

**FORTIFY
THE FUTURE
OF FOOD**



The JBT team and our portfolio of engineered solutions are helping customers do more with less.

We design and manufacture food processing technologies that enhance customers' success and improve their sustainability performance. That means helping them make better use of precious resources such as energy, water, and, of course, food itself. In the process, our solutions today are helping to fortify the future of food for all of us.

JBT Solutions



Products that DELIVER EFFICIENCY

Our customers optimize resource use through JBT technology that reduces the amount of energy and water needed to meet production goals.



Products that MITIGATE FOOD AND PACKAGING WASTE

Our customers better preserve food quality and output throughout the distribution chain with JBT solutions that decrease waste and provide sustainable options for consumers.



Products that DELIVER CULTURED MEAT SOLUTIONS

Our customers deliver the sustainable protein options consumers want, creating new avenues of growth for their businesses.



A More Sustainable Future

We exist to fortify the future of food through innovative solutions that enable a more resilient, sustainable, and equitable food system.

JBT SCOPE



\$1.6B+
Global sales



5,100
Employees



100+
Countries in which JBT
equipment operates



659
Patents



23
Significant production
facilities

2023 marked the hottest year on record.¹ As global temperatures climb, they are having dire impacts on food production. Climate change is threatening crop yields, soil and water resources, and the health of the individuals behind this work.² At the same time, the world's population continues to grow, and along with it, our need for food.

Our customers and industry peers are responding to climate and population changes by setting and acting on commitments to reduce greenhouse gas (GHG) emissions.³ With artificial intelligence (AI) and automation on the rise, they're exploring how these technologies can increase and optimize food production in a sustainable manner.⁴ It's a pivotal moment for our industry—and one we're well-positioned to meet.

JBT's products and solutions provide a foundation for customers to tackle these shifting demands. Our goal as a business is to fortify the future of food. To achieve this, we refined our core strategy during 2023.

We became a pure-play food and beverage technology company by divesting our AeroTech business and building on our strengths as a partner in efficiency and sustainability for food and beverage processors.

Sustainability is becoming a larger factor in our customers' purchasing decisions. The investments that JBT has made in equipment productivity, energy efficiency, and waste reduction provide us with a competitive advantage and are helping customers meet their own sustainability objectives. Through our research and technology capabilities, we're exploring how else we can build and iterate to move toward a more sustainable future.

Our dedicated and diligent workforce fuels our leadership in sustainability. The accomplishments highlighted in JBT's 2023 ESG Report reflect our employees' hard work and keen attention to quality and impact. Through a year of transition, they stepped up to ensure our products help feed the world, sustainably and responsibly, and fortify the future of food.

Brian Deck
President and
Chief Executive Officer

¹National Oceanic and Atmospheric Administration, "2023 was the world's warmest year on record, by far."

²United States Environmental Protection Agency, "Climate Change Impacts on Agriculture and Food Industry."

³Ceres, "Food Emissions 50 Company Benchmark."

⁴Chemical Abstracts Service, "Embracing the future of AI in the food industry."

Our Unifying Framework

JBT's purpose, vision, and values anchor our work, from core business operations to research and development to internal teamwork and collaboration. Together, they form a unifying framework that helps keep everyone at JBT focused on fortifying the future of food.

Our Purpose WHY WE EXIST

Fortify the Future of Food

Our Vision WHERE WE ARE HEADED

We will be the global leader in food and beverage technology by harnessing the full power of JBT to partner with our customers and pioneer sustainable innovation.

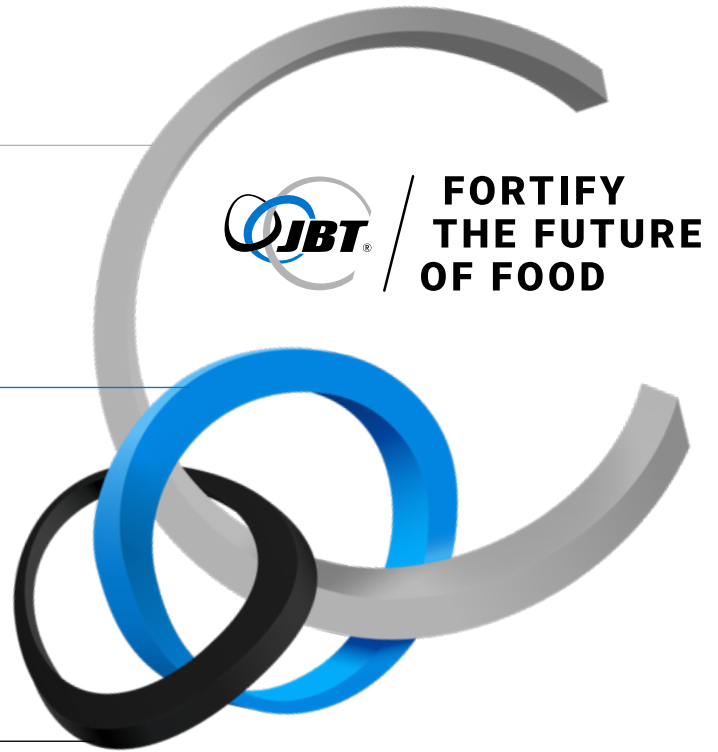
Our Values WHO WE ARE AT OUR BEST

● SERVE
WITH INTEGRITY

● COLLABORATE
WITH HUMILITY

● GROW
WITH AGILITY

● INNOVATE
WITH IMPACT



Our purpose, vision, and values come to life through Elevate 2.0—our strategy for technology-driven growth that focuses on innovating with impact and driving sustainable solutions. [Watch this video](#) to learn more.



Our Approach to ESG

Sustainability and responsibility are essential to how we do business. We've embedded these principles into the solutions we offer to customers and extended them to our own operations through our environmental, social, and governance (ESG) strategy.

Our ESG strategy focuses on three key pillars that help us have a positive impact on our planet, workforce, communities, and, ultimately, our business. These pillars, and related ESG commitments and actions, help fuel our actions to fortify the future of food.

Our ESG Pillars

- **Customer Solutions:** Evolve our product line to deliver long-lasting solutions that enable customers to meet production needs and reduce their environmental footprint.
- **People & Communities:** Invest in a workplace that centers Diversity, Equity, Inclusion, and Belonging (DEIB) and prioritizes career growth for all JBT employees.
- **Responsible Operations:** Equip facilities to optimize energy, water, and other resource use, and maintain strict safety standards for our workforce.

ESG Oversight

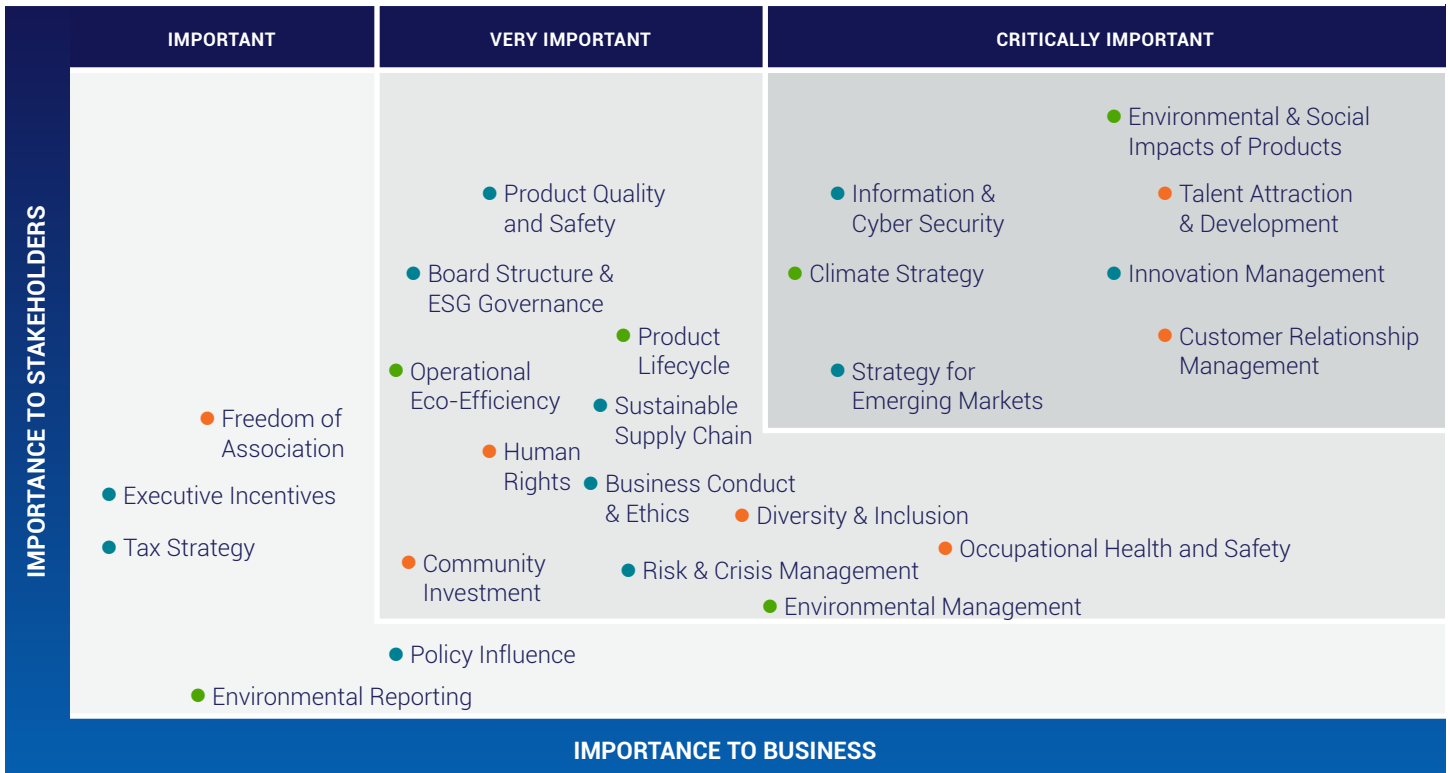
JBT's Board of Directors meets at least four times a year, and ESG is always on the agenda. The Governance and Sustainability Board Committee, which was renamed in 2023 to more accurately reflect the work streams the committee oversees and the increased oversight of sustainability matters, guides our program.

Acting On What's Material to Our Business

Our ESG strategy includes commitments and actions on issues most relevant to our business and stakeholders. The results of our initial 2020 materiality assessment currently guide how we prioritize ESG work. This assessment identified issues and helped us to better understand their impact on JBT in terms of growth, risk, cost, and other factors.

