

# 2024

## Integrated Report Executive summary





# Introduction

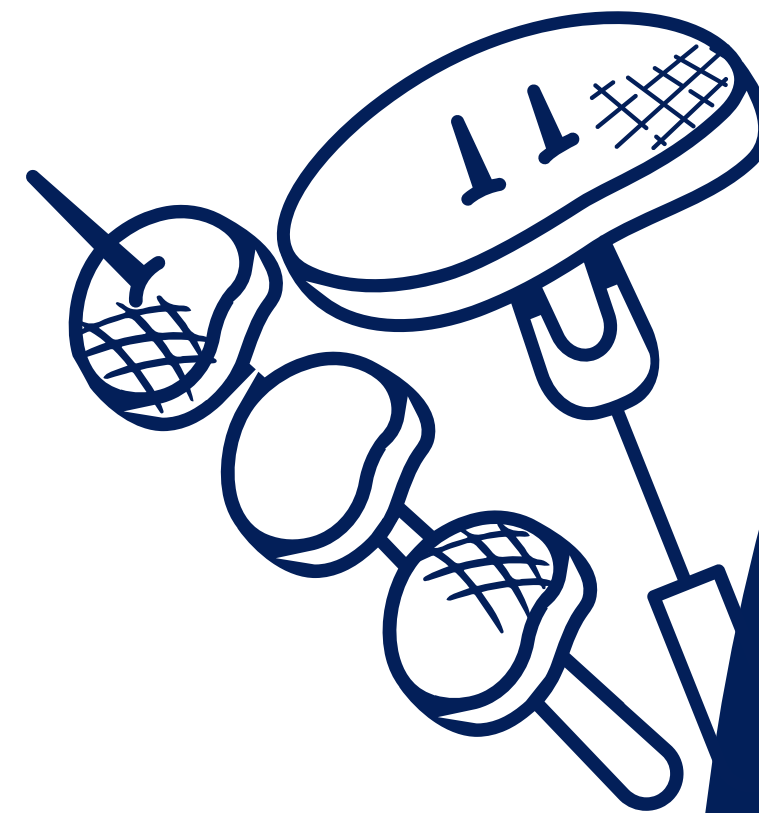
This is the executive summary of Marfrig's 2024 Integrated Report. This document outlines the main highlights of our business strategy, corporate governance, operational activities, and financial performance.

We also highlight the initiatives we have implemented to promote increasingly sustainable livestock farming. These efforts encompass environmental protection, the responsible use of natural resources, efficient input utilization, the reduction of greenhouse gas emissions, and the promotion of animal welfare. Our commitments are reflected in our Sustainability Platform, whose guidelines, key achievements, and results are also presented in this executive summary.

The disclosure of this information, as a complement to the 2024 Integrated Report, reinforces our commitment to transparency and accountability to stakeholders. We believe that collective action is essential for the sustainable

development of the livestock supply chain. That is why we are committed to ensuring clear, comprehensive, and accessible communication.

For more detailed information, please refer to the [full version of the 2024 Integrated Report](#).







## About us

Marfrig Global Foods S.A. is a global leader in hamburger production and one of the world's largest beef protein companies in terms of capacity. Our products reach millions of consumers daily, in more than 100 countries around the world.

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, guided by core values such as customer focus, simplicity, transparency, respect, excellence, and entrepreneurship.



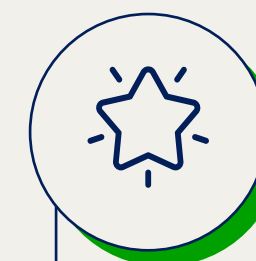
See more information in  
our 2024 Integrated Report



## Our operations



Operating in  
over  
**100**  
countries



A portfolio of  
**37 strong**  
brands  
worldwide



over  
**26,000**  
employees



**10**  
slaughter  
units



**16**  
processing  
plants



**7**  
distribution  
centers  
and sales offices



Over  
**20,000**  
head  
of cattle slaughtered/day



**247,000**  
tons/year of  
hamburgers



**201,000**  
tons/year of other  
processed products




# Business performance

In alignment with BRF, we have made progress toward becoming a global multiprotein platform, offering a diverse range of products—including beef, pork, chicken, turkey, and processed foods. This portfolio is designed to meet consumers' nutritional needs in a comprehensive and balanced way, including markets with specific requirements, such as Halal-certified products.

Our diversification across proteins, geographies, and a business model focused on a higher value-added portfolio contributed to delivering consistent results in 2024. We achieved growth in revenue, consolidated adjusted EBITDA, and net income—demonstrating the Company's financial strength and its ability to transform portfolio optimization opportunities and synergies with BRF into tangible value creation.



 See more information in our 2024 Integrated Report



## 2024 Highlights

We secured **35 new market authorizations** in **South America**, strengthening our presence in markets such as the United States, China, and Israel

We continue to be the **global leader** in **hamburger production** and the **second-largest beef** producer in the world

**R\$ 144.2 billion** in **Consolidated Net Revenue**, 14% higher than in 2023  
**9.5% Ebitda Margin**

**R\$ 13.6 billion** of **Adjusted EBITDA**, an increase of 59.5% compared to 2023

**R\$ 2,795.6 million** in **Consolidated Net Income**

We advanced the payment of nearly **R\$ 5 billion** in **debts**

We closed 2024 with the **seventh consecutive quarterly reduction** in financial leverage, reaching 2.8x in reais and 2.47x when measured in dollars

We distributed **R\$ 2.5 billion** in **dividends**

# Leadership in ESG rankings and indexes



## Triple A in CDP 2024

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"



## Gold seal from 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



## FOREST 500

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



## B3's Efficient Carbon Index

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



## Leadership in the Collier FAIRR Protein Producer Index

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



## Recognition in the BBFAW

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





# 2



## Our governance

### Corporate governance

Marfrig's corporate governance guiding principles are based on market best practices, aiming to ensure 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 Novo Mercado Rules, as well as the recommendations of the Brazilian Code of Best Corporate Governance Practices from the Brazilian Institute of Corporate Governance (IBGC).

