

A woman with braided hair, wearing a red shirt, is feeding a young child with a sandwich. They are sitting at a table outdoors with a green tablecloth. On the table are various items: a glass of orange juice, a container of Doriana butter, a wooden tray with two halves of a papaya, a white cup of coffee, a plate of sliced salmon, and a vase with white baby's breath flowers. The background shows a stone wall and some greenery.

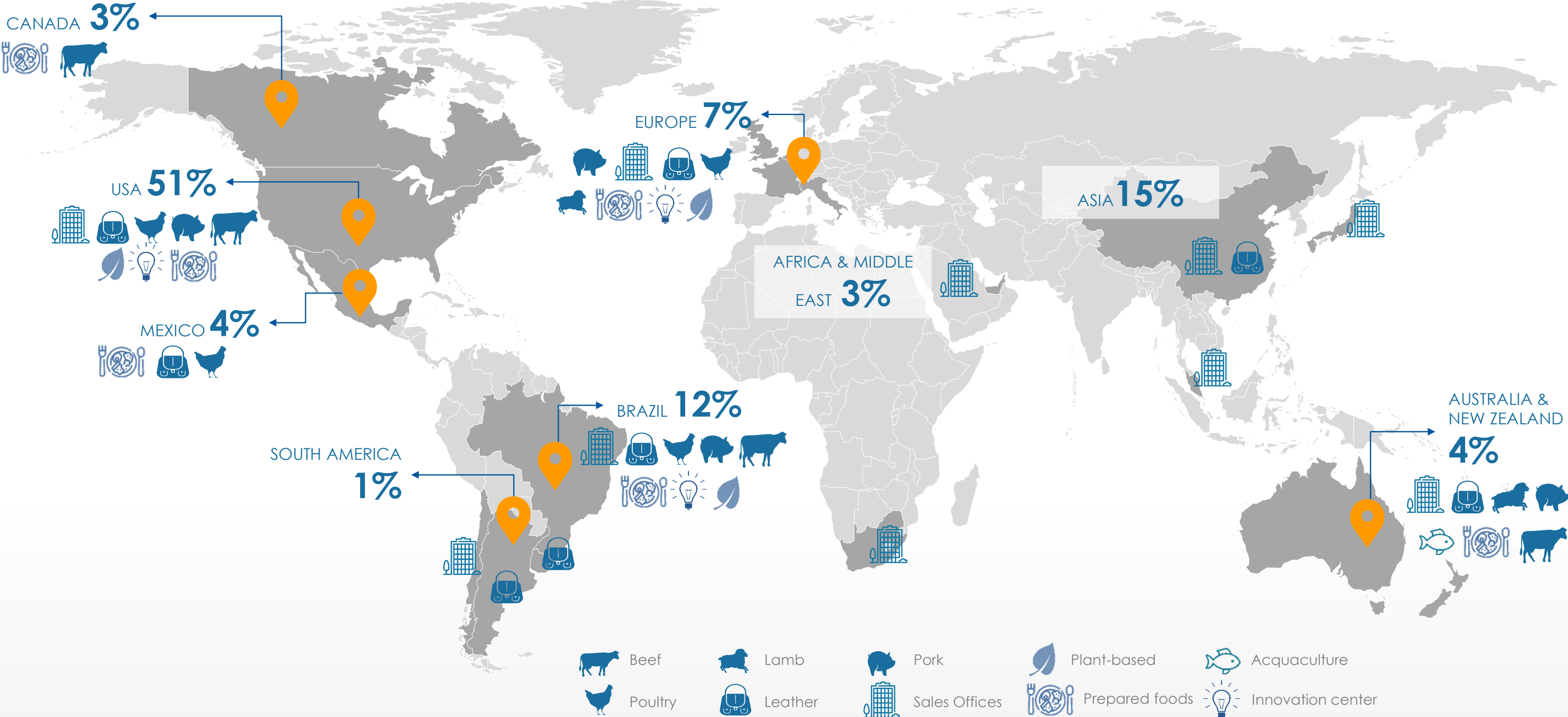
INSTITUTIONAL PRESENTATION

1Q22



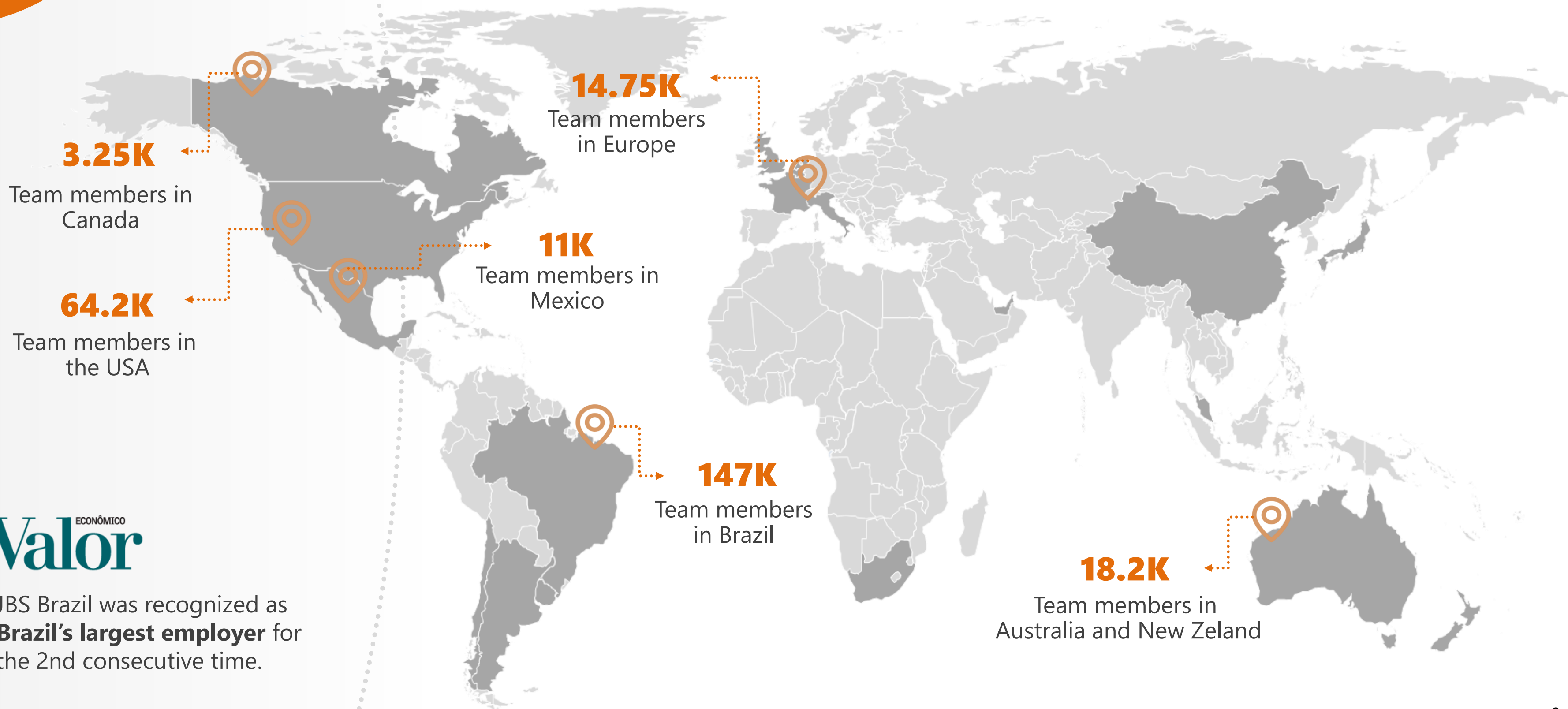
STRATEGY

GEOGRAPHICAL DIVERSIFICATION AND MULTI-PROTEIN



Note: Revenues originated in that region.

+ 250K TEAM MEMBERS GLOBALLY

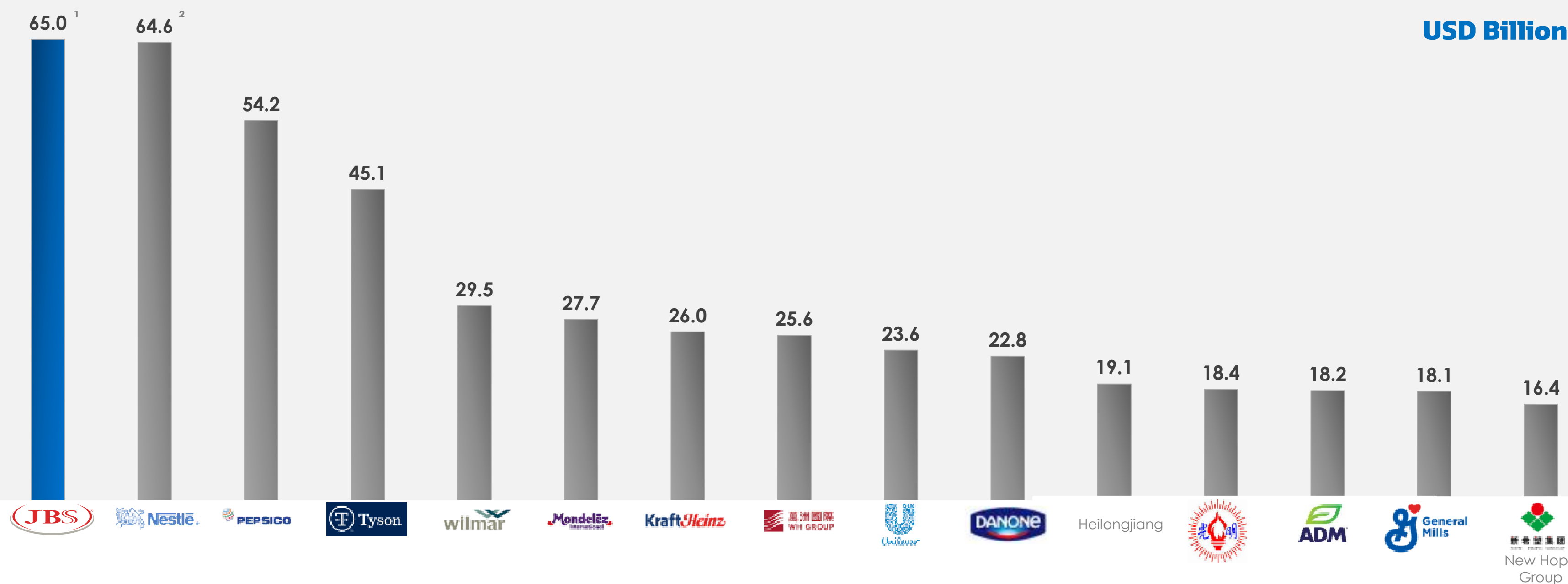


Valor ECONÔMICO

JBS Brazil was recognized as **Brazil's largest employer** for the 2nd consecutive time.

Ranking GLOBAL

Largest Food Company in the World in Terms of Revenue

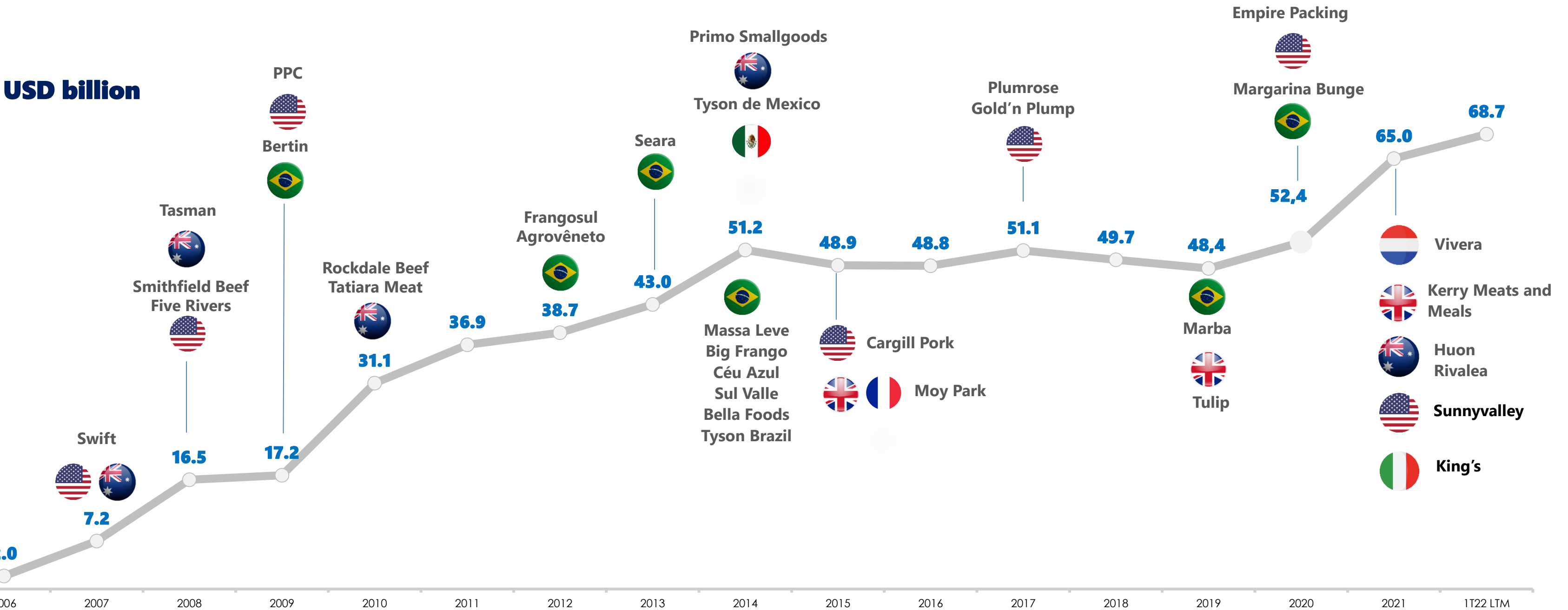


Source: JBS, Forbes and Bloomberg, based on net revenue in US\$ billion
Note 1 JBS 1Q22 LTM Net Revenue = USD68,7bn
Note 2: Does not include water and powdered liquid beverages businesses

A Successful Story Of Growth

Enhanced Scale in existing categories and geographies & Increased exposure and diversification in Value-added and Branded Portfolio

USD billion



CONSOLIDATED EXPORTS

Export Destinations of JBS during 1Q22

Greater China ¹	26.2%
Africa & Middle East	13.9%
USA	10.6%
Japan	9.4%
South Korea	8.1%
European Union	6.5%
Mexico	5.7%
South America	3.3%
Philippines	2.7%
Taiwan	2.4%
Others	11.2%



Asia corresponded to
53%
of **total exports**

Total Exports in 1Q22: **US\$4.5Bi**

+31.0% vs. 1Q21

Note 1: Considering China and Hong Kong

Strong Global Industry Fundamentals

(BEFORE COVID-19)



Increasing global population
rising wealth and urbanization



Income growth
supporting protein consumption



Shift in diet trends
Towards protein-based foods



Growth in supermarkets

Source: World Resources Institute, Dec 2018
(1) Compared to 2010

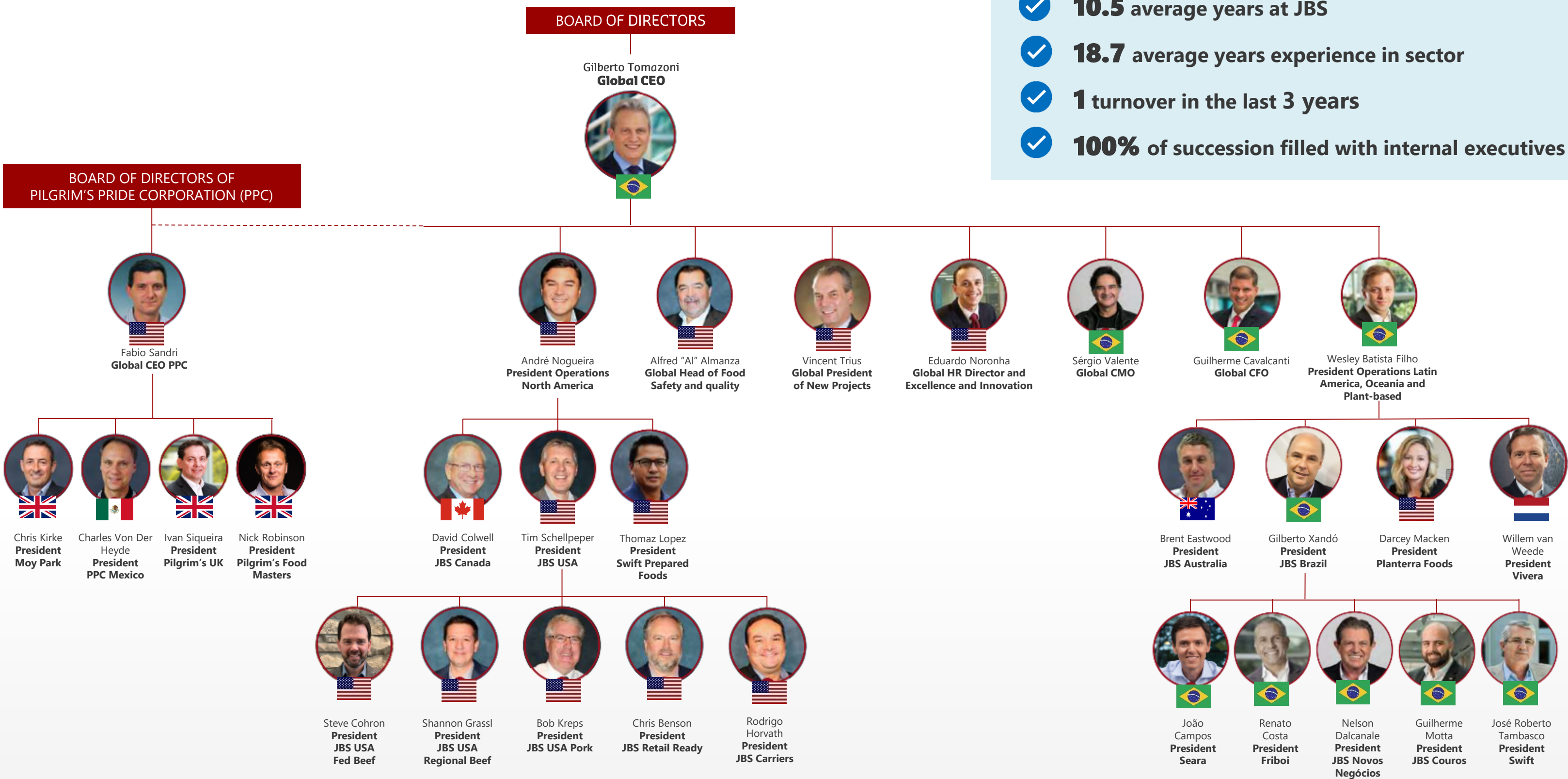
2.8Bi
+ people in 2050¹

~70%
**Increase in protein
consumption**

OPERATIONAL STRENGTH

Low turnover, broad number of years in-house and extensive experience of the sector translates into great execution

- ✓ **10.5** average years at JBS
- ✓ **18.7** average years experience in sector
- ✓ **1** turnover in the last 3 years
- ✓ **100%** of succession filled with internal executives



RECOGNITIONS



The best Brazilian company in the sector on Climate Change criteria, with its score having increased from B to A-



Among the top 10 global companies with the best performance



Company that fosters debate about climate change with actions for a low-carbon economy

ENVIRONMENTAL HIGHLIGHTS

In March 2021, JBS announced the commitment to achieve net-zero greenhouse gas emissions by 2040, reducing its direct and indirect emissions (scopes 1, 2 and 3) and offsetting all residual emissions.

In addition, we issued **US\$3 billion in Sustainability Linked Bonds at JBS S.A. and PPC**, tied to KPIs to reduce greenhouse gas emissions by 30% in scopes 1 + 2 by 2030, as well as a R\$1 billion sustainability linked bond in Brazil.



In April 2021, JBS initiated the operations of the Transparent Livestock Farming Platform that extends socioenvironmental monitoring to suppliers of suppliers of cattle using blockchain technology.

100% of cattle suppliers of JBS shall be part of the program by the end of 2025. The target of 14% by the end of 2021 has been achieved.

Moreover, JBS is pushing ahead in assisting and including producers looking to conform the socioenvironmental status of their properties.

We already have **15 Green offices working to provide environmental, legal and technical consultancy.**



In June 2021, JBS announced six sustainable development projects to receive investments under the Fund for the Amazon.

The Fund aims to finance the sustainable development of the local communities in the Amazon Biome, with initiatives that involve **bio-economy, reforestation and technological development.**



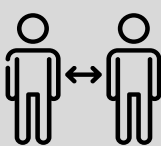
COVID-19 PROTECTIVE MEASURES TO OUR TEAM MEMBERS



Safety for **risk groups**



Hygienization and **disinfection**



Safe **Distancing**



Personal **precautions**



Personal **protective equipment**



Prevent agglomeration of **people**



Hiring of clinical **consulting**



Vaccines and **monitoring**



Guidance about **protection**



Additional **practices**

SOCIAL HIGHLIGHTS

Creation of a Diversity & Inclusion Committee to advise the Board of Directors on related matters.
Hiring of **Specialty Consulting, to drive the actions for diversity and inclusion** in the Company.

The Company also **joined the initiative Mover** (Movement for Racial Equality), consisting of almost 50 companies in the consumer goods sector striving to create 10,000 new positions for black people, and **the Women’s 360 Movement**, with the objective of expanding the participation of women in the corporate environment.



JBS USA US\$100 million Hometown Strong initiative aims to provide meaningful investments in projects that will have a **lasting impact in our communities for generations to come** – from education and recreation to healthcare and social services.

Moreover, **JBS and Pilgrim’s launched a free educational program** in partnership with colleges and technical courses aimed to **benefit more than 66,000 team members and their dependents, of witch 2,500 have already been benefited from the program**



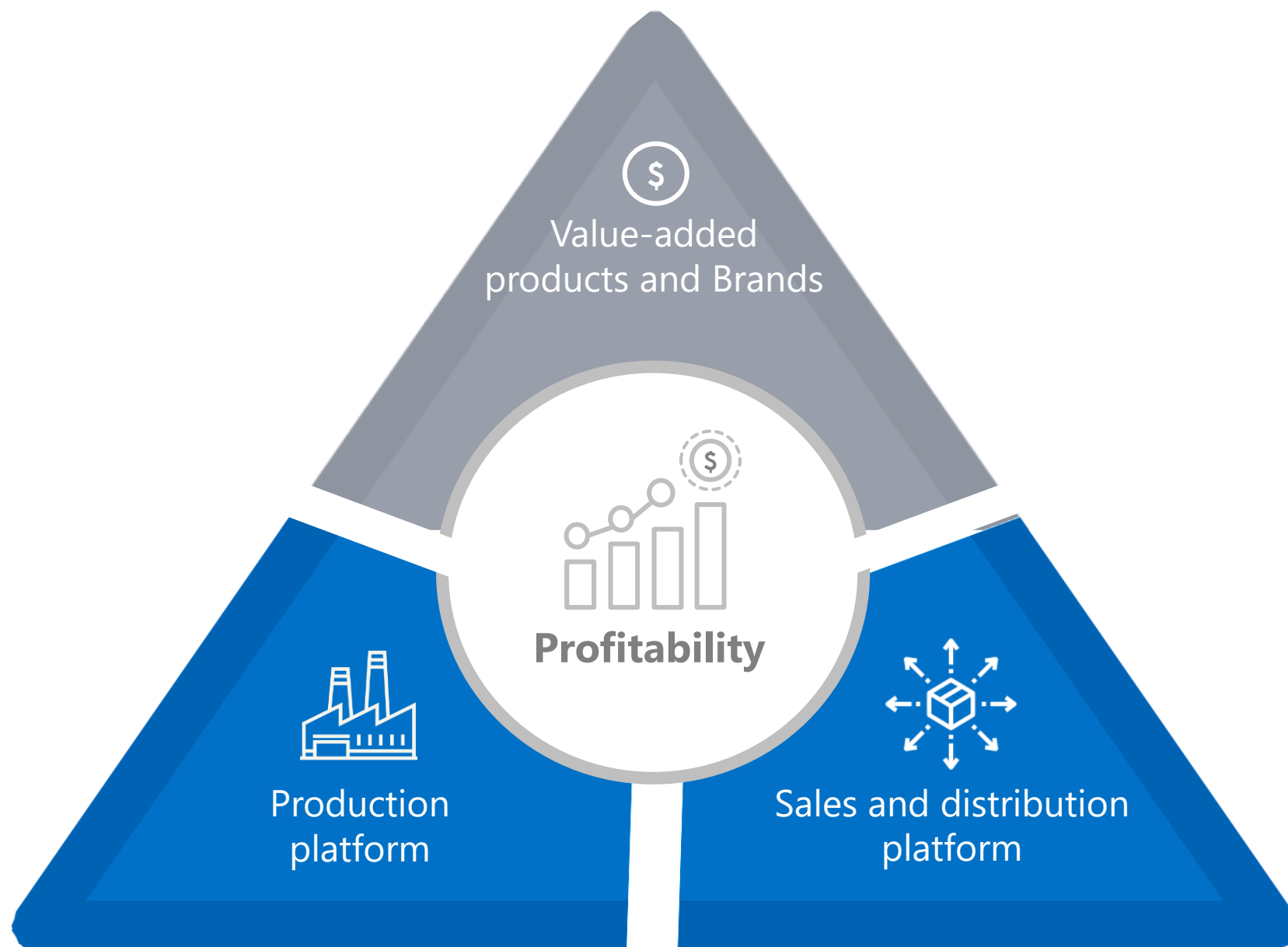
In Brazil, the program Fazer o Bem faz Bem – Feeding the World With Solidarity **announced R\$400 million in donations**, that allowed JBS to contribute with the society with:

- ❖ 2 permanent hospitals
- ❖ 18 million PPE’s
- ❖ 561 respirators
- ❖ 88 ambulances
- ❖ 550 tons of food donated
- ❖ 39 scientific studies
- ❖ Infrastructure improvements at 15 health centers
- ❖ 400 cylinders of oxygen for Manaus
- ❖ R\$5 million invested for the construction of a vaccine plant



Operational Strategy

Global and diversified production and distribution platform evolving towards **value-added products with brands**



Recognized Brand portfolio, with **high value added** products and **convenience**



+275,000 customers and sales to **+190** countries



+500 units and offices in **+20 countries**

Long Term Growth Strategy

Pursuing additional value-enhancing growth opportunities with financial discipline



1

Enhance Scale in Existing Categories and Geographies

Capture significant synergies

Improve operational performance

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





BUSINESS UNITS

JBS BEEF NORTH AMERICA

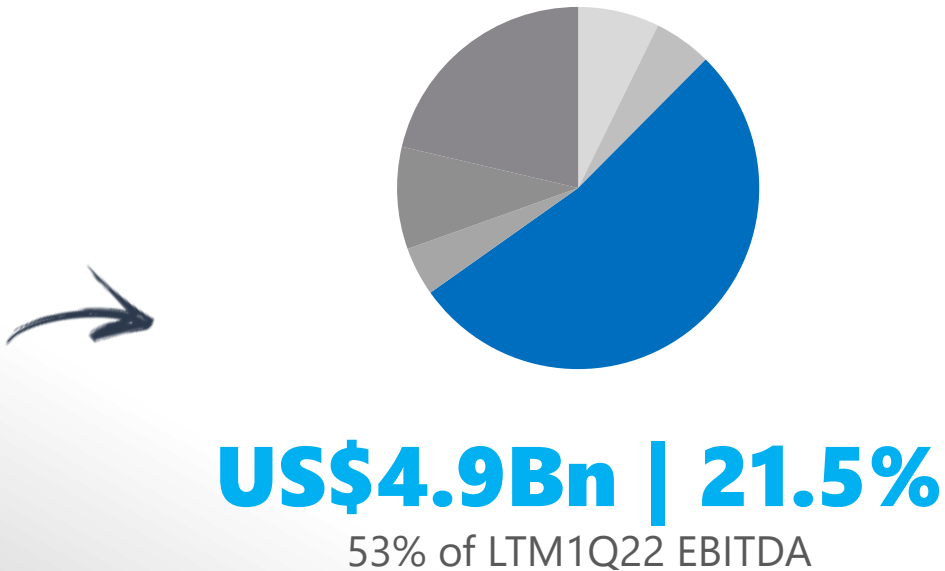
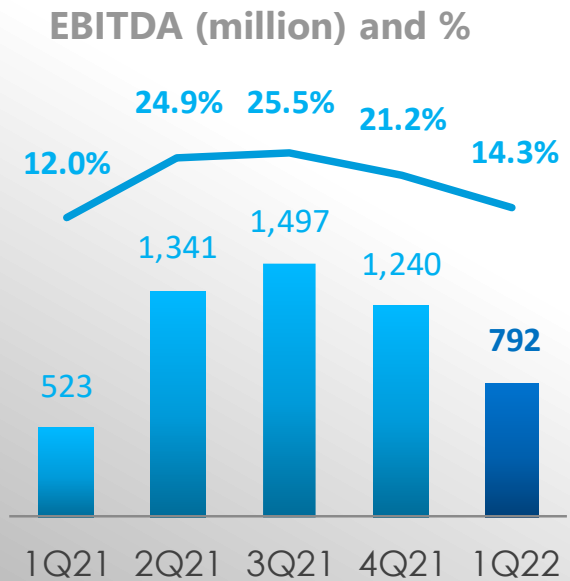
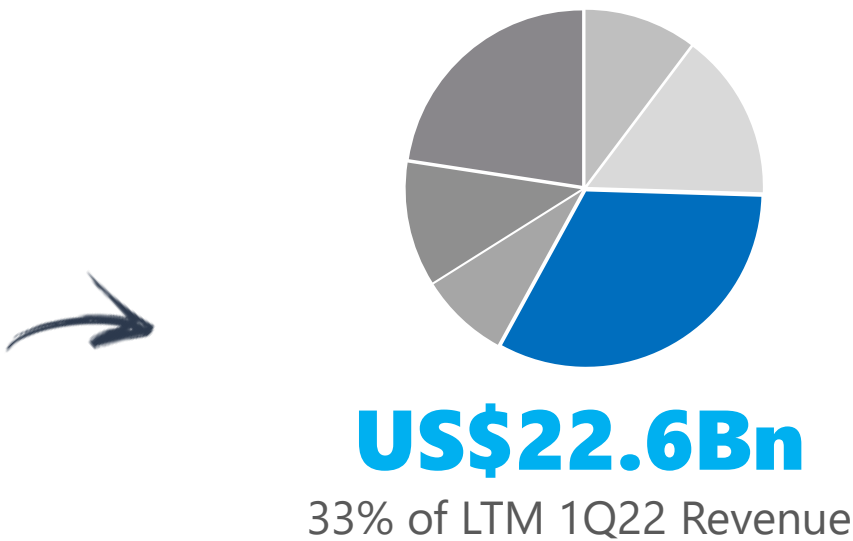
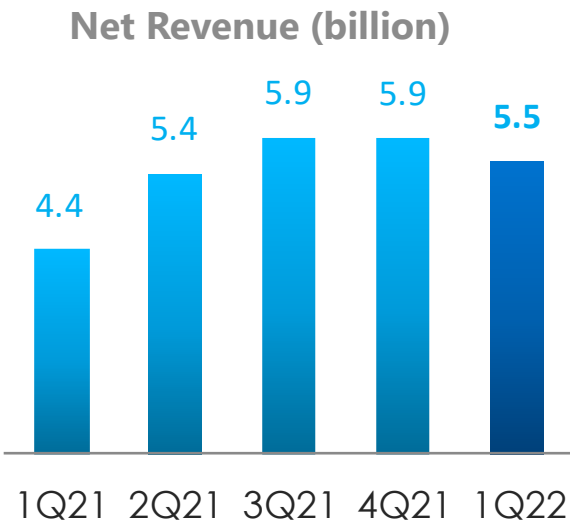
Beef production in the **United States, Canada and Europe**



~27,200
team members

- 10 beef processing facilities**
✓ **32,700 head of cattle per day**
- 01 leather/hides facilities**
✓ **5,000 hides per day**
- 07 carrier units**
✓ **07 in the US**
- 04 plant-based unit**
03 in Netherlands

Recent Performance








JBS AUSTRALIA

Beef production in the **Australia and New Zealand**

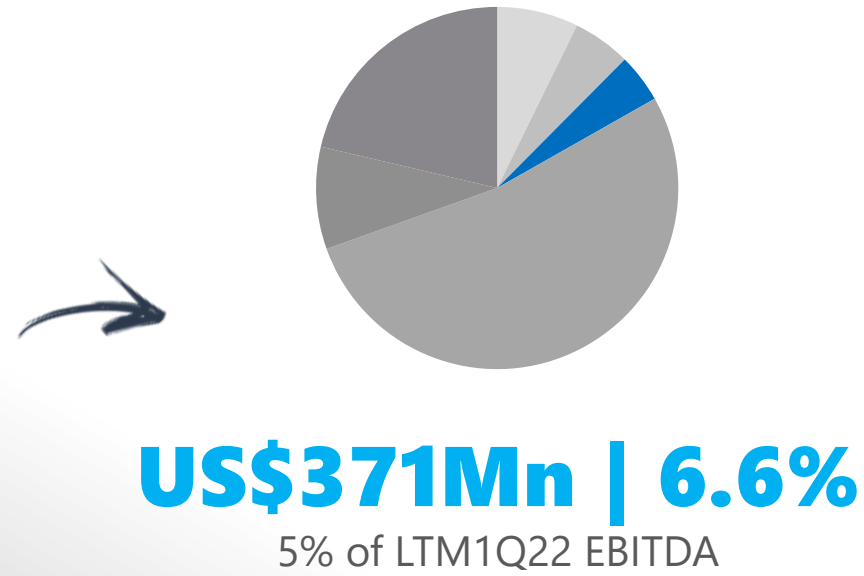
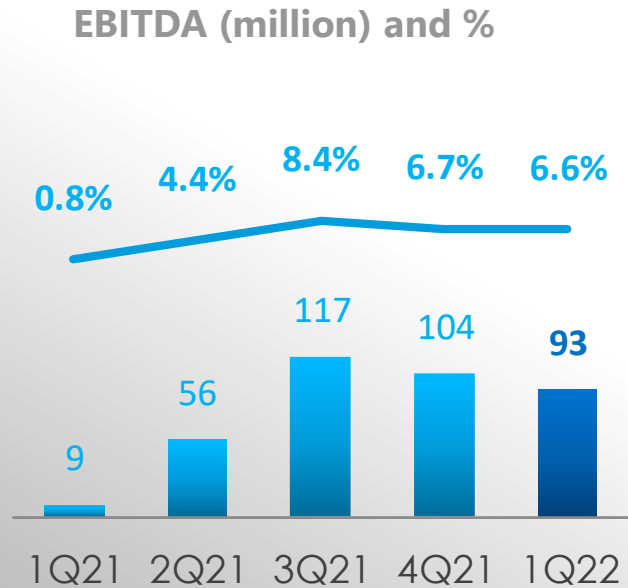
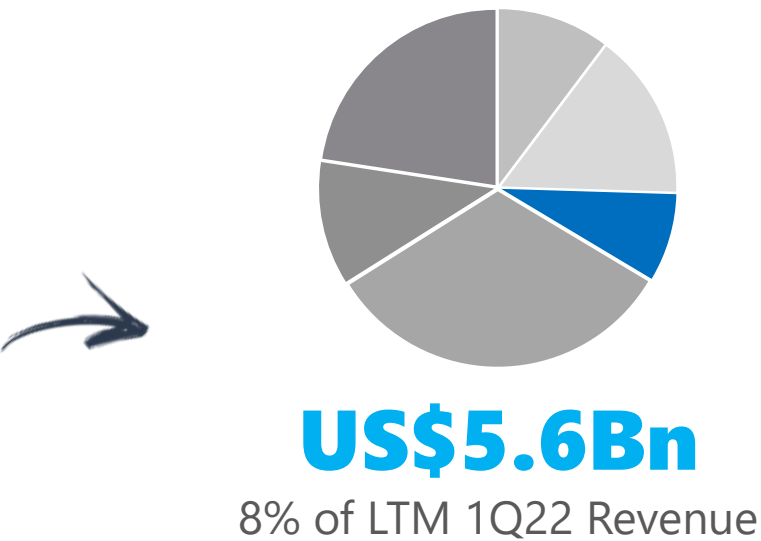
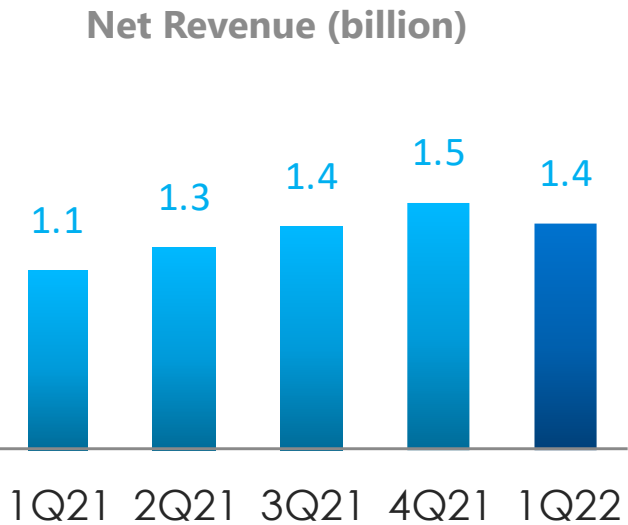


~11,800
team members

-  **08 beef processing facilities**
✓ **10,000 head of cattle per day**
-  **06 Feedlots**
-  **01 leather/hides facilities**
✓ **7,900 hides per day**
-  **10 PFP Facilities**
-  **08 Distribution Center**
✓ **07 DCs in Australia and 01 in New Zealand**
-  **02 Lamb Facilities**
-  **01 Hog processing facility**

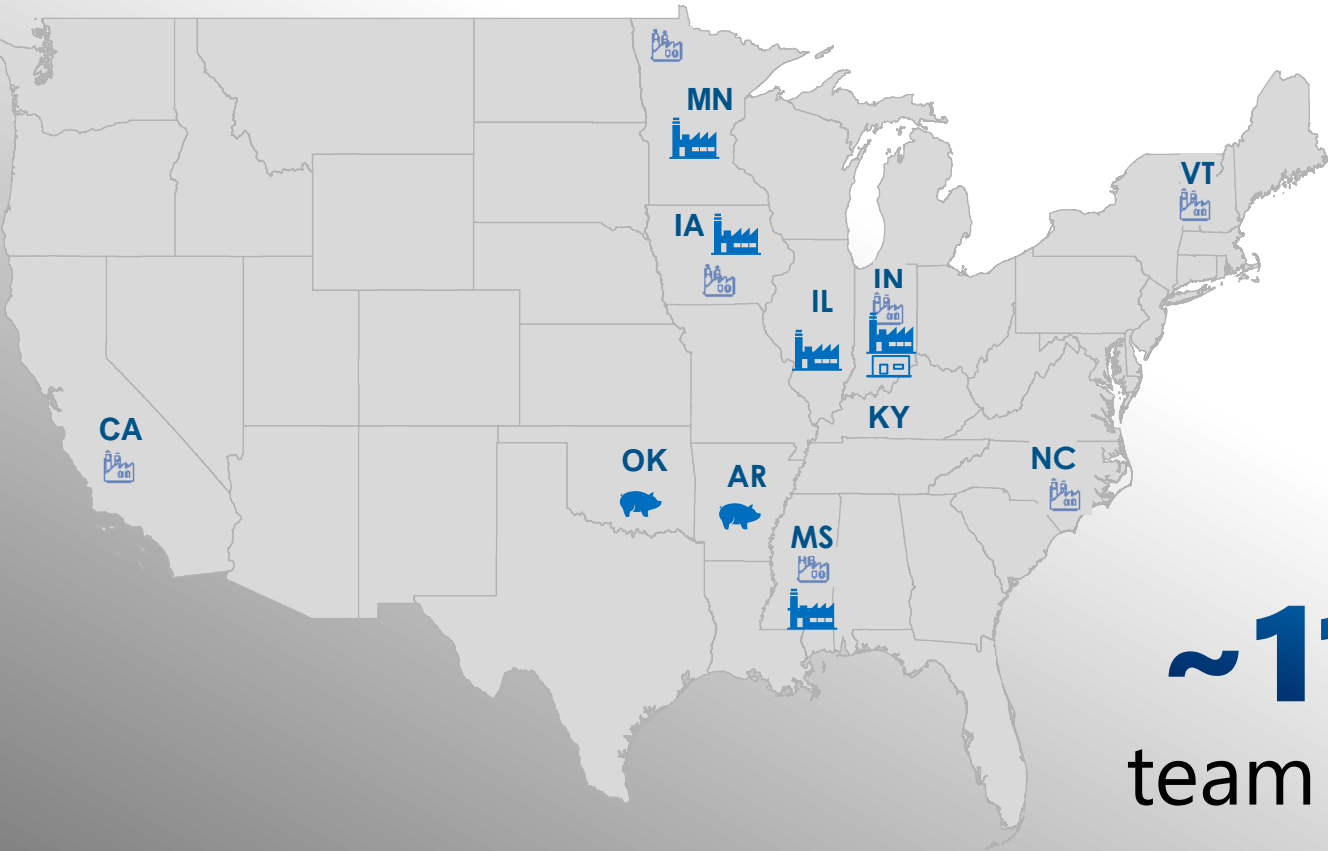


Recent Performance



JBS USA PORK

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



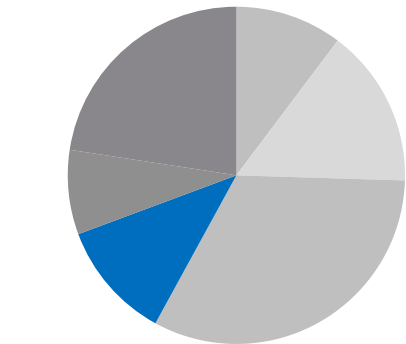
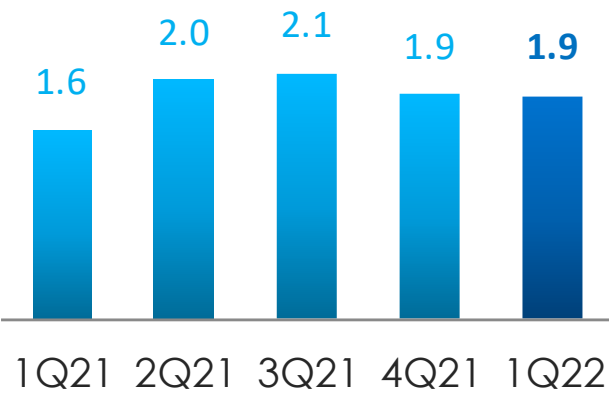
~11,600
team members

- 05 Hog processing facilities
✓ 92,600 hogs per day
- 02 genetic unities
- 02 distribution centers
- 15 PFP facilities



Recent Performance

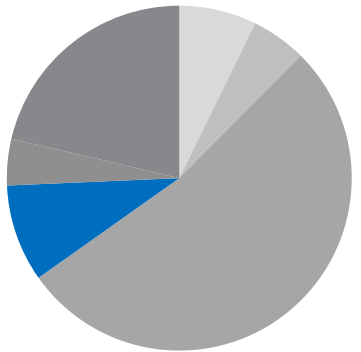
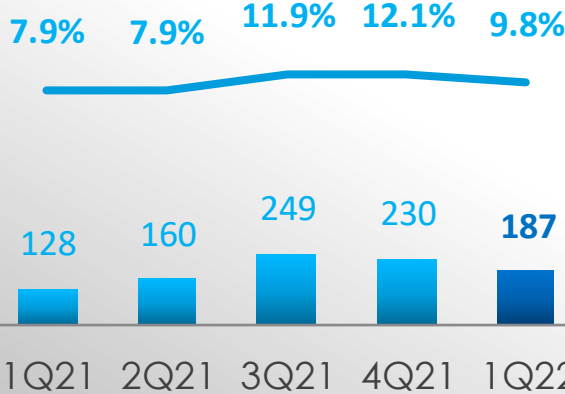
Net Revenue (billion)



US\$7.9Bn

11% of LTM 1Q22 Revenue

EBITDA (million) and %



US\$825Mn | 10.4%

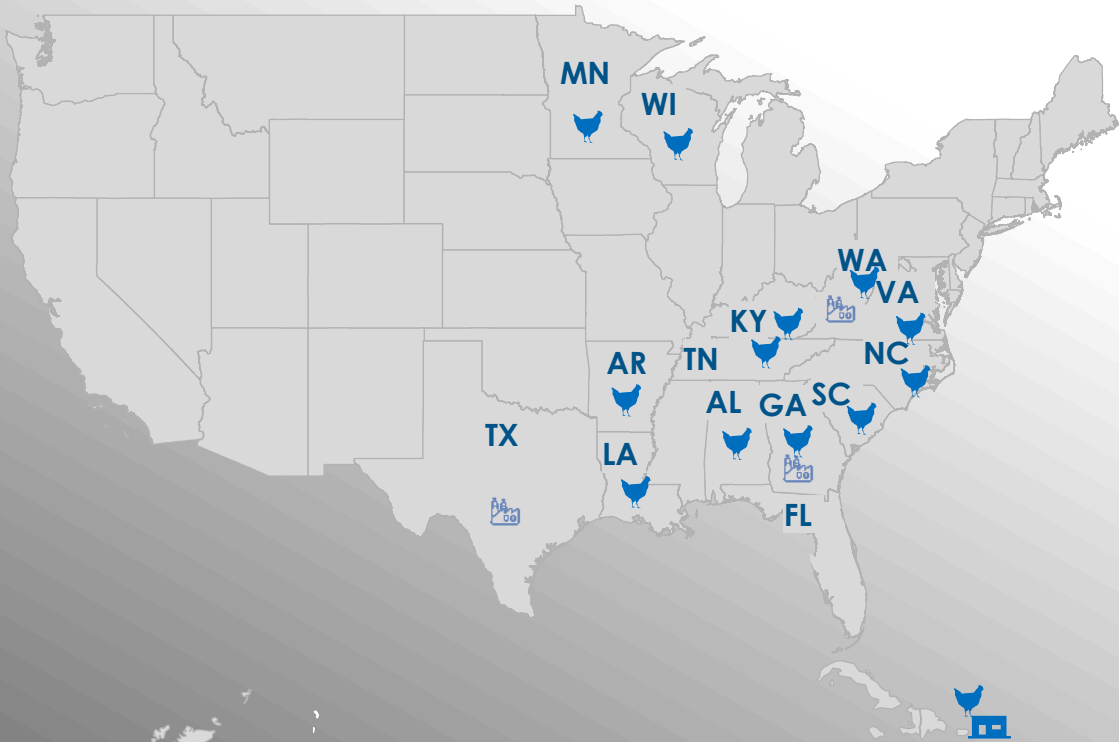
9% of LTM1Q22 EBITDA

PILGRIM'S PRIDE

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



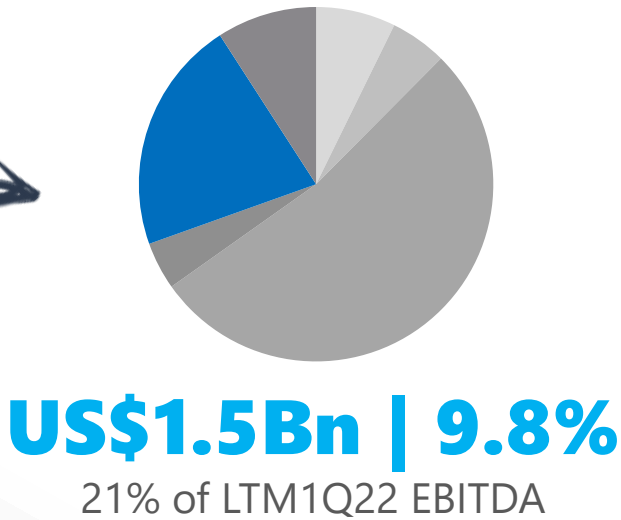
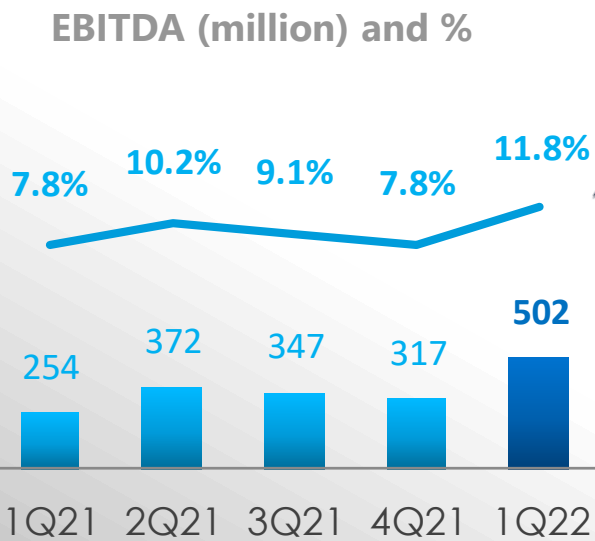
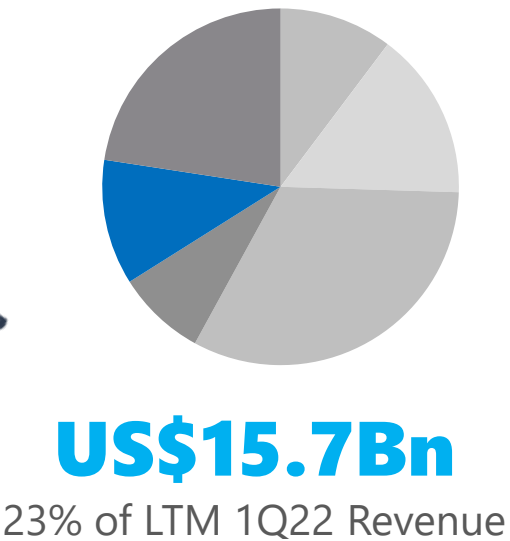
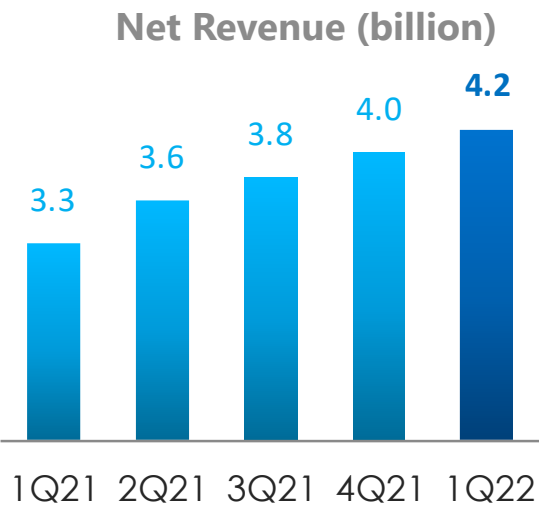
US & PUERTO RICO



~59,100
team members

- 36 poultry processing facilities
✓ 8.7 million birds per day
- 35 PFP facilities
- 25 Distribution centers
✓ 24 in Mexico and 01 in Puerto Rico
- 03 Hog processing facilities
✓ 10.1 mil hogs per day
- 01 Ovines unity

