

MBRF



Integrated
Report

2025

Executive summary



About this report

Welcome to the executive summary of MBRF's first Integrated Report, presenting our key results, progress, and challenges in the previous year. We outline progress on our strategy and demonstrate how sustainability is embedded in our business model.


This report is organized around the pillars of our Sustainability Platform, as well as material topics identified through our double materiality assessment. Through this report, we demonstrate our commitment to accountability, supported by high standards of corporate responsibility and transparency.



For detailed information, refer to our complete 2025 Integrated Report.

2025 at a glance

ESG highlights




100% monitoring of our cattle and grain supply chains, both direct and indirect



100% of eggs used in our processed products globally are cage-free




More than **180 farms** reinstated in 2025, totaling **4,381 properties** reinstated since 2021




5.6% reduction in water consumption per metric ton produced



We reached 285 producers through the Sustainable Calf Production Program, including **251 small-scale producers**



More than **90% of our packaging** is classified as **recyclable** post-consumer use



80% electricity consumption sourced from renewable energy



Around **10,000 employees** promoted



100% of slaughter units audited for animal welfare in Brazil and internationally



R\$ 7.4 million invested in **21 social projects**, benefiting more than **50,000** people


Financial and operational performance




Record net revenue of **R\$ 164 billion** (+12% vs. 2024)




Record **processed product** sales in Brazil (+8% vs. 2024)



Net income of **R\$ 358 million**




8.2 million metric tons of food sold (+4% vs. 2024)



Adjusted EBITDA of **R\$ 13.2 million**, with an **8% margin**



91 new approvals¹ and reversals² in 2025 (poultry, swine and beef), totaling **230** since 2022



R\$ 1 billion in savings through our Efficiency Program



Expansion of the joint venture with HPDC (Halal Products Development Company)

¹ Approvals = new export authorizations for industrial units.

² Reversals = restoration of previously suspended authorizations.



Leadership in ESG rankings and indices



MBRF scores a Triple A from the CDP

We were recognized among a select group of companies for environmental leadership in the CDP 2025 assessment, achieving the highest rating across Climate, Water and Forests. For the second consecutive year, Marfrig achieved a Triple A rating across all three categories, placing it among only 23 companies globally with this level of performance. BRF also improved its performance, reaching the A List in Climate and Water Security. The CDP is a leading independent global climate-reporting platform.



Leadership in the Collier FAIRR Protein Producer Index

Marfrig was the only beef producer among 60 companies globally to achieve a “Low Risk” sustainability rank in the Collier FAIRR Protein Producer Index. BRF ranked first among poultry producers and second among swine producers. The index is developed by the FAIRR Initiative, a global network of more than 400 investors representing approximately US\$75 trillion in assets under management, focused on ESG risks and opportunities in the animal protein sector.

ISEB3

MBRF included in B3's ISE portfolio

In 2025, Marfrig and BRF were included in the Brazilian stock exchange (B3) Corporate Sustainability Index (ISE), which tracks companies with leading environmental, social and governance (ESG) practices.

ICO2B3

MBRF named to B3's ICO2 index

MBRF was named to the 2026 portfolio of B3's Carbon Efficient Index (ICO2), which tracks companies demonstrating high-integrity and transparent practices in managing greenhouse gas (GHG) emissions. This is our first inclusion following the merger, building on the track record of Marfrig and BRF, which had previously been included in the index.



Top-ranked in the Forest 500

MBRF achieved the highest ranking among Brazilian companies in the animal protein sector, reflecting the strengthening of our socio-environmental control systems and the integration of best practices through the synergies between Marfrig and BRF. Forest 500 annually assesses the 500 most influential organizations worldwide, recognizing commitments and concrete actions toward deforestation- and conversion-free supply chains.



Enhanced animal welfare practices

MBRF moved up to Tier 3 in the Business Benchmark on Farm Animal Welfare (BBFAW), improving our ranking compared to the previous year. This result reflects our post-merger integration efforts and improvements to practices, continuously improving performance against our commitments. The BBFAW is a leading global framework that assesses and ranks companies on the maturity and effectiveness of their farm animal welfare policies, practices and governance.



GHG Protocol Gold Badge

Both Marfrig and BRF were once again awarded the Gold Badge under the Brazilian GHG Protocol Program. This distinction recognizes that their greenhouse gas (GHG) emissions inventories were prepared to high levels of transparency and quality, and in line with the leading national standard for emissions measurement and reporting.



About us

We are MBRF, one of the world's largest food companies, operating a vertically integrated and diversified multiprotein platform. As global leaders in hamburger production, we are supported by strong, high-recall brands that serve thousands of customers worldwide. Our solid business model is built on long-term relationships and well positioned to deliver long-term value.

Formed through the merger of Marfrig and BRF, completed in 2025, MBRF brings together complementary businesses and capabilities. This combination has unlocked a step change in efficiency and strengthened our ability to translate market trends into solutions, leveraging innovation and deep consumer insight to accelerate market development. We operate across beef, poultry and swine, as well as processed foods, selling 8.2 million metric tons of food annually.

