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foods

# Minerva Day 2023



# Schedule

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## WELCOME COFFEE

Fernando Galletti de Queiroz – CEO

Opening & Perspectives

Alexandre Mendonça de Barros – Guest

Economic Scenario

## COFFEE BREAK

Luis Ricardo Alves Luz – COO Latam

Operations

Edison Ticle – CFO

Performance & Financial Strategy

Q&A

CLOSING REMARKS



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# Fernando Queiroz

Opening &  
Perspectives

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Our Values

## Our Purpose

Creating connections between people, food and nature.

## Our Values



RESULTS-DRIVEN



COMMITMENT



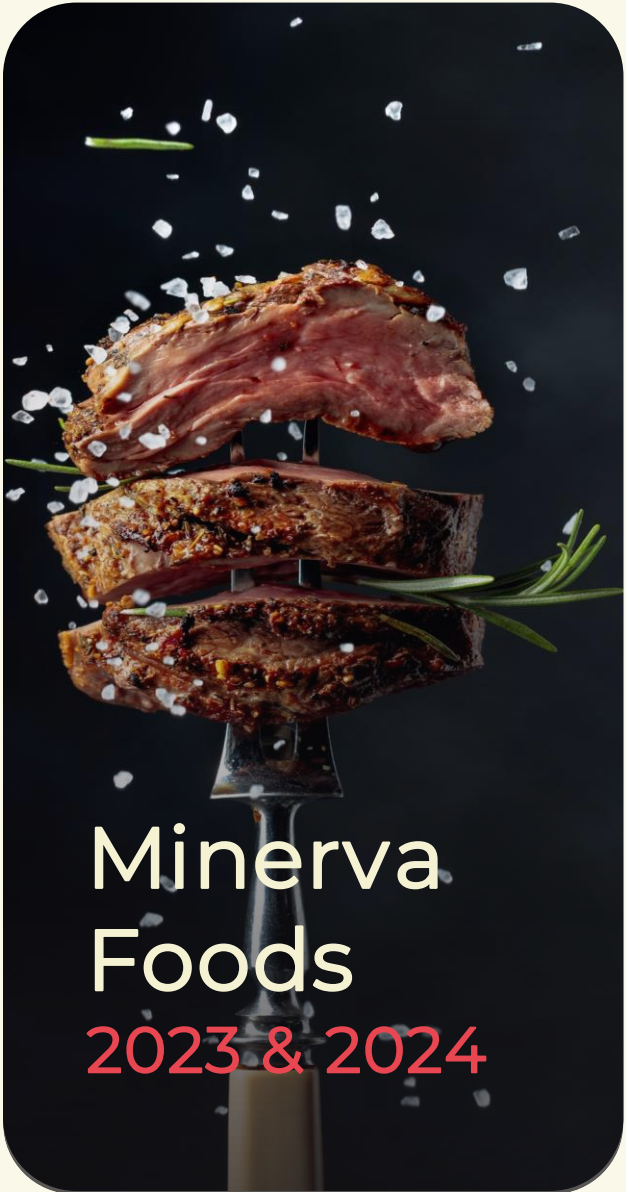
SUSTAINABILITY



INNOVATION



RECOGNITION



## Highlights

- Geographic diversification and arbitration
- Operational and commercial efficiency
- Risk management
- Integration of new assets
- Sustainability and decarbonization

## Focus and Strategy



### Market

- Resumption of international demand
- Opening of new markets
- Cattle cycle: South America vs. USA
- Climate impacts: El Niño
- Volatility



### Financial

- Risk management
- Free cash generation
- Optimizing the capital structure
- Predictability in financial management



### Operation

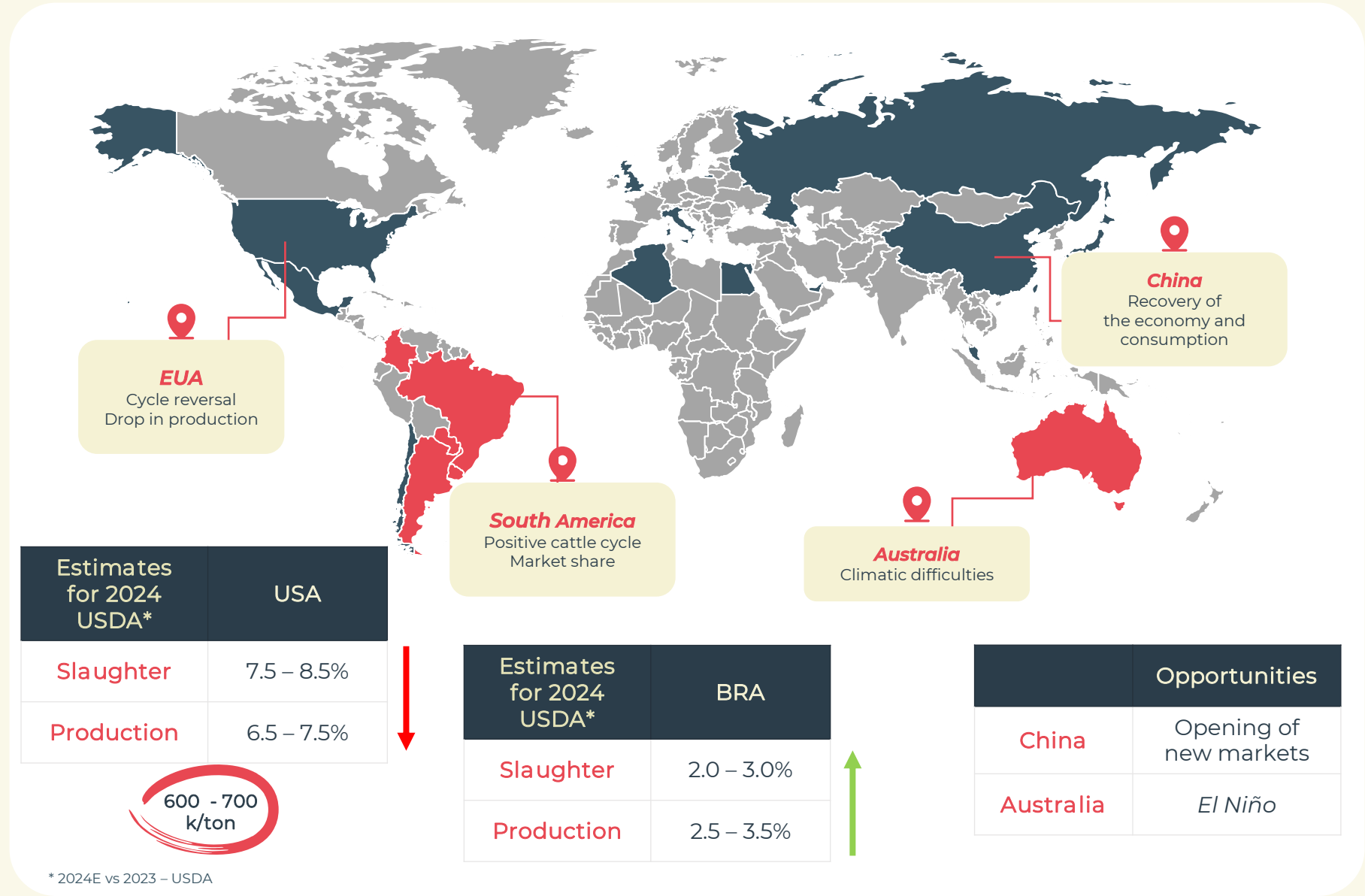
- Integration of new plants
- Operational and commercial synergies
- Economies of scale
- Expansion into niche and premium markets
- Arbitration



### ESG

- Minerva Foods' commitment to sustainability
- Monitoring suppliers and traceability
- Renove program
- Decarbonization

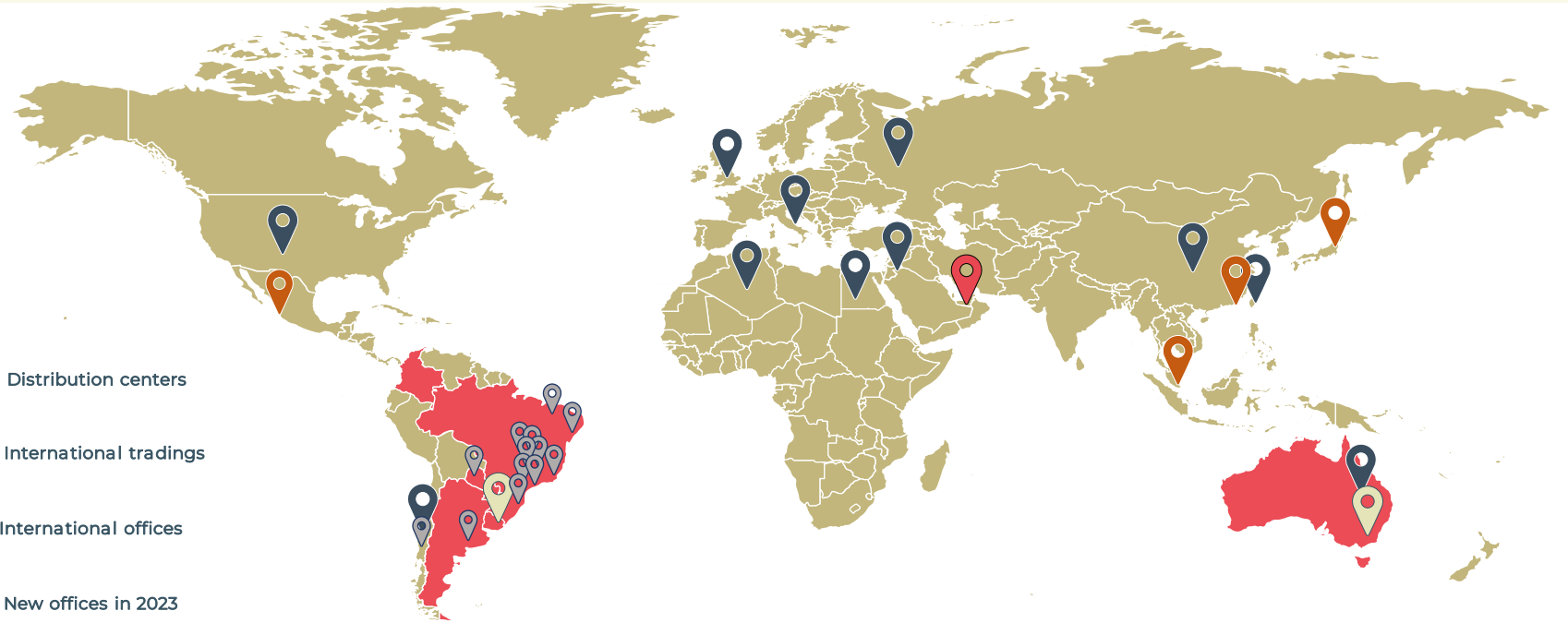
Global Protein  
Scenario



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# Global Footprint & Domestic Market

-  Distribution centers
-  International tradings
-  International offices
-  New offices in 2023



	# Slaughter Plants	Heads/ Day	% Total
Brazil	10	12,237	39.8%
Paraguay	5	8,025	26.1%
Argentina	5	5,228	17.0%
Uruguay	4	3,700	12.0%
Colombia	2	1,550	5.1%
<b>Total</b>	<b>26</b>	<b>30,740</b>	<b>100.0%</b>
Australia	4	19,216	-

## Highlights

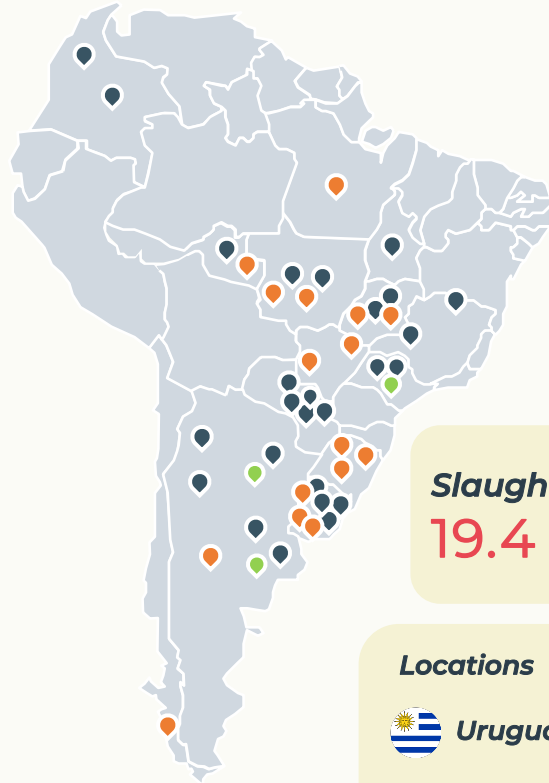
- Arbitration and geographic diversification
- Risk management
- Productive and commercial optimization
- Domestic market:
  - Focus on food service & retail
  - Premium line strategy focusing on the development of niche markets and brands

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Investment  
Overview

## Target Assets



**Slaughter Capacity**  
**19.4 k** heads/day

### Locations



-  16 new plants
-  Slaughtering plants
-  Processing plants

## Business Agreements

Total acquisition price: R\$7.5 billion

- R\$1.5 billion paid on the signature date
- R\$6.0 billion to be paid on the closing date

## Schedule

### Steps until the transaction is concluded

The transaction is subject to approval by applicable antitrust authorities

### Signature Date

08/28/2023

### Closing

(Uruguay)

### Closing

(Brazil, Argentina and Chile)





	Minerva Foods		Target Assets		New Minerva Foods		
	# Plants	Heads/Day	# Plants	Heads/Day	# Plants	Heads/Day	%
Brazil	10	12,237	11	10,099	21	22,336	51.1%
Paraguay	5	8,025	-	-	5	8,025	18.4%
Argentina	5	5,228	1	750	6	5,978	13.7%
Uruguay	4	3,700	3	2,050	7	5,750	13.2%
Colombia	2	1,550	-	-	2	1,550	3.6%
<b>Total</b>	<b>26</b>	<b>30,740</b>	<b>15</b>	<b>12,899</b>	<b>41</b>	<b>43,639</b>	<b>100.0%</b>
Australia	4	19,216	-	-	4	19,216	74.7%
Chile	-	-	1	6,500	1	6,500	25.3%
<b>Total</b>	<b>4</b>	<b>19,216</b>	<b>1</b>	<b>6,500</b>	<b>5</b>	<b>25,716</b>	<b>100.0%</b>

### Arbitration - International & Domestic Markets



Brazil  
Argentina  
Uruguay  
Colombia



Brazil  
Argentina  
Uruguay  
Paraguay



Brazil  
Argentina  
Uruguay  
Paraguay



Brazil  
Argentina  
Uruguay  
Paraguay

Origin





## Minerva Foods Post- Acquisition

- ❑ The #1 platform in beef efficiency in Latin America.
- ❑ Arbitration and geographic diversification
  - ❑ Daily slaughter capacity of 43.6 k heads of cattle and 25.7 k heads of lamb
  - ❑ Operational and commercial synergies
  - ❑ Export to over 100 countries
  - ❑ Greater capillarity in the international market (premium and high growth)
- ❑ Industrialized and diversified portfolio with premium brands
- ❑ Creating Value: stronger leadership + synergies + international reach

# ESG

## Socio-environmental monitoring in the supply chain



100% direct supplier farms monitored in Colombia



90% direct supplier farms monitored in Argentina



+40% direct supplier farms monitored in Uruguay

### Minerva Foods is backed by its Results

100% compliance in audits supervised by the Federal Prosecution Office in the states of Pará, Mato Grosso, and Rondônia regarding the Monitoring Protocol for Cattle Suppliers in the Amazon

100% compliance in the Public Livestock Commitment audit



SMGeo Prospec

### Technology sharing

+2,000 free vouchers distributed to partner livestock farmers

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Carbon Market

mycarbon

renove



## 2023 Highlights

Consolidation of MyCarbon's strategy and elaboration of its mission and vision

Mission

Developing and marketing carbon credits, transforming production chains to address climate change.

Focus on B2B

Launch and promotion of the Zero Carbon Impact line

Ambassadors of the Renove program

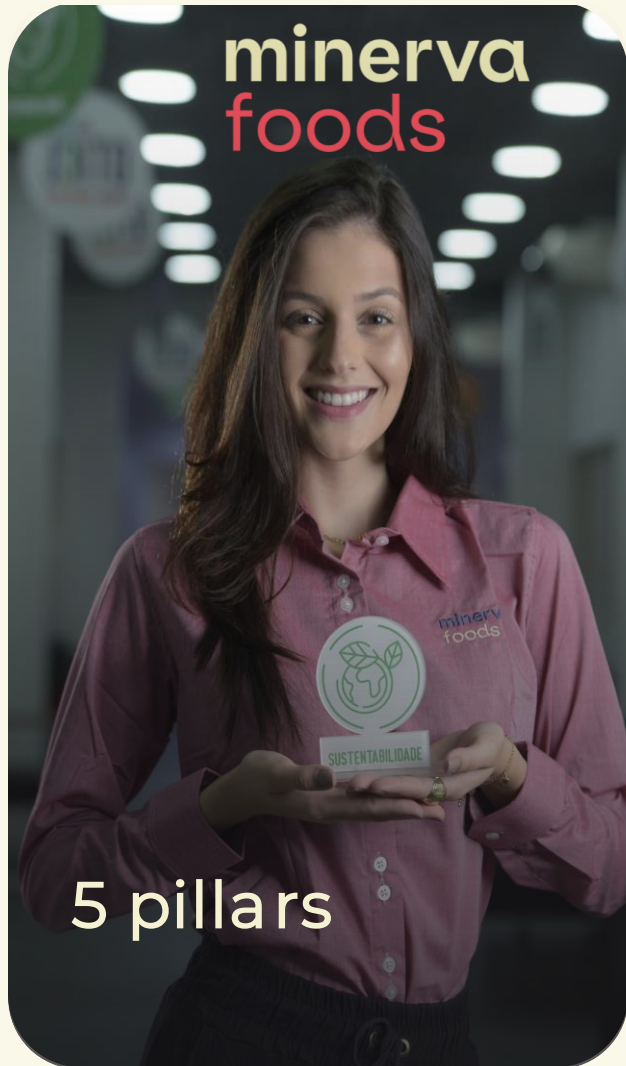
## 2024 Opportunities

Expansion of MyCarbon to other agribusiness chains – sugar cane, agriculture, cocoa, etc.

Boost the portfolio for carbon neutral certified products

Expansion of the Renove program for more farms in Brazil

Carbon Reduction Label - develop and implement an emissions reduction program at participating farms



### Geographic Diversification

- Opportunities to operate the Cattle Cycle
- Capturing synergies with new plants
- Generating better, less volatile, and more predictable results

### Global Player

- Arbitration capacity in the domestic and international markets
- Maximize commercial distribution
- Products with higher added value and connection with the end consumer

### Innovation

- Data analysis and optimization tools
- E-commerce and marketplace
- Carbon market

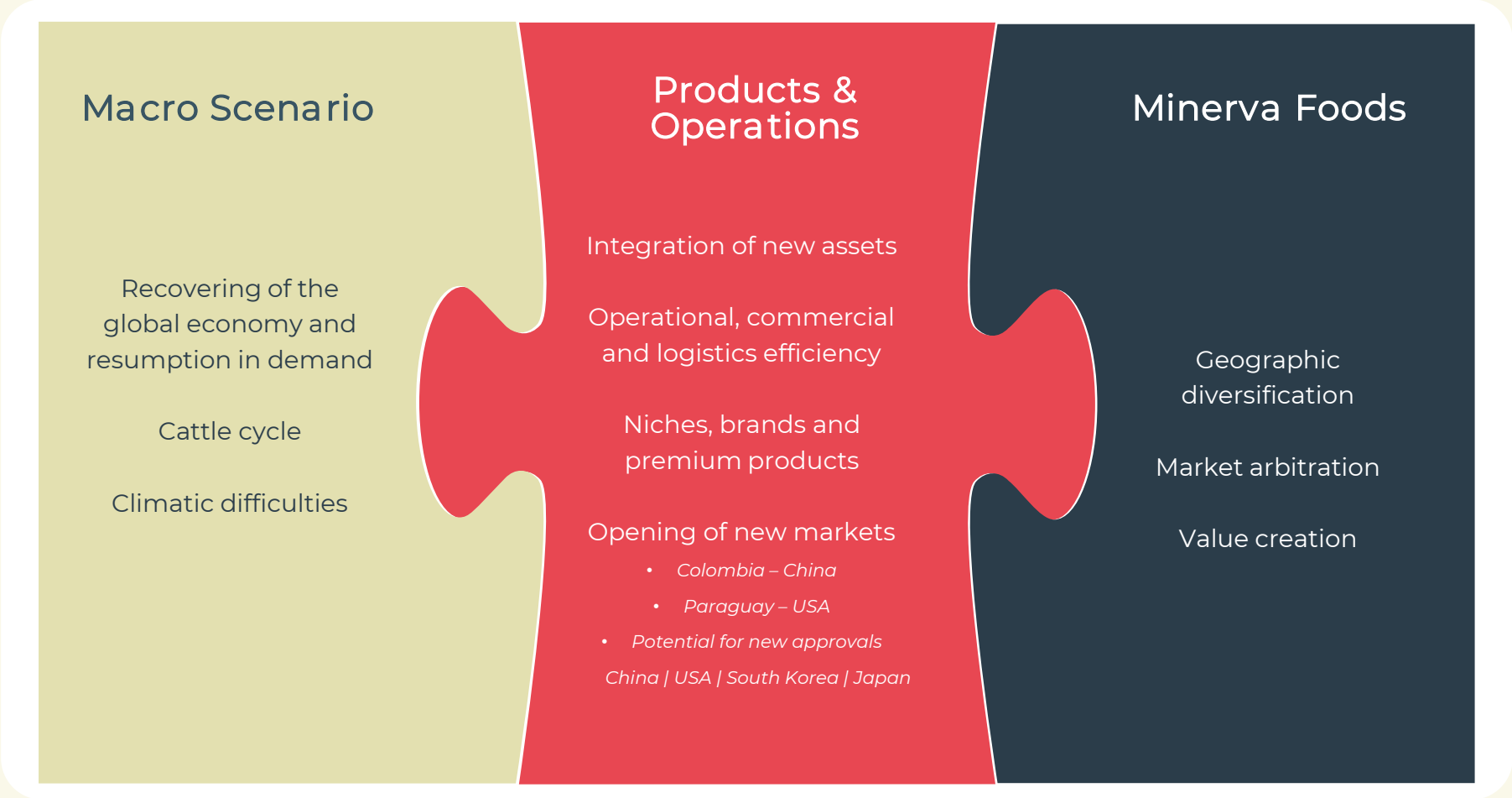
### People

- Engagement: Minerva Foods' values and organizational culture
- Recognizing our people
- New Purpose

### Sustainability

- Commitments for 2035
- Monitoring of the production chain
- Remove program
- Decarbonizing the chain

Creating connections between people, food and nature.





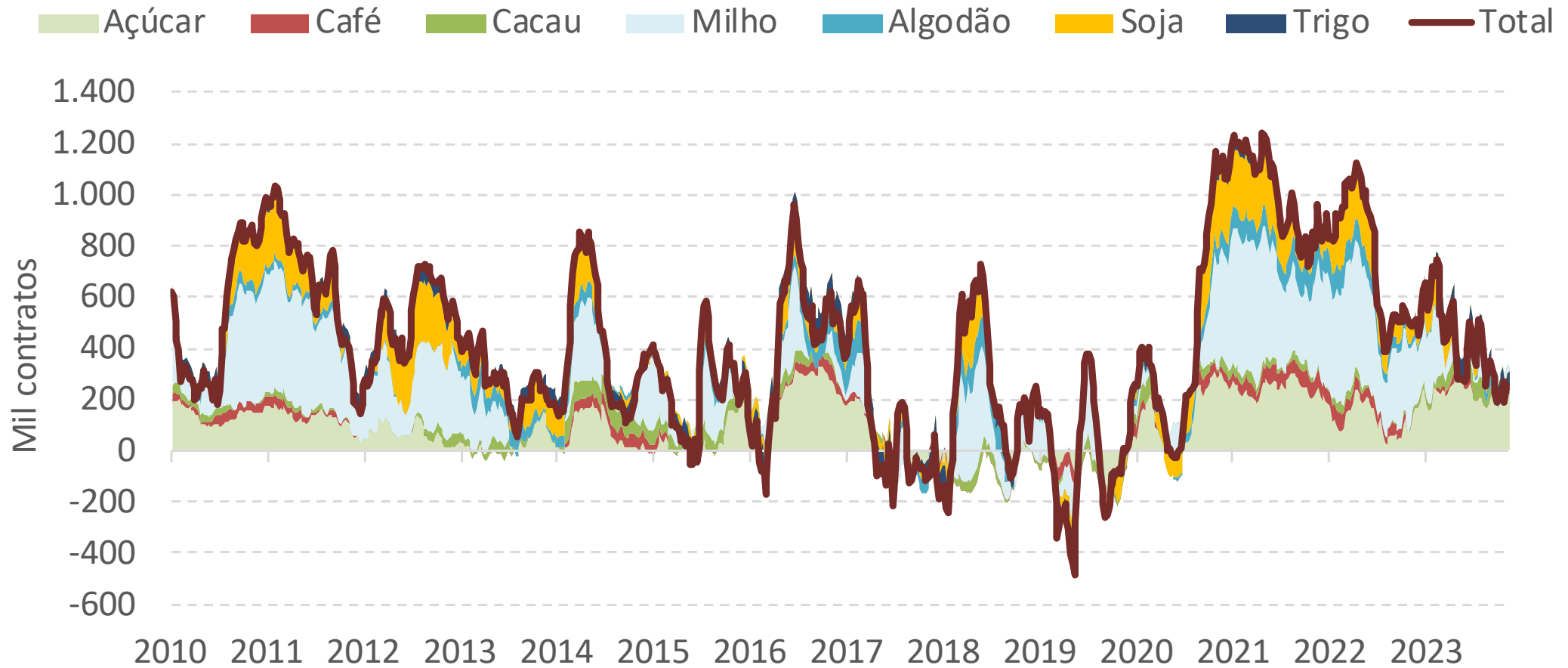
MINERVA DAY

# CENÁRIOS DO AGRONEGÓCIO BRASILEIRO 2023

ALEXANDRE MENDONÇA DE BARROS

28 DE NOVEMBRO DE 2023

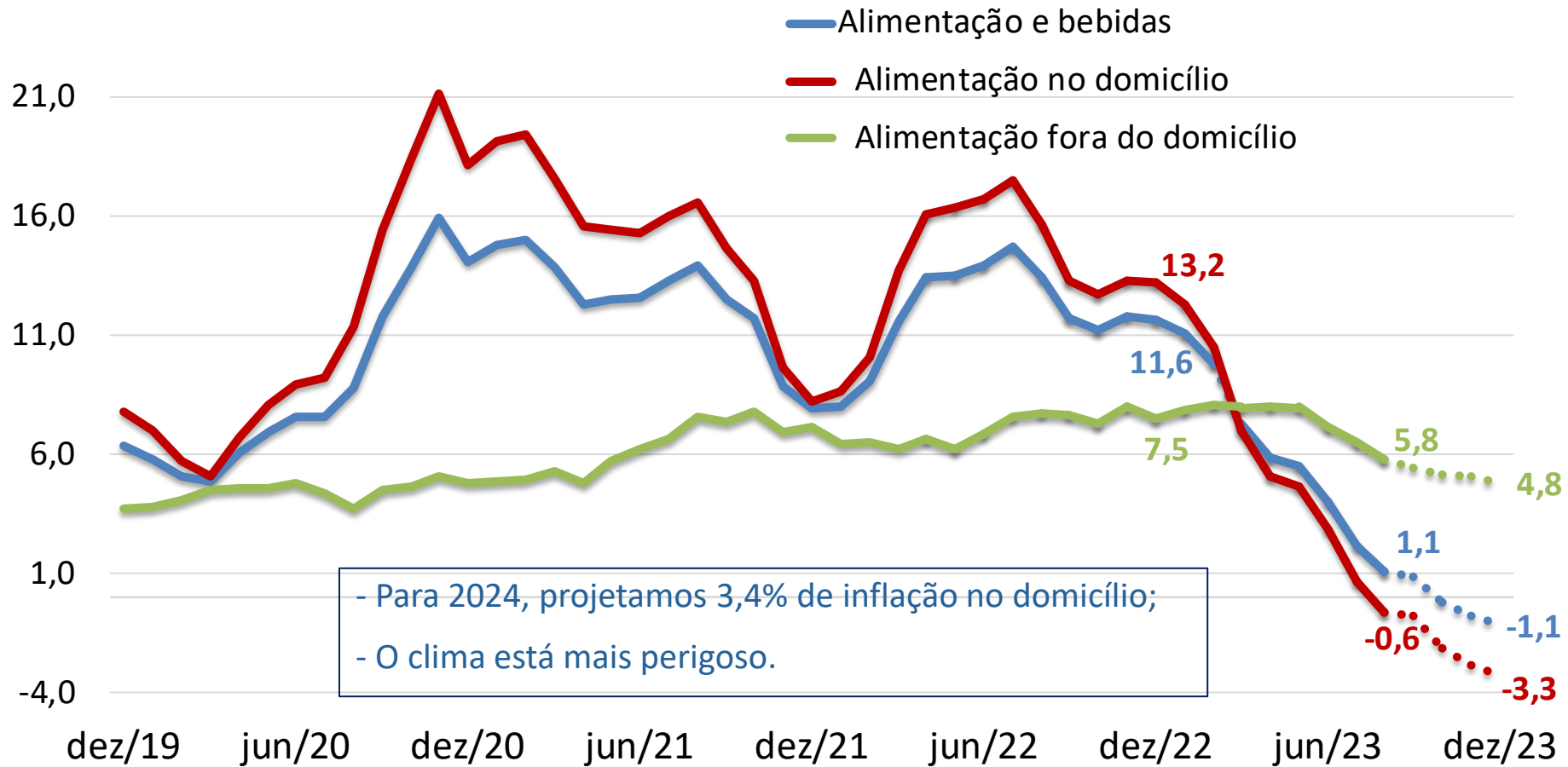
# Posição Líquida dos Fundos Non-Commercials - commodities agrícolas



Fonte: CFTC. Elab. MB Agro.

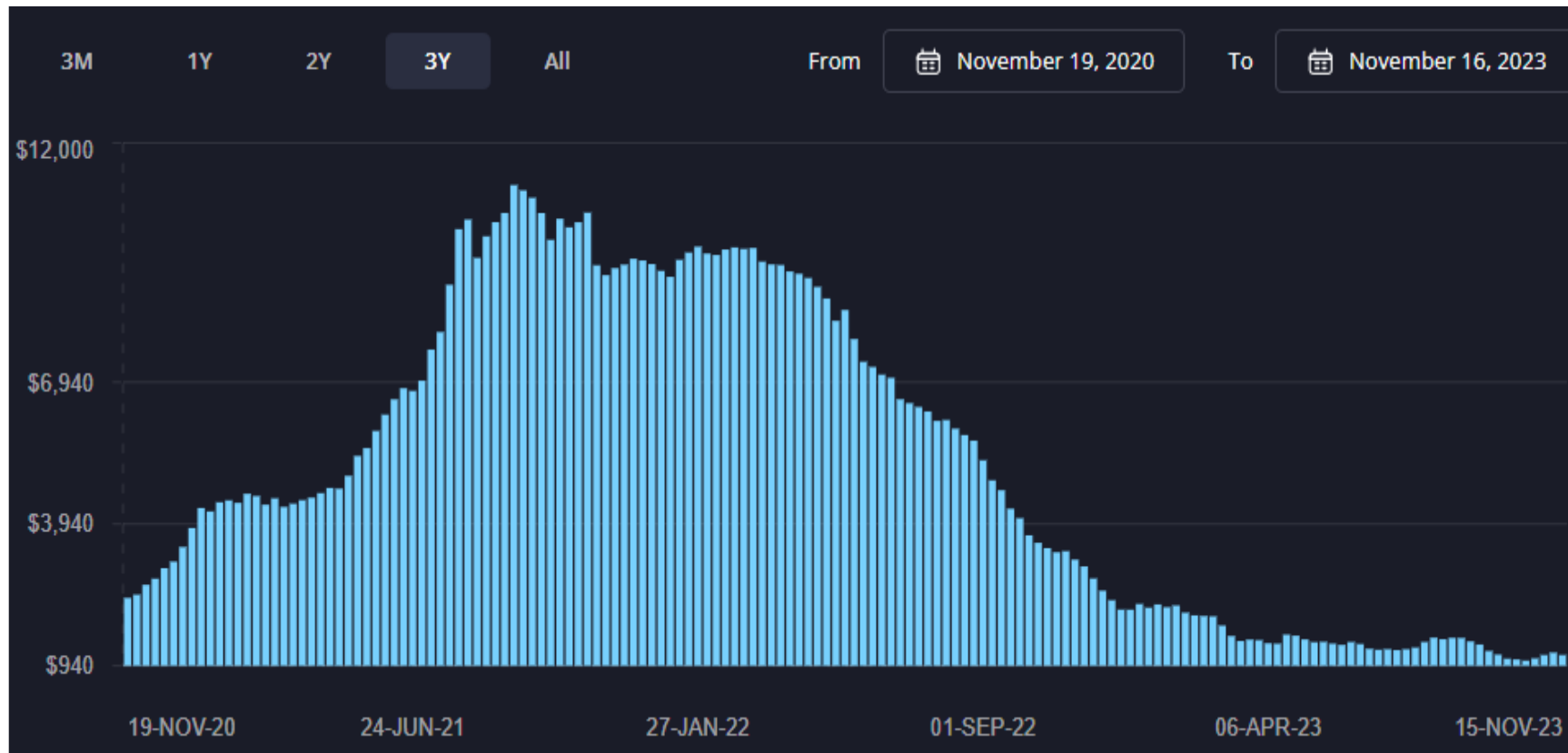


# IPCA: ALIMENTAÇÃO (%)



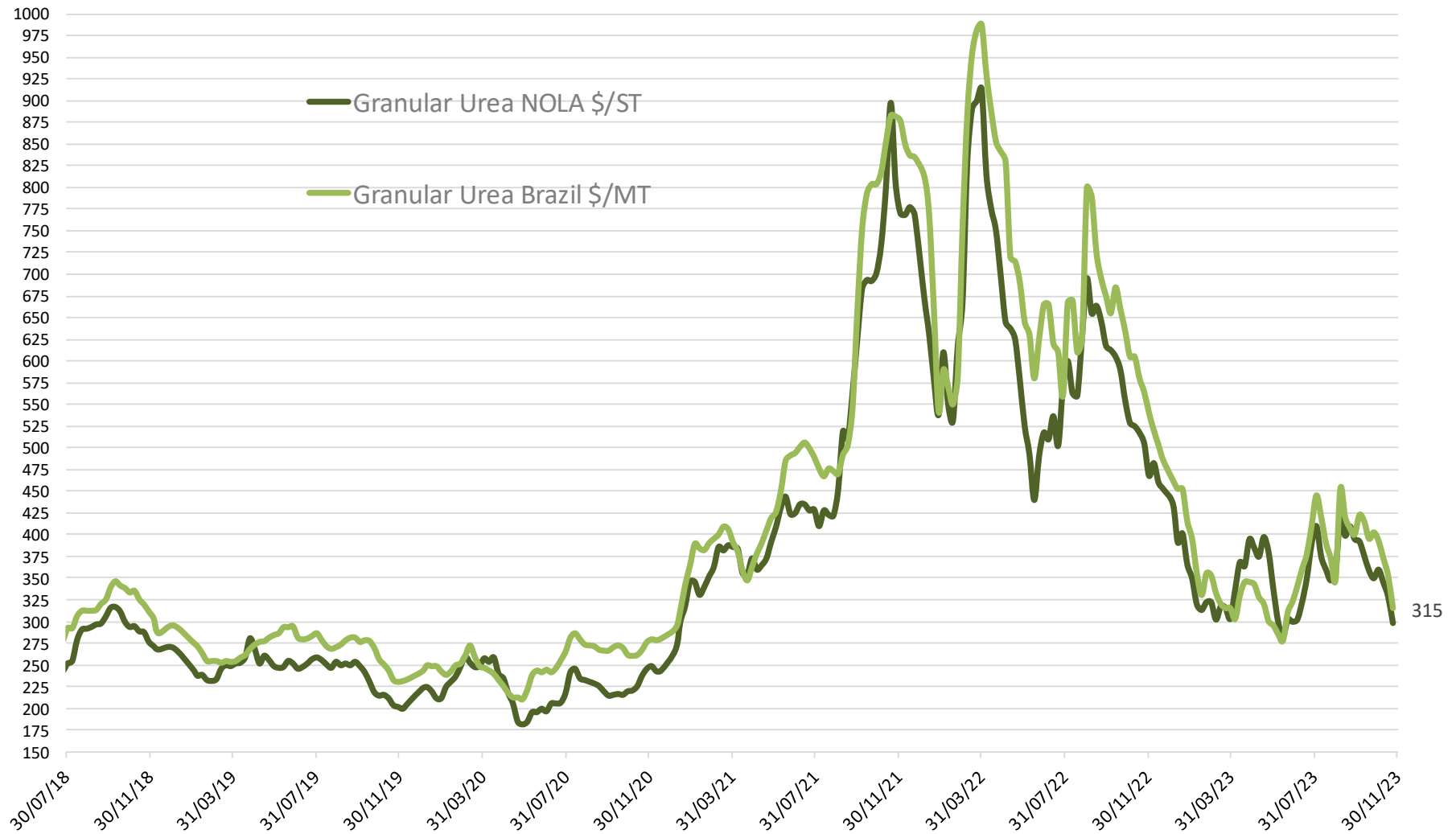
Fonte: MB Associados. Elaboração e projeção: MB Associados.

