

## JBS Performance Indicators - Our Company & Governance

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>JBS</b>												
	<b>JBS Global</b>	<b># of facilities</b>	<b>389</b>	<b>406</b>	<b>419</b>	<b>3.2%</b>	<b>2-1</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>yes</b>
Operations	JBS Brasil <sup>(1)</sup>	# of facilities	139	141	137	-3.0%	2-1	*	*	*	*	yes
	JBS Beef North America <sup>(2)</sup>	# of facilities	18	19	21	10.5%	2-1	*	*	*	*	yes
	JBS USA Pork <sup>(3)</sup>	# of facilities	20	22	46	109.1%	2-1	*	*	*	*	yes
	JBS Australia <sup>(4)</sup>	# of facilities	49	52	51	-1.9%	2-1	*	*	*	*	yes
	Pilgrim's <sup>(5)</sup>	# of facilities	167	175	167	-4.6%	2-1	*	*	*	*	yes
	Rigamonti <sup>(6)</sup>	# of facilities	4	4	8	100.0%	2-1	*	*	*	*	yes
<b>Governance</b>												
JBS Board of Directors	Total members	#	9	9	9	-	405-1	*	*	*	*	yes
	Women	#	1	2	2	-	405-1	*	*	*	*	yes
	Men	#	8	7	7	-	405-1	*	*	*	*	yes
	Independent members	#	5	7	7	-	405-1	*	*	*	*	yes
Pilgrim's Board of Directors	Total members	#	9	9	9	-	405-1	*	*	*	*	yes
	Women	#	2	2	2	-	405-1	*	*	*	*	yes
	Men	#	7	7	7	-	405-1	*	*	*	*	yes
	Independent members	#	5	5	5	-	405-1	*	*	*	*	yes
JBS USA Independent Advisory Board	Total members	#	4	4	4	-	405-1	*	*	*	*	yes
	Women	#	0	0	0	-	405-1	*	*	*	*	yes
	Men	#	4	4	4	-	405-1	*	*	*	*	yes
	Independent members	#	4	4	4	-	405-1	*	*	*	*	yes

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference		
<b>Ethics and Compliance</b>													
Number of cases	Brazil	#	-	-	3,444	-	406-1 205-3	*	*	*	*	*	
	North America	#	-	-	2,245	-	406-1 205-3	*	*	*	*	*	
	Australia	#	-	-	12	-	406-1 205-3	*	*	*	*	*	
	Europe	#	-	-	42	-	406-1 205-3	*	*	*	*	*	
JBS Ethics Line	Employment practices	%	-	-	14.8%	-	205-3	*	*	*	*	*	
	Discrimination or harassment	%	-	-	30.6%	-	406-1	*	*	*	*	*	
	Case categories	Fraud/theft/corruption	%	-	-	4.1%	-	205-3	*	*	*	*	*
		Conflict of interest	%	-	-	9.6%	-	205-3	*	*	*	*	*
		Misconduct	%	-	-	25.9%	-	205-3	*	*	*	*	*
	Antitrust	%	-	-	0.3%	-	205-3	*	*	*	*	*	
	Other	%	-	-	14.7%	-	205-3	*	*	*	*	*	
Cases closed	Brazil	%	-	-	100.0%	-	*	*	*	*	*	*	
	North America, Europe, and Australia	%	-	-	92.0%	-	*	*	*	*	*	*	
Team member trainings	Code of Conduct	Brazil	# employees	115,702	118,644	130,789	10.2%	205-2	*	*	*	*	*
		North America, Europe, and Australia <sup>(7)</sup>	# employees	102,021	104,532	112,613	7.7%	205-2	*	*	*	*	*
	Antitrust	Brazil	# employees	n/a	170	168	-1.2%	205-2	*	*	*	yes	yes
		North America, Europe, and Australia <sup>(8)</sup>	# employees	n/a	2,868	7,311	154.9%	205-2	*	*	*	yes	yes

(1) Includes 37 cattle processing facilities, 30 poultry processing units; 8 pork processing units, 30 prepared food units; 20 JBS Leather production units, and 14 JBS New Business Units in 2020. Includes 35 cattle processing facilities, 30 poultry processing units; 8 pork processing units, 30 prepared food units; 22 JBS Leather production units, and 16 JBS New Business Units in 2021. Includes 34 cattle processing facilities, 30 poultry processing units; 8 pork processing units, 29 prepared food units; 22 JBS Leather production units, and 14 JBS New Business Units in 2022.

(2) Includes 10 processing facilities and 8 value-added facilities in 2020; 10 processing facilities, 8 value-added facilities, and 4 plant-based protein processing facilities in 2021; and 10 processing facilities, 8 value-added facilities, and 3 plant-based processing facilities in 2022.

(3) Includes 5 processing facilities, 5 feed mills, 4 hog farms, and 6 value-added facilities in 2020; 5 processing facilities, 5 feed mills, 4 hog farms, and 8 value-added facilities in 2021; and 5 processing facilities, 8 feed mills, 24 hog farms, and 9 value-added facilities in 2022.

(4) Includes 11 processing facilities, 8 value-added facilities, 6 feedyards, 8 distribution centers, and 16 retail locations in 2020; 11 processing facilities, 8 value-added facilities, 6 feedyards, 8 distribution centers, 16 retail locations, and 3 fish processing facilities in 2021; and 8 beef processing facilities, 3 lamb processing facilities, 3 pork processing facilities, 2 fish processing facilities 8 value-added facilities, 6 feedyards, 8 distribution centers, and 13 retail locations in 2022.

