

Destination 2020 – JBS Canada Sustainability Report

*We will not lose sight
of our responsibility for
the impact of our daily
decisions in providing
our customers and
consumers with the
highest quality,
wholesome, safe,
100% Canadian beef*



Our journey to provide ‘Unmatched Quality and Service’ continues. When we reflect on where we have been, where we are today, and where we are heading tomorrow, I am very proud of not only the effort, but the firm cultural commitment from each one of our 2,600+ team members.

In order to provide our customers and consumers the confidence they deserve and expect, our greatest asset is our team members who are motivated daily by a shared mission to be the best in all we do; and it all starts with our values.

Food integrity cannot be accomplished without first believing in, and then living our values; most importantly, Humility and Sincerity. Together, we embrace the accountability and transparency expected of our business, and openly invite you to experience the JBS Canada Advantage.



Handwritten signature of David Colwell.

David Colwell
President, JBS Canada



Sustainable Food Culture



We all share a sincere desire to make the world a better place, and moreover, minimize our footprint today for those of tomorrow. Meanwhile, there has been increasing public interest, and even concern, that food production creates, or in some manner results in more societal cost than benefit. At the same time, the world's population continues to expand, thereby challenging these very same food companies to supply the demand in the most sustainable manner.

JBS Canada is doing its part, and more. Proactively, we set aggressive and meaningful sustainable food preparation targets that involved the short and long-term performance of our

business by balancing three recognized pillars; social responsibility, environmental stewardship and economic viability. As such, we hold these firm principles in mind:

- We will remain and share global best practices to the benefit of Canada, our valued team members and local communities;
- We will always embrace and take leadership in being ethical stewards of entrusted resources – thinking and acting responsibly at all times; and,
- We will make decisions with future generations in mind.

Sharing Our Story

At JBS Canada, our beef comes from generations of Canadian heritage with a 100% Canadian backing. It all starts with hard-working ranches and farm families, dedicated to faithfully raising only the highest quality breeds with utmost care and attentiveness.



Backed by our entire team who take pride in the food they hand-craft each and every day. We believe trust is not given – it is earned – and that is why we continue to share our story. For more information, visit www.jbsfoodcanada.ca.

Our Journey Continues

JBS Canada is a founding member of the Canadian Roundtable on Sustainable Beef (CRSB) and with our continued progress and success in the area of sustainable food production, we have also been endorsed as a 100% Canadian beef facility with the ability to create and deliver sustainable beef certified programs and services.

As one of the largest beef processors across Canada, the certification further demonstrates JBS Canada's commitment to advancing sustainability with the Canadian beef industry and contributes to better understanding of sustainable practices across the beef supply chain.

The CRSB Sustainable Beef Processing Standard ensures the facility has met strict requirements related to the five key principles defining sustainable beef: (1) natural resources, (2) people and community, (3) animal health and welfare, (4) food integrity and, (5) efficiencies and innovations. The CRSB standard is measurable, based on science and expert opinion, and addresses key concerns around the sustainability of beef processing in Canada. For more information visit <https://crsb.ca/>.



“The CRSB certification provides confirmation that JBS Canada is responsibly and transparently doing what it says it is doing each and every day. As one of CRSB’s valued founding members, JBS has worked closely with us and those across the beef value chain to identify and set industry-wide sustainability goals and standards. We look forward to continuing to work with the JBS Canada team in furthering their sustainability goals.” Anne Wasiko, CRSB Chair.

Destination 2020 Report Card

We believe sustainability involves improving short- and long-term profitability by managing economic social and environmental factors.



Social Responsibility



Economic Viability



Environmental Stewardship

Our view of sustainability is guided by our mission to be the best in all that we do while securing the opportunity of a brighter future for our team members, our shareholders, our suppliers, our customers and the next generation.

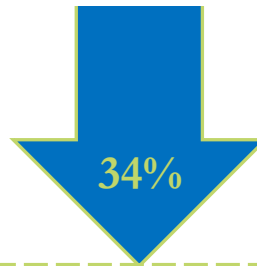
“JBS Canada continues to make strategic investments, implemented enhanced operating procedures, and enabled our overall cultural commitment, starting with our valued team members,” applauds Celio Fritche, General Manager - Est. 38. “This has allowed us to make great strides in meeting, and where possible, exceeding our 2020 goals we set over the previous 5 years.”

