

Make it **BETTER**

2021 ESG Report

Whether it's helping to feed the world's population or helping to transport the world's population, our customers strive for **BETTER EVERY DAY**, and we help them achieve it.

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# Make it **STRETCH**

Getting the most out of each ingredient and product is core to our mission of making better use of the world's precious resources. We partner with customers to design equipment that maximizes food yield and extends product shelf life, delivering value to our customers and end consumers.





# Make it **EFFICIENT**

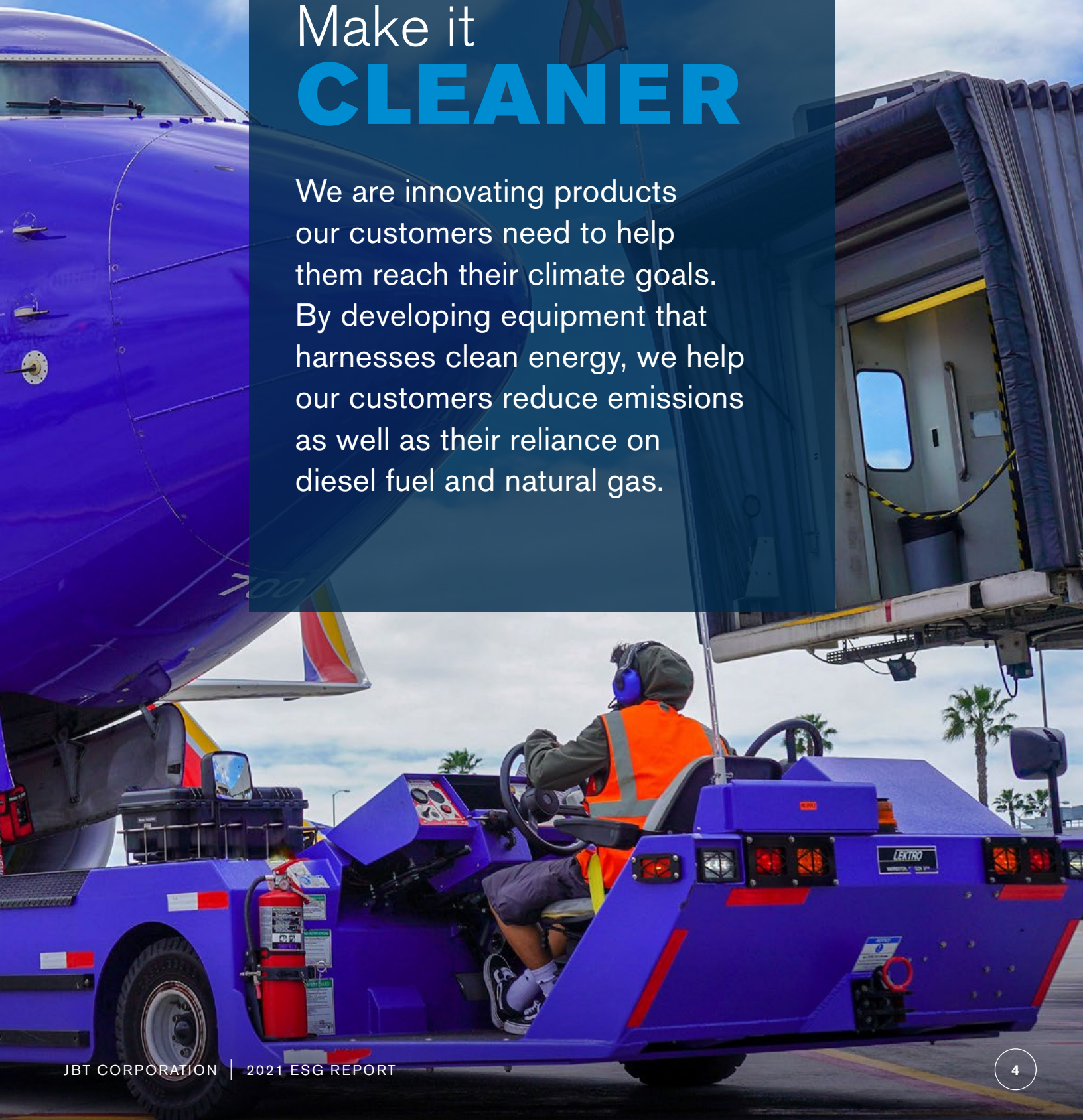
Our relentless focus on continuous improvement helps to optimize efficiency in our own operations and within the products we develop for customers. We offer technology that analyzes equipment and process performance to track efficiency in real time, and we seize every opportunity to enhance our solutions to be more energy- and water-efficient.





# Make it **CLEANER**

We are innovating products our customers need to help them reach their climate goals. By developing equipment that harnesses clean energy, we help our customers reduce emissions as well as their reliance on diesel fuel and natural gas.







## Make it **SAFER**

Safety is a top priority for us and the industries we serve. We make equipment that prioritizes safety for food production workers and supports our customer's food safety objectives. We provide aero equipment that creates safer conditions for our customers on the tarmac, their customers on the boarding bridge, and the traveling public – protecting millions in the process.

# We make it better for our customers so they can **MAKE IT BETTER** **FOR OUR WORLD**

### **Dear JBT Customers, Employees and Investors,**

Throughout our history, JBT has focused on continuous improvements that make smart use of precious resources. This work has never been more important to our customers, our industry, or the world at large.

Many of our customers are making commitments to achieve net zero greenhouse gas (GHG) emissions, conserve water, and use natural resources more efficiently. And we are engineering the products to help them do so. From zero-emissions ground support equipment to packaging solutions that reduce food waste to state-of-the-art bioreactors to make sustainable meat, our products are helping some of the largest companies in the world take meaningful steps toward achieving their environmental goals.

Sustainable solutions are an integral part of our strategy for profitable growth. Products with positive environmental impact comprise half of our product revenue, and we expect solutions that enhance safety, automation, efficiency, yield and support the development of innovative foods will be sources of continued growth in the years to come.

While most of our environmental impact is associated with the use of our products, conservation and efficiency extend to our own facilities. Through a range of initiatives, we are diverting waste from landfills, recycling water, and improving energy efficiency. Some of our facilities are also generating solar energy to help power their operations. In 2021, we conducted a climate assessment to better align our strategy and initiatives with related risks and potential opportunities in the market.

Our efforts to minimize our environmental footprint are matched by opportunities to maximize the potential of our people. This starts with talent retention. In 2021, we conducted our first enterprise-wide engagement survey to obtain valuable insights into how we can improve as an employer, and we look forward to seeing the results of action items developed with that feedback. We also offer numerous opportunities for employees to grow their careers at JBT and build the skills of new recruits through apprenticeship programs. Our top priority, however, is to ensure the safety of every employee. While we regularly outperform our industry on workplace safety, we are not satisfied with good enough. We will continue to strive for "Target Zero," because no injury should happen on our watch.

Another key to strengthening JBT as a workplace of choice is a continuation of our DEI journey to ensure inclusiveness and equity. In 2021, we established an executive leadership team dedicated to diversity, equity, and inclusion and approved the establishment of two pilot Employee Networking Communities. We also are working to ensure that we assemble diverse candidate slates when filling new positions and providing leadership development opportunities for employees of color.

As with most companies, recent years have presented numerous challenges. We continue to be impressed with the resilience of our employees who often take extraordinary steps to deliver results for our customers. As an integral part of the supply chains of many critical industries, JBT is proud to be providing the solutions that ultimately will enable our customers to Make It Better and, in the process, make our world better.

We look forward to updating you on our progress in the years to come.



**Brian Deck**  
President and  
Chief Executive Officer

# Corporate **PROFILE**

JBT's purpose is to help our customers succeed in the marketplace by giving them solutions to make better use of the world's precious resources. Optimizing the use of natural resources means doing business responsibly and wisely. We help our customers achieve both through automation, electrification, and efficiency. Whether it's providing zero-emissions equipment at an airport or maximizing food yield in a processing facility, JBT is engineering solutions today that are moving our world toward a more sustainable tomorrow.

Through our FoodTech segment, we design and manufacture solutions that enhance our customers' success and improve their sustainability performance. We also manufacture critical equipment and provide support services to air transportation customers that support their sustainability goals through our AeroTech segment.

Our origins go back to our founding in 1884 when John Bean invented a continuous spray pump to combat pests more easily in his almond orchards in rural California. Today, we offer an expansive portfolio of products, and our presence spans the globe, with more than 35 sites across 25 countries and six continents. We are headquartered in Chicago and trade on the New York Stock Exchange under the ticker symbol JBT. While our history runs deep, our commitment to relentless improvement means our technology solutions are constantly evolving to stay on the cutting edge.

~\$2B  
in global sales

100+  
countries  
operate  
JBT equipment

6,600+  
employees,  
including ~1,000  
engineers

~684  
patents

## End Markets We Serve



**Bakery**



**Fruit and Vegetables**



**Juices, Beverages, Dairy,  
and Alternatives**



**Pet and Companion  
Animal Foods**



**Pharmaceuticals &  
Nutraceuticals**



**Plant-Based Meat and  
Beverage Alternatives**



**Poultry, Red Meat, Fish,  
and Seafood**



**Ready Meals, Salads,  
and Specialty Foods**



**Soups, Sauces,  
and Condiments**



## Brands

**AB** Process Systems  
AUTOMATION ENGINEERING FABRICATION INSULATION

**AutoCoding**  
Systems

**AVURE**  
TECHNOLOGIES

**C.A.T.**

**DOUBLE**

**DSI**

**FORMCOOK**

**FranRica™**

**FRIGOSCANDIA**

**JETWAY**

**FTNON**

**Northfield** Freezing Systems

**LEKTRO**

**PLF**  
INTERNATIONAL LTD

**Prevenio**  
A CMS Technology Company

**PRIME**  
EQUIPMENT GROUP  
Simple Solutions for Poultry Processing

**Proseal**

**SCHRÖDER**  
THE SAFE SIDE OF FOOD.

**STEIN**

**TIPPER TIE**

**URTASUN**

**Wolf-tec** **POLAR**  
TECHNOLOGY

**XVISION™**

## Significant JBT Production Sites Worldwide

## United States

Russellville, Arkansas  
Madera, California  
Riverside, California  
Lakeland, Florida

Orlando, Florida  
Chicago, Illinois (Headquarters)  
Kingston, New York  
Apex, North Carolina

Columbus, Ohio  
Middletown, Ohio  
Sandusky, Ohio  
Warrenton, Oregon

Chalfont, Pennsylvania  
Ogden, Utah  
Richmond, Virginia  
Stratford, Wisconsin

## International

Sint Niklaas, Belgium  
Araraquara, Brazil  
Adlington, England  
Harwich, England

Glinde, Germany  
Werther, Germany  
Parma, Italy  
Juarez, Mexico

Amsterdam, The Netherlands  
Livingston, Scotland  
Cape Town, South Africa  
Navarra, Spain

Helsingborg, Sweden  
Bangkok, Thailand  
Bridgend, Wales



# ESG at JBT

Sustainability has always been ingrained in how we do business. Our culture fosters continuous improvement, which has a natural alignment with being resourceful as well as identifying and realizing efficiencies. The increasing demand for products with a sustainable impact has only amplified this foundational principle. We are able to utilize our engineering expertise to develop solutions that help our customers switch to cleaner forms of energy; reduce water and electricity usage; minimize packaging materials; extend food shelf life and limit food waste; provide live and digital technical service support to maintain and enhance equipment performance; and extend the lifespan of our equipment so it can continue to deliver value for our customers in the long term.

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When we grow our company, we have the opportunity to grow our impact. ESG performance is a key consideration when assessing prospective acquisitions so that we can offer an even greater range of sustainability solutions to our customers.

While sustainability has always been an important underpinning of our business, in 2020, we sought to do an environmental, social, and governance (ESG) materiality assessment to gain further insights into how our stakeholders viewed particular ESG topics. We engaged with external stakeholders, including customers and investors, and interviewed JBT leaders from across the business and various functions to inform our ESG materiality assessment. Through this process, we were able to define key focus areas upon which we can further build an ESG strategy that delivers commercial and stakeholder value. The results of the assessment also stressed the importance of our primary drivers: putting our customers first to help them be successful and creating a great place to work that is equitable and inclusive. These drivers are what will propel our ESG impact forward.

The following are the topics that were identified as “critically important” — those that were viewed by both JBT leaders and stakeholders as potential differentiators and/or critical risks.

- **Environmental and Social Impact of Products**  
Managing and mitigating the impact products have on the environment and communities
- **Climate Strategy**  
Reducing GHG emissions across operations while managing physical and transition risks related to climate change
- **Talent Attraction & Development**  
Policies and practices that attract and develop high-quality talent with the right skills to deliver on current and future business needs
- **Diversity, Equity & Inclusion**  
Policies and practices that create a welcoming environment for all employees (regardless of differences in race, ethnicity, gender, sexual orientation, ability, religion, or nationality) to fulfill their potential



## Materiality Assessment

The above focus areas were shaped by insights from our first materiality assessment in 2020 to determine the ESG issues most important to our business and our stakeholders. We categorized an issue as material if it could impact the business in terms of costs, growth, risk, or reputation or if it is important to our stakeholders. The assessment involved three steps:

- 1) Identification of Focus Areas:** We conducted a gap analysis comparing the priorities of key ESG rating and ranking organizations and JBT's current priorities to compile a list of 24 ESG issues.
- 2) Engagement of Stakeholders:** Using a third-party consultant, we collected input on the relative importance of our focus on these issues from JBT leaders and external stakeholders.
- 3) Development of a Materiality Matrix:** Combining the results of the gap analysis and stakeholder surveys, we created a materiality matrix that shows the issues that are a focus of our business and stakeholders.



