

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

## **1. Purposes**

This policy guides and establish guidelines to be observed in the development of strategies and actions designed to promote the engagement of the publics with which Marfrig Global Food has a relationship with the activities and actions undertaken by the Company. It also determines criteria to adopt practices that encourage the dialogue with the stakeholders, in a way to bring new perspectives to the business management.

## **2. Scope**

The guidelines and directions presented in this Policy must be observed by all professionals of Marfrig Global Foods that interact with the publics with which the Company has a relationship in their work routines. It includes direct employees, without distinction between hierarchical levels, and service providers. The preparation, update and dissemination of this policy, in turn, is under the Sustainability and Corporate Communication Board' responsibility.

## **3. Organizational principles**

The engagement efforts of the stakeholders in Marfrig Global Foods are focused in communication and relationship strategies and actions developed by different corporate areas. Designed to accountability and creation of dialogues with different publics, the initiatives must be supported by the following principles:

- i. Observing the guidelines established in this Policy and in the Code of Ethics, in addition to other organizational rules and principles of the Company, such as the Social Responsibility and Sustainability Policies.
- ii. Being developed in order to add to the compliance with the Strategic Planning.

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

- iii. Establishing coherent, uniform dialogues and in line with the institutional commitments of Marfrig, ensuring listening channels to the relationship publics.
- iv. Maintain and defending the Company's image and reputation.
- v. Adjusting the messages, languages and channels to the different publics.
- vi. Adopting a cooperative conduct between areas, without distinction of hierarchical levels.
- vii. Being in line with the Mission, Values and Vision, which express the position and commitments assumed by the Company before the publics with which it relates:

Mission

To globally provide the best protein and establish long-term relationships with consumers, creating high quality and safety products.

Vision

To be recognized as the best global protein company:

- grow with customers, suppliers and partners through innovative products and operate in the best markets;
- promote the Company's development and create value to the shareholder;
- keep employees stimulated and committed to serve all the production chain with operational excellence, in a sustainable manner; and
- respect the community in which it is inserted.

Values

1) Focus on the Customer

Full commitment with internal and external customers.

Attention and passion in what it does, when serving customers in all stages of the production chain.

Act with integrity and make what is right in relation to the products and procedures.

2) Simplicity

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

Clarity, objectiveness and simplicity in the decision-making, seeking to facilitate all processes. The idea of “less is more” permeates everything it does.

3) Transparency

Not to hide the issues. Behaviors and conducts aim at learning with the mistakes, so they do not happen again. Motivates dialogues with stakeholders, what help to create trust, in addition to allow improvement as professionals and persons.

4) Respect

Guided by the ethical principles and constantly motivated to develop the relationship.

5) Excellence

Constant incentive to offer innovative solutions, seeking the excellence in everything it does. This capacity is developed by the whole organization, seeking for loyalty of internal and external customers.

6) Entrepreneurship

Attention to the market context, adapting to it. Work with passion in the tasks and know how to recover from adversity, with resilience. Adopt a feeling of owner, caring for processes, productivity and resources. To be alert to anticipate demands, issues and opportunities.

**4. General Guidelines**

The employees involved in the development of strategies or engagement actions must comply with the following guidelines:

- i. To adopt behaviors based on ethics, transparency, professionalism and respect to the citizens’ rights.
- ii. To disclose consistent, true, reliable and accurate information, caring for the Company’s reliability.

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

- iii. To seek the constant improvement of disclosure of information - including data quality, channels, formats and language - in a way to establish an objective and clear communication with all public profiles.
- iv. To check that speeches and concepts in line with the institutional position are being adopted.
- v. To use neutrality in interacting with the different profiles of public, ensuring equal treatment.
- vi. To involve the stakeholders in the efforts used to ensure the sustainable development of the business, seeking cooperation to the social and environmental matters.
- vii. To conciliate different points of view, adopting instruments and processes that encourage and promote collaborative and inclusive formats of creation.
- viii. To host the different opinions and expectations of the publics with which Marfrig relates, considering them in the decision-making, in a way to generate benefits to these stakeholders and to the Company.
- ix. To exercise professional secrecy and keep confidential the strategic information to which they had access during the work routine. Information and data related to the stakeholders must be used strictly for professional purposes, and must not be disclosed without prior authorization.

