



**2024**  
**SUSTAINABILITY**  
**REPORT**



# TABLE OF CONTENTS



**03 OVERVIEW**

- 03 A Message from Our Chairman of the Board
- 04 A Message from Our CEO
- 05 Who We Are
- 08 Our Business
- 10 Our Governance
- 15 Risk Management



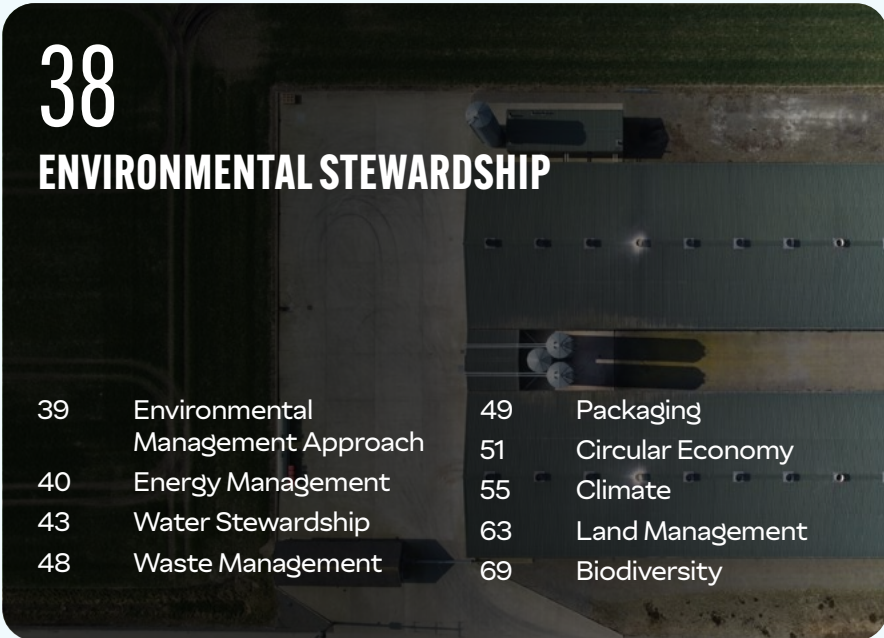
**17 STRATEGY**

- 18 A Conversation with Jason Weller, Global Chief Sustainability Officer
- 20 Sustainability at JBS
- 23 2024 Impact Highlights
- 24 Materiality Assessment
- 25 Stakeholder Engagement



**26 RESPONSIBLE OPERATIONS**

- 27 Ethics and Compliance
- 32 Human Rights
- 34 Health and Safety



**38 ENVIRONMENTAL STEWARDSHIP**

39 Environmental Management Approach	49 Packaging
40 Energy Management	51 Circular Economy
43 Water Stewardship	55 Climate
48 Waste Management	63 Land Management
	69 Biodiversity



**70 SOCIAL RESPONSIBILITY**

- 71 Supplier Engagement
- 74 Employee Culture
- 83 Community Engagement



**86 PRODUCT INTEGRITY**

- 87 Animal Health and Welfare
- 95 Food Safety and Quality
- 97 Product Offerings and Innovation



**100 APPENDIX**

- 100 Legal Disclaimer and Forward Looking Statements



# A MESSAGE FROM OUR CHAIRMAN OF THE BOARD



In 2024, the global landscape surrounding sustainable food production became more demanding, shaped by evolving regulations, climate-related risks, and growing stakeholder expectations. Throughout the year, the Board of Directors of JBS maintained close oversight of the company's response to these developments, ensuring that sustainability remained a central element of its long-term strategy.

We continue to support a model based on producer inclusion, technical assistance, open innovation, and local implementation with a global perspective. During the year,

JBS expanded its Green Offices program in Brazil by opening new locations and enhancing services. The company also strengthened the Transparent Livestock Platform, advancing traceability in Brazil's cattle supply chain, and moved forward with partnerships to accelerate the adoption of technologies such as Individual Animal Identification.

The Sustainability Committee supported the Board by monitoring and guiding the company's actions on key sustainability priorities. These included compliance with the European Union regulation on deforestation-free commodities,

## We view sustainability as a strategic priority embedded in every dimension of the business.

the implementation of climate risk mitigation strategies, initiatives related to food security, and the ongoing enhancement of animal welfare practices. The Committee met regularly to assess progress, test assumptions, and ensure consistency with JBS's long-term objectives.

One area of particular interest was the expansion of Research and Development focused on environmental outcomes. This included efforts to better understand the potential of carbon sequestration in tropical pastures — a promising opportunity to reduce the company's carbon footprint while supporting productivity across the supply chain.

We also monitored the continued progress of the JBS Fund for the Amazon, where I serve as a member of the Board. By the end of 2024, the Fund had approved 23 projects across Brazil's Legal Amazon. These initiatives aim to support forest conservation and restoration, drive socioeconomic development, and foster scientific and technological innovation to promote the sustainable use of natural resources and improve the quality of life in local communities.

JBS recognizes that meaningful stakeholder engagement is essential for building trust and advancing

shared goals. Over the past year, the company strengthened its dialogue with partners across sectors, sharing its progress and listening to diverse perspectives. These exchanges continue to inform the company's strategy and decision-making processes.

Across all regions where we are present, we observed the implementation of sustainability initiatives tailored to local realities and aligned with global commitments. These included renewable energy generation from organic waste in the United States, circular economy and recycling programs in Brazil, regenerative agriculture partnerships in Australia, and emission reduction actions in European operations.

As a Board, we view sustainability as a strategic priority embedded in every dimension of the business. It is not a separate agenda, but a core element of how the company creates long-term value and builds resilience in an evolving global environment. We are focused on progress that is both measurable and meaningful — progress that ensures the company continues to deliver value to shareholders, employees, customers, suppliers, and the communities where it operates. With that perspective, I invite you to explore the progress

made in 2024 and the paths we are shaping toward a more sustainable, resilient, and inclusive global food system.

Enjoy your reading,

**Jeremiah O'Callaghan**

JBS Chairman



## A MESSAGE FROM OUR CEO

The global food system is being reshaped. Society today demands not only food in quantity and quality, but also effective responses to the defining challenges of our time: climate change and food insecurity. This report provides details on some of the specific efforts JBS undertook in 2024 to turn these challenges into tangible opportunities for positive impact.

Our sector's experience has shown that being more productive means being more sustainable. When we strive for efficiency and productivity, we reduce the environmental impact of our business. When we aim to produce more affordable food while maintaining the same quality standards, we deliver a more

sustainable product—one that doesn't pass the cost on to the consumer.

But this path requires courage, science, and above all, partnership. That is why we deepened our engagement with partners across the value chain and the communities where we operate. Our Green Offices expanded their reach, offering new channels of technical and managerial support. We advanced in innovative traceability initiatives, reinforced by our Transparent Livestock Platform. The JBS Fund for the Amazon continued to promote development alongside preservation, supporting innovative, community-based projects.

This has been a global movement. We invested in renewable energy solutions in the United States, supported regenerative agriculture initiatives in Australia, and reduced the carbon footprint of our operations in Europe. The knowledge generated through these projects is being integrated into our decision-making and scaled in ways adapted to the unique realities of each region.

With the active leadership of our Global Sustainability Executive Committee and the cross-

functional engagement of our teams worldwide, we have advanced in embedding sustainability into our business strategy. Innovation has been a key ally on this journey, as we apply new technologies to monitor impacts, promote circularity, cut emissions, and drive efficiency across all our operations.

We remain steadfast in our mission to feed people around the world in increasingly sustainable ways. We know there is still much to do, but we are clear in our ambition to pursue the path ahead and confident in our ability to mobilize talent, build bridges, and deliver results.

I invite you, in the following pages, to explore a comprehensive portrait of JBS's progress in 2024 and the foundations we are laying for the future of food.

**Gilberto Tomazoni**  
JBS Global CEO



## WHO WE ARE

At JBS, we are driven by feeding a growing world, responsibly. We are continuously innovating to deliver high-quality food to millions of people globally, while striving to preserve the planet's resources.

We do this by reducing the impact of food supply chains on the planet, including supporting improved land stewardship, partnering with stakeholders, and working to reduce our carbon footprint. With a diversified global food platform and a portfolio of value-added and branded products, we aim to be a model for profitable and sustainable food production, contributing to positive change in the communities where we operate.

JBS is a leading global producer of protein-based food products. Our operations span 25 countries across five continents, encompassing over 250 production facilities and commercial offices in key regions like Argentina, Australia, Brazil, Canada, Europe, Mexico, New Zealand, the United Kingdom, the United States, Uruguay, and Vietnam. Across these locations, our dedicated teams work diligently to process, prepare, package, and deliver a wide range of fresh, further-processed, and value-added products to customers worldwide. Our diverse portfolio

includes beef, pork, poultry, lamb, fish, plant-based options, cultured protein, and prepared foods, catering to a global customer base.

Our responsibility to respect the animals in our care and communities we feed extends beyond protein production. We take a holistic view of our operations, transforming byproducts into valuable resources such as leather, biodiesel, and nutraceuticals. We also provide essential transportation, waste management, and recycling services, applying a circular approach to our business.

Ultimately, our success is powered by our dedicated workforce of approximately 280,000 team members, who are united by our Mission and Values. Together, we proudly serve over 320,000 customers in more than 180 countries, striving to always deliver consistent, responsibly produced, high-quality food feeding communities around the world.

Headquartered in  
**AMSTELVEEN, NETHERLANDS**  
**GREELEY, COLORADO, USA**

**GLOBAL PRODUCER**  
of protein-based food products

Present in  
**5 CONTINENTS**

**250+ PRODUCTION FACILITIES**  
**AND COMMERCIAL OFFICES**  
in 25 countries

Workforce  
**~280,000 TEAM MEMBERS**

Serving  
**320,000+ CUSTOMERS**  
worldwide

\*In June 2025, JBS completed its dual-listing process on both the NYSE and B3. Under this new structure, JBS became a Netherlands-based company.



## 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

### DETERMINATION

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

### HUMILITY

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

### SIMPLICITY

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

### SINCERITY

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

### AVAILABILITY

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

### DISCIPLINE

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

### OWNERSHIP

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





# OUR BRANDS

GRI 2-2

## Delivering Quality and Innovation to People Worldwide

With more than 150 brands recognized around the world, we are proud to offer a diverse portfolio of high-quality, innovative, and value-added food products that meet the evolving needs of consumers.



Please visit [our website](#) to view our full portfolio of brands.



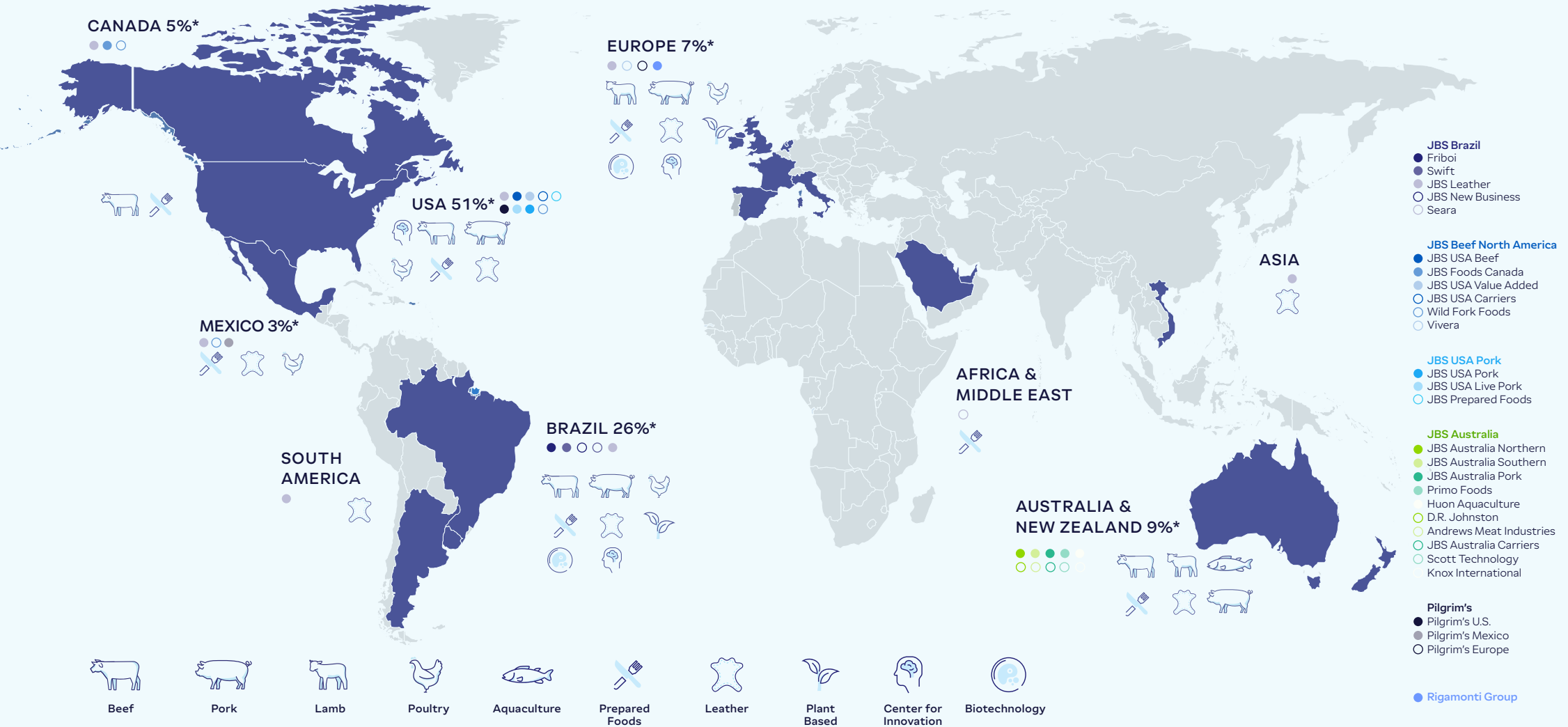


# OUR BUSINESS

GRI 2-1; 2-2

## A GLOBAL NETWORK, ROOTED IN LOCAL COMMUNITIES

JBS operates across a vast and interconnected value chain. Our global network allows us to leverage best practices, share resources, and adapt to local market needs.



\*2024 net revenue by product origin



JBS BY THE NUMBERS

# OUR GLOBAL CONTRIBUTION IN 2024

**~280K+** GLOBAL TEAM MEMBERS

**180+** COUNTRIES SERVED WORLDWIDE



**#1** GLOBAL POULTRY PRODUCER

Market leader in Brazil, Europe, and the United States. Leading position in Mexico.



**#1** GLOBAL BEEF PRODUCER

Market leader in Australia, Brazil, and the United States. Leading position in Canada.



**#2** GLOBAL PORK PRODUCER

Leading positions in Australia, Brazil, Europe, and the United States.



**#1** PREPARED FOODS

Market leader in Australia, New Zealand, and the United Kingdom. Leading positions in Brazil, Mexico, and the United States.



PLANT-BASED FOODS PRODUCER

**#1** In Brazil. **#3** In Europe.



**#2** SALMON PRODUCER

In Australia.



**#1** EGGS PRODUCER\*

In South America.



BIOTECHNOLOGY

Majority owner of Bio Tech Foods, a cultivated protein producer in Spain.

Built largest biotechnology R&D center in Brazil.

## 2024 financial performance at a glance

Net Revenue

**US\$77 BILLION**

Dividends Distribution

**US\$1.9 MILLION**

Gross Debt Reduction

**US\$6.72 BILLION**

from the third to fourth quarter

Adjusted EBITDA

**US\$7.2 BILLION**

representing a margin of 9.3%

\*Material fact announced in January 2025, still subject to antitrust approval



# OUR GOVERNANCE

GRI 2-1; 2-9; 2-12; 2-13; 2-14; 2-17

Over our more than 70-year history, our foundation has been built on accountability, disciplined growth, and innovation. During that time, we have continually strengthened our corporate management structure and adopted robust governance practices that promote long-term value creation, establish trusted relationships with customers and other stakeholders, and support sustainable business performance.

## OWNERSHIP STRUCTURE

GRI 2-1

During the 2024 period covered by this report, JBS was listed on the Novo Mercado segment of the Brazilian Stock Exchange (B3) under the symbol JBSS3. As part of this listing, the company followed governance and disclosure standards that exceeded legal requirements, including the exclusive issuance of common shares to enhance shareholder rights and transparency. JBS shares were also available in the United States as Level 1 American Depositary Receipts (ADRs) on the Over-the-Counter Pink Sheets (OTCQX) platform under the symbol JBSAY.

In June 2025, JBS completed its dual listing process on both the New York Stock Exchange (NYSE) and B3 – a historic milestone reflective of the company’s global

presence and diversified international operations. Under this new structure, the company remains listed in Brazil through Brazilian Depositary Receipts “BDRs” (JBSS32) on B3, while also trading on the NYSE under the ticker symbol “JBS”. The dual listing strengthens our access to global capital markets and enhances our ability to deliver long-term value to shareholders, team members, and the communities we serve. By better aligning the company’s capital structure with its global and diversified profile, JBS will be well positioned to optimize our capital structure and broaden our investor base.

Learn more about our 2025 ownership structure and governance approach on our [Investor Relations](#) website.

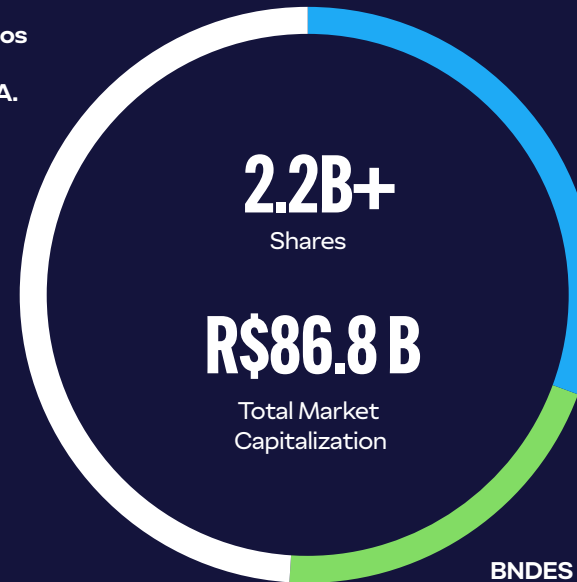
### 2024 SHARE AND OWNERSHIP STRUCTURE<sup>1</sup>

J&F Investimentos S.A + JBS Participações S.A.

48.34%

Other noncontrolling shareholders

30.85%



BNDES Participações S.A. – BNDESPAR

20.81%

1. Data valid for December 2024

The information in this report refers to JBS S.A.'s global operations from January 1, 2024, to December 31, 2024, and does not cover the new entity JBS N.V. We will begin reporting on JBS N.V. in our 2025 Sustainability Report.

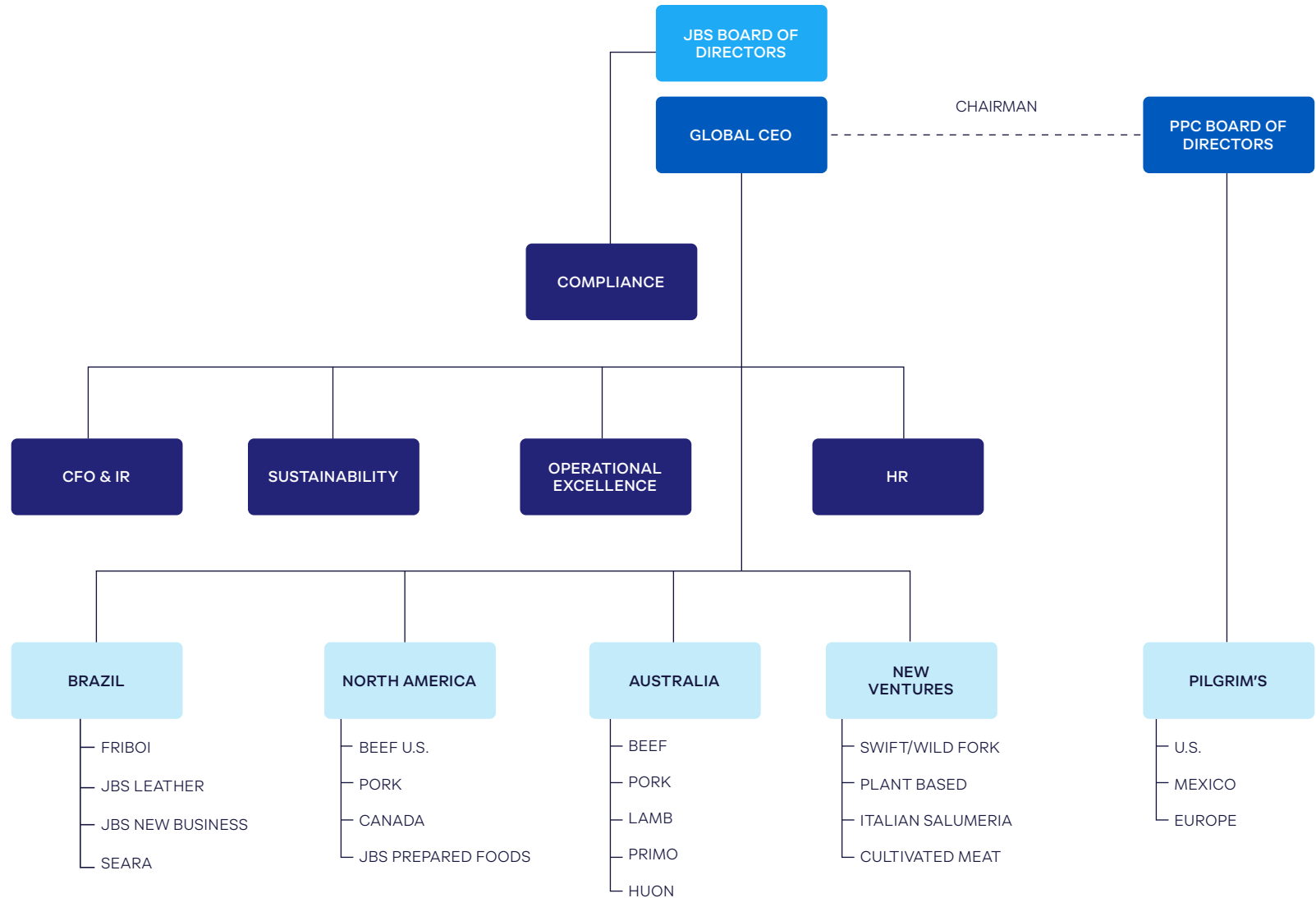


# MANAGEMENT AND OVERSIGHT

GRI 2-9

At JBS, effective governance is fundamental to our corporate philosophy. It underpins our ability to deliver on our sustainability goals and create long-term value for all stakeholders. Our governance structure promotes responsible decision-making, transparency, and accountability across all levels of the company. We aspire to go beyond regulatory compliance by following rigorous internal policies, aligning with global frameworks, and upholding high ethical standards.

## 2024 GOVERNANCE STRUCTURE





## Board of Directors

GRI 2-12; 2-13; 2-14; 2-17

During the 2024 period covered by this report, the JBS Board of Directors (Board) served as the highest governance body in our company. The Board was responsible for setting our strategic direction and overseeing our economic, environmental, and social performance, while playing a critical role in risk oversight, executive accountability, and long-term value creation.

In addition to overseeing the management of the Board of Executive Officers (Executive Board), the Board set company policies and guidelines, including sustainability targets. It met at least once in each fiscal quarter, with additional meetings convened as needed. All decisions were made by majority vote.

In 2024, our Board comprised 11 members: a Chair, a Deputy Chair, seven independent directors (as defined in our [Company Bylaws](#)), and two non-independent members. Directors were elected at general shareholders' meetings for unified two-year terms and could be re-elected. The Board would elect a Chair and Deputy Chair by majority vote at its first meeting following member inauguration or when either position became vacant.

The Board's majority-independent composition helped provide credible, objective, and expert



oversight and minimized potential conflicts of interest, while members' diverse expertise and regional perspectives strengthened our strategic planning and decision-making. To further mitigate potential conflicts of interest, our compliance team sent an annual Conflict of Interest Questionnaire to board members to assess and manage any associated risks.

The composition of the Board was evaluated at the end of each term. Re-election was proposed based on individual performance, adherence to JBS company values, relevant experience, and meeting attendance during the prior term. Board evaluations were conducted at the end of each term and involved all members.

## Board Advisory Committees

In 2024, the Board was supported by six Advisory Committees (Committees) that guided strategic decisions and enhanced oversight of critical business areas.

### SOCIO-ENVIRONMENTAL RESPONSIBILITY COMMITTEE

Advised the Board of Directors on sustainability risks and opportunities. The committee was responsible for addressing all business-related topics from a global sustainability perspective. This included identifying critical issues that impact the business; monitoring and implementing initiatives, policies, and strategies; and evaluating investment proposals related to sustainability.

### STATUTORY AUDIT COMMITTEE

Advised the Board of Directors regarding the norms, rules, and procedures for disclosure and transparency of financial statements. The committee also reviewed the work conducted by the internal audit team and external auditors, evaluated the performance of internal control systems, and approved the annual guidelines and action plans.

### FINANCIAL AND RISK MANAGEMENT COMMITTEE

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

### GOVERNANCE, COMPENSATION, AND NOMINATION COMMITTEE

Aimed to implement practices and policies based on high corporate governance and compliance standards.

### RELATED PARTIES COMMITTEE

Aimed to ensure that transactions between the company (including its subsidiaries and affiliates) and related parties are performed in the best interests of the company and fair to all involved parties. The committee negotiated these transactions independently under normal market

conditions through a transparent and ethical process in accordance with current legislation and on terms no less favorable to the company than a transaction held with third parties not considered related parties.

### PEOPLE AND OPPORTUNITIES COMMITTEE

Advised the Board of Directors on the company's progress related to people management (including recruitment, hiring, training, promotion, and resignation) through the definition, implementation, and management of diversity and inclusion programs. These programs aimed to promote an inclusive and diverse workplace aligned with the company's strategy, culture, and values. Additionally, the committee developed affirmative actions based on evaluations of these programs and employee feedback.

## Board of Executive Officers

The JBS Executive Board served as the company's managing executive body, responsible for our internal organization, day-to-day operations, decision-making, and execution of business strategies. As legal representatives of the company, executive officers implemented the policies and guidelines periodically established by the Board. The Executive Board also oversaw the execution of our global sustainability strategy. Members were elected by the Board to serve three-year terms and could be reelected.



## Continuous Learning and Development

At JBS, we recognize the importance of continuous learning for our Board, Executive Board, and Committees. To support their ongoing development, we promoted training whenever relevant or necessary – either through internal sessions led by team members

with subject-matter expertise or through programs conducted by external advisors. Participation in annual training on the company's [Code of Conduct and Ethics](#) was mandatory for all members of the Board, Executive Board, and Committees.



Learn more about our governance practices related to ethics and compliance in the [Responsible Operations](#) section.



### JBS HONORED FOR INDUSTRY LEADERSHIP

For the third consecutive year, JBS has excelled in the main categories of Institutional Investor magazine's awards, one of the most respected accolades in the financial market. In 2024, the publication recognized JBS executives as Best CEO and Best CFO in Latin America's food and beverage sector. The company also ranked first overall in the Food and Beverage category and was named 'Most Honored Company,' an award encompassing all sectors analyzed by the magazine. Additionally, JBS's Investor Relations program and Board of Directors earned first place in their respective industry categories.



# SUSTAINABILITY GOVERNANCE

GRI 2-9; 2-14

Responsibilities for addressing JBS’s economic, environmental, and social impacts were managed through our Executive Board and Committees. The Board was also responsible for setting the overall strategic direction of the business – prioritizing team member and supplier safety, social development, and environmental responsibility.

Sustainability at JBS is led by our Global Chief Sustainability Officer (CSO), who reports directly to the Global CEO. To accelerate the progress of our sustainability priorities, we have built a robust sustainability team that integrates global oversight and consistency with local ownership and agility.

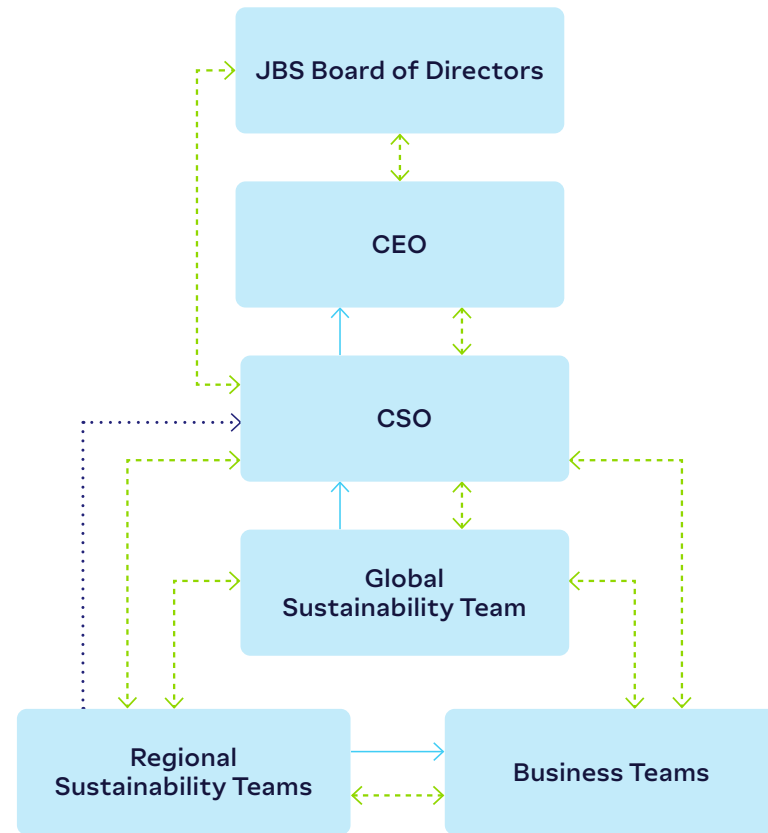
This team includes both global and regional leaders. Regional Heads of Sustainability are responsible for advancing sustainable practices within their operations and value chains, translating the company’s global sustainability strategy into actionable initiatives. They report directly to their business unit leadership and indirectly to the CSO. Additionally, the corporate team—reporting directly to the CSO—centralizes the monitoring, collection, accounting, and reporting of sustainability data, as well as assesses emerging trends and regulations.

This team plays a critical role in interpreting, recommending, and integrating industry best practices, monitoring compliance with evolving sustainability standards, and promoting continuous improvements in sustainability performance across all business units.

This structure supports a cohesive framework for sustainability across JBS operations, while enabling agility and ownership at the local level. At the executive level, it also supported the work of the Socio-Environmental Responsibility Committee, which advised the Board on sustainability risks and opportunities.

At the subsidiary level, the Pilgrim’s Sustainability Committee supports the Pilgrim’s Board of Directors in overseeing ESG policies, strategies, and programs, including those related to climate change, energy conservation, human rights, diversity and inclusion, and employee health, safety, and well-being. This committee encourages Pilgrim’s executive officers and senior managers to design, fund, and implement initiatives aligned with the company’s sustainability objectives.

# SUSTAINABILITY AND CLIMATE GOVERNANCE



← Directly report to    <..... Indirectly report to    <----- Report sustainability and climate performance






# RISK MANAGEMENT

## GRI 403-2

At JBS, we take a proactive approach to risk management across all levels of our operations. Our global risk management team operates under its own Risk Control Board, which is responsible for detecting, monitoring, assessing, and mitigating financial risks inherent to our operations.

The Risk Control Board has direct access to senior leadership through the Financial and Risk Management Committee, which advises the Board. This structure enhances our ability to identify and track financial risks – such as market, credit, and liquidity risks – as well as non-financial risks, including socio-environmental issues like climate change. Based on the Commodities and Financial Risk Management Policy approved by the Board, the Risk Control Board also supports our operational units in identifying and monitoring risks relevant to their activities, with support from specialized professionals and dedicated risk management systems.

Learn more about our risk management practices on our [Investor Relations](#) website.

