



SUSTAINABILITY REPORT 2023

# Table of Contents

**03**

## INTRODUCTION

- 04 Message from the Chairman of the Board
- 05 Message from the CEO

**06**

## WHO WE ARE

- 07 Who We Are
- 11 Our Business Strategy
- 13 Our Operational and Financial Performance
- 14 Our Businesses
- 15 Our Governance

**22**

## SUSTAINABILITY AT JBS

- 23 Message from the CSO
- 24 Our Sustainability Strategy and Approach
- 26 Our Sustainability Governance Structure
- 27 Our Materiality and Stakeholder Engagement
- 29 Our Goals and Progress
- 30 Our Climate Strategy

**39**

## STRATEGIES IN ACTION ACROSS OUR VALUE CHAIN

- 40 Stewarding Natural Resources on Farm
- 44 Responsibly Sourcing Agricultural Commodities
- 58 Producing Sustainable Food
- 78 Strengthening Food Systems and Communities
- 83 Operating Responsibly

**101**

## DISCLAIMERS

- 102 Disclaimer and Forward-Looking Statements





# Introduction

04 Message from the Chairman of the Board

05 Message from the CEO



# Message from the Chairman of the Board



The protein industry has never witnessed such a high level of engagement in the pursuit of best practice. At JBS, we have a truly global perspective and are leveraging our scale and influence to help lead sustainable transformation by example. This means recognizing and addressing key factors that drive impact now and will shape the future landscape of the industry.

Climate resiliency requires a holistic approach. The key challenges of climate change and food security must be tackled in tandem to ensure reliable access to affordable, nutritious food. The FAO estimates a 20% increase in demand for animal sourced foods for a global population expected to reach 10 billion people in three decades. Land use change and forest stability must be addressed alongside pasture and rangeland management and research to better understand soil health and carbon sequestration potential. In addition, more knowledge is required about livestock methane cycles, particularly in cattle.

We have strategies in action across our global livestock supply chains. At JBS Friboi, we are actively searching for scalable feed additives that improve feed efficiency in animal diets — one of the possible ways to decrease methane emissions. In Australia, the JBS Farm Assurance Program for cattle and sheep is measuring and working to improve on-farm practices across seven pillars: soils, pastures, vegetation, water, livestock, people, and carbon. Our support of the University of Nebraska-Lincoln Feedlot Innovation Center in the U.S. is enabling pioneering research in animal productivity and greenhouse gas mitigation strategies, and Pilgrim's Europe Pork is working to measure the benefits of integrating free range pigs into agricultural practices for soil health in the U.K.

We have seen that when systems are integrated with crops and forestry, and intensive feeding management is employed, the potential benefits increase even further. The production model in Brazil, home to the largest commercial herd in the world, is increasingly resembling that of the United States, the leader in world beef production.

A revolution is taking place with the production of corn ethanol in the Brazilian Midwest. Dried Distiller Grains (DDG), generated as a byproduct, is an important source of energy for animals. This new farming model shortens the lifecycle of livestock and reduces emissions. Cattle are now brought to market much heavier and much younger than a decade ago. Having been in the business for so long, I've never seen such substantial growth in productivity — the key to ensuring future food security while also addressing the carbon intensity of meat production.

Looking ahead and considering state-of-the-art technology today, I want to reflect on our achievements so far. According to FAO, between 1961 and 2009, agricultural output has increased by 150–200 percent, while croplands have expanded by only 12 percent. To achieve another leap of this magnitude, we need to facilitate producers' access to new technologies and technical assistance. Consumers are becoming increasingly aware and demanding about the origin of the food they purchase.

Sustainable production is now a mandatory prerequisite.

Our socioenvironmental geo-monitoring system, established in 2009, covers all Brazilian biomes. We have advanced beyond direct suppliers with our blockchain Transparent Livestock Farming Platform. With Green Offices, we promote the reintegration of properties by providing free assistance for environmental regularization and techniques to improve productivity. Through the JBS Fund for the Amazon, we took an important step in livestock farming with the Together Program. We are also proud to partner with state government, technology and civil society partners on the Pará Plan to enhance transparency and traceability in the Brazilian Amazon cattle supply through adoption of mandatory animal identification.

Partnering to drive social impact is also key. We have initiatives to improve living and working conditions in all communities where we operate, such as our work with the J&F Institute on education in Brazil and our Hometown Strong and Better Futures programs in North America.

Collaboration is vital to achieving our goals and I would like to thank all our stakeholders for their support.

**Jerry O'Callaghan**  
JBS Chairman



# Message from the CEO



When we look back at 2023, we are proud of what we accomplished. Aligned with our mission, we delivered the best products and services to our customers, strengthened our relationship of trust with our suppliers, achieved strong results for our shareholders and created new opportunities for our team members.

As a food company with operations in 20 countries, we are part of a resilient global food system tasked with increasing food production to feed a growing global population. To bring the enormity of this challenge into view, consider these statistics: the world's population is expected to reach 10 billion people by 2050. Currently, 735 million people face chronic hunger, while 2.3 billion are food insecure, according to the UN. At JBS, we

seek to make food affordable to everyone, everywhere, with excellence.

With insights and market research to identify trends, we invest in innovation and new products and solutions to rise to this challenge and meet consumer needs. Through our global platform, we operate successfully across all traditional and alt-protein segments, with value-added products as our priority and a continued focus on strategic diversification. The investments we made in 2023 are significant milestones that support this direction. In Brazil, we opened two new factories in the state of Paraná that will allow Seara to advance its expansion strategy in value-added products. Similarly, we commenced operations at the new Principe Italian meats facility in Columbia, Missouri, and invested in our King's Lynn pork unit in the UK to make it a center of excellence in cold cuts.

Over the last three years, we have worked to make cultivated protein production technology commercially viable at BioTech Foods in Spain, and we have invested in the first R&D Center for Cultivated Protein and Food Biotechnology in Brazil. We are also growing our plant-based offering across key markets including Brazil and Europe with the acquisition of Netherlands-based Vivera in 2021 and new plant-based product launches across our Brazilian Incrivel and UK and Ireland Richmond brand lines. We have also diversified into seafood through the purchase of Australia-based Huon Aquaculture in 2021. We believe we can replicate the success of our beef, poultry, pork, and lamb businesses, and lead the seafood market.

Sustainability brings us to another colossal challenge we must address—global warming. As we continue to grow, it's important that we do so in a sustainable manner, taking measures to mitigate the impacts of climate change and make necessary adaptations across all activities. We've made significant progress on projects within our facilities to reduce the company's Scope 1 emissions. Our processes are becoming more efficient, and we're cutting down on waste, doing more with less. For example, we've seen great results in reducing waste and increasing water reuse in our operations. Plus, we're working to apply strategic circular economy concepts to our operations, aiming to reduce, reuse, recover, and recycle materials and energy in closed-loop systems, which helps minimize waste and disposal.

Our efforts also extend to our supply chain. For example, our team is focused on working with our farmer partners to improve the efficiency of production practices and to identify innovations. Sitting in a pivotal position in the food value chain – upstream from rural producers, grain originators, and input suppliers, and downstream from distributors, retailers, restaurants, and consumers, JBS can help influence and drive change across a complex supply chain.

Our ability to reach small-scale producers is key. They are the guardians of the land, on the front line in the climate fight. To be successful, we must respect the diversity of the agriculture sector in different regions and understand the challenges on the ground. Providing education, access to credit and inclusion is critical to drive both environmental

and social sustainability. In Brazil, for example, we do this through our support for JBS Fund for the Amazon projects and the crucial inclusion work of our Green Offices in the Amazon biome and the Cerrado, assisting smallholders in the environmental regularization of 11,000 farms.

The report that follows provides an in-depth look at this work and the progress we made in 2023. A few key highlights of our sustainability efforts that I am particularly proud of:

- In the US, we have multiple methane-to-renewable-energy conversion initiatives, and in the UK, we have invested in climate-smart facility upgrades and an off-grid poultry farm of the future among other initiatives.
- In Brazil, our sustainability strategy has driven groundbreaking initiatives to enhance transparency and traceability in the livestock supply chain, such as the Transparent Livestock Farming Platform.
- Additionally, we've launched new ventures including biofertilizers, collagen products, and electric truck leasing, as well as opening a third biodiesel production plant. Furthermore, Friboi units in the country are installing biodigesters to produce biogas from methane, to name just a few examples.

There is much more to do, and here at JBS we will keep doing our part.

**Gilberto Tomazoni**  
Global CEO





# Who We Are

- 07 Who We Are
- 11 Our Business Strategy
- 13 Our Operational and Financial Performance
- 14 Our Businesses
- 15 Our Governance





# Who We Are

GRI 2-1; 2-6; 2-7

At JBS, we pursue excellence in all that we do, innovating to place high-quality food on the tables of millions of consumers around the world, and doing our part to preserve the planet's resources for future generations. With a global, diversified food platform, and a portfolio of value-added and branded products, we aspire to be a model for profitable and sustainable food production for a growing planet while also serving as agents for positive change in the communities where we operate.

As a global producer of protein-based food products, JBS is headquartered in São Paulo, Brazil, and processes, prepares, packages, and delivers fresh, further-processed and value-added beef, pork, poultry, lamb, fish, plant-based, cultured protein, and prepared foods products for sale to customers around the world.

We also operate in other segments of our value chain, transforming byproducts into leather, biodiesel, nutraceuticals, and more, and providing transportation, waste management, and recycling services.

We are present in more than 25 countries on five continents, with more than 600 operations located across Argentina, Australia, Brazil, Canada, Europe, Mexico, New Zealand, the United Kingdom, the United States, Uruguay and Vietnam.

We are humbled by our dedicated workforce of more than 270,000 team members, who work daily to uphold our Mission and Values to serve our more than 300,000 customers in approximately 190 countries worldwide with consistent, responsibly produced, high-quality products.

At JBS, we pursue excellence in all that we do, innovating to place high-quality food on the tables of millions of consumers around the world.

Headquartered in  
**São Paulo,  
Brazil**

JBS is a global producer of protein-based food products

Present in  
**5**  
continents

**600+**  
operations

Serving  
**300,000+**  
customers worldwide



## A Leading Global Food Company

# \$73B

Revenue as of Q4 2023

# 270K<sup>+</sup>

Global Team Members

# 25

Countries Served Worldwide

# #1

### Global poultry producer

Market leader in Brazil, Europe, Mexico, and the United States



# #1

### Global beef producer

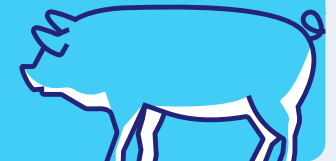
Market leader in Australia, Brazil, Canada, and the United States



# #2

### Global pork producer

Market leader in Australia, Brazil, Europe, and the United States



### Aquaculture



# #2

salmon producer in Australia

### Prepared Foods



# #1

prepared foods producer in Australia and the U.K.

# #2

in Brazil

Organic growth in U.S. Italian Charcuterie

### Plant-based Foods



# #1

producer of plant-based products in Brazil

# #3

producer in Europe

### Alternative Proteins



Majority owner of BioTech Foods, cultivated protein producer in Spain

Built largest cultivated protein R&D center in Brazil





## Our Mission

To be the best in all that we do, we are completely focused on our business, ensuring the best products and services to our customers, a relationship of trust with our suppliers, profitability for our shareholders, and the opportunity of a better future for all of our team members.



## Our Values

### OWNERSHIP

- Be committed to results.
- Focus on details.
- Take responsibility.

### SINCERITY

- Be direct, truthful, and transparent.
- Respectfully express an opinion.
- Know how to say no, but be positive and offer solutions.

### DETERMINATION

- Be relentless.
- Deliver superior results.
- Adopt a sense of urgency.
- Make things happen.

### SIMPLICITY

- Be practical.
- Focus on what is important.
- Adopt a hands-on approach.
- Avoid bureaucracy.

### AVAILABILITY

- Be receptive and open.
- Always be prepared and motivated to take on new challenges.

### DISCIPLINE

- Be punctual.
- Fulfill commitments.
- Deliver results.
- Do not make excuses.

### HUMILITY

- Listen.
- Be helpful and thoughtful.
- Act with respect.
- Prioritize the team over yourself.
- Value the opinion of others.



# Our Brands

GRI 2-2

Our more than 150 brands are recognized around the world for their superior quality, innovative solutions, and value-added offerings. Please visit [our website](#) to view our full portfolio of brands.





# Our Business Strategy

We remain confident in the strength and resilience of our diversification strategy. Our unique multi-protein platform across multiple geographies was built to mitigate the potential impacts of natural commodity-based business cycles, maintain healthy cash generation, and create consistent results. This approach allows the company to reinvest in its growth, innovate, and create value for all stakeholders.

Therefore, we will continue to reinforce our diversified platform, both geographically and by protein type, investing in strong brands, value-added

products, and strategic partnerships with our customers to increase margins as well as reduce volatility and risk. The investments we made in 2023 served as significant milestones in support of this direction. In Brazil, we opened two new production facilities in Paraná, expanding Seara's presence in value-added markets. Similarly, we commenced operations at a new Principe Italian Meats facility in Columbia, Missouri, and invested in further developing our King's Lynn pork processing plant into a center of excellence for cold cuts in the U.K.

Looking ahead, we will continue to pursue the adoption of scalable solutions that enhance the sustainability of our value chain and provide broader societal benefits.



Today, we are one of the global leaders in beef, pork, and poultry production markets. As we look to the future, we are focused on maximizing the value of recent investments and pursuing disciplined growth opportunities to strengthen our position in aquaculture, prepared foods, plant-based, and alternative protein businesses.

Moreover, our sustainability strategy has led to the launch of our fertilizer, collagen, and electric truck leasing businesses, the opening of a third biodiesel production plant in Brazil, multiple methane-to-renewable-energy conversion initiatives in the U.S., and investments in a series of climate-smart facilities upgrades in the United Kingdom, among other initiatives.

We remain dedicated to our operational excellence strategy and continuously improving our ability to innovate and generate value. We will continue to leverage our industry-leading global and diversified production, sales, and distribution platform to strengthen our recognized portfolio of high-quality, value-added and convenient products to meet the needs of our customers and consumers around the world. In parallel, we will prioritize cash generation while paying absolute attention to costs, productivity, and liability management. Hence, long term, we will pursue additional value-enhancing growth opportunities with financial discipline.



## Our Competitive Advantages

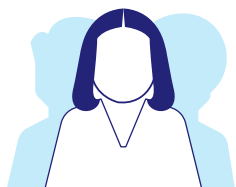
By focusing on creating an environment that attracts the best people, a culture of ownership, and a simple organizational structure that empowers swift decision-making, our expectation for consistent excellence relative to our peers continues to differentiate us in the world of commodities.

### Market leadership and scale:

As a Global 500 company with global presence in animal proteins, we can access the major world markets with economies of scale.

### Experienced and industry-specialized management:

We have a team of experienced leaders focused on continuously increasing sales, optimizing resources, and improving operational efficiency. Our recruitment strategy prioritizes industry experience and alignment with the company's culture and values, such as having an ownership attitude and being focused on results.



### Geographic distribution:

Our processing plants are located across multiple leading animal protein-producing countries, providing us with geographic diversification, operational flexibility, and mitigation of the risks associated with possible biosecurity restrictions or trade barriers.



### Successful track record of acquisitions:

We have made significant acquisitions throughout our history that have allowed for substantial revenue growth as we integrated operations and captured synergies, validating our management's capacity to execute company turnarounds.



## Our Strategy

**1**

### Enhance efficiencies

in existing categories and geographies by capturing synergies and improving operational performance.

**2**

### Increase and diversify

our value-added and branded portfolio while pursuing growth and margin profile, and realizing the benefits of vertical integration where applicable.

**3**

### Enter new protein markets

closer to the final consumer through multichannel offerings.

# Our Operational and Financial Performance

Despite a challenging year, we demonstrated financial strength in 2023.

Because we maintained healthy cash generation, we were able to distribute US\$ 448 million in dividends for the year, creating value for our shareholders. We also reduced our gross debt by US\$ 1.6 billion from the third to fourth quarter, and we plan to continue on that path in 2024. As a result of our [financial discipline](#), we were able to begin a deleveraging process at the end of 2023, decreasing the leverage ratio from 4.87x in the third quarter to 4.42x in the fourth quarter.

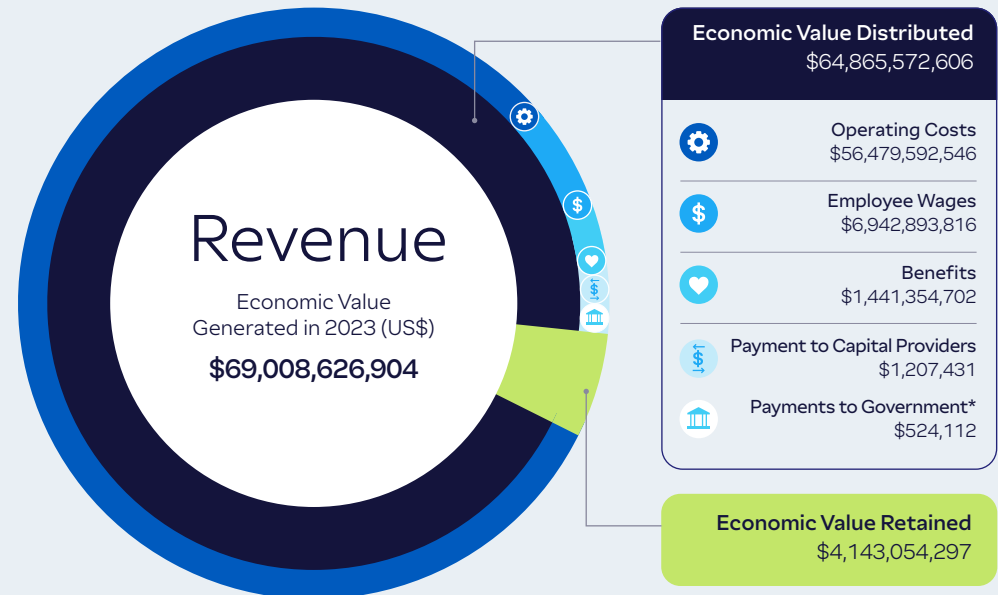
Our [net revenue in 2023](#) was US\$ 73 billion, and adjusted EBITDA totaled US\$ 3.5 billion, representing a margin of 4.7% for the year

In relation to the new issuances on September 2023, we issued US\$ 2.5 billion in Senior Notes through JBS

USA. In October, JBS SA issued CRA 's (Agribusiness Receivables Certificates) in the amount of R\$ 1.7 billion. Additionally, through our subsidiary, Pilgrim's Pride, we carried out two issuances totaling US\$ 1.5 billion. With the resources obtained, we significantly reduced our short and medium-term debt, practically eliminating the need for debt payments until 2027.

It is important to highlight the registration of the 11 Senior Notes with the SEC in August. This step was fundamental for both the company and investors, as it brought a series of significant benefits. Among them, we can mention the expansion of the investor base, the increase in the liquidity of notes and the obligation to adapt to rules and regulations such as SOX, FCPA and PCAOB, in addition to the publication of [new reports](#), such as the 20-F, which we have just published for the first time.

## DIRECT ECONOMIC VALUE GENERATED, RETAINED, AND DISTRIBUTED IN 2023 GRI 201-1



The company's Value-Added Statement (VAS) does not break down investments in the community, and for this reason, such a category is not considered here. However, the value of the company's community investment is specified within the respective projects detailed throughout the report.

\*Defined according to GRI 201-1 as all taxes plus related penalties paid at the international, national, and local levels. Taxes can include corporate, income, and property.

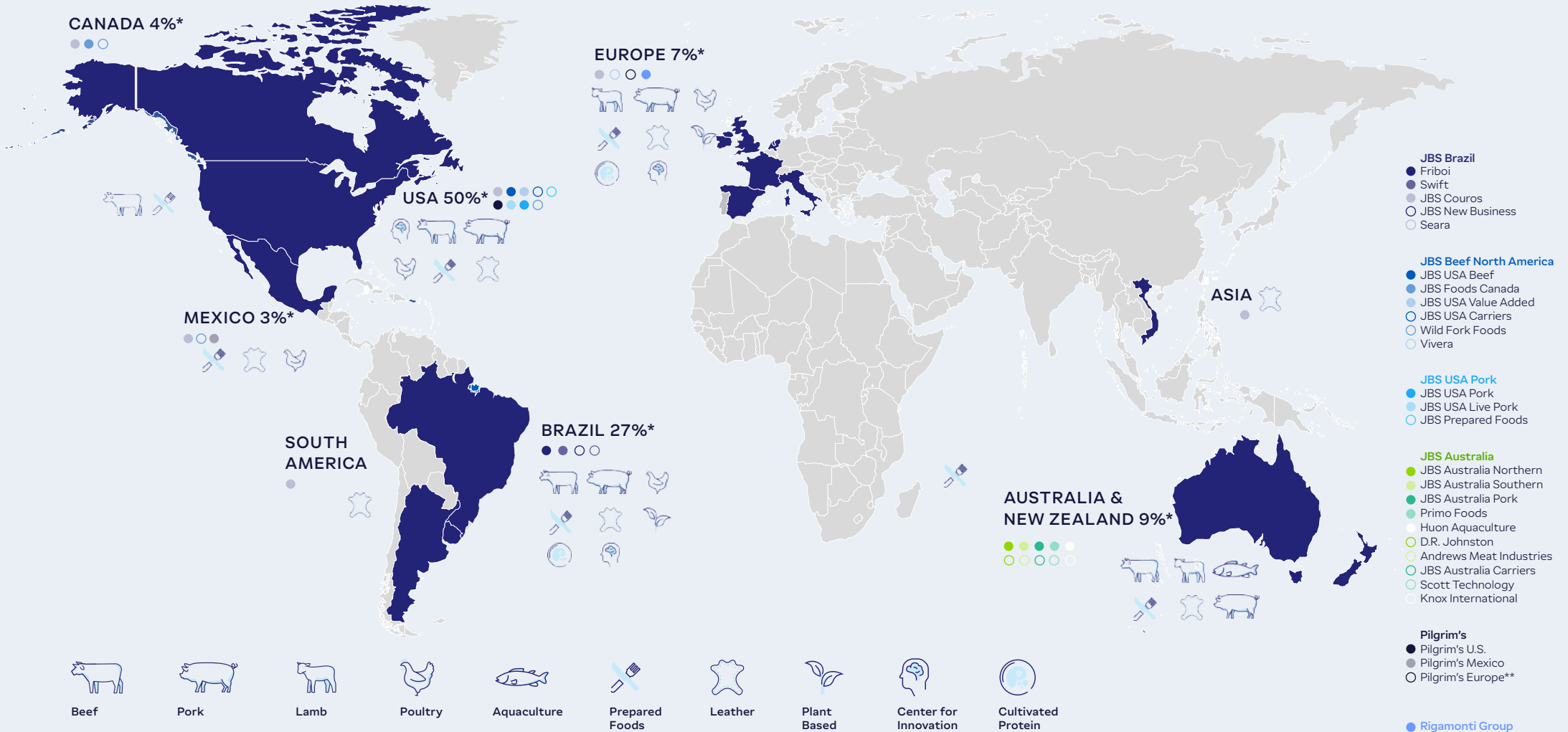
## 2023 at a glance

<p><b>Net Revenue</b></p> <p><b>\$73B</b></p> <p>US dollars</p>	<p><b>Dividends Distribution</b></p> <p><b>\$448M</b></p> <p>US dollars</p>	<p><b>Gross Debt Reduction</b></p> <p><b>\$1.6B</b> US dollars</p> <p>from the third to fourth quarter</p>	<p><b>Decreased Leverage Ratio</b></p> <p><b>4.87x → 4.42x</b></p> <p>from the third to fourth quarter</p>	<p><b>Adjusted EBITDA</b></p> <p><b>\$3.5B</b></p> <p>representing a margin of 4.7%</p>
---	---	--	--	---



# Our Businesses

GRI 2-1



\*2023 net revenue by product origin

\*\*During 4Q2023, we combined the management and shared service functions for our Pilgrim's UK, Pilgrim's Food Masters, and Moy Park businesses into one organization known as Pilgrim's Europe.

# Our Governance

The 70-year history of JBS stems from accountability, disciplined business expansion, and innovation. We have strengthened the trajectory of our company by continuously improving our corporate management structure and adopting corporate governance practices that create value, establish trusted relationships with customers and other stakeholders, and produce sustainable results.

While we are listed in the Novo Mercado segment of the Brazilian B3 stock exchange (under the symbol JBSS3), we have adopted corporate governance practices and disclosure requirements beyond those established by Brazilian law. These rules, which include trading only common shares, increase shareholders' rights and enhance the quality of the information we provide. JBS shares are also traded in the U.S. as Level 1 ADRs in the Over the Counter-Pink Sheets Platform (OTCQX) in New York (under the symbol JBSAY).

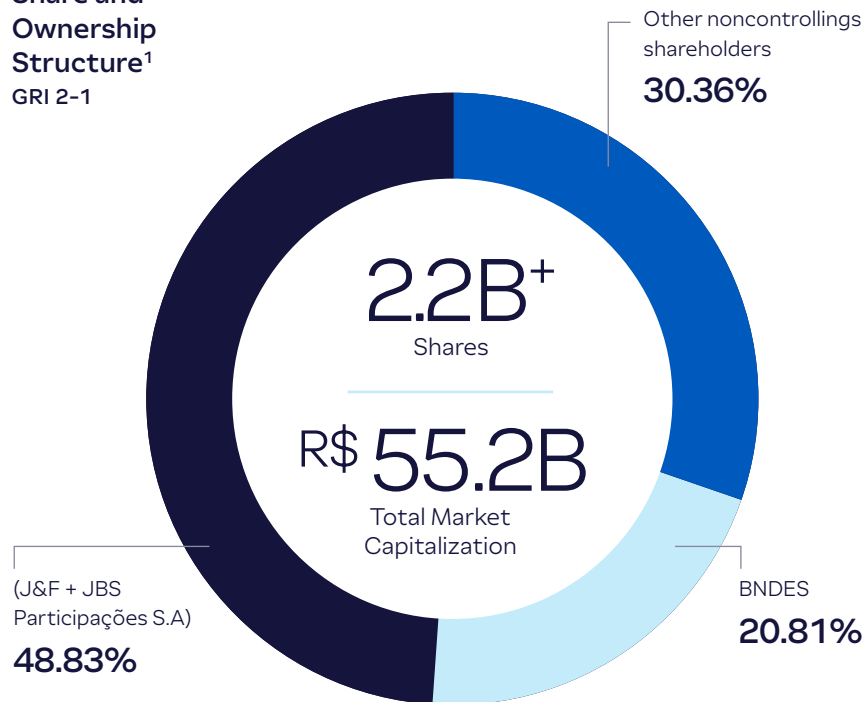
Please refer to our [Investor Relations website](#) for more information on our practices.

1. Data valid for December 2023 ([Source](#))

## Ownership Structure

On Dec. 31, 2023, we had 2,218,116,370 shares, with a free float of 51.2%. The controlling group formed by the companies J&F Investimentos S.A. and JBS Participações S.A held the other 48.8%, with no shares in Treasury. The total market capitalization was R\$ 55.2 billion, with the unit price for JBSS3 at R\$ 24.9.

Share and Ownership Structure<sup>1</sup>  
GRI 2-1



We have adopted corporate governance practices and disclosure requirements beyond those established by Brazilian law.

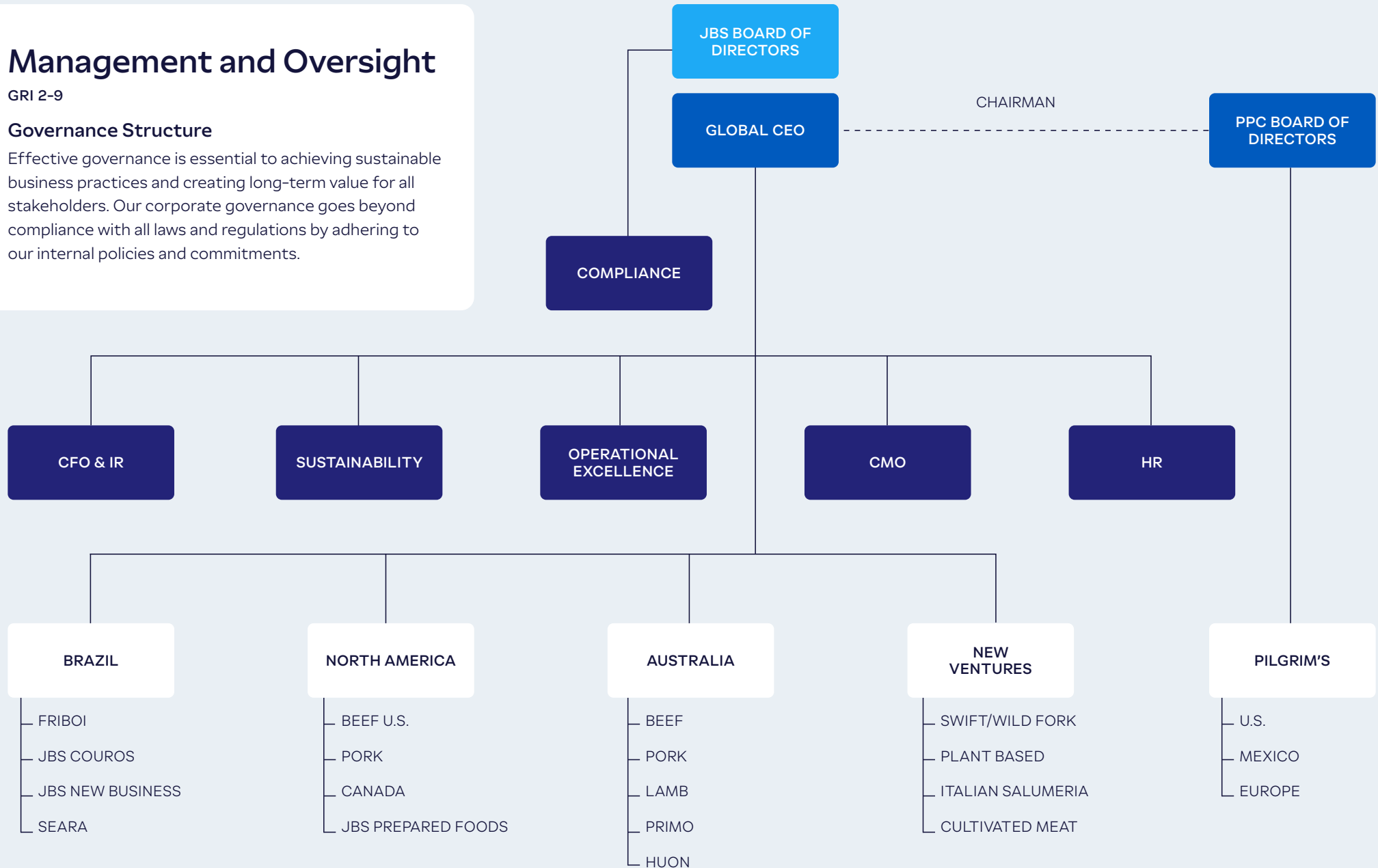


# Management and Oversight

GRI 2-9

## Governance Structure

Effective governance is essential to achieving sustainable business practices and creating long-term value for all stakeholders. Our corporate governance goes beyond compliance with all laws and regulations by adhering to our internal policies and commitments.



## Board of Directors

GRI 2-12, 2-13, 2-17

Our Board of Directors is our highest governance body. It comprises 11 members, including a chair, a deputy chair and nine independent directors, including two women. Elected at general shareholders' meetings for renewable terms of two years, members determine business guidelines and policies and economic, environmental, and social targets for JBS. They are also responsible for monitoring the company's performance and overseeing the management of the Board of Executive Officers. Each board member provides unique expertise and geographic perspective. Comprised chiefly of independent members, the board helps ensure that credible, expert, and objective voices help guide the direction of our business.

## Board Advisory Committees

GRI 2-9

The JBS Board of Directors is supported by six specific committees that assist in strategic business decisions.

### Socio-Environmental Responsibility Committee

Advises the Board of Directors on sustainability risks and opportunities. The committee is responsible for addressing all topics related to the company's business from a global sustainability perspective, including identifying critical issues that impact the business; monitoring and implementing initiatives, policies, and strategies; and evaluating investment proposals related to sustainability.

### Statutory Audit Committee

Advises the Board of Directors regarding the norms, rules, and procedures for disclosure and transparency of financial statements. The committee also reviews the work conducted by the internal audit team and external audits, evaluates the performance of internal control systems, and approves the guidelines and action plans for the year.

### Financial and Risk Management Committee

Helps the Board of Directors and Executive Officers analyze the financial impacts of potential global economic scenarios on the JBS business. The committee improves rules and procedures for controlling and managing market and credit risks to reduce the risk of price fluctuation, mitigate other relevant risks, and ensure shareholder value.

### Governance, Compensation, and Nomination Committee

Implements practices and policies based on high corporate governance and compliance standards.

### Related Parties Committee

Ensures that transactions between related parties and the company, its subsidiaries, and its affiliates are performed in the best interests of the company and fair to all involved. The committee negotiates independently under normal market conditions through a transparent and ethical process in accordance with current legislation and on terms not less favorable to the company than a transaction held with third parties not considered related parties.