## ESG Materiality Matrix



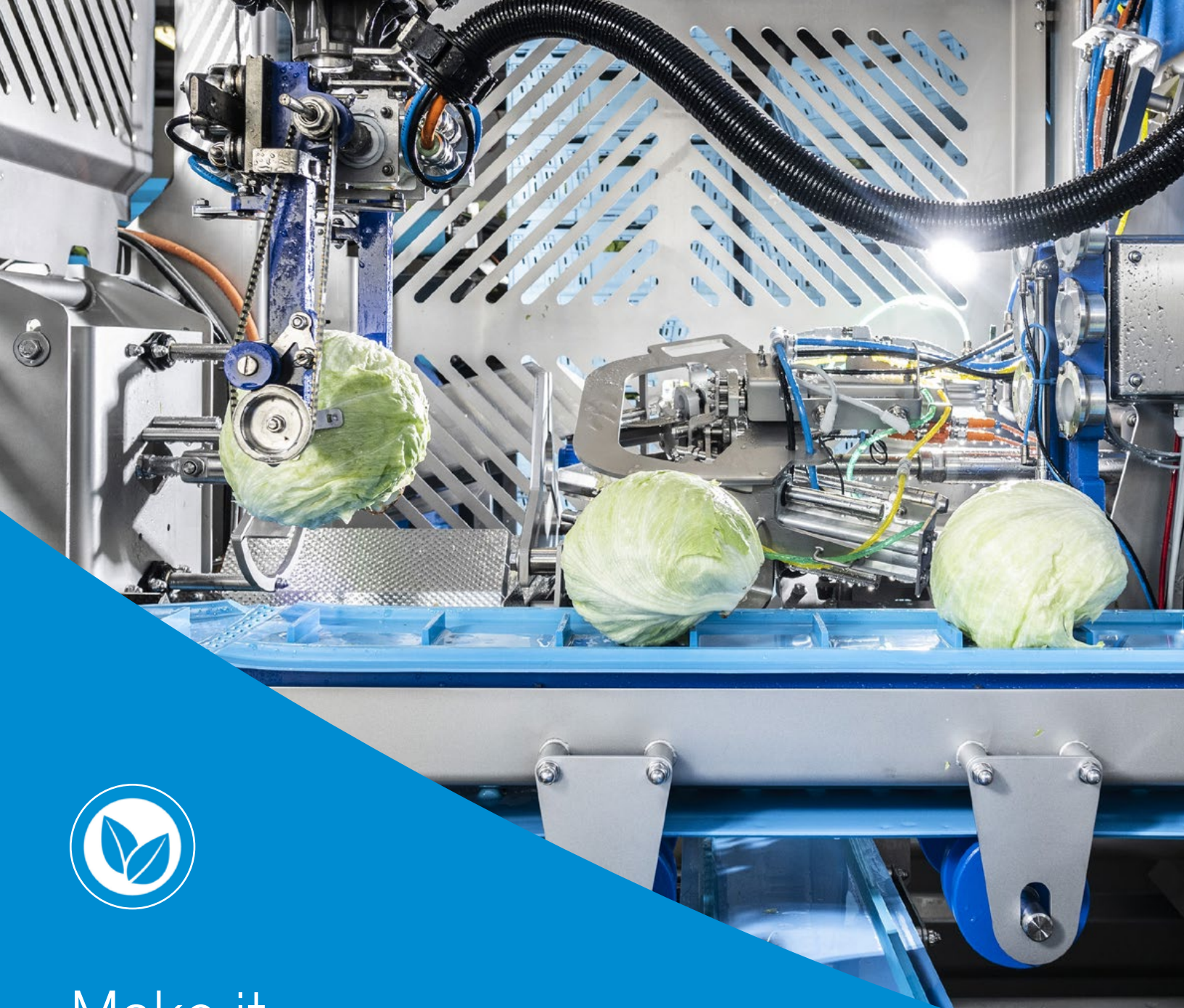
● Environment ● Social ● Governance

## UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) represent a commitment to deliver on 17 ambitious goals to create a more sustainable future for all. Below are the areas where JBT has the biggest potential to contribute to the SDGs given our areas of expertise, our most material topics, and strategic priorities. As we further develop other initiatives, particularly around diversity, equity, and inclusion, we hope to expand this list.

UN SDG	Our Commitments	Examples of Impact
 <p><b>2 ZERO HUNGER</b></p>	<ul style="list-style-type: none"> <li>• Create products that will help customers develop and produce food products that have a lower ecological footprint and require fewer agricultural resources to grow</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainable Solutions</b> Helping to Commercialize Meat and Dairy Alternatives</li> </ul>
 <p><b>6 CLEAN WATER AND SANITATION</b></p>	<ul style="list-style-type: none"> <li>• Develop products that conserve water</li> <li>• Continuously improve our own operations to increase water efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainable Solutions</b> Reducing Water Usage</li> <li>• <b>Operations</b> Water Stewardship</li> </ul>
 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<ul style="list-style-type: none"> <li>• Develop products that are energy efficient and help our customers transition to clean energy sources</li> <li>• Continuously improve our own operations to increase energy efficiency</li> <li>• Seek out opportunities to generate renewable energy at our own facilities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainable Solutions</b> Supporting Clean Energy Use</li> <li>• <b>Sustainable Solutions</b> Increasing Energy Efficiency</li> <li>• <b>Operations</b> Energy &amp; Emissions</li> </ul>
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<ul style="list-style-type: none"> <li>• Strive for "Target Zero" safety incidents in our facilities</li> <li>• Ensure our suppliers follow our strict code of conduct and comply with our policies relating to workers' rights, child and slave labor and safety</li> </ul>	<ul style="list-style-type: none"> <li>• <b>People</b> Health and Safety</li> <li>• <b>Governance</b> Supply Chain</li> </ul>
 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>	<ul style="list-style-type: none"> <li>• Develop solutions that reduce food waste</li> <li>• Design and support equipment for long-term durability and functionality</li> <li>• Digital overall equipment effectiveness solutions are enabling process as well as equipment monitoring to reduce downtime and achieve maximum throughput</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainable Solutions</b> Reducing Food Waste and Increasing Yield</li> <li>• <b>Sustainable Solutions</b> Extending Product Life</li> </ul>





# Make it **SUSTAINABLE**

Our goal is to help our customers succeed. Increasingly, this means providing solutions that minimize their environmental footprint through water and energy efficiency, reduce materials in packaging and decrease food waste.

## Overview

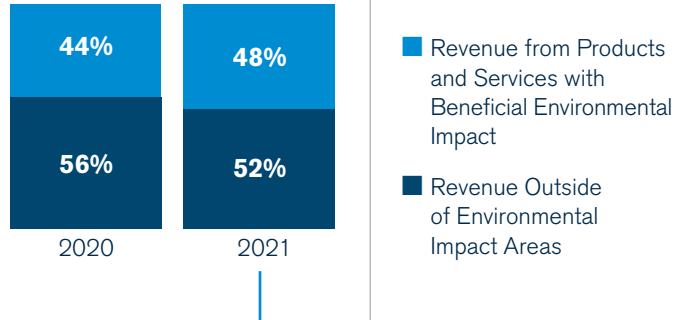
If you've traveled by air, or had something to eat or drink, there's a very good chance that JBT technology was part of that experience. So, when we invest in sustainability improvements, the ripple effect is felt across the world. Through our technologies, we create positive impact by helping customers reduce their energy and water consumption, as well as their packaging material, while also improving safety. Our products and services span two primary areas: FoodTech and AeroTech.

In FoodTech, we play an integral role in addressing the need to feed a growing global population through solutions that extend shelf life, maximize food yield, and reduce food waste. JBT provides comprehensive solutions throughout the food production value chain. These include products and technologies for protein processing, in particular; mixing/grinding, injecting, marinating, tumbling, portioning, packaging, coating, cooking, frying, chilling, freezing, weighing, and inspecting. Our liquid food offerings include filling and closing, preserving, and packaging. Improving efficiency across many types of businesses, JBT Automated Guided Vehicle (AGV) systems provides stand-alone, fully integrated robotic systems for moving materials in manufacturing and warehouse facilities.

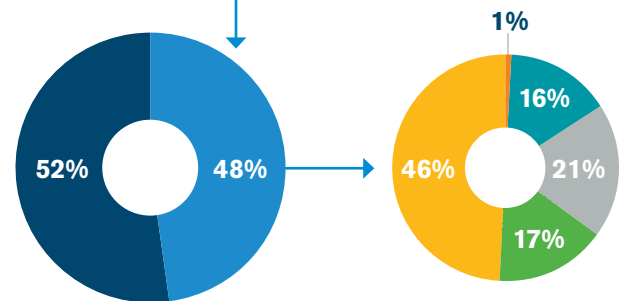
Our AeroTech solutions and services are provided to domestic and international airport authorities, passenger airlines, air freight and ground handling companies, as well as military and defense contractors. These offerings include mobile air transportation equipment that facilitates loading, deicing, towing, and aircraft ground power and cooling systems. We also provide gate equipment for passenger boarding, aircraft electrical power, and air conditioning for parked aircraft.



Total Revenue Breakdown



A Breakdown of Our Environmentally Beneficial Products



While we aren't reporting metrics for our equipment that optimizes energy use or provides safety benefits to those utilizing our products, these products are of the utmost importance to JBT. These considerations are part of our value proposition and are always included in ongoing design processes, and, therefore, they are difficult to track separately.

- Water Optimization
- Packaging Waste Reduction
- Equipment Refurbishment & Retrofits
- Emission Reduction
- Food Waste Reduction

### Gulfood Conference on sustainable products

At the world's largest annual food and beverage trade exhibition, the Gulfood Manufacturing conference, we highlighted our ability to successfully partner with customers to create sustainable solutions throughout the entire production cycle — from design to maintenance and everything in between. We also showcased the JBT Avure® High Pressure Processing (HPP) technology and JBT Proseal® tray sealing systems, which boost shelf-life for a range of products.



### How We Help Engineer a More Sustainable World

Our food and air travel support technologies represent scores of different products across a wide variety of applications. A common attribute, however, is their ability to help customers use natural resources more efficiently. Here are some of the customer objectives that our products enable.



## Reducing Food Waste & Increasing Yield

Food waste contributes to two of our biggest global challenges — hunger and climate change. Today, nearly 690 million people are hungry around the world<sup>1</sup> — 10 million more than in 2020. Being mindful of the needed resources to better ensure food security for all is a great responsibility, which is why we're continuously innovating to find new solutions to reduce food waste.

As the single largest category of waste in municipal landfills, food waste also emits methane, a powerful GHG<sup>2</sup> contributing to climate change. It is estimated that food waste was responsible for 8% to 10% of global emissions between 2010 and 2016.<sup>3</sup> By tackling this problem through the products we offer, we are helping our customers contribute to a better world.

### Upcycled By-Products

A foundational sustainability tenet is to make the most use out of our precious resources. We design products to maximize the yield and value of each raw ingredient. For example, our citrus solutions are designed to not just extract the juice, but also to process the valuable by-products, including the peel, oils, and pulp. With our citrus processing solutions, customers can recover value out of more of the raw ingredient inputs — up to 100%.

<sup>1</sup>—<https://www.fao.org/publications/sofi/2020/en/>

<sup>2</sup>—<https://www.usda.gov/foodlossandwaste/why>

<sup>3</sup>—<https://www.ipcc.ch/srccl/chapter/summary-for-policymakers/>

46%

of our environmentally beneficial product revenue contributes to food waste reduction

## Squeezing the Most Out of Citrus Processing



### Juice

Squeeze oranges to extract high-quality juice



### Pulp

Recover **3%-4%** extra yield by separating the pulp, which is used in juice concentrates, flavored carbonated beverages, and other high-value market applications



### Essential Oils

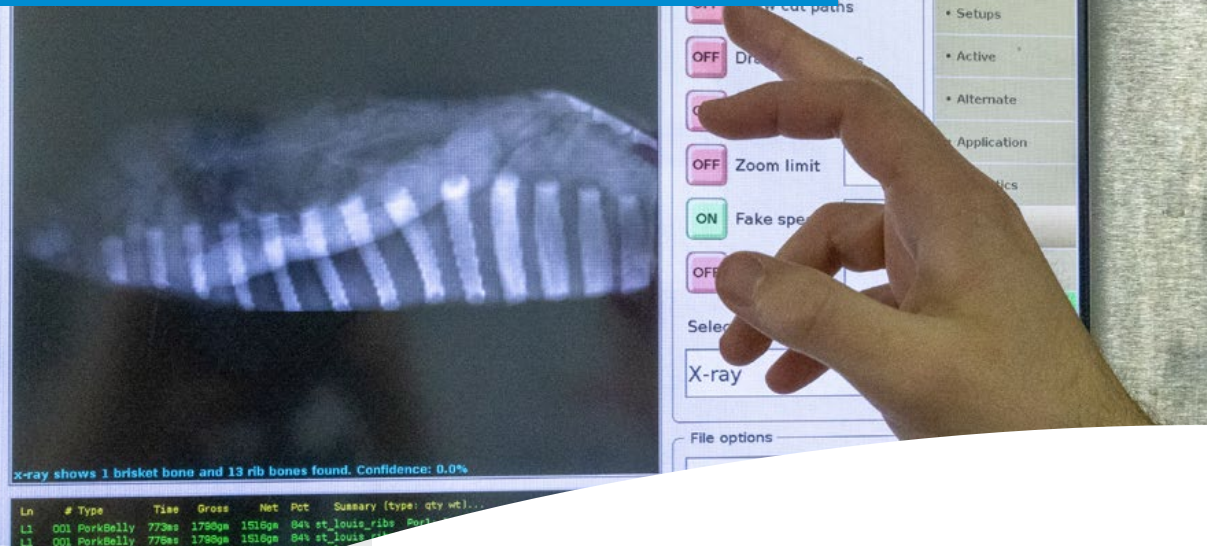
Cold press peels to extract essential oils, which are used in a variety of products, ranging from soaps and perfumes to computer cleaners and dish detergent



### Peel

Process the peel by-product, which represents **15%** of fruit weight, to create soft drinks; send the remaining peel for cattle feed, thereby using **100%** of the orange





### 3D Protein Portioning

Our JBT DSI™ protein portioning machines efficiently and accurately cut poultry, meat, and seafood into precise portions. This machine combines the power of compact waterjet cutters with new 3D portioning software that increases yield by 2%-5% compared to other portioning machines. It can cut portions on irregularly shaped meat better than any system on the market. Adaptive 3D Portioning improves yield by:

- Adapting to the shape and size variation on unsorted incoming product
- Identifying bones and other hard contaminants
- Slicing product optimally and only when necessary
- Creating valuable side portions

This process improves quality and conformance to specifications while decreasing the amount that was previously wasted.

### JBT Stein™ M™ Fryer Oil Reduction

The JBT Stein M Fryer is the pioneer of “direct” heated immersion fryers in which oil is heated directly in the fryer tank for superior temperature control and minimum oil volumes. Gentle heat applied to the oil prevents the oil from breaking down quickly so less debris builds up. As a result, oil can be used for longer periods, saving customers oil while maintaining quality.

### JBT C.A.T.™ Transfer Pump

The JBT C.A.T. transfer pump is a hygienic, low maintenance and cost-effective way to move soft food products from point A to point B with minimal damage. Instead of moving protein along a conveyor, which is labor intensive and can lead to significant product loss, the transfer pump uses vacuum technology to efficiently move product down the line. Since the product remains contained within a tube, it removes the risk of product being lost at turns and connection points, maximizing yield in the process.