(5) Includes 39 processing facilities, 48 hatcheries, 10 rendering facilities, 27 further processing facilities, 4 pet food facilities, 37 feed mills, and 2 hog farms in 2020; 36 chicken processing facilities, 3 pork processing facilities, 1 lamb processing facility, 48 hatcheries, 10 rendering facilities, 15 chicken value-added facilities, 10 pork value-added facilities, 1 lamb value-added facility, 9 prepared meals facilities, 4 pet food facilities, 36 feed mills, and 2 hog farms in 2021; and 36 chicken processing facilities, 2 pork processing facilities, 1 lamb processing facility, 46 hatcheries, 9 rendering facilities, 14 chicken value-added facilities, 8 pork value-added facilities, 1 lamb value-added facility, 8 prepared meals facilities, 5 pet food facilities, 35 feed mills, and 2 hog farms in 2022.

(6) Includes 4 Rigamonti production facilities in 2020; 4 Rigamonti production facilities in 2021; and 8 Rigamonti production facilities in 2022.

(7) These are approximate and have been estimated based on the number of JBS team members employed during a sample payroll period of the calendar year. All JBS team members receive annual in-person, online, or video-based training on the Code of Conduct and Ethics.

(8) Completion rates for 2021 and 2022 were both 100%, however, 2021 only included Pilgrim's team members.

## JBS Performance Indicators - Our Environment

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Environmental Management</b>												
Investments	Million R\$	R\$494.27	R\$568.49	R\$605.66	6.5%	*	*	*	*	*	yes	
ISO 14001 certification	Brazil # of plants	4	6	6	-	*	*	*	*	*	yes	
<b>GHG Emissions</b>												
Global emissions - by scope	Scope 1 <sup>(1)</sup>	tCO <sub>2</sub> e	3,912,571	4,376,827	4,045,137	-7.6%	305-1 305-5	FB-MP-110a.2	*	*	*	*
	Scope 2 <sup>(2)</sup> - Location based	tCO <sub>2</sub> e	1,547,669	1,807,372	1,605,115	-11.2%	305-2 305-5	FB-MP-110a.2	*	*	*	*
	Scope 2 <sup>(3)</sup> - Market based	tCO <sub>2</sub> e	1,551,270	1,752,367	1,513,548	-13.6%	305-2 305-5	FB-MP-110a.2	*	*	*	*
	Total Scope 1 + 2 - Location Based	tCO <sub>2</sub> e	5,460,240	6,184,199	5,650,252	-8.6%	305-1 305-2 305-5	FB-MP-110a.2	*	*	*	*
	Total Scope 1 + 2 - Market Based	tCO <sub>2</sub> e	5,463,841	6,129,194	5,558,685	-9.3%	305-1 305-2 305-5	FB-MP-110a.2	*	*	*	*

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference
Global emissions intensity - by scope	Scope 1 <sup>(1)</sup>	tCO <sub>2</sub> e/t	0.199	0.215	0.202	-6.0%	305-4	FB-MP-110a.2	*	*	*	*
	Scope 2 <sup>(2)</sup> - Location based	tCO <sub>2</sub> e/t	0.079	0.089	0.080	-10.1%	305-4	FB-MP-110a.2	*	*	*	*
	Scope 2 <sup>(3)</sup> - Market based	tCO <sub>2</sub> e/t	0.079	0.086	0.075	-12.8%	305-4	FB-MP-110a.2	*	*	*	*
	Total Scope 1 + 2 - Location Based	tCO <sub>2</sub> e/t	0.139	0.152	0.141	-7.2%	305-4	FB-MP-110a.2	*	*	*	*
	Total Scope 1 + 2 - Market Based	tCO <sub>2</sub> e/t	0.139	0.151	0.139	-8.0%	305-4	FB-MP-110a.2	*	*	*	*
<b>Energy and Renewable Energy Use</b>												
Global energy use - by scope	Scope 1 <sup>(4)</sup>	MWh	14,364,025	15,210,827	14,500,052	-4.7%	302-1 302-4	*	*	*	*	*
	Scope 2 <sup>(5)</sup>	MWh	6,845,751	6,726,441	6,371,112	-5.3%	302-1 302-4	*	*	*	*	*
	Total Scope 1 + 2	MWh	21,209,776	21,937,268	20,871,164	-4.9%	302-1 302-4	*	*	*	*	*
Global energy intensity - by scope	Scope 1 <sup>(4)</sup>	MWh/t	0.73	0.75	0.72	-4.0%	302-3	*	*	*	*	*
	Scope 2 <sup>(5)</sup>	MWh/t	0.35	0.33	0.32	-3.0%	302-3	*	*	*	*	*
	Total Scope 1 + 2	MWh/t	1.08	1.08	1.04	-3.7%	302-3	*	*	*	*	*
Global renewable energy	Scope 1 <sup>(4)</sup>	MWh	6,121,327	6,436,978	5,918,418	-8.1%	302-1	*	*	*	*	*
		%	42.6%	42.3%	40.8%	-3.5%	302-1	*	*	*	*	*
	Scope 2 <sup>(5)</sup>	MWh	3,488,154	3,008,803	3,033,179	0.8%	302-1	*	*	*	*	*
		%	51.0%	44.7%	45.1%	0.9%	302-1	*	*	*	*	*
	Total Scope 1 + 2	MWh	9,609,482	9,445,781	8,951,597	-5.2%	302-1	*	*	*	*	*
		%	45.3%	43.1%	42.9%	-0.5%	302-1	*	*	*	*	*

