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## (V) Marfrig

## Message from the Leadership [GRI 2-22]

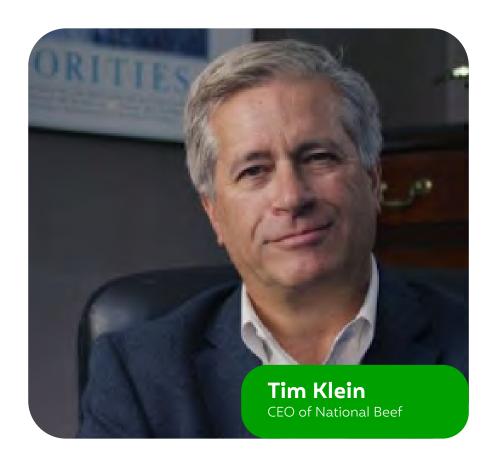
The year 2024 marked a significant milestone for Marfrig. The Company reaffirmed its strategic plan through a management approach focused on operational excellence and delivering results. The completion of the asset transaction in Brazil, Argentina, and Chile — a move that redefined the company's beef business strategy in South America — strengthened its financial structure. The company began operating industrial complexes with a greater focus on high valueadded products, supported by feedlots that ensure quality, capacity utilization, and sustainability.

The North American operation once again demonstrated that its business model—based on a strategic partnership for raw material supply and a focus on premium segments is key to maintaining the Company's performance, even in a challenging scenario marked by a tighter cattle supply in the United States.

The Company's strategy of diversifying across geographies and protein segments delivered significant results, notably through the exceptional operational and financial performance of BRF. We have made progress in

offering a multi-protein portfolio and in capturing new business opportunities, mainly through the merger of the Sadia and Bassi brands, and Perdigão and Montana.

The consolidated figures for 2024 highlight the importance of the asset complementarity strategy: our Consolidated Net Revenue reached R\$ 144.2 billion, representing a 14% increase compared to 2023. Adjusted Ebitda was R\$ 13.6 billion, representing a margin of 9.5%. This performance enabled Marfrig to achieve better capital allocation and reduce financial



leverage. We anticipated the payment of nearly R\$ 5 billion in debt and ended the year 2024 with the seventh consecutive quarterly reduction in financial leverage, reaching 2.8x in reais and 2.47x when measured in dollars.

At Marfrig, we believe that productivity, business, good results, and sustainability go hand in hand. In the past year, we made progress on our ESG agenda, with significant achievements in sustainability and the improvement of governance standards. Our practices were, once again, recognized by the market. We maintained the leadership in the beef protein sector in the FAIRR Initiative ranking and, for the first time, achieved the highest grade — triple A — in the CDP (Carbon Disclosure Project). With this achievement, Marfrig joins a select group of only eight companies worldwide, among more than 22,000 evaluated by the CDP, to reach this milestone. Starting this year, our report has been guided by the process of double materiality and published in the integrated reporting format, in accordance with

the methodology defined by the International Integrated Reporting Council (IIRC) and the guidelines of the Global Reporting Initiative (GRI) and the IFRS Foundation.

In the pursuit of a deforestationfree supply chain, we maintained 100% monitoring and control of our direct suppliers and 88.8% of indirect suppliers in the Amazon and 79.6% in the Cerrado, with a public goal to reach 100% by 2025. Through the Verde+ Program, we adopted an inclusive and responsible approach in managing our suppliers, encouraging them to adopt best practices and assisting them with environmental, labor, and documentation issues.

In 2024, more than 630 farms were reinstated, totaling 4,194 farms over the past four years.

In the area of Climate Change, we began reviewing our greenhouse gas reduction targets in light of the new FLAG methodology, which considers emissions from forests, land use, and agriculture. With submission





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expected for 2025, the update will represent our alignment with a more ambitious agenda to limit global warming to 1.5° C, as outlined in the Paris Agreement. Also in 2024, we achieved 100% renewable energy usage in Brazil, Argentina, and Uruguay, aligning with our goal of reaching 100% in all global operations by 2030.

The responsible use of natural resources is also one of the pillars of our operations. We adopt sustainable solutions for the treatment and reuse of effluents, and our production units follow strict environmental management standards. In the United States, for example, all wastewater generated at the Liberal unit in Kansas — about seven billion liters per year — undergoes a complete treatment process and is reused as natural fertilizer for the irrigation of agricultural areas.

With regard to animal welfare, we maintained 100% compliance in all audited units in accordance with the North American Meat Institute (Nami) protocol, reinforcing our commitment

to responsible and ethical practices. We also advanced in the certification of the welfare of animals from supplier farms, with the beginning of a project in Uruguay aimed at the production of beef cattle in line with the strict criteria of the '5- step®' standard of the Global Animal Partnership (G.A.P.). Additionally, we achieved 100% compliance in independent audits of our global public information related to animal welfare, reaffirming the transparency and effectiveness of our practices.

Looking ahead, our focus is to maintain the strategy of generating greater value, positively impacting people and businesses, as well as our commitment to financial integrity and sustainable practices, always mindful of the challenges and opportunities that arise.

We thank the trust of our shareholders, customers, and suppliers, and highlight the dedication of all our employees in achieving these consistent results.

Have a good read!



Marcos Antonio Molina dos Santos Controller and Chairman of

the Board of Directors

Rui Mendonça CEO Latin America

Tim Klein

CEO of National Beef

## 2024 ESG Highlights

**100%** monitoring and control of our direct suppliers and **88.8%** of indirect suppliers in the Amazon and 79.6% in the Cerrado, with a public goal **tO** reach 100% by 2025

For the 12th consecutive **year**, cattle procurement from farms in the Amazon biome met 100% of the criteria and guidelines set by the **Public Commitment on Amazon Cattle Ranching** 

In 2024, we reintegrated over **630 farms** through the Verde+ Program, bringing the total to 4,194 farms reintegrated since 2021

151 new producers registered in the Sustainable Calf Program We invested approximately

US\$ 2.2 million in animal welfare in 2024

**100%** of the slaughter units were audited for animal welfare in accordance with the **NAMI** protocol

We reduced water consumption by 13% compared to the 2020 baseline year

23% of electricity sourced from renewable sources

**24%** reduction in GHG **emissions from** Scope 1 + Scope 2 compared to the base year 2019

R\$ 6 million raised through the "+ Juntos pelo Sul" (+Together for the South) campaign in partnership with the BRF Institute to support the victims of the floods in Rio Grande do Sul

100% of the production units have a health and safety committee with worker representatives

A 7 percentage point reduction in employee turnover in South America and 8 percentage points in North America, compared to 2023; representing a relative reduction of 23% and 22%, respectively

In 2024, we reached over 67,000 hours of training conducted by employees



## Performance

We obtained **35** new market authorizations in South America, reinforcing our presence in countries such as the United States, China and Israel

R\$ 144.2 billion in net revenue, 14% increase compared to 2023

Ebitda totaled R\$ 13.6 billion with a margin of 9.5%

Seventh consecutive quarterly reduction in financial leverage, reaching 2.8x in reais and **2.47**x when measured in dollars

Marfrig Global Foods remains the global leader in hamburger production and the **second**largest beef producer in the world



Further details on our progress across the pillars of Marfrig's Sustainability Platform can be found beginning in Chapter 3, on page 42.

2024 INTEGRATED REPORT

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## Awards and recognition





We were recognized in the Research, Development, and Innovation category at the **2024 Agribusiness Leaders Award** 



Forbes Agro 100: we ranked in the Top 3 of the award



## **Latin Trade VIRTUS Leadership Awards:**

Marcos Molina was named Chairman of the Year 2024



## 100+ Innovators in IT Usage:

Marfrig is one of the companies recognized in the award organized by IT Forum, a content, networking, and business platform for the IT community. The list highlights the quality of the MeuSoc app, used for managing documents and ensuring the security of Marfrig employees' health information. See more on page 41.



Valor 1000: we ranked in the Top 10 among the largest companies in Brazil, securing 7<sup>th</sup> position



## Leadership in ESG rankings and indexes

### **CDP: Triple A**

Only eight companies, out of more than 22,000 worldwide, received the Triple A rating; and Marfrig is among them. We achieved the highest score (A rating) in all three CDP categories: "Climate Change," "Water Security," and "Forests."

We are now part of an exclusive group of companies worldwide to achieve the Triple A rating, among the CDP "A-List" companies, a select group that demonstrates global leadership in management, transparency, and commitment to reducing environmental impacts.

The CDP is a non-profit organization that mobilizes investors, companies, and governments to promote collaborative actions for sustainable development. In 2024, approximately 24,000 companies were evaluated. More than 700 signatories from the capital markets, with assets exceeding US\$ 142 trillion, requested that companies disclose information on climate change, forests, and water security through the CDP.

## Leadership in the Coller FAIRR Protein Producer Index

In 2024, Marfrig stood out as the only beef protein company classified as low risk in sustainability, among the 60 companies globally evaluated in the animal protein sector.

The FAIRR Initiative is a collaborative network based in London (UK), composed of over 400 international investors and approximately US\$ 75 trillion in assets under management, aimed at raising awareness about ESG risks and opportunities among animal protein producing companies.

## **Highlight in BBFAW**

Marfrig stands out as one of the best-positioned beef protein companies in the Business Benchmark on Farm Animal Welfare (BBFAW).

BBFAW is globally recognized for evaluating the management, policy commitment, performance, and disclosure of farm animal welfare in food companies.

### **FOREST 500**

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Marfrig is the highest-rated in the beef protein commodity, which is directly linked to the business.

Marfrig recorded a five percentage point increase (from 39% to 44%) in its score on the FOREST 500 in 2023, a global ranking for combating deforestation. When we look at the last two evaluation cycles, this increase reaches ten percentage points, highlighting the company's progress and its leading position among industry players in Brazil.



## Gold Seal of the Brazilian GHG Protocol Program

We have been awarded the gold seal of the Brazilian GHG Protocol program, the highest level of certification granted to companies that meet all transparency criteria in publishing their greenhouse gas emissions inventory.

The Brazilian GHG Protocol Program is an initiative that guides companies and organizations in Brazil to measure, manage, and disclose their greenhouse gas (GHG) emissions, aligning with a global standard for reducing environmental impacts.

## Carbon Efficient Index (B3)

For the fifth consecutive year, we have been included in the portfolio of the B3 Carbon Efficient Index (ICO2).

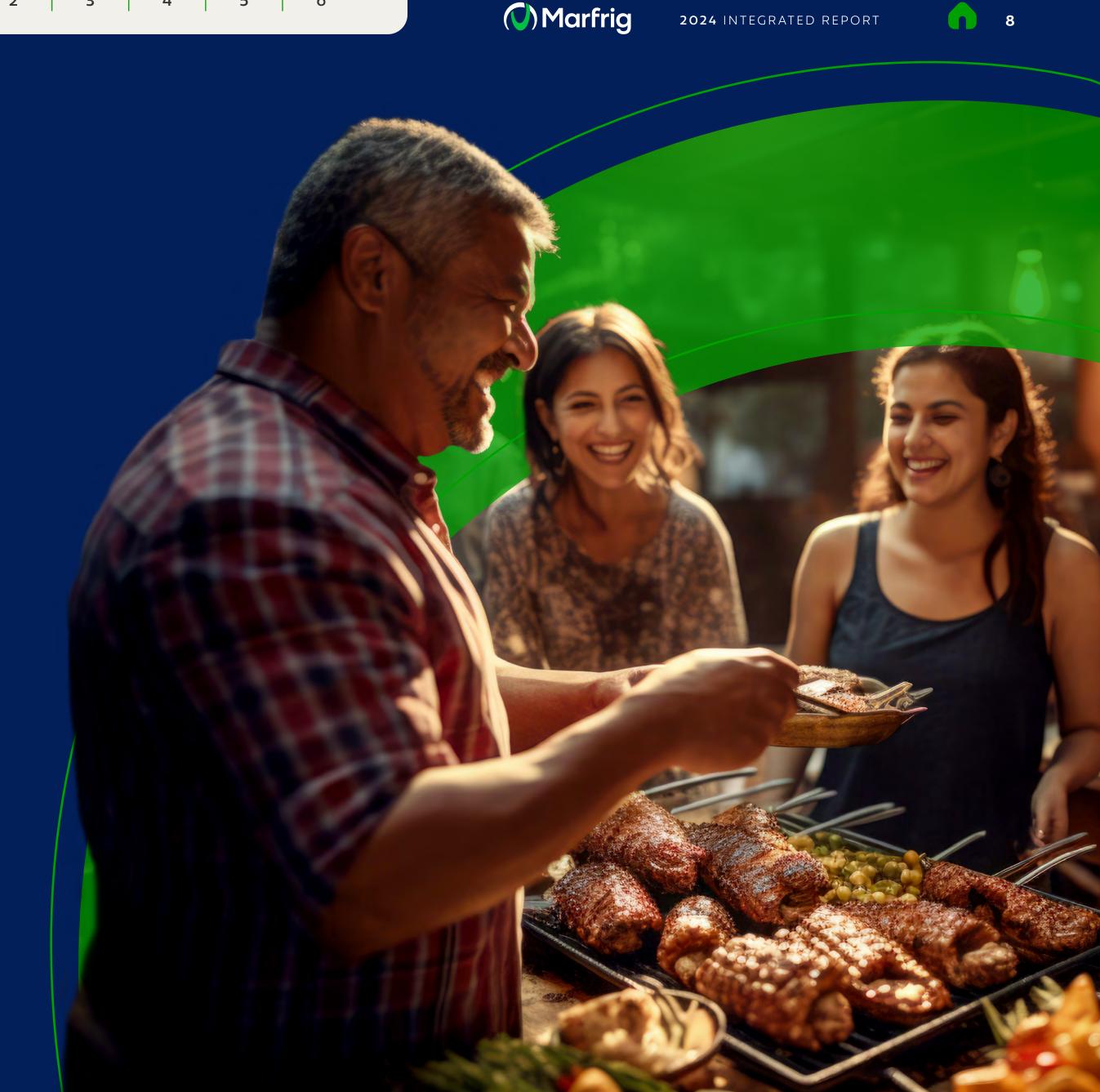
The ICO2 is composed of shares from companies committed to transparency in disclosing information related to carbon emissions generated by their operations, including the supply chain.





# Marfrig: feeding the future

Who we are Global Presence Portfolio and Brands Business Model Strategic Pillars Operating Context Business Performance



## Who we are [GRI 2-1 | 2-2 | 2-6]

Marfrig Global Foods S.A. is a global leader in hamburger production and one of the largest beef protein companies in the world, based on production capacity.

Our products are consumed by millions of people in over 100 countries every day. With a diversified and comprehensive portfolio, we are present in major global restaurant chains, supermarkets, and in the homes of millions of consumers. Our purpose is to create high-quality and safe products, driven by core values such as customer focus, simplicity, transparency, respect, excellence, and entrepreneurship.

Our headquarters is located in São Paulo (SP), Brazil, while our production base extends across the Americas. We have a total of more than nine slaughterhouses (for cattle), 10 processing units (focused on highvalue-added products), and seven distribution centers and sales offices.

We are committed to sustainable development, and through our Sustainability Platform, we focus on minimizing the impact of our operations while promoting

practices that preserve biomes and biodiversity. We also prioritize good animal welfare practices, contributing to both economic and social progress.

Marfrig is a publicly traded corporation with shares listed on B3's Novo Mercado, which comprises companies that voluntarily adopt enhanced Corporate Governance practices. We also have Level 1 American Depositary Receipts (ADRs) listed on the Over-the-Counter (OTC) market in the United States.



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Since December 2023, Marfrig has held a majority stake in BRF, with a 50.49% ownership interest in the company's capital. This move has strengthened both companies' presence in the global food market, creating new logistical opportunities and portfolio synergies. One example is the merger of their leading brands in Brazil: Sadia Bassi and Perdigão Montana, along with the designation of Sadia as the flagship brand for expanding the beef portfolio in international markets (learn more on page 16).

## Mission

To supply the **best** protein globally and forge longterm relationships with our consumers, creating **high quality** and safe products.

## Values

At the core of Marfrig, our values not only guide our actions but also shape the legacy we strive to leave in the world.

**Focus on the Client** 

**Simplicity** 

**Transparency** 

Respect

**Excellence** 

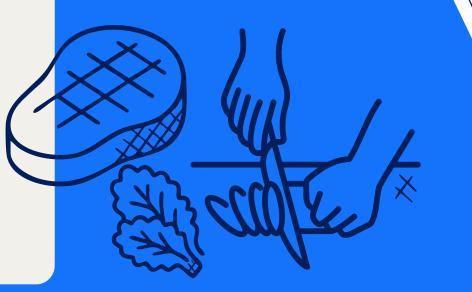
**Entrepreneurship** 





## Vision

- · Operate in the best markets and grow alongside our customers, suppliers, and partners.
- Foster the Company's development and create value for shareholders.
- · Keep employees engaged in serving the production chain with operational excellence and in a sustainable manner.
- Respecting the society in which we operate.





## How we operate in North America [GRI 2-6 | 2-1 | SASB FB-MP-000.A]

Our North American operations are carried out through National Beef, the fourth-largest beef processor and the efficiency leader in the U.S. industry. Focused on a wide range of high-value products and ready-to-eat options, National Beef offers the market quality items with the best specifications, as well as established brands in the region.

Our products, including both fresh and processed meat, are distributed locally through various platforms, including retail, wholesale, food services, and *online* sales directly to consumers. The portfolio is also primarily targeted at *premium* markets in Japan and South Korea.

To carry out the slaughter and processing of locally raised cattle, the company operates three slaughter plants with a capacity of 13,100 animals per day, totaling more than 3.3 million heads of cattle per year, a volume that represents approximately 14% of slaughter market share in the USA. We have five processing units for processed products, with a highlight being the North Baltimore plant in Ohio, one of the largest and most technologically advanced hamburger plants in the United States, dedicated to food service and is capable of producing both refrigerated and frozen hamburgers. We also offer complementary products and by-products from the process, operate tanneries, and manage distribution logistics.

- **Leader** in certified Angus beef production.
- The largest exporter of chilled beef from the USA, with Japan and South Korea as its main destinations.
- One of the largest Wet Blue tanneries in the world, also ranked among the most technologically advanced globally.
- 100% of the beef production is Black Angus.
- Own logistics company operation:
  National Carriers®. Through a fleet
  of over 1,200 trucks, it provides
  livestock transportation and
  logistics services to customers
  across the entire United States.



## Production capacity

### 13,100

heads of cattle slaughtered/day

## 100,000

tons/year of hamburgers

## 104,000

tons/year of other processed products

### 3

slaughtering units

## 5

processing units

## Performance in the year

### US\$ 12.4 billion

in net revenue

### US\$ 552.4 million

of gross profit

### US\$ 289 million

of EbitdaAJ

## ( Marfrig



With processing and slaughter units located across Argentina, Brazil, and Uruguay, we are positioned among the leaders in beef-based food production in the region through an integrated operation.

Our slaughter capacity is approximately 7,600 animals per day, which enables us to serve diverse global markets, making us one of the leading beef exporters from South America.

Processed foods are also produced

in the region, such as hamburgers, canned meat, beef jerky, sauces, pouches, and other products.

We serve the local market with recognized and leading brands in their respective countries, such as Sadia Bassi, Perdigão Montana, and Paty. With a strong focus on the international market, we operate four plants certified for sales to China, the world's largest importer of beef.



In 2024, Marfrig obtained **35 new market authorizations** in **South America**, strengthening our presence in markets such as the United States (new authorization for Várzea Grande), China (where Pampeano is the only processed foods plant authorized to export to the Asian country) and Israel (new authorization for San Jorge, in Argentina).

## **Production capacity**

7,600

heads of cattle slaughtered/day

147,000

tons/year of hamburgers

97,000

tons/year of other processed products

7 slaughtering units

11

processing units

## Performance in the year

R\$ 16.1 billion

in net revenue

R\$ 2.9 billion of gross profit

R\$ 1.8 billion

of EbitdaAJ

## Portfolio optimization strategy [GRI 2-6]

In 2024, we received approval from regulatory authorities for the divestment of bovine and sheep slaughter units in Brazil, Argentina, and Chile, as announced in 2023. This decision aligns with our strategy to focus on branded meat production and higher value-added products.

- Brazil: We continue to operate the Pampeano processed food plant, the largest Brazilian exporter of canned goods to Europe and the only facility in the country certified to export canned products to China. We also maintain our slaughter and processing complexes for branded and value-added products in Várzea Grande and Promissão, as well as the hamburger plant in Bataguassu.
- Argentina: We continue to operate the San Jorge industrial complex, producer of the brands Quickfood, Paty, and Vienissima!, as well as the Campo del Tesoro unit, supplier of hamburgers to major global fast-food chains, and the Baradero and Arroyo Seco units.
- Chile: We continue to operate our storage, distribution, and trading complexes.
- **Uruguay:** The transaction for the sale of assets—also part of this strategic move—remains under review by the country's competent authorities and is subject to the customary approvals for this type of operation. We will retain the Tacuarembó industrial complex, a leader in organic meat production, the Fray Bentos processing unit, and the Rio Negro feedlot.







Among the highlights of the period are the two new market authorizations that Marfrig received to export beef to China. The company secured the unprecedented approval to export processed beef from the Pampeano plant in Hulha Negra (RS), as well as the authorization to export unprocessed beef from the Bataguassu (MS) unit. These approvals reflect the company's ongoing commitment to meeting the highest food safety standards required by international markets, and to expanding its product portfolio in China.

### Our operations in Argentina

Following the divestment of assets in Argentina and the approval from regulatory bodies, we have concentrated our operations in four plants. One of them is the San Jorge Industrial Complex, our only slaughter plant in the country, where we also produce Paty hamburgers, a leading brand that accounts for over 50% of local sales. In 2024, the San Jorge plant received authorization to sell kosher-certified beef.

We currently have the capacity to slaughter 1,300 head of cattle per day. We are also the second-largest player in the frozen vegetables segment.

During the period, our focus was on the production of high-value-added items, including new cuts and food varieties, aiming to align sales with the needs of the Argentine consumer, whose purchasing power remains impacted by the country's economic situation. In addition, we launched the organic meat program in the country (learn more on page 61) and invested in projects focused on productivity and efficiency gains, aiming to enhance our competitiveness.

## **Our operations in Uruguay**

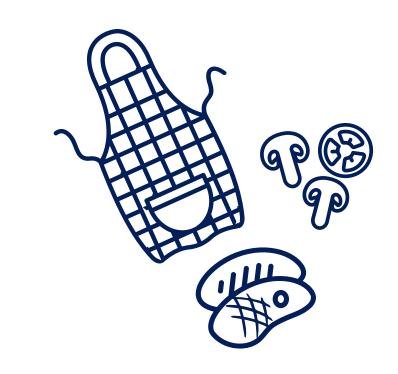
Marfrig is the largest beef protein company in the country and the leading exporter in Uruguay, accounting for about 30% of the meat sold abroad. In 2024, we launched the largest hamburger plant in Uruguay within the Tacuarembó **Industrial Complex**, aiming to increase operational efficiency and the capacity to meet export demands.

We serve the most demanding international markets with chilled or frozen meats. Japan, the United States, Europe, South Korea, and China are among the main markets. Our focus is on adding value to the production of hamburgers and

other products, strengthening our business and expanding exports.

Another highlight of the year was the over 6% growth in our certified organic meat program, with the United States remaining the main market, and continued investments for business expansion in 2025 (learn more on page 61). As pioneers in organic beef production in Latin America, we currently manage approximately 1.2 million hectares of certified pastureland.

We are the leading private group in the sector in the country, with a workforce of over four thousand employees.



## Portfolio and brands [GRI 2-6]

We offer a selection of renowned brands and high-quality products, targeting both local markets and exports. In 2024, Marfrig and BRF merged their main brands to add greater value to the beef hamburgers distributed in Brazil. Sadia began endorsing Bassi hamburgers, a premium meat brand from Marfrig, while Perdigão rebranded its line of beef processed products as Perdigão Montana. The primary strategy behind this move is to leverage Marfrig's expertise in the premium meat market, starting with hamburger lines, and integrate it into BRF's portfolio. This collaboration aims to expand the national presence of Marfrig's brands through BRF's distribution platform, with the products being marketed and distributed by BRF.

In addition, GJ – a line of beef cuts exclusively intended for export – will gradually be replaced by Sadia, the brand that has been chosen as the main one for expanding the beef portfolio in the international market.

During the same period, we relaunched the Good Mark brand in Argentina, introducing a wider range of products to the market. In addition, we invested in diversifying and offering unique products, including organic options and the Viva! line, which stands out for offering meat cuts produced under innovative concepts, such as the pioneering Carbon Neutral Beef (CCN) in Brazil.

We also offer Bona Pet, a line of natural bones and treats for pets, free from preservatives and produced with the same industrial standards as food processed for human consumption.

Our operations are centralized in two main areas:



**Fresh meat** 

With globally recognized brands, Marfrig's products cater to both the foodservice segment (including restaurants and out-of-home food services) and retail. Our production is available for both domestic and international markets. The company is recognized as one of the leading exporters of animal protein in the world.



**Industrialized** products

Our product portfolio is diverse and high-value, including hamburgers, canned meats, sausages, cold cuts, and a variety of ready-to-eat items such as meats with sauces and frozen vegetables.



## Argentina

























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## **Brazil**























## Uruguay

























## **United States of America**

















## Multiprotein global platform

In alignment with BRF, we have made significant progress in becoming a global multiprotein platform, offering a diverse range of products from beef, pork, chicken, and turkey, as well as processed foods. This portfolio meets the nutritional needs of consumers in a comprehensive and balanced way, including markets with specific requirements, such as products with Halal certification.

In 2024, we launched the campaign 'Lado a lado, alimentando o futuro' (Side by Side, Feeding the Future), which introduced to the market and society. The campaign highlighted the shared brand attributes of both companies and the value generated by this strategic partnership. (Learn more on page 21).



## Business model [GRI 2-6]

Our capitals



#### Human

- **+ 26,000** employees
- +1,200 of them are immigrants
- **+ 300** young people trained by the Young Apprentice Program

Diversity of culture, experiences, and knowledge

### Social

Customers in + 100 countries

**100%** of local suppliers in Brazil, Argentina, and Uruguay

Relationship with communities through local actions and Instituto Marfrig Fazer e Ser Feliz

### Intellectual

In-house R&D projects, partnerships with institutions and companies in the technology ecosystem, Leadership Journey, Marfrig Club

### **Manufactured**

10 slaughtering units

**16** processing units

7 distribution centers

Sales offices

Retail and foodservice channels

Presence in more than 100 countries

### **Natural**

Hydro **and energy resources** for industrial use and animal production

+ than R\$88 million invested in improvements to water and effluent management infrastructure

**R\$4 million** invested in projects of Instituto Ampara for research, preservation and recovery of Pantanal fauna

### **Financial**

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

**US\$ 2.2 million** invested in animal welfare

**R\$ 100 million** invested in the Verde+ (Green+) Program

### What we do



## We transform raw materials into food

## How do we do it?

## **Our Strategic Pillars**

Sustainability, Corporate Governance, Products and Customers, Financial Strength, Operational Excellence.

### **Mission**

To supply the best protein globally and forge long-term relationships with our consumers, creating high quality and safe products

### **Values**

Customer Focus; Simplicity; Transparency; Respect; Excellence; Entrepreneurship

## Results and value generation



#### For the business

- R\$ 144.2 billion in Consolidated
   Net Revenue (14% higher than/a)
- **35** new export authorizations across different continents
- 100% compliance with the Livestock Public Commitment
- 100% of direct suppliers are monitored for socio-environmental criteria, and 81.2% indirect suppliers are also monitored for the same standards.
- 100% of the direct suppliers participating in the Marfrig Club
- 100% of the slaughter units audited for animal welfare in accordance with the NAMI protocol
- **+ 67,000** hours of training
- A 7-percentage point reduction in employee turnover in South America and 8 in North America

   a relative reduction of 23% and 22%, respectively
- Recognition in leading ESG rankings and indices

### For the environment

- A 13% reduction in water consumption compared to the 2020 baseline year
- 23% of electricity sourced from renewable sources
- 24% reduction in GHG emissions from Scope 1 + Scope 2 compared to the base year 2019
- 149% increase in the volume of water reused

## For the society

- R\$ 6 million raised through the "+ Juntos pelo Sul" campaign in partnership with Instituto BRF
- + 4,000 farms reintegrated since 2021 through actions under the Verde+ Program
- 19% of Marfrig Club producers improved their practices, advancing to higher categories



## Strategic Pillars

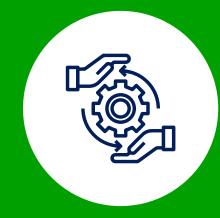


Sustainability









ANNEXES

Corporate governance









**Products** and customers











**Financial** soundness





**Operational** excellence







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#### **Related SDGs:**























**Financial** capital



Natural capital

















Intellectual capital



Social and relationship capital

## Operating context

### Internal performance

The year 2024 was marked by the consolidation of our asset optimization process in South America, in line with our strategy of focusing on branded meats and higher value-added products. Following approval from regulatory agencies, we completed the divestment of assets in Brazil, Argentina, and Chile. At the same time, we made investments in the expansion and modernization of industrial complexes — such as San Jorge in Argentina and Tacuarembó in Uruguay — aimed at improving efficiency and productivity.

Our dynamic business model is also characterized by the diversification of proteins and geographical reach. In this regard, Marfrig's strong consolidated performance reflects the combination of our strategic stake in BRF, the resilience and continued strength of our North American operations, and the implementation of this new and more efficient business model for our South American operations.

In this context, another key area of focus for Marfrig during the period was the talent retention and engagement projects, driven by a successful incentive strategy and a structured transition plan for the divested units.

In business, we recorded a sales volume of 815,000 tons in South America (from ongoing management operations), which represents a 23% increase compared to the sales volume in 2023.

This growth is attributed to the addition of slaughter and boning capacity, still in the ramp-up and optimization process at the Company's industrial complexes. Sales in the domestic market accounted for 61% of the total volume during the period.

In 2024, the total sales from operations in North America amounted to 1,981,000 tons, a volume in line with that of 2023. The percentage allocated to the domestic market was 87%, the same as the previous period.

## International operations

The combination of agility in seizing opportunities, portfolio diversification, and presence in the world's key consumer markets has solidified Marfrig's position as a leader in the global protein supply chain.

In 2024, we obtained 35 new market authorizations, reaching new markets such as East Timor. We also increased our export volume from South America to North America, with a focus on the United States, which accounted for 14% of international sales, and significant growth in exports to Canada as well. Exports to the Middle East represented 8%, while exports to markets such as China and Hong Kong reached 46%.

One of the highlights of the period was the expansion of our organic meat program, with the United States as its main destination. In Uruguay, we experienced a 6% growth in volume, reaching over one million certified hectares. We also launched the

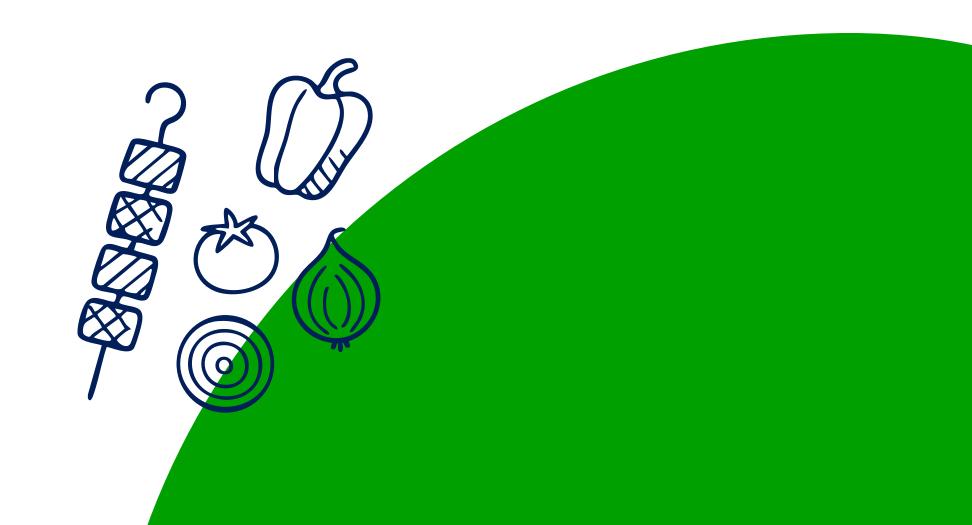
program in our operations in Argentina, beginning with the San Jorge plant, which now has 32 certified suppliers. In 2024, the sales volume of organic meat surpassed 21,000 tons.

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The company's progress in the sustainability agenda has also served as a key differentiator in gaining access to international markets. For over a decade, we have consistently invested in sustainability, one of the strategic pillars of our business.

We operate with the goal of increasing food production in an increasingly efficient manner, while preserving the planet's natural resources.

Looking ahead, from a market perspective, we expect a slowdown in the growth of global beef supply, leading to lower product availability. This will create even more opportunities for South American countries in the international market.



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## Marfrig and BRF side by side

The combined efforts of Marfrig and BRF strengthen the exchange of best practices across our various segments and enhance our ability to seize new opportunities. Guided by an experienced leadership team, this model has proven increasingly effective in facing the cyclical effects inherent to our business, enabling us to maintain a robust and resilient performance.

We have made progress in actions aimed at increasing operational efficiency and reducing costs, with a focus on logistical and commercial synergies across operations. One example is the BRF supply chain directly purchasing inputs, and the Itajaí (SC) service center now providing support to Marfrig. In addition, the distribution of PlantPlus products, from the joint venture with the U.S. company ADM, which was previously managed by Marfrig's commercial team, is now being complemented by BRF's logistical and commercial infrastructures, ensuring access to over 300,000 points of sale.

Another key step was the alignment of the sustainability platforms of both companies, respecting the unique aspects of each business, while identifying areas of complementarity and convergence.

As we progress toward creating a global multiprotein platform, another notable development was the Bassi burger packaging being endorsed with the Sadia seal, along with the launch of the Perdigão Montana line, combining the expertise of each company's most relevant brands. In addition, the Sadia brand was designated as the main brand for expanding the beef portfolio in the international market.

The value-generation potential was also communicated to the public through the campaign "Marfrig and BRF: Side by Side, Feeding the Future." Through press ads and social media, we showcased the strength of Marfrig and BRF, emphasizing that when combined, they deliver significant results, such as "1+1 = 37 strong brands around the world."







## **Business** performance

Our diversification across proteins, geography, and our business model focused on a higher value-added portfolio contributed to generating consistent results in 2024. We recorded growth in revenue, consolidated adjusted Ebitda, and net income, highlighting the Company's financial solidity and its ability to turn portfolio optimization opportunities and synergies with BRF into value creation.

## Financial performance

In 2024, Marfrig's Consolidated
Net Revenue was R\$ 144.2 billion,
representing a 14% increase compared
to 2023. The adjusted Ebitda reached
R\$ 13.6 billion, a 59.5% growth over the
previous year, representing a margin
of 9.5%. This strong performance was
driven by the record performance of
BRF, combined with the expansion
of results in South America, which
offset the Ebitda reduction in the
North American operation.

The consolidated net income attributable to the controlling shareholder was R\$ 2,795.6 million, compared to a loss of R\$ 1,517.8 million in the previous year. This variation is explained by the operational improvement of BRF, the increased profitability of the beef operation, and the capital gain from the transaction involving the sale of assets in the South American Operation.

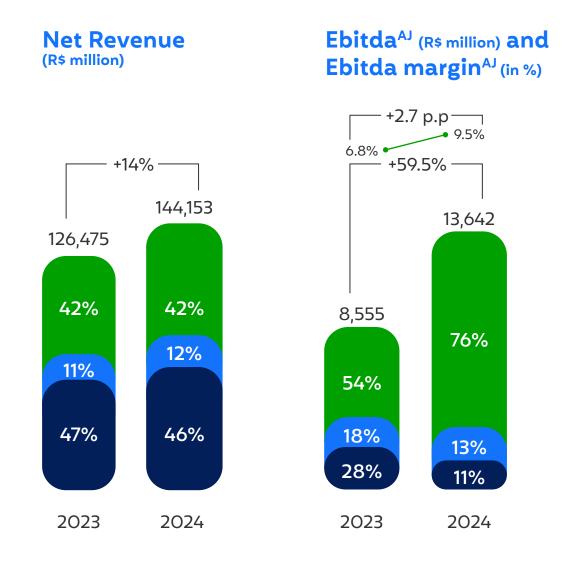
This performance also allowed us to accelerate another important strategic pillar – better capital allocation and the reduction of financial leverage.

We accelerated the payment of nearly R\$ 5 billion in debts and ended 2024 with the seventh consecutive quarterly reduction in financial leverage, measured by the ratio of Consolidated Net Debt to adjusted Ebitda, at 2.8x in reais.

When measured in dollars, financial leverage was even lower, at 2.47x.

In 2024, we distributed R\$ 2.5 billion in dividends, making our Company one of the top performers in returning value to shareholders through dividend distributions, as well as being among the best performers in the Ibovespa in terms of stock appreciation.

### Net Revenue and Ebitda<sup>AJ</sup> 2024



### Value Added Statement (VAS) [GRI 201-1]

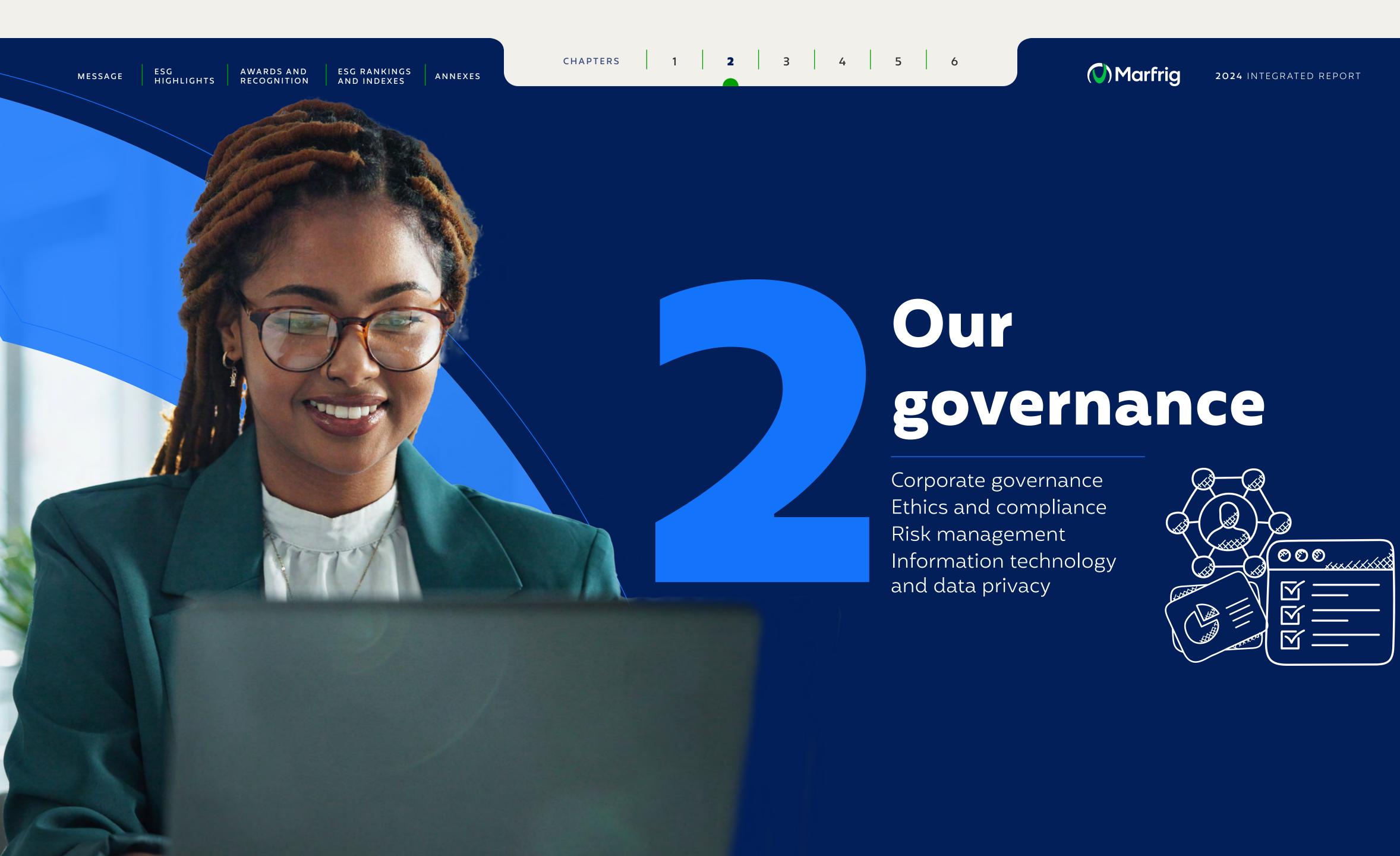
Consolidated (in thousands of R\$)	2022	2023	2024
Revenues	139,163,357	141,993,605	158,554,643
Distribution of added value	25,055,046	33,303,709	43,413,843
Personnel	7,538,861	12,253,073	13,689,027
Taxes, fees and contributions	3,051,525	4,648,520	4,059,008
Third-party capital compensation	7,818,281	20,023,362	21,784,938
Compensation of own equity	6,646,379	-3,621,246	3,880,870











## Corporate governance

[GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13]

We are guided by ethical principles and strive for excellence in everything we do. Marfrig's corporate governance guiding principles are based on the market's best practices. The commitment is to transparency, accountability, and fairness in the treatment of shareholders, partners, and employees.