MBRF:
multiprotein
platform with a
global presence

Our operations

We operate one of the largest and best-positioned industrial and logistics networks in the food sector. Headquartered in Brazil, MBRF operates industrial complexes, processing units, distribution centers and offices across South America, North America, Europe, the Middle East, Asia and Africa.

Business performance

MBRF posted record net revenue of R\$ 164 billion in 2025, up 12% year on year. Total sales volumes increased by 4%, reaching 8.2 million metric tons of food products. EBITDA for the period was R\$ 13.2 billion, with an 8% margin, and net income totaled R\$ 358 million.



Presence in
120
countries



37 iconic,
market-leading
brands



130,000+
employees



7,700
integrated
producers



8,2 million
metric tons
sold in 2025



425,000+
customers

North America operations – Beef

US\$ 14 billion
net revenue

(+11.8% vs. 2024)

Our North America Beef operations posted consistent revenue growth over the year, supported by higher average selling prices.

South America operations – Beef

R\$ 22 billion
net revenue

(+20.1% vs. 2024)

In our South America Beef operations, investments in capacity expansion supported higher volumes, revenues, and profits.

BRF

R\$ 65 billion
net revenue

(+5.8% vs. 2024)

In our BRF operations, we achieved record net revenue, driven by outstanding performance on sales of processed products in Brazil and the Middle East.



For more information,
refer to our complete
2025 Integrated Report.



Efficiency Program

We maintain an ongoing focus on efficiency and operational excellence, supported by our internal operational Efficiency Program. This program promotes a high-performance culture across the organization, optimizing investments and reducing structural costs. In 2026, we will expand the Efficiency Program with the launch of MBRF+, extending its scope across all proteins, including our beef operations.

MBRF



Beef+

+Sinergia

BRF+



Record results in 2025

Year-over-year comparison

R\$ 1 billion in efficiency gains

Feed conversion ratio

- 0.9% poultry
- 2.8% swine

Yields

- 0.6 p.p. fresh and frozen
- 0.2 p.p. processed

Factory container stuffing

2.2 p.p.

Active customers in Brazil

+8%



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Sound and transparent governance

Corporate governance

At MBRF, we operate to the highest standards of corporate governance, guided by ethics, integrity and transparency. In 2025, we made continued progress in integrating Marfrig's and BRF's governance structures, improving efficiency in decision-making and aligning our practices with B3 *Novo Mercado* listing requirements. As a publicly traded Company, we follow principles and guidelines that strengthen governance and management, support risk mitigation and drive sustainable value creation.

Ethics and compliance

Ethics and integrity are non-negotiable values that guide our decisions, relationships and conduct at every level of the organization. These principles are embedded in the daily actions of our employees and leadership, supporting responsible, transparent behavior aligned with our values.

This commitment is supported by our Integrity System — a suite of policies, processes and control mechanisms under the oversight of our Compliance department. Through this system, we cultivate a culture of ethics, strengthen governance and ensure our standards of conduct are applied consistently.

Whistleblowing channels

We provide whistleblowing channels for both internal and external stakeholders, available 24/7 and in the main languages of the regions where we operate. Throughout the year, our Compliance team was on site across our operations, delivering training on whistleblowing channels and reporting procedures, and running an employee survey to assess awareness and understanding of these tools.

Integrity Week

We hold an annual Integrity Week event to address ethical behaviour, transparency and good practices in our workplace and external relationships. In 2025, the initiative engaged employees across all our global operations. The program included volunteering activities in partnership with the MBRF Institute and the Integrity Challenge, which engaged more than 2,500 employees worldwide.

Transparency and Integrity Report

As part of our commitment to transparency, accountability and integrity, our annual Transparency and Integrity Report outlines our global compliance structure, our strategy, and key initiatives during the year, including engagement with business partners, training, communications, reputational assessments, and statistics on whistleblowing reports received and addressed. The latest edition of the report is available [here](#).



Key results in 2025

- **100% of employees trained** on our Code of Ethics and Conduct, across all functions and regions of operation.
- **Targeted training delivered to managers** on workplace harassment, reinforcing leadership's role in preventing, identifying and addressing such conduct.
- **Participated** in the Collective Action Against Corruption in Agribusiness, led by the UN Global Compact Brazil Network. We also supported international initiatives led by the Organisation for Economic Co-operation and Development (OECD) and participated in B20 and G20 side events on integrity in Brazil.



For more information, refer to our complete **2025 Integrated Report**.

Sustainability governance

Our Sustainability Committee provides strategic oversight of our ESG agenda, evaluates the effectiveness of our strategy, tracks progress on Sustainability Platform commitments, and advises the Board of Directors. The Sustainability Committee is composed of six members and is chaired by Roberto Silva Waack, an independent Board member with extensive executive experience and a strong background in forestry, climate and biodiversity.

Implementation of our sustainability strategy is led by the Global Sustainability department, which reports directly to the Legal, Tax, Corporate Affairs and People VP. This department is responsible for implementing action plans, managing risks and opportunities, and monitoring performance against our targets.

