



SUSTAINABILITY REPORT
EXECUTIVE SUMMARY 2023

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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.



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
- SIMPLICITY
- DISCIPLINE
- SINCERITY
- AVAILABILITY
- HUMILITY
- DETERMINATION

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.



A Leading Global Food Company

Headquartered in

São Paulo, Brazil

JBS is a global producer of protein-based food products

\$73B

Revenue as of Q4 2023

270K⁺

Global Team Members

25

Countries Served Worldwide

Present in

5

continents

#1

Global poultry producer

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



#1

Global beef producer

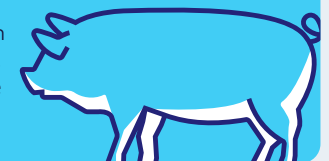
Market leader in Australia, Brazil, Canada, and the United States



#2

Global pork producer

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



600⁺

operations

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

Serving

300,000⁺

customers worldwide

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.

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 Strategy

- 1** Enhance efficiencies
- 2** Increase and diversify
- 3** Enter new protein markets

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 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.

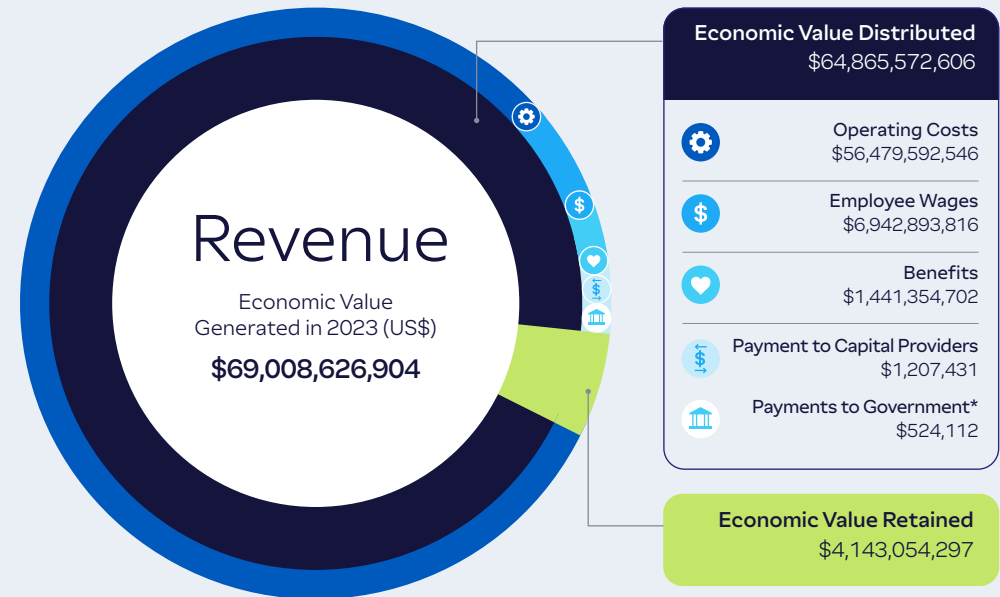
Our [net revenue in 2023](#) was US\$ 73 billion. Adjusted EBITDA totaled US\$ 3.5 billion, representing a margin of 4.7% for the year.

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

Net Revenue

\$73B

US dollars

Dividends Distribution

\$448M

US dollars

Gross Debt Reduction

\$1.6B US dollars

from the third to fourth quarter

Decreased Leverage Ratio

4.87x → 4.42x

from the third to fourth quarter

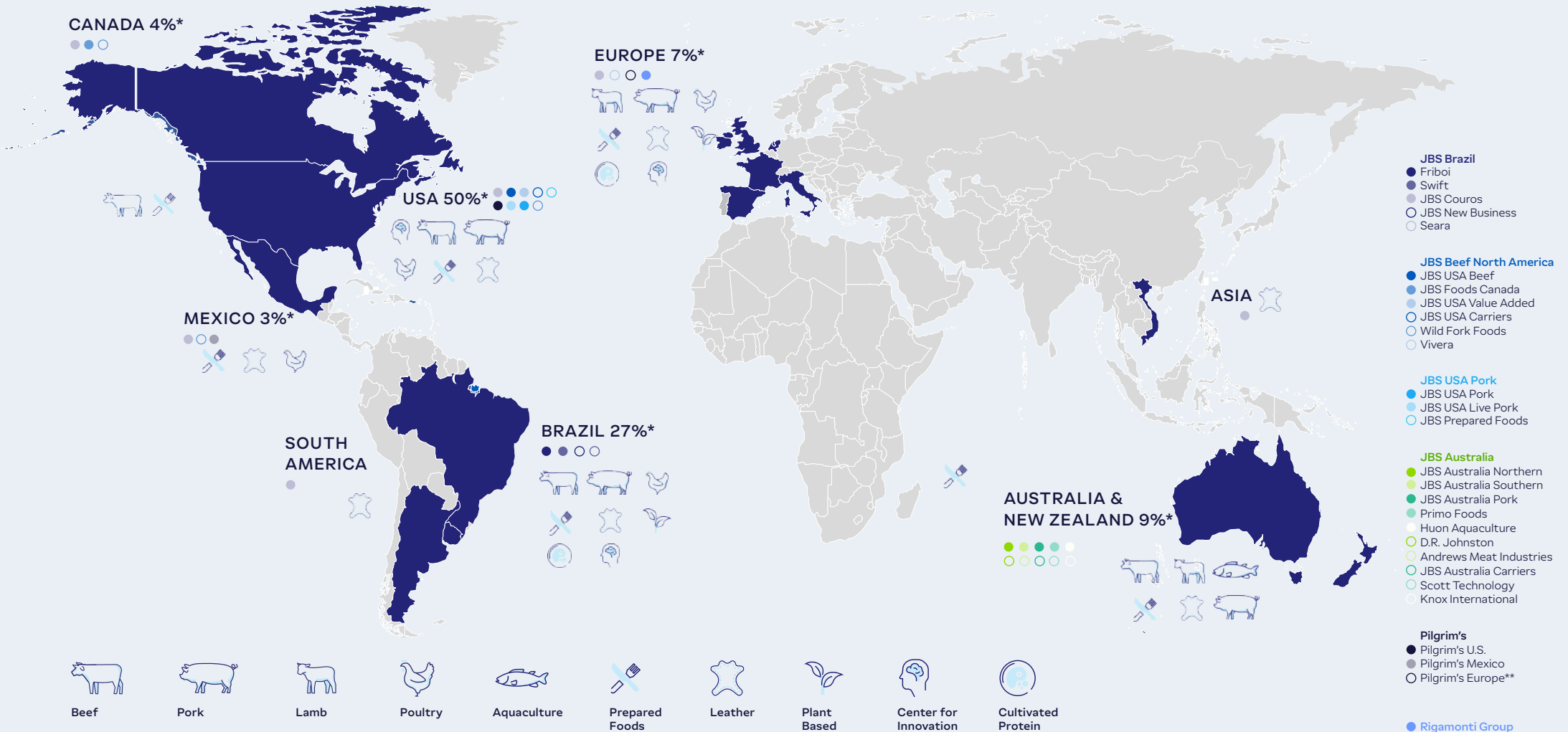
Adjusted EBITDA

\$3.5B

representing a margin of 4.7%

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).