As a publicly traded company, we comply with the regulations of the Brazilian Securities and Exchange Commission (CVM) and the B3's Novo Mercado Listing Rules, as well as the recommendations of the Brazilian Code of Best Corporate Governance Practices issued by the Brazilian Institute of Corporate Governance (IBGC).

We believe that ensuring robust corporate governance practices is crucial for the long-term sustainability and success of the business, benefiting all of the Company's stakeholders. Through principles, guidelines, and processes, we seek to generate sustainable value for the organization and society, balancing

the interests of all parties involved. Transparency, responsibility, and fairness in management are key factors that help build investor trust, strengthen the company's reputation, and enhance strategic planning.

That's why we are committed to continuously improving our practices, dedicating efforts each year to reviewing structures, processes, and policies, which are submitted for approval by the Board of Directors to ensure transparency. Focused on sustainable development, we also incorporate ESG matters into our compensation policies and the Board's self-assessment. These policies are available on our Investor Relations website. [GRI 2-19]

The Board of Directors and the Executive Board are at the forefront of Marfrig's corporate governance. The Board of Directors is responsible for protecting the company's assets and setting the strategic business guidelines, while the Executive Board manages the day-to-day operations.

We have four committees to support the Board of Directors in its functions and assist in decision-making by providing detailed information, data, and metrics on specific matters, facilitating preliminary discussions. They are: the Statutory Audit Committee, the Compensation, Corporate Governance and Human Resources Committee, the Finance Committee, and the Sustainability Committee. The permanent Audit Committee completes the corporate governance structure and is composed of highly qualified professionals, selected according to the criteria established in our Nomination Policy.

Criteria related to behavior, culture, and diversity are considered for the composition of these governance bodies, aiming to form a group that is committed and aligned with our mission, principles, and ethical values. We follow the applicable legal and regulatory requirements for the appointment and selection of these professionals, always in compliance with the listing rules of B3's Novo

Mercado and the requirements of regulatory bodies. [GRI 2-10]

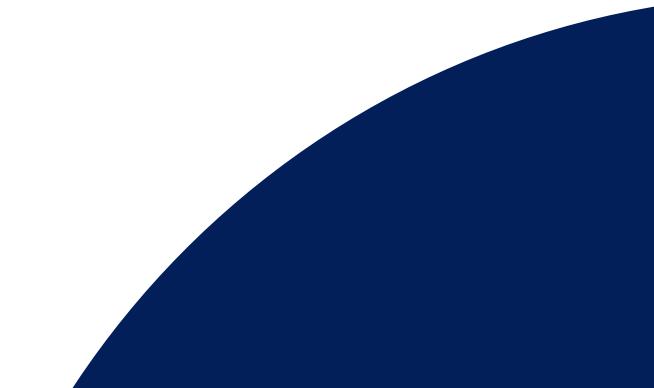
#### Governance bodies

#### **Board of Directors**

Composition: The Board must consist of a minimum of three and a maximum of eleven members, all elected and subject to removal by the General Meeting. Members serve a unified twoyear term, with re-election permitted. In 2024, the Board of Directors was composed of seven members, including the chairman, who does not hold executive functions at Marfrig. Of these, three are independent directors, exceeding the 20% minimum required by B3's Novo Mercado listing rules.

The Board is composed of six men and one woman. For more information about the Board, <u>click here</u>. [GRI 2-11]

**Responsibilities:** The Board plays a key role in formulating business strategies, aligned with best practices for mitigating adverse impacts on society and the environment. As the collegiate body representing shareholders, it oversees the implementation of strategic guidelines and establishes internal policies to promote the Company's sustainable development.



The Board also oversees responsible business conduct, ensuring adherence to ethical standards and integrity commitments. Additionally, it is responsible for appointing and overseeing the Executive Directors, as well as hiring and dismissing independent auditors. [GRI 2-12]

An additional key responsibility of the Board of Directors is the mitigation and prevention of conflicts of interest that may arise in situations involving individuals or entities conducting any type of business with Marfrig or its subsidiaries, which are also involved in the decision-making process. Monitoring and managing potential conflicts of interest within the Board of Directors, the Executive Board, and the Audit Committee are also among the board members' commitments, aiming to prevent the misuse of the organization's assets and, particularly, abuses in related-party transactions. Any member of these bodies who has a personal interest or a conflict of interest with the company in a particular decision must immediately report the matter and refrain from participating in discussions and decisions on the issue. The disclosure of any potential conflicts of interest that may impact the conduct of

our business will be evaluated on a case-by-case basis, in accordance with the legislation and regulations applicable to the jurisdictions in which the Company operates. [GRI 2-15]

The Board's activities are based on a variety of issues, from respecting human rights to promoting fair competition, which are addressed in detail in specific policies approved by the body. The documents are available on the Investor Relations website and assist in overseeing the business impacts.



### Annual assessment [GRI 2-18]

To evaluate the differences in perceptions and the individual performance of the Board members, we conduct an annual self-assessment process.

This process includes a questionnaire with 49 questions, 38 of which are aimed at evaluating the Board of Directors as a collegiate body, and 11 focused on the individual performance of each board member. The results allow for an evaluation of the board members' perceptions regarding the good governance practices adopted by the company, including ESG aspects, and help identify improvements for the evolution and preservation of corporate governance.

The Corporate Governance Secretariat, in collaboration with the HR department, manages the evaluation process, following the guidelines set forth in the 'Board Evaluation: Recommendations and Practices' manual from the Brazilian Institute of Corporate Governance (IBGC). The results of the self-assessment are presented in the Reference Form, which is available on our Investor Relations website.

For determining annual variable compensation, we submit the evaluation of our CEO to the Board of Directors, with support and oversight from the Compensation, Corporate Governance, and Human Resources Committee.



See more information about the annual assessment.





## **Board of Directors' Advisory Committees**

The purpose of this structure is to improve our efficiency, agility, and the quality of work processes, while also managing the impacts of our business on society, people, and the environment. The committees also play a key role in addressing critical concerns identified through scenario analyses or during the implementation of business strategies by operational areas. They are responsible for forwarding relevant issues to the Board of Directors for consideration.

Sustainability: the committee monitors the implementation of the strategy for sustainability, promoting best practices in sustainable development. This includes overseeing raw material sourcing, animal welfare, greenhouse gas (GHG) emissions, conservation of natural resources, and the management of effluents and

waste, with the goal of minimizing the environmental and societal impact of our operations. The committee is composed of six members: an independent Board member leads the group, which also includes five regular members, one of whom is the Sustainability Director. Of the six members, two are women. [GRI 2-17]

Statutory Audit: analyzes the financial statements, oversees and coordinates the work of internal and external audits, particularly regarding accounting issues, internal financial controls, risk management, related-party transactions, and other legal compliance routines. It is composed of three members, led by an independent member of the Board of Directors, with the remaining members being external.

Finance: monitors the maintenance of predetermined liquidity and capital structures, periodically examines investment and financing plans, and reviews the impact of contracted operations that may affect the company's capital structure, among other responsibilities. It is composed of three members – one being an independent member of the Board of Directors serving as the coordinator.

Compensation, Corporate Governance, and Human Resources: evaluates issues related to corporate governance strategies, internal Human Resources policies and standards, which address, for example, compensation and benefits for executives, employees, and service providers. It is composed of four members, – one being an independent member of the Board of Directors serving as the coordinator.

### **Statutory Executive Board**

It is responsible for the implementation of the policies and general guidelines established by the Board of Directors. Marfrig's Bylaws stipulate that the Executive Board must be composed of at least two and at most seven members. All members, who are the legal representatives of Marfrig, are appointed for three-year terms, with reelection allowed, and can be removed from their positions by the Board of Directors at any time.

**Composition:** a CEO, a Chief Administrative and Financial Officer and Investor Relations Officer, and a Director with no specific designation.

#### **Audit Committee**

Operating independently from the Management and external auditors, the permanent statutory body's main responsibilities are to oversee the Management's activities, review the company's financial statements, and report its findings to the shareholders.

**Composition:** three regular members and three alternates, all with a one-year term, with re-election allowed. One of the regular board members and their alternate are representatives of the minority shareholders. In addition to having an impeccable reputation, their diverse experiences span both our industry and related sectors, providing a wide range of perspectives to enrich discussions, business impact assessments, and the decision-making process.

## (V) Marfrig

## Compensation practices [GRI 2-19] 2-20]

We have a compensation policy designed to attract and retain top talent, while defining the criteria and responsibilities related to executive compensation. The policy also aims to encourage our executives to grow and develop in order to reach their full potential, always aligned with the Company's objectives. Performance is rewarded through both short-term and long-term incentive payments.

The Compensation, Corporate
Governance, and Human Resources
Committee – composed, among others,
of two independent members of the
Board of Directors – is responsible for
evaluating the company's executives
and determining the corresponding
compensation for each of them in
accordance with the compensation
policy. We use market practices
as benchmarks for defining the
compensation of our executives.

The Company's executive compensation policy was approved at a Board of Directors meeting held on October 31, 2018, and reviewed

on March 31, 2025. Its scope is to establish the operational and control procedures to be applied in the process of defining the compensation for these executives. The policy is available for consultation on our Investor Relations website and in the Empresas. Net system of the Securities and Exchange Commission (CVM).

#### **Board of Directors**

The members receive a fixed monthly compensation, determined annually for each of them, along with benefits to

financially reward them based on their skills and professional experience with the Company. The compensations are distinct, as they are defined according to the level of participation of each Board member. For the same reason, there are members of the Company's Board of Directors who receive higher compensation than statutory directors. Although the Company's stock option plan allows for the possibility of variable compensation to the Board of Directors, such payments have not been made in recent years.

### Statutory Board and Non-Statutory Board

The compensation is fixed and the amount is determined annually for each of its members, in addition to benefits that financially reward them based on their skills and professional experience with the Company. They also receive a variable portion linked to profitsharing and compensation based on the Company's stock.

#### **Audit Committee**

The compensation is fixed and determined annually for each member, in addition to benefits aimed at financially rewarding the audit committee members based on their skills and professional experience with the Company.

## Compensation linked to sustainability

We adopt criteria related to good sustainability practices to determine the variable compensation for our leadership, regardless of their position within the hierarchy. For instance, in operations, professionals in leadership roles, starting with coordinators, have performance targets tied to the responsible consumption of natural resources at our plants, which directly impacts our Scope 1 and 2 emissions.





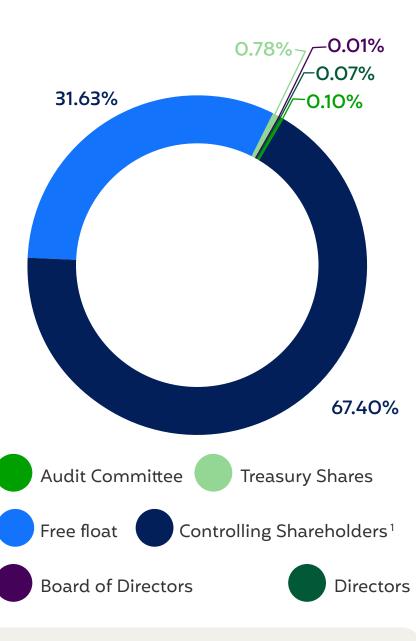


## (V) Marfrig

### Shareholder breakdown

Marfrig's shares are listed on B3, specifically in the Novo Mercado segment, under the ticker symbol MRFG3. At the end of 2024, these shares were valued at R\$17.03 each, representing a 75.57% increase compared to the previous year. The average daily trading volume was approximately R\$88.96 million. In addition, these shares are also traded in the United States as Level 1 ADRs on the over-the-counter (OTC) market.

### **Corporate structure**



### In 2024, Marfrig's shares were included in 14 indices of B3:



#### <sup>1</sup>The "Controlling Shareholders" group is composed of Marcos Antonio Molina dos Santos, Marcia Aparecida Pascoal Marçal dos Santos, and companies that are shareholders.

## Ethics and Compliance

[GRI 3-3 ETHICS, INTEGRITY, AND TRANSPARENCY | 2-24]

In managing our operations, ethics and integrity are fundamental values that all team members must internalize and uphold. To promote responsible business conduct internally, we have established a robust Compliance structure, composed of mechanisms and policies – including the Code of Ethics and Conduct – that provide clear guidance on the practices to be adopted in professional interactions with various stakeholders.

To promote the values and ethical behavior we expect from our employees in their duties particularly in interactions with various stakeholders—we have developed a series of initiatives within our Compliance Program. Launched in 2015 and supported by five key pillars, the program has been continuously improving year after year.

We expect the same high standard of ethical behavior and integrity from our partners and suppliers.

To ensure their adherence to our guidelines, we have implemented standards and procedures designed to engage them in best practices and monitor any deviations from expected conduct.

## **Senior Management** Support

The Compliance Department has full support of senior management for all actions, which is essential for the effective implementation of the program. One example of this support is the regular reporting by the Compliance Officer to the Company's President, providing updates on the progress of the Compliance Program and the results of various initiatives.

Each quarter, the Compliance team holds strategic meetings with the Company's CEO to present the key performance indicators for the department. These meetings include detailed analyses of the number and category of reports received

during the period, as well as general reports covering all company units.

Additionally, compliance meetings were held with the Statutory Audit Committee, to bring senior management closer to these critical topics.

These meetings are designed to provide senior management with a comprehensive overview of the compliance program's performance and to promote a culture of transparency and accountability throughout the organization. They provide an opportunity to collectively discuss potential actions and strategies to further strengthen compliance processes and mitigate risks.

In addition, the Compliance Policies were approved by the Company's Board of Directors, and any modifications made during the annual review process are also submitted to the Board for proper approval. [GRI 2-23]

## **Compliance Program**

In effect since 2015, this Program includes initiatives aimed at promoting ethical behavior throughout the Company, engaging employees and business partners in best practices.

## Responsible instance

The Compliance Department, reporting to the Legal Vice Presidency, oversees the management of this matter. The structure also includes an Ethics and Compliance Committee, which reports to the Executive Board. Composed of representatives from Human Resources, Legal, Internal Audit, Operations, and Compliance, the Committee meets regularly to monitor ethics and conduct issues. Its goal is to ensure the effectiveness of initiatives related to the Code of Ethics, the whistleblower channel, the Compliance Program, and other related topics.

The Compliance structure also includes employees designated as "compliance agents" at all units across South America. These agents are responsible for fostering a culture of Compliance

across all Marfrig operations. They also assist in the investigation of reported incidents at the units, as they are closely involved in the daily routines of employees, particularly those working on the production lines.

### More Integrity Seal

In 2022, we were granted the renewal of the MAPA's Selo Mais Integridade (More Integrity Seal), valid for two years.

To receive this recognition, we demonstrated compliance with the requirements established by the Ministry, covering areas such as Anti-Corruption, Labor Practices, and Sustainability. During the 2021 evaluation process, indicators and documents related to the operation of the whistleblowing channel, Senior Leadership's engagement with Compliance, training provided to employees, and communications regarding ethics and conduct were taken into consideration, as well as the absence of Marfrig's name on any watchlists indicating restrictions against companies.

The certification/renewal process for the seal, which was scheduled to take place in 2024, was suspended by the Ministry of Agriculture (MAPA), as the "Mais Integridade Seal" is currently undergoing restructuring.



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Selo Mais Integridade" (More Integrity Seal), granted by MAPA, is a recognition awarded to Brazilian agribusiness companies that adopt exemplary practices of integrity, ethics, social responsibility, and sustainability.

ESG HIGHLIGHTS

MESSAGE



## Compliance Policies [GRI 2-23]

- Code of Ethics and Conduct
- Code of Ethics and Conduct of Third Parties
- Gifts, handouts, entertainment and hospitality
- Conflict of Interest
- Donations, sponsorships and contributions
- Prevention of money laundering and financing of terrorism
- Public agent relations and communications
- Use of social media
- Competitive
- Anti-corruption

Policies and guidelines are actively disseminated through an ongoing communication program throughout the year, ensuring that our employees stay informed and up to date on relevant compliance topics. These policies are easily accessible on the

Company's website in Portuguese, English, and Spanish, and are also available on our intranet.

## **Annual Compliance** Training Cycle [GRI 205-2]

As part of the onboarding process, all employees undergo Compliance training and receive a guide to our Code of Ethics and Conduct. Employees are encouraged to review the Company's other policies to better understand the guidelines and expected behaviors. [GRI 2-24]

Developed based on the Compliance Policy Package, the trainings are mandatory for all employees and include modules on integrity and ethics.

In 2024, 100% of employees in the South American operations completed the online compliance training.

A total of 16,340 employees across South America participated in Compliance training, which was offered in both face-toface and online formats:

**Administrative:** 3,530 employees in the Southern Cone, who perform

administrative functions and have access to computers and email, completed the training program on the e-learning platform. The courses are fully online and available in three languages: Portuguese, English, and Spanish. The modules covered the following topics: mission and values; work environment; workplace safety; moral and sexual harassment; child and forced labor; social and environmental responsibility; diversity and inclusion; free trade union association; intellectual property; use of company devices; use of insider information; use of social media; anticorruption; relations with public agents; gifts and presents policy; donations and sponsorships policy; conflict of interest; anti-money laundering; competition; transactions with related parties; and the whistleblower channel.

2024 INTEGRATED REPORT

**Operational:** 12,810 employees from the production lines participated in the Compliance training sessions. Booklets were provided to these employees, in Portuguese and Spanish, in simplified language, covering topics related to the Company's main policies and procedures, ensuring that all employees are aligned with Marfrig's culture.

In our North American operations, we conduct in-person training sessions on anti-corruption. Additionally, we continuously seek ways to improve our programs and training on the topic. In 2024, we continued the process of updating the Code of Conduct on matters related to anticorruption and started additional training on antitrust.

We have a process that requires all managers to participate in in-person training every two years on the Code of Ethics. In addition, new employees receive training during the onboarding process, and all employees undergo annual training as part of our Annual Training Process (which includes both instructor-led training and e-learning).

## Training hours on human rights and anti-corruption topics in 2024

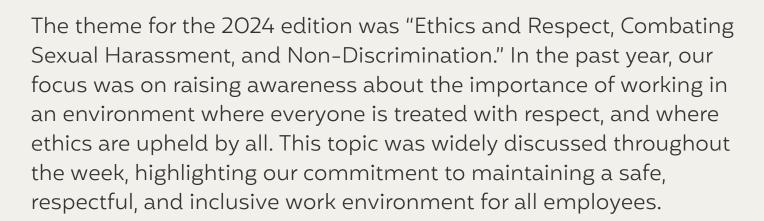
	Argentina	Brazil	Uruguay	United States <sup>1</sup>
Online	502	2,724	304	489
In-person	1,774	7,124	3,912	7,594
Total	2.276	9,848	4,216	8.083

<sup>1</sup>In the United States operations, a new process will require managers to participate in in-person training every two or three years. Annually, all employees undergo training, both in-person and e-learning. New employees receive training during the onboarding process at the Company.

In 2024, a total of **24,423** hours of training on human rights and anti-corruption topics were conducted. Of these, **4,019** hours were delivered online, while **20,404** hours were provided through in-person training.

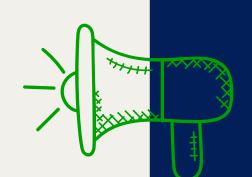
## **Integrity Week**

In addition to the Annual Training Cycle, we host Integrity Week, an annual event held in the first half of the year at all our units in South America. During this week, we cover various integrity-related topics, with the goal of fostering a culture of ethical conduct throughout the organization.



Throughout Integrity Week, we organized a series of activities and distributed communication materials, including stickers in strategic locations such as restrooms, locker rooms, and cafeterias. We also hosted discussions with leadership and other employees to foster a collective reflection on the importance of integrity in the workplace.

The messages shared during this week also emphasized the expected standards of behavior in interactions with public agents, reinforcing the need to act with integrity and responsibility in all engagements. By addressing these topics openly and proactively, we reinforce our commitment to ethics and integrity in every aspect of our operations.



4

## (V) Marfrig

### **Code of Ethics** and Conduct [GRI 2-3 | 2-24 | 2-26]

Now in its fifth edition, the Code underwent a review in 2024, with the updated version approved by the Board of Directors. The code addresses topics such as our stance on diversity and inclusion, harassment and intimidation, as well as child and forced labor. The current version of the code is available on our website. Other policies also undergo annual review cycles to ensure they remain aligned with best market practices.

To ensure that commitments to responsible conduct are internalized by all professionals, regardless of their hierarchical position, the Code assigns the responsibility for its development to the Compliance department. While the Ethics and Compliance Committee, composed of representatives from Human Resources, Legal, Internal Audit, and Operations, is responsible for the periodic monitoring of compliance with the guidelines by our employees. The Committee can also be contacted by employees for clarification of doubts, requests for advice, and to address concerns related to the guidelines

of our policies and ethical conduct codes. [GRI 2-24]

In our Code of Ethics and Conduct, we emphasize that the Company is a signatory of the United Nations Global Compact and the Business Pact for Integrity and Against Corruption of the Ethos Institute. By implementing these values and principles, the Company promotes mechanisms for the advancement of human rights, fair labor, environmental respect, and corruption prevention.

The policy commitments adopted by our organization are comprehensively and fully applicable to all of our activities and business relationships. Our ethical and responsible approach permeates every aspect of our operations, ensuring that the standards set in our policies are observed across all sectors and in all business interactions.

These commitments extend beyond our internal operations to include partnerships, suppliers, and other stakeholders we engage with. We actively work to align our business partners with the same ethical

standards and responsibilities that guide our internal practices, promoting an ethical and sustainable value chain.

In this context, we provide our business partners with the Code of Ethics and Conduct for Third Parties, as well as include compliance clauses in our contracts, ensuring that our partners share the same ethical standards. All of our policies are available on the Company's website and may also be mentioned in publications on social media.

### Grievance channel [GRI 2-25]

The Company's grievance channel is available to everyone, whether Marfrig employees or not, who wish to report any violations of our Code of Ethics and Conduct, as well as other applicable policies, laws, or regulations.

These channels, managed internally, offer support in three languages— Portuguese, English, and Spanish and allow for the submission of complaints either anonymously or with identification, at the complainant's discretion.

Clear instructions indicate that providing a name and email is optional.

Complaints can be submitted in three ways: by phone, by email, or through a link available on the website, called HelpLine. Since 2024, the telephone service has been available 24/7. The HelpLine interface has also been updated to improve user experience and encourage the submission of detailed information. On our website, additional input fields have been added—many requiring only the selection of options simplifying the use of the channel and making it more intuitive.

#### **Grievance channels**

#### Argentina

**Telephone:** 0800 555 0019 **E-mail:** etica@marfrig.com Website: https://marfrig.com. br/es/compliance/helpline

#### Brazil

**Telephone:** 0800 223 1000 **E-mail:** etica@marfrig.com.br Website: https://marfrig.com. br/pt/compliance/helpline

#### Uruguay

**Telephone:** 4632 3641 int.2232 **E-mail:** cometica.uruguay@

marfrig.com

Website: https://marfrig.com. br/es/compliance/helpline

### **United States of America (USA)**

**Telephone:** 1-800-789-6796 Hotline: www.nationalbeef. ethicspoint.com and www. nationalbeefmobile. ethicspoint.com



#### **Grievances in 2024**

#### **Latin America**

During the period, the HelpLine received reports categorized into 22 distinct areas, including: 1. Moral harassment; 2. Sexual harassment; 3. Discrimination; 4. Corporate fraud; 5. Corruption; 6. Competition; 7. Incidents; 8. Questions and clarifications; 9. Suggestions; 10. Safety and Health; 11. Deviation of Inputs and Products; 12. Theft/Robbery; 13. Behavior inconsistent with company policies (for actions that do not align with our guidelines but do not fall under a specific classification) 14. Conflicts of interest; 15. Gifts; 16. Physical violence; 17. Environment; 18. Drug Trafficking; 19. Disclosure of Confidential Information; 20. Leakage of personal data; 21. Retaliation; and 22. Others.

We received 586 reports through our channels over the year. Of these, 574 reports (approximately 98%) originated from Brazil. Regarding the reported issues, around 43% (250 reports) were related to human rights concerns, including moral harassment, sexual harassment, discrimination, and physical violence. In 2024, no material operations were assessed for corruption risks, and there were no reported cases of corruption, whether publicly known or confirmed. [GRI 205-1 | 205-3]

In Uruguay, the channel recorded seven accesses, six from employees and one from a supplier/service provider. Of these occurrences, six were related to requests/inquiries, and one was related to other matters. In Argentina, five occurrences were recorded, two related to behavior contrary to policies, one related to conflict of interest, one related to moral harassment, and one related to sexual harassment. Of these, two were reported by former employees, and the other three were either not identified/anonymous.

#### **North America**

In the United States, 103 reports were filed, across various categories. This includes 14 reports of misconduct or inappropriate behavior, 12 cases of internal policy violations, 20 incidents of harassment or discrimination, three cases of theft, seven incidents related to environmental protection, health, and safety, three cases of conflict of interest, one report

involving accounting, auditing, and internal financial controls, two cases of retaliation, four incidents of substance abuse, nine situations involving threats or violence, four reports of inappropriate or unauthorized use of equipment or facilities, one incident related to confidentiality and irregularities, and 23 reports categorized as "other."





#### **South America**

- Moral Harassment: 36.52%
- Request/Inquiry: 27.82%
- Behavior Contrary to **Policies: 16.21%**
- Conflict of interest: 4.44%
- Sexual Harassment: 2.90%
- Health and Safety: 2.22%
- Corporate Fraud: 2.05%
- Discrimination: 1.71%
- Physical violence: 1.54%
- Theft/robbery: 1.19%

- Others: 1.02%
- Deviation of inputs and products: 0.51%
- Threat: 0.34%
- Drug Trafficking: 0.34%
- Electoral harassment: 0.17%
- Function deviation: 0.17%
- External Fraud: 0.17%
- Environment: 0.17%
- Retaliation: 0.17%
- Customer Service: 0.17%
- Suggestion: 0.17%

#### **North America**

(V) Marfrig

- Misconduct or inappropriate behavior: 13.59%
- Policy Violation: 11.65%
- Discrimination or Harassment: 19.42%
- Theft and robbery: 2.91%
- Environmental Protection, Health or Safety: 6.80%
- Conflict of Interest: 2.91%
- Accounting, Audit and Internal Financial Controls: 0.97%

- Retaliation: 1.94%
- Substance Abuse: 3.88%
- Violence or Threat: 8.74%
- Unauthorized/fraudulent use of company facilities and equipment: 3.88%
- Confidentiality and Deviation: 0.97%
- Others: 22.33%





## Human rights complaints in 2024

Category	Argentina	Brazil	Uruguay	United States of America
Moral Harassment <sup>1</sup>	1	213	0	14
Sexual Assault	1	16	0	0
Discrimination <sup>2</sup>	0	10	0	20
Physical Violence <sup>3</sup>	0	9	О	9

- <sup>1</sup> Classified in the U.S. as "misconduct/inappropriate behavior."
- <sup>2</sup> Classified in the U.S. as "discrimination/harassment."
- <sup>3</sup> Classified in the U.S. as "violence or threat."

## User profile<sup>1</sup>



<sup>1</sup>In the United States operations, we classified reports into two categories: "identified" and "unidentified," with 24 and 79 cases, respectively.

## Continuous evolution of indicators

The growing use of the whistleblower channel is viewed positively, as it reflects the trust placed in our integrity tool, as highlighted in the survey presented on **page 33.** Moreover, it is encouraging to observe a decline in the number of reports related to workplace harassment. While 41% of reports in 2023 were related to workplace harassment, this proportion dropped to 37% in 2024.

We recognize workplace harassment as a serious issue that requires immediate attention and action, and we are fully engaged and committed to eradicating this practice at all levels.

Throughout 2024, in addition to the mandatory compliance training, which included a specific module on harassment, we dedicated special attention to the topic during Integrity Week, promoting extensive discussions and activities. We also conducted specific training on the subject at all units, hired coaching services focused on the topic, and made them available to selected employees. Furthermore, we emphasize that in cases of proven and recurring harassment behavior, we take disciplinary actions, including the dismissal of employees. These are some of the initiatives we have implemented to mitigate workplace harassment in our organization.

### **Negotiations**

All reports received are documented and handled with seriousness, serving as key indicators to guide the actions of the compliance department.

As part of the department's responsibilities, all reports received through the whistleblower channel are submitted to and discussed by the Ethics and Compliance Committee, ensuring a transparent and impartial approach to handling complaints.

Once received through the designated channels, the report is logged and entered into our internal tracking system. Once logged, the report is classified according to its nature and forwarded for handling in accordance with the following guidelines:

- Reports related to Human
  Resources: all reports concerning
  HR matters are forwarded to the
  Human Resources Department for
  appropriate handling, monitored
  by the Compliance department,
  and submitted to the Company's
  Ethics and Compliance Committee.
- Reports not related to Human Resources: the Compliance

Department assumes responsibility for the initial investigation of reports unrelated to HR matters and may seek support from relevant departments.

After the report is classified by nature, those responsible for its investigation are assigned according to the department involved in the case. The investigation is conducted in a manner tailored to the specific circumstances of each case and may include measures such as in-person interviews with those involved and climate surveys within the relevant department.

We emphasize that the handling of complaints is conducted impartially and confidentially, ensuring the anonymity of goodfaith whistleblowers, even if the complaint was submitted with identifying information.

The investigation and resolution process must be completed within a maximum period of 90 days from the start of the investigation, although it may be extended due to the complexity of the reported facts. After the conclusion of the investigation, the report can be considered:

**Unfounded:** if the report is deemed unfounded, it will be archived by the Compliance Department.

Founded: if the report is deemed valid, the Compliance Committee will monitor, together with the responsible department, the actions implemented to correct the confirmed non-conformities, as well as the presentation of a plan to mitigate

potential similar occurrences. After the implementation of corrective and preventive actions, the report will be filed by the Compliance Department.

For more complex cases requiring specialized knowledge, the Company may hire a third-party expert, subject to approval by the Board of Directors.

### Non-retaliation

The company adopts a non-retaliation policy, ensuring that employees who report in good faith do not face punishment, maintaining full confidentiality during the investigation, providing support and protection against any form of retaliation, and promoting a culture of integrity and transparency. Additionally, it facilitates clear and simple access to the whistleblowing channel, with guidance for its effective use. Reports can be made either identified or anonymously, with the information recorded being treated confidentially, within legal limits. Marfrig does not tolerate retaliation and ensures that good-faith whistleblowers do not face any form of harassment, sanction, or embarrassment.

We encourage our employees to report irregularities promptly through our training sessions, constant communication of our channels, and primarily, through our Code of Ethics and Conduct.

### **Channel Disclosure**

The whistleblower channel is actively promoted through communication initiatives and training, with the goal of reinforcing its credibility and encouraging its use. All of our units feature fixed displays informing employees about the three available access options: website, phone, and email. These displays are strategically placed in high-traffic areas such as locker rooms, cafeterias, and bulletin boards. In addition, instructions on how to access and use the channel are sent to employees via email or WhatsApp. These efforts are designed to ensure that everyone is aware of the channel and feels confident in using it.

Integrity Week and the Annual Training Cycle also play a key role in reinforcing awareness of the whistleblower channel. In 2024, the training program included a dedicated module explaining that the channel is available for reporting any activity that violates current legislation or internal policies. It was emphasized that reports can

be made either anonymously or with identification. At the end of the module, all available reporting channels phone, email, and HelpLine—were clearly disclosed, including the contact details for international units.

### **Effectiveness monitoring**

Through various campaigns and widespread promotion of the channel, we encourage all our employees to access and report any non-compliance. We believe that through these frequent actions, we are contributing to the creation of a trustworthy environment, where our employees feel comfortable and secure in using the channel. At the same time, the indicators extracted from the whistleblowing channel, related to the nature of the reports, the involved area, and the region, allow the Compliance department to direct and structure its actions to effectively address and respond to the recorded occurrences.



## Value chain engagement

We are also committed to disseminating the principles of ethics and integrity throughout our value chain. In this regard, we have adopted the Third-Party Code of Ethics and Conduct, one of the ten policies included in the Compliance Program. Launched in 2020 and revised in 2021 – with the new version also approved by the Board of Directors – the document outlines the values we uphold and the guidelines to be followed in the business relationships established with us.

All of our suppliers and service providers, including Marfrig Global Foods S.A., its subsidiaries, and companies controlled and/or managed by it, receive a copy of this Code. For us, it is important not only that third parties are aware of its content, but that they truly adhere to the guidelines, in order to strengthen the culture of integrity in our business relationships. The current version of the Code is available on our website under the "Compliance" section.

### Due diligence [GRI 205-1 | 308-1 | 414-1]

Since 2024, in Brazil, we have fully implemented the SAP Ariba tool for registering new suppliers. On this platform, all suppliers and service providers being quoted by the Company or wishing to work with us must complete questionnaires, including the Compliance questionnaire.

These third parties provide information about their Compliance programs on a self-declaration basis, covering issues such as the prohibition of child labor or analogous to slavery, anti-corruption practices, adoption of whistleblowing channels, environmental crime history, dealings with public authorities, and potential conflicts of interest, among other information.

In addition, third parties are screened through a due diligence and background check platform called UpMiner. This tool, widely known in the market and developed by UpLexis, allows us to obtain information about the risk prevention methods that third parties may have in place.

Subsequently, the Compliance team conducts an evaluation that may suspend the hiring of third parties that pose risks to the company. Even if the supplier has been approved in the bidding process by the responsible departments, failure to comply with the requirements established by Compliance can veto their hiring.

Regarding international clients, we have improved a third-party verification system related to the foreign market. Through a technological tool (Dow Jones), we have strengthened the due diligence process for all third parties, including risks related to corruption.

In this new context, clients will undergo a more thorough screening, along with the inclusion of a KYC questionnaire for risk analysis. The goal is to make monitoring even more sophisticated and effective through the Dow Jones tool. The solutions built by Dow Jones are widely recognized as best market practices for this type of monitoring.









Our risk management approach is focused on identifying, assessing, and mitigating potential threats to the business, ensuring its continuity in both the short and long term, should any risks materialize.

### Risk management structure

In order to measure, monitor, and mitigate risks, Marfrig has implemented an internal structure of a size suitable for its operations and the complexity of its business. The responsibilities of the components of this structure are outlined as described below. The main responsible for the company's corporate risk management reports directly to the Vice President of Finance and Investor Relations, ensuring strategic oversight of this matter within the organization.

### **Board of Directors**

The Company's Board of Directors, being advised and supported in this context by the Statutory Audit Committee, is responsible for defining the strategic objectives related to the Company's risk environment. The Board of Directors is responsible for:

- Approve the Risk Management Policy and ensure its implementation.
- Approve any deviations from this Policy.

### **Executive Board**

Marfrig's Executive Board is directly involved in Risk Management, considering the following responsibilities:

 Achieve the Company's strategic objectives by ensuring that its activities are conducted in a way that protects and enhances its assets,

through the definition of guidelines for mitigating the monitored risks;

- Evaluate the Company's positioning for each identified risk, in accordance with the guidelines and policies defined by the Board of Directors;
- Approve the performance indicators to be used in Risk Management;
- Monitor the execution and propose updates to the Risk Management Policy to the Board of Directors, in compliance with regulations, ethics, and internal controls established by the Company.

### **Management of Risk Department**

Our Risk Management area's primary task is to monitor, track, assess, and communicate the risks incurred by the Company. The main responsibilities, according to the definitions of the Risk Management Policy, are:

- Monitor compliance with risk exposures, comparing them to the limits established by this Policy;
- · Responsible for the development, control, and improvement of the risk exposure calculation models;
- Responsible for controlling and reporting the Company's risk exposures;
- Responsible for modeling and assessing market risk exposures with the aim of highlighting the potential impacts that could lead to financial losses for the Company;
- Promote discussions on other potential risk factors that may impact the Company's future results.

In the process related to increasing our stake in BRF, we kept the respective Risk Management and Treasury areas operating independently until the end of 2024.

### **Risk Mapping**

Risk mapping is a fundamental practice to ensure the Company is prepared for both local and global challenges, securing business continuity in a structured and transparent manner. In 2024, there were no critical cases in the Risk Management area, highlighting the effectiveness of the controls and practices adopted.

Risk governance has evolved through a cultural shift, making business areas accountable for managing their own risks and ensuring that risk management is embedded throughout the Company.







Risk	Description	How we manage	<b>Opportunities</b>
	Both our operations and our supply chain are vulnerable to the impacts of climate change. Changes in temperature and precipitation patterns affect the availability of	Aiming to minimize our impact on climate change, we have committed to reducing GHG emissions from our operations and value chain, validated by the SBTi, as well as increasing the use of renewable energy and reducing water consumption in our operations.	
Climate risks	resources such as water and energy for operations, agricultural productivity, and animal welfare. These factors can increase our operational costs, cause potential disruptions to our operations, raise the price of our main commodity (cattle), and even affect the thermal comfort of the animals. Transition risks are also monitored in	We are committed to ensuring a deforestation-free supply chain through supplier traceability, and in 2024, we maintained 100% of direct suppliers and 81.2% of indirect suppliers monitored.	
	our management, such as carbon pricing mechanisms, taxation on fossil fuels, and electricity prices.	To mitigate potential increases in electricity costs and reduce exposure to price volatility, the company has adopted a forward purchasing strategy in the free market, resulting in a 2.7% reduction in energy acquisition costs compared to 2023, due to favorable MWh prices and the positioning strategy.	
Tax	Changes in tax laws or their interpretation may increase our tax burden and, as a result, adversely affect our results of operations and financial condition. In addition, disputes regarding the offsetting of tax credits and the use of tax incentives may pose risks to the Company's reputation.	The tax strategies adopted by Marfrig consider the mitigation of risks to corporate reputation, and transactions between group companies are subject to the Related Party Policy and, therefore, to the transfer pricing laws and regulations of each country or region where the related parties are domiciled. We also have a Tax Management Policy that establishes guidelines, roles, and responsibilities related to tax compliance, a topic for which the direct and indirect tax management teams are responsible for ensuring adherence to current legislation at the federal, state, and municipal levels; reducing risks and improving our internal processes (learn more in our Related Party Transactions Policy and Tax Management Policy). Additionally, we have a SOx controls matrix in the Tax area aimed at ensuring the accuracy of information. The strategic topics and initiatives connected to taxation are evaluated by the Tax Committee whilst the Vice-President of Legal and Compliance, Vice-President of Finance and the directors of the department have the power of voting. If necessary, these issues are the object of decisions taken by the committees and/or corporate bodies.	The main tax processes are periodically reviewed by the Internal Audit and by independent auditors, in order to safeguard the entry into aggressive of evasive tax policies that may generate risks for the Company and its stakeholders.
Environmental compliance and access to water resources	The impact of water scarcity is also significant throughout our entire production chain, particularly regarding the quantity and quality of water resources for the operation of plants and for producers.	To measure the risks of water availability for our operations, we conduct a continuous analysis of the water situation of the locations where the units are installed. Through this study, we identified the quality and quantity of the reservoirs. In this work, we used a specific tool, AQUEDUCT, made available by the WRI. In addition, we have the following Fronts addressed in water management:  Monitoring (quantitative and qualitative)  Water treatment for human consumption (national and international standards)  Water risk management (participation in watershed committees)  Targets for production efficiency in relation to the volume of water captured	To evolve and enhance our water management, maximizing water reuse and recycling, increasing the granularity of our measurements, eliminatin waste, and seeking technologies to rationalize water usage.
Market risks Foreign exchange risk	This refers to the risk that changes in foreign exchange rates may cause the Company and its subsidiaries to incur losses, leading to a reduction in asset values or an increase in liability values. The main exposure the Company is subject to regarding exchange rate fluctuations pertains to the fluctuation of the U.S. dollar against the Brazilian real.	Water efficiency  The Company has contracted non-speculative NDFs (Non-Deliverable Forwards) with the aim of minimizing the effects of exchange rate fluctuations on its exports.	The opportunities involve strengthening business intelligence tools and diversifying our global operations to minimize exposure to specific market and risks.