Recent Performance



SEARA

Production of prepared foods and fresh poultry and pork products in **Brazil**



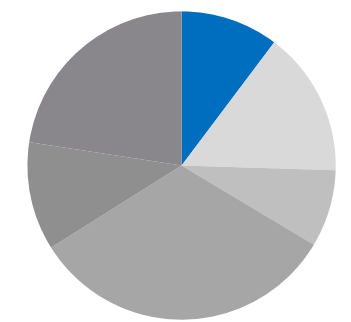
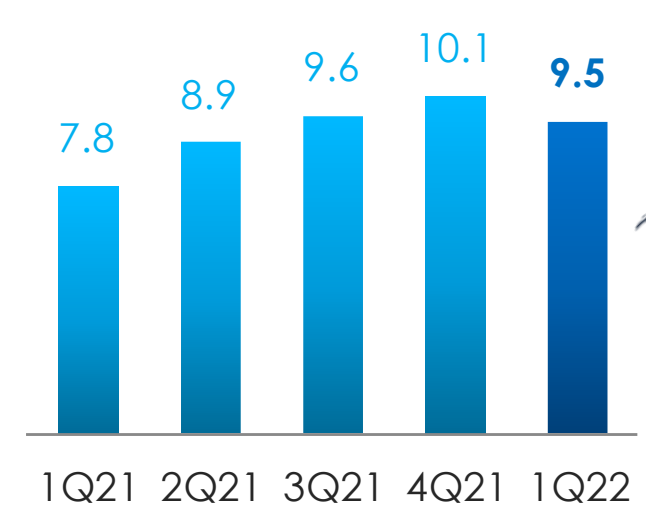
~89,000
team members

- 30 Poultry processing facilities
✓ 5.1 million birds per day
- 08 Hog processing facilities
✓ ~25.3 Thousand hogs per day
- 22 PFP facilities
✓ ~142.4 thousand tons per month
- 17 Distribution centers



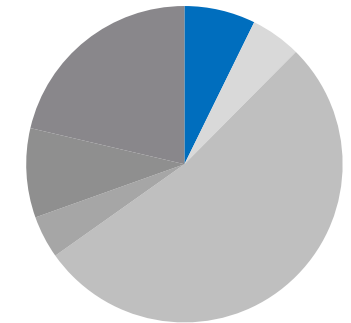
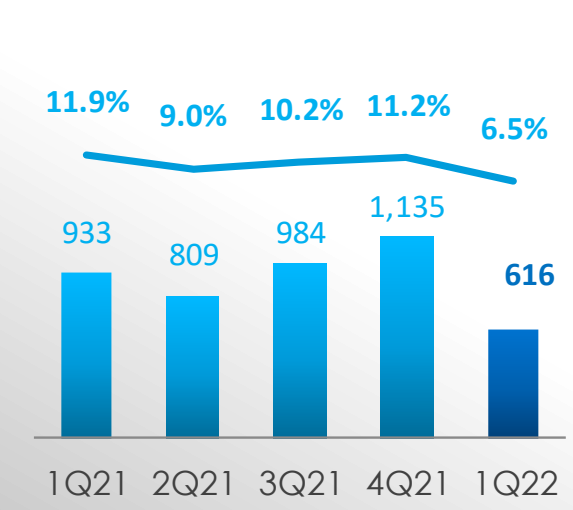
Recent Performance

Net Revenue (billion)



R\$38.2Bn
10% of LTM 1Q22 Revenue

EBITDA (million) and %



R\$3.5Bn | 9.3%
7% of LTM1Q22 EBITDA

JBS BRAZIL

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

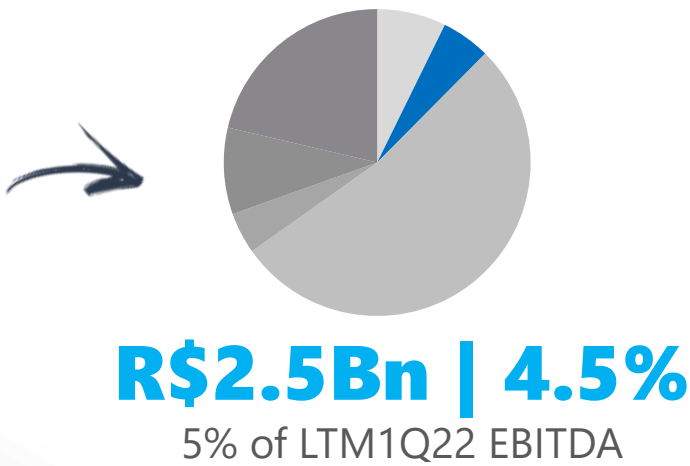
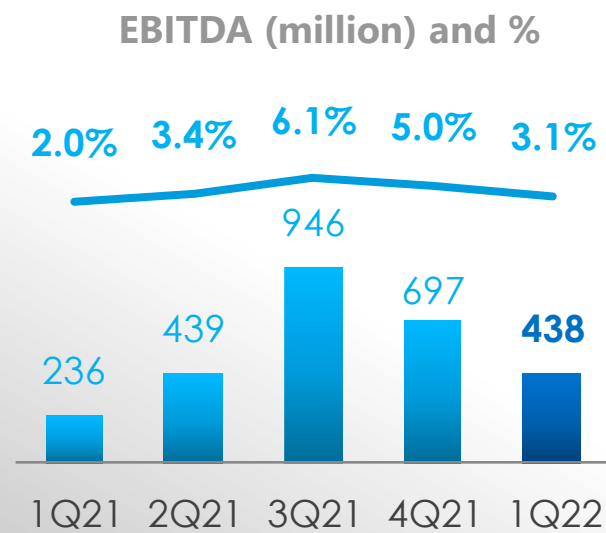
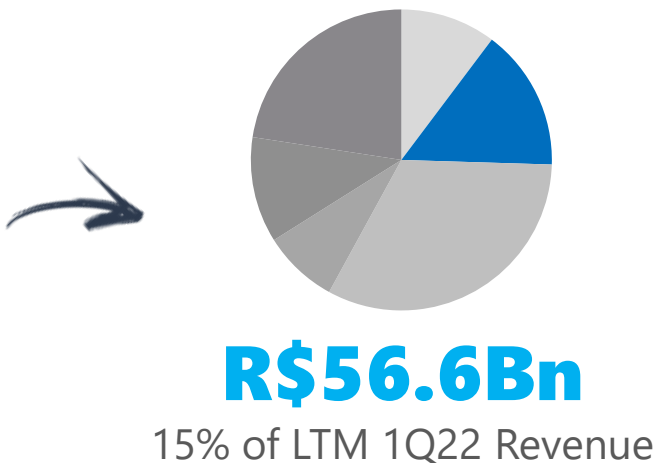
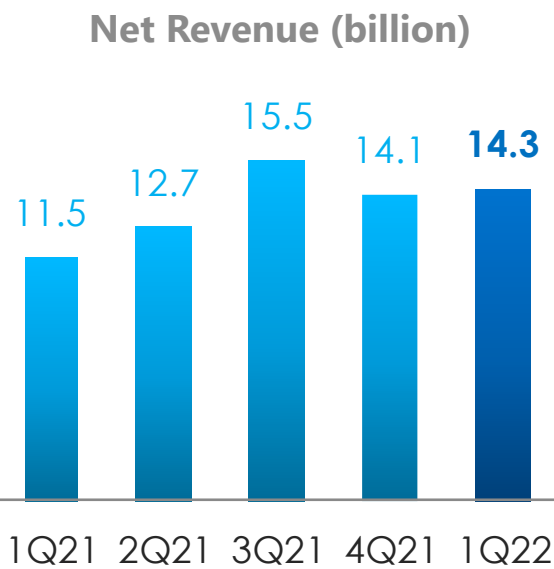


~58,000
team members

- 35 Beef processing facilities
✓ 33,450 head of cattle per day
- 09 Feedlots
- 15 Leather/hides facilities
✓ ~47,500 hides per day
- 13 distribution centers
- 08 PFP facilities
✓ 22,550 tons per month
- 11 Related businesses



Recent Performance





FINANCIAL AND OPERATING

RESULTS



1Q22 | OPERATIONAL AND FINANCIAL HIGHLIGHTS

Net Revenue of **R\$90.9Bn** (US\$17.4Bn), an increase of **20.8%** in relation to 1Q21 ●

Adjusted EBITDA of **R\$10.1Bn** (US\$1.9Bn), 46.7% **higher** than 1Q21, with an **EBITDA margin** of **11.1%** ●

Net Income of **R\$5.1Bn** (US\$982.7Mn), 151.4% **higher** than 1Q21 ●

Leverage of **1.53x** in USD and **1.36x** in Reais ●

Conclusion of the **acquisition of King's Group**, one of the market leaders in the production of Italian meats, and of **Rivalea**, market leader in hog breeding and processing in Australia ●

JBS was **once again** chosen to be part of B3's Carbon Efficient Index (**ICO2**) portfolio. ●

Issuance of **US\$1.5 billion** in **Senior Notes**, with **maturities of 7 and 30 years**, and **R\$1.2 billion** in agribusiness receivables certificates (**CRA**) in 2022, with **maturities of 5, 10 and 15 years**, being the **first issuance** of a **dollar-denominated CRA** for the retail segment. ●

Cancellation of **129 million treasury shares** on 03.21.22 and **26.7 million** on 05.11.22. **Approval** of a new **Buyback Program** to acquire up to 10% of the outstanding shares. ●

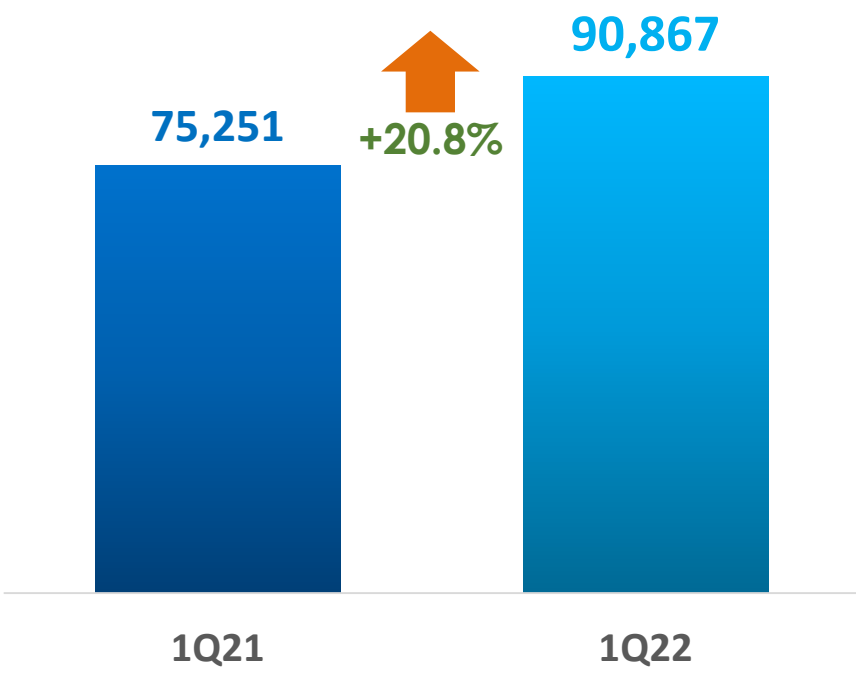
Anticipation of the **distribution of interim dividends** in the amount of **R\$2.2 billion**, which represents **R\$1 per share**. ●



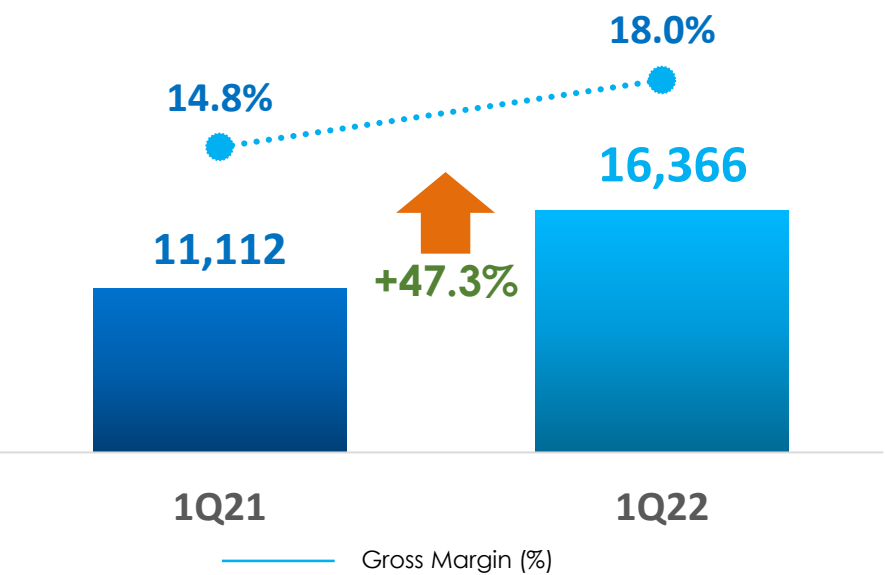
1Q22 Consolidated Results



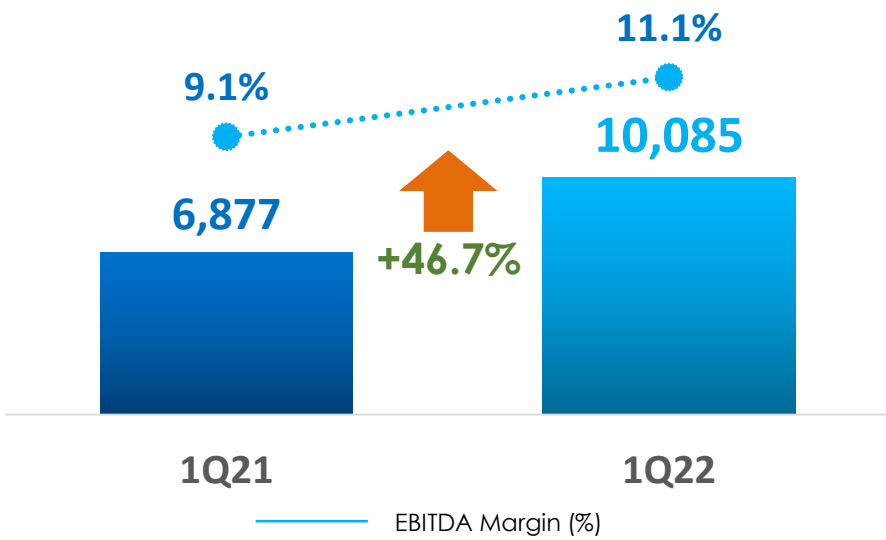
Net Revenue
(R\$ million)



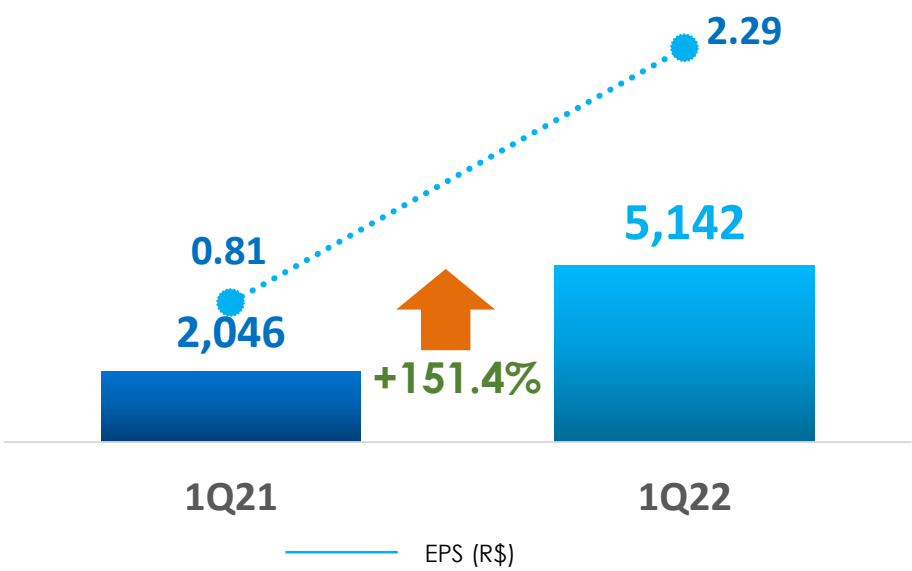
Gross Profit
(R\$ million)



Adjusted EBITDA
(R\$ million)



