

Sustainability Report

summary version

20 23



Presentation

This is the executive summary of the Marfrig Global Foods 2023 Sustainability Report. In this publication, we have brought together the highlights relating to our business strategy, governance, management, operations, impacts and economic-financial results, as well as the ESG aspects that run through our work and the guidelines involved.

For us, transparency in accountability goes beyond reporting data; we want to share our advances and results, many of which were achieved through partnerships and actions undertaken jointly with our stakeholders, through trusting relations which we value and appreciate.

The publication of this executive summary forms part of the effort being made to comprehensively communicate our advances and challenges in relation to sustainability. For more information, please see the [full version of the Report](#).



Chapter 1

About Marfrig



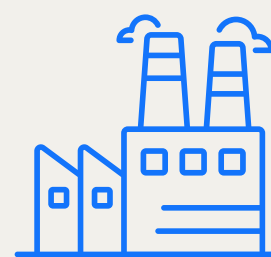
We are global leaders in the production of beef protein-based food and the world's biggest manufacturer of hamburgers. Our products are consumed by millions of people in more than 100 countries every day. Our head offices are located in São Paulo, Brazil, whilst our production base extends throughout the Americas.

With a diverse and comprehensive portfolio, we are committed to guaranteeing excellence and quality in all we do, meaning our products are to be found in the world's leading restaurant chains and supermarkets, and, of course, in homes everywhere. We are also on the cutting edge of innovation, pioneers in the supply of 100% plant-based products to meet the growing demand for sustainable proteins.

We are a publicly traded joint-stock corporation, with shares traded on the B3's (*Brasil, Bolsa, Balcão*) 'Novo Mercado', a listing segment that brings together companies that voluntarily adopt Corporate Governance practices that make a difference. We also have Level 1 American Depositary Receipts (ADRs), listed on the United States' over-the-counter (OTC) market.

Our operations

Our products are distributed on a global scale. Over the last three years, we have invested more than R\$ 8.86 billion in adapting, modernizing and expanding our operations, in both North and South America.



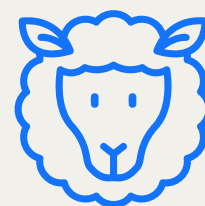
20 slaughter
units



13 processing
units



29,000+
heads of cattle
slaughtered/day



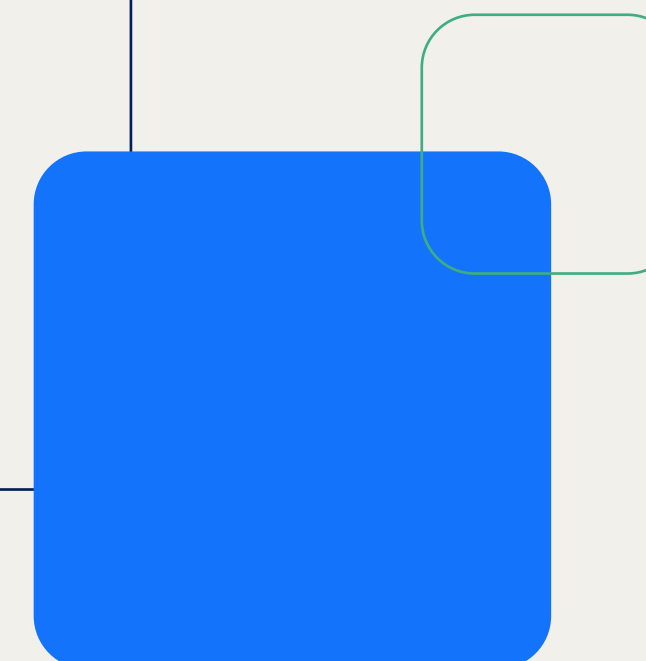
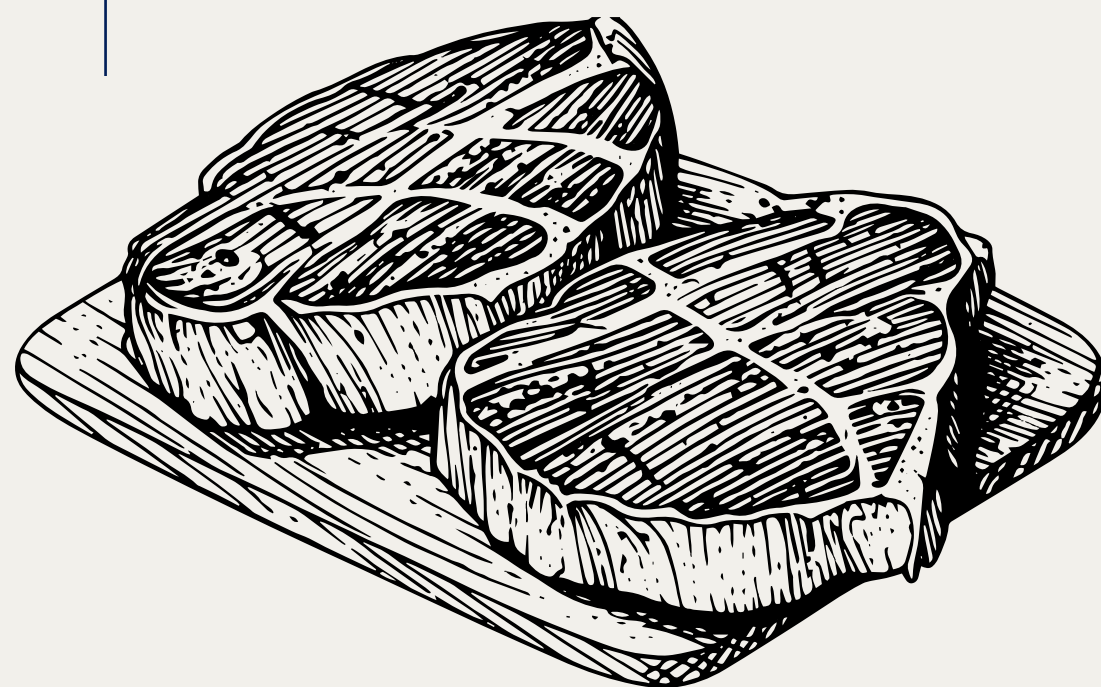
6,500
sheep slaughtered/day



