



**integrated**  
report  
**2024**  
executive summary





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# Introduction

This is the executive version of BRF's 2024 Integrated Report. The document presents the company's annual highlights, business strategy, governance, financial results, and impact on the communities where we operate.

In 2024, Marfrig completed its first full year as the controlling shareholder, a period that also marked major milestones: the 80th anniversary of Sadia and the 90th anniversary of Perdigão. These iconic brands, long associated with quality and

trust, were integrated into Marfrig's core portfolio, with Sadia positioned as the leading brand for the international expansion of the beef line.

As part of our value creation journey, we are guided by our Sustainability Platform, which is built on six strategic pillars. Each pillar includes defined goals, initiatives, and performance indicators aimed at fostering socioeconomic development, environmental responsibility, animal welfare, ethics, and transparency.

The disclosure of this information, as a complement to the 2024 Integrated Report, reinforces our commitment to transparency with stakeholders by showcasing the progress achieved during a year of record-breaking business performance.

For more information,  
go to the [full version of  
the Integrated Report](#).





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# 1 BRF: feeding the future

## about us

With investments in initiatives that translate into benefits for both the business and society, and a forward-looking vision that aligns innovation with efficiency, BRF is committed to remaining one of the largest food companies in the world.

We commercialize approximately 5 million tons of food per year globally, committed to bringing safety, quality, and integrity from the field to the table. **Approximately 100,000 employees** are part of our daily operations, making us one of the largest employers in Brazil. Our dedicated retail network serves more than **440,000 clients** worldwide.

**100,000**  
employees

**440,000**  
clients





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## our operations

Administrative headquarters  
in **Itajaí (SC)**

**45** manufacturing plants

**101** distribution centers  
around the world

**117** countries served

Approximately **8,400**  
**integrated** producers

**30,000+** business partners  
providing inputs, technology  
and services



## ESG highlights

**100%** monitoring of direct  
and indirect grain suppliers  
across Brazil's biomes



The **1st** company in the Brazilian  
food sector to have **FLAG climate**  
**targets approved by the SBTi**

We reduced water  
consumption by **11.4%**  
compared to the base year 2020

**53%** of electricity sourced  
from **renewable sources**

**93%** of our product  
**packaging** is recyclable,  
reusable, or biodegradable

**100%** environmental  
**compensation** for the  
packaging of Qualy, Hot Bowls,  
and Mac N'Cheese

**100%** of our slaughter  
units **certified in**  
**animal welfare**



**R\$ 6 million** raised by the  
“+ Juntos pelo Sul” campaign from  
the BRF Institute to support the  
flood victims in Rio Grande do Sul

**600** volunteer actions  
carried out in the regions  
where we operate

**8,500** people  
promoted      **2,700+**  
leaders  
trained



BRF reports **the best**  
**Frequency Rate** (of accidents)  
among companies in the  
sector globally (3.98)

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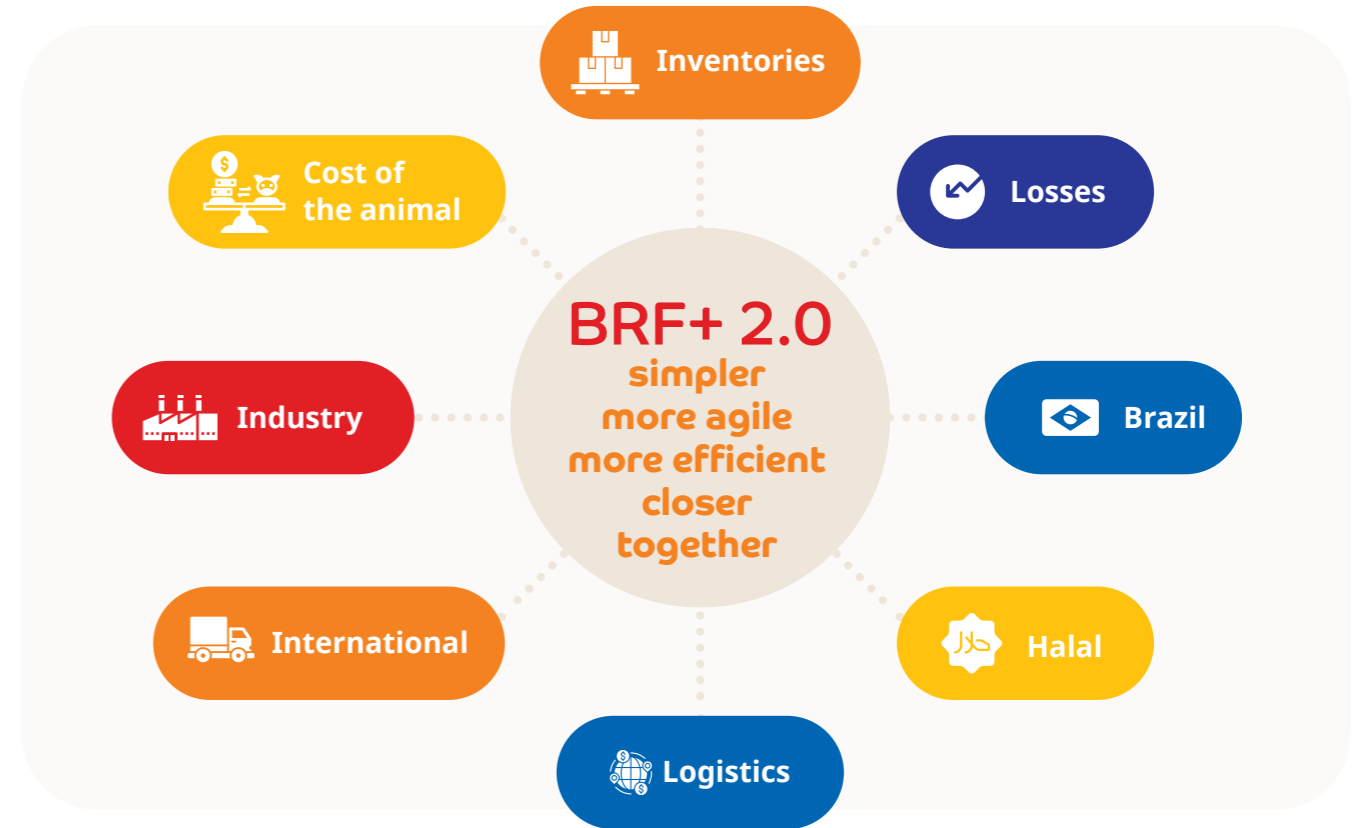
## BRF+ 2.0

BRF+ 2.0 is the next phase of BRF+, our efficiency plan aimed at addressing opportunities throughout our entire supply chain and promoting continuous improvement. **The key indicators of our journey are organized into eight areas and 19 strategic priorities**, all of which are embedded in our budgeting process and incorporated into employees' performance goal charters.

