The Management of Marfrig Global Foods (“Marfrig” or “Company”) presents the Management Report and Financial Statements, accompanied by the reports of the Audit Board and Independent Auditors, for the fiscal year ended December 31, 2020.

1. MESSAGE FROM MANAGEMENT

The year 2020 was marked by major challenges and many achievements for Marfrig. The Company delivered record high results and showed that strategic decisions, combined with quality management, are fundamental to overcoming the adversities of the pandemic.

Marfrig successfully accomplished its mission of supplying essential food, in accordance with most stringent health protocols, without forgoing the safety of its employees and, importantly, with a strong commitment to sustainability.

In July 2020, we launched Marfrig Verde+, an ambitious action program that reinforces the Company’s pioneering efforts in Environmental, Social and Governance (ESG) initiatives. Sustainability is the central pillar of Marfrig’s strategy and our genuine commitment to the topic was recognized by leading organizations specializing in the field and by the investor community:

- We are the highest ranked company in our industry on the FAIRR list, which is an important beacon for the investor community worldwide;
- Marfrig scored “A” in all spheres of the Carbon Disclosure Projects (CDP);
- Marfrig is the only company in Latin America to participate in the Science Based Targets, which makes publicly available all information relating to harmful gas emissions; and
- In 2020, Marfrig was included in the Corporate Sustainability Index (ISE) and Carbon Efficient Index, both of the B3 Exchange.

Our operating efficiency, lean structure and efficient management proved fundamental in being able to deliver the Company’s best results ever:

- Net Revenue of R$67.5 billion (+35.3% vs. 2019)
- Adj. EBITDA of R$9.6 billion with Margin of 14.2% (+99.4% and +460 bps, respectively, vs. 2019)
- Free Cash Flow of R$4.9 billion (+614.1% vs. 2019)
- Net Debt / EBITDA Ratio of 1.55x (-1.27x vs. 2019)
- Net income of R$3.3 billion (+1,222.9% vs. 2019)

Given the strong results achieved in 2020, the Company proposed to the Annual Shareholders Meeting, to be held on April 8, 2021, the distribution of dividends for fiscal year 2020 in the amount of R$141 million. The amount represents 50% of net income available for distribution to shareholders and is equivalent to approximately R$0.20/share. The payment demonstrates Management’s commitment to creating value for all shareholders without abandoning our non-negotiable commitment to financial discipline.

On the plant-based product platform, our partnership with Archer-Daniels-Midland Company ("ADM") advanced in the creation of PlantPlus Foods, a joint venture that combines the innovation capacity, operating excellence and global scale of both companies to produce and sell plant-based products through retail and food service channels in the South American and North American markets.

Acknowledgements:

We thank our shareholders, clients and suppliers one again for their trust. To our employees, we are profoundly thankful for your dedication to an activity essential to everyone's lives: food production.

In 2021, we will continue to focus on creating value for all shareholders, on always operating sustainably, on creating value for all cattle producers and suppliers, on our local communities and, especially, on all our clients and partners.

Marcos Antonio Molina dos Santos
Chairman of the Board

São Paulo, March 8, 2021 *– Marfrig Global Foods S.A. – Marfrig (B3 Novo Mercado: MRFG3 and Level 1 ADR: MRRTY) announces today its results for 2020. To improve comparisons, the results herein are identified as "proforma," i.e., including 100% of the results of National Beef, Quickfood, Várzea Grande and Iowa Premium in 2019.*

Results described as "Continuing Operation" consider only the results of National Beef as of its acquisition in June 2018, the results of the Ohio beef patty business as of the sale of Keystone in December 2018, the results of Quickfood as of January 2019, the results of Várzea Grande as of April 2019 and, lastly, the results of Iowa as of its approval in June 2019.Marfrig is a publicly held corporation with shares listed on the Novo Mercado segment of B3 S.A. - Brasil, Bolsa, Balcão ("B3") under the ticker MRFG3. As a participant in the B3's Novo Mercado, the Corporation is subject to arbitration by the Market Arbitration Chamber, pursuant to the Arbitration Submission Clause in its Bylaws. Marfrig also trades via Level 1 American Depositary Receipts (ADR), with the ticker MRRTY, on the U.S. Over-the-Counter (OTC) market. Each ADR (USOTC:MRRTY) corresponds to one common share (B3:MRFG3).

2. MARFRIG GLOBAL FOODS

Marfrig's value-creation strategy is based on three core businesses: beef processing, further processing and plant-based products.

Beef processing: with total primary processing capacity of approximately 30,000 heads/day, the Corporation has been expanding its footprint in the North American market and reinforcing its exports to key geographies.

North America Operation: it is the fourth-largest beef processor and the industry's most profitable and efficient company in the United States. Marfrig has three primary processing plants in the country with capacity of 13,100 heads/day, which corresponds to over 3.7 million heads/year, or roughly 14% of U.S. primary processing capacity. Its products are sold domestically in the retail, wholesale and food service channels, as well as exported to various markets. Marfrig also is the leading U.S. exporter of chilled beef, with a focus on the Japanese and South Korean markets. In addition to the sale of complementary products and of subproducts from the process, the Corporation also has tannery and logistics operations and direct online sales to consumers. With a high value-added portfolio, the operation offers products with superior specifications and the highest quality, as well as widely recognized brands.

South America Operation: One of the region's leading beef producers, with primary processing capacity of approximately 17,000 heads/day, Marfrig is recognized for the quality of its products in both local and international markets. Marfrig is one of the region's main exporters and has the largest number (13) of plants in South America authorized to export to China. In Brazil, Marfrig is the second largest beef processor, with primary processing capacity of 12.1 head/day and the annual production capacity of 66 tons of beef patties. 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. In Uruguay, it is the industry's largest company and the only one to produce and sell organic beef, especially for export to Europe, United States and Japan. In Argentina, in addition to having two primary processing plants, the Company is the leading producer and seller of beef patties and sausages and owns two of the region's most valuable and recognized brands (Paty and Vienissima!). In Chile, Marfrig is the country's leading beef importer and has a lamb primary processing plant in the Patagonia region.

Further Processing: the further processing business is responsible for producing and developing products such as beef patties, canned beef, meats with sauces, cold cuts, hot dogs and other products. Sold in South America and North America, the Company has operations in the United States, Brazil, Uruguay and Argentina.

Plant-based Products: PlantPlus Foods is the product of a partnership between Marfrig and ADM, which shared a vision to create a company that offers a complete portfolio of plant-based products to its consumers and follows ESG guidelines.

In this context, they created PlantPlus, a joint venture between Marfrig, which holds 70% of the new subsidiary, and ADM, which holds the remaining 30%. Marfrig is responsible for the production and distribution of products and may use its existing facilities in Várzea Grande, Mato Grosso and those of National Beef in the United States. ADM will provide technical knowledge, application development and a range of plant-based ingredients and flavors at its special protein complex in Campo Grande, Mato Grosso do Sul, as well as its protein units network located in the United States, including its new ingredient and flavor unit located in its new pea protein plant in Enderlin, North Dakota.

PlantPlus products already are being sold to large food service chains in Brazil and exported to Europe and Asia.

3. PERFORMANCE

NORTH AMERICA

Industry Overview

The spread of the coronavirus accelerated during the second quarter of 2020 and persisted throughout most of the year. The number of cases surged in the United States and led to a series of measures to restrict the circulation of people and the functioning of commercial establishments, which caused the migration of food service sales to large supermarket and distribution chains.

The industry's capacity utilization rate was significantly affected, especially during the first half of the year, which reduced the number of animals processed in all producer countries. In 2020, a total of 25.1 million head were processed (USDA F.I. Steer Heifer), which represents a decline of 3. 4% or 873,000 animals compared to 2019.

In a scenario of high cattle supply and a consequent decrease in cattle costs and increase in sales prices, a positive impact on industry margins was observed, with the cutout ratio (average beef price divided by the average cattle cost) increasing 13.3% on the prior year.

Operating | Financial Performance

NORTH AMERICA OPERATION	2020	2019	Chg.	
Tons (thousand)			**Tons**	**%**
Total Volume	1.982	1.895	87	4,6%
Domestic	1.678	1.605	73	4,6%
Exports	304	290	13	4,6%
US $ Million			**US$**	**%**
Net Revenue	9.442	8.868	573	6,5%
Domestic	8.376	7.729	646	8,4%
Exports	1.066	1.139	(73)	-6,4%
COGS	(7.776)	(7.685)	(91)	1,2%
Gross profit	1.665	1.183	482	40,8%
Gross Margin (%)	17,6%	13,3%		430 bps
Adj. EBITDA	1.438	982	456	46,5%
Adj. EBITDA Margin (%)	15,2%	11,1%		416 bps

Net Revenue

In 2020, net revenue from North America operation was US$9.4 billion, advancing 6.5% on 2019, mainly due to the 3.6% increase in the average price in the domestic market and the growth in total sales volume, reflecting the stronger demand for beef protein worldwide.

In Brazilian real, the operation's net revenue was R$48.9 billion, 39.5% higher than in 2019.

Gross Income

Gross income from the North America Operation in 2020 was US$1.7 billion, increasing 40.8% from 2019. The cutout ratio (average beef price divided by the average cattle cost) improved to 2.15, compared to 1.90 in 2019, explained by the higher average sale price (USDA Comprehensive), which reached US$233.30/cwt, up from US$219.13/cwt in 2019, and by the lower average price used as the reference for cattle purchase (USDA KS Steer), which was US$108.65/cwt in 2020, compared to US$115.94/cwt in 2019.

This combination supported gross margin expansion in 2020 to 17.6%, which is a record high for the operation.

In Brazilian real, gross profit was R$8.8 billion, advancing 87.9% from gross profit in 2019.

Adj. EBITDA & Adj. EBITDA Margin

In 2020, the North America Operation delivered its best result ever, with Adj. EBITDA of US$1,438 million and Adj. EBITDA Margin of 15.2%, representing growth of 46.5% on Adj. EBITDA in 2019.

In Brazilian real, Adj. EBITDA was R$7.7 billion, 96.1% higher than in 2019.

SOUTH AMERICA

Industry Overview

The global protein scenario remained solid despite the impacts caused by the coronavirus pandemic, with Asia remaining the largest international vector of beef protein imports, with China the main destination for exports in the region in 2020.

South America remained the region that most exports beef in the world in 2020, consolidating the positions of Brazil and Argentina in particular as the world's leading protein suppliers.

In **Brazil,** beef exports (fresh and further processed) reached some 2 million tons with sales of US$8.4 billion in 2020, according to data from the Foreign Trade Department (Secex) compiled by the Brazilian Meatpackers Association (Abrafrigo). The record result, led by strong demand from China, represented increases of 7.5% and 10.5% in relation to 2019 for fresh and further processed products, respectively.

In all, exports in 2020 to China and Hong Kong came to 1.2 million tons (58.6% of total volume), or US$5.1 billion (60.7% of total revenue). The second largest destination of exports was Egypt (128,000 tons, down 23%), followed by Chile (90,400 tons, down 18.2%) and the United States (59,500 tons, up 53.8%).

While Brazilian exports set new records for volume and revenue, the domestic market has yet to show signs of recovery and remains influenced by high raw material costs due to the lower cattle supply and the country's slow economic recovery.

Argentina, according to the Meat Export Consortium (ABC), exported a total of 900,000 tons of beef in the year, equivalent to US$2.7 billion, up 7% on 2019.

In **Uruguay**, the lower cattle supply in the first nine months of 2020 led to a reduction in the number of animals processed and consequently in total exports, which came to 415,000 tons, 11.5% lower than in 2019.

Operating | Financial Performance

SOUTH AMERICA OPERATION	2020	2019	Chg.	
Tons (thousand)			Tons	%
Total Volume	1.443	1.437	6	0,4%
Domestic	901	992	(90)	-9,1%
Exports	542	446	96	21,6%
R$ million			R$	%
Net Revenue	18.573	14.810	3.763	25,4%
Domestic	6.985	6.922	63	0,9%
Exports	11.588	7.888	3.700	46,9%
COGS	(15.692)	(13.065)	(2.627)	20,1%
Gross profit	2.881	1.745	1.135	65,1%
Gross Margin (%)	15,5%	11,8%		373 bps
Adj. EBITDA	2.066	1.003	1.063	106,0%
Adj. EBITDA Margin (%)	11,1%	6,8%		435 bps

Net Revenue

In 2020, net revenue from the South America Operation was R$18.6 billion, up 25.4% from 2019, explained by (i) the increases of 21.6% in volume and 20.8% in average export price; (iii) the local-currency depreciation of 30.7% in the period; and (iii) the average sales price in the domestic market 11% higher than in 2019, which offset the 9.1% decline in sales volume.

Gross Income

In 2020, gross income from the South America operation was R$2.9 billion, advancing 65.1% from 2019. The record result is explained by: (i) the excellent performance of exports due to the higher number of units authorized to export to China and a sales strategy that resulted in a better mix of destination countries; (ii) the better mix and pricing in Brazil's domestic market; (iii) the higher sales volume of further processed products and branded products; and (iv) the structural improvements in the operations and the reduction in costs and expenses and economies of scale produced by the operating improvement and efficiency program launched in 2019.

Adj. EBITDA & Adj. EBITDA Margin

In 2020, the Adjusted EBITDA of the South America Operation was R$2.1 billion, up 106% from 2019, with EBITDA Margin in 2020 of 11.1%, which represents a new record for the operation and expansion of 4.4 percentage points in relation to 2019.

3.1. Consolidated Results

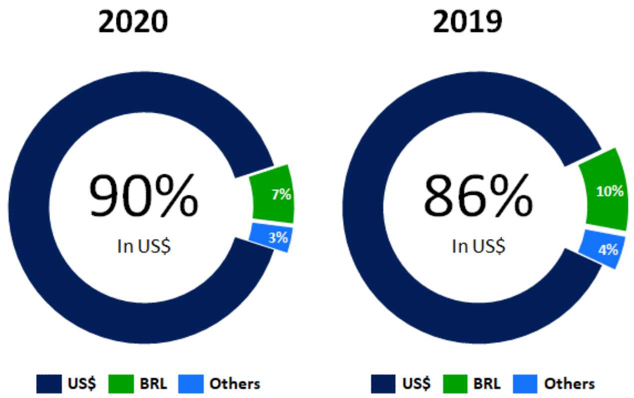
CONSOLIDATED RESULTS	2020	2019	Chg.	
Tons (thousand)			**tons**	**%**
Total Volume	3.425	3.332	93	2,8%
Domestic	2.580	2.597	(17)	-0,7%
Exports	845	736	110	14,9%
R$ Million			**R$**	**%**
Net Revenue	67.482	49.872	17.610	35,3%
Domestic	50.420	37.486	12.935	34,5%
Exports	17.061	12.386	4.675	37,7%
COGS	(55.760)	(43.425)	(12.335)	28,4%
Gross profit	11.722	6.447	5.275	81,8%
Gross Margin (%)	17,4%	12,9%		444 bps
SG&A	(3.519)	(2.838)	(681)	24,0%
(+) Depreciation & Amortization	(1.394)	(1.203)	(191)	15,8%
Adj. EBITDA	9.596	4.812	4.784	99,4%
Adj. EBITDA Margin (%)	14,2%	9,6%		457 bps

- **<u>Net Revenue</u>**

Marfrig Global Food's consolidated net revenue was R$67.5 billion in 2020, representing a record high for the Company and an increase of 35.3% on the prior year. The main factors were: (i) the continued excellent performance of the North America Operation, mainly in the domestic market; (ii) the higher export prices and volumes of the South America Operation; (iii) the 31% depreciation in the Brazilian real against the U.S. dollar; and (iv) the continued implementation of the improvement & operating efficiency program launched in 2019 in the South America Operation.

Marfrig is a highly internationalized company, with a large share of its revenue generated in currencies other than the Brazilian real. In 2020, net revenue denominated in foreign currency accounted for 90% of total revenue.

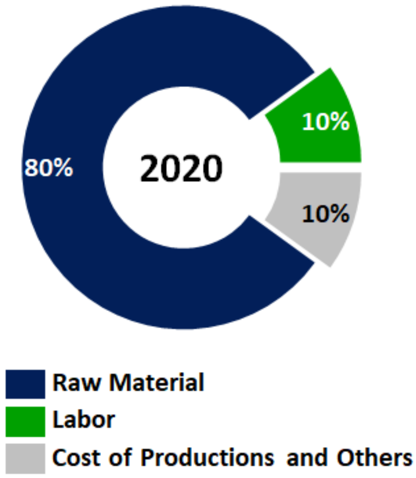
Revenue by Currency (%)



- **Cost of Goods Sold (COGS)**

In 2020, COGS amounted to R$55.8 billion, 28.4% higher than in 2019. The increase is mainly explained by the higher cattle cost in South America and the effects from Brazilian real depreciation against the U.S. dollar on the translation of costs in foreign currency.

Raw material costs accounted for around 80% of total costs.



- **Selling, General & Administrative Expenses**

SG&A expenses were R$3.5 billion, increasing 24.0% from 2019, which is mainly explained by the effects from the translation into Brazilian real of amounts at the international units. These effects were offset by the initiatives under the operating efficiency program and by the better control of costs, which led a reduction of 40 basis points in SG&A expenses as a percentage of net revenue (SG&A/NOR), which stood at 5.2% in 2020, compared to 5.6% in 2019.

In 2020, selling expenses amounted to R$2.6 billion. Selling expenses as a ratio of net revenue stood at 3.8%, down 30 basis points from 2019, with the initiatives to cut expenses, such as optimizing logistics and reducing travel, offsetting the higher sales volume.

General and administrative expenses were R$960 million. General and administrative expenses as a ratio of net revenue stood at 1.4%, down 10 basis points from 2019, mainly due to the streamlining of the corporate structure carried out in early 2020.

- **Adj. EBITDA & Adj. EBITDA Margin**

In 2020, Marfrig posted record Adj. EBITDA of R$9.6 billion, up 99.4% on the prior year. Adj. EBITDA margin was 14.2%, expanding 460 bps from 9.6% in 2019. The main factors explaining this performance were: (i) the record results in both operations, as explained above; (ii) the efficiency and productivity gains and reductions in costs; and lastly (iii) the local-currency depreciation in the period.

3.2. Financial Result | Continuing Operation

FINANCIAL RESULT	2020	2019	Chg.	
			R$	%
Net Interest Provisioned	(1.652)	(1.003)	(649)	65%
Other Financial Revenues and Expenses	168	(659)	827	-125%
RECURRING FINANCIAL RESULT	**(1.484)**	**(1.662)**	**178**	**-11%**
Non-recurring expenses	(271)	-	(271)	-
FINANCIAL RESULT BEFORE EXCHANGE VAR.	**(1.755)**	**(1.662)**	**(93)**	**6%**
Exchange Variation	(971)	(398)	(573)	144%
NET FINANCIAL RESULT	**(2.726)**	**(2.060)**	**(666)**	**32%**

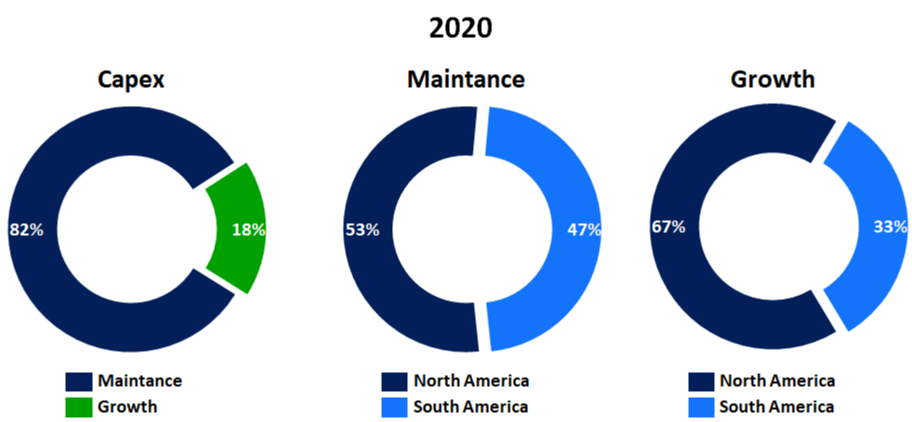
The net financial result in 2020 was an expense of R$2.7 billion, increasing 32.3% from R$2.0 billion in 2019.

Excluding the analysis of exchange variation effects, the net financial result was an expense of R$1.8 billion, up 5.6% on the prior year, explained mainly by non-recurring expenses of R$271 million, of which R$244 million were incurred in 1Q20 due to the prepayment of US$446 million in Senior Notes due in 2023 made on January 17, 2020. Of this amount, R$169 million was non-cash, since it refers to an accounting write-off of the issue's amortized costs.

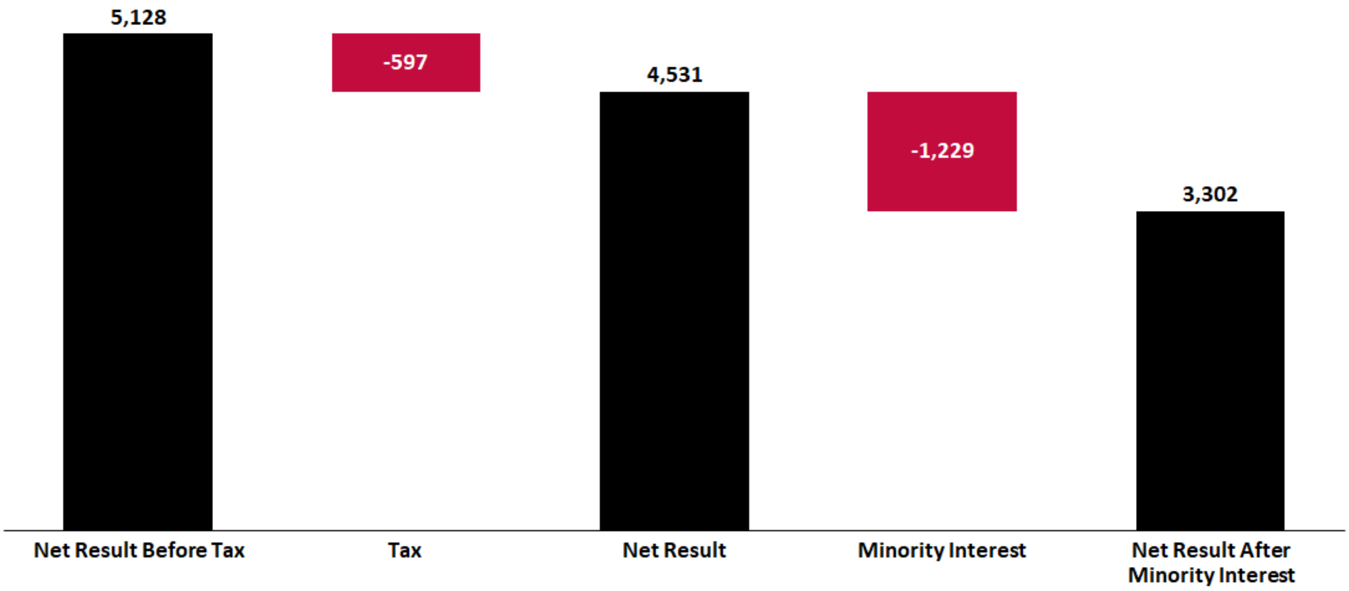
Including the line Interest and other expenses, the amount paid in 2020 was R$1.5 billion, down 11% in relation to 2019, reflecting the Company's efforts to reduce financial expenses and interest expenses.

3.3. CAPEX

In 2020, recurring capex was R$1.4 billion, up 71% in relation to 2019. This increase is explained by the effect from local-currency depreciation on the translation of investments made in foreign currency and by the increase in investments and projects in organic growth, especially (i) the technological improvement project at the plant in Liberal, Kansas to streamline operations in cuts and consumer-ready products; and (ii) the expansions of the deboning and patty areas at the Várzea Grande Unit. These projects are aligned with the Company's strategy to optimize its geographic footprint, which maximizes the potential of its most efficient units while closing less efficient plants.



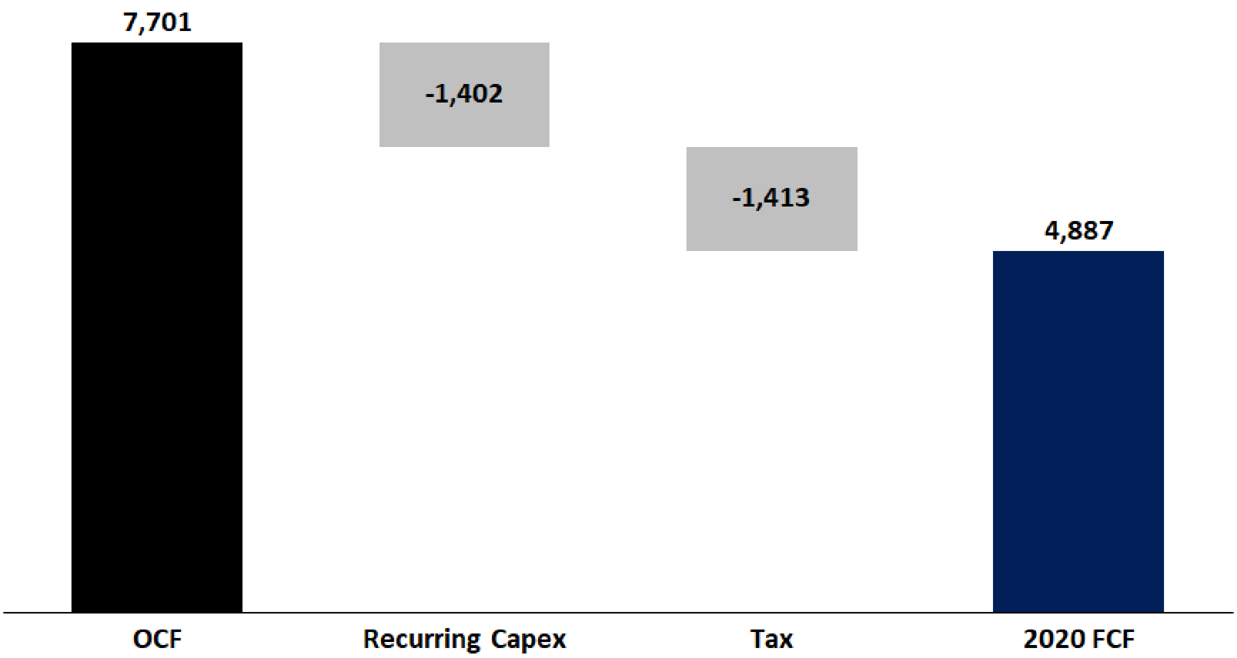
3.4. Net Income (Loss) | Continuing Operations