CATEGORY	RISK	DESCRIPTION	RESPONDING TO THE RISK
 CYBER	<b>Cybersecurity</b>	Unprotected or exposed information assets may be vulnerable to cyber-attacks, which could lead to financial losses, operational disruptions or downtime, and damage to brand reputation.	<ul style="list-style-type: none"> <li>• Developed network topology to prevent unauthorized access and damage.</li> <li>• Ongoing monitoring of the Deep and Dark Web by Tempest.</li> <li>• Annual penetration testing to detect system vulnerabilities.</li> <li>• Dual authentication required for all users accessing JBS systems.</li> <li>• Security backups and logs to maintain business continuity in case of downtime.</li> </ul>
 OPERATIONAL	<b>Animal Health</b>	Outbreaks of animal diseases can disrupt market access, increase customer complaints, and, in some cases, halt production in our facilities, impacting our ability to supply products and maintain operations.	<ul style="list-style-type: none"> <li>• Daily monitoring of diseases and controlled medications via the Disease and Contamination Dashboard.</li> <li>• Supplier education and training, including through the Library of Animal Health and Well-being.</li> <li>• Strategic partnerships to mitigate disease risk in supplier herds</li> <li>• Origin Assurance Program and Farm Grade 10 Program for property assessments and improvements.</li> </ul>
	<b>Workforce Safety</b>	Failure to establish and maintain a working environment where the safety of employees is the top priority can result in occupational accidents or fatalities.	<ul style="list-style-type: none"> <li>• Corporate Health and Safety practice dedicated to health and safety standards and processes, with OHS teams embedded in each Operating Unit.</li> <li>• Safety Committees at all organizational levels to monitor and oversee the implementation of health and safety processes, address key issues, and track performance indicators.</li> </ul>
 FINANCIAL	<b>Market</b>	Exposure to fluctuations in exchange rates, interest rates, and commodity prices can impact JBS's operational costs, revenues, and financial performance.	<ul style="list-style-type: none"> <li>• Real-time mapping of financial exposures.</li> <li>• Use of approved financial protection instruments, such as derivatives, to hedge against fluctuations.</li> </ul>



CATEGORY	RISK	DESCRIPTION	RESPONDING TO THE RISK
 FINANCIAL	<b>Credit</b>	The risk of financial loss due to default by counterparties on accounts receivable, investments, or hedging instruments.	<ul style="list-style-type: none"> <li>• Accounts receivable: Diversifying our customer portfolio and establishing strict parameters for granting credit.</li> <li>• Financial transactions: Setting exposure limits for counterparties, defined by the Risk Management Committee and approved by the Board, based on risk ratings from leading international agencies.</li> </ul>
	<b>Liquidity</b>	The possibility of imbalances between tradable assets and payable liabilities that could affect JBS's ability to meet upcoming financial obligations.	<ul style="list-style-type: none"> <li>• Management of capital structure focuses on modified immediate liquidity metrics (cash and cash equivalents plus financial investments, divided by short-term debt) and working capital, to maintain the company's leverage.</li> <li>• In 2019, a Liquidity Management Policy was implemented, establishing guidelines for liquidity management across the company and its subsidiaries.</li> </ul>
 SOCIAL AND ENVIRONMENTAL	<b>Acquisition of Raw Materials</b>	The risk of sourcing raw materials that may pose health risks to consumers and/or that come from suppliers involved in deforestation; encroachment on protected areas (such as Indigenous lands, quilombola territories, or conservation units); or child/forced labor.	<p><b>Cattle sourcing:</b></p> <ul style="list-style-type: none"> <li>• Adoption and public disclosure of socio-environmental criteria; promotion of good cattle farming practices.</li> <li>• Monitoring of supplier farms using a geospatial system to identify noncompliance and prevent purchasing from non-compliant direct suppliers..</li> <li>• Transparent Livestock Platform enables JBS direct cattle suppliers to register their own suppliers and meet socio-environmental criteria for livestock reproduction in the Amazon biome.</li> </ul> <p><b>Poultry and swine sourcing:</b></p> <ul style="list-style-type: none"> <li>• Monitoring raw material origin and quality through close collaboration with animal breeders.</li> <li>• Regular visits and audits of suppliers to monitor compliance with JBS's production standards.</li> </ul>
	<b>Climate Change</b>	Climate change may negatively affect our business by impacting resources such as water, electricity, and animal feed, which are essential for sourcing raw materials such as livestock. Operations could also be impacted by related emerging legislation and regulations.	<ul style="list-style-type: none"> <li>• Monitoring and taking action to reduce the environmental impact of our operations and supply chain.</li> <li>• Global inventory of direct and indirect greenhouse gas (GHG) emissions, as measured or estimated in consultation with the GHG Protocol methodology.</li> <li>• Tracking electricity and water consumption to optimize processes and minimize usage.</li> </ul>
 COMPLIANCE	<b>Corruption</b>	Risk of actions or conduct that violate JBS's Code of Conduct, potentially leading to legal, reputational, or financial consequences.	<p><b>JBS has a global compliance program to prevent violations of our Code of Conduct, which includes:</b></p> <ul style="list-style-type: none"> <li>• Regular trainings and communication on ethical behavior.</li> <li>• Risk assessments and development of policies and controls.</li> <li>• Encouraging reporting and conducting investigations into potential violations.</li> <li>• Conducting robust third-party due diligence.</li> </ul>



# STRATEGY





A CONVERSATION WITH

# JASON WELLER, GLOBAL CHIEF SUSTAINABILITY OFFICER



## Reflecting on JBS's approach to sustainability in 2024, what stands out for you?

The past year was one of significant progress in our understanding of the specific role JBS can play in the broader sustainability equation. We have invested time to interrogate our sustainability work: what is our contribution and unique position and where exactly can we show up and make the most impact? How

can we always aim to improve the productivity and profitability of the system—which of course benefits the business, our customers, and consumers—while also having a material benefit on natural resources and the broader environment?

Thinking this way has allowed us to take a disciplined approach to our actions — leading to significant accomplishments in 2024.

## Can you describe some of the top highlights from the company's sustainability work in 2024?

We delivered measurable results against our sustainability objectives through a wide spectrum of efforts, but a few standout accomplishments come to mind. In partnership with the State of Pará government in Brazil, we launched a new cattle sustainability program and one of the largest animal traceability and tagging programs in the region.

In the U.S., we forged a strategic partnership with GreenGasUSA, a nationally recognized firm with expertise in designing and constructing operating facilities for generating renewable natural gas. Our new on-site gas upgrading systems set to be online in 2025 will collect biogas from the wastewater streams of select JBS USA and Pilgrim's U.S. facilities to be purified into pipeline-quality renewable natural gas (RNG). This process allows end users to annually displace fossil fuel usage that is equivalent to 60 million miles driven by a car, or 26 million pounds of coal burned.

In Australia, as one last example, we partnered with an outside consulting firm for an in-depth analysis of the effectiveness of regenerative agriculture practices

at more than 100 farms in the Great Southern™ program. The analysis established baseline data for critical emissions contributors such as fuel, water, electricity, transport, and production figures measured and verified by the IntegrityAg team. Further, this analysis confirmed that these practices are not only very effective for cattle production but also greenhouse gas reduction and carbon mitigation.

## How important are partnerships to JBS's sustainability journey?

Partnerships are essential, and that is true across our entire sustainability approach. While JBS is a significant player in the global food ecosystem because of our breadth and depth as a company, we cannot make wholesale changes across the value chain ourselves. That is why we have intentionally chosen partners who share our goals and have differing but complementary capabilities to join us at every step of our sustainability journey. Partnerships are the key to our success and together we can deliver tremendous impact.

## It's clear that the JBS sustainability strategy extends well beyond the environment and that your people are a top priority. How does this come to life?

First and foremost, our day starts and ends with upholding our team members' safety. I am proud to share that in 2024, we achieved a 71% improvement in our Global Safety

Index performance compared to the 2019 baseline—a figure that exceeded our goals and underscores this mindset.

We also care deeply about supporting our team members and their families beyond our four walls. For example, in the U.S., our Better Futures Program provides tuition support to not just our team members but their families, too. In 2024, we invested over US\$1.27 million in the program, resulting in an equivalent amount in student savings.

## How did JBS support the communities it calls home last year?

We are committed to being a good neighbor in the communities we call home, especially in rural communities where so many JBS team members work and live.

In 2024 we drove impact in our communities through a number of initiatives including the completion of Greeley-Weld, Habitat for Humanity's 180-unit housing development in Greeley, Colorado; breaking ground on a new sports complex in Ottumwa, Iowa; funding the J&F Institute in Brazil to provide education to our team members' families; and donating \$1 million dollars to Douglas, Georgia following the destruction from Hurricane Helene.

Overall, our Hometown Strong initiative in the U.S. has invested millions of dollars and funded over 240 projects to date to improve



infrastructure, healthcare access, education, recreation, and more.

In Brazil, the JBS Fund for the Amazon initiatives collectively impacted over 7,800 families supported nearly one million hectares of areas under sustainable use and conservation. These efforts have advanced economic inclusion, environmental stewardship, and indigenous empowerment, creating a model for sustainable development in the Amazon.

**How does JBS's corporate culture enhance your overall approach to sustainability? Is there something special there?**

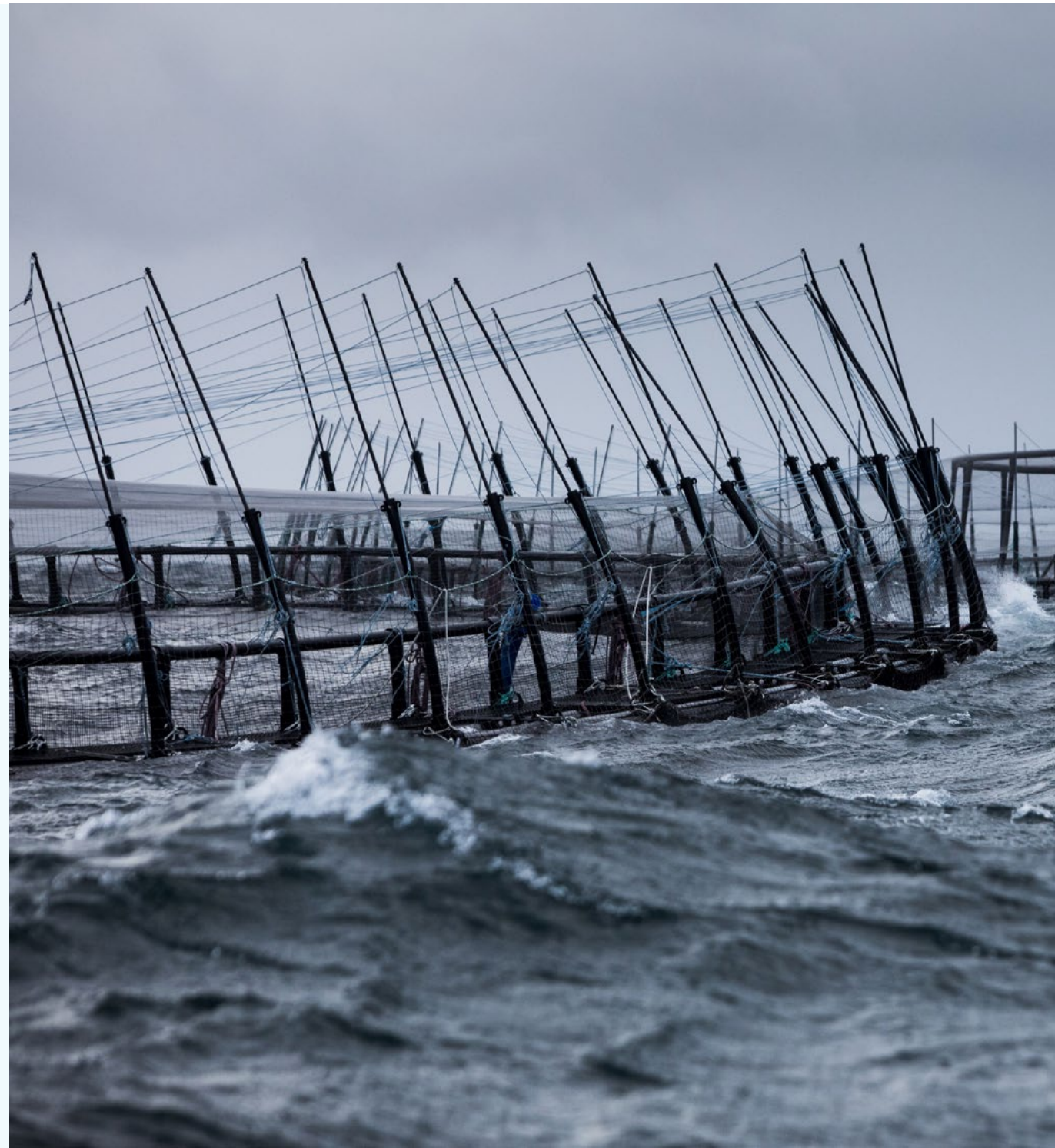
Definitely. There's a strong sense of discipline and ownership within the company. JBS team members are encouraged and expected to own not just their individual jobs, but to feel ownership around the business, too. That might mean a facility or plant, or an initiative or program. We are all encouraged to see these things through and take action. That discipline very much shapes how we collectively think about sustainability, too.

It has helped us hone a very strategic, thoughtful approach grounded in what's possible and practical. We know that we cannot solve the world's sustainability challenges alone, but we can make significant

contributions through strategic partnerships and innovative solutions that are integrated into the DNA of our company.

**What are you most excited about in the coming years?**

We have a great opportunity to deliver on a new approach for how food companies can contribute to addressing the broad-scale challenges the world faces today. As I look ahead, the potential to continue to make an impact – this opportunity is what energizes me most.





# SUSTAINABILITY AT JBS

GRI 2-22; 3-3

At JBS, we recognize that the future of food production depends on our ability to operate sustainably. We continue working to deeply weave sustainability further into our core business practices, with the goal of driving innovation, enhancing efficiency, and ensuring the long-term resilience of our operations. We strive to deliver high-quality food products while promoting sustainable supply chains and maximizing positive social outcomes. We understand that a thriving JBS is closely linked to the well-being of the communities we call home and the ecosystems we depend upon.

This understanding fuels our aspiration to contribute to global leadership in sustainable food production – feeding a growing world while minimizing our environmental impact, promoting social and animal welfare, and creating shared value for our stakeholders. It reflects our dedication to meeting the increasing global demand for protein responsibly and guides our business strategy. We believe that sustainable practices are not only ethically imperative but also essential for long-term business success. Our programs are designed to adapt to the evolving needs of the global food production system, helping to keep us at the forefront of responsible and innovative practices.



## OUR SUSTAINABILITY STRATEGY

We have developed a Global Sustainability Strategy that is rooted in promoting responsible practices across the greater agricultural food system. This strategy mirrors our value chain connections, addresses our material sustainability topics, and serves as the overarching framework from which all our sustainability programs and initiatives are developed.

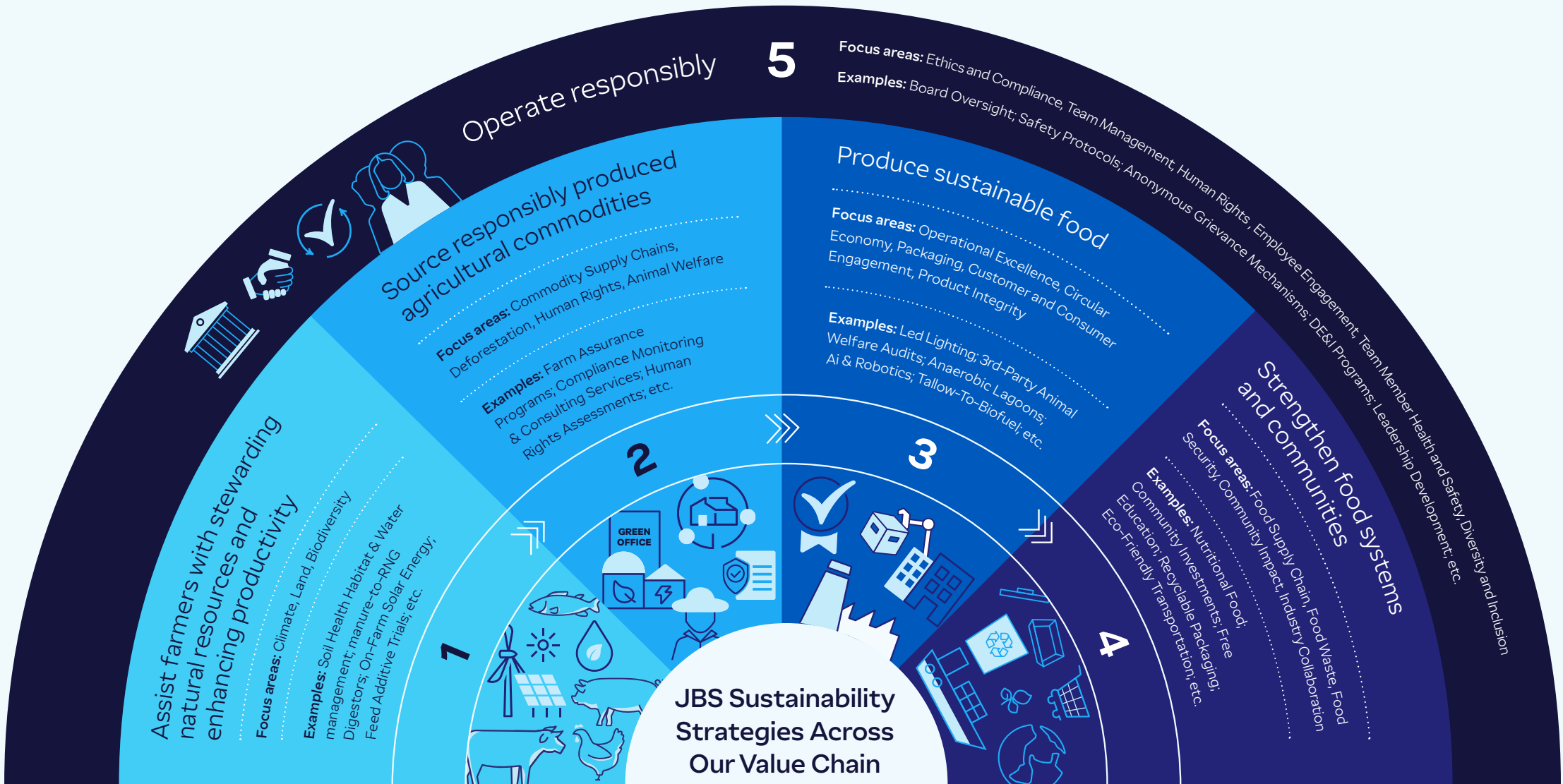
We aspire to support farmers in their vocation to be stewards of

the land, adopting practices that enhance natural resources and boost productivity. This will increase our ability to source responsibly produced agricultural commodities from suppliers who share our dedication to environmental and social responsibility.

Within our own operations, we remain focused on producing sustainable food, minimizing our footprint through improved efficiency and innovation while meeting the growing demand for products in which consumers can have confidence. We also aim to leverage our role as a large global food company to strengthen

food systems and communities by investing in initiatives that combat food waste, improve food security, and support the well-being of the communities we call home.

Underpinning all of this is our dedication to responsible operations, upholding high ethical standards, prioritizing team member health and safety, and fostering a diverse and inclusive workplace. This interconnected approach positions sustainability as a guiding principle woven into the fabric of our business.





## OUR GLOBAL SUSTAINABILITY GOALS

We have established global sustainability goals to guide our efforts and help us measure our progress. These goals are informed by the United Nations Sustainable Development Goals (UN SDGs) and reflect our dedication to addressing the environmental and social challenges facing our industry.

### ENVIRONMENTAL

#### AMBITION

**Achieve net-zero<sup>1</sup> greenhouse gas (GHG) emissions by 2040**

Here are some of the goals we have adopted as steps toward this ambition:

#### GHG EMISSIONS<sup>1</sup>



##### Goal

Reduce Scope 1 & 2 GHG emissions intensity (per MT of finished product) by 30% by 2030

##### Progress

20.3% decrease in Scope 1 & 2 GHG emissions intensity compared to a 2019 baseline



#### ENERGY

##### Goal

Reach 60% renewable electricity by 2030



##### Progress

11.5% of total electricity use in 2024 came from renewable sources



#### WATER

##### Goal

Reduce water use intensity (per MT of finished product) by 15% by 2030 vs. 2019 baseline



##### Progress

Despite our ongoing efforts to improve water efficiency, our overall water use intensity increased by 15.1% due to expanded production volumes. While this increase was necessary to support operational needs and food safety standards, we maintain our goal of reducing our footprint over time and are actively identifying opportunities to optimize usage, implement conservation measures, and invest in more sustainable water management practices.

### SOCIAL

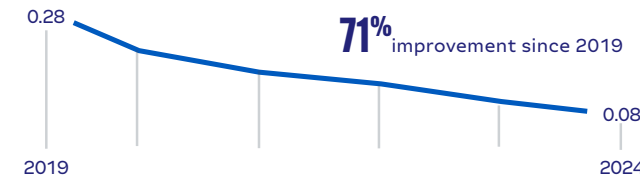
#### HEALTH & SAFETY



##### Goal

Achieve 30% improvement in Global Safety Index<sup>2</sup> performance by 2025 vs. 2019 baseline

##### Progress



#### PEOPLE DEVELOPMENT



##### Goals

Continue providing life-changing development and educational opportunities for team members and their families

##### Progress

Provided more than

# 5.8 M

training hours to improve team members' professional skills and career opportunities within the company

Enrolled more than

# 1,190

team members and/or their dependents in tuition-free higher education classes via JBS Better Futures

### GOVERNANCE

#### ETHICS & COMPLIANCE

##### Goal

Internally investigate and close JBS Ethics Line cases within 12 months of receipt<sup>3</sup> and audit results beginning in 2025

##### Progress

Investigated and closed

# 100%

of cases

##### Goal

Report

# 100%

of substantiated critical<sup>4</sup> JBS Ethics Line cases to the JBS Board of Directors each quarter

##### Progress

Maintained periodic reporting of

# ETHICS AND COMPLIANCE

performance to the JBS Board of Directors

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

2. 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.

3. Depending on the time of receipt, JBS Ethics Line cases may not be closed within the same calendar year.

4. 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.



# 2024 IMPACT HIGHLIGHTS

2-22



## ENVIRONMENTAL STEWARDSHIP

**85% of processed cattle** from direct suppliers are **enrolled in the Transparent Livestock Platform** monitoring program.

**6,470 hectares of native vegetation designated for reforestation** through the JBS Green Offices program.

**38.1%** of our global energy use was **derived from renewable sources**.

Completed our annual GHG inventory assurance audit, verifying progress to our **US\$3 billion in Sustainability Linked Bonds** issued in 2021.



## SOCIAL RESPONSIBILITY

JBS USA and Pilgrim's **invested over US\$1.27 million in the Better Futures Program**, resulting in more than 7,410 academic credits.

JBS Fund for the Amazon initiatives collectively **impacted over 7,800 families** and supported nearly one million hectares of areas under sustainable use and conservation.

Hometown Strong invested millions of dollars and **funded over 240 projects** to improve infrastructure, healthcare access, education, and recreation since launching in 2020.



## RESPONSIBLE OPERATIONS

Implemented a **Global Human Rights Policy** based on the U.N. International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.



## PRODUCT INTEGRITY

**Invested US\$388.64 million in animal welfare** research, training, and capital improvement projects.

**80% of global facilities certified under Global Food Safety Initiative (GFSI)** schemes.

**Trained 46,751** team members, suppliers, and third-party supporters on animal welfare.

**Invested US\$28.1 million** in product innovation, research, and development in **food safety, nutrition, and cultivated proteins**.



# MATERIALITY ASSESSMENT

GRI 3-1; 3-2

JBS conducts ongoing materiality analyses to understand stakeholder priorities in support of our global sustainability strategy and goals and in alignment with the UN SDGs. The most critical topics have been categorized into four overarching themes: Product Integrity, Social Responsibility, Environmental Stewardship, and Animal Welfare.

Building on a 2019 assessment, JBS conducted a 2022 survey and 2023 gap analysis of its annual disclosures against leading sustainability reporting regulations and frameworks like the European Union Corporate Sustainability Reporting Directive (EU CSRD), Global Reporting Initiative (GRI), Carbon Disclosure Project (CDP), and more. The insights from these exercises informed our sustainability reporting approach and were reviewed with global JBS leaders across various departments.

In late 2024, JBS initiated a double materiality assessment (DMA) to identify and assess sustainability-related impacts, risks, and opportunities across its value chain. This assessment was conducted in alignment with the European Sustainability Reporting Standards (ESRS) and broader evolving sustainability disclosure expectations. By considering both financial materiality and the company's wider environmental and social impacts, the DMA will inform the continuous enhancement of JBS's sustainability strategy and support compliance with emerging global and regional reporting requirements, including the EU CSRD.

## Our Sustainability Priorities

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



# STAKEHOLDER ENGAGEMENT

GRI 2-28; 2-29

Meaningful engagement and collaboration with our stakeholders are fundamental to both our organizational and sustainability strategies. Our sustainability team maintains a continuous dialogue with stakeholders to understand their needs, proactively address concerns, and generate positive impact beyond our operations. This engagement informs the development of goals, policies, and procedures at the business unit level, strengthening alignment with our global sustainability strategy and compliance with local standards.

We provide multiple channels for stakeholder feedback and two-way dialogue, including:

Company and brand websites

Customer service channels

Semi-annual ESG webinars (co-hosted by JBS Investor Relations and Sustainability teams)

24/7 Ethics Line

Social media platforms (LinkedIn, Instagram, and Facebook)

Internal and external communications teams

Recognizing that industry-wide challenges in global agriculture require collaborative solutions, we actively participate in trade and sustainability associations, as well as industry-based external working groups and initiatives. These partnerships enable us to identify scalable, sustainable approaches that prioritize continuous improvement and reduce environmental impact. Key examples include the Global Roundtable for Sustainable Beef (GRSB), World Economic Forum (WEF), Global Food Safety Initiative (GFSI), and Sustainable Agriculture Initiative Platform (SAI). A full list of participating organizations is available on [our website](#).





# RESPONSIBLE OPERATIONS

At JBS, we seek to foster responsible operations that uphold the highest ethical standards and safeguard the well-being of our people.

Our approach is rooted in a culture of compliance, promoting transparency and accountability across our organization. We prioritize creating an inclusive and respectful environment for our team members, while actively working to protect their health and safety through rigorous protocols and continuous improvements. By integrating these principles into our daily operations, we aim to build trust with our stakeholders and contribute positively to the communities we serve.





# ETHICS AND COMPLIANCE

GRI 2-15, 2-25, 2-26, 2-27, 205-2, 205-3

Ethical conduct is fundamental to maintaining the trust of our consumers, customers, investors, suppliers, team members, and other stakeholders, including government regulatory and enforcement agencies. Guided by a strong framework of compliance, integrity, and accountability, we adhere to applicable laws, policies, and regulations while fostering open communication across our organization and value chain.

JBS's Global Chief Ethics and Compliance Officer, Mike Koenig, oversees the company's global compliance program, which harmonizes regional frameworks and local expertise to ensure consistency across our global operations. Reporting directly to the Board of Directors, Mr. Koenig leads a team of six senior compliance managers representing JBS's operational regions. Together, they drive the development and implementation of global policies and programs that promote ethical conduct in all business transactions and relationships.

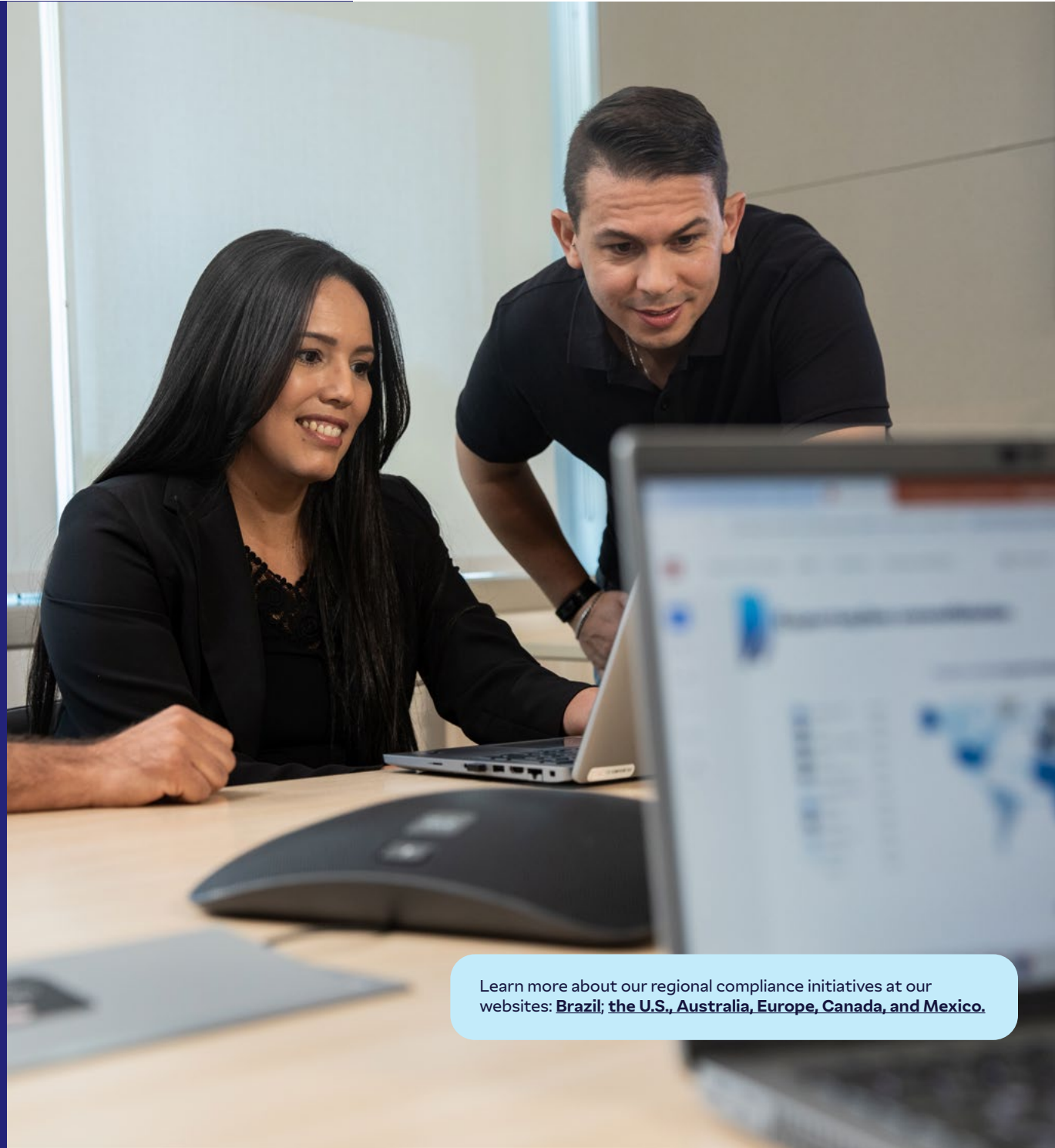
Additionally, JBS senior compliance managers tailor procedures, programs, and strategies to address the specific needs of their regions while maintaining consistency with the overarching global compliance framework.

## CODE OF CONDUCT AND ETHICS

GRI 205-2

JBS requires all team members across every level of the organization to adhere to our **Code of Conduct and Ethics** ("Code"), which establishes clear behavioral standards and expectations to promote appropriate workplace conduct, safe operations, and the overall well-being of our team members. The Code encompasses a wide range of topics, including animal welfare, corporate ethics, environmental compliance, food safety, taxation and finance, team member safety, and workplace conduct.

All team members participate in annual training sessions delivered in-person, online, or via video, which include harassment prevention training and an overview of corrective actions for policy violations. Our harassment policy explicitly prohibits harassment and retaliation based on race, gender, age, religion, disability, or other protected characteristics. Violations of the Code or company policies may result in corrective actions such as coaching, written warnings, final written warnings, or termination of employment, underscoring our dedication to maintaining a respectful and compliant workplace.



Learn more about our regional compliance initiatives at our websites: [Brazil](#); [the U.S.](#), [Australia](#), [Europe](#), [Canada](#), and [Mexico](#).



# OUR GLOBAL COMPLIANCE PROGRAM

Our robust compliance framework is built on comprehensive policies, diligent oversight mechanisms, transparency, and accountability. This keeps ethical conduct embedded in our business activities and relationships.

At the core of our compliance program are global and regional policies, including Antibribery and Anticorruption, Antitrust, Non-Retaliation, Mergers and Acquisitions ("M&A"), Conflict of Interest, and Human Rights. These policies are reinforced by our [Code](#) and [Business Associate Code of Conduct](#), which extend compliance expectations to our business partners. To further strengthen integrity in M&A, JBS has also implemented an M&A Anti-Corruption Due Diligence Procedure.

By adhering to industry standard guidelines, such as the U.S. Department of Justice's Evaluation of Corporate Compliance Programs, we continuously evaluate and improve our compliance framework.

## OUR NINE COMPLIANCE PROGRAM PILLARS

GRI 2-15, 2-23

JBS's compliance program is built on nine foundational pillars, starting with strong support from senior management. To enhance the program, JBS leveraged guidance from the U.S. Department of Justice's Evaluation of Corporate Compliance Programs, two international law firms, expert forensic firms, industry literature, and the expertise of its internal compliance team.

1



Leading Behavior

6



Communicating Regularly

2



Assessing Risk

7



Implementing Controls

3



Developing Policies and Procedures

8



Monitoring Effectiveness

4



Conducting Trainings

9



Extending to Third Parties

5



Promoting The Ethics Line and Conducting Investigations



In 2024, JBS was recognized with the award for "Best Compliance Department in Agribusiness" at the inaugural Leaders League Compliance Summit & Awards Brazil.



# OUR NINE COMPLIANCE PROGRAM PILLARS

GRI 2-15, 2-23

## 1 Leading Behavior



JBS promotes a culture of compliance, starting with its leadership teams leading by example. Visible support, involvement, and commitment from leadership are crucial to promoting ethics and compliance across our company.

We maintain a robust compliance framework through our Global Executive Ethics and Compliance Committee, which promotes consistency across all JBS entities and regions. Comprised of executive leadership, the Committee develops global policies, oversees the ongoing structure and performance of the global compliance program, and promotes best practices. Both JBS and Pilgrim's Boards of Directors mandate periodic reporting from Ethics and Compliance leaders, who now provide quarterly updates on compliance matters, including complaints received via the Ethics Line.