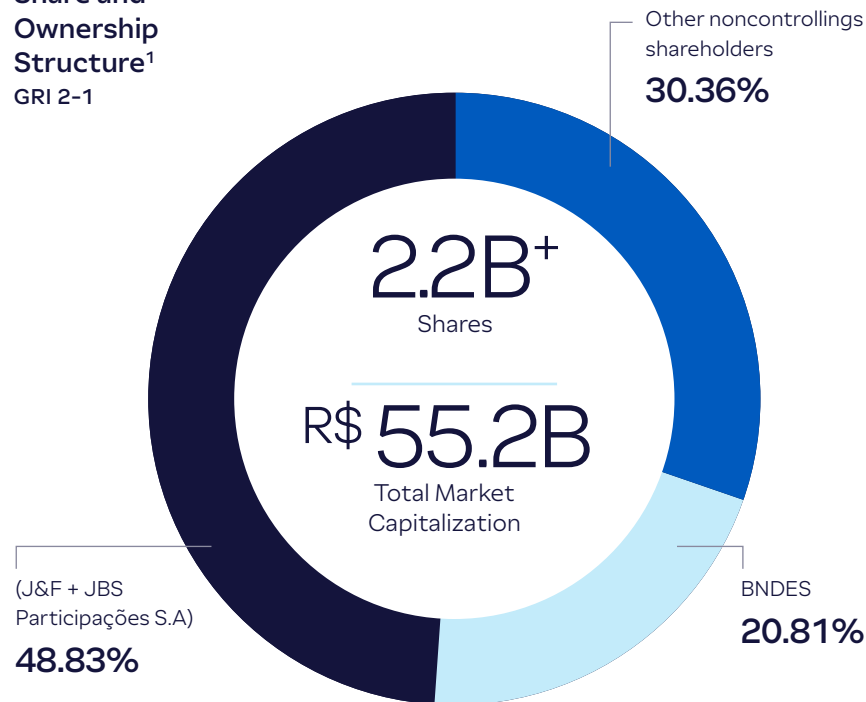
Please refer to our [Investor Relations website](#) for more information on our practices.

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 Structure¹
GRI 2-1



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

Management and Governance

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.

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.

Ethics and Compliance

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.

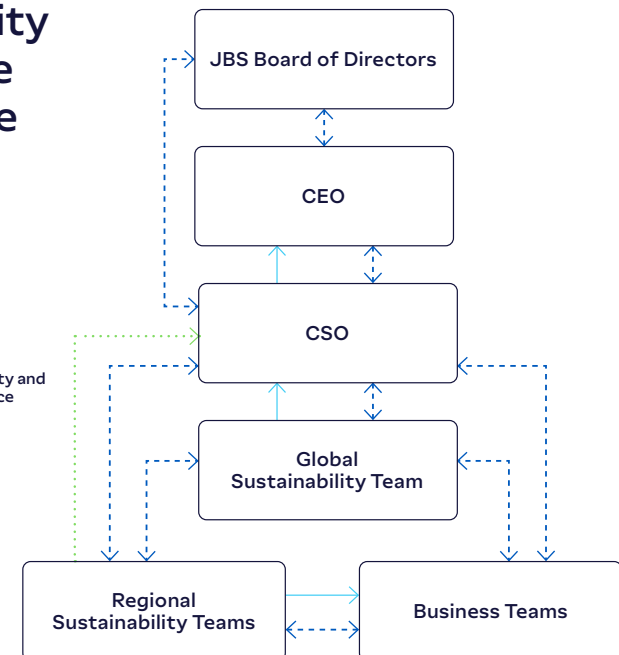
JBS senior compliance managers also implement additional procedures,

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](#)

Sustainability and Climate Governance



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.

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

CATEGORY	RISK
 CYBER	Cybersecurity
 OPERATIONAL	Animal Health
	Workforce Safety
 FINANCIAL	Market
	Credit
	Liquidity
 SOCIAL AND ENVIRONMENTAL	Acquisition of Raw Materials
	Climate Change
 COMPLIANCE	Corruption



