

Institutional Presentation

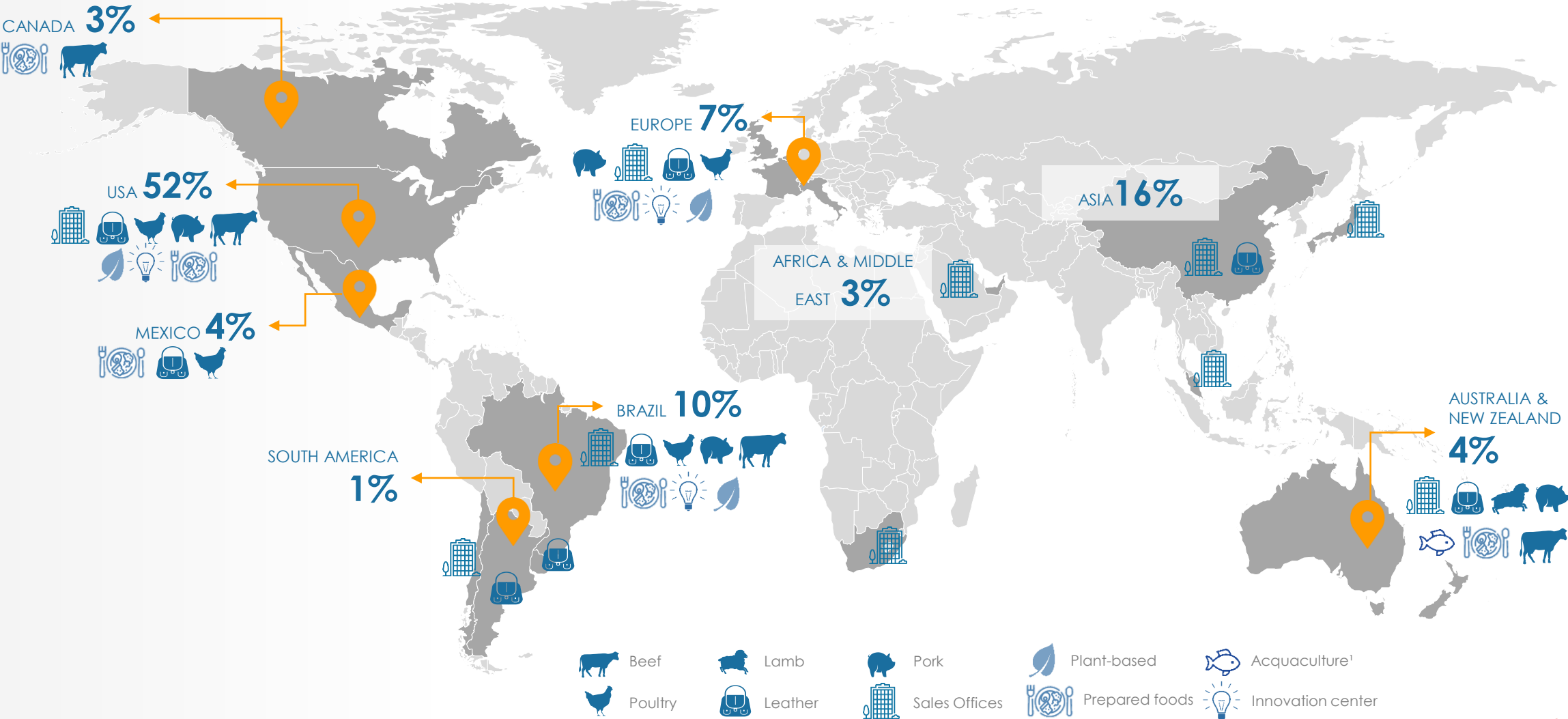
Including 2021 Results



A Unique Global Platform

Present in over **20 countries**

With over **450 facilities and offices**



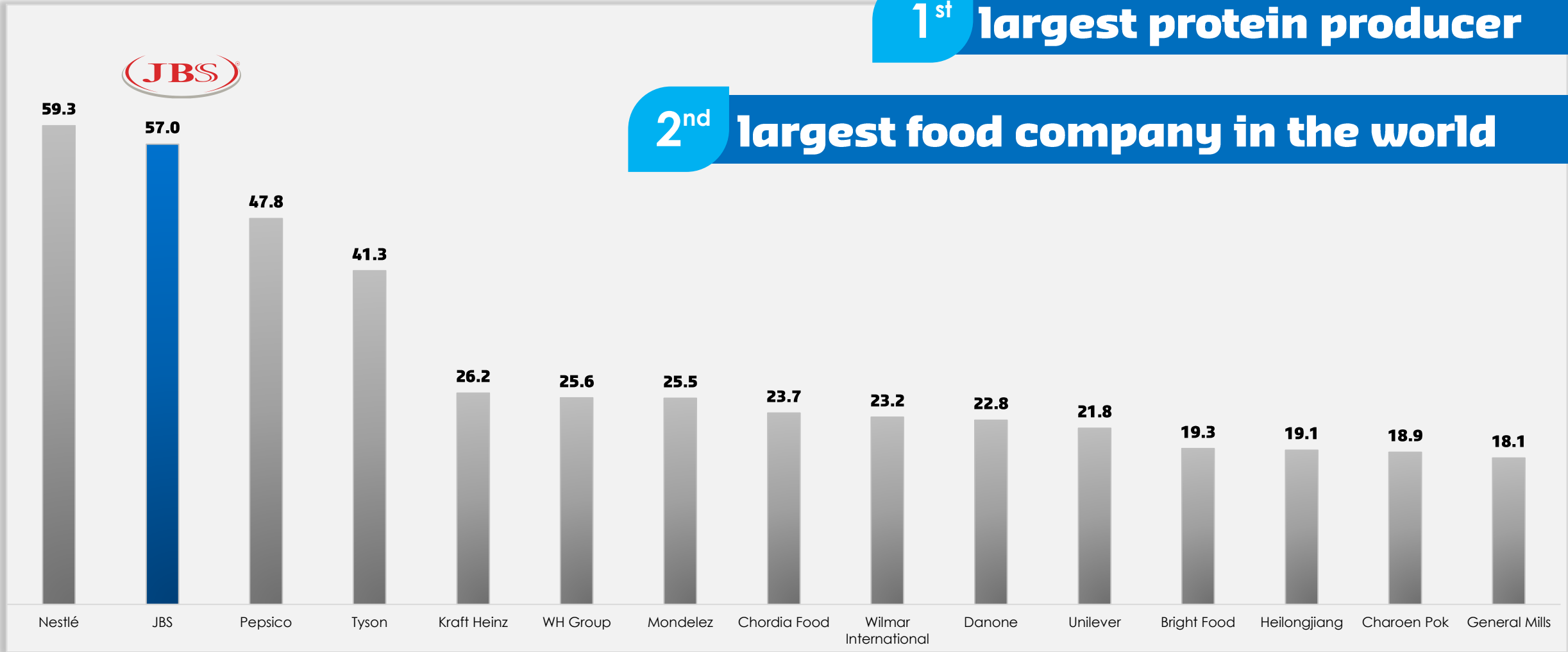
Note: Revenues originated in that region.
¹ The transaction is currently expected to be completed in late 2021



GLOBAL Ranking

1st largest protein producer

2nd largest food company in the world

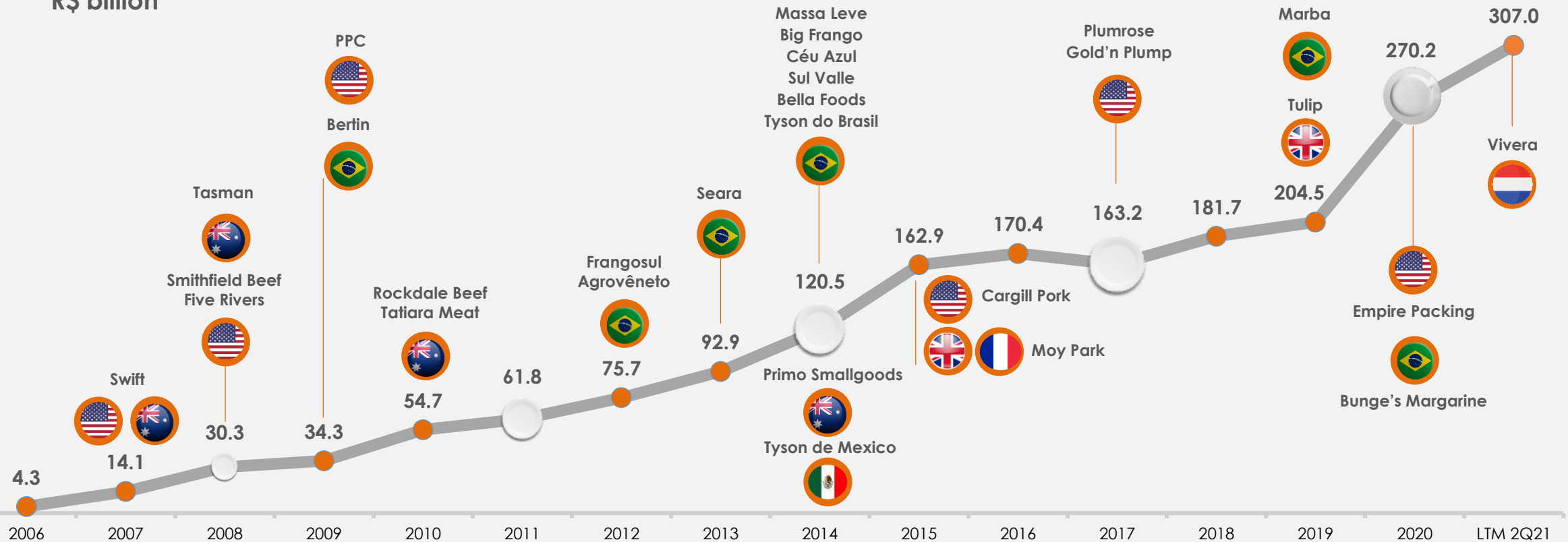


Source: JBS; Bloomberg, based on net revenue in US\$ billion
Note: LTM 2Q21 Net Revenue, including PPC

