



Institutional Presentation

JBS





A Leading Global Food Company



280k+

Global team members



250+

Production facilities



180+

Sales to customers in 180+ countries

#1 poultry

Global poultry producer

Market leader in **Brazil, Europe,** and the **USA**. Leading position in **Mexico**.

#1 beef

Global beef producer

Market leader in **Australia, Brazil,** and the **USA**. Leading position in **Canada**.

#2 pork

Global pork producer

Leading positions in **Australia, Brazil, Europe** and the **USA**.

#1 prepared foods

Market leader in **Australia, New Zealand** and the **UK**. Leading positions in **Brazil, Mexico** and the **USA**.

#1 plant-based

Plant-based foods producer in **Brazil**

#3 in **Europe**

#2 salmon

Salmon producer in **Australia**

#1 eggs

Egg producer in **South America**

Biotechnology

Majority owner of BioTech Foods, **cultivated protein** producer in **Spain**.

Built largest **biotechnology** R&D center in **Brazil**.



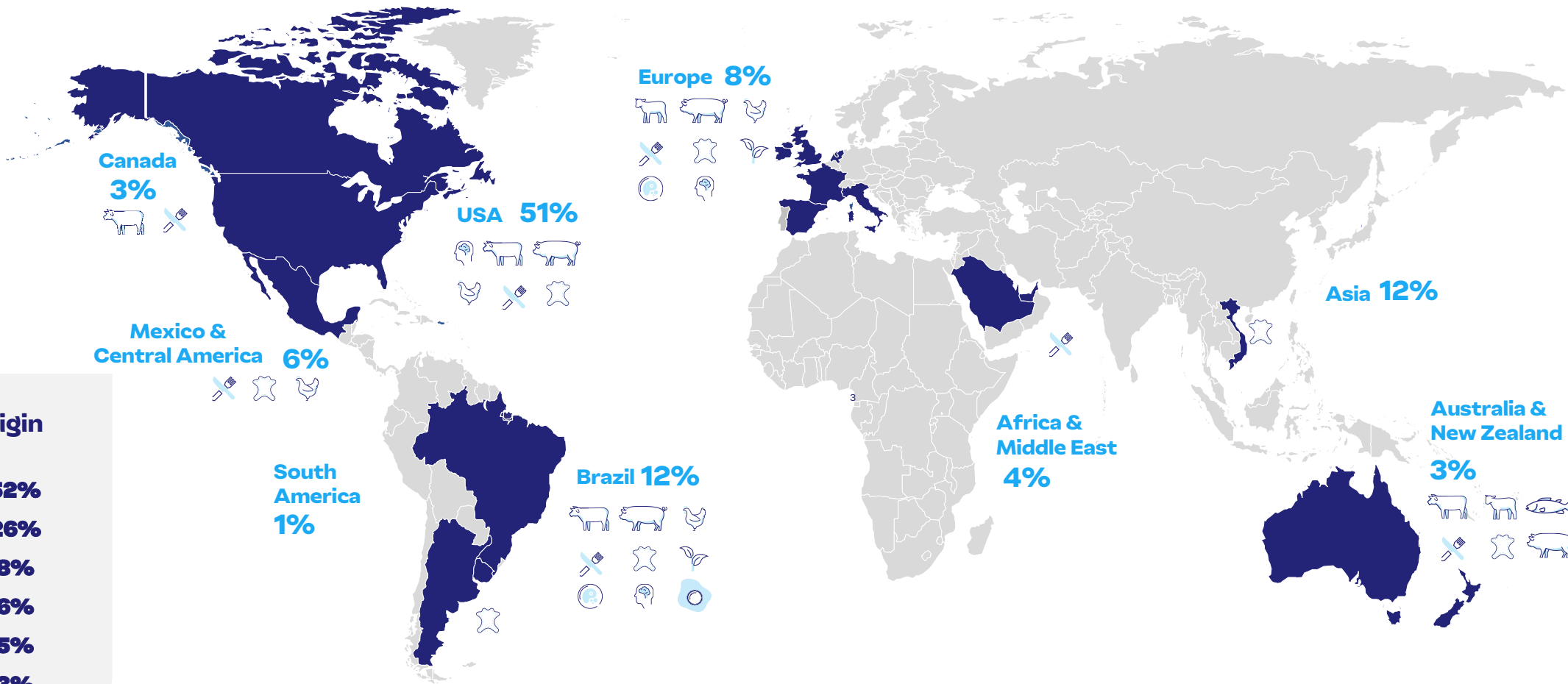
Strategy

Geographic & Protein Diversification



Net revenue 1Q25

(by destination)