ESG AWARDS AND ESG RANKINGS ANNEXES HIGHLIGHTS RECOGNITION AND INDEXES







Risk	Description	How we manage	Opportunities
Market trade barriers and protections	More severe trade restrictions in key export markets could negatively impact the Company. The competitiveness of Brazilian companies has led some countries to create trade barriers, limiting access for Brazilian companies to their markets or even providing subsidies to local producers.	To safeguard against this type of risk, we aim to strengthen compliance with international regulations, as well as seek innovation in the development of new products or market niches.	We remain focused on the evolution of our processes and on ensuring the trust of authorities, as well as on plant certification and active participation in trade agreements beneficial to our business and the needs of different markets. We monitor the markets in which we operate through consulting, local monitoring, associations, and other mechanisms, while also reinforcing our processes for high-value-added products.
Data protection and cybersecurity	We are subject to risks associated with non-compliance with applicable data protection laws, which could negatively impact us through the imposition of fines and other types of sanctions. Violations, interruptions, or failures of our information technology systems (including as a result of cyber security attacks) can disrupt our operations and negatively impact our business and reputation.	The Company invests in robust cybersecurity policies, employee training for the proper use of technologies, constant system and infrastructure updates, and the implementation of data backup and recovery practices.	
Health and technical restrictions	The Company may be required to cull animals and suspend the sale of certain products to customers in the countries where it operates or to the countries it exports to, in the event of an outbreak of an animal disease, such as (i) footand-mouth disease in cattle and other animals; and (ii) bovine spongiform encephalopathy, known as "mad cow disease," in cattle. The culling of affected cattle or other animals may prevent the recovery of costs associated with raising or acquiring these animals and result in additional expenses, such as the costs of disposing of the contaminated animals.	At the beginning of the production process, to ensure compliance with local regulations, all animals arriving at the slaughterhouse must have mandatory information about their origin and vaccinations (via GTA), as well as the completion of the Guarantee Letter, in which the producer informs the medications administered to the animal – if applicable. The use of antibiotics is assessed within our animal supply chain for slaughter through the verification document of the production system under the Marfrig Club program. This information is shared through guiding and educational materials developed by Marfrig, such as the Marfrig Club Sustainable Practices Guide and our Animal Welfare Report. At the end of the production process, to ensure compliance with local regulations, all animals arriving at the slaughterhouse must have mandatory information about their origin and vaccinations (via the official transit control document – GTA), as well as the completion of the Guarantee Letter, in which the producer reports any medications administered to the animal – if applicable. Monitoring also takes place through the PNCRC (National Plan for the Control of Residues and Contaminants/Animal) at all our slaughter units, in accordance with the rules established by the SIF (Federal Inspection Service) of the Brazilian government. If there is any deviation, the property will be subject to restrictions in accordance with the applicable legislation and may, depending on the case, be prohibited from marketing its production.	The quality and safety of food are non-negotiable assets that integrate our strategy and the Marfrig management system, permeating throughout our value chain. We believe that the primary strategy for prevention and control in sanitary issues is applied and effective biosecurity across all links of the chain.
Food safety and quality	Adverse developments regarding food health and safety and/or their marketing could increase operational costs or reduce demand for the Company's products. Any health risks, real or perceived, associated with the Company's products, including any negative publicity about such risks, could lead to a loss of customer trust in the safety and quality of these products, thereby reducing their consumption.	Operational units are certified by the GFSI (Global Food Safety Initiative), which certifies the implementation of self-control programs, such as Hazard Analysis and Critical Control Points (HACCP), Sanitation Standard Operating Procedures (SSOP), and Good Manufacturing Practices (GMP). We highlight that prior to the certifications, for production (even for the domestic market), we are approved by the Ministry of Agriculture and Livestock.	
Commodities and the cyclical nature of the business	Fluctuations in commodity prices and the availability of raw materials, especially live cattle and other resources, can negatively affect the Company's financial and operational results.	Adoption of financial/commercial mechanisms to protect against price volatility. In addition, we aim to diversify supply sources by establishing partnerships with different suppliers and regions, reducing dependence on a single market or supplier. Another important approach is improving inventory management and demand forecasting, allowing the company to adjust its production according to market fluctuations, as well as reducing potential product shortages for our customers, which would trigger significant price volatility for both customers and consumers.	Diversifying supply sources can, in addition to mitigating risks, open new negotiation opportunities and partnerships with strategic suppliers, enhancing the company's competitiveness in the market.

In 2024, we began a structured review of climate-related risks. As part of this process, we analyzed risks and opportunities associated with global warming scenarios. For physical risks, we used the IPCC's AR6 SSP1-2.6 and SSP3-7.0 models, and for transition risks, we considered scenarios from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), Net Zero 2050, and the Nationally Determined Contributions (NDCs). These assessments were made with a focus on the 2030 and 2050 time horizons. We are currently working on valuing critical risks and developing a climate adaptation plan.

In addition to climate risks, our future planning also includes a review of sustainability-related risks, aiming to align their disclosures with the best market practices. This initiative seeks to strengthen the company's risk management by identifying, prioritizing, and assessing risks and opportunities—taking into account factors such as dependencies and impacts on ecosystem services, as well as relationships with key stakeholders.

For more information on the risks we monitor and have mapped, please refer to section 5.1 of our Reference Form, available on our Investor Relations website.

### Monitoring

We have clear and established processes that allow for regular and effective monitoring of the critical risks involved in the company's operations, including the possibility of creating specific policies to mitigate them, such as the Related Party Transactions and Conflict of Interest Policy, for example.

To address risks related to less significant events or those over which we have no direct control, we adopt processes, practices, and monitoring routines to minimize them. These risks may include issues such as changes in the laws of the countries to which we export, economic crises, trade restrictions, the entry of new competitors, regulatory changes, and environmental and market conditions, among others.

Although there are no formal policies for these risks, each one is assessed individually and regularly monitored to mitigate potential impacts. In 2024, we did not have any significant cases<sup>1</sup> of non-compliance with laws and regulations.

In 2024, there was no evidence about adverse weather events, such as droughts, floods and/or blizzards, that would cause significant f inancial or material losses to our Company's operations. [GRI 2-27]

<sup>1</sup>Significant cases would be non-routine events of high severity. such as regulatory fines that could lead to the closure of a











# Information technology and data privacy

Through various actions, we strengthen each year our commitment to data privacy, compliance with laws and regulations, and the promotion of a culture of respect for privacy and the protection of the personal data of our key stakeholders.

We develop and implement clear and transparent policies related to the collection, storage, processing and sharing of personal data. We have a mandatory training and awareness program on the General Data Protection Law (LGPD) for all employees, aiming to ensure understanding and the importance of the topic. We also use a single tool for the governance of personal data and maintain an open channel for the registration of requests and inquiries regarding this data.

To ensure data protection at all stages of product development, we integrate privacy principles following the "Privacy by Design" approach, which includes data minimization - only essential and necessary information is collected and stored to reduce the environmental impact associated with processing large amounts of data.

Concerned with updating and modernizing our processes, we continuously participate in discussions on data ethics and Artificial Intelligence (AI), focusing on ethical practices in data collection and usage, especially in the context of AI and machine learning.





# Sustainability Platform

Sustainability Governance Materiality

- 3.1 Sustainable sourcing
- 3.2 Climate change
- 3.3 Animal welfare
- 3.4 Natural resources
- 3.5 Waste and packaging
- 3.6 Social impact



### How we operate

Sustainability is one of the strategic pillars of our business and is driven by concrete action plans, public commitments, clear targets, and a sound management structure.

Through our Sustainability Platform, we guide our efforts toward increasingly sustainable production, which includes the efficient use of natural resources, improved food utilization, reduction of greenhouse gases, and the promotion of animal welfare.

We contribute to the sustainable development of the livestock supply chain by sharing ESG best practices.

Given the complexity of this goal, we recognize that we will not achieve it through our efforts alone. While our global presence and leadership in the sector provide influence and help drive progress, broad, collective action is essential. That is why we are actively working to engage suppliers, civil society, and other stakeholders across the livestock ecosystem. [GRI 2-29]

Throughout this chapter, we will detail our actions, commitments, goals, and results to promote a sustainable livestock supply chain.

Across our value chain, we operate in an inclusive and responsible manner, promoting low-carbon production models that are deforestation-free and respectful of human rights and traditional communities.

## Sustainability Governance [GRI 2-16]

Given the strategic importance of sustainability, the related guidelines are defined by the Board of Directors. To support decision-making on the company's sustainable development, the Board is advised by the Sustainability Committee, which meets monthly and is composed of professionals with recognized expertise in the field. The Committee follows a regular meeting schedule to monitor the execution of strategies, the results achieved, evaluate the company's performance, and foster diverse discussions, always staying alert to emerging trends and new challenges.

The activities carried out by the Committee are reported to the Board of Directors, which also shares concepts and content that help in building collective knowledge and aligning opinions on sustainable development.

The Sustainability Committee is composed of six members. It is coordinated by Roberto Silva Waack, an independent member of the Company's Board of Directors, who brings extensive executive experience and active engagement in the areas of forestry, biodiversity, and climate. A brief resume of each participant is available on the Investor Relations website.

To ensure effective execution of our strategic plan, we have appointed Sustainability Directors in the operations of South America and North America. Reporting directly to their respective CEOs, these leaders are responsible for translating sustainability strategies into actionable plans, as well as analyzing risks and opportunities, monitoring the performance of activities, and setting performance goals.

Our sustainability practices are guided by principles established in specific policies with global applicability, all of which are approved by the Board of Directors. The main policies include:

- Sustainability Policy
- Animal Welfare Policy
- Social Responsibility Policy
- Stakeholder engagement policy
- Forest-Origin Material Procurement Policy
- Integrated Management System Policy (SGI)







In accordance with GRI Standards, best reporting practices, and key sectorial references such as SASB, ISSB, and IFRS, among others, in 2024, we revisited our materiality and conducted Marfrig's first double materiality process, considering this concept that encompasses both the impacts, risks, and opportunities for our business (financial materiality) as well as the effects we generate on nature, society, and the economy (socioenvironmental impact materiality) from a 2 to 5-year perspective.

### The process of reviewing our materiality had four stages:

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

Consultation with stakeholders for financial materiality and socio-environmental impact:
Representatives from the company's key stakeholders were consulted to understand their perspectives on the socio-environmental and financial impacts related to the topics mapped in the previous stage, as well as the relevance of each topic for the different

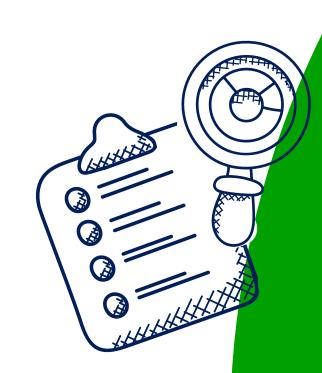
audiences consulted. For the analysis of financial materiality, 10 interviews were conducted with Company leaders from various regions where we operate, nine with internal specialists, and seven with financial institutions and clients, in addition to 14 online consultations with the same groups to gather perceptions on the financial axis. For the analysis of socio-environmental impacts, 16 interviews were conducted with internal specialists from the various regions where the company operates, and 13 interviews with external specialists and clients. Additionally, 25 online consultations were held with the same groups to gather perceptions on the socio-environmental axis.

For the perception of relevance, over 190 digital consultations were collected with stakeholders such as customers, suppliers, service providers, employees, NGOs, organizations focused on various socio-environmental and governance topics, the press, and industry associations.

**Analysis and prioritization of topics:** Based on inputs from
previous stages, we mapped the key

financial, environmental, social, and governance topics, considering their impact and relevance. The survey results were weighted according to the mapping of our stakeholders and represented in a graph to highlight the relevance, criticality, and magnitude of each topic in terms of financial and socio-environmental impacts.

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



### Material topics (1) [GRI 3-2]

Topics	Description	Related indicators	Related SDGs
Climate change	Addresses the company's greenhouse gas emissions and its value chain, including sources such as fuel combustion, deforestation associated with animal protein and soybean production, fires, and methane generated by livestock activities. Covers practices for adapting to the consequences of Climate Change.	GRI 201-2, 304-1, 304-2, 305-1, 305-2, 305-3, 305-4, 305-5	2 7 12 13 15
Natural resources	Considers energy consumption management in operations and across the value chain, including energy efficiency practices to minimize waste, the use of renewable sources, and eco-efficient initiatives to reduce emissions associated with the energy matrix. Refers to the responsible use of water, covering the control of withdrawal and consumption, management of the quality and quantity of effluents discharged, preservation of water sources, reduction of waste, and the potential impact on water bodies.	GRI 302-1, 302-2, 302-3, 302-4, 303-1, 303-2, 303-3	6 7 9 12 13 15
Human rights and labor relations	Addresses the working conditions provided by the company, including appropriate working hours, benefits, guarantee of labor rights, and respect for freedom of association, ensuring a dignified and fair work environment.	GRI 401-1, 401-2, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 407-1	5 8 10
Health, safety and well-being	Addresses the promotion of physical and mental health, workplace safety, and the guarantee of healthy conditions, aiming to protect the integrity and wellbeing of employees.	GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	3 8 16
Product quality and safety	Addresses the integrity, quality, and safety of products, focusing on the prevention of contamination and any negative impacts on consumer health, ensuring compliance with sanitary standards and good manufacturing pratices, and the commitment to food and nutritional security.	GRI 416-1, 416-2, 417-1, 417-2, 417-3	2 3 12
Communities surrounding operations	Addresses the socioeconomic impacts of the company's operations and its supply chain in the regions where it operates, considering job creation, impacts on the local economy and infrastructure, noise pollution control, practices for coexistence with the surrounding community, and non-interference with access to basic services.	GRI 204-1, 411-1, 413-1, 413-2	1 8 11
Ethics, integrity and transparency	Addresses ethics, integrity, and compliance in relationships with internal and external stakeholders, including the prevention of corruption and bribery, ethical advocacy practices, fair competition, transparency in political influence, and the implementation and monitoring of Codes of Conduct for employees and suppliers.	GRI 201-1, 205-1, 205-2, 205-3, 206-1	12 16 17
Animal welfare	Addresses the assurance of proper conditions for the raising, transportation, and slaughter of animals in the production process, including animal health care, the responsible use of antibiotics and hormones, and the adoption of ethical practices.		2 12 15
Solid waste and packaging	Addresses the management and disposal of solid waste in operations and across the supply chain, taking into account the nature of the raw materials and packaging used. Includes the reduction of single-use plastics, practices to minimize waste and the environmental impact associated with logistics, consumption, and waste generated by the end consumer.	GRI 306-1, 306-2, 306-3, 306-4, 306-5	9 11 12 14
Management, transparency and traceability of the value chain	Addresses supplier relationships and raw material control, focusing on engagement, training, and the enforcement of quality standards and regulatory aspects. Includes socio-environmental control in hiring, sustainable certifications, enhancement of traceability, and the promotion of a more sustainable supply chain.	GRI 204-1, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2	1 3 6 8 10 12 13 15 16



# Strategic Pillars of the Sustainability Platform

Through its Sustainability Platform, Marfrig defines its commitments around six strategic pillars, each supported by indicators, metrics, and short-, medium-, and long-term goals aligned with the company's material topics. In the following chapters, we will outline the actions taken and the results achieved within each of these pillars.

In 2024, Marfrig and BRF took steps to align the pillars of their respective Sustainability Platforms, aiming to strengthen the convergence of strategic sustainability themes across both companies—while still respecting the unique characteristics of each business. This initiative seeks to ensure a comprehensive and effective approach to shared challenges in the animal protein sector and to foster the exchange of best practices.

Sustainable supply

AWARDS AND ESG RANKINGS RECOGNITION AND INDEXES

MESSAGE

Climate

change

Animal welfare

Social impact

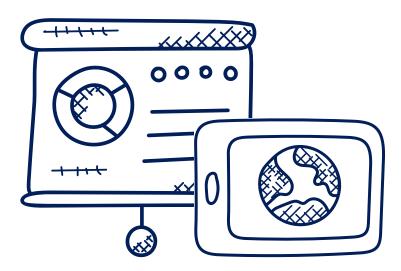
MESSAGE

### (V) Marfrig

### **Commitments and KPIs**

The commitments outlined in our Sustainability Platform are supported by clear metrics, indicators, and goals, all aligned with the material topics identified in our most recent materiality analysis.

To monitor and evaluate each of the pillars of the Sustainability Platform, we rely on key performance indicators (KPIs), which are widely implemented across our operations. These KPIs are collected monthly and, every three months, all data is analyzed in working meetings held by the teams responsible for the six pillars, aiming to ensure alignment with best practices. Throughout this report, we present the key performance indicators we monitor and the results achieved.



Commitments	Term	Status	Highlights	KPIs that support the achievement of our commitments
Sustainable supply				
100% of the supply chain in the Amazon, Cerrado, and other biomes – both direct and indirect – free from deforestation	2025	100% traceability of our direct suppliers 81.2% of indirect suppliers	In our commitment to a deforestation-free supply chain, we maintained 100% monitoring and control of our direct suppliers and 88.8% of indirect suppliers in the Amazon, and 79.6% in the Cerrado, with a public goal to reach 100% by 2025.	<ul> <li>Percentage of animals slaughtered with control of indirect suppliers across all operations in different countries</li> <li>Percentage of compliance with the Environmental and Social pillars of the Good Livestock Production Practices Program/Marfrig Club in Brazil.</li> <li>Amount of hectares of native forests restored</li> </ul>
Climate change				
68% reduction in direct emissions from our operations (Scope 1) and those from the energy we purchase (Scope 2)	2035	24%	In the 2024 cycle, we reduced Scope 1 and Scope 2 emissions by 24% compared to the 2019 baseline, primarily due to the completion of the divestment process of units in South America. On the other hand, we also achieved positive results due to the acquisition of renewable energy certificates (I-REC) in operations in Argentina, Brazil, and Chile.	<ul> <li>Percentage reduction in methane emissions in Scope 1 and Scope 3 compared to the 2019 baseline</li> <li>Percentage reduction in Scopes 1 and 2 emissions</li> </ul>
33% reduction in the intensity <sup>1</sup> of indirect emissions in our production chain (Scope 3)	2035	+0.73%	We increased the intensity of value chain emissions compared to the 2019 baseline, specifically in the category of animal acquisition, where the age of the animals strongly impacts the amount of greenhouse gas emissions.	<ul> <li>Percentage reduction in Scope 3 emissions intensity per slaughtered animal</li> <li>Percentage of renewable energy consumed in the operation</li> </ul>
Animal welfare				
100% of slaughter units (cattle) audited under NAMI Animal Welfare Standards	2025	100%	Since 2022, 100% of slaughter units are audited according to NAMI Animal Welfare Standards.	<ul> <li>Percentage of slaughter units (cattle) audited under NAMI Animal Welfare Standards</li> <li>Percentage of farms meeting at least one animal welfare criterion of the Marfrig Club Program</li> </ul>
Conduct third-party auditing of the Company's public animal welfare information	2024	100%	In 2024, our animal welfare report was assured by a third party. To access the report, click on this link here.	<ul> <li>Percentage of cattle transported on journeys lasting eight hours or less</li> <li>Training hours per year per unit</li> </ul>

<sup>&</sup>lt;sup>1</sup> Emissions from cattle purchases and slaughtered animals.



Commitments	Term	Status	Highlights	KPIs that support the achievement of our commitments
Natural resources				
20% reduction in water consumption per ton of product produced (based on 2020)	2035	13%(1)	We achieved the water intensity target for 2024, with a result of 6.82 m³/ton, representing an approximately 13% reduction compared to the baseline year. The effort to achieve this goal primarily comes from the Company's global focus on water reuse, considering both South America and North America.	<ul> <li>Volume of water sourced per ton of meat produced.</li> <li>Volume of water sourced per slaughter unit</li> <li>Volume of water sourced per industrial unit</li> </ul>
Ensure 100% energy from renewable sources	2030	23%	In 2024, we achieved 100% renewable electricity in operations in Brazil through the acquisition of International Renewable Energy Certificates (I-RECs), ensuring traceability of the energy source consumed. In addition to Brazil, operations in Argentina and Chile also offset their energy consumption through I-REC.	<ul> <li>Percentage of water reused</li> <li>Effluent Quality and Treatment Index (IQTE)</li> <li>Volume of effluents generated in operations</li> <li>Percentage renewable electricity consumed in operations</li> </ul>



### Waste and packaging (2)

These are performance indicators of Waste and packaging pillar:

- Amount of hazardous waste
- Amount of non-hazardous waste
- Amount of waste sent to landfill
- Percentage of plywood packaging in postconsumption



### Social impact (2)

This is performance indicators of Social Impact pillar:

• Number of Black individuals in leadership positions

<sup>1</sup>For the calculation of the result, only the units remaining after the sale of assets in 2024 were considered.



<sup>&</sup>lt;sup>2</sup>There is no commitment attached.

## 3.1 Sustainable sourcing

[GRI 3-3 MANAGEMENT, TRANSPARENCY AND TRACEABILITY OF THE VALUE CHAIN]

This pillar reflects our connection with the supply chain and encompasses all initiatives related to origin control and the responsible sourcing of raw materials. It also includes efforts to engage cattle producers in adopting best sustainability practices, with the goal of promoting a production model that safeguards biomes, preserves biodiversity, and upholds human rights. A key initiative within this pillar is Verde+, which aims to achieve 100% traceable cattle sourcing that is deforestation-free and low in carbon emissions across the entire value chain.

Our efforts begin in the field, encouraging and supporting responsible production practices, combating deforestation, and respecting Indigenous and traditional communities. This approach extends to our industrial operations, where we apply strict processes to ensure food quality and safety, including the control of residues resulting from the use of antibiotics, hormones, and controversial substances in the product.

### Verde+ (Green+) Program

[GRI 3-3 MANAGEMENT, TRANSPARENCY, AND TRACEABILITY OF THE VALUE CHAIN | CLIMATE CHANGE]

Since 2009, we have made public commitments related to the traceability of cattle suppliers and have been pioneers in adopting structured processes and developing tracking and satellite-based geomonitoring technologies. As a result, since 2010, we have monitored 100% of our direct supplier chain, ensuring that they are in deforestation-free areas, not overlapping with Indigenous or quilombola territories, and also that they do not come from protected areas (Conservation Units).

Aiming to expand this reach and contribute to accelerating the sustainability of cattle farming, we launched the Verde+ Program in 2020. Through it, we aim to make our supply chain more sustainable, 100% traceable, and free from deforestation and conversion 1 – at all stages of the production cycle (breeding – Tier 3;

rearing - Tier 2; and fattening - Tier 1). This commitment extends to all Brazilian biomes with animal sourcing, especially regarding indirect suppliers in biomes that are strategic for the Company, such as the Amazon and the Cerrado. With the Verde+ Program, we aim to contribute to accelerating the sustainability of cattle farming, minimizing the impacts of this activity on biomes at risk of deforestation.

The Verde+ Program is based on the principles of productionconservation-inclusion and relies on three pillars: adoption of monitoring and traceability technologies; technical assistance; and the development of financial mechanisms.

<sup>1</sup>The cutoff dates for the new deforestation criteria are based on the Public Commitment to the Amazon, the launch of the Verde+ Program (2020), the AFI – Accountability Framework Initiative guidelines, as well as the new European Union Deforestation Regulation (EUDR). Therefore, 2008 is the reference year for the Amazon biome, and 2020 for the other Brazilian biomes. We also reaffirm that our commitment is to a deforestation and conversion-free supply chain (Deforestation and Conversion Free – DCF).

### Social and environmental best practices in supplier operations.

(V) Marfrig

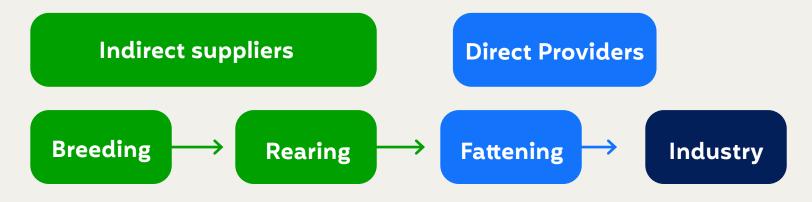
By 2025, in line with the Marfrig Verde+ goals, several actions are planned to ensure that 100% of our suppliers, including indirect ones, operate in deforestation-free areas. We aim to monitor information not only about the farm that sells us animals for slaughter but also the producers who supply them, who are our indirect suppliers in the chain.

Our goal is to establish a mapping of all stages (breeding - Tier 3; rearing -Tier 2; and fattening – Tier 1), thereby obtaining information from the farm where the animals were born. We also seek to extend the same social and environmental best practice requirements to Marfrig's indirect suppliers as we do to direct ones, with adaptations when necessary, to ensure that these principles are observed throughout our entire supply chain.

### Partial Cycle Production System (Reproduction-Creation)

Breeding Industry Rearing **Fattening** 

### **Direct suppliers vs. Indirect suppliers:** An example of a Brazilian Cattle Supply Chain



### Full-Cycle Production System (Reproduction-Breeding-Fattening)

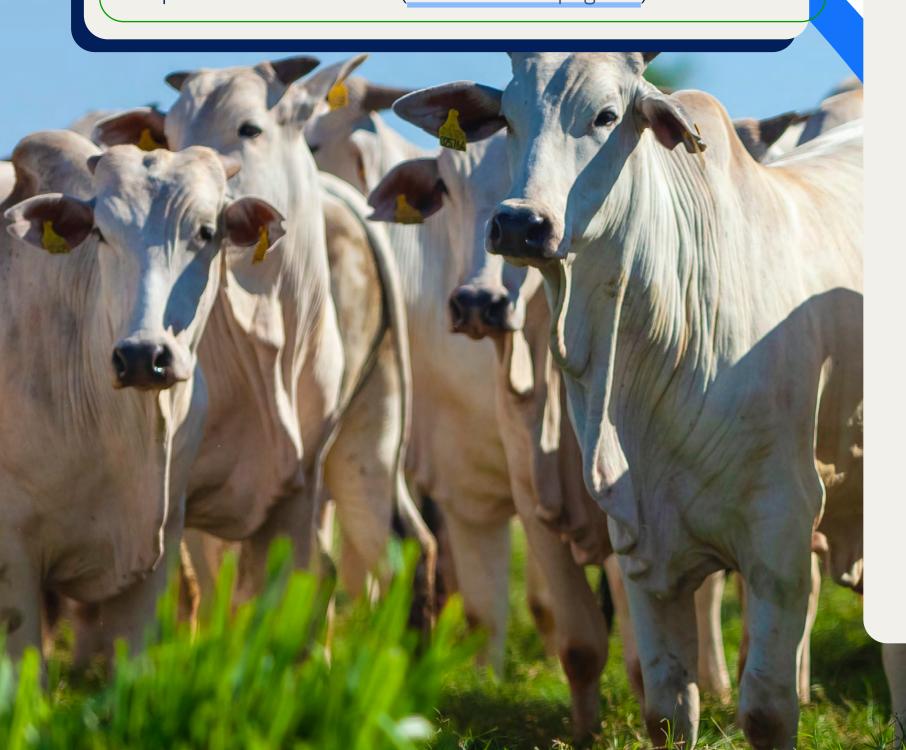




### Advancing our traceability target

In 2023, we accelerated our goal of achieving full traceability of all livestock suppliers—both direct and indirect—across every biome from which we source animals in Brazil. With this move, we now aim to ensure that 100% of our supply chain is sustainable, traceable, and deforestation–free by 2025, five years earlier.

To support this ambition, we also announced additional investment of R\$100 million in the Verde+ Program to accelerate initiatives such as pasture recovery and transformation, forest restoration, regenerative agriculture and livestock, and genetic improvement of the herd (learn more on page 86).



### How will we get there?

The Brazilian cattle herd is estimated at 197.2 million head, according to data from the Brazilian Beef Exporters Association (ABIEC), which also indicates that pasture areas reached 161.45 million hectares in 2023. This scale — equivalent to the combined territories of Peru and Paraguay — and the complexity of the cattle supply chain (which is segmented and predominantly based on the spot market) present unique challenges to achieving the goals of the Verde+.

Brazilian cattle ranching is a complex, non-verticalized system in which farms can encompass various stages of the production cycle, as previously mentioned, which may lead to the movement of cattle between different properties. It is also important to consider the large number of small-scale cattle ranchers, most of whom still have limited technical knowledge. Given this context, our approach is integrated and includes investments in innovation, incentive programs, and transparency in engagement, aiming to help connect the links of the production chain.

Marfrig also believes that raising the standards for more sustainable livestock farming is just as important as harmonizing and expanding these same criteria to as many stakeholders as possible. That is why it is a signatory to the "Boi na Linha" protocol, applied in the Legal Amazon region, and the Voluntary Cerrado Protocol, applicable to the Cerrado biome outside the Legal Amazon. [GRI 308-2]

### Monitoring and traceability technologies

(V) Marfrig

We are the only beef company in Brazil committed to zero deforestation and were pioneers in adopting monitoring and traceability technologies in the country as early as 2009. Currently, we monitor 100% of our direct suppliers across all biomes from which we source animals. This ensures that all farms with which we have direct commercial relationships are located in deforestation–free areas and adhere to sustainable production practices.

Our current challenge is to extend this monitoring to the entire supply chain, including indirect suppliers, which represents the most critical link in our sector. We also aim to extend the same socio-environmental best practices applied to our direct suppliers to Marfrig's indirect suppliers, ensuring that these principles are observed throughout our entire supply chain.

In this pillar of the Verde + Program, we focus on a range of initiatives aimed at expanding the reach of our tools, meaning that in addition to verifying the direct origin of animals, we also adopt criteria and practices to trace and monitor indirect suppliers.

This enhances transparency in the supply chain by tracing our production all the way back to the initial stage of animal breeding.

In accordance with the Verde+ Program schedule, farmers who do not provide transparency regarding the requested information are blocked from our supply base, a condition that remains until such data is made available and aligns with our commitments.



### Satellite-based geomonitoring platform [GRI 308-2]

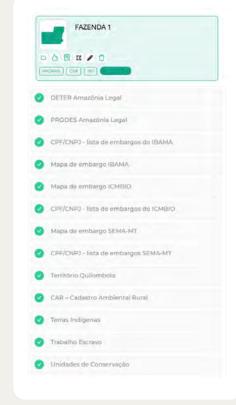
In 2010, we developed a satellite-based monitoring platform for our suppliers, which operates 24 hours a day, seven days a week. This tool covers an area of approximately 25 million hectares, roughly the size of the state of São Paulo or the United Kingdom.

During the registration process of producers, we request a series of documents from them and their properties, including georeferenced data and environmental and land ownership documents of the farms. These data are cross-referenced with official public information databases to identify potential non-compliances in situations such as deforestation, embargoed areas, conservation units, indigenous and quilombola territories, and forced labor. This analysis process, conducted through the geomonitoring system, is carried out before each new cattle transaction to ensure that the information of farmers and farms is up to date and complies with the socio-environmental commitments we have made.

Any non-compliance with Marfrig's socio-environmental commitments results in an immediate block on the negotiation until the situation is clarified and rectified. This is a non-negotiable practice of the Company.

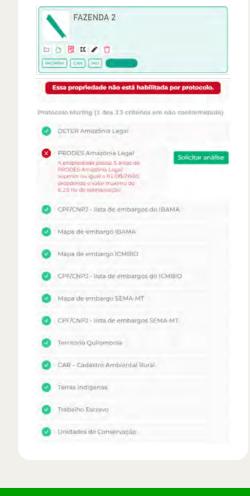
### **Approved Supplier**





### **Supplier Not Approved**





### Transparency in traceability

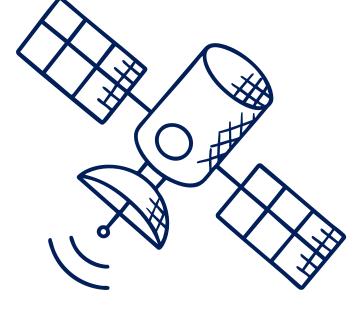
One of the practices that help us build a more sustainable value chain is transparency. In this regard, we provide a channel for anyone interested in tracing the origin of the product, locating the supplier properties for slaughter. This inquiry is available on <u>our website</u>.

(V) Marfrig

To perform this search, one of the required pieces of information is the Federal Inspection Service (SIF) number of origin, which is found on the product. The SIF is a seal linked to the Brazilian Department of Inspection of Animal-Origin Products, aimed at ensuring sanitary and technological certification, in compliance with current national and international legislation. Thus, simply access the website and enter the SIF number, along with the slaughter date, to learn the origin information of the meat cut, including the State and Municipality where the supplying farm is located, as well as its name.

### Slaughter units in Brazil:

Várzea Grande/MT (SIF: 2015) Promissão/SP (SIF: 2543)



### Socioenvironmental Risk **Mitigation Map**

Since 2021, we have had the Socioenvironmental Risk Mitigation Map, developed by Agroícone, which provides us with valuable information resulting from the integration of various data sources – covering socioenvironmental indicators such as deforestation areas, preserved native vegetation, pastures, proximity to indigenous territories, quilombola communities, or protected areas, as well as records of forced or child labor.

By combining these different variables with livestock data, we are able to create a risk matrix at the municipal level, classifying them into five levels: very high, high, medium, low, and very low. In other words, through this cross-referencing of information, we identify the municipalities with greater or lesser vulnerability.

This groundbreaking approach and sophisticated analysis allowed us to establish priority areas and a timeline for action with all of the company's suppliers—both direct and indirect—across any biomes where they are located.

We started by working with suppliers located in very highrisk areas and gradually moved towards areas of very low risk, according to the timeline published at the launch of Verde+ and updated annually, maintaining our commitment to transparency. The progressive approach allowed us to act strategically, engaging suppliers in our efforts to achieve a deforestation- and conversion-free value chain.

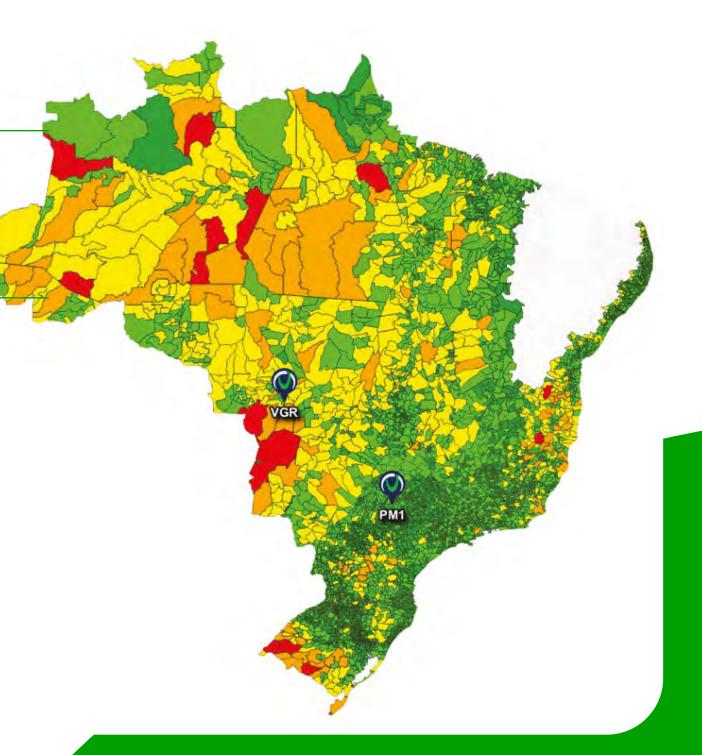


Definition of five classes (very low to very high) for each variable studied.



It will be mandatory for all farms to declare indirect sources, defined by timelines.









( Marfrig

Marfrig brought forward its goals for the Amazon, Cerrado and other biomes to 2025 in its slaughter units.

### Goals established based on the information from the Socioenvironmental Risk Mitigation Map

Milestones - Control of Indirect Suppliers in the Verde+ Program

% of farms with control over 2026 2027 2028 2029 2030 2021 2022 2023 2024 2025 indirect suppliers Risk High Medium Low **Very Low** erde+ 100% 100% 100% 100% 100% Amazon **NOVA META** Biome

% of farms indirect su	s with control over appliers	2021	2022	2023	2024	2025	2026	2027	20
why	Risk	Very	High	High¹	Average	Very Low			
Cerrado Biome	Milestones %	100%	100%	100%	100%	100%		3)	<b>\</b>



2029 2030

### Innovation in the fight against deforestation

In 2010, we developed a satellite-based supplier monitoring platform that operates 24 hours a day, seven days a week. One of the features of this tool is to identify new deforestation and immediately block the property from supplying animals. Currently, this platform covers an area of about 25 million hectares, which is

approximately the size of the state of São Paulo or the United Kingdom.

Over the years, Marfrig has been improving its satellite-based geomonitoring platform by adding new technologies and territorial intelligence solutions, making it increasingly robust, reliable, and transparent.

Additionally, to expand the fight against deforestation within the supply chain, we have added two other tools to our process that contribute to mapping the supply chain.

One of them is the traceability platform based on called "Conecta," a technology that uses public information databases for socioenvironmental analysis of properties. In 2024, Conecta had approximately 15,000 registered suppliers in the states of the Legal Amazon where we operate (Mato Grosso and Rondônia). The platform also allows the producer to register and check the socioenvironmental status of their property and suppliers.

The other tool used to enhance the socio-environmental monitoring of the supply chain is Visipec, contributing to the Integrated Monitoring of

our operational processes. Visipec complements the monitoring system in use, providing greater visibility into the cattle supply chain, especially at the early stages, by bringing information from indirect suppliers. Its use strengthens deforestation control and compliance with socioenvironmental criteria, contributing to more sustainable livestock sourcing. Visipec is a tool developed by the Gibbs Land-Use and Environment Lab at the University of Wisconsin-Madison (UW) and managed by the National Wildlife Federation (NWF).

Our partnership with the NWF will continue as part of our broader efforts to engage our supply chain.

This set of tools enabled Marfrig to bring forward its deforestation combat goals to 2025, initially announced for 2030.

#### **Our results**

All the methodologies and tools mentioned have enabled Marfrig to achieve unique results in the livestock sector. Since 2010, 100% of direct supplying properties have been monitored. In 2024, regarding indirect suppliers, we reached 88.8% traceability in the Amazon biome and 79.6% in the Cerrado biome—our two main sourcing regions. Overall, including other biomes, we have achieved 81.2% traceability of indirect supplier.

### **Third Party Audits**

For the 12th consecutive year, the cattle procurement processes from farms in the Amazon biome complied with 100% of the criteria and guidelines established by the Public Commitment to Cattle Ranching.

This performance is measured and certified by third parties through assessments and tests, which verify the practices applied, ranging from combating deforestation to defending human rights, including respect for indigenous peoples and the prohibition

of the use of slave or child labor. The latest full report is available here.

One of Marfrig's commitments is the preservation and respect for the rights of indigenous peoples. Marfrig carries out, through its satellitebased geomonitoring platform, the verification of any overlap between the farms supplying animals and indigenous or quilombola territories. If any overlap is identified, the supplier is immediately blocked and prohibited from supplying animals to the company, thus preserving

these areas for the exclusive use of these communities and allowing the maintenance of their traditions.

To be aware of such cases, we annually request, by sending an official letter to the National Foundation of Indigenous Peoples (FUNAI), the body responsible for managing indigenous affairs in Brazil, information on the existence of conflicts, as well as the names of the producers and properties involved in such situations. This allows us to verify if any are part of our supply chain, and if so, to block them from selling animals to the company. It is important to highlight that no cases of violations of the rights of indigenous peoples were recorded in Marfrig's operations during the reporting period. [GRI 411-1]

These processes are also subject to third-party audits, the results of which are public and available on our website.