Regional oversight is reinforced through structured

accountability mechanisms, including monthly meetings with all regional senior compliance leaders around the globe, monthly meetings between the Global Chief Ethics and Compliance Officer and the individual regional leaders, and quarterly Ethics Committee meetings in each region. Among other things, these committees, involving key leaders such as CEOs, CFOs, and heads of compliance, human resources, and legal departments, monitor performance for alignment with global policies on Antibribery, Non-Retaliation, Conflict of Interest, and Human Rights.

Senior management plays an active role in implementing the compliance program by participating in training, communicating priorities, and integrating compliance into daily operations. JBS compliance leaders regularly engage with team members, senior leaders, and business units through meetings, events, forums, and culture surveys to strengthen the company's compliance culture.

## 2 Assessing Risk



The periodic identification, classification, and management of risks allow JBS to identify, understand, minimize, and remedy issues, including improving policies and procedures when warranted. In 2025, we are planning to assess our program to evaluate its effectiveness and alignment with best practices, including the U.S. Department of Justice's

Evaluation of Corporate Compliance Programs. Additionally, smaller-scale, focused assessments are conducted regularly to identify and then, if necessary, remedy areas of concern. By continuously refining our approach, we proactively manage risks and strengthen our global compliance framework.

## 3 Developing Policies and Procedures



Clear and consistent policies and procedures based on risk assessments guide team members in their daily activities. We make our Code accessible to our global workforce by providing it in multiple languages, including English, French, Italian, Portuguese, and Spanish. The Code establishes behavioral standards and expectations to promote ethical workplace conduct, safe operations, and the well-being of our team members. It covers critical topics such as animal welfare, corporate ethics, environmental compliance, food safety, taxation and finance, team member safety, and workplace behavior.

To reinforce these standards, all team members complete annual mandatory training on the Code. New employees receive an employee handbook during orientation, which includes comprehensive information on ethics and compliance. Adherence to the Code is

mandatory for all team members, and violations are addressed through corrective actions ranging from coaching to termination, depending on severity.

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

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



## 4 Conducting Trainings



JBS provides both frequent broad-based and separate targeted trainings to team members in various formats, including in-person, online, and video sessions. All employees are required to complete mandatory Code of Conduct training, while salaried team members receive additional instruction on key topics such as antibribery and anticorruption (ABAC), antitrust, conflicts of interest, and gifts/ meals/entertainment. Specialized ABAC training is

offered to teams in international logistics, sales, global procurement, finance, and accounting. To maintain governance at the highest levels, JBS and Pilgrim's Boards of Directors also participate in annual ABAC training. These programs equip team members with the knowledge needed to uphold JBS's ethical standards. For more details about our employee training programs, please refer to the Employee Culture section.

## 5 Promoting The Ethics Line and Conducting Investigations

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



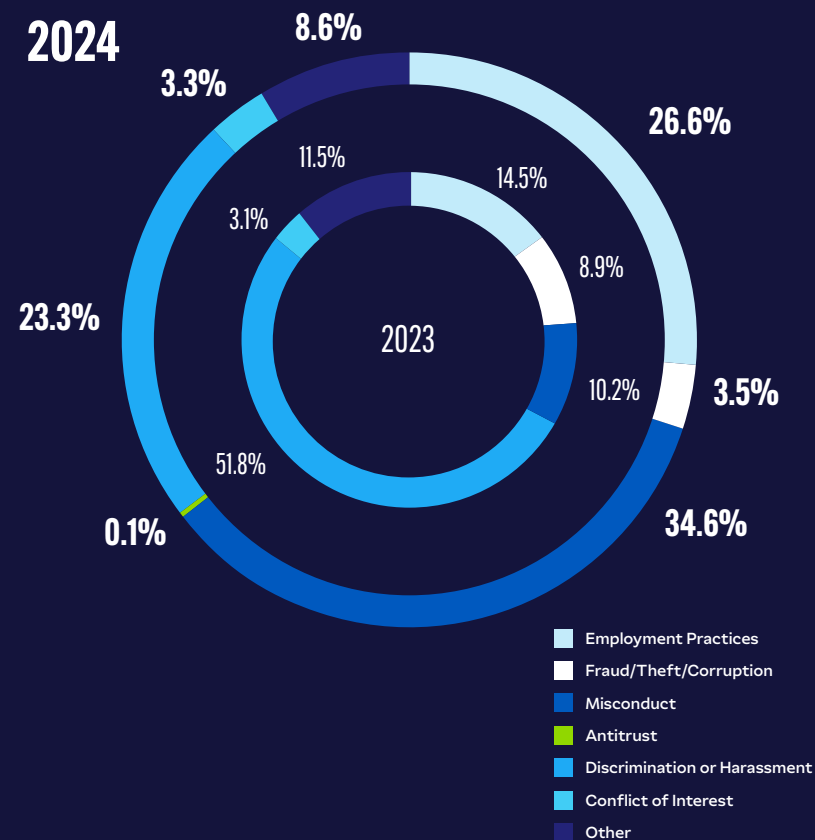
JBS is dedicated to fostering a culture of integrity by providing accessible, secure, and retaliation-free channels for reporting concerns. The JBS Ethics Line serves as a cornerstone of this commitment, offering team members and external stakeholders a 24/7 platform to report potential violations anonymously if they choose. Available in 18 languages across all operating countries and managed by an independent third-party provider, the Ethics Line protects confidentiality while addressing issues related to JBS policies, procedures, laws, and regulatory requirements.

To encourage use, we actively promote the Ethics Line through our "Speak Up" campaign and regular communications throughout the organization. Reports submitted, whether by name or anonymously, are reviewed by the Ethics and Compliance team,

which assigns investigations based on the nature of the allegations. Workplace-related cases are typically handled by Human Resources, while high-priority matters—such as antibribery, anticorruption, financial misconduct, and conflicts of interest—are directly managed by the Compliance team. In addition, allegations of any type involving senior leaders are also overseen by Compliance to maintain impartiality and thoroughness.

In 2024, 9,092 grievances were submitted to the Ethics Line, with approximately 7% classified as priority matters. All investigators undergo mandatory training before handling cases, which are subject to two levels of review to maintain rigor and accountability. Corrective actions, including administrative or disciplinary measures, were taken when warranted.

### JBS ETHIC LINE CASES<sup>1</sup> BY CATEGORY



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

JBS REGION	2022	2023	2024
JBS Global	5,743	7,925	9,092
Australia	12	17	12
Brazil	3,444	5,501	6,556
Europe	42	54	63
Mexico	26	91	116
U.S. and Canada	2,219	2,262	2,345

1. The above values represent allegations only. They do not represent sustained or substantiated allegations.



## 6 Communicating Regularly



JBS regularly distributes general and targeted communications to increase awareness within the business and reinforce ethics and compliance practices. We prioritize consistent communication to foster accountability and transparency across our global operations. Campaigns like “Speak Up” and “Person of Value” encourage team members and stakeholders to report unethical conduct without fear of retaliation, empowering them to uphold ethical practices.

Executive leadership reinforces this by participating in compliance workshops, engaging with regional teams, and sharing insights through email communications. To keep employees informed, we publish the Ethics and Compliance Newsletter, covering governance updates, policy changes, training opportunities, and key compliance topics. Regular evaluations of our communication strategies help maintain their effectiveness and inclusiveness.

## 7 Implementing Controls



JBS continues to manage and improve control systems for faster and more effective detection and prevention of risk transactions. We have enhanced financial controls for antibribery and anticorruption practices through preventative and detective measures, including the implementation of Lextegrity, an independent platform for third-party management. Fully operational in the U.S. and expanding to Australia, Europe, and Mexico, Lextegrity automates vendor screening against corruption, sanctions, terrorism, and human rights watch lists, with high-risk vendors undergoing enhanced due diligence.

In 2024, we updated evaluations for vendors interacting with governments on our behalf, reinforcing transparency, risk mitigation, and ethical business practices globally.

## 8 Monitoring Effectiveness



We consistently monitor our compliance program via internal personnel and third parties to maintain its vitality and achieve meaningful improvements in our systems and practices. By analyzing Ethics Line data, we track team member perceptions and reporting trends, providing valuable insights into the program's impact.

## 9 Extending to Third Parties



We require third-party vendors to follow our same ethical business standards and to comply with all applicable laws, regulations, and rules. Our Code of Conduct for Business Associates, available in four languages (English, Italian, Portuguese, and Spanish), is to help ensure that our value chain partners adhere to our ethical business practices and expectations. In addition, we have implemented external technology to further improve third-party due diligence and monitoring.





# HUMAN RIGHTS

GRI 2-23, 2-24, 2-30, 407-1, 409-1, 414-2

Our approach to human rights begins with adherence to our [Global Human Rights Policy](#) and all applicable labor laws in JBS facilities. We have also implemented strict internal policies and have a zero-tolerance stance on forced or child labor within our operations and supply chains.

Guided by our [Global Code of Conduct for Business Associates](#), JBS suppliers are also expected to comply with all applicable labor laws and regulations. We continue to bolster additional company efforts to assess and mitigate labor risks in our complex global supply chains to safeguard the rights of all workers.





## UPHOLDING LABOR STANDARDS

GRI 2-30, 407-1, 409-1

JBS follows international labor standards and respects team members' rights of association, joining labor unions, and collective bargaining. In 2024, 79% of our team members in Australia, 96% in Brazil, 81% in Canada, 93% in Europe, 99% in Rigamonti, 68% in Mexico, 69% in JBS USA, and 33% in Pilgrim's U.S. were included in collective bargaining agreements.

We uphold all applicable wage and working hour laws, such as minimum wage, overtime compensation, and all legally mandated benefits. Competitive wage analyses are conducted at least biennially for our hourly and salaried team members to assess whether the compensation we offer is competitive for each location. Salaries are adjusted as necessary based on these analyses.

Additionally, most of our businesses have background check policies that support the reintegration of individuals with criminal records into the workforce, depending on several factors. These include the assessment of potential risks and liabilities, the "nature and gravity" of the individual's criminal offense or conduct, and the nature of the duties and essential function of the position sought.

## RISK ASSESSMENTS

GRI 2-24, 409-1, 414-2

JBS is working to continuously improve and expand human rights due diligence practices across our supply chains. In all regions where we operate, the company has adopted a Due Diligence and Monitoring Procedure for Third Parties that imposes steps and requirements for onboarding and monitoring the third parties we work with. During the onboarding process, our Ethics and Compliance team screens third-party information against numerous public record databases for high-risk topics, including human rights. The Ethics and Compliance team analyzes the results and determines whether additional information is or may be needed to determine next steps, including enhanced due diligence or restrictions on use.

Forced labor risk assessment remains a priority as we proactively identify and mitigate risks in our supply chain, especially as regulations evolve. In Brazil, Seara and Friboi apply rigorous labor compliance screening to all suppliers. This screening process covers 100% of their direct supply base and includes immediate supplier blocking if any connection to child labor is identified. These procedures verify alignment with ethical and legal standards established by JBS Brazil. The risk assessments are applied comprehensively across all types of suppliers in Brazil.

Seara and Friboi highlight the application of a strict verification process for all suppliers in Brazil in adherence to the Brazilian Ministry of Labor and Employment's Slave Labor List. Any verified connection to forced labor results in immediate supplier exclusion. This screening process supports compliance with JBS's ethical standards. In addition, socio-environmental compliance criteria are clearly articulated through formal policies, including Seara's Sustainable Grain and Oil Supply Policy and Friboi's Responsible Cattle Purchasing Policy.

By continuously refining our risk assessment processes and strengthening supplier engagement, JBS remains committed to contributing to a world free from forced labor, child labor, and other human rights violations. We recognize the importance of transparency and accountability in addressing these critical issues and will continue to work collaboratively with stakeholders to uphold the highest standards of ethical conduct.

### CASE STUDY

#### CREATING JBS SANITATION

Our partnership with the United Food and Commercial Workers International Union (UFCW) through JBS Sanitation, formed in May 2023, highlights our dedication to operating responsibly and ethically. By bringing sanitation services under our company's direct control, we've created thousands of union jobs with competitive wages and benefits, aligning to the highest standards of food safety and quality while prioritizing ethical employment practices. This includes comprehensive child labor compliance training and a confidential whistleblower hotline to address any concerns. As of 2024, JBS Sanitation has replaced third-party sanitation contracts in 100% of JBS USA facilities and expanded its workforce to 2,060 employees, a 35% increase from the previous year.

### CASE STUDY

#### ASSESSING AND MANAGING LABOR RISKS

In 2024, JBS USA undertook the following risk mitigation measures related to human rights in their operations and value chains:

- Taking a risk-based approach and prioritizing due diligence efforts to focus on third-party contractors, specifically sanitation.
- Implementing a third-party vendor audit plan.
- Screening third-party contractors through risk management systems.
- Enforcing standard operating procedures and policies for sanitation services compliance designed to prevent child labor, including validating age of employment eligibility of sanitation workers, verifying their photo identification on site, or maintaining entry logs.
- Training select JBS USA employees on the sanitation services compliance procedures.
- Engaging third-party auditors to audit facilities with third-party sanitation service providers to ensure compliance with JBS's policies and standards.
- Working with third-party sanitation service providers to remediate non-compliance and/or terminate relationships with service providers who are unable or unwilling to remediate areas of non-compliance.



# HEALTH AND SAFETY

GRI 2-23, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9  
SASB FB-MP-320a.1, FB-MP-320a.2

The health and safety of our team members is paramount. Across all regions, we integrate health and safety into our organizational fabric, tailoring strategies to local contexts while maintaining global standards. Our [Global Health and Safety Policy](#) serves as the foundation for our strategy and management approach, promoting alignment with relevant regulatory requirements in every country where we operate. We also have established formal global health and safety committees, with representation from both management and hourly workers.

Throughout our operations, we work to foster a culture of accountability that empowers each team member to understand and practice health and safety guidelines while remaining vigilant. This is reinforced by frequent team member training and development around our [Global Health and Safety Policy](#) and [Code of Conduct and Ethics](#). In addition, we regularly evaluate the effectiveness of our programs by conducting internal and third-party audits, collecting feedback, and making any adjustments as needed.

Globally, JBS has a goal to improve performance against its Global Safety Index\* by 30% by 2025 vs. a 2019 baseline. As of 2024, we have achieved a 71% improvement.

Although independent contractors comprise a small portion of our total workforce, we protect the health and safety of our contractors, just like we do for our employees.

\*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 result in greater than fifteen days lost time, and any other injury that results in greater than fifteen days lost time.

## Our JBS Health and Safety Principles:

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

### JBS Global Health and Management System Coverage (GRI 403-8)

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



## ACTIONS TO SUPPORT HEALTH AND SAFETY

GRI 403-2, 403-3, 403-4, 403-7

### 1. Audits

Each year, JBS locations conduct comprehensive audits of their safety management systems, fleet safety, and occupational health to verify compliance with applicable legislation and company procedures. Many facilities also perform detailed safety analysis audits to identify and mitigate potential hazards. These audits prioritize early risk detection and include comprehensive reviews of policies and programs aimed at preventing electrical safety issues, ergonomic challenges, slips and falls, and machine guarding concerns.

### 2. Corrective Actions

While JBS prioritizes health and safety training and accident prevention, incidents can still occur. It is essential to acknowledge, report, and learn from these events. All facilities follow formal incident investigation procedures and/or utilize dedicated committees to analyze and address injuries, illnesses, and fatalities. These investigations help prevent similar incidents by identifying trends, weaknesses in safety management, and root causes. This process also enables the development of effective corrective action plans. Additionally, business units regularly share incident investigation findings across locations to promote learning and enhance preventative measures.

### 3. Data-Driven Insights

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

### 4. Innovation

We continue to find new ways to leverage cutting-edge technology to enhance team member safety, such as using blaststop technology.

### 5. Open Communication and “Right to Speak” Policy

JBS provides team members with multiple channels to report hazardous situations, promoting accessibility and fostering a culture of safety. Globally, all team members have 24/7 access to anonymous reporting via the JBS Ethics Line. Additional resources vary by region and business unit.

In Brazil, team members can use the Comunique tool, Importances of Improvement Opportunities, within the Self-Management Health and Safety Program (PSSAG) or report risks to Cipeiros and Brigadistas, guided by NR1 and NR9 legislation. In the U.S., team members can report unsafe conditions through HR or safety personnel, OSHA, kiosks, or the JBS Connect app. JBS Australia offers reporting options via leaders, HR representatives, site safety officers, health and safety committees, or the CoeE app. Pilgrim’s Mexico enables reporting through supervisors, safety teams, suggestion boxes, or anonymous channels.

Pilgrim’s U.S. leverages its *Go for Zero Hero* program to help encourage team members at all levels to share ownership of safety. Team members can submit a safety observation form in the Connect App on their phones during breaks, notifying local safety and operations leadership of the suspected issue. Participating team members can earn prizes and receive recognition from local HR for their efforts.

These mechanisms empower team members globally to speak up if they notice an unsafe act or condition so that we can address risks swiftly and effectively. Our company policy

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

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

JBS is dedicated to achieving meaningful improvements in health and safety through targeted programs, measurable goals, and consistent monitoring. Each region implements tailored initiatives that align with the company’s overarching objective to achieve 30% improvement in Global Safety Index\* performance by 2025 vs. 2019 baseline.

Across our operations, leading safety indicators are reported weekly to all heads of HR, safety, operations, and business unit presidents. All operational supervisors must conduct multiple safety observations each week and intervene with helpful coaching to prevent an unsafe act, condition, or injury.

FROM 2019 TO 2024,  
JBS IMPROVED ITS  
GLOBAL SAFETY INDEX  
PERFORMANCE BY

**71%**

\*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.



JBS USA has made significant progress toward its safety goals, improving its Safety Index by 11.6% from 2023 to 2024. The region launched a five-year strategy focused on eliminating severe injuries, reducing ergonomic injuries by 50%, and strengthening its safety culture. In 2024, JBS USA achieved a 6.5% decrease in severe injuries and a 15.1% reduction in Days Away, Restricted, or Transferred (DART) rates, demonstrating the impact of its proactive approach.

JBS Australia has surpassed expectations, achieving a 68% reduction in its Safety Index compared to the 2019 baseline, far exceeding its 2024 target. Key initiatives include implementing Work Safe Rules, conducting psychosocial risk assessments, reviewing PPE, and upgrading cattle induction yards to minimize human-animal interaction. These efforts led to a 50% reduction in severe injuries in 2024, showcasing the effectiveness of its risk management strategies.

Pilgrim's Mexico has prioritized building a safety-focused culture while implementing preventive health measures, particularly for team members with degenerative diseases. The region deployed devices to enhance workplace safety and achieved notable reductions in accident rates between 2020 and 2024.

### Global Safety Performance (GRI 403-9, SASB FB-MP-320a.1)

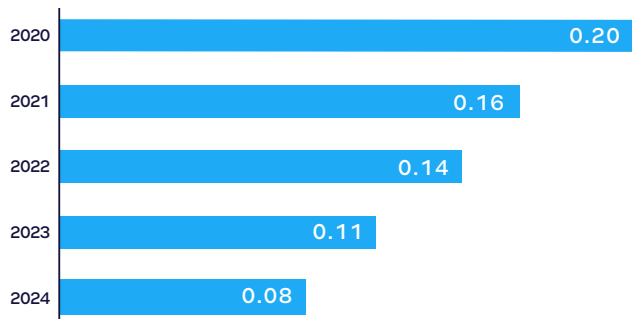
		2022	2023	2024
<b>JBS Australia</b>	Hours Worked	20,538,199	22,636,657	27,435,176
	Safety Index	0.56	0.43	0.15
	LTIFR	12.98	16.17	8.85
	Fatalities	0	0	0
<b>JBS Brazil</b>	Hours Worked	262,517,767	278,199,801	294,516,339
	Safety Index	0.14	0.10	0.10
	Fatalities	3	1	2
<b>JBS Canada</b>	Hours Worked	5,590,666	6,039,631	5,478,192
	Safety Index	0.04	0.07	0.04
	Fatalities	0	0	0
<b>JBS USA &amp; Pilgrim's U.S.</b>	Hours Worked	142,800,620	144,399,567	157,018,045
	Safety Index	0.14	0.13	0.04
	DART Rate	2.32	2.95	1.82
	TRIR	3.77	3.33	3.60
	Fatalities	2	0	1
<b>Pilgrim's Europe</b>	Hours Worked	38,955,562	36,660,759	34,642,934
	Safety Index	0.03	0.04	0.05
	DART Rate	0.94	0.35	0.48
	Fatalities	0	0	0
<b>Pilgrim's Mexico</b>	Hours Worked	29,320,766	30,396,983	30,182,396
	Safety Index	0.02	0.00	0.01
	DART Rate	0.04	0.04	0.48
	Fatalities	0	0	0
<b>Rigamonti</b>	Hours Worked	-	626,494	639,217
	Safety Index	-	1.27	0.63
	Fatalities	-	0	0





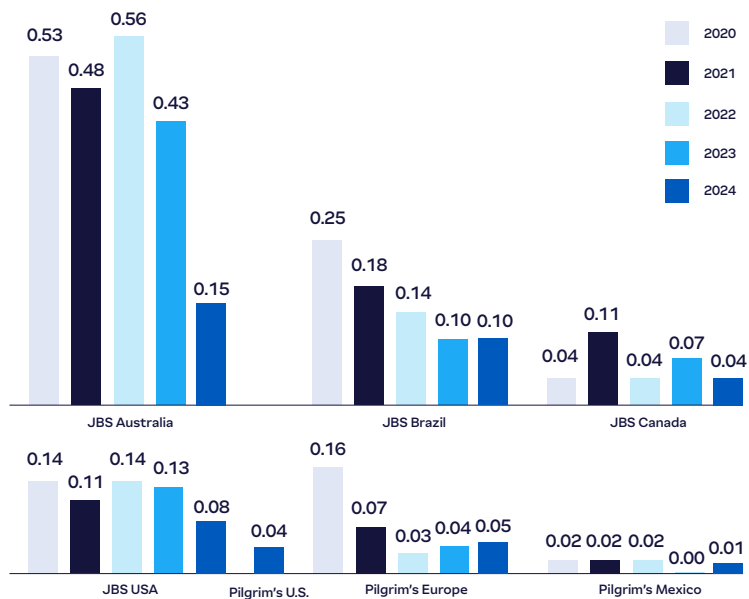
### GLOBAL SAFETY INDEX\*

(GRI 403-9, SASB FB-MP-320a.1)



### SAFETY INDEX\* BY BUSINESS UNIT

(GRI 403-9, SASB FB-MP-320a.1)



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

## TRAINING AND EDUCATION

GRI 403-5

We provide frequent health and safety training to minimize work-related injuries and illnesses across our facilities. This comprehensive training includes new team member orientation, job- and task-specific instruction, departmental safety meetings, and regular refresher courses. All newly hired team members are required to complete classroom and department-specific training, offered in multiple languages to promote accessibility.

## PROMOTING HEALTH AND WELL-BEING IN THE WORKPLACE

GRI 403-6, SASB FB-MP-320a.2

JBS is dedicated to supporting the health and well-being of our team members through comprehensive medical services, health promotion programs, and preventive care initiatives. Across our global operations, JBS provides access to both occupational and non-work-related health services, offering employees resources to maintain their physical and mental well-being.

In the U.S., many locations feature onsite Occupational Health Clinics staffed by licensed medical professionals, providing free care for work-related injuries and illnesses. JBS Australia promotes health and well-being through early intervention programs for work and non-work-related injuries, discounted private health insurance, and a Wellbeing App that provides remote access to counseling, diet, exercise, and financial support services. The company also organizes health checks, including skin and blood pressure screenings, to encourage preventive care. Pilgrim's Mexico offers onsite infirmary services for immediate medical needs, regular health screenings, and vaccination campaigns.

Learn more about our employee benefits in the [Social Responsibility](#) section.

### CASE STUDY



### FOSTERING A CULTURE OF SAFETY

In 2024, we continued to strengthen our efforts to create safer and healthier workplaces across JBS Brazil. Two core initiatives—Behavioral Observation (Observação Comportamental) and the Comunique system—remained central to our safety strategy, promoting proactive measures and reinforcing a culture of accountability.

Behavioral Observation helps identify deviations from safe practices during task execution. Leaders and managers applied this tool regularly throughout the year to help protect the safety of their teams. The Comunique system focused on accident prevention by encouraging employees and third parties to proactively report risks and unsafe conditions. This initiative fostered engagement and commitment at all levels of JBS Brazil, reinforcing our dedication in 2024 to maintaining a safe working environment.



# ENVIRONMENTAL STEWARDSHIP

At JBS, we understand that the future of agricultural food systems depends on maintaining and even improving the productivity and quality of our shared natural resources.

As one of the world's leading food companies, we strive to embed environmental sustainability into our operations to lessen our impact on the planet and improve the lives of our people and communities globally. This aspiration extends beyond our facilities to the tens of thousands of farm families who play a vital role in global food production, embedding environmental stewardship as a shared responsibility across our value chain.





# ENVIRONMENTAL MANAGEMENT APPROACH

GRI 2-23

Our approach to environmental management is guided by our Global Environment and Biodiversity Policy, which sets clear standards for sustainable practices across all regions where we operate. Globally, our facilities comply with applicable laws and regulations and, in most cases, in accordance with internally audited Environmental Management Systems (EMS) based on ISO 14001 standards. In 2024, 42 JBS facilities achieved third-party certification to ISO 14001, underscoring our dedication to continuous improvement and accountability.

To promote consistent oversight and action, JBS monitors environmental performance indicators daily across all operations, with executive leadership conducting periodic reviews. In most locations, regional committees meet regularly to address environmental challenges, fostering collaboration and driving progress in our environmental performance.

Accountability is central to our environmental management framework. Nearly every JBS facility has a dedicated environmental manager or officer responsible for compliance and performance,

while corporate environmental teams provide expertise, share best practices, and assist with complex challenges. This structure empowers both environmental and operations teams to take ownership of sustainability goals, creating a culture of responsibility and innovation.

We also prioritize employee education and training to raise awareness about environmental impacts and promote sustainable practices across our global operations. Throughout the year, we provide introductory onboarding sessions, site-specific trainings, and targeted campaigns tailored to regional needs, covering topics such as water and waste management, wastewater treatment optimization, emissions mitigation, and energy use reduction. These initiatives equip our team members with the knowledge and tools needed to drive meaningful environmental improvements and support our broader sustainability goals.

Our **Global Code of Conduct for Business Associates** serves as a foundational framework for extending accountability to our supply chain, fostering partnerships that prioritize sustainability, ethical practices, and continuous improvement. Along with this global framework, we employ different approaches by region to work with our supply chain partners to meet our global standards and maintain compliance with local laws and regulations.

## AWARDS AND RECOGNITIONS

### JBS BRAZIL

In 2024, JBS received the “Gold Seal” from the Brazilian GHG Protocol Program, which represents the highest level of recognition granted to companies that meet all transparency criteria in the publication of their greenhouse gas emissions inventory. The Gold Seal is awarded to greenhouse gas emissions inventories that are complete and verified by a third-party.

### SEARA

Awarded Seal B from the Selo Clima Paraná for implementing practices that reduce greenhouse gas (GHG) emissions.

### JBS USA

Received 52 Environmental Recognition Awards and 3 Environmental Achievement Awards from the Meat Institute for excellence in environmental stewardship.

### PILGRIM'S U.S.

Named First Runner-Up at the United States Poultry and Egg Association Clean Water Awards for innovative wastewater treatment and water quality management.

### JBS AUSTRALIA

JBS Australia's Swift brand mono-PET Darfresh skin pack received a gold sustainability award at the 2024 WorldStar Packaging Awards.



# ENERGY MANAGEMENT

GRI 3-3, GRI 302-1, GRI 302-3, GRI 302-4  
SASB FB-MP-110a.2, FB-MP-130a.1

Energy is a critical input across our value chain, from upstream commodity production to processing and distribution. Effective energy management is not only essential for optimizing resource use and reducing operational costs, but also for mitigating our climate impact and strengthening long-term business resilience in a rapidly evolving global landscape. We aspire to drive continuous improvement in energy efficiency and transition to cleaner energy sources to contribute to a more sustainable food system.

## MANAGING ENERGY CONSUMPTION ACROSS OUR OPERATIONS

JBS's energy management strategy is guided by our global sustainability aspirations, internal policies, and adherence to applicable regulations. Through a systematic approach, we aim to optimize energy consumption, minimize GHG emissions, and expand the use of renewable energy sources across our global footprint. Our advanced monitoring systems, facility-specific initiatives, and collaborative platforms work to foster innovation and knowledge sharing around energy management.

As a material topic, we address energy management through a comprehensive, four-pronged strategy:

- Identifying opportunities:** We continuously identify energy-saving opportunities by fostering best practice sharing between facilities, implementing advanced measurement and monitoring systems, and conducting regular energy-focused site audits. These efforts allow us to benchmark performance, uncover inefficiencies, and prioritize high-impact projects.
- Implementing behavioral improvements:** By establishing energy key performance indicators (KPIs) at each JBS facility, we empower teams to adopt no- or low-cost behavioral changes that drive energy savings and reduce emissions. Employee training and awareness programs promote embedding energy-conscious practices into daily operations.
- Approving capital expenditure upgrades:** We strategically invest in capital projects to modernize equipment, capture and reuse waste heat, and eliminate inefficient processes. Examples include upgrading to high-efficiency motors, installing smart building management systems, and deploying combined heat and power systems.

- Scaling renewable energy adoption:** In areas where physical decarbonization of assets is challenging, we procure renewable energy through both onsite generation and virtual power purchase agreements. This includes sourcing electricity from solar, wind, and other clean energy technologies.

This strategy is applied across all sources of energy consumption and is supported by our environmental data management systems at both the business unit and facility levels. We closely monitor key metrics, including total energy use, total renewable energy use, and energy intensity (total energy use per unit of production), to track our progress and identify areas for further improvement.

Since 2020, we have **invested more than US\$188 million** across hundreds of projects inside our own facilities to reduce Scope 1 and 2 emissions, primarily tied to energy use and methane destruction. Collectively, these initiatives will represent an **annual reduction of over 550,000 metric tons of CO<sub>2</sub>e**.

## JBS USA - MEAT INSTITUTE AWARDS

Green Bay awarded first place in Energy Conservation category for energy efficiency improvements on boilers.

Tolleson awarded first place in Emission Reduction category for improvements on boiler operations to reduce pollutant emissions.

Plainwell awarded first place in Technological Innovation for optimum use of biogas to renewable electricity project.

Hyrum awarded second place in Energy Conservation category for energy efficiency management program.

## JBS AUSTRALIA - AUSTRALIAN RENEWABLE HEAT INAUGURAL AWARD

JBS Australia's Scone and Beef City (Toowoomba) won Outstanding Biogas Project in 2024. This award recognizes the innovative work in industry that is leading the transition to renewable heat and setting the benchmark for projects that follow.



## Energy Consumption

GRI 302-1; 302-3; 302-4,  
SASB FB-MP-130a.1

Energy consumption is monitored across JBS's operations as part of our efforts to improve efficiency, reduce energy intensity, and support the transition to lower-emission energy sources. Our facilities rely on different energy inputs depending on operational needs and regional availability. We report total energy consumption, intensity ratios, and the share of energy from renewable sources, based on globally recognized reporting protocols and internal data systems.



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

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

3. Includes indirect energy consumption [purchased electricity, steam, heat, and cooling].

### Global Energy Consumption<sup>1</sup>

	2019	2020	2021	2022	2023	2024
<b>Energy Use (MWh)</b>	25,582,089	21,209,776	21,937,268	20,752,370	21,968,507	23,280,994
<b>Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	1.26	1.05	1.02	0.96	0.99	1.02
<b>Renewable Energy Use (%)</b>	25%	30%	31%	33%	36%	38%
<b>Non-Renewable Energy Use (%)</b>	75%	70%	69%	67%	64%	62%

### Global Scope 1 Energy Consumption<sup>2</sup>

	2019	2020	2021	2022	2023	2024
<b>Scope 1 Energy Use (MWh)</b>	19,097,746	14,364,025	15,210,827	14,860,717	15,904,822	17,222,940
<b>Scope 1 Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	0.94	0.71	0.71	0.69	0.72	0.75
<b>Renewable Energy Use (%)</b>	33%	43%	42%	43%	46%	47%
<b>Non-Renewable Energy Use (%)</b>	67%	57%	58%	57%	54%	53%

### Global Scope 2 Energy Consumption<sup>3</sup>

	2019	2020	2021	2022	2023	2024
<b>Scope 2 Energy Use (MWh)</b>	6,484,343	6,845,751	6,726,441	5,891,653	6,063,684	6,058,053
<b>Scope 2 Energy Use Intensity (MWh/MT of Finished Product Produced)</b>	0.32	0.34	0.31	0.27	0.27	0.26
<b>Renewable Electricity Use (%)</b>	2%	4%	5%	8%	8%	11%
<b>Non-Renewable Electricity Use (%)</b>	98%	96%	95%	92%	92%	89%



## ENERGY EFFICIENCY

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

Across our operations, thousands of projects are implemented annually to improve production, food safety, mechanics, and more. In each of those projects our teams seek to incorporate changes to improve energy efficiency. This approach makes it more effective to incorporate energy efficiency projects and only amounts to incremental increases in capital spend.

