



Compliance

Initiatives

December 2023

Compliance Milestones 2017

JUN

Marcelo Proença nominated as **Global Compliance Director**, reporting **directly to JBS Board of Directors**

JUL

Launched JBS Compliance Program called **“Always do it Right”**



AUG

Restructured the department **hiring new team members**



OCT

Contracted Deloitte to develop a software to **automatize the Third Party Due Diligence process**

DEC

Implemented an outsourced and independent **Ethics Line (24/7)**



Installation of 7 Ethics Committees, one for in each Business Unit in Brazil and one to oversight the whole Compliance Program called **Institutional Compliance Committee**

Compliance Milestones 2018



MAR

A new **Global Code of Conduct and Ethics** and a **Code of Conduct for Business Associates** approved by the Board of Directors

APR

JBS became a signatory of the Business Pact for Integrity Against Corruption. This pact is one of Ethos Institute initiatives.



Hired a **Head of Ethics and Compliance for JBS USA**

AUG

In-person Code of Conduct **Training for C-Level:** Board Members, Presidents and Directors

OUT

Launched **Conflict of Interest survey** for Managers, Directors and Presidents
Conflict of Interest form was pointed as a mandatory document for new hires in onboarding process

DEC

Training Cycle 2018 completed with **more than 115 thousand employees trained** on the Code of Conduct guidelines

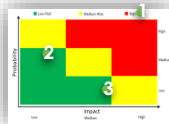
Compliance Milestones 2019

FEB

Launched **Compliance News**, a newsletter dedicated to Compliance initiatives, for all team members in four languages: Portuguese, Spanish, English and Italian

MAR

Risk Assessment updated for all Business Units in Brazil
Implemented **20 compliance controls**



MAY

Anti-Corruption training in Brazil for 100% of the administrative office employees, including presidents and directors



JUL

Launched **JBS Compliance webpage**

AUG

Code of Conduct Training in Brazil for 100% of the employees (including presidents/directors)

1º Compliance Day occurred at JBS headquarter in Brazil



SEP

Third Party Training Project started with business units

OCT

Compliance communication new campaign for Ethics Line

Conflict of Interests Global Policy published

NOV

Due Diligence Policy published

Code of Conduct and Ethics training completed with **more than 116,000 employees trained**

Numbers 2019

- **116.650 team members** (including members of the Board of Directors and advisory committees) **trained on the Code of Conduct and Ethics**
- **16.075 team members** (administrative and leadership) **trained on Anti-Corruption**
- **2.512 complaints received** by JBS Ethics Line
- **1.860 reputational analysis** (due diligence) were carried out
- **2.100 internal processes were evaluated or monitored**
- **More than 45 hours of interviews as part of our Risk Assessment process updated**
- **Pointed by Leaders League Magazine as “The Best Compliance Department”**

Compliance Milestones 2020

JAN

Contracted Deloitte to **improve and upgrade** the due diligence software

MAR

Launched **Global Anticorruption Policy**

ABR

Compliance Program checked by Internal Audit

MAY

Training Cycle 2020 started with specific Compliance trainings

Anti-corruption

Antitrust

Conflict of Interests

JUN

Codes of Conduct and Ethics update approved

SEP

Training Cycle 2020 launched the Code of Conduct and Ethics Training

OCT

2^o wave of **Conflict of Interests survey** with Managers, Directors, Presidents

DEC

Business Associate Code of Conduct training started to **Third Parties**



Numbers 2020

- **115,702 team members** (including members of the Board of Directors and advisory committees) **trained on the Code of Conduct and Ethics**
- **42,297 team members** (administrative and leadership) **trained on Anti-Corruption, Antitrust, Conflict of Interests**
- **2,909 complaints received** by JBS Ethics Line
- **4,976 reputational analysis** (due diligence) were carried out
- **2,475 internal processes were evaluated or monitored**
- **1,280 conflict of interest forms received for evaluation**
- **97% adherence** in audit on best Compliance practices **carried out by an independent company**

Compliance Milestones 2021

JAN

Contracted Deloitte to **improve and upgrade** the due diligence software

MAR

Conflict of Interests survey for Coordinators

APR

Training Cycle 2021 started with **Anti-corruption, Antitrust** and **Labor Antitrust** for key team members

MAY

Launched **Moral and Sexual Harassment and Diversity & Inclusion** trainings

Ethics Line Workshop to HR and Legal Departments

JUN

JBS Brazil adhered to **UN Global Compact – Collective Action in the fight against corruption in Agribusiness**

JUL

Poultry, pork and cattle ranchers (third parties) teams and employees were trained in our **Business Partners Code of Conduct**

SEP

ABPA - Brazilian Animal Protein Association **pro bono** participation to improve its Compliance Program

OCT

Ethos Institute Integrity evaluation renewal **increasing** 1 point in the Compliance Program performance reaching **8,6 of 10 points**.

