



Investor Relations
Company Presentation

November, 2020

Company Highlights

2nd largest beef producer worldwide

Cattle slaughtering capacity of **30,100 head/day** and lamb slaughtering capacity of **6,500 head/day**

Largest beef patties producer worldwide

Production capacity of **222 thousand tons** of beef patties/year

Production in the **best geographies** in the world with access to premium markets

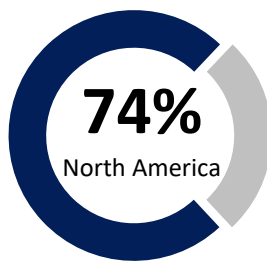
National Beef is one of the **most profitable and efficient** beef companies in the US

South America operation has the **highest number of plants** certified to export to China

Expertise in industrialized and plant-based products coupled with **strategic partnerships**

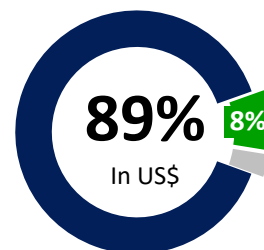
Financial Highlights

Revenue¹ by business unit²



■ North America ■ South America

Revenue¹ by Currency²



■ US\$ ■ BRL ■ Others

R\$ 49.2bn

Net Revenue 9M20

R\$ 7.5bn

Adjusted EBITDA 9M20

1.68x

Net Debt/Adj. EBITDA^{1,3}



A global path



Readjustment

Portfolio

2013

Asset Sales

Divestment of Seara and Zenda businesses units. Launch new organizational culture "Focus to Win"

2014

Moy Park

Sale of Moy Park. Company's strategy to focus on food service

2018

National Beef and Keystone

Shift in Marfrig's strategic direction towards beef protein and higher value products, Attainment of a low-leverage capital structure.

2019

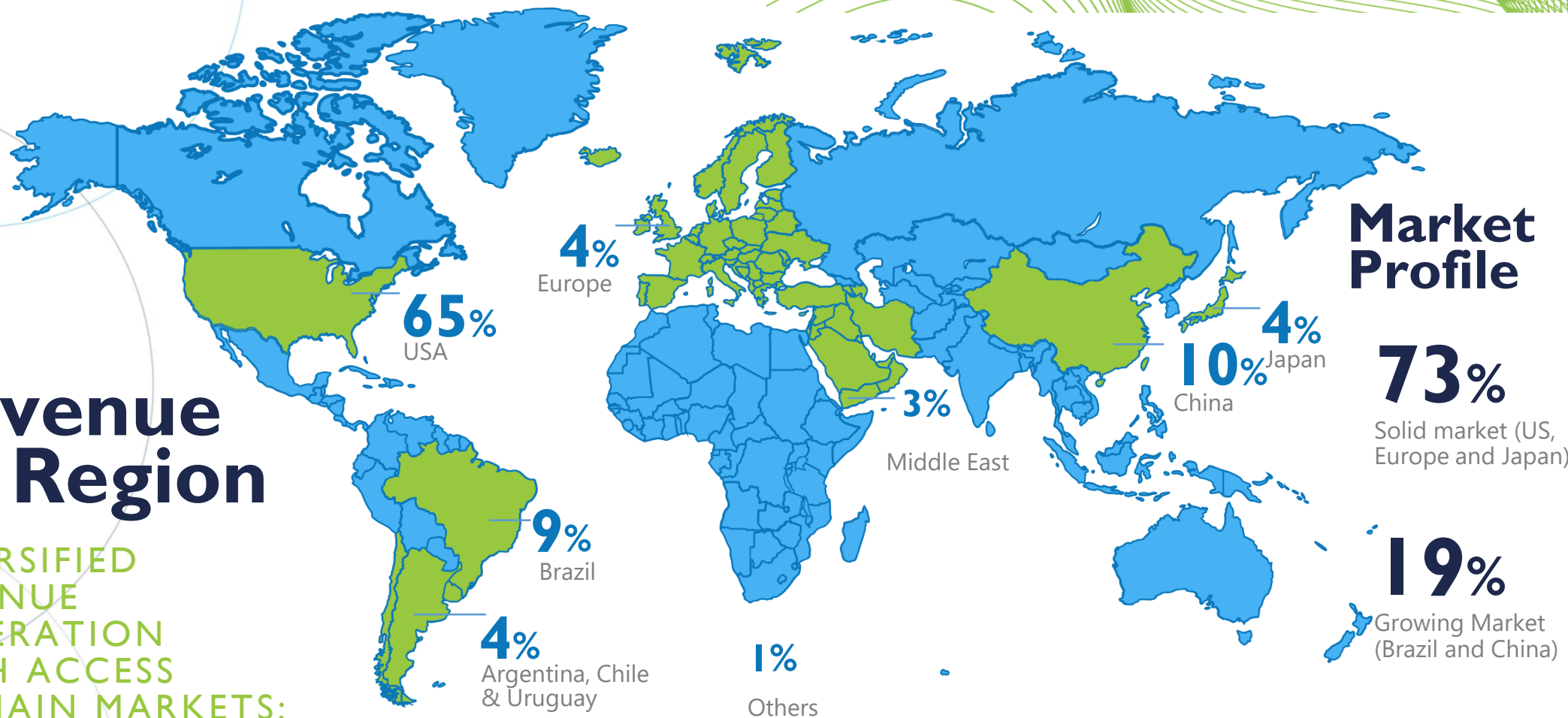
Added value

Acquisition of BRF assets, Quickfood and Várzea Grande **Plant Based Burger**

Revenue by Region

DIVERSIFIED
REVENUE
GENERATION
WITH ACCESS
TO MAIN MARKETS:

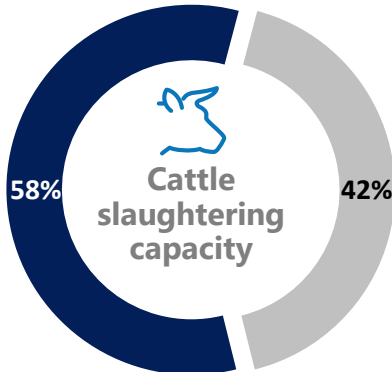
Base: 3rd quarter



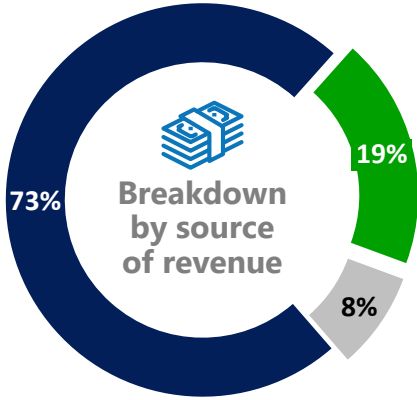
Marfrig's superior production and sales presence

WIDE PRODUCTION CAPACITY IN THE AMERICAS WITH SUPERIOR SALES PLATFORM AND ACCESS TO PREMIUM MARKETS

GLOBAL SALES FORCE



■ South America
■ North America



■ Solid markets
■ Growing markets
■ Others

Sales offices



OWNERSHIP STRUCTURE

as of 06/10/2020

MMS +
Controlling Holders

47,60%

Management
+Treasury

2,28%

Other

47,84%


Marfrig
GLOBAL FOODS

Management

Board of Directors

Marfrig Global Foods

Marcos Molina

Controlling Shareholder
and Chairman of the Board

20+ years in the food industry, where he began at age 16 in the food distribution business. Mr. Molina is also the CEO of MMS Participações Ltda

Operations

South America Operations

Miguel Gularte
CEO

Tang David
CFO

North America Operations

Tim Klein
CEO

Simon McGee
CFO

Miguel Gularte
CEO, South America

35+ years of experience in the beef industry. Began career at Cooperativa Industrial de Cames e Derivados. Former president of Uruguayan Meatpacker PUL, international VP of Minerva, and president of JBS Mercosul

Tang David
CFO, South America

Prior to joining Marfrig in 2007, worked for 11 years in the Treasury department of Asea Brown Boveri—ABB Brasil, where his last position was Executive Officer of their financial arm. Also worked for 4 years in the Treasury department of JBS Friboi

Tim Klein
CEO National Beef

30+ years of experience in the beef industry. Joined National Beef in 1992 and has served as CEO since 2009. Prior VP as Cargill, VP of Operations at Armour Food Company (of ConAgra Foods), and VP of Sales and Pricing at EA Miller

Tang David
CFO, National Beef

Joined National Beef in 2006. Former investment banker with Christenberry Collet & Company and founder and majority owner of McGee Ranch Company, Inc.