The Company posted record net income of R$3.3 billion in 2020, reaching the accounting base for the distribution of dividends and the creation of new reserves. As such, the Board of Directors proposed to the Annual Shareholders Meeting, to be held on April 8, 2021, the distribution of dividends for fiscal year 2020 in the amount of R$141 million. The amount represents 50% of net income available for distribution to shareholders and is equivalent to approximately R$0.20/share.

3.5. Cash Flow

(R$ million)



In 2020, operating cash flow ("OCF") was R$7.7 billion, increasing 196% from 2019, explained by the record operating performance of the North America and South America operations.

Better working capital management, lower financial expenses and the reduction in gross debt helped Marfrig to deliver record free cash flow in 2020, of R$4.9 billion.

3.6. Net Debt

Because a large portion of Marfrig's debt is denominated in U.S. dollar (debt denominated in USD or currencies other than the BRL ended 2020 at 88.8% of total debt), the variations discussed in this section are based on the amounts in U.S. dollar.

At December 31, 2020, net debt was US$2,897 million (R$15.1 billion), comprising gross debt of US$5,159 million and cash and marketable securities of US$2,262 million.

In 2020, a total of US$238 million (approximately R$1.3 billion) was paid in dividends to third parties.

Financial leverage, calculated by the ratio of net debt to proforma Adj. EBITDA LTM (last 12 months), stood at 1.60x in USD, down 0.08x from 3Q20. In BRL, the leverage ratio was 1.57x or 0.31x lower than the ratio in the previous quarter. This is the Company's lowest ratio ever in both USD and BRL.

Net Debt / LTM Adj. EBITDA in USD	Net Debt / LTM Adj. EBITDA in R$	Avg. Cost (% p.a.)	Avg. Term (years)
1,60x	1,57x	5,70%	3,48

DEBT PROFILE

On December 31, 2020, the Company's cash position covered its liabilities coming due in the next 40 months, while its average debt term stood at 3.48 years, with its long-term liabilities corresponding to 75% of the total.

The average debt cost ended the quarter at 5.70% p.a., down 56 bps from the end of 2019.

The downward trend in debt cost is one of the main indicators of the success of the ongoing efforts to reduce financial expenses and increase profitability.

CREDIT RISK RATING – GLOBAL SCALE

Marfrig remains in constant dialogue with rating agencies to ensure that its risk perception reflects its operating and financial performance.

In this context, the risk rating agency Fitch Ratings upgraded, in September, the Company's credit rating to 'BB' (from 'BB-'). Meanwhile, in November, Moody's upgraded its credit rating to 'Ba3' (from 'B1').In 2020, the outlook also was upgraded to positive by S&P. In all cases, the agencies justified their upgrades based on Marfrig's strong operating performance and the improvement in its credit metrics over the last two years, as well as the industry's positive outlook and adequate liquidity, which increases its capacity to weather volatility in the beef industry.

Agency	Brazilian Scale	Global Scale	Outlook
S&P	brAA+	BB-	Positive
FitchRatings	AA+bra	BB	Stable
Moody's	-	Ba3	Stable

4. CORPORATE GOVERNANCE

Marfrig Global Foods S.A. has a business management model that complies with the rules of the Securities and Exchange Commission of Brazil (CVM), the Novo Mercado Regulations of the São Paulo Stock Exchange (B3) and the recommendations of the Brazilian Code of Corporate Governance Best Practices of the Brazilian Corporate Governance Institute (IBGC). Business conduct is based on transparency in the reporting of information to its various stakeholders (shareholders, investors, clients, consumers, suppliers, employees and society) and adopts corporate governance practices that exceed legal recommendations and obligations.

In addition to a Board of Directors and a permanent Audit Board, the Corporation has four Advisory Committees to its Board of Directors, whose main function is ensuring that its activities are conducted to protect and increase the value of its assets and to optimize return on investment in the long term. These are the Statutory Audit Committee, Financial Committee, Compensation Committee, Corporate Governance & Human Resources Committee and Sustainability Committee.

Other instruments and policies supporting Marfrig's corporate governance activities include:

- **Code of Ethics & Conduct:** approved by the Board of Directors, the document, which is applicable to all Marfrig managers and employees, establishes the ethical and conduct principles that guide all internal and external relations and is aligned with best practices and legal requirements. The code is a set of expected behaviors and accepted and prohibited practices in the conduction of the Company's business. Once a year or whenever there are changes/updates, Marfrig administers training on the Code of Conduct to all applicable employees, whether officers, Audit Board members, directors, employees or interns. The document is available in three languages (Portuguese, English and Spanish) and widely disseminated by Marfrig's communication channels.
- **Anticorruption Policy:** also approved by the Board of Directors, the document, based on Brazilian anticorruption law, establishes guidelines for the conduct expected from employees, stakeholders and third parties when acting on behalf of Marfrig regarding anticorruption-related topics. The document is available in three languages (Portuguese, English and Spanish) and widely disseminated by Marfrig's communication channels.
- **Whistleblowing Channel:** called HELPLINE, the channel is available to all employees, clients, suppliers, service providers, investors, government officials and partners to receive reports on any activity in violation of the Company's standards and policies as well as of

governing law, in particular Brazil's Federal Law 12,846/13, which combats corruption.

- **Securities Trading Policy:** establishes the rules and procedures to be adopted by the Company and its related persons regarding trading in securities issued by it, assuring to all stakeholders that ethical conduct is adopted by those with access to material information.

