



We feed better futures

Institutional Presentation

A photograph of a man with a beard, wearing a dark red sweater, sitting at a dining table. He is smiling broadly and has his hands clasped together. The table is set with a white tablecloth, a glass of red wine, a glass of orange juice, and a large roasted turkey with various side dishes. The background is slightly blurred, showing a home interior with a framed picture on the wall.

JBS
LISTED
NYSE

Disclaimer



This presentation is being made in respect of JBS N.V. and its subsidiaries (collectively, the “JBS Group”).

Forward-Looking Statements

This presentation contains certain statements, including estimates, projections, statements relating to business plans, objectives, and expected operating results, and the assumptions upon which those statements are based, that are “forward-looking statements,” as defined under the Private Securities Litigation Reform Act of 1995. These forward-looking statements are generally identified by the words “anticipate,” “believe,” “estimate,” “expect,” “future,” “intend,” “may,” “opportunity,” “outlook,” “plan,” “project,” “should,” “strategy,” “will,” “would,” “will be,” “will continue,” “will likely result” and similar expressions. These statements are based on the current expectations of the management of the JBS Group and are subject to uncertainty and to changes in circumstances. In addition, these statements are based on a number of assumptions that are subject to change. This presentation also contains estimates and other information concerning the industry in which the JBS Group operates, that are based on industry publications, surveys and forecasts. This information involves a number of assumptions and limitations, and we have not independently verified the accuracy or completeness of the information. Many factors could cause actual results to differ materially from these forward-looking statements including unforeseen liabilities, future capital expenditures, revenues, expenses, earnings, synergies, economic performance, indebtedness, financial condition, losses, future prospects, business and management strategies for the management and expansion and growth of the JBS Group’s operations. While the list of factors presented here is considered representative, no such list should be considered to be a complete statement of all potential risks and uncertainties. Unlisted factors may present significant additional obstacles to the realization of forward looking statements. Consequences of material differences in results as compared with those anticipated in the forward-looking statements could include, among other things, business disruption, operational problems, financial loss, legal liability to third parties and similar risks, any of which could have a material adverse effect on the JBS Group’s consolidated financial condition, results of operations or liquidity. Forward-looking statements included herein are made as of the date hereof, and the JBS Group undertakes no obligation to update publicly such statements to reflect subsequent events or circumstances.

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This presentation contains non-GAAP financial measures. The non-GAAP financial measures contained in this presentation are not measures of financial performance calculated in accordance with any GAAP or International Financial Reporting Standards (“IFRS”) and should not be considered as replacements or alternatives to net income or loss, cash flow from operations or other measures of operating performance or liquidity. We also adopt non-GAAP measures when we believe that the additional information is useful and meaningful to investors. Non-GAAP financial measures do not have any standardized meaning and are therefore unlikely to be comparable to similar measures presented by other companies. The presentation of non-GAAP financial measures is not intended to be a substitute for, and should not be considered in isolation from, the financial measures reported in accordance with IFRS, as issued by the International Accounting Standards Board or considered replacements or alternatives to net income or loss, cash flow from operations or other IFRS measures of operating performance or liquidity. These non-accounting measures are used by market participants for comparative analysis, albeit with certain limitations, of the results of businesses in the sector and as indicators of the JBS Group’s capacity to generate cash flow.

This presentation also contains some metrics called US Comparable (“US Comp”) in which consolidated US Comp number considers adjustments in Seara and JBS Brazil for comparative purposes with American peers (being a managerial number), in addition to the other Business Units already in US GAAP.

A Leading Global Food Company



280k+
Global team
members



250+
Production
facilities



180+
Sales to customers
in 180+ countries

#1 POULTRY

Global poultry producer

Market leader in **Brazil, Europe**, and the **USA**. Leading position in **Mexico**.

#1 BEEF

Global beef producer

Market leader in **Australia, Brazil**, and the **USA**. Leading position in **Canada**.

#2 PORK

Global pork producer

Leading positions in **Australia, Brazil, Europe** and the **USA**.

#1 PREPARED FOODS

Market leader in **Australia, New Zealand** and the **UK**. Leading positions in **Brazil, Mexico** and the **USA**.

#1 PLANT-BASED

Plant-based foods producer in **Brazil**.

#2 in Europe.

#2 SALMON

Salmon producer in **Australia**.

#1 EGGS

Egg producer in **South America**.

BIOTECHNOLOGY

Majority owner of BioTech Foods, **cultivated protein** producer in Spain.

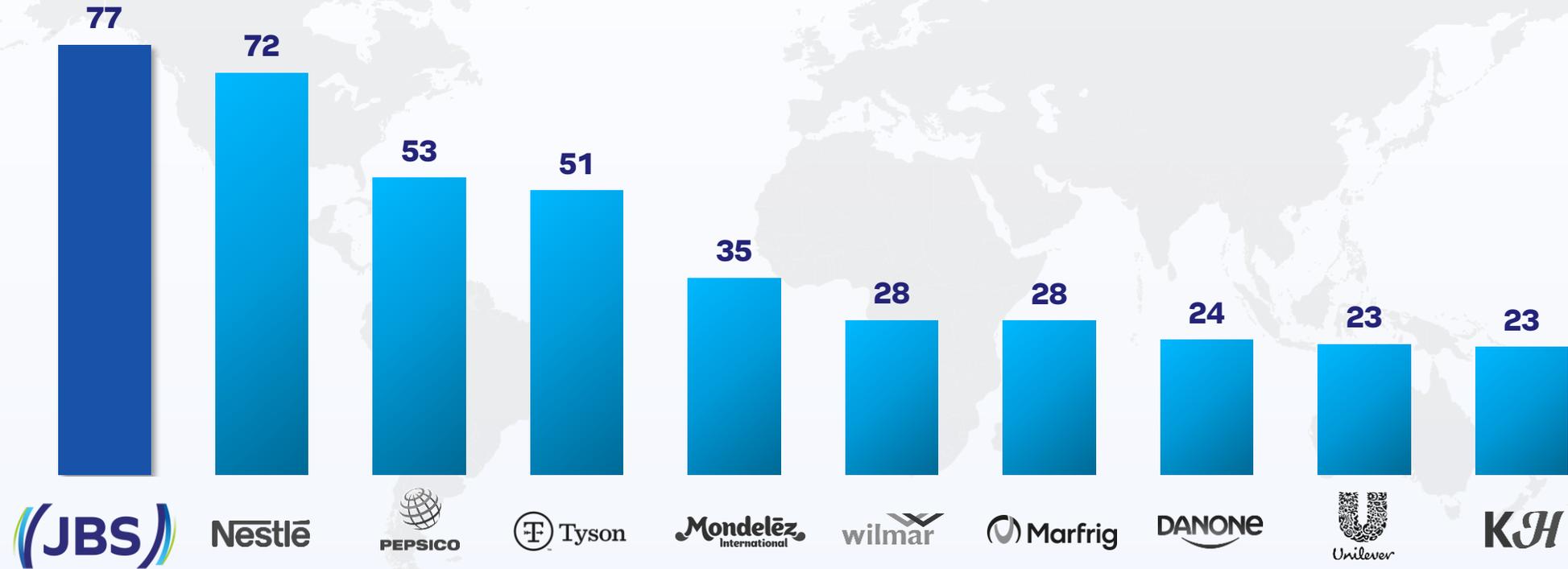
Built largest **biotechnology** R&D center in **Brazil**.



A Leading Global Food Company



2024 Net Revenues¹
US\$ billion

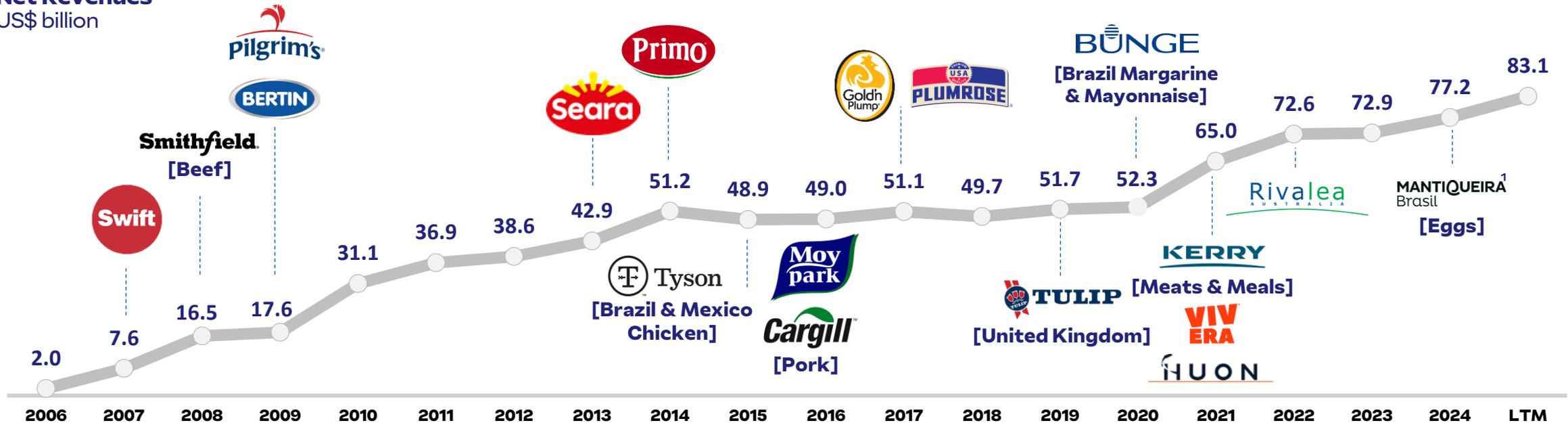


Sources: JBS and Bloomberg
Note: (1) Does not include the beverages business..

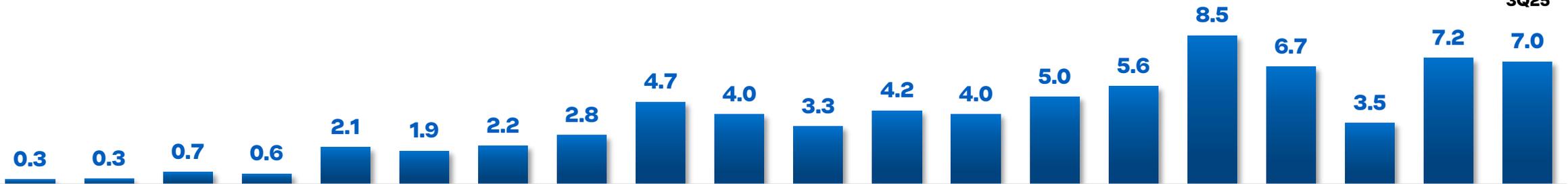
Growth Journey Based on Strategic Acquisitions and Efficient Operations



Net Revenues
US\$ billion



EBITDA Evolution
(US\$ billion)



Established a Global Protein Platform

Increased Diversification Into Value-Added and Branded Product Portfolios

Source: JBS
Note: (1) 50% control.

JBS Listed on the NYSE and Consolidates Dual Listing

Presence on the U.S and Brazilian Stock Exchanges

Shares traded on the NYSE since June 13, 2025

Potential unlocking of the value of company's shares.

Broaden access to a wider base of investors

Reduce the cost of capital both equity and debt

Increase flexibility to use equity as source of funding

Increase the number of equity indexes in which JBS can participate (Russell, S&P, MSCI USA, among others)

Expand conditions of growth



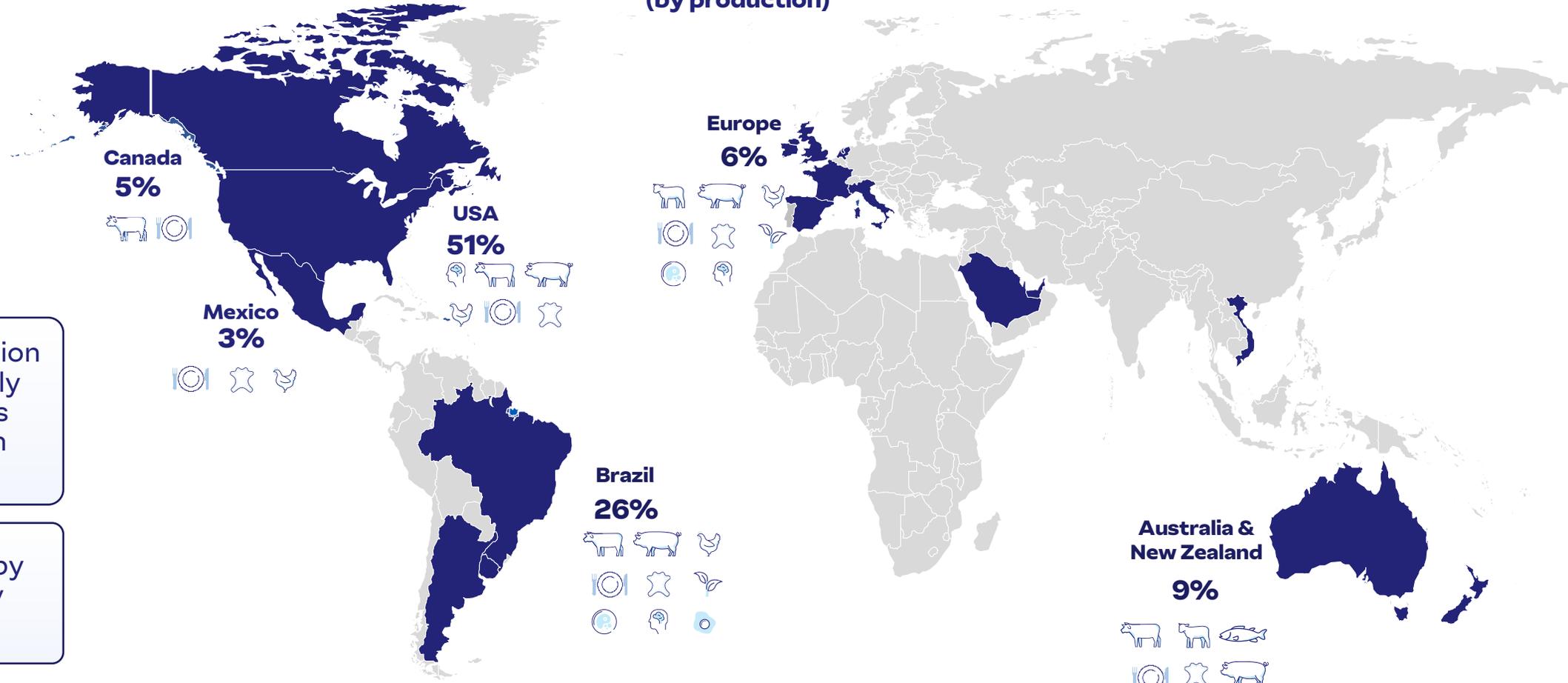


Our Competitive Advantages

Global Diversification Through Local Production



Net revenue 3Q25 LTM
(by production)