High Corporate Governance Standards

BENCHMARK AT CORPORATE GOVERNANCE PRACTICES

Chairman

Independent members

Board members

Board of Directors		Years on the Board	Experience
	Marcos Molina Santos	12+	
	Antonio Maciel Neto	12+	   CAOA 
	Herculano Anibal Alves	1+	   
	Roberto Faldini	3+	   
	Roberto Silva Waack	12+	   
	Marcia A. M. Santos	12+	
	Rodrigo Marçal Filho	12+	
	Alain Emilie Martinet	10+	 

Supporting Committees

Audit

Antonio Maciel Neto*

José Mauro Depes Lorga

Lúcio Abrahão Monteiro Bastos

Financial and Risk Management

Herculano Aníbal Alves*

Marcia Aparecida Pascoal Marçal dos Santos

Tang David

Sustainability

Roberto Silva Waack

Daniela Martins Mariuzzo (IDH)

Alain Emilie Martinet

Paulo Pianez Junior

Compensation, Corporate Governance and Human Resources

Antonio Maciel Neto

Roberto Faldini

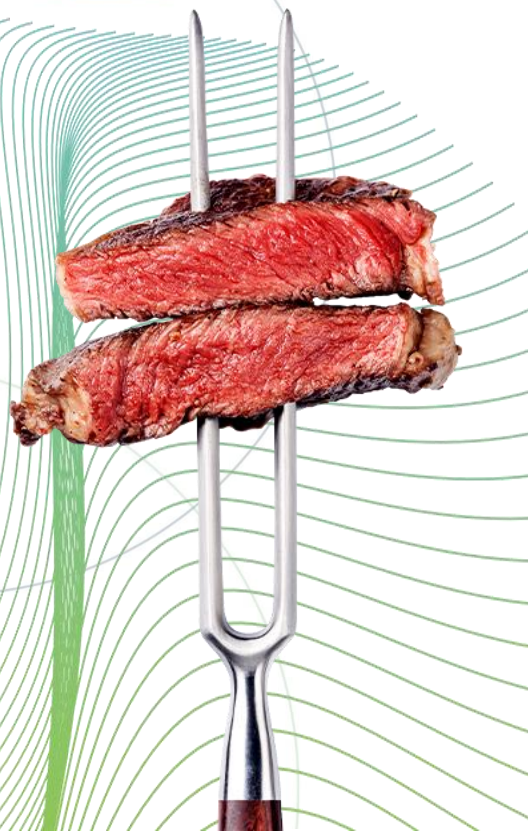
Heraldo Geres



Note: (1) Transparência Internacional (TI); (2) Considered as protein industry Marfrig, BRF, JBS and Minerva

Source: Company

Our Operations

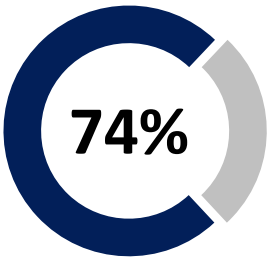


North America

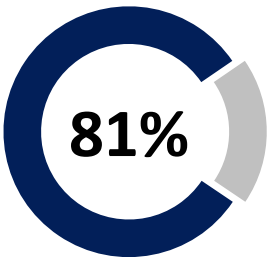
4th Largest beef processing company in the U.S.²

Cattle slaughtering capacity:
13,100 head per day

% of Consolidated Revenue



% of Consolidated Ebitda

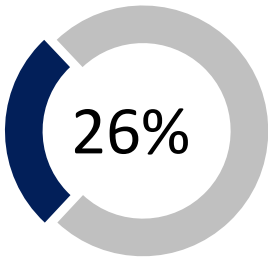


South America

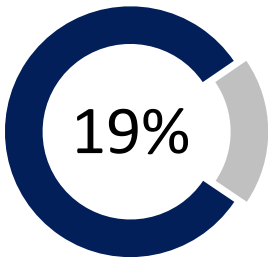
Leading beef processing companies in South America

Cattle slaughtering capacity:
17,000 head per day

% of Consolidated Revenue



% of Consolidated Ebitda



Plant Plus Foods

Recent created **JV with ADM** to explore the meat alternative market in North and South America.

PlantPlus Foods merges Marfrig's global leadership in hamburger production and protein processing with ADM's unique technical ingenuity and complete portfolio of natural ingredients and flavor.

PlantPlus Foods is conceived as an organization with **unmatched end to end capabilities and scale to further meet consumer needs**

North America Operation



North America Operation

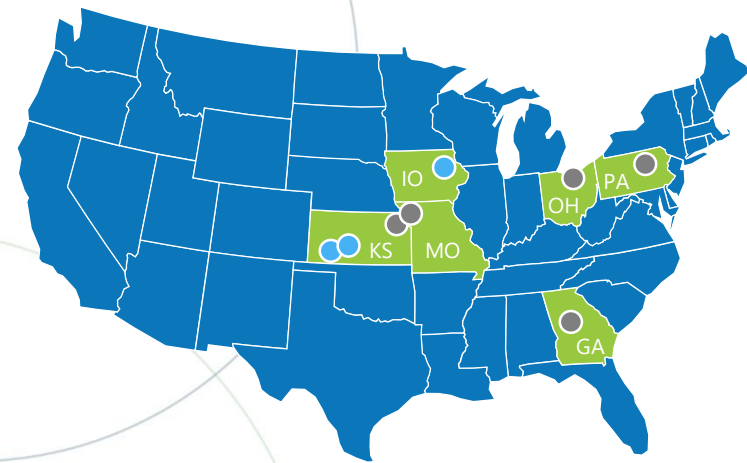
UNIQUE COMBINATION OF PROFITABILITY AND SCALE



One of the **most profitable and efficient** beef companies in the U.S.



4th Largest beef processing company in the U.S.²



3 slaughtering plants



5 further processing plants

12

Note: (1) As of 1H20 LTM; (2) In terms of production capacity

Source: Company

Cattle slaughtering capacity: **13,100** head per day, **14%** of slaughtering capacity share in the U.S.

84% of sales to the U.S. internal market targeting premium customers

Unique sourcing capability: **~25%** coming from USPBA (association), ensuring quality and consistency

One of the **largest and most technologically advanced** Wet Blue tannery in the world

State-of-the-art e-commerce for high-end and customized products

Transportation services in **48 states** through **National Carriers**

Exports to premium markets such as **Japan and South Korea**



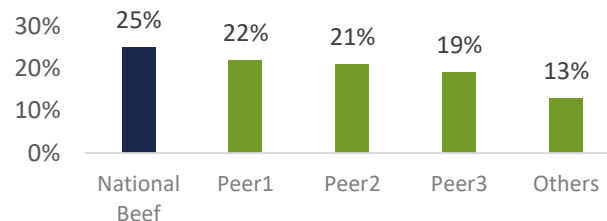
North America Operation

VALUE ADDED STRATEGY

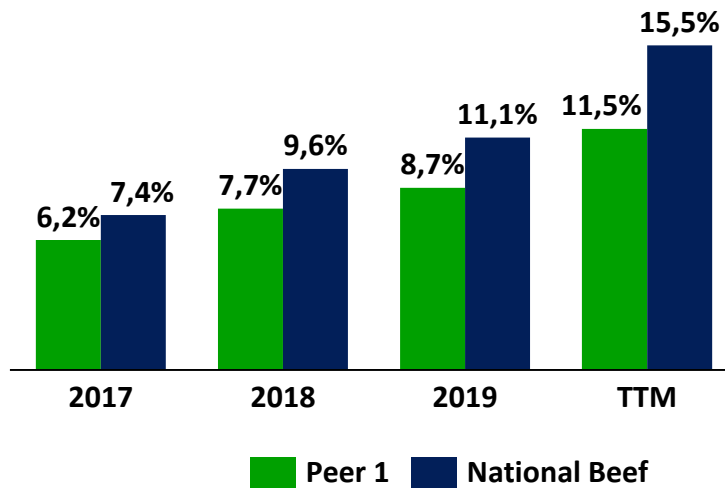
VALUE-ADDED MINDSET HAS ENABLED THE COMPANY TO ROUTINELY ACHIEVE HIGHER MARGINS VS. THE COMPETITION

- National Beef sells a higher % of its products in value-added format vs. the competition while still maintaining a low cost structure
- Value-added product mix provides a more attractive and insulated margin profile
- Leading global market share for US Chilled Beef; especially notable in Japan (35+%) – the premium export market for US Beef
- Leading producer of Certified Angus Beef
- Tightly synchronized cattle procurement and sales team enable more effective margin capture