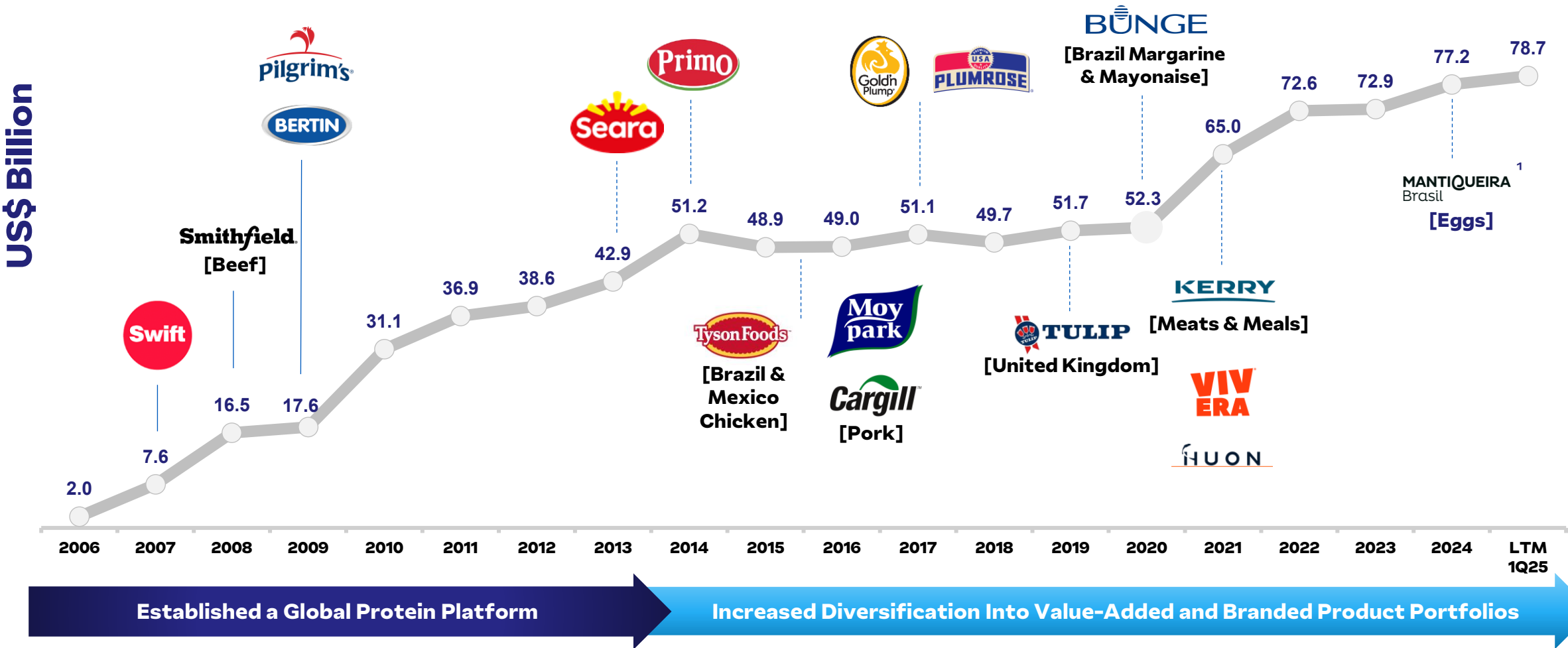


Revenue by Origin

United States	52%
Brazil	26%
Australia	8%
Europe	6%
Canada	5%
Mexico	3%



Growth journey based on strategic acquisitions and operational excellence

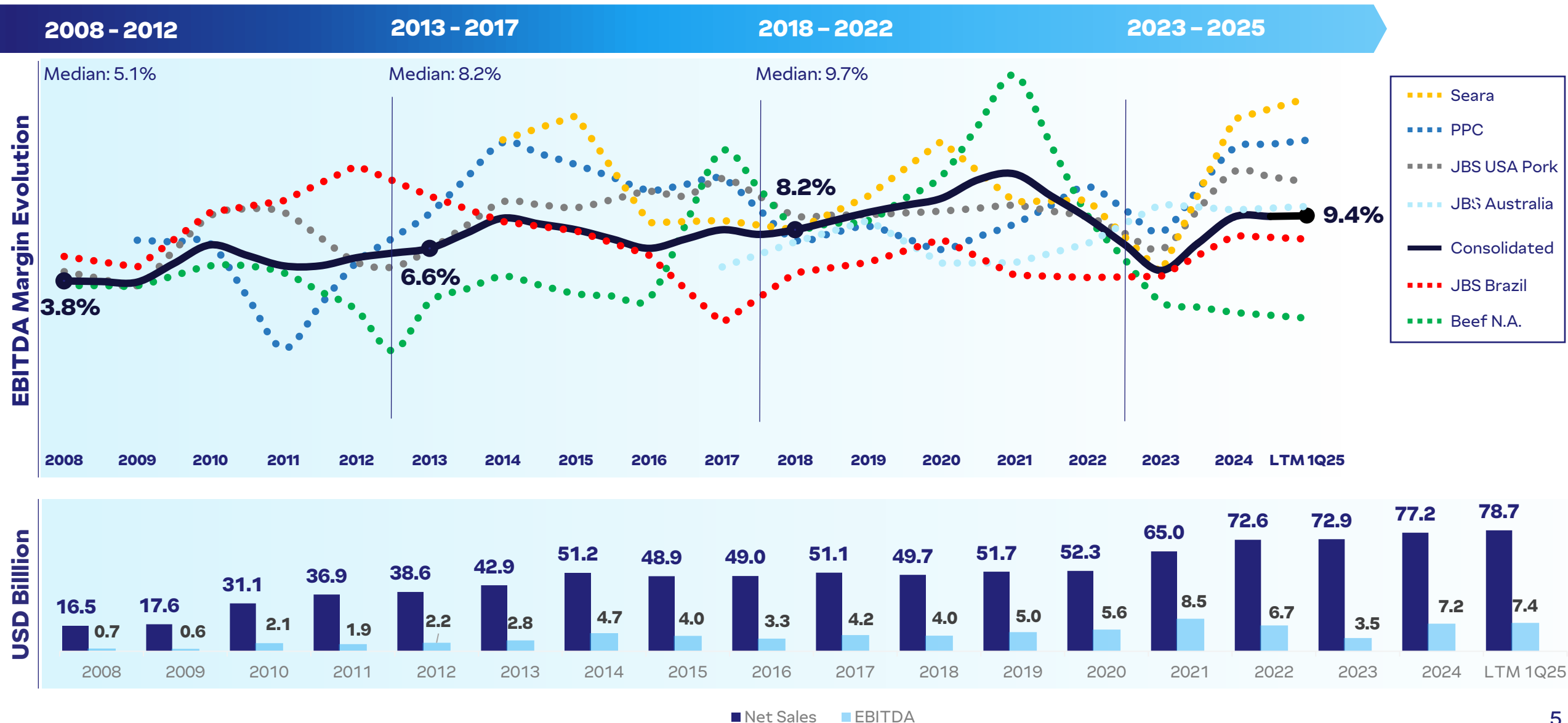


Note: (1) 50% control.

Stability of Results

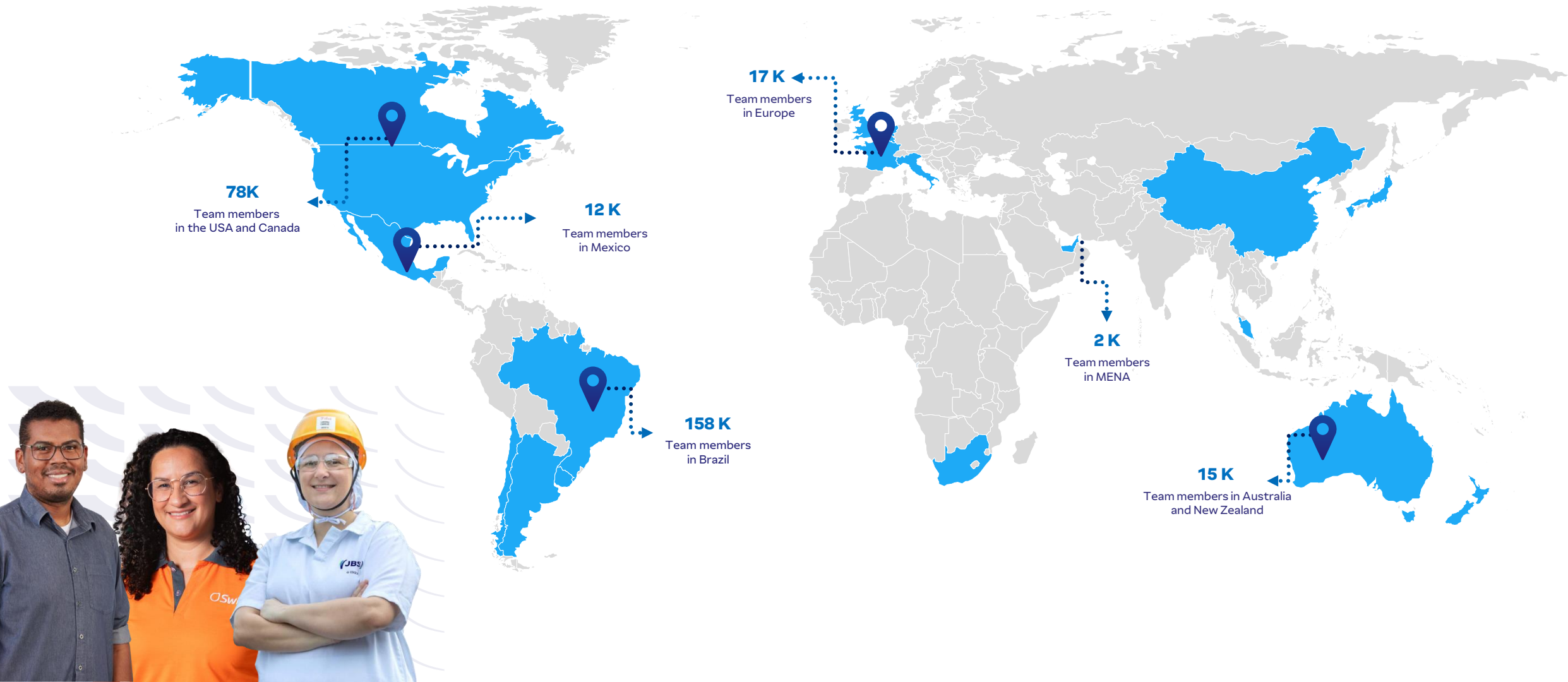


Geographic & Protein Diversification Leading to lower volatility



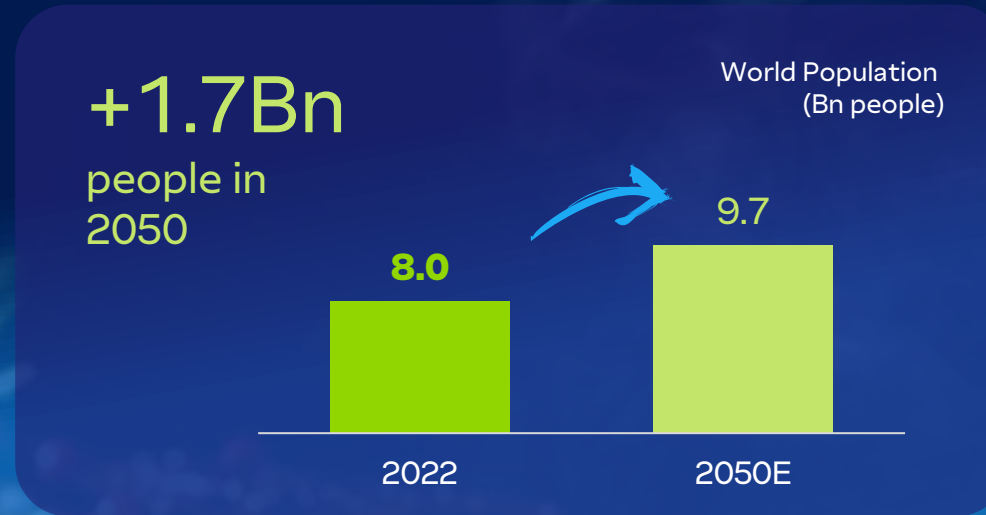
Source: JBS.

