

# MBRF

Marfrig bfr



Sadia <sup>Sua</sup> Basi  *Qualy*

 National Beef

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 PATY

 Tucuarembó  
Steakhouse

# 2025

## RESULTADOS

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2025

# Indicadores financeiros



**Receita Líquida**  
R\$ milhões



**EBITDA Ajustado**  
R\$ milhões



**Resultado Líquido**  
R\$ milhões



**Fluxo de Caixa Operacional**  
R\$ milhões



**Alavancagem**  
DL / EBITDA Aj. LTM (R\$)

**4T25**

**43.915**

41.913 no 4T24

**3.410**

3.750 no 4T24

**91**

1.125 no 4T24

**3.634**

4.380 no 4T24

**2025**

**163.963**

146.530 em 2024

**13.151**

13.584 em 2024

**358**

1.619 em 2024

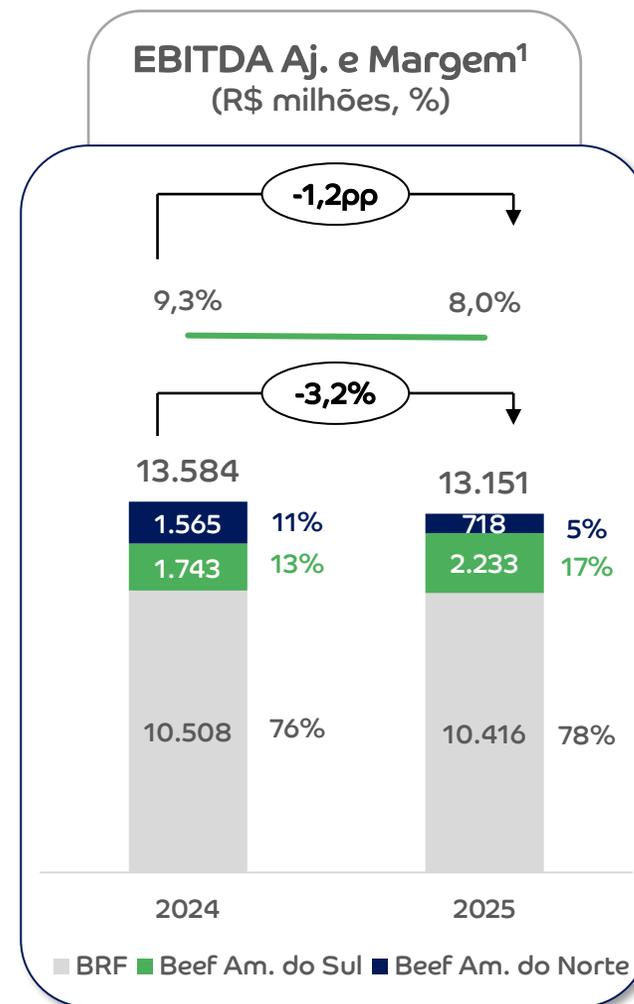
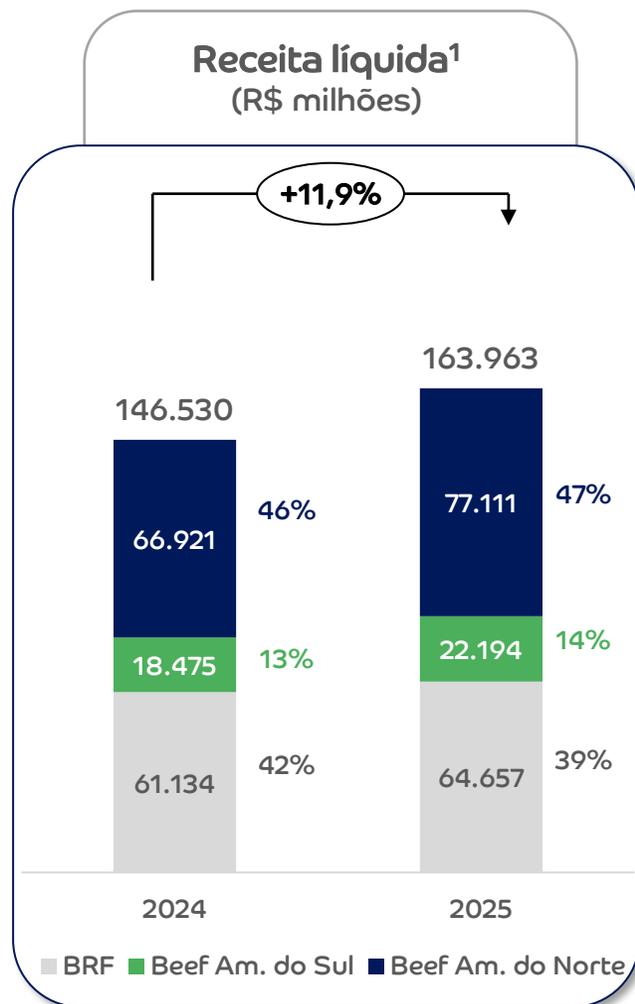
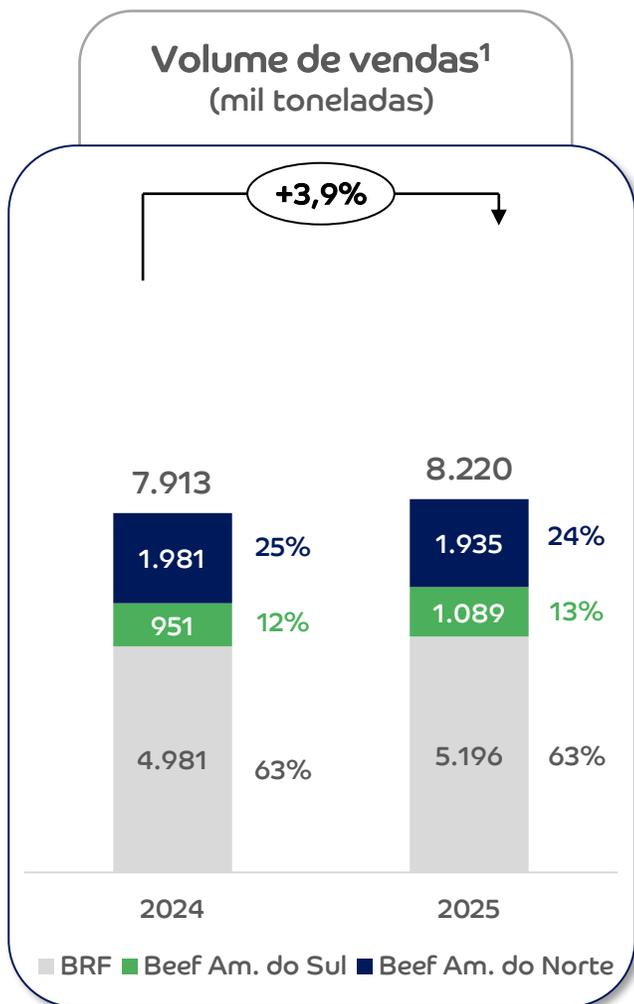
**13.078**

12.204 em 2024

**3,30x**

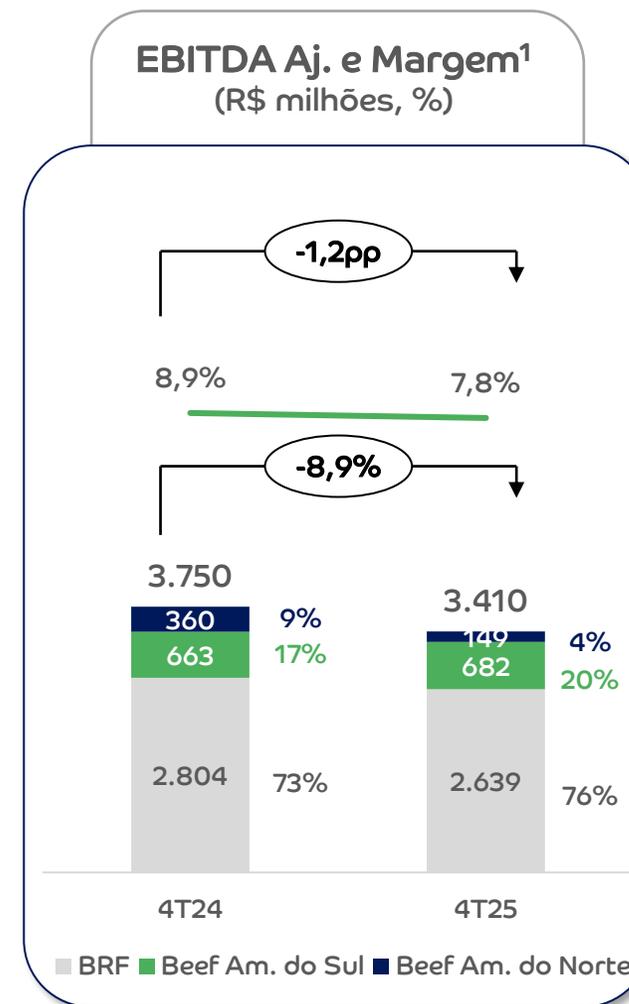
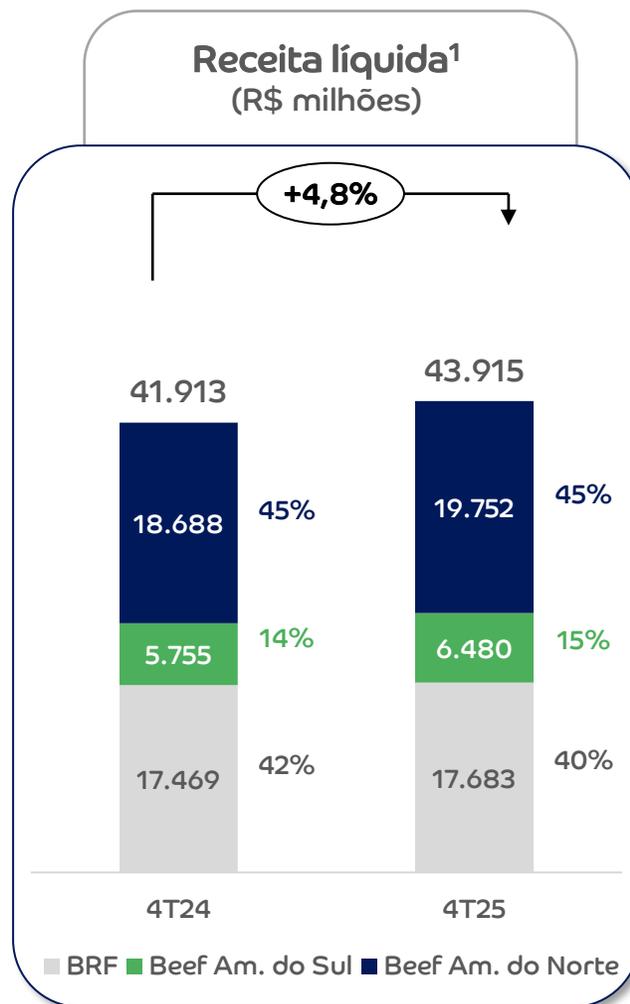
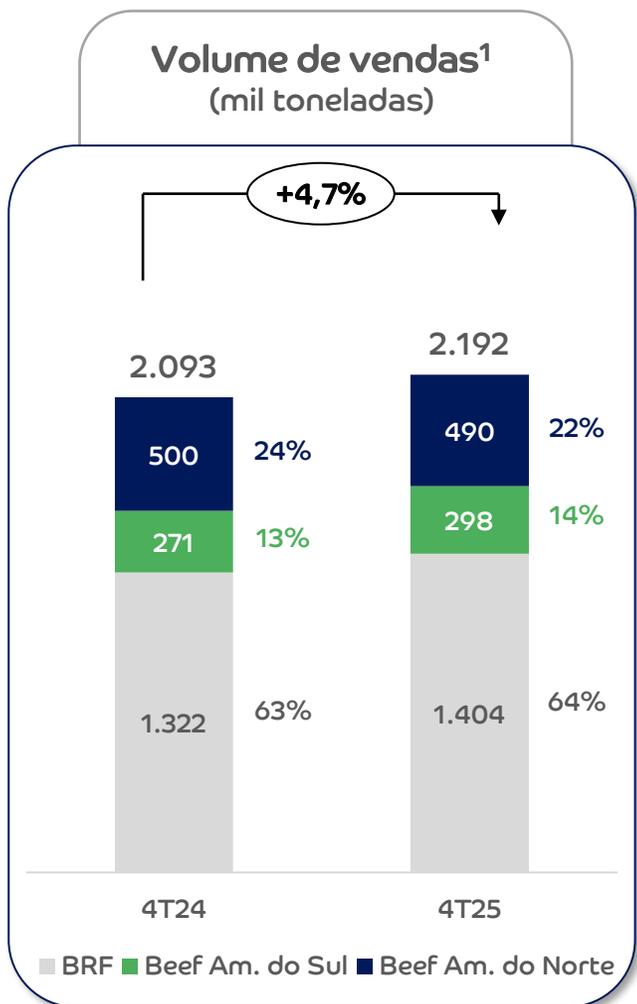
3,09x no 3T25

# Resultados consolidados 2025



(1) Resultados Consolidados são gerenciais e contemplam somente o resultado dos ativos continuados do Brasil, Argentina e Chile até o 3T24

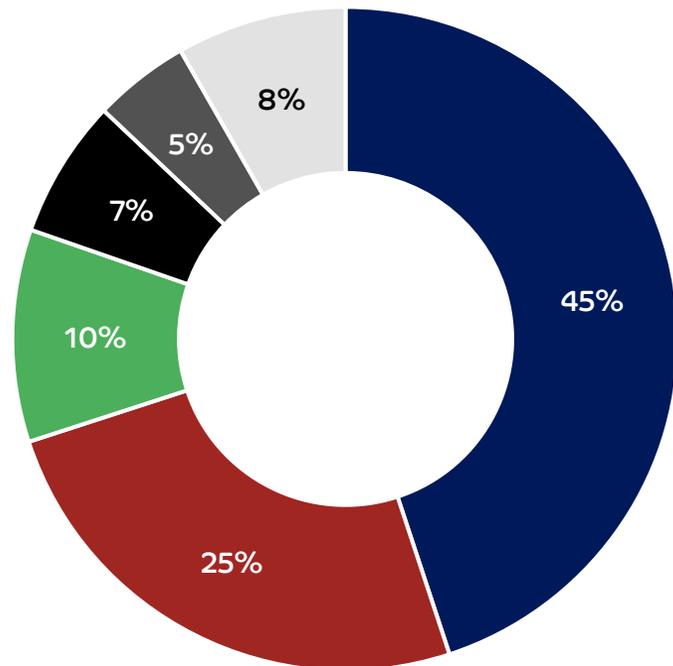
# Resultados consolidados 4T25



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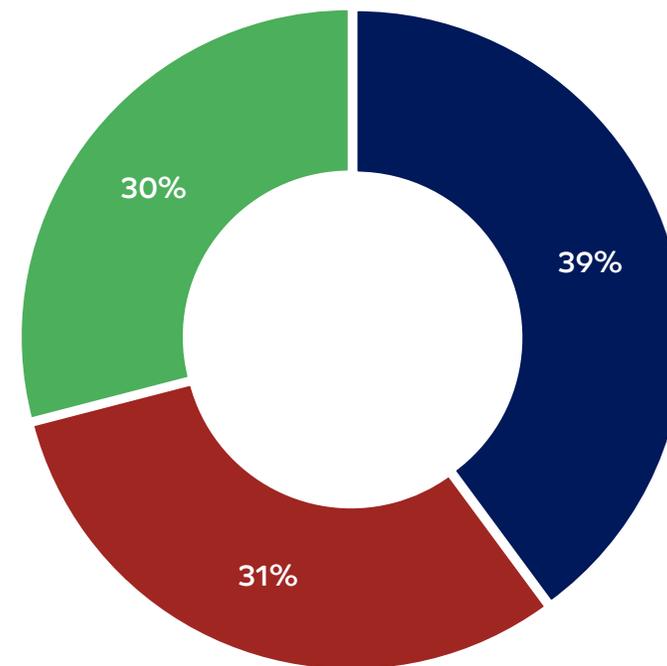
# Plataforma multiproteína com presença global