# ÍNDICE DE FRETE DO BÁLTICO



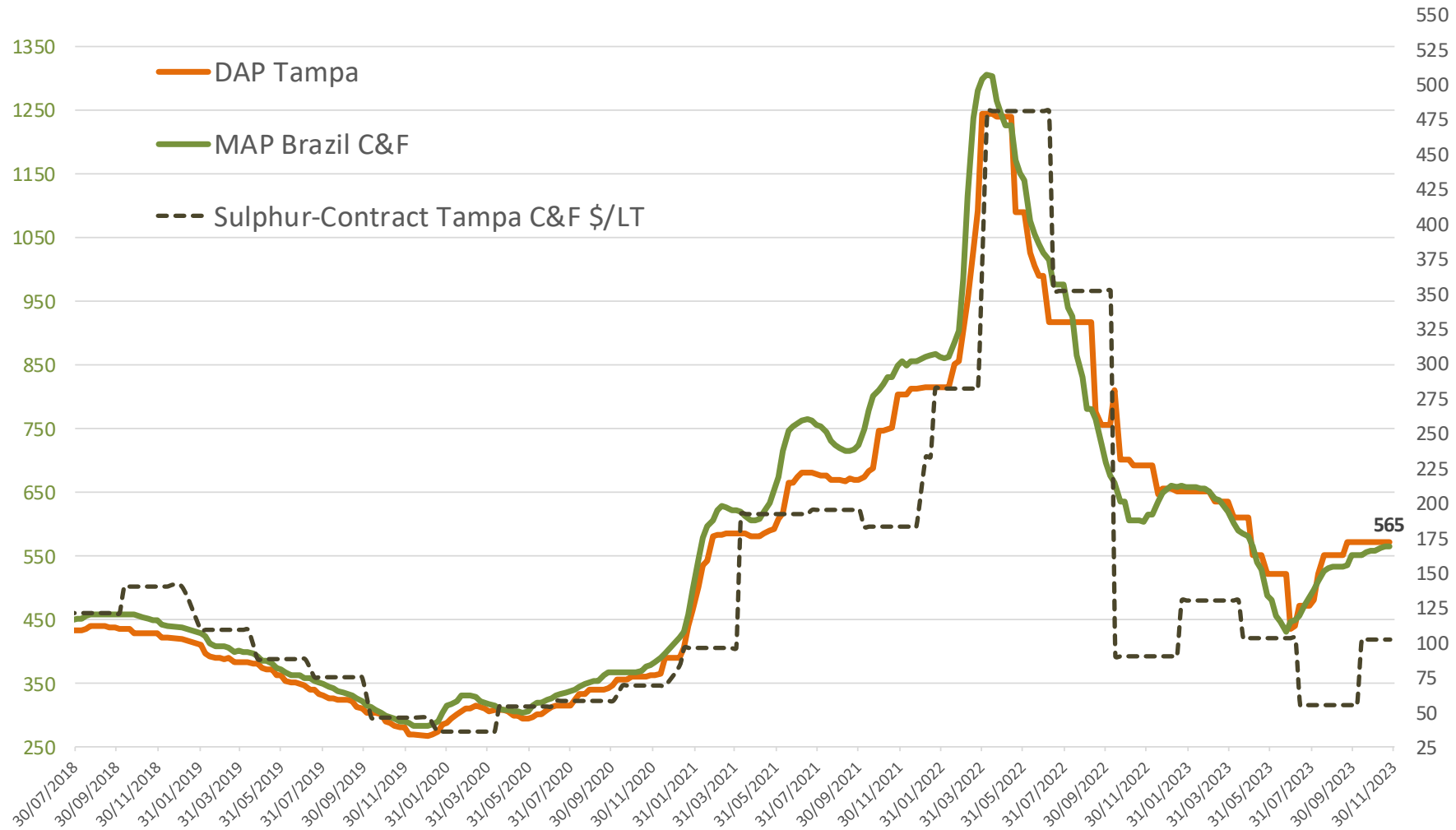
Fonte: Freightos Data

# Evolução no preço dos fertilizantes no mercado internacional (US\$/t)



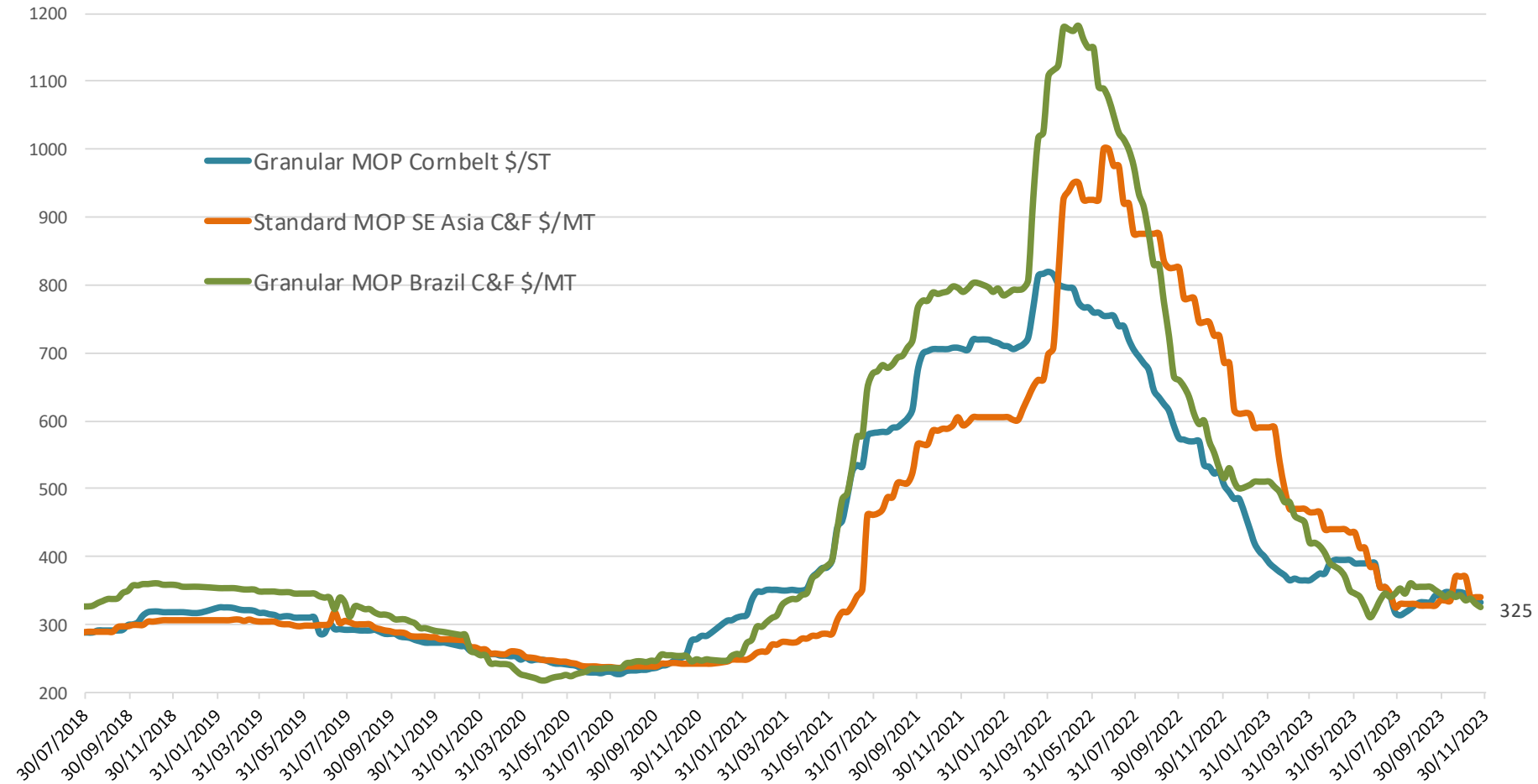
# Evolução no preço dos fertilizantes no mercado internacional (US\$/t)

Enxofre vs DAP e MAP (US\$/t)



# Evolução no preço dos fertilizantes no mercado internacional (US\$/t)

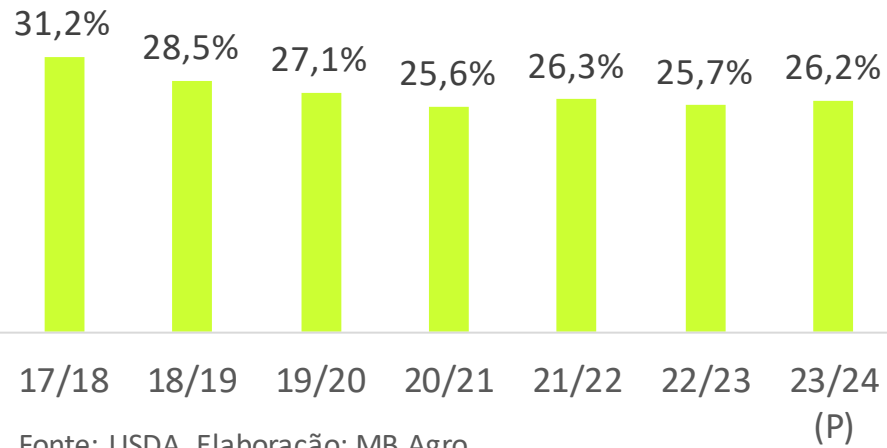
Potássio (US\$/t)



# Economia **brasileira**

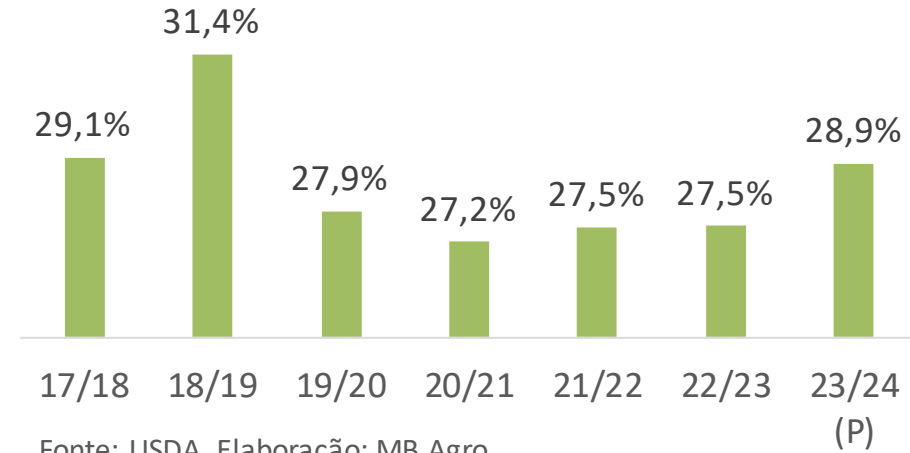
# MUNDO : RELAÇÃO ESTOQUE-CONSUMO

Milho



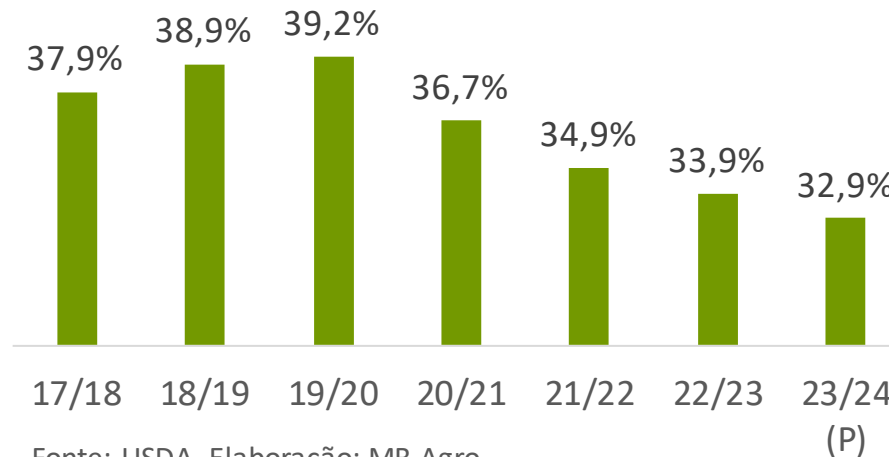
Fonte: USDA. Elaboração: MB Agro

Soja



Fonte: USDA. Elaboração: MB Agro

Trigo



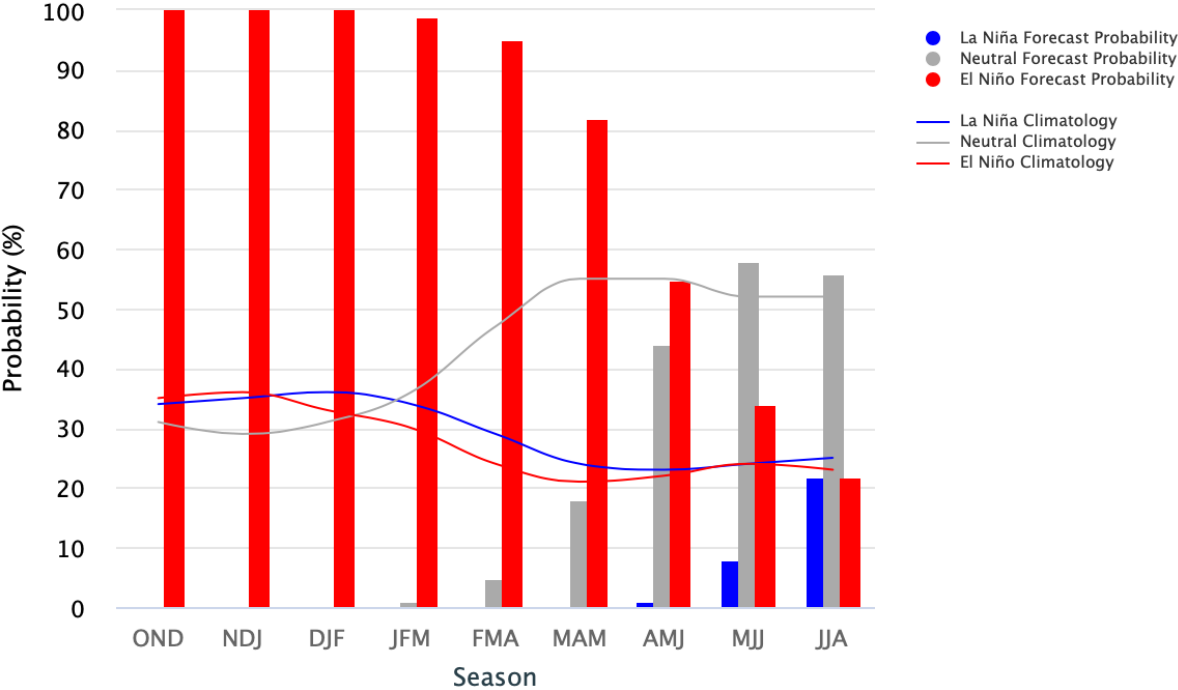
Fonte: USDA. Elaboração: MB Agro

# El Niño/La Niña Outlook – CPC/IRI Probabilistic

## 2ª quinzena de outubro

Mid-October 2023 IRI Model-Based Probabilistic ENSO Forecasts

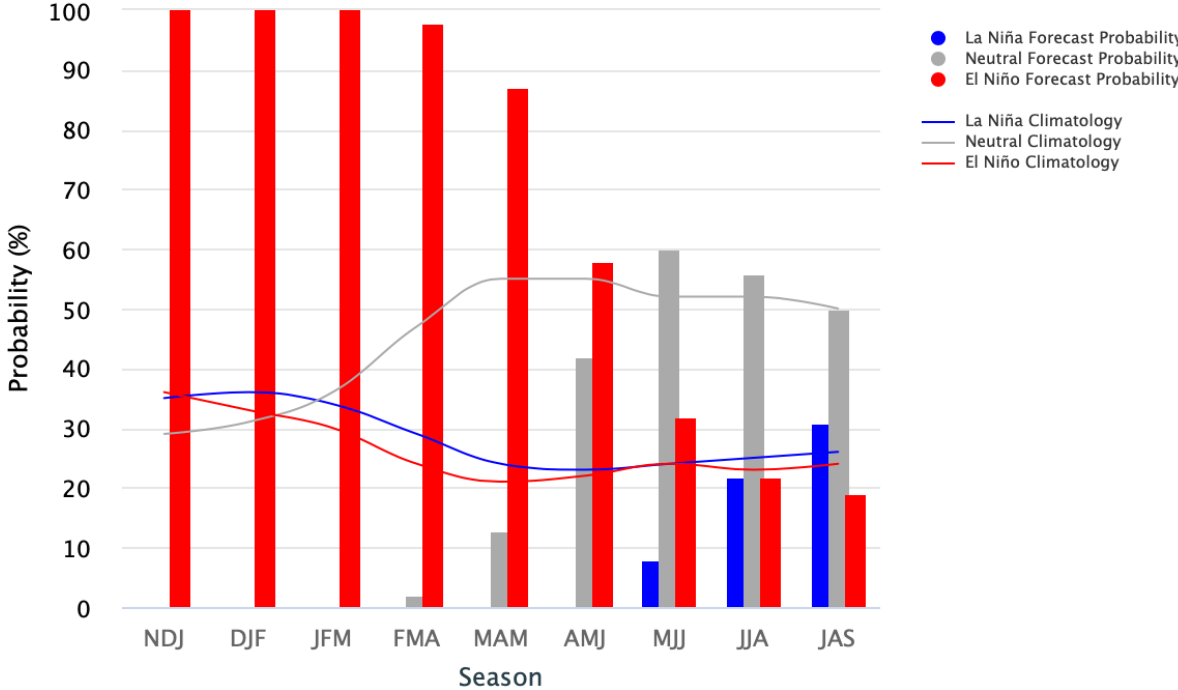
ENSO state based on NINO3.4 SST Anomaly Neutral ENSO: -0.5 °C to 0.5 °C



## 2ª quinzena de novembro

Mid-November 2023 IRI Model-Based Probabilistic ENSO Forecasts

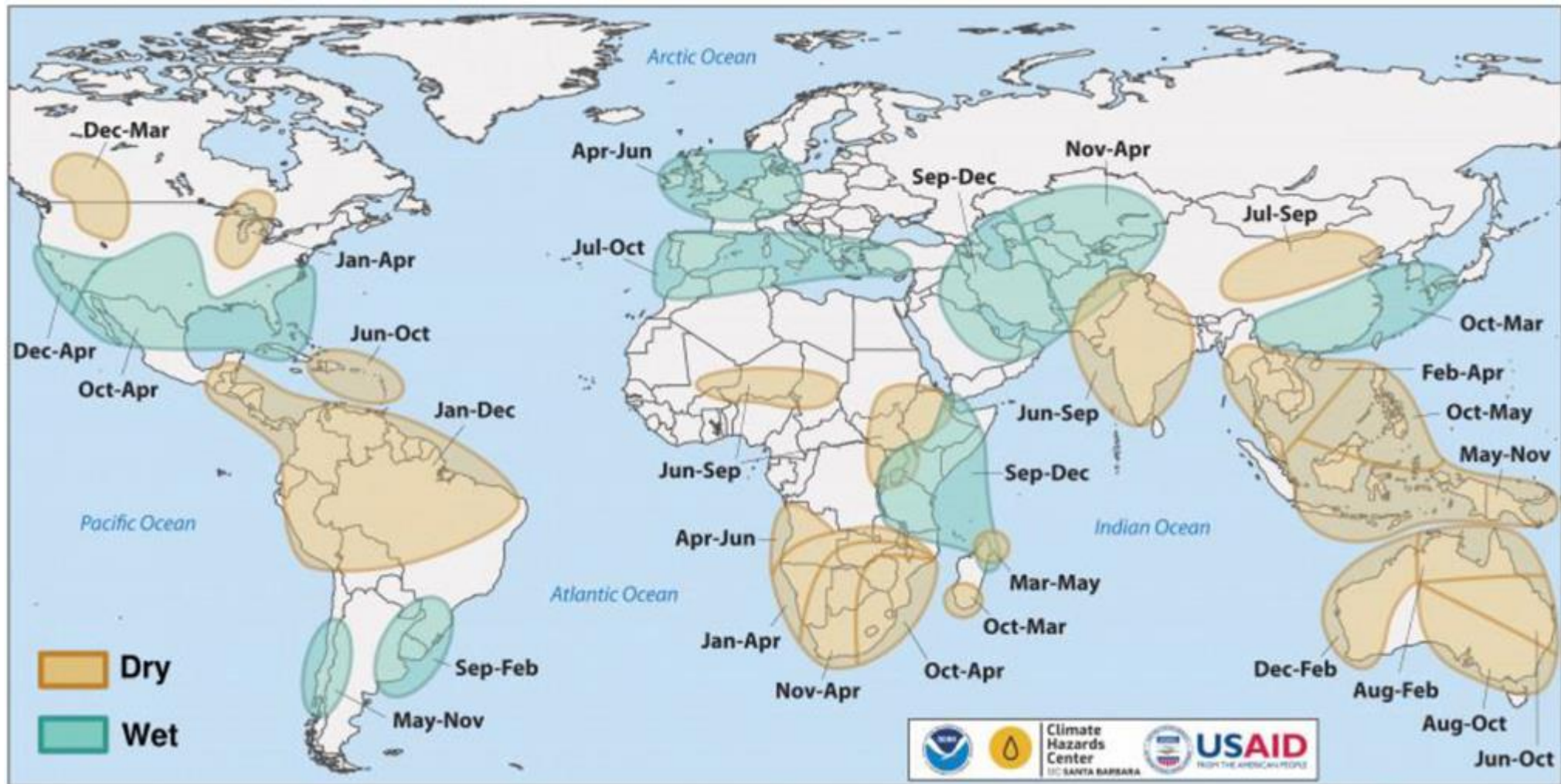
ENSO state based on NINO3.4 SST Anomaly Neutral ENSO: -0.5 °C to 0.5 °C



Legenda: Modelo probabilístico de previsão de ocorrência dos fenômenos La Niña/El Niño.

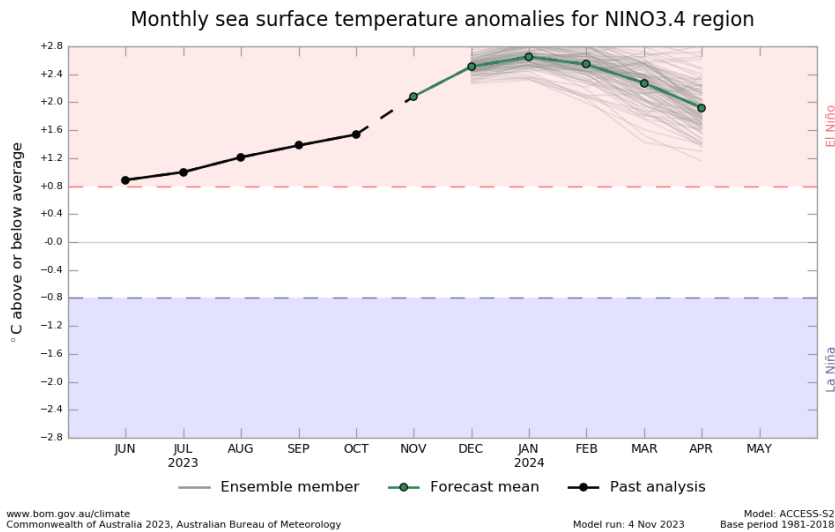


# IMPACTOS COMUNS DE UM EL NIÑO CLÁSSICO

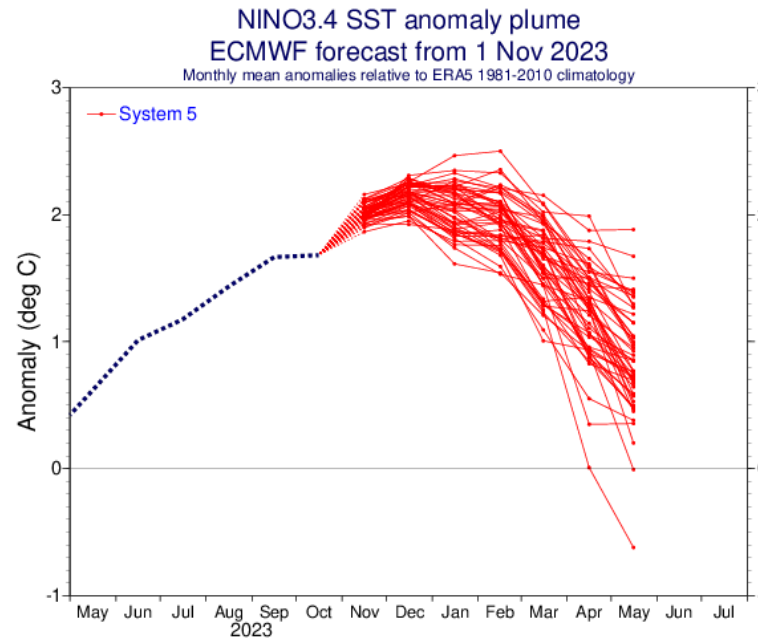


# El Niño/La Niña Outlook – comparativo dos modelos de previsão

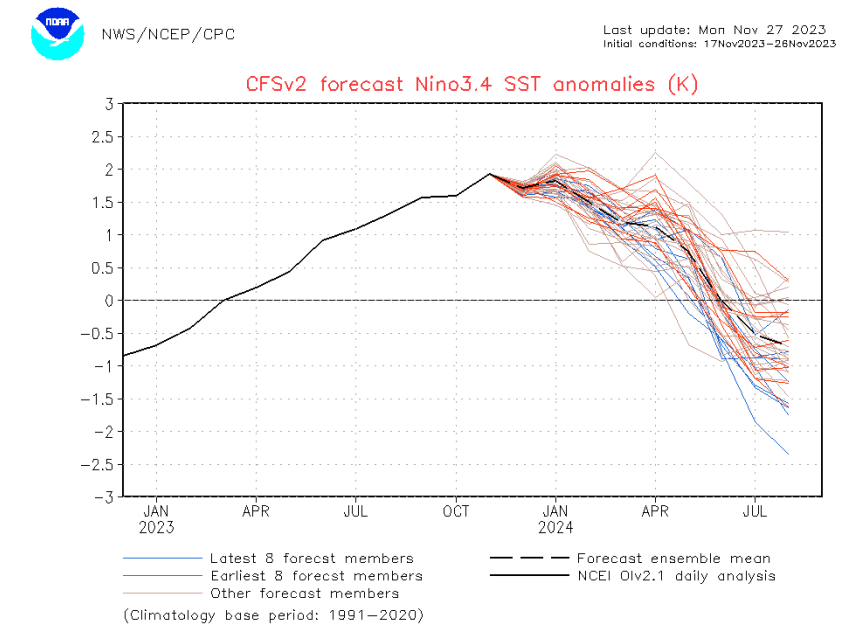
## Modelo Australiano



## Modelo Europeu



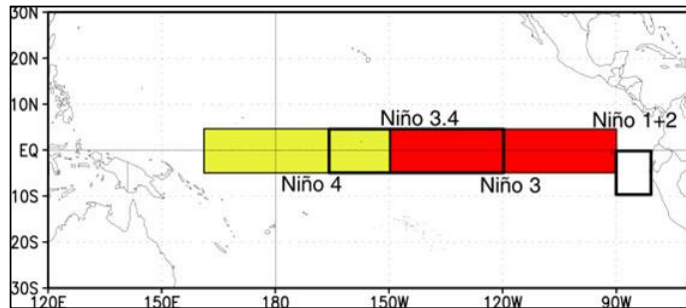
## Modelo Americano



# PREVISÃO NIÑO 1+2 E NIÑO 3.4

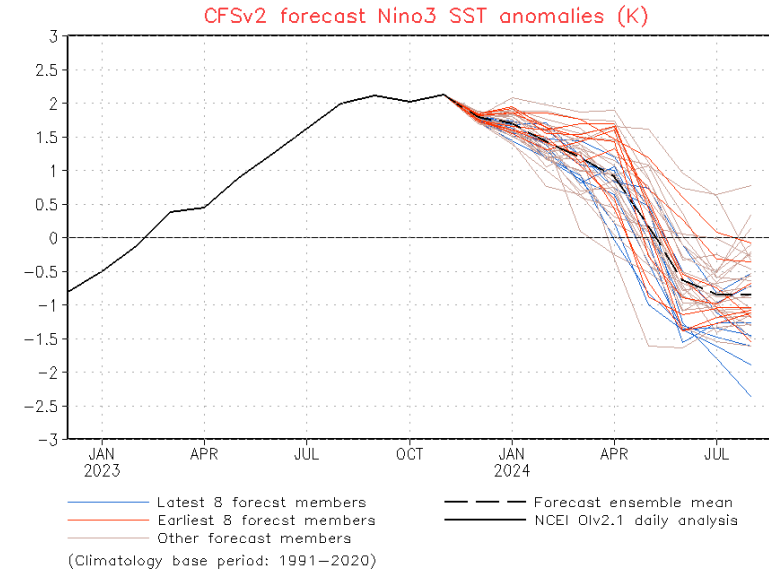


NWS/NCEP/CPC



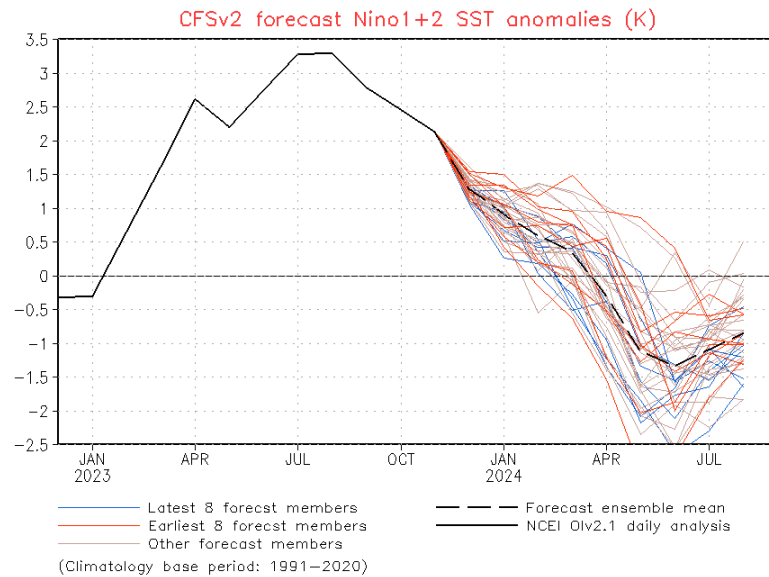
NWS/NCEP/CPC

Last update: Mon Nov 27 2023  
Initial conditions: 17Nov2023-28Nov2023



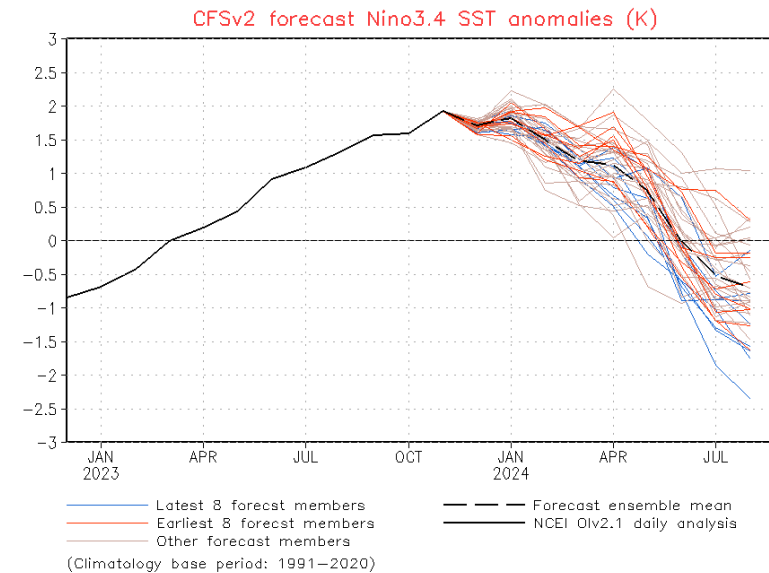
NWS/NCEP/CPC

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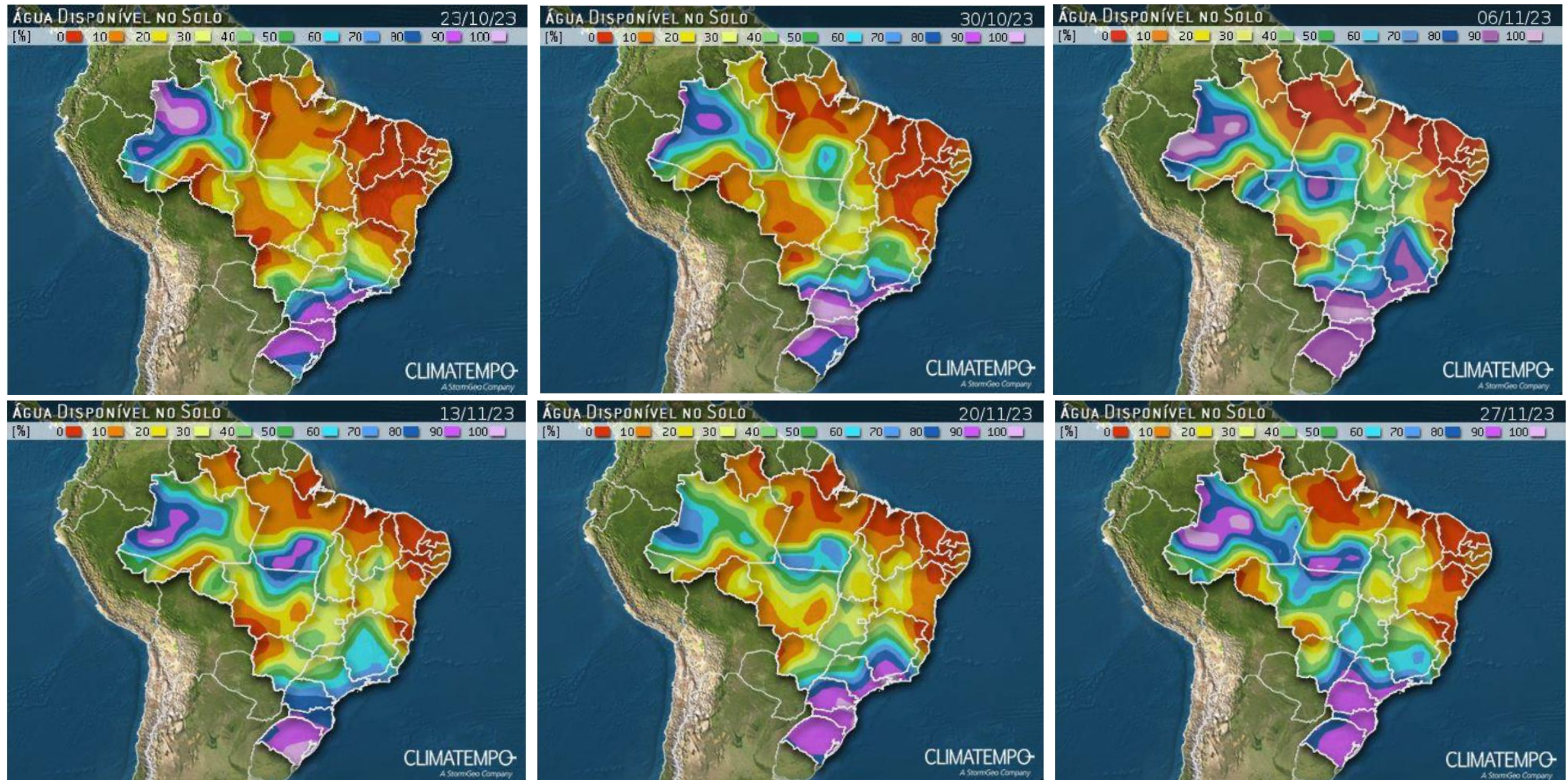
NWS/NCEP/CPC

Last update: Mon Nov 27 2023  
Initial conditions: 17Nov2023-28Nov2023



Niño 3.4: maior influência sobre a América do Sul

# BRASIL – UMIDADE DO SOLO



# AMÉRICA DO SUL – anomalia da PRECIPITAÇÃO

## Próximos MESES (mm)

### CFS – Comparativo das rodadas

DEZ/23

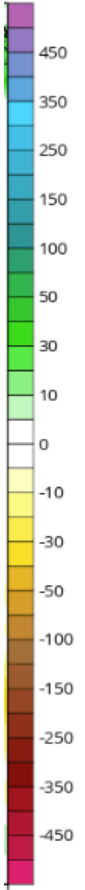
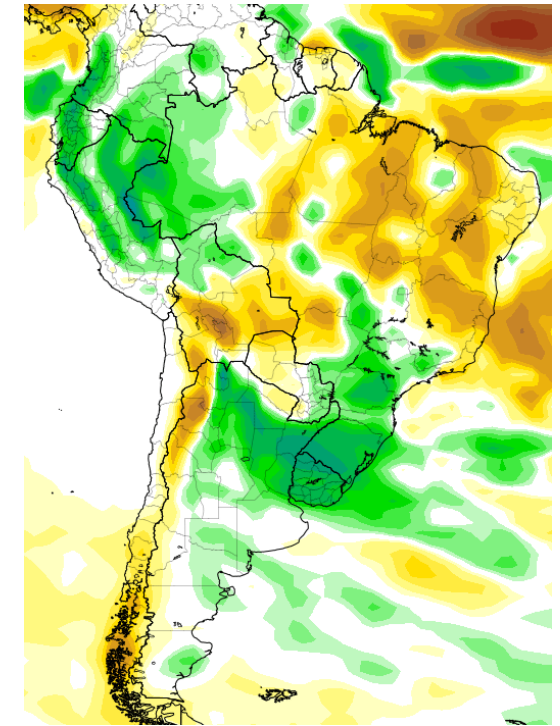
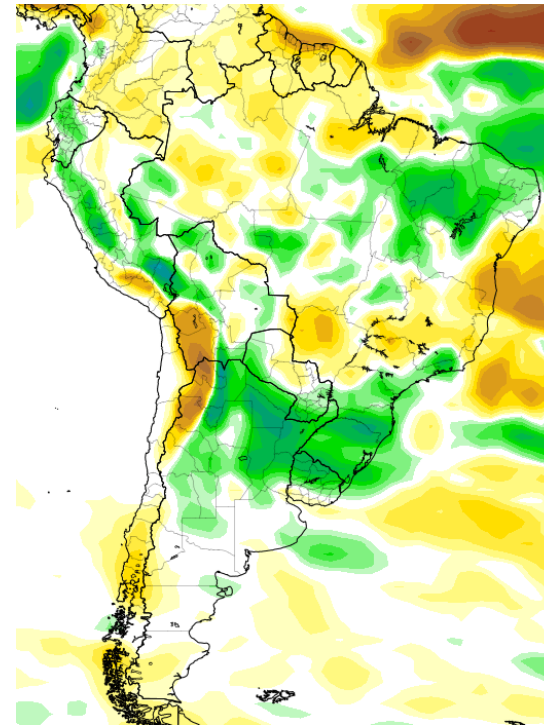
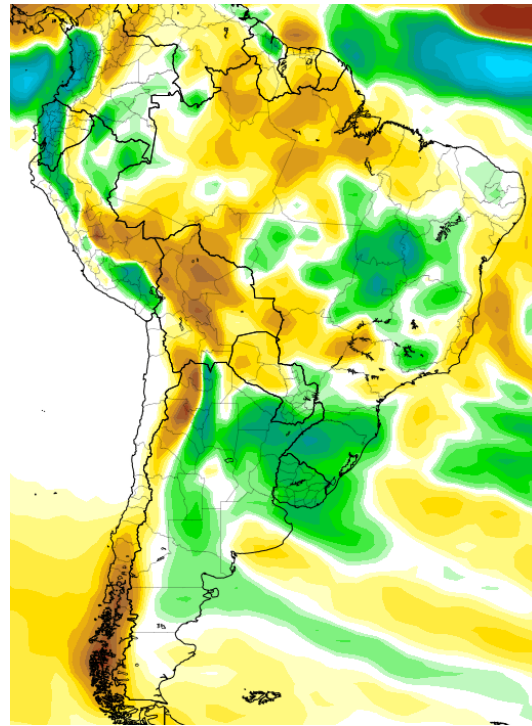
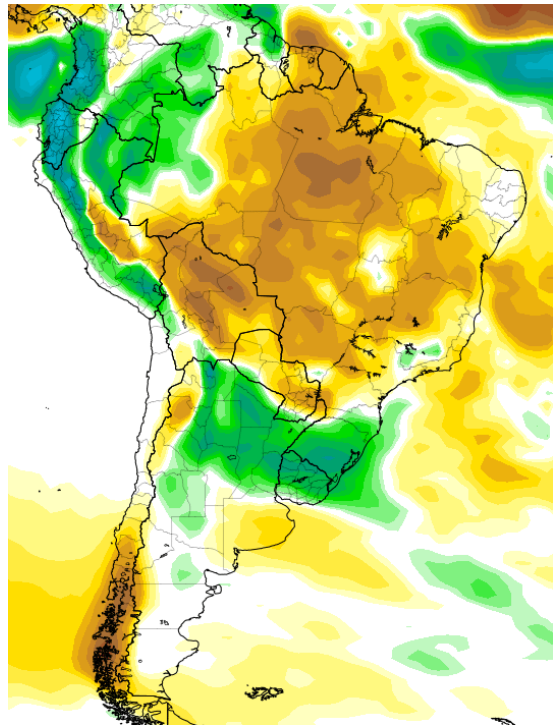
JAN/24

Rodada 21/nov

Rodada 27/nov

Rodada 21/nov

Rodada 27/nov



# AMÉRICA DO SUL – anomalia da PRECIPITAÇÃO

## Próximos MESES (mm)

### CFS – Comparativo das rodadas

FEV/24

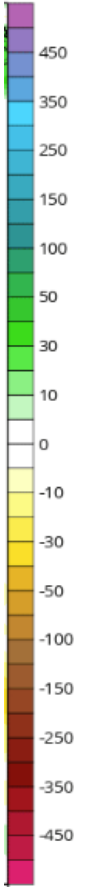
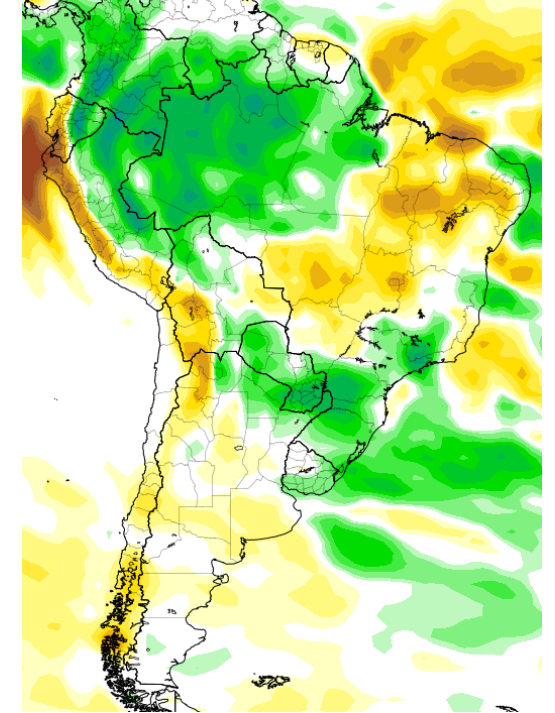
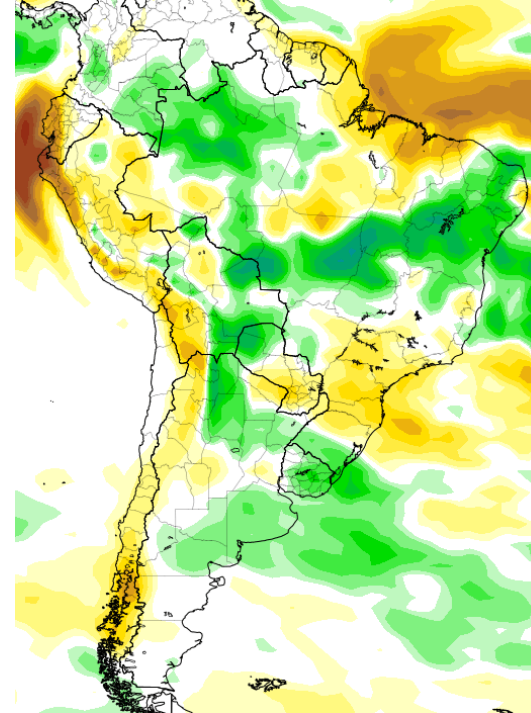
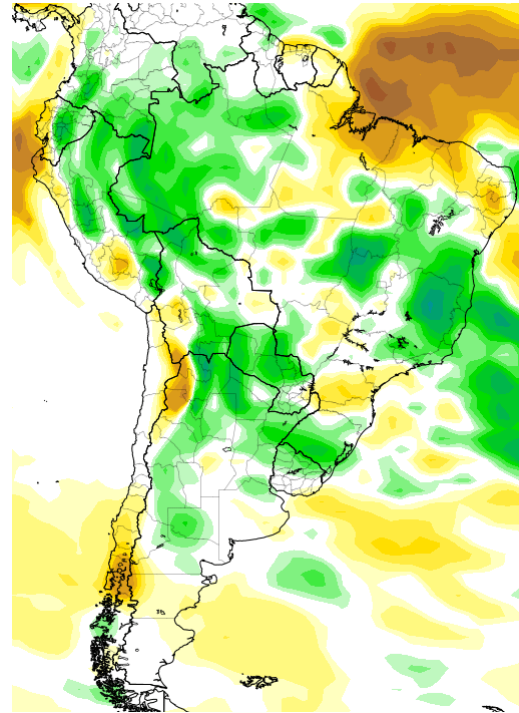
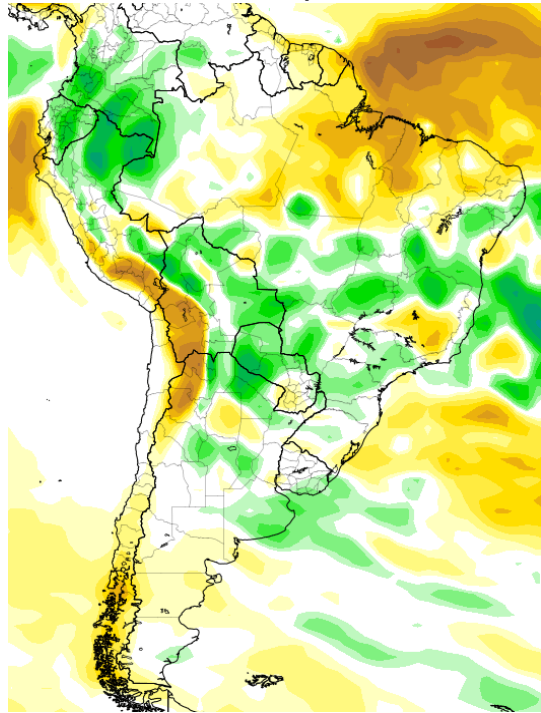
MAR/24

Rodada 21/nov

Rodada 27/nov

Rodada 21/nov

Rodada 27/nov



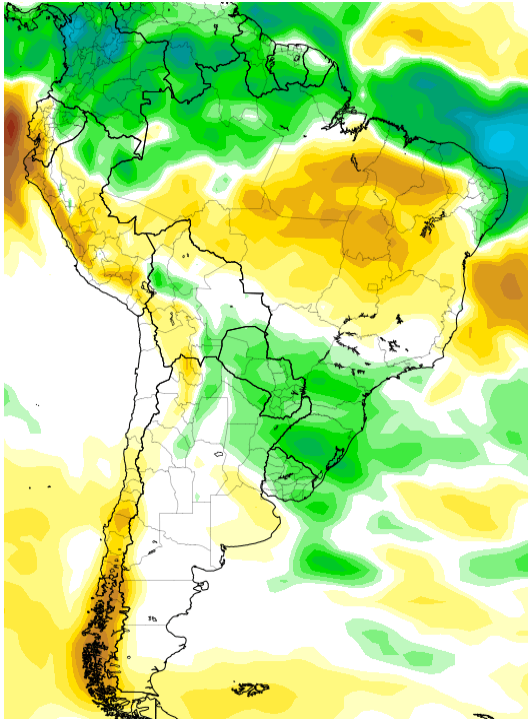
# AMÉRICA DO SUL – anomalia da PRECIPITAÇÃO

## Próximos MESES (mm)

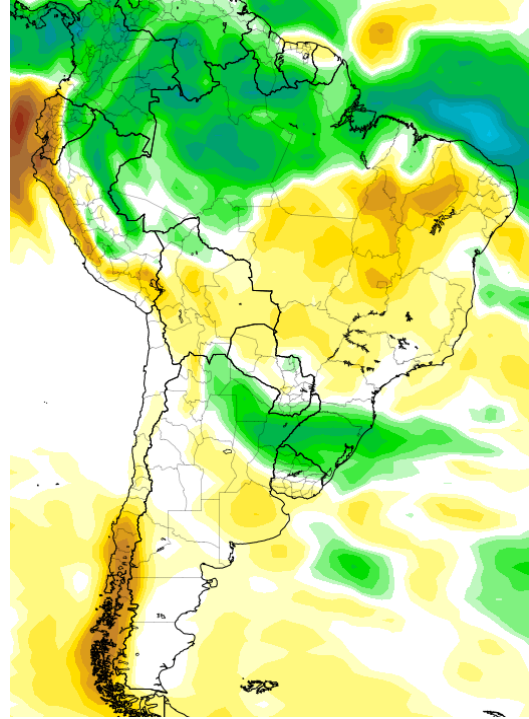
### CFS – Comparativo das rodadas

ABR/24

Rodada 21/nov

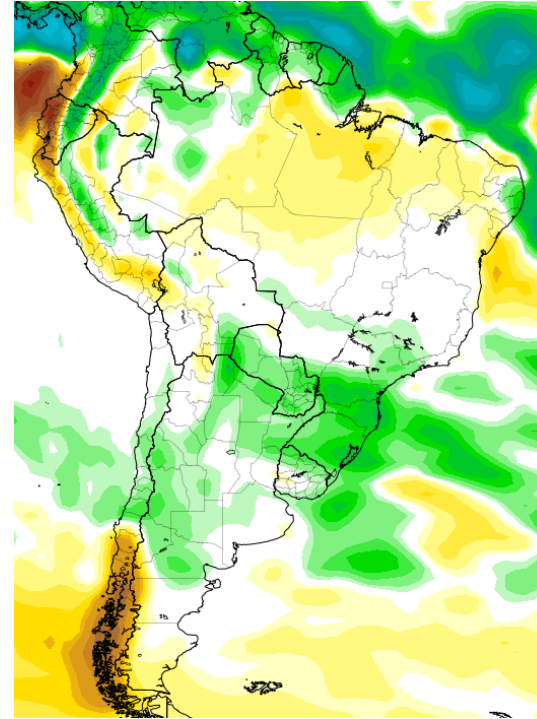


Rodada 27/nov

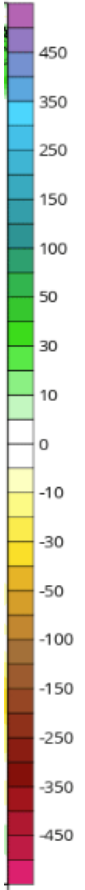
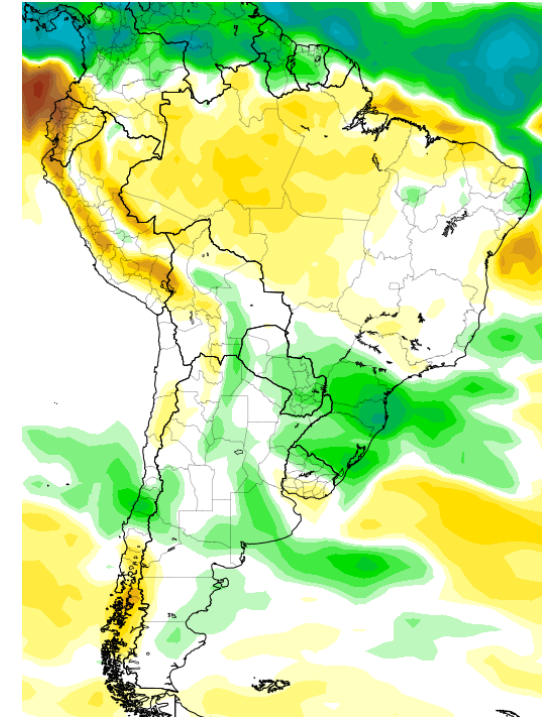