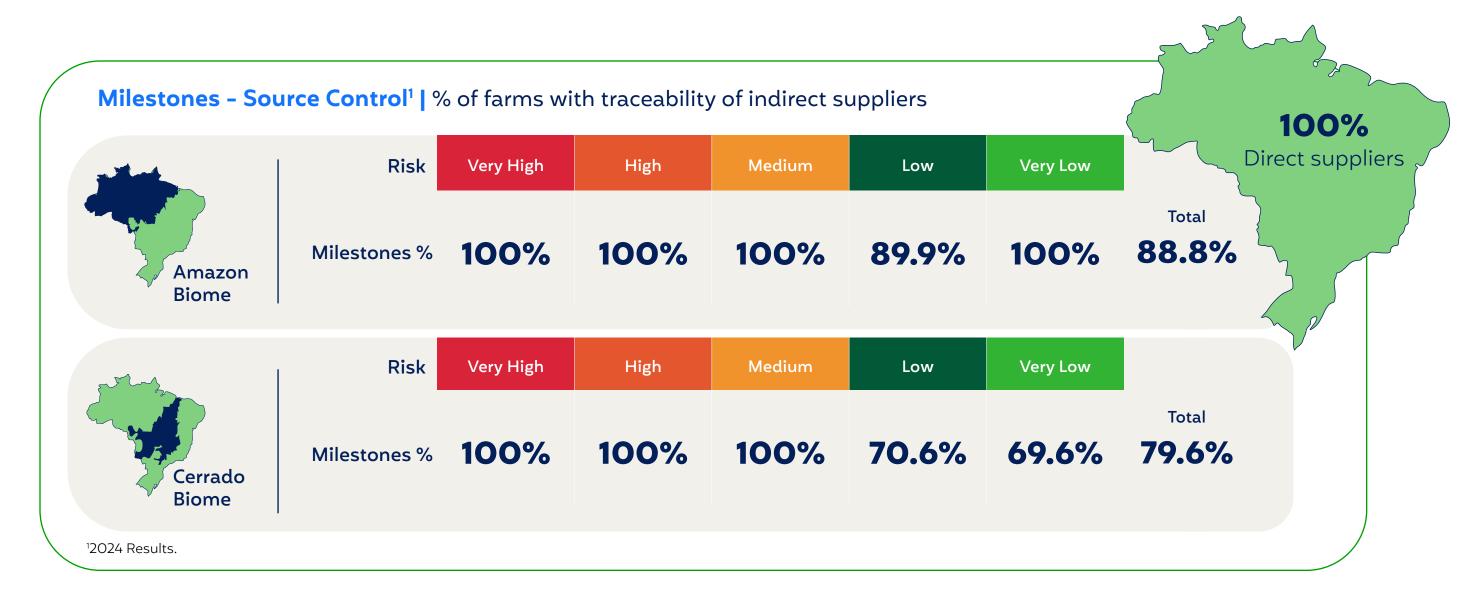
The first cycle of official audits was also conducted within the cattle supplier monitoring protocol in the Legal Amazon (Amazon, Cerrado, and Pantanal biomes), known as the "Protocolo Boi na Linha," adopted by the Federal Public Prosecutor's Office (MPF) of Brazil. As a result, we achieved 100% compliance, as announced by the agency itself.

### Technical assistance structuring

Environmental preservation requires increasingly modern and effective management practices. Through this pillar of the Verde+ Program, we have been working in partnership with our suppliers to contribute to the constant improvement of the production models adopted on the farms. Our goal is to support the adoption of livestock practices that reconcile production and conservation.

### **Marfrig Club**

In order to engage suppliers to foster continuous improvement in production practices and support Brazilian livestock farmers on their sustainability journey, we have developed the Marfrig Club protocol. Aligned with leading global sustainability indicators, this initiative engages suppliers in adopting more responsible practices. Originally launched in 2010, the protocol was revised in 2022 to incorporate modern themes and practices that promote lower environmental impact on rural properties. In 2024, we expanded the Marfrig Club to Argentina and Uruguay, adapting the form for these countries, and began the inclusion



and dissemination of the protocol with producers from these regions.

Based on three core pillars—animal welfare, environmental stewardship, and social responsibility—the Marfrig Club is designed to engage suppliers in the continuous improvement of production practices. The program also aims to support livestock farmers throughout their sustainability journey.

Through the Marfrig Club, we actively encourage and support suppliers by providing access to our Sustainable Practices Guide and leveraging the expertise of technical offices located at each operational unit. These resources help ensure sound agricultural management in key areas such as: Pasture Management, Animal Feed and Health, and Waste Management, among other topics.

We also carry out periodic assessments of production practices to ensure alignment with our sustainability standards. These evaluations cover animal welfare, as well as social and environmental compliance, and are conducted both through selfassessments by producers and on-site evaluations by our technical teams.

Based on adherence to the principles of the Marfrig Club protocol, suppliers are classified into four categories: beginner, bronze, silver, or gold. Currently, all of our direct suppliers, around eight thousand, participate in the program and are classified into these categories.

When any potential need for adjustment is identified during assessments, suppliers receive support from the Marfrig team, which provides guidance on corrective actions and helps develop action plans to effectively resolve the issue and prevent recurrence.

This initiative represents a step forward in the value chain of the sector and reaffirms our commitment to sustainable production. The Marfrig Club monitoring protocol reflects goals and indicators aligned with strict international sustainability standards, including GlobalGAP, RedTractor, International Finance Corporation (IFC), CDP, FAIRR, BBFAW, and Forest500.

In addition to the Marfrig Club, and in line with our efforts to manage deforestation-related risks in the value chain, we engage our suppliers to

prioritize sourcing soy from companies participating in the Soy Moratorium. We work closely with them to ensure that their soy procurement aligns with Marfrig's commitments—that is, sourcing only from deforestation—free areas. This initiative reinforces our stance against deforestation and promotes responsible sourcing practices. It's worth noting that soy accounts for less than 2% of the total inputs purchased in our operations.









### Low-carbon production models

Still within the Verde+ Program, we promote the adoption of production models based on low-carbon technologies in livestock farming. A notable example is the Viva! brand, which offers meat cuts produced under the Carbon Neutral Meat (CCN) concept. This approach incorporates techniques such as Crop-Livestock Integration (CLI) and Crop-Livestock-Forest Integration (CLFI), which aim to harmonize pasture use with biodiversity conservation.

These models result from an unprecedented partnership we established with EMBRAPA since 2018, to promote the adoption of more sustainable practices in livestock farming, certifying meats derived from such systems. In addition to CCN, we also work together on the concept of Low Carbon Meat (LCM). For this protocol, we aim to add a large volume of animals and properties due to the characteristic of measuring carbon stock resulting from proper management, from pasture to the preservation of soil quality in livestock production systems.

We also promote practices related to the concept of regenerative agriculture, with the intensification and proper management of pastures, increasing productivity and avoiding the need for native vegetation clearance.

### Relationship with the Livestock Farmer

Founded in 2022 by the Cattle Purchasing Department, the Livestock Farmer Relationship Program has maintained close collaboration with our suppliers since then, aiming to strengthen relationships.

With the maturity of the process, in 2023 we created the Department of Relationship with Rural Producers, which maintained the policy and actions previously established, including on-site visits to farms, sharing solutions and technologies to increase productivity and profitability for our livestock farming partners.

The program also includes, through partner companies, the promotion of technical assistance in areas such as genetic improvement, nutrition, animal health, sanitary control, pasture management,

and business management, always seeking procedures that improve animal welfare and the sustainability of the activity.

As a consequence of these initiatives, the program also aims to promote more sustainable production by identifying and guiding producers who may have environmental non-compliance, assisting them in regularizing with the competent authorities.

The actions contribute to a better understanding of the reality faced by producers, facilitating the acquisition of new suppliers and strengthening our customer base.

Since its implementation, our team has conducted over 4,000 visits to livestock farmers, technicians, and rural producers' unions, and participated in hundreds of events, such as field days, training sessions, exhibitions, and fairs, reinforcing the program's purpose.

### Sustainable Calf Program

Marfrig understands that the work done to monitor and improve its supplier chain is essential from the beginning of the production chain. To that end, the Company supports the Calf Sustainable Production Program in partnership with IDH, providing technical training and environmental and land regularization support, while also offering an individual traceability model for the animals. The Program operates in Vale do Juruena-MT, a region that is a strategic hub for calf production in the state.

Aiming to expand the program, we signed an agreement with IDH for 1.75 million euros, through which we will strengthen our support for the Program, aiming to promote the supply of sustainably sourced raw materials from the animal rearing phase (Tier-3). Among the planned actions are technical assistance to small livestock farmers, monitoring and impact indicators in the territory and in the production of quality calves, intensification of livestock production, and reforestation.

In 2024, the first year of investment made by Marfrig, the Program has already reached 151 new registered producers, including 134 Small Producers. In addition, the Program also reached 31,805 ha of Conserved Forest; more than 1,000 ha of Intensified Pastures, as well as 2 ha of Restored Forest. And finally, approximately 5,000 calves were individually identified throughout the period. [GRI 304-3]

### Production, conservation and inclusion [GRI 413-1 | 413-2]

As a sustainable development program, Verde+ is built on three key pillars: Production, Conservation, and Inclusion.

By shifting from a logic of exclusion to one of inclusion, Marfrig has provided suspended suppliers with technical support documentation, legal guidance, and multitemporal geospatial technical analyses, offering them the opportunity to return to operations in compliance with our socio-environmental commitments.

In 2024, embracing this principle of inclusion, the Company re-integrated 633 previously suspended supplier farms into its supply chain, representing 7% of our active suppliers during this period.

Since 2021, the Verde+ Program has successfully re-integrated 4,194 farms in total.

These initiatives enable Marfrig to promote a more sustainable, traceable, deforestation-free, and low-emission livestock production model beginning at the animal's birth — and are fully aligned with the objectives of the Verde+ Program.



### **Development of innovative** financial mechanisms

The preservation of biomes requires increasingly modern production practices, which producers do not always have access to. Through this pillar of the Verde+ Program, we work to bring the supply chain closer to capital alternatives.

Among the initiatives aimed at this purpose, highlights include participation in the creation of the company Biomas and the ongoing investments from the &Green Fund, based in the Netherlands.

 R\$ 20 million were invested in the co-creation of Biomas, a company launched during COP 27 in Egypt. The project is a partnership with other major companies, including Itaú Unibanco, Rabobank, Santander, Suzano, and Vale. Its goal is to preserve and conserve native forests in biomes such as the Amazon, the Atlantic Forest, and the Cerrado, whose area is similar in size to Switzerland or the State of Rio de Janeiro.

 By 2030, 30 million dollars will be invested to engage producers in the Amazon and Cerrado in forest conservation. This amount, from the &Green Fund, encompasses a range of initiatives and commitments, including the intensification of pasture management, the recovery of degraded areas, and the restoration of deforested regions. Facilitating access to capital for producers is an effective strategy to combat deforestation, as by investing in their properties, they can improve their production methods, thereby reducing the need for deforestation in native forest areas.

#### &Green Fund

The &Green Fund ("&Green") finances the transition of key commodity supply chains from extractive models to truly sustainable models for others to adopt, replicate, and scale. The &Green Environmental and Social Monitoring Review investment strategy seeks to protect and restore tropical forests and peatlands while making agriculture more sustainable and inclusive - involving local communities, producers, financiers, supply chain

companies, local and national governments, and civil society.

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

The &Green borrowers publicly commit to the transition of their operations and the sector through the implementation of a Landscape Protection Plan (LPP) and the related Environmental and Social Action Plan (ESAP).

In line with the developed ESAP, Marfrig made progress on the delivery of items 2.2, which refers to the partnership developed with IDH to promote the Sustainable Calf Production Program in the Vale do Juruena, in Mato Grosso; and item 5.3, which refers to the establishment of a goal to be monitored regarding native vegetation area in its supply

chain, presenting a methodology to be applied for monitoring this goal.

In addition to the previously indicated social impact items, regarding the environmental item 2.1, Marfrig maintains an aggregate amount

of Conserved Forest in its list of approved direct suppliers in the state of Mato Grosso, totaling 2,759,176,053 ha. Of these, 242,035.01 ha exceed the legal requirements established in the Brazilian Forest Code.

ESAP Item	Item Description	Deliveries	Status (Yes/Not complete)
2.2	Initial goals for ER 1, 2, and 3 for indirect suppliers in the state of Mato Grosso: deliver through indirect suppliers in the Amazon biome – initially through the partnership with IDH under the Sustainable Calf Production Program – 4,500 ha of conserved forest (ER 1); 7,000 ha of sustainably intensified land (ER 2); and 1,500 ha of restored forest (ER 3). For more information on the ER delivery schedule and communication mechanisms, please refer to Annex 1 of the Marfrig-&Green Landscape Protection Plan (LPP).	The program reached 151 new registered producers, of which 134 are Small Producers (SI). In addition, the Program ended the year with 31,805 ha of Conserved Forest (ER1); 1,019.10 ha of Intensified Pastures (ER2); and 2.12 ha of Restored Forest (ER3).	Yes
5.3	ER targets indirect suppliers in Mato Grosso: to provide an estimated and verifiable goal (as additional impact) on a best effort basis, the delivery schedule, and reporting structure for ER 1 to be generated among the indirect suppliers in Marfrig's supply chain in Mato Grosso by 2030, through (a) partnerships and (b) compliance with Brazilian Law and the P&C Protocols.  The goal should be quantified at an aggregate level (i.e., for all indirect suppliers reached by Marfrig), in hectares of forest to be conserved annually, according to the required legal reserve hectares and hectares of forest conserved beyond the legal reserve.	Suggested methodology for calculating and monitoring this item submitted for evaluation by the fund.	Yes

### Main documents requested by Marfrig from suppliers

- **Animal Transit Guide** (GTA) - Official Brazilian document for cattle transport (1)
- **Ministry of Labor and Employment (MTE)** verification in the "dirty list" - Labor
- **Zero Deforestation and Conversion - Official PRODES** Monitoring System

<sup>1</sup>Mandatory for direct suppliers

**Letter of** guarantee of the supplier

**INCRA Registration** 

Land Ownership

**Protected Areas** 

Conservation

Document

- **IBAMA** verification on the 'dirty list' -**Environment**
- **Indigenous** and Quilombola Territory
- Registration -Environmental Land Use



**MARFRIG CLUB checklist** – Best Agricultural, Social, and Environmental Practices on Farms (1)

MARFRIG

### Responsible Procurement

[GRI 308-1 | 414-1 | 414-2]

We recognize that to ensure responsible animal sourcing, certain conditions must be met, such as legal compliance of the operation, good environmental conservation practices, and proper management on the properties. These are principles we have observed since 2009 in our animal supplier selection process.

One of the ways to raise awareness about responsibility and promote high standards of production throughout our supplier chain is through the Sustainable Best Practices Guide, a resource aimed at producers and available on our website.

As a result, we evaluate and select 100% of our beef suppliers using strict environmental, social, and animal health and welfare criteria. This verification is done before each new animal purchase. In addition to these socio-environmental criteria. suppliers are also consulted about the age, weight, and carcass quality of the animals being sold, which is important to understand if they align with the meat market served by the purchasing slaughter unit.

In 2024, 100% of the producers were evaluated and selected according to socio-environmental criteria, such as:

- Verification of the list of embargoed areas by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) and the 'Dirty List' published by the Ministry of Labor and Employment regarding records of forced or compulsory labor.
- Request for proof of land regularization registration (CCIR) with the National Rural Registration System (SNCR), the Rural Environmental Registry (CAR), the Guarantee Letter, the Verification Checklist of the Marfrig Club protocol, the Invoice, and the Animal Transit Guide (GTA), among other documents.
- Verification of information related to human rights: working hours, fair remuneration, fair working conditions, non-discrimination - of any kind -, no use of child labor, and freedom of association. These data are requested through a sample questionnaire from the main suppliers of each unit and are based on the international SA8000 standard for social responsibility.



MESSAGE

We also periodically send communications to suppliers and contractors, informing them about our policies and requesting that they also comply with them.

Another point evaluated in the responsible sourcing process is regarding the use of soy (when present in animal feed), which must not come from deforested areas. To carry out this verification, we use an approval form that includes the origin of the soy among the assessed criteria.

Responsible sourcing practices also consider the availability of water in the regions where the properties are located.

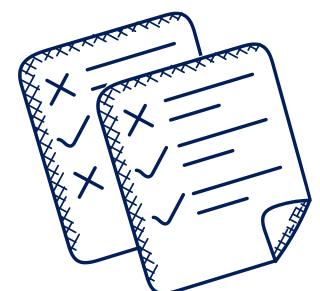
If any supplier is found to be noncompliant, they are blocked in the purchasing system and prevented from trading animals with Marfrig until the issue is resolved and the situation is regularized.

### Local suppliers [GRI 204-1]

**Brazil:** 100% of the animals slaughtered at Marfrig come from properties located within the national territory, thus considered local suppliers.

**Argentina:** 100% of agricultural purchases are from local suppliers. The company considers national suppliers from the Argentine Republic for the geographic definition of 'local'.

**Uruguay:** 100% of the animals are sourced from local suppliers, and 86% of total purchases are made from local suppliers. For the definition of local suppliers, purchases made within the country are considered.









### Organic meat

Since 2000, we have developed an organic meat program in Uruguay. In 2024, the initiative grew by 6%, with the certified organic area reaching approximately 1.2 million hectares in the country. During the year, we achieved new sales records, driven in part by the launch of a new ready-to-eat product developed for the U.S. market—the primary destination for certified organic meat. Our organic products are also exported to other key regions, including Europe and South America. Additionally, the organic meat program was expanded to Argentina, with 32 producers receiving certification for compliance with the requirements of this sustainable production model. We act as internal auditors, preparing these producers to later undergo external audits, thus obtaining the NOP (National Organic Program) certification provided by the USDA (U.S. Department of Agriculture).

Currently, approximately one thousand tons of organic meat are produced per month in the country, primarily for the United States market. For 2025, the expectation is to expand the number of producers trained for the program and increase production volumes compared to 2024.

Characteristics of organic meat production:

- Herbicides, synthetic fertilizers, antibiotics, and hormones are not used. The application of sanitary products is only for treatments and in a nonpreventive manner. In addition, it is prohibited to feed animals with genetically modified products.
- The animals, raised outdoors on large expanses of land, are

not fattened with grains or other concentrated feeds. Our Organic Beef is pasture-raised with the attribute of certified grass-fed food, which ensures lower intramuscular fat content and lower cholesterol levels, making it healthier.

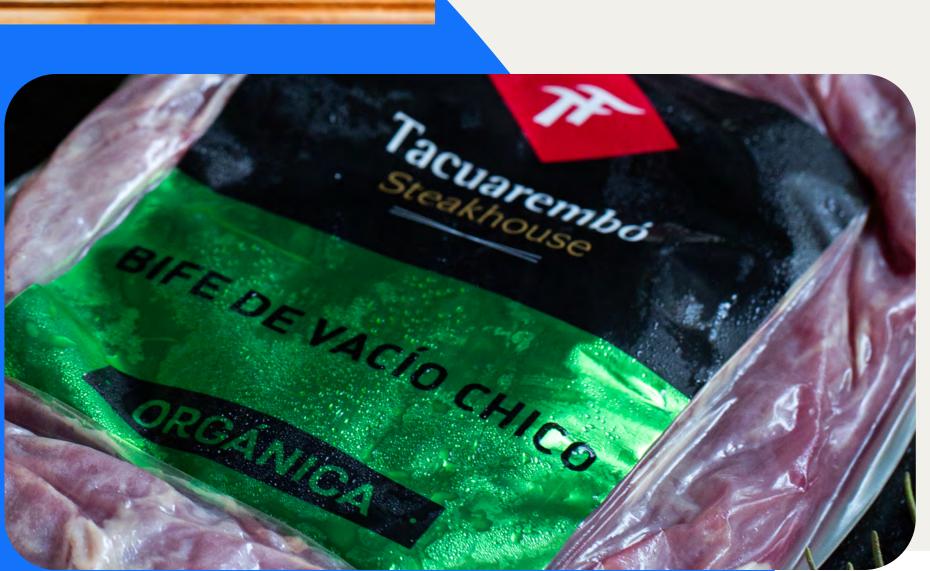
• It is supported by a group of certified producers, ensuring compliance with the standards. The producers are audited by an external certification body and through internal controls conducted by a team of specialized technicians.

### Certifications

- One of the highlights of the period was the maintenance and growth of the number of farms in Uruguay with Global Animal Partnership (GAP) Animal Welfare certification - Stage 4 - Pasture Raised, representing 6% of the area and 8% of the slaughter certified by GAP.
- The compliance with the organic production requirements required by Europe and the United States throughout all stages of production, from the producing farm to processing and sale, is certified by Control Union Certifications,

- an accredited company with recognized experience.
- Certified operational units for organic production are accredited with the Global Standard for Food Safety (BRCGS), which ensures the application of the most modern systems, such as Hazard Analysis and Critical Control Points (HACCP), Sanitation Standard Operating Procedures (SSOP), and Good Manufacturing Practices (GMP).
- This production model also complies with animal welfare standards and product traceability requirements.





### Our feedlot in Uruguay

Located in Río Negro, Uruguay, the operation known as "El Impulso" is the largest feedlot facility in the country. It boasts a capacity to house up to 20,000 animals and spans 644 hectares. Strategically positioned in the heart of Uruguay's agricultural hub, the facility benefits from proximity to key feed sources, with the majority of the country's sorghum and corn production concentrated within a 100 km radius.

Located in an area with easy access to slaughterhouses, roads, and ports, the region is also home to producers of by-products from corn and barley milling, as well as the pulp industry. In operation since 2010, our feedlot system represents a strategic and modern tool to drive the primary sector forward. It provides producers with the opportunity to capitalize on their livestock through confinement, allowing for the maximization of investment with controlled and predictable production costs.

### Sustainable feed production

For feed production, the feedlot uses equipment that employs "Steam Flake" technology. In this process, grains (such as sorghum, corn, barley, and wheat) are pre-conditioned and subjected to steam treatment.

This technology promotes the hydration of the grains, altering their structure and increasing the digestibility of the feed by the confined cattle, significantly reducing GHG from the ruminants.

A large portion of the corn and sorghum used in cattle feed comes from Uruguay. In agricultural rotation practices and crop diversification, sorghum stands out as it maintains high soil cover, resulting in low erosion. Its use as an ingredient in confinement also contributes to compliance with Law 15.239, which requires Uruguayan grain producers to present a Responsible Soil Use and Management

Plan. These practices make a significant contribution to regenerative, resilient, and sustainable agriculture.

### Reduction of antibiotic use [SASB FB-MP-260a.1]

In this confinement in Uruguay, we do not use antibiotics routinely, only and exclusively for therapeutic purposes. When the application is necessary as the only alternative, all best practices are observed, such as segregating animals into specific areas, as well as keeping records of which animals received the treatment, the dose, and the amount applied.

It is important to highlight that in Uruguay, according to local government regulations, the use and purchase of antibiotics for animal use must be accompanied by a veterinarian, and prescriptions are retained at the stores where these medications are purchased. The company has a guideline that, in cases of extreme necessity, the use of this







#### [GRI 3-3 CLIMATE CHANGE]

Climate change refers to long-term changes in the Earth's temperature and weather patterns, largely driven by the increase in greenhouse gas (GHG) emissions. According to data from the Intergovernmental Panel on Climate Change (IPCC), the global average temperature has already increased by about 1.1 C to 1.2 C compared to pre-industrial levels. Although it may seem like a small change, this increase has triggered significant changes in the planet's climate patterns.

Global warming has changed the frequency and intensity of extreme weather events, such as heatwaves, droughts, and floods. These events are becoming increasingly intense, prolonged, and unpredictable, bringing direct consequences for various economic sectors, including agriculture and livestock. One example was the floods in Rio Grande do Sul, in southern Brazil, which caused the suspension of our slaughter operation in the region due to the inaccessibility of roads and the transportation of animals. We also experienced

impacts on the electricity supply and operational shutdowns, which affected production. In Uruguay, heavy rainfall affected the weight recovery cycle of cattle by compromising the quality of the pasture.

In this context, aware of our responsibility to promote more sustainable livestock farming and aiming to reduce the impacts of our operations, we have adopted climate commitments focused on mitigating and adapting to the effects of climate change, contributing to the strengthening of a low-carbon economy. We were the first animal protein company in the Americas to commit to the Science Based Targets Initiative (SBTi), which validated our climate goals in 2022. This demonstrates the consistency of our commitment and alignment with the goals set out in the Paris Agreement, which aims to limit global warming to below 2°C above pre-industrial levels, while pursuing efforts to limit the increase to 1.5°C.

Through this pillar of our Sustainability Platform, we concentrate our efforts on identifying, assessing, and driving mitigation and adaptation actions to address the impacts of climate change across the entire value chain.



### How we track and measure our emissions

We prepare our GHG Emissions Inventory annually, following the guidelines of the Brazilian GHG Protocol Program, which adapts the GHG Protocol standards to the Brazilian context. In addition, the inventory is submitted each year to an independent verification process conducted by a third party. Our emissions are tracked and monitored according to the following scopes:

- **Scope 1:** reports direct greenhouse gas emissions from sources under the organization's control, such as fossil fuels used in operations.
- Scope 2: refers to indirect greenhouse gas emissions resulting from the purchase of energy in the form of fuel, heat, and electricity.

• Scope 3: relates to indirect GHG emissions from other sources within the value chain, including emissions associated with the production of raw materials, animal transportation, among others.

In 2024, we earned the Gold Seal from the Brazilian GHG Protocol Program for the first time—the highest level of certification awarded to companies that meet all transparency criteria in the publication of their greenhouse gas emissions inventory. In addition, for the fifth consecutive year, we remain part of the B3 Efficient Carbon Index (ICO2) portfolio.

### Categories considered in the **GHG** emissions inventory

### Scope 1

### **Industrial processes**



### Agricultural

(Enteric fermentation(1) waste management – manure decomposition in confinement)



### **Effluent** and Solid Waste Treatment

(waste management and effluent treatment)



Stationary combustion (boilers, generators, and furnaces)



### **Mobile Combustion**

(transport of raw materials in units, equipment used for production)



### **Fugitive**

(use of refrigerant gases and CO<sub>2</sub> in freezing and cooling)

(1) Originating from the only owned confinement, located in Uruguay...

### Scope 2



### Scope 3

#### Value Chain



### Purchased goods and services

(Enteric fermentation - from animals on supplier farms purchase of raw materials from third parties and purchase of feed ingredients)



Fuel and energy-related activities not included in scopes 1 and 2



### Transportation and distribution

(upstream)



### Solid waste generated in operations

(treatment by third-party companies and composting)



### **Business trips**

(land and air transport)



Employee commuting (homework by land transportation)

### **Climate strategy**

#### **SBTi Goals**

Marfrig was the first animal protein company in the Americas to commit to the Science Based Targets initiative (SBTi). Our targets, approved in 2022 by the SBTi, take into account the challenge of reducing emissions both in our operations and throughout our value chain.

Our efforts are focused on achieving, by 2035, based on the year 2019:

- A 68% reduction in direct emissions from our operations (Scope 1) and those from the purchase of electricity (Scope 2, aligned with the 1.5°C scenari)
- 33% reduction in the intensity<sup>1</sup> of indirect emissions in our production chain (Scope 3)

In 2024, we began a more comprehensive mapping of our GHG Emissions Inventory related to the value chain. In addition, we began reviewing our climate targets following the new FLAG methodology (Forest, Land Use, and Agriculture)

<sup>1</sup> Emissions from cattle purchases and slaughtered animals.

from the SBTi, developed specifically for organizations operating in these sectors, to estimate how much and how quickly they need to mitigate their emissions related to land use.

### Action areas for GHG emissions reduction

To achieve our GHG emissions reduction targets, we are implementing initiatives across four action areas, with the goal of building a more sustainable future. We are improving processes in our operations and collaborating with our suppliers to find alternatives that reduce emissions. Our goal is to join forces to transform livestock farming, an activity with high GHG emissions, into a low-carbon production model.

#### **Deforestation free chain**

We continue to make progress in our actions focused on traceability. Through the Verde + Program, we are committed to ensuring that 100% of our company's cattle supply chain is sustainable, traceable, and free of deforestation by 2025 for all biomes, considering the purchase of cattle for slaughter from both direct and indirect suppliers. Our commitment is to a

supply chain free of deforestation and conversion. Read more in the chapter on sustainable sourcing on page 49.

### Low-carbon agriculture

We work to encourage low-carbon livestock farming, in collaboration with our suppliers throughout the production chain, promoting the adoption of sustainable practices and the implementation of new technologies in cattle ranching.

### Methane emissions

We are committed to reducing our greenhouse gas emissions related to the "Purchased Goods and Services" category of Scope 3, which includes the acquisition of animals and represents 97% of the company's annual emissions. Among the gases emitted, methane stands out, released during the digestion of cattle (enteric fermentation) and in the management of waste produced in the rearing of these animals.

One example of a project is the use of Silvafeed® BX, a natural feed additive made from tannin extract (oils) produced by SilvaTeam, which

is being mixed into the feed given to animals during the finishing phase in confinement on our supplier farms.

According to studies conducted by the company that distributes the product, there is an average reduction of 17% in methane emissions resulting from enteric fermentation.



In Uruguay, studies are also being conducted in partnership with universities and private entities on the use of four additives in cattle feed, focusing on reducing methane emissions.

We have also developed partnerships for herd genetic improvement by providing semen, embryos, and bulls to the supply chain, aiming to reduce the time required to prepare animals for slaughter, while enhancing quality and lowering emissions. This initiative has been carried out through integration with MFG Agropecuária's feedlot farms, scaling up cattle supply.

### App to measure carbon footprint

In Uruguay, we provide all suppliers with an app to measure and manage their carbon footprint. The app allows users to input information about their farms and provides environmental indicators such as the breakdown of the carbon footprint, the farm activities that contribute most to it, and guidance for producers on actions they can take to reduce emissions.

### Development of a Scope 3 proxy

We developed, in collaboration with the Alliance Bioversity and CIAT, a GHG emissions indicator (proxy) specifically for Scope 3. Alongside the proxy, we developed a Monitoring, Reporting, and Verification (MRV) mechanism for emissions from our cattle suppliers in Brazil, Argentina, Uruguay, and the United States, in alignment with global food supply requirements and climate goals.

The proxies were developed through consultations with experts and a review of studies related to the topic in the countries where we operate, considering the main livestock production systems. Analisamos as emissões de GEE nos sistemas de reprodução, recria e engorda e

estabelecemos uma correlação entre as emissões e o peso da carcaça de bovinos e as cabeças de animais produzidas, elaborando indicadores de emissões para cada fase do processo produtivo. These indicators will further strengthen and enhance the integrity of our GHG Emissions Inventory, as well as enable more targeted emission mitigation actions.

In 2024, we began a new phase of the project, enhancing the proxy information for the units that remain under our management.

### The positive impact of Marfrig Club

Marfrig Club, our sustainable practices program in Brazil, has been a catalyst for the adoption of low-carbon production practices among our suppliers (learn more on page 54). 100% of the cattle come from farms committed to the guidelines of Marfrig Club.

With the Sustainable Practices Guide, producers have access to guidelines on best practices they can adopt to ensure consistency in production, reduce their impact, and even generate additional benefits. This includes techniques such as production intensification, better pasture and soil management, and the management and integration of production systems.

### Soil carbon measurement technologies

In partnership with Agrorobótica, we are testing a technology that uses artificial intelligence to analyze soils, which will enable a faster assessment of carbon content and other nutrients. Developed in partnership with Embrapa, the technology is an adaptation of the system that NASA adopted in 2005 to assess the soil on Mars, and it has reduced the time to obtain results from 20 days to 20 seconds.

Through this methodology, it is possible to assess 22 distinct soil fertility and carbon parameters accurately and sustainably, providing a comprehensive and innovative analysis for rural producers. Soil sampling is being conducted on properties located in the State of Mato Grosso.

The initiative brings environmental and economic benefits to rural producers. In addition to trading carbon credits, the suppliers involved in the project can gain other benefits, such as improved soil quality and biodiversity preservation. This approach brings environmental benefits and enhances the efficiency of livestock farmers' businesses.







Through Marfrig Club, we conducted a mapping of the GHG Emissions Inventory for the participating farms, covering the years 2022 and 2023. The goal was to understand the direct emissions from our suppliers (primary data), as it is already possible to assess indirect emissions based on the age of the animals and the production system, as well as to guide future decarbonization actions, focusing on the reduction of their Scope 1 and 2 emissions.

We are committed to sustainability, and as such, approximately R\$ 500 million will be invested in the supply chain to foster initiatives aimed at reducing Scope 3 emissions through the Verde+ Program.

#### **Production models**

We encourage the adoption of sustainable practices such as lowcarbon production models like Integrated Crop-Livestock (ILP) and Integrated Crop-Livestock-Forest (ILPF) by our suppliers, as agricultural and livestock production strategies that combine different production systems in the same area.

In addition, we have established innovative partnerships focused on the recovery of pasturelands, restoration of native forests, and forest conservation, which will help capture carbon and prevent the increase of emissions. Together with major Brazilian companies, we created Biomas, an organization

aimed at restoring and protecting four million hectares of native forests in Brazil (see more on page 58).

### **Energy transition**

We are striving for an energy transition through an increasingly sustainable matrix and the commitment to have 100% of our operations using electricity generated exclusively from renewable sources by 2030. We also prioritize the use of fuels with low GHG emissions.

### **Energy matrix**

In 2024, 30% of our energy consumption across operations was sourced from renewable energies, including biomass fuel, electricity from small hydroelectric plants (SHPs), and solar parks. Furthermore, we are committed to the ongoing adoption of energy efficiency practices and the modernization of our industrial infrastructure to reduce our environmental footprint and enhance operational sustainability.

### **Low Carbon and Carbon Neutral Meat**

Under the Viva! brand, we market meat cuts produced according to the Carbon Neutral Meat (CCN) concept, sourced from animals raised in Integrated Crop-Livestock (ILP) and Integrated Crop-Livestock-Forest (ILPF) systems. Additionally, we collaborate with Embrapa in the development of the Low Carbon Meat (CBC) protocol. See more on page 56.



### **Energy consumption in operations**<sup>1</sup> [GRI 302-1]

Non-renewable			
In GJ	2023	2024	Variation (%)
North America	1,049,961	1,334,478	27%
South America	163,010	182,832	12%
Total	1,212,971	1,517,310	25%

Renewable			
In GJ	2023	2024	Variation (%)
North America	211,186	221,765	5%
South America	789,256	876,822	11%
Total	1,000,442	1,098,587	10%

Total			
In GJ	2023	2024	Variation (%)
North America	1,261,148	1,556,243	23%
South America	952,266	1,059,654	11%
Total	2,213,414	2,615,898	18%

<sup>&</sup>lt;sup>1</sup> For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024

### Energy use intensity ratio<sup>1</sup> [GRI 302-3]

Energy Consumption (GJ/t)			
	2023	2024	Variation (%)
North America	0.64	0.74	15.70%
South America	1.15	1.17	1.77%
Total	0.82	0.87	4.11%

<sup>&</sup>lt;sup>1</sup> Only considered electricity consumption. For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

### Renewable electricity

To fulfill our commitment to using only renewable electricity in all operations by 2030, in 2024, our operations in Brazil offset 100% of the carbon emissions generated by energy consumption through the acquisition of International Renewable Energy Certificates (I-RECs), ensuring traceability of the energy's origin. In addition to Brazil, operations in Chile and Argentina also offset emissions through I-REC.

Through these actions, the Company achieved 23% of electricity consumption from

renewable sources during the period, with verified traceability.

### **Operational Efficiency**

In light of the climate change scenario, operational efficiency is an initiative focused on reducing the impacts of our activities by optimizing our use of natural resources and reducing our GHG emissions.

Seeking greater energy efficiency, in Brazil, we are acquiring refrigeration system compressors with frequency inverters, as this is the largest source of electricity consumption in slaughterhouses. This initiative has already been implemented in our operations in Promissão (SP). In addition, in a pilot project in partnership with Johnson Controls, we developed the Open Blue system, which aims to collect process data and use it to manage operational improvements, focusing on optimizing the machine rooms, particularly regarding freezing systems. [GRI 302-4]

In our operations in Brazil, energy consumption is monitored monthly through the Industrial Dashboard and the Marfrig Integrated Energy Matrix System (SIMEM). The Industrial Dashboard is the tool that is updated daily (partial) and closed monthly (official) to monitor the indicators related to electricity consumption. The SIMEM is the technical indicator dashboard for invoices, evaluating consumption, demand, penalties, and other factors related to the billing directed to the company's production units.

In addition to monitoring consumption, we have an energy acquisition strategy based on our Energy Policy (Electricity Management and Trading Procedure). This policy establishes principles, guidelines, and responsibilities

In 2024, we experienced a 4.1% increase in energy intensity compared to 2023, reaching 0.87 GJ/t, which also contributed to higher greenhouse gas emissions.

In addition to energy consumption, we aim for greater operational efficiency in the treatment of effluents and waste from our industrial operations, through the implementation of biodigesters to capture methane generated during treatment and generate clean energy in the company's factories, as well as the reuse of thermal energy in boilers and rendering plants.

### **Marfrig Comercializadora** de Energia

Marfrig Comercializadora de Energia LTDA manages the electricity consumption of Marfrig Group and its subsidiaries. The company aims to optimize results and minimize risks by monitoring energy expenses through the supervision and balancing of short- and longterm positions. The management of energy acquisition contracts in the Brazilian Free Energy Market, as well as the assessment of the circumstances in the Regulated Market, is essential to recognize the best available opportunities.

Risk management includes supplier diversification and analysis of contracting periods. Integrated solutions encompass energy and budget planning, economic-financial and regulatory advisory services, as well as selfgeneration and management projects. We monitor the energy sector by analyzing supply, demand, price trends, and regulatory updates to ensure maximum cost-effectiveness.

In consumption planning, we develop short-, medium-, and long-term forecasts based on production budgets. Procurement strategies are adapted according to forecasts and internal production capabilities, prioritizing long-term agreements and renewable energy sources.

Sustainability is promoted through the use of energy from renewable sources and the development of metrics for energy efficiency, with the goal of minimizing consumption and greenhouse gas emissions.

#### Performance in 2024

[GRI 305-1 | 305-2 | 305-3 | SASB FB-MP-110a.2]

In 2024, we completed the process of divesting from units in South America. Therefore, we have adopted as a standard the disclosure of information and indicators related only to continuing operations, a guideline that also guided our results presentations to the market. This focus explains the difference in our performance when comparing 2023 and 2024. By the end of 2024, we reported emissions of 481,097.57 tCO<sub>2</sub>e in Scope 1 and 2, and 22,492,002.66 tCO<sub>2</sub>e in Scope 3, which together account for approximately 98% of the company's total emissions, as per the latest inventory. These emissions are primarily driven by enteric fermentation in cattle, waste management, and cattle feed.

In 2024, we achieved a 24% reduction in total emissions from Scope 1 and 2 compared to the base year of 2019, and a 3% reduction compared to 2023. This reduction was primarily driven by the completion of the divestment process

of units in South America. Additionally, we saw positive results from the acquisition of renewable energy certificates (I-REC) for our operations in Brazil, Argentina, and Chile.

In terms of greenhouse gas emissions from our value chain, we observed a 0.73% increase in emission intensity compared to the base year 2019 and a 4% increase compared to the previous year, 2023. This rise is primarily attributed to a higher number of animal acquisitions at older ages. [GRI 305-5]

In 2024, emissions from feed production at our sole owned feedlot in Uruguay, which includes both feed production and on-site animal raising, totaled 4,020 tCO<sub>2</sub>e.

The greenhouse gas (GHG) inventory is verified by an independent third party, and the verification statement is available in the annexes of this Report. See more in the GHG Verification Statement.



### Total greenhouse gas emissions (tCO<sub>2</sub>e)

[GRI 305-1 | 305-2 | 305-3 | SASB FB-MP-110A.2 | SASB FB-MP-110A.1]

	2019 (baseline)	2022	2023	2024	2019 - 2024 variation (%)
Scope 1					
Total gross CO <sub>2</sub> e emissions	454,820.00	330,212.37	320,639.92	300,754.81	-33.87%
Biogenic emissions - Scope 1	Not available	181,331.13	190,545.53	173,195.84	Not available
Scope 2					
Total gross CO <sub>2</sub> e emissions – Location-based approach	218,262.00	188,242.45	186,824.19	190,464.64	-12.74%
Reductions arising from indirect emissions from the acquisition of renewable energy	39,078.00	13,553.58	12,260.51	10,121.87	Not applicable
Total gross CO <sub>2</sub> e emissions – Purchase-based approach	179,184.00	174,688.87	174,563.68	180,342.77	0.65%
Scope 3					
Total gross CO <sub>2</sub> e emissions	31,714,831.00	28,305,844.77	27,693,482.02	22,492,002.66	-29.08%
Biogenic emissions - Scope 3	Not available	5,900.75	6,824.07	6,835.98	Not available

Categories (in tCO <sub>2</sub> e)	2022	2023	2024	2023 - 2024 Variation (%)
Scope 1	330,212.37	320,639.92	300,754.81	-6.20%
Scope 2	174,688.87	174,563.68	180,342.77	3.31%
Scope 3	28,305,844.77	27,693,482.02	22,492,002.66	-18.78%
Total	28,810,746.02	28,188,685.62	22,973,100.24	-18.50%

### Intensity (tCO<sub>2</sub>e/t production) [GRI 305-4]

Categories	2022	2023	2024	2023 - 2024 Variation (%)
Scope 1 + 2	0.14	O.14	0.16	12.95%
Scope 3	7.95	8.04	7.52	-6.47%



### COP participation and partnerships

The Conference of the Parties (COP) on Climate Change is an annual meeting organized by the UN to discuss issues related to global warming and progress on the Paris Agreement. The event brings together representatives from the 198 countries that are members of the United Nations Framework Convention on Climate Change (UNFCCC), as well as participants from the private sector, third sector and civil society, being an opportunity to discuss best practices and promote the sharing of information.