### Diversity, Equity, and Inclusion Committee

Advises the Board of Directors on the company's progress related to people management (recruitment, hiring, training, promotion, and resignation) through the definition, implementation, and management of diversity and inclusion programs. The programs promote an inclusive and diverse workplace aligned with the company's strategy, culture, and values. The committee develops affirmative actions based on an evaluation of the company's programs and employee feedback.

## Board of Executive Officers

The JBS Board of Executive Officers is its managing executive body.

Executive officers are the company's legal representatives, responsible for JBS's internal organization, decision-making, daily operations, and the implementation of general policies and guidelines periodically established by the Board of Directors. The executive board also oversees the execution of the company's sustainability strategy across its global operations.

Please visit our [Investor Relations website](#) to learn more about the JBS Board of Directors.



### Risk Management

JBS has a global risk management team that operates under its own Risk Control Board, which has direct access to the company's senior management through the Financial and Risk Management Committee that advises the Board of Directors. This team was created to track the factors and variables that could expose the company to financial issues such as market, credit, and liquidity risks, and non-financial issues such as socio-environmental matters like climate change.

The Risk Control Board detects, monitors, assesses, and mitigates financial risks

inherent to the company's operations. Based on the Commodities and Financial Risk Management Policy approved by the Board of Directors, the Risk Control Board also assists operational units in identifying and monitoring the risks posed by their activities, with assistance from expert professionals and dedicated systems.



Within our subsidiaries, the Pilgrim's ESG Committee assists the Pilgrim's Board of Directors in overseeing the company's environmental, social, and governance policies, strategies, and programs. These include climate change impact, energy

conservation, human rights, diversity and inclusion, and employee health, safety, and well-being. Through its oversight role, the committee helps ensure that Pilgrim's executive officers and other senior managers design, fund, implement, and execute programs consistent with the company's ESG objectives.



The JBS Risk Control Board detects, monitors, assesses, and mitigates financial risks inherent to the company's operations.



CATEGORY	RISK	DESCRIPTION	RESPONDING TO THE RISK	
 <b>CYBER</b>	<b>Cybersecurity</b>	Unprotected or exposed information assets (such as hardware, systems, laptops, customer data, and/ or intellectual property) that may be vulnerable to a cyber attack, leading to financial impacts, operational disruptions or downtime, and damage to brands and reputations.	<ul style="list-style-type: none"> <li>• Network topology developed to protect it against unauthorized access and damage.</li> <li>• Deep and Dark Web monitoring by Tempest.</li> <li>• Annual penetration testing to detect vulnerabilities in the system.</li> <li>• If any vulnerabilities are found, an action plan is developed. After correction, a new test is conducted.</li> <li>• All developers, contractors or users of JBS's system have to pass dual authentication before entering the intended system.</li> </ul>	<ul style="list-style-type: none"> <li>• Security stores back-ups and logs that guarantee operations can resume in the event the system goes offline.</li> <li>• Hard disks in all of the Company's laptops are encrypted.</li> <li>• Antivirus software is permanently updated.</li> <li>• Our security system is audited annually by third parties.</li> <li>• Working alongside government authorities in the event of systemic threats.</li> <li>• Vulnerability and intrusion tests before launching a new system.</li> </ul>
 <b>OPERATIONAL</b>	<b>Animal Health</b>	The occurrence of an animal disease outbreak in the country or a specific region can lead to a potential closure of significant markets and an increase in customer complaints. This outbreak may result in the inability to supply products and maintain operations in the factories.	<ul style="list-style-type: none"> <li>• Daily monitoring through the Disease and Contamination Dashboard for incidences of diseases and controlled medications identified in slaughtered animals.</li> <li>• Availability of a Library of Animal Health and Well-being to raise awareness and educate suppliers.</li> <li>• Establishment of strategic partnerships to mitigate the risk of animal diseases in supplier herds.</li> <li>• Origin Assurance Program to assess the status of properties and direct actions in 13 sections.</li> <li>• Ongoing improvement proportion in properties through the voluntary adoption of the Farm Grade 10 Program, encompassing general aspects, nutrition, and feeding.</li> <li>• Quality laboratory system with the capacity for differential diagnosis.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with public, institutional, and procedural fronts to control and mitigate the impacts of emergent diseases, with strategic planning within the organization to identify strengths, weaknesses, opportunities, and threats related to business competitiveness.</li> <li>• Vertically integrated system providing complete traceability, implementing biosecurity measures, risk mapping, strict blocking measures, measures to prevent disease entry, and control of farm access, among others.</li> <li>• Preparation of strategic options for risk containment (contingency plan).</li> <li>• Ongoing education programs with producers and intensive awareness and structuring activities for biosecurity, including communication flows, training, and simulations for all involved parties (mitigation controls).</li> </ul>



CATEGORY	RISK	DESCRIPTION	RESPONDING TO THE RISK	
<p>OPERATIONAL</p>	<b>Workforce Safety</b>	Potential for occupational accidents or fatalities to occur if the company does not establish and/or provide a working environment where the safety of its employees is the top priority.	JBS has a Corporate Health and Safety practice dedicated to health and safety standards and processes. Each unit has a matrix organizational structure and OHS teams in each Operating Unit. In Brazil, risk management is carried out through the Self-management Health and Safety Program - PSSAG, which is integrated with legal requisites to contribute to the management of risks and hazards, where all tools have periodical updating and monitoring routines.	There are Safety Committees operating from senior management down to the structure of each Operating Unit, which address specific topics and monitor the implementation of health and safety routines and processes, as well as departmental key performance indicators.
<p>FINANCIAL</p>	<b>Market</b>	Exchange, interest and commodities risks, where fluctuations could potentially affect JBS's operations.	Real-time mapped exposures.	Adoption of financial protection instruments, including derivatives, provided they are approved by the Board of Directors.
	<b>Credit</b>	Risk of delinquency posed by accounts receivable, investment and hedging instruments.	Accounts receivable from customers: Diversification of the portfolio and establishment of secure parameters for credit granting (always considering proportional limits, financial and operational ratios, and conducting credit monitoring agency inquiries).	Financial transactions with financial institutions as counterparties: Exposure limits defined by the Risk Management Committee and approved by the Board of Directors, based on risk ratings from specialized international agencies.
	<b>Liquidity</b>	The possibility of imbalances between tradable assets and payable liabilities that could affect the ability to meet upcoming financial obligations.	Capital structure management focused on modified immediate liquidity metrics — that is, cash and cash equivalents plus financial investments, divided by short-term debt — and working capital, to maintain the leverage of the company and its subsidiaries.	In 2019, a Liquidity Management Policy was published, establishing guidelines for the liquidity management process of the company and its subsidiaries, both in Brazil and abroad.

CATEGORY	RISK	DESCRIPTION	RESPONDING TO THE RISK
 <b>SOCIAL AND ENVIRONMENTAL</b>	<b>Acquisition of Raw Materials</b>	The risk of acquiring raw materials from suppliers involved in deforestation of native forests, encroachment on protected areas such as indigenous lands, quilombolas, local communities, or environmental conservation units, as well as the risk of utilizing child labor or forced labor, or products that may pose health risks to consumers.	<ul style="list-style-type: none"> <li>• Cattle sourcing: Adoption and public disclosure of socio-environmental criteria and promotion of good cattle farming practices.</li> <li>• Monitoring of supplier farms using a geospatial system capable of identifying noncompliance incidents and preventing the purchase of raw materials from suppliers with improper behavior.</li> <li>• Transparent Livestock Platform enables JBS cattle suppliers to include their own suppliers in the register and meet socio-environmental criteria for livestock reproduction in the Amazon biome.</li> </ul>
	<b>Climate Change</b>	Climate change could also negatively impact the company’s business. Resources such as water, electricity and animal feed (dependent on farming) are essential for producing raw materials (cattle, poultry, hogs and sheep). Operations could also be impacted by new legislation and regulations around the matter.	<ul style="list-style-type: none"> <li>• Monitoring the environmental footprint of operations and implementing actions to reduce these impacts, both in the company’s own operations and those of its suppliers.</li> <li>• Global inventory of direct and indirect greenhouse gas (GHG) emissions, following the international GHG Protocol methodology.</li> <li>• Monitoring indicators related to electricity and water consumption to optimize production processes and reduce usage.</li> </ul>
 <b>COMPLIANCE</b>	<b>Corruption</b>	Risk of conduct contravening JBS’ Code of Conduct	<p>JBS has a global <a href="#">compliance program</a> that encompasses the following pillars:</p> <ul style="list-style-type: none"> <li>• Leading Behavior</li> <li>• Assessing Risk</li> <li>• Developing Policies and Procedures</li> <li>• Conducting Trainings</li> <li>• Promoting Reporting and Conducting Investigations</li> <li>• Communicating Regularly</li> <li>• Implementing Controls</li> <li>• Monitoring Effectiveness</li> <li>• Extending to Third Parties</li> </ul>

# Sustainability at JBS

- 
- 23 Message from the CSO
  - 24 Our Sustainability Strategy and Approach
  - 26 Our Sustainability Governance Structure
  - 27 Our Materiality and Stakeholder Engagement
  - 29 Our Goals and Progress
  - 30 Our Climate Strategy





# Message from the CSO



\* When used herein, "net zero by 2040" or "net zero by 2040 goal" shall mean the company's goal to achieve net-zero greenhouse gas (GHG) emissions by 2040. This goal spans the company's global operations, as well as its diverse value chain of agricultural producer partners, suppliers and customers, and all other third parties in the company's value chains. Whether the company is successful in achieving this very ambitious goal will depend on numerous factors outside of the company's control, including but not limited to: legal and regulatory changes by local governments, technological innovations and infrastructures, energy advancements, economic and environmental conditions, climate change impacts, force majeure, social and cultural factors, international agreements and global trends, financial markets, collaborations and partnerships, and the resources and efforts of those in our value chains. Because of these variables, among others, the company may not be able to achieve net zero by 2040.

As someone who has built a career around sustainability in the agrifood sector, it is clear that the past few years have been transformative, with change and progress happening faster than ever before. It is no different at JBS. The global reality of increasing expectations by food companies, consumers, and stakeholders continues, and we are focused on being both a convener and a catalyst for change during this critical time.

JBS partners with and depends on hundreds of thousands of farmers around the world who produce food from hundreds of millions of acres of crop, pasture, and range lands on nearly a daily basis, which means we have both a responsibility and an incredible opportunity to deliver outcomes to address our sector's most pressing challenges.

As we tackle the many sustainability topics that need our attention, taking a systems approach is key. This encourages and allows for innovation, collaboration, prioritization, and investment, all of which are essential to making meaningful progress.

Our belief at JBS is that no one company or organization can address the issues we face alone. As such, we look to partner with stakeholders throughout the value chain to more effectively address this critical work. We invest time, expertise, and resources into creating a better future and a more resilient food system in key areas such as economic viability, environmental quality, global food security, affordable

food choices, and improved quality of life for people doing the work.

I have the opportunity to collaborate every day with a group of smart, talented, and passionate sustainability professionals from around the world, who are responsible for identifying, coordinating, and executing our priorities across the 25 countries and five continents where we operate.

When I reflect back on 2023, I am proud of the progress we've made, the way we operate collaboratively in so many different regions, and the fact that our team members want to make a positive difference and continue improving both our own operations as well as the sustainability of our supply chain.

A great example of progress by JBS are the ongoing efforts to encourage a national animal identification program in Brazil. The momentum in this space has required leadership, innovation, collaboration, and projects to demonstrate feasibility. Impacts resulting from these developments will have positive global implications.

Our focus on achieving our goal of net-zero greenhouse gas emissions by 2040\* spans our global operations as well as our diverse value chain of producer partners, suppliers, and customers in their efforts to reduce emissions across the value chain. We believe agriculture can be part of the climate solution, and our goal is to make that possible.

In a company with the scale and reach of JBS, it is easy to remain energized and inspired to drive action. The challenges confronting the world from a sustainability standpoint are not going away, and I look forward to JBS doing its part to create opportunities for continuous improvement.

On behalf of our global team members and supplier partners, thank you for taking this time to learn more about our strategy and ongoing efforts.

**Jason Weller**  
Chief Sustainability Officer

We invest time, expertise, and resources into creating a better future and a more resilient food system in key areas such as economic viability, environmental quality, global food security, affordable food choices, and improved quality of life for people doing the work.

# Our Sustainability Strategy and Approach

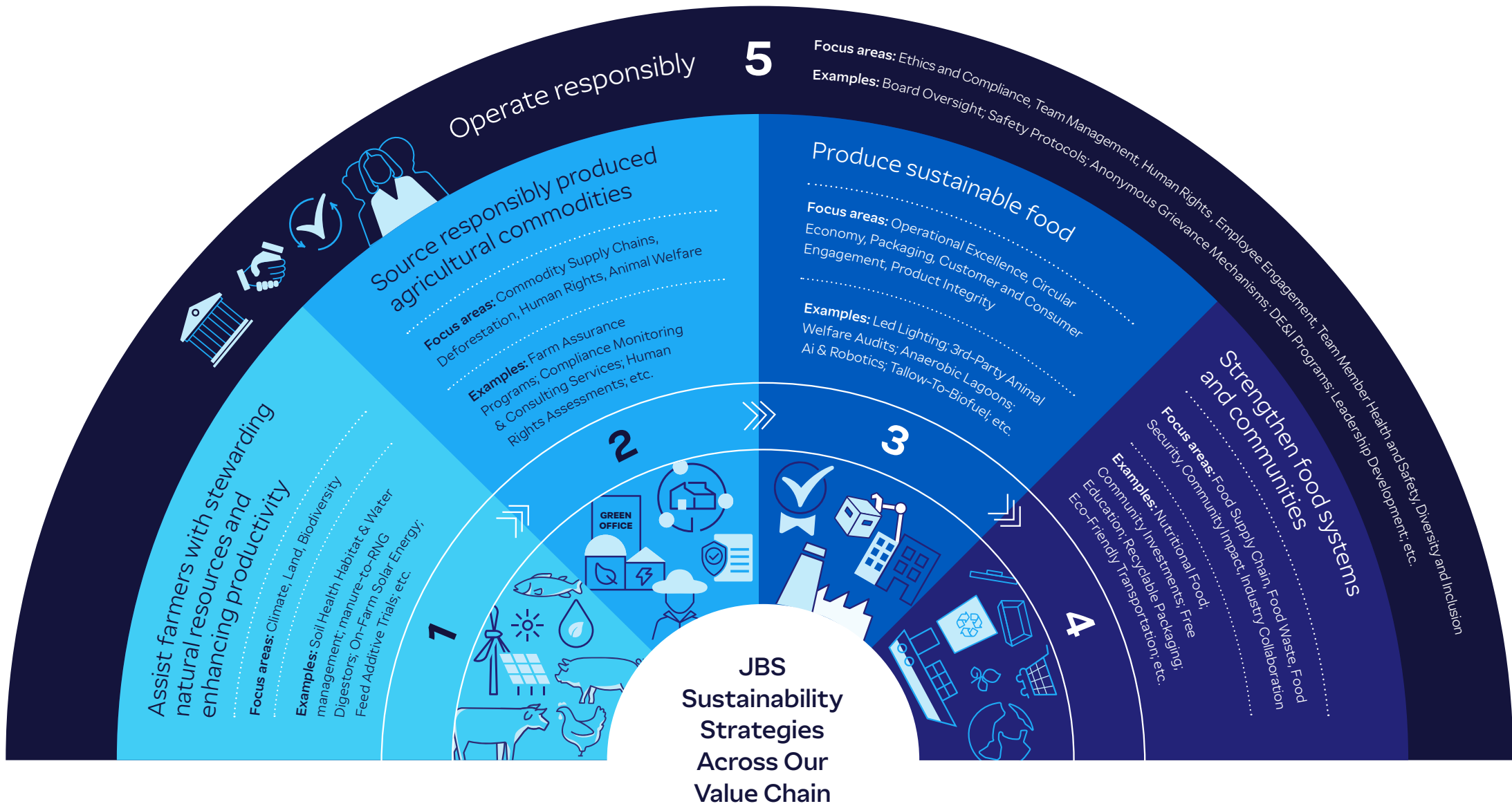
GRI 2-22

At JBS, we are striving to set the food industry standard for profitable and sustainable food production for a growing planet. This means improving the sustainable performance and resiliency of not only our own operations but contributing to the enhanced sustainability of the greater food production system as a whole, while also helping our customers achieve their sustainability goals.

To realize this vision, we have developed a Global Sustainability Strategy that mirrors our supply chain connections and addresses our material sustainability topics. This strategy will guide the company's actions across environmental, social, and governance topics and serve as the overarching framework through which all our sustainability programs and initiatives are developed.

We have developed a Global Sustainability Strategy that mirrors our supply chain connections and addresses our material sustainability topics.







# Our Sustainability Governance Structure

Our Global Chief Sustainability Officer (CSO) leads the company's sustainability efforts and reports directly to the Global CEO. Under the CSO, a JBS global sustainability team structure has been built in recent years to better coordinate our sustainability actions across the company and accelerate our progress toward major priorities. The team is composed of both global and regional management to balance oversight, control, and consistency with ownership, flexibility, and speed.



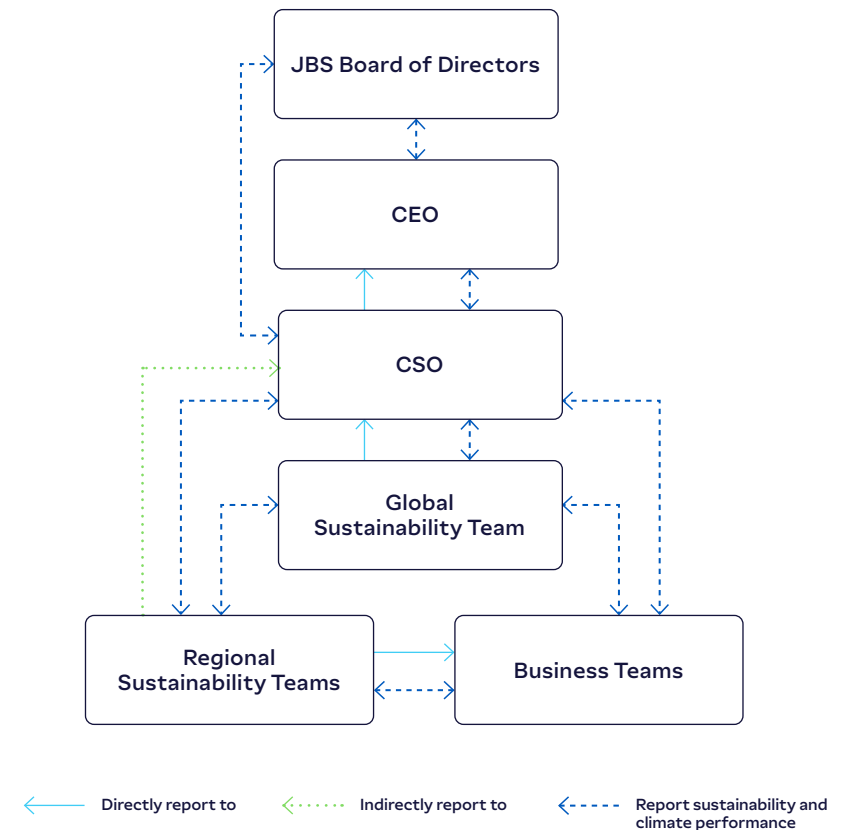
Regional heads of sustainability are responsible for engaging their respective operations and value chains on the

ground to create a more sustainable agricultural system. They report directly to their business unit leadership and indirectly to the CSO. In parallel, a global corporate team centralizes the company's data monitoring, collection, accounting, and reporting efforts, and reports directly to the CSO.

This structure was created to develop a global framework for sustainable excellence from which the whole company will benefit. At the executive level, the structure also supports the Socio-Environmental Responsibility Committee, which advises the Board of Directors on sustainability risks and opportunities.

A JBS global sustainability team structure has been built in recent years to better coordinate our sustainability actions across the company and accelerate our progress toward major priorities.

## Sustainability and Climate Governance



# Our Materiality and Stakeholder Engagement

GRI 2-29, 3-1, 3-2

In alignment with our global sustainability strategy and the United Nations Sustainable Development Goals (UN SDGs), JBS conducted a robust materiality analysis of key internal and external stakeholder perceptions and the different circumstances of our operations around the world.

The most critical topics have been categorized into four overarching themes:

Product Integrity

Social Responsibility

Environmental Stewardship

Animal Welfare

These material themes were last revisited in 2019 through a survey of both JBS leadership and select customers across our global operations. Feedback was analyzed using consensus-building methodology that did not involve weighting or prioritization.

## Our Sustainability Priorities

TOPICS	SUB-TOPICS	RELATED DISCLOSURES	SUSTAINABLE DEVELOPMENT GOALS
 <b>PRODUCT INTEGRITY</b>	Traceability	416-1, FP5, FP6, FP7 417-1, 417-3, FP8 SASB: FB-MP-250a.1, FB-MP-250a.2, FB-MP-250a.3, FB-MP-250a.4	
	Supplier Relations	204-1 308-1, 308-2 414-1, 414-2	
 <b>SOCIAL RESPONSIBILITY</b>	Team Members	401-1, 401-2, 404-1, 404-3, 405-1, 406-1	
	Occupational Health and Safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10 SASB: FB-MP-320a.1	
	Communities	203-1, 203-2 413-1	
 <b>ENVIRONMENTAL STEWARDSHIP</b>	Water and Wastewater Management	303-1, 303-2, 303-3, 303-4, 303-5 SASB: FB-MP-140a.2	
	Climate Change	305-1, 305-2, 305-3, 305-4, 305-5 SASB: FB-MP-110a.1, FB-MP-110a.2	
	Energy	302-1	
	Waste and Packaging	301-1, 301-2, 301-3 306-1, 306-2, 306-3, 306-4, 306-5	
 <b>ANIMAL WELFARE</b>	Production	FP9, FP10, FP11, FP12	
	Transportation	FP9, FP10, FP11, FP12, SASB: FB-MP-410a.1, FB-MP-410a.1, FB-MP-410a.3	
	Processing and Handling	SASB: FB-MP-410a.1, FB-MP-410a.1, FB-MP-410a.3	



A follow-up survey was conducted in 2022 and found that stakeholders' leading topics of interest were emissions, deforestation, and employee health and safety, in line with our 2019 assessment.

Building on this work, we conducted an extensive gap analysis of JBS performance and disclosures against third-party sustainability frameworks and standards, such as the Global Reporting Initiative (GRI), Corporate Sustainability Reporting Directive (CSRD), Carbon Disclosure Project (CDP), and more.

Insights from these processes served as important benchmarks for connecting our materiality matrix to the world's most pressing issues and improving our sustainability team's approach in 2023. Additionally, results were reviewed with global JBS leaders across Human Resources, Ethics and Compliance, Food Safety and Quality Assurance, Animal Welfare, and other departments

to increase awareness and co-develop strategies for improvement.

Understanding our priorities, challenges, and opportunities allows us to implement an informed approach to managing and continuously advancing our sustainability strategy. In addition to assessing past performance, we examine upcoming frameworks and regulations relevant to our industry to prepare against potential future gaps. In 2024, we will begin a double materiality assessment of our global company operations.

To accommodate the growing list of performance indicators we monitor, we have begun transitioning our internal collection and reporting processes onto a globally aligned platform named Envizi®. Once fully implemented in 2024, the system will capture and manage our quantitative and qualitative sustainability data in a single system of record across our global operations.

## Stakeholder Engagement

### GRI 2-29

Engagement and collaboration with our stakeholders will always play a key role in both our organizational and sustainability strategies. Our sustainability team maintains continuous dialogue with JBS stakeholders to better understand how we can contribute, actively listen to and anticipate needs, and generate positive influence beyond our company. As our business units determine their own goals, policies, and procedures consistent with our global sustainability strategy and in compliance with the appropriate standards for their respective countries and industries, they also engage with stakeholders locally based on legitimate relationships.

We offer several different communication channels through which stakeholder feedback can be provided, including our:

- Company and brand websites
- Customer service channels
- [Quarterly ESG webinars](#) co-hosted by JBS Investor Relations and Sustainability teams \*new in 2023
- Ethics Line
- Social media platforms such as LinkedIn, Instagram, and Facebook
- Internal and external communications teams

We believe that the industry-wide issues facing global agriculture require full value-chain collaboration to identify scalable, sustainable approaches that prioritize continuous improvement and reduce impact. As such, we are active members of and participate in many trade and sustainability associations, as well as industry-based external working groups, associations, and initiatives related to the topic. Key examples include the Global Roundtable for Sustainable Beef (GRSB), World Economic Forum (WEF), Global Food Safety Initiative (GFSI), Sustainable Agriculture Initiative Platform (SAI), and more. A full list of these organizations is available on [our website](#).

Our sustainability team maintains continuous dialogue with JBS stakeholders to better understand how we can contribute, actively listen to and anticipate needs, and generate positive influence beyond our company.



# Our Goals and Progress

		OUR GLOBAL GOALS	2023 PROGRESS
ENVIRONMENT	<b>Energy &amp; Emissions</b>	Achieve net-zero greenhouse gas (GHG) emissions by 2040	<ul style="list-style-type: none"> <li>• US\$ 150MM+ invested across hundreds of projects in JBS facilities to reduce Scope 1 &amp; 2 GHG emissions</li> <li>• US\$ 5MM+ approved in partnership projects to further our Scope 3 GHG emissions reduction strategy throughout our value chain</li> <li>• Individual JBS businesses around the world are also actively engaged in research endeavors focused on animal welfare, animal nutrition, and farm management, which can reduce GHG emissions through improved efficiencies</li> </ul>
		Reduce Scope 1 & 2 GHG emission intensity by 30% by 2030 vs. 2019 baseline	17% decrease from 2019
		Reach 60% renewable electricity by 2030	8%
	<b>Water</b>	Reduce water use intensity by 15% by 2030 vs. 2019 baseline	4% increase from 2019
SOCIAL	<b>Health &amp; Safety</b>	Achieve 30% improvement in Global Safety Index* performance by 2025 vs. 2019 baseline	59% improvement from 2019
		<b>People Development</b>	Continue providing life-changing development and educational opportunities for team members and their families
GOVERNANCE	<b>Ethics &amp; Compliance</b>	Internally investigate and close 100% of JBS Ethics Line cases each year and audit results beginning in 2025	Investigated and closed 100% of cases
		Report 100% of substantiated critical** JBS Ethics Line cases to the JBS Board of Directors each quarter	Passed resolutions mandating periodic reporting of ethics and compliance performance to the JBS Board of Directors

\*Safety Index = number of severe injuries for every 100 employees ((Severe Injuries\*200,000)/Total Hours Worked). Severe Injury = Any injury resulting in amputation, fatality, in-patient hospitalization, vision loss, second- or third-degree burns, or fractures that results in greater than fifteen days lost time, and any other injury that results in greater than fifteen days lost time.

\*\*Includes concerns about the company's potential and actual negative impacts on stakeholders. JBS defines these cases as those related to anti-bribery/anti-corruption (ABAC), antitrust, embezzlement, falsification of corporate documents, financial wrongdoing, theft over US\$ 2,000, and conflicts of interest.

# Our Climate Strategy

SASB FB-MP-110a.2

Climate change and food security are two seemingly competing challenges — feeding a future world of 10 billion people with safe, nutritious, affordable food while also helping farmers and our food system reduce environmental impacts and adapt to a changing climate.

We must act with urgency to limit global warming and combat its most negative effects. As a global, diversified food company, we have a responsibility to leverage our scale and influence to help lead sustainable transformation by example and empower our value chain and peers to collectively move forward. Through partnerships with governments, academia, industry associations, and others, we are working to innovate and impact one of the most pressing long-term risks facing the agricultural supply chain and dependent industries.

## Our Performance

JBS has more than a decade-long history of measuring, monitoring, and recording direct and indirect greenhouse gas (GHG) emissions and of voluntarily reporting to [CDP](#), regional regulatory frameworks,

and others. Our GHG emissions are calculated based on the World Resources Institute's and the World Business Council for Sustainable Development's The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) (GHG Protocol), as well as internal criteria defined by JBS.

In 2022, we collaborated with credible third-party experts, including a leading UK-based and CDP-accredited decarbonization service provider, to carry out the first comprehensive analysis of the company's global GHG emission inventory, inclusive of direct GHG emissions from our own operations (Scope 1), indirect emissions from purchased energy (Scope 2), and indirect emissions from upstream and downstream activities in our value chain (Scope 3).

To strengthen stakeholder confidence in our reported emissions, we have obtained third-party limited assurances for our global scope 1 and scope 2 GHG inventories from 2019 to 2022. In addition, we are currently undergoing limited assurance audits for our 2023 scope 1 and scope 2 GHG inventory and our 2021 scope 3 inventory and will

US\$  
**3 Billion**

were issued in Sustainability Linked Bonds (SLB) at JBS S.A.

R\$  
**1 Billion**

in bonds linked to sustainability in Brazil

report updated results once finalized. Moving forward, we will continue to conduct assurances against our GHG inventory and [Sustainability Linked Bonds](#) annually. (GRI 2-5)

For further information, please visit [our website](#). It is important to note that the emissions described herein may differ slightly from those resources based on the specific framework requirements of each Sustainability Linked Bond and data improvements over time.



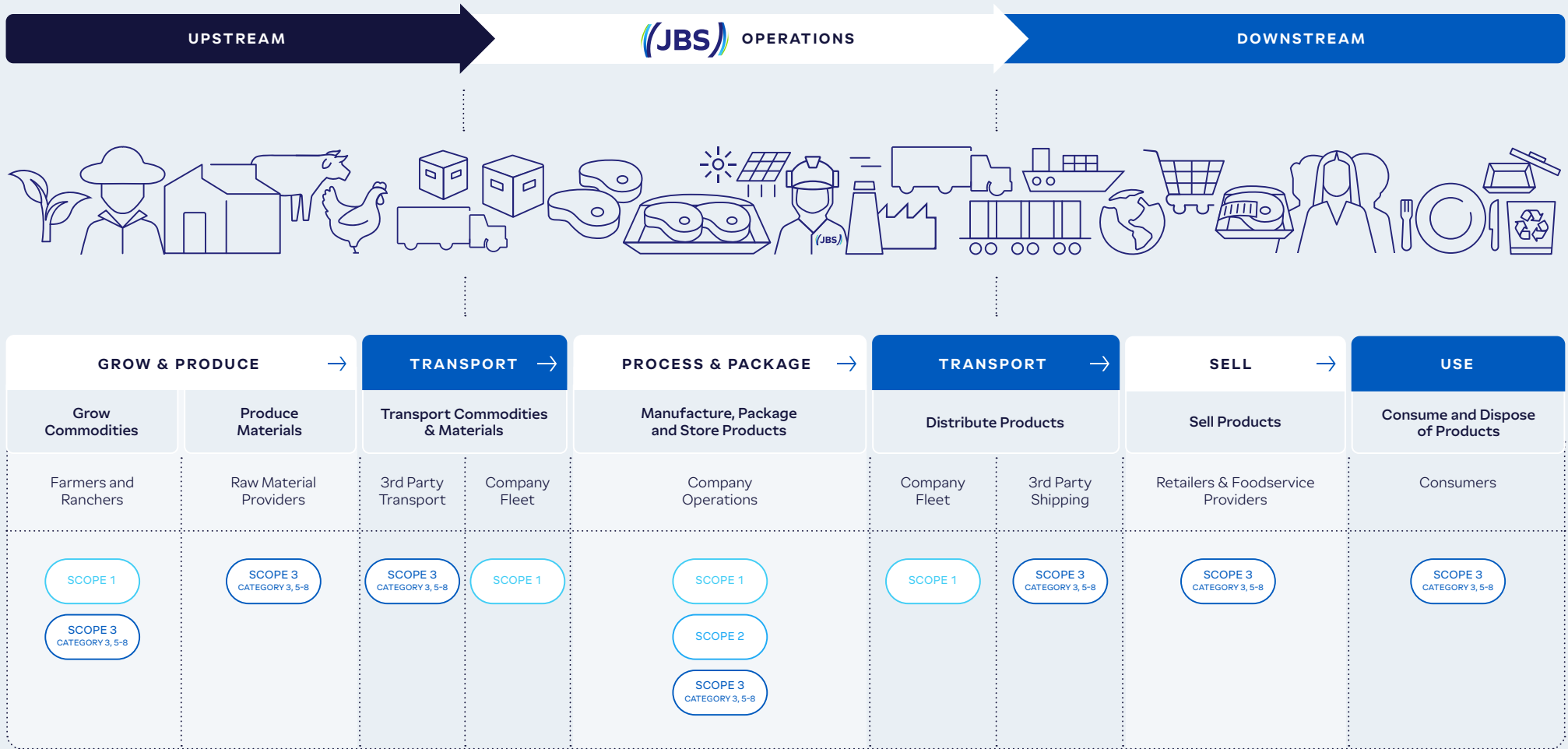
# Our Emissions Profile

Like other food and agriculture companies in our sector, the majority of our GHG emissions footprint is made up of indirect scope 3 emissions from activities such as livestock and grain

production or product distribution and consumption. In 2023, scope 3 emissions accounted for 97% of our total inventory, while scope 1 and scope 2 emissions made up only 2% and 1%,

respectively. This presents a significant challenge because these scope 3 emissions are not directly related to JBS's operations and management. They are the result of thousands of

individual farming operations growing the agricultural commodities in our supply chain and millions of consumers cooking, refrigerating, and disposing of JBS products.

