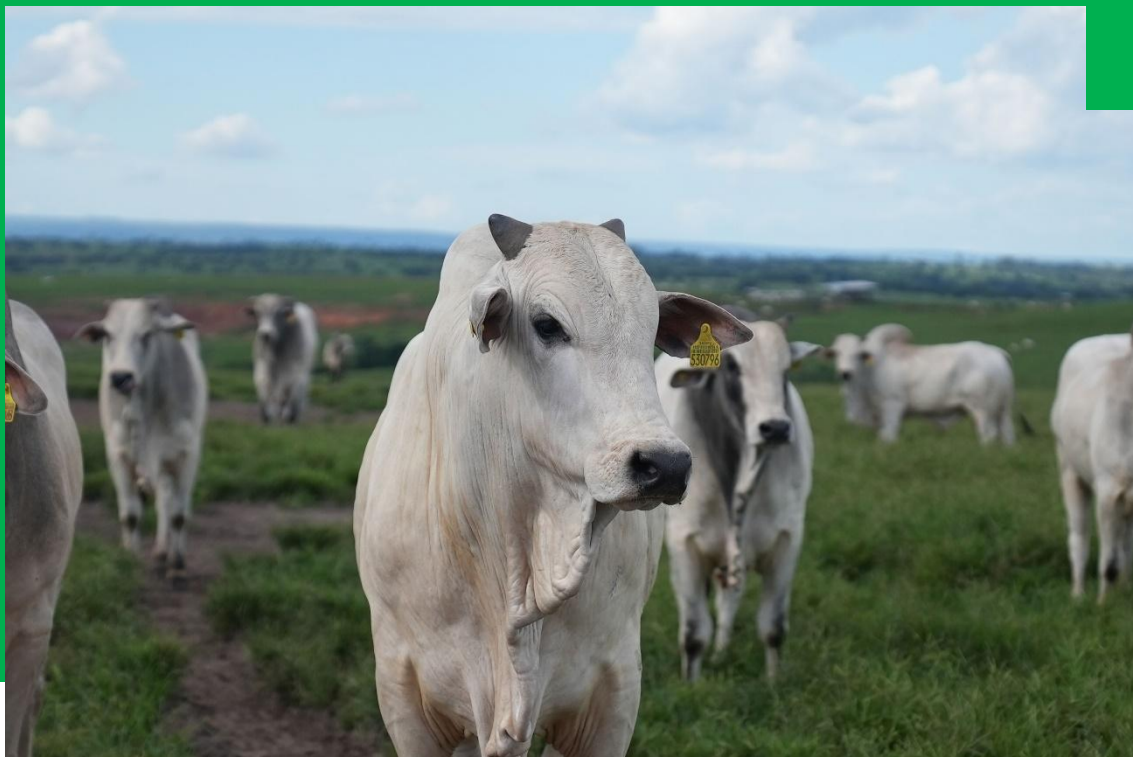


2024



ANIMAL WELFARE REPORT



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Introduction

Marfrig and all its subsidiaries acknowledge animals as sentient beings; therefore, they deem the welfare of farm animals as a business matter and are committed to work with direct and indirect suppliers and partners to evolve animal welfare practices throughout the supply chain. Therefore, this report aims to present the commitments, actions, and indicators relating to **Animal Welfare practices** incorporated **globally**. Animal Welfare is one of **Company's Sustainability Pillars**.

The information presented in this report is a collection of data from all the company's subsidiaries (in Brazil, the United States, Uruguay, Turkey, Middle East and Argentina) concerning **operations** directly or indirectly involved in our industrial activities, as shown in Figure 1.

Therefore, suppliers of animals for slaughter, suppliers of raw materials and animal-based ingredients for the production chain, suppliers of products available in stores for resale, and slaughter operations at our units throughout 2024 are all covered in this report.

This report is proof of the company's constant engagement in the implementation of the best Animal Welfare practices in all its units around the world, for all the products involved in its value chain.

It also highlights how the company promotes the understanding of the best Animal Welfare practices among customers, employees and suppliers.

Marfrig's Six Pillars of Sustainability (animal welfare, control of origin, natural resources, waste and wastewater, emissions and social responsibility) include values adopted by the company to guide it along a pathway that is increasingly aligned with the premises of sustainable development.

Marfrig operates in cattle, poultry (broiler chicken and turkey) and pig slaughter; produces processed products; distributes packaged and frozen products from other brands; and markets by-products from slaughtering. The company also engages in cattle fattening in Brazil and Uruguay.

These processes are contingent upon the purchase of **animal inputs**, ranging from the purchasing of animals to be slaughtered at Marfrig units, to animal ingredients and raw materials (meat) produced by the suppliers, which are distributed by the company or incorporated into our products.

These processes give rise to two merchandise segments: **own-brand products** or **other-brand products** sold to consumers in our stores and to other companies.



Marfrig and its subsidiaries process beef cattle, broilers, turkeys, and pigs.

Marfrig also purchases products that contain ingredients from dairy cattle, eggs, as well as meat cuts for resale in Brazil, including beef, pork, lamb, broiler chicken and fish, and specifically broiler chicken for resale in Argentina. In Figure 1 and Table 1 in all the species involved in the operations of each subsidiary are shown, as well as how they fit into our value chain.

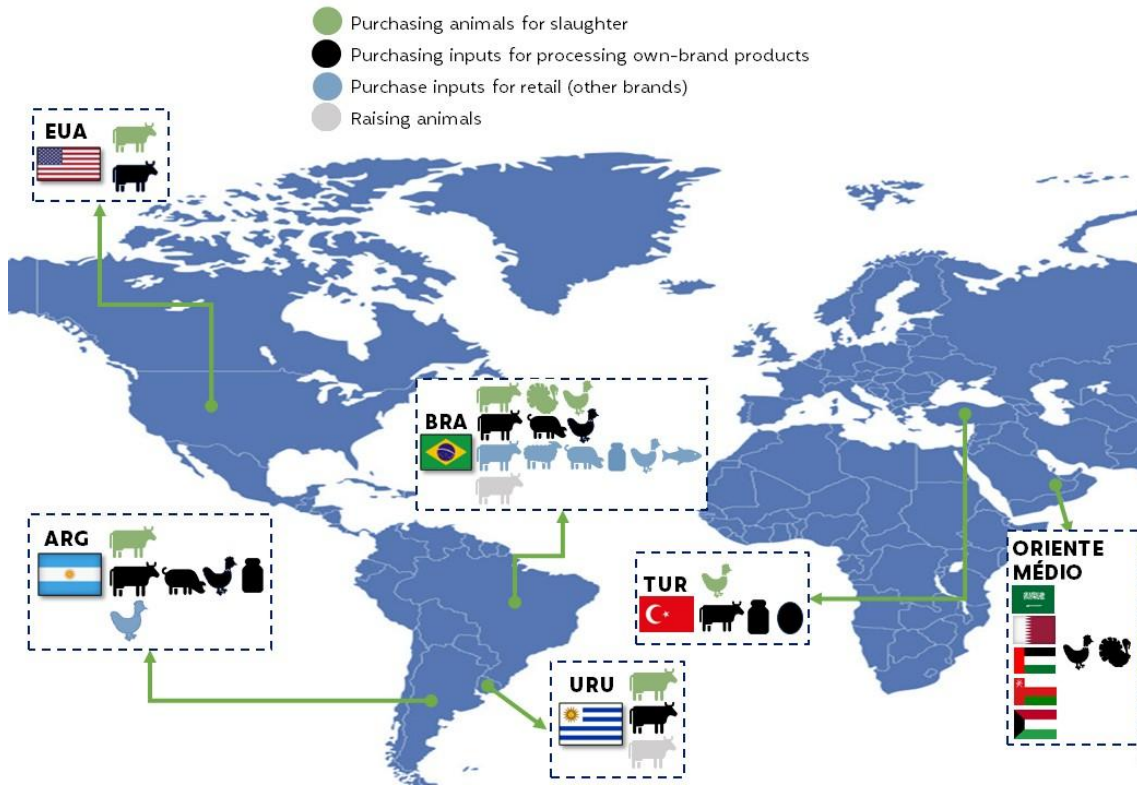


Figure 1 - Type of animal protein involved in Marfrig and its subsidiaries' operations.

Table 1- Description of the operations carried out at each of Marfrig's subsidiaries.

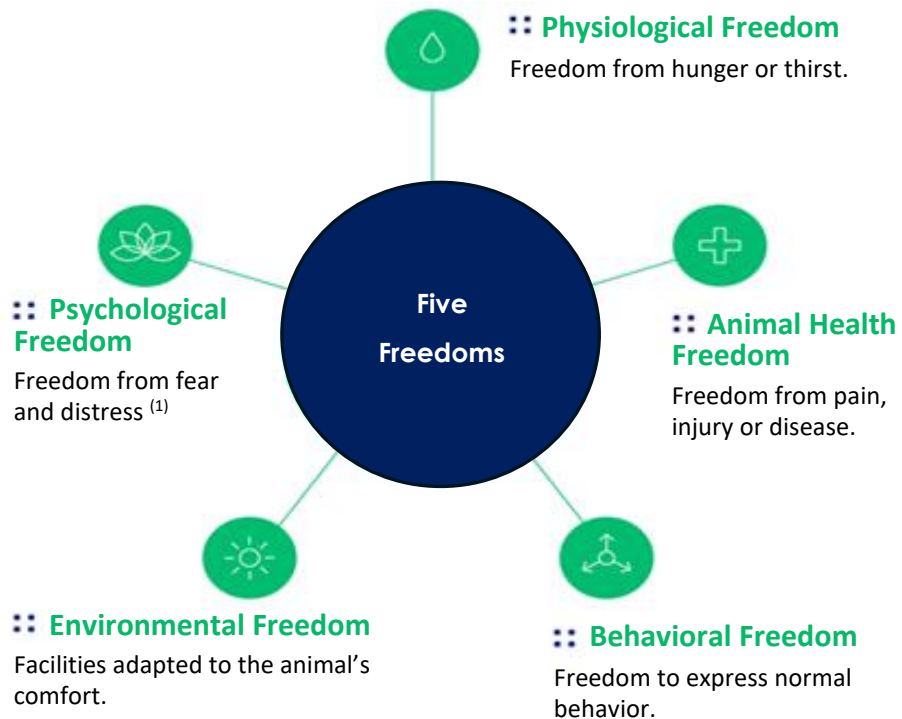
Subsidiary	Operations
Brazil	In Brazil, Marfrig operates two slaughter units, four processing plants, three distribution centers, and six open-air cattle feedlots. The company's slaughter operations involve only bovines. Broilers, pigs and beef cattle are used as raw materials in the processing operations. The company also distributes and resells products from other brands that come from cattle, sheep, pigs, fish, chickens, and dairy products.
Argentina	In Argentina, Marfrig owns three processing units and one slaughter unit, and they slaughter only cattle. Beef, chicken, and pork inputs are also purchased for the manufacturing of own-brand products. The company also distributes other brands' products, namely broilers.
National Beef - USA	National Beef owns five processing units and three slaughtering units for cattle.
Uruguay	Marfrig has four units in Uruguay that slaughter bovines, one processing unit, and one open-air cattle feedlot. The slaughtered animals give rise to own-brand products or by-products for other industries.
BRF – Brazil	In Brazil, the company operates slaughter units for chickens, turkeys, and pigs. In its processing operations for industrialized products, in addition to the previously mentioned proteins, beef cattle, eggs, and dairy products are also used as raw materials.
BRF – Turkey	In Turkey, it operates three broiler chicken slaughter units. Raw materials derived from cattle, eggs, and dairy products are also sourced for the processing of private label products (BANVIT).
BRF – Middle east	In the Middle East, there are five production units, none of which involve animal slaughter operations. Raw materials derived from chickens and turkeys are shipped from Brazil to these facilities.

For more information about BRF's operations, visit: [Production chain: monitoring, control and management - BRF Global](#)

Governance and Management

Following guidelines observed globally, both in slaughtering and in processing units, and taking as a principle that all animals are sentient beings, Marfrig's management is based on ethical principles, customer protocols, laws and regulations that are applicable to the markets in which it is present, in order additionally to meet the demands of its clients.

Marfrig is committed to producing quality foods and ensuring food safety while respecting the principles of Animal Welfare, and the company strives as much as possible to ensure that during animal handling the five freedoms laid down by the Farm Animal Welfare Council (figure 2), an independent British Council that is a global benchmark in this issue, be respected all the way from the farm up to the production units.



⁽¹⁾Intense negative stress with which the animal cannot cope, leading to suffering.

Figure 2 - Five freedoms inherent to animals as determined by the Farm Animal Welfare Council

It should be emphasized that the description (1) refers to the explanation of the word distress.



Some of the best practices adopted at Marfrig facilities

Thermal comfort: The units have roofing and sprinkler systems that keep the animals being housed on the industrial premises cool, without bothering them, allowing them to enjoy a favorable environment and better thermal comfort.

Housing: We seek to follow the established legislation and standards. Housing is provided in appropriate facilities with non-slip flooring that can be sanitized after every lot has changed. The recommended stocking densities are also followed, which gives animals the right to lie down, rise, move about, and have access to feed, when the waiting time may exceed the number of hours laid down in legislation. Clean drinking devices are also made available, with copious potable water, throughout the animals' stay in these facilities.

To that end, the **Marfrig Animal Welfare Program** was prepared in compliance with legal standards and customer requirements, in order to guarantee safety, well-being and humane treatment for all animals through regularly audited internal rules and procedures. This work is performed in partnership with **animal suppliers, transporters and employees**, in order to prioritize animal welfare and product quality, and applies to some subsidiaries as well.