1 Protein production in competitively advantageous locations with scale

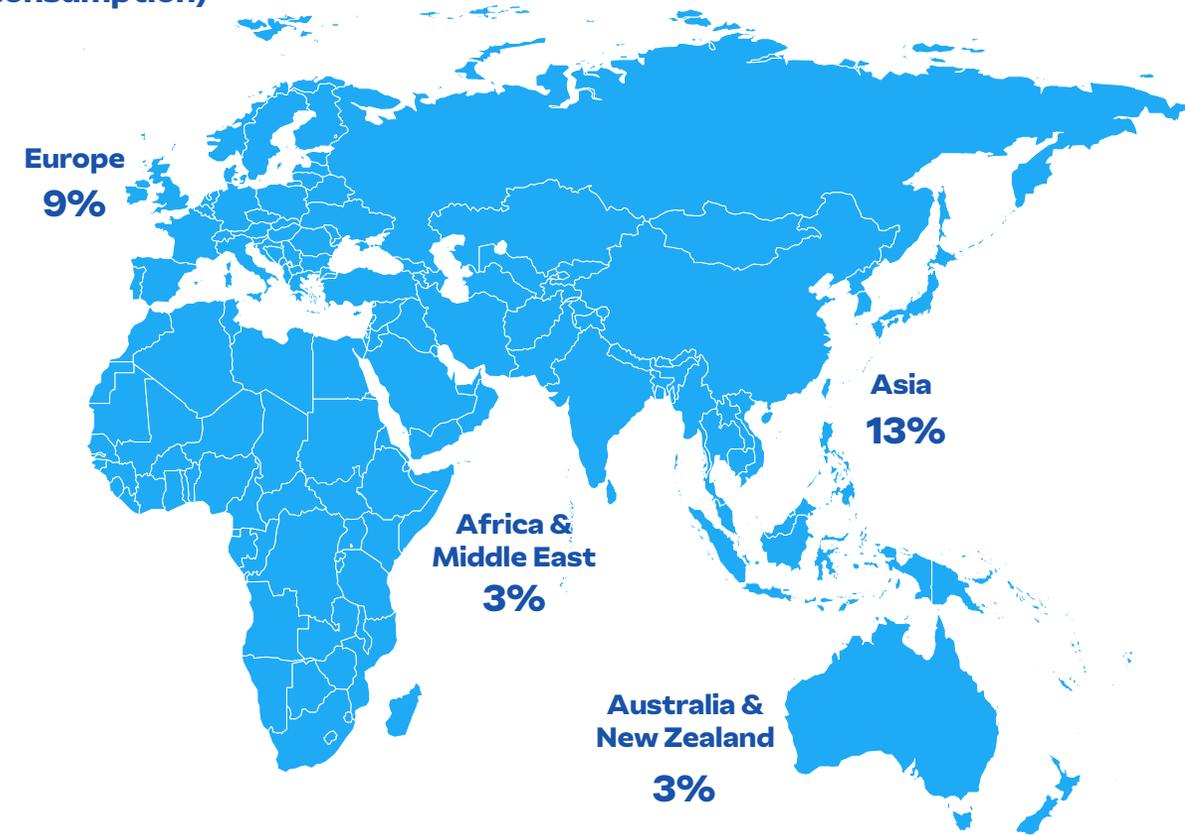
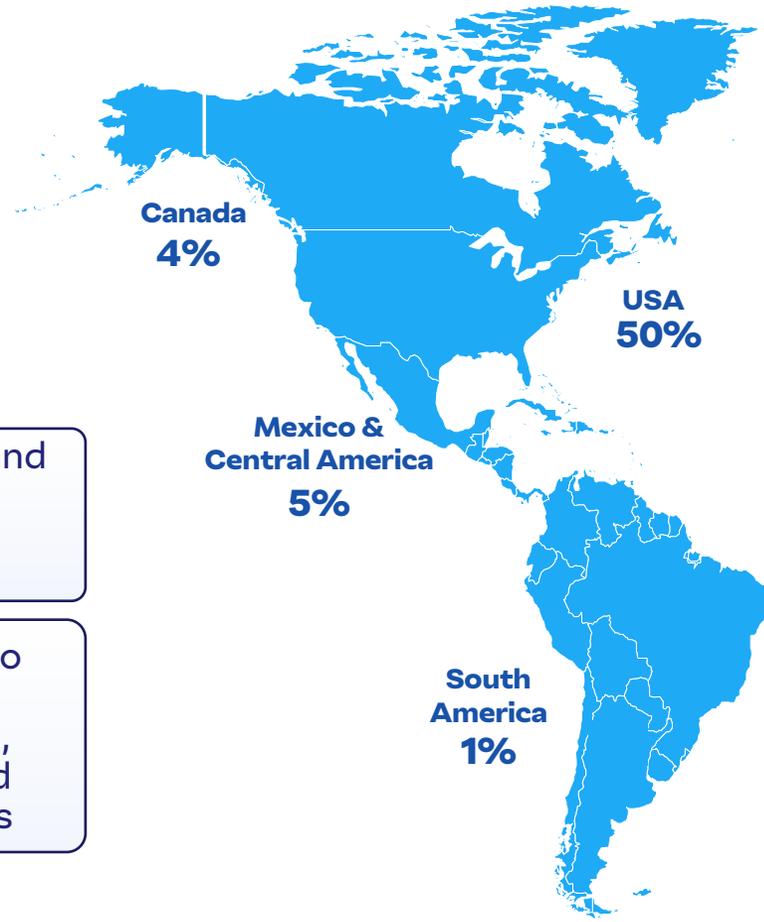
2 Diversification by protein and by geography



Global Diversification Sales by Consumption



Net revenue 3Q25 LTM
(by consumption)



3 Export access and unmatched distribution platform

4 Positioned to mitigate geopolitical, sanitary and cyclical risks



Our Mission

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

Our Values

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



JBSCulture
Our foundation, our strength.

Our Beliefs

Quality products

Focus on details

Hands-on

Things are only achieved Only with hard work

The right person in the right place

Passion for what we do

Attitude is more important than knowledge

Leaders must win over their team members

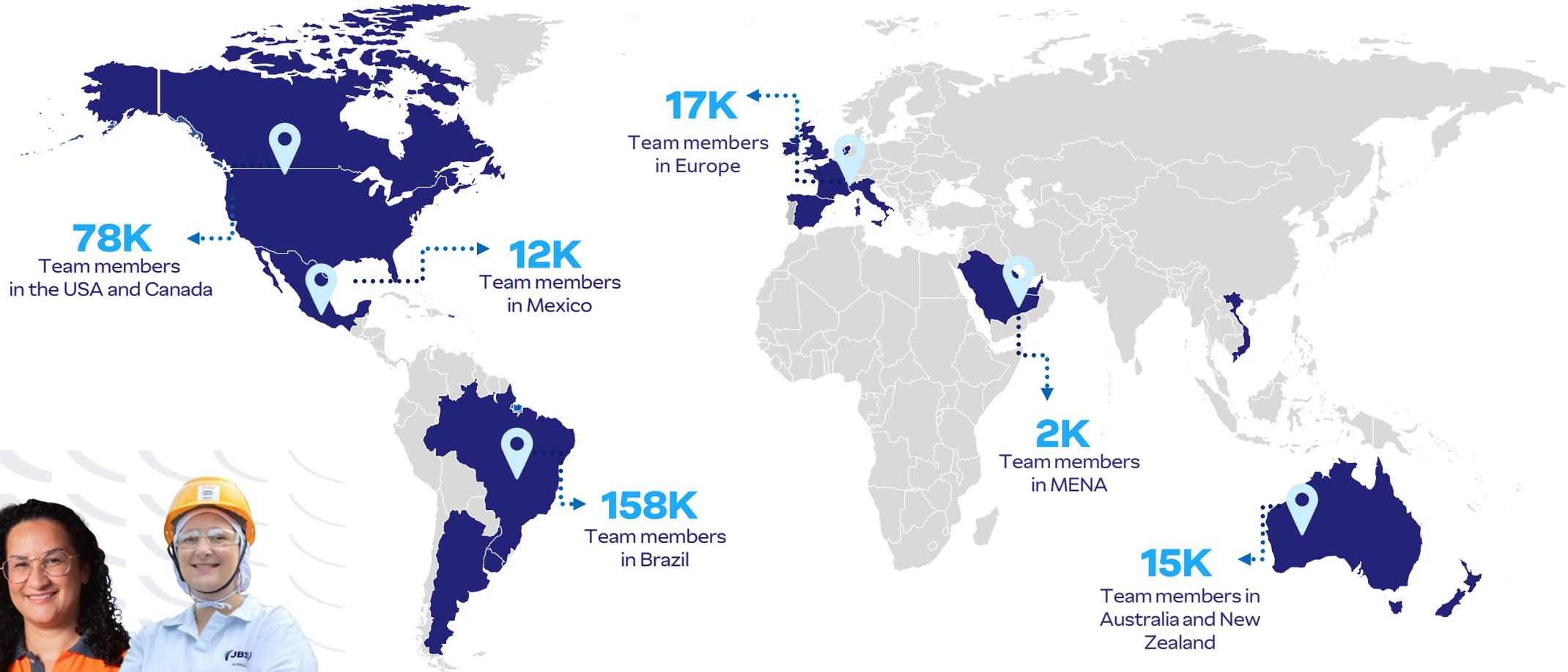
Lead by example

Focus on results

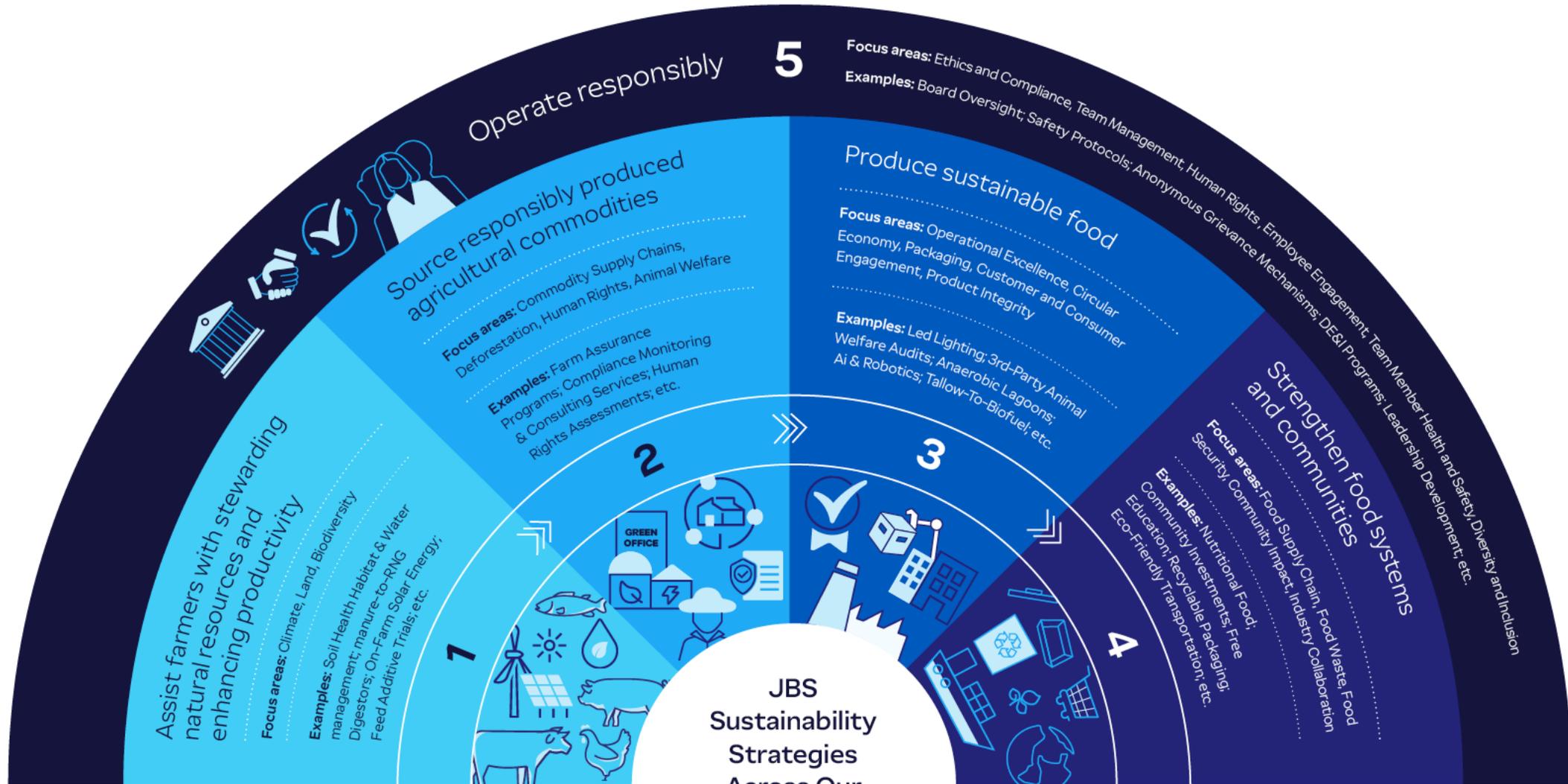
Working with people better than us

Believing makes a difference

More than 280,000 Team Members Globally



Sustainability Strategy



JBS
Sustainability
Strategies
Across Our
Value Chain



Education institute

J&F Institute - A business education center that provides free, high-quality education.



High-quality education

Business knowledge

Lifelong Learning Philosophy > Practical Education

The institute offers elementary, high school, and college education, as well as youth apprentice programs and support for public schools.