A SUCCESSFUL HISTORY OF GROWTH

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

R\$ billion



Consolidated EXPORTS

Export destinations of JBS during 2021



Greater China ¹	31.8%
USA	10.2%
Africa & Middle East	9.8%
Japan	9.5%
South Korea	7.2%
European Union	6.1%
Mexico	4.8%
South America	3.8%
Philippines	3.1%
Canada	2.8%
Others	10.9%

Asia corresponded to

51.6%

of total exports

Total exports 2Q21: **US\$4.2Bn**

Strong global industry fundamentals

(BEFORE COVID-19)



Increasing global population, rising wealth and urbanization



Income growth supporting protein consumption



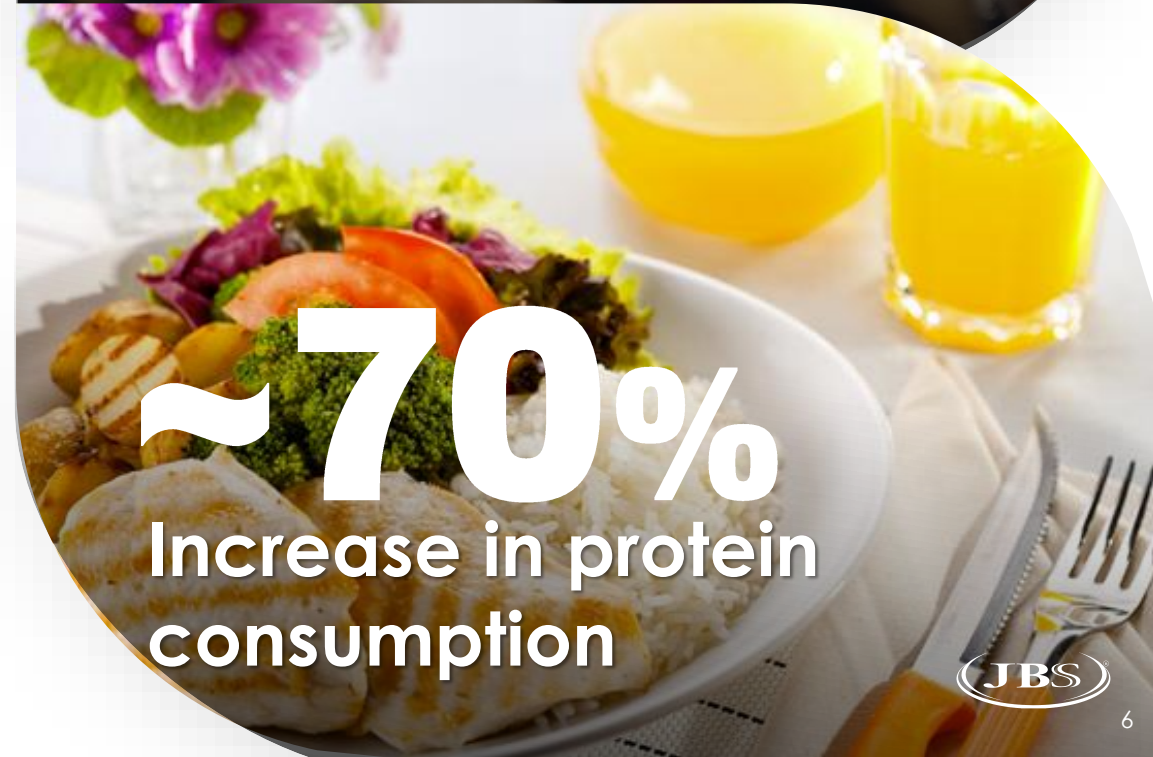
Shift in diet trends towards protein-based foods



Growth in supermarkets mainly coming from the perimeter of the store



2.8Bi
+ people in 2050



~70%
Increase in protein consumption

The Right People In The Right Places

Our leadership team has autonomy to decide,
which gives them the ability to adapt, learn and quickly evolve



Gilberto Tomazoni
Global CEO
JBS S.A.



Guilherme Cavalcanti
Global CFO
JBS S.A.



André Nogueira
CEO
JBS USA



Wesley Batista Filho
President South
America



Bob Krebs
President
JBS USA Pork



Fabio Sandri
Global CEO
PPC



Chris Kirke
President
Moy Park



Charles Von Der Heyde
President
PPC Mexico



Andrew Cracknell
President
Tulip



Brent Eastwood
President
JBS Australia



José Tambasco
President
Swift



David Colwell
President
JBS Canada



Thomas Lopez
President
Swift Prepared
Foods



Renato Costa
President
JBS Brasil Beef



Guilherme Motta
President
JBS Leather



Nelson Dalcanele
President
JBS Brazil
New Businesses



Darcey Macken
President
Planterra Foods



Shannon Grassl
President
JBS USA
Regional Beef



Tim Schellpeper
President
JBS USA
Fed Beef



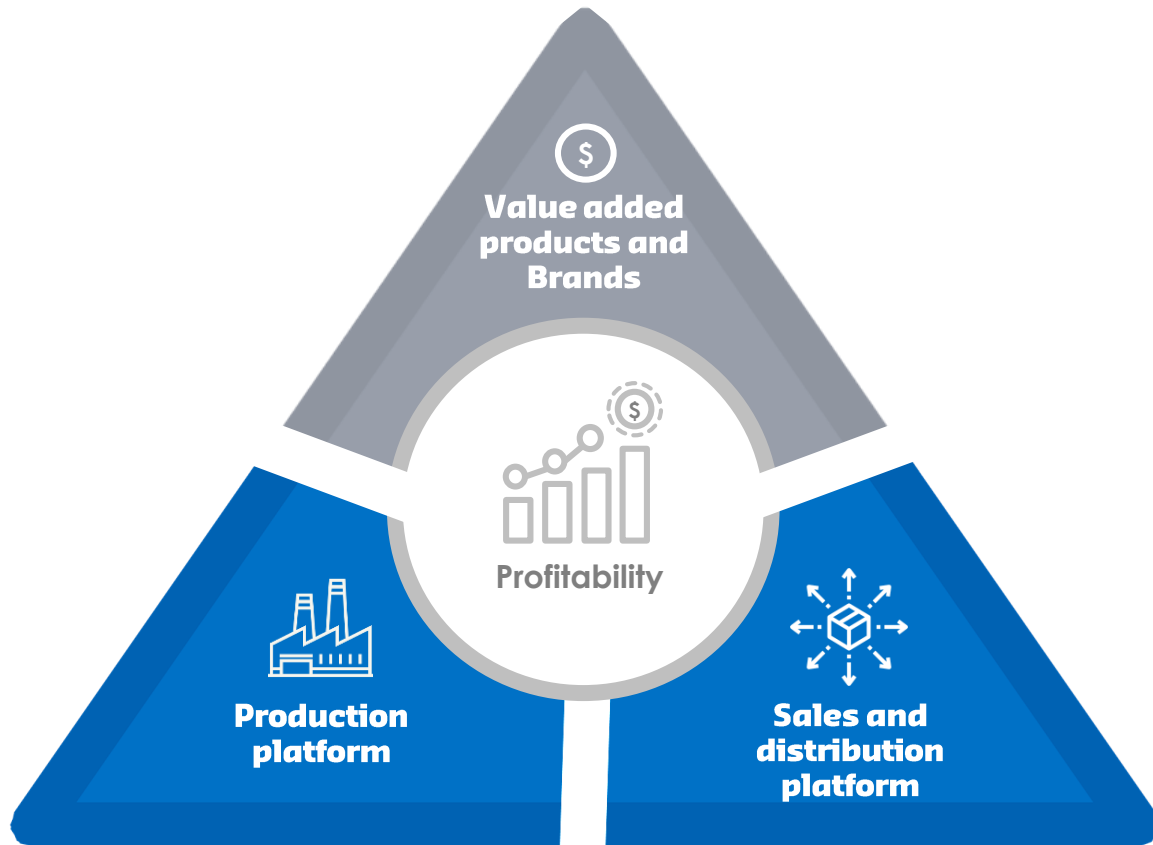
Vincent Trius
President
Of New Projects

Innovation



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 **+ 180** countries



+450 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

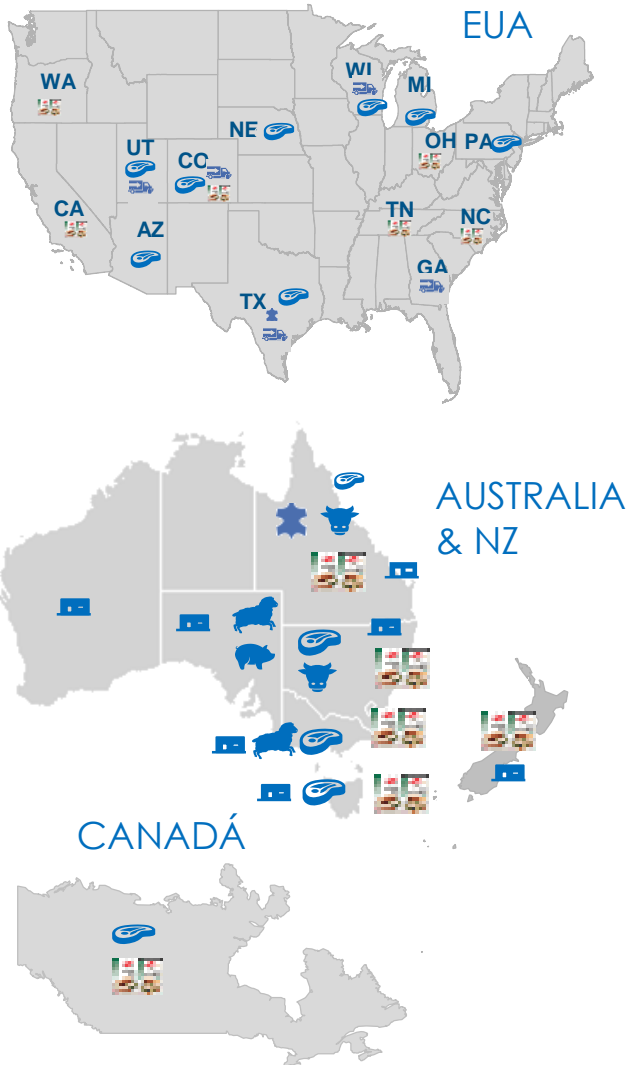


Business Units



JBS USA BEEF

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

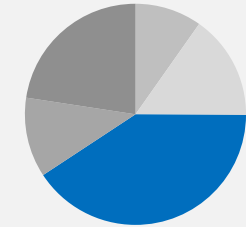
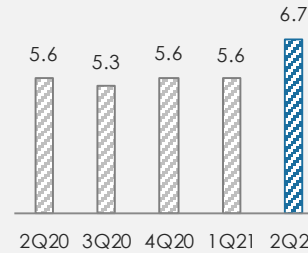