In addition to the Animal Welfare Program, Marfrig introduced its **Global Marfrig Animal Welfare Policy**, so as to make sure that our operations worldwide are aligned with the methodology behind the processes contained in the five freedoms.

The Institutional Management of Animal Welfare

Marfrig is a trailblazing company in the industry because it has set up a department exclusively dedicated to the promotion of Animal Welfare and has built Animal Welfare into the company's decision-making processes.

Set up in 2006, the area comprises a multidisciplinary team including animal husbandry experts and veterinarians. These professionals are responsible for developing actions and

introducing improvements in handling and structure, so as to offer animals suitable treatment and follow the requirements provided for in domestic and international legislation, customer protocols, and in the company's voluntary actions.

Among the team's other responsibilities are monitoring Animal Welfare indicators and KPIs (Key Performance Indicators); providing training sessions; managing committees and taking decisions relating to the matter.

All the decisions and strategies adopted in global operations are underpinned by the **Global Animal Welfare Policy**.

In 2019 this department became a part of the Sustainability Department, expanding with the restructuring of corporate management, as represented by figure 3.

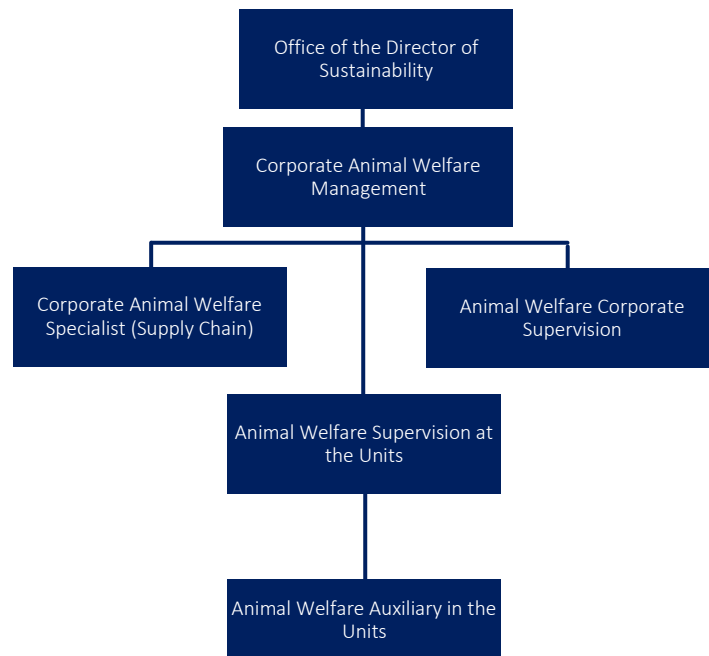


Figure 3 - Hierarchical structure of the Marfrig Animal Welfare Department.

The team also monitors the progress of Animal Welfare indicators, of monitoring, of Committees, of decision-making processes and of Animal Welfare training.

The decisions and strategies adopted in order to manage this matter are based on the Animal Welfare Policy and on the performance of indicators.

The pre-slaughter and slaughter management steps cover the three main segments of the value chain: farms, transport and industrial operations.

To that end, Marfrig is committed to encouraging farmers and transporters to develop practices in line with the best animal welfare standards, and to maintaining strict animal welfare routines in its operational units and suppliers.

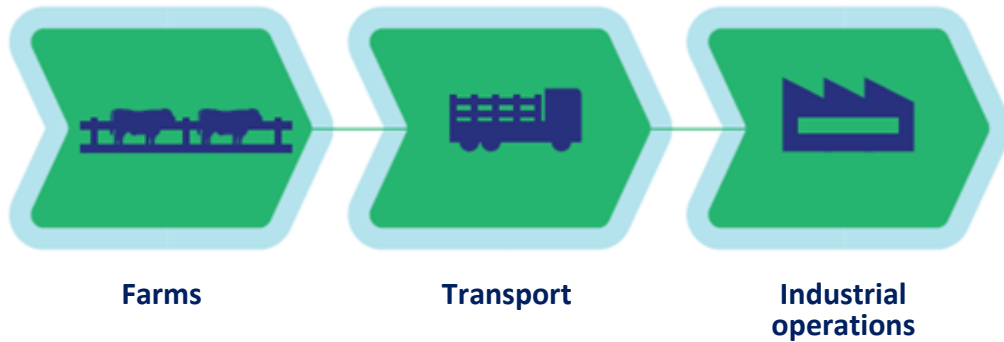


Figure 4 – Links in the process.

Marfrig also has three Animal Welfare committees to address animal welfare issues. The objective of the committees is to share experiences and promote the engagement of the departments, based upon the indicators and goals established, aiming at benefiting the entire process. Chart 1 presents: the structure, participants and roles of each of them.

Global Animal Welfare Committee:

- Made up of Marfrig's Animal Welfare representatives from each of its subsidiaries, aiming to share up-to-date information on topics of interest, such as new legislation, indicators, strategies and trends within the segments of operation, and in accordance with specificities.

Internal Animal Welfare Committee (country):

- Individuals responsible for a range of areas such as: the supply chain (animals, raw materials for manufacturing products, processed frozen products and ingredients), the sourcing of animals, and transportation. The issues addressed are directly related to indicators, targets, new demands, results and engagement activities.

Animal Welfare Committee in the Units:

- In meetings for the several sectors of the industrial operations of units (with the operational handling and supervision teams) and the corporate Animal Welfare department, the approach is directed towards processes, indicators, targets, campaigns and development.

Chart 1 - The hierarchy of the committee.

Instruments for implementing Animal Welfare

To ensure animal welfare best practices, Marfrig uses instruments that must be executed by the company within its own units, and extended to its suppliers and transporters, and which can be summed up as the following approaches:

- Certification of production units and suppliers;
- Internal, second-party and third-party audits;
- Commitment Statements and Letters of Guarantee;
- Marfrig Club Protocol;
- Administrative actions in the event of non-compliance;
- Training of employees, drivers and suppliers;
- Preference for the purchase of inputs with humane handling guarantees;
- Monitoring of specific KPIs for Animal Welfare;

Commitment Statement	Letter of Guarantee
<p>This document is signed by the suppliers of animal ingredients and raw materials and aims to ensure their commitment to following the Marfrig Animal Welfare Policy. *</p>	<p>Document signed by those responsible for the loading at the property attesting that they are in compliance with the company's policy that prohibits the use of antibiotics prophylactically, respecting the medication withdrawal period in cases of therapeutic treatment. It also certifies the non-use of hormones and medications not recommended in animals sold to the company, prohibits the sale of cloned animals and establishes a commitment to the humane treatment of all animals.</p>

*Commitment Statement for meat and animal ingredient suppliers implemented in 2020.

Training

Technical training for animal welfare practices is provided to those responsible for animal handling on farms, technicians, and individuals involved in the handling of live animals from transportation to the slaughter process.

Capacity-building initiatives are carried out at least once annually so as to raise awareness of the issue among employees and to bring innovation and dynamism to the processes.

Training initiatives are provided in the following formats:

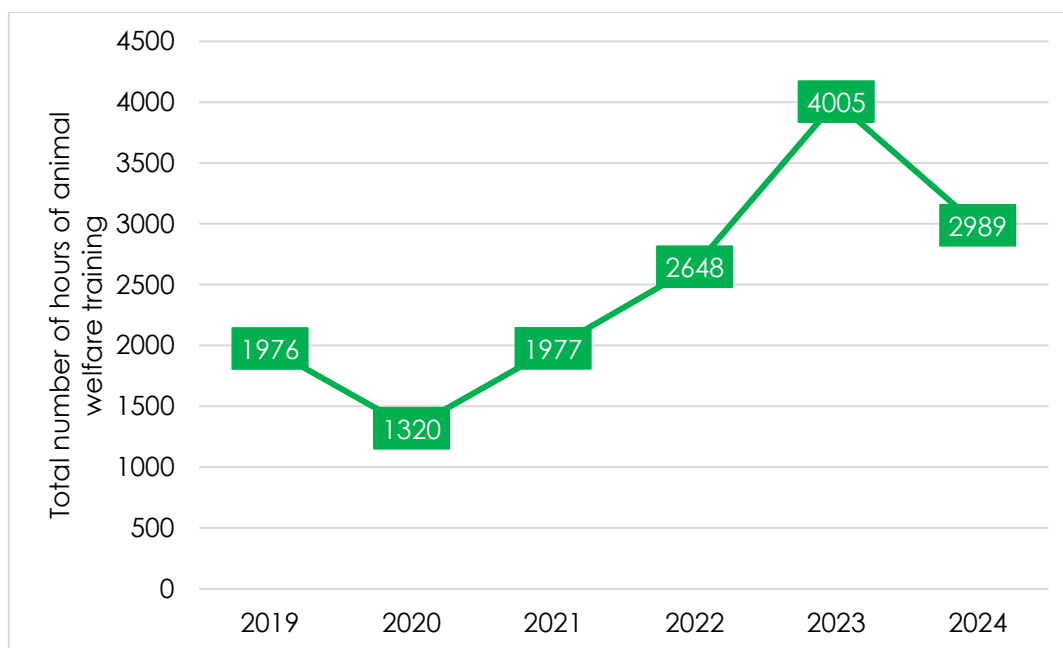
- **Onboarding:** The topic of Animal Welfare is addressed in the onboarding process when integrating new hires into the company, whatever their field of work or role, in order to raise awareness and underscore the importance of the issue.
- **Periodically:** Throughout the year, the units provide specific technical training to employees and third parties. This capacity-building seeks to disseminate the correct procedures for animal handling. An ethical commitment founded upon internal regulations is signed when skills-building training is given to workers performing roles that are directly related to live-animal handling procedures.

If any deviations regarding the designated guidelines are identified, administrative measures are applied; these range from verbal instructions, through suspensions and repeat trainings, to the rescinding of contracts for more serious cases.

In 2024, animal welfare training was offered in our global operations, totaling 2,989 hours, according to graph 1.

This training provides awareness among employees and promotes good practices in the routine of those involved in animal handling.

Chart 1 - Total number of hours of animal welfare training – global operations.



It is important to emphasize that all individuals responsible for live-animal handling must be trained in animal welfare in accordance with their roles. In 2024 in our operations worldwide, 4,936 people took part in animal welfare training, an increase of 27% compared to the previous year.

Marfrig is expanding the dissemination of knowledge not only to those responsible for handling animals in slaughter units, but to all links belonging to the production chain.

At National Beef, truck drivers must be certified by the Beef Quality Assurance Transportation (BQAT) organization, which is recognized in the United States. Marfrig teams carry out the training initiatives in Brazil, Uruguay, and Argentina.

At BRF, training sessions are conducted by animal welfare officers and third parties. In 2024, the Animal Welfare Ambassadors program was launched, aiming to promote recognition, training, and the establishment of a focal point for the topic within the units. The first meeting focused on discussing best practices and strengthening the animal welfare culture, bringing together around 30 professionals from the field.

Certification and Audits

Marfrig and its subsidiaries deem it important to carry out internal **audits**, as well as second- and third-party audits, in its own slaughtering units as well as those of its suppliers of meat for manufacturing raw material products. The **second party** audit protocol to verify compliance with the criteria is proprietary, but also based on NAMI standards. The NAMI standard is used for cattle and pigs.

The NCC (National Chicken Council) protocol is used for broiler chickens, following animal welfare guidelines such as: corporate commitment and staff training; hatchery operations; growth operations (management and emergency plans, nutrition and feeding, comfort and shelter, health care and monitoring, bird rearing); catching and transportation; and processing operations.

For turkeys, the protocol used is the NTF (National Turkey Federation), addressing animal welfare topics such as: management commitment; emergency plans; staff training; housing and ventilation; stunning systems and effectiveness; and acts of abuse.

Should any slaughter unit present compliance during the audits, it will be deemed to have been approved. For cases in which deviations are observed, they must be addressed by an action plan and proof of correction.

To date, 100% of our cattle, pigs and broilers (chicken and turkey) slaughtering units have undergone third-party evaluations in accordance with NAMI, NCC and NTF standards, as referenced above.



What is the NAMI Protocol?

It is an animal management and audit recommendations guide written by Professor Temple Grandin, Ph.D., jointly with the Animal Welfare Committee of the North American Meat Institute (NAMI) and published by the same institution.

The document outlines the best practices to be carried out in the transport of animals, recommended stunning practices, guidelines for religious slaughter for cattle, practices for handling weakened animals, description of containment structures, among other aspects related to animal welfare.

[Click here to read the full **NAMI** protocol](#)

Our subsidiaries also undergo **technical visits**. In this process, individuals responsible for animal welfare observe the loading of animals to be slaughtered at Marfrig.

In this way, specific indicators are identified and evaluated to assess the current conditions of the farms visited and the training provided. The visitation schedule is determined based on the bruise index found on the animals' carcasses at the time of slaughter. Additionally, meetings are held at our industrial plants with individuals responsible for farms, as formal conversations concerning lots being slaughtered at the time. Our animal sourcing department also adopted a direct approach to providing livestock farmers or their representatives with guidance.

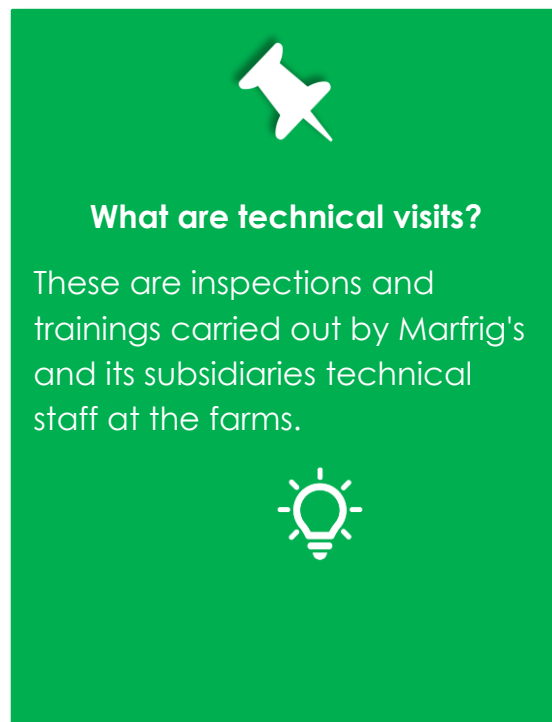
In Argentina, for every deviation detected on a registered farm, the Finance Ministry is called in to take action involving the farmers, with photographic evidence.