More than 280,000 team members globally



Higher protein consumption

Global Trends That Could Benefit the Company in the Coming Years



Increase in global
population and
urbanization



Income growth
supporting protein
consumption

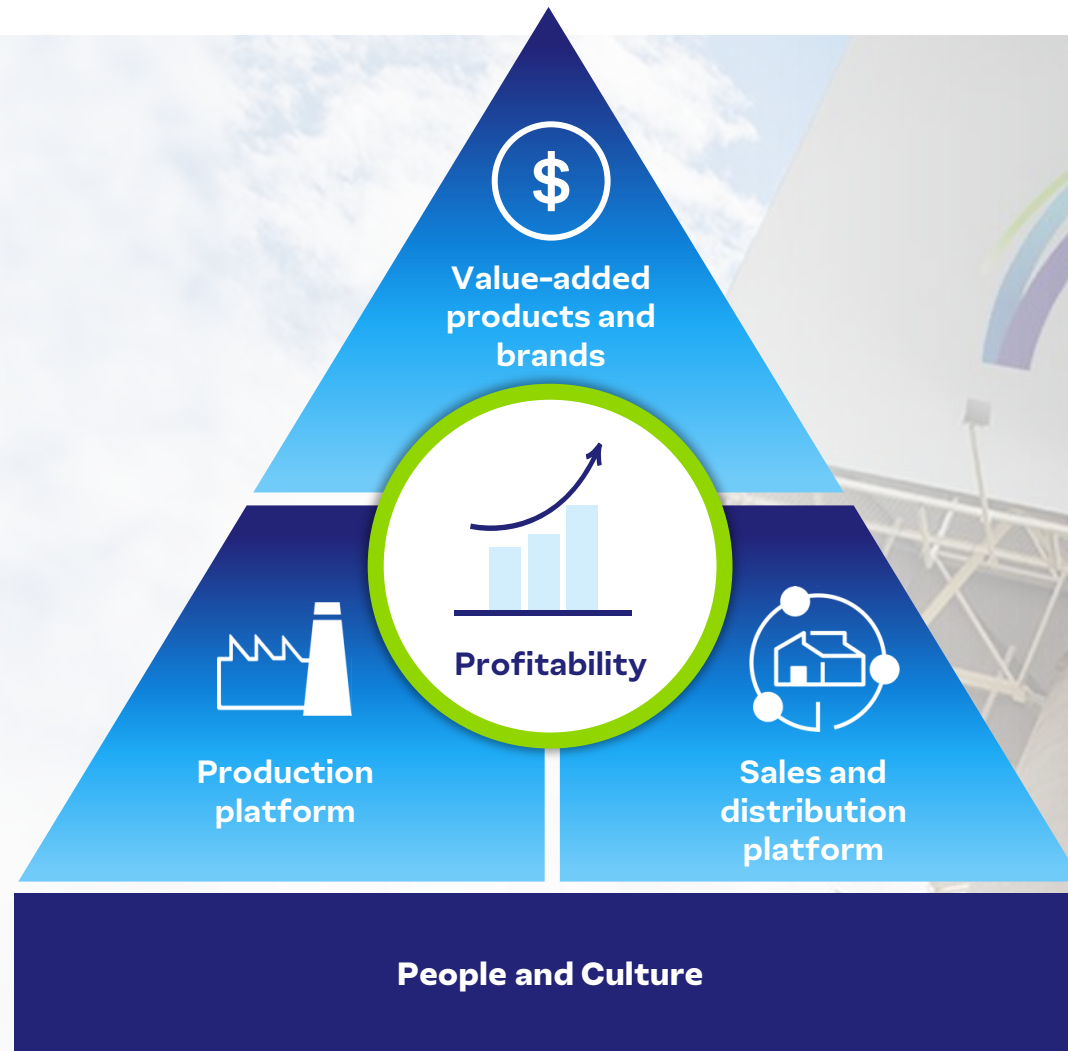


Shift in diet trends
towards protein-
based foods

Long-term sustainable growth



- **Brands**
leading brand portfolio across multiple segments in multiple geographies
- **320,000+**
customers across more than 180 countries
- **250+**
production facilities and 600+ plants and offices in more than 25 countries



Long term growth strategy



Pursuing additional value-enhancing growth opportunities with financial discipline

1. Enhance Scale in Existing Categories and Geographies

Improve operational performance

Capture significant synergies

2. Increase and Diversify Value-Added and Brand Portfolio

Enhance growth and margin profile


Realize benefits of vertical integration

3. New proteins Close to the Final Consumer - Multichannel



Governance



- **7 of the 11 Board Members are independent (64%),** well above of 25% minimum level of B3's New Market rules.
- **18% of the Board Members are women.** The WOB logo is a circular emblem with the letters 'WOB' in the center and the text 'Women on board' around the bottom edge.
- The Company's **Audit Committee** became statutory in 2020.
- **Equal rights** for all shareholders, with the provision for granting tag along rights in the event of divestment of shareholding control.
- **2-year** term of office for members of the Board of Directors.
- **Corporate Governance:** leadership commitment to integrity and business ethics.
- **Capital Stock** consisting exclusively of common shares
- **Compliance Upgrades:** The Compliance team provides quarterly updates to the Board of Directors of JBS.

Social

JBS projects around the world



Instituto J&F

Over 900 students enrolled in the education center, preparing young people for business.



Hometown Strong

Community investment projects that **support the communities where JBS is located** through cash donations, infrastructure improvements and affordable housing.



Better Futures

Tuition-free community college tuition for JBS team members and their dependents. **More than 6,000 people signed up.**



Instituto J&F MASTER

Continuous training program for **team members on the front line of production.**

Beyond Borders



Nourishing dreams, generating possibilities



Through the Beyond Borders program, the Company offers its team members the opportunity to internationalize their professional careers by changing roles or extending their knowledge to another country, strengthening JBS's organizational culture worldwide.



《JBS》

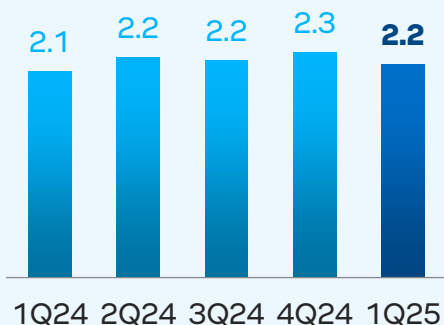
Business Units



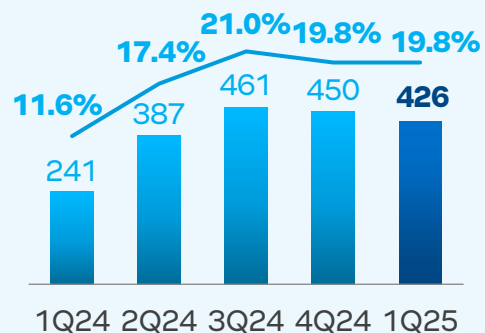
Recent Performance

(IFRS – US\$)

Net Revenue (billion)

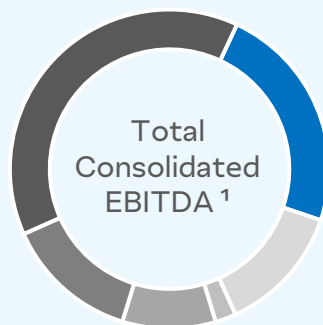
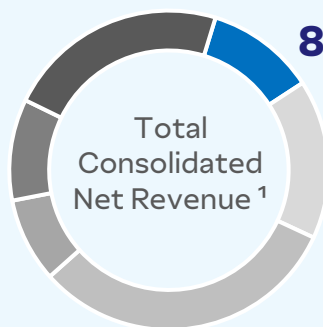


EBITDA (million) and%



¹ Total Consolidado LTM

(IFRS – US\$)