Our Sustainability Strategy and Approach

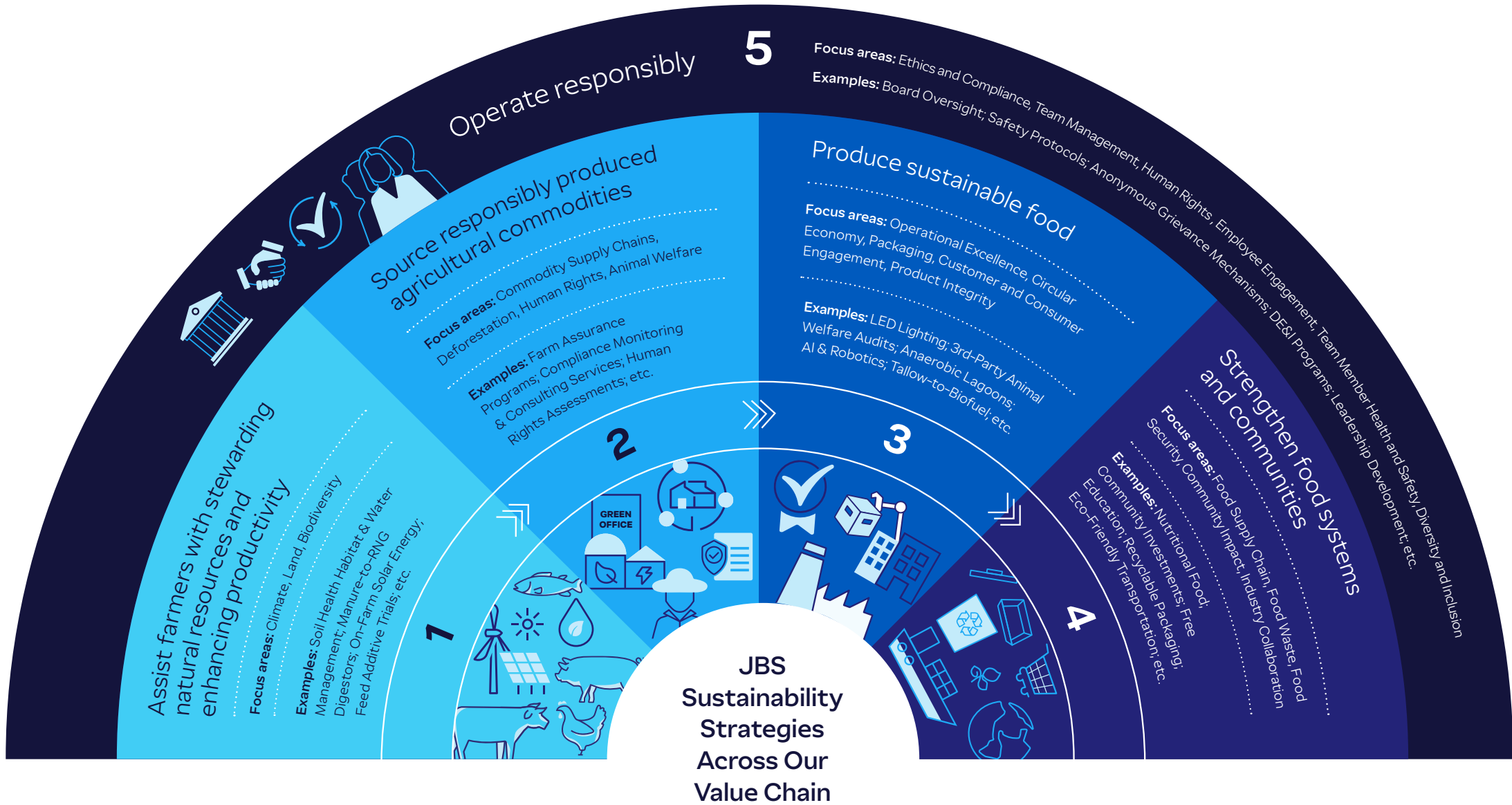
GRI 2-22

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.

		OUR GLOBAL GOALS	2023 PROGRESS
ENVIRONMENT	Energy & Emissions	Achieve net-zero greenhouse gas (GHG) emissions by 2040 ¹	<ul style="list-style-type: none"> US\$ 150MM+ invested across hundreds of projects in JBS facilities to reduce Scope 1 & 2 GHG emissions US\$ 5MM+ approved in partnership projects to further our Scope 3 GHG emissions reduction strategy throughout our value chain 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
		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%
	Water	Reduce water use intensity by 15% by 2030 vs. 2019 baseline	4% increase from 2019
SOCIAL	Health & Safety	Achieve 30% improvement in Global Safety Index ² performance by 2025 vs. 2019 baseline	59% improvement from 2019
		People Development	<ul style="list-style-type: none"> Continue providing life-changing development and educational opportunities for team members and their families Provided more than 5.8 million training hours to improve team members' professional skills and career opportunities within the company Enrolled more than 1,400 team members and/or their dependents in tuition-free, higher education classes via JBS Better Futures
GOVERNANCE	Ethics & Compliance	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 ³ 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

- When used, "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.
- 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.



Climate >

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 report

US\$
3 Billion

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

R\$
1 Billion

in bonds linked to sustainability in Brazil

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.



Climate >

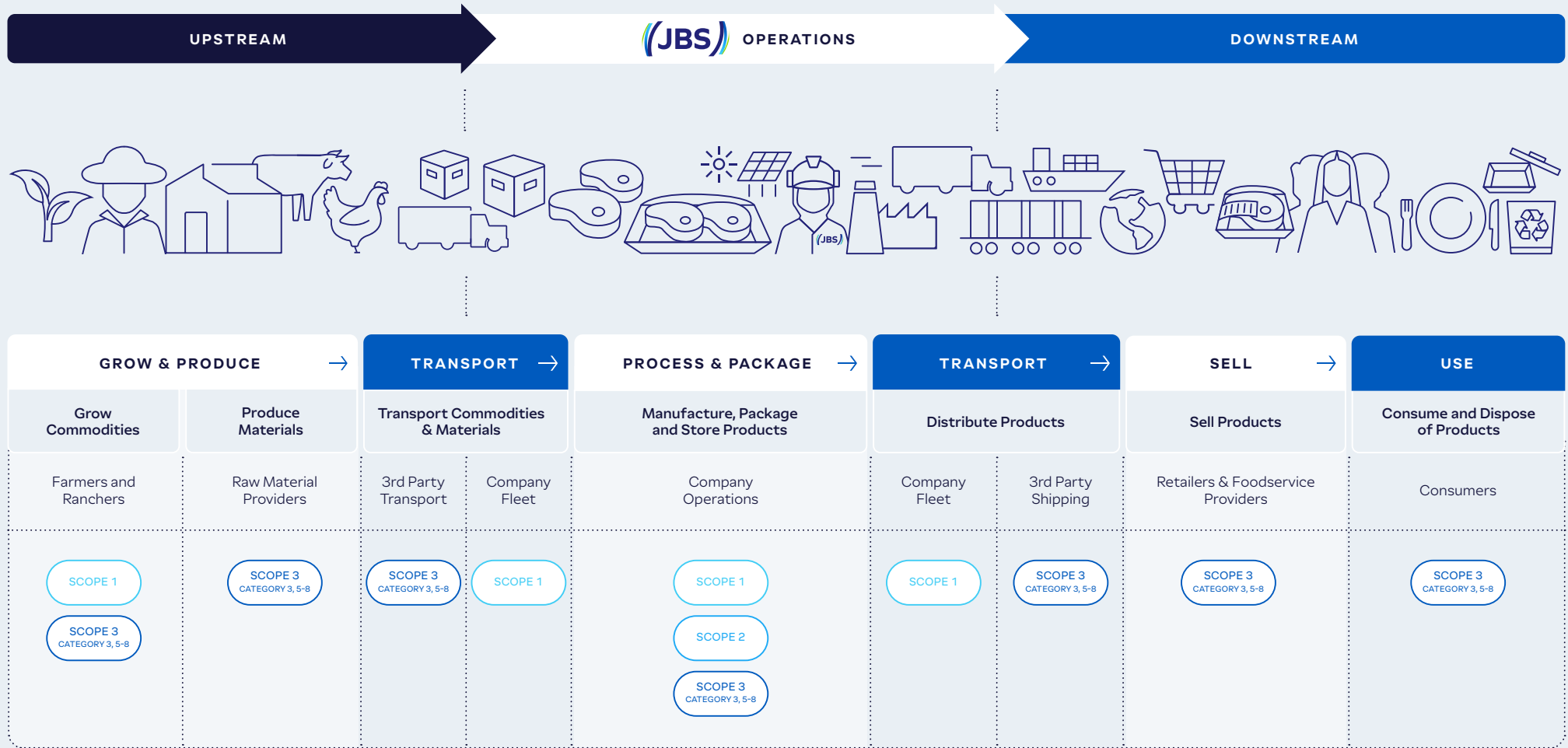
Our Emissions Profile

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.

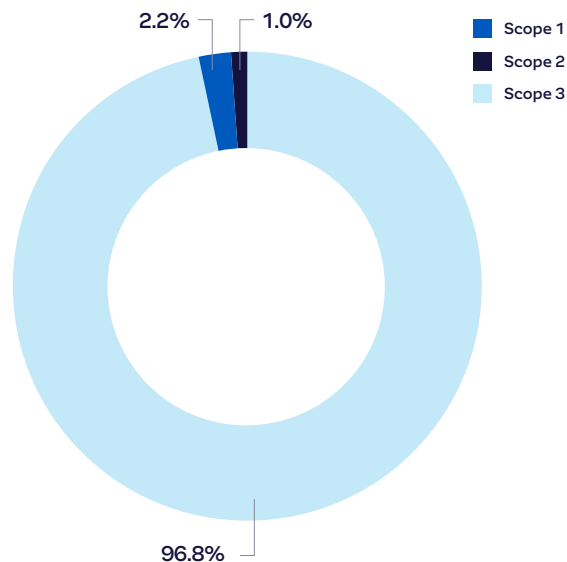


Climate >

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 ⁶ (MT CO ₂ E)				
	2019	2020	2021	2022	2023
SCOPE 1 ¹	3,959,756	3,760,221	3,873,082	3,762,136	3,455,664
SCOPE 2 (Location Based) ²	1,852,769	1,696,928	1,774,432	1,601,134	1,545,135
SCOPE 2 (Market Based) ³	1,816,020	1,530,864	1,724,578	1,453,967	1,548,742
SCOPE 3 ⁴	NC	NC	164,116,140	182,343,254	151,531,147
1: Purchased goods and services ⁵	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
TOTAL⁷	5,775,775	5,291,086	169,713,801	187,559,356	156,535,553

NC=not calculated

Climate >

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 >

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.

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.



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.



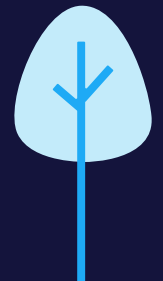
Soil Health and Water Management

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.



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.



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.



Climate >

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 Guaiçara (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.

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.

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.

Deforestation >

Responsibly Sourcing Agricultural Commodities

GRI 308-1

CASE STUDY



THE JBS FARM ASSURANCE PROGRAM

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 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.

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 material 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.



Deforestation >

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.

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:



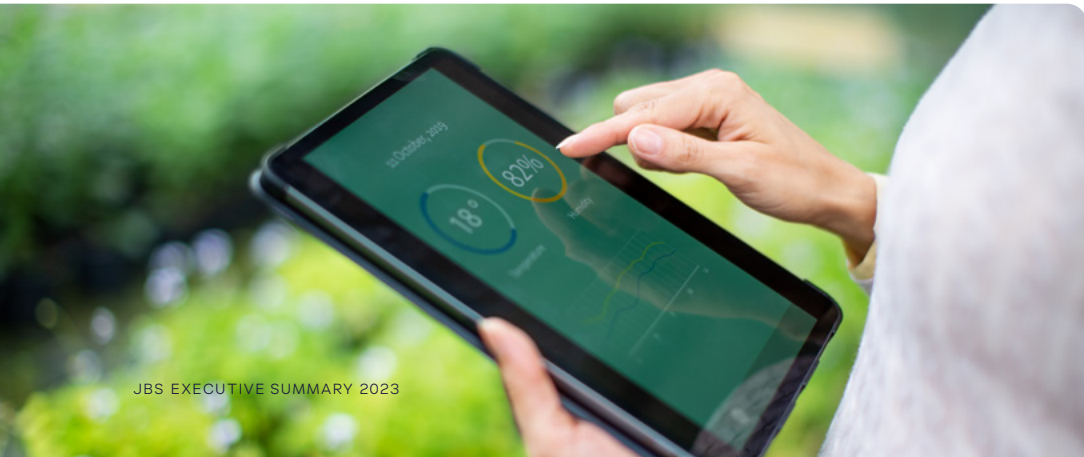
Country Context: Becoming Forest Positive in Brazil

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.



Deforestation >

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^{1,2} 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

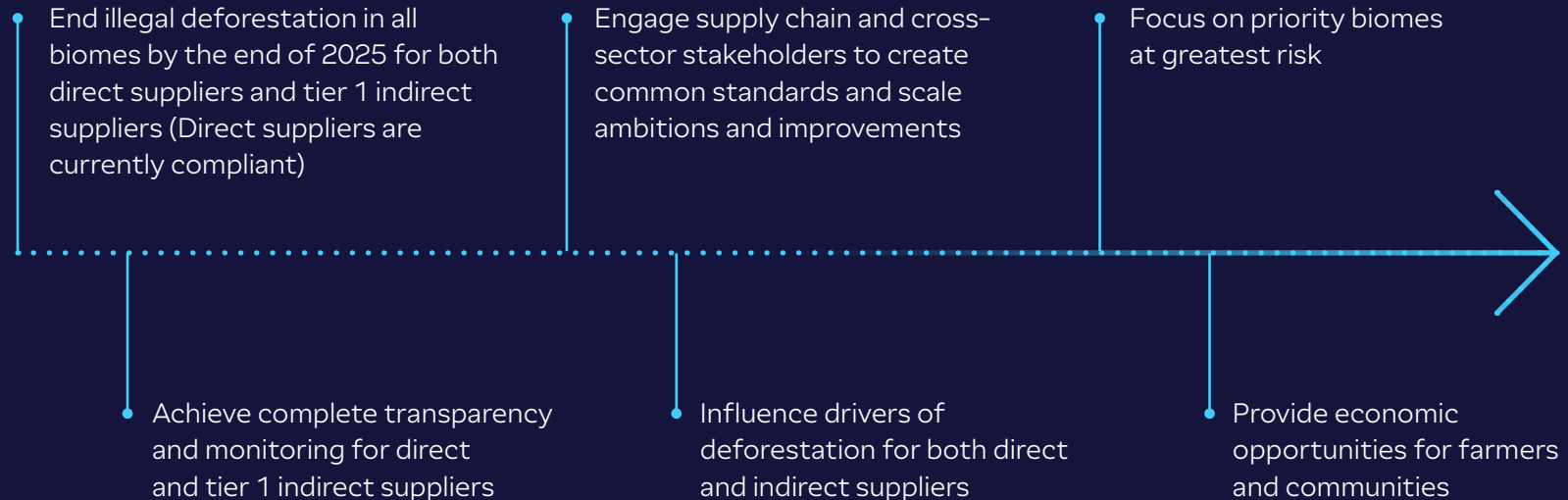
The Amazon: 2023 target date for no-deforestation for direct suppliers and 2025 for indirect suppliers (legal and illegal, PRODES 2008)