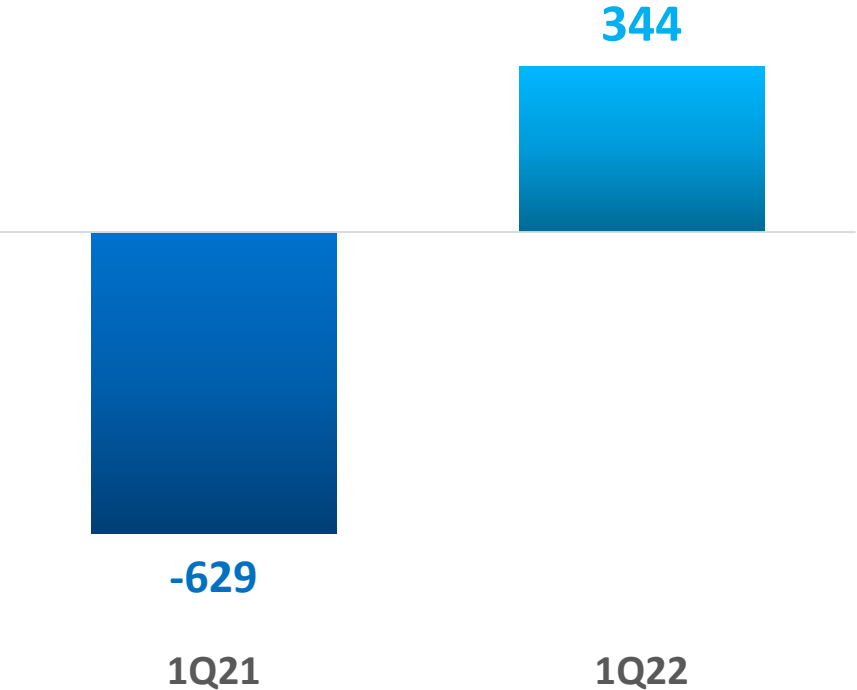
Net Income
(R\$ million)



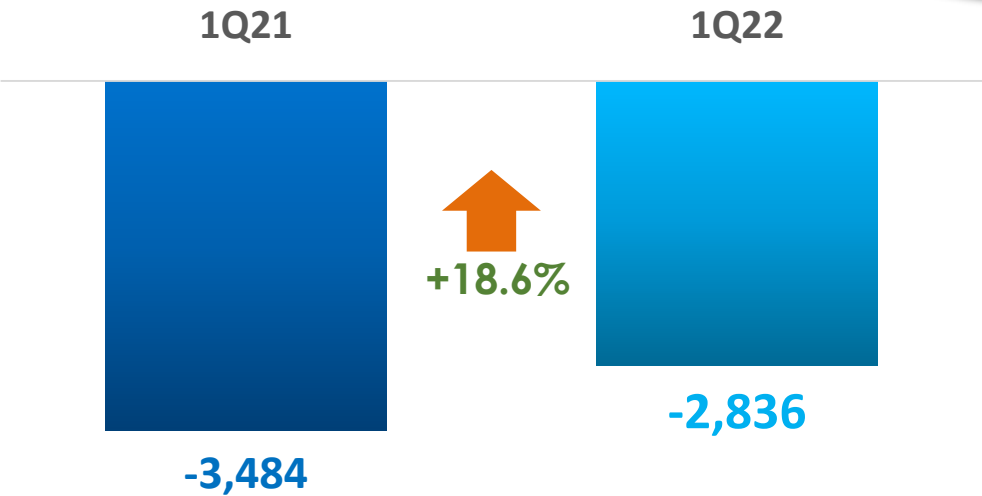
1Q22 Consolidated Results



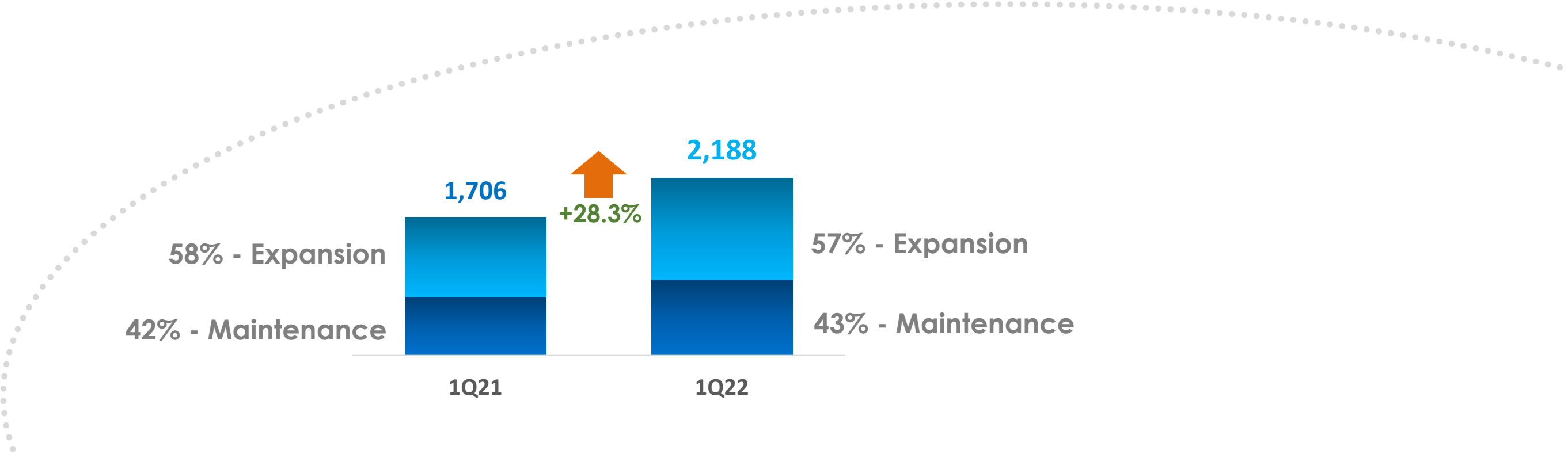
Operating Cash Flow
(R\$ million)



Free Cash Flow
(R\$ million)



CAPEX
(R\$ million)

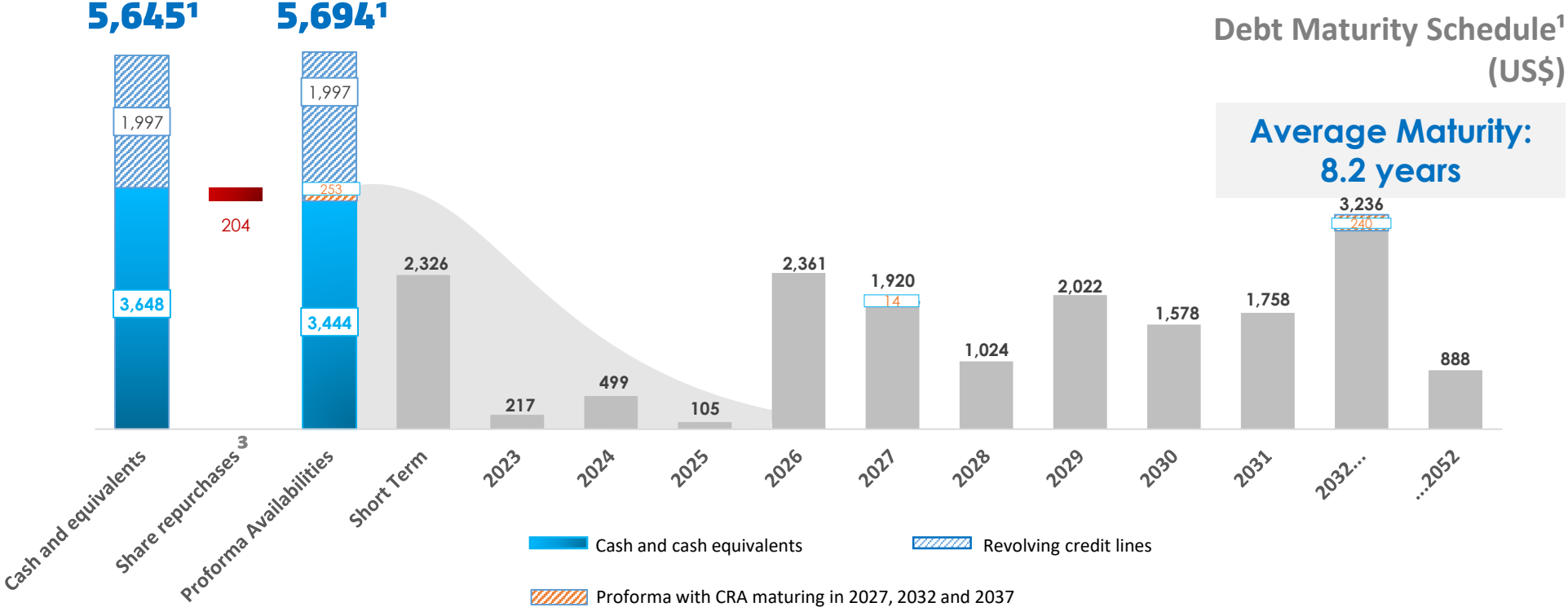
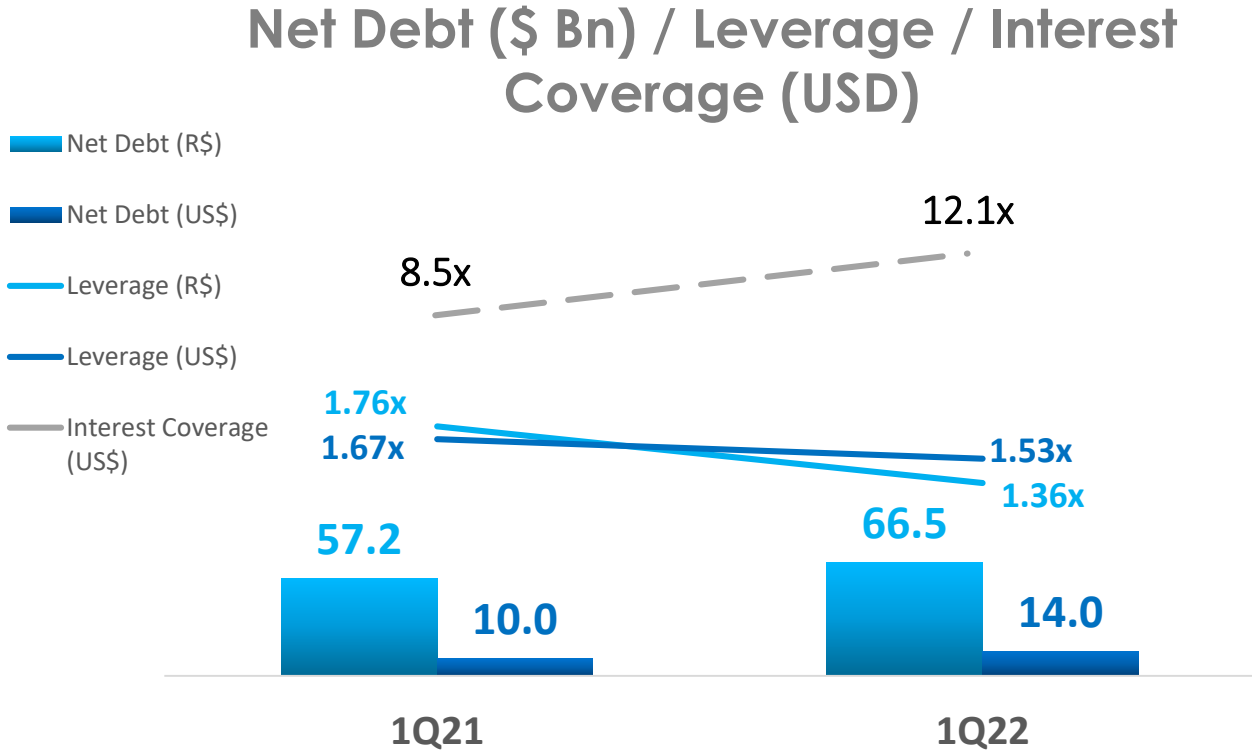


DEBT PROFILE

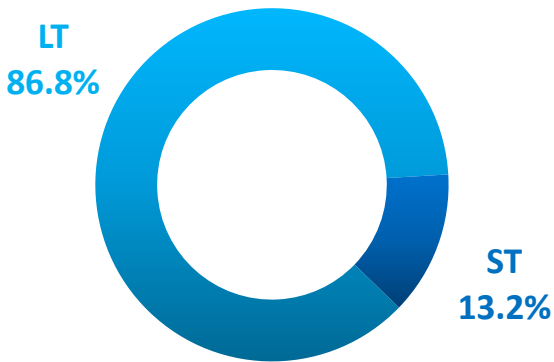
1 Q22 cash was
R\$17.3Bn

Additionally, JBS USA has
US\$2.0Bn (R\$9.5Bn)
in fully-available
revolving credit facility
lines

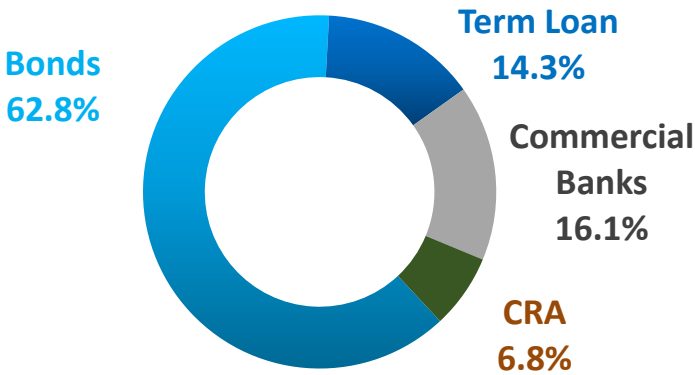
Total liquidity in 1 Q22 was
R\$26.7Bn > 2.4x higher than
short-term debt



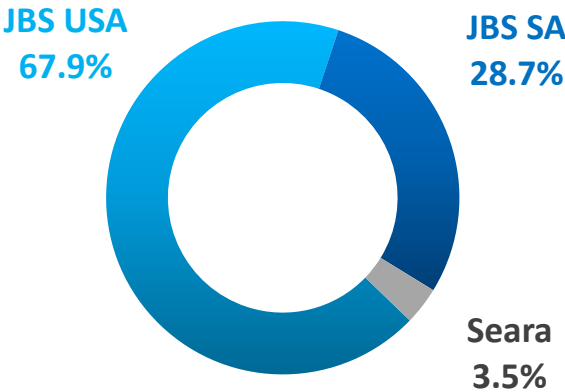
Short Term and Long Term Debt Profile



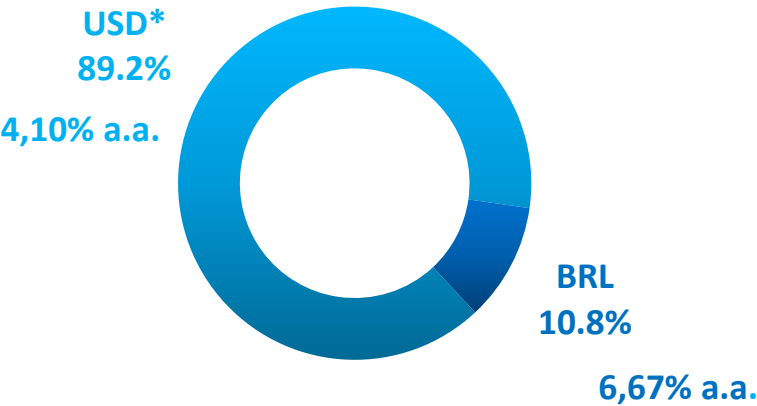
Source Breakdown



Entity Breakdown



Currency and Cost Breakdown

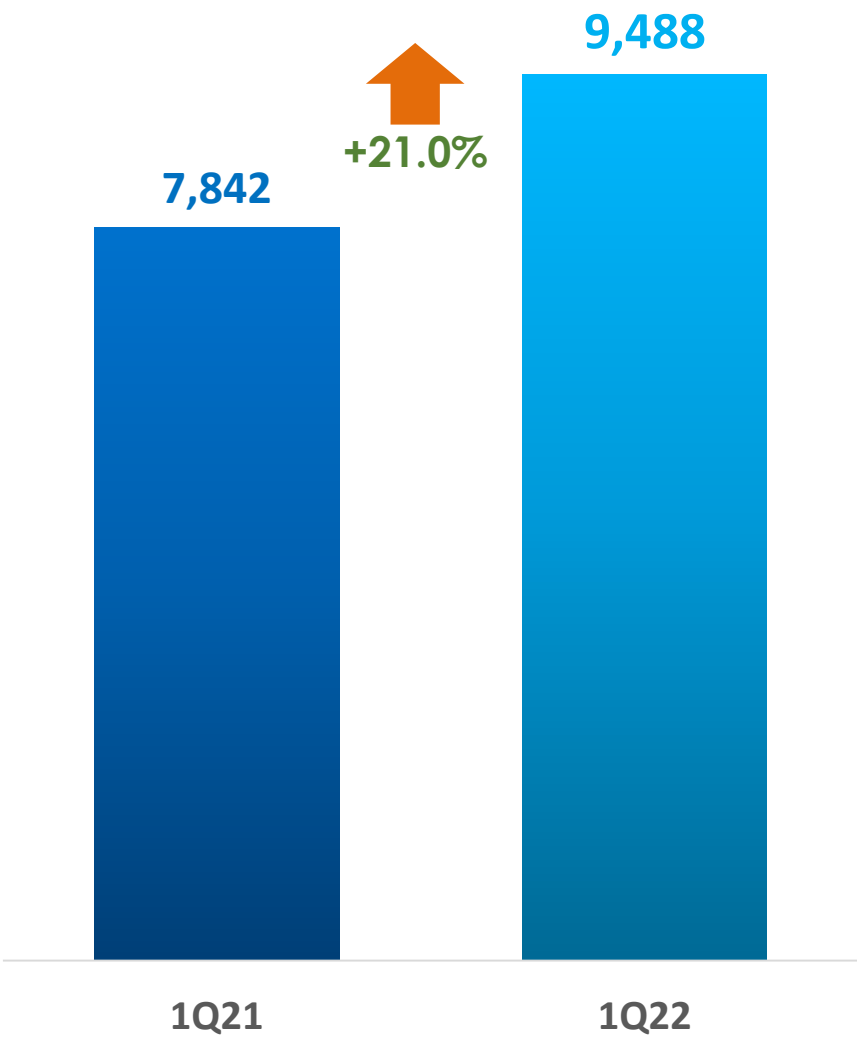


¹ Includes funds available in cash and revolving guaranteed credit lines from JBS USA.

