



**International Conference Call
JBS S/A (JBSS3)
2Q25 Earnings Results Transcription
August 14th, 2025**

Operator: Good morning and welcome to JBS 2Q25 results conference call.

At this time, all participants are in a listen-only mode. Later, we will conduct a question-and-answer session, and instructions will be given at that time. As a reminder, this conference is being recorded.

Any statements eventually made during this conference call in connection with the Company's business outlook, projections, operating and financial targets, and potential growth should be understood as merely forecasts based on the Company's management expectation in relation to the future of JBS. Such expectations, I highly depend on market conditions, on Brazil's overall economic performance, and on industry and international market behavior, and therefore, are subject to change.

Are present with us today, Gilberto Tomazoni, Global CEO of JBS, Guilherme Cavalcanti, Global CFO of JBS, Wesley Batista Filho, CEO of JBS USA, and Christiane Assis, Investor Relations Director.

Now I will turn the conference over to Gilberto Tomazoni, Global CEO of JBS.

Mr. Tomazoni, you may begin your presentation.

Gilberto Tomazoni:

Good morning, everyone.

Thank you for joining us today for our earnings call.

The second quarter of 2025 marked the beginning of a new phase for JBS.

With the launch of our shares on the New York Stock Exchange, we completed our dual listing.

This is a strategic milestone that enhances our global visibility, broadens our investor base, and reinforces JBS position as one of the world's leading food companies.

I want to emphasize that this moment starts a new chapter in our trajectory. We see a clear path to long-term value creation, anchored in operational excellence, diversification, innovation, value-added products, and strong brands.



It's worth highlighting that, over the coming years, we will keep investing consistently to expand our platform and position the company to meet the growing global demand for protein.

We truly believe JBS is well positioned for the future. We are delivering on our long-term strategy with discipline and consistency, and that gives us confidence in the path ahead.

At the same time, we stay fully committed to our mission of returning value to our shareholders — evidenced by the US\$1.2 billion in dividends we paid this quarter, as well as today's announcement of a US\$400 million share repurchase program.

Let's take a closer look at some of the strategic moves we've made this year. During the first half of 2025, we made several important investments in the United States.

In May, we disclosed plans to build a new fresh sausage facility in Iowa, totaling US\$135 million.

This came in addition to US\$200 million allocated to upgrading our beef plants in Cactus, Texas, and Greeley, Colorado, and US\$400 million for a new prepared foods facility that Pilgrim's is building in Walker County, Georgia.

Yesterday, we also announced a further US\$100 million investment to acquire and expand a facility in Iowa, which will be transformed into the largest ready-to-eat bacon and sausage plant in our U.S. operations.

I want to stress here is that all these projects are designed to support the growth of JBS's prepared foods portfolio, helping us meet the growing demand from customers and consumers for these products.

Even amid a challenging macroeconomic environment and with ongoing pressures in some business units, our second-quarter performance once again reflected the resilience of our diversified global platform.

Net Sales were record, reaching US\$21 billion, a 9% increase year-over-year. Adjusted EBITDA in IFRS was US\$1.8 billion, with a margin of 8.4%.

Poultry operations once again stood out as a key highlight.

Pilgrim's achieved the highest EBITDA in its history, supported by lower grain costs and resilient U.S. demand.

Results also reflected continued growth in the prepared foods portfolio, stronger relationships with key customers, and solid performance across the Fresh and Case Ready segments in the US. Mexico and Europe deliver a strong result as well.



I'd like to particularly highlight that Seara delivered another quarter of consistent results, despite the outbreak of avian influenza in Brazil. The business reached an EBITDA margin of 18.1%, driven by disciplined commercial strategy, product mix management, and a strong focus on innovation.

This result highlights the robustness of our biosecurity protocols and the maturity of Brazil's sanitary system.

It's important to note that the swift and technical response of Brazilian sanitary authorities, together with strict industry-wide controls, ensured that only one isolated case was confirmed in the country at a commercial farm.

In the United States, our beef business continued to face pressure from an unfavorable cattle cycle, as the spread between livestock costs and beef prices narrowed.

The pork business was affected on a short-term basis by trade restrictions, and we expect the performance to return to normal levels over the next few quarters. Diversification remains one of our greatest strengths.

In Brazil, Friboi delivered strong results, driven by new export approvals and productivity gains.

In Australia, we continue to benefit from a favorable livestock cycle, with export growth and operational improvements contributing to another quarter of consistent performance.