At the 29th edition of the Climate COP, held in Baku, Azerbaijan, Marfrig and BRF participated in several panels, reaffirming their commitment to sustainability and showcasing the main results and progress of the Sustainability Platform. Topics such as low-carbon agriculture in Latin America and the Caribbean, as well as the importance of collaboration to preserve the Amazon rainforest in the face of the climate emergency, were discussed.

Participation in the Climate COP is one of the actions we undertake to promote best practices and influence our sector in the pursuit of a more sustainable production model. We also partner with voluntary initiatives, associations, and industry organizations such as the UN Global Compact, the Brazilian Business Council for Sustainable Development (CEBDS), the International Center for Tropical Agriculture (CIAT), the Brazilian Roundtable on Sustainable Livestock (MBPS), the Global Roundtable for Sustainable Beef (GRSB), the Brazilian Agricultural Research Corporation (Embrapa), among others.



(V) Marfrig

[GRI 3-3 ANIMAL WELFARE]

Guided by the principle that animals are capable of conscious sensations and emotions, we are dedicated to maintaining high standards of animal welfare in our operations. We ensure that, throughout the entire process of cattle handling – from the farm to the production units – the five freedoms inherent to animals, as outlined by the Farm Animal Welfare Council, an independent British organization recognized globally on this issue, are fully respected:

- **1.** Physiological freedom
- **2.** Environmental freedom
- 3. Sanitary freedom
- 4. Behavioral freedom
- **5.** Psychological freedom

In this pillar of our Sustainability
Platform, we focus our management
strategies on animal care, both
within our supply chain and in our
own operations. All activities are
conducted in strict adherence to
the most rigorous guidelines and
national and international standards
to ensure humane slaughter.

To encourage suppliers to adopt the best practices in this area, we provide comprehensive guidance through the Marfrig Club, a protocol designed to promote sustainability in livestock farming (learn more in the Marfrig Club Sustainable Practices Guide).

During the period, we allocated significant resources to enhance animal welfare, totaling approximately US\$ 2,216,636.99 million specifically invested in this area across our global operations.



### **Animal Welfare Guidelines**

Our operations strictly adhere to the Global Animal Welfare Policy, a document that outlines the criteria guiding our management in this area, applicable across all our operational instances, regardless of the country.

The policy sets forth recommendations and requirements for our suppliers, reflecting our ongoing pursuit of excellence throughout the value chain. In addition, it outlines aspects that are not tolerated in our internal operations.

This policy is not limited to cattle handling, our main raw material source, but also provides comprehensive guidelines for other species present in our global operations through the acquisition of animalbased protein for the production of our own-brand products and other brands that we market.

Although cattle is central to Marfrig's production, we emphasize the importance of good animal welfare practices for all species, including pigs and broiler chickens, as well as the marketing of fish and products containing dairy derivatives in our stores.

We also share information and results on animal welfare through the Animal Welfare Report, which can be accessed through this link here.

According to animal welfare guidelines:

- We do not support the administration of hormones to animals under any circumstances.
- We do not acquire animals raised through genetic engineering or cloning.
- We avoid performing routine mutilations in our operations. As a meatpacking company with a single feedlot unit in Uruguay, we are committed to avoiding these practices. In our operation, we do not perform dehorning or castration on the animals in the feedlot. In addition, we prioritize suppliers who avoid field practices involving surgical mutilations without anesthesia, such as castration, dehorning, calving, and cesarean sections. When necessary, such procedures should be conducted by a qualified technician, with strict pre- and post-surgical care, following best practices.

- We do not use branding in our operations, although it is a mandatory practice in Uruguay. To avoid this, we requested an exemption from the Ministry of Agriculture and Livestock, which was granted due to the temporary nature of our animal fattening processes for slaughter.
- We do not slaughter animals from closed confinement systems that compromise their physical, mental, and psychological well-being.

### **Requirements for suppliers**

- We request commitment agreements, audits, and animal welfare certificates from the slaughterhouses responsible for the slaughter and sale of meat for our operations, regardless of the country of origin.
- We require detailed information on animal welfare practices through questionnaires in all operations, aiming to strengthen relationships with our suppliers and ensure effective monitoring and management of this issue on a daily basis.

- We prioritize acquiring animals from naturally hornless breeds (approximately 74% of animals currently have not undergone surgical interventions for horn removal) and provide specific guidance to our suppliers on this topic through dedicated support materials.
- We are committed to not using high-risk antibiotics in animal husbandry, as defined in the Declaration on the Use of Antimicrobials.



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#### Compliance with best management practices

In addition to striving to ensure the five freedoms established by the Farm Animal Welfare Committee (FAWC), a British independent council that is a global reference on this issue, we follow ethical principles, legal standards, and regulations of the markets that import our products and those in which we operate, meeting the requirements of customers across different countries.

To ensure that the daily operations of the plants comply with the best animal management practices to safeguard animal welfare, our initiatives include proper facilities, strict routines, and training for employees who handle the animals. In our operations, for example, the accommodations, in addition to complying with established laws and regulations, follow the recommended densities, allowing the animal the right to lie down, stand up, move around, and have access to food when the waiting time for slaughter exceeds the hours established by legislation.

In our supply chain, we encourage the provision of favorable stocking densities for the benefit and comfort of the animals. We also monitor the management of other links in the supply chain, especially the breeding farms and transporters, to ensure we are always in compliance with the highest animal welfare standards.

With livestock farmers, for example, we use Marfrig Club, our sustainable livestock protocol, to guide them on the best animal welfare practices (learn more in the Sustainable Practices Guide).

We also promote and support academic research, the results of which can contribute to the improvement of animal welfare practices.

#### **Public commitments**

All commitments related to our own operations were met ahead of schedule.

In 2022, we achieved our public commitment to assess 100% of our slaughter plants according to the strict standards of the North American Meat Institute (NAMI) and verified compliance with these standards. This result was achieved three years ahead of the target, which was set for 2025. Our operations continue to be conducted in a way that ensures compliance with these standards, being audited annually by a third party since then.

In November 2024, we achieved the goal of conducting an audit of the company's public animal welfare information, carried out by a third party. The certifier SBCert audited and recognized the compliance of the information, certifying the adequacy of Marfrig's Animal Welfare Report. The goal was set in 2021 with a deadline of December 2024. The audit process report can be accessed at this link here.

In Argentina, albumin was replaced by a plant-based ingredient in the production of private label products. As a result, no egg-based ingredients have been used in the production of private label products since 2023 in Marfrig's global operations. This is another commitment with a target deadline of 2025 that has already been fulfilled in Argentina ahead of the set deadline.

In addition to the public commitments made for our own operations, as presented in the table in the early chapters of this Report, we also have commitments related to our supply chain. These commitments, as well as the results achieved, are disclosed annually in our Animal Welfare Report, available on our sustainability website.

#### Animal welfare in transport

We aim to ensure that 70% of the cattle are transported over routes lasting eight hours or less. In 2024, 74% of the cattle slaughtered at Marfrig's South American units were transported overland on routes lasting eight hours or less, surpassing the annual 70% target (set in 2022).

The transport of live animals is a process of utmost importance, and we strive to carry it out in the shortest time possible, establishing routes and schedules to ensure that the movement of cattle between the producer and our operations does not exceed eight hours and complies

with internationally recommended standards. At National Beef, for example, drivers are required to be certified by the Beef Quality Assurance Transportation (BQAT), a program recognized in the United States. In the other countries, drivers receive free training provided by the Company's animal welfare team.

#### Training in operations.

Our goal is to offer 40 hours of animal welfare training per year per unit. In the period, in South America, there were 731 hours in total, equivalent to 92 hours per slaughter unit.

These trainings, held annually, are at a minimum directed at all professionals whose work routines involve handling live animals throughout the transportation process to slaughter. These technical trainings aim to raise awareness on the subject, provide dynamism to the processes, and encourage innovation. In 2024, considering global operations, a total of 2,688 hours of animal welfare training were conducted.



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## Animal welfare in the supply chain

Marfrig takes proactive steps to promote the best animal welfare practices throughout its supply chain. The Company is committed to working closely with its suppliers to encourage the adoption of these best practices.

#### **Training for partner producers**

We conduct lectures and training sessions for the rural producers' teams as a way to establish new animal welfare practices in their operations. We visit the farms of partner producers to promote this topic and encourage them to take a proactive approach in scheduling these visits. In this

process, the animal welfare officers accompany the boarding of animals to be slaughtered at Marfrig. This is how the survey and evaluation of specific indicators are carried out to assess the current situation of the visited properties. The visitation schedule is defined based on the bruising index found on the carcasses of the animals inspected at the time of slaughter.



**For more information,** please refer to our Animal Welfare Report.

#### Pioneering in supplier training

Continuing the goal of raising awareness and addressing best management practices, the "Excellence in Animal Welfare in the Supply Chain" project also extends to suppliers of other products, in accordance with the species present in Marfrig's supply chain (raw materials for the manufacture of processed products, ingredients, and products from other brands for resale).

Marfrig is a pioneer in providing training for suppliers of products that contain animal origin in their composition, including animal protein offered in the cafeterias of industrial operations.

In 2024, we partnered with Compassion in World Farming to conduct a series of training sessions for our supply chain. The goal of this initiative is to align, spread, and strengthen the best animal welfare practices throughout the industry.

This training cycle took place in March, April, and May and involved professionals from suppliers associated with all seven species covered by the global animal welfare policy (raw materials, ingredients, products from other brands sold in stores, and the company's cafeterias), namely cattle, sheep, fish, broiler chickens, dairy cattle, laying hens, and pigs. There were seven workshops with 278 participants.







#### From the farm to the slaughter

We promote good animal welfare practices throughout our value chain, from the farm, through the transporters, to our industrial operations.

Among the many initiatives encouraged, we have developed a series of guidance materials on the subject, as well as offering regular training, always seeking innovation, dynamism, and awareness, for the benefit of everyone: animals, handlers, producers, transporters, industry, and consumers. With our transporters and employees, we address the topic during onboarding and reinforce it with a regular training schedule.



**Transport** 



**Industry** 



#### **Suppliers**



· Guiding materials (manuals and folders).

Technical visits.(1)



Specific checklists filled out during technical visits.



Lectures and training.

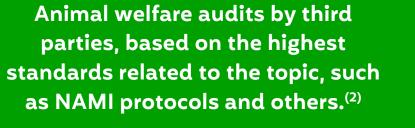
Marfrig Club Program



**Evaluation of handling** practices and transport vehicles.



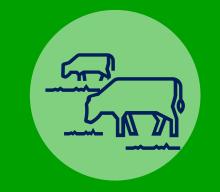
Training and awareness of transporters.



Frequent monitoring(3), both on-site and via video cameras in most units.



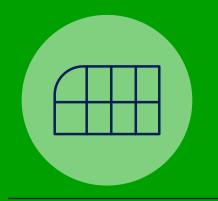
Quality feed and water, in sufficient quantities for all animals.



Adequate structures: proper density and non-slip flooring.



Cover systems in most of the pens and sprinklers, which cool the animals housed in the industrial facilities without disturbing them, providing a favorable environment and better thermal comfort.



Modern containment equipment and prior stunning.

<sup>(1)</sup> Quarterly, at a minimum, to monitor the loading of animals.

<sup>(2)</sup> Client-specific, for example.

<sup>(3)</sup> In accordance with NAMI standards, client protocols, and applicable legislation.

#### **Environmental enrichment**

In line with the best animal welfare and environmental enrichment standards, we have adopted various animal handling practices, including the design of the pens where they are kept in the slaughterhouse. The criteria adopted in these accommodations also comply with legislation and standards that address the topic. Only in our operation in Uruguay, the sole one with our own confinement, do we have an outdoor cattle fattening system.

In addition to being a topic covered in training for the supply chain, some examples can be found in the Environmental Enrichment Recommendations Guide.

Some practices we maintain are:

In our own operations, the minimum density is 20 m² per pen, and in the slaughterhouses, the density is 2.5 m². The animals are kept in an open environment with a resting area, as well as a spraying system to

reduce heat during the hottest hours of the day, shading, and access to quality water. To minimize stress, the structure of the pens follows parameters and recommendations from Dr. Temple Grandin, a recognized animal welfare specialist.

Housing in appropriate facilities: with non-slip flooring and cleaned after each batch of cattle. It also follows recommended stocking densities to ensure that animals have the right to lie down, stand up, move around, and access food when the waiting time exceeds the number of hours established by regulations.

Covering systems and sprinklers: they cool the animals housed in industrial facilities without causing them distress, providing a favorable environment and greater thermal comfort.

Clean drinking fountains with quality and abundant water: available for the entire duration of the animals' stay at the slaughterhouses.

#### Certification

All industrial units in the countries where we operate are audited according to the NAMI (North American Meat Institute) standards, in line with the commitment made.

Regarding farm certification, Marfrig Uruguay initiated a project aimed at providing our customers with beef products that meet the '5-Step® Global Animal Partnership (G.A.P.)' animal welfare standard.

In Brazil, there has been a growing demand from some of our partners for animal welfare certification protocols. To encourage this, Marfrig provides guidance and guidelines on the subject in the Sustainable Practices Guide, Commitment Terms, specific verification protocols, and informational materials. This approach includes incentives for suppliers to adopt such practices and processes to monitor compliance with these principles.

Through the Marfrig Club Program, the company strengthens its relationship with producers. In this way, it encourages sustainable livestock farming, prioritizing respect for Animal Welfare and socio-environmental issues.

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In 2024, on their own initiative, a partner implemented the Fair Food BEA Beef Cattle protocol on one of their properties, which includes seven main criteria: nutrition, environment, management, health, behavior, management/record keeping, and transportation. In addition, we have farms that meet the Organic Farmers and Growers Organic Standards and the Viva Grass Fed certification.



More information about our biological production initiatives and certifications is available in our **Reports**.

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## Collaboration for innovation

We support and develop several research projects in the countries where we operate. With this, we aim to contribute to the improvement of animal welfare practices in livestock farming. To learn more about the projects and partnerships in this area, please refer to our Animal Welfare Report.



## Reduction in the use of antibiotics

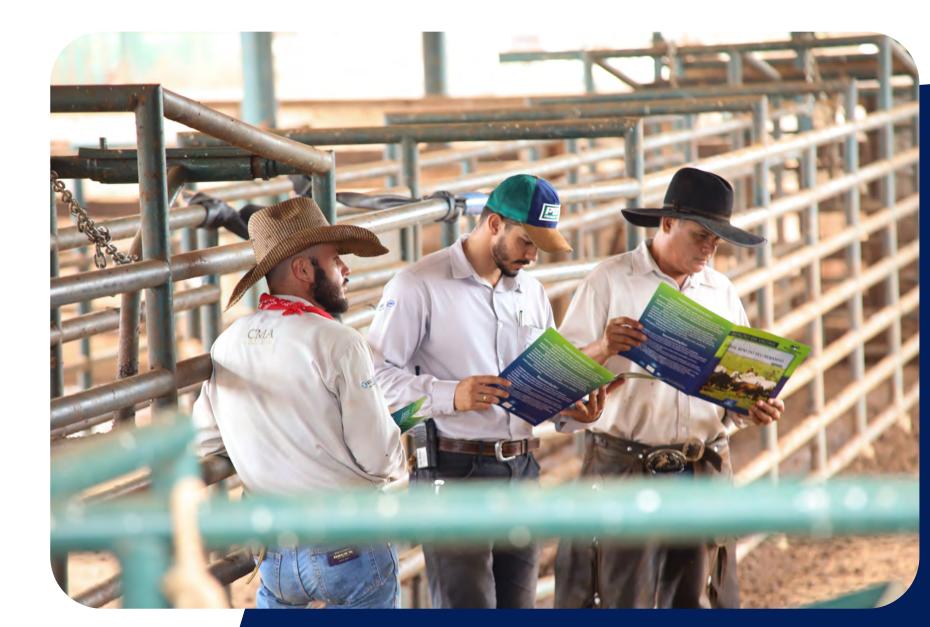
We do not use medication prophylactically (i.e., non-therapeutically), adhering to the responsible use of antibiotics, which are prescribed only by qualified professionals to ensure animal health and food safety. When the application is necessary as the only alternative, all best practices are observed, such as segregating animals, as well as keeping records of which animals received the treatment, the dose, and the amount applied.

As part of this process, we also developed a policy on the use of antimicrobials to assist cattle producers and veterinarians in their responsibility to maintain the health and well-being of the herd, as well as to provide guidance on the use of antibiotics. The Statement on Antimicrobial Use is available in the Content Center on our corporate website.

In addition, the promotion of responsible antibiotic use is carried out with our livestock supply chain through guidance and educational materials developed

by Marfrig, such as the Marfrig Club Sustainable Practices Guide and our Animal Welfare Report.

Additional information, including the amount of antibiotics used in the supply chain and operations, as well as the number of animals treated with antimicrobials, can be found in the Attachments of this report.



## 3.4 Natural Resources

[GRI 3-3 NATURAL RESOURCES]



The proper use of natural resources is one of the principles of our operations. We promote the efficient and responsible use of natural capital throughout the value chain, including the management of water resources, energy, and forest assets. We invest in initiatives to reduce consumption and improve the efficiency of processes and equipment, as well as the inclusion of new technologies that ensure our operations are responsible and aligned with the expectations of our stakeholders.

In this pillar, we focus our efforts on water management and biodiversity, both within our operations and across the value chain. All initiatives implemented are aimed at adopting best management practices and reducing impacts on the environment and society.

#### Water

Water is a fundamental resource for food safety and quality. As a resource used in various activities, from animal farming to operations in factories, in all the countries where we operate, we adopt measures to manage its use responsibly, with the goal of reducing consumption and promoting efficiency.

#### Water use management [GRI 303-1]

Industries face the challenge of adapting their operational practices to minimize their environmental impact. Among the priority issues, responsible water management stands out, as it is a vital resource, and its scarcity and contamination pose significant threats. In this regard, we have adopted various measures to reduce water consumption at our facilities, such as flow-reducing equipment and automation, among others. Water reuse projects have

also been successfully implemented in areas of the business that do not require potable water standards. We also maintain measures to mitigate risks related to water availability.

In the municipality where the Pampeano Complex is located, Hulha Negra (RS), which experiences irregular rainfall and water scarcity, the reuse of autoclave water is essential to prevent the interruption of industrial activities at the facility due to water

shortages. By adopting water reuse practices, we not only reduce the demand on local water resources but also enable the continued operation of the industry during dry years, while helping to mitigate the negative impacts associated with the discharge of treated effluents.

We are committed to reducing water consumption by 20% by 2035, using our 2020 performance as a baseline. To achieve this goal, each operational unit has set consumption reduction targets, tailored to the local water conditions.



Our water use management is guided by the following areas:

#### 1. Monitoring

We measure and monitor water usage daily in our operations, paying close attention to the requirements set by environmental agencies in the countries where we operate and export to. This allows us to identify opportunities for improvement and measure our performance. We use daily consumption indicators referenced in tons per cubic meter (t/m³) and set sectoral goals based on these measurements.

In Brazil, for example, we use electromagnetic flow meters to measure water consumption at each plant. The total water withdrawn by source and the volume captured per industrial unit and per animal are among the aspects we monitor.

#### 2. Treatment

All of our units are equipped with water treatment plants (WTPs) specifically designed for the type of water source they draw from (groundwater or surface water). The goal is to ensure that the treated water meets the stringent potable

water standards established by the legislation of the countries where we operate and export to.

#### 3. Water efficiency

We have implemented measures to promote the rational use of water at our facilities, including the adoption of efficient equipment and training for our teams. Our investments (CAPEX) in water and effluent management infrastructure improvements aimed at achieving water efficiency gains in our operations increased by 40% between 2023 and 2024, rising from R\$ 63.2 million to over R\$ 88 million. Os gastos relacionados ao tratamento de afluentes e efluentes, além de manutenções gerais (OPEX), aumentaram cerca de 39% em comparação ao valor de 2023.

#### 4. Transparency and promotion of good practices in the supply chain

We provide detailed information on water use and consumption in our operations through the CDP Water Security questionnaire, available on the CDP website. In addition, we share guidance on best water management practices throughout our value chain, aiming for regulatory compliance and environmental sustainability.

#### Investments and operating expenses<sup>(1)</sup>

CAPEX		
	2023	2024
Argentina	R\$2,039,921.65	R\$0.00
Brazil	R\$4,007,816.24	R\$31,694,809.97
Uruguay	R\$23,268,012.98	R\$7,836,088.13
United States of America	R\$33,917,862.71	R\$48,748,191.00
Total	R\$63,233,613.58	R\$88,279,089.10

OPEX			
	2023	2024	
Argentina	R\$1,109,134.18	R\$1,290,718.39	
Brazil	R\$22,885,051.78	R\$28,228,389.80	
Uruguay	R\$15,618,456.75	R\$20,100,075.15	
United States of America	R\$91,452,054.04	R\$111,119,483.98	
Total	R\$131,064,696.75	R\$160,738,667.32	

<sup>(1)</sup> For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

#### Our performance in 2024

In 2024, a total of 20,392.2 megaliters (ML) of water were sourced from all Marfrig production units to support our operations. Additionally, we experienced a significant 149% increase in the volume of recycled water compared to 2023, driven by the expansion of the program in our units in Argentina and Uruguay, as well as the inclusion of more units in Brazil in the same initiative.

The use of this type of water helps reduce overall consumption/ withdrawal of the resource and supports the sustainability of operations. However, we have restrictions on the use of water from this process, as we are a food industry, and given our commitment to the quality and safety of our products. In our case, reused water is used for processes such as yard washing, corral cleaning, and reuse in the cleaning of WTPs and ETPs.

Surface water is the main source of use in South America, accounting for 71.4% of the total, followed by groundwater (28.5%). We still source 0.1% of our water intake from other sources. In North America, the opposite is true. Groundwater sources account for a significant portion of the intake, which reached 59.8% of the total in 2024. [GRI 303-3]

As a food production company, and in light of our commitment to food quality and safety, we have restrictions on using recycled water in our operations. The data collected globally is audited by a third party. This routine allows us to identify opportunities for improvement and helps us measure our performance on these matters.

#### Water withdrawal, by source [GRI 303-3 | SASB FB-MP-140a.1]

North America			
In m³	2023	2024	%
Surface water	-	-	-
Underground water	7,181,060.47	7,153,040.33	0.4%
Public network water (concessionaire)	_	4,801,195.11	100%
Water from other sources	5,951,502.26	-	-100%
Total	13,132,562.73	11,954,235.44	-9%
South America	2023	2024	%
South America In m³  Surface water	<b>2023</b> 5,405,154.21	<b>2024</b> 6,035,048.80	<b>%</b> 12%
In m³			
In m <sup>3</sup> Surface water	5,405,154.21	6,035,048.80	12%
In m <sup>3</sup> Surface water  Underground water  Public network water	5,405,154.21 2,178,612.50	6,035,048.80 2,400,178.18	12%
In m³  Surface water  Underground water  Public network water (concessionaire)	5,405,154.21 2,178,612.50	6,035,048.80 2,400,178.18 -	12% 10% -

<sup>\*</sup>For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

#### Water withdrawal, by source (continued)

Total consolidated			
In m <sup>3</sup>	2023	2024	%
Surface water	5,405,154.21	6,035,048.80	12%
Underground water	9,370,946.97	9,563,997.51	2%
Public network water (concessionaire)	-	4,801,195.11	100%
Water from other sources	5,951,622.26	2,767.76	-99.95%
Total	20,716,449.44	20,392,230.18	-2%

#### Water withdrawal, by country [GRI 303-3]

Total water volume	2023	2024	Variation (%)
Argentina	790,172.50	906,322.00	15%
Brazil	4,647,329.81	5,299,077.24	14%
Uruguay	2,146,384.40	2,232,595.50	4%
United States of America	13,132,562.73	11,954,235.44	-9%
Total	20,716,449.44	20,392,230.18	-2%





AWARDS AND RECOGNITION

ESG HIGHLIGHTS

MESSAGE

ESG RANKINGS AND INDEXES

ANNEXES

#### Recycled water [GRI 303-3 | SASB FB-MP-140a.1]

%
101%
273%
149%

#### Volume of water sourced per production unit

	2023	2024	<b>%</b>
Units/production plants	m³/ton of products)		
Argentina	8.68	9.81	13.05%
Brazil	19.10	21.30	11.47%
Uruguay	32.19	35.48	10.25%
Slaughter units/plants (m³/head)			
Argentina	3.51	3.67	4.63%
Brazil	3.70	2.65	-28.29%
Uruguay	3.46	3,95	14.12%

\*For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

#### Water Risk Management

We conduct continuous analysis of the water situation in the locations where our units are installed to assess the risks of water availability for our operations, identifying the quality and quantity of the reservoirs. To measure the risks of water availability for our operations, we conduct a continuous analysis of the water situation of the locations where the units are installed. Through this study, we identified the quality and quantity of the reservoirs. In this work, we used a specific tool, AQUEDUCT, made available by the WRI.

Most of our units are situated in areas considered to have low exposure to significant water risks in the various countries where we operate. A comprehensive list of Marfrig units located in regions experiencing water stress, concerning both water availability and wastewater quality, is available on our Sustainability website. [SASB FB-MP-140A.2]

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#### Water withdrawal by water stress level (in m³) [GRI 303-5] SASB FB-MP-140a1]

	North America	South America	Total
Low	1,384,366.00	7,145,694.74	8,530,060.74
Low to medium	44,826.38	1,292,300.00	1,337,162.38
Medium to high	1,209,148.53	0.00	1,209,148.53
High	0.00	0.00	0.00
Extremely high	9,315,858.52	0.00	9,315,858.52

Water stress level [GRI 303-1]	Number of units/ plants
Low	14
Low to medium	3
Medium to high	2
High	0
Extremely high	2

Source: Aqueduct – WRI

## Water management across the value chain

We emphasize throughout the entire production chain the importance of raising awareness about conscious water consumption and the proper disposal of effluents generated after the processes, as they can be a potential source of contamination, which could harm the property's water supply channels.

All the efforts mentioned regarding water management extend to the supply chain. Our focus is to protect water sources (such as rivers, springs, wells, reservoirs, among others), contributing to a profitable agricultural and livestock activity. To achieve better water efficiency in our production activities and make them increasingly sustainable, we invest in better management of water extraction, control of the volume used, positive changes in water usage habits, and the training of workers.

The engagement of our partners in adopting good water management practices is done through the Marfrig Club Sustainable Practices Guide, under "Environmental Respect,"

which focuses on minimizing the environmental impacts of livestock activities. Here are some examples of practices addressed:

- Reduction in water consumption in animal farming: we encourage producers to invest in animals with genetic traits that allow for early slaughter.
- Water use in animal feeding: early slaughter also leads to lower water demand in the production of feed ingredients for livestock.
- Rational water use: recommendations for practices aimed at reducing water consumption on the farm and ensuring the quality of production. Among them: rainwater harvesting, crop rotation, no-till farming, animal water troughs, use of fertigation, and the adoption of specific tools to measure water consumption.
- Rainwater retention: implementing practices to capture rainwater in order to prevent erosion and facilitate infiltration, which can be enhanced, for example, by

terracing or contour plowing. It is recommended to have vegetation preserving springs and watercourses.

To monitor and assess the water risks to which producers are exposed, we conduct a mapping of water availability in our value chain, which is integrated into the geospatial monitoring system and the deforestation risk mitigation map.

We cross-referenced maps of the water situation in the regions where we operate with the locations of our cattle suppliers for slaughter, which helps guide actions, both advisory and preventive, to improve water management in our supply chain, including setting goals, control, and rational use. This water mapping also extends to the supply of products for animal feed.





#### **Effluents**

We constantly improve the management practices and discharge of effluents, aiming to minimize the impact of our activities on the environment. We treat all effluents generated in the various production stages of our activities before they are returned to the environment through WWTPs, which are present in 100% of our facilities.

In these facilities, the input undergoes physical-chemical treatments followed by biological treatments, ultimately meeting the discharge standards required by the federal or state regulations applicable in each region.

Our global goal is to reduce the volume of effluents generated in our operations by 15% by 2035. To achieve this goal, each operational unit has consumption reduction targets, taking into account the local conditions.

## Standards met in effluent management [GRI 303-2]

We have an online monitoring system for effluent discharge that helps improve and optimize our processes. We centralize in this platform the flow and volume data from each of our facilities in real time, allowing us to continuously monitor the WWTPs, identify opportunities for improvement, and anticipate necessary corrective actions.

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The WWTPs comply with standards established by local and international regulations, varying for each facility depending on its location. In general, they monitor and comply with requirements for: chemical oxygen demand (COD), biochemical oxygen demand (BOD), pH, total suspended solids (TSS), and temperature, among others.

The minimum standards adopted are monitored through internal audits conducted by various departments at Marfrig. These audits comply with the export regulations of each country where we are certified, as well as with recognized audit standards such as BRC, McDonald's, and SMETA (Sedex Members Ethical

Trade Audit, which stands for Supplier Ethical Data Exchange).

In our Brazilian operations, all of our facilities are also in compliance with CONAMA Resolution No. 430, in addition to meeting the IQTE (Effluent Treatment Quality Index) standard and complying with all environmental licenses for each operational unit.

In Argentina, our criterion is compliance with the legal regulations regarding effluent discharge parameters.

Some of these include: COD, BOD, pH, and TSS, among others. The minimum criteria are established externally and vary depending on the location of the facility.

In Uruguay, the discharges comply with national and local standards. In the case of the Inaler and Tacuarembó units, there is compliance with Decree 253/79 and the Ministerial Resolution, which imposes additional requirements on the NTK (total Kjeldahl nitrogen) and NO3 (nitrate anion) parameters in effluent discharge.

In 2024, Marfrig was not subject to any significant fines, enforcement orders, and/or other penalties for regulatory violations related to water quality.

#### **Effluent analysis** [GRI 303-2]

To promote best practices in effluent quality reporting, we developed our own index, the IQTE (Effluent Treatment Quality Index). This index evaluates the Biochemical Oxygen Demand (BOD) of final effluents on a scale from 0 to 10, using 129.6 mg/L (or less) as the benchmark for a score of 10, and 423.7 mg/L as the threshold for a score of zero, based on regulatory standards. The IQTE enables a unified assessment of BOD performance across our industrial plants, even though each plant may follow different local legal limits. We also monitor BOD and IQTE results at the plant level to ensure compliance with applicable local regulations.

In 2024, we enhanced the IQTE calculation methodology by using the average of the monthly IQTE scores for each unit.

Regarding our goals, our objective is to achieve a score of 10 on the IQTE by 2025, ensuring compliance with both our internal quality standards and local effluent discharge standards. We are proud to highlight that the company reached this target two years ahead

of schedule. In 2024, we closed the year with an average Biochemical Oxygen Demand (BOD) of 55.26 mg/L, corresponding to an IQTE score of 10.

#### Effluents generated

The data on effluent generation across all our activities in 2024 were audited and certified by an independent third-party as part of the verification process for our GHG emissions inventory, which includes all of our operations. A new round of external verification is scheduled for 2026, covering the data from 2025.

In 2024, our operations generated 19.2 million m<sup>3</sup> of effluents, representing a 0.8% reduction compared to 2023. In our North American operations, we recorded a significant reduction of 6.08% compared to 2023. In South America, we saw an increase in the total effluent volume, with respective increases of 7.51%, 19.38%, and 1.59% in Argentina, Brazil, and Uruguay. The global data on the volume of effluent generated in our operations in 2024 were verified by an independent company during the audit of the Company's greenhouse gas emissions inventory.

#### Total volume of effluent generated (m³)

	2023	2024	Variation (%)
Argentina	691,551.62	743,481.17	7.51%
Brazil	3,069,087.57	3,663,804.48	19.38%
Uruguay	1,947,876.00	1,978,825.14	1.59%
United States of America	13,718,411.47	12,884,483.44	-6.08%
Total	19,426,926.66	19,270,594.23	-0.80%

#### Effluent volume generated (m³ per slaughtered head) - slaughter plants

	2023	2024	Variation (%)
Argentina	2.79	2.35	-15.90%
Brazil	3.40	3,42	0.72%
Uruguay	3.06	3,23	5.35%
United States of America	3.53	3.36	-4.87%

#### Effluent volume generated (m³ per ton of processed products) - processed product plants

	2023	2024	Variation (%)
Argentina	6.90	7.72	11.89%
Brazil	5.66	4.61	-18.65%
Uruguay	18.40	24.65	33.94%

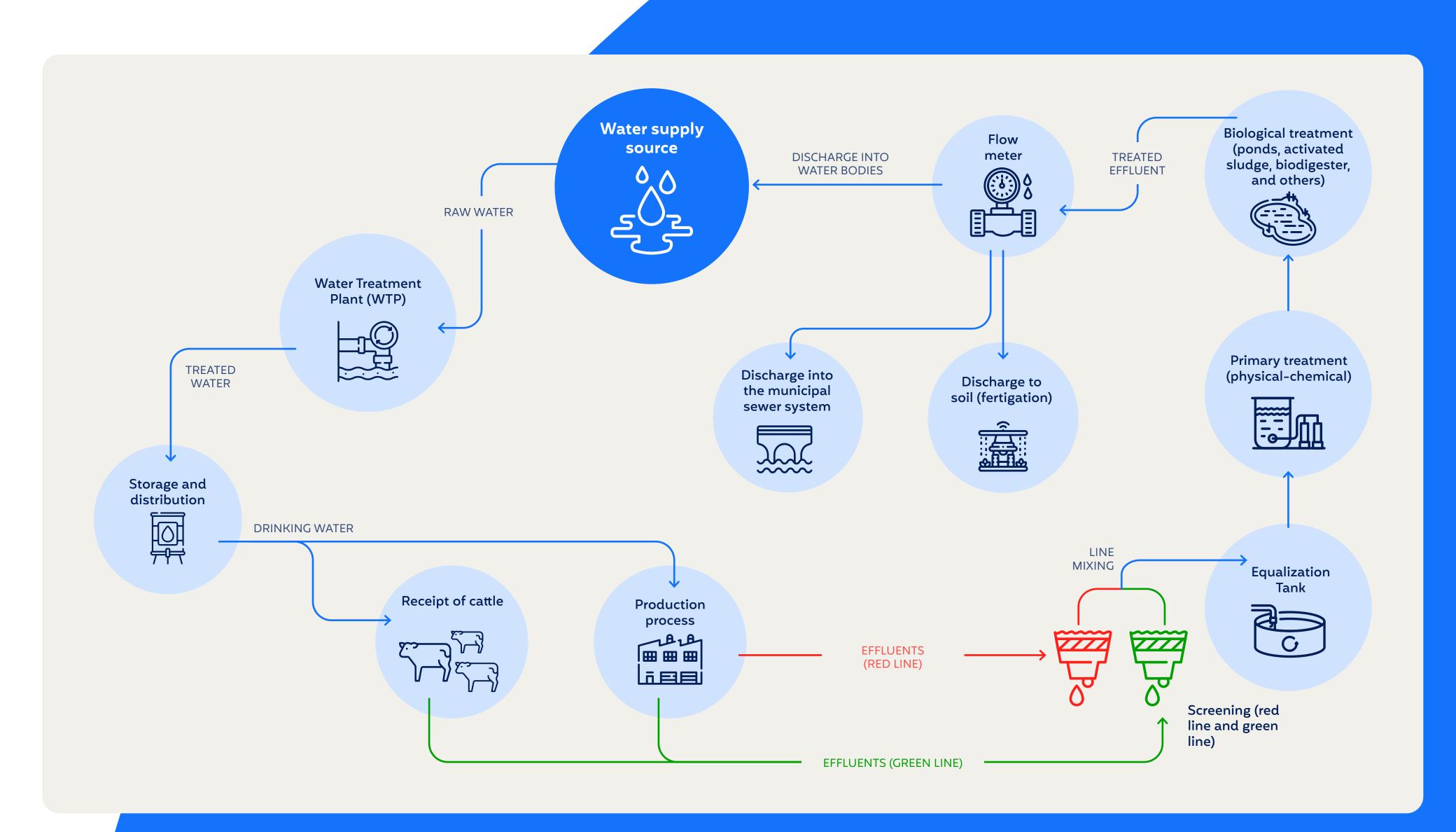


## Effluent treatment<sup>(1)</sup> [GRI 303-2 | 303-4]

MESSAGE

All manure generated in the operations – both from the corrals, transported with the animals, and from the handling of bovine stomachs – is incorporated into the wastewater, which we refer to as the green line. These discharges are directed to the WWTPs and are removed in the physical, chemical, and biological stages. The solid waste has high agronomic value and is used as an alternative to conventional fertilizers.

(1) The effluent treatment at the WWTPs begins with the screening stage and culminates in biological treatment.



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#### Sustainable solutions in effluent treatment and reuse

Our production units prioritize the proper environmental management of both solid and liquid waste, continuously evaluating and applying best practices for handling and final disposal. Solid waste carried along with liquid effluents is separated through a solid-liquid separation system and then sent for composting, resulting in a nutrient-rich component containing essential micro and macronutrients for soil enrichment.

In the subsequent stages of effluent treatment, it undergoes anaerobic systems, and the biogas generated during the decomposition of organic matter is stored and burned in a flare, aiming to reduce GHG emissions.

Finally, when the effluent is returned, after treatment and compliance with legal requirements, it is used in fertigation processes, ensuring the irrigation of areas lacking water and maximizing the use of nutrients still present.

For example, in the United States, all wastewater from the Liberal unit in Kansas – approximately seven billion liters per year – undergoes treatment and is reused for the irrigation of agricultural land. The unit has a WWTP and a treated effluent irrigation system, which is used as fertilizer by farmers whose farms are located near the slaughterhouse. The biogas generated is also reused in the unit's boiler.



## Good practices in the supply chain

Regarding effluent treatment and disposal on farms, our suppliers also receive guidance through the Marfrig Club, including instructions on watershed protection and precautions to prevent contamination from the wastewater generated in residences,

stables, and other facilities. In addition, we conduct periodic visits to these ranchers with the aim of identifying opportunities for improvement and assessing compliance with applicable legal requirements through a review of practices and minimum standards. In cases of noncompliance, we provide technical support to encourage correction.

#### Biodiversity [GRI 304-2]

At Marfrig, we are committed to preserving natural resources and reducing the impacts on the environment and society. The activities of all the Company's units are managed through operating licenses issued by environmental agencies, granted following a thorough assessment of the potential risks that the activities pose to ecosystems and local communities. The licenses require actions and monitoring in compliance with applicable environmental laws and regulations, thus promoting the adoption of best practices throughout the production chain.

We are also committed to not acquiring animals from farms located in conservation units, indigenous lands, or areas embargoed by IBAMA, contributing to the preservation of these areas and their biodiversity.

We have the National System of Protected Areas (SNAP) in Uruguay, which aims to reconcile environmental preservation with the economic and social development of the country, allowing productive activities that are compatible with conservation.

Our activities and those of our suppliers are in compliance with this regulation.

## Our commitment to the preservation of Brazilian biomes

As part of our sustainability efforts, we carry out projects for pasture restoration, ecological restoration, and the promotion of practices related to the concept of regenerative agriculture. These initiatives also accelerate the Verde+ Program, contributing to more sustainable livestock production (learn more about the Verde+ Program on page 49).

Marfrig will also invest in the restoration of degraded pastures, making them productive again. In total, the commitment is to restore 100,000 hectares of pastures and 6,000 hectares of native forests. These actions contribute to a more sustainable agricultural sector and help Brazil meet its GHG emissions reduction targets. [GRI 304-3]

In line with our commitment to being at the forefront of environmental conservation and sustainable livestock farming, we also maintain our partnership with the Ampara Institute,

MESSAGE

an organization dedicated to education and awareness about animal rights, preservation and restoration of Brazilian wildlife, biodiversity protection, and the defense of wild animals. The initiative reflects our sustainability actions highlighted in the Verde+ Program. For the second year, we have contributed to the projects of the Ampara Institute, which, since the beginning of this partnership, have received over R\$ 4 million for research

development, preservation, and

restoration of Pantanal wildlife.

