



Celebrate Your Foodprint

2020 Sustainability Report Summary



A Message from Our President and CEO



I am pleased to share the JBS USA 2020 Sustainability Report that reflects our progress over the last fiscal year. Through this incredibly challenging year, we have stayed true to our mission to be the best in all that we do, which is brought to life every day through the commitment of our global team members.

As we faced the COVID-19 pandemic, JBS USA remained dedicated to our team members, farmer and rancher partners, and our customers. We have consistently focused on upholding strict safety standards to protect our workforce and the entire supply chain.

The past year has proven our role as a food company to be more important than ever, and we have responded quickly and efficiently to address evolving needs. Team member health and safety has remained our top priority, guiding all our actions and decisions, and resulting in more than \$600 million in costs and investments to protect our people.

I am proud of our supply chain partners who helped us keep high-quality protein in stores, and the rapid action we took to adapt in the early days of the pandemic. We also launched the Hometown Strong initiative to support our communities as they recover from the pandemic. We take great pride in our role as a good neighbor and global citizen, emphasizing community support and sustainability in everything we do.

Closing out 2020 also marks the end of our sustainability goals that were set in 2017. Thanks to our team members, we have achieved many of the ambitious safety and environmental goals we set out to complete.

Building on the progress we have made toward sustainable operations, we are taking the next step by committing to achieving net-zero greenhouse gas (GHG) emissions by the year 2040. This process will include our diverse partners – producers, suppliers and customers – in our efforts to reduce emissions across the entire value chain. As the first major global company in our sector to set such a goal, this commitment will propel us forward and set an example for the food industry.

Thank you for being on this journey with us as we strive to deliver the best food products to our customers, better futures for our team members, and protect the planet's resources for future generations.

Sincerely,

ANDRE NOGUEIRA
JBS USA CEO

About JBS USA

JBS USA is a leading global provider of diversified, high-quality food products, including a portfolio of well-recognized brands and innovative, value-added premium products. We are a leading processor of beef, pork, poultry and prepared foods in the U.S.; a leading processor of beef and prepared foods in Canada; and a leading processor of beef, lamb, pork and prepared foods in Australia. JBS USA is the majority shareholder of Pilgrim's Pride Corporation (Pilgrim's), with operations in the U.S. and Mexico, owner of Moy Park, a leading poultry and prepared foods company in the U.K. and Europe, and the owner of Pilgrim's UK, a leading pork and prepared foods company in the U.K. As a global team, we process, prepare, package and deliver fresh, further-processed and value-added premium meat and

poultry products for sale to customers in more than 100 countries on six continents.

We believe sustainability includes social responsibility, economic viability and environmental stewardship. Using these pillars to guide our approach we have also sought input from internal and external stakeholders. We conducted a materiality refresh in the fall of 2020 to ensure we are continuing to focus on the issues most important to our stakeholders. This is our fourth JBS USA Sustainability Report and is inclusive of all of our facilities in Australia, Canada, England, France, Mexico, the Netherlands, New Zealand, Northern Ireland, Puerto Rico and the United States.

Company

AT A GLANCE

9

COUNTRIES
of operation

100,000+

team members

PROVIDING MORE THAN
32 BILLION

pounds of product annually

MORE THAN

**280
MILLION**

meals provided daily

Our Mission

To be the best in all that we do, 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 our team members.

To read the full 2020 sustainability report, please visit sustainability.jbsfoodsgroup.com.

Our Values

- Availability
- Determination
- Discipline
- Humility
- Ownership
- Sincerity
- Simplicity