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

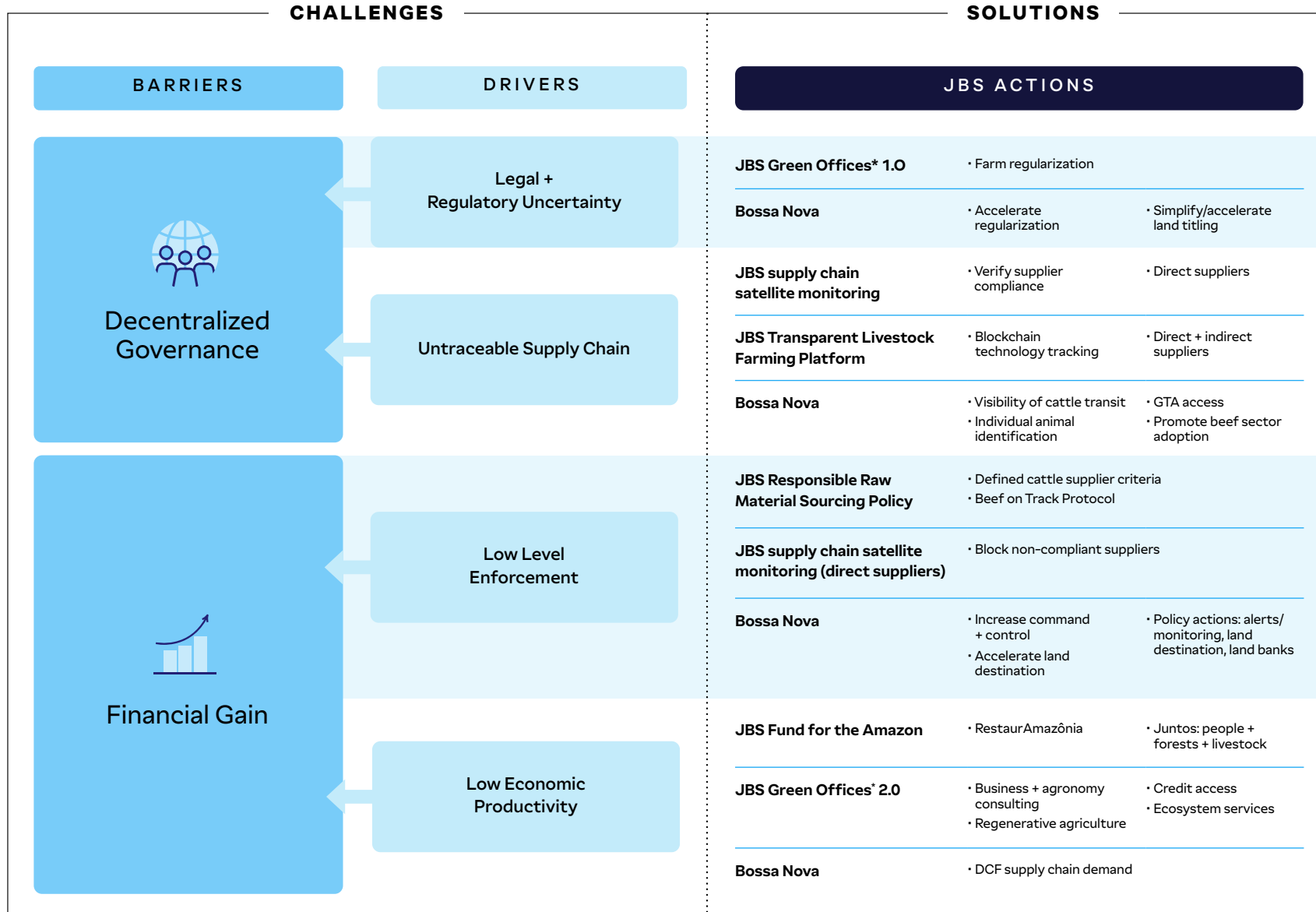
Our Principles: A Roadmap Toward Eliminating Deforestation

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



Deforestation >

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.

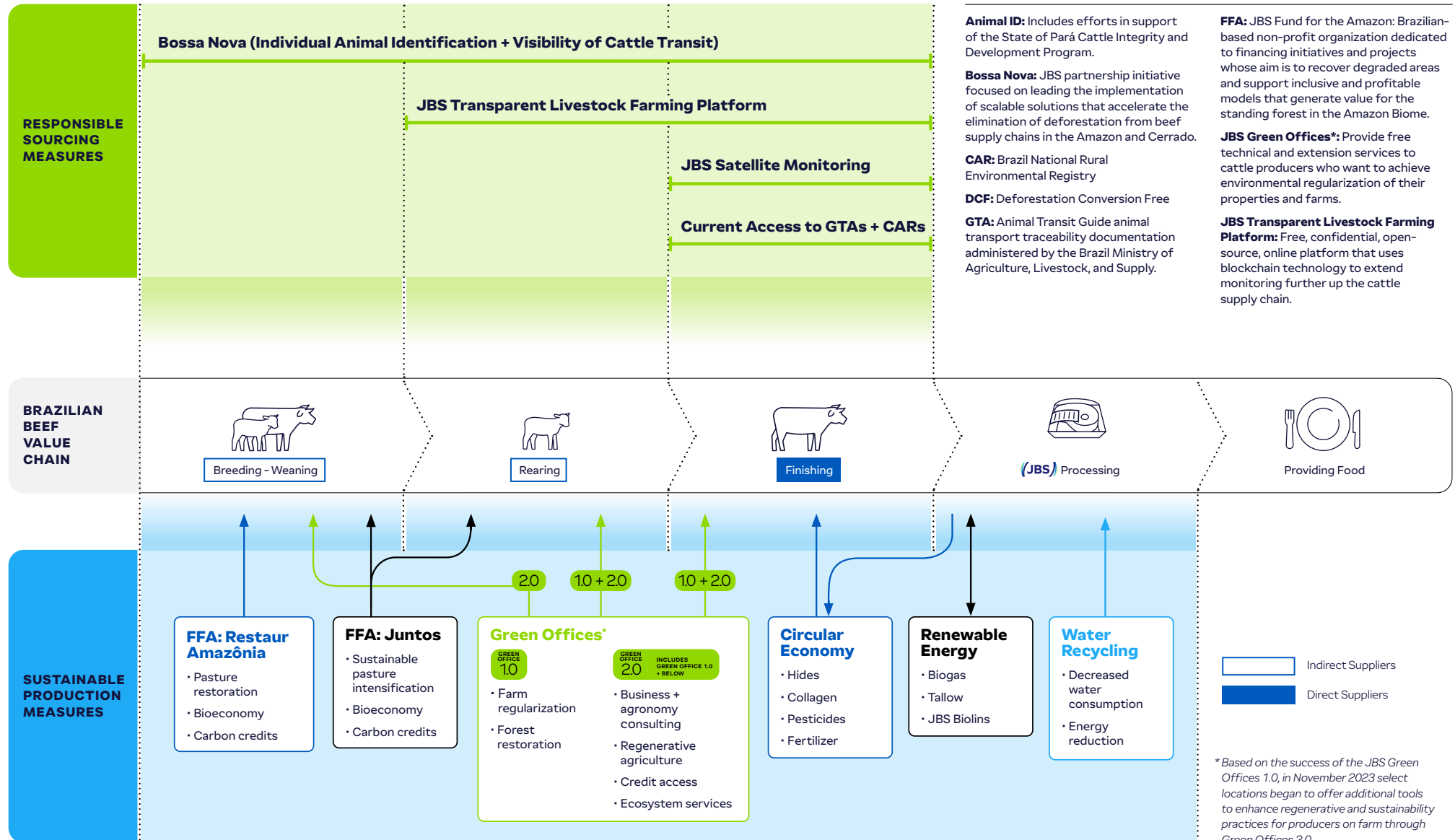
JBS Fund for the Amazon: Brazilian organization dedicated to financing initiatives and projects whose aim is the sustainable development of the Amazon Biome.

