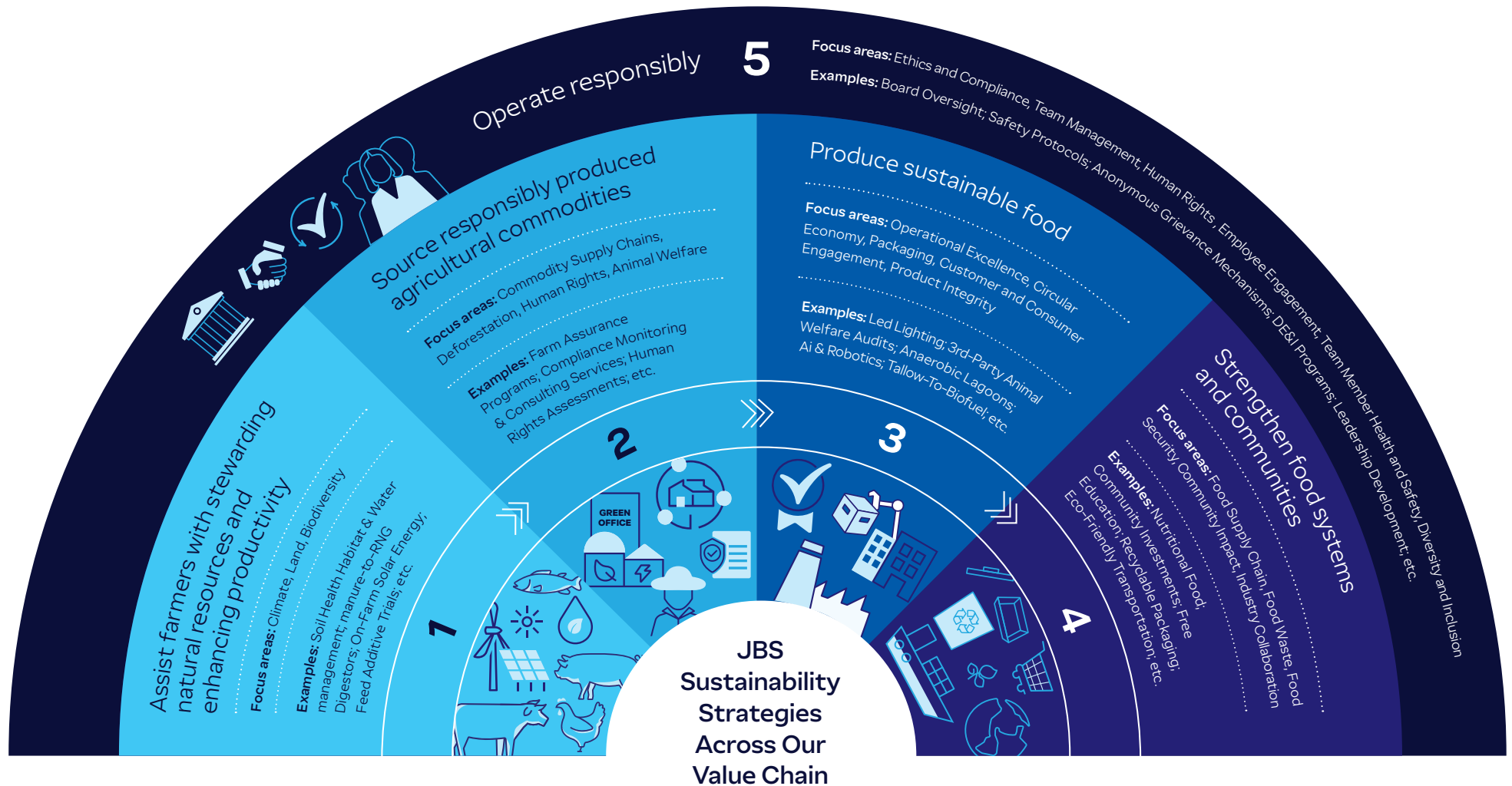







2023 Global Sustainability Strategy

At JBS, we are striving to set the food industry standard for profitable and sustainable food production for a growing planet. This means improving the sustainable performance and resiliency of not only our own operations but contributing to the enhanced sustainability of the greater food production system as a whole, while also helping our customers achieve their sustainability goals. To realize this vision, we have developed a Global Sustainability Strategy that mirrors our supply chain connections and addresses our material sustainability topics. This strategy guides our actions across environmental, social, and governance topics and serves as the overarching framework through which all our sustainability programs and initiatives are developed.



| | | OUR GLOBAL GOALS | 2023 PROGRESS |
|-------------|---|---|--|
| ENVIRONMENT | Energy & Emissions  | Achieve net-zero greenhouse gas (GHG) emissions by 2040 ¹ | <ul style="list-style-type: none"> • US\$ 150MM+ invested across hundreds of projects in JBS facilities to reduce Scope 1 & 2 GHG emissions • US\$ 5MM+ approved in partnership projects to further our Scope 3 GHG emissions reduction strategy throughout our value chain • Individual JBS businesses around the world are also actively engaged in research endeavors focused on animal welfare, animal nutrition, and farm management, which can reduce GHG emissions through improved efficiencies |
| | | Reduce Scope 1 & 2 GHG emission intensity by 30% by 2030 vs. 2019 baseline | 17% decrease from 2019 |
| | | Reach 60% renewable electricity by 2030 | 8% |
| | Water  | Reduce water use intensity by 15% by 2030 vs. 2019 baseline | 4% increase from 2019 |
| SOCIAL | Health & Safety  | Achieve 30% improvement in Global Safety Index ² performance by 2025 vs. 2019 baseline | 59% improvement from 2019 |
| | People Development  | Continue providing life-changing development and educational opportunities for team members and their families | <ul style="list-style-type: none"> • Provided more than 5.8 million training hours to improve team members' professional skills and career opportunities within the company • Enrolled more than 1,400 team members and/or their dependents in tuition-free, higher education classes via JBS Better Futures |
| GOVERNANCE | Ethics & Compliance  | Internally investigate and close 100% of JBS Ethics Line cases each year and audit results beginning in 2025 | Investigated and closed 100% of cases |
| | | Report 100% of substantiated critical ³ JBS Ethics Line cases to the JBS Board of Directors each quarter | Passed resolutions mandating periodic reporting of ethics and compliance performance to the JBS Board of Directors |

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