than 8,400 producers in Brazil and Turkey, enabling them to sell their grains directly to BRF. These apps connect the field to the digital world, providing integrated producers with more efficient and sustainable management of their agricultural production.

The NextBRF app connects all extension agents (in Brazil and Turkey), reducing the time spent on operational tasks, simplifying processes, and enabling more interaction with lot information, in addition to facilitating the identification of potential losses in the production process.

Through IAgo, the agricultural AI assistant that uses generative artificial intelligence, we empower extension agents in the field by answering

questions and providing useful information, promoting the harmonization of knowledge among extension agents and reducing the learning curve. IAgo uses a knowledge base composed of manuals, regulations, and other relevant documents to provide accurate and helpful answers.

BRF has also implemented sensor technology in the farms, using IoT and smart sensors to monitor variables in real time, such as animal weight, feed and water consumption, and environmental conditions like temperature, humidity, and CO₂ levels. In 2024, we consolidated the adoption and implementation of the technology. In a new phase of the project, we will advance with the implementation of scale sensors within the company, aiming to further improve the management and efficiency of the poultry farms, providing better results and greater accuracy in controlling critical parameters.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- 5 digital transformation and innovation
- | 6 people management and health and safety
- | annexes

industry

BRF's digital journey in industrial units has been driven by the adoption of innovative technologies that enhance operational efficiency and the quality of our production processes. We are constantly seeking to reduce downtime on production lines, optimize resource utilization, and improve safety and compliance with environmental regulations.

We have evolved industrial maintenance with Analytics, which automates and eliminates manual tasks, improving the management of expenses related to maintenance, utilities, and load handling. In addition, we have implemented intelligent systems in various plants for real-time



monitoring of critical equipment and processes, using sensors and artificial intelligence to detect failures early and optimize preventive maintenance. In 2024, we installed more than 2,900 sensors, reinforcing our commitment to innovation and operational efficiency.

In swine production, we installed scales at different stages of the process to weigh animals, carcasses, and raw materials. The data collected generates detailed reports on performance at each stage, contributing to the efficiency results of BRF+ 2.0.

logistics

In logistics, we focus on maximizing the efficiency of operations, positively impacting key indicators such as OTIF, Fill Rate, Idle Time, Occupancy, Returns, Freight Cost, and Service Level. Through process automation and the integration of advanced technologies, we are optimizing the management of our logistics chain, with solutions ranging from planning and route optimization to real-time monitoring of our fleet.

We updated our Automated Distribution Centers to ensure safe and efficient operations. Additionally, we improved storage and shipping processes for products with variable weights, using data collectors and portable printers.



This speeds up the correct separation of boxes, ensuring accuracy and customer satisfaction in both domestic and international markets.

In the Transportation Management System (TMS) project, we evolved the platform and automated processes to optimize freight costs and improve service levels in primary logistics.

Our Logistics 4.0 platform, Onelog, incorporated new features such as daily governance and automated start and end of trip processes.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes

commodities

Tracking the grain supply chain is a priority in our Net Zero Commitment, and the Commodities 4.0 Journey has been key to achieving it. In 2024, we made significant progress in traceability, digitalization, process optimization, advanced analytics, and geospatial monitoring. These advancements positively impacted key business indicators, such as direct purchases from producers and ESG traceability of direct and indirect suppliers.

The implementation of the virtual assistant Yuri brought significant improvements in the traceability of grains in our supply chain, increasing the agility and efficiency of socio-environmental analyses of our business partners. With the evolution of these

technologies, we have achieved 100% traceability and socio-environmental monitoring of both direct and indirect suppliers in the Brazilian biomes.

In addition, we created a specialized platform for the note exchange process to digitize, track, and further strengthen this grain logistics operation. Learn more in [Sustainable Sourcing](#).

Another innovation was a model to support the market intelligence process, focused on managing our suppliers' portfolio, based on data from the Grain Purchase app database. This way, we have, for example, a broader view of commodity purchasing opportunities, contributing to more accurate decision-making and reducing production-related costs.



commercial

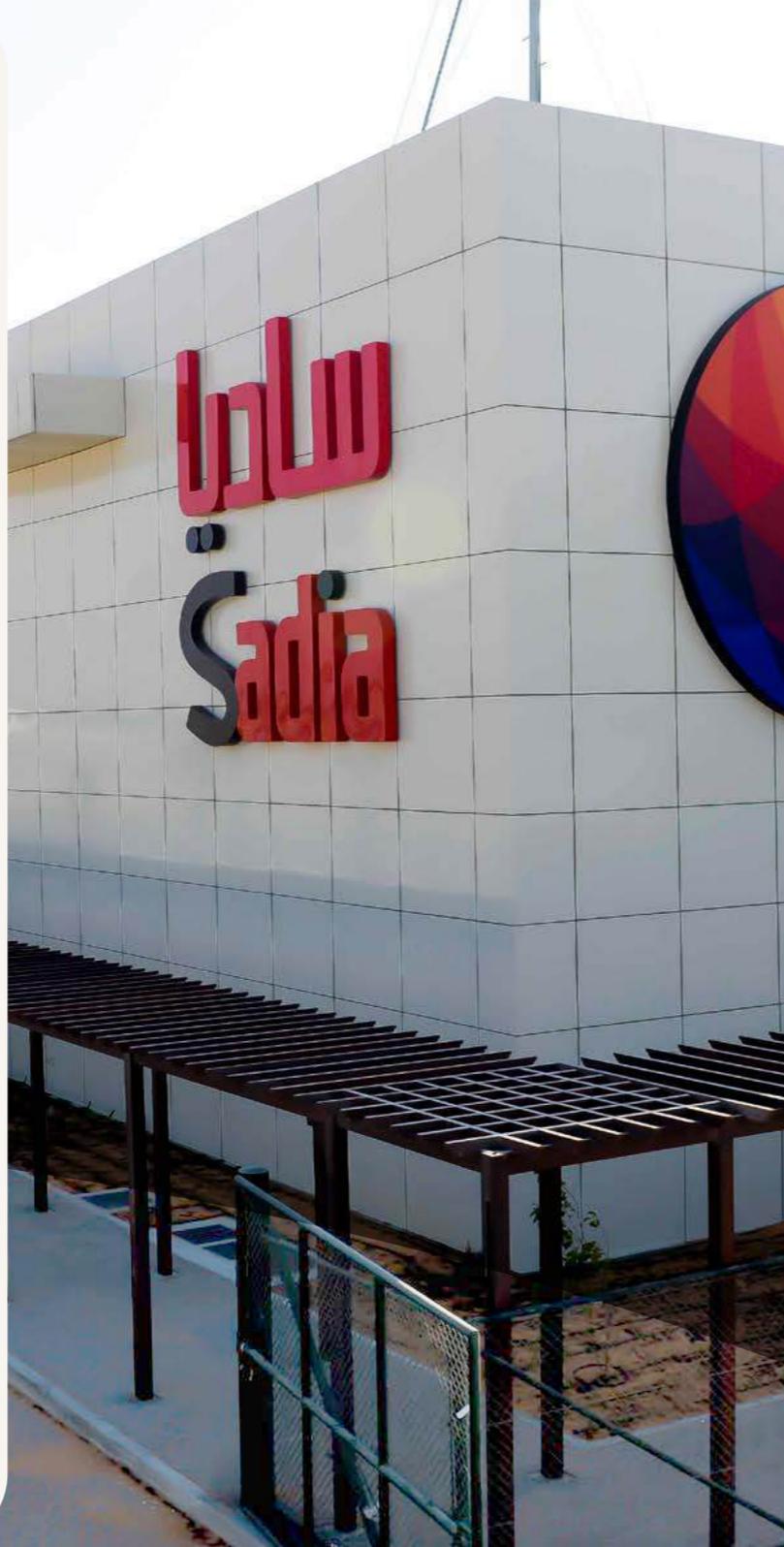
Central BRF is the digital platform that brings us closer to our customers, offering a practical and efficient way to access the company's entire product portfolio. Available 24 hours a day, seven days a week, the online store makes it easy to supply items from all brands and categories, such as poultry, pork, ready meals, cold cuts, sausages, breaded products, and desserts. The platform was designed to provide a simple and efficient experience, with intuitive navigation and direct access to innovations and new releases that meet market needs.

With Central BRF, customers can replenish their stock quickly and securely, with a guarantee of quality and food safety.

In 2024, we enhanced the purchasing experience and customer relationship by implementing a proprietary app for Central BRF, along with several improvements and partnerships with marketplaces to expand our digital presence.

Tina, the virtual assistant for the Commercial department, made significant progress in 2024. The solution provides daily, personalized support for managers, supervisors, and salespeople, offering visibility of results, identifying and directing opportunities through artificial intelligence, as well as standardizing and automating processes. With an adoption rate of over 96% and more than 250,000 monthly accesses, the tool's most frequent users achieved a 10% increase in their variable sales compensation.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes



Halal

Technologies have brought more efficiency to the time of sales representatives in the Halal market. Payments started to be processed rapidly with credit cards, payment links, and digitized checks, **with the data integrated into our financial system, automatically reconciling 88% of receivables.**

In 2024, automatic printed receipts were implemented, reducing the use of carbon paper forms by 528 thousand units. The solution simplifies the sales routine, such as the suggested order feature that increases BRF's revenue and expands the portfolio of value-added products. The MSL (Must Sell List) functionality contributes to a healthy stock level by facilitating FIFO sales and focusing on the month's goals.

We are making progress in our digital transformation journey in Logistics in Turkey, focused on smart management that maximizes processes, reduces risks and costs, and ensures safety and excellence throughout the production chain. We implemented a solution capable of managing field conditions by monitoring road conditions in real time, driver behaviors, route adherence, heat tracking, and preventive actions for losses, providing

us with better visibility through a real-time Control Tower for the entire operation.

This initiative was implemented across our entire Agro fleet, covering 45 data categories (including entry/exit of geofencing, speeding, seatbelt violations, driver distraction, and mobile phone usage) that generate insights through the use of AI and help ensure our Occupational Safety and Health standards, promoting a safe and efficient operation.

The customer service and relationship management workflows in Turkey have been 100% automated and integrated into BRF's global CRM platform. In 2024, the CRM Phase 2 project was implemented, bringing more agility, transparency, and visibility to the customer feedback cycle. It eliminated manual tasks, connected workflows with automation and task assignments on the platform, now available to manage the universe of 30,000 clients, with traceability, quick resolution handling, and operational efficiency, focusing on the customer journey and issue resolution. This initiative marks an important milestone by completing the implementation of the customer journey for managing feedback across all of BRF.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | **1 BRF: feeding the future**
- | **2 our governance**
- | **3 sustainability platform**
- | **4 quality**
- | **5 digital transformation and innovation**
- | **6 people management and health and safety**
- | annexes

employee journey

BRF recognizes the importance of its employees in building an increasingly strong and innovative company. Therefore, it continuously invests in digital solutions that enhance the work journey, from the moment of hiring to professional development. New features were implemented that contributed to a significant reduction of 16,000 hours in operational activities over the year.

The digital platform Flor do RH, for example, acts as a virtual assistant, answering questions, providing information about benefits, and assisting with processes such as submitting medical certificates. It also uses artificial intelligence to support the approval of medical procedures for our health plan. In 2024, Flor evolved into a generative version, capable of answering more complex questions and offering personalized guidance on career, development, and even compensation.

In 2024, the People Portal became a global platform, made available to all employees in five languages. We recorded over 15 million accesses for self-service, requests, and consultations on registration data, benefits, payments, vacations, time tracking, and performance. Our Talent Site, which includes the Candidate Portal and Job Listings, received over three million visits and 500,000 applications throughout the year.

Technology has also been essential in promoting the inclusion of foreign employees. BRF provides multi-language HR platforms, translated materials, and a translator operator at units with the highest number of foreign employees.

Our investments in safety include the implementation of solutions such as fatigue cameras in trucks, AI for accident prediction, and telematics for vehicle monitoring. These initiatives, along with the ongoing agenda of training and awareness programs, strengthen the culture of prevention and well-being, contribute to accident reduction, and help create a safer work environment for everyone.



tech internship: innovation and inclusion

In 2024, BRF launched the Tech Internship Program, exclusively aimed at people with disabilities (PWDs). The initiative aimed to integrate young talents from the fields of Information Technology, Computer Science, and Software Engineering, promoting inclusion in the digital environment and driving technological innovation within the company.

In addition to developing technical skills, the program also reinforced BRF's commitment to diversity, creating an accessible and inclusive professional growth space for all.

excellence with people

Our continuous evolution journey in people was recognized at the SAP Customer Excellence Awards. We secured first place in the Human Capital Management category, reinforcing our focus on digital transformation.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes



AI journey: driving innovation from the field to the table



BRF heavily invests in artificial intelligence and data science to drive innovation and efficiency across all areas of the business.

