



Transparency and Integrity Report

2024





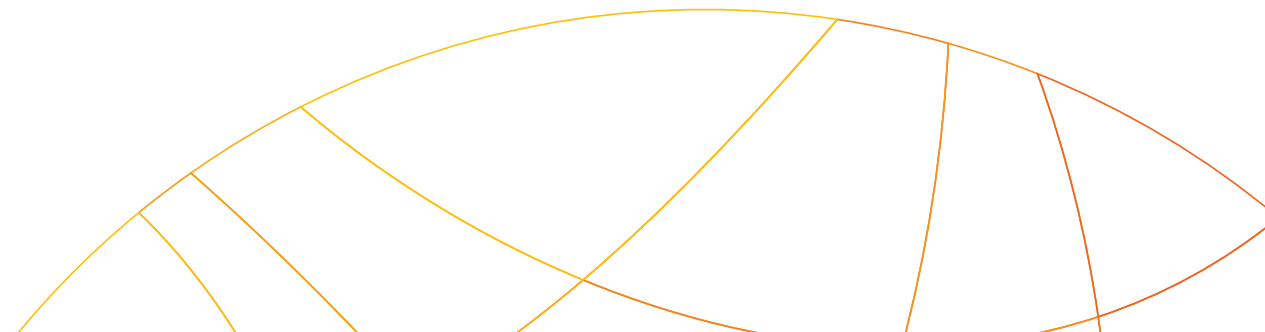
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- A Message from the Management
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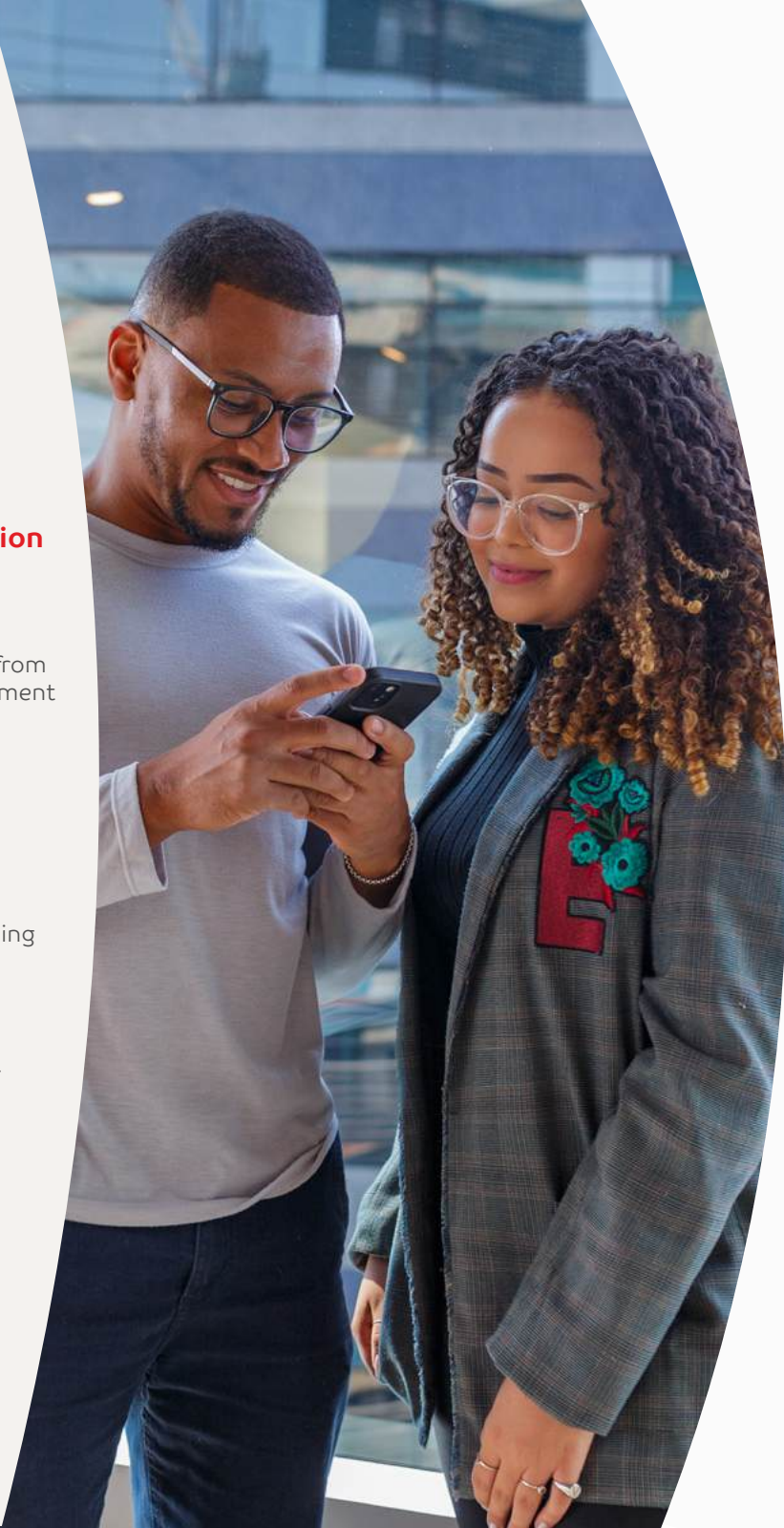
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About the Report

In 2024, BRF took significant steps forward in its execution of the Improvement Plan and Integrity Program. In May and November, the Company published its second and third half-yearly reports, going beyond the 75% fulfillment of the schedule of actions approved by the Federal Comptroller General (CGU).

Over the course of the year, we monitored the fulfillment of the Compliance Department's policies and procedures, which had been revised at the end of 2023, publishing periodic reports that were assessed by the Audit Committee and the Board of Directors. We ensured that the overall structure was in compliance with the policies and procedures and the Committees related to matters concerning Integrity were up to date, with the board members receiving focused and comprehensive training. The transactional controls implemented were executed; the risk matrix was updated; new investments were made; and the internal training and that provided for our business partners was improved, as were the transactions with government entities; amongst other measures that are covered in this report.

BRF is now a member of the Brazil Business Pact for Integrity, an initiative created by the CGU, once again reinforcing the Company's public commitment to this issue. BRF was nominated as one of the Brazilian representatives in the OECD initiative named "Galvanize the Private Sector", aimed at laying the grounds for the exchange of best practices within the private sector, as well as integrating the Integrity and Compliance Taskforce created by B20 Brasil, the B20's official forum for dialog with the global business community. Furthermore, the United Nations' Global Compact's Agribusiness Anti-corruption Collective Action, of which BRF is a member, was presented with the Outstanding Achievement Award by the Basel Institute on Governance.

As such, BRF is very pleased to be able to present this, the **5th edition of its Transparency and Integrity Report, containing updated data on training, communication, reputational analyses, statistics on grievances, and the most important actions taken to develop integrity amongst the business partners, amongst other features.**



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A Message from the CEO

In a year that celebrates the 80th anniversary of our Sadia brand, the 90th of Perdigão, and also the 90th of BRF itself, it is with great pleasure that we present our 2024 Transparency and Integrity Report. With improvements to our activities being made throughout the year, the BRF+ efficiency program has become the basis for our high performance culture. This is also the case with our commitment to Integrity, that remains a central part of our day-to-day activities and our relationships.

As a result of the dedication and discipline that is constantly applied, we will see in this publication that transparency and ethics walk side-by-side with the operational development we witnessed in 2024. Over the following pages, we will be outlining the advances and initiatives we have made to the structure of Compliance and its importance in the development and support of the other areas of the Company.

With agility, simplicity and efficiency, we will continue to provide the world with top-quality food, always focusing on our commitment to the Safety, Quality and Integrity found in our processes and relations.

Miguel Gularte
CEO



In a year that celebrates the 80th anniversary of our Sadia brand, the 90th of Perdigão, and also the 90th of BRF itself, it is with great pleasure that we present our 2024 Transparency and Integrity Report.



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A Letter from the Chief Compliance Officer

The Compliance Department is proud to highlight the excellent results and continued improvement of the BRF Integrity System. All of the Division's activities were effectively supervised by the responsible management committees, and executed with all due autonomy and independence. Amongst the most important actions, special mention should be made of the improvements made to the BRF Integrity Program Improvement Plan, determined by the Federal Comptroller General (CGU), and demonstrated by the publishing of the third half-yearly monitoring report.

2024 was notable for Brazil's hosting of the G20 meeting, bringing together the world's most powerful economies. During the event, the private sector organized its activities and representation through the Business 20 (B20) platform, within which BRF took an active role in the creation of proposals for the G20's Anti-Corruption Working Group (ACWG). All three of the recommendations made by the B20 were incorporated in the G20 documentation, thus outlining new commitments regarding the Combating of Green Corruption, the use of Collective Efforts to Tackle Corruption and the Promotion of Ethical Leadership in fighting harassment and discrimination.

Integrity is one of the Company's non-negotiable commitments, relying on the unconditional support of the Board of Directors and its committees.

Thanks to this support, BRF was also recognized by a range of different organizations. We received the Communication Award from Aberje, in the category of Ethics and Compliance, for the "Integrity Week" project. BRF was also the only company with head offices in Brazil to be invited to the Galvanizing the Private Sector (GPS) initiative, coordinated by the Organization for Economic Cooperation and Development (OECD). Finally, the Agribusiness Collective Action, in which BRF also plays a leading role, received an award from the Basel Institute on Governance, for its Outstanding Achievement in Collective Action.

We can confirm that we are fully confident that our control, communication and whistleblowing mechanisms are in full working order. At the same time, we are continuing to look for new challenges, with investment and continual improvement in the Integrity System at all levels of the production chain. Finally, we received fantastic support from our external partners, which has helped us to continually improve our processes and enabled the sharing of good practices with other players in the market. In this report, we have expressed our special thanks to the United Nations' Global Compact and to the National Confederation of Industry (CNI), as well as all the many other partners which supported us in 2024.

Reynaldo Goto
Chief Compliance Officer





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BRF

BRF plays a part in the lives of millions of people, all over the world, contributing at all sorts of special moments throughout their days, with a full commitment to Safety, Quality and Integrity, from the field to the table. In 2024, we introduced a new initiative, +Together, focusing on collaboration as a fundamental pillar of the corporate culture. By means of this initiative, which is connected to the BRF+ 2.0 program, the Company is aiming to achieve more agile, simple and efficient results in its operational performance.