### Avoiding Recalls Through Ensuring Accurate Packaging Information

AutoCoding Systems, Ltd., which we acquired in 2021, helps customers ensure complete and accurate food packaging information, and facilitates food traceability and safety. The AutoCoding™ solution reduces coding errors and uses barcode scanning to verify that packaging is correct for all products. This greatly reduces the risk of product recalls due to coding, labeling, or packaging errors, which helps prevent otherwise perfectly edible food from being thrown out.

## Prolonging Shelf Life

Throwing out food that has gone bad is all too common. Indeed, the average U.S. household wastes more than 30% of its food, which works out to more than \$1,800 in needless cost per household<sup>4</sup> in addition to the negative environmental impacts created. We invest in solutions that extend the shelf life of food to make it easier for people reduce food waste and eat healthier. These technologies include:

- Fruit and vegetable coatings that provide a protection to improve the appearance and enhance the grade of produce. Food-grade coatings help minimize moisture and maximize flavor preservation, while maintaining the fresh and natural appearance of fruits and vegetables. This extra protection allows produce to travel from point of harvest, sometimes through weeks of transit, to store shelves looking as fresh as when it was harvested. Extending shelf life of produce maximizes the time it can be consumed and ultimately reduces food waste.
- Tray sealing packaging solutions that provide a variety of shelf-life extension techniques. As an example, snap-packs allow consumers to easily access smaller portions of product while keeping the remainder sealed for future consumption, extending the product's shelf life. Similarly, specially engineered perforated film allows the respiration of certain types of produce, preventing premature ripening and decay.

High pressure processing (HPP) offers a variety of technologies that reduce the need for artificial preservatives while extending shelf life and improving food safety.

- Our new JBT Northfield™ CleanFREEZE™ high-performance freezers offer high-volume freezing to lengthen the amount of time between purchase and expiration date. One study showed a 47% reduction in household food waste for frozen products compared to fresh products.<sup>5</sup>
- High pressure processing (HPP) that offers a variety of technologies that reduce the need for artificial preservatives while extending shelf life and improving food safety. Through the HPP process, products undergo an all-natural process that uses purified cold water at very high pressure to neutralize food-borne pathogens without preservatives or chemicals. HPP also dramatically extends the life of fruits and vegetables, which reduces spoilage.

<sup>4</sup>—<https://www.forbes.com/sites/lanabandoim/2020/01/26/the-shocking-amount-of-food-us-households-waste-every-year/?sh=4a772c5d7dc8>

<sup>5</sup>—<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5868547/>



## Featured on EARTH

A number of JBT sustainable solutions have been featured on the television docuseries EARTH, which airs in the U.S. and Canada. [This episode](#) covered how combating food waste helps address world hunger and climate change.



## Helping to Commercialize Meat and Dairy Alternatives

We are on a mission to help our customers produce great food with a low carbon footprint. The transition into plant-based protein is one of the key ways we can help reduce food production's environmental impact. Today, nearly one in four consumers eat meat alternatives daily; some name health benefits while others note decreased environmental impact as the main drivers of their protein choices.<sup>6</sup> Milk alternatives have also soared in popularity.<sup>7</sup> With 30 years of experience in processing meat substitutes, we are well-positioned to assist our customers succeed in this growing market. Many of our solutions work equally well for plant-based products as they do for meat or dairy products. In other cases, we work closely with our customers to develop customized solutions to help them scale their production of milk alternatives, plant-based proteins, and other meat alternatives.

### Plant-Based Milk

Cow milk alternatives is a food category that has experienced significant growth in recent years, with products such as almond, soya, oat, and coconut milk all finding increasing favor with consumers. For many customers who provide these products, JBT's Sterideal® Ultra High Temperature (UHT) equipment has proven effective, due to an innovative coil design that has better performance with longer production runs, thanks to reduced precipitation in the process compared to many traditional systems. In addition to the UHT system, we offer a complete plant-based food and beverage solution for processors, starting from initial preparation and mixing through to the thermal treatment and aseptic filling phase.

<sup>6</sup>—<https://foodinsight.org/consumption-trends-plant-based-meat-alts/>

<sup>7</sup>—<https://www.ft.com/content/da70e996-a70b-484d-b3e6-ea8229253fc4>

## Cell-Based Meat Solutions

We supply cell-based meat and seafood solutions to help customers scale production of this ethically sourced food in an environment that meets the stringent sanitary demands of the biopharmaceutical industry. We offer:

- Our expertise and equipment for robust media preparation in a sterile environment, which provides the nutrients to grow the cells
- State-of-the-art bioreactors where cells are mixed with the media and cultivated
- A variety of solutions to enhance flavor and texture profiles

## Partners in Plant-Based Protein

Quorn is a mycoprotein-based meat substitute that has seen massive growth since its launch in 1985. We've been proud to partner with the creators of Quorn, Marlow Foods, by providing the training, support, and high-quality equipment they need to keep production lines running smoothly and safely. We also helped this valued customer be successful in reaching their energy goals.



JBT has helped us identify and develop solutions, in line with our sustainability goals, around the most efficient way to run our chillers, steamers, and freezers.”

— Mark Anderson, Chief Engineer at Marlow Food's Stokesley site, United Kingdom



### Meat Substitutes

The global plant-based meat substitute market is forecast to double by 2027.<sup>8</sup> Meeting consumer demand for this category requires scaling quickly, and we offer several solutions to help achieve that, including charmarking, breaders, injector systems, and frying options.

As an example, Planterra has emerged as a leader in this space with their innovative range of meat-substitute products. By working closely together, we were able to craft solutions that fast-tracked their plans for achieving product goals. Planterra wanted to replace chicken breast with plant-based protein that has the same profile, juiciness, and texture. After conducting trials at JBT's Food Processing & Technology Training Center, Planterra is now able to offer new products to customers, such as their plant-based chicken and ground beef substitutes.

Another application in this area is cultured meat, which allows consumers to enjoy meat products but with substantially fewer environmental impacts associated with raising animals — namely, land use, GHG emissions, and water usage. Cultured meat also greatly reduces the risk of food safety concerns such as E.coli. Helping customers on the leading edge of this innovative category allows us to contribute to more sustainable food options for the world. By applying our combined expertise in pharmaceuticals and food processing, we have created a comprehensive system for the forerunners in this new product category, helping them commercialize and scale their groundbreaking products.

8—Market and Markets Research



### World's First Cultured Meat Research and Production Center

Livestock production is a major contributor to GHG emissions, water consumption, and pollution, as well as soil erosion. It represents 35%-40% of all global methane emissions and 55% of U.S. water use.

One of our customers is innovating to address this massive problem with the world's first dedicated cultured meat research and production center. The facility, which utilizes a variety of JBT equipment and process control technology, is designed to grow real meat from animal cells without raising livestock. With capabilities to produce any kind of meat, poultry, or seafood, the new facility has a total capacity of up to 400,000 pounds of meat per year.





16%

of our environmentally beneficial product revenue contributes to packaging waste reduction

Every 1M

trays sealed with Proseal equipment **saves** up to **10 tons** of plastic

## Sustainable Packaging Solutions

More than half of U.S. consumers are concerned about the environmental impact of packaging.<sup>9</sup> Many food and beverage companies are taking note and aligning their strategies with this shift in consumer preferences by adopting more sustainable packaging. To help them with their commitments, we are providing solutions that help reduce plastic packaging and that are compatible with paper-based materials.

To help our customers reduce overall plastic usage, our Proseal® technologies replace more cumbersome and wasteful alternatives. Compared to using a plastic clamshell, the top-sealed trays run through Proseal equipment use 42% less plastic and makes stacking packages much more efficient. This saves on space and hassle in transportation and storage. Horizontal film wrapping of containers uses less plastic than clamshells but comes with its own challenges. These packages tend to result in more damaged product and spillage, wasting valuable product. The top-sealed tray, however, provides superior protection of the product. In addition, our Proseal packaging solutions are compatible with board and paper pulp materials to make switching to more sustainable materials easy for our customers.

HALOPACK® is lightweight, cardboard packaging with a better seal than standard PP-PE or PET packaging. This packaging consists of over 90% recycled cardboard and is easily separated from the plastic layer, so consumers can recycle it at home. Further, the integrity of the product is preserved without additives like PE-coatings, lime, or adhesives, keeping the food clean and preserved at its optimum state.

<sup>9</sup>—<https://www.mckinsey.com/industries/paper-forest-products-and-packaging/our-insights/sustainability-in-packaging-inside-the-minds-of-us-consumers>



## Emissions Reduction

### Increasing Energy Efficiency

Electricity and fuel represent significant costs to our customers and contribute to their carbon footprint. Food processors are increasingly setting climate targets and looking for ways to reduce their emissions. Investing in efficient equipment and technologies is critical to achieving those goals, and we are supporting that effort through investments in a wide array of solutions with improved energy efficiency.

Our cloud-based platform iOPS® provides food processors critical information about their processing lines in real time, providing more opportunities for process improvements and efficiencies. In 2021, we created the first custom-built iOPS Dashboard for the JBT Stein™ TwinDrum™ Spiral Oven for a European customer who specializes in cooked chicken products. The customer uses the iOPS Dashboard to gain instant access to performance data, enabling them to achieve optimum product results and tackle any potential problems. Real-time information transmits data about oven performance, including energy consumption. This information is also available remotely, so the operator doesn't need to be in close proximity to monitor performance, making for safer operating conditions.

Our Smart Dryer System maximizes the energy efficiency of fresh produce dryers used to cure protective coatings on fruits and vegetables. With an enhanced gas control feature, temperature sensors, and humidity monitors, the Smart Dryer System provides precise heat management to eliminate spikes and conserve energy. Venting removes humid air, which reduces additional energy need. These upgrades create more consistent temperature and humidity levels, resulting in improved quality of the produce and saving — on average — 20% natural gas or propane consumption compared to Single Pass Dryers that do not have the Smart Dryer System installed.

We also offer a full range of rotary filling technologies for recyclable metal cans, glass jars, and glass and plastic bottles integrated with a full packaging line solution including pre-heating, rinsing, decontamination, filling, and closing solutions from one single source. Our upgraded rotary product line comes with a heat recovery system that recovers the energy from the hot water of the rotary cooler and transfers it to the preheater zones via heat exchangers. This saves approximately 40% in steam usage.

### JBT Frigoscandia™ Low Volume System (LVS) Refrigeration System

To help our customers meet their energy efficiency goals, we engineered the latest LVS Refrigeration System for low energy consumption and optimum freezer performance. With a patented dry suction system that delivers more capacity from the compressor and enhanced evaporator performance, these units are up to 20% more efficient than traditional pumped refrigerant systems. Other benefits of this new system include up to 50% less refrigerant charges and increased freezer capacity.



We always recommend to our customers that JBT's refrigeration solutions be used with ammonia, a refrigerant with zero global warming impact.

## OmniBlu Suite of Digital Solutions for Machine Optimization



In early 2022, we announced we have evolved our iOPS platform into a new digital solution called OmniBlu™. OmniBlu is a suite of digital tools providing solutions for frictionless parts and service, machine performance optimization, maintenance management, machine vision, and by-product and eco-efficiency visibility, all backed up by a commitment to world-class service and support. It will provide a seamless experience for our customers to identify the right part, get to the right tech support, and obtain delivery of parts when they are needed. Maintenance will become proactive rather than reactive, through real-time connectivity and diagnostics, easy to follow preventive maintenance, inspection schedules, and training. Food production will be optimized with process monitoring, and predictive analytics with reports and dashboards to get the most throughput and maintain the highest quality.





### Supporting Clean Energy Use

Another way we are helping our customers meet climate goals and reduce reliance on fossil fuels is by offering clean energy solutions through electrification. Our technologies make the switch to going green easy with products that are superior in multiple respects compared to their carbon-emitting counterparts.

### EV Ground Support Equipment

Leading airlines, airports, and cargo companies around the world are discovering the benefits of going electric for their ground support equipment (GSE), thereby lowering their carbon footprint and reliance on fossil fuels. Today, we offer a broad selection of electric ground support products and plan to further expand our electrification portfolio. We have set a goal to increase electric-powered aircraft ground support equipment sales from less than 5% of total vehicle sales in 2020 to 30% by 2023. To do so, we will further improve current electric vehicles, while continuing to expand our portfolio of all-electric, lithium-ion powered aviation support products. Among the electric vehicles we released in 2021:

- The JBT Commander® 30i E is an electric cargo loader with high-speed cargo loading options and large carrying capacity, featuring a lithium-ion battery for extended operating time and range with zero emissions.
- The JBT All-Electric B650 E Tow Tractor safely and efficiently moves aircraft from the gate. It can service commercial planes ranging from regional to wide-body jets, as well as military transports such as the C-130 cargo plane. The lithium-ion batteries are sized for a typical daily duty cycle of 12 aircraft pushbacks plus 20 miles of miscellaneous driving. After a full day of work, the B650 can be charged in less than five hours with a single power inlet or in just two to three hours with the optional second power inlet.
- JBT LEKTRO® towing solutions can deftly maneuver planes in awkward spaces and busy corridors. We offer a variety of LEKTRO aircraft tug models capable of moving aircraft ranging from small piston planes up to the commercial Boeing 757. These solutions are compatible with multiple lithium-ion battery options.

These products join our existing electrified portfolio that have been helping customers successfully reduce emissions. As an example, since the early 1990s our bridge-mounted JBT JetAire® pre-conditioned air units and JBT Jetpower® ground power systems have allowed parked aircraft to shut off their jet-engine-powered generators, eliminating the need to depend on fuel. Typical aircraft power units consume 30 gallons of jet fuel for every hour of ground operation, so the savings add up quickly. With our ground power units and pre-conditioned air units, we save our customers an estimated 350 million gallons of jet fuel every year in North America alone. That translates into avoiding more than 3 million metric tons of GHG emissions annually.

### GOAL

# 30%

of total ground support sales  
to be electric-powered  
by 2023



### Reaching Climate Goals with JBT's GSE Solutions

The Hong Kong International Airport recently unveiled its goal of reaching net zero carbon emissions by 2050. To reduce its direct emissions, the airport deployed electrified GSE, including our electrified cargo loaders and passenger steps. The airport's GSE is already 95% electric, but to help them get even closer to reaching their climate goal, they are purchasing 37 more Commander® 15i E Electric Cargo Loaders.

Nearly 35,000 engineering hours spent on AeroTech green projects in 2021, which represents **71%** of AeroTech's total new product development.

