

Lindy M. (Buddy) Pilgrim – Protein/Food Production & Distribution Experience

SUMMARY OF GENERAL QUALIFICATIONS

A highly credible, articulate, results-driven expert witness, consultant, executive (CEO-COO), and entrepreneur with an exceptional range of experience across all aspects of protein production and distribution. In-dept, hands-on knowledge from over 50 years' experience, combined with outstanding verbal and written communication skills necessary to lead others to quickly grasp and understand complex concepts through trial testimony, depositions, expert reports and media interviews. Highly credible under pressure and under hostile cross examination. Honest.

Functional Expertise:

Credible expertise in personnel, operations, accounting, finance, sales, marketing, and distribution for business and legal analysis – all of which come not from text-book theory but from management oversight of all aspects of basic protein production; food processing & manufacturing; finance & cost accounting; purchasing; administration; processor & wholesale distribution; and sales & marketing in domestic and international channels.

Range of Relevant Roles:

Executive and Consulting Work in the chicken, turkey, pork, and beef industries for live production operators, processors, further processors, sellers, wholesalers, distributors, exporters, restaurants, and retailers.

Litigation Expert as an Industry Operational Consultant, Business Analyst, Testifying Expert Witness, and Non-Testifying Advisor to Counsel in the relevant industries in *Sherman Antitrust, Packers & Stockyards, Federal Bankruptcy*, and *general business litigation* across multiple industries and types and forms of businesses.

Expert Professional Communicator in personal depositions and trial testimony, drafting expert reports, drafting of discovery and deposition inquiries and responses for plaintiffs and defendants, drafting factual legal briefs for local, state, and federal district and appellate courts. In-depth communication experience writing legal briefs and newsletters, public speaking, personnel training, and speaking as a surrogate for political candidates. Hosted daily radio & weekly television programs on politics, leadership, business ethics, faith, strategy, and financial management. Held leadership positions in Presidential and Congressional political campaigns. Presenter in "financial roadshows" for public debt and equity offerings in the U.S. and European financial markets.

Animal Agriculture Work:

Over 50 years of work experience across every aspect of the animal-agriculture and meat/egg food-protein business including, chicken, turkey, beef, table egg, and general agriculture industries as follows:

Production Operations: For live production of meat animals, breeder farm operations, table egg production and egg processing, corn and soybean grain purchasing & contracting, feed milling and delivery, basic (slaughter) processing, and all aspects of further processing and commercial cooking, processing, packaging.

Sales/Marketing/Distribution: For fresh and frozen foods, commodities and value-added products. All items sold into and distributed through all channels including foodservice (chain restaurants and commercial feeders); retail grocery and club stores; national and independent wholesale distributors; military, schools and governmental units; further processor/industrial kitchens; and international markets. Direct sales, sales management, and brokerage. Advertising and brand management. General distribution, storage, warehousing, transportation and logistics.

Executive Management: Served as Vice Chairman of BOD, Chief Executive Officer (CEO), President, Chief Operating Officer (COO), Executive Vice President, Senior Vice President, and Vice President of multiple companies. Led public and private companies in strategy, acquisitions, dispositions, recruiting, restructuring, expansion, construction, public offerings, banking and financing, capital asset management, and shareholder

relations. Led and advised multi-hundred million and multi-billion-dollar companies with up to 14,000 employees. **A highly respected and trusted protein industry Expert.**

LITIGATION ASSISTANCE-EXPERIENCE

US-DOJ Federal Sherman Antitrust Litigation (Case: 0:23-CV-03009-JRT-JFD) May 13, 2024 – May 2026

Sole Industry Confidential Expert Consultant and Potential Testifying Expert for Plaintiff, US-DOJ, in a Federal *Sherman Antitrust* case regarding a performance benchmarking service-provider and alleged collusive activity in the chicken, turkey, and pork industries. Providing US-DOJ *Antitrust Division* with industry expertise on all aspects of the target industries including breeder operations, live animal rearing, basic and further processing, sales, marketing, distribution, and all related performance benchmarking reporting services. Assistance in reviewing numerous filings, depositions, and discovery production. May be used as testifying or rebuttal witness. I have qualified for and received a Level 2 Security Clearance with US-DOJ and was also cleared by US-DOD.