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Water and Wastewater</b>												
Global water withdrawal	Surface water	m <sup>3</sup>	44,748,043	45,997,592	45,515,648	-1.0%	303-3	*	*	*	*	*
	Groundwater	m <sup>3</sup>	56,957,299	60,148,519	61,404,553	2.1%	303-3	*	*	*	*	*
	Municipality	m <sup>3</sup>	69,323,367	74,643,945	76,576,839	2.6%	303-3	*	*	*	*	*
	Other	m <sup>3</sup>	113,939	0	140,380	-	303-3	*	*	*	*	*
	Total	m <sup>3</sup>	171,142,648	180,790,056	183,637,420	1.6%	303-3	*	*	*	*	*
Global water discharge	Water Body	m <sup>3</sup>	80,361,473	83,400,523	84,792,888	1.7%	303-4	*	*	*	*	*
	Municipality	m <sup>3</sup>	50,134,143	50,447,505	50,003,582	-0.9%	303-4	*	*	*	*	*
	Land application	m <sup>3</sup>	13,983,917	12,886,170	12,790,240	-0.7%	303-4	*	*	*	*	*
	Other	m <sup>3</sup>	262,056	6,557	120,611	1739.4%	303-4	*	*	*	*	*
	Total	m <sup>3</sup>	144,741,589	146,740,755	147,707,321	0.7%	303-4	*	*	*	*	*
Global water use intensity	Surface water	m <sup>3</sup> /t	2.27	2.26	2.27	0.3%	303-5	*	*	*	*	*
	Groundwater	m <sup>3</sup> /t	2.90	2.96	3.06	3.5%	303-5	*	*	*	*	*
	Municipality	m <sup>3</sup> /t	3.52	3.67	3.82	4.0%	303-5	*	*	*	*	*
	Other	m <sup>3</sup> /t	0.01	0.00	0.01	-	303-5	*	*	*	*	*
Global recycled water use	m <sup>3</sup>	6,527,242	5,563,482	10,352,201	86.1%	303-5	*	*	*	*	*	
<b>Waste, Circular Economy, and Reverse Logistics</b>												
Global waste generation	Hazardous waste	t	21,306	14,839	44,261	198.3%	306-3	*	*	*	*	*
		%	1.1%	0.7%	1.8%	157.1%	306-3	*	*	*	*	*
	Non-hazardous waste	t	1,924,909	2,004,798	2,386,887	19.1%	306-3	*	*	*	*	*
		%	98.9%	99.3%	98.2%	-1.1%	306-3	*	*	*	*	*
	Total waste	t	1,946,217	2,019,636	2,431,148	20.4%	306-3	*	*	*	*	*
Production of recycled products - JBS Ambiental	Recycled plastic resins	t	2,745	2,950	3,031	2.7%	306-4	*	*	12	*	yes
	Recycled plastic products	t	2,476	3,398	2,663	-21.6%	306-4	*	*	12	*	yes
	Total recycled plastic	t	5,221	6,348	5,694	-10.3%	306-4	*	*	12	*	yes

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Packaging usage	% renewable packaging - Brazil <sup>(6)</sup>	%	74%	86%	71%	-17.4%	301-1; 301-2	*	*	12	*	yes
Reverse logistics for packaging - Brazil <sup>(7)</sup>	% of packaging recovered through RL programs	%	22%	31%	23%	-24.6%	301-3	*	*	12	*	yes
<b>Responsible Sourcing</b>												
Cattle purchases monitoring - Brazil	Total mapped and monitored land	km <sup>2</sup>	343,000	560,000	710,000	26.8%	*	*	*	*	*	*
	Monitored farms	#	90,000	80,000	73,000	-8.8%	*	*	*	*	*	*
	Municipalities	#	547	1,514	1,620	7.0%	*	*	*	*	*	*
	Farms regularized	#	n/a	1,698	2,484	46.3%	*	*	*	*	*	*
	Independent audit conformity - Amazon	%	100%	100%	100%	-	409-1; 414-2; 308-2	FB-MP-160a	*	*	*	yes
	Audited purchases <sup>(8)</sup> - Amazon	#	7,296	6,276	6,750	7.6%	409-1; 414-2; 308-2	FB-MP-160a	*	*	*	yes
	JBS Green Offices	#	0	13	18	38.5%	409-1; 414-2; 308-2	FB-MP-160a	*	*	*	yes

(1) Includes emissions from stationary combustion, mobile combustion, agriculture, waste, and effluent, and fugitive and process emissions in JBS-owned facilities.

(2) Includes emissions from purchased electricity, steam, heat, and cooling. Purchased electricity is calculated using location-based methodology.

(3) Includes emissions from purchased electricity, steam, heat, and cooling. Purchased electricity is calculated using market-based methodology.

(4) Includes electricity generated on-site, the use of fuel to generate steam and heat (stationary combustion) and consumption of fuel by company-owned vehicle fleets (mobile combustion).

(5) Includes purchased electricity, steam, heat, and cooling.

(6) Renewable packaging includes paper, cardboard, pulp and timber. Plastic, metal, Styrofoam and glass are considered non-renewable.

(7) JBS Brasil has committed to recover at least 22% of packaging under an industry agreement signed with the Brazilian Ministry of the Environment in 2014.

(8) The sample covered 10% of total purchases in the period.