#### **Electric Capabilities with AmpTek™**

While many airports, airlines, cargo handlers, and other service handlers are seeking to reduce their reliance on fossil fuels, boosting electric infrastructure poses expensive challenges. That's why we developed AmpTek, a device that intelligently shares surplus power typically available at the boarding bridge with battery chargers near the gate. This enables easy charging capability for electric ground support equipment while largely — if not completely — avoiding the time-intensive and costly utility infrastructure upgrades. AmpTek is also compatible with iOPS telematics capability and can remotely convey key metrics, such as battery charger usage and health.

#### **Battery-Powered Automatic Guided Vehicles**

Our battery-powered automatic guided vehicles (AGVs) can stand in for traditional forklifts, but with enhanced capabilities. Instead of requiring diesel or natural gas, these vehicles are powered on an electric battery charge, leading to greener operations. With sophisticated software and sensors, our AGVs can adeptly navigate production or warehouse floors without an operator, safely and efficiently.





## Reducing Water Usage

More than 2 billion people live in countries experiencing high water scarcity.<sup>10</sup> The increasing frequency of droughts and dropping water tables add to the concerns around water scarcity risks, particularly for food processing customers with water-intensive operations. Our water-efficient solutions are helping customers more easily conserve water and reduce effluents.

### Efficient Steaming Technology

Our JBT Dynamic Cloud Control (DCC) steaming technology considerably improves water efficiency in the cooking process compared to conventional water blanching systems. This equipment eliminates steam loss contributing to a 90% reduction in water usage as well as a decrease of contaminated condensate water, reducing the burden on wastewater systems. In addition, the technology is energy efficient and can result in reducing energy consumption by 90%.

### Innovative Water Reuse System

Our JBT Prime Equipment Group™ Water Reuse System, a customized, recirculating water sanitation system reduces customers' water, energy, and chemical usage. This system collects used water from industrial processes, screens and filters out solids, adds microbials to break down the remaining organic matter, and then circulates the cleaned water back for reuse. Up to 90% of the water collected can be reused with this system.

Some customers are saving more than **1 million gallons** of water per week using JBT's Prime™ Water Reuse System.

### Recirculating Chilled Water

The JBT C.A.T.™ ReChiller helps poultry and fish processors significantly reduce water use by continually "re-chilling" the water used by our chiller products like the JBT C.A.T. NeoCat™ Chiller. A chiller uses an auger system and cooled water to keep products at a safe temperature as they pass through the line. The JBT C.A.T. ReChiller system continuously rotates and cools the same water for use in the chiller instead of cycling in more water. Generally, a plant will use the same re-chilled water for an entire shift, which significantly cuts down on overall water use.

### Water and Energy Savings in One System

We also have upgraded our Retort Energy Recovery System with a passive suction system that draws in water evenly along the length of the retort. This allows less water to be used during the thermal process, which means less steam is needed to heat and less water is needed to cool. Compared to a standard pump suction, this system uses 45% less water. The reduction in steam usage also decreases the overall thermal load of the cooling tower, which contributes to substantial energy savings. In fact, the system offers such a high return on investment, the payback on investment is less than three years based solely on utility cost savings from our steam-reduction technology.

<sup>10</sup>—<https://www.unwater.org/water-facts/scarcity/>



## Water Crisis Response in Brazil

Abnormally low precipitation rates have led to a water crisis in Brazil. In 2021, we completed a multi-year partnership with [CIESP](#), a group of industries in São Paulo, to help address this problem. We used our industry expertise to produce and distribute water reductor flow parts to local JBT employees, contributing to water conservation efforts in our community. Installing this solution generates a 10% savings in household water usage.

21%

of our product revenue comes from equipment recycling, including refurbishments, rebuilds, major upgrades, and retrofits

## Extending Product Lifespan

Industrial machinery uses large quantities of metals and other materials. As part of our commitment to make better use of our world's resources and deliver value for our customers, we prioritize durability and modularity during the design phase to ensure that our customers can make the most of each purchase for years to come. Our high-quality machines can stand up to the rigors of long-running production lines, and we offer superior care support. We also have initiatives to recover and remanufacture machines to reduce demand for raw materials and energy and keep useful materials in circulation.

To extend the longevity of equipment, and support the transition toward a circular economy, Proseal has launched an initiative called 'No Good Machine Left Behind.' With this program, we proactively upgrade older machines that are operating at customer sites throughout the world. This allows companies to benefit from Proseal's latest performance enhancements and prevents machine obsolescence. One of the features that we added to older machines is the Eseal™ program, an energy-saving electric heat seal system that provides sustainability benefits and cost savings for the customer.

We also offer machine buy-backs for refurbishment and resale. In 2021, 21 Proseal machines were resold/returned to the rental fleet after refurbishment.

Model 'R' or 'Rebuilt' machines are our filling and closing packaging equipment that has been bought back from customers and overhauled by our team with new electronics and components on an existing frame. These machines undergo thorough inspections, deep cleaning, and upgraded electronics and components. We are so confident that these machines are like new that they get our warranty protection, too. This option keeps good machines out of the scrap pile and into the hands of new customers.

## Refurbishing Ground Support Equipment

We offer customers the opportunity to give their older ground service equipment a new lease on life. Through restoration and refurbishment of older airport ground support equipment, we deliver a similar quality product as a new purchase. We rigorously examine and evaluate each part to ensure compliance with the latest ISO standards and optimize machine performance. To provide extra assurance, we also warranty all parts and workmanship. In addition to ground support equipment, we also offer refurbishment services for airport passenger boarding bridges, improving their safety and reliability. In 2021, we refurbished 19 pieces of equipment, reducing waste and providing extra value to our customers.



## Proseal

The first Proseal machine built in **1998** is still in operation today

**21** Proseal machines resold/returned to the rental fleet after refurbishment in 2021

**50+** Proseal machines were upgraded in 2021 to extend their useful lifespan



## Enhancing Health and Safety

Our commitment to sustainability extends beyond reducing environmental impact. As a supplier to companies on a global scale, providing food and transportation solutions to the world, it is also our responsibility to create products that enhance food safety as well as worker safety.

### Food Safety

Recalls are every food producer's nightmare. Apart from potentially harming customers' health and the financial loss from unsold products and long downtime in the production line, food safety issues might also cause severe reputational damage. To help prevent this scenario for our customers, we prioritize food safety solutions.

#### JBT Prevenio™ Anti-Microbial Solutions

Our recent acquisition of Prevenio enables us to offer a unique delivery system for anti-microbials. Prevenio offers solutions for reducing pathogen contamination and extending product life for poultry as well as processed fruit and vegetables. We also provide laboratory testing, which helps customers recognize whether their processing treatments and equipment are effective in preventing costly pathogenic outbreaks.

#### Easy-to-Clean Freezers

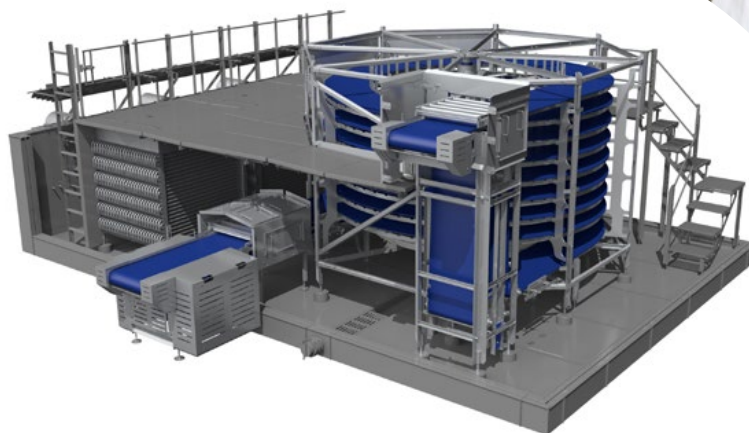
Our newly launched JBT Northfield™ CleanFREEZE™ spiral freezer marks a step forward with a system that offers innovations in both hygiene and cleaning. A substantial redesign of the freezer focused on making the machine easier and faster to clean, saving up to an hour of cleaning time on the biggest model. Hygienic design upgrades including fully welded enclosures and minimal overlapping joints significantly reduce the risk of bacterial growth across the structure.

We've also introduced an enhanced cleaning option for the JBT Frigoscandia® FLoFREEZE® M Sequential Defrost. Our automatic clean-in-place system creates quick and easy access for inspection and cleaning so that potential food safety hazards can be addressed efficiently.

### Worker Safety

Helping to keep the people who operate our products safe is a shared priority for both our food processing and aviation ground support businesses. For example, in food processing, automating poultry processing with our JBT XVision™ poultry X-ray and DSI™ slicer technology removes workers' exposure to repetitive tasks and potentially dangerous equipment.

At airports, our ground support vehicles and passenger boarding bridges have superior safety features, such as obstacle detection and load handling sensors, warning lights and signals, as well as sophisticated navigation and automatic docking systems. The integrated software constantly monitors operations, alerting staff of any abnormal conditions. In addition to ensuring our own products are safe, we also leverage our experience and expertise to contribute to key industry groups to lead the aviation industry on safety features and procedures on the airport tarmac.





# Make it **RESPONSIBLY**

While the majority of our impact lies within the solutions offered to our customers, our commitment to environmental responsibility extends to our own operations. We strive for our own facilities to operate efficiently and safely, much like the solutions we provide to our customers.



## Overview

Protecting the environment is not only our responsibility, but also a driver of our success. As our customers make pledges to reduce their own environmental impact, we support them by providing solutions to help them reach their goals. We also apply our technical expertise and passion for relentless improvement to improving our own operations. In doing so, we leave a lighter footprint, reduce operational costs, and authentically deliver on our mission.

Our commitment includes:

- Making health and environmental considerations a priority in existing and future products, facilities, and processes
- Using energy and natural resources efficiently and intelligently
- Striving to reduce our climate impact
- Encouraging constructive communication with our suppliers, customers, neighbors, and shareholders on managing environmental issues

In 2021, JBT received a Bronze EcoVadis Medal for achieving a higher sustainability performance than 50% of assessed companies. We have moved up in rank by 22 percentiles since our assessment in 2017 and continue to use EcoVadis as a benchmark for our performance.

Every activity we undertake in our operations is guided by our Health, Safety, and Environmental (HSE) Management System so that we protect the environment, public health, and employee safety. This is core to our business and guides our actions every day. All



**When it comes to sustainability, we encourage our sites to think big but start small and work fast. We hope that will produce significant changes to our processes.”**

— Vinicius Candido, HSE Manager in Brazil and Member of the DF&H Sustainability Working Group

employees are expected to actively support these values and strive to achieve continual and measurable improvement in these areas. To learn more about our safety measures, please see page 44. More details about our HSE Management System are available [here](#).

### Relentless Continuous Improvement in Action

The RCI systems and tools we have in place engage all our team members in problem solving and continuous improvement.

- Front line associates identify and capture the problem
- Supervisors and managers work with our front line associates to develop corrective and preventive actions
- Engineers, buyers, planners, and customer service create solutions
- Leadership provides direction and allocates resources



### JBT Sustainability Award

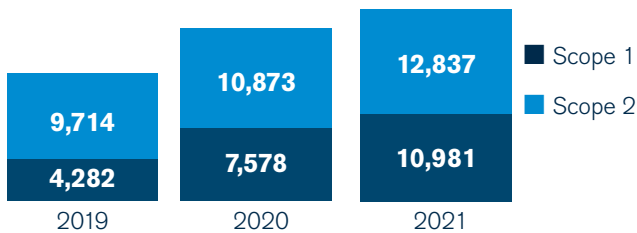
The JBT Sustainability Award is granted to the team carrying out a project that best represents our commitment to the environment. The inaugural award winner is at the forefront of our environmental strategies with regard to both their operations and their product innovations. The Proseal manufacturing facility in Adlington, United Kingdom runs partly on solar power and was the first site to achieve zero waste to landfill. They also reduced coolant usage, installed heat recovery systems, and implemented automated lighting controls. On the product innovation front, they have developed solutions that significantly reduce plastic usage and created an initiative to ensure the longevity and reliability of equipment. (Read more about the No Good Machine Left Behind program on page 25.) The inspiring efforts of the Proseal team have set the bar high, and we aim to reach that standard throughout the company.

## Energy and Emissions

Our greatest ability to help mitigate climate change is to provide the smartest solutions to our customers in the food and air transportation industries. We continue to strive to meet customer demands around the world by offering efficient equipment with lower carbon impacts. Learn more about our sustainable solutions on page 12. We are also committed to reducing GHG emissions across our own operations globally, while managing physical and transition risks related to climate change.

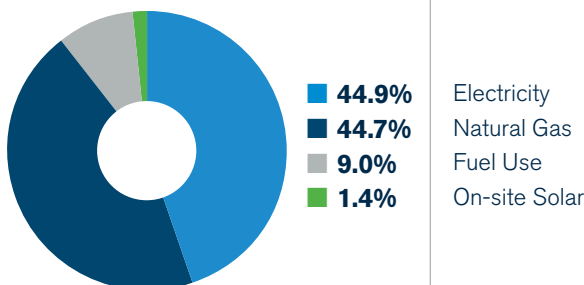
In 2021, we worked to identify potential climate-related risks and opportunities through a robust due diligence process. We conducted a preliminary assessment of risks by reviewing our current Enterprise Risk Management process to see if there were elements identified related to climate change; we consulted with leaders from our Internal Audit, Risk & Insurance, and HSE functions; held discussions with leaders from our three main business units; looked at risks already identified during strategy review sessions; and finally cross-checked what we found with what our peers and customers had identified as key climate risks. Learnings from this effort are shared in our [TCFD disclosure](#).

\*Scope 1 & 2 GHG (Metric Tons CO<sub>2</sub>e)



\*2019 includes 11 facilities; 2020 includes 30 facilities; 2021 includes 34 facilities and represents 91% of our reported revenue.

### 2021 Scope 1 & 2 by Category



## Sustainability Working Group

A group of dedicated employees from our Diversified Food and Health (DF&H) business, spanning five continents, formed their own Sustainability Functional Team. This team was launched in April of 2020 and meets quarterly to discuss company-wide sustainability metrics, share best practices, and track specific initiatives to reduce the company's footprint. A sampling of projects in 2021 includes:

- Replacing plastic water bottles with fountains and providing reusable bottles
- Switching the default search engine on computers to ecosia.org, which funds tree planting for every internet search
- Removing Styrofoam and plastic cups

These actions were implemented with an 85% or better completion rate at 20 participating sites, demonstrating how devoted JBT employees are to our mission of making better use of the world's precious resources.