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.*

Deforestation >

Integrating Solutions Across the Brazilian Beef Value Chain



Deforestation >

Our Progress: Becoming Forest-Positive by the Numbers

Number of Green Offices*

13 → 18 → 20
Year 2021 Year 2022 Year 2023



Regularized Farms**

1,698

Year 2021, Target: 1,000

2,484

Year 2022, Target: 2,000

4,267

Year 2023, Target: 4,000



* **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

8,449

Year 2023

Hectares Designed for Reforestation

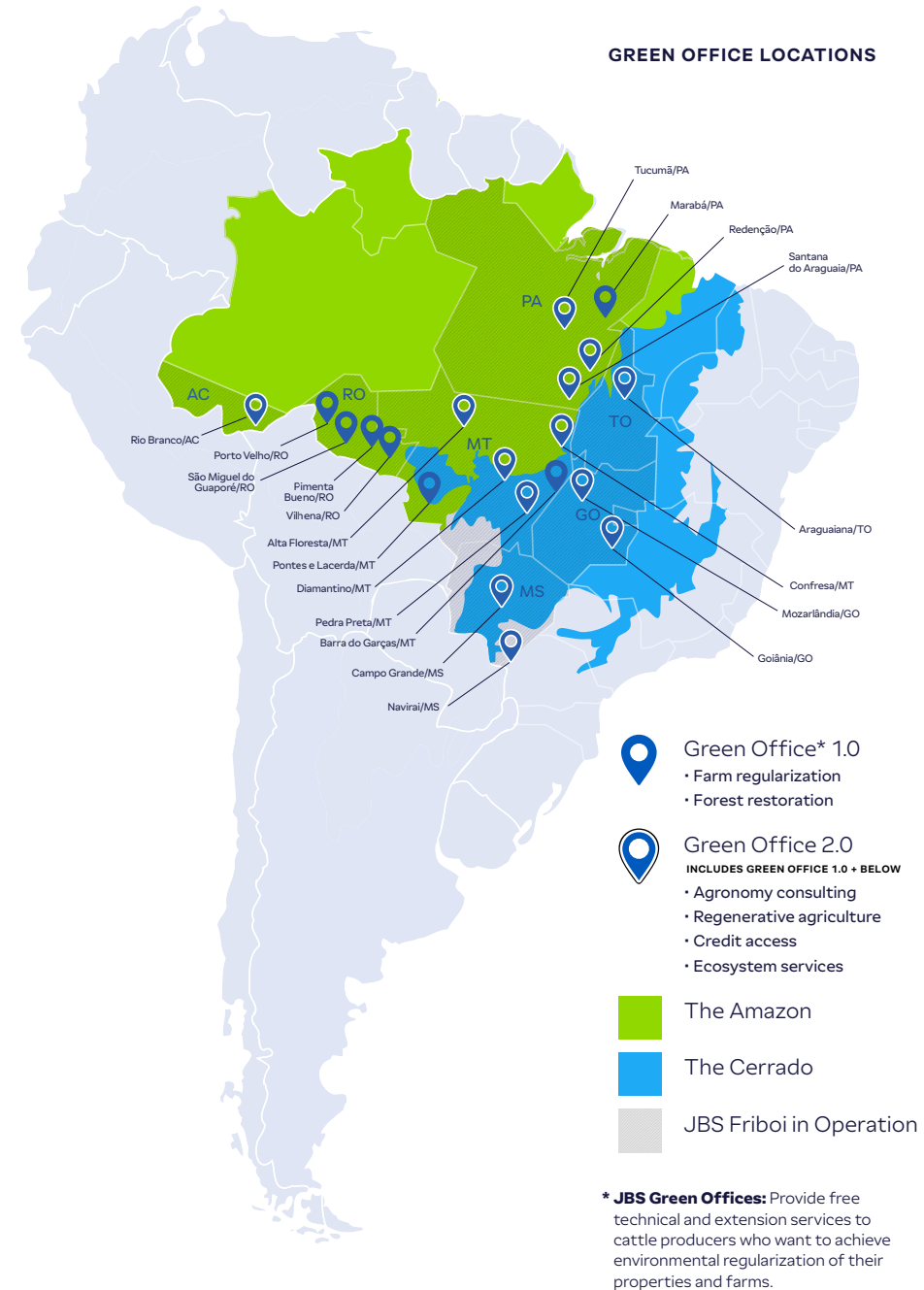
2,326

Year 2023

Animal Purchased from Regularized Properties

3,350,206

Year 2023



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

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.

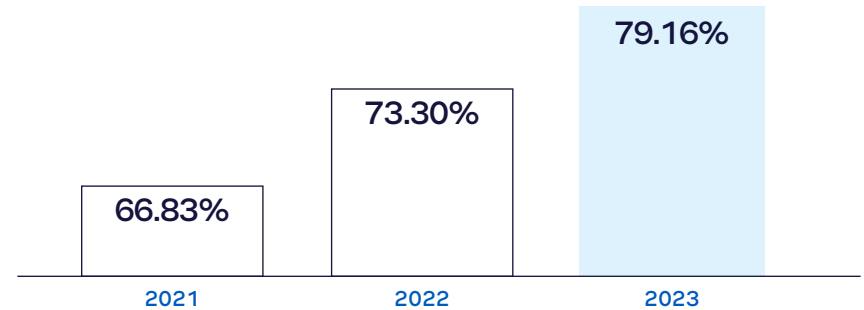
Within our processing operations, we have a robust [global food safety and quality program](#) that consists of Standard Operating Procedures (SOPs), Sanitation Standard Operating Procedures (SSOPs), Hazard Analysis and Critical Control Points (HACCP) procedures, and validated technology interventions 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.

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

Environmental Performance

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 ranged 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.



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.

CASE STUDY

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.

GLOBAL ENERGY CONSUMPTION¹ (GRI 302-1; 302-3; 302-4)

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

Water and Wastewater

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.