~37,000
team members

- 18** beef processing facilities
✓ **42,700 head of cattle per day**
- 06** feedlots
✓ **06 in Australia**
- 02** leather/hides facilities
✓ **12,500 hides per day**
- 07** carrier units
✓ **07 in the US**
- 19** PFP facilities
✓ **03 in the Netherlands (Vivera)**
- 08** distribution centers
✓ **07 DCs in Australia and 01 in New Zealand**
- 02** lamb facilities
- 01** hog processing facility (Primo)

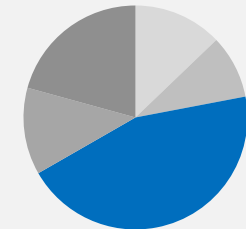
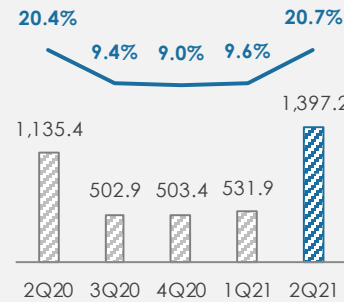
Recent Performance

Net Revenue (billion)



US\$23.3Bn
40% of LTM 2Q21 Revenue

EBITDA (million) and %

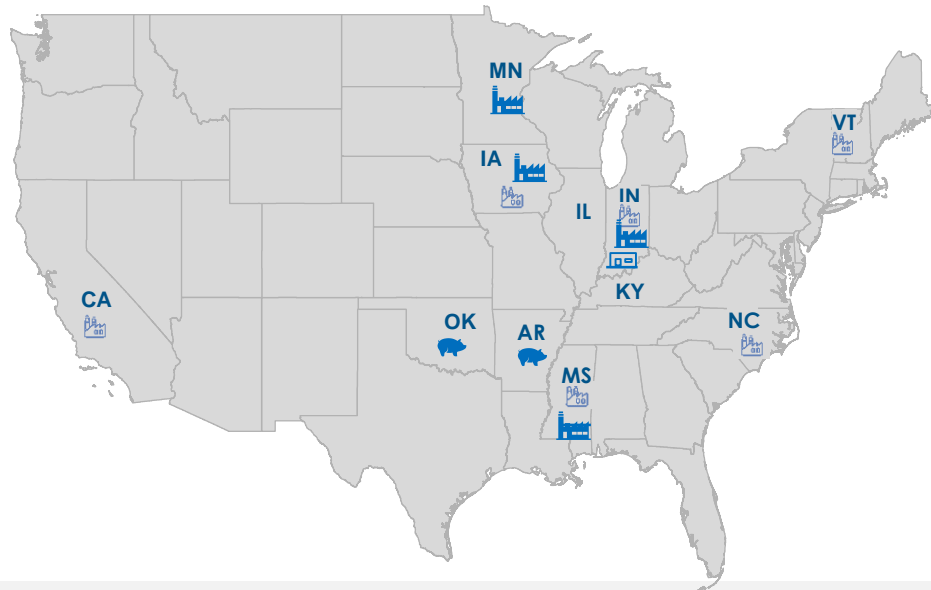


US\$2.9Bn | 12.6%
46% of LTM 2Q21 EBITDA







JBS USA PORK

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

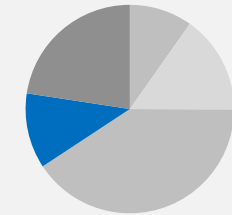
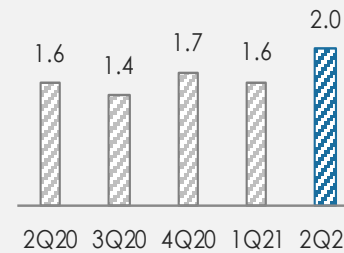


~11,600
team members

-  **05** hog processing facilities
✓ 92,600 hogs per day
-  **02** genetic units
-  **02** distribution centers
-  **06** PFP facilities

Recent Performance

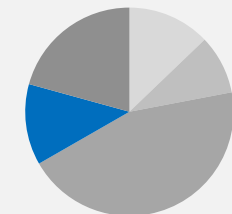
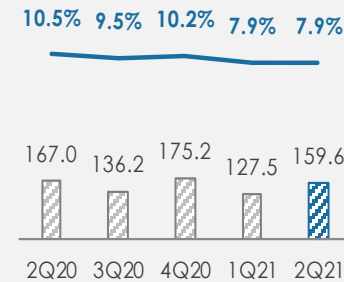
Net Revenue (billion)



US\$6.8Bn

12% of LTM 2Q21 Revenue

EBITDA (million) and %



US\$598.5MM | 8.8%

12% of LTM 2Q21 EBITDA

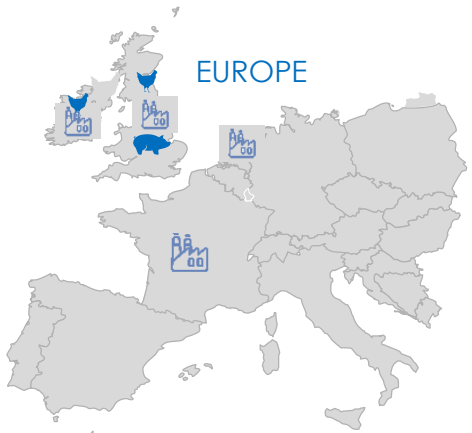
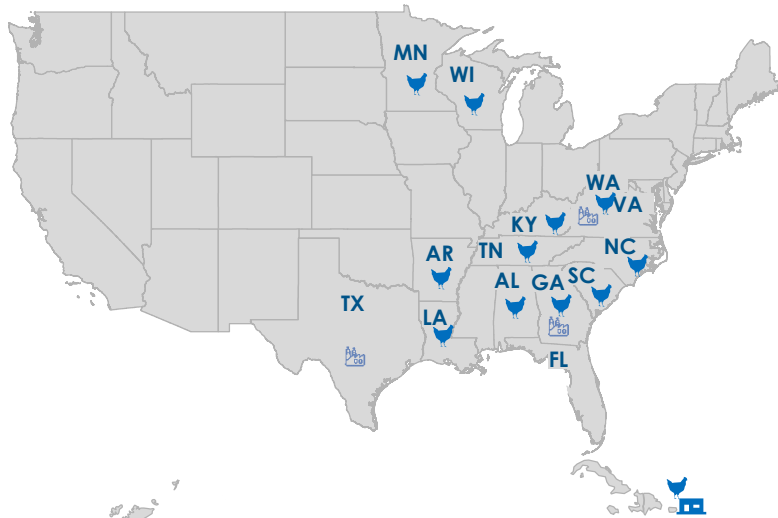


PILGRIM'S PRIDE

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



EUA & PORTO RICO

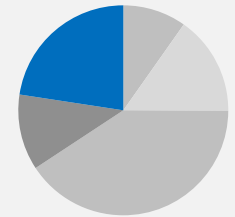
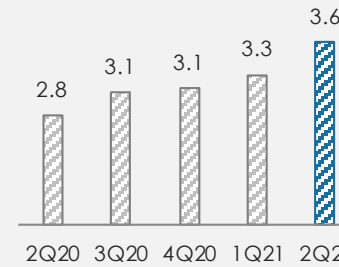


~59,000
team members

- 36** poultry processing facilities
✓ **8.6 million birds per day**
- 25** PFP facilities
✓ **~60,000 tons per month**
- 24** distribution centers
✓ **23 in Mexico and 01 in Puerto Rico**
- 03** hog processing facilities (Tulip)
✓ **10,100 hogs per day**

Recent Performance

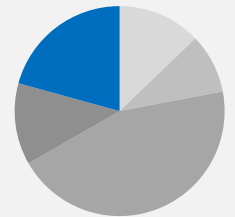
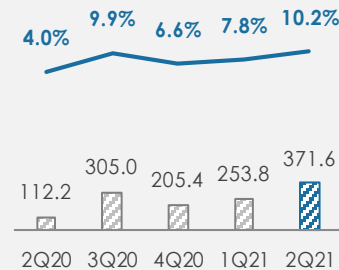
Net Revenue (billion)



US\$13.1Bn

22% of LTM 2Q21 Revenue

EBITDA (million) and %



US\$1.1Bn | 8.7%

24% of LTM 2Q21 EBITDA



SEARA

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

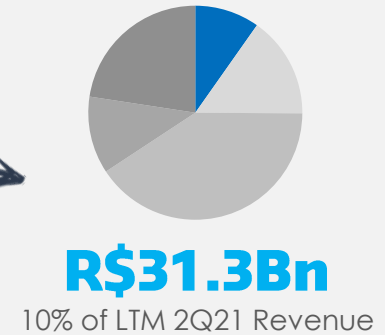
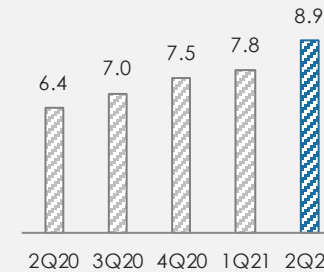


~87,800
team members

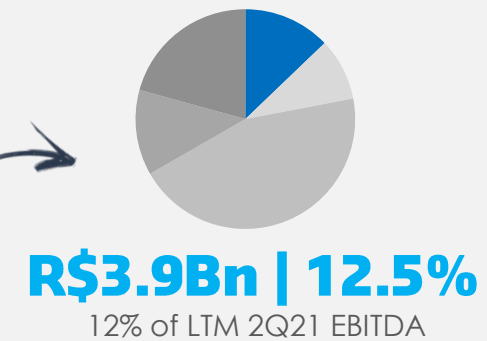
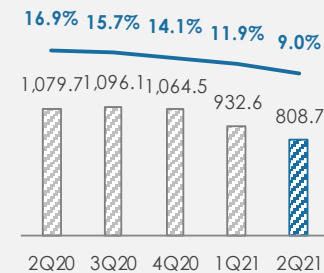
- 30** poultry processing facilities
✓ ~5.1 million birds per day
- 08** hog processing facilities
✓ ~25.3 thousand hogs per day
- 22** PFP facilities
✓ ~142.4 thousand tons per month
- 17** distribution centers