We also reaffirmed our commitment to financial discipline.

The quarter ended with net leverage at 2.27 times, in line with our long-term targets and reflecting the strength of our capital structure and financial management.

With a stronger, more balanced, and more innovative global platform, JBS is well prepared for the next phase of global opportunities.

I want to conclude by saying that we remain confident in our team and ability to create long-term value.

Thank you once again for joining us today. I'll now turn the call over to Guilherme, who will walk you through our financial results in more detail.

Guilherme, please go ahead.

Guilherme Cavalcanti:



Thank you, Tomazoni. Let's now move on to the operational and financial highlights of the 2Q25, starting on slide 13, please.

Net revenue for the 2Q25 reached a record of US\$21 billion. Adjusted EBITDA totaled US\$1.8 billion, which represents a margin of 8.4% in the quarter, while adjusted operating income was US\$1.2 billion with a margin of 5.7%. Net profit was US\$528 million in the quarter and earnings per share was US\$0,48 per share. Excluding the non-recurring item, adjusted net income would be US\$583 million and the EPS would be US\$0,53. Finally, the return on equity was 25.7% and the return on invested capital was 17%.

Although the difference in EBITDA between the 2Q24 and the 2Q25 was only US\$141 million, the free cash flow difference reached approximately US\$1.1 billion due to mainly to the following factors:

1. The difference in EBITDA, as mentioned above;
2. US\$104 million of higher capital expenditures;
3. US\$242 million increase in finished good inventories in the US driven by higher prices. This cash is expected to return to the operating results over the coming quarters as sales are made;
4. US\$257 million due to livestock hedging, future purchases from suppliers such as feedlots at fixed prices are hedged through future contracts, exposing us to the spot price and thus matching with the meat sales. Due to the sharp rise in the cattle and hog prices, there was a negative cash impact on operating results due to the hedge. This cash is expected to return in the following quarters as the physical purchases are settled;
5. US\$122 million increase in legal settlements;
6. US\$257 million in higher tax payments, mainly due to the improved results from PPC and Australia in recent quarters;
7. A US\$51 million impact on Seara's chicken inventory caused by market closures due to a single avian flu outbreak in Brazil at a commercial flock (five additional days of inventory). In fact, our cash conversion cycle increased by two days compared to the same period last year. Excluding the impact of avian flu at Seara, the cash cycle would have remained at the same level as in 2Q24.

Not considering guidance, but simply updating the Cash Flow Breakeven EBITDA exercise, it is expected to increase to approximately US\$5.5 billion in 2025, driven by the factors mentioned above

In 2026, it should return to around US\$4.5 billion, based on the following estimated breakdowns — which may change over time due to variables beyond our control:

1. Capex: US\$2 billion in 2025 and US\$2 billion in 2026, which already includes maintenance capex;



2. Working Capital: US\$900 million in 2025 and US\$250 million in 2026. The additional US\$650 million in 2025 compared to 2026 is due to the inventory and hedging impacts explained earlier;
3. Legal Settlements: US\$300 million in 2025 and assuming zero in 2026;
4. Biological Assets: US\$650 million in 2025 and the same amount for 2026;
5. Interest Expenses of US\$1.150 billion in 2025 and US\$1.1 billion in 2026;
6. Leasing expenses of US\$500 million for 2025 and repeating in 2026.

Moving on to slide 16 to discuss our debt position and leverage. In June, we accessed the bond market to refinance our short-term in 2027 and 2028 and 2030 maturities. Strong investor demand allowed us to upsize the issuance to US\$3.5 billion while achieving a record low spreads for issuers with our credit ratings, which includes a US\$1 billion 40-year trench. In addition, Seara issued approximately US\$160 million in local debentures.

We used the US\$3 billion to efficiently retire debt, clearing nearly all maturities through 2031. As a result, our average maturity extended from 11 to 15 years, while the average cost increased by just 25 basis points to 5.6%. We kept the 2029 bond outstanding given its low 3% coupon along with the 2031 bond at 3.75%, and two 2032-notes with coupons of 3.625 and 3%. From the US\$3.5M raised, US\$500 million was retained as excess cash. Leverage increased to 2.27 times in the 2Q25, primarily due to US\$141 billion decline in last 12 months EBITDA and the payment of US\$1.5 billion in dividends. Interest coverage remained stable at 7.7x compared to the previous quarter.

With leverage at the lower end of our comfort range, stable interest coverage in line with recent quarters, