INSTITUTIONAL PRESENTATION
Including 4Q21 and 2021 Results
A Unique Global Platform

Note: Revenues originated in that region.
JBS Brazil was recognized as Brazil’s largest employer for the 2nd consecutive time.

+ 250k team members globally

- Team members in Brazil: 146k
- Team members in New Zealand and Australia: 6.4k
- Team members in the USA: 64.2k
- Team members in Canada: 3.25k
- Team members in Europe: 14.75k
- Team members in México: 11k
- Team members globally: >250k
#1 Global Largest food company in the world

Source: JBS, Forbes and Bloomberg, based on net revenue in US$ billion
Note: 2021 Net Revenue, including PPC
A Successful Story OF GROWTH

Enhanced Scale in existing categories and geographies & Increased exposure and diversification in Value-added and Branded Portfolio
Receita de exportações em 2021: **US$16.9Bi**

+24.3% vs. 2020

Asia corresponded to **55.0%** of total exports

Export destinations of JBS during 2021:

- Greater China¹ 27.2%
- USA 11.2%
- Japan 10.6%
- Africa & Middle East 10.3%
- South Korea 8.1%
- European Union 6.9%
- Mexico 5.1%
- South America 4.2%
- Canada 2.7%
- Philippines 2.7%
- Others 11.3%

Nota 1: Considera China e Hong Kong
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
Our leadership team has autonomy to decide, which gives them the ability to adapt, learn and quickly evolve.
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**
  - Primo
  - Swift
  - Maypark
  - Dorrance
  - 1953

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

~39,000 team members

- 18 beef processing facilities
  - 42,700 head of cattle per day
- 06 feedlots
  - 06 in Australia
- 02 leather/hides facilities
  - 12,900 hides per day
- 07 carrier units
  - 07 in the US
- 12 PFP facilities
  - 03 in Australia (Huon)
- 08 distribution centers
  - 07 DCs in Australia and 01 in New Zealand
- 02 lamb facilities
- 01 hog processing facility (Primo)
- 04 plant-based unit
  - 03 in Netherlands (Vivera)

Recent Performance

- **Net Revenue (billion)**
  - 4Q20: 5.6
  - 1Q21: 5.6
  - 2Q21: 6.7
  - 3Q21: 7.4
  - 4Q21: 7.5

- **EBITDA (million)**
  - 4Q20: 503
  - 1Q21: 532
  - 2Q21: 1,397
  - 3Q21: 1,614
  - 4Q21: 1,345

US$27.2Bn
- 41% of 2021 Revenue

US$4.9Bn | 18.0%
- 57% of 2021 EBITDA
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
- 15 PFP facilities

Recent Performance

Net Revenue (billion)

- 4Q20: 1.7
- 1Q21: 1.6
- 2Q21: 2.0
- 3Q21: 2.1
- 4Q21: 1.9

EBITDA (million) and %

- 4Q20: 175
- 1Q21: 128
- 2Q21: 160
- 3Q21: 249
- 4Q21: 230

- 10.2%
- 7.9%
- 7.9%
- 11.9%
- 12.1%

US$7.6Bn
12% of 2021 Revenue

US$765.8MM | 10.0%
9% of 2021 EBITDA
Production of prepared foods and fresh poultry and pork products in the USA, Mexico, and Europe

~59,100 team members

- 36 poultry processing facilities
  - 8.7 million birds per day
- 35 PFP facilities
  - Including 9 from Kerry
- 25 distribution centers
  - 24 in Mexico and 01 in Puerto Rico
- 03 hog processing facilities
  - 10,100 hogs per day
- 01 unidad de ovinos
  - Tulip

Recent Performance

- Net Revenue (billion)
  - 4Q20: 3.1
  - 1Q21: 3.3
  - 2Q21: 3.6
  - 3Q21: 3.8
  - 4Q21: 4.0
- US$14.8Bn
  - 22% of 2021 Revenue

- EBITDA (million) and %
  - 4Q20: 205, 6.6%
  - 1Q21: 254, 7.8%
  - 2Q21: 372, 10.2%
  - 3Q21: 347, 9.1%
  - 4Q21: 317, 7.8%
- US$1.3Bn
  - 8.7%
  - 20% of 2021 EBITDA
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**

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>1Q21</th>
<th>2Q21</th>
<th>3Q21</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (billion)</td>
<td>7.5</td>
<td>7.8</td>
<td>8.9</td>
<td>9.6</td>
<td>10.1</td>
</tr>
</tbody>
</table>

