



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



2023 Institutional Presentation

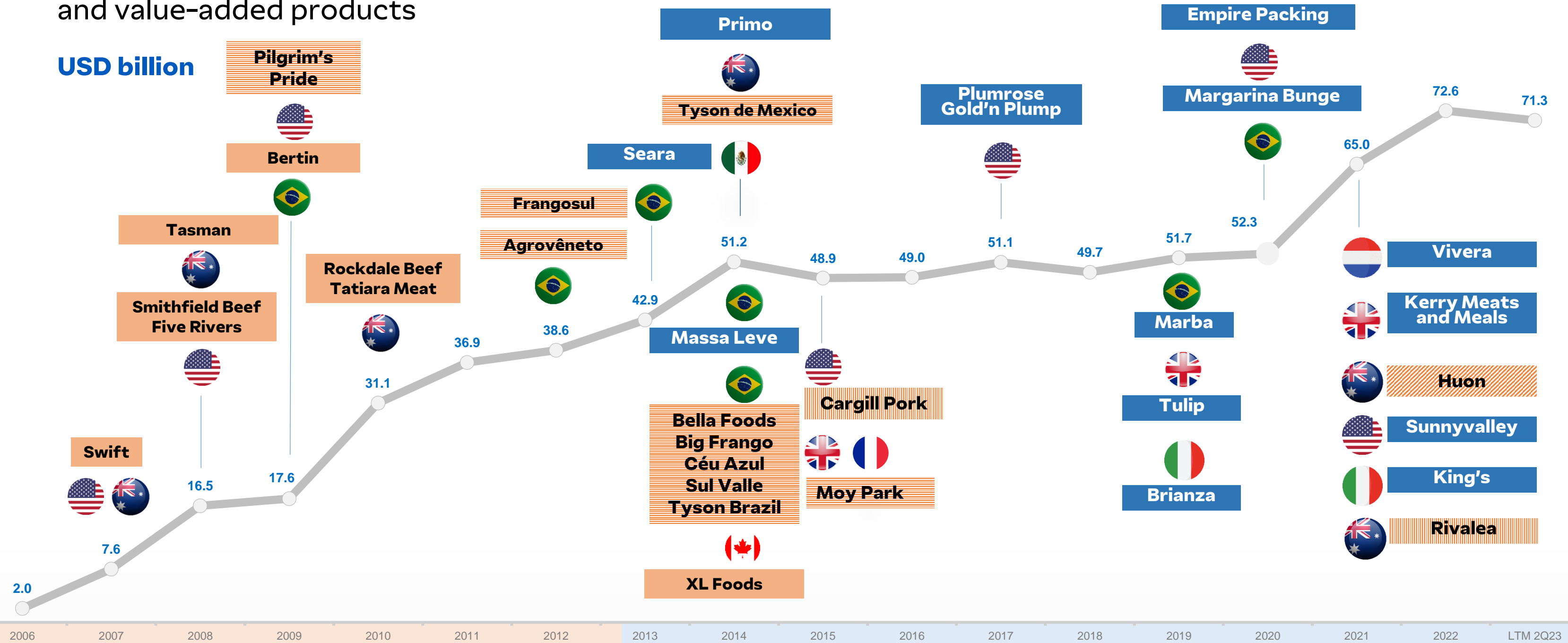


Successful Diversification History



Increase of scale in existing categories and geographies and further diversifying the portfolio of brands and value-added products

USD billion



Enhanced scale in existing proteins and geographies

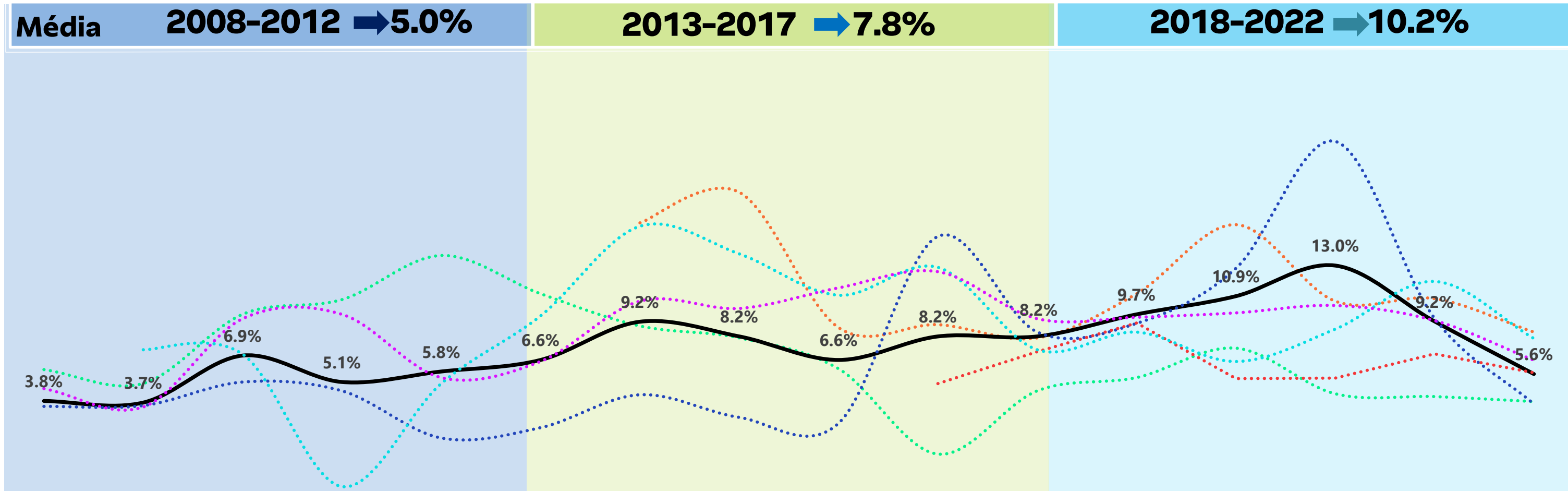
Increased exposure and diversification in value-added and branded portfolio

Beef | Chicken | Pork | Fish | Value added



Stability of Results

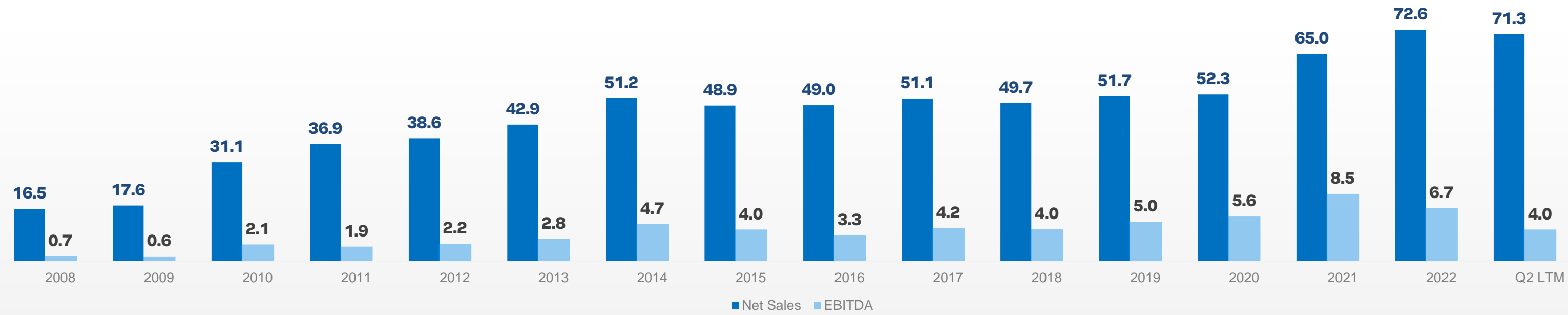
Geographic and product diversification leading to lower volatility in results