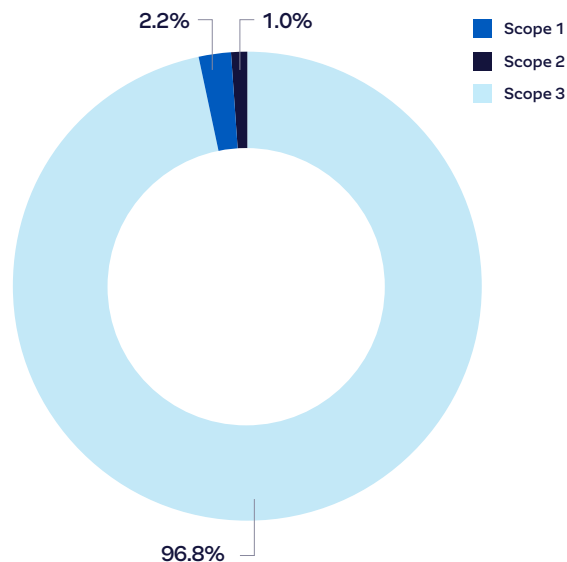




# Total GHG Emissions

GHG 305-1, 305-2, 305-3, 305-4, 305-5

TOTAL GHG EMISSIONS BY SCOPE



1. Includes direct emissions from stationary combustion, mobile combustion, agriculture, waste and effluent, and fugitive and process emissions in JBS-owned facilities.
2. Includes indirect emissions from purchased electricity, steam, heat, and cooling. Purchased electricity is calculated using location-based methodology.
3. Includes indirect emissions from purchased electricity, steam, heat, and cooling. Purchased electricity is calculated using market-based methodology.
4. Includes all other indirect emissions in our value chain, both upstream and downstream from JBS operations.
5. Does not include emissions associated with land use change as those calculations are currently being improved.
6. As of the date of publishing, this report provides the best and latest public disclosure of our GHG emissions. Information in previous reports cannot be used or compared to. For limited assurance reports, please refer to [our website](#).
7. Uses the market-based method for scope 2 emissions.

SCOPE	JBS GLOBAL <sup>6</sup> (MT CO <sub>2</sub> E)				
	2019	2020	2021	2022	2023
SCOPE 1 <sup>1</sup>	3,959,756	3,760,221	3,873,082	3,762,136	3,455,664
SCOPE 2 (Location Based) <sup>2</sup>	1,852,769	1,696,928	1,774,432	1,601,134	1,545,135
SCOPE 2 (Market Based) <sup>3</sup>	1,816,020	1,530,864	1,724,578	1,453,967	1,548,742
SCOPE 3 <sup>4</sup>	NC	NC	164,116,140	182,343,254	151,531,147
1: Purchased goods and services <sup>5</sup>	NC	NC	145,754,605	159,582,433	134,773,305
2: Capital goods	NC	NC	645,683	241,982	212,946
3: Fuel-and energy-related activities	NC	NC	823,943	890,252	860,260
4: Upstream transportation and distribution	NC	NC	4,590,693	6,176,849	6,182,901
5: Waste generated in operations	NC	NC	373,592	388,607	771,405
6: Business travel	NC	NC	10,752	12,512	14,792
7: Employee commuting	NC	NC	193,442	194,704	181,628
8: Upstream leased assets	NC	NC	76,230	71,272	71,272
9: Downstream transportation and distribution	NC	NC	4,128,819	6,314,659	2,294,512
10: Processing of sold products	NC	NC	1,479,137	1,437,556	1,321,401
11: Use of sold products	NC	NC	4,492,789	4,436,735	3,434,561
12: End-of-life treatment of sold products	NC	NC	1,517,873	2,567,110	1,375,408
13: Downstream leased assets	NC	NC	0	0	0
14: Franchises	NC	NC	0	0	0
15: Investments	NC	NC	28,583	28,583	36,756
<b>TOTAL<sup>7</sup></b>	<b>5,775,775</b>	<b>5,291,086</b>	<b>169,713,801</b>	<b>187,559,356</b>	<b>156,535,553</b>

NC=not calculated

## Our Approach

At JBS, we believe everyone must do their part to reduce the impacts of climate change, and the responsibility to address the agricultural system's footprint cannot be put on individual farmers alone. Our company is well-positioned to engage our suppliers, food system partners, and consumers on how to collectively address our shared GHG emissions and improve the resiliency and productivity of the global food system.

Our company culture has always promoted on-the-ground collaboration over off-site enforcement, and we strive to achieve our goal to reduce the

intensity of scope 3 emissions through collaborative initiatives that improve both the environmental and financial performance of our supplier partners. We prioritize using a just-transition approach to advancing the sustainability of the global food production system, always remembering that success would not be possible without the people taking action in actual agricultural landscapes.

Farmers provide arguably the most important service to mankind — feeding people every day — and partnering with them to help make their operations more efficient, unlock value and productivity, and produce more with less, will help combat global food insecurity and lower emissions.



At JBS, we are well-positioned to engage our suppliers, food system partners, and consumers on how to collectively address our shared GHG emissions and improve the resiliency and productivity of the global food system.

## Our Ambitions

In 2021, JBS shared our ambition to strive for net zero greenhouse gas emissions in our operations and across our shared value chain by 2040. At that time, many companies, governments and non-governmental organizations made similar public goals in an effort to galvanize action against the most harmful impacts of climate change. While achievement of a goal of this ambitious magnitude was never under the control of any one company, organization or government; we believed this collective movement towards net zero goals was a positive step and an important effort to join.

As part of our ambition, we set a goal to establish voluntary targets with the Science Based Target initiative (SBTi) in line with our Net Zero by 2040 goal. During the two-year process of goal setting, SBTi created new requirements and draft methodologies for agriculture-based companies that fundamentally altered the goal-setting process. As a result, many leading agricultural companies, including JBS, have not

proceeded with setting targets through SBTi and are pursuing their environmental goals outside of the SBTi framework. While certifying bodies and standards will necessarily change over time, our climate ambitions are unwavering.

Our ambition to set near-term science-based goals in line with our Net Zero by 2040 ambition has not changed. More importantly, no matter the long-term goal, there are significant on-the-ground actions that must occur today, such as our comprehensive efforts to address the drivers of deforestation in the Amazon, if we are to preserve a resilient global agricultural system that works for farmers, consumers and the planet tomorrow.

JBS will continue to partner with farmers, NGOs, universities, customers, and other stakeholders to identify ways to reduce agricultural emissions, combat global food insecurity, and enhance the sustainability of food systems. Agriculture has an essential role to play in the climate change solution and that companies like JBS can and should help lead collective action.

# Climate Resiliency Beyond GHG Emissions

As climate change continues to challenge the agricultural sector, we are committed to expanding our focus beyond reducing emissions. While GHG mitigation remains a critical component of our strategy, we recognize the need for a holistic approach to climate resiliency that includes ensuring reliable access to affordable and nutritious food.

System resilience refers to the capacity of our agricultural operations to absorb, adapt, and recover from climate-related shocks and stresses while maintaining essential functions. Building resilience involves integrating practices that enhance the stability and health of ecosystems, promote sustainable resource management, and secure food supplies.

At JBS, we will focus on the following key areas to enhance climate resilience in our businesses and value chains, prioritizing their sustainability, productivity, and contribution to global food security in the face of climate impacts.

## Deforestation

Mitigating land use change in JBS supply chains is our greatest opportunity for reducing indirect GHG emissions. More broadly, forest stability also has an important influence on rainfall patterns, plant and animal biodiversity, water and soil quality, flood prevention, and economic vitality for smallholder farmers. To address the core drivers of deforestation risks in our Brazilian cattle supply, JBS has developed a multi-layered approach that includes:

- **Responsible Sourcing Policy** – JBS Brazil's Responsible Raw Material Procurement Policy prohibits the purchase of livestock from farms involved in illegal deforestation, forced labor, invasion of indigenous territories, or embargoed by Brazilian environmental authorities.

- **Supply Chain Monitoring and Enforcement** – JBS Brazil's supply chain monitoring system increases our visibility into complex and obscure cattle supply chains by leveraging public and government databases, satellite imagery, and geo-referenced data. Verification of direct and indirect livestock suppliers' compliance with socio-environmental standards is fundamental to ensuring the integrity of supply chains.
- **Technical Assistance and Extension Services for Producers** – We provide free consultation services through our JBS [Green Offices](#) to farmers who want to improve their environmental performance, productivity, and sustainable practices. Free services should be provided to empower producers to

sustainably intensify production and reduce economic incentives to illegally clear additional forest.

- **Multi-stakeholder Engagement and Collaboration** – JBS participates in global forums and associations to mobilize support and deliver change at scale across a complex supply chain.
- **Promoting Sustainable Development** – Through the JBS Fund for the Amazon, we promote economically viable solutions for forest conservation and restoration, socioeconomic community development, and scientific and technological advancement improve the sustainable use of forests and the quality of life of their residents.

**To learn more about our strategies and actions to address deforestation, visit [Responsible Sourcing](#).**

### CASE STUDY

#### RESTORING LAND PRESERVATION

JBS Brazil, through its network of 20 Green Offices, provides free technical support and extension services to farmers seeking to improve the environmental performance, productivity, and sustainable practices of their properties. With teams composed of specialists and a network of accredited consultants, JBS's Green Offices offer comprehensive technical support to help producers adapt their farms to comply with the company's environmental and sustainability requirements.

This support is not limited to suppliers that have been newly blocked for falling out of compliance. The company also actively searches its database for opportunities to help reactivate former suppliers. Such was the case for a small cattle producer from Tucumã, Pará, who was blocked for three years and five months due to non-compliance with the JBS Responsible Cattle Purchasing Policy.

Unaware of the steps required and without the resources needed to regularize his land, the producer accepted the free

technical support provided by the JBS Green Offices. As a result, he managed to achieve environmental regularization on his farm — restoring 18.4 hectares of permanent preservation area — and resumed supplying to JBS after a 9-month process of analysis and approval by the Rural Environmental Registry (CAR) and the Environmental Regularization Program.

This is one example of the nearly 8,500 farms that our JBS Green Offices helped bring into compliance as of the end of 2023.



## Pasture and Rangeland Management

Grasslands support biodiversity, sequester carbon, and regulate water.

By partnering with supply chain stakeholders, conservation organizations, and the livestock community, JBS aims to protect these ecosystems, ensuring their ecological and economic viability.

- **Grassland Conservation and Stability** – Grasslands play a crucial role in carbon sequestration by capturing significant amounts of atmospheric carbon dioxide and storing it in plant roots and soil. In addition, healthy grasslands help regulate water cycles, prevent soil erosion, and provide forage for livestock, making their preservation essential for rural communities and ecosystems.
- **Livestock Management** – Proper livestock management in agricultural supply chains supports grasslands and pasture lands by promoting sustainable grazing practices and reducing overgrazing. Optimized movement and distribution of livestock helps ensure pastures are grazed evenly and given adequate time to recover, which maintains soil health and vegetation cover. Additionally, integrating supply chain management with rotational grazing systems can enhance pasture productivity and biodiversity, leading to more resilient and sustainable grasslands.

- **Grazing Management Plans** – Effective grazing management plans focus on optimizing pasture use to maintain soil health, improve carbon sequestration, and maximize animal health and productivity. Some key practices include rotational grazing, adequate growing season rest periods, minimizing bare ground, and monitoring above-ground forage. Grazing management plans are a win-win for grazing systems as they can provide greater economic outcomes for producers and increased control over positive environmental outcomes, such as enhanced biodiversity and water retention.
- **Invasive Species Control** – Controlling invasive species is critical for maintaining native forage production in grasslands and pasturelands. Invasive species often outcompete native plants, reducing biodiversity and the availability of nutritious forage for livestock. With community support and investment, we can come together with the ranching community to help prevent invasive species encroachment and maintain grassland health and productivity.

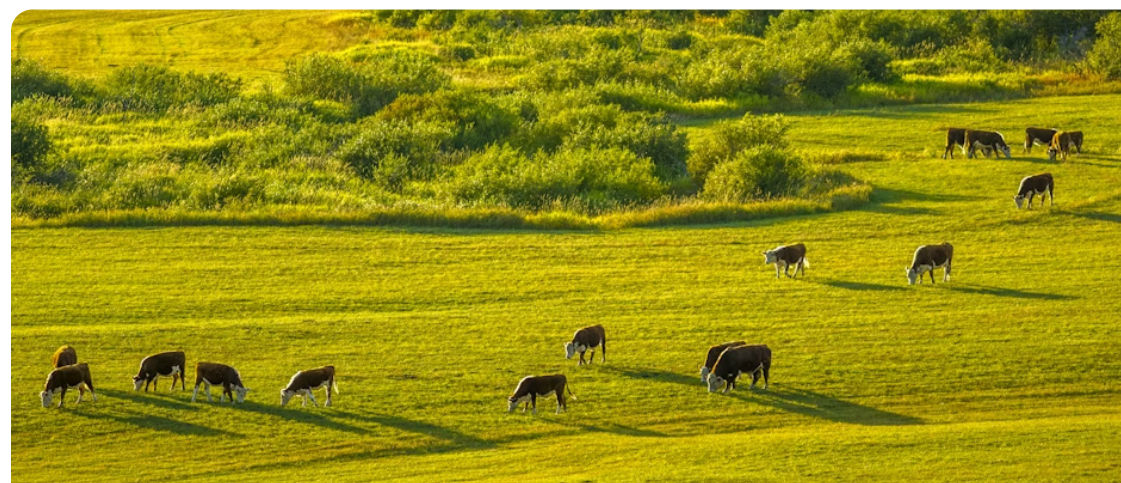
### CASE STUDY

#### SUPPORTING NATIVE PASTURES

Maintaining a healthy environment for cattle and sheep is a key element of the [JBS Farm Assurance](#) (FA) program in Australia. Working with industry leading agronomists and horticulturists to perfect pastures for livestock, livestock producers in the JBS FA program are recommended to achieve 75% ground coverage of healthy grass on their properties through regenerative practices. This ensures that livestock always have access to grass and supports the growth

of native pastures that are vital to preserving farm biodiversity, including species adapted to difficult soils and tough climate conditions. In addition, producer partners are encouraged to adopt shelter belts for animal welfare and vegetation growth. Shelter belts naturally provide livestock with shade from wind, sun, and rain, and create corridors for native plants and animals to thrive and connect neighboring farms to create improved ecosystems.

Producers are encouraged to achieve 75% ground coverage of healthy grass on their properties through regenerative practices.



## Soil Health and Water Management

Soil health and water management play foundational roles in sustainable livestock and feed production. Healthy soils promote the growth of nutritious feed crops, which directly impact animal health and productivity. In addition, effective water management maintains clean and sufficient water supplies for livestock and crop irrigation, reducing environmental impact and improving regulatory compliance.



- **Enhancing Soil Health** – Healthy soils are crucial for resilient agriculture. JBS supports supplier practices such as cover cropping, no-till farming, and soil amendments to improve soil structure, increase organic matter, and enhance water retention. These practices also contribute to carbon sequestration and biodiversity, creating a more robust system capable of withstanding climatic variations and ensuring continuous food production.
- **Efficient Water Use and Conservation** – As a vital resource, water must be used efficiently to promote climate resilience and food security. Implementing precision irrigation systems, rainwater harvesting, and water recycling techniques reduces water wastage and ensures adequate supply during dry periods. Protecting water quality through controlled runoff and buffer zones prevents contamination and preserves aquatic ecosystems, supporting consistent agricultural output.
- **Drought Management Plans** – Drought management plans increase the availability of water and forage while maintaining ecosystem health. They use a proactive risk reduction approach to address the challenges posed by droughts, such as decreased water quantity and water quality, which are necessary for productive farms, ranches and grazing lands. Drought can also contribute to insect outbreaks, increased wildfires, and alterations in the nutrient cycle, which all impact agriculture ecosystems.

### CASE STUDY

#### INCORPORATING PIGS IN CROP PRODUCTION

When done right, farming pigs outdoors can help improve the quality of the land. This is a key principle of our Pilgrim's Europe Pork business' approach to regenerative agriculture and one of the reasons the sows in their British Quality Plus (BQP) welfare program spend their entire lives outdoors.

Incorporating livestock into an arable rotation gives land a worthwhile break from continual crop production, which is known to deplete nutrients and compromise soil health. Within the Pilgrim's Europe BQP program, pigs are hosted on partner farmers' fields for two years, during which time they produce manure that enriches the soil, reduces weed burden and disease carry over, increases nutrient retention, and boosts biodiversity. This makes the land more productive for growing crops like cereals or potatoes, improving yields, and removing the need for arable farmers to use synthetic fertilizers.



To showcase the financial and sustainability benefits of integrating free-range pigs into agricultural practices, Pilgrim's Europe Pork partnered with Intellync to analyze soil health pre and post pig production across nine farms in Southeast England. The study indicated increases in organic matter and soil carbon, reductions in fertilizer use, and yield improvements. However, the benefits were temporary, necessitating the continuous inclusion of pigs in rotations for sustained results and reinforcing the synergy between livestock and arable crop production.



### Animal Health and Performance

Climate strategies should be designed and deployed to instigate transformative changes in animal production practices while also fostering long-term ecological and financial benefits for farmers and their land. Solutions must balance overall efficiency with the high animal welfare and product quality standards.

- **Emission Reductions** – Reducing enteric methane emissions is crucial for sustainable livestock production. Strategies include improving animal diets by incorporating high-quality forages and feed additives, for example, to enhance digestion efficiency and lower methane production.

- **Feed Efficiency** – Optimizing feed conversion to animal protein reduces the carbon and water intensity of livestock and poultry production. Better feed efficiency promotes animal health and productivity, contributing to a more sustainable resilient agricultural system.
- **Livestock Supply Chain Management** – Connecting cattle producers with sustainable practices at each production stage is vital for scalable value-chain solutions. Companies like JBS should work to provide producers with science-based recommendations and manageable ROI strategies for positioning environmental outcomes.



### CASE STUDY

#### TESTING FEED ADDITIVES

At JBS Friboi, GHG emissions are primarily generated by scope 3 activities, such as enteric fermentation from livestock. Therefore, it is essential that the business works in collaboration with partners throughout its value chain to improve the efficiency of cattle production systems and identify potential pathways to reduce methane emissions in Brazilian livestock.

That is why JBS Friboi is actively supporting searching for scalable feed additives that improve feed efficiency in animal diets — one of the possible ways to decrease methane emissions. In 2021, JBS and the Instituto de Zootecnia (IZ) of the São Paulo State Secretariat of Agriculture and Supply established a partnership to develop studies aimed at reducing GHG emissions in the cattle supply chain. The collaboration focuses on researching feed additives that

improve nutrient use efficiency in animal diets, thereby reducing methane emissions and promoting sustainability in meat production.

In addition, the Neutropec Animal Production Institute was launched in São José do Rio Preto in 2022 as a research center of the IZ. With a new structure dedicated to studying the intensification of beef cattle production systems, IZ was able to monitor animals at JBS Brazil's feedlot in Guaçara (SP) for approximately six months. JBS's participation in this research allowed for large-scale testing and financial support.

To date, five types of feed additives have been tested in JBS Brazil feedlots, resulting in both reduced enteric methane and increased feed efficiency. The company will continue its ongoing efforts to research and trial the best available enteric methane reducing technology in its feedlot operations.

JBS Friboi is actively searching for scalable feed additives that improve feed efficiency in animal diets — one of the possible ways to decrease methane emissions.



### Circular Economy Solutions

Closed-loop systems for reusing and recycling waste materials and energy can play an important role in the long-term viability of agricultural food production. Applying strategic, circular economy concepts across our operations is an integral component of our business model, and we have created new businesses specifically dedicated to this strategy. This integration supports economic growth by reducing operational costs and environmental footprints, ultimately fostering a more sustainable and resilient economy.

- **Renewable Energy** – Converting organic waste materials into energy sources, such as biogas or biofuels, can power various stages of the animal agriculture value chain. By utilizing waste as a resource, this approach not only reduces the need for fossil fuels but also mitigates the environmental impact associated with waste disposal, creating a synergistic cycle where waste products are continuously repurposed to generate energy.
- **Packaging** – Designing packaging for easy recycling and incorporating recycled materials into new packaging can create closed-loop systems for ongoing reuse. Such solutions

extend the life of packaging and reduce the need for single-use items, promoting sustainable production and consumption patterns.

- **Supply Chain Solutions** – Byproduct waste streams from agriculture and animal processing can also be converted into value-added products such as collagen, fertilizers, pharmaceuticals, and more. These transformations foster innovation, enhance resource efficiency, and create new revenue streams.

To learn more about our strategy, visit [Circular Economy and Reverse Logistics](#).

### Conclusion

Building climate resilience within our agricultural systems requires a comprehensive approach that goes beyond reducing GHG emissions. By focusing on pasture and rangeland management practices, soil and water health, animal health and performance, adaptive planning, and food security, we can create a robust and sustainable agricultural system capable of withstanding the impacts of climate change.

Applying strategic, circular economy concepts across our operations is an integral component of our business model and we have created new businesses specifically dedicated to this strategy.

#### CASE STUDY



#### POWERING RENEWABLE TRANSPORTATION WITH WASTE

In JBS beef and lamb facilities, animal fat from processing waste material is cooked down into a liquid form known as “tallow” and refined into renewable fuels that contribute to reducing transportation emissions globally. In 2023, approximately 656,000 metric tons of tallow produced in JBS facilities in the U.S., Australia, and Canada were

refined into renewable fuels. These renewable fuels are used to power hard-to-abate transportation sectors including aircraft, heavy vehicles, and ferries in some parts of the world. Renewable diesel and sustainable aviation fuels refined from JBS tallow by our customers can emit upwards of 50% fewer GHG emissions than conventional fossil fuels.

# Strategies in Action Across Our Value Chain

- 40 Stewarding Natural Resources on Farm
- 44 Responsibly Sourcing Agricultural Commodities
- 58 Producing Sustainable Food
- 78 Strengthening Food Systems and Communities
- 83 Operating Responsibly





# Stewarding Natural Resources on Farm



Our company culture has always promoted on-the-ground collaboration over off-site enforcement, and we strive to build our value chain partnership initiatives around the fundamental need to improve both the environmental and financial performance of our supplier partners. Fundamental to our strategy is assisting farmers with stewarding natural resources and enhancing productivity. We prioritize using a just-transition approach to advancing the sustainability of our global food production systems, always remembering that success would not be possible without people taking action.

We work shoulder-to-shoulder with our supplier partners throughout our value chain and provide technical and experiential support as requested. Our ongoing collaboration helps cultivate long-term relationships that support continuous improvement in our procurement programs.

From an environmental perspective, we will continue to build a network of partnerships with farmers and producers to help identify and adopt climate-smart practices. Scalable and self-sustaining solutions will require the full supply chain to engage and collaborate on support for farmers and GHG emissions reduction projects. As such, sourcing and supply chain initiatives will be foundational to addressing emissions from our company's global value chain. Where we have direct connection with livestock, poultry, and seafood suppliers, we can expand our resources and capabilities to help producers better identify beneficial systems they can adopt to attenuate impacts while providing economic and operational benefits.

We strive to build our value chain partnership initiatives around the fundamental need to improve both the environmental and financial performance of our supplier partners.





# Climate and Land

## CASE STUDIES

### PROVIDING ON-FARM ASSESSMENTS

In 2023, Pilgrim's Europe beef patty production facility, Beef Orléans, celebrated the 20th anniversary of its cattle supplier contract program. Created in 2003 as a guaranteed outlet for farmers seeking an alternative to a volatile and uncertain cattle market, the program's objectives remain the same today:

- To secure the facility's beef supply via dedicated animals on farm
- To agree to a price independent of market fluctuations, guaranteeing economic efficiency and income security for all, beginning with farmer partners
- To ensure that farmers have an avenue and medium- / long-term vision to plan production and investment

To help their suppliers meet evolving challenges and expectations related to climate, Beef Orléans developed two unique diagnosis tools:

- [CAP'2ER](#), an on-farm Life Cycle Assessment that helps cattle breeders understand their action levers and the positive environmental outcomes generated by their farms
- [BoviWell](#), an on-farm animal performance assessment that identifies where farms can further improve

In 2023, Beef Orléans contracted 30,000 cattle from 1,070 French farms, 100% of which were evaluated using these tools. Today, an additional program is being developed to support the implementation of further action on farm.

### INVESTING IN FEEDLOT INNOVATION

In the United States, JBS USA has contributed US\$ 700,000 to the University of Nebraska-Lincoln Foundation to support a new Feedlot Innovation Center, which will include cattle comfort and research buildings, a feed technology facility, innovative open lots, and an animal handling facility. The expansion aims to create real-world facilities to test new precision

technology, solve environmental challenges facing the feeding industry, and improve cattle performance and welfare while comparing different environments and housing systems. It will also allow for innovation in manure collection and management that will innovate both new and possible modifications for existing operations. The feedlot is expected to open for research in July 2024.

### BUILDING SELF-SUSTAINING FARMS

Our Pilgrim's Europe's chicken business constructed a state-of-the-art poultry farm to reduce GHG (greenhouse gas) emissions. Located in Lincolnshire, U.K., Beech Farm was built from the ground up with sustainability in mind to reduce scope 1 and scope 2 emissions by up to 100%, effectively taking the farm 'off grid' when all systems operate at capacity. Everything from the design and layout of the farm building to how it captures and recycles rainwater reflects Pilgrim's Europe's mantra of 'reduce, reuse, renewable.' Technologies utilized on the farm to reduce emissions include

ground source heat pumps to generate heating, heat exchanger systems to reduce overall heat usage, and solar technology capable of generating 1MW of electricity, which work in tandem with lithium battery storage. The facility also practices the latest biosecurity measures to help ensure safety and welfare standards for its birds. Through these innovations, Pilgrim's Europe has created a 100% reduction in energy-related GHG emissions at Beech Farm, representing 900 metric tons of CO<sub>2</sub>e savings a year. With more than 700 chicken farmer partners across the U.K., Pilgrim's Europe plans to use Beech Farm as a demonstration farm to share knowledge and technical assistance with its network of poultry producers. The project's potential to be a game-changer for the industry is also particularly exciting when taken in partnership with Pilgrim's Europe's other scope 3 initiatives, such as its 'Farm Carbon Calculator' that will monitor and track GHG emissions in real time at individual farm level, across its entire farming base.

CASE STUDIES

**CREATING PRODUCER RESOURCES**

As part of the company's efforts to improve grazing management practices and reduce greenhouse gas emissions, JBS USA contributed US\$ 230,000 to support two [Colorado State University AgNext](#) research initiatives. The first project developed a U.S. livestock industry net-zero roadmap identifying current knowledge gaps in GHG reduction strategies and producer willingness to adopt practices to determine potential reduction pathways. In addition, JBS USA sponsored AgNext to help cattle producers across the country develop science-based grazing management principles that will support the sustainability of ranching.

**PROMOTING CONSERVATION PRACTICES**

Looking to drive carbon sequestration, improve soil health and water quality, and create new economic opportunities for growers to profit from conservation practices, such as no-till and cover crops, JBS USA partnered with the [Soil and Water Outcomes Fund](#) to engage growers across multiple states in the U.S.

**RESEARCHING METHANE REDUCTIONS**

In the United States, we are part of 10 companies funding almost US\$ 5 million for the [Food and Ag Research Greener Cattle Initiative](#) over the next five years to support research and development of practices and technologies to reduce enteric methane emissions from cattle. In 2023, a total of three large-scale enteric methane research trials were funded.





# Biodiversity

GRI 304-3

In line with our [Global Environment and Biodiversity Policy](#), we recognize that the protection and preservation of natural ecosystems, biodiversity, and natural resources are fundamental for current and future generations to succeed. As a leading global food company, we are helping agricultural systems across the world double-down on their positive environmental impacts — so they not only continue to protect, but also restore natural habitats to allow diverse species populations to thrive.

The JBS Fund for the Amazon is a non-profit organization created in 2020 to restore degraded areas and support inclusive and profitable models that generate value for the standing forest. To achieve these results, the Fund

operates within three main areas of action: Productive Chains in Open Areas, Bioeconomy, and Science and Technology. Together, they leverage and enhance productivity in degraded areas, strengthen the business ecosystem around the standing forest with the support of disruptive and structuring solutions capable of adding value to forest products, and develop connectivity, mobility, and renewable energy.

By December 2023, the organization had supported 20 projects with committed investments of R\$ 72.8 million. Together, these initiatives benefited over 6,500 families; conserved 1.9 million hectares under improved/restored management; supported 31 research grants; strengthened 11 productive chains; and unlocked R\$ 2.2 million in credit for bioeconomy businesses.

**Please visit the [JBS Fund for the Amazon website](#) for more information.**



## CASE STUDIES

### WETLAND PROTECTION IN AUSTRALIA

In Burraboi, New South Wales, JBS Australia blocked off an area to protect native wetlands around its Yambinya Feedlot, which specializes in finishing both beef and lamb on JBS Farm Assured Natural Grain and Grass. This action has promoted the health and conservation of the local waterways, supported biodiversity, and fostered the formation of a natural creek that connects to the wider local basin. The resulting water runs off into the settling ponds at Yambinya Feedlot and is then used to produce the crops that are transformed into the animal feed and fed to the animals in our JBS Farm Assurance Natural Grain program.



### FIRE PREVENTION IN PANTANAL

The Fire Prevention in Pantanal initiative harnesses artificial intelligence through a fire management platform that cross references information from satellites, images from cameras installed on farms, meteorological data, and local historical fire data to issue real-time warnings in the event a fire breaks out. With R\$ 26 million contributed by JBS distributed over four years, the project has been designed to cover 2.5 million hectares in the states of Mato Grosso and Mato Grosso do Sul.

The system has already provided information to approximately 80 Fire Brigades operating in the region, and it is estimated that the technology employed could reduce burned areas by up to 80%.



# Responsibly Sourcing Agricultural Commodities

GRI 308-1



We recognize our role as a value-chain leader starts with making sure our raw materials are sourced responsibly. In doing so, we can influence our entire value chain, from supplier adoption of best practices to the final quality of our products.

We work to establish relationships with our suppliers that are based on partnership and encourage the implementation of initiatives that improve their governance and practices. Guided by our [Global Code of Conduct for Business Associates](#), we maintain an open dialogue with our suppliers on issues involving respect for the environment, human rights, and national and local labor laws. Through this code, we strive to ensure that our suppliers are compliant with applicable laws and regulations.

We evaluate all potential suppliers based on several criteria, including compliance, commercial offering, supply flexibility and responsiveness, service, risk management, quality, price, reliability, financial capability, reputation, and experience. We also recognize that sourcing products, ingredients, and services from within our communities helps further support local economies.

Environmental and social impacts differ for each of our unique suppliers based on the region in which they operate and the materials they manufacture, the species of animal they raise, or the service they provide. Our ability to directly affect these impacts is often outside of our immediate control; however, we are striving to partner with suppliers who share our values and mission to achieve a more sustainable food supply.

We maintain an open dialogue with our suppliers on issues involving respect for the environment, human rights, and national and local labor laws.

CASE STUDY



The JBS Farm Assurance (FA) program is a third-party audited beef and lamb supply chain approach program that addresses food safety, animal welfare, quality assurance, and transparency for JBS Australia customers and consumers. Developed in consultation with producers, the fully traceable program includes a sustainability framework to measure on-farm practices across seven pillars: soils, pastures, vegetation, water, livestock, people, and carbon. Operating across four of Australia's southern states, JBS FA producers farm in diverse biomes and climate conditions. The program requires producers to care not only for

livestock, but for the unique landscape that marks the starting point of the Great Southern brand's supply chain.

In conjunction with Integrity Ag and Environment and Meat Livestock Australia (MLA), the JBS FA program is developing a more detailed understanding of the on-farm carbon emissions of cattle producers to identify opportunities for emission reductions. In tandem, the partnership is facilitating program education via focus groups aimed at identifying on-farm opportunities for improvement.

The focus groups have been strategically spread across key geographic locations to facilitate in-person engagement sessions four times annually, spanning from Tasmania to New South Wales and across to South Australia. This



The program requires producers to care not only for livestock, but for the unique landscape that marks the starting point of the Great Southern brand's supply chain.

approach ensures widespread accessibility for producers, promoting their active participation in the collaborative pursuit of regenerative farming practices. Through these meetings, producers can regularly hear from topic experts and gain exposure to, connect with, and learn from industry peers.

Producers also conduct multiple peer farm visits, allowing participants to learn and understand what is working for other producers in their area as well as interstate. These focus groups have developed a unique network that can support one another through the good and tough seasons.



## Eliminating Agriculture-Related Deforestation

At JBS, we believe that people and planet should not be at odds. For us, becoming people and planet positive means that agricultural food systems are inextricably linked to the protection and restoration of our shared natural resources. That's why JBS is undertaking a comprehensive approach toward addressing the drivers of deforestation while also positively supporting livestock producers and the tens of thousands of farm families we depend upon to produce food.

In Brazil, our efforts to mobilize support for sustainable food production are underpinned by robust action and financial investments across multiple states that make up the largest Brazilian biomes, specifically the Amazon and Cerrado regions. The deforestation challenge in Brazil and in agricultural

commodity supply chains around the world is larger than any one company — or even one sector — can solve on its own. As one of the world's leading food and agricultural companies with the scope and scale to influence change, JBS is partnering across agriculture's full supply chain to address the environmental impacts of food production and help our suppliers adapt to a changing climate.