294,000 tons/year
of hamburgers



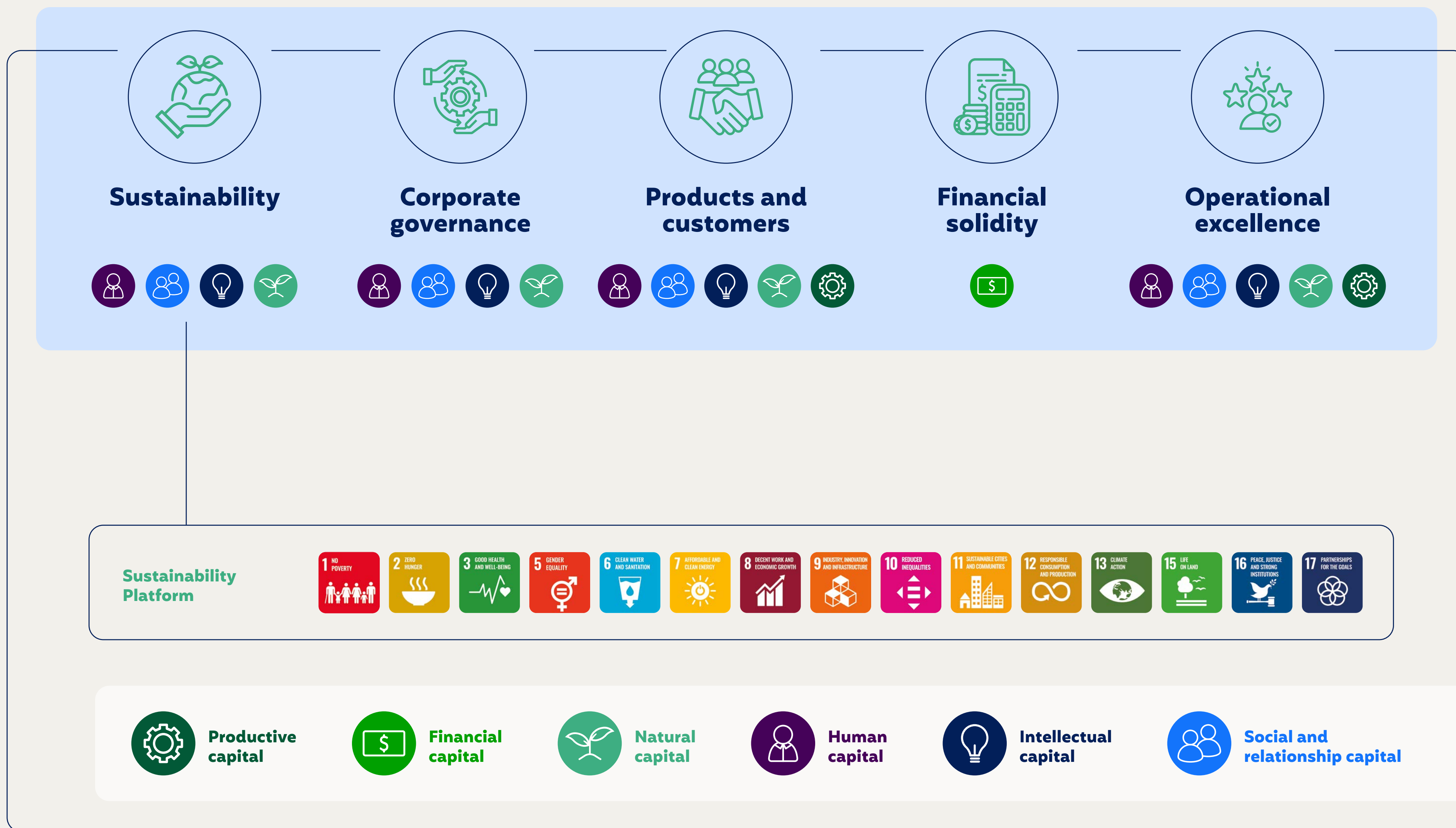
200,000 tons+/year
of other processed foods



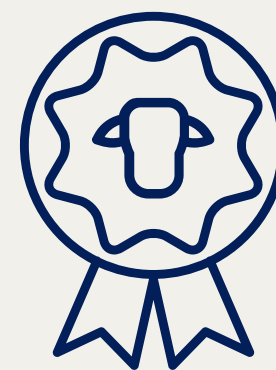
Strategic pillars

Our business strategy is anchored in five pillars: Sustainability, Corporate Governance, Products and customers, Financial solidity and Operational excellence. Our actions and directives on these fronts are inspired by the capitals of the Integrated Report, meaning that we aim to create both financial and non-financial value through our financial and socio-environmental performance.

The Sustainability pillar, meanwhile, cuts across all our practices and processes, with its guidelines making up what we call the Sustainability Platform. Our work plans, public commitments and targets aim to contribute to 15 of the UN's Sustainable Development Goals (SDGs).



Recognition



Coller FAIRR Protein Producer Index

Repeating what was achieved in 2022, Marfrig is the only company classified as presenting a “low risk in terms of sustainability” amongst the beef protein production companies on the FAIRR index, being placed fourth of the 60 beef protein companies evaluated globally.

The FAIRR Initiative is a London-based collaborative network made up of 360 international investors, managing assets worth roughly 75 trillion dollars. The ranking helps large-scale investors to take decisions based upon sustainability criteria.

FOREST 500

According to the FOREST 500, Marfrig is the best evaluated company in the beef protein commodity sector - which is directly related to the business. Over the two most recent evaluation cycles, our general score has risen 10 percentage points, demonstrating the company's progress and its leading position amongst the companies operating in the sector in Brazil.

Each year, FOREST 500, a Global Canopy initiative, monitors 350 of the world's most influential companies and 150 international financial institutions. It evaluates the policies, commitments and practices of these organizations in relation to management of the risk of deforestation in its value chains and investments.

B3 sustainability indexes

For the fourth consecutive year, we form part of the B3's Efficient Carbon Index (ICO2) portfolio.

The ICO2 is made up of the shares of companies that are committed to the transparency of their information concerning the carbon emissions originating from their operations, including the supply chain.

Business Benchmark on Farm Animal Welfare (BBFAW)

Marfrig stands out as one of the best positioned beef protein companies in the BBFAW.

This initiative is the world's most important global ranking on the welfare of animals bred for food purposes.

CDP

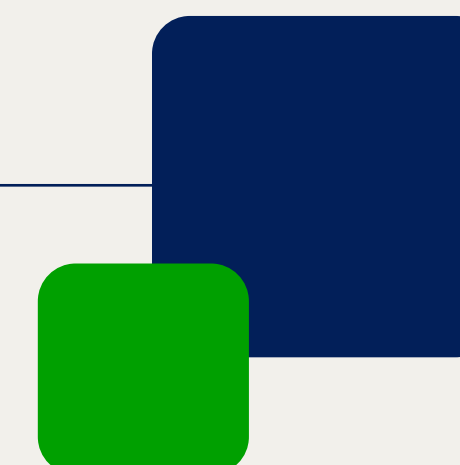
We achieved the maximum evaluation (A) in the CDP's “Climate Change” category, thus forming part of the “A List”. In the other two categories (“Water Safety” and “Forests”), we maintained our position with the second best score (A-). These scores make Marfrig the best evaluated company in the sector.

The CDP is a non-profit organization that mobilizes investors, companies and governments with the aim of constructing and accelerating collaborative actions for sustainable development for the current and future generations.

Global Child Forum Benchmark

We were one of the six companies, globally, which most evolved in this Benchmark between 2021 and 2023, being included in the select group of companies in the ‘Leader’ category.

The Global Child Forum Benchmark is a global index designed to measure companies' processes and the progress they make on children's rights.



chapter

**Our purpose:
to promote
sustainable
livestock
farming**



Our business is conducted with a clear purpose: to promote sustainable livestock farming. Sustainability therefore forms a part of every one of our processes and routines, including those which we employ in our operations and those aimed at the value chain. It is one of the central axes of our business strategy, supporting the other four aspects involved: operational excellence, products and customers, financial solidity and corporate governance.

