



Packer Perspective

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JBS USA Snapshot

- Providing more than 206 million 4 oz. servings of protein to families around the world every day
- 84 facilities throughout the US
- 9 beef production facilities in the US
- More than 66,000 US team members
- Millions every day to local economics through livestock purchases



A photograph of three black cattle grazing in a lush green field. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The cattle are silhouetted against the bright sky.

Beef Industry Investments

- More than \$150 million in annualized pay increases to retain and attract workers
- \$130 million investment to expand production, upgrade facilities and improve efficiencies

Challenge

- Labor - #1
- COVID-19
- Consumer perceptions
- Sustainability

Solutions

- Increased pay
- Innovative benefits, e.g. Better Futures program
- Hometown Strong
- Net Zero 2040
- Permanent safety interventions

Team Member & Community Support



\$70 community investment initiative that supports long-term infrastructure, food insecurity & COVID-19 response & relief efforts

hometownstrong.jbssa.com



Free two-year college tuition for team members and their dependents; working to build the largest free college tuition program in rural America

betterfutures.jbssa.com



Our commitment:

NET ZERO | 2040

As one of the world's largest food companies, JBS has an incredible opportunity to help lead the effort to combat global warming. Our scale and access give us the ability to push for transformative change in agricultural markets around the world and help make a net zero future a reality for us all.

That is why we are committing to achieve net-zero greenhouse gas emissions by 2040. This commitment spans our global operations, including Pilgrim's, as well as our diverse value chain of agricultural producer partners, suppliers and customers in their efforts to reduce emissions across the value chain.



How we will achieve it

- **Reduce direct emissions in our facilities:** By 2030, we will reduce our global scope 1 and 2 emission intensity by at least 30% against a 2019 base year
- **Investing in the future:** We will invest more than \$1 billion in incremental capital expenditures over the next decade for emission reduction projects in our facilities
- **Eliminating deforestation:** We will eliminate illegal Amazon deforestation from our supply chain – including the suppliers of our suppliers – and in other Brazilian biomes by 2025.
- **Using 100% renewable electricity:** We will join RE100 and convert to 100% renewable electricity in our global facilities by 2040
- **Spurring agriculture innovation:** We will invest \$100 million by 2030 in research and development projects to assist producer efforts to strengthen and scale regenerative farming practices
- **Ensuring accountability:** Performance against environmental goals, including GHG emission reduction targets, will be part of senior executive compensation considerations

Black Angus Beef

- Consumers recognize Black Angus for superior eating experiences.
 - Great flavor and consistent taste
 - Superior quality and value
- Handpicked products stand out from the herd.
 - Tender, juicy, rich flavor that beef lovers crave
- Genetic superiority and results
 - Scientifically proven to deliver exceptional tenderness