We increased our water use 4% from 2019 to 2023 as we grew our operational footprint. 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 (M³) (GRI 303-3)

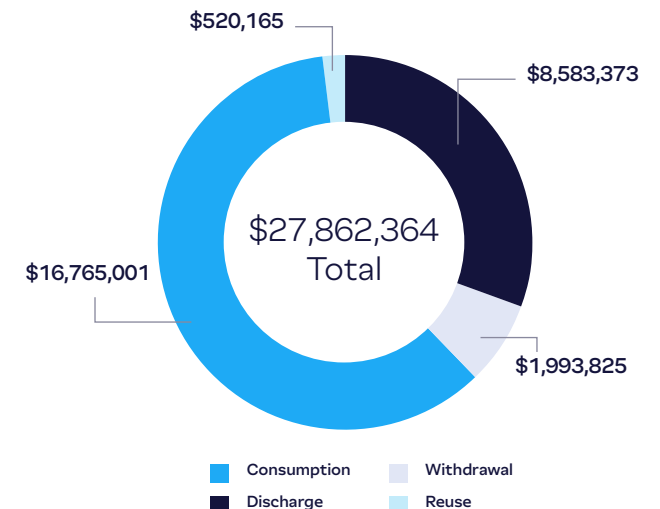
	2019		2020		2021		2022 ¹		2023 ¹	
Surface	45,228,057	26.30%	44,748,043	26.15%	45,997,592	25.44%	72,053,277	42.08%	106,366,267	42.22%
Groundwater	57,677,295	33.50%	56,957,299	33.28%	60,148,519	33.27%	63,577,839	26.35%	70,121,232	27.83%
Municipality	68,940,053	40.09%	69,323,367	40.51%	74,643,945	41.29%	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 CONSUMPTION² (M³) (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

1. Huon Aquaculture is not included prior to 2023.
 2. 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 (M³) (GRI 303-4)

	2019		2020		2021		2022		2023	
Water Body	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%
Municipality	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%
Land Application	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%
Other	7,406,135	4.81%	262,056	0.18%	6,557	0.00%	109,911	0.06%	124,309	0.06%

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 ¹		Non-Hazardous Waste		Total Waste	Hazardous Waste ¹		Non-Hazardous Waste		Total Waste
	MT	%	MT	%	MT	MT	%	MT	%	MT
Total Waste Generated	62,057	2%	3,633,591	98%	3,695,648	34,247	1%	2,561,056	99%	2,595,303
Waste Diverted for Final Disposal	12,453	0%	2,887,878	100%	2,900,331	25,490	1%	1,893,600	99%	1,919,090
Diverted to a Third Party	12,453	0%	2,672,391	100%	2,684,844	25,490	2%	1,622,708	98%	1,648,198
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
Diverted Internally (JBS)	0	0%	215,487	100%	215,487	0	0%	270,892	100%	270,892
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
Waste Directed to Disposal	49,604	6%	745,713	94%	795,317	8,757	1%	667,456	99%	676,213
Directed to a Third Party	47,781	6%	743,078	94%	790,859	6,621	1%	663,183	99%	669,804
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
Directed Internally (JBS)	1,823	41%	2,635	59%	4,458	2,136	33%	4,273	67%	6,409
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.

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.

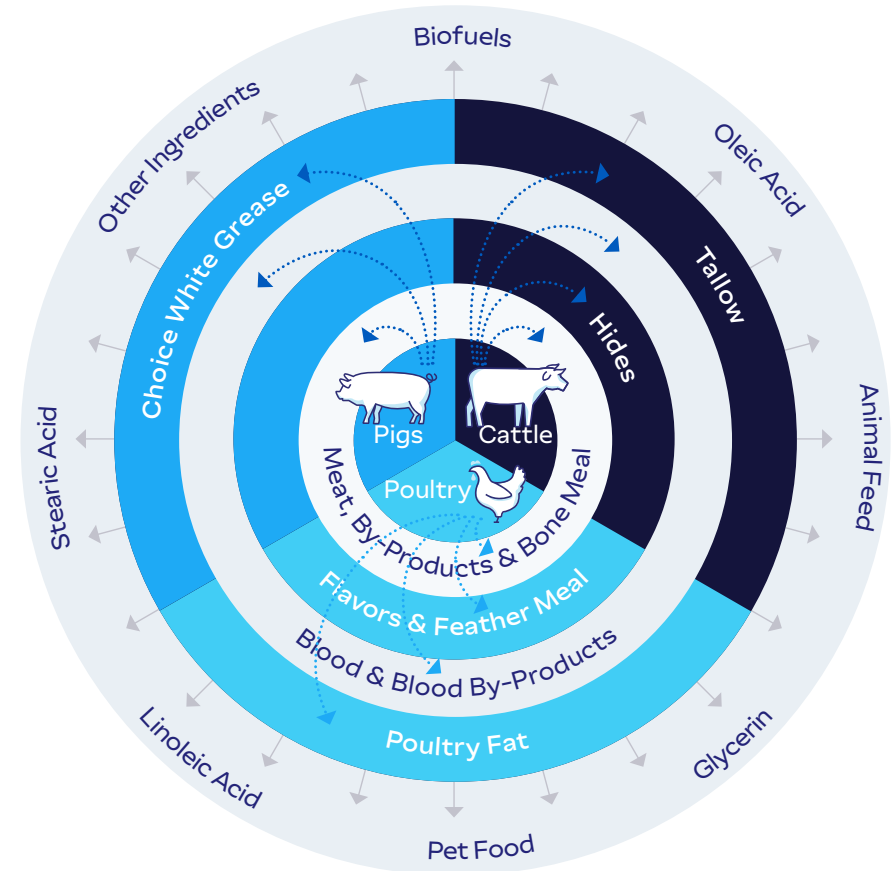
For example, rendering — the process of repurposing byproducts that would otherwise go to waste — is an important but often overlooked component of food sustainability. According to the [North American Renderers Association \(NARA\)](#), the meat, bone, hide, and other scrap materials that many consumers 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.

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



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.

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.

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.



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

Strengthening Food Systems and Communities

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.



Food Waste

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.

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

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:

- 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](#).

Operating Responsibly

GRI 205-2, 2-27

Ethics and Compliance

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.

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>LEADING BEHAVIOR</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>ASSESSING RISK</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>DEVELOPING POLICIES AND PROCEDURES</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>CONDUCTING TRAININGS</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>PROMOTING REPORTING AND CONDUCTING INVESTIGATIONS</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>COMMUNICATING REGULARLY</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>IMPLEMENTING CONTROLS</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>MONITORING EFFECTIVENESS</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>EXTENDING TO THIRD PARTIES</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>

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. 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.