Diversificação geográfica  
Receita líquida – 2025



■ EUA ■ Brasil ■ Ásia ■ Oriente Médio ■ Europa ■ Outros

Diversificação de portfólio  
Volume – 2025



■ Processados ■ Aves e Suínos ■ Bovinos

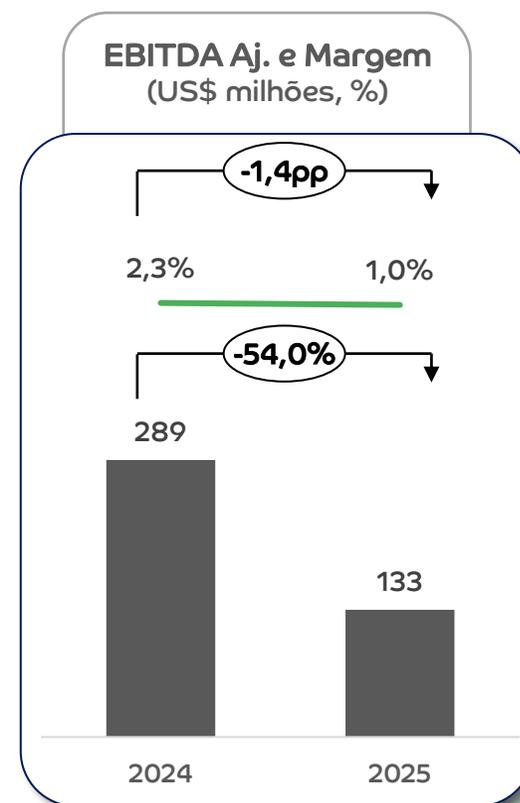
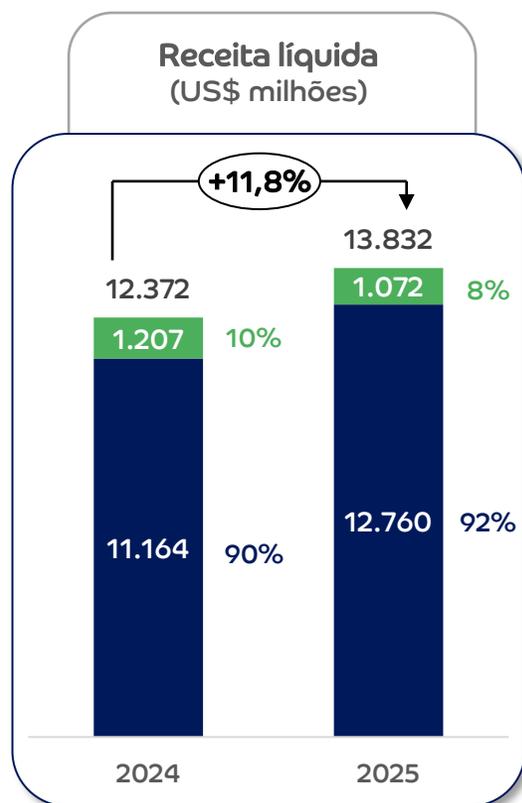
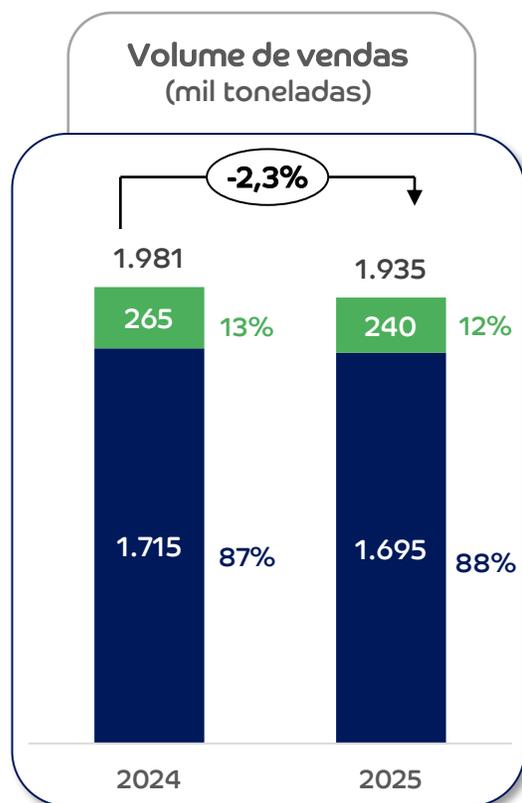
2025

# Beef América do Norte 2025

**MBRF**

Marfrig bfr

Menor volume diante da queda do abate na indústria de 6%, que foi parcialmente compensado pelo maior peso médio da carcaça. Forte demanda por carne bovina resultou em maiores preços, embora não suficientes para compensar os preços mais altos da compra do gado.



■ Mercado interno

■ Mercado externo

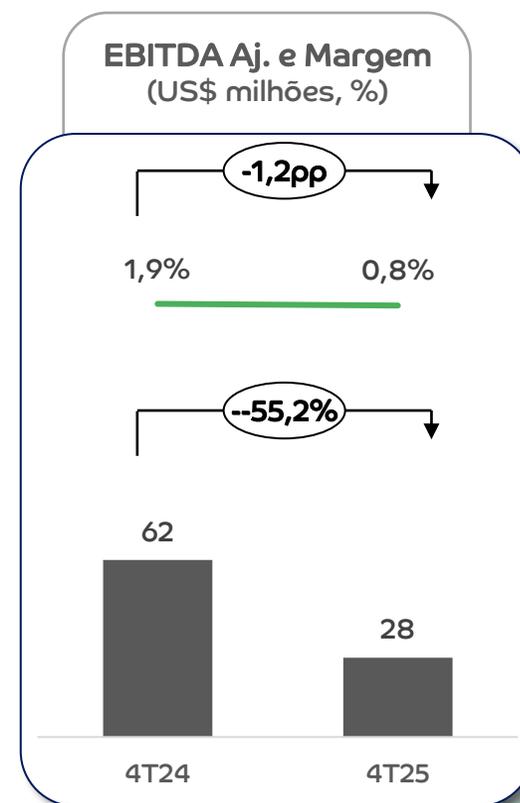
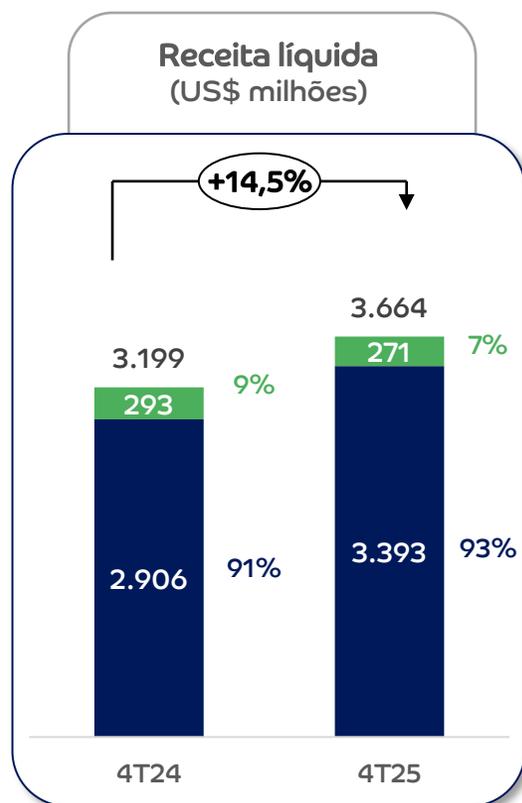
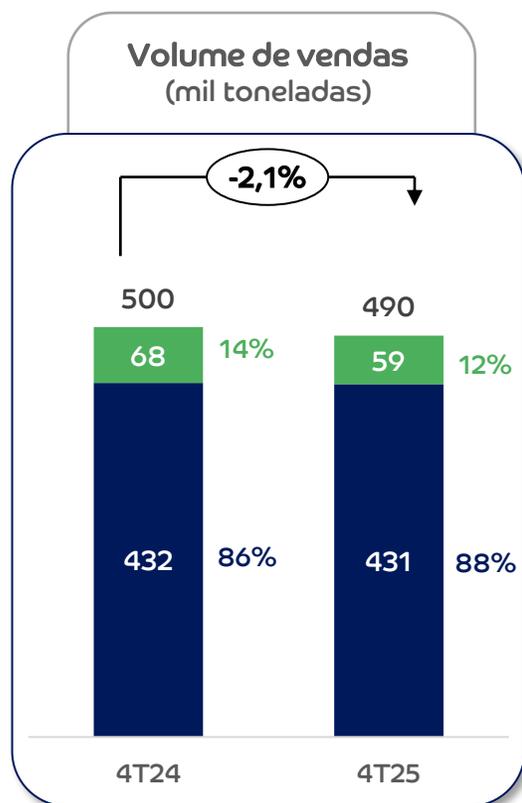
2025

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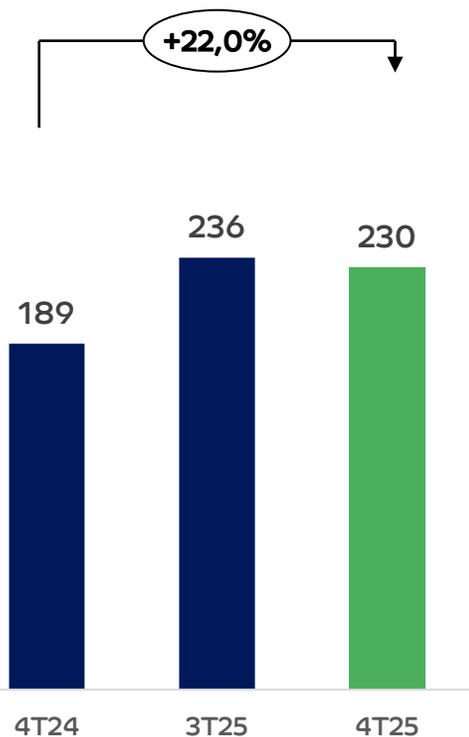


■ Mercado interno

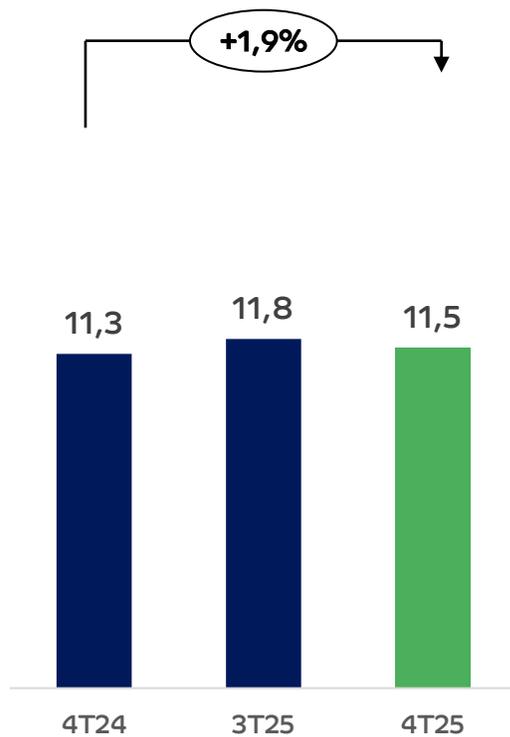
■ Mercado externo

# Beef América do Norte: dados de mercado EUA

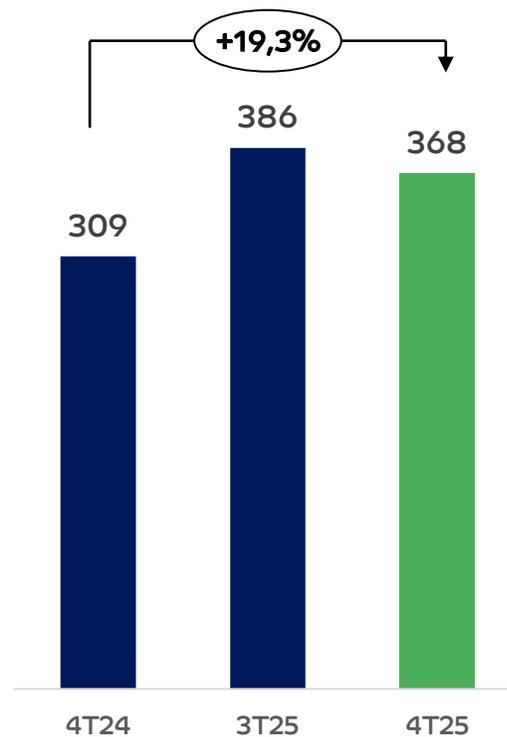
Preço de compra de gado  
(USDA KS Steer \$/cwt)



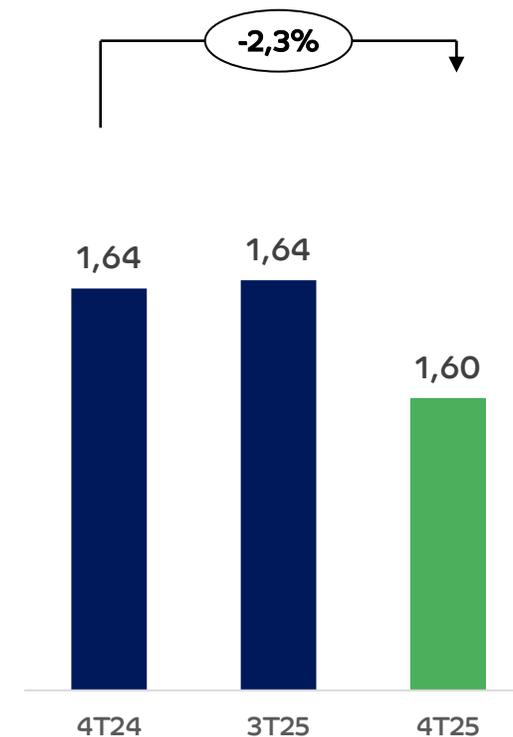
Drop Credit  
(\$/cwt)



Preço de Venda  
(USDA Comprehensive Cutout \$/cwt)



Spread  
(Cutout Ratio)



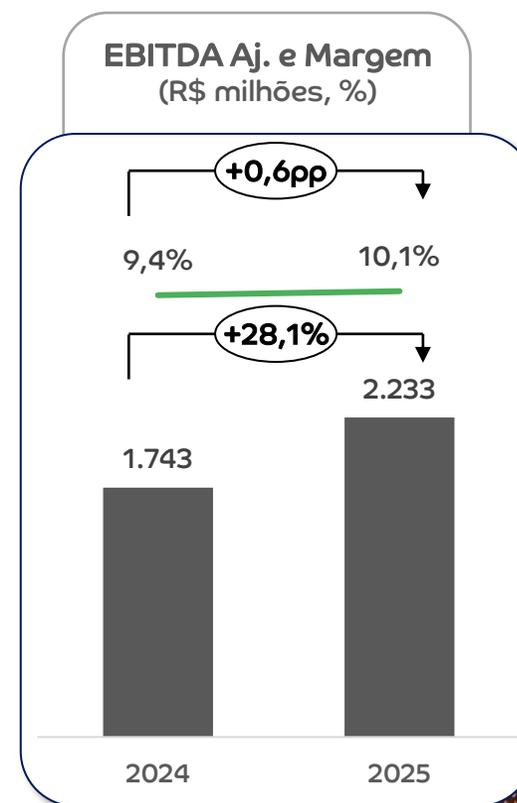
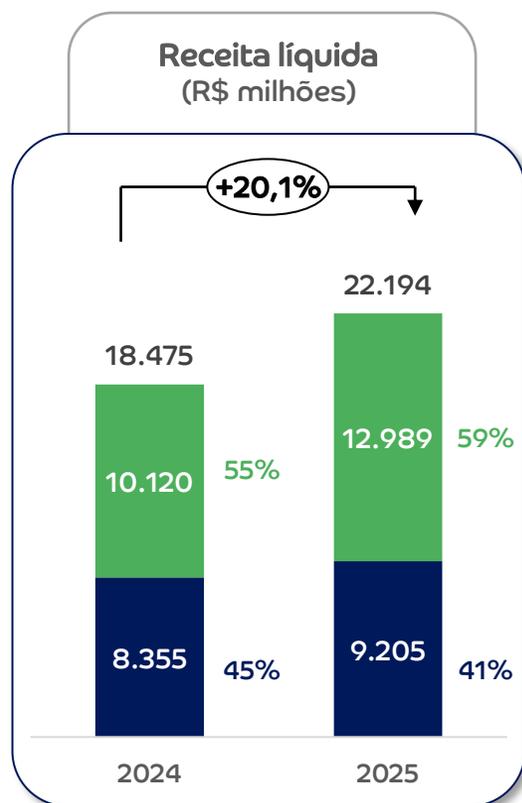
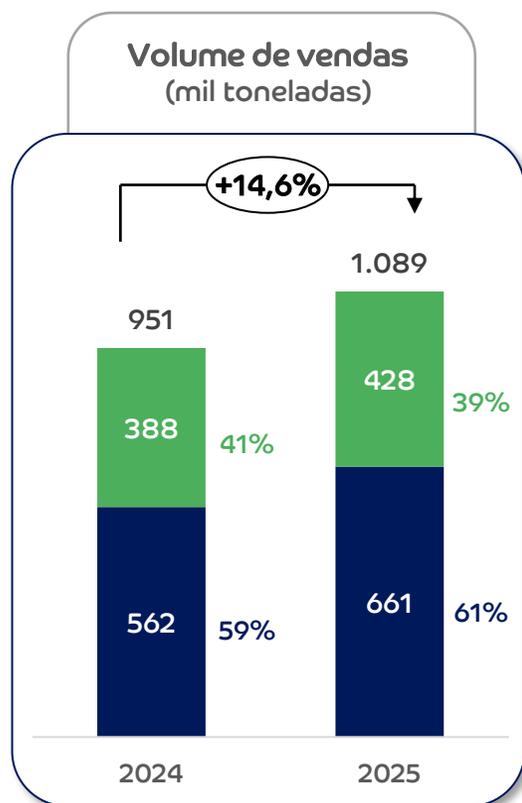
2025

# Beef América do Sul 2025

**MBRF**

Marfrig bfr

Crescimento de volume e receita com patamar saudável de rentabilidade, impulsionado por ganhos de produtividade decorrentes dos investimentos, aumento na ocupação dos complexos industriais e maior foco em produtos de valor agregado.