Table 2 presents the percentage of products within the value chain certification protocols observed by Marfrig in its own, and in its suppliers', operations.

Table 2 - Percentage of products per Protocol standard audited by third parties

Name of the Standard	% of product in own operations	% of product provided by suppliers	% Total
NAMI Protocol	100%	29%	95%
Organic (USA & EU)	1%	1%	1%
NCC (National Chicken Council)	100%	44,7%	99,9%
NTF (National Turkey Federation)	100%	-	100%

Since 2000, we have developed the organic beef program in Uruguay, ensuring a high standard of animal welfare. In 2023, we reached new sales records, with the United States remaining the main market for certified organic beef, which is also sold in various other regions, including Europe and South America. In the same year, we secured cattle suppliers that meet the Organic Farmers and Growers standards. We also registered suppliers that comply with the Viva Grass Fed standards, which ensure that products



What are technical visits?

These are inspections and trainings carried out by Marfrig's and its subsidiaries technical staff at the farms.

come from grass-fed animals raised without growth-promoting hormones or antibiotics, managed humanely, and not fed animal by-products.

Regarding animal welfare, since 2023, Marfrig Uruguay launched a project aimed at providing our customers with beef products that meet the '5-Step® Global Animal Partnership (G.A.P.)' animal welfare standard. This standard defines animal welfare through three overlapping components: natural living, emotional well-being, and health and productivity; which, combined with good management practices and genetics, contribute to the animals' well-being.

Aligned with Uruguay's outdoor pasture-based production systems and in response to customer needs, we applied 'Step 4 – Pasture Raised,' which includes the following criteria: cattle must graze for 75% of their lives, confinement is not allowed, pastures must maintain at least 50% vegetation cover, and there are specific requirements for weaning (minimum of 6 months), castration (maximum of 3 months), and a maximum transport time of 16 hours. It is important to note that all G.A.P. certification levels prohibit the use of antibiotics, growth hormones, and animal by-products in feed.

In 2024, Marfrig Uruguay certified 13 additional farms under the G.A.P. protocol, bringing the total to 25 farms. From 2023 to July 2025, there was a 69.2% increase in the number of farms certified under this protocol. Additionally, we have farms that meet the Organic Farmers and Growers Organic Standards (632 establishments) and those that comply with the Viva Grass Fed standards (52 establishments). For more information about our organic production initiatives and certifications, we invite you to consult our Sustainability Reports.

Animal Welfare in the Supply Chain

Marfrig carries out a series of actions to disseminate the best animal welfare practices throughout the entire supply chain.

It is in the company's interests to act in partnership with its suppliers in order to promote best practices.

Marfrig makes Animal Welfare-related instructions and guidelines available in its [**Guide to Sustainable Practices**](#), Commitment Documents, specific protocols for verification, and in informational materials. This approach includes incentives for producers to adopt such practices, and processes to monitor the progress of compliance with these principles.

The company reaffirms that it is firmly committed to the development and expansion of the value chain in order to bring in companies that prioritize animal welfare in their business practices.

Marfrig and its subsidiaries around the world are working hard to engage their employees so as to raise awareness among them about our Public Commitments and the importance of animal welfare in the supply chain.

See below details of activities that establish the process of engagement of Marfrig with its suppliers:

Support Materials

Marfrig develops support materials for farmers, such as the manuals that are delivered during visits to farms and to production units, available on the Marfrig web page ([Manuals](#)).

Marfrig Club Program

Through the Marfrig Club Program, the company strengthens its ties to farmers. In this way, it encourages sustainable livestock-raising, upholding respect for Animal Welfare and for socio-environmental issues. In 2024, 100% of beef suppliers in Brazil are included in at least one criteria of the Program. Further information is provided on link: [Marfrig Club](#).

The Livestock Farmers' Portal

On July 15 2,021 Livestock Farmers' Day, Marfrig announced the setting-up of the Livestock Farmers' Portal, the [Portal do Pecuarista](#). This communication channel, exclusively for partner-farmers in Brazil, enable access to **information and content** on the sale of cattle, on slaughter, management, and animal welfare, and other topics of interest to livestock farmers concerning their farming activities. The portal is also being integrated into the company's registration process, becoming another channel and alternative for farmers to provide information about their supply chain (indirect suppliers), as is already the case at the time of registration.

Lectures and Training Sessions for Farmers and Team Members

Marfrig provides lectures and training sessions for farmers' teams as a way of introducing new Animal Welfare practices in its operations. See this [link](#) for further information on events that were held.

To stimulate this specific audience to adhere to the training schedule offered, the company publishes images of training sessions carried out and [encourages preparing schedules](#) for trainings.

Letter of Guarantee

The Letter of Guarantee is a document handed in by live-animal suppliers, in accordance with requests by Marfrig, attesting to the non-use of hormones or the prophylactic use of antibiotics, and other non-recommended drugs. Cloned animals are guaranteed not to have been used, and the humane treatment of the animals is attested.

Receipt of the Letter of Guarantee is recorded in a computerized system, and, after the data and signature of the individual responsible for the farm have been checked, the lot may be included in the slaughter schedule. If one of the aforementioned items is missing, the lot is not approved for slaughter.

Commitment Statement

The Commitment Statement is a document prepared within the main rules of animal welfare, to which suppliers must commit by signing it, because they are not audited within a given period. These documents are for ingredient suppliers and animal raw material suppliers to provide.

Assessment of suppliers of raw materials for making industrially-processed products

During second-party and third-party audits of our suppliers, Marfrig uses specific checklists in order to verify animal welfare practices. Based on the results found, it seeks to engage them in adopting the industry's best practices.

Assessment of suppliers of ingredients

Supplier Relationship Management (SRM) tools have been introduced in the company's supply area. This digital transformation project aims to digitize the control of the registration, ratification, certification and management of suppliers and service providers.

The platform will enable us more robustly to assess our suppliers, asking them for information on sustainability and animal welfare practices before hiring and before making a purchase.

Suppliers' workshop



The event **“Excellence in animal welfare in the supply chain”** (**“Excelência em bem-estar animal na cadeia de suprimentos”**), carried out in 2023 through a partnership with one of our clients and aimed at professionals from slaughterhouses

supplying beef, has as its main objective to address relevant topics in processes to ensure animal welfare. It took place in person and online, with the participation of representatives from technical areas, directors, managers, handling employees and those responsible for animal welfare, totaling approximately 200 professionals.

Continuing the purpose of raising awareness and addressing best management practices, the project **“Excellence in animal welfare in the supply chain”** also extends to suppliers of other products according to the species present in the Marfrig supply chain (**raw material for the preparation of processed products, ingredients and products from other brands for retail**).

In 2024, the project was carried out in partnership with **Compassion in World Farming**, with a series of training sessions conducted for the supply chain in Latin America. The aim was to align, disseminate, and strengthen animal welfare practices across the entire sector. For more details, please visit the [link](#).

In 2025, training sessions for suppliers covered highly relevant topics related to the farming systems of the species involved in global operations, including the 'cover and release' system, maintenance of portable equipment, among others.

Mapping the Value Chain

In 2020 Marfrig began a mapping process involving all its animal-based input suppliers around the world. Information was requested as to the livestock-raising methods applied, the slaughter process (if there is slaughter), the evaluations and certifications applied, any mutilation practices (if there are any), animal welfare indicators, training initiatives and environmental enrichment, to name a few. Questionnaires were prepared, addressing the most important aspects of animal welfare. This process began in 2021 to include input suppliers, and in 2022 we started the modernization process of questionnaires so that they could be filled out using an online platform which continue to this day.

Marfrig and its subsidiaries' suppliers were registered in the system and the questionnaires were sent by email, according to each supplier's registration. In the process, Marfrig made its position and recommendations clear, thus initiating a value chain engagement process in industry best practices.

Animal Welfare during Operations

In order for there to be humane handling, it is essential that there be harmony between the three key elements: animals, facilities and people. Marfrig and its subsidiaries acknowledge the importance of each of these elements, and their influence upon ensuring humane treatment in operations; it does this by ensuring:

- The training of professionals involved in life-animal handling;
- The quality of the structures and equipment used;
- The monitoring of animals during operations.

The animal welfare area frequently performs monitoring, always following the standards of the North American Meat Institute (NAMI) and customer protocols, and always complying with the legislation in force. Several indicators are taken into consideration, such as the number of falls and slips, the occurrence of vocalization, the use of an electric prod, the effectiveness of stunning, and the quality of handling.

Marfrig is a company committed to animal welfare that takes into account animal sentience and consciously monitors relevant indicators, such as temperature variations (thermal comfort), mortality, emergencies, bruises (data resulting from the classification of bruises on half carcasses), travel time, behavior and physical conditions of animals upon arrival and accommodation, quality of structure and equipment, among others, in order to adopt mitigating measures both in their operations and when guiding their suppliers on this matter.

In addition to the aforementioned points, the company takes up specific positions concerning livestock-raising, transportation, and slaughtering practices, and the use of veterinary drugs in its operations and in its value chain.

Closely Restrictive Confinement

Marfrig does not support the intensive confinement of animals.

Find below some examples of practices we discourage:

- 1- Raising in Dark House systems;
- 2- The use of gestation and individual delivery crates for sows;
- 3- Raising poultry in cages;
- 4- The use of tethering to hinder movement;
- 5- The use of individual confinement stalls;
- 6- The raising of animals (including fish) in high-density situations.

We are thus working hard to avoid the purchase of animals, or animal raw materials or ingredients obtained from suppliers who raise animals in the aforementioned environments.

Our position is universal and includes all species and countries that belong, or may come to belong, to our value chain.

In 2024, considering 100% of our global value chain, at least 62% of the animals of all species involved were not raised in systems such as those described above.

Sadia Bio chickens are raised without the use of performance enhancers or antibiotics whether therapeutic or preventive. The chickens grow and develop without the addition of antibiotics to improve performance, as verified by an audit conducted by Quality Inspection Management.

At the farms where Sadia Bio chickens are raised, we provide differentiated conditions:

Lighting: A lighting program ensures the animals have extended periods of rest

Space: We prioritize an environment where birds have even more opportunities to express their natural behaviors, making the surroundings more comfortable for them.

Environmental enrichment: Materials are provided to make the environment more engaging for the animals, ensuring a better quality of life.

For more information about the program, [click here](#).

We are extending our monitoring in order to ensure good animal welfare practices are implemented by all our suppliers, for all species, complementing what was impossible to map.

The species-specific practices recommended and carried out in our value chain as well as our advances in the commitments undertaken, will be addressed in the rest of this report.

Supply from an enriched environment specific to each animal species

Marfrig considers it important to raise animals in an enriched environment in accordance with each species' needs.

Environmental enrichment has a positive effect on the well-being of animals, as it transforms their breeding environment into a more complex location that will encourage them to carry out relevant activities that are associated with their natural characteristics. By improving the environment with appropriate changes, according to each species, the new environment should promote better performance related to the species' behaviors, activating, through motivation, their natural behavior.

Environmental enrichment may contribute in different ways, such as in social interaction (where animals are able to interact with other individuals of their species), occupational stimulation (which promotes physical activities), physical incentive (an environment with objects that animals can "play with"), sensory reinforcement (which stimulates animals through smells or sounds) and nutritional incentive (providing new foods).

Marfrig believes that promoting enriched environments ensures better animal welfare and helps prevent issues related to stereotypies, aggression, among other undesirable behaviors that may arise due to frustration from the lack of a suitable environment for raising these animals.

There is great difficulty in collecting scientific and technical material on this topic for Zebu cattle, along the lines used in Brazil, as well as establishing evaluation and validation methods. For recognizing that animals are sentient beings, Marfrig is committed to developing a pioneering project aimed at creating a resource accessible to farmers in a sustainable manner, which directly benefits animal welfare and results in improvements across various links of the value chain.

The following are examples of environmental enrichment:

1. Beef cattle: Rest area (comfortable flooring for lying down, ruminating, and resting, including without obstacles, with tactile stimulation [adding brushes for scratching], and with dust and heat mitigation alternatives [natural and artificial shade, sprinklers]);
2. Sheep: Shelter (providing natural or artificial cover, such as shade screens or natural shelters with trees), encouraging exploration (providing climbing objects);
3. Pigs: Shelters, foggers, foraging (substrates that may or may not be natural, but allow pigs to engage in investigative behavior; they must be chewable, manipulable, and non-harmful if consumed, such as straw or hay);

4. Poultry (broilers and laying hens): Shelters, heat or cold mitigation systems, foraging (substrates to encourage pecking and exploration, such as straw or alfalfa bale), perching (distribution of raised platform perches), seclusion (an isolated area with comfortable nests for egg laying);
5. Dairy cattle: Rest area (comfortable substrate for lying down, ruminating and resting, such as sawdust or sand bedding, rubber and nylon mats), tactile stimulation (adding brushes for scratching), protection from solar radiation (providing natural or artificial cover, such as shade screens or natural shelters with trees);
6. Fish: Shelter (providing substrates that allow hiding and resting, such as rocks, tunnels and artificial plants), as well as occupational and sensory activities (such as water flow and currents).

In addition to questionnaires and training, another channel used to disseminate knowledge is the [Environmental Enrichment Recommendations Guide](#). The manual addresses the issue, helping disseminate more widely the monitoring of the use of antibiotics.

In 2024, at least 15% of the animals in our global value chain were raised in enriched environments tailored to each species' characteristics, with access to ropes, manipulable objects, hanging wood, substrates for pecking, perches, natural shelters, sprinklers, and shade nets.

The Use of Antibiotics, Hormones and Growth Promoters

Marfrig does not apply veterinary drugs for prophylaxis (i.e. non-therapeutically), but adopts the responsible use of antibiotics, whereby they are prescribed only by trained professionals in order to ensure animal health and food safety. As the application of these substances may occur on the farms of suppliers in various geographies and species that we work with, the company takes a stance through the Animal Welfare Policy and the Statement on the Use of Antibiotics, and also uses other channels to raise awareness so that they are used only whenever necessary and solely for the treatment of diseases, under the recommendation of a veterinarian.



Antibiotics should never be used to promote weight gain or growth in the animals; to boost feeding efficiency or prevent diseases (prophylactic use).

The World Health Organization (WHO) recommends that farmers and the food industry should cease the routine use of antibiotics to promote growth and/or prevent diseases in healthy animals. The aim is to preserve the efficacy of antibiotics that are important for human medicine (MIAs – Medically Important Antimicrobials), reducing their unnecessary use in animals, because excess and unwarranted use of antibiotics in animals and humans can lead to an increasing threat of antibiotic resistance. We receive cattle for slaughter from the producing farms, and for this reason there are few situations in which we may use or apply any kind of antibiotic in the animals. Therefore, we address the topic with all the necessary attention and precautions, raising awareness along our production chain.

Use of antibiotics in our operations

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.

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.

The application of hormones is not encouraged under any circumstances. Find more information on the conscious use of antibiotics in our [Annual Report](#) and [Declaration of the Use of Antibiotics](#).

Another channel that is used is the Marfrig Club Guide to Sustainable Practices. The manual addresses the issue, which may also help disseminate more widely the monitoring of the use of antibiotics.

The company thus avoids purchasing live animals, or animal raw materials and ingredients obtained from suppliers who apply hormones, growth-enhancing substances and prophylactic antibiotics. This position is valid for all species and countries that belong to our value chain, except for pigs, when treatment is necessary.

This commitment is verified globally by means of farmers providing documents to guarantee that the withdrawal period has been respected whenever antibiotics needed to be applied, and that no hormones or banned substances were given to them.

As an example of how Marfrig controls antibiotic use in its production chain, all animal suppliers in Brazil have to provide a **Letter of Guarantee**, a document signed by the livestock farmers or by the farm's representative.

In the document, the non-use of antibiotics for prophylactic purposes, or hormones or other veterinary drugs that are not recommended for the animals that are being sold to the company is guaranteed; additionally, the farmers provide the following information:

- Whether veterinary drugs have been used for the animals (including antibiotics);
- Whether the farmer has complied with these drugs' withdrawal periods (and if he or she has used permitted antibiotics, that they have done so with a veterinarian's prescription);
- Information on how many animals in the lot may have received the drugs, whether they were all from the same lot or otherwise.

Receipt of the Letter of Guarantee is recorded in a system, and, after the data and signature of the individual responsible for the farm have been checked, the lot may be included in the slaughter schedule. If one of the aforementioned items is missing, the lot is not approved for slaughter.

In this way it is guaranteed that only lots of animals that have complied with their withdrawal period, in the case of antibiotics, can be approved for slaughter:

As a company-wide internal procedure, a **risk analysis** is performed annually or whenever necessary. Thus, the likelihood of occurrence, and the severity of the effect of different types of drugs on the animal, and consequently on the need for consumption, can be assessed, if the withdrawal period has not been respected. One of the items taken into consideration in this assessment is the result of the national residues and contaminants control plan (PNCRC).

The PNCRC is the Brazilian national plan within the Ministry of Agriculture, Livestock and Food Supply (MAPA), which aims to monitor the application of veterinary drugs in Brazilian livestock.

Chemical tests of more than 170 contaminants are carried out on the following animal matrices: muscle, liver, kidney or urine. The results of the PNCRC are expressed as percentages of occurrence above the maximum recommended limit, by state. In this way the company follows and monitors the results and can propose verification when necessary.

In other countries (Uruguay, Argentina and the United States), similar criteria are also followed to ensure control of the use of antibiotics in the production chain.

For more information about the use of antibiotics in our own operations and in our suppliers, can be found at pages 120 and 121 of our [Integrated Report](#).

Purchase of Genetically-Engineered or Cloned Animals

Marfrig does not knowingly purchase animal products and/or live animals that have undergone genetic engineering or cloning, nor do we carry out this practice in any of the countries where we operate.

This commitment extends to all the countries in which Marfrig operates, and covers all the species that are part of our value chain.

Breeds

In 2024, in the beef cattle operations of Marfrig and its subsidiaries, there were no acquisitions of animals for fattening or slaughter from breeds that present anatomical or metabolic disorders (e.g., double-muscled beef cattle, such as Belgian Blue and Piedmontese). In other words, 100% of our production is free from cattle breeds with low welfare potential.

Transport

Marfrig believes that the transportation of animals, from supplying farms to operating units, is crucial for animal management.

Therefore, in our operations, we take actions to assess and follow up the process, such as:

- **Contingency Plan and Crisis Management:** whenever unforeseen circumstances occur en route (breakdowns and/or vehicle accidents, strikes, highways being blocked, or other situations that disrupt the continuous flow of the transportation of animals from the farm to the slaughterhouse), the driver must notify the responsible department in Marfrig of the incident.
The guidance can be given as to suitable measures to be taken to solve the problem that has arisen, ensuring that the journey can continue up until its final destination (the slaughterhouse) as quickly as possible.
The company also has its own channels for receiving warning of unforeseen circumstances and asking for help.
- **Daily assessment of the transport vehicles and the quality of the transportation service:** In this process, the type of vehicle used is checked, as well as the quality of its structure, its overall state of repair, and the capacity-building that the driver has undergone. The quality of the transportation is also assessed by verifying the

accommodations for the animals, and how the animals behave on arrival, during handling and unloading at the slaughter unit.

- **Training initiatives:** Training sessions are regularly offered to drivers at certain subsidiaries. The transporters, in this process, are given specific guidelines for caring for animals during the journey. These professionals are also assessed periodically for their efficiency and receive a permit and certification from Marfrig when approved.
- **Monitoring:** We started the pilot project for real-time monitoring of vehicles in Brazil, aiming at the safety and welfare of animals during transportation.
- **Contracts:** There is a specific clause in the contract with transportation companies addressing Animal Welfare. If the transporter fails to comply with the clause, suitable measures are taken by Marfrig. Depending on the degree of severity of the infraction, contracts may be rescinded.

Marfrig has a logistical coordination body for the transportation of live animals. The goal is to avoid long-distance journeys, by moving animals from farms closer to the units. In parallel to logistics, loadings are monitored by trained drivers who report any type of events that may violate animal welfare requirements. We also have the plant's animal welfare team that visit farms periodically to provide training.

Marfrig, when possible, prioritizes the sourcing of animal inputs (beef, lamb, fish, poultry meat, pork, and dairy products) when the transportation time within the value chain is no greater than eight hours, and for chicken inputs (broilers) up to four hours, in accordance with international recommendations.

In our own operations we seek to establish itineraries and legs of journeys so that the transportation of cattle does not involve journeys above eight hours. Given Brazil's vast size, this limit for the transportation of bovines is occasionally exceeded. To increase safety during this step, a monitoring project was implemented.

In 2024, it was found that at least 92% of the animals involved in our value chain were transported within the specified maximum travel times: 4 hours for poultry and 8 hours for other species.

It should be stressed that Marfrig does not carry out maritime transport, all our operations being performed by land routes.

Stunning Prior to Slaughter

When purchasing meat, Marfrig prioritizes products obtained from animals that are stunned prior to slaughter. This position is valid for all species and countries that are, or may come to be, involved in our operations.

In 2024, at least 86% of the animals involved in our value chain (including our own operations and those of suppliers involving all species in countries) were stunned prior to slaughter. This information includes all species and geographies involved in our slaughter operations and meat suppliers for the production of own-brand products, as well as other brands used for retail.

Concerning slaughter operations, the common practice in Marfrig is to stun animals prior to slaughter. There are exceptions for certain specific markets that request religious slaughter. The requirements made for animals intended for religious slaughter are maintained and respected in accordance with customer requests, and meet humane practices.

In 2024, at least 95% of the cattle slaughtered in Marfrig and its subsidiaries' units were stunned prior to slaughter. The remaining animals, at the request of clients, underwent religious slaughter, which does not require prior stunning.

Marfrig's units possess the most modern equipment for restraining animals and stunning them prior to slaughter, and they are maintained in good repair, thus — with the recommended parameters and the trained staff — making a positive contribution to an effectiveness of stunning, where 98% of the animals were stunned with the first shot, in the company's own operations of cattle.

The effectiveness of stunning is checked for each animal by an assessment of signs of unconsciousness, which must be sustained up until death. In addition to the pneumatic equipment, other specific portable equipment is available exclusively for use in emergency situations, or as backup, so that all animals can be stunned as rapidly as possible before any other procedure is performed.

Mutilations

Whenever possible, Marfrig avoids the purchase of animals that have been subjected to practices involving in-the-field mutilations. Mutilations are understood to be surgical procedures with or without the use of anesthesia, such as:

- 1- Dehorning;
- 2- Castration;
- 3- Cesarean deliveries; and
- 4- Tail docking.

If these practices occur, they are to be performed by a competent technical expert, and the pre-surgical and post-surgical precautions must strictly adhere to the best practices.

In relation to animal raw materials, we avoid purchasing meat obtained from producers who carry out:

- 1- Dehorning;
- 2- Tail docking;
- 3- Castration;
- 4- Interventions in the beak (in the case of poultry);
- 5- The cutting of wings (in the case of poultry);
- 6- The cutting of fins (in the case of fish), among other mutilation practices.

There are some ways to avoid routine mutilations. Some examples follow:

- 1- Problems related to dehorning; companies may use breeds that do not have horns;
- 2- Regarding castration, which is often linked to fat finishing on the carcass, you can adjust the nutritional diet and choose breeds that are more efficient in terms of fat finishing;
- 3- Caesarean section – many cases occur due to crossing breeds that may lead to birth problems (dystocia), due to size incompatibility. Therefore, choosing to cross different breeds require planning and objectives that do not interfere with the well-being of females;
- 4- Tail docking can be avoided by providing larger areas equipped with environmental enrichment for the animals.

In 2024, at least 52% of the animals in our value chain were not subjected to the practice of mutilation in the field. This stance is valid for all animals, species and countries that take part in, or may come to take part in, our operations.

We have begun to follow our suppliers more closely in order to encourage them to conduct studies replacing tail docking in pigs and the debeaking of laying birds by less painful processes.

Global Animal Welfare Commitments

Marfrig, intending to engage its supply chain in good handling practices in order to ensure Animal Welfare and to promote the transparency of public information, has updated its Animal Welfare Policy and adopted global commitments since 2021, following the recommendation and technical support of one of the largest Non-

Governmental Organizations dedicated to animal welfare. For its global operations, Marfrig commits to:

Adopt best Animal Welfare practices as recognized by Compassion in World Farming for its products using pork inputs and products containing eggs in their composition.

The commitments cover:

In management

- To carry out third-party audits on the company's public animal welfare information by December 2024. We achieved this commitment ahead of schedule. In November 2024, we met the goal of auditing all publicly available animal welfare information across the Company. The certification body SBCert audited and confirmed the compliance of the information, certifying the adequacy of Marfrig's Animal Welfare Report. This goal had been established in 2021, with a deadline set for December 2024. The audit report can be accessed at this [link](#).

In the manufacturing of our own-brand products

- 100% of cattle slaughtering operations to be performed in accordance with NAMI (North American Meat Institute) standards by December 2023. We met this commitment ahead of schedule, in 2021. All our slaughter units, including those for cattle and sheep, were audited by third parties, based on NAMI (North American Meat Institute) standards, which are the international benchmark for good animal welfare practices. The achievement during this period brings forward the target (KPI) that we pursued for both species (cattle and sheep). The target was, by 2025, to have 100% of our operations audited, and we met this until 2022;
- 100% of meat suppliers to be operating in accordance with NAMI (North American Meat Institute) Standards by December 2028.

In relation to own-brand products made from other proteins (eggs and/or pork)

- Using eggs laid by hens raised in cage-free systems by December 2025.
- Using pork from raising systems where sows are in collective gestation (allowing at most 28 days in individual gestation systems) by December 2026.
- Sourcing pork from pig-raising systems where the animals do not undergo ear-notching (a practice that mutilates their ears) by December 2026.

- Purchasing pork from systems in which immunocastrated pigs are raised, because this does not cause pain or suffering (the practice has replaced surgical castration) by December 2026.
- To restrict our sourcing of pork to farming systems in which the animals' tusks are not trimmed. This practice may be allowed in extreme cases (when there is proof of aggressive behavior among the animals) by December 2026.
- Using pork from farming systems in which there is environmental enrichment (materials for manipulation) by December 2028.

When selling other-brand products

- Restricting the sale of egg-based products to those containing cage-free hens' eggs by December 2028.

The commitments of the BRF subsidiary can be found [here](#).



Marfrig and its subsidiaries around the world are working hard to engage its employees so as to raise awareness among them about our Public Commitments and the importance of animal welfare in the supply chain. Major challenges are related to the broad complexity of the chain mapped yearly by Marfrig (direct and indirect).



