



Food Forward

2019 Sustainability Report Summary





A Message from Our President and CEO



I am pleased to share with you our 2019 Sustainability Report – Food Forward. Every day, JBS USA produces food for millions of families around the world, and we’re committed to moving forward with sustainability at the forefront of all that we do. Even in the face of one of the greatest societal challenges of our time, sustainability remains an uncompromising priority for our business and our team members. We are excited about what we have accomplished to date and believe we have the opportunity to make a real difference for generations to come.

In 2015, we set aggressive safety and sustainability goals to achieve by 2020 in our facilities in the United States, Canada and Puerto Rico. We made progress on all of our goals in 2019, and even met or exceeded three goals a year early. Our results reflect our relentless focus on operational excellence, which drives the entrepreneurial culture that has helped make JBS USA one of the world’s leading food companies.

We could not have achieved these milestones on our own. Our more than 100,000 global team members, farmer and rancher partners, customers and shareholders have contributed to our collective success. In partnership as we move forward, we will continue to invest in our people, our business and our communities, with an ongoing promise to be the best.

In the face of the global coronavirus pandemic, we believe the work we do is more important than ever. Rest assured that despite the uncertainties of today, our commitment to sustainably achieving our goals has not changed. When we meet our goals, we’ll set new ones that will push us in the future. Working together, we can move food forward and improve the lives of so many.

We appreciate your interest in our efforts and look forward to having you alongside us on this journey.

Sincerely,

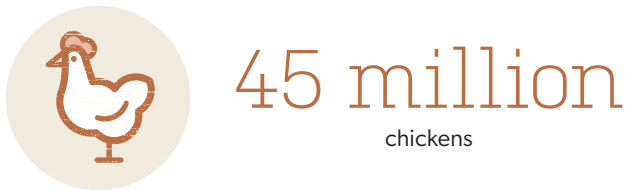
ANDRE NOGUEIRA
President & CEO, JBS USA

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 (78.3%) 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 Tulip Limited, 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, in addition to input from internal and external stakeholders, we have five key areas of focus: product integrity, team member health and safety, animal welfare, water, and energy and climate change. This is our third 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.

MORE THAN



PROCESSED PER WEEK



Company at a glance



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 2019 sustainability report, please visit sustainability.jbssa.com.

Our Values

Ownership

Simplicity

Determination

Availability

Sincerity

Humility

Discipline

Our Brands

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.