The Company's administrative head offices are located in the city of Itajaí (SC), in Brazil. There are a total of 43 factories, as well as 103 distribution centers around the world, exporting products to 127 countries. Added to these facilities are 9,500 integrated producers and more than 30,000 business partners providing raw materials, technology and services.

One of BRF's fundamental principles is compliance with anti-bribery and anti-corruption laws, with an absolute commitment to Safety, Quality and Integrity.

The BRF Integrity System (which applies to the entire BRF Group) was developed in line with the guidelines and directives contained in Law nº 12,846/2013, Decree nº 11,129/2022, CGU Ordinance nº 909/15, ISO 37001 and other foreign laws to which BRF is subject, such as the U.S. Foreign Corrupt Practices Act (FCPA), and other methodologies and best market practices, considering the specific aspects of agricultural production and the risks of corruption and bribery to which the Company is exposed.

In addition to this, it should be mentioned that BRF's principal interactions with public officials regards the production of food and nutrition, which requires external audits by the authorities responsible for surveillance of the sector in order to ensure the quality of the products that are destined for domestic and international market. Also necessary for the Company's operations are environmental operating licenses, licensing for the collection and use of water, and authorizations for the in-house generation of electricity and handling of controlled chemical products. With regard to transparently entering into agreements with the Public Authorities, BRF keeps its information fully up-to-date on its [institutional website](#).

As such, BRF is constantly working to promote a culture of integrity based upon a responsibility that is shared by all those involved in its value chain.





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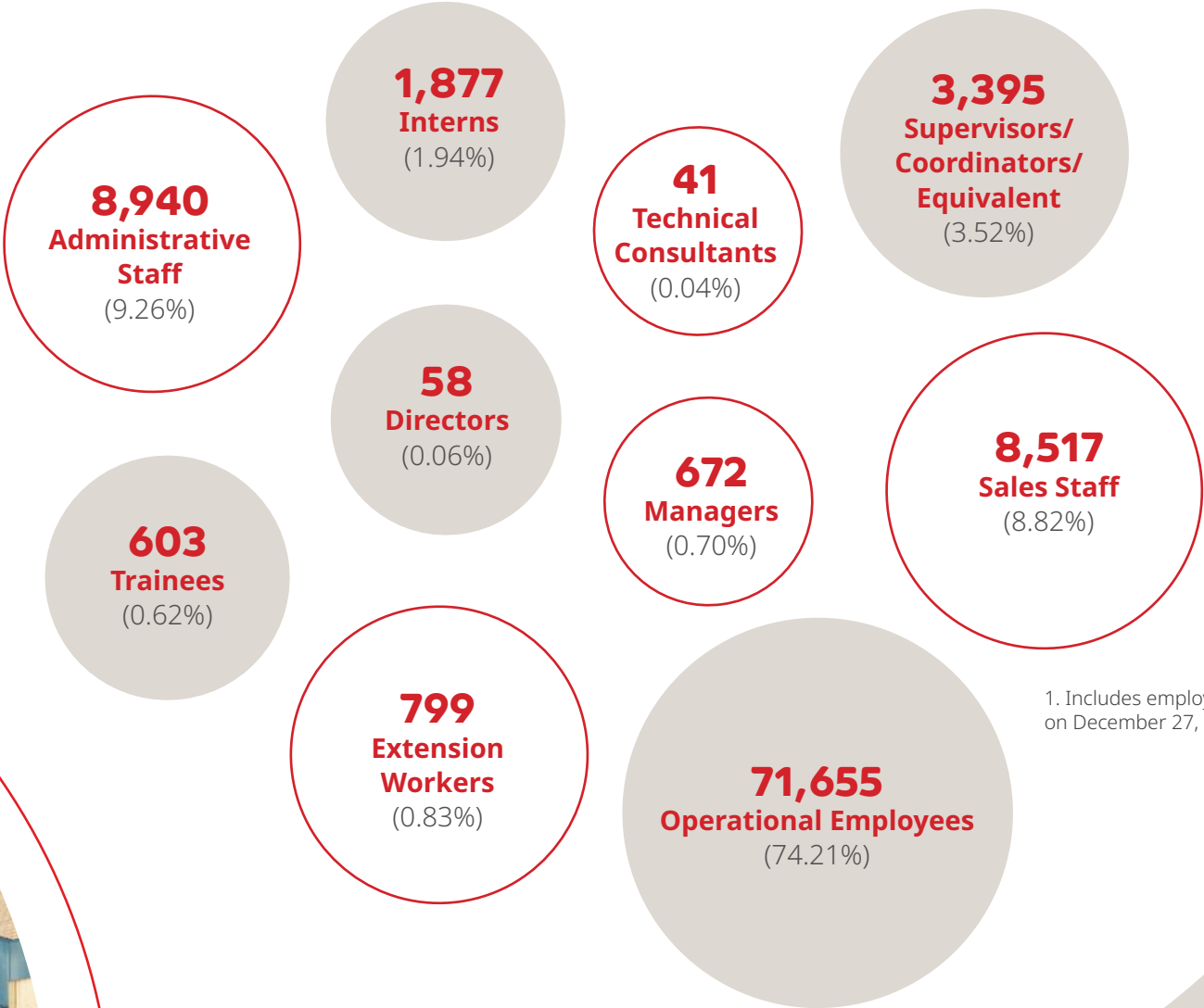


In 2024, BRF celebrated its 90th year as a leader in the markets in which it operates, with the Perdigão brand commemorating its 90th anniversary and Sadia its 80th. The Company has expanded its presence by diversifying its portfolio (including the Pet market and the production of ingredients with high added value using raw materials from the agriculture chain), based upon a global business expansion strategy. In 2024, the Company also announced investment in one of the leading chicken producers in Saudi Arabia, the Addoha Poultry Company.

It is the owner of the leading Brazilian brands Sadia and Perdigão. Around 100,000 BRF employees form part of this success story, making it one of the biggest employers in Brazil. We also serve thousands of clients by means of our own sales force.



BRF has a diverse team of employees, with around 90 nationalities making up the almost 100,000 employees around the world, distributed across the following employment categories: ¹



1. Includes employees active on December 27, 2024.



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Innovation and sustainability can be found in all stages of the work for BRF to be able to offer a complete portfolio of products, providing flavor and practicality to all our consumers.

As part of its growth strategy, the Sustainability Platform supports BRF with targets, indicators and management in the promotion of socioeconomic development, including aspects such as respect for the environment, animal welfare, ethics and transparency.

BRF S.A. is a publicly-traded joint-stock company. Marfrig has operated as the controlling shareholder since 2023, holding a 50.49% equity interest (percentage held in January 2025) in a partnership which has always contributed to identifying new opportunities. Amongst the possibilities for joint value creation are the combination of the two leading brands in the sector in Brazil - Sadia Bassi and Perdigão Montana - and the establishment of Sadia as the leading brand for expansion of the beef portfolio in the international market.

Details of BRF's **corporate structure** can be found on the **Investor Relations website**, as can its **governance structure**, which includes the operations of the Board of Directors, Oversight Board, Advisory Committees (Personnel, Governance, Organization and Culture Committee; Finance and Risk Management Committee; Audit and Integrity Committee; and Sustainability Committee), and the Executive Board.

March 10, 2025	Shares	%
Biggest shareholders		
Marfrig Global Foods S.A.	849,526,130	50.49
Salic	185,556,900	11.03
Banco do Brasil - Employees' Pension Fund*	103,328,121	6.14
Management		
Board of Directors	4,300	0.01
Executive Board	325,099	0.02
Treasury shares	82,673,171	4.91
Others	461,059,525	27.40
Total	1,682,473,246	100.00

(*) The pension funds are controlled by the participating employees of the respective companies

BRF ALSO CONTROLS OTHER COMPANIES BOTH IN BRAZIL AND OVERSEAS WHICH, TOGETHER, FORM THE BRF GROUP.



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The Compliance team

BRF's functions and levels of corporate governance are directly coordinated around the themes of integrity, ethics and transparency. With the leading decision-making bodies being the General Shareholders' Meeting, the Board of Directors, the Board's Advisory Committees, the Supervisory Board, and the Executive Board, the Company counts on its leaders to provide the best examples of its commitment to ethical conduct. The Compliance Department, which reports its activities to the VP People, Legal Brazil and Compliance, has decision-making autonomy and the power to report independently to the Executive Board and to the Board of Directors, as well as to the Transparency and Audit and Integrity committees.

Its principal responsibility is the coordination of BRF's Integrity System, which applies to everyone, from the senior management to the employees working in the productive units, also including the Company's business partners. Furthermore, due to the Leniency Agreement entered into with the AGU/CGU on December 28, 2022, the Compliance Department received the additional responsibility of implementing the BRF Integrity Program Improvement Plan, in accordance with Annex IV of the Agreement. With this in place, a specific structure was established for the implementation and monitoring of these obligations.

Constant learning to ensure updated skills

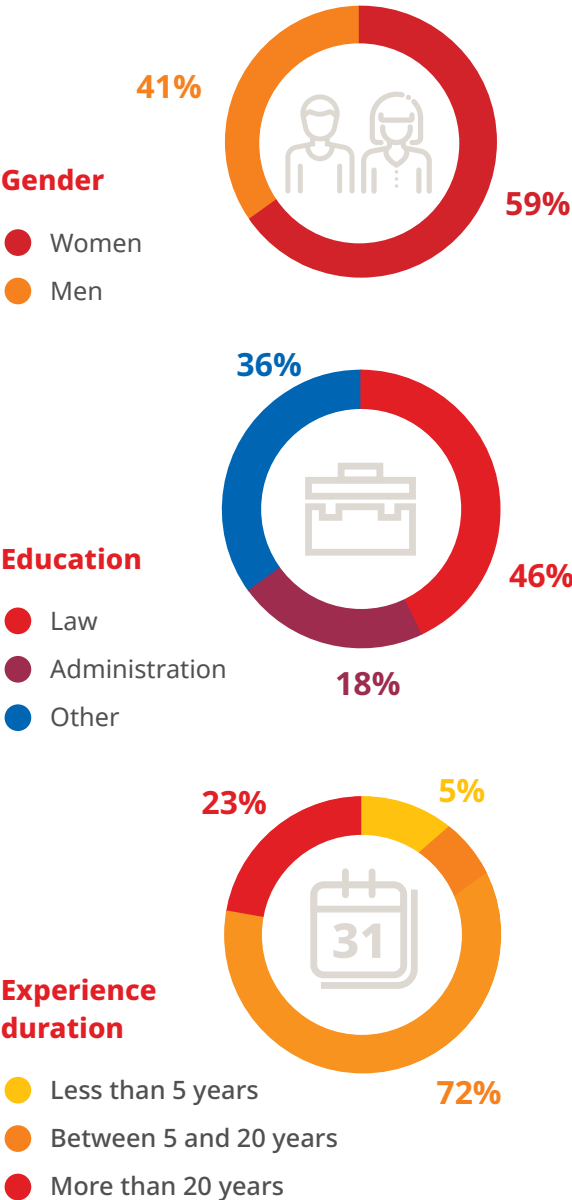
During the hiring process, all the employees who are members of the Compliance team are carefully evaluated and undergo integration training involving a minimum of 12 hours of sessions. Furthermore, in 2024, our employees dedicated themselves to 627 hours of internal training and 1,225 hours of engagement activities and external training sessions. In 2024, BRF invested BRL 114,000 in courses and training for the Compliance team, aiming to support and encourage the employees' ongoing learning process.