The strategic adoption of AI in our processes is a key pillar for innovation, efficiency, and competitiveness, with positive impacts on productivity and sustainability in the sector. In addition, building a robust data foundation and emphasizing data governance are essential to support well-founded, accurate, and assertive decision-making.

The use of AI for predicting corn prices, for example, allows the company to determine the best time to purchase the grain, positively impacting production costs.

In the agribusiness sector, AI is used to predict the weight of chickens based on data collected by sensors in connected poultry farms, optimizing the timing for chicken harvesting and meeting market demands with greater accuracy.

In the constant pursuit of innovation and in partnership with startups, we conduct experiments with cutting-edge technologies, such as chick sexing through image recognition. This not only reduces costs but also serves as an alternative to the challenge of labor shortages for specific tasks.

In the industry, we have automated production recording using label reading and image capture of finished products and raw materials, optimizing inventory control. Artificial intelligence helps identify and record unread products, ensuring accuracy and efficiency.

In logistics, artificial intelligence is used to maximize vehicle utilization and reduce freight costs in primary logistics. Based on historical cargo movement data, the optimizer designs the best routes, aiming to maximize the utilization of the contracted fleet.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation**
- | 6 people management and health and safety
- | annexes

AI also facilitates collaboration between companies, allowing the sale of our fleet's idle capacity, reducing backhaul – returning with a full load, preventing vehicles from returning empty to their origin base – and promoting sustainability and collaboration in transportation with other major shippers.

In addition, advanced technologies monitor and manage drivers' attention levels, recording events in real time and issuing sound alerts for signs of fatigue, mobile phone use, and other distractions, thereby promoting greater safety and efficiency.

Workplace safety also benefits from predictive systems that foresee risks and accidents, resulting in a 17% reduction in the incident rate in 2024. In recruitment, we use AI to identify and rank candidates, helping to select those with the profile most aligned with the position.

We have innovated in the process of purchasing indirect materials by using generative AI. The solution allows for consolidating requests, obtaining quotes from a larger number of suppliers, evaluating proposals (considering price, payment terms, and lead time), and closing the negotiation with the best offer.

These examples illustrate how AI is transforming BRF. By integrating technology, data, processes, and people, and advancing the use of AI, we promote a collaborative and agile network, increasing productivity and the sustainable management of the company, from the field to the table.

BRF is committed to the ethical and responsible use of AI and data, aiming to generate value for the business, employees, and society. The company continues to explore new applications of these technologies, driving innovation and digital transformation across all processes.



Evolution in AI assistants

Since 2018, BRF has been investing in the creation of an ecosystem of intelligent chatbots to optimize processes and service in various areas, connecting employees, clients, consumers, suppliers, and carriers.

In 2024, we took a significant step by applying Generative AI, transforming bots like IAgO, EVA 2.0, and Flor do RH into advanced assistants. Now, they are able to perform complex analyses and make decisions independently.

EVA 2.0, for example, has significantly contributed to training employees on technological topics, while Flor interprets complex content, supporting professional development across various fields. IAgO, in turn, has been essential in training field extension agents. This progress has enhanced the user experience by enabling more natural and personalized interactions.

BRF chatbots ecosystem

Total number of services provided in 2024



Flor do RH
HR support and
service execution

3
million



Sophia
BRF
Customer Service

191
thousand



Cristóvão
Primary logistics

209
thousand



IAgo
Support and training
of field extension
agents

1
thousand



Sam
Supplies (orders
and service request
creation)

77
thousand



Tina
Daily and
personalized support
for salespeople,
supervisors, and
managers

15
thousand



Theo
Support for recruitment
and selection

59
thousand



Eva
Digital technology
services assistant

87
thousand



BRF Central
Support for the B2B
portal BRF Central

230
thousand



Yuri
Socio-environmental
analysis and
consultation of grain
suppliers to meet
socio-environmental
criteria

3.5
thousand



Aira
Service and
Facilities Center

40
thousand



Perdigão+
Marketing actions
of Perdigão brand

39
thousand

12 chatbots

3.9 million
number of services provided
during the year

in this chapter:

people management
health and safety

6 people management and health and safety

Material topics: Human rights and labor relations: Health, safety and well-being



people management GRI 3-3 Human rights and labor relations

Our Human Resources initiatives are driven by a human-centered management approach that provides the resources for our employees to develop their potential and careers. **We strive to offer the best work environment for the more than 100,000 people who make up BRF,** with respect and recognition as the foundation for our relationships. We have employees from around 90 nationalities worldwide, with our official documents available in Portuguese, English, Spanish, Turkish, French, and Arabic.

In 2024, we hired over 32,000 employees, motivating us to implement strategic engagement plans for each area. We also ensure a humanized onboarding experience through the Godparents and Godmothers program, which trains selected employees to welcome and support new team members.

We are also committed to internal retention actions, which help us build a learning cycle aimed at valuing our people and enhancing the technical capacity of our teams, while respecting the learning curve and the different stages that shape our business.

our employees GRI 2-7

BRF ended 2024 with a total of 100,747 employees, over 93,000 of whom are based in Brazilian operations.

Our workforce is composed of 43% female and 57% male employees. Permanent workers represent 99.4% of our hires, with 624 temporary

workers involved in our activities in Brazil. Approximately 93% of our employees work full-time. The number of outsourced employees reached 19,422 in 2024, with approximately 68% of this total dedicated to production activities.

Total employees

Region	2022			2023			2024		
	M	W	Total	M	W	Total	M	W	Total
Brazil	50,553	38,630	89,183	51,052	38,940	89,992	52,923	40,661	93,584
Mena (including Turkey)	4,371	2,553	6,924	4,192	2,362	6,554	4,428	2,496	6,924
Latam (except Brazil)	31	12	43	36	12	48	147	36	183
Asia	14	17	31	16	20	36	16	20	36
Europe	17	20	37	13	16	39	7	4	11
Africa	6	3	9	5	4	9	5	4	9
Total	54,992	41,235	96,227	55,314	41,354	96,668	57,526	43,221	100,747

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

Number of employees by type of contract

GRI 2-7

Region	Permanent	Temporary	Total
Brazil	92,960	624	93,584
Mena (including Turkey)	6,924	-	6,924
Latam (except Brazil)	183	-	183
Asia	36	-	36
Europe	11	-	11
Africa	9	-	9
Total	100,123	624	100,747

Number of employees by type of work schedule

GRI 2-7

Region	Full time	Part-time	Total
Brazil	93,481	103	93,584
Mena (including Turkey)	6,924	-	6,924
Latam (except Brazil)	183	-	183
Asia	36	-	36
Europe	11	-	11
Africa	9	-	9
Total	100,644	103	100,747

people management

Workplace equity is one of our top priorities. We are committed to acting inclusively by supporting development, training, and creating opportunities for all employees, free from discrimination. We remain mindful of the potential and real impacts of our business on employee working conditions, including health and safety standards, labor attraction and retention, and issues related to diversity, equity, and inclusion. GRI 2-23

In the governance of our actions, we are supported by the Transparency Manual and the Human Rights and Sustainability policies. The People, Governance, Organization, and Culture Committee is responsible for reporting demands to the Board of Directors, while the Engagement Committees are present in all units with a local focus, following the guidelines of our Operational Excellence System (SEO) – People Pillar.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety**
- | annexes

BRF + Together

More than just an initiative within BRF+ 2.0, +Together (+ Juntos in Portuguese) encourages collaborative behaviors, a fundamental pillar of our organizational culture. The result is faster, simpler, and more efficient processes.

The + Together competencies are:

- Establish strategic partnerships and work collaboratively to achieve shared goals.
- Build and maintain honest and respectful relationships with different workgroups.
- Proactively manage the interests of partners, skillfully balancing the needs of all parties involved.

employee development and well-being

In 2024, we focused on attraction, engagement, and retention, while also working on the development of our diverse workforce and reducing absenteeism. We have made progress in increasing the number of female leaders (starting at the supervisory level) and remain committed to achieving our goal of having 30% women in executive leadership positions (starting from the executive management level) by 2025.

We combine recruitment processes, skills development, recognition, and competitive compensation, in addition to working with Marfrig, our parent company, to ensure the best sharing of best practices and efficiency, as well as talent utilization between the companies.

We offer compensation that complies with the legislation of the regions where we operate to all our employees, in addition to having our compensation policy with fixed and variable values based on performance indicators. The pursuit of continuous improvement is an encouragement for our professionals to develop both personally and as a team.

Our variable compensation policy is designed to attract, engage, and retain professionals with the qualifications, skills, and profile that align with the business's needs. Moreover, it aims to create an appropriate reward and incentive plan, aligning the short- and long-term strategic interests of shareholders with the best market practices and corporate governance. The policy considers individual goal results, manager calibration based on performance evaluations, and other relevant indicators or projects. **GRI 2-19**

The majority of hires in Brazil follow the current labor legislation, with direct permanent and direct temporary contracts, and we do not have intermittent labor contracts. We have 19,422 outsourced employees¹ working in areas such as animal collection, administrative support, laundry, forestry management, asset security, and information technology. The contracted companies are audited monthly, with the possibility of contract termination in cases of severe non-compliance with regulations. **GRI 2-8**



¹ Consolidated as of 12/31/24, considering that this number increases during the month of December due to the Year-End Operation.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

freedom of association and collective organization

GRI 2-30

BRF fully recognizes and respects the right to freely associate and engage in collective bargaining, as long as it is exercised ethically, transparently, and legally. In Brazil and Austria, 100% of our employees are covered and represented, either by labor unions in Brazil or by the Chamber of Labor in Austria.

In Brazil, the unionization rate is 32%, while in Austria, all workers are mandatory members of the Chamber of Labor. In Turkey, 82.8% of employees are represented by unions, with 99% of them being unionized. In other countries where BRF operates, especially in the Middle East and Asia, collective bargaining is not common due to cultural and/or local legislative factors. However, the company adopts internal policies and guidelines to ensure the protection of its employees' rights.

Measures taken to support the right to freedom of association and collective bargaining

In our operations, all collective agreements are negotiated with complete transparency and in compliance with due process, always allowing unions to consult and deliberate with the employees they represent. In our operations in Brazil, employees have the right to freely associate with unions that represent them, without any interference or discrimination from the company.

BRF maintains a transparent negotiation process, clearly communicating the terms and conditions of collective agreements, ensuring that all parties involved are well-informed, ensuring that all collective agreements comply with labor legislation, and promoting fair and safe working conditions.

In Austria, collective bargaining agreements are made between representatives of workers and employers with transparency and in accordance with the legislation. All workers, both from production units and offices, can vote in the Chamber of Labor elections without interference from BRF. The company respects the freedom of association and collective bargaining, following Austrian laws and international standards, ensuring that workers can join unions and are mandatory members of the Chamber of Labor.

BRF ensures transparency in collective agreements and promotes fair and safe working conditions.

In Turkey, among the best practices adopted, a highlight is the guarantee that union representatives can hold meetings on the company's premises, with preserved pay, in addition to providing an appropriate space and resources for union representatives. The company also ensures the conduct of training on Industrial Relations, allowing workers to participate in educational sessions during working hours.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety
- | annexes

agility in the journey of recruitment and selection

Using artificial intelligence and machine learning, we developed a tool that analyzes the resumes received and ranks the candidates best suited to the requirements of available positions in 1.5 seconds. As a result, up to 2,400 resumes are read per hour on the platform, which was developed internally in partnership with the Technology department and has already contributed to a 25% reduction in recruitment time. The tool started being used in 2024 by the Commercial department and is expected to be implemented in other areas of BRF in 2025.

After the initial screening, there is an interview process with the Human Resources department and managers. Candidates who advance to this stage receive support from Theo, a recruitment and selection chatbot available to answer questions via text and audio on WhatsApp.

Since its implementation in 2023, Theo already has 47,330 users offering support from enrollment in the system.

turnover

In 2024, we maintained a healthy turnover rate, compared to the sector, at 27%. We expanded our employee feedback processes and made changes in communication, benefits offering, and engagement actions, such as the BRF Influencers program, where our employees produce videos for social media, showcasing their routine at the company. Additionally, we also promoted training for managers to better welcome new hires at the start of their careers, provide mentoring, clarify doubts, and pay attention to team signals.

We adopted artificial intelligence in the exit interview processes, with former employees interacting with a chatbot to help us understand the improvements to be made, based on a classification of topics they highlighted.