Built collaboratively, BRF+ 2.0 is grounded on the principles of simplicity, agility, and efficiency, and has evolved into a cultural and performance driven movement within the company, encouraging discipline, attention to detail, and a strong focus on performance indicators.

In its second year of implementation, BRF+ 2.0 aimed at standardizing processes based on internal benchmarks.

As a result, the plan delivered performance above historical levels and **captured R\$ 1.5 billion in value.**



**Returns in Brazil:**  
**-0.9 p.p.**

**Logistics service level:**  
**+1.2 p.p.** for small retailers  
**+2.4 p.p.** for large chains



**Feed conversion:**  
**-1.0%** in swine  
**-2.1%** in broilers



**In natura yield:**  
**+1.5 p.p.** in broilers  
**+2.4 p.p.** in swine

**Mortality:**  
**0.0 p.p.** in broilers  
**-0.8 p.p.** in swine



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# business performance

The efficiency gains achieved through BRF+ 2.0, along with the sustainable growth strategy supported by our Sustainability Platform and established commitments, contributed to the strongest operational and financial performance in our history.

In 2024, we reached R\$ 61.4 billion in net revenue, 14% more than in 2023, and a historic figure.

Outstanding operational performance led to the highest cash generation in the company's history, totaling R\$ 6.5 billion for the year. This allowed us to make investments associated with capacity. We acquired our first processed food production plant in China and invested, through a joint venture with the Public Investment Fund (PIF), in a 26 percent stake in Addoha Poultry Company, which operates in poultry slaughtering in Saudi Arabia.

We also announced an agreement to acquire a 50 percent stake in Gelprime, a company engaged in the production, sale, and distribution of gelatin and collagen. We returned value to shareholders for the first time since 2016 by paying interest on equity (IOE) in the amount of R\$ 1.146 billion.

With record-breaking results, BRF achieves its best year in history



We obtained **84 new** export approvals across different continents

**R\$ 61.4 billion** in net revenue, 14% higher than in 2023

EBITDA of **R\$ 10.5 billion** and a margin of 17.4%

**R\$ 3.7 billion** in net income

BRF+ 2.0 captured **R\$ 1.5 billion**

The company's **leverage decreased** from 2.01x in 2023 to 0.79x in 2024

Sadia holds a **37.4%** market share in the Gulf countries

**Banvit leads** the Turkish market with a 25.7% share

**Qualy** remains the **best-selling** margarine in Brazil



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## ESG awards, recognitions and rankings

BRF achieved a **leadership score of A-** in two out of the three categories assessed by CDP: Water Security and Forests (palm oil, soy, wood)



BRF is the **top-performing company** among chicken producers and second among pork producers in the Coller FAIRR Protein Producer Index, published by the FAIRR Initiative



For the **18th consecutive year**, BRF is included in the Corporate Sustainability Index (ISE) and, for the **14th time**, in the Carbon Efficient Index (ICO2), both from B3



We have been awarded for the **15th consecutive time, the Gold Seal** of the Brazilian GHG Protocol Program, the highest certification level awarded to companies that meet transparency criteria in publishing their greenhouse gas emissions inventories



BRF is a **leader in the poultry and pork segment** in the Benchmark on Farm Animal Welfare (BBFAW), the world's leading ranking for farm animal welfare management



We are ranked **12th** among the 339 companies in the Processed Foods (Packaged Foods) sector evaluated in the index



We achieved, **for the third consecutive year, the Gold category** in the ranking maintained by Mercy for Animals, which recognizes companies for their commitment to best practices in animal welfare



BRF ranks **2nd in the "Public Company"** category and was acknowledged for corporate governance at the Abrasca Annual Report Award. The award, held by the Brazilian Association of Publicly Traded Companies (Abrasca) in collaboration with B3, recognizes the highest standards in Annual Reports and corporate reporting practices in Brazil



BRF was **ranked the 4th best** company in ESG/ Socioenvironmental practices in the Food and Beverage sector in the 2024 Época NEGÓCIOS 360° Yearbook



**Winner** in the Ethics, Integrity and Compliance category with the Integrity Week initiative



In the 20th edition of the Melhores do Agronegócio Award, promoted by Globo Rural, we advanced to **4th place in the overall ranking** and in the Poultry and Pork segment, climbing one position compared to 2023



# 2 our governance

## corporate governance

Our governance is based on a solid framework, which ensures compliance with best practices. We were the first company in the food and beverage industry to align with the rules of the B3 Novo Mercado, which reflects our commitment to excellence, based on principles of ethics, transparency and equity.

Governance also contributes to value creation by reinforcing commitments that build trust, attract investment, strengthen decision-making, and promote risk mitigation – factors that positively influence our performance and sustainability.

## ethics and compliance

Integrity is embedded in all BRF processes as a non-negotiable commitment and a fundamental aspect of our performance. Our practices are continually reviewed to ensure the highest standards of compliance, with solid and up-to-date risk management systems and internal controls.

## our ethics and compliance highlights

### Integrity System

A risk mitigation and guidance tool that supports the actions of all employees in our units, including senior leadership. The System is structured around eight key pillars and is managed by the Compliance area, which is responsible for its oversight, strengthening, and continuous improvement.

### Transparency and Integrity Report

Published annually, the document presents updated data on training, communication initiatives, reputational analyses, statistics on whistleblower cases, and key actions to promote integrity with our business partners. The Report also provides details of our global Compliance framework and strategies for the ongoing enhancement of our ethical culture. For more information, [read the full report here](#).

### Recognition at the Aberje Award

We were recognized in the Ethics, Integrity, and Compliance category for our Integrity Week 2024 initiative, held in April. The initiative, which involved more than 3,000 participants, is led by the Compliance and Communication teams and features webinars, lectures, and interactive activities covering topics such as Nonviolent Communication and Governance and Integrity with Brands and Consumers.



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## main results in 2024



**100% of the employees** and members of the Governance Bodies **trained in anti-corruption policies and procedures**



**Adhesion to the Pacto Brasil pela Integridade Empresarial**, a program established by the Comptroller General's Office (CGU)



**Participation in initiatives promoted by the UN Global Compact**, the International Chamber of Commerce (ICC) and the Organization for Economic Cooperation and Development (OECD)

# 3 sustainability platform

## how we operate

Sustainability is deeply embedded in our culture, business strategy, and the daily management of our activities.