Key Energy Efficiency Initiatives Include:

- **High-Efficiency Equipment:** Deployment of high-efficiency boilers, steam trap monitoring systems, and LED lighting installations.
- **Heat Recovery Systems:** Implementation of heat recovery systems, such as those at our Brooks facility in Canada, which leverage

off-peak scheduling for energy-intensive processes to reduce costs and improve efficiency.

- **Smart Technology:**

Use of smart thermostats and advanced building management systems to optimize heating and cooling loads.

### Realizing Energy Savings Through 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. The facilities received on-site assistance, resulting in reductions from daily low-cost behaviors to capital-funded heat recovery projects.

For example, our Arcadia, Wisconsin, chicken production facility has steadily reduced its electricity consumption by more than 15.5% since 2018, demonstrating the cumulative impact of smaller-scale, ongoing initiatives.

## RENEWABLE ENERGY

In tandem with improving energy efficiency, we are investing globally to increase our proportion of total energy consumption from clean sources. Globally, 38.1% of our energy use and 11.5% of our electricity use were derived from renewable sources in 2024.

Expanding renewable energy use is central to achieving our sustainability goals, including our goal of 60% renewable electricity by 2030 and aspiration of 100% renewable electricity by 2040. We actively seek opportunities to source electricity from solar, wind, and small hydroelectric plants through mechanisms such as Brazil's Free Contracting Environment. In alignment with national policies, such as Law No. 10.295/2001 and ANEEL's Energy Efficiency Program (PEE/ANEEL), we promote compliance while advancing renewable energy adoption.

### Self-Generation Projects

Globally, JBS continues to develop renewable energy projects, such as new biogas collection and utilization systems at Beef City and Scone in Australia and Cues in Mexico, through which we significantly reduce our demand of fossil fuels. In North America, we brought on a new solar array with battery energy storage and have approved another dozen solar projects that are currently under various stages of design and/or construction. We continue to operate dozens of biogas collection systems around the world, producing renewable electricity, renewable natural gas, or renewable gas to displace onsite fossil fuel combustion, and are currently underway on implementing additional systems at other JBS facilities.



CASE STUDY

#### REDUCING LP GAS USAGE FOR HEATING

The incubation department of Pilgrim's Mexico's chicken complex, consisting of six hatcheries with a cumulative loading capacity of 5.8 million fertile eggs per week, has achieved remarkable energy savings. Between 2016 and 2024, Pilgrim's Mexico reduced liquefied petroleum gas (LPG) consumption for heating from 507,587 liters to 201,273 liters—a reduction of 60.35%.

CASE STUDY

#### TRANSFORMING BIOGAS TO RNG

JBS USA has partnered with GreenGasUSA to transform renewable energy production and significantly reduce GHG emissions across its operations. Through this collaboration, biogas generated from JBS facilities is captured, purified, and converted into renewable natural gas (RNG), which is then injected into existing energy pipelines to replace fossil fuels in transportation and other industries. This process will displace the GHG emissions equivalent to 60 million miles driven by a car or 26 million pounds of coal burned annually. By leveraging this innovative solution, JBS not only lowers its carbon footprint but also accelerates the transition to cleaner energy systems.





# WATER STEWARDSHIP

GRI 2-23, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5  
SASB FB-MP-140a.1, FB-MP-140a.2

Effective water stewardship is critical to the resilience of global communities, ecosystems, and JBS’s operations. As a vital resource, water plays an essential role in producing safe, high-quality food. However, increasing water scarcity and climate-related challenges threaten food security worldwide. At JBS, we recognize our responsibility as one of the largest global food companies to promote responsible water use.

In 2024, we invested US\$8.6 million in operational efficiency projects focused on water conservation and reuse in our own facilities. JBS environmental teams also participate in local watershed committees where they collaborate with fellow community members on actions that promote sustainable management of water resources. These forums allow for shared understanding of the specific classifications, definitions, plans, and proposals that relate to common local watersheds.

## Global Water Withdrawal by Source (m<sup>3</sup>)

	2022*		2023*		2024	
Surface	72,053,277	42.08%	106,366,267	42.22%	137,922,320	48.77%
Groundwater	63,577,839	26.35%	70,121,232	27.83%	70,358,994	24.88%
Municipality	76,188,320	31.57%	75,454,473	29.95%	74,521,237	26.35%
Other	0	0.00%	0	0.00%	0	0.00%

\*Huon Aquaculture is not included prior to 2023

## Global Water Consumption<sup>1</sup> (m<sup>3</sup>)

	2022	2023	2024
Total Water Consumption	45,964,890	46,992,919	53,835,153

1. 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.

## WATER MANAGEMENT

GRI 2-23, 303-3, 303-5,  
SASB FB-MP-140a.1

JBS is focused on reducing water consumption and improving water management across our global operations. Guided by our [Global Water Stewardship Policy](#), we aim to reduce our water use intensity by 15% by 2030 (from a 2019 baseline) while maintaining our high standards for food safety and sanitation. This aspiration drives innovation and collaboration across teams to develop strategies that enhance operational efficiency and minimize reliance on new water sources.

To promote accountability, JBS establishes facility-specific water-use goals supported by dedicated financial resources. Water conservation strategies are developed collaboratively across environmental, engineering, operations, and food safety and quality teams to uphold water quality and food safety protocols.

We track key metrics—including total water withdrawal by source, total water reused, and total water use intensity (water consumption per unit of production)—to identify opportunities for efficiency gains and maintain progress regardless of fluctuations in production levels.

## CASE STUDY



## IMPROVING DATA MEASUREMENT

Accurate data collection is foundational to effective water management. JBS Australia has invested over AU\$4 million in water-related projects, including installing advanced water meters at nine processing facilities. These meters provide real-time insights into water usage at seven different points of production, enabling benchmarking and targeted reduction initiatives.

Key initiatives included:

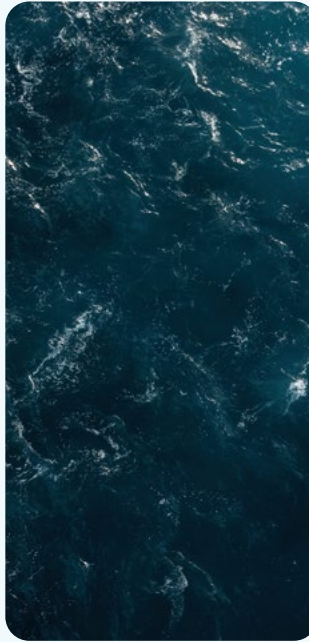
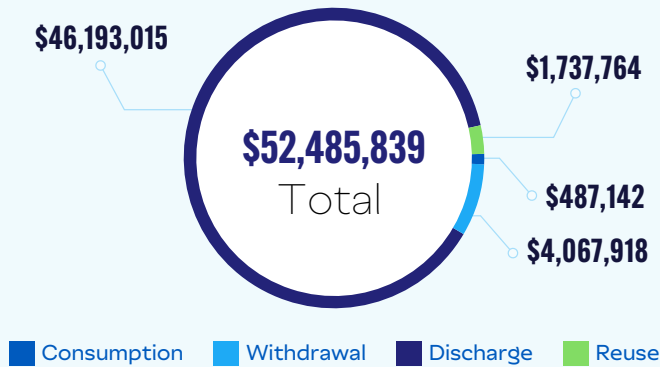
- **Water Pressure Reduction Trials:** Conducted at Dinmore (QLD), Brooklyn (VIC), and Rockhampton (QLD), leading to significant savings.
- **Water Sensors:** Installed at Rockhampton, reducing water usage by approximately 50 kL/day and later rolled out to other sites.



## INNOVATIVE APPROACHES TO WATER USE REDUCTION

JBS continuously invests in capital projects and procedural improvements to reduce and reuse water across facilities.

### JBS GLOBAL WATER INVESTMENTS IN 2024 (US\$)



### CASE STUDY

#### INTRODUCING CLOSED-LOOP SYSTEMS

JBS Canada's Brooks facility implemented a water recycling system for its Peracetic Acid (PAA) beef and head wash cabinets, which previously consumed approximately 340 gallons of water per minute. The process also required costly Microtox PAA chemicals and incurred additional energy costs to heat water to 180°F. To address these inefficiencies, the facility introduced a closed-loop system where water is pumped from a feed tank into the beef wash cabinet and recirculated through a filtration system. This system separates solids and allows for about 60% of the water to be reused within the process.

The results of this initiative have been substantial. Daily water usage was reduced by over 195,000 gallons, significantly lowering both water and chemical consumption. The reduced need for fresh water also decreased energy usage, further cutting operational costs. Additionally, the lower chemical load improved the health of lagoon bacteria, reducing the risk of system meltdowns and enhancing the wastewater refinement process. This project not only delivered meaningful cost savings but also supported JBS's broader sustainability goals by improving resource efficiency and environmental performance.

### CASE STUDY

#### FINDING MUTUAL BENEFITS

A study by Seara Alimentos' CIEX Swine team demonstrated that environmental enrichment in nursery pig pens significantly cuts water consumption. Enriched pens, each housing 20 pigs, used an average of 4 liters less water daily compared to pens without enrichment.

Over a 42-day nursery cycle, this amounts to a savings of 168 liters per pen, a substantial figure when scaled across a commercial farm. The enrichment, using simple items like chains and blocks,

stimulates natural behavior and reduces stress. This prevents bored pigs from playing with drinkers and wasting water.

Beyond financial and water savings, this practice improves animal welfare, potentially boosting performance and meeting consumer demand for sustainable and ethical production. Demonstrating its success, Seara Alimentos has now implemented environmental enrichment in 98% of its nursery pens.

### CASE STUDY

#### ALIGNING STRATEGIES AND APPLICATIONS

Water conservation efforts are consistently applied in our operations, and in 2024, our five most-improved Pilgrim's U.S. facilities averaged a water consumption reduction of nearly 18% year over year. Our Russellville, Alabama facility achieved a reduction greater than 20%, attributing its success to all team members actively identifying opportunities and implementing actions. Such actions include assigning dedicated personnel to oversee water conservation; communicating routinely on performance, opportunities, and successes; recycling reclaimed water in non-edible portions of the facility; modifying equipment to reduce water flow rates; campaigning a year-long focus on non-production hour water usage; and many others. These proven approaches are shared amongst our other facilities to promote continual improvement.



## WASTEWATER MANAGEMENT

GRI 303-2, 303-4

Across our global operations, JBS adheres to stringent policies and standards for responsibly treating and discharging effluents while minimizing environmental impacts.

### Compliance with Global Standards

JBS implements customized wastewater treatment programs at each facility to meet specific discharge permit requirements. Depending on the operation, wastewater is either fully treated at our facilities or pre-treated on-site then fully treated in the municipal system.

Learn more about our regional approaches to wastewater treatment on [our website](#).

## Advanced Monitoring and Reporting Systems

To further transparency and precision, we employ advanced tools and systems to monitor water discharge in our facilities. These technologies include:

- **Water Meters:** Provide real-time data on water discharge volumes.
- **Electromagnetic and Ultrasonic Devices:** Deliver accurate measurements of effluent flow rates.
- **Parshall Flumes:** Measure large-scale water flows with precision.

Monitoring frequency varies by region, with many facilities tracking usage daily and reporting monthly or quarterly to regulatory bodies. For example, Pilgrim's Mexico maintains detailed records of water discharge through monthly reports, while JBS USA uses internal monitoring to verify wastewater system performance and compliance. These efforts enable JBS to identify inefficiencies, optimize treatment processes, and maintain accountability across its global operations.



### Global Water Discharge by Recipient (m<sup>3</sup>)

	2022		2023		2024	
<b>Water Body</b>	139,238,188	70.95%	148,073,190	71.82%	151,627,912	66.22%
<b>Municipality</b>	49,680,658	25.32%	50,280,615	24.39%	56,098,089	24.50%
<b>Land Application</b>	7,208,364	3.67%	7,708,050	3.74%	19,704,769	8.61%
<b>Other</b>	109,911	0.06%	124,309	0.06%	1,536,630	0.67%



## Practices in Wastewater Reuse

In our Brooks, Canada and Cactus, U.S. facilities, pretreated wastewater is reused through fertigation systems, providing essential nutrients and water for crop production. This circular approach not only reduces waste but also supports sustainable agricultural practices, contributing to local food systems and reducing reliance on freshwater resources.

### CASE STUDY

#### MONITORING RESPONSIBLE MANAGEMENT

Water is a critical resource for Pilgrim's Mexico, supporting operations across hatcheries, poultry farms, feed mills, and processing plants. With 95% of water sourced from wells and the remaining 5% from municipal grids and trucks, the company remains focused on sustainable use and effective wastewater management.

In 2024, Pilgrim's Mexico treated 100% of its wastewater at dedicated treatment plants before safely discharging it into soil, water channels, or sewage systems. The wastewater, which contains high levels of organic matter, undergoes rigorous analysis by internal and external laboratories. These daily pollutant assessments monitor compliance with legal standards and inform tailored treatment processes, safeguarding local ecosystems and reinforcing the company's dedication to environmental stewardship.

### CASE STUDY

#### DEVELOPING NEW SOLUTIONS

In 2024, our JBS Worthington pork facility initiated a Chloride Source Detection and Management Initiative based on Minnesota's statewide campaign to improve the water quality conditions of their streams and lakes. As part of this multiyear project, JBS developed a custom data tracking tool that facilitates a multi-discipline review of all laboratory results, chemical usages, costs, and impacts. With this information, the facility has been able to take precise actions that not only reduce chlorides in wastewater but also optimize resource use and operational efficiency. This combination promotes long-term sustainable practices and environmental protection. The facility has reduced chlorides in its wastewater by more than 20% since the initiative was implemented.





## WATER RISK ASSESSMENT

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

JBS conducts water risk assessments to prioritize locally relevant water resource projects and mitigate water-related risks. Using tools such as the World Resources Institute (WRI) Aqueduct and WWF Water Risk Filter, we assess exposure to risks related to quantity, quality, and regulatory or reputational factors.

These assessments allow us to identify areas with high, medium, and low water exposure to water-related risks, enabling targeted investments and proactive measures.

We collaborate with stakeholders, including river basin committees and water authorities, to implement solutions that support long-term resource conservation and compliance with legal standards.



### CASE STUDY

#### COLLABORATING FOR WATER SECURITY

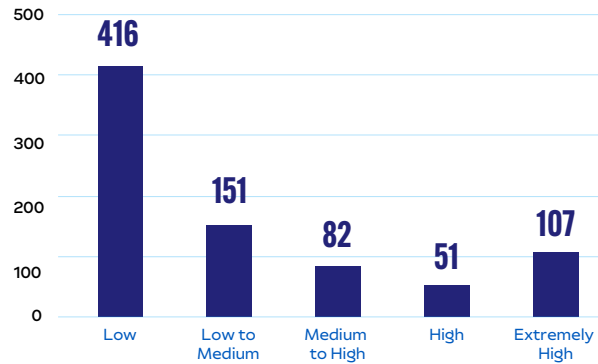
In 2024, Pilgrim's Europe was a signatory of the WRAP 'Roadmap Towards Water Security for Food & Drink Supply,' which aims to protect critical water resources for food supply, nature, and local communities. As part of this effort, Pilgrim's Europe contributes to achieving the Courtauld Commitment 2030 target: ensuring 50% of the U.K.'s fresh food is sourced from areas with sustainable water management.

### CASE STUDY

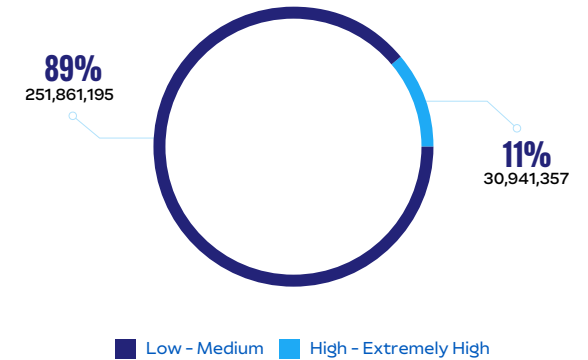
#### IMPROVING WATER REUSE

In Brazil, JBS New Business has developed reuse stations for plastic washing processes to improve water reuse. By implementing advanced systems that allow treated water to be reused in the washing process, they have successfully reduced the volume of potable water used by an average of 50% compared to authorized levels. This initiative not only minimizes its reliance on freshwater resources but also demonstrates how operational adjustments can significantly lower water consumption without compromising efficiency.

#### GLOBAL FACILITIES BY WATER RISK CATEGORY



#### GLOBAL WATER WITHDRAWAL (M<sup>3</sup>) BY WATER RISK CATEGORY



#### 2024 Percent of Facilities Located in Water Stress Areas

	Low	Low to Medium	Medium to High	High	Extremely High
Australia	31%	0%	14%	28%	28%
Brazil	55%	17%	11%	6%	11%
Canada	50%	50%	0%	0%	0%
Europe	25%	70%	1%	1%	1%
Mexico	10%	14%	0%	10%	67%
United States	61%	4%	11%	6%	18%

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



# WASTE MANAGEMENT

GRI 2-23, 3-3, 306-1, 306-2, 306-3, 306-4, 306-5

Guided by our [Global Packaging and Recycling Policy](#), we aim to minimize waste generation, maximize reuse and recycling, and maintain compliance with local, state, and federal regulations across all global business units. Our approach reflects the principles of circular economy and resource efficiency.

JBS adheres to comprehensive legal frameworks and industry standards that guide our waste management practices globally.

Across all regions, JBS's environmental policies prioritize actions to reduce, reuse, and recycle resources, fostering a culture of innovation and accountability while maintaining strict adherence to applicable regulations. Materials that can be recycled are separated and sent to recycling companies, and where possible, organic waste is transformed into alternative products such as compost. Nonrecyclable, hazardous, and harmful waste is separated for appropriate final disposal.

## Global Waste Generated in Operations by Disposal

	2023						2024			
	Hazardous Waste <sup>1</sup>		Non-Hazardous Waste		Total Waste	Hazardous Waste <sup>1</sup>		Non-Hazardous Waste		Total Waste
	MT	%	MT	%	MT	MT	%	MT	%	MT
<b>Total waste generated</b>	111,661	3%	3,633,591	98%	3,695,648	95,802	3%	3,643,168	97%	3,738,970
<b>Waste diverted for final disposal</b>	62,057	2%	2,887,878	78%	2,900,331	61,935	2%	2,446,196	65%	2,508,131
<b>Diverted to a third-party</b>	12,453	0%	2,672,391	72%	2,684,844	61,935	2%	2,299,811	62%	2,361,746
<b>Reuse</b>	0	0%	0	0%	0	0	0%	0	0%	0
<b>Recycling</b>	10,165	0%	604,932	16%	615,097	24,079	1%	543,939	15%	568,018
<b>Composting</b>	0	0%	1,308,460	35%	1,308,460	544	0%	1,274,198	34%	1,274,742
<b>Reverse Logistics</b>	0	0%	0	0%	0	0	0%	0	0%	0
<b>Other</b>	2,288	0%	758,999	21%	761,287	37,312	1%	481,675	13%	518,987
<b>Diverted internally (JBS)</b>	49,604	1%	215,487	6%	215,487	0	0%	146,385	4%	146,385
<b>Reuse</b>	0	0%	0	0%	0	0	0%	0	0%	0
<b>Recycling</b>	0	0%	0	0%	0	0	0%	0	0%	0
<b>Composting</b>	0	0%	215,340	6%	215,340	0	0%	142,678	4%	142,678
<b>Other</b>	0	0%	147	0%	147	0	0%	3,707	0%	3,707
<b>Waste directed to disposal</b>	49,604	1%	745,713	20%	795,317	33,868	1%	1,196,972	32%	1,230,840
<b>Directed to a third-party</b>	47,781	1%	743,078	20%	790,859	32,781	1%	1,172,576	31%	1,205,357
<b>Incineration (with energy recovery)</b>	23,542	1%	183,438	5%	206,980	2,156	0%	53,129	1%	55,285
<b>Incineration (without energy recovery)</b>	90	0%	21,172	1%	21,262	14,353	0%	4,227	0%	18,580
<b>Landfill</b>	24,088	1%	504,614	14%	528,702	14,259	0%	1,112,718	30%	1,126,976
<b>Other</b>	61	0%	33,854	1%	33,915	2,013	0%	2,502	0%	4,515
<b>Directed internally (JBS)</b>	1,823	0%	2,635	0%	4,458	1,087	0%	24,396	1%	25,483
<b>Incineration (with energy recovery)</b>	0	0%	0	0%	0	0	0%	18,626	0%	18,626
<b>Incineration (without energy recovery)</b>	0	0%	0	0%	0	0	0%	0	0%	0
<b>Landfill</b>	1,823	0%	2,635	0%	4,458	1,087	0%	692	0%	1,778
<b>Other</b>	0	0%	0	0%	0	0	0%	5,078	0%	5,078

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



# PACKAGING

GRI 3-3, GRI 301-1, 301-2

While packaging plays a vital role in protecting food quality and safety, traditional materials like single-use plastics can contribute to waste and pollution. By reimagining packaging design, incorporating recycled and renewable materials, and reducing reliance on virgin resources, JBS aspires to advance circular economy principles and minimizing its environmental footprint. We aim to increase our offerings of functional, sustainable packaging solutions that align with our customers' preferences and broader environmental goals.

In 2024, JBS made strides in responsible packaging use in multiple operations. Primo Foods focused on packaging reduction and recyclability, successfully downgauging 12% of soft and rigid plastic bottom films, resulting in a reduction of approximately 200 metric tons of plastic per year. Furthermore, Primo Foods transitioned the majority of rigid plastic to mono PET (Polyethylene terephthalate) and began transitioning soft plastics to recycle-ready polyolefins (PE and PP), achieving 92% recycle-ready packaging placed on the market.

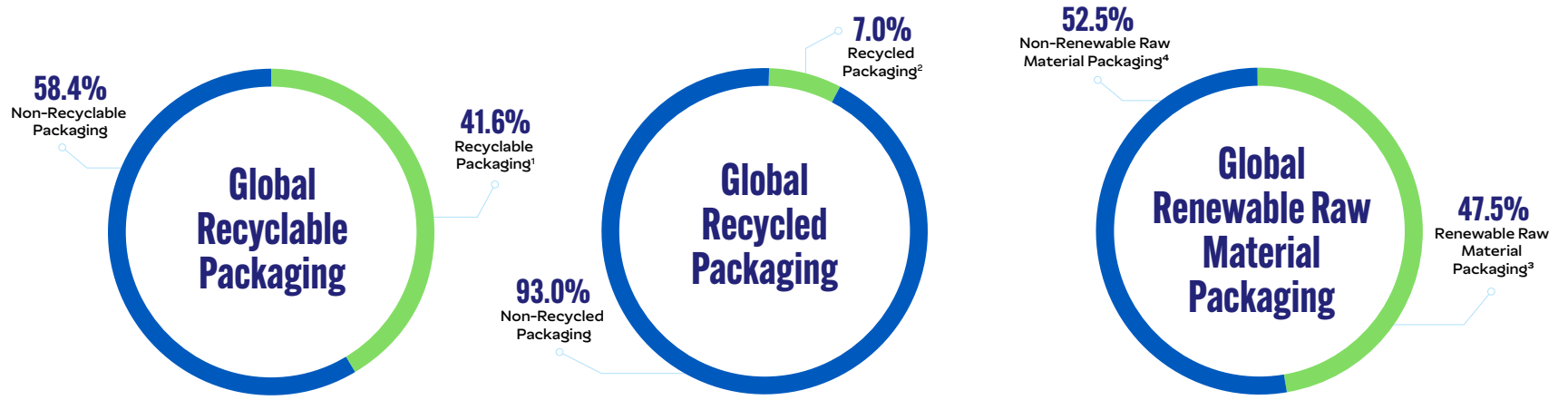


# INNOVATIVE PACKAGING MATERIALS

GRI 301-1, 301-2

JBS's Research and Development (R&D) teams work to reduce and optimize the use of primary (direct contact with food), secondary, and tertiary packaging, minimizing customer and consumer-generated waste while maintaining product integrity and operational efficiency.

JBS manages packaging through tailored strategies, advanced tools, and collaborative efforts across its business units, with each unit employing a unique approach to address its specific operational needs while prioritizing sustainability, efficiency, and compliance with regional, national, and global standards.



1. Has the potential for post-consumer recyclability.  
2. Produced from recycled materials.

3. Includes paper, cardboard, pulp, and wood.  
4. Includes plastic, metal, styrofoam, and glass.



## Transitioning to Recyclable and Renewable Alternatives

We are actively pursuing innovative solutions to reduce our reliance on plastic and eliminate the use of Styrofoam trays across operations by transitioning from traditional plastic packaging to recyclable and renewable alternatives.

### RECYCLING POLYETHYLENE AND POLYPROPYLENE

JBS New Business has developed processes to recycle polyethylene (PE) and polypropylene (PP) waste into new products such as garbage bags, pallet covers, and heat-shrinkable films. These products are then reintegrated into the production cycle, creating a closed-loop system that reduces the consumption of virgin plastics and supports circularity within operations.

Primo Foods has achieved 92% recycle-ready packaging by adopting high-value recyclable materials made from polyolefins (PE and PP). This includes downgrading soft and rigid plastic films to confirm they meet recyclability standards without compromising functionality.

### MONO PET-BASED TRAYS

JBS is replacing Styrofoam trays with fully recyclable mono PET-based structures to reduce single-use plastics and improve the recyclability of our packaging portfolio. Unlike Styrofoam, which is difficult to recycle and often ends up in landfills, these trays can be returned to appropriate facilities for recycling, offering an environmentally friendly alternative.

JBS Australia's **Swift brand mono-PET Darfresh skin pack** received the prestigious **Gold Sustainability Award** at the 2024 WorldStar Packaging Awards.

#### CASE STUDY



### LEADING PLASTIC RECYCLING

In Brazil, our Ambiental business specializes in waste management and plastic recycling, driving circularity through innovative solutions. With waste diversion and minimization initiatives implemented at our operations across Friboi, Seara, JBS Leather, and Swift businesses, Ambiental supports the segregation, processing, and transformation of plastic waste into new products.

Key achievements include transforming post-consumer recycled (PCR) plastics into sustainable packaging materials and developing cutting-edge products such as cotton baling films, shrink wraps for beverages, and big bags made from recycled materials. In 2024, Ambiental received awards from ABRE Award, Embanews Awards, and Plastic South Award.

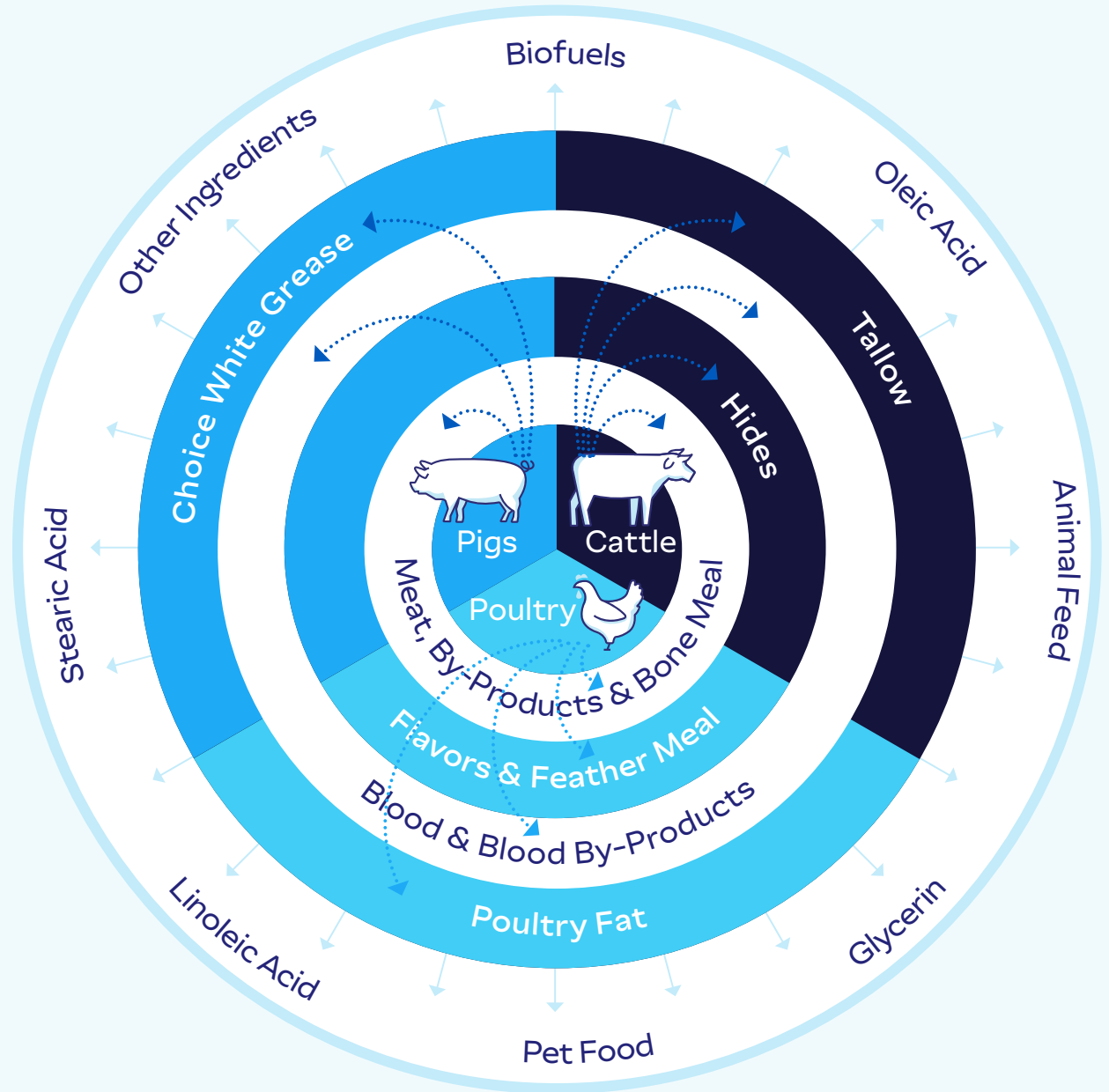


# CIRCULAR ECONOMY

At JBS, we are working toward a future where resources are valued, and waste is minimized. We are actively integrating circular economy principles across our operations, moving beyond traditional linear models to embrace closed-loop systems that reduce, reuse, recover, and recycle materials and energy. This strategic shift is not just about minimizing disposal; it's about unlocking new business opportunities, driving disruptive innovation, and strengthening the long-term resilience of our operations. Circularity is now a growing component of our business model, influencing our long-term decisions and shaping a more sustainable future for JBS and the communities we call home.

For over two decades, we have been transforming what was once considered waste into valuable resources. Rendering — the process

of repurposing byproducts that many consumers consider inedible and would otherwise go to waste — is an important but often overlooked component of food sustainability. Responsibly diverting these materials from landfills and other disposal methods helps reduce food waste, decrease GHG emissions, and return clean water to natural waterways. Many of these inedible byproducts are now the foundation for biodiesel, nutraceuticals, soaps, and animal feed. Used packaging and organic waste are also being repurposed into new packaging for our operations and fertilizers for agricultural use. These initiatives demonstrate our dedication to closing the loop and maximizing the value of every resource.





## ADVANCING CIRCULARITY IN OUR OPERATIONS

Circularity is vital to the long-term viability of agricultural food production, which is why we have created dedicated business units in Brazil focused on advancing these principles. This investment not only supports economic growth by reducing operational costs, but also minimizes environmental footprints, ultimately fostering a more sustainable and resilient economy.

### JBS Leather

**JBS Leather** is a global leader in leather production, operating across four continents and processing over 40,000 pieces of leather daily. Serving key industries such as automotive, furniture, and footwear, JBS Leather combines innovation, logistics, and value chain control to deliver high-quality leather products with enhanced consistency, ergonomics, and industrial automation.

Through its advanced tanning processes, JBS Leather transforms animal hides—a byproduct of meat production—into versatile leather materials with applications across multiple industries. This process not only adds significant value but also repurposes raw materials that might otherwise be incinerated or sent to landfills. By utilizing animal hides generated in JBS's meat processing facilities, JBS Leather exemplifies a circular and responsible production model.

JBS Leather also generates raw materials for collagen and peptides, hygiene and cleaning products, and biodiesel, maximizing the value extracted from each hide. A strategic priority is the production of lime split leather, which focuses on generating casing scraps for collagen and gelatin production, reducing reliance on lowering meal.

### JBS New Business

JBS New Business in Brazil represents a group of companies dedicated to converting traditional waste streams into innovative, value-added products. By applying closed-loop systems and circular economy principles, JBS New Business transforms byproducts and waste from animal protein processing into biodiesel, collagen, natural casings, fertilizers, nutraceuticals, personal care products, and more. These products are sold domestically in Brazil and exported to over 50 countries worldwide.

Through innovation, efficiency, and sustainable practices, JBS New Business plays a vital role in advancing circularity across JBS operations. By unlocking the potential of materials traditionally considered waste, this business unit not only reduces environmental impact but also creates new revenue streams, contributing to the long-term viability of our operations and supporting a more sustainable global economy.