■ Mercado interno

■ Mercado externo



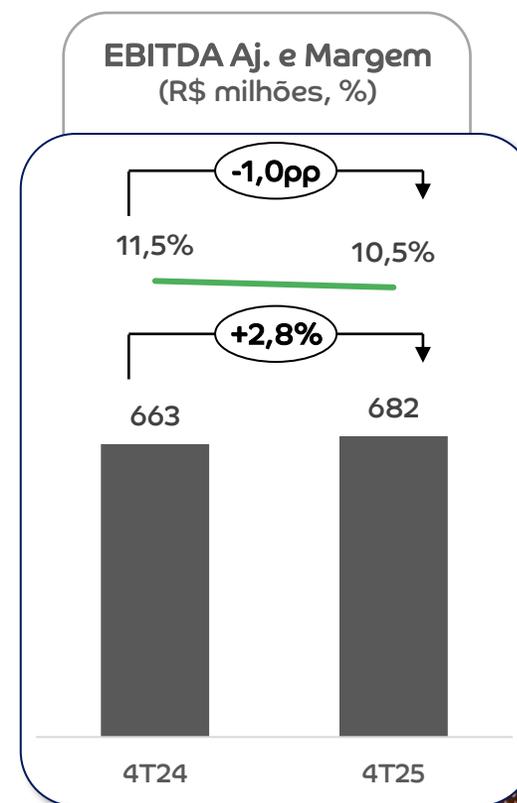
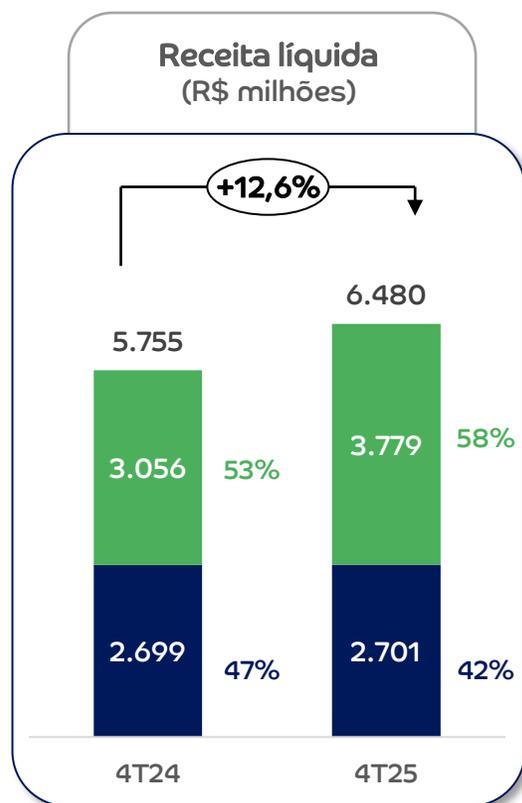
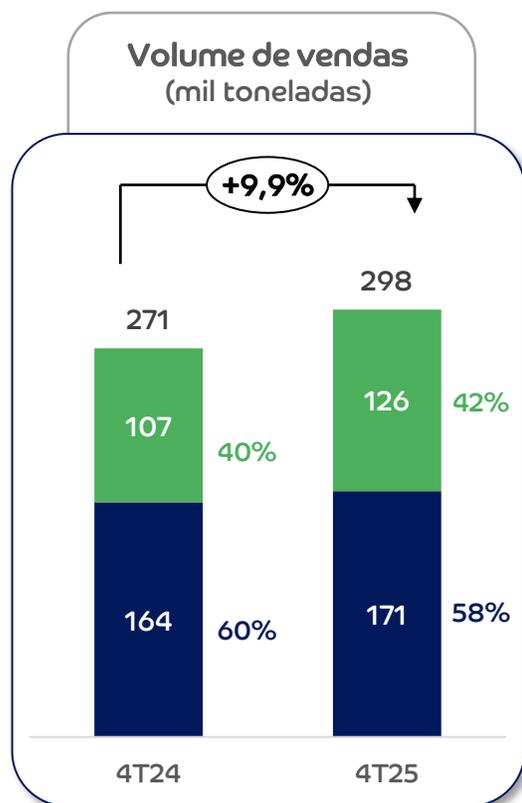
2025

# Beef América do Sul 4T25

**MBRF**

Marfrig bfr

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■ Mercado interno

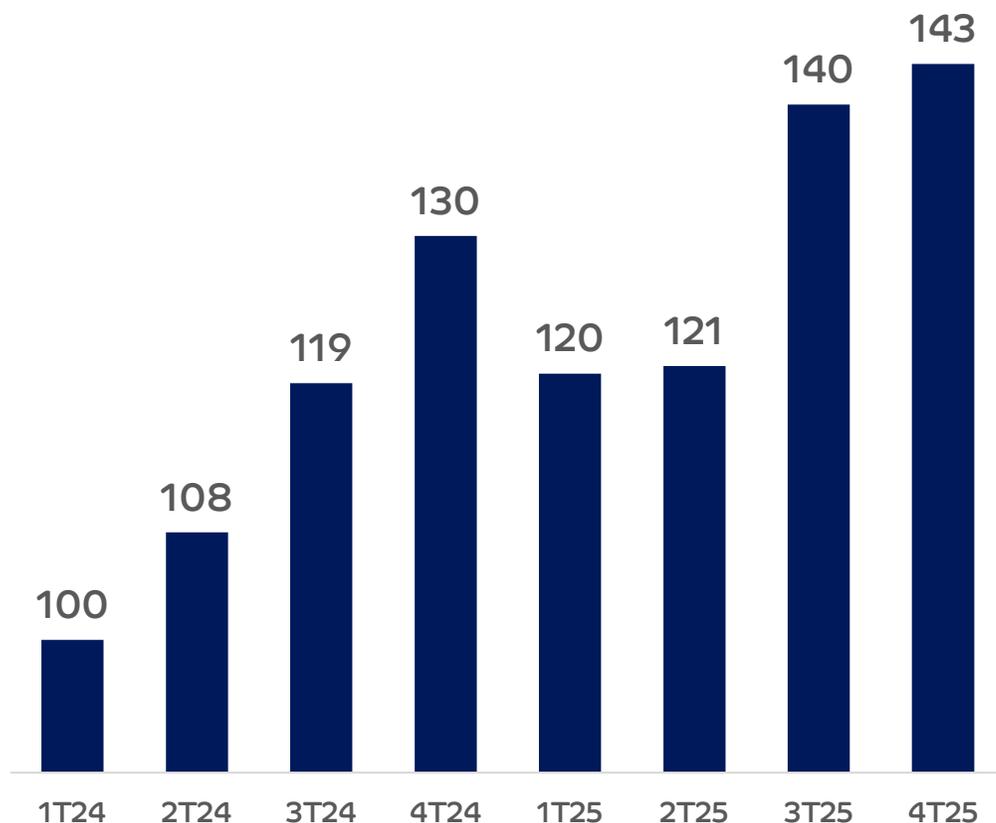
■ Mercado externo



# Beef América do Sul: destaques

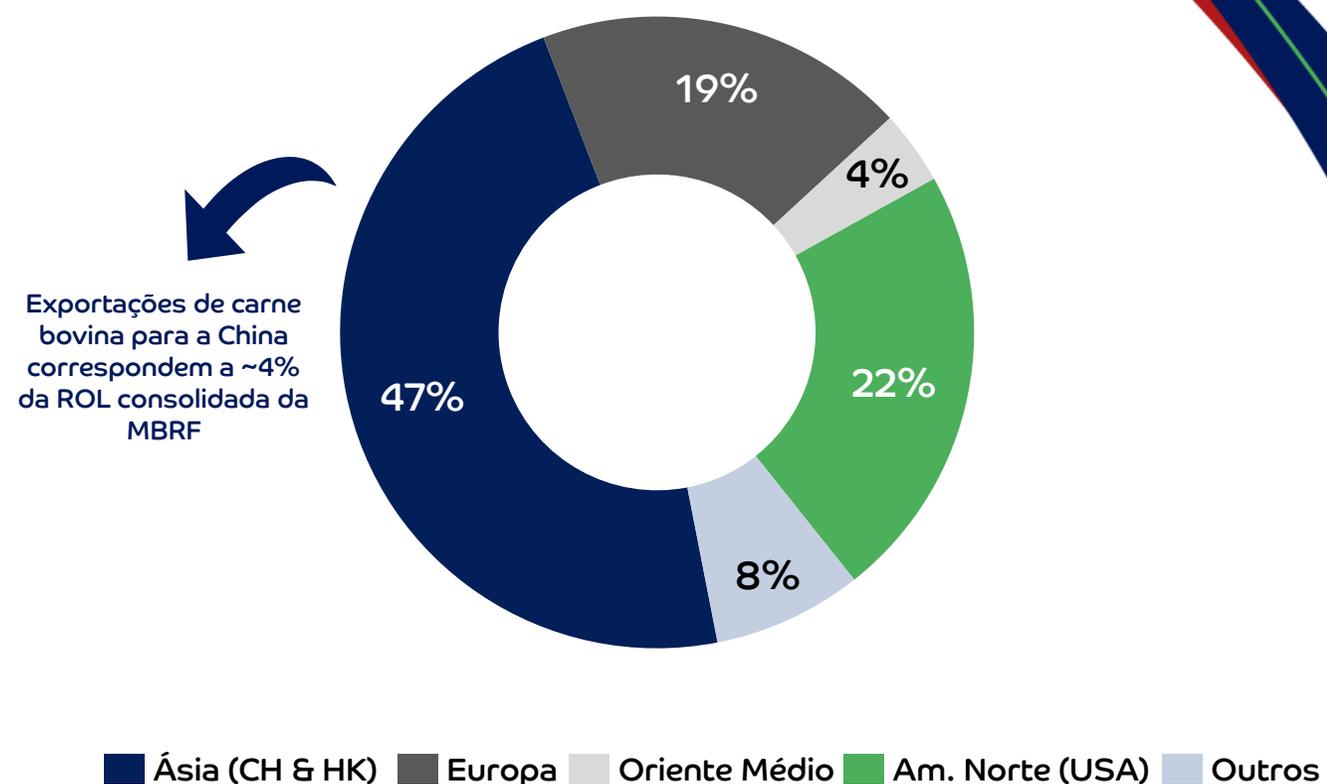
## Evolução do volume: operações continuadas

Base 100 = 1T24



## Principais destinos: mercado externo

% da receita



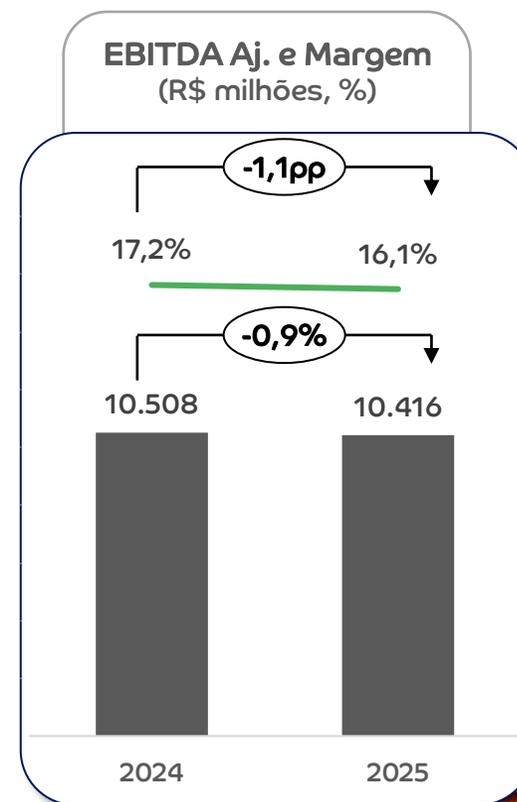
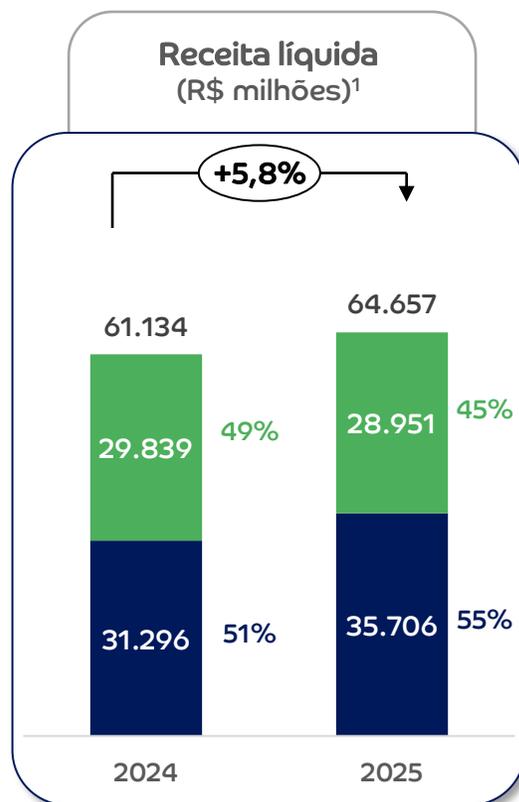
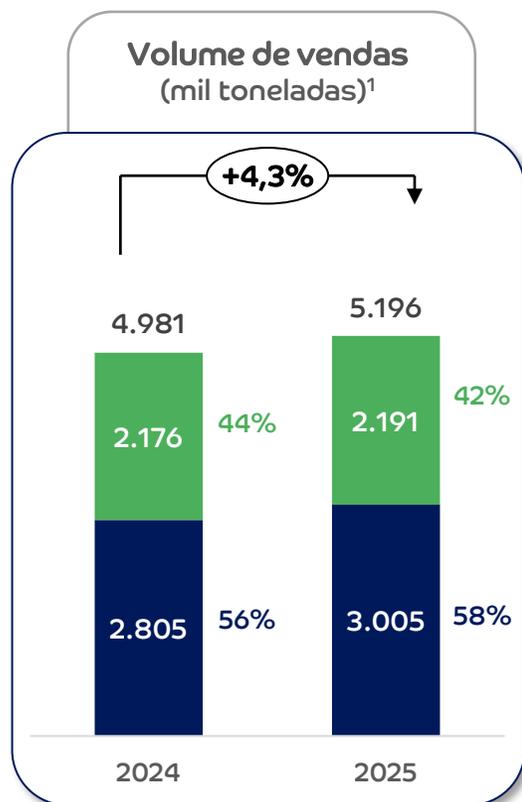
2025

# BRF 2025

**MBRF**

Marfrig bfr

Maior volume histórico, com crescimento da participação do portfólio de Processados no consolidado. No mercado interno, destaque para o volume de Processados, com ganhos de market share. Boa dinâmica de negócios no mercado externo, diante da agilidade para mitigar as restrições de exportação de frango, que se encerraram em janeiro de 2026.