Turnover¹ GRI 401-1

	2022	2023	2024
Total employees	96,254	96,668	100,747
By gender			
Men	24%	28%	26%
Women	26%	31%	27%
Total	25%	29%	27%
By age group			
Under 30	46%	52%	47%
30 to 50 years of age	18%	22%	20%
Over 50	7%	9%	9%
Total	25%	29%	27%
Regional distribution			
Brazil	26%	29%	27%
Mena (including Turkey)	19%	26%	22%
Latam (except Brazil)	21%	19%	3%
Asia	19%	28%	6%
Europe	14%	17%	18%
Africa	22%	22%	0%
Total	25%	29%	27%

¹Data from Hercosul and Mogiana were not included.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

training and capacity-building

GRI 404-2

We promote continuous learning among our employees by offering programs and scholarships. In 2024, we offered two thousand scholarships for undergraduate, postgraduate, and language courses, with 47% allocated to women. This was the highest number of scholarships granted in BRF’s history, reinforcing our commitment to talent retention and employee engagement.

Through BRF Digital Academy, our learning platform available to all employees, over 900,000 online courses were completed in 2024. We also promote skill development, training, and leadership support, with over 68,000 hours of in-person and online activities, impacting more than four thousand leaders.

In 2024, we trained 73% of our supervisors through our leadership development initiatives. One key program, ‘Me, Leading,’ is customized by department and offers core content applicable to all leadership levels, with tailored approaches for each. Participation reached 84% among Operations leaders and 85% among Agro leaders. The program is structured around four pillars: self-awareness, people management, business and results, and culture. It is divided into three cycles: developing myself, updating myself, and preparing succession.

Average hours of training per employee by gender GRI 404-1

	2022	2023	2024
Men	31.69	74.90	51.99
Women	27.70	53.03	34.50
Total	29.97	65.47	86.49

Monthly average hours of employee training by job category GRI 404-1

	2022	2023	2024
Operational and sales	29.60	68.45	74.73
Supervisors and coordinators	55.69	76.48	55.73
Management	21.79	40.94	35.43
Administrative	25.86	41.10	29.62
Executive Board	5.80	7.65	12.10
Total	29.97	65.47	207.61

¹In 2023, data from Hercosul and Mogiana were not included.





educational programs

- **OSH Academy:** It aims to train the entire company on topics related to **occupational safety and health.**
- **Commercial Academy:** It provides training to the commercial team in Brazil, focusing on **standardizing sales processes, merchandising, and BRF's product portfolio.**
- **Agricultural Academy:** Focused on the training and capacity building of professionals working in the **poultry and swine production chains.**
- **Quality Academy:** Initiative that gathers content for the **Quality team and the areas involved in the food production process.**
- **Commodities Academy:** Technical development of the entire **commodities area**, with several learning actions.
- **Supply Academy:** Workshops led by experts to train and develop projects for the Vice Presidency of **Planning and International Markets.**
- **HR Academy:** Training of business partners and learning journey for focal points in the **Human Resources department.**
- **Leadership Academy:** Development journey aimed at **enhancing leadership skills, featuring the "Me, Leading Program"** tailored for managers, **coordinators, and supervisors**, including 785 female participants.
- **Learning Path:** Path aimed at learning focal points in order to **know the methodologies and development programs used at BRF.**
- **TLT (Workplace Training):** Aimed at operational positions and with specific training in activities such as the **use of machinery and agricultural practices.**
- **Mentors:** A development program for employees to **support and guide new hires.**
- **Develops:** Career transition program, which offers **development to employees who want to work in supervisory, sales, management positions.**
- **Focus:** A program aimed at **developing lead operators**, with 29% female participants.
- **Sanitation Learning Path:** Developed for **supervisors and lead operators of sanitation** in production units.
- **Internship Programs in Agriculture and Maintenance:** Initiative that trains interns in these areas with the objective of **forming a talent pipeline for the company.**
- **Educational incentives:** Incentives for the completion of studies **at the undergraduate and graduate levels** to instruct professionals.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

performance evaluation

We have a High-Performance Cycle that enables performance evaluations for all administrative and leadership levels, with the participation of 14,000 professionals and leaders in 2024. We also developed an Operational Performance Cycle (CPO), aimed at Operational and Sales employees, which evaluated 64,993 employees during the year.

The results of the evaluations are reflected in recognitions (compensation, bonuses, merit, succession, and internal recruitment). In 2024, we achieved 100% succession mapping for

Performance assessment and career development GRI 404-3

By gender	% compliant
Men	99.02%
Women	99.27%
Others	97.56%
Not informed	-
Functional category	
Operational and sales	99.89%
Supervisors and coordinators	99.70%
Administrative	99.38%
Management	97.02%
Executive Board	46.30%

leadership for the first time, with 3.6 thousand employees in the Successor Program, in addition to 7.4 thousand promotions and 11 thousand merits granted.

Regarding compensation, BRF's policies consider a fixed value aligned with individual performance and market references, as well as a variable value, which is defined based on performance indicators agreed upon with area leaders.

Employee NPS

In our second year of measuring employee satisfaction through the Net Promoter Score (NPS), we recorded improvements across all vice presidencies. **We achieved a score of 50, a 25-point increase compared to 2023,** entering the quality zone (between 50 and 75 points). The measurement is conducted twice a year, and we develop action plans focused on each area to enhance our journey.

engagement survey



At the beginning of 2024, we conducted a new engagement survey with 70% employee participation. The results showed improvements across all categories, and we entered the NPS quality zone, surpassing the benchmark for high-performance companies.

The survey revealed significant improvements, with an overall favorability reaching 86%, eight percentage points higher compared to the previous year, and 85% in terms of engagement, a nine-point increase. **Our employees recognize safety, quality, customer focus, and diversity as the main attributes of BRF.**

To boost engagement, we established a journey across all vice presidencies, with discussions with leadership to develop specific actions for each area. Additionally, we work together with the Communications department to share company results, fostering a sense of belonging.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

profit sharing

The performance-based bonus program recognizes the performance and dedication of our employees. It has annual eligibility rules validated by the union representing the employees, such as good behavior and attendance. For the operational to analyst level employees, the calculation is based on a percentage of the company's net profit. For senior employees and top management, criteria such as performance evaluation, goal achievement, and the target value based on fixed and guaranteed compensation are considered.

diversity, equity and inclusion

Diversity, equity, and inclusion are part of BRF's everyday culture. We focus on four minority groups: women, people with disabilities, Black individuals, and foreigners/refugees, being one of the largest employers of the latter in Brazil. In 2024, approximately 9,000 foreign nationals were employed in our operations.

Our efforts are structured around four key areas: awareness, attraction and retention, career development, and governance. All of our career programs include specific positions for minority groups, and we have a network of over 60 diversity

ambassadors to spread initiatives across our operations in Brazil. Learn more in [Social Impact](#).

We maintain partnerships with the United Nations High Commissioner for Refugees (UNHCR) and are one of the founding companies of the Movement for Racial Equity (Mover), alongside 50 organizations from various sectors committed to combating structural racism and promoting racial equity. BRF is also in line with the measures required by B3 regarding the election of women to the Board of Directors or Executive Management. [GRI 2-10](#)



Gender distribution at BRF, by job category (%) GRI 405-1

	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Executive Board	87.18%	12.82%	92.45%	7.55%	93.10%	6.90%
Management	73.41%	26.59%	74.20%	25.80%	74.20%	25.80%
Supervisors and coordinators	69.64%	30.36%	68.85%	31.15%	68.36%	31.64%
Administrative	48.05%	51.95%	46.82%	53.18%	46.60%	53.40%
Operational and sales	58.16%	41.84%	57.69%	42.31%	57.59%	42.41%
Total	57.72%	42.28%	57.22%	42.78%	57.10%	42.90%

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

Regarding the LGBTQIA+ community, we have developed awareness initiatives, such as during Pride Week, and bring in experts for discussion circles with employees.

Among the actions by group in 2024, the following stood out:

Gender equity: Our actions include programs to boost women's development and increase their participation in senior leadership, such as Lead like a Woman, which is in its fourth edition in Brazil and second edition in other countries. In this program, we develop our female employees for career progression through technical and skills training, mentoring, and meetings. In 2024, there were 380 participants in Brazil and 19 abroad, with an NPS of 91.

Women in Focus brings together discussion groups, promoted by location, and is intended for all the female employees at BRF. The thematic meetings featured external guests, such as speakers and consultants. The initiative had the participation of over 1,500 women in 2024.

We also promote thematic webinars on gender on specific dates. On International Women's Day, we addressed the topic of Impostor Syndrome with our Brazilian employees and provided an overview of the global operations. For Mother's Day, the theme was "The Importance of Building a Fair and Equal Society." On Father's Day, the theme was "The Father I Had and the Father I Am."

awareness on female leadership for them

Launched in 2024, the "Among Them" program brings together managers to discuss the encouragement of women in leadership positions, with the aim of addressing biases and promoting diversity. The meetings saw the participation of 96 men throughout the year, including a reading of the book *The Danger of a Single Story* by author Chimamanda Ngozi Adichie. The NPS was 95.



People with disabilities: With 430 hires and 545 placements in 2024, we reached, for the first time, a 4% representation of PWDs at BRF. We promoted exclusive job openings for people with disabilities, and for four months, we had this exclusivity in the Vice Presidency of People, Sustainability, and Technology. We also launched the Tech Internship 2024 program, which is exclusively for people with disabilities in areas such as Data Science, Cyber

Security, UI/UX, and Telecom. We conducted an immersion in our units with the Talento Incluir consultancy to implement action plans focused on this group. Additionally, we trained the managers at the Uberlândia unit in Brazilian Sign Language (Libras), and organized a collective mentoring session for leaders with support from our internal diversity team and an external consultancy.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety**
- | annexes

Racial equity: We have 53% of employees identifying as Black or mixed-race individuals, with 27.5% of them in leadership positions. In 2024, we launched the Our Color program, offering mentoring to 30 Black employees from the Commercial and Operations & Logistics vice presidencies, with 42% of the participants being women. We also continue our actions through the Action program, benefiting 847 employees through leadership development and offering language scholarships for Black individuals, with 33% female participation. In addition to racial equity, BRF is part of the MOVER commitment, which aims to reach 10,000 Black individuals in leadership positions. In 2024, we reached 27.48% Black individuals in leadership positions at BRF and continue working towards meeting the sectoral commitment.



foreigners in Chapecó (SC)

Our Chapecó unit, in Santa Catarina, employs 1,700 of the approximately 9,000 migrants and refugees working at BRF.



Diversity at BRF creates opportunities for continuous learning. From the moment you join, there is someone ready to welcome you in your own language, helping you understand the company and navigate your growth journey”

Caleb Dorce, translator operator at Chapecó unit in Santa Catarina.

Foreigners and refugees: We have relaxed the requirement for diplomas in situations where they are not necessary for the role and offer financial assistance for the validation of diplomas from other countries. We have a specific mentorship program for foreigners from the moment they join BRF, as well as a program for translator operators, to ensure we have a representative in areas with more than 100 employees speaking a different language. We also offer language scholarships for foreigners (in Portuguese) and other languages for managers, in addition to promoting discussion groups and including family members in the company, aiming to expand employability.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety**
- | annexes

health and safety

GRI 3-3 Safety, health and well-being

At BRF, Safety is a non-negotiable commitment. We continue to invest in strengthening a culture of care for life. We have adopted a Health and Safety Management System (SST) that goes beyond legal compliance, incorporating best practices and a focus on continuous improvement. This includes standards and guidelines for the prevention and advancement of safety indicators, both for employees and service providers.

Through the Risk Management Program – PGR, we have a systematic process for identifying, assessing, and treating or mitigating risks present in BRF's facilities, processes, and activities, in accordance with international risk management standards (ISO 31000). Furthermore, in 2024, two of the company's units, Maurau and Serafina Corrêa, were certified by ISO 45001, an international standard that defines the requirements for occupational health and safety (OHS) management.

The risk management system also includes the Occupational Risk Management Program, where the results obtained from the process evaluations are discussed monthly in the Health and Safety committees between leadership and technical areas, prioritized, and addressed. We have health and safety committees and commissions with worker representatives in 100% of the units/ manufacturing plants of our global operations.

Ongoing actions are also carried out, such as: training, strong management of Personal Protective Equipment (PPE), health and safety campaigns and communications, diagnostics and technical support agendas, improvements, and the dissemination of best practices, among other areas of work; consistently helping to improve safety performance indicators.



Global Safety Index

Our Global Safety Index is composed of the Frequency Rate and the Severity Rate. In 2024, the Frequency Rate was 3.98, an indicator that makes us a benchmark in the industry and globally among large companies.

Absenteeism among employees decreased by approximately 20%, a percentage equivalent to around 600 more people working each day.

In 2024, we implemented nearly 8,000 ergonomic improvements, benefiting around 79,000 employees.