We believe that robust **corporate governance is essential to the long-term sustainability and success of our business**, generating value for all stakeholders. We are also committed to the continuous improvement of our governance practices, with ongoing efforts to review and enhance our structures, processes, and policies each year.



See more information in  
our 2024 Integrated Report

# Ethics and Compliance

To internally promote the principles and guidelines of responsible business conduct based on ethics and integrity, we have established a robust Compliance framework composed of mechanisms and policies that provide clear guidance on the practices to be adopted in professional interactions with various stakeholders.

Through the Compliance Program — in place since 2015 — we have developed initiatives aimed at spreading the values and ethical conduct guidelines expected by the Company, for both employees and partners and suppliers.



## Our highlights in ethics and compliance

### More Integrity Seal

In 2022, we received the renewal of Mais Integridade (More Integrity) Seal from the Ministry of Agriculture and Livestock (Mapa), valid for two years. To receive this recognition, we demonstrated compliance with the requirements established by Mapa, covering areas such as Anti-Corruption, Labor Practices, and Sustainability.

### Integrity Week

We held another edition of Integrity Week, themed "Ethics and Respect, Combating Sexual Harassment and Non-Discrimination." This is an annual event held at all our South American units, in addition to the Annual Training Cycle, aimed at promoting a culture of ethical conduct throughout the organization.

### Reporting channel

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. Since 2024, the telephone service has been available 24 hours a day, and the HelpLine has undergone changes to enhance the user experience and encourage providing as many details as possible.

### Value chain engagement

As part of our Compliance Program, we have a Code of Ethics and Conduct for Third Parties. Additionally, we administer compliance questionnaires to suppliers and service providers during the bidding process, covering issues such as prohibition of child labor or slave-like labor, anti-corruption practices, among others.



## Main results of 2024:

**over 16,000**

**employees trained** in integrity and ethics, human rights, and anti-corruption in South America

**100%**

of the employees in South American operations **completed the online compliance training**

