

MARFRIG GLOBAL FOODS S.A.
Publicly Held Company
Corporate Taxpayer ID (CNPJ/MF) No. 03.853.896/0001-40
Company Registry (NIRE) No. 35.300.341.031

MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON JULY 5, 2023

Date, Time and Venue: At 9:00 a.m., on July 5, 2023, at the registered office of Marfrig Global Foods S.A. ("**Company**") located at Avenida Queiroz Filho, No. 1560, Bloco 5, Torre Sabiá, 3º andar, Sala 301, Vila Hamburguesa, CEP 05319-000, in the City and State of São Paulo.

Call Notice and Attendance: The call notice was duly sent to all Directors of the Company, in accordance with the Bylaws of the Company. The meeting was attended by Marcos Antonio Molina dos Santos – Chairman of the Board, Alain Emile Henry Martinet, Antonio dos Santos Maciel Neto, Herculano Aníbal Alves, Marcia Aparecida Pascoal Marçal dos Santos, Roberto Silva Waack and Rodrigo Marçal Filho.

Presiding: Chairman: Mr. Marcos Antonio Molina dos Santos; **Secretary:** Mr. Heraldo Geres.

Agenda: 1) Resolve on the composition of the Board of Directors' Advisory Committees; and **2)** Resolve on the update of the Sustainability Policy.

Resolutions: 1) Considering the resignation requests submitted by Ms. Daniela Mariuzzo, a Brazilian citizen, food engineer, holding identity card RG No. 19,769,520-6, registered under CPF/MF No. 168,359,918-79, from the position of member of the Sustainability Committee, and by Mr. Lúcio Abrahão Monteiro Bastos, a Brazilian citizen, married, lawyer, holding identity card RG No. 19,276,913-3, registered under CPF/MF No. 090,776,838-52, from the position of member of the Statutory Audit Committee in order to take on other professional commitments, the members of the Board of Directors, unanimously voted by those present, decided to admit a new member to the Statutory Audit Committee, Mr. José Luiz Sanches, a Brazilian citizen, married, holding identity card RG No. 17.390.460 SSP/SP, registered under CPF/MF No. 065.351.898-64, with professional office at Avenida Queiroz Filho, No. 1560, 3rd floor, Room 301, Sabiá Tower, Vila Hamburguesa, São Paulo/SP, ZIP code: 05319-000. The members of the Company's Board of Directors also decided to **consolidate the composition and positions** of all advisory committees to the Board of Directors, which will be as follows: **a) the Sustainability Committee:** Roberto Silva Waack (Coordinator), Brazilian, married, biologist and administrator, holder of identity card RG No. 11,207,342-6 SSP/SP, registered under CPF/MF No. 029,327,158-52; Marcelo de Camargo Furtado, Brazilian, chemical engineer, holder of identity card RG No. 15,192,431-4, registered under CPF/MF No. 054,087,568-66; Marcella Fernanda Marçal dos Santos, Brazilian, single, student, holder of identity card RG No. 50,364,198-4 SSP/SP, registered under CPF/MF No. 541,233,298-61; Alain Emile Henri Martinet, French, married,