Our Sustainability Platform supports the development of initiatives focused on more responsible production, encompassing the efficient use of natural resources, improved food utilization, and the reduction of greenhouse gases.

To this end, we rely on short, medium and long-term commitments, metrics, indicators and goals aligned with BRF's material topics. We manage our supply chain through traceable and monitored raw material procurement, promoting best practices, respecting human rights and animal welfare, and supporting anti-deforestation efforts.

strategic pillars of  
the sustainability  
platformsustainability  
governance

Composed of three external members, the Sustainability Committee of the Board of Directors evaluates the progress of our EESG strategy and ensures compliance with Sustainability Platform commitments. The committee is led by Pedro Camargo, a seasoned professional in the agribusiness sector and environmental matters. He has a strong track record with leading institutions focused on critical issues such as deforestation and climate change.

In 2024, former Environment Minister Izabella Teixeira joined the Sustainability Committee. With nearly 40 years of environmental experience, her arrival significantly strengthens our climate agenda contributions and practices.

We provide transparency to all stakeholders by setting measurable goals, continually monitoring progress, and detailing initiatives and results in detailed annual reports.

Our sustainability practices are guided by principles defined in specific policies, with global reach and approved by the Board of Directors. All of them are available in full on [our website](#).

# public commitments

Our Sustainability Platform commitments are based on six strategic pillars and align with the company's material topics. The following are the main commitments and results.

## Sustainable sourcing

Commitment	Deadline	Status
100% of the grain supply chain from the Amazon, Cerrado and other biomes – direct and indirect – free from deforestation	2025	100%

## Climate change

Commitments	Deadline	Status
Implement a range of carbon neutral products	2021	3 carbon neutral SKUs
Reduce direct emissions from operations (Scopes 1 and 2) by 51%	2032	+6.8%
Reduce value chain emissions (Scope 3) by 35.7%	2032	6.0%

## Natural resources

Commitments	Deadline	Status
Reduce water consumption by 13% at BRF	2025	11.4%
Ensure 100% energy from renewable sources	2030	53%

## Waste and packaging

Commitment	Deadline	Status
Ensure that 100% of packaging is recyclable, reusable, or biodegradable	2025	93%

## Social impact

Commitment	Deadline	Status
Achieve 30% representation of women in senior leadership positions	2025	21.58%

## Animal welfare

Commitments	Deadline	Status
To ensure the non-use of growth-inducing antibiotics in the livestock chain	Recurrent	100%
Zero tolerance for animal abuse, either through abuse or neglect	Recurrent	100%
To ensure that 100% of the swine raised at BRF are not identified through mutilations	2021	100%
To ensure that 100% of the swine raised at BRF do not undergo clipping or trimming of teeth	2021	100%
To ensure that 100% of male swine are not surgically castrated	2022	100%
To ensure that 100% of the poultry in the integration system globally are cage free	2023	100%
To certify 100% of the manufacturing units in animal welfare	2025	100%
Use only cage-free eggs globally	2025	96.3%
To ensure the use of painkillers for 100% of swine tail docking procedures	2025	0%
Use environmental enrichment in 100% of the integration of poultry and swine	2025	35%
Implement 100% of collective gestation stalls for swine breeders by 2026. Starting in 2023, all new projects for housing breeding sows will follow the free-range model	2026	57.7%

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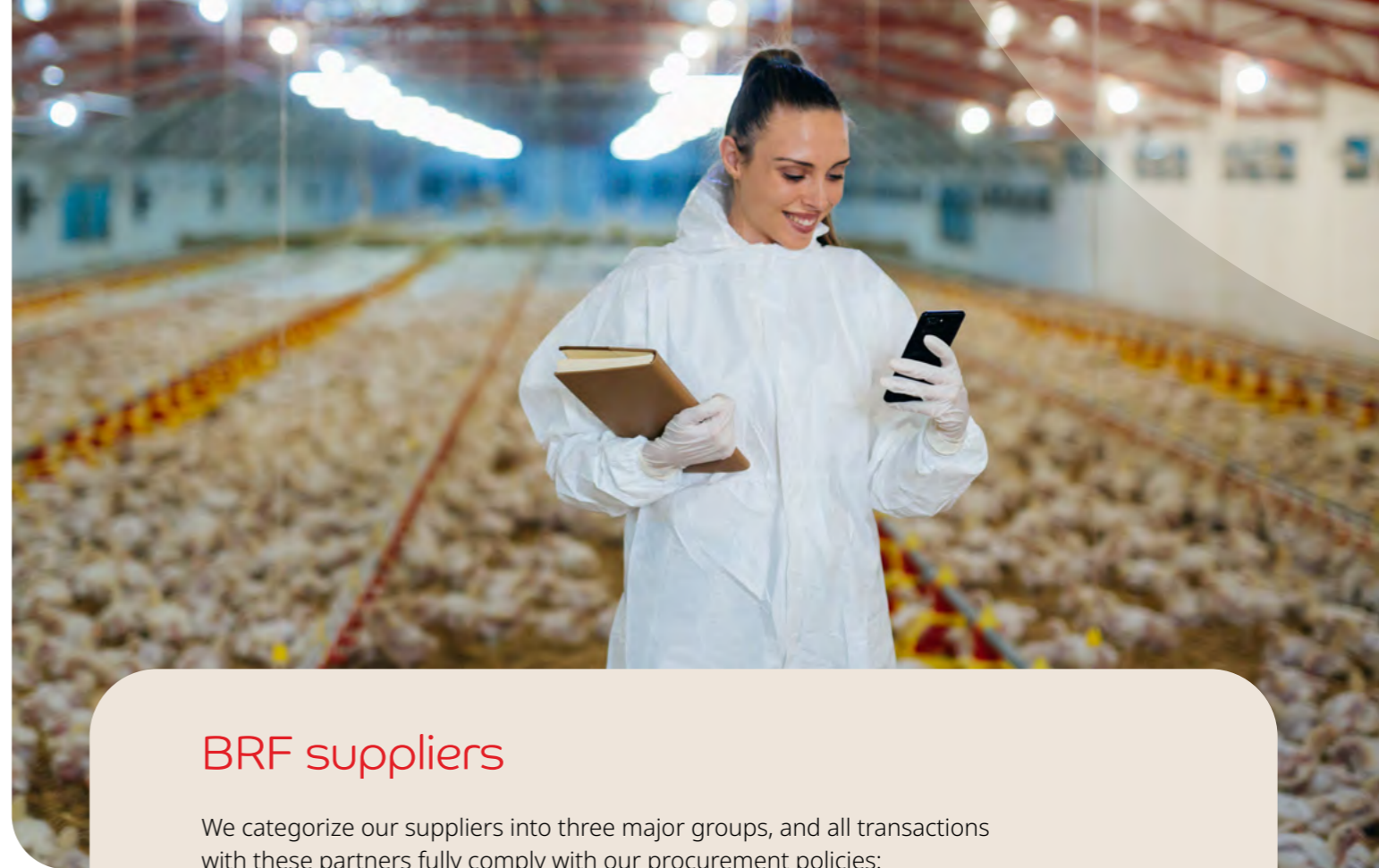
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## sustainable sourcing

BRF's global supply chain encompasses more than 30,000 business partners and approximately 8,400 integrated producers, supplying everything from raw materials to logistics services. This partner network is guided by the Supplier Code of Conduct and the Related Parties Agreement, which set forth and communicate our guidelines for business partners.