We adopt global Board-approved corporate policies, set measurable targets, and report transparently to our stakeholders through annual reports.



Additional information on our policies is available in the Sustainability section of our corporate website.

3 Sustainability Platform

Sustainability Platform pillars

Through our Sustainability Platform, we advance our commitments across six strategic pillars. On the following pages, we present our actions and results for each of these pillars.

Climate change

Supply chain management

Natural resources

Waste and packaging

Corporate social responsibility

Animal welfare



Commitments and outcomes

MBRF has established public sustainability commitments, with clear targets and defined timeframes. These commitments define our path forward on topics that are

critical to our business and reinforce sustainability as a core element of our corporate strategy and long-term performance.

 For detailed information, refer to our complete **2025 Integrated Report**.

Commitments	Timeframe	Status	2025 Highlights
Supply chain management			
100% deforestation-free supply chain across the Amazon, <i>Cerrado</i> and other biomes — covering both direct and indirect suppliers (cattle and grains).	2025	100%	We achieved 100% environmental and social monitoring of indirect cattle suppliers as of yearend 2025, while maintaining 100% monitoring of direct cattle suppliers. We also maintained 100% control over grain sourcing across all Brazilian biomes.
Climate change Energy			
Achieve 100% renewable electricity across our operations.	2030	80%	We ended 2025 with 80% renewable electricity across our global operations, in line with our target of reaching 100% by 2030. Our Brazil operations have already achieved 100% renewable electricity, supported by traceable energy sourcing.
Climate change Emissions <small>GRI 305-5</small>			
Reduce Scope 1 and Scope 2 emissions from our poultry and swine operations by 51%*. <small>* This target is from a 2020 baseline.</small>	2032	-22.6%	In 2025, we achieved a 22.6% reduction in Scope 1 and Scope 2 emissions, in line with our near-term SBTi target, from a 2020 baseline. This performance was primarily driven by reductions in Scope 2 emissions, supported by the use of traceable renewable electricity, which accounted for 97% of consumption in our poultry and swine operations. In addition, efforts to mitigate emissions associated with forest fires — a significant factor in previous years — contributed to a 21% reduction in Scope 1 emissions compared with 2024.
Reduce Scope 3 emissions from our poultry and swine operations by 35.7%*. <small>*This target is from a 2020 baseline.</small>	2032	-10.7%	In 2025, Scope 3 emissions covered by our SBTi near-term target were reduced by 10.7% from a 2020 baseline, primarily driven by improvements in animal production practices. Key initiatives included the use of hog waste in biogas digesters, the adoption of solar energy by integrated producers — supported by MBRF — and the expansion of dark house systems.
Reduce Scope 1 and Scope 2 emissions from our beef operations by 68%*. <small>* This target is from a 2019 baseline.</small>	2035	-21.6%	In 2025, we reduced Scope 1 and Scope 2 emissions by 21.6% compared with our 2019 baseline, primarily reflecting the divestment of operations in South America. In this context, we are developing an updated climate target reflecting the current scope of MBRF. Scope 2 reductions were also supported by sourced renewable electricity, with traceability provided by I-REC certificates.
Reduce Scope 3 emissions intensity across our value cattle production chain by 33%*. <small>*This target is from a 2019 baseline.</small>	2035	+2.2%	In 2025, Scope 3 emissions intensity increased by 2.2% compared with our 2019 baseline, mainly driven by the animal sourcing category, where animal age has a significant impact on greenhouse gas emissions.

Commitments	Timeframe	Status	2025 Highlights
Animal welfare <small>SASB FB-MP-410a.2</small>			
Audit 100% of our production sites for animal welfare.	2025	100%	Since 2024, 100% of our poultry, swine and beef processing facilities have been audited for animal welfare, using internationally recognized protocols such as the North American Meat Institute, the National Chicken Council (NCC) and the National Turkey Federation, reinforcing our commitment to the highest global standards of animal welfare.
Source 100% of eggs globally from cage-free hens.	2025	100%	Since 2020, 100% of eggs sourced in Brazil have been cage-free, and in 2025 we extended this commitment across our global operations.
Implement environmental enrichment across 100% of our integrated poultry and swine operations.	2026	92%	In 2025, we made significant progress in environmental enrichment, reaching 92% across our integrated operations — 97% in poultry, 84% in swine, and 100% in turkey. We remain committed to completing this initiative by the first half of 2026.
Implement 100% group gestation stalls for sows by 2026. Since 2023, all new sow housing projects have adopted group housing systems.	2026	57%	The percentage remained in line with 2024 due to operational, circumstantial and financial constraints.
Natural resources			
Reduce water consumption intensity in our poultry and swine operations by 13%.	2025	-16%	We exceeded our global water reduction target, driven primarily by water reuse. Reuse reached 32% globally, with significant progress in Brazil, increasing from 20% to 40% between 2024 and 2025. Additional measures to reduce consumption and waste also contributed to this performance, supported by robust water management across our operations.
Reduce total water consumption in our beef operations by 20%.	2030	-15.2%	In the past year, we progressed by an additional 2.2% toward our 2030 target. We enhanced process monitoring, installed water meters, upgraded high-consumption equipment and increased water reuse. We also invested in water and effluent treatment operations, as detailed on page 95 .
Corporate social responsibility			
Achieve 30% women in senior leadership roles.	2030	19.7%	In 2025, women represented 19.7% of senior leadership roles (executive manager and above) and 29.4% of leadership positions (coordinator level and above). Despite the impact of the Marfrig-BRF merger, we maintained our affirmative-action programs and strengthened female leadership initiatives, including <i>Lidere com uma Mulher</i> , <i>Elas em Foco</i> , <i>Entre Eles e Elas</i> , and <i>Elas na Indústria</i> .