DIVERSITY ENHANCES THE COMPANY OUR COMPLIANCE TEAM IS MADE UP OF EMPLOYEES FROM DIFFERENT AREAS AND INCLUDES A GOOD GENDER BALANCE.

Employees in the Compliance team



OUR TEAM IN DETAIL In %





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A Transformative Leadership

BRF'S SENIOR MANAGEMENT IS DIRECTLY INVOLVED IN STRENGTHENING THE CULTURE OF ETHICS AND TRANSPARENCY, FACTORS THAT ARE ESSENTIAL FOR THE DEVELOPMENT AND EFFECTIVENESS OF OUR COMPLIANCE POLICIES AND PRACTICES.






Representatives of the Office of the Vice-President of Personnel, Sustainability and Digital Operations and the Compliance Department take part in the meetings of the Board of Directors (BD), the Audit and Integrity Committee (CAI), and the Executive Committee (Comex) to regularly discuss the evolution of the Integrity System, report on the progress of investigations and other matters related to the Transparency Manual and the Company's compliance policies, and provide annual updates on the BRF Integrity Program Improvement Plan.



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Integrity in practice - Connection between BRF’s pillars and external benchmarks

Pillar	Description	CGU Guidelines (Vol. III) - August/2024	DOJ – Updated in September/2024	INTEGRITY PROGRAM IMPROVEMENT PLAN
 Identification and mitigation of integrity risks	Periodic mapping and revision of the Company's risks are performed by means of the identification and classification of factors related to the Integrity System. This process also includes the identification of mitigators which take shape in the action plans developed and monitored by BRF.	III.4;	Item I. A. II;	Item 5
 An overall structure appropriate to the level of risk	In order to include all the markets served by the Company, the work of the Compliance Department has assumed a global reach, involving the responsibility for defining policies and guidelines for the operations in Brazil and elsewhere. This work is reported to the office of the Vice-President of Personnel, Sustainability and Digital Operations, with independent reports being sent to the Transparency Committee and the Audit and Integrity Committee.	III.2; III.3;	Item II	Item 7
 Global policies and procedures	In order to address key-issues and deal with matters that are of critical importance to the business, BRF has more than 25 policies regarding the area of Compliance, all of can be accessed by the employees on the Company's intranet, whilst some are also available to the general public.	III.5	Item I.B; III.A	Items 6 and 7
 Training, capacity building and communication	The Company offers its employees and business partners constant training sessions regarding its Integrity System and management policies	III.6	Item I.C; II.A	Items 1, 2, 3, 4 and 9
 Continuous assessment of business partners	The Compliance Department undertakes reputational analyses of BRF’s business partners, a process that includes the automated checking of news items in the press, legal proceedings and inclusion of the third party in the official blacklists. With this process in place, it is possible to map any factors which may put BRF at risk in relation to business partners, regarding corruption, bribery or other types of fraud.	III.8	Item I.E; I.F	Items 1, 2 and 10



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Digital Controls and Agile Monitoring

Adherence of the Company's activities to internal laws, policies and guidelines is continually monitored by evaluations of the effectiveness of the internal controls, audits and transactional tests, in conjunction with other departments and the external audit. There are specific controls in place, monitored by the Compliance Department, designed according to the level of risk of each operation and implemented in a way that is agile, in order for the minimum negative impact to be felt in the operations.

CGU Guidelines
(Vol. III) - August/2024

DOJ - Updated in
September/2024

INTEGRITY
PROGRAM
IMPROVEMENT
PLAN

Items 6, 7, 8 and 10



Detection and implementation of remediation measures

The Transparency Channel is accessible 24/7 to all our employees, business partners and the general public, allowing them to register complaints and concerns. The Channel is managed by an independent company, ensuring anonymity and confidentiality for all the reports filed. Furthermore, through its corporate compliance policies, BRF guarantees that no retaliation can be made against the whistleblower and full protection is provided for the image of all those potentially involved.

III.09;

Items I.B;
II.C; III.B;
III.C; I.D; II.C

Items 6, 7, 8 and 10



External Engagement and Sharing of Practices

As well as the internal work performed, the Compliance Department is constantly seeking to actively collaborate with all the leading initiatives designed to support the fight against corruption in Brazil, such as the UN's Global Compact, the International Chamber of Commerce (ICC), Legal, Ethics & Compliance (LEC), and Business at OCDE (BIAC), as well as a wide range of NGO forums and private companies in different business sectors, sharing best practices in tackling public and private corruption.

III.1;

Item III.A

Item 9



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Integrity Ambassadors

To ensure greater efficiency and agility in meeting the compliance requirements of the different regions where it operates, BRF has created the Integrity Ambassadors Program which, at the end of 2024, involved 309 active ambassadors, present in all of the Company's main offices, manufacturing units, distribution centers, and sales branches throughout the world. The ambassadors work voluntarily, meeting the demands of the different locations; providing support for improvement of the Integrity System; encouraging ethics and transparency; and promoting the Commitment to Integrity amongst the employees. All the candidates for the program undergo specific training and take part in monthly multi-disciplinary meetings to clarify any doubts, discuss sensitive issues and share knowledge and good practices.

"Being able to take part in the Ambassadors Program and contribute to BRF's Commitment to Integrity makes me very proud. I believe that Integrity creates a basis of trust and respect, whilst strengthening the Company's reputation and credibility. I enjoy the responsibility of having a positive impact on the working environment."

Liliana Rocha

2024 Leading Integrity Ambassador



*"As an Integrity Ambassador, no matter which country we are in, we play a crucial role in making compliance issues sustainable. This program significantly contributes to BRF's company culture. I feel very proud to support our colleagues and guide them on the right path whenever possible."**

Lijo Kurien

United Arab Emirates Integrity Ambassador



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Integrity Recipes

How to simplify the message

Considering that BRF is involved in the food industry, there is nothing more natural than presenting guidelines in the form of 'Integrity Recipes', with ingredients, preparation methods and additional tips, providing important support for the teams in reinforcing the ethical behavior we must never forget. These Integrity Recipes were an important issue on the agendas of the target checking meetings, exchanges between groups and at other moments in the Company's day-to-day activities.

In 2024, we also created 'cards' specifically to be used in presentations at target checking meetings. With support from the Management and Performance team and the Ambassadors, six cards were presented every two months, containing information on the Company's policies and procedures.

At the end of 2024, recognition was given to ten Leading Integrity Ambassadors, who, according to the criteria established in the regulations, were particularly outstanding in the ethics and integrity engagement actions.

More than 70 ambassadors were selected and trained in 2024, meaning we now have a network of 309 active ambassadors operating in nine vice-president's offices, in the Procurement and Internal Audit departments, and in the main offices, manufacturing units, distribution centers, and sales branches throughout the world.

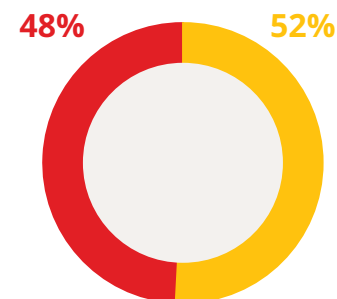
Ambassadors' country of origin

Brazil, Haiti, Venezuela, Togo, Turkey, Japan, Saudi Arabia, Oman, India and South Africa.

Presence around the world

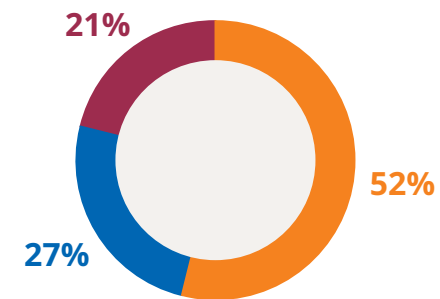
We have Ambassadors located in Brazil, Paraguay, Turkey, Oman, Qatar, United Arab Emirates, Kuwait, Saudi Arabia, Japan, South Africa, Singapore and China.