## 5. Specific guidelines

In the interaction with specific relationship publics, Marfrig's purposes are:

- **Investors, shareholders and market professionals:** to ensure access to information related to the economic-financial performance and social and environmental disclosed with transparency, accuracy and integrity, equity and timeliness.
- **Employees (direct and indirect):** to make available information channels exclusive to this public, with updated information on the

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

Company's performance, programs and projects developed, indicators and goals. Also, employee environment work surveys must be performed with employees from all Units, to identify positive and attention points, and creation of action plans designed to maximize the improvement opportunities, and processes of professional performance analysis, offering feedbacks designed to contribute to the development of individuals.

- **Suppliers:** To adopt social and environmental criteria for the qualification, hiring and retention of suppliers, in addition to offering trainings to encourage the adoption of best management practices, so as to contribute to the business sustainability. To perform audits in suppliers considered as critical or in cases of suspected non-compliance with social and environmental criteria, such as the principles established in the Purchase Policy and other guiding documents.
- **Competitors:** to respect competitors, since that loyal competition contributes to the enhancement of the market. Further guidance on this matter can be found in Marfrig's Competition Policy.
- **Civil Community:** to actively participate of the initiatives that promote the enhancement of cattle raising practices and strengthening of the sector, led by Civil Community Associations and Trade Associations.
- **Government and Regulatory Bodies:** to be in compliance with the current laws and regulations, in addition to cooperating with the processes of preparation of public policies related to the cattle raising activity themes.
- **Press:** to establish a close, accessible and permanent relationship with the press, being proactive in the disclosure of information of interest, and agility when activated by the public, caring for the corporate image and reputation. Caring for the transparency and reliability of the information, to also understand the press as a strategic communication channel with other publics.

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

- **Customers:** to build long-term relationships based on reliability, ethics and trust, offering products that satisfy the needs of each customer profile, and open dialogue to identify potential demands that guide the enhancement of the products. To disclose, in a transparent way, the information regarding the products, with emphasis to aspects related to sustainability and innovation, assets which are Marfrig's differentials. To ensure the customer's privacy, caring for the information collected in the relationship routines is used only for commercial purposes and upon authorization from the subjects. This public should also be offered with simple and effective means to request the interruption in use of their data for commercial purposes.
- **Communities:** to contribute to the social development and welfare of communities in which the operations are inserted with creation of jobs, relevant social assistance programs, in addition to specific campaigns. The Company also uses the private social investment to offer social assistance programs, culture, education, health, food safety and sport practices to children in social vulnerability situation, enrolled with public schools in Brazilian cities in which it is present.

## 6. **Communication Channels**

To engage different relationship publics with direct and personalized communications, Marfrig uses on-line and off-line channels, with various dialogue and access alternatives to information about the Company and the business:

- **Website**  
Gathers institutional information, publications and news about the activities performed by the Company and about products that it makes available, in the Portuguese, English and Spanish versions.
- **Investors Relation Website**  
Institutional website page intended to shareholders, investors and professionals of the financial and stock market. With Portuguese and

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

English versions, it gathers information of interest of this public, making the data on the company and its management, business strategy and financial-economic results, among others, transparent.

- **Customer/Consumer Service (SAC)**

Channel that enables the direct contact between the customers/consumers and the company. The channel offers guidance, clarifies doubts and receive comments, critics and suggestions.

- **Sustainability Reports**

Annual disclosure of information and data on the business strategy and its results in the 12-month period, which also includes the accounting of initiatives and practices related to the respect to the environment, actions to mitigate de environmental impact and social responsibility actions, including goals and results.

- **Interviews to the press**

Statements from Company’s spokesperson regarding institutional themes and related to the business, to the printed and electronic media vehicles, both national and foreign.

- **Institutional Representation**

Participation of employees, as Marfrig’s representatives, in work groups designed to matters relevant to the operation sector’s development and improvement of the adopted practices, with representatives of other companies, governmental bodies or organization of the civil society.

- **Social Media**

Digital environments in which Marfrig keeps profiles and established direct contact channels with the community.

## 7. Responsibilities

- Employees: to know and care for the compliance of this Policy, including in their routines the guidance established herein. They

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

should also participate in the training programs on communication and engagement that may be offered, making efforts to take advantage of the guidance transmitted therein.