■ Mercado interno ■ Mercado externo

(1) Considera-se como Mercado Interno as vendas realizadas no Brasil e Mercado Externo, as vendas realizadas no exterior



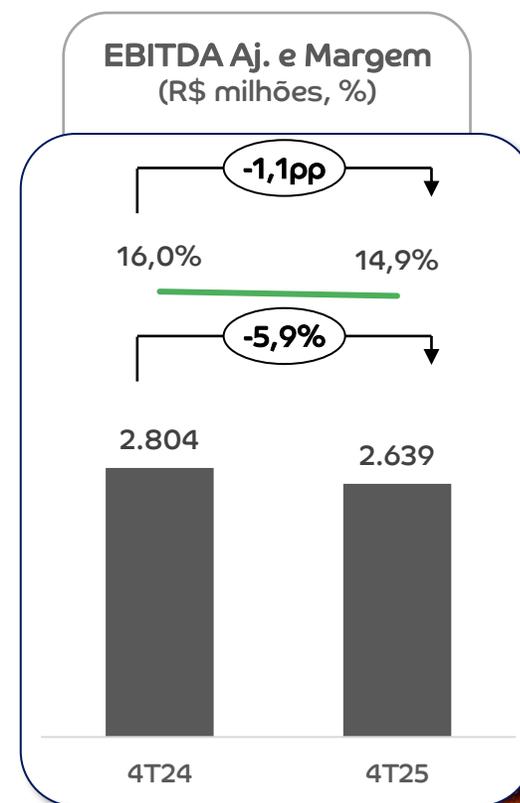
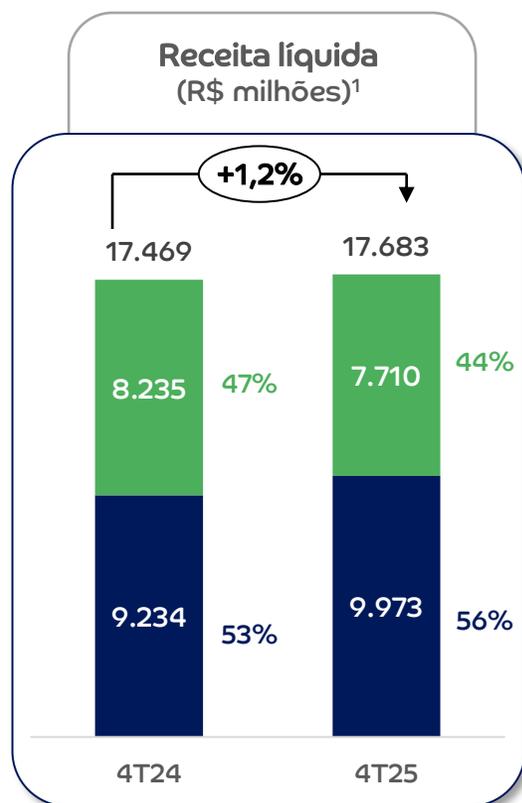
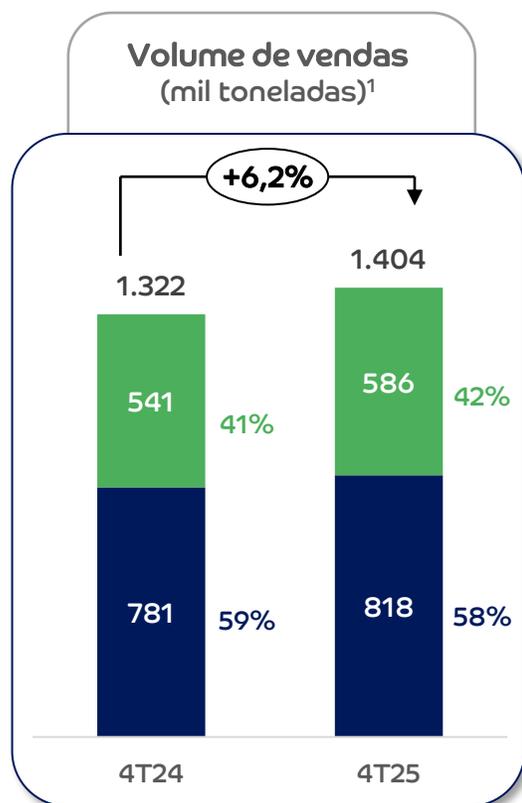
2025

# BRF 4T25

**MBRF**

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2025

# BRF: destaques – Mercado Interno

**MBRF**

Marfrig bfr

## Portfólio regular

- **Consistência da estratégia comercial:** crescimento de +8% a/a no número de clientes atendidos, aumento do volume e ganhos de market share em Processados.



- **Melhora contínua nos indicadores de desempenho em loja:** maior disponibilidade de produto (+1,6pp) e aderência ao preço sugerido (+1,1pp a/a).
- **Inovações assertivas e convenientes para os consumidores** com destaque para a linha de pratos prontos Meu Menu Perdigão e novos Hot Bowls Sadia.

## Comemorativos

- **Continuidade da liderança de nossas marcas no Natal brasileiro,** com **Sadia** consolidada como **“Top of Mind”** na categoria Ceia de Natal e **Perdigão** celebrando o seu **pioneirismo** com os 45 anos de Chester.
- **Contribuição das inovações,** destacando os novos produtos da linha Chester.



15



2025

# BRF: destaques – Mercado Externo

**MBRF**

Marfrig bfr

## GCC e Turquia

- **GCC: crescimento de volume**, impulsionado pela venda local, reforçando as **vantagens competitivas na região: marcas fortes e distribuição**. Destaque para **Processados**, que atingiu o **maior volume histórico, com ganho de market share de 1,3pp a/a**.
- **Turquia: recorde de volume vendido em Processados**, mitigando os efeitos do cenário de maior oferta de frango.

**Sadia** **38,6%**  
market share  
no GCC<sup>1</sup>

**Banvit** **24,3%**  
market share  
na Turquia<sup>1</sup>

## Exportações Diretas

- **Cone Sul: recorde histórico de volume em Processados**, suportado pelas marcas fortes na região.
- **Exportações Diretas: conquista de 230 novas habilitações desde 2022.**

**Sadia**



**vienissima!**



**Volume Processados**  
(Base 100 = 2023)



(1) Nielsen



# Aceleração dos investimentos, preparando a Companhia para atender a demanda crescente por proteínas



Construção de fábrica de processados em Jeddah



Expansão da linha de empanados em Kezad



Investimentos na linha de hambúrguer em Henan



Expansão da capacidade de empanados em Uberlândia



Expansão das linhas de embutidos em Videira e Concórdia



Expansão da capacidade de margarinas em Vitória de Santo Antão



Ampliação da capacidade de abate de frango em Lucas do Rio Verde



Expansão da linha de shawarma em Dammam



Otimização da linha de frango em Buriti Alegre



Ampliação da capacidade de abate de boi no Brasil, Argentina e Uruguai



Expansão da linha de pouch da unidade de Pampeano



Otimização e automatização da fábrica de Liberal



M&As  
R\$1.059 mm



Fábrica de processados na província de Henan



Entrada no segmento de frango resfriado, com abate local na Arábia Saudita, através da Addoha<sup>1</sup>



Expansão do portfólio para gelatina e colágeno com a aquisição de 50% da Gelprime

(1) Addoha Poultry Company na Arábia Saudita, na qual a BRF Arabia detém uma participação minoritária de 26%

**MBRF**

Marfrig bfr

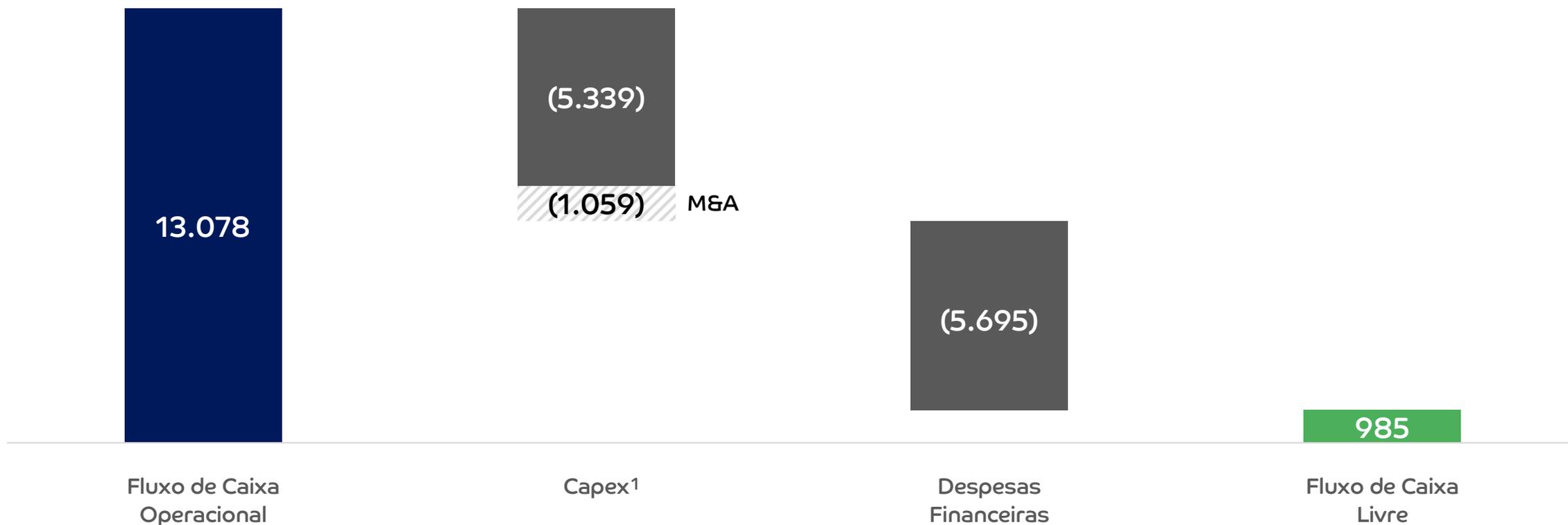


**Destques  
financeiros**

2025

# Fluxo de Caixa Livre 2025

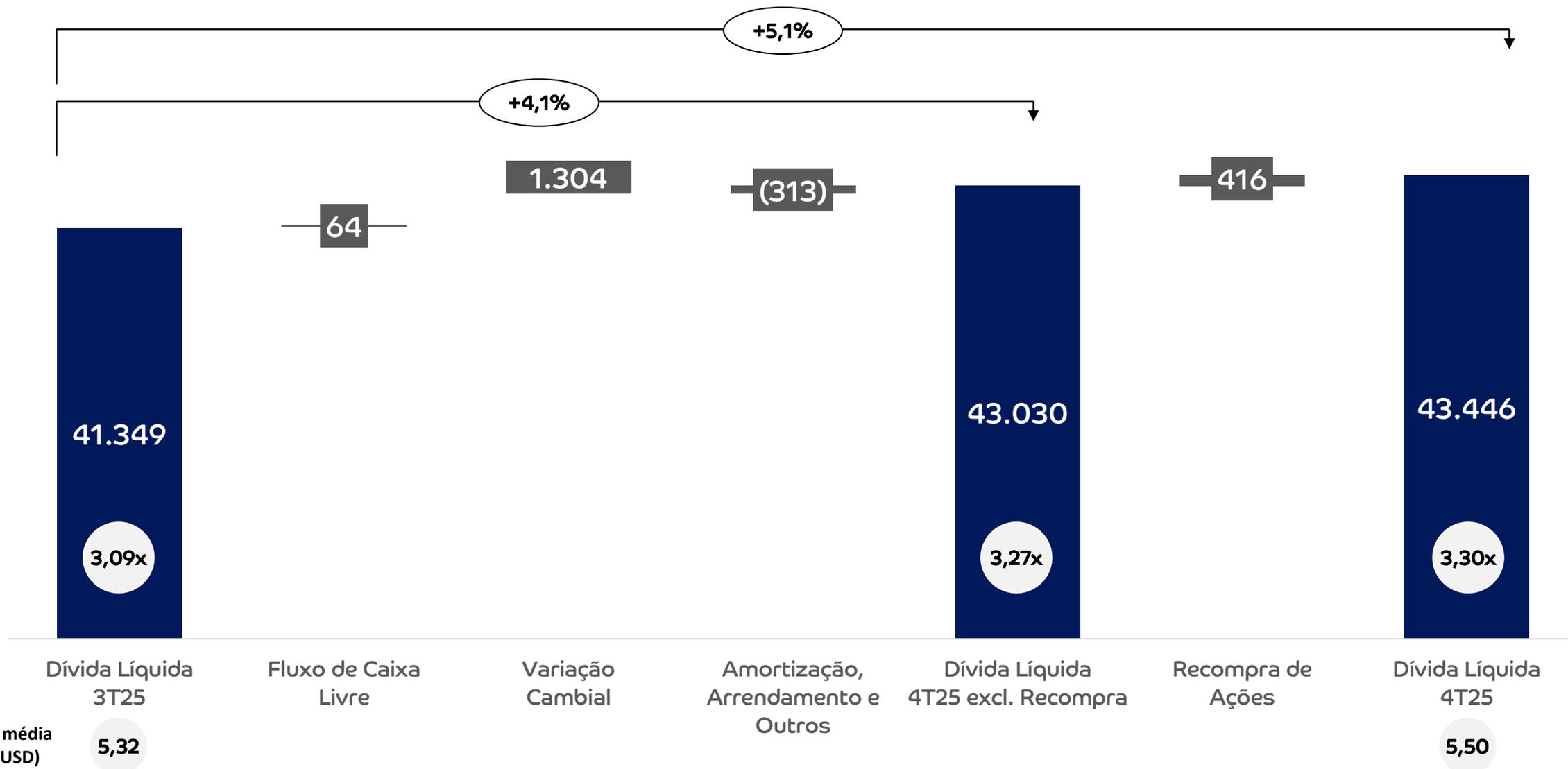
R\$ milhões



(1) Exclui as recompras de ações da BRF S.A.

2025

# Evolução da Dívida Líquida



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Marfrig bfr



**Destiques  
ESG**

2025

# Destques e avanços da agenda ESG



## Controle de origem

100% de monitoramento da cadeia de bovinos considerando fornecedores diretos e indiretos, mantendo também 100% do controle dos grãos no Brasil.

Programa Verde+: reinclusão de mais de 180 fazendas em 2025.



## Governança da sustentabilidade

Conquista do Triplo A do CDP (Clima, Segurança Hídrica e Florestas).



## Bem-estar animal

100% de ovos livres de gaiola em todas as operações.



## Mudanças climáticas

80% de energia renovável, diante da meta global de atingir 100% até 2030.

Lançamento do **Protocolo Carne Baixo Carbono** em parceria com a Embrapa.



2025

# Considerações finais

## Resultados sólidos



Maior faturamento e volume desde a consolidação de BRF (2022).

Presença global fortalecida pela plataforma multiproteína com marcas fortes e preparada para atender a demanda crescente por proteínas.



## Beef América do Norte

Queda no volume em linha com o abate da indústria, que foi parcialmente compensado pelo maior peso médio da carcaça.



## Beef América do Sul

Ganho expressivo de volume, resultado do aumento de capacidade e produtividade ao longo dos últimos anos.



## BRF

Maior volume histórico consolida a trajetória de crescimento principalmente de processados.

Retomada das exportações para a União Europeia e aquisição da Gelprime reforçam a estratégia de diversificação dos negócios com foco em expansão da rentabilidade.



## Sinergias e eficiências

Implementação da frente de otimização da estrutura corporativa, com avanços na integração comercial e nas iniciativas de *supply chain* e *value engineering*.

Captura adicional de R\$1bi<sup>1</sup> com o Programa de Eficiência em 2025 com contínuo avanço dos indicadores operacionais.



## Gente

Consolidação do movimento robusto e estratégico de desenvolvimento de nossos colaboradores, com o recorde de 1,8 milhão de treinamentos concluídos, somando 4,2 milhões de horas de capacitação.

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(1) Os valores de captura se referem a ganhos de cada um dos indicadores na comparação com o mesmo período do ano anterior; estes mesmos valores estão/estarão refletidos no resultado obedecendo o giro de estoque de nossa cadeia

# NOVA LINHA POP SADIA

Sua lanchonete em casa



**MBRF**

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Sadia

Sala Bassi

PERDIGÃO

Qualy

National Beef

Banvit

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# Q&A

# MBRF

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# 2025 RESULTS

**2025**

# Disclaimer

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Although the Company believes that the expectations and assumptions reflected in the forward-looking statements are reasonable and based on information currently available to its management, it cannot guarantee future results or events. It is advisable that such forward-looking statements be considered with caution, as actual results may differ materially from those expressed or implied in such statements.

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2025

# Financial highlights



**Net Revenue**  
R\$ million



**Adjusted EBITDA**  
R\$ million



**Net Income**  
R\$ million



**Operating Cash Flow**  
R\$ million



**Leverage (R\$)**  
ND / Adj. EBITDA LTM

**4Q25**

**43,915**  
41,913 in 4Q24

**3,410**  
3,750 in 4Q24

**91**  
1,125 in 4Q24

**3,634**  
4,380 in 4Q24

**2025**

**163,963**  
146,530 in 2024

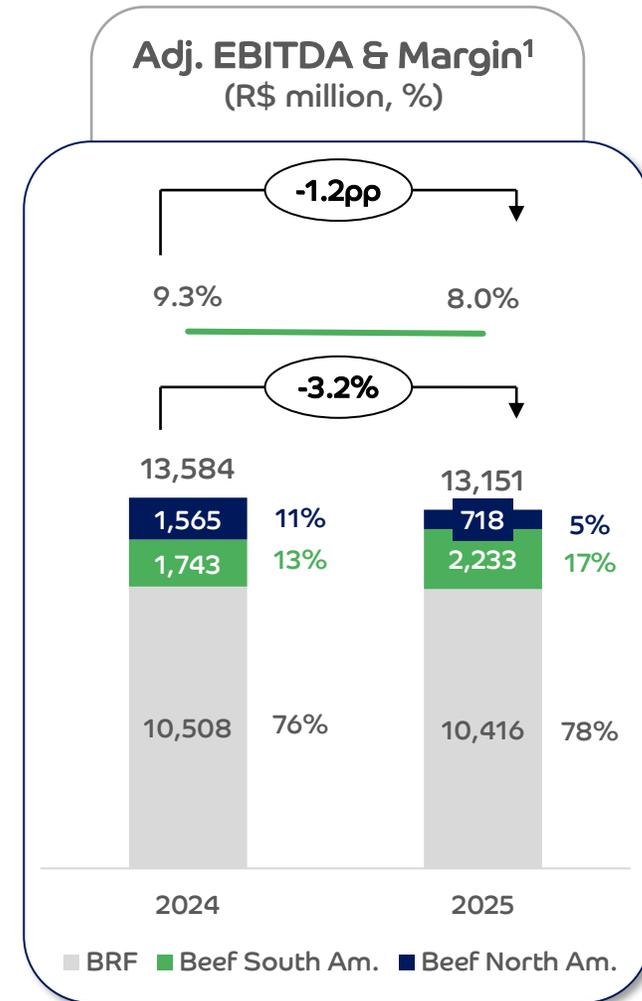
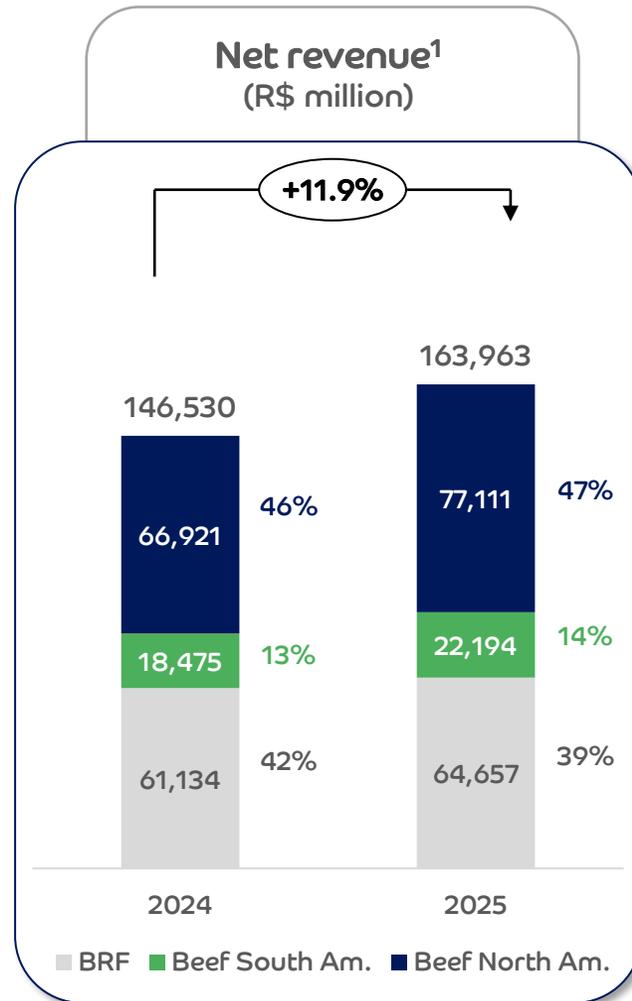
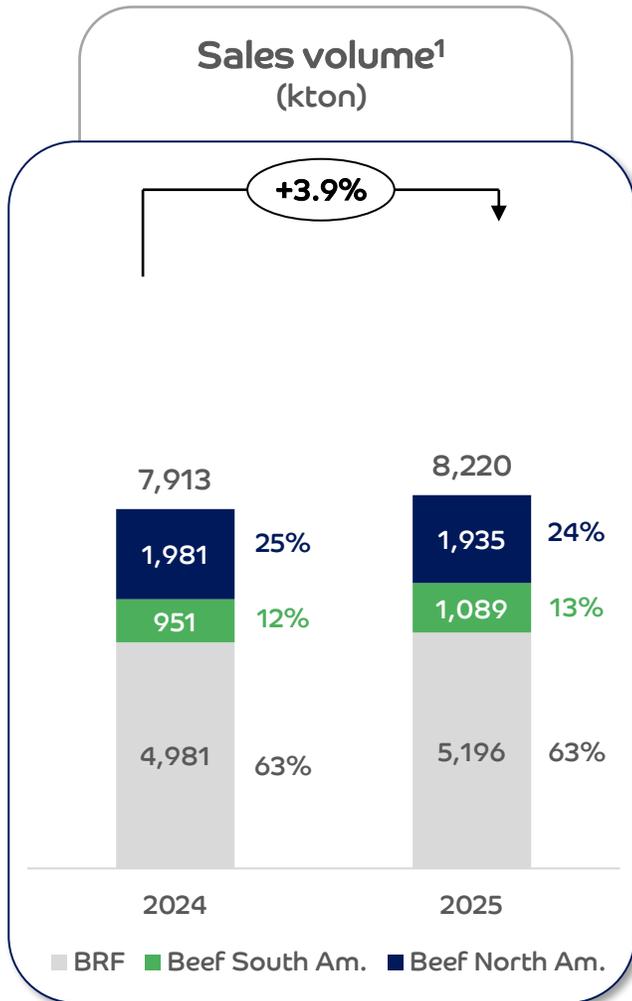
**13,036**  
13,584 in 2024

**358**  
1,619 in 2024

**13,078**  
12,204 in 2024

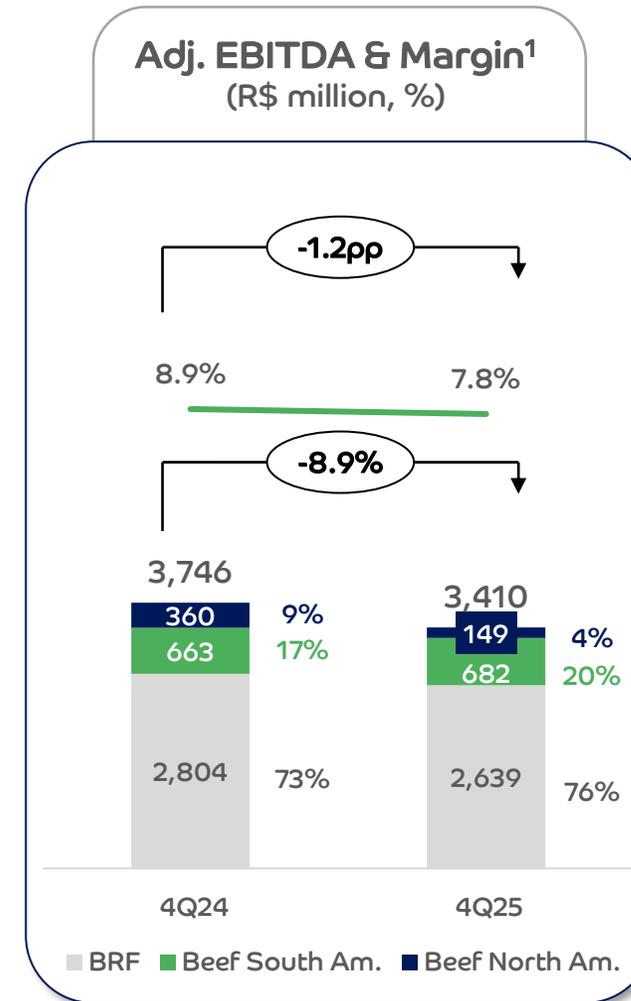
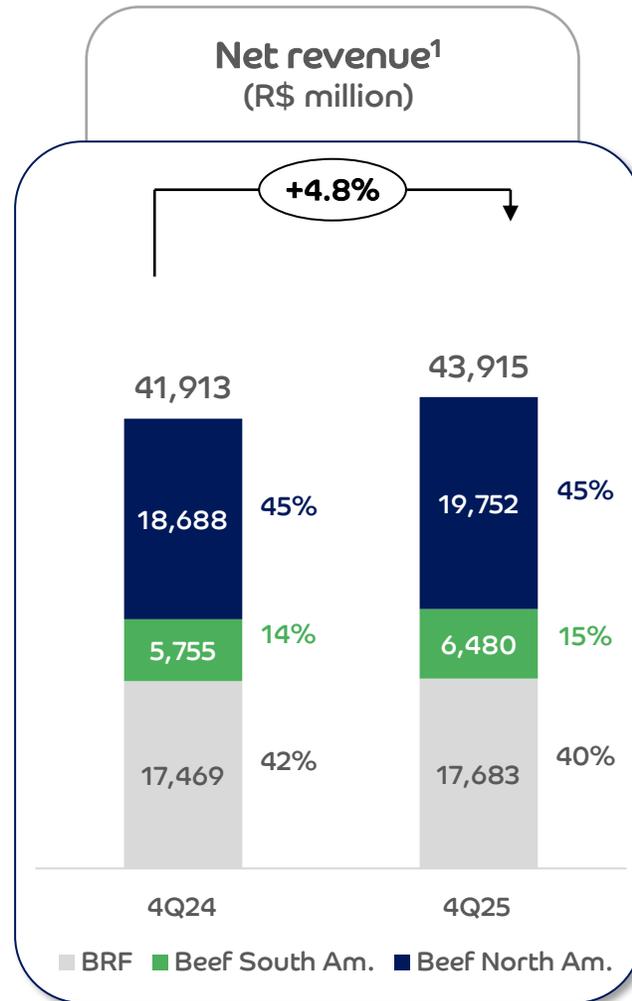
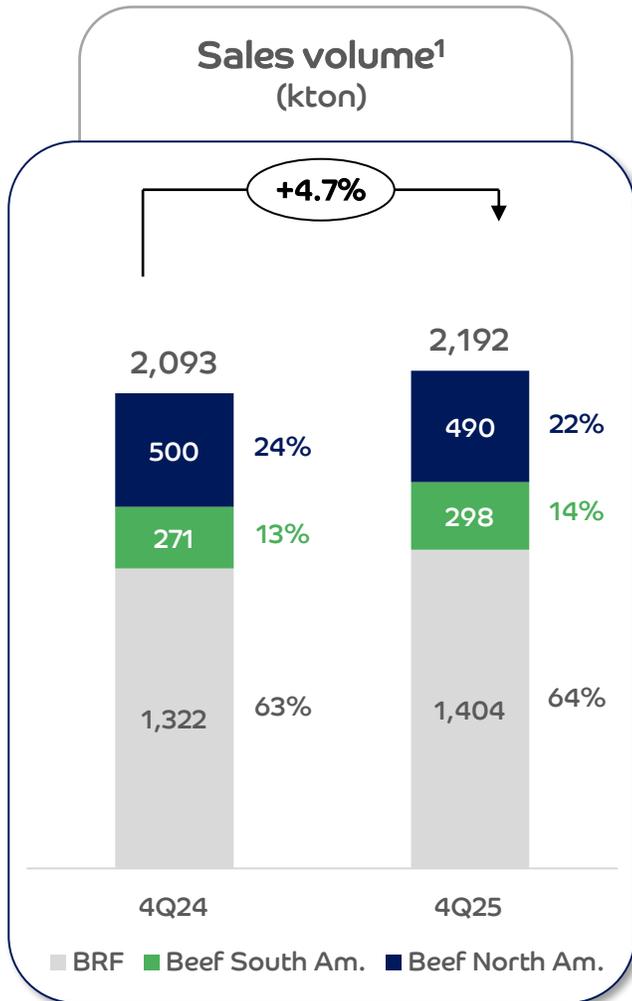
**3.30x**  
3.09x in 3Q25

# Consolidated results 2025



(1) Consolidated results are managerial and only include the results of continued assets in Brazil, Argentina and Chile until 3Q24

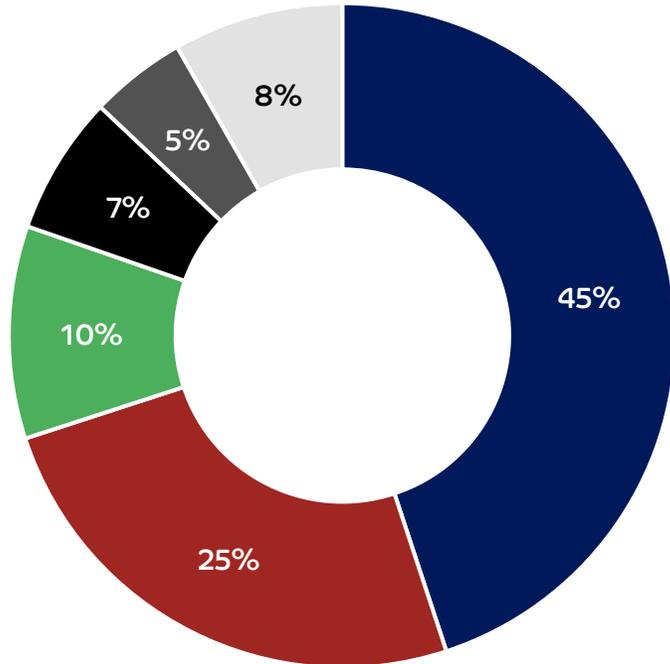
# Consolidated results 4Q25



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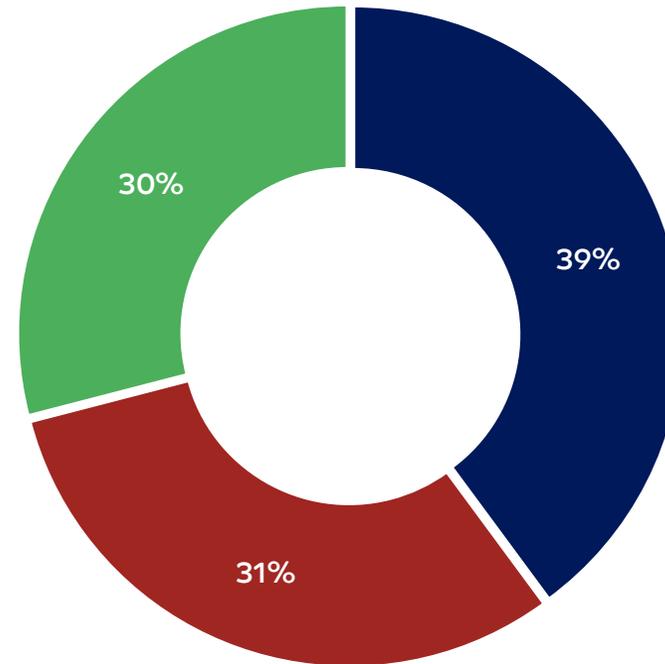
# Multiprotein platform with global presence