**Nutraceutical production capacity:**



**6,000MT**

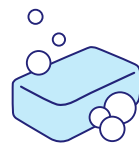
of collagen peptides/year



**6,000MT**

of gelatins/year

**Soap production capacity:**



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

units/year





## OUR CIRCULAR ECONOMY SOLUTIONS ACROSS THE VALUE CHAIN

(GRI 2-6)

### GROUP OF JBS NEW BUSINESS COMPANIES THAT GENERATE SOLUTIONS FOR NEW SEGMENTS

#### HYGIENE AND CLEANING SOLUTIONS



Soap bars

#### HEALTH SOLUTIONS



API



Collagen peptides

#### ENVIRONMENTAL SOLUTIONS



Solid waste management



Biodiesel



Functional collagen



Natural casings



Fleet renewal



Electric vehicle rental



Livestock transport service



Carrier

#### PACKAGING SOLUTIONS



ZEMPACK

Metal packaging

SOLUTIONS FOR BUYING AND SELLING COMMODITIES

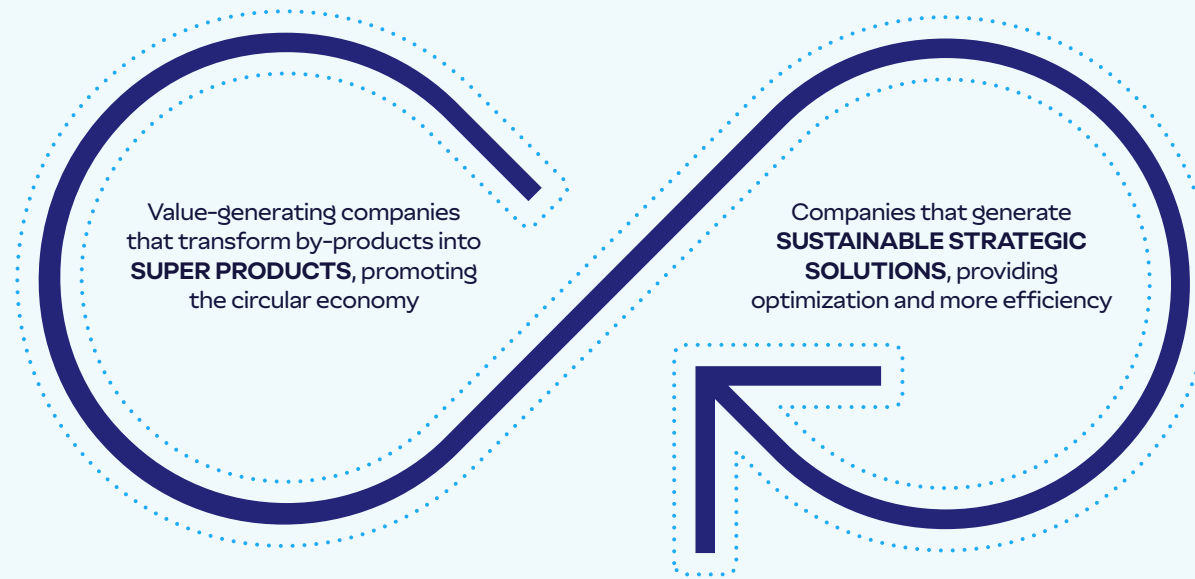


Trading

SOLUTIONS FOR AGRIBUSINESS



Fertilizers



#### FOOD SOLUTIONS

#### TRANSPORT SOLUTIONS



## BOLSTERING REVERSE LOGISTICS

We strive to minimize landfill impacts and reduce the consumption of raw materials by encouraging the recycling and reuse of post-consumer packaging waste in our value chain. In addition to adhering to applicable local laws and regulations, such as the National Solid Waste Policy (Law No. 12,305 of August 2, 2010) in Brazil, we are actively developing projects in collaboration with Ambiental, a JBS New Business dedicated to transforming plastic waste into high-value-added products.

Ambiental has recently invested in the innovation of a new product—recycled polyvinyl chloride (PVC) boots. By converting PVC plastic waste into durable boots that meet Brazil's Personal Protective Equipment (PPE) regulatory standards, Ambiental provides sustainable solutions for use in JBS processing facilities. Additionally, Ambiental continues to develop projects aimed at improving the segregation and recycling of materials, further enhancing waste management practices.

To foster collaboration and innovation across the entire plastic packaging lifecycle, JBS Ambiental actively participates in the Plastic Circularity Network, Brazil's leading initiative promoting a circular economy for plastics, as well as Abiplast, the Brazilian Plastics Industry Association, and the

National Chamber of Plastic Material Recyclers (CNRMP). In addition, our Ambiental packaging bears the SENAPLAS (National Seal of Recycled Plastics) seal. For more information about Ambiental's contributions, please visit [our website](#).

In the U.S., JBS USA is a registered member of the Circular Action Alliance to support Extended Producer Responsibility (EPR) compliance in California, Colorado, and Oregon, ultimately enhancing supply chain sustainability alignment. In Australia, Primo Foods is also actively engaged in the APCO Material Stewardship Committees, contributing to EPR model development for rigid plastic, soft plastic, and fiber-based materials.

### Food Waste

JBS also plays an active role in forums and initiatives aimed at reducing waste in global food production. We have improved our methods of disposing of and processing waste through several initiatives. In addition, we are minimizing overproduction and reducing inedible byproducts through leading inventory management systems. In 2024, Pilgrim's Europe was as a signatory of the Food Waste Reduction Roadmap, reinforcing its dedication to tackling food waste.

#### CASE STUDY

##### ENHANCING RESOURCE RECOVERY

Pilgrim's Mexico has become a leader in implementing circular economy solutions within its operations. All organic waste generated during processing—such as skin, bone, feathers, blood, and giblets—is sent to rendering plants where it is transformed into protein-rich farine, a raw material used in pet food production. This approach not only reduces waste but also creates value-added products, demonstrating how resource efficiency can support sustainability goals while generating new revenue streams.

In 2024, Pilgrim's Mexico earned first place in the Energy Conservation category at the Meat Institute Environmental Achievement Awards Program for its Circular Economy/Integrated Energy System project. This initiative valorizes byproducts from processing, including:

- **Biogas Repurposing:** Methane captured from the wastewater treatment plant (WWTP) is converted into biogas, which powers facility operations and reduces GHG emissions.
- **Heat Recovery:** Heat from condensates is captured and reused, improving energy efficiency.
- **Sludge Utilization:** Sludge from the WWTP is repurposed, further minimizing waste and enhancing resource recovery.

By closing the loop within its operations, the initiative significantly enhances energy efficiency at the plant while demonstrating the scalability of circular solutions for processing facilities worldwide. This model exemplifies how circular economy principles can drive both operational excellence and global sustainability in food production.

#### CASE STUDY

##### TRANSFORMING WASTE TO WORTH

Biopower, a JBS New Business dedicated to biodiesel production, is driving circular economy principles through its innovative "Óleo Amigo" program. In 2024, the program grew by nearly 153%, collecting 11 million liters of used cooking oil for transformation into biofuel. Over the past eight years, "Óleo Amigo" has collected more than 40 million liters of oil, promoting environmental education and encouraging communities to adopt sustainable practices.

The program operates primarily in Lins, São Paulo, and Curitiba, Paraná, while extending its reach to 90 municipalities across the states of São Paulo, Minas Gerais, Paraná, and Santa Catarina. Biopower exemplifies how circular economy initiatives can reduce environmental impact, foster community engagement, and contribute to global sustainability goals.



# CLIMATE

GRI 2-5, 2-6, 3-3, 305-1, 305-2, 305-3, 305-4, 305-5 SASB FB-MP-110a.1, FB-MP-110a.2

As a global leader in the food industry, JBS recognizes its critical responsibility to address one of the most pressing challenges of our time: climate change. The interconnected challenges of climate change and food insecurity require bold action, innovation, and collaboration across industries, governments, and communities. At JBS, we are dedicated to advancing agriculture and food production systems to not only feed the world, but also to protect it. By partnering with researchers, policymakers, industry groups, and other stakeholders, we aim to develop solutions that balance sustainability with productivity.

## OUR CLIMATE STRATEGY

JBS has developed a climate strategy designed to build resilience throughout our value chain. Recognizing the importance of inclusivity and fairness, our approach is guided by a just-transition philosophy, supporting the advancement of food systems in a way that benefits both the environment and the people who sustain them. By fostering partnerships and prioritizing engagement, we work collaboratively with farmers, suppliers, and communities to enhance

sustainability while strengthening economic opportunities.

We strive to reduce the intensity of Scope 3 emissions through collaborative efforts that deliver both environmental and economic benefits for our supplier partners. We invest in clean energy solutions, such as solar, wind, and biogas, to increase the share of renewable energy in our total consumption. Additionally, we aspire to improve climate resilience across our operations and value chains, enhancing the adaptability and productivity of food systems to withstand the changing climate, fortifying global food security while promoting sustainable practices across operations and supply chains.

Learn more about our energy consumption reduction efforts in the [Energy Management](#) section.

## Climate Goals and Ambition

In 2021, JBS announced its ambition to achieve net-zero GHG emissions across our operations and shared value chain by 2040, recognizing the urgent need for collective action to address the impacts of climate change. At that time, many companies, governments and non-governmental organizations announced similar public goals in an effort to galvanize action against the most harmful impacts of climate change. While achieving a goal of this magnitude was never under

the control of any one company, organization, or government; we believed this collective movement towards net-zero goals was an important step toward mitigating the effects of climate change.

We acknowledge that whether the company is successful in achieving this ambitious goal will depend on external factors outside of the company's control, including but not limited to: national and local government leadership, the resources and efforts of those in our value chains, technological innovations, energy advancements, climate change impacts, collaborations and partnerships, and international agreements and global trends. See our [Legal Disclaimer](#) for further information.

With respect to our own operations and indirect energy, we set clear initial goals, including reducing Scope 1 and Scope 2 GHG emission intensity by 30%, compared to our 2019 baseline. These goals reflect our determination to lead progress in emissions reduction while driving innovation and collaboration across the global food system.





## Climate Reporting and Assurance

GRI 2-5

For over a decade, we have measured, monitored, and reported direct and indirect GHG emissions, voluntarily disclosing data to the Carbon Disclosure Project (CDP), regional regulatory frameworks, and other platforms. Our GHG emissions are calculated using internationally recognized standards, including 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), supplemented by internal criteria established by JBS.

To further strengthen stakeholder confidence, JBS has obtained third-party limited assurance for its global Scope 1 and Scope 2 GHG inventories from 2019 to 2024, and 2021 global Scope 3 inventory. In addition, JBS Brazil has undergone a reasonable assurance process for its Scope 1 and Scope 2 GHG emissions for the first time. Moving forward, we will continue to seek annual assurances for our emissions, reinforcing our dedication to accountability and continuous improvement.

### CASE STUDY

#### JBS GLOBAL LIFE CYCLE ASSESSMENT (LCA) WORKING GROUP

In 2024, JBS took a significant step toward advancing its climate strategy by establishing a global Life Cycle Assessment (LCA) Working Group—a first-of-its-kind initiative within the company. This global collaboration brings together LCA experts from across JBS's operations to enhance the quality, validity, and estimation of GHG emissions within its raw commodity supply chains.

LCA is a globally recognized leading tool for evaluating the environmental impacts of a product, process, or service throughout its entire life cycle, from raw material extraction to end-of-life disposal. By applying LCA, JBS can not only develop more accurate baselines for its supply chain emissions but also track progress holistically over time, enabling continuous improvement and informed decision-making.

The JBS LCA Working Group aims to:

- Improve scientific communication and collaboration across regions.
- Establish rigorous quality standards for LCA practices.
- Refine emissions baselines to better reflect JBS's global supply chains.
- Support our customers in meeting their sustainability goals through credible, data-driven insights.
- Improve our business performance.

Currently, JBS is actively implementing LCA initiatives in Brazil, Europe, and Australia, with plans to expand globally.

In Brazil, JBS also participates annually in the Brazilian GHG Protocol Program, a nationally recognized platform that verifies emissions data and promotes transparency. This voluntary participation allows us to benchmark our progress against industry peers while showcasing our prioritization of sustainability leadership.





## DRIVING INNOVATION THROUGH DATA PARTNERSHIPS

JBS partners with industry leaders to develop innovative solutions for emissions measurement across the value chain. One such initiative is the CarbonPrime project, a proof-of-concept collaboration involving AMAGGI, Bayer, JBS, Rumo, and the Sumitomo Corporation of Americas. This groundbreaking effort integrates primary emissions data from agricultural operations, feed and food production, logistics, seed processing, trading, and distribution—from Brazil to global markets. By leveraging this detailed data, CarbonPrime delivers more accurate estimates of GHG emissions across the value chain, enabling actionable insights to accelerate decarbonization from seed to store.

In Australia, JBS's Great Southern brand exemplifies its dedication to

data transparency by completing the country's largest carbon footprint assessment for grass-fed, grass-finished beef. Partnered with Integrity Ag, a leading consultancy specializing in agricultural sustainability, this initiative utilized data from the JBS Farm Assurance Program, which tracks sustainability practices at every stage of production, and integrated on-farm data with scientific methodologies to provide detailed insights into GHG emissions associated with cattle raised under the program.

Through partnerships like CarbonPrime, JBS continues to expand its capabilities in data collection and transparency, keeping our climate goals informed by robust and reliable information. These efforts not only enhance reporting accuracy but also empower stakeholders to collaborate on meaningful solutions to reduce emissions globally.



### CASE STUDY

#### ADVANCING SUPPLY CHAIN TRANSPARENCY

In 2024, JBS became a proud supporter of two groundbreaking initiatives launched by Brazil's federal government: the [Agro Brasil + Sustentável](#) Platform and the National Plan for Individual Identification of Cattle and Buffalo. These programs are designed to enhance transparency within Brazil's cattle supply chain, fostering greater accountability and sustainability across the industry.

Through these initiatives, suppliers of all sizes will have the opportunity to generate and share critical information,

including details about origin, production methods, sustainable practices, and certifications. This data will enable buyers like JBS to make informed decisions that align with environmental and ethical standards and improve the accuracy of our scope 3 GHG emissions. By supporting these efforts, JBS reinforces its dedication to promoting responsible sourcing and driving meaningful progress toward a more sustainable and traceable global food system.

## Sustainability Linked Bonds: Aligning Financial Mechanisms with Climate Goals

JBS leverages [sustainability linked bonds](#) as a financial mechanism to align our climate goals with measurable outcomes. These bonds are tied to specific performance targets for our goal to reduce Scope 1 and Scope 2 GHG emissions intensity by 30% by 2030.

Annual audits of our GHG inventories further strengthen compliance with emerging regulations, such as Brazil's Emissions Trading System (SBCE), while confirming accuracy and reliability in our reporting. These efforts strengthen JBS's proactive approach to environmental governance and climate accountability.

For additional information, visit our [website](#). Please note that emissions data may vary slightly based on specific framework requirements and ongoing improvements in data collection methodologies.



**Sustainability linked bonds:**

# US\$3 billion

issued in SLBs at JBS S.A., JBS USA Lux., and Pilgrim's Pride Corporation



## OUR EMISSIONS PROFILE

GRI 2-6, 305-1, 305-2, 305-3, 305-4, 305-5  
SASB FB-MP-110a.1, FB-MP-110a.2

As with many companies in the food and agriculture sector, the majority of JBS's GHG emissions footprint comes from indirect Scope 3 emissions. These emissions stem from activities outside of JBS's control across its value chain, such as livestock and grain production,

product distribution, and consumer use.

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 that grow the agricultural commodities in our supply chain and millions of consumers cooking,

refrigerating, and disposing of JBS products. Unlike Scope 1 and Scope 2 emissions, which are directly tied to our facilities and energy use, Scope 3 emissions require more collaboration and innovation across our value chain to achieve meaningful reductions.

JBS is working to address Scope 3 emissions by investing in partnerships, innovative technologies,

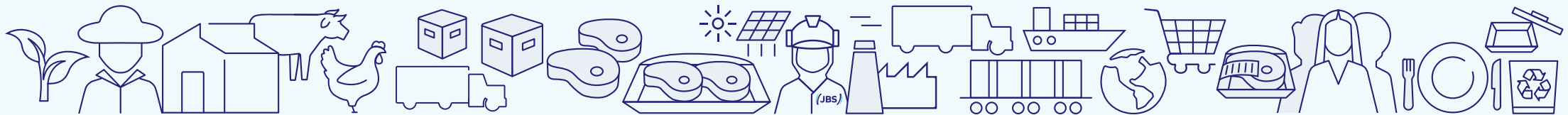
and data-driven approaches to improve emissions measurement and management. By fostering collaboration across the value chain, we aim to create scalable solutions that enable us—and the broader agricultural industry—to transition toward a low-carbon future. Our efforts are focused on empowering farmers with sustainable practices, enhancing transparency through

advanced data collection, and working closely with stakeholders to implement impactful climate strategies.

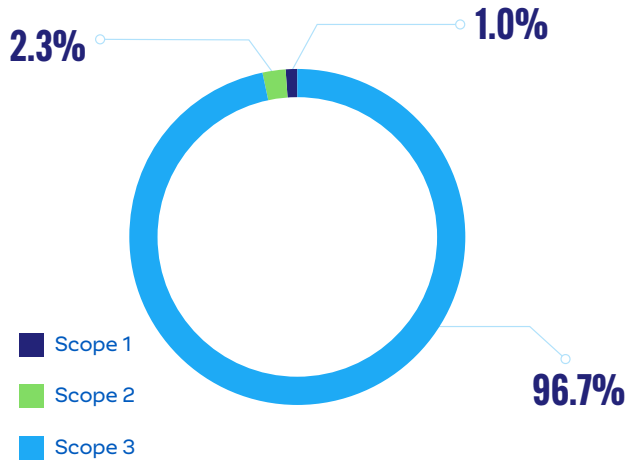
UPSTREAM

**(JBS)** OPERATIONS

DOWNSTREAM



GROW & PRODUCE →		TRANSPORT →		PROCESS & PACKAGE →	TRANSPORT →		SELL →	USE
Grow Commodities	Produce Materials	Transport Commodities & Materials		Manufacture, Package and Store Products	Distribute Products		Sell Products	Consume and Dispose of Products
Farmers and Ranchers	Raw Material Providers	3rd-Party Transport	Company Fleet	Company Operations	Company Fleet	3rd-Party Shipping	Retailers & Foodservice Providers	Consumers
<p>SCOPE 1</p> <p>SCOPE 3 CAT 1: Purchased Goods &amp; Services</p>	<p>SCOPE 3 CAT 1: Purchased Goods &amp; Services CAT 2: Capital Goods CAT 3: Fuel &amp; Energy Related Activities</p>	<p>SCOPE 3 CAT 4: Upstream Transportation &amp; Distribution CAT 9: Downstream Transportation &amp; Distribution</p>	<p>SCOPE 1</p>	<p>SCOPE 1</p> <p>SCOPE 2</p> <p>SCOPE 3 CAT 5: Waste Generated in Operations CAT 6: Business Travel CAT 7: Employee Commuting</p>	<p>SCOPE 1</p>	<p>SCOPE 3 CAT 4: Upstream Transportation &amp; Distribution CAT 9: Downstream Transportation &amp; Distribution</p>	<p>SCOPE 3 CAT 10: Processing of Sold Products CAT 11: Use of Sold Products</p>	<p>SCOPE 3 CAT 12: End-of-Life Treatment of Sold Products</p>

**TOTAL GHG EMISSIONS\***

\*Based on our most recent Scope 3 GHG emission calculations in 2023.

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 refined.
  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 calculating Scope 2 GHG emissions.
- n/c = not calculated

SCOPE	JBS GLOBAL (MT CO <sub>2</sub> E) <sup>6</sup>					
	2019	2020	2021	2022	2023	2024
<b>SCOPE 1<sup>1</sup></b>	3,969,811	3,760,220	3,873,318	3,762,135	3,586,401	3,684,503
<b>SCOPE 2 (Location Based)<sup>2</sup></b>	1,851,225	1,696,928	1,777,377	1,601,134	1,541,754	1,553,501
<b>SCOPE 2 (Market Based)<sup>3</sup></b>	1,814,475	1,530,864	1,764,448	1,453,967	1,532,724	1,533,679
<b>SCOPE 3<sup>4</sup></b>	n/c	n/c	152,770,167	182,343,254	151,531,147	n/c
1: Purchased goods and services <sup>5</sup>	n/c	n/c	135,458,467	159,582,433	143,773,305	n/c
2: Capital goods	n/c	n/c	645,683	241,982	212,946	n/c
3: Fuel-and energy-related activities	n/c	n/c	819,138	890,252	860,260	n/c
4: Upstream transportation and distribution	n/c	n/c	4,487,189	6,176,849	6,182,901	n/c
5: Waste generated in operations	n/c	n/c	368,065	388,607	771,405	n/c
6: Business travel	n/c	n/c	10,752	12,512	14,792	n/c
7: Employee commuting	n/c	n/c	193,442	194,704	181,628	n/c
8: Upstream leased assets	n/c	n/c	76,230	71,272	71,272	n/c
9: Downstream transportation and distribution	n/c	n/c	4,128,819	6,314,659	2,294,512	n/c
10: Processing of sold products	n/c	n/c	1,318,491	1,437,556	1,321,401	n/c
11: Use of sold products	n/c	n/c	3,164,818	4,436,735	3,434,561	n/c
12: End-of-life treatment of sold products	n/c	n/c	2,070,489	2,567,110	1,375,408	n/c
13: Downstream leased assets	n/c	n/c	0	0	0	n/c
14: Franchises	n/c	n/c	0	0	0	n/c
15: Investments	n/c	n/c	28,583	28,583	36,756	n/c
<b>TOTAL<sup>7</sup></b>	<b>5,784,286</b>	<b>5,291,085</b>	<b>158,407,933</b>	<b>187,559,356</b>	<b>156,650,271</b>	<b>5,218,182</b>



## CLIMATE RESILIENCY BEYOND GHG EMISSIONS

Building climate resiliency is essential for the long-term sustainability of our operations, supply chains, and the communities we serve. While reducing GHG emissions remains a priority, true resilience requires addressing broader climate-related risks such as droughts, floods, extreme weather events, and ecosystem shifts. These challenges can disrupt raw material availability, reduce productivity, and increase operational costs—directly impacting global food security.

To address these risks, we invest in initiatives that promote sustainable practices across our supply chain, focusing on key areas critical to climate adaptation: deforestation prevention, pasture management, soil health, water stewardship, animal health, and circular economy solutions.

### Deforestation Prevention

Forest stability plays a vital role in influencing rainfall patterns, plant and animal biodiversity, water and soil quality, flood prevention, and economic vitality for smallholder farmers. To address the core drivers of deforestation risks in our Brazilian cattle supply, JBS has developed a multi-layered approach that includes:

- **Responsible Sourcing Policy:** JBS Brazil's Responsible Raw Material Procurement Policy prohibits the

purchase of livestock from farms involved in illegal deforestation, forced labor, invasion of indigenous territories, or embargoed by Brazilian environmental authorities.

- **Supply Chain Monitoring:** JBS Brazil's supply chain monitoring system increases our visibility into complex cattle supply chains by leveraging public and government databases, satellite imagery, and geo-referenced data. Verification of direct and indirect livestock suppliers' compliance with socio-environmental standards is fundamental to ensuring the integrity of supply chains.
- **Technical Assistance and Extension Services for Producers:** We provide free consultation services through our JBS Green Offices to farmers who want to improve their environmental performance, productivity, and sustainable practices. Free services should be provided to empower producers to sustainably intensify production and reduce economic incentives to illegally clear additional forest.
- **Multi-stakeholder Engagement and Collaboration:** JBS participates in global forums and associations to mobilize support and deliver change at scale across a complex supply chain.
- **Promoting Sustainable Development:** Through the JBS Fund for the Amazon, we

support economically viable and inclusive solutions focused on the restoration of degraded areas, the adoption of sustainable agricultural and livestock practices, and community-based socioeconomic development. We also invest in scientific and technological innovation to improve productivity and the quality of life of rural and forest-dependent populations.

### Pasture and Rangeland Management

Pasture and Rangeland Management support biodiversity, sequester carbon, and regulate water. By partnering with supply chain stakeholders, conservation organizations, and the livestock community, JBS aims to protect these ecosystems, ensuring their ecological and economic viability.

- **Grassland Conservation and Stability:** Grasslands play a crucial role in carbon sequestration by capturing significant amounts of atmospheric carbon dioxide and storing it in plant roots and soil. In addition, healthy grasslands help regulate water cycles, prevent soil erosion, and provide forage for livestock, making their preservation essential for rural communities and ecosystems.
- **Livestock Management:** Proper livestock management in agricultural supply chains supports grasslands and pasture lands by promoting sustainable



Learn more about our strategies and actions to address deforestation in the [Land Management](#) section.

grazing practices and reducing overgrazing. Optimized movement and distribution of livestock helps ensure pastures are grazed evenly and given adequate time to recover, which maintains soil health and vegetation cover. Additionally, integrating supply chain management with rotational grazing systems can enhance pasture productivity and biodiversity, leading to more resilient and sustainable grasslands.

- **Grazing Management Plans:** Effective grazing management plans focus on optimizing pasture use to maintain soil health, improve carbon sequestration, and maximize animal health and productivity. Some key practices include rotational grazing, adequate growing season rest

periods, minimizing bare ground, and monitoring above-ground forage. Grazing management plans are a win-win for grazing systems as they can provide greater economic outcomes for producers and increased control over positive environmental outcomes, such as enhanced biodiversity and water retention.

- **Invasive Species Control:** Controlling invasive species is critical for maintaining native forage production in grasslands and pasturelands. Invasive species often outcompete native plants, reducing biodiversity and the availability of nutritious forage for livestock.



## Soil Health and Water Stewardship

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

- **Enhancing Soil Health:** Healthy soils are crucial for resilient agriculture. JBS supports supplier practices such as cover cropping, no-till farming, and soil amendments to improve soil structure, increase organic matter, and enhance water retention. These practices also contribute to carbon sequestration and biodiversity, creating a more robust system capable of withstanding climatic variations and ensuring continuous food production.
- **Efficient Water Use and Conservation:** As a vital resource, water must be used efficiently to promote climate resilience and food security. Implementing precision irrigation systems, rainwater harvesting, and water recycling techniques reduces water wastage and promotes adequate supply during dry periods. Protecting water quality through controlled runoff and buffer zones prevents

contamination and preserves aquatic ecosystems, supporting consistent agricultural output.

- **Drought Management Plans:** Drought management plans increase the availability of water and forage while maintaining ecosystem health. They use a proactive risk reduction approach to address the challenges posed by droughts, such as decreased water quantity and water quality, which are necessary for productive farms, ranches and grazing lands. Drought can also contribute to insect outbreaks, increased wildfires, and alterations in the nutrient cycle, which all impact agriculture ecosystems.

## Animal Health and Performance

Climate strategies should be designed and deployed to instigate positive 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 high animal welfare and product quality standards.

- **Emission Reductions:** Reducing enteric methane emissions is crucial for sustainable livestock production. For example, improving animal diets by incorporating high-quality forages and feed additives enhances digestion efficiency and lowers methane production as a byproduct of their digestive process.

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

Learn more about our animal care initiatives in the [Animal Health and Welfare](#) section.

## Circular Economy Solutions

Closed-loop systems for reusing and recycling waste materials and energy play an important role in the long-term viability of agricultural food production. Applying strategic, circular economy principles across our operations is an integral component of our business model, prompting us to create new businesses dedicated



to this strategy. This integration supports economic growth by reducing operational costs and environmental footprints, ultimately fostering a more sustainable and resilient economy.

- **Renewable Energy:** Converting organic waste materials into energy sources, such as biogas or biofuels, can power various stages of the animal agriculture value chain. By utilizing waste as a resource, this approach not only reduces the need for fossil fuels but also mitigates the environmental impact associated with waste disposal. This creates a synergistic cycle where waste products

Learn more about our circular economy initiatives in the [Circular Economy](#) section.

are continuously repurposed to generate energy.

- **Packaging:** Designing packaging for easy recycling and incorporating recycled materials into new packaging can create closed-loop systems for ongoing reuse. Such solutions extend the life of packaging and reduce the need for single-use items, promoting sustainable production and consumption patterns.
- **Supply Chain Solutions:** Byproduct waste streams from agriculture and animal processing can also be converted into value-added products such as collagen, fertilizers, pharmaceuticals, and more. This approach to supply chain circularity fosters innovation, enhances resource efficiency, and creates new revenue streams.



# PIECING TOGETHER A LOWER-CARBON AND MORE RESILIENT FOOD SYSTEM

There is no single action or 'silver bullet' that will lower GHG emissions for food. Instead, JBS recommends an integrated approach — puzzling together the pieces — within the food system to both lower the GHG emission intensity and improve the resiliency of the value chain to weather extremes.

### Transportation and Logistics

Purchasing or leasing fuel-efficient vehicles, optimizing fleet logistics, and partnering with contract carriers that are adopting fleet efficiency and renewable fuel initiatives.

### Renewable Energy

Powering our plants with solar, wind, co-generation, and other renewable energy sources to decrease costs and fossil fuel consumption.

### Animal Management

Improving reproductive efficiency and overall breeding management. Optimizing feed efficiency, conversion, and nutrient uptake.

### Manure and Litter Management

Utilizing manure and litter management mitigation technologies such as anaerobic digesters and composters to convert on-farm waste into value-added products like organic fertilizers.

### Circular Economy

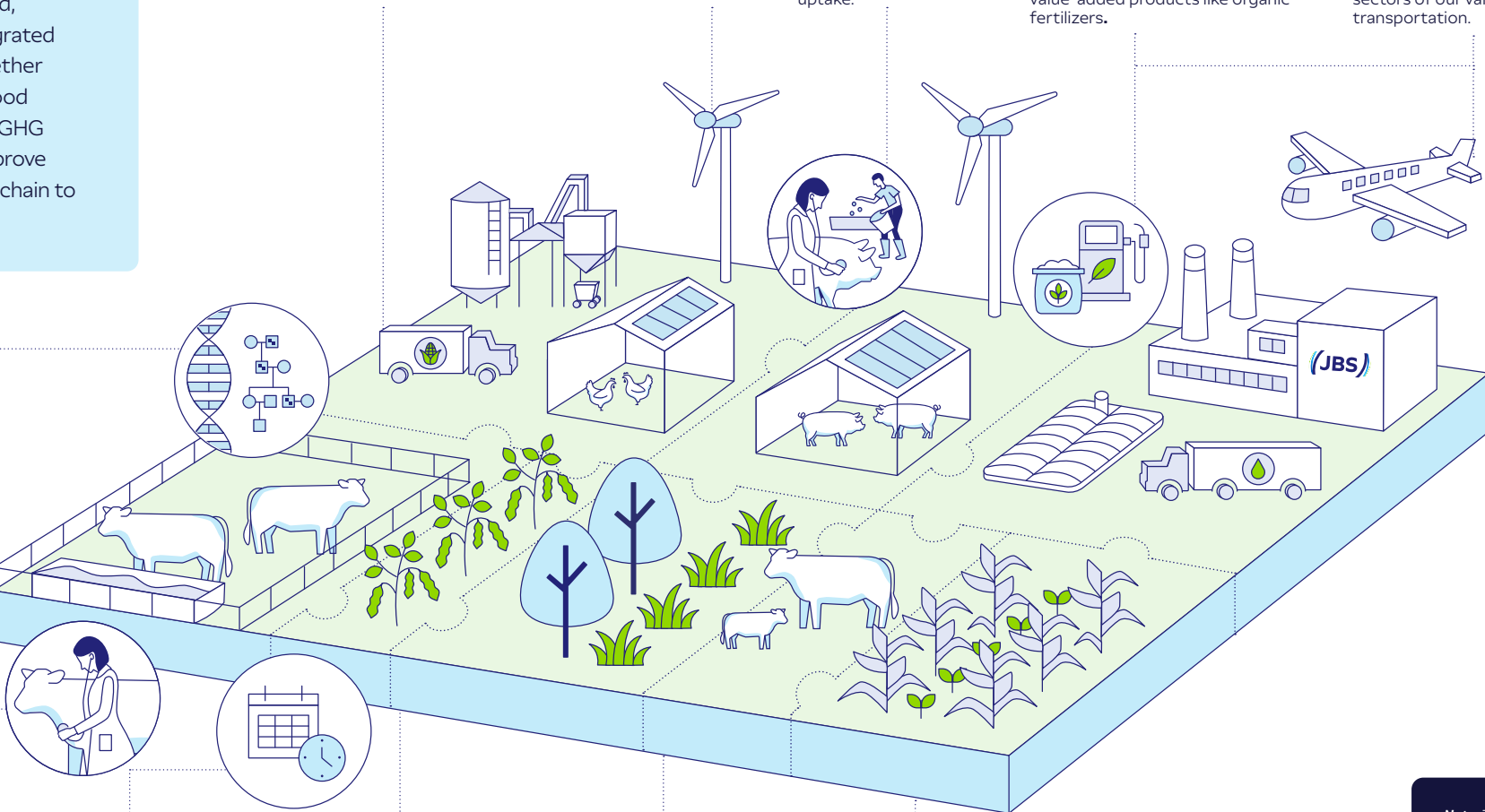
Transforming waste streams and byproducts like lagoon methane and beef tallow into renewable energy that powers our plants, greens our energy grid, and fuels other sectors of our value chain, such as transportation.

### Animal Genetics

Improving animal genetics to match their environment, maximizing animal welfare, performance, and producer return on investment (ROI)

### Animal Health

Reducing animal disease and improving animal performance through management, vaccinations, and adherence to biosecurity protocols.