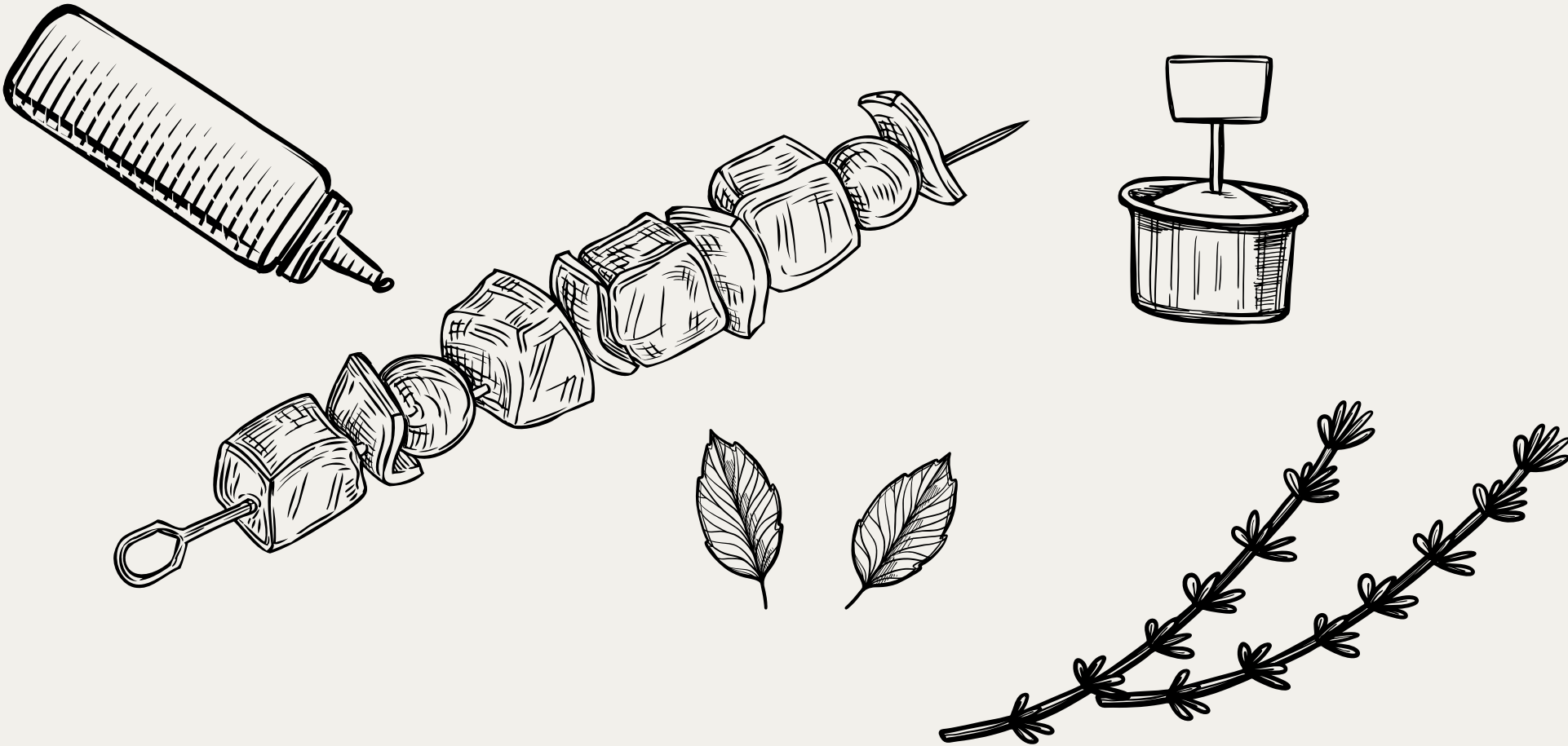
Over recent years, we have developed a series of actions and initiatives aimed at promoting a sustainable livestock chain, and the initiative which has been most effective in this context has been the Verde+ Program which, in 2023, celebrated its third anniversary. We are making consistent advances in relation to the objectives and commitments we have assumed.

Sustainability Platform

As one of the strategic pillars of our business, sustainability is pursued by means of firm working plans, public commitments, clear targets and a solid management structure. Our efforts in this area are conducted with the intention of minimizing the impact of our operations on the environment, aware of the effects on climate change, and of being an effective agent of transformation in our production chain, promoting production models that preserve biomes and biodiversity, as well as supporting good social responsibility practices, including respect for human rights and socioeconomic inclusion.

To minimize the socio-environmental impacts of our operations, we have implemented a broad working plan, based upon short, medium and long-term directives and measures. Given the diversity of issues covered and the scale of our business, we have divided our operations into six main themes.

Each of them is managed and conducted by highly specialized teams, with the leaders reporting, respectively, to the South American and North American Sustainability Boards. In the Brazilian operations alone, for example, there are 181 employees dedicating 100% of their time to the execution of our sustainability strategy.



Foundations of the Sustainability Platform

- 1

Origin Control
- 2

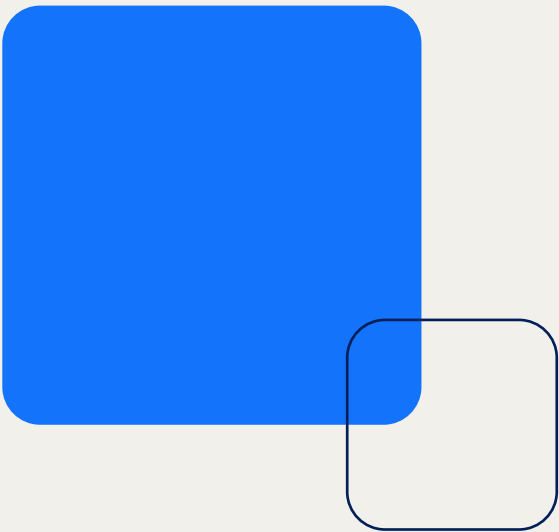
Animal Welfare
- 3

Climate Change
- 4

Natural Resources
- 5

Wastewater and Waste
- 6

Social Responsibility



Origin Control

This pillar represents our connection with the supply chain and concentrates all of our initiatives related to the responsible acquisition of raw materials and the involvement of cattle farmers in best sustainability practices. Furthermore, it is as part of Origin Control that we have implemented the Program Verde+ Program, an initiative that promotes the adoption of sustainable livestock farming and low emissions throughout the value chain.



Our principal results in 2023



We have brought forward our target of **achieving full traceability of our direct and indirect suppliers** in all biomes to 2025 - five years earlier than initially planned.



We achieved **85.7%** traceability of indirect suppliers in the Amazon region biome and **70.9%** in the Cerrado biome. In total, we monitor 73% of the indirect suppliers and aim to reach 100% by the end of 2025.



We invested **R\$ 100 million** in **sustainable practices** in the proposals for the new cycle in the Verde+ Program.



Verde+ Program

In 2023, we achieved exceptional results in relation to the traceability of the supply chain, especially with respect to suppliers in biomes such as the Cerrado and the Amazon region. We have brought forward the target of ensuring that 100% of our company's production chain is to be sustainable, traced and free from deforestation to 2025, for all biomes, including the purchase of animals for slaughter at our own units. We should emphasize, once again, that we are committed to a chain that is free from deforestation and land conversion.¹

Through the Verde+ Program, we aim to contribute to accelerating the sustainability of livestock farming, minimizing the impacts of this activity on those biomes where there is a risk of deforestation. This is an objective that involves all our operations and we are therefore reinforcing our firm commitment to increasing our positive impacts and meeting the demands of our customers, investors and other stakeholders.

¹ The limit dates for the new deforestation criteria include the Amazon Public Commitment (2008), the Launch of the Verde+ Program (2020) and the AFI (Accountability Framework Initiative) Guidelines as well as the new regulations established by the European Union (EUDR). We should stress, once again, that we are committed to a chain that is Deforestation and Conversion Free (DCF).



Our Verde+ Program highlights

Bringing forward of the target for zero deforestation and land conversion

Following three years of effective results under the Verde+ Program, Marfrig will be investing R\$ 100 million as a means of accelerating the program and committing itself to controlling 100% of its direct and indirect cattle supply chain by 2025, in all biomes, thus aiming to hit it before the previously established target of 2030.