DEC

Code of Conduct and Ethics training completed with **more than 118,000 employees trained**
2º Compliance Day occurred at JBS headquarter in Brazil

Numbers 2021

- **+118.000 team members** (including members of the Board of Directors and advisory committees) **trained on the Code of Conduct and Ethics**
- **+24.000 team members** (administrative and leadership) **trained on Anti-Corruption** and **Harassment and Discrimination**
- **+170 team members** (administrative and leadership) **trained on Antitrust** and **Antitrust in the labor sphere**
- **3,032* complaints received** by JBS Ethics Line
- **6,391 reputational analysis** (due diligence) were carried out
- **3.252 internal processes were evaluated or monitored**
- **1,178 conflict of interest forms received for evaluation**
- **+1600 people followed** the **2nd JBS Compliance Day** online and **+12,000** views on the videos
- **+ 9,000** third parties trained on our **Business Partner Code of Conduct**

**Adjustment in the total number of complaints received by the JBS Ethics Line to suit to the independent third-party company platform.*

Compliance Milestones 2022

JAN

Politically Exposed Persons – **PEP control** Implemented

FEB

Compliance director, **Marcelo Proença** participated in **Margarine Sales Convention** with Commercial, trade marketing and logistics team presenting the **Always Do It Right** Compliance Program guidelines and its benefits.

Compliance News celebrated the 3rd anniversary

MAR

Compliance director **Marcelo Proença** participated in **Seara Convention, Friboi Convention** and **Leadership Forums** reinforcing the **Always Do It Right** Compliance Program guidelines and its benefits. Around 800 leaders from all over Brazil participated

APR

Launched **Compliance Communication Campaign** for 2022

Launched the **Agroindustry Anti-Corruption Guidelines** content produced by the **Collective Action in the fight against corruption in Agribusiness**, composed of 17 companies, including **JBS**

MAY

2021 internal and external audits finalized without material issue identified. External audit indicated JBS Compliance Program adherence in **98.2% of legislations and best practices**

JUN

Launched the **Antitrust Global Policy**

Risk Assessment updated for all Business Units in Brazil

Antitrust training for key team members

Installation of the **Global Compliance Executive Committee**



Compliance Milestones 2022

JUL

Training Cycle 2022 started with **Anti-corruption** training

AUG

Michael Koenig appointed as **Global Ethics and Compliance Director** for JBS

2022 Internal Audit finalized without any material issue identified

JBS's Compliance Director **Marcelo Proença** conducted a training for the Company's collaborators in **MENA** (Middle East and North Africa), where Compliance topics and their importance to the business were discussed, as well as how to manage and execute JBS's Compliance Program. In addition, the program's pillars, policies and our Code of Conduct were reinforced

2022 external audit finalized without material issue identified

OCT

Launched **Diversity & Inclusion** training for all administrative team members and the **Code of Conduct and Ethics** training for all team members in Brazil

3^o wave of **Conflict of Interests survey** with Managers, Directors, Presidents

NOV

JBS contributing to the initiative of the Comissão de Compliance e Integridade (CCI), a group of Câmara de Comércio Brasil-Canadá (CCBC) sponsored and participated in the book "**Compliance: Fundamentals and Sectoral Applications**". **Marcelo Proença**, JBS's Compliance Director contributed writing about Training and Communication

More than **2,000 leaders** trained by the Compliance Director, Marcelo Proença, in the **Leadership Forums**, reinforcing compliance guidelines for an increasingly upstanding and positive environment

DEC

Code of Conduct and Ethics training completed with **more than 130,000 employees trained**

Published the Non-Retaliation Policy, Global and Local Compliance Policies and reviewed the **Global Anti-Corruption & Anti-Bribery Policy** and **Gifts, Entertainment and Hospitality Policy**

Numbers 2022

- **+ 130.000 team members** (including members of the Board of Directors and advisory committees) **trained on the Code of Conduct and Ethics**
- **+ 30.000 team members** (administrative and leadership) **trained on Anti-Corruption** and **Diversity and Inclusion**
- **+ 160 team members** (administrative and leadership) **trained on Antitrust**
- **+ 2.000 leaders** participated in **Conventions and Leadership Forums** and addressing and reinforcing topics related to integrity and to the pillars of our **Always Do It Right** program
- **3,444 complaints received** by JBS Ethics Line
- **6,307 reputational analysis** (due diligence) were carried out
- **5,893 internal processes were evaluated or monitored**
- **1,512 conflict of interest forms received for evaluation**