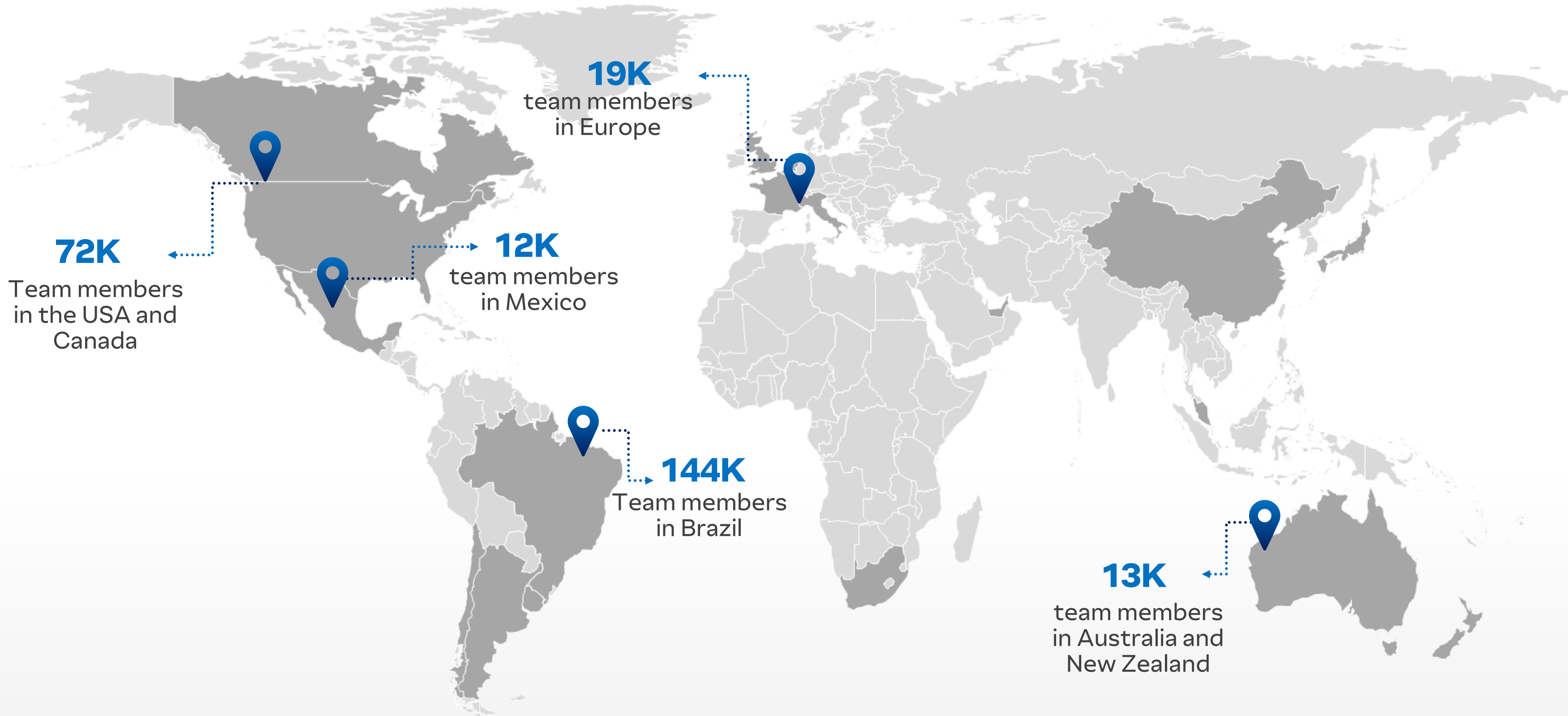
EBITDA Margin

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

USD Billion



260,000 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



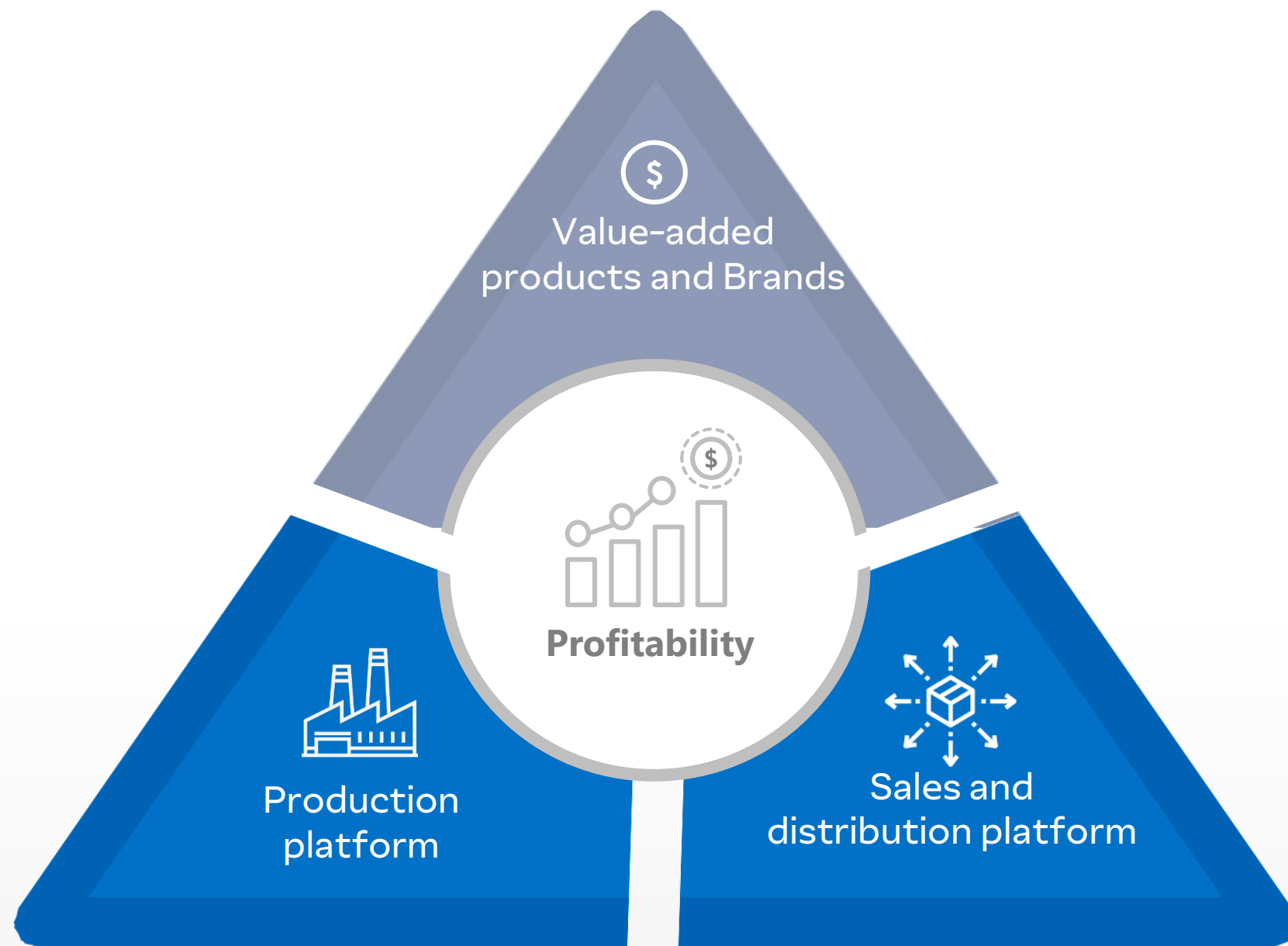
Growth in supermarkets



Growth of brands online platforms

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**



+330,000 clients and sales to **180 countries**



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

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**



Business Units
Business Units



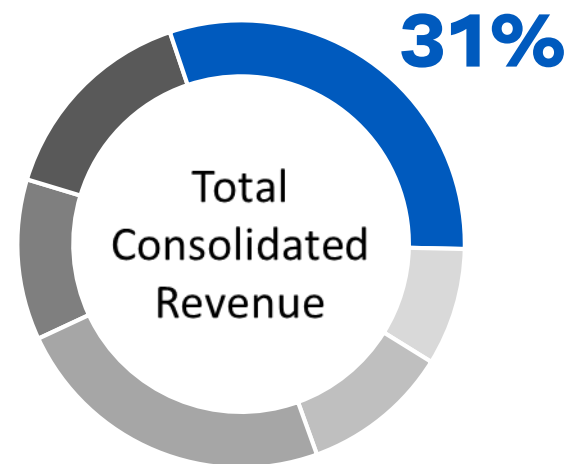
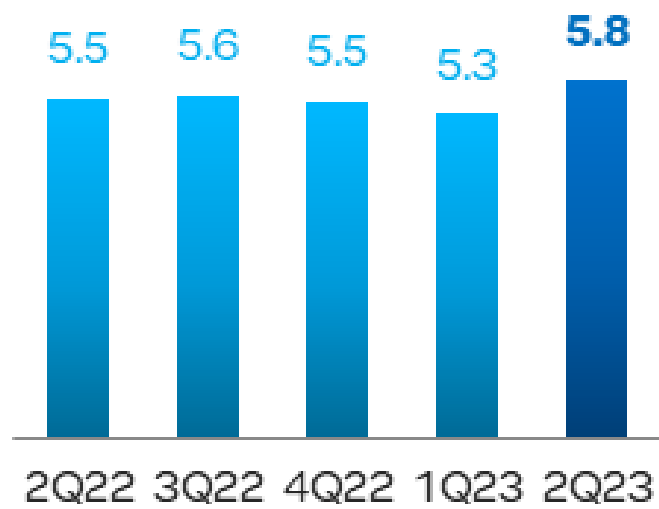
JBS Beef North America

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



Recent Performance (USGAAP - US\$)

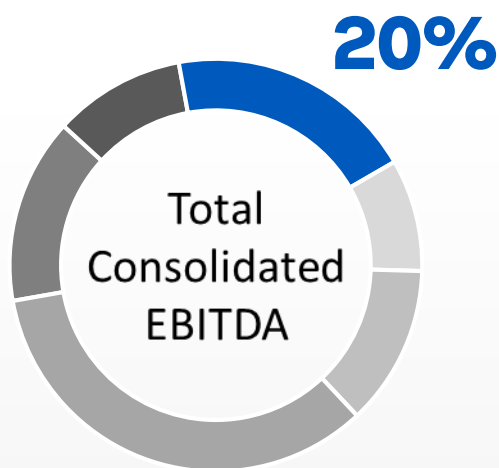
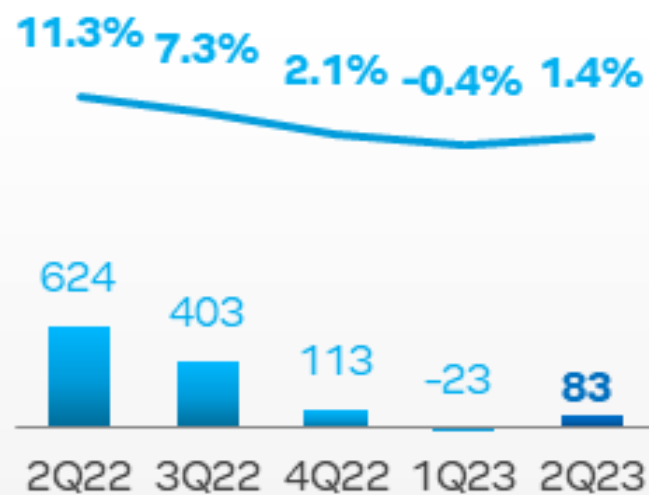
Net Revenue (USD billion)