100% of our direct suppliers are deforestation-free

The technology is currently used on 100% of our direct suppliers, in all biomes, meaning that every one of the farms with which we maintain commercial relations adopts sustainable production practices and is in an area free from deforestation.

73% of our indirect suppliers are monitored (85.7% of those in the Amazon region biome and 70.9% of those in the Cerrado biome)

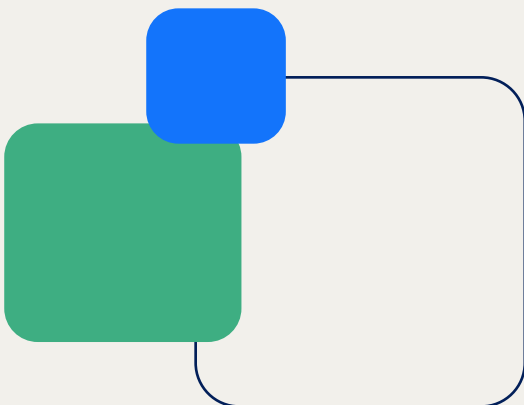
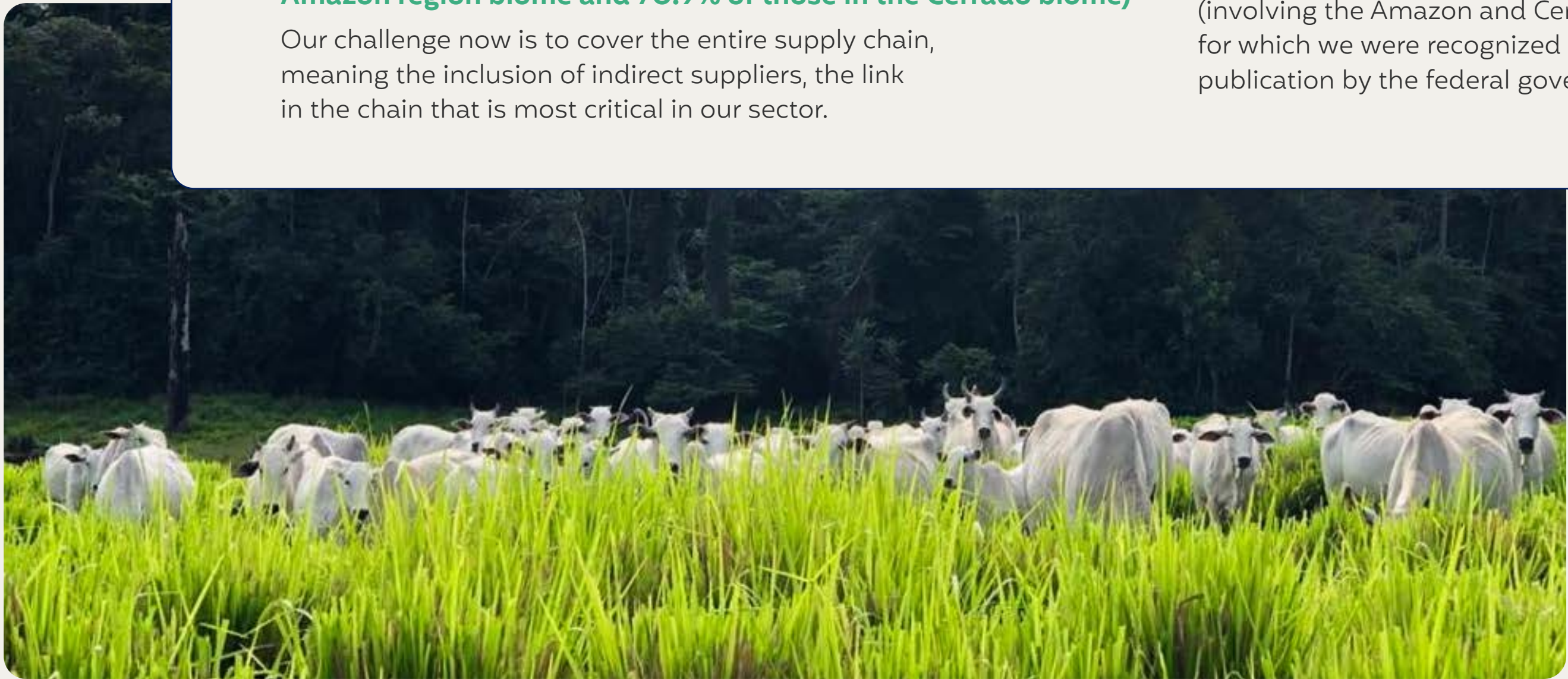
Our challenge now is to cover the entire supply chain, meaning the inclusion of indirect suppliers, the link in the chain that is most critical in our sector.

Reinclusion of 3,561 farms since 2021

By means of our inclusion process, and with support in the form of technical documentation, legal advice and geospatial expert analysis, we are helping to ensure that these suppliers can once again begin operating in accordance with our socio-environmental commitments. In 2023 alone, 1,267 farms were reincluded, meaning more than 35% of the total number of reinclusions. This initiative underlines our approach to inclusion which raises the standard of sustainability throughout the supply chain.

100% compliance with external audits

For the 11th consecutive year, the processes involved in purchasing cattle from the Amazon biome fulfilled 100% of the criteria and directives established by the Amazon Livestock Public Commitment. Furthermore, we also implemented the first cycle of official audits under the Legal Amazon cattle suppliers monitoring protocol (involving the Amazon and Cerrado regions) adopted by the MPF, and for which we were recognized as being 100% in compliance following publication by the federal government attorney in October 2023.



Animal welfare

Marfrig leads the way in the implementation of comprehensive strategies to ensure the welfare of the animals in every phase, from the supply chain to the internal operations. Our commitment to the animal welfare pillar is widely recognized.

We have implemented processes and policies at our units that follow both national and international guidelines to ensure a more humane process.

To encourage the suppliers to adopt best practices in this area, we offer comprehensive guidance through the Marfrig Club, a protocol designed to promote sustainability in livestock

farming (read more in the [Guide to Sustainable Practices](#)).

We have also worked to raise awareness around this issue, encouraging innovation and supporting academic studies for the continuing improvement of animal welfare. This integrated approach reinforces Marfrig's commitment to the welfare of the animals at every stage of its operations.

More than 1,400 hours of training

We offer training in animal welfare to employees at our operations. In South America, in 2023, a total of 1,402 hours were offered, equivalent to 82 hours per slaughterhouse.

Transportation of animals

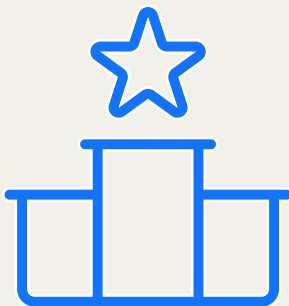
Over the course of the year, 77% of the cattle slaughtered at the Marfrig units located in South America were

transported overland on journeys lasting eight hours or less, beating the target of 70% that we aim to achieve each year (revised in 2022).

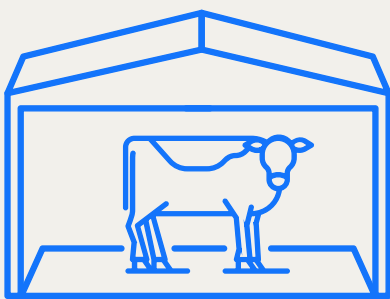
Continued improvement

Significant funds were directed towards these efforts, totaling around US\$2.3 million, specifically for the improvement of animal welfare in Brazil.