NORTH AMERICA

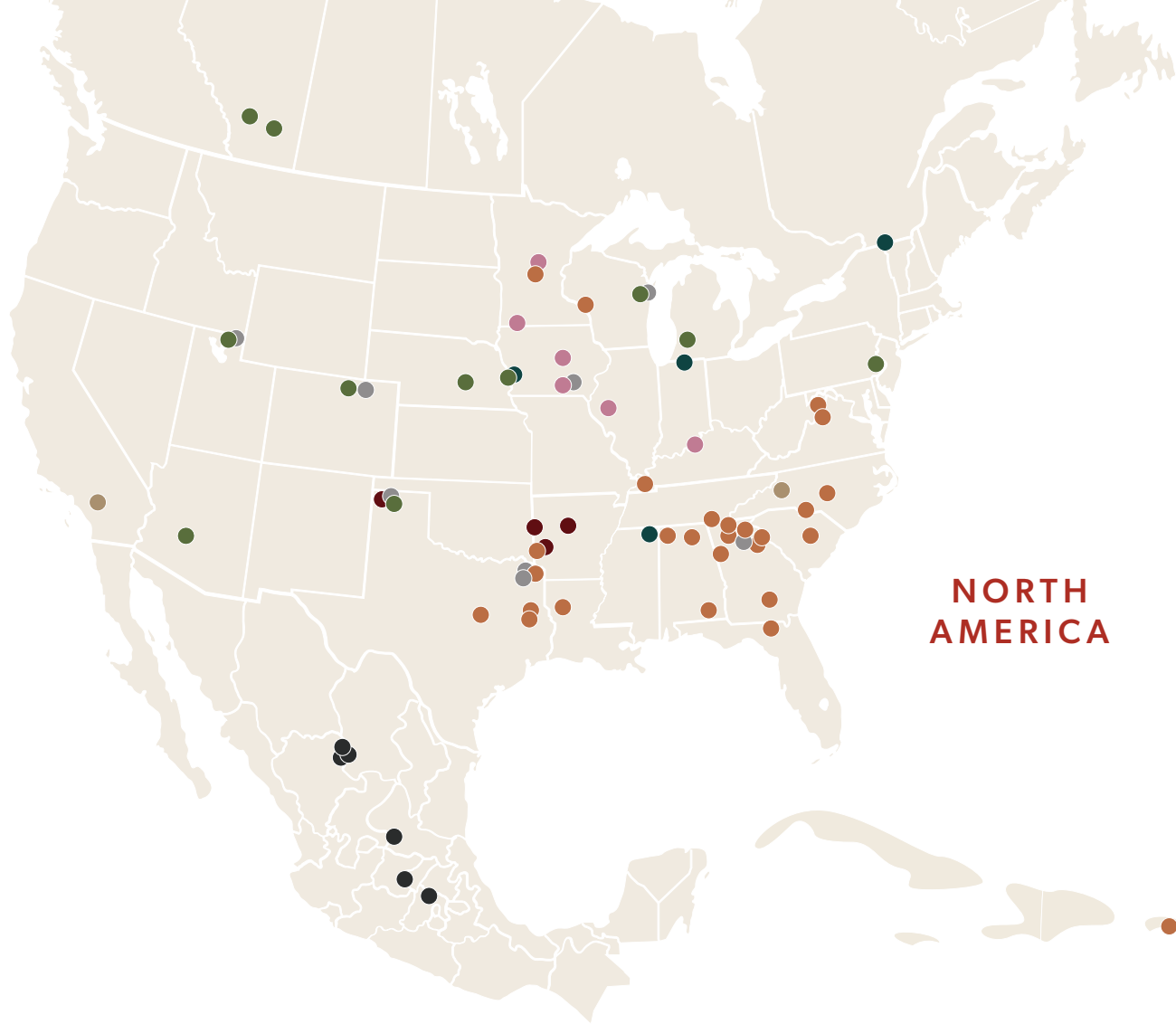


AUSTRALIA AND NEW ZEALAND



EUROPE





NORTH AMERICA

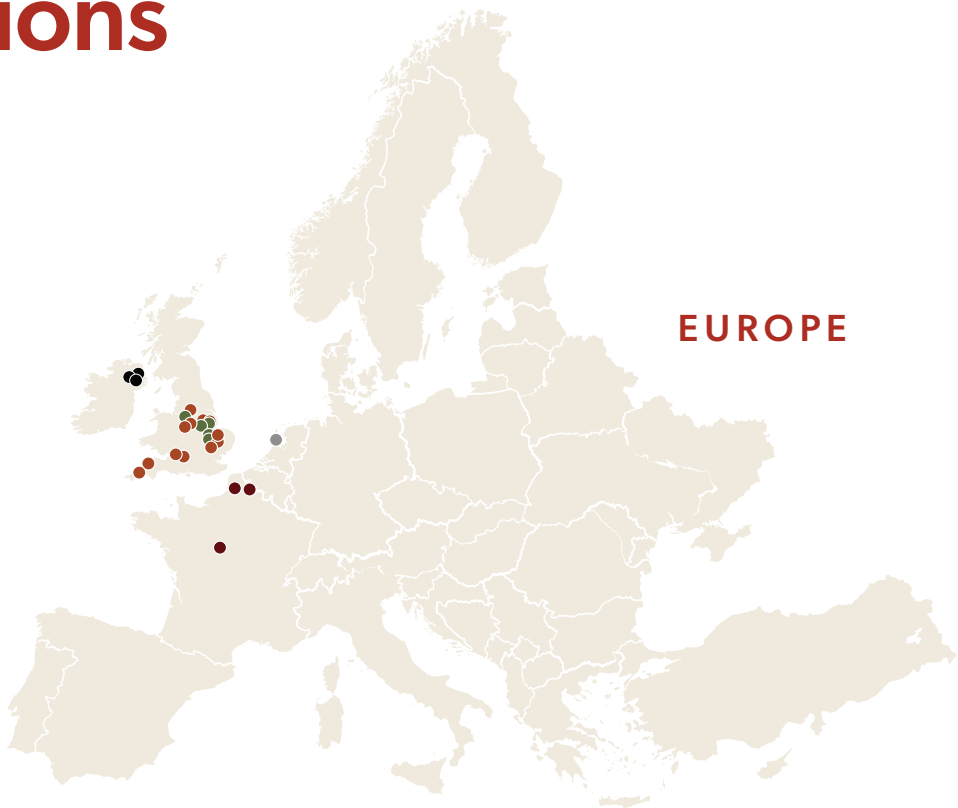
- JBS USA BEEF**
Brooks, AB
Cactus, TX
Calgary, AB
Grand Island, NE
Greeley, CO
Green Bay, WI
Hyrum, UT
Omaha, NE
Plainwell, MI
Souderton, PA
Tolleson, AZ
- JBS USA PORK**
Beardstown, IL
Louisville, KY
Marshalltown, IA
Ottumwa, IA
Pipestone, MN
Worthington, MN