Since 2023, the Ampara Institute has had a permanent base in the Pantanal to assist local wildlife rescued from wildfires and impacted by human activities – the Ampara Pantanal Care Base (BAAP) – providing emergency treatment and monitoring until their return to the wild (rehabilitation, release, and monitoring). At every stage, the best practices for animal welfare are followed, along with a proper diet and specialized veterinary care. Some individuals remain in treatment for months to fully recover.

BAAP also maintains enclosures for rescued animals and focuses on key activities such as promoting research,

developing anti-predation strategies for livestock, wildlife monitoring, environmental education, studies on animal behavior, big cat epidemiology, and population genetics.

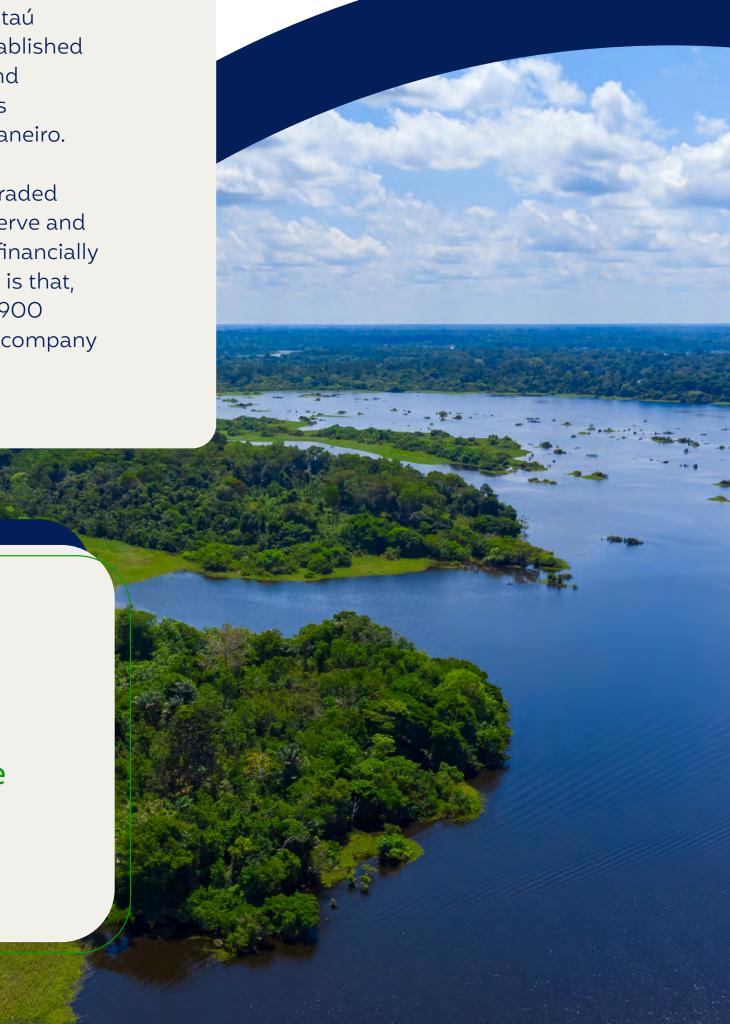
The initiative between Marfrig and the Ampara Institute also offers free support for the coexistence of wildlife and Pantanal livestock farming, providing guidance and management practices that improve animal welfare conditions and help producers protect their herds from predator attacks on their farms.

Today, Marfrig and the Ampara Institute seek the forefront of science to address emerging challenges in the Pantanal. It's science applied in a practical way to real-world challenges in the field.

#### **Biomas**

Marfrig, along with a group of major companies—including Itaú Unibanco, Rabobank, Santander, Suzano, and Vale—has established a company called Biomas, with a key objective: to restore and protect four million hectares of native forests in Brazil. That's equivalent to the size of Switzerland or the State of Rio de Janeiro.

Biomas will begin by planting two billion native trees in degraded areas, covering two million hectares. In addition, it will conserve and preserve another two million hectares. To make the project financially sustainable, Biomas will sell carbon credits. The expectation is that, over the course of 20 years, they will prevent the release of 900 million tons of carbon into the atmosphere. In addition, the company will also protect over 4,000 species of animals and plants.



Aligned with the principles of the Verde+ Program, our biodiversity protection initiatives involve engaging both direct and indirect suppliers in the adoption of sustainable production practices and models, responsible sourcing, and effective risk management—while also providing support to producers. As part of our commitment to transparency, we conduct audits across all processes.

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#### 2024 INTEGRATED REPORT

## 3.5 Waste and packaging

[GRI 3-3 SOLID WASTE AND PACKAGING]

We invest in the circular economy and waste management to promote more efficient resource utilization at every stage of production. Our goal is to contribute to environmental sustainability by minimizing waste and reducing the environmental impact of our operations. These efforts span from the innovation and design of products and packaging to the use of by-products in the industry, managing solid waste generated during operations and post-consumption, and promoting circularity and the value of inputs.

We adopt various practices to ensure that the solid waste generated in our operations is properly disposed of, in accordance with the requirements of the locations where our plants are situated. In Brazil, we follow the guidelines established by the National Solid Waste Policy (PNRS), which aims to spread shared responsibility for the proper disposal of materials, also encouraging reuse and recycling, among other directives.

An important aspect of this management is reverse logistics, carried out through the compensation of post-consumption packaging, as outlined in the National Solid Waste Policy (PNRS). The process is carried out through credit compensation, managed by an accredited Management Entity for this activity, in accordance with the types of post-consumption packaging.

In 2024, Marfrig offset 2,032 tons of plastic and paper packaging from products consumed in Brazil in 2023, representing a 49% increase compared to 2022 (1,363 tons). The PNRS set a target of 30% compensation of postconsumption volume for 2024, which the Company achieved during the period. The compensation is carried out in partnership with the Instituto Rever, an entity responsible for certifying the cooperatives and managers that sort, package, and direct the waste to be returned to the production chain, as well as issuing the recycling certificates.

Marfrig values this partnership model, which strengthens the company's socio-environmental responsibility by encouraging reverse logistics of post-consumption packaging and ensuring the company's legal compliance with regulatory bodies.

With a strong focus on reverse logistics, we are advancing in our strategy to ensure sustainability throughout the entire food production chain, while also contributing to the professionalization of cooperatives and the generation of employment and income for workers in the recycling sector.

Through the Instituto Rever, an accredited managing entity approved by the Ministry of the Environment (MMA), support and guidance are provided in areas such as accounting and finance, operations, occupational safety, labor and tax legislation, among others. The activities include video lessons and in-person instructions covering various practical and relevant topics for the daily

operations of the cooperatives. We also provide guidance and support in the necessary formalization so that they can operate in compliance with current regulations, including issuing invoices and required documents.

To encourage our suppliers to adopt good waste management practices, we provide guidance through the Sustainable Practices Guide, which is part of the Marfrig Club. The document recommends that all supplier farms have a documented plan for managing this matter.



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#### Solid waste [GRI 306-1]

Solid waste management in our operations is implemented through the following initiatives:

#### **Environmental Management System:**

all units operate with an Environmental Management System, which, among other practices, includes procedures for the storage, transportation, and final disposal of solid waste generated, including those classified as hazardous, such as chemical substances.

**Selective collections:** the units perform sorting of materials, which are separated into different categories so that they can be reused, recycled, or recovered, according to their characteristics, legal requirements, and the demands of environmental authorities in each country.

Awareness and training: we provide employees with periodic training on the topic and guide them on the importance of proper waste disposal in their daily work routines.

Hazardous products: we implement strict procedures for storing, transporting, and disposing of hazardous products. The units have environmental management systems in place to monitor the disposal of these items. We also conduct environmental monitoring and contingency plans segmented by type of occurrence and substance.

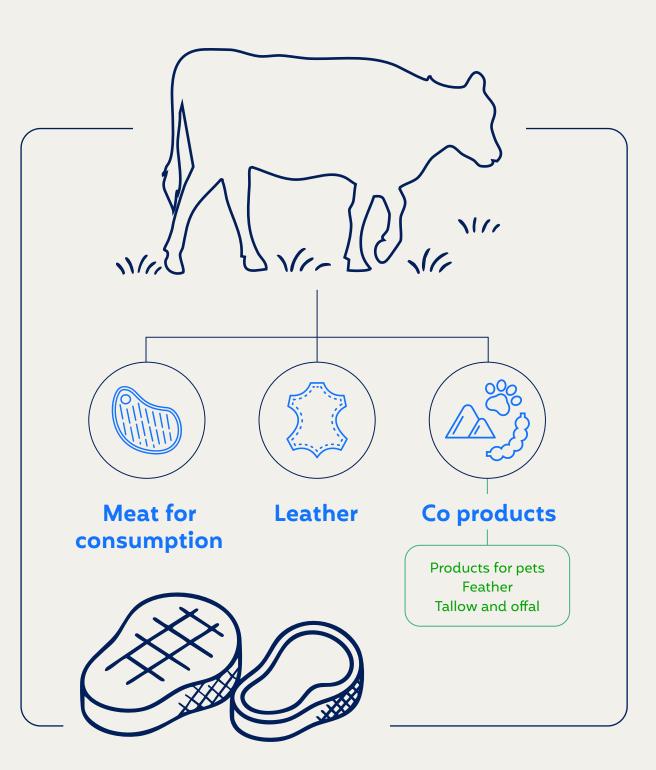
Management indicators: our practices for the treatment of effluents and waste are monitored by indicators that allow us to track the performance of the units on these topics and seek improvements. Metrics used: Quantity of hazardous waste, quantity of nonhazardous waste, amount of waste sent to landfill, and percentage of postconsumption packaging compensated.



#### Raw material: 100% reuse [GRI 306-2]

Here's how we apply circularity in practice by generating ingredients for different markets:

- Leather used in automotive, furniture, footwear fashion industries, among others;
- Offal, fat, cartilage, bones, and other parts - are in demand by the cosmetics, pharmaceutical, and fertilizer industries;
- Tallow used as an ingredient in hygiene and cleaning products or in the production of biodiesel;
- Meat and bone meal is sold to sectors such as aquaculture, pet food, and poultry feed;
- Beef tripe is processed and calibrated to serve both the domestic market and other countries;
- Chewables for pets marketed under the Bona Pet brand, with 60% of the product line exported.



We process and commercialize all parts of the cattle that are not intended for human consumption. Once the meat is removed, the production line separates the remaining parts, which are either sold or used to produce other products. This approach helps minimize waste, reduce the environmental impact of our operations, and generate a significant number of jobs in the processing of these by-products.

#### Performance in 2024

ESG HIGHLIGHTS

MESSAGE

In 2024, our operations generated 199.9 thousand tons of non-hazardous waste, primarily originating from slaughter processes, which produce large volumes of rumen and sludge. Regarding hazardous waste – a concept that, in our activity, includes items such as paint cans, rags with contaminants, among others - the volume produced in the year was 181 tons, almost entirely from operations in South America. [GRI 306-5 | 306-3]

#### Waste volume by disposal method (t) [GRI 306-4]

North America	Non-hazaı	Non-hazardous		S
In tons	2023	2024	2023	2024
Landfill - company-owned + third party	43,002	42,180	1	3
Composting	53.854	67,792	-	_
Co-processing	-	-	_	-
Incineration	-	-	_	-
Recycling	-	-	_	-
Others	3,729	5,033	-	-
Total	102,585	115,005	1	3

South America	Non-haza	Non-hazardous		IS
In tons	2023	2024	2023	2024
andfill	10,650	12,182	25	67
Composting	53,617	61,467	-	-
Co-processing	_	13	5	27
Incineration	23	11	66	43
Recycling	-	-	33	42
Others	8,430	11,269	-	-
Total	72,720	84,841	130	178
Jiai	72,720	04,041	150	1/0

## 3.6 Social impact

[GRI 3-3 COMMUNITIES SURROUNDING OPERATIONS | 413-1]

At Marfrig, we are committed to acting in a socially responsible manner, promoting multiculturalism and diversity within our work environment. Recognizing the positive impact we can make through our operations, we are publicly committed to various social responsibility issues, setting clear objectives and goals to contribute to the development of the communities surrounding our operations, suppliers, and society as a whole.

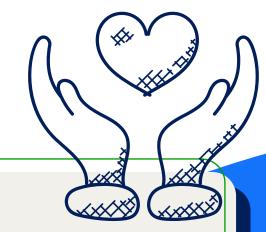
Social responsibility initiatives are divided as follows:

Internal audience: We invest in creating professional development opportunities, respecting applicable laws and human rights.

Value chain: We uphold human rights principles and actively contribute to the socioeconomic development of our suppliers.

**Communities:** We develop private social investment (PSI) projects, primarily through the Marfrig

Institute Fazer e Ser Feliz de Responsabilidade Social, in Brazil. We promote social actions, such as donations and campaigns, to mobilize and engage the internal audience in specific causes, working on collective sustainable development agendas, aiming for proximity, interaction, and dialogue with key stakeholders.



In Brazil, we are signatories of the **National Pact for** the Eradication of Slave Labor.

Through our actions, we aim to promote inclusion within production chains by adopting technologies and practices that generate positive impacts in the communities where our suppliers operate, while reinforcing respect for human rights.

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#### **Human Rights**

[GRI 3-3 HUMAN RIGHTS AND LABOR RELATIONS]

In our units in Brazil, we conduct an annual comprehensive assessment of the real and potential risks related to human rights. This process is carried out through due diligence conducted by an independent auditing company, following the SMETA 4 Pillar criteria, which cover essential human and labor rights requirements.

The results of this assessment are thoroughly disclosed in reports accessible to stakeholders, demonstrating the company's commitment to transparency and accountability.

We have a Social Responsibility
Management System in place since
2012, based on the international
standard SA8000. We adopt a
transparent approach in monitoring
and reviewing the compliance
with human rights, as well as in
identifying action measures.

This process involves a thorough analysis of physical and digital evidence, subject to annual reviews to ensure compliance with applicable laws, regulatory requirements, and national and international customer demands related to human and labor rights.

The documents and records generated internally are subjected to annual due diligence audits conducted by an independent auditor. As members of SEDEX, the audits evaluate the requirements of the SMETA 4 Pillar, which, based on the Sedex Ethical Trade Initiative (ETI) Policy, verifies compliance with the normative elements of ILO conventions, UN guidelines, and applicable national legislation.

The pillars considered in the audits are:

Working Conditions (Social): Freedom of choice in work/forced and slave labor, child labor, fair remuneration, discrimination, subcontracting and home-based work, disciplinary practices, working hours, freedom of association and collective bargaining, workers' rights, and Management System and Best Practices;

Health and Safety at Work: Safe environment, emergency response, ergonomics, workers' health, risk management, and Management System and Best Practices;

**Environmental:** Assessment of the industry's environmental conditions and Management System and Good Practices;

Business Ethics: Anti-bribery and anti-corruption policies, code of ethics, reporting channels, taxes, and Management System and Good Practices.

These assessments provide the company with valuable insights for the development of corrective and preventive action plans. The main focus is to achieve continuous improvement of our Social Responsibility Management System.

Both the audit reports and the resulting action plans are made available to all stakeholders, reinforcing our commitment to transparency and accountability in our business practices.

## Promotion of human rights in the supply chain

We have adopted strict protocols to ensure that the cattle purchased by the company do not come from farms that engage in practices contrary to Marfrig's principles. We use geospatial tracking and monitoring tools to check whether the properties are in compliance, based on information published by official authorities. In our Socioenvironmental Risk Mitigation Map, we also monitor incidents of slave and/or child labor. It is our policy to terminate business relationships in the event of any irregularities. [GRI 408-1]

## Combating forced labor or labor analogous to slavery [GRI 409-1]

In Brazil, we have adopted as part of our criteria for the slaughter of animals the consultation of the Register of Employers who have subjected workers to conditions analogous to slavery, also known as the "Dirty List" from the Ministry of Labor and Employment, to ensure that we do not acquire animals from suppliers on this list. In addition to having an animal procurement system that automatically checks inclusion in the registry, a manual verification is also conducted by an analyst from the department.

If the supplier is on the list, they are immediately blocked from doing business with Marfrig.

This practice is audited annually by a third-party company, with the audit results in the Amazon being publicly disclosed on our website.

In addition, we are members of the National Pact for the Eradication of Slave Labor Institute (InPACTO), collaborating to raise awareness and promote business mobilization against forced labor in supply chains. In partnership with InPACTO, we have enhanced the social assessment of the Risk Map, aiming to improve our practices and policies related to the issue within our supply chain.



In addition, we monitor suppliers at each manufacturing unit through questionnaires on social responsibility, covering areas such as employee registration, proper working conditions, non-discrimination, and the prohibition of child labor.

In 2024, no operations with significant risks of child labor or forced labor, or labor analogous to slavery, were identified. [GRI 408-1 | 409-1]

#### Transparency in communication [GRI 413-1]

We invest in community engagement mechanisms and have established channels for listening and dialogue with people who may be affected by our operations in all the regions where we operate. In Uruguay, Argentina, and the United States, we conduct assessments of the potential environmental impact of our operations around the plants and continuously monitor these aspects.

We share detailed information about cases where human rights risks have been identified, developing

action plans that outline the next corrective and preventive steps. These plans are developed with the aim of driving continuous improvement of our Social Responsibility Management System.

To ensure transparency and open access to information, the action plans are available to stakeholders upon digital request. They are accessible through the SEDEX members' platform and are available in the Human Resources department for consultation by all employees.

In addition, the action plans are integrated into the agendas of the weekly and monthly management meetings at all units, ensuring they are continuously discussed and analyzed.

In 2024, we conducted training on human rights topics. In Uruguay, 4,170 employees participated in a total of 7,340 hours of training. In Brazil and Argentina, no specific training on the topic was offered. [GRI 412-2]

#### Socioeconomic inclusion in the production chain

We operate in a socially responsible manner, focusing on promoting sustainable livestock farming.

We promote the socioeconomic inclusion of producers and reintegrate ranchers who were previously blocked after making the necessary adjustments, enabling them to meet our sustainability criteria once again.

We have developed important programs to support communities in the areas where we operate in different countries. Among the main actions are: partnerships with healthcare institutions, financial support for social causes, awareness campaigns for employees, and donation drives at the units.

We consider the inclusion of suppliers a highly impactful measure, which goes beyond environmental preservation. By blocking suppliers for irregularities in their operations, we cause a reduction in the property's revenue, which not only leads to the degradation of

production practices but also results in employee layoffs, income loss for families, and, consequently, a negative impact on local economies. The irregular operation of a rancher also poses an imminent risk to the environment. as, in some cases, it may drive deforestation of new areas. Read more about our actions in this area on the page 49 about Verde+.





Since 2021, a total of 4,194 farms have been reinstated through initiatives under the Verde+ Program, which supported these suppliers in returning to operations in compliance with our social and environmental commitments.

MESSAGE

#### **Promoting well-being** and socioeconomic development in the communities where we operate [GRI 413-1]

Brazil: In 2024, our commitment to social responsibility is demonstrated through the various initiatives carried out by the Marfrig Fazer e Ser Feliz Institute throughout the year. The Institute, a non-profit organization, focuses its efforts on essential areas such as Social Assistance, Culture, Health, Education, Healthy Eating, and Sports, aiming to meet the needs of the communities where the company operates.

One of the highlights of the Marfrig Institute's activities was the operation of a shelter that takes in underprivileged children in the municipality of Promissão (SP). In this shelter, the children receive healthy meals and participate in various activities, including sports, environmental education, crafts, painting, music, and dance. These initiatives aim to meet basic needs and promote the holistic development of the children, providing them with opportunities for learning and growth.

The Marfrig Institute relies on the valuable support of the company's volunteers, who contribute significantly to the development and execution of the proposed activities. In addition to the direct actions of the Marfrig Institute, the company also maintains a strong governance relationship with the entity, with Marfrig being its associated sponsor. Investments in social responsibility are fully directed toward the Institute's own projects.

In terms of health, Marfrig has stood out for its significant contributions to renowned entities such as the Hospital do Amor in Barretos and Casa Hope, through monthly donations of highquality animal protein. In addition, the company makes significant donations to the Ronald McDonald Institute, supporting children and adolescents undergoing cancer treatment and promoting initiatives to increase the chances of curing childhood cancer in Brazil. These actions are reinforced by support for Happy McDay, with the funds also being directed to the Ronald McDonald Institute. The company also participated, through the donation of animal protein, in Teleton, a Brazilian televised event annually aired by SBT in support of the Associação de Assistência à Criança Deficiente (AACD). We also carry out

other actions focused on the well-being of communities surrounding our operations.

**Argentina:** we have a donation agreement signed with the Food Bank Foundation since July 2022. The Food Bank Foundation is a nonprofit organization that works to reduce hunger and malnutrition in Argentina by recovering food fit for consumption and distributing it to community kitchens, social cafeterias, and organizations that support people in vulnerable situations. In 2024, reaffirming our social commitment, 1,175.04 kg of food (hamburgers, sausages, and meat) were donated, helping to expand the foundation's reach and providing greater nutritional variety for those who need it most.

**Uruguay:** throughout the year, we took part in activities that had a positive impact on communities, such as park maintenance, recycling programs supporting animal protection organizations, and the promotion of cultural activities, among other initiatives. In addition, we made monetary and food donations to institutions such as schools, colleges, hospitals, and civil associations that support people in vulnerable situations. Among them, the following

stand out: (i) the Teletón Foundation, which provides medical treatment for children with disabilities; (ii) the Ronald McDonald House, which offers accommodation for parents of hospitalized children; (iii) the Pérez Scremini Foundation, dedicated to the treatment of childhood cancer; and (iv) Liceo Impulso and Liceo Francisco, educational centers funded by private institutions that serve children and adolescents in vulnerable contexts.

#### +Juntos pelo Sul (+Together for the South)

#### In 2024, Marfrig and BRF joined forces to support the victims of the floods in Rio Grande do

**Sul**. Together, the companies donated food, raised funds for the Humanitarian Aid Fund of the BRF Institute, and mobilized volunteers to assist the affected population. In total, the results of the campaign were:



#### R\$ 6 million

in funds raised



of non-perishable food



**106 tons** tons of protein



20 tons

of pet food



15 thousand liters

of potable water



### **Hygiene kits**

Personal hygiene kits and bedding

2024 INTEGRATED REPORT





Quality
Management
Labeling
Innovation



## Quality management

[GRI 3-3 PRODUCT QUALITY AND SAFETY | 416-1 | SASB FB-MP-250A.2]

At Marfrig, to maintain the quality of our processes and products, we continuously carry out various actions, such as food safety audits, verification of systems against fraud and allergens, and supplier visits for monitoring and production control.

We rely on the UniLIMS system for Quality Assurance, focusing on the automation and management of testing laboratories, a significant advancement in our processes. The tool provides a comprehensive solution, from laboratory management to advanced statistical analysis, ensuring efficiency, accuracy, and regulatory compliance.

In addition to the new certifications mentioned on page 13, both for processed products and beef – a recognition that opens new frontiers and increases the visibility of our products – the goals planned for 2024 have been achieved, and we have recorded improvements in the production units compared to previous visits (suppliers have made progress in their processes compared to the previous year).

The global results also show progress in the implementation of systems focused on food safety and greater adaptation to international standards, meeting legal requirements. Currently, Marfrig maintains 100% compliance with the current regulatory framework related to quality, both nationally and internationally.

## Quality management guidelines

We have an Integrated Management System (IMS) that standardizes and regulates crucial aspects related to food quality and safety, as well as addressing environmental, health, occupational safety, and social responsibility issues. The IMS also promotes uniformity and continuous improvement across all our units, facilitating synergy between different departments.

For ethical auditing, we follow the SMETA protocol, based on the ETI Code of Conduct (Ethical Trade Initiative), and are members of the Supplier Ethical Data Exchange (SEDEX) platform.

Among the practices we implement to manage quality in our daily activities, we can highlight:

- Prerequisite programs, such as the Pre-Operational Hygiene Standard (PPHO) and Operational Sanitary Procedure (PSO), as well as action plans covering aspects such as Water Supply, Pest Control, Traceability, and Recall, among others;
- Hazard Analysis and Critical Control Points Program (HACCP);
- Microbiological analyses and in-house and/or third-party laboratories accredited in ISO 17025 for product evaluation;
- Complete traceability of our production chain, from the reception of animals, ingredients, and supplies to the shipment of finished products.

To manage the factors that influence the quality of our products, we adopt a preventive approach with a set of controls and processes, which include internal food safety audits and monitoring quality indicators (ranging from product complaints and returns to routines for managing work teams). Topics such as absenteeism, turnover, and training are also monitored.

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Below are some of the practices we use to measure quality:

#### Food safety audits [SASB FB-MP-250A.1]

We have a continuous routine of food safety audits in all our units across different countries. Conducted internally and by third parties, the audits cover clients, certifying bodies, and government organizations from Brazil and other countries, depending on the certifications and qualifications for exports of each plant. In addition, we are audited by international authorities related to health control areas from other countries (both online and in-person).

In Argentina, food safety audits at the units are conducted once a year by an external certifying body. Sanitary audits, conducted by local health authorities and/or those from other countries, occur according to their regulations. A total of 23 audits were conducted in 2024, with 100% of the units audited during the year.

In Brazil, internal audits were conducted monthly by the Quality Assurance Team, along with evaluations from the Ministry of Agriculture and Livestock (MAPA) under the supervision of the Federal Inspection Service (SIF), in addition to audits by clients and certifying bodies. In total, in 2024, there were five BRCGS certification audits, three audits conducted by MAPA, eight international missions, and more than 60 client audits. Therefore, 100% of the units were audited.

In Uruguay, food safety audits are also conducted annually, including external BRC certification audits and internal audits, which cover all production and support processes of the units, based on a risk analysis. The food safety audits conducted by clients follow the frequency established by each one, typically being annual as well. Both internal and external audits were conducted in 100% of the units in 2024, totaling 10 audits.

In the United States, third-party food safety audits (BRCGS) are conducted annually in all units.

## Corrective actions and action plans

The certification audit process includes the steps of scheduling, on-site auditing, presentation and validation of the action plan, as well as the issuance of the certificate. We ensure that the corrective action rate is 100%. In 2024, all units received certificates confirming that the action plans were submitted within the maximum timeframe established by the certifying bodies, which is 24 days, and validated by the certifier for all identified non-conformities. Thus, we confirm that five action plans (according to GFSI) were completed within 24 days. Moreover, no major non-conformities were identified in the audits conducted

in Brazil. And 100% of the certified units achieved an AA grade. [GRI 416-2]

# **Laboratories for analysis and control:** we conduct microbiological and physicochemical analyses to ensure there is no contamination by pathogens, as well as the verification

ensure there is no contamination by pathogens, as well as the verification of chemical residues. In 2024, we began using a pathogen testing methodology in Uruguay recognized by USDA-FSIS, a science-based system to ensure food safety.

We also verify the composition of the foods regarding proteins, fats, moisture, and residue analysis, among others. In Brazil, we have three in-house laboratories that conduct physicochemical and microbiological analyses, accredited by ISO 17025 – the international standard that is a reference for testing and calibration laboratories – located in strategic regions for our operations: Várzea Grande (MT), Promissão (SP), and Pampeano (RS).

Traceability throughout the production process: since our foundation, we have worked to ensure food safety and quality, from the arrival of animals, supplies, and ingredients to the shipment of finished products. The traceability

system aims to record the history of the supplied meat and manage, together with the suppliers, the traceability of the entire chain, ensuring the process from start to finish. This way, we are able to identify the source farms and the feed provided to the animals, as well as production process data such as batch, slaughter date, storage, and transportation, enabling us to implement possible solutions and improvements. In addition, we do not purchase cattle from farms located in critical areas of the Amazon and Cerrado biomes.

Reinforcing our transparency, we provide consumers with information about the origin of our products on our website, where it is possible to trace the origin (traceability) of our meat. Learn more about the topic on page 50.

Certifications to ensure the highest standards of quality and safety: we follow specific guidelines aligned with the best international practices and the requirements of consumer markets. To achieve this, we rely on processes, controls, and qualified teams, always focused on monitoring and evaluating our performance and



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operational efficiency. Our operations and processes are periodically evaluated by independent certifiers, in accordance with international standards and in compliance with the requirements of clients and importing markets. In this way, we demonstrate the excellence of our products, operations, and processes, emphasizing social responsibility, health and safety, the environment, and quality assurance.

Certifications vary according to the characteristics of each plant's operations in different countries or the demands of the markets or countries served, such as in Uruguay, where the units have specific certifications for the production of organic meat products.

- 100% of our units in Argentina, Brazil, Uruguay, and the United States - are certified by BRCGS, a global benchmark in food safety recognized by the Global Food Safety Initiative (GFSI), with ratings of A, AA, A+, or AA+ (the "+" indicates that the unit underwent an unannounced audit).
- 100% of the units in Brazil, Uruguay, and the United States, as well as one unit in Argentina, have HACCP certification, a quality certification related to food hygiene and safety.
- Two processing units in Brazil have IFS Food (International Featured Standards) certification, a food safety standard recognized by GFSI for auditing the quality of processes and products of manufacturers.

#### **Quality certifications** in our suppliers

We work to engage our value chain in adopting the best practices of quality and sustainability. To this end, we conduct either on-site or document-based audits, depending on the supplier's risk classification and performance history. This applies specifically to suppliers of inputs who do not hold GFSIrecognized certifications or valid socio-environmental protocol certifications or audit reports.

By encouraging input suppliers to obtain such certifications, we help streamline their evaluation and approval processes while also promoting greater transparency and reliability across the supply chain.

In 2024, approximately 48.42% of our suppliers in Brazil held some form of certification from programs recognized by the Global Food Safety Initiative (GFSI). This percentage includes suppliers of raw materials, packaging, and ingredients, making them eligible to obtain this certification. In Argentina, this percentage is significantly higher, reaching 70.7%, while in Uruguay it stands at 5%. In the United States, 100% of suppliers are certified by

programs recognized by the GFSI. The GFSI is a non-profit business initiative that promotes global best practices in food safety, supporting the development of a safer and more transparent food system.

#### Recall system [SASB FB-MP-250A.3]

At Marfrig, we have a food recall system that plays a key role in ensuring food quality and safety, as well as preventing risks to consumers. Our main focus is on preventing non-conformities through rigorous self-monitoring programs and food safety management. Our recall procedure can be activated at any time if deviations occur in product quality or safety standards.

In these situations, we follow a set of planned actions, such as implementation, monitoring, evaluation, documentation, and maintenance of the affected products. When necessary, we notify customers about the issues, report significant food safety incidents, address regulatory nonconformities, and recall, replace, or refund the item to the customers.

Our recall team in Brazil is made up of representatives from the production,

purchasing, sales, quality control, and legal departments. All professionals are trained to handle emergencies related to our products and are informed about their specific roles. Here are some responsibilities of this team:

- Execute the company's recall plan.
- Provide stock replacement or recall if the product is not compromised.
- Manage any correction or , including replacement, labeling, or other disposition of the affected product, as well as payments to cover recall costs.
- Inform company employees and buyers of any corrective action taken.
- Coordinate actions with government agencies and in accordance with the legislation of the importing country.



Check all our certifications and audits, by country, in the Annexes of this report on page 119.

#### Agility in the recall system

The entire recall team can be contacted at any time, 24 hours a day, seven days a week. To this end, each operational unit maintains a list with the names and phone numbers of all the professionals who are part of this group. In addition, all documents and records related to production, including manufacturing and traceability records, are kept for at least 24 months after the product's expiration, ensuring they are available if needed.

We also conduct *recall* simulations to reinforce the company's reliability regarding its procedures and to prepare teams for crisis situations. The simulations are conducted annually, and the deadline to complete them is a maximum of four hours.

The time to collect the product, which will be segregated by the customer for proper disposal, varies depending on its geographical location. Check more information about recall procedures and market bans in the countries where we operate on our website. In 2024, there were no cases of recall or market bans.



We comply with the various labeling regulations in the markets where our products are sold. All labels include information required by the laws and regulations of the countries they are intended for, to inform customers and consumers about the composition of the food and ensure its quality and safety (the origin of ingredients and substances that may have environmental or social impact are among the key details).

In Brazil, the Research and Development (R&D) team creates the labels following the specific regulations of each consumer market. The information is registered in the Ministry of Agriculture, Livestock, and Supply (MAPA) agricultural management platform by the Quality Assurance team. In Uruguay, both the corporate team and the local units handle the collection and updating of the necessary information, developing technical sheets and product labels.

In North America, we have a labeling manager to ensure that all labels and statements meet the requirements of the USDA-FSIS.

In 2024, seven cases of non-compliance regarding labeling information were recorded in our operations in Uruguay, which resulted in warnings. In the other regions, no non-compliance was recorded regarding product labeling information or marketing communication. [GRI 417-2 | 417-3]



The origin of the ingredients and the traceability of the meat are provided to the consumer through the labels, which also include **information on the ideal** storage and preservation temperature, as well as safe disposal instructions. We conduct daily monitoring of labeling and ensure standardization across all units, with approval from regulatory authorities.

## Innovation

Across all areas of the company, innovation is present, whether through the adoption of new technologies, process improvements, or product innovations. We have an innovation department that closely follows the development of these solutions, conducts internal workshops on the topic, and executes projects focused on achieving operational efficiency gains. Through this model, we encourage areas to propose initiatives that meet their specific needs. Here are some of the projects we have developed:

#### **Cattle territorial**

geomonitoring: We were pioneers in adopting monitoring and traceability technologies in the country and have our own satellite-based monitoring platform for suppliers that operates 24 hours a day, seven days a week. This tool covers an area of about 25 million hectares, which is approximately the size of the state of São Paulo or the United Kingdom (learn more on page 50).

#### Socio-environmental risk mitigation

map: In partnership with Agroicone, a consultancy specialized in solutions for agriculture, we have the socioenvironmental risk mitigation map, which allowed us to create, for the first time in the market, a risk matrix at the municipal level (learn more on page 52).

Soil carbon measurement technologies: In partnership with the fintech Agrorobótica, we are testing a technology that uses artificial intelligence to analyze soils, which will enable quicker assessment of carbon content and other nutrients. Developed in partnership with Embrapa, the technology is an adaptation of the system that NASA adopted in 2005 to assess the soil on Mars, and it has reduced the time to obtain results from 20 days to 20 seconds (learn more on page 66).

#### Low-carbon production models:

Through an unprecedented partnership with EMPRAPA, we promote the adoption of more

sustainable practices in livestock farming, including certifying meats derived from such systems, such as the concept of Carbon Neutral Meat (CCN). We are also working on the development of the Low Carbon Meat (LCM) protocol, through which we aim to include a large volume of animals and properties (learn more on page 62).

Carbon footprint app: In Uruguay, we provide suppliers with an app to measure and manage their carbon footprint. The app allows them to upload information about their farms and provides environmental indicators, helping producers better understand their business and take measures to reduce emissions (learn more on page 66).

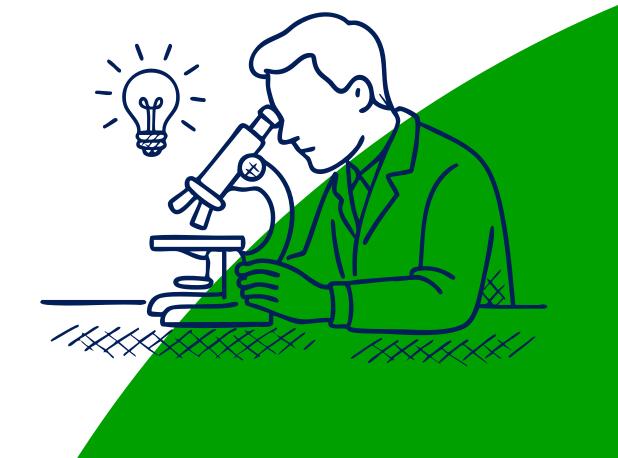
**Sustainable feed production:** In our own feedlot in Uruguay, we use equipment with "Steam Flake" technology. In this process, grains (such as sorghum, corn, barley, and wheat) are pre-conditioned and subjected to steam treatment. This

technology promotes the hydration of the grains, altering their structure and increasing the digestibility of the feed by the confined cattle, significantly reducing GHG from the ruminants (learn more on page 62).

**Logistics**: We have implemented new monitoring technologies at the Várzea Grande industrial complex. Due to the large size of the plant, we built a control tower to monitor vehicles within the unit, through which 100 to 150 trucks pass daily. This way, the logistics team can quickly locate the vehicles and more efficiently direct the distribution of loads.

**Goods transportation:** We started container tracking in our units in Brazil, monitoring loading, the shipping point, and the destination of shipments to ensure the safety of the goods during transport. The benefit of this activity is greater agility in exchanging information about the product delivery status, facilitating communication between Marfrig and the operators of the port terminals.

**Energy efficiency:** In a pilot project in partnership with Johnson Controls, we developed the Open Blue system, which aims to collect process data and use it for managing operational improvements, focusing on optimizing machine rooms, particularly in regard to freezing systems (learn more on page 68).



# Employee development and well-being

Human Resource Management Health and Safety





## Human Resource Management

We are committed to fostering the growth and development of our employees throughout their professional journeys. To achieve this, we implement a variety of people management projects, customizing them to meet the sociocultural diversity and specific needs of our workforce. See on page 105.

We are also convinced that a company is strong when it is inclusive, benefiting from the diversity of experiences, knowledge, and stories within its workforce. In this regard, in addition to promoting inclusion in the workplace, we ensure the maintenance of spaces where everyone feels safe regarding their choices, conditions, and identities. Learn about our diversity initiatives on page 103.

We value internal listening and take the voice of our employees into account in the company's decisionmaking process. Therefore, matters

related to our employees are frequently discussed in meetings of our governance bodies, such as the Compensation, Corporate Governance, and Human Resources Committee, and the Ethics and Compliance Committee. Employee demands are also accessed through local Human Resources teams, Compliance representatives, and online feedback channels, promoting constructive dialogue and participatory management.

#### Our workforce profile

We concluded the year 2024 with a workforce of 26,588 employees. As a standard practice, most of our employees are permanent, fulltime staff hired for full work shifts. Outsourced employees are primarily engaged in support functions for our operations, including security, cleaning, and reception services.

#### Number of employees by type of contract [GRI 2-7]

	Argentina	Brazil	Uruguay	United States of America	Total
Permanent	1,584	10,865	4,162	9,844	25,935
Temporary	351	Ο	8	0	359
Total	1.935	10,865	4,170	9,844	26,294

#### Number of employees by type of employment [GRI 2-7]

	Argentina	Brazil	Uruguay	United States of America	Total
Integral	1.935	10,865	4,167	9,844	26,291
Half time	0	0	3	0	3

#### Number of outsourced employees [GRI 2-8]

	Argentina	Brazil	Uruguay	United States of America	Total
Total	0	164	0	0	164

#### New hires and employee turnover [GRI 401-1]

	South America	North America
Total hires	6,947	3,081
Total terminations	4,894	3,030
Turnover rate (%)	23%	30%



More information on turnover by gender, age, and seniority is available in the **Annexes** of this report.

## Internship and Young Apprentice Program

In 2024, we trained 317 young talents through the Young Apprentice Program. With a duration of 18 months, the initiative's main goal is to promote the professional development of young people, preparing them for the job market. In addition, the program aims to stimulate the development of essential skills and competencies for professional life, through both theoretical and practical actions, such as teamwork, communication, interpersonal relationships, among others. With this experience, young people have the opportunity to become more competitive and qualified for future job opportunities, as well as to join the company. During this period, we had a 32% conversion rate of participants into permanent employees.

#### **Trainee Program**

We ended 2024 with a 39% conversion rate of individuals hired for the areas of Engineering and Maintenance, Quality Assurance, and Operations. With a 24-month activity period, the program provided the development

of both hard skills and soft skills in their respective areas of expertise.

#### Remuneration

We believe that a safe and healthy environment includes fair salary evaluation. It is not only a way to attract new employees, but also a form of recognition for those who dedicate themselves daily to Marfrig. The retention of these employees ensures the company retains talents that are already integrated into corporate practices. Among the tools to fulfill this commitment, we adopt compensation policies based on objectives and strategies guided by the best market references.

We also encourage third parties to comply with regulations and recommend that suppliers/ subcontractors make timely and accurate payments of their tax, labor, and social security obligations, ensuring fair wages that are in line with the market they operate in. In this context, third parties must act in compliance with the applicable legislation, including but not limited to adherence to health regulations, human rights, environmental

protection, and local laws, including tax, fiscal, and anti-corruption laws.

#### Mapping the market

To ensure fairer compensation, it is our practice to conduct regular mapping and periodic surveys in order to identify the realities of each location where we operate. In addition to an industry study, it is essential to consider our impact on the household economy of our employees. This is why we have added to the initial indicators those related to the economic health and context of the countries where we operate. The compilation and processing of these data are carried out annually by specialized consulting firms in the field.

