Do you want to know more about JBS initiatives? Register here.
Successful Diversification History
Increase of scale in existing categories and geographies and further diversifying the portfolio of brands and value-added products

Enhanced scale in existing proteins and geographies
Increased exposure and diversification in value-added and branded portfolio

USD billion
Pilgrim’s Pride
Swift
Smithfield Beef
Tasman
Tatiara Meat
Rockdale Beef
Frangosul
Agrovêneto
Seara
Massa Leve
XL Foods
Berta Foods
Smithfield Beef
Five Rivers
Tyson de Mexico
Primo
Plumrose Gold’n Plump
Moy Park
Cargill Pork
Bella Foods
Big Frango
Céu Azul
Sul Valle
Tyson Brazil

Value added
Beef
Chicken
Pork
Fish


Enhanced scale in existing proteins and geographies
Increased exposure and diversification in value-added and branded portfolio
Stability of Results
Geographic and product diversification leading to lower volatility in results

Média 2008-2012 ➞ 5.0%  2013-2017 ➞ 7.8%  2018-2022 ➞ 10.2%

USD Billion

- JBS Beef North Am.
- JBS USA Pork
- JBS Brazil
- JBS Australia
- Seara
- PPC

Net Sales  EBITDA
260,000 team members globally

- 72K Team members in the USA and Canada
- 12K Team members in Mexico
- 144K Team members in Brazil
- 19K Team members in Europe
- 13K Team members in Australia and New Zealand
- 13K Team members in Europe
- 260K Team members globally
Future Story of Growth

Strong Global Industry Fundamentals

2.8Bn
+ people in 2050

~70%
Increase in animal protein consumption

Increase in global population rising wealth and urbanization
Income growth supporting protein consumption
Shift in diet trends towards protein-based foods
Growth in supermarkets
Growth of brands online platforms

Income growth supporting protein consumption
Operational Strategy
Global and diversified production and distribution platform evolving towards **value-added products with brands**

- **Value-added products and Brands**
- **Profitability**
- **Production platform**
- **Sales and distribution platform**

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

- +330,000 clients and sales to 180 countries
- +500 units and offices in 20 countries
Enhance Scale in Existing Categories and Geographies
- Capture significant synergies
- Improve operational performance

Increase and Diversify Value-Added and Brand Portfolio
- Enhance growth and margin profile
- Realize benefits of vertical integration

New proteins Close to the Final Consumer - Multichannel

Long Term Growth Strategy
Pursuing additional value-enhancing growth opportunities with financial discipline
Governance

- 78% of Board Members are independent, well above of 25% minimum level of B3's New Market rules.
- 22% of the Board Members are women.
- 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 the Board of Directors with quarterly updates Board of Directors of JBS.

NEW INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

- Kátia Regina de Abreu Gomes
- Paulo Bernardo Silva
- Cledorvino Belini
JBS Beef North America
Beef production in the United States and Canada and plant-based in Europe

**Recent Performance (USGAAP – US$)**

- **Net Revenue (USD billion)**
  - 2Q22: 5.5, 3Q22: 5.6, 4Q22: 5.5, 1Q23: 5.3, 2Q23: 5.8
- **EBITDA (USD million) and %**
  - 2022: 11.3%, 2023: 7.3%, 2024Q2: 2.1%, 2024Q3: -0.4%, 2024Q4: 1.4%

**US$22.1Bn**
31% of LTM 2Q23 Revenue

**US$576,1Mn | 2.6%**
20% of LTM 2Q23 EBITDA

**~27,800 Team Members**

- **10 beef processing facilities**
  - ✓ 32,498 head of cattle per day
- **03 plant-based unit**
  - ✓ in Netherlands
- **07 carrier units**
  - ✓ 07 in the US
- **09 PFP facilities**
  - ✓ 24.7 million tons per month
JBS Australia
Beef, Lamb, Fish and Prepared Foods Production in Australia and New Zealand

Recent Performance
(USGAAP – US$)

- **Net Revenue (USD billion)**
  - 2Q22: 1.7
  - 3Q22: 1.7
  - 4Q22: 1.6
  - 1Q23: 1.4
  - 2Q23: 1.5

- **EBITDA (USD million) and %**
  - 2Q22: 106
  - 3Q22: 59
  - 4Q22: 78
  - 1Q23: 19
  - 2Q23: 130

- **US$6.1Bn**
  - 9% of LTM 2Q23 Revenue

- **US$285.9Mn | 4.7%**
  - 9% of LTM 2Q23 EBITDA

~12,900 Team Members

- **08 beef processing facilities**
  - ✓ 10.043 head of cattle per day

- **01 leather/hides facilities**
  - ✓ 7.900 hides per day

- **06 Feedlots**
  - ✓ 20,190 Lambs per day

- **09 PFP Facilities**
  - ✓ 02 Huon

- **08 Distribution Center**
  - ✓ 07 DCs in Australia and 01 in New Zealand

- **03 Lamb Facilities**
  - ✓ 20,190 Lambs per day

- **03 Hog processing facility (Primo)**
  - ✓ 10.030 Hogs per day
JBS USA Pork

Pork and value-added production in the United States

Recent Performance
(USGAAP – US$)

Net Revenue (USD billion)

US$7.7Bn
11% of LTM 2Q23 Revenue

EBITDA (USD million) and%

US$282.6Mn | 3.7%
13% of LTM 2Q23 EBITDA

~13,300 Team Members

05 Hog processing facilities
✓ 92,600 hogs per day

03 genetic unities

02 distribution centers

09 PFP facilities
~18.1 thousand tons per month
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 (USD billion):
  - 2Q22: 4.8
  - 3Q22: 4.5
  - 4Q22: 4.1
  - 1Q23: 4.2
  - 2Q23: 4.3