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business administrator, holder of French passport No. 11AX34135, registered under CPF/MF No. 233,887,318-10; Paulo Pianez Junior, Brazilian, economist, holder of identity card RG No. 19,250,754 SSP/SP, registered under CPF/MF No. 083,886,738-31; and Ana Yang, Brazilian, married, business administrator, holder of identity card RG No. 38,941,334 SSP/SP, registered under CPF/MF No. 253,388,878-86. **b) Remuneration, Corporate Governance and Human Resources Committee:** Antonio dos Santos Maciel Neto (Coordinator), Brazilian, married, engineer, holder of identity card RG No. 1,004,997-0 SSP/PR, registered under CPF/MF No. 532,774,067-68; Herculano Aníbal Alves, Brazilian, married, economist, holder of identity card RG No. 5,306,068, SSP/SP, registered under CPF/MF No. 463,463,178-49; Marcos Fernando Marçal dos Santos, Brazilian, single, businessman, holder of identity card RG No. 36,740,929-X SSP/SP, registered under CPF/MF No. 387,480,138-11; and Heraldo Geres, Brazilian, married, lawyer, registered under CPF/MF No. 119,691,688-89 and holder of identity card RG No. 18,149,948-4 SSP/SP. **c) Financial Committee:** Herculano Aníbal Alves (Coordinator), Brazilian, married, economist, holder of identity card RG No. 5,306,068, SSP/SP, registered under CPF/MF No. 463,463,178-49; Tang David, Brazilian, married, business administrator, registered under CPF/MF No. 213,882,168-41, holder of identity card RG No. 10,623,534-5 SSP/SP; and Marcia Aparecida Pascoal Marçal dos Santos, Brazilian, married, businesswoman, holder of identity card RG No. 33,647,816-1 SSP/SP, registered under CPF/MF No. 182,070,698-2; and; and **d) Statutory Audit Committee:** Antonio dos Santos Maciel Neto (Coordinator), Brazilian, married, engineer, holder of identity card RG No. 1,004,997-0 SSP/PR, registered under CPF/MF No. 532,774,067-68; José Mauro Depes Lorga, Brazilian, married, economist, holder of identity card RG No. 04,171,198-7 (IFP/RJ), registered under CPF/MF No. 711,509,277-04; and Mr. José Luiz Sanches, a Brazilian citizen, married, holding identity card RG No. 17.390.460 SSP/SP, registered under CPF/MF No. 065.351.898-64. The term of office for the members of the Advisory Committees to the Board of Directors and the newly elected member of the Statutory Audit Committee will end together with the mandates of the current members, with a scheduled closure date of April 20, 2025. The Committee members will remain in office until the investiture of new members; **2)** The members of the Board of Directors, within the context of a continuous improvement of the Company's governance practices also resolve to approve a new version of the Sustainability Policy as per **Annex I** enclosed herein.

Closure: There being no further matters to address, these minutes were drawn up, read, approved and signed by all Directors in attendance. **Signatures: Presiding: Chairman:** Marcos Antonio Molina dos Santos; **Secretary:** Heraldo Geres. **Members of the Board of Directors:** Marcos Antonio Molina dos Santos – Chairman of the Board of Directors, Alain Emile Henry Martinet, Antonio dos Santos Maciel Neto, Herculano Aníbal Alves, Marcia Aparecida Pascoal Marçal dos Santos, Roberto Silva Waack and Rodrigo Marçal Filho.

São Paulo, July 05, 2023.

Heraldo Geres
Secretary

ANNEX I

Sustainability Policy

Marfrig Global Foods S.A.

1. INTRODUCTION

For Marfrig, sustainability is one of the five strategic pillars of business, alongside financial soundness, corporate governance, operational excellence, and products/clients. This centrality reflects the importance that environmental, animal welfare, natural resource preservation, and human rights issues, among other topics, have in the running of Marfrig's business. By including these issues in its management, Marfrig also strengthens and enables the value creation of natural capital, an intangible asset that the Company deems strategic.

Our commitment to sustainability, expressed through our purpose to have a positive impact on communities and the environment – fostering socioeconomic development while both maintaining and recovering biodiversity, means that issues around this topic pervade all the Company's business, strategies, operations and initiatives. These principles also guide investments and the allocation of resources, in addition to innovation efforts and the development of new business.

Marfrig thus positions itself as an important agent for change in the production chain, engaging our suppliers and business partners in an agenda for environmentally responsible production, with clear objectives and targets. This pathway translates into a series of concrete actions that are reflected in unique products intended for clients and consumers.

In order to establish shared guidelines and parameters in its operations, which are distributed among several countries, so that the issue is always present in corporate culture and is deemed to be a decisive process, Marfrig hereby publishes its Sustainability Policy. This document also aims to define its commitment to, and render account to, society at large, and underpins Marfrig's vision of corporate sustainability, thus enabling its sustainability actions and strategies to play an effective long-term role in generating value for the stakeholder audiences with which the company relates.