- **R$36.5Bn** 10% of 2021 Revenue
- **R$3.9Bn** 9.6% of 2021 EBITDA
Beef production in Brazil, in addition to leather¹ and other Related Businesses

~58,000

- 35 beef processing facilities
  - ~33,450 head of cattle per day
- 09 feedlots
- 15 leather/hides facilities¹
  - ~47,500 hides per day
- 13 distribution centers
- 08 PFP facilities
  - ~22,550 tons per month
- 11 Related businesses

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

Recent Performance

Net Revenue (billion)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>4Q20</th>
<th>1Q21</th>
<th>2Q21</th>
<th>3Q21</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>13.4</td>
<td>11.5</td>
<td>12.7</td>
<td>15.5</td>
<td>14.1</td>
</tr>
</tbody>
</table>

R$53.8Bn
15% of 2021 Revenue

EBITDA (million) and %

<table>
<thead>
<tr>
<th>Quarter</th>
<th>4Q20</th>
<th>1Q21</th>
<th>2Q21</th>
<th>3Q21</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>688</td>
<td>236</td>
<td>439</td>
<td>946</td>
<td>697</td>
</tr>
<tr>
<td>%</td>
<td>5.1%</td>
<td>2.0%</td>
<td>3.4%</td>
<td>6.1%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

R$2.3Bn | 4.3%
6% of 2021 EBITDA
2021: BUILDING THE BASES FOR THE FUTURE OF JBS

**INVESTMENTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Acquisitions</th>
<th>Organic</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>6.0</td>
<td></td>
<td>2.2</td>
</tr>
<tr>
<td>2021</td>
<td>9.6</td>
<td>9.3</td>
<td>18.9</td>
</tr>
</tbody>
</table>

(in R$ billion)

- **2022** 8.2, +152%

**ACQUISITIONS**

Announced investment of R$ 11.2 billion in the conclusion of acquisitions and agreements, like Vivera, Kerry's Retail Business Unit, Rivalea, Huon, Kings Group, SunnyValley and BioTech.

**EXPANSIONS**

Investment in modernizing and expanding our production units:
- Expansion and modernization of **15 Seara plants**.
- New Italian specialties and pepperoni plant in Columbia-MO (USA).
- Increasing production capacities in Grand Island and Omaha plants (USA).
- New Bacon Plant in Missouri (USA).

**ESG**

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

Over R$ 7 billion channeled globally to Sustainability in 2021.
Circular Economy: R$ 653 million in new biodiesel, organomineral fertilizer, collagen and peptide plants.

**INVESTMENTS**

<table>
<thead>
<tr>
<th>2020</th>
<th>2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>9.3</td>
</tr>
<tr>
<td>2022</td>
<td>9.6</td>
</tr>
</tbody>
</table>

(in R$ billion)
In 2021, we at JBS remain committed to our purpose. We reinforced our commitment to people, communities and protecting the planet.
In 2021, we established one of the most important commitments in our history: to be Net Zero by 2040.

Global actions of JBS:

- Partnership with DSM to reduce bovine methane emissions.
- Adoption by 2025 of solar energy at all Swift stores.
- 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.
- 100% renewable electricity sources at Pilgrim's in the United Kingdom.
- Emission reduction targets at Moy Park approved by the SBTi.
DECARBONIZATION 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: technical assistance free of charge to promote the inclusion and environmental regularization of producers.

• ASSESSMENT OF THE CARBON BALANCE ON THE FARMS.
First issuance of "Green CRAs" (certificates of agricultural receivables) of R$ 1.15 billion, linked to the progress of the Transparent Livestock Farming Platform.

Target for the 1st year exceeded: 14.8% of the cattle processed by the Company registered on the platform.
15 green offices are now operational to provide livestock farmers with environmental, legal and technical consultancy.

In early 2022, JBS announced partnerships with Banco do Brasil and Bradesco to facilitate access to rural credit.
2021 CONSOLIDATED JBS IN THE SUSTAINABILITY-LINKED DEBT ISSUANCE MARKET

4 debt issuances linked to JBS sustainability targets.

US$ 3.2 billion fund raised in the international capital market.

The debt issues reinforce JBS’s commitment to its investments in sustainability.
6 PROJECTS APPROVED
JBS FUND FOR THE AMAZON

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.

Unlocking credit for the bioeconomy of the forest: Project that facilitates access to credit for over 2,000 local producers.

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.

Technical Partner with Embrapa: Project that combines science and new technologies for the benefit of the development of the Amazon Bioeconomy.

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.
JBS acknowledged as a company committed to the **best greenhouse gas emission management practices**.