In 2024, we conducted

**24,423 hours**

**of training** in human rights and anti-corruption topics

**No cases of corruption** of any kind, whether publicly known or confirmed, **have been recorded**



**See more information** in our 2024 Integrated Report



# 3 Sustainability Platform

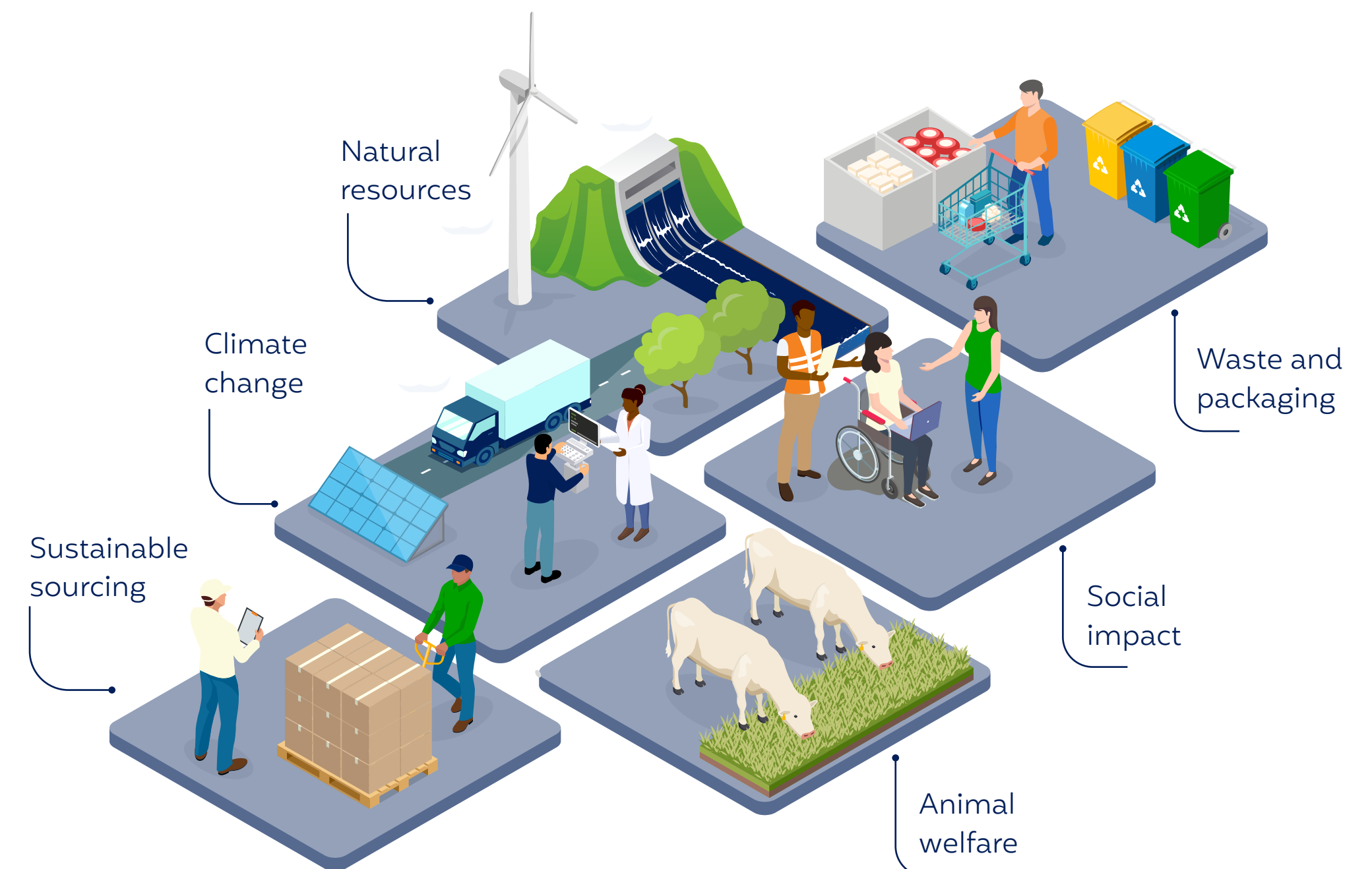
## How we operate

Through our Sustainability Platform, we promote practices that support the preservation of biomes and biodiversity, while contributing to economic and social progress. Our efforts also encourage the efficient use of natural resources, optimize food utilization, reduce greenhouse gas emissions, and ensure animal welfare.

These commitments are guided by six strategic pillars, each supported by established indicators and targets, all aligned with Marfrig's material topics.



See more information in our 2024 Integrated Report

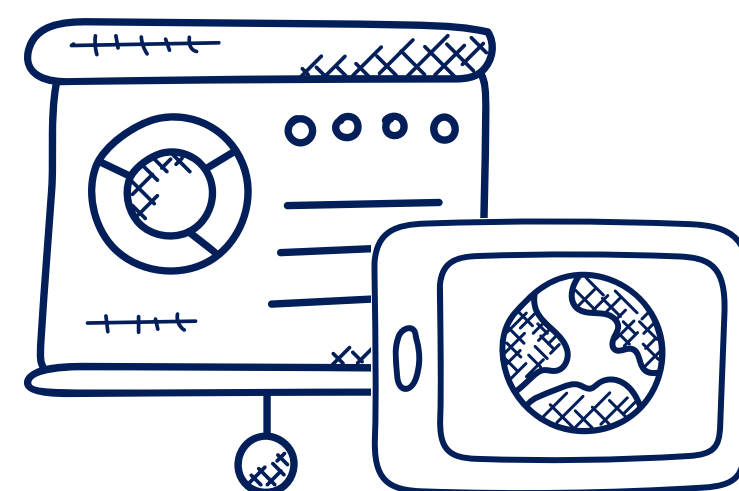




# Sustainability governance

For decision-making related to the sustainable development of the business, Marfrig's Board of Directors is supported by the Sustainability Committee. This committee meets monthly and is composed of experts with recognized professional backgrounds in the field.

The Sustainability Committee consists of six members. One of them, Roberto Silva Waack, serves as coordinator and is also an independent director of the Company, bringing extensive executive experience and expertise in forestry, biodiversity, and climate.






A brief résumé of each participant is available on the Investor Relations website.






# Public commitments

The commitments of our Sustainability Platform include clear metrics, indicators, and goals, aligned with our material topics identified in the company's most recent materiality analysis. Below, we present the main performance indicators we monitor and the results achieved.

Commitments	Term	Status in 2024
 <b>Sustainable sourcing</b>		
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
 <b>Climate change</b>		
68% reduction in direct emissions from our operations (Scope 1) and those from the energy we purchase (Scope 2)	2035	24%
33% reduction in the intensity <sup>1</sup> of indirect emissions from our value chain (Scope 3)	2035	+0.73%
 <b>Animal welfare</b>		
100% of slaughter units (cattle) audited under NAMI Animal Welfare Standards	2025	100%
Conduct third-party auditing of the Company's public animal welfare information	2024	100%

Commitments	Term	Status in 2024
 <b>Natural resources</b>		
20% reduction in water consumption per ton of product produced (based on 2020)	2035	13% <sup>(1)</sup>
Ensure 100% energy from renewable sources	2030	23%

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







## Sustainable sourcing

This pillar reflects our connection with the supply chain and includes all initiatives related to origin control, responsible sourcing of raw materials, and the engagement of cattle producers in best sustainability practices.

Our work begins in the field, encouraging and supporting responsible production practices, combating deforestation, and respecting Indigenous and traditional communities—an approach that extends to our industrial operations, where we apply strict processes to ensure food quality and safety.

One of the main programs under this pillar is Verde+ Program, an initiative aimed at achieving 100% traceable cattle farming that is free from deforestation and conversion and low in carbon emissions throughout the entire value chain.

### Verde+ (Green+) Program

Through the Verde+ Program, our goal is to make our supply chain more sustainable, 100% traceable, and free from deforestation and conversion—across all stages of the production cycle. We aim to help accelerate the sustainability of cattle ranching while minimizing the impact of this activity on biomes at risk of deforestation. This commitment covers all Brazilian biomes involved in animal sourcing, with special attention to biomes that are strategic for the Company, such as the Amazon and the Cerrado.