## JBS Performance Indicators - Our Animals

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference		
<b>Animal Welfare</b>													
Investments	million R\$	R\$178.98	R\$453.75	R\$184.91	-59.2%	*	*	*	*	*	*		
Team members trained	people	28,941	20,876	22,688	8.7%	*	*	*	*	*	*		
<b>Housing</b>													
Hogs	Gestating sows in OPG housing systems	JBS Brasil (Seara)	%	-	-	76%	-	*	FB-MP-410a.1	*	*	*	*
		JBS Australia (Rivalea)	%	n/a	n/a	100%	-	*	FB-MP-410a.1	*	*	*	*
		Pilgrim's UK	%	-	-	100%	-	*	FB-MP-410a.1	*	*	*	*
Poultry	Average poultry farm stocking density	JBS Brasil (Seara)	kg/m <sup>2</sup>	35	34	35	2.9%	*	*	*	*	*	*
Fish	Average stocking density	JBS Australia (Huon)	kg/m <sup>2</sup>	n/a	n/a	<10	-	*	*	*	*	*	*
<b>Physical Alterations</b>													
Hogs	Teeth clipping	JBS Brasil (Seara)	%	0%	0%	0%	-	*	*	*	*	*	*
		JBS Australia (Rivalea)	%	n/a	n/a	0%	-	*	*	*	*	*	*
		Pilgrim's UK	%	0%	0%	0%	-	*	*	*	*	*	*
	Surgical castration	JBS Brasil (Seara)	%	0%	0%	0%	-	*	*	*	*	*	*
		JBS Australia (Rivalea)	%	n/a	n/a	0%	-	*	*	*	*	*	*
		Pilgrim's UK	%	0%	0%	0%	-	*	*	*	*	*	*

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Poultry	Debeaking at company-owned broiler farms	JBS Brasil (Seara)	%	0%	0%	0%	-	*	*	*	*	*	*
		Pilgrim's US	%	0%	0%	0%	-	*	*	*	*	*	*
		Pilgrim's Mexico	%	0%	0%	0%	-	*	*	*	*	*	*
		Pilgrim's Moy Park	%	0%	0%	0%	-	*	*	*	*	*	*
	Cage-free eggs purchased as raw material	JBS Brasil (Seara)	%	0%	40%	54%	35.0%	*	FB-MP-410a.2	*	*	*	*
Fish	Routine fin clipping or other physical alterations to commercial stock	JBS Australia (Huon)	%	n/a	0%	0%	-	*	*	*	*	*	*
<b>Processing and Handling</b>													
Internal animal welfare audits passed	JBS Brasil	Beef	%	-	-	100.0%	-	*	*	*	*	*	*
		Chicken & Pork	%	-	-	100.0%	-	*	*	*	*	*	*
	JBS US & JBS Canada	Beef	%	-	-	97.9%	-	*	*	*	*	*	*
		Pork	%	-	-	100.0%	-	*	*	*	*	*	*
		Live Pork	%	-	-	92.4%	-	*	*	*	*	*	*
	JBS Australia	Beef	%	-	-	100.0%	-	*	*	*	*	*	*
		Pork	%	-	-	100.0%	-	*	*	*	*	*	*
		Lamb	%	-	-	100.0%	-	*	*	*	*	*	*
		Fish	%	-	-	n/a	-	*	*	*	*	*	*
	Pilgrim's US	Chicken	%	-	-	100.0%	-	*	*	*	*	*	*
	Pilgrim's Mexico	Chicken	%	-	-	100.0%	-	*	*	*	*	*	*
	Pilgrim's Europe	Chicken	%	-	-	100.0%	-	*	*	*	*	*	*
		Pork & Lamb	%	-	-	n/a	-	*	*	*	*	*	*



Indicator			Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference
Third-party animal welfare audits passed	JBS Brasil	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Chicken & Pork	%	-	-	88.0%	-	*	FB-MP-410a.3	*	*	*	*
	JBS US	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Live Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	JBS Australia	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Lamb	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Fish	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's US	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Mexico	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Europe	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
Pork & Lamb		%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*	

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Third-party animal welfare audits passed on the first attempt	JBS Brasil	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Chicken & Pork	%	-	-	99.0%	-	*	FB-MP-410a.3	*	*	*	*
	JBS US	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Live Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	JBS Australia	Beef & Lamb	%	-	-	89.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Fish	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's US	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Mexico	Chicken	%	-	-	100,0%	-	*	SASB FB-MP-410a.3	*	*	*	*
Pilgrim's Europe	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*	
	Pork & Lamb	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*	

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Third-party	JBS Brasil	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Chicken & Pork	%	-	-	100.0%	-	*	SASB FB-MP-410a.3	*	*	*	*
	JBS US	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Live Pork	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	JBS Australia	Beef & Lamb	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
		Fish	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's US	Chicken	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Mexico	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
Pilgrim's Europe	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*	
	Pork & Lamb	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*	

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Third-party transportation audits passed on the first attempt	JBS Brasil	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Chicken & Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	JBS US	Beef	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
		Live Pork	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	JBS Australia	Beef & Lamb	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
		Pork	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
		Fish	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's US	Chicken	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Mexico	Chicken	%	-	-	100.0%	-	*	FB-MP-410a.3	*	*	*	*
	Pilgrim's Europe	Chicken	%	-	-	99.9%	-	*	FB-MP-410a.3	*	*	*	*
		Pork & Lamb	%	-	-	n/a	-	*	FB-MP-410a.3	*	*	*	*