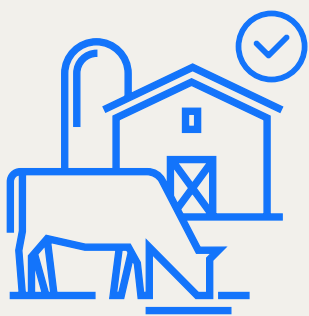
Our principal results in 2023



We are one of the **best positioned** beef protein companies in the BBFAW.



We audit **100% of the slaughterhouses for animal welfare**, in line with NAMI (North American Meat Institute) standards, bringing forward the 2025 target.



86% of the supplier farmers in Brazil fulfilled the Marfrig Club Program's animal welfare criteria.

Highlights of our Animal Welfare management

100% compliance with the NAMI standards

All the slaughterhouses were audited for animal welfare in accordance with the most rigorous NAMI standards, without any non-compliance being registered, thus achieving the target originally established for 2025 much earlier.

86% of the supplier farmers in Brazil fulfilled the Marfrig Club's criteria

These suppliers met at least one of the Marfrig Club's animal welfare criteria, demonstrating the positive impact of the practices implemented by Marfrig in its value chain.



Climate change

Marfrig's Climate Change pillar is focused on minimizing the environmental impact, reducing the greenhouse gas (GHG) emissions in its operations and supply chain through the implementation of increasingly more efficient processes.

We are pioneers in the Americas in committing ourselves to the Science Based Targets initiative (SBTi), establishing ambitious goals aligned with the Paris Agreement, which aims to limit global warming to 1.5°C. By means of the actions applied in our own operations and in the production chain, by 2035, we aim to achieve: a 68% reduction in the direct emissions from our operations (Scope 1) and those arising from purchased energy (Scope 2); and a 33% reduction in indirect emissions, arising in our production chain (Scope 3).

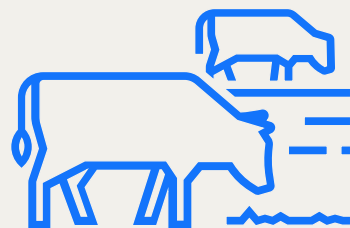
Our principal results in 2023



We are the **best evaluated company** in the sector in all three questionnaires of the CDP.



We are also the **first beef protein company** in the Americas to be included in the CDP's "A List", in the category of climate change.



Through the Marfrig Club, we encourage the **production of animals in low emissions systems**.

Highlights of our management of Climate Change

Effective reduction of emissions

In 2023, we managed to reduce our emissions in scopes 1 and 2 by 2.91%, and by 2.15% in Scope 3, compared with 2022. Our GHG Emissions Inventory has been published annually since 2014. It includes Scopes 1, 2 and 3, covering all of Marfrig's global operations, and is audited by an independent third party.

More than 875,000 animals are sourced from farms with low emissions systems

The Marfrig Club, our sustainable practices program, has been a catalyst for the adoption of low production practices amongst our suppliers.

Environmental restoration and protection

We invest in projects such as 're.green', with the aim of recovering damaged areas. We also form part of 'Biomás', a company that is aiming to restore and protect four million hectares of native forest, thereby contributing to the reduction of greenhouse gas emissions and the absorption of carbon.

Alignment with initiatives

Additional commitments include participation in the Ambition Net Zero Movement, which involves encouraging sustainable practices in the animal protein production chain. We are also involved in initiatives such as the implementation of changes in soil use and low carbon technologies in livestock farming.



Natural resources

Marfrig's Natural Resources pillar involves administration of the use of water and energy in its production processes, with the aim of minimizing the environmental impact and seeking renewable sources of energy. Our aim is to reduce the volume of water consumed by 20% by 2025. We are also committed to limiting our energy use solely to renewable energy in all our operations by 2030, with the offsetting of the carbon emissions resulting from our daily energy consumption.

Highlights of our management of Natural Resources

3% reduction in the total amount of water withdrawn globally

The total volume of waters withdrawn to supply both our operations was less than the previous year, totaling 26.5 million m³ during the period, a sum which is 3.01% less than in 2022.

Effective reduction of water consumption

In the different countries where it operates, Marfrig has implemented measures designed to reduce the consumption of water per ton of products and per head of cattle slaughtered. These efforts are essential to guaranteeing efficiency in the use of water through all the stages of production. In Argentina, for example,

we have reduced the volume of water withdrawn per ton produced (m³/t of products) by 22% at the processed products manufacturing plants.

796,890,000 liters of reuse water

This result contributed to a reduction in the pressure on the withdrawal of water from other sources and to the sustainable management of the water resources.

Increase of around 11% in investment for the management of water and wastewater

Our investments in improvements to the management of the water and wastewater infrastructure (CAPEX) increased 10.87% in relation to the previous year. These investments, which aim to increase the water efficiency in our operations, totaled more than R\$ 78 million.

Our principal results in 2023



We invested more than **R\$ 78 million** in water and wastewater **infrastructure management improvements**, resulting in an increase in water efficiency of 3% in relation to 2022.



We reduced the **total amount of water withdrawn** for use in our operations **by 3%**, meaning more than 798 million liters of water.



We have increased the **usage index of energy withdrawn from renewable sources** in our South American operations by more than **20%** compared to 2022.

An increase of more than 20% in the consumption of renewable energy

In 2023, Marfrig recorded a significant reduction in the consumption of non-renewable energy in South America, meaning a reduction of 45.43% compared to the previous year. On the other hand, there was a 20.49% increase in the consumption of renewable energy in the same

region. This trend can also be seen globally, with a drop of 14.44% in the consumption of non-renewable energy and an increase of 15.68% in the consumption of renewable energy across all the company's operations.





Wastewater and waste

Marfrig prioritizes the responsible management of wastewater and waste in its operations, with the aim of reducing the impact on the environment. With the implementation of Wastewater Treatment Stations (WTSs) at all the units, 100% of the wastewater is treated before being returned to the environment. We have established an ambitious target of reducing the volume of wastewater generated by 15% by 2035. We also work together with our suppliers to encourage good practices in relation to the treatment and disposal of wastewater at our partner farms.

Highlights of our Wastewater and Waste management

Monitoring of the quality of the wastewater

The quality of the wastewater is also closely monitored, with the aim of achieving a score of 10 on the Wastewater Treatment Quality Index (WTQI). The WTQI average increased from 9.80 in 2022 to 9.85 in 2023, reflecting the continued commitment to the improvement in the standards of wastewater discharges.

Fertigation

We have fully adopted the practice of fertigation (in which the treated wastewater is used to irrigate the productive areas) at those units where the implementation of this method is technically and economically viable. In Brazil, of the total operations, 25% have already adopted fertigation in their daily routines. In the United States, all the wastewater from the Liberal plant

in Kansas (USA) – approximately 7 billion liters per year – is treated and reused for irrigation of farmland.

Effective reduction in the generation of waste

Our operations generated 209,844 tons of non-hazardous waste in 2023, a drop of 4.22% in relation to the previous year. In addition to this, only 197.25 tons of hazardous waste were generated, equal to less than 1% of the total generated waste.

Best waste disposal practices

Over the last year there was a significant reduction in the amount of non-hazardous waste sent to landfills, with a drop of 15.11% compared to 2022 in North America and a reduction of 21.55% in South America. This reduction is the result of initiatives such as composting, which increased 42.30% in South America, and recycling, which increased 84.41% in the same region.