For our 2020 Sustainability targets, we conducted a Corporate Materiality Analysis (CMA) that identified key areas that our external stakeholders perceived as the most important in measuring, and advancing, overall sustainability performance. We analyzed data from 2013 to 2015 (baseline) in each priority target area allowing us to then develop comprehensive, data-informed goals, supported by a detailed implementation strategy to enable meaningful improvement in each of the following areas by 2020 (measured until the end of 2019). JBS Canada is proud to openly share our progress and detail our commitments going forward.

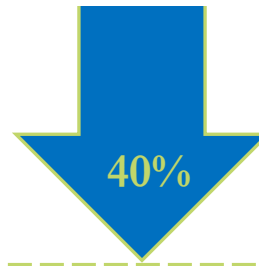
Key Achievements for Water



GOAL



ACHIEVEMENT



- ✓ As compared to baseline (2013-15), total reduction = 40%
- ✓ Achieved by significant investment into facility recycling systems
- ✓ Achieved by innovative water usage reduction projects initiated by JBS Canada team member ‘Continuous Improvement Teams’ (CIT)

2020 Key Achievements for Natural Gas



GOAL

5%

ACHIEVEMENT

26%

- ✓ As compared to baseline (2013-15), total reduction = 26%
- ✓ Achieved by significant investment into the facility in heat recovery systems resulting in reduced overall steam usage
- ✓ Achieved by targeted investment into condensation reuse systems which enhanced boiler efficiency

Key Achievements for Electricity



Energy saving

GOAL

4%

ACHIEVEMENT

22%

- ✓ As compared to baseline (2013-15), total reduction = 22%
- ✓ Achieved by Variable Frequency Drive (VFD) investments and facility installations
- ✓ Achieved by Light Emitting Diode (LED) investments and facility installations

Key Achievements for Carbon



GOAL

5%

ACHIEVEMENT

30%

- ✓ As compared to baseline (2013-15), total reduction = 30%
- ✓ Achieved by overall natural gas reductions and related efficiencies, specifically an investment into the Dissolved Air Flootation (DAF) system

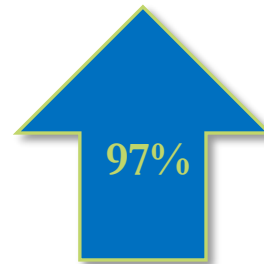
Key Achievements for Animal Welfare



GOAL



ACHIEVEMENT



Animal Health & Welfare

- ✓ As compared to baseline (2013-15), score card rating = 97%
- ✓ Achieved by ongoing corporate and individual key performance indicator (KPI) monitoring and coaching
- ✓ Achieved by investment, training, education and continued video third-party monitoring at all times

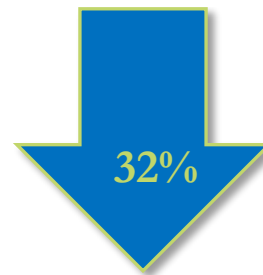
Key Achievements for Team Members H&S



GOAL



ACHIEVEMENT



- ✓ As compared to baseline (2013-15), further reduction in injuries = 32%
- ✓ Achieved by implemented behavioral based programming & monitoring and coaching
- ✓ Achieved by year-over-year strategic safety action plan implementation & reporting and accountability

Where We're Going Next

Meeting the food and nutritional needs of a growing global population in a sustainable manner is a noted challenge for our generation; and forward. This will require each of us to do more with less by maximizing the efficient use of the natural resources and incorporating the latest technologies, innovations and best practices across the entire food production system. While we celebrate the sustainable progress of our food company in Canada today, we are determined to do better, where possible, for tomorrow. To ensure that we continue to improve and remain accountable, we will focus on further progress and share our story along the way. For more information, please visit the following website, <https://www.jbsfoodcanada.ca/sustainability/>. We will update as our journey continues.