- **Leaderships:** to spread, among their teams, the principles and guidelines of this Policy.
- **Product and Business Board:** to evaluate the social, environmental and economic impacts on the planning of new projects/products, or significant changes in the existing ones.
- **Human Resources Board:** to build emotional bonds with the employee, in line with the formal commitments assumed by Marfrig with respect to the human rights. To ensure safe and healthy work environments and opportunities for the professional development, appreciating diversity, and to ensure dialogue channels and access to information regarding the Company.
- **Purchase Board:** to include social and environmental assumptions in the hiring criteria, engaging the suppliers in responsible and sustainable business models.
- **Investors Relation Board:** to ensure to the shareholders, investors and general market the disclosure of information regarding the Company in a timely, full and transparent manner.
- **Sustainability and Corporate Communication Board:** to preserve the image and reputation of the Company by means of promoting relationship actions and disclosure of information with the press, in a proactive and reactive manner, cherishing the transparency and timeliness. To lead in the organization, the inclusion of topics and processes related to sustainability, ensuring business perpetuity, contributing to a healthy environment, a fair community and the economic and social development of the country.
- **Institutional Relations Board:** to defend Marfrig's interests in public policies with the executive and legislative branches, in addition to trade associations. To develop an internal relationship with the Company's employees to create interest defense strategies, as well as to support



 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

the Company's relationship as a whole and its representatives before the government.

- **Commercial Boards:** to establish trust relations with customers, seeking alternatives for the production and supply of products to effectively contribute to the growth of business of these partners, performing its attributions in line with the highest ethical standards and free competition principles. To assume the responsibility for the information obtained with customers, keeping it under secrecy and using it exclusively for commercial purposes by authorized professionals, upon authorization of the subjects.
- **Marketing Board:** to disseminate clear and reliable information on Marfrig's products through the different channels of the Company. To ensure secrecy and privacy to the information obtained from customers through the service channels, limiting the use for commercial purposes, upon authorization. Also, mechanisms for the customer to request the removal of its information from Marfrig's data base must be offered.
- **Information Technology Board:** to establish effective and reliable processes to ensure the security of customer's information, including mechanisms to request prior authorization to use the data for any purpose other than the commercial one, in addition to simple and effective means for the customer to request that such use is interrupted. In order to ensure that the data is accessed only by authorized employees and to avoid the undue use of the information, internal or external verification routines must be established. The effectiveness of the security systems established, in a way to avoid access or misappropriation of information by third parties, in turn, must be assured through external audits.

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

## 8. Impact assessment


The impacts of the engagement strategies and actions in short-, medium- and long-term are verified and managed through:

- i. Specific methods and metrics to follow up and measure the reach of engagement efforts, in on-line and off-line environments.
- ii. Crisis management processes or conflicts with the relationship publics.
- iii. Follow up, assessment and measurement of good practices in the value chain.
- iv. Periodic satisfaction and/or insight surveys.
- v. Identification of the most relevant themes to the stakeholders, from the business sustainability perspective, in a way to give priority to the expectations of these publics in the Company's strategies. The evaluated information, in addition to being used as guidelines for the decision-making and in specific projects, contributes to the definition of indicators to measure the Company's performance in aspects related to sustainability. In this regard, to carry out:
  - a. Materiality analysis that consider the opinions and demands of stakeholders in the operation impacts assessment, consultation which must occur periodically, at least every two years, or when there are significant changes in the operations.
  - b. Studies of externalities generated to the community by the units' operations and by the Company's products.

## 9. Final Provisions

This Policy becomes effective on the date of its approval by the Board of Directors and revokes any contrary rules and procedures. The Sustainability and Corporate Communication Board is responsible for proposing changes to this Policy to the Board of Directors, whenever required.

Employees, suppliers or other stakeholders that note any breaches of this Policy may report the fact through [sustentabilidade@marfrig.com.br](mailto:sustentabilidade@marfrig.com.br)

 <b>ENGAGEMENT WITH STAKEHOLDERS POLICY</b>	VERSION 001
	APPROVAL DATE 31/08/2020
	NEXT REVIEW DATE 31/08/2021

The breach of the guidelines of this Policy by the employees and service providers will lead to the application of liability measures, as per the respective severity of the event.