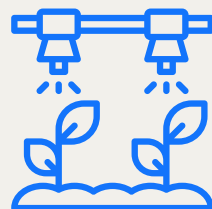
Our principal results in 2023



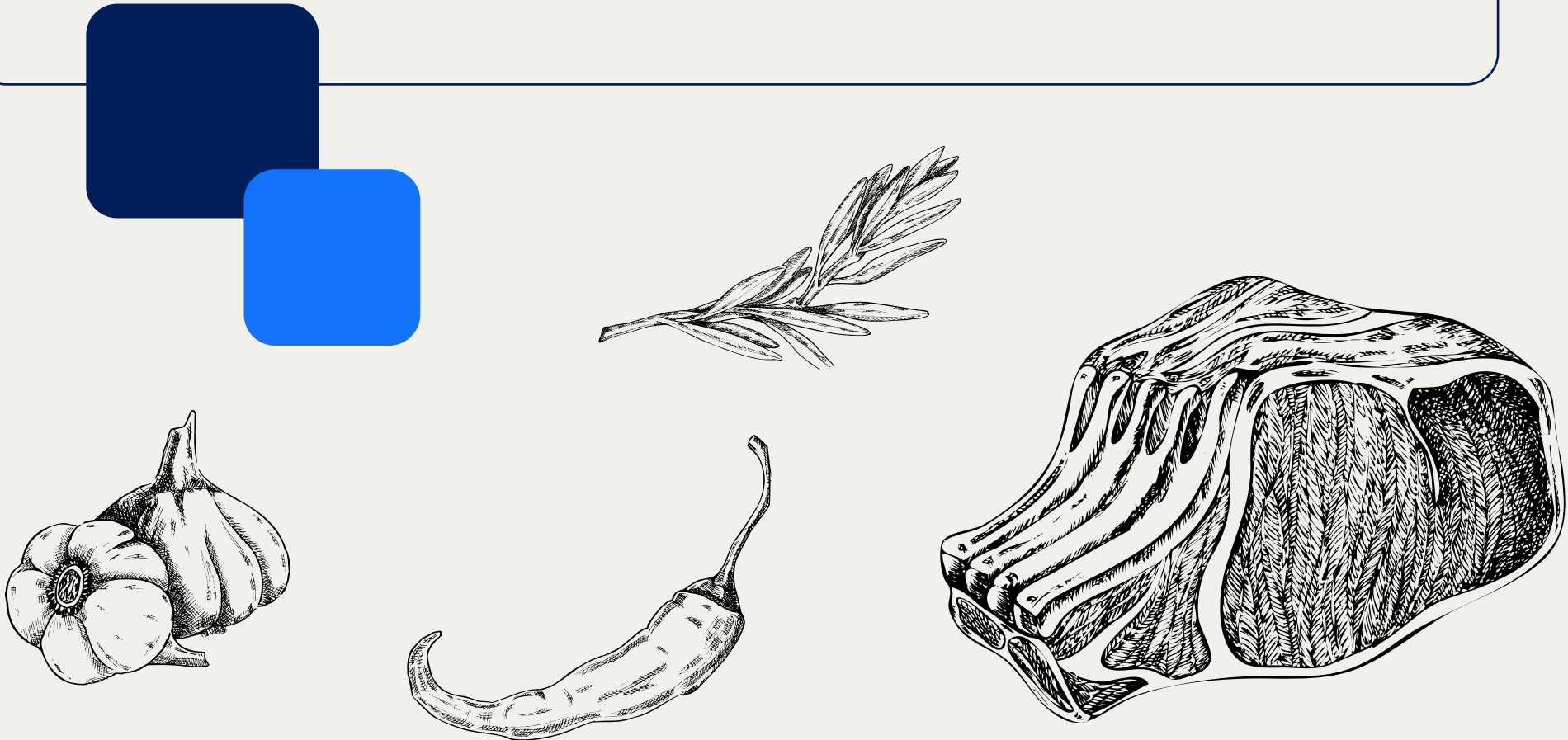
We guarantee **100% environmental compliance** through wastewater treatment systems implemented at the operational units.



We reduced the generation of non-hazardous waste by a total sum of **9,236 tons** across all operations.



We have adopted the **practice of fertigation at 100%** of our units where the implementation of the method was seen to be viable and economical.



| 2

Social responsibility

We have adopted measures to increase inclusion in the production chains, promoting respect for human rights and contributing to the development and wellbeing of the communities where we operate. Marfrig has established strict policies, including the suspension of commercial relations with livestock farmers who do not adhere to our socio-environmental principles, including the repudiation of the use of compulsory and child labor.

Highlights of our Social Responsibility

Socioeconomic inclusion in the production chain

By means of the Verde+ Program, we have already reincluded more than 3,500 farms once they had made adjustments to align themselves with the company's sustainability criteria. The inclusion of the suppliers (an aspect which forms part of the triumvirate that supports Verde+, along with production and conservation), is a measure with an enormous positive impact - one that is not restricted solely to environmental preservation.

Contracting of local suppliers

We also prioritize the contracting of local suppliers, thereby generating jobs and promoting socio-economic development in the regions where we operate.

Respect for Human Rights

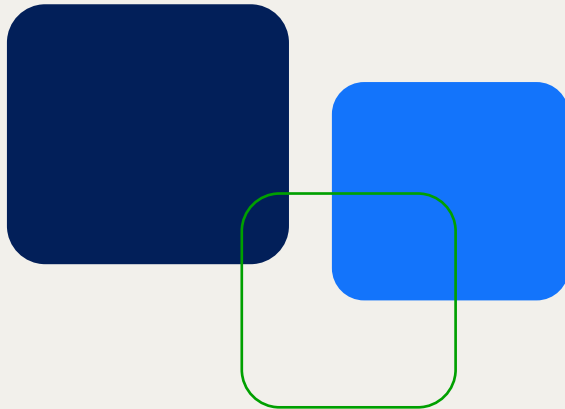
Respect for human rights is ensured through the application of strict protocols, the use of public tools and the rescission of commercial relations in the event of compulsory labor or child labor being discovered. We have also established channels of dialog with the communities neighboring our operations and we undertake continuous evaluations of the impact we have on the regions surrounding our units.

Marfrig Fazer e Ser Feliz Institute

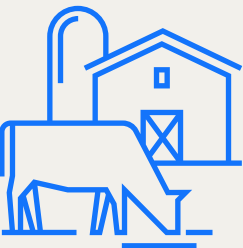
The Marfrig Fazer e Ser Feliz Institute, a non-profit entity, focuses its efforts on essential areas such as Social Welfare, Culture, Health, Education, Healthy Eating and Sports, with the aim of meeting the needs of the communities. Special attention is paid to two homes that house children in need in the municipalities of Promissão (SP) and Chupinguaia (RO), where, as well as receiving healthy food, the children participate in different activities to ensure their full development.

Voluntary initiatives and involvement in social causes

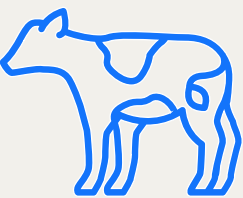
Our volunteers contribute enormously to the development and execution of the activities undertaken at the Marfrig Institute. Furthermore, in Argentina, we have established a donation agreement with the Banco de Alimentos foundation and make donations to different institutions. In Uruguay, meanwhile, we offer courses and training sessions to educate the local public, whilst also making donations to institutions and schools.



Our principal results in 2023



We have reincluded **3,561 farms** through the Verde+ Program since it began.



160 calf breeders are involved in the Sustainable Calf program.



Chapter 2

Operational excellence in the production chain



Quality management

Our quality management principles are guided by the Integrated Management System (IMS), which standardizes and regulates critical aspects related to the quality and safety of food, as well as environmental, health, occupational safety and social responsibility issues.