We are the only beef company in Brazil to commit to zero deforestation and were pioneers in adopting monitoring and traceability technologies in the country 15 years ago.







## Our highlights in sustainable sourcing

### Traceability target

By 2025, we are committed to ensuring that 100% of the company's production chain is sustainable, traceable, and deforestation-free. To support this goal, we are investing R\$100 million in the Verde+ Program, accelerating initiatives such as pasture recovery and transformation, forest restoration, regenerative agriculture and livestock farming, and genetic improvement of the herd.

### 100% of direct suppliers are deforestation-free

We maintain 100% traceability of our direct suppliers, ensuring they operate in deforestation-free areas, without overlap with Indigenous or quilombola territories, and that they do not come from protected areas (Conservation Units).

### 100% compliance with third-party audits

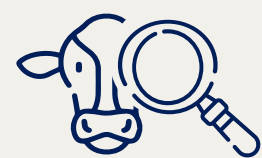
For the 12th consecutive year, cattle purchasing processes from farms in the Amazon biome have met 100% of the criteria and guidelines established by the Public Commitment to Sustainable Cattle Ranching. The first cycle of official audits was also conducted in 2023 within the cattle supplier monitoring 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.



See more information in  
our 2024 Integrated Report



## Main results in 2024



In 2024, we reached **81.2% monitoring coverage of indirect suppliers** (88.8% in the Amazon biome and 79.6% in the Cerrado biome).



Following the principle of inclusion, **we provide technical document support, legal assistance, and multitemporal geospatial technical analyses**, helping suspended suppliers have the option to resume operations in compliance with our socio-environmental commitments. In 2024 alone, we reinstated 633 previously suspended farms back into our supply chain. Since 2021, more than 4,100 farms have been reinstated.



**In 2024, 100% of our direct suppliers participated in the Marfrig Club, a protocol** focused on continuous engagement to improve production practices and support Brazilian cattle ranchers on their sustainability journey. During the year, we expanded the Marfrig Club to Argentina and Uruguay, and observed that 19% of producers improved their practices, advancing to higher categories. Overall, we reached a participation rate of 81.2%.



See more information in our  
2024 Integrated Report



# Climate change



Aware of our responsibility to promote more sustainable cattle ranching and reduce the impacts of our operations, we have established climate commitments focused on mitigating and adapting to the effects of climate change, thereby contributing to the advancement 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. Our efforts are focused on achieving, by 2035, a 68% reduction in direct emissions from our operations (Scope 1) and those from electricity consumption (Scope 2), as well as a 33% reduction in the intensity of indirect emissions generated throughout our value chain (Scope 3). The targets are based on the year 2019.

Additionally, in the energy sector, we are committed to using exclusively renewable electricity in all operations by 2030, starting in 2024.

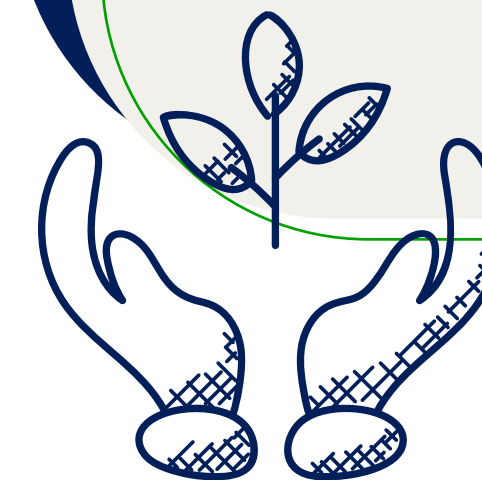
**Our main areas of action to achieve the climate targets are:**

**1 Deforestation free chain**

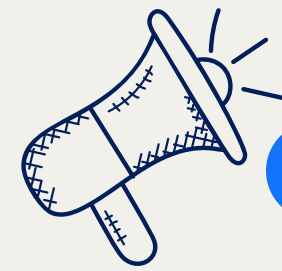
**2 Low-carbon agriculture**

**3 Energy transition**

**4 Operational efficiency**







## Our climate change highlights

### Climate risk review

We have begun a structured review of our climate risks based on the IPCC AR6 SSP1-2.6 and SSP3-7.0 models for physical risks, and the scenarios from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), Net Zero 2050, and Nationally Determined Contributions (NDCs) for transition risks, within the time horizons of 2030 and 2050.

### Development of a Scope 3 proxy

In partnership with Alliance Bioversity and the International Center for Tropical Agriculture (CIAT), we developed a tool that helps us estimate greenhouse gas (GHG) emissions linked to our cattle suppliers in Brazil, Argentina, Uruguay, and the United States. This tool, called a "proxy," was developed based on studies and consultations with experts, taking into account the main cattle-raising methods in each country. We also created a system to monitor, report,