Impact



1,258
Active students

600
graduates

85% of graduates from 2022 to 2024 now work at the J&F Group

Opportunity and development



The Better Futures program is one of the largest tuition-free college tuition programs in rural America. We provide assistance for our team members and their children to attend community college, where they can study whatever they choose, in addition to opportunities to participate in ESL and citizenship courses.

Community Support



Hometown Strong is a \$100 million community investment program that allows JBS to strengthen the regions where its team members live and work across the U.S. Since 2020, we have completed over 200 projects supporting community infrastructure, schools, affordable housing, childcare, local nonprofit organizations and more — all determined based on the individual needs of each community.



Valued Added: Diversified Global Brands Portfolio

((JBS))

		MANTIQUEIRA Brasil	
			
			
		Grass Run Farms. <small>100% GRASS FED BEEF</small>	
		19 53 Friboi	



Financials

Lifting Margins and Reducing Volatility with Diversification

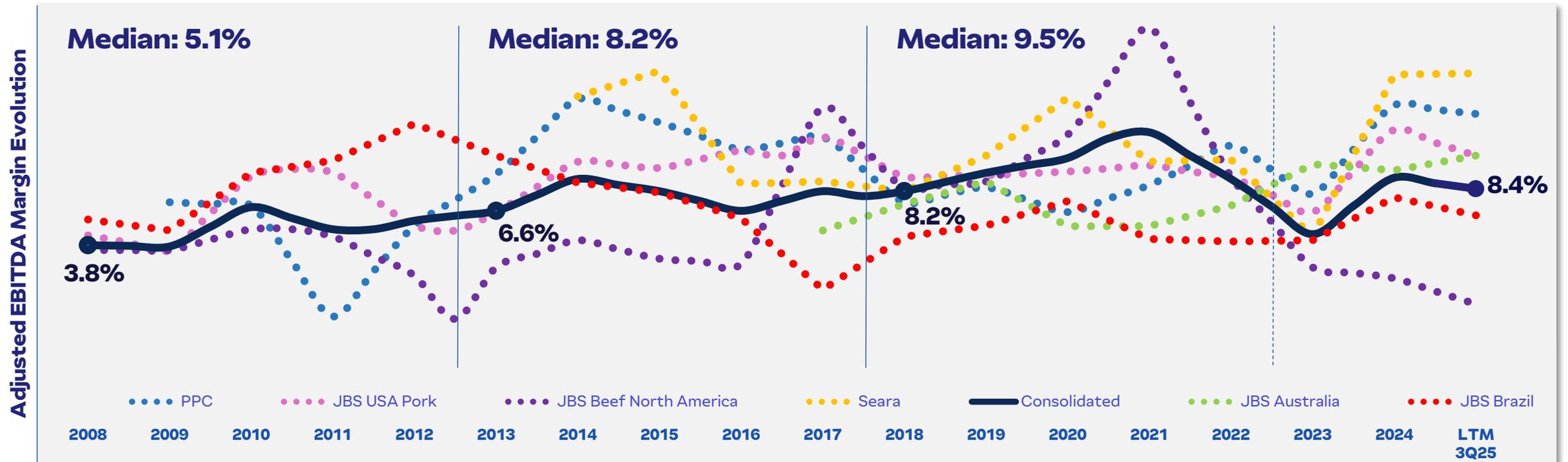


2008 - 2012

2013 - 2017

2018 - 2022

2023 - 2025



Key Developments

Initial geographic and protein diversification, with relevant beef and pork acquisitions in the US

Initial focus on downstream diversification, with value-added prepared foods and brand positioning, driving margin expansion

JBS has evolved into a more profitable global player with a robust protein portfolio and vast footprint

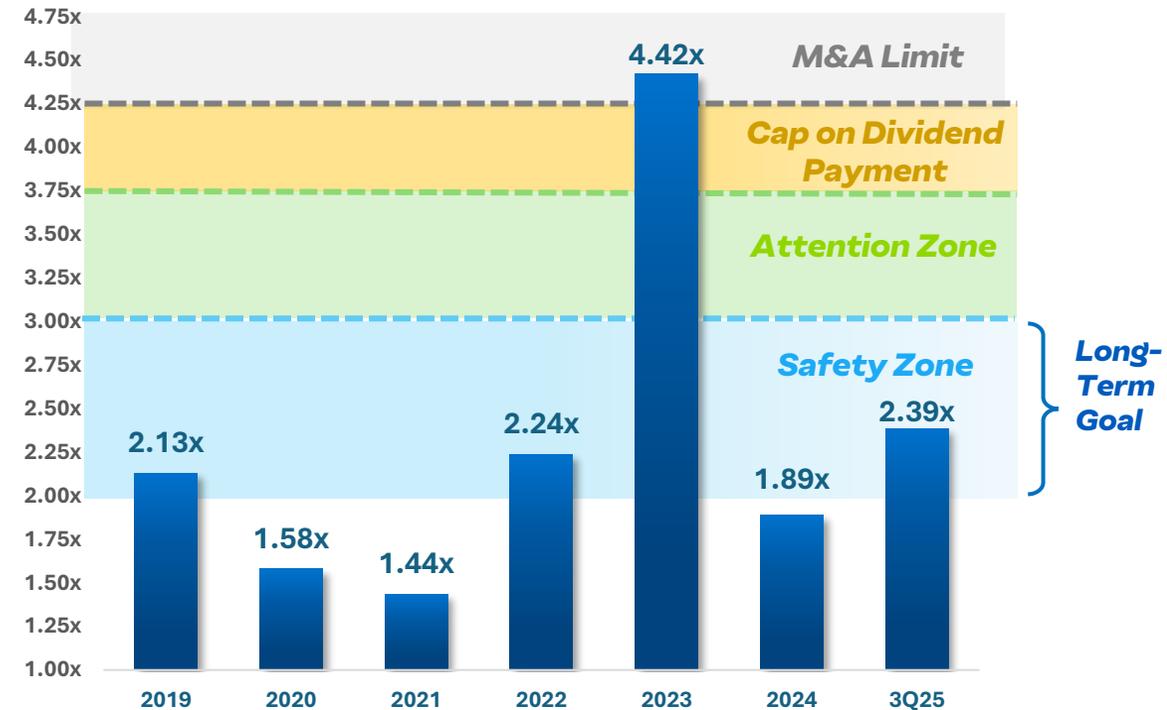
Solid FCF Generation Supporting Investments, Distributions to Shareholders and Deleveraging



Capital Deployment Profile (US\$ mn)

	Total 2019-3Q25	Average 2019-3Q25
Free Cash Flow (Excl. Expansion Capex)	14,182	2,101
Expansion Capex	5,172	766
M&A	3,478	515
Dividends	5,320	788
Share Buybacks ¹	3,359	498

Net Leverage (Net Debt/EBITDA in x)



Interest Coverage						
2019	2020	2021	2022	2023	2024	3Q25
6.2x	7.8x	11.6x	8.0x	3.2x	7.4x	6.8x

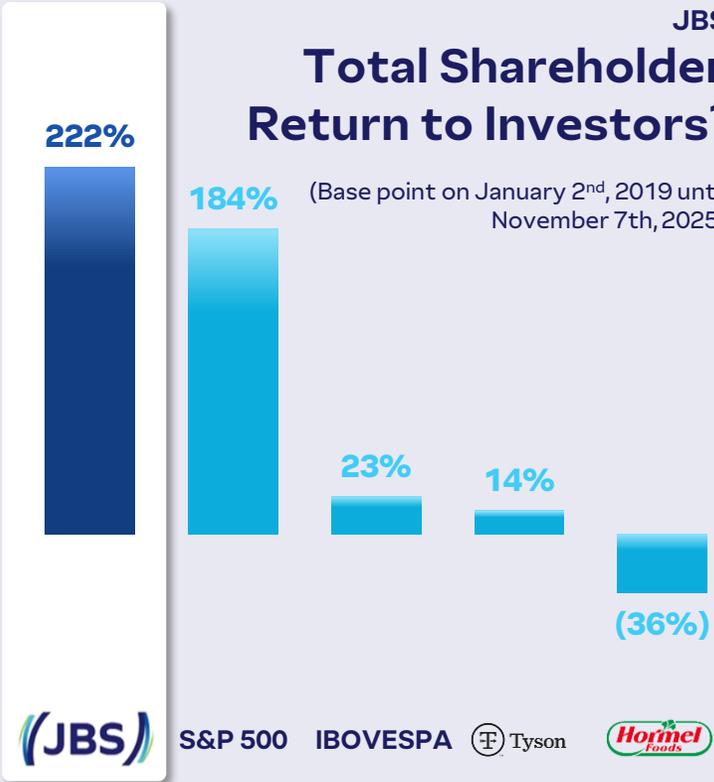
Source: JBS
Note:(1) Including US\$600 million of share buyback program concluded in November 2025.

Evolution of Dividend Distribution



JBS Total Shareholder Return to Investors¹

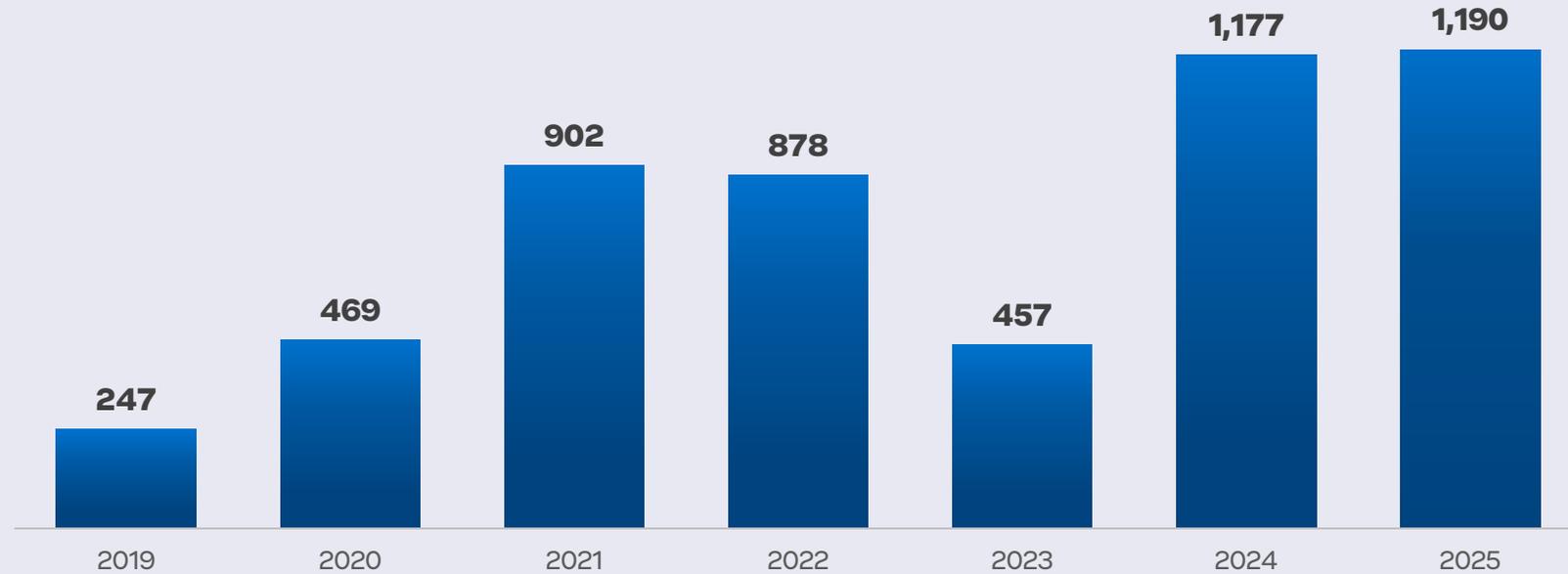
(Base point on January 2nd, 2019 until November 7th, 2025)



Source: JBS and Bloomberg as of November 7th, 2025.
 Note: (1) Considers returns in USD

In recent years, JBS has transformed itself into a dividend stock.

Dividend Distributions in US\$mm



Source: JBS.

Benchmarking with Peers



Trading Multiple

EV/EBITDA 2025

x

Footprint

FY 2024 Rev. Breakdown⁽⁴⁾

%

Financial

Net Revenues CAGR⁽²⁾

Avg. 19-24(%)

EBITDA Margin⁽²⁾

Avg. 19-24(%)

EBITDA CAGR⁽²⁾

19-24 (%)

Return on Inv. Capital⁽³⁾

Avg. 19-24(%)

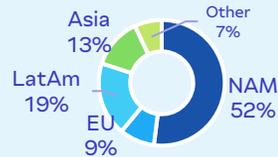
Trading

Market Cap.