+94,000 Team Members



30 Poultry processing facilities



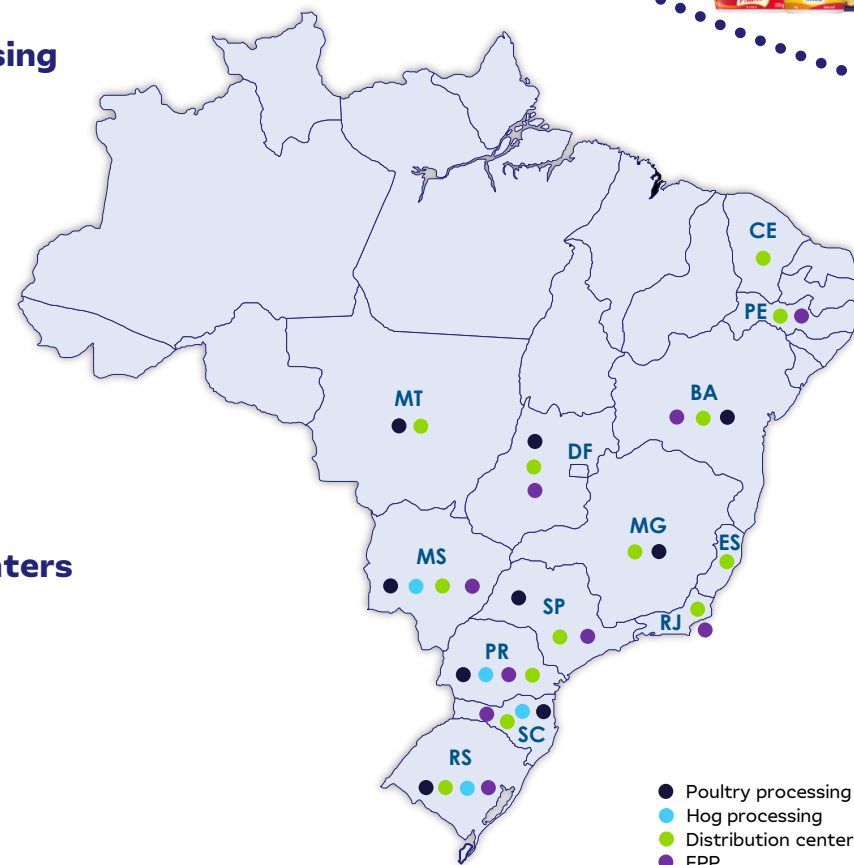
8 Hog processing facilities



18 Distribution centers



25 FPP facilities



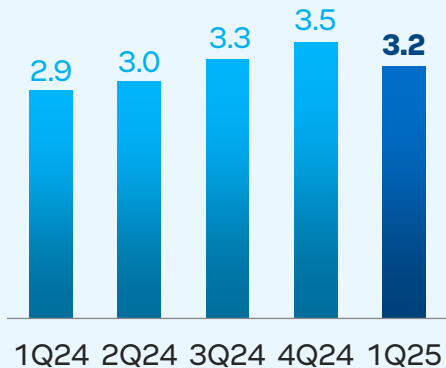
JBS Brasil

Beef production in **Brazil**, in addition to **leather** and other **Related Businesses**

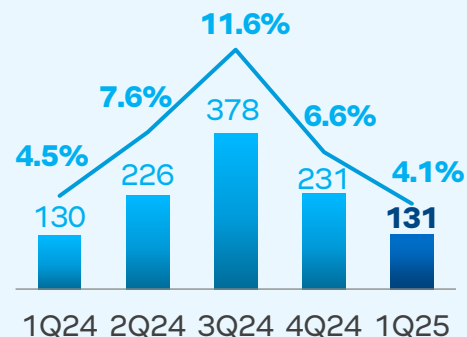
Recent Performance

(IFRS – US\$)

Net Revenue (billion)

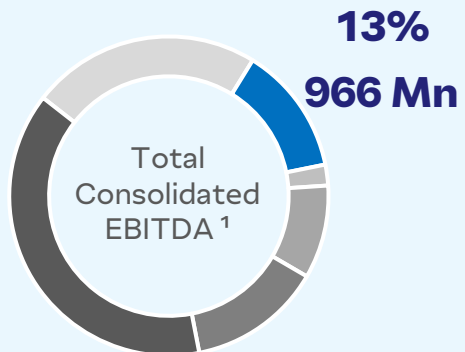
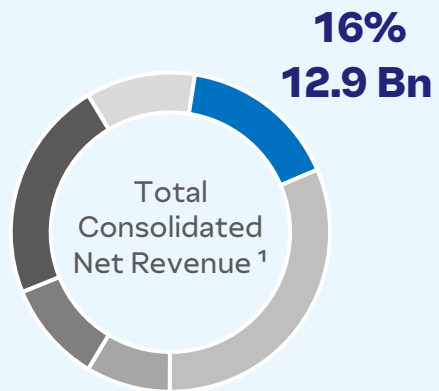


EBITDA (million) and%



¹ Total Consolidado LTM

(IFRS – US\$)