In alignment with the European Union's Corporate Sustainability Reporting Directive, we began an engagement in 2023 with a third-party expert to complete this assessment to map and better understand how different ESG issues affect our business and how our business, in turn, affects them. We anticipate sharing our new double materiality matrix in our 2024 ESG Report.

2020 ESG Materiality Matrix



● Environment ● Social ● Governance

Aligning with the UN Sustainable Development Goals (SDGs)

UN SDG

HOW WE CONTRIBUTE

Goal 2: Zero Hunger



- Create products that help customers increase yield, reduce food waste and deliver food products with a lower impact on the environment.
- Create the JBT Fortify Foundation, with plans to launch in 2024.
- Engage within our local communities on hunger-related initiatives.

Goal 5: Gender Equality



- Implement DEIB strategy that prioritizes gender equality in the workplace.
- Offer Women's Inclusion Network Employee Network Community.

Goal 6: Clean Water and Sanitation



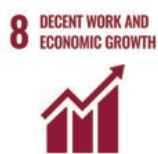
- Develop products that help our customers reduce their water usage.
- Equip facilities and operations with water-efficient technology.

Goal 7: Affordable and Clean Energy



- Offer energy-efficient products that enable customers to lower GHG emissions.
- Optimize energy efficiency at our worldwide operating locations and increase renewable energy sourcing.

Goal 8: Decent Work and Economic Growth



- Operate with robust safety policies and procedures in the workplace, aiming for zero incidents worldwide, every day.
- Hold suppliers to a strict code of conduct that accounts for human rights and forced labor protections.
- Invest in apprenticeships, internships, and skill development offerings to promote career growth for JBT employees.

Goal 9: Industry, Innovation, and Infrastructure



- Minimize both the environmental impact of our manufacturing operations and that of our customers through innovative, sustainable products.

Goal 12: Responsible Consumption and Production



- Design equipment for long-term use and offer regular, responsive service to customers to maintain machinery and optimize its performance.



Solutions That Fortify the Future of Food

Our products help feed the world—sustainably. The UN Food and Agriculture Organization (FAO) estimates that global demand for food will rise by 50% between 2012 and 2050.¹ To meet this growing demand, food and beverage processors will need to increase production. JBT is enabling this through solutions that prioritize efficiency and innovation alongside sustainability. Our solutions are fortifying the future of food and helping our customers build a more sustainable and healthier world.

¹ FAO, "The Future of Food and Agriculture—Trends and Challenges."



71%
Estimated product revenue from equipment that delivers environmental benefits

Our Sustainable Solutions Portfolio



4%
Water optimization



9%
Packaging waste reduction



17%
Equipment refurbishment and retrofits



9%
Emissions reduction



60%
Food waste reduction



<1%
Emerging food and nutrition

Prioritizing Resource-Efficient Products

Food production uses significant amounts of energy and water. The FAO estimates that food cultivation, processing, storage, transportation, and preparation account for 30% of global energy consumption.¹ Moreover, thousands of liters of water may go into producing the ingredients needed for just one family meal.² This makes food a resource-intensive industry, and every member of the supply chain has a role to play in reducing these impacts.

In 2023, we continued to focus on ways to help customers operate more efficiently and sustainably by developing and distributing products that optimize resource use. Our solutions provide a range of benefits, including reductions of energy and water use, while helping customers reach their production and sustainability goals.

The Benefit of Blanching Sustainably

Frozen vegetables offer a convenient, healthy, and increasingly popular choice for consumers.³ As blanching plays a key role in the freezing process, JBT's Urtasun™ blanchers help producers grow output while cutting energy use. During the cooling process, the Urtasun™ blancher stores energy released by the product, which is later used to re-heat water. The Urtasun™ blancher's design also reduces steam consumption and water and chemicals needed for cleaning.

¹ UN Water, "Water, Food and Energy."

² World Economic Forum, "Which foods need the most water to produce?"

³ Persistence Market Research, [Frozen Vegetables Market Outlook \(2023–2033\)](#).

JBT customers are seeing the benefits of adopting this technology. [Gelagri Ibérica](#), a major player in the European frozen food market, incorporated the latest Urtasun™ Hygienic Design Blanchers-Coolers into its blanching process in 2023. As a result, the company saw:

- A 5% reduction in steam consumption.
- A 4% reduction in cooling water and the saving of 400m/year in cleaning water.
- An extra 200 hours in operational time saved due to reduced cleaning time.



Achieving these results was beyond our expectations. The savings in water and steam consumption alone are commendable, but the added advantage of longer operating times in pristine conditions made this a game-changing decision for us."

Juan Ramón Malo

Responsable Oficina Técnica y Medio Ambiente at Gelagri Ibérica



Precise Portioning

JBT has provided the food industry with innovative waterjet portioning systems for more than 30 years. We've worked to continually improve this technology to help poultry and meat processors meet customer requirements, make full use of incoming products, and reduce food waste. In 2023, we introduced the latest iteration of this solution—the DSI™ 812 Waterjet Portioner.

The 812 offers DSI™ waterjet portioning technology in a compact design well-suited for poultry processors lacking the floor space or budget for a larger machine. It also includes a pump system that uses 40% less energy than a hydraulic system and optional Jet Blocker technology that makes more precise cuts and increases throughput by 30%. While minimizing waste, the 812 can deliver up to 25% more yield and help processors address labor costs and other challenges.



Reducing Water and Waste for Poultry Processors

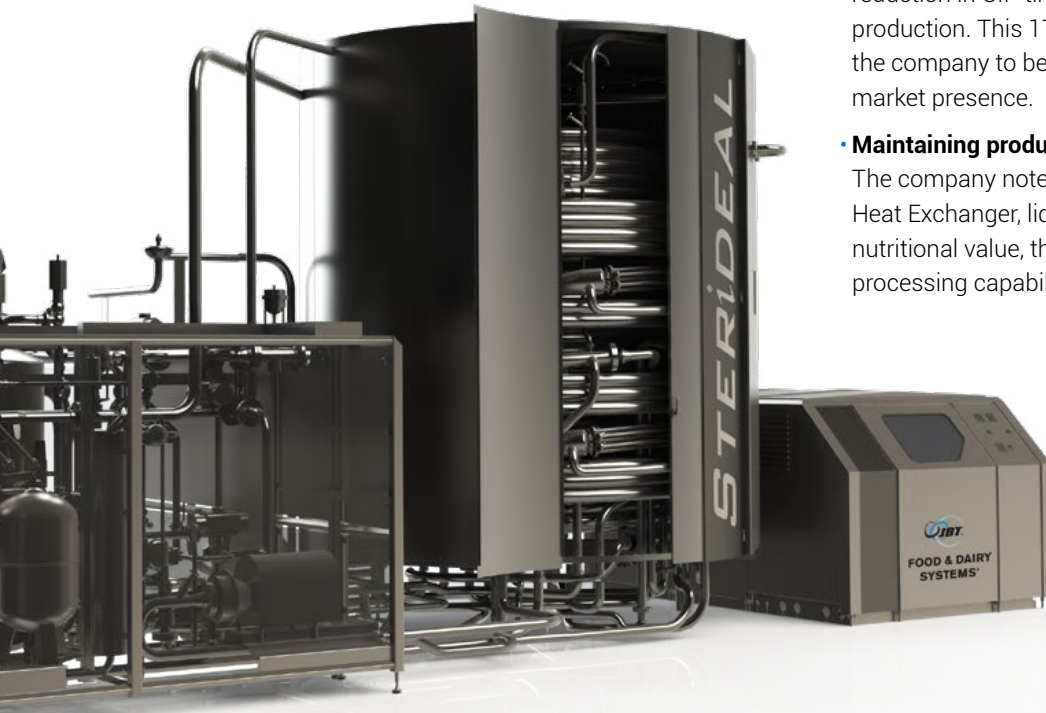
For our poultry customers, water is essential to keeping their products safe and fresh throughout processing. In 2023, we collaborated with one of our poultry customers to create an industry-leading process that can help them do just that, while cutting their water use. We equipped our poultry chillers with Cold Hold technology that allows customers to drain water only once a week instead of daily. With the Cold Hold feature, processors fill the chiller at the start of the week, and the machine filters and turns over water during its sanitation cycle. The solution can help our customers decrease water use and save energy while continuing to meet output goals. Using Cold Hold, customers can reduce their water use, on average, based on production rates, by 139,200 gallons per week—or 7.1 million gallons per year. They could also see average energy savings of 204,000 kilowatt-hours per year.

We also introduced a new solution for poultry processors to reduce wasted product. JBT's new paw technology gives these producers the ability to heat-treat chicken feet, sanitizing them and making them safe for export. In China, chicken feet are an especially popular dish—though the country banned imports from any countries with cases of the avian flu in 2015 after an outbreak. In 2022, China altered the ban to allow imports of heat-treated chicken feet, giving processors an opportunity to waste less product. With our new paw technology, poultry processors can meet these conditions, broaden their portfolio, and use more of their product.



Enhancing Product Quality Through High-Voltage Heating

JBT's Sterideal® Ohmic Heat Exchanger allows processors to heat liquid food products more evenly. Ohmic heat applies high voltage to a food product inside of a heat exchange unit, with the food acting as an electric resistance and generating heat.



In 2023, a leading egg processor incorporated JBT's Sterideal® Ohmic Heat Exchanger into its liquid egg production—with dramatic results. Compact and easy to install, the Sterideal® Ohmic Heat Exchanger helped the company reduce its energy use in liquid egg processing in addition to:

- **Decreasing the need for daily clean-in-place (CIP) procedures from four to two** using the Sterideal® Ohmic Heat Exchanger's full drainage system.
- **Increasing production time from 18 to 21 hours daily.** The reduction in CIP time gave the company an extra three hours for production. This 17% increase in production time has enabled the company to better meet customer demand and increase its market presence.
- **Maintaining product consistency, quality, and excellence.** The company noted that since using the Sterideal® Ohmic Heat Exchanger, liquid egg better retains its taste, texture, and nutritional value, thanks to the system's gentle and precise processing capabilities.

Making Energy Savings a Piece of Cake

Baking, deep-freezing, and logistics are energy-intensive processes—and in the competitive world of industrial bakeries, energy efficiency is a key ingredient for success. A leading producer and distributor of frozen bakery products across Europe chose JBT Frigoscandia's innovative Low Volume System (LVS) Refrigeration technology to advance its commitment to energy-efficient production.

Thanks to the LVS patented dry suction system that prevents temperature and pressure drops, the industrial baker is no longer losing precious degrees during refrigeration. That translates to a nearly 15% improvement in the company's energy efficiency and an estimated annual savings of €125,000 in energy costs.