## JBS Performance Indicators - Our People

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Team Members</b>												
Number of team members	JBS Brasil	#	141,887	143,213	143,879	0.5%	2-7	*	*	*	*	yes
	JBS US	#	34,306	36,197	36,792	1.6%	2-7	*	*	*	*	yes
	JBS Australia	#	10,236	10,508	12,958	23.3%	2-7	*	*	*	*	yes
	JBS Canada	#	2,653	3,419	3,244	-5.1%	2-7	*	*	*	*	yes
	Pilgrim's US	#	29,336	28,395	29,902	5.3%	2-7	*	*	*	*	yes
	Pilgrim's Mexico	#	10,483	11,166	12,287	10.0%	2-7	*	*	*	*	yes
	Pilgrim's Europe	#	15,007	14,847	17,430	17.4%	2-7	*	*	*	*	yes
	Total	#	243,908	247,745	256,492	3.5%	2-7	*	*	*	*	yes
Freedom of association - Team Members Covered by Collective Bargaining Agreements	JBS Brasil	%	91%	92%	94%	2.2%	407-1	*	*	*	*	yes
	JBS US & Pilgrim's US	%	57%	57%	57%	0.0%	407-1	*	*	*	*	yes
	JBS Australia	%	77%	87%	75%	-13.8%	407-1	*	*	*	*	yes
	JBS Canada	%	90%	90%	97%	7.8%	407-1	*	*	*	*	yes
	Pilgrim's Mexico	%	86%	68%	70%	2.9%	407-1	*	*	*	*	yes
	Pilgrim's Europe	%	46%	54%	61%	13.0%	407-1	*	*	*	*	yes
Turnover - Brazil	%	24.3%	25.0%	27.9%	11.8%	407-1	*	*	*	*	yes	
<b>Team Member Health &amp; Safety</b>												
JBS Safety Index	JBS Brasil		0.25	0.18	0.14	-21.3%	403-9	*	*	*	*	yes
	JBS US & Pilgrim's US		0.14	0.11	0.14	26.8%	403-9	*	*	*	*	yes
	JBS Australia		0.53	0.48	0.56	14.8%	403-9	*	*	*	*	yes
	JBS Canada		0.04	0.11	0.04	-66.5%	403-9	*	*	*	*	yes
	Pilgrim's Mexico		0.02	0.02	0.02	-9.4%	403-9	*	*	*	*	yes
	Pilgrim's Europe <sup>(1)</sup>		0.16	0.07	0.03	-58.6%	403-9	*	*	*	*	yes
	Total		0.20	0.16	0.15	-6.7%	403-9	*	*	*	*	yes

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Hours worked	JBS Brasil	#	239,741,327	253,431,036	262,517,767	3.6%	403-9	*	*	*	*	yes
	JBS US & Pilgrim's US	#	139,378,346	139,431,101	142,800,620	2.4%	403-9	*	*	*	*	yes
	JBS Australia	#	17,512,099	16,552,736	20,538,199	24.1%	403-9	*	*	*	*	yes
	JBS Canada	#	5,376,010	5,611,592	5,590,666	-0.4%	403-9	*	*	*	*	yes
	Pilgrim's Mexico	#	26,733,949	26,554,735	29,320,766	10.4%	403-9	*	*	*	*	yes
	Pilgrim's Europe <sup>(1)</sup>	#	31,547,831	30,355,198	38,955,562	28.3%	403-9	*	*	*	*	yes
	Total	#	460,289,562	471,936,398	499,723,580	5.9%	403-9	*	*	*	*	yes
DART rate	JBS US & Pilgrim's US		2.49	2.63	2.32	-11.8%	403-9	*	*	*	*	yes
	Pilgrim's Mexico		0.04	0.04	0.04	-	403-9	*	*	*	*	yes
	Pilgrim's Europe <sup>(1)</sup>		1.28	1.30	0.94	-27.7%	403-9	*	*	*	*	yes
TRIR	JBS US & Pilgrim's US		3.91	4.19	3.77	-10.0%	403-9	FB-MP-320a.1	*	*	*	yes
LTIFR	JBS Australia		11.30	11.16	12.98	16.3%	403-9	*	*	*	*	yes
Fatalities	JBS Brasil	#	3	6	3	-50.0%	403-9	FB-MP-320a.1	*	*	*	yes
	JBS US & Pilgrim's US	#	1	1	2	100.0%	403-9	FB-MP-320a.1	*	*	*	yes
	JBS Australia	#	0	0	0	-	403-9	FB-MP-320a.1	*	*	*	yes
	JBS Canada	#	0	0	0	-	403-9	FB-MP-320a.1	*	*	*	yes
	Pilgrim's Mexico	#	0	0	0	-	403-9	FB-MP-320a.1	*	*	*	yes
	Pilgrim's Europe	#	0	0	0	-	403-9	FB-MP-320a.1	*	*	*	yes
	Total	#	4	7	5	-	403-9	FB-MP-320a.1	*	*	*	yes