Recent Performance

Net Revenue (billion)

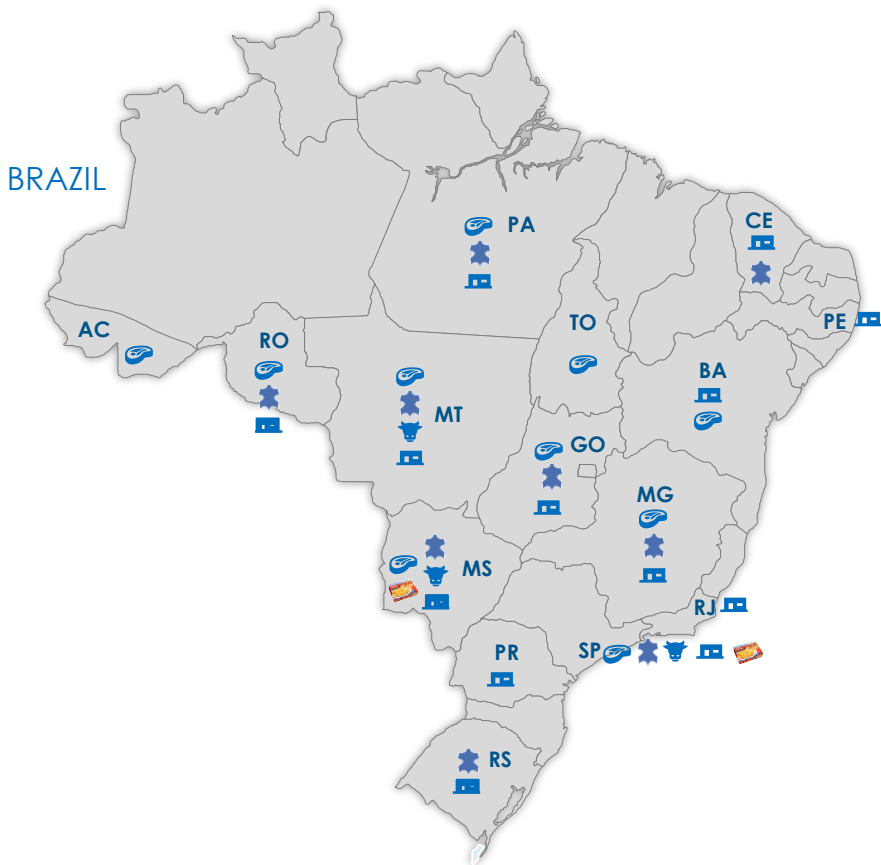


EBITDA (million) and %



JBS BRAZIL

Beef production in **Brazil**, in addition to leather¹ and other Related Businesses

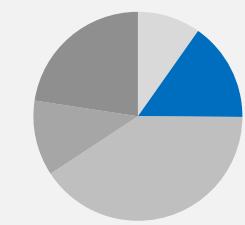
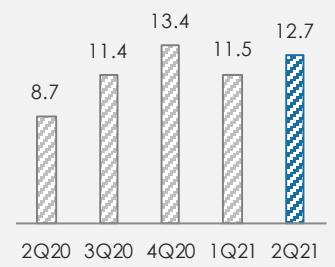


~54,200
team members

- 36** beef processing facilities
✓ ~33,850 head of cattle per day
- 08** feedlots
- 15** leather/hides facilities¹
✓ ~50,900 hides per day
- 13** distribution centers
- 08** PFP facilities
✓ ~22,550 tons per month
- 11** Related businesses

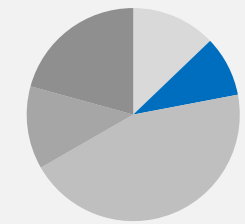
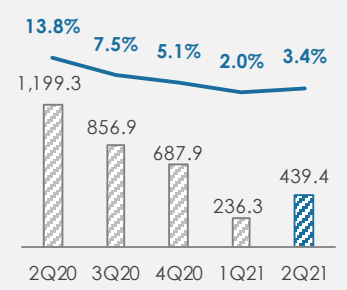
Recent Performance

Net Revenue (billion)



R\$49.1Bn
16% of LTM 2Q21 Revenue

EBITDA (million) and %



R\$2.1Bn | 4.4%
6% of LTM 2Q21 EBITDA



¹Leather production in Argentina, Uruguay, the United States and Italy



ESG HIGHLIGHTS

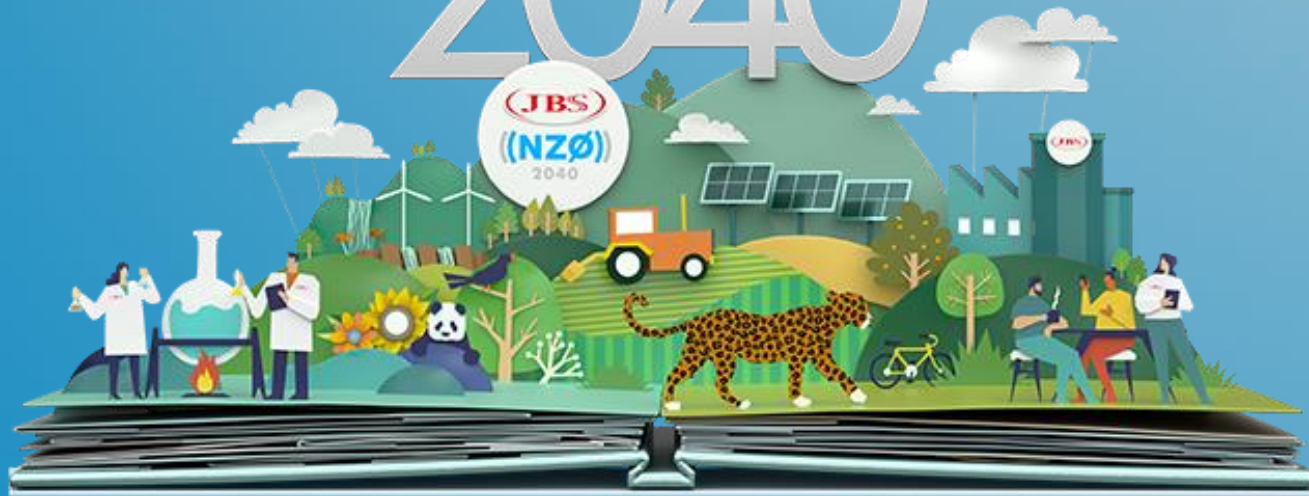
ESG

We are the world's second largest food company and global leader in the protein industry. Therefore, it is our responsibility to promote the transition to a low-carbon economy across our entire value chain.



(JBS)
((NET ZERØ))

2040



JBS IS COMMITTING TO BE NET ZERO

In March 2021 JBS announced the global commitment: to be Net Zero by 2040.



SUPPLY CHAIN MONITORING

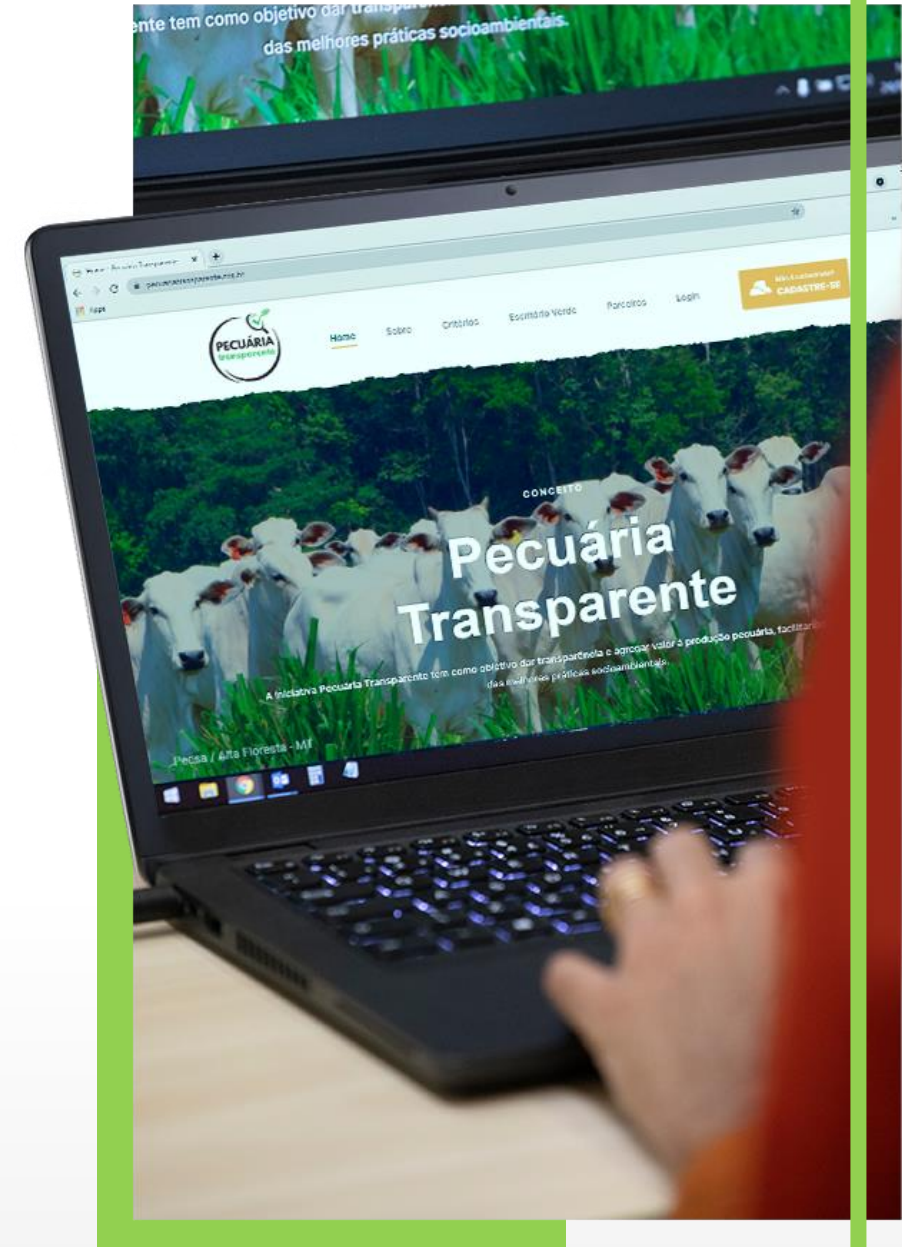


Transparent Livestock Farming Platform

Currently JBS has **100% of the company's direct cattle suppliers in accordance with the Responsible Raw Material Sourcing Policy.**

In April, JBS initiated the operations of the Transparent Livestock Farming Platform that extends socioenvironmental monitoring to suppliers of its suppliers of cattle using blockchain technology to guarantee data security and reliability.