Preserving Quality and Preventing Waste

As producers work to address a growing market for food, eliminating waste becomes even more critical. The FAO estimates that between 691 million and 783 million people worldwide faced hunger in 2022.¹ At the same time, one-third of food that is produced for human consumption is lost or wasted between processing, storage, transportation, distribution, and consumption.² The energy involved in producing that wasted food, and the emissions that it generates by ending up in landfills, adds up. In the U.S. alone, the production of lost or wasted food generates the greenhouse gas (GHG) emissions equivalent of 32.6 million cars.³

Fortifying the future of food means helping producers waste less and better preserve output. Our solutions are helping customers make the most of the products they produce and reduce the lost opportunities and harmful impacts of wasted food.

Keeping Produce Fresh from Farm to Fridge

Natural coatings are an essential element of JBT's industry-leading postharvest solutions that we continued to prioritize in 2023. We offer producers a range of natural coatings to keep produce as fresh as possible—minimizing food waste and providing consumers with the fresh, healthy choices they desire.

Options like the Endura-Fresh™ 2511 product, a natural coating for apples, help maximize value for producers by preserving flavor and moisture and preventing spoilage from processing and shipping to point of sale. Our latest plant-based coating, Nature-Cote™ Avocado, enhances an avocado's natural ability to lock in moisture and stay fresh. We're exploring how we can expand our Nature-Cote™ coating to our citrus portfolio.

¹ FAO, "The State of Food Security and Nutrition in the World 2023."

² FAO, "The Paradox of Hunger and Food Loss and Waste."

³ World Wildlife Fund, "Fight climate change by preventing food waste."



In 2024, JBT sought third-party Vegan and Vegetarian certification for our primary Endura-Fresh™, Sta-Fresh®, and Nature-Cote™ coatings. Consumers value products that account for a broad range of dietary choices, and we want our coatings to reflect those values. Several JBT natural coatings are already certified by the American Vegetarian Association, giving shoppers confidence and trust in the produce they purchase that our customers have processed. We prioritize transparency and certification of our coatings to help shoppers make the most informed choices about the food they purchase and eat.





Cattle eating animal feed created from wet citrus peel waste.

Going Beyond Juice in Citrus Processing

JBT technology helps produce more than 75% of the world's citrus juices. Being a leader in citrus processing means we also consider how to make the most out of citrus by-products. Citrus processing residue—what's left after juicing—accounts for 50%-60% of the fruit mass.¹ Recovering and reusing by-products like citrus pulp, peels, and oils is both an economic opportunity for our customers and a key way to reduce waste in their processing.

JBT's solutions help our customers squeeze the most out of their citrus products in an efficient, sustainable manner. Our READYGo™ d-LIMONENE system enables processors to extract d-limonene, a compound used in cleaning products, perfumes, and food and beverage flavorings, using electric steam boilers. We've also introduced innovations that tackle the water intensity associated with citrus processing. JBT's TASTE Evaporator distills natural fruit sugars from water used in processing, which customers can sell in the by-products market. Our feed mill solutions can also create pellets out of wet citrus peel waste to use as animal feed or a source of pectin, a thickening agent used in food and beverage products.

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The International Fruit and Vegetable Association recognized JBT's citrus by-product upcycling solutions in 2023 with its IFU Innovation Award.

¹ JBT, "Recovery of Citrus Residue By-products Engineered by JBT Solutions."
² American Frozen Food Institute, "New Research Reveals Frozen Food's Role in Reducing Food Waste."

Delivering Convenience and Quality to Consumers

Frozen foods help households eat healthy while limiting food waste. A survey of U.S. consumers found that 83% agreed that buying frozen food was a good solution to limit household waste,² and a majority preferred buying frozen food to avoid the financial impact of spoiled fresh food.² For frozen food producers, a challenge to meeting this demand lies in managing frost buildup in industrial freezers. Frost buildup can damage products and slow production processes due to more frequent defrost cycles.



We have four JBT GYRoCOMPACT® M7 freezers in our ZhengZhou Plant, which have already demonstrated high throughput and uptime for seven years. The JBT freezer performance is very stable, saving us a lot of energy costs year over year. The freezer capacity has exceeded our expectations and gives us a sustainable solution."

Mr. Li ZhaoJie
 Vice President, SYNEAR

JBT's innovative freezing solutions help customers avoid these issues. Our spiral freezers, including the Frigoscandia GYRoCOMPACT® line, offer a best-in-class, efficient option. The technology and design of spiral freezers minimize frost buildup and better preserve food quality and taste over traditional freezers. In 2023, we introduced the **GYRoCOMPACT® 70 Spiral Freezer**, which includes our latest defrosting technology and increased capacity within the same amount of floorspace. Using this model, customers can continuously run freezers for up to two weeks, ultimately reducing water use needed for defrosting cycles and freeing more time for production.

A Customizable Food Safety Solution

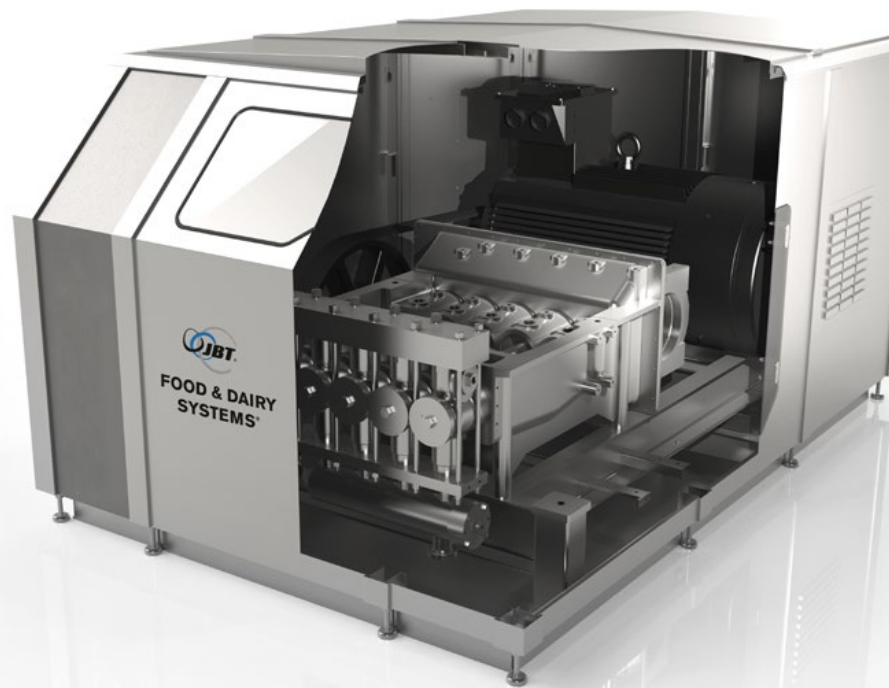
JBT's [sterilization solutions](#) are another way we're helping customers cut product waste and provide convenient options for consumers. Using proven thermal processing, our technology can sterilize food or liquid in-container, providing customers with a sterilization option tailored to their production process. Ultimately, this helps food stay safer longer; increases product stability, flavor, and freshness; and eliminates the need for unnatural additives.

JBT's Continuous Rotary Pressure Sterilizer has been a go-to sterilization solution for our customers for over a century. Since 1921, we have installed more than 4,000 continuous sterilization systems, making us the industry leader in this highly energy-efficient solution for in-container sterilization of canned foods. In 2023, we introduced our latest solution in rotary sterilizer technology, the [JBT 2.1m Rotary Pressure](#). The JBT 2.1m Rotary Pressure provides customers with a 25% to 50% increase in production throughput using an automatic, continuous process that facilitates high-temperature/short-time cooking and rapid, efficient cooling. Ultimately, this helps our customers use fewer resources to produce fresher, safer, and longer-lasting products.

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JBT Avure, a high-pressure pasteurization system, helps food and beverage processors perfect pasteurization with a natural solution that extends food shelf life by two to three times longer than traditional methods.

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Sterilization with Utility Savings

JBT's Retort and Rotary sterilizers are a trusted large-batch processing solution for customers. Now, we've also introduced new technologies and upgrades that help reduce utility use and costs and minimize the environmental impact of sterilization processes. These innovations include:

- **Energy Recovery System (ERS).** ERS reduces steam and cooling water consumption per batch using a hot- and cold-water tank as a "battery" that transfers energy between different phases of the retort's thermal process.
- **Low Energy Suction System (LESS).** LESS reduces steam, process water, and cooling water consumption per batch, using a passive suction system that draws water in evenly along the retort—requiring less water for thermal processing.
- **Heat Recovery System (HRS).** HRS minimizes steam consumption in the rotary preheater and reduces cooling tower load by using energy generated in cooler water discharge to heat water in rotary preheater.

Building Circularity into Packaging

While plastic remains a go-to packaging source for the food and beverage industry, its harmful impacts on the environment have become increasingly clear. Approximately 36% of all plastic produced worldwide is used for food and beverage packaging, with about 85% ending up in landfills.¹ The UN has referred to plastic pollution's effect on the world's oceans as a "planetary crisis."²

For producers, adopting more sustainable packaging is both a way to act on environmental, social, and governance priorities and a business opportunity. Market projections are increasing as consumers look for hygienic, eco-friendly packaging.³ JBT offers solutions that further packaging circularity and reduce plastic waste while increasing output.



Watch this video to learn how switching to top sealing packaging can help customers reduce plastic use and increase product yield.



Reducing Plastic Use, Increasing Product Yield

Our Proseal technologies provide customers a less wasteful alternative for packaging. Proseal offerings include tray-sealing packaging, which can lead to the reduction of 10 tonnes of plastic for every 1 million trays sealed when switching from clamshell or clip-on lids to top seal packaging. On average, Proseal machines package between 10 and 18 million trays of soft fruit per year. Proseal also has introduced **Case Packing machinery** to complement its tray sealing options. This machinery can process over 200 packs per minute and adapt to different tray sizes, configurations, and loading formats. The technology has helped our customers increase product yield by up to 20%. We also launched our new XTRs heat sealing machine capable of sealing 30 packs per minute without the need for compressed air. This reduces energy usage and total cost of ownership for our customers.

¹ UN Environment Programme, "Our planet is choking on plastic."

² International Union for Conservation of Nature, "The plastic pollution crisis."

³ Packaging Insights, "Top Packaging Trends 2023."

Extending Product Lifecycles

For producers, industrial machinery is a significant investment. To help them make the most of these investments, JBT designs products to ensure long use and maximum efficiency—and works with customers to maintain and upgrade machinery throughout its life. We have several initiatives in place to recover, remanufacture, and upgrade used machines. These efforts result in increased customer loyalty and satisfaction while reducing the GHG emissions associated with manufacturing new machines.