Our Brands

NORTH AMERICA



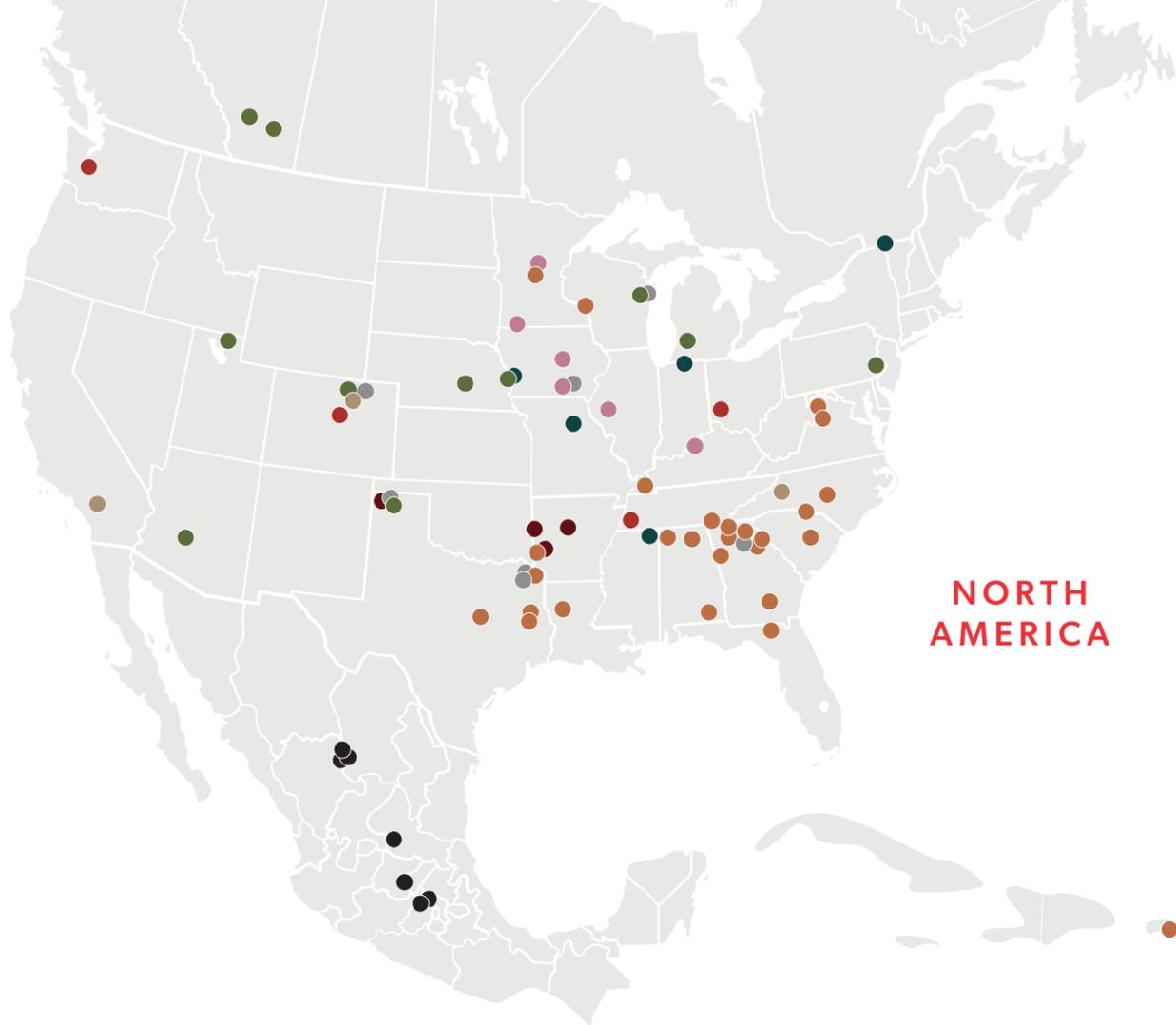
AUSTRALIA AND NEW ZEALAND



EUROPE



Our Operations



NORTH AMERICA

EMPIRE

- Denver, CO
- Mason, OH
- Memphis, TN
- Olympia, WA

JBS USA BEEF

- Brooks, AB
- Cactus, TX
- Calgary, AB
- Grand Island, NE
- Greeley, CO
- Green Bay, WI
- Hyrum, UT
- Omaha, NE
- Plainwell, MI
- Souderton, PA
- Tolleson, AZ

JBS USA PORK

- Beardstown, IL
- Louisville, KY
- Marshalltown, IA
- Ottumwa, IA
- Pipestone, MN
- Worthington, MN