- **Disclosure Policy:** establishes the practices for the disclosure and use of information to be observed by the Controlling Shareholder, Managers and members of the Audit Board, as well as by anyone who, due to their position, function or duties at the Company, may come to acquire knowledge of any material information of the Company, in accordance with CVM Instruction 358 of January 3, 2002 and with CVM Instruction 369 of June 11, 2002. The Company's material fact notices are published on the news portal of *Valor Econômico* (http://www.valor.com.br/valor-ri), on its Investor Relations website, and on the Regular and Special Information (IPE) system of the Securities and Exchange Commission of Brazil (CVM).
- **Dividend Policy:** When proposed by the Company, shareholder remuneration is paid in the form of dividends and/or interest on equity based on the limits set by law and by its Bylaws.
- **Related Party Policy:** ensures transparency for shareholders, investors and the market and promotes fair treatment of suppliers and clients, in line with the corporate governance best practices adopted by the market.
- **Market Risk Management Policy:** defines (i) the risk limits acceptable by the Company; (ii) the parameters for negotiating products to hedge Marfrig's exposures; (iii) the responsibilities and approval powers for contracting hedge instruments; (iv) the methodology for monitoring, communicating and informing the agents involved in market risk management.
- **Compliance Program:** the Compliance Program works to strengthen Marfrig's commitment to ethics and transparency, as well as to avoid, detect and address any deviation or breach.

  Based on best corporate governance practices and on the Marfrig Culture, the program's guiding principles are prevention, detection and response. The Program is structured based on five pillars:

  - Level responsible – The program is led by the Compliance Department, which reports to the Chief Legal Officer. This management structure also includes an Ethics & Compliance Committee, which meets quarterly and monitors topics relating to ethics and conduct.

  - Support from senior management – The Compliance structure can draw on the unlimited support of senior management for all actions, which is an essential condition for the program's effective implementation.

- Continuous risk management – Using a Compliance Risk Matrix that is periodically revised, the area manages all risks verified and then proposes mitigation measures and reinforces prevention mechanisms.

- Continuous Monitoring – To detect deviations in behavior and conduct, the Compliance team has mechanisms to monitor actions and performance indicators, which are important procedures in risk management.

- Policies and training – Marfrig's goal is to establish and uphold a culture guided by Integrity. It works on various fronts with employees and partners, which include the mandatory training agenda, regular communications and a compliance clause in all contracts with third parties.

Marfrig has a robust training program that is conducted annually using a technological platform and an on-site format to reach all employees. Training includes the content of all Compliance Policies, including the Code of Ethics and Conduct.

In 2020, training programs were administered to 100% of employees.

Marfrig has a set of Compliance policies that are regularly approved by our Board of Directors and can be accessed by all employees on the investor relations website, namely:

(i) Code of Ethics & Conduct;

(ii) Global Anticorruption Policy;

(iii) Policy on Donations, Sponsorships & Contributions;

(iv) Policy on Conflicts of Interest;

(v) Policy on Relations & Communication with Government Officials;

(vi) Policy on Business Gratuities, Entertainment & Hospitality;

(vii) Social Media Policy;

(viii) Policy on Prevention of Money Laundering and Terrorism Financing; and

(ix) Code of Ethics and Conduct of Third Parties.

Submission to Market Arbitration Chamber

The Company, its shareholders, Managers and Audit Board members undertake to resolve, through arbitration at the Market Arbitration Chamber, any and all controversies that arise between them related to or arising from their condition as issuer, shareholders, managers and Audit Board members and, in particular, from the provisions of Federal Law 6,385/76, Federal Law 6,404/76, the Corporation's Bylaws, the rules issued by the National Monetary Council, by the Central Bank of Brazil and by the Securities and Exchange Commission of Brazil and the other rules applicable to the capital markets in general, as well as those in the Novo Mercado Regulations, other regulations of the B3 and the Novo Mercado Listing Agreement.

Relationship with the independent auditors

Pursuant to CVM Instruction 381/2003, which refers to the rendering of services by our independent auditors, Grant Thornton Brasil, we hereby declare that the total fees related to services other than those associated with the independent audit did not represent more than 5% of the total fees paid to the group of auditors by Marfrig Global Foods S.A. and its subsidiaries, and none of the work affected the independence of the auditors.

International Chamber of Commerce

Since 2017, Marfrig is a member of the Commission on Corporate Responsibility and Anticorruption of the International Chamber of Commerce ("ICC") Brazil, an organization based in France whose purpose is to encourage and advise international commerce and globalization. The commission's purpose is to help strengthen compliance policies in the private sector and reestablish the country's international credibility.

In 2019, the ICC launched the campaign "Brazil Wants More," and the Corporation, as a supporter, participated in the launch ceremony that took place in São Paulo. The Corporation's executive officers were present and witnessed the execution of a Memorandum of Understanding between ICC Brazil and the Ministry of Justice and Public Security for the creation of an exclusive whistleblowing channel to receive reports of improper practices by government officials, with the goal of strengthening the fight against transnational corruption, money laundering, piracy and cybercrimes, as well as protecting fair competition and intellectual property rights. Within the scope of said campaign, the ICC also launched the Conduct Guide for Public-Private Relations prepared by the commission, which represents the first self-regulation in Brazil to guide practices based on integrity in relations between companies and the government.

In 2020, Marfrig reinforced its commitment to the ICC by approving, through its Board of Directors, its adherence to the Private Sector Commitment Integrity in the Production Chain, and started to require that all participants in its production chain follow the same standards of integrity established for its direct employees. Through this commitment, the Corporation expects to encourage a broad system of integrity and to disseminate best practices in compliance.

5. CAPITAL MARKETS & INVESTOR RELATIONS

Marfrig stock, which trades on the Novo Mercado segment of the São Paulo Stock Exchange (B3) under the ticker MRFG3, ended 2020 quoted at R$14.51/share, up 45.7% from the end of 2019. In 2020, average daily financial volume traded was approximately R$184.4 million.

Marfrig also trades through Level 1 American Depositary Receipts (ADR), with the ticker MRRTY, on the U.S. Over-the-Counter (OTC) market. Each ADR (USOTC:MRRTY) corresponds to one common share (B3:MRFG3).

Given the high liquidity of its stock, the Corporation was included in the IBRX – B3, the index of the 50 most traded stocks on the exchange.

In 2020, Marfrig also was included in the 16th portfolio of B3's Corporate Sustainability Index

(ISE). The indicator is a reference of good sustainability practices, since it compiles the stocks of companies that follow differentiated principles on the topic.

In one of the most turbulent years ever facing financial markets, the index tracking the performance of the Brazilian stock exchange (B3) ended 2020 with a gain of 3%, with 119,017 points on the last trading day of 2020.