Settlement Breach, Inventory Dispute Litigation (LLC) (Case: 01-22-0000-7772) Sep. 2024 – March 2026

Sole Industry Expert Witness for Defendants/Counter-Claimants in a continuation of the below-listed case. After settlement was reached, at time agreed to for execution of certain elements of settlement, certain parties alleged breach of the settlement respective to various matters. Clients, who were very pleased with Pilgrim's role in reaching settlement, re-engaged Pilgrim in the matter related to allegations of breach of settlement. Expertise provided involves complex financial and market analysis of inventory and commodity markets for various products in this multi-million-dollar breach of settlement dispute. Expertise included but is not limited to opinions on general business, finances, distribution, warehousing, and inventory management, and sales in the beef, pork, chicken, other meat, and food products segments. Expert data and market analysis and reports provided. The dispute is set for binding mandatory arbitration by a three-person AAA panel, March 2026, if not settled prior thereto.

Contract Non-Compete Violation Litigation (LLC) (Case: 01-22-0000-7772) Feb. 2024 – Jul. 2025

Sole Industry Expert Witness for Defendants/Counter-Claimants in a highly complex set of claims and counter-claims alleging various elements of breach of contract, violations of non-compete, and other matters in a multi-billion dollar privately held meat and food distribution business. Expertise involved opinions on a broad array of topics including but not limited to processing, further processing, cooking, and distribution of beef, pork, chicken and many other meat and food products; executive compensation for private companies; food brokerage; truck brokerage; USDA and FDA food processing/inspection; and inventory management. Case was to be adjudicated through binding mandatory arbitration by a three-person AAA panel. Provided confidential expert consulting, wrote four Expert Opinion Reports and a Rebuttal Report. Case settled in mediation immediately after filing Expert Rebuttal Report, right before scheduled deposition. Case reopened after alleged breach of settlement agreement.

Contract Breach, Negligent Misrep. & Fraud Litigation (LP) (Case: LV-2024-CV-000153) Nov. 2024 – Apr. 2025

Sole Industry Expert Witness for Defendants/Counter-Claimants in a complex set of claims and counter-claims alleging various elements of breach of contract, negligent misrepresentation, fraud, and other matters in a multi-million-dollar sale and purchase of a business. Expertise involved opinions on a broad array of topics including but not limited to the sale/purchase, installation and maintenance of processing, and further processing equipment and the construction of related facilities for use in the chicken, beef, and pork production industries; entertainment of clients and suppliers; and brokerage of services for subcontractors. Case was to be tried in District Court in Kansas but settled in mediation. Provided confidential expert consulting. Wrote Expert Opinion Report, Supplemental Report, Rebuttal Opinion Reports, and two Expert Declarations. Assisted with and evaluated expert reports of other experts, as the sole industry expert. Prepped for deposition and trial testimony before mediated settlement came after Pilgrim's Expert Rebuttal Report and right before scheduled deposition. Retaining attorney described Pilgrim's work as "*impeccable*."

Residential Appraisal & Appraisal District Methods Litigation (Case: 471-06753-2024) Sep. 2024 – Present

Pro Se Plaintiff and Testifying Expert Witness in a suit filed in District Court in Texas related to residential property tax appraisal values for 2024 and 2025, and against the Collin [County] Central Appraisal District for arbitrary and capricious use of non-standard and not generally accepted methods and techniques of property appraisal. Qualified, as property owner, to offer an opinion on property value. Drafted the Complaint, Amended

Complaint, all Discovery Requests and Responses, Disclosures, Motions, and all other filings. Case is set for Bench Trial November 25, 2025, with a Motion for Continuance to February or March 2026 now pending before the Court.

Municipal Utility District (MUD) Permit Case (Case: SOAH 582-23-01498)

Aug. 2022 – Current

Pro Se Protestant Litigant and Testifying Expert Witness along with two cities and 58 citizens in the Texas State Office of Administrative Hearings (SOAH) court for two phases of a case challenging a petition for creation of a MUD by a land developer. Case involves complex environmental and business organization issues for a Limited Partnership and related LLCs. Serving as Expert in requirements of a LP to conduct business and apply for permits in Texas. Commenced August 2022, remanded to TX Commission On Environmental Quality (TCEQ) in 2024, then back to SOAH September of 2025 for 2026 Trial. Wrote over 150 pages of briefs, motions, and discovery requests. Served and took depositions on multiple people and testified at hearings. Coordinated mediation. Consulting expert on operational matters, finance and accounting. Testifying expert on LP business organizational requirements.