Over 560 tasks that presented significant ergonomic risks were adjusted. At BRF, operations leaders have annual goals for risk reduction.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety**
- | annexes

Employees and workers covered by an occupational health and safety management system GRI 403-8

	2022	2023	2024
Total Individuals	98,374	99,081	94,788
Individuals covered by the system	98,374	99,081	94,788
Individuals covered by the system, audited internally	91,809	92,369	94,788
%	93.0%	93.23%	100%
Individuals covered by the system, audited or certified by an external party	91,809	92,369	5,129
%	93%	93.23%	91.7%

Occupational accidents¹ GRI 403-9, SASB-FB-MP-320a.1

	2022		2023		2024	
	Employees	Workers ²	Employees	Workers	Employees	Workers
Number of worked hours ³	185,478,539	33,216,372	185,823,471	30,426,051	193,632,335	32,296,075
Number of deaths due to work-related injuries ⁴	2	2	0	0	1	1
Number of deaths as a result of work-related injuries	0.01	0.06	0	0	0.005	0.005
Number of serious work-related injuries (excludes deaths) ⁵	23	2	20	0	21	2
Rate of serious work-related injuries (excludes deaths)	0.96	1.35	0.11	0	0.11	0.06
Number of registered occupational injuries (includes deaths) ⁶	1,113	118	986	88	819	80
Rate of work-related injuries	6	3.55	5.31	2.86	4.23	2.48

¹ Total Recordable Incident Rate (TRIR): 3.98 accidents per million hours worked. In 2023, it was 4.97 accidents per million hours worked.

² All areas and businesses of BRF Global are covered, including own employees and third parties, except for own international commercial consultants and third-party Transit Point (TSPs) where there is no direct supervision (Brazil and International), and international distribution centers (whose management is also third-party).

³ The base number of hours worked considered is 1,000,000 hours worked.

⁴ The data are compiled in accordance with NBR 14280 and specific corporate standards, and the injury rate observes the methodology of the Occupational Safety and Health Administration (OSHA). Fatalities are included in the injury rates, and the calculation of lost days includes calendar days, with the counting starting one day after the accident.

⁵ In 2022, the accidents reported as "The number of work accidents with serious consequences (except for deaths)" included all accidents with absence from work in the years 2022 and 2021 related to the activity. In this edition, we adjusted the data for these two years. GRI 2-4

⁶ Approximately 40% of work-related accidents related to activity were in hands and fingers. Approximately 66% of these accidents were contusions or cuts. And about 60% of these accidents were due to unsafe behavior.

Occupational diseases 2024 GRI 403-10

	Employees	Workers ²
Deaths due to occupational diseases	0	0
Cases of occupational diseases of mandatory communication ¹	2	2

¹ Considering occupational disease cases, musculoskeletal disorders are the most prevalent and are related to ergonomic risks

² Currently, BRF does not manage occupational diseases with outsourced professionals.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

risk management of safety GRI 403-2

BRF's safety risk management is carried out in compliance with the NBR 14280 standard and other specific corporate standards. The injury rate calculation follows the methodology of the Occupational Safety and Health Administration (OSHA). The identified risks are prioritized and discussed monthly. The goals are monitored by a management system that measures each stage of progress.

The Risk Management Program (PGR) enables a systematic process for identifying, assessing, and treating or mitigating risks present in the facilities, processes, and activities carried out at BRF, in accordance with international risk management standards (ISO 31000).

Within the management system, there is also the Task Risk Mapping. The results obtained are discussed every month in the Health and

Safety committees between leadership and technical areas. To ensure quality, the entire process is evaluated in the Management System, and the involved employees are trained.

All accidents are recorded in an internal system within 24 hours of the occurrence, and an investigation committee is created to conduct the process. This committee should gather evidence and conduct a root cause analysis, with the information presented to leadership forums. Depending on the actual or potential severity of the incident, red alerts are issued to the entire company to disseminate the lessons learned from the occurrence and the comprehensive actions taken.

Our business relationships are maintained only with approved suppliers in accordance with corporate standards, with reputational analysis and compliance with labor commitments to their employees. The contract signed between the parties includes clauses related to maintaining the health and safety of workers. GRI 403-7

¹The Internal Accident Prevention Commission (Cipa) aims to prevent accidents and work-related illnesses, ensuring that work is permanently compatible with the preservation of life and the promotion of worker health. Cipa is composed of representatives of employees and the employer and sized according to table of NR 5. The Cipa's mandate lasts for one year, and the documentation related to the Cipa election process, including the election and inauguration minutes and the annual schedule of ordinary meetings, must be kept at the establishment (Occupational Safety) for inspection by the Ministry of Labor and Employment. The Training for the Formation of Cipa Members must be conducted each CIPA term, with a duration of 20 hours, and it is the responsibility of the unit's OHS team.

engagement in safety GRI 403-4

The Internal Accident Prevention Commission (Cipa)¹ participates monthly in strategic meetings with leadership to identify risks and adopt control measures and accident and incident prevention methods. The commission has full autonomy to provide opinions, suggest improvements, and intervene in processes when a risk is identified.

During onboarding, all employees are instructed on the obligation to report accidents, incidents, and critical deviations that occur. They are also instructed to report identified non-compliances to the manager or Cipa and to propose improvements.

We also have the Observation and Prevention Program, one of the tools used when an employee observes any deviation or unsafe behavior and addresses it with their colleague. Employees receive training to ensure that the approach occurs in a friendly manner, fostering mutual care and continuous learning. All workers have the right to refuse work if they perceive it as unsafe, which is based on one of the Health and Safety Golden Rules of the company.

Annually, the Management System undergoes continuous improvement, during which consultations are made with employees to contribute to the system's update and ongoing enhancement.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

innovation in the safety journey

We are increasing investments in technology to further improve our best practices and reducing incidents. One example is the accident prediction model, which uses artificial intelligence to analyze employee profiles, behavioral data, and accident and incident history, resulting in a 17% decrease in the accident frequency rate in 2024. By doing so, we can identify areas with a higher risk of accidents and develop targeted actions.

Other initiatives we implemented include the digitalization of the control and history of Personal Protective Equipment (PPE) usage, vehicle and forklift telematics, and the information panel that generates daily data on Occupational Health and Safety indicators across all units. In 2024, we also launched a pilot program in ergonomics,

using artificial intelligence to monitor and analyze employee movement patterns in real time, with the aim of preventing injuries and optimizing task execution.

The entire management of medical certificates is done digitally through the HR chatbot Flor, which received over 146,000 documents in 2024. The initiative ensures efficiency in the processes for the Health teams and employees, who can quickly and securely submit and validate medical certificates.

In addition, we use artificial intelligence to assist in the approval of medical procedures for our health plan and have created an algorithm to reduce absenteeism, focused on identifying future cases.

technology for driver safety

Also considering the safety of drivers from partner companies, BRF has fatigue sensors installed in its fleet of over 7.2 thousand trucks, covering 100% of the agricultural vehicles and 83% of the refrigerated trucks. They map potential risk behaviors and issue alerts and safety messages to encourage drivers to take a rest break. The vehicles also feature a spoken schedule, which highlights the risks along the route, as well as telematics, which assist in monitoring speed, identifying and providing support in cases of sudden braking or loss of control.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety**
- | annexes

training GRI 403-5

In the Occupational Health and Safety training area, over 1,300 hours of training were completed in 2024, with 95% of employees stating, in an internal survey, that they feel empowered to make decisions in their daily activities that prioritize safety.

In 2024, we launched a new Accident Investigation and Analysis training for professionals and leaders in the form of a web series, presenting relevant issues in a didactic way to enhance learning from these events.

BRF promotes training forums, such as the introduction of the Health and Safety Policy and the company's Golden Rules during employee onboarding, as well as mandatory information on the use, storage, and maintenance of Personal Protective Equipment (PPE) and the Emergency Response Plan (ERP).

All employees are trained to perform their tasks, and in operational processes, we use the On-the-Job Training (OJT) methodology, with a specific focus on the role, covering the operating procedure, risks, and control measures for the activity.

For workers performing equipment operation or special activities with high potential risks, specific training is provided as established by Regulatory Standards (NRs) and internal BRF guidelines. We also conduct training based on the Operational Procedure of activities, providing guidance that considers risks and their control measures. BRF also has the Safety School, an initiative aimed at reinforcing safety topics already covered in training sessions.

awareness during the off-season

With the Safe Off-season BRF campaign, we conducted safety training, lectures, exams, and training for over four thousand truck drivers in seven Brazilian states. The initiative was developed during the agricultural production runoff in the middle of the year, in the regions where BRF operations are located, including feed mills, grain branches, and third-party warehouse shipping points.

occupational health

GRI 403-3, FB-MP-320a.2

At BRF, employee health prevention in the workplace is carried out through Occupational Health Medical Control programs, Respiratory Protection, and Hearing Conservation, and is monitored through occupational health indicators.

Our Occupational Health Medical Control Program monitors the physical, chemical, biological, ergonomic, and accident risk factors for each employee, in alignment with the Occupational Risk Management Program. The Respiratory Protection Program (PPR) ensures proper protection for employees through the use of respirators, complementing collective protection measures against risks in the workplace.

In 2024, 11 cases of work-related diseases were recorded. BRF provided support to the affected employees and is actively working to improve practices and risk management related to these issues.

All information is confidential, with medical records being filed in the Health Services under the custody of the responsible physician for Occupational Health Medical Control (PCMSO). Access to the occupational health management systems is restricted to the Health team. We do not monitor occupational disease information for outsourced professionals.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- 6 people management and health and safety
- | annexes

health promotion GRI 403-6

BRF employees and their families have access to health plans with a wide network of accredited providers, as well as a comprehensive benefits package with over 20 offerings, covering more than 165,000 individuals. Among the main benefits, we highlight daycare assistance, preventive exams, and access to BRF Health Centers at the manufacturing units.

We offer free programs, such as Dr. BRF with telemedicine services and the New SER program for pregnant employees, which encourages prenatal care with specialist doctors and access to necessary exams, promoting a safe pregnancy. Additionally, we have the mini-checkup, which allows for preventive exams based on gender and age group.

In 2024, we launched the mental health program with the aim of training leaders to identify the early signs.

Additionally, we run mandatory campaigns to prevent alcoholism, smoking, and sexually transmitted infections, and we seek guidance from the Ministry of Health's campaigns (White January, Yellow September, Pink October, Blue November, etc.) to promote our benefits package focused on health care and disease prevention, thereby encouraging healthy lifestyle habits.

support spaces to truck drivers

In 2024, we unveiled two more Driver Support Rooms on Brazilian highways: one on BR 251, km 514, in Montes Claros (MG), and another on Rodovia dos Imigrantes, km 5, in Cuiabá (MT). These locations were chosen for their strategic importance, as they are situated on key freight routes to the Northeast (BR 251) and are part of one of the longest routes in BRF's travel network (Rodovia dos Imigrantes).

The initiative aims to promote road safety awareness campaigns, as well as provide a rest area for drivers, whether or not they provide services to BRF. It includes a kitchen with water, coffee, refrigerator, and microwave; a bathroom with a shower; stationary bikes; and light therapy sessions, a technique to enhance concentration and alertness.

The other two Driver Support Rooms from BRF are located in Santa Catarina (BR-470, km 128, Lontras) and Paraná (BR 116, km 19.5, Antonina).



in this chapter:

- about the report
- GRI contents and other indicators
- GRI content summary
- summary of Integrated Report requirements
- SASB summary
- TCFD recommendations
- Independent Limited Assurance Declaration
- credits

annexes



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- about the report**
- GRI contents and other indicators
- GRI content summary
- summary of Integrated Report requirements
- SASB summary
- TCFD recommendations
- Independent Limited Assurance Declaration
- credits

about the report

GRI 2-2, 2-3, 2-5, 2-14

This document, an annual report, covers the period from January 1 to December 31, 2024, and includes all of our operations in Brazil and international markets (such as factories, farms, distribution centers, innovation hubs, as well as commercial and corporate offices), which are the same entities outlined in the Financial Statements.

The sustainability indicators cover a range of topics across our supply chain, including food quality and safety, animal welfare, development of our human capital, actions against climate change, and responsibility in the value chain. The analysis of double materiality refers to all our operations in Brazil and international markets.

When applicable, sections presenting distinct data for companies are signaled in the text, and the different approaches are described in the footnotes of the indicators. As in previous cycles, we adopted as references for this report the Global Reporting Initiative (GRI) Standards, in their most recent version (2021); the Integrated Reporting Framework of the IFRS Foundation; and the indicators of the Sustainability Accounting Standards Board (SASB). We also reference our commitments and actions linked to the Sustainable Development Goals (SDGs) and the United Nations Global Compact, of which we have been signatories since 2007.

The economic-financial data is linked to our financial statements, reported quarterly and annually, and follows Brazilian standards and the International Financial Reporting Standards (IFRS), in accordance with the standards of the Brazilian Securities and Exchange Commission (CVM) and the U.S. Securities and Exchange Commission (SEC). Reviews of specific indicator information and scope variations are detailed in footnotes.