JBS USA LIVE PORK

- Cameron, OK
- Dalhart, TX
- Morrilton, AR
- Umpire, AR

PILGRIM'S UNITED STATES

- Abonito, PR
- Arcadia, WI
- Athens, GA

- Broadway, VA
- Canton, GA
- Carrllton, GA
- Chattanooga, TN
- Cold Spring, MN
- De Queen, AR
- Douglas, GA
- Elberton, GA
- Ellijay, GA
- Enterprise, AL
- Gainesville, GA
- Guntersville, AL
- Live Oak, FL
- Lufkin, TX
- Marshville, NC
- Mayfield, KY
- Moorefield, WV
- Mt. Pleasant, TX
- Nacogdoches, TX

- Natchitoches, LA
- Russellville, AL
- Sanford, NC
- Sumter, SC
- Waco, TX

PILGRIM'S MEXICO

- Citra, MX
- Popular, MX
- Porvenir, MX
- Querétaro, MX
- San Luis Potosí, MX
- Tepeji Del Rio, MX
- Tultitlan, MX

JBS USA RETAIL READY

- Greeley, CO
- Lenoir, NC
- Riverside, CA

SWIFT PREPARED FOODS

- Booneville, MS
- Council Bluffs, IA
- Elkhart, IN
- Moberly, MO
- Swanton, VT

JBS USA CARRIERS

- Cactus, TX
- Greeley, CO
- Green Bay, WI
- Mt. Pleasant, TX
- Oakwood, GA
- Ottumwa, IA
- Pittsburg, TX



EUROPE

PILGRIM'S MOY PARK NETHERLANDS

- Schagen, NL

PILGRIM'S MOY PARK NORTHERN IRELAND

- Ballymena, NIR
- Craigavon, NIR
- Dungannon, NIR

PILGRIM'S MOY PARK ENGLAND

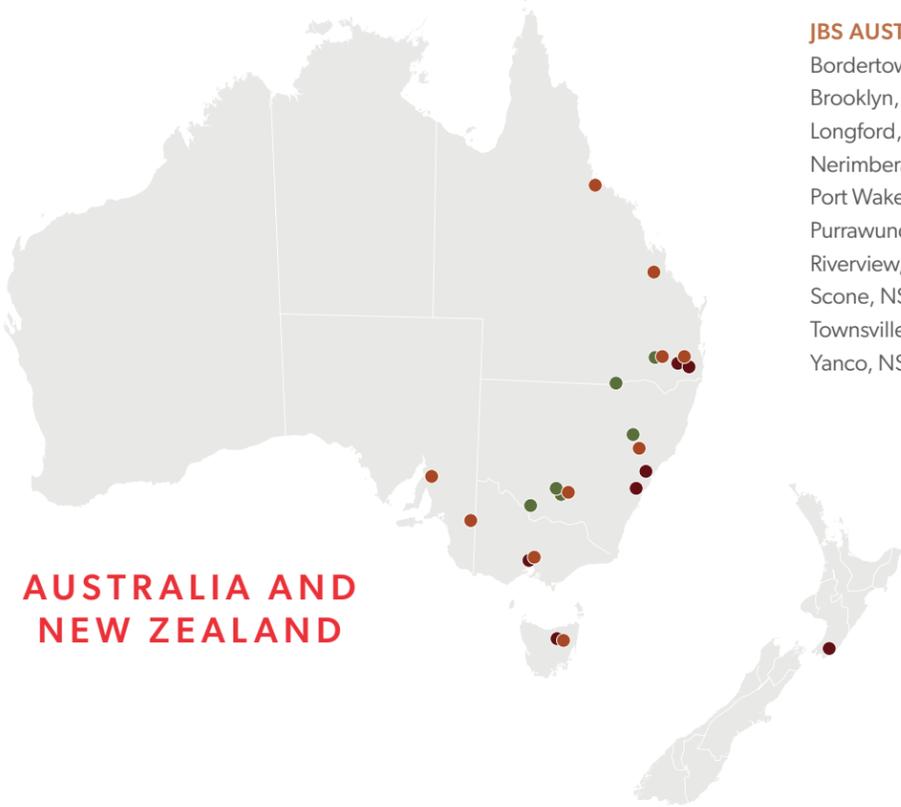
- Anwick, UK
- Ashbourne, UK
- Grantham, UK
- Huntingdon, UK
- Peterborough, UK