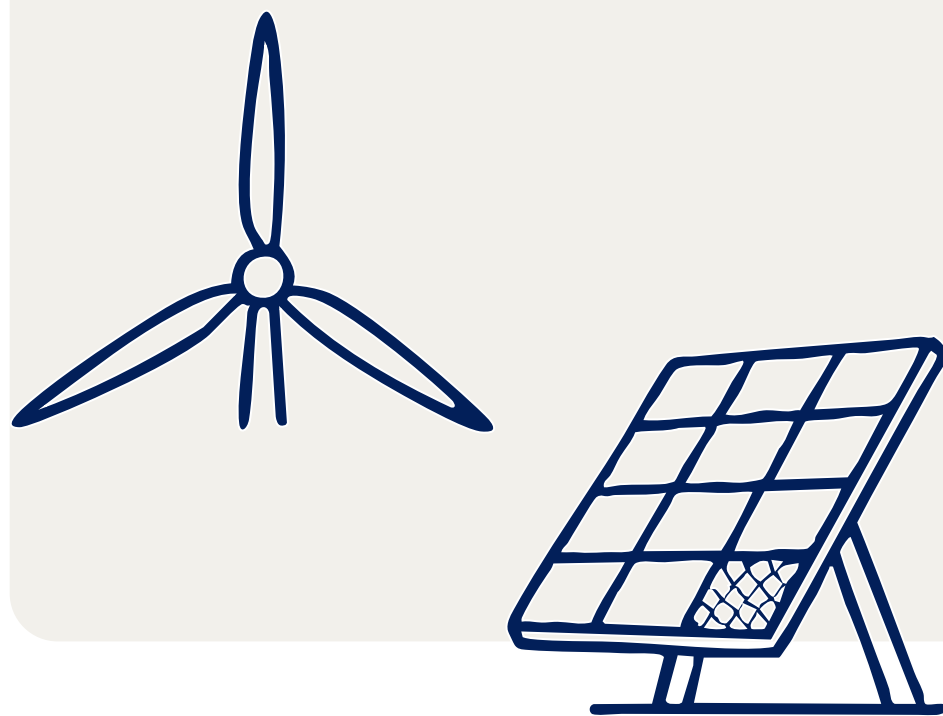
and verify these emissions, aligned with global sustainability and climate goals. We analyze all stages of cattle raising—from breeding to finishing—and correlate emissions with the animals' weight and the quantity produced. This helps us maintain more precise emissions control and better plan actions to reduce them. In 2024, we began a new phase of the project, enhancing data where we still have direct operations.

### Renewable electricity

To fulfill our commitment to use exclusively renewable electricity in all operations by 2030, in 2024, our operations in Brazil offset 100% of carbon emissions generated by energy consumption through the purchase of *International Renewable Energy Certificates* (I-RECs), ensuring traceability of the energy source. In addition to Brazil, operations in Chile and Argentina also offset emissions through I-RECs. Through these actions, Marfrig achieved 23% of electricity consumption from renewable sources during the period, with verified traceability.

### Low-carbon production models

We encourage our suppliers to adopt sustainable practices, such as the low-carbon production models ILP (Crop-Livestock Integration) and ILPF (Crop-Livestock-Forest Integration), which combine different activities within the same area. We have also established partnerships to recover pastures, restore native forests, and conserve natural areas, helping capture carbon and reduce emissions. One example is the creation of Biomas, an organization focused on protecting and restoring 4 million hectares of native forests in Brazil.





## Main results in 2024



Our operations in Brazil **offset 100% of carbon emissions** generated by energy consumption through the purchase of International Renewable Energy Certificates (I-RECs)



In 2024, we achieved a **24% reduction in total Scope 1 and 2 emissions** compared to the 2019 baseline, and a 3% reduction compared to the previous year (2023), mainly due to the completion of the divestment process of units in South America



The Company achieved **23% of electricity consumption from renewable sources** during the period, with verified traceability



We have begun **reviewing our climate targets** following the new FLAG methodology (Forest, Land Use, and Agriculture) from SBTi



In Scope 3, greenhouse gas emissions in our value chain **increased by 0.73% compared to 2019** and by 4% compared to 2023, mainly due to the purchase of older animals



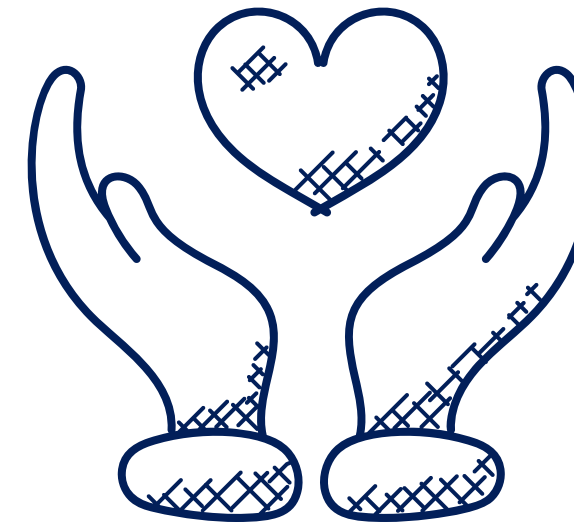
See more information in our 2024 Integrated Report



# Animal welfare

Based on the principle that animals are capable of conscious sensations and emotions, we make efforts to ensure high standards of animal welfare in our operations.

In this pillar of the Sustainability Platform, we direct management strategies related to animal care both in the supply chain and in our own operations. All activities follow the most stringent guidelines and national and international standards to ensure humane slaughter.



We ensure that during cattle handling – from the farm to the production units – the five freedoms inherent to animals, as determined by the **Farm Animal Welfare Council**, an independent British body that is a global reference on this matter, are guaranteed:

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







## Our highlights in animal welfare

### Public information audit

In 2024, we met the goal of conducting a third-party audit of the company's public animal welfare information. 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](#).