The data was verified by an independent external audit, Instituto Totum, and approved by the Executive Board and the Board of Directors. Additional market references we consider include the requirements of indices such as the Corporate Sustainability Index (ISE) of the Brazilian Stock

Exchange (B3), the Dow Jones Sustainability Index (DJSI) of the New York Stock Exchange, and the criteria of the Brazilian Association of Publicly Traded Companies (Abrasca).

This Integrated Report, including the materiality chapter, was submitted for approval to the Executive Committee, the Sustainability Committee, and the Board of Directors of BRF. The approval was included in the agenda of the regular meeting and recorded in the minutes of the meeting. Our leadership takes responsibility for this report and approves it, as well as strives for the correct application of integrated thinking in the conception and structuring of the document.



- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- annexes**
- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI contents and other indicators

2024 GHG Emissions Inventory by Category (tCO₂e) GRI 305-1, 305-2, 305-3

Scope 1	
Agricultural	5,642.25
Stationary combustion	116,852.61
Mobile combustion	8,148.26
Fugitive	48,677.51
Land-Use Change	146,604.62
Waste and effluent treatment	93,936.22
	419,861.48
Scope 2 – Location based	
Power	168,069.34
Steam	26,275.35
	194,344.69
Scope 2 – Market based	
Power	80,742.17
Steam	26,275.35
	107,017.52

Scope 3	
Category 1 – Purchased goods and services	2,529,588.87
Category 1 – Purchased goods and services (Animal husbandry)	16,310,073.07
Category 1 – Purchased goods and services (Acquisition of grains and derivatives)	7,643,451.99
Category 2 – Capital Goods	95,258.37
Category 3 – Activities related to fuel and energy	80,429.71
Category 4 – Transportation and distribution	987,541.98
Category 5 – Waste Generated in Operations	115,795.27
Category 6 – Travel	5,899.39
Category 7 – Employee commuting (home-work)	7,719.64
Category 9 – Transportation and distribution: Energy and Fugitive Emissions	589,946.21
Category 10 – Processing of Sold Products	8,466.87
Category 11 – Use of Sold Products	129.42
Category 12 – End-of-Life Treatment of Sold Products	183,539.47
Category 15 – Investments	127.90
	28,557,968.17

Total greenhouse gas emissions (tCO₂e)

	2019	2020	2022	2023	2024	2019x2024 variation
Scope 1 + Scope 2 (Market based)	577,865.60	508,436.69	429,684.48	455,733.73	526,879.00	-9%

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Additional information

Third-party certifications according to international standards in the food safety management system GRI FP2, FP5

	2022	2023	2024
BRC	Brazil (Capinzal, Chapecó, Lajeado – Minuano unit, Marau, Paranaguá, Toledo, Vitória de Santo Antão)	Brazil (Capinzal, Chapecó, Lajeado – Minuano unit, Marau, Paranaguá, Toledo, Vitória de Santo Antão)	Brazil (Capinzal, Chapecó, Lajeado – Minuano unit, Marau, Paranaguá, Toledo, Vitória de Santo Antão)
IFS	Brazil (Concórdia, Dois Vizinhos, Dourados, Francisco Beltrão, Lajeado – Minuano unit, Rio Verde, Serafina Corrêa, Tatuí, Toledo, Uberlândia, Videira)	Brazil (Campos Novos, Concórdia, Dois Vizinhos, Dourados, Francisco Beltrão, Lajeado – Minuano unit, Rio Verde, Serafina Corrêa, Tatuí, Toledo, Uberlândia, Videira)	Brazil (Campos Novos, Concórdia, Dois Vizinhos, Dourados, Francisco Beltrão, Lajeado – Minuano unit, Rio Verde, Serafina Corrêa, Tatuí, Toledo, Uberlândia, Videira)
FSC22000	Turkey (Izmir chicken, Izmir turkey, Bandirma, and Elazig) United Arab Emirates (Abu Dhabi – Al Wafi)	Turkey (Izmir chicken, Bandirma, and Elazig) United Arab Emirates (Abu Dhabi – Al Wafi)	Turkey (Izmir chicken, Bandirma, and Elazig) United Arab Emirates (Abu Dhabi – Al Wafi)
ISO22000	Saudi Arabia (Joody)	Saudi Arabia (Joody)	Saudi Arabia (Joody)

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Employees GRI 2-7

By type of contract and gender GRI 2-7

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	50,530	38,553	89,047	55,231	41,281	96,512	52,869	40,612	93,481
Part-time	23	86	109	83	73	156	54	49	103
Overseas	4,439	2,605	7,044	4,262	2,414	6,676	4,603	2,560	7,163
Total	54,992	41,235	96,227	55,314	41,354	96,668	57,526	43,221	100,747

By type of employment and gender GRI 2-7

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	50,225	38,185	88,410	55,067	41,055	96,512	52,617	40,343	92,960
Temporary	328	445	773	247	299	546	306	318	624
Overseas	4,439	2,605	7,044	4,262	2,414	6,676	4,603	2,560	7,163
Total	54,992	41,235	96,227	55,314	41,354	96,668	57,526	43,221	100,747

By type of contract and region GRI 2-7

	Brazil	Mena (including Turkey)	Latam (except Brazil)	Asia	Europe	Africa	Total
Permanent	92,960	6,924	183	36	11	9	100,123
Temporary	624	0	0	0	0	0	624
No workload guarantee	0	0	0	0	0	0	0
Full time	93,481	6,924	183	36	11	9	100,644
Part-time	103	0	0	0	0	0	103

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Stakeholder engagement GRI 2-29

We engage with stakeholders through various channels, including our website, social media, press outlets, and intranet, promoting clear communication and active listening to understand needs and drive continuous improvement. Our key stakeholders include employees, partners, suppliers, capital providers, consumers, NGOs, the media, industry associations, and clients.

Sustainability-related issues are an integral part of these interactions, ensuring transparency on our environmental, social, and governance impacts and results, shared through our Integrated Report, performance reports, and market communications. Additionally, our social initiatives aim to raise awareness and share knowledge about relevant business-related issues.

Stakeholders	How do we engage with them?	Key impacts and concerns
Employees	Internal communication vehicles and leaders	Attraction and retaining of employees, their health and well-being, ethics, integrity and compliance
Integrated	Extensionists and environmental analysts	Innovation and technology, transparency, health and safety
Suppliers	Supply, Commodities, Sustainability and Compliance Areas, contract managers	Product quality and safety, support for small supplier engagement, ethics, integrity and compliance
Capital providers	Investor Relations and Sustainability Area	Food safety, supply chain tracking, human rights and labor relations
Consumers	Website and social media, Press and Institutional Relations area, BRF Institute	Transparency, informative labels, product quality and safety, food healthiness
NGOs (third sector), press and sectoral associations	Website and social media, Press and Institutional Relations area, BRF Institute and Sustainability area	Climate change, food safety, relationship and value sharing with communities, tracking of the supply chain, quality and product safety
Clients	Commercial areas, BRF Central	Transparency, informative labels, product quality and safety, food healthiness

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Financial implications and other risks and opportunities due to climate change GRI-201-2

Risk or Opportunity Description/ Classification	Description of impact associated with the risk or opportunity	Methods used to manage the risk or opportunity
<p>Risk: Water scarcity due to meteorological droughts Physical</p>	<p>BRF's production process is heavily dependent on natural resources, particularly water. Prolonged periods of drought can affect water availability and its quality conditions, resulting in additional costs for proper treatment and supply.</p>	<p>We invest in water efficiency programs to increase water reuse and reduce consumption through continuous improvements in production processes. In addition, we maintain contingency plans for situations where water scarcity cannot be avoided, ensuring the continuity of supply and production stability. We use the Water Risk Filter tool from the World Wide Fund for Nature (WWF) to identify the most vulnerable industrial units and develop specific action plans to reduce their exposure to water risk.</p>
<p>Risk: Dependency on the Agricultural Supply Chain Physical</p>	<p>The company's operations are highly dependent on the agricultural supply chain, especially on agricultural commodities (soy, corn, wheat, among others) that are used as the base for animal feed.</p> <p>The physical risks related to changes in temperature and precipitation patterns (including droughts, frosts, heatwaves, floods, among others) can have adverse impacts on the crops of these commodities, such as unavailability and price volatility, affecting the company's costs and operational results.</p>	<p>A combination of market strategies and environmental monitoring is adopted to mitigate climate impacts, supported by a robust commercial intelligence governance structure that conducts daily analyses and weekly alignments with managers to optimize purchases and ensure effective decisions, which are reported monthly to the leadership. The Market Intelligence area continuously monitors the agricultural market, considering climatic factors, supply and demand, and government policies, in addition to having a field team to collect data directly from the producing regions. The company also maintains stockpiles in various regions, mitigating supply risks in the event of crop failures, and diversifies its inputs by using alternatives to corn and soybean meal, such as sorghum, DDG, and wheat.</p> <p>In 2024, approximately R\$ 4.9 million were invested in market reports and analyses to support these initiatives and ensure more accurate decisions.</p>
<p>Risk: Changes in temperature Physical</p>	<p>Changes in average temperature have the potential to negatively impact animal welfare, affecting their thermal comfort and causing stress. This can result in higher costs to ensure animal welfare, as well as increase the risks of mortality, loss of certifications, and, consequently, affect access to external markets.</p>	<p>To address this risk, we have internal standards based on national and international requirements, as well as best practices. The company respects the principles of the five freedoms of animals, which include comfort and welfare. Risk management is conducted through monitoring and regular inspections of processes, production facilities, and the supply chain. We adopt new technologies in animal facilities to ensure thermal comfort and ensure compliance with animal welfare conditions. Animal welfare is managed under the supervision of our Sustainability department, by three regional animal welfare specialists and a multidisciplinary task force composed of representatives from Quality, Agriculture, Operations, and Sustainability teams.</p>

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

— annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Risk or Opportunity Description/ Classification	Description of impact associated with the risk or opportunity	Methods used to manage the risk or opportunity
<p>Risk: Change in precipitation pattern</p> <p>Physical</p>	<p>Changes in precipitation patterns can affect both the supply and the costs of acquiring electricity. In Brazil, the energy matrix is largely dependent on hydroelectric plants, which, despite their low environmental impact, rely on adequate water levels in reservoirs to operate efficiently. A reduction in precipitation, therefore, can compromise electricity generation, leading to the need to rely on thermal sources, which have higher costs and environmental impact, thereby increasing the company's operational costs and vulnerability to fluctuations in the energy market.</p>	<p>The company aims to reduce its exposure to the risk of energy scarcity and electricity price volatility by diversifying its energy sources and entering into long-term contracts (PPAs) to ensure the supply of renewable energy. Internally, the company invests in efficiency programs to increase energy efficiency through investments in new equipment and process improvements. Our goal is to achieve 100% of electricity consumption from renewable sources by 2030. To increase its share in the country's renewable energy matrix expansion and reduce exposure to thermoelectric generation, BRF directed investments towards self-production energy plants. In 2024, R\$ 137.2 million were allocated to a wind farm.</p>
<p>Risk: Carbon pricing mechanisms</p> <p>Transition</p>	<p>To meet its emissions reduction targets set in the Nationally Determined Contributions (NDCs), the countries where BRF operates are considering the adoption of carbon taxes and/or other carbon pricing mechanisms. In Brazil, for example, the Brazilian Emissions Trading System (SBCE) was created in December 2024, a cap-and-trade carbon market that will be regulated in the coming years. BRF continuously monitors this scenario, aiming to anticipate and implement the necessary adjustments to adapt to these changes.</p>	<p>The financial impacts of carbon pricing on our operations vary depending on the mechanism adopted. We preliminarily estimate that the minimum value would be US\$ 40 per ton, according to the World Bank, and the maximum would be US\$ 147 per ton, according to the OECD. Based on our Scope 1 and 2 emissions in 2020, the financial impacts could range between R\$ 100 million and R\$ 400 million per year. To mitigate this risk, BRF has a climate strategy with science-based targets to reduce emissions and minimize exposure to pricing costs. The company also has a mitigation plan with a Marginal Abatement Cost (MAC) Curve to prioritize emission reduction projects.</p>
<p>Opportunity: International agreements</p> <p>Transition</p>	<p>Our investment in a solid and consistent climate strategy, including the adoption of voluntary science-based targets validated by the SBTi, has the potential to become a benchmark for potential sectoral agreements, contributing to increasing the competitiveness of our products, particularly in international markets</p>	<p>To capitalize on this opportunity, BRF has committed to becoming net zero by 2050, with this target endorsed by the SBTi. The commitment includes a target of reducing greenhouse gas emissions from Scope 1 and 2 by 51% by 2032, based on the year 2020, already incorporating FLAG emissions. By reducing GHG emissions, the estimated costs related to a possible carbon pricing in the future will be reduced. Our own emissions reduction initiatives are related to the prioritized use of renewable energy, as well as operational efficiency, including projects to improve effluent treatment in its operation, energy efficiency, optimization of the cold generation system, among others.</p>
<p>Opportunity: Taxes and regulations on fuels/energy</p> <p>Transition</p>	<p>The increase in energy and fuel costs encourages the use of renewable and unconventional sources, thus improving the environmental performance of operations.</p>	<p>The company aims to reduce its exposure to the risk of energy scarcity and electricity price volatility by diversifying its energy sources and entering into long-term contracts (PPAs) to ensure the supply of renewable energy. Internally, the company invests in efficiency programs to increase energy efficiency through investments in new equipment and process improvements. Our goal is to achieve 100% of electricity consumption from renewable sources by 2030. To increase its share in the country's renewable energy matrix expansion and reduce exposure to thermoelectric generation, BRF directed investments towards self-production energy plants. In 2024, R\$ 137.2 million were allocated to a wind farm.</p>

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

New hires and employee turnover GRI 401-1

This page presents the total hires in each category, with percentages representing the proportion of these hires relative to the headcount for the period.

