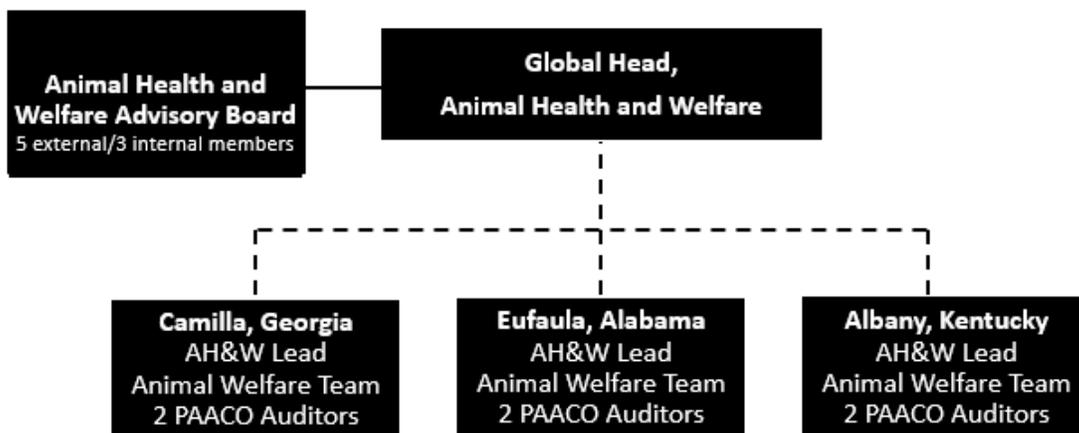




Keystone Foods Animal Health and Welfare Organizational Structure

Keystone Foods' has a defined organizational structure supporting its animal welfare program which serves to define, set and implement its Animal Welfare Program across the organization reaching back into its supply chain to its primary breeder suppliers and processors through its own broiler processing plants.

Keystone Foods' U.S. Animal Health and Welfare Structure



Roles and Responsibilities:

Global Head, Animal Health and Welfare: The Global Head of Animal Health and Welfare assumes ultimate responsibility for Animal Welfare within Keystone Foods. Responsibilities include defining, steering and coordinating all animal welfare activities for all facilities. Additionally, this role is to lead, counsel, and educate internal animal welfare leads and facility animal welfare committees on the Keystone Foods Animal Welfare Program. The Global Head of Animal Health and Welfare will act as the primary contact for animal-related issues and misconduct with regard to internal communication or direct customer communication and will serve as the internal subject matter expert in preparation of any external media communication.

Additional functions include:

1. Defining and driving overall strategy for the Keystone Foods' Welfare Program.
2. Ensuring appropriate education and training of all relevant Keystone Foods' personnel

- and contractors on these guidelines.
3. Functionally overseeing all facility Animal Welfare Leads, establishing best practices and ensuring appropriate use of resources.
 4. Defining, implementing and leading the external audit process to ensure all internal 1st party and external 2nd and 3rd party audits comply with the Keystone and customer standards and guidelines.
 5. Driving continuous improvement in animal welfare through identification of in-house opportunities, introducing new information from external sources and bringing facilitation the sharing of best practices.
 6. Reporting data regarding Keystone's audit performance to internal and external stakeholders.

Animal Health and Welfare Advisory Board: Keystone Foods' Animal Health and Welfare Advisory Board is comprised of professionals who have knowledge of poultry husbandry, production, and processing and the Animal Welfare issues associated with these areas. The Committee is made up of 9 members, five internal and four external, whose function is to review Keystone Foods' Animal Welfare Guidelines on a timely basis to address any issues that might need updating and to give Keystone Foods direction on any developing Animal Welfare issues.

Broiler Complex Structure:

Animal Welfare Lead: Within the integrated broiler complex, there is one designee who is responsible for being the point person within the complex to and through which all animal welfare issues are funneled, establishing and leading the complex's animal welfare committee, coordinating and documenting the semi-annual animal welfare training and coordinating the quarterly first, second or third party animal welfare, biosecurity and antibiotic use audits. As opportunities are identified within the complex, it is these individuals' responsibility to elevate the issue to line management as well as the Head, Global Animal Health and Welfare.

Animal Welfare Committee: The complex Animal Welfare Committee is comprised of employees across the enterprise who have animal welfare responsibility within the scope of their job and who have demonstrated leadership and interest in continuous improvement in animal welfare within the complex. There must be representation from live operations, plant operations as well as complex senior management (general manager) on the committee. The committee's responsibilities include discussing employment engagement opportunities around animal welfare, reviewing (and addressing when appropriate) animal welfare opportunities that have been identified within the complex, and reviewing audit findings.

PAACO-certified Auditors: Each location shall maintain at least two Professional Animal Auditor Certification Organization (PAACO) certified auditors on staff. Ideally, one auditor should be live operations-based and the other plant operations-based. These individuals are responsible for conducting the quarterly 1st party animal welfare audits and facilitating quarterly 2nd and 3rd party audits.

Facility/Department Animal Welfare Lead: Each facility/department within the integrated complex will designate one point-person who holds ultimate responsibility for implementation, training and day-to-day management of the animal welfare program within that facility/department. As opportunities are identified within the specific area, it is these individuals' responsibility to elevate the issue to line management as well as the Complex Animal Welfare Lead. Typically this will be the area manager within each area of live operations (breeder manager, hatchery manager, broiler manager, live haul manager) and the quality assurance manager within the processing plant.

Keystone Foods' Global Animal Health and Welfare Committee: The Global Animal Health and Welfare Committee is the platform through which relevant information is shared between representatives of each Marfrig business unit and is comprised of subject matter experts in the different species groups with which we work in each area of the world. The Global Head, Animal Health and Welfare serves as facilitator of the Committee and, as such, has direct input into the direction and function of the Committee. All of the internal members of Keystone Foods' U.S. Proteins' Animal Welfare Committee are members of the Global Animal Health and Welfare Committee. Topics generally covered include sharing of best practices, emerging issues and current events, and establishing alignment around customer requirements and requests.