MAI/24

Rodada 21/nov

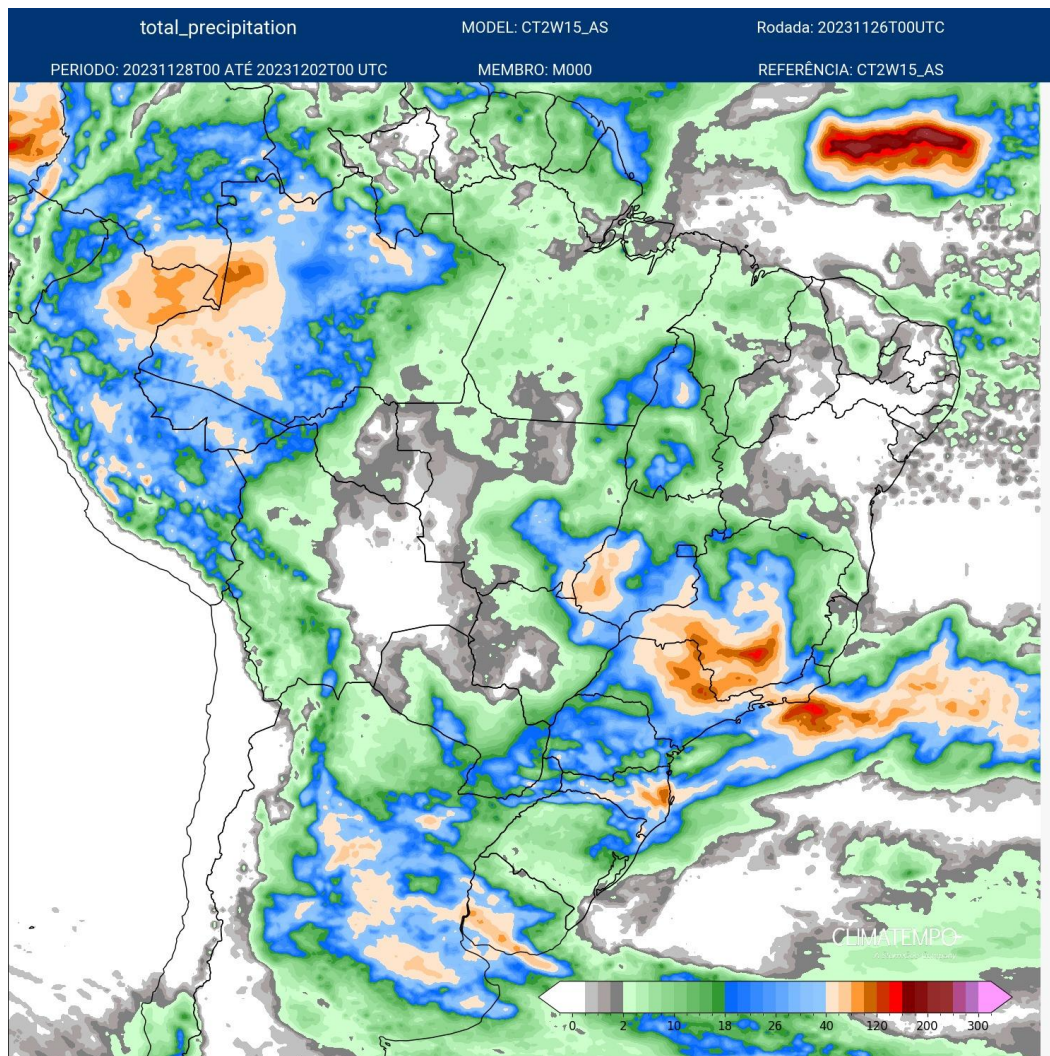


Rodada 27/nov

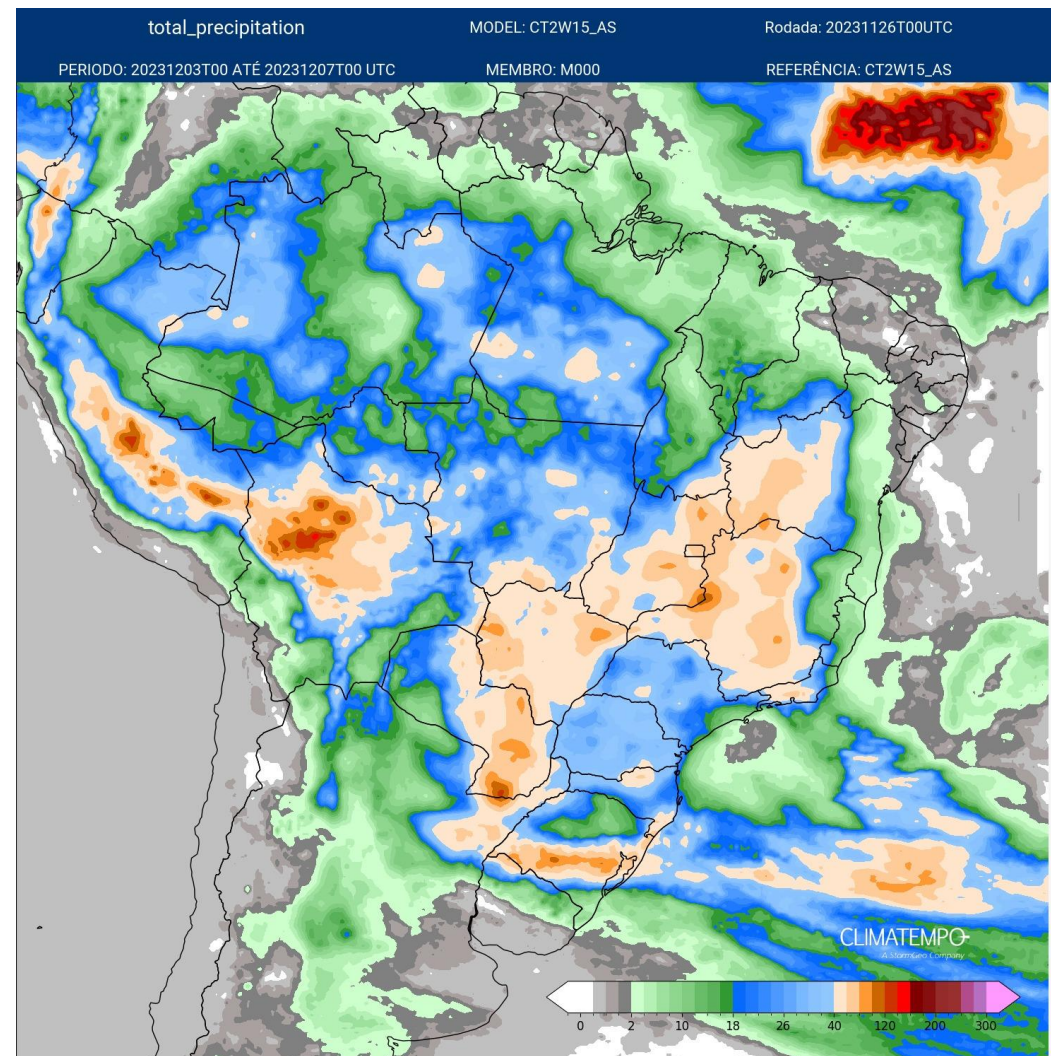


# Previsão chuvas

Semana 28/11 a 02/12

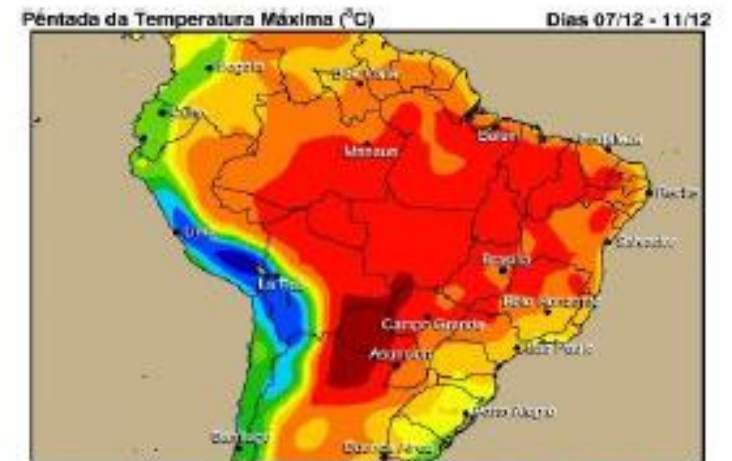
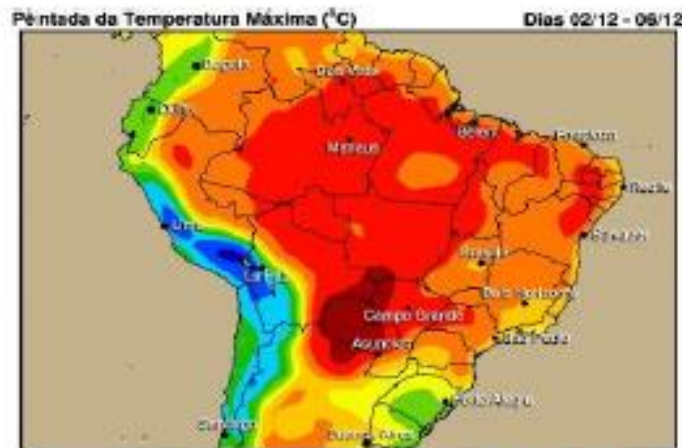
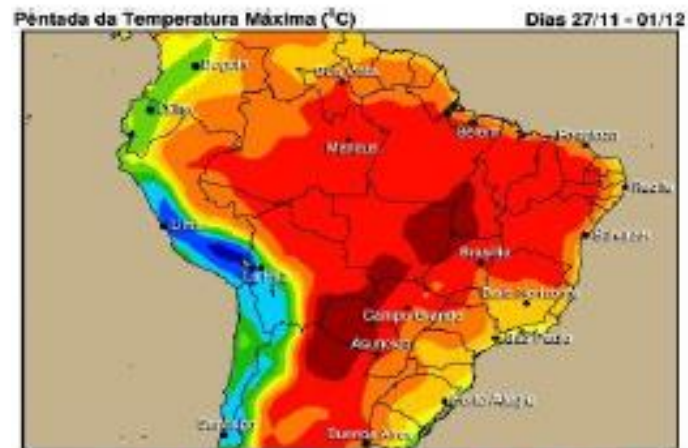
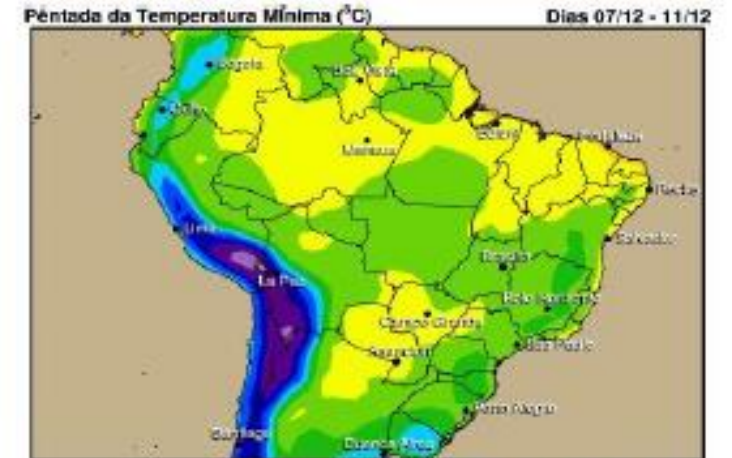
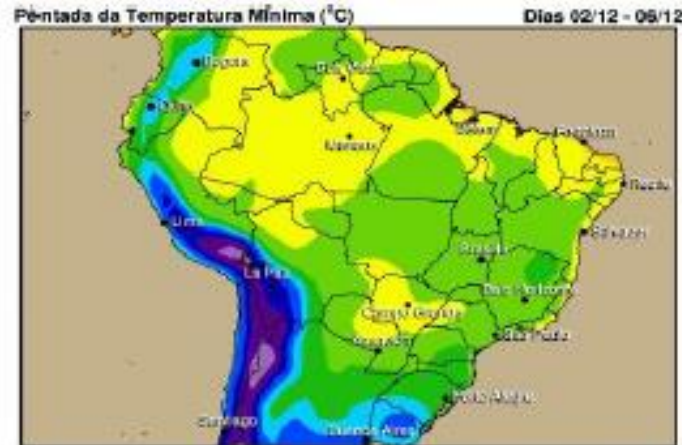


Semana 03 a 07/12





# Temperaturas Máximas e mínimas



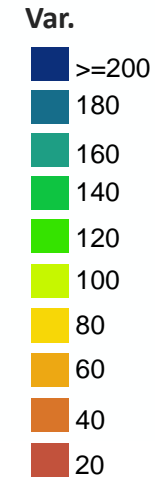
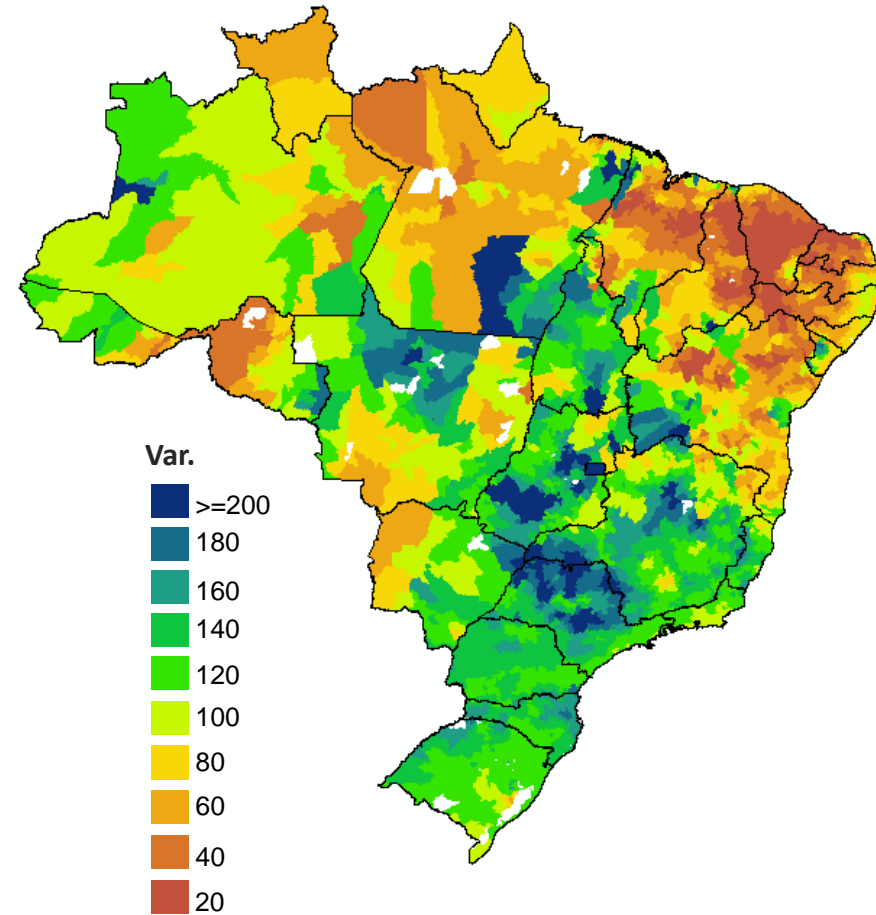
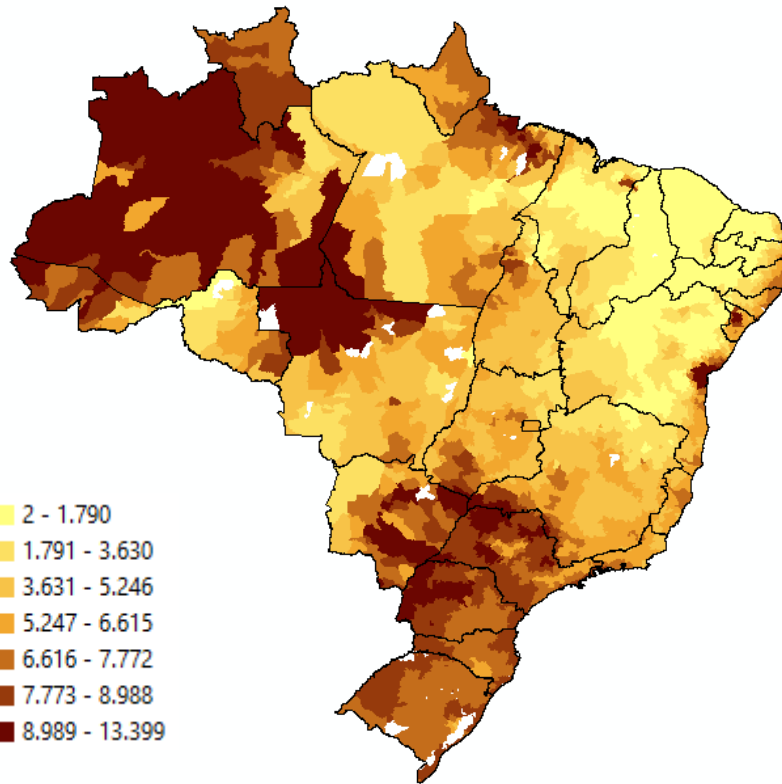
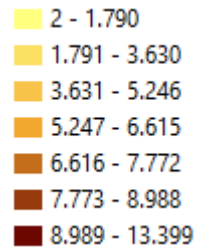
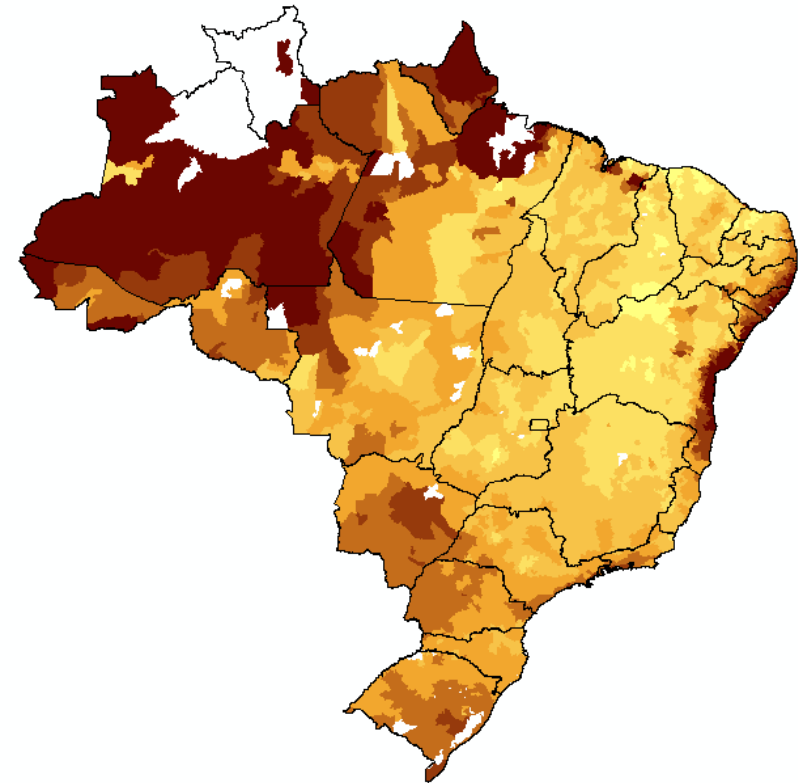
- Conjuntura Agropecuária
- **TAMS**
- Soja
- Milho
- Carne bovina
- Carne suína

# TAMS ACUMULADO (KGMS/HA) 2023/24

Jul- 2ºDec Nov 22

Jul- 2ºDec Nov 23

Diferença do Acumulado até 2ºDec  
Nov23 / Safra anterior

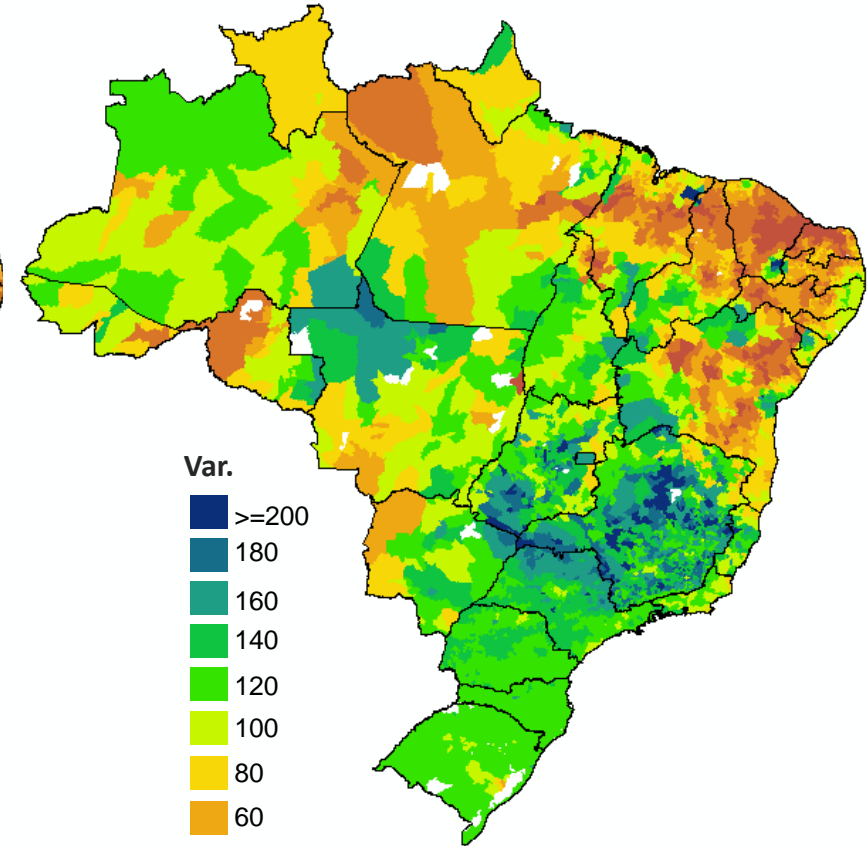
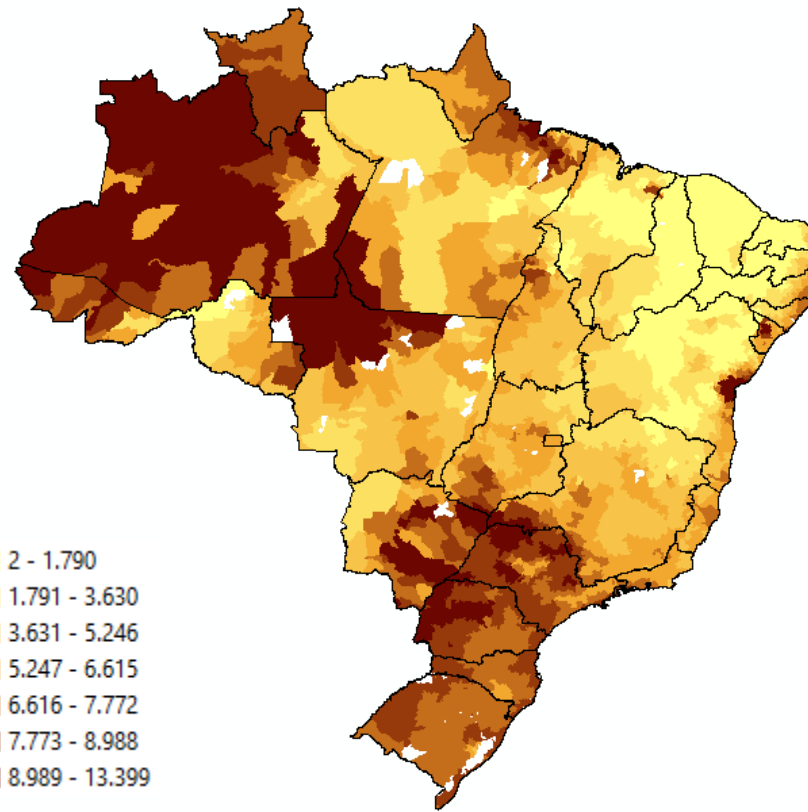
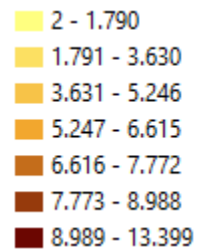
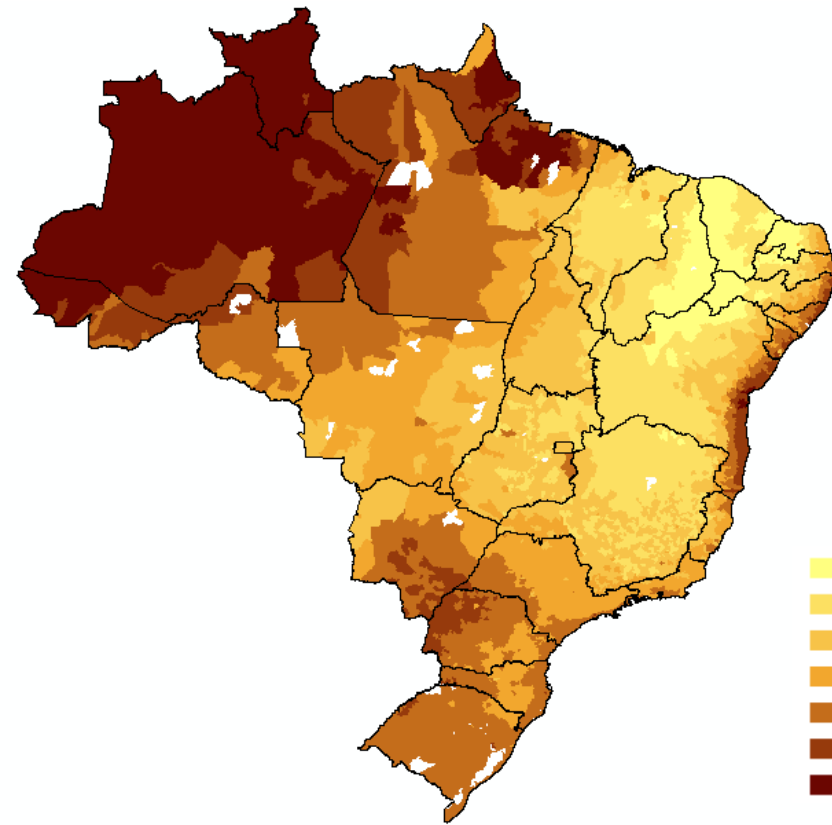


# TAMS ACUULADO (KGMS/HA) 2023/24

Historico acumulado de Jul-Nov

Jul-Nov 23

Diferença Acumulado até 2DC Nov / Histórico





# BALANÇO DA PASTAGEM (HA) ATÉ 21/11

21/11/18

21/11/19

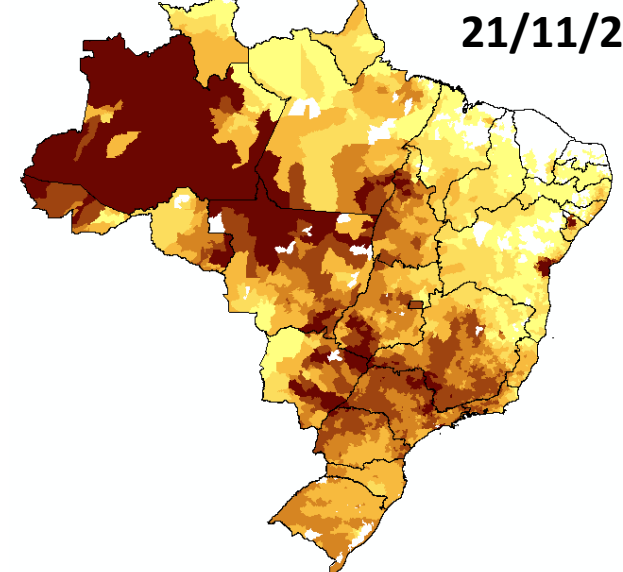
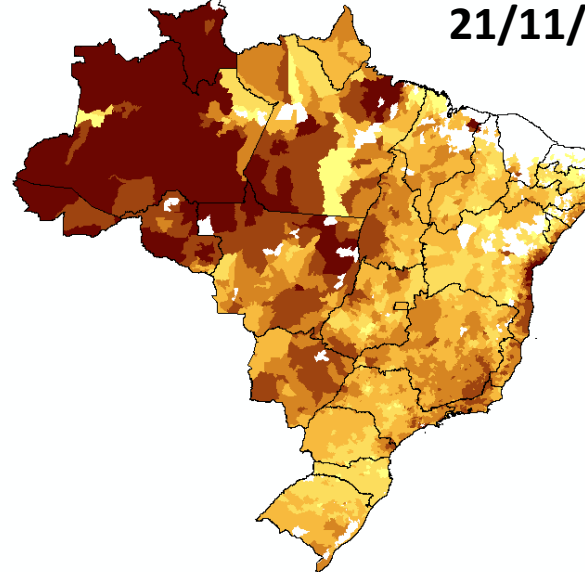
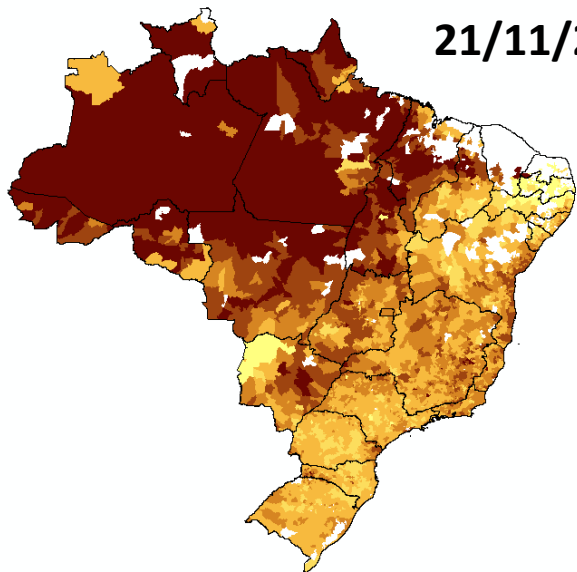
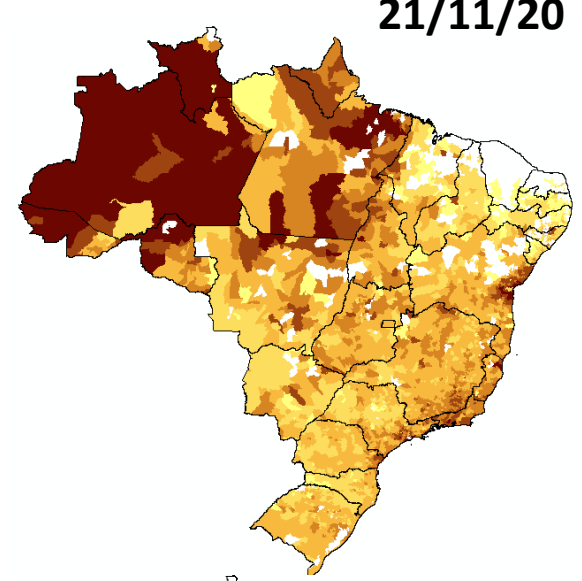
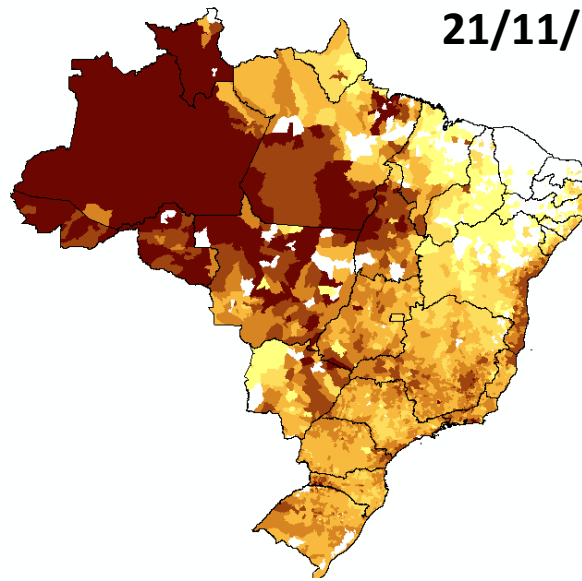
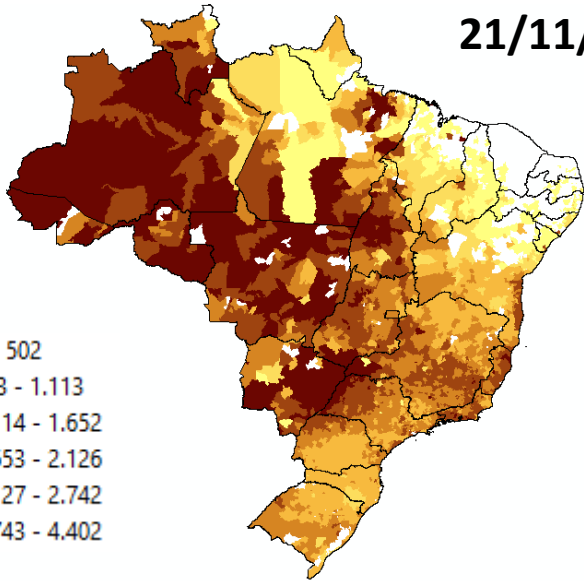
21/11/20

- 0 - 502
- 503 - 1.113
- 1.114 - 1.652
- 1.653 - 2.126
- 2.127 - 2.742
- 2.743 - 4.402

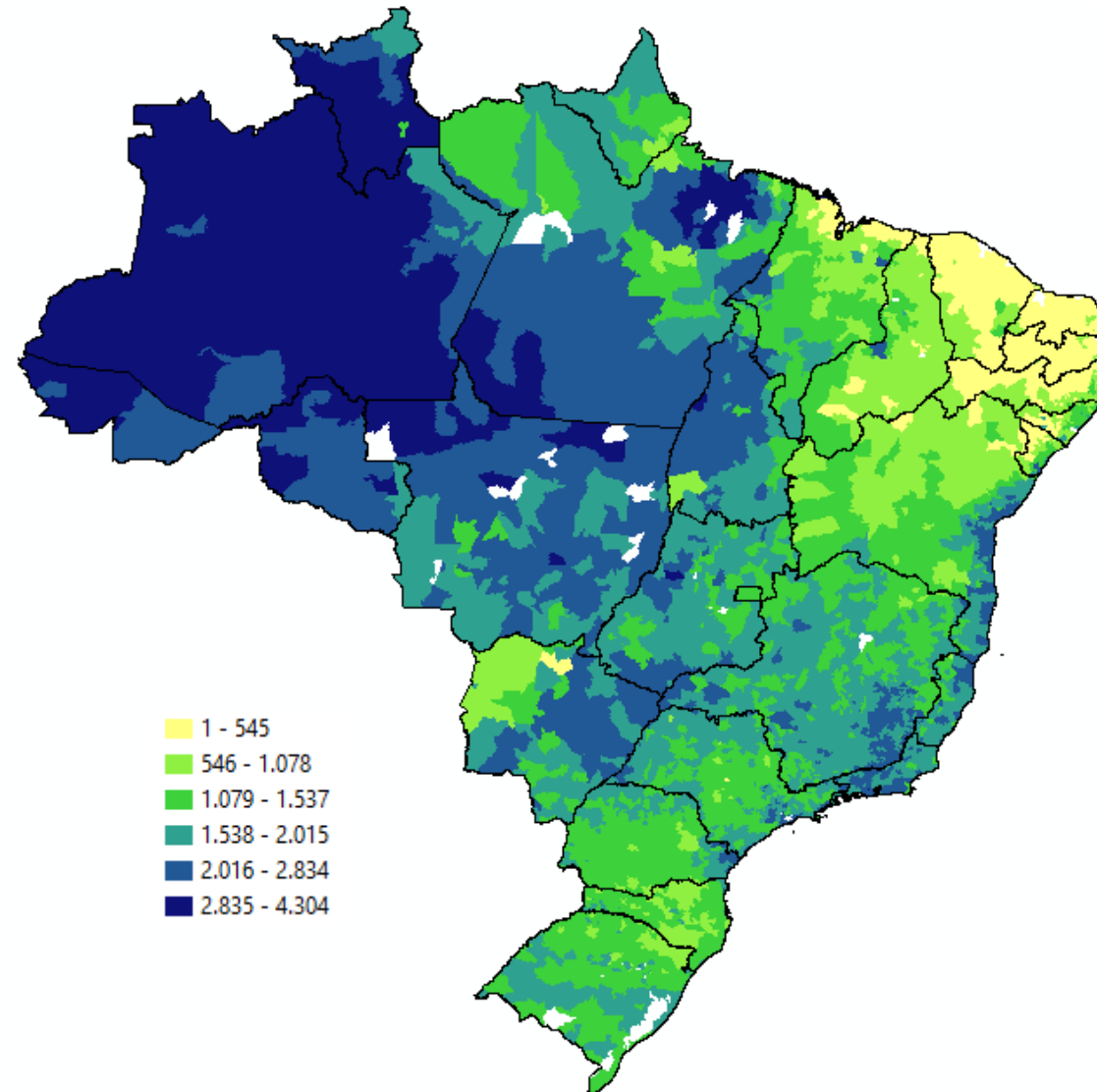
21/11/21

21/11/22

21/11/23

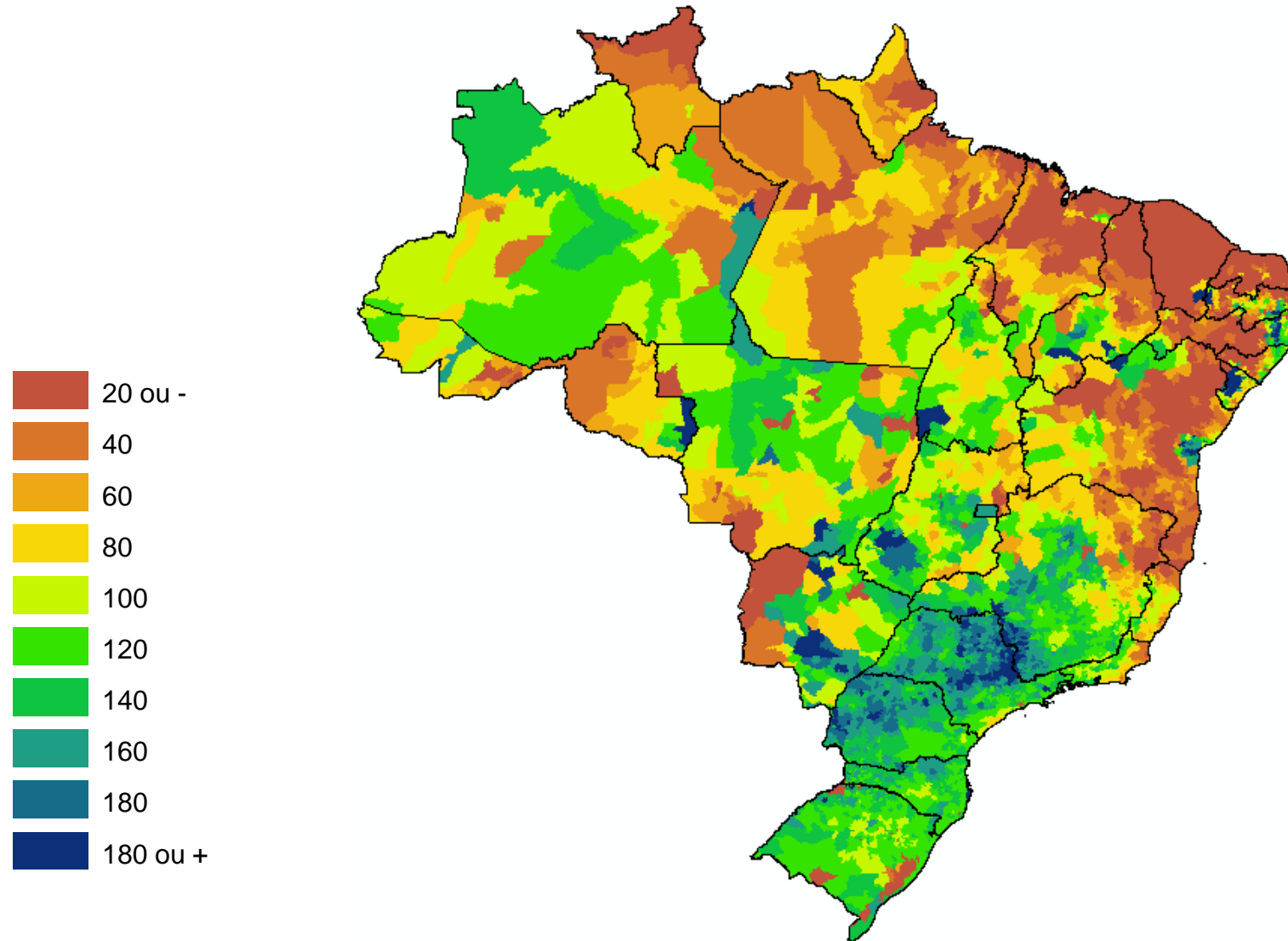


# BALANÇO DA PASTAGEM (HÁ) ACUMULADO 21/11 – MÉDIA 2018-2022





# BALANÇO DA PASTAGEM ACUMULADO POR HA EM 21/11 – DESVIO EM RELAÇÃO À MÉDIA DE 5 ANOS

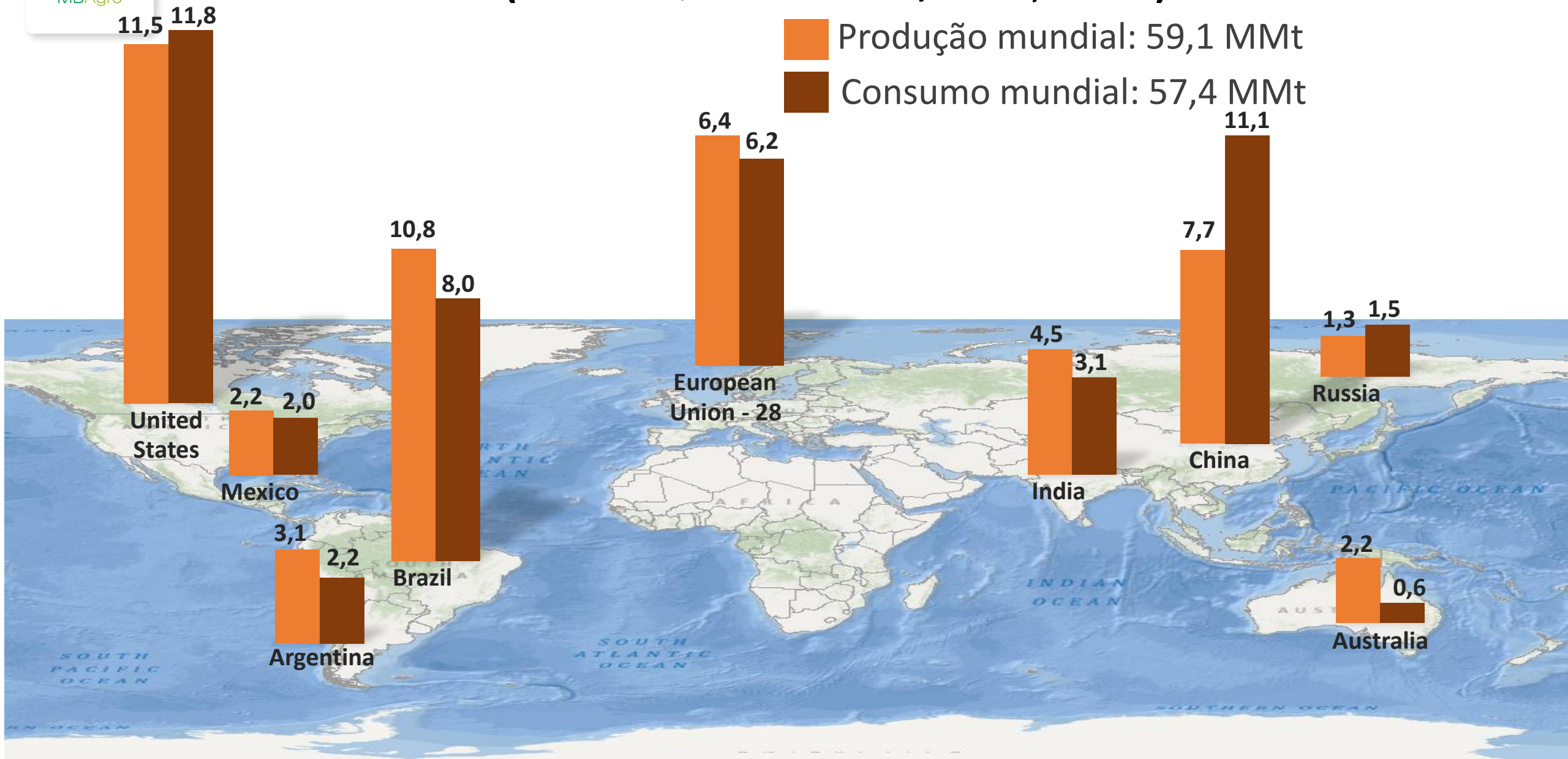


- Conjuntura Agropecuária
- TAMS
- Soja
- Milho
- **Carne bovina**
- Carne suína



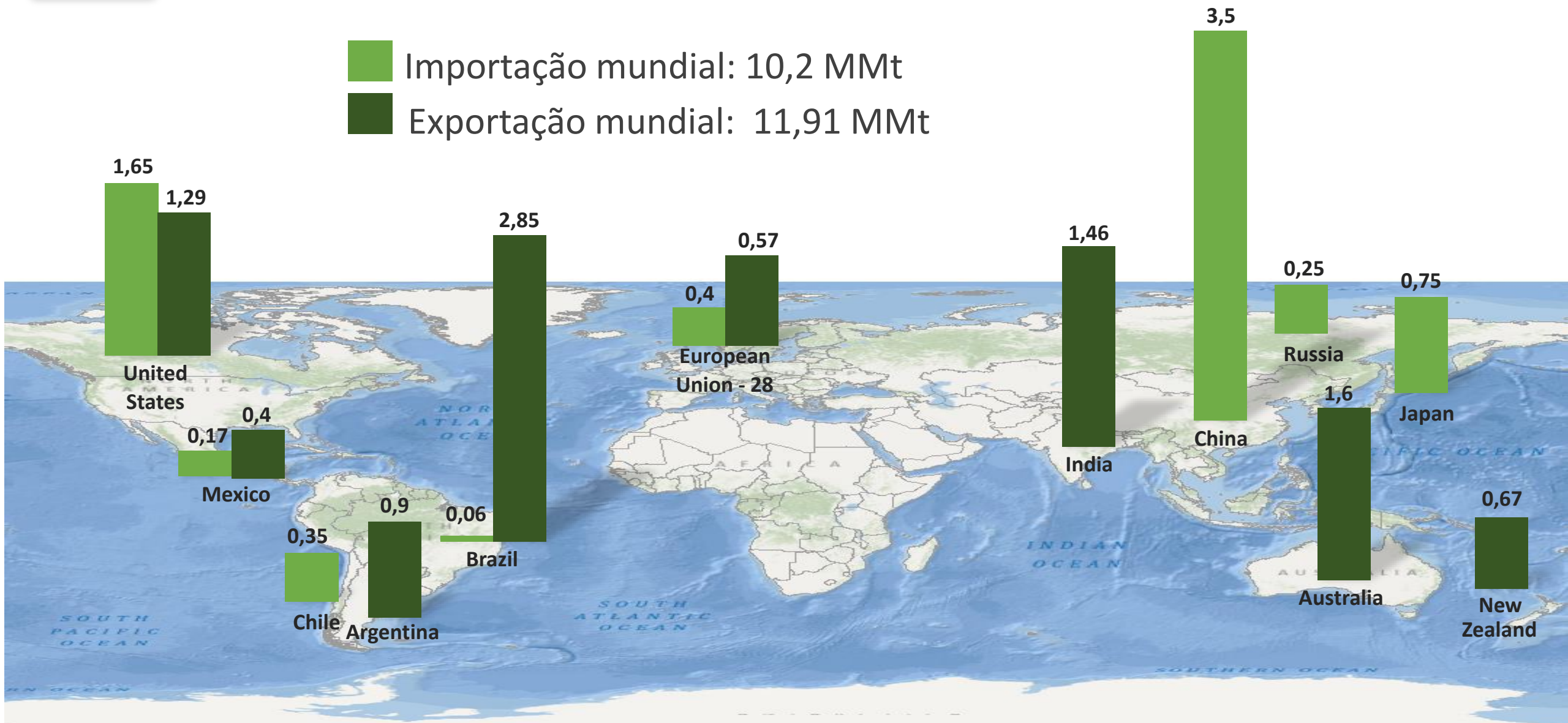
# CARNE BOVINA (MMT EQ. CARC. CWE, 2024, USDA)