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Diversity and Inclusion</b>												
Workforce by gender - Women	JBS Brasil	%	41%	43%	43%	0.9%	405-1	*	*	*	*	*
	JBS US	%	34%	34%	35%	0.8%	405-1	*	*	*	*	*
	JBS Australia	%	30%	31%	29%	-6.0%	405-1	*	*	*	*	*
	JBS Canada	%	35%	36%	34%	-5.5%	405-1	*	*	*	*	*
	Pilgrim's US	%	42%	41%	41%	-0.9%	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	34%	35%	37%	4.5%	405-1	*	*	*	*	*
	Pilgrim's Europe	%	37%	37%	38%	1.2%	405-1	*	*	*	*	*
Workforce by gender - Men	JBS Brasil	%	59%	57%	57%	-0.6%	405-1	*	*	*	*	*
	JBS US	%	66%	66%	65%	-0.7%	405-1	*	*	*	*	*
	JBS Australia	%	70%	68%	71%	3.0%	405-1	*	*	*	*	*
	JBS Canada	%	65%	64%	66%	3.2%	405-1	*	*	*	*	*
	Pilgrim's US	%	58%	59%	59%	0.3%	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	66%	65%	63%	-2.5%	405-1	*	*	*	*	*
	Pilgrim's Europe	%	63%	63%	62%	-0.7%	405-1	*	*	*	*	*
Workforce by gender - Unknown/ Undisclosed	JBS Brasil	%	0%	0%	0%	-	405-1	*	*	*	*	*
	JBS US	%	0%	0%	0%	-	405-1	*	*	*	*	*
	JBS Australia	%	0%	0%	0%	-	405-1	*	*	*	*	*
	JBS Canada	%	0%	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's US	%	0%	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	0%	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's Europe	%	0%	0%	0%	-	405-1	*	*	*	*	*
Leadership positions by gender - Women	JBS Brasil	%	-	27%	28%	3.6%	405-1	*	*	*	*	*
	JBS US	%	-	30%	31%	2.9%	405-1	*	*	*	*	*
	JBS Australia	%	-	22%	20%	-7.1%	405-1	*	*	*	*	*
	Pilgrim's US	%	-	37%	39%	6.2%	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	-	15%	16%	4.3%	405-1	*	*	*	*	*
	Pilgrim's Europe <sup>(1)</sup>	%	-	25%	34%	38.5%	405-1	*	*	*	*	*

Indicator		Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference
Leadership positions by gender - Men	JBS Brasil	%	-	73%	72%	-1.3%	405-1	*	*	*	*	*
	JBS US	%	-	70%	69%	-1.4%	405-1	*	*	*	*	*
	JBS Australia	%	-	78%	80%	2.0%	405-1	*	*	*	*	*
	Pilgrim's US	%	-	63%	61%	-3.7%	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	-	85%	84%	-0.8%	405-1	*	*	*	*	*
	Pilgrim's Europe <sup>(1)</sup>	%	-	38%	51%	33.3%	405-1	*	*	*	*	*
Leadership positions by gender - Unknown/Undisclosed	JBS Brasil	%	-	0%	0%	-	405-1	*	*	*	*	*
	JBS US	%	-	0%	0%	-	405-1	*	*	*	*	*
	JBS Australia	%	-	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's US	%	-	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's Mexico	%	-	0%	0%	-	405-1	*	*	*	*	*
	Pilgrim's Europe <sup>(1)</sup>	%	-	37%	15%	-59.5%	405-1	*	*	*	*	*
Workforce by race – JBS Brasil	White	%	52%	51%	49%	-2.7%	405-1	*	*	*	*	*
	Black and Brown	%	45%	46%	46%	1.0%	405-1	*	*	*	*	*
	Asian	%	1%	1%	1%	3.0%	405-1	*	*	*	*	*
	Indigenous	%	1%	1%	1%	14.1%	405-1	*	*	*	*	*
	Not declared	%	1%	1%	2%	53.2%	405-1	*	*	*	*	*
Workforce by race – JBS US	Hispanic or Latino	%	48%	48%	49%	2.1%	405-1	*	*	*	*	*
	White	%	21%	21%	20%	-6.0%	405-1	*	*	*	*	*
	Black or African-American	%	20%	19%	19%	-2.3%	405-1	*	*	*	*	*
	Native-Hawaiian or Pacific-Islander	%	1%	2%	2%	42.4%	405-1	*	*	*	*	*
	Asian	%	10%	9%	8%	-3.7%	405-1	*	*	*	*	*
	Indigenous-American or Native-Alaskan	%	0%	0%	0%	5.8%	405-1	*	*	*	*	*
	Two or More Races	%	1%	1%	1%	5.3%	405-1	*	*	*	*	*
	Blank	%	0%	0%	0%	-	405-1	*	*	*	*	*



Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Workforce by race – Pilgrim's US	Hispanic or Latino	%	28%	31%	30%	-1.6%	405-1	*	*	*	*	*
	White	%	32%	31%	31%	0.7%	405-1	*	*	*	*	*
	Black or African-American	%	36%	34%	34%	0.5%	405-1	*	*	*	*	*
	Native-Hawaiian or Pacific-Islander	%	0%	0%	0%	-3.0%	405-1	*	*	*	*	*
	Asian	%	2%	2%	2%	-8.7%	405-1	*	*	*	*	*
	Indigenous-American or Native-Alaskan	%	0%	0%	0%	12.5%	405-1	*	*	*	*	*
	Two or More Races	%	1%	1%	1%	5.5%	405-1	*	*	*	*	*
	Blank	%	0%	0%	0%	-	405-1	*	*	*	*	*
Leadership positions by race – JBS Brasil	White	%	72%	72%	72%	-0.7%	405-1	*	*	*	*	*
	Black and Brown	%	27%	26%	26%	1.4%	405-1	*	*	*	*	*
	Asian	%	1%	1%	1%	-12.7%	405-1	*	*	*	*	*
	Indigenous	%	0%	0%	0%	-	405-1	*	*	*	*	*
	Not declared	%	1%	1%	1%	30.0%	405-1	*	*	*	*	*
Leadership positions by race – JBS US	Hispanic or Latino	%	33%	34%	37%	9.0%	405-1	*	*	*	*	*
	White	%	55%	54%	50%	-7.5%	405-1	*	*	*	*	*
	Black or African-American	%	6%	6%	6%	0.8%	405-1	*	*	*	*	*
	Native-Hawaiian or Pacific-Islander	%	0%	0%	0%	-22.2%	405-1	*	*	*	*	*
	Asian	%	5%	5%	5%	10.6%	405-1	*	*	*	*	*
	Indigenous-American or Native-Alaskan	%	0%	0%	0%	21.4%	405-1	*	*	*	*	*
	Two or More Races	%	1%	1%	1%	19.6%	405-1	*	*	*	*	*
	Blank	%	0%	0%	0%	-	405-1	*	*	*	*	*
Leadership positions by race – Pilgrim's US	Hispanic or Latino	%	15%	19%	19%	2.4%	405-1	*	*	*	*	*
	White	%	63%	60%	59%	-0.6%	405-1	*	*	*	*	*
	Black or African-American	%	20%	19%	19%	-2.0%	405-1	*	*	*	*	*
	Native-Hawaiian or Pacific-Islander	%	0%	0%	0%	18.1%	405-1	*	*	*	*	*
	Asian	%	1%	1%	1%	10.0%	405-1	*	*	*	*	*
	Indigenous-American or Native-Alaskan	%	0%	0%	0%	51.9%	405-1	*	*	*	*	*
	Two or More Races	%	1%	1%	1%	-14.8%	405-1	*	*	*	*	*
	Blank	%	0%	0%	0%	-	405-1	*	*	*	*	*