Hiring by gender¹

	2022		2023		2024	
	Number	%	Number	%	Number	%
Female	11,247	27%	12,710	34%	15,087	35%
Male	12,634	23%	15,627	31%	18,038	31%
Total	23,881	25%	28,337	33%	33,125	33%

¹ Number of hires divided by headcount.

Turnover by gender²

	2022		2023		2024	
	Number	%	Number	%	Number	%
Female	11,116	NA	12,710	NA	11,836	27%
Male	15,912	NA	15,627	NA	15,100	26%
Total	27,028	NA	28,337	NA	26,936	27%

² NA = Not available

Turnover per age group

	2022		2023		2024	
	Number	%	Number	%	Number	%
Under 30	14,662	NA	18,805	NA	14,143	47%
30 to 50 years of age	11,985	NA	11,825	NA	11,472	20%
Over 50	1,086	NA	971	NA	1,321	9%
Total	27,733	NA	31,601	NA	26,936	27%

Contracting by age group³

	2022		2023		2024	
	Number	%	Number	%	Number	%
Under 30	14,384	48%	18,805	64%	18,798	63%
30 to 50 years of age	9,017	16%	11,825	22%	13,061	23%
Over 50	480	5%	971	74%	1,266	9%
Total	25,603	26%	31,601	33%	33,125	33%

³ The percentages represent the total number of hires in relation to the composition of employees in each category.

Hiring by region

	2022		2023		2024	
	Number	%	Number	%	Number	%
Asia	9	44%	16	44%	7	19%
Africa	4	29%	2	22%	2	22%
Europe	8	22%	3	10%	0	0%
Latam (except Brazil)	9	21%	13	23%	11	6%
Brazil	22,456	25%	29,987	31%	31,042	33%
Mena (including Turkey)	1,395	20%	1,714	26%	2,063	30%
Total	23,881	25%	31,601	33%	33,125	33%

- table of contents
- about the report
- message from the leadership
- ESG highlights
- awards, recognitions and rankings
- 1 BRF: feeding the future
- 2 our governance
- 3 sustainability platform
- 4 quality
- 5 digital transformation and innovation
- 6 people management and health and safety

annexes

- about the report
- GRI contents and other indicators**
- GRI content summary
- summary of Integrated Report requirements
- SASB summary
- TCFD recommendations
- Independent Limited Assurance Declaration
- credits

New hires and employee turnover GRI 401-1
(continuation)

Turnover by region^{1,2}

	2022		2023		2024	
	Number	%	Number	%	Number	%
Brazil	26,191	NA	29,987	31%	25,385	27%
Mena (including Turkey)	1,477	NA	1,714	26%	1,542	22%
Asia	40	NA	16	44%	2	6%
Europe	7	NA	3	10%	2	18%
Brazil	26,191	NA	29,987	31%	25,385	27%
Africa	3	NA	2	22%	0	0%
Total	27,733	NA	31,601	33%	26,936	27%

¹ NA = Not available

² The percentages presented represent the number of terminations relative to the headcount for the period.

Turnover by seniority

Position	Africa	Asia	Brazil	Europe	Latam	Mena
Directors	-	-	4.18%	-	-	-
Managers	-	-	8.92%	-	-	8.37%
Coordinators	-	-	10.37%	-	-	5.34%
Other leaders	-	-	14-90	-	-	10.49%
Other Employees	-	7.50%	28,27%	24.74%	12.99%	23.81%

Maternity/paternity leave GRI 401-3

	Female	Male	Total
Employees entitled to leave	41,354	55,313	96,667
Employees who took leave	2,134	1,726	3,860
Employees who returned to work after leave	1,959	1,726	3,685
Employees who returned to work after leave and remained employed 12 months after return	1,125	1,360	2,485
Return to work rates of employees who took leave	92%	100%	95%
Retention rates	52%	73%	62%

Average monthly hours of employee training in the year, by gender GRI 404-1

Female	34.5
Male	51.99
Total	86.49

Monthly average hours of employee training by job category GRI 404-1

Executive Board	12,1
Management	35.43
Supervisors and coordinators	55.73
Administrative	29.62
Operational and sales	74.73
Total	207.61

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | **GRI contents and other indicators**
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Diversity of governance¹ bodies and employees GRI 405-1

Individuals within the governing bodies by gender (%)

	2022	2023	2024
Female	13.04	14.29	20
Male	86.96	85.71	80

¹We consider governance body professionals to include all statutory staff and board members.

Individuals within governance bodies by age group (%)

	2022	2023	2024
Under 30	0	0	6.67%
Between 30 and 50	30.40%	19.05%	6.67%
Over 50	69.57%	80.95%	86.67%

Ratio of basic salary and compensation of women to men¹ GRI-405-2

	2022	2023	2024
Total Compensation			
Executive Board	0.99	0.63	0.88%
Management	0.99	0.95	0.94%
Supervisors and coordinators	1	0.97	0.98%
Administrative	0.86	0.84	0.84%
Operational and sales	0.85	0.74	0.75%
Total		0.75	0.74%

¹Data Brazil. Does not include CEO, Vice Presidents and Officers.

Percentage of food produced in operational units certified by an independent organization in food safety standards GRI FP5

	2022	2023	2024
	47.6%	48.1%	57%

Other emissions

Emissions of substances that deplete the ozone layer (ODS) in tCFC-11 equivalent GRI 305-6

	2022	2023	2024
Total ODS Produced	1,365	810	739

Atmospheric Emissions¹²³, tons GRI 305-7

	2022	2023	2024
NO _x	1,264.82	879.34	1,379.48
SO _x	160.53	135.44	38.16
Hazardous air pollutants (HAP)	0	0	0
Particulate Matter (PM)	2,776.13	1,351.46	1,374.80
Carbon monoxide	6,153.26	2,870.61	3,494.20

¹ Emissions calculated based on the operation of the company's fixed sources (steam generation) during the year 2024 and the respective monitoring analyses of their emissions (such as PM, SO_x, NO_x, CO), conducted by an external laboratory accredited by INMETRO (direct emission measurement), in accordance with applicable environmental legislation regarding monitoring frequency and legal compliance limits for each parameter to be monitored, as per the characteristics of the emission source.

² Increase in NO_x, PM, and CO in 2024 compared to 2023, due to higher steam generation and/or lower efficiency in emission control systems, primarily in RVE, CNC, FBL, DVZ, and TOL.

³ Reduction in SO_x due to improvements in the emission control system, primarily in VSA, MRU, LJD, and CPZ.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI content summary

Declaration of use	BRF reported in compliance with the GRI Standards for the period between January 1 and December 31, 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sectoral Standard(s)	FP Food Sector Supplement

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
GRI 2: General Disclosures 2021							
The organization and its reporting practices	2-1 Organization details	10 and 13					
	2-2 Entities included in the organization's sustainability report	145					
	2-3 Reporting period, frequency and contact point	3 and 145					
	2-4 Restatements of information	140					
	2-5 External assurance	145 All GRI Disclosures in this report were assured by the Instituto Totum					
Activities and workers	2-6 Activities, value chain and other business relationships	10, 12, 13, 17, 18 and 19				3	
	2-7 Employees	127, 128 and 148					
	2-8 Workers who are not employees	129				8 and 10	
Governance	2-9 Governance structure and composition	26 and 27					
	2-10 Nomination and selection of the highest governance body	27, 28 and 135					
	2-11 Chair of the highest governance body	27					
	2-12 Role of the highest governance body in overseeing the management of impacts	41 and 48					
	2-13 Delegation of responsibility for managing impacts	48				5, 16	

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
	2-14 Role of the highest governance body in sustainability reporting	145				16	
	2-15 Conflicts of interest	27 and 39				5, 16	
	2-16 Communication of critical concerns	48 BRF does not present the number of critical issues reported to the governance body. The critical matters defined by the executive boards are taken to the Board of Directors, which has specific criteria for defining the criticality of each topic.				16	
Governance	2-17 Collective knowledge of the highest governance body	27 and 29					
	2-18 Evaluation of the performance of the highest governance body	28					
	2-19 Remuneration policies	29 and 129					
	2-20 Process to determine remuneration	29				16	
	2-21 Annual total compensation ratio	Information omitted.	Entirety 2-21	Confidential Information			BRF does not report these data since they are strategic.
	2-22 Statement on sustainable development strategy	4 and 5					
	2-23 Policy commitments	33, 58 and 128 ri.brf-global.com/governanca-corporativa/estatuto-e-politicas/					
Strategy, policies and practices	2-24 Embedding policy commitments	49 ri.brf-global.com/governanca-corporativa/estatuto-e-politicas/					
	2-25 Processes to remediate negative impacts	37, 101 and 113 ri.brf-global.com/governanca-corporativa/estatuto-e-politicas/					

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

— annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason / Explanation			
	2-26 Mechanisms for seeking advice and raising concerns	30, 32, 37 and 49					
Strategy, policies and practices	2-27 Compliance with laws and regulations	<p>Regulatory: 1 case of a significant instance of non-compliance with laws and regulations. On that occasion, BRF entered into a Conduct Adjustment Term ("TAC") with the Public Prosecutor's Office of Pernambuco, involving Public Civil Action No. 0025800-71.2015.8.17.2001 and Public Civil Action No. 0021888-61.2018.8.17.2001. As a result of the signed TAC, BRF paid a total amount of R\$ 1,300,000.00 for the benefit of the State Consumer Protection Fund.</p> <p>Labor: 38 cases of significant instances of non-compliance with laws and regulations, totaling a payment amount of R\$ 532,166.99.</p>					
	2-28 Membership in associations	78 and 105				16	
Stakeholder engagement	2-29 Approach to stakeholder engagement	149					
	2-30 Collective bargaining agreements	130				8	
GRI 3: Material Topics 2021							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	50			-	17	
	3-2 List of material topics	50					
Animal welfare							
GRI 3: Material Topics 2021	3-3 Management of material topics	79					

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	101					
	413-2 Operations with significant actual and potential negative impacts on local communities	101 and 102					
Human rights and labor relations							
GRI 3: Material Topics 2021	3-3 Management of material topics	30 and 127					
GRI 401: Employment	401-1 New employee hires and employee turnover	131 , 152 and 153				5, 8, and 10	6
	401-2 Benefits offered to full-time employees that are not provided to temporary or part-time employees		Health Insurance, Dental Insurance, Life Insurance, Health Programs, Maternity Program, Extended Parental Leave, Childcare Assistance, Educational Assistance, Meal Voucher, Basic Food Basket, BRF Product Basket, Discount on BRF Product Purchases, Executive Check-Up, Gym Membership Partnership, Christmas Gift for Employees' Children, Christmas Product Kit, Pharmacy Partnership, and Private Pension.			3, 5 and 8	
	401-3 Parental leave	153				5 and 8	6
GRI 404: Training and Education	404-1 Average hours of training per year, per employee	132 and 153				4 and 8	6
	404-2 Programs for upgrading employee skills and transition assistance programs	132				8	
GRI 404: Training and Education	404-3 Percentage of employees receiving regular performance and career development reviews	134				5, 8, and 10	6

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
	405-1 Diversity of governance bodies and employees	135 and 154				5, 8, and 10	6
GRI 405: Diversity and equal opportunities	405-2 Ratio of basic salary and remuneration of women to men	154 Calculation: ratio of the average total compensation for women in the last 12 months (January to December 2024), considering base salary and all additional amounts subject to charges / ratio of the average total compensation for men in the last 12 months (January to December 2024), considering base salary and all additional amounts subject to charges.				5, 8, and 10	6
Ethics, integrity and transparency							
GRI 3: Material Topics 2021	3-3 Management of material topics	30					
	205-1 Operations assessed for risks related to corruption	30 and 33				16	10
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	35 and 36				16	10
	205-3 Confirmed incidents of corruption and actions taken	33				16	10
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	In 2024, no legal actions were registered for unfair competition, trust practices, or monopoly.					
	207-1 Approach to tax	40				1, 10, and 17	
GRI 207: Taxes	207-2 Tax governance, control, and risk management	40				1, 10, and 17	
GRI 415: Public policies	415-1 Political contributions	33				16	10
GRI 418: Client Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	32				16	

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
Management, transparency and tracking of the value chain							
GRI 3: Material Topics 2021	3-3 Management of material topics	56					
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	56				8	
	301-1 Materials used by weight or volume	99				8 and 12	7 and 8
	301-2 Recycled input materials used	Currently, the use of recycled or reused materials in food packaging is not permitted in Brazil.				8 and 12	
GRI 301 – Materials (Supplies)	301-3 Reclaimed products and their packaging materials	98	Partial: 301-3, item a – stratification of packaging by type of product.	There is no stratified data on packaging by product type.	The data on packaging placed on the market is received with stratification only by type of packaging.	8 and 12	
	308-1 New suppliers that were screened using environmental criteria	56					
GRI 308: Environmental screening of suppliers	308-2 Negative environmental impacts in the supply chain and actions taken	58 and 65	Partial: 308-2, all indicator requirements related to international units.	No data.	For the units abroad, there is no assessment of environmental impact.		