PILGRIM'S MOY PARK FRANCE

- Hénin-Beaumont, FR
- Marquise, FR
- Orléans, FR

PILGRIM'S UK

- Ashton, UK
- Bodmin, UK
- Bromborough, UK
- Bury St. Edmonds, UK
- Coalville, UK
- Corsham, UK
- King's Lynn, UK
- Linton, UK
- Redruth, UK
- Ruskington, UK
- Spalding, UK
- Tipton, UK
- Westerleigh, UK



AUSTRALIA AND NEW ZEALAND

JBS AUSTRALIA

- Bordertown, SA
- Brooklyn, VIC
- Longford, TAS
- Nerimbera, QLD
- Port Wakefield, SA
- Purrawunda, QLD
- Riverview, QLD
- Scone, NSW
- Townsville, QLD
- Yanco, NSW

JBS AUSTRALIA FEEDLOTS

- Burraboi, NSW (Yambinya)
- Caroona, NSW
- Griffith, NSW (Prime City)
- Mungindi, QLD
- Purrawunda, QLD (Beef City)
- Yanco, NSW (Riverina)

JBS AUSTRALIA VALUE ADDED

- Brooklyn, VIC
- Carterton, NZ
- Chullora, NSW
- Lidcombe, NSW
- Longford, TAS
- Riverview, QLD
- Wacol (McRoyle St), QLD
- Wacol (Production St), QLD

Industry-Leading Goals

As one of the world's leading food companies, we have a responsibility to meet today's tastes while ensuring a more sustainable tomorrow. As we continue to innovate, we are building on our success with the JBS USA 2020 goals as we look to the future. We have set new global targets across environmental, social and governance areas to drive our business forward while sustainably feeding a growing international population.

CLOSING 2020 GOALS



Reduce GHG emission intensity by 20%

100%
complete



Reduce water-use intensity by 10%

100%
complete



Reduce electricity-use intensity by 12%

100%
complete



Reduce natural gas-use intensity by 20%

79%
complete



Improve our Safety Index Score—which measures team member health and safety—by 10% year over year

100%
complete

GOAL

Achieve a 90% or better on JBS USA Animal Health & Welfare Scorecard

REFOCUSING OUR EFFORTS
IN OUR 2030 STRATEGY

GOAL

100% of our contracted suppliers agree to our Supplier Code of Conduct

REFOCUSING OUR EFFORTS
IN OUR 2030 STRATEGY

*2020 goals set for our U.S. and Canadian facilities only. Environmental goals set based on 2013, 2014, 2015 average baseline.

LAUNCHING Global GOALS

Environment

Achieve net-zero GHG emissions by 2040

Invest \$1B in emission reduction projects in JBS-owned facilities over the next decade

Invest \$100MM by 2030 in R&D projects to assist producer efforts to strengthen and scale regenerative farming practices

Eliminate illegal deforestation from our Brazilian cattle supply chain—including the suppliers of our suppliers—in the Amazon and other Brazilian biomes by 2025 and advance traceability to assure deforestation-free supply chains

Reduce scope 1+2 GHG emission intensity by 30% by 2030 vs. 2019 baseline

Reach 60% renewable electricity by 2030

Reduce water use intensity by 15% by 2030 vs. 2019 baseline

Tie senior executive compensation considerations to performance against environmental goals and align interim targets to SBTi criteria

Social

PEOPLE

30% improvement in Global Safety Index by 2030 vs. 2019–2020 average baseline

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

Continue investing in the towns where we operate, boosting team member, family, and community well-being

ANIMAL WELFARE & PRODUCT QUALITY

Develop a globally aligned Animal Welfare scorecard and set 2030 targets

Develop a globally aligned Product Integrity scorecard and set 2030 targets

Governance

ETHICS

Enhance use of the Ethics Line, a comprehensive and confidential reporting tool, to assist management and employees in working together to address fraud, abuse, and other misconduct in the workplace, with a focus on cultivating a positive work environment

COMPLIANCE

Ensure compliance with all legal and regulatory obligations of the company in all jurisdictions in which it does business, and define and promote a culture of ethical business conduct for the company and its team members, supportive of the company's vision and values