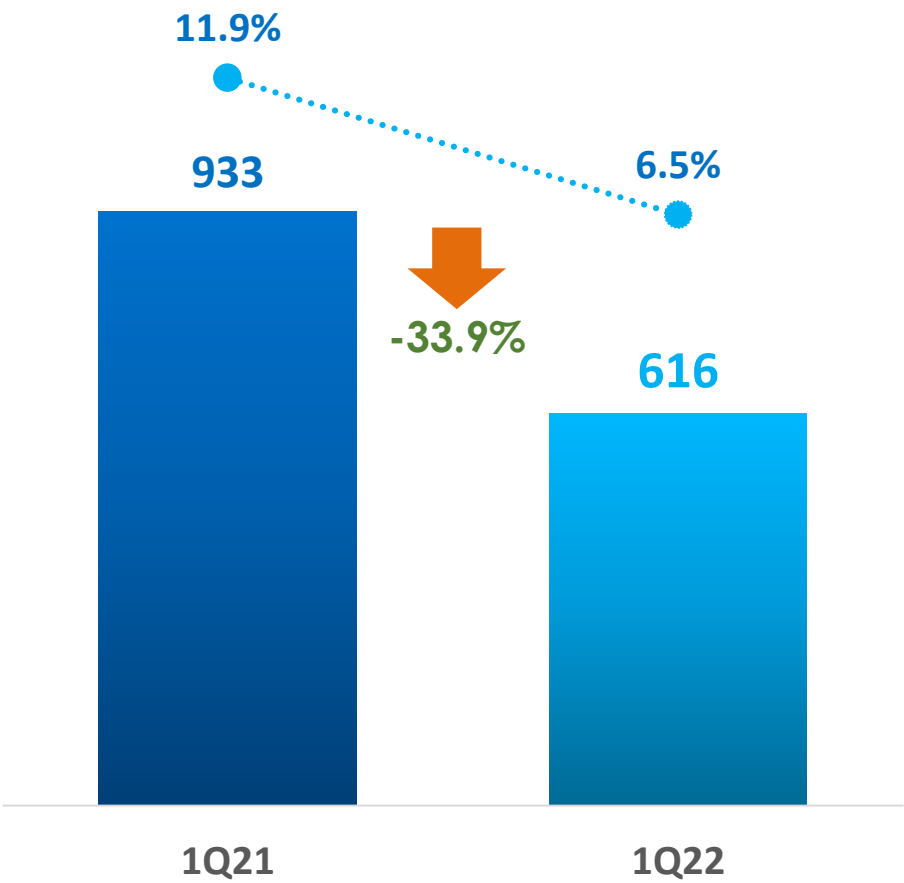
² Includes debts in other currencies, such as Euros and Canadian Dollars.

³ Converted to dollar considering the amount of R\$ 1,103 million in April

Net Revenue
(R\$ million)



Adjusted EBITDA
(R\$ million and %)



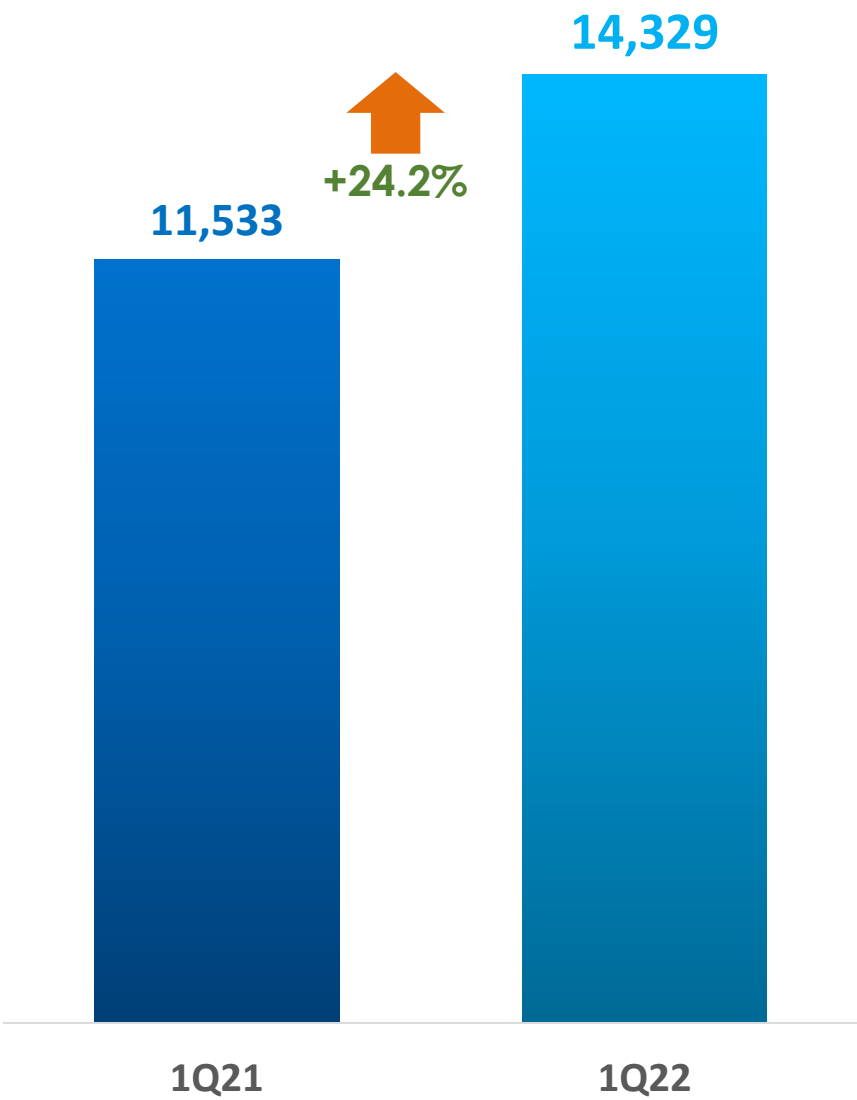
Seara Products



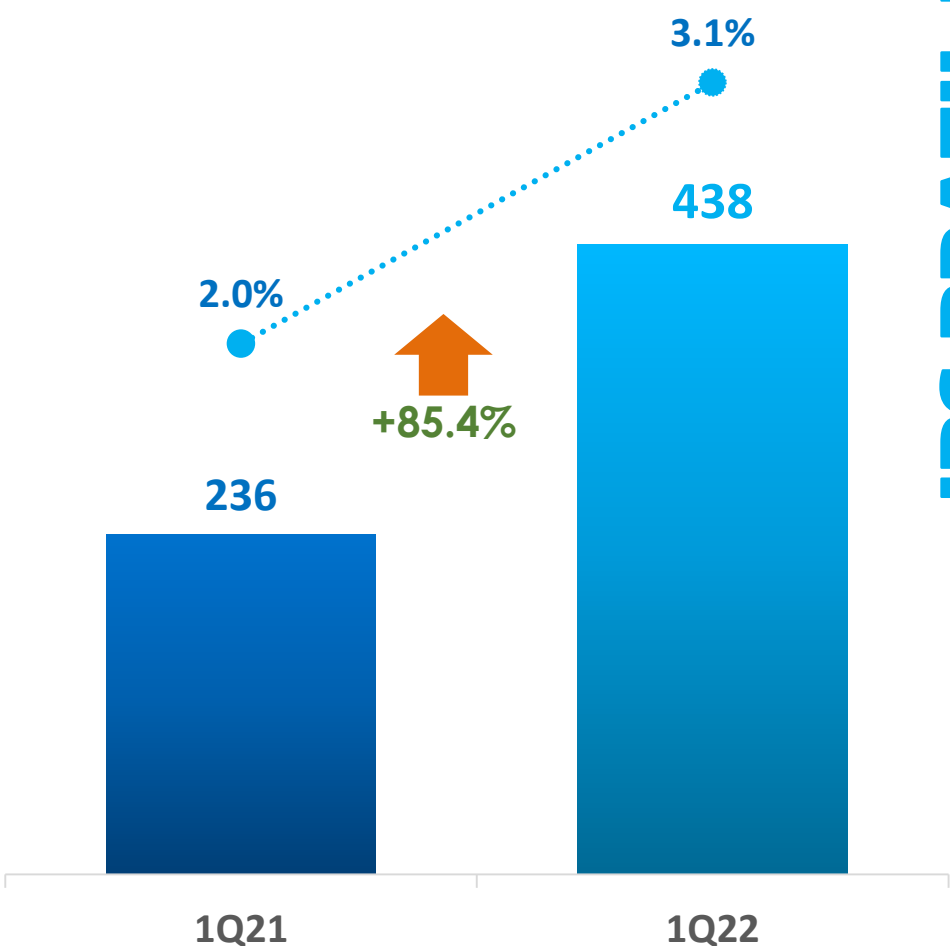
JBS BRAZIL

1Q22

Net Revenue
(R\$ million)



Adjusted EBITDA
(R\$ million and %)



JBS BRAZIL Products

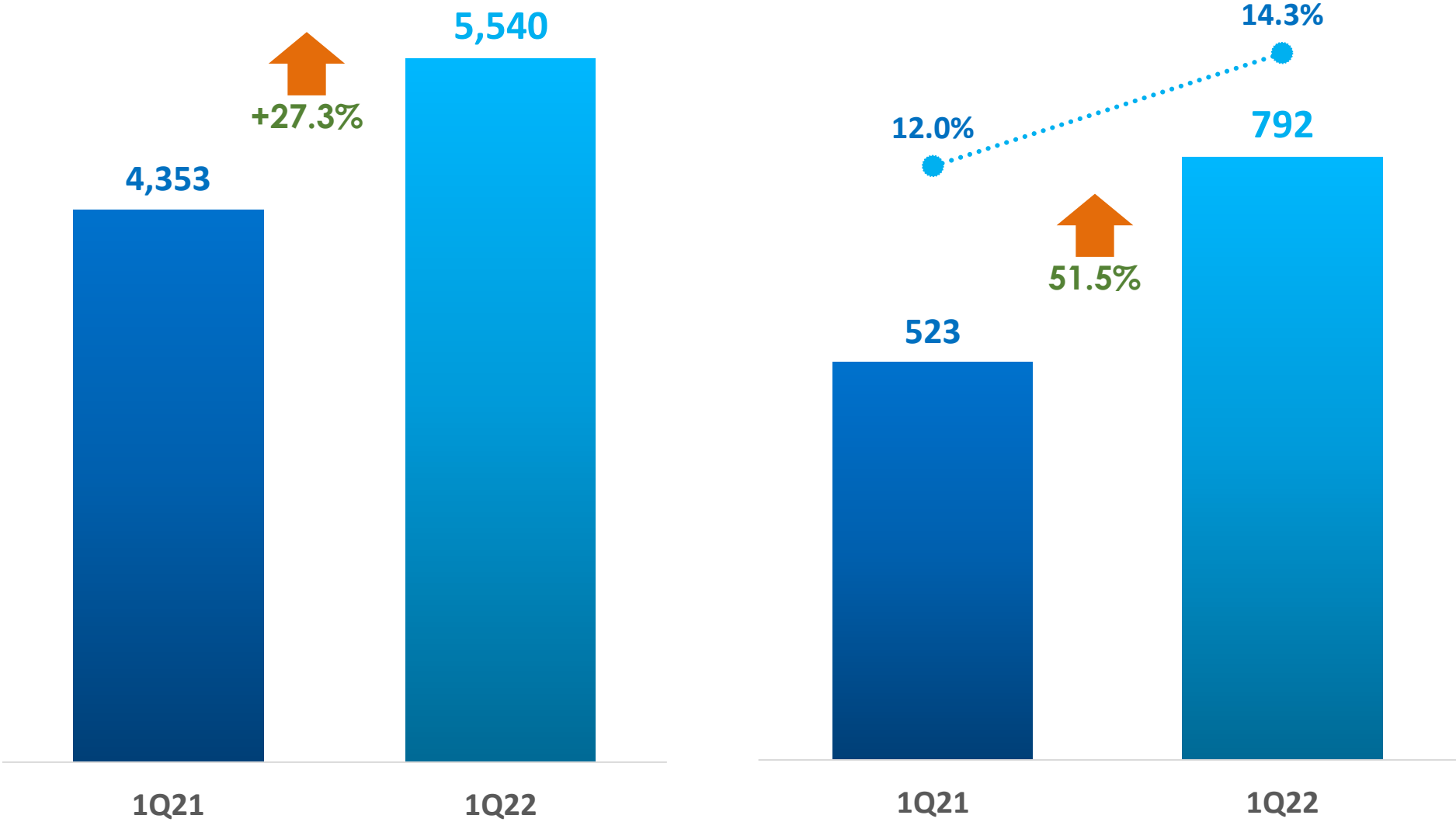


JBS BEEF NORTH AMERICA

1Q22

Net Revenue
(USGAAP - US\$ million)

Adjusted EBITDA
(USGAAP - US\$ million and %)



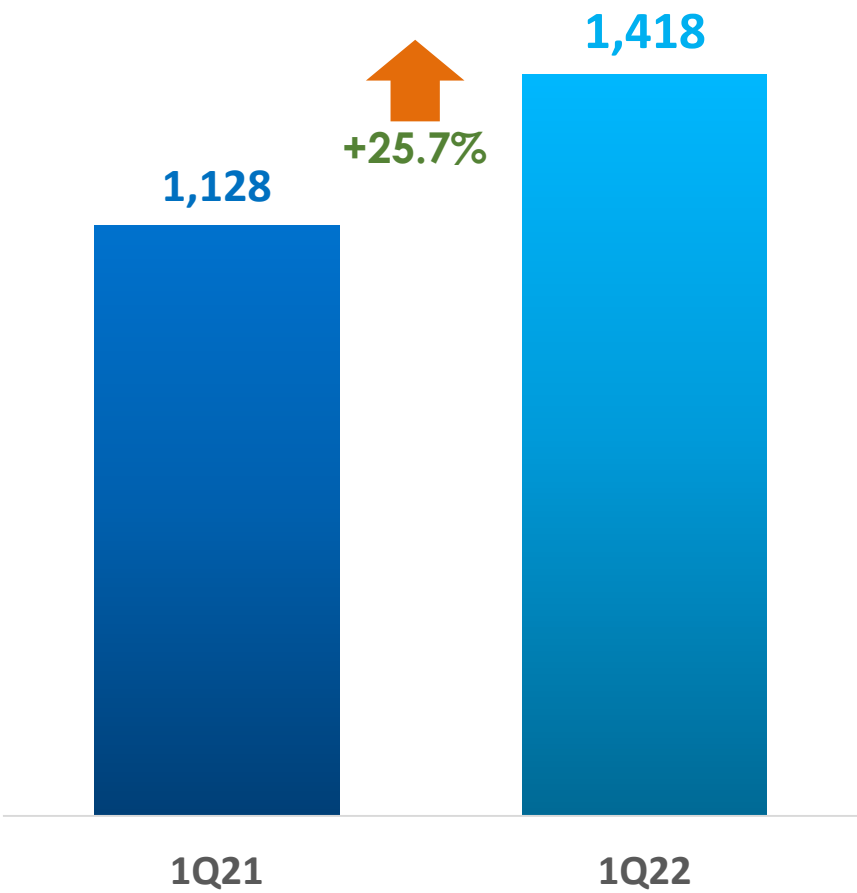
JBS Beef North America Products



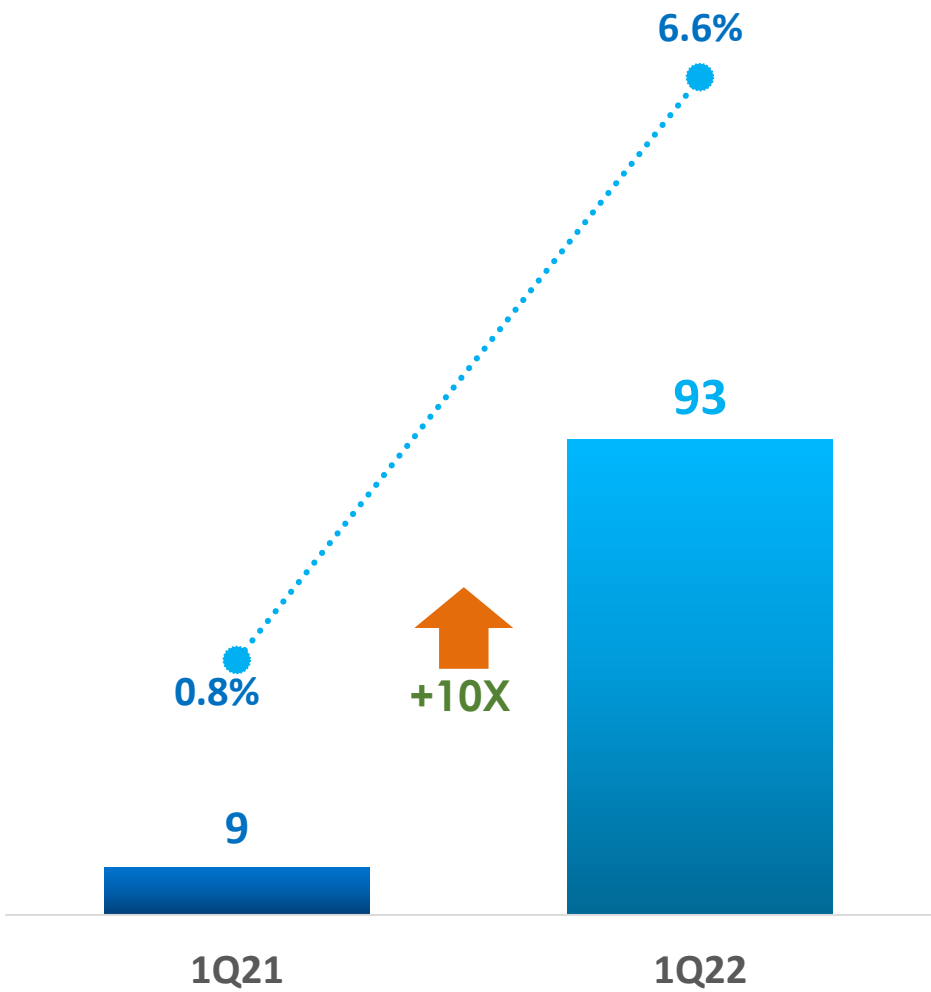
JBS AUSTRALIA

1Q22

Net Revenue
(USGAAP - US\$ million)