Protecting biodiversity

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, 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. Its science applied in a practical way to real-world challenges in the field.

Animal welfare KPIs

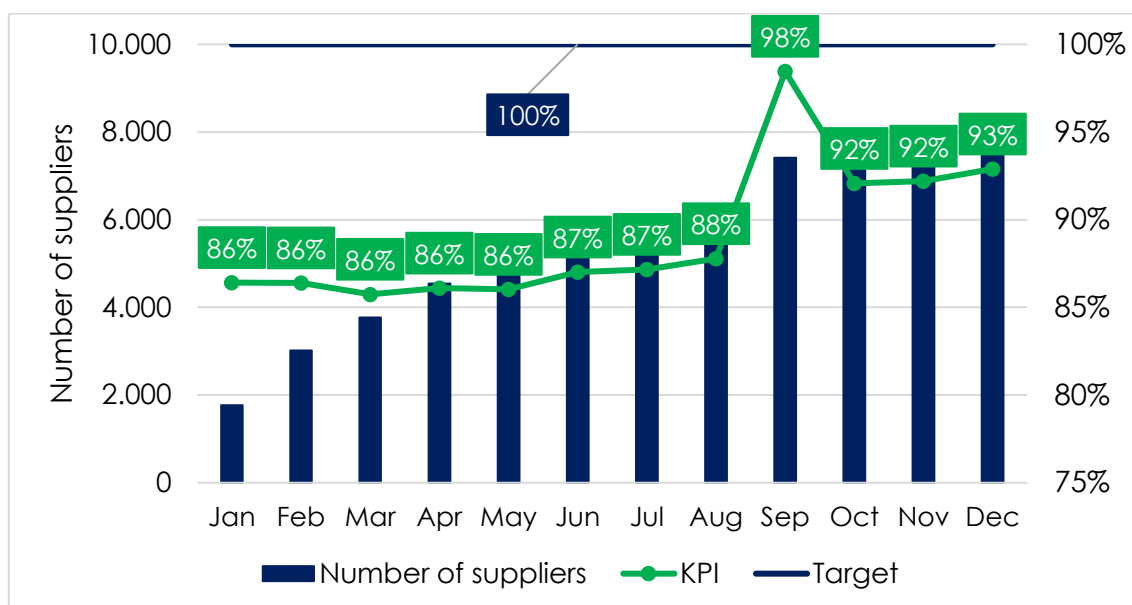
In 2020 Marfrig established KPIs (Key Performance Indicators) and commitments to targets to extend animal welfare practices throughout the company; they were initially introduced in the South American countries and are projected to be introduced as well into the United States operation. These indicators are monitored on a monthly basis at present.

Each one of them is listed below, as well as results obtained during 2024, for South America Marfrig operations.

Meeting the Marfrig Club Animal Welfare Goals

All farms are to meet at least one of the 'Marfrig Club' Program Animal Welfare criteria. The goal is to make 100% of the farms meet these conditions by 2025. Graph 2 presents the results of KPI monitoring for the year 2024, where 90% of farms met at least one animal welfare criterion described in the Marfrig Club program in Brazil.

Graph 2 - Meeting the Marfrig Club Program's Animal Welfare Goals.



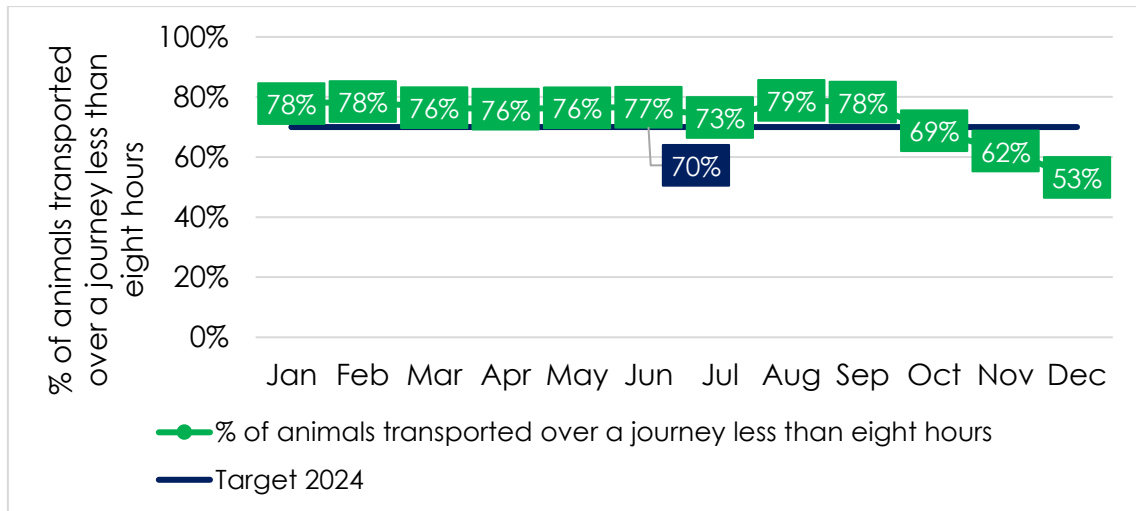
Note: This KPI includes only Brazil operations.

Percentage of animals transported within a journey time less than or equal to 8 hours.

When we established it in 2020, the target was 65%. The change to make the goal stricter further reinforces our commitments to promoting animal welfare, also in this step. The transportation of live animals is a crucial process, and we aim to complete it in the shortest time possible. We establish routes and stops to ensure that the movement of cattle and sheep between the farm and our operations does not exceed a period of eight hours and is carried out within internationally recommended standards. These principles reinforce our commitment to good animal welfare practices and the compliance with current regulations. Part of our operations are located in Brazil, a country with continental dimensions, which occasionally affects the transportation time limit we aim. The long distances and poor road infrastructure make achieving this goal

an even greater challenge. It is desirable that cattle be transported within a journey time equal to or less than eight hours. The target is to transport over 70% of cattle under these conditions. According to Graph 3, in 2024, 66% of the animals (cattle) were transported within a time frame of eight hours or less, meeting international recommendations for travel time, considering our own operations of cattle in South America

Graph 3 - Percentage of beef cattle transported within a journey time less than or equal to eight hours.



Note: This KPI includes only the animals purchased and transported for slaughter in the units of South America Marfrig.

Animal Welfare audits carried out in slaughterhouses (NAMI Standard)

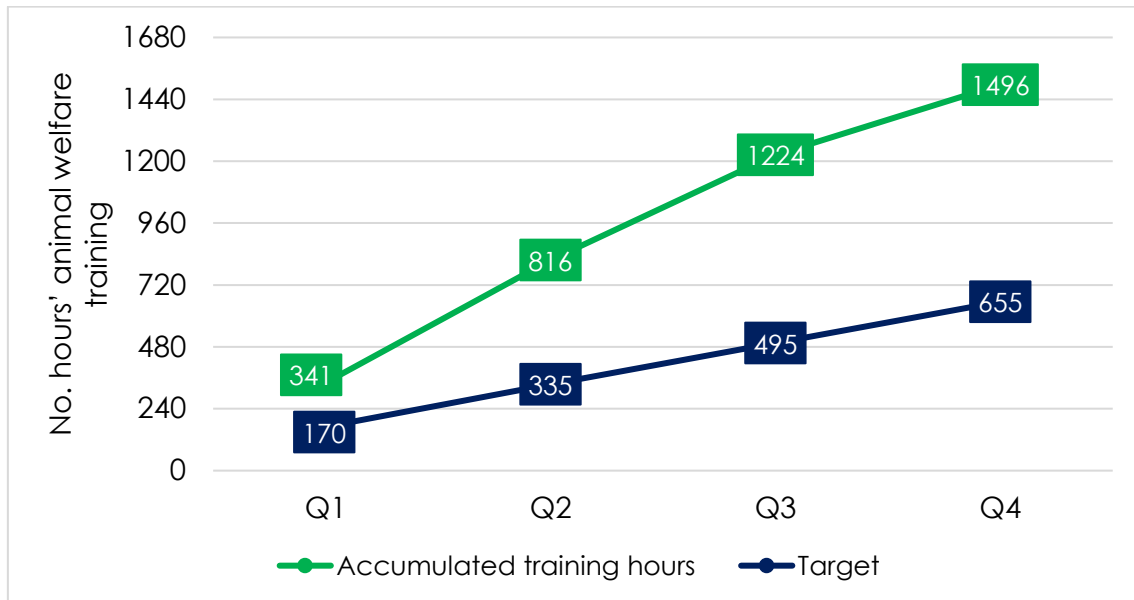
All Marfrig's slaughter units (cattle and sheep) in its global operations are required to undergo third-party audits according to NAMI standards by 2025, as established in the goal (KPI) and met in 2022.

In 2024, 100% of our slaughtering units underwent third-party evaluations in accordance with this standard.

Number of hours of Animal Welfare training

A minimum of 40 hours' training is to be implemented in each plant every year. Marfrig's annual target is to attain this threshold of training hours in each plant. Graph 4 presents the results for 2024.

Graph 4 - Number of hours of Animal Welfare training.



Note: This KPI includes only the slaughter units in South America Marfrig.

Plan for communication with suppliers

Since 2020, the company attained its target of 100% for the KPI “Control of suppliers of animal raw materials for industrial processes”, the objective of which is to evaluate the percentage of Animal Raw material suppliers certified for animal welfare, audited by second parties and third parties, or having a commitment statement.

We undertake to work jointly with universities in order to continue developing best practices. Marfrig emphasizes that since 2020 it has maintained a more intense assessment of its suppliers in order to map their current practices and interact jointly to strengthen the ties, improve the accuracy of information received, and encourage the development of processes among suppliers by means of:

- 1- Tested internal protocols;
- 2- Questionnaires;
- 3- Commitment Statements;
- 4- Interaction through content shared with suppliers;
- 5- Meetings; and
- 6- In-house workshops (training initiatives).

Our commitment to plant-based foods and Sustainability

Reducing reliance on animal-based foods is a key business priority. For Marfrig and its subsidiaries, protein diversification is also a strategic pillar, driven by top leadership. The company is consciously expanding its portfolio through the development of new plant-based products and other technologies, further strengthening its presence in this segment. This approach reflects the company's belief that investing in alternative proteins is essential to increasing diversity, ensuring long-term resilience, and meeting stakeholder expectations across our value chain, as well as consumer demand for innovative products (including plant-based options) aligned with sustainability goals—such as reducing water consumption, conserving biodiversity, and more. As such, production in this segment directly supports and reinforces the company's broader sustainability efforts.

The processes to ensure the effective implementation of this policy are fully operational within the company. The importance of sustainability means that the guidelines for this strategic pillar are defined by the Board of Directors (BoD). For decision-making related to the sustainable development of the business—including oversight of animal welfare issues and the reduction of reliance on animal-based products through investment in alternative proteins—the BoD is supported by the Sustainability Committee. This Committee meets monthly and is composed of professionals with recognized expertise in the field. It maintains a regular meeting agenda to monitor strategy execution, track results, evaluate the company's performance, and foster discussions on various topics, always staying attentive to emerging trends and new challenges. The Committee's activities are reported to the BoD, which also shares concepts and content that help build collective knowledge and alignment around sustainable development.

An example of how the company is working to reduce its reliance on animal-based foods is the ongoing reformulation of products to make them more accessible to consumers.

As part of our commitment to continuous improvement and transparency regarding our performance in this area, our subsidiary BRF, in partnership with Upfield—a global food company focused on plant-based products—recently launched Becel Plant-Based Salted Butter in Brazil. Made 100% from plants and lactose-free, the product retains the taste and texture of its dairy-based counterpart and can be used as a spread for bread and toast, as well as for baking and cooking. Packaged in 227-gram portions, it contains

no trans fats and has 30% less saturated fat compared to traditional butter. Alongside Qualy Vegê, it complements BRF's plant-based portfolio. These and other product updates are widely featured in media outlets.

Additionally, to offer options that replicate the taste and texture of meat, BRF has established a partnership with PlantPlus, a foodtech company created in 2020 by Marfrig in collaboration with global nutrition leader ADM. This initiative now benefits from BRF's logistical and commercial infrastructure, as well as access to retail and foodservice channels already served by the Sadia brand.

The partnership also strengthens innovative efforts and brings to market Sadia products that consumers already know and love - now in plant-based versions from PlantPlus. The Sadia PlantPlus Veggie Hot Pocket Burger - a ready-to-eat snack featuring a soy-based "picanha"-flavored burger with plant-based cheddar sauce - and the Sadia Plant Protein Nuggets from PlantPlus - made from soy and pea protein, with a chicken-like taste and texture - are the first products in this line.

"With the reorganization of the Sadia Veg&Tal product line and the expertise of PlantPlus Foods," says BRF's Vice President of Marketing and New Business, "we will offer the most complete plant-based portfolio in the market, which will certainly win over Brazilian consumers."

Another highlight is BRF's Innovation Center, where studies are conducted to improve products. Additionally, BRF created the Hub BRF, a platform that connects the company to the open innovation ecosystem in Brazil and worldwide. In just three years, Hub BRF has established over 570 connections with startups, including a strategic partnership with the Israeli startup Aleph Farms—making BRF the first Brazilian company to enter the cultivated meat market.

Daily responsibility, as well as that of the board or senior management, to reduce reliance on animal-based foods

The strategic importance of sustainability led Marfrig's Board of Directors to establish sustainability guidelines for the company's global operations. The Board is supported by the Sustainability Committee, where sustainability issues are discussed and evaluated to inform decision-making and set priorities. The Sustainability Department is responsible for executing these strategies for both Marfrig and BRF. Reporting directly to the CEO, it assesses related risks and opportunities, sets performance targets for operational units, and oversees results.