### Certifications in animal welfare

All our industrial units are audited according to international quality and animal welfare standards. In Uruguay, we launched a project to offer beef certified under the '5-Step® G.A.P.' welfare program. In Brazil, responding to growing interest in this topic, we support our partners with guides, commitments, and informational materials, encouraging the adoption of certified animal welfare practices.

### 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 by land for eight hours or less, exceeding the target.

### 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. Considering global operations, 2,688 hours of animal welfare training were conducted.

### Pioneering in supplier training

Marfrig is a pioneer in providing training for suppliers of products containing animal-derived ingredients, including animal protein served in the cafeterias of its 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.





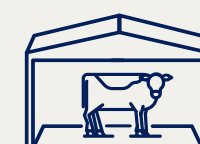
## Main results in 2024



We invested approximately **US\$ 2.2 million in animal welfare** in 2024



We met the goal of conducting a third-party **audit of the company's public animal welfare information**; as a result, all commitments involving our own operations were fulfilled ahead of schedule



**100% of our slaughterhouses are audited** for animal welfare in accordance with the Nami (North American Meat Institute) protocol

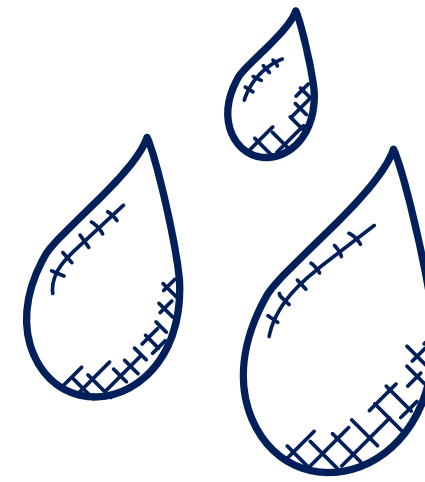


We conducted over **2,000 hours of animal welfare training** across our global operations



See more information in our 2024 Integrated Report





## Natural Resources

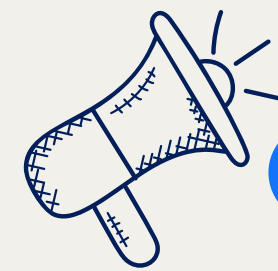
The proper use of natural resources is one of the principles of our operations. We promote the efficient and responsible use throughout the value chain, including the management of water resources, energy, and forest assets. We invest in initiatives to reduce consumption and improve the efficiency of 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.

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 consumption reduction targets, taking into account the local water conditions. Our global goal is also to reduce the volume of effluents generated in our operations by 15% by 2035.



See more information in  
our 2024 Integrated Report.





## Our highlights in natural resources

### Water efficiency

Our capital investments (CAPEX) in improving water management and effluent infrastructure to enhance water efficiency in our operations increased by 40% between 2023 and 2024.

### Water reuse

We saw a 149% increase in reused water volume compared to 2023, due to the expansion of the program in units in Argentina and Uruguay, as well as the inclusion of more units in Brazil in the same initiative.

### Effluent quality monitoring

Effluent quality is closely monitored, and we achieved the goal of reaching a score of 10 on the Effluent Treatment Quality Index (IQTE) two years ahead of schedule, originally planned for 2025.

### Commitment to environmental preservation

Marfrig will also invest in the restoration of degraded pastures, making them productive again. In total, the commitment is to recover 100,000 hectares of pastures and restore 6,000 hectares of native forests. Additionally, through Biomas, we aim to restore and protect four million hectares of native forests in Brazil, in partnership with companies such as Itaú Unibanco, Rabobank, Santander, Suzano, and Vale.

### Water management in the value chain

We promote the conscious use of water and proper waste disposal throughout our value chain, protecting rivers, springs, and other water sources. We invest in practices that increase water use efficiency among our suppliers, such as rainwater harvesting, rational water use in animal feeding, and good management practices. We also provide guidance to suppliers through the Marfrig Club Sustainable Practices Guide. Additionally, we conduct water mapping to identify risks and guide preservation efforts and efficient water use within our supply chain.



## Main results in 2024



We reduced total water withdrawal in our operations by **2%**, which represents a volume of over 300 million liters of water



There was a 0.8% **reduction in effluent generation compared to 2023**, totaling 19.2 million m<sup>3</sup> of effluents



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



We recorded a **149% increase in the volume of reused water** in our operations for activities that do not require potable water standards (e.g., yard washing, corral cleaning, and reuse in the cleaning of water treatment plants and sewage treatment plants)



We donated over **R\$4 million** to AMPARA Animal, focusing on fauna preservation and recovery



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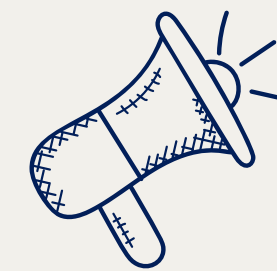




## Waste and packaging

We invest in the circular economy and waste management, aiming to promote better resource utilization practices at all stages of production and contribute to environmental sustainability by reducing waste and the environmental impacts of our operations.

The actions are present from the innovation and design of products and packaging, to the utilization of by-products in the industry, solid waste management generated during operations and post-consumption, encouraging circularity and the valorizations of inputs.



### Our highlights in waste and packaging

#### Waste compensation

In 2024, Marfrig compensated 2,032 tons of plastic and paper packaging from products consumed in Brazil in 2023, marking a 49% increase compared to 2022 (1,363 tons).

#### 100% raw material reuse

We process and market all other parts of cattle not used for human consumption. The goal is to minimize waste disposal, thereby also reducing the environmental impact of our operations.