- JBS USA LIVE PORK**
Cameron, OK
Dalhart, TX
Morrilton, AR
Umpire, AR
- PILGRIM'S UNITED STATES**
Abonito, PR
Arcadia, WI
Athens, GA
Booneville, MS
Broadway, VA
Canton, GA
Carrollton, 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
- JBS USA RETAIL READY**
Lenoir, NC
Riverside, CA
- PLUMROSE USA**
Booneville, MS
Elkhart, IN
Swanton, VT
Council Bluffs, IA
- JBS USA CARRIERS**
Cactus, TX
Greeley, CO
Green Bay, WI
Hyrum, UT
Mt. Pleasant, TX
Oakwood, GA
Ottumwa, IA
Pittsburg, TX

Our Operations

- PILGRIM'S MOY PARK NETHERLANDS**
Schagen, NL
- PILGRIM'S MOY PARK FRANCE**
Hénin-Beaumont, FR
Marquise, FR
Orléans, FR
- 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 ENGLAND**
Ashton, UK
Bodmin, 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



EUROPE



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

2020 Goals

To fully integrate sustainability into our business, we set aggressive 2020 goals for our operations in the U.S. and Canada.

Environmental GOALS



GOAL

Reduce natural gas-use intensity by 20%

PROGRESS

16%
natural gas-use intensity reduction since 2015



Reduce water-use intensity by 10%

10%
reduction in water-use intensity; goal met



Reduce GHG emission intensity by 20%

17%
reduction in GHG emission intensity since 2015



Reduce electricity-use intensity by 12%

17%
reduction in electricity-use intensity; goal exceeded

TEAM MEMBER

Health & Safety

GOALS

GOAL

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



PROGRESS

18%
improvement

Supply Chain GOALS



GOAL

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

PROGRESS

On track

Animal Welfare GOALS



GOAL

Score 90% or better on our JBS USA Animal Health and Welfare Scorecard

PROGRESS

On track

An Industry Leader

Our Hyrum, Utah, beef facility lies in Cache Valley beneath the Wasatch Range of the Rocky Mountains. Hyrum is known for its outdoor recreation, agriculture and pristine views. Our team understands the critical role they play in advancing environmental stewardship to maintain these important attributes. The facility is an industry leader in many best practices and has a long history of operational excellence.

WATER CONSERVATION

To promote the continued viability of Hyrum’s mountain-fed streams, the team focuses on conserving water and has reduced water use by 20% since 2016. The main projects contributing to water-saving efforts were the installation of recycle systems for the carcass wash cabinets and hide curing operations. Our environmental, engineering, operations and quality assurance teams worked in partnership with USDA on these projects to maintain food safety and product quality standards and reduce water by more than 150,000 gallons per day.

To ensure the water used in our facility is cleaned before it’s returned to the environment, our Hyrum beef facility has an onsite water reclamation facility. Our team has continuously exceeded the regulatory standards to return reclaimed water back to local streams. In 2019, Hyrum’s water discharge was 60% below our allowable Total Nitrogen (TN) limit and 30% below our Total Phosphorous (TP) limit.

“ In 2019 alone, the facility beneficially combusted 99,000 dekatherms of renewable energy from its anaerobic lagoon.

We also partner with local farmers to utilize our reclaimed water to irrigate crops, and in 2019 our partnerships resulted in irrigating local agriculture fields with more than 77 million gallons of reclaimed water, improving crop yields and farmers’ viability and reducing stress on the region’s water supply. Additionally, in April of 2020, we began a \$3.2 million upgrade to our water reclamation facility to further improve recovery of waste products by converting them to beneficial use.

REDUCING OUR IMPACT ON CLIMATE CHANGE

Since 2015, our Hyrum beef facility has reduced its greenhouse gas emissions by 50%. To achieve this, we implemented a number of projects, the most impactful being a biogas collection and utilization system. Biogas generated by the anaerobic lagoon is collected and routed to the facility’s boiler system, where it displaces approximately 20% of the facility’s natural gas use. In 2019 alone, the facility beneficially combusted 99,000 dekatherms of renewable energy from its anaerobic lagoon.