US\$22.1Bn

31% of LTM 2Q23 Revenue

EBITDA (USD million) and%



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**



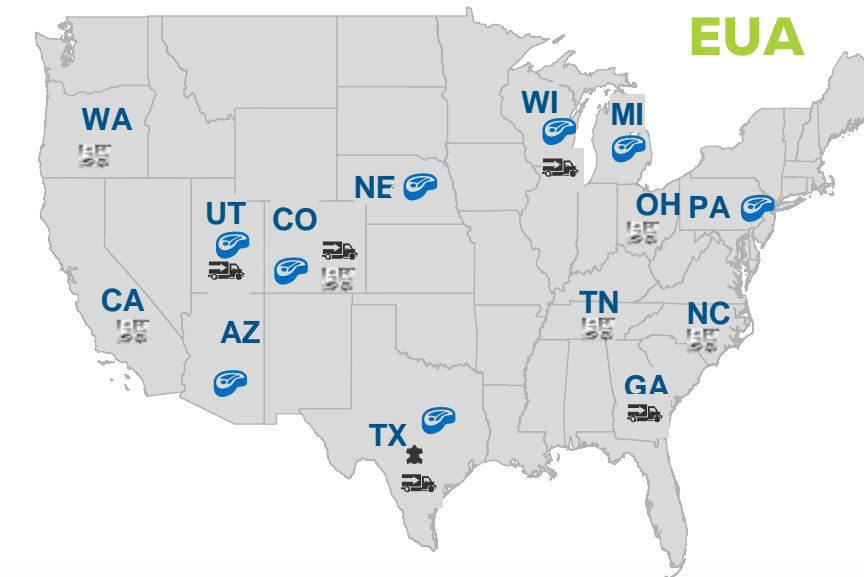
07 carrier units

✓ **07** in the US



09 PFP facilities

✓ **24.7** million tons per month



CANADA



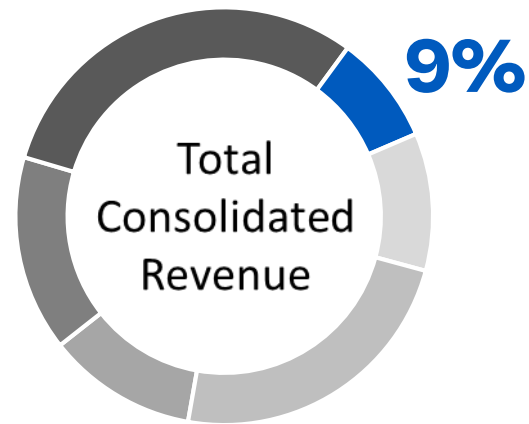
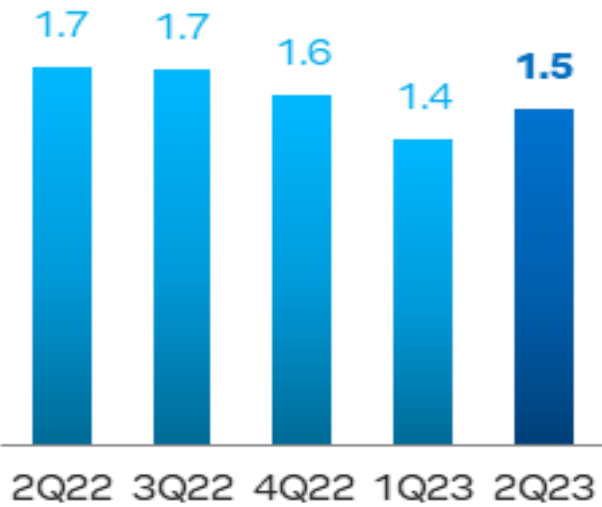
JBS Australia

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



Recent Performance (USGAAP - US\$)

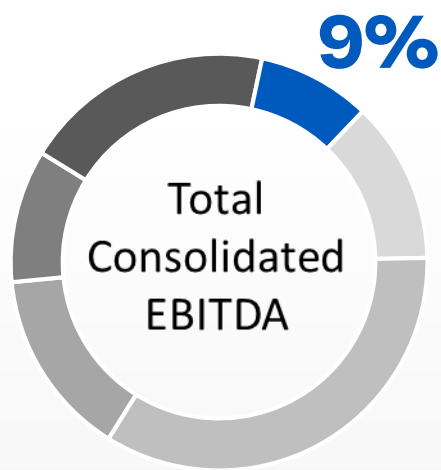
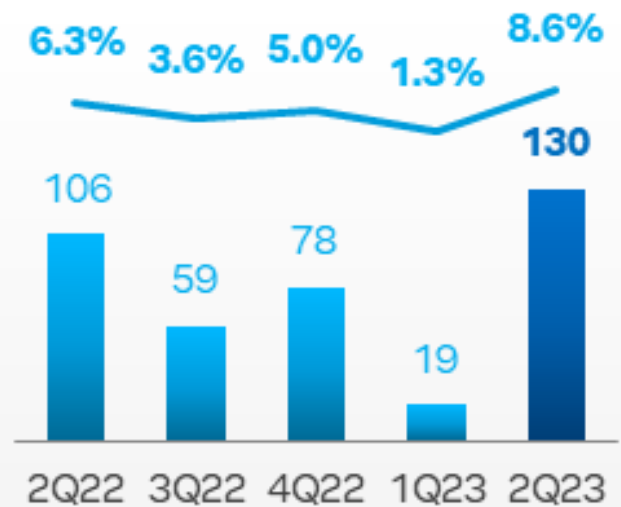
Net Revenue (USD billion)



US\$6.1Bn

9% of LTM 2Q23 Revenue

EBITDA (USD million) and%



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**
- 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

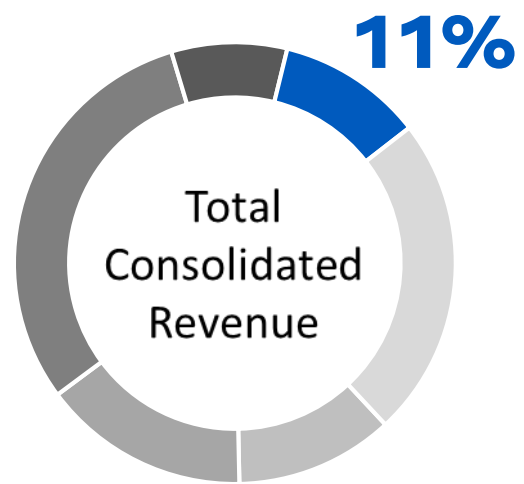
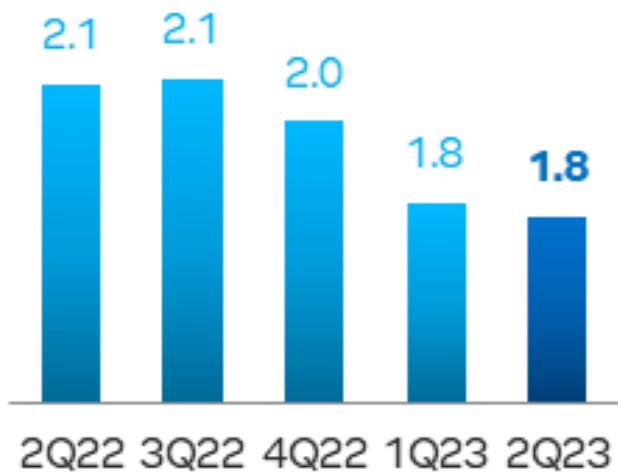


JBS USA Pork

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

Recent Performance (USGAAP – US\$)

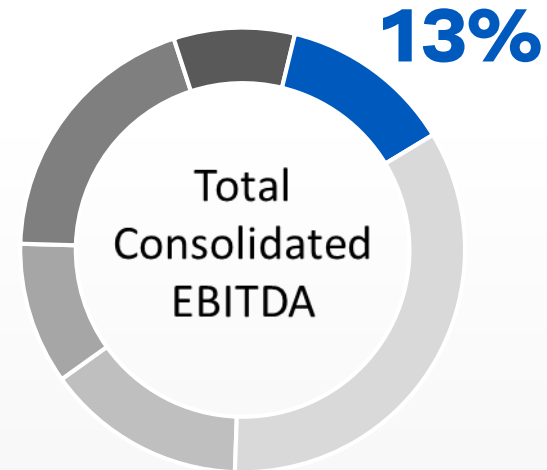
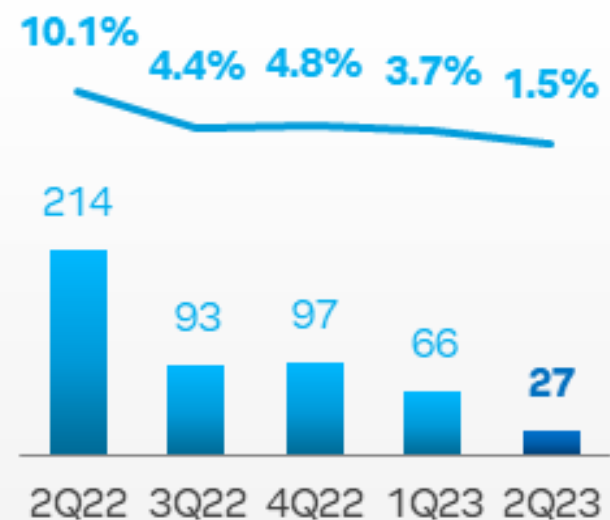
Net Revenue (USD billion)