#### Sustainable Practices Guide

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. They include aspects related to proper waste management, with a focus on encouraging waste reduction sent to landfills within our supply chain.



## Main results in **2024**



In 2024, **70.4% of all non-hazardous waste generated** in our operations was **sent for composting**—a practice recognized as environmentally responsible waste management



**We increased compensation of plastic and paper packaging** from products consumed in Brazil by 49% between 2022 and 2023, as part of the National Solid Waste Policy (PNRS)



Aligned with the concept of circularity, **we reuse 100% of raw materials**, avoid waste disposal, and produce ingredients for various markets



Through the Sustainable Practices Guide, **we encourage the adoption of good production practices**—including proper waste management—**within our supply chain**, aiming to reduce the volume of waste sent to landfills



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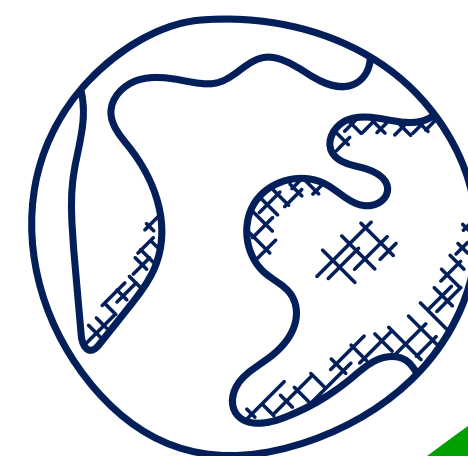


## Social impact

At Marfrig, we are committed to acting in a socially responsible manner, promoting multiculturalism and diversity in the company's work environment.

Aware of the positive impact we can achieve through our operations, we are publicly committed to various

social responsibility issues, setting clear goals and targets to contribute to the development of communities surrounding our operations, suppliers, and society as a whole.



### +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. [See the results on page 28.](#)







## Our highlights in social impact

### Well-being and socioeconomic growth of the communities where we are present

In 2024, Marfrig strengthened its commitment to the well-being and socioeconomic development of the communities where it operates through various social initiatives led by the Marfrig Fazer e Ser Feliz Institute, focusing on education, health, culture, sports, and healthy eating. In Brazil, highlights included support for vulnerable children in Promissão (SP), as well as regular donations to institutions such as Hospital

do Amor, Casa Hope, and the Ronald McDonald Institute. In Argentina, the partnership with Banco de Alimentos Foundation resulted in the donation of over one ton of food. In Uruguay, the company supported cultural, environmental, and educational projects, in addition to contributing to health and social assistance organizations focused on vulnerable populations.

### Respect for human rights

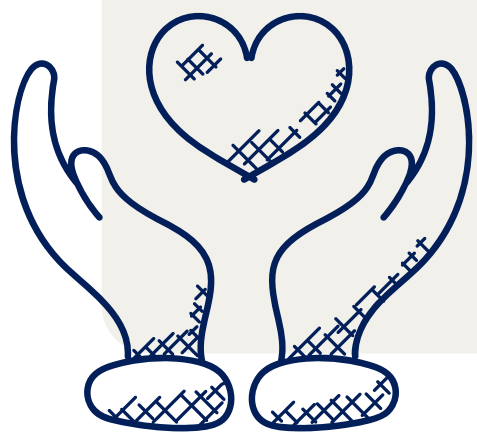
We have a Social Responsibility Management System in place since 2012, based on the international standard SA8000. We adopt a transparent approach in monitoring and reviewing the compliance with human rights, as well as in identifying action measures. In addition, we have adopted strict protocols to ensure that the cattle purchased by the company do not come from farms that engage in practices contrary to Marfrig's principles.

### Eradication of slave labor

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.

### Socioeconomic inclusion in the production chain

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. Since 2021, over 4,100 farms have already been reinstated through actions outlined in the Verde+ Program, which helped these suppliers return to operations in compliance with our social and environmental commitments.





## Main results in 2024



See more information in our  
2024 Integrated Report



**We have reintegrated 4,194 farms** since 2021  
through the Verde+ Program



**151 new producers**  
registered in the Sustainable  
Calf Program

**+Juntos pelo Sul**  
(+Together for the South)



**R\$ 6 million**  
in funds raised



**2 tons**  
of non-perishable food



**106 tons**  
tons of protein



**20 tons**  
of pet food



**15 thousand liters**  
of potable water



**Hygiene kits**  
staff and bedding





## Quality management

We have an Integrated Management System (SGI) that standardizes and regulates key aspects related to food quality and safety, as well as environmental issues, occupational health and safety, and social responsibility.

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 responsible for sanitary controls in other countries (remotely and on site).



**See more** information in  
our 2024 Integrated Report





## Our highlights in quality

### Laboratories for analysis and control

We carry out microbiological and physicochemical analyses to ensure the absence of pathogens and to verify chemical residues. In 2024, we began using in Uruguay a pathogen testing methodology recognized by the USDAFSIS, a science-based system to ensure food safety. In Brazil, we operate three in-house laboratories that conduct physicochemical and microbiological analyses, all accredited under ISO 17025.



### Certifications to ensure the highest standards of quality and safety

Regarding certifications, all Marfrig units are certified under BRCGS and HACCP, and some units also hold IFS Food certification.

### Recall system

Our food recall system plays a key role in ensuring food quality and safety, as well as in 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 should there be any deviations from the established quality or safety standards of our products.