Hyrum’s Environmental and Sustainability Manager at their Water Reclamation Facility

The facility also executed additional projects aimed at minimizing natural gas use — a major source of greenhouse gas emissions. These projects have collectively reduced more than 275,000 tons of CO₂ from the atmosphere, equivalent to removing more than 45,800 cars from the road.

REDUCING WASTE TO LANDFILLS

To continue reducing our contributions to landfills, we focus on beneficially using organic solid waste generated at our Hyrum beef facility through a long-term partnership with a local composting company. More than 25,000 tons of solid waste is diverted from landfills each year, and a renewable compost product is generated that benefits local gardens, farm fields and golf courses, to name a few.



Since 2015, our Hyrum, Utah beef facility has reduced its greenhouse gas emissions by

50%



“

We will continue to invest in our people, our business and our communities, with an ongoing promise to be the best.

ANDRE NOGUEIRA
President & CEO, JBS USA

Chapters

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2019

Highlights

MORE THAN
140,000

hours of training
provided through our
People First Program



MORE THAN
300,000

hours of training provided
through the Leadership
Warehouse offering

18%

improvement in U.S. operations Safety Index,
surpassing goal of 10% improvement

11,000

frontline supervisors
trained through the
People First Program

363,000+

hours of in-person and
online leadership training and
development provided

A RECORD
\$33.5
MILLION

investment in leadership
training and development

Team Members

The success of our company starts with the success of our people. For the past decade, we have focused on providing a safe and well-managed workplace that enables our team members to thrive and have better futures. We are humbled by our committed and dedicated workforce of more than 100,000 team members—64,400 of whom are based in the U.S. and Puerto Rico, 2,950 in Canada, 11,000 in Mexico, 15,600 in Europe and 9,930 in Australia and New Zealand. Ninety-nine percent of our team members work in production facilities, and one percent work at JBS USA corporate offices around the world.



Environment

JBS USA is 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. Because we rely on natural resources to produce our products, environmental stewardship is a part of who we are. We promote a model of continuous improvement and recognize that environmental protection and resource conservation provide value and security to current and future generations.

To continue to reduce our environmental impact and reaffirm our commitment to minimize the resources needed to produce quality products, we have set aggressive key performance indicators (KPIs) and report progress annually as a global company.



Highlights

FROM 2018 TO 2019



5%



decrease in greenhouse gas emission intensity

0%

change in fuel-use intensity

2%

decrease in electricity-use intensity



decrease in water-use intensity

1%

Customers & Consumers



2019 *Highlights*



JBS USA produces safe, nutritious, 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. From traditional, antibiotic-free and organic products to customized and consumer-ready prepared foods, we employ the same high standards of excellence to guarantee a safe and quality eating experience.

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. We primarily sell food to customers who market our product directly to consumers, through food-service or retail channels.



100%

of Australian, U.S., Canadian and European facilities certified by independent third-party audits according to Global Food Safety (GFSI) standards

MORE THAN 100 COUNTRIES
on six continents are served by JBS USA

100%



of food products adhere to federal labeling requirements

2019 Highlights

98%–100%

scores achieved on external
animal welfare audits

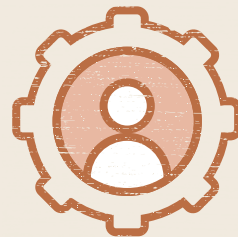


99.1%

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

100%

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



All production facilities participated in third-party animal handling audits. If a problem is identified, immediate corrective action is taken, and follow-up audits are scheduled until the issue is resolved.

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.