We believe that strong standards and enforcement, coupled with positive incentives and producer support, can lead to better supply chain integrity and producer viability, without compromising food security through increased costs to consumers. Economic vitality, food production capacity, and quality of life for communities must be in balance with nature. The following lays out the JBS approach and investments toward eliminating deforestation in our Brazilian cattle supply chain.



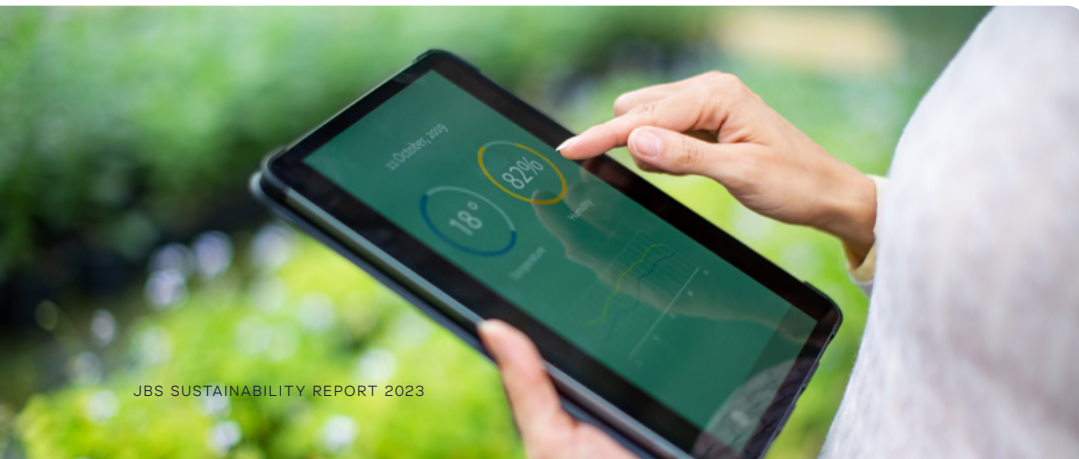
### Country Context: Becoming Forest Positive in Brazil

It is important to emphasize that Brazil has the largest geographical area under environmental protection in the world. The [Brazilian Forest Code](#) is a law that requires that all rural properties maintain an area with native vegetation cover, known as Legal Reserve, to ensure the sustainable economic use of natural resources and promote biodiversity conservation.

According to the [2023 MapBiomas Annual Report](#), deforestation occurs in both legal

and illegal forms. That's why the key to combating deforestation is eliminating the incentives for forest clearing by landowners and providing producers with financial and technical assistance to support sustainable intensification, integrated farming systems, and restorative land practices.

JBS's phase one roadmap centers on the biomes where we have the biggest footprint, in order to deliver momentum toward a sustainable agricultural commodity supply chain at scale.





## Our Commitment: Collective Action for Forest Protection

JBS sits in a pivotal position in the food value chain — interacting upstream with farmers, ranchers, grain originators, and input suppliers, and downstream with distributors, retailers, restaurants, and consumers. While not the only agricultural commodity company in Brazil, JBS is an industry leader that can help influence the complex agricultural supply chain. As such, JBS has made two key public commitments toward becoming forest-positive with the opportunity to deliver change at scale through our value chain partners.

1

**Delivering zero illegal deforestation in all Brazilian biomes by the end of 2025 for direct and tier 1 indirect<sup>1,2</sup> cattle suppliers**

*(Note: JBS Friboi reports this goal is met in 2023 for its direct cattle suppliers and is now addressing illegal deforestation risks within its network of tier 1 indirect cattle suppliers)*

2

**Advancing the [Tropical Forest Alliance](#)-aligned “Roadmap to 1.5°C” implementation plan for the Cattle Sector in the Amazon and Cerrado biomes**

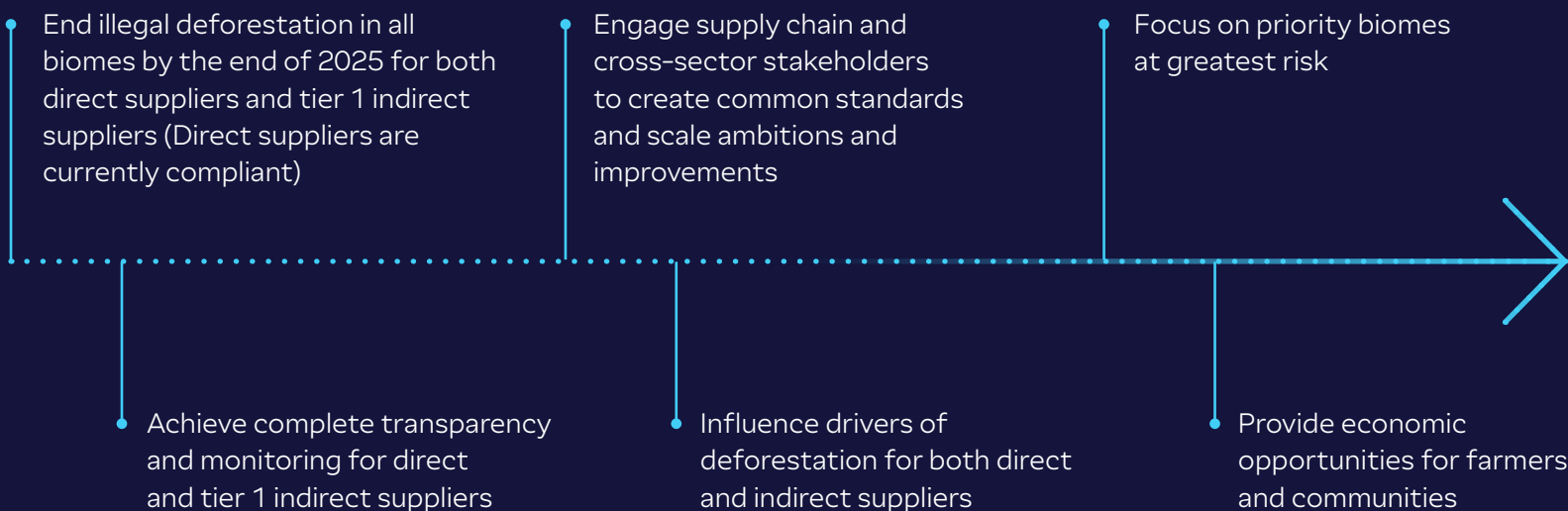
**The Amazon:** 2023 target date for no-deforestation for direct suppliers and 2025 for indirect suppliers (legal and illegal, PRODES 2008)

**The Cerrado and other biomes:** 2025 target date for no illegal deforestation (PRODES 2020) for direct and indirect suppliers

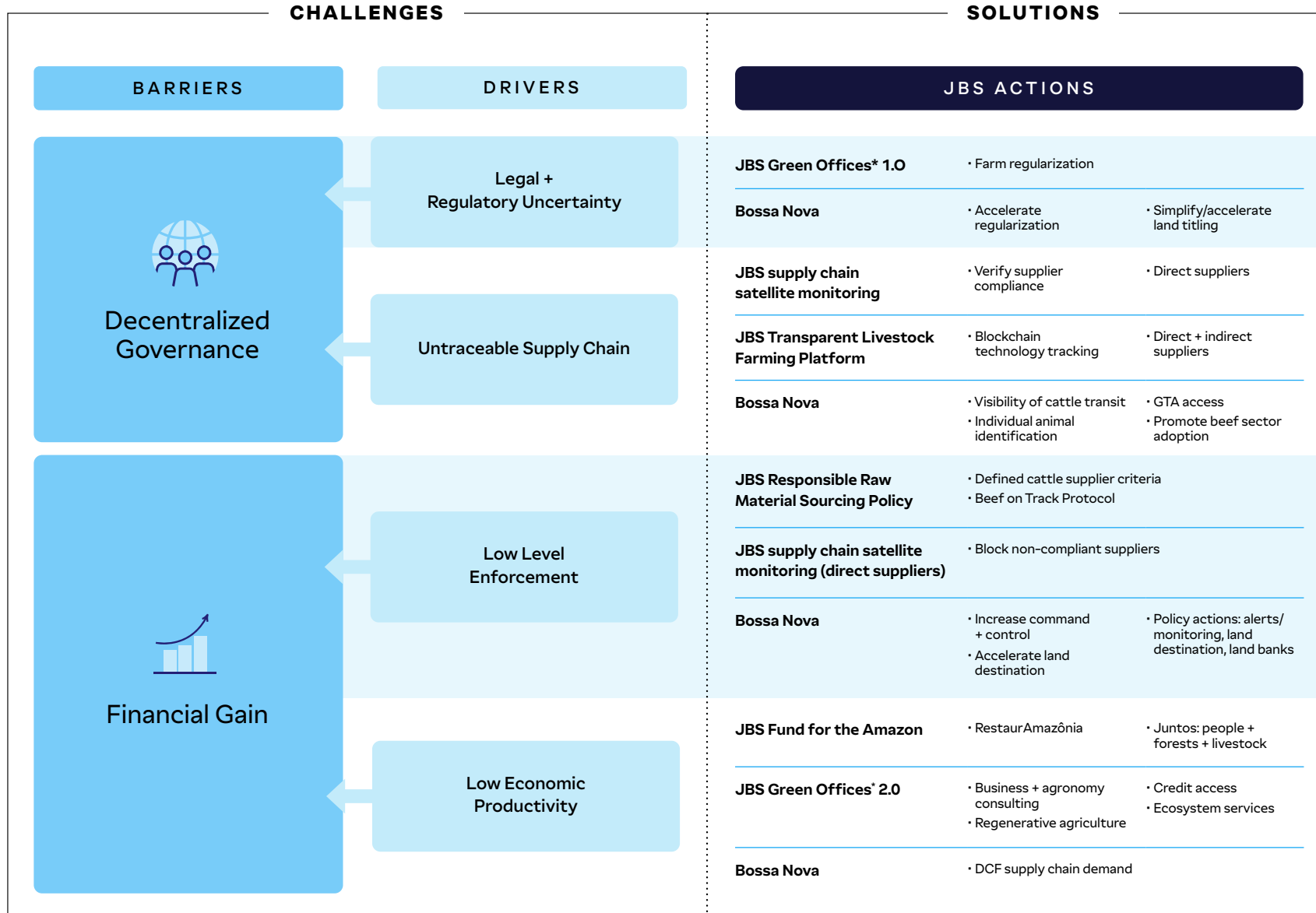
1. Direct Cattle Suppliers = Supply directly to JBS
2. Indirect Tier 1 Cattle Suppliers = Supply to JBS direct cattle suppliers
3. Indirect Tier 2 Cattle Suppliers = Supply to JBS indirect tier 1 cattle suppliers

## Our Principles: A Roadmap Toward Eliminating Deforestation

The following principles guide the JBS forest-positive action plan, inclusive of cattle in Brazil:



# Addressing Drivers of Deforestation in Brazil



## GLOSSARY

**Bossa Nova:** JBS partnership initiative focused on leading the implementation of scalable solutions that accelerate the elimination of deforestation from beef supply chains in the Amazon and Cerrado.

**DCF:** Deforestation Conversion Free

**GTA:** Animal Transit Guide

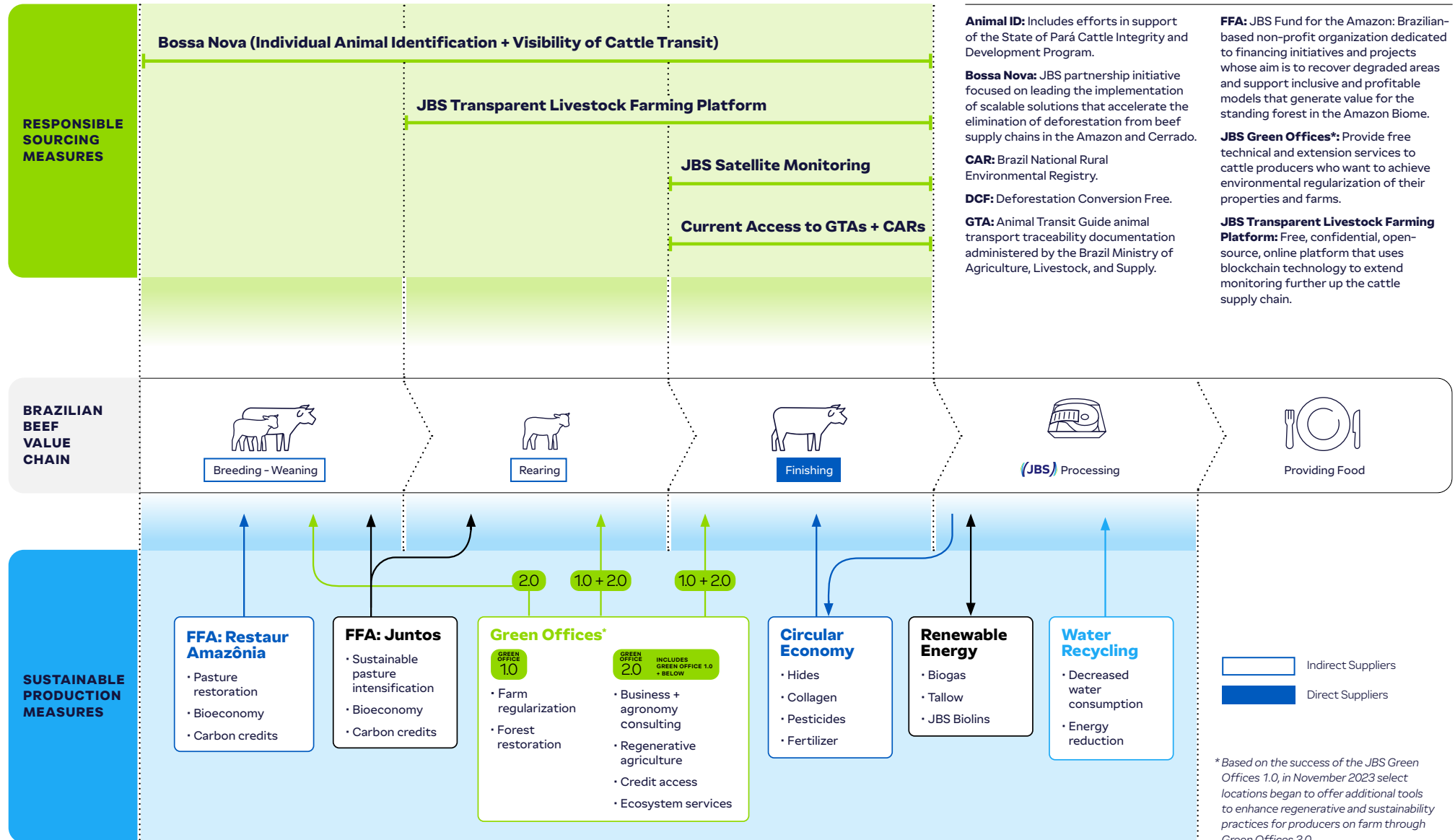
**JBS Green Offices\*:** Provide free technical and extension services to cattle producers who want to bring their farms into compliance.

**JBS Fund for the Amazon:** Brazilian organization dedicated to financing initiatives and projects whose aim is the sustainable development of the Amazon Biome.

**JBS Transparent Livestock Farming Platform:** Free, confidential, open-source, online platform that uses blockchain technology to extend monitoring further up the cattle supply chain.

*\*Based on the success of the JBS Green Offices, in November 2023 select locations began to also offer additional tools for producers to apply sustainable practices on farm in order to increase profitability.*

# Integrating Solutions Across the Brazilian Beef Value Chain





## Our Action Plan: Mobilizing the Agricultural Value Chain Toward Zero Deforestation

JBS has a five-pronged approach to combating potential deforestation in our supply chain that is centered on:



# Our Action Plan: Mobilizing the Agricultural Value Chain Toward Zero Deforestation

JBS has a five-pronged approach to combating potential deforestation in our supply chain. The following are programmatic highlights to represent clear, compelling, and collaborative impact, and are an integral part of our total commitment.

## 1 | OUR ZERO-TOLERANCE, ZERO-DEFORESTATION SOURCING POLICY

According to numerous studies by NGOs and universities including the National Wildlife Federation, The Nature Conservancy, and University of Wisconsin Madison, nearly 93% of illegal deforestation in the Amazon biome is in the first two levels of cattle suppliers to meat processing facilities (breeding and rearing).

JBS's [Responsible Raw Material Procurement Policy](#) prohibits the purchase of livestock from farms involved in deforestation, forced labor, invasion of indigenous territories, or embargoed by Brazilian environmental authorities. In addition, all livestock suppliers in the Amazon who sell to JBS must adhere to the "Protocol for Monitoring Cattle Suppliers in the Amazon" (also known as the [Beef on Track](#) Protocol), developed by the non-governmental organization [Imaflo](#) and the Brazilian Federal Prosecutor's Office (MPF). Beef on Track establishes the processes and tools for monitoring, auditing, and reporting for a deforestation-free beef supply chain.

## 2 | SUPPLY CHAIN MONITORING AND ENFORCEMENT

JBS has developed a cattle supplier monitoring system that leverages public and government databases, satellite imagery, and geo-referenced data to verify compliance with socio-environmental standards. Our monitoring system covers a significant number of direct livestock suppliers and has blocked almost 13,000 potential supplier farms in Brazil since implementation over a decade ago.

Due to privacy laws in Brazil, there is a lack of information available regarding upstream transactions with indirect cattle suppliers. To overcome that challenge

and complement our monitoring system for direct suppliers, JBS has also built and deployed the [Transparent Livestock Farming Platform](#), a digital platform to increase the visibility further up the cattle supply chain to the tens of thousands of farms that sell cattle to our direct suppliers. This free, confidential, open-

source, [online platform](#) uses blockchain technology to extend monitoring of our direct suppliers to their suppliers — producers with whom the company does not have a direct business relationship, but who are a critical part of the supply chain. In 2023, more than 62% of cattle processed by JBS were enrolled in the platform, with the goal being to achieve 100% participation by 2025.

Beginning in 2026, all direct suppliers who wish to do business with JBS must be on the platform.

# 62+%

of JBS processed cattle enrolled in monitoring platform

**In 2023, JBS entered into a partnership with state government to enhance transparency and traceability in the Brazilian Amazon cattle supply chain through the adoption of mandatory animal identification.** Announced by the Governor of Pará at COP28, the Pará Plan aims to tag 100% of the state's cattle for individual traceability by 2026. JBS will invest US\$ 43 million over the next three years to accelerate adoption and help cattle producers offset the cost of identification tags. The company will provide technical support to smallholder farms to encourage implementation of regenerative practices and agroforestry systems, enabling producers to access the benefits that traceability provides, such as exposure to new markets. In doing so, JBS aims to combat the economic drivers of deforestation and improve the livelihoods of farmers and local communities.

Additionally, JBS is leading a proof-of-concept pilot project to develop an individual cattle traceability system at the company's beef processing facility in Marabá, Pará. Since its implementation in November 2023, the initiative has already achieved a full day of processing 100% ear-tagged cattle. JBS next plans to partner with the Pará government and other collaborators to extend the project further up the cattle supply chain and achieve full traceability from birth.

### 3 | TECHNICAL ASSISTANCE AND EXTENSION SERVICES FOR PRODUCERS

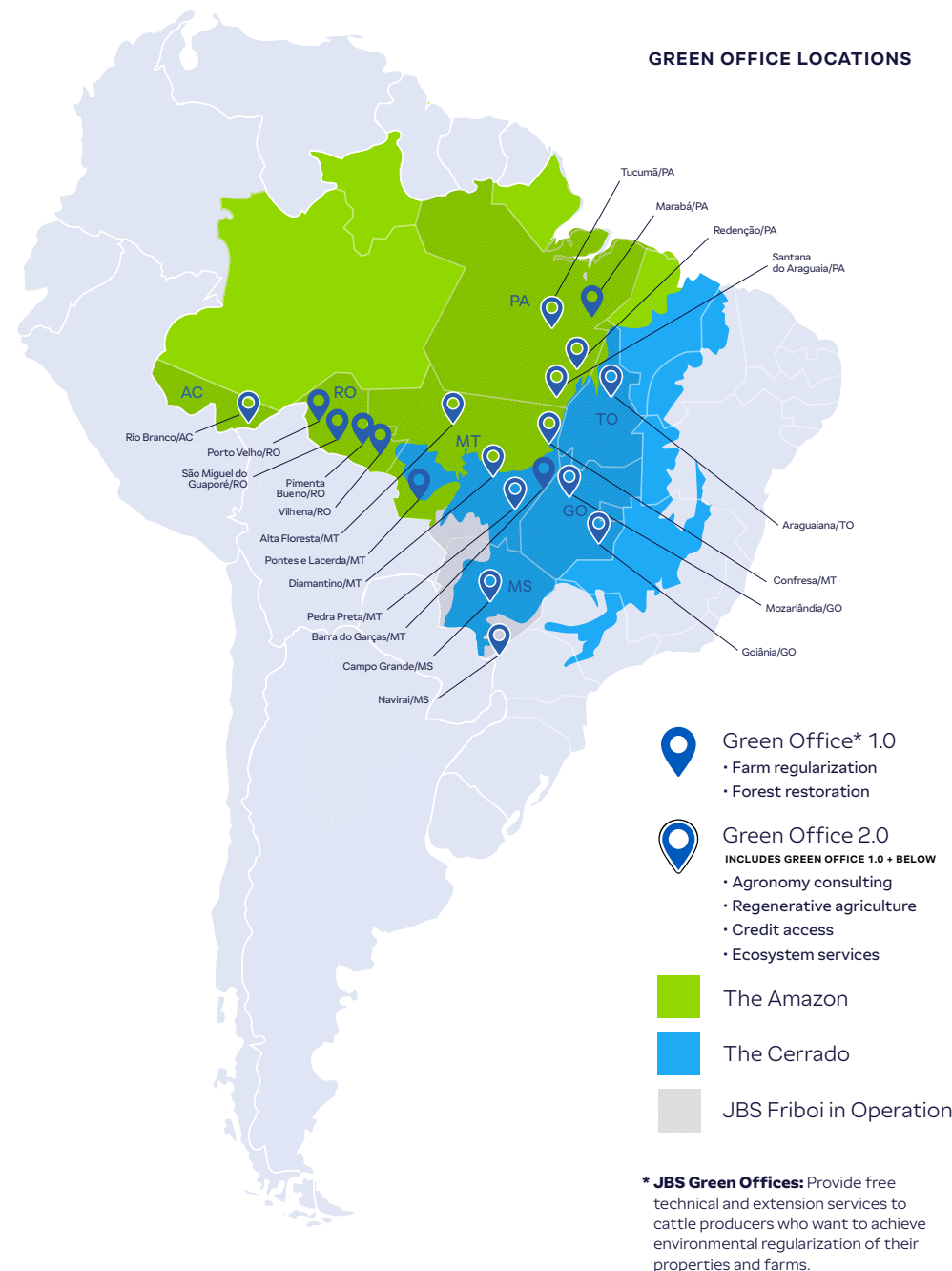
Sourcing policies, monitoring, and compliance systems help to prevent non-compliant cattle suppliers from entering the JBS supply chain, however, at the same time it is important to have drivers or economic incentives that deter forest clearing.

JBS is investing significant resources to address this challenge. We have established a network of 20 [Green Offices](#) since 2021 to provide free technical support and extension services to farmers who want to improve environmental performance, productivity, and sustainable practices. The **JBS Green Offices** include teams of specialists and certified consultants who provide free technical support to producers to help them bring their farms into compliance. To date, JBS Green Offices have helped 8,449 farms that produce about 3.4 million head of cattle come into compliance with Brazil's Forest Code requirements.

Based on the success of the initiative, the company launched **JBS Green Offices 2.0** in November 2023. In addition to continuing to provide support and

extension services, select locations now also offer additional tools for producers to apply sustainable practices on farm — such as regenerative agriculture and agronomy techniques — in order to increase the profitability of smallholder farmers. Seven out of the 20 Green Offices are already offering these additional services.

Furthermore, JBS provides free agronomic and business planning services to farmers through our [Fazenda Nota 10 \("A+ Farm"\) Program](#) to help enhance the productivity, profitability, and sustainability of their operations. Utilizing a proprietary software platform, JBS specialists are able to demonstrate both opportunities for on-farm improvement and performance against other producers in the region. Certified consultants then help develop strategies to empower producers to sustainably intensify production and reduce the economic incentives to illegally clear additional forest. With more than 463 farms currently enrolled, this is the largest group of cattle farmers ever engaged in an initiative of this kind in Brazil.





4 | MULTI-STAKEHOLDER ENGAGEMENT AND COLLABORATION

Our significant presence in Brazil and daily interactions with producers in the country give us firsthand experience with supply chains vulnerable to potential deforestation events. However, JBS is only one participant in the supply chain. That’s why we actively participate in multiple global forums, including the United Nations Climate Change Conference of the Parties (COP), the World Economic Forum, and the Tropical Forest Alliance–supported Agriculture Sector Roadmap to 1.5°C, to work collectively to find solutions to the causes of deforestation that include beef, alongside other stakeholders.

We actively participate in multiple global forums [...] to work collectively to find solutions to the causes of deforestation that include beef, alongside other stakeholders.

5 | PROMOTE SUSTAINABLE DEVELOPMENT

The [JBS Fund for the Amazon](#) is a Brazilian organization dedicated to financing initiatives and projects whose aim is the sustainable development of the Amazon biome, encouraging the conservation and sustainable use of the forest, improvements in the quality of life of the population residing there, and development by using technology and applied science.

This work is underpinned by forest conservation and restoration, socioeconomic development of communities, and scientific and technological development.

Projects approved through the JBS Fund for the Amazon include: Sustainable cocoa corridor, Mãos Indígenas, Floresta em Pé (Indigenous Hands, Standing Forests), Bioplástico da Amazônia, FUTURE Endowment Fund for rural education, Fair and Sustainable Fishing Project, and Geoflora — Forest Automation and Carbon Specialization.

## Our Progress: Becoming Forest-Positive by the Numbers

### Number of Green Offices\*



### Regularized Farms\*\*



\* **JBS Green Offices:** Provide free technical and extension services to cattle producers who want to achieve environmental regularization of their properties and farms

\*\* **Regularized Farms:** Farms brought into compliance with the guidelines of JBS Brazil's Responsible Sourcing Policy

### Cumulative Number of Farms, Hectares, and Cattle Since 2021

#### Regularized Farms



#### Hectares Designed for Reforestation



#### Animal Purchased from Regularized Properties



CASE STUDIES

**JUNTOS: PEOPLE + FORESTS + LIVESTOCK**

In October 2023, the JBS Fund for the Amazon launched the JUNTOS program: People + Forests + Livestock, focused on including calf and yearling producers in the transition to low-carbon livestock farming. The program aims to increase income for small producers, ensure traceability from the beginning of the supply chain, and eliminate deforestation on partner properties. Initially, the JBS Fund will allocate R\$ 10 million to the JUNTOS program, with an estimated investment of up to R\$ 100 million over the next 10 years, leveraging over R\$ 900 million in resources from Pronaf, commercial sources, and donations, using various types of financial instruments, such as guarantee funds and blended finance funds, to help scale up in this initial phase of the project.

The expectation is that, in the medium and long term, the two models proposed by the JUNTOS program of the JBS Fund for the Amazon will become Business As Usual (BAU), becoming independent and self-sustainable. The program partners include the Government of Pará, JBS Green Offices, Friboi's Fazenda Nota 10, and Belterra.

**Goals:**

People

- Families involved: 3,500 in the main states of the Legal Amazon, starting with Pará
- 1.2x increase in income per property
- 6x increase in income per intensified hectare

Forest

- Monitored area: 380 thousand hectares, with over 50 thousand hectares of pastures recovered through support to small producers in beef cattle management and soil management
- 50,000 hectares recovered
- Zero deforestation on all participating properties

Livestock

- 2.7x increase in productivity
- +350,000 calves tracked
- Pasture improvement: increase in microbiota and carbon retention in the soil research trials were funded.

**RESTAUR AMAZÔNIA**

The RestaurAmazônia project, coordinated by the Solidaridad Foundation with funding from the JBS Fund for the Amazon, enables productive restoration and socio-economic inclusion of family farmers in the region of the Trans-Amazonian Highway in Pará. Through technical assistance and improved territorial governance, the initiative promotes low-carbon agriculture by implementing agroforestry systems — with cocoa as the flagship crop — alongside sustainable livestock farming and forest conservation. By 2026, the JBS Fund for the Amazon will invest R\$ 25 million in Novo Repartimento, Anapu, and Pacajá. The goal is to assist 1,500 families in the three municipalities and reduce deforestation rates by 50%, preserving over 20,000 hectares of native forest. The project also benefits from co-financing from the Elanco Foundation, which will allocate approximately R\$ 2.2 million to the actions.



**Results from June 2021 to December 2023:**

- Benefited families: 1,277
- Area restored with cocoa agroforestry systems (SAFs): 549 hectares
- Area under good management practices: 28,683 hectares of pastures, with 369 hectares of rotational grazing
- Increased livestock productivity: from 3 arrobas/ha/year to 17.32 arrobas/ha/year

# Monitoring Animal Health and Welfare

SASB FB-MP-410a.3, FP10

As leaders in animal protein production, we have a serious responsibility to provide our animals with a good quality of life and a humane end. Across our operations, we have embedded animal welfare practices that demonstrate our respect for the animals on which our business depends. We have aligned our policies, including the [JBS Global Animal Welfare Policy](#), procedures with local laws and regulations, and internationally recognized standards, including the Five Domains Model, which is a framework for assessing animal welfare. The Five Domains Model is evolved from the Five Freedoms, a set of aspirational principles developed by the U.K. Farm Animal Welfare Council several decades ago, and it provides a more contemporary, measurable, and practical structure for companies to mitigate hazards and increase access.

We are committed to following animal welfare practices across our operations and supply chain to meet the needs of our customers, consumers, and society. Most importantly, we must demonstrate our respect to the animals on which our business depends.

Across our operations, our approach to animal care is grounded in science, measurement, training, audits, and

research. Our animal welfare policies and procedures align with internationally recognized standard and local laws and regulations, and drive programs historically motivated by the globally recognized “Five Freedoms” developed by the U.K. Farm Animal Welfare Council.

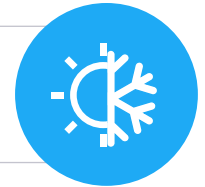
Ensuring high standards for animal welfare is a priority, and we believe these practices should permeate throughout the entire value chain. To that end, we invest in regular training and development for team members and suppliers, and we track performance indicators to uncover opportunities for improvement and identify instances where corrective actions should be outlined according to our animal welfare programs.

Our animal welfare programs are often reviewed by animal handling and welfare experts from universities around the globe. In 2023, we established the JBS Animal Welfare Advisory Committee to provide vital oversight and guidance to our comprehensive animal welfare programs, aspiring to achieve the highest standards of care and well-being for our animals. This dedicated committee consists of seven respected university professors and researchers that specialize in veterinary medicine, animal handling and behavior, nutrition, epidemiology, and welfare. One of the primary aims of the committee will be to evaluate and establish a global companywide animal welfare goal for improvement.

# The Five Domains Model



**Nutrition:** ensure free access to food and water, combat malnutrition



**Environment:** address the risks posed by environmental challenges (heat, cold, mud, dust, lack of space, etc.)



**Health:** treat against diseases, injuries, functional limitations



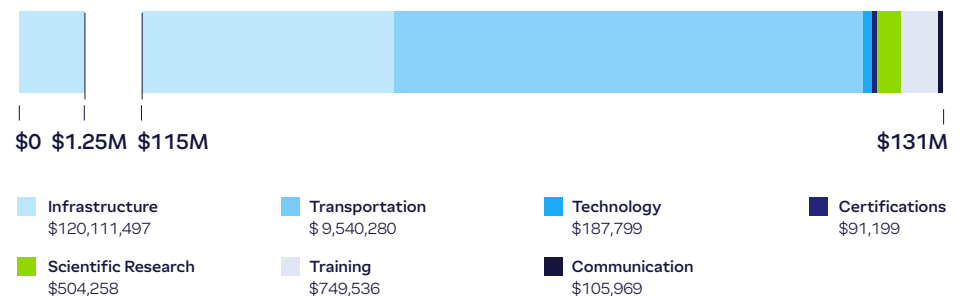
**Behavior:** avoid animal behavioral restrictions



**Mental states:** address symptoms/causes of weakness, pain (moderate, short term, persistent), vertigo, hunger, thirst, nausea, fear, loneliness, anxiety, frustration, anguish, hopelessness

In 2023, we invested US\$ 131 million in animal welfare research, training, and capital improvement projects.

Total \$131,290,538





CASE STUDIES

**EVERY CALF MATTERS**

In 2023, Friboi actively participated in and supported the development of the “Every Calf Matters” (“Cada Bezerro Importa”) project in partnership with the consultancy BE.Animal. Launched with over 800 participants, the project aims to reduce not only the therapeutic use of antibiotics but also the use of other medications and mortality rates, while also promoting better umbilical cord healing. The project will continue into 2024, with key actions including:

- Implementation of the project in 32 pilot farms
- Training of technical teams and customers of partner companies
- Development of tutorials and content production
- Creation of an electronic manual for breeding farms
- Production of the “Good Maternity” kit and promotional materials

**IMPROVING SOW HOUSING**

In the U.S., our JBS USA Live Pork business has a long-term vision of transforming sow housing away from individual stall housing to group housing where animal welfare can be maintained or improved. New breeding farms constructed by the company are configured to be flexible in housing options to adapt to changes in both space per sow and animals per group, while also prioritizing animal performance.