US\$7.7Bn

11% of LTM 2Q23 Revenue

EBITDA (USD million) and%

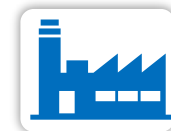


US\$282.6Mn | 3.7%

13% of LTM 2Q23 EBITDA



~13,300 Team Members



05 Hog processing facilities
✓ 92,600 hogs per day



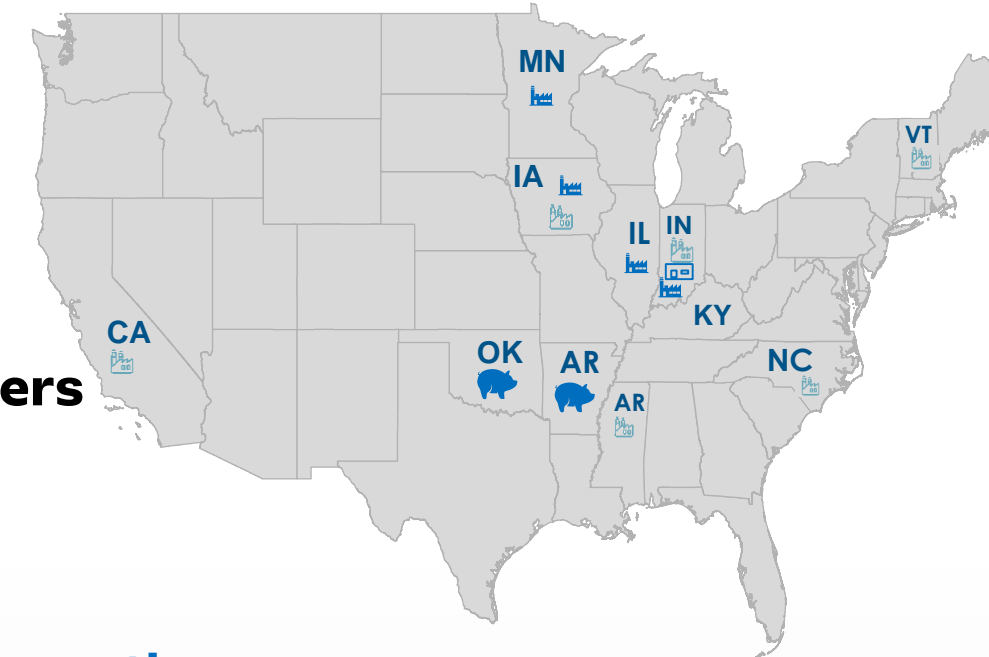
03 genetic unities



02 distribution centers



09 PFP facilities
~18.1 thousand tons per month



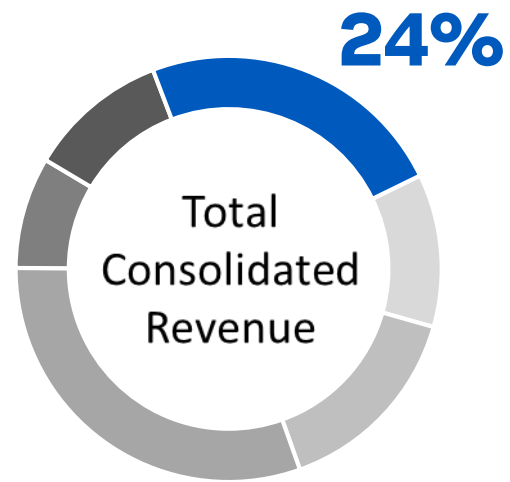
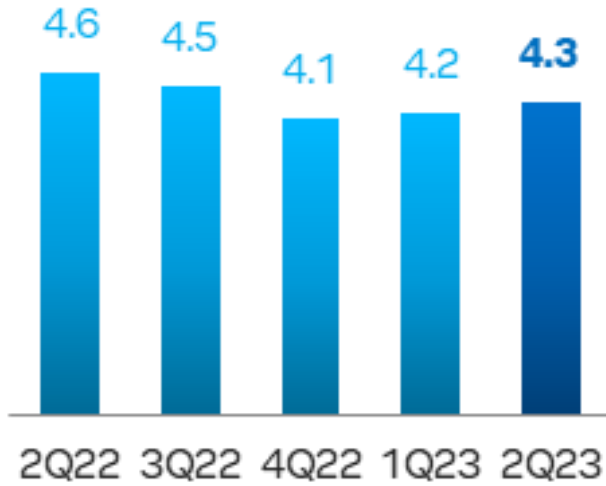
Pilgrim's Pride

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



Recent Performance (USGAAP - US\$)

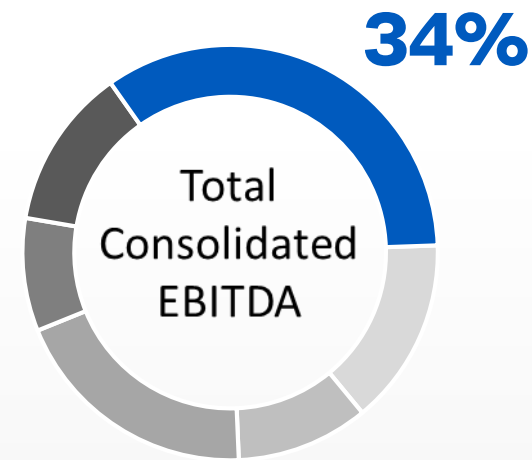
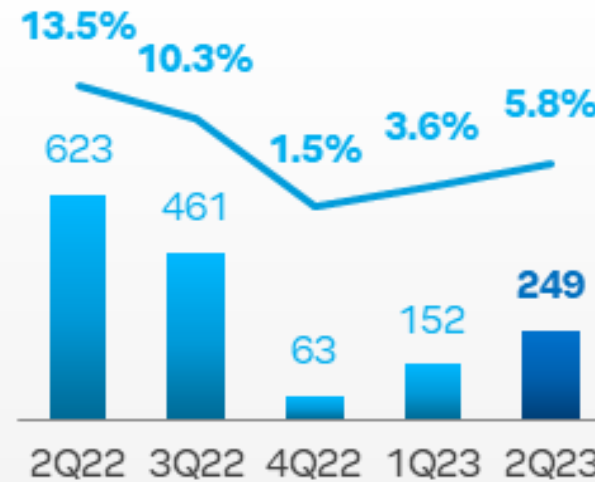
Net Revenue (USD billion)



US\$17.1Bn

24% of LTM 2Q23 Revenue

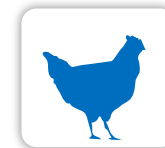
EBITDA (USD million) and%



US\$924.0Mn | 5.4%

34% of LTM 2Q23 EBITDA

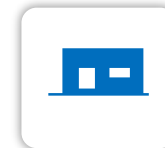
~67,100 Team Members



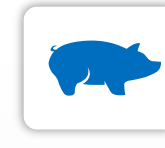
36 poultry processing facilities
✓ 8.4 million birds per day



31 PFP facilities
✓ Including 09 Tulip



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

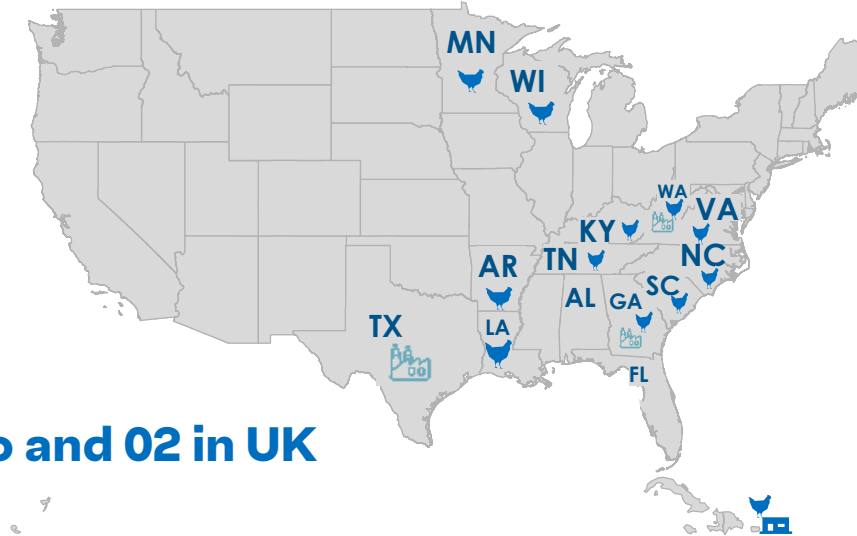


02 Hog processing facilities
✓ 6,7 thousand hogs per day (Tulip)



01 Lamb Facility
✓ 4,500 Lambs per day (Tulip)

USA & PUERTO RICO



EUROPE



MEXICO

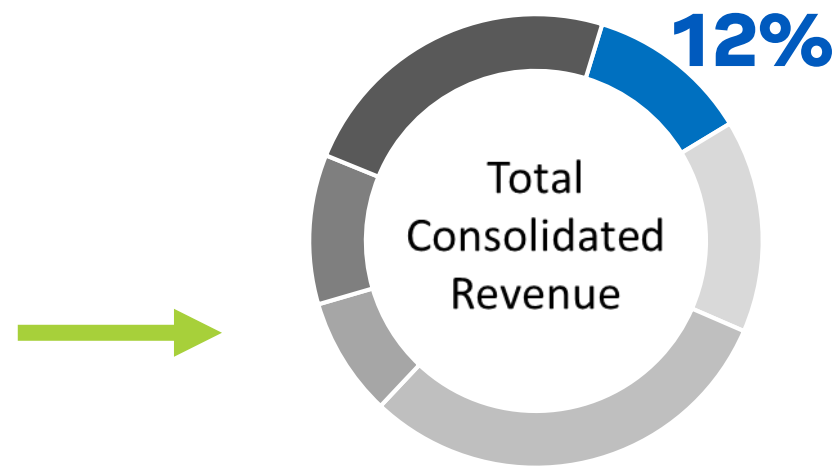
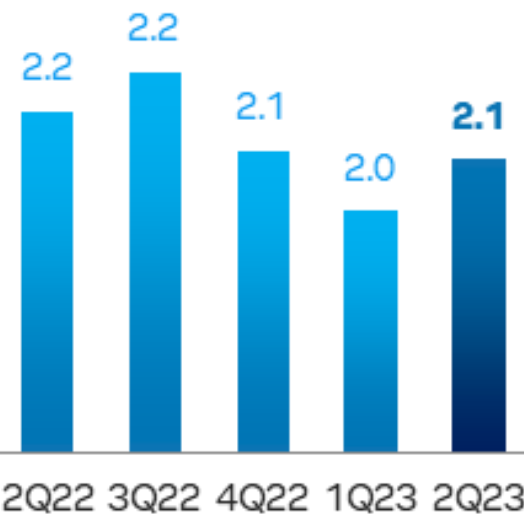
Seara