## Our Operational Footprint

We have manufacturing facilities, research centers, and offices across six continents and more than 25 countries. Across them all, our collective focus on relentless continuous improvement has served us well in our efforts to reduce the environmental impact of our operations. We have been tracking and publicly reporting our global energy usage at 11 principal production facilities since 2010, when we announced our first company-wide energy goal through a partnership with the U.S. Department of Energy's Better Plants Program. We aimed to reduce energy intensity at the seven U.S. facilities by 25% by 2020; by 2019, we had already hit the 28% mark globally. Seeking out opportunities for improvement is deeply embedded into how we operate and will continue to play a big role in how we manage our operational footprint as we strive for even greater gains across a broader number of our facilities. To help us do this, we will be implementing an enhanced utility billing management program in 2022 that will expand our ability to manage and report on utility consumption and emissions broadly across our global operations. This will allow us to more precisely quantify our usage, develop strategies and measure improvement.



### Energy Efficiency

Operating efficiently helps us reduce environmental impact and costs. Several of our sites are finding innovative ways to improve energy efficiency. For instance, our Proseal facility in Adlington, United Kingdom, invested in a heat recovery system for their main manufacturing building. This air handling system recovers and recirculates up to 65% of the heat present in extracted air, reducing gas usage.

### Renewable Energy

We recognize the environmental and financial opportunities of investing in renewable energy to power our operations. Adding on-site, renewable energy generation allows us to mitigate against fluctuating or rising energy costs and transition away from carbon-intensive energy sources.



### Employees Harvest the Fruit of Their Labor

Since 2013, employees in our Araraquara facility in Brazil have been planting trees on the site as part of “Projeto Pomar,” the Orchard Project. Today, the orchard boasts 120 trees. Each one is accompanied by a plaque with the species name, the date of its planting, as well as the name of the employee who placed it in the ground. At break times, employees will sometimes pick the trees’ fruit to snack on or take home a small harvest for their families to enjoy. This project is part of a broader quality of life program designed to increase employee satisfaction by creating moments of joy at work.



All three of our Proseal factories in the United Kingdom are producing energy from solar panels, which generate more than 250,000 kWh of clean, cost-free electricity a year. These installations generate enough power to help operate our Proseal facilities as well as to sell another 12% back to the national grid when the site is unable to use the power themselves. In Belgium, our Research & Technology Center has installed over 1000 solar panels that cover nearly 25% of the center’s total electricity usage. Our Madera, CA site also used more than 730,000 kWh of solar energy in 2021. The energy cost savings realized by switching to renewable energy help us drive down expenses and help keep our products competitive.

The success of these projects has inspired other facilities within our Diversified Food and Health segment to assess their own clean energy options. By the end of 2022, these facilities have committed to completing solar energy feasibility plans.

### Site Certifications

#### ISO 14001

This international set of standards sets out the requirements for an environmental management system and helps organizations improve efficient use of resources. Three of our facilities have been certified to this standard:

- Tipper Tie, North Carolina, U.S.
- JBT AeroTech UK Limited, Pyle, U.K.
- JBT Food and Dairy Systems B.V., Amsterdam, Netherlands

#### CO2 Reduction Management Certification

- JBT Food & Dairy Systems B.V., Amsterdam, Netherlands

## Waste Reduction

Reducing operational waste and finding ways to give new life to used materials is aligned with our mission of making better use of the world's precious resources. Diverting waste from landfills is a significant opportunity given that many materials we utilize can be recycled or reused if managed properly. Our facilities are tackling waste through a number of initiatives.

### Proseal's Zero to Landfill Facility

The Adlington, United Kingdom Proseal factory is the first JBT facility to achieve zero waste to landfill. Packaging is sorted and reused whenever possible. Waste metals, including gearboxes, cables, wires, and other components are separated for recycling. Additionally, swarf — the metal chippings created as a by-product from manufacturing processes — is washed and compacted to make it easier to recycle and to garner a higher price per pound. With less volume to haul away, this practice also decreases the number of trips to a recycling facility, reducing tailpipe emissions. Cardboard, aluminum, plastics, and other types of waste are also sorted, compacted when possible, and shipped to recycling facilities. Any material that cannot be recycled is incinerated to produce energy on-site.

Compacting swarf into briquettes reduces the number of hauling trips to the recycling center from once a day to once a week, resulting in substantially lower tailpipe emissions.

### Digitized Solutions to Reduce Waste

Our Sandusky, Ohio, facility has installed computer kiosks, which provide employees access to the most up-to-date information needed to complete food processing equipment builds. Previously, drawings would be printed out on paper, resulting in materials costs, environmental impact, and time spent on retrieving the information. This new solution saves paper and saves us time by being able to quickly pull up 3D views of the builds. The kiosks also provide employees with easier access to safety and audit information.

### Computers Get Second Useful Life

The employees at our Sint Niklaas facility in Belgium found a way to repurpose outdated equipment and benefit their community. Rather than sending 12 outdated computers to a recycling facility, employees reached out to a local technical school that needed the additional resources. The computers offered greater computational power than what the school previously had, which is particularly helpful for those students learning design skills. When delivering the computers, employees also shared information about JBT and the type of job opportunities that we offer. By aligning their community engagement efforts with a waste reduction initiative, the facility was able to avoid recycling expenses, provide a meaningful donation to students, and strengthen local ties.





## Water Stewardship

While our operations are not water intensive, we still find innovative ways to reduce our reliance on this dwindling resource because it lessens our impact on local community water supply. In 2021, we improved our data collection process to accurately measure water use across all our sites. We also implemented a new third-party data management system to centralize water usage data, making it much easier to track consistently. Historically, we gathered this information on a facility level, but the disparate systems made it challenging to aggregate and manage the data. 2021 marks the first year we have comprehensive data on a company-wide basis, which will make it easier to monitor our usage and identify new opportunities for improvement.

Recent water conservation initiatives include a new water reuse system to recycle the water used for washing and electroplating at our Araraquara facility in Brazil. Originally, water used for the washing process was treated and discharged to surface water. With this new system in place, after water is treated it's returned to the washing area to be reused, creating a closed loop. After a successful first quarter in operation at the end of 2021, this improvement is projected to save 1000 m<sup>3</sup> of water annually.

## Coolant and Oil Recycling

Oils, coolants, and water are used in our metal cutting process to decrease cutting temperature, reduce friction, extend tool life, and improve machining efficiency and surface quality. After using them, these liquids are typically disposed of as hazardous waste. With the proper equipment and processes in place, however, oil and coolant can be separated and salvaged for reuse. One of our Proseal factories has invested in a coolant cleaning machine, which resulted in a 75% reduction in coolant usage. This system also reduces water usage by thousands of liters each month.

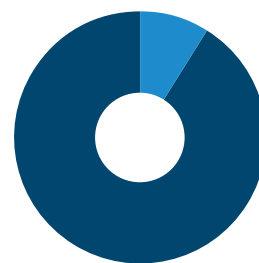


## Our 2021 Water Footprint

**32.07M** gallons consumed

**23.71M** gallons discharged

Water Withdrawal By Source



■ 9%  
■ 91%

Groundwater  
Municipal



## You Did What?!

### You Did What?! Program

Employees from every corner of the company consistently pursue opportunities to improve the environmental and social performance of JBT. To help capture all these good deeds, we launched a program called "You Did What?!". Employees submit their initiatives — whether large or small — to an online portal so these actions can be documented and shared with the rest of the company. This provides a source of inspiration for others and an opportunity to learn best practices. These actions range from employees dedicating themselves to a day of community service to finding innovative ways to reduce waste in our operations.



# Make it **TOGETHER**

When we make it together, we make it better. That's why teamwork is a defining aspect of our culture. Our goal is to offer a workplace of choice that welcomes everyone and maximizes everyone's potential.



## Overview

Our talented, diverse workforce is what enables us to provide the very best products and services to our customers. Today, we are proud to count more than 6,600 employees located around the world across nearly 100 locations and 25 countries. Though we work in many different places, we are all part of "One JBT" team.

We value our people and encourage collaboration and continuous improvement, while providing an exciting work environment. We embrace diversity and actively cultivate a welcoming environment for all. As part of our efforts to providing a great place to work, we also offer ongoing professional development and a broad range of benefits.



### Our Workforce At-A-Glance

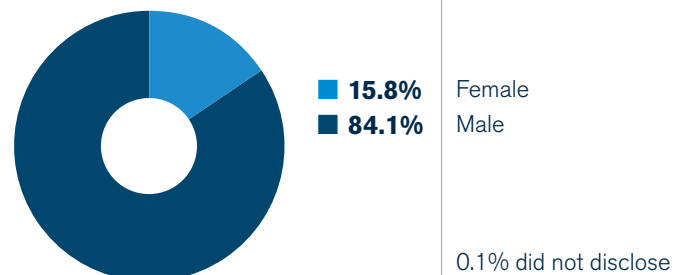
#### Employees

6,600

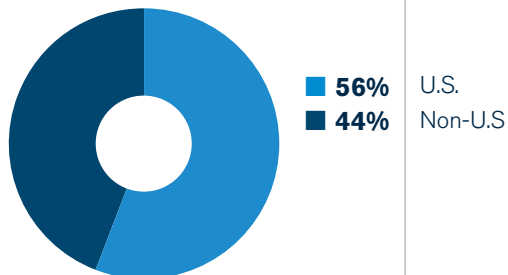
#### Net New Hire Ratio

1.42

#### Employees by Gender



#### Employees by Region



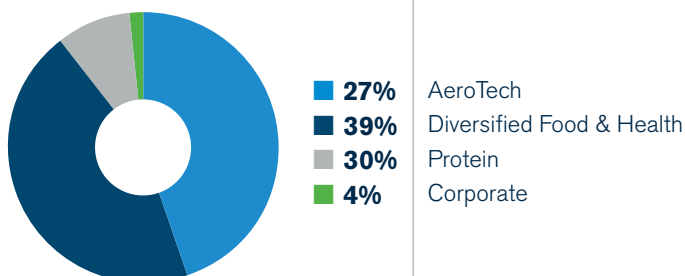
#### Global Retention

80%

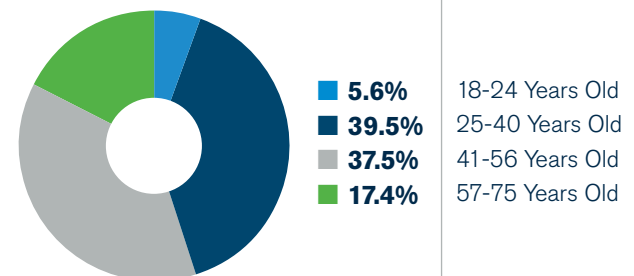
#### Average Tenure

8 years

#### Employees by Business Segment



#### Headcount by Generation



## Engaging Our Employees

To be an employer of choice, we need to understand how our employees feel about working at JBT. In 2021, we partnered with a third-party firm specializing in employee insights, to deliver our first enterprise-wide employee engagement survey and to provide us with important industry insights. Drawing upon their database of more than 400 similar companies, they provided us with an external reference point for gauging our performance.

More than 4,200 JBT employees participated in the survey, providing us with a solid understanding of where we are and feedback on where we need to go. While we performed quite well in some areas, there were opportunities for improvement in several categories. This feedback is crucial for us to improve and better serve our employees so that we can continue our journey of making JBT a great place to work. Management teams will apply the findings to create an action plan for making improvements over the next year. We are also developing pulse surveys so we can obtain feedback more frequently and plan to launch that capability in 2022.



### Employee Engagement Survey Results (% of responses)

Topic	Favorable	Neutral	Unfavorable
Engagement	77	17	7
Well-Being	63	20	16
Future Vision	60	25	15
Teamwork	64	21	15
Empowerment	65	22	13
Growth and Development	61	23	16
Manager Relationship	79	13	8
Diversity, Equity, and Inclusion	74	19	7
Resources and Support	66	19	15



Employees were asked:  
“What words would you use  
to describe JBT’s culture?”

Here are a few of the key survey takeaways:

- **Our values come through.** The language used in the comments section of the survey reflected the values we aim to incorporate into our company every day, particularly “Teamwork” and “Integrity.” Seeing these words used so frequently reassures us that we are on the right track in embedding these core principles.
- **Relationships with managers are strong.** The vast majority of employees reported to have strong relationships with their managers. This was our highest scoring topic and where we outperformed industry peers. We are encouraged that these relationships have withstood the challenges and unpredictability the pandemic has wrought. We will continue to encourage managers to foster meaningful connections with their employees.
- **Communicating a clear vision needs work.** The survey results show that leadership needs to better convey our overall business strategy and our opportunities for the future. In response, our Executive Team plans to better focus efforts on sharing this vision to ensure everyone feels connected to our journey. In March of 2022, we shared our Elevate 2.0 Strategy with the investment community, and we are now cascading this information to our global employee population.
- **We need to highlight career growth opportunities.** While most respondents believe we offer quality training for professional development, we recognize that we can do a better job of highlighting career advancement opportunities across business units. See how we’re beginning to address that in our Automated Guided Vehicle (AGV) business on page 43. We also plan to develop a more formalized process to ensure our employees’ desires for development are fully realized.
- **Diversity is respected and valued.** On questions around DEI, 80% responded that “I can be my authentic self at work,” and more than 70% stated that diversity is valued at the company and that “all employees, regardless of their differences, are treated fairly.” This puts our score above the industry average. We are just beginning our DEI journey, but these figures give us a solid foundation to build upon.



### Employee Engagement Committee Guides Creation of AGV Principles

The AGV division's Employee Engagement Committee takes on a variety of initiatives — from selecting the annual holiday gift for employees to choosing which charities to support. In 2021, the committee also rolled out an employee newsletter and had a hand in crafting a list of guiding principles for AGV. These principles complement our corporate values and help reflect this division's specific work culture. In 2022, they will integrate these principles into their performance management system.

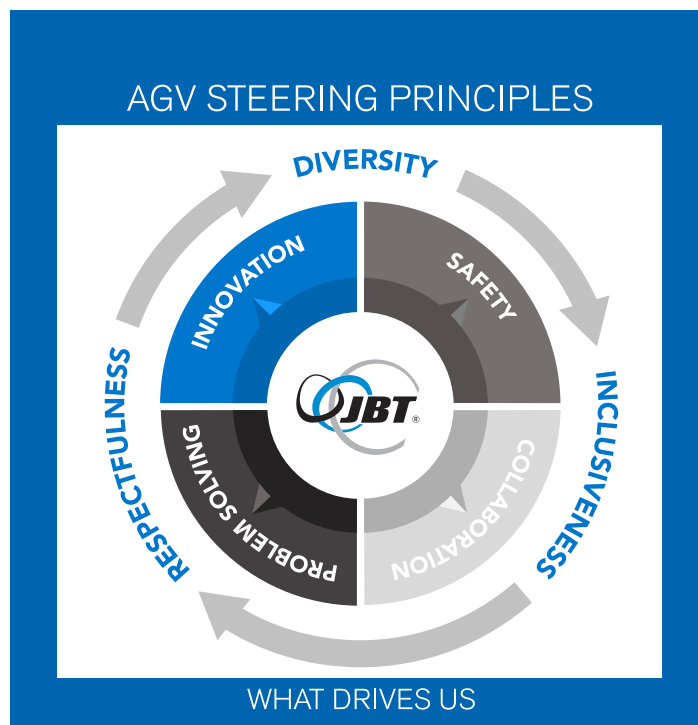
### Community Engagement

We encourage our employees to connect with and support their communities. Our donation matching program provides employees the opportunity to double their contributions to the causes they care about the most. We match up to \$10,000 per employee annually in contributions toward nonprofit organizations that support community engagement, education, or economic development. We also plan to relaunch our Dollars for Doers program that provides matching contributions for community engagement activities with a portal to identify local community service opportunities for our team members.