Currently, the teams managing the daily operations of Marfrig and BRF's alternative protein brands are fully integrated. This internal team oversees the PlantPlus brand (originating from Marfrig) as well as other categories such as Veg&Tal (originating from BRF). The organizational structure includes a Marketing Manager, an Executive Marketing Manager, and an Executive Marketing and Innovation Director, who reports to a Vice President of Marketing and New Business. This Vice President also holds a seat in the weekly meetings of BRF's Executive Committee (COMEX).

Additionally, BRF also has an Executive Sustainability Committee composed of six vice presidents whose areas of responsibility are directly related to sustainability. This committee meets approximately every 90 days to guide and monitor the company's strategic sustainability actions.

Our Ambition and Goals

With the integration of PlantPlus into BRF's brand portfolio, continuous sales growth is expected, leveraging the company's full strategic and operational structure.

In the annual strategic planning review process, an increase in volume for the brand was projected, supported by consistent investments in communication, point-of-sale execution, and other commercial strengthening initiatives. In 2024, we have already recorded growth compared to the previous year. Furthermore, the outlook for the coming years is very positive, with a projected 50% increase in category volume.

Our Progress

PlantPlus is currently undergoing a strategic review, focused on selling more and better, while ensuring sustainable profitability along the way. The goal is to increase sales volumes, bringing high-quality and great-tasting plant-based products to more and more consumers' homes.

Since the launch of the line, we have had a clear purpose — and we achieved it: we doubled our market share and gained a larger share in the segment. However, the scenario has changed, and to continue growing, we are redesigning our approach.

This new phase includes portfolio adjustment, price repositioning, product mix review, and strategy refinement, always keeping pace with market changes and consumer preferences. Additionally, by aligning our portfolio and adjusting our strategy in this segment, we reinforce our commitment to contributing to the reduction of our business's reliance on animal-based foods through diversification into alternative proteins.

Communication with Our Customers

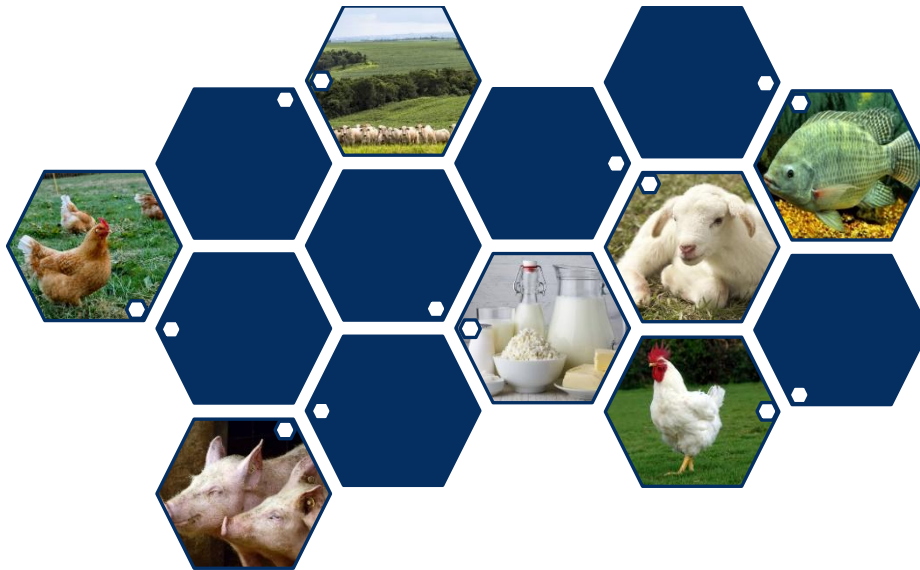
PlantPlus recently hired a new marketing agency and is focusing its communication efforts on reinforcing the brands and its products' key attributes: quality, flavor, and protein variety.

The main goal of this strategy is to show consumers that the brand offers a wide range of protein options to be enjoyed at different times of the day.

An example of a post where we communicate the various ways to combine the PlantPlus portfolio with different food options can be seen at the following link: <https://www.instagram.com/p/DMJKqD0S-ad/?igsh=MXJzajJ3N2thYzRsNw==>

Campaigns and content can be viewed on the brand's Instagram (@plantplusfoods) and on the official website: www.plantplusfoods.com/pt

Performance and Impact Report



This section will provide a detailed account of animal welfare practices for each of the species involved in Marfrig and subsidiaries operations in 2024: beef cattle, sheep, pigs, meat poultry (broilers and turkeys), dairy cattle, fish and laying hens.

Marfrig is committed to not carrying out any inhumane practices in its own operations and is a trailblazing company in implementing practices that adhere to animal welfare principles. Therefore, practices that violate animal welfare principles, such as the slaughter of day-old chicks, forced feeding, the use of fully slatted flooring for all species, plucking of conscious animals, and restricting calf access to cows, are not acceptable. It adds to the ongoing work with suppliers (both direct and indirect) by providing training and guidance materials that go beyond raising awareness. Our goal is to address alternatives that could replace these practices.

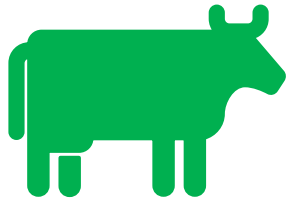
There is no foie gras in Marfrig's and its subsidiaries supply chain across its global operations.

Data was surveyed in 2024 concerning our own operations and those of suppliers of animal-origin raw materials and ingredients for manufacturing processed products, and of products sold in Marfrig stores, in all geographies.

The results presented in this report for these products have been compiled in accordance with the responses we were given by the suppliers in our questionnaires. In 2024, supplier engagement reached 63%, a significant increase compared to 26% in 2023. This increase impacted the number of results and indicators.

It is important to note that we do not conduct visits to producing farms to verify the accuracy of this information. In our ongoing effort to improve the quality of information,

we are conducting training and providing educational materials for awareness and clarity. The results are presented according to the global value chain. This allows for a more precise understanding of the representativeness of the responses provided by animal protein.



Beef Cattle

Bovines account for 32,06% of the operations of Marfrig and its subsidiaries.

These operations consist of:

- 1- The slaughter of animals at all units in Brazil, Uruguay, Argentina and the United States;
- 2- The sourcing of beef and bovine inputs to make processed products and;
- 3- Fattening units in Brazil and Uruguay.

Raising

Marfrig purchases bovines raised in exclusively grass-fed, or semi-intensive systems (mostly extensive with nutrition and fattening for up to 150 days), or intensive fattening systems lasting for more than 150 days, provided that they have suitable infrastructure to ensure the welfare of the animals: an open-air setting, with access to shade; stocking densities of at least 10 m² per animal; abundant good-quality water and feed. Thus the animals are allowed to display their natural behavior and maintain their health.

Among the animals purchased by Marfrig, at least 7% were entirely raised in a grass-fed regimen and given access to ample space, water, food, shade (and therefore provided with environmental enrichment). Of this total, 19% were also raised in a semi-intensive fashion - that is to say, raised extensively (given access to pasture) with a fattening period shorter than 150 days, which was carried out in an open environment, where the animals were kept at a minimum density of 10 m²/animal, and given access to shade, fresh water and food during the finishing period. Approximately 7% underwent fattening lasting more than 150 days in a system with the same characteristics. We can therefore see that at least 27% of the bovines purchased were raised in an enriched environment with pasture and trees.

In Uruguay and in Brazil, Marfrig has open-air beef cattle fattening systems. All animals acquired are 100% raised in free access to pasture systems until they arrive at the fattening unit. In the fattening facility 100% of the animals are kept for approximately 130 days at a stocking density of at least 20 m² per animal in the open air, with a resting area,

sprinkler system in all pens (to offset the heat at the hottest times of day), shade for sick pens and unrestricted access to water of good quality. In order to reduce stress, the structure of the corrals also complies with the specifications and designs recommended by Dr. Temple Grandin.

Taking into consideration the beef purchased, 31% of the cattle are known to have come from intensive fattening systems with a finishing period over 150 days in duration, in an open-air setting, where the animals were kept at a minimum stocking density of at least 10 m²/animal, and given access to shade, potable water and feed during the fattening period; at least 12% come from semi-intensive raising systems, which is to say a system that is mostly extensive but with a finishing period of up to 150 days, with the same features as the intensive systems, and at least 28% come entirely from extensive raising systems. It is thus known that 40% of the beef involved in the value chain comes from animals raised in an enriched environment (pasture and trees).

Considering the entire value chain, 9.5% of cattle are raised with access to enriched environments, free from confinement in CAFOs.

Thermal comfort

In tropical environments, animals spend most of the day in stressful conditions owing to the heat. This triggers physiologically and behaviorally adaptive mechanisms which usually result in losses for the animal, such as changes in the metabolic rate, body temperature, respiratory rate, heart rate, hormonal changes, blood metabolite changes, and a reduction in feed intake. Thus, the provision of shaded areas mitigates the effects of high air temperatures and solar radiation and enhances yield performances.

Own operations

At "El Impulso", Marfrig's own feedlot located in Uruguay, measures have been implemented to improve the thermal comfort of the animals. One of these measures was the installation of sprinkler systems in the feedlot. These sprinklers are responsible for spraying steam water, which helps to lower the temperature and thus cool and alleviate the heat around the animals. Also, to ensure the continuity of the process, the feedlot has an internal water source for sourcing and consumption, allowing animals continuous access to this essential resource.



The partnership with the National Institute for Agricultural Research (Instituto Nacional de Pesquisa Agropecuária – INIA), has been in place since 2016, conducting research aimed at evaluating and quantifying the effect of different heat mitigation alternatives, such as shade, sprinkling, or a combination of both, along with two diets with different fiber content, on the productive performance of finished steers during the summer. It represents significant progress and an opportunity to promote environmental enrichment aiming at better animal comfort.

Cattle suppliers

With the aim of deepening the understanding of the potential impact of thermal stress on animal rearing, Marfrig initiated dialogues with some of the main cattle suppliers in Brazil. An important cattle supplier for Marfrig in Brazil adopts specific practices to mitigate the impact of thermal stress on animals in its operations through the monitoring of health and welfare indicators, such as the control of ill animals and the analysis of behavior and adaptation in accommodation areas (pens). They also take into consideration the characteristics of each unit, such as location, environment, and type of cattle received. For example, in its operations in the state of Mato Grosso, most of the cattle received belong to the Nelore breed, which does not face difficulties with the local temperature. However, when receiving Angus animals, they prioritize pens with a larger area of tree shade and better airflow to meet the specific needs of this breed in this temperature.

In 2023, Marfrig provided a forecast for investments to reduce thermal stress in receiving pens, where the animals face greater challenges in adaptation and health when they arrive at the facilities. An example of these investments is the installation of shade screens in units of various company operations in the Southeast and Midwest regions of Brazil, where solar incidence is high. This project is being implemented in nine animal reception stalls, with the possibility of expansion to other stalls.

Marfrig provides guidelines on thermal comfort to its suppliers (direct and indirect) through the Marfrig Club Sustainable Practices Guide, which can be accessed in the "Content Hub" section on our website.

At least 93% of the animals were raised in groups (two or more animals) from birth. Regarding practices in the field: it is known that, at least 5% of the cattle in the value chain have not undergone dehorning, and at least 27% have not undergone surgical castration.

In total, 93% of the company's own operations and value chain have undergone audits according to NAMI standards; 1% of the suppliers are certified in requirements for organic production.

Viva Grass Fed Beef Program

This is a study carried out by Marfrig in Brazil and Uruguay, jointly with certain cattle suppliers, in order to obtain a unique product: The animals are fed exclusively on grass, and in order to meet the demand of the North American market, without the use of antibiotics or growth hormones. These products, once approved by the U.S. Department of Agriculture (USDA), are sold in large U.S. supermarket chains.

Viva Carbon Neutral Program

Present in Brazil, this product stems from an unprecedented partnership with Embrapa (the Brazilian Agricultural Research Company) in order to foster the adoption of more sustainable livestock-raising practices. These programs encompass the production concepts of Carbon Neutral Beef and Low-Carbon Beef that Embrapa has developed for the certification of beef produced in forestry-livestock or forestry-livestock-crop integration systems that neutralize or mitigate the animals' methane emissions.

Slaughter

Regarding the slaughter process in our own operations: 95% of the beef produced comes from cattle stunned prior to slaughter. The stunning effectiveness was 98%. The percentage of non-stunned animals were slaughtered according to religious slaughter rituals that do not allow stunning.

Taking into consideration the data obtained from meat suppliers and from the company's own operations, 89% of the beef involved in our value chain came from animals stunned prior to slaughter, and the average effectiveness of the stunning was 99%.

Transport

After being purchased, the cattle are transported to Marfrig's slaughter units. In 2024, 88% of the beef produced in our slaughtering operations came from animals whose journey time to the slaughterhouse was equal to or less than eight hours.

Consolidating the information received and the data from our own operations, at least 84% of all the beef produced in our operations came from animals whose journey time to the slaughterhouse was equal to or less than eight hours.

Monitoring of Animal Welfare Indicators

In order to implement its **Animal Welfare program** in compliance with **current legislation** and the standards established by the **NAMI protocol**, Marfrig frequently monitors several Animal Welfare indicators, such as the number of falls and slips, and the use of an electric prod, among others.

Table 3 presents indicators for Animal Welfare monitored for cattle in our own operations in 2019 and consolidated for own operations and beef suppliers in 2020. It can be seen that all the values obtained remain **within the limits** established by the NAMI protocol, demonstrating the good performance of the company.

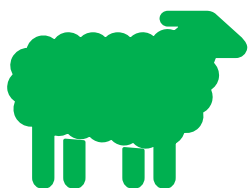
It can be seen in Table 3 that there were positive variations in some of the indicators; for example, a 0.15% decrease in slips. There was also a 2.29% reduction in the use of electric prods.