+62,000 Team Members



33 Beef processing facilities



8 Feedlots



15 Distribution centers



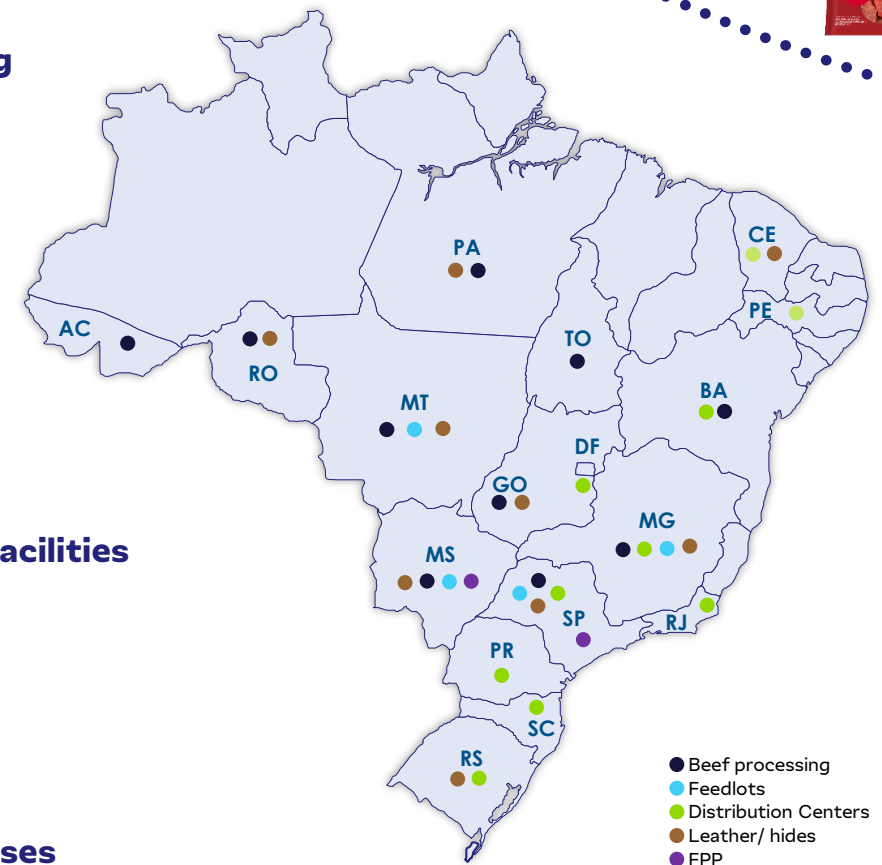
15 Leather/hides facilities



8 FPP facilities



14 Related businesses

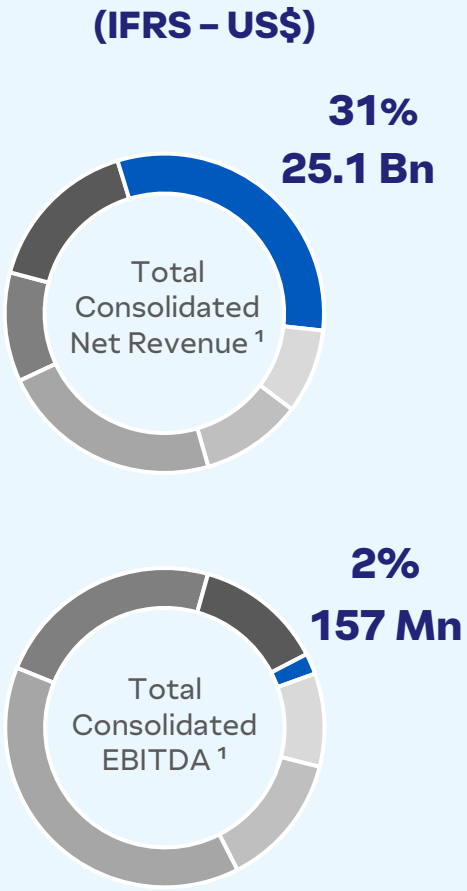
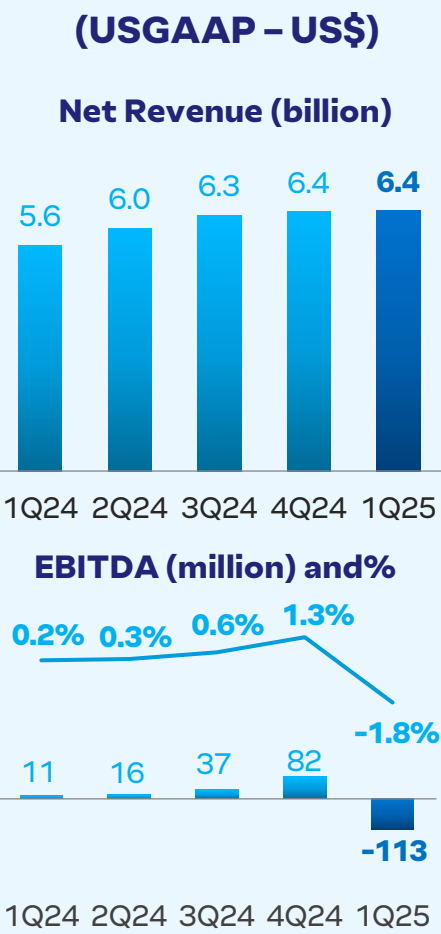


JBS Beef North America

Beef production in the United States and Canada and plant-based in Europe



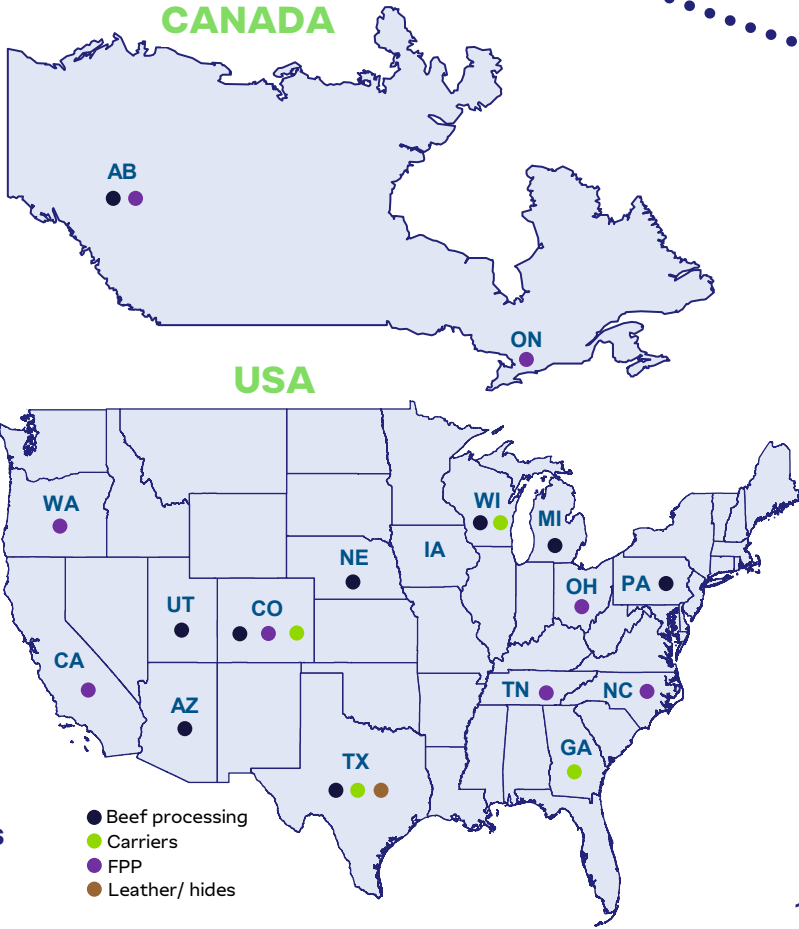
Recent Performance



¹ Total Consolidado LTM

+31,000 Team Members

- 10 Beef processing facilities**
- 3 Plant-based unit**
✓ in Netherlands
- 6 Carrier units**
✓ 6 in the US
- 8 FPP facilities**
- 1 Leather/hides facilities**



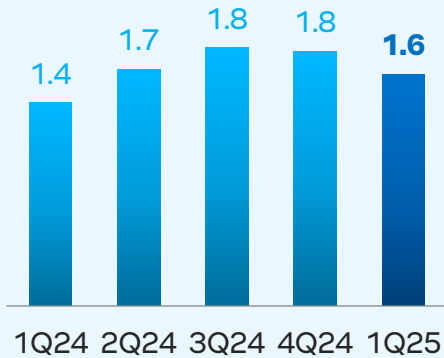
JBS Australia

Beef, Lamb, Fish and Prepared Foods Production in **Australia** and **New Zealand**

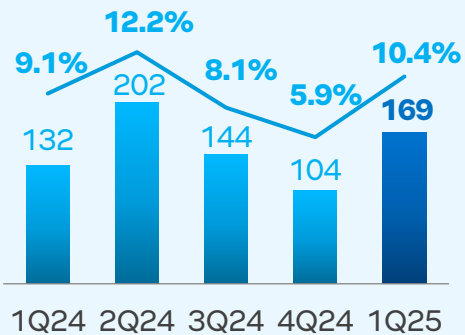
Recent Performance

(USGAAP – US\$)

Net Revenue (billion)

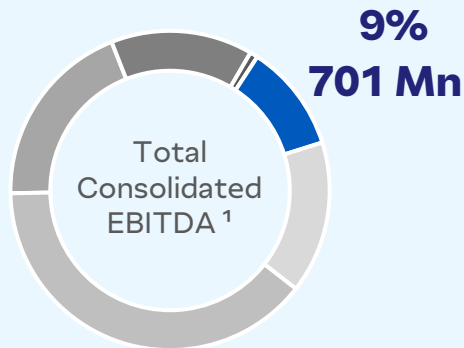
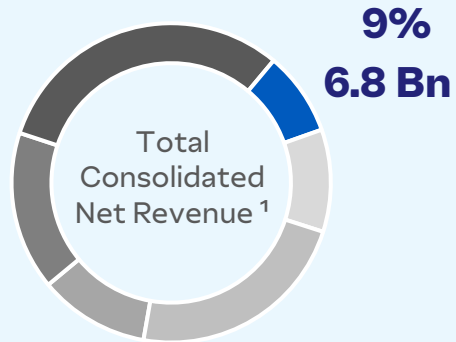


EBITDA (million) and%



¹ Total Consolidado LTM

(IFRS – US\$)