Ambassadors by gender



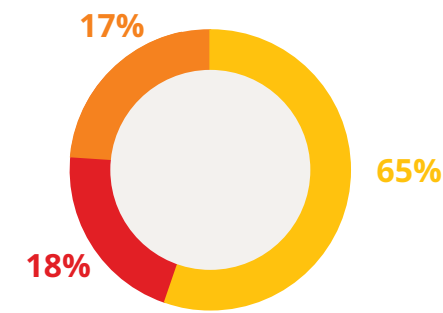
● Women
● Men

Ambassadors by employment category



● Administrative, others
● Operational Staff
● Leaders

Ambassadors by time with the Company

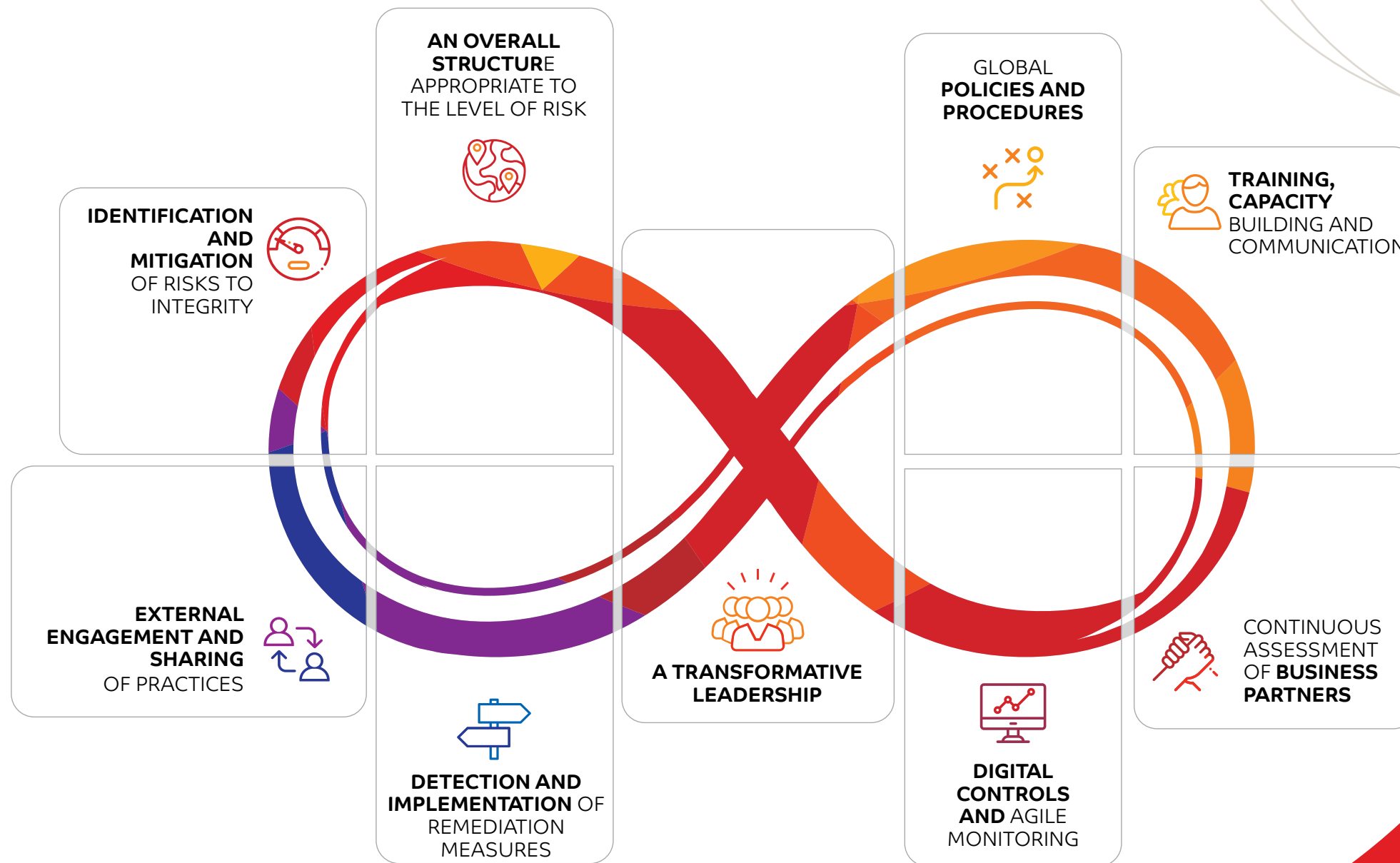


● Less than 5 years
● Between 5 and 20 years
● More than 20 years



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The BRF System of Integrity





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System of Integrity

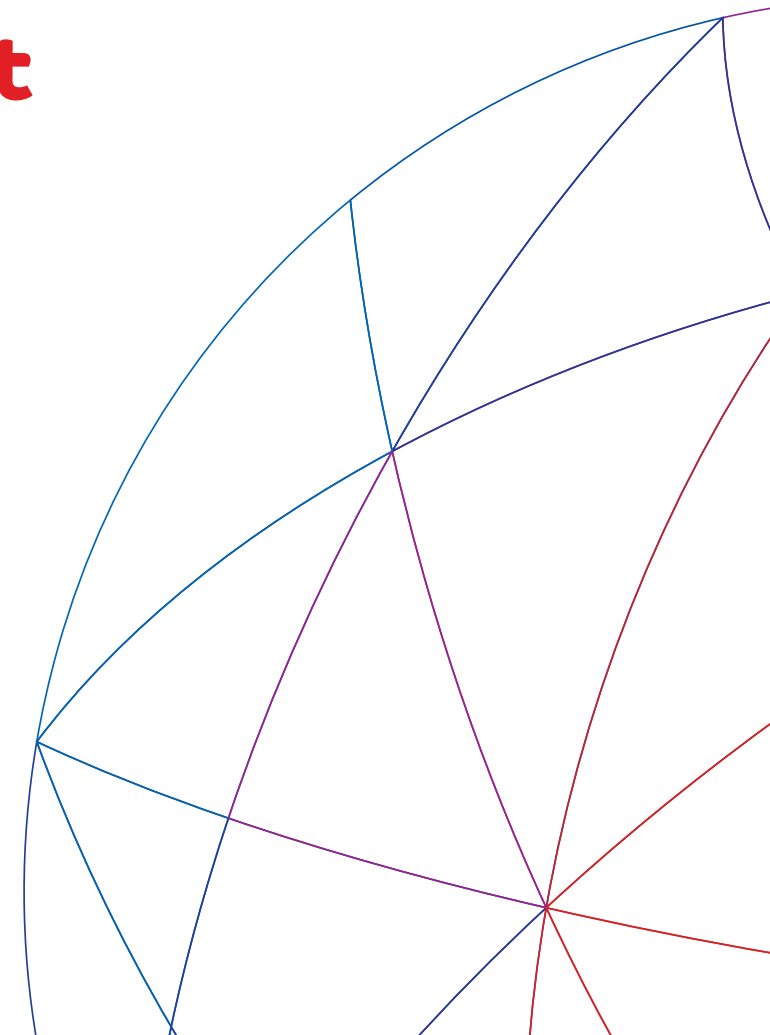
The System of Integrity establishes BRF's integrity guidelines and has been implemented in response to the needs and expectations of the principal stakeholders, the specific characteristics of the agriculture production sector, and the risks to which the Company is exposed, in the markets in which it operates.

Evolution and constant improvement

BRF performs regular independent internal and external audits on its Integrity System, in compliance with the requirements established by the Sarbanes-Oxley Law (SOx) and the ISO 37001 norm pertaining to the Anti-bribery Management System.

Furthermore, the Company performs periodic, internal evaluations of the eight pillars forming the Integrity System. The key performance indicators that are monitored include: the volume of employees and business partners trained in compliance matters; the number of reputational analyses conducted; internal and external communications; analyses of agreements, public bidding notices, donations and sponsorships; responses to general consultations; as well as the volume of accusations registered with the Transparency Channel and the number of penalties applied. These data are monitored by the Compliance team on a weekly basis and reported to the Audit and Integrity Committee.

The execution of the Improvement Plan approved by the Federal Comptroller General (CGU), has resulted in significant improvements to the BRF Integrity System. Of special note amongst the main advances that have been achieved, are: the updating of the Integrity training matrix, with the inclusion of learning retention mechanisms; monitoring and availability of integrity training sessions on the digital business partner interaction platforms; implementation of new internal control mechanisms throughout the production chain; updating of the risk matrix, based upon the Plan; and periodic updating of BRF's participation in bidding rounds, contracts, donations and sponsorship agreements entered into with public entities, information on all of which is available on the website. A reputational analysis was also undertaken and support offered for improvement of the Integrity Programs that already exist with certain partners.





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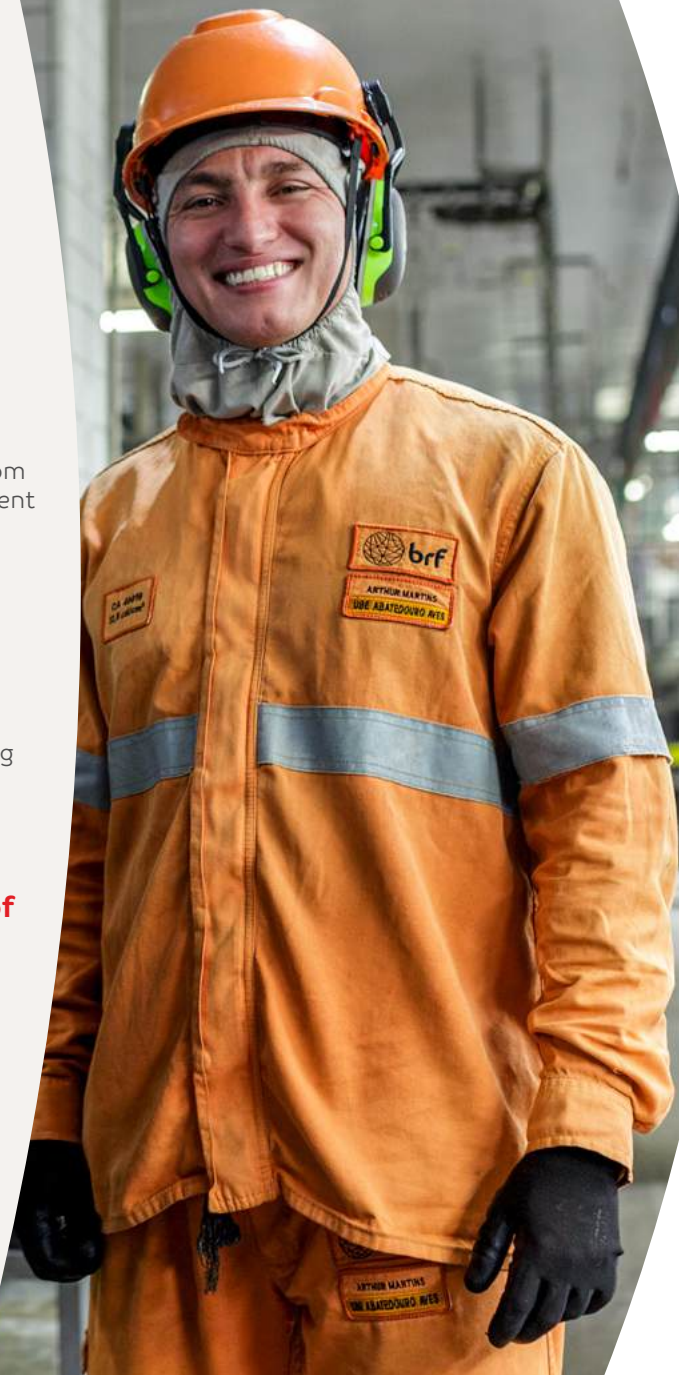
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The Quest in 2020

CONSOLIDATE THE FOUNDATIONS

- Reduction of exposure to risks;
- International structure;
- Implementation of transactional controls;
- Evaluation of the maturity of the system;
- Budgetary responsibility.