US\$ bn

Dividend Yield⁽⁵⁾

Avg. 19-24(%)



8.3%

9.5%

7.5%

11.2%

14.4

5.6%



-2.0%

7.0%

19.6%

4.4%

8.6

3.7%



4.7%

8.9%

(4.2)%

7.5%

18.6

2.7%



10.4%

10%

13.9%

12.6%

3.5

1.6%



4.7%

12.8%

1.2%

9.9%

12.1

2.6%

Major US Indices



FTSE US² ✓

Most relevante Inclusion Criteria

- U.S. Company
 - Same criterias of Russell
- Shares outstanding > 15% of total shares
- Semi-annual reconstitution (Mar and Sep)
- Next potential inclusion: Sep/25 (if classified as US Company)

\$51.3 tri Market Cap	537 Total Constituents
\$4.6bn Minimum Market Cap	n/a

Russel 1000 index¹

Russel 3000¹

Most relevant inclusion criteria

- U.S. Company
 - Country of incorporation, headquarter and primary listing.
 - Assets and / or net revenue > 50% in US
 - Does not require 10-K / 10-Q
- Shares outstanding > 5% of total shares
- Listed common shares only (excludes ADRs)
- No financial, nor liquidity viability tests
- No minimum listing history
- Annual reconstitution (Jun), moving to semi-annual (Jun and Nov) starting in 2026
- Next potential inclusion: Jun/25 or Jun/26 (if classified as US Company)

\$54 tri Market Cap	1.007 Companies	\$58.4 tri Market Cap	3.537 Companies
\$4.6bn Minimum Market Cap	\$10.6 tri Estimated AUM*	\$0.15 bn Minimum Market Cap	\$10.6 tri Estimated AUM*

S&P 500³

S&P 400⁴

Most relevant inclusion criteria

- U.S. Company
 - Domiciled US company, country of incorporation, headquarter and primary listing.
 - Assets and / or net revenue, geographical ownership, secondary listing, functional currency, location of officers and board meetings, company history and investor perception.
 - File as domestic issuer (requires 10-K / 10-Q)
- Free float > 50% of shares outstanding (some exceptions may be applied)
- Financial viability test: 4 consecutive quarters of profitability
- Listed for at least 6 to 12 months prior to inclusion
- Quarterly reconstitution (Mar, Jun, Sep and Dec)
- Next potential inclusion: Sep/26 (if classified as US Company)

\$53tri Market Cap	504 Companies	\$3 tri Market Cap	401 Companies
\$22.7bn Minimum Market Cap	\$16 tri Estimated AUM*	\$7.4bn Minimum Market Cap	\$381bn Estimated AUM*

CRSP³

Most relevant Inclusion Criteria

- U.S. Company
- Assets, net revenue, ownership, primary exchange, location of officers and company history.
- File as domestic issuer (requires 10-K / 10-Q)
- Shares outstanding > 12% of total shares
- Quarterly reconstitution (Mar, Jun, Sep and Dec)
- Next potential inclusion: Sep/25 (if classified as US Company)

\$53.7 tri Market Cap	3.537 Companies
\$15bn Min Market cap (for large cap)	\$1.9tri Estimated AUM*



Footnote: 1) according to Russell US Equity Indexes Construction and Methodology, Russell 1000 Index Factsheet, Russell 3000 Index Factsheet and Russell US Indexes characteristics. 2) Based on ftse-global-equity-index-series-ground-rules v13.4 and FTSE USA Index factsheet 3) As per CRSP_Market_Indexes_Methodology_Guide March 2025 and CRSP-Linked-Assets-202506 as of May-2025 4) According to S&P U.S. Indices Methodology March-2025, Equity Indices Policies & Practices Methodology February-2025, and S&P Dow Jones Indices Annual Survey of Assets as of December, 2023.

Growth Potential via Entry into US Passive Funds (JBS)

#	International Holder	Country	Orientation	Total Exposure to Global Protein (JBS)	Brazil Player 1	Brazil Player 2	Exposure to Brazil + JBS	Tyson	Hormel Foods	Pilgrims	Exposure to US Protein	Exposure US/Brazil	
1	The Vanguard Group	USA	Passive	3,467	15	92	36	143	2,039	1,039	246	3,324	26x
2	BlackRock Institutional Trust Company	USA	Passive	1,851	23	63	21	107	1,048	491	206	1,744	21x
3	State Street Global Advisors (US)	USA	Passive	1,749	89	2	4	95	784	794	76	1,654	277x
4	Pzena Investment Management	USA	Active	769		<1		<1	769			769	4,037x
5	Geode Capital Management	USA	Passive	757	56	17	1	74	414	223	45	682	38x
6	Invesco Capital Management	USA	Passive	535	6	1	3	10	290	168	67	525	145x
7	AQR Capital Management	USA	Passive	512	8	<1		8	281	43	181	504	8,630x
8	Davis Selected Advisers	USA	Active	502					502			502	-
9	Dimensional Fund Advisors	USA	Passive	453	12	32	13	57	158	129	108	395	9x
10	T. Rowe Price Associates	USA	Active	451					451	<1	<1	451	-
11	Wellington Management Company	USA	Active	374	5	<1	1	6	365	1	2	368	345x
12	Norges Bank Investment Management	NOR	Active	364		2	1	3	247	95	19	361	104x
13	ICBC Investments Argentina	ARG	Active	347			347	347					
14	Northern Trust Investments	USA	Passive	313	2	<1	<1	2	222	72	17	311	662x
15	BlackRock Asset Management Ireland	IRL	Passive	297	4			4	202	88	4	293	-
16	Citadel Advisors	USA	Active	266	3			3	35	183	44	262	-
17	Morgan Stanley & Co.	USA	Passive	261	98			98	64	56	42	163	-
18	BofA Global Research (US)	USA	Passive	257	55			55	58	39	104	201	-
19	Charles Schwab Investment Management	USA	Passive	234	6	3	3	11	144	57	22	222	39x
20	Millennium Management	USA	Active	213	67			67	30	110	7	146	-
21	Fidelity Management & Research	USA	Active	219	0		1	2	210	1	5	217	154x
22	UBS Financial Services	USA	Passive	209	0			0	83	111	14	209	-
23	Legal & General Investment Management	GBR	Passive	206	22	2	1	25	137	40	4	181	74x
24	Jacobs Levy Equity Management	USA	Passive	192					114	1	78	192	-
25	Parametric Portfolio Associates	USA	Passive	175	9	1	<1	10	91	59	15	165	150x
26	Mellon Investments Corporation	USA	Active	169	13	1		15	80	62	14	155	124x
27	Columbia Threadneedle Investments (US)	USA	Active	173	75			75	74	2	22	98	-
28	ProShare Advisors	USA	Passive	151					4	147	<1	151	-
29	Renaissance Technologies	USA	Passive	156	<1			<1	58	46	51	155	-
30	Yacktman Asset Management	USA	Active	146					146			146	-
	Other International Investors			10,471	911	136	66	1,113	4,787	2,729	932	8,448	8x
	Total International Exposure			26,810	1,481	354	497	2,332	13,888	6,784	2,324	22,997	10x
	Passive International Exposure			15,388	770	263	123	1,156	7,560	4,328	1,574	13,462	12x
	<i>Passive Exposure as % of Total International</i>			57%	52%	74%	25%	50%	54%	64%	68%	59%	-

The **Top-30 Institutional holders represent 60%** of the total exposure in Global Protein.

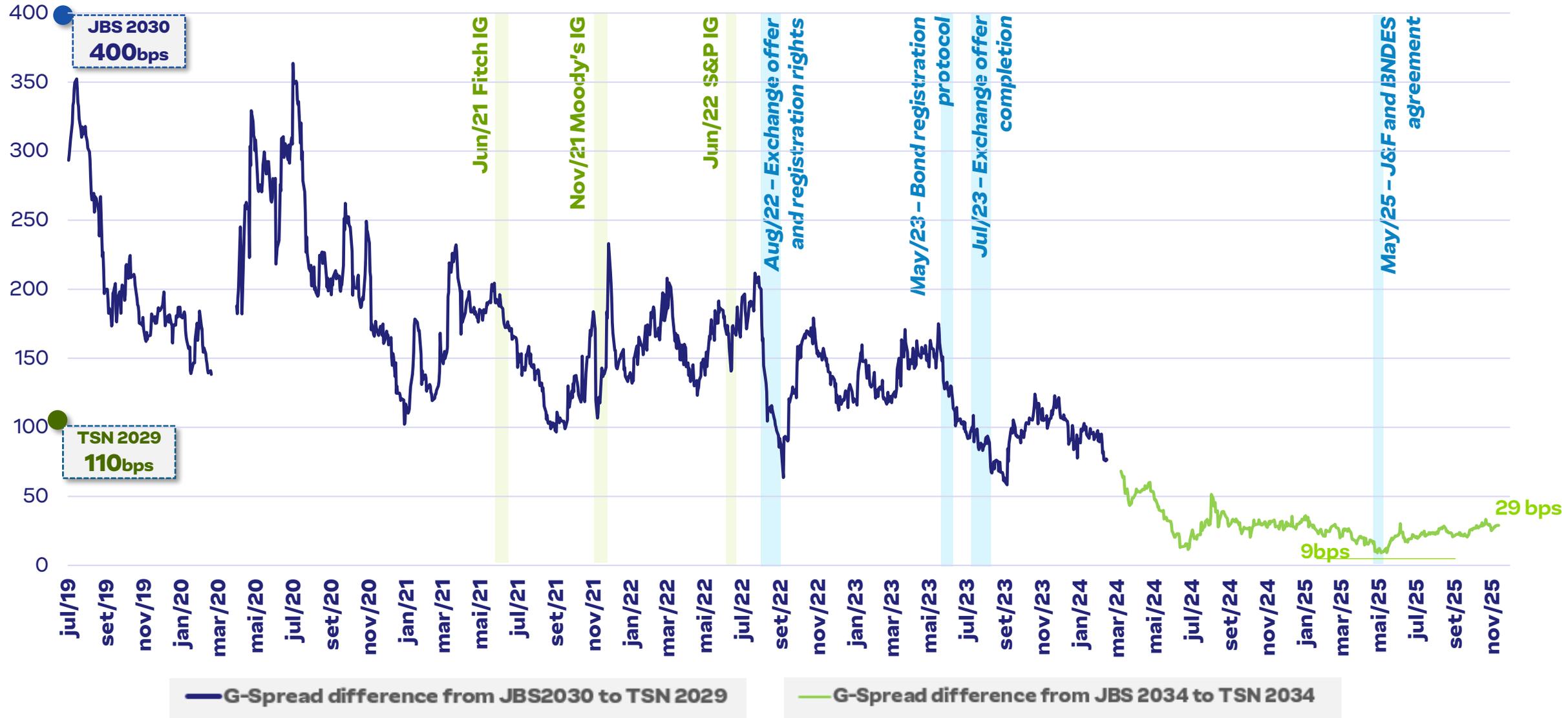
International investors who are exposed to Global Protein are **allocated on average 10x more to US-listed companies** than to those listed in Brazil + JBS.

The gap increases to **12x** when considering only the exposure of **Passive Investors**. These **index funds represent 59%** of the total exposure in **US Protein**, compared to 50% in Brazil Protein + JBS.

The two Brazilian players are **members of the Ibovespa index**, while only **Tyson and Hormel take part in the S&P index**.

Sources: ThomsonOne and Capital iQ as of August 19th, 2025 (Considers only Institutional Investors, disregarding Reference Shareholders and individual investors related to the Controlling families). JBS exposure includes both Class A and BDRs. All figures are expressed in USD million, except when specified otherwise.

G-Spread Gap Reduction Between JBS and Tyson



JBS ranks #4 in the Investment Grade Food and Beverage Index



Source: Bloomberg Indices provided by Barclays as of 26/08/2025.

Bloomberg Barclays Credit index Breakdown by Market Value

Global Aggregate Index
\$73.2 trn equiv.

JBS Weight (0.026%)

U.S. Aggregate
\$30.0 trn

JBS Weight (0.061%)

U.S. Credit
\$8.3 trn

U.S. Credit Baa
\$3.6 trn

JBS Weight (0.220%)

JBS Weight (0.504%)

U.S. Corporate
\$7.2 trn

U.S. Corporate Baa \$3.3 trn

JBS Weight (0.254%)

JBS Weight (0.538%)

Industrial
\$4.1 trn

Industrial Baa
\$2.3 trn

JBS Weight (0.448%)

JBS Weight (0.773%)

Consumer Non-Cyclical
\$1.1 trn

- Over \$5 trn in assets benchmarked against Bloomberg Indices Globally

JBS Weight (1.669%)

Food and Beverage
\$244 bn

- Voted No1 Bond Market Index provider in the US and Europe by Institutional Investor Magazine since 1997

JBS Weight (7.380%)

**JBS + PPC
20 Notes \$18.4bn**

- Voted top index provider by Credit magazine since 2004

Bloomberg Barclays U.S. Credit index Inclusion Requirements

Size

- At least 300mm UD par amount must be outstanding

Ratings

- Must be rated IG (Baa3/BBB-) by at least two of either Moody's, S&P or Fitch

Maturity

- At least one year until final maturity, regardless of optionality

Coupon

- Coupons must be fixed rate (securities with step-up language and predetermined interest rate adjustments are also eligible)

Currency

- Principal and coupons must be denominated in USD

Format

- SEC-Registered securities, bonds exempt from registration at time of issuance, or SEC Rule 144^a securities with registration rights are index eligible

IG Food and Beverage Index

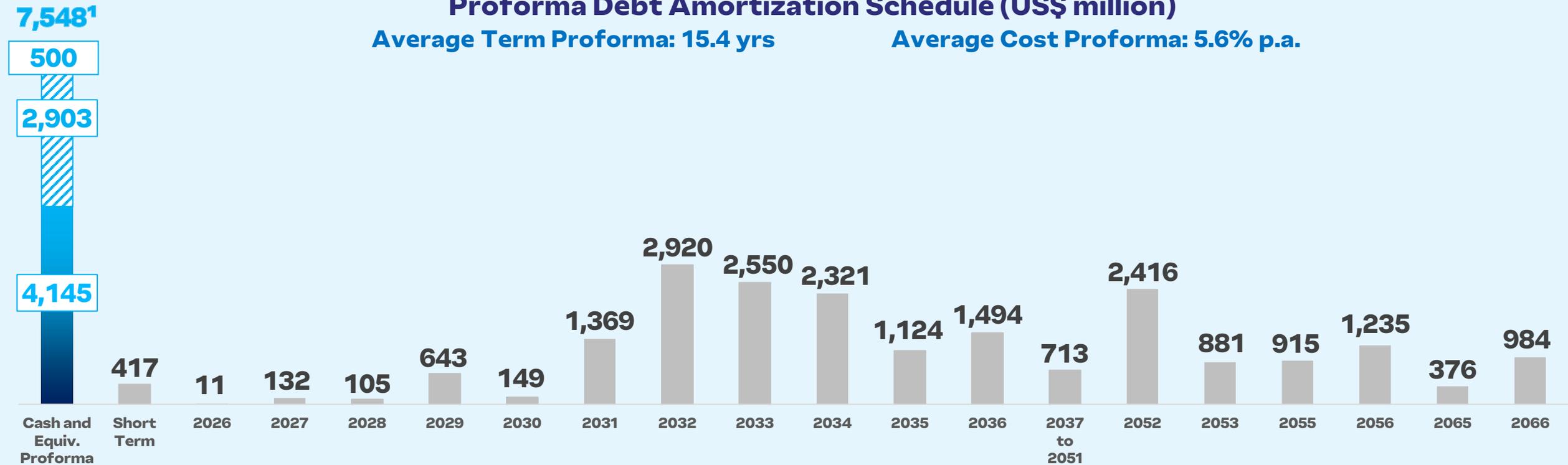
Rank	Company	Share	Market Value (in USD bn)
1	AB Inbev	15,9%	38,66
2	PepsiCo	13,1%	32,01
3	Coca-Cola Co/The	9,6%	23,33
4	JBS and PPC	7,5%	18,37
5	Kraft Heinz	5,6%	13,57
6	Keurig Dr Pepper	5,0%	12,23
7	Diageo PLC	4,1%	9,99
8	Sysco Corp	3,9%	9,38
9	Constellation Brands	3,8%	9,30
10	General Mills	3,5%	8,43
11	Mondelez	2,9%	6,94
12	Tyson Foods	2,9%	6,94
13	Conagra Brands	2,7%	6,45
14	J M Smucker	2,6%	6,21
15	Bunge	2,4%	5,87
16	The Campbell's	2,4%	5,72
17	Archer-Daniels	2,0%	4,97
18	Hershey	1,7%	4,12
19	Kellanova	1,5%	3,68
20	McCormick	1,2%	2,90
21	Coca-Cola Femsa	1,1%	2,56
22	Hormel Foods	1,0%	2,51
23	Molson Coors	1,0%	2,46
24	Flowers Foods	0,7%	1,68
25	Brown-Forman	0,6%	1,36
26	Ingredion	0,6%	1,36
27	Coca-Cola Femsa	0,6%	1,34
28	Coca-Cola Cons.	0,5%	1,27
TOTAL		100%	243,574

Debt Profile



Proforma Debt Amortization Schedule (US\$ million)

Average Term Proforma: 15.4 yrs Average Cost Proforma: 5.6% p.a.