2019 YTD US Chilled Beef Exports



Fiscal Year EBITDA Margin % Comparison






North America Operation

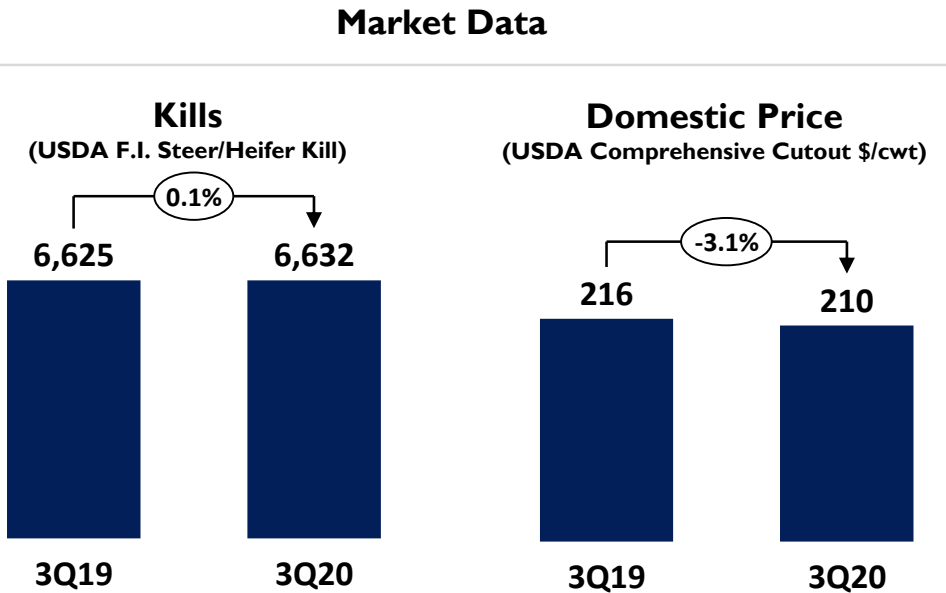
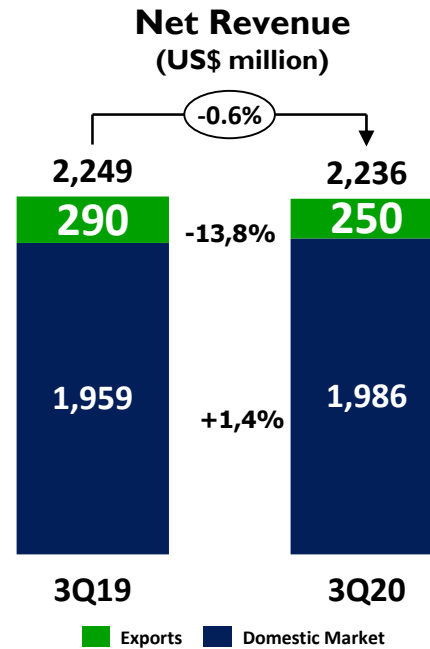
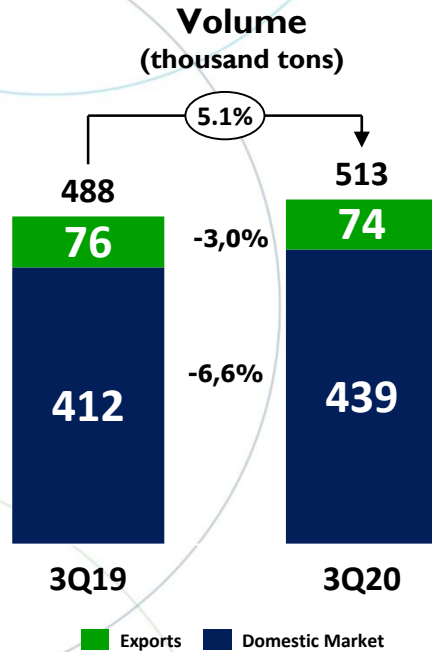
STRATEGIC PARTNERSHIP IN CATTLE PROCUREMENT



Cattle Procurement

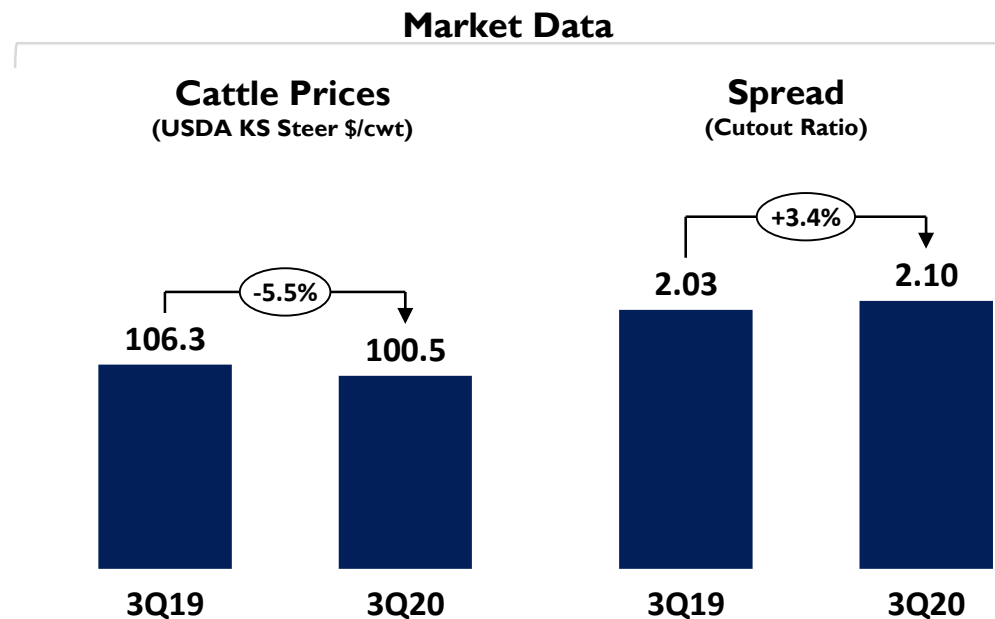
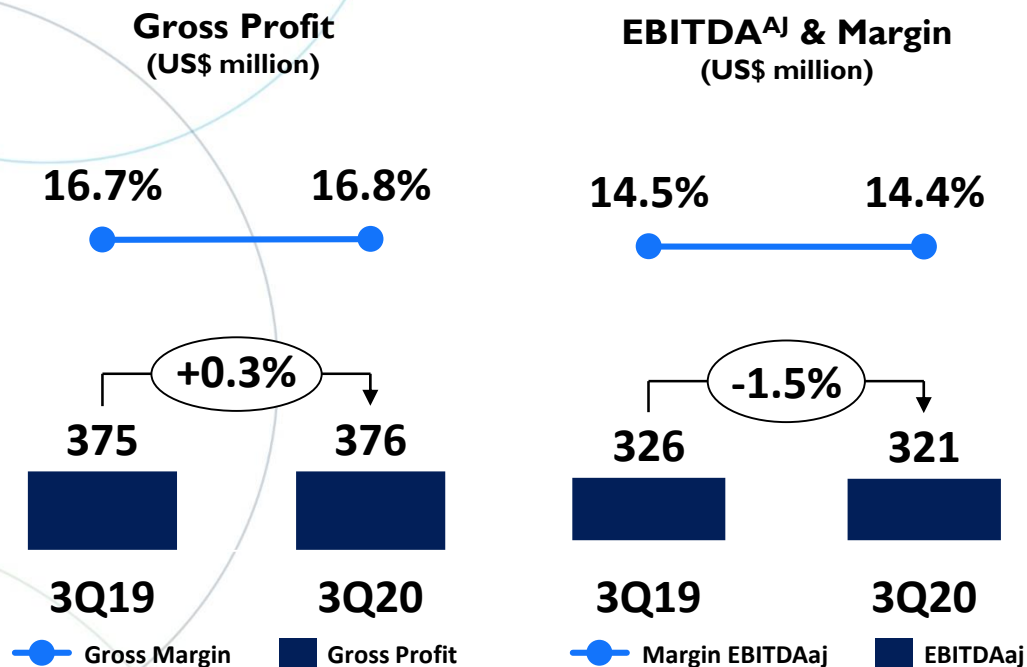
- National Beef strives to procure the best, most profitable, cattle from the best feedyards. More than **70%** were Black Angus.
 - **~85%** of National Beef's cattle come from the primary procurement area of KS, TX and OK and within a 250 mile radius of the plants. The remainder of the company's cattle come primarily from the key cattle feeding states of Nebraska, Iowa, Colorado and South Dakota
-
- 
- **US Premium Beef** owns 15.1% of National Beef and its members provide us with approximately 25% of the cattle that we process.
 - In addition to USBP, the company has several other significant supplier appliances that provide another ~35-45% of our cattle each year.

Operating Highlight NORTH AMERICA



- The North America Operation posted net revenue of US\$ 2,236 million, a small decrease of 0,6% compared to 3Q19.
- In 3Q20 the lingering impacts of the coronavirus pandemic began to soften as throughput, fed cattle prices and boxed beef values returned toward cyclical and seasonal norms.
- Good demand for US Beef continued despite pandemic-related impacts to the economy.

Operating Highlghst NORTH AMERICA



- The USDA reported fed cattle prices averaged US\$100.52/cwt in the quarter, down 5.5% versus 3Q19 as increased availability of fed cattle led to lower cattle costs.
- For the quarter, we posted an adjusted EBITDA of \$321 million, relatively flat with a year ago. These results are particularly impressive given they include \$31.7 million of incremental Covid expenses.