The Quest from 2021 to 2023

GROWTH AND OPTIMIZATION

- Reduction of exposure to risk;
- Reduction in the number of investigations under way;
- Maturing stakeholder engagement;
- Maturing of the regional indicators;
- Budgetary responsibility.

The Quest from 2024 to 2026

IMPROVEMENT OF THE INTEGRITY PROGRAM

- Updating of the training matrix;
- Improvement of the internal training sessions;
- Provision and guidance of periodic training sessions for the principal business partners;
- Periodic revision of the Risk Matrix;
- Implementation of new control mechanisms;
- Monitoring of policies and procedures;
- Improvement of preventive controls concerning the norms regulating sanitary investigation, inspection and control;
- Transparency in all transactions with public entities;
- Revision and publication of the Transparency and Integrity Report;
- Reputational analysis and support for improvement of the Integrity Programs of certain partners.



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Identification and Mitigation of Risks to Integrity

The process involved in the mapping and mitigation of risks is tied to corporate policies and technical methodologies, permitting the identification of risks and their classification regarding their probability and impact on the Company's operations. It also defines the development of action plans to reduce, transfer or neutralize these risks.

The Corporate Risk Management Policy has already matured significantly, embedding the risk culture in BRF's operations. The most recent revision of the policy involved analysis and approval by the BRF Board of Directors.

Risks related to integrity can materialize through the violation of human rights, which are connected to other specific risks that have been mapped in the Social Responsibility category. The indicators used include turnover of marginalized groups, surveys of culture and engagement, the number of accusations filed with the Transparency Channel, the number of partners trained in the Partners' Code of Conduct, as well as the results of the Social Responsibility audits.

These risks are mitigated by means of controls, including literacy actions and discussion groups, internal and external educational programs, internal Integrity Ambassadors programs, training sessions on the issues contained in the Business Partners' Code of Conduct, and the handling of reports on the Transparency Channel.

In 2024, the risks related to integrity were duly revised and approved by the senior management, as defined in the BRF Integrity Program Improvement Plan, related to the Leniency Agreement signed on December 22, 2022.

The Compliance Department also took part in the revision and critically analyzed the past conduct, addressing each of them in the risk factors with a definition of their levels of impact and likelihood.





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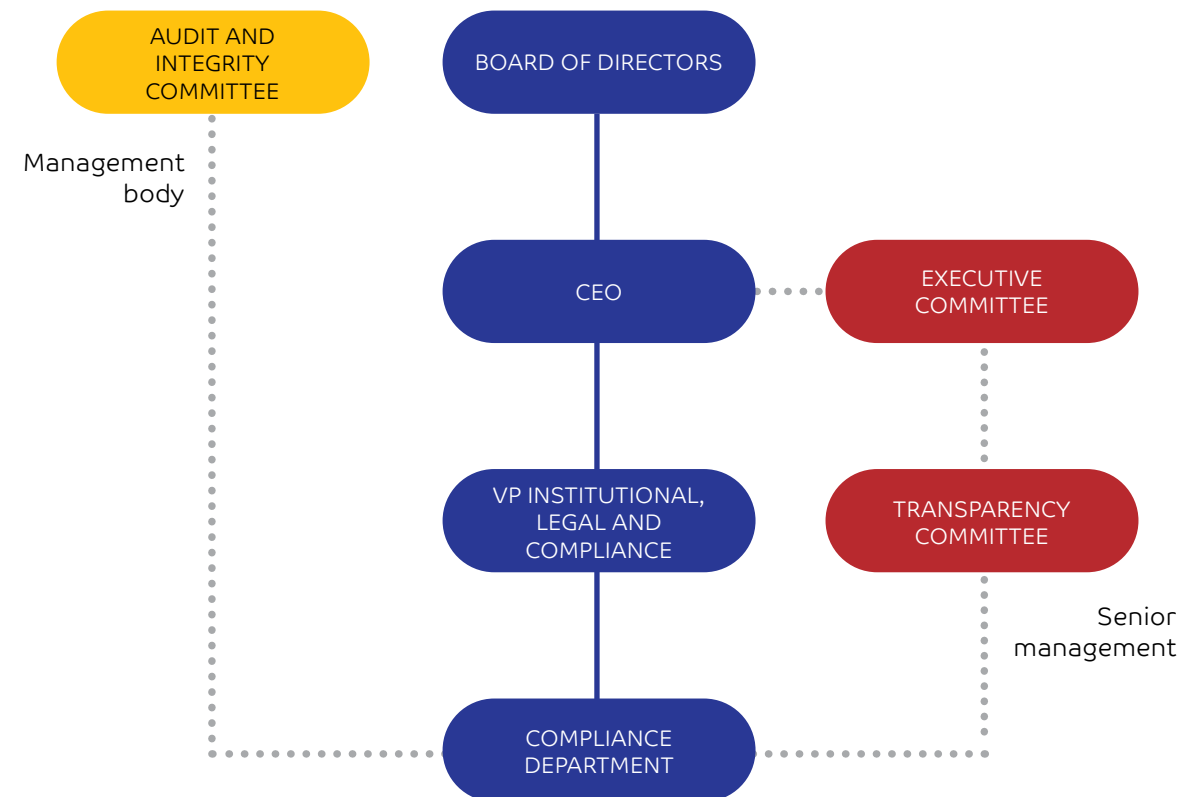
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An Overall Structure Appropriate to the Level of Risk

Considering BRF's global operations and its exposure to various types of risk, it has developed and nurtured a risk management structure that is matched with the challenges that exist, working in Brazil and other countries in which the Company's operations are present. All of BRF's employees, without exception, form the first line, working to mitigate risks, whilst the second line is held by the compliance structure connected to the issue. One of the responsibilities of the Internal Risks and Controls Department, in partnership with the Compliance Department, is to disseminate our culture of integrity. To achieve these objectives, the Integrity System is evaluated periodically by means of an internal audit conducted by a team made up of auditors specialized in the ISO 37001 norm, along with an independent external audit. The Compliance Department has free access and participates in the meetings of the Board of Directors and the Supervisory Board, whenever necessary. The Audit and Integrity Committee, meanwhile, provides reports to the senior management on the results of the audits, information on risk management, actions concerning the promotion of ethics and transparency, and detailed analysis of relevant observations registered with the Transparency Channel. The Committee is composed of three independent members, of whom one is external, thus ensuring greater autonomy in the decision making.



[Read more](#) about BRF's
organizational structure

Members of the Audit and Integrity Committee

**Augusto Marques
da Cruz Filho***
Coordinator

**Eduardo Augusto
Rocha Pocetti***
External member

Esmir de Oliveira**
External member

*Members nominated at an Ordinary Meeting of the Board of Directors (April 6, 2022), with a mandate and active participation in the Committee over the course of 2024.

**Members nominated at an Ordinary Meeting of the Board of Directors (April 15, 2024), with a mandate and active participation in the Committee over the course of 2024.



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Global policies and procedures

BRF has 26 policies and procedures that have been drawn up by the Compliance Department, all of which are periodically analyzed in order to identify any changes in the exposure to risk, the processes, the guidelines, or the responsibilities which they set forth.

The global policies apply to all of BRF's employees and those of its subsidiaries, and reaffirm its commitment to the "Global structure adapted in accordance with the level of risk" contained in the Integrity System.

Furthermore, in 2024, the five documents developed by other areas were revised with the aim of identifying, addressing and mitigating the compliance risks involved in the various different topics with which the Company is concerned.

All the policies are published for the general public on the **internet**. As well as the policies, the procedures can be accessed by the employees via the Company's intranet.

Just as important as establishing sound compliance policies is the communication and dissemination of these guidelines to the Company's employees and business partners. To achieve this, we have developed a range of different communication and training actions, the highlight of which in 2024 was the Integrity Week ([read more about this on page 25](#)).



Transparency Manual

The Transparency Manual, which is the Company's Code of Conduct, includes guidelines for the employees on matters such as behavior, human rights, ethics, and combating corruption and bribery, amongst other matters of importance to the promotion of the culture of integrity. The most recent version of the report was approved by BRF's Board of Directors. The Transparency Manual is brought to the attention of everyone whenever they begin their relationship with BRF by means of a clause in the employment agreement, which is made available for acceptance in nine languages (Portuguese, English, Spanish, Arabic, Turkish, Creole, German, Chinese and French).



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Training, Development of Skills and Communication

BRF continually offers training sessions on its Integrity System to its employees and business partners. The meetings, at all the different operations of the Company, are open and always cover one of BRF's commitments (Safety, Quality and Integrity).

In 2024, the Compliance Department undertook new communication and training actions aimed at improving the approach taken to the issues addressed as well as its target public's adherence to the content. Considering that 2024 was an election year, the Compliance Department worked together with the Institutional Relations and Legal Department to reinforce the guidelines set forth in the procedures established for Electoral Conduct and Government Relations together with the management and employees in the Human Resources Department.

BRF training and qualification

Transparency Manual

All employees who join BRF receive training in the Transparency Manual, which is the Company's Code of Conduct ([read more on page 20](#)). Attendance at these training sessions is monitored continually through the use of a digital database. In addition to this, internal and external audits are performed in line with the standards established by the SOx Controls on the matter.

In 2024, as well as periodically monitoring the development of skills of the new employees, the training and reinforcement of the guidelines contained in the Transparency Manual were concluded. These sessions were provided for the 1,245 employees who were active on December 31, 2024, having been hired by Hercosul and Mogiana prior to the incorporation of these companies by BRF PET, and who were working at the units located in Campinas, Bastos and Ivoti, in Brazil, and at the Dr. Juan León Mallorquín unit in Paraguay.

Trained employees ^{1,2}

8,904 Administrative staff**1,877** Interns**41** Technical Consultants**57** Directors**601** Trainees**799** Extension Workers**672** Managers**71,647** Operational and Sales
Staff**3,395** Supervisors/Coordinators/
Equivalent**8,513** Sales Staff**Total: 96,506**

1. Only those employees active on December 31, 2024.

2. Not including employees on leave or with formal justification within the directives stipulated by HR for registration in the system.



**100% of the
employees** are
trained in the
Transparency Manual
and issues concerning
Anti-corruption and
Anti-bribery.

Furthermore, all 16 members of BRF's Board of Directors and the Supervisory Board, as well as the members of the Advisory Committees, receive training on the BRF Transparency Manual and Anti-Corruption and Anti-Bribery matters.