■ Produção mundial: 59,1 MMt  
■ Consumo mundial: 57,4 MMt



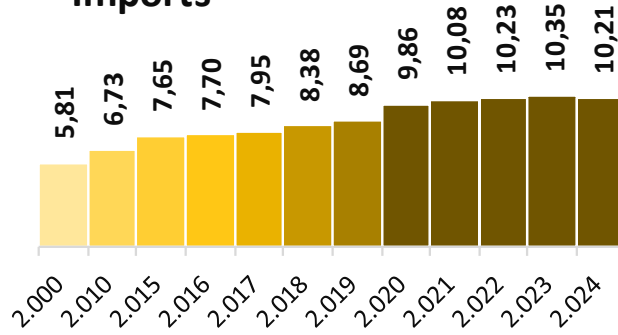
# CARNE BOVINA (MMT EQ. CARCAÇA, 2024, USDA)

■ Importação mundial: 10,2 MMt  
■ Exportação mundial: 11,91 MMt

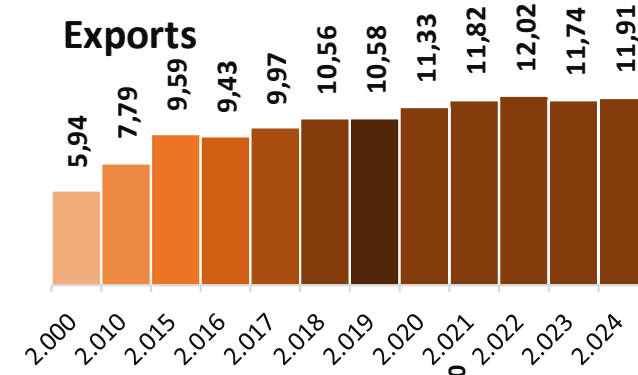


# CARNE BOVINA (MM DE TON)

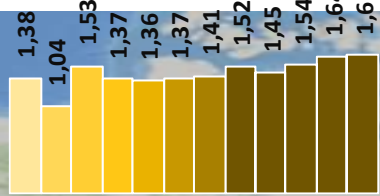
## Imports



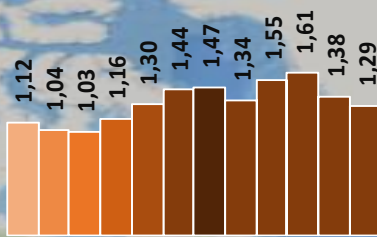
## Exports



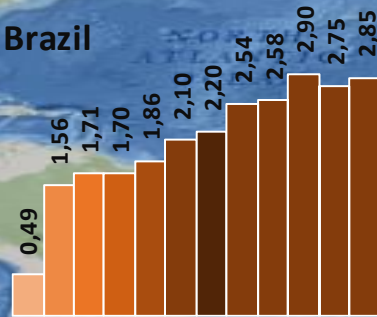
## USA



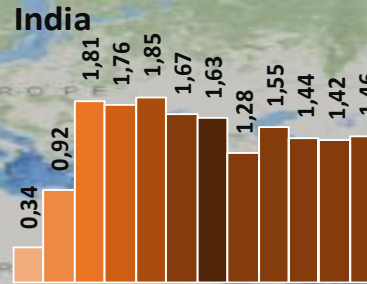
## USA



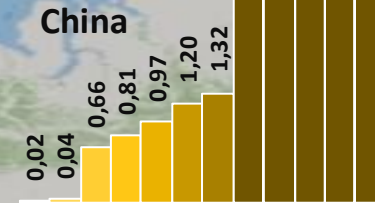
## Brazil



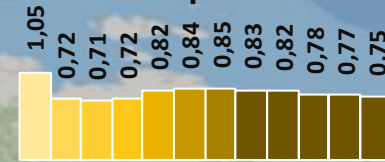
## India



## China



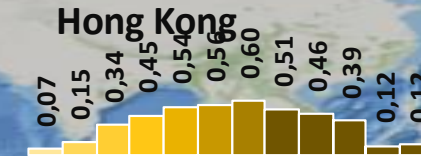
## Japan



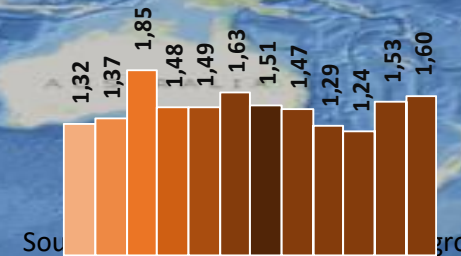
## Korea, South



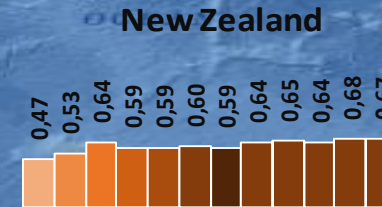
## Hong Kong



## Australia



## New Zealand



## BALANÇO DE OFERTA E DEMANDA

Carne Bovina (1000 tec)	2017	2018	2019	2020	a 2021	b 2022	b/a %	c 2023	d 2024	c/b %	c/b Var. abs	d/c %
<b>Estoque Inicial</b>	575	513	520	505	553	547	9,5%	598	532	9,3%	51	-11,0%
<b>Produção</b>	56.447	57.736	58.462	57.634	58.361	59.285	1,3%	59.313	59.133	0,0%	28	-0,3%
EUA	11.943	12.256	12.385	12.389	12.734	12.890	2,8%	12.291	11.520	-4,6%	-599	-6,3%
Brasil	9.750	9.975	10.050	9.975	9.750	10.350	-2,3%	10.560	10.835	2,0%	210	2,6%
União Européia	6.951	7.067	6.964	6.903	6.883	6.722	-0,3%	6.500	6.440	-3,3%	-222	-0,9%
China	6.346	6.440	6.670	6.720	6.980	7.180	3,9%	7.500	7.700	4,5%	320	2,7%
Índia	4.230	4.240	4.270	3.760	4.195	4.350	11,6%	4.435	4.555	2,0%	85	2,7%
Argentina	2.840	3.050	3.125	3.170	3.000	3.140	-5,4%	3.220	3.120	2,5%	80	-3,1%
Austrália	2.149	2.309	2.432	2.123	1.895	1.878	-10,7%	2.170	2.250	15,5%	292	3,7%
México	1.925	1.980	2.027	2.079	2.129	2.177	2,4%	2.220	2.255	2,0%	43	1,6%
Canadá	1.201	1.265	1.342	1.314	1.385	1.412	5,4%	1.330	1.270	-5,8%	-82	-4,5%
Outros	9.112	9.154	9.197	9.201	9.410	9.186	2,3%	9.087	9.188	-1,1%	-99	1,1%
<b>Consumo</b>	54.013	55.417	56.183	56.043	56.875	57.471	1,5%	57.995	57.445	0,9%	524	-0,9%
<b>Estoque Final</b>	513	520	505	553	547	598	-1,1%	532	522	-11,0%	-66	-1,9%
<b>Relação E/C</b>	<b>0,9%</b>	<b>0,9%</b>	<b>0,9%</b>	<b>1,0%</b>	<b>1,0%</b>	<b>1,0%</b>		<b>0,9%</b>	<b>0,9%</b>			

Fonte: USDA (out/23), Elaboração: MB Agro

# EXPORTAÇÕES DE CARNE BOVINA

Carne Bovina (1000 tec)	2017	2018	2019	2020	a 2021	b 2022	b/a %	c 2023	d 2024	c/b %	c/b Var. abs	d/c %
<b>Exportações</b>	10.060	10.634	11.377	11.229	11.440	12.027	5,1%	11.735	11.910	-2,4%	-292	1%
Brasil	1.803	2.021	2.314	2.539	2.320	2.898	24,9%	2.750	2.850	-5,1%	-148	4%
Índia	1.786	1.511	1.494	1.284	1.397	1.442	3,2%	1.420	1.460	-1,5%	-22	3%
Austrália	1.416	1.582	1.739	1.473	1.291	1.238	-4,1%	1.530	1.600	23,6%	292	5%
EUA	1.297	1.433	1.373	1.338	1.555	1.608	3,4%	1.376	1.290	-14,4%	-232	-6%
Nova Zelândia	564	602	623	634	685	643	-6,1%	675	670	5,0%	32	-1%
Canadá	444	477	525	511	593	583	-1,7%	560	525	-3,9%	-23	-6%
União Européia	761	736	701	714	675	623	-7,7%	590	570	-5,3%	-33	-3%
Uruguai	409	436	436	411	557	513	-7,9%	450	467	-12,3%	-63	4%
Paraguai	365	355	338	371	434	462	6,5%	435	445	-5,8%	-27	2%
Argentina	283	500	763	818	735	823	12,0%	840	900	2,1%	17	7%
<b>Outros</b>	932	981	1.071	1.136	1.198	1.194	-0,3%	1.109	1.133	-7,1%	-85	2%

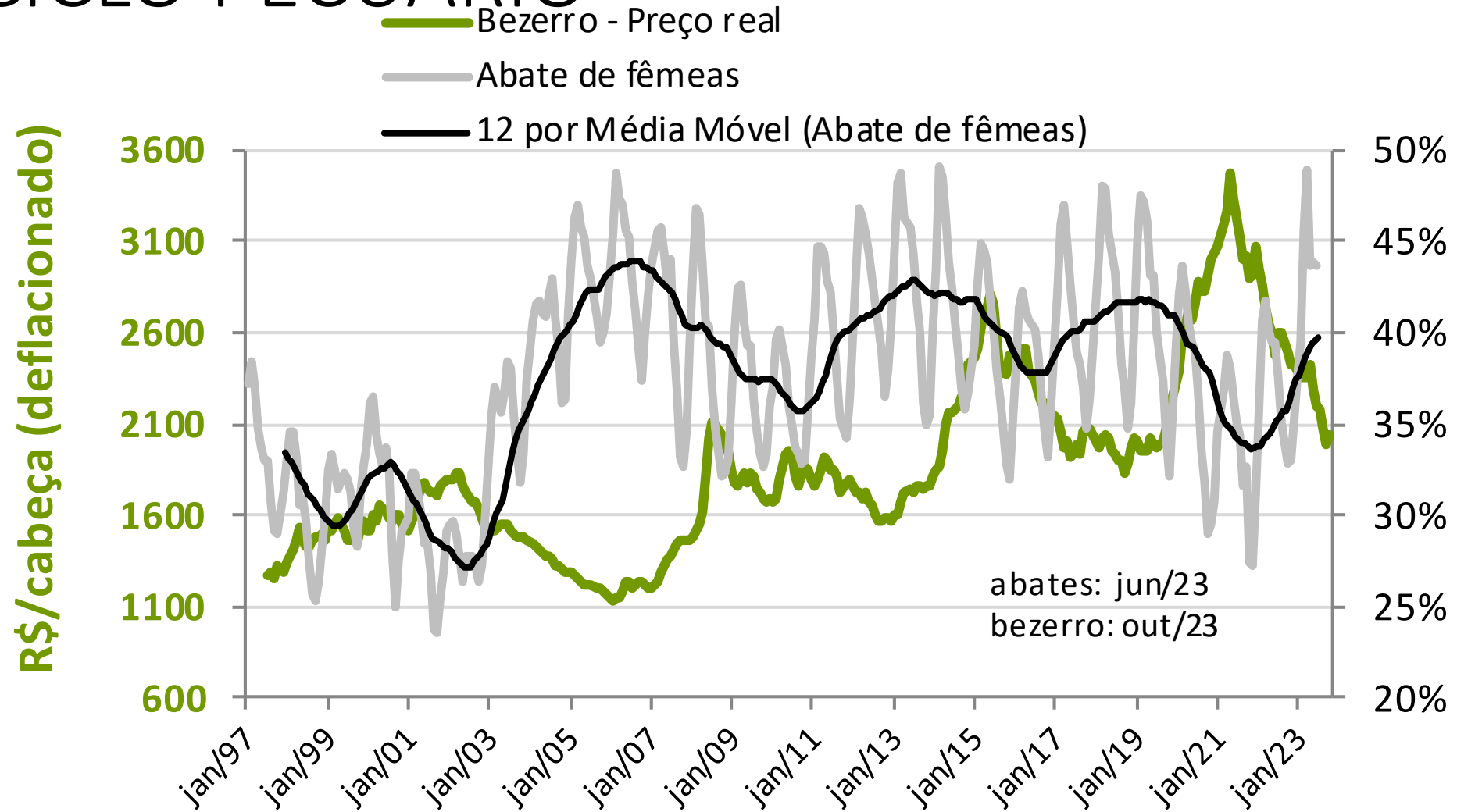
Fonte: USDA (out/23), Elaboração: MB Agro

# IMPORTAÇÕES DE CARNE BOVINA

Carne Bovina (1000 tec)	2017	2018	2019	2020	a 2021	b 2022	b/a %	c 2023	d 2024	c/b %	c/b Var. abs	d/c %
<b>Importações</b>	7.564	8.322	9.083	9.686	9.948	10.264	3,2%	10.351	10.212	0,8%	87	-1,3%
EUA	1.358	1.360	1.387	1.515	1.517	1.538	1,4%	1.641	1.656	6,7%	103	0,9%
China	902	1.369	2.177	2.781	3.024	3.502	15,8%	3.600	3.500	2,8%	98	-2,8%
Japão	793	840	853	832	807	777	-3,7%	750	750	-3,5%	-27	0,0%
Coréia do Sul	468	515	550	549	588	595	1,2%	600	610	0,8%	5	1,7%
Rússia	469	449	409	363	298	284	-4,7%	280	250	-1,4%	-4	-10,7%
Hong Kong	524	521	356	513	371	126	-66,0%	115	120	-8,7%	-11	4,3%
União Européia	392	422	435	350	321	399	24,3%	390	390	-2,3%	-9	0,0%
Chile	273	308	347	342	464	350	-24,6%	350	350	0,0%	0	0,0%
Egito	250	300	340	230	300	270	-10,0%	245	160	-9,3%	-25	-34,7%
Canadá	229	236	204	249	212	214	0,9%	225	230	5,1%	11	2,2%
<b>Outros</b>	1.906	2.002	2.025	1.962	2.046	2.209	8,0%	2.155	2.196	-2,4%	-54	1,9%

Fonte: USDA (out/23), Elaboração: MB Agro

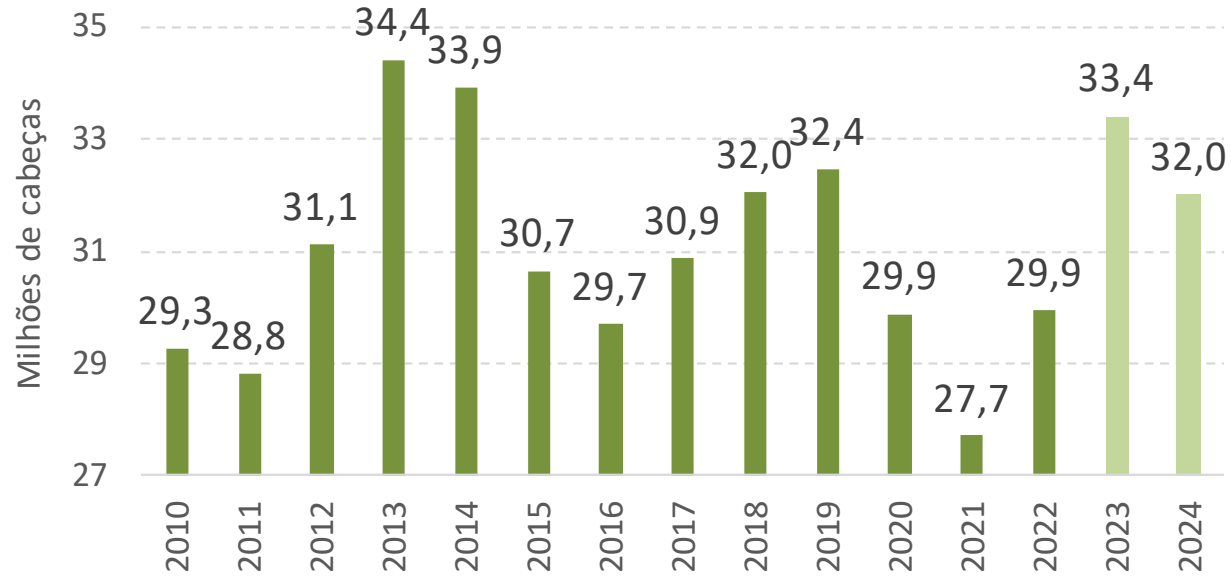
# O CICLO PECUÁRIO



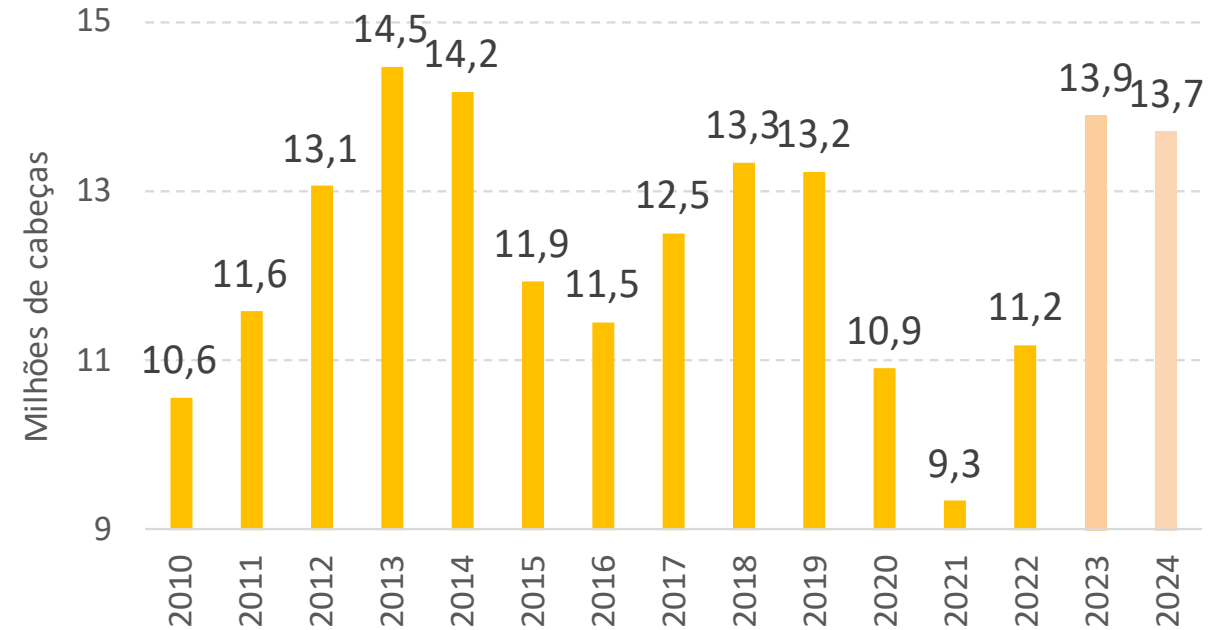
Fonte: Cepea, FGV e IBGE Elaboração: MB Agro

# ABATES DE BOVINOS

## Abate de Bovinos - Total



## Abate de Fêmeas - Vacas e Novilhas



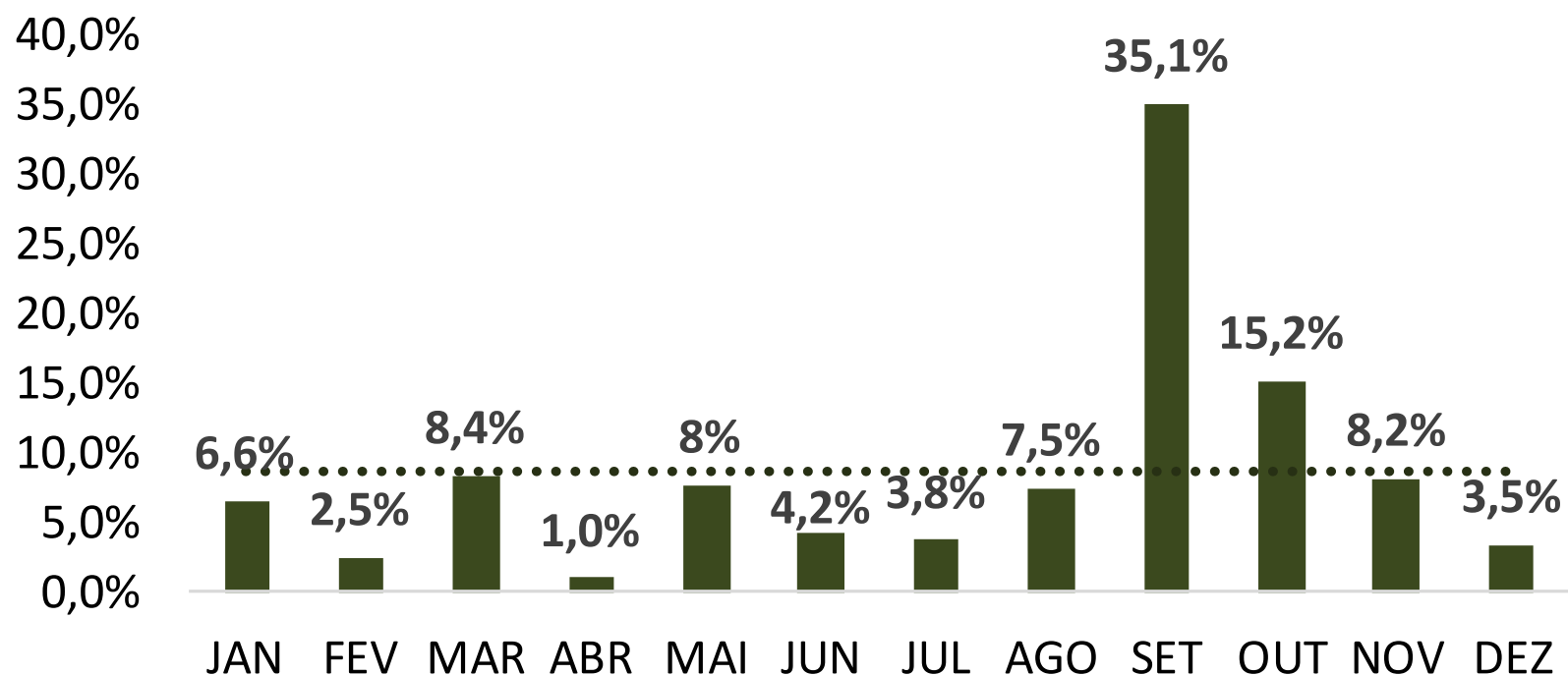
Fonte: IBGE.

Fonte: IBGE.



# ABATES DE BOVINOS

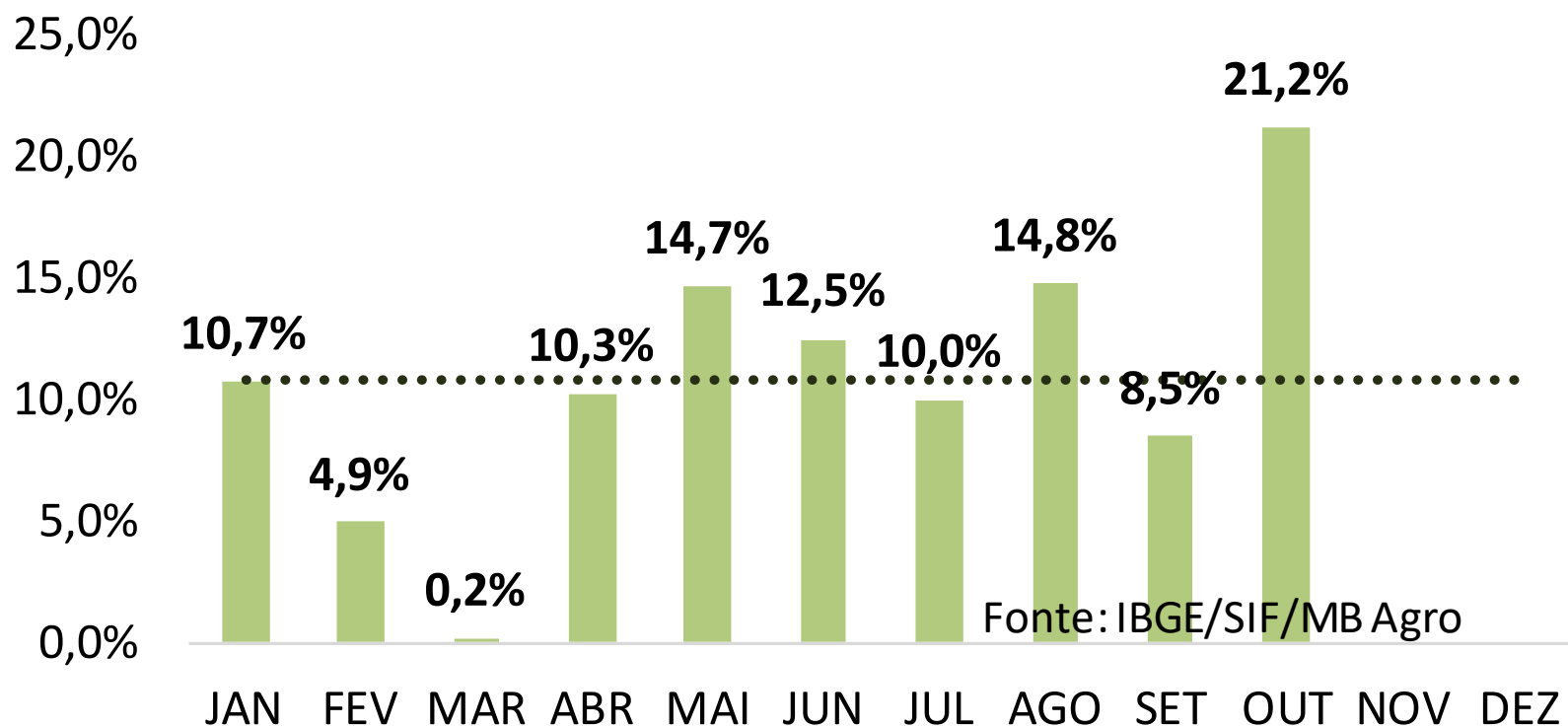
**Bovinos - 2022/21**  
**mês 2022/mês 2021**



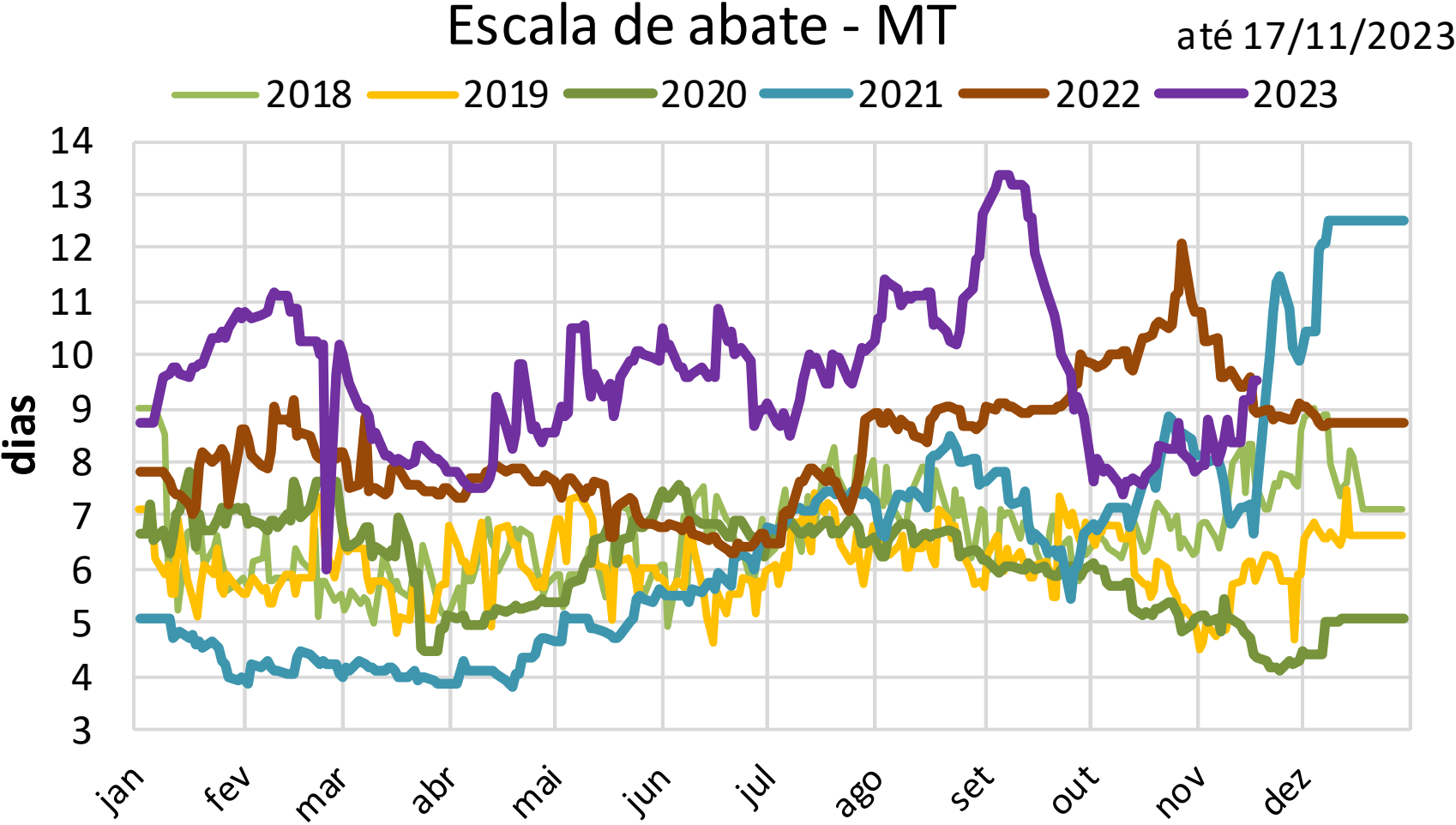
Fonte: IBGE/SIF/MB Agro

# ABATES DE BOVINOS

**Bovinos - 2023/22**  
**mês 2023/mês 2022**



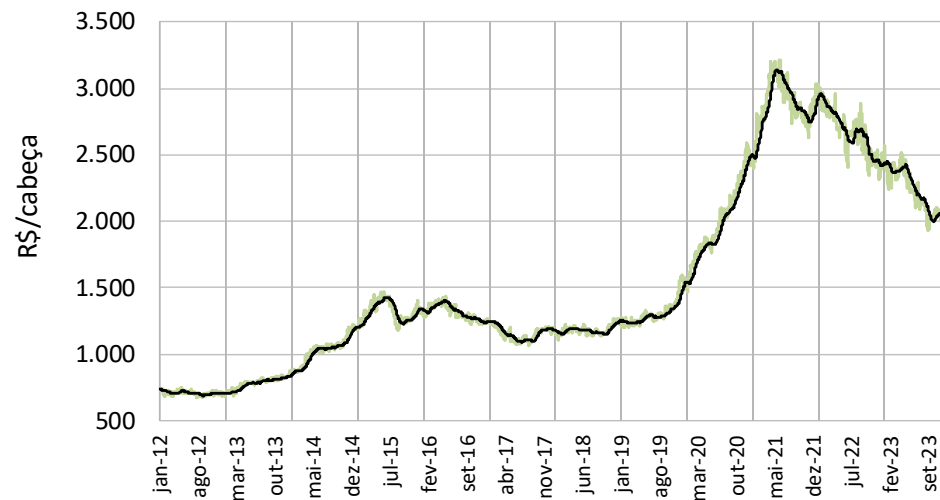
# ESCALA DE ABATE NO MT



Fonte: IMEA. Elaboração: MB Agro

# BOI, BEZERRO, TROCA E ESCALA DE ABATE

Preço nominal do bezerro e média móvel 30 dias



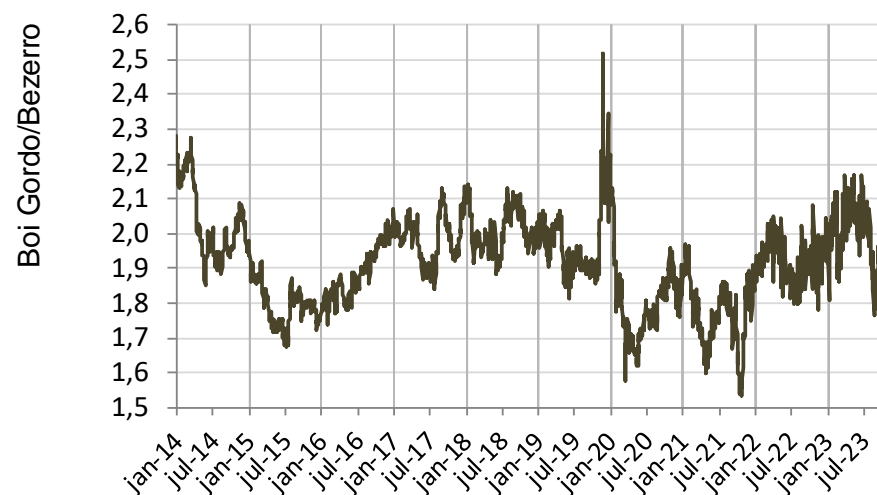
Preço do boi à vista - SP

até 23/11/2023

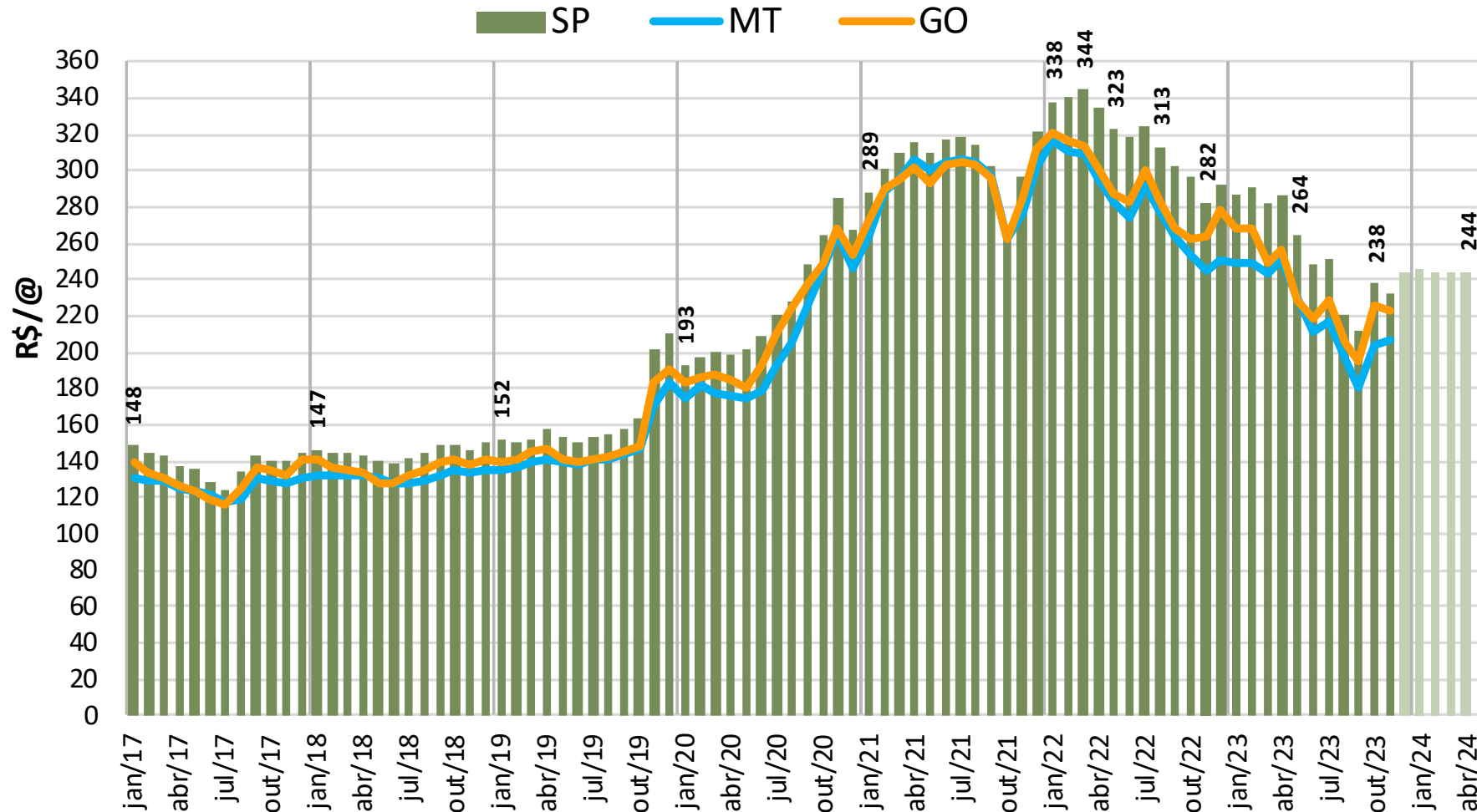


Fonte: Cepea, Elaboração: MB Agro

Relação de troca



# Preço futuro do boi gordo

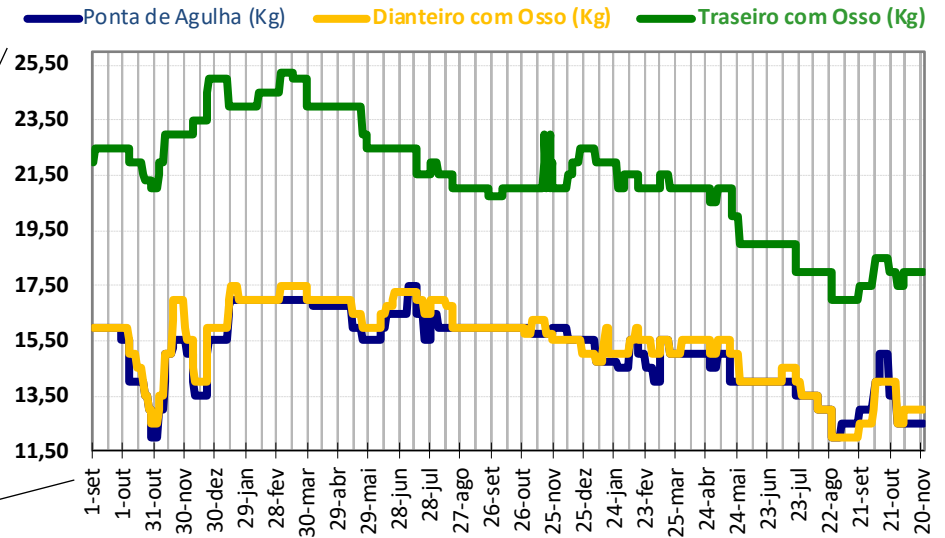
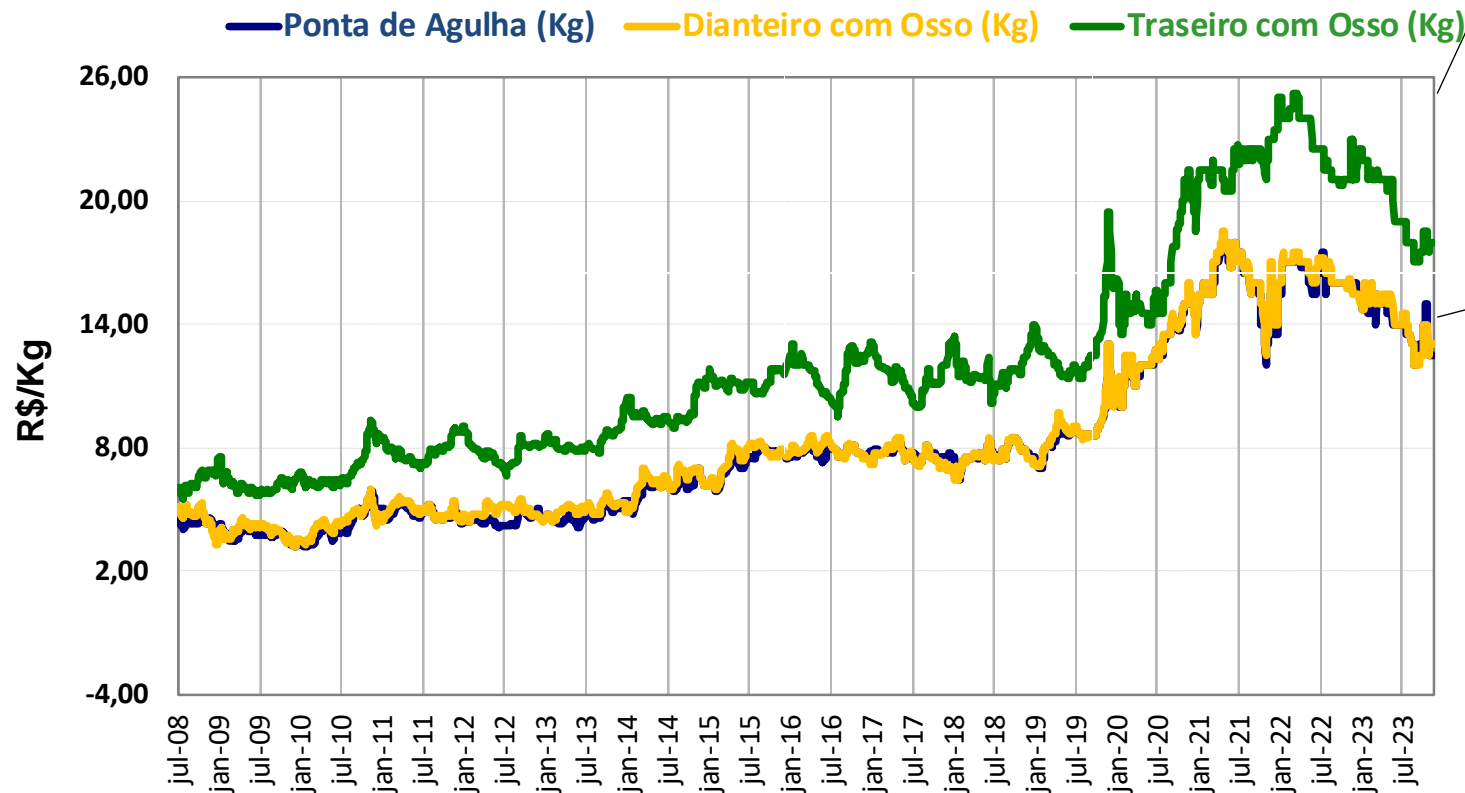