Meeting Processing Challenges with Upgraded Technology

Our customers' production processes change with their business. As production expands or evolves, we offer them a range of upgrades for machinery through our Green Retrofit program. This program enables customers to upgrade older equipment to match the performance level of newer systems without changing their installed base.

For customers that experience machinery challenges not easily addressed by these solutions, JBT's [Research & Technology Centers](#) (RTCs) may be able to help. With locations from Argentina to Italy, each RTC focuses on a specific type of food processing and contains replicas of JBT equipment that reproduce customers' processes used when portioning, preparing, forming, coating, frying, cooking, or freezing. Customers can work with JBT food science specialists to determine how to get the best results from their equipment.

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Proseal's "No Good Machine Left Behind" program proactively upgrades older machines for customers around the world.

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A 24/7 Sustainable Freezing Solution

JBT's freezing solutions can cut defrosting time and help customers avoid product damage through frost buildup. Our Air Defroster upgrade kit gives producers the technology to remove frost from a freezer's evaporators regularly during operation, giving them the option to run freezers 24/7 and extend periods between defrosting by up to a week. Customers can add this technology to our Frigoscandia—FLoFREEZE® IQF and GYROCOMPACT® Freezers—and retrofit them to older models. These solutions let customers run their freezers at lower temperatures without worrying about excess frost buildup and potential product damage, leading to a higher-quality, better-tasting product.



Less frequent defrost cycles help our customers reduce water usage and associated costs, thereby furthering their sustainability efforts.

Digitizing Machine Performance Management

We're dedicated to helping our customers optimize their operations, which is why we developed the digital OmniBlu™ platform. OmniBlu™ provides customers with a suite of digital tools to proactively manage machine maintenance, access best-in-class service, and improve machine efficiency. OmniBlu™ monitors a machine's performance in real time and generates alerts and reports on service needs and equipment health along with seamless access to replacement parts and service from trusted JBT technicians. Using artificial intelligence, machine learning, and predictive analytics, OmniBlu™ is also able to provide and adjust projections on production, based on the data it collects. OmniBlu™ also helps set best practices for the food processing industry. The aggregated data the system collects can inform and standardize processes at facilities around the world.



JBT's OmniBlu™ Platform won **Predictive Analytics Solution of the Year** in the 2023 AgTech Breakthrough Awards.



Incorporating Sustainability

Sustainability is an increasing concern not only for our customers, but for the end consumers they serve. In the U.S. alone, 86% of consumers consider it important that food and grocery brands act responsibly when it comes to society and the environment. Acting on this represents a nearly \$9.4 billion opportunity for the food and grocery industry.¹ We're helping our customers realize this value by incorporating sustainability into new avenues of research, development, and product growth.

Supporting Growth of Cell-Based Meat

Cell-based proteins present not only a major business opportunity for the food industry, but a significant one to reduce GHG emissions associated with modern farming.² JBT is bringing our background and expertise in protein processing, including over 30 years of experience in processing plant-based protein, to support our customers in cell-based meat development.

We offer solutions like our READYGo™ Bioreactor that we've designed specifically for cultivated protein production. The READYGo™ Bioreactor can process volumes ranging from 20 to 20,000 gallons—making it a right-fit choice for customers piloting these products or looking into full-scale production. We're lending our know-how and high-quality machinery to help customers successfully transition into the alternative protein market as well. In addition to our [equipment offerings](#), JBT's RTCs are another resource for customers focusing on alternative proteins. Customers can work with experts at these RTCs to develop the textures and tastes consumers want and determine the best manufacturing process using JBT equipment.

Scoring New Projects on Sustainability

Our portfolio of equipment for processing traditional, cell-based, and plant-based proteins continues to grow. By 2025, we're aiming for at least 70% of new products in this business to have enhanced sustainability benefits. To meet this goal, in 2023 we took steps to establish a common understanding of the environmental impact of any new products we develop.

We developed a Sustainability Scorecard to assess new product impact across five categories: water conservation and reuse; energy and emissions reduction; waste reduction, yield and labor efficiency, and prolonged shelf life; food safety improvement; and product value and lifespan. The Scorecard, which is being rolled in out in 2024, includes negative, neutral, and positive scores and gives JBT leadership a lens into where we can improve the impact of any new projects we undertake. As the Scorecard is utilized across our unique business lines, we will continue to refine it to capture the most accurate assessment of our efforts.



¹ Glow, 3BL, Triple Pundit, and Cint, "[Size of the Prize Report 2023.](#)"

² Good Food Institute, "[Environmental impacts of alternative proteins.](#)"



Embedding Efficiency in the Future of Food

Our commitment to relentless and continuous improvement extends to our own operations. We strive to operate sustainably across our global business, reducing our carbon footprint, minimizing resource use, and responsibly managing the waste we generate. Our employees, suppliers, and other stakeholders help us scale this way of working throughout our worldwide operations and value chain.

2023 Sustainability Progress Snapshot



11%

Reduction in total Scope 1 and 2 GHG emissions since 2022



12%

Reduction in water withdrawal



69%

Landfill diversion rate



Mitigating Our Climate Impact

We're committed to providing efficient, sustainable solutions for our customers, and we approach our own operations with the same mindset.

We work to measure and reduce our own greenhouse gas (GHG) emissions and, in 2023, took an important step toward understanding our Scope 3 GHG emissions. For an industrial manufacturing business such as ours, we estimate that more than 3/4 of total GHG emissions could stem from customers' use of our sold products (Scope 3). We began the process of assessing our Scope 3 emissions in 2023 and will disclose this data in 2024.

A Global Focus on Energy Optimization

Energy use represents a significant portion of our environmental footprint around the world. Our facilities have developed clean energy solutions that fit best for the business they conduct, the employees they serve, and the communities where they operate. These clean energy solutions are helping us to reduce our Scope 1 and 2 GHG emissions.

Solar use at facilities in the U.S. and Europe is contributing to this effort. Our facility in Madera, California, is optimizing energy efficiency through an investment in on-site solar infrastructure. Madera's solar farm and solar parking structure provide approximately 35% of its electricity needs annually, with plans to increase solar generation in the future. Our three Proseal factories in the United Kingdom as well as our Research and Technology Center in Belgium are also utilizing on-site solar arrays, with additional JBT locations investigating feasibility at their locations.

In Europe, two JBT sites are equipping their facilities to support electric vehicles (EVs), an increasingly popular choice for drivers in the region.¹ Our operation in Sint-Niklaas, Belgium, installed 10 charging ports for drivers of JBT-, employee-, and customer-owned EVs to use on site in 2023 and is working to transition all of its 60-vehicle fleet to EVs by 2030. In Helsingborg, Sweden, JBT invested in 10 EV charging ports and transitioned seven of its 20-vehicle fleet to EVs in 2023.

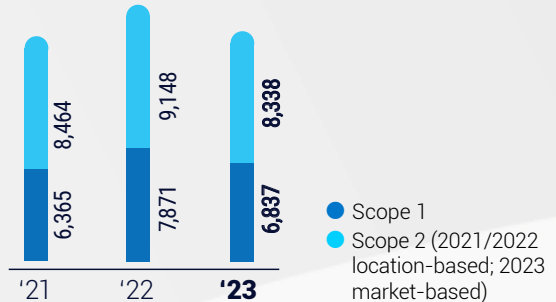
¹ World Economic Forum, "Electric car sales have surged in Europe—so why is adoption still slow?"

² Prior-year metrics have been restated due to the divestiture of our AeroTech business in 2023. We have also made improvements in data collection methods and added additional locations to our reporting footprint. Estimates are used for a small percent of missing data to ensure completeness.

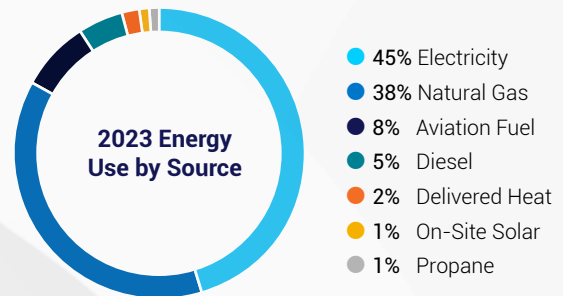
Tracking and Investing in Sustainability

In 2023, we introduced the JBT Site Tracker, a digital tool for colleagues around the world to share their sustainability efforts easily and consistently. This provides a thorough way for us to track how our global locations are tackling sustainability and enable JBT team members to learn from one another's actions.

Scope 1 and 2 GHG Emissions²
(Metric Tons CO₂e)



Looking ahead, we're implementing a system in 2024 to plan proactive investments into projects that provide environmental benefit. Our finance team has amended our Approval for Expenditure Process to reinforce the importance of making investments that align with our company values and sustainability objectives—and for reviewers to challenge expenditures if they do not. This system will help JBT operate with greater intentionality when it comes to sustainability-driven projects and allocate sufficient capital resources to bring solutions to life in our product offerings or operating efficiency.



Due to changes in our GHG boundary application, we have included data for our corporate jet to our energy source footprint. Vehicle fleet data as well as fugitive emissions will be included in our 2024 ESG Report.

The Spanish Environment Ministry awarded JBT Spain, S.L.U. and JBT FoodTech Spain, S.L.U. with the Carbon Footprint Seal in 2023, recognizing the company's work to calculate its carbon footprint.

Managing Resources Effectively

To help our customers better use the world's most precious resources, we must do the same. Within our own operations, we implement ways to effectively and responsibly manage resources that go into developing and manufacturing innovative solutions.

Responsible Waste Management and Reduction

Our focus on effective resource management includes minimizing the operational waste we generate and responsibly disposing of what we do produce. Although our sites have been tracking waste data at the site level, 2023 marked the first year we began collecting waste data at the corporate level. We now have a more holistic view of our waste footprint and the company-wide impact of our reduction initiatives and efforts to divert waste from landfills. Through 2024 and beyond, we will work to improve our data collection methods to best fit our operations.



Our waste reduction efforts worldwide in 2023 helped divert

8.4 million pounds of waste from landfills.

2023 Site-Specific Waste Management and Reduction Initiatives



On-Site Composting

Facilities in the Americas and Australia either implemented or explored on-site composting during the year. For example, team members in Araraquara, Brazil, have invested in solid waste management projects, including composting, to reduce the emissions by 374 metric tons CO₂e annually.