Wastewater Treatment Permit (WWTP) Permit Case (Case: SOAH 582-22-02856)

Aug. 2022 – Present

Pro Se Protestant Litigant and Consulting Expert with two cities in MUD-related TCEQ case in SOAH court for WWTP permit. Wrote 100 pgs. of briefs, motions and discovery requests. Served and took depositions on multiple people. Was deposed and testified at hearings. Coordinated mediation. Consulting expert on operational matters, finance and accounting. Expert on LP business organizational issues. WWTP case is on appeal in Texas District Court (D-1-GN-23-008332). Assisted Appellate Counsel in drafting factual elements of Brief.

Sherman Antitrust Litigation Class Action Litigation (Undisclosed Client and Case)

Aug. 2015 – 2022

Non-Testifying Sole Industry Expert. Served 8 years as a confidential, non-disclosed, non-testifying chicken industry expert in a multi-billion-dollar federal Sherman Antitrust Class Action case regarding supply, pricing, and distribution of chicken. Initially fulfilled a major role in analyzing the strength of *potential* claims. After justifying filing, I assisted with class certification, merits, and analyzing/reconstructing facts for trial. Crafted narrative for counsel explaining the entire chicken supply chain process involving breeding, hatching, raising, processing, pricing, selling, and distributing chicken to all market segments. Worked extensively as sole chicken industry expert with the entire 20-person team of attorneys and economic experts drafting discovery, assisting in depositions, and reviewing facts, testimony, documents, and data on manipulation of domestic chicken breeder supplies and the market impact.

Contract Chicken Grower Class-Action Litigation (LPs & LLCs) (Case: 2:09-cv-397)

Jan. 2011 – Dec. 2012

Sole Industry Expert Witness for 260 independent chicken breeder-hen and grow-out plaintiffs for three trials in federal Packers and Stockyards Class Action market manipulation litigation against the world's second largest chicken processor, for wrongful termination of independent contract chicken producers. Materially assisted with discovery and depositions of Defendants. Wrote Expert Opinion Reports and testified extensively at trial. Worked extensively with the testifying Expert Economist. Sat in court with the legal team *throughout* all trials to advise real-time on direct and cross examination. Participated in daily trial prep of questions for direct and cross-examination of all witnesses. Assisted in drafting numerous briefs filed, including substantial portions of a brief defending against an Appeal Defendants filed in the 5th Circuit in New Orleans. Attended 5th Circuit Appeal.

Federal Bankruptcy Court – Unsecured Creditors Comm. (Case: 08-45664-DML-11)

Dec. 2008 – Apr. 2010

Sole Operational Consultant/Expert for any party in this \$3.5 billion federal bankruptcy case. Recruited by and directly served the Unsecured Creditors Committee but also worked with, advised, and consulted with secured creditors, bond holders, investment bankers, individual trade creditors, six national M & A firms, the Equity Committee, attorneys for all parties, and the CRO to help all parties understand the complexities of the vertically integrated chicken business, including all critical aspects of the entire supply chain. Evaluated every aspect of the business to help negotiate 100% recovery, plus interest, for unsecured creditors and survival of 36% of old equity.

DIRECT PROTEIN/FOOD MANAGEMENT & CONSULTING EXPERIENCE

Prosper Farms I, LLC (Private, Live Poultry Rearing Company)

Sep. 2003 – Sep. 2005

Founder, President, and Majority Partner. Devised a unique financial model and partnership structure providing fractional ownership to small investors in large, highly competitive grow-out farms for raising chickens as a contract

grower for a major vertically integrated chicken processing company. Designed and built 100 state-of-the-art broiler chicken houses on ten contract farms designed to maximize production efficiency and bird health. Recruited qualified managers to oversee the day-to-day care and feeding of the birds from day-old baby chicks to market-ready maturity. Recruited investors. Sold the business yielding 1,244% ROE for the partnership in only 20 months.