Supply chain management

This pillar represents our engagement with the supply chain and encompasses all initiatives related to origin control and responsible sourcing of raw materials and inputs. It also includes efforts to engage business partners in adopting best sustainability practices, supporting a production model that preserves biodiversity and respects human rights.

Cattle and grain — Verde+ program

Through our *Verde+* program, we have implemented a set of initiatives to ensure that our cattle and grain supply chains are fully monitored and deforestation- and land conversion-free. These initiatives are focused on priority biomes with higher exposure to socioenvironmental risks.

Responsible sourcing of these commodities is central to how we operate at MBRF and to mitigating socioenvironmental risks across our supply chain. Given their strategic importance and association with sensitive biomes, these supply chains require robust controls, transparency, and ongoing supplier engagement to ensure biodiversity protection, respect for human rights, and the integrity of our operations.

Supply chain monitoring

In 2025, we achieved 100% monitoring across our cattle supply chain — both direct and indirect

— in line with our public commitment under the *Verde+* program. We also maintained full monitoring (100%) of our direct and indirect grain suppliers, a target we reached in 2024.

Scope expansion

In 2025, we expanded the program's scope beyond cattle to include integrated engagement and monitoring of direct and indirect grain suppliers across our operations.

100% compliance in third-party audits

For the 13th consecutive year, our cattle sourcing from farms in the Amazon biome met 100% of the criteria of the Public Livestock Commitment. We also participated in the second official audit cycle under the Federal Public Prosecutor's Office's *Boi na Linha* Protocol for the Legal Amazon (the Amazon, *Cerrado* and *Pantanal* biomes) region, achieving 100% compliance.

Innovation in monitoring

To enhance social and environmental monitoring of our grain supply chain, we launched a virtual assistant, called Yuri, that cross-checks supplier data including taxpayer registration numbers and Rural Environmental Registry (CAR) numbers identifiers. The tool streamlines supplier analysis,

generates reports, and supports the identification of potential non-compliance, in line with our Sustainable Grain Sourcing Policy. In 2025, following a pilot testing, we deployed the tool across 100% of our supplier negotiations.

Key results in 2025

- **Achieved 100% monitoring** of our cattle and grain supply chains, both direct and indirect.
- **25% of our cattle suppliers improved their practices** and advanced to higher categories within the MBRF Club Protocol. This protocol assesses 100% of our direct cattle suppliers against good agricultural management practices and classifies them into four categories: beginner, bronze, silver and gold.
- **187 farms reinstated** through our *Verde+* program, representing **7%** of our active supplier base, a result of technical, documentation, and legal support provided to help previously blocked suppliers achieve social and environmental compliance. **Since 2021, we have reinstated 4,381 farms** in line with the program's principle of inclusion.



For more information, refer to our complete **2025 Integrated Report**.

Poultry and swine — Integrated production

We work with approximately 7,700 farmers across around 8,000 poultry farms (in Brazil and Türkiye) and swine farms (in Brazil).

These partners operate under long-term integrated production contracts within a vertically integrated model in which we provide animals, feed and logistics, as well as training and specialized technical support. Under this model, producers are responsible for raising and managing the animals in line with our technical and animal welfare standards, delivering them for slaughter at the end of the production cycle.

Ongoing engagement and continuous improvement

In 2025, we strengthened engagement with integrated producers in Brazil, increasing the frequency of interaction and identifying opportunities for continuous improvement across the production system. As a result, we achieved a satisfaction rate of 84.34%, an increase of 1.17 percentage points compared to the previous year.

Environmental and social monitoring and control mechanisms

We have a set of frameworks in place to continuously assess regulatory compliance, environmental management, and sustainability performance across our integrated operations, including the ISA Integrated Producers Index, the Integration Compliance Index and the Environmental Roadmap.

Structure and technical support

In addition to the environmental and social practices we continuously assess and promote, we encourage the adoption of best practices in other critical areas, including low-carbon solutions such as renewable energy, solar panel installation and technologies for converting waste into biogas and biofertilizers.

Key results in 2025

- **99.18% compliance in our ISA Integrated Producers index** (an environmental sustainability index for integrated suppliers), exceeding our target of **97.14%**. Implemented in 2025, the index assess regulatory compliance, environmental management, and waste management across our integrated producers in Brazil.
- **More than 4,100 integrated producers in Brazil use solar energy.** In 2025, **65%** of our poultry and swine production volume in Brazil came from farms with photovoltaic arrays.
- In Brazil, **100% of integrated farms undergo regular environmental assessments** to ensure compliance with legal and corporate environmental requirements.