Internal and external food safety audits are performed at all our units, ensuring compliance with the very highest standards. We adopt a preventive approach to managing the quality of the products, which involves continuous monitoring and the implementation of corrective actions whenever necessary.

Highlights of our Quality Management

UniLIMS project

This consists of a system of automation and management of laboratories, thus promoting efficiency, precision and regulatory compliance.

Top scores in the certification of our units

In relation to certifications, all Marfrig units are certified by BRCGS, HACCP, and some hold the IFS Food certification. We are proud to have been awarded 'AA' in the BRCGS classification and we were elected Supplier of the Year by the McDonald's Group, bearing testament to our dedication to exceptional quality and performance.

Food safety audits

In 2023, 100% of our units in Brazil underwent food safety audits, performed both in relation to our certificates and by the Brazilian government, for the Chinese, European Union and United States markets, as well as other countries. At least one of our units was also audited by the governmental authorities of these countries.

Quality of the Laboratories

In Brazil, we have five of our own laboratories, including one devoted to physico-chemical and microbiological analyses, which holds the ISO 17025 accreditation.

Recall systems

Marfrig's recall system performs an essential role in guaranteeing the quality and safety of the foods, with procedures ready to be put into effect in the case of any irregularities in the quality standards being detected. We perform annual recall simulations to ensure the efficiency of the plan. In 2023, our global operations experienced no voluntary or non-voluntary recalls related to issues of food safety.

Our principal results in 2023



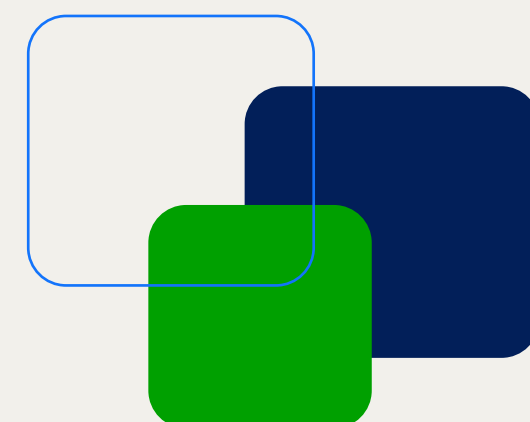
We obtained **36 new certifications (27 relating to fresh products, four to industrialized products, and five to coproducts)**, thus opening up new horizons and increasing the visibility of our products.



All of our units in Brazil were audited by third parties based upon the SMETA protocol.



We were awarded **the highest score in the certifications for our units**, demonstrating our unwavering commitment to the highest possible standards of food quality and safety.



Economic and financial performance

In 2023, Marfrig took important steps forward in its economic-financial performance, especially in two key areas. First, the portfolio was optimized, with the aim of increasing the inclusion of products with high added value and reinforcing brand recognition in South America. Second, the majority share in Brasil Foods (BRF) was consolidated, meaning a significant advance in its plan for expansion and consolidation.

Also in 2023, we announced the sale of 16 slaughter units and a Distribution Center belonging to the South American Operation, for a total of R\$ 7.5 billion. This sale was decided upon in order to maintain the larger-scale industrial complexes, connected to the processing plants and brand production. Completion of the sale is awaiting approval from Brazil's Administrative Council for Economic Defense (Cade).

Our principal results in 2023



Consolidated Net Revenue of
R\$ 136.5 million



Adjusted EBITDA totaled
R\$ 9,296 million



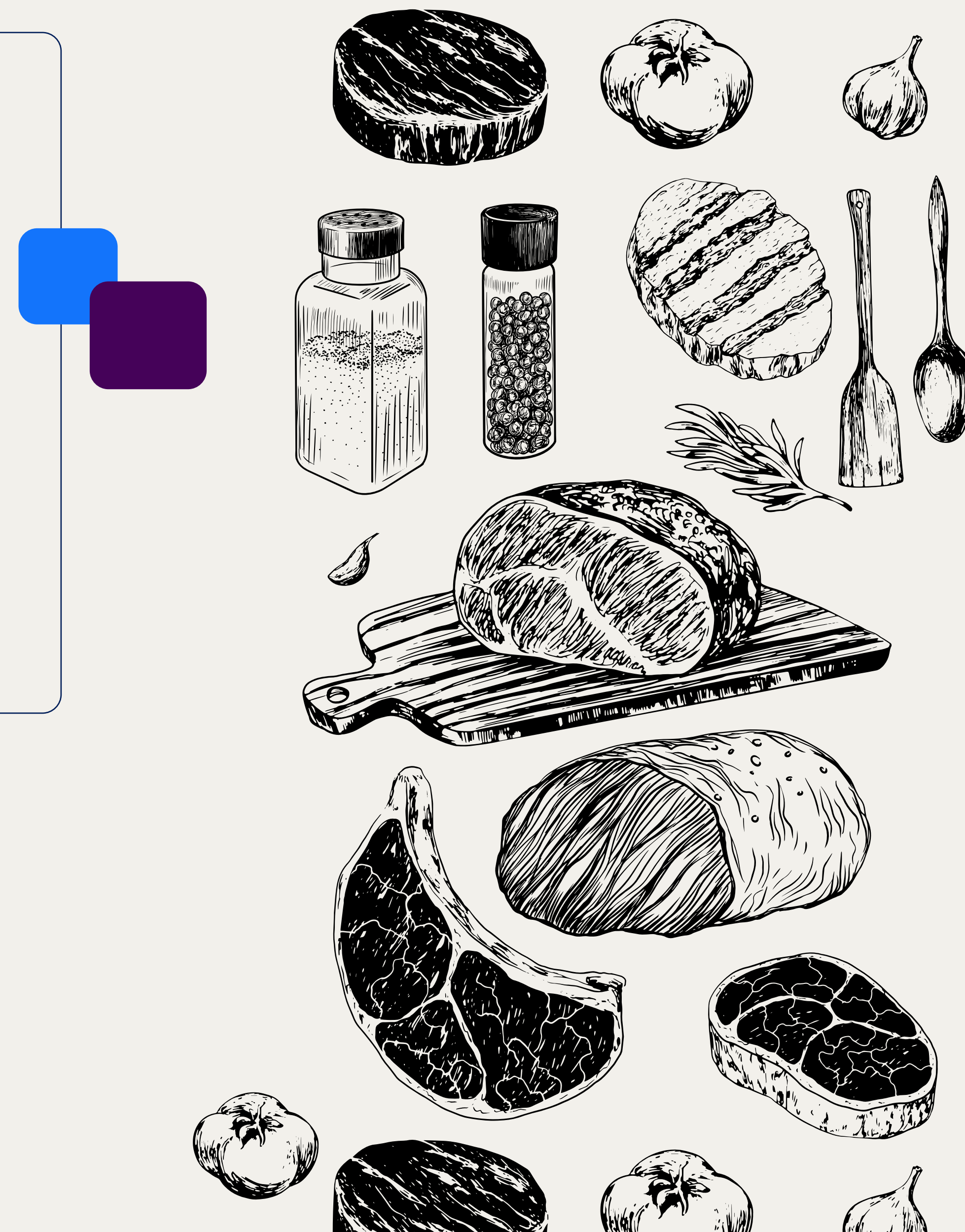
The Consolidated Operating Cashflow was
R\$ 11,144 million



Consolidated CAPEX totaled
R\$ 3,907 million

Our Sustainability Report also contains information on our guidelines and performance in relation to:

- Labeling
- Innovation





A photograph of a wooden cutting board with several pieces of grilled meat, including a large brisket and two steaks, and some grilled vegetables like onions and mushrooms. A blue square graphic is overlaid on the left side of the image.