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference
<b>&lt; 30</b>											
JBS Brasil	%	43%	40%	38%	-6.0%	405-1	*	*	*	*	*
JBS US	%	21%	23%	23%	1.8%	405-1	*	*	*	*	*
JBS Australia	%	-	23%	29%	25.9%	405-1	*	*	*	*	*
JBS Canada	%	14%	18%	20%	9.9%	405-1	*	*	*	*	*
Pilgrim's US	%	23%	22%	24%	5.9%	405-1	*	*	*	*	*
Pilgrim's Mexico	%	-	36%	34%	-5.2%	405-1	*	*	*	*	*
Pilgrim's Moy Park	%	-	16%	16%	-3.7%	405-1	*	*	*	*	*
Pilgrim's UK	%	23%	21%	15%	-30.0%	405-1	*	*	*	*	*
Pilgrim's Food Masters	%	-	-	11%	-	405-1	*	*	*	*	*
<b>30 - 50</b>											
JBS Brasil	%	47%	50%	50%	-0.2%	405-1	*	*	*	*	*
JBS US	%	48%	47%	49%	4.5%	405-1	*	*	*	*	*
JBS Australia	%	-	48%	47%	-3.3%	405-1	*	*	*	*	*
JBS Canada	%	65%	60%	60%	-0.5%	405-1	*	*	*	*	*
Pilgrim's US	%	42%	43%	44%	4.2%	405-1	*	*	*	*	*
Pilgrim's Mexico	%	-	53%	55%	4.8%	405-1	*	*	*	*	*
Pilgrim's Moy Park	%	-	57%	56%	-1.9%	405-1	*	*	*	*	*
Pilgrim's UK	%	49%	49%	50%	0.8%	405-1	*	*	*	*	*
Pilgrim's Food Masters	%	-	-	53%	-	405-1	*	*	*	*	*
<b>&gt; 50</b>											
JBS Brasil	%	9%	10%	12%	25.3%	405-1	*	*	*	*	*
JBS US	%	31%	30%	28%	-8.3%	405-1	*	*	*	*	*
JBS Australia	%	-	28%	24%	-15.5%	405-1	*	*	*	*	*
JBS Canada	%	21%	22%	20%	-7.4%	405-1	*	*	*	*	*
Pilgrim's US	%	35%	35%	32%	-8.8%	405-1	*	*	*	*	*
Pilgrim's Mexico	%	-	11%	11%	-5.3%	405-1	*	*	*	*	*
Pilgrim's Moy Park	%	-	27%	28%	5.6%	405-1	*	*	*	*	*
Pilgrim's UK	%	28%	30%	36%	19.3%	405-1	*	*	*	*	*
Pilgrim's Food Masters	%	-	-	36%	-	405-1	*	*	*	*	*

Workforce by  
age group

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Workforce by job category - JBS Global <sup>(2)</sup>	Operations	%	-	79%	80%	1.3%	405-1	*	*	*	*	*
	Leaders	%	-	6%	6%	-3.3%	405-1	*	*	*	*	*
	Admin	%	-	10%	9%	-8.8%	405-1	*	*	*	*	*
	Apprentices, Interns and Trainees	%	-	1%	1%	-9.9%	405-1	*	*	*	*	*
	Other	%	-	3%	4%	6.5%	405-1	*	*	*	*	*
Workforce by employee type - JBS Global <sup>(2)</sup>	Permanent	%	-	-	62%	-	405-1	*	*	*	*	*
	Temporary	%	-	-	1%	-	405-1	*	*	*	*	*
	Non-guaranteed hours	%	-	-	1%	-	405-1	*	*	*	*	*
	Full-time	%	-	-	35%	-	405-1	*	*	*	*	*
	Part-time	%	-	-	0%	-	405-1	*	*	*	*	*

(1) Does not include Pilgrim's Food Masters

(2) Does not include Pilgrim's UK or Pilgrim's Food Masters

## JBS Performance Indicators - Our Products

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Food Safety and Quality</b>												
Recalls	#	-	3	0	-100.0%	*	FB-AG-250a.3	*	*	*	*	
Fresh processing facilities independently certified to GFSI standards	JBS Brasil	%	n/a	41%	45%	10.4%	*	FB-MP-250a.1	*	*	*	*
	JBS US	%	100%	100%	100%	0.0%	*	FB-MP-250a.1	*	*	*	*
	JBS Australia	%	100%	100%	89%	-11.0%	*	FB-MP-250a.1	*	*	*	*
	JBS Canada	%	100%	100%	100%	-	*	FB-MP-250a.1	*	*	*	*
	Pilgrim's US	%	100%	100%	100%	-	*	FB-MP-250a.1	*	*	*	*
	Pilgrim's Mexico	%	86%	71%	71%	-	*	FB-MP-250a.1	*	*	*	*
	Pilgrim's Europe	%	100%	100%	100%	-	*	FB-MP-250a.1	*	*	*	*