Fonte: Cepea, B3. Elaboração: MB Agro

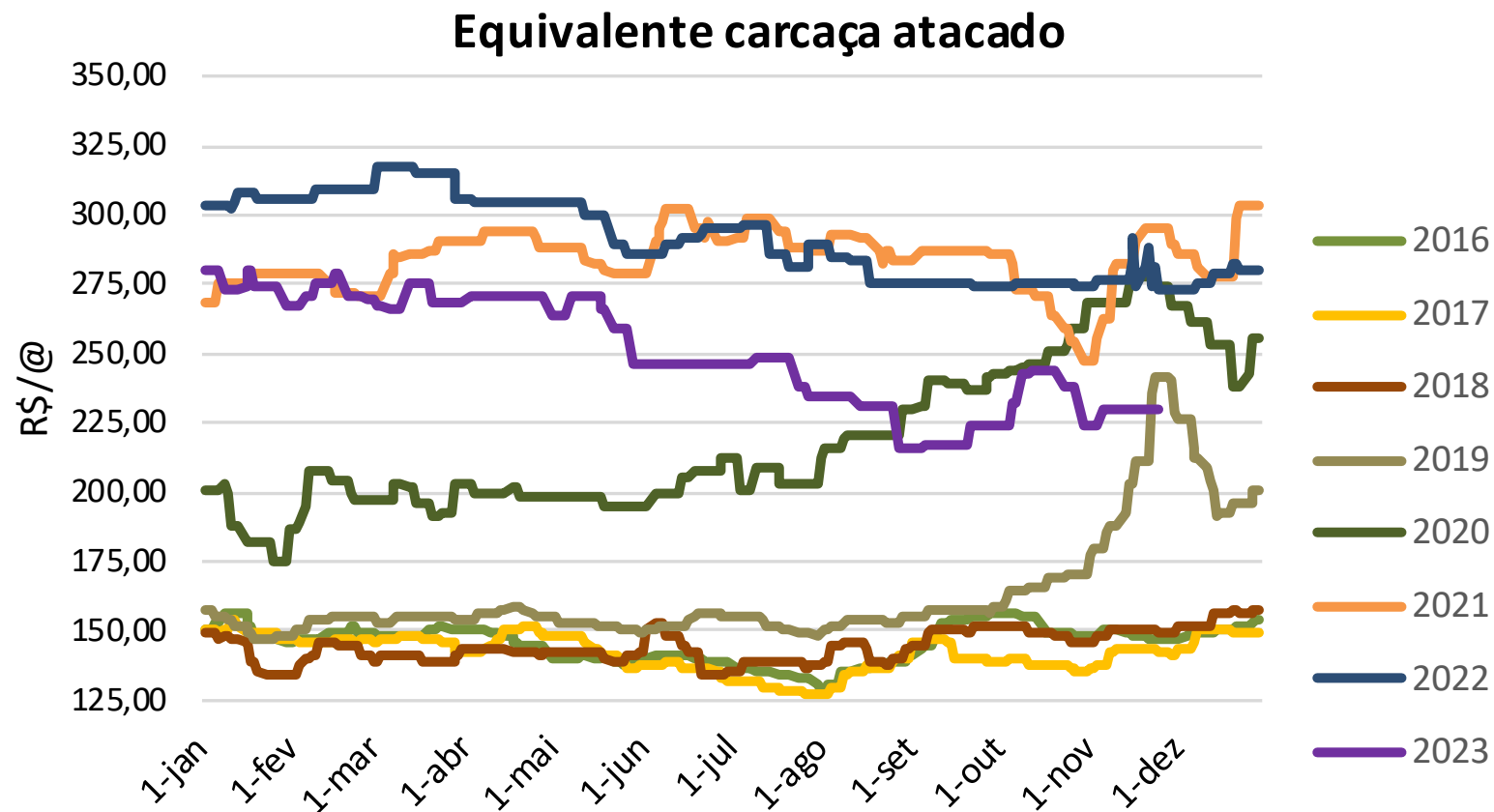
Ajustes futuros de: 22/11/2023

nov 23/out 23	nov 23/nov 22	nov 23/mar 24 futuro
-2,0%	-17,5%	-4,6%

# PREÇOS DIÁRIOS DAS CARCAÇAS NO ATACADO



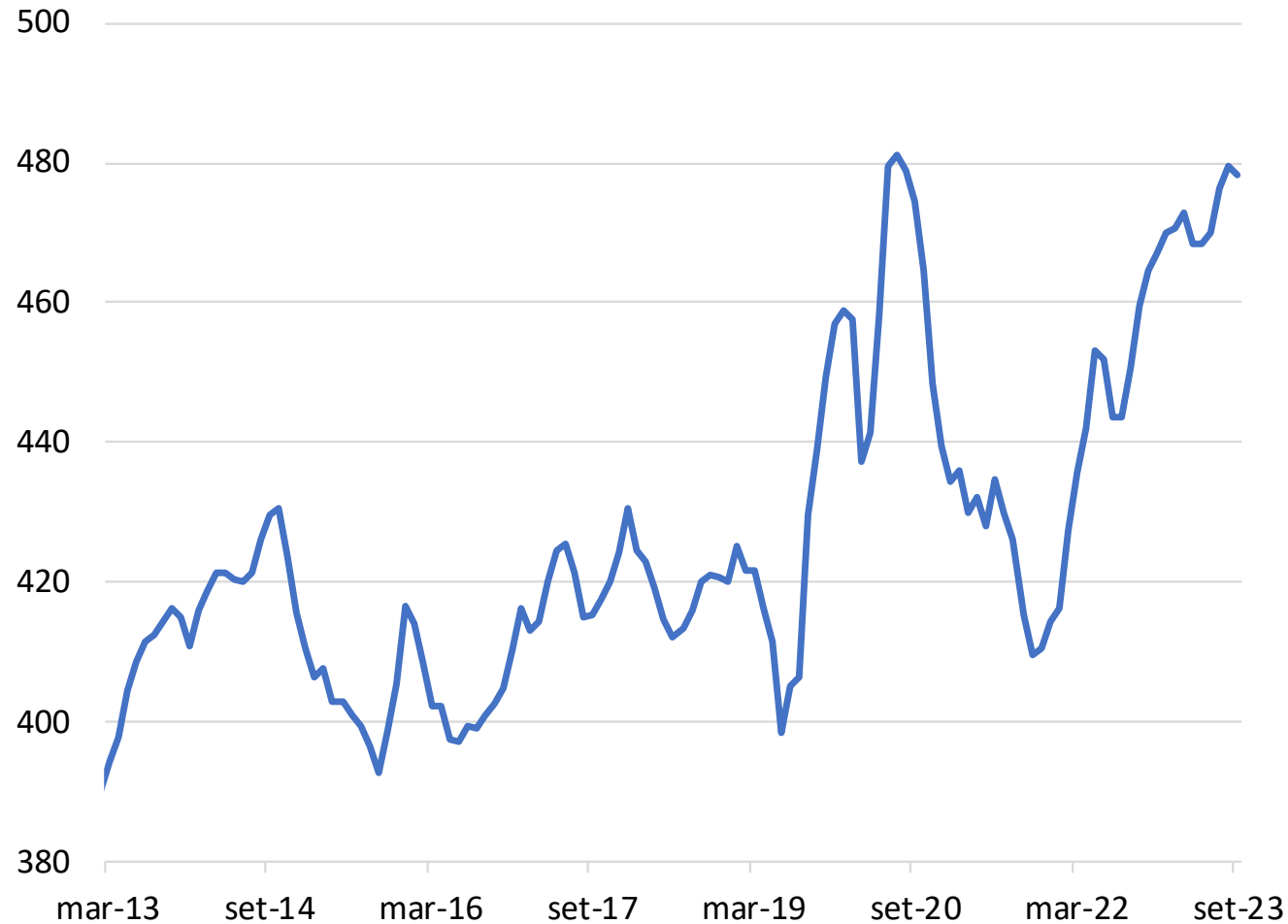
# CARNE NO ATACADO



Fonte: Intercarnes, Elab. MB Agro

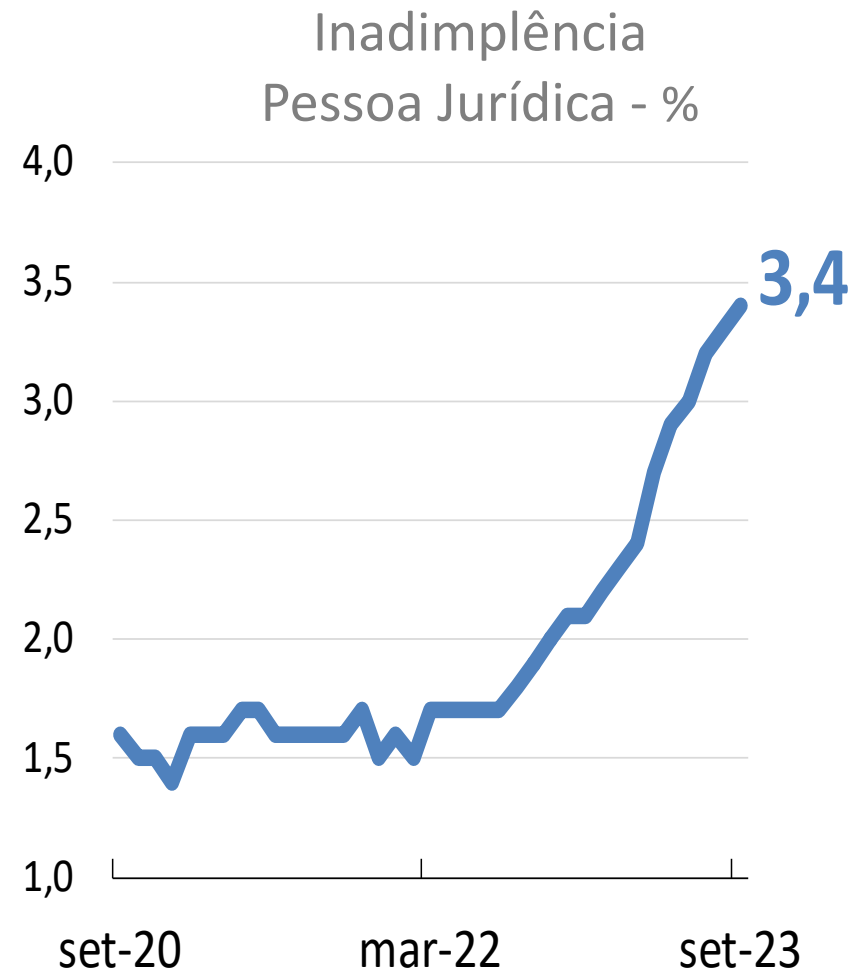
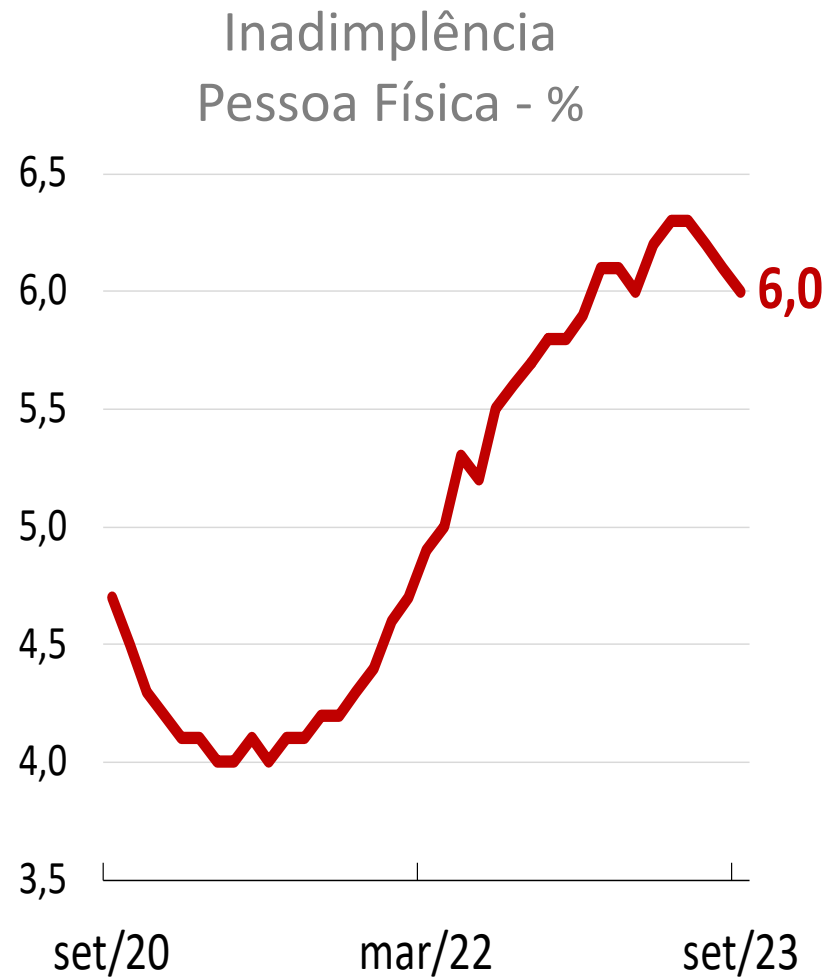
# RENDA DISPONÍVEL JÁ ALCANÇA PATAMARES DE 2020, QUANDO HAVIA OS AUXÍLIOS GOVERNAMENTAIS

- Renda Disponível Bruta das famílias deflacionada pelo IPCA - R\$ bilhões mensais





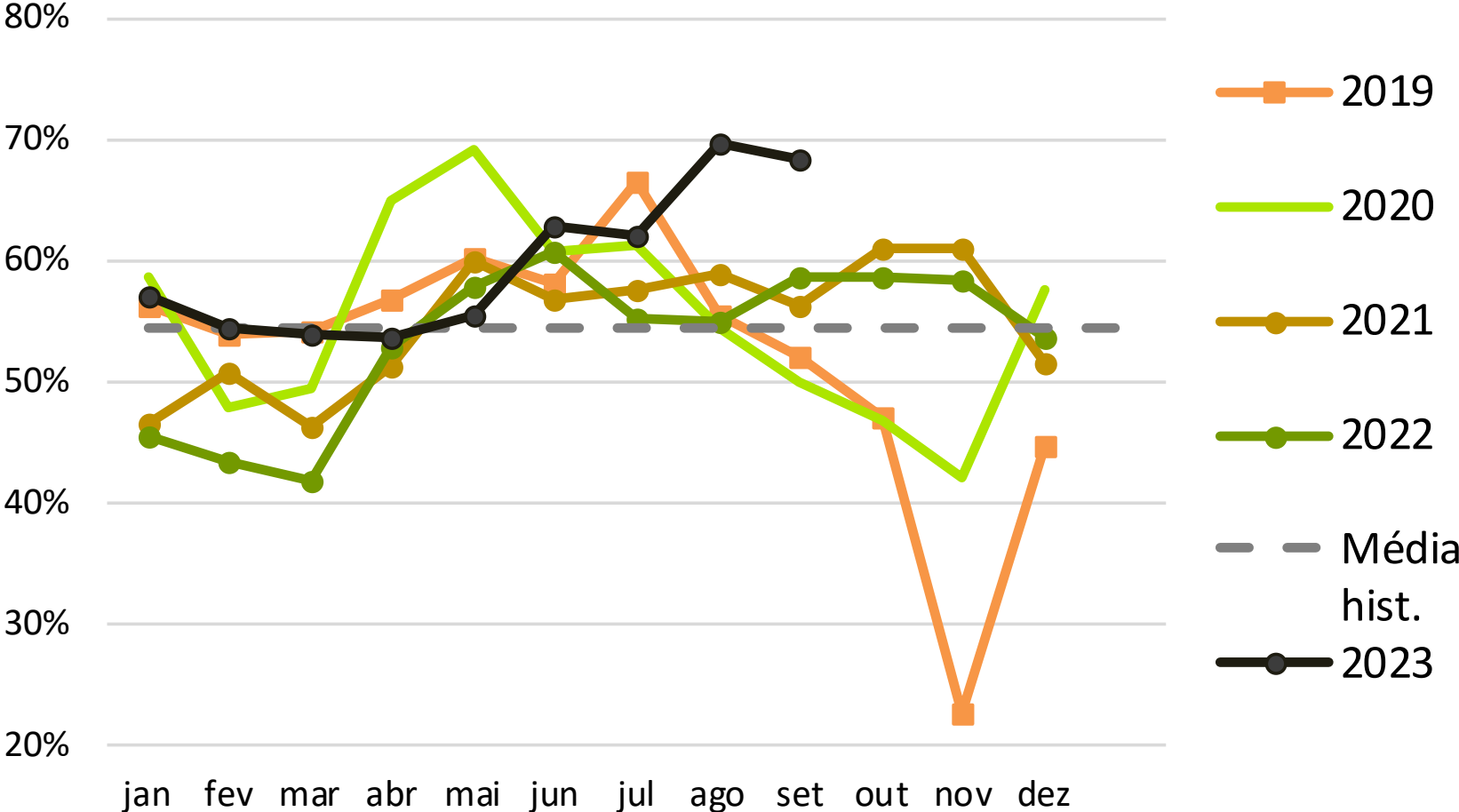
# DESENROLA JÁ IMPACTA A INADIMPLÊNCIA DA PESSOA FÍSICA



Fonte: Bacen. Elaboração: MB Associados.

# CARNE BOVINA – SPREAD VAREJO/ATAACADO

## Spread Varejo/Atacado - Carne Bovina

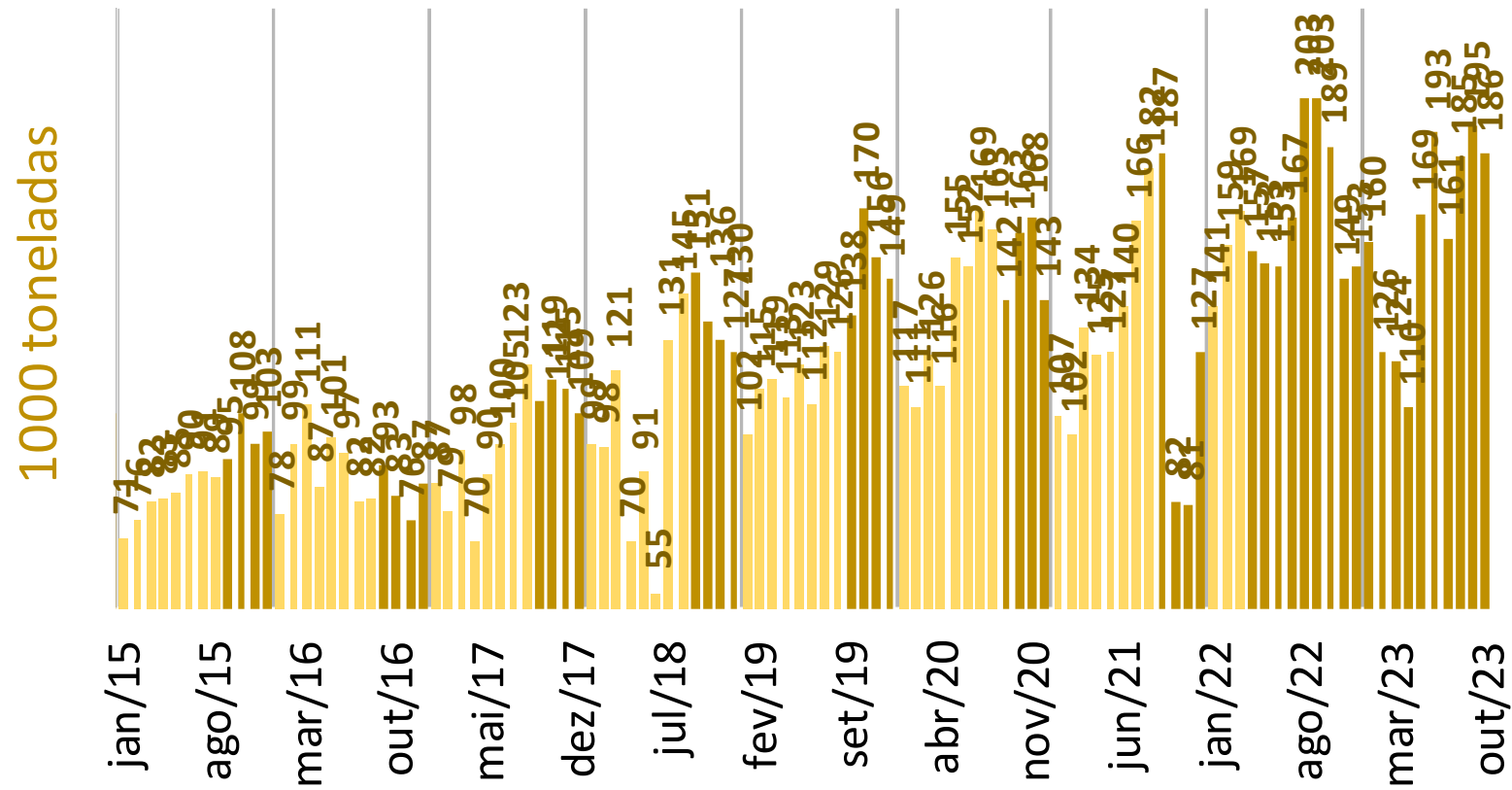


Fontes: Intercarnes, Procon. Elab. MB Agro.

# EVOLUÇÃO DAS EXPORTAÇÕES DE CARNES

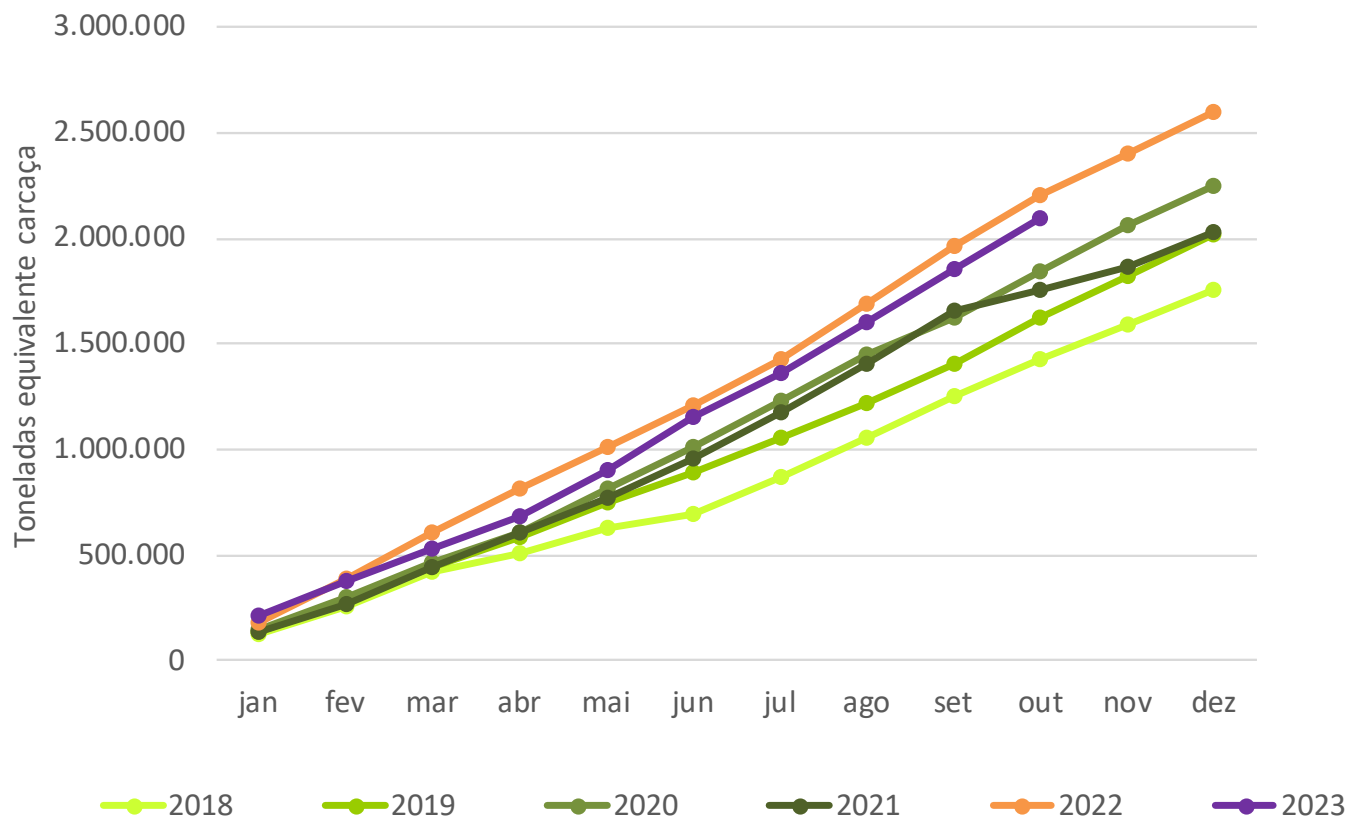
Carne Bovina - *in natura* jan-out 23/22

-5,0%



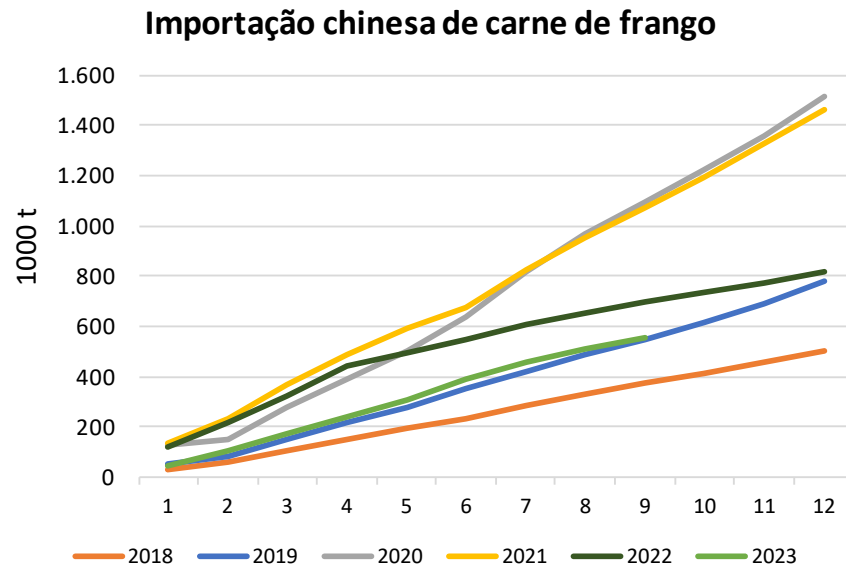
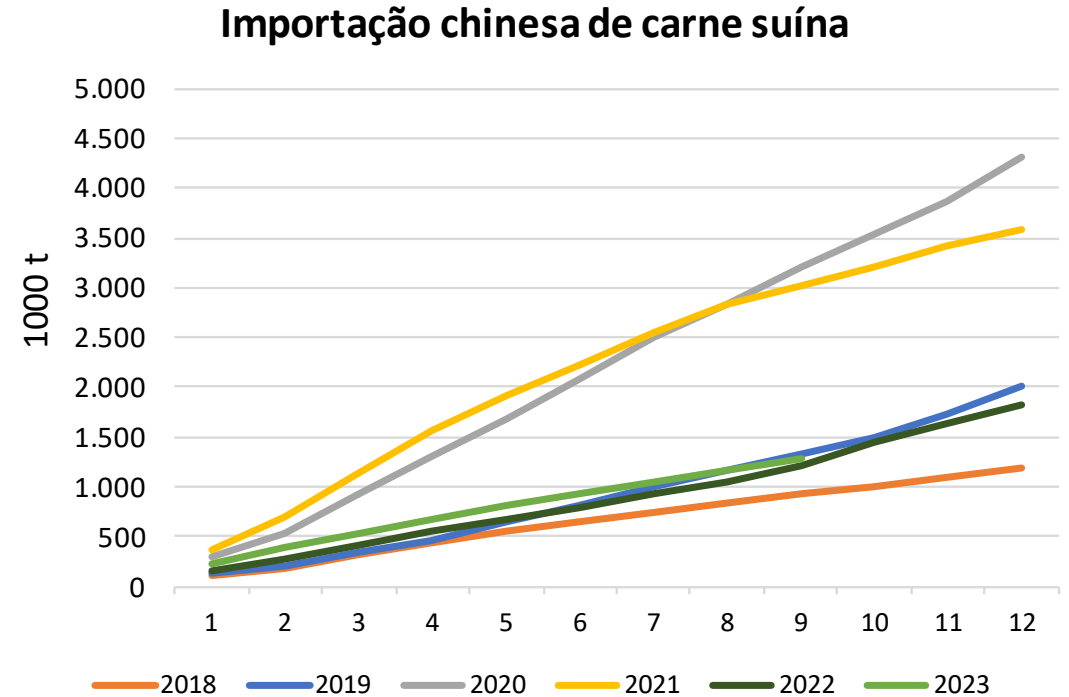
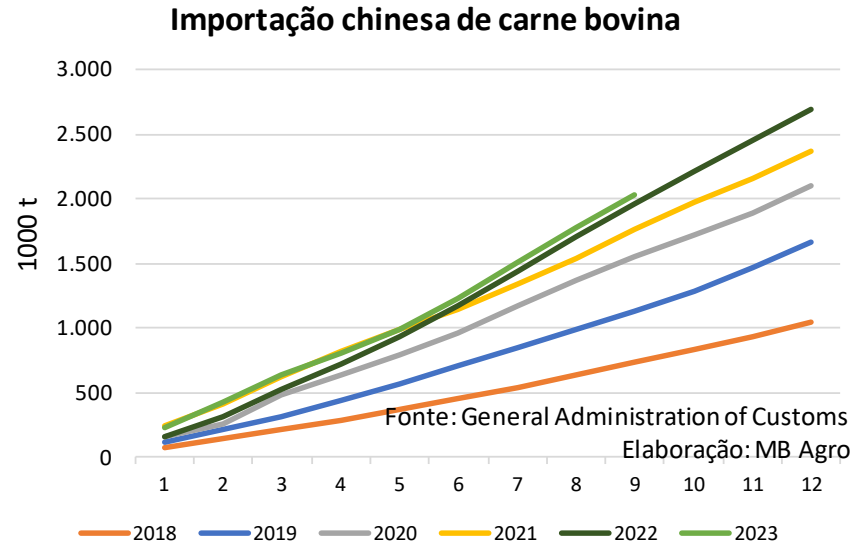
# Exportação de carne bovina *in natura*

Exportação de carne bovina *in natura* (tec) - Jan-Dez



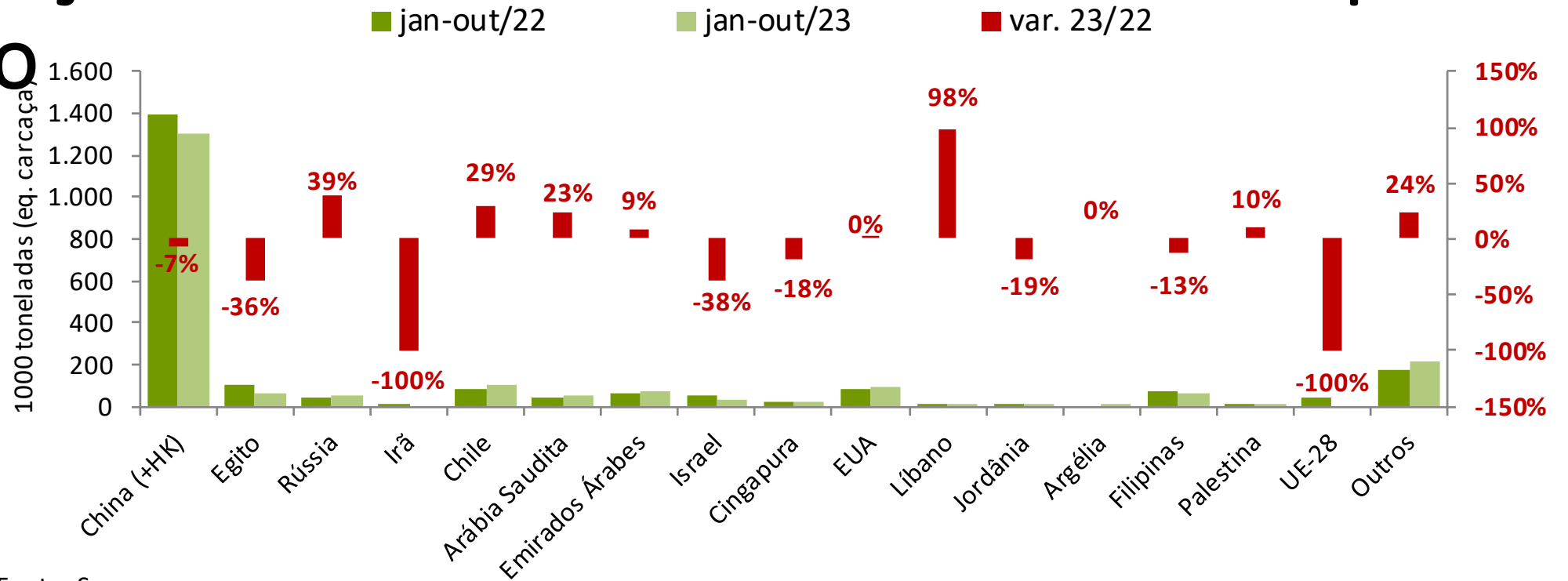
Exportação acumulada		
	Jan-out (tec)	Var. YoY
2021	1.758.813	-4,4%
2022	2.202.782	25,2%
2023	2.093.134	-5,0%

# Importação chinesa de carnes



	<b>Jan-set 23 (1000 t)</b>	<b>Var. %</b>
bovina	2.030	4%
suína	1.280	6%
carneiro	329	32%
frango	557	-20%

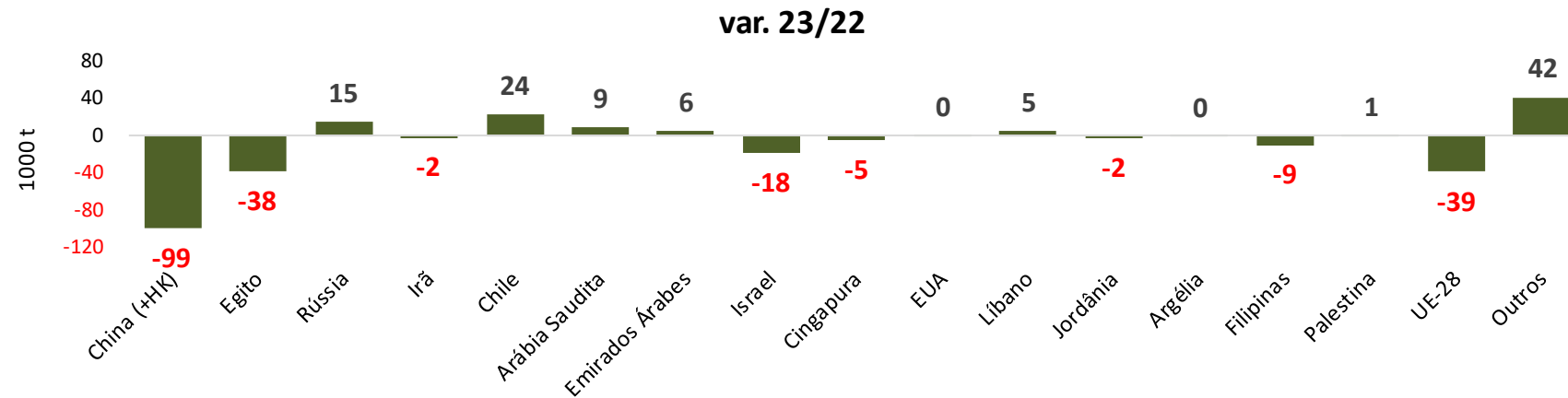
# Exportação de carne bovina *in natura* por destino



Fonte: Secex

Carne Bovina In Natura	
<i>in natura</i>	(ton)
-4,5%	out 23/set 23
-1,2%	out 23/22
-5,0%	jan-out 23/22

US\$/ton	
1,3%	out 23/set 23
-21,5%	out 23/22
-21,2%	jan-out 23/22



# Preço do boi gordo nos EUA

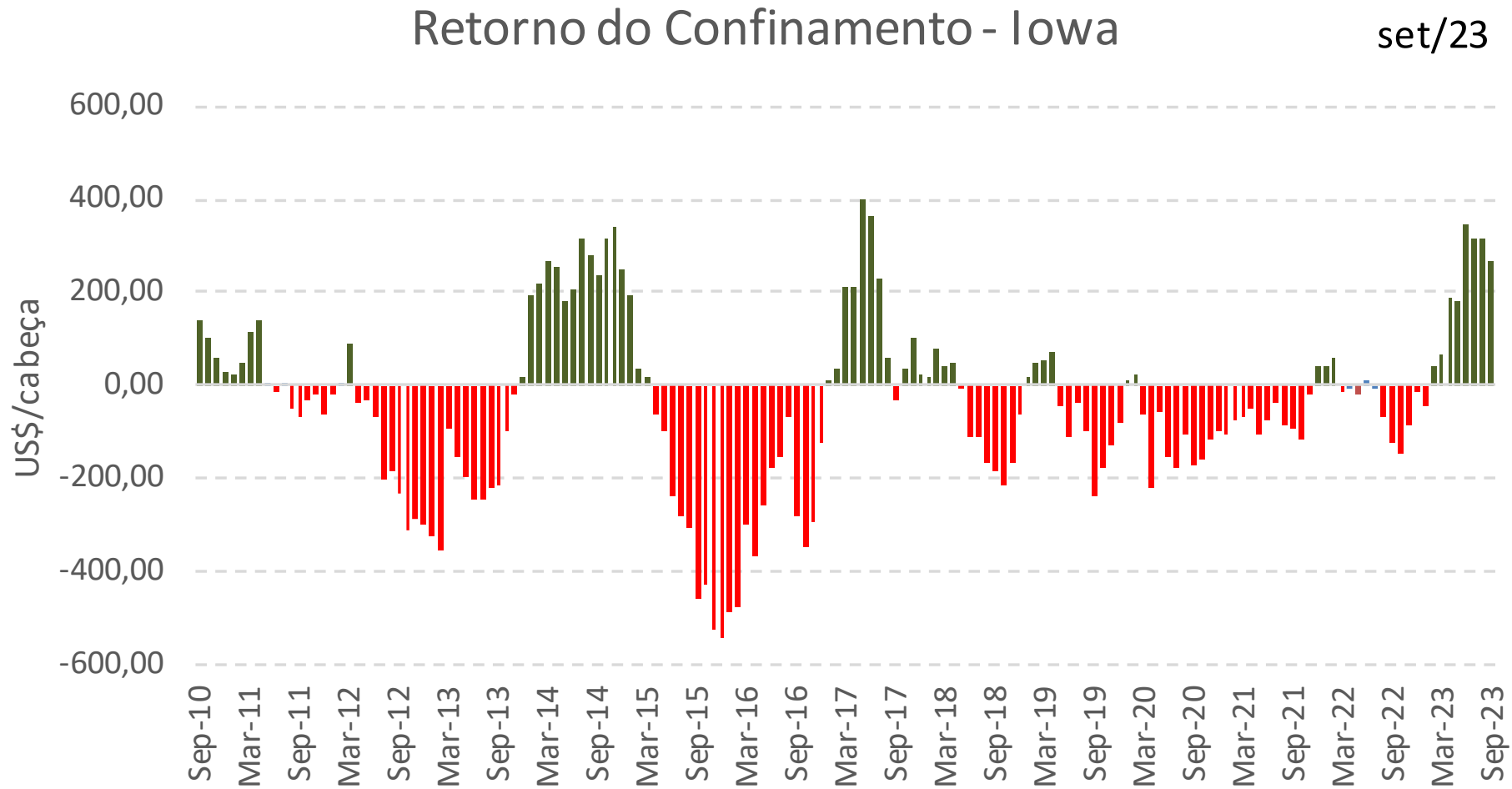


Fonte: CME, Elaboração: MB Agro

até 22/11/2023

	US\$/@				
	nov/23	out/23	nov/23/out/23	nov 23/22	jan-nov 23/22
Boi gordo	112,4	115,0	-2,3%	21,0%	22,6%

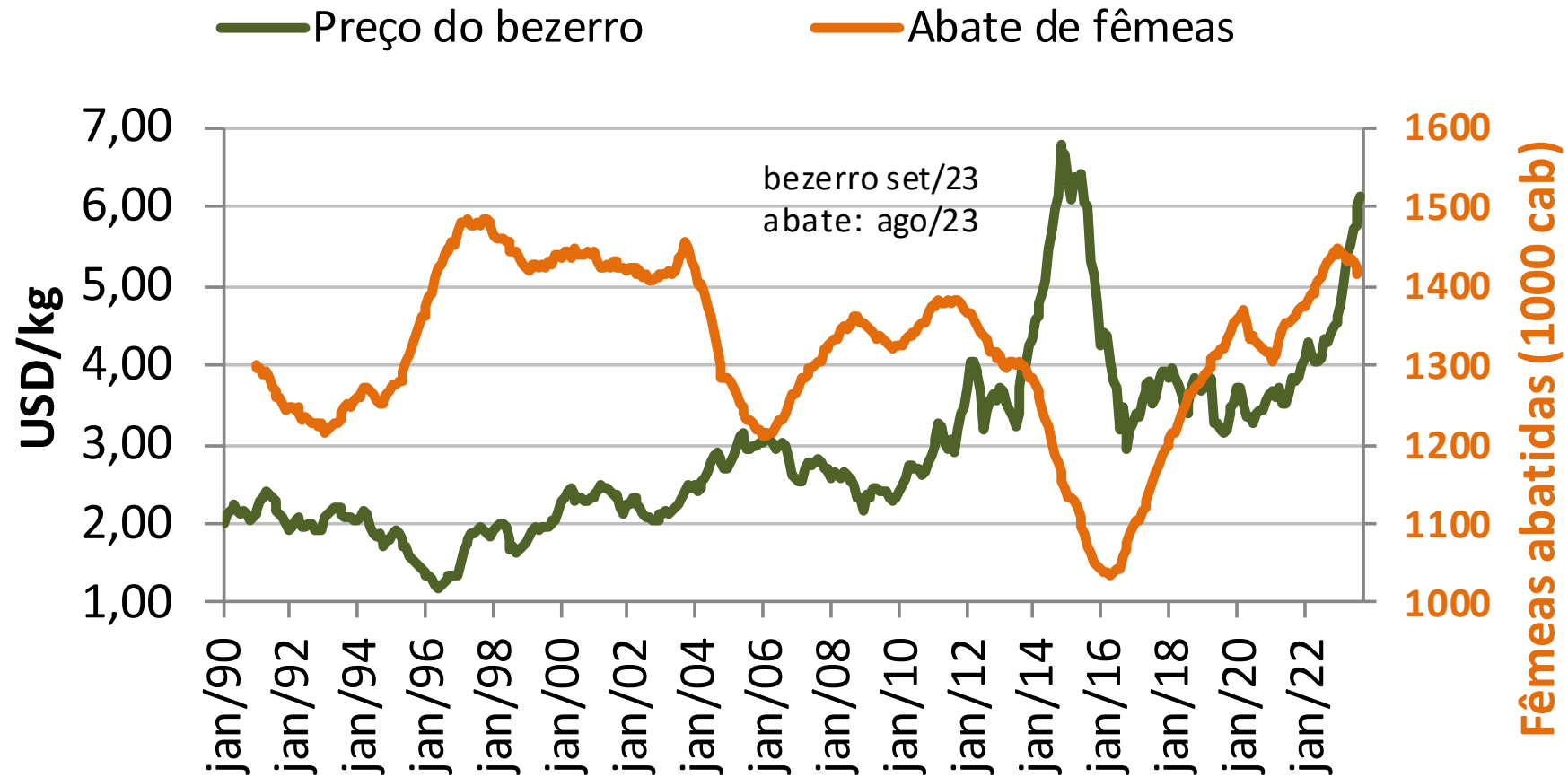
# Eua - confinamento



Fonte: Iowa State University. Elab. MB Agro.