Our Supply Chain Monitoring Program promotes a rigorous evaluation of business partners, ensuring safety, quality, ethics and sustainability standards. The initiative includes proprietary management, traceability, and monitoring methodologies for grain suppliers, quality audits, reviews of public data, and socio-environmental requirements incorporated into contractual clauses. Technology plays a vital role in this journey and, in 2024, was key to optimizing processes and moving forward in advanced analytics and geospatial monitoring.



### BRF suppliers

We categorize our suppliers into three major groups, and all transactions with these partners fully comply with our procurement policies:

#### Integrated producers

Rural producers responsible for the animal breeding stage (poultry and swine) with whom we maintain integrated production contracts.

#### Agricultural commodities

Suppliers of grains (corn, soybeans, sorghum), meals, and oils, including rural producers, grain traders, cooperatives, resellers, and trading companies.

#### Procurement (Supplies)

Suppliers of packaging, ingredients and inputs, energy resources, general services, capital goods, maintenance and operational repair services, and logistics.

## our highlights in sustainable sourcing



### Supply Chain Monitoring Program

To ensure our safety, quality, and sustainability standards are met by our suppliers, we utilize the Supply Chain Monitoring Program. It includes everything from grain purchasing to freight and logistics services.

### Innovation in the field

We launched IAgo, a generative AI tool to answer questions and provide information on management, animal health and conscientious consumption in the field. We also implemented Yuri, a chatbot designed to streamline the socio-environmental analysis of farms and grain suppliers for our teams.

### Regenerative Agriculture Consortium

We launched the first regenerative agriculture consortium in Latin America, Reg. IA, together with Agrivalle, Bayer, GAPES, Milhão Ingredientes and Produzindo Certo.

### Best practices in logistics

Our logistics safety practices at the United Arab Emirates unit were recognized by the Royal Society for the Prevention of Accidents (RoSPA). Furthermore, during the year, we implemented fatigue control solutions in 68 percent of the fleet, and opened rest areas for drivers on the BR 251 and Rodovia dos Imigrantes highways. Another highlight was the implementation of four-axle trailers in 11 vehicles, which reduced the number of trips and emissions while providing greater comfort during animal transport.

## main results at 2024

We achieved the goal of **100% supplier monitoring** for grains in Brazilian biomes, delivering on this commitment one year ahead of schedule.

**100% of the business partners** selected based on **socio-environmental criteria**.

**100% of the integrated farmers** verified in **proper waste disposal**.

**100% of procurement** made for integrated farmers originating from **local suppliers** (commodities in the national market).

**Use of solar energy** for more than **3,800 integrated farmers**, allowing for an **average reduction of 95%** in the cost of energy.

**Logistics: 220,000 tons of products delivered** and 1.1 percentage point reduction in the share of FIFO products, in addition to a 0.9 percentage point decrease in returns.



## climate change

In our efforts to mitigate the effects of climate change and support the transition to a low-carbon economy, **we are committed to becoming net zero by 2050. Our climate targets have been validated by the Science Based Targets initiative (SBTi)** under the FLAG methodology and are aligned with the goal of limiting global warming to 1.5 °C, in line with the Paris Agreement.

At BRF, more than 98 percent of emissions are concentrated in the value chain, specifically in Scope 3, which includes gases from animal farming. **Our goal is to reduce, by 2032, Scope 1 emissions (direct emissions) by 51 percent, and Scope 2 (emissions related to electricity consumption), as well as Scope 3 by 35.7%** (indirect emissions in the value chain), and to neutralize residual emissions by 2050. The targets are based on the 2020 baseline year.

We aim to neutralize residual emissions by 2050.

### Our commitments related to climate change are to:

- Implement a range of carbon neutral products
- Reduce direct emissions from operations (Scopes 1 and 2) by 51%
- Reduce value chain emissions (Scope 3) by 35.7%

### Our main areas of action to achieve the climate targets are

Deforestation-free chain

Low carbon agriculture

Energy transition

Operational efficiency



## our climate change highlights

### FLAG targets validated by SBTi

We are the first food company in Brazil to have the FLAG targets approved by SBTi. The methodology considers emissions from forests, land use and agriculture.

### Low-carbon agriculture

We promote low-carbon agriculture by encouraging the adoption of more sustainable farming and animal husbandry practices both within our own operations (company-owned farms) and in partnership with integrated producers (poultry and swine). Initiatives include using renewable energy, helping producers install solar panels, and properly treating and reusing animal waste to create biogas and biofertilizers.



### Investments in clean energy

We invested R\$ 132 million in the Cajuína Wind Complex (RN) construction project, a joint venture with Auren with a total capacity of 160 average MW. We also partner with Intrepid Participações S.A. to build a solar park in Mauriti and Milagres (CE) with an installed capacity of 320 average MW.

### Energy Excellence Program

We invested R\$ 14.8 million in projects to improve energy use, with the support of a program with performance indicators, consumption monitoring and operational training.

## main results in 2024



**Reduction of 8.2% in Scope 3 emissions** compared to 2023, with best practices in animal husbandry and use of swine waste in biodigesters.

**61% of animal production** conducted by integrated producers with **photovoltaic power systems**.

**53% of renewable energy used**, of which **40% from clean sources** (wind and solar) and the remainder acquired with proven traceability.

## animal welfare

The Animal Welfare Program Made at BRF establishes guidelines and initiatives suited to the reality of operations, considering regulatory aspects and best practices. It also works to engage employees throughout the production chain, in addition to concentrating on key indicators and public commitments, which are assessed monthly.

Contracts with all partners, integrated producers, and service providers clearly mandate adherence to animal welfare precepts. In case of non-compliance, the contract is terminated.

**In 2024, we certified all of our slaughter units worldwide in animal welfare, bringing the target forward by one year.** We are publicly committed to zero tolerance for mistreatment and are pioneers in taking a comprehensive approach to ensuring animal welfare, managing every stage of handling according to the highest national and international standards.