With the rapid advance of adherence to the Transparent Livestock Farming Platform, in June **JBS anticipated its 2025 target of zero illegal deforestation for the suppliers of its suppliers in the Cerrado, Pantanal, Mata Atlântica and Caatinga biomes** – the same commitment already established for the Amazon.





TRANSPARENCY IN THE SUPPLY CHAIN

Escritório Verde

Apoiando o pecuarista na regularização ambiental 

With a network of **Green Offices**, JBS is pushing ahead in assisting and including producers looking to conform their socioenvironmental status of their properties, **engaging in actions of partnership and inclusion in order to contribute to the advance of the Brazilian livestock farming.**

We already have **13 offices working** to provide environmental, legal and technical consultancy.



Dedicated to promoting and financing the sustainable development of the Biome, the **JBS Fund for the Amazon** has announced six projects approved to receive investments.



RESTAURAMAZÔNIA PROJECT

Incentives for 1,500 smallholders associating the increase in productivity with restoration of the forest and reducing carbon emissions.



INCLUSIVE COMMUNITY ENCONOMIES 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 income.



FAIR AND SUSTAINABLE FISHING

An action that strengthens the pirarucu chain and other species, expanding the fishing market in 55 riverside communities.



RELEASE CREDIT FOR FOREST BIOECONOMY

A Project that facilitates access to credit for over 2,000 local producers.



AMAZ – ACCELERATOR AND IMPACT INVESTMENTS

Encourages an entrepreneurial environment in the Amazon, boosting startups engaged in businesses that recognize the value of the standing forest.



TECHNICAL PARTNERSHIP WITH EMBRAPA

Project that combines science and new technologies for the benefit of the development of the Amazon bioeconomy.



14,000

families benefited

30% to 40%

increase in the income
of the participants

Higher productivity in
cocoa, calves, *açaí* and
pirarucu of between

22% e 39%

A reduction of

+1.4 million

tons of CO₂

1,500

hectares restored with
family farming of
cocoa

31,500

hectares of pasture
under good practices

A photograph of a woman and a young child with traditional Amazonian face paint. They are holding a large, round, woven basket filled with cocoa beans and a red paddle. The background is a solid teal color.

**The initiatives are receiving
R\$ 50 million from the
Fund. Together, they will
make a huge positive
impact at an environmental
and social level.**



STRATEGIC PARTNERS



The **Elanco Foundation** has created a partnership with the JBS Fund for the Amazon to support the **RestaurAmazônia project**. An **investment of US\$ 450,000** during the course of three years will be earmarked for an initiative that combines cocoa plantations and livestock farming in Pará. JBS has doubled the amount donated.

SOCIAL



In 2021, JBS continues to contribute to fight the pandemic in Brazil through the "Fazer O Bem Faz Bem" program.



More than 1,000 items of hospital equipment to set up new beds at ICUs.



A Member of the United by Vaccine Movement (in the states of PR and SC).



Telemedicine - attending to 25 riverine communities in Pará.



Investments of R\$ 5 million for the construction of the Butantan vaccine plant, with an annual production capacity of 100 million doses of vaccine.



Health in the Forest Program - attending to 25 communities in the Amazon region.



SOCIAL


Fundamental component of the responsibility of JBS to its team members and the community



BETTER FUTURES - Hometown Strong: JBS and Pilgrim's launched a free educational program in partnership with colleges and technical courses aimed to benefit team members and their dependents.

GOVERNANCE

The Board of Directors of JBS consists of 9 members, of whom:

 **55.6%** are Independent Directors

 **22.2%** are women



With two women on the Board of Directors, JBS has been awarded the WOB (Women on Board), certification that recognizes organizations with at least two women as directors or executive officers. The initiative is supported by UN Women.

INCLUSION AND DIVERSITY INITIATIVES

We have retained **RM Consulting**, a consulting company of **Rachel Maia**, to drive the actions for diversity and inclusion and the social education of the senior management of JBS on issues involving racial and gender equality and PwD.



We have 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**, in addition to generating opportunities for **3 million people** in the years ahead through practical actions.



INVESTMENT | ACQUISITIONS AND EXPANSIONS

In the second quarter of 2021, we continued to expand our global multi-protein production platform and moved ahead with acquisitions and expansions.



INVESTMENTS | ACQUISITIONS



VIV ERA

VIVERA

With the focus on expanding the portfolio, JBS has concluded the acquisition of Vivera, expanding its global plant-based food platform.

The transaction includes 3 plants and a research center in Holland .

KERRY

KERRY CONSUMER FOODS

Strengthening the investments in **high added-value brands and products**, JBS has concluded the acquisition of the prepared foods business of the Kerry Consumer Foods in the **United Kingdom and in Ireland**, leader in the production of frozen and chilled prepared meals in the United Kingdom.

Rivalea

A U S T R A L I A

RIVALEA*

We have, announced an agreement to acquire the second largest hog breeding and processing company in Australia. This gives **JBS the leadership in the country's pig processing industry**, with greater diversification of products and growth in the volume of higher added-value pork products at **Primo Foods**.



HUON*

Also in Australia, we have announced the agreement to **acquire Huon**, the **country's second-largest salmon aquaculture business**. The acquisition is the door for JBS into the fish sector.

* Pending closure

INVESTMENT | SEARA EXPANSION AND IMPROVEMENTS



Investments of R\$ 8 billion by 2024, with the greatest portion of the resources earmarked for increasing production of chicken, hogs and prepared foods.



INVESTMENTS IN THE PLANT AT ROLÂNDIA (PR)

R\$1.85 billion to build a new prepared foods plant, in addition to modernizing and expanding the current poultry plant already in operation.

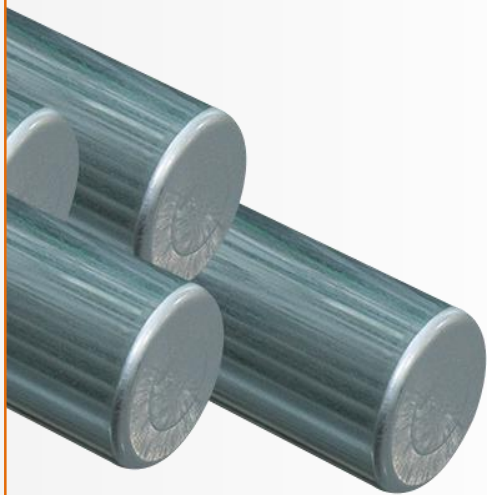


INVESTMENTS IN 7 PLANTS IN RIO GRANDE DO SUL

R\$1.7 billion earmarked for expansion and improvements at its 7 plants: Bom Retiro do Sul, Caxias do Sul, Nova Bassano, Passo Fundo, Seberi, Santa Cruz do Sul and Trindade do Sul.



INVESTMENTS | THE CIRCULAR ECONOMY



ZEMPACK

We inaugurated, at Guaiçara (SP) a new recyclable metal packaging plant, with an investment of R\$ 80 million, cutting-edge technology and focus on Industry 4.0, now under the new name of Zempack.



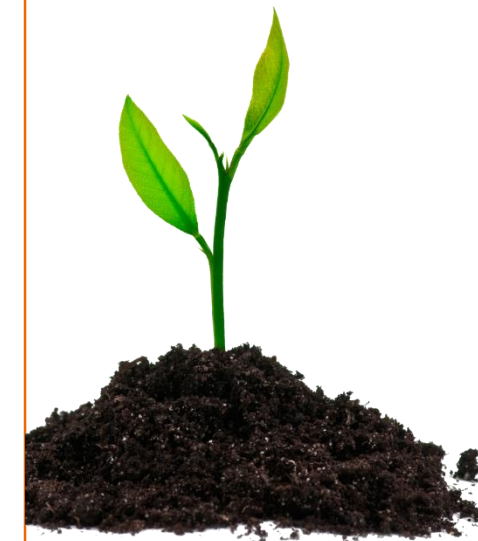
COLLAGEN AND PEPTIDES PLANT

Progress in the construction work on the new plant at Presidente Epitácio (SP), with an investment of R\$ 280 million. The plant will be a benchmark in sustainability.



NEW BIODIESEL PLANTS

Located at Mafra (SC), and due to be handed over before the end of 2021, the plant will attract a total investment of R\$ 180 million.



FIRST ORGANIC FERTILIZER PLANT

After the plant is built, also at Guaiçara (SP), JBS will be the 1st food company in Brazil to make use of the organic waste generated at its plants to manufacture fertilizer.

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



FINANCIAL MANAGEMENT

2021 consolidated the Company's financial strategy, with significant progress and important acknowledgements by the stakeholders.

SINCE 2020, R\$ 34 BILLION INVESTED:



RETURN TO THE SHAREHOLDERS

Return of **R\$ 12.1 billion** through:
Repurchase of R\$ 5.7 billion in shares and
distribution of R\$ 6.5 billion in dividends.



ACQUISITIONS

Investment of **R\$ 11.5 billion** in M&A agreements,
like: **Vivera, Kerry Consumer Foods, Rivalea and Huon.**



EXPANSIONS

R\$ 5.2 billion invested in modernizing and expanding
our production plants:

- | Expansion and modernization of 11 Seara plants.
- | Construction of new plants of JBS Novos Negócios (Biodiesel, Organic Fertilizer, Collagen and Peptides and Zempack).
- | New Italian specialties and pepperoni plant in Columbia, MO (USA).



ESG

We continue on the path of creating value for all
our Company stakeholders.

- | Over **R\$ 5 billion** invested globally in Sustainability in 2020.
- | We announced the first 6 projects supported by the JBS Fund for the Amazon.
- | In Brazil, we boosted the donations by the *Fazer O Bem Faz Bem* program to tackle the pandemic.
- | In the USA, we strengthened our free education actions through the Better Futures program.