Compliance Milestones 2023

FEB

Added the 22nd category of risky third parties subject of Due Diligence
Implemented automatic **due diligence for non-Brazilian third parties**

MAR

Investiture of the **HR Executive Corporate Director** as a member of the **Institutional Ethics Committee**
Marcelo Proença, Compliance Director participated as a **member of the ABA Compliance Committee**, in the 1st Meeting of the National Board of Directors of 2023, with the presence of members of the ABA National Board of Directors, Superior Council, Compliance Committee, Fiscal Council and Presidents of Committees
Marcelo Proença, Compliance Director and Company executives participated in the **Confraternity, organized by Friboi** to cattle farmers to **disseminate JBS Compliance Program and best practices in compliance for the Agribusiness value chain, reinforcing our commitment to conduct the business ethically and with integrity**
Due Diligence, Government Relationship and Conflict of Interest policies revised
Global policies published in **Spanish version**

MAY

Review of all **risk third party categories** for Due Diligence purposes
External audit carried out by an independent auditors, increasing **from 98.2% to 99.2% of adherence**
Specific training on **Relationship with Public Agents** for JBS leaders, with the participation of the Compliance Director, **Marcelo Proença**, the Institutional Relations Director, **Carlos Cidade**, and the former **Minister of Planning and CGU Valdir Simões**

JUN

Training Cycle 2023 started with **Conflict of Interests** training

Compliance Milestones 2023

AGO

Launch of **Anti-Corruption** training for all administrative team members in Brazil

2023 Internal Audit finalized without any material issue identified

Launched the **Merge & Acquisition Global Policy**

Risk Assessment 2023 updated



SEP

Renewed the integrity assessment with the **Ethos Institute**, increasing the evaluation score

Beginning of **the Conflict of Interest Research**, including Coordinators

Launch of the **Code of Conduct and Ethics** training for all team members in Brazil

OCT

Beginning of the **Conflict of Interest Survey** to Coordinators and other specific areas/department.

NOV

Review of third-party risk categories for due diligence purposes

DEC

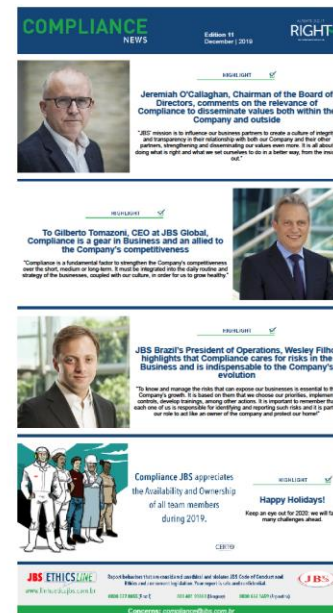
Publication of all **public Compliance policies** on the **JBS website** in Portuguese, English and Spanish

The conclusion of the **2023 Training Cycle**

Tone at the Top

Unrestricted support from senior management and members of the Board

- ✓ Participation in all Compliance events
- ✓ Members of the Ethics Committees
- ✓ Communications, highlight the “Tone at the Top” in Compliance News
- ✓ Participation of the CCO in the Board of Directors meetings
- ✓ Presentation of the **Compliance Program's initiatives and developments to the Advisory Committees**