Sustainable Packaging

Our Amsterdam site adopted an environmentally friendly alternative for chemical packing materials through a sustainably minded supplier, Recypack. Recypack develops packing materials in a carbon-neutral production process and selects materials with minimal waste impact. JBT's Amsterdam operations uses Recypack for cardboard boxes, packaging chips, tubes, and adhesive tape. Swapping these materials has helped the Amsterdam facility reduce the non-recyclable waste it generates.

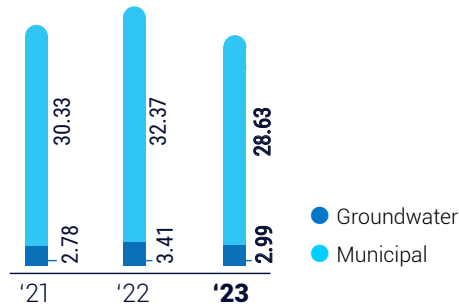


Compacting Trash

Several of our sites in the U.S. have partnered with Smash My Trash, a waste and dumpster compacting service, to compress the contents of open-top dumpsters. This not only reduces the volume of our waste but cuts down on the frequency of waste collection on site, which reduces transportation-related GHG emissions.

Our sites are also investing in new technologies to decrease waste associated with manufacturing processes. Our Proseal America facility in Richmond, Virginia, for example, plans to install a metal briquetting system in 2024. This machinery will compact scrap metal that would have otherwise gone to waste into a puck, or briquette, for sale and reuse in other industries. Using this technology could help reduce the volume of scrap for the facility by up to 20 times.

**Water Withdrawal
(Millions of Gallons)**



Prior-year metrics have been restated due to the divestiture of our AeroTech business in 2023. We have also made improvements in data collection methods and added additional locations to our reporting footprint. Estimates are used for a small percent of missing data to ensure completeness.

Monitoring Water Use

While JBT is not a water-intensive business, we work to improve water management across our operations. We collect data on our water footprint, examining how much we consume and what we discharge. This monitoring also helps us to understand where we source our water, breaking down withdrawal from municipal services or groundwater.

Several global sites have implemented water recycling and reuse programs. In 2023, the JBT Avure team in Middletown, Ohio, piloted a water recycling capture system to use in testing the machinery the site manufactures, including the AV-10™—a high-pressure processor that uses extreme levels of water pressure to neutralize bacteria. Our Sint Niklaas team in Belgium collects rainwater for use in the sanitary room of one of its buildings and is working to expand this system to its offices and manufacturing floor in 2024.

Waste management efforts at Proseal UK earned the company **Zero Waste to Landfill Certification** in 2023.

Building J-Bee-T Hotels

Bees are essential to the well-being of the food system that JBT's products and solutions serve. Climate change and biodiversity loss are threatening bee species worldwide. In 2023, two of our sites implemented bee hotels to help protect bee habitats. In Sint Niklaas, the JBT team partnered with Nectarist, a Belgian bee-keeping project, to install two honeybee hives, called J-Bee-T Hotels, on the grounds of its manufacturing center. We estimate that these hives will produce 100 125-gram pots of honey annually. The Sint Niklaas team also planted a flower meadow, bushes, and plants to create a thriving habitat for the honeybees.

In Ardleigh, U.K., PLF International, a JBT brand, installed three bee hotels. The area is home to intensive farming activity, which threatens the habitat of its bee population. These hotels help protect solitary bees, those that do not create colonies and live in hives, and sustain the biodiversity of the region. The Proseal UK team also partnered with Happy Valley Honey to house six beehives on its grounds in Adlington, Cheshire, thus helping to enhance the area's biodiversity.



Engaging Employees to Act

Sustainability is a priority throughout our operations, and employees across JBT are increasingly doing their part. In 2023, we continued to run our You Did What?! program that encourages employees to share their environmental initiatives with others around the world. We also recognized one of our global sites with the JBT Sustainability Award in 2023 for their leadership:



2023 Sustainability Award Winner: Puebla, Mexico. This facility elevated its recycling program in 2023, creating new recycling stations out of repurposed boxes from spare part shipments. Volunteers from this site also participated in a day of service in San Miguel Topilejo, an area outside Mexico City hit hard by illegal logging and forest fires, planting 250 trees to help restore the forest.

2023 Sustainability Award Top Submissions: Parma, Italy, organized a Sustainability Day in 2023, during which employees biked to work from a local park and participated in fun, interactive activities to learn about the site's sustainability goals. We also recognized A&B in Stratford, Wisconsin, for its efforts to adopt a local highway for regular clean-up and add plastic bag recycling stations throughout its operations.



Nourishing Our Communities and Workforce in Brazil

JBT employees in Araraquara, Brazil, have turned their commitment to sustainability into a way to provide for local communities and each other. In 2023, JBT Araraquara planted a vegetable garden in an on-site greenhouse with a group of employees each responsible for a section. JBT Araraquara donates the harvest from this garden to local communities and uses it to prepare meals at its on-site canteen, thereby helping provide for individuals in need and reducing the GHG emissions associated with food transportation. The greenhouse also contains a rainwater capture system used to irrigate plants to reduce water use.





The People Behind the Future of Food

Delivering the high-quality, innovative, and sustainable solutions customers rely on takes a strong, talented team. Our global, diverse workforce helps us exceed these expectations day in and day out—and we help them thrive while doing so. To create a winning workplace, we prioritize belonging and inclusion for all JBT colleagues, invest in their career growth, and engage with them to learn where we can improve. Their hard work and commitment to excellence is what enables JBT to make a difference for food and beverage industry leaders, as well as in our communities.

Our Winning Workforce



89%¹
Global retention



8.7 years
Average tenure



1%
Increase in women in our workforce



Received external recognition from a well-known benchmarking publication for our efforts to create a workplace that supports women and fosters a diverse and inclusive culture.

¹ Inclusive of voluntary turnover only. Does not include involuntary turnover or retirement.

Recruiting Top Talent

To further strengthen our workforce in 2023, we recruited from a range of sources—welcoming more than 600 new employees. We continued to develop new talent through apprenticeships and internships and partner with technical schools and universities to recruit students in related fields of study. To broaden our talent pool and build more equitable recruitment strategies, we also focused on reducing bias in hiring processes and targeting veterans and military spouses.

Tapping into Military Talent

In 2023, we partnered with the U.S. Department of Defense (DOD) to support veterans transitioning into the civilian workforce. Through the [SkillBridge program](#), we offered six-month internships for transitioning service members, with the potential for full-time roles where their skills and abilities meet our needs. SkillBridge provides veterans with the opportunity to train in in-demand fields, and benefits JBT by giving us access to a motivated pipeline of talent.

JBT's veteran hiring practices reached a national TV audience in a 2023 episode of Military Makeover, hosted by Montel Williams. [Watch the full episode](#) to hear from three JBT veteran employees.

We also partnered with the DOD to participate in the [Military Spouse Employment Partnership](#) (MSEP). In 2021, unemployment among military spouses was 21%—compared to 5.3% for the civilian workforce. Recognizing the challenges military spouses face in finding jobs, MSEP connects them with over 700 employers who are committed to hiring them. In 2023, MSEP formally welcomed JBT along with 70 other new employer partners at an induction ceremony featuring U.S. First Lady Dr. Jill Biden. We became a partner in October 2023 and hired 19 military spouses through the program in the last quarter of 2023.



Transitioning from the military was tough, where at times I doubted my abilities. When I started working for JBT, I realized my core skills from the Army were my best assets. I could lead a team, make critical decisions, act under pressure, and communicate in a clear way, all attributes key to the role of safety manager. These foundational soft skills that the military focuses on are among your biggest selling points."

Joseph Ryan
UK Ministry of Defense and Senior Director
Division Health, Safety, and Environment

Ensuring Equity in Hiring

As we broadened our recruitment channels in 2023, we also prioritized equality and reducing bias in hiring processes. Our Human Resources and Talent Acquisition teams participated in an organization-wide effort to remove bias from our interview process. We leveraged research-based competencies, technology, and a standardized process to achieve this goal. Hiring managers receive a behavioral-based interview guide and ask the same questions to each candidate. The interview teams then debrief and use a rating system to assess candidates holistically from a behavioral and technical perspective to determine who is right for the role. These efforts have helped us improve the interview process for candidates and interview teams and hire the best talent.

We partner with the Society of Women Engineers to recruit more gender-diverse talent.



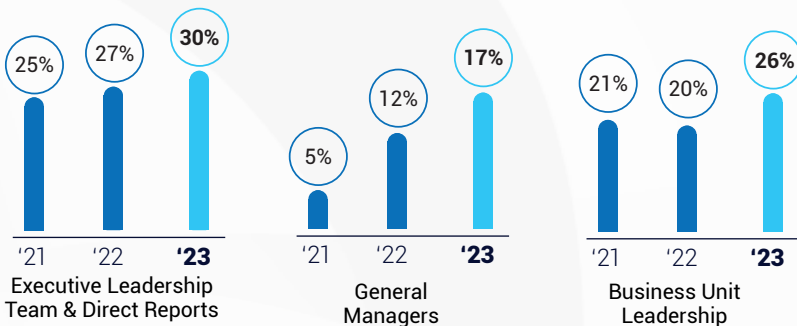
Cultivating Belonging and Inclusion

We're deeply committed to fostering Diversity, Equity, Inclusion, and Belonging (DEIB) across all aspects of our operations. An inclusive and diverse workforce is the cornerstone of innovation, bringing unique perspectives that enrich our corporate culture and drive success. The business case also remains clear: greater diversity is tied to financial outperformance and higher workforce satisfaction.¹ In 2023, we focused on the Belonging and Inclusion aspects of this strategy to provide employees with the support they need to feel valued at work.

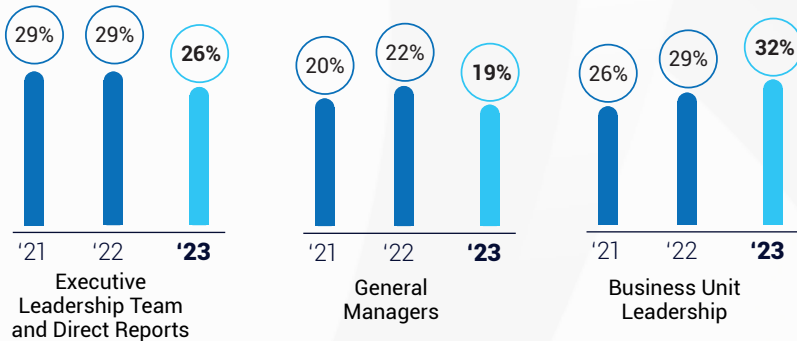
To this end, we have instituted a comprehensive DEIB strategy that challenges us to stretch further in our pursuit of equitable outcomes for our workforce and communities.