# Preço do bezerro nos eua



Fonte: USDA, Elaboração: MB Agro

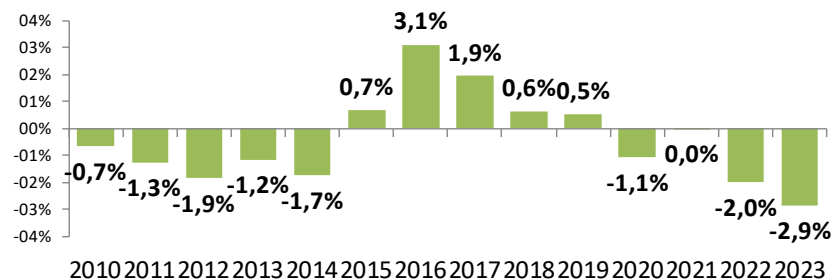
# REBANHO EUA - USDA

Rebanho Bovino - EUA



(em 1º/jan)	Var. 23/22	1000 cab
Rebanho total	-2.9%	-2,628
Vacas e novilhas	-3.0%	-1,180
Bezerros	-2.6%	-366

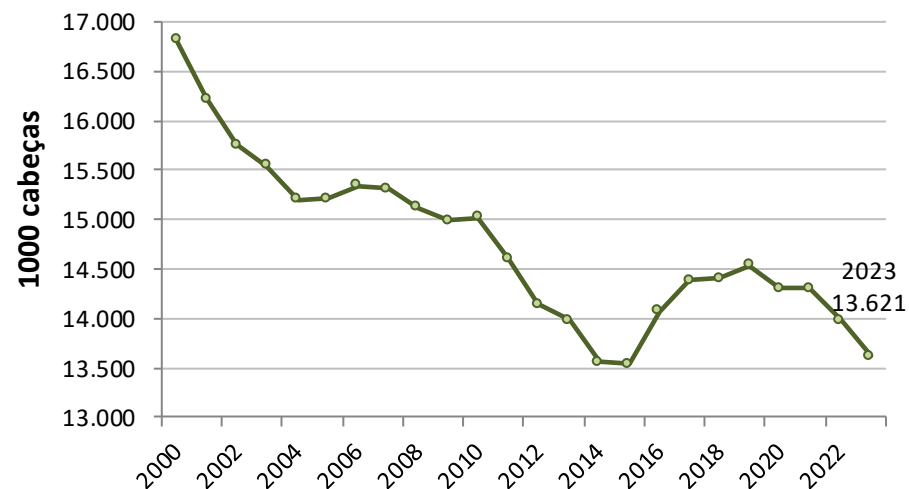
Var. anual do rebanho



Vacas e novilhas - EUA



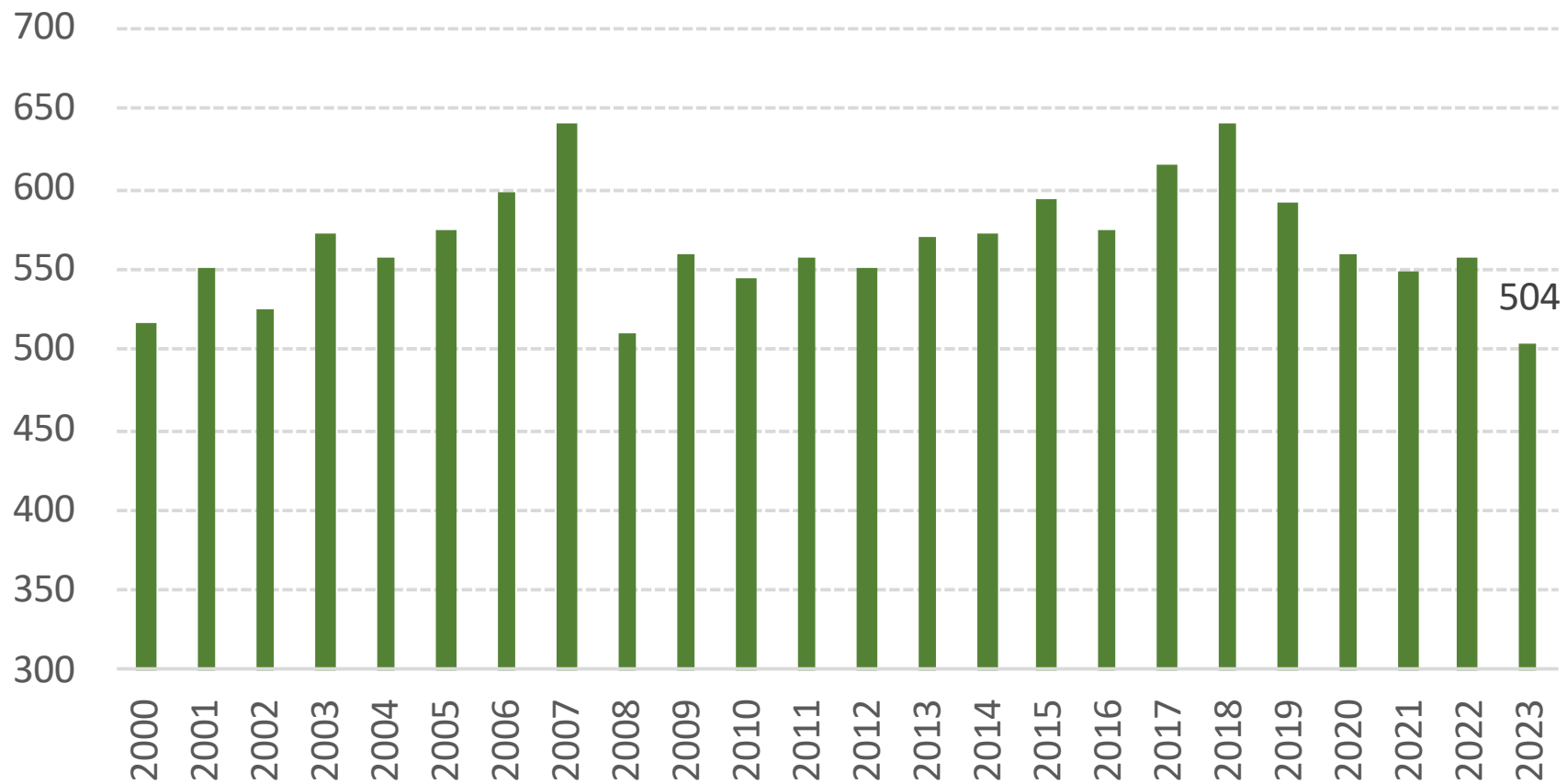
Bezerros - EUA



# Abates de bovinos - EUA

## Q3 - EUA: Abate de fêmeas

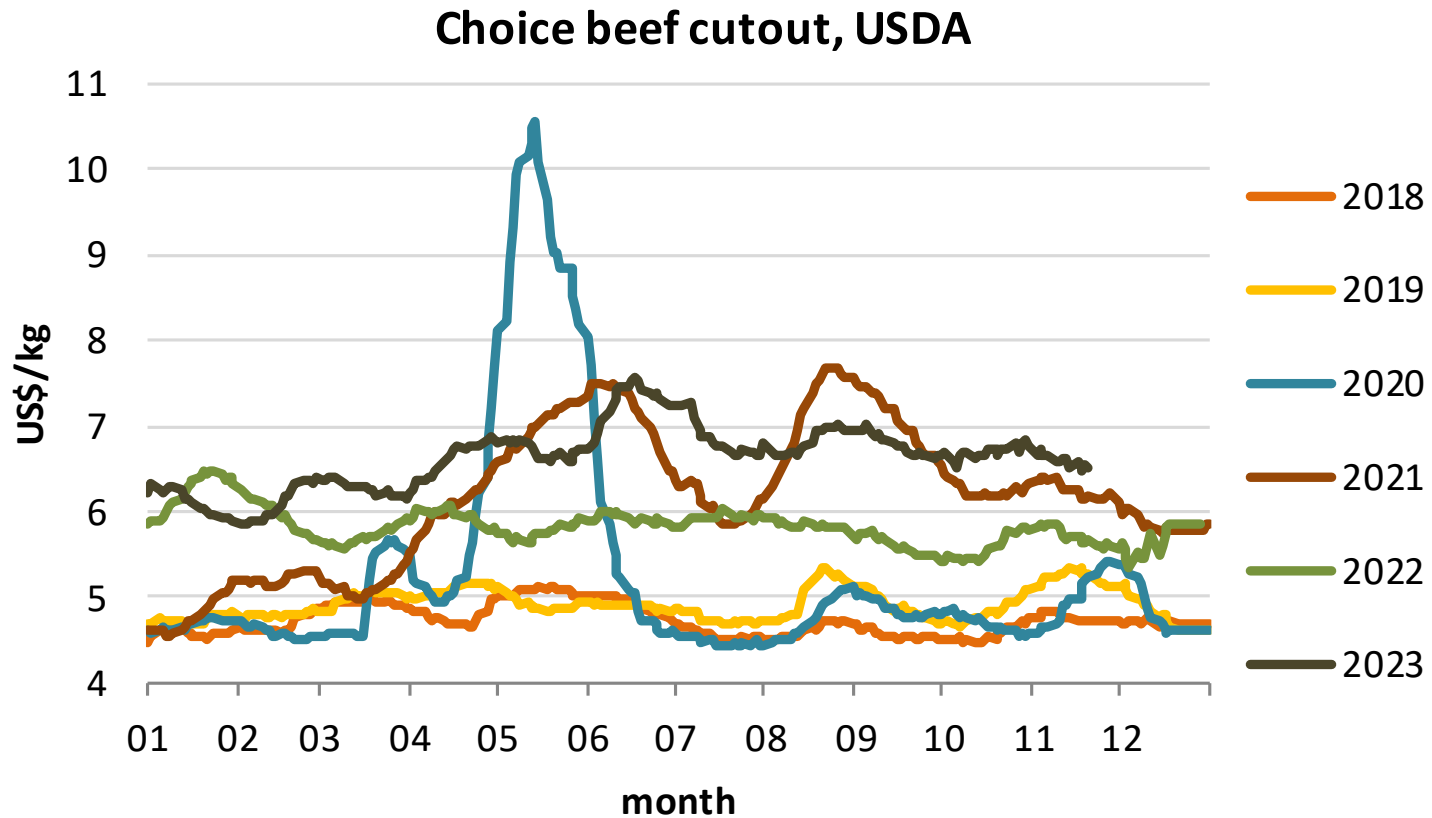
jul/23



Fonte: USDA. Elab. MB Agro.

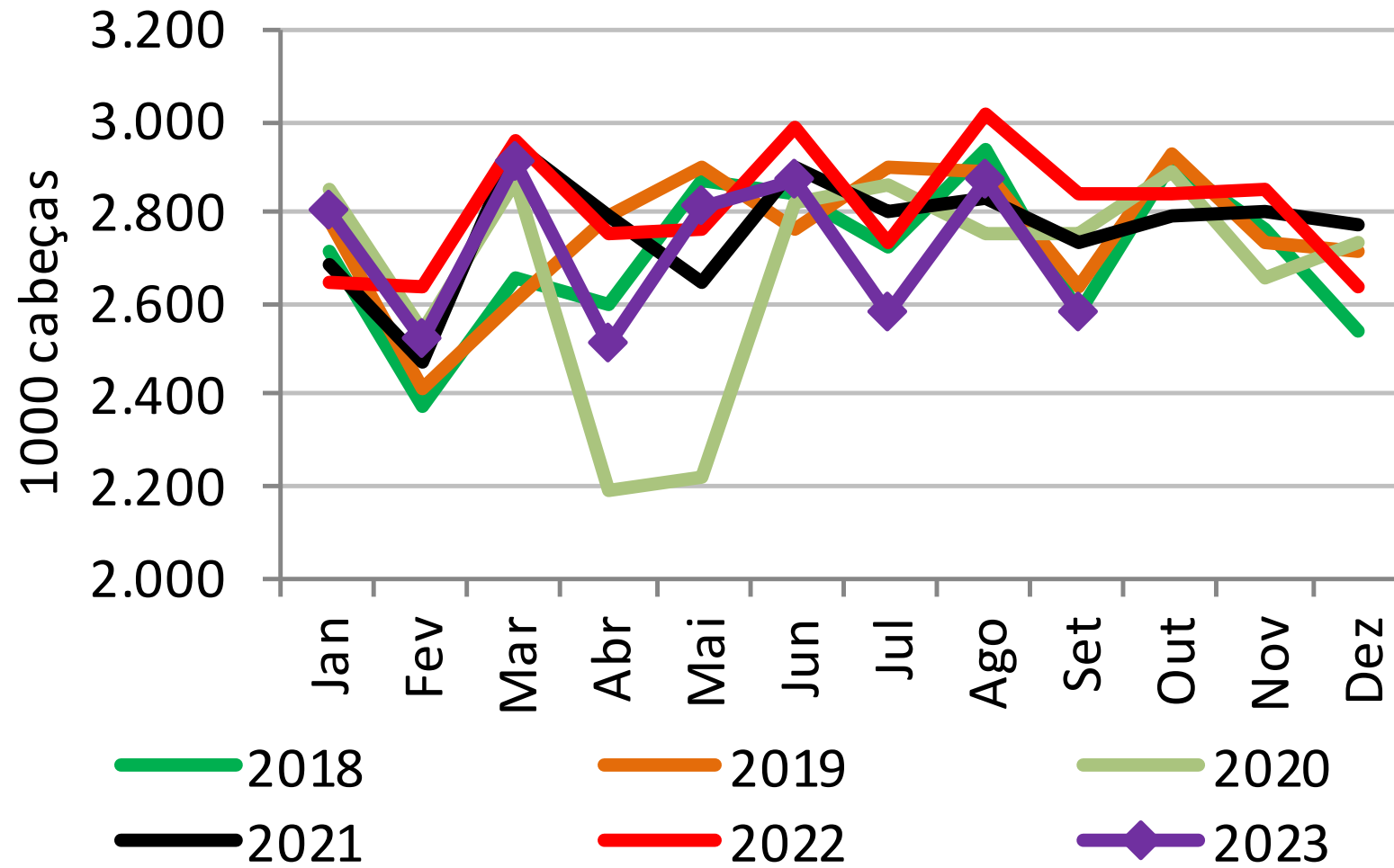
# Preço diário da carne bovina nos EUA

	US\$/kg	nov/23	out/23	nov 23/out 23	nov 23/22	jan-nov 23/22
Choice		6,6	6,7	-1,5%	15,6%	13,5%

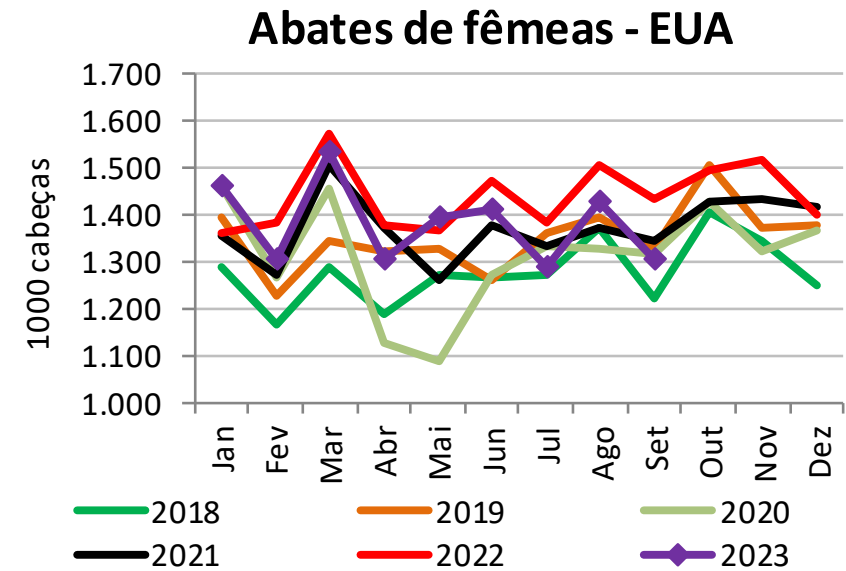
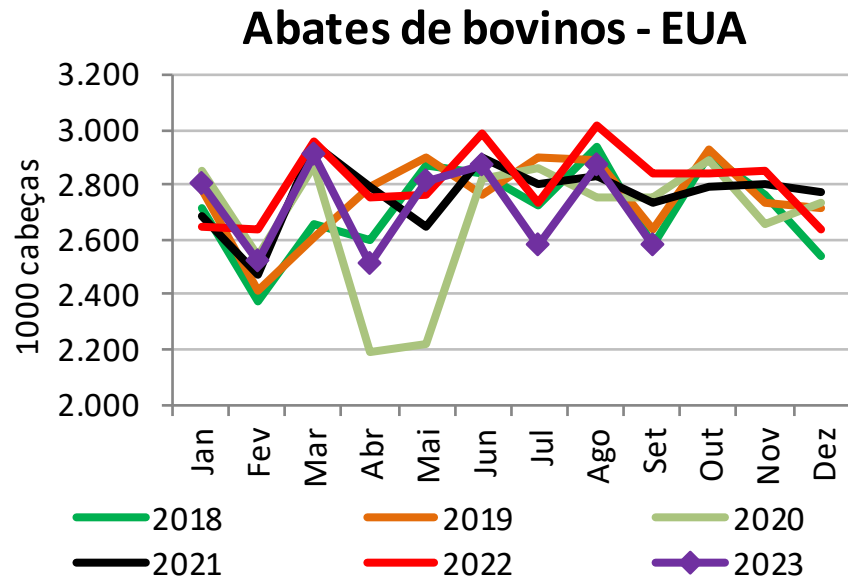


# Abates de bovinos - EUA

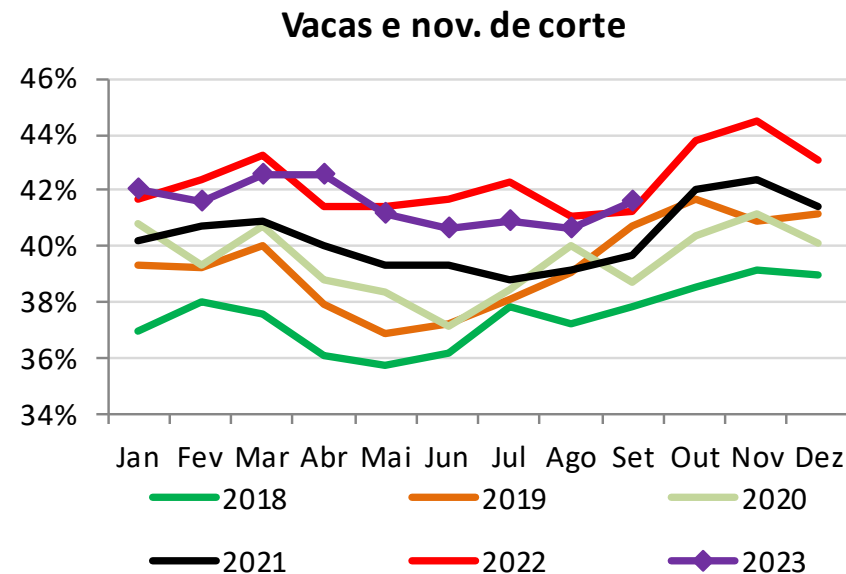
## Abates de bovinos - EUA



# Abates de bovinos - EUA

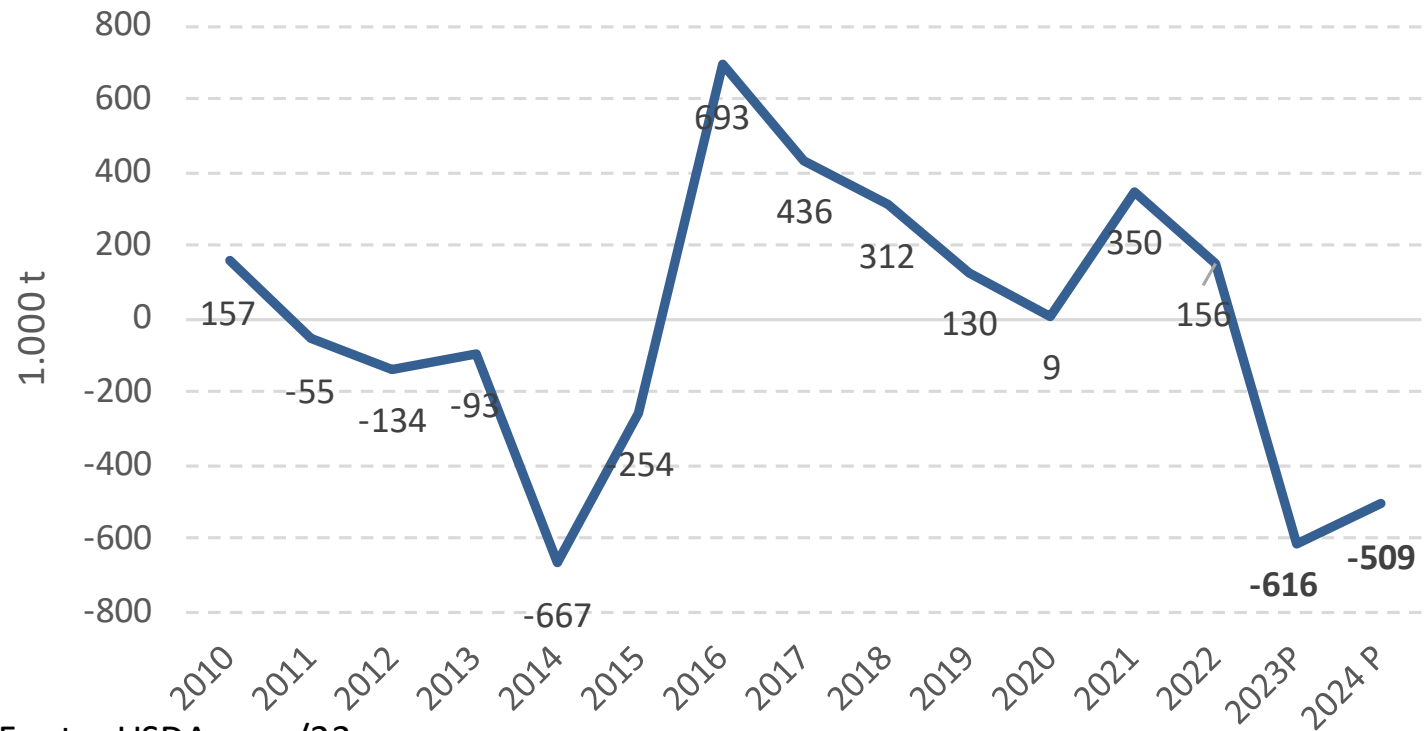


Bovinos	Abate total	Abate matrizes
2021/20	3,2%	4,5%
2022/21	1,5%	4,8%
Jan-set 23/22	-4,3%	-3,3%
<b>Jan-Dez 22/21 (dia útil)</b>	<b>-37,1%</b>	<b>-30,0%</b>



# Carne Bovina – EUA – WASDE/USDA

## Variação na produção de Carne Bovina dos EUA



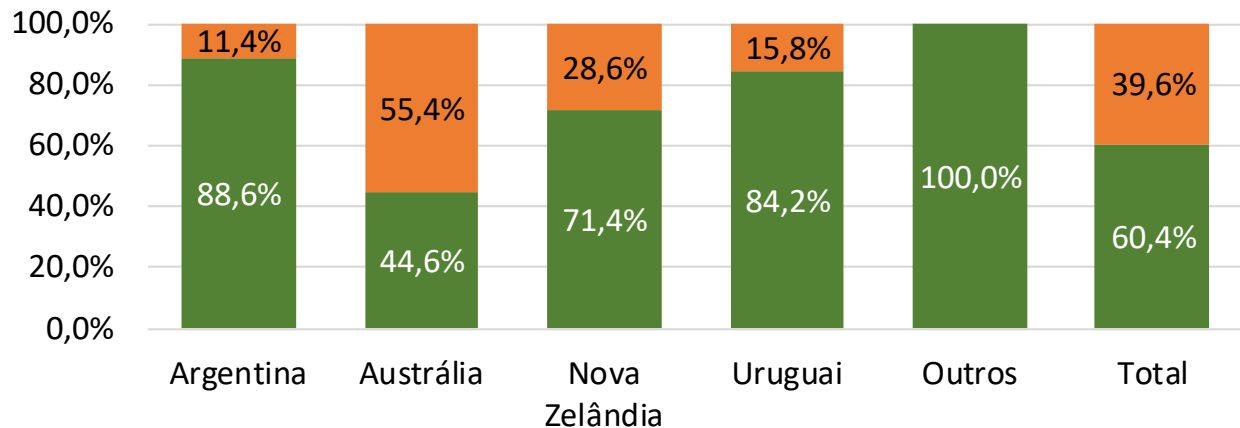
Fonte: USDA, nov/23.

Para 2023, o USDA a projeta uma queda na produção de carne de 616 mil t.

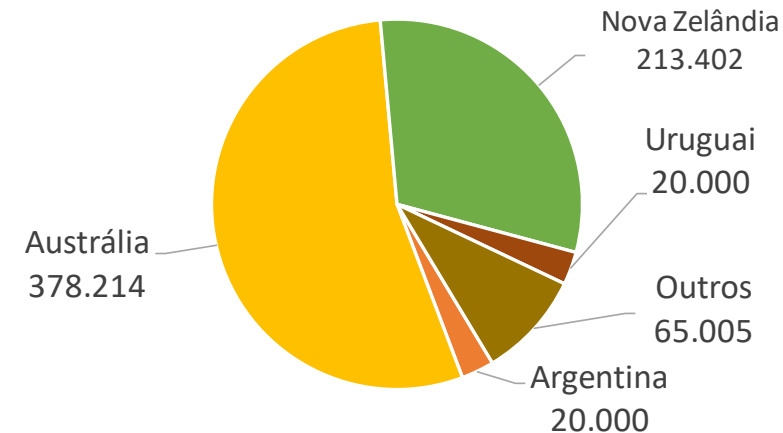
Para 2024, a projeção é de uma queda de 509 mil t.

# Cotas de importação de carne bovina - eua

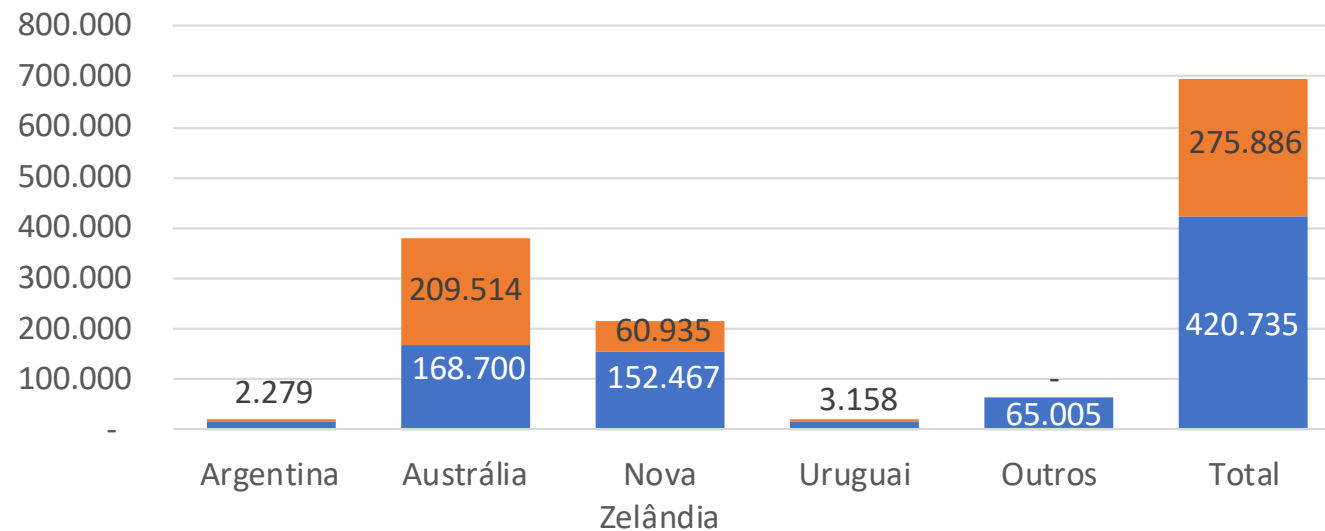
Preenchimento das cotas de importação de carne bovina nos EUA (%)



Atualização: 06/11/2023 ■ Cota preenchida ■ Cota a ser preenchida



Preenchimento das cotas de importação de carne bovina nos EUA (ton)



Atualização: 06/11/2023 ■ Cota preenchida ■ Cota a ser preenchida

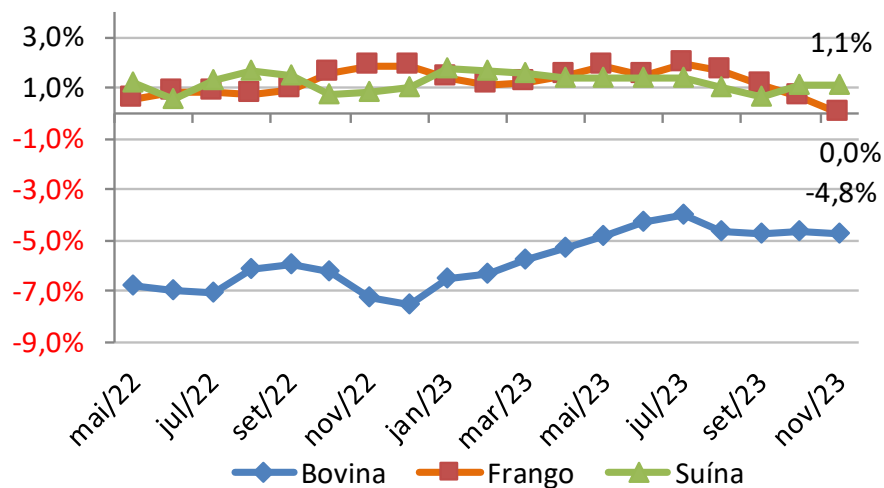


# Carne Bovina – EUA – WASDE/USDA – Balanço de Oferta e Demanda

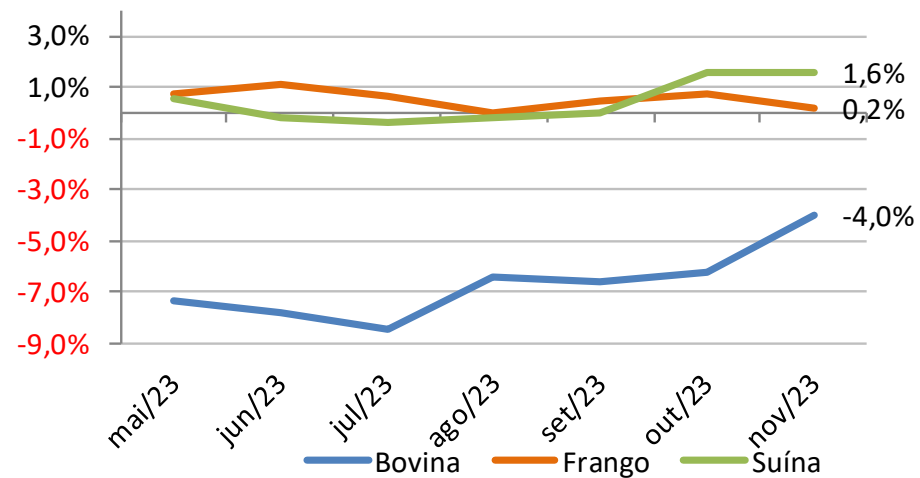
Carne Bovina (1000 t)	<i>estimativa: nov/23</i>				22/21	23/22	24/23
	2021	2022	2023 P	2024 P			
Est. Inicial	325	307	328	279	-5,6%	7,0%	-14,9%
Produção	12.708	12.863	12.247	11.738	1,2%	-4,8%	-4,2%
Exportação	1.561	1.608	1.377	1.290	3,0%	-14,4%	-6,3%
Importação	1.518	1.538	1.657	1.674	1,3%	7,8%	1,0%
Saldo Com.	43	70	-280	-383			
Consumo	12.683	12.772	12.577	12.146	0,7%	-1,5%	-3,4%
Per capita (kg)	26,7	26,8	26,3	25,2	0,3%	-2,0%	-4,0%
Est. Final	307	328	279	254	7,0%	-14,9%	-8,9%
Preço do novilho (US\$/kg)	2,70	3,18	3,91	4,08	18,0%	22,8%	4,3%

Fonte: USDA, Elaboração: MB Agro

**Varição da produção de carnes 2023/22  
(revisões)**

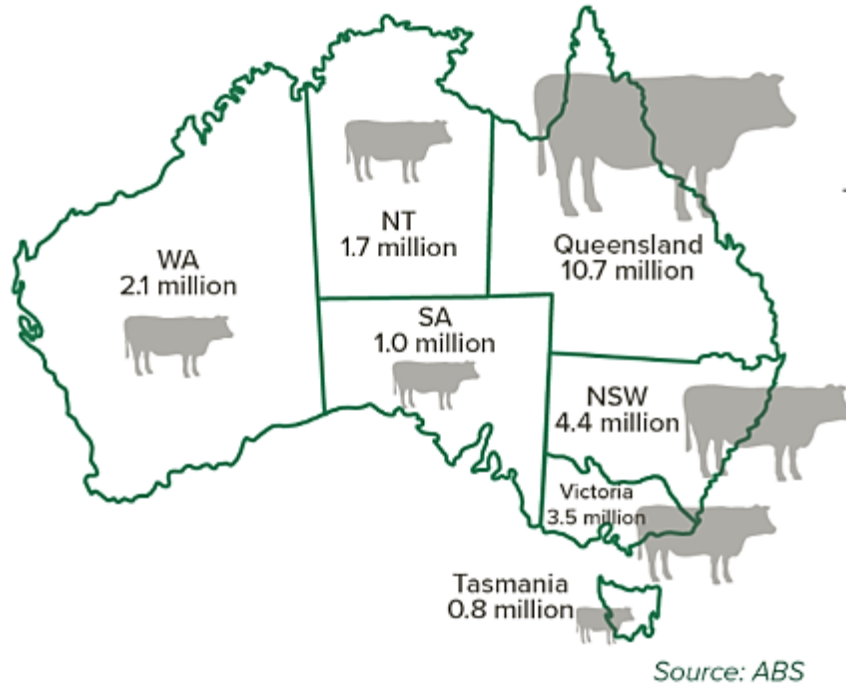


**Varição da produção de carnes 2024/23  
(revisões)**

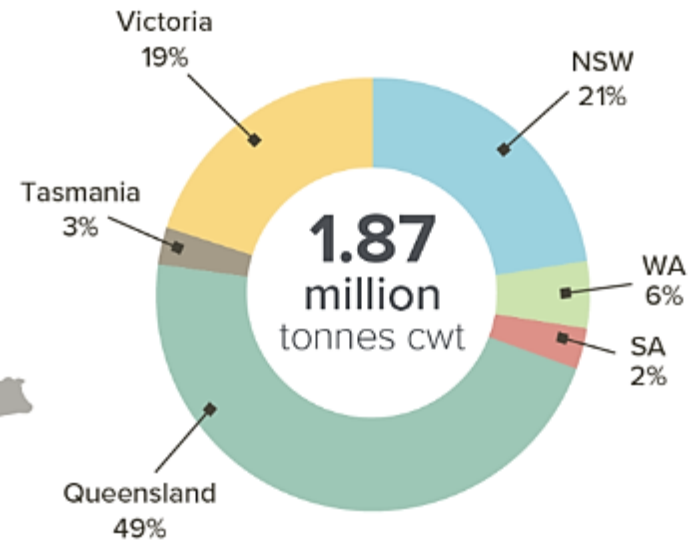


# AUSTRÁLIA – DISTRIBUIÇÃO DA PRODUÇÃO

National cattle numbers  
as at June 2022: 23.5 million head



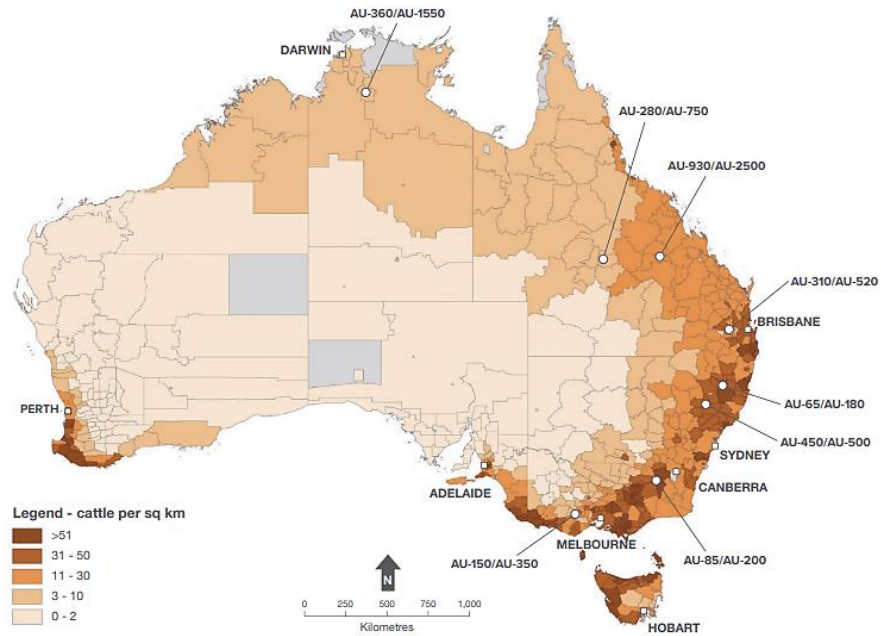
Australian beef and veal production



Source: ABS, 2022

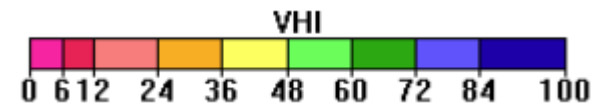
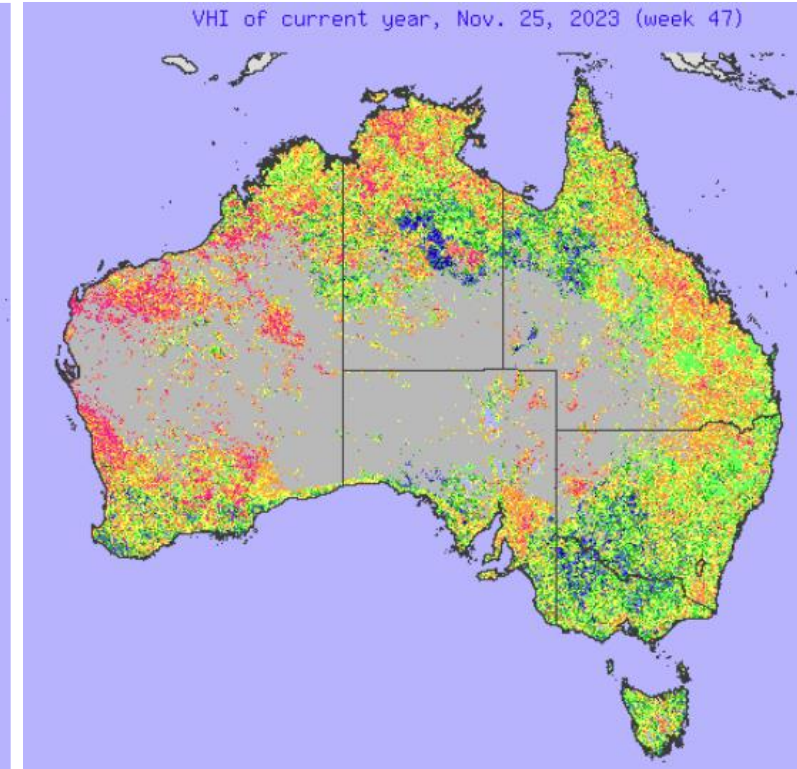
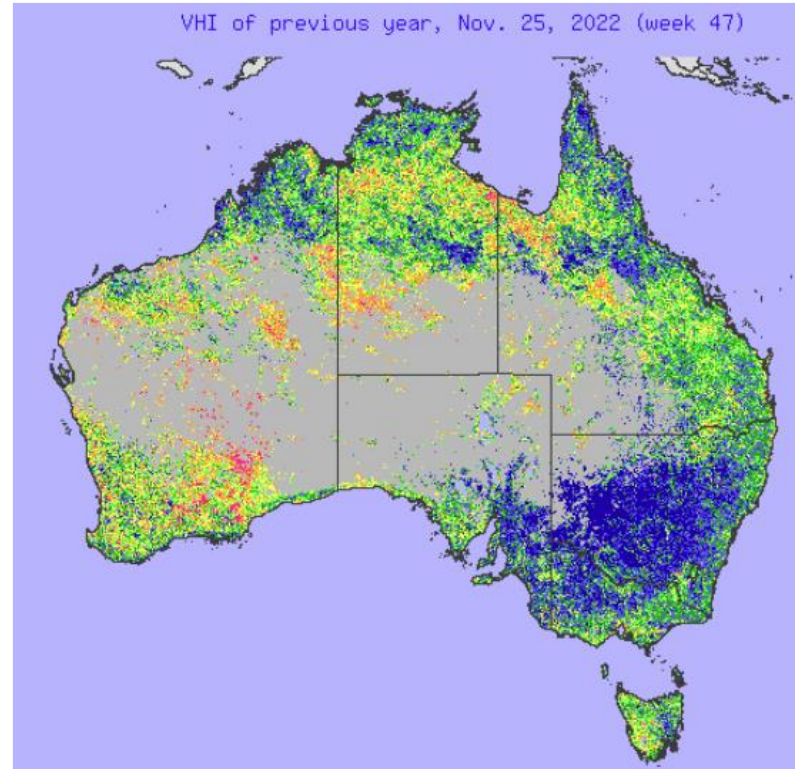
## Densidade de Cabeças / km2