### Nutrient Management

Minimizing input costs while maximizing crop yield by following the "4R's" of fertilizer application — right time, right amount, right source, right rate.

### Avoided Land Conversion

Keeping grazing systems intact and maintaining carbon sinks, biodiversity, and water ways.

### Grazing Management

Implementing grazing approaches that consider the "4 Rs" of pasture and range management — rate, rotation, rest, and recover — to maintain healthy roots and forage productivity.

### Regenerative Ag

Implementing crop and grazing practices that minimize disturbance, increase biodiversity, and improve soil health.

**Note:** This graphic provides examples of actions that can help reduce GHG emissions in our value chain and provide shared benefits to our business, suppliers, and customers.



# LAND MANAGEMENT

GRI 2-23

## COMBATING AGRICULTURE-RELATED DEFORESTATION

Brazil has the largest geographical area under environmental protection in the world, making it a global leader in conservation efforts. [The Brazilian Forest Code](#) is a landmark law that requires all rural properties to maintain areas of native vegetation cover, known as Legal Reserves, to verify the sustainable economic use of natural resources while promoting biodiversity conservation. Despite these protections, deforestation in Brazil occurs in both legal and illegal forms, posing significant challenges to environmental sustainability.

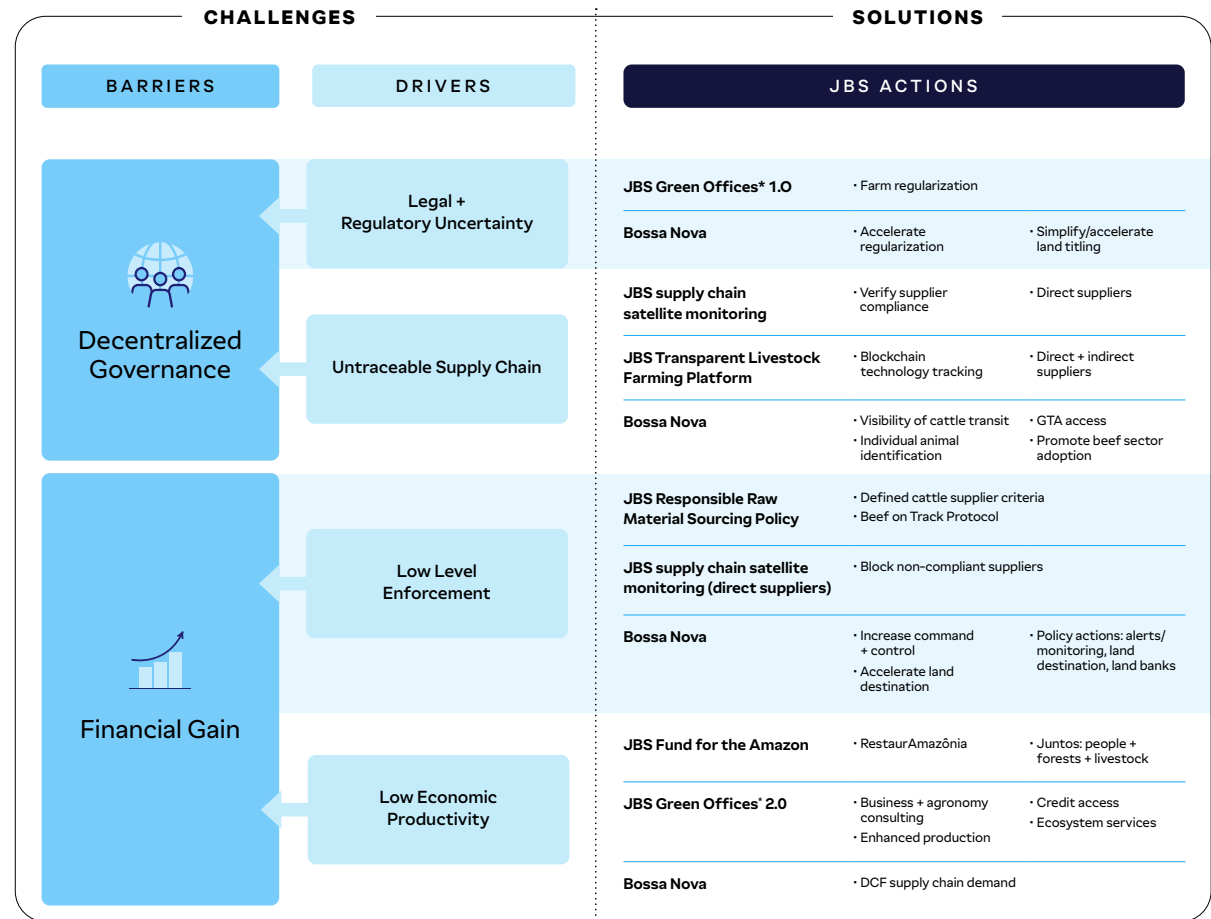
Recognizing this, JBS's [Deforestation-Free Sourcing Policy](#) prohibits all deforestation—whether legal or illegal—in the Amazon biome and illegal deforestation

in other biomes. This strict policy reflects our dedication to preserving Brazil's unique ecosystems and supporting the long-term health of its agricultural landscapes.

We are implementing a comprehensive strategy supported by significant investments in key Brazilian biomes like the Amazon and Cerrado. Our approach combines strict standards, advanced monitoring systems, and producer support to maintain compliance while fostering economic opportunities for farmers and communities. Below, we outline the JBS strategy and investments driving progress toward eliminating deforestation in our Brazilian cattle supply chain.



### 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

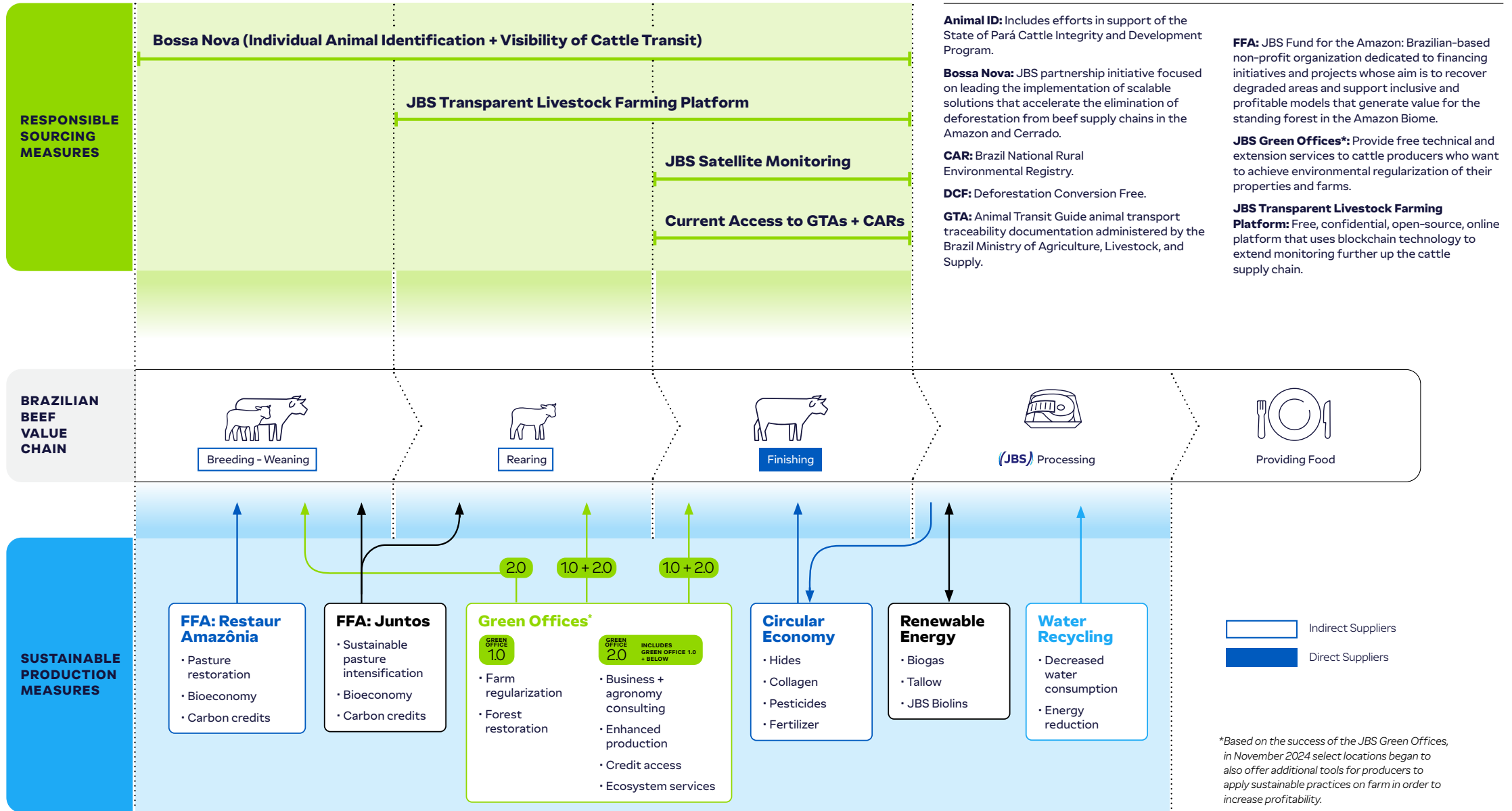
whose aim is the sustainable development of the Amazon Biome.

**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 2024 select locations began to also offer additional tools for producers to apply sustainable practices on farm in order to increase profitability.



### INTEGRATING SOLUTIONS ACROSS THE BRAZILIAN BEEF VALUE CHAIN





## OUR FOREST-POSITIVE ACTION PLAN

GRI 2-23

Through our Forest-Positive Action Plan, we aim to tackle the root causes of deforestation while balancing agricultural growth with environmental stewardship. This plan serves as a framework for developing a resilient food system that benefits farmers, communities, and the planet.

### Mobilizing the Agricultural Value Chain Toward Zero Deforestation

JBS employs a comprehensive, five-pronged strategy to eliminate

deforestation risks and advance sustainable practices across its supply chain:

#### 1. Zero-Tolerance, Zero-Deforestation Sourcing Policy

Our [Responsible Raw Material Procurement Policy](#) prohibits purchases from farms involved in deforestation, forced labor, or violations of indigenous territories. Suppliers must adhere to the Beef on Track Protocol if located in the Amazon biome and the criteria of the Cerrado Voluntary Protocol in other biomes. Both establish rigorous monitoring, auditing, and reporting standards for a deforestation-free beef supply chain. JBS is also actively engaged in advancing

the Cerrado Voluntary Protocol and participates in the Indirect Suppliers Working Group (GTFI), contributing to the development of monitoring criteria and sector-wide standards to enhance transparency and sustainability across the supply chain.

In 2024, Seara launched its [Sustainable Grain and Oil Sourcing Policy](#), following the same deforestation criteria as the cattle sourcing policy.

We acknowledge the complexity of addressing deforestation across vast supply chains and endeavor to strengthen enforcement mechanisms to maintain compliance. As such, we continue

to refine our policies and tools to address both legal and illegal deforestation risks effectively.

#### 2. Supply Chain Monitoring and Enforcement

JBS has implemented an advanced cattle supplier monitoring system that utilizes public and government databases, satellite imagery, and geo-referenced data to monitor over 61 million hectares of supplier farms. Direct suppliers found to be non-compliant with our policies criteria are automatically blocked in our system, preventing any commercial transactions until the issue is resolved. This enforcement mechanism helps certify that only suppliers aligned with our standards remain in our supply chain. Verification of direct livestock suppliers' compliance with socio-environmental standards is fundamental to ensuring the integrity of supply chains.

The monitoring system is based on data from PRODES (Monitoring Program for the Amazon Forest by Satellite), developed by INPE (Brazilian National Institute for Space Research). According to PRODES, deforestation is defined as the conversion or suppression of primary vegetation cover due to anthropogenic activities and covers all Brazilian areas.

Privacy laws can limit access to upstream transactions with indirect cattle suppliers, so our

[Transparent Livestock Platform](#) uses [blockchain technology](#) to extend monitoring to indirect suppliers and producers with whom the company does not have a direct business relationship, but who are a critical part of the supply chain.

In 2024, more than 85% of cattle processed by JBS were enrolled in the platform. Beginning in 2026, all direct suppliers who wish to do business with JBS must be on the platform. For 2025, we are working toward an internal goal of registering 100% of direct suppliers on the Transparent Livestock Platform.

The Cattle Origin Declaration is issued directly through the Transparent Livestock Platform for compliance at all known farms where the animals were raised before processing. These properties are subjected to socio-environmental analysis following the criteria of the sectoral protocols selected by the direct producer, and the document is only validated if all are in compliance. This process is part of our effort to meet the requirements of the European Union Deforestation Regulation, adopting a socio-environmental protocol aligned with European legislation, in place of the internal protocol currently used by JBS.

#### TO ADVANCE FOREST-POSITIVE PRACTICES, JBS HAS SET THE FOLLOWING AMBITIONS:

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

Note: JBS Friboi met these goals for its direct cattle suppliers in 2023 and continues to address deforestation risks within its network of direct and tier 1 indirect cattle suppliers.

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



## CASE STUDY

**CREATING A SUPPLY CHAIN TRANSPARENCY TOOL FOR RANCHERS**

In 2024, JBS launched Cowbot to improve socio-environmental monitoring in the cattle supply chain and Agrobot for the grain supply chain. Available for free via WhatsApp, it allows ranchers—whether or not they are JBS suppliers—to check the socio-environmental compliance status of rural properties they may purchase livestock from before closing business deals. Through an interactive chat, Cowbot and Agrobot provides the same data used by JBS’s monitoring system. Users simply share the property’s geolocation or CAR (Rural Environmental Registry) number. In 2024, 17,377 analyses were generated in Cowbot and 335 analyses were generated in Agrobot.

## CASE STUDY

**STRENGTHENING INDIVIDUAL ANIMAL IDENTIFICATION**

JBS and its partners announced the donation of 3 million cattle tags for herd traceability in Pará. One million tags will be donated by The Nature Conservancy (TNC), and the remaining 2 million by JBS. Of the 3 million tags, 2 million will go to small producers in the state, covering half of the estimated 2025 demand for this group. The company also launched a program to help farmers with tagging. These two initiatives aim to scale up a pioneering

program led by the state government that could transform livestock in Brazil. Additionally, JBS launched the “JBS Accelerator” program to support tag adoption by its indirect suppliers. This includes the donation of an additional 1 million tags and all necessary services through 2025. JBS and our partners will identify and visit farms to carry out the tagging with trained and accredited traceability operators under the Pará state program.

**3. Technical Assistance and Extension Services for Producers**

Sourcing policies and compliance systems effectively block non-compliant suppliers from the JBS supply chain, but providing economic incentives is essential to further discourage forest clearing and promote sustainable practices. Through initiatives like [Green Offices](#), JBS provides free technical support to help farmers comply with the company’s [Responsible Raw Material Procurement Policy](#) adopt sustainable practices, and enhance productivity. Since 2021, Green Offices have assisted over 15,000 farms to come back into compliance with Brazilian environmental laws, facilitating the reforestation of over 6,480 hectares in 2024 alone. Building on this success, Green Offices 2.0 now offer tools for implementing enhanced production and agronomy techniques, increasing profitability for smallholder farmers. In 2024, the service was expanded to support grain suppliers.

Additionally, the [Fazenda Nota 10 \(“A+ Farm”\) Program](#) provides agronomic and business planning services to sustainably intensify production while reducing incentives for illegal forest clearing.

To learn more about our Green Offices, please visit [Responsible Sourcing](#).

**4. Multi-stakeholder Engagement and Collaboration**

JBS has firsthand insight into supply chains vulnerable to deforestation risks through its strong presence in Brazil and daily engagement with producers. JBS actively participates in global forums such as the United Nations Climate Change Conference of the Parties (COP), the World Economic Forum, and the Tropical Forest Alliance-supported Agriculture Sector Roadmap to 1.5°C to develop solutions that tackle the root causes of deforestation, including those linked to beef production.

**5. Promote Sustainable Development**

The [JBS Fund for the Amazon](#) supports projects that promote the restoration of degraded areas, the adoption of sustainable agricultural and livestock practices, inclusive socioeconomic development, and innovation in the Amazon region. As of June 2025, the Fund has supported 20 projects, committed R\$71.4 million, benefited approximately 7,800 families, and contributed to the sustainable use and conservation of over 991,000 hectares of land. These efforts reinforce JBS’s dedication to fostering sustainable development and improving the quality of life of rural and forest-dependent populations in Amazon Region.

Learn more about the JBS Fund for the Amazon on our [website](#).



## Green Offices Program

GRI 101-1, GRI 101-2, GRI 101-3

The Green Offices program, operated primarily by Friboi and Seara, focuses on the environmental regularization of farms that have not met the socio-environmental criteria outlined in the Beef on Track 2.0 Protocol, [Responsible Raw Material Procurement Policy](#), and [Sustainable Grain and Oil Sourcing Policy](#). Offered at no cost, the program serves as a key tool to promote sustainability across the supply chain. With the aim of assisting cattle ranchers throughout Brazil, especially those located in the Amazon and Cerrado biomes, JBS inaugurated 20 Green Offices in processing facilities across key cattle-producing regions. The program operates through three main branches:

### ENVIRONMENTAL

Our Green Offices offer free legal and environmental advisory services to support cattle suppliers with the process of environmental compliance and commercial reintegration of rural properties. The offices are prepared to support those seeking compliance with the following regulations: CAR registration, correction and activation, environmental requalification through regeneration of deforested areas via PRODES (satellite monitoring program for the Amazon forest), commercial reintegration via state-level programs (PREM and SIRFLOR); regeneration

reports for embargoed areas, and support for state environmental licensing. We focus on environmental liabilities like deforestation, especially in the Amazon and Cerrado biomes.

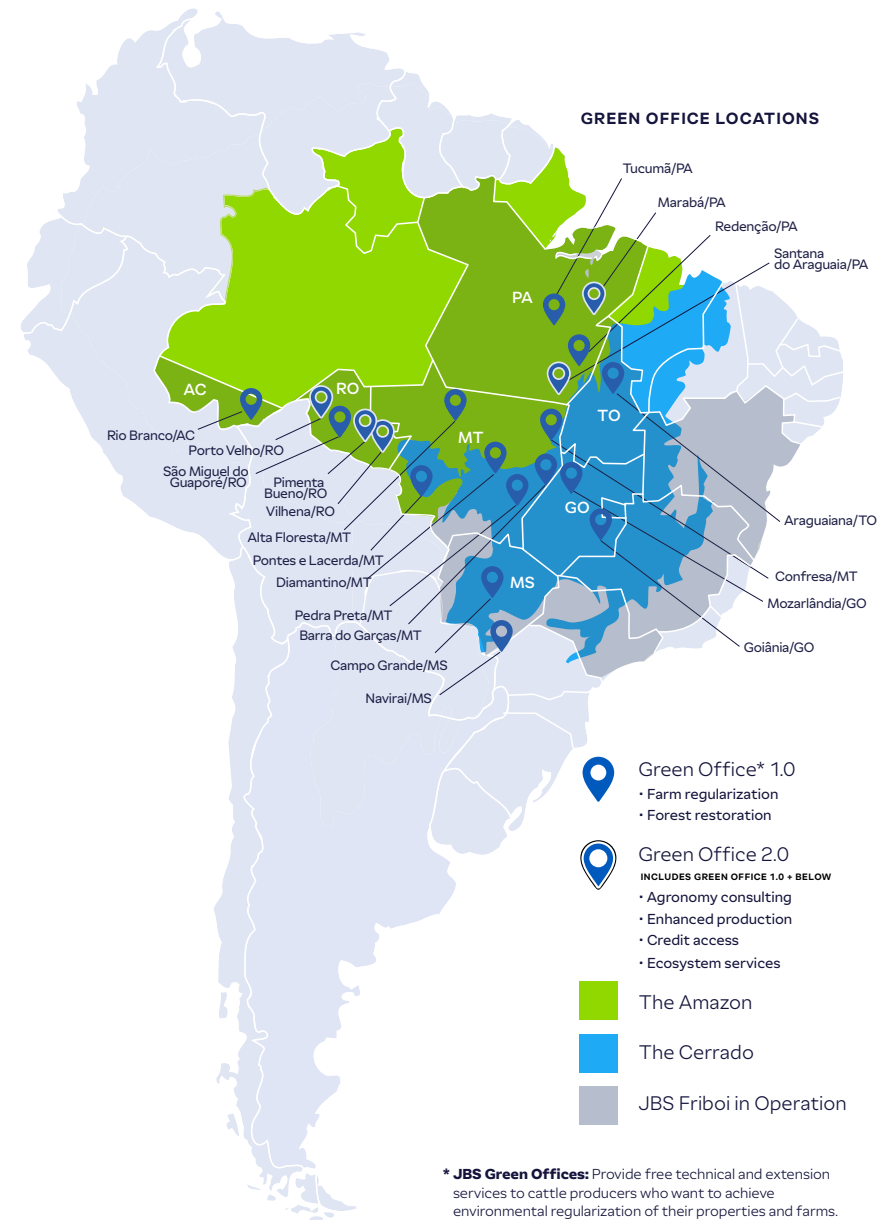
In addition to the in-person service available in 20 JBS facilities, producers can also receive support via email, phone, or WhatsApp. The Virtual Green Office is responsible for handling initial consultations, filtering and categorizing requests to either solve the producers' issues or directing them to the nearest in-person Green Office. The service channel aims to increase access for new producers seeking to regularize the environmental status of their properties.

### TECHNICAL ASSISTANCE

The Technical Assistance branch of the Green Offices provides support for areas like soil analysis, recommendations for correctives and fertilization, pasture management, silage production, animal nutrition, and animal welfare to small producers at no cost. The branch's main objectives are to increase productivity, profitability, and improve quality of life for producers by encouraging sustainable production practices. The program also helps producers improve water availability and quality through spring protection and restoration actions. In partnership with JBS Biopower, the Technical Assistance branch also supports the Social Biofuel Seal program, created and promoted by the Ministry of Agrarian Development and Family Farming.

### MANAGEMENT ASSISTANCE

Managerial Assistance of the Green Offices is delivered through the Fazenda Nota 10 Program, developed through a partnership between JBS and the Integra Institute. The Management Axis provides participating producers with productive and financial benchmarks that, through comparisons, enable the evolution of their agricultural operations. With a focus on education, technology, and expert guidance, the program seeks to positively impact productivity and profitability while promoting environmentally respectful practices. The program also aims to increase the land and herd values of participating farms by guiding producers according to three key pillars: people, management, and production.



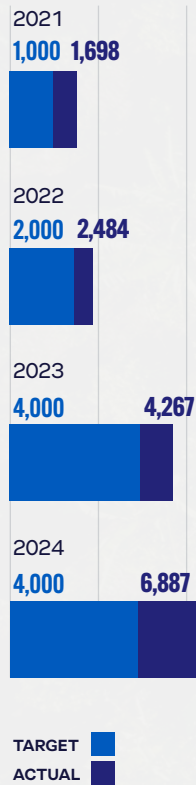
\* JBS Green Offices: Provide free technical and extension services to cattle producers who want to achieve environmental regularization of their properties and farms.



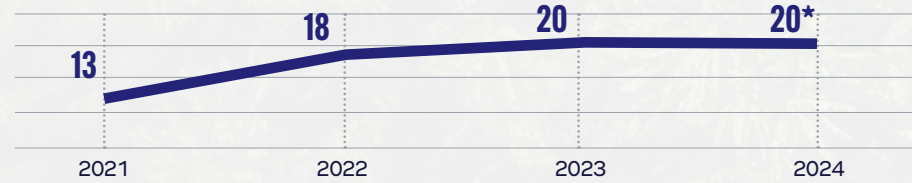
OUR PROGRESS:

# BECOMING FOREST-POSITIVE BY THE NUMBERS

## REGULARIZED FARMS



## NUMBER OF GREEN OFFICES\*



## HECTARES DESIGNED FOR REFORESTATION IN 2024

# 6,480

## NUMBER OF GREEN OFFICES 2.0

# 5\*

Year 2024

## FARMS THAT RECEIVED TECHNICAL ASSISTANCE FROM THE GREEN OFFICES IN 2024

# 852

## FARMS THAT RECEIVED MANAGEMENT ASSISTANCE FROM THE GREEN OFFICES IN 2024

# 459

### GREEN OFFICES 1.0 Services

Regularization



### GREEN OFFICES 2.0 Services

Regularization

Technical Assistance

Management Assistance

## CASE STUDY

### JUNTOS: PEOPLE + FORESTS + LIVESTOCK

Launched in October 2023 by the JBS Fund for the Amazon, the JUNTOS program: People + Forests + Livestock supports calf and yearling producers in transitioning to low-carbon livestock farming in the Amazon. The initiative aims to increase incomes for smallholder cattle producers, enable traceability from the origin of the supply chain, and eliminate deforestation on participating properties. A key goal is to foster the inclusion of small-scale livestock farmers in a traceable and sustainable beef value chain.

The program has initially committed R\$10 million in repayable resources, in partnership with Rio Capim – a spin-off of Belterra – to develop a pre-competitive model for sustainable livestock production. Through this approach, the JUNTOS program seeks to unlock access to rural credit and attract additional public and private investment to accelerate the transition to sustainable cattle ranching. The program model can also be replicated and expanded through new regional partnerships to scale sustainable livestock practices across the Amazon.

\* Throughout 2024, new services were incorporated into the Green Offices. Currently, there are 20 Green Offices focused on the environmental axis, with 5 of them also providing technical and managerial assistance, in addition to environmental support.



# BIODIVERSITY

GRI 2-23, 304-3

Ecosystem services such as soil fertility, water regulation, pollination, and pest control are essential for maintaining productive supply chains. In line with our [Global Environment and Biodiversity Policy](#), JBS works to protect and restore natural habitats, preserve biodiversity, and amplify the positive environmental impacts of agricultural systems. Safeguarding biodiversity is not only critical for the planet but also vital for the long-term success of our business and future generations.

## PROMOTING COMPLIANCE AND ACCOUNTABILITY

JBS operations adhere to formal environmental licensing processes issued by the appropriate governing bodies across federal, state and municipal jurisdictions. These licenses are tailored to local biodiversity conditions and include specific requirements for water and energy management, GHG emissions, and monitoring of local flora and fauna.

Within our supply chain, JBS conducts socio-environmental monitoring of a portion of farms supplying livestock. This process evaluates key criteria that impact biodiversity, such as deforestation, encroachment on protected areas (e.g., conservation units, indigenous lands), and overlap with traditional

community territories. Farms that fail to meet these socio-environmental standards are blocked from conducting business with JBS.

## REGIONAL INITIATIVES SUPPORTING BIODIVERSITY

GRI 304-3

### JBS AUSTRALIA: PROTECTING NATIVE WETLANDS

In Burraboi, New South Wales, JBS Australia has taken significant steps to protect native wetlands surrounding its Yambinya Feedlot, which specializes in finishing beef and lamb on JBS Farm Assured Natural Grain and Grass. By blocking off and conserving wetland areas, JBS has promoted the health of local waterways, supported biodiversity, and fostered the formation of a natural creek that connects to the wider basin.

This initiative not only preserves critical habitats but also creates a closed-loop system: runoff water from the wetlands flows into settling ponds at the feedlot, where it is reused to irrigate crops that are transformed into animal feed. This innovative approach supports biodiversity while enhancing resource efficiency within the JBS Farm Assurance Natural Grain program.

### JBS CANADA: ENHANCING LOCAL ECOSYSTEMS

JBS Canada employs proactive strategies to minimize impacts on ecosystems, wildlife, and natural habitats surrounding its operations. Guided by Environmental Impact Assessments under Alberta's Environmental Protection and Enhancement Act (EPEA), JBS Canada conducts habitat surveys to identify sensitive species and ecosystems near facilities. Voluntary Biodiversity Action Plans are implemented to protect local flora and fauna, while risks to wetlands and grasslands are assessed to mitigate potential impacts from wastewater discharge.

To enhance biodiversity conservation, JBS Canada maintains buffer zones with natural vegetation around its facilities to support wildlife habitats. Key biodiversity metrics—such as water quality, habitat preservation, and species protection—are tracked through EMS. Regular audits and wastewater testing monitors compliance with regulatory limits under the EPEA and the Species at Risk Act. Air emissions monitoring, waste reduction initiatives, and improved byproduct utilization are integrated into environmental dashboards to drive continuous improvement.

### JBS BRAZIL: ANTENAS DO PANTANAL

JBS supports the Antenas do Pantanal project, a collaborative initiative that protects the Pantanal biome and its communities from wildfires. Launched in 2022, the project combines technology, community engagement, and coordination among various public and private stakeholders. Since its inception, it has monitored 2.5 million hectares through 11 active surveillance towers, directly benefiting institutions such as the Instituto Homem Pantaneiro (IHP), Sesc Pantanal, and IBAMA-Prevfogo.

Through Pantera—a wildfire management platform that uses artificial intelligence, computer vision, satellites, and fire propagation models—fire outbreaks can be detected within seconds, enabling a swift and well-coordinated response. The platform goes beyond detection, offering modules for prevention, response, operational reporting, resource tracking, impact analysis, and biodiversity monitoring.

## JBS BRAZIL KEY 2024 RESULTS:

Total fire outbreaks detected: **52,083**

Most affected regions: **Serra do Amolar, RPPN Acurizal, São Lourenço, and Barra**

Average time of direct firefighting operations: **31 DAYS OF INTENSIVE ACTION**



# SOCIAL RESPONSIBILITY

At JBS, we understand that sustainability goes hand in hand with empowering the people we work with and strengthening the communities where we operate.

We take a proactive and comprehensive approach to create lasting, systemic improvements across our global operations and value chain. Our focus in 2024 included deepening our support for farmers and rural communities, increasing professional opportunities for our team members, and expanding partnerships to promote local development. We believe that by investing in our people and the communities where we operate, we are building a more resilient and sustainable future for all.





# SUPPLIER ENGAGEMENT

GRI 3-3

JBS's dedication to responsible sourcing goes beyond procurement; it's a partnership built on shared values and long-term impact. By engaging directly with our suppliers, particularly those in rural communities, we aspire to help strengthen local economies, preserve agricultural traditions, and build social resilience. These relationships are essential not only for securing high-quality, sustainable commodities, but also for enabling smallholder farmers and local producers to thrive. Through transparent collaboration, capacity-building initiatives, and fair business practices, we work to foster a supply chain that supports inclusive growth and contributes to the enduring prosperity of the people and communities we depend on.

## RESPONSIBLE SOURCING

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





## JBS Farm Assurance Program in Australia

At JBS Australia, we prioritize empowering producers and promoting sustainable farming practices that benefit both their operations and the environment. The JBS Farm Assurance (FA) program is a third-party audited beef and lamb supply chain initiative focused on food safety, animal welfare, quality assurance, and traceability for customers and consumers. Developed with producers, the program includes a traceable framework measuring on-farm practices across seven pillars: soils, pastures, vegetation, water, livestock, people, and carbon. Operating across four southern states where JBS FA producers farm in diverse biomes and climate conditions, the program emphasizes care for livestock and the unique landscapes from which the Great Southern brand's supply chain originates.

In conjunction with Integrity Ag and Cibo Labs, the JBS FA program completed the world's largest grass-fed cattle carbon emission survey in 2024 with support from JBS Farm Assured cattle producers. With over 200 carbon surveys completed across southern Australia, the results showed that JBS Farm Assurance emissions baseline was 11.6kg CO<sub>2</sub>e/kg live weight, which is 12% below the national Australian average.

Furthermore, in line with the program's vegetation pillar, JBS FA promotes the



management of healthy environments for cattle and sheep. Producer partners are encouraged to implement strategically planted to provide natural protection from wind, sun, and rain. These shelter belts not only enhance animal welfare by offering shade and comfort but also support biodiversity by forming ecological corridors that allow native plants and wildlife to thrive. By connecting neighboring farms, these green pathways contribute to a more resilient and interconnected ecosystem.

Partnering with agronomists and other key industry experts under the program's pasture pillar, it is

recommended that FA producers achieve 75% ground coverage of healthy grass on their properties through regenerative practices. This helps ensure livestock always have access to grass and supports the growth of native pastures vital to preserving farm biodiversity.

### Beef Feeding Program in the U.S.

By investing in programs that enhance productivity, promote environmental stewardship, and build resilience, the Beef Feeding Program (BFP)—managed by JBS USA Regional Beef—demonstrates our dedication to supporting producers and

strengthening partnerships across the supply chain. This innovative balmment program empowers producers to optimize their operations by utilizing their own facilities and feedstuffs to finish cattle contracted back to our facility, creating opportunities for increased efficiency and profitability. In 2024, JBS USA partnered with four producers, primarily through our Souderton facility, to drive value through the BFP.

### Financial Program in Mexico

Pilgrim's Mexico supports farmers through financial programs developed by its finance department

and procurement assistance for equipment, vaccines, medicines, and services to secure better commercial conditions. Advisory services are provided on best practices and government regulations (carta porte) for logistics suppliers.



## RestaurAmazônia project in Brazil

The RestaurAmazônia project, coordinated by the Solidaridad Foundation and funded by the JBS Fund for the Amazon with support from the Elanco Foundation, helps smallholder farmers adopt agroforestry systems centered on cocoa, implement sustainable livestock practices, and restore degraded areas. Technical assistance is a core component of the project, and enables producers to improve productivity, access credit, and transition to low-carbon production. By combining income generation with forest recovery, the project fosters resilient and sustainable rural development of farmers in the Amazon.