+15,000 Team Members

8 Beef processing facilities

1 Leather/hides facilities

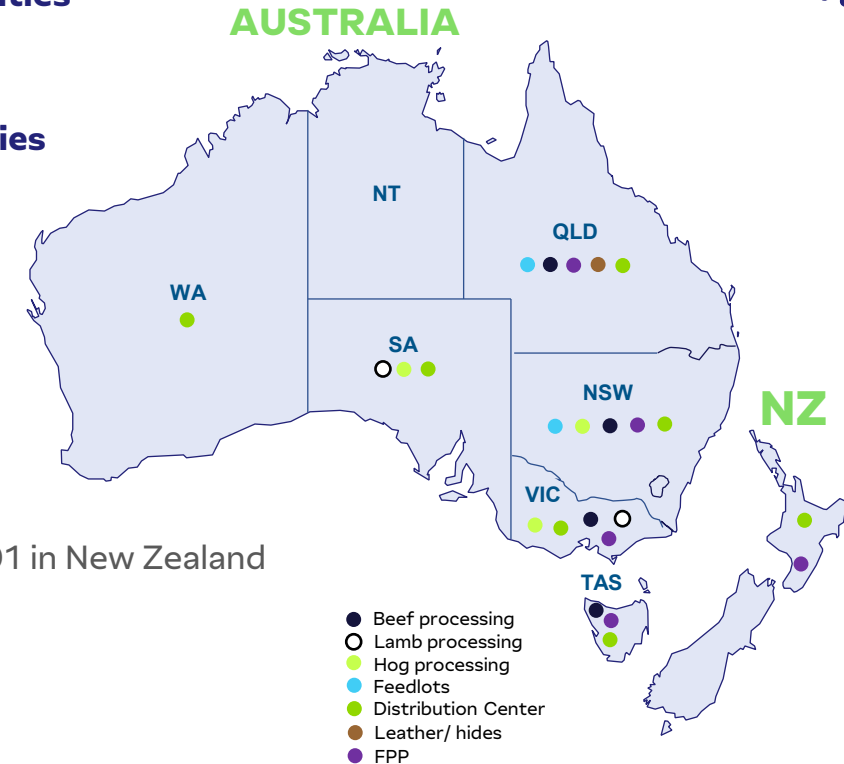
6 Feedlots

10 FPP Facilities
✓ 2 Huon

8 Distribution Center
✓ 7 DCs in Australia and 01 in New Zealand

3 Lamb Facilities

3 Hog processing facilities



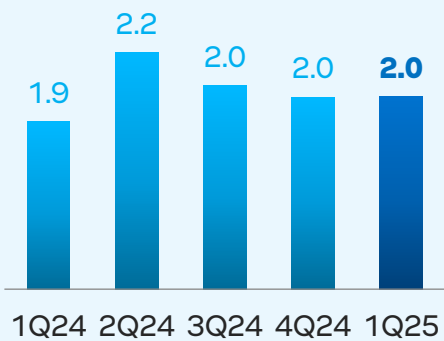
JBS USA Pork

Pork and value-added production in the **United States**

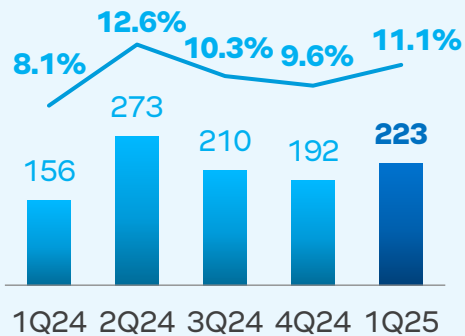
Recent Performance

(USGAAP – US\$)

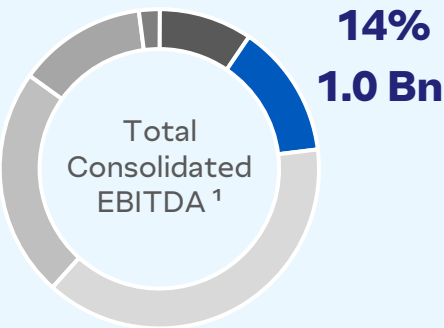
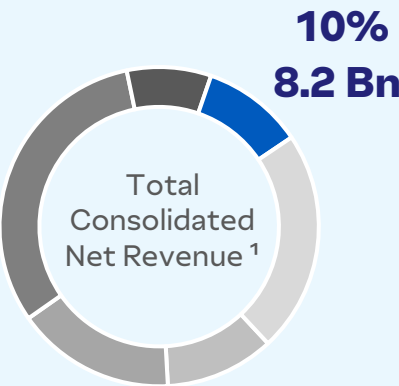
Net Revenue (billion)



EBITDA (million) and%



(IFRS – US\$)



¹ Total Consolidado LTM

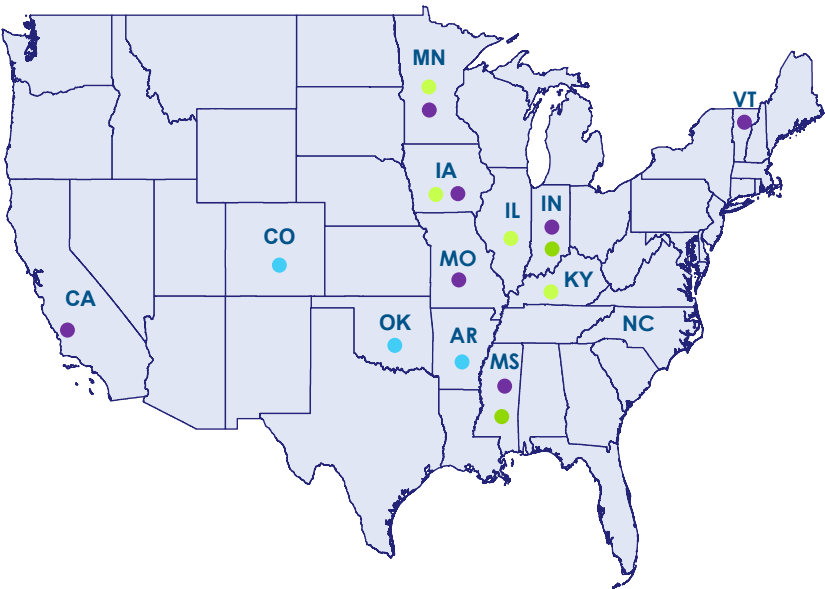
+13,000 Team Members

 **5** Hog processing facilities

 **3** Genetic unities

 **2** Distribution centers

 **9** FPP facilities



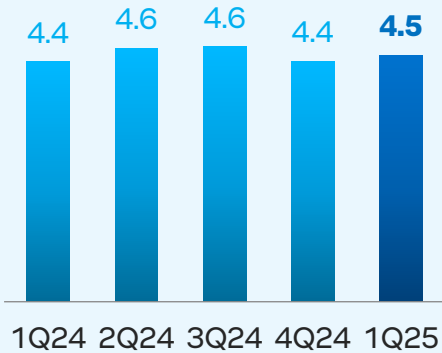
Pilgrim's Pride

Production of prepared foods and fresh poultry and pork products in the **United States, Mexico, Puerto Rico** and **Europe**

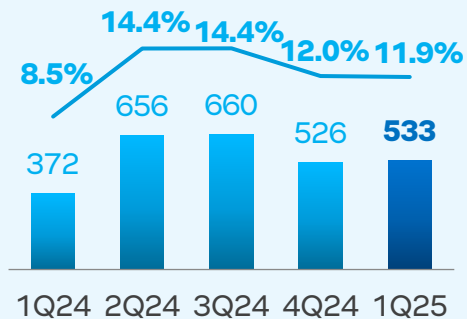
Recent Performance

(USGAAP – US\$)

Net Revenue (billion)

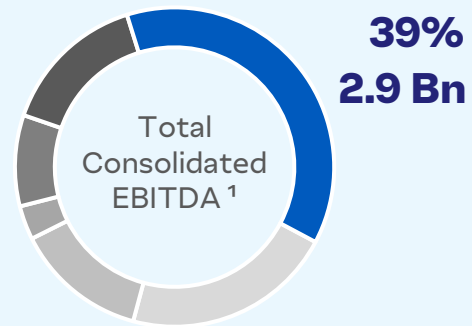
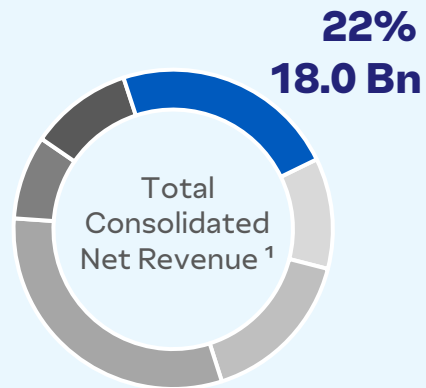


EBITDA (million) and%



¹ Total Consolidado LTM

(IFRS – US\$)



