

MANAGEMENT COMPENSATION POLICY

1. Introduction

This Work Instruction establishes the operational and control procedures to be applied in the process of Defining the Remuneration of the Management of Marfrig Global Foods S.A.

2. Objective

This Management Compensation Policy ("Policy") aims to establish the guidelines, criteria and requirements to be observed in determining the remuneration of members (i) of the Board of Directors ("Board"); (ii) of the Executive Board ("Executive Board" and jointly "Managers"); and (iii) of the Fiscal Council ("Fiscal Council") of Marfrig Global Foods S.A. ("Marfrig" or "Company"), with the aim of attracting, retaining and establishing criteria, responsibilities and definitions of the remuneration of managers. In addition, it seeks to encourage the Company's executives to grow and develop in order to reach their maximum potential, in line with the Company's objectives, with their performance recognized through incentive payments (short and long term), respecting current market practices.

3. Field of application

This policy applies to Marfrig Global Foods S.A. and encompasses any remuneration received by the Managers for their work, both in the Company and on the Board of Directors, Executive Board or Committees.

4. Term of Commitment

Marfrig's senior management is committed to providing human and financial resources to implement the Management Compensation Policy.

5. Description

5.1. Definition of Managers' Remuneration

The Compensation, Corporate Governance and Human Resources Committee is the body responsible for assessing the Company's managers and the consequent

compensation due to each of them under the terms of its compensation policy. The committee is made up of members of the Board of Directors. The parameters used to define management compensation are based on market practices. The composition of the Management remuneration is defined by means of a salary survey, carried out over a period of no more than 2 years, with a selected group of companies (*peer group*) in the food segment and national publicly held companies operating abroad, where the competitiveness of the various components of the executives' total compensation (base salary, short and long-term incentives and benefits) is analyzed. Based on the results of the salary survey, the Marfrig Group Salary Table is revised, which makes up the Company's job and salary structure (fixed portion). For the variable portion, we have short- and long-term remuneration, the calculations of which are based on the achievement of financial and individual targets.

5.2. Composition of Management Compensation

5.2.1. Board of Directors

The remuneration of the members of the Company's Board of Directors consists of a fixed monthly remuneration, determined annually for each of its members, and certain benefits with the aim of monetarily rewarding the members of the Board of Directors according to their skills and professional experience with the Company. Among the benefits is the use of company aircraft for private purposes. The members of the Company's Board of Directors receive different remuneration, as they are paid according to their level of participation. And for the same reason, there are members of the Company's Board of Directors who receive higher remuneration than statutory officers. The Company's stock option plan provides for the possibility of variable remuneration for the Board of Directors.

5.2.2. Statutory Executive Board

The remuneration of the members of the Company's statutory Executive Board is made up of:

- a fixed portion, which includes a fixed monthly salary, set annually for each of its members, and various benefits with the aim of monetarily rewarding the members of the Board of Executive Officers according to their skills and professional experience with the Company; and

- a variable portion, which includes (i) participation in the Company's results, and (ii) remuneration based on the Company's stock option plan.

Each Officer's monthly remuneration is linked to the evaluation of their program, as well as their individual performance.

Short-term variable remuneration and long-term incentives, in turn, are conditional on meeting internal targets and on the Company's performance. One of the indicators used to calculate the short-term variable remuneration and the long-term incentive must be linked to the ESG (Environmental, Social and Governance) theme.

With regards to direct and indirect benefits, the Management is subject to the same policies in force applicable to the Company's other employees.

5.2.3. Fiscal Council

The compensation of the members of the Fiscal Council is made up of a fixed portion, which includes a monthly remuneration, determined annually for each of its members, and a benefit with the aim of monetarily rewarding the audit directors according to their skills and professional experience with the Company.

5.2.4. Advisory Committees

All the coordinators of the various advisory committees to the Board of Directors, such as the Finance Committee, the Audit Committee, the Sustainability Committee and the Remuneration, Corporate Governance and Human Resources Committee may be remunerated for their participation in these committees.

6. Description of Procedures

At the beginning of each year, a proposal for the Management Compensation for the current fiscal year is drawn up and the following steps must be followed:

6.2.1. Preparation of the proposal for the Management Compensation (Board of Directors, Fiscal Council and Statutory Executive Board), taking into account:

- Salary history of each member of the Management;
- Salary Survey Results;
- Benefit adjustment assumptions, inflation indicators;
- Possible replacement of Management and/or election of new members of the Management.

6.2.2. After preparation, the Management Compensation proposal is presented to the Legal and HR Vice-President for approval.

6.2.3. Once approved by the Legal and HR Vice-President, the proposal is presented to the Compensation, Corporate Governance and Human Resources Committee.

6.2.4. After evaluation by the Compensation, Corporate Governance and Human Resources Committee, the proposal is presented to the Board of Directors.

6.2.5. Once approved by the Board of Directors, the proposal is taken to the Annual Meeting.

7. Miscellaneous

This Policy may be amended whenever necessary by resolution of the Board of Directors, provided that any changes must be disclosed to the market in accordance with the applicable legislation and regulations.

8. Term

This Policy shall come into force on the date of its approval and may only be amended by resolution of the Company's Board of Directors.