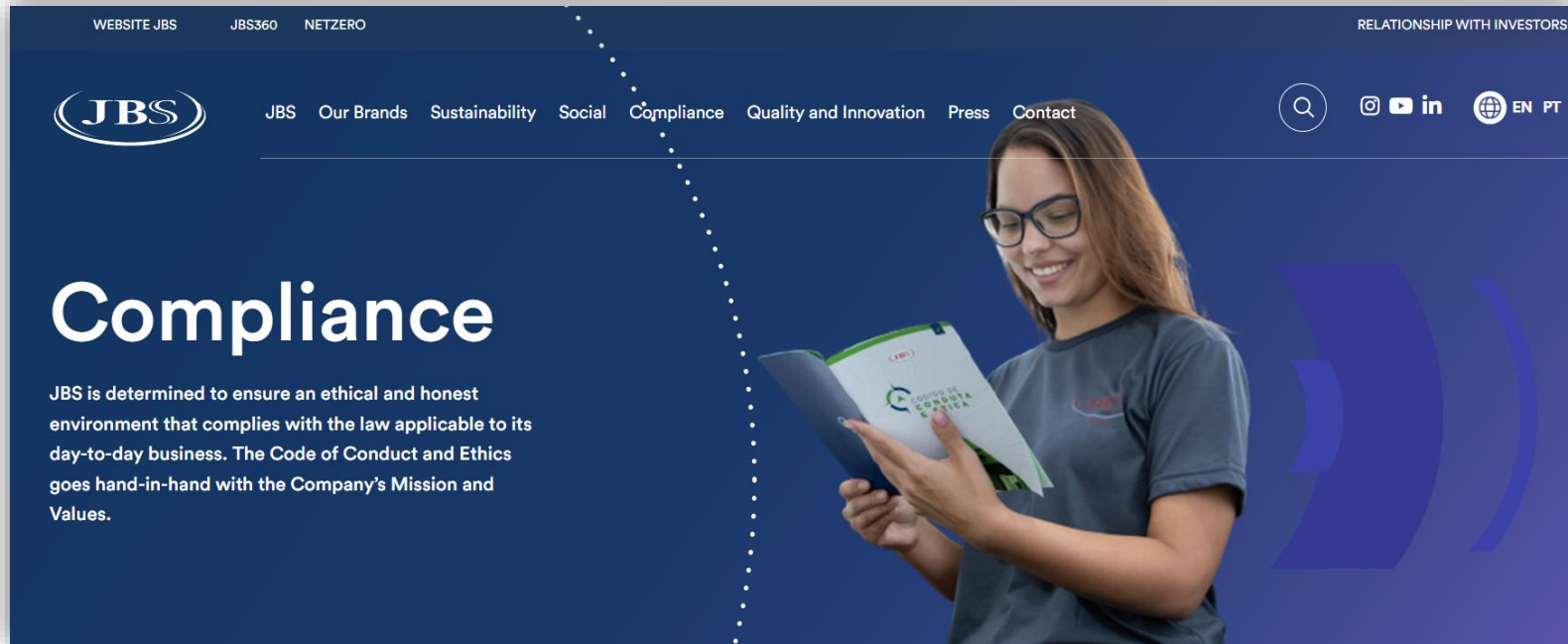
Codes of Conduct & Ethics



- ✓ **Launched in May 2018 and revised in September 2020**
(Term of Acceptance, Consent and Acknowledge signed annually in the training cycle and/or in onboarding)
- ✓ **In all regions where JBS operates**
- ✓ **In two versions – For team members and for third-parties**
- ✓ **Electronic versions available at Compliance website www.jbs.com.br/compliance**