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

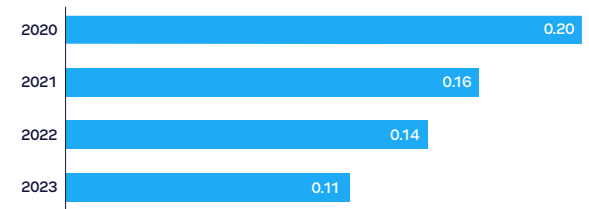
Anticipate and prevent incidents and accidents, assuming that all accidents are preventable;
- 3

Drive continuous improvement of our processes, machinery, and equipment, while implementing measures to eliminate or minimize incidents;
- 4

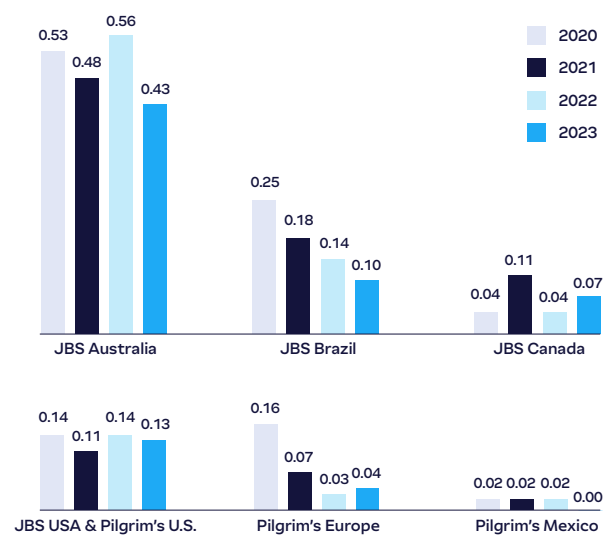
Ensure compliance with legal requirements, our own health and safety programs, and other applicable health and safety standards; and
- 5

Develop and disseminate a culture of health and safety, individual accountability, and shared vigilance of values, with leaders as role models.

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



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



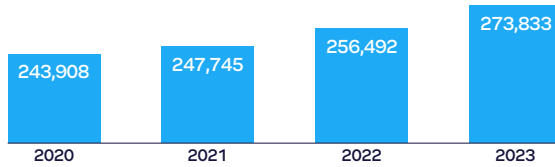
*Safety Index = number of severe injuries for every 100 employees ((Severe Injuries*200,000)/Total Hours Worked).

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%

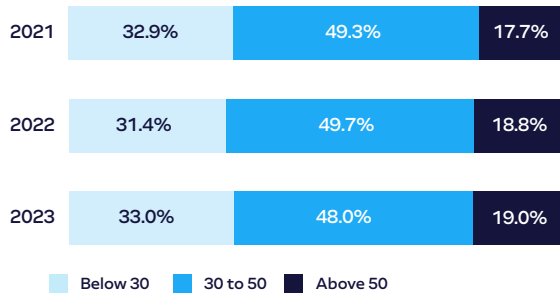
Employee Profiles

GRI 2-7; 405-1

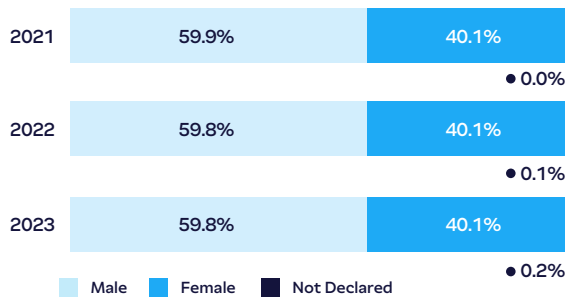
GLOBAL HEADCOUNT



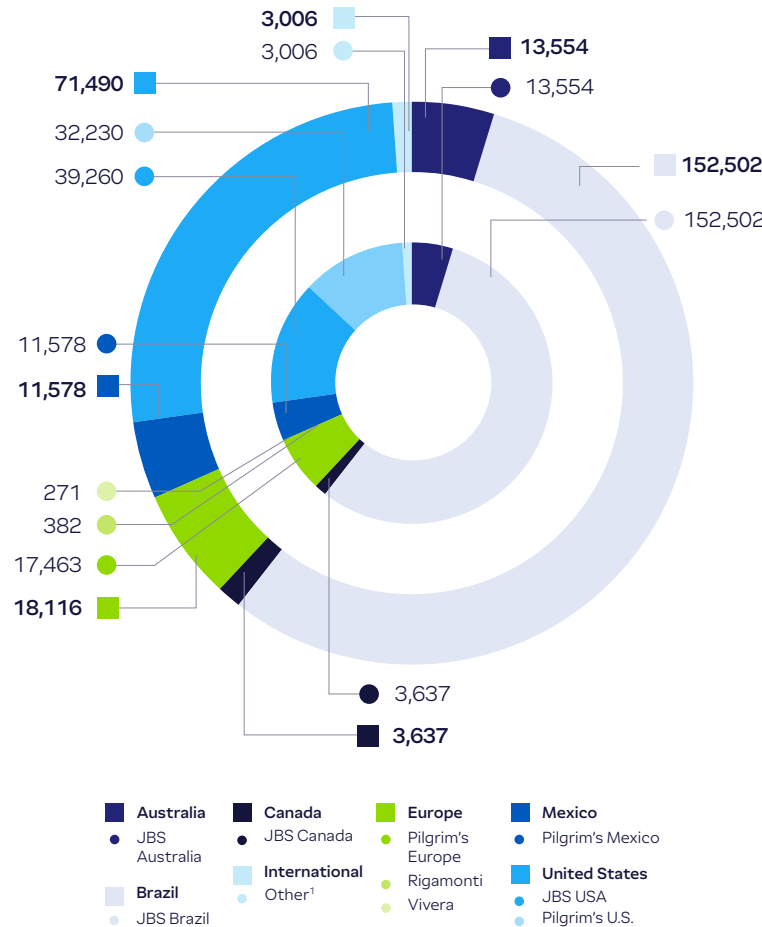
GLOBAL WORKFORCE BY AGE



GLOBAL WORKFORCE BY GENDER



GLOBAL WORKFORCE BY REGION AND BUSINESS UNIT

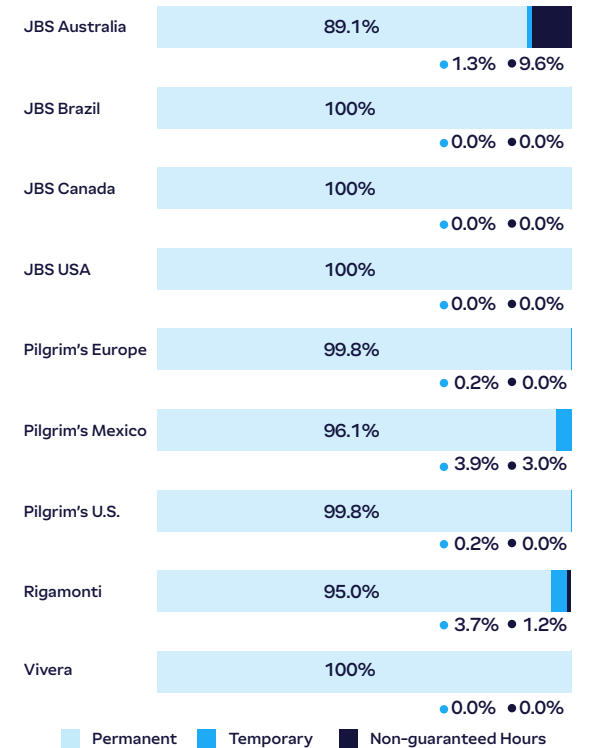


1. Includes international team members that account for 1% of our global workforce.

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



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 and ri@jbs.com.br or found at <https://jbsesg.com>.

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