In 2021, we also developed the JBT Community Award, which will be granted to employees who make notable contributions to public service projects or our DEI initiatives. The first winner of this new award will be announced in 2022.

### Corporate Giving Program

In 2022, we will introduce a new corporate giving platform that will help us connect our U.S. employees with charities and volunteering opportunities and we hope to support our local operations internationally to offer similar information to our broader global team.



In our Protein EMEA business, we provide inspirational seminars throughout the year to learn, grow, and strengthen personal skills and work-life balance. In January 2021, an author on neuro-leadership shared tips for employees to stay motivated.

## Diversity, Equity, and Inclusion

A diverse workforce fosters innovation and cultivates an environment of unique perspectives. We are committed to creating an inclusive and supportive work culture where our employees can bring their whole selves to work.

Our commitment to DEI sets the foundation for JBT's role as a community leader. We expect all employees to always treat each other with respect. We foster a culture of mutual respect and trust so that all employees have an opportunity to be successful. This work is embedded in top leadership and integrated throughout the organization.

### Global DEI Council

To set ourselves up for success in executing our DEI strategy, in 2021 we formally established a group of executive leadership team members dedicated to this issue. The global DEI Council aims to increase diversity at all levels of the company by ensuring an inclusive and welcoming culture for all to thrive and grow at JBT. Creating this culture allows us to attract and retain top talent as well as drive superior business results and customer satisfaction.

This council develops and deploys programs, processes, and communications to further our DEI objectives, which include:

- Continuing to lead and facilitate DEI strategy with the Executive Leadership Team
- Growing the Employee Network Communities (ENCs)
- Creating a formal governance structure for ENCs
- Developing a listening session toolkit for business units
- Supporting the Inclusive Leadership Series curriculum for top leaders
- Expanding and updating the DEI intranet site
- Developing and managing a DEI calendar to foster awareness

In 2019, we developed and launched the Inclusive Leadership Series with the help of external DEI experts. This quarterly training, aimed at educating our top leaders on how to be better inclusive leaders, focused on providing structured and interactive sessions with key takeaways for leaders to actively do as part of their leadership development and in how they manage their teams. These sessions covered topics including working with multi-generations, gender equality/identity/expression and sexual orientation; racial/ethnic/nationality and tribal considerations in the workplace and health and wellness. We are developing similar curriculum to expand this program to reach further within the organization.

### DEI Council Composition

50%  
women

30%  
international representation



### Employee Networking Communities

In conjunction with executive leadership sponsors, employees developed two pilot ENCs. The aim of these groups is to create safe spaces for employees to start building community with others that share specific demographics. These long awaited initiatives will help us to create a sense of community and build relationships that will hopefully foster a sense of belonging and uplifting through different activities including professional development, peer to peer networking, organic mentorship and social activities. With the two ENCs launching in the spring of 2022 — a Black ENC in the U.S. and a Women's ENC globally — we plan to continue building and expanding this initiative.

In 2021, these ENCs launched a company-wide survey to better understand what team members hoped to get out of participating in such communities. We received more than 1,000 responses, in which employees shared their stories of lived experiences, offered insights on how to provide support, and expressed interest in future ENCs and more professional development opportunities.

#### GOAL:

At least  
**30%**  
of candidates from  
underrepresented  
groups

### Diverse Recruitment and Talent Development

At JBT, we strive to attract, develop, and retain individuals who are as diverse as the customers and markets we serve. By embracing diversity of thought, cultures, and backgrounds, we create an inclusive work environment that fosters creativity and innovation. We are focused on recruitment of diverse candidates as well as developing internal talent to foster more diverse leaders at JBT.

We have been tracking diversity data in our leadership ranks since 2018. Our hiring of racial and ethnic minority candidates increased at the leadership level more than 10% over the last several years, leading to improved representation. The percentage of women in leadership roles, however, remained flat over the same period. We recognize progress still needs to be made, and we are continually tracking progress and dedicating resources to reach our objectives.

#### McKinsey Black Leadership Series

More than 20 JBT leaders participated in McKinsey's Black Executive Leadership or Management Accelerator programs in 2020-2021. These three to six-month programs were designed for Black leaders to build the tools and networks needed to increase their personal and organizational impact while overcoming real-world challenges. Both programs focused on honing leadership skills for career growth opportunities, including preparing for C-suite roles as a part of the Black Executive Leadership program.

#### Tom Giacomini Engineering Scholarship Fund

Named in honor of our esteemed late CEO who was a passionate leader on the importance of diversity, this program awards scholarships to diverse students pursuing degrees in mechanical engineering, electrical engineering, computer science, mechatronics, or industrial engineering. In addition, scholarship recipients' resumes are shared with JBT managers across the business for consideration of internship opportunities. In 2021, we rolled out the first of these scholarships, totaling \$34,800, which were awarded to 12 students selected by the Society of Women Engineers, the Society of Hispanic Professional Engineers, and the National Society of Black Engineers.



## Talent Recruitment

We pursue numerous opportunities to attract top talent in an increasingly competitive market. By partnering with local universities and technical schools, we can identify those with the right skillsets for joining our company and provide them with a long-term career path through internships and apprenticeship programs. Through our referral program, our employees provide another quality source of new employees.

As with many other companies, the economic turmoil related to the pandemic has created labor market and employee recruitment challenges. In addition to focusing on retaining our valued employees, we are actively taking steps to review compensation levels across the business, improve our benefits packages, and leverage JBT's compelling mission to increase recruitment efforts.

### VIP Internship Program in California

Our Madera, California, facility has been participating in the Valley Industry Partnership (VIP) Program for more than 20 years. This program presents a unique internship opportunity for leading companies and students at California State University — Fresno who are majoring in computer engineering, computer science, electrical engineering, industrial technology, and mechanical engineering. The main goal of the internship program is to provide a well-rounded educational experience by providing the opportunity to apply their knowledge in a real-world setting. Our California facility currently employs 12 former VIP interns, and 11 out of our 18 engineers are former VIP students.

### AeroTech Apprenticeship Program

In collaboration with the industry group FloridaMakes, our AeroTech division headquartered in Orlando, Florida participated in the Industrial Manufacturing Technician Apprenticeship Program. This program helps create a pipeline of skilled workers in the industry by offering a blend of interactive online coursework and real-life experience. In 2021, we covered tuition costs, provided mentorship, and gave extensive on-the-job training for two apprentices to help gear them up for careers in the advanced manufacturing field. Upon completion of the program, apprentices receive a nationally recognized Industrial Manufacturing Technician certification, which they can use to showcase their skillsets to potential employers. To learn more about working at AeroTech, [watch this video](#).

## Proseal Apprenticeship Program

Our Proseal business participates in the United Kingdom's apprenticeship program, which provides an excellent opportunity to expose a new generation of the workforce to trades that are important to JBT as well as providing a constant source of new talent to the organization. We advertise our apprenticeship openings at local schools and career fairs to bring on a minimum of 10 new apprentices each year.

In the first year of the program, apprentices spend 80% of their time on-site learning new skills and 20% on academic coursework. The following two years, apprentices rotate through different departments every six months to round out their knowledge and give them a more holistic view of the business. They are also invited to visit customer sites and are trained on software packages that may be beneficial in other roles. During the last year of the program, apprentices enter their chosen specialty such as Design, Service, Fabrication, or Software/Controls.

When the program is complete, discussions are held with the apprentices to see what they would be most interested in pursuing long-term with the company. Nearly 95% of our apprentices are retained within the business. Some of our recruits through this program now even hold management positions within the Proseal business.

Nearly **95%** of our Proseal apprentices stay with JBT.



## Talent Development

We invest in programs and processes that develop our employees' capabilities to ensure that we have the talent and skills required to execute our strategic business plans. We offer unique and rewarding opportunities to develop skills and grow professionally through meaningful career opportunities globally. Our development philosophy follows the 70/20/10 system, which calls for 70% of development to come from work experience; 20% from mentorships; and 10% from coursework and training programs. This approach, combined with clear performance objectives and thoughtful mentorship from leaders, puts employees on a path for long-term success at our company.

Many of our development programs are decentralized and tailored to fit the needs and priorities of each business unit. We also provide multiple programs designed for managers across the company so they can continue to grow and excel as leaders.

### Leadership Programs

Having the right leaders with the right skills is imperative for integrating our corporate values and executing our business strategy effectively. We offer a variety of programs and processes to help the leaders of our company continue to grow and to ensure they embody the competencies necessary to be successful in their roles.

- **Leadership Technical Training:** In 2021, we sent a small group of newly promoted managers to an externally led, nine-month program specifically targeted toward technical specialists. The program is designed to expand and hone their managerial qualities through a customized learning approach including coaching, workshops and peer feedback.
- **"Living as a Leader" Program:** We identify high-potential leaders to attend this external 12-month leadership development series to help them grow and refine their leadership skills. Workshop topics include how to be a great coach, cultivate employee engagement, resolve conflict effectively, and other key skills for managers.
- **Leadership Development Process:** Each year the Executive Leadership Team and the Compensation Committee of the Board of Directors conduct a talent evaluation of leadership in each business unit to develop specific and actionable talent plans for every business. This review process includes discussions on management succession planning, retention risk, and potential organization placement based on employee performance.
- **Leadership Excellence Program:** This program provides an overview of the 13 competencies in our Leadership Success Profile that are key to being a successful leader at JBT and teaches managers how to effectively identify these attributes while interviewing candidates.
- **Center for Creative Leadership:** The global nonprofit Center for Creative Leadership (CCL) offers classes and programs for first-time managers up to executive leadership on a range of common challenges that managers face day-to-day. Five managers participated in a CCL training in 2021.
- **EMEA Leadership Workshops:** Six workshops were provided for managers in EMEA to help them improve their leadership skills around such topics as performance management, navigating difficult conversations, and collaborating effectively. We also provided a detailed seminar on the company's overall strategy so that managers can better align their work with the company's key objectives.

We follow the **70/20/10** development philosophy to invest in our employees.

## JBT Leadership Success Profile Competencies

We completed a company-wide, in-depth assessment of what makes a leader at JBT unique and successful. The outcome of that analysis is our Leadership Success Profile, which is now used as a framework in hiring and assessing top leadership talent across the organization.



### Customer Orientation

- Focuses On the Customer
- Thinks & Acts Like an Entrepreneur



### Results Focus

- Drives Results and Ensures Accountability
- Builds Trust, Has High Integrity



### Passion & Drive

- Pursues Goals with Urgency, Change Agent
- Learns Quickly, Shows Intellectual Curiosity
- Handles Pressure Well, Resilient



### Talent Leader

- Manages Teams Effectively
- Communicates Effectively & Directly
- Builds and Leverage a Broad Network



### Business Acumen

- Uses Processes to Make Accurate Decisions
- Thinks & Acts Strategically
- Effectively Manages Complexity





### AGV Pilots “My Career Plan”

After obtaining feedback from some employees in our AGV division that they didn't see a clear path for their career at JBT, our human resources (HR) team crafted the “My Career Plan” program to address their concerns. We piloted this program for the Production and Systems Installation Engineering departments, but plan to roll this out to other departments in the fall of 2022. This program has already proven successful in moving people up the career ladder or finding a promising role in another department.

Here's how it works:

1. The employee completes the My Career Path template, which outlines the employee's goals, current competencies, development needs, and values.
2. The employee meets individually with their manager, department head, and HR to get a better understanding of short- and long-term goals.
3. Additional meetings are set up with managers from other departments and the employee.
4. We develop and document a specific career plan for the employee, building trust between the employee and the company and setting them up for the next step in their career at JBT.

### Compensation and Benefits

Our goal is to provide employees with the benefits and resources needed to be successful at work and in their personal lives. We continuously assess the competitiveness of our compensation and benefits package and look for opportunities to expand our offerings.

While the specifics of benefits packages vary by region, all include:

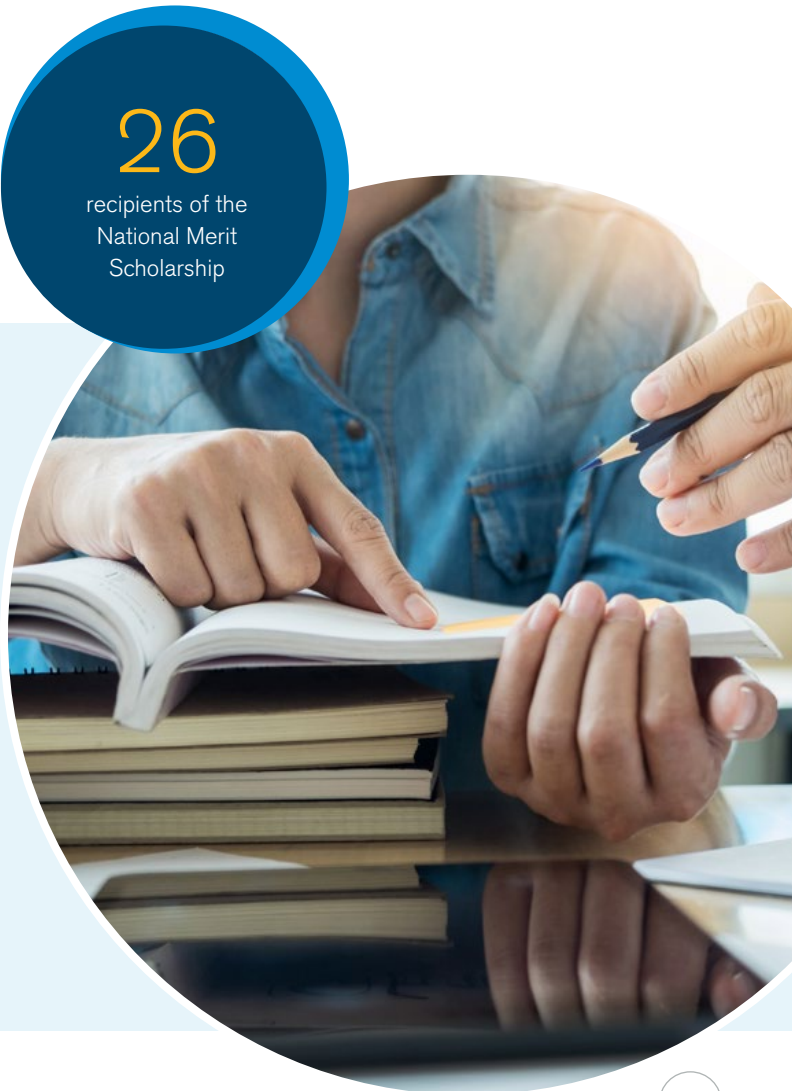
- Physical health benefits, such as health plans and wellness programs
- Emotional health support, which has been expanded to include back-up childcare and eldercare assistance
- Social health benefits with a focus on community engagement and professional development
- Financial health support, such as retirement and insurance plans, as well as tuition assistance

26

recipients of the  
National Merit  
Scholarship

### National Merit Scholarship

Since 2009, we have been sponsoring scholarships for children of JBT employees through our partnership with the National Merit Scholarship Corporation (NMSC), providing 26 awards to date. NMSC reviews applications from eligible students to identify those who have demonstrated academic excellence. Those selected earn a \$2,000 scholarship per year for up to four years of undergraduate study, which can be used in over 22,000 accredited schools.