- Total Consolidated Revenue: US$17.1Bn
  - 24% of LTM 2Q23 Revenue

- EBITDA (USD million) and%:
  - 2Q22: 623
  - 3Q22: 461
  - 4Q22: 152
  - 1Q23: 152
  - 2Q23: 249

- Total Consolidated EBITDA: US$924.0Mn | 5.4%
  - 34% of LTM 2Q23 EBITDA

~67,100 Team Members

- 36 poultry processing facilities
  - 8.4 million birds per day

- 31 PFP facilities
  - Including 09 Tulip

- 25 Distribution centers
  - 22 in Mexico, 01 in Puerto Rico and 02 in UK

- 02 Hog processing facilities
  - 6,7 thousand hogs per day (Tulip)

- 01 Lamb Facility
  - 4,500 Lambs per day (Tulip)
Seara
Production of prepared foods and fresh poultry and pork products in Brazil

Recent Performance
(IFRS – US$)

Net Revenue (USD billion)

2Q22 3Q22 4Q22 1Q23 2Q23
2.2 2.2 2.1 2.0 2.1

US$8.4Bn
12% of LTM 2Q23 Revenue

EBITDA (USD million) and%

306 339 134 28 85
14.1% 15.1% 6.4% 1.4% 4.1%

US$586.2Mn | 7.0%
15% of LTM 2Q23 EBITDA

Total Consolidated Revenue

Team Members

~92,000

30 Poultry processing facilities
✓ 5.2 million birds per day

08 Hog processing facilities
✓ ~29.4 thousand hogs per day

18 Distribution centers
25 PFP facilities
✓ ~127.6 thousand tons per day

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

~92,000

Team Members

30 Poultry processing facilities
✓ 5.2 million birds per day

08 Hog processing facilities
✓ ~29.4 thousand hogs per day

18 Distribution centers
25 PFP facilities
✓ ~127.6 thousand tons per day
JBS Brasil

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

Recent Performance (IFRS – US$)

- **Net Revenue (USD billion)**
  - 2Q22: 2.6
  - 3Q22: 3.1
  - 4Q22: 2.7
  - 1Q23: 2.3
  - 2Q23: 2.6

- **EBITDA (USD million) and %**
  - 2Q22: 163, 5.7%
  - 3Q22: 157, 5.1%
  - 4Q22: 65, 2.4%
  - 1Q23: 57, 2.4%
  - 2Q23: 136, 4.8%

- **US$11.0Bn**
  - 15% of LTM 2Q23 Revenue

- **US$415.5Mn | 3.8%**
  - 10% of LTM 2Q23 EBITDA

~52,000 Team Members

- **32 Beef processing facilities**
  - 32,415 head of cattle per day

- **08 Feedlots**

- **13 distribution centers**

- **15 Leather/hides facilities**
  - 44,011 hides per day

- **08 PFP facilities**
  - 21,950 tons per month

- **10 Related businesses**

Recent Performance (IFRS – US$) and Net Revenue (USD billion)
Financial and Operating
2Q23 Operational and Financial Highlights

- Announcement of the **dual listing** plan in Brazil (**B3**) and in the US (**New York Stock Exchange**) with the aim of increasing the Company’s market value, attracting a wider range of investors, and expanding the **investment capacity**.

- JBS obtained with the **SEC** (Securities and Exchange Commission) the effectiveness to **register** its eleven **Senior Notes**.

- Payment of **interim dividends** in the amount of **US$448 million**, corresponding to **US$0.20 per share**, that may be netted against mandatory minimum dividends for the **fiscal year ending December 31, 2023**.
2Q23
Consolidated Results (IFRS – US$)

Net Revenue (US$ million)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2Q22</th>
<th>2Q23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>18,735</td>
<td>18,052</td>
</tr>
</tbody>
</table>

Gross Profit (US$ million)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2Q22</th>
<th>2Q23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>3,290</td>
<td>1,997</td>
</tr>
</tbody>
</table>

Adjusted EBITDA (US$ million)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2Q22</th>
<th>2Q23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>2,106</td>
<td>903</td>
</tr>
</tbody>
</table>

Net Result (US$ million)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2Q22</th>
<th>2Q23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>803</td>
<td>-53</td>
</tr>
</tbody>
</table>
2Q23 Consolidated Results (IFRS - US$)

Operating Cash Flow (US$ million)
- 2Q22: 839
- 2Q23: 1,062

Free Cash Flow (US$ million)
- 2Q22: 77
- 2Q23: 366

- 57% - Expansion
- 43% - Maintenance

- 49% - Expansion
- 51% - Maintenance
Currently, JBS USA and JBS SA together have US$3.3Bn in revolving credit facility lines.

JBS has a total availability of US$6.1Bn, 2.8x higher than short-term debt.

Source Breakdown

- Bonds: 75%
- CRA: 16%
- Banks: 9%

Entity Breakdown

- JBS USA: 75.5%
- JBS SA: 22.5%
- Seara: 2.0%

Currency and Cost Breakdown

- USD²: 86.7%
- BRL: 13.3%

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

² Includes debts in other currencies, such as Euros and Canadian Dollars.
To feed people around the world with the best and in an increasingly sustainable manner.

Do you want to know more about JBS initiatives? Register here.