Figure 2: Location of Australian typical cattle farms and beef cattle density



Fonte MLA Australia

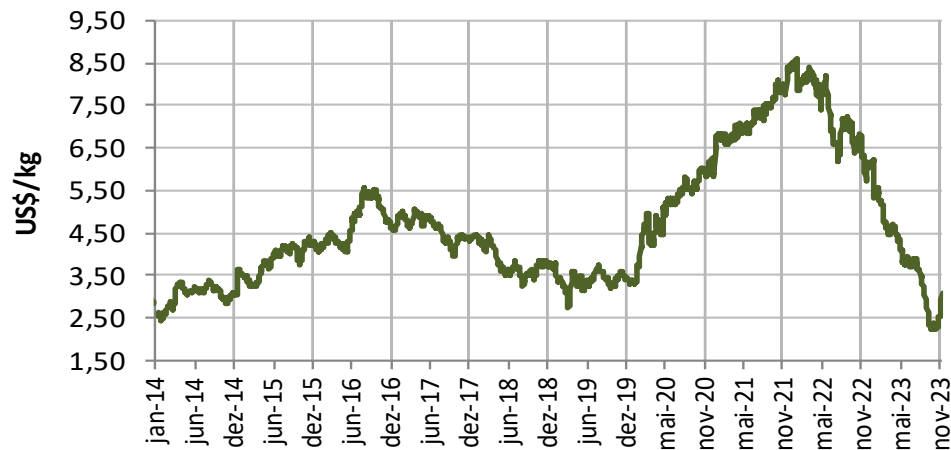
## VHI



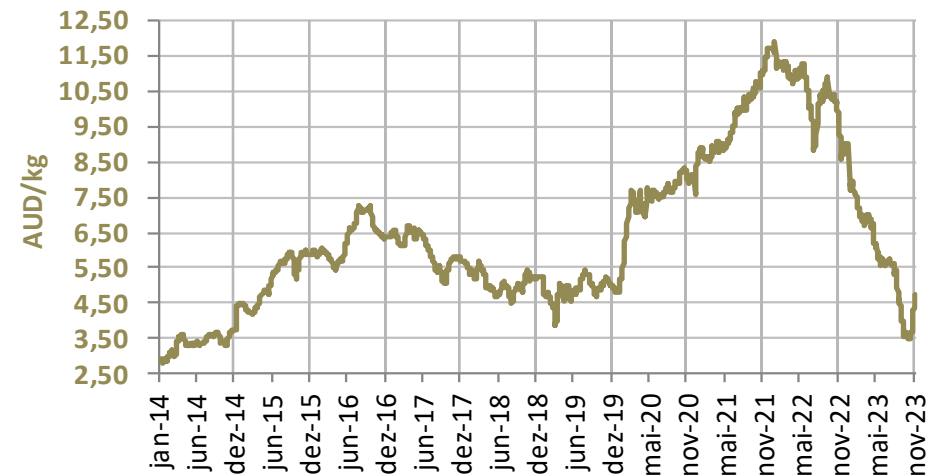
# AUSTRÁLIA – PREÇO DO BOI

Preço do boi gordo - em US\$

até 22/11/2023



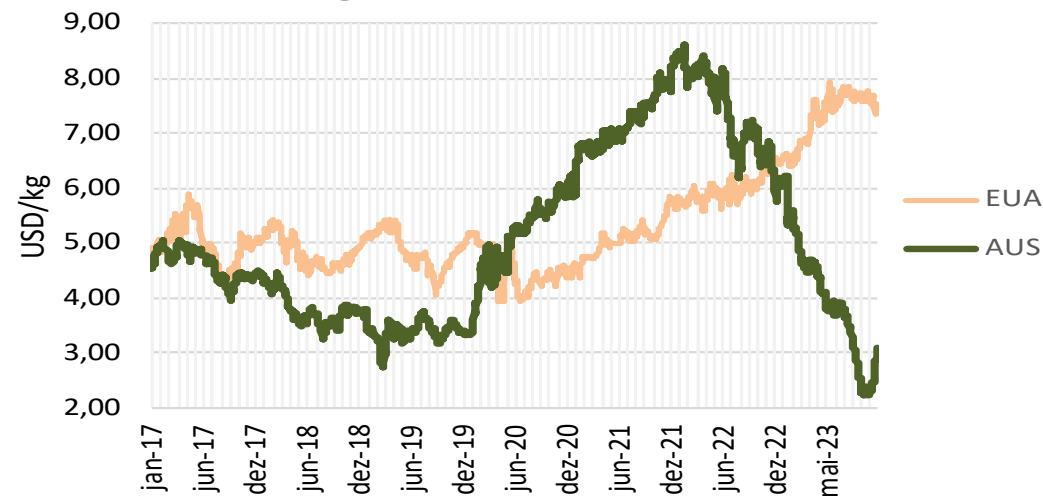
Preço do boi gordo - em AU\$



Fonte: Bloomberg/MLA, Elaboração: MB Agro

Fonte: Bloomberg/MLA, Elaboração: MB Agro

@s EUA x AUSTRÁLIA



Fonte: Bloomberg/MLA, Elaboração: MB Agro

# AUSTRÁLIA – PROJEÇÃO DE REBANHO E ABATES

## (jun/23)

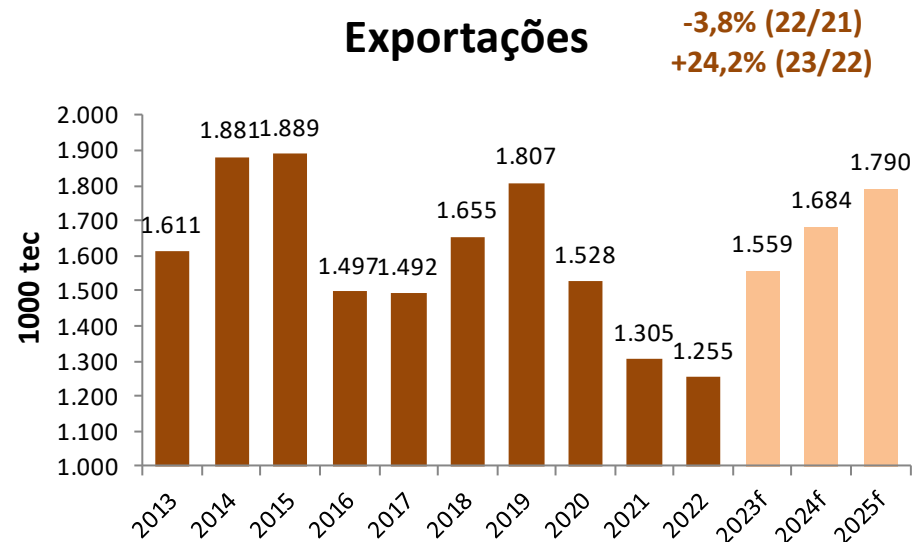
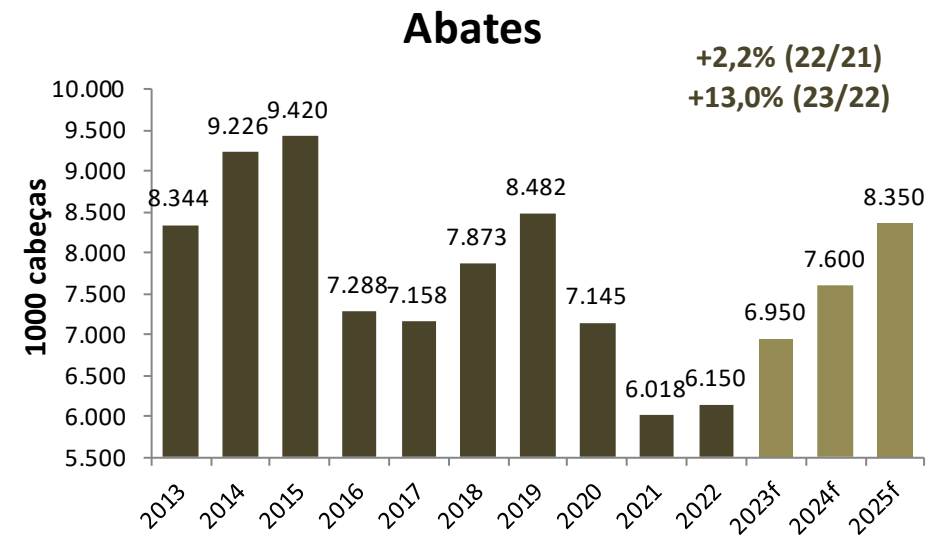
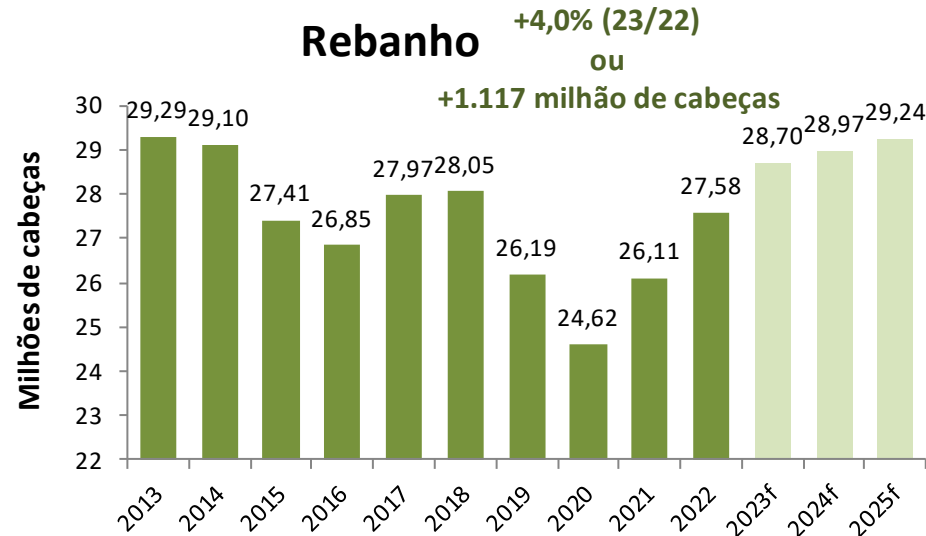
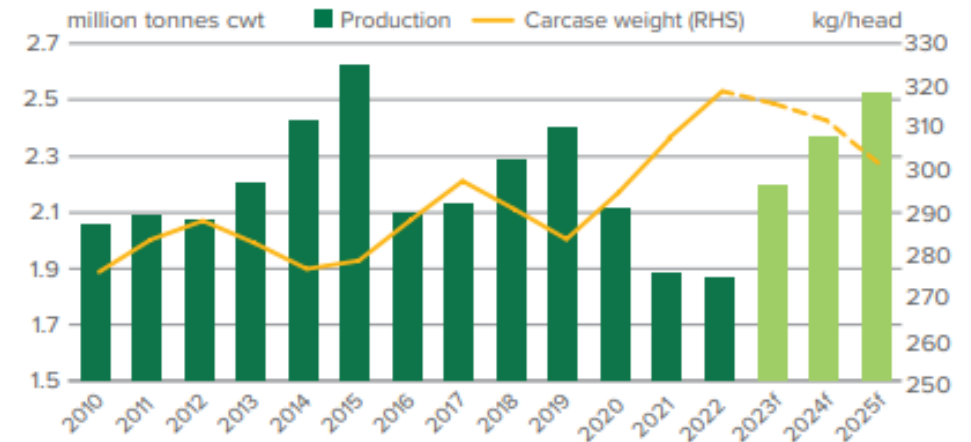


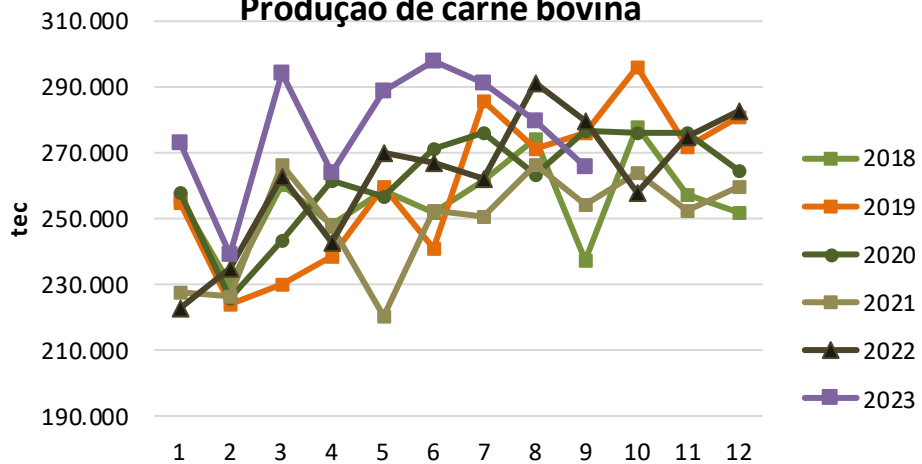
Figure 5: Cattle carcasse weights and production



Source: ABS, MLA forecasts

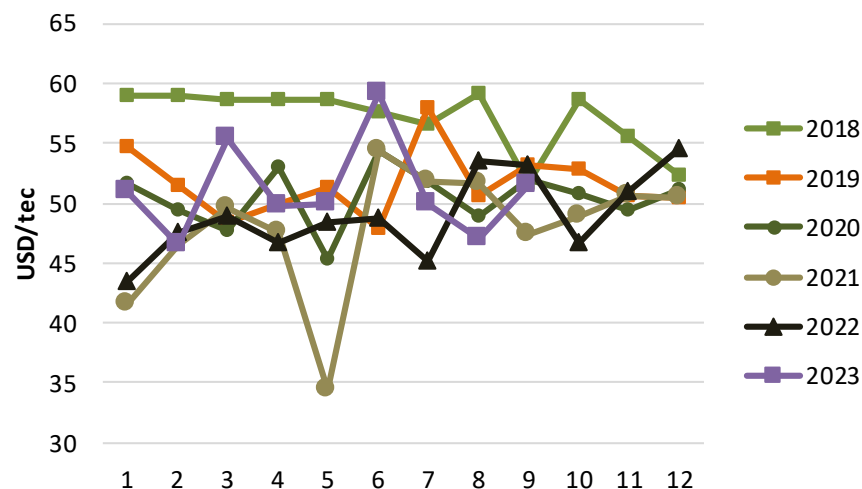
# ARGENTINA

## Produção de carne bovina

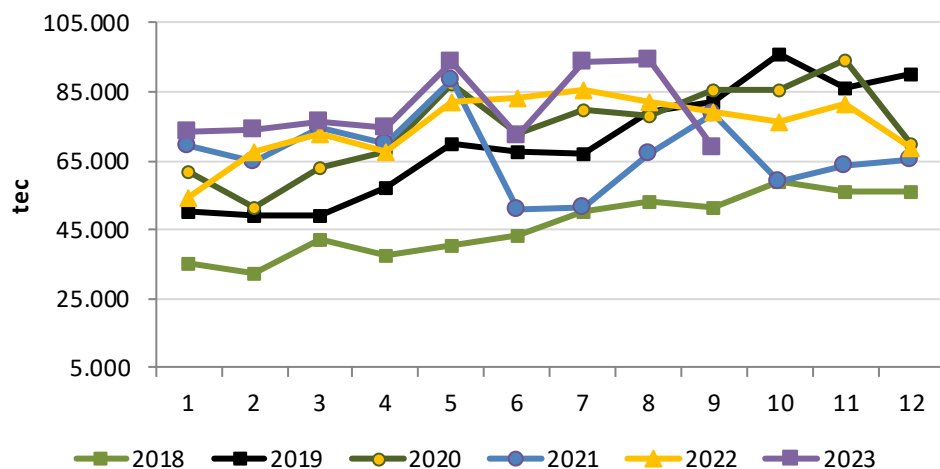


Fonte: Minagri, Elaboração: MB Agro

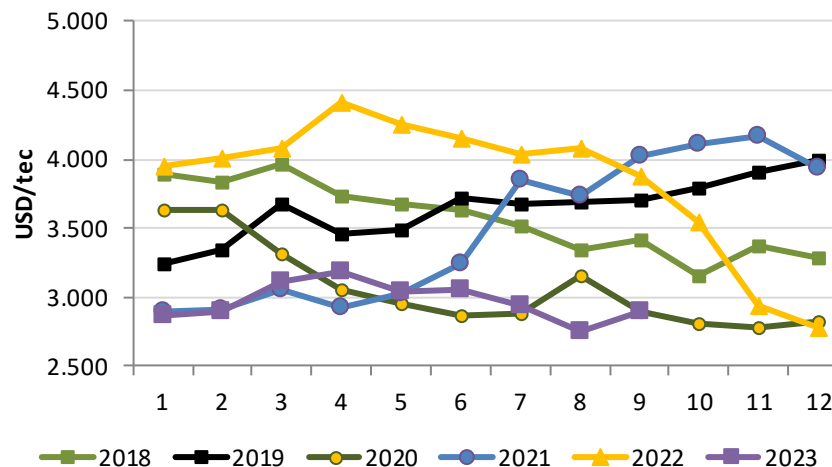
## Consumo per capita de carne bovina



## Exportação de carne bovina



## Preço de exportação de carne bovina



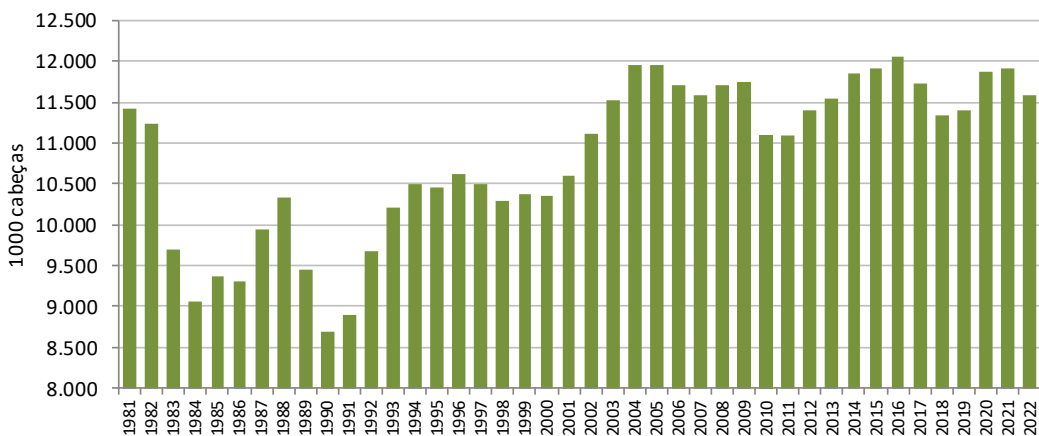
	2022/21	Jan-set 23/22
Produção	5%	7%
Exportações (Quant.)	12%	7%
Exportações (Preço)	10%	-27%
Consumo Doméstico	3%	7%
Consumo Per capita	2%	6%

# URUGUAI

2022/21 Jan-set 23/22

Abates bovinos	-9%	-11%
Abates fêmeas	-11%	-10%
Exportação (Quant.)	-9%	-35%
Exportação (Preço)	18%	-16%

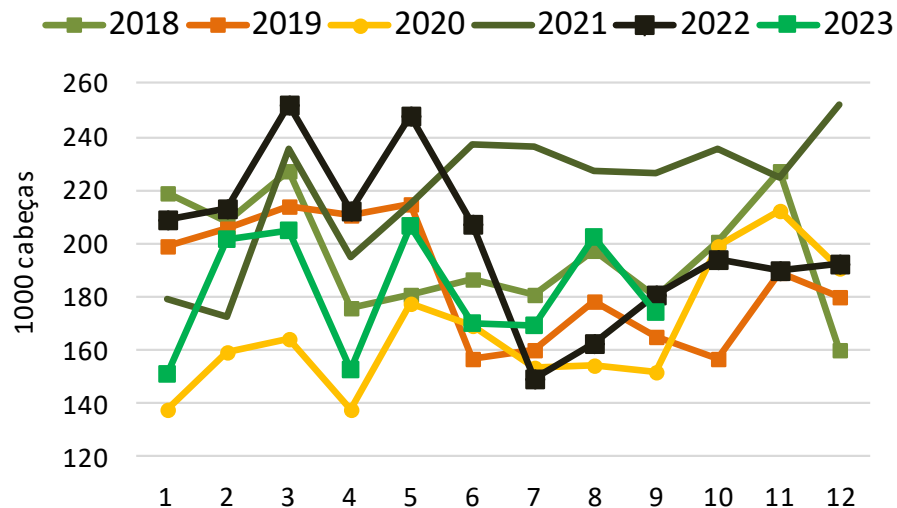
Rebanho bovino



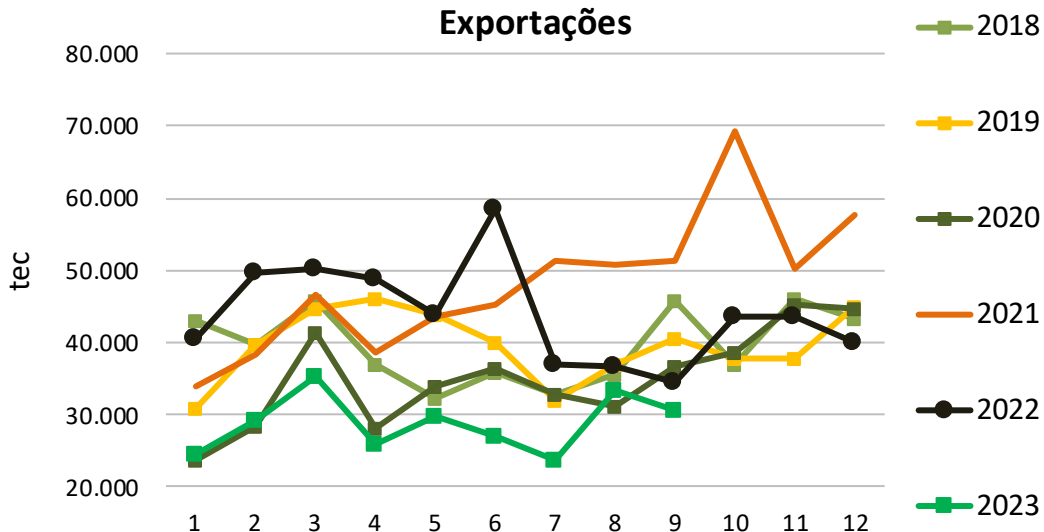
Fonte: INAC, Elaboração: MB Agro

2022/21: -2,8% (-333 mil cab)

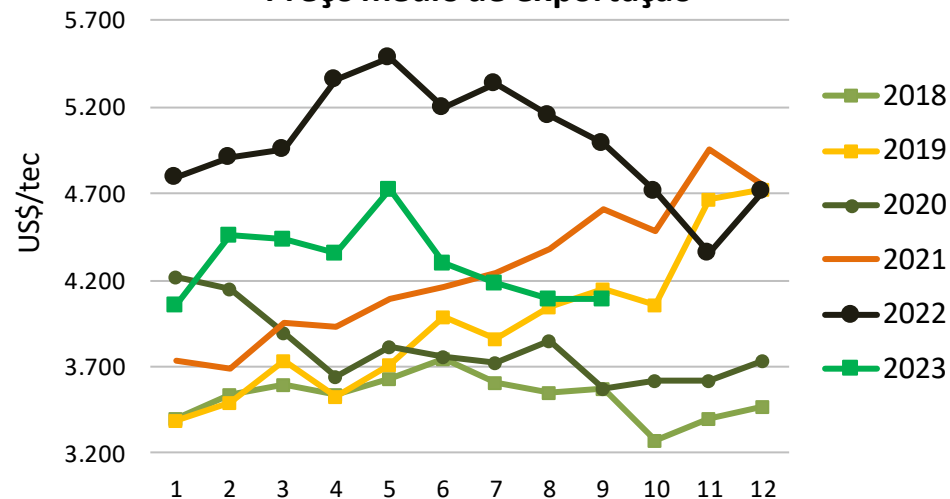
Abates bovinos



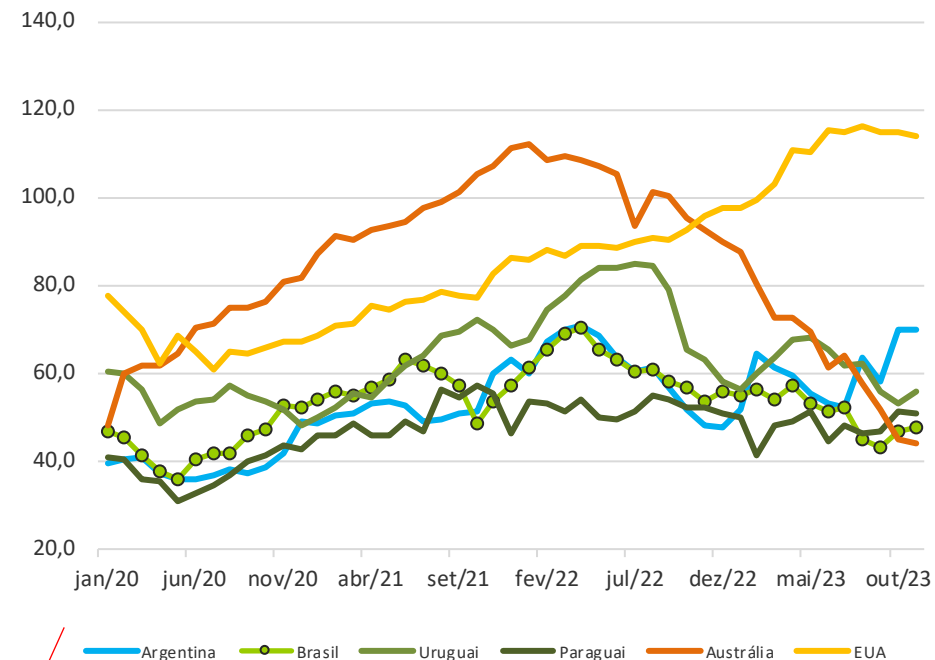
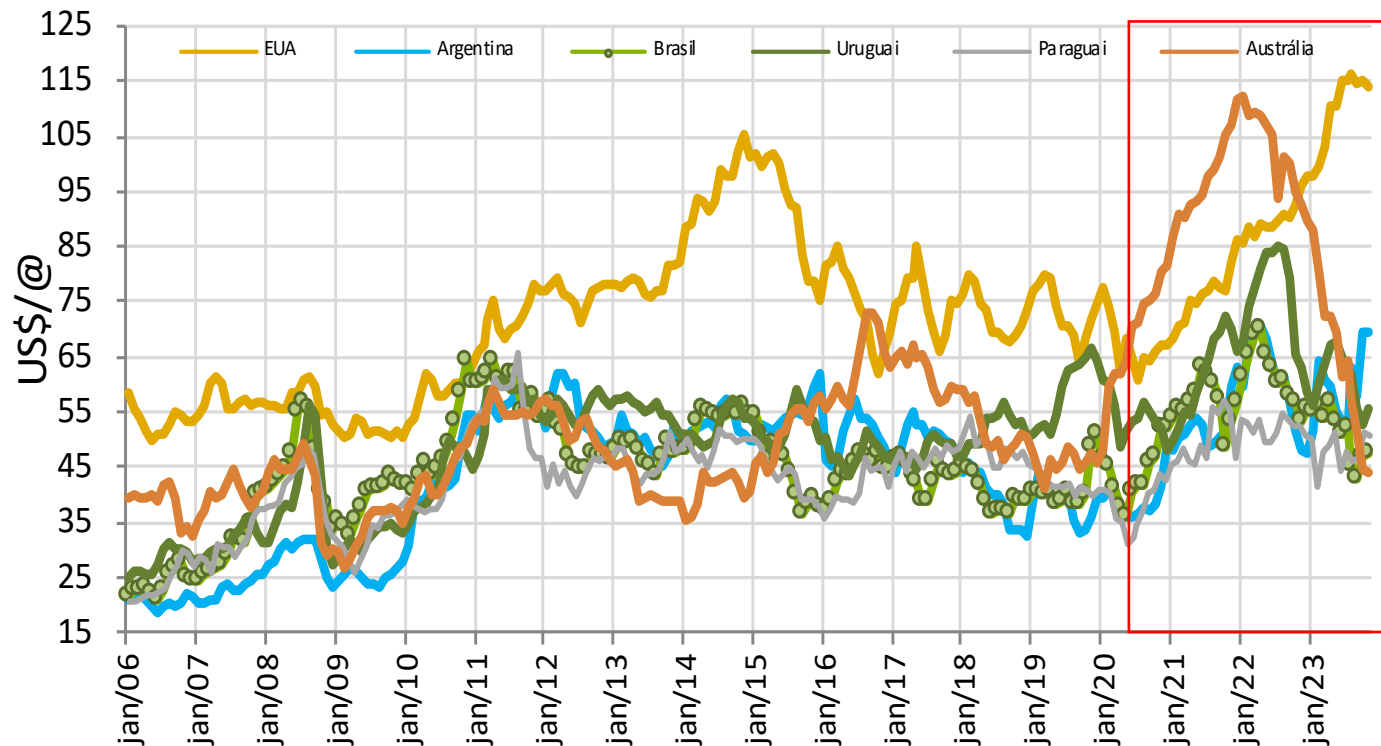
Exportações



Preço médio de exportação



# Preço do boi gordo em dólar







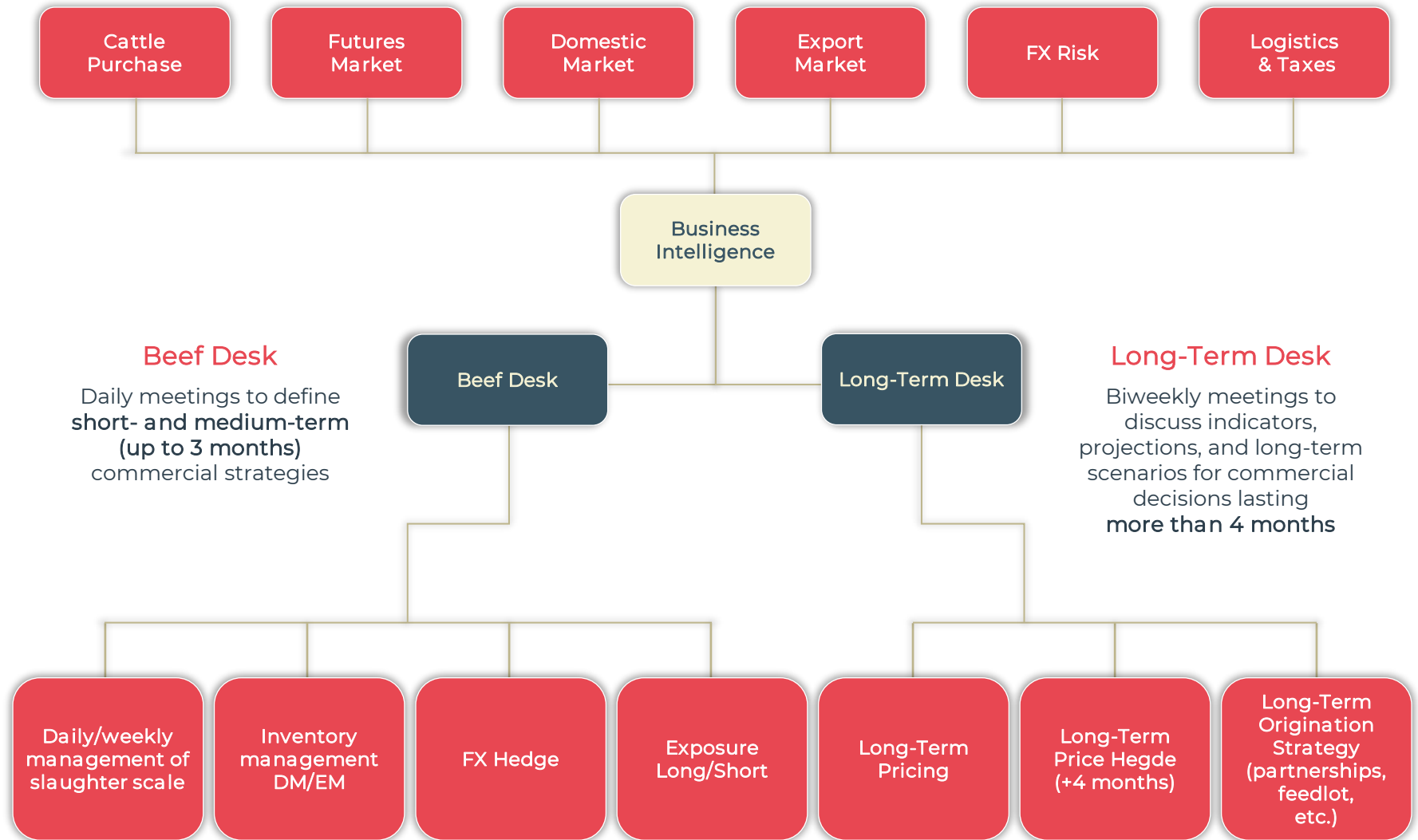
**MB Agro**  
**Inteligência nos negócios agrícolas**

Rua Henrique Monteiro, 90 – 12º andar – Pinheiros  
05423-020 – São Paulo – SP  
+55 (11) 3372-1085  
[www.mbagro.com.br](http://www.mbagro.com.br)



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foods

Luis Ricardo  
Alves Luz  
Operations





# Cattle Purchase

Origination strategies in 2023

## Colombia

- Increase number of suppliers
- Media campaigns to promote and publicize Minerva

## Paraguay

- Standardization of carcass typification (niches)

## Argentina

- Increase volume of animals in private feedlots



## Brazil

- Leverage on spot purchasing opportunities (year with higher cattle availability)
- Partnerships focused on niche animals (Angus, Estância 92, etc.)

## Uruguay

- Reduce share of commissions in total purchases – expanding direct purchases



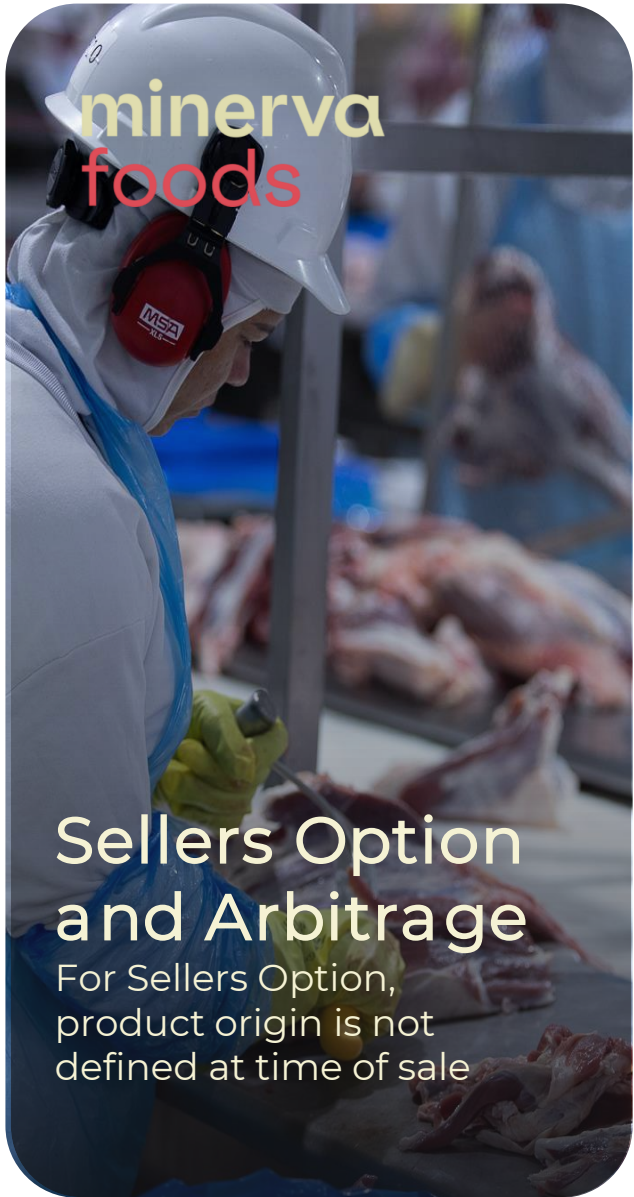
Program standardization



Benchmarking among origins



Expand technical teams and cattle purchase offices



Minerva defines where to originate production according to cattle price and availability, logistical flow, production scale and, most importantly, the best financial return for the group - **Arbitrage**

Regardless where production originates, the client receives a standardized product on the agreed date (OTIF).

These tools maximize the Company's results by exploring Minerva Foods' geographic diversification.

With the new plants acquired from MFG, we expanded our Sellers Option service capacity, reducing disruption risk with clients.

# Arbitrage between Brazil and Colombia

Sale of 100 tons of the Topside cut



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Consolidation  
of Channels

-  Dubai – Arab Emirates (Headquarters)
-  11 International Offices
-  New Offices in 2023
-  2 International Tradings



### LATAM Strategy

Consolidated structure, comprised of one director and traders negotiating products of all origins, leveraging the **ARBITRAGE** model.

### 16 International Offices

- Algeria
- Australia
- Chile
- China
- Egypt
- Arab Emirates
- USA
- Russia
- Italy
- Lebanon
- United Kingdom
- Taiwan
- Singapore\*
- Hong Kong\*
- Japan\*
- Mexico\*

\*New offices

# Redesigned structure with synergies to support the growth of **Minerva Foods** in 2024

Revenue Growth  
in 2024

**120%\***

Beef, Fish, Lamb, Pork, Breaded Products, and Olive Oil

\*Total Revenue Distribution and Third-Party Sales

Geographical  
Expansion of Services

**+50k sale points**

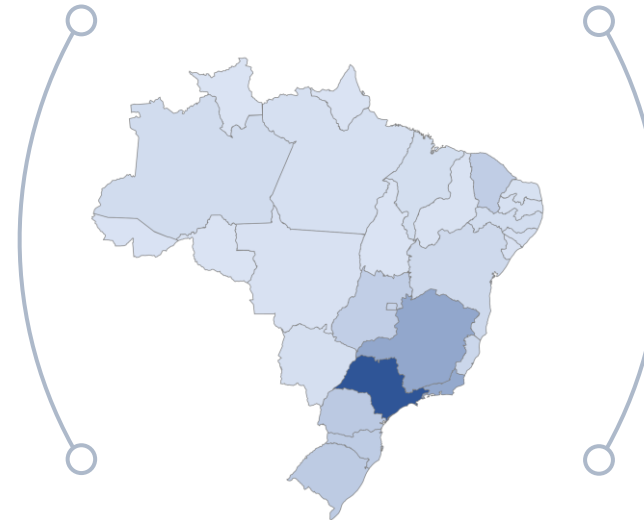
Food Service and Retail

Weighted expansion:  
ABRAS Ranking

E-commerce Evolution

Opening of the South Region

Domestic market  
revenue 2024  
(MM R\$)



Da plataforma Bing  
© Microsoft, OpenStreetMap

Service Model

**100k orders/month**

- 894 cities served
- 4 distribution centers
- 10 transit points
- 400 sellers

Service level: 90% OTIF with 59% of deliveries in D+1

Growth

**Niches and Brands**

% Amount in Volume



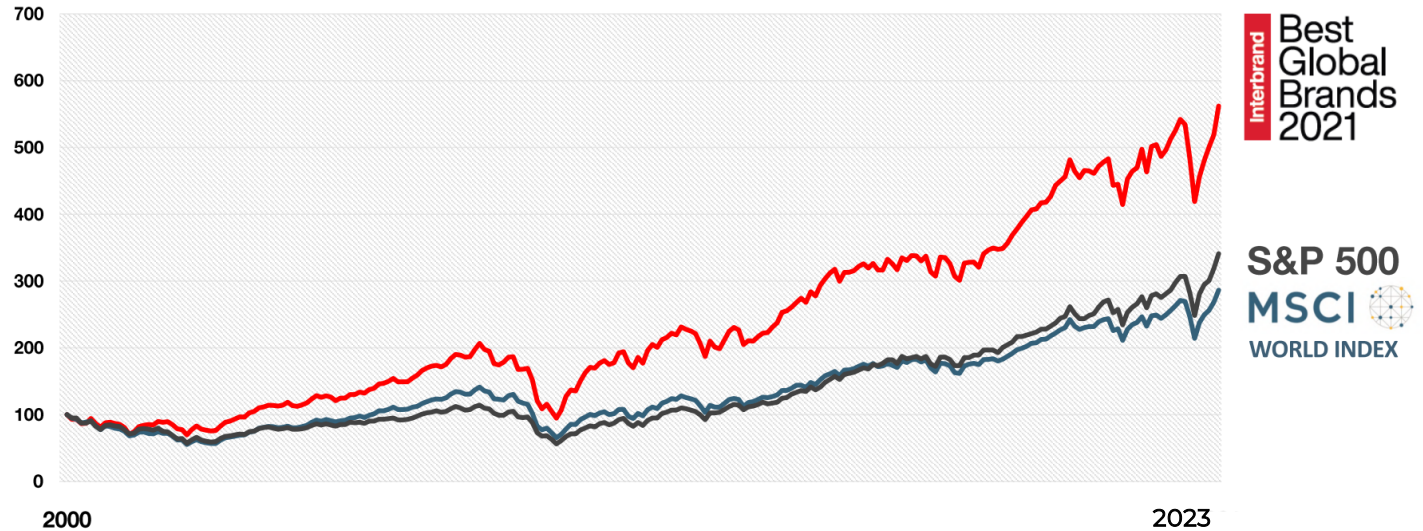
Maintain the Premium Strategy, focusing on developing Niches and Brands: Estância 92 and Estância 92 Angus.

**Domestic  
Market - BR**  
Overview

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Why is  
Minerva  
developing  
global  
brands?

Strong brands  
deliver superior  
business growth



10

Source: Interbrand analysis with data sourced from Refinitiv and Best Global Brands.