South America Operation




South America Operation

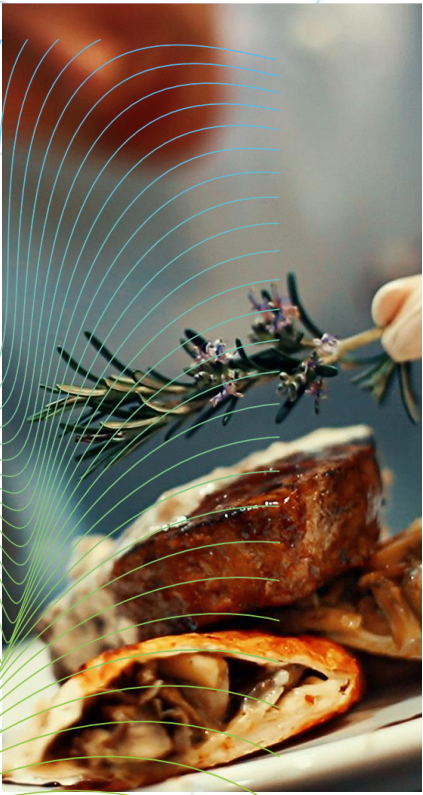
LEADING POSITION ACROSS ALL SOUTH AMERICA OPERATIONS

2nd 
Slaughtering capacity in Brazil

1st 
Largest beef producer in Uruguay

1st 
Largest beef importer in Chile

1st 
Largest hamburger producer in Argentina



Cattle slaughtering capacity: **17,000** head/day

Geographic footprint diversity, plants in **4 countries and 7 states** in Brazil

Footprint improvement keeping the same slaughter capacity with less plants



Food-service provider for the **premier restaurants and steakhouses**

Reference in Brazil for **plant-based burger**

Diversified industrialized portfolio focused on **premium brands and markets**



17,500+ cattle farmers
Exports to **~100 countries**



Access to all **premium export markets**

South America leader in certified organic beef production

Superior capacity to serve growth markets



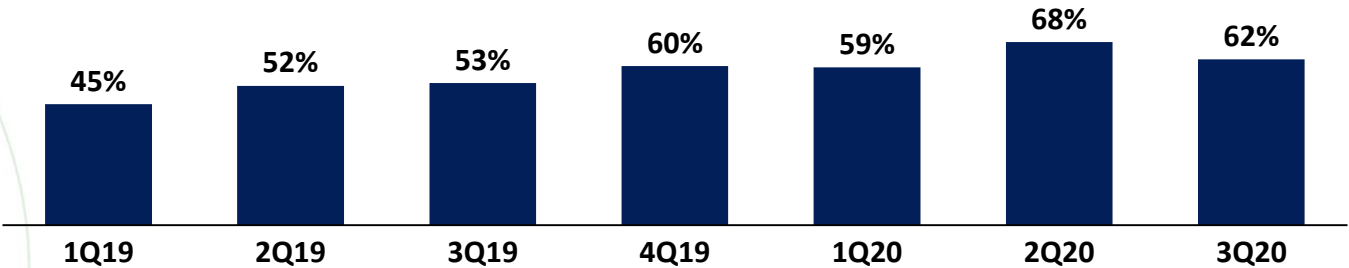
South America Operation

AN INTEGRATED EXPORTS PLATFORM WITH THE BEST FOOTPRINT TO ACCESS THE MOST IMPORTANT MARKETS

Main Beef Importers Total		Marfrig Export Permits (Fresh Meat)		
Country	% of Global Beef Import	From Brazil	From Uruguay	From Argentina
China & Hong Kong	24.8%	<div></div>	<div></div>	<div></div>
European Union	4.1%	<div></div>	<div></div>	<div></div>
USA	15.2%	<div></div>	<div></div>	<div></div>
Japan	9.9%		<div></div>	
South Korea	6.7%		<div></div>	<div></div>
Asia	6.9%	<div></div>	<div></div>	<div></div>
Others	33.0%	<div></div>	<div></div>	<div></div>
Total	100.0%			

Source: worldstopexports

Expansion of the Exports as % of Net Revenue (South America)



South America Operation



BEEF MARKET IN CHINA

Marfrig maintains its leadership in South America with the most plants authorized to export beef to China, with a total of **13 plants authorized**, with 7 in Brazil, 4 in Uruguay and 2 in Argentina.

Benefits

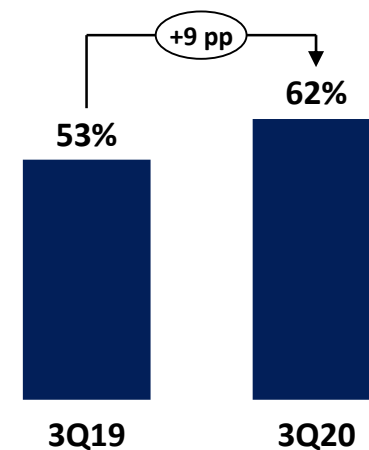
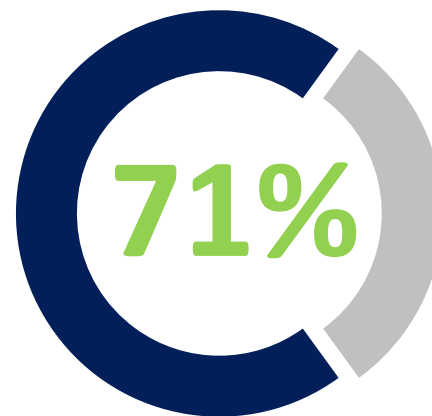
- Uniquely positioned to benefit from growing demand
- Capabilities to improve cattle herd and beef supply
- Cost competitiveness on beef production
- Trade relationship with China: no trade barriers



Slaughtering capacity available certified to export to China



Export from South America to China a % of revenues



South America Operation

BRAZIL

BRAZIL STRATEGIC INITIATIVES

Marfrig is the country second largest beef processor, with twelve industrial plants and two processing plants (canned beef and hamburgers).

With brands renowned for their quality, such as Bassi and Montana, the Company focuses on the retail and foodservice channels in the domestic market, with its clients including top restaurants and steakhouses



Effective Processing Capacity 12,100 head/day



Beef Patty Production Capacity: 77,000 ton/year



Total Capacity of Processed Products : 135,000 ton/year



More than 17 thousand employees

BRAZIL BRANDS

Beef



Premium



Canned



Pet



South America Operation

URUGUAY

URUGUAY STRATEGIC INITIATIVES

Marfrig is the country largest beef processor, with five industrial plants and one feedlot. Marfrig is also the largest private group in Uruguay.



Effective Processing Capacity 3,700 head/day



Beef Patty Production Capacity: 6,000 ton/year



Total Capacity of Processed Products : 12,000 ton/year



More than 3 thousand employees

URUGUAY PLANTS



URUGUAY BRANDS

Beef & Lamb



Premium, Natural & Organic



Cured & Cooked Beef



IQF Beef Patties



South America Operation

ARGENTINA

ARGENTINA STRATEGIC INITIATIVES

Marfrig's operation in Argentina is the country's leader in the production and sales of beef and processed beef products.

The brands La Morocha, Quickfood, Good Beef and Gaucho Beef are recognized for producing some of the world's highest quality beef.



Effective Processing Capacity 1,700 head/day



Beef Patty Production Capacity: 39,000 ton/year



Total Capacity of Processed Products : 72,000 ton/year



More than 2 thousand employees



ARGENTINA BRANDS

FRESH
BEEF



BEEF
PATTIES



HOT
DOGS



VEGETABLES




South America Operation


CHILE



CHILE STRATEGIC INITIATIVES

Marfrig in Chile has two differentiated operations: Lamb slaughtering plant (Frigorifico Patagonia) and Imports and distribution.