Geographic diversification  
Net revenue – 2025



■ USA ■ Brazil ■ Asia ■ Middle East ■ Europe ■ Other

Portfolio diversification  
Sales volume – 2025



■ Processed Products ■ Poultry and Pork ■ Beef

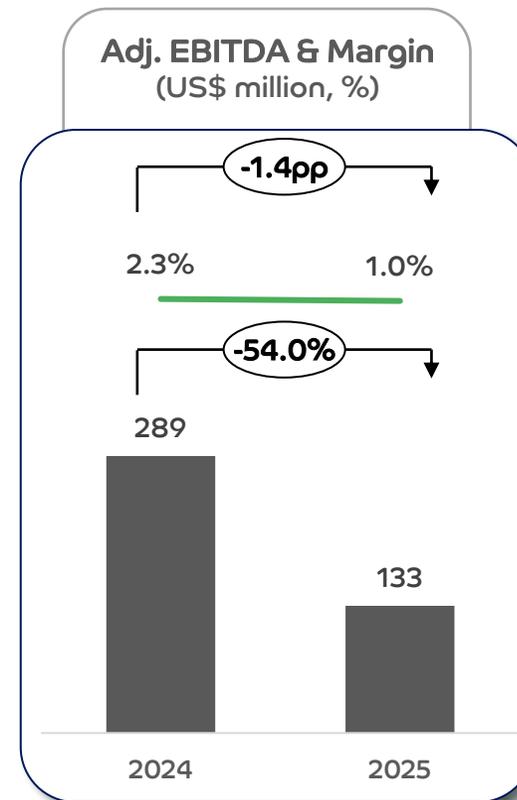
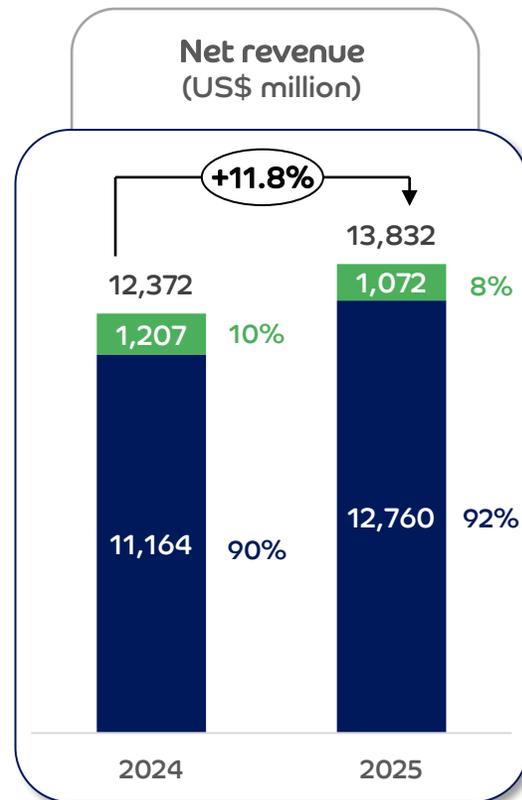
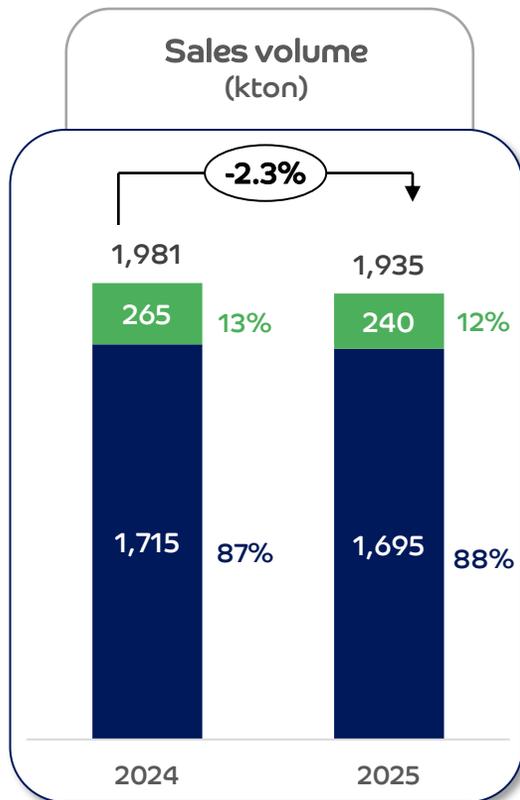
2025

# Beef North America 2025

**MBRF**

Marfrig bfr

Lower volume due to a 6% decline in industry slaughter, which was partially offset by a higher average carcass weight. Strong demand for beef resulted in higher prices, although not enough to offset the increase in cattle purchase costs.



■ Domestic market ■ External market



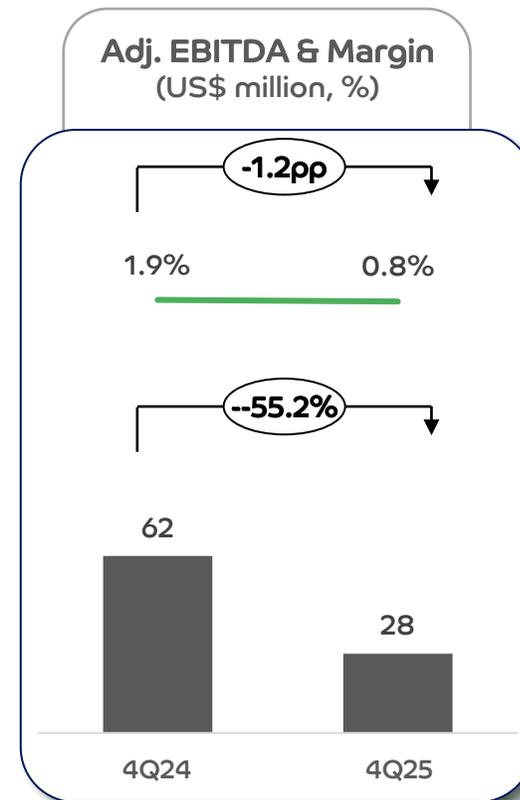
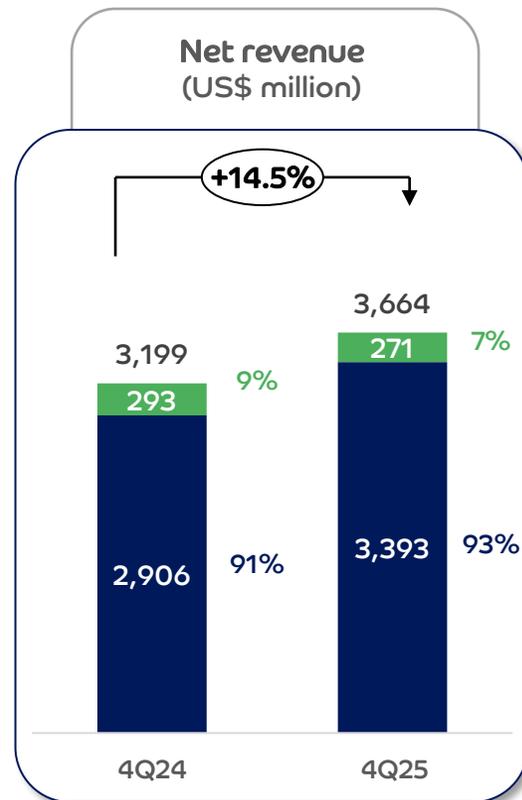
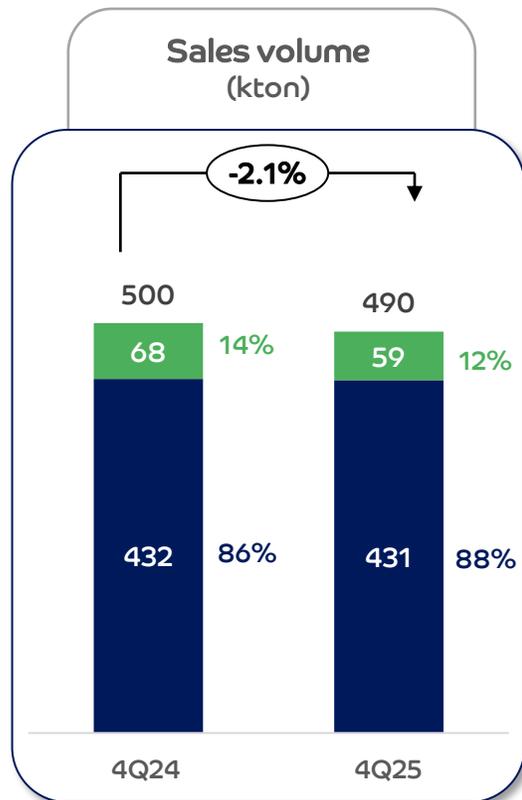
2025

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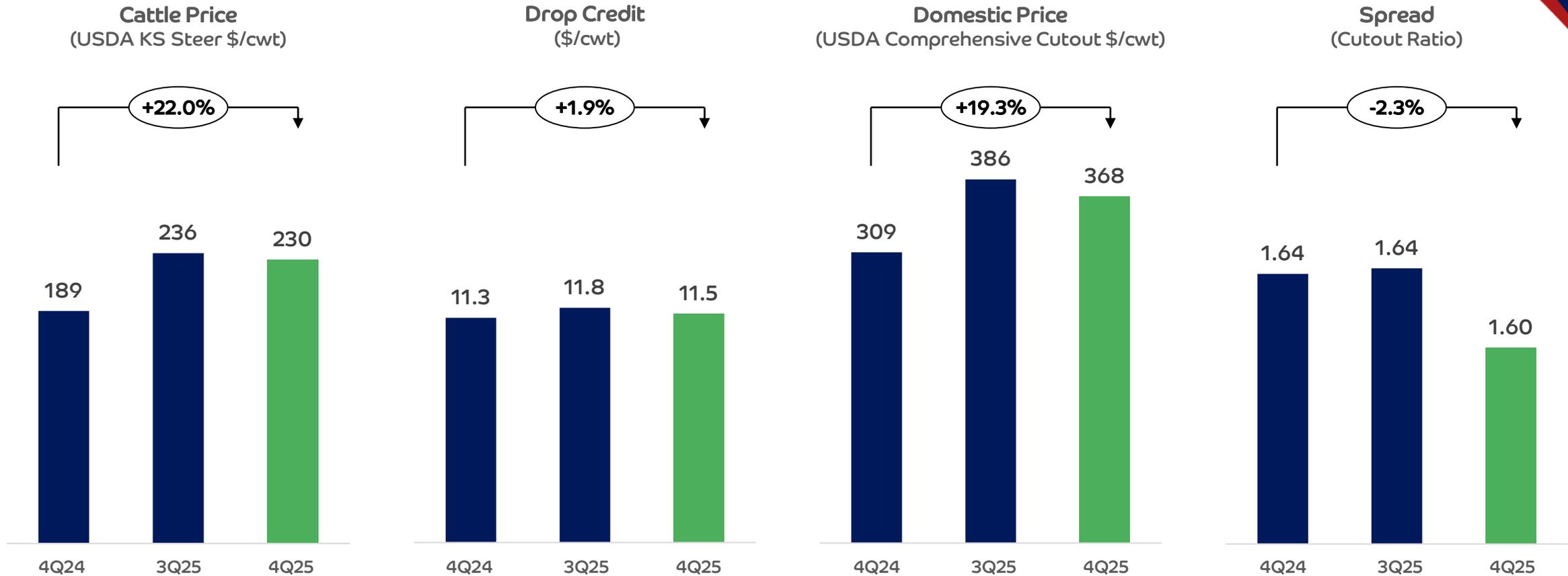


■ Internal market ■ External market



2025

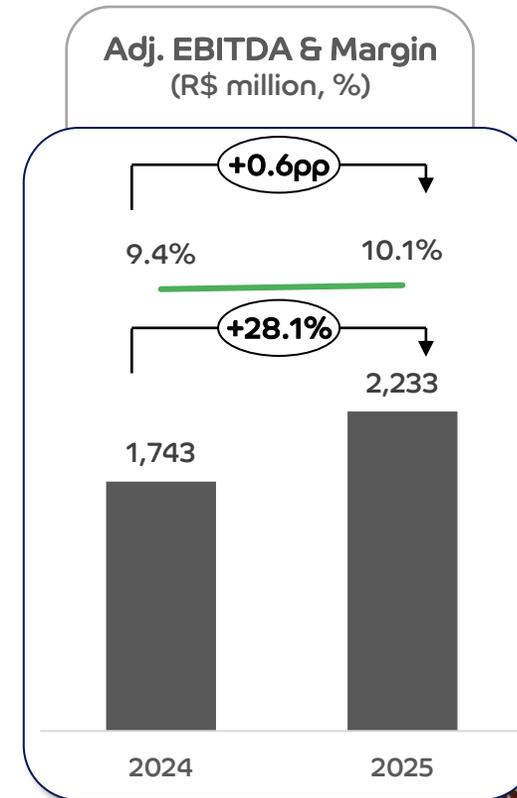
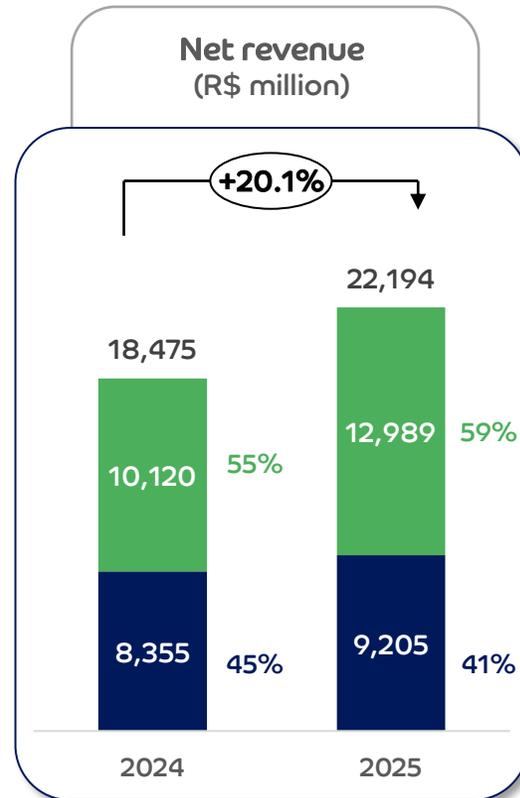
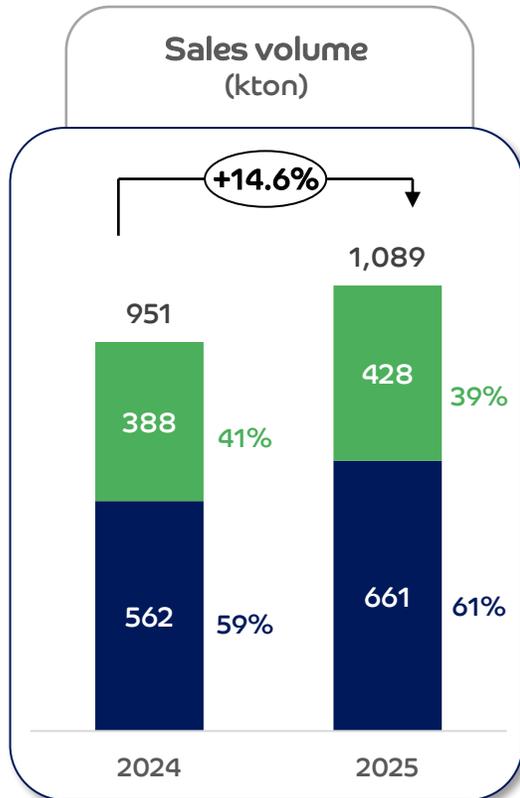
# Beef North America: USA market data