Adjusted EBITDA
(USGAAP - US\$ million and %)



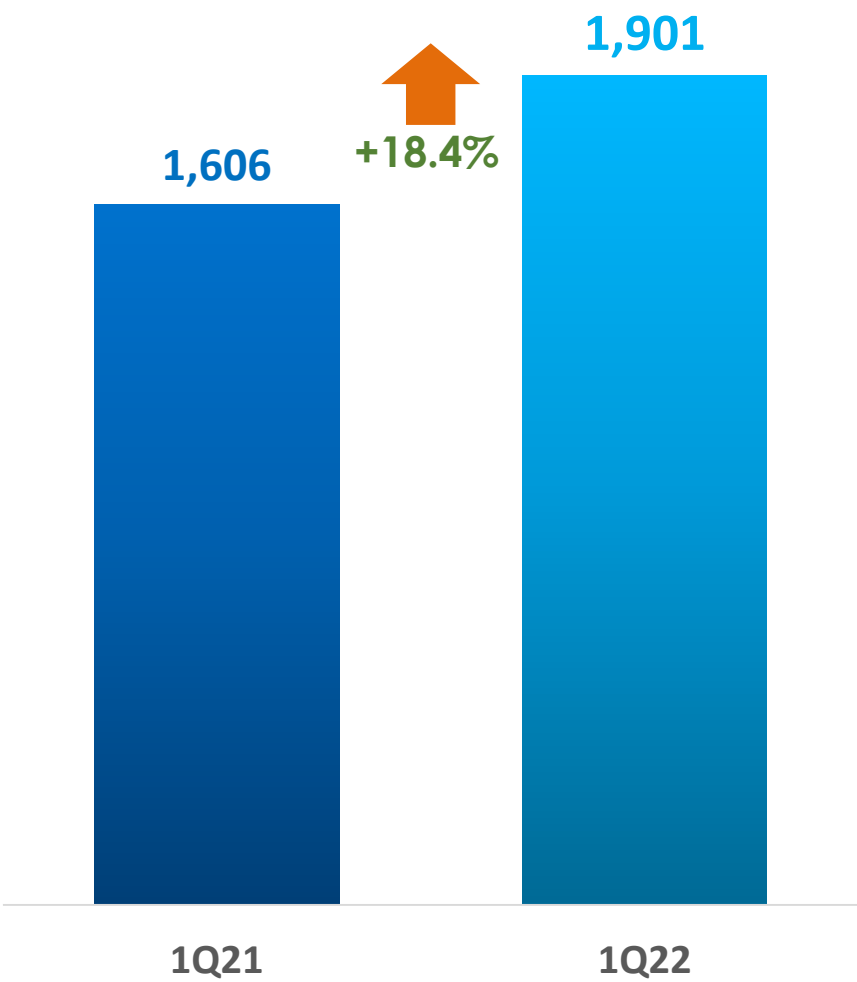
JBS Australia Products



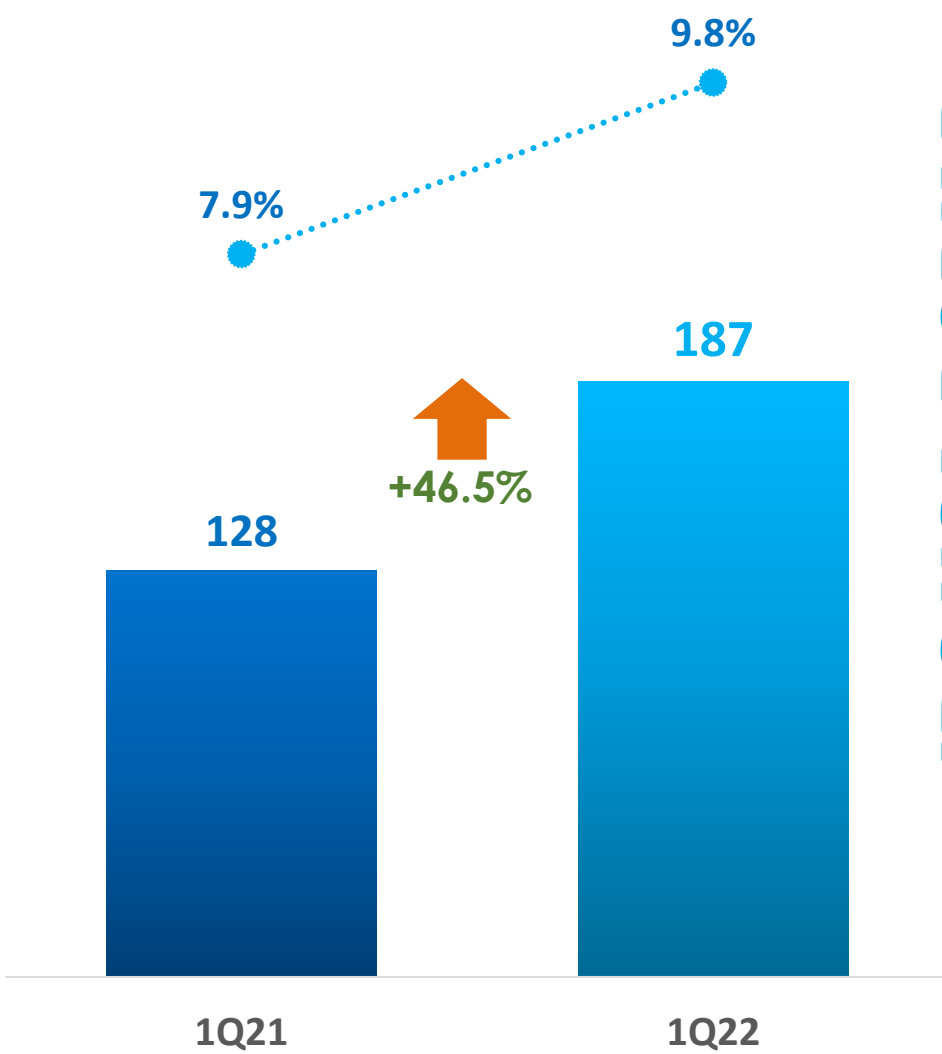
JBS USA PORK

1Q22

Net Revenue
(USGAAP - US\$ million)



Adjusted EBITDA
(USGAAP - US\$ million and %)



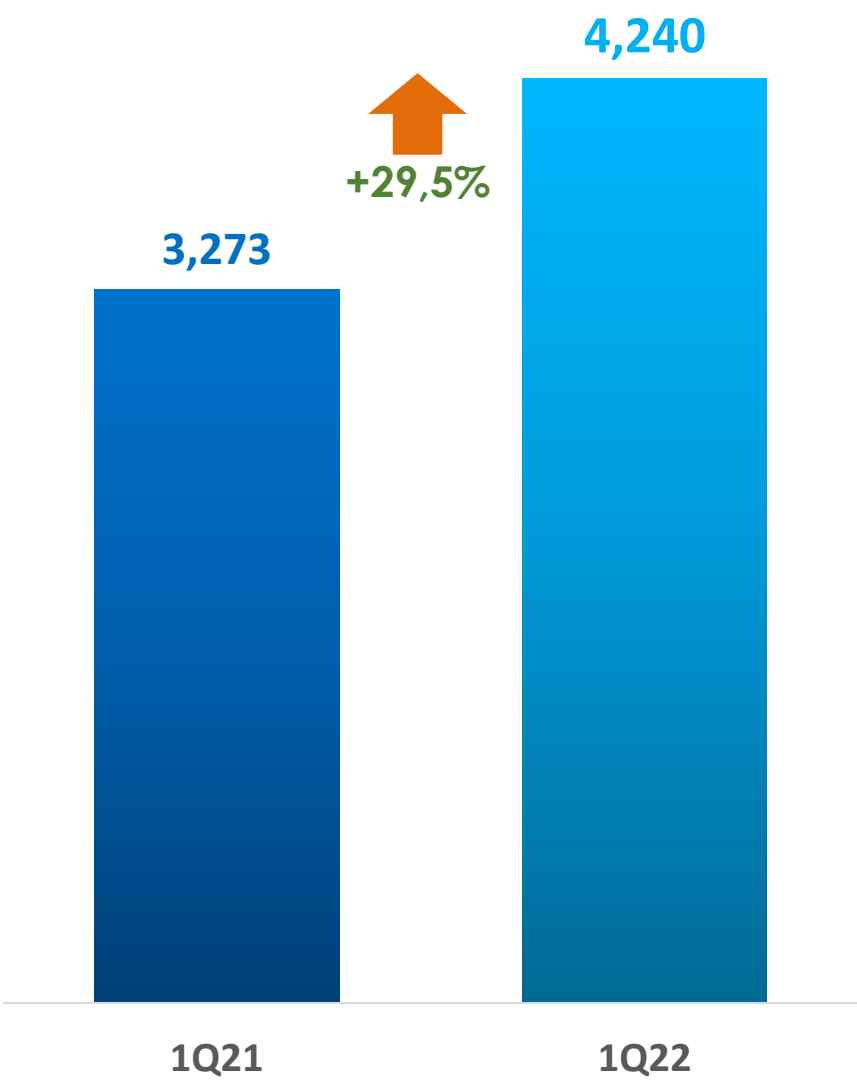
JBS USA PORK Products



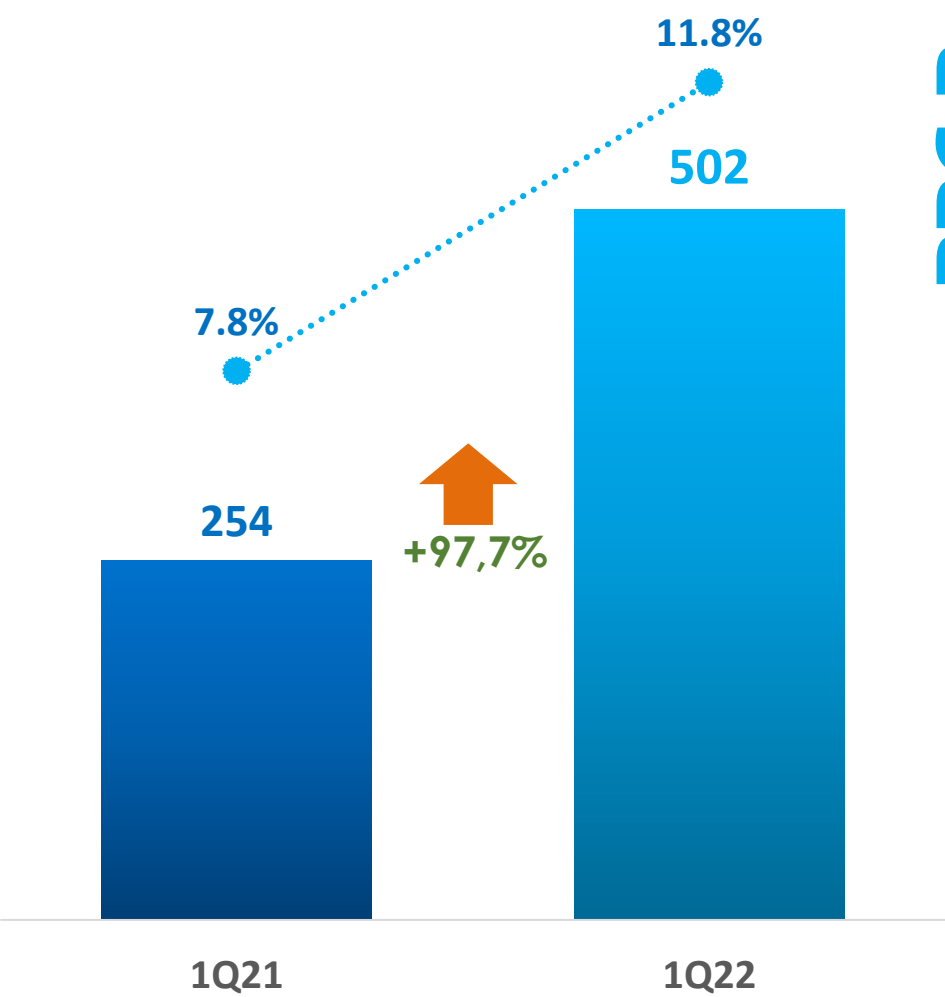
PILGRIM'S PRIDE

1Q22

Net Revenue
(USGAAP - US\$ million)



Adjusted EBITDA
(USGAAP - US\$ million and %)