+66,000 Team Members



36 Poultry processing facilities



30 FPP facilities



25 Distribution centers

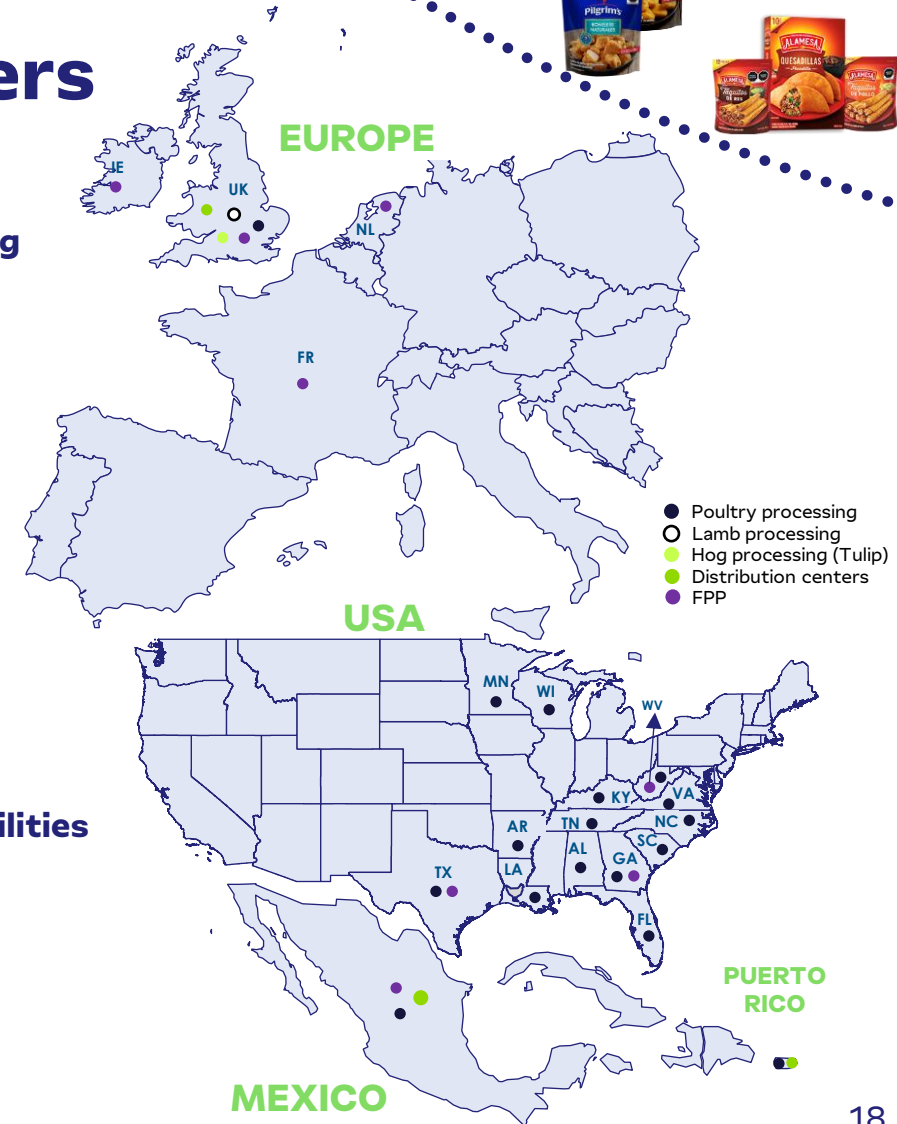
- ✓ 22 in Mexico
- ✓ 1 in Puerto Rico
- ✓ 2 in the UK



2 Hog processing facilities



1 Lamb facility





《JBS》

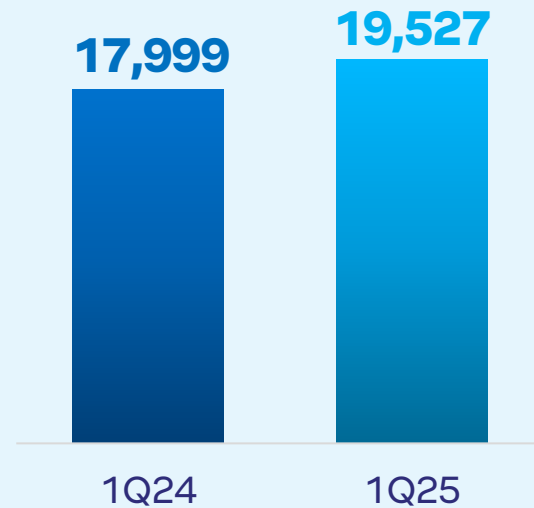
Financial & Operating

1Q25

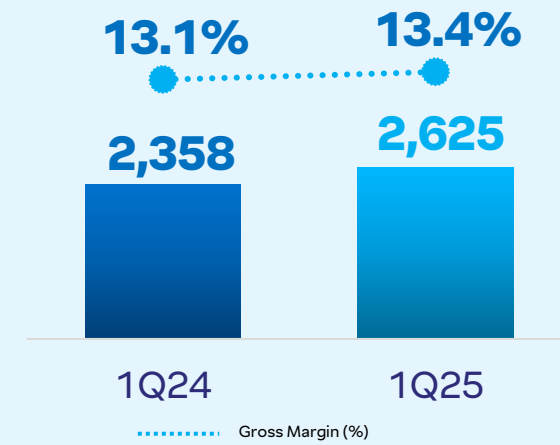
Consolidated Results (IFRS – USD)



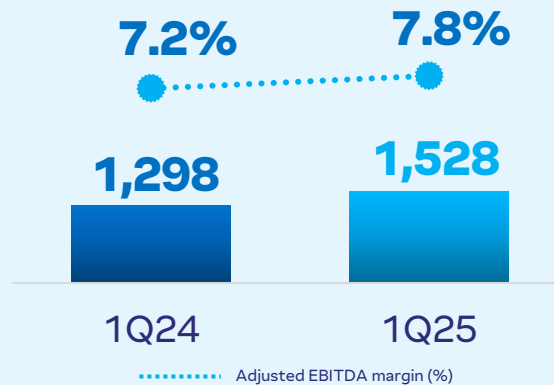
Net Revenue
(USD million)



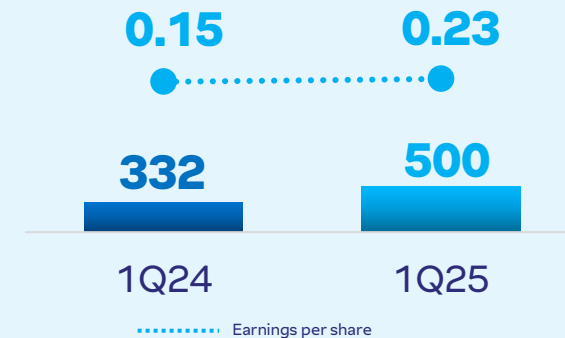
Gross Profit
(USD million)



Adjusted EBITDA
(USD million)

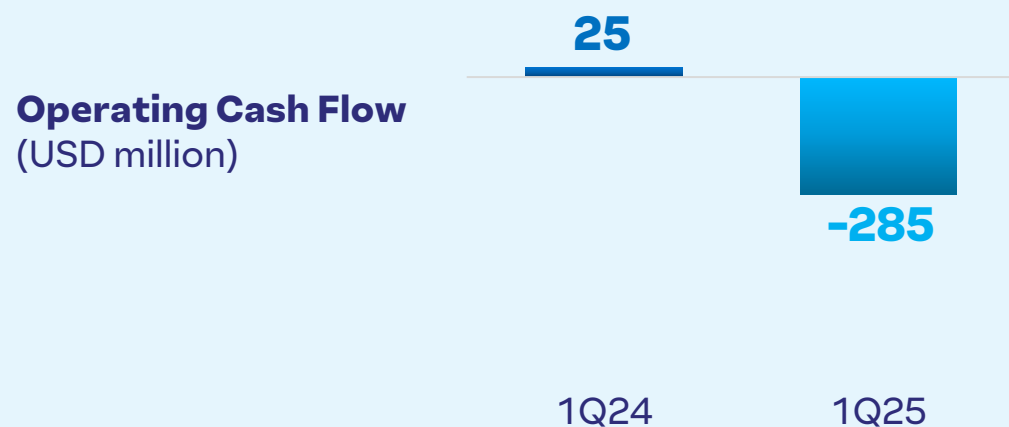


Net Result
(USD million)