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There were no recorded instances of operations or suppliers where workers' rights to exercise freedom of association or collective bargaining were being violated or at significant risk of violation. BRF guarantees the right of workers to exercise union freedom or collective bargaining, following international best practices and in accordance with the laws of the countries where it operates. These principles are described in the Transparency Manual, which is available and signed by 100% of the company's employees. In all operational locations, there are Human Resources and Compliance structures. BRF's Business Partner Code of Conduct				8	3
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	33, 37, 49, 56, 58 and 62				5, 8, and 16	5
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers with significant risk of forced or compulsory labor	37, 49, 56, 58 and 62				5 and 8	4
GRI 414: Supplier social assessment	414-1 New suppliers that were screened using social criteria	56				5, 8, 12, and 16	2 and 8
	414-2 Negative social impacts in the supply chain and measures taken	56				5, 8, and 16	2 and 8
Sector Supplement on Foods - Outsourcing and Purchasing	FP1 Purchased volume from suppliers compliant with company's sourcing policy	73					
	FP2 Percentage of purchased volume that complies with internationally recognized standards and certifications, broken down by type of certification	147					

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

- annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
Climate change							
GRI 3: Material Topics 2021	3-3 Management of material topics	69					
GRI 201 – Economic Performance	201-1 Direct economic value generated and distributed	23					
	201-2 Financial implications and other risks and opportunities due to climate change	150 and 151				13	7
GRI 304: Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	93	Note: Due to the large number of farms, the company has chosen to present the information related to GRI 304-1 in a consolidated manner.				
	305-1 Direct (Scope 1) GHG emissions	77 and 146				3, 12, 13, 14, and 15	7 and 8
305: Emissions	305-2 Energy indirect (Scope 2) GHG emissions	77 and 146				3, 12, 13, 14, and 15	7 and 8
	305-3 Other indirect (Scope 3) GHG emissions	77 and 146				3, 12, 13, 14, and 15	7 and 8
	305-4 GHG emissions intensity	77				13, 14, and 15	8
	305-5 Reduction of GHG emissions	77				13, 14, and 15	8 and 9
	305-6 Emissions of ozone-depleting substances (ODS)	154				3, 12	7 and 8
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	154				3, 12, 14, and 15	7 and 8

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
Quality and product safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	15 and 107					
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	109				3 and 12	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	109				16	
	417-1 Requirements for product and service information and labeling	112				3 and 12	
GRI 417: Marketing and labeling	417-2 Incidents of non-compliance concerning product and service information and labeling	112 All legal and administrative processes are controlled in our own system for managing legal processes, and all of them are properly handled and resolved. For this indicator, cases with favorable rulings for BRF were excluded, as well as processes and warnings that were concluded in previous years.				16	
	417-3 Incidents of non-compliance concerning marketing communications	112				16	
	Sector Supplement on Foods – Outsourcing and Purchasing	FP1 Purchased volume from suppliers compliant with company's sourcing policy	73				
Sector Supplement on Foods – Consumer Health and Safety	FP2 Percentage of purchased volume that complies with internationally recognized standards and certifications, broken down by type of certification	147					
	FP5 Percentage of production volume manufactured in locations certified by third parties, in accordance with internationally recognized standards	15, 147 and 154					

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

- annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
Sectoral Supplement on Foods – Consumer Health and Safety	FP6 Percentage of total sales volume of consumer products, by product category, that have reduced saturated fat, trans fats, sodium and added sugars	112					
	FP7 Percentage of total sales volume of consumer products, by product category, containing increased nutritional ingredients and food additives such as fiber, vitamins, minerals, phytochemicals and functionals		Totality FP7.	Not Applicable.			The criteria of the content do not apply to the majority of BRF's portfolio.
	FP10 Policies and practices, by species and race, related to physical changes and anesthetic use	81 and 82					
Sectoral Supplement for Food – Animal husbandry	FP11 Percentage and total of animals raised and/or processed, by species and breed, by type of housing	84					
	FP12 Policies and practices regarding the use of antibiotics, anti-inflammatory drugs, hormones and/or treatments with growth promoters, by species and type of creation	79					
Natural resources							
GRI 3: Material Topics 2021	3-3 Management of material topics	88					
GRI 302 – Energy	302-1 Energy consumption within the organization	75				7, 8, 12, and 13	7 and 8
	302-2 Energy consumption outside the organization	75				7, 8, 12, and 13	8
	302-3 Energy intensity	75				7, 8, 12, and 13	8
	302-4 Reduction of energy consumption	75				7, 8, 12, and 13	8 and 9
	302-5 Reductions in energy requirements of products and services		There was no reduction in absolute energy consumption or energy intensity				

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	89				6 and 12	
	303-2 Management of water discharge related impacts	92				6	
	303-3 Water withdrawal	91				6	7 and 8
	303-4 Water discharge	93				6	8
	303-5 Water consumption	91				6	
Solid waste and packaging							
GRI 3: Material Topics 2021	3-3 Management of material topics	95					
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	96				3, 6, 11, 12	
	306-2 Management of significant waste-related impacts	95, 96 and 98				3, 6, 8, 11, and 12	
	306-3 Waste generated	96				3, 6, 11, 12, and 15	
	306-4 Waste diverted from disposal	97				3, 11, and 12	
	306-5 Waste directed to disposal	97				3, 6, 11, 12, and 15	
Health, safety and well-being							
GRI 3: Material Topics 2021	3-3 Management of material topics	138					

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | **GRI content summary**
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

GRI Standard	Content	Location	Omission		GRI Sectoral Standard Ref No.	SDG	Global Compact
			Requirement(s) omitted	Reason			
	403-2 Hazard identification, risk assessment and incident investigation	140				3, 8, and 12	
	403-3 Occupational health services	142				8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	140				8 and 16	
	403-5 Worker training on occupational health and safety	142				8	
GRI 403: Occupational Health and Safety	403-6 Promotion of worker health	143				3, 8, and 12	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	140				8	
	403-8 Workers covered by an occupational health and safety management system	139				8	
	403-9 Work-related injuries	139				3, 8, 12, and 16	
	403-10 Work-related ill health	139				3, 8, and 16	

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | **summary of Integrated Report requirements**
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

summary of Integrated Report requirements

Axes	Item	Requirements	Answer/Page
	Reporting method and relationship with other information.	The Integrated Report must be an identifiable communication with a name	Page 3
Use of guidance	Application of guidance	Any communication claiming to be an Integrated Report and making reference to the Framework must comply with all requirements identified in bold, unless: <ul style="list-style-type: none"> • the unavailability of reliable information or specific legal prohibitions causes an inability to disclose relevant information. 	Throughout the report
		In case of 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 was omitted; In the case of data unavailability, identify the steps being taken to obtain the information and the expected timeline for this.	Page 155 onwards
	Responsibility for the Integrated Report	An integrated report should include a statement from those charged with governance that includes: An acknowledgement of their responsibility in ensuring the integrity of the integrated report. Your opinion or conclusion on whether, or to what extent, the integrated report is presented in accordance with the Framework<RI>.	Pages 4 and 5
Basic principles	Strategic focus and future guidance	The Integrated Reporting should provide insight into the organization's strategy and how it relates to the organization's ability to generate value in the short, medium, and long term, as well as its use and effects on the capitals.	Pages 9 to 24 and throughout the report
	Information connectivity	The Integrated Reporting should provide a holistic picture of the combination, interrelationship, and dependencies among the factors affecting the organization's ability to generate value over time.	Pages 9 to 24 and throughout the report
	Relationship with stakeholders	The Integrated Reporting should provide an insight into the nature and quality of the relationships that the organization maintains with its key stakeholders, including how and to what extent the organization understands, takes into account, and responds to their legitimate interests and needs.	Pages 48 and 68, 100 to 105 and 149
	Materiality (relevance)	The Integrated Reporting should disclose information about issues that substantially affect the organization's ability to generate value in the short, medium, and long term..	Pages 3 and 50 and throughout the report
	Concision	The Integrated Report must be concise.	Throughout the report
	Reliability and completeness	The Integrated Reporting should encompass all relevant topics, both positive and negative, in a balanced and free from significant error manner.	Throughout the report
	Uniformity and comparability	The information in the Integrated Report should be presented: <ul style="list-style-type: none"> • on uniform bases over time; • in a way that allows comparison with other organizations as it is important for the organization's ability to generate value over time. 	Throughout the report

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | **summary of Integrated Report requirements**
- | SASB summary
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Axes	Item	Requirements	Answer/Page
Content elements	Overview of the organization and its external environment	The Integrated Report should address the question: What does the organization do and what are the circumstances in which it operates?	Pages 9 to 24
	Governance	The Integrated Report should address the question: How does the organization's governance structure support its ability to generate value in the short, medium, and long term?	Pages 25 to 29 and 48
	Business model	The Integrated Report should address the question: What is the organization's business model?	Page 12
	Risks and opportunities	The Integrated Report should address the question: What are the specific risks and opportunities that affect the organization's ability to generate value in the short, medium, and long term, and how does the organization address them?	Pages 41 to 46
	Strategy and resource allocation	The Integrated Report should address the question: Where does the organization want to go and how does it intend to get there?	Pages 4 , 5 , 20 and throughout the report
	Performance	The Integrated Report should address the question: To what extent has the organization already achieved its strategic objectives for the period and what are the impacts regarding the effects on the capitals?	Pages 53 to 55 and throughout the report
	Perspective	The Integrated Report should address the question: What are the challenges and uncertainties that the organization is likely to face in pursuing its strategy and what are the potential implications for its business model and future performance?	Throughout the report
	Basis for presentation	The Integrated Report should address the question: How does the organization determine the topics to be included in the integrated report and how are these topics quantified or evaluated?	Page 145

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | summary of Integrated Report requirements
- | **SASB summary**
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

SASB summary

Meat and Poultry					
Topic	Metrics	Code	Answer/Page	Category	Unit of measure
Greenhouse Gas Emissions	Global gross Scope 1 emissions	FB-MP-110a.1	77 and 146	Quantitative	In metric tons (tCO ₂ e)
	Discussion of the long and short-term strategy or plan for managing scope 1 emissions, emission reduction targets and an analysis of performance against those targets	FB-MP-110a.2	69	Discussion and Analysis	n/a
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	FB-MP-130a.1	75	Quantitative	Gigajoules (GJ), Percent (%)
	(1) Total water withdrawal, (2) Total water consumption; percentage of each in regions with high or extremely high Baseline Water Stress	FB-MP-140a.1	91	Quantitative	Thousand cubic meters (m ³), Percentage (%)
Water Management	Description of water management risks and discussion of strategies and practices to mitigate these risks	FB-MP-140a.2	89	Discussion and Analysis	n/a
	Number of cases related to non-compliance with water-quality licenses, norms, or regulations	FB-MP-140a.3	During the reporting period, 1,749 water samples were non-compliant with licenses, standards, or quality regulations. Approximately 99.08% and 99.87% of the microbiological and physico-chemical samples, respectively, were in compliance.	Quantitative	Number
	Amount of animal bedding and manure generated, percentage managed according to a nutrient management plan	FB-MP-160a.1	60	Quantitative	Tonnes (t), Percent (%)
Land Use and Ecological Impacts	Percentage of pastureland and managed pastures according to conservation plan criteria	FB-MP-160a.2	80	Quantitative	Percentage (%) per hectare
	Production of animal protein from confined animal feeding operations	FB-MP-160a.3	Indicator not applicable, as there are no poultry or swine raised in confinement in BRF's operations.	Quantitative	In metric tons (t)
Food safety	Global Food Safety Initiative (GFSI) Audit: (1) Non-compliance rates and (2) Corrective action rates associated with a) Major non-conformities and b) Minor non-conformities;	FB-MP-250a.1	109	Quantitative	Rate
	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program	FB-MP-250a.2	109	Quantitative	Percentage (%)