## Health & Safety

Our commitment to protecting the health and safety of our employees and the communities we serve worldwide represents a critical part of the core values that guide our company.

We are fully committed to the highest standard of responsibility in all our operations to protect public health and employee safety and to comply fully with all applicable laws and regulations.

We achieve our health and safety vision by:

- Conducting business in a manner that protects all stakeholders
- Striving to eliminate all incidents through our Target Zero approach
- Complying with all health, safety, and environmental (HSE) laws and regulations
- Working with our customers and stakeholders to promote responsible management
- Encouraging constructive communication on managing health and safety issues
- Understanding that working safely and with regard for the environment is a condition of employment for all JBT team members
- Empowering employees to stop work if they encounter an unsafe situation

## Global Health, Safety, and Environmental Management System

We have implemented a global HSE online management system to promote best practices across the company. This system allows employees to report incidents, identify near misses, conduct behavioral observations, and complete audits. We actively monitor global risks and develop strategies to improve safety for our employees. This management system is the foundation of our risk management plan around HSE issues globally.

### Planning

- Risk assessment
- Industrial hygiene standards
- Management of change
- Documentation for compliance with management system and regulatory requirements



### Implementation

- Education and training
- HSE internal and external communications
- Establish and communicate rules and procedures
- Emergency planning and crisis management
- Health examinations and medical programs
- Contract and Supplier Management
- Product Safety
- Security
- Travel Safety



### Checking & Monitoring

- Audit programs for every facility, overseen by internal audit team
- Inspections that cover preventive maintenance, general inspections, and regulatory compliance
- Incident reporting and investigation of incidents and near misses, and corrective action plans
- Supporting corporate social responsibility of our operations, customers, and communities



### Management Review

- Process assessment and improvement by management of HSE performance





### Striving for Target Zero

Employee safety is of paramount importance to JBT. That's why we are committed to zero incidents, worldwide, every day. To achieve our Target Zero goal, we focus on:

- Ensuring employee accountability and visible support from leadership
- Educating employees on how to appropriately assess risks
- Increasing ease and accuracy of reporting incidents
- Focusing on continuous improvement to reduce risk
- Aligning priorities and reward program with proactive performance indicators, such as injury prevention and intervention

### Reporting Near Misses

We have embedded our value of relentless improvement into our safety strategy by developing a global Near Miss reporting program, under which potential unsafe conditions or behaviors are reported and corrected *before* they become an injury. This provides us the opportunity to prevent future incidents by building a culture that seeks to identify and control hazards, which will reduce risks and the potential for harm. In 2021, an average of 2.8 incidents were reported per employee, which translates into more than 19,000 incidents that were proactively identified and corrected.

### HSE Audit Program

We have implemented a comprehensive internal audit program for reviewing HSE programs and processes to objectively evaluate performance across all sites worldwide. The program is designed to ensure that risks are reasonably minimized, liabilities are controlled, and management system elements are fully in place and functioning. The process includes employee interviews, review of documents, field observations, and verification testing. Each site is audited at least once every three years. In 2021, we conducted 657 internal audits globally.

657  
internal audits  
globally

### Safety Training

Every new employee at JBT participates in a comprehensive curriculum to ensure compliance with corporate and regulatory safety agency requirements. This includes an in-depth review of the contents of our HSE Program Manual with Safe Work Practices and Procedures (SWPP); OSHA General Industry training; and the JBT employee handbook. Employees are required to complete all orientation training materials prior to receiving their first shift assignment. This orientation curriculum is then regularly reinforced at monthly safety meetings, which cover adherence to safe practices and a specific OSHA safety training module.

### Global Risk Management and Assistance Program

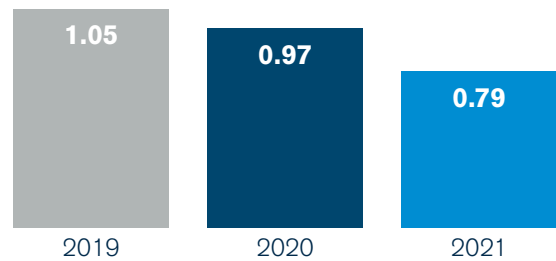
Our employees' safety is critical, no matter where they're at work. We offer 24/7 on-call, online, and even on-the-ground assistance for employees traveling internationally or living abroad to help with any medical issue, security concern, or logistical question that may arise. This program provides the care and expertise employees may need, whenever and wherever they need it, so they can travel with confidence.

We regularly outperform the industry on safety.

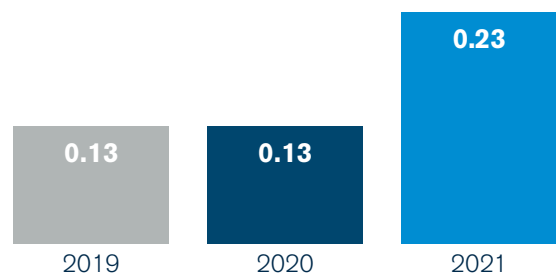
↓ **125%** lower recordable incident rate<sup>11</sup>

↓ **143%** lower lost workday rate<sup>12</sup>

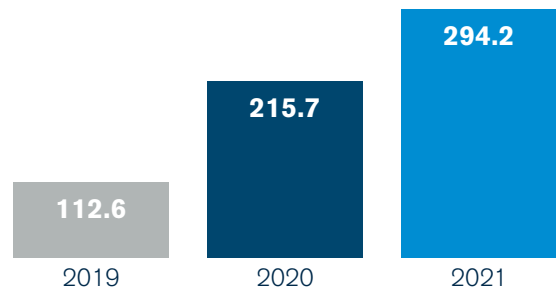
Total Recordable Incident Rate



Lost Workday Incident Rate



Near Miss Occurrences (near misses per 100 employees working a full year)



<sup>11</sup>—Compared to % difference from the Bureau of Labor Statistics (BLS) 2020 industry averages of 3.44.

<sup>12</sup>—Compared to % difference from the Bureau of Labor Statistics (BLS) 2020 industry averages of 1.40.



# Make it **TRANSPARENTLY**

Integrity and trust are the foundation of our business. We strive to operate our business responsibly and ensure our supply chain reflects the values and behaviors that we expect of each other.



## Overview

Our core values are the foundation for how we conduct business at JBT.

- **Integrity in Everything We Do:** In all our business dealings and in the communities in which we operate, we will conduct ourselves with honesty and fairness. This means doing the right thing even if it means losing a business opportunity.
- **Accountability:** We hold each other accountable for compliance with our rules and ethical business conduct guidelines for meeting our commitments and objectives and take ownership of our actions. We always act ethically, and report concerns when we see something that doesn't feel right.
- **Relentless Continuous Improvement:** We work tirelessly to improve our products, services, and processes to ensure that we always win business by striving to meet the needs of our customers.
- **Teamwork:** We work together to achieve our goals, while fostering an environment that encourages individual contributions. We treat one another respectfully and support each one when difficult situations arise. We are One JBT.

## Corporate Governance

The JBT Board of Directors is committed to performing its responsibilities consistent with sound governance practices, which is codified in our corporate governance guidelines. Corporate governance information, including our charters, guidelines, and policies, is available [here](#).

### Corporate Governance Practices

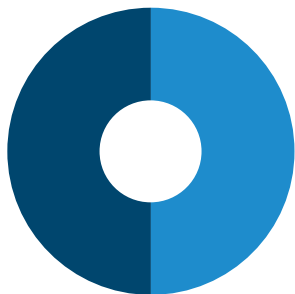
Number of directors <b>10</b>	Majority voting in uncontested director elections <b>Yes ✓</b>	Director orientation and continuing education programs <b>Yes ✓</b>	Annual stockholder approval of executive compensation <b>Yes ✓</b>
Number of independent directors <b>9</b>	Stock ownership and retention guidelines <b>Yes ✓</b>	All audit committee members are "audit committee financial experts" <b>Yes ✓</b>	Stockholder engagement program <b>Yes ✓</b>
Gender diversity <b>30% women</b>	Annual stock grant to non-employee directors <b>Yes ✓</b>	Code of business ethics and conduct <b>Yes ✓</b>	No poison pill <b>Yes ✓</b>
Average tenure of directors <b>7 years</b>	Executive sessions of independent directors <b>Yes ✓</b>	Ethics hotline <b>Yes ✓</b>	Board succession planning and skills matrix <b>Yes ✓</b>
Director retirement age prior to election date <b>75</b>	Independent compensation consultant <b>Yes ✓</b>	Separation of Chairman and CEO roles <b>Yes ✓</b>	

## Board of Directors

It is the duty of the Board of Directors to serve as a prudent fiduciary for shareholders and to oversee the management of our business. Our Board of Directors believes that the purpose of corporate governance is to ensure that we maximize stockholder value in a manner that is consistent with both legal requirements and a business model that requires our employees to conduct business with the highest standards of integrity. The Board has adopted and adheres to corporate governance principles that promote this purpose.

JBT's Board of Directors is currently composed of 10 members, including nine independent directors and our chief executive officer. Of the 10 members serving on the Board, three are women, one is African American, and one is of dual French and Spanish origin. An independent chairman leads the Board, which is charged with ensuring that a sound long-term strategic plan is in place, sufficient resources and controls are in place to carry out that strategy, and continuity of leadership is maintained. Board committees include an Audit Committee, a Compensation Committee, and a Nominating and Corporate Governance Committee that are all chaired by women. Our Board represents a diversity of backgrounds and areas of expertise relevant to our business.

### Gender, Racial, and Ethnic Diversity



Diverse<sup>1</sup>  
Non-Diverse

<sup>1</sup>—Three females, one African-American and one of dual French and Spanish origin.

Our Board is expected to:

- Respect the importance of sound corporate governance
- Follow the standards outlined in the [One JBT Guide to Ethical Conduct](#), [Corporate Governance Guidelines](#), and the [Code of Business Conduct and Ethics](#)
- Oversee strategy development, enterprise risk assessment, leadership succession, audit and internal controls, merger and acquisition strategy, performance-based compensation, and ESG

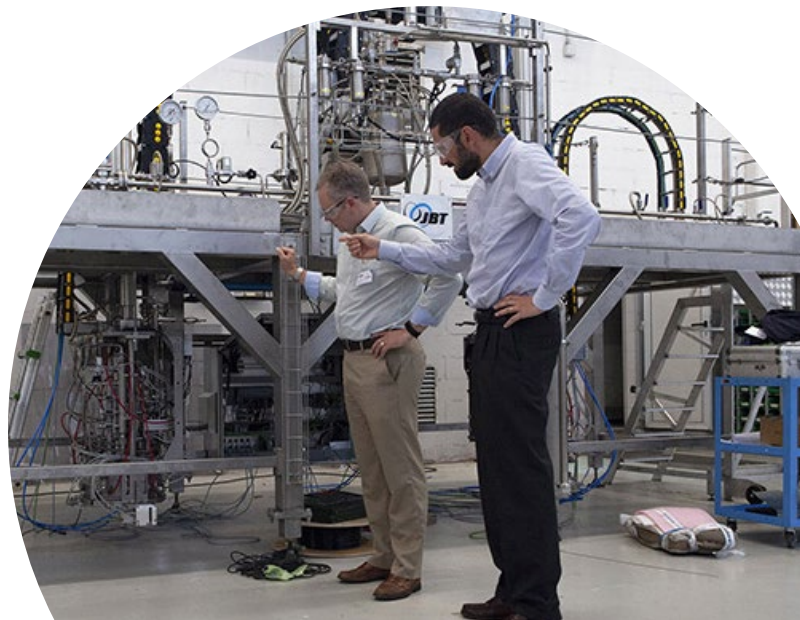
## ESG Oversight

Our Board of Directors meets at least four times a year, and ESG is always on the agenda. The Nominating and Governance Committee oversees management's processes to identify, assess, manage, and disclose climate-related risks and opportunities, and evaluates our ESG materiality assessment.



## Political Activity Policy

We are committed to participating in the political process responsibly and in compliance with applicable federal, state, and local laws and regulations as well as reporting requirements. To ensure compliance, our Political Activity Policy establishes clear rules and guidelines for participating in lobbying activity and making political contributions on behalf of the company. This policy applies to all directors, officers, and employees, including any employed by subsidiaries or affiliates.



## Ethics

Our [Code of Business Conduct](#) and [One JBT Guide to Ethical Conduct](#) are foundational to our commitment to conducting business with the highest levels of integrity. They are intended to be a resource for all employees in understanding the standards of behavior we are all expected to follow while conducting JBT business.

### Reporting Concerns

We have established a hotline that may be used to report concerns about ethics, safety, and other compliance issues. This hotline is available 24/7 and may be accessed online or via telephone. Multiple local dialing options and languages are available to ensure access. Anyone using the hotline may remain anonymous, as permitted by local law.

Concerns may also be reported to:

- A manager or JBT contact
- Any member of local or division management
- Any member of the Human Resources team
- Any member of the corporate management team
- Any member of the business function team with the appropriate expertise (e.g., Finance, Procurement, etc.)
- Any company attorney



Our Code of Conduct should not be a stale document that is simply flipped through once and forgotten about. We created the Ethics and Compliance committee and training programs to make these topics more dynamic, approachable, and engaging for our employees, so it can more readily infuse how we operate on a day-to-day basis.”