For more information, refer to our complete **2025 Integrated Report**.

Climate change

Climate change poses increasing risks to food production and the broader agricultural supply chain, requiring both mitigation and adaptation efforts. In this context, MBRF remains committed to sustainable agriculture and to achieving decarbonization targets aligned with global best practices.

As pioneers in our respective segments, Marfrig and BRF have advanced this ambition. Marfrig was the first animal protein Company in the Americas to commit to the Science Based Targets initiative (SBTi), and BRF was the first Company in Brazil’s food sector to have climate targets approved by the SBTi under the FLAG methodology, which addresses forests, land use and agriculture.



Our targets

BRF

- **Scopes 1 and 2:**
Reduce Scope 1 (direct) and Scope 2 (purchased-indirect) emissions **by 51%** by 2032
- **Scope 3:**
Reduce Scope 3 (supply chain) emissions **by 35.7%** by 2032

*Targets are from a 2020 baseline year.

Marfrig

- **Scopes 1 and 2:**
Reduce Scope 1 (direct) and Scope 2 (purchased-indirect) emissions **by 68%** by 2035
- **Scope 3:**
Reduce Scope 3 emissions intensity across our supply chain **by 33%** by 2035

*Targets are from a 2019 baseline year.

Priority areas

Our action plan to deliver our climate targets is structured around four priority areas:

- **A 100% deforestation- and conversion-free supply chain**
- **Advancing low-carbon agriculture**
- **Energy transition**
- **Improving operational efficiency**

Recognition

We received the Gold Badge of the Brazilian GHG Protocol Program, recognizing the quality and completeness of our greenhouse gas emissions inventory. MBRF was also included in the Brazilian stock exchange B3’s Carbon Efficient Index (ICO2), reflecting our commitment to climate management and transparency with investors and society.

Low-carbon agriculture

We encourage farmers to adopt low-carbon livestock technologies, such as Integrated Crop-Livestock (ILP) and Integrated Crop-Livestock-Forest (ILPF) systems. These practices support the production of beef aligned with the Low-Carbon Beef (LCB) and Carbon Neutral Beef (CNB) frameworks, developed in collaboration with the Brazilian Agricultural Research Corporation (Embrapa). They also contribute to increased soil carbon stocks through sustainable pasture management.

Key results in 2025

- **Renewable sources accounted for 80%** of our global electricity consumption, with Brazil reaching **100%**.
- **Approximately R\$ 23 million invested in energy efficiency projects**, reducing electricity and thermal energy consumption, improving operational efficiency, and lowering associated emissions.
- **12.5% reduction in combined Scope 1 and 2 emissions** compared to 2024, reflecting the consolidation of MBRF operations.
- Forest fire prevention efforts delivered a **96% decrease in emissions from Land Use Change** compared to the previous year.
- **20% reduction in Scope 2 emissions driven by the purchase of 100% traceable renewable electricity** across our operations.



For more information, refer to our complete 2025 Integrated Report.

Soil carbon measurement technologies

In partnership with Agrorobótica, we are testing an artificial intelligence-based solution that delivers fast and precise analysis of soil fertility and carbon levels, supporting environmental gains, improvements to soil quality, and potential carbon credit development in the future.

Scope 3 proxy development

We developed an innovative Scope 3 proxy indicator, supported by a Monitoring, Reporting and Verification (MRV) system to quantify and manage greenhouse gas emissions across our cattle supply chain, with technical rigor and aligned with global best practices.

Animal welfare

We recognize animals as sentient beings and as the foundation of our production model. This underscores our responsibility to ensure appropriate conditions for handling, transport, and slaughter, in line with globally recognized ethical and scientific standards.

Third-party audits

All our cattle and swine processing facilities, across every country where we operate, are audited against North American Meat Institute (NAMI) standards, in line with our public commitments. Our poultry operations are compliant with the standards of the National Chicken Council for broilers and the National Turkey Federation for turkey production.

Innovation in agriculture

In 2025, we advanced nutritional innovation projects, validating new additives and formulation strategies that improved feed conversion and weight gain.

Biosecurity training

During the year, we expanded in-person and online training (including webinars) for technical teams, managers and producers, with a focus on prevention, operational protocols, movement control, contingency planning and response to animal health events.

Key results in 2025

- **100% of slaughter units audited for animal welfare** in Brazil and internationally.
- **100% of eggs** used in our processed products globally are **cage-free**.
- **We made significant progress in environmental enrichment**, reaching **92%** coverage across our integrated operations — **97%** in poultry, **84%** in swine and **100%** in turkey.



For more information, refer to our complete **2025 Integrated Report**.



Natural resources

We ensure the efficient and responsible use of natural resources across all our operations and throughout our supply chain. Our focus is on water and energy efficiency and managing our forest assets to reduce impacts, optimize processes, and support the preservation of natural resources and ecosystem services.