The company constantly improves its indicators so they can be reflected in its results, and strengthens its animal welfare practices both at its own units and among suppliers, and always approaches these indicators as a means of reading the scenario to introduce strategies and evolution.

The Global Animal Welfare Policy and increased contact with our subsidiaries on the issue have led to significant positive change throughout our value chain, above all as regards the alignment and direction of good handling practices in our own operations and in the entire supply chain worldwide.

Table 1 - Animal Welfare Indicators monitored for bovines

Monitored Animal Welfare Indicators	% Cattle				
	2019	2020	2022	2023	2024
Mortality Rate	-	0.003%	0.02%	0.03%	0,04%
Conscious Animals in the Bleeding Trough	0.0%	0.0%	0%	0%	0%
Falls	0.0%	0.3%	0.11%	0.06%	0,2%
Slips	1.0%	1.3%	0.41%	0.33%	0,18%
Acts of Animal Abuse	0.0%	0.0%	0%	0%	0%
Animals with Normal Behavior Upon Unloading	99.0%	100%	99.73%	98.84%	90,68%
Animals Displaying Normal Behavior in Pens	99.0%	100%	99.92%	98.80%	94,24%
Animals Subjected to Physical Assessment	99.0%	100%	94.75%	98.78%	91,83%
Animals Subjected to Emotional Assessment	42.0%	95.8%	43.46%	37.44%	35,01%
Animals Subjected to Behavioral Assessment	42.0%	100%	99.45%	98.90%	92,69%
Animals Slaughtered for Emergency Reasons	0.00%	0.01%	0.02%	0.03%	0,11%
Animals That Died During Transport or After Being Housed in Pens	0.00%	0.01%	0.03%	0.03%	0,02%
Traffic Accidents During Animal Transport	0.0%	0.2%	0.01%	0.003%	0,008%
Use of Electric Prods in the Slaughter Corridor	17.0%	14.9%	8.32%	6.10%	3,81%
Use of Electric Prods during Animal Unloading	5.00%	0.01%	0.08%	0.14%	0,08%



Sheep

Sheep account for 0,02% of the operations of Marfrig. These operations consist at meat suppliers for retail.

Raising

For the meat purchasing suppliers, 98% of the animals are kept in extensive pastures with a density of 10 animals/ha.

According to the data analysis, 98% of the sheep from suppliers of meat for retail are raised in enriched environments, free from restrictive confinement and fully slatted floors.

In total, 98% of the meat purchasing suppliers are audited according to NAMI (North American Meat Institute) standards.

Slaughter

Regarding suppliers of meat for resale, 98% of the sheep we slaughter are stunned beforehand, with an effectiveness of 98%.

Transport

Regarding the transportation of sheep, 98% of the animals were transported within a period of 8 hours or less.

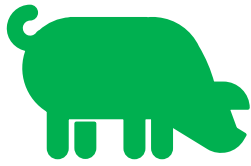
Monitoring of Animal Welfare Indicators

To ensure the humane handling of sheep, the main animal welfare indicators are monitored in accordance with NAMI standards. Table 4 shows some indicators monitored. Comparing the information, little variation between the indicators for the assessed period can be observed. This stability is justified mainly by the fact that sheep slaughter in the region is consolidated and only small-scale. All indicators remained within the limits imposed by the protocol, as 98% of operations are audited by NAMI (of the mapped suppliers). It is evident that there has been significant progress in the physical assessment of animals, with a 98% evaluation rate in behavioral assessments as well.

The company constantly improves its indicators so they can be reflected in its results and strengthens its animal welfare practices among suppliers, and always approaches these indicators as a means of reading the scenario to introduce strategies and evolution.

Table 4 - Animal welfare indicators monitored for sheep.

Monitored Animal Welfare Indicators	% Sheep				
	2019	2020	2022	2023	2024
Mortality rate	-	0.02%	1%	0.01%	0,0001%
Animals conscious in the bleed rail	0.02%	0.00%	0%	0%	0%
Falls	0.008%	0.05%	1%	0%	0%
Slips	0.004%	0.05%	1.9%	0.67%	2%
Acts of abuse to animals	0%	0%	0%	0%	0%
Animals with normal behavior housed in pens	-	100%	99%	99%	97%
Animals subjected to physical evaluation	0%	100%	100%	100%	98%
Animals subjected to emotional evaluation	0%	100%	42%	100%	98%
Animals subjected to behavioral evaluation	0%	100%	100%	100%	98%
Emergency slaughter animals	0%	0%	0.1%	0.015%	0,02%
Animals with carcass injuries	1.3%	0%	1%	0.99%	3%
Animals that died during transport or after being housed in pens	0.01%	0.002%	0%	0.014%	0%
Traffic accidents in animal transport	0%	0%	0%	0%	0%
Use of electric prods in animal handling	0%	0%	0%	0%	0%



Pigs

Marfrig and its subsidiaries purchase pork for use in processed products intended for distribution, as well as for animal slaughter operations.

This species accounts for 18.55% of our operations.

Raising

Based on 100% of our supply chain, it is found that in 2024, at least 0.32% of pork purchased came from suppliers that do not keep sows in farrowing crates and at least 56% of sows are not kept in individual pens.

1% of the meat purchased was found to come from animals living in enriched environments. These suppliers' farms have climate control to establish thermal comfort and provide manipulable materials to distract the animals.

Regarding field practices, it is found that at least 98% of the purchased pork did not come from animals subjected to teeth clipping; 98% did not come from animals subjected to notching, 0,1% were not subjected to tail docking, and 98% did not come from animals subjected to surgical castration, with 99% undergoing immunocastration.

At least 99.5% raise pigs with flooring that allows them to rest, that is, not fully slatted.

Regarding the meat purchased, at least 98% come from suppliers with certifications within the NAMI Standards.

We are seeking to extend the monitoring of suppliers in order to map the rest of the production chain.

Transport

On the basis of information gathered from suppliers, 96% of the pork purchased in 2024 came from animals whose journey times were equal to or less than eight hours.

Slaughter

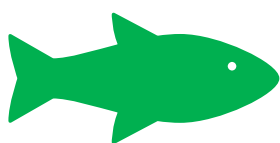
In accordance with the information we gathered, 100% of the pork we purchased came from animals stunned prior to slaughter, with at least 59% being stunned by the gas method, with 100% effectiveness.

Monitoring of Animal Welfare Indicators

Table 5 shows a consolidation of certain Animal Welfare indicators monitored by pork suppliers since 2020.

Table 5 - Animal Welfare Indicators monitored for pigs.

Monitored Animal Welfare Indicators	% pigs			
	2020	2022	2023	2024
Mortality rate	0.2%	2%	1%	4%
Animals conscious in the bleed rail	0.00%	0%	0%	0%
Falls	0.8%	1%	0.4%	1%
Slips	2.1%	2%	1%	3%
Acts of Animal Abuse	0.0%	0%	0%	0%
Animals with Normal Behavior Upon Unloading	98.9%	93%	14%	98%
Animals with Normal Behavior Housed in Pig Pens	98.9%	93%	14%	98%
Emergency slaughter animals	0.1%	0.2%	0.1%	0,002%
Animals Affected by Tail Bites or Other Injuries	0.3%	0.03%	0.01%	0,002%
Animals that Died During Transport or After Housing in Pig Pens	0.2%	0.1%	0.03%	0,01%



Fish

Marfrig purchases fish for distribution and retail in its stores.

This species accounts for 0.03% of our operations. Since the company neither raises nor slaughters fish, all the information given in the present section represents a compilation of information gathered from suppliers.

Raising

According to the information we gathered, at least 21% of the fish we purchase came from suppliers who raised them free from high densities. In addition, 4% were not subjected to fin clipping.

Salmon

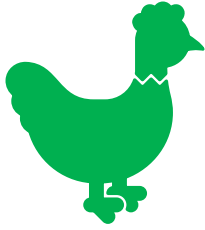
In 2024, we had only one salmon supplier, who states that in the fry stage, the maximum density is 12 kg/m³. They also reported that 100% of the animals are not subjected to fasting for more than 72 hours, and 100% of the animals are stunned using the electrical method, being 100% certified by the Aquaculture Standards Council (ASC).

Monitoring of Animal Welfare Indicators

Table 6 shows a consolidation of certain Animal Welfare indicators monitored by fish suppliers.

Table 6 - Animal Welfare Indicators monitored for fish.

Monitored Animal Welfare Indicators	% of fish
	2024
Mortality rate	0.95%
Animals identified with poor health conditions	0.15%
Rate of fin and body damage	2%
Fish with fasting periods longer than 72 hours	0%
Animals with body discoloration	0%
Animals with skeletal damage	1%



Broiler poultry

Marfrig purchases broiler chickens for incorporation into processed products, distribution, chicken and turkey slaughter in subsidiaries, and resale in its own stores.

We are also working to raise awareness among our suppliers through training regarding the best production methods in the field, such as in-ovo sexing, dual-purpose bird breeding, and the use of pre-slaughter stunning methods.

The broiler chicken accounts for 47.31% of our operations, and the turkey accounts for 1.81%.

Raising

Considering 100% of our value chain, we have found that at least 99.86% of the chicken meat we purchase comes from animals raised in cage-free conditions, and at least 42% of the broiler meat is known to come from animals raised in stocking densities equal to or less than 30 kg/m². We are enhancing our monitoring in order to increase the answers given by some suppliers.

At BRF's subsidiary, there is the Sadia BIO line, where 100% of the birds in this program are raised at a maximum density of 30 kg/m². In addition, they are raised with environmental enrichment, without the use of antibiotics (therapeutic or preventive) and are 100% Certified Humane.

Of the total global value chain, at least 0.01% of animals come from lineages with better welfare results or with a slower growth potential (defined as <40g/day on average throughout the growth cycle).

21% of the chicken meat we purchase is known to come from animals living in an enriched environment, with bird house litter enabling them to explore their environment, scratch and take dust baths. It is known that at least 98.8% of the chicken meat we purchase is NCC (National Chicken Council) certified.

Concerning practices in the field, we know that at least 99.8% of the animals did not have their wings clipped.

Regarding turkeys, the stocking density does not exceed 59 kg/m² for males and 48 kg/m² for females. Additionally, 100% of the turkeys are raised cage-free and in enriched

environments. It is also important to highlight that 100% of the turkeys are certified under the NTF (National Turkey Federation) protocol.

Regarding Better Chicken Commitment themes

At least 99.9% of suppliers offer chickens at least 3 inches (7.62 centimeters) of litter covering the entire floor of the poultry house, managing to keep the environment dry and avoiding hard or damp areas;

At least 0.16% of animals are raised with at least 8 hours of continuous light (minimum 50 lux) and 6 hours of continuous darkness (less than 1 lux) daily;

99.8% have environmental enrichment available of at least 1 resource per 1,000 birds (e.g. 2 perches for 2,000 birds).

Transport

It is known that the chicken meat we purchase complied with the transportation limit of up to four hours in the case of 96% of the animals.

For turkeys, it was reported that 99% of the animals were transported within a period of up to 4 hours.

Slaughter

Considering 100% of our global value chain, we found that at least 64% of the chicken meat we purchased came from companies that have animals stunned prior to slaughter. It was found that at least 1% of broilers were stunned using multi-phase systems of stunning, with an effectiveness of 100%. It was also noted that 2.38% of the broiler chickens were slaughtered using a gas stunning system.

Regarding turkeys, it was reported that 100% of the animals are stunned using the water bath electrical stunning method.

Monitoring of animal welfare indicators

Table 7 and table 8 shows a consolidation of certain animal welfare indicators monitored by turkey and poultry meat suppliers in 2024. The data on table 7 showed lower values because they are presented based on total volume, unlike previous years, which were represented by the mapped supply chain.

Table 7 - Animal Welfare Indicators monitored for broiler chickens.

Monitored Animal Welfare Indicators	% broilers			
	2020	2022	2023	2024
Mortality rate	3.1%	1%	4%	4%
Animals conscious in the bleed rail	0.50%	0.1%	0.3%	1%
Animal with normal behaviour upon unloading	68.7%	100%	72%	99.9%
Animals with normal behaviour housed in crates	100%	99%	73%	99.9%
Animal subjected to physical evaluation	100%	98%	68%	99.8%
Animals subjected to behavioral evaluation	100%	98%	68%	99.7%

Table 8 - Animal Welfare Indicators monitored for turkeys.

Monitored Animal Welfare Indicators	% of turkeys
	2024
Mortality rate	0,04%
Animals conscious in the bleed rail	0%
Acts of abuse	0%
Taffic accidents in animal transport	0%



Dairy Cattle

Marfrig sources dairy derivatives for use in its own-brand products. As we do not raise dairy cows, all information included in this section represents a compilation from suppliers of related products, but which requires information from the initial link of the system, that is, the practices carried out on farms. This species accounts for 0.22% of our operations.

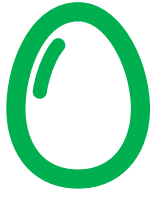
Considering 100% of the value chain, we found that at least 18% of dairy cows are raised without tethers. At least 13% of suppliers do not practice tethering of calves. It was also found that 8% of suppliers provide access to pasture (for at least 6 hours per day, over a minimum of 120 days per year). Additionally, at least 4% of suppliers report that the animals are free from dehorning and disbudding procedures.

Monitoring of Animal Welfare Indicators

Table 9 shows a consolidation of certain Animal Welfare indicators monitored by fish suppliers.

Table 9 - Animal Welfare Indicators monitored for dairy cattle.