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BRF Academy

The academy training sessions are offered entirely online and directed at employees with access via different mediums (web and mobile). They are made up of a set of courses focused on integrity, ethics and transparency, including the following topics: Donations and Sponsorship, Anti-Bribery and Anti-Corruption, Conflict of interests, Gifts, Presents and Hospitalities, Compliance Aspects contained in the LGPD, the Business Partners' Code, Government Relations, MIP (Information Protection), Prevention of Anti-Competitive and Anti-Human Rights Practices, and Non-Tolerance of Harassment. All include an obligatory quiz designed to assess how much of the content the participants have taken in.

All eligible employees must take the training sessions within 30 days of joining the Company, or following the publication of new courses by the Compliance Department. The courses are available in English, Spanish, Turkish, Arabic and Creole, and they can all also be taken by employees in the International Market.

16,250 employees active on December 31, 2024 received training via the courses making up the Integrity Commitment curriculum.

Specific training sessions

The training addresses the basic risks involving compliance in each area, with presentation of the Integrity System and Integrity Recipes from the main compliance policies and procedures. The training sessions are conducted in person or using the Teams online tool, and involve practice cases, in order to assess how much of the content the participants have taken in.

1,238 new or promoted employees in Brazil were trained for specific areas/positions that are particularly exposed to risk.

1,317 new or promoted employees in the Overseas Market were trained for specific areas/positions that are particularly exposed to risk (topics including Anti-Corruption, Anti-Bribery, Prevention of Anti-Competitive Practices and Control of Exportations).

Development of the Commercial team's Skills

In 2024, the Compliance Department traveled through the Northern, Northeastern, Central Western and Southeastern regions of Brazil to contribute to increasing the skill sets of the employees working in BRF's commercial teams. Sales supervisors, coordinators, managers and directors participated in training sessions offering content directed at principal policies and good practices involved in the sales processes. The Labor Law Department played an important role in the programs, principally in relation to those topics focused on personnel management.





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Training in the BRF Transparency Channel

Another initiative which took place in 2024 involved training on the correct use of the BRF Transparency Channel, which included in-person programs at factories, distribution centers and sales branches. The content combined tips on when and how to make a complaint, highlighting the situations and themes that should be addressed through this Channel, whilst also reminding the participants of the platforms that can be used to access it and file a report.

Training of the Members of Cipa (Internal Occupational Accident Prevention Commission)

In line with Brazilian Law, the Compliance Department began taking part in the training activities developed for CIPA members. At these meetings, special effort was made to reinforce the content of the Transparency Manual, with emphasis on tackling sexual harassment and the non-acceptance of any form of violence. The meetings also presented how the Transparency Channel can be used to communicate any possible occurrences.

Improvement of the Training

Once the periodic revision of the training matrix had been completed in 2023, the Compliance Department focused its efforts on personally applying the 'Integrity Training - Internal Control and Laboratories' program. This is an obligatory compliance training initiative, which aims to ensure that the employees understand the issues involved and avoid repetition of the forms of conduct that were the object of the Leniency Agreement.

In 2024, once the series of in-person meetings had been concluded at all the units, the training sessions were offered online to new employees and those who changed job or function. The obligatory quiz remained part of the program to assess how much of the content the participants have taken in.

Training for the Business Partners

The Compliance Department provides training for the Company's business partners all over the world, as a means of improving the way in which the themes involved are approached and ensuring greater adherence to the content amongst the target-public, including subtitles in English, Spanish, French, Turkish, Creole and Arabic, as well as presentations in sign-language.

In addition to the training already provided, the Compliance Department is pursuing a calendar of in-person and/or online events and activities, aimed at reinforcing the content that has been taught as part of the basic training, and provide extra content related to the BRF Integrity System's other policies and procedures and the respective activities offered by the Company.

2,714 new employees
working in areas or
positions specifically
exposed to risk were trained
through until
December 31, 2024.

4,894 business partners
in Brazil and the Overseas
Market were trained in 2024 by
means of sessions conducted
on the communication
platforms, as well as at special
events hosted together with
the partners.



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Transparency

[Sales to public entities](#)[Contracts/agreements with public entities](#)[Donations/sponsorships involving public entities](#)

Integrity is a Daily Practice

In 2024, BRF reinforced its commitments to Safety, Quality and Integrity, but now with an added element: +Together. This initiative is focused on collaboration as a fundamental pillar of the organizational culture, resulting in more agile, efficient and simpler processes.

In line with this move, the Compliance Department continued with its annual planning for the communication of those topics focused on the inclusion of different internal and external groups of society, through the use of accessible and easily understood language addressing the Company's most important policies and good practices.

As well as using internal communication channels (such as e-mails, newsletters, the BRF news portal, apps focused on the Sales and Agricultural areas, 'Flor', BRF's virtual HR assistant, and other chatbots that are accessible via WhatsApp), the Company has also strengthened its integrity actions in other ways. Articles were published in the printed newspaper sent out to extension workers and integrated growers, and the Integrity Recipes and theme-based cards used in the target checking meetings were distributed. These materials were reinforced in the 'Integrity Moment', which is a period of time in the meetings and training sessions during which the Integrity Ambassadors briefly and simply explain the main content regarding BRF's policies and good practices.

The theme of Integrity can be found at all BRF's business units. The publications and materials are translated into Arabic, Spanish, English, Portuguese, Turkish, Creole and French, and can also be provided on demand in the native languages of the other principal markets. As well as in the International Market, there also exists a diverse range of nationalities working within the Brazilian units (BRF employs more than 9,000 migrant and refugee workers), which is why access to the available content is so important.

Integrity Inside and Outside BRF

The communication strategy goes far beyond the Company's gates. BRF's engagement in issues falling outside its internal activities and its active participation in important forums, such as the United Nations' Global Compact's Anti-Corruption Collective Action, are of utmost importance, especially with regard to engaging business partners and clients in the issues surrounding Integrity. These groups are reached by means of the suppliers' portal, social media and events, at which information on good practices is shared. Also, as a result of the BRF Integrity Program Improvement Plan, an element of the Leniency Agreement signed on December 218, 2022, the Company has continued with its process of developing transparent communication of the relationship with government organs. By regularly updating the BRF electronic address, we provide information on donations, sponsorship, bidding procedures, contracts and events pursued jointly with these bodies.



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2024 highlights

In December, BRF received the Aberje Award, in the “Ethics, Integrity and Compliance” category, for the “2024 Integrity Week” case. The Aberje Award recognizes the leading initiatives undertaken by companies from all over Brazil in the area of Corporate Communication, looking at the most important trends in communication to celebrate the actions developed by these institutions. Held in April, the Integrity Week highlighted BRF’s non-negotiable commitments: Safety, Quality and Integrity, with webinars and talks that were broadcast to all the units, as well as special actions covering topics such as Non-Violent Communication, and Governance and Integrity with Brands and Consumers, which attracted more than 3,000 online and in-person participants, whilst also engaging employees at the factories, distribution centers and offices, both in Brazil and overseas, in exciting and proactive activities. This is the second time that the Company has won the National award. The first time was in 2021, with the “Annual Compliance Communication Plan” case.

Special mention should also be made of the campaign conducted regarding the electoral behavior during the 2024 Municipal Elections in Brazil. Communication campaigns were developed concerning the most important policies, behaviors and care that the employees should pay attention to during the period, and greater emphasis was placed on the self-declaration channels regarding conflicts of interest with people who are politically exposed and the right we all have to expect good behavior in the work space. Assisted by the Integrity Ambassadors at the different units, the Compliance Department were able to monitor the declarations and resolve doubts.



2024
**Integrity
Week**

2024
**Electoral
Conduct
Campaign**

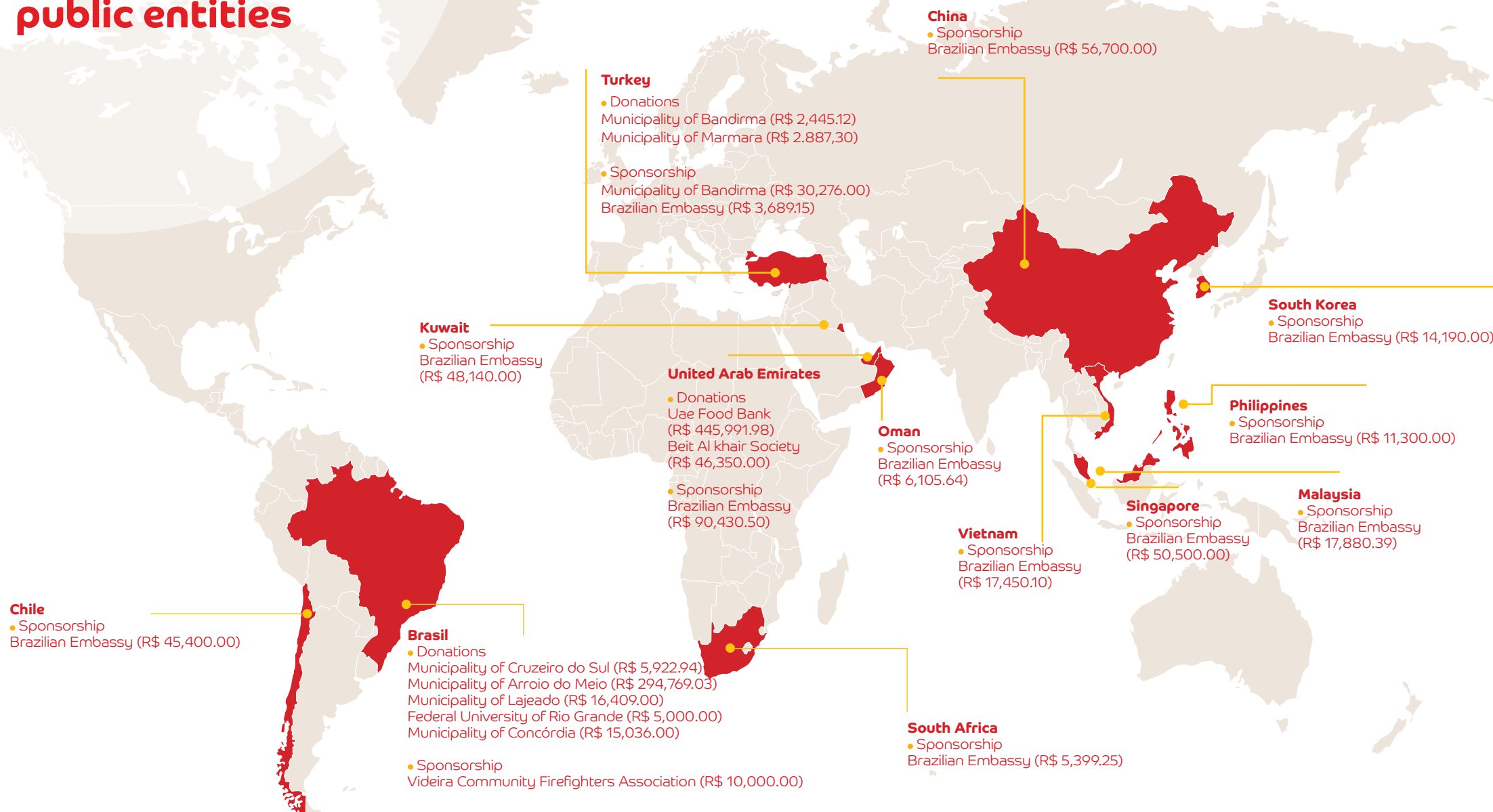




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Transparency with public entities





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Donations

BANVIT BRF Memorial Forest

Amount: R\$ 119,840.00

Period: July 2024

Organizing public entity: Aegean Forest Foundation

Contribution to the reforestation of the Bandırma region, in Turkey.