2. DEFINITIONS

Preventive actions – measures and processes such as monitoring, audits, evaluations, and training initiatives, to name but a few, encompassing suppliers, service providers, its in-house audience, and all other stakeholders.

Natural capital – a concept linking the management of natural resources – whose availability can impact the company's productivity and results – to its strategic, operational, and financial decision-making.

Greenhouse effect – an increase in the Earth's temperature caused when the layer of gas surrounding the planet retains heat, caused, in turn, by the emission of large amounts of gases resulting from human activities, above all carbon dioxide (CO²), methane (CH₄), and nitrous oxide (N₂O).

Engagement – the concept that has to do with the company's proximity to, interactions with, and dialog with the segments of the public with which it relates, so as to take into account the interests and standpoints of these groups or individuals when it runs its business and takes its decisions.

Critical suppliers – so defined from a sustainability standpoint, and which, through the exercise of their activities, can have negative impacts on the environment and on society.

Stakeholders – sectors of the public at large (groups or individuals) with which the company relates, and that can be affected by corporate activities, or in turn influence the company's decisions.

3. OBJECTIVES

The Goals of this Sustainability Policy are:

3.1 To establish guidelines and principles for Marfrig's environmental management processes to ensure the Company's short-, medium-, and long-term sustainable operations.

3.2 To be a benchmark for all the environmental initiatives and goals assumed by all its operational units.

3.3 To set up parameters intended to prevent and mitigate risks resulting from negative environmental impacts caused by the company's activities and potentiate the positive results of the operation.

3.4 To adopt criteria for managing the intangible assets that are directly linked to business sustainability - and above all, natural capital.

3.5 To provide guidance for awareness-raising, communications and monitoring programs concerning the environmental commitments assumed by Marfrig, engaging employees and links in the value chain to best practices.

4. SCOPE

The guidance and guidelines laid down in the present policy are to be observed by all employees at Marfrig Global Foods units, whether company hires or contractors, regardless of their hierarchical level. Business partners, above all suppliers deemed to be “critical”, are to base their relationship with Marfrig on these principles.

5. REFERENCES

The guidance and guidelines presented herein comply with the Marfrig Commitment, a public manifesto that establishes the company’s intention to generate value for its target audiences and for the environment and uphold the ethical and legal standards advocated by the Company. They also comply with a range of internal standards.

The Company also aligns with the United Nations (UN)’s Ten Principles of the Global Compact, to which Marfrig is a signatory, and the Sustainable Development Goals laid down in Agenda 2030, the universal initiative also headed by the UN.

The Company’s actions seek to contribute to the following twelve SDGs:



6. COMMITMENTS

6.1 To attain zero deforestation throughout the company’s supply chain by 2030, eliminating deforestation from the Amazon biome by 2025, and from the Cerrado and other biomes five years after that.

6.2 To mitigate the impact of its operations on climate change, by setting clear targets to reduce greenhouse gas (GHG) emissions, and adapt its operations to that context, managing risks and capturing opportunities.

6.3 To be legally compliant in all its units and activities, transparently and fully open to dialog with the stakeholder audiences with which it relates.

6.4 To adopt a preventive stance regarding environmental aspects by reducing its consumption of natural resources in the company's direct operations, preserving, and recovering biodiversity at the sites where its units operate.

6.5 To seek constant improvement of its environmental performance, including the sustainable use of ecosystem services and of natural resources.

6.6 To achieve the goals established for the Animal Welfare Public Commitments.

7. ORGANIZATIONAL PRINCIPLES

7.1 To abide by the guidelines laid down in the present Policy and the Code of Ethics, and in other Company organizational standards and principles, such as the Animal Welfare Policy and Forest-Based Material Sourcing Policy. Marfrig's sustainability actions also include the social and relationship dimension, whose guidelines are described in the Social Responsibility Policy.

7.2 To prepare strategies, actions and initiatives that uphold the health of individuals, of biodiversity and of ecosystems, helping fulfill the commitment to Strategic Planning and to the strengthening of the Company's institutional image.