Cash and Equiv. Proforma

Short Term

2026

2027

2028

2029

2030

2031

2032

2033

2034

2035

2036

2037 to 2051

2052

2053

2055

2056

2065

2066

Full Investment Grade



Cash and equivalents

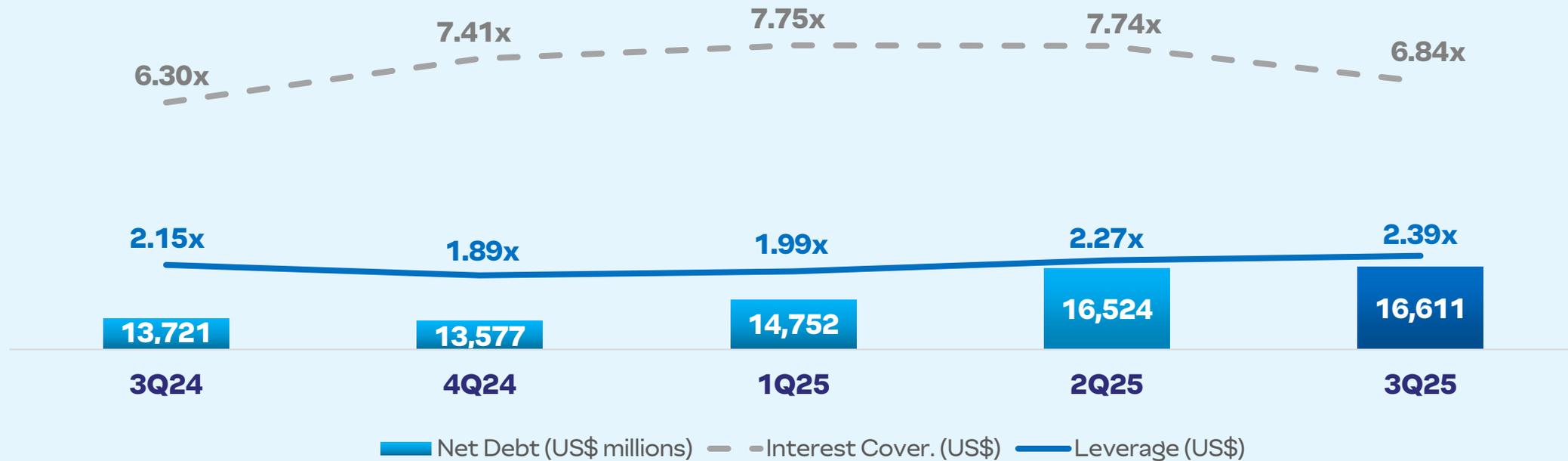
Revolving credit lines
US\$ 2.9 billion in the US +
US\$ 500 million in Brazil

(1) Including the US\$570 million in CRA issuance, the repurchase program and short term debt payment.

Debt Profile



Net Debt / Leverage / Interest Coverage



Short Term and Long Term



Source Breakdown¹



Entity Breakdown¹



(1) Including the US\$570 million in CRA issuance and short term debt payment.



Our Growth and Value Creation Strategy

Long Term Value Proposition



1 Continuous Growth

2 Expand Margins

3 Reduce Volatility

4 Financial Discipline

5 Return to shareholders through dividends and share buybacks



+150

brands across the portfolio



+300,000

customers and sales to approximately **180 countries**



+600

operations in more than **25 countries**



Global Demographics to Drive Higher Protein Consumption



Global Trends That Could Benefit the Company in the Next Years

+1.7Bn

people by 2050

World Population
(Bn people)



Increase in global population and urbanization



Income growth supporting protein consumption

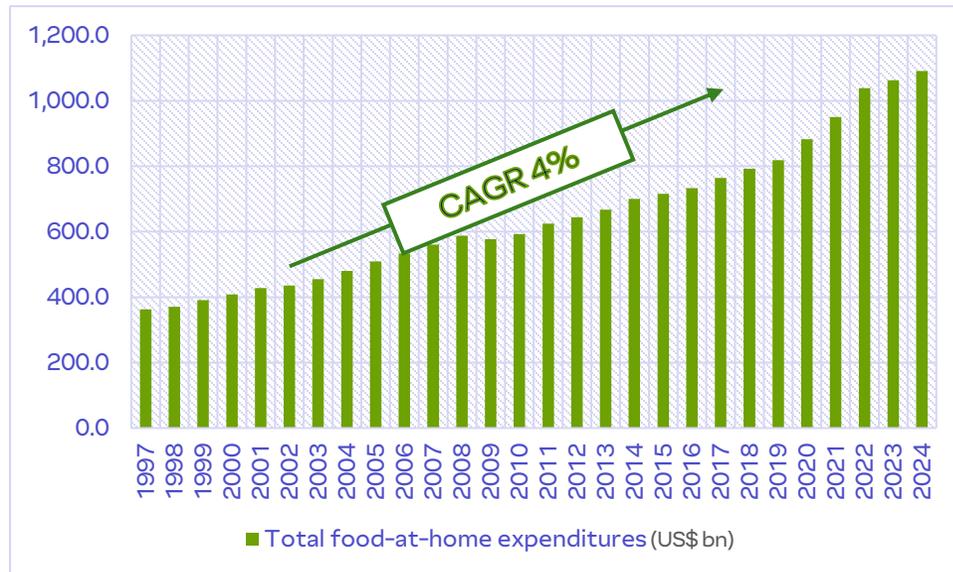


Shift in diet trends towards protein-based foods

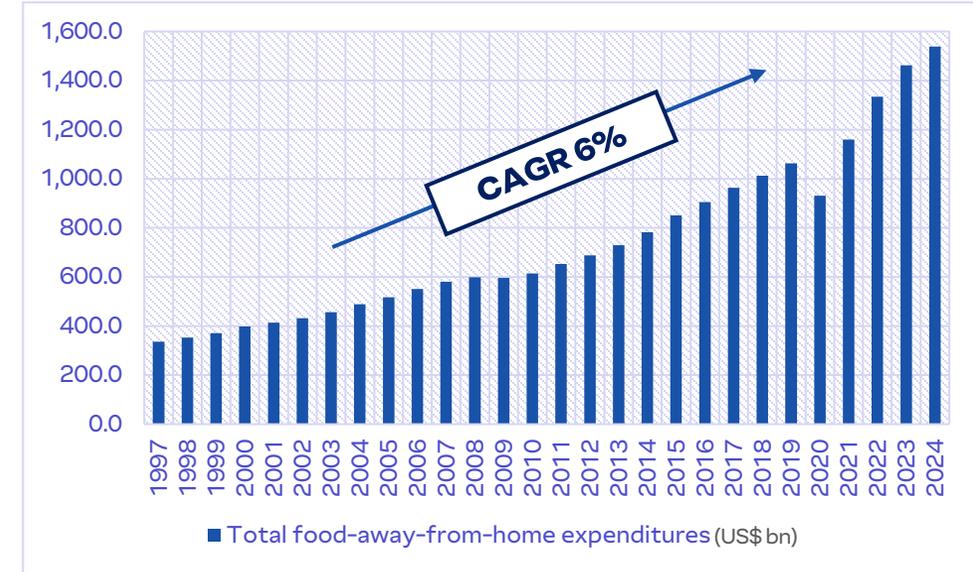
Food Consumption Resilience



Total US food-at-home expenditures (US\$ bn)



Total US food-away-from-home expenditures (US\$ bn)



- Food expenditures has demonstrated consistency throughout the last 30 years
- Retailers have demonstrated the ability to pass along price increases to consumers

Long Term Growth Strategy



Pursuing additional value-enhancing growth opportunities with financial discipline

1. Enhance Scale in Existing Categories and Geographies

Operational excellence

Capture synergies

Increase output with current assets

2. Increase and Diversify Value-Added and Brand Portfolio

Enhance growth and margin profile

Realize benefits of vertical integration

Enhance household brand penetration and boost repeat purchase rate

3. Enhance Platform Diversification and Key-customer Relationship

- Aquaculture
- Chicken
- Pork
- Prepared
- Eggs
- Plant-based
- Frozen product DTC
- Key-customer strategy
- Advanced category management





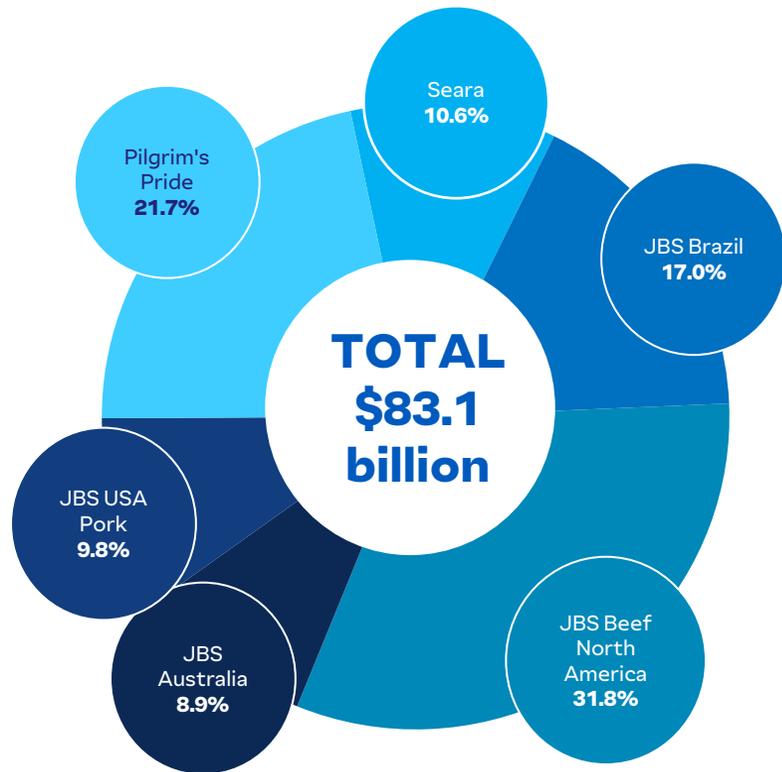
Results

3Q25 LTM - IFRS

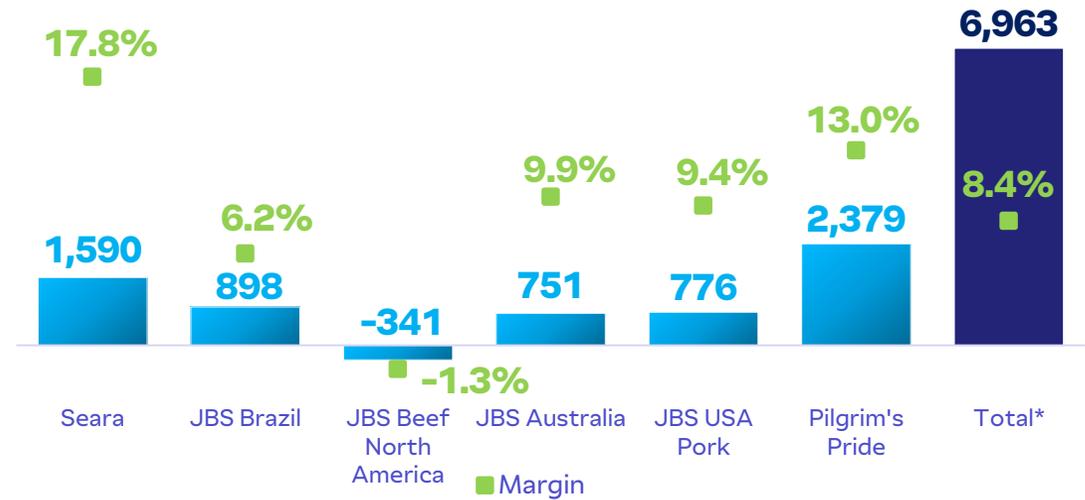
Business Units



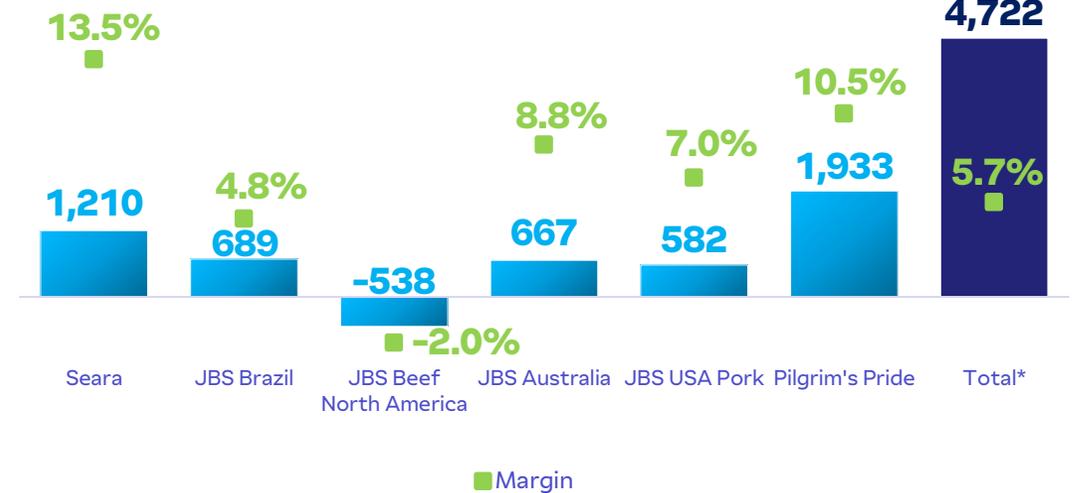
Net Revenue



Adjusted EBITDA (US\$ million)