Sponsorship

1st Vehicle Rescue Challenge of the 2nd BBM

Amount: R\$ 10,000.00

Period: September 2024

Organizing public entity: Videira Community Firefighters Association (SC)

The event focused on training firefighters in the region in the rescue of vehicles involved in accidents, reinforcing BRF's commitment to Safety in the community.



Sponsorship

90th anniversary of Concórdia

Amount: R\$ 18,000.00

Period: July 2024

Organizing public entity: Municipality of Concórdia

Sponsorship of the city of Concórdia's (SC) 90th anniversary celebrations.



Sponsorship

September 7

Amount: USD 7,417.20 in products and cash

Period: September to November, 2024

Organizing public entity: Brazilian embassies in Chile, China, South Korea, Singapore, Malaysia, Vietnam, Philippines, Kuwait, Oman, Turkey, United Arab Emirates, and South Africa.

Sponsorship of the Brazilian Independence celebrations (September 7) at different Brazilian Embassies in the regions where BRF conducts activities in the international market.



Sponsorship

International Bandırma Bird Paradise Culture and Tourism Festival - Turkey

Amount: R\$ 180,000.00

Period: June 2024

Organizing public entity: Bandırma Municipality

The International Bandırma Bird Paradise Culture and Tourism Festival is an international festival that has been held annually since 1987 to promote the Bandırma Bird Paradise National Park and call the public's attention to the dangers it faces due to environmental pollution.



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Continuous assessment of Business Partners

BRF's Compliance Department conducts a reputational analysis of its business partners prior to contracts being signed and/or renewed, with the aim of ensuring integrity in all of the Company's relationships.

The reputational analysis is performed in specific sections of the contracting process, depending upon the partner's level of risk, and is conducted by the responsible departments along with the partner's registration and ratification.

It should be mentioned that, during the registration and ratification stage, BRF's business partners are required to accept the BRF Business Partners' Code of Conduct, a document that determines and guides the conduct expected of the partners during their relationship with BRF, through the adoption and compliance with the minimum standards that are to be observed in terms of best practices, upstanding behavior, socio-environmental issues, and human rights.

The reputational analysis includes automated checks on news, judicial and administrative proceedings, blacklists and verification of the Company's potential business partners, as a means of identifying potential risk situations involving bribery, corruption, fraud, violations of human rights, child labor or labor comparable to slavery, and socio-environmental issues, as well as infractions of the Transparency Manual, BRF's Policies or the applicable legislation. Furthermore, upon identification of sensitive information that requires additional clarification, requests and inquiries are presented to the business partners.

In 2024, 36 requests were rejected, based upon the risk analysis and violations of BRF's policies and procedures, and 96 companies remained barred from negotiations with BRF due to their inclusion on the Ministry of Labor and Employment's restrictive list.

BRF resolves cases filed with its Transparency Channel concerning possible violations of human rights, involving, for example, reports on alleged working conditions at partners' facilities, or possible discriminatory attitudes taken towards migrant or refugee workers.

Internal initiatives, such as creation of the translator position* for the translation of releases (mainly into Spanish, Creole and French, and upon demand for other languages), and active listening sessions, are both measures designed to encourage a respectful working environment free from discrimination.

* Migrant or refugee employees who work in positions providing support for the processes to assist with translations and intermediation between employees who are not native Portuguese language speakers, but rather native speakers of Creole, Spanish and/or French.



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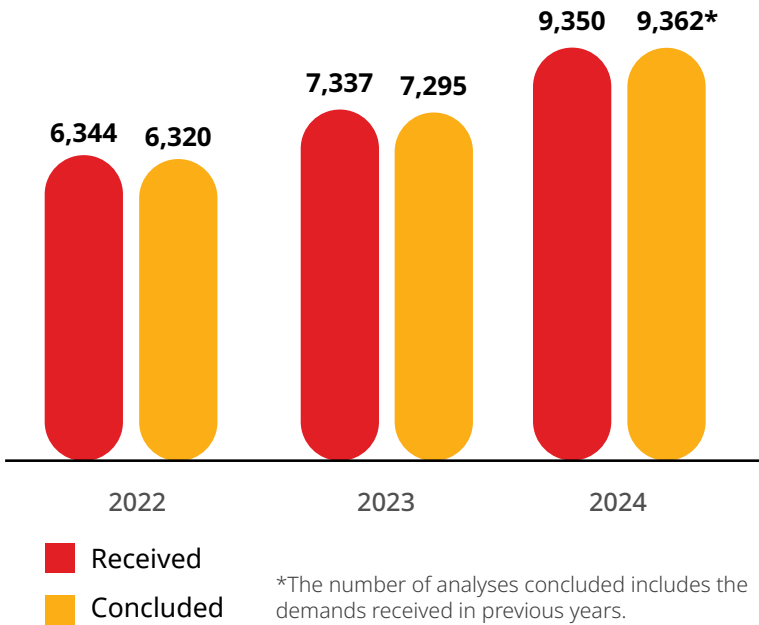


Potential mergers and acquisitions are also carefully analyzed, undergoing due diligence processes to check on the exposure to compliance risks.

The monitoring of restrictive lists, and analyses regarding labor analogous to slavery and then impacts on the local communities and the environment, reinforce the Company's Social Corporate Responsibility and its commitment to sustainability.

In 2024, we conducted more than 9,300 reputational analyses of domestic and overseas partners (each of which took an average of three days to complete) meaning a total increase of 28% in relation to the previous year.

Required reputational analyses



BRF has a standard Integrity Clause that is applicable to the contracts developed by the Compliance Department, but the different departments also evaluate the clauses applied to their business partners, as well as any alterations that may be requested. In 2024, 531 contracts were analyzed, averaging 1.85 days each.

Improvement of the Integrity Program

In compliance with the requirements of the BRF Integrity Program Improvement Plan, defined by the AGU and the CGU, the reputational analysis procedure was applied to 2,479 entities benefiting from the Company, and monthly analyses of high-risk business partners were performed with regard to conduct.

Furthermore, the programs and compliance structures of 75 active business partners were analyzed, with checks made on the existence of: an implemented Compliance/Ethics/Integrity program, including a channel for the registration of accusations; a nominated Chief Compliance Officer; a Code of Conduct and internal corporate policies regarding Compliance/Ethics/Integrity; and the provision of training for the employees/associates.

2,479
users

75
business
partners



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Digital Controls and Agile Monitoring

The reach and efficiency in the application of internal policies and procedures, as well as the application legislation, are constantly monitored by means of internal controls and internal and external audits. The controls are designed depending upon the level of risk of each operation and implemented swiftly and with the minimum impact on the operations.

Among the controls and automations undertaken in 2024, we should emphasize:

1.

50% increase in the number of samples analyzed during the year, compared to the previous year.

2.

Creation of a control system for monitoring the interaction of employees and other stakeholders with BRF's chatbots, focused on the identification of misconduct in these interactions, such as the use of improper language. 179 alerts were identified in 2024.

3.

Monitoring of digital fraud, in which the name of BRF is misappropriated for use in attempted fraud. In 2024, more than 400 cases were identified, in which the company acted swiftly to remove the improper content.





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Efficiency and Innovation

Periodic monitoring takes place, with the creation of reports and alerts, focusing on the four central themes: discounts for clients related to products; disposal of damaged products following expiry; returns; and product stocks. Along with specific actions, these controls help reduce losses, such as boosting the sale of products nearing their expiry dates, disposal of expired products, storage and logistics costs, and return of products, amongst others, in line with the BRF+ principles. Amongst the results, special attention should be drawn to the reduction in the number of expired items disposed of in 2024, as a result of predictive analyses of items approaching their expiry dates.

The controls implemented in 2023 continued to be applied, in accordance with the requirements established by the AGU and the CGU. Furthermore, four new controls were also implemented aimed at monitoring travel costs, small purchases, conduct in interaction with chatbots, and related-party transactions.



Data Loss Prevention (DLP), a system of control which classifies the confidentiality of documents. There was a 24% increase in the number of analyses conducted in 2024 (more than 140,000 analyses)



"Small Purchases" Transactional Control



"Travel Costs" Transactional Control



"Related-Party Transactions" Transactional Control

Principal controls and results

95 cases of misconduct during interactions with chatbots

14 cases of undue use of the low-cost purchasing procedure

Monitoring of transactions involving expenses on travel totaling BRL 4.3 million

Digital Transformation

The digital transformation initiatives provide a competitive advantage and contribute to the increasingly assertive and agile powers that BRF possesses in relation to decision making involving high levels of risk. The analysis of business partners is a fundamental stage in ensuring that everyone is aligned with the Company's strategies, guidelines and reputation.

BRF invested BRL 130,000 in technology designed to mitigate digital fraud; and BRL 1.2 million on technology relating to the Transparency Channel and investigation tools.