WE REDUCED OUR LEVERAGE FROM 2.1X → 1.7X

FINANCIAL AND OPERATING RESULT



Operational and Financial Highlights **2Q21**

Net revenue of **US\$16.2Bn** (R\$85.6Bn), an **increase** of **26.7%** in relation to 2Q20

Adjusted EBITDA of **US\$2.2Bn** (R\$11.7Bn), **10.3% higher** than 2Q20, with an **EBITDA margin** of **13.7%**

Net income of **R\$4.4Bn**, **29.7% higher** than 2Q20

Leverage of **1.73x** in USD and **1.61x** in Reais

Anticipation of an interim dividend distribution totaling **R\$2.5Bn**, which represents **R\$1 per share** to be paid on August 24, 2021

Upgrade by **Fitch** to **investment grade BBB-**

Announcement of an agreement for the **acquisition of Huon, Australia's second largest salmon aquaculture company**, marking the entry of JBS into this sector; of **Kerry Consumer Foods, UK's leading chilled and frozen ready meals food company**; and **Rivalea, Australia's second largest hog breeding and processing company**

Conclusion of the acquisition of **Vivera**, the **third largest plant-based protein producer in Europe**

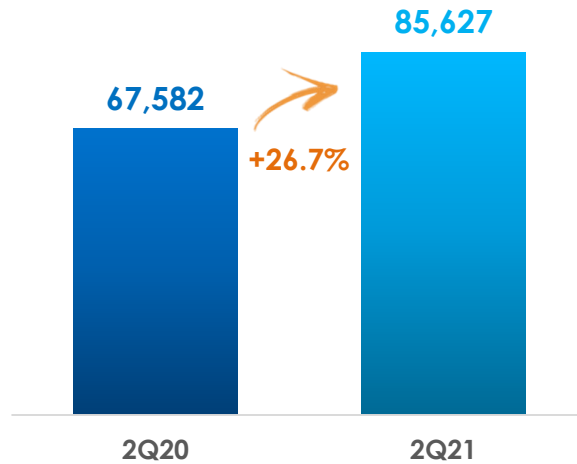
US\$1 billion in a Sustainability Linked Bond tied to a **KPI to reduce greenhouse gas emissions**, with a **coupon of 3.625% p.a.**, and maturity in 2032, the best in the company's history



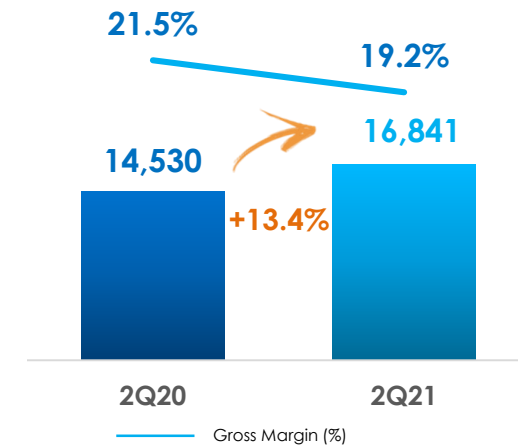
Consolidated Results 2Q21



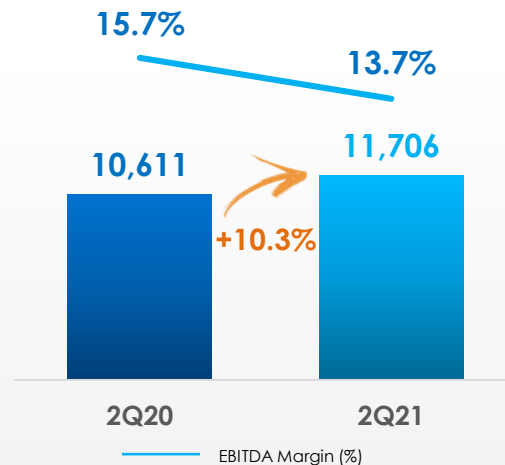
Net Revenue
(R\$ million)



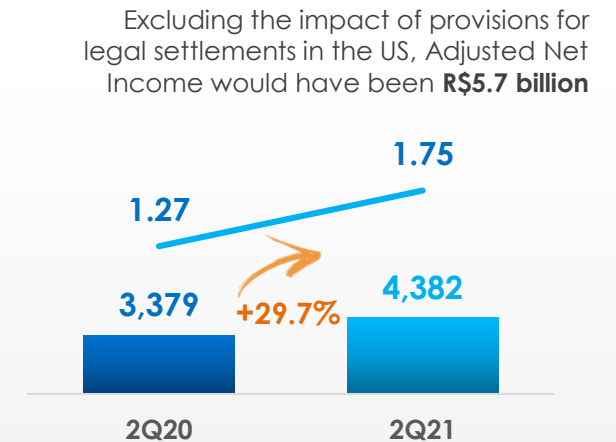
Gross Profit
(R\$ million)



Adjusted EBITDA
(R\$ million)



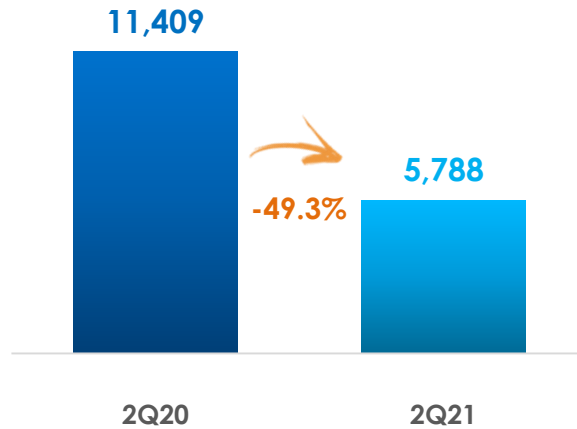
Net Income
(R\$ million)



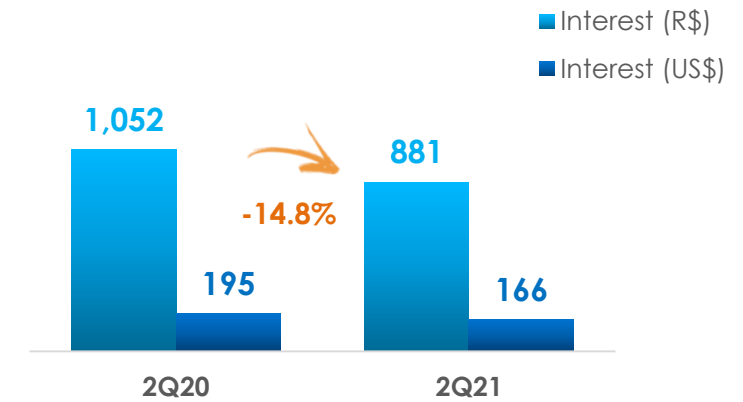
Consolidated Results 2Q21



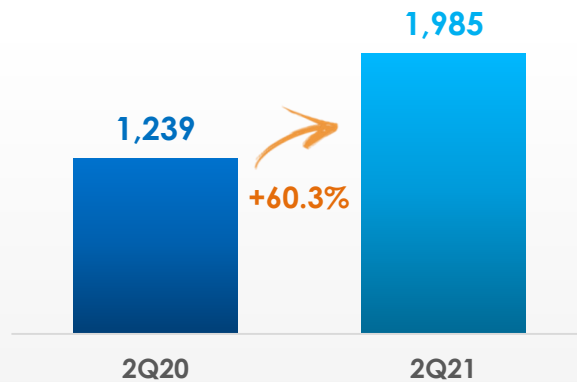
Operating Cash Flow (R\$ million)



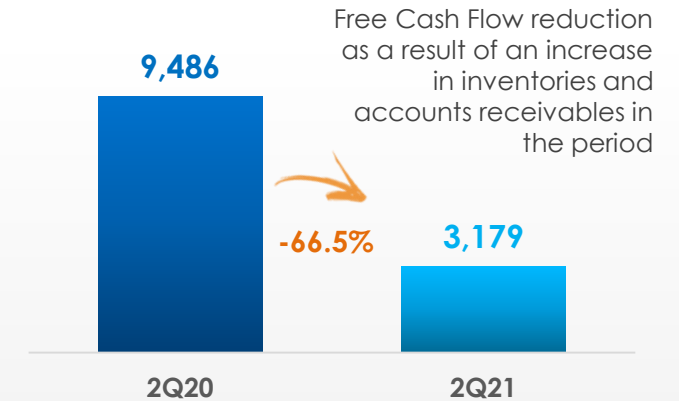
Net Debt Financial Expense (million)



CAPEX (R\$ million)



Free Cash Flow (R\$ million)



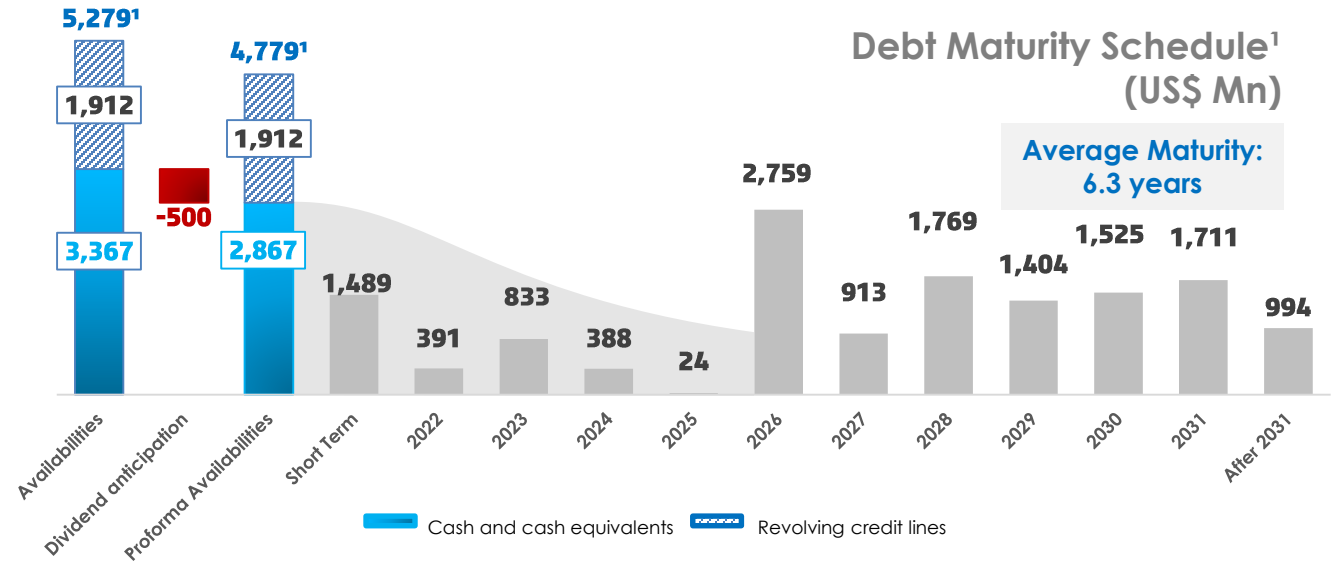
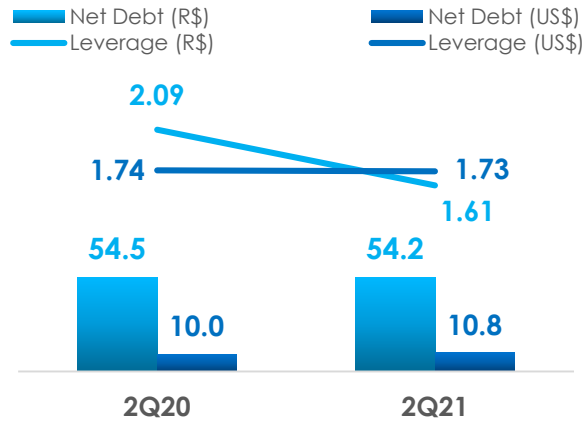
Debt Profile