Increasing Diversity Among Leadership²

Women Leaders (Global)



Minority Leaders (U.S.)

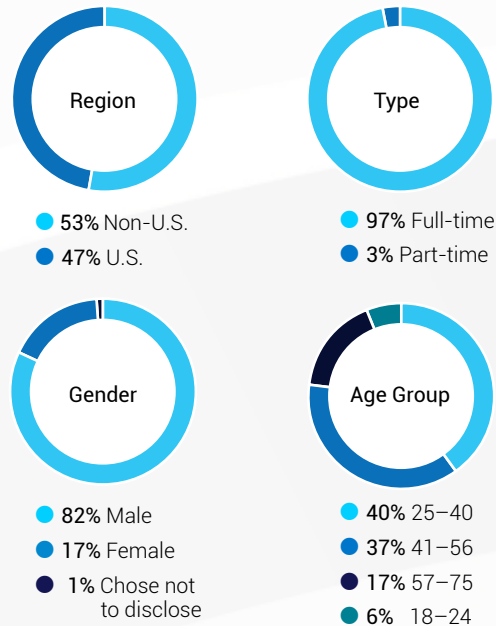


¹ McKinsey, "Diversity matters even more: The case for holistic impact."

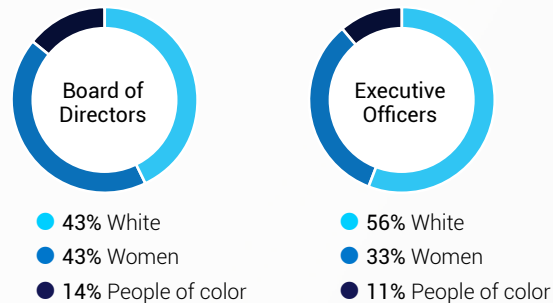
² Prior-year metrics have been restated due to the divestiture of the AeroTech business in 2023.

³ Our global workforce data includes all regular employees (full-time and part-time). Temporary employees are not included.

Workforce Composition³



Leadership Composition



A C-Suite Commitment to Diversity and Inclusion

JBT's dedication to DEIB includes leadership at the very top of our organization. In 2023, our President and CEO Brian Deck signed the CEO Action for Diversity & Inclusion Pledge. He joins more than 2,500 CEOs in committing to:

- **Cultivate** environments that support open dialogue on complex—and often difficult—conversations around diversity, equity, and inclusion.
- **Implement** and expand unconscious bias education and training.
- **Share** best-known diversity, equity, and inclusion programs/initiatives—as well as those that have been unsuccessful.
- **Engage** boards of directors when developing and evaluating diversity, equity, and inclusion strategies.



Expanding Our ENC's

Key components of our DEIB strategy are our Employee Network Communities (ENCs). ENCs provide a supportive space for underrepresented groups to share experiences, foster professional development, and contribute to an inclusive culture. Our ENC's include the Women's Inclusion Network (WIN) and the JBT Black Empowerment Support Team (BEST). In 2023, we introduced a new ENC for military veterans to support our growing veteran workforce. The Veterans ENC already has 150 members across JBT's global operations.

WIN, formerly the Women's Employee Network Community, doubled its membership in 2023, with more than 110 women and their allies at JBT becoming members. WIN held several events throughout the year, including a speed networking opportunity where members could engage with 23 of our most senior leaders, including our CEO and all Executive Leadership Team (ELT) members. Members filled all 138 speed networking slots over the three-month initiative period. WIN also held an International Women's Day event that more than 600 employees attended, featuring three female speakers from JBT's Board of Directors. The group also formalized its mission statement and strategic goals and formed subcommittees.

In 2023, the Black Employee Network Community rebranded as BEST. BEST continued to pursue its mission of empowering, supporting, and educating JBT's global Black community. The team organized a series of events and discussions on various topics and milestones, including commemorations of Dr. Martin Luther King Jr.'s life and legacy, suicide prevention and mental health, Memorial Day, Juneteenth, and Veterans Day. BEST also held a highly influential session focused on personal and professional development, which provided essential tools to members and allies to enhance their skills in all aspects of their lives. BEST's efforts have been met with great enthusiasm and support, with the group averaging over 200 attendees per event. Their highest attended meeting, which attracted 400 members and allies, featured three panelists discussing DEIB, keys to success, unexpected paths to career growth and being Black in corporate America.

Formalizing Employee Feedback

Creating a winning workplace for employees means we must actively seek their feedback and act on their insights. In 2023, we refined existing employee feedback mechanisms to focus on DEIB and introduced new ways to get a sense of how well we're performing on these imperatives.

We released our biennial employee engagement survey and actively sought out ways to increase employee participation and remove barriers to receiving feedback. Among our global workforce, 86% of employees completed the survey—up from 65% in 2021. We also saw an increase in participation among hourly employees at JBT, with 75% completing the 2023 survey compared to 45% in 2021. Regional Human Resources teams organized lunch and learns and other initiatives to encourage employees to share their feedback. Our ELT also drew attention to the survey in company-wide communications, reinforcing its importance from the highest levels of leadership.

This level of participation resulted in a 74% employee engagement score. In addition to this survey, some JBT divisions used pulse surveys throughout the year to refine their action plans on DEIB and other engagement priorities.

The 2023 employee engagement survey also included a newly implemented company values and belonging index for employees to rate the state of belonging and inclusion at JBT. We plan to use this index to guide our DEIB work, track progress over time, and give us a data-driven benchmark to strengthen our culture of belonging. Initial responses to the index provided crucial insights into employees' levels of engagement and feelings of inclusion. Leveraging this belonging index, we'll be able to continually pinpoint specific areas for improvement and devise targeted strategies to enhance our inclusive culture.

We saw high scores in employees' comfort discussing concerns with management, how JBT values diverse perspectives, and employees' feeling supported to be their authentic selves at work. An area of improvement we identified was around creating equal opportunity for people to have a successful career at JBT. To address this, we implemented a Leadership Development Framework in 2024 that aligns competencies and development at every level in the organization.

.....

In 2023, JBT introduced onboarding surveys for new hires to complete after two weeks, 30 days, and 90 days on the job.

.....

Prioritizing Employee Health, Safety, and Well-Being

Keeping employees safe and managing the risks associated with our workplace is of paramount importance to JBT. We believe that we can prevent all injuries and take every possible step to do so through training, programs, and other cultural initiatives. Our company-wide objective is to record zero incidents, worldwide, every day. We're proud that our safety record reflects this aspiration with recordable and lost-time incident rates well below our peers.

2023 Safety Performance



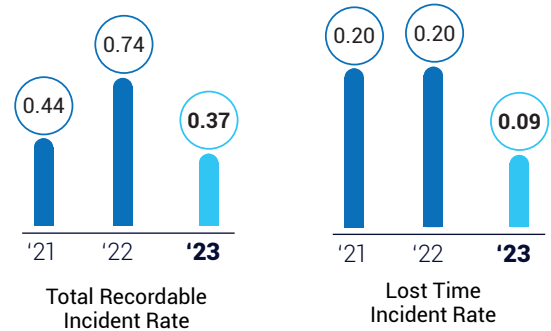
2.6

Near Miss Incidents reported per employee, translating to more than 14,000 incidents that were proactively identified and corrected



785

Internal Audits conducted globally



Our global safety rates include regular employees, temporary and supervised contractors. Prior-year metrics have been restated due to the AeroTech divestiture in 2023.

Our Total Recordable Incident Rate (TRIR) is a measure of the total number of work-related injuries and illness per 100 employees working a full year.

Our Lost Time Incident Rate (LTIR) is a measure of work-related injuries resulting in days away from work per 100 employees working a full year.





Aiming for Zero

To build a culture of safety at JBT, we created the Target Zero initiative, which includes employee training and communications centered in three core safety tenets:

- Zero injury
- Zero exposure to harm
- Zero touch

Zero touch is our effort to cut down on hand injuries—our leading cause of injury in manufacturing facilities. In 2023, we began requiring manufacturing employees to wear gloves, just like they wear safety glasses or steel-toed shoes, when they touch anything in our facilities. This simple shift is helping keep our global workforce safe, injury-free, and focused on aiming for zero.



Pivoting to Focus on Prevention

Recognizing that incremental improvements are harder to achieve when safety is already at a world-class level, in 2023 we pivoted safety efforts to focus on behavioral shifts that prevent injuries from occurring in the first place. Safety training for employees takes a prevention-focused approach and encourages them to recognize safe, preventive behaviors while they’re occurring—rather than identifying the absence of one of these behaviors after an injury has occurred. During a work shift, employees now record the number of times they’re wearing their safety glasses, for example, rather than doing so after someone has suffered an eye injury. Our goal for each location was to obtain up to five observations for per employee. In 2023, we averaged 2.83 observations with a goal to increase these observations through enhanced employee engagement moving forward. When an incident does occur, or an audit identifies a risk in operations, we implement corrective and preventive action plans to proactively avoid any further harm.

We customize safety training for employees by job type, exposure to risk, and location. An employee working in an office is on a different safety learning path from an employee working on a manufacturing floor or one with exposure to hazardous materials. We’ve built tailored training modules and translated this content into the 10 different languages spoken at JBT to effectively reach our global workforce. We’ve also worked to embed safety training and education more firmly into three-to-four-year apprenticeships that we offer in the U.K. in partnership with local colleges. Apprentices receive safety training both on the job and in the classroom, ensuring they’re equipped with the know-how and mindset to prevent injury, whether they join JBT permanently or take their talents elsewhere.

Fostering a Growth-Driven Work Environment

We want employees to spend their professional journey with JBT, creating a career that reflects their skills, goals, and interests. Education plays an important role. Our focus in 2023 was to make learning an easy-to-access benefit for JBT employees and help create a common framework for growth and development in our workplace.

Streamlining How Employees Learn

Previously, JBT's development courses and offerings existed across multiple platforms. In 2023, we brought them together under the JBT Learning Academy, creating a hub where employees can access courses that range from LinkedIn Learning to core safety and unconscious bias training. Bringing these opportunities under one umbrella helped make learning more scalable and accessible to employees.

For employees looking for educational opportunities beyond the Academy, we continued to offer tuition reimbursement. In 2023, we expanded this benefit to cover certificates in addition to degrees to provide employees with greater flexibility in continuing education.

Employees utilized

91% of on-demand learning licenses available.

Creating a Common Framework for Growth and Development

In 2023, we also worked to improve performance management processes and help provide a common understanding of goals, growth, and development for our workforce. We moved to a new performance management system that was implemented in 2024. As part of this transition, we created training that is available to all professional employees in JBT Learning Academy, our global learning management system.

All professional employees are expected to participate in the goal-setting process and receive a mid-year and an annual review of their performance with their supervisor. We also plan to evaluate performance against our values in this new system, balancing annual objectives with how employees show up in the workplace.



Giving Back to Communities

JBT's focus on creating a healthier, more sustainable world extends to the communities where we operate. From making donations to offering scholarships to organizing days of service, we give back to communities and take on projects that complement our sustainability and DEIB priorities.

In line with our corporate giving strategy, our goal is to undertake two targeted environmental and social initiatives each year. In 2023, we were not able to reach this goal, though we continued to match employee donations that align with our giving strategy. JBT also held a U.S. giving campaign in December 2023, focused on minimizing hunger, with proceeds benefiting Feed the Children, a nonprofit that helps feed families affected by economic distress or disaster. JBT matched employee contributions dollar for dollar and provided \$20,000 in seed money, making a total gift of more than \$26,000 to Feed the Children.

Looking ahead, we plan to align our corporate giving strategy more closely with the United Nations Sustainable Development Goals as our environmental, social, and governance commitments continue to complement these goals. We're pleased to announce our plan to launch the JBT Fortify Foundation in 2024, which will help us further our support for local communities and make a positive impact worldwide.

.....
JBT matched
\$29,500
in employee donations
throughout 2023.
.....

Getting Creative with Community Support

A&B Process Systems is a leading stainless steel manufacturer and JBT brand that is based in Stratford, Wisconsin. In 2023, we recognized A&B's Stratford operations with our Community Award for their creative community outreach efforts. Throughout the year, A&B hosted events that welcomed community members, such as a chili cookoff with ticket proceeds going toward the Stratford Area Food Pantry. The branch marked its 50th anniversary with a celebration in which local organizations like the Stratford VFW and Boy Scouts could volunteer in exchange for company donations. These initiatives were in addition to more traditional community programs such as school supply and blood drives.





Governance

JBT supplies its products to some of the world's largest food and beverage companies. As an essential player in the food value chain, we build lasting customer relationships by leading with accountability and ethics. Our [Corporate Governance Guidelines](#) explain our commitment to doing business transparently at the highest levels. Beyond sharing these practices with our customers, we are looking into our own supply chain and identifying opportunities to drive further progress.

Measuring Up



57%

Of Board members are women or people of color



2023

Human rights policy published



11

Certified diverse-owned U.S. suppliers



286

Suppliers received sustainability survey

A Culture Rooted in Ethics and Integrity

We're committed to operating the right way—for the sake of our customers, employees, and all other stakeholders.

Our expectations of employees and managers are captured in the [One JBT Guide to Ethical Conduct](#). Upon hire and once per year, employees undergo training to confirm that they have read and understand these guidelines. Members of a cross-functional Ethics and Compliance Committee act as “ethics champions” to raise awareness of ethical issues organization-wide. If employees have concerns related to ethics, safety, or compliance, they can access the JBT Hotline 24 hours a day, 7 days a week.

Our internal audit staff follows thorough guidelines for auditing our sites on ethics and compliance issues as part of their on-site financial and internal control audits. Each year, this team audits 10–12 sites covering 33.3% of our total revenue. All of our sites undergo auditing within a three-year period. Based on risk associated with each site, they focus on identifying the following factors:

- If the site has completed employee background checks and ethics certifications/training for new employees.
- If the site complies with required ethics certifications and training for all employees, annually.

- If the site complies with MK Denial screenings and background checks for third parties.
- If the site has customers in or sales with prohibited countries or parties.
- If the site complies with the Foreign Corrupt Practices Act—testing the commission accruals for mathematical accuracy, ensuring each agent has an approved agreement with JBT and has been assessed through MK Denial, and that the commission percentage is within a reasonable range.

We hold discussions with business unit management regarding specific ethics questions and document their responses. In addition to the Guide to Ethical Conduct, we published a [Human Rights Policy](#) in 2023, guided by the United Nations Universal Declaration of Human Rights.

We prioritize educating our employees on key ethical and legal issues that affect JBT’s daily business and our internal culture. Maintaining JBT’s excellent reputation with all our stakeholders is the responsibility of every employee. We assign courses to all JBT employees to help inform and empower them to make the right decisions for themselves and for JBT.



Engaging Our Supply Chain

JBT considers its supply chain to be high-mix and low-volume, which means that we procure small amounts of goods from many different suppliers. In 2023, we sourced goods and services from more than 6,700 suppliers worldwide. Our [Supplier Code of Conduct](#) guides our interactions with suppliers. We updated this document in April 2024 to more accurately reflect our expectations of our suppliers. JBT also has a [Conflict Minerals Policy](#), but because we do not source directly from mines, smelters, or refiners, we require suppliers' cooperation in implementing this policy and identifying and communicating with their extended supply chains.

Given the global reach and wide scope of our supply chain, we focus on our top suppliers—those with which we have the highest levels of spend—for maximum impact. Over the past year, we have made significant strides in better understanding these suppliers' areas of risk and opportunity. In 2023, we worked with a third-party partner to assess risk among our top 80% of suppliers by spend. We have shared the results of this assessment with internal teams to identify areas for improvement.

Including Suppliers in Our Sustainability Journey

As is true for many other companies, a significant source of JBT's environmental footprint lies in our supply chain. In 2023, we conducted a survey to understand the sustainability initiatives of our top suppliers representing over \$175 million in spend. We also began meeting with 30 of our key suppliers, including steel manufacturing, components, and logistics, for best practice sharing discussions. This was and will continue to be instrumental to our understanding of our suppliers' current sustainability behaviors and programs.

Promoting Supplier Diversity

We prioritize supplier diversity, intentionally fostering relationships with minority-, women-, veteran-, disabled-, and LGBTQIA+-owned businesses in the United States. A Supplier Diversity Council oversees our program in this area, including efforts to add a supplier liaison at each manufacturing site. In 2023, JBT was a member of the National Minority Supplier Diversity Council. Looking ahead, we plan to continue to expand our supply diversity activities, including expansion of the program beyond North America.



\$9 million+
Spent with diverse suppliers
in North America in 2023.

SASB Response

This disclosure marks JBT's third response to the Sustainability Accounting Standards Board (SASB) Industrial Machinery and Goods standard.

TOPIC	ACCOUNTING METRIC	CODE	2023 DISCLOSURE
Energy Management	(1) Total energy consumed	RT-IG-130a.1.(1)	234,480 gigajoules ESG Report > Embedding Efficiency in the Future of Food > Mitigating Our Climate Impact > A Global Focus on Energy Optimization, p.18
	(2) percentage grid	RT-IG-130a.1.(2)	45% ESG Report > Embedding Efficiency in the Future of Food > Mitigating Our Climate Impact > 2023 Energy Use by Source, p.18
	(3) percentage renewable	RT-IG-130a.1.(3)	1% ESG Report > Embedding Efficiency in the Future of Food > Mitigating Our Climate Impact > 2023 Energy Use by Source, p.18
Workforce Health & Safety	(1) Total recordable incident rate (TRIR)	RT-IG-320a.1. (1)	0.37 ESG Report > The People Behind the Future of Food > Prioritizing Employee Health, Safety, and Well-Being > 2023 Safety Performance, p. 26
	(2) Fatality rate	RT-IG-320a.1. (2)	0
	(3) Near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	RT-IG-320a.1. (3)	265 near misses per 100 employees working a full year ESG Report > The People Behind the Future of Food > Prioritizing Employee Health, Safety, and Well-Being > 2023 Safety Performance, p. 26
Fuel Economy & Emissions in Use-Phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	RT-IG-410a.1.	Not applicable, as we do not manufacture medium- or heavy-duty on-road vehicles.
	Sales-weighted fuel efficiency for non-road equipment	RT-IG-410a.2.	Given the diversity of our products and applications in which they are used, as well as the lack of industry standards to estimate on a per unit of work basis, JBT does not calculate sales-weighted fuel efficiency or emissions in this manner. We continue to invest in research and development aimed at products that generate fewer direct emissions and provide telematics and iOPS which provide our customers instant access to performance data, including energy consumption. ESG Report > Embedding Efficiency in the Future of Food, p. 17
	Sales-weighted fuel efficiency for stationary generators	RT-IG-410a.3.	
	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	RT-IG-410a.4.	
Materials Sourcing	Description of the management of risks associated with the use of critical materials	RT-IG-440a.1.	
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1.	Retrofits and refurbishments accounted for 17% of our overall product revenue in 2023. Read more about related initiatives: ESG Report > Solutions That Fortify the Future of Food > Extending Product Lifecycles, p. 14

ACTIVITY METRICS	CODE	2023 DISCLOSURE
Number of units produced by product category	RT-IG-000.A	We do not calculate a breakdown of revenue by number of units. Our total revenue in 2023 was \$1,664.4 million.
Number of employees	RT-IG-000.B	Approximately 5,100

TCFD Response

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	COMMENTS
Governance		
<p>Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>a) Describe the board's oversight of climate-related risks and opportunities.</p>	<p>JBT's Governance and Sustainability Board Committee has oversight over management's processes to identify, assess, manage, and disclose climate-related risks and opportunities. The committee meets quarterly, and our Executive Vice President, General Counsel, along with our environmental and social impact leader report on the progress of our Environmental, Social, and Governance (ESG) program, including the management of key issues identified by our materiality assessment, which includes climate strategy.</p>
	<p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>Sustainability, which includes climate-related risks and opportunities, is a significant factor in management's assessment of the long-term viability of our current product offerings and in the research and development of new technologies and services to meet our customers' sustainability objectives. Sustainability, including climate change risks, will be formally built into our Enterprise Risk Management (ERM) process in 2024.</p>
Strategy		
<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.</p>	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	<p>JBT anticipates that climate risks may negatively affect its customers and their food production. Customers will need equipment to help them meet changing regulatory and other requirements and will look to JBT to provide solutions. As a result, we have identified several climate opportunities: product solutions focused on sustainable food and production; energy management and emissions; and food, packaging, and machinery waste. We have integrated strategies into our operations to advance these opportunities.</p> <p>Sustainable Food and Production:</p> <ul style="list-style-type: none"> • Engineering solutions for plant-based protein and dairy alternatives • Developing cell-based protein technology
	<p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>Energy Management and Emissions:</p> <ul style="list-style-type: none"> • Enhancing equipment efficiency and increasing run times • Conserving water and energy in operational use • Offering energy-efficient freezing solutions • Creating energy-flexible equipment that can be powered as needed <p>Food, Packaging, and Machinery Waste:</p> <ul style="list-style-type: none"> • Reducing food process losses • Optimizing food production portions • Prolonging food shelf life • Increasing packaging circularity • Reducing single-use plastics • Extending the lifespan of equipment and consumables • Rebuilding, updating, and recycling used equipment and materials
	<p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>JBT has not performed a full enterprise climate-related scenario analysis, but plans to do so in the future. Disaster recovery plans have been developed and, in some cases, utilized for North American production facilities likely to be impacted by hurricanes and other extreme weather events.</p>