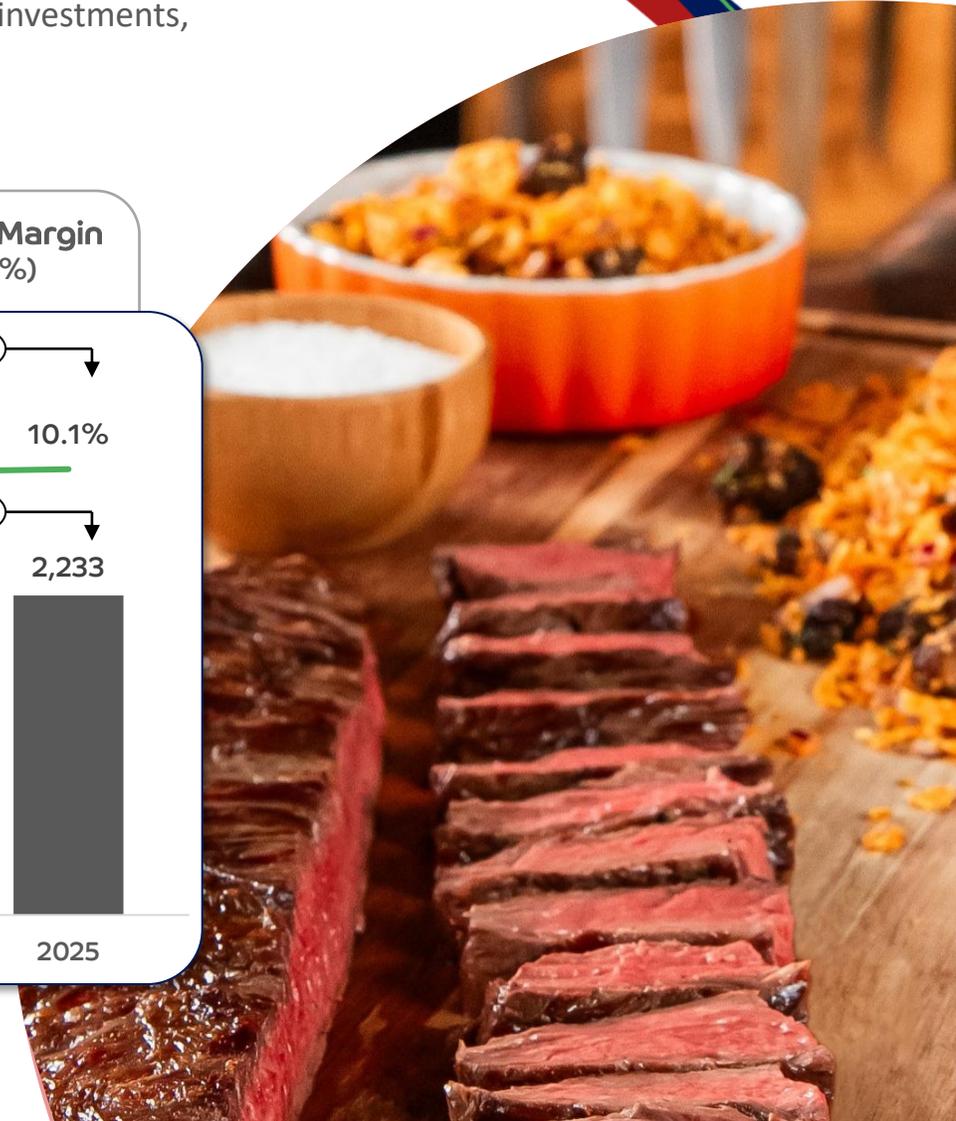
2025

# Beef South America 2025

Volume and revenue growth with a healthy level of profitability, driven by productivity gains from investments, higher utilization of industrial complexes, and a stronger focus on value-added products.



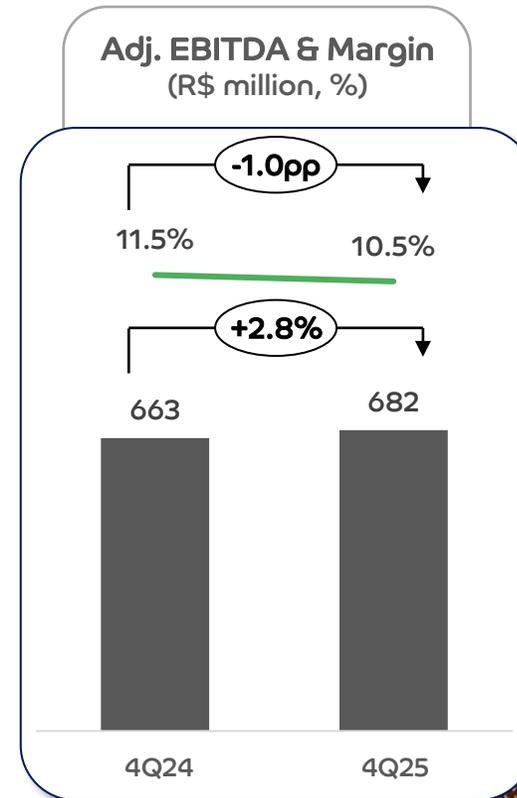
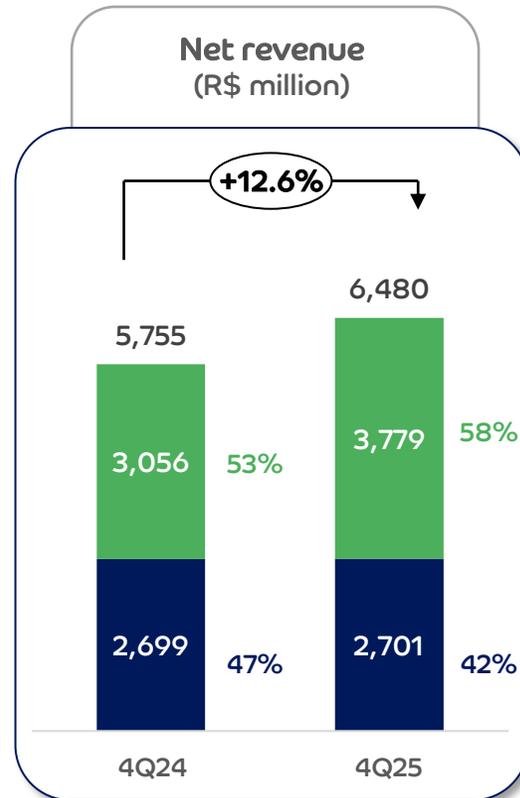
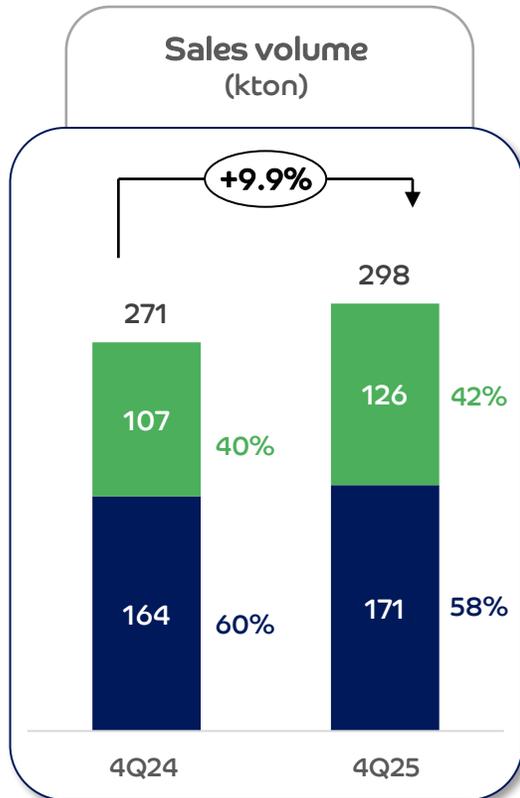
■ Domestic market ■ External market



2025

# Beef South America 4Q25

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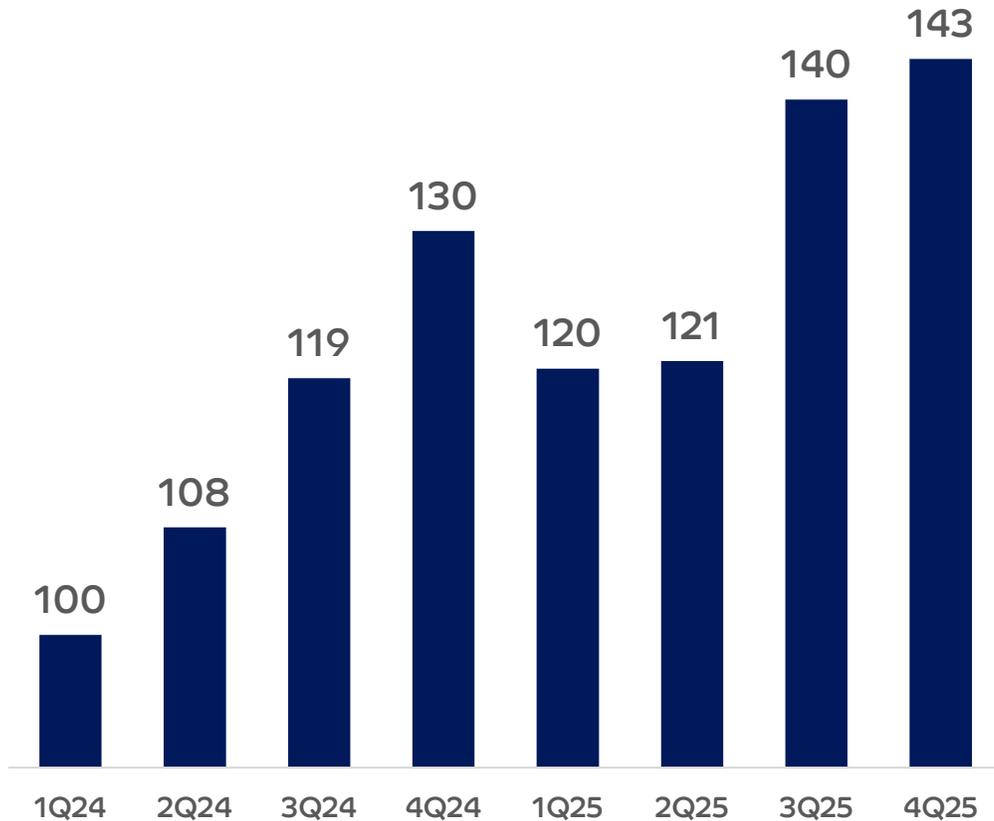
■ Domestic market ■ External market



# Beef South America: highlights

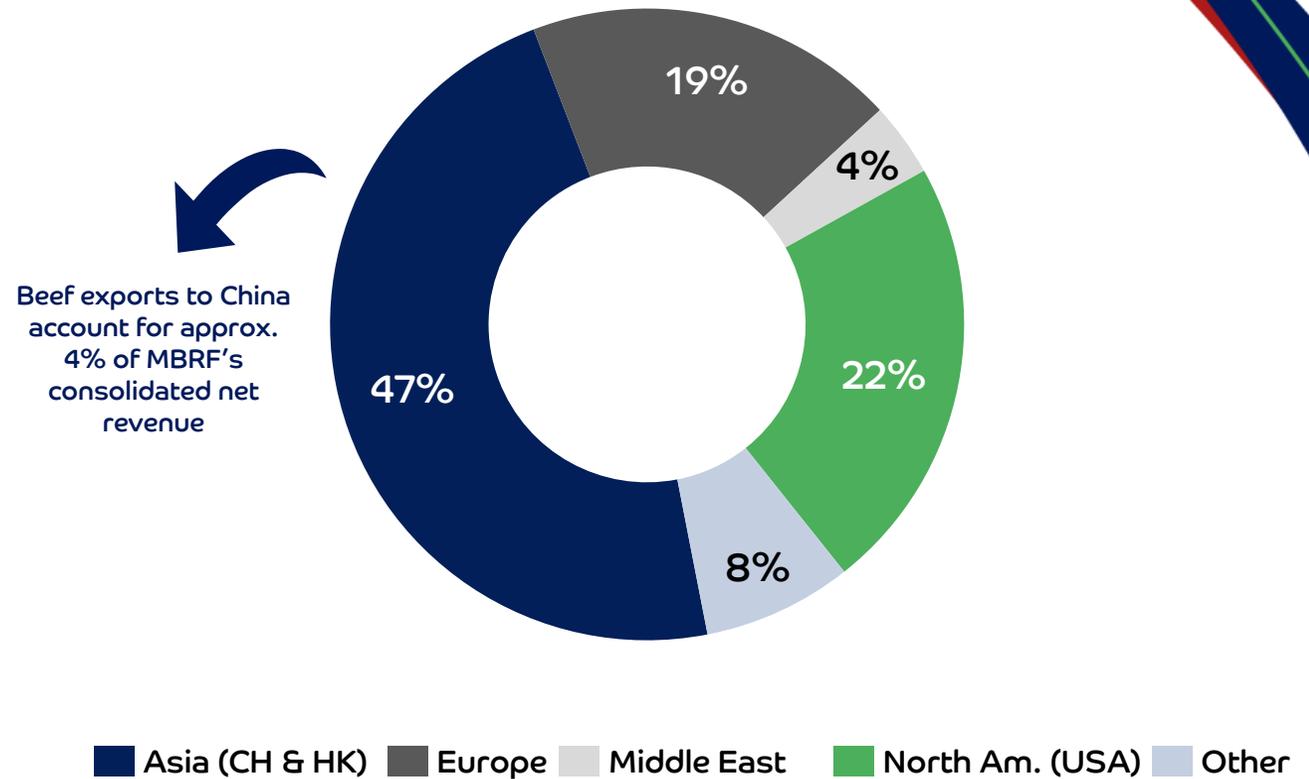
## Volume evolution: continued operations

Base 100 = 1Q24



## Main export destinations

% of revenue



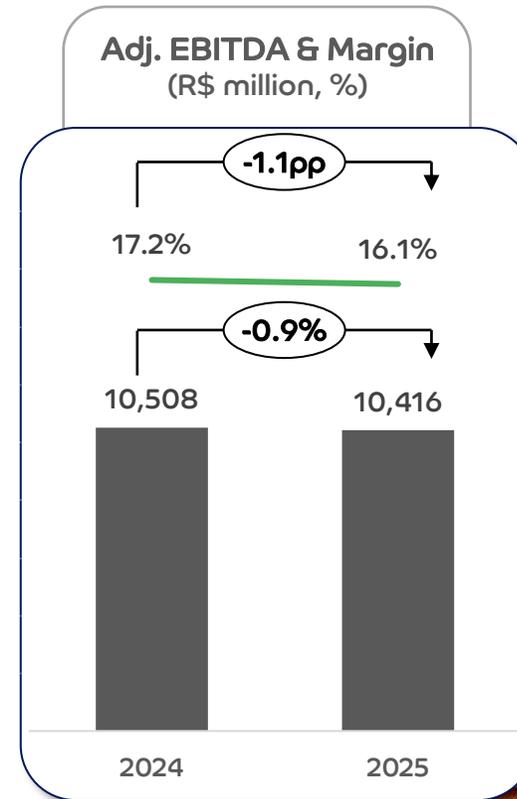
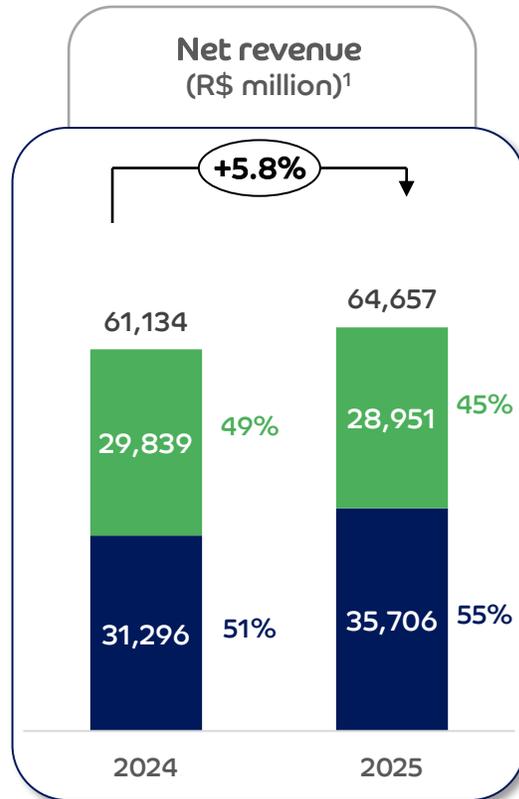
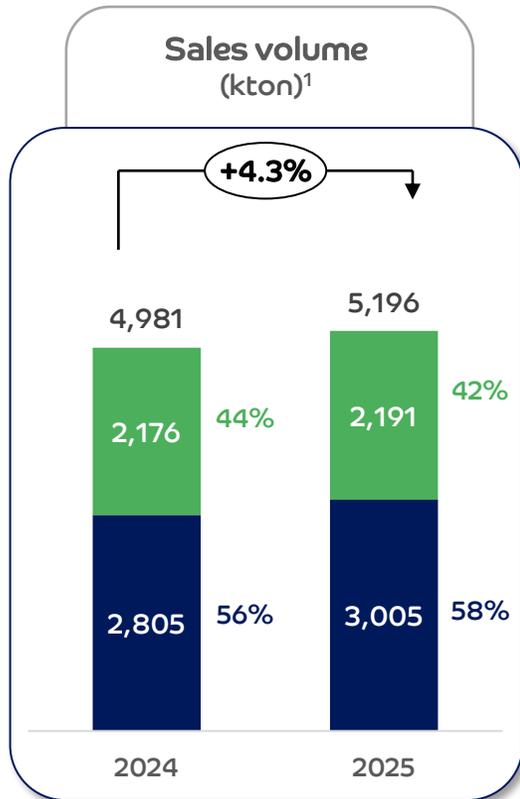
2025

# BRF 2025

**MBRF**

Marfrig bfr

Record volume level, with a higher share of processed products portfolio in consolidated results. In the domestic market, highlights include higher processed products volumes and market share gains. Solid business momentum in international markets, supported by agility in mitigating chicken export restrictions, which were lifted in January 2026.