Adj. Operating Income (US\$ million)

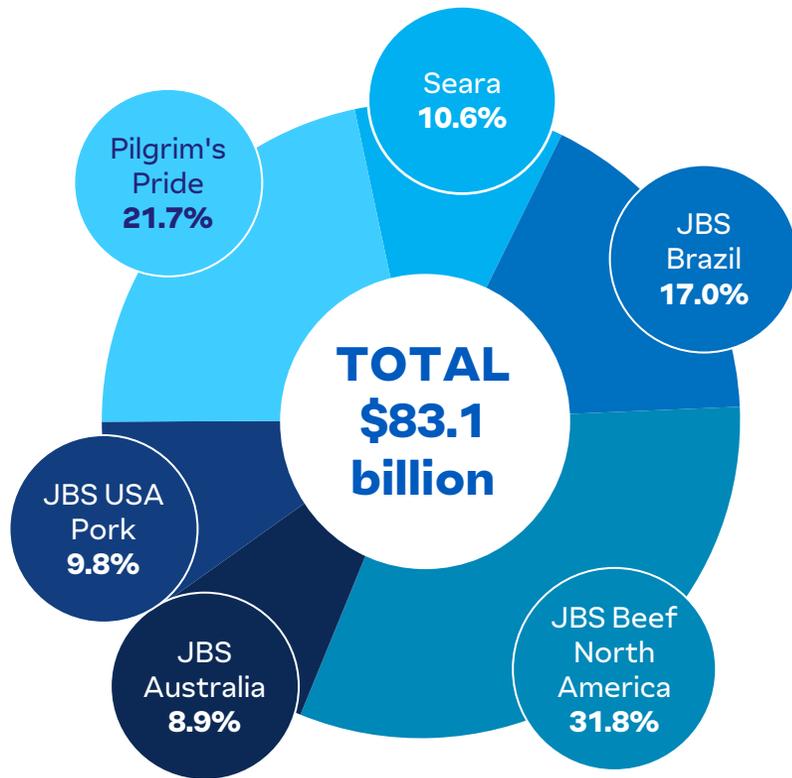


3Q25 LTM – USGAAP

Business Units

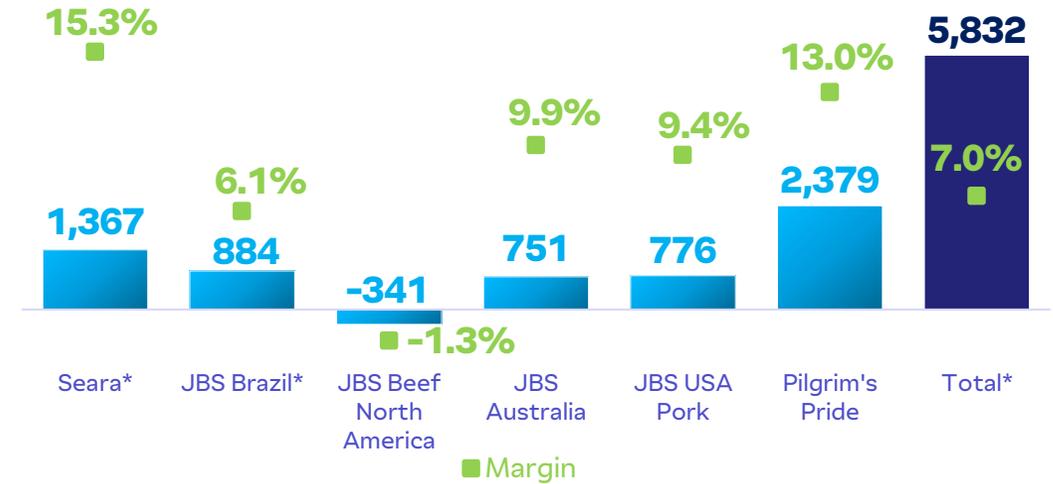


Net Revenue



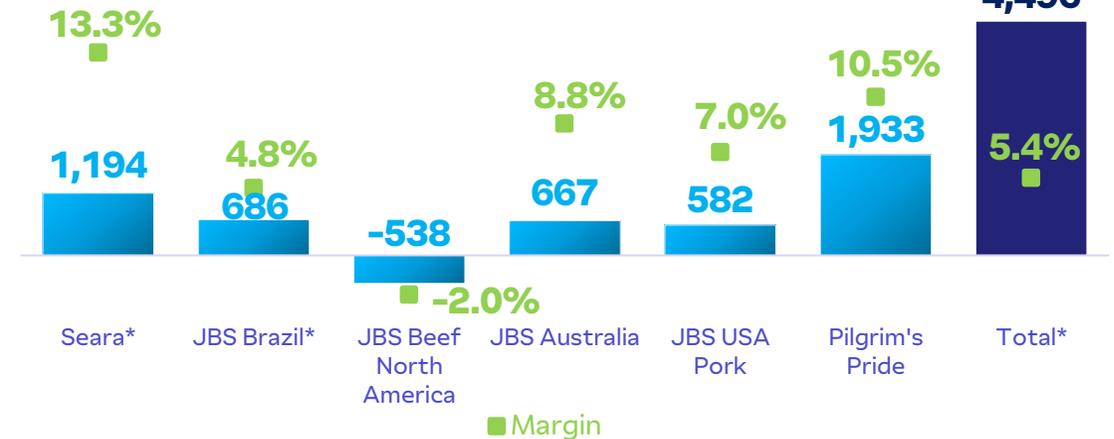
Adjusted EBITDA

(US\$ million)



Adj. Operating Income

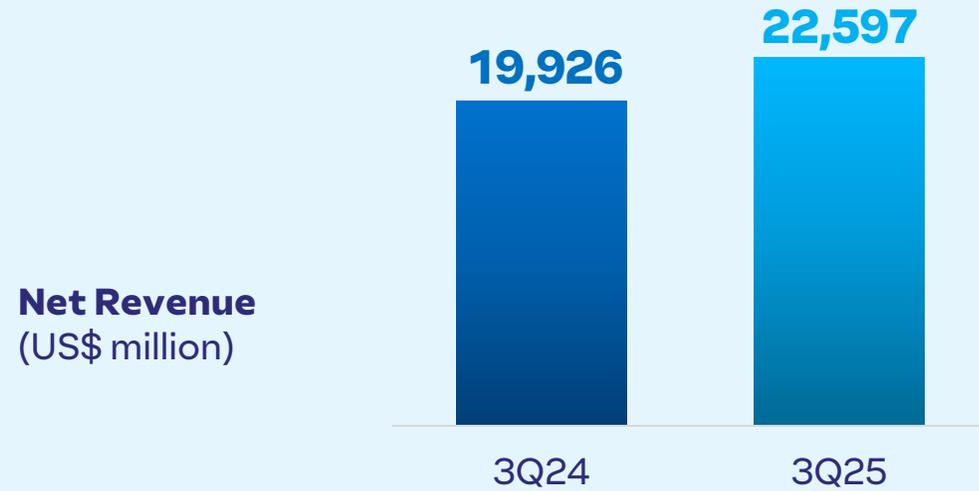
(US\$ million)