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



Recent Performance (IFRS – US\$)

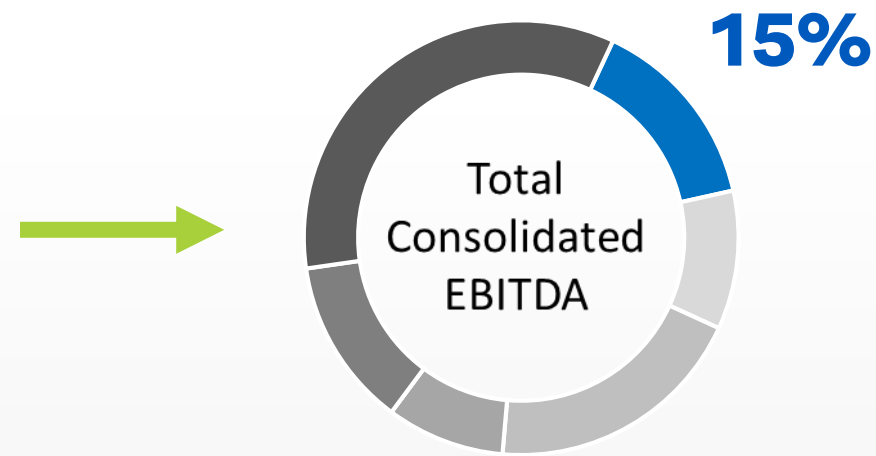
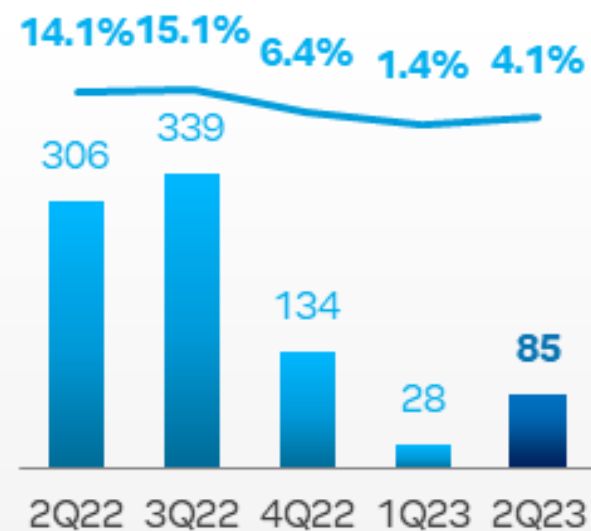
Net Revenue (USD billion)



US\$8.4Bn

12% of LTM 2Q23 Revenue

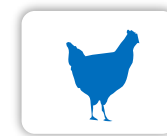
EBITDA (USD million) and%



US\$586.2Mn | 7.0%

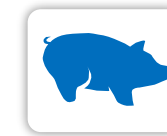
15% of LTM 2Q23 EBITDA

~92,000 Team Members



30 Poultry processing facilities

✓ 5.2 million birds per day



08 Hog processing facilities

✓ ~29.4 thousand hogs per day

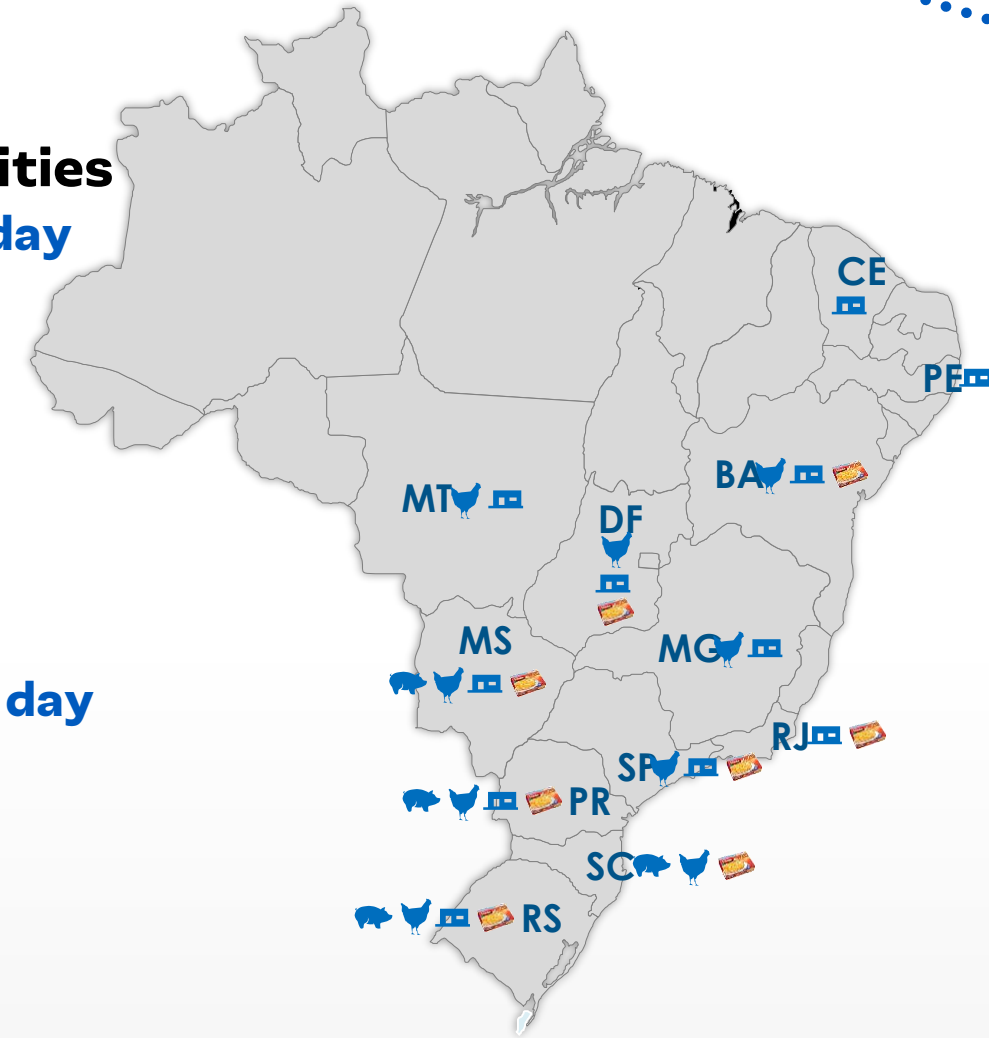


18 Distribution centers



25 PFP facilities

✓ ~127.6 thousand tons per day



JBS Brasil

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

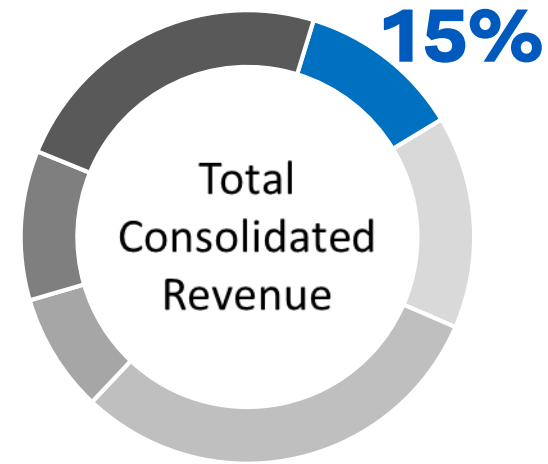
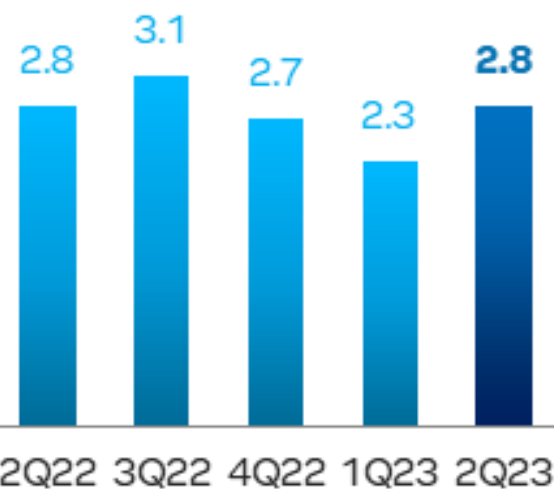
Friboi