JBS Compliance Website

jbs.com.br/compliance



JBS Compliance Day

Event held in August, 2019



2nd JBS Compliance Day

Event held in December, 2021

+1600 people participated online

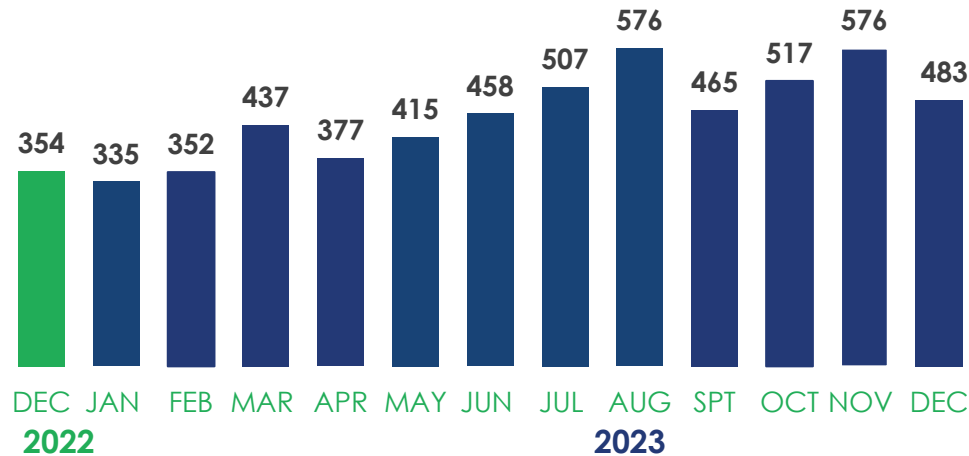
+12,000 views



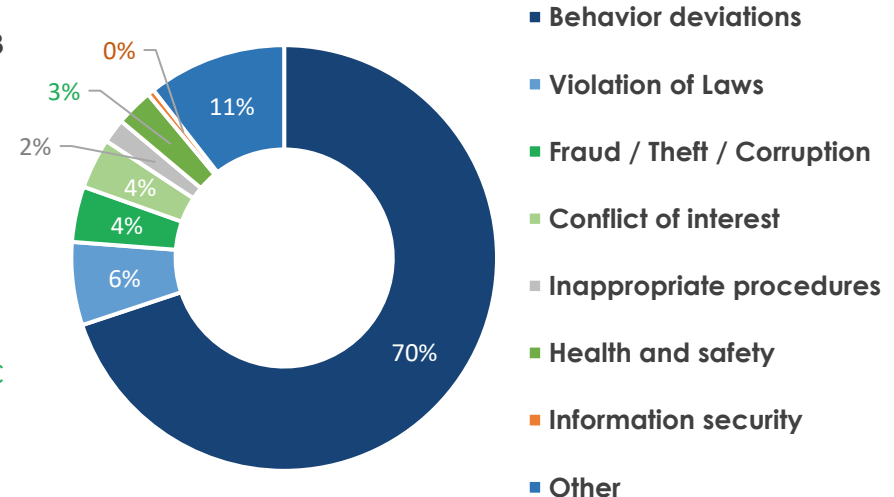
JBS Ethics Line

Launched in December, 2017

Available for employees and third-parties 24h/7, in 4 languages

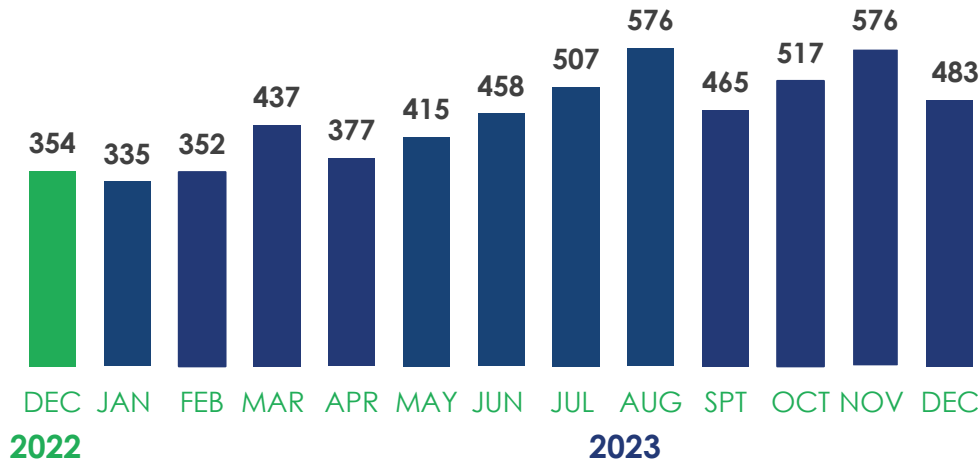


Category of complaints reported

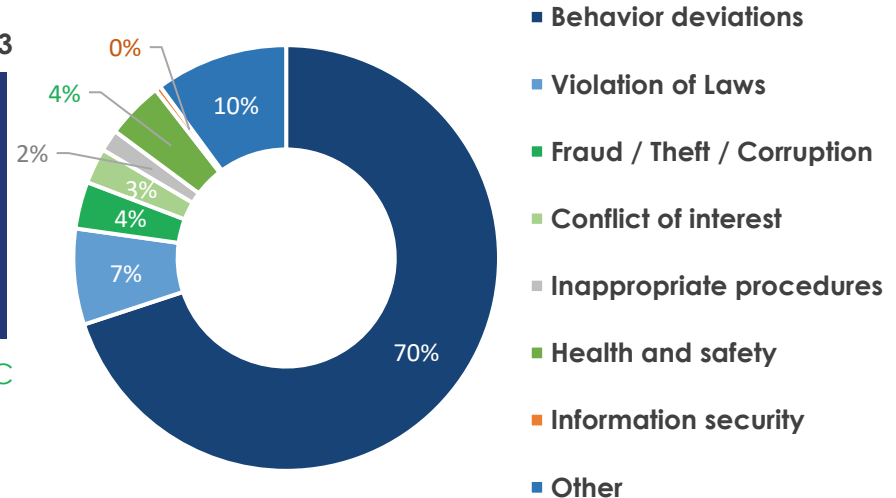


JBS Ethics Line

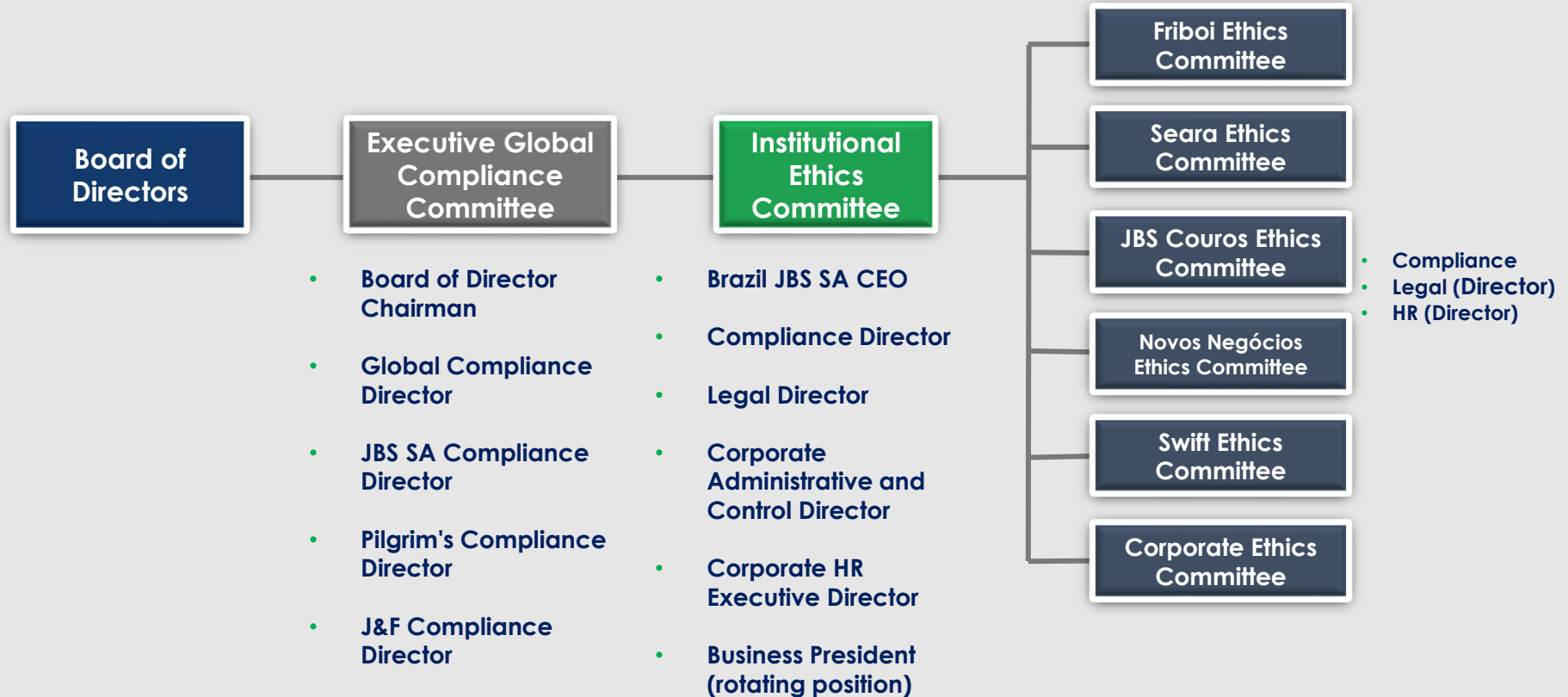
Launched in December, Dec-2022 to Dec-2023
Available for employees and third-parties 24h/7, in 4 languages



Category of complaints reported



Governance – Ethics Committees



Compliance External Departments and Resources

In addition to the dedicated Compliance and Governance structure, we have the support of other external departments and resources in the execution of the Compliance Program initiatives.

Internal Departments

Human Resources

- Conducting Internal Investigations on HR-related topics
- Support in the training agenda

Internal Audit

- Compliance Program Auditing
- Test of internal controls
- Policies Review and approval
- Sharing information on non-compliance with the Code of Conduct and Ethics, Global Anti-Bribery and Anti-Corruption Policy and other policies related to the Compliance Program

Legal

- Compliance Program initiatives Support
- Inclusion of a standard integrity clause in third-party contracts
- Sharing information on non-compliance with the Code of Conduct and Ethics, Global Anti-Bribery and Anti-Corruption Policy and other policies related to the Compliance Program