(* US COMP

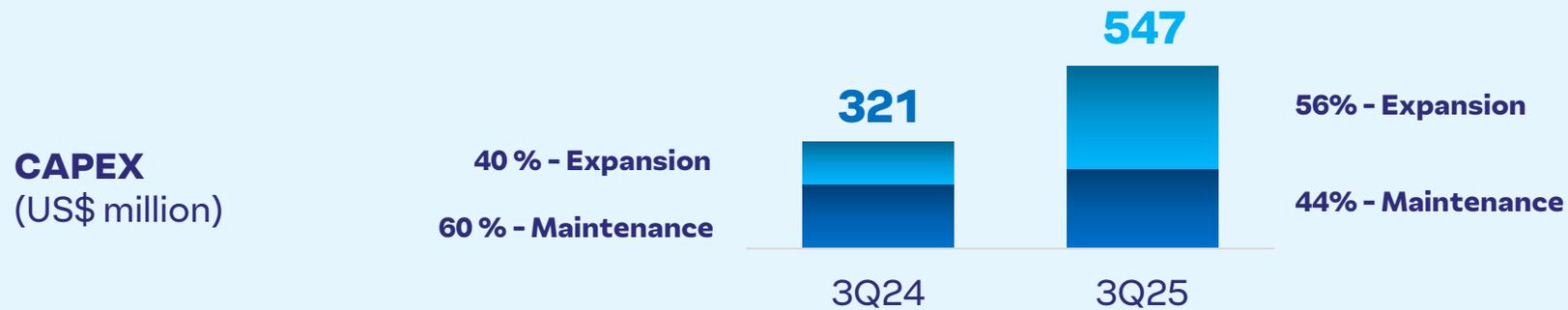
3Q25 – IFRS

Consolidated Results



3Q25 - IFRS

Consolidated Results

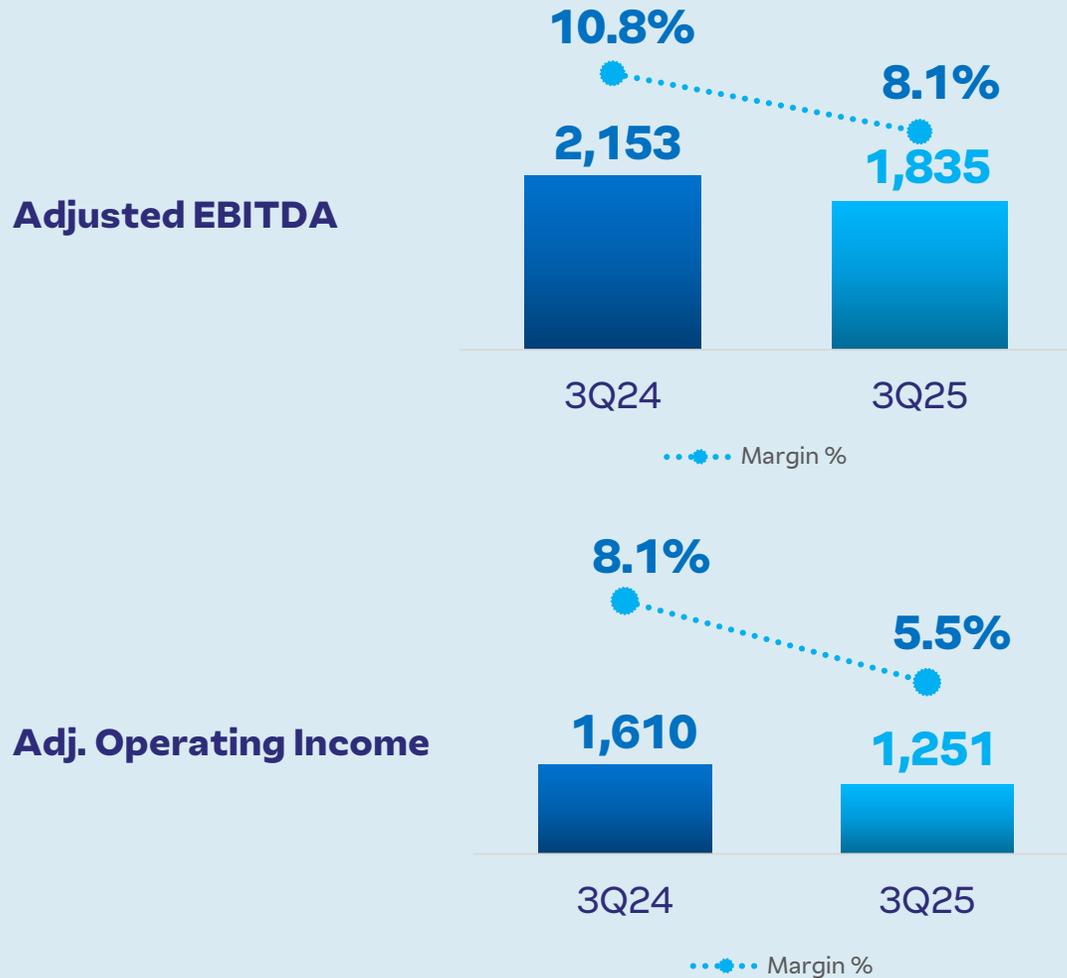


3Q25

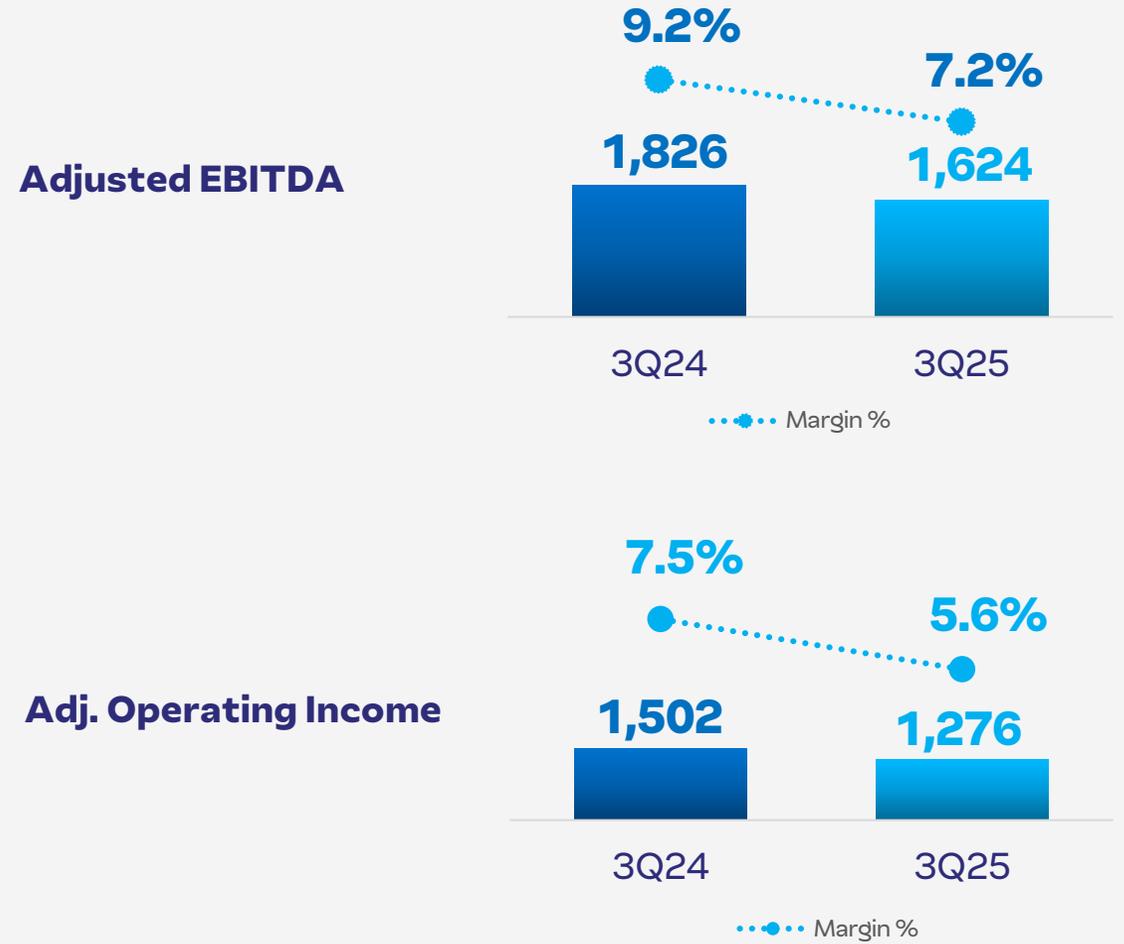
Consolidated Results



IFRS – US\$ million



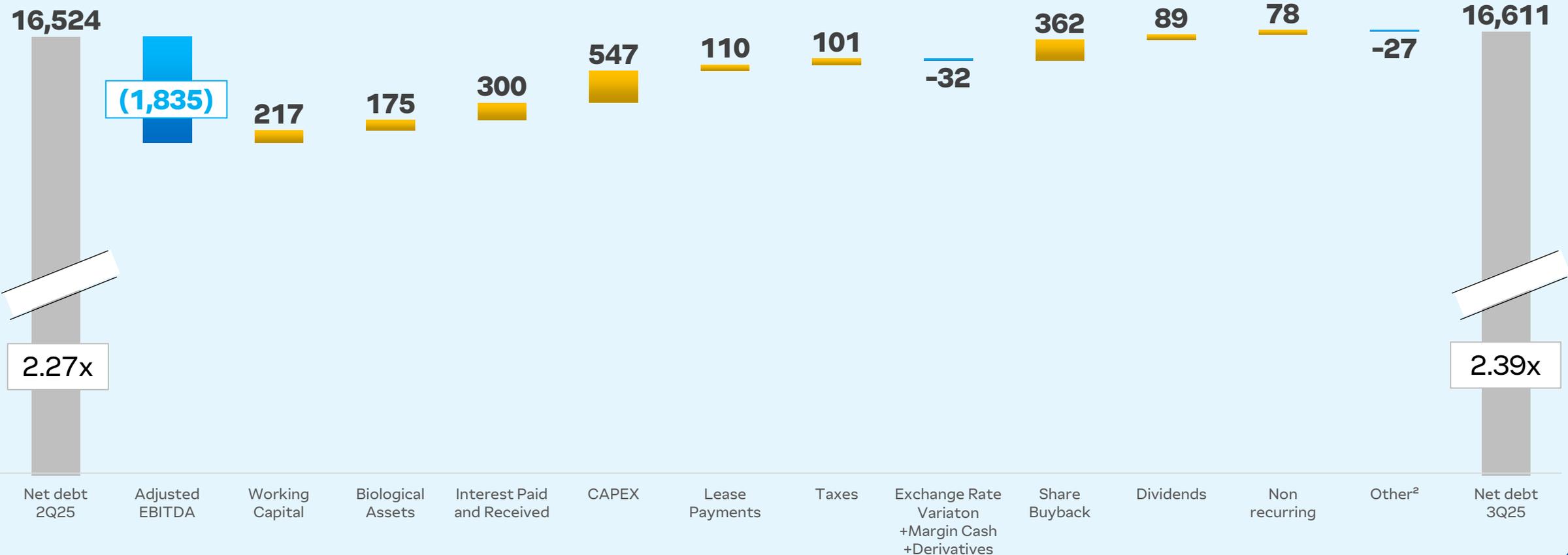
US COMP – US\$ million



Net Debt Reconciliation



(US\$ million)



¹Considering acquisitions, non-cash items and Others.

JBS Beef North America

Beef production in the **United States** and **Canada**.

3Q25

Net Revenue
(US\$ million)

+14.8%

7,248

6,313

3Q24

3Q25

Adj. Operating Income
(USGAAP - US\$ million and %)

-6

-0.1%

-95

3Q24

-1.3%

3Q25

+31,000
Team Members

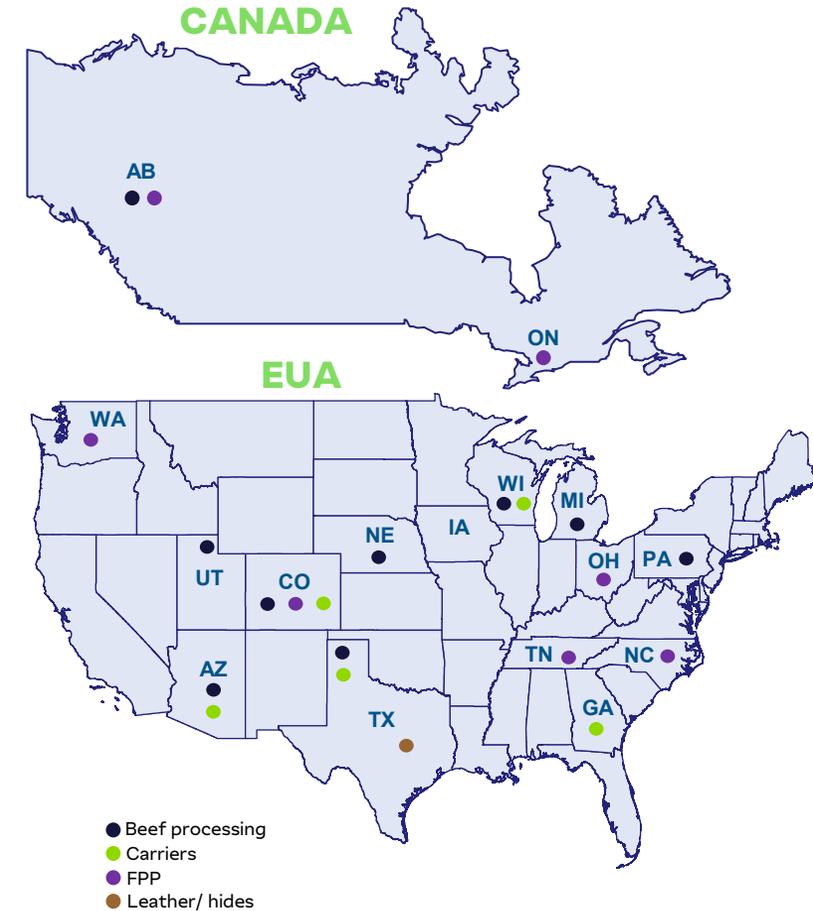
 **10 Beef processing facilities**

 **6 FPP facilities**

 **1 Leather/hides facilities**

 **3 Plant-based units**
✓ in Netherlands

 **6 Carrier units**
✓ 6 in the US



Main brands:



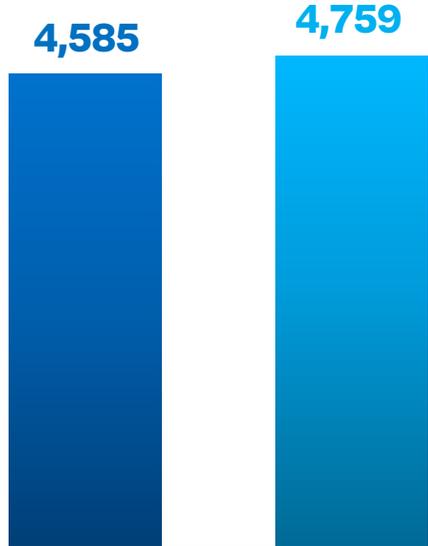
Pilgrim's Pride

Chicken and prepared foods production in the USA, Mexico and Europe, and pork in the UK

3Q25

Net Revenue
(US\$ million)

+3.8%

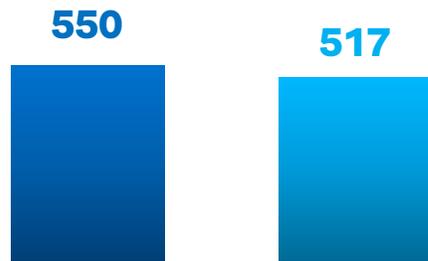


3Q24

3Q25

Adj. Operating Income
(USGAAP - US\$ million and %)

12.0%
10.9%



3Q24

3Q25

+66,000
Team Members



36 Poultry processing facilities



30 FPP facilities



2 Hog processing facilities

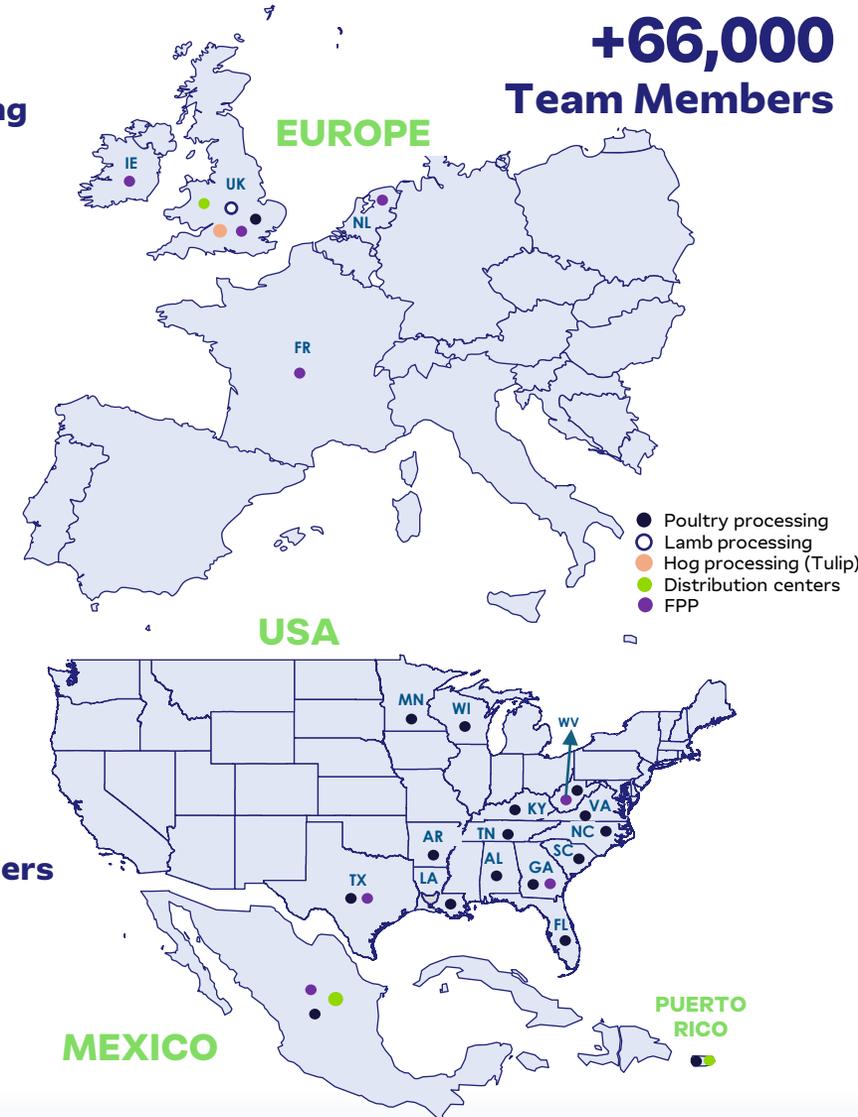


1 Lamb facility



25 Distribution centers

- ✓ 22 in Mexico
- ✓ 1 in Puerto Rico
- ✓ 2 in the UK



Main brands:



JBS Brazil

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

+62,000
Team Members

3Q25

Net Revenue
(US\$ million)

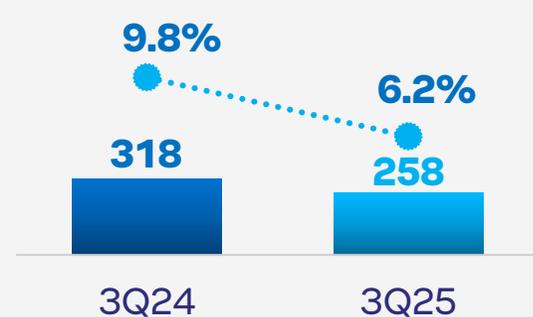
+27.7%



Adj. Operating Income
(IFRS – US\$ million and %)



Adj. Operating Income
(US Comp – US\$ million and %)