### Among our commitments regarding animal welfare we highlight:

- Certification of 100% of the manufacturing units in animal welfare
- Use only cage-free eggs globally
- Use environmental enrichment in 100% of the integration of poultry and swine
- Implement 100% of collective gestation stalls for swine breeders by 2026
- Non-use of growth-inducing antibiotics in the livestock chain
- Zero tolerance for animal abuse, either through abuse or neglect



## animal welfare made in BRF

Comprising **five domains** that consider the animals' physiological states, behavior, and mental states.

**Nutrition** – Adequate consumption of nutritious foods being a pleasant experience

**Health** – Care that guarantees strength and vitality

**Environment** – Good conditions that offer comfort and safety

**Mental state** – Prioritize comfort, interest and trust and avoid negative experiences

**Behavior** – Varied activities and rewarding challenges

## our highlights in animal welfare

### 100% certified slaughter units

We celebrated achieving global animal welfare certification for all our poultry and swine slaughter units, a year ahead of our goal for adopting international protocols.

### Farm remote sensing

We have advanced remote sensing efforts at poultry farms across more than 400 properties, utilizing monitoring equipment and automated scales to track the linear growth of broiler chickens.

### Animal Wellbeing Officers

Launch of the program aimed at valuing, training, and establishing a focal point on the topic within the units. Ambassadors are responsible for engaging teams, strengthening culture, creating and sharing best practices related to the topic.

### Digital journey

We enhanced the AgroBRF (connecting integrated producers to the planning chain) and Next (for extension worker activity management) applications with new features such as action plan management and health monitoring.

### Transportation improvements

We have increased the use of cages with anti-opening locks for transporting poultry, and all live animal transport vehicles are now tracked and monitored.

## main results in 2024



**100%** of our slaughter units certified in animal welfare.

**We trained more than 220** Animal Welfare officers throughout our production chain, covering all units in Brazil.

**We trained 100% of the** poultry catcher and live cargo driver teams in animal welfare.

**We evaluate 100%** of the integrated producers of finishing and poultry and swine based on our Animal Welfare Compliance Matrix.

We achieved **57.7% of swine production** with a collective gestation stall system.

Immunocastration process in **99.83%** of the global herd of male swine, **without the need for surgical intervention.**



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## natural resources

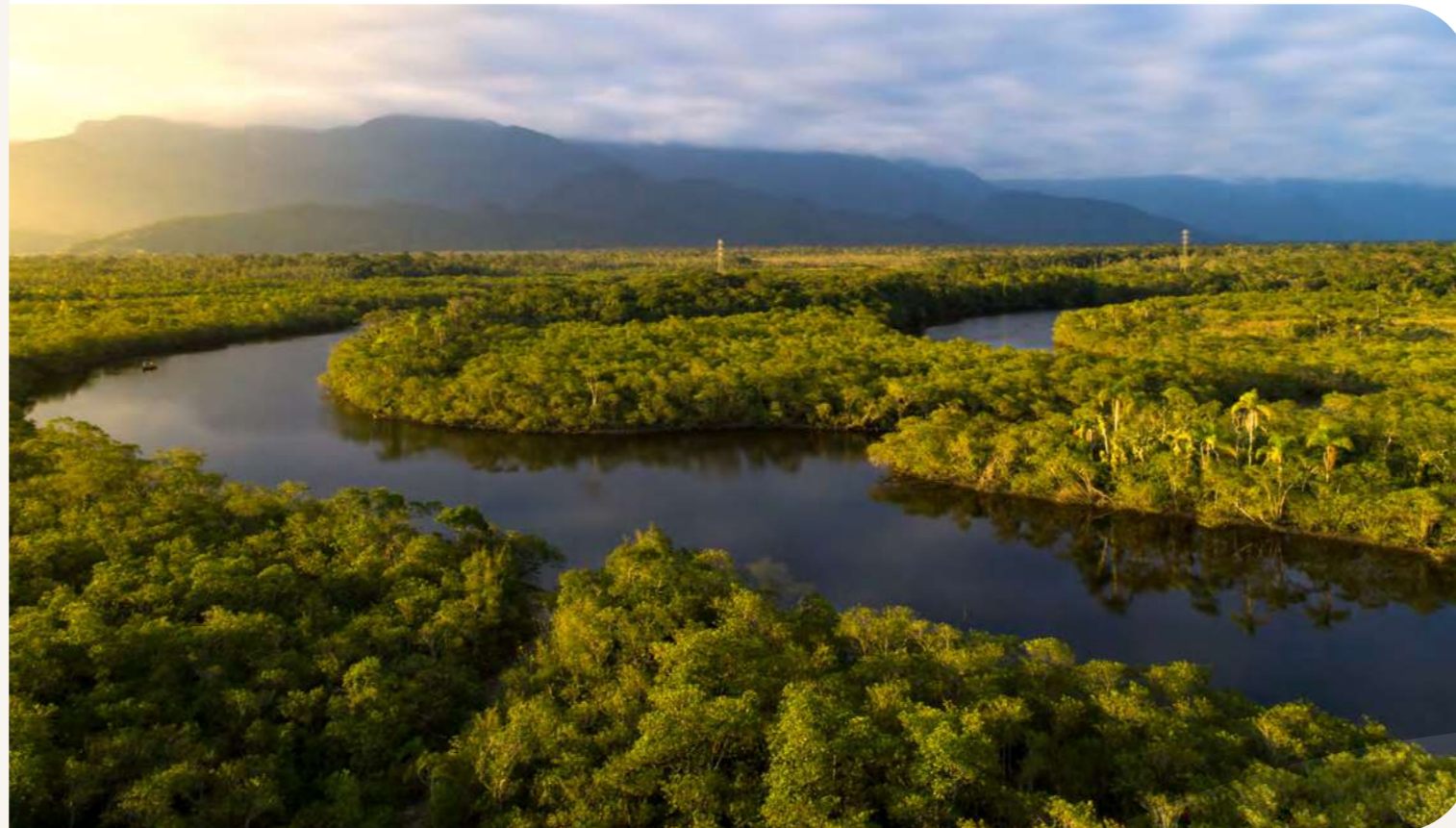
We manage water, energy and forestry resources with a focus on efficient and responsible use in all our operations and throughout the value chain. Through our Research and Development area, we invest in innovation to create solutions that increase operational performance, reduce environmental impacts and minimize waste generation.

We monitor effluents, waste, air emissions, noise, odor, as well as environmental grants and licenses for all our industrial and agricultural units in Brazil, the United Arab Emirates and Turkey.