External Resources

White & Case LLP

Ernst & Young Consulting

- Consulting for the improvement of the Compliance Program

ICTS/ALIAN

- Provision of services by the JBS Ethics Line

DOT Digital Group

IPRC - Behavioral Risk Research Institute

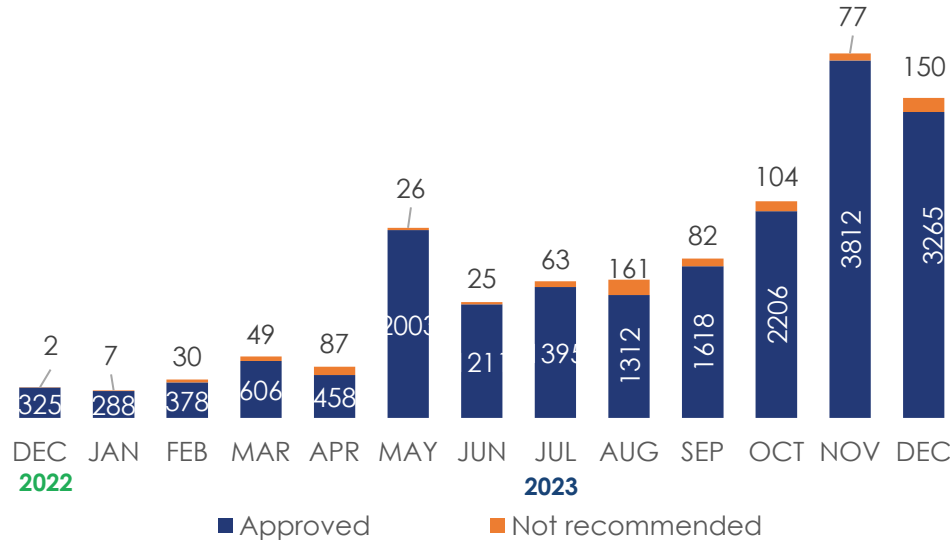
- Support in the production of Compliance training

Lexis Nexis Risk Solutions

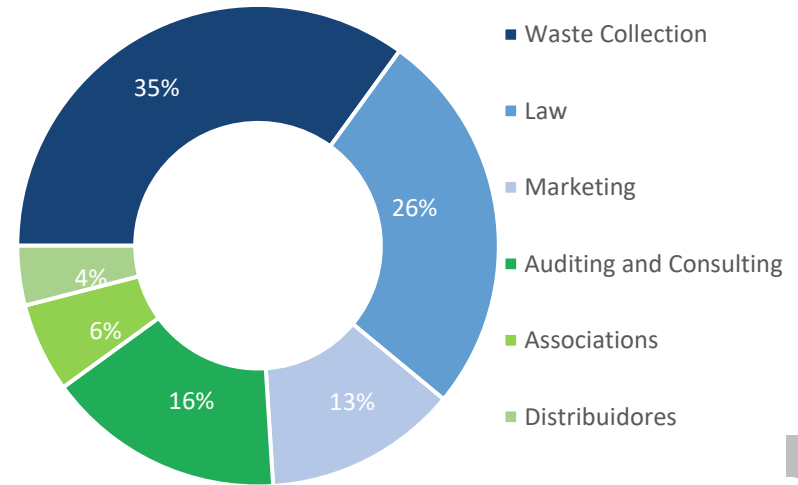
- Support in data analytics services, insights and fraud prevention

Third-Party Due Diligences

Methodology: using a customized tool, automatically checks performed, mainly related to corruption, antitrust, sanctions, human rights and environment issues.



Third- Party categories and percentage not recommended



COMPLIANCE NEWS Edition 10 May 2020

COMPLIANCE JOB
The take-home message for the day

TRANSPARENCY: AN ADVANTAGE?
New findings from the 2019 survey, which will greatly benefit transparency in the future, are being published. The survey shows that transparency is a key factor in the success of a company. It is also a key factor in the success of a company. It is also a key factor in the success of a company.

NEW POLICIES ARE COMING!
The year 2020 will be a year of change for JBS. New policies will be implemented in 2020. These policies will be implemented in 2020. These policies will be implemented in 2020.

COMPLIANCE CHALLENGES COMMENTS ON 2020 CHALLENGES.
The year 2020 will be a year of change for JBS. New policies will be implemented in 2020. These policies will be implemented in 2020. These policies will be implemented in 2020.

JBS ETHICS LINE
Reported on the compliance and ethics of JBS. JBS is a company that is committed to compliance and ethics. JBS is a company that is committed to compliance and ethics.