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



OUR RESPONSIBLE BUSINESS POLICIES

- Animal Welfare
- Community Engagement
- Deforestation-Free Supply Chains
- Diversity, Equity, and Inclusion
- Environment and Biodiversity
- Food Waste Mitigation
- Human Rights
- Packaging and Recycling
- Responsible Raw Material Sourcing
- Team Member Health and Safety
- Water Use

CASE STUDY

Brooks Lagoon

In December 2020, the JBS Canada team in Brooks, Alberta, successfully opened a new 30 million gallon covered anaerobic lagoon that will capture and eliminate the majority of greenhouse gas emissions (GHG) at the beef facility. The anaerobic wastewater lagoon, equipped with a cover as well as a biogas collection and handling system, prevents GHG emissions from entering the atmosphere and has reduced emissions at the facility by approximately 90%.

The first phase of the project, covering the anaerobic lagoon to capture and eliminate GHG emissions, is complete, and the Brooks team is currently reviewing options to use the captured biogas as a renewable energy source. This is part of phase 2 of the project and we anticipate upwards of 20% of the facility's thermal energy needs can be met by this renewable source.



The new anaerobic lagoon also benefits the facility's water reclamation process by improving its water treatment. Over 99% of treated industrial wastewater at the facility is reclaimed and used for irrigation on local cropland, benefiting crops like alfalfa, barely, wheat and grass.

The Brooks lagoon has reduced GHG emissions at the facility by

90%

Chapters

- 16 TEAM MEMBERS
- 18 CUSTOMERS & CONSUMERS
- 20 ENVIRONMENT
- 22 ANIMAL CARE
- 24 COMMUNITIES
- 26 SUPPLIERS

“

Through this challenging year, we have stayed true to our values and our mission to be the best in all that we do, which is brought to life everyday through our global team members.

ANDRE NOGUEIRA
President & CEO, JBS USA



2020
Highlights



MORE THAN
400,000

hours of training provided through our Leadership Warehouse program offerings



LAUNCH OF
Better Futures free college tuition program

Providing more than 66k team members and their children the opportunity to pursue higher education

\$31
MILLION

invested in leadership training and development

Improved our Safety Index score by

56%

compared to 2019

Team Members

The success of our company starts with the success of our people.

As we faced the COVID-19 pandemic, JBS USA remained dedicated to our global team members, rancher and producer partners, and to feeding people. We are committed to upholding strict safety standards to protect our employees and entire supply chain. This past year has proven our work to be more important than ever. Team member health and safety has remained our top priority, guiding all our actions and decisions, and resulting in more than \$600 million in costs and investments to protect our people.

We are also encouraging our team members to get the COVID-19 vaccine and offering support and incentives to increase employee inoculation across our facilities.

As part of our Hometown Strong initiative, we launched the largest free college tuition program in rural America—Better Futures. Through this program, our team

members and their child dependents have the opportunity to pursue their higher education dreams for associate degrees and trade certificates at community and technical colleges—tuition free.

We are humbled by our committed and dedicated workforce of more than 100,000 team members—66,510 of whom are based in the U.S. and Puerto Rico, 2,650 in Canada, 10,500 in Mexico, 15,000 in Europe and 10,200 in Australia and New Zealand. Ninety-nine percent of our team members work in production facilities, and one percent work at the JBS USA corporate offices around the world.



Customers & Consumers

JBS USA has produced safe, nutritious, healthy, high-quality food products that are enjoyed by consumers around the globe. Our commitment to excellence begins with exceptional quality control standards that are embedded throughout our operations. We are proud to provide our customers and consumers with choices that meet their nutritional needs and ethical expectations.

Our product portfolio is closely aligned with consumer trends and needs, and we continue to explore new products and packaging solutions, while maintaining the high-quality standards that our consumers have come to expect and enjoy.



2020
Highlights



100%

of our U.S., Canadian, European and Australian fresh processing facilities are Global Food Safety Initiative certified

**MORE THAN
2,800 GLOBAL**

Food Safety and Quality Assurance (FSQA) team members



**MORE THAN
100 COUNTRIES**

on six continents are served by JBS USA

100%

of food products adhere to federal labeling requirements

Environment

We are committed to helping meet the global challenge of feeding a growing population, responsibly, by improving the efficiency of our operations and minimizing our environmental footprint. We launched our 2040 net-zero goal to help us achieve this ambition and included targets to track our progress in our new global goals. We are leveraging our scale and influence to help agriculture be part of the climate solution by lowering our emissions and supporting producers and suppliers to continue improving their environmental footprint and preserving natural resources.