## Compensation and gender [GRI 202-1] 405-2]

Regarding the proportion of salaries received by women and men, we strive to ensure equitable conditions for career development and salary compensation.

In an analysis conducted on our operations in Brazil, regarding the average proportion by unit and

position, it is observed that, in operational roles, the variations are negligible<sup>(1)</sup>. For example, in Promissão, the average remuneration for women at the end of 2024 was slightly higher than that of men, with 50.19% for women and 49.81% for men, respectively. In Várzea Grande, there is an inversion of these proportions, with a slight decrease in the average payments made to women: 51.10% for women and 48.90% for men.

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In Argentina, there is no salary difference based on gender. Salary payment is determined by the salary scales according to the category assigned to each employee. In Uruguay, all salaries are above the national minimum wage, as established in the collective agreement. There are no gender differences; each position/category has its associated remuneration, and anyone performing that role will receive the salary for that category. The maximum salary is 360% above the minimum wage. In the United States, the lowest hourly wage paid to male professionals is about 9% higher than that of women. The lowest salary is 2.4 times higher than the regional minimum wage.

#### Variable compensation program

It is an additional compensation program, in recognition of the results achieved during the period. Depending on the profile and activity, it may include collective or individual financial goals, such as profit sharing (PLR), bonuses for leadership and sales teams, as well as long-term incentives.

The profit sharing (PLR) is regulated and adjusted by collective agreements or conventions, both local and corporate, and is intended for 100% of employees, except for leaders. For positions starting from supervisors, we use a bonus system based on goals, defined at the beginning of each fiscal year. The aim is to maximize individual performance, thereby enhancing the potential reward.

In the composition of these bonuses, we also take into account performance in sustainability practices. These criteria are incorporated into the goals of all leadership positions, to a greater or lesser extent, depending on how these practices relate to the routines of each professional. For those in roles related to these themes, such as the leaders of the Sustainability Directorate,

<sup>(1)</sup> The calculation base for this assessment was the average proportion per unit and position of the salary paid to women and men.

performance bonuses, excluding criteria related to the company's economic-financial results, are 100% tied to performance in areas such as supply chain management, climate change, animal welfare, use of natural resources, circular economy, waste management, and social responsibility.

For the sales force, the bonus programs are monthly, as they consider the goals set according to the commercial strategy of each business.

The majority of our 10,865 employees spread across Brazil hold operational positions and, therefore, have compensation that is closest to the base salary of the category, as outlined in collective agreements and/or conventions, and is aligned with other companies in the sector.

Thus, the ratio between the highest individual compensation recognized in the results of the last fiscal year is 455 times higher than the median individual compensation of the employees. This value is supported by the size and performance of the company, as well as the skills and professional experience required for the position. [GRI 2-21]

#### **Diversity**

Since 2021, we have been associated with the Movement for Racial Equity (Mover), which brings together 50 organizations from different sectors, employing a total of 1.3 million people, with the mission of being an effective tool in the fight against racism through actions aimed at reducing racial inequality in Brazil. In partnership with Mover, we have carried out the following initiatives:

- training of new leaders, focused on the development of competencies and skills;
- training in soft skills, leadership, organization, and productivity;
- mentoring aimed at improving skills such as leadership, communication, networking, self-confidence, and emotional intelligence;
- opportunities for language and postgraduate scholarships to enhance career qualifications.

We have a diversity incentive policy in hiring, prioritizing the selection of candidates from underrepresented groups, such as Black people, women, and people with disabilities. This policy contributes to the creation of a more diverse and inclusive work environment, reflecting the plurality of society. In 2024, we promoted literacy training for our employees, along with internal communications highlighting the importance of these topics.

In 2024, we recorded ten cases of discrimination in Brazil and one in Uruguay. In cases where the report were validated, the appropriate corrective measures were assessed by the Compliance Committee and were implemented. To mitigate the risk of further occurrences related to acts of discrimination, the topic of diversity is an integral part of the annual Compliance training, and the content of this training program is evaluated and reviewed annually to ensure it aligns with our guidelines. [GRI 406-1]

#### Total employees: age group vs gender<sup>1</sup> [GRI 405-1]

Unit	Gender	Up to 30 years of age	between 31 and 50 years old	Over 50	Total
	Female	32	162	30	224
Argentina <sup>(2)</sup>	Male	404	811	145	1,360
	Total	436	973	175	1,584
	Female	1.396	2,015	544	3,955
Brazil <sup>(3)</sup>	Male	2,560	3,400	950	6,910
	Total	3,956	5,415	1,494	10,865
	Female	151	520	165	836
Uruguay <sup>(4)</sup>	Male	1,024	1,845	465	3,334
	Total	1,175	2,365	630	4,170
	Female	821	1,596	898	3,315
United States of America	Male	1.783	3,171	1,575	6,529
	Total	2,604	4,767	2,473	9,844

<sup>(1)</sup> In other countries, although we do not have manufacturing facilities, we operate through distribution centers and offices. In these locations, we have a total of 125 employees.

<sup>&</sup>lt;sup>(2)</sup> Variation of employees due to the sale of Vila Mercedes plant.

<sup>(3)</sup> The data presented are from the ongoing units.

<sup>&</sup>lt;sup>(4)</sup> Employee variation due to increased production in Tacuarembó.

#### Total employees: age group vs functional category [GRI 405-1]

Unit	Gender	Executive Board	Manager	Coordinator	Supervisor	Leader	Operational	Total
	Female	Ο	6	17	12	0	189	224
Argentina	Male	2	23	46	66	0	1,223	1,360
	Total	2	29	63	78	0	1,412	1,584
	Female	0	22	31	53	61	3,788	3,955
Brazil	Male	22	96	97	207	201	6,287	6,910
	Total	22	118	128	260	262	10,075	10,865
	Female	1	24	8	10	18	775	836
Uruguay	Male	2	12	10	80	104	3,126	3,334
	Total	3	36	18	90	122	3,901	4,170
	Female	0	55	18	59	58	3,125	3,315
United States of America	Male	8	156	129	172	306	5,758	6,529
	Total	8	211	147	231	364	8,883	9,844

#### **Welcoming Project**

Since 2023, we have been partners in the Operation Acolhida, facilitated by the International Organization for Migration (IOM), a UN agency whose core mission is to ensure the safe and orderly integration of immigrants, as well as access to employment.

Through this and other partnerships, we offer professional opportunities to these immigrants, enhancing the diversity of the Company.

In Brazil, our workforce consists of 1,251 foreign employees, an increase of 42% compared to 2023.

For adaptation and retention, we have implemented initiatives such as translators in support areas to improve communication understanding and Conversation Circles, encouraging the identification of opportunities for process improvement.

In 2024, we participated in several conferences in Brazil and abroad with the aim of sharing our best practices in the recruitment of immigrants.



#### **Training and development**

We have an online learning platform, Conecta, which offers courses in various areas and provides broad and flexible access for employees. Although there are no specific tracks for different levels or areas yet, the platform represents a significant advancement in making training available and in tracking the development opportunities offered by the company.

To promote continuous learning, we also fund external courses, such as technical programs and postgraduate studies, benefiting workers in various countries.

In 2024, we reached the milestone of over 67,000 training hours completed and more than 200 titles studied on the company's training platform. Our main focus for the year was to prepare leadership for the challenges of the market. To achieve this, we launched the Leadership Journey, aimed at developing skills and competencies for practicing Humanized Leadership. The goal is to prepare these professionals to balance people and business, building environments of greater trust and better communication with

teams, fostering more connection between areas, and aiming for the achievement of results and sustainable business growth.

During the period, we were able to engage more than 14,000 workers, of whom 5,076 were women in South America.

#### **Transition Assistance Programs** [GRI 404-2]

For employees who wish to transition to different areas, the company evaluates the skills that need to be developed, and depending on merit criteria, the employee may have their course financed. Exchanges between departments can also be applied so that the skills are developed in the new employee.

#### **Performance evaluations** [GRI 404-3]

In our strategies to offer professional development opportunities, performance evaluations play an important role. Through the information gathered in this process, we can identify areas to be addressed in training, as well as improvements that can be pursued to make our professional development initiatives even more precise and effective.

These evaluations also enable us to map technical and behavioral competencies by role. This allows us to identify professionals ready for new challenges, for example, or to create career development plans.

These analyses are conducted in collaboration with leadership during periodic meetings. Performance evaluations, therefore, complement the people management routines developed across all our operations.

#### Average training hours per year, per employee<sup>(1)</sup> [GRI 404-1]

	Argenti	na	Brazil		Urugua	y
By hierarchical level	2023	2024	2023	2024	2023	2024
Senior Management	6	8	1.31	1.23	6	168
Management	8	15	1.49	2.05	7	80
Coordination	8	20	1.47	3.42	9	132
Other functions	7	200	1.41	2.43	2.7	7,995

	Argentina		Brazil		Uruguay	
	2023	2024	2023	2024	2023	2024
Number of women trained	428	428	906	3,814	648	834
Number of employees trained	2,372	2,200	2,459	10,455	2,181	4,170
Total hours of training	13,160	31,000	4,186	28,551	4,718	8,375

<sup>(1)</sup> The information regarding operations in North America is not available

#### Percentage of employees receiving regular performance and career development assessments<sup>2</sup> [GRI 404-3]

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	Argentina	Brazil	Uruguay	United States of America
Senior Management	2%	0%	0%	0%
Management	4%	0%	0%	100%
Coordination	5%	0%	0%	100%
Other functions	10%	1.72%	0%	100%
% total women	5%	O.11%	0%	100%
% Total men	4%	2.4%	0%	100%

<sup>(2)</sup> In total, 38% of employees received regular performance evaluations.

# Freedom of association and collective bargaining [GRI 2-30]

We recognize the right to freedom of association and collective bargaining. In Brazil, 96% of employees are covered by collective agreements. In Argentina, this percentage is 82.9%; in Uruguay, it is 100%; and in the United States, it is 56.4%. Employees not covered by collective agreements are covered by direct negotiation (directors and other managerial positions), as well as those covered by specific legislation, such as young apprentices and interns.

Regarding union membership, in Argentina, 82.9% of employees are unionized; in Uruguay, 60%; in the United States, 56.4%; and in Brazil, 44.8%.

No risks or violations related to the right to union membership for employees or third parties have been reported by the units. In addition, we have enshrined this right in our Code of Ethical Conduct and reinforce the freedom of affiliation for our employees during the annual agreements. [GRI 407-1]

#### Freedom of association and collective bargaining [GRI 2-30]

	Argentina	Brazil	Uruguay	United States of America
Percentage of employees covered by collective bargaining agreements (%)	82.9	96	100	56.4
Unionization rate (%)	82.9	44.8	60	56.4

Measures taken to support the right to freedom of association and collective bargaining [GRI 2-30]

**Brazil:** in all operational units, all of our employees are supported by trade union agreements, and there is a physical presence of union leaders in the production units. In addition to other actions, the notice boards in all units are open for unions to use as space for communications related to our labor contracts and the general interests of the broader category.

When requested by the base union, we include clauses in our Collective Instruments that guarantee the right to have a physical space (such as a recreational area or other

available structures), reserved on agreed days for membership campaigns to take place.

Argentina: in all of our factories, there are internal committees composed of representatives elected by the workers. These committees are renewed in accordance with the provisions of the labor legislation in force in the country. In fact, in one of our factories, we have representatives from two different unions simultaneously, a situation not so common in companies, but one that is supported by local legislation and backed by us.

Our employees have the autonomy to join associations and unions of their choice. We also provide the necessary physical space and time on election days so that employees can participate. The holding of assemblies is allowed and facilitated when requested by the corresponding union.

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Union delegates belonging to the internal committees of each unit are granted union leave hours or days, as established by the current legislation, and enjoy the same benefits as other employees.

We are members of the Employer Chambers, which in turn participate in collective bargaining with the union federation representing the factory unions, further demonstrating our commitment to dialogue with union representatives.

**Uruguay:** employees at all production units have the autonomy to join associations and unions of their choice. The operations follow an open-door policy on labor issues, internal conflict resolution, and employee support.

United States: we comply with all laws and regulations regarding freedom of association and the right to join a union. We clearly state in our employment documents and employee handbooks that the company upholds the rights of both the employer and the employees.



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## Health and safety

[GRI 3-3 HEALTH, SAFETY AND WELL-BEING]

Ensuring the well-being of our employees by providing safe and healthy spaces in our facilities for them to perform their duties is a fundamental and non-negotiable aspect.

In health and safety management, we have processes and guidelines aligned with the best international standards. We comply with all resolutions from the International Labour Organization (ILO), as well as the legislation of the countries where we operate, developing awareness campaigns for safety, providing training on workplace hazards and risks through mandatory function-specific training, and emphasizing the importance of proper use of personal protective equipment.

In Brazil, for example, we have the Occupational Health Board, given the importance of this topic to our operations. Additionally, we have Occupational Safety Committees, Occupational Health Committees, Ergonomics Committees, and

the Internal Accident Prevention Commission (CIPA) in 100% of our units in South America, all with representatives from the workforce.

All of our production units have their own team of health and safety professionals.

#### Focus on ensuring a safe and healthy workplace [GRI 403-1 | 403-8]

Our management system covers all manufacturing units and all workers, including third parties. Its goal is to establish guidelines for administrative order, planning, and organization aimed at implementing control measures and preventive safety systems through the anticipation, recognition, and assessment of existing or potential risks in the workplace.

Here are some of the structures that make up the Occupational Health and Safety Management System (OHSMS):

**Corporate Occupational Safety Guidelines Program (PDSTC)** and Corporate Health, Quality of Life, and Well-being Guidelines **Program (PDSQVC):** aim to identify and eliminate hazards, minimizing risks. They also aim to standardize procedures and practices applicable to the units regarding the items and rules to be followed, in accordance with the requirements established by current legislation. The guidelines can be administrative, planning, and organizational in nature, promoted through physical, mental, and laboratory assessments, as well as social health determinants, work organization, and clinical epidemiology.

Health and safety committees and commissions: in Brazil, employees are represented through CIPA (Internal Accident Prevention Commissions), which hold monthly meetings. In Uruguay, all our facilities have Health and Safety Committees with worker representation. These bodies play a key role in identifying and mitigating

accident risks and are also available to employees who wish to report hazardous situations or seek guidance.

In North America, our units undergo safety evaluations based on the DuPont Behavior-Based Safety (BBS) process, focusing on proactive, employee-driven safety practices.



<b>Marfrig 2024</b> [GRI 403-1]	Argentina	Brazil	Uruguay	United States of America
Number of units with a health and safety committee with worker representatives	4	6	6	10
Percentage of units with a health and safety committee with worker representatives	100%	100%	100%	100%



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#### Risk assessment [GRI 403-2 | 403-4]

Our workplace safety guidelines are constantly improved and updated to reduce and mitigate workers' exposure to occupational risks. This happens whenever there is a significant event that implies changes in controls, continuous improvement of procedures, and updates to relevant legal requirements.

In Argentina, the procedures for hazard identification, risk assessment, and incident investigation follow the guidelines of Law 19.587, as well as local decrees and regulations. These evaluations are conducted regularly and on a daily basis. Although there is no formal process for workers to report risk situations or hazards, all employees are informed about identified risks and hazards during the onboarding process and are encouraged to communicate any discrepancies to the Occupational Health and Safety professional at the unit, as well as report unsafe actions and conditions. In 2024, we started using an app through which unsafe acts and conditions can be reported.

The hierarchy of controls is applied to all risk situations and unsafe actions,

aiming to mitigate, reduce, and eliminate risks, prioritizing them based on their severity and likelihood of occurrence. In the event of accidents and incidents, there is an established procedure for investigation, review of the risk map, and the creation of an action plan for improvements.

In Uruguay, the process of identifying and reviewing risks and hazards is reviewed annually, in addition to regular meetings with the management team. Through the Safety Committee, we also promote close engagement with employees. We provide communication channels - both physical and digital - for employees to submit issues related to operational safety. We also ensure that workers have the right to remove themselves from work situations they consider to pose risks to their safety and health by exercising their right of refusal.

In our North American operations, we conduct annual training on the procedures and communication regarding the right of refusal, as well as channels for reporting identified risks and hazards. Additionally, we have the STOP system, which encourages workers to observe

activities as they are being carried out, based on the following concepts:

- 1. Observation of people's activities;
- 2. Observation of people's actions;
- 3. Observation of the surrounding environment;
- 4. Attention to unsafe acts and also to good safety practices.

In Brazil, the processes for hazard identification, risk assessment, and incident investigation are based on legal requirements, regulations, and relevant guidelines, including Portaria MTb No. 3.214, of June 8, 1978, and its updates, the Consolidation of Labor Laws (CLT), ISO 45001, and ABNT standards.

The assessment of hazards and risks, both routine and nonroutine, also follows the work instructions IT 7.3.1 (Hazards and Risks) and IT 7.3.8 (Work Permit for Risky Work - ATR), respectively. The criticality of each activity is determined by the combination of severity and probability criteria.

The assessment and identification of hazards and risks are conducted annually, but this timeframe is shortened whenever there are changes in the process, such as the introduction of new equipment, products, work methods, or layout.

Based on the results of the severity versus probability matrix, risks are classified according to their acceptability to define risk levels and propose improvement actions. These actions are re-evaluated after implementation, ensuring continuous improvement of the system. The hierarchy of control is applied to establish an order, as follows:

- Elimination of Hazards;
- Substitution of processes, materials, or equipment with less hazardous ones;
- Engineering Controls (EC) and work reorganization;
- Administrative Controls (AC) training, breaks, signage, etc.;
- Personal Protective Equipment (PPE).

In the event that a worker identifies hazards or hazardous situations not covered in the preliminary assessment, communication channels are available to report such situations. In addition, the worker representatives in the CIPA hold monthly meetings where these issues can be discussed.

Workers have the right to withdraw from work situations they consider to pose serious and imminent risks to their safety and health by exercising the Right of Refusal. This decision must be immediately communicated to the hierarchical superior, who will take the necessary measures. The right of refusal is discussed in safety dialogues, included in the onboarding procedures, and routinely addressed when necessary.

They are also protected against retaliation, with widely publicized reporting and compliance channels in all factories. This process is ensured through technical instructions and audits.



#### **Audits**

All workplaces (100%)—whether occupied by employees or third parties—are subject to internal and/or external audits. These audits aim to anticipate and mitigate potential risks and occupational diseases. This is a multidisciplinary effort led by professionals in Safety, Health, and Ergonomics.

We maintain a regular inspection schedule at our units, checking both the facilities and the work routines and dynamics, conducted during business hours, in accordance with the legislation.

## Health and safety training

In all Marfrig units, we have implemented comprehensive Occupational Health and Safety training programs with the primary goal of reducing risks associated with operations. These programs are conducted by a multidisciplinary team composed of safety engineers and technicians, nursing professionals, and occupational medicine specialists.

Additionally, we offer first aid training, ambulance driver training, and ergonomic approaches to ensure a safe and healthy work environment for all employees.

We hold the Internal Week for the Prevention of Workplace Accidents (SIPAT) annually, with the aim of raising awareness among employees and sharing best practices related to workplace safety. In 2024, we held lectures, webinars, and interactive games to highlight the importance of safety and safe behaviors.

#### **Training in 2024** [GRI 403-5]

2,100	33,000
10,137	138,582
4,113	5,479
98	10,500
	10,137 4,113



#### Occupational accidents [GRI 403-9]

In 2024, we observed an overall reduction in workplace accident indicators. In South America, the number of accidents resulting in leave dropped from 255 in 2023 to 198 in 2024, representing a 22% decrease. In North America, there was a significant reduction in the total number of lost workdays due to leave, falling from 4,514 to 518.

	North An	North America		South A	South America			Total		
	2023	2024	%	2023	2024	%	2023	2024	%	
Accidents with lost time	94	33	-65%	255	198	-22%	349	231	-34%	
Accidents without leave of absence	60	115	192%	523	222	-57%	583	337	-42%	
Lost workdays with leave	4,514	518	-88%	9,155	5,092	-44%	13,669	5,610	-59%	
Total accidents	154	148	-4%	778	256	-67%	932	404	-57%	
Fatalities	0	0	-	0	0	-	0	0	-	

	United States of America	Brazil	Argentina	Uruguay
Rate of injuries with lost time <sup>(1)</sup>	0.37	1.77	4.44	22.52
Rate of injuries without leave <sup>(1)</sup>	1.29	3.55	38.39	1.66
Total Injuries(1)	0.37	5.32	42.83	24.17
Rate of days of leave, restricted work, or job transfer <sup>(2)</sup>	1.17	67.37	153.03	585
Rate of lost days <sup>(2)</sup>	5.8	67.37	153.03	585

	United States of America	Brazil	Argentina	Uruguay
Accidents with I ost time	33	32	17	149
Accidents without leave of absence	115	64	147	11
Lost workdays with leave	518	1,216	586	5,608
Total accidents	148	96	164	160
Fatalities	0	0	O	0

## **Employee health and** quality of life [GRI 403-3 | 403-6]

We invest in employee well-being and engagement programs to promote a healthy and motivating work environment. We develop internal communication campaigns to inform employees about the available health services and the importance of participating in them, and we conduct satisfaction surveys to gather direct feedback on the quality and effectiveness of these services.

The health and management system adopted by Marfrig is comprehensive and integrated, reflecting a proactive approach to the care of employees' health and well-being. This system stands out for several key features:

Multidisciplinary team: each unit has an Occupational Health team, composed of doctors, nurses, and ergonomists. This multidisciplinary arrangement allows for a holistic assessment of workers' health. addressing clinical, ergonomic, and psychosocial aspects.

**Indicator Monitoring:** we use a combination of quantitative and qualitative metrics to assess the effectiveness of occupational health services and adopt various approaches to raise awareness and encourage worker participation. We closely monitor health indicators, including the analysis of epidemiological profiles, tracking of short- and long-term absences, and identification of occupational illness cases.

Report and Action Plan: we continuously report health data and analyses to the unit leadership and the corporate team. This allows decisions to be data-driven and actions to be planned and implemented strategically. Transparency and communication between different hierarchical levels are essential for the success of this system.

<sup>(1)</sup> Accident frequency rate = total accidents x 1,000,000 / Man-Hour Worked (HHT).

<sup>&</sup>lt;sup>(2)</sup>Occupational accident severity rate = number of days lost due to accidents x 1,000,000 / Man-Hour worked (HHT).



Learn about the initiatives we have developed focusing on health and well-being [GRI 403-7]

Mental Health Program: after reception and identification of cases by our health team, we offer teleconsultations with psychologists and psychiatrists at no additional cost to employees.

**RSI/WRMSD Program:** aims to prevent work-related musculoskeletal disorders (WRMSD) and repetitive strain injuries (RSI). It includes cognitive assessment and work organization through the Health Safety Executive

- Indicator Tool (HSE-IT). The program is multidisciplinary, carried out through the integration of the following areas: Human Resources, Training, Ergonomics, Occupational Safety, Industry, Maintenance, Nutrition, Nursing, and Medicine.

**Chronic Program:** aims to monitor employees with chronic diseases, such as Diabetes and Hypertension, through medical care provided at the unit's clinic, preventing cases of decompensation.

**Leave Management:** aims to identify employees on leave and provide support for their return to work in a suitable role after treatment and absence.

Thematic campaigns: throughout the year, we conduct health awareness campaigns to promote better quality of life and disease prevention. Among which, we can highlight: Ergonomics Week, Anti-Drug Use Campaign, Yellow September, Pink October, Blue November, among others.

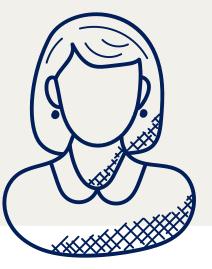
Workshops and lectures: we organize meetings with health professionals to raise awareness among employees on relevant

topics, such as disease prevention and the promotion of healthy habits.

**Incentive Programs:** we implement incentive programs, such as rewards and recognition, to encourage active participation of employees in occupational health services.

**Antimicrobial Resistance in the Workforce:** in line with the guidelines of the World Health Organization (WHO), we do not use or promote the use of antibiotics by employees, thereby avoiding any impact from uncontrolled antimicrobial resistance. The health teams at the units frequently conduct awareness activities for employees in the production units about the risks of the indiscriminate use of antibiotics.







## Occupational risk management

The hazards associated with the risk of occupational diseases were identified through the Risk Management Program (PGR), the Ergonomic Work Analyses (AET) conducted at different workstations, and the clinical evaluations carried out by the unit doctors, as established in the Medical Control and Occupational Health Program (PCMSO).

To eliminate hazards and reduce risks, periodic environmental assessments are conducted, with an emphasis on the development of action plans based on a risk matrix. It is important to highlight that no employee was excluded from these actions and that everyone was informed about the prioritization of the risk matrix.

Occupational risk management is handled by a multidisciplinary team composed of professionals in Safety, Health, and Ergonomics. Musculoskeletal diseases identified in the risk matrix were recognized as one of the main causes of occupational illness.

In 2024, in Brazil, we recorded 42 cases of work-related diseases; in Uruguay, there were 479 cases; and in Argentina, 38. All are related to musculoskeletal diseases. Importantly, no fatalities were recorded. [GRI 403-10]

We support and monitor all affected employees and continually reinforce controls and risk management based on these incidents, always striving to improve processes to prevent the recurrence of illnesses of this nature. These data refer only to our own employees, as we do not track occupational illnesses in third-party professionals.

#### Cases of occupational diseases and fatalities [GRI 403-10]

	Argentina				
	2023	2024	Variation (%)		
Number of cases	39	38	-3%		
Fatalities from occupational diseases	Ο	Ο	0%		

	Brazil			
	2023	2024	Variation (%)	
Number of cases	50	42	-19%	
Fatalities from occupational diseases	0	0	0%	

#### **Paid Sick Leave**

In accordance with the local laws and regulations of the countries where we operate, workers are entitled to paid medical leave.

Argentina: medical leaves are of two types: the Unjustified Medical Leave, regulated by the Employment Contract Law, where the employer is responsible for payment (this leave allows the worker to receive their salary for three to six months, depending on the length of employment, and up to 12 months if there are family dependents); and the Medical Leave due to Work Accident,

	Uruguay				
	2023	2024	Variation (%)		
Number of cases	345	479	28%		
Fatalities from occupational diseases	0	0	0%		

	United States of America			
	2023	2024	Variation (%)	
Number of cases	28	45	38%	
Fatalities from occupational diseases	Ο	Ο	0%	

where the employer pays for the first ten days and, if proven, the Work Risk Insurer covers the leave cost, including salary for up to 12 months and benefits until the full recovery of the employee.

Brazil: in Brazilian operations, paid medical leaves are governed by Law No. 8.213, of July 24, 1991, which regulates the Social Security Benefit Plans, and by the CLT (Consolidation of Labor Laws), created by Decree-Law No. 5.452, of May 1, 1943. Medical leaves can be for workplace accidents, commuting accidents, common illnesses, or occupational diseases: in all these cases, the employer pays for the first 15 days of leave, and from the 16th day onward, the National Institute of Social Security (INSS) covers the cost of the leave.

Beneficiaries receive 91% of their salary monthly. The calculation is based on the arithmetic average of the last 12 contribution salaries prior to the month of illness or accident. This coverage includes the payment of the worker's salary until their discharge.

Uruguay: the Banco de Previsión Social (BPS) or the Banco de Seguros del Estado (BSE) provide coverage for medical leave. Active workers unable to work due to medical

reasons, whether medical conditions or occupational causes, receive 70% of their taxable earnings. The calculation is based on the average earnings of the last 180 days preceding the month of the onset of the nonwork-related illness or accident.

**United States:** in our operations in North America, National Beef provides its salaried employees with one week of full pay per year for workrelated illnesses or injuries, as well as one week with half pay for nonwork-related cases. In addition, in the case of disability leave, these employees have the option to purchase an additional long-term plan that provides a monthly benefit.

For employees in hourly management support and production roles, the company provides a weekly benefit for up to ten weeks. Although there is a seven-day waiting period, this is waived in the case of employee hospitalization. In addition, these employees have the option to purchase an additional long-term disability plan, which provides a weekly benefit for up to 93 weeks.

# How we prepare our report

About the report
Annexes
GRI content summary
SASB summary
Summary of Integrated
Report requirements
Independent Limited
Assurance Declaration
Verification statement of
the Greenhouse Gas (GHG)
emissions inventory
Corporate information

# About the report

For more than 15 years, Marfrig Global Foods has been publishing its Annual Sustainability Report - this practice began in 2007, when the company listed its actions on the Novo Mercado of B3. Since 2010, we have used the Global Reporting Initiative (GRI) methodology, an international reference for preparing materials dedicated to reporting on the development of ESG practices. To reinforce our progress related to sustainability reporting, since 2024 we have been evolving towards an Integrated Report, presenting our strategy, initiatives, and results in a more integrated and cross-sectional way across different areas of Marfrig.

In addition to using the GRI Standards and the Sustainability Accounting Standards Board (SASB), we have included Integrated Reporting guidelines from the International Integrated Reporting Council (IIRC) and responses to SASB's accounting metrics. The most relevant topics for the company are related to human, social and relational, intellectual, natural, financial,

corporate, and productive capitals. We also maintain the connection of information with the commitments made in the Global Compact and the 2030 Agenda, which encompass the United Nations Sustainable Development Goals (SDGs).

Throughout the document, we provide details about our business strategies, governance, management, operations, impacts, and economic-financial results. We also present Marfrig's double materiality, developed in 2024, using a methodology that considers impacts from both financial and socio-environmental perspectives to determine the priority topics for business sustainability.

In our narrative, we emphasize an approach in tune with BRF, highlighting how ESG issues permeate our sustainability journey and the guidelines that guide them. We are committed to transparency in reporting, data disclosure, and sharing progress and results. It is through investments, partnerships, and joint actions with our stakeholders that we are able to advance this Agenda.

#### Period covered: January 1st to **December 31st, 2024** [GRI 2-3]

**Scope:** Marfrig Global Foods includes the operational divisions of North America, where it operates through National Beef, and South America, with operations in Argentina, Brazil, and Uruguay. The initiatives and actions reported throughout the publication are mostly presented separately between these two business units. When the information, including economic-financial data, refers to the sum of the operations, we indicate that it is global data. Similarly, when referring to the operation of a specific country or something particular to a given industrial unit, there will be a citation regarding the source of the data. [GRI 2-2]

In 2024, due to the divestment of cattle and sheep slaughter units in Brazil, Argentina, and Chile, there was a change in the scope of data reporting, which now only includes the continued units. [GRI 2-4]

# Changes in activities and/or

operations: The 2024 economicfinancial results include the performance of BRF, in which Marfrig gained control during the period with a shareholding of approximately 50.49%. The operations of both companies remain independent. [GRI 2-4]

**Adopted criteria:** We use the GRI Standards as the main guideline for constructing the content of this document, in addition to international methodologies (IIRC - Integrated Reporting and SASB), which supported the consolidation of non-financial information from our global operations. Indicators obtained from our own management systems were also key drivers for the report, as well as parameters, aspects observed and considered in international rankings related to good ESG practices—mainly those dedicated to our sector and/or area of operation—and in questionnaires that assess these aspects.

The information contained in this Sustainability Report was subject to external verification by Totum. [GRI 2-5]

The economic-financial data, in turn, were prepared in accordance with International Financial Reporting Standards (IFRS), audited by Grant Thornton, and cover the same period as the non-financial information. The full details of these numbers are available on our Investor Relations website. [GRI 2-2]

**Assurance:** This report includes assurance of adherence to GRI guidelines, assurance of quantitative information (numerical indicators), and the process of defining relevant topics (materiality) in accordance with GRI guidelines.

In order to ensure that the content of the non-financial information aligns with Marfrig's sustainable development strategy, this report was reviewed and approved by the Sustainability Committee, which advises the Board of Directors on this matter and is led by an independent board member. The material was reviewed by the Committee and then submitted for approval by the Board of Directors. [GRI 2-14]



Publication date: 05/12/2025

#### **Contact Us:**

Questions, suggestions, or requests for additional information beyond what is published in this document can be sent through the following channels: [GRI 2-3]

Sustainability: (55 11) 3792-8600; sustentabilidade@marfrig.com.br

**Investor Relations:** (55 11) 3792-8600; ri@marfrig.com.br



**Public** 

**Key impacts and concerns** 





#### **Compensation policy**

As part of the compensation payment, the Company proposes that up to 70% of the variable compensation for its executives be paid through the direct grant of treasury shares. The calculation of the share price, pursuant to the sole paragraph of Article 5 of the Securities and Exchange Commission (CVM) Resolution No. 77/22, will be the average of the last 20 trading sessions prior to the date of the variable compensation grant, which occurred on April 26. All other conditions for the direct grant of shares as part of the compensation will be defined by the Company's Board of Directors.

### Relationship with stakeholders [GRI 2-29]

As one of the leading global players in animal protein production, we prioritize sustainability as the fundamental cornerstone of our strategic operations. Through consistent guidelines and actions, we aim to reduce the environmental impact of our operations, always striving to engage our various stakeholders.

We identify all the stakeholders that interact with us and recognize the importance of each one in our continuous growth journey. In addition to striving to maintain close and accessible contact with all stakeholders, we aim to actively contribute to positively impacting their businesses - in the case of commercial relationships we maintain - or to join efforts, establishing joint actions to enhance practices adopted in livestock farming, such as the Verde+ Program (read more on page 49).

With society, we maintain a variety of communication channels through which we have developed strategies that have helped us become even closer to this audience. We also strive to share information about sustainable development and related topics.

The Consumer Service (SAC) is responsible for handling requests related to marketing communication. We also record cases of direct complaints on our social media channels. In most cases, the issue is handled directly with the consumer, with the support of a thirdparty agency contracted for assistance. All complaint data is compiled in a management tool. [GRI 413-1]

#### **Stakeholder Relationship Practices**

How do we engage?

rabile	now do we engage.	ncy impacts and concerns
Employees	Internal Communication Initiatives (Email communications, TV, communication campaigns)  Labor benefits, training programs, informational emails, and initiatives related to employee well-being	Attraction and retention of talent, employee health and well-being, ethics, integrity and compliance, and sustainability
Suppliers	Supply and Compliance areas, contract managers, the Rancher Relationship Program, and Marfrig Club	Social impact, product quality and safety, support for the engagement of small suppliers, ethics, integrity and compliance, risk mitigation and traceability of the supply chain, fair and transparent negotiations, efficient communication, and stability and predictability of demand
Investors	Investor Relations area, Investor Relations website, Integrated Report, and financial and administrative reports	Reputation and risk management, investments, and the company's solidity
Clients	Commercial areas, social media, customer service channels, newsletters, and emails	Transparency, informational labels, product quality and safety, food healthiness, process standardization, and positive experience
Consumers	Website and social media, Customer Service (SAC)	Transparency, informative labels, product quality and safety, food healthiness, sustainability and reputation
NGOs (third sector), press and sectoral associations	Website and social media, partnerships and project development with environmental protection NGOs, Marfrig Institute, and contributions to relevant entities	Climate change, wildlife conservation, relationship and value sharing with communities, traceability of the supplier chain, and animal welfare
Society	Website and social media, annual reports, specific volunteer actions, Marfrig Institute, and contributions to relevant entities	Social responsibility, culture and heritage preservation, and environmental conservation



### **Institutional** partnerships [GRI 2-28]

As one of the largest animal protein companies in the world, we understand the reach and influence we can have in engaging and building relationships with various civil society actors and governments.

In this regard, we strive to foster cooperative dialogue and support various initiatives, as well as actively participate in sectoral efforts to enhance sustainability practices in our industry, focusing on topics such as climate change, animal welfare, pollution, antibiotics, and alternative proteins.

These are some of the main organizations with which we engage:

#### **Animal welfare**

Partnerships that Marfrig establishes to strengthen the culture of animal welfare and spread best practices across various areas:

• AMPARA Animal: support for the development of projects related to AMPARA Silvestre in the implementation of the first emergency wildlife response

base in Northern Pantanal. Support for the construction of the first wildlife rehabilitation center, maintenance, monitoring, promotion, and dissemination of local biodiversity, creation of an eco-volunteering system aimed at ensuring the maintenance and expansion of the wildlife protection and welfare project through awareness campaigns.

- **Compassion in World Farming (CIWF):** support for identifying opportunities for improvements and training based on recommendations of applicable practices for the seven different species involved in the value chain, aiming to provide better welfare for both animals and employees.
- INAC and the Faculty of **Veterinary Medicine:** various animal welfare projects.
- INIA: development of materials and guidelines on best practices for animal handling and welfare.
- UNESP São Paulo State University Júlio de Mesquita Filho / Agricultural and Forestry **Studies and Research Foundation (FEPAF):** development of an

environmental enrichment project for beef cattle aimed at promoting animal welfare.

For more information on institutional relationships, please refer to our animal welfare report.

#### Climate change and sustainable livestock farming

- Agroícone: development of a socio-environmental risk mitigation map for direct and indirect suppliers in the Brazilian biomes where the Company operates.
- Alliance Bioversity & CIAT: collaboration on issues related to emissions in animal protein production and guidance on measures for calculating Marfrig's Scope 3 emissions within the animal breeding process.
- Amigos Terra Brazilian Amazon and National Wildlife Federation (NWF): partnership in combating cattle triangulation and identifying indirect suppliers through the Visipec system, a technological solution developed for this purpose.
- Brain Ag: provider of geomonitoring services for Marfrig's supply chain.

- Brazilian Coalition Climate, Forests and Agriculture: a movement composed of over 300 representatives from the private sector, financial sector, academia, and civil society, bringing together diverse voices in support of Brazil's leadership in a new low-carbon, competitive, responsible, and inclusive economy. In this context, it operates through various task forces to promote synergy between the agendas of protection, conservation, sustainable use of natural and planted forests, agriculture, and adaptation to climate change.
- EMBRAPA: creation and development of the Neutral Carbon Beef (CCN) and Low Carbon Beef (CBC) protocols.
- Global Roundtable for Sustainable **Beef (GRSB):** we are members of this initiative, which aims to promote, on a global scale, the production of sustainable beef as a socially responsible, environmentally sound, and economically viable product, prioritizing the planet, people, animals, and progress.
- Initiative for Sustainable Trade (IDH, from the Dutch "Initiatief

**Duurzame Handel"):** partner in the Verde+ Program and Sustainable Calf Program in Mato Grosso, the Dutch organization IDH works with companies, financiers, governments, and civil society in favor of sustainable trade in global value chains.

- Institute for Producing, Conserving, and Including (PCI): the official entity responsible for implementing the "Produce, Conserve, and Include" strategy in the state of Mato Grosso, Brazil.
- Brazilian Sustainable Livestock Roundtable (MBPS): it debates and formulates the principles, standards, and practices to be adopted by the sector, with the premise of building a sustainable, fair, environmentally responsible, and economically viable livestock industry. Among the initiatives developed by the Sustainable Livestock Working Group (GTPS) and its partners, a standout is the Guide to Indicators of Sustainable Livestock Production (GIPS), whose goal is to orient all links in the production chain toward best sustainability practices related to livestock production activities. [eliminated here and

incorporated two paragraphs above] We have been members of the MBPS since 2009.

- MPF and the Institute of Forest and Agricultural Management and Certification (IMAFLORA): interaction through the Cattle Supplier Monitoring Protocol in the Amazon.
- MPF and Instituto Mato-Grossense de Carne - IMAC (Mato Grosso Meat Institute): interaction focused on the reintegration of blocked suppliers: direct suppliers in the short term and indirect suppliers in the long term.
- Safe Trace and The Nature
   Conservancy work with us in developing a blockchain-based application to report zootechnical and environmental information for the beef industry, using our geomonitoring system.
- Tropical Forest Alliance (TFA): aims to achieve zero deforestation in the supply chains of beef, palm oil, soy, and pulp and paper. Established by the Consumer Goods Forum in 2012, this global alliance brings together top executives from various consumer goods industries and the U.S. government.

- **Brazilian Beef Exporters Association (ABIEC):** we are members of the board of the Brazilian Beef Exporters Association (ABIEC), which brings together 43 companies in the sector across the country, responsible for 98% of the beef traded in international markets. We aim to ensure the sector's representation in national and international forums in order to influence decision-making and the regulatory and legislative processes that impact the international trade of beef. We actively participate in discussions on animal welfare across various industrial sectors. contributing to public consultations aimed at developing standards and legislation on the subject.
- **Proforest:** we are members of the Steering Committee of the Cerrado Protocol, a joint effort among the various links in the beef value chain to strengthen the social and environmental commitments of the beef value chain in the Cerrado and drive their implementation.
- National Pact for the Eradication of Slave Labor (InPacto): an initiative mobilizing companies to combat slave labor in supply chains.