—Lynn Watkins-Asiyanbi, Deputy General Counsel, Chief Ethics & Compliance Officer, Global DEI Council Chair

### Annual Ethics and Compliance Training for Employees

To further promote a culture of integrity, we have instituted an annual code of conduct training and certification program to ensure that ethics and compliance are consistently top of mind in how we approach decisions, how we engage with stakeholders, and how we operate every day. This training course acts as a refresher of our One JBT Guide to Ethical Conduct and delves into detail on certain aspects of the code of conduct, which vary each year. Topics covered during the training include (but are not limited to) conflicts of interest, workplace harassment, intellectual property rights, discrimination, bribery, and sustainable practices. We aim to have 100% of our employees complete this ethics training and certify to complying with our One JBT Guide each year.

### Global Ethics and Compliance Committee

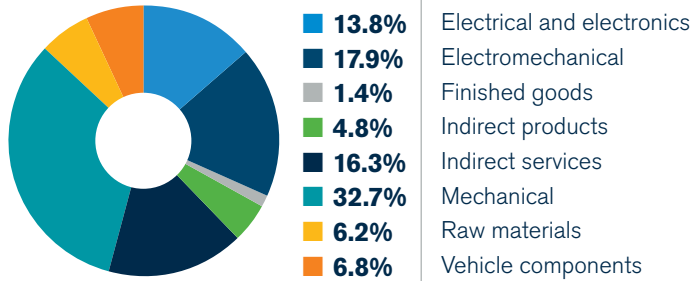
To better ensure that ethics is embedded in everything that we do on a day-to-day basis, we created an Ethics and Compliance committee in 2021. This committee is composed of 20 cross-functional representatives — representing human resources, finance, business, operations, IT, and internal audit — who act as our “ethics champions” to raise awareness throughout the company. Committee members bring attention to our policies and encourage employees to use our reporting mechanisms if they have concerns. This group also has created a portal to house all ethics-related policies to make these materials more accessible to employees.



## Supply Chain

Our global supply chain consists of more than 14,000 suppliers, of which 8,100 are used on an annual basis.

*Tier 1 Supplier Spend by Category*



## Supplier Diversity

Establishing and maintaining a diverse supplier pool drives competition, increases creativity, and promotes innovation. Supplier diversity is a priority for JBT, a key criteria for our customers, and a significant impact on the economies of the communities in which we live and work. In 2021, we spent over \$29.3 million with 55 diverse suppliers providing products and services to our North American manufacturing sites. Our diverse spend spans multiple categories — from components and raw materials to services like technical support and site maintenance.

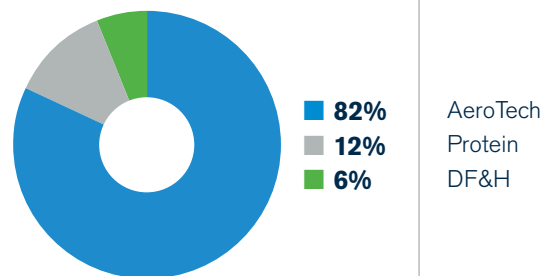
Our goal is to increase the amount of spend directed toward diverse suppliers in North America. To reach that goal, we are committed to:

- Growing our supplier diversity program in both participation and impact
- Holding all levels of management accountable for diverse supplier development
- Ensuring supplier diversity is incorporated into our regular business planning cycle
- Benchmarking against industry leaders to ensure appropriate standards are being sought.



**\$29.3M** in North American diverse supplier spend

*North American Diverse Spend by Division*



### Supplier Code of Conduct

We strive to conduct business in an ethical and honest manner, in compliance with applicable law, and expect our suppliers to do the same. Our [Supplier Code of Conduct](#) sets forth the principles that we expect JBT suppliers to follow during the course of our business relationship.

We require our suppliers to comply with our policies and standards that address:

- Applicable laws and regulations
- Ethical conduct
- Accepting gifts
- Health and safety
- Human rights and forced labor
- Wages and benefits
- Freedom of association
- Sustainability
- Confidentiality
- [California Supply Chain Act](#)
- [UK Modern Slavery Act](#)
- [Conflict Minerals Policy](#)

### Information Security

We all have a responsibility to protect information that is confidential or proprietary in nature and to afford that respect to other companies as well. We cover the importance of protecting proprietary and confidential information in our One JBT Guide to Ethical Conduct, and we have a comprehensive policy on information technology security to ensure that company data will be protected against unauthorized access and disclosure.





# JBT **FRAMEWORKS**



## SASB Response

This disclosure marks JBT's first response to the SASB Industrial Machinery and Goods standard. At this time, we are offering information on topics identified by SASB in this industry and will explore if there are relevant metrics from other industries within the Resource Transformation sector in the following years.

Topic	Accounting Metric	Code	2021 Disclosure
Energy Management	(1) Total energy consumed	RT-IG-130a.1.(1)	305,106 gigajoules ESG Report > Operations > Energy and Emissions
	(2) percentage grid electricity	RT-IG-130a.1.(2)	44.9% ESG Report > Operations > Energy and Emissions
	(3) percentage renewable	RT-IG-130a.1.(3)	1.45% ESG Report > Operations > Energy and Emissions
Employee Health and Safety	Total recordable incident rate (TRIR)	RT-IG-320a.1. (1)	0.79
	Fatality rate	RT-IG-320a.1. (2)	0
	Near miss frequency rate (NMFR)	RT-IG-320a.1. (3)	294.2 near misses per 100 employees working a full year
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 gives our customers instant access to performance data, including energy consumption. Read more about our efforts in the Sustainable Solutions section of our report.  ESG Report > Sustainable Solutions
	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.	Conflict Minerals Policy
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	RT-IG-440b.1.	Retrofits and refurbishments accounted for 21% of our environmentally beneficial product revenue in 2021. ESG Report > Sustainable Solutions > Extending Product Lifespan

Activity Metrics	Code	Disclosure
Number of units produced by product category	RT-IG-000.A	Recurring revenue accounted for 47% of our FoodTech total revenue and 38% of our AeroTech total revenue in 2021. We do not calculate a breakdown of sales by number of units.
Number of employees	RT-IG-000.B	Approximately 6,600

## TCFD Response

Disclosure Focus Area	Recommended Disclosure	Comments
<b>Governance</b>		
Disclose the organization's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities.	JBT's Nominating and Governance Committee of the Board of Directors 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, and Secretary report on the progress of our Environmental, Social, and Governance (ESG) program including the management of key issues identified by our materiality assessment, which included climate strategy.
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Climate-related risks and opportunities are a significant factor in management's assessment of the the long-term viability of our current product offerings and in the research and development of new technologies and services to meet our customer's sustainability objectives. Climate change is not currently built into our formal Enterprise Risk Management process, but we plan to incorporate it in 2022 during the next formal review cycle.
<b>Strategy</b>		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<p>More stringent environmental regulations related to fuel, energy, and greenhouse gas emissions may negatively affect our food production and air transportation customers. They will need equipment to help them meet changing requirements and will look to us to provide solutions. Our business may be significantly impacted if we fail to develop, or delay developing, equipment that helps our customers meet the requirements of government regulations. Our future success depends on our ability to satisfy changing customer demands by offering innovative products in a timely manner and maintaining such products' competitiveness and quality.</p> <p><b>Technology</b> <i>Opportunities</i></p> <ul style="list-style-type: none"> <li>• Demand for lower-emission and energy-efficient equipment to meet carbon neutral commitments</li> <li>• Demand for equipment to increase yield and food preservation to meet commitments to reduce food waste</li> <li>• Transition to electric vehicles and alternative fuels</li> </ul> <p><i>Risk</i></p> <ul style="list-style-type: none"> <li>• Costs to transition to lower-emission equipment may be compounded without collaboration across the enterprise as we miss the opportunity to benefit from scale and sharing best practices</li> <li>• Technological solutions may increase the complexity and cost of our equipment and require more technically sophisticated service and support to perform effectively</li> </ul> <p><b>Reputation</b> <i>Opportunity</i></p> <ul style="list-style-type: none"> <li>• Long history of product innovation focusing on customer's most important strategic objectives supports our ability to develop and support equipment that serves our clients' sustainability objectives</li> </ul> <p><i>Risk</i></p> <ul style="list-style-type: none"> <li>• Attracting and retaining technically skilled engineers and service technicians to continue to develop and support newly developed products</li> <li>• Not effectively sharing our ESG values and strategy with potential and current employees as we risk not being able to attract and retain talent</li> </ul> <p><b>Policy and Legal</b> <i>Risk</i></p> <ul style="list-style-type: none"> <li>• Stricter climate regulations affecting the food and air transport industries could lead to rising costs for customers and reduce demand for our products</li> <li>• Growing importance of demonstrating progress in meeting climate-risk related objectives will create demand for technically sophisticated solutions that deliver reliable and consistent data regarding performance and resource consumption of equipment.</li> </ul>

Disclosure Focus Area	Recommended Disclosure	Comments
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. (cont.)	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. (cont.)	<p><b>Market Opportunity</b></p> <ul style="list-style-type: none"> <li>Meeting increased demand for water reuse and heat recovery equipment as well as highest yield equipment that reduces waste, water, and emissions.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Customers are looking to eliminate emissions from their supply chains and may move to a local sourcing/distribution model.</li> <li>Shift to climate-friendly food products, such as cell-based/non-animal protein, would reduce demand for some of our primary products. However, demand for our equipment that processes these products would increase.</li> <li>Major airlines are committing to carbon neutral goals, which increases demand for our electric-powered products. However, if demand decreases for flights, this would negatively impact our ground service equipment business.</li> </ul>
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<p><b>FoodTech</b></p> <ul style="list-style-type: none"> <li>Increasing demand for more energy-efficient products and competition for capital</li> <li>Increased water scarcity; customers operate in water-intensive industry, so there will be increased demand for water-efficient products</li> </ul> <p><b>AeroTech</b></p> <ul style="list-style-type: none"> <li>Transition to electric vehicles and alternative fuels</li> </ul> <p><b>Overall JBT Risk</b></p> <ul style="list-style-type: none"> <li>Increased insurance costs due to the higher frequency and severity of climate disasters affecting the entire industry.</li> </ul>
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>JBT has not performed a full enterprise climate-related scenario analysis, but plans to do so in the future. Disaster recovery plans developed and, in some cases, utilized for North American production facilities likely to be impacted by hurricanes and other extreme weather events</p> <p>ESG Report &gt; ESG at JBT &gt; Materiality Assessment</p> <p>ESG Report &gt; Governance &gt; Corporate Governance &gt; ESG Oversight</p>
Risk Management		
Disclose how the organization identifies, assesses, and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	<p>Potential climate-related risks and opportunities were identified through a robust due diligence process, which involved:</p> <ul style="list-style-type: none"> <li>Conducting a preliminary assessment of risks by reviewing our current Enterprise Risk Management Process to identify any elements related to climate change</li> <li>Consulting with leaders from our Internal Audit, Risk &amp; Insurance and Health, Safety &amp; Environment functions</li> <li>Holding discussions with leaders from our three main business units, FoodTech (Protein and Diversified Food &amp; Health) and our AeroTech business</li> <li>Examining risks already identified during strategy review sessions</li> <li>Benchmarking findings with key climate risks identified by peers and customers</li> </ul>
	b) Describe the organization's processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<p>The management of climate-related risks is not currently built into our formal Enterprise Risk Management process, but we plan to incorporate it in 2022 during the next formal review cycle.</p>



Disclosure Focus Area	Recommended Disclosure	Comments
<b>Metrics and Targets</b>		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	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>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 48% of our revenue in 2021 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, and, therefore, they are difficult to track separately.</p> <p>ESG Report &gt; Operations &gt; Energy and Emissions</p> <p>ESG Report &gt; Sustainable Solutions</p>
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.	<p>We measure and report our Scope 1 and 2 emissions.</p> <p>We have not yet calculated our Scope 3 emissions, but we are considering how we may do so in the future.</p> <p>ESG Report &gt; Operations &gt; Energy and Emissions</p>
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>We have a goal to increase electric-powered airport ground support equipment to 30% by 2023.</p> <p>ESG Report &gt; Sustainable Solutions</p>

# JBT Global Environmental Summary

2019

2020

2021

## In MMBtu except intensity data

Electricity	80,623	116,141	129,757
Natural gas	47,313	115,108	129,208
Fuel Use	19,680	19,991	26,039
Heating Diesel	9,524	12,544	13,539
Equipment Diesel	6,952	3,657	4,002
Equipment Gasoline	0	972.6	323.6
Equipment Propane	3,204	2,817	8,174
Solar Energy	3,529	4,538	4,182
Renewable Energy % of Total	2.33%	1.77%	1.45%
<b>Total Absolute Energy Consumed</b>	<b>151,145</b>	<b>255,778</b>	<b>289,185</b>
<b>Energy Usage Intensity</b> (MMBtu per million revenue)	<b>126</b>	<b>179</b>	<b>171</b>
<b>Electricity Usage Intensity</b> (MMBtu per million revenue)	<b>67</b>	<b>81</b>	<b>77</b>

## Total Energy Use by Region (MMBtu)

United States	104,238	187,672	205,092
International	46,907	68,106	84,094

## Electricity Use By Region (MMBtu)

United States	56,002	86,697	91,358
International	24,621	29,444	38,399

## Non-Renewable Fuel Use By Region (MMBtu)

United States	7,428	5,049	10,549
International	12,252	14,942	15,490

## Total GHG Emissions

### In metric tonnes CO2e except intensity data

Scope 1 GHG Emissions	4,282	7,578	10,981
Scope 2 GHG Emissions	9,714	10,873	12,837

## GHG Emissions by Region

### United States

Scope 1 GHG Emissions	2,730	5,268	5,977
Scope 2 GHG Emissions	9,474	9,561	10,481

### International

Scope 1 GHG Emissions	1,552	2,310	5,004
Scope 2 GHG Emissions	240	1,312	2,356

<b>GHG Intensity (Scope 1 &amp; 2)</b> (metric tonnes CO2e per million revenue)	<b>11.7</b>	<b>12.9</b>	<b>14.1</b>
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## Total Water Withdrawal (Million Gallons)

Groundwater		3.33	2.99
Municipal		23.64	29.08

## Total Water Discharge (Million Gallons)

Surface Water		0.13	0.12
Public Owned Sewer System		17.91	23.59

## Facilities attested to ISO 14001

3

\* 2019 includes 11 facilities; 2020 includes 30 facilities; 2021 includes 34 facilities and represents 91% of our reported revenue.



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