JBS is for the third time among the leading Brazilian companies with **the best performance**, with a growth of 10.1% in comparison with 2020.

JBS has been rated as the Brazilian protein industry company with the lowest risks of engagement in deforestation in its operations.
Since 2020, the social responsibility program, "Fazer o Bem Faz Bem" has been active in tackling the COVID-19 pandemic.

- **R$ 400 million invested.**
- **550 tons of food donated.**
- **R$ 5 million to build the Butantan Institute vaccine plant.**
- **400 oxygen cylinders for Manaus.**
- **Expansion of hospital units in municipalities of Rolândia (PR) and Seberi (RS).**
- **Support for two telemedicine projects in the Amazon.**

*Expansion of beds at Hospital de Seberi (RS)*
In Brazil, JBS is the main sponsor of the **Germinare Business School**, a not-for-profit entity that provides **quality free tuition** to pupils from 6th-grade elementary school to 3rd-grade high school.

- 800 students.
- Executive-level professionals represents 50% of Germinare School's teachers.
- 40,000 physical and virtual titles in the library.
- 33 multimedia rooms; 100% digital rooms.
- 800 hours per year of executive education (equivalent to an MBA course).
- More than 10,000 square meters dedicated to education.
**Community assistance program** with financial donations, scholarships and support for building homes among other actions.

US$ 100 million invested since 2020.

More than 200 projects across 25 U.S. states and Alberta, Canada.

---

**JBS USA and Pilgrim's**

Largest free university scholarship program in North America.

Team members and their dependent children can take short-term university courses.
SOCIAL DIVERSITY AND INCLUSION

New Diversity and Inclusion Committee.
The D&I committee and four affinity groups for:
Women, LGBTQIAP+, Ethno-racial issues and Persons with disabilities

+400 hours of training for directors.

120 hours of training for C-Level executives.

+200 hours of training for the communication and human resources teams.

25,000 employees received training on the issues of moral and sexual harassment, diversity and inclusion.
GOVERNANCE

3 new independent members on the Board of Directors.

22% of the Board Members are women. JBS was awarded the WOB Seal in 2021.

78% of Board Members are independent, well above of 25% minimum level of B3’s New Market rules.

Capital Stock consisting exclusively of common shares.

2-year term of office for members of the Board of Directors.

Corporate Governance: leadership commitment to integrity and business ethics.

EQUAL RIGHTS for all shareholders, with the provision for granting tag-along rights in the event of divestment of shareholding control.

The Company’s Audit Committee became statutory in 2020.

Compliance Upgrades: The Compliance team provides the Board of Directors with quarterly updates Board of Directors of JBS.

JBS BOARD OF DIRECTORS

Jeremiah O'Callaghan
José Batista Sobrinho
Leila Abraham Loria*
Alba Pettengill*
Márcio Guedes Pereira Júnior*
Gelson Luiz Merisio*
Cledorvino Belini*
Francisco Turra*
Carlos Hamilton*
GEOGRAPHICAL DIVERSIFICATION AND MULTI-PROTEIN STRATEGY
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 7, 2022.*

---

**KING**

Il prosciutto del castello

**Principe**

*Deal completed on February 7, 2022.*
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.
- **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 Brazil.
- **JBS is channeling US$ 100 million to these projects.**
Acquisition of Huon positions JBS in one of the most promising protein markets in the long term.

- Global consumption of fish per capita is superior to the other proteins¹: Consumers tend to look for healthy foods and rich in proteins¹.

- Until 2024, farmed fish production will overcome wild catch globally²: Aquaculture should represent 53% of global fish production in 2029³.

- In 2023, it is expected that global fish consumption from aquaculture overcomes from wild catch⁴.

1 and 4) The salmon farming industry – PwC; 2 and 3) Rabobank
Investment in **plant-based protein**, strengthening portfolio diversification and offering new food alternatives to customers.
**INVESTMENTS | ACQUISITIONS CONCLUDED**

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
<th>Team members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rivalea Australia</td>
<td>Leader in hog breeding and processing in Australia.</td>
<td>1000</td>
</tr>
<tr>
<td>Pilgrim's Food Masters</td>
<td>Prepared foods of the Kerry Group in the United Kingdom and Ireland.</td>
<td>4500</td>
</tr>
<tr>
<td>Sunnyside Foods</td>
<td>Producer* of food from smoked bacon, ham and turkey breast.</td>
<td>250</td>
</tr>
</tbody>
</table>

Diversification of products and higher volume of pork-based foods at Primo Foods.