More than US\$ 40 million has been invested in capital improvements of company-owned farms to support this transformation. The transition to group housing will take time, and JBS USA Live Pork will work diligently to help ensure the care of its breeding animals is not compromised. The company’s production partners, team members, and customers are also aligned to support the transition to open pen sow housing as a long-term strategy.



**MAINTAINING AMBIENT TEMPERATURES**

At Pilgrim’s Mexico, day-old chicks are transported from hatcheries to broiler farms on trucks equipped with temperature monitoring systems. This allows drivers to monitor and ensure chick comfort throughout transit. Additional monitoring mechanisms were implemented in 2023 via DATALOGERS, which record truck temperatures in real-time throughout the entire journey, confirming correct comfort levels for the chicks daily.

## Human Rights

JBS facilities adhere to our [Global Human Rights Policy](#) and all applicable labor and human rights laws. We also follow strict internal policies that often go beyond what is required by law.

JBS has a zero-tolerance approach to forced labor or child labor in our organization and supply chains. We will continue to work to ensure that our operations meet the highest standards of ethical conduct and contribute to a world that is free from forced labor and child labor.

We acknowledge the complexity of our domestic and global supply chains and the potential risks associated with them. We understand that the agricultural and food

production sectors can be vulnerable to modern slavery and human trafficking due to factors such as seasonal labor, subcontracting, and geographical remoteness. We have built partnerships with suppliers to mitigate these risks and remediate issues of concern, while promoting integrity and transparency in our products and services.

Guided by our [Global Code of Conduct for Business Associates](#), we also maintain an open dialogue with our suppliers on issues involving respect for the environment, human rights, and national and local labor laws. Through this code, we strive to ensure that our suppliers are compliant with applicable laws and regulations. Additional requirements then vary by JBS business unit and region. For example, each of our European operations complies with the provisions of the U.K.'s Modern Slavery Act 2015 and the duty it places on businesses to publicly disclose the steps they are taking to tackle forced labor and human trafficking.

**To learn more about how we are working to review and improve our practices through effective due diligence and risk assessment, please visit [Responsible Sourcing](#).**



### CASE STUDY

#### CREATING JBS SANITATION

In May 2023, [JBS Sanitation](#), a full-service food safety and food plant sanitation company, was formed to provide in-house sanitation services for JBS USA and Pilgrim's facilities. In light of the troubling revelations that occurred in the food sanitation sector related to child labor among subcontractors in meatpacking plants, JBS USA made the decision to create a company that can provide the highest levels of food safety and quality assurance in JBS facilities, while also adopting the same high standards for compliance and employment verification that JBS USA adheres to in the hiring of its own workforce.

To date, JBS USA and Pilgrim's U.S. have transitioned 100% and 63% of facility sanitation contracts from third-party providers to JBS Sanitation, respectively.

In partnership with the United Food and Commercial Workers International Union (UFCW), JBS Sanitation provides competitive wages and benefits, creating hundreds of union jobs across the country. All salaried JBS Sanitation team members have completed child

labor compliance training provided by the JBS USA Head of Contractor Compliance. In addition, JBS Sanitation has developed a Sanitation Learning Plan that all new JBS USA and Pilgrim's U.S. hires are required to complete on top of traditional plant orientation training. The plan's training topics include:

- 8 Steps of Sanitation
- Ergonomics
- Fall Protection
- PPE
- Chemicals
- Authorized and Awareness Safety Training

To further ensure the allegations of the past do not occur in the future, JBS USA and Pilgrim's U.S. have established an internal whistleblower hotline, where employees can confidentially report any suspicious activity regarding the presence of underaged workers. The company has also provided local school districts with access to the JBS Ethics Line for confidential reporting regarding suspected child labor incidents.

# Producing Sustainable Food

## Food Safety and Quality

GRI 416-1, 417-1, 417-3, FP5, FP7, FP8

Food safety and quality are at the heart of our business. We continually review every aspect of our daily operations to make sure we provide safe, high-quality, and nutritious products for our customers and consumers.

It starts with the health and well-being of the live animal. No matter the production system deployed, the health and welfare of our animals remains our priority, and we are committed to providing proper care to our animals. Please visit [Our Animals](#) and [Our Supplier Partners](#) for additional information on this topic.

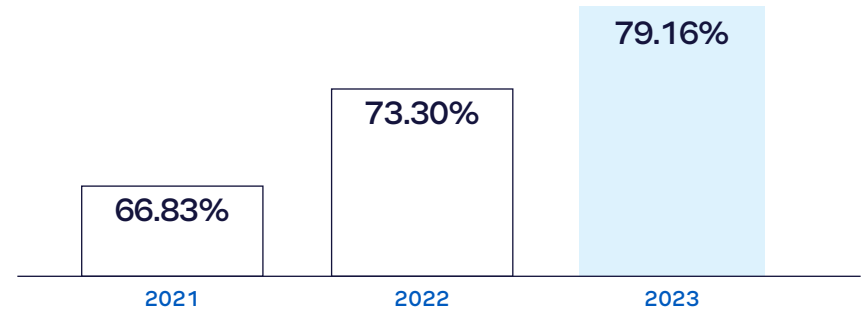
Within our processing operations, we have a robust [global food safety and quality program](#) that consists of Standard Operating Procedures (SOPs), Sanitation Standard Operating Procedures (SSOPs), Hazard Analysis and Critical Control Points (HACCP) procedures, and validated technology interventions that are designed to eliminate or reduce biological, chemical, and physical hazards from raw material production.

Each of these processes are monitored by JBS team members trained in food safety and quality assurance, as well as government officials, in each production facility. Additionally, inspection and process verification by government officials occur before the mark of inspection can be placed on products entering into commerce.

All JBS business units also have a written Good Manufacturing Practices (GMP) program and a recall/market withdrawal procedure that provides for trace-back and trace-forward capabilities to ensure proper product identification, if necessary. New JBS team members in relevant roles receive training on quality assurance and food safety management systems when they are hired and additional job-specific training as necessary. In addition, JBS Global Food Safety and Quality Assurance (FSQA) team members are provided with specific HACCP, as well as additional food safety and quality assurance training every year.

Each year, we conduct numerous food safety and quality system audits using accredited, independent auditing firms. In 2023, 73.3% of our global facilities were audited and certified by audit

PLANTS CERTIFIED UNDER A GFSI THIRD-PARTY CERTIFICATION SCHEME FOR FOOD SAFETY AND QUALITY (SASB FB-MP-250A.2)



PERCENT OF SIGNIFICANT PRODUCT CATEGORIES ASSESSED FOR HEALTH AND SAFETY IMPACT IMPROVEMENTS (GRI 416-1)

Global	83%
Australia	100%
Brazil	100%
Canada	NC*
Europe	100%
Mexico	100%
United States	NC*

GFSI CERTIFIED PLANTS BY REGION (GRI 416-1)

Global	80%
Australia	91%
Brazil	58%
Canada	100%
Europe	100%
Mexico	63%
United States	100%

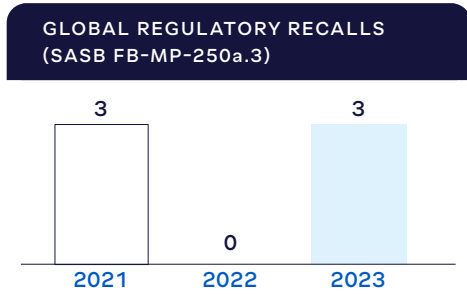
\*NC=not captured



schemes recognized by the GFSI, one of the most stringent food safety-related audits available to the food industry. This represented a 5.9% increase from our percentage of certified facilities in 2022.

Internal audits and inspections are also conducted by our FSQA team members. In 2023, we completed a third year of collecting and compiling data against our internal Global Food Safety and Quality Assurance Scorecard, which was developed to benchmark performance indicators across global operations and business units, bolster accomplishments by identifying areas of improvement, and encourage the pursuit of continuous and positive results. To determine the scorecard's indicators, our Global FSQA team reviewed relevant standards, requirements, and metrics. Now, it evaluates 11 metrics across four priority pillars, including regulatory compliance,

animal welfare and prevention of antimicrobial resistance, customer and consumer satisfaction, and product safety and quality. For instances where there is a product recall to protect public health, we have standardized operating procedures that outline each step of the process to ensure all affected products are promptly tracked and removed from distribution channels. To inform our customers and consumers of a recall, we issue a notice that follows local government guidelines for communication.



**CASE STUDIES**

**IMPROVING FOOD SAFETY IN AUSTRALIA**

JBS Australia's Pork Division invested AUS\$ 11.2 million into technology and equipment that improves quality and food safety attributes to finished products. This investment included new carcass refrigeration chambers, auto bagging machines, auto stringing machines, inline de-rinders and increased vacuum packaging capacity.



This technology will result in less handling, improved shelf life and reduced microbial growth to further improve the quality of JBS Australia's finished pork products. Beyond food safety and quality improvements, these investments will contribute to a reduction of plastic waste, yield improvements, more efficient processes, and greater cost efficiencies.

**IMPROVING QUALITY AND SAFETY WITH ENERGY EFFICIENT UPDATES**

Huon Aquaculture's Parramatta Creek processing site in Tasmania underwent several improvements to its temperature control systems to enhance product quality and food safety. This included the installation of a new ice plant, additional refrigeration units, and enclosed roof space to the site's dispatch area for maintaining temperatures prior to the product being sent out.

These facility enhancements improved Parramatta Creek's temperature control capabilities, which extended the shelf life of its Atlantic salmon products by two days.

The site also introduced a paperless project focused on digitizing data entry. As a result, Huon's Parramatta Creek Quality Improvement Coordinators now perform quality assurance checks electronically in real time to provide accurate data throughout the processing stages.

## Environmental Performance

Around the world, JBS operations are committed to improving the efficiency of production, while minimizing reliance on natural resources and our overall environmental footprint.

### Environmental Management

#### GRI 3-3

Environmental management at JBS is guided by our [Global Environment and Biodiversity Policy](#). Across the globe, our facilities operate in compliance with relevant laws and regulations and, in most cases, in accordance with internally audited environmental management systems (EMS). Our EMS are based on ISO 14001 standards, which 43 JBS facilities received third-party certification against in 2023.

43 facilities ISO 14001 certified

Environmental performance indicators are monitored daily in JBS operations and periodically reviewed by executive leadership. Committees have been established in all regions to routinely discuss and address environmental issues, ensuring consistent oversight and timely response throughout the organization.

The company's environmental management structures encourage accountability and promote ownership within our environmental and operations teams. Almost every JBS facility has an environmental manager or officer who oversees the environmental requirements and performance of the facility. In addition, corporate environmental teams oversee the performance of multiple facilities and provide individual facility support by sharing best management practices and helping address specific issues, should they arise.

In 2023, we began implementation of a global sustainability data management system, Envizi®, across all company operations. The platform will house every JBS facility's performance data related to scope 1 and 2 GHG emissions, energy, fuel, water, wastewater, and waste, in addition to scope 3 emissions and source data. Having a single system of record for environmental indicators will allow us to better assess our performance in real time, compare progress between regions and business units, and identify opportunities for future reductions. Analytical tools and target benchmarks from facility to global levels will drive continuous improvement and quickly flag irregularities.

Furthermore, standardized reporting capabilities will increase the frequency of oversight from the JBS Board of Directors and executive leadership.



Companywide, internal education campaigns and team member trainings are provided throughout the year to raise awareness about environmental impacts and practices.

Examples include:

- **Global:** Introductory training during employee orientation/onboarding, best practice sharing among global environmental teams related to environmental management and wastewater treatment
- **Australia:** Site-specific introductory trainings on policies, legal obligations, and reporting incidents and hazards
- **Brazil:** Campaigns during Recycling Week, World Water Day, World Environment Day, and Arbor Day
- **Canada:** Weekly new hire onboarding training on best behavioral practices on water and energy usage
- **Europe:** Institute of Environmental Management & Assessment (IEMA) training, "Sustainability 101" training for business colleagues, and "War on Waste" campaign
- **Mexico:** "Sustainability in Pilgrim's", water management, and waste management trainings
- **United States:** Wastewater treatment optimization, odor/air emissions controls and mitigation strategies, and energy use optimization/GHG emissions reduction trainings



## Energy

GRI 3-3, GRI 302-1, GRI 302-3, GRI 302-4

Around the world, JBS operations are dedicated to improving on-site energy efficiency and increasing the use of both direct and indirect energy from renewable sources.

As a material topic for our business, both in terms of its impact on our GHG footprint and general eco-efficiency, energy management is addressed globally through a four-pronged strategy, focused on:

- **Identifying opportunities** by sharing best practices between company facilities, measuring and monitoring performance, and conducting energy-focused site audits
- **Implementing behavioral improvements** by establishing energy key performance indicators (KPIs) for each JBS facility, which prompt the implementation of no- or low-cost methods of reducing emissions through behavior
- **Approving capital expenditure upgrades** through capital investments to upgrade energy inefficient equipment, capture and use heat that would otherwise be wasted, and eliminate other inefficient processes
- **Using renewable energy** by procuring both onsite and/or virtual renewable energy sources for the areas where physical decarbonization of company assets is not feasible

We apply this strategy against all sources of energy consumption and support it through our environmental data management systems at both business-unit and facility levels. In addition to total energy use and total renewable energy use, one of the key metrics we monitor is energy intensity (total energy use per unit of production).

### ENERGY EFFICIENCY

To reduce energy use in our facilities, our environmental and engineering teams are dedicated to identifying operational efficiencies, replacing equipment, and leading behavioral improvements by example. Alignment to internal processes allows us to recognize and prioritize impactful projects that range across a variety of areas and topics, such as optimization of refrigeration and steam operations, conversion to LED lighting, improvement of fleet fuel efficiency in our transportation units, covering of anaerobic wastewater lagoons for biogas collection, and more.

Our efforts to identify and execute energy improvements are evidenced through our financial commitment. Thousands of projects are implemented annually to improve production, food safety, and mechanics, among a variety of other reasons, but in each project our teams incorporate energy efficiency, which often results in incremental capital spend.

Since 2021, we have invested more than US\$ 150 million across hundreds of projects inside our own facilities to reduce scope 1 and 2 emissions,

primarily tied to energy use and methane destruction. Collectively, these initiatives will represent an annual reduction of over 400,000 metric tons of CO<sub>2</sub>e.

Since 2021, we have invested more than US\$ 150 million across hundreds of projects inside our own facilities to reduce scope 1 and 2 emissions, primarily tied to energy use and methane destruction. Collectively, these initiatives will represent an annual reduction of over 400,000 metric tons of CO<sub>2</sub>e.





**RENEWABLE ENERGY**

In tandem, we are investing globally to increase our proportion of total energy consumption from clean sources.

Globally, 36% of our energy use and 8% of our electricity use were derived from renewable sources in 2023. In accordance with GHG reporting protocols, we report both market-based and location-based scope 2 emissions and renewable electricity (RE) purchases. RE is dominant on Brazil's national electricity grid, however we have refined our reported RE percentage as per updated emission factors and protocols. While this conservative approach has significantly reduced our historically reported RE purchases, it has not materially affected our reported scope 2 emissions.



1. Includes direct [electricity generated on-site, the use of fuel to generate steam and heat (stationary combustion) and consumption of fuel by company-owned vehicle fleets (mobile combustion)] and indirect [purchased electricity, steam, heat, and cooling] energy consumption.
2. Includes direct energy consumption [electricity generated on-site, the use of fuel to generate steam and heat (stationary combustion) and consumption of fuel by company-owned vehicle fleets (mobile combustion)].
3. Includes indirect energy consumption [purchased electricity, steam, heat, and cooling].

**GLOBAL ENERGY CONSUMPTION<sup>1</sup> (GRI 302-1; 302-3; 302-4)**

	2019	2020	2021	2022	2023
<b>Energy Use (MWh)</b>	25,582,089	21,209,776	21,937,268	20,752,370	21,968,507
<b>Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	1.26	1.05	1.02	0.96	0.99
<b>Renewable Energy Use</b>	25%	30%	31%	33%	36%
<b>Non-Renewable Energy Use</b>	75%	70%	69%	67%	64%

**GLOBAL SCOPE 1 ENERGY CONSUMPTION<sup>2</sup> (GRI 302-1; 302-3; 302-4)**

	2019	2020	2021	2022	2023
<b>Scope 1 Energy Use (MWh)</b>	19,097,746	14,364,025	15,210,827	14,860,717	15,904,822
<b>Scope 1 Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	0.94	0.71	0.71	0.69	0.72
<b>Renewable Energy Use</b>	33%	43%	42%	43%	46%
<b>Non-Renewable Energy Use</b>	67%	57%	58%	57%	54%

**GLOBAL SCOPE 2 ENERGY CONSUMPTION<sup>3</sup> (GRI 302-1; 302-3; 302-4)**

	2019	2020	2021	2022	2023
<b>Scope 2 Energy Use (MWh)</b>	6,484,343	6,845,751	6,726,441	5,891,653	6,063,684
<b>Scope 2 Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	0.32	0.34	0.31	0.27	0.27
<b>Renewable Electricity Use</b>	2%	4%	5%	8%	8%
<b>Non-Renewable Electricity Use</b>	98%	97%	96%	92%	92%

CASE STUDIES

**AUSTRALIA BIOENERGY INVESTMENTS**

JBS Australia has invested AU\$ 11.1 million to develop bioenergy systems at its Scone and Beef City (Toowoomba) facilities in partnership with leading biogas handling company Energy360. This infrastructure will transform the current wastewater treatment process into a circular flow that captures and reuses biogas.

Biogas, a naturally occurring by-product produced from anaerobic wastewater breakdown, will be created by encasing facility wastewater under sealed pond covers. This biogas is a viable renewable energy source that will substitute a major portion of the site's consumption of natural gas as a heat production source.

Beef City's bioenergy construction has been well underway since November 2022 and is due to complete in early 2024 and is expected to reduce the plant's CO<sub>2</sub> emissions by approximately 35,000 metric tons per annum.

Construction commenced at Scone in 2023 to install a system that captures wastewater emissions and



substitutes its liquified natural gas (LNG) consumption with renewable gas, which is expected to reduce the plant's CO<sub>2</sub> emissions by approximately 28,000 metric tons per annum. The Scone biogas system is also due to be completed in early 2024. Flaring of gas from the wastewater ponds commenced at both sites in 2023. The Beef City and Scone projects will reduce emissions by at least two thirds across the two sites combined.

These new systems complement the Dinmore wastewater pond cover and capture system with biogas reuse to offset fossil fuel consumption. In 2023, JBS Australia also undertook pre-engineering studies at three additional sites with the potential to capture biogas for use on site.

**REALIZING ENERGY SAVINGS FROM ASSESSMENTS**

Across multiple JBS USA and Pilgrim's U.S. facilities, we partnered with local utility providers and third-party energy consultants to identify energy savings opportunities, audit routine operations, and implement best practices for reducing energy consumption. Sixteen facilities received on-site assistance and as a result realized reductions across a range of interventions — from daily low-cost behaviors to capital-funded heat recovery projects. Today, they continue to engage in other energy saving initiatives.

In 2023, we continued to engage consultants on energy opportunities and strengthen our partnerships with local utility providers. Many projects were implemented based on 2022 consultant findings, and we are working to monitor and quantify the resulting reductions. At JBS, continual reductions through multiple smaller-scale projects are as important as a one-time implementation of a large project. This is demonstrated by our Greeley,

Colorado, beef production facility, which has steadily reduced its electricity usage by more than 20% since 2017.

**REDUCING HEATING LP GAS USAGE**

The incubation department of Pilgrim's Mexico's center chicken complex consists of six hatcheries that have a cumulative loading capacity of 5,798,880 fertile eggs per week. In 2016, the business developed a plan to reduce liquefied petroleum (LP) gas consumed for heating, while still maintaining temperature needs across different rooms and areas of the hatcheries. Over the years, Pilgrim's Mexico implemented several energy efficiency strategies that managed to reduce LP gas consumption from 507,587 liters to 207,962 liters from 2016 to 2023, a reduction of almost 60%.



### Water and Wastewater

GRI 3-3, 303-1, 303-2, SASB FB-MP-140a.2

Water stewardship is crucial to the resilience of our global community and business. Water is a critical component in the production of safe, high-quality food. The decreasing availability of clean, accessible water threatens food security around the world. According to the Food and Agriculture Organization (FAO) of the United Nations, agriculture represents 70% of all freshwater withdrawals, and as one of the largest global food companies, we recognize we must play a fundamental role in helping protect the responsible use of this critical resource.

In 2023, we invested US\$ 27 million in operational efficiency related to water.

#### WATER USE

Within our operations, we embrace our responsibility to decrease water use by monitoring withdrawal and usage and prioritizing reductions at every facility, while still preserving our high standards for food safety and sanitary conditions. Our [Global Water Stewardship Policy](#) guides our businesses, encouraging the development of strategies and projects that minimize the need for new water sources.

Each facility sets water-use goals and targets to encourage ownership and accountability and devotes financial resources to maintain alignment with business-specific policies and commitments. We also work cross-functionally with our environmental, engineering, operations, and food quality and safety teams when designing and implementing conservation strategies to ensure they do not interfere with water quality of food safety protocols.

The primary indicators we measure related to water use include total water

withdrawal by source, total water reused, and total water use intensity (water use per unit of production) to consistently identify opportunities for improvements, irrespective of changes in production.

Unfortunately, we increased our water use 4% from 2019 to 2023. However, we will continue to focus on water in 2024 and beyond, ensuring that we stay committed to reducing usage of this critical resource while maintaining our high team member and food safety standards.

GLOBAL WATER WITHDRAWAL BY SOURCE (M<sup>3</sup>) (GRI 303-3)

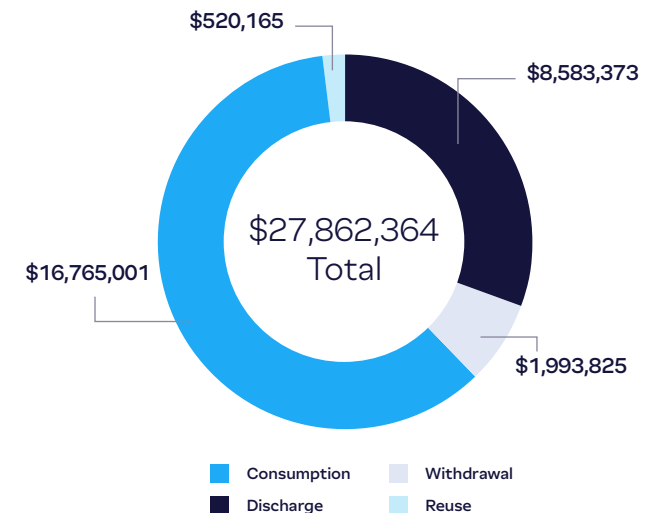
	2019		2020		2021		2022 <sup>1</sup>		2023 <sup>1</sup>	
Surface	45,228,057	26.30%	44,748,043	26.15%	45,997,592	25.44%	72,053,277	42.08%	106,366,267	42.22%
Groundwater	57,677,295	33.50%	56,957,299	33.28%	60,148,519	33.27%	63,577,839	26.35%	70,121,232	27.83%
Municipality	68,940,053	40.09%	69,323,367	40.51%	74,643,945	41.29%	76,188,320	31.57%	75,454,473	29.95%
Other	115,805	0.07%	113,939	0.07%	0	0.00%	0	0.00%	0	0.00%

GLOBAL WATER CONSUMPTION<sup>2</sup> (M<sup>3</sup>) (GRI 303-5)

	2019	2020	2021	2022	2023
Total Water Consumption	18,144,182	26,401,059	34,049,301	45,964,890	46,992,919

- Huon Aquaculture is not included prior to 2023.
- Sum of all water that has been withdrawn and incorporated into products, used in the production of crops or generated as waste, has evaporated, transpired, or been consumed by humans or livestock, or is polluted to the point of being unusable by other users, and is therefore not released back to surface water, groundwater, seawater, or a third party.

JBS GLOBAL WATER INVESTMENTS IN 2023 (US\$)







**WASTEWATER MANAGEMENT**

We monitor the treatment of all wastewater produced in our operations in accordance with appropriate regulatory standards. All processing facilities have wastewater treatment programs specifically tailored to their unique

discharge permit requirements to help reduce our total discharged water volume and address noncompliance issues. Depending on the operation, wastewater is either fully treated at our facilities or pre-treated on-site then fully treated in the municipal system.

**CASE STUDY**

**INCREASING NUTRIENT RECOVERY**

Each JBS facility is issued a permit by a regulatory authority to treat and discharge wastewater. Accordingly, we install and operate our treatment systems in conformance with the permit limitations, and generally outperform the limits. An example is our Hyrum, Utah, facility where the regulated annual total phosphorous limit is a strict 1 mg/l. However, in 2023, our facility's total phosphorous levels averaged 33% lower at 0.658 mg/l.

Recovering this incremental phosphorous benefits receiving waterways and allows us to repurpose

the valuable nutrient into compost for land application use by community members in the region. Similarly, the facility's total nitrogen discharge level was a 70% improvement from the regulated limit in 2023. Our 10-person environmental and wastewater management team at Hyrum provides 24/7 coverage of its wastewater treatment system, performs more than 100 daily tests on water quality, and immediately respond to process changes and/or incidents to ensure effective operations.

**GLOBAL WATER DISCHARGE BY RECIPIENT (M<sup>3</sup>) (GRI 303-4)**

	2019		2020		2021		2022		2023	
<b>Water Body</b>	80,931,603	52.62%	80,361,473	55.52%	83,400,523	56.84%	139,238,188	70.95%	148,073,190	71.82%
<b>Municipality</b>	47,130,042	30.64%	50,134,143	34.64%	50,447,505	34.38%	49,680,658	25.32%	50,280,615	24.39%
<b>Land Application</b>	18,349,248	11.93%	13,983,917	9.66%	12,886,170	8.78%	7,208,364	3.67%	7,708,050	3.74%
<b>Other</b>	7,406,135	4.81%	262,056	0.18%	6,557	0.00%	109,911	0.06%	124,309	0.06%

**WATER IMPACT**

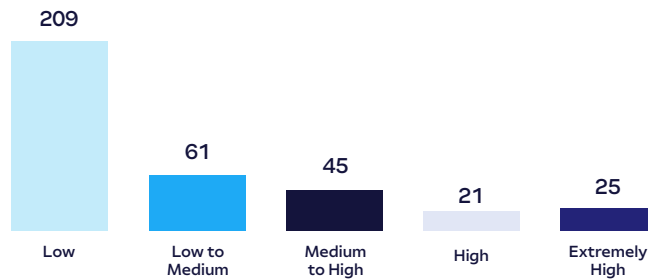
Conducting water risk assessments is also a critical element of our strategy and allow us to better identify and prioritize water resource projects that are locally relevant to each watershed and reduce the company’s overall water impact. We conduct assessments of our operations based on the World Resources Institute (WRI) Aqueduct and World Wildlife Fund (WWF) Water Risk Filter. This process allow us to identify areas with high, medium, and low exposure to water-related risks, including quantity (baseline water stress, inter-annual variability, seasonal variability, flood occurrence, drought severity, upstream storage, and groundwater storage), quality (return flow ratio and upstream protected land), and regulatory and reputational risk (media coverage, access to water, and threatened amphibians).

In 2023, we invested US\$ 16.9 million on purchasing water due to water stress.

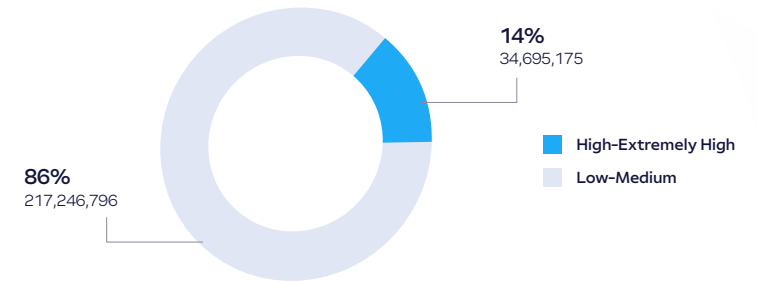
**2023 FACILITIES LOCATED IN WATER STRESS AREAS (GRI 303-3, 303-4, 303-5)**

	LOW	LOW TO MEDIUM	MEDIUM TO HIGH	HIGH	EXTREMELY HIGH
Australia	34%	0%	12%	29%	24%
Brazil	86%	3%	8%	3%	0%
Canada	0%	50%	0%	50%	0%
Europe	21%	75%	1%	3%	1%
Mexico	14%	11%	3%	5%	68%
United States	53%	8%	19%	6%	13%

**GLOBAL FACILITIES BY WATER RISK CATEGORY (GRI 303-3)**



**GLOBAL WATER WITHDRAWAL (M³) BY WATER RISK CATEGORY (GRI 303-3)**



Note: Water stress areas are as defined by WRI/WWF and may not reflect the actual water stress or risk faced by JBS facilities due to local factors. This data should be used as a guide only.

## CASE STUDIES

**REDUCING WATER USAGE**

Each year, numerous capital projects and procedural improvements are installed to reduce and/or reuse water at JBS facilities. In the U.S. for example, our Pilgrim's chicken processing facility in Sumter, South Carolina, reduced water consumption by more than 10% from 2022 to 2023. Sumter's primary reduction project focused on reusing partially treated wastewater in non-edible areas within the site. Alternatively, our Cold Spring, Minnesota, facility reduced year-over-year water usage by nearly 5% primarily due to procedural improvements applied during sanitation. Enhanced metering and tracking of data led our Broadway, Virginia, facility to better communicate

Our Pilgrim's chicken processing facility in Sumter, South Carolina, reduced water consumption by more than 10% from 2022 to 2023.

reduction opportunities, leading to a noteworthy decrease in its water use.

Perhaps the largest water reduction impact project took place at our Mayfield, Kentucky, facility. In 2023, the plant upgraded its open-vessel scalding (a warm water basin used in production facility) to a closed-vessel. This and other water reduction actions resulted in nearly a 1 gallon per bird water reduction due to technological advancements. However, significant co-benefits were also realized, such as lowering radiant heat loss into the immediate area, improving working conditions for team members, reducing fossil fuel usage that would be required to maintain water temperature, and mitigating the resulting GHG emissions.

**IMPROVING WATER DATA USAGE MEASUREMENT**

The first step to reducing consumption involves accurately collecting and reporting real-time water usage data to better understand where the greatest water reduction impacts can be made across our business.

In 2022 and 2023, JBS Australia invested more than AU\$ 4 million in water-related projects, including the installation of new water meters at all nine of its red meat processing facilities, at seven different points of production. Using data obtained from these meters, JBS Australia gained the ability to benchmark and review its performance and create a structured process for rolling out initiatives to reduce water consumption.

The business also prioritized water pressure reduction trials at several facilities, including Dinmore (QLD), Brooklyn (VIC), and Rockhampton (QLD). Furthermore, water sensors were first installed at Rockhampton, leading to a reduction of ~50kL/day and then rolled out to other JBS Australia sites.

**OPERATIONAL WATER REUSE IN BRAZIL**

In Brazil, our businesses have expanded their water reuse capabilities across equipment cooling, landscaping irrigation, patio cleaning, vehicle washing, and other activities. In 2023, JBS Brazil operations reused 2.64 million m<sup>3</sup> of water, 0.74% more than the previous year.

In 2023, Seara also invested in a post-treatment effluent system with an advanced combination of reverse osmosis and ultrafiltration to convert wastewater into reusable water. Implemented in three operational units, the project resulted in the production of over 155,000 m<sup>3</sup> of water. Furthermore, Seara created an internal committee to evaluate and guide water-related practices in its operations throughout the year.



## Waste

### GRI 306-1, 306-2

Guided by a [Global Packaging and Recycling Policy](#), our operations around the world work to reduce, reuse, or recycle the maximum number of materials and minimize waste to landfills. Opportunities for improved performance in our facilities are identified and addressed in several ways, both daily through site-specific actions and long-term through the development of new technologies for scaled implementation.

JBS environmental teams outline the appropriate procedures for collecting, transporting, and disposing of waste correctly in accordance with regional laws and regulations, and define best practices for reduction across our production processes. Materials that can be recycled are separated and sent to recycling companies, and where possible, we partner with composting companies to transform organic waste into compost that can be used as fertilizer in crop fields. Nonrecyclable, hazardous, and harmful waste is separated for appropriate final disposal.

In Brazil, our Ambiental business specializes in waste management and plastic recycling. We have waste diversion and minimization initiatives in place at 23 operations across our Friboi, Seara, JBS Couros, and Swift businesses, where the team supports the management of recyclable waste and the segregation, processing, and transformation of plastic into new products through recycling.

### 2023 GLOBAL WASTE GENERATED IN OPERATIONS BY DISPOSAL (MT) (GRI 306-3; 306-4; 306-5)

	2023					2022				
	Hazardous Waste <sup>1</sup>		Non-Hazardous Waste		Total Waste	Hazardous Waste <sup>1</sup>		Non-Hazardous Waste		Total Waste
	MT	%	MT	%	MT	MT	%	MT	%	MT
<b>Total Waste Generated</b>	<b>62,057</b>	<b>2%</b>	<b>3,633,591</b>	<b>98%</b>	<b>3,695,648</b>	<b>34,247</b>	<b>1%</b>	<b>2,561,056</b>	<b>99%</b>	<b>2,595,303</b>
<b>Waste Diverted For Final Disposal</b>	<b>12,453</b>	<b>0%</b>	<b>2,887,878</b>	<b>100%</b>	<b>2,900,331</b>	<b>25,490</b>	<b>1%</b>	<b>1,893,600</b>	<b>99%</b>	<b>1,919,090</b>
<b>Diverted to a Third Party</b>	<b>12,453</b>	<b>0%</b>	<b>2,672,391</b>	<b>100%</b>	<b>2,684,844</b>	<b>25,490</b>	<b>2%</b>	<b>1,622,708</b>	<b>98%</b>	<b>1,648,198</b>
Reuse	0	0%	0	0%	0	0	0%	0	0%	0
Recycling	10,165	2%	604,932	98%	615,097	806	0%	248,175	100%	248,981
Composting	0	0%	1,308,460	100%	1,308,460	22,414	3%	719,299	97%	741,713
Reverse Logistics	0	0%	0	0%	0	0	0%	0	0%	0
Other	2,288	0%	758,999	100%	761,287	2,270	0%	655,234	100%	657,504
<b>Diverted Internally (JBS)</b>	<b>0</b>	<b>0%</b>	<b>215,487</b>	<b>100%</b>	<b>215,487</b>	<b>0</b>	<b>0%</b>	<b>270,892</b>	<b>100%</b>	<b>270,892</b>
Reuse	0	0%	0	0%	0	0	0%	0	0%	0
Recycling	0	0%	0	0%	0	0	0%	0	0%	0
Composting	0	0%	215,340	100%	215,340	0	0%	270,892	100%	270,892
Reverse Logistics	0	0%	0	0%	0	0	0%	0	0%	0
Other	0	0%	147	100%	147	0	0%	0	0%	0
<b>Waste Directed To Disposal</b>	<b>49,604</b>	<b>6%</b>	<b>745,713</b>	<b>94%</b>	<b>795,317</b>	<b>8,757</b>	<b>1%</b>	<b>667,456</b>	<b>99%</b>	<b>676,213</b>
<b>Directed to a Third Party</b>	<b>47,781</b>	<b>6%</b>	<b>743,078</b>	<b>94%</b>	<b>790,859</b>	<b>6,621</b>	<b>1%</b>	<b>663,183</b>	<b>99%</b>	<b>669,804</b>
Incineration (With Energy Recovery)	23,542	11%	183,438	89%	206,980	788	1%	95,716	99%	96,504
Incineration (W/O Energy Recovery)	90	0%	21,172	100%	21,262	177	1%	17,935	99%	18,112
Landfill	24,088	5%	504,614	95%	528,702	5,597	1%	523,595	99%	529,192
Other	61	0%	33,854	100%	33,915	59	0%	25,937	100%	25,996
<b>Directed Internally (JBS)</b>	<b>1,823</b>	<b>41%</b>	<b>2,635</b>	<b>59%</b>	<b>4,458</b>	<b>2,136</b>	<b>33%</b>	<b>4,273</b>	<b>67%</b>	<b>6,409</b>
Incineration (With Energy Recovery)	0	0%	0	0%	0	0	0%	0	0%	0
Incineration (W/O Energy Recovery)	0	0%	0	0%	0	0	0%	0	0%	0
Landfill	1,823	41%	2,635	59%	4,458	2,136	33%	4,273	67%	6,409
Other	0	0%	0	0%	0	0	0%	0	0%	0

1. Waste that is considered to be hazardous by national legislation.

## Packaging

Proper packaging is essential to keeping our food products safe all the way to the consumer’s table, but it should not come at the expense of our environment. That is why we are continuing to explore alternative materials that offer compliance with regulations and recyclability and technologies that allow us to reduce the amount of packaging

needed, while still maintaining strict product safety requirements.

One of the aims of our Research and Development (R&D) teams is to reduce and optimize the use of primary (in direct contact with food), secondary, and tertiary packaging, thereby diminishing the amount of waste generated by customers and consumers.

GLOBAL PACKAGING USED (MT) (GRI 301-1; 301-2)	
2023	
Total Packaging	700,891.65
Recyclable Packaging <sup>1</sup>	280,231.04
Non-Recyclable Packaging	420,660.61
Recycled Packaging <sup>2</sup>	17,316.27
Non-Recycled Packaging	425,235.05
Renewable Raw Material Packaging <sup>3</sup>	202,179.58
Non-Renewable Raw Material Packaging <sup>4</sup>	486,305.60
Packaging Recovered and Reused Through Reverse Logistics Programs <sup>5</sup>	81,909.30
Packaging Not Recovered and Reused Through Reverse Logistics Programs <sup>5</sup>	618,982.35

1. Has the potential for post-consumer recyclability.
2. Produced from recycled materials.
3. Includes paper, cardboard, pulp, and wood.
4. Includes plastic, metal, Styrofoam, and glass.
5. Excludes recalled and/or rejected product.

## CASE STUDIES

### INNOVATIVE PACKAGING MATERIALS TO REPLACE PLASTIC

JBS Australia and Opal, one of Australia and New Zealand’s largest renewable packaging and paper businesses, won the 2023 WorldStar global packaging award in the transit category for their innovative corrugated cardboard dunnage solution.



The innovative dunnage is designed to limit product movement during transportation, which can result in costly damage to product and food waste. Dunnage is usually constructed with expanded polystyrene (EPS), which can’t be easily recycled.

Opal’s dunnage is a column-like corrugated structure made of a 100% recyclable cardboard alternative to EPS, using substitution to phase out unnecessary single-use plastic packaging.

The dunnage enhances transportation and distribution efficiency as it accommodates 900 boxes per pallet, compared to traditional EPS dunnage which enables 200 boxes to be packed.

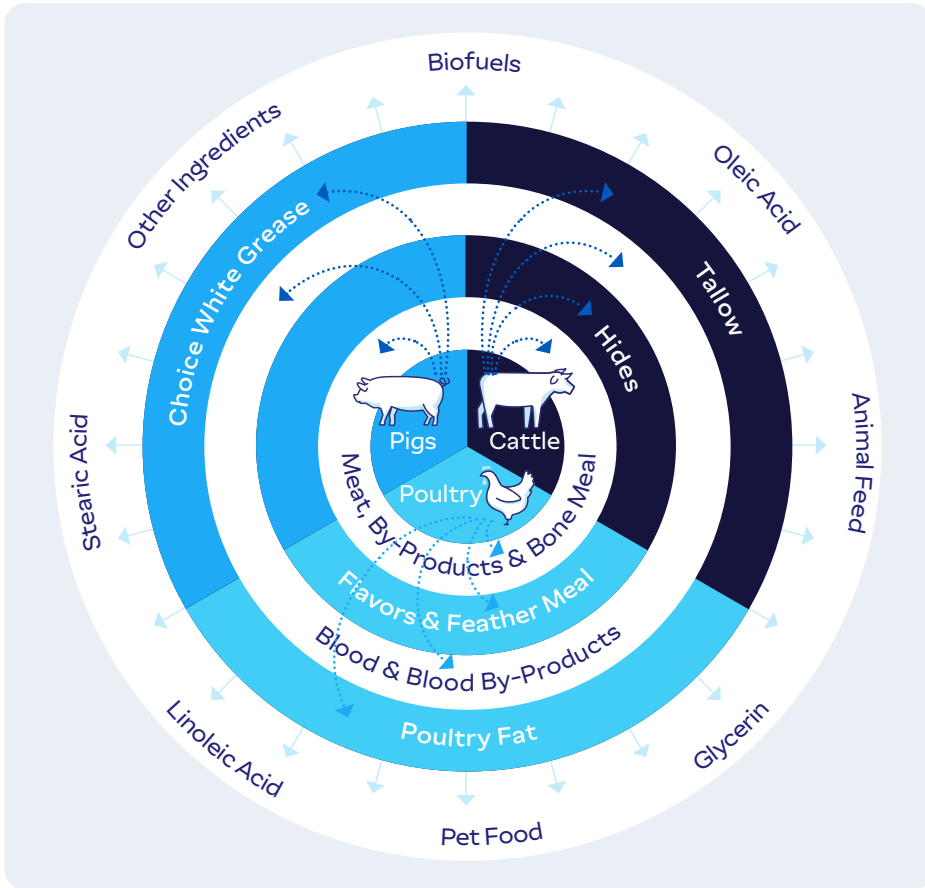
### MAXIMIZING TRUCK LOADS FOR EFFICIENCY

JBS USA Live Pork teamed up with Used Cardboard Boxes (UCB) in 2023 to better manage its waste practices. The team conducted an on site assessment and review of the last year’s worth of waste invoices to establish a baseline of waste streams to landfill, recycling, composting, etc., and the cost efficiency of those disposal practices. Upon review of the existing invoices, UCB recommended several actions for improvement, including optimizing production per trip to landfill and landfill diversion practices such as sending pallets and containers to recycling.

In comparison to the same period last year, the company has increased pounds per trip to landfill, reducing the overall trips and diverting significant amounts of recyclable materials from the landfill back into the circular economy.

### ELIMINATING POULTRY STYROFOAM TRAYS

In 2023, Pilgrim’s Mexico replaced styrofoam trays with PET trays for its Just Bare product line. PET is the most recyclable material in the world and can be recycled indefinitely while maintaining all its characteristics.



The meat, bone, hide, and other scrap materials that many consumers consider inedible are reclaimed and recycled.



## Circular Economy and Reverse Logistics

### Circular Economy

At JBS, we are working to apply strategic, circular-economy concepts across our operations to reduce, reuse, recover, and recycle materials and energy within closed loop systems and minimize disposal and waste. Doing so not only creates new business opportunities for our company, but also disruptive solutions that support our operational continuity into the future. It is an integral component of our business model and influences the long-term decisions we make.

For example, rendering — the process of repurposing byproducts that would otherwise go to waste — is an important but often overlooked component of food sustainability. According to the [North American Renderers Association](#) (NARA), the meat, bone, hide, and other scrap materials that many consumers consider inedible are reclaimed and recycled into more than 8.6 million metric tons of fat, oil, and protein each year via rendering. Responsibly diverting these materials from landfill and other disposal methods helps reduce food waste, decrease GHG emissions, and return clean water to natural waterways. In addition, many materials are responsibly repurposed into valuable new products such as sustainable fuels.

Over the last two decades, JBS has implemented a number of initiatives to sustainably transform inedible byproducts produced in our operations into biodiesel, nutraceuticals, soaps, animal feed, and more. Packaging and organic waste generated during JBS processing is also transformed into new packaging for use at JBS operations and fertilizers for sale, respectively.

In alignment with this strategy, JBS has two business units in Brazil that are dedicated to circular economy principles: [JBS Couros](#) and [JBS New Business](#).

### JBS COUROS

With a global presence and operations across four continents, JBS Couros produces more than 55,800 pieces of leather per day of leather for sale at wet blue, wet white, semi-finished, and finished stages of hide processing. The company primarily operates in three major markets: automotive, furniture, and footwear. It also provides processing solutions that incorporate innovation, logistics, and value chain control to help improve product quality and consistency, as well as ergonomics and industrial automation.

By transforming animal hides into leather through tanning, we create a material with various useful applications. In this regard, we also prioritize environmental impact and waste reduction, as any unused raw material would otherwise need to be incinerated or disposed of in landfills.



**JBS NEW BUSINESS**

Closed-loop systems for recycling waste can play an important role in the long-term viability of operations. JBS New Business is a group of companies that create value out of traditional waste streams, converting byproducts and waste from animal protein processing into value-added products, such as biodiesel, collagen, natural casings, fertilizers, nutraceuticals, personal care products, and more that are sold in Brazil and 50 other countries. JBS New Business is advancing innovation, efficiency, and sustainable practices in line with circular economy principles.

**Nutraceutical production capacity:**

**6,000MT**

of collagen peptides/year



**6,000MT**

of gelatins/year



**Soap production capacity:**

**1 Billion<sup>+</sup>**

units/year



## Our Solutions:

### 1 | Hygiene and Cleaning

As a leading producer of soaps made from beef tallow and other raw materials for the B2B segment in Brazil, the H&B (Higiene e Beleza) business has a production capacity of more than 1 billion units per year.

### 2 | Health

Our Genu-in business uses cattle hides to produce high-performance collagen peptides for nutraceutical markets and gelatins for food and pharmaceutical industries.

Our Orygina business also provides products to the pharmaceutical industry, research centers, and other technology-focused and scientific markets.

### 3 | Environmental

Ambiental develops products and solutions from solid industrial waste and manages and treats non-recyclable items, tracking their lifecycle and ensuring they are properly disposed.

Biopower is a Brazilian leader in transforming organic waste generated by cattle processing, such as beef tallow and used cooking oil into biodiesel. Annually, it produces approximately 550 million liters of clean fuel and avoids

approximately 910 thousand metric tons of GHG emissions through [RenovaBio Certification](#).

### 4 | Food

Our Novapron business converts bovine collagen into high-functioning protein solutions that improve the texture, yield, and stability of processed foods. It also develops innovative solutions in ingredients for various sectors of the food industry.

Casings is also a global leader in producing animal-based casings for salamis, sausages, and more.

### 5 | Agribusiness

Our Campo Forte business produces a complete line of fertilizers from organic waste, using circular economy-based efficiencies and practices.

### 6 | Packaging

As a leading aerosol and food 4.0 metallic packaging company in Brazil, Zempack has three production facilities with a combined capacity to produce more than 1 billion packages per year. The operation supports Prolata, a Brazilian non-profit association dedicated to reverse logistics, toward a shared goal of promoting

circular economy and sustainability throughout our value chain.

### 7 | Commodities

Co-Trade specializes in the Sale of more than 950,000 metric tons of oils, fats, and chemical products annually, serving several different market segments through strategically located tankage facilities in the primary ports of Brazil.

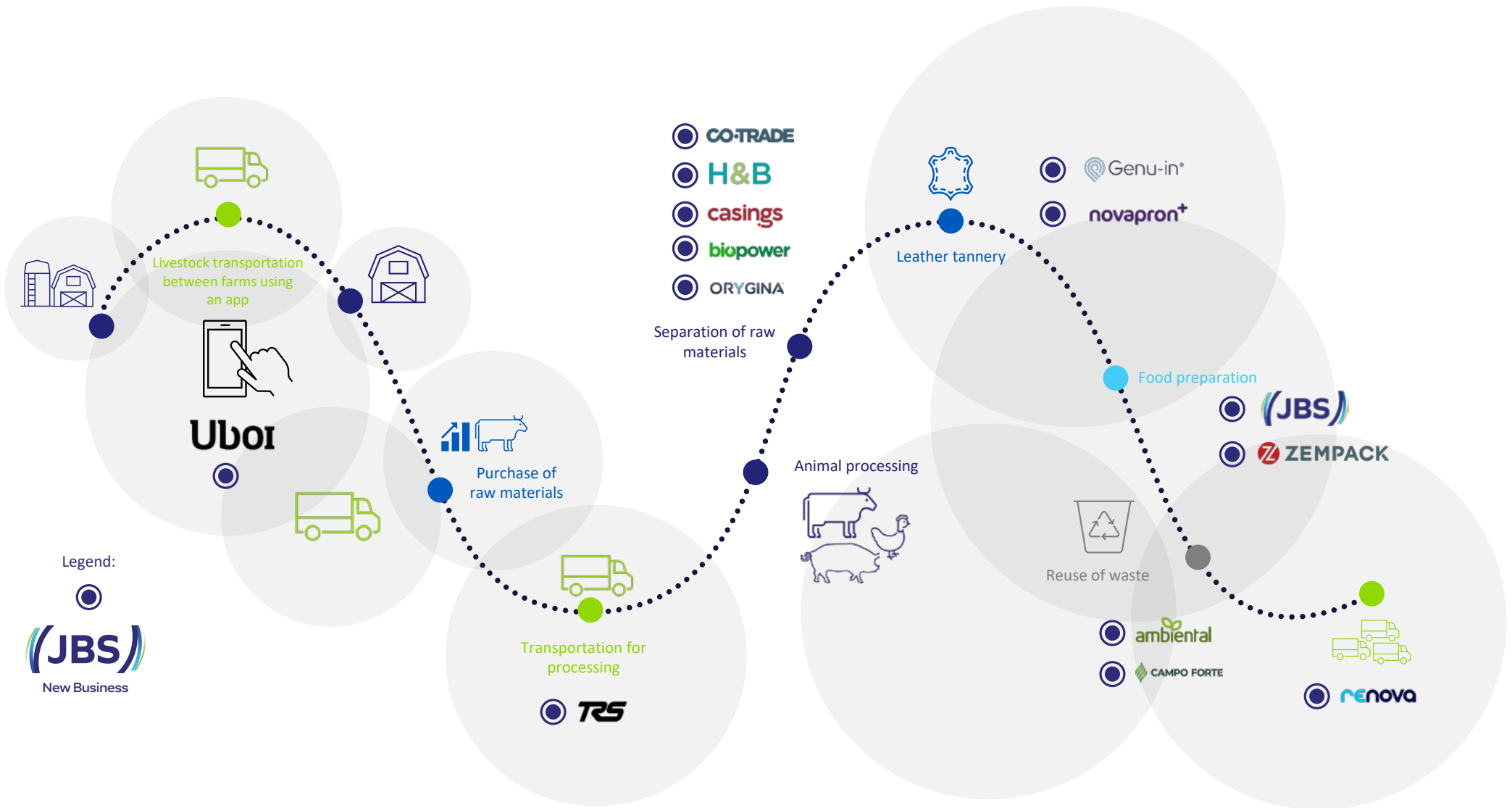
### 8 | Transportation

Our Brazilian carrier, TRS, has its own fleet of trucks to help ensure the safe transport of live animals, leather, dry cargo, containers and other goods. The TRS fleet is renewed every three years through Renova, our business dedicated to fleet renewal.

In addition, our carrier also has Uboi, which is a service offered via application by JBS for transporting live animals. It has trained drivers, a 24-hour monitoring center, and relevant animal welfare certifications (see [Our Animals](#) for more information).

Aiming to diversify our fleet, we have No Carbon, our fleet of electric trucks in Brazil, which specializes in the transport of frozen and refrigerated products.

# JBS Circular Economy Operations Across the Value Chain



## Reverse Logistics

JBS promotes recycling and repurposing post-consumer packaging waste materials back in our supply chain as a means of reducing the impact of landfills and raw material consumption. In 2023, JBS Brazil supported reverse logistics projects in alignment with the National Solid Waste Policy, established by Law No. 12,305 of August 2, 2010, through

partnerships with the [Prolata Program](#), [Pragma's Recupera Program](#), and [Eureciclo](#).

In addition, other projects developed in collaboration with Ambiental to improve the segregation of recyclable materials are currently ongoing.

Please visit [our website](#) to learn more about Ambiental.



## CASE STUDIES

### ISSUING DECARBONIZATION CREDITS WITH BIOFUEL

Biopower, a JBS subsidiary producing biofuel in Brazil, was recognized in 2023 as the company most efficient in issuing decarbonization credits (CBIOs) in the biodiesel segment. CBIOs represent each ton of CO<sub>2</sub> that has not been emitted in the production, distribution, or consumption of biofuel.

Biopower received the achievement in November 2023 at the [DATAGRO Green Excellency Awards](#), which evaluated the work of 37 companies for the category. To determine the laureates, the organization classified the plants offering CBIOs according to the Benri Ratings system, which considers how much biofuel needs to be produced to generate one CBIO certificate. Plants that generated one credit from less production were considered most efficient.

### UPCYCLING MATERIALS FOR WORKER PPE

Ambiental, a JBS business whose core is the transformation of plastic waste into high-value-added products, has invested in the innovation of a new product — recycled PVC boots. The business converts PVC (polyvinyl chloride) plastic waste into boots that

can be worn in JBS processing facilities in compliance with Brazil's Personal Protective Equipment (PPE) regulatory standards.



### WASTE TO FUEL: BIODIESEL

The "Óleo Amigo" program, created by Biopower, a JBS company that produces biodiesel, grew by almost 15% in 2023, collecting 4.5 million liters of cooking oil. Aiming to promote environmental education and encourage circular economy adoption, more than 30 million liters of oil have already been collected and transformed into biofuel after eight years of the program's existence.

The program currently has activities centralized in Lins, the interior of São Paulo, and Curitiba, the capital of Paraná, but it reaches a total of 87 municipalities in the states of São Paulo, Minas Gerais, Paraná, and Santa Catarina.



# Animal Handling

The welfare of livestock, poultry, and aquaculture in our production facilities is regulated by the following standards depending on region and protein:

- Animal welfare responsibilities are managed by our Animal Welfare and Food Safety and Quality Assurance teams. Every facility has a full-time Quality Assurance Manager, Animal Welfare Manager, Animal Welfare Officer (AWO), veterinarian, or access to a regional team member who is responsible for overseeing the implementation of our animal welfare program. This includes facility assessment, training programs, and ongoing monitoring.
- In the U.S., Brazil, and Canada, these team members are humane handling specialists certified by the Professional Animal Auditor Certification Organization (PAACO).
- In Australia, team members working with cattle, smallstock, and hogs are trained according to industry AWO skills. Additionally, facilities are accredited by the Australia Livestock

REGION	REGULATORY ANIMAL WELFARE STANDARD
<b>Australia</b>	<ul style="list-style-type: none"> <li>• Australian Animal Welfare Standards and Guidelines</li> <li>• Australian Standard for the Hygienic Production and Transportation of Meat and Meat Products for Human Consumption</li> </ul>
<b>Brazil</b>	Ministry of Agriculture and Livestock / Federal Inspection Service (MAPA/SIFI)
<b>Canada</b>	Canadian Food Inspection Agency (CFIA) Meat Inspection
<b>Europe</b>	Council Regulation N° 1099/2009
<b>Mexico</b>	Buenas Prácticas Pecuarias en Producción de Pollo de Engorda de SADER y SENASICA
<b>United States</b>	U.S. Department of Agriculture (USDA) and Food Safety and Inspection Services (FSIS)

Processing Industry Animal Welfare Certification System (AAWCS).

- Huon has central and regional fish health teams that advocate for and oversee health, welfare, and biosecurity across all sites. Currently, 98% of Huon salmon are raised to the RSPCA's Standard for farmed Atlantic salmon.
- In our Pilgrim's Europe poultry facilities, they are certified through Animal Welfare Training Ltd., and all personnel handling chickens must have a Certificate of Competency (COC). This is an assessed qualification issued by the regional regulatory authorities: Food Standards Agency (FSA) in

Great Britain or the Department of Agriculture, Environment, and Rural Affairs (DAERA) in Northern Ireland.

- In our Pilgrim's Europe pork facilities, they are accredited according to Bristol University or Livestockwise.
- Other animal welfare certifications include Global GAP and Certified Humane, for our Seara operations; Royal Society for Prevention of Cruelty to Animals (RSPCA) certification, for our Pilgrim's Europe Pork and Huon operations; and the National Feedlot Accreditation Scheme (NFAS), for our Australian feedlot operations.

In addition, each production facility has team members from animal handling, processing, quality assurance, operations, procurement, and human resources who work to ensure that the policies and procedures required by their animal welfare programs, including annual training of all team members, are being correctly implemented and followed.



We have a zero-tolerance policy for abuse of any kind, and all team members are required to report any violations, either anonymously through our Ethics Line or directly to management. Team members or family farm and ranch partners who violate our [Animal Welfare Policy](#) and associated procedures are subject to disciplinary action including termination of employment, termination of contract, and/or reporting to the government authority responsible for overseeing animal welfare.

All new JBS team members in relevant areas, such as live operations, catching, transportation, receiving, and quality assurance, receive department-specific animal welfare training during orientation, and all team members who handle animals must attend annual refresher trainings. Appropriate management teams make sure that all training requirements are completed as scheduled, documented, and available for review.

## 2023 TEAM MEMBER TRAINING ON ANIMAL WELFARE

JBS GLOBAL	TEAM MEMBERS	SUPPLIERS	THIRD-PARTY TRANSPORTERS
<b>Number of People Trained</b>	55,071	17,082	570
<b>Hours of Training Provided</b>	31,510	3,576	1,439

## Audits

Production facilities are audited regularly to guarantee compliance with our animal welfare programs. Quality assurance personnel conduct daily audits to verify adherence to each country’s respective compliance program, depending on the protein. Government inspectors also monitor animal welfare practices daily to guarantee compliance with regulations.

Production facilities typically undergo [third-party animal handling audits](#) annually. If a violation is identified, immediate corrective action is taken, and internal follow-up audits are scheduled until the issue is resolved. We share corrective action strategies across the company so that all facilities can benefit from new knowledge and perspectives to drive continuous improvement in our approach to animal welfare.

In addition, we have implemented video auditing systems in many of our production facilities, which allow us to conduct real-time internal auditing from a viewing room and provide team members with immediate feedback for improvement. Our video footage is audited remotely by our animal welfare team and/or an independent third party. These independent reviews are designed to verify our ongoing commitment to best practices in animal handling and include alerts and daily summaries to facilities for process improvement.

OUR ANIMAL HANDLING PERFORMANCE											
BUSINESS	PROTEIN	ANIMAL WELFARE AUDITS						TRANSPORTATION AUDITS			
		Internal Audits		Third Party Audits				Third Party Audits			
		Passed		Passed		Passed on the first attempt		Passed		Passed on the first attempt	
		2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
JBS Australia	Beef & Lamb	89%	100%	100%	100%	89%	93%	n/a	n/a	n/a	n/a
	Pork	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a	n/a
	Fish	n/a	82%	n/a	100%	n/a	100%	n/a	n/a	n/a	n/a
JBS Brazil	Beef	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%
	Chicken & Pork	99%	50%	88%	100%	99%	100%	100%	100%	100%	100%
JBS USA	Beef	100%	96%	100%	100%	100%	96%	100%	100%	100%	100%
	Pork	100%	100%	100%	100%	100%	100%	100%	100%	100%	n/a
	Live Pork	100%	100%	100%	100%	100%	100%	n/a	100%	n/a	100%
Pilgrim's Mexico	Chicken	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Pilgrim's Europe	Chicken	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Pork & Lamb	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Pilgrim's U.S.	Chicken	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a	n/a
Rigamonti	Pork	n/a	100%	n/a	100%	n/a	100%	n/a	100%	n/a	n/a



## CASE STUDIES

### SHADE COVERAGE

JBS Australia operates feedlots across a range of climates that rely on shade to assist with heat management during the peak of Australian summer. Shade acts as a shield that reduces heat load on our animals, as well as preventing solar radiation. This creates a cooler and more comfortable environment for our cattle and sheep.

JBS rolled out a program to increase pen shade coverage by installing new shade at feedlots and upgrading existing shades. For example, upgrades were undertaken at our Riverina facility which increased the shade footprint of the pens that received the upgrades by 175%.

### ADDRESSING SOW MORTALITY RATE

JBS USA Live Pork is on a journey to reduce the already low mortality rates in its breeding herds. Sow mortality is multi-factorial, and focus is placed in several areas to generate improvement. An extensive review of genetic lines available revealed opportunity to alter sow genetics to improve sow mortality. Where genetic changes were made, the business recognized a reduction in mortality as expected and is expanding this genetic change within its owned breeding herds. JBS USA Live Pork also

continues to work with all its genetic suppliers to improve sow mortality through controlled nutrition, optimized maturity at first mating, and improved selection of new sows based on structure. With the focus on genetics, selection, and nutrition across the businesses, sow mortality has improved in the past two years and remains a priority moving forward.

### INVESTING IN BIRD BEHAVIOR RESEARCH

In the U.K. and Europe, the Pilgrim's Europe's Chicken business has been working with Professor Niamh O'Connell at Queens University Belfast (QUB) to further understand the lived experiences of birds and automate measures of bird behavior. In 2022, the QUB team was awarded US\$ 1 million from the Foundation for Food and Agriculture Research 'SMART Broiler' competition in conjunction with McDonald's. Pilgrim's Europe was the industrial partner and supported the project, with the key aim to develop camera-based technology to provide automated behavior and additional management insights — called FlockFocus. The initial outcomes from the project have shown that the birds can be identified and that gait scores and play behavior can be automatically captured within the field of vision of the camera.



## Innovation and R&D

An innovative culture is integral to our constant evolution. It allows us to develop more efficient practices that improve environmental performance, team member health and safety, food safety and quality, and animal welfare while adapting to changing customer tastes, driven by the belief that we all play a role in developing a better future.

Through continuous investment in research and state-of-the-art technology, innovation has become a key component behind the way we develop new products, monitor our raw materials, operate our facilities, and recycle and repurpose our waste. Our approach is built upon consumer insights and customer needs informed by opinion surveys and market growth opportunities.

Our innovation teams share trends, innovative solutions, and technology advancements within the company to leverage our collective expertise and lead category growth. Our diversified portfolio of products allows JBS to provide an array of high-quality products tailored to meet the complex needs of customers and the discerning tastes of consumers around the globe.

In 2023, we invested US\$ 21 million in innovation, research, and development.

### CASE STUDIES

#### ECONOLISER

Existing sterilization methods in food processing are water and energy intensive. In 2023, JBS Australia secured funding from AMPC to trial the “Econoliser” — a new method of sterilization seeking to significantly reduce water and energy consumption while ensuring equivalent food safety outcomes are achieved. The unit operates by activating sprays that can remove residues such as fat, protein, and bacteria from knife blades.

Trials were scheduled to commence in Q1 2024 at the JBS Brooklyn facility in Melbourne, with operators using both the industry standard and the new electric Econoliser system sterilizers side by side. Results of the trial were due to release in Q2 2024.

#### PRODUCT AND MARKETING INNOVATION

To meet the constantly evolving expectations of consumers, Seara implemented the Seara Innovation Hub. It is a structured innovation management process that monitors consumer needs and challenges, market opportunities, new ingredients,

and technologies, applying them to the launch of new products. Through this framework, consumer research is also conducted to capture new habits, challenges, and priorities. In 2023, the company invested R\$ 56 million in research, development, and innovation. Improvements were identified through the Technological Gaps project, focused on process enhancement resulting in improved product perception by consumers. Additionally, scientific research was conducted in areas such as sustainable packaging, sensory methodologies, consumer-centric studies for key Seara categories, and industry 4.0.

The strengthening of these actions resulted in the successful launch of 78 innovative products, with 38 introduced to the Brazilian market and 48 internationally. Furthermore, Seara conducted several consumer-centric innovation cases, especially in the Festive and Fresh Chicken categories, demonstrating a deep understanding of customer needs and preferences and strengthening its position in the food market.

#### EXPANDING CULTIVATED PROTEIN R&D

In the protein cultivated-based space, JBS acquired a controlling stake in the Spanish company BioTech Foods, which owns commercially viable technology in this field. Additionally, it will invest approximately US\$ 60 million to build the first Research & Development (R&D) Center for Food Biotechnology and Cultivated Protein in Brazil and the JBS Biotech Innovation Center, located in Florianópolis (SC). The Company is focusing its efforts on constructing specialized facilities for the development of 100% national technology for cultivated protein production and the pilot plant, as well as acquiring the necessary inputs for research. With this center, the Company will develop new techniques to accelerate scale gains and reduce production costs of cultivated protein, anticipating its commercialization. We have an ethical committee for the use of animals in experiments related to cultivated meat, composed of animal welfare experts and representatives from reputable non-governmental organizations (NGOs).

# Strengthening Food Systems and Communities

At JBS, we value the communities where our team members live and work and acknowledge the responsibility inherent to being a major employer in rural areas worldwide.

## Food Supply Chains

JBS builds and manages food supply chains to optimize the production and distribution of high-quality, safe, nutritious, and affordable food as efficiently as possible for customers and consumers. Part of this endeavor includes reducing greenhouse gas emissions from food supply chains. The challenge that agriculture and food companies face is that our supply chains are complex and fluid, and most emissions are scope 3 in nature, resulting from activities outside any actor's direct management and influence.

In addition, companies have relied on secondary data, generalized life cycle assessments, and evolving methods to estimate emissions within supply

chains. While these estimates have been necessary to understand overall emissions, secondary data has proved too broad to inform investment decisions. For decarbonization efforts to be successful and sustainable, these efforts must engage the full supply chain.

JBS has invested in partnerships to build and test new ways to address these challenges. For example, JBS and supply chain company partners have completed a proof-of-concept project to collect, allocate, and share primary emissions data across global supply chains to mitigate GHG and decarbonize actions within food systems. Through the [CarbonPrime](#) initiative, the supply chain partners—including AMAGGI, Bayer, JBS, Rumo, and the Sumitomo Corporation of Americas—have connected primary emissions data from agricultural operations, feed and food production, logistics, seed processing, trading, and distribution from Brazil to global markets. This first-of-its-kind effort has resulted in a more precise estimate of GHG emissions from seed to store.

JBS has invested in partnerships to build and test new ways to estimate GHG emissions from seed to store.



## Community Impact

We continue to dedicate ourselves to the well-being of these communities by volunteering our time, donating products, sponsoring local events and teams, and providing gainful employment opportunities. Our flexible approach supports each of our businesses to determine how they can best support their communities. Globally, our initiatives include child education and care, food security, healthcare, housing, and refugee and immigration services. Our operations in countries such as Brazil, Canada, and the U.S. serve as important gateways for refugees and immigrants from many areas of the world to join local job markets and integrate into the communities in which they live and work.