These efforts are supported by ongoing investment in innovation, research and development and new technologies to improve operational efficiency, reduce resource consumption, and minimize waste generation.

Environmental Sustainability Index (ISA)

We expanded the use of our proprietary Environmental Sustainability Index (ISA) as a tool to strengthen regulatory and environmental performance. The index assesses our industrial facilities throughout the year against legal requirements, operational practices, and waste management standards.

Water reuse

Water reuse is a key lever to reduce freshwater withdrawal and improve water efficiency. We have expanded indirect reuse through advanced treatment and purification technologies, enabling the use of reclaimed water for non-potable applications such as external cleaning, cooling, and other non-food-contact operational uses.

Effluent treatment

We treat 100% of the effluents generated in our operations prior to discharge, and all our facilities are licensed by environmental authorities.

Forest assets

We manage approximately 27,620 hectares of forest assets, primarily dedicated to the production of renewable biomass. This biomass is used to generate steam in our industrial operations, reducing our reliance on fossil fuels, improving energy security, and contributing to the decarbonization of our operations.

Key results in 2025

- **R\$ 194 million invested** in **water, effluent and waste management** initiatives.
- **5.6%** year-on-year **reduction in water consumption per metric ton produced**.
- At our **Kezad facility (UAE)**, **100% of the water used is treated and reused**, supporting water circularity.
- In **Türkiye**, our Bandırma facility achieved a significant milestone, with **recycled water now accounting for 50% of its water consumption**.



For more information, refer to our complete [2025 Integrated Report](#).



Waste and packaging

We manage waste and packaging through a comprehensive approach focused on efficient resource use across our supply chain, with a goal to maximize material recovery, reduce environmental impacts, and generate environmental, social, and economic value.

Our circular economy agenda is driven by innovation and partnerships with companies and research institutions. It begins with the packaging design stage and extends to the full use of animal production

by-products — such as bones, trimmings, and other meat-based materials that would otherwise be treated as waste. Through our MBRF Ingredients business unit, we convert these materials into high-value inputs and products for applications including pet food, animal nutrition, and other industrial uses.

Zero landfilling

Our Paranaguá (PR) facility achieved a zero landfill milestone, eliminating landfilling and directing 100% of generated waste to recovery solutions.

Strategic partnerships

We are a signatory of Brazil's Packaging Sector Agreement through the Brazilian Food Industry Association (ABIA), and we are members of the *Reciclar pelo Brasil* platform. In 2025, the platform directed 47,560 metric tons of materials to recycling, benefiting more than 6,200 waste pickers across 257 cities. In partnership with *eureciclo*, we offset 100% of the packaging of our Qualy margarine and products such as Deline, Sadia Hot Bowls, and Mac'N Cheese. Since 2021, this has resulted in 40,307 metric tons of materials recovered, with plans to recycle more than 20 million packages and generate positive impact across more than 120 recycling centers and approximately 3,600 families.

Key results in 2025

- **We directed 478,400 metric tons of waste to composting**, equivalent to **54.5%** of total waste generated, representing a **3.6%** increase compared to the previous year. This progress supports our circular economy commitment by reducing the volume of waste sent to landfills.
- **89,000 metric tons of waste were directed to recycling, an increase of 37.1%** compared with the prior year.
- More than **90%** of packaging **classified as recyclable post-consumer use**.
- Launched a special edition of Qualy Vegê featuring **100% sustainable packaging** produced from used cooking oil converted into biocircular plastic, in partnership with Braskem and Bomix. The packaging material is certified under the ISCC Plus standard.



For more information, refer to our complete 2025 Integrated Report.

Corporate social responsibility

At MBRF, we are committed to human and social development. As part of this commitment, we work to foster responsible relationships, provide fair and safe working conditions, and generate a positive impact in the communities where we operate. In line with our business strategy, our initiatives strengthen communities, create jobs and livelihoods, promote the social and environmental inclusion of suppliers, and contribute to broader economic and social development.

Strengthening our approach

In 2025, we introduced two key policies to strengthen social responsibility governance across our global operations: our Global Social Responsibility Policy and our Food Loss and Waste Reduction Policy. The latter was developed in line with our commitments under the *Brasil Sem Desperdício* (“Brazil Without Waste”) initiative.

Partnerships

In 2025, we became a supporter of the *Na Mão Certa* program, joining the Business Pact for the Eradication of Sexual Violence against Children and Adolescents and committing to integrate this agenda into our social responsibility strategy.

Advancing diversity and inclusion

During the year, we published our Diversity Policy for employees, introducing additional guidance on inclusion and complementing our existing Human Rights Policy. This policy aligns with international best practices and reaffirms our commitment to advancing diversity and inclusion.

Key results in 2025

- **60% growth** in our Diversity Ambassadors program, reaching more than 300 active ambassadors across operational sites and offices, with **82% participation** in learning journeys.
- **R\$ 7.4 million invested in 21 social projects**, benefiting more than **50,000 people**.
- **35+ metric tons of food recovered** through our Zero Food Waste Challenge, supported by an investment of R\$ 400,000.
- **850 volunteering initiatives carried out** through our Volunteering Program, with **8,500** employee participations and **more than 100,000 people benefited**.