* Deal completed on January 4, 2022.
Operations have started at Campo Forte, at Guaiçara (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 | THE CIRCULAR ECONOMY

INAUGURATIONS IN 2022:

THE CIRCULAR ECONOMY
Conclusion of 7 plants of JBS Ambiental, with 5 facilities in the State of São Paulo, 1 in Dourados-MS and 1 in Mozarlândia-GO. In all, JBS Ambiental now has 18 units in Brazil.

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$ 160 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.
FINANCIAL AND OPERATING RESULTS
JBS 2021
Em 2021, a Moody's elevou a classificação de risco da JBS de Ba1 para Baa3.

A Fitch Ratings já havia elevado a nota de classificação de risco da empresa para BBB-.

"A Moody's reconhece que a JBS melhorou sua governança corporativa".
Net Revenue of US$65Bn (R$350.7Bn), an increase of 29.8% in relation to 2020; in the quarter net revenue was US$17.4Bn (R$97.2Bn), an increase of 27.8% in relation to 4Q20.

Adjusted EBITDA of US$8.5Bn (R$45.7Bn), 54.5% higher than 2020, with an EBITDA margin of 13.0%; in the quarter adjusted EBITDA was US$2.3Bn (R$13.2Bn), 86.9% higher than 4Q20, with an EBITDA margin of 13.5%.

Net Income of US$3.8Bn (R$20.5Bn), 4.5x higher than 2020; in the quarter net income was US$1.2Bn (R$6.5Bn), 61% higher than 4Q20.

Free Cash Flow Generation of US$2.2Bn (R$11.9Bn); in the quarter free cash flow generation was US$1.1Bn (R$5.9Bn).

Leverage of 1.46x in USD and 1.52x in Reais.

First company in the food sector to commit to the goal of becoming Net Zero by 2040 and launching of the Transparent Livestock Platform.

JBS Full Investment Grade status after credit rating upgrades by Fitch and Moody’s.

Appointment of 3 new members to the Board of Directors, totaling 7 independent members out of 9.

7 strategic acquisitions announced following our vision of diversifying proteins and geographies.

Total Shareholder Return (TSR) of 73.6% and ROIC of 24.1%.

Total issuance of US$5.4 billion in Senior Notes and R$2.8 billion in Agribusiness Receivables Certificates (CRA) in 2021.

Note: Considers variation (%) for figures in BRL.
### 4Q21 Consolidated Results

#### Net Revenue (R$ million)
- **4Q20:** 76,059
- **4Q21:** 97,192
- **Change:** +27.8%

#### Gross Profit (R$ million)
- **4Q20:** 11,618
- **4Q21:** 19,321
- **Change:** +66.3%
- **Gross Margin:** 15.3% to 19.9%

#### Adjusted EBITDA (R$ million)
- **4Q20:** 9,2% (9,034)
- **4Q21:** 12.5% (13,150)
- **Change:** +86.9%

#### Net Income (R$ million)
- **4Q20:** 1.53 (4,019)
- **4Q21:** 2.69 (6,473)
- **Change:** +61.0%
- **EPS:** 0.25 to 0.49
2021 Consolidated Results

Operating Cash Flow (R$ million)

- 2020: 27,002
- 2021: 25,198
- Change: -6.7%

Free Cash Flow (R$ million)

- 2020: 17,795
- 2021: 11,857
- Change: -33.4%

CAPEX (R$ million)

- 2020: 5,987
- 2021: 9,624
- Change: +61.0%

- 53% - Expansion
- 47% - Maintenance

- 56% - Expansion
- 44% - Maintenance
### 4Q21 Consolidated Results

#### Operating Cash Flow (R$ million)
- **4Q20**: 6,817
- **4Q21**: 10,258
  - **Change**: +50.5%

#### Free Cash Flow (R$ million)
- **4Q20**: 3,759
- **4Q21**: 5,894
  - **Change**: +56.8%

#### CAPEX (R$ million)
- **4Q20**: 2,321
  - **57% - Expansion**: +44.0%
  - **43% - Maintenance**:
- **4Q21**: 3,349
  - **57% - Expansion**:
  - **43% - Maintenance**:

---

*Image descriptions and visual data.*
Additionally, JBS USA has US$2.2Bn (R$12.2Bn) in fully-available revolving credit facility lines. Total liquidity in 4Q21 was R$35.4Bn > 3x higher than short-term debt.
**Seara**