Simmons Foods S-Corp (Private Chicken and Pet Food Company)

Nov. 1999 – Mar. 2005

Vice Chairman & CEO. Hired as a “turnaround” CEO, B.O.D. Member, and executive mentor to train 3rd generation family management of this \$600 million privately held chicken and pet food company. Reversed a 10 yr. trend of declining performance; improved \$19.1 million per yr.; refocused the business strategy, exited underperforming markets, and closed disadvantaged distribution facilities. Completely reoriented marketing from retail to wholesale and institutional distribution strategy. Implemented a strategy to acquire the Pet Food Division’s largest competitor. Revised breeder-broiler live production strategy, taking it from one of the industry’s worst to one of the best.

Foster Farms, Corp (Private Chicken and Turkey Company)

Jan. 1999 – Nov. 1999

Strategic Consultant. Hired as consultant to the President when this large and very profitable retail fresh chicken and turkey company decided to enter the cooked chicken business and expand into foodservice distribution and sales. Developed overall business strategy and operating plans; assisted in defining the capabilities and layout of a new production facility; guided product line development and live bird requirements; established a comprehensive cost accounting model and formulated plans for all markets. Worked with operations to implement plans. Guided the transition from servicing only retail grocery chains to supplying foodservice through distributor networks.

Hudson Turkey, Corp. (a Div. of Hudson Foods Inc.)

Jun. 1992 – Mar. 1993

Vice President, General Manager. Served as “turnaround” GM for this \$100 million vertically integrated turkey business, and Vice President of the parent company. Led complete review of all aspects of turkey business from breeder operations through sales of cooked finished products. Reversed 5 yr. trend of declining performance; improved bottom line \$8.0 mil. per year; refocused the business strategy; exited underperforming markets/products; implemented “best practices” operating and distribution strategy. Oversaw and improved all aspects of turkey production breeder and live operations, processing, further processing, sales, marketing, and distribution.

Hudson Foods, Inc. (Corp. Engagement for Billion-dollar NYSE Co. [now Tyson Foods])

Sep. 1990 – Mar. 1993

Executive Strategic Consultant & Vice President. Served as strategic consultant to the Chairman & CEO, President & COO, all Executive Vice Presidents, and to the BOD for this multi-billion-dollar NYSE-listed vertically integrated chicken, turkey, beef, and pork agri-business company. Engaged by all four major business units to formulate business strategy and optimization operations and sales. Served as personal advisor to the Hudson family, as an independent member of the Executive Committee, and as an adjunct Board Member. Led review of all of aspects of beef, pork, chicken and turkey business units from live production through sales and distribution.

Randall Farms, S-Corp (Multi-protein Private Distributor/Prodc’r)

Jan. 1991 – Aug 1993; Jul. 1998 – May 1999

Strategic Consultant. Hired periodically as consultant to the President of this \$500 million Southern California independent meat and poultry distributor. Developed a new supply-chain strategy leading to \$3.0 million per year savings in poultry purchasing. Conducted business and industry analysis for strategic decision regarding “backward integration” into vertically integrated chicken production. Advised on all aspects of the business.

Pilgrim’s Pride Corporation (PPC) (NYSE Listed Chicken Co.)

Apr. 1993 – July. 1998

President & COO, BOD Member. Returned to PPC April 1993 as President, COO, and Board Director following a 3-yr absence, during which the business fell into severe strategic and financial problems. PPC is one of largest vertically integrated chicken companies in the U.S. and world. Led a “turnaround” to reverse a (\$30.0) million loss to a \$32.0 million dollar profit in first 12 months. Restructured long and short-term debt; replaced bank revolver group; totally revised the business strategy. Updated all aspects of breeder-broiler live operations and basic processing. Refocused business from fresh/commodity to value-added products for national and regional chain restaurants through distributor networks. Repositioned PPC to be one of the most profitable, modern poultry companies in the industry. Utilized my work experience in every aspect of operations, distribution, and finance.

PPC is a multi-billion dollar, publicly traded company. It is the nation's 2nd largest chicken production and processing company and was a major regional producer and packager of commercial table eggs for human consumption, including nutritionally enhanced eggs branded "Eggs Plus." PPC also had hundreds of company-owned breeder-hen facilities which produce fertile hatching eggs for its broiler production operations. I have worked in every key aspect of the business including commercial egg production, live breeder and broiler operations, basic broiler processing, further processing, logistics, sales, marketing, finance, and executive management.