 Ability to slaughter: ~2000 heads of lamb/day (share facility)
1,700 head/day

 Exports to the world's most demanding markets:
China, EU, USA, Israel, Brazil, Russia, Middle East

 More than 380 employees

 Storage Capacity: 750 tons
(Storage under construction. July'19 3.000 tons capacity)

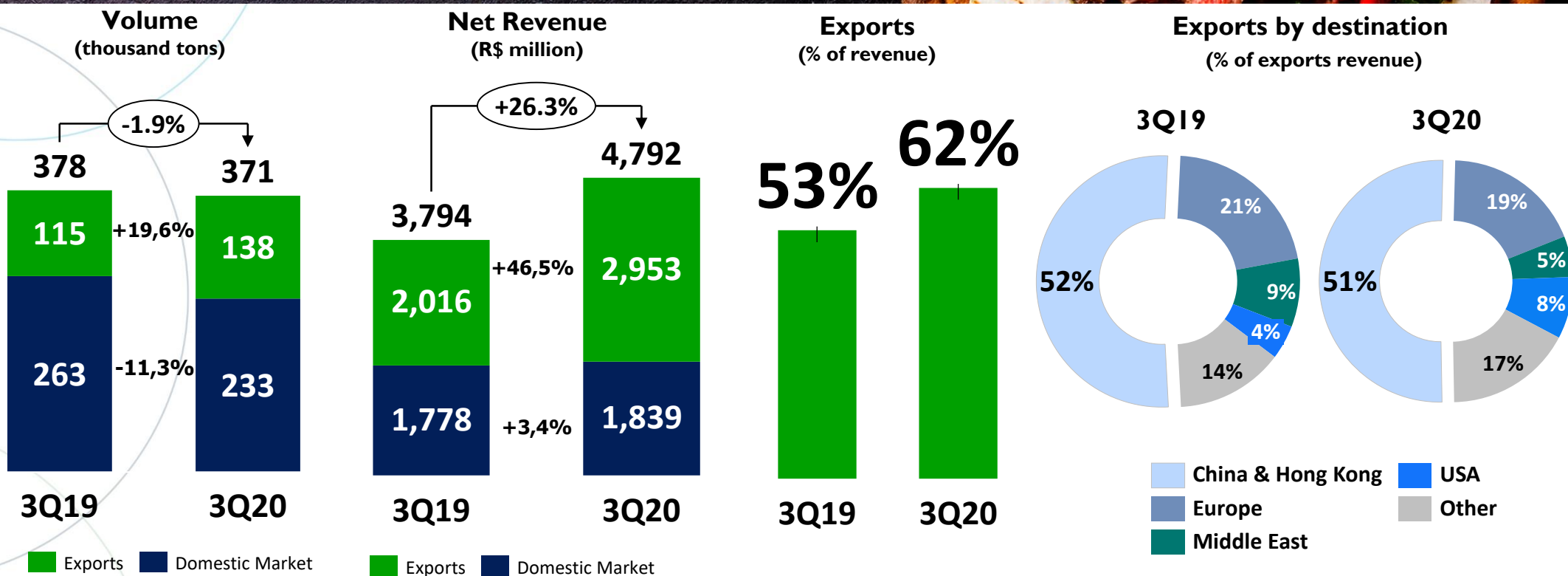
 More than 2,500 tons of products imported monthly

 The only multinational protein company with its own
distribution center and processing plant

IMPORTS AND DISTRIBUTION

- Beef cuts, refrigerated and frozen
- Special lines (Organic – Wagyu – Angus Beef)
- Chicken
- Pork
- Lamb
- Cooked (Beef and chicken)
- Processed (Hamburgers – Steaks - Portions)
- Frozen potatoes
- Fruit Juices

Operating Highlightst SOUTH AMERICA

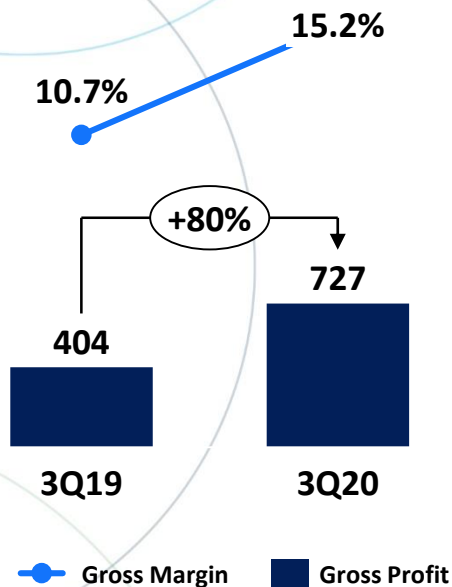


- Net revenue from the South America Operation was R\$ 4,792 million in 3Q20, 26.3% higher when compared to 3Q19, explained (i) by the 19% increase in the volume of exports; (ii) better pricing in the Brazilian domestic market, and (iii) the 35.4% devaluation of the real against the dollar (3Q20 R\$ 5.38 vs R\$ 3.97 in 3Q19).

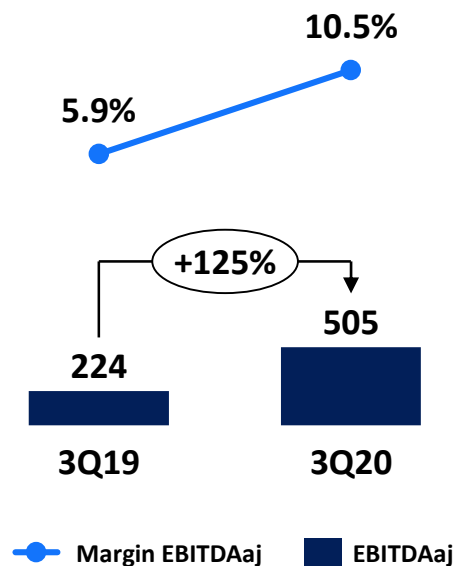
Operating Highlight SOUTH AMERICA



Gross Profit (R\$ million)



EBITDA^{ADJ} & Margin (R\$ million)



Operational Improvement & Cost Management

- + 0.3% in flank yield performance and 0.91% in 9M20
- + 0.8% in the front's yield performance
- 0.7% in "coldbreak"
- 20.7% in the cost of packaging per ton
- Implementation of Sales Force
- Increased productivity and reduced industrialization costs
- Improves mix of cattle purchase and production
- Better yield of boneless and small products
- Better yield of boneless and small products
- Higher production of value-added products and certified meat
- Fixed cost adjustments adapted to actual market conditions

- In 3Q20 Ebitda^{ADJ} was R\$ 505 million an increase of 125% and a margin of 10.5% or 450 bps higher than 3Q19, due to (i) the higher volume of exports, (ii) better mix and pricing in the Brazilian domestic market, (iii) increased sales of processed products and branded products, (iv) better performance of the Chilean operation with the new centers distribution, and (v) continued capture of savings through the operational improvement and efficiency program.

Patties



THE BIGGEST PRODUCER OF BEEF PATTIES the world

Ohio Facility:

Beef patties 106,000 tons/year

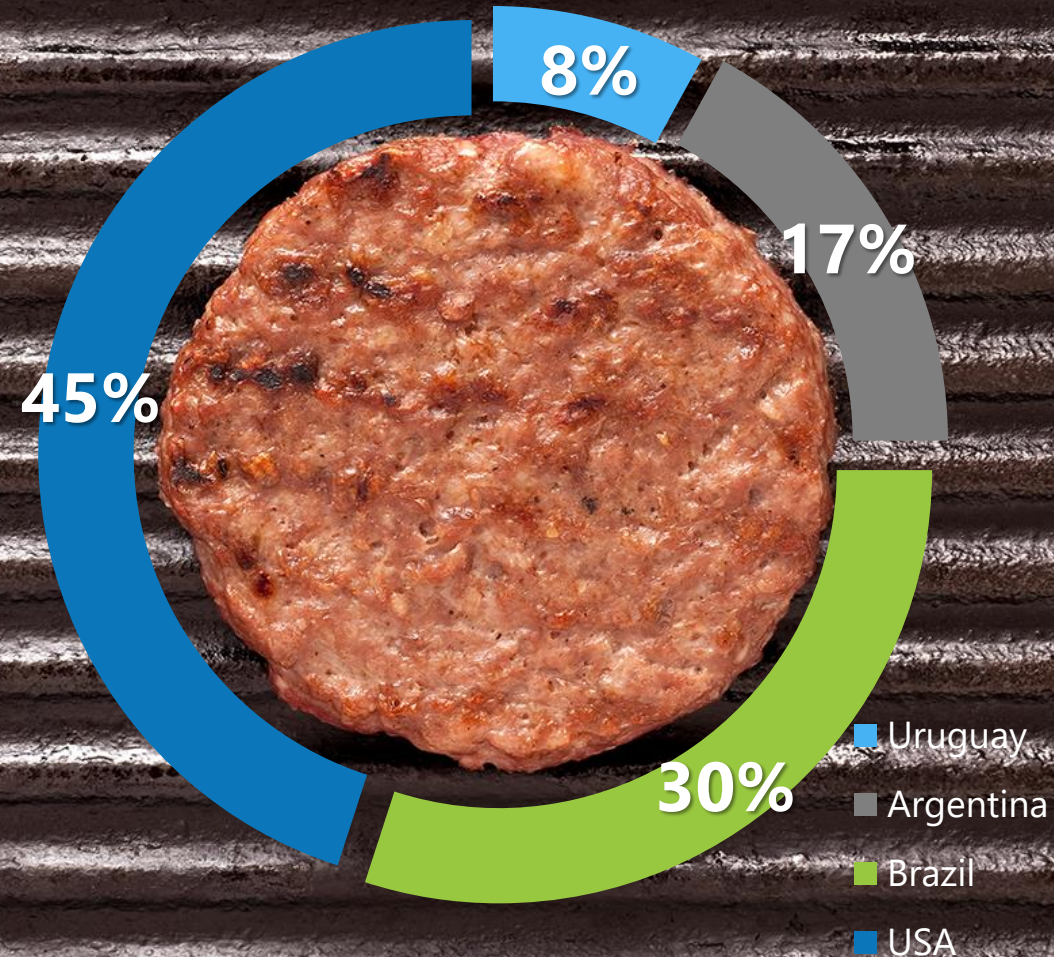
Várzea Grande - BRAZIL:

Beef patties, meatballs and kibbeh

QuickFood - Argentina:

Leaders in the production of beef products
in Argentina and controllers of the Paty
and Vienissima brands

Patties Production by Countries



Plant based



**PLANT
PLUS
FOODS™**

Meat Alternative



Marfrig, one of the largest beef and hamburger producer in the world, and **ADM**, a global leader in nutrition, have a success history in working together to develop and manufacture sustainable and plant-based products, including



The Rebel Whopper hamburgers, from Burger King, and the Aussie Plant Burger, from Outback Steakhouse, in Brazil, as well as products marketed under the Revolution brand, from Marfrig



Now, **PlantPlus Foods** will enable the expansion of this successful relationship and unique specialization to offer hamburgers, nuggets, cold meats, sausages and other highest quality plant-based products to their clients





One of the world's leading meat producers and the global leader in hamburger production



Technical ingenuity and complete portfolio of natural ingredients and flavors

Contributions

Manufacturing

Sales &
Distribution

Customer
Access

Contributions

Natural
Ingredients

Technical
Expertise

Application
Development

Sustainability Initiatives





Economic

Value creation, free cash flow, reduction of leverage and increasing profitability

Work Environment

Compliance, diversity and inclusion, employee development, ethics and integrity, health and well being

Suppliers

Sustainable supply chain, free deforestation, animal welfare, slave labor prevention

Communities

Community engagement, volunteering among employees, social economic development and social entrepreneurship

Environment

Emission reduction, energy, water, environmental management system – waste and effluent

Customers

Food safety, innovation and growth, engagement and communication with stakeholders, nutritional value and value generation



STRATEGIC

Sustainability Pillars

Reference in the efficient use of natural resources and environmental preservation

- 1 **Best ranked Brazilian Company** in the FAIRR Protein Producer Index 2019¹
- 2 **100% compliant** for the 7th consecutive year on cattle sourcing in the Amazon Biome²



Sustainability: Initiatives & Achievements

Marfrig Verde+



- ✓ Launched in July 2020 in partnership with the IDH
- ✓ With R \$ 500 million in investments destined
- ✓ Vision:
 - ❖ Production
 - ❖ Conservation
 - ❖ Inclusion
- ✓ Pillars of the program:
 - ❖ Innovative financial mechanisms
 - ❖ Technical assistance network
 - ❖ Monitoring of indirect suppliers

Meat Carbon Neutral



- ✓ First company to launch the Neutral Carbon product line
- ✓ Partnership with Embrapa



Coller FAIRR Protein Producer Index 2020



<http://Fairr.org>

	Category	General Position in the Index	Position Among Industry peers *
Marfrig Global Foods	Medium Risk	4o	1
Peer 1 (multi protein)	Medium Risk	5o	2o
Peer 2 (multi protein)	Medium Risk	9o	3o
Peer 3 (multi protein)	Medium Risk	10o	4o
Peer 4 (multi protein)	Medium Risk	11o	5o
Peer 5 (single protein)	Medium Risk	16o	6o
Peer 6 (single protein)	High Risk	33o	7o
Peer 7 (single protein)	High Risk	46o	8o

(*) beef, pork and chicken processing companies

Takeaways



KEY

Takeaways



World leading
strong sector

Beef platform, **well-positioned**
to benefit from momentum



Robust and efficient north american
operation comprising a unique
sourcing capability



Access to high growth markets
through the south america operation



Diversified production
and distribution platform evolving
towards value-added products



Top-notch management team
in connection with high level of
corporate governance



Solid financial performance combining
consistent margins and deleveraging



Clear value creation strategy



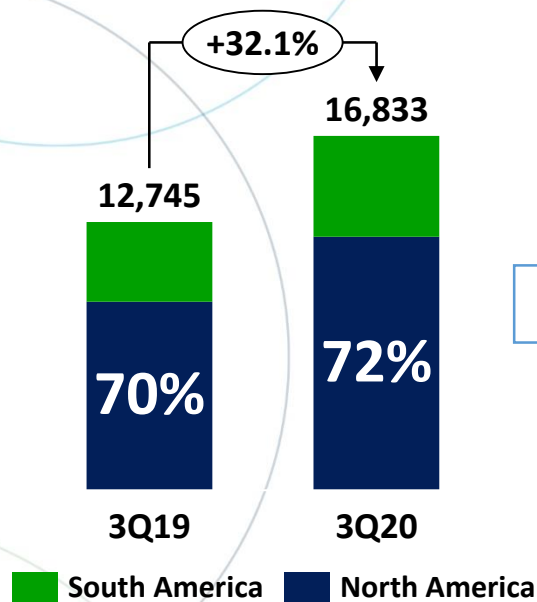


Appendix

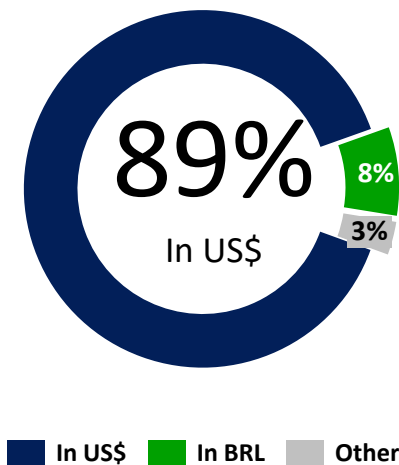
3Q20 Consolidated Financial Results

Net Revenue & EBITDA

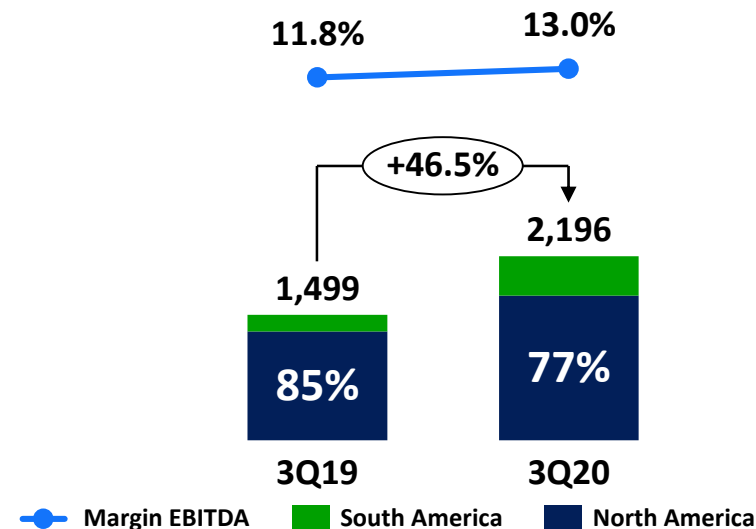
Net Revenue
(R\$ million)



Net Revenue profile
(% by currency)



EBITDA^{ADJ} & Margin
(R\$ million)