**4Q21**

<table>
<thead>
<tr>
<th>Net Revenue (R$ million)</th>
<th>Adjusted EBITDA (R$ million and %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,541</td>
<td>1,065</td>
</tr>
<tr>
<td>+34.2%</td>
<td>+14.1%</td>
</tr>
<tr>
<td>4Q20</td>
<td>4Q20</td>
</tr>
<tr>
<td>10,121</td>
<td>1,135</td>
</tr>
<tr>
<td>+6.6%</td>
<td>+11.2%</td>
</tr>
<tr>
<td>4Q21</td>
<td>4Q21</td>
</tr>
</tbody>
</table>

**2021**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2021</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26,731</td>
<td>36,524</td>
<td>15.8%</td>
<td>10.6%</td>
</tr>
<tr>
<td></td>
<td>+36.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2020</td>
<td>2021</td>
<td>4,224</td>
<td>3,861</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-8.6%</td>
<td></td>
</tr>
</tbody>
</table>

**Seara Products**

- Seara Churrasqueira
- Seara Sandwiches
- Incrível Omelete
- Incrível Fritagem
- Delícias
- Döner
JBS BRASIL

4Q21

Net Revenue (R$ million)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,396</td>
<td>14,073</td>
<td></td>
</tr>
</tbody>
</table>

4Q20 4Q21

+5.1%

Adjusted EBITDA (R$ million and %)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>688</td>
<td>697</td>
<td></td>
</tr>
</tbody>
</table>

4Q20 4Q21

+1.3% +5.0%

2021

Net Revenue (R$ million)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>41,707</td>
<td>53,803</td>
<td></td>
</tr>
</tbody>
</table>

2020 2021

+29.0%

Adjusted EBITDA (R$ million and %)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,082</td>
<td>2,319</td>
<td></td>
</tr>
</tbody>
</table>

2020 2021

-24.8% +4.3%
JBS USA BEEF

4Q21

Net Revenue
(USGAAP - USS$ million)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,612</td>
<td>7,501</td>
</tr>
<tr>
<td>Change</td>
<td></td>
<td>+33.6%</td>
</tr>
</tbody>
</table>

Adjusted EBITDA
(USGAAP - USS$ million and %)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.0%</td>
<td>167.1%</td>
</tr>
<tr>
<td>Change</td>
<td>503</td>
<td>1,345</td>
</tr>
<tr>
<td>Percent</td>
<td></td>
<td>17.9%</td>
</tr>
</tbody>
</table>

2021

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21,698</td>
<td>27,182</td>
</tr>
<tr>
<td>Change</td>
<td></td>
<td>+25.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.0%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Change</td>
<td>2,386</td>
<td>4,888</td>
</tr>
<tr>
<td>Percent</td>
<td></td>
<td>104.8%</td>
</tr>
</tbody>
</table>

JBS USA BEEF Products
JBS USA PORK

**4Q21**

**Net Revenue**
(USGAAP - USS$ million)

- **4Q20**: 1,726
- **4Q21**: 1,903
  - **Change**: +10.2%

**Adjusted EBITDA**
(USGAAP - USS$ million and %)

- **4Q20**: 175
- **4Q21**: 230
  - **Change**: +31.2%

**2021**

**Net Revenue**
(USGAAP - USS$ million)

- **2020**: 6,227
- **2021**: 7,626
  - **Change**: +22.5%

**Adjusted EBITDA**
(USGAAP - USS$ million and %)

- **2020**: 607
- **2021**: 766
  - **Change**: +26.1%
Pilgrim’s Pride

Net Revenue (USGAAP - US$ million)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q21</td>
<td>3,118</td>
<td>4,039</td>
<td>+921</td>
<td>+29.5%</td>
</tr>
</tbody>
</table>

Adjusted EBITDA (USGAAP - US$ million and %)

<table>
<thead>
<tr>
<th></th>
<th>4Q20</th>
<th>4Q21</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>4Q21</td>
<td>205</td>
<td>317</td>
<td>+112</td>
<td>+54.2%</td>
</tr>
</tbody>
</table>

2021

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>12,092</td>
<td>14,778</td>
<td>+2,686</td>
<td>+22.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>788</td>
<td>1,289</td>
<td>+501</td>
<td>+63.6%</td>
</tr>
</tbody>
</table>
Earnings Stability

Geographic diversification and products that result in lower volatility of results

Net Revenue and EBITDA (US$ billion and %)

Note: EBITDA margin data.

2017: 51.1 Receita 4.2 EBITDA
2018: 49.7 Receita 4.0 EBITDA
2019: 51.7 Receita 5.0 EBITDA
2020: 52.3 Receita 5.6 EBITDA
2021: 65.0 Receita 8.5 EBITDA

JBS USA Beef
Consolidado
Seara USA Pork PPC
JBS Brazil
To feed people around the world with the best and in an increasingly sustainable manner.