The information collected is managed through the Environmental Sustainability Index (ISA), an indicator

that ensures that our plants maintain regulatory-environmental excellence.

We follow applicable legal standards and maintain a robust environmental management system, supported by our Sustainability and Health, Safety, and Environment (HSE) policies.



In this regard, we are committed to reducing BRF's water consumption indicator by 13 percent and ensuring 100 percent of energy coming from renewable sources.

## our highlights in natural resources

### Water risk management

We constantly measure our exposure to water scarcity, including analyzing river basins in areas where we have industrial activities. Using the Water Risk Filter tool developed by the World Wide Fund for Nature (WWF), as recommended by CDP, we analyze water vulnerability with accurate information about our reality and the chain.

### Treatment of 100% of the effluents generated

We invested R\$ 38.7 million in enhancements, with the efficiency of the treatment plants verified by external laboratories accredited by Inmetro. We adhere to environmental legislation standards and monitor the quality of the water of the rivers from which we withdraw and to which we discharge effluents after treatment.

### Environment Sustainability Index (ISA)

ISA assesses the status of factories and the percentage of adherence throughout the year based on three weights: legal requirements (40%), operational practices (40%) and waste management (20%). In 2024, we included two new indicators in the ISA: valid environmental documents and conditions met, in addition to starting their application in the Logistics area.

### Water use and treatment

We have set a target of reducing consumption in industrial operations by 13 percent by 2025. We invested R\$ 21.4 million in water treatment, with improvements to water maps, and returned 95 percent of the water withdrawn to the environment after treatment.

### Biodiversity preservation

We manage 27,630 hectares of forest assets in Brazil dedicated to biomass production and planted 10,000 seedlings in Turkey through a reforestation program in partnership with the Aegean Forest Foundation.



## main results in 2024

Reduction of **11.4% in water consumption** in our global industrial operation compared to the base year 2020, with investments of R\$ 16.7 million in the year.

**Recognition of best environmental practices at the Al Wafi plant**, in KEZAD, United Arab Emirates, with the **Green Label Industries seal**, from the Abu Dhabi Environment Agency.

**Reduction of approximately 25% in gas emissions** with the conversion of the energy mix of the Al Wafi plant, in KEZAD, to natural gas.

**Reuse and recycling of 20%** of the water in Brazilian operations, up nine percentage points compared to the base year 2020.

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## waste and packaging

At BRF, the circular economy is applied both internally and externally, through practices that make better use of resources at all stages of production. This encompasses product and packaging innovation and design, the reuse of by-products in the industry, the management of solid waste generated during operations and post-consumption, as well as the valorization of inputs.

In this regard, we are committed to having 100 percent of our packaging recyclable, reusable or biodegradable.

Our investments in innovation focused on waste circularity led to the creation of BRF Ingredients, an efficient and innovative business unit dedicated to

producing high value-added ingredients from by-products of the agricultural chain, such as bones, viscera, and blood.



## our highlights in waste and packaging

### Environmental offsetting of packaging

We honored our commitment by offsetting 100 percent of Qualy's margarine and butter containers, in partnership with eureciclo, and expanded the initiative to include the Deline and Sadia Hot Bowls brands – totaling 31,766 tons of materials recovered since 2021 and benefiting 3,609 families.

### Collaboration for recycling

We are part of the Reciclar pelo Brasil Platform, which aims to boost the amount of recycled waste, increase the revenue of cooperatives and improve the income of the collectors involved. Through this initiative, we achieved a cumulative total of 39,6100 tons of materials sent for recycling, supporting improvement and management actions in 434 associations and cooperatives across 245 cities in 27 Brazilian states, directly impacting more than 6,000 cooperative members.



### Waste management

Investments in waste management during the year totaled R\$ 123.3 million. We adopt standardized procedures and control and management tools aligned with our Operational Excellence System and the Excellence program.

### High value added products

Within BRF Ingredients, we reduced waste generation by producing and selling heparin – a product derived from swine mucosa and essential as an anticoagulant in surgical procedures. We also expanded the production of BioActio Health & Palatability, a hypoallergenic hydrolyzed chicken liver protein used in animal feed.

## main results in 2024



We achieved **93% recyclable**, reusable, or biodegradable packaging at both national and international levels.

We destine **84% of our waste for composting**, recycling or other recovery operations.

**Environmental offset of 100%** of the Qualy, Hot Bowls and Mac N'Cheese packaging.

## social impact

We believe that sustainable growth is achieved when we drive the development of our people and the communities where we operate. To this end, we promote inclusion, diversity and social well-being, committed to generating value for society and building a fairer future.

**Our goal is to positively impact 1.5 million people globally through transformative actions that strengthen dialogue and build relationships of trust and respect.**

Furthermore, BRF is committed to the Zero Waste initiative, with the aim of eliminating food waste across its production chain.

The BRF Institute is our social arm, responsible for promoting initiatives in the areas of “Food that Transforms” and “Education for the Future,” in partnership with civil society organizations, municipalities, startups, and universities, as well as managing the BRF Volunteers Program. **Over 13 years, the Institute has impacted more than 3.6 million people, mobilized 40,000 volunteers and undertaken more than 3,400 actions in 70 cities in Brazil.**

## our highlights in social impact

### BRF Institute

Investments of R\$ 4.2 million in projects and the Volunteer program.

### Zero Waste Challenge Launch

In partnership with Hub BRF, BRF Institute launched an initiative to receive proposals for actions to reduce food waste in production and consumption in the communities where we operate. Startups, civil society organizations, cooperatives and non-profit educational institutions can participate.

### Social impact on the communities

We conducted a pilot analysis of our Rio Verde (GO) operation to identify the main associated impacts and opportunities for strategic actions. We also undertook a socio-territorial assessment of community perceptions in Lucas do Rio Verde (MT) through the BRF Institute, in partnership with the Elos Institute.

### Our Part for Education – Transforma Initiative

Under the Education for the Future pillar, the BRF Institute selected eight startups to implement projects aimed at job market integration and support for local entrepreneurs in six municipalities, impacting more than 4,000 people, including public school teachers and students.

### Support for the victims of the floods in Rio Grande do Sul

In 2024, BRF and Marfrig joined forces to support victims of the floods in Rio Grande do Sul. The “+Juntos pelo Sul” (+ Together for the South) campaign resulted in the mobilization of volunteers, food donations and fundraising for BRF Institute’s Humanitarian Aid Fund.



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## main results in 2024

### Volunteering: 600 initiatives

carried out throughout the year in all territories in which we operate.

Donation of more than **200 tons of protein** for social organizations that serve people in situations of social vulnerability through BRF Institute's "Food that Transforms" front.