### CASE STUDIES

#### HOMETOWN STRONG

In 2020, JBS USA, JBS Canada, and Pilgrim's U.S. launched Hometown Strong, a US\$ 100 million initiative to bring strength and stability to the communities where we live and work. Our facility management teams have been working with local leaders and organizations to determine how the funds can best help meet immediate and longer-term community needs. Projects include donating books and computers to underserved children, constructing warehouses for food pantries, funding high school agriculture programs, as well as developing land for playgrounds, community gardens, and team member housing. To date, Hometown Strong has invested in over 260 projects, with more initiatives to come. Throughout the global pandemic, our team members and communities have looked to us for reassurance that we can—and will—get through this pandemic. Toward that end, we are excited to provide meaningful investments in projects that will have

positive impacts for generations to come.

Learn more about our Hometown Strong initiative on [our website](#).

#### J&F INSTITUTE

At the company's corporate headquarters in São Paulo, Brazil, JBS supports the J&F Institute, a business-oriented education center dedicated to empowering young people with the tools and discipline to integrate family, school, business, and community while achieving their dreams of generating prosperity for themselves and society. The J&F Institute believes that successful businesses regard the growth of individuals in their organizations as the driving force behind business growth and success. These are companies that embed education at the core of their strategy and adopt an unwavering commitment to continuous teaching, training, and personal development.

With this mission, J&F has implemented socio-educational projects that directly

align with the central strategy of JBS. This collaboration allows the Institute to adopt an educational model based on a commitment to meeting the needs of people, empowering them for success in business and in life.

The J&F Institute model is built on four core pillars that guide all activities: School, Business, Family, and Community. These pillars serve as the foundation for an ongoing personal transformation of students, whereby the children advance both through business knowledge and practical learning.

The J&F Institute views education as the bedrock of success, providing high-quality education from elementary through high school. Driven by the philosophy of lifelong learning ("growing and learning for life"), we pursue efforts to elevate education to the next level, toward higher education and tangible business opportunities. To date, the J&F Institute has advanced its mission through two major strategic initiatives:



CASE STUDIES

- Public School Support; providing direct financial, educational, and training support to 170 public schools in Brazil and educational, and training opportunities to more than 89,000 students and more than 3,500 teachers since the Institute's founding.
- Basic and Professional Education (Germinare BUSINESS, Germinare TECH, Germinare VET, and Instituto J&F Família); today, there are more than 1,067 active students and 497 young people trained, with 84% of J&F Institute graduates currently employed in the job market. Importantly, J&F Institute graduates have increased the per capita income of their families by 81% between 2018 and 2023.

For more information about the J&F Institute, please visit [our website](#).

BETTER FUTURES

As part of our Hometown Strong initiative, JBS USA and Pilgrim's U.S. are working to build the largest free college tuition program in rural

America: Better Futures. Through this program, our team members and their child dependents have the opportunity to pursue their higher education dreams for associate degrees and trade certificates at community and technical colleges — tuition free. We recognize and believe in the transformative power of higher education and the opportunities that come from education, coursework, and technical skill training. Better Futures removes a major financial barrier to college attendance and stands to become the largest free college tuition program in rural America. JBS USA and Pilgrim's advisors will also help team members — many from first-generation American families — navigate the application process, which can be a deterrence to people applying to college for the first time. The Better Futures program provides meaningful investments in the futures of our team members, their families, and our communities.

Learn more about the Better Futures initiative on [our website](#).

INCLUSIVE COMMUNITY ECONOMIES

The JBS Fund for the Amazon's Inclusive Community Economies project supports an innovative and replicable model of territorial development based on the traceability and certification of açaí from the Amazonbai cooperative, sustainably managed and produced at the mouth of the Amazon River. It works on optimizing and managing agribusiness processes, expanding production and product mix, and opening up new markets. Investments in education, research, and gender safeguard policies are integral to the cooperative's development.

FUTURE FUND

Within the JBS Fund for the Amazon project framework, the [Future Fund — United Territories for Education Resources Fund](#) - was launched in 2023. This is the first endowment fund aimed at financing Agricultural Family Schools (EFA) and Rural Family Houses (CFR) in the Amazon. The model integrates education into the

production chain, incorporating the realities of rural youth life as a learning element for a more continuous and lasting program. The project aligns with Brazil's endeavor to return national and international attention to the region, where investments in education and sustainability are once again a priority.

The initial investment of R\$ 1.6 million made by the JBS Fund for the Amazon enabled the structuring of the Future Fund and will contribute to its maintenance for the next three years. It is estimated that by 2027, the fund will raise R\$ 60 million.



## Food Waste

Given our industry position, JBS has a crucial responsibility to lead the way in reducing food waste and fighting hunger. We have improved our methods of disposing of and processing waste through several initiatives. In addition, we are minimizing overproduction and reducing inedible byproducts through leading inventory management systems. Nearly 100% of remaining byproducts are routed to the consumer goods industry to become cosmetics and pharmaceuticals rather than going to landfills.

We partner with food banks, customers, and charities worldwide to donate excess food and ensure that it reaches those in need versus being discarded. Our efforts and practices reduce the environmental impact of food waste, help reduce global hunger, and contribute to the well-being of our communities.

Nearly 100% of remaining byproducts are routed to the consumer goods industry to become cosmetics and pharmaceuticals rather than going to landfills.

## Food Transport

Sustainable food transportation is a critical component of strong food systems. Many of our businesses have adopted several strategies and practices to make our food transportation more sustainable, including:

- Optimizing distribution routes to minimize mileage and reduce fuel consumption
- Using fuel-efficient vehicles, such as hybrid or electric trucks
- Exploring alternative, renewable energy sources
- Transitioning existing fleets to electric vehicles
- Integrating new technologies like route optimization software and real-time tracking systems



## Industry Collaboration

We recognize that collaboration is vital to achieving our sustainability goals. The broad-based, industrywide issues facing global agricultural systems require total value chain cooperation, and we are working with stakeholders across the value chain to promote sustainable practices, reduce our environmental footprint, and improve the well-being of people and animals. The following are highlights of key industry collaborations and initiatives.



### CASE STUDIES

#### PROMOTING PROFESSIONAL DEVELOPMENT

In 2023, JBS joined forces with [1MiO](#) — Um Milhão de Oportunidades (“One Million Opportunities”). 1MiO was created by the UN and articulated in Brazil in conjunction with government, the private sector, and civil society entities with the aim of promoting job opportunities and supporting the professional development of young people aged 14 to 29 in situations of social vulnerability. The company’s goal is to promote the entry of new talents through the Youth Apprentice program dedicated to young people between 18 and 23 years and 11 months old, as well as other opportunities for young people up to 29 years old in its more than 140 units located in all regions of the country. 1MiO is an intersectoral strategy led by the UN, whose goal is to promote 1 million job opportunities for young people and adolescents across the country. The initiative is particularly focused on minority groups or those in conditions of social vulnerability, whether due to ethnic-racial issues,

LGBTQIA+ status, income, housing, migratory status, and physical or intellectual disabilities. Young people exiting the socio-educational system or victims of forced labor are also the focus of the initiative. In addition to paid work, the company commits to comply with the 1MiO rules established by the UN, which involve ensuring young people access to education, connectivity, citizen participation, offering professional training, and all necessary support for entry into the world of work. All of this is led by JBS’s own People & Management teams, in partnership with qualifying entities.

#### CO-CREATING RENEWABLE ENERGY

In Brazil, Swift uses clean and renewable solar energy in its stores and in all vehicles used to sell the brand’s products. The business has installed solar panels on the roofs of 101 Swift stores and supplies an additional 45 stores with energy generated at solar farm plants. By capturing sunlight and generating electricity to power

its stores, Swift generates fewer GHG emissions and minimizes its environmental impact. This project is a partnership with third-party companies such as Ambar Energia from the J&F group, which operates in the generation and selling of energy. By the second half of 2025, Swift anticipates that its entire network will be supplied with solar energy.

#### PARTNERING ON ANIMAL WELFARE RESEARCH

Rivalea, part of the JBS Australia Pork Division, worked collaboratively with universities and other industry partners in 2023 to investigate systems that can enhance pig health and welfare. This research program focused on understanding factors that cause negative behaviors such as tail biting in pigs, developing smart technologies (ear tags that can monitor the health and welfare of pigs), fine tuning best practice systems for managing our newly weaned pigs, and developing novel single-shot vaccines that improve herd health and welfare.



# Operating Responsibly

GRI 205-2, 2-27

## Ethics and Compliance

Ethical conduct is fundamental to maintaining the trust of our consumers, customers, investors, suppliers, team members, and other stakeholders, such as government agencies. We operate our business within a framework of compliance, high ethical standards, and integrity. We adhere to relevant laws, policies, and regulations, and we support open and anonymous communication throughout our organization and value chain.

### Our Global Compliance Program

We believe that an effective compliance program requires on-going monitoring, oversight, review, and revision. With an experienced team in place and demonstrated support from leadership, JBS aims to continually evaluate, improve, and implement its compliance program in line with recognized standards, such as the U.S. Department of Justice's Evaluation of Corporate Compliance Programs.

In 2022, we appointed Mike Koenig as JBS Global Chief Ethics and Compliance Officer to harmonize and reinforce the company's strategy across global operations and build upon existing regional frameworks and expertise. Mr. Koenig reports directly to the Board of Directors and is supported by six dedicated senior managers, one in each region of operation. Under Mr. Koenig's leadership, the Global Compliance team creates and disseminates the global policies and programs that promote ethical conduct in all company transactions and relationships.

JBS senior compliance managers also implement additional procedures, programs, and strategies unique to their regions but consistent with the overarching global compliance program.

**To learn more about our regional compliance program, please visit our websites:**

- [Australia, Canada, Europe, Mexico, and the U.S.](#)
- [Brazil](#)

Underpinning our global sustainability strategy is a firm commitment to ensure we always operate responsibly.



# Our Nine Compliance Program Pillars

The structure of our compliance program is based upon nine well-established pillars, beginning with support from senior management. In enhancing our compliance program, JBS has relied on guidance from, among other things, the U.S. Department of Justice's Evaluation of Corporate Compliance Programs, two international law firms, two expert forensic firms, well-accepted industry literature, and our internal compliance team's experience.

<p><b>LEADING BEHAVIOR</b></p> <p>JBS promotes a culture of compliance, starting with its leadership teams setting an example. Visible support, involvement, and commitment from leadership are crucial to encouraging team member ethics and compliance.</p>  <p>1</p>	<p><b>ASSESSING RISK</b></p> <p>The periodic identification, classification, and management of risks allow JBS to identify, understand, minimize, and remedy issues and improve policies and procedures.</p>  <p>2</p>	<p><b>DEVELOPING POLICIES AND PROCEDURES</b></p> <p>Clear and consistent policies and procedures based on risk assessments guide team members in their daily activities. Key policy topics include anti-bribery/anti-corruption (ABAC), antitrust/anti-competition, conflicts of interest, and hospitalities (gifts, business meals, and entertainment).</p>  <p>3</p>
<p><b>CONDUCTING TRAININGS</b></p> <p>JBS delivers frequent, engaging, and targeted training to all team members in the most appropriate format (in person, online, or via video). All team members also receive mandatory Code of Conduct training.</p>  <p>4</p>	<p><b>PROMOTING REPORTING AND CONDUCTING INVESTIGATIONS</b></p> <p>The JBS Ethics Line is available 24/7 to all team members in multiple formats and languages and guarantees anonymity (for those who choose) and non-retaliation. We encourage usage through our "Speak Up" campaign and regular communications. Appropriate personnel conduct investigations, and we take administrative or disciplinary action when warranted.</p>  <p>5</p>	<p><b>COMMUNICATING REGULARLY</b></p> <p>JBS distributes general and targeted communication campaigns to increase transparency within the business and reinforce ethics and compliance practices.</p>  <p>6</p>
<p><b>IMPLEMENTING CONTROLS</b></p> <p>JBS continues to manage and improve advanced control systems for faster and more effective detection and prevention of risk transactions.</p>  <p>7</p>	<p><b>MONITORING EFFECTIVENESS</b></p> <p>We consistently monitor our compliance program via internal personnel and third parties to ensure its vitality and achieve meaningful improvements in our systems and practices.</p>  <p>8</p>	<p><b>EXTENDING TO THIRD PARTIES</b></p> <p>We require third-party vendors to follow our same high ethical business standards and comply with all applicable laws, regulations, and rules. In addition, we have implemented external technology to further improve third-party due diligence and monitoring.</p>  <p>9</p>

## Our Nine Compliance Program Pillars



## Leading Behavior

1

**GLOBAL GOVERNANCE**

In 2022, we formed a Global Executive Ethics and Compliance Committee (“Global Committee”) to increase the uniformity and consistency of our compliance program across all company entities. Comprised of JBS executive leadership and advised by senior legal counsel as needed, the Global Committee recommends and oversees improvements and enhancements to our global compliance program and promotes best practices among all stakeholders. In 2023, the JBS and Pilgrim’s Boards of Directors passed resolutions to maintain an effective ethics and compliance program and required mandatory periodic [reporting](#) by JBS Ethics and Compliance leaders to the respective boards.

**REGIONAL OVERSIGHT**

In addition to the Global Committee, Ethics and Compliance Committees have been established in all regions. Meeting quarterly, the committees are composed of the respective CEOs, Chief Financial Officers (CFOs), Heads of Human Resources, regional heads of compliance, Chief Legal

Officers (CLO) or General Counsels, and a business unit representative.

**BUSINESS MANAGEMENT**

While the committees have specific roles, functions, and goals, all JBS leadership and management are crucial in implementing the JBS compliance program companywide. Each month, the Global Chief Ethics and Compliance Officer conducts meetings with the full global compliance leadership team and also has one-on-one calls with each regional head of compliance. Senior management actively participates in training and communications and involves the compliance team in day-to-day business activities.

Throughout our operations in 2023, JBS compliance leaders attended regular meetings, frequently communicated information about ethics and compliance issues to team members, engaged with senior leaders, participated in various events and forums, and conducted culture surveys to evaluate and help improve each business unit’s compliance culture.



## Assessing Risk

2

JBS conducts external and internal audits, testing, and surveys to identify high-risk areas and monitor the effectiveness of compliance messaging and training. Topic-specific assessments are conducted annually in each region, with appropriate remedial measures put in place as needed. A comprehensive global risk assessment was performed in 2022, and another is planned in 2025.





## Our Nine Compliance Program Pillars



### Developing Policies and Procedures 3

We provide the JBS Code of Conduct and Ethics ("Code") in five languages (English, French, Italian, Portuguese, and Spanish). Our Code sets clear behavioral guidelines and standards for our employees to ensure appropriate workplace conduct and safe operations for the well-being of our team members. The Code covers a wide range of topics, including animal welfare, compliance, corporate ethics, environmental compliance, food safety, taxation and finance, team member safety, and workplace conduct.

All team members participate in annual, mandatory Code of Conduct and Ethics training, and new team members also receive an employee handbook during orientation that includes information on ethics and compliance. All team members must abide by our policies regardless of their position in the company.

Corrective actions for violating the Code or company policies include coaching, written warnings, final written warnings, and, if necessary, termination of employment. Serious violations can result in immediate termination.

Some of the key policies and procedures we have implemented include:

- [Global Anti-Bribery and Anti-Corruption Policy](#)
- [Global Conflict of Interest Policy](#)
- [Global Non-Retaliation Policy](#)
- [Antitrust Policy](#)
- Ethics Line
- Gifts, Meals, and Entertainment
- Charitable Donations and Sponsorships
- Investigations
- Third-Party Due Diligence



### Conducting Trainings 4

We conduct general and tailored trainings across our global workforce. All salaried employees are required to complete trainings in the areas of ABAC, antitrust, conflicts of interest, gifts/meals/entertainment, and Code of Conduct. Additional ABAC training is provided to our international logistics, international sales, global procurement, financial, and accounting teams. Our JBS and Pilgrim's Boards of Directors also receive ABAC training annually.

Team member training is provided in various formats, including in person, as pre-recorded videos, and via interactive online modules. Training completion is monitored through the learning management system (LMS), One Trust.

2023 training topics included:

- Foreign Corrupt Practices Act overview
- ABAC risk areas and financial transaction red flags
- Third-party gifts, meals, and entertainment
- Third-party onboarding
- Non-retaliation
- Covercent EL usage
- Investigative procedures, steps, and documentation
- Antitrust, competitor interactions, and completely sensitive information
- Conflicts of interest
- Export controls and sanctions
- Purpose and importance of compliance
- Compliance policies overview

Our Nine Compliance Program Pillars

5



## Promoting Reporting and Conducting Investigations

GRI 2-25, 2-26, 205-3, 406-1

To support the ongoing effectiveness of our compliance program, we provide anonymous and non-anonymous channels for team members and third parties to report potential misconduct or concerns without retaliation or fear of retaliation.

Most notable is the [JBS Ethics Line](#), which is available free of charge, 24/7, in 18 languages. Every team member and third-party partner in every country where we operate can access this service. An independent, external third party receives reports, whether anonymously or with the reporter's

name, on potential violations of any JBS policy, procedure, law, or regulatory requirement. The Global Compliance team reviews the reports and assigns investigations as appropriate. Behavioral-type cases related to workplace practices are typically transferred to JBS Human Resources personnel to investigate. Cases related to ABAC, antitrust, embezzlement, falsification of corporate documents, financial wrongdoing, theft over US\$ 2,000, and conflicts of interest remain with the Global Compliance team. In addition, the Compliance team handles

any allegation involving executive or senior leaders.

In 2023, people submitted 6,524 grievances to the Ethics Line, of which 100% were investigated and closed by appropriate personnel. We took corrective and administrative action where warranted. Approximately 6% of complaints were considered priority matters, which we consider critical cases\*.

We dedicate considerable time to raising awareness of the JBS Ethics

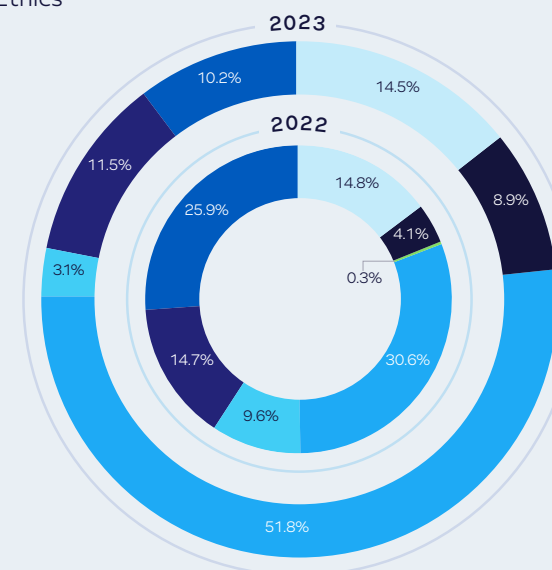
Line and the importance of reporting all suspicions of unethical conduct. The company also implemented a [Global Non-Retaliation Policy](#) and an Investigative Procedure Manual in 2023 to standardize internal processes. Once assigned to an internal investigator, cases undergo two levels of review. All investigators complete mandatory training on the Investigative Procedure Manual prior to serving in their role.

JBS ETHIC LINE CASES <sup>1</sup> BY REGION		
JBS REGION	2022	2023
JBS Global	5,743	7,925
Australia	12	17
Brazil	3,444	5,501
Europe	42	54
Mexico	26	91
U.S. and Canada	2,219	2,262

1. The above values represent allegations only. They do not represent sustained or substantiated allegations. \*Includes concerns about the company's potential and actual negative impacts on stakeholders. JBS defines these cases as those related to anti-bribery/anti-corruption (ABAC), antitrust, embezzlement, falsification of corporate documents, financial wrongdoing, theft over US\$ 2,000, and conflicts of interest.

## JBS Ethic Line Cases<sup>1</sup> by Category

- Employment Practices
- Fraud/Theft/Corruption
- Misconduct
- Antitrust
- Discrimination or Harassment
- Conflict of Interest
- Other



## Our Nine Compliance Program Pillars



### Communicating Regularly

6

The Global Compliance Team has launched multiple communication campaigns, such as “Speak Up,” “Person Of Value,” and others. The campaigns raise awareness of the importance of reporting potentially unethical and unlawful conduct, ensuring reporting is not met with retaliation, and building team members’ ability to recognize improper behavior.

Executive leadership amplified this messaging by participating in compliance workshop and training presentations, in-person discussions

with regional teams, and email communications.

This past year also marked the continuation of an internal Ethics and Compliance Newsletter, which we publish regularly. The newsletter covers topics such as:

- Leadership and governance
- Policies
- Training
- Trending compliance topics
- Compliance conferences and events throughout the company



### Implementing Controls

7

In addition to reviewing and enhancing existing financial controls related to ABAC practices, JBS has implemented preventative and detective controls throughout the company’s operations. We have started implementing Lextegrity, an independent, third-party platform, to automate the approval, reporting, and initial and ongoing management of JBS vendors. The platform has been rolled out in the U.S. and is currently being implemented in Australia, Europe, and Mexico. Once live, integration into Lextegrity

is required for all new and repeating JBS vendors during onboarding and contract renewal, respectively.

Existing vendors with long-term JBS contracts are being gradually transitioned onto the platform in batches. We have also undertaken several measures to identify and, when necessary, update due diligence evaluations of vendors who interact with governments or government agents on our behalf.



### Monitoring Effectiveness

8

Using data from our Ethics Line, we monitor team member perceptions and trends in reporting. In 2023, we began inserting all complaints received via other channels into the Ethics Line platform to create a more

holistic understanding of allegations to investigate and address. We also developed a Global Non-Retaliation Policy and Investigative Procedure Manual to standardize investigation procedures across global operations.



### Extending to Third Parties

9

In addition to our JBS Code of Conduct and Ethics, we make our Code of Conduct for Business Associates available in four languages (English,

Italian, Portuguese, and Spanish) to help ensure that our value chain partners adhere to our ethical business practices and expectations.





## Our Team Members

JBS comprises a global team of more than 270,000 people working in rural communities across Australia, Brazil, Canada, Mexico, New Zealand, the United Kingdom, and the United States. We are a diverse workforce, have an inclusive culture, prioritize employee health and safety, and seek to improve the socioeconomic status of our people and support the communities where we operate.

### Our Culture and Employment Practices GRI 3-3

We work diligently to accommodate the cultural needs of our team members, and we encourage our facilities to evaluate the effectiveness of their accommodations to identify the best approaches to address their unique situations.

Our talent attraction, hiring, training, and retention practices meet or surpass standards set by local laws and our industry. We are committed to hiring and supporting the development of professionals across age, disability status, gender, nationality, ethnicity, race, and sexual orientation. In practice, this means establishing and monitoring KPIs that evaluate employee satisfaction indicators such as absenteeism, overtime, safety, and staff turnover. We also do annual reviews of our people management policies and programs. The combination

of these practices facilitates policy and program modifications as needed, limits impact to employee experience, and ensures operational continuity.

With as many as 60 languages spoken at a single JBS facility, we make sure company materials are made available in different languages and dialects. Materials include information such as benefits, hiring processes, safety instructions, and training opportunities. Our managers reinforce our culture of respect by being available to team members who want to discuss issues. Furthermore, facilities provide language telephone lines in more than 200 languages to create access to critical information for team members.

Our Human Resources (HR) departments operate regionally with support from our corporate global HR team and have formal processes in place to allow for information and best practice sharing across the company. Our managers reinforce our culture of respect by being available to team members who want to discuss issues.

Our talent attraction, hiring, training, and retention practices meet or surpass standards set by local laws and our industry.



### Human Rights

GRI 2-28, 2-30, 407-1

JBS facilities adhere to our [Global Human Rights Policy](#) and all applicable labor and human rights laws. We also follow strict internal policies that often go beyond what is required by law.

We have a zero-tolerance approach to forced labor or child labor in our organization and supply chains. We will continue to work to ensure that our operations meet the highest standards of ethical conduct and contribute to a world that is free from forced labor and child labor.

Most of our businesses have background check policies that support re-entry into the workforce of persons with a criminal record depending on several factors. These include the assessment of potential risks and liabilities, the "nature and gravity" of the individual's criminal offense or conduct, and the nature of the duties and essential function of the position sought. We do not permit degrading conditions in the workplace that could put our team members' health or lives at risk.

We uphold all applicable wage and working hour laws, such as minimum wage, overtime compensation, and all legally mandated benefits. We conduct competitive wage analyses at least biennially for our hourly and salaried team members to ensure we are paying competitively for where they work and live. Salaries are adjusted as

necessary based on these competitive wage analyses.

We respect our team members' rights of association, of joining labor unions, and of collective bargaining. In 2023, 79% of our team members working in Australia, 86% in Brazil, 89% in Canada, 72% in Europe, 34% in Mexico, and 57% in the U.S. and Puerto Rico were included in collective bargaining agreements.

### Code of Conduct and Ethics

GRI 205-2

We require all team members at every level of our organization to operate by a code of conduct and ethics to ensure a safe and productive work environment. Our [Code of Conduct and Ethics](#) provides behavioral standards and guidelines designed to support appropriate workplace conduct, efficient and safe operations, and the well-being of our team members. The Code includes policies for: Animal Welfare, Corporate Ethics, Environmental Compliance, Food Safety, Taxation and Finance, Team Member Safety, and Workplace Conduct.

All JBS team members receive annual in-person, online, and/or video-based training, including harassment training, and an overview of corrective actions that could result from breaches in our policies. Our harassment policy includes, but is not limited to, harassment and retaliation based on race, gender, age, religion, or

We uphold all applicable wage and working hour laws, such as minimum wage, overtime compensation, and all legally mandated benefits.





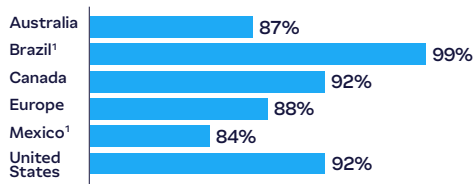
disability. Corrective actions for violating the Code or company policies include coaching, written warnings, final written warnings, and possibly termination of employment.

### Employee Engagement

#### GRI 404-3

We value the thoughts and opinions of our diverse team members and conduct regular surveys to achieve an accurate understanding of team member attitudes, engagement levels, and perceptions toward topics such as pay and benefits, safety, satisfaction with supervisors, and scheduling. We refine surveys regularly to obtain more specific feedback from team members so we can engage in a continuous cycle of improvement. We respond quickly to address any concerns raised by team members and help everyone understand the importance of their roles and contribution to the organization. Eligible salaried team members receive annual performance reviews.

#### 2023 TEAM MEMBER SURVEY PARTICIPATION



1. Surveys are conducted bi-annually. These results are from the most recent survey held in 2022.

### Diversity and Inclusion

As a global company, we consider the diversity of our team members and communities to be one of our greatest strengths. Our team members' diverse backgrounds, cultures, and languages must be reflected at every level of the organization to achieve our mission. By treating team members with dignity and respect, and by promoting an environment based on diversity and inclusion, our aim is to create a more engaged, fulfilled, and productive workforce.

[In line with our Global Diversity, Equity, and Inclusion Policy](#) and our [Code of Conduct and Ethics](#), we promote gender and race equality in leadership positions. We are committed to ensuring that all applicants and team members are afforded an equal opportunity in employment without regard to a person's age, color, disability, family or marital status, gender (including expression and identity), national origin, race, religion, sex (including sexual orientation and pregnancy), or any other characteristic protected by applicable law, regulation, or ordinance. We also empower our facilities to recruit and retain the most qualified and diverse team members that represent the communities where they live and work.

We have also created specific training programs and committees to promote effective inclusion and diversity at all levels of the company.

#### CASE STUDIES

##### BLAZING THE TRAIL

In September 2023, JBS Australia appointed its first female plant manager, promoting Blaze Barker to the position at its Longford Plant after 16 years with the company.

Blaze's career journey from a casual worker to the most senior role at the plant exemplifies the company's commitment to nurturing and advancing the careers of its team members. Blaze's journey in the industry commenced in 2006 when a school careers pathway visit to the Longford plant sparked her interest and ultimately led to her joining as a casual worker during school holidays.

As Blaze's capabilities grew, she transitioned into various roles throughout the facility, showcasing exceptional enthusiasm, dedication, and ability that led to her appointment as a Plant Manager.



##### RECEIVING RECOGNITION

Pilgrim's U.S. earned a pair of honors from Newsweek: 'America's Greatest Workplaces For Diversity' (Dec. 2023) and 'America's Greatest Workplaces For Women' (Feb. 2024). The business earned a 4.5-star rating from Newsweek in its 'America's Greatest Workplaces For Diversity' survey, based on a scoring process that included a thorough examination of publicly available data, interviews with HR professionals, and an anonymous online survey conducted among a diverse group of employees at companies in the U.S. Respondents shared insights into corporate culture, working environments, and other aspects of both their own companies and others they were familiar with, resulting in over 1.5 million company reviews.

##### INCREASING INCLUSION

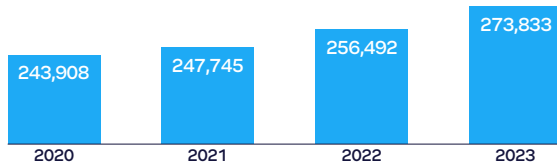
JBS Brazil created the Training and Inclusion Center, a program that focuses on selecting and training people with disabilities and preparing them for the job market. In addition, the company provides adapted vehicles to ensure the mobility and accessibility of employees.