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
Average completion rate of the FSQA Training Plan by all food-handling JBS personnel	JBS Brasil	%	-	95.7%	100.0%	4.5%	*	*	*	*	*	*
	JBS US	%	-	99.8%	99.9%	0.1%	*	*	*	*	*	*
	JBS Australia	%	-	100.0%	98.6%	-1.4%	*	*	*	*	*	*
	JBS Canada	%	-	97.0%	100.0%	3.1%	*	*	*	*	*	*
	Pilgrim's US	%	-	100.0%	100.0%	0.0%	*	*	*	*	*	*
	Pilgrim's Mexico	%	-	100.0%	95.9%	-4.1%	*	*	*	*	*	*
	Pilgrim's Europe <sup>(1)</sup>	%	-	82.5%	84.5%	2.5%	*	*	*	*	*	*
Compliance with ABNT NBR 16182 (Environmental Labeling)	%	n/a	100.0%	100.0%	-	417-1	*	*	*	*	*	

**Nutrition and Health Attributes**

JBS Brasil (Seara)	Products low in sodium	#	6	14	18	n/a	FP6	*	*	*	*	*
	Products without added sugar	#	0	0	0	n/a	FP6	*	*	*	*	*
	Products without added artificial preservatives	#	28	15	15	n/a	FP6	*	*	*	*	*
	Enriched products <sup>(2)</sup>	#	8	13	13	n/a	FP7	*	*	*	*	*

n/a – not available

(1) At the end of 2020, Moy Park introduced a comprehensive new Technical Academy that includes a competency framework for all technical roles, and a technical training plan for non-technical personnel. The % of personnel trained is based on the total competency framework and not just the legal requirements for food hygiene.

## JBS Performance Indicators - Our Supplier Partners

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Supplier Profile</b>												
Livestock, poultry, and fish supplier partners	Cattle	JBS Brasil	#	n/a	n/a	n/a	*	*	*	*	*	*
		JBS US & JBS Canada	#	30,890	31,136	30,731	*	*	*	*	*	*
		JBS Australia	#	16,140	14,081*	8,001	*	*	*	*	*	*
		Pilgrim's Europe	#	-	-	27	*	*	*	*	*	*
	Hogs	JBS Brasil	#	2,494	2,517	2,814	*	*	*	*	*	*
		JBS US	#	1,195	1,109	1,106	*	*	*	*	*	*
		JBS Australia	#	18	17	75	*	*	*	*	*	*
	Poultry	Pilgrim's Europe	#	853	755	156	*	*	*	*	*	*
		JBS Brasil	#	6,245	6,243	6,873	*	*	*	*	*	*
		Pilgrim's US	#	3,923	3,909	3,859	*	*	*	*	*	*
		Pilgrim's Mexico	#	259	250	227	*	*	*	*	*	*
	Lamb / Smallstock	Pilgrim's Europe	#	724	759	30	*	*	*	*	*	*
		JBS Brasil	#	1	1	1	*	*	*	*	*	*
		JBS Australia	#	-	-	2,688	*	*	*	*	*	*
	Fish	Pilgrim's Europe	#	420	395	4	*	*	*	*	*	*
		JBS Australia	#	n/a	n/a	1	*	*	*	*	*	*
Other suppliers	#	-	-	20,520	*	*	*	*	*	*		
<b>Supplier Compliance</b>												
Reputational due diligence - Brazil	Business Partners	4,976	6,391	6,307	-1.3%	*	*	*	*	*	*	

n/a – not available

\* Includes cattle, lamb, and smallstock suppliers

## JBS Performance Indicators - Our Communities

Indicator	Unit	2020	2021	2022	% change 2021-2022	GRI reference	SASB reference	TCFD reference	ODS reference	WEF reference	IIRC reference	
<b>Community Investment Programs</b>												
Investments	Fazer O Bem Faz Bem	thousand R\$	R\$400.0	R\$300.0	R\$536.0	78.7%	203-1 413-1	*	*	2	*	*
	Instituto J&F Business School	thousand R\$	R\$22.7	R\$101.2	R\$180.0	77.9%	203-1 413-1	*	*	4	*	*
	Hometown Strong <sup>(1)</sup>	thousand US\$	US\$32.0	US\$47.6	US\$60.6	27.3%	203-1 413-1	*	*	*	*	*
	Better Futures	thousand US\$	n/a	US\$334.5	US\$1,086.0	224.7%	203-1 413-1	*	*	*	*	*
People benefited	Fazer O Bem Faz Bem <sup>(2)</sup>	people (hundreds)	770,000	n/a	n/a	-	203-1 413-1	*	*	2	*	*
	Instituto J&F Business School	people	n/a	n/a	804	-	203-1 413-1	*	*	4	*	*
	Better Futures <sup>(3)</sup>	people	n/a	651	2,240	-	203-1 413-1	*	*	*	*	*

(1) The total committed budget of this program is US \$100 million. These values indicated how much of this budget had been approved for investment at the end of the calendar year.

(2) 2020 data covers a period from January 2020 to April 2021.

(3) Includes students enrolled in classes and students who completed programs, degrees, or certificates by the end of the calendar year.