### COCOA

João Evangelista's family experienced remarkable improvements in cocoa productivity thanks to the Agricultural Technical Assistance and Rural Extension (ATER) provided by the RestaurAmazônia project. With ATER's guidance, João's family increased their cocoa yield by 8%, significantly boosting their output. Their high-quality cocoa beans also earned them the Cocoa of Excellence Award in 2022, further enhancing their market reputation. This recognition, coupled with increased sales, directly contributed to their economic stability and well-being.

Beyond João Evangelista's household, other families receiving ATER through the project saw productivity increases of up to 90%, underscoring the transformative potential of technical assistance for smallholder farming systems in the Amazon.

### CATTLE

The RestaurAmazônia project's emphasis on livestock productivity has also brought substantial benefits to families, with ATER playing a key role in enhancing cattle management practices. Two families supported by the project reported impressive productivity gains ranging from 47% to 108%. These improvements enabled them to transition from smallholders into direct suppliers of Friboi, opening the door to integration and collaboration.

The transformation also led them to implement traceability practices, further advancing transparency and accountability in livestock production. As a result, the families gained access to larger markets, secured better prices for their cattle, and saw a substantial increase in household income—while aligning with sustainable and ethical sourcing standards.

These success stories reflect the broader impact of the RestaurAmazônia project. By combining technical assistance, market integration, and land regularization, the initiative has

enhanced productivity and improved livelihoods for rural families in the Amazon. By 2024, families involved in the project experienced an average income increase of 29%, driven by productivity gains and the adoption of sustainable practices.

**By 2024, families involved in the project experienced an average income increase of 29%.**





# EMPLOYEE CULTURE

GRI 2-7, 3-3, 406-1

At JBS, we recognize that our strength lies in the diversity of our global team. With approximately 280,000 team members worldwide, we strive to provide a culture where everyone feels valued, respected, and empowered to contribute their unique talents toward our common Mission. We believe that diverse perspectives drive innovation, enhance problem-solving, and ultimately make JBS a more resilient and successful company.

We are dedicated to attracting, retaining, and developing professionals who exemplify our values regardless of individual characteristics. To gain meaningful insights into team member attitudes and perceptions, we regularly conduct employee engagement surveys and use the feedback to inform continuous improvements to our policies and programs.

## PROVIDING EQUAL ACCESS

GRI 2-23, 406-1

Guided by our [Code of Conduct and Ethics](#), JBS acts to promote equal opportunities in all hierarchical levels and regions in which we operate. We endeavor to provide an inclusive environment for all people, promote equal access to internal opportunities, and assure pay equity for all employees regardless of

individual characteristics.

Our Human Resources (HR) departments operate regionally with support from our corporate global HR team and have formal processes in place to allow for information and best practice sharing across the company. We have also strengthened our policies in each region to comply with local diversity and inclusion regulations and require JBS employees to complete specific training programs to promote equal opportunities at all levels of the company.

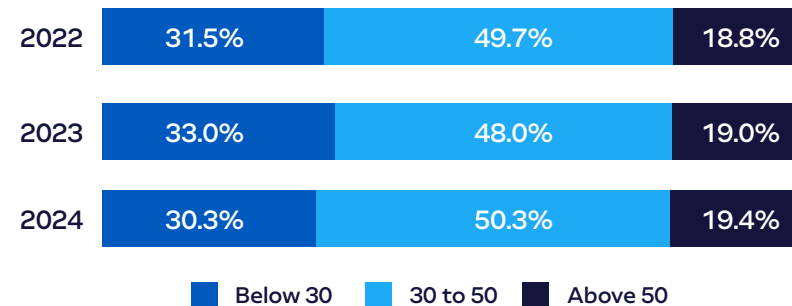
## Our Team Members

GRI 2-7

Reflecting the diversity of our team members and communities at every level of the organization is essential to achieving our Mission. We foster an environment of dignity, respect, and inclusion to create a more engaged, fulfilled, and productive workforce.

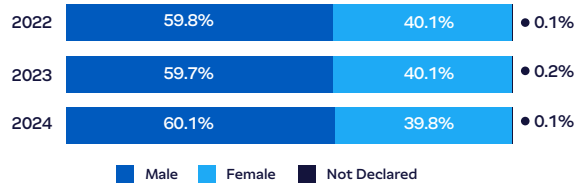


## GLOBAL WORKFORCE BY AGE

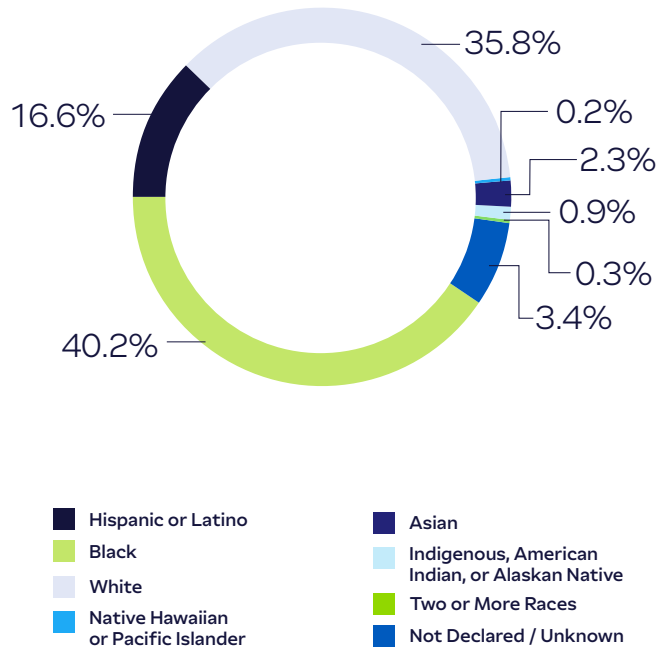




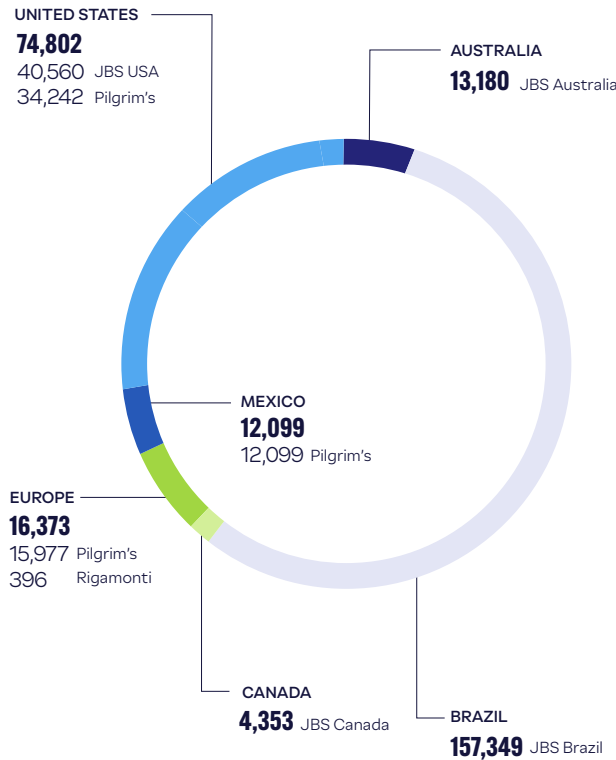
### GLOBAL WORKFORCE BY GENDER



### 2024 GLOBAL WORKFORCE BY RACE

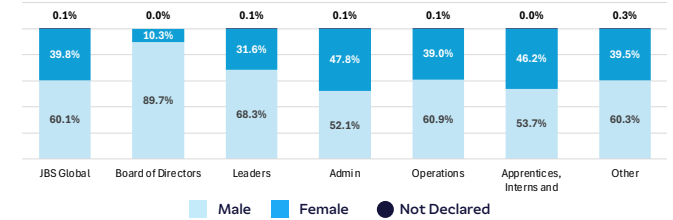


### 2024 GLOBAL WORKFORCE BY REGION



Does not include international team members that account for 1% of our global workforce.

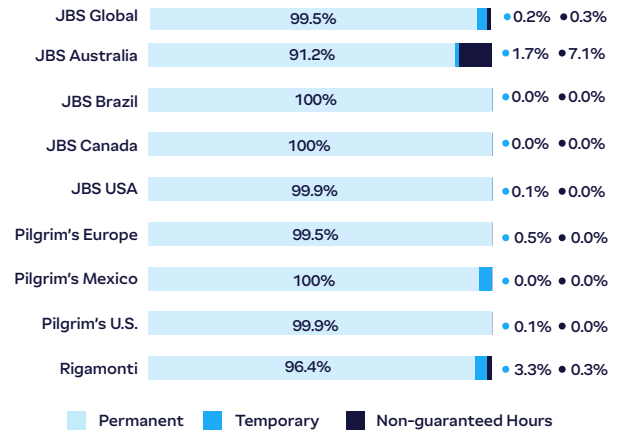
### 2024 GLOBAL WORKFORCE BY JOB CATEGORY & GENDER



### 2024 GLOBAL WORKFORCE BY JOB CATEGORY & AGE

CATEGORY	< 30 YEARS	30-50 YEARS	> 50 YEARS
JBS Global	30.3%	50.8%	19.4%
Board of Directors	0.0%	30.8%	69.2%
Leaders	10.9%	67.1%	22.1%
Admin	28.0%	58.1%	13.9%
Operations	31.2%	48.6%	20.2%
Apprentices, Interns and Trainees	68.8%	21.5%	9.7%
Other	17.9%	52.7%	29.5%

### 2024 EMPLOYEE TYPES BY BUSINESS UNIT





CASE STUDY

**ADDRESSING GENDER PAY EQUITY**

JBS Australia published its 2023-24 Gender Pay Gap Employer Statement in support of addressing gender pay equity. Our strategy to minimize gender pay gap includes conducting biennial gender payroll analysis, adhering to our meritocracy-based remuneration strategy, maintaining gender-neutral attraction and retention strategies, and facilitating both internal and external networking opportunities for our female team members.



CASE STUDY

**PROVIDING ACCESS FOR PEOPLE WITH DISABILITIES**

The Training and Inclusion Center (CFI) is a Friboi program dedicated to promoting the inclusion of people with disabilities (PwDs) in the job market. Its core mission is to identify, train, and integrate these individuals into the company's operations, fostering both personal and professional development while strengthening a culture of diversity and inclusion. The program is built on structured training modules that cover topics such as self-awareness, citizenship, workplace practices, and hands-on production simulations. It is supported by a multidisciplinary team—including a pedagogue, occupational therapist, and psychologist—as well as a core implementation team. Participants are also provided dedicated materials such as booklets and activity guides tailored to each professional area.

In 2024, the program achieved a 45% hiring rate among participants, with implementation in Friboi facilities across several Brazilian states including São Paulo, Goiás, Mato Grosso, Minas Gerais, Mato Grosso do Sul, and Rondônia. Complementary efforts include providing inclusion forums to promote workplace integration and inclusive leadership, as well as on-site outreach initiatives to recruit PwDs through local institutions.

CASE STUDY

**SUPPORTING WOMEN AT WORK**

Pilgrim's Mexico holds annual activations focused on women every March, as well as webinars that address inclusion and diversity issues. In 2024, several conferences were held in processing plants and corporate offices, along with one webinar related to Inclusion and Respect. The corporate office participated in a local Women Up event, where team members were able to learn about tools for navigating the workplace.





## PROMOTING TEAM MEMBER WELL-BEING

At JBS, we believe in investing in the health, financial security, and overall happiness of our team members, recognizing that a supported and thriving workforce is a productive and innovative one. That is why we are dedicated to providing competitive compensation and benefits packages that meet the diverse needs of our global team.

We strive to offer comprehensive benefits to our full-time team members, going beyond the standard to provide a support system that truly makes a difference. While specific offerings vary by region to reflect local needs and regulations, they generally include essential elements like life insurance, comprehensive health plans, dental assistance, Employee Assistance Programs (EAP), mental health wellness programs, and disability and impairment allowances. Maternity and paternity leave, a standard benefit across many of our locations, also allows new parents to bond with their children and adjust to their growing families.

Beyond the essentials, we are focused on providing opportunities for long-term financial security and holistic well-being. Australia has a mandatory private pension plan and in Canada, we offer private pension plans to help our team members plan for a comfortable retirement.



### CASE STUDY

#### INTRODUCING THE FIRST NATIONAL PENSION PLAN AND NATIONAL CONTRACT WITH UFCW

In May 2025, JBS USA achieved a historic milestone by reaching a landmark national labor agreement with the United Food and Commercial Workers International Union (UFCW), covering more than 26,000 team members across 14 JBS facilities in the U.S. This agreement – the first of its kind in the meatpacking industry in nearly 50 years – introduced a national pension plan alongside enhanced 401(k) options, reaffirming the company’s dedication to providing long-term financial security for JBS employees. The agreement also secured significant wage increases, retroactive pay, a ratification bonus, and the establishment of a paid sick leave program, bringing average hourly compensation in the US to almost \$23-24.

Beyond financial benefits, the contract emphasized worker safety and well-being by implementing ergonomic safety measures, appointing dedicated walking stewards, and strengthening safety committees. Other contract provisions also increased paid vacation and leave and established a National Joint Labor Management Committee to improve communications and review new technologies before being introduced for use inside facilities. This comprehensive agreement reflects the meaningful collaboration between JBS and UFCW to create stable, rewarding careers in the food production industry.

In 2024, we continued to enhance the well-being of our team members worldwide through innovative initiatives. In the U.S., we introduced our Wellhub partnership, offering team members discounted rates to a variety of nationally recognized physical and mental wellness programs. Many locations encourage participation in local health fairs, and some even invite providers on site to further decrease barriers for team members to seek care. Additionally, Pilgrim’s programs offer Chaplain Services to team members that may be seeking guidance during tough personal moments. These services are available both in person and virtually.

Several regions leverage mobile technology to inform team members about health and wellness programs available to them. In North America, the Connect App hosts information for team members, including locations that offer primary care services through partnerships in their communities. In Brazil, the Sempre JBS app offers free telemedicine services, connecting team members and their families with specialists and wellness tools. Similarly, in Australia, the CooEe Team Member Engagement app supports access to valuable health and wellness resources.

### CASE STUDY

#### SUPPORTING HOLISTIC HEALTH AND WELLNESS

In 2024, Pilgrim’s Mexico introduced wellness initiatives like Healthy Monday and Friday, offering healthy food options and activities for employees. Programs include health campaigns, psychological support, nutritionist services, stress management workshops, mindfulness training, and chronic disease prevention for diabetes and hypertension. To address sedentary behavior, the region also promotes wellness challenges, nutrition counseling, and healthier workplace food options.





## EMPLOYEE ENGAGEMENT

We value the thoughts and opinions of our diverse team members and conduct regular surveys to achieve an accurate understanding of team members' outlooks, engagement levels, and perceptions toward topics such as pay and benefits, safety, satisfaction with supervisors, and scheduling. We refine our surveys regularly to obtain more specific feedback from team members and promote a continuous cycle of improvement. Our approach to employee engagement surveys became standardized in July 2025 with the release of our first Global Engagement Survey. It will be conducted every two years through the JTP (JBS Talent Platform) system, translated into 53 languages, and analyzed using a Qlik dashboard. In addition, we also utilize local roundtables to capture feedback from team members.

We try to actively accommodate the cultural needs of our team members by providing company materials in multiple languages and dialects. Our managers are trained to foster open communication and address any concerns raised by team members. Furthermore, facilities provide language telephone lines in up to 47 languages to create access to critical information for team members.

### TEAM MEMBER ENGAGEMENT SURVEY PARTICIPATION\*

	2023	2024
<b>Australia</b>	87%	-
<b>Brazil</b>	-	97%
<b>Canada</b>	-	92%
<b>Europe</b>	88%	-
<b>Mexico</b>	-	94%
<b>United States</b>	92%	-

\* Surveys are conducted bi-annually.





## INVESTING IN OUR PEOPLE

GRI 404-1, 404-2

JBS is deeply dedicated to providing development and educational opportunities that empower our team members and their families to reach their full potential both personally and professionally. Recognizing that each team member has unique goals and challenges, we design training programs that are practical, relevant, and accessible. Across our operations, we provided nearly 100 programs that impacted more than 134,000 team members in 2024.

Some of our initiatives are listed here:

*“The Summit transformed my perspective on leadership. It empowered me with greater business acumen and taught me how to lead with influence, creating an environment where people can perform at their best.”*

*–Jose Pabon, Head of Operations, Bacon Division*

### JBS ONLINE LEARNING

This self-paced online platform offers all SE and SNE team members in the U.S. access to required trainings as well as an extensive library of over 2,000 courses. From systems and analytics to business acumen and leadership, the platform equips team members with the tools they need to excel in their roles and advance their careers. By fostering growth through tailored learning opportunities, JBS provides team members with resources to thrive while contributing to the company’s ongoing success.

### SUMMIT

The Summit program offers elevated leadership, business acumen, and end-to-end operations training in-person to high potential leaders across JBS and Pilgrim’s global business units, who demonstrate potential for increased responsibility. Participants are selected annually and spend four in-depth training sessions as a cohort learning in classroom, working on projects, and applying concepts in real scenarios.

Following company-wide succession planning, business units across the globe identify high-potential, senior-level talent for the program. These nominees then undergo a final review process with executive leadership before selection.

### MASTER

As JBS Brazil’s inaugural leadership development program, Master prepares team members to take the next step in their careers while addressing workforce turnover. In this program, technical instruction is combined with hands-on experience to emphasize applied learning. Participants engage in supervised practices, are supported by mentorship from current business leaders, and receive guidance from a senior instructor who facilitates content delivery and encourages practical application. The program offers three specific courses:

**Master Production:** Focused on training monitors and instructors for advancement into production supervisor roles

**Master Sales:** Focused on training salespeople into sales supervisors

**Master Retail:** Focused on training salespeople into sales supervisors

### DEVELOPMENT WORKSHOPS

Development Workshops offer targeted leadership and technical training to address emerging needs and help team members enhance their skills. Led by subject matter experts and JBS and Pilgrim’s executives, these sessions are available virtually and in-person, with content tailored to trends from annual employee evaluations. Team members are encouraged to participate in workshops that support their growth and skill development. Versions of this program are provided in both our U.S. and Pilgrim’s Europe operations.

PEOPLE IMPACTED

Available to **20,000+**

**~30**

**220**

Available to **23,000+**



“Better Futures program has changed my life by relieving the financial burden that comes with being a single mother working full time and in school. With my new degree from the Better Futures program, I plan to improve my skills and knowledge and eventually pursue my Master’s degree in nursing and become a nurse Practitioner.”

– Magaly Guerrero, Health Services Cactus, TX



		PEOPLE IMPACTED
<b>TRAINEESHIP PROGRAM</b>	JBS Australia fosters a culture of continuous learning through its Traineeship Program, offering team members the opportunity to receive nationally recognized, trade-based qualifications. The program is underpinned by the company’s growing Registered Training Organization (RTO), which achieved record-high student enrollments of more than 1,200 team members in 2024.	3,000+
<b>CAREER COACHING PROGRAM</b>	This six-module virtual group coaching program is designed to guide team members through the complexities of a non-linear career path. It encourages participants to explore their strengths and limitations, clarify personal values, build confidence, and identify what they need from their careers. The program also helps individuals envision future opportunities, develop a strong personal brand, and create a tailored career plan to achieve their goals.	48
<b>BETTER FUTURES</b>	The Better Futures program provides JBS USA and Pilgrim’s U.S. team members and their dependents with tuition-free access to associate degrees and trade certificates, empowering them to achieve personal and professional growth. In 2024, 1,193 students enrolled in classes, earning over 7,416 academic credits, and 60 students graduated. JBS USA and Pilgrim’s invested US\$1.27 million in the program. JBS Canada also supports eligible team members through this program, providing opportunities for postsecondary education and development across North America.	1,100+
<b>PEOPLE FIRST AND LEADING PEOPLE FIRST</b>	The People First program equips frontline supervisors with leadership tools through quarterly training sessions on topics like trust, accountability, communication, and team engagement. Exceptional team members are also trained as program facilitators to support its delivery. Building on this foundation, the Leading People First program provides annual advanced leadership training for superintendents and managers, focusing on people safety, food safety, coaching, and motivation. Versions of this program are provided in both our U.S. and Australian operations.	6,800
<b>SUPERVISOR LEADERS IN EXECUTION DIPLOMA</b>	Our Supervisor Leaders in Execution Diploma program is specially designed according to the needs of Pilgrim’s Mexico. Led by subject matter experts over three months, topics such as leadership, conflict resolution, teamwork, and more are taught to supervisors and superintendents across our Mexico fresh processing and prepared foods facilities. The program encourages the practical application of real scenario solutions to everyday occurrences in our operations, aiming to continuously develop supervisors’ skills and detect high potential team members for future opportunities. In 2024, 207 participants from eight Pilgrim’s Mexico processing facilities graduated from the program.	207



“This is a life changing opportunity for those selected. We truly appreciate the investment JBS is making on our team members – a prime example of living our mission!”

– Yonathan Negussie, Head of Human Resources, Brooks, Canada



**APPRENTICESHIP PROGRAM**

At JBS, we believe that there are many pathways to success for young adults in high school, some of which may not require a college degree. That’s why we are working to create a mutually beneficial pipeline for local talent near our locations, providing opportunities to build and develop careers in meaningful ways. In 2024, we partnered with Greeley 6 District schools to pilot a paid Apprenticeship Program at our JBS USA corporate office. Participating high school students are placed in departments that align with their interests and passions, where they are paired with high-performing mentors who are committed to supporting the students’ growth and development. Supporting and developing local talent benefits our company, whether they start a career with us after school or pursue other opportunities.

**TRAINEE PROGRAM**

The U.S. Trainee Program offers recent college graduates a 12-month rotational experience to build careers in the animal protein industry. Trainees develop skills in project management, problem-solving, and collaboration through customizable rotations aligned with their career goals. Each year, trainees join from campuses nationwide, gaining the tools to succeed while contributing to JBS operations.

**ELEVATE SENIOR LEADERSHIP DEVELOPMENT PROGRAM**

Pilgrim’s Europe’s modular, in-person Elevate Senior Leadership Development Program is designed to deepen participants’ understanding of best practices at a senior leadership level. Through interactive workshops – bookended by onboarding and graduation sessions – participants explore leadership of self, teams/functions, and the broader business. Masterclasses are delivered by faculty from three renowned U.K. business schools and executive team members, covering key topics such as financial management and strategic thinking. The program incorporates DiSC profiling, using the Work of Leaders framework, along with pre- and post-program individual performance assessments to help participants identify their development needs and leadership impact. Structured site visits along the company’s value chain provide practical context, while two one-on-one coaching sessions offer personalized challenges to drive sustainable growth. Participants also complete two core texts: Dare to Lead by Brené Brown and Execution by Larry Bossidy and Ram Charan.

**COLORADO STATE UNIVERSITY PARTNERSHIP**

For over a decade, JBS USA has partnered with Colorado State University (CSU) to provide team members with full tuition sponsorship for advanced coursework. This program offers access to executive MBA, online MBA, graduate certificates, professional certificates, and online agribusiness degree completion programs. By supporting higher education, JBS empowers team members to enhance their leadership capabilities, deepen industry knowledge, and advance their careers within the company. The CSU partnership underscores JBS’s focus on continuous learning and leadership growth.

**PEOPLE IMPACTED**

14

98

40

20+



CASE STUDY

**ADVANCING TALENT SKILLS AT ALL LEVELS**

JBS Brazil is dedicated to developing talent across all levels through specialized programs that empower team members and drive operational excellence. The former PAT (Labor Lawyer Program) evolved into the Núcleo de Advocacia Empresarial (NAE), or Business Law Center, expanding its scope to include business professionals and providing comprehensive legal support across operations.

The Academy of Attraction and Selection trains recruitment teams, while the Master Training Program enhances personal and professional skills. Programs like Talentos Potenciais prepare supervisors for management roles, and the Management Development Program broadens managers' strategic vision.

Technical training initiatives include the CFD (Desossadores Training Center), CFF (Knife Handlers Training Center), and CFI (Training and Inclusion Center), which supports team members with disabilities. At JBS Leather, leadership is developed through the Blue Manager Training Program, alongside technical training for maintenance roles.

At Seara, programs such as Input, the MBA for Agribusiness and Quality Professionals, Leadership Forums, and Jovens de Valor equip team members to contribute to company growth and efficiency.

These initiatives highlight JBS Brazil's focus on fostering a skilled and empowered workforce capable of driving innovation and success across its operations.



**Recognizing Our Progress**

We are proud to have received awards and recognitions for our training and development programs, demonstrating our dedication to excellence in this area.

- All People First facilitators have received **certifications in facilitating from the Association of Talent Development.**
- Pilgrim's U.S. earned an honor from Newsweek: **'America's Greatest Workplaces for Women'.**
- The University of Pilgrim's (Mexico) won the **Brandon Hall Award for Best Corporate University in 2024.**



# COMMUNITY ENGAGEMENT

GRI 3-3, 413-1



In Greeley, Colorado, JBS invested US\$1.6 million to sponsor SmartLabs, a hands-on approach in which Science, Technology, Engineering, and Math (STEM) disciplines are integrated in schools. In Southeast Iowa, a US\$1 million investment supported the construction of the Southeast Iowa Sports Center, providing a space for physical activity and community gatherings. These targeted efforts showcase JBS's efforts to foster vibrant, resilient communities across the regions where we operate.

At JBS, community engagement is a major component of our approach to social responsibility. Across our global operations, we actively support and uplift the communities where our team members and suppliers live and work. Each business unit tailors its approach to local contexts while aligning with global policies and sustainability goals. Through these diverse initiatives, JBS strives to foster economic prosperity, enhance social well-being, and champion environmental stewardship.

## JBS Hometown Strong

Through Hometown Strong, a US\$100 million initiative, JBS USA is building a better future together with the communities where we work and live. Since its inception, this program has invested millions of dollars into over 240 projects that enhance local infrastructure (e.g., housing), improve healthcare access, and support education and recreational opportunities. By collaborating with local governments and organizations, JBS USA prioritizes investments that directly address the unique needs of each community.

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



## Fund for the Amazon

Created by JBS in 2020, the JBS Fund for the Amazon is a non-profit organization that supports the sustainable development of the Amazon by promoting the transition to a low-carbon economy grounded in sustainable land use, nature-based solutions (NbS), and the bioeconomy.

The Fund invests in enhanced production, sustainable livestock, restoration of degraded areas, and the inclusion of smallholder farmers and traditional communities. It also supports research and innovation to enhance territorial monitoring, expand technical assistance, and foster new value chains rooted in the Amazon context.

All initiatives are implemented in partnership with NGOs, community organizations, research institutions, and technical entities, ensuring territorial relevance, social inclusion, and long-term impact.

By 2030, the fund is projected to raise R\$74.1 million, further scaling its ability to drive meaningful change across the region.

Innovation-driven initiatives like InovAmazônia and the AMAZ Accelerator are advancing bioeconomy research and entrepreneurship in the Amazon. InovAmazônia is a research program focused on discovering new ingredients for the food industry derived from Amazonian value chains.

It currently supports seven research projects, eight laboratories, and 21 scholarships. AMAZ, the first impact accelerator dedicated to the Amazon region, has been supporting 14 businesses since 2021 that promote sustainable products and services rooted in the Amazon economy.

Additional innovation partnerships include using AI and drone technology for forest mapping, restoration monitoring, and carbon market access work with Geoflora and Embrapa. The Amazon Bioplastic Project, for example, is developing sustainable bioplastics from chestnut burrs, benefiting 25 families and contributing to environmental resilience.

From 2021 to 2024, these initiatives collectively impacted over 7,800 families and nearly one million hectares of areas under sustainable use and conservation. They have advanced economic inclusion, environmental stewardship, and indigenous empowerment, creating a model for sustainable development in the Amazon.

Learn more about JBS Fund for the Amazon on our [website](#).

## THROUGH TARGETED PROGRAMS, THE JBS FUND FOR THE AMAZON HAS ALREADY ACHIEVED SIGNIFICANT MILESTONES:



### RESTAURAMAZÔNIA:

Supported **1,117 families**, aiming to **reduce deforestation by 50%**, restore **1,500 hectares** of pasture, and **increase family income by 30%**.



### FAIR & SUSTAINABLE FISHING INITIATIVE:

Supported **400+ families** by building infrastructure for a fish processing plant and mentoring community associations.



### FOREST PEOPLES CONNECTION:

Provided internet and energy kits to **1,200+ families** across **24 protected areas**, enhancing access to information and resources.



### INCLUSIVE COMMUNITY ECONOMIES:

Invested **R\$3.1 million** to improve income for **109 families** by 27%, supported the production of **2,500 hectares** of certified açai, and established traceability and cooperative management systems.



### INDIGENOUS HANDS, STANDING FOREST:

Benefited **1,000+ families** by providing storage infrastructure, drying facilities, trailers, tools, and support for sustainable nut and cocoa processing across **16 indigenous territories**.



## Reducing Food Insecurity

JBS partners with food banks, charities, and customers worldwide to donate excess food and minimize waste. These efforts not only reduce the environmental impact of food waste but also address global hunger and improve food security in vulnerable communities.

In 2024, Pilgrim's Mexico donated 34 tons of food to communities in southern Mexico, demonstrating how operational growth can be leveraged to support local needs. Similarly, JBS USA's Live Pork division regularly contributes to food banks in Texas and Missouri, while JBS Prepared Foods organizes food drives and events that engage team members and benefit local residents.

## Supporting Health and Sports

Our health, sports, and infrastructure investments further strengthen local ties with our communities. JBS Australia emphasizes relationship-building through local councils, volunteer programs, sponsorships, feedback forums, social media, and training. In 2024, JBS Australia donated AU\$873,000 to local sports clubs, community events, cancer research initiatives, and family accommodation programs like Tour De Cure and Ronald McDonald House.

## Investing in Togetherness

We also invest in community integration and social programs. Pilgrim's Mexico demonstrated robust engagement in 2024, investing over US\$900,000 in community integration events such as Family Day, Christmas parties, and 5K races, benefiting more than 44,000 people. Additionally, they provided educational scholarships and partnered with 18 social institutions to expand social programs alongside facility growth in southern Mexico.

**34 tons of food donated**



to communities in southern Mexico





# PRODUCT INTEGRITY

At JBS, we are dedicated to providing safe, nutritious, and responsibly produced food.

By focusing on food safety and quality, animal health and welfare, and research-driven innovation, we aim to offer a product portfolio that continuously meets the evolving needs of our stakeholders. This section highlights our efforts to deliver high-quality food that supports the well-being of both people and animals.





# ANIMAL HEALTH AND WELFARE

GRI 2-23, 3-3, FP10, SASB FB-MP-410a.1

As a global leader in animal protein production, we recognize our significant responsibility to treat our animals with appropriate care. We are dedicated to promoting animal health and welfare through science-based standards that meet or exceed applicable laws and best practices. These standards are actively applied, monitored, and continuously improved across our operations and supply chains.

## OUR APPROACH

We have implemented comprehensive animal welfare programs on the farm, during transport, and at our processing

facilities that are grounded in science and supported by a foundation of training, audits, research, and measurement. Our animal welfare policies and procedures, including the **JBS Global Animal Welfare Policy**, are aligned with local laws and internationally recognized standards, including the Five Domains Model – a science-based framework for assessing, measuring, and continuously improving animal welfare.

Our JBS Animal Welfare Advisory Committee continues to provide expert oversight and guidance to our comprehensive animal welfare programs, aspiring to achieve the highest standards of care and well-being for our animals. This dedicated

committee, comprising seven respected university professors and researchers from around the world, brings expertise in veterinary medicine, animal handling and behavior, nutrition, epidemiology, and welfare. One of the primary aims of the committee is to leverage science to enhance our programs and deploy a global, companywide approach to animal welfare improvement in a continuously changing industry.

### THE FIVE DOMAINS MODEL



#### Nutrition

Ensure free access to food and water, combat malnutrition



#### Environment

Address the risks posed by environmental challenges (heat, cold, mud, dust, lack of space, etc.)



#### Health

Treat against diseases, injuries, functional limitations



#### Behavior

Avoid animal behavioral restrictions



#### Mental states

Address symptoms/causes of weakness, pain (moderate, short term, persistent), vertigo, hunger, thirst, nausea, fear, loneliness, anxiety, frustration, anguish, hopelessness





## Training and Development

All new JBS team members in relevant roles, such as live operations, catching, transportation, receiving, and quality assurance, receive department-specific animal welfare training during orientation, with annual refresher courses required for those who handle animals. Management is responsible for ensuring that all training is completed on schedule, properly documented, and available for review. We also work alongside our live animal suppliers to promote best welfare practices in our supply chains and invest in their ongoing training and development for continuous improvement.



### NUMBER OF PEOPLE TRAINED IN ANIMAL WELFARE

JBS Global	2024
Team Members	38,224
Suppliers	18,931
Third-Party Transporters	521

### ANIMAL WELFARE TRAINING HOURS PROVIDED

JBS Global	2024
Team Members	16,721
Suppliers	4,906
Third-Party Transporters	1,349

## Measurement and Monitoring

We assess animal welfare performance through ongoing monitoring of KPIs and regular audits. The findings are carefully analyzed to identify opportunities for improvement, and corrective actions are implemented as needed in alignment with our policies.