2Q21 ending cash was
R\$16.8Bn

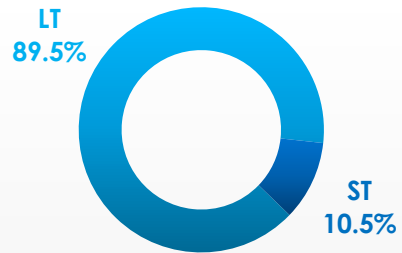
Additionally, JBS USA has
US\$1.9Bn (R\$9.6Bn)
in fully-available revolving
credit facility lines

Total liquidity in 2Q21 was
R\$26.4Bn >3x higher than
short-term debt

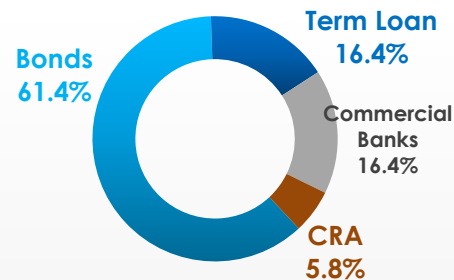
Net Debt (\$ Bn) / Leverage



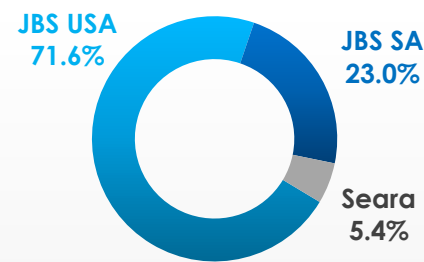
Short Term and Long Term Debt Profile



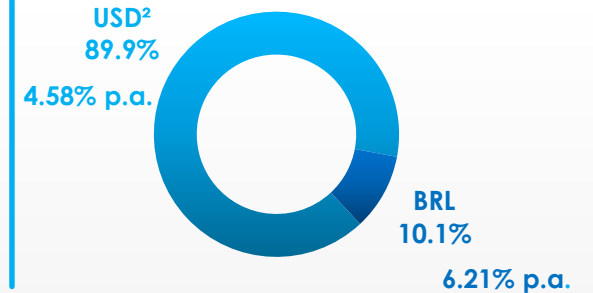
Source Breakdown



Entity Breakdown



Currency and Cost Breakdown

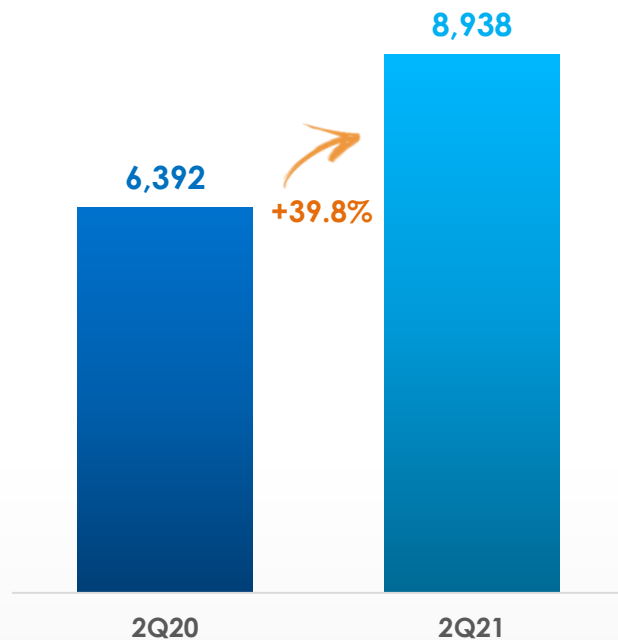


¹ Includes funds available in cash and revolving guaranteed credit lines from JBS USA.

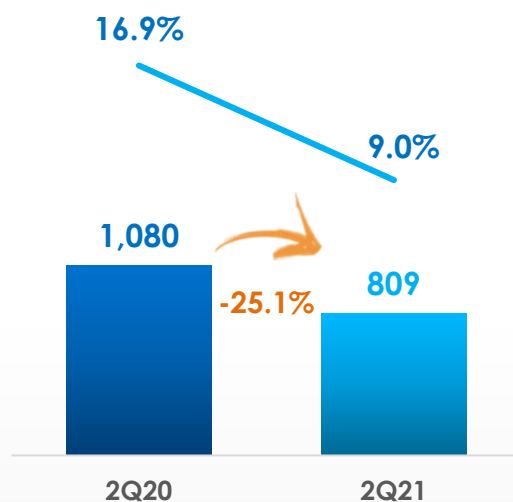
² Includes debts in other currencies, such as Euros and Canadian Dollars. The debt denominated in US Dollars corresponds to 99.4% of this total.

Seara

Net Revenue
(R\$ million)



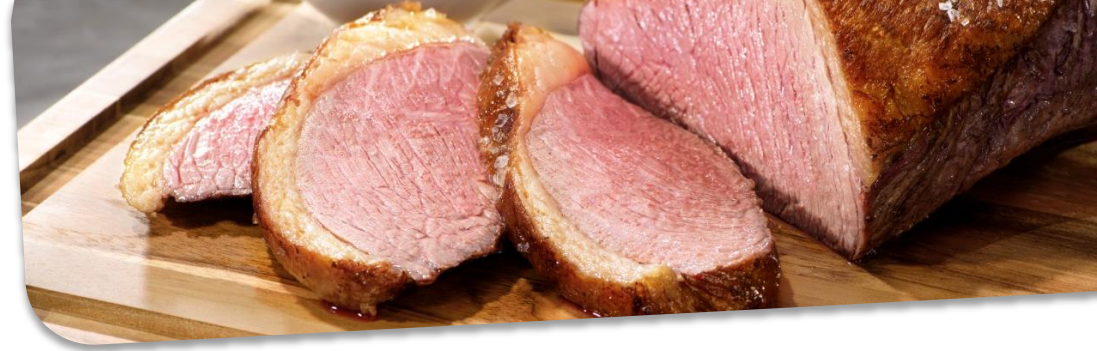
Adjusted EBITDA
(R\$ million and %)



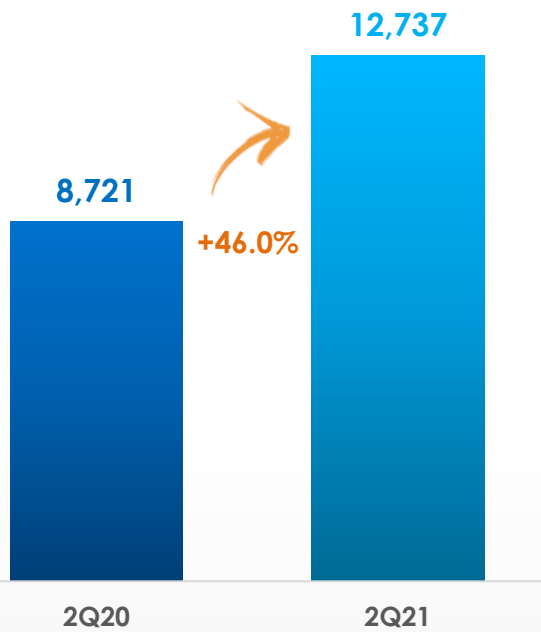
Seara Products



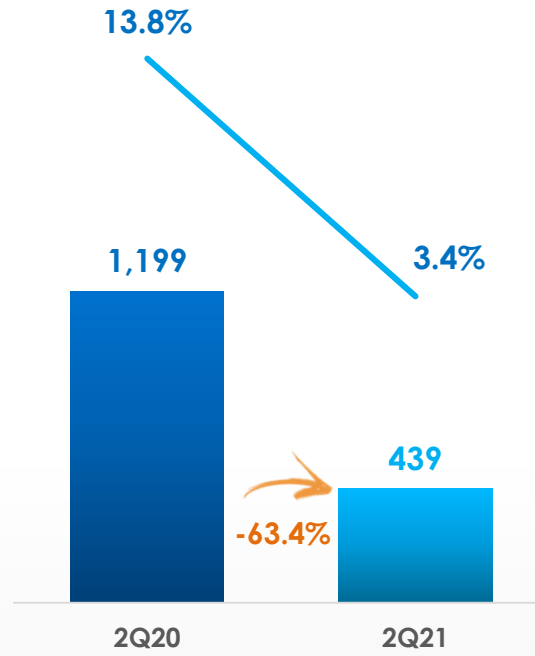
JBS BRAZIL



Net Revenue
(R\$ million)



Adjusted EBITDA
(R\$ million and %)