Swift



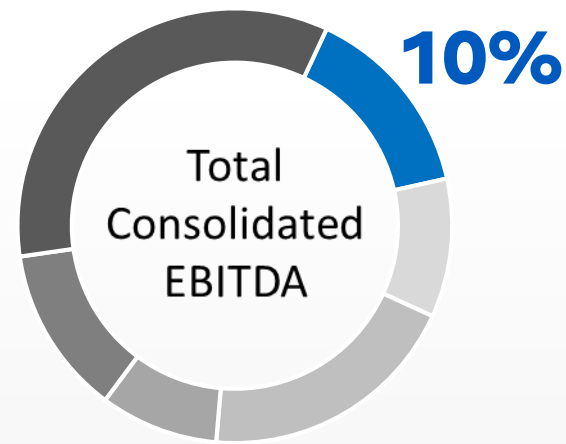
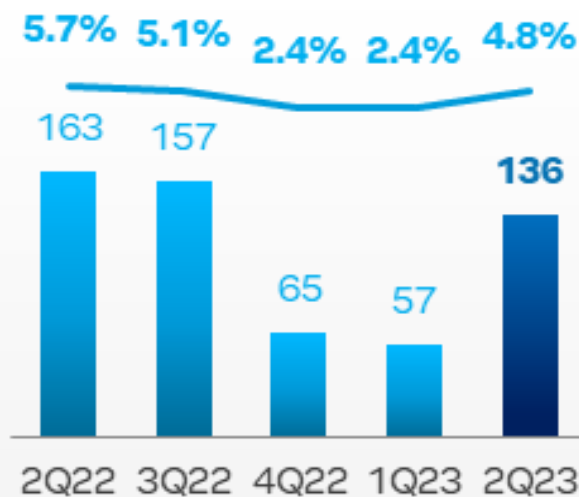
Recent Performance (IFRS – US\$)

Net Revenue (USD billion)









US\$11.0Bn
15% of LTM 2Q23 Revenue

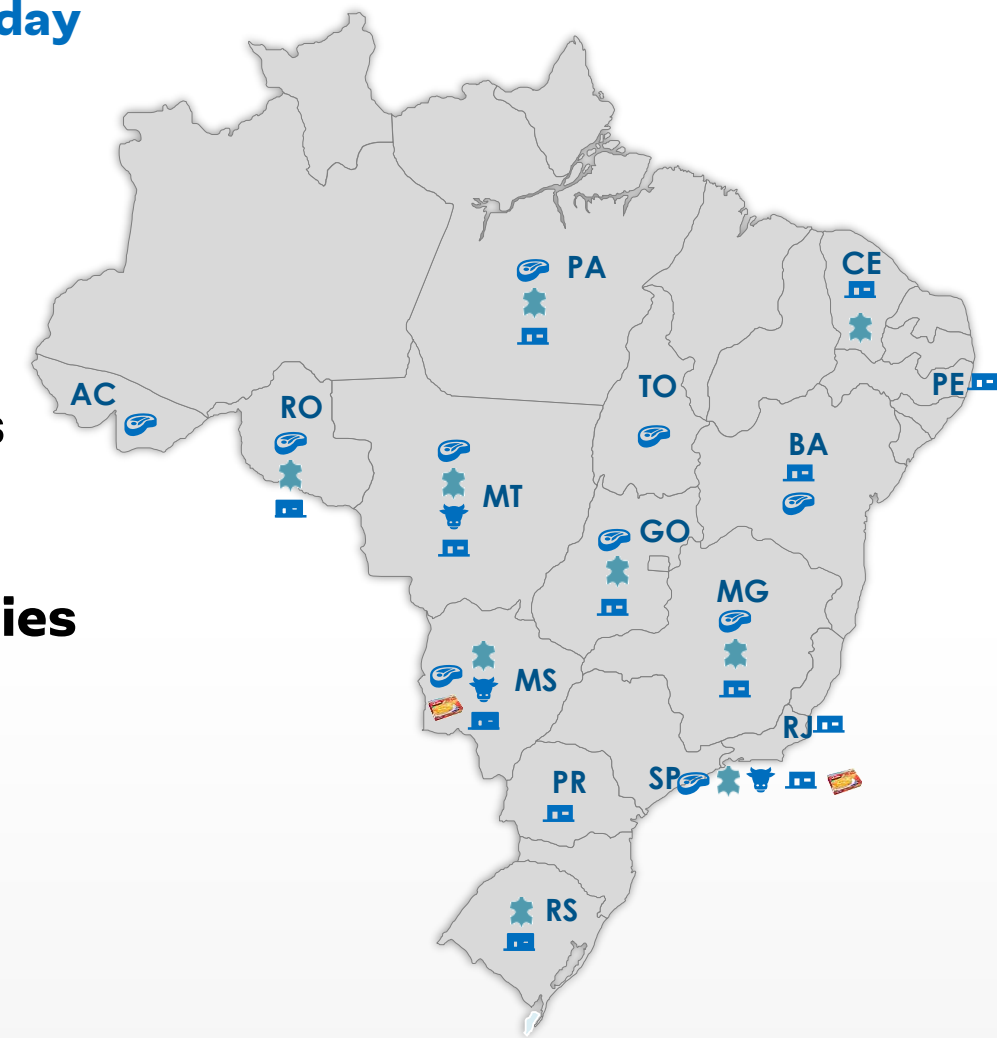
EBITDA (USD million) and%



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**





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**.

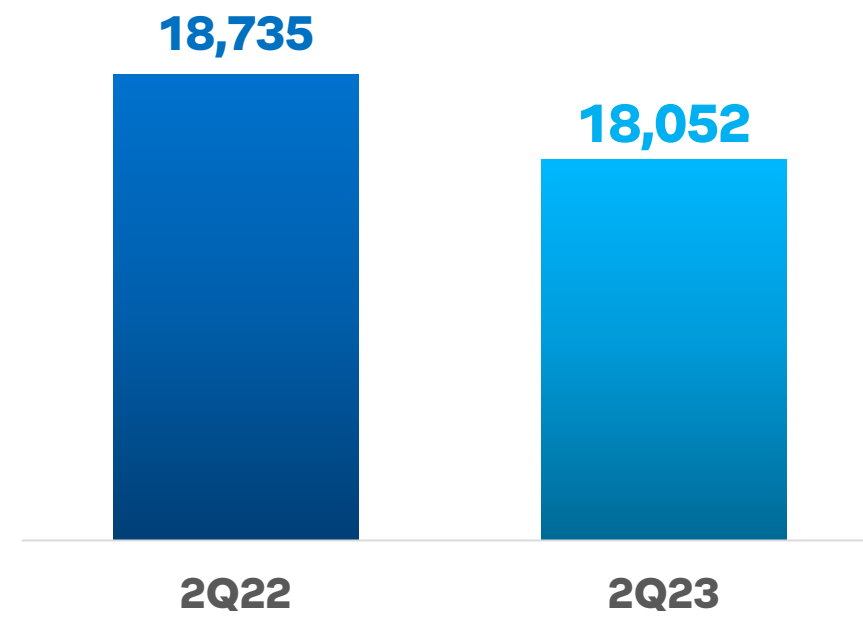


2Q23

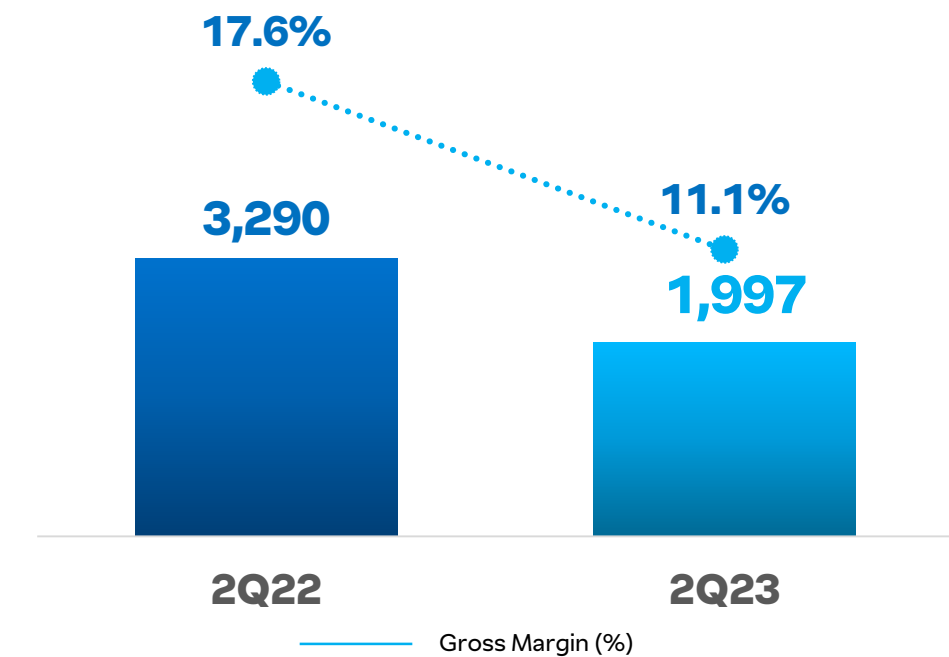


Consolidated Results (IFRS - US\$)