We have a zero-tolerance policy for abuse of any kind. All team members are required to report any violations of our [Animal Welfare Policy](#) or associated procedures, either anonymously through our Ethics Line or directly to JBS management. Any breaches—identified via audits, monitoring, or reporting—are subject to disciplinary action, including termination of employment or contract and potential reporting to authorities.

## Industry Collaboration

JBS actively engages with leading industry groups to remain at the forefront of animal welfare best practices, technologies, and innovations. Through our participation, we can learn from experts, exchange ideas, and gain insights that help us continually improve our approach to animal care. These collaborations also enable us to align with broader industry efforts, evolving regulations, and global stakeholder expectations related to animal welfare.

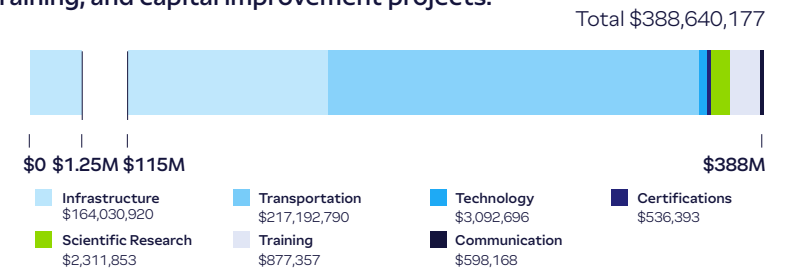
Learn more about our regional- and protein-specific approaches to animal care:

[Our website](#)

[Pilgrim's Europe Animal Welfare Report – Poultry 2024](#)

[JBS Brazil Animal Welfare Report - 2024](#)

In 2024, we invested US\$388 million in animal welfare research, training, and capital improvement projects.





## ANIMAL CARE ON FARM

GRI 3-3

We promote responsible animal welfare practices on the farm, whether the operation is managed by JBS or by a family farm or ranch partner. In each production chain, our approach emphasizes continuous improvement, collaboration, and compliance with internationally recognized standards. By fostering strong relationships with our partners and evaluating alignment with our animal welfare programs through internal assessments and external audits, we strive to create environments that support animal health and well-being while meeting the expectations of our customers and consumers.

Although JBS owns a small portion of farm operations, the vast majority of animals we purchase are raised by third-party or contracted family farm and ranch partners. We define a “family farm or ranch” as any








farm or ranch organized as a sole proprietorship, partnership, or family corporation, where the majority of the business is owned and controlled by an individual and their relatives.

Our on-farm animal welfare program, encompassing everything from nutrition and health management to housing and environmental enrichment, is supported by

structured internal audits, digital scorecards, third-party evaluations, and continuous efforts to improve practices in collaboration with our supplier partners. Where we have

direct oversight of live operations – such as Pilgrim’s U.S. hatcheries and JBS Australia feedlots – we track key welfare indicators and review performance metrics at least monthly.

### Live Animal Operations Owned, Managed, or Contracted by JBS

	Stage	Type of Operation	Australia	Brazil	Canada	Europe	Mexico	U.S.
 <b>Cattle</b>	Breeding & Birth	cow-calf, dairies	-	-	-	-	-	-
	Rearing / Intermediary	stockers, backgrounders, auctions, traders, brokers, etc.	-	-	-	-	-	-
	Finishing	feedlots	M	OM	-	-	-	-
 <b>Hogs</b>	Breeding & Birth	breeding, gestation, farrowing	O	O	-	C	-	OC
	Rearing / Intermediary	nurseries, wean-to-finish	O	C	-	C	-	OC
 <b>Lambs</b>	Breeding & Birth	ewe-lamb	-	-	-	C	-	-
	Rearing & Finishing	feedlots	-	-	-	C	-	-
 <b>Chickens</b>	Breeding	stock, pullets, breeders	-	O	-	O	O	C
	Birth	hatcheries	-	C	-	C	C	O
	Finishing	broilers	-	C	-	C	C	C
 <b>Salmon</b>	Breeding & Birth	hatcheries	O	-	-	-	-	-
	Rearing	nurseries	O	-	-	-	-	-
	Finishing	marine farms	O	-	-	-	-	-

The data above do not represent 100% of JBS’s supply chain for a specific protein/region, as data are not available for all live animal operations. The chart shows only data from JBS owned or managed live operations.

O = Animals and operation are owned and managed by JBS

M = Animals and operation are managed but not owned by JBS

C = Animals are owned by JBS, but the operation is managed by contract partners

- = JBS has no direct ownership or management of animals or operation



CASE STUDY

**ADVANCING ANIMAL WELFARE TARGETS**

In 2024, Seara achieved its 2025 goal of sourcing 100% of its commercial eggs from cage-free chickens. This assures that all layer birds in Seara's egg supply chain have the freedom to move naturally – spreading their wings, perching, dust bathing, and scratching – while also enabling social interaction and the expression of natural behaviors.

Additionally, Seara set a 2025 goal to transition all pig production from individual to group gestation housing. As of the end of 2024, 95.63% of sow housing had transitioned to group gestation systems, and Seara is actively working to close the remaining gap. Recognizing that pigs are social animals with strong exploratory instincts and hierarchical group dynamics, this shift allows them to engage in natural behaviors such as socializing, choosing resting areas, and interacting with their environment. All new facilities, expansions, and retrofits are now designed to accommodate group housing, including “cover and release” management protocols. Cover and release systems temporarily confine pregnant



sows during early gestation to minimize aggression and injury, before releasing them into group housing for the remainder of the pregnancy.

In Australia, our Huon Aquaculture business has also set ambitious animal welfare targets. These include vaccinating 100% of fish in accordance with the company's vaccination strategy, using zero antibiotics unless fish welfare is severely compromised, and maintaining stocking densities below 15 kg/m<sup>3</sup> in all marine pens.

**Health and Nutrition**

Assessing the daily needs and health status of the animals under our direct care is essential to maintaining their well-being. Our approach is centered on regular, proactive evaluation, which includes frequent health checks, close collaboration with veterinarians, and training for farm staff to identify early signs of illness or discomfort. We consistently evaluate and address health challenges in our live operations, making sure our animals receive the care they need throughout their lives.

**ANIMAL NUTRITION**

Providing animals with proper nutrition to maintain their body condition and support healthy growth is essential to their overall health and welfare. Across our livestock and poultry operations, our Ph.D. scientists and expert nutritionists formulate diets specific to species and life stage. These diets are reviewed and adjusted – sometimes daily – to optimize growth, prevent nutritional deficiencies, and reduce the risk of digestive issues.

We manufacture feed in both company-owned and contracted feed mills, using proprietary formulations that include corn, ground hay (for cattle), and other grains. In our aquaculture operations, we source feed from accredited third-party suppliers.

CASE STUDY

**UTILIZING ENZYMES IN CHICKEN DIETS**



In 2024, Pilgrim's Mexico was recognized by its supplier DSM for its use of specialized enzymes in chicken diets. As a result, Pilgrim's Mexico achieved a reduction of more than 35,000 metric tons of CO<sub>2</sub>e that year alone. In addition, the use of these enzymes improves feed conversion and reduces nutrient emissions (PO<sub>4</sub> and NO<sub>3</sub>).

**VETERINARY CARE**

Across our live animal operations and those of our contracted farmer partners, licensed veterinarians establish and monitor animal health and vaccine protocols in accordance with government regulations. They perform routine health checks and are available for consultation as needed.

Each operation maintains a written health plan developed with input from our veterinarians. These plans include protocols for animal management, vaccination schedules, health monitoring and treatment, mortality and morbidity tracking, and disease transmission prevention.

Our veterinarians also work to mitigate or eliminate animal pain wherever possible.

**PHYSICAL ALTERATIONS**

**FP10**

When physical alteration procedures are necessary to support animal health, safety, or welfare, they are carried out in accordance with science-based standards, under veterinary guidance, and by trained personnel.

Learn more about how we **prioritize animal safety and comfort in physical alterations.**



## ANTIBIOTIC USE

At JBS, we prioritize the responsible use of antibiotics. Across our operations and supply chains, antibiotic use is subject to local and national regulations to maintain animal health and food safety.

We are dedicated to reducing antibiotic use in animal production and investing in research to identify alternative strategies that promote animal health and reduce disease incidence, such as vaccination programs and enhanced animal husbandry practices. Our veterinary and nutrition teams collaborate with both private and public sectors to stay at the forefront of innovation in this space, so we can continue to provide our customers with wholesome, healthy, and nutritious products.

We also offer a variety of branded products that have never been treated with antibiotics ever, such as Aspen Ridge, Grass Run Farms, Just Bare, ThinkPure Organic, Nhô Bento, Seara Frango Orgânico, Seara Frango da Granja, and more.

Learn more about our [judicious use of antibiotics](#).

### CASE STUDY

## REDUCING ANTIBIOTICS USE WITH "EVERY CALF MATTERS"



In 2024, Friboi actively participated in and supported the development of the "Every Calf Matters" ("Cada Bezerro Importa") project in partnership with the consultancy BE.Animal. The project was implemented on more than 30 assisted farms, reaching over 50,000 calves, and has attracted a substantial online community of more than 9,000 producers, students, technicians, and farm employees.

Every Calf Matters aims to reduce the therapeutic use of antibiotics and other medications, lower mortality rates, and improve weaning weights. The project also promotes management practices that support the health and well-being of calves from birth to weaning.



## Housing and Biosecurity

JBS prioritizes animal health and welfare by aiming to provide comfortable and secure housing that meets or exceeds industry standards.

Learn more about our regional approaches to animal housing as well as our biosecurity protocols and programs on our [website](#).

Across our poultry, beef, pork, and aquaculture operations, our facilities are designed to meet the unique needs of each species, protecting them from extreme weather, predators, and vermin. Many of our brands and business units have also implemented environmental enrichment strategies, such as perches and teethers, to support animals' natural behaviors and avoid stress. These efforts help create living environments that promote animal health and well-being.

## BIOSECURITY

Our live animal facilities operate under comprehensive biosecurity programs designed to prevent the introduction of infectious diseases through human contact, animal vectors, or contaminated equipment. These protocols cover all aspects of our operations, including feed mill activities, feed delivery, animal transportation, vaccination, and health management, as well as the management of visitors and auditors. Key biosecurity measures, such as protective barriers, bird-proof netting, water monitoring and treatment, and compliant waste disposal, are implemented across our livestock, poultry, and aquaculture operations to strengthen disease prevention and safeguard animal health.

All team members and contract partners are trained according to our biosecurity protocols, and all visitors and vendors must be pre-screened and approved before arriving at any of our locations. Sign-in logs are also required and maintained at all locations.



## ANIMAL WELFARE DURING TRANSPORTATION

GRI 3-3

As part of our animal welfare programs at each production facility, animals are transported in company or third-party vehicles designed to ensure their well-being throughout transit. We prioritize minimizing stress and preventing injuries during loading, transportation, and unloading.

We've established specific guidelines for transportation that include maximum distances, transit times, and procedures for resting, feeding, and watering at defined intervals. We also continually invest in modernizing our transport vehicles and renewing our fleets to improve safety and comfort during transit.

Livestock transporters are audited daily to verify compliance with JBS humane handling standards. Depending on the country, they also adhere to national or regional requirements, such as:

- PAACO/Meat Institute Transportation Guidelines, Beef Quality Assurance Transportation (BQAT), and Pork Quality Assurance Transportation (PQAT) Training and Certification in the U.S.;
- Australian Welfare Standards and Guidelines – Land Transport of Livestock in Australia;

- RSPCA, Red Tractor, or Quality Meat Scotland (QMS) standards in the U.K.; and
- Canadian Food Inspection Agency (CFIA) Humane Transport Guidelines in Canada.

Improper handling during transportation results in immediate corrective action such as fines and may lead to the transporter being permanently banned from delivering livestock to our facilities.

Learn more about our regional approaches to the **proper transport of animals.**



### CASE STUDY

#### PROMOTING ANIMAL WELL-BEING DURING TRANSPORT

At Seara, we've established maximum distances and transit times between farms and processing facilities to protect animal comfort during transport. Vehicle routes are planned to optimize distance, transit time, and speed. On average, our farms are located 59 km from poultry processing facilities and 61 km from pig processing facilities.

Friboi has implemented controls to source animals from farms located near strategically placed processing sites. On average, farms are 222 km away from processing facilities, with an average transport time of 6.5 hours. All facility personnel and livestock drivers are required to sign a statement attesting to their understanding of our Animal Welfare Policy. For third-party transporters, animal welfare guidelines are incorporated into their service agreements.





## ANIMAL HANDLING AT OUR PRODUCTION FACILITIES

GRI 3-3

Promoting animal welfare across our value chain includes strict adherence to the national and regional requirements that guide the humane handling and processing of livestock, poultry, and aquaculture at our plants and facilities. Our dedicated teams work to ensure that animals are treated with care and respect throughout their time in our facilities. Through rigorous training, ongoing assessments, and continuous improvement initiatives, we strive to create a safe and comfortable environment for animals while maintaining compliance with all applicable laws and industry standards.

Region	Regulatory Animal Welfare Standard
<b>Australia</b>	Australian Animal Welfare Standards and Guidelines Australian Standard for the Hygienic Production and Transportation of Meat and Meat Products for Human Consumption
<b>Brazil</b>	Ministry of Agriculture and Livestock / Federal Inspection Service (MAPA/SIF)
<b>Canada</b>	Canadian Food Inspection Agency (CFIA) Meat Inspection
<b>Europe</b>	Council Regulation N°1099/2009
<b>Mexico</b>	Buenas Prácticas Pecuarias en Producción de Pollo de Engorda de SADER y SENASICA
<b>United States</b>	U.S. Department of Agriculture (USDA) and Food Safety and Inspection Services (FSIS)



Animal welfare responsibilities are managed by our Animal Welfare and Food Safety and Quality Assurance (FSQA) teams. Each facility has a full-time Quality Assurance Manager, Animal Welfare Manager, Animal Welfare Officer (AWO), or veterinarian – or access to a regional team member responsible for overseeing the implementation of animal welfare programs. Their responsibilities include conducting facility assessments, managing training programs, and maintaining ongoing monitoring.

Additionally, each production facility includes team members from animal handling, processing, quality assurance, operations, procurement, and human resources, who work to assure that the policies and procedures required by our animal

welfare programs – including annual training for all team members – are correctly implemented and followed.

### Facility Standards, Trainings and Certifications

We go beyond legal requirements by training our team members and certifying many of our facilities to internationally recognized animal welfare standards. In Australia, JBS team members working with cattle, smallstock, and hogs receive training in accordance with industry Animal Welfare Officer (AWO) standards, while our processing facilities are accredited under the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS).

In the U.S., Brazil, and Canada, managerial animal welfare team members are certified as humane handling specialists through the Professional Animal Auditor Certification Organization (PAACO). Pilgrim's Europe Pork facilities are certified to RSPCA standards and have achieved "Tier 1" status—the highest ranking—on the Business Benchmark on Farm Animal Welfare (BBFAW), reflecting exceptional animal welfare performance verified through an independently commissioned review.



## Audits and Assessments

Our production facilities are regularly audited to verify compliance with our animal welfare standards. Quality assurance personnel conduct daily audits to verify adherence to each country's respective compliance program for each protein type. Government inspectors also monitor our animal welfare practices daily to ensure compliance with applicable regulations.

JBS production facilities typically undergo third-party animal handling audits annually. If a violation of our standards or applicable laws is identified, we take immediate corrective action and schedule internal follow-up audits until the issue is resolved.

We've also implemented video auditing systems in many of our production facilities, enabling real-time internal auditing and immediate feedback for team members. The video footage is reviewed remotely by our animal welfare team and/or an independent third-party. These independent reviews verify compliance with our standards and legal regulations related to animal handling and welfare, including alerts and daily summaries sent to facilities for process improvement.

### Our Animal Handling Performance

Business	Protein	Animal Welfare Audits						Transportation Audits			
		Internal Audits		Third-Party Audits				Third-Party Audits			
		Passed		Passed		Passed on the first attempt		Passed		Passed on the first attempt	
		2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
JBS Australia	Beef & Lamb	100%	100%	100%	95%	93%	95%	n/a	100%	n/a	100%
	Pork	100%	97%	100%	100%	100%	27%	n/a	n/a	n/a	n/a
	Fish	82%	92%	100%	100%	100%	100%	n/a	n/a	n/a	n/a
JBS Brazil	Beef	100%	100%	100%	100%	100%	98%	100%	100%	98%	100%
	Chicken & Pork	50%	100%	100%	97%	100%	97%	100%	n/a	100%	n/a
JBS USA	Beef	98%	98%	100%	100%	96%	100%	100%	100%	100%	100%
	Pork	100%	100%	100%	100%	100%	100%	100%	95%	n/a	95%
Pilgrim's Europe	Chicken	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Pork & Lamb	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Pilgrim's Mexico	Chicken	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%
Pilgrim's U.S.	Chicken	93%	100%	100%	100%	100%	100%	n/a	100%	n/a	100%
Rigamonti	Pork	100%	100%	100%	100%	100%	100%	n/a	n/a	n/a	n/a



# FOOD SAFETY AND QUALITY

GRI 3-3, 416-1, 417-1, SASB FB-MP-250a.2, FB-MP-250a.3, FP5, FP8

Food safety and quality are fundamental to our business and at the heart of everything we do. We are dedicated to continuously reviewing every aspect of our operations to make sure that we deliver safe, high-quality, and nutritious food products for our customers and consumers.

## OUR APPROACH

Within our processing operations, we maintain a robust global food safety and quality program. This includes Standard Operating Procedures (SOPs), Sanitation Standard Operating Procedures (SSOPs), Hazard Analysis and Critical Control Points (HACCP) protocols, and validated technology interventions – each designed to eliminate or reduce biological, chemical, and physical hazards in raw material production. Many of our brands and business units also have specific policies dedicated to food safety and quality.

These processes are closely monitored by JBS team members trained in food safety and quality assurance. Government inspectors also review and verify our processes before approving products for distribution, assuring compliance with all applicable regulations.



### CASE STUDY

#### INVESTING IN QUALITY AND EFFICIENCY

JBS Australia's Pork business invested AU\$11.2 million in technology and equipment to enhance food safety and improve the quality of finished products. This investment included the installation of new carcass refrigeration chambers, auto bagging machines, auto stringing machines, inline de-rinders, and increased vacuum packaging capacity.

These advancements will result in less handling, extended shelf life, and reduced microbial growth, all contributing to the superior quality of JBS Australia's finished pork products. In addition to food safety and quality improvements, these investments are also expected to reduce plastic waste, increase yields, improve process efficiencies, and generate greater cost savings.

All JBS business units implement the following strategies:

- **Good Manufacturing Practices (GMP)** program to support operational consistency and regulatory compliance.
- **Recall and market withdrawal procedures** that provide trace-back and trace-forward capabilities for accurate identification and management of affected products when necessary.
- A documented **Pest Control program** and **Food Security program**.

Our Global Food Safety and Quality Assurance (FSQA) team is structured to provide strong oversight and consistent, industry-leading

performance. Based in the U.S., our Global FSQA Department sets enterprise-wide guidelines, metrics, and priorities, which are deployed by local teams in each business unit. This streamlined reporting structure reflects the priority we place on food safety and quality, enabling swift, informed, and action-oriented decision-making.

Best practices and KPIs are shared across the company during quarterly meetings hosted by the Global FSQA Department, as well as in more targeted routine meetings within specific brands and business units. These meetings provide a forum to exchange learnings, highlight current initiatives, and align on future priorities and targets.

Our business units also participate in external industry associations, councils, and working groups to advance consumer health and safety and accelerate progress.

JBS Australia's Riverina beef processing facility in New South Wales received McDonald's Best Packer Award, announced at the McDonald's Beef Packer Day in 2024. The Best Packer Award is a new recognition and was based on 2023 performance across volume supplied, NCRs issued, audit outcomes, and engagement with McDonald's grinder sponsors. This accomplishment reflects the positive people culture and hard work applied each day by the Riverina team, who strive to ensure we can meet and exceed the expectations of our customers.

## Food Safety Research

As part of our ongoing investment in research and innovation, we operate microbiological testing and biotechnology laboratories around the world. Equipped with state-of-the-art infrastructure, these labs allow us to track food safety metrics more precisely across our brands and accelerate testing timelines.

Our brands also partner with higher education institutions worldwide to invest in research and experiments aimed at improving consumer health and safety.



## TRAININGS, AUDITS, AND PERFORMANCE MONITORING

GRI,416-1 SASB FB-MP-250a.2, FP5

### Team Member Trainings

New JBS team members in relevant roles receive comprehensive training on quality assurance and food safety management systems during onboarding, with additional job-specific training provided as needed. All of our FSQA team members also receive specific HACCP and additional food safety and quality assurance training annually.

### Third-Party Audits, Inspections, and Certifications

We conduct numerous food safety and quality system audits each year, using accredited, independent auditing firms. In 2024, 80% of our global facilities were audited and certified under schemes recognized by the Global Food Safety Initiative (GFSI), one of the most rigorous food safety benchmarks in the industry. This represents a 1% increase from the percentage of certified facilities in 2023.

Learn more about audits, inspections, and certifications across our regions on our [website](#).

## Internal Audits and Performance Monitoring

SASB FB-MP-250a.3

Our FSQA team members conduct internal audits and inspections to further evaluate food safety, quality assurance, and compliance across our operations. In 2024, we completed the fourth year of data collection and tracking against our internal Global Food Safety and Quality Assurance Scorecard. This tool helps benchmark performance indicators across global operations and business units, identify areas for improvement, and drive continuous progress.

The scorecard evaluates 11 metrics across four key pillars: regulatory compliance, animal welfare and prevention of antimicrobial resistance, customer and consumer satisfaction, and product safety and quality.

Although we have comprehensive systems in place to provide our customers and consumers with safe, high-quality food, in rare instances, a product recall may be necessary to protect public health. In these cases,

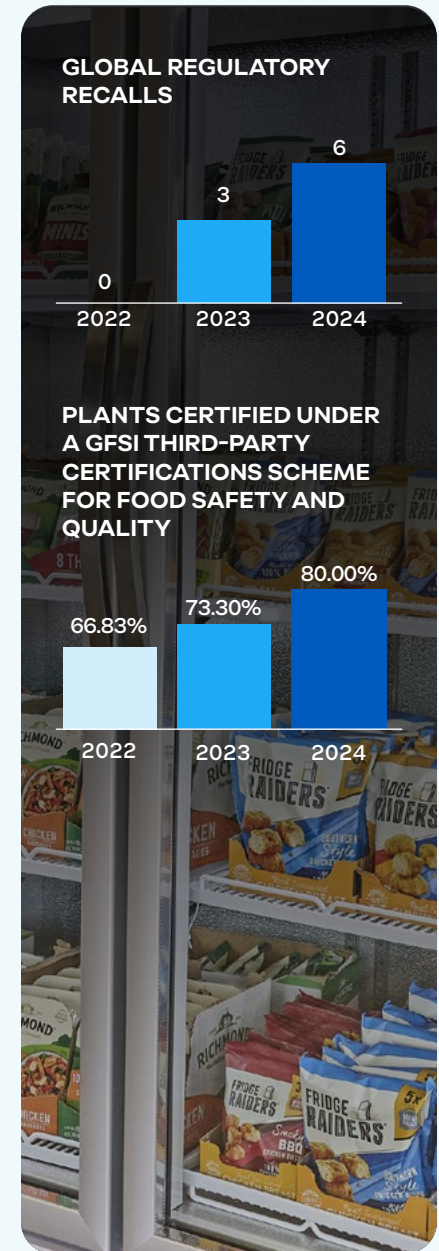
we follow standardized procedures in collaboration with federal regulatory partners to quickly track and remove affected products from distribution channels. We communicate recall information to customers and consumers according to local government guidelines. In 2024, there were 6 regulatory recalls due to food safety, quality, or labeling in our global operations.

### PERCENTAGE OF SIGNIFICANT PRODUCT CATEGORIES ASSESSED FOR HEALTH AND SAFETY IMPROVEMENTS

Global	99.98%
Australia	100%
Brazil	100%
Canada	n/c
Europe	100%
Mexico	100%
United States	88.89%

### GFSI CERTIFIED PLANTS BY REGION

Global	80.00%
Australia	100%
Brazil	74.76%
Canada	100%
Europe	100%
Mexico	71.43%
United States	100%





# PRODUCT OFFERINGS AND INNOVATION

We strive to not only meet but exceed the evolving expectations of customers and consumers around the world by providing a dynamic and diverse portfolio of food products. As dietary preferences shift and production capabilities improve, we are continuously exploring ways to offer high-quality, nutritious, and responsibly made options that deliver value through both taste and purpose.

Our approach to product development is rooted in empowering informed choices, understanding consumer trends, listening to customer feedback, and anticipating the future of food. We embrace innovation as a core driver of growth and sustainability and continuously invest in research and state-of-the-art technology to meet the evolving needs and preferences of customers and consumers worldwide.

## TRANSPARENT LABELING AND MARKETING

GRI 417-1, FP8

We are dedicated to providing clear, accurate, and transparent information on our product labels and in our marketing materials, empowering consumers to make informed choices based on their health and dietary preferences.



We assure that the nutritional and ingredient information on our product packaging complies with local, national, and industry regulations, such as those established by the Food Safety and Inspection Service (FSIS) division of the United States Department of Agriculture (USDA) and the National Health Surveillance Agency (ANVISA) in Brazil. By using standardized nutritional panels, along with plain, direct, and clear language, we facilitate easy comparison between products, helping consumers better understand the nutritional content of the products they purchase.

Our labeling practices often go beyond regulatory requirements to align with customer targets and clearly communicate key nutritional characteristics and benefits to consumers. These may include:

- Allergen callouts (when not required by law)
- Health claims (e.g., no genetically modified organisms (GMOs),

reduced sodium, natural, minimally processed, high protein content)

- Guidance on healthier preparation methods, such as air frying (versus frying in oil)

Marketing communications that are not on packaging are regulated by relevant government authorities, such as the U.S. Federal Trade Commission (FTC) and state competition and consumer communication laws. These communications undergo an internal review process that includes our marketing and legal teams to verify that the information shared with customers and consumers is authentic, accurate, and not misleading and that food claims comply with relevant regulations. We also work closely with numerous industry associations to stay informed about the latest issues and opportunities from a consumer, customer, and supply chain perspective.

### CASE STUDY

#### DECREASING "EXCESS" OFFERINGS

In Mexico, regulations require "Excess" labels on food products that exceed specific thresholds for sodium, saturated fat, trans fats, and sugar. At Pilgrim's Mexico, we focus on producing products that avoid these "Excess" labels, demonstrating our dedication to supporting local health initiatives and promoting healthier dietary choices for consumers.

### CASE STUDY

#### EXPANDING VERIFICATION MEASURES

JBS Canada has introduced a New Product Request (NPR) program to provide every new product with a comprehensive, cross-functional review before being launched. A key component of this program is the review of applicable labeling requirements to verify that our products do not contain misleading or false information. The NPR program also reviews and verifies the accuracy of marketing claims to maintain transparency and trust. Our leadership team has designated representatives from our operations, scheduling, packaging, sales, and FSQA teams to drive these processes.



## CUSTOMER AND CONSUMER ENGAGEMENT

FP8

We prioritize consistent engagement with both customers and consumers to continuously evaluate if our products meet their evolving needs and expectations. We engage in ongoing dialogue through a variety of easy-to-use and regionally tailored communication platforms, organized by region, protein type, and stakeholder audience.

Across our business units, we work closely with our customers, and our dedicated sales representatives are available to offer them support as needed. Our sales teams maintain open, active channels of communication and frequently meet with customers in person to build strong relationships and understand their needs.

Many of our brands have dedicated websites where customers can create personalized accounts and access detailed information, including point-of-sale materials, packaging specifications, brand portfolios, premium programs, value-added products, food safety and quality documentation, and animal-raising practices.

To promote transparency and responsive service, we offer dedicated customer and consumer phone lines and email contacts. These channels enable our teams to monitor product feedback, respond to questions, track trends through a centralized

database, and generate performance insights that are shared with internal stakeholders.

We also maintain brand-specific social media channels that provide consumers with a range of helpful resources, including recipes, nutritional information, and food safety handling guidelines. These platforms also keep both consumers and customers informed about relevant updates within our businesses and across the broader industry.

## PRODUCT INNOVATION

Innovation is essential to our ongoing evolution. It drives us to develop more efficient practices that improve environmental performance, team member health and safety, food safety and quality, and animal welfare – all while continuing to provide high-quality food to millions of people worldwide. This mindset reflects our belief that we all have a role to play in building a better future. By continuously investing in research and state-of-the-art technology, we keep innovation central to how we develop new products, monitor raw materials, operate our facilities, and recycle and repurpose waste.

## Research, Development, and Monitoring

We take a structured approach to product innovation, grounded in research and development (R&D) and stakeholder collaboration.

All R&D activities – such as new product development, pilots, and product improvements – are guided by applicable legislation, industry guidelines, internal policies, customer needs, and consumer insights.

**In 2024, we invested US\$ 28.1M in innovation, research, and development.**

We continuously monitor changes in consumer preferences and shifts in the regulatory landscape as key inputs to our product innovation approach. Today, there is a growing demand for products with cleaner labels, healthier formulas, and responsibly sourced ingredients. Together with public and private sector partners, we are innovating to create more nutritious food options while maintaining exceptional flavor, including through the use of new ingredients, storage methods, and processing technologies.

For example, in partnership with Colorado State University (CSU), we established the JBS Global Food Innovation Center, a research and education hub focused on advancing food safety, meat sciences, and animal welfare practices. The Global

Learn more about the **JBS Global Food Innovation Center.**

Food Innovation Center plays a key role in education and training initiatives, while also conducting

equipment testing to support continuous improvement.

### CASE STUDY



### INNOVATING WITH ENERGY-EFFICIENT STERILIZATION

In 2023, JBS Australia secured funding from the Australian Meat Processing Corporation (AMPC) to trial the “Econoliser”, a new and cutting-edge sterilization technology designed to reduce water and energy consumption in food processing while maintaining the high food safety standards our operations require.

Traditional sterilization methods used in food processing are known to be water- and energy-intensive. The Econoliser works by activating sprays that efficiently remove residues such as fat, protein, and bacteria from knife blades, offering a more sustainable alternative without compromising food safety. The trials conducted across a selected number of JBS Australian processing plants showed a reduction in GHG emissions of up to 92% with similar water savings (95-98%). JBS has since invested in implementing the Econoliser into some workstations that were suitable for retrofitting and will continue to deploy the technology as part of plant equipment upgrades.



CASE STUDY

**ADVANCING CONSUMER-CENTRIC INNOVATION**



To stay ahead of the shifting needs of consumers, Seara launched the Seara Innovation Hub, a structured process for managing innovation that tracks consumer demands, market trends, new ingredients, and technologies. The Innovation Hub allows Seara to apply insights from ongoing research to the development of new products. Through this framework, Seara can continuously monitor emerging habits, challenges, and consumer priorities.

In 2024, Seara invested US\$ 11.8 million in R&D and innovation.

These efforts led to the successful launch of 117 innovative new products in 2024, with 78 introduced in the Brazilian market and 39 launched internationally.

**Product Health and Nutrition Offerings**

Across our operations, we continue to expand our plant-based, organic, hypoallergenic, antibiotic-free, natural, and fresh product lines. We've also increased our offerings of smaller portion sizes to enhance convenience and reduce food waste.

At the same time, we are focused on enhancing the nutritional and health attributes of our fresh and prepared foods. Through technological innovation, we are working to reduce levels of fat, sodium, sugar, additives, artificial food coloring, and artificial preservatives across many of our products to better support consumer well-being.

Learn more about the [nutrition and health attributes of our products.](#)



CASE STUDY

**EXPANDING CULTIVATED PROTEIN R&D**

JBS has taken significant steps to advance its R&D capabilities in the growing field of cultivated proteins, acquiring a controlling stake in BioTech Foods, a Spanish company with commercially viable technology in this space.

We are also investing approximately US\$60 million to establish the first Research & Development Center for Food Biotechnology and Cultivated Protein in Brazil, as well as the JBS Biotech Innovation Center in Florianópolis, Santa Catarina. These state-of-the-art facilities will focus on researching and developing 100% Brazilian technology for cultivated

protein production. The primary objective of these investments is to accelerate the scaling process and reduce production costs for cultivated protein, in anticipation of future commercialization.

As part of this work, JBS has established an ethics committee to oversee the use of animals in cultivated meat trials. The committee, which includes animal welfare experts and representatives from reputable non-governmental organizations (NGOs), is responsible for ensuring these initiatives are conducted based on the highest ethical standards.



# LEGAL 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, 2024, 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 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) and Sustainability Accounting Standards Board (SASB) standards. The information included in this report does not refer to the entity JBS N.V., established in June 2025.

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, and may change as a result of future decisions, 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 [sustentabilidade@jbs.com.br](mailto:sustentabilidade@jbs.com.br) and [ri@jbs.com.br](mailto:ri@jbs.com.br) or found at <https://jbsesg.com>. This report was published in September 2025.

**(JBS)**

The background features a dark blue gradient on the left, transitioning into a lighter blue gradient on the right. A prominent, thick, curved line in a medium blue color sweeps across the lower half of the image, creating a sense of motion and depth.