COMPLIANCE

COMPLIANCE NEWS Edition 11 February 2020

COMPLIANCE AT THE 2019 REEDA CONVENTION
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

NEW PHASE OF COMPLIANCE RISK ASSESSMENT
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

ENDING OF THE JBS ETHICS LINE CAMPAIGN
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

COMPLIANCE RISK ASSESSMENT IN BREADSTREET WITH JAMES
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

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COMPLIANCE

COMPLIANCE NEWS Edition 12 April 2020

ONE MORE GLOBAL POLICY: THE ANTI-CORRUPTION POLICY
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

TIME AT THE TOP
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

GUILHERME MOTTA, PRESIDENT OF JBS LEATHERS, COMMENTS ON THE RELEVANCE OF COMPLIANCE FOR CONDUCTING BUSINESS
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

MARBA AND COMPLIANCE, TOGETHER
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

COMPLIANCE AREA IMPLEMENTED CONTROLS THAT SECURE BUSINESS OPERATIONS
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COMPLIANCE

COMPLIANCE NEWS Edition 13 April 2020

COMPLIANCE CHALLENGES IN TIME OF CRISIS
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

BE TRUTH AND BE CONCERNED
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

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REMEMBER JBS' POLICIES AND PROCEDURES
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

JBS COMPLIANCE: FINALIST IN A LEADERS LEAGUE AWARD
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COMPLIANCE

COMPLIANCE NEWS Edition 14 May 2020

JBS LEADER, WE COUNT ON YOU
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

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THIRD PARTY REPUTATIONAL EVALUATION SOFTWARE INCREASINGLY MORE INTELLIGENT
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

GOOD DEEDS ARE GOOD
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

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COMPLIANCE

COMPLIANCE NEWS Edition 15 April 2020

IVAN GONCALVES, DIRECTOR OF THE IN NATURA BUSINESS OF REEDA, HIGHLIGHTS THE IMPORTANCE OF COMPLIANCE
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

2020 TRAINING CYCLE
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

ETHICS AND COMPLIANCE IN THE 2019 ANNUAL COMPLIANCE AND EFFICIENCY
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

INSTITUTO ETHOS - FACING THE PANDEMIC WITH SOCIAL RESPONSIBILITY
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COMPLIANCE

COMPLIANCE NEWS Edition 16 April 2020

A NEW VERSION OF THE CODES OF CONDUCT IS COMING
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

HAVE YOU DONE YOUR ANTI-CORRUPTION TRAINING?
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

DANIEL DE AVILA, EXECUTIVE DIRECTOR OF OPERATIONS AT FIBRO, TALKS ABOUT COMPLIANCE AND EFFICIENCY
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

3 YEARS OF THE ALWAYS DO IT RIGHT PROGRAM
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COMPLIANCE

COMPLIANCE NEWS Edition 17 April 2020

COMING SOON: IMPROVED VERSIONS OF CODES OF CONDUCT
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

WHAT HAS CHANGED?
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

GLOBAL VALIDITY AND MOBILE VERSION
The 2019 REEDA Convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro. The convention was held in Rio de Janeiro.

2020 REVEALS
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COMPLIANCE

Compliance News

Controls and Monitoring

Implemented to prevent and detect corruption focus on JBS Compliance Program

+790

**Companies and individuals
blocked (Watch List)**



Related direct or indirect
in J&F executives plea-
bargain

+500

**Monitored companies and
individuals (Yellow List)**



Involvement in
suspected and/or non-
compliance activities

20

Preventive and Detective controls

















Follow the money

- ❖ Limitation of cash in units and monitoring additional money requests
- ❖ Payments to Risky Third Parties
- ❖ Payments for individuals
- ❖ Company's aircrafts use
- ❖ Travel expenses
- ❖ Discounts /Bonus for clients
- ❖ Gifts, Donations and Sponsorships
- ❖ PEP

Policies and Procedures

Documents implemented to guide employees in conducting their activities

Policies & Procedures	Status	Scope
Antibribery and Corruption	Published	
Sponsorships		
Donations		
Conflict of Interests		
Gifts, Entertainment and Hospitality		
Due Diligence		
Ethics Line		
Consequences		
Relationship with Government Agents		
Antitrust		
Global Compliance		
Local Compliance		
Non-Retaliation		
Merge & Acquisition		

Stakeholders

Our Compliance Program is monitored by stakeholders

Customers

EKORNES®



Auditors and Rating Agencies



Government / Investors



Banking and Insurance



Thank you!

See more at:
www.jbs.com.br/compliance

compliance@jbs.com.br