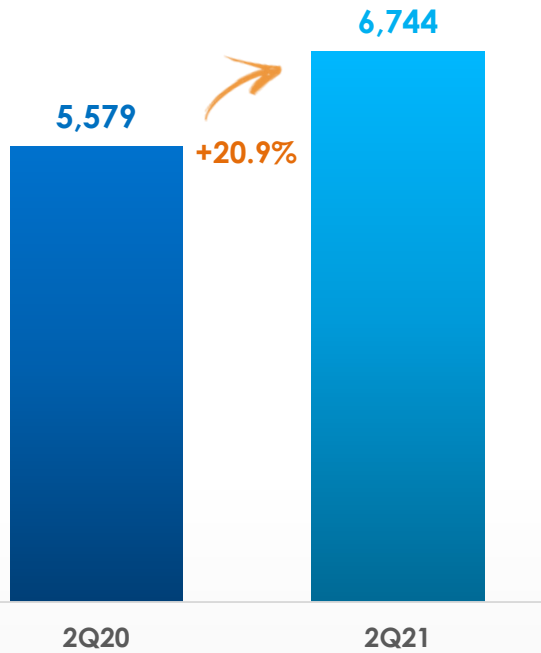
JBS BRAZIL Products



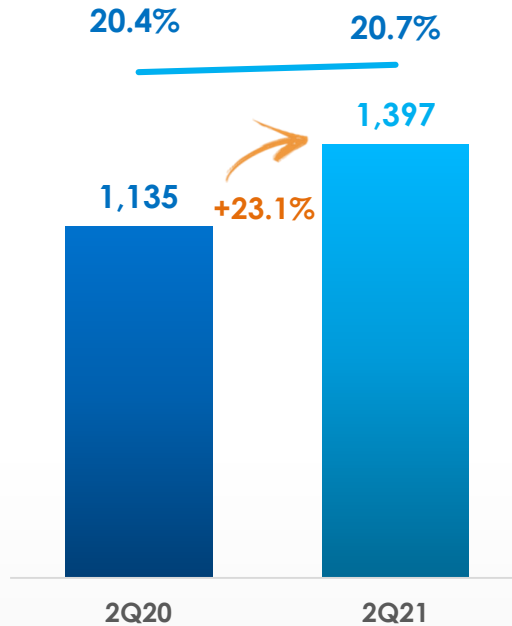
JBS USA BEEF



Net Revenue
(USGAAP - US\$ million)



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



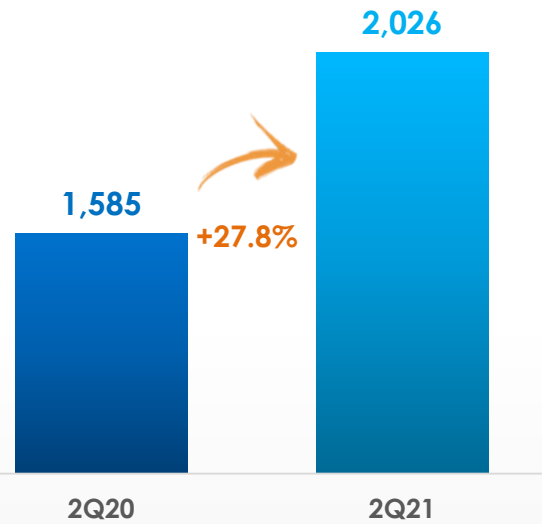
Products JBS USA BEEF



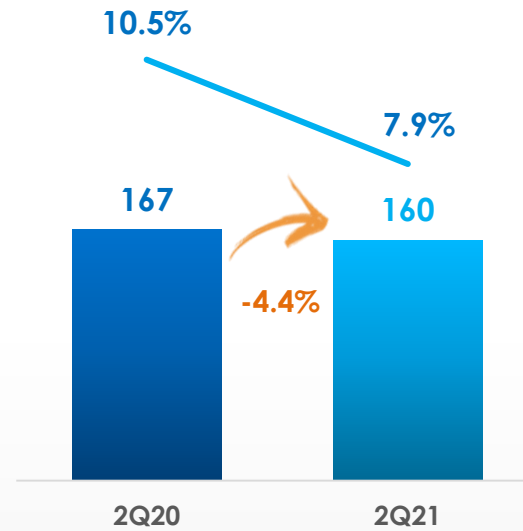
JBS USA PORK



Net Revenue
(USGAAP - US\$ million)



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



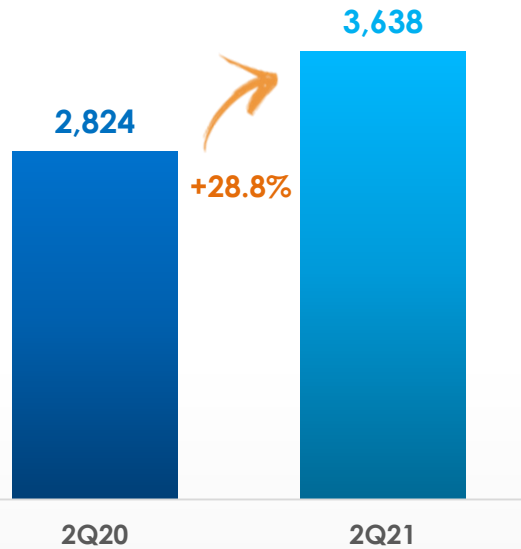
JBS USA PORK Products



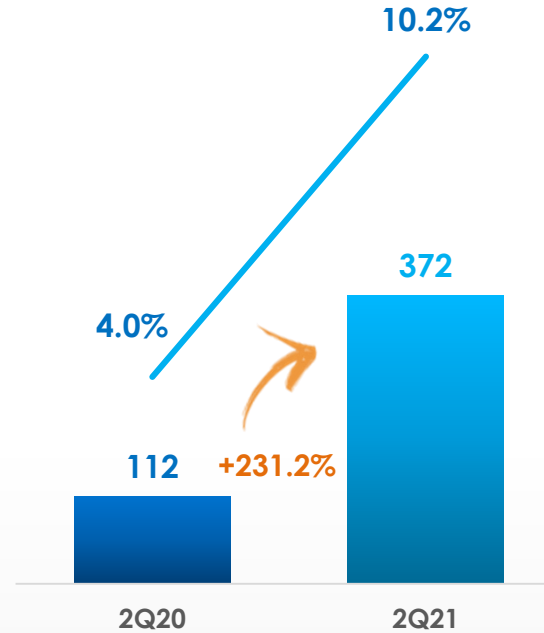
Pilgrim's Pride



Net Revenue
(USGAAP - US\$ million)



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



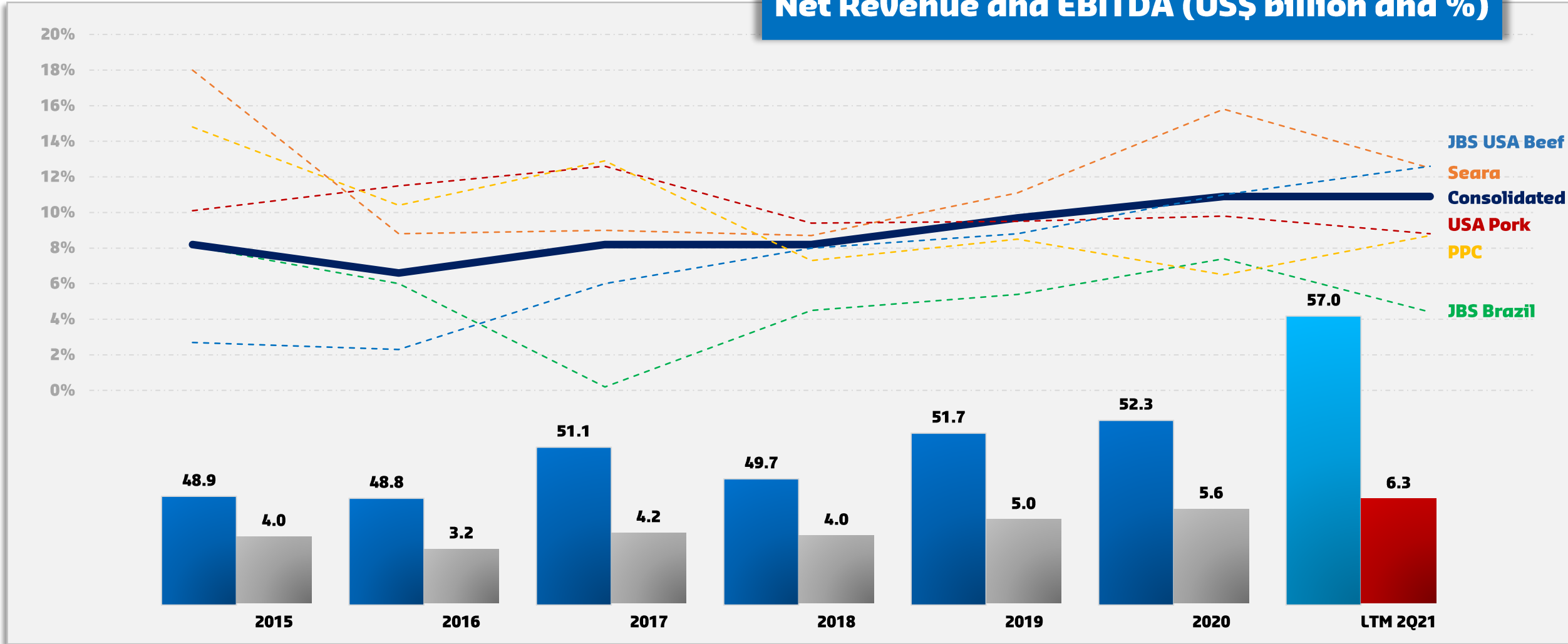
PPC Products



Earnings Stability

Geographic and product diversification leading to lower results volatility

Net Revenue and EBITDA (US\$ billion and %)



OUR MISSION

To be the best in all that we do, completely focused on our business, ensuring the best products and services to our customers, a relationship of trust with our suppliers, profitability for our shareholders and the opportunity of a better future for all of our team members.

OUR VALUES

- Determination
- Simplicity
- Availability
- Humility
- Sincerity
- Discipline
- Ownership



OUR BELIEFS

- Quality products
- Focus on the details
- A hands-on approach
- Success is only achieved through hard work
- The right person in the right place
- Passion for what we do
- Actions & behavior are more important than knowledge
- A leader must win over their team members
- Lead by example
- Focus on results
- Working with people who are better than us
- Believing makes the difference