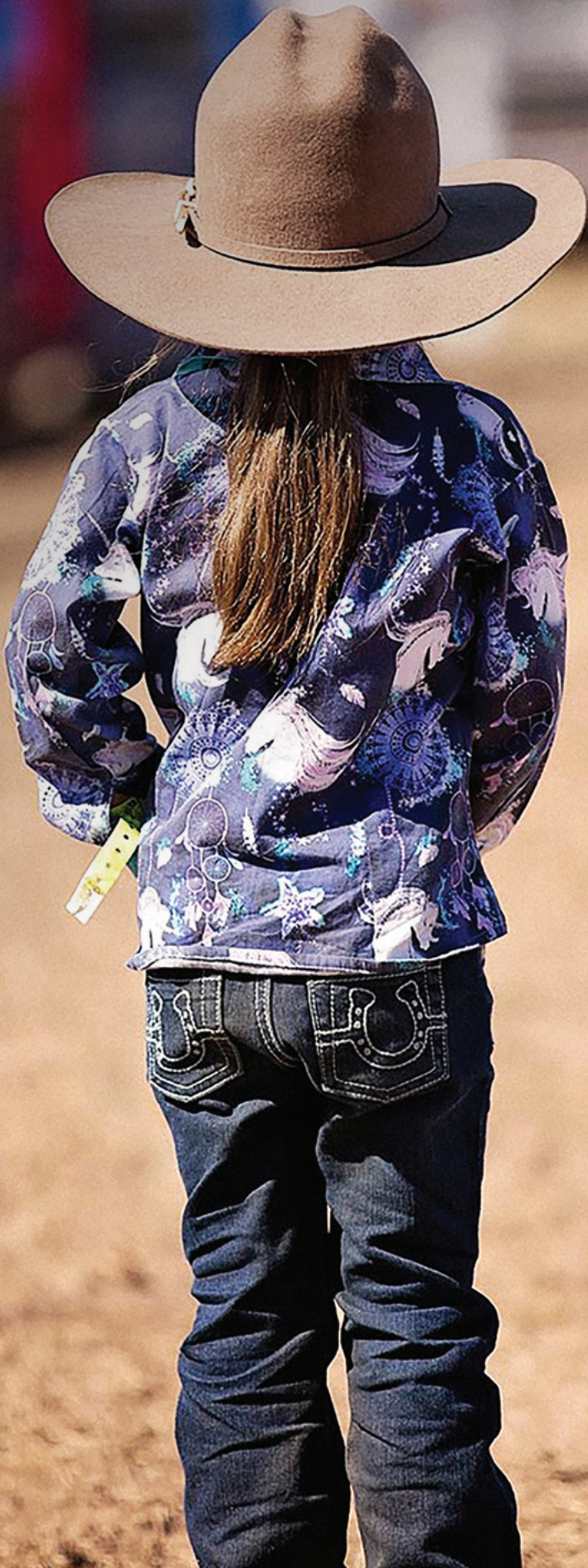
To continually improve the well-being of our animals, we have set 2020 animal welfare goals according to the JBS USA Animal Health and Welfare Scorecard as part of our Sustainable Management System in the U.S. and Canada. The scorecard was developed by our JBS USA animal welfare team and uses 19 indicators selected for their importance to the health and welfare of our animals.

The indicators are weighed on a 100-point scale across eight main areas of importance, including regulatory compliance, audits (internal and third-party), losses, priority indicators, investment, transportation, management and health. 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.



Communities

At JBS USA, we value the important role we play in the communities where our team members live and work. We appreciate the responsibility that comes with being a major employer in rural communities. 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.



2019 *Highlights*

MORE THAN
\$406,000
raised for the United Way of
Weld County, Colorado

JBS USA pork facilities donated more than
**1 million
meals**
and hundreds of volunteer hours
to hunger-relief programs

JBS Australia donated
122 TONS
of food and more than
AUD \$807,000
through various sponsorships,
product and monetary donations



Funding the JBS Canada Centre's
expansion through a
\$1 million
commitment

Opening of
**36,000
square-foot**

JBS Global Food and Innovation
Center in honor of Gary & Kay Smith at
Colorado State University

Pilgrim's U.S. launched the
**TOMORROW
FUND**
—a full-ride scholarship awarded to one team member
or a dependent at every Pilgrim's U.S. facility—
to support collegiate pursuits of team members and their
families with a \$2,000,000 investment by 2025

2019
Highlights



\$19.6B

paid to livestock and poultry
producer partners

MORE THAN
\$298M

of products and services purchased from
minority-owned businesses by our U.S.,
Puerto Rican and Canadian teams

**More than
24,800**
manufacturing
suppliers

**More than
56,300**
livestock and poultry
producer partners

Suppliers

The nature of our business demands 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 81,000 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.

Thank you to our suppliers, global team members, customers and farmer and rancher partners for enabling our success in 2019. As we move forward, we are committed to feeding our growing world in a sustainable manner that prioritizes our people and our planet.





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For our full 2019 JBS USA Sustainability Report,
visit sustainability.jbssa.com