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

annexes

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | summary of Integrated Report requirements
- | **SASB summary**
- | TCFD recommendations
- | Independent Limited Assurance Declaration
- | credits

Meat and Poultry					
Topic	Metrics	Code	Answer/Page	Category	Unit of measure
Food safety	(1) Number of recalls issued and (2) total weight of products recalled	FB-MP-250a.3	109 and 110	Quantitative	Number of metric tons
	Discussion on markets that prohibit the importation of products from the entity	FB-MP-250a.4	111	Discussion and Analysis	n/a
Health & Nutrition	Percentage of animal production that received (1) medically important antibiotics and (2) medically important antibiotics, by type of animal	FB-MP-260a.1	87	Quantitative	Percentage (%) by weight
Health and Safety of the Workforce	(1) Total Recordable Incident Rate (TRIR) and (2) Fatality rate for (a) direct employees and (b) contracted employees.	FB-MP-320a.1	139	Quantitative	Rate
	Description of efforts to assess, monitor, and mitigate acute and chronic respiratory health conditions	FB-MP-320a.2	142	Discussion and Analysis	n/a
Animal welfare care	Percentage of pork produced without the use of gestation crates	FB-MP-410a.1	82	Quantitative	Percentage (%) by weight
	Percentage of shell egg sales from cage-free systems	FB-MP-410a.2	81	Quantitative	Percentage (%)
	Percentage of production certified according to a third-party animal welfare standard	FB-MP-410a.3	79	Quantitative	Percentage (%) by weight
Environmental and Social Impacts of the Supply Chain	Percentage of animals from suppliers implementing conservation plan criteria	FB-MP-430a.1	56	Quantitative	Percentage (%) by weight
	Percentage of contracted production facilities and suppliers verified to meet animal welfare standards	FB-MP-430a.2	79	Quantitative	Percentage (%)
Animal supply and feeding	Percentage of animal feed sourced from regions with high or extremely high baseline water stress	FB-MP-440a.1	Information not available.	Quantitative	Percentage (%) by weight
	Percentage of contracts with producers located in regions with high or extremely high baseline water stress	FB-MP-440a.2	BRF does not maintain contracts with producers located in regions with high or extremely high water stress.	Quantitative	Percentage (%) by contract value
	Discussion of the management strategy for opportunities and risks in feed and livestock supply presented by climate change	FB-MP-440a.3	17	Discussion and Analysis	n/a
Activity metrics	Number of processing and manufacturing facilities	FB-MP-000.A	13	Quantitative	Number
	Production of animal protein, by category; percentage from third-party sources	FB-MP-000.B	13	Quantitative	Various, percentage (%)

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

— annexes

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | **TCFD recommendations**
- | Independent Limited Assurance Declaration
- | credits

TCFD recommendations

Topics	Recommended Disclosure	GRI Reference	Answer/Page
Governance	a. Description of the board's oversight of climate-related risks and opportunities	GRI 2-22, GRI 2-24	4 and 49
	b. Description of management's role in assessing and managing climate-related risks and opportunities	GRI 2-12, 2-13, 2-14, 2-17	27, 29, 41 to 46, 48 and 145
Strategy	a. Description of the climate-related risks and opportunities identified by the organization over the short, medium, and long term	GRI 201-2	150 and 151
	b. Description of the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	GRI 201-1, 305-1, 305-2, 305-3, 305-4, 305-5, SASB FB-MP-110a.1	23, 77 and 146
	c. Description of the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	GRI 201-1, 305-1, 305-2, 305-3, 305-4, 305-5, SASB FB-MP-110a.1	23, 77 and 146
Risks and Opportunities	a. Description of the organization's processes for identifying and assessing climate-related risks	GRI 201-2, GRI 3-3 Mudança do clima, SASB FB-MP-110a.2	69 to 77, 150 and 151
	b. Description of the processes used by the organization to manage climate-related risks		
	c. Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	GRI 2-12, 201-2	41 to 46, 150 and 151
Goals and Metrics	b. Information on Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	GRI 201-1, 305-1, 305-2, 305-3, 305-4, 305-5, SASB FB-MP-110a.1	23, 77 and 146

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety
- annexes**
- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | **Independent Limited Assurance Declaration**
- | credits

Independent Limited Assurance Declaration



BRF S.A – Process Code: BRF 31_2024

Verification Team: Thiago Milagres

BRF S.A. engaged Instituto Totum to conduct an independent assurance of its 2024 Integrated Report. The information published in the report is the sole responsibility of BRF S.A. Instituto Totum’s responsibilities are limited to the activities described in this statement.

Conclusion: Based on the procedures carried out by Instituto Totum and the evidence obtained, no sufficient evidence was found to discredit the credibility of the information presented in BRF S.A.’s 2024 Integrated Report or to indicate that it does not comply with the reference standard (Global Reporting Initiative – GRI), under the “In Accordance” option.

Scope of the Limited Assurance Work

The scope and boundaries of this work are restricted to the verification of the 2024 Integrated Report, according to the standards and principles of the Global Reporting Initiative – GRI (reference standard). Instituto Totum did not carry out any activities nor express any conclusions intended for publication outside the defined scope, for the compliance period with the established reference standard (January 1 to December 31, 2024).

Attached to this Independent Limited Assurance Statement is the Checklist extracted from the Totum Indicator Verification System – STVI.

Factual Basis for the Conclusion

Instituto Totum assessed the accuracy of the content and the alignment of the report based on the requirements of the GRI Sustainability Reporting Standards 2021 and its contents: GRI 2 General Disclosures 2021, as well as the specific standards GRI 200, GRI 300, and GRI 400, according to the material topics identified by BRF S.A.

Through the process described in this report, Instituto Totum planned and carried out a limited assurance engagement, aiming to minimize the risk of failing to detect material errors in relation to the reference standard, including but not limited to:

- Assignment of a qualified verification team in relation to the scope of work and the reference standard;
- Conducting interviews with key personnel of the organization to gain knowledge about the processes, systems, and controls used;
- Verifying data, information, and documented records from the organization itself;
- Critical analysis of the evidence verified within the context of compliance with the reference standard;
- A list of clarifications requested, observations, and corrective actions, attached to this statement.

The level of assurance adopted was Limited, according to the requirements of the reference standard, incorporated into Instituto Totum’s internal verification protocols.

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

— **annexes**

- | about the report
- | GRI contents and other indicators
- | GRI content summary
- | summary of Integrated Report requirements
- | SASB summary
- | TCFD recommendations
- | **Independent Limited Assurance Declaration**
- | credits

Independence

Instituto Totum has internal policies and guidelines to ensure that the certification body itself, its verification team, and internal staff remain independent from the client's activities.

The team that conducted this verification has extensive knowledge in verifying information and systems related to environmental, social, health, safety, and ethics topics.

Inherent Limitations

The document review work was based on sampling of existing data and information. Instituto Totum's assurance is carried out under the assumption that the data and information were provided in good faith by the client. There are inherent limitations to the limited assurance process. The list of observations and findings made during the verification process is not intended to be a complete list of discrepancies in relation to the reference standard within the audited scope.

Items deemed "compliant" due to sampling are not necessarily free of actual or potential issues. The procedures performed in a limited assurance engagement differ in nature, timing, and extent from those performed in a reasonable assurance engagement. Instituto Totum planned and executed the work to obtain evidence deemed sufficient to support its opinion, with the understanding that the related risk is reduced but not eliminated. This report attests only to the findings within the sample analyzed. Instituto Totum expressly disclaims any responsibility for decisions made by any person or organization based on this Independent Limited Assurance Statement.

This verification excludes any assessment of information related to:

- Activities outside the reporting period;
- Accuracy of economic-financial data included in this report, as they are drawn from financial statements audited by independent auditors;
- Greenhouse Gas (GHG) emissions inventory, already verified by an independent audit.

annexes

- about the report
- GRI contents and other indicators
- GRI content summary
- summary of Integrated Report requirements
- SASB summary
- TCFD recommendations
- Independent Limited Assurance Declaration**
- credits

verification statement of the Greenhouse Gas (GHG) emissions inventory

General Process Information

Process number on Instituto Totum: 911-24

Name and Address Company: BRF S.A.
Street: Rua Jorge Tzachel, 475 – Bairro Fazenda – Itajaí – SC – Brazil
Date: 04/25/2025



To whom it may concern,

The purpose of this letter is to clarify matters set out in the assurance report. It is not an assurance report and is not a substitute for the assurance report.

Instituto Totum was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by BRF S.A. This Verification Statement applies to the related information included within the scope of work described below. The determination of the GHG emissions is the sole responsibility BRF S.A. Instituto Totum sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information.

Boundaries of the reporting company covered by the report and any known exclusions

Report emissions only under the operational control approach.

Emissions data verified – broken down by Scope 1, Scope 2 and Scope 3 categories with figures given

Scope 1 Emissions, in metric tons of CO₂ equivalent: 419,861.479 tCO₂e

Scope 2 Emissions, in metric tons of CO₂ equivalent (location-based method): 194,344.692 tCO₂e

Scope 2 Emissions, in metric tons of CO₂ equivalent (market-based method): 107,017.518 tCO₂e

Scope 3 Emissions, in metric tons of CO₂ equivalent: 28,557,968.172 tCO₂e

CO₂ Biogenic:

Scope 1 emissions in metric tons of CO₂: 1,844,478.257 tCO₂e

Scope 3 emissions in metric tons of CO₂: 62,758,571 tCO₂e

Period covered by GHG emissions verification:

1st January 2024 until 31st December 2024

Verification standard used:

- ISO 14064-3: Greenhouse gases – Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions;
- Verification Specifications of the Brazilian GHG Protocol Program – 2011 Edition;
- Specifications of the Brazilian GHG Protocol Program – Accounting, Quantification and Publication of Corporate Inventory of Greenhouse Gas Emissions – 2nd Edition.

Level of Assurance

This Verification Statement was prepared to offer a limited assurance determination that covering the direct emissions of the following activities:

— annexes

Scope 1: Stationary combustion, fugitive emissions, mobile combustion, agricultural emissions, land use changes, agricultural emissions, solid waste and liquid effluents.

Scope 2 (Location-based) and (Market-based): Acquisition of electricity.

Scope 3: Transport and distribution (upstream), waste generated in operations, business travel, employee commuting (home-to-work), transport and distribution (downstream), purchased goods and services, capital goods, activities related to fuel and energy not included in Scopes 1 and 2, processing of sold products, use of sold goods and services, end-of-life treatment of sold products and Investments.

Reported by BRF S.A. at the organization level to a possible materiality of 5%.

Assurance Opinion

Based on the process and procedures conducted, Instituto Totum concludes with respect to the declaration of Scope 1, Scope 2 and Scope 3 GHG emissions shown above:

- There is no evidence that the BRF S.A. greenhouse gas inventory for 2024 is not materially correct, is not a fair representation of GHG data and information and has not been prepared in accordance with the Specifications of the Brazilian GHG Protocol of Accounting, Qualification and Publication of Corporate Inventory of Greenhouse Gas Emissions (EPB).
- It is our opinion that BRF S.A. has established appropriate systems for the collection, aggregation, and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Instituto Totum responsible for the verification activities of the BRF S.A. GHG inventory certifies that the information contained in this document is true.

I, Claudio Silva, certify that no conflict of interest, as defined in Chapter 3.2.1 of Verification Specification of Brazilian GHG Protocol Program, exists between the organization BRF S.A. and the Instituto Totum de Desenvolvimento e Gestão Empresarial Ltda., or any of the individual team members check involved in checking the inventory of the organization.

This verification statement, including the opinion expressed herein, is provided to BRF S.A. and is solely for the benefit of BRF S.A. in accordance with the terms of our agreement. We consent to the release of this statement by you to the CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.



Claudio Silva
Lead Verifier – Instituto Totum

Date: 25th April 2025

- | table of contents
- | about the report
- | message from the leadership
- | ESG highlights
- | awards, recognitions and rankings
- | 1 BRF: feeding the future
- | 2 our governance
- | 3 sustainability platform
- | 4 quality
- | 5 digital transformation and innovation
- | 6 people management and health and safety

— annexes

- about the report
- GRI contents and other indicators
- GRI content summary
- summary of Integrated Report requirements
- SASB summary
- TCFD recommendations
- Independent Limited Assurance Declaration

credits

credits

Project overall coordination

Sustainability Team

Paulo Pianez, Mayara Jungles, Leandro Rosa, Pablo Sosa and Douglas Oliveira

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Juntos Approach

Coordination

Marcelo Vieira

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Project management and relationship

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Graphic Design

Juliana Rodrigues

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Proofreading

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Photography

BRF Archive

Materiality

Review Consulting