Simplicity and transparency in management

Ethics and compliance

In the management of our operations, ethics and integrity are essential values that need to be internalized and followed by all members of the team. We have established a rigid structure of Compliance, involving mechanisms and policies (including the Code of Ethics and Conduct) which all comes together in our Compliance Program. Supported by five pillars, and in place since 2015, the program has been improved upon each year.

We require the same standard of ethical and irreproachable behavior of all our partners and suppliers. To ensure their compliance with our guidelines, we have implemented regulations and procedures designed to involve them in best practices and monitor any irregularities in conduct.

Highlights of our Ethics and Compliance

'Mais Integridade' seal

In 2022, the MAPA renewed the 'Mais Integridade' ('Greater Integrity') Seal, that we had previously been awarded, for another two years. As such, in 2024 we will once again be participating in the process for another renewal.

Integrity Week

Integrity Week is an annual event that takes place during the first half of the year at all our units in South America. During the event, we address a variety of issues relating to integrity, aimed at encouraging a culture of ethical conduct throughout the organization.

Continuous training and awareness-raising

Around 22,600 employees located in both North and South America took part in training sessions on human rights and tackling anti-corruption. The annual compliance training cycle includes obligatory training that is aimed at all the employees.

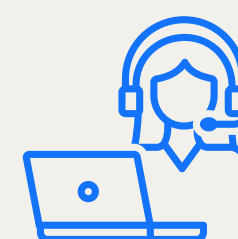
Compliance Hotline

The Company's Compliance Hotline is available to anyone - whether they are Marfrig employees or not - wishing to report any kind of violation of our Code of Ethics and Conduct, or of any other policies, legislation or regulations applicable to the Company. The complaints can be filed (with the person identifying themselves or anonymously) in any of three ways: by telephone, e-mail or by means of a link available on the Company's website called the 'HelpLine'. In 2023, we started offering the telephone service 24/7.

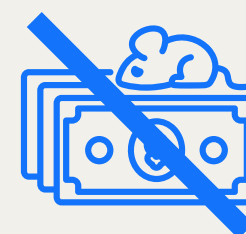
Our principal results in 2023



Around **22,600** employees, located in both North and South America, took part in training sessions on human rights and tackling anti-corruption.



Our 'Helpline' telephone service (reporting channel) began operating **24 hours** per day.



There were no recorded cases of corruption, of any nature, either in the public domain or confirmed.



Engagement in the value chain

We also have the Code of Ethics and Conduct for Contractors, one of the ten policies covered by the Compliance Program. Furthermore, on our suppliers registration platform, the completion of questionnaires is obligatory, including one concerning Compliance. Third parties are also screened by a due diligence and background check platform, which allows the company to obtain information on methods of preventing any possible risks that the third parties may present.

Our Sustainability Report also contains information on our guidelines and performance in relation to:

- Corporate governance
- Capital Markets
- Risk management
- Information Technology and Data Privacy



Relations based on respect

Management of Human Resources

In 2023, we focused our efforts concerning Human Resource management in the form of broad-reaching initiatives in a number of areas, ranging from inclusion through to variable remuneration programs and performance evaluations.

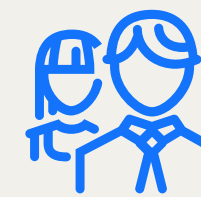
We have made a non-negotiable commitment to the development and encouragement of our employees, implementing projects that not only promote inclusion at work, but also make spaces safe for everyone. Our human resources management is a frequent topic of discussion at the governance committees meetings, demonstrating the importance of the employees at every level of the company.

With a clear focus on safety, we have implemented programs such as the Corporate Work Safety Guidelines Program (CWSGP) and Corporate Health, Quality of Life and Welfare Program (CHQLWP), with the aim of identifying and eliminating dangers, as well as standardizing those procedures and practices that are applicable to the units in accordance with the legal requirements.

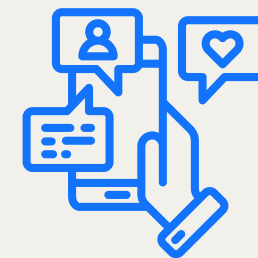
Our principal results in 2023



Globally, we employed **32,917** people, with **22,727** being employed by the operations in South America and **10,190** in North America.



We offered a total of **572,803** hours of **training**, involving more than **19,000** workers.



We undertook our first **Employee Engagement Survey** at all the units in Brazil.



We formed an **internal discussion group on diversity**, made up of directors, managers and representatives of different areas of the company.



We **reduced the total number of accidents by 19%**, compared to 2022, across all our operations in North and South America, with no fatalities being recorded.



Highlights of our management of Rights Resources

Fairer remuneration

We perform constant mapping and periodic studies aimed at guaranteeing fairer remuneration, taking into consideration the reality of each location where we operate and the contextual economic health of the individual countries. Furthermore, variable remuneration programs, including Participation in Profits and Results (PPR) and bonuses, are adopted as a means of recognizing and encouraging our employees' performance.

Investment in training

In 2023, we offered a total of 572,803 hours of training, a significant increase in relation to the previous year, impacting more than 19,000 workers, of whom 6,098 were women in South America. Of these, 283.21 hours of training involved issues related to Occupational Health and Safety.

Attention to the employees' needs and expectations

In 2023, we performed our first Engagement Survey, involving all our units in Brazil, aiming to understand how our employees view Marfrig, its leaders, their own career paths and their perspectives in relation to the Company. This edition of the survey included 13,000 participants and a general engagement rate of 83%.

Continued commitment to safety

In order to minimize the risk of accidents, we perform regular inspections of our units, checking on the installations, routines and work dynamics. These actions are coordinated by professional instructors and involve the identification of potential hazards and irregularities, as well as physical, mental and clinical evaluations. Furthermore, 100% of the units in Brazil, Chile, Uruguay and the United States have health and safety committees involving worker representatives.

Prioritizing healthcare

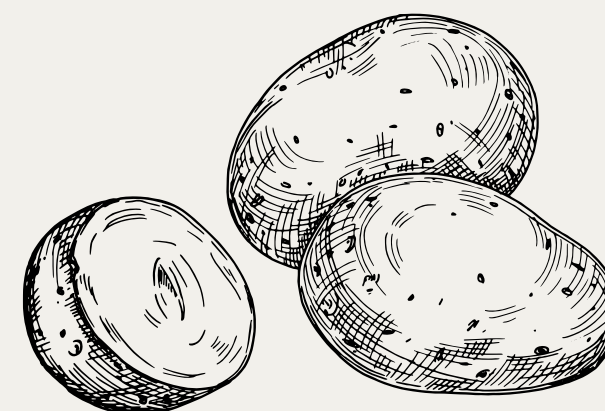
Every one of the work locations are audited internally and/or externally, regardless of whether they are occupied by employees or third parties, as a means of predicting or mitigating any possible work-related illnesses. In 2023, no work-related illnesses were recorded at our units in Brazil.

Advances in diversity

Marfrig has been a member of the Movement for Racial Equality (Mover) since 2021, and we promote a range of different internal initiatives focused on racial diversity, including literacy sessions in strategic areas of the company. In 2023, meanwhile, we entered into a partnership with the 'Operação Acolhida', ('Welcome Operation') mediated by the International Organization for Migration (IOM), a UN agency which, amongst other premises, works to guarantee the safe and ordered incorporation of immigrants and assist with their access to employment. In Brazil, Marfrig increased the number of foreigners on its workforce by 45%, in relation to 2022.

Our Sustainability Report also contains information on our guidelines and performance in relation to:

- Human Rights
- Stakeholder relations



Corporate information

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