7.3 To abide by the principles of relevance and proportionality.

7.4 To strive to develop products, processes and/or business models that lead to the mitigation of greenhouse gas (GHG) emissions.

7.5 To promote and incentivize innovation efforts and research into technological innovation to reduce GHG emissions in the production and sale of products.

7.6 To positively impact the socio-economic and environmental development of locations where our operations are installed.

7.7 To engage executives and employees in efforts to reduce GHG emissions, to enhance water-use efficiency and to attain zero deforestation in the value chain, by acknowledging performance and results, by awarding prizes or giving variable remuneration, for example.

7.8 To manage the externalities resulting from GHG emissions by adopting suitable alternatives, which might include economic instruments such as environmental offsetting and internal carbon pricing.

7.9 To identify risks of vulnerabilities, managing them to adapt operations to climate changes and to the sustainable management of natural resources.

7.10 To provide the actions that we have taken, and their results, with publicity and transparency, at least annually, by means of a Sustainability Report, and possibly by using Marfrig's communications channels.

8. GUIDELINES

Sustainable socio-environmental management is supported by the six pillars that comprise Marfrig's Sustainability Platform:

8.1 Control of Origin

8.1.1 Managing the provenance of the raw material based upon criteria relating to the preservation of biomes and of biodiversity.

8.1.2 Traceability of 100% of the chain of producers by 2030, including direct and indirect suppliers. The tools adopted for this purpose include – without being limited to – the chipping and ear tagging of cattle, satellite monitoring, the geotagging of farms, blockchain systems and designing risk-mapping systems, that cross-reference the information on vegetation against data on cow-calf and raising suppliers, enabling the areas most susceptible to deforestation to be identified.

8.1.3 The publicizing of supply chain best practices, covering production-related and workplace condition-related aspects.

8.1.4 Veterinary drugs should not be given for prophylaxis (i.e. non-therapeutically), but the responsible use of antibiotics should be adopted, whereby they are prescribed only by trained professionals to ensure animal health and food safety. Do not use prohibited drugs (hormones, for example).

8.1.5 Responsible sourcing based on socio-environmental criteria for the hiring of service-providers or materials and inputs suppliers. Practices that disrespect Animals' or Human Rights, such as slave-like labor, or child labor practices, will not be tolerated. The supplier's contract will be rescinded if incidents of such matters are found.

8.2 Greenhouse gas (GHG) emissions:

8.2.1 GHG emissions management based on continual improvement to the efficiency of processes to mitigate the climate-change impact of direct operations.

8.2.2 To manage GHG emissions from purchased energy.

8.2.3 To manage GHG emissions produced throughout the production chain.

8.2.4 To carry out a targeted management of the achievement of GHG emissions reduction targets based on the *Science Based Targets* methodology.

8.2.5 Drafting medium- and long-term plans to offset and/or neutralize GHG emissions.

8.2.6 Adopting alternatives to adapt the operation to the risks and opportunities resulting from climate changes.

8.2.7 Evaluating, when applicable, whether economic mechanisms and/or instruments should be created to enable the externalities generated by GHG emissions to be internalized.

8.3 Animal Welfare

8.3.1 To fully respect animal welfare, in line with the recommendations of World Animal Protection International and to respect the strictest international standards concerning humane slaughter.

8.3.2 Whenever possible, to make sure that animals being handled are afforded the five freedoms – physiological, psychological, sanitary, behavioral and environmental freedoms – determined by

the UK's Farm Animal Welfare Council, an independent council that is a global benchmark in this matter.

8.3.3 To address this issue based on ethical principles and of laws and regulations that are applicable to the markets in which Marfrig is active, while meeting the demands of clients from a range of countries.

8.3.4 To act in partnership with suppliers, transporters, and employees in order always to be in compliance with the best animal-handling practices.

8.3.5 To support the decisions and strategies laid down in the Animal Welfare Policy.

8.3.6 Management aimed at achieving the goals established for public animal welfare commitments.

8.4 The Use of Natural Resources

8.4.1 To promote the aware consumption of water in our production processes — because water is an essential input for our operations, and its correct use is reflected in food safety and quality, and in sustainable business growth.