For more information, refer to our complete 2025 Integrated Report.



MBRF Institute

For 13 years, the MBRF Institute has delivered social and volunteering initiatives that have reached 3.8 million people and engaged 50,000 volunteers across 4,000 initiatives. In 2025, the Institute ran 21 initiatives that directly benefited 50,000 people and reached an additional 100,000 through volunteering activities. A key highlight was our Zero Food Waste Challenge, which recovered more than 35 metric tons of food in priority municipalities. The MBRF Institute also provides capacity building, organizes community markets, and runs cooking training centers, alongside educational initiatives that have reached millions of people in Brazil and internationally.



Quality management

Food quality and safety are fundamental to our business and to sustaining the trust of consumers worldwide. We apply rigorous controls across our supply chain — from raw material sourcing, through our own operations and integrated producers, to retail distribution and after-sales service to customers and consumers — meeting the highest international food safety standards.

Our commitment is supported by robust processes, customer satisfaction targets, and an integrated Quality department responsible for monitoring, regulatory compliance, and continuous improvement of our portfolio — ensuring we deliver safe, high-quality products aligned with consumer expectations and global market requirements.

Delivering food that meets high standards of quality and safety remains a core commitment to our employees, partners, and consumers.

4 Food quality and safety



Certifications and controls

Our facilities hold internationally recognized certifications, including BRCGS Global Standard Food Safety, IFS Food Standard, FSSC 22000, Global S.L.P., Certified Humane, and ISO 17025. We also maintain controls aligned with Good Manufacturing Practices (GMP), Sanitation Standard Operating Procedures (SSOP), and other operational hygiene and sanitary protocols. A core pillar of our system is our HACCP (Hazard Analysis and Critical Control Points) program, a methodology widely recognized across the food industry.

Recognized operational excellence

We obtained organic beef certification for our Promissão (SP) site in Brazil, as well as for a group of farms in the surrounding region. In addition, poultry processing units at Lucas do Rio Verde and Nova Mutum (MT), Mineiros (GO), and Carambeí (PR) were certified under the IFS (International Featured Standards), a requirement for global customers.

Quality Week

We held another edition of Quality Week across our operational sites and corporate functions. More than 3,100 employees participated over five days, across both in-person and online formats.

Key results in 2025

- **Secured 91 new export approvals** for beef, poultry and swine in markets including the United Kingdom, Canada, Morocco and Egypt. We also regained authorization to resume poultry exports to Europe.
- **280,000+ hours of quality-related training** across all sites. We also conducted technical training for our teams at distribution centers and for retail customers.
- **100% of our beef, poultry, and swine product portfolio** assessed for health and safety impacts.
- **No product recalls, no non-compliance** in marketing communications or voluntary codes, and no violations of applicable laws or regulations.



For more information, refer to our complete [2025 Integrated Report](#).



5 Digital transformation

Our journey

MBRF's Digital Transformation Journey has achieved key milestones across multiple fronts. Innovation plays a cross-functional role, driving platform modernization, process digitalization, data integration, and the adoption of advanced technologies, including artificial intelligence (AI).

Industrial operations

We advanced our digital journey across our industrial operations through Industry 4.0 solutions, increased automation, and real-time data integration.

Poultry and swine

Our Agro 4.0 journey continues to progress, supported by initiatives around digitization, process automation, and data intelligence.

Grains

Through our Commodities 4.0 journey, we continue to expand digital and advanced analytics capabilities. The implementation of our AI assistant, Yuri, has improved speed and accuracy in traceability and monitoring processes, supporting approximately 8,000 social and environmental analyses during the year.

Procurement

In 2025, we implemented Project Starship, an initiative to modernize planning and procurement using Material Requirements Planning (MRP) for both direct and indirect materials.

Commercial

Central BRF, our 24/7 B2B online sales channel, evolved into Central 4.0 with a redesigned website and mobile application. We also enhanced our customer service operations using artificial intelligence, reducing response times and improving productivity per agent.

Logistics

We advanced across multiple fronts to improve the efficiency of our operations and logistics planning, optimize freight costs and modernize our automated distribution centers, among other aspects.

Halal

We implemented projects to integrate technology infrastructure, improve performance management, and enhance route planning for our sales teams and field promoters.

HR

We expanded the use of digital solutions to support our global operations and enhance the employee experience, with initiatives designed to integrate processes, improve health and safety management, and simplify access to employee benefits.

Key results in 2025

- **500+** proposals submitted through our internal Innovation Scouts program.
- **50+** digital transformation projects completed during the year.
- **1+ million** interactions on the NextBRF app and **3+ million** interactions on the AgroBRF app.
- **3.5+ million** annual interactions across our AI assistant ecosystem.
- **Deployed generative AI** across Eva, Flor do RH, Tina, and IAgO, which have evolved into autonomous agents capable of performing complex analyses and supporting independent decision-making.



