

 STAKEHOLDER ENGAGEMENT POLICY	VERSION 3.0
	DATE OF APPROVAL 10/11/2022

1. Objectives

This policy aims to provide guidance and establish guidelines to be observed when developing strategies and activities to boost the engagement of those target audiences with which Marfrig Global Food relates, in the Company’s activities and actions. It also lays down criteria for the adoption of practices that encourage dialog with stakeholders, so as to imbue business management with new prospects.

2. Scope

The guidelines and instructions presented in this policy are to be observed by all professionals employed by Marfrig Global Foods who interact with the company’s target audiences in their everyday working routine. This includes direct employees, regardless of hierarchical position, and service-providers. The Sustainability Directorate and the Corporate Communications Department are responsible for drafting, updating and disseminating this Policy.

3. Organizational Principles

Efforts to engage the stakeholders of Marfrig Global Foods focus on communications and relations strategies and actions that are carried out by a range of corporate departments. Aiming to render account to, and set up dialog with, a range of target audiences, the initiatives abide by the following principles:

- i. To abide by the guidelines laid down in the present Policy and in the Code of Ethics as well as other Company organizational standards and principles, such as the Social Responsibility Policy and the Sustainability Policy.
- ii. To be created in order to add to the compliance with Strategic Planning.
- iii. To set up coherent and homogeneous dialogs that are aligned with Marfrig's institutional commitments, making sure channels exist for stakeholder audiences to be duly heard.
- iv. To preserve and defend the Company's image and reputation.
- v. To adjust message contents, language and channels to a range of target audiences.
- vi. To promote collaboration among areas, regardless of hierarchical levels.
- vii. To be in line with the Company's Mission, Values and Vision, which express the company's positioning and the commitments it has undertaken on behalf of stakeholder audiences:

Mission

To supply the world with the best protein and establish long-lasting relationships with consumers, producing high quality, totally safe products.

Vision

To be recognized as the world's best protein company:

- to grow alongside clients, suppliers and partners by producing innovative products and operating in the best markets;
- to develop the Company and create value for shareholders;
- to keep employees motivated and committed to serving the entire production chain sustainably and with operational excellence; and
- to respect the society of which we form a part.

Values

1) To be Client-focused

Total commitment to internal and external clients.

To do what we do with attention and passion, when serving clients at all stages of the production chain.

To act with integrity and do the right thing concerning products and procedures.

2) Simplicity

Clarity, objectiveness and simplicity in decision-making, seeking to facilitate all processes. The idea that "less is more" pervades everything the Company does.

3) Transparency

Not hiding problems. Behaviors and actions aim at learning from mistakes, to avoid them recurring. Dialog with stakeholders is encouraged, helping generate trust, and enabling professional and personal improvement.

4) Respect

Guided by ethical principles and constantly motivated to develop relations.

5) Excellence

Constantly encouraging innovative solutions, seeking excellence in everything it does. This capacity is developed by the entire organization, which is seeking to be true to its internal and external clients.

6) Entrepreneurship

Paying attention to the market context and adapting to it. Working on tasks with passion and knowing how to respond to adversity with resilience. Feeling ownership, taking care of processes, productivity and resources. Staying alert to keep ahead of demands, challenges and opportunities.

4. General Guidelines

In order to comply with the following guidelines, those employees involved in creating engagement strategies or actions, must:

- i. Adopt behavior that is based on ethics, transparency, professionalism and respect for citizens' rights.
- ii. Take up stances that align with the values championed by the Company.
- iii. Disclose consistent, truthful, reliable and accurate information, so as to uphold the Company's credibility.
- iv. Seek constant improvement in the dissemination of information – including the quality of data, channels, formats and language – so as to set up clear and objective communications with all audience profiles.
- v. Make sure that messages and concepts being disseminated are aligned with the institutional positioning.
- vi. Be completely fair in their interactions with different audience profiles, in order to ensure equality of treatment. Marfrig does not under any circumstances allow any kind of discrimination against any population group of any profile.
- vii. Involve stakeholders in efforts made to ensure the sustainable development of business, seeking their cooperation in social and environmental issues.
- viii. Reconcile different points of view, by adopting instruments and processes to encourage and promote collaborative and inclusive formats of creation.
- ix. Welcome different points of views and expectations from the audiences with which Marfrig relates, taking them into consideration in decision-making, so as to benefit these stakeholders and the Company alike.
- x. Maintain professional privilege and keep confidential all strategic information to which they may have had access during the working routine. Information and data on stakeholders must be used strictly for professional purposes and must not be disseminated without prior authorization.