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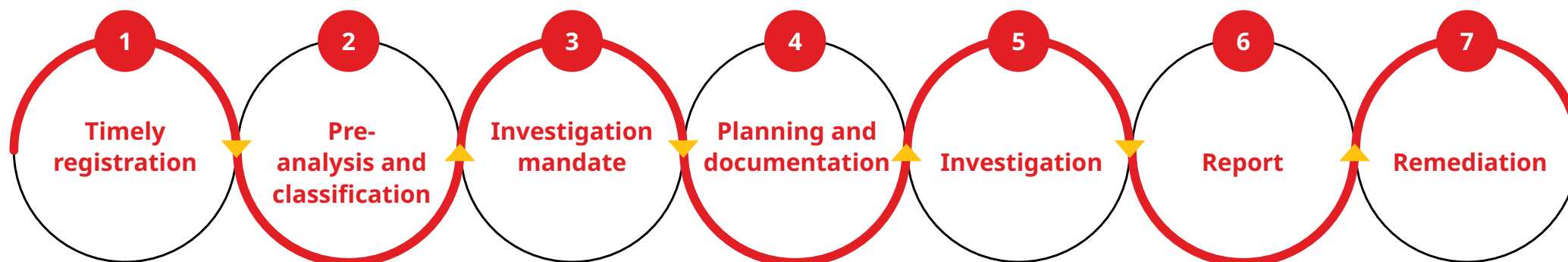


Detection and Implementation of Remediations

The Transparency Channel was designed following requests for such a facility from numerous stakeholders, allowing for anonymous accusations to be made by employees, third parties, unions and business partners in line with best international practices. The Channel is managed by an independent company, ensuring anonymity and confidentiality for all the reports filed. The Channel's impartiality is also guaranteed by BRF's corporate policies of non-retaliation and protection of the image of all those who are potentially involved. Once registered, the accusations are investigated following the protocols and mechanisms that can be seen in the image below.

The accusations and complaints are directed to internal and external teams, which investigate the facts and support the departments involved in the application of corrective or disciplinary measures. Any accusations that could possibly involve the Compliance Department itself are investigated independently by the Audit and Integrity Committee. The Transparency Channel receives reports 24 hours a day, through a number of different communication channels, including a website, an electronic form, and telephone lines in the following countries: Saudi Arabia, Austria, Brazil, Chile, China, United Arab Emirates, Japan, Kuwait, Oman, Qatar, Singapore and Turkey. The service is offered in the following languages: Arabic, Creole, French, Spanish, English, Portuguese and Turkish.

**BRF INVESTED
BRL 1.2 MILLION IN
TECHNOLOGY RELATING
TO THE TRANSPARENCY
CHANNEL AND
INVESTIGATION TOOLS.**



Privacy of the accuser's data and protection of their image



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Accusations registered

	2022	2023	2024
Behavioral	2,617	2,962	2,865
Fraud	728	869	864
Total	3,345	3,831	3,729

Cases closed 2024

	Founded	Unfounded	Total
Behavioral	1,024	1,962	2,986
Fraud	285	630	915
Total	1,309	2,592	3,901



Penalties applied

	2022	2023	2024
Penalties	301	406	570
Warnings	210	241	395
Dismissals	81	128	140
Suspensions	10	37	35
Cases under investigation	1,542	616	444

N.B.: The penalties applied to fraud and behavior-related cases (HR) are included.

Accusations registered - divided by topic*

	2022	2023	2024
Improper behavior	1,007	1,071	1,072
Human rights	641	778	877
Non-compliance with regulations	512	674	510
Fraud and theft	437	549	476
Conflicts of interest	335	83	140
Health and safety	131	93	113
Improper sharing of information	65	57	41
Others	217	526	500
Total	3,345	3,831	3,729

*The number of accusations related to human rights includes cases of harassment and discrimination.



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External Engagement and Sharing of Practices

For BRF, the continual improvement of its Integrity System also depends upon cooperation between the other companies and institutions in the market. The establishment of a social pact for ethics and transparency between all the players ensures a high level of excellence in the attitudes assumed and the spreading of a culture of integrity.

Aberje Award

In 2024, BRF received the Aberje Award, in the “Ethics, Integrity and Compliance” category, for the “2024 Integrity Week” case.

The Aberje Award, which celebrated its 50th anniversary in 2024, aims to highlight the ecosystem of Corporate Communication, recognizing the efforts companies and their partners make in expanding dialog with their stakeholders and having a positive impact on society.

Held in April last year, the Integrity Week highlighted BRF’s non-negotiable commitments: Safety, Quality and Integrity, with webinars and talks that were broadcast to all the units, as well as special actions

covering topics such as Non-Violent Communication, Governance and Integrity with Brands and Consumers, which attracted more than 3,000 online and in-person participants [\(read more on page 25\)](#).





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B20 Advisory Board and Integrity and Compliance Taskforce

Brazil Business 20 (B20)

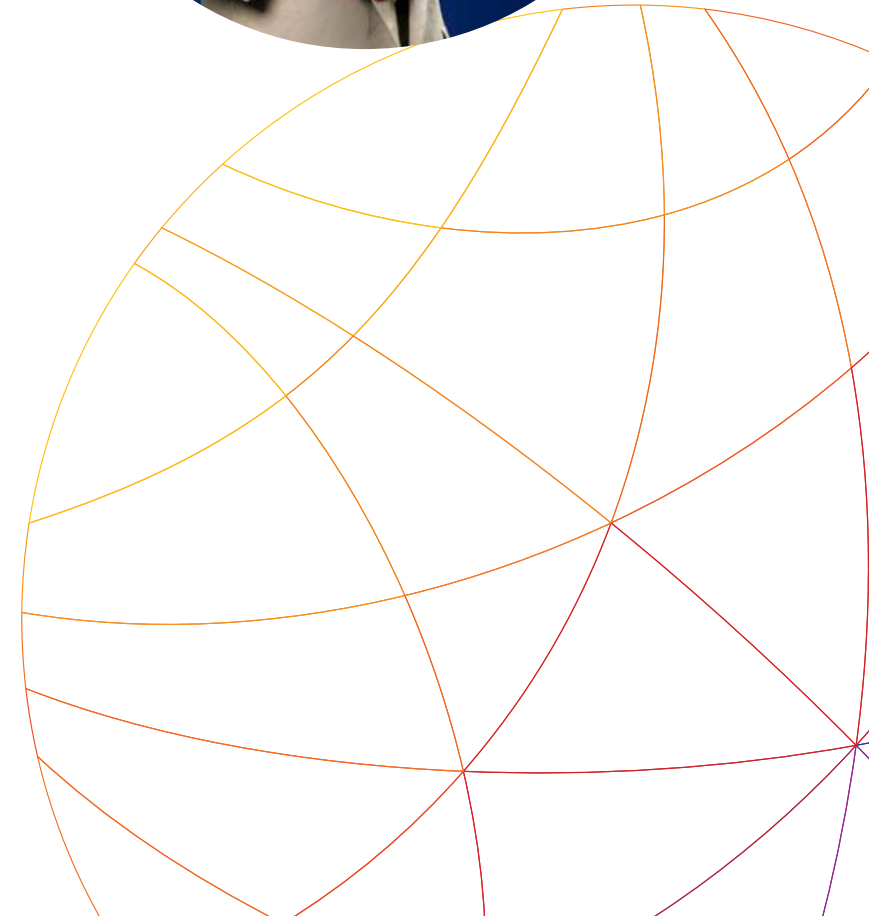
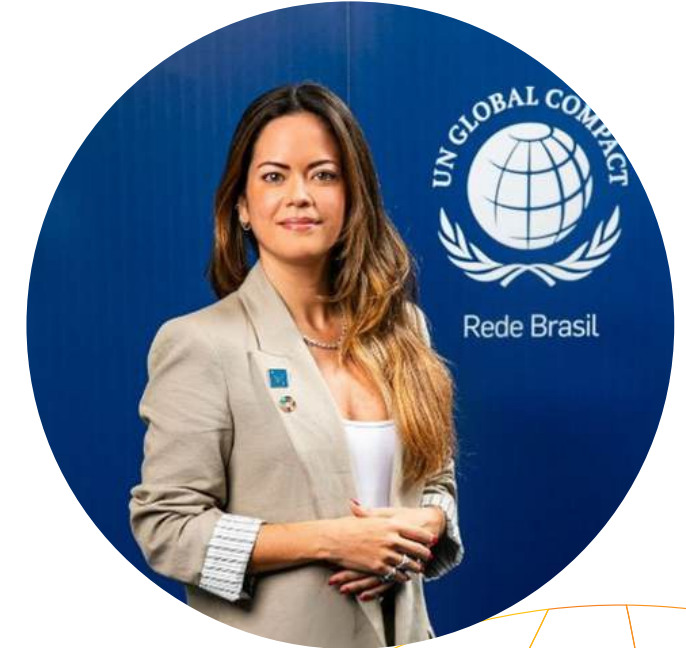
"The National Confederation of Industry (CNI) led the Brazil Business 20 (B20) event, the official forum for dialog between the G20 and the global business community. We would like to thank BRF for its active participation in Brazil B20, most importantly on the B20 Advisory Board and Integrity and Compliance Taskforce, within which it chaired important technical discussions, engaging different stakeholders and offering recommendations that were incorporated by the Brazil G20 Anti-Corruption Working Group (ACWG)." – **Constanza Negri, Sherpa for Brazil Business 20 (B20).**



International Anti-Corruption Collective Action Awards

UN's Global Compact Network Brazil

"The Basel Institute on Governance, by means of the International Anti-Corruption Collective Action Awards, annually recognizes collective actions focused on anti-corruption that are notable for their excellence and innovation, contributing to strengthening integrity in both the public and private sectors. In 2024, the Agribusiness Anti-Corruption Collective Action, facilitated by the United Nations' Global Compact Network Brazil, and made up of companies from the sector, including BRF, was recognized with the Award for Outstanding Achievement in Collective Actions at a ceremony held in Basel, Switzerland. This recognition was very important in demonstrating how much the voluntary and collaborative efforts of companies can transform the sector. The vast amount of materials produced, their translation into other language, the strength of the campaigns and the participation of a large number of companies have certainly made a difference. The Agribusiness Anti-Corruption Collective Action has become a benchmark initiative, not only domestically, but also globally, in the fight against corruption". **Chantal Castro, Anti-Corruption Platform Manager at the United Nations Global Compact Network Brazil.**





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Report Group

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Report Group

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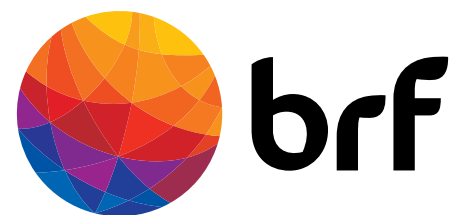
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