**Training of 30 lunch staff members** of public schools in Videira (SC) in partnership with Senai with a focus on reusing food and reducing waste.

**Free Spanish courses** offered to education, health, and social assistance professionals in Lucas do Rio Verde (MT) to support the integration of immigrants.



### "+ Juntos pelo Sul" (+ Together for the South):

A total of **R\$ 6 million** was collected and **93 tons of protein, 2 tons of non-perishable food goods, 20 tons of feed** for dogs and cats and **9,000 meals** were distributed.

We donated more than **3,200 books** to 10 municipal schools, furniture and appliance kits to 273 families, we offered **free psychological support** for six months to families in partnership with the CAIFCOM Institute and made a **financial contribution** to Sociedade Lajeadense de Atendimento à Criança e ao Adolescente assistance society.



# 4 quality

Quality is embedded in our processes, production chain, and employees' daily routines to ensure a diverse and balanced portfolio that delivers essential macro- and micronutrients for health.

Our units are certified in food quality and safety and undergo external audits conducted by customers, markets and public bodies.

The BRF Quality System standardizes food production based on sanitary, legal and sensory criteria, in addition to establishing guidelines for processes in production units. **We have an internal quality governance policy, which guides the application of standards and the mitigation of related risks.**

Our relationship channels are always available to customers and end consumers, with the aim of improving products and services, and better understanding market demands. We also monitor the quality of services in commercial and logistics operations by proactively collecting feedback through NPS surveys.



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## our highlights in quality

### Quality and open innovation

We joined the Cubo Itaú ecosystem, one of the largest innovation hubs in Latin America, giving us access to a network of startups, mentors, and investors, and enabling the development of new solutions.

### Customer satisfaction

We completed the implementation of the customer journey for managing complaints across BRF with the automation and integration of customer service and relationship management flows.

### New nutritional labeling legislation

We have completed the adaptation of all products in our portfolio to comply with the new Anvisa nutritional labeling (RDC 429/2020 and IN 75/2020), now providing clearer information on nutrients.

### Innovation and quality

Through the BRF Hub, we accelerate the development of innovative solutions by connecting with the startup ecosystem. We also have the BRF Innovation Center and Digital LAB as areas that support us in research and innovation to raise our quality standards and generate greater efficiency in processes.

### Recall system

At BRF, we have a system in place to ensure the blocking, collection, and recall of products to prevent the marketing of food that may pose a risk to consumer health, violate regulations, or hinder the company's image.

## main results in 2024



We obtained **84 new export certifications**, strengthening our presence in the UK, South East Asia, the Middle East and Africa.

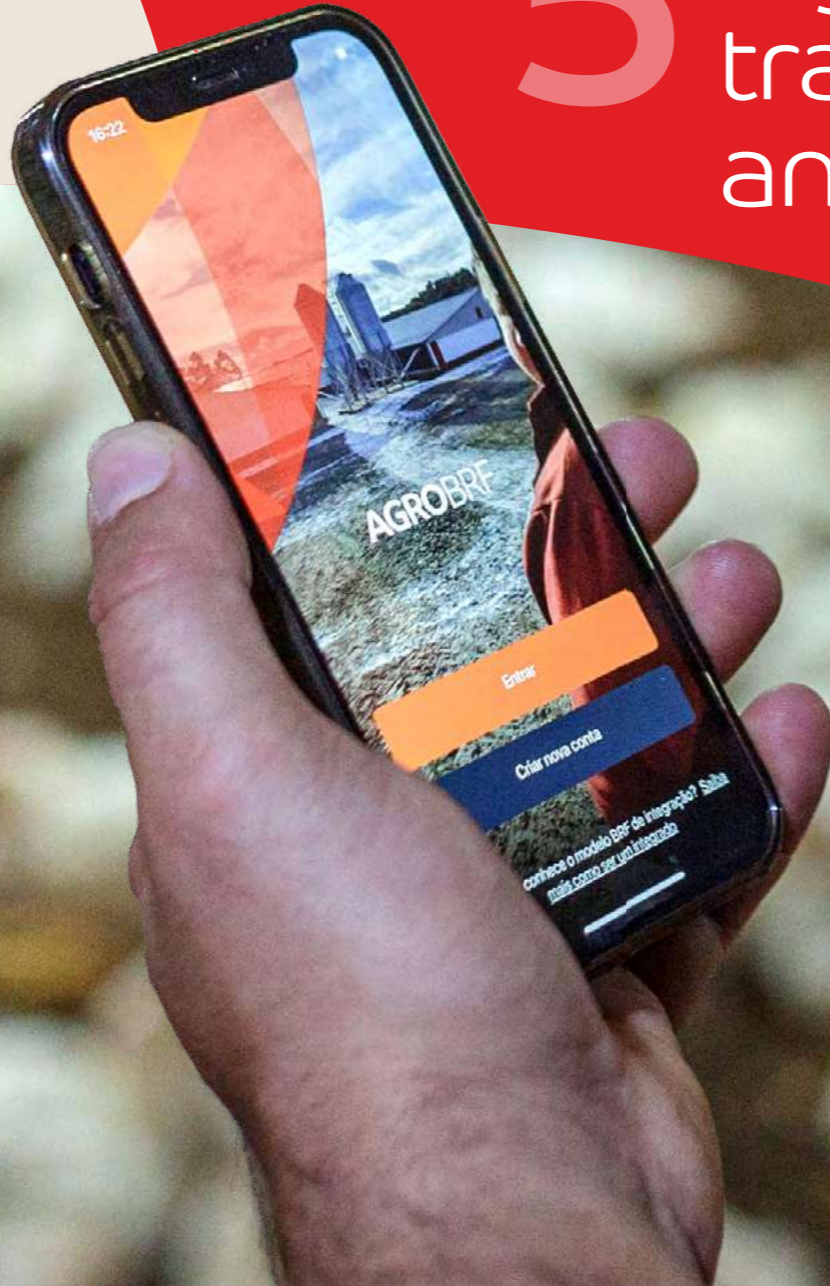
We achieved a **40% increase in NPS** across the main channels, with customer journeys reaching the zone of excellence (NPS above 75).

We finalized the **implementation of the customer journey** for complaints management across all BRF operations.

We assess the health and safety impacts of **100%** of our product portfolio.



# 5 digital transformation and innovation



BRF's Digital Transformation Journey involves constant investments in innovation. Through automation, digitalization and the adoption of technologies such as artificial intelligence and Generative AI, we contribute to improving our performance, resulting in efficiency gains for BRF+ 2.0.

We encourage training initiatives to facilitate the employees' adaptation to new processes and in the dissemination of data governance, resulting in more accurate decisions aligned with BRF's strategic objectives.