\$113 Avg. Basket
With **Angus Beef**



\$104 Avg. Basket
With **Beef**



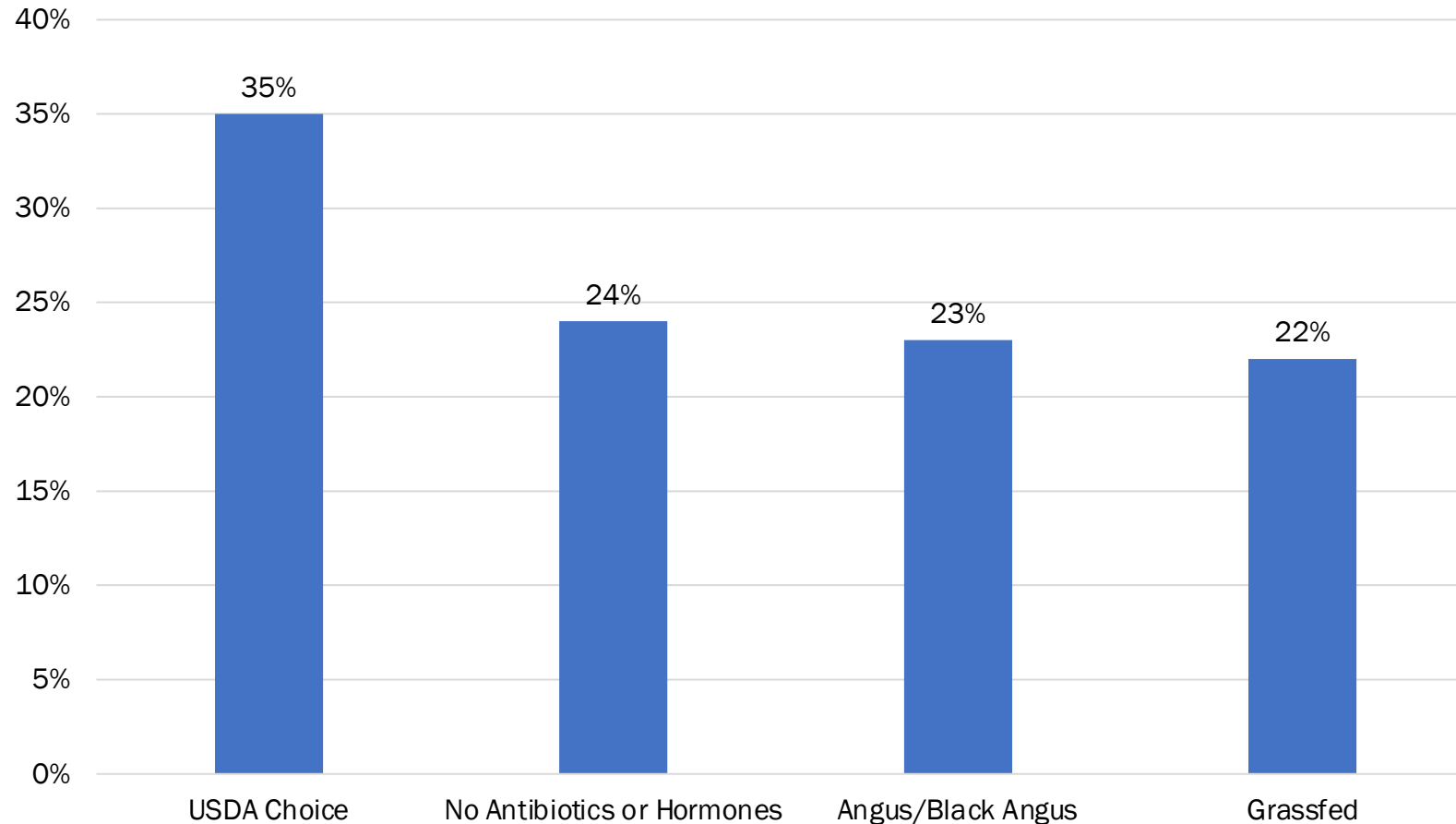
\$51 Avg. Basket
All **Grocery**

Top Claims in Fresh Beef

% of Beef Shoppers Rating Very Important

Survey Question:

Which of the following characteristics, if any, would you say are very important to you when deciding which products to buy?



Source: IRI JBS Custom and Proprietary Premium Beef Claims Research, June 2021

USDA Choice Angus Buyers Are Valuable

11% Lift in Basket Spend And Buy More Items



Ground Beef Basket

Ground Angus
Basket

Ground
USDA Choice
Angus Basket

Average Basket Ring

\$109.88

\$118.99

\$121.62

11%↑

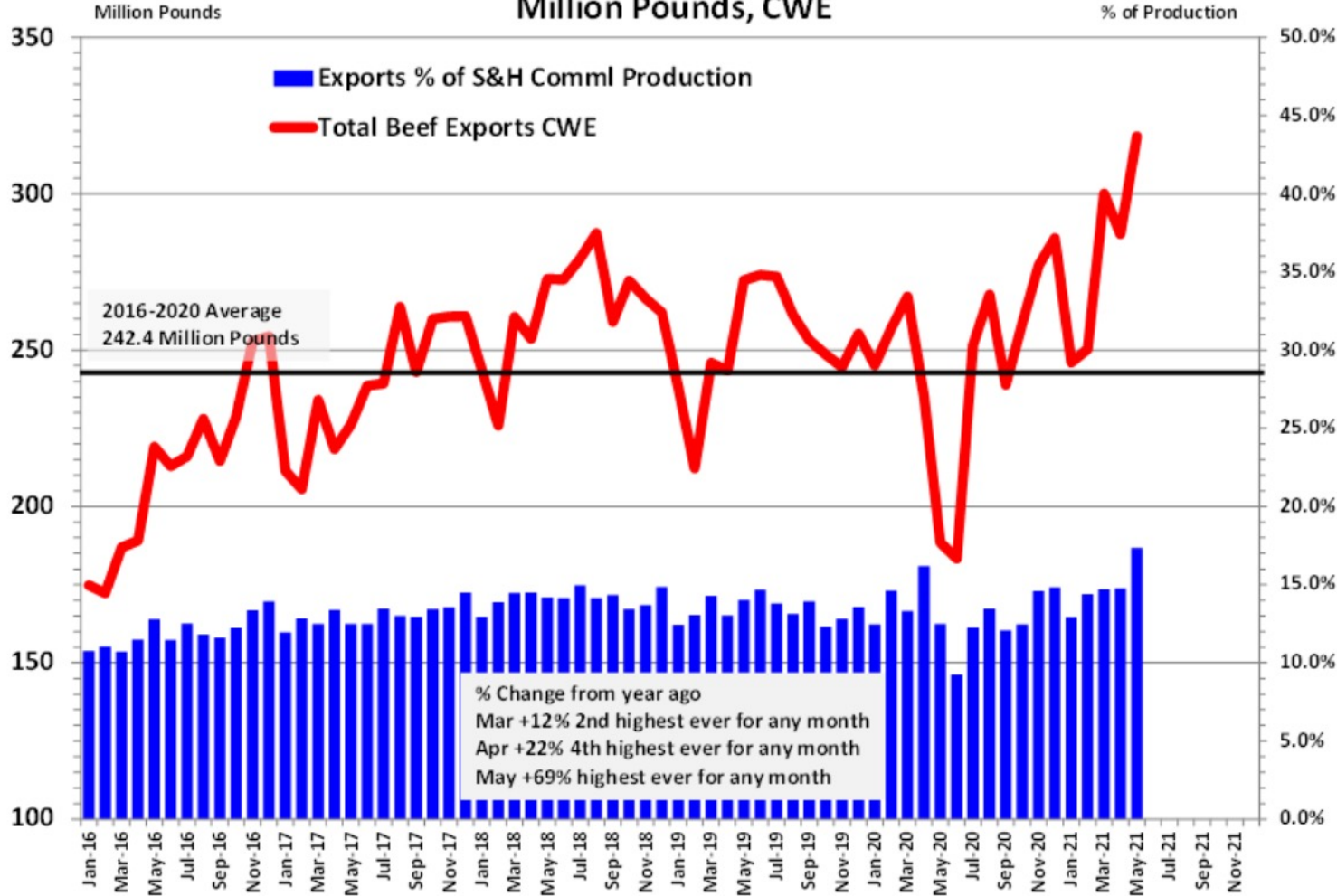
Average Items Per
Purchase

1.1

1.3

1.5

USA Total Beef Exports
Monthly, Starting in 2016
Million Pounds, CWE



QUESTIONS?