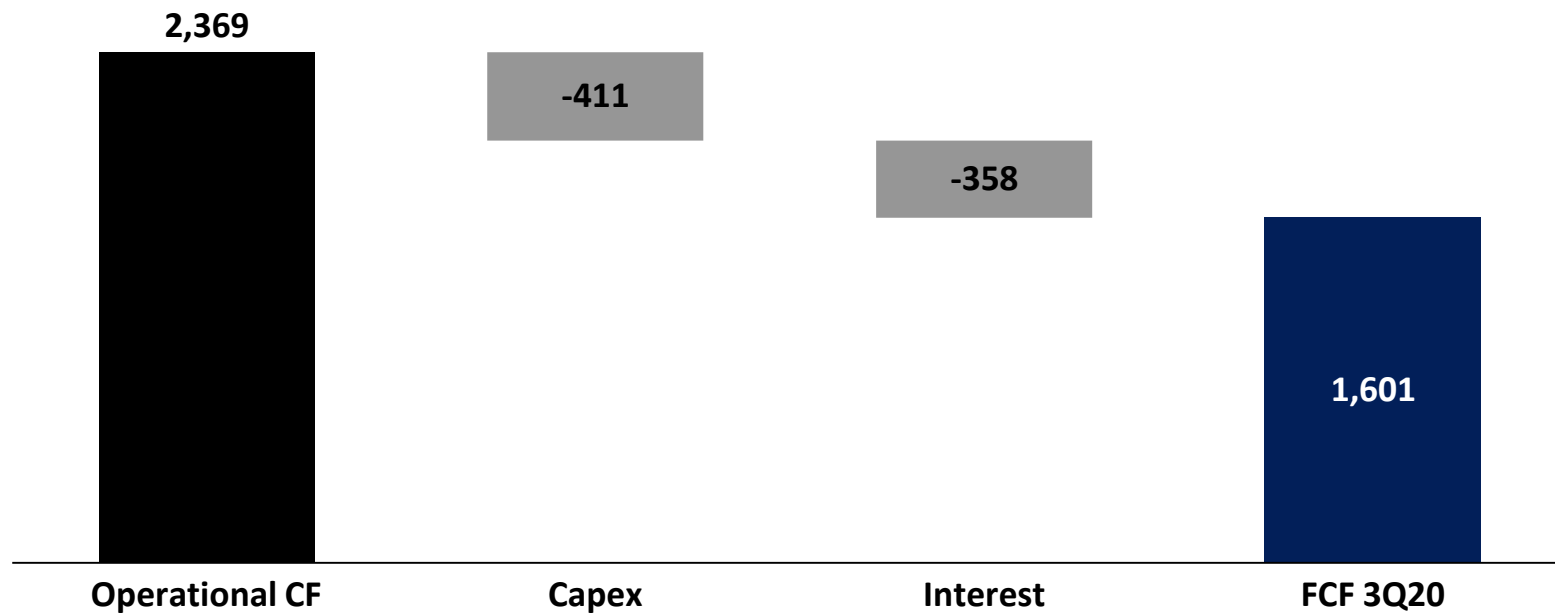


- In 3Q20, consolidated net revenue was R\$ 16,833 million, 32.1% higher than 3Q19. The increase is lead by the higher sales volume in the domestic market of Operation North America, the higher volume and export price of South America and the devaluation of 35.4% of the real against the dollar.
- In 3Q20, net revenue in dollars represented 89% of total revenue, a relevant factor resulting from the sum of “natural” revenue generation in North America and exports from South America. Only 8% of revenue originated in reais.
- EBITDA^{ADJ} was more than 46% higher than 3Q19, reflecting the continuous operational efficiency and the devaluation of the real in the period.



Cash Flow

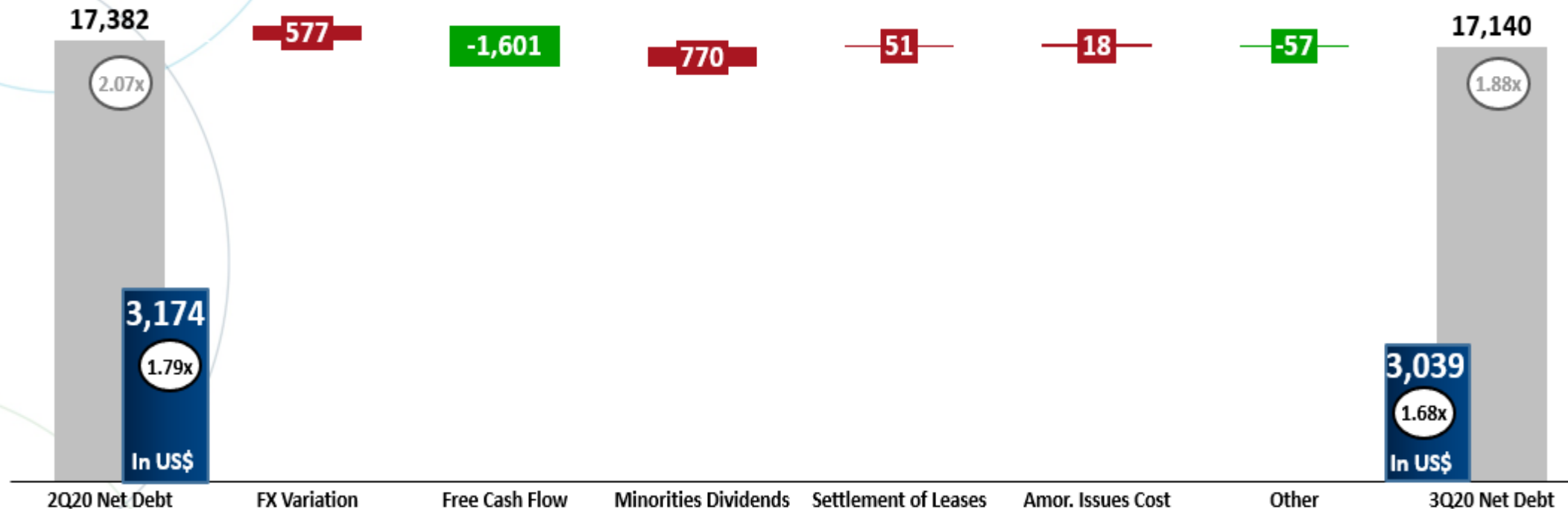
(R\$ million)



- The excellent performance of the operation resulted in a cash flow of R\$ 2.37 billion.
- The better management of accounts receivable in the period offset the effect of the supplier account, compounded by the effect of the increase in the price of cattle

Evolution of Net Debt & Leverage

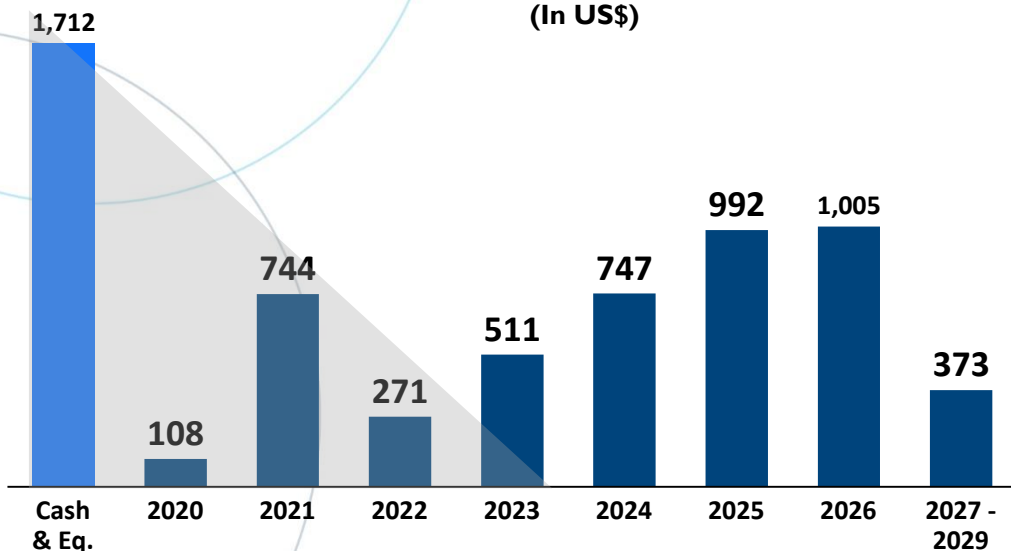
(R\$ million)



- Net debt in 3Q20 of US\$ 3,039 million was reduced by US\$ 135 million since 2Q20 due to the strong generation of operating cash in the period.
- In this quarter we reached the lowest historical leverage index in USD of 1.68x

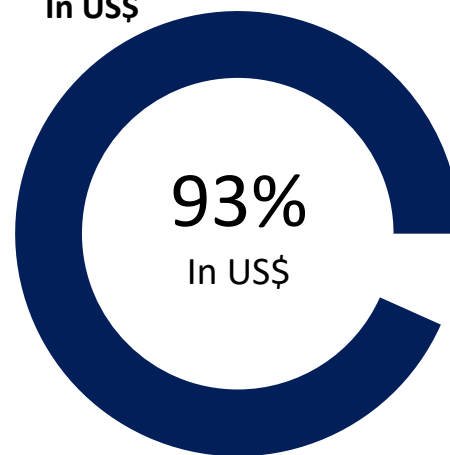
Debt Profile

Cash Position and Debt Schedule
(In US\$)

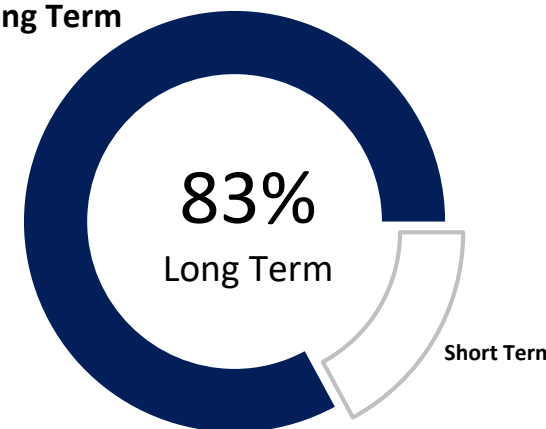


- The cash position covers the maturities of the next 36 months
- The average cost of debt at the end of the quarter was 5.89%, 85 bps lower than 3Q19 due to continuous liability management actions.