TCFD Response

DISCLOSURE FOCUS AREA	RECOMMENDED DISCLOSURE	COMMENTS
Risk Management		
<p>Disclose how the organization identifies, assesses and manages climate-related risks.</p>	<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>Potential climate-related risks and opportunities were identified through a robust due diligence process, which involved:</p> <ul style="list-style-type: none"> • Conducting a preliminary assessment of risks by reviewing our current ERM process to identify any elements related to climate change • Consulting with leaders from our Internal Audit; Risk; Insurance; and Health, Safety, and Environment functions • Holding discussions with leaders from our business • Examining risks already identified during strategy review sessions <p>In addition, JBT has engaged a third-party expert to complete a double materiality assessment, the results of which will give us additional insight into climate-related risks impacting our business. We anticipate sharing our new double materiality matrix in our 2024 ESG Report.</p>
	<p>b) Describe the organization's processes for managing climate-related risks.</p>	<p>The management of climate-related risks will be built into our formal ERM process in 2024.</p>
	<p>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.</p>	
Metrics and Targets		
<p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.</p>	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>In addition to measuring our own climate impact, we also offer a suite of products that reduce the operational environmental impact of our customers, enabling our customers to meet their environmental targets. Approximately 71% of our revenue in 2023 was from products and services with beneficial environmental impact. While we aren't reporting metrics for equipment that optimizes energy use, these products are of the utmost importance to JBT. These considerations are part of our value proposition and always included in ongoing design processes; therefore, they are difficult to track separately.</p>
	<p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p>	<p>ESG Report > Embedding Efficiency in the Future of Food > Mitigating Our Climate Impact, p. 18</p> <p>ESG Report > Solutions That Fortify the Future of Food, p. 6</p>
	<p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>While we have not released external climate-related targets, all of our sites will set energy reduction targets in 2024. We utilize a global utility management platform that provides visibility into energy use by source (i.e., electricity, natural gas, propane, diesel, gasoline, and delivered heat) for all of our sites and the ability to track performance against their specific targets.</p>

JBT ESG DATA

ENVIRONMENTAL ¹	2021	2022	2023
Energy Sources (MMBtu)			
Electricity	96,484	104,124	101,551
Natural gas	72,432	88,216	84,068
Delivered Heat	4,460	5,633	5,188
Fuel Use	26,364	39,778	29,210
Diesel	14,024	13,701	10,135
Propane	1,269	1,478	1,489
Aviation Fuel	11,071	24,599	17,586
Solar Energy	2,075	2,739	2,052
Renewable Energy % of Total	1.0%	1.1%	0.9%
Absolute Energy Consumed (MMBtu)	201,815	240,490	222,068
Energy Usage Intensity (MMBtu per million revenue)	144.1	151.2	133.4
Electricity Usage Intensity (MMBtu per million revenue)	68.9	65.5	61.0
Total Energy Use by Region (MMBtu)			
United States	133,279	164,870	155,072
Outside of United States	68,536	75,620	66,996
Electricity Use by Region (MMBtu)			
United States	63,080	66,470	66,176
Outside of United States	33,404	37,654	35,374
Non-Renewable Fuel Use by Region (MMBtu)			
United States	12,754	26,763	19,422
Outside of United States	13,610	13,015	9,787
Total GHG Emissions (metric tonnes CO₂e)			
Scope 1 GHG Emissions	6,365	7,871	6,837
Scope 2 GHG Emissions – Location Based	8,464	9,148	9,509
Scope 2 GHG Emissions – Market Based	–	–	8,338
Scope 3 GHG Emissions	–	–	12,070,303
GHG Emissions by Region (metric tonnes CO₂e)			
United States			
Scope 1 GHG Emissions	4,000	5,781	5,142
Scope 2 GHG Emissions	6,771	7,226	7,515
Scope 2 GHG Emissions – Market Based	–	–	7,211
Outside of United States			
Scope 1 GHG Emissions	2,364	2,090	1,695
Scope 2 GHG Emissions	1,693	1,923	1,994
Scope 2 GHG Emissions – Market Based	–	–	1,128

JBT ESG DATA

ENVIRONMENTAL ¹	2021	2022	2023
Scope 3 GHG Emissions² (metric tonnes CO2e)			
Category 1 - Purchased Goods and Services	–	–	100,260
Category 2 - Capital Goods	–	–	3,850
Category 3 - Fuel and Energy	–	–	4,245
Category 4 - Upstream Transportation	–	–	24,059
Category 5 - Waste Disposal	–	–	1,020
Category 6 - Business Travel	–	–	49,173
Category 7 - Employee Commuting	–	–	10,416
Category 10 - Processing of Sold Products	–	–	13,691
Category 11 - Use of Sold Products ³	–	–	11,861,797
Category 12 - End of Life Treatment of Sold Products	–	–	45
Category 15 - Investments	–	–	1,747
GHG Intensity (metric tonnes CO2e per million revenue)			
Scope 1 GHG Emission Intensity	4.54	4.95	4.11
Scope 2 GHG Emissions Intensity	6.04	5.75	5.01
Scope 1 and 2 GHG Emissions Intensity	10.59	10.70	9.12
Scope 3 GHG Emissions Intensity	–	–	7,252.04
Scope 1, 2, 3 Emissions Intensity	–	–	7,261.16
Water			
Water Withdrawal (million gallons)			
Groundwater	2.78	3.41	2.99
Municipal	30.33	32.37	28.63
Water Withdrawal Intensity (million gallons per million revenue)	0.024	0.023	0.019
Water Discharge (million gallons)			
Public Owned Sewer System	31.81	33.83	29.73
Irrigation	0.12	0.45	0.61
Used in Product	0.53	0.53	0.34
Water Consumption (million gallons)	0.65	0.98	0.95

JBT ESG DATA

ENVIRONMENTAL ¹	2021	2022	2023
Waste⁴ (100 pounds)			
Waste Generated	–	–	123,219
Incinerated – No Energy Recovery	–	–	1,568
Incinerated – With Energy Recovery	–	–	3,300
Landfilled	–	–	38,809
Recycled	–	–	79,041
Treated onsite and reused	–	–	500
Landfill Diversion Rate	–	–	69%
Landfill Waste Intensity (100 pounds landfilled/million revenue)	–	–	23.32
Hazardous Waste % of total	–	–	10%
Non-Hazardous Waste % of total	–	–	90%
Non-Hazardous Waste % Recycled	–	–	70%
Non-Hazardous Waste % Incinerated	–	–	4%
Non-Hazardous Waste % Landfilled	–	–	26%
Number of Sites Included in Reporting			
Energy	34	36	36
Water	26	28	29
Waste	–	–	29
Facilities certified to ISO 14001 ⁵	3 sites / 13%	3 sites / 13%	3 sites / 13%
Environmental/Ecological Violations⁶ (equal to or greater than \$10,000 USD)			
Number of violations of legal obligations/regulations	0	0	0
Amount of fines/penalties related to the above	\$0	\$0	\$0
Proportion of Product Revenue from Products and Services with Beneficial Environmental Impact	73%	71%	71%

JBT ESG DATA

SOCIAL ¹	2021	2022	2023
Number of Employees	4,761	5,233	5,098
Global Retention ⁷	89%	89%	89%
Years Average Tenure	11	10	9.4
Workforce Composition			
United States	45%	46%	47%
Outside of United States	55%	54%	53%
Type			
Full-time	—	98%	97%
Part-time	—	2%	3%
Gender			
Female	16%	16%	17%
Male	83%	83%	82%
Chose Not to Disclose	1%	1%	1%
By Age Group/Generation			
18–24	2%	3%	6%
25–40	38%	39%	40%
41–56	40%	39%	37%
57–75	21%	19%	17%
Diversity Among Our Leadership			
Women (Global)			
Executive Leadership Team and Direct Reports	25%	27%	30%
Women General Managers	5%	12%	17%
Women Business Unit Leadership	21%	20%	26%
Minority Leaders (United States)			
Executive Leadership Team and Direct Reports	29%	29%	26%
General Managers	20%	22%	19%
Business Unit Leadership	26%	29%	32%
Safety Performance⁸			
Near Miss Frequency Rate (per 100 employees working a full year)	195	226	265
Internal Audits Conducted Globally	445	194	785
Total Recordable Incident Rate (total number of injuries and illness per 100 employees working a full year)	0.44	0.74	0.37
Lost Time Incident Rate (injuries resulting in days away from work per 100 employees working a full year)	0.20	0.20	0.09
Fatalities	0	0	0

JBT ESG DATA

GOVERNANCE	2021	2022	2023
Board of Directors			
Number of Directors	10	8	7
Independent Non-Employee Directors	9	7	6
Women	30%	38%	43%
Gender, Racial and/or Ethnic Board Diversity	50%	63%	57%
Average Years Tenure of Directors	7	7.75	8
Supplier Diversity¹			
Number of Diverse Suppliers	–	11	11
Spend with Diverse Suppliers	–	\$7.27 Million	\$9.14 Million
Revenue (millions)	\$1,401	\$1,590	\$1,664

¹Prior year metrics have been restated, where possible, due to the divestiture of the AeroTech business in 2023.

²Scope 3 data for 2023 was finalized and published in October 2024. Categories 8, 9, 13 and 14 are not applicable to JBT.

³Emissions from use of sold products were calculated by analyzing expected lifetime, yearly runtime, direct electricity, natural gas and compressed air use as well as indirect use of electricity and natural gas used to generate steam of equipment installed by JBT at customer sites in different geographical locations. These calculations are based on assumptions and estimates by business unit product engineers and will be reviewed annually to improve our assumptions and estimations. Lifetime emissions also include the extended life from refurbishments and retrofits.

⁴Due to limitations in data availability at some U.S. sites, estimations have been made to quantify volumes of waste generated and disposed of. Wastewater data is included in water discharge metrics.

⁵Percentage of total sites is reflective of our 23 major manufacturing sites.

⁶This data does not include our AeroTech business that was divested in 2023. At the present time, we do not have active remediation efforts; all sites under remediation are below action level.

⁷Inclusive of voluntary turnover only. Does not include involuntary turnover or retirement.

⁸Our global safety rates include regular employees, temporary and supervised contractors.



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