8.4.2 To promote the aware consumption of energy in our production processes.

8.4.3 To seek energy efficiency by, whenever possible, using low consumption equipment.

8.4.4 To use alternative, clean, and renewable-source generation alternatives.

8.4.5 To purchase wood-based products that come from sustainable and legal sources; the purchase of items from areas of illegal deforestation, from native forests, or produced by suppliers that infringe human rights is forbidden, in accordance with the Forestry Material Purchasing Policy.

8.5 Wastewater and Waste:

8.5.1 To adopt an environmentally responsible approach to the treatment and management of wastewater and solid wastes.

8.5.2 To dispose of all wastewater and solid waste generated by the production process in accordance with the domestic legislation of each country where Marfrig operates.

8.5.3 To promote the recovery of wastewater and waste-related resources for electricity generation, or for the reuse of wastewater.

8.5.4 To seek to reduce the disposal of solid waste to landfill sites, whenever applicable.

8.6 Social Responsibility

8.6.1 To promote the social and economic inclusion of farmers, reintegrating into the regular supply chain all those who, having been blocked for committing irregularities, have taken actions to comply with the demanded sustainability criteria.

8.6.2 To respect human rights, repudiating the exploitation of forced labor and child labor either in our own operations or anywhere in our supply chain.

9. SOCIAL AND ENVIRONMENTAL RISK MANAGEMENT

The management guidelines for each one of the five strategic pillars are permeated in systematic practices of social and environmental risk management, which approach is necessary to contribute to generating value for the company in the short, medium, and long term. These risk situations are identified by analyzing both positive and negative impacts and externalities generated by Marfrig operations.

The Directors in the Sustainability Department and in the involved areas in each of the five pillars have specific working plans for management, including risk situations, which have established objectives and targets, attribution of responsibilities and functions, schedules and monitoring of the developed actions. The practices for social and environmental risk management include:

9.1 Origin Control: Responsible sourcing routines based on socio-environmental criteria for the hiring of service-providers or materials and inputs suppliers is one of the practices adopted in order to manage the risk of purchasing animals from farms located in illegal areas or in deforestation regions. Purchasing decisions are thus taken based on satellite monitoring of suppliers and the geotagging of farms. Among the practices we have adopted are the Deforestation Risk-mitigation maps. This tool consists of a program for the continuous monitoring of social and environmental

risks, in which information from a range of sources is compared, including areas where deforestation has occurred, pasture lands, and preserved native vegetation areas, as well as indigenous people's lands or maroon slave communities.

9.2 Greenhouse gas (GHG) emissions: Establishing the GHG emissions reduction targets based on the Science Based Targets methodology is one of the processes adopted to continuously improve the management of GHG emissions and mitigate the impact of the operations on climate change.

9.3 Animal Welfare: To ensure the humanized handling of animals in the entire production chain, practices are adopted that include training of the employees who have any contact with the animals, truck drivers, and guidelines for suppliers. Also, to ensure the five freedoms of the animals, the processes used for this purpose are subjected to annual third-party audits in our production units.

9.4 Use of Natural Resources: To manage the risk of lack of water supply, which is an essential input for production, Marfrig supports the decisions about this subject on a water risk map. This map helps identify the operational units that are in regions presenting water stress, as well as the level of the supply risk. Based on this data, water-saving plans are established to maintain the continuity of industrial routines. Furthermore, water consumption is continuously monitored and managed by specific indicators and clear reduction targets to achieve the rational use of the input. Similar practices - monitoring, indicators, and metals - are adopted regarding the consumption of energy. The use of forestry materials is based on a specific policy, which determine the processes for internal verification to ensure that these resources have a certification of origin.

9.5 Wastewater and Waste: The processes for the disposal of effluents and solid waste seek continual improvement to mitigate any risk of environmental impact.