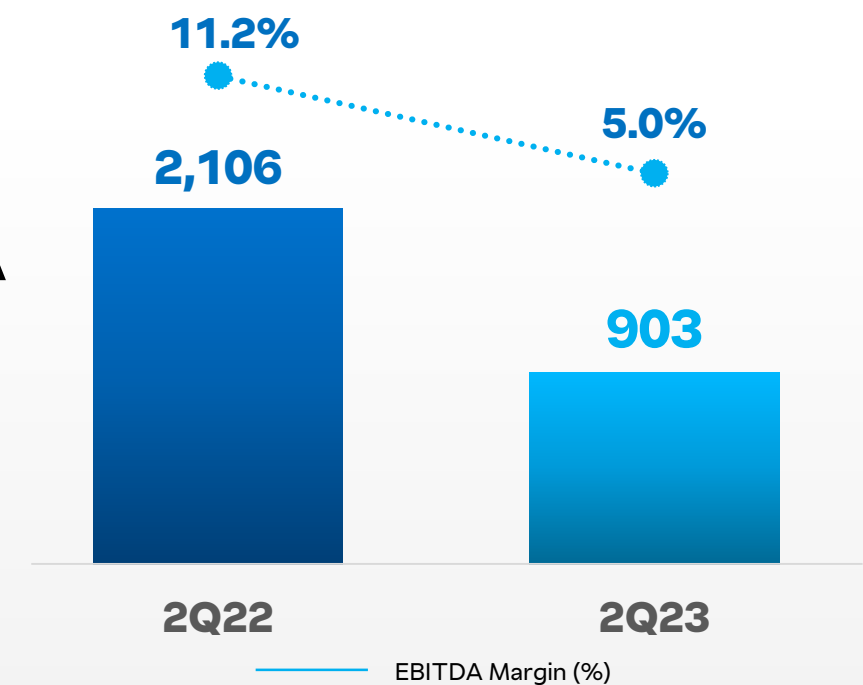
Net Revenue
(US\$ million)



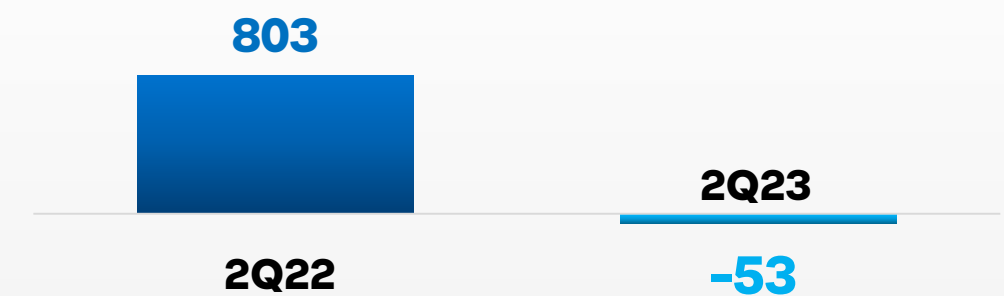
Gross Profit
(US\$ million)



Adjusted EBITDA
(US\$ million)



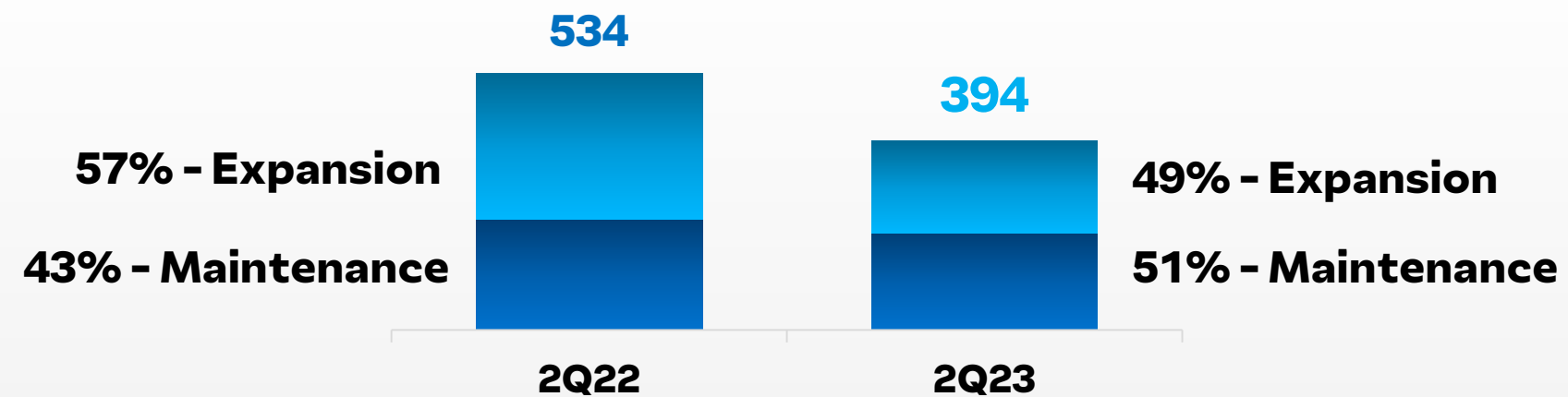
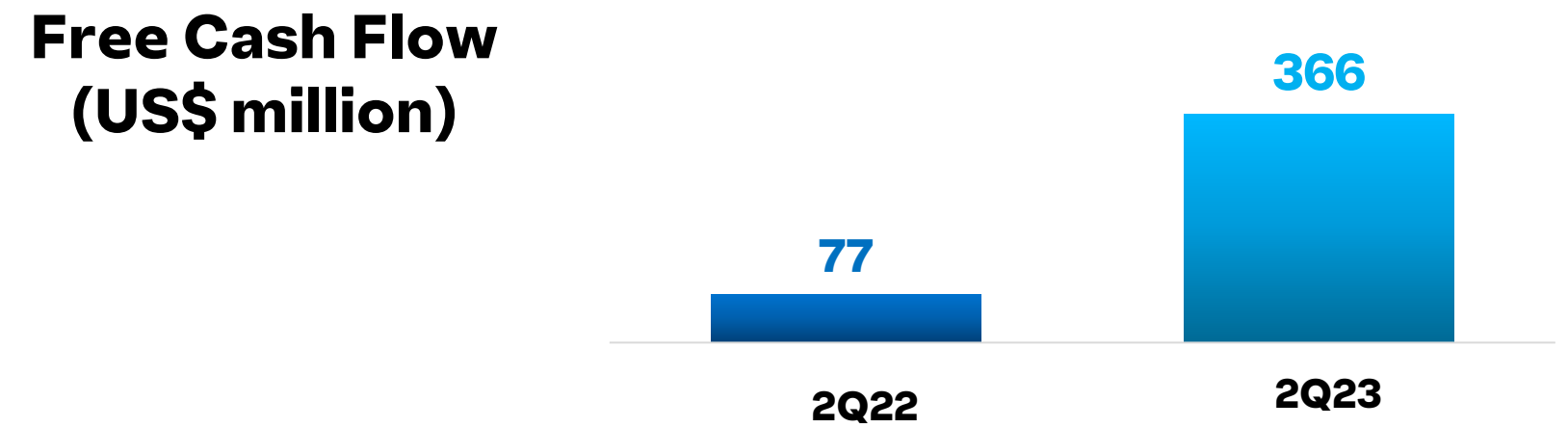
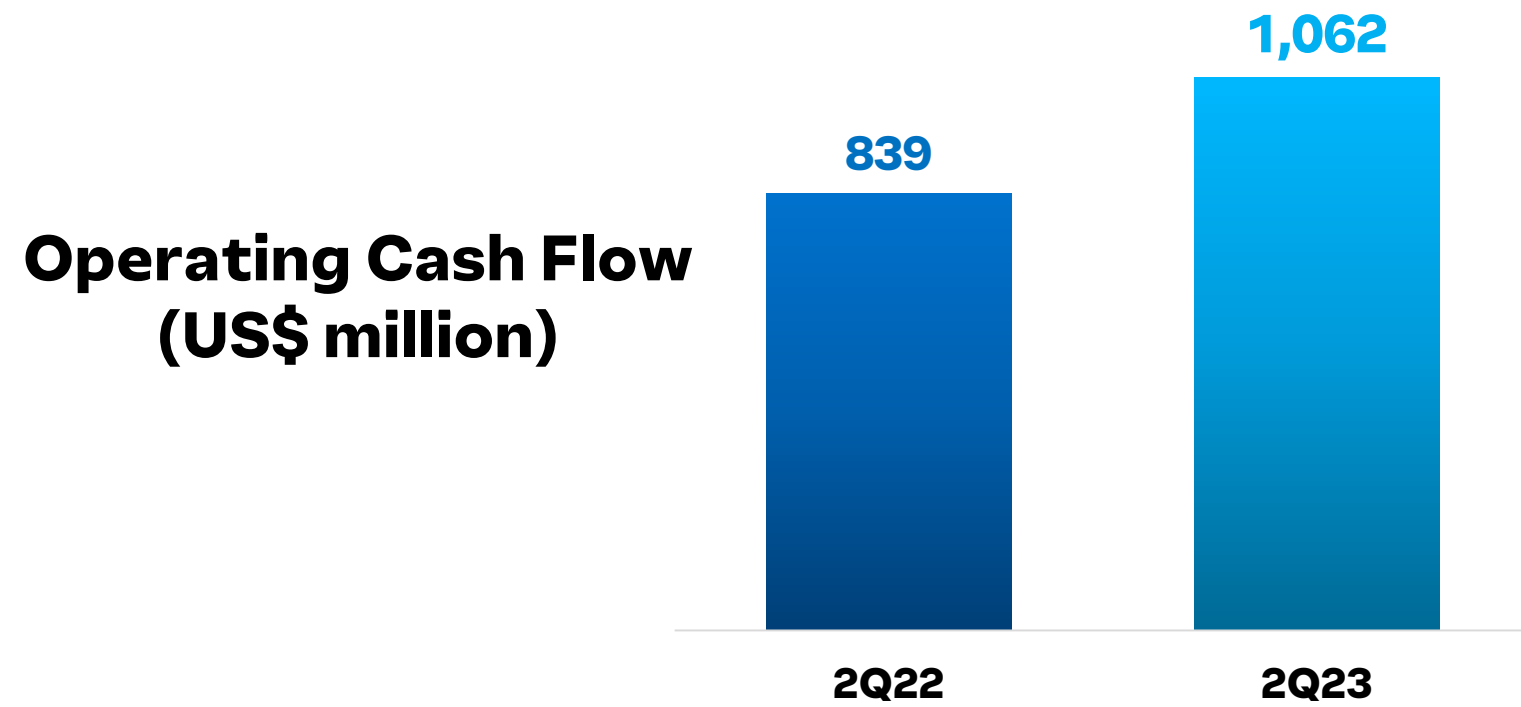
Net Result
(US\$ million)