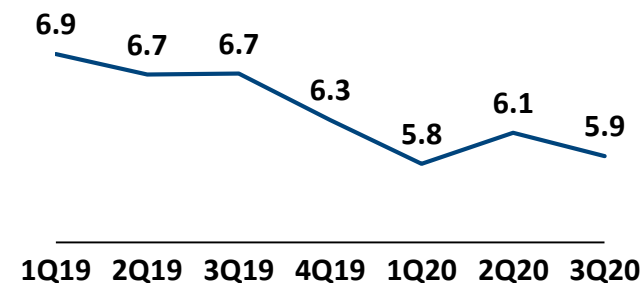
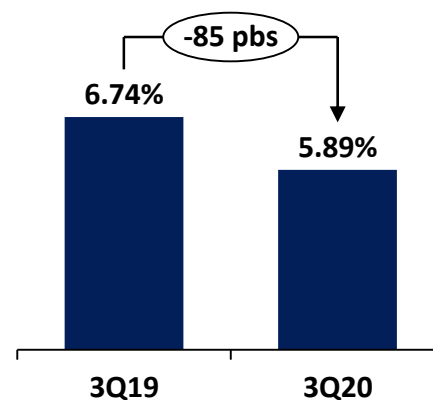
In US\$



Long Term

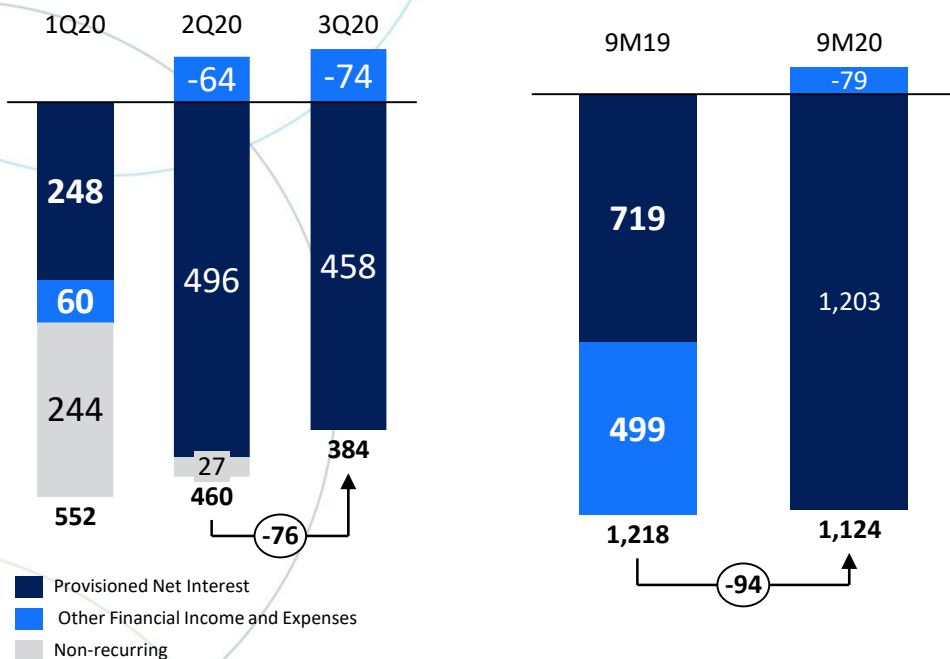


Average Cost of Debt
(% p.a.)

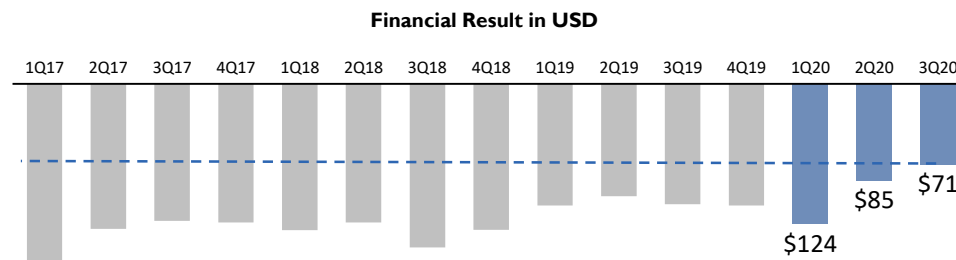


Financial Result

(R\$ millions)



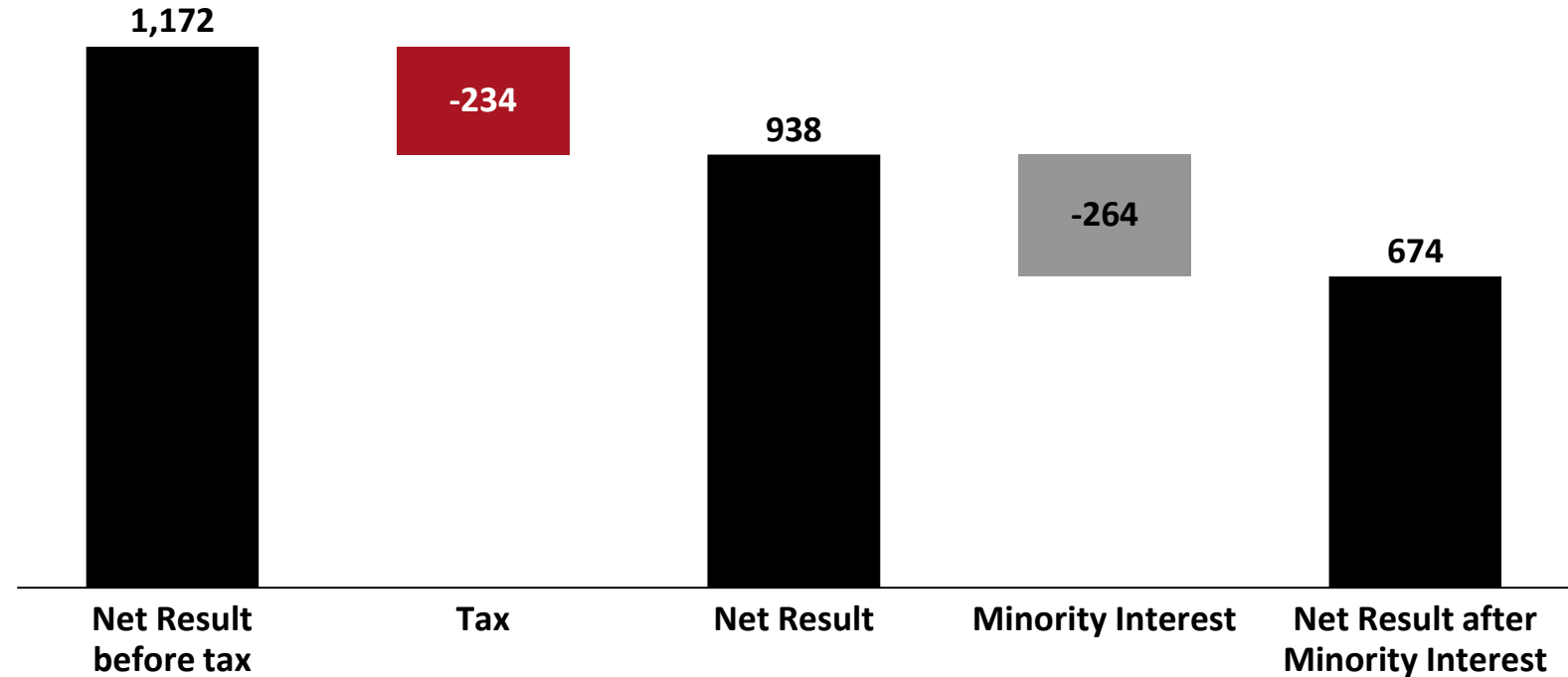
Provisioned Net Interest	1Q20	2Q20	3Q20	Δ 2Q20
Provisioned Net Interest	(248)	(496)	(458)	38
Other Revenue & Expenses	(60)	64	74	11
Recurring Financial Result	(308)	(433)	(384)	49
Non-recurring expenses	(244)	(27)	-	27
FX Variation	(632)	(314)	(229)	85
Net Financial Result	(1,183)	(774)	(613)	161



- As a result of liability management actions, in 3Q20 the financial expenses of R\$ 384 million reached the **2nd lowest level** since 3Q17. When measured in USD, US\$ 71 million, it was the lowest historical value.
- In the year, financial expenses were **R\$ 94 million lower** than 2019, despite the impact of the translation of interest by a real 30.5% devalued against the dollar.

Net Result

(R\$ million)



- In 3Q20, the net result of continuing operations was a profit of R\$ 674 million, R\$ 573 million or 571% above 3Q19, due to the better operating result, reduction in financial expenses and increase in participation in National Beef.