33 Beef processing facilities

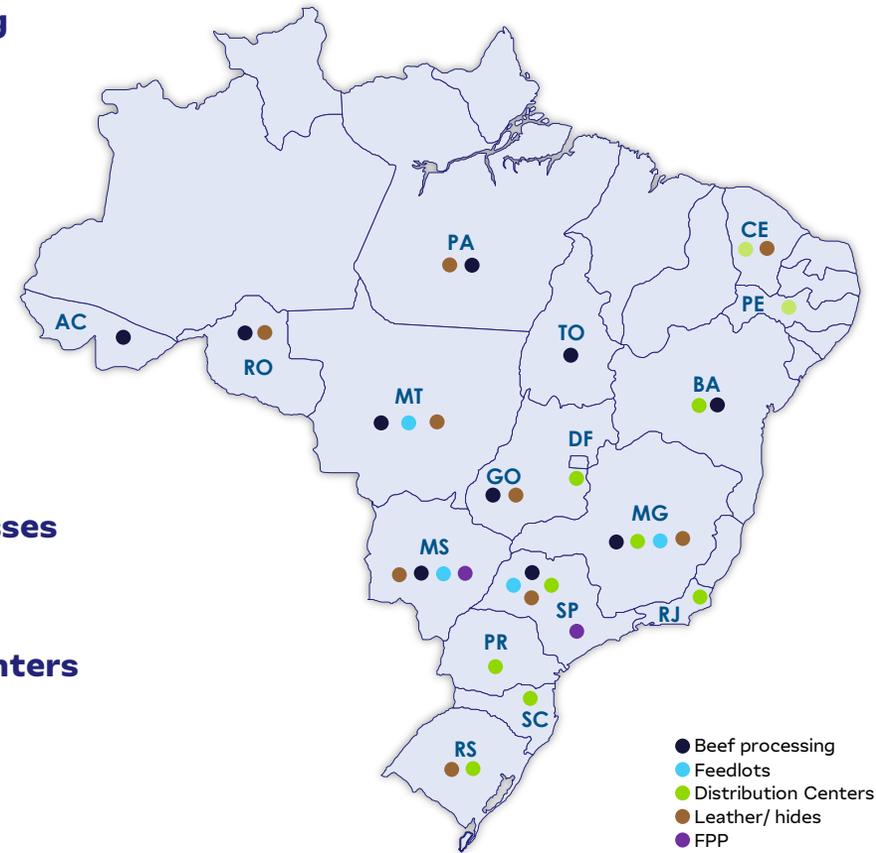
8 FPP facilities

15 Leather/hides facilities

14 Related businesses

15 Distribution centers

8 Feedlots



Main brands:

Swift

Friboi

Maturatta
Friboi

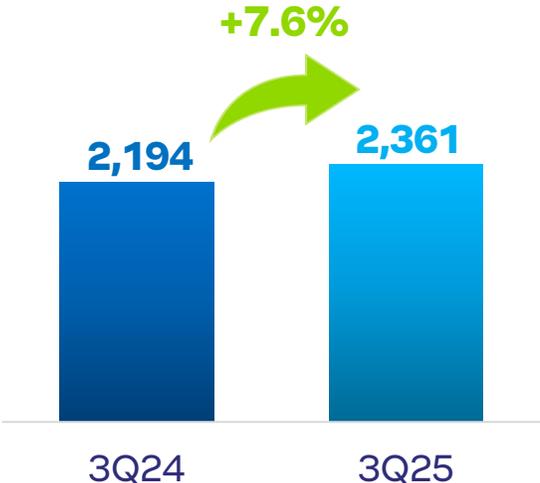
Seara

Prepared foods, chicken and pork production in Brazil

+94,000
Team Members

3Q25

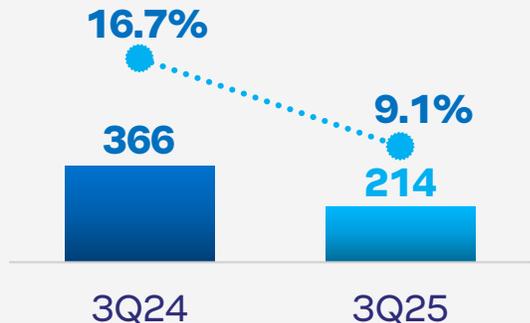
Net Revenue
(US\$ million)



Adj. Operating Income
(IFRS – US\$ million and %)



Adj. Operating Income
(US Comp – US\$ million and %)



30 Poultry processing facilities



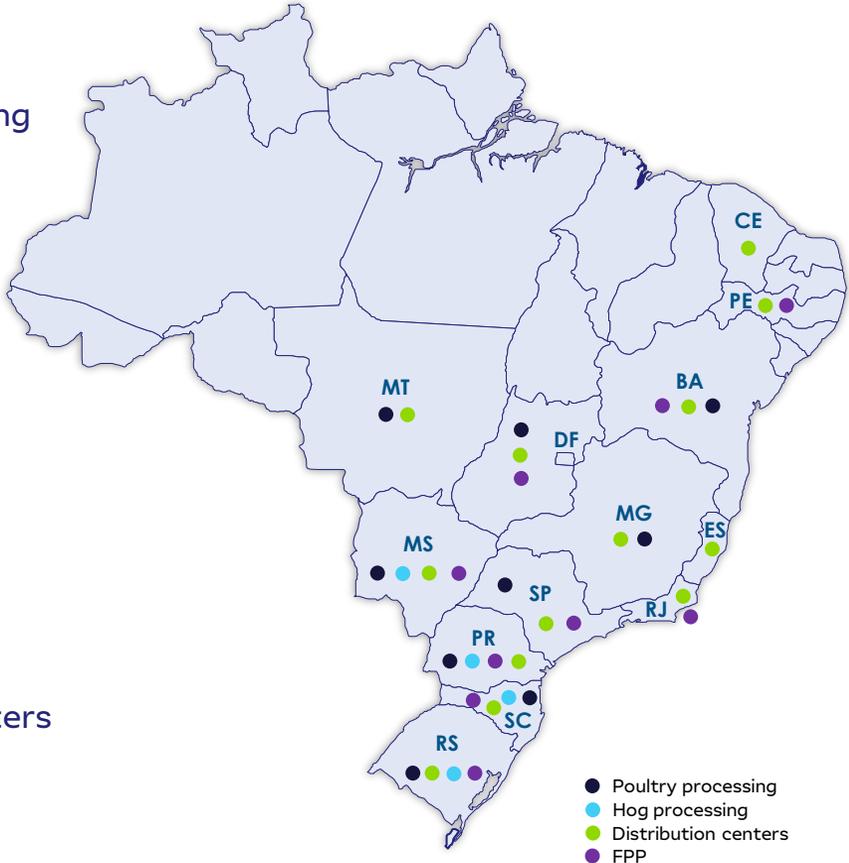
8 Hog processing facilities



25 FPP facilities



18 Distribution centers



Main brands:



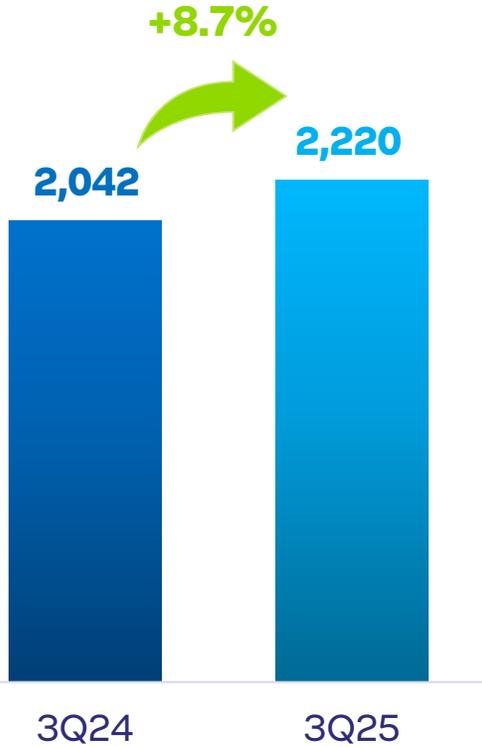
JBS USA Pork

Pork and Prepared Foods production in the United States

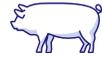
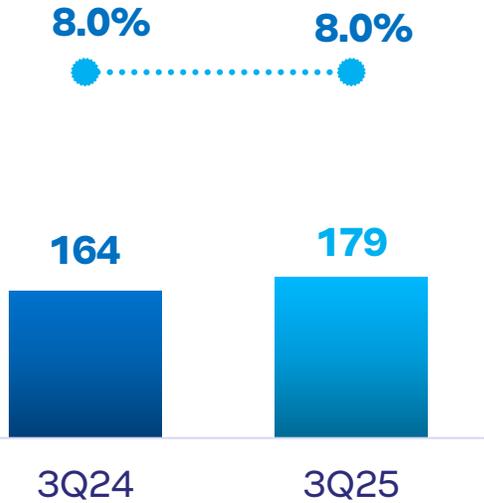
+13,000
Team Members

3Q25

Net Revenue
(US\$ million)



Adj. Operating Income
(USGAAP - US\$ million and %)



5 Hog processing facilities



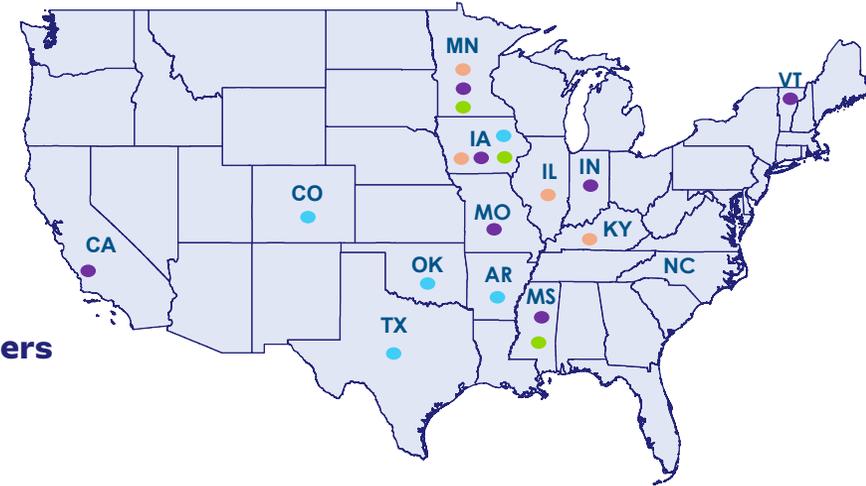
11 FPP facilities



4 Distribution centers



5 Genetic units



- Hog processing
- Genetic
- Distribution centers
- FPP

Main brands:



JBS Australia

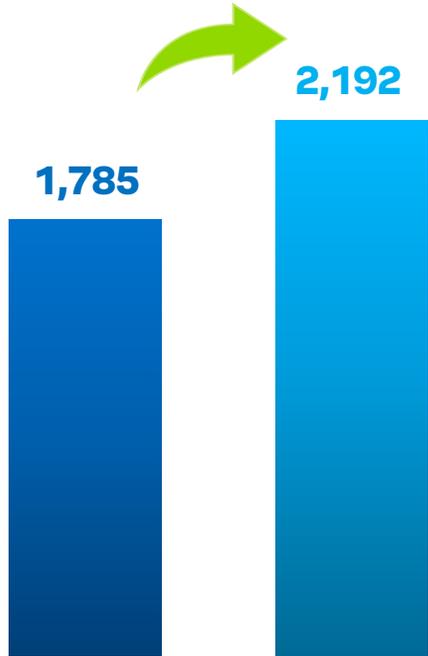
Beef, Lamb, Fish and Prepared Foods production in Australia and New Zealand

+15,000
Team Members

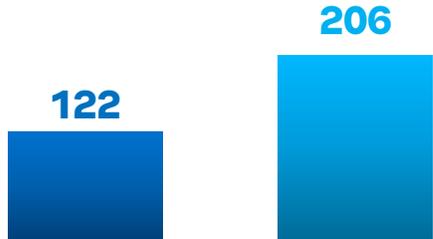
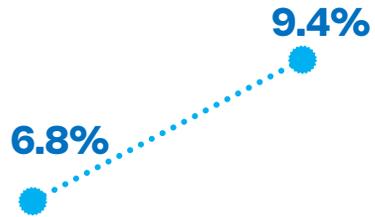
3Q25

Net Revenue
(US\$ million)

+22.9%



Adj. Operating Income
(USGAAP - US\$ million and %)



8 Beef processing facilities

10 FPP Facilities
✓ 2 Huon

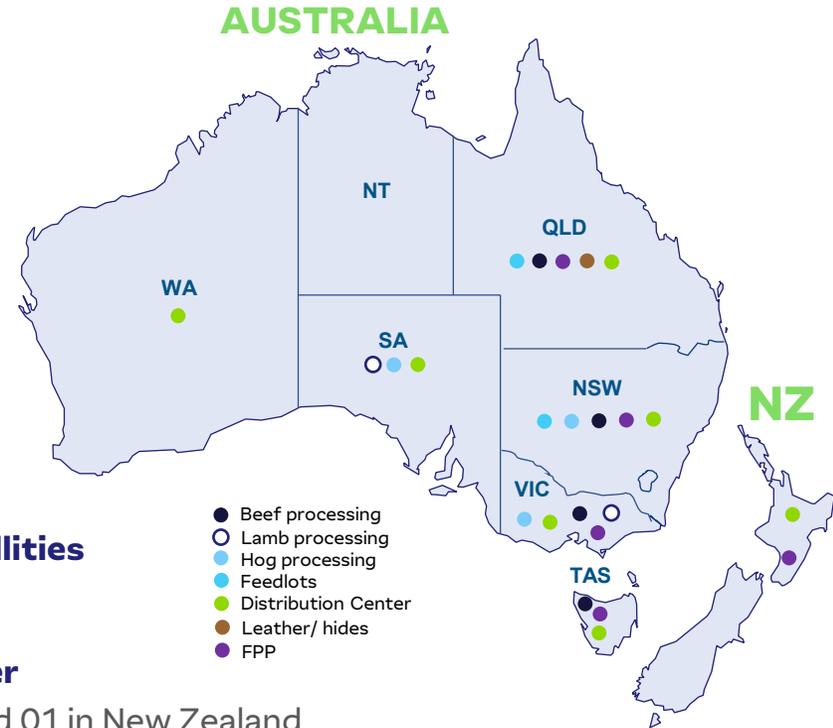
3 Hog processing facilities

3 Lamb Facilities

1 Leather/hides facilities

8 Distribution Center
✓ 7 DCs in Australia and 01 in New Zealand

6 Feedlots



Main brands:





We feed better futures