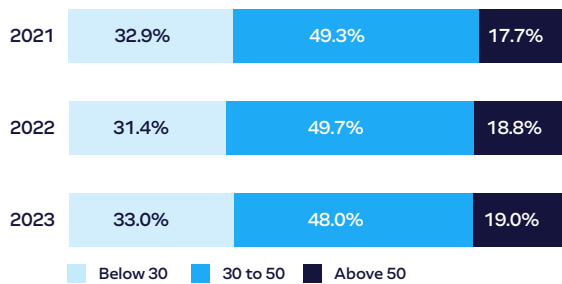
## Employee Profiles

GRI 2-7; 405-1

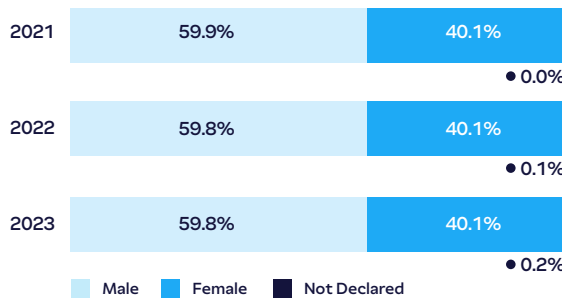
### GLOBAL HEADCOUNT



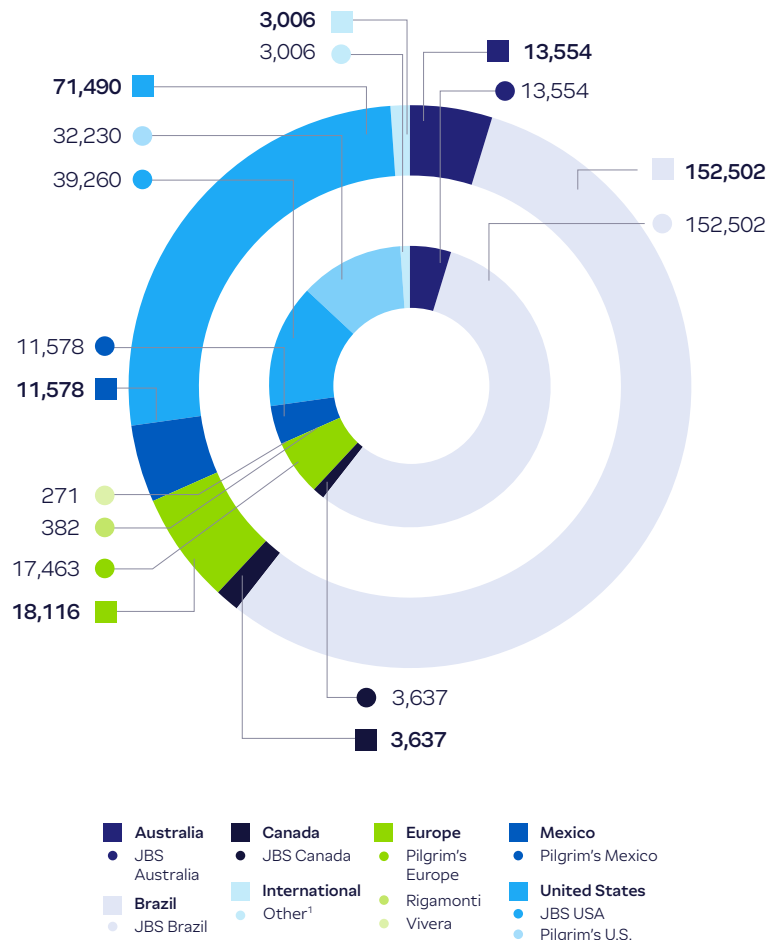
### GLOBAL WORKFORCE BY AGE



### GLOBAL WORKFORCE BY GENDER



### GLOBAL WORKFORCE BY REGION AND BUSINESS UNIT

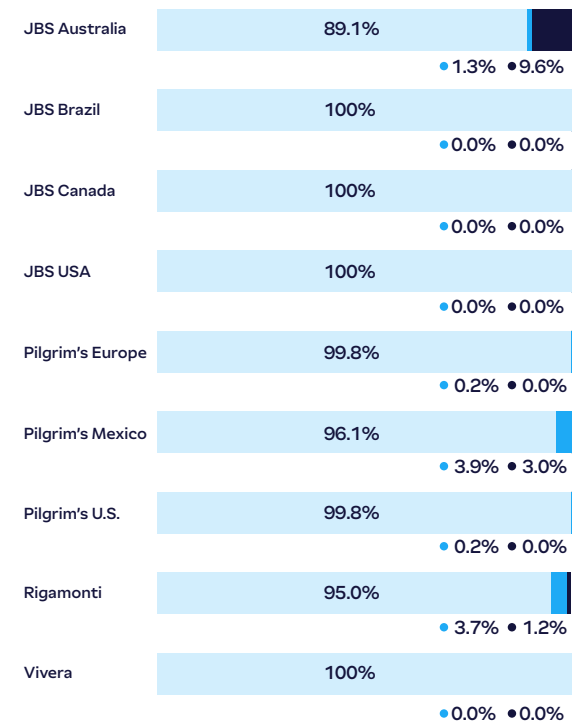


1. Includes international team members that account for 1% of our global workforce.

### TOTAL GLOBAL TEAM MEMBERS BY EMPLOYEE TYPE

EMPLOYEE TYPE	2023
Permanent	268,752
Temporary	748
Non-guaranteed Hours	1,346

### 2023 EMPLOYEE TYPES BY BUSINESS UNIT



GLOBAL WORKFORCE BY JOB CATEGORY AND GENDER

JOB CATEGORY	MALE			FEMALE			NOT DECLARED		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
JBS Global	58.9%	58.9%	58.9%	39.1%	39.0%	40.1%	1.9%	2.0%	0.1%
Board of Directors	78.0%	78.0%	81.8%	22.0%	22.0%	18.2%	0.0%	0.0%	0.0%
Leaders	4.6%	4.6%	67.7%	1.5%	1.6%	32.2%	0.3%	0.1%	0.1%
Admin	5.1%	4.8%	50.5%	5.0%	4.5%	49.4%	0.1%	0.0%	0.1%
Operations	46.7%	47.0%	60.5%	30.5%	30.9%	39.5%	1.5%	1.8%	0.1%
Apprentices, Interns, and Trainees	0.5%	0.5%	45.5%	0.7%	0.5%	54.4%	0.0%	0.1%	0.0%
Other	2.0%	2.1%	62.6%	1.4%	1.6%	37.3%	0.0%	1.6%	0.2%

2023 GLOBAL WORKFORCE BY JOB CATEGORY AND AGE

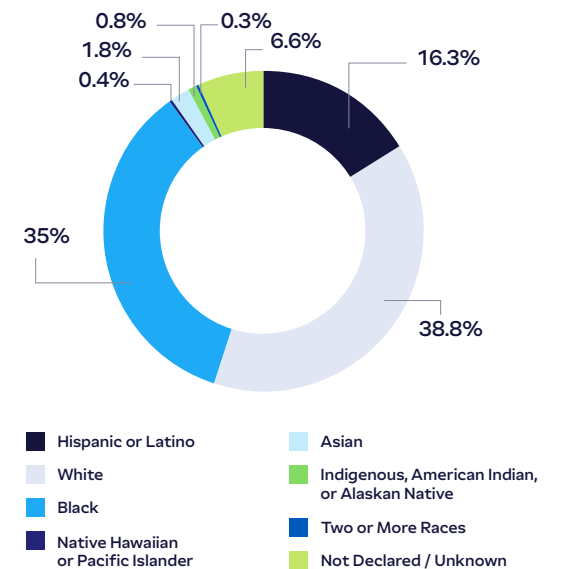
JOB CATEGORY	BELOW 30 YEARS	BETWEEN 30 – 50 YEARS	ABOVE 50 YEARS
	JBS Global	33.0%	48.9%
Board of Directors	0.0%	18.2%	81.8%
Leaders	12.7%	65.8%	21.4%
Admin	32.1%	56.7%	11.2%
Operations	34.2%	46.2%	19.6%
Apprentices, Interns, and Trainees	96.7%	2.9%	0.4%
Other	28.0%	43.5%	28.5%

2023 GLOBAL WORKFORCE BY REGION AND RACE

REGION	HISPANIC OR LATINO	WHITE	BLACK	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	INDIGENOUS, AMERICAN INDIAN, OR ALASKAN NATIVE	TWO OR MORE RACES	NOT DECLARED/ UNKNOWN
JBS Global	16.3%	38.8%	35.0%	0.4%	1.8%	0.8%	0.3%	6.6%
Australia	NC	NC	NC	NC	NC	NC	NC	NC
Brazil	0.0%	46.8%	49.0%	0.0%	0.0%	1.1%	0.0%	3.1%
Canada	NC	NC	NC	NC	NC	NC	NC	NC
Europe	0.0%	48.1%	4.3%	0.0%	5.1%	0.0%	0.0%	42.6%
Mexico	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
United States	46.2%	26.1%	18.5%	1.4%	5.5%	0.5%	1.3%	0.4%

NC=not captured due to regulatory requirements

2023 GLOBAL WORKFORCE BY RACE



### Health and Safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

The health and safety of our team members is paramount. We prioritize providing safe working conditions and work environments across all JBS facilities. Our commitment to health and safety begins with our culture of accountability, which empowers each team member to understand and practice health and safety guidelines while remaining vigilant. We reinforce our culture with frequent training and development around our [Code of Conduct and Ethics](#) and [Global Health and Safety Policy](#).

Our safety governance structure and management approach are guided by our [Global Health and Safety Policy](#) and aligned to the relevant regulatory requirements of each country in which we operate. We follow governing bodies like those listed to evaluate the effectiveness of external safety audit processes, collect feedback, and make necessary adjustments.

## Our JBS Health and Safety Principles:

- 1 Engage, develop, and train employees, giving them responsibility for ensuring and fostering a safe and healthy work environment;
- 2 Anticipate and prevent incidents and accidents, assuming that all accidents are preventable;
- 3 Drive continuous improvement of our processes, machinery, and equipment, while implementing measures to eliminate or minimize incidents;
- 4 Ensure compliance with legal requirements, our own health and safety programs, and other applicable health and safety standards; and
- 5 Develop and disseminate a culture of health and safety, individual accountability, and shared vigilance of values, with leaders as role models.



### JBS GLOBAL HEALTH AND MANAGEMENT SYSTEM COVERAGE (GRI 403-8)

Workforce Type	Covered by a Health and Safety Management System	Covered by a Health and Safety Management System that is Internally Audited	Covered by a Health and Safety Management System that is Externally Audited or Certified
Employees	100%	93%	15%



## Actions to Support Health and Safety

### 1 | Audits

Each year, JBS locations undergo a comprehensive safety management system audit, fleet safety audit, and occupational health audit based on applicable legislation and company procedures. Many facilities also conduct comprehensive safety analysis audits to identify and reduce potential hazards. These audits focus on early detection of risks and in-depth reviews of policies and programs related to preventing electrical safety issues, ergonomics weaknesses, falls and slips, and machine guarding issues.

### 2 | Corrective Actions

Despite our focus on health and safety training and accident prevention, some incidents do occur, and we must acknowledge, report, and learn from these safety-related incidents. Our facilities have formal incident investigation procedures and/or committees to investigate and reduce, mitigate, and eliminate injuries, illnesses, and fatalities. The incident investigation process assists operations in preventing the recurrence of similar incidents and in identifying injury and illness trends, potential weaknesses or failures in our safety management, and proximate root causes of incidents. This process allows us to develop effective corrective action plans. In addition,

within each business unit, locations regularly share incident investigation information to facilitate learning and prevention.

### 3 | Data-Driven Insights

We have integrated safety data across digital platforms to identify enterprise-wide trends and best practices related to health and safety. Data-driven insights support us to perform root-cause analysis and take corrective actions such as audits and safety inspections. Insights also help us to define best practices that we can share across the organization.

### 4 | Innovation

We continue to find new ways to leverage cutting-edge technology to enhance team member safety.

### 5 | "Right to Speak" Policy

If a team member notices an unsafe act or condition, we empower them to speak up so that we can stop unwanted behavior and restore optimal conditions immediately. We encourage every team member to report without fear of retribution. Our company policy prohibits retaliation,

and we emphasize the importance of reporting to the success of our organization. Any incidence of retaliation against an employee for such actions will result in the immediate termination of the person engaging in the retaliation. As a final precaution, we advise team members that they are entitled to remove themselves from any situation they deem to be unsafe.

### 6 | Safety Goals, Indexing, and Measurement

Annual companywide and facility-specific safety goals help our organization prioritize health and safety, with leading safety indicators reported weekly to all heads of HR, safety, operations, and business unit presidents. Safety issues can encompass a wide range of situations, including drivecam coaching effectiveness, electrical safety, machine guarding, preventable vehicle accidents, safety gaps, and working surfaces. All operational supervisors must conduct multiple safety observations each week and intervene with helpful coaching to prevent an unsafe act, condition, or injury.

Finally, we maintain a Safety Index at each facility to measure the

frequency of severe injuries per hour of operation. We define a severe injury as any injury resulting in amputation, fatality, in-patient hospitalization, vision loss, second- or third-degree burns, or fractures that results in greater than 15 days lost time, and any other injury that results in greater than 15 days lost time. We have set a goal to collectively improve our Global Safety Index by 30% by 2030, compared to a 2019 baseline. In 2023, we achieved a 59% reduction from our baseline.

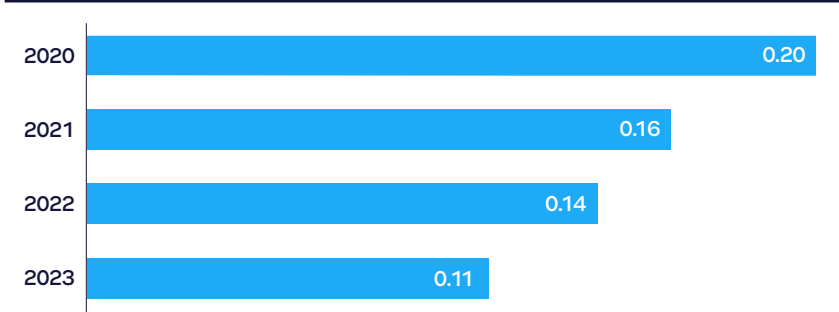
Despite our robust efforts to provide a safe working environment for all JBS team members, we unfortunately experienced one employee fatality in 2023. In the event a fatal accident such as this occurs, we take immediate action to fully investigate the incident in cooperation with authorities and in accordance with the appropriate regulations and laws for each region. During our evaluation, we seek to understand the circumstances, identify the root cause, and prevent any potential re-occurrence. We also review our safety protocols to determine any gaps and make any necessary improvements such as enhanced procedures or additional training. The safety and well-being of our team members remains our top priority, and we are dedicated to providing safe working conditions for everyone.

From 2019 to 2023, JBS improved its Global Safety Index performance by 59%.

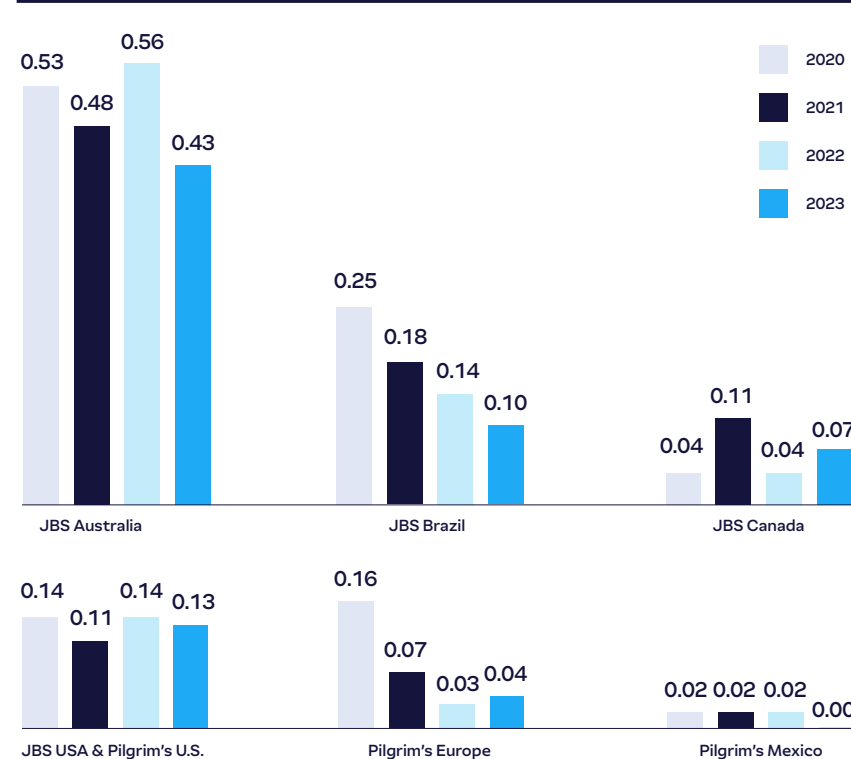
**GLOBAL SAFETY PERFORMANCE (GRI 403-9, SASB FB-MP-320a.1)**

		2020	2021	2022	2023
JBS Australia	Hours Worked	17,512,099	16,552,736	20,538,199	22,636,657
	Safety Index	0.53	0.48	0.56	0.43
	LTIFR	11.3	11.16	12.98	16.17
	Fatalities	0	0	0	0
JBS Brazil	Hours Worked	239,741,327	253,431,036	262,517,767	278,199,801
	Safety Index	0.25	0.18	0.14	0.1
	Fatalities	3	6	3	1
JBS Canada	Hours Worked	5,376,010	5,611,592	5,590,666	6,039,631
	Safety Index	0.04	0.11	0.04	0.07
	Fatalities	0	0	0	0
JBS USA & Pilgrim's U.S.	Hours Worked	139,378,346	139,431,101	142,800,620	144,399,567
	Safety Index	0.14	0.11	0.14	0.13
	DART Rate	2.49	2.63	2.32	2.95
	TRIR	3.91	4.19	3.77	3.33
	Fatalities	1	1	2	0
Pilgrim's Europe	Hours Worked	31,547,831	30,355,198	38,955,562	36,660,759
	Safety Index	0.16	0.07	0.03	0.04
	DART Rate	1.28	1.3	0.94	0.35
	Fatalities	0	0	0	0
Pilgrim's Mexico	Hours Worked	26,733,949	26,554,735	29,320,766	30,396,983
	Safety Index	0.02	0.02	0.02	0
	DART Rate	0.04	0.04	0.04	0.04
	Fatalities	0	0	0	0
Rigamonti	Hours Worked	-	-	-	626,494
	Safety Index	-	-	-	1.27
	Fatalities	-	-	-	0
Vivera	Hours Worked	-	-	-	855,090
	Safety Index	-	-	-	0.47
	Fatalities	-	-	-	0

**GLOBAL SAFETY INDEX\* (GRI 403-9, SASB FB-MP-320a.1)**



**SAFETY INDEX\* BY BUSINESS UNIT (GRI 403-9, SASB FB-MP-320a.1)**



\* Safety Index = number of severe injuries for every 100 employees ((Severe Injuries\*200,000)/ Total Hours Worked)

**TRAINING AND EDUCATION**

We provide frequent health and safety training to reduce the number of work-related injuries and illnesses throughout our facilities. Our in-depth safety training consists of new team member orientation, job- and task-specific training, departmental safety meetings, and regular refresher training. All newly hired team members must complete classroom

and department-specific training, which are made available in multiple languages. In addition, we have implemented a virtual

JBS OCCUPATIONAL HEALTH AND SAFETY TRAINING	
Number of Training Hours	4,122,679

reality technology to train team members on food and team member safety protocol.

**INDEPENDENT CONTRACTORS**

Although independent contractors comprise a small portion of our total workforce, we protect the health and safety of our contractors similar to our approach to our employees.

**PROMOTING TEAM MEMBER HEALTH  
GRI 403-6, FB-MP320a.2**

Most JBS facilities have onsite occupation health clinics that provide employees access to medical services and first aid protocols for urgent response free of charge. In addition, we partner with local providers for workers' compensation treatment and with primary care service through our health insurance benefits programs.

**CASE STUDIES**

**FOSTERING A CULTURE OF SAFETY**

In 2023, JBS Brazil continued to strengthen efforts to make its workplaces safer and healthier. Two highlights of internal safety campaigns include Behavioral Observation (Observação Comportamental) and the Comunique system.

Behavioral Observation involves identifying deviations in employee behavior regarding safe practices during task execution. Weekly, leaders and managers are responsible for implementing this tool and ensuring the safety of their teams. In 2023, over 244,000 audits were conducted to analyze, correct, and guide best practices when necessary.

With Comunique, the company aims to foster a proactive culture that eliminates risks and unsafe conditions in the workplace, focusing on accident prevention through engagement and commitment among all employees and third parties. Throughout the 2023 cycle, JBS Brazil received more than 69,000 reports and resolved 93% of them, demonstrating the company's commitment to continually promoting a safe working environment at JBS Brazil.

**PREVENTATIVE RISK  
MANAGEMENT IN AUSTRALIA**

JBS Australia takes a preventative approach to people safety across all company operations. The business has invested in site upgrades and the implementation of innovative technology to reduce injury risk and physical strain.

The introduction of automated systems supports JBS Australia's focus on injury prevention by reducing strenuous manual handling and fatigue.

In the company's Pork Division, Rivalea sites have introduced technology such as electric roller systems, motorized carts, and slat lifters to limit strenuous labor for workers and mitigate the risk of musculoskeletal injuries.

JBS's Northern and Southern businesses have also been upgrading their cattle processing facilities, focusing on improving livestock handling safety while minimizing animal stress. These upgrades include catwalks, remote and semi-automated gates, additional lighting, and weather protection.

**HEALTH AND SAFETY  
RECOGNITION IN EUROPE**

The Pilgrim's Europe Prepared Foods business was awarded the RoSPA Gold Award for health and safety performance for the period from January 01, 2023, to December 31, 2023. The ultimate symbol of achievement in safety and excellence, the internationally renowned RoSPA Health and Safety Awards recognize organizations, teams, and projects across all sectors for their unwavering commitment to protecting lives — setting the benchmark for prestige and inspiring sector-wide admiration. By earning a RoSPA Award, organizations not only receive recognition for their accomplishments but also become part of a legacy that values dedication to high safety standards, the well-being of individuals, and signifies a commitment to excellence.



# Leadership Development

GRI 404-1, 404-2

At JBS, we know that leaders are not born — they're made — and we have invested in extensive leadership training programs to help team members gain the skills and experience to become successful leaders.

We offer leadership training through multiple JBS programs tailored to the needs of each business unit. Some of these are listed below.

## 1 | ACCELERATE FUTURE LEADERS PROGRAM

Our Accelerate Future Leaders program supports the development of our future senior leaders at our Pilgrim's Europe Chicken business by focusing on effectiveness, influence, and awareness to better lead our teams to "Be the Best."

## 2 | APPRENTICESHIP PROGRAM

Our apprenticeship program supports and develops Pilgrim's Europe Pork colleagues by combining on- and off-the-job learning to improve knowledge, skills, and behaviors. Currently, colleagues are enrolled in apprenticeships across a wide range of disciplines including finance, project management, HR, food science, and management. Our apprenticeships range from entry-level to MBA degrees.

## 3 | INTERNSHIP PROGRAM

In the U.S., our Internship Program gives college students an opportunity to gain practical industry experience and develop extensive leadership skills. This 10-week summer internship challenges approximately 80 participants through hands-on learning experiences and meaningful projects that improve our business and provide education and valuable workplace experience. Interns are placed in either a production or corporate business unit role where they learn from experienced leaders who offer them industry exposure and networking opportunities with senior management. Not only are our internships paid positions, but the program also allows students to receive college credits.

## 4 | JBS BEYOND BORDERS

Through the JBS Beyond Borders program, the global company offers its employees the opportunity to internationalize their careers by changing roles or extending their knowledge to another country, strengthening JBS's organizational culture worldwide. To participate in the program, candidates need to have been working at JBS for at least 12 months and have a minimum of six months' experience in their current role. Fluency in English or another language is not required for application. In partnership with the J&F Institute, JBS provides selected employees with English language training. The required education for the process is completion of elementary school, in addition to the technical qualifications required for the available position. All registered employees undergo an internal selection process. Upon successful completion, approved candidates begin a specific orientation and follow-up phase, with full support from JBS, including assistance with the visa process, purchasing of airfare, and documentation. JBS Beyond Borders was created in 2015 with the purpose of fulfilling a key part of our JBS mission: creating a better future for our team members. In doing so, it has generated global internal development opportunities and talent mobility, helping supply the company's global talent needs. In 2023, more than 61 team members received the opportunity to experience an international career move via the program.



## 5 | LEADERSHIP DEVELOPMENT

Our Leadership Development program works to motivate team members to do their part in the continuation of our company culture. The program outlines six different leadership development offerings, providing education opportunities to different levels of leadership in the U.S. We provide team members with access to programs that further their leadership abilities and propel JBS closer to its mission. Each of the Leadership Warehouse development programs are designed and facilitated internally allowing us to offer culturally-relevant and company-oriented leadership solutions:

- **People First:** Our People First program creates a success framework for our leads and front-line supervisors. The program provides specific training to all frontline supervisors in four sessions throughout the year, focusing on leadership techniques and tools that build, maintain, and engage our teams. Program topics include building trust and respect, the cost of turnover, accountability, delegation and prioritization, communication, and information sharing. To empower our team members, we identify and train exceptional team members to become facilitators of the People First Program.
- **Leading People First:** Our Leading People First program offers continuous, annual training for all current superintendents and managers. Program content builds on the foundation of People First concepts. Topics are focused on People Safety, Food Safety, and advanced leadership skills like coaching, motivating, engaging others, and effective communication.
- **Summit:** Summit is built for senior leaders who are interested in continued learning and growth. The program is open to all global JBS and Pilgrim's business units and brings together 35 nominated, high-potential leaders for yearlong education. Summit introduces nominees to business concepts by partnering with executive sponsors and local business leaders to solve real-world problems occurring at local facilities. With exposure to JBS operations in the U.S., Australia, Brazil, Europe, Canada, and Mexico, Summit participants gain business knowledge from every unit of the company.
- **Individual Development:** We also offer full tuition sponsorship in the U.S. for a wide array of coursework through our 10-year partnership with Colorado State University. This partnership includes executive MBA, online MBA, graduate certificate, professional certificate, and online agribusiness degree completion programs.
- **Development Workshops:** Ad hoc leadership, skills-based, and business-specific training sessions are offered to team members virtually and in-person, and are led by subject matter experts and JBS executive speakers. Workshop content is selected based on trends in employees' annual evaluation feedback related to developmental opportunities. Team members are encouraged to attend sessions that will help them increase their knowledge and improve tangible skills.
- **JBS Online Learning:** This self-paced online training platform is available to team members to take required training and browse an extensive library of more than 2,000 courses. Offerings range from systems, analytics, business acumen, leadership, and more.

## 6 | MANAGEMENT TRAINEE PROGRAM

Recent college graduates looking to pursue their passion for building a career in the animal protein industry can apply to our Management Trainee Program in the U.S. This 12-month rotational program is designed for those ready to excel in our technical, cultural, and leader-based work environments. Customizable rotations allow trainees to grow their project management, problem-solving, and collaboration skills in line with their own interests and career aspirations. Each year, we onboard nearly 40 trainees from campuses across the U.S. The orientation curriculum empowers trainees to strive for individual success while contributing to JBS operations.

## 7 | BETTER FUTURES

Better Futures provides JBS USA and Pilgrim's U.S. team members and their child dependents the opportunity to pursue their higher education dreams (associate degrees and trade certificates) tuition free. As a result, our team members have been able to attend community colleges and technical schools to learn, develop, and grow as they work toward their future goals. In 2023, 1,936 people signed up for the program, 1,482 students enrolled in classes that accumulated more than 10,217 academic credits, and 94 students graduated. In total, JBS USA and Pilgrim's invested US\$ 1,355,503 in the program in 2023, which contributed to more than US\$ 213,000 in student savings.

**8 | BUSINESS LAW CENTER**

In 2023, JBS Brazil continued with the objective of providing excellent law across the company's various businesses. The former PAT (Labor Lawyer Program) has now been transformed into the Núcleo de Advocacia Empresarial (NAE), with a hiring scope that now also includes professionals who work in the business area.

**10 | PEOPLE FIRST PROGRAM**

JBS Australia debuted its People First Program in 2019. Modeled on JBS USA's People First, the program supports team members transitioning from an hourly role to a salaried position by giving them foundational leadership and management skills.

**11 | SENIOR LEADERS**

JBS Australia offers tailored leadership development opportunities for company executives and senior leadership. Offerings include the JBS USA Summit Program, Executive MBA programs, post-graduate individual placements, executive coaching, and international secondments.

**14 | OTHER**

Additional leadership development program highlights from JBS Brazil include the Academy of Attraction and Selection, which provides technical training for teams that are responsible for selecting new employees and promoting continuous learning and development. The Master Training program focuses on developing both business and personal skills. JBS New Business offers programs such as Talentos Potenciais, aimed at developing supervisors and coordinators to take on management roles, and the Management Development Program, which broadens the strategic vision of managers to prepare them for future challenges in the company. At Friboi, programs such as the CFD (Desossadors Training Center) and the CFF (Knife Handlers Training Center) train employees for specific technical positions, while the CFI (Training and Inclusion Center) promotes the development of people with disabilities. In JBS Couros, the company invests in training maintenance professionals (mechanical and engineering) and developing professionals for leadership positions with the Blue Manager Training program. At Seara, the Input Program, MBA for Agribusiness and Quality professionals, Leadership Forums, and the "Jovens de Valor" program aim to prepare employees to take on prominent roles and contribute significantly to the company's growth and operational efficiency.

**9 | OPERATIONAL LEADERSHIP TRAINEE PROGRAM**

The Operational Leadership Trainee Program was created by Pilgrim's Europe's Pork business in 2019 to identify internal and external early career talent, such as recent graduates or apprentices, who have the potential to become future operational leaders. It is a 24-month rotational program whereby trainees spend six-month placements at various U.K. facilities working on key operational projects.

**12 | SUPERVISOR DEVELOPMENT PROGRAM**

Our Supervisor Development Program is designed to provide every newly hired or promoted Supervisor in our U.S. operations with the tools they need to be successful in leadership roles. These team members are supported by mentors in their facilities and participate in four vital training sessions and one in-person training session at the corporate office, where they are given the opportunity to network and learn from executive and front-line leaders across the company. Over 650 team members participate in this program every year.

**13 | UNIVERSITY OF PILGRIM'S**

University of Pilgrim's is a training and leadership program designed to benefit all levels of team members. To date in Mexico, we have been able to help more than 69 team members develop personally and professionally and obtain their High School Degree. In the U.S., University of Pilgrim's offers more than 800 courses to all team members.



# Disclaimers





# Disclaimer and Forward-Looking Statements

This report presents the highlights of the financial, social, environmental, and corporate governance aspects of the period between January 1st and December 31st, 2023, unless noted otherwise for JBS S.A. The information reported refers to JBS S.A.'s operations globally. More detailed information can be found in the 2023 Sustainability Report, the [JBS ESG Hub](#), and the Disclosure Hub, a non-financial information center that centralizes a set of indicators based on the Global Reporting Initiative (GRI) standard.

This Sustainability Report ("Report") has been prepared by JBS and has not been externally audited/assured except where specifically indicated, does not assess the merits of trading in any of the securities or loans of JBS S.A. or any wholly or partially owned subsidiary or affiliated companies ("JBS Group") named herein and should not be relied on as a basis for any such transaction or for any other investment decision. This document does not constitute an offer to sell the securities or loans of the JBS Group business or a solicitation of proxies or votes and should not be construed as consisting of investment advice. JBS does not provide any financial, economic, legal, accounting, or tax advice or recommendations. All investments involve risk, and past results do not guarantee future returns. The JBS Group, its directors, officers, employees, or agents expressly disclaim any liability and responsibility for any decisions or actions taken by you and for any damage or losses you may suffer from your use of or reliance on this information.

This document, and the information and data contained herein, has been developed based on current information, estimates and beliefs, using models, methodologies and standards which are subject to certain assumptions and limitations, including (but not limited to) the availability and accuracy of data, lack of data standardization, and lack of historical data, as well as other future contingencies, dependencies, risks and uncertainties (due to, among other things, global and regional legislative, judicial, fiscal, technological and regulatory developments including regulatory measures

addressing deforestation, climate change, and corporate sustainability disclosures). As a result, such models, methodologies, and standards may be subject to adjustment outside the control of the JBS Group and may change over time. The JBS Group does not commit to update any statements, information or data contained herein, nor to provide specific updates if any statements, data, or information contained herein change in future.

The case study examples contained in this Report are provided for illustrative purposes only and are not implemented in all locations or situations. Local rules on which projects, activities or projects may be considered "sustainable," "green," "responsible," "regenerative," "eco," "humane," "circular," "ESG," or similar terms vary from jurisdiction to jurisdiction and this document does not make any representation or warranty as to the accuracy of such descriptions.

This document also contains data on the JBS Group's Scope 1, 2 and 3 emissions. Some of this data is based on estimates, assumptions and uncertainties. Scope 1 and 2 emissions data relates to emissions from JBS Group's facility operations. Scope 3 emissions relate to emissions from the JBS Group's value chain partners and is therefore subject to a range of uncertainties, including that: data used to model animal lifecycle footprints is typically industry estimates rather than direct calculations from individual suppliers; and lifecycle models cover many but not all products and markets. In addition, international standards and protocols relating to Scope 1, 2, and 3 emissions calculations and categorizations also continue to evolve, which may affect the emissions data reported by the JBS Group.

Any opinions or views of third parties contained in this Report are those of the third parties identified, and not the JBS Group, directors, officers, employees, or agents. The JBS Group its, directors, officers, employees, or agents make no representation or warranty regarding the quality, accuracy, or completeness, of any third-party statements and they accept no responsibility or liability for the contents of third-party statements, including any errors of fact, omission or opinion expressed.

Statements contained in this report that state the intentions, plans, hopes, beliefs, anticipations, expectations or predictions of the future of the JBS Group and its management are considered forward-looking statements. Without limiting the foregoing, words such as "anticipates," "believes," "estimates,"

"expects," "intends," "expects," "may," "plans," "projects," "should," "targets," "goals," "aim," "ambition," "strive," "will" and/or the negative thereof and similar words and expressions are intended to identify forward-looking statements. It is important to note that actual results could differ materially from those projected in such forward-looking statements.

Forward-looking statements include, but are not limited to, statements and information regarding the JBS Group's goals and strategy to reduce its operational (Scope 1 & 2) and value chain (Scope 3) emissions. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting JBS decision making. Forward-looking statements are based on the current expectations and assumptions of management. They are not historical facts, nor are they guarantees of future performance or outcomes. Because these forward-looking statements involve known and unknown risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. No assurance can be given that the forward-looking statements in this document will be realized. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the JBS Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the JBS Group's expectations with regard thereto or any change in events, conditions, or circumstances on which any such statement is based.

Factors that could cause actual results to differ materially from those projected in such forward-looking statements include: matters affecting the animal protein industries generally; the ability to execute the JBS Group's business plans to achieve desired cost savings and profitability; future pricing for feed ingredients and the JBS Group's products; outbreaks of animal based diseases, either in the JBS Group's owned, contracted, or at large animal populations, affecting its ability to conduct its operations and/or demand for its products; contamination of products, which has previously and can in the future lead to product liability claims and product recalls; exposure to risks related to product liability, product recalls, property damage and injuries to persons, for which insurance coverage is expensive, limited and potentially inadequate; management of

cash resources; restrictions imposed by, and as a result of, the JBS Group's leverage; changes in laws or regulations affecting the JBS Group's operations or the application thereof; new immigration legislation or increased enforcement efforts in connection with existing immigration legislation that cause the costs of doing business to increase, cause the JBS Group to change the way in which it does business, or otherwise disrupt its operations; competitive factors and pricing pressures or the loss of one or more of the JBS Group's largest customers; currency exchange rate fluctuations, trade barriers, exchange controls, expropriation and other risks associated with foreign operations; disruptions in international markets and distribution channels, including, but not limited to, the impacts of the Russia-Ukraine conflict; the risk of cyber-attacks, natural disasters, power losses, unauthorized access, telecommunication failures, and other problems on our information systems; global socio-demographic and economic trends, energy prices, technological innovations and advances, climate-related conditions and weather events, other legislative and regulatory changes, public policies, other unforeseen events or conditions and the impact of uncertainties of litigation and other legal matters. The forward-looking statements in this report speak only as of the date hereof, and the JBS Group assumes no obligation to update any such statement after the date of this release, whether as a result of new information, future developments or otherwise, except as may be required by applicable law.

Actual results could differ materially from those projected in these forward-looking statements because of these factors, many of which are beyond our control. In making this Report, the JBS Group is not assuming any obligation to address or update each or any component in future reports or communications regarding our business or sustainability efforts. The JBS Group will not commit to address how any of these factors may have caused changes to information contained in previous reports or communications. Although we have attempted to describe our sustainability efforts comprehensively, we must caution readers that other factors may prove to be important and affect our future business decisions or results of sustainability efforts.

Questions and requests for additional information can be directed to [sistencia@jbs.com.br](mailto:sistencia@jbs.com.br) and [ri@jbs.com.br](mailto:ri@jbs.com.br) or found at <https://jbsesg.com>.

This report was published in August 2024.

**(JBS)**