2020 *Highlights*



15%
decrease in greenhouse gas
emission intensity from 2015–2020

2%

decrease in water use intensity
from 2015–2020



7%

decrease in electricity use
intensity from 2015–2020

12%

decrease in fuel use intensity
from 2015–2020

2020
Highlights



98%–100%

scores achieved on external
animal welfare audits

99.4%

U.S. beef production facilities'
Animal Welfare Index score

99.6%

U.S. pork production facilities'
Animal Welfare Index score



100%

of team members who have contact with
animals have been trained according to
our animal welfare programs

Animal Care

Ensuring the well-being of the livestock and poultry under our care is an uncompromising commitment at JBS USA. We continually strive to improve our welfare efforts through new technologies and the implementation of standards that meet and often exceed regulatory requirements and industry guidelines.

We are confident that by focusing on the health and welfare of our livestock and poultry, we will continue to identify best practices and improve animal care for the future. We are continuing to enhance our animal welfare metrics and have included additional data points in our new global goals.



Communities

At JBS USA, we value the important role we play in the communities where our team members live and work. As our communities rebuild from the hardships faced during the pandemic, we have launched Hometown Strong, pledging \$70 million* to support local communities across the United States and Canada. These grants will support projects that will have a lasting positive impact on the areas where our team members live and are in partnership with local agencies, municipalities and nonprofits.

We continue to dedicate our time and resources to the well-being of our communities by providing gainful employment opportunities and participating in volunteerism, donation and sponsorship opportunities.



* Our initial Hometown Strong investment in 2020 was \$50 million; this was increased to \$70 million in 2021

2020

Highlights

JBS
HOMETOWN
STRONG

\$70
MILLION
COMMITMENT*

LAUNCHED

150
 Hometown Strong projects, with work continuing into 2021

\$35MM
 invested in social services, community infrastructure, education, healthcare, housing, public services, and more

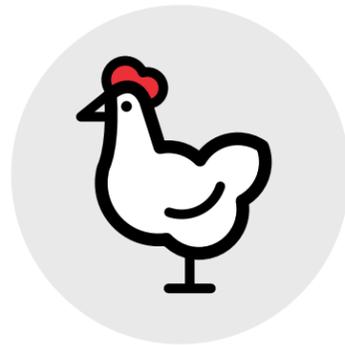


DONATED

+22
MILLION
 servings (4 oz.) of food

*Our initial Hometown Strong investment in 2020 was \$50 million; this was increased to \$70 million in 2021

2020
Highlights



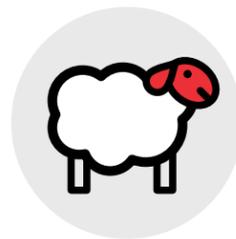
\$16.1B

paid to livestock and poultry
producer partners



MORE THAN
21,000

service providers and vendors



MORE THAN
75,000

livestock and poultry
producer partners

Suppliers

The nature of our business necessitates that we work with a diverse set of suppliers

that range from small family farm and ranch partners who supply us with livestock and poultry, to large, multinational companies that manufacture and provide materials and services for our production facilities. We work in partnership with more than 75,000 suppliers to ensure the highest-quality inputs.

Our vendors are part of JBS USA's supply chain and contribute to our overall sustainability. Impacts related to the environmental and social pillars of sustainability differ for each of our unique suppliers based on the materials they manufacture, the species of livestock or poultry they raise, and the services they provide. Our ability to directly affect these impacts is often outside of our immediate



control; however, we strive to partner with suppliers who share our values and mission to achieve a more sustainable food supply.

As part of our efforts to minimize impacts in the supply chain, we developed a Supplier Code of Conduct. It ensures that suppliers meet or exceed our high standards when conducting business with JBS USA. The code covers human rights, forced labor, freedom of association and collective bargaining, minimum age for employment, equal employment opportunity, employment practices, health and safety, environmental issues, and business integrity, which includes anti-corruption and bribery.





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For our full 2020 JBS USA Sustainability Report,
visit sustainability.jbsfoodsgroup.com