■ Domestic market ■ External market

(1) Domestic Market refers to volume sold in Brazil, and the External Market, volume sold abroad



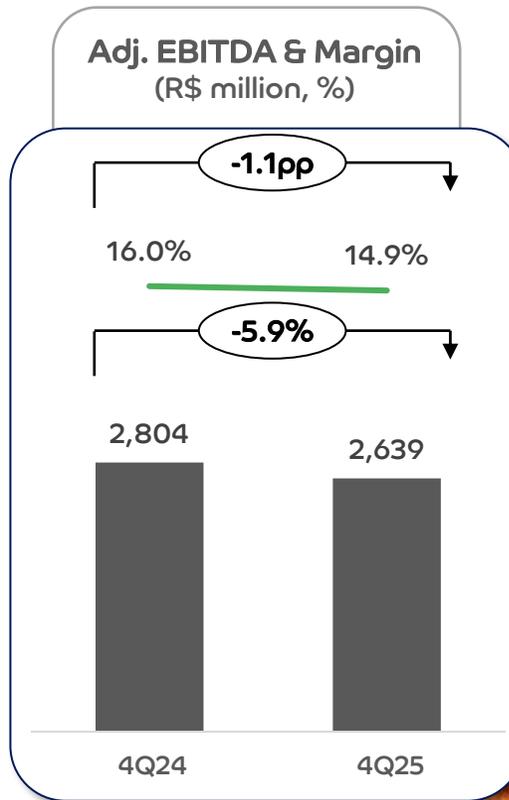
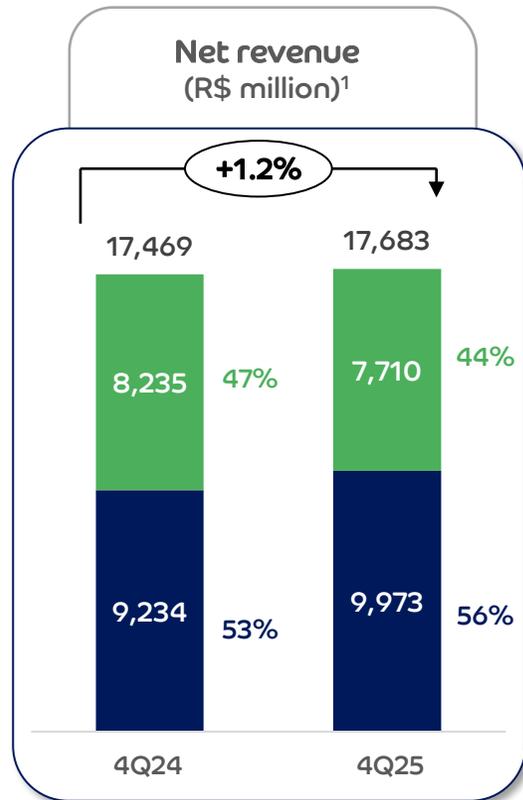
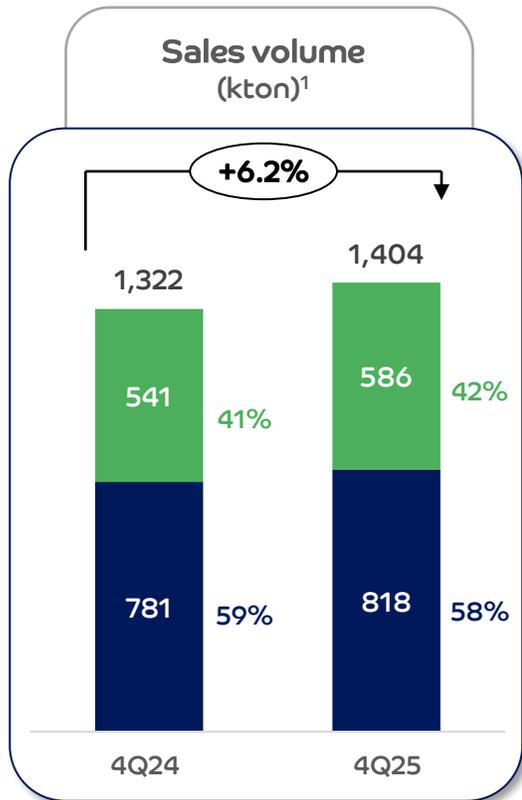
2025

# BRF 4Q25

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Marfrig bfr

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2025

# BRF: highlights – Domestic Market

**MBRF**

Marfrig bfr

## Regular portfolio

- **Consistency of the commercial strategy:** +8% YoY growth in the number of clients served, higher volumes, and market share gains in processed products.



- **Continuous improvement in in-store performance indicators:** higher product availability (+1.6pp) and greater adherence to suggested prices (+1.1pp YoY).
- **Targeted and convenient innovations for consumers,** with highlights including the Meu Menu Perdigão ready-meals line and new Sadia Hot Bowls.

## Commemorative

- **Continued leadership of our brands during the Brazilian Christmas season,** with Sadia consolidated as “Top of Mind” in the Christmas Dinner category and Perdigão celebrating its pioneering role with 45 years of Chester.
- **Contribution from innovations,** highlighting new products in the Chester line.



# BRF: highlights – External Market

## GCC and Türkiye

- **GCC: volume growth**, driven by local sales, reinforcing the region’s competitive advantages: **strong brands and distribution**. Highlight for processed products, which reached a **record-high volume**, with a **1.3pp YoY market share gain**.
- **Türkiye: record-high sales volume in processed products**, mitigating the effects of a higher chicken supply environment.

**Sadia** 38.6%  
market share  
in the GCC<sup>1</sup>

**Banvit** 24.3%  
market share  
in Türkiye<sup>1</sup>

## Direct Exports

- **Southern Cone: record-high volume in processed products**, supported by strong brands in the region.
- **Direct Exports: achievement of 230 new export authorizations** since 2022.



**Processed products volume**  
(Base 100 = 2023)



(1) Nielsen



# Acceleration of investments,

preparing the Company to meet growing demand for proteins

	Construction of a processed products plant in Jeddah	Expansion of the breaded products line in Kezad	Investments in the hamburger line in Henan
	Expansion of breaded products capacity in Uberlândia	Expansion of sausage lines in Videira and Concórdia	Expansion of margarine production capacity in Vitória de Santo Antão
	Expansion of chicken slaughtering capacity in Lucas do Rio Verde	Expansion of the shawarma line in Dammam	Optimization of the chicken processing line in Buriti Alegre
	Expansion of beef slaughtering capacity in Brazil, Argentina, and Uruguay	Expansion of the pouch line at the Pampeano plant	Optimization and automation of the Liberal plant

M&As  
R\$1,059 mm

Processed foods plant in Henan Province

Entry into the chilled chicken segment, with local slaughtering in Saudi Arabia, through Addoha<sup>1</sup>

Expansion of the portfolio into gelatin and collagen through the acquisition of a 50% stake in Gelprime

(1) Addoha Poultry Company in Saudi Arabia, in which BRF Arabia holds a 26% minority stake

Completed in 2025  
 Ongoing, with completion expected in 2026.

**MBRF**

Marfrig bfr

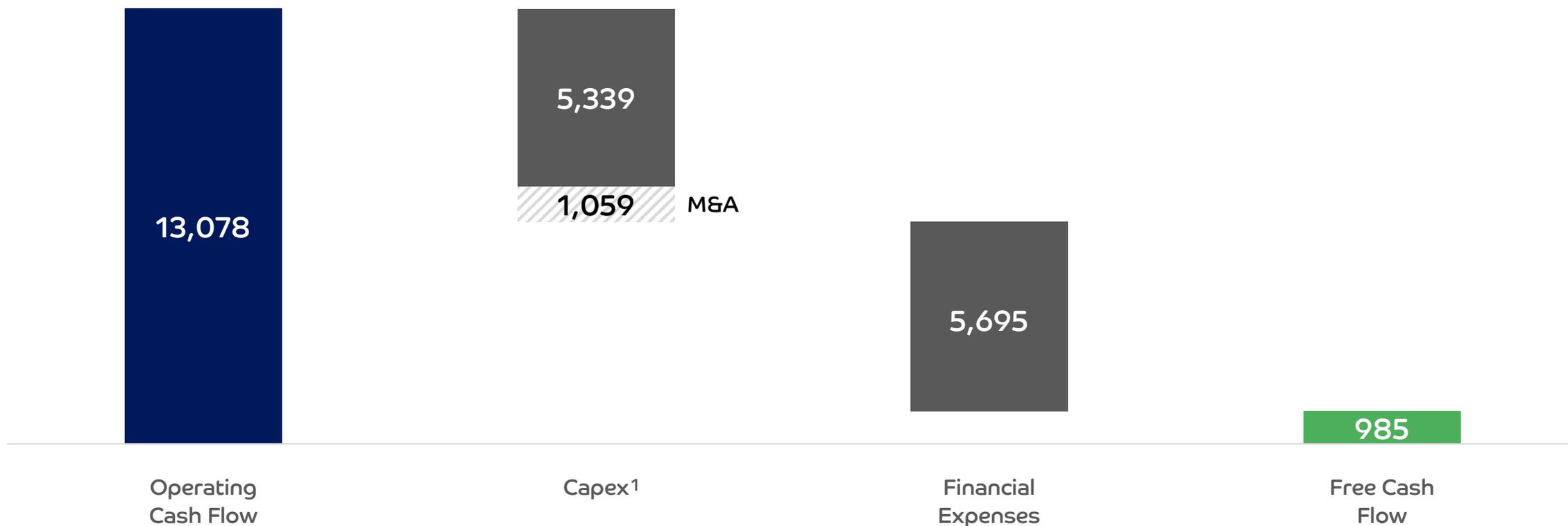


# Financial highlights

2025

# Free Cash Flow

R\$ million

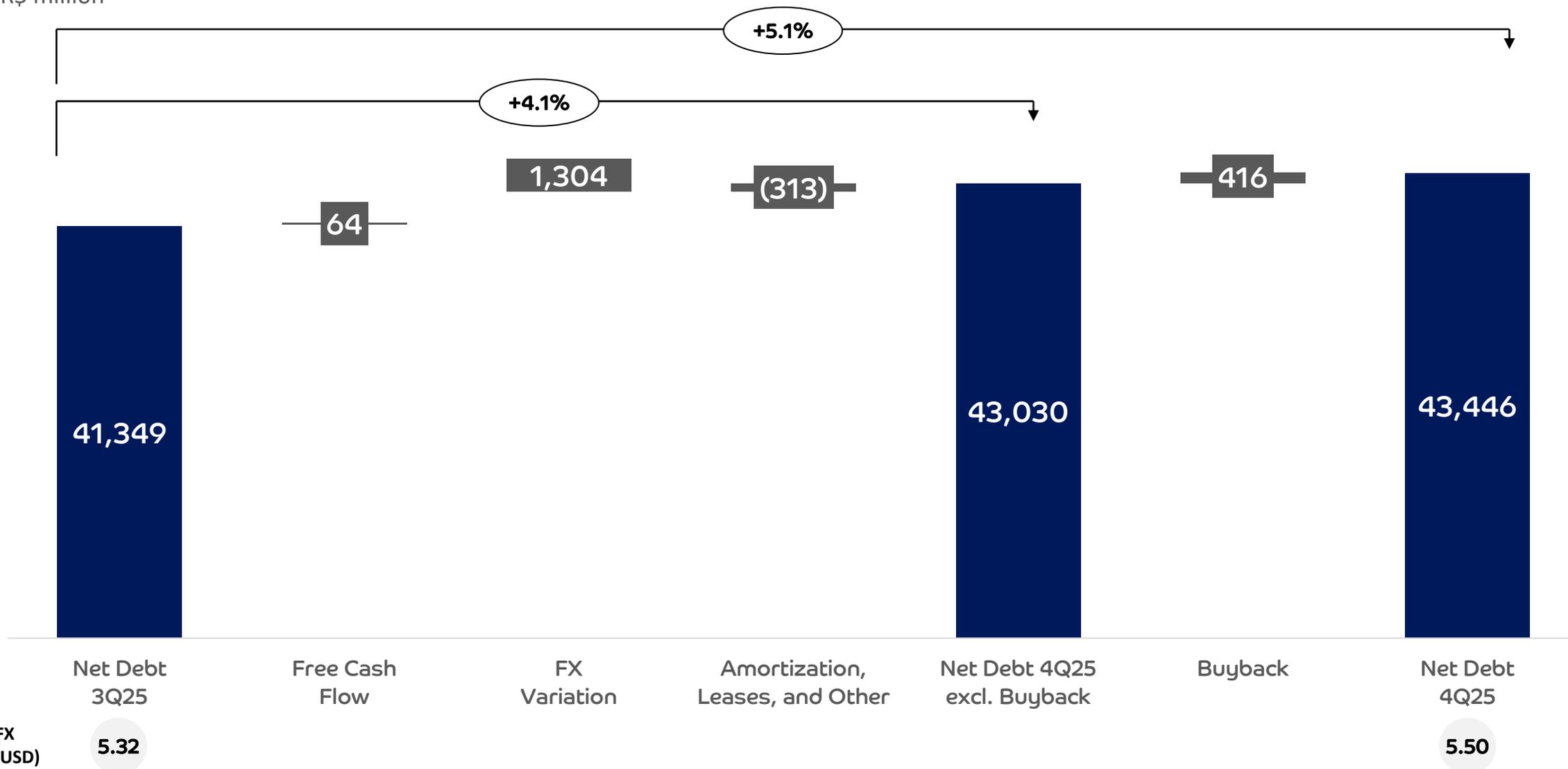


(1) Excludes BRF S.A.'s buyback program

2025

# Net Debt Evolution

R\$ million



**MBRF**

Marfrig bfr



**ESG**  
**highlights**

2025

# ESG: highlights and developments



## Origin control

**100% monitoring of the cattle supply chain**, covering both direct and indirect suppliers, while also maintaining 100% control over grain sourcing in Brazil.

Verde+ Program: re-inclusion of more than 180 farms in 2025.



## Sustainability governance

**Achievement of CDP Triple A status** (Climate, Water Security, and Forests).



## Animal welfare

**100% cage-free eggs** across all operations.



## Climate change

**80% renewable energy**, in line with the global target of reaching 100% by 2030.

Launch of the **Low-Carbon Beef Protocol** in partnership with Embrapa.



2025

# Final remarks

## Solid results



Highest volume and revenue since the consolidation of BRF (2022).

Global presence strengthened by a multi-protein platform with strong brands, well positioned to meet growing demand for proteins.



## Beef North America

Drop in volume in line with industry slaughter levels, partially offset by the higher average carcass weight.



## Beef South America

Significant volume gain, resulting from increased capacity and productivity over the past few years.

## BRF



Record-high volume reinforces the growth trajectory, driven primarily by processed products.

The resumption of exports to the European Union and the acquisition of Gelprime strengthen the business diversification strategy, with a focus on expanding profitability.

## Synergies and efficiency



Implementation of the corporate structure optimization initiative, with progress in commercial integration and supply chain and value engineering initiatives.

Additional capture of R\$1bn<sup>1</sup> through the Efficiency Program in 2025, with continued improvement in operational indicators.

## People



Consolidation of a robust and strategic people development journey, with a record 1.8 million training programs completed, totaling 4.2 million hours of training.

**MBRF**

Marfrig bfr



(1) Savings are being measured by improvements in operating indicators compared to the same period of the previous year. The amounts captured will be reflected in our results according to the inventory turnover of our chain.

# NOVA LINHA POP SADIA

Sua lanchonete em casa



**MBRF**

Marfrig bfr

Sadia

Sala Bassi

PERDIGÃO

Qualy

National Beef

Banvit

PATY

Tacuarembó  
Steakhouse

# Q&A