6. SUSTAINABILITY & SOCIO-ENVIRONMENTAL PERFORMANCE

Sustainability is a key strategic pillar of Marfrig Global Foods. As such, Marfrig has been consistently working towards implementing best Environmental Social and Governance (ESG) practices, aligned with the principles of responsible investment. On the corporate governance front, Marfrig created a Sustainability Committee to discuss, assess and define its sustainability priorities.

Marfrig's commitment to sustainability is expressed in its business strategies, in the partnerships and commitments it undertakes with renowned social and environmental organizations and in its actions to promote animal welfare.

At the industry forefront in sustainable production and preserving biodiversity, Marfrig not only undertook, but continues to uphold and strengthen its various public commitments in partnership with major organizations.

Marfrig has developed and implemented a sustainability platform based on five core pillars:

1. Control of origin: managing the origin of raw materials, with key elements including biodiversity conservation, deforestation-free supply chain, labor conditions and indigenous lands;
2. Reducing greenhouse gas emissions: seeking the means and technologies for a low-carbon operation, including the development of new low-carbon products;
3. Animal welfare: rigorously following animal welfare principles, for which it adopts the recommendations of World Animal Protection and the most stringent international standards for humane slaughter;
4. Use of natural resources: promoting the conscientious use of water in production processes, while pursuing new ways to generate energy from clean and renewable sources;
5. Effluents and solid waste: ensuring the proper treatment and management of these subproducts so that they can be disposed of in an environmentally responsible manner.

Achievements and highlights of 2020

Marfrig Verde+: a pioneering program in the industry to combat deforestation in Amazonia and Cerrado biomes. With the program, Marfrig aims to ensure that 100% of its production chain is sustainable and free of deforestation by 2030.

Best beef protein company at FAIRR: Marfrig was the highest ranked beef protein company in the Coller FAIRR Protein Producer Index, placing fourth, up six positions from 2019. FAIRR is an initiative that gathers investors from around the world and that analyzes protein producers from different countries based on environmental, social and governance criteria.

Corporate Sustainability Index (ISE): Marfrig was included in the 16th portfolio of B3's Corporate Sustainability Index (ISE). The indicator is a reference of good sustainability practices, since it compiles the stocks of companies that follow differentiated principles on the topic.

Carbon Efficient Index (ICO2): The Corporation also is a component of the B3's Carbon Efficient Index (ICO2), whose portfolio includes the stocks of companies that adopt efficient measures to minimize the greenhouse gas emissions of their operations.

CDP A-List: Marfrig's management of water resources received a score of A from the CDP, a global non-profit organization that encourages companies and governments to reduce their greenhouse gas emissions, safeguard water resources and protect forests. Fewer than 10 companies in Latin America have attained this performance. In 2020, we also made progress in our scores in CDP categories related to Climate Change, going from C to A-, and to Forests (cattle products), from B to A-.

Carbon Neutral Beef: In partnership with Embrapa, Marfrig launched the Viva Carbon Neutral Beef (CCN) seal, which certifies that the products come from animals raised in a livestock-forest production system that neutralizes methane emissions.

Science Based Targets: Marfrig is Brazil's first animal protein company and Latin America's only beef producer to commit to Science Based Targets, an initiative to reduce greenhouse gas emissions to keep global warming below 2ºC, as envisaged in the Paris Accord.

Combating deforestation: The Corporation signed a public commitment coordinated by the Brazilian Business Council on Sustainable Development (CEBDS) whose goal is to collaborate with the Amazonia Council and combat illegal deforestation.

1st Green CPR in Brazil: In partnership with Banco Santander, Marfrig structured the first Green Agribusiness Rural Product Notes (CPR) in Brazil, which is a credit facility to encourage sustainable cattle raising. Funds are released based on criteria such as traceability, inclusion, zero deforestation and transparency, which are targeted by the **Marfrig Verde+ Program.**

Mitigation of Indirect Supplier Risks: Marfrig concluded its Indirect Supplier Risk Mitigation Map, which is an unprecedented initiative in the industry. With it, the Company gained more precise control of cattle rearing and raising areas in Brazil from the standpoint of socio-environmental risk.

Global Compact: Marfrig became a signatory to the United Nations (UN) Global Compact, an initiative to encourage companies to adopt policies on corporate and social responsibility and sustainability.

Authorization to produce organic beef under USDA protocols: The unit in Bataguassu, Mato Grosso was authorized to produce organic beef in accordance with the protocols of the U.S. Department of Agriculture (USDA), becoming eligible to export beef to the country.

Publication of Audit Report of the Public Commitment on Amazon Cattle Production: Marfrig is the only company in the industry to publish this document in 2020, which presents the results of the independent audit conducted to verify and ensure if the sourcing process used by it meets the criteria determined in the public commitment. These include not sourcing cattle from deforested areas, indigenous lands, conservation units or areas banned by the Brazilian Institute of the Environment and Renewable Resources (IBAMA) or from properties that use child and forced labor.

6.1 SOCIAL RESPONSIBILITY

To contribute to the development and social welfare of local communities, Marfrig carries out important programs to support communities in the various countries where it operates. The contributions range from partnerships with health institutions to financial support for social causes, as well as awareness-raising campaigns for employees and donation drives at units. **Marfrig Institute:**

Created in 2011, the Marfrig Fazer e Ser Feliz Institute is a non-profit organization that supports children in socially vulnerable situations between the ages of 6 and 16 by offering them a series of physical and intellectual development programs through sports and leisure activities and by fostering citizenship and respect for the environment.

Hospital do Amor:

Since 2017, the Corporation maintains a partnership with Hospital de Amor, an oncology center of excellence located in Barretos, São Paulo. Initially created to supply beef to satisfy daily consumption at the hospital, which serves around 20,000 people a month, the partnership was expanded to include the participation of cattle producers. Donations are used to maintain the cancer treatment, prevention and early diagnosis offered by the entity to the public for free through the Brazilian public healthcare service SUS.

Actions and donations to combat covid-19

Covid-19

The health and safety of everyone who works at the Company's sites, with continuous monitoring of conditions at units and following to the letter the protocols established by the World Health Organization and by the local authorities of the countries where it operates, remain Marfrig's first priority and focus.

We remain committed to keeping our units operational and to ensuring the supply of essential products to the majority of consumers.

South America Operation:

Marfrig maintained a testing program for all its 18,000 employees in Brazil. The goal is to identify employees who had contact with the novel coronavirus that causes covid-19 and, based on the data collected, to adopt additional preventive measures at its production units.

In this way, Marfrig further increased the efficiency of the preventive measures that it has taken since the onset of the crisis. The Várzea Grande unit in Mato Grosso, which has 3,000 employees, was the first to be tested under this program.