- World Wide Fund for Nature
   (WWF): an international nongovernmental organization that works to preserve nature and reduce human impact on the environment.
- Agrorobótica: aims to measure soil carbon using LIBS technology and artificial intelligence, generating certified carbon credits, expanding networks, and promoting sustainability.
- MapBiomas: institutional development and annual mapping and geomonitoring initiatives of soil, vegetation cover, and land use in Brazil, as well as the exchange of data, knowledge, experiences, tools, and methodologies of mutual interest between MapBiomas and Marfrig, aiming to promote sustainable practices and low-emission production.

#### Water and effluents

• Environmental Company of the State of São Paulo (CETESB): we participate in the Climate Change Environmental Chamber, a working group established to discuss and draft technical notes and other supporting documents for the São Paulo Environmental Agreement,

aimed at reducing GHG emissions and other potential pollutants resulting from our operations. By adhering to this agreement, we have committed to reducing emissions in the State of São Paulo by 93.5% by 2030. Within this working group, we have been discussing with other participating companies topics related to carbon market regulation, best practices, and actions to comply with the São Paulo Environmental Agreement, as well as sharing success stories. See more.

• Sepotuba River Basin Committee, in Brazil: the company's active participation since 2011 reflects its commitment to collaborating with various stakeholders, including NGOs, the private sector, and local government agencies, aiming to address challenges related to water management.

#### Sustainable finance

 Brazilian Business Council for Sustainable Development (CEBDS): we are members of CEBDS, an entity that brings together companies committed to working for sustainable development. One of the group's areas of focus is sustainable finance, through the publication of reference materials, such as the Guide for the Issuance of Green Bonds in Brazil (access here). As a member of CEBDS, we support the institution's work and have committed to promoting sustainable development, as we have done through actions developed under the Verde+ initiative, enabling financial mechanisms for the livestock value chain.

#### Alternative proteins

- **ADM:** a partner company of Marfrig in the joint venture that led to the creation of PlantPlus Foods.
- Institute for Good Food (GFI):
  collaboration in studies on the
  new regulatory framework. GFI
  is a non-profit organization that
  promotes plant- and cell-based
  food alternatives to animal products,
  especially meat, dairy, and eggs.

#### **Working conditions**

Mover - Movimento Pela
 Equidade Racial (Racial Equity
 Movement): it was created to
 be a transformative agent and,
 collectively, generate greater impact.

Its goal is to serve as an effective tool to combat racism through actions aimed at reducing racial inequality in Brazil. Marfrig, along with 50 other major companies in Brazil, is part of this Movement.

 International Organization for Migration (IOM): a UN agency whose core mission includes ensuring the safe and orderly relocation of Venezuelan migrants and their access to employment. Through this partnership, we offer professional opportunities to migrants, providing a fresh start for those hired and bringing greater diversity to the Company's workforce.

In addition to the institutions presented above, we also engage with the following:

- Brazilian Association of the Food Industry (ABIA)
- International Chamber of Commerce (ICC)
- Ethos Institute
- American Chamber of Commerce for Brazil (AMCHAM)
- The UN Global Compact Brazil Network

#### Turnover by gender, age, and seniority [GRI 401-1]

	Argentina	Brazil	Uruguay	United States of America
By seniority				
Executive Officer	0%	9%	0%	12.57%
Manager	3.23%	6%	0%	5.78%
Coordinator	5.56%	14%	0%	12.05%
Supervisor	17.78%	2%	0.1%	11.96%
Other leaders	0%	17%	0%	11.57%
Other Employees	11.83%	48.6%	3.5%	32.12%
By gender and age				
Women up to 30 years old	0.7%	7.7%	1.4%	3.1%
Men up to 30 years old	5.3%	16.3%	6.3%	9%
Women aged 31 to 50	1.1%	7.8%	1%	4.1%
Men aged 31 to 50	4.6%	14%	4.3%	10.2%
Women over 50 years-old	0.2%	0.9%	0.3%	1.2%
Men over 50 years-old	1.1%	2%	1.7%	3.4%

#### Average hours of training, by gender GRI 404-1

	2023	2024
Women	0.98	2.32
Men	0.98	2.18
Grand Total	0.98	2.25

#### Average training hours by seniority GRI 404-1

	2023	2024
Coordinator	0.98	1.28
Executive Officer	1.00	0.80
Manager	1.00	0.90
Supervisor	0.98	0.85
Others	0.98	2.30
Grand Total	0.98	2.25

#### Certifications and audits [GRI 416-1 | SASB FB-MP-410a.3]

Brazil	Total certified / audited units	Name of certified / audited units
BRC Global Standards	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados
НАСРР	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados
Halal Certified Beef	4	Promissão, Pampeano, Várzea Grande Beef, Várzea Grande Industrializados
IFS Food	2	Promissão and Pampeano
Mcdonald's SQMS***	3	Pampeano, Varzea Grande Industrializados and Bataguassu Industrializados
Burguer King Global Supplier	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados
NAMI (North American Meat Institute)	2	Promissão and Várzea Grande beef
High Quality Beef Quota (EU)	2	Promissão and Várzea Grande beef
Global Standard Food Safety	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados
ISO/IEC 17025	2	Promissão and Várzea Grande Laboratories
SA 8000	1	Promissão
McDonald's AHW	2	Promissão and Várzea Grande Beef
McDonald's SWA	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados
SMETA	5	Bataguassu Industrializados, Promissão, Pampeano Várzea Grande Beef, Várzea Grande Industrializados

<sup>\*\*\*</sup> We have production authorization; therefore, no certificate is issued.

Uruguay	Total certified / audited units	Name of certified / audited units
BRC Global Standards	5	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Estabelecimentos Colonia S.A. N°2, Establecimentos Colonia S.A. N°30
НАСРР	5	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Estabelecimentos Colonia S.A. N°2, Establecimentos Colonia S.A. N°30
Halal Certified Beef	5	Frigorifico Tacuarembo S.A Nº12., Cledinor S.A. Nº394, INALER S.A. Nº55, Estabelecimentos Colonia S.A. Nº2, Establecimentos Colonia S.A. Nº30
Mcdonald's SQMS	2	Frigorifico Tacuarembo S.A Nº12., Establecimientos Colonia S.A. Nº2
McDonald's AHW	<b>4</b>	Frigorifico Tacuarembo S.A Nº12., Cledinor S.A. Nº394, INALER S.A. Nº55, Establecimentos Colonia S.A. Nº2
McDonald's SWA	4	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Establecimientos Colonia S.A. N°2
Burguer King Global Supplier	4	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Establecimientos Colonia S.A. N°2
NAMI (North American Meat Institute)	4	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Establecimientos Colonia S.A. N°2
CostCo Code of Conduct	4	Frigorifico Tacuarembo S.A Nº12., Cledinor S.A. Nº394, INALER S.A. Nº55, Establecimientos Colonia S.A. Nº2
High Quality Beef Quota (EU)	4	Frigorifico Tacuarembo S.A Nº12., Cledinor S.A. Nº394, INALER S.A. Nº55, Establecimientos Colonia S.A. Nº2
Global Standard Food Safety	5	Frigorifico Tacuarembo S.A N°12., Cledinor S.A. N°394, INALER S.A. N°55, Establecimientos Colonia S.A. N°2, Establecimientos Colonia S.A. N°30



National Beef	Total certified / audited units	Name of certified / audited units
BRC Global Standards	7	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8), Kansas City Steak (Est 2966), Moultrie Ga (Est 21679), Hummels Pa (Est 21526), National Beef Ohio (Est 4233)
НАСРР	7	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8), Kansas City Steak (Est 2966), Moultrie Ga (Est 21679), Hummels Pa (Est 21526), National Beef Ohio (Est 4233)
Halal Certified Beef	3	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8)
IFS Food	0	-
Mcdonald's SQMS	4	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8), National Beef Ohio (Est 4233)
NAMI (North American Meat Institute)	3	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8)
CostCo Code of Conduct	4	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8), Kansas City Steak (Est 2966)
High Quality Beef Quota (EU)	2	Dodge City (Est 262), Tama (Est 8)
Leather Working Group (LWG)	1	St Joe Hides
McDonald's AHW	3	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8)
McDonald's SWA	3	Liberal (Est 208A), Dodge City (Est 262), Tama (Est 8)

Total certified / audited units	Name of certified / audited units
3	San Jorge, Baradero, Pilar
1	Arroyo Seco
2	Pilar, San Jorge
1	San Jorge
2	Pilar, San Jorge
1	San Jorge
1	San Jorge
	3 1 2

#### Use of antibiotics

#### Use of antibiotics in own operations

(V) Marfrig

In our global production structure, we have two in-house operations focused on cattle confinement. The first, located in Río Negro, Uruguay, and named "El Impulso," is the largest of its kind in the country for cattle production. In this feedlot, we do not use antibiotics routinely, only and exclusively for therapeutic purposes. When the application is necessary as the only alternative, all best practices are observed, such as segregating animals into specific areas, as well as keeping records of which animals received the treatment, the dose, and the amount applied. It is important to highlight that in Uruguay, according to local government regulations, the use and purchase of antibiotics for animal use must be accompanied by a veterinarian, and prescriptions are retained at the stores where these medications are purchased. The company has a guideline that, in cases of extreme necessity, the use of this class of medication is permitted only for the treatment of diseases and under the guidance of veterinarians.

In Brazil, the company recently completed the acquisition of

certain feedlots and agricultural production, operated by the company MFG Agropecuária Ltda.

# **Quantity used - operations**[SASB FB-MP-260a.1]

In 2024, antibiotic usage in our feedlots averaged 0.226 mg per kilogram of slaughtered animal. Only 3.07% of the animals raised in our owned feedlots received this medication.

In Uruguay, the need for antibiotics is due to the control of certain pathogens that developed because of heavy rains in March and May, creating conditions favorable for the emergence of diseases that would not occur under normal rainfall conditions.

In Brazil, antibiotics were used after clinical symptoms consistent with active infections, in cases of respiratory diseases, pododermatitis, and injuries or trauma. Through the assertive use of the active ingredient according to the disease presented, we were able to reduce mortality and lethality in the herd, as well as improve animal welfare indicators, ensuring relief from pain and discomfort. Furthermore,

the reduction in antibiotic use was directly associated with the implementation and strict monitoring of the animal health and welfare protocol established by the company.

#### Feedlots (1)

	2023	2024
Amount of antibiotics used (mg/kg of slaughtered animal) (1)	O.2515 <sup>(2)</sup>	0.226
Percentage of animals treated with antibiotics	3.05%	3.07%

<sup>&</sup>lt;sup>1</sup> More information about the types of antibiotics used in our operations is available in the sustainability section on our website.

# Use of antibiotics in the supply chain

As part of this process, we also developed a policy on the use of antimicrobials to assist cattle producers and veterinarians in their responsibility to maintain the health and well-being of the herd, as well as to provide guidance on the use of antibiotics. The statement can be accessed on the Content Center of our sustainability website.

The promotion of responsible antibiotic use is carried out with our livestock supply chain through guidance and educational materials developed by Marfrig, such as the Marfrig Club Sustainable Practices Guide and our Animal Welfare Report.

At the end of the production process, to ensure compliance with local regulations, all animals arriving at the slaughterhouse must have mandatory information about their origin and vaccinations (via the official transit control document – GTA), as well as the completion of the Guarantee Letter, in which the producer reports any medications administered to the animal – if applicable.

Monitoring also takes place through the PNCRC (National Plan for the Control of Residues and Contaminants/ Animal) at all our slaughter units, in accordance with the rules established by the SIF (Federal Inspection Service) of the Brazilian government. If there is any deviation, the property will be subject to restrictions in accordance with the applicable legislation and may, depending on the case, be prohibited from marketing its production.

All of this is combined with the distribution of various instructional materials and training sessions aimed at members of our supply chain, present at each of our units.

#### Quantity used - suppliers

In 2024, we expanded the scope of our antibiotic use survey to include some of our supplier farms, covering more than 200,000 animals in Brazil.

During the year, we observed a significant reduction of approximately 32.83% in the use of antibiotics (measured in mg/kg of slaughtered animal) on supplier farms compared to the previous year. Additionally, the percentage of animals

requiring treatment decreased by 18.60%, resulting in only 1.40% of animals receiving medication.

This improvement is largely attributed to enhanced preventive measures adopted by suppliers in recent years, including increased use of vaccines, targeted training programs, greater awareness among field teams, and infrastructure upgrades—particularly improvements in water quality—which have contributed to better animal health conditions overall.

In these farms, a protocol was used starting on the second day of the calf's life, where antibiotics were applied to prevent umbilical inflammation, which serves as an entry point for bacteria that can cause mortality or compromise the animal's health throughout its life. In addition, antibiotics were used in cases of diarrhea outbreaks caused by Salmonella, Pasteurella, and Escherichia coli, which primarily occur between 15 and 90 days of life. A neonatal vaccine was also administered to the calves' mothers, resulting in a reduction of up to 22% in diarrhea cases, compared to treating affected animals. In other adult categories, treatment was only administered in cases of sporadic illnesses or surgical procedures.

#### Suppliers

	2023	2024
Average amount of antibiotics used (mg/kg of slaughtered animal)	0.67	0,45
Percentage of animals treated with antibiotics	1.72%	1.40%

(V) Marfrig



<sup>&</sup>lt;sup>2</sup>The data for 2023 has been recalculated to include the MFG feedlots within the company's own operations, which were incorporated after the acquisition of MFG Agropecuária Ltda. Previously, this data was considered as part of the supply chain (suppliers).

#### GHG inventory by category [GRI 305-1, 305-2, 305-3]

Continuing Units – 2024 GWP AR4 Emissions	tCO <sub>2</sub> e Emissions Sum
Scope 1	300,754.81
Agricultural activities	12,316.05
Stationary Combustion	182,563.54
Mobile Combustion	140.24
Fugitive Emissions	34,782.86
Solid Waste	6,061.02
Effluent Treatment	64,891.09
Scope 2	180,342.77
Purchase Choice	180,342.77
Scope 3	22,492,002.67
1 - Purchased Goods and Services (animal farming – enteric fermentation –, purchase of third-party raw materials, and purchase of feed inputs)	22,358,02.58
3 - Activities Related to Fuels and Energy Not Included in Scope 1 and 2	32,831.82
4 - Upstream Transportation and Distribution	44,111.64
5 - Solid Waste Generated in Operations	53,336.31
6 - Business Travel	1,572.46
7 - Commuting from home to work	2,128.84
Grand Total	22,973,100.24

#### Total energy consumed<sup>(1)</sup> (GJ) [GRI 302-1, SASB FB-MP-130A.1]

GJ	2022	2023	2024
Fuels from non-renewable sources	3,262,774.60	3,215,903.41	3,268,460.00
Fuels from renewable sources	1,201,631.76	1,245,071.67	1,628,202.10
Energy consumed	2,240,167.92	2,198,945.17	2,574,999.67
Total energy consumed	6,704,574.27	6,659,920.24	7,471,661.77
Energy sold <sup>2</sup>	0	0	0

<sup>1</sup>The assumption for accounting considers the measurement of energy in the production units. For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

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

### Consumption of non-renewable fuel sources in GJ<sup>(1)</sup> [GRI 302-4]

GJ	2022	2023	2024
Distillate fuel oil	734.02	602.45	635.13
Liquefied Petroleum Gas (LPG)	760.23	123.82	79.10
Dry Natural Gas	3,089,702.65	3,021,119.57	3,097,749.96
Automotive Gasoline (commercial)	6,568.38	11,675.01	894.49
Lubricants	0	Ο	45,997.67
Fuel Oil	146,175.75	163,137.06	119,579.38
Diesel Oil	4,683.87	6,440.99	3,524.26
Aviation Kerosene	14,149.70	12,804.51	0
Total	3,262,774.60	3,215,903.41	3,268,460.00

<sup>&</sup>lt;sup>1</sup>For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.

#### Fuel consumption from renewable sources in GJ (1) [GRI 302-1]

GJ	2022	2023	2024
Sugarcane bagasse	789.32	0	0
Biodiesel	158.94	232.52	380.69
Ethanol	362.63	361.49	524.97
Firewood for Direct Burning	254,924.96	227,998.94	265,132.95
Wood or Wood Waste	483,100.18	456,102.35	570,458.30
Other Biomass Gases	125,233.20	141,993.53	146,513.95
Vegetable Waste	337,062.53	418,382.84	645,191.24
Total	1,201,631.76	1,245,071.67	1,628,202.10

<sup>&</sup>lt;sup>1</sup>For the purpose of comparability, the data presented refers only to the continuing units of the Company, after the sale of assets in 2024.





# **GRI Summary**

Statement of Use: Marfrig Global Foods S.A. reported in accordance with the GRI Standards for the period from January 1 to December 31, 2024.

GRI 1 Standard used: GRI 1 Fundamentals 2021 GRI Sector Standards applied: Not applicable

		LOCATION/DIRECT ANSWER	OMISSION			_	GLOBAL	EXTERNAL
GRI STANDARD	CONTENT		OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	СОМРАСТ	ASSURANCE (Y/N)
GRI 2 General Disclosures	2021							
	2-1 Organization details	Pages <u>9</u> and <u>12</u>						N
	2-2 Entities included in the organization's sustainability reporting	Pages <u>9</u> and <u>114</u>						N
The organization and its reporting practices	2-3 Reporting period, frequency and contact point	Pages <u>32</u> and <u>114</u>						Υ
	2-4 Restatements of information	Page <u>114</u>						N
	2-5 External assurance	Page <u>114</u>						
	2-6 Activities, value chain and other business relationships	Pages <u>9, 12, 13, 14, 16</u> and <u>18</u>				3		Υ
Activities and workers	2-7 Employees	Page <u>101</u>						Υ
	2-8 Workers who are not employees	Page <u>101</u>				8, 10		Υ
	2-9 Governance structure and its composition	Page <u>24</u>						N
	2-10 Nomination and selection to the highest governance body	Page <u>24</u>						N
	2-11 Chair of the highest governance body	Page <u>24</u>						N
Governance	2-12 Role of the highest governance body in overseeing the management of impacts	Pages <u>24</u> and <u>25</u>				16		N
	2-13 Delegation of responsibility for managing impacts	Page <u>24</u>				5, 16		N
	2-14 Role of the highest governance body in sustainability reporting	Page <u>114</u>				16		N
	2-15 Conflicts of interest	Page <u>25</u>				5, 16		N



( Marfrig 2024 INTEGRATED REPORT



		LOCATION/DIRECT ANSWER	OMISSION			SDG	<b></b>	EXTERNAL ASSURANCE (Y/N)
GRI STANDARD	CONTENT		OMITTED REQUIREMENT	REASON	EXPLANATION		GLOBAL COMPACT	
	2-16 Communication of critical concerns	Page <u>43</u> https://www.marfrig.com.br/pt/sustentabilidade/central-conteudo				16		N
	2-17 Collective knowledge of highest governance body	Page <u>26</u>						Ν
Covernance	2-18 Evaluation of the performance of highest governance body	Page <u>25</u>						Ν
Governance	2-19 Remuneration policies	Pages <u>24</u> and <u>27</u>						N
	2-20 Process to determine remuneration	2-20 Process to determine remuneration Page <u>27</u> of requirement Strategic make up executive compens		Information regarding the criteria that make up executive compensation is considered strategic for the company.	16		Ν	
	2-21 Annual total compensation ratio	Page <u>103</u>						Ν
	2-22 Statement on sustainable development strategy	Page <u>3</u>						Ν
	2-23 Policy commitments	Pages <u>29</u> and <u>30</u> https://www.marfrig.com.br/pt/Compliance/politicas-Compliance https://www.marfrig.com.br/pt/Compliance/adesao https://www.marfrig.com.br/pt/sustentabilidade/compromissos						Υ
	2-24 Embedding policy commitments	Pages <u>28</u> , <u>30</u> and <u>32</u>						Υ
Strategy, policies and practices	2-25 Processes to remediate negative impacts	Page <u>32</u>						N
	2-26 Mechanisms for seeking advice and raising concerns	Page <u>32</u>						Ν
	2-27 Compliance with laws and regulations	Page <u>40</u> Fines paid in the period: R\$ 865,359.77 Fines applied in the period, but not paid due to appeal: R\$ 6,719,240.12						Υ
	2-28 Membership associations	Page <u>116</u>				16		Υ
Challala	2-29 Approach to stakeholder engagement	Pages <u>43</u> , <u>44</u> and <u>115</u>						Ν
Stakeholder engagement	2-30 Collective bargaining agreements	Page <u>106</u>				8		Υ
GRI 2 General Disclosures	2021							
	3-1 Process to determine material topics	Page <u>44</u>				17		Ν
	3-2 List of material topics	Pages <u>44</u> and <u>45</u>						N





GRI STANDARD		LOCATION/DIRECT ANSWER	OMISSION				<b>6</b> 1.00.11	EXTERNAL
	CONTENT		OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	GLOBAL COMPACT	ASSURANCE (Y/N)
Climate change								
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages <u>49</u> and <u>63</u>						Ν
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Page <u>37</u>						Υ
GRI 304: 2016 Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Complete	Not applicable	Marfrig does not operate units adjacent to protected areas.			Ν
	304-2 Significant impacts of activities, products and services on biodiversity	Page <u>86</u>	Complete 304- 2 for National Beef units	Information unavailable/ incomplete	There is no evaluation on the topic for these units	6, 14, 15	8	Υ
	304-3 Habitats protected or restored	Page <u>86</u> National Beef, Uruguay and Argentina: There are no habitat restoration or repair projects.						Υ
	305-1 Direct (Scope 1) GHG emissions	Pages <u>69</u> and <u>70</u>				3, 12, 13, 14, 15	7, 8	Ν
	305-2 Energy indirect (Scope 2) GHG emissions	Pages <u>69</u> and <u>70</u>				3, 12, 13, 14, 15	7, 8	Ν
GRI 305: Emissions 2016	305-3: Other indirect (Scope 3) (GHG) emissions	Pages <u>69</u> and <u>70</u>				3, 12, 13, 14, 15	7, 8	N
	305-4 GHG emissions intensity	Page <u>70</u>				13, 14, 15	8	Ν
	305-5 Reduction of GHG emissions	Page <u>69</u>				13, 14, 15	8, 9	Ν
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	Brazil: the Bataguassu/MS unit was fined for expanding operations without the required license. Monetary value of the fine: R\$2,000.00. National Beef and Argentina: There were no fines or sanctions related to the topic. Uruguay: an agreement was reached with regulatory authorities establishing that, for Ammonia, the discharge limits are 191 mg/L for the green line and 85 mg/L for the red line. For Phosphorus, it was agreed that the discharge limits would be 30 mg/L for the green line and 10 mg/L for the red line.						Υ





			OMISSION	OMISSION				
GRI STANDARD	CONTENT	LOCATION/DIRECT ANSWER	OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	GLOBAL COMPACT	EXTERNAL ASSURANCE (Y/N)
Natural Resources								
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>78</u>						N
	302-1 Energy consumption within the organization	Pages <u>68</u> and <u>122</u>				7, 8, 12, 13	7, 8	N
GRI 302: Energy 2016	302-2 Energy consumption outside the organization		Complete	Information unavailable/ incomplete	They do not monitor energy consumption outside the organization.			N
	302–3 Energy intensity	Page <u>68</u>				7, 8, 12, 13	8	N
	302-4 Reduction of energy consumption	Pages <u>68</u> , <u>69</u> and <u>122</u>				7, 8, 12, 13	8, 9	Υ
	303-1 Interactions with water as a shared resource	Pages <u>78</u> and <u>82</u>				6, 12		Υ
	303-2 Management of water discharge-related impacts	Pages <u>83</u> , <u>84</u> and <u>85</u>				6		Υ
GRI 303: Water and effluents 2018	303-3 Water withdrawal	Pages <u>79, 80</u> and <u>81</u>				6	7, 8	Υ
	303-4 Water discharge	Page_ <u>85</u>						N
	303-5 Water consumption	Page <u>82</u>						N
Human rights and labor rela	tions							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>91</u>						Ν
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page <u>102</u>						N
	401-1 New hirings and employee turnover	Pages <u>101</u> and <u>118</u>				5, 8, 10	6	Υ
GRI 401: Employment 2016	401-2 Benefits offered to full-time employees that are not provided to temporary or part-time employees	The benefits offered to full-time employees include: Life insurance; Health plan; Maternity/paternity leave; Other benefits.						Υ





GRI STANDARD			OMISSION			CLORAL	EXTERNAL ASSURANCE (Y/N)
	CONTENT	LOCATION/DIRECT ANSWER	OMITTED REQUIREMENT REASON	EXPLANATION	SDG	GLOBAL COMPACT	
	404-1 Average hours of training per year, per employee	Pages <u>105</u> and <u>118</u>			4, 8	6	Υ
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Page <u>105</u>			8		Υ
	404-3 Percentage of employees receiving regular performance and career development reviews	Page <u>105</u>			5, 8, 10	6	Υ
GRI 405: Diversity and	405-1 Diversity of governance bodies and employees	Pages <u>103</u> and <u>104</u>			5, 8, 10	6	Υ
Equal Opportunities 2016	405-2 Ratio of basic salary and remuneration of women to men	Page <u>102</u>			5, 8, 10	6	Υ
GRI 406: Non- Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page <u>103</u>			5, 8	6	Υ
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page <u>106</u>			8	3	Υ
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	Page <u>92</u>					Υ
Health, Safety and Well-bei	ng						
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>107</u>					N
	403-1 Occupational health and safety management system	Page <u>107</u>			3, 8, 12		Υ
	403-2 Hazard identification, risk assessment and incident investigation	Page <u>108</u>			3, 8, 12		Υ
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Page <u>110</u>			8		N
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page <u>108</u>					Ν
	403-5 Worker training on occupational health and safety	Page <u>109</u>			8		Υ







GRI STANDARD			OMISSION					
	CONTENT	LOCATION/DIRECT ANSWER	OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	GLOBAL COMPACT	EXTERNAL ASSURANCE (Y/N)
	403-6 Promotion of worker health	Page <u>110</u>						N
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page <u>111</u>						Ν
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Page <u>107</u>				8		N
	403-9 Work-related injuries	Page <u>110</u>				3, 8, 12, 16		Υ
	403-10 Work-related ill health	Page <u>112</u>				3, 8, 16		Υ
Product Quality and Safety								
GRI 3: Material Topics 2021	3-3 Management of material topics	Page_95						Ν
GRI 416: Consumer Health	416-1 Assessment of the health and safety impacts of product and service categories	Page <u>119</u>				3, 12		Υ
and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page <u>96</u>				16		Υ
	417-1 Requirements for product and service information and labeling	Page <u>98</u>				3, 12		Υ
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Page_98				16		Υ
	417-3 Incidents of non-compliance concerning marketing communications	Page_98				16		Υ
Communities Surrounding C	Operations							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>90</u>						N
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page <u>60</u>				8		N
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Page <u>54</u>				2	1	Υ







			OMISSION					EXTERNAL ASSURANCE (Y/N)
GRI STANDARD	CONTENT	LOCATION/DIRECT ANSWER	OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	GLOBAL COMPACT	
GRI 413: Local	413-1 Operations with local community engagement, impact assessments, and development programs	Pages <u>57, 90, 92, 93</u> and <u>115</u> - All of Marfrig's operations consider the impacts on the surrounding area and work to provide positive social impacts, as highlighted in the text				1		Υ
Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Page <u>57</u>				1, 2	1	Υ
Ethics, Integrity and Transpa	arency							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>28</u>						Ν
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page <u>22</u>				8, 9		Υ
	205-1 Operations assessed for risks related to corruption	Pages <u>33</u> and <u>36</u>				16	10	Υ
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti- corruption policies and procedures	Page <u>30</u>				16	10	Υ
	205-3 Confirmed incidents of corruption and actions taken	Page <u>33</u>				16	10	Υ
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Brazil, Argentina, and Uruguay have not recorded legal actions for unfair competition, monopoly practices, or free competition violations. There are no pending or finalized actions during the reporting period. The National Beef units recorded 32 pending legal actions for unfair competition, monopoly practices, or free competition, and 1 action that has already been closed.				16		Υ
Animal Welfare								
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>71</u>						N
Solid Waste and Packaging								
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>88</u>						N





GRI STANDARD			OMISSION				CLODAL	
	CONTENT	LOCATION/DIRECT ANSWER	OMITTED REQUIREMENT	REASON	EXPLANATION	SDG	GLOBAL COMPACT	EXTERNAL ASSURANCE (Y/N)
	306-1 Waste generation and significant waste- related impacts	Page <u>89</u>						N
	306-2 Management of significant waste-related impacts	Page <u>89</u>						N
GRI 306: Waste 2020	306-3 Waste generated	Page <u>90</u>						N
	306-4 Waste diverted from disposal	Page <u>90</u>						Ν
	306-5 Waste directed for disposal	Page <u>90</u>				3, 6, 11, 12, 15		Ν
Management, Transparency	and Traceability of the Value Chain							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page <u>49</u>						N
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page <u>60</u>				8		Υ
	308-1 New suppliers that were screened using environmental criteria	Pages <u>36</u> and <u>59</u>						Υ
GRI 308: Environmental Evaluation of Suppliers 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 50 and 51 - Brazil: 8,044 suppliers were evaluated regarding environmental impacts. 404 suppliers have been identified with actual or potential negative impacts. Of these, 33% had their contracts terminated, and 67% showed improvement and remain under contract. Negative environmental impacts identified: presence on the list of embargoed areas - IBAMA; overlap with embargoed areas - IBAMA; presence on the list of embargoed areas - SEMA-MT; new deforestation; overlap with indigenous lands; overlap with Conservation Units	Complete 308- 2 for the units in Argentina, Uruguay, and National Beef	Information unavailable/ incomplete	There is no evaluation on the topic for these units			Υ
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Pages <u>91</u> and <u>92</u>				5, 8, 16	5	Υ
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers with significant risk of forced or conpulsory labor	Pages <u>91</u> and <u>92</u>				5, 8	4	Υ
GRI 414: Supplier Social	414-1 New suppliers that were screened using social criteria	Pages <u>36</u> and <u>59</u>				5, 8, 12, 16	2, 8	Υ
Assessment 2016	414-2 Negative social impacts in the supply chain and measures taken	Page <u>59</u>				5, 8, 16	2, 8	N

ESG AWARDS AND ESG RANKINGS HIGHLIGHTS RECOGNITION AND INDEXES





2024 INTEGRATED REPORT





# SASB Summary

TOPIC	METRIC	CODE	LOCATION
	Gross emissions - Scope 1	FB-MP-110a.1	Page_70
Greenhouse Gas Emissions	Discussion of long- and short-term strategies or plans to manage emissions (Scope 1), along with an analysis of emission reduction objectives and performance in relation to these goals	FB-MP-110a.2	Pages <u>69</u> and <u>70</u>
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	FB-MP-130a.1	Page <u>122</u>
Water Management	(1) Total water withdrawal, (2) Total water consumption; percentage of each in regions with high or extremely high Baseline Water Stress	FB-MP-140a.1	Pages <u>80</u> and <u>81</u>
Water Management	Description of water management risks and discussion of strategies and practices to mitigate these risks	FB-MP-140a.2	Page <u>81</u>
	Global Food Safety Initiative (GFSI) Audit: (1) Non-compliance rates and (2) Corrective action rates associated with a) Major non-conformities and b) Minor non-conformities;	FB-MP-250a.1	Page <u>95</u>
Food Security	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program	FB-MP-250a.2	Page <u>95</u> - 100% of the facilities are certified in food safety systems.
	(1) Number of recalls issued and (2) total weight of products recalled	FB-MP-250a.3	Page <u>97</u>
Use of Antibiotics in Animal Production	Percentage of animal production that received (1) medically important antibiotics and (2) medically important antibiotics, by type of animal	FB-MP-260a.1	Pages <u>62</u> and <u>120</u>
Animal Care and Welfare	Percentage of production certified according to a third-party animal welfare standard	FB-MP-410a.3	Page <u>119</u>
Activity Metrics	Number of processing and manufacturing facilities	FB-MP-000.A	Pages <u>12</u> and <u>13</u>



# Summary of Integrated Reporting Requirements

AXES	ITEM	REQUIREMENTS	ANSWER/PAGE
	Reporting method and relationship with other information	The Integrated Report must be an identifiable communication with a name.	Page <u>113</u>
		Any communication claiming to be an Integrated Report and making reference to the Framework must comply with all requirements identified in bold, unless:	Throughout the report
lice of guidance	Application of guidance	· the unavailability of reliable information or specific legal prohibitions causes an inability to disclose relevant information;	
Use of guidance		In case of unavailability of reliable information or specific legal prohibitions, an integrated report should: Indicate the nature of the information that has been omitted; Explain the reason why it was omitted; In the case of data unavailability, identify the steps being taken to obtain the information and the expected timeline for this.	Page <u>123</u> onwards
	Responsibility for the Integrated Report	An integrated report should include a statement from those charged with governance that includes: An acknowledgement of their responsibility in ensuring the integrity of the integrated report. Your opinion or conclusion on whether, or to what extent, the integrated report is presented in accordance with the Framework.	Pages <u>3</u> and <u>4</u>
	Strategic focus and future guidance	The Integrated Reporting should provide insight into the organization's strategy and how it relates to the organization's ability to generate value in the short, medium, and long term, as well as its use and effects on the capitals.	Pages <u>6</u> to <u>22</u> and throughout the report
	Information connectivity	The Integrated Reporting should provide a holistic picture of the combination, interrelationship, and dependencies among the factors affecting the organization's ability to generate value over time.	Pages $43$ to $62$ and throughout the report
	Relationship with stakeholders	The Integrated Reporting should provide an insight into the nature and quality of the relationships that the organization maintains with its key stakeholders, including how and to what extent the organization understands, takes into account, and responds to their legitimate interests and needs.	Pages <u>43</u> to <u>62, 115</u> and <u>116</u>
Basic principles	Materiality (relevance)	The Integrated Reporting should disclose information about issues that substantially affect the organization's ability to generate value in the short, medium, and long term.	Pages $44$ and $45$ and throughout the report
	Concision	The Integrated Report must be concise	Throughout the report
	Reliability and completeness	The Integrated Reporting should encompass all relevant topics, both positive and negative, in a balanced and free from significant error manner.	Throughout the report
		The information in the Integrated Report should be presented:	
	Uniformity and comparability	· on uniform bases over time;	Throughout the report
		· in a way that allows comparison with other organizations as it is important for the organization's ability to generate value over time	





AXES	ITEM	REQUIREMENTS	ANSWER/PAGE
	Overview of the organization and its external environment	The Integrated Report should address the question: "What does the organization do and what are the circumstances in which it operates?"	Pages <u>9</u> to <u>21</u>
	Governance	The Integrated Report should address the question: "How does the organization's governance structure support its ability to generate value in the short, medium, and long term?"	Pages_23 to 27 and 43
	Business model	The Integrated Report should address the question: "What is the organization's business model?"	Page <u>18</u>
	Risks and opportunities	The Integrated Report should address the question: "What are the specific risks and opportunities that affect the organization's ability to generate value in the short, medium, and long term, and how does the organization address them?"	Pages <u>37</u> to <u>40</u>
Content elements	Strategy and resource allocation	The Integrated Report should address the question: "Where does the organization want to go and how does it intend to get there?"	Pages <u>3</u> , <u>4</u> , <u>10</u> , <u>20</u> , <u>21</u> and throughout the report
	Performance	The Integrated Report should address the question: "To what extent has the organization already achieved its strategic objectives for the period and what are the impacts regarding the effects on the capitals?"	Pages $47$ to $48$ and throughout the report
	Perspective	The Integrated Report should address the question: "What are the challenges and uncertainties that the organization is likely to face in pursuing its strategy and what are the potential implications for its business model and future performance?"	Throughout the report
	Basis for presentation	The Integrated Report should address the question: "How does the organization determine the topics to be included in the integrated report and how are these topics quantified or evaluated?"	Pages <u>113</u> and <u>114</u>



# Letter of assurance for the integrated report [CRI 2-5]

MARFRIG GLOBAL FOODS S.A. Process Code: 30\_2024

**Verification Team:** Thiago Milagres

#### MARFRIG GLOBAL FOODS S.A.

engaged Instituto Totum to conduct an independent limited assurance of its 2024 Integrated Report. The information disclosed in the report is the sole responsibility of MARFRIG GLOBAL FOODS S.A. The responsibilities of Instituto Totum are limited to the activities described in this statement.

#### **Scope of Limited Assurance Engagement**

The scope and limits of the engagement are restricted to the verification of the 2024 Integrated Report, in accordance with the standards and principles of the Global Reporting Initiative – GRI (reference standard). Instituto Totum did not perform any activity or express any conclusion that could be published outside the defined scope, for the compliance period with the reference standard (from January 1 to December 31, 2024). Attached to this Independent Limited Assurance Statement is the Checklist extracted from the Totum Indicator Verification System - STVI.

**Conclusion:** Based on the procedures carried out by Instituto Totum and the evidence obtained, no sufficient evidence was found to cast doubt on the credibility of the information contained in MARFRIG GLOBAL FOODS S.A.'s 2024 Integrated Report, or to indicate that it is not in accordance with the reference standard (Global Reporting Initiative - GRI), under the "In Accordance" option.

#### **Factual Basis for the Conclusion**

Instituto Totum assessed the accuracy of the content and the alignment of the report based on the requirements of the GRI Sustainability Reporting Standards 2021 and its components: GRI 2 – General Disclosures 2021, as well as the specific topic standards GRI 200, GRI 300, and GRI 400, according to the material topics identified by MARFRIG GLOBAL FOODS S.A. Through the process described in this report, it planned and conducted a limited assurance engagement aimed at minimizing the risk of failing to detect material errors with respect to the reference standard, including but not limited to:

Allocation of a qualified verification team in accordance with the scope of the work and the reference standard;

- Conducting interviews with key personnel in the organization to gain understanding of the processes, systems, and controls in place;
- · Verification of data, information, and documented records provided by the organization;
- · Critical analysis of the verified evidence within the context of compliance with the reference standard:
- · A list of requested clarifications. observations, and corrective actions, attached to this statement.

The level of assurance applied was Limited, in accordance with the requirements of the reference standard and incorporated into Instituto Totum's internal verification protocols.

#### **Inherent Limitations**

The document-based audit work was conducted using sampling of the available data and information. The assurance provided by Instituto Totum is based on the premise that the data and information were provided in good faith by the client. There are inherent limitations in the limited assurance process. The list of observations and findings made

during the verification is not intended to be a complete list of discrepancies with the reference standard within the audited scope. Items deemed "compliant" based on sampling are not necessarily free from actual or potential issues. Limited assurance engagements differ in nature, timing, and depth from those carried out under a reasonable level of assurance. Instituto Totum planned and carried out the work to obtain evidence considered sufficient to support its opinion, with the understanding that the risk associated with this conclusion is reduced, but not reduced to a very low level. This report only attests to the findings within the analyzed sample. Instituto Totum expressly disclaims any responsibility for decisions made by any individual or organization based on this Independent Limited Assurance Statement. The following were excluded from the scope of this verification:

- · Activities outside the reported period;
- · Accuracy of financial and economic data presented in this Report, as they are based on financial statements audited by independent auditors;
- · Greenhouse Gas (GHG) emissions inventory, which has already been verified by an independent auditor.

#### Independence

Instituto Totum has internal policies and guidelines in place to ensure that the certifying body, its verification team, and its internal staff remain independent from the client's activities. The team that conducted this verification has extensive experience in assessing information and systems involving environmental, social, health, safety, and ethics topics.





# IGEE 2025 Verification Statement

Instituto Totum declares that:

## Marfrig Global Foods S.A

Located at Avenida das Nações Unidas, 14401, Vila Gertrudes, São Paulo, SP, had its emissions inventory verified and complies with the

#### Specifications of the Brazilian GHG Protocol Program

Verification Standard: Verification Specifications of the Brazilian GHG Protocol Program - 2011 Edition and ABNT NBR ISO 14064-3.

Case No.: 910-24

Inventory Year: 2024

Confidence Level: Limited

Detailed Information: Verification Statement No. 910-24 attached to this certificate

São Paulo, April 16, 2025

#### **INSTITUTO TOTUM**

Fernando Giachini Lopes – Technical Director

Av. Paulista, 2439 – 13° andar – Cj. 132

Consolação - São Paulo/SP - Brazil

FM.REL.116.01 To check the veracity of this Certificate, access the website http://www.institutototum.com.br





# **Corporate Information**

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#### **Credits**

#### Coordinator

Sustainability Team

Paulo Pianez, Mayara Jungles, Leandro Rosa, Pablo Sosa and Douglas Oliveira.

#### GRI consulting, content and design

Juntos | Approach Comunicação

#### **Photography**

Marfrig and Adobe Stock Collection

#### **Proofreading**

Catalisando Conteúdo

#### Materiality

**REVER Consulting** 