Monitored Animal Welfare Indicators	% of dairy cattle
	2024
% of mortality rate	0,1%
% of acts of abuse	0%
% of animals identify in poor health condition	0,002%
% of animals with normal behaviour housed in pens	43%
% of animals subjected to physical evaluation	31%
% of animals subjected to behavioral evaluation	31%
% of involuntary culling rate (due to involuntary milk release)	4%
% of incidence of mastitis	10%



Laying Hens

Marfrig does not use egg derivatives in its production chain, nor does it sell products that contain this product in their composition. All egg products have been replaced by a plant-based product, thus reinforcing our commitment to reduce reliance on animal-sourced foods. However, BRF uses eggs in its own manufactured products.

100% of the eggs used by BRF are cage-free and certified for animal welfare (Certified Humane).

Raising

According to egg suppliers, 100% of the hens are raised in enriched environments, including access to pecking substrates and perches. Additionally, 100% of egg suppliers report that no day-old male chick culling is performed. Furthermore, 100% of laying hens are not subjected to wing clipping.

Monitoring of Animal Welfare Indicators

Table 10 shows a consolidation of certain Animal Welfare indicators monitored by fish suppliers in 2024.

Table 10 - Animal Welfare Indicators monitored for laying hens.

Indicadores de bem-estar animal monitorados	% of laying hens
	2024
% of acts of abuse	0%
% of animals subjected to physical evaluation	100%
% of animals free from wing clipping	100%
% of feather coverage at the end of lay	98%

Innovation and Leadership

Research, Innovation and Leadership

Marfrig seeks constantly to introduce innovations into its operations. To this end we enter into partnerships with corporations, NGOs and research centers in order to enhance the Animal Welfare practices in our processes.

We always seek to refer to the **scientific literature** and to support **academic research**, and use the most innovative technologies to avoid stressing the animals in their facilities. One example has been the installation of fishbone lairages in practically all Marfrig's slaughterhouses, after a design based on the concepts developed by Dr. Temple Grandin, who is a reference in animal welfare. On our site we make available a range of Animal Welfare-related academic studies and papers that guide our actions.

In 2023, Marfrig started a partnership with Universidade Estadual Paulista Júlio de Mesquita Filho – UNESP – Botucatu-SP Campus to develop a pilot project at one of the beef cattle feedlot units, to assess the efficiency of environmental enrichment and its possible effects on animal welfare, health, productivity and meat quality. The project was completed in 2024, showing positive results regarding the use of environmental enrichment for beef cattle. Among the findings, a high initial use of all enrichment types was observed, followed by a significant decline over time—likely due to reduced animal movement as a result of weight gain, and also indicating habituation to the enrichment systems.

The step platform and grooming brush showed slightly higher average usage compared to the hanging ball. Interest in enrichment items was greater in the morning and late afternoon.

Mounting behavior occurred at a low frequency, with no significant differences between treatments, and peaked in the morning. Social interactions increased shortly after the installation of enrichment devices, were most frequent in the late afternoon, but also declined as the confinement period progressed.

In terms of productive performance, the grooming brush stood out, with the highest average daily weight gain (1.40 kg/day), final weight (555.59 kg), and high uniformity. This was followed by the control group (1.32 kg/day and 545.80 kg). The step platform showed intermediate results, while the hanging ball had the poorest performance (1.25 kg/day and 476.08 kg) and the greatest variability.

The analysis indicated that the enrichments did not directly influence biological efficiency, carcass yield, or carcass gain; however, the grooming brush proved advantageous due to the consistency of results.

Final carcass pH remained within acceptable standards, and no evidence of impact on meat quality was found. It was concluded that environmental enrichment—particularly the grooming brush—can promote improvements in animal behavior and contribute to better productive performance.

In 2021 we set up a partnership with research group INOBIO-MANERA of the Agrarian and Veterinarian Sciences School (*Faculdade de Ciências Agrárias e Veterinárias*) of São Paulo State University (UNESP), which specializes in thermal comfort and Animal Welfare. This research project aims to study the field of Animal Welfare concentrating on transportation time, and to create strategies to develop and engage the value chain.

In Uruguay, Marfrig partners with INIA (National Livestock Research Institute—*Instituto Nacional de Pesquisa Agropecuária*), and INAC (*Instituto Nacional de Carnes*) and the veterinary school in several Animal Welfare projects. With INIA, Uruguay is developing materials and booklets on good handling practices and Animal Welfare, and these are provided to its suppliers.

Regarding partnerships with NGOs, Marfrig works with institutions that assist the company in developing materials, training, and improvements in our value chain.

Marfrig also encourages the **development of joint projects with equipment manufacturers** in order to facilitate the operation and to ensure better welfare for animals and employees. One example was the development of an item of equipment called “**Move Boi**”. It is a device for cattle handling that was designed at one of our units. It allows animals to be encouraged to walk along the corridor or, avoiding them being goaded by an electric prod as they go into slaughter. Due to the excellent results already achieved, “Move Boi” was installed at the end of 2023 and is currently undergoing testing and corrections in 2025 to validate the improved version at the Promissão facility.

To enhance the facilities and equipment of our units, aiming to provide a state-of-the-art environment and advance animal welfare practices, investments were made in National Beef units. In 2023, we allocated \$49.026 to the Dodge City unit and \$345.480 to the Liberal unit and \$ 1.047.615 to the Tama unit, totaling \$1.442.121, with improvements in flooring, maintenance and training.

In our South American operations, our investments in animal welfare exceeded \$913.000. These resources were allocated for improvements and adjustments to facilities, stunning

equipment, animal housing structures, animal welfare certifications, investment in audits, workforce training, handling aids (e.g., flags), monitoring cameras, and general renovations and maintenance for the benefit of animals in our Latin American units.

Our ongoing commitment to improving the welfare of both animals and the people involved in this process led to a total investment of \$2.3 million in 2024, once again enabling substantial progress in our animal welfare sector.

Relations with suppliers, employees, and customers

Marfrig carries out several projects intended to engage suppliers and customers in Animal Welfare practices. During visits to customers, suppliers and industry fairs, we address Animal Welfare and distribute informational materials.

We also prepare content and engagement materials on the topic of animal welfare, which we disseminate over our communication channels. Publications for suppliers and the public at large take place over our communication channels and introduce animal welfare practices that are applied by the company, and address their importance in the production process.

To raise awareness among Marfrig employees and customers about the importance of animal welfare practices and care for animals, an annual event is held in honor of **World Animal Day**, celebrated on October 4th. Typically, this date also coincides with the Animal Welfare Workshop in Brazil, along with other lectures and training sessions focused on teamwork and personal development.

This initiative was proposed in 2012 by one of our animal welfare supervisors at one of our units, and gradually snowballed until it has become shared practice among all units. The project aims to inform the public at large about important stages of our operation, and all the precautions we take with animals, by promoting a range of activities for employees from several departments, as well as children and adolescents from the Marfrig Fazer e Ser Feliz Institute (which means “be happy, make someone happy”), as well as live-animal truck drivers and young apprentices.

Marfrig believes that animal welfare is essential, whatever the species, and we have therefore signed up to the Green December (*Dezembro Verde*) campaign by means of in-house actions and audiovisual materials to sensitize our customers and employees against the abandonment of domestic animals and pets, which happens mainly during the annual year-end festivities.

Marfrig, aiming to raise awareness among suppliers and employees and promote animal welfare within its production chain, provides livestock farmers and their teams with **information and materials and flags**, in order to give them the necessary guidance on animal Welfare during technical visits, or when farmers visit our units. Other desirable practices and guidelines are available at **Marfrig Club Guide to Sustainable Practices**, the aim of which is to raise awareness, encourage interaction, and extend the scope of Animal Welfare even further among this particular segment.

Since 2009 Marfrig has been concentrating on sustainability, aiming to make 100% of our production chain sustainable by 2030. Among topics involved in this commitment are the reduction of greenhouse gases in our value chain; the responsible consumption of natural resources; good management, treatment and disposition of the waste and wastewater produced; and respect for animal welfare practices.

We therefore reaffirm our commitment to four of these seven **UN Sustainable Development Goals (SDGs)**:



Within this context Marfrig has developed the first carbon neutral beef line in Brazil: **Viva!** Through the Viva brand! Carbon Neutral brand we seek to engage animal suppliers and customers in the reduction of greenhouse gas emissions and in good Animal Welfare practices. There are QR Codes on the packaging that customers can access in order to examine the meat's production process.

This line of beef comes from animals raised in an Integrated Crop-Livestock System and an Integrated Crop-Livestock-Forest System, in order to neutralize the animals' methane emissions. These production systems encourage best animal welfare practices in livestock-raising, because the cattle are raised on pasture extensively, with access to natural shade (environmental enrichment), and are predominantly grass-fed.

This study is the fruit of an unprecedented partnership that we entered into with the Brazilian Agricultural Research Company (**Embrapa**) in 2018 in order to foster the

adoption of more sustainable livestock-raising practices, certifying the meat obtained from such systems.

The development of carbon neutral meat, in addition to encouraging sustainable production, enables us to generate value for the company and for the business chain through partnership with one of the world's most highly respected centers for research and innovation in farming and livestock — Embrapa.

Institutional Representation

Marfrig participates in a range of actions intended to enhance Animal Welfare; these include:

Brazilian Beef Exporters' Association (ABIEC): as a member of ABIEC, Marfrig plays an active part in discussions on Animal Welfare within the beef industry, and also takes part in public consultations that aim to build standards and legislation on the issue.

Humane Slaughter Program STEPS: This program is the fruit of a partnership between World Animal Protection and the Ministry of Agriculture, Livestock and Food Supply (MAPA). The material distributed by World Animal Protection, addressing best practices in handling cattle, was largely filmed and photographed on the Company's premises in mid-2007. Another participation was taking part in the STEPS team's capacity-building exercise in our Promissão unit.

"Transporte legal": the release of footage taken during the loading, transportation and unloading of European animals in one of the units in Rio Grande do Sul, for use in the DVD entitled "Transporte Legal", produced by the **Ministry of Agriculture, Livestock and Food Supply (MAPA)** in order to train professionals and encourage best practices in the handling of cattle.

Ampara Animal: The company supports NGO Ampara Animal in projects developed by Ampara Silvestre, a pioneer in the implementation of the first emergency care base for fauna in northern Pantanal. We have also supported the construction of the first wildlife rehabilitation center; monitoring, promoting and disseminating local biodiversity; creating an eco-volunteering system that aims, through population awareness, to guarantee the maintenance and expansion of the protection project and well-being of wild animals.

Marfrig has also taken part in the Business Benchmark ranking for Farm Animal Welfare since 2012 the study's inaugural year. This worldwide benchmark is acknowledged in Farm Animal Welfare, and allows investors, companies, NGOs and other stakeholders to understand companies' practices and performance regarding the topic. Learn more about the methodology used for these assessments ([BBFAW](#)). **In 2020 we rose from the BBFAW's Tier 4 to Tier 2. More information may be obtained at the [link](#).** In 2021, the company became Tier 2, being the only beef protein company in the Americas to achieve this position.



Highlights and considerations based on the new Ranking evaluation methodology applied from this year onwards:

In 2023, there were major and significant changes to the BBFAW evaluation criteria, highlighting the “Performance Impact” pillar. Therefore, it will not be possible to consider the classifications compared to the achievements of previous years in relation to the Tiers. Marfrig has been working to adjust to these significant changes to the new evaluation methodology and will continue to maintain all efforts to lead advances in disseminating and encouraging good practices and animal welfare in the supply chain.

Other external communication channels

Marfrig also maintains relationships with customers and consumers through its communication channels. A Marfrig recognizes its key role in raising awareness about the welfare of farm animals among its consumers. We understand that by informing and educating, we can influence an increase in demand for higher welfare products. Therefore, we place a strong emphasis on engaging our consumers regarding Animal Welfare practices. In our direct interactions, such as at fairs and events targeting the general public, we address the subject and distribute informative materials.

Furthermore, we develop and share specific content about animal welfare on our social media platforms and physical locations. You can access some examples of animal welfare communication through the following links:



[Link 1 - LinkedIn](#)



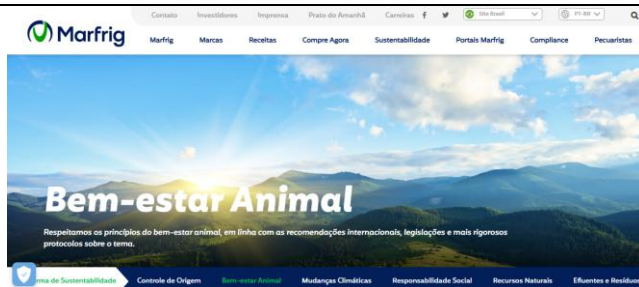
[Link 2 - Facebook](#)



[Link 3 - Instagram](#)



[Link 4 - LinkedIn](#)



[Link 5 - Site](#)



[Link 6 - Instagram](#)



[Link 7 - Site BRF](#)



[Link 8 - BRF news](#)

Marfrig has another example of communication with consumers, which is [PRATODOAMANHÃ](#). This page is supported by Marfrig and contains various topics relating to animal welfare.



PRATODOAMANHA – Animal Welfare

Our main channels

 bemestaranimal@marfrig.com.br

 [@marfrigglobalfoods](https://www.facebook.com/marfrigglobalfoods)

 [@marfrig.mrfg3](https://www.instagram.com/marfrig.mrfg3)

 [@marfrig_mrfg3](https://twitter.com/marfrig_mrfg3)


 [Marfrig Global Foods](https://www.linkedin.com/company/marfrig-global-foods)

 [/MarfrigAlimentos](https://www.youtube.com/MarfrigAlimentos)

 www.marfrig.com.br

HUB: <https://pratodoamanha.com.br/>

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