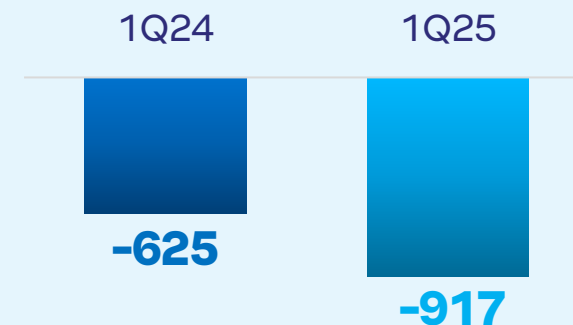


1Q25

Consolidated Results (IFRS – USD)

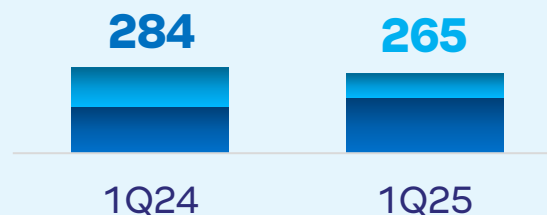


Free Cash Flow
(USD million)



CAPEX
(USD million)

45 % - Expansion
55 % - Maintenance



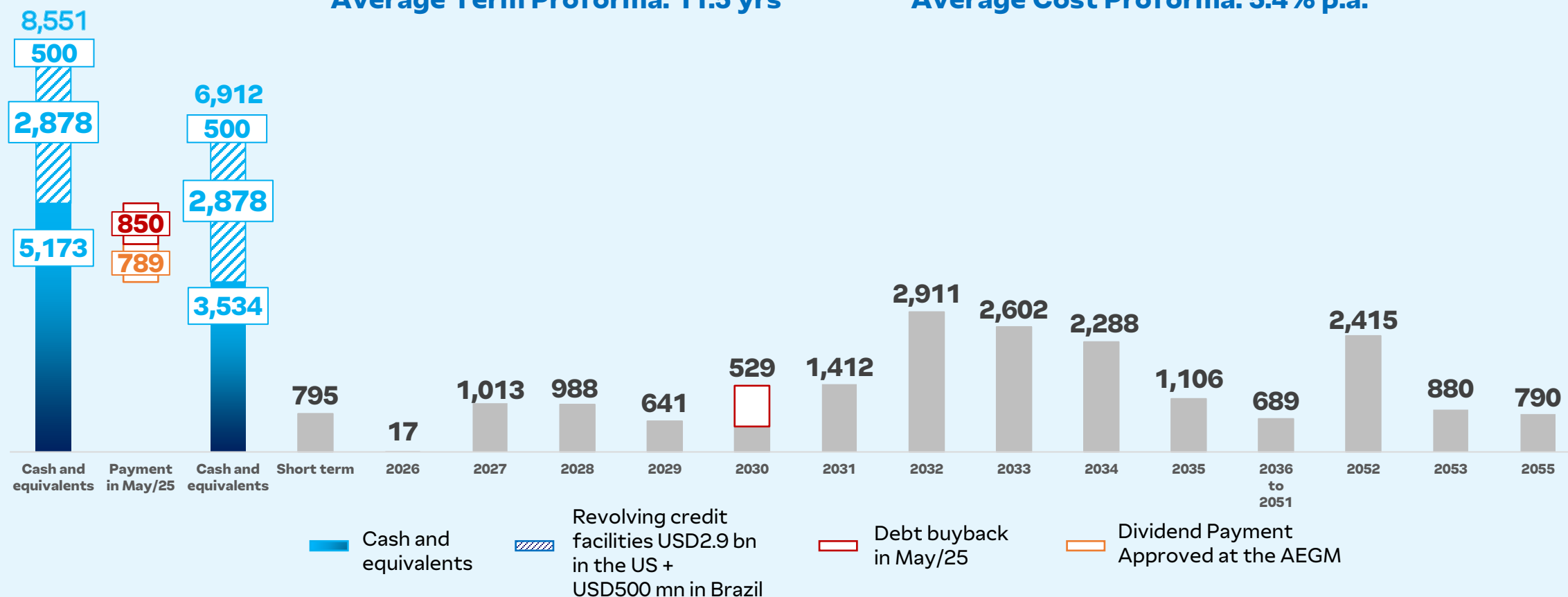
30% - Expansion
70% - Maintenance

Debt Profile



Proforma Debt Amortization Schedule (USD Million)¹

Average Term Proforma: 11.5 yrs Average Cost Proforma: 5.4% p.a.

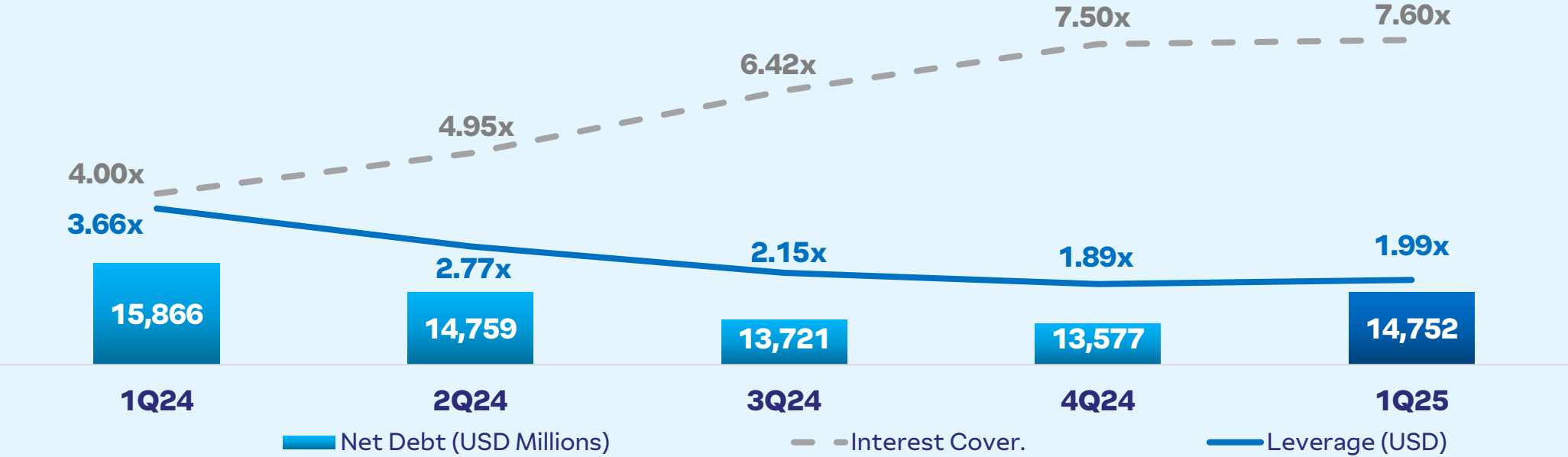


¹ Includes available cash resources and revolving and guaranteed credit lines from JBS USA and JBS SA.

Debt Profile



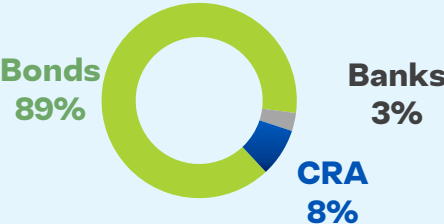
Net Debt/ Leverage / Interest Coverage



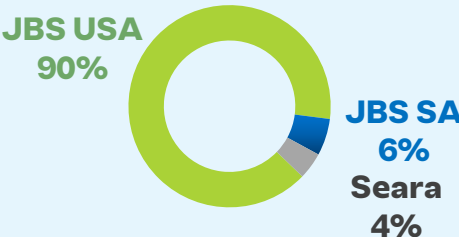
Short Term and Long Term



Source Breakdown



Entity Breakdown



Currency and Cost Breakdown



Consolidates exports



Export destinations of JBS during 1Q25

Greater China ¹	23.1%
USA	19.2%
Africa & Middle East	14.0%
South Korea	8.4%
Japan	8.1%
Mexico	7.9%
E.U.	7.5%
South America	4.2%
Canada	3.3%
Philippines	2.9%
Others	1.4%



Asia corresponded to ~

48%
of **total exports**

Exports Revenue in 1Q25: US\$4.9 Bi

+8.6% vs. 1Q24

Note 1: Includes China and Hong Kong



Bringing more to the table.