Marfrig, in partnership with two other food majors, ADM and Burger King®, announced the donation of over half a million plant-based burgers to projects run by non-governmental entities that assist people in socially vulnerable situations and health professionals. The products were delivered to the NGO Rio da Paz, the São Paulo Food Bank and SESC Mesa Brasil in São Paulo and Rio de Janeiro, which will be responsible for distribution to ensure that the food reaches those who most need it.

Also under the program, in May, the Company donated 26,500 hand sanitizer bottles to 27 institutions (hospitals and social organizations) in the 13 cities in which it operates in Brazil.

North America Operation

In the North America Operation, a Task Force to combat covid-19 was created in response to the most severe phase of the pandemic. The purpose of the task force is to formulate strategies in coordination and to implement the measures issued by the health authorities, such as the CDC, OSHA and other regulatory agencies. The Executive Safety & Health Officer was elected to head up the committee and several coordinators were appointed at each plant.

We now are focusing our efforts on supporting the communities where we live and work, as well as local companies that provide essential goods and services to our employees and their families. More than US$1.7 million was donated to assist local partners and communities.

Education - We know that teachers and students are facing major changes due to covid-19, which led us to donate funds to support key infrastructure needs of educational institutions, from notebooks for students and expanded internet access to support for additional sanitation supplies and reinforcement of school emergency funds.

Food, public utilities and basic needs – We donated funds and products, provided gift cards for meals in restaurants and supported small companies with their utility bills.

Health care - Hospitals, health professionals, first responders and public health experts have played vital roles in keeping our communities safe. To support their mission against covid-19, we provided tools and equipment with disinfectant solutions for ambulances and fire trucks, commercial washers and driers for sanitizing uniforms at emergency units, and meals for local county sheriff departments, police departments, fire departments, hospitals and other health facilities.

Elderly and children - We are focusing on these populations with special needs and the organizations that protect them. Our donation to a local nursing home enabled the acquisition of iPads for each resident so that they can maintain contact with their families during this period of long social distancing. We also supported veteran homes, community action centers, senior citizen homes, social assistance programs, boy's and girl's clubs, daycare centers and shelters for women and men.

7. PEOPLE MANAGEMENT

The business performance of Marfrig Global Foods is the product of the efforts of its 32,000 employees located in the various countries where it operates. Accordingly, the Company strives to support its professionals in their career development through good practices in recruiting, retaining and developing talent, while also encouraging diversity in the workplace.

Number of Employees

	2020	2019
North America Operation	9,766	9,378
South America Operation	22,244	22,844
Total Employees	**32,010**	**32,222**

In the South America operation, given the new reality in 2020, we revised our processes, adapted events and focused on the health of our employees without abandoning our mission to feed the world. Our employees were vaccinated against H1N1 to minimize the transmission risk of the novel corona virus. We tested everyone at all our units for covid-19, with the entire process monitored by our Health & Safety team, in accordance with our Covid-19 Contingency Plan. Employees who tested positive were placed on leave, during which we continued to provide medical assistance to them. At some units, employees were tested even more than once whenever the need was identified.

As a way to thank our employees for their effort and dedication, we donated over 660 tons of beef to our employees, which was distributed over 16 weeks.

In 2020, we created the Marfrig without Borders Project at the Várzea Grande Unit, which was conceived to support the company's social role in the community. The work, which is aligned with one of Marfrig's pillars, namely social responsibility and cooperation with local communities, is carried out through a partnership with Pastoral do Migrante, which supports refugees from various countries, especially Haitians, Venezuelans, Cubans and Bolivians.

We continue striving to ensure the safety of our employees: we reduced by 44% workplace accidents and by 65% lost-time accidents. And we created internal opportunities that spark interest in career advancement. In 2020, 46% of our leadership positions were filled through Internal Recruiting.

In the North America Operation, we worked to create an environment in which employees have the opportunity to deliver their best every day, in which their ideas and opinions are considered and they feel part of a family, the National Beef family. We fostered individual growth and opportunities through on-the-job training (workplace safety, food safety, development of specific skills, improvement in language skills and more) and organized opportunities for external training and managerial development/improvement training, as well as opportunities for reimbursement of tuition. We have a strong culture of career advancement in house, which provides career development and advancement opportunities. It also creates a greater sense of stability, resulting in higher retention among our employees.

In North America, where the workforce is formed by people of over 32 nationalities, the Company works to promote respect and to accommodate the wide variety of cultures that come together every day to work at our facilities. We partnered with local educational institutions to offer opportunities for employees to access English as a Second Language (ESL) classes and provide on-site Rosetta Stone training for employees who want to learn new language skills.

Launched in late-2018, the Share & Grow Together Program works to engage employees and increase retention through a space for conversations with employees to provide a forum so that their voices are heard, helping us to create an even better workplace. We already have concluded 16 hours of training on a Leadership Development Series for over 775 supervisors, managers and other key employees across the company.

In 2020, with the mission of ensuring the country's food supply, we remained in operation during the pandemic. Although we undertook this serious responsibility, our duty and priority always is to safeguard the health of our employees and communities. To recognize their inestimable contributions during this period, we offered Response to Special Emergencies Payments and Benefits to our production employees during 2020.

We created a covid-19 task force headed by a coordinator at each production unit, who was responsible for evaluating and planning the operations at each facility to ensure that all health regulatory guidelines are met. This team works in close collaboration with senior leaders at National Beef to develop new safety practices based on the evolution in the pandemic.

APPENDIX | Continuing Operation

RECONCILIATION OF ADJUSTED EBITDA (R$ million)	2020	2019
Net Profit / Loss	**3.302**	**218**
(+) Provision for income and social contribution taxes	597	(230)
(+) Non-controlling Interest	1.229	1.364
(+) Net Exchange Variation	971	398
(+) Net Financial Charges	1.755	1.662
(+) Depreciation & Amortization	1.394	1.198
EBITDA	**9.248**	**4.610**
(+) Other Operacional Revenues/Expenses	348	161
Adj. EBITDA	**9.596**	**4.771**

PROFORMA

RECONCILIATION OF ADJUSTED EBITDA - PRO FORMA (R$ million)	2020	2019
Net Profit / Loss	**3.302**	**250**
(+) Provision for income and social contribution taxes	597	(230)
(+) Non-controlling Interest	1.229	1.364
(+) Net Exchange Variation	971	398
(+) Net Financial Charges	1.755	1.665
(+) Depreciation & Amortization	1.394	1.203
EBITDA	**9.248**	**4.650**
(+) Other Operacional Revenues/Expenses	348	162
Adj. EBITDA	**9.596**	**4.812**