### Quality certifications in our suppliers

We conduct on-site or documentary audits based on the risk classification and performance history of input suppliers who do not hold GFSI Certification or certifications or audit reports related to Socioenvironmental Protocols. In 2024, approximately 48.42% of suppliers in Brazil had some level of certification from programs recognized by GFSI. In Argentina, this index is significantly higher, reaching 70.7%, while in Uruguay it is 5%. In the United States, 100% of suppliers are certified by programs recognized by the GFSI.



## Main results in 2024



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



**100% of GFSI-certified units** received an **AA grade**



In 2024, **100% of our facilities** underwent food **safety audits**



In 2024, **there were no cases of product recalls** or market bans



See more information in our 2024 Integrated Report





# 5

## Employee development and well-being



## People Management

We are committed to developing and supporting our employees in their professional journeys. Therefore, we implement various projects focused on people management, tailoring them to the sociocultural diversity and demands of our workers.

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 environments where everyone feels safe regarding their choices, conditions, and identities.

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.** In Brazil, our workforce includes 1,251 foreign employees, a 42% increase compared to 2023.



See more information in  
our 2024 Integrated Report





## Health and safety

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.







## Our highlights in people management and health and safety

### Profile of our employees

We ended 2024 with 26,588 employees on our staff. As a standard practice, most of our employees are permanent staff hired for full-time work schedules. Contracted workers perform support roles in operations, such as security, cleaning, and reception.

### Fairer compensation

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.

### 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.

### Training and development

We have an online learning platform, Conecta, which offers courses in various fields and provides broad and flexible access for employees. To promote continuous learning, we also fund external courses, such as technical and postgraduate programs, benefiting employees across several countries.

### Freedom of association and collective bargaining

The company recognizes the right to freedom of association and collective bargaining. Most employees are covered by collective agreements: 96% in Brazil, 82.9% in Argentina, 100% in Uruguay, and 56.4% in the USA. Union membership rates range from 44.8% in Brazil to 82.9% in Argentina. There were no reports of violations of this right, which is guaranteed by the Code of Ethical Conduct and reinforced annually.

### Health as a priority

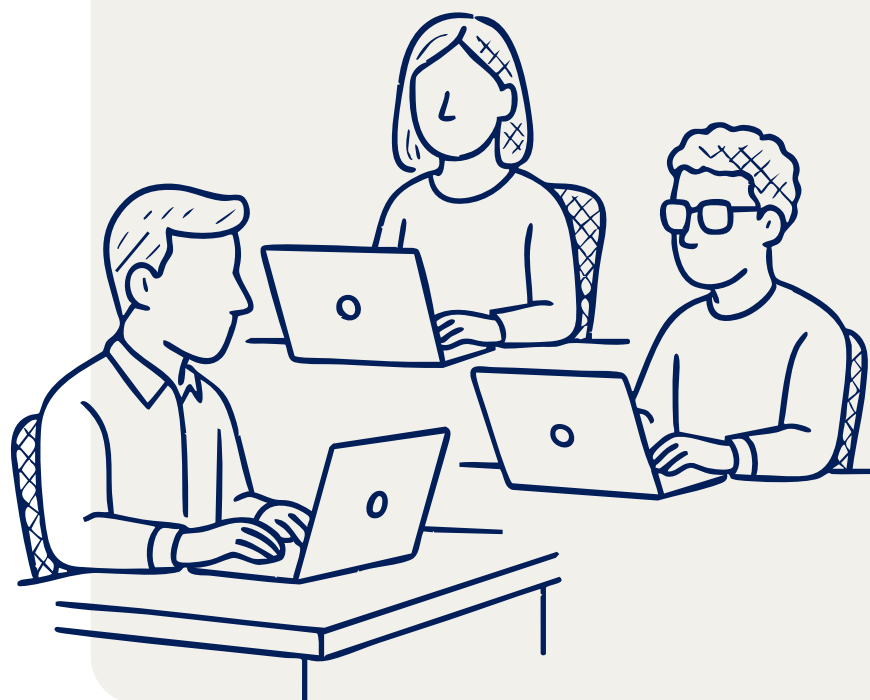
All workplaces (100%) are audited internally and/or externally, regardless of whether they are occupied by employees or contractors, to anticipate and mitigate potential risks and occupational illnesses.

### Leadership Journey

We launched an initiative aimed at developing skills and competencies for practicing Humanized Leadership. The goal is to prepare these professionals to balance people and business, creating environments of greater trust and better communication with teams, fostering stronger connections between departments, all aimed at achieving results and sustainable business growth.

### Health and Safety Committees and Commissions

100% of our units have health and safety committees that include employee representatives. These structures contribute to mapping and mitigating accident risks, and they can also be contacted by other employees to report situations that pose a risk or to seek guidance or information.





## Main results in 2024



**Over 180,000 hours of**  
health and safety **training**



**39% of trainees** in the Engineering and Maintenance, Quality Assurance, and Operations areas **were hired** as permanent employees through the Trainee Program



**34% reduction** in  
total **lost-time**  
**accidents**



**Over 67,000 hours of training** completed and more than 200 courses studied on the Company's training platform



**A seven-percentage-point reduction in employee turnover in South America and eight points** in North America compared to 2023, representing a relative decrease of 23% and 22%, respectively



**317 young talents trained** through the Young Apprentice Program



**Over 14,000 workers reached through training sessions,** including 5,076 women in South America



See more information in our  
2024 Integrated Report



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