## Minerva's ambition

From:  
A local commodities  
company

To:  
A global company with strong brands  
Strengthen niches and add value to commodities



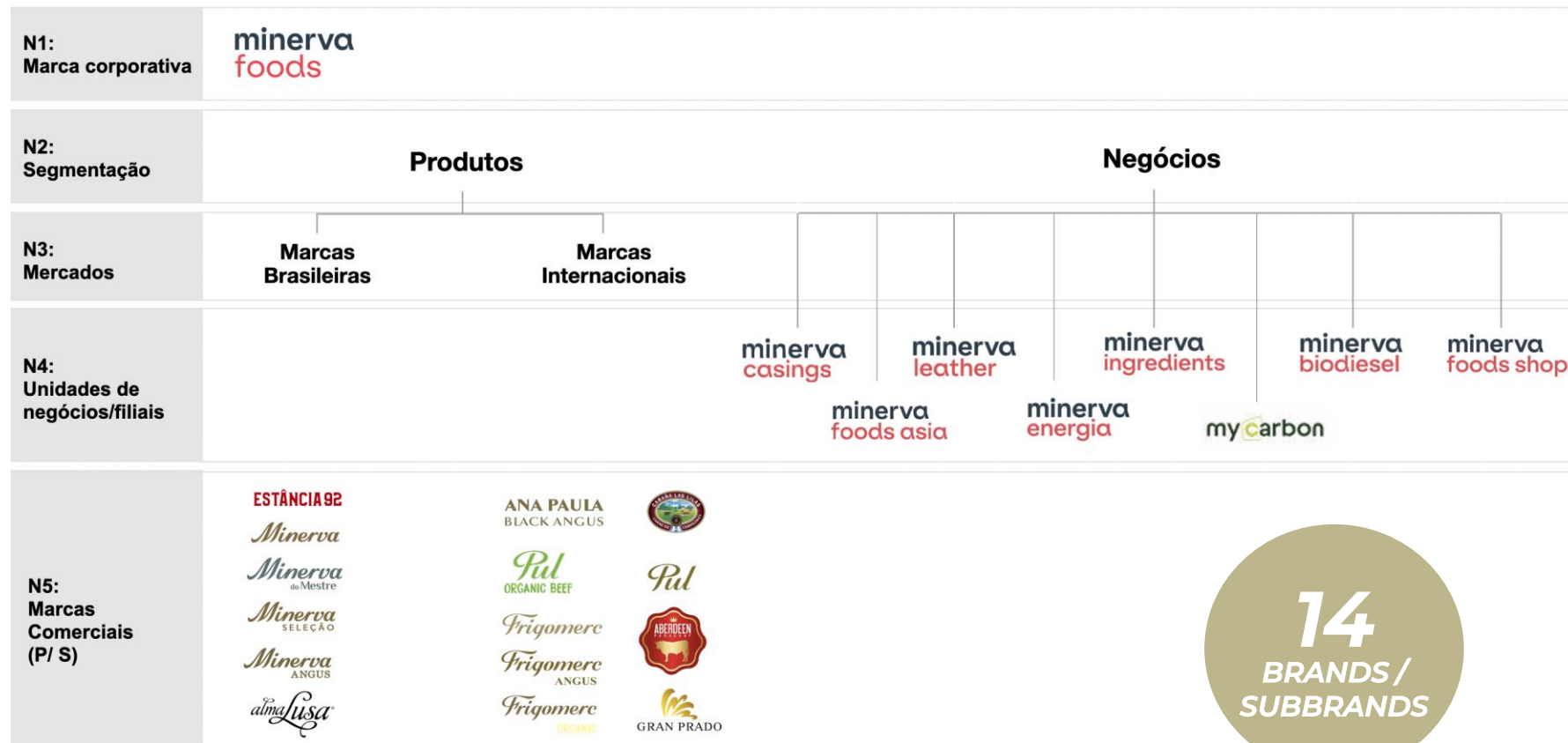
minerva  
foods

**ESTÂNCIA 92**  
PRODUCT OF BRAZIL / INDÚSTRIA BRASILEIRA

**ESTÂNCIA 92**  
PICANHA  
CARNE RESFRIADA DE  
BOVINO SEM OSSO  
PICANHA

Current  
Architecture  
Brands and Products

## Minerva Foods Brand Architecture

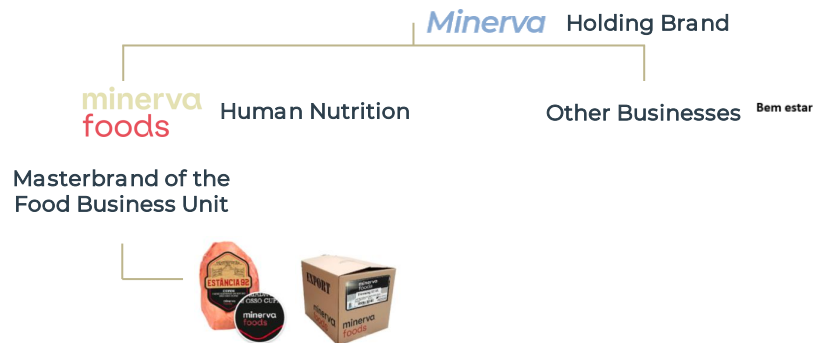


14  
BRANDS /  
SUBBRANDS



## #1 Restructure the way we organize the corporate brand

Minerva Foods becomes the brand for the human nutrition (food) business unit, which endorses its products.



## #2 Minerva's brand reach

Minerva will be a purely institutional brand.  
No longer a product brand.

A corporate brand that endorses its products.  
**Estância 92, a Minerva Foods brand.**



Minerva as an endorsement Brand



Industrial Products

## #3 Consumption trends and brand positioning and #4



## #5 How will we communicate other value propositions?

### SELOS

R	RAÇA Wagyu	Red Angus	Aberdeen Angus	Hereford	others	X	SUBMARCA
A	Alimentação Grass Fed	Grain Feed	Grass Feed_HQB	Grain Feed_481	others	✓	Relevante para alguns mercados (China, USA, União Européia..)
P	Processo Produtivo Natural/Dry Aged	Marinada	Porcionado	others		X	SUBMARCA- Orgânico, Zero Carbon Impact, etc
E	Étnico Kosher	Halal	others			✓	É relevante para o público. é necessária a identificação.
G	Global Accounts McDonald's	Burguer King	others			X	Responde a uma identificação interna. Não é relevante para nossos públicos externos. Pode se comunicar verbalmente.

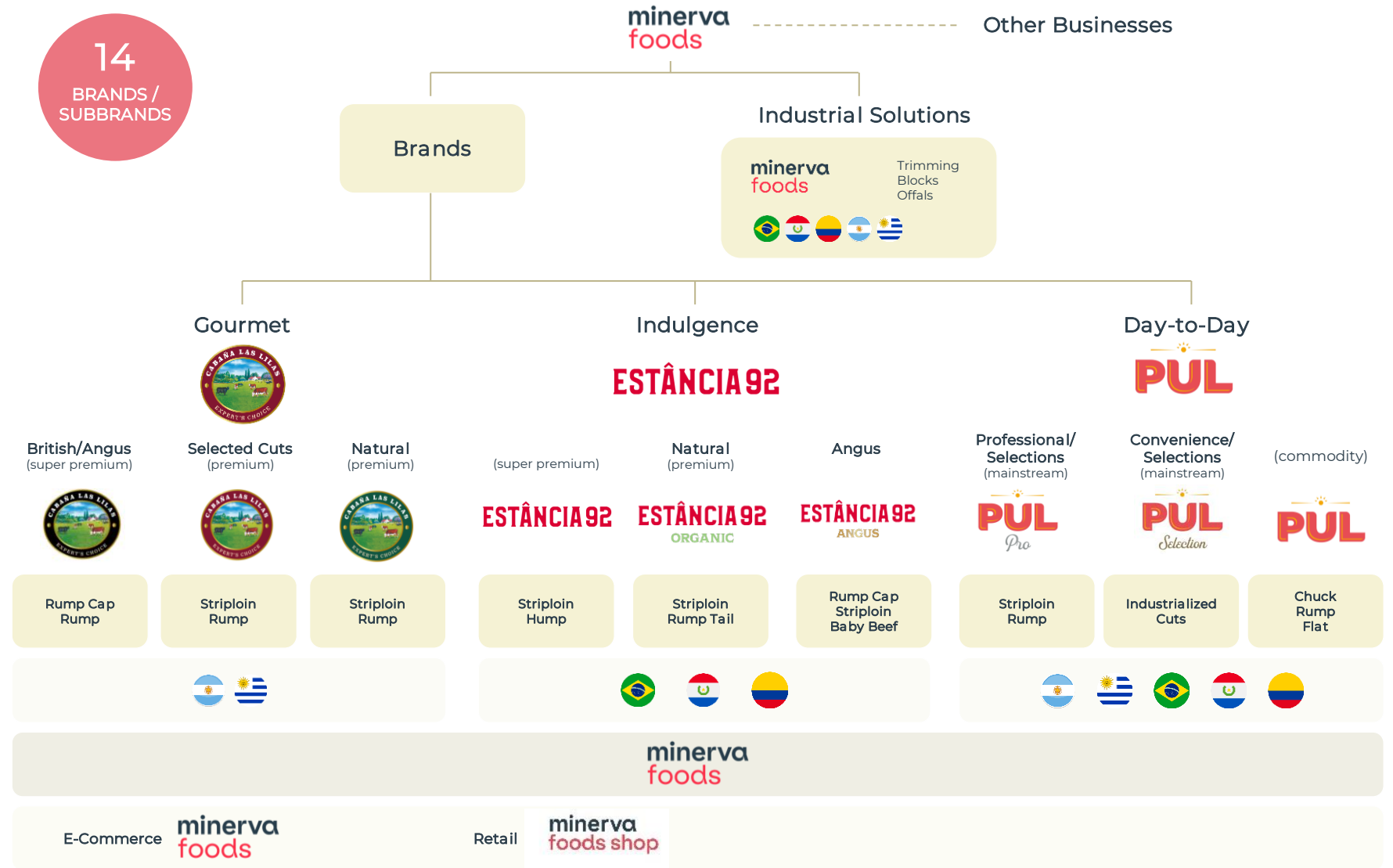




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foods

New  
Architecture  
Global brands that  
reflect consumer  
trends

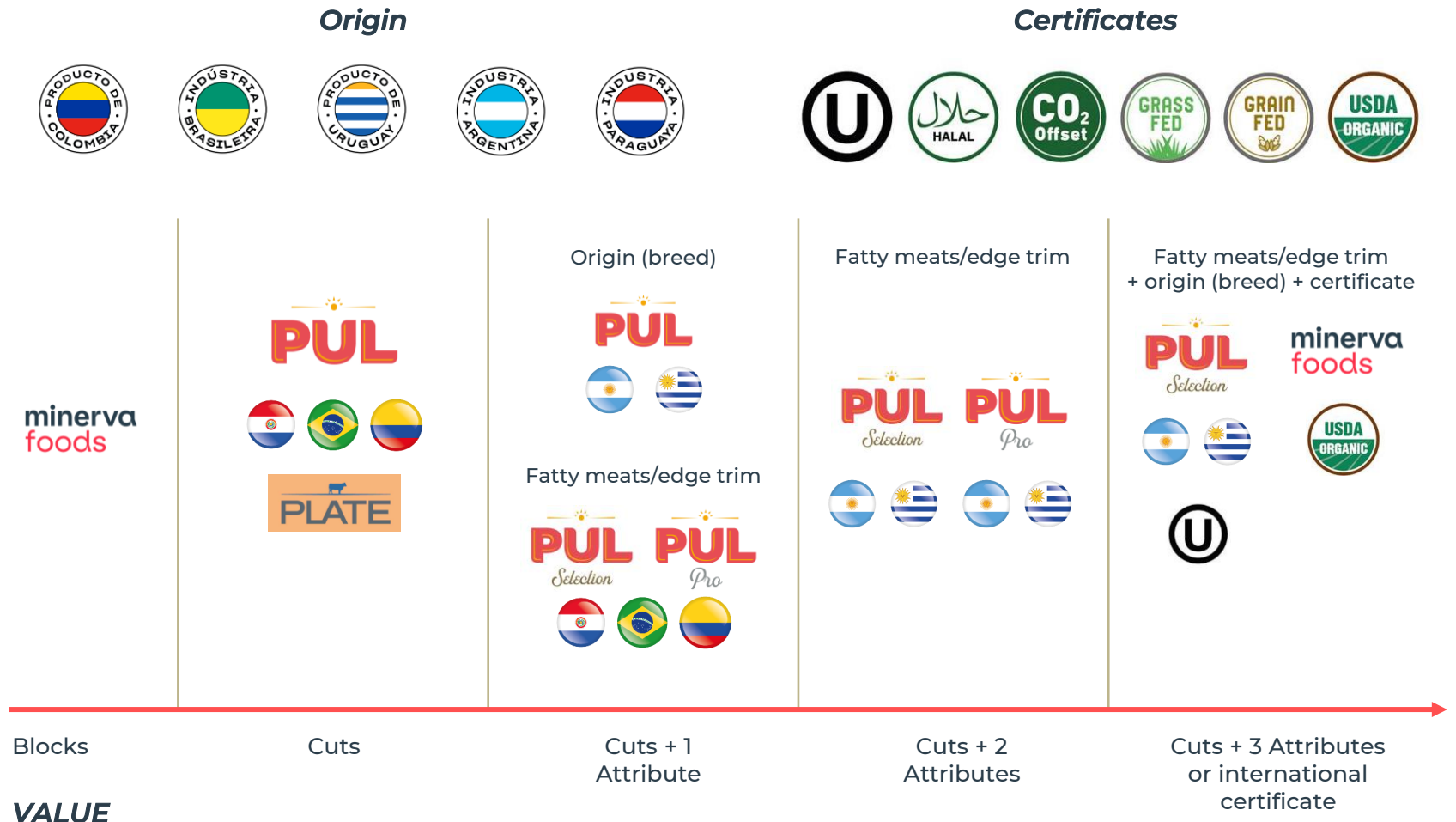
14  
BRANDS /  
SUBBRANDS



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Global Brands  
Adding value to  
commodities

## Niche Strategy and Adding Value to Commodities (Labels)





# Overview of Acquired Assets

## Daily Slaughter Capacity Brazil

10.1 thousand

**Mineiros – GO**  
Slaughter and deboning



**Alegrete – RS**  
Slaughter and deboning



**Bataguassu – MS**  
Slaughter and deboning



**Tangará Da Serra – MT**  
Slaughter and deboning



**Bagé – RS**  
Slaughter and deboning



**Pirenópolis – GO**  
Slaughter and deboning  
Non-operational

**Pontes E Lacerda – MT**  
Slaughter and deboning



**Tucumã – PA**  
Slaughter and deboning  
Non-operational

**Chupinguaia – RO**  
Slaughter and deboning



**Porto Murtinho – MS**  
Slaughter and deboning  
Non-operational

**São Gabriel – RS**  
Slaughter and deboning



**Itupeva – SP**  
Distribution Center

## Daily Slaughter Capacity Chile

6.5 thousand

**Patagônia**  
Slaughter and deboning of sheep



## Daily Slaughter Capacity Uruguay

2.1 thousand

**San José**  
Slaughter and deboning



**Colônia**  
Slaughter and deboning



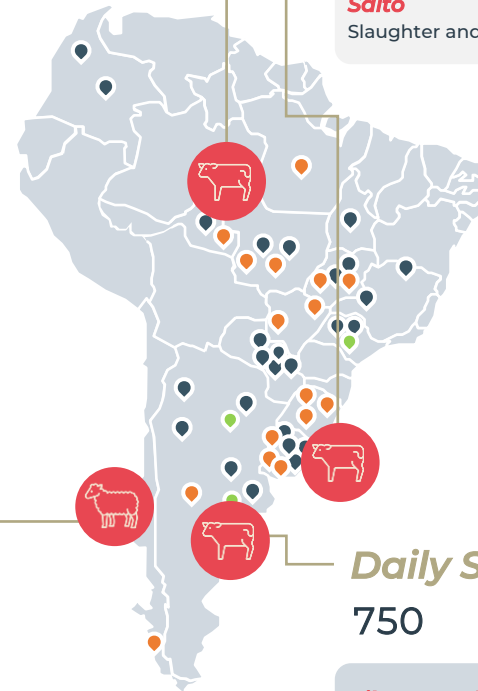
**Salto**  
Slaughter and deboning



## Daily Slaughter Capacity Argentina

750

**Vila Mercedes**  
Slaughter and deboning



Export approvals



16 new plants



Slaughtering plants



Processing plants

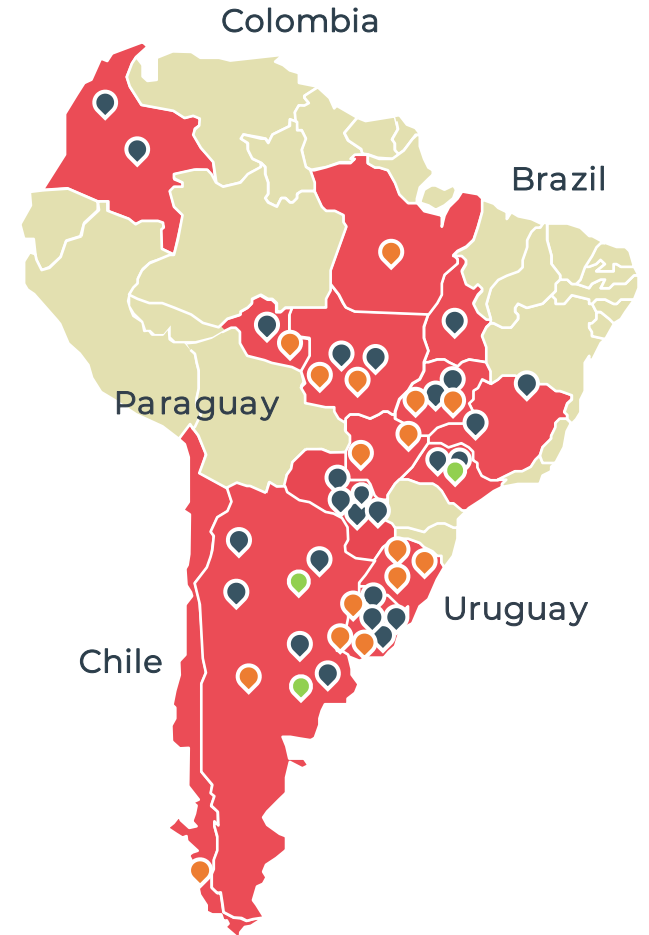


Sinergy  
Minerva  
+Marfrig

The combination of Minerva + acquired plants will create the #1 platform in beef efficiency in Latin America.

- Significantly increases production and revenue
- Diversifies the geographical presence of the plants – greater arbitration capacity
- Increases exposure to key premium markets worldwide
- Economies of scale – leverages the combined distribution network and best practices
- Commercial Synergies (mainly exports) leading to a higher EBITDA margin
- Improves efficiency with input capturing (diversification and capillarity) and logistics synergies (fractional loads and freight)
- Expands and improves product distribution
- Increases sales power and customer services worldwide

Opportunity to maximize commercial efficiency in the international market.





Industry 4.0

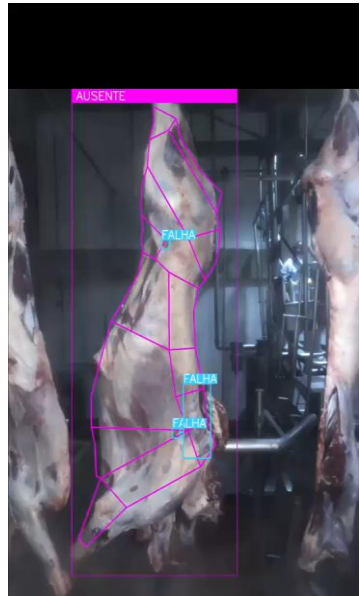
- Initiated in 2019, at the plant in Barretos. International Rollout in 2023
- Online monitoring of operations - over 2,000 IoTs per plant
- Typification with Artificial Intelligence – reduces decision bias, increases utilization by ~5%
- Solves “hidden defects” (process micro-stops, boilers, condensers, etc.)
- Integration of process equipment (i.e.: 100% of edge trim is x-ray scanned)

### Industrial Monitoring Center

	2022	2023	2024
BR	100% of operations are monitored		
AR		60% by the end of 2023	
UY		40% by the end of 2023	
PY			50% in 2024
CO			50% in 2024

Indicador: Espécies   CMI   BEEF	ARN	BTS	JBO	JNB	MSO	PGO	PRN	RLM
<b>NÓDEA ABATE</b> Velocidade (Operações/hora) Acumulado (Operações) Tendência (Operações)	120	OFF	90	80	OFF	180	150	120
	217	208	171	88	OFF	452	137	117
	784	710	644	475	885	1820	968	1608
<b>FERRAS DE ABATE</b> Quantidade de Ferras Duração de Ferras	54	76	61	28	22	71	35	32
	00:23:44	01:30:31	00:21:32	00:11:28	00:29:58	02:06:25	00:26:49	00:25:53
<b>TIPIFICACAO AUTOMATICA</b> Tempo entre Carcasses	ON	OFF	ON	ON	OFF	ON	ON	ON
	Integrado	Integrado	Integrado	Não Integrado	Não Integrado	Integrado	Integrado	Integrado
<b>ELETROESTABILIZADOR</b> Status do Operador (Operações)	ON	ON	ON	ON	ON	ON	ON	ON
<b>ACIONAMENTO</b> Status do Processo (Operações)	ON	ON	ON	ON	OFF	ON	ON	ON
<b>NÓDEA DESOSSA</b> Velocidade (Abates/hora) Velocidade (Abates/hora) Acumulado (Pcs)	Desos OFF	240 T	240 T	240 T	300 T	380 T	Tras OFF	360 C
	306 Pc	484 Pc	884 Pc	640 Pc	446 Pc	2000 Pc	1026 Pc	447 Pc
<b>BAIXO</b> OnOff (Operações)	Operação Normal	Operação Normal	Operação Normal	Operação Normal	Operação Normal	Operação Normal	Operação Normal	Operação Normal
	Operação Automática	Operação Automática	Operação Manual	Operação Automática	Operação Automática	Operação Manual	Operação Automática	Operação Automática



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# Edison Ticle

## Performance & Financial Strategy



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Consistent  
Growth

2008



- 7 industrial units

- Processing plants
- Industrial units

2023



- 30 industrial units
- 3 processing plants

+20 acquisitions  
+23k additional capacity<sup>1</sup>

	2008	2012	2015	2017	2020	LTM3Q23	
Heads Slaughtered (000's)	1,044	1,713	2,277	2,276	3,174	3,651	+3x vs. 2008
Gross Revenue (R\$MM)	2,309	4,657	10,060	12,981	20,554	29,460	+12x vs. 2008
EBITDA (R\$MM)	153	494	1,020	1,265	2,143	2,564	+16x vs. 2008

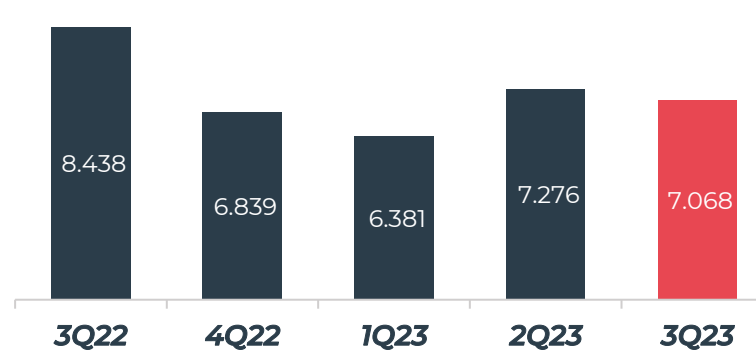
minerva  
foods

57%

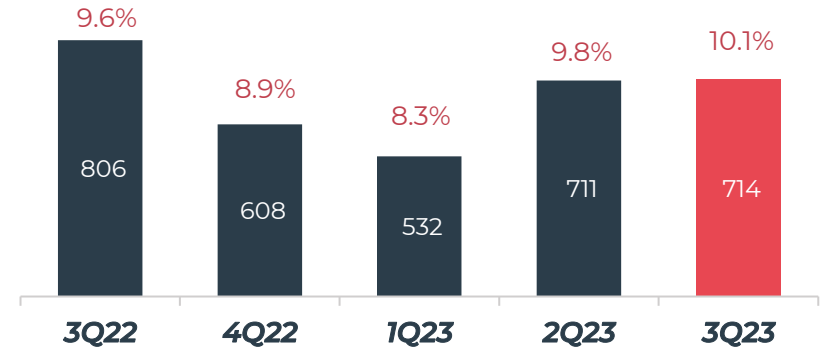
# Operating and Financial Results

(R\$ million)

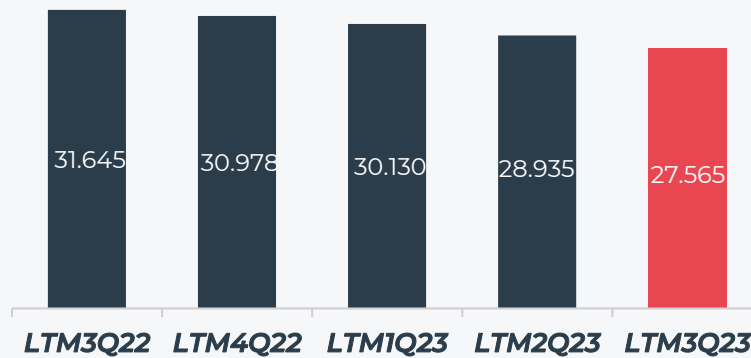
## Quarterly Net Revenue



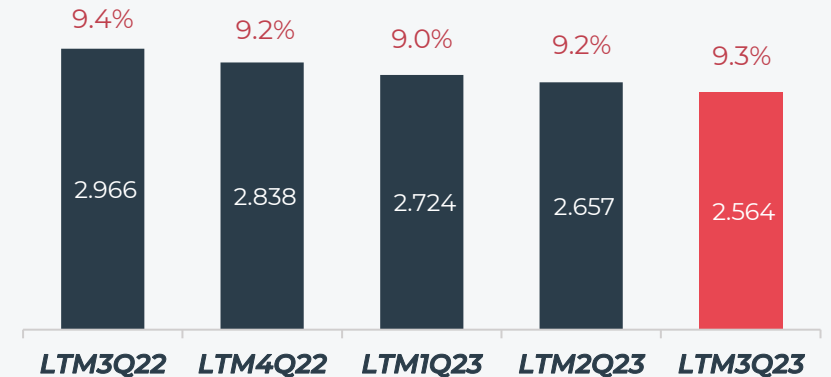
## Quarterly EBITDA and EBITDA Margin



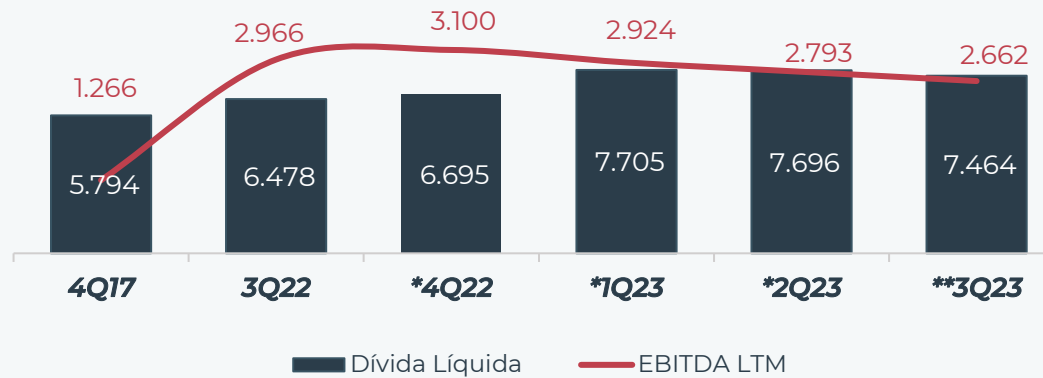
## Annual Net Revenue



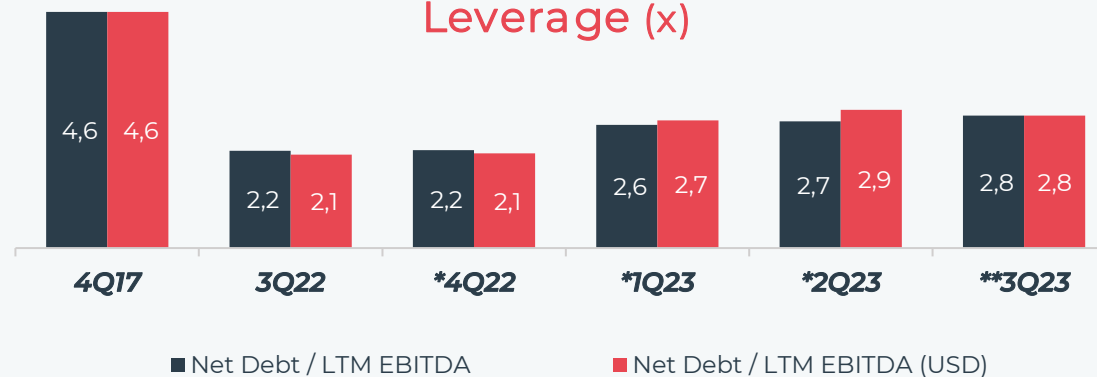
## Annual EBITDA and EBITDA Margin



Net Debt and LTM EBITDA  
(R\$ million)



Leverage (x)



Risk Management



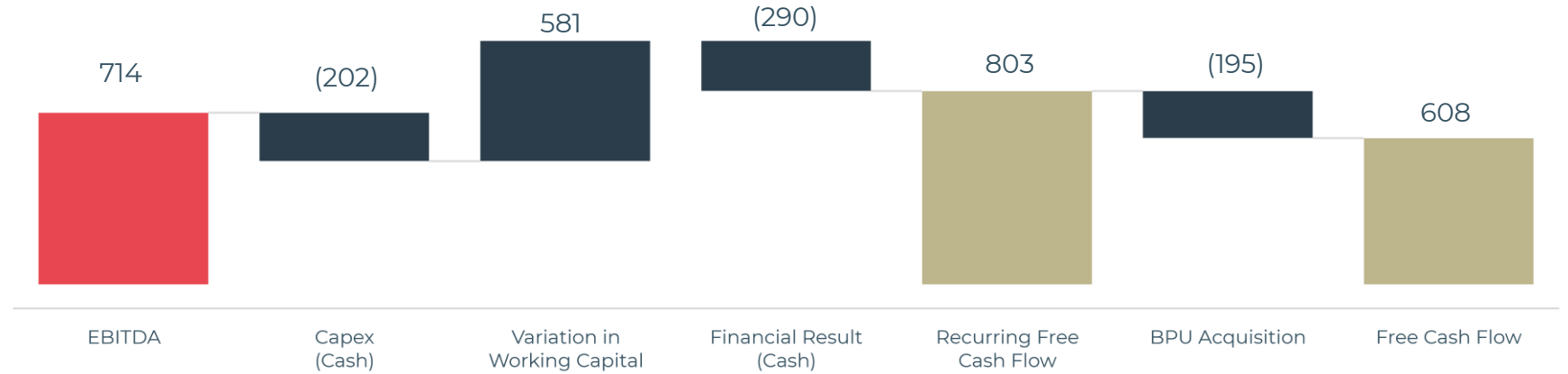
Free Cash Generation



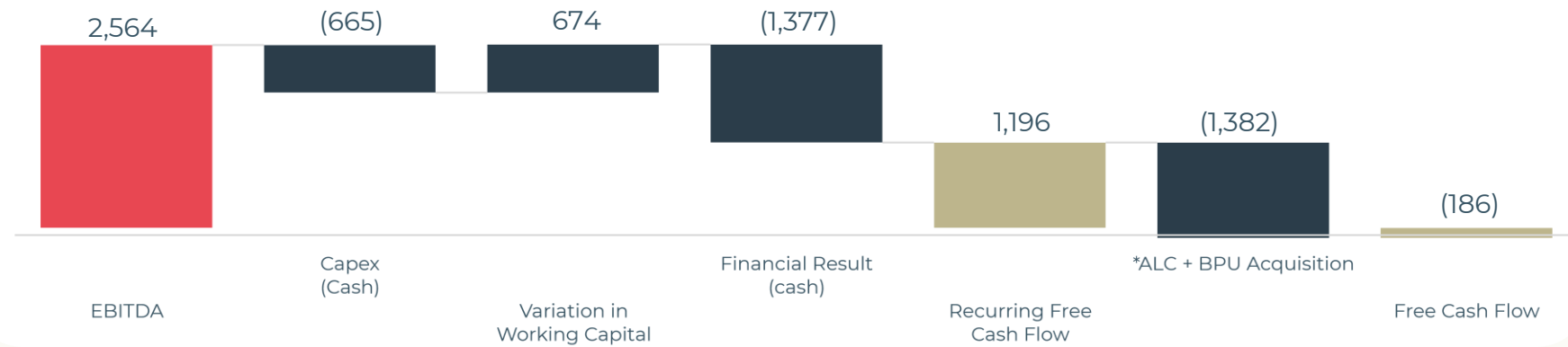
Financial Predictability

R\$ million	Sep/23
Gross Debt	19,422
Cash and Cash Equivalents	10,457
Advanced payment for the MSA Investment <sup>(1)</sup>	1,500
Net Debt	7,464
LTM EBITDA	2,662
**Net Debt / LTM EBITDA	2.8x

(R\$ million)  
CASH FLOW 3Q23



CASH FLOW LTM3Q23





### Purpose

Target Assets of



South America

### Operating Overview

- 16 slaughter and deboning plants (cattle + lamb)
- 1 distribution center

Slaughter Capacity  
**19.4 k** heads/day

### Locations

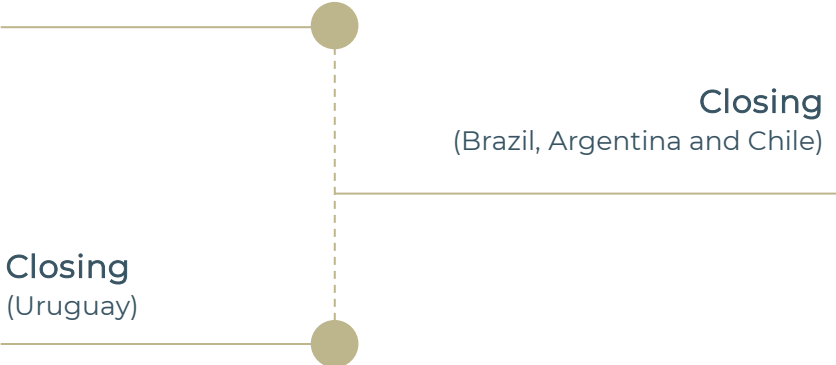
Brazil	Uruguay
Argentina	Chile

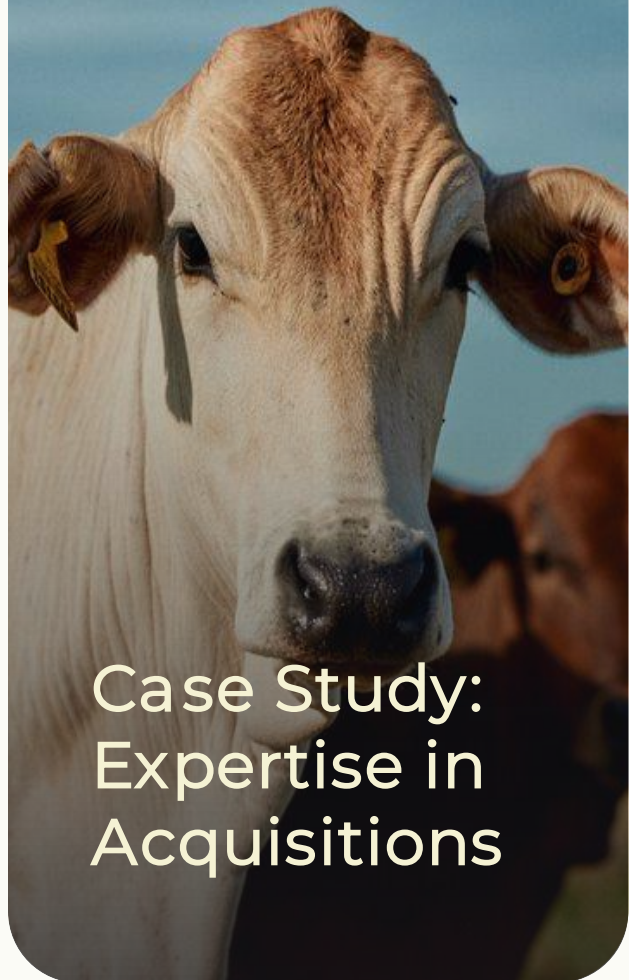
### Business Agreement

Total acquisition price: R\$7.5 billion

- R\$1.5 billion paid on the signature date
- R\$6.0 billion to be paid on the closing date

Signature Date  
08/28/2023





Case Study:  
Expertise in  
Acquisitions

## JBS Mercosul (2017)

### General Overview of the Acquisition

- Acquisition Price: US\$300 million
- Added Capacity: 9 thousand units/day (+52%)
- 9 cattle plants
- 1 distribution center
- 2 food processing plants
- 3 countries (Argentina, Paraguay and Uruguay)

### Expected Announced Synergies

#### Argentina

- First step into one of the most important meatpacking markets
- Access to premium markets with operational and commercial synergies

#### Paraguay

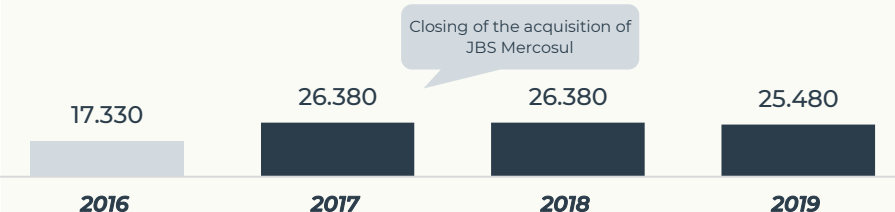
- Consolidates its position as the most relevant player in the region
- Relevant synergies are expected in logistics, marketing, and supply

#### Uruguay

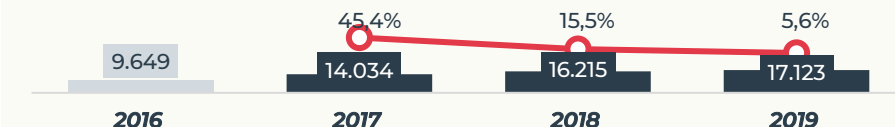
- Relevant synergies are expected in logistics, marketing, and supply
- Consolidates access to premium markets

Minerva has a proven track record in integrating and extracting value from large pools of assets across countries

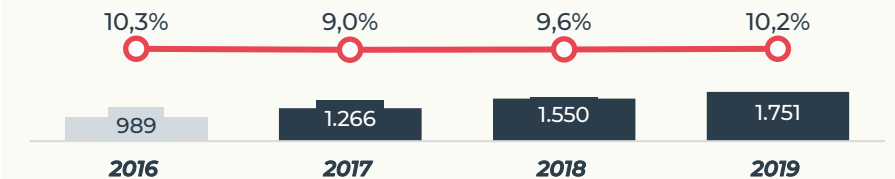
### Slaughter Capacity (heads/day)



### Net Revenue and Growth (R\$MM, %)



### Adjusted EBITDA and Margin (R\$MM, %)



### Net Debt / Adjusted EBITDA (X)

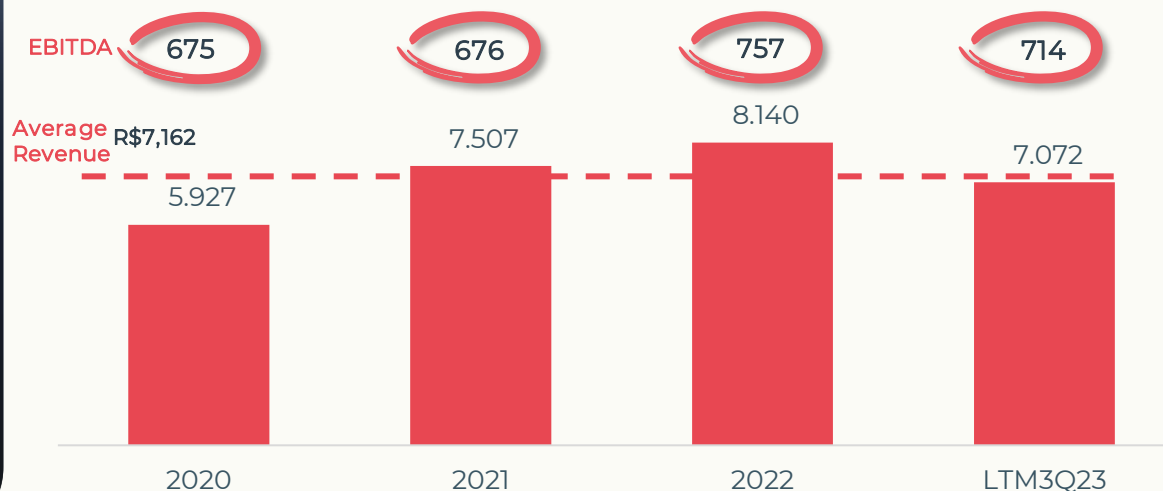


**minerva**  
**foods**

**Premium  
Player in  
South  
America**

		2020	2021	2022	LTM3Q23
Gross Revenue	R\$MM	20,554	28,572	32,898	29,460
(-) Other	R\$MM	1,745	1,754	2,377	2,115
(-) Australia (lamb)	R\$MM	-	-	-	1,528
<b>Gross Revenue - Beef</b>	<b>R\$MM</b>	<b>18,809</b>	<b>26,818</b>	<b>30,521</b>	<b>25,818</b>
Slaughter (beef)	R\$'000	3,174	3,572	3,750	3,651
Gross Revenue (beef/slaughter)	R\$	5,927	7,507	8,140	7,072
Capacity Utilization	-	75%	76%	78%	79%

**EBITDA & Revenue/Head**  
(R\$ million)



Target Assets	Unit	
<b>Capacity</b>	'000	<b>12.9</b>
Non-operating	'000	-1.0
<b>Net capacity</b>	'000	<b>9.5</b>
Operating days/year	-	252
		<b>Revenue Range</b>
<b>Revenue - Beef/head</b>	R\$'000	7.5 - 8.2
<b>Revenue - Beef</b>	R\$BN	18.0 - 19.8
<b>Revenue - Lamb</b>	R\$BN	1.1 - 1.8
<b>Total Revenue</b>	<b>R\$BN</b>	<b>19.1 - 21.6</b>

**The beef business accounted for 90% of gross revenue in LTM3Q23**

**Business model focuses on the cattle purchasing expertise and optimizing the sales strategy, thus the increase in slaughter capacity boosts volumes and dilutes the cost structure**

## Sensitivity Analysis

R\$ MM	Minerva	MSA*	FY 2024
Net Revenue	28,935	18,000	52,000
EBITDA	2,793	1,500	5,097
Cash Flow	929	300	2,197
Net Debt	7,696	7,500	13,003
Leverage	2.7x	-	2.55x

- LTM2Q23 combined EBITDA: R\$4.3 billion;
- FY 2024 estimated EBITDA: R\$5.1 billion;
- The transaction's Target Assets immediately contributed with cash generation;
- Free cash generation allows a quick deleveraging process (12-18 months);
- Net leverage returns to current levels in the short term.

### EBITDA Margin

Pre-Synergies

**9.1%**

~70 bps  
in synergies in the short term

Post-Synergies

**9.8%**





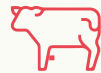
## Conclusion



The #1 platform in beef efficiency in Latin America



Geographic diversification



Daily slaughter capacity  
42,439 heads of cattle and  
25,716 heads of lamb



Operational and commercial synergies



Access to more than 100 countries through exports



Greater capillarity in the international market, with access to premium players



Diversified portfolio and premium brands



Creating value:  
stronger leadership +  
synergies +  
international reach



minerva  
foods

Thank  
you!