For more information, refer to our complete **2025 Integrated Report**.



Our employees

At MBRF, human development is a core pillar in building a solid, inclusive, and sustainable Company. In 2025, we continued to deliver programs and initiatives that support the professional development and growth of our employees within a work environment grounded in respect, recognition, and appreciation of diversity. Our employees work across global operations and represent diverse nationalities and cultures, contributing to our presence in multiple markets. Our official documents are published in multiple languages to ensure accessibility and integration across our workforce. We employ approximately 130,000 people globally — 59.4% men and 40.6% women — with Brazil accounting for 82.4% of our workforce.

Our people management approach is structured through consistent processes and practices, ranging from onboarding and engagement programs that support new hires to retention and continuous training initiatives that strengthen technical capabilities across teams. We incorporate employee feedback into management processes through committees, feedback channels, and local HR teams. This active listening supports internal engagement and participatory management, which are essential to our ongoing development.

6 People
management

Workforce profile



¹ We engage contractors in operational supporting roles, such as security and cleaning services. We also engage contractors for temporary activities, such as construction projects, under fixed-term agreements.

MBRF+ Juntos

Our *+Juntos* program supports more agile, simpler, and more efficient processes. It also fosters relationships built on trust, respect, and transparency across teams, while encouraging proactive management of partner interests and balancing the needs of all stakeholders.

Engagement survey

This year's survey results showed consistent improvement compared to prior years, even in a context of organizational adjustments. We achieved 81% overall favorability and engagement in our beef operations and 89% in our poultry and swine operations.

Artificial intelligence as an efficiency lever

Our use of AI-assisted recruitment and selection processes earned us a Think Work Innovation Award for the second consecutive year in the Talent Acquisition and Selection category. We were also recognized in the Employee Experience category for our use of AI in exit interviews.

Key results in 2025

- **3,000+ leaders engaged** in **54,000+ hours** of training.
- **A record 98% level of engagement** in our operations in **Saudi Arabia and the United Arab Emirates**.
- **50+ newly established committees operating in a structured manner** throughout the year, and **1,200+ initiatives registered** in our management system.
- **1,600+ employees benefited** by our education support programs.



For more information, refer to our complete 2025 Integrated Report.

Integrated corporate culture

We made progress in the year in building a unified corporate culture, supported by structural reorganization, the appointment of new leadership, and the broader integration of the Company. Clear communication of our strategic objectives and leadership priorities played a central role in strengthening internal alignment and employee engagement.





Health and safety management

Employee health and safety are non-negotiable for MBRF. In 2025, we continued to integrate our Occupational Health and Safety (OHS) and Ergonomics policies, going beyond legal compliance to strengthen a culture of prevention and continuous improvement across operations.

Our approach to health and safety is guided by our Corporate Occupational Health and Safety Policy, which establishes clear principles, responsibilities, and standardized practices applied consistently and without discrimination across all our sites.

Our OHS management system covers employees and third-party workers, as well as all activities and locations under our responsibility or operational influence. Health and safety management practices are supported by a Occupational Risk Management Program aligned with ISO 31000, enabling the systematic identification, assessment, and mitigation of risks on a preventive basis.

Key results in 2025

- **74% of our sites underwent health and safety audits** (43 HSE audits), our Campos Novos (Santa Catarina) facility achieved ISO 14001 certification, and our Marau and Serafina Corrêa (Rio Grande do Sul) facilities maintained ISO 45001 certification.
- **We installed fatigue monitoring sensors in 9,300+ trucks** — covering **100%** of our agricultural fleet and **85%** of our refrigerated fleet — enhancing driver safety.
- **33% reduction in moderate and severe accidents** attributable to drivers and a **27%** overall reduction in transportation incidents across the Company.
- We recorded **95%+** participation in our health and safety training programs.
- **50,000+** employee and partner accesses to instructional content shared during our Global Health and Safety Week.



For more information, refer to our complete 2025 Integrated Report.



Global Safety Index

We achieved a Global Safety Index score of 78% across our poultry and swine, processed foods, cattle, grains, logistics, commercial, and Ingredients operations. Our Frequency Rate remained stable at 4.01, while our Severity Rate improved to 81, reflecting progress in key safety indicators. In our beef operations, the Frequency Rate was 9.49 and the Severity Rate 71.80, stable compared with 2024 and representing a 70.2% reduction compared with 2023.

Global safety system

To enhance prevention and control across our international operations, we implemented a safety system aligned with global standards and applicable regulations, incorporating tools such as Risk Condition Records, Standard Operating Procedures, safety checklists, and systematic audits.

Outpatient care

We improved our outpatient structures across poultry and swine operations, reaching 100% coverage with on-site medical teams, including physicians, nurses, and ergonomists. These include an accredited clinic in Uberlândia (MG), which provides care for employees and their dependents.

Pregnancy support program

This initiative integrates health, safety, and people management practices to provide continuous support throughout pregnancy. The purpose of the program is to provide appropriate working conditions, access to information, and ongoing clinical support.

MBRF



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