We have an internal policy that sets guidelines for the use of AI, risk categorization and responsibilities of technology areas, in addition to conducting preliminary assessments before implementing solutions.



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## our highlights in digital transformation and innovation

### Agro

AgroBRF applications reached over 8,400 integrated producers in Brazil and Turkey, enabling them to sell their grains directly to BRF. These applications connect the field to the digital world, providing integrated producers with more efficient and sustainable management of their agricultural production.

### Industry

BRF's digital journey in industrial units has been driven by the adoption of innovative technologies that increase operational efficiency and the quality of our production processes.

### Commodities

Grain chain tracking is a priority in our Net Zero Commitment, and Commodities Journey 4.0 has been instrumental in achieving this. In 2024, we made significant strides in traceability, digitalization, process optimization, advanced analytics, and geospatial monitoring, directly impacting key business indicators such as direct purchasing from producers and ESG traceability of both direct and indirect suppliers.

### Logistics

We maximize the efficiency of operations, positively impacting key indicators such as OTIF, Fill Rate, Idleness, Occupancy, Returns, Shipping Cost and Service Level. Through process automation and the integration of advanced technologies, we are optimizing logistics chain management, with solutions that range from route planning and routing to real-time fleet monitoring.

### Commercial

Central BRF is the digital self-service platform available 24/7 that facilitates access to our complete product portfolio, with intuitive navigation, agility in supply and direct access to innovations and launches.

### Halal

Technologies have enhanced the time efficiency of our sales teams in the Halal market. Payments are now processed swiftly through credit cards, digital payment links, and checks, with data integrated into our financial system, enabling the automatic reconciliation of 88 percent of receivables.

### Employee journey

We are making progress in the digitalization of HR with the virtual assistant Flor do RH, which uses artificial intelligence to support employees on topics such as benefits, health and career. We also have other initiatives such as the People Portal and the Talent Website.

## main results in 2024



**Agro: 90%** of producers integrated in the **AgroBRF app**

**Industry:** Maintenance automation and installation of **2,900 prevention sensors** that detect faults

**Commodities:** Agility and efficiency in grain traceability with the implementation of the **Yuri virtual assistant**

**Logistics:** Automation of processes such as **real-time fleet routing and monitoring**

**Commercial:** Launch of the **Central BRF application** and partnerships with marketplaces

**Halal:** Automation of **100% of service flows** and of customer relationship management in Turkey

**People:** The **People Portal** has gone **global**, now in five languages and surpassing **15 million** accesses. The Talent Site got over **3 million** visits and topped **500,000** registrations.

# 6 people management and health and safety

## people management

We want to offer the best working environment for the more than 100,000 people of 90 nationalities who make up BRF, based on respect and recognition in all relationships. We welcome new employees in a humane way, through the Godparents and Godmothers Program, which assigns hosts to support their integration from the beginning.

Equity in the workplace is one of our priorities, with a focus on four minority groups: women, Black people, foreigners/refugees and people with disabilities. Our actions are guided by solid governance, based on the Transparency Manual and on the Human Rights and Sustainability policies. **We also provide training and offer exclusive job opportunities to foster greater inclusion.**

We offer competitive benefits and implement internal retention initiatives aimed at advancing a continuous learning cycle that values and enhances our people's technical capabilities. We maintain a good rate of turnover compared to the industry, and considering the nature of our operations, we have also expanded the channels for active listening to employees.

# health and safety

We invest in strengthening a culture of care for life through an Occupational Health and Safety management system that goes beyond legal compliance, incorporating best practices and driving continuous improvement. This system includes standards and guidelines designed to prevent incidents and advance the development of safety indicators for both employees and service providers.

Our Risk Management Program covers the identification, evaluation, and mitigation or treatment of risks within BRF's facilities, processes, and activities, in alignment with international standards. BRF monitors, records and investigates accidents involving all its own employees and permanent third parties. **We remain steadfast in our commitment to eliminating accidents in all our operations, and some units have already reached this milestone.**

We undertake constant actions to improve safety rates, such as training, management of Personal Protective Equipment (PPE), campaigns and communications. **The Management System is continuously improved through regular consultations with employees, allowing them to contribute to its ongoing updates.** We also have health and safety committees and commissions with worker representatives across all of our global operations.

## our highlights in people management and health and safety

### BRF+ 2.0 and +Juntos (+ Together)

Under BRF+ 2.0, we encourage collaborative behaviors through +Juntos (+ Together), a fundamental pillar of our organizational culture. As a result, we have more agile, simple and efficient processes.

### Diversity, equity and inclusion

With the "Nossa Cor" (Our Color) program, we offer mentorship to 30 Black employees from the Commercial and Operations and Logistics vice-presidencies, with women making up 42 percent of the participants. For foreigners and refugees, in turn, we have relaxed the requirement for diplomas in situations where there is no need for one.

### Agility in recruitment and selection

Utilizing artificial intelligence and machine learning, we have developed a resume analysis tool that ranks candidates in 1.5 seconds. As a result, up to 2,400 résumés are read per hour on the platform, reducing recruitment time by 25 percent.

### Employee NPS

In the second year of measuring employee satisfaction using the Net Promoter Score, we recorded improvements across all vice-presidencies, reaching the quality zone with a score of 50 points.

### Engagement survey

We recorded progress in all categories of the survey, with safety, quality, customer focus and diversity being the main attributes recognized by employees. We scored 86 percent overall favorability and 85 percent in terms of engagement.

### Mental health in teams

We started a mental health program, with the aim of training leaders to act in identifying early signs among their employees.

### Global Safety Index

Composed of the Severity Rate and the Frequency Rate, the latter of which was 3.98 in 2024, an indicator that makes us an industry benchmark on the global scene among major companies.

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## main results in 2024

We ended the year with **42.9 percent of female employees** and **57 percent of male employees** and **99.38 percent of permanent workers**.

We promoted **8,500** employees and trained more than **2,700** leaders.

We are one of the **largest employers of immigrants in Brazil**, with about **9,000 foreigners** in our operations.

We made **430 hirings** and **545 classifications of people with disabilities**, in addition to an exclusive Tech Internship program.

**53%** of our employees are **Black or brown**, **27.5%** of whom holding leadership positions.



We offer **2,000** undergraduate, graduate and language scholarships, of which **47%** intended for women.

More than **900,000** courses completed through the **BRF Digital Academy**, our learning platform.

More than **47,300** users of Theo, the recruitment and selection chatbot that answers questions in text and audio via WhatsApp.

**Reduction of 20%** in **absenteeism** among employees, which corresponds to approximately **600 more people** working per day.

# corporate information



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