2Q23



Consolidated Results (IFRS - US\$)



Debt Profile (IFRS - US\$)



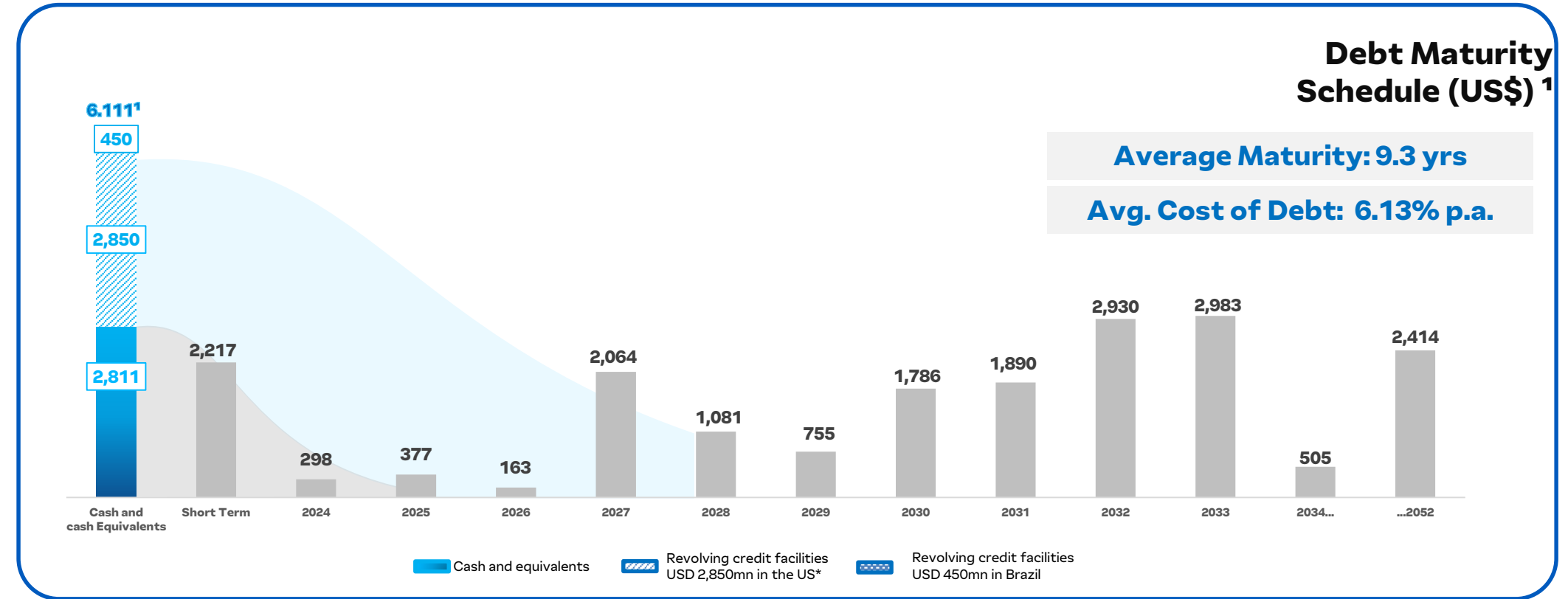
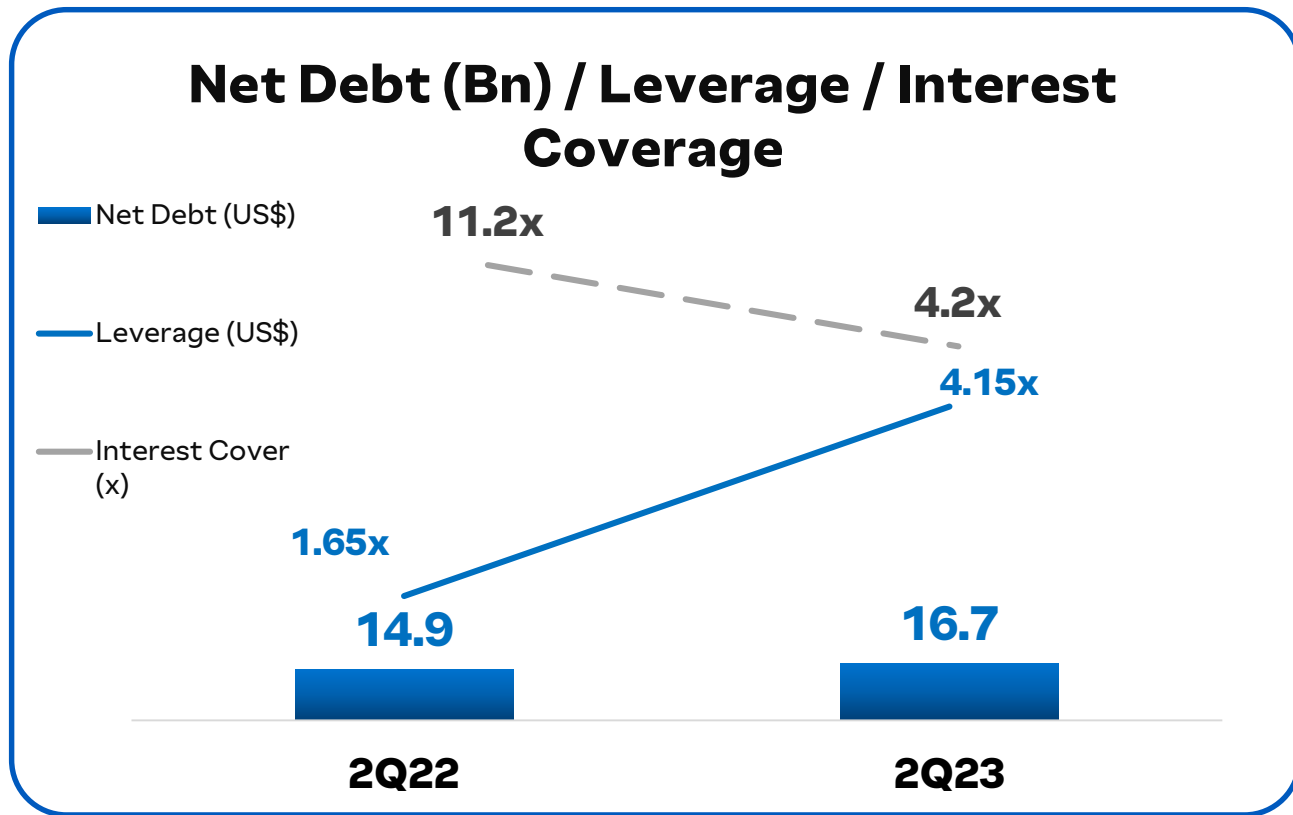
2Q23 ending cash was **US\$2.8Bn**



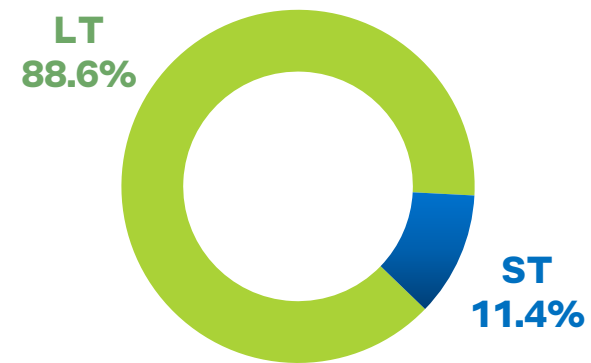
Currently, JBS USA and JBS SA together have **US\$3.3Bn** In revolving credit facility lines



JBS has a total availability of **US\$6.1Bn** > 2.8 higher than short-term debt



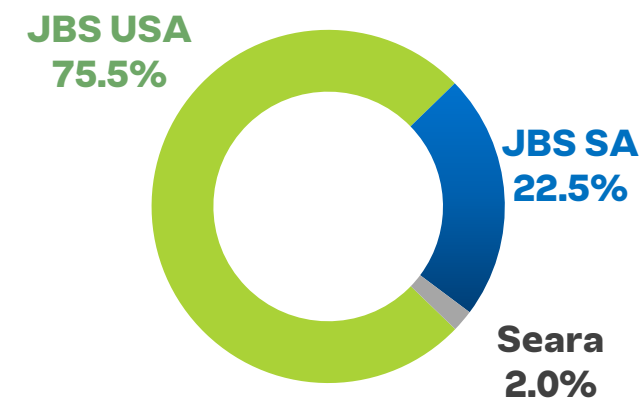
Short Term and Long Term Debt Profile



Source Breakdown



Entity Breakdown



Currency and Cost Breakdown



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

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



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

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