Regarding that, we adopt criteria and targets about volume and quality of the discarded effluent, third-part audits, and a broad plan for modernizing the Wastewater Treatment Plants (WWTPs), which are installed in 100% of the plants.

9.6 Social Responsibility: The mechanisms for monitoring raw materials suppliers include criteria that ensure sourcing from areas that are free of deforestation, and from farms that do not use forced labor or child labor, are not involved in land conflict, and do not overlap onto indigenous people's lands or onto the territory of maroon slave settlements.

10. DISSEMINATING GOOD PRACTICES THROUGHOUT THE VALUE CHAIN

In the relationship and engagement-related actions and initiatives in the value chain:

10.1 To perform actions and initiatives in keeping with the principles observed by Marfrig to ensure food quality and safety

10.2 To encourage the adoption of good livestock-raising practices that aim to ensure the sustainable development of farms and safer production, having a positive impact on the environment and on animals.

10.3 To enable livestock farmers to understand the challenges posed by climate change and biodiversity impacts – such as rising temperatures and the possibility of drug resistance by the animals – and to take steps to adapt their production to the new circumstances, mitigating environmental impacts.

10.4 To encourage the adoption of alternative production and handling systems, involving, for example, pasture rotation and the integration of livestock systems with forestry and agricultural production systems.

10.5 To encourage suppliers to use free-grazing methods, giving their cattle a predominantly pasture-based diet. The practice of supplementation should not be supported if it is not possible to verify the origin of the feed, in line with our commitment to purchase products from deforestation-free areas.

10.6 To demand that suppliers be socially and environmentally compliant in their operations, supporting them, when necessary, in the obtaining of environmental documentation, and registration in Brazil's National Rural Property Registry System.

10.7 To build relations of trust and partnership, and, in the case of the Company's operational units, to be available to provide technical guidance.

10.8 To incorporate climate change-related criteria (managing emissions and climate risks) in the selection and development of suppliers and service providers.

11.ALTERNATIVE PROTEINS

For Marfrig and its subsidiaries, protein diversification is also a strategic aspect of the business, driven by top leadership. Consciously, the company is expanding its portfolio through the development of new plant-based products and other technologies, further increasing its presence in this segment. This approach reflects the company's conviction that investing in alternative proteins is essential to enhance diversity and ensure long-term resilience while meeting the expectations of stakeholders in our business chain and consumer demands for new alternative protein products (including plant-based options) in line with sustainability goals such as reduced water consumption, biodiversity expansion, and others. Therefore, production in this segment reinforces and contributes to the Company's sustainability efforts.

12.RESPONSIBILITIES

In order to make sure that all employees, including contractors, are aware of the commitments undertaken by Marfrig concerning sustainability, these issues are constantly discussed in internal communications, and are part of the company's training curriculum, which enables it to monitor the commitment of this target audience to such principles.

Employees and service providers are therefore to take part in any training initiatives on sustainability that may be given, making efforts to use the guidance that is communicated. Likewise, everybody must be aware of, and strive to comply with, this Policy, adopting the guidance established in it in their working routines. Leaders are also to disseminate the principles and guidelines of the present Policy among their teams.

13.GOVERNANCE

The strategic importance of sustainability issues has led the Board of Directors to establish these sustainability guidelines for the company's global business. The Board is supported by the Sustainability Committee in which sustainability issues are discussed and evaluated, for decision-making and establishing priorities.

The Sustainability Directorate heads up the execution of such strategies. Reporting to the CEO, it assesses the risks and opportunities involved in the matter, and lays down performance targets for the operating units, overseeing the results.

14. GENERAL PROVISIONS

This Policy shall come into force on the date of its approval by the Board of Directors and repeals all standards and procedures to the contrary.

It is the duty of the Sustainability Directorate and Corporate Communications Department to change the Policy whenever necessary.

Employees, suppliers or other stakeholders witnessing any failure to comply with the guidelines of this Policy may report the fact to sustentabilidade@marfrig.com.br

Failure by employees and suppliers to comply with the guidelines of this Policy shall trigger the application of disciplinary measures in accordance with the gravity of the occurrence.