5. Specific Guidelines

When interacting with specific relational audiences, Marfrig's goals are:

- **Investors, shareholders in market professionals:** to ensure transparent, accurate, timely, equitable, integral access to information regarding economic, financial, social and environmental performance.
- **Employees (direct and indirect):** to make exclusive informational channels available to this audience, with updated information on the Company's performance, programs and projects as well as indicators and targets. Workplace environment satisfaction surveys must also be carried out among employees at all Units in order to identify positive points as well as points of attention, and action plans must be drawn up in order to maximize opportunities for improvement, as well as professional performance analysis processes which give feedback aimed at helping individuals develop.
- **Suppliers:** to adopt social and environmental criteria in qualifying, hiring and retaining suppliers, and offer training initiatives to encourage them to adopt best management practices so as to contribute to business sustainability. To carry out audits on suppliers deemed to be critical, or in the event of a suspected non-compliance with social and environmental criteria, such as those principles established in the Purchasing Policy and other guideline documentation.
- **Competition:** to respect the competition, because fair competition helps improve the market. More guidance on this issue can be found in Marfrig's Competition Policy.
- **Civil Society:** to play an active role in initiatives to foster improvements in livestock-raising practices and sectoral strengthening, headed up by Civil Society Associations and Professional Associations.
- **Government and Regulatory Agencies:** to adhere to the current legislation and regulations, and cooperate with public policy drafting processes concerning livestock-raising issues.

- **Press:** to establish an ongoing, approachable and close relationship with the press, and be proactive when disseminating information of interest, responding quickly when required to by the public, upholding the Company's image and reputation. To foster transparency and reliability of information, and understand the press as a strategic communication channel for other audiences.
- **Clients:** to build long-standing relationships based on credibility, ethics and trust, offering products that meet the needs of each client profile, and an open dialog to identify possible demands that can guide the enhancement of products. Transparently to disseminate product-related information, highlighting their sustainability and innovation features, which are assets giving Marfrig a competitive edge. To ensure client privacy, making sure that information gathered in routine relationship operations is used only for commercial ends and subject to authorization by the information-owners. This audience must also be provided with simple, effective means to ask for the use of their data for commercial purposes to be ended.
- **Communities:** to contribute to the development and social well-being of communities in which our plants operate, by generating employment, significant social welfare programs, and specific campaigns. The Company also uses private social investment to offer social welfare, cultural, educational, health-related, food safety and sports programs to socially-vulnerable children who are enrolled in public schools in the Brazilian municipalities where it is present.

6. **Communication Channels**

To engage a range of relational audiences through direct customized communications, Marfrig uses both on-line and off-line channels, with a range of styles of dialog and access to information on the Company and on business:

- **Website**

The Company's website collates institutional information, publications and news on the Company's activities and the products that it makes available: in Portuguese, English and Spanish.

- **Investor Relations Web Page**

A page on the institutional website intended for shareholders, investors and professionals operating in the financial and capitals markets. In Portuguese and English, the website provides transparent information on the Company, how it is being managed, its business strategy, and its economic and financial results to that audience.

- **Client/Consumer After Sales Care**

This channel enables direct contact between clients/consumers and the company. The channel provides guidance, clarifies queries and accepts comments, criticism and suggestions.

- **Sustainability Reports**

The annual publication of information and data on business strategy and its results for the 12-month period, which also includes rendering account for initiatives and practices concerning respect for animals, society and the environment, measures to mitigate impacts, report on advances, actions, to the environment and social responsibility actions, including targets and results.

- **Press Interviews**

Declarations given by Company spokespeople to Brazilian and foreign printed and electronic media outlets on institutional matters relating to business.

- **Institutional Representation**

The participation of employees as representatives of Marfrig, in working groups that tackle issues that are relevant to the development of the industry

in which it operates, and to the improvement of the practices it has adopted, alongside the representatives of other companies, government agencies or civil society organizations.

- **Social Media**

Electronic environments in which Marfrig maintains profiles and has established channels for direct contact with society.