PPC Positions Prior to President, COO

1970's, 1980's

Sr. V.P. Sales & Marketing; V.P. of Sales; V.P. of Marketing; Director of Marketing; Manager of Commodity Sales; Distribution Sales Manager; Production Manager; Live Operations Workman. 1970's: Worked in literally every aspect of operations from breeder-broiler growout farms and feed mills to basic and further processing. Hands-on experience in maintenance, construction and daily operations. 1980's: Managed every phase of sales, marketing, advertising, and distribution, including overseeing nine (9) company-owned store-door-delivery distribution centers. Developed the Pilgrim's Pride brand to exit commodity markets for value-added sales.

ENTREPRENEURIAL EXPERIENCE

Integrity Management Services, Inc. S-Corp (IMS)(Private Consulting Mgmt. Co.)

Oct. 1990 – Present

President and Founder. Formed this consulting business after leaving PPC for three years 1990 - 1993. Returned to IMS after leaving PPC permanently in 1998. My previously listed work for other companies was conducted through IMS which specialized in business strategy, operational excellence, leadership training, financial analysis, sales, marketing and distribution analysis, turnaround management, training, and public speaking. Consulted for the aforementioned entrepreneurial businesses and multi-billion dollar publicly traded companies in a wide variety of industries, including meat and poultry production and distribution, politics, accounting, and ministry. Capitalized on a history of exceptionally diverse work experiences across multiple disciplines. Founded and sold multiple start-ups, domestically and internationally – including a (below-listed) meat distribution business in Russia.

Integrity Leadership Institute, Inc. Corp (ILI) (A Non-Profit Ministry)

Oct. 1998 – Present

CEO, Minister and Founder. Launched this 501-(c)(3) ministry to teach Biblical principles and ethics for business and politics. I serve as speaker/trainer across the U.S. and internationally, and on TV and radio programs. Hosted two nationally broadcast television programs and one regional radio program.

Prosper Holding, LP (Privately Owned)

2004 – Present

Founder and President. Formed this investment holding company to conduct financial analysis of investments and provide venture capital or other financing as justified for various ventures.

Arcadia Custom Homes, LP & LLC (Privately Owned)

Mar. 2005 – Oct. 2006

Co-Founder, Chairman & CEO. Formed this multi-location retailer of manufactured homes. Funded and successfully launched the business, then sold to a new equity investor for a substantial profit.

Psalms One Developments, LP (Privately Owned)

2003 – 2024

Founder and President. Formed this inventory financing and real estate investment company that finances, buys, sells, and owns residential real estate and other hard inventory assets. Also, operated a poultry trading-brokerage company through this LP.

High Seas Trading, LP & LLC (Privately Owned, Multi-National Company)

Nov. 003 – Jul. 2006

Founder, Chairman, & CEO. Capitalized on a time-limited window of opportunity for chicken export trade with Russia by creating a strategically unique multi-national export, import, and distribution business with operations in the U.S. and in Moscow and Saint Petersburg, Russia. Secured all U.S. chicken supplier relationships and international trade financing. Designed fiscal controls for U.S. and Russian operations. Competed uniquely as the *only* market participant which owned both the sourcing/export operations in the U.S. and the import/distribution operations in Russia. Managed all wharfage and trans-Atlantic shipping of full and half boat loads of chicken.

PERSONAL INFORMATION, EDUCATION, AND OTHER

Family Status:

Married: Wife and Two Adult Sons
Age: Born Nov. 29, 1954

Jun. 1977 – Present

Higher Education:

MBA, Louisiana State University
Concentration in Finance and Accounting, Cum laud, 3.91 GPA
BBA, Texas A & M at Commerce, TX
Major in Marketing, Minor in Statistics, With Honors, 3.65 GPA

Sep. 1977 – Dec. 1978

Sep. 1973 – May 1977

Civic and Other Involvement:

BOD Member and Advisor to multiple companies and ministries.
Adjunct Professor of Business, Letourneau University, Dallas, Texas.
Manager and Advisor to Political Campaigns for local, state, and national offices.
City Council Member and Mayor Pro Tem, City of Parker, Texas

May 2024 to Present