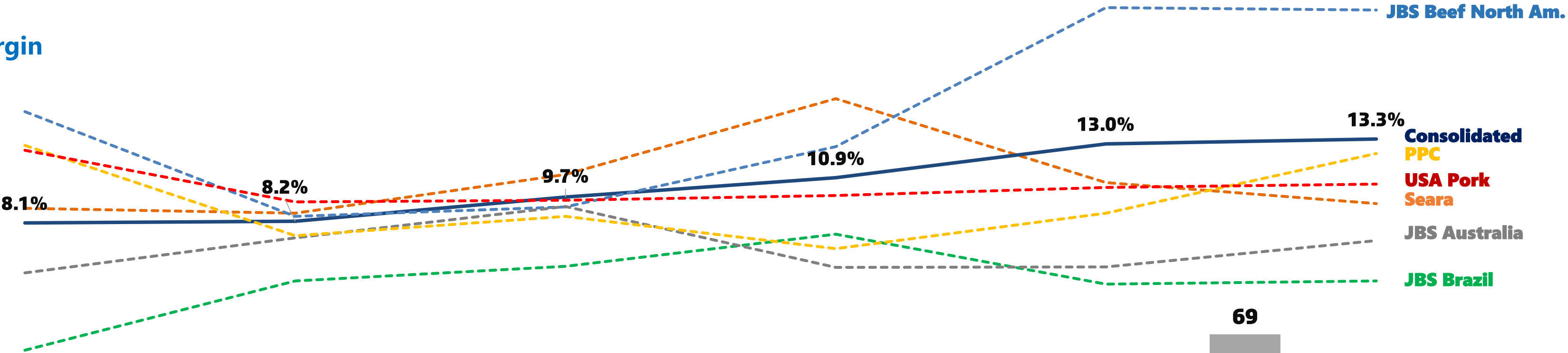
PPC Products



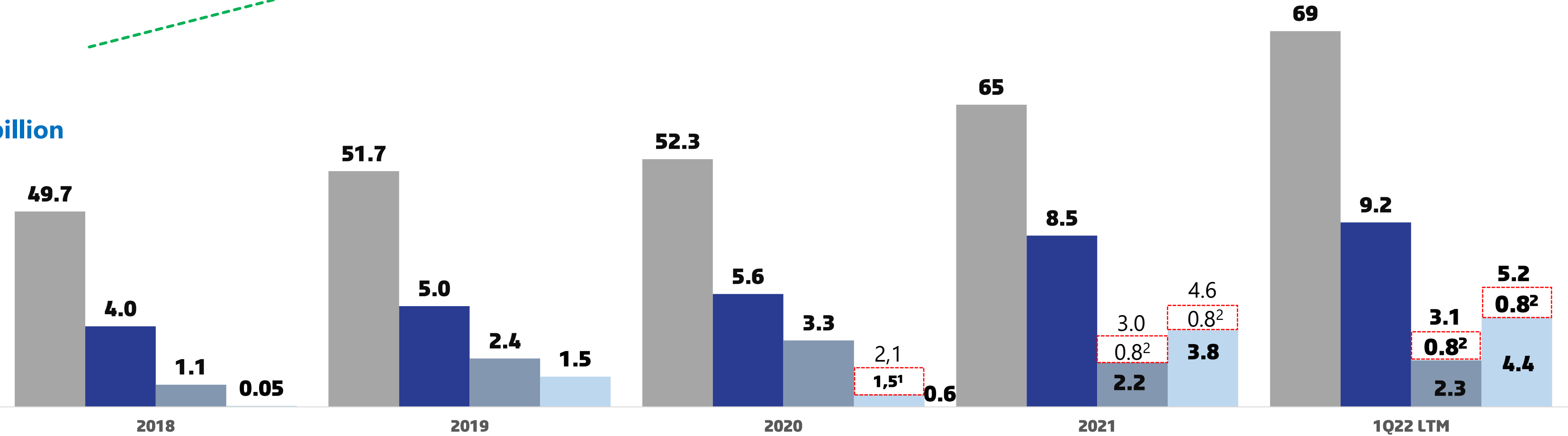
EARNINGS STABILITY

Less volatility because of Geographic and product diversification

EBITDA Margin



USD billion



■ Net Revenue ■ EBITDA ■ Free Cash Flow ■ Net Income

¹ FX Variation | ² Non-recurring itens

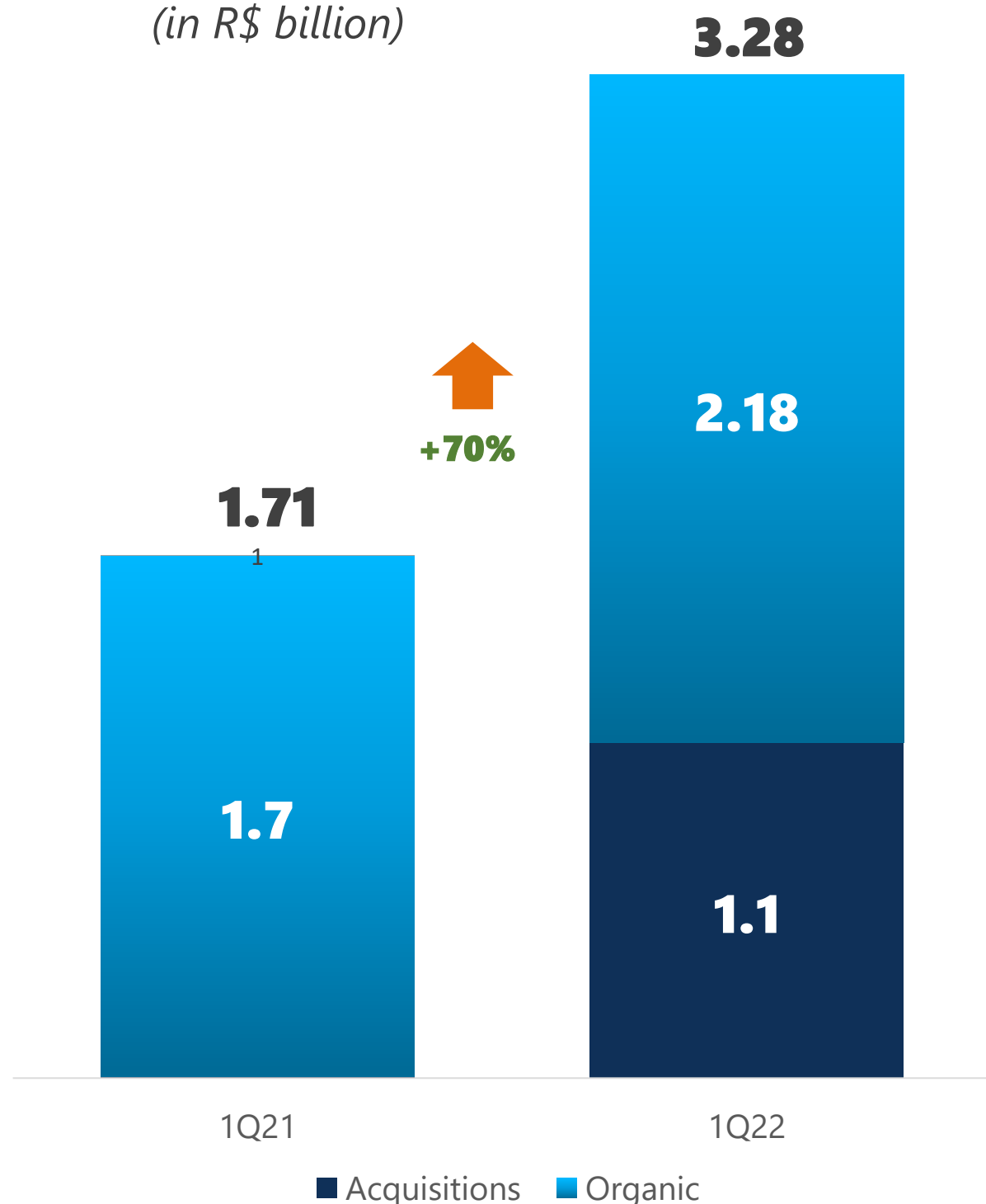
APPENDIX



1Q22: ENLARGEMENT OF THE INVESTMENTS IN ESG AND EXPANSION OF THE BUSINESS

INVESTMENTS

(in R\$ billion)



ESG

We continue the path of creating value for all Company stakeholders:

- **R\$ 480,57 million** invested globally in Sustainability in the first quarter of 2022 alone.
- **Circular Economy:** new biodiesel, organomineral fertilizer, collagen and peptide plants.
- **Launch of No Carbon**, an electric truck company, to reduce Scope 3 emissions.



Acquisitions

Investment of R\$1.1 billion in M&A agreements, like: **Rivalea** and **King's**.



Expansions

On-going investment in modernizing and expanding our production units:

- Expansion and modernization of **15 Seara plants**.
- **New Italian specialties** and pepperoni plant in Columbia (USA).
- **New slaughter lines** in Grand Island and Omaha (USA).

TO FEED THE PEOPLE AROUND THE WORLD WITH THE BEST AND IN AN INCREASINGLY SUSTAINABLE MANNER

We at JBS remain committed to our purpose. **We reinforced our commitment to people, communities and protecting the planet.**



ENVIRONMENTAL



SOCIAL



GOVERNANCE

NET ZERO 2040

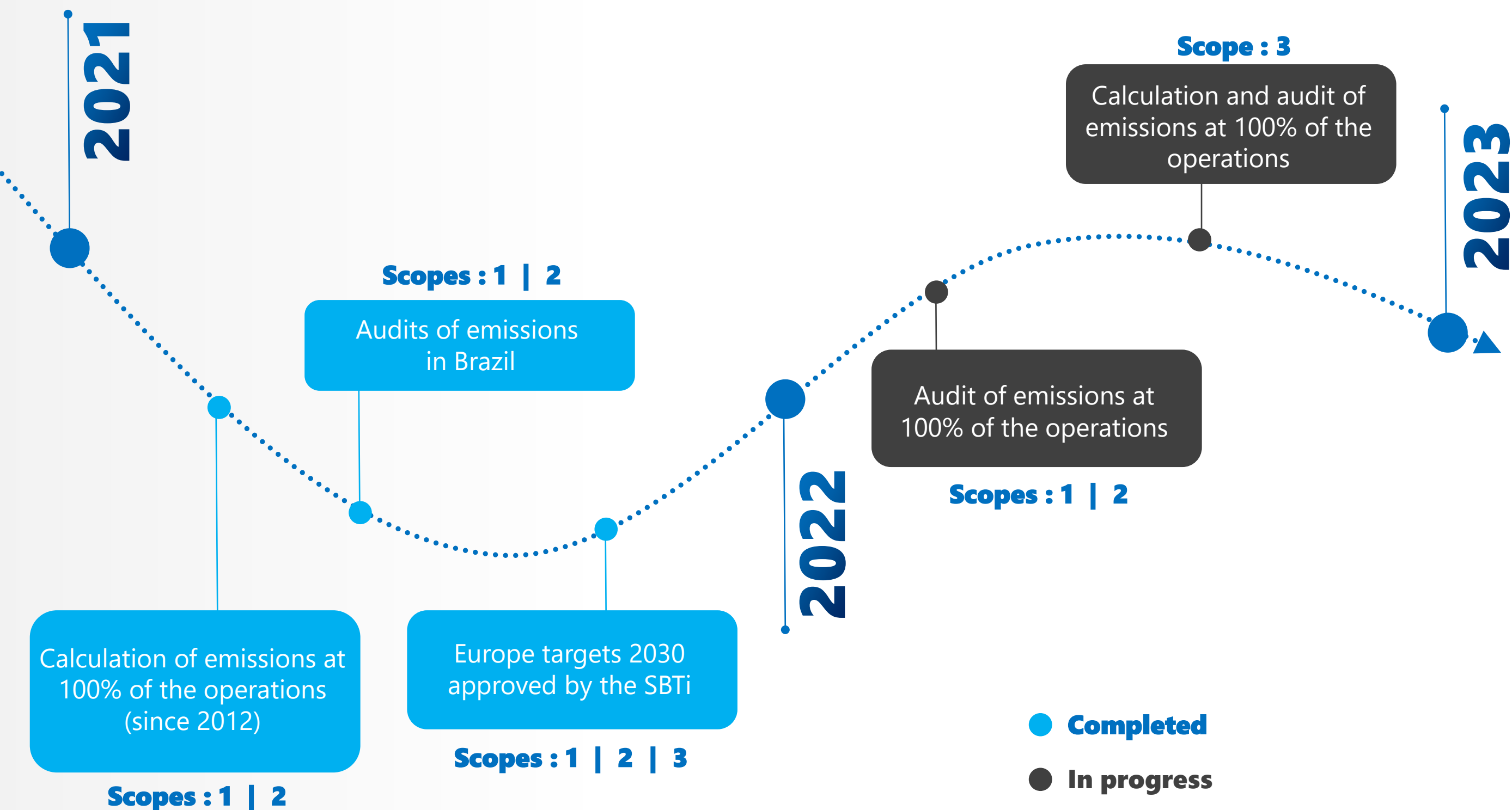


Global initiatives:

- Launch of **No Carbon, an electric truck company**, to reduce Scope 3 emissions.
- **Donation of US\$ 930,000 to finance research in USA** into the beef cattle and carbon sequester in pastures.
- Projects for covering effluent lakes and **methane capture** in Canada, The United States and Brazil.
- Construction of a solar energy plant in **Texas to supply the operations of Pilgrim's in the United States**.
- Partnership with **DSM** to reduce bovine **methane emissions**.
- Adoption by 2025 of **solar energy at all Swift stores**.
- **Emission reduction targets at Moy Park** approved by the SBTi.
- **100% renewable electricity** sources at **Pilgrim's in the United Kingdom**.



ROADMAP TO SCIENCE-BASED EMISSIONS REDUCTION TARGETS (SBTi)



Submit the targets

EVALUATION OF THE TARGETS BY THE SBTi

DESCARBONIZATION OF THE CATTLE SUPPLY CHAIN



Reduction in emissions

- **Food Additives:** partnerships with DSM, SilvaTeam and Institute of Animal Science and Pastures (IZ).
- **Productivity:** better food conversion rate.
- **Crop-livestock-forestry Integration System:** improvement in pasture stewardship and crop-livestock farming-forestry integration.

Traceability in the production chain

- **Transparent Livestock Farming Platform:** traceability of cattle and monitoring of the entire chain, including the suppliers of our suppliers by 2025.
- **Supply Chain Monitoring.**

Management

- **15 Green Offices:** free technical assistance for bringing suppliers into line. Partnerships with BB and Bradesco to facilitate access to credit.
- **Assessment of the carbon balance on the farms.**

Escritório Verde
Apoiando o pecuarista na regularização ambiental (JBS)

FINANCING RESEARCH IN THE USA FOR DECARBONIZING LIVESTOCK FARMING



Support for building the Feedlot Innovation Center

- **Investment of US\$ 700,000** to the University of Nebraska to build a new research center.
- The Feedlot Innovation Center will develop and evaluate **new technologies for handling cattle in feedlots**.
- The **initiative has the potential to benefit US producers**, the climate and the commitment of JBS to be Net Zero in 2040.

Partnership with Colorado State University

- Commitment to allocate **US\$ 230,000 to support the AgNext program**, leader in research into animal health and sustainable livestock agriculture.
- Funds will be used to **identify solutions for carbon sequestration in grazing land ecosystems**.

INVESTMENTS

Investment in **No Carbon** contributes to reducing the Scope 3 emissions of JBS, which is part of the commitment to be Net Zero by 2040.



- Launch of No Carbon, a company specializing in **leasing 100% electric trucks**.
- With a fleet of **31 vehicles circulating in SP, PR, SC and DF**, the company will initially serve JBS's own logistics operations, attending to the distribution of products of Friboi, Seara and Swift.

INVESTMENTS

CIRCULAR ECONOMY



CAMPO FORTE

FERTILIZANTES

Fertilizer plant

Operations have started at Campo Forte, at Guaíçara (SP). This project will make JBS the **first Brazilian food company to use organic waste from its production operations to produce fertilizer**. R\$ 134 million in investments.

INVESTMENTS

CIRCULAR ECONOMY



Collagen and Peptides Plant

Progress at the construction site of the **new plant** in Presidente Epitácio (SP), an investment of **R\$ 400 million**.



New Biodiesel Plant

Located at Mafra (SC), the plant consumed a total of R\$ 180 million and **started commercial operations in early 2022**.

All these investments demonstrate the emphasis of JBS on the circular economy, and they contribute **to the proper management of the waste from our industrial processes, creating value from products of protein production**.

INAUGURATIONS IN 2022:



TACKLING FIRES IN THE PANTANAL



Information taken from **satellites and cameras on towers installed on farms** to issue real-time alerts to the firefighting teams and public authorities.



Support for the **80 Fire Brigade teams** in the region.



5 Fire Brigade exclusive teams, from **Aliança Terra organization**.

JAGUAR CONSERVATION PROGRAM



Create along the Araguaia River one of the world's largest biodiversity corridors, protecting **an area of 3,000 kilometers and 13 million hectares.**



Conservation of the Jaguar, Brazil's largest terrestrial predator. The great carnivore keeps the equilibrium of its surroundings, regulating the size of the populations of its preys.



Partnership with Onça-Pintada Institute to educate and engage more than **2 thousand cattle producers, protecting the biodiversity in the two Brazilian largest biomes: Amazônia and Cerrado.**



***Photo of Onça-Pintada Institute**

JBS FUND FOR THE AMAZON

6 PROJECTS APPROVED



- **Technical Partnership with Embrapa:** Selection of the first two projects for developing new technologies that benefit the local bioeconomy.
- **RestaurAmazônia:** Incentives for 1,500 smallholders associating the increase in productivity with the restoration of the forest and reducing carbon emissions.
- **Fair and Sustainable Fishing:** An action that strengthens the pirarucu chain and other species, expanding the fishing market in 55 riverside communities income.
- **Inclusive Community Economies Program:** Promotes the açaí production chain, research and the education of young people, in addition to the participation of women in the businesses, expanding family.
- **Amaz - Accelerator and Impacts Investments:** Encourages an entrepreneurial environment in the Amazon, boosting startups engaged in businesses that recognize the value of the standing forest.
- **Unlocking credit for the bioeconomy of the forest:** Project that facilitates access to credit for over 2,000 local producers.



JBS has committed to double all donations made to the JBS Fund for Amazon.

For every R\$1 donated, JBS will donate another R\$ 1, up to the limit of R\$ 500 million. This means the Fund could reach R\$1 billion by 2030.

VALUE-ADDED: MORE THAN 150 BRANDS AROUND THE WORLD



INVESTMENTS

ACQUISITIONS



Entry of JBS into the **cultivated protein market**, involving the production of food from animal cells.

- Acquisition of Spanish company **BioTech Foods**, with proven cultivated protein technology.
- **Acquisition approved by the Spanish government** in May.
- Production: **1 ton/year of cultivated protein** at the San Sebastian pilot plant.
- **Commercial production in 2024:** construction of a new plant to produce **1,000 tons a year**.
- Construction of a Food and Cultivated Protein Research & Development Center in **Florianópolis, Brazil**.
- JBS is channeling **US\$ 100 million to these projects**.

INVESTMENTS

ACQUISITIONS



Rivalea boosts JBS's position in Australia, **becoming market lead in pork.**



- Leader in **hog breeding and processing in Australia.**
- Diversification of products and higher volume of porkbased foods at **Primo Foods.**
- **Team members: 1.000.**
- **Deal completed** on January, 2022.



INVESTMENTS

ACQUISITIONS



Acquisition of the **King's Group** strengthens the JBS strategy of **adding value to the portfolio.**

- **US\$ 92.5 million** invested.
- **4 plants** in Italy and an equity stake of 20% in Piggly, Italy's first **100% antibiotic-free breeder.**
- 1 plant in the United States dedicated to **sliced items.**
- Portfolio includes **prosciutto, bresaola, Bologna sausage, speck and pepperoni.**
- **Team members: 800.**
- **Deal completed** on February, 2022.





**To feed people
around the world
with the best and in
an increasingly
sustainable manner.**