7. Responsibilities

- Employees must be aware of, and strive to comply with, this Policy, adopting the guidance established in it in their working routines. They should also take part in any training initiatives on communication and engagement that may be given, and make efforts to use the guidance that is communicated.
- Leaders: to disseminate the principles and guidelines of this Policy among their teams.
- Product and Business Directorate: to assess the social, environmental and economic impacts during the planning of new projects/products, or of significant changes to those already existing.
- Human Resources Directorate: to build emotional ties with employees in line with the formal commitments to respect human rights that Marfrig has undertaken. To make sure that the workplace is safe and healthy and provides opportunities for professional development, valuing diversity, and ensuring channels for dialog and for access to information on the Company.
- Purchasing Directorate: to include social and environmental factors in its hiring criteria, engaging suppliers to take part in a responsible and sustainable business models.
- Investor Relations Directorate: to make sure that information on the Company is made available in timely, transparent and integral fashion to shareholders, investors and the market in general.

- Sustainability and Corporate Communications Directorate: to preserve the Company's image and reputation by promoting press-relations actions in order to disseminate information in a transparent, timely, proactive and reactive fashion. Within the organization itself, to lead the inclusion of sustainability-related narratives and processes, ensuring that the business will be long-lasting, and contribute to a healthy environment, a fair society and the economic and social development of Brazil.
- Institutional Relations Directorate: upholding Marfrig's interests in public policies among the executive and legislative branches and professional associations. To promote internal relations with the Company's employees so as to develop strategies for defending its interests, and for providing support for the relationship of the entire Company and its representatives with the Government.
- Commercial Directorates: to establish relations of trust with clients, seeking ways in which the production and supply of its products may effectively contribute to the growth of the businesses of these partners, and performing its duties in line with the highest possible ethical standards and principles of free competition. To take responsibility for information obtained from clients, keeping it confidential and making sure that it will only be used, by authorized professionals, exclusively for commercial purposes, subject to authorization by the owners of the information.
- Marketing Directorate: to disseminate clear and reliable information on Marfrig's products using the Company's different channels. To make sure that clients' information as obtained by the client service channels is kept confidential and private, and may only be used for commercial purposes, when so authorized. Mechanisms must also be offered to clients should they wish to delete their information from Marfrig's database.
- Information Technology Directorate: to establish effective reliable processes to make sure that clients' information is kept secure, including mechanisms

to request prior authorization for the use of the data otherwise than for commercial purposes, as well as simple and effective means by which the client can request that such use be halted. In order to ensure that the data is accessed only by authorized employees, and avoid undue use of information, internal or external verification routines must be established. The effectiveness of the established security systems must be guaranteed by external audits in order to avoid access to, or undue appropriation of, information by third-parties.

8. Assessment of Impacts

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

- i. Specific methods and metrics to oversee and measure the scope of engagement efforts, in both on-line and off-line settings.
- ii. Crisis- or conflict-management processes facing the audiences with which the company has relations.
- iii. Following up, evaluating and measuring Best Practices in the value chain.
- iv. Periodical satisfaction and/or perception surveys.
- v. Identification of the most important issues for stakeholders from a business sustainability point of view, in order to prioritize the expectations of these audiences within Company strategies. The information obtained, in addition to being used to provide guidelines for decision-making and in specific projects, can contribute to the definition of indicators to measure the Company's performance in sustainability matters. We shall therefore perform:
 - a. Materiality analyses taking into consideration the opinions and demands of stakeholders in the assessment of the impacts of the operations, a survey that should be carried out periodically, at least

once every two years, or whenever there are significant changes to operations.

- b. Studies of the externalities to which society is exposed by the operations of the Company's units and by its products.

9. Final Provisions

This Policy shall come into force on the date of its approval by the Board of Directors, and repeals all standards and procedures to the contrary. It is the duty of the Sustainability and Corporate Communications Directorate to propose changes to this Policy to the Board of Directors whenever necessary.

Employees, suppliers or other stakeholders witnessing any failure to comply with the guidelines of this Policy may report the fact to sustentabilidade@marfrig.com.br

Failure by employees and suppliers to comply with the guidelines of this Policy shall trigger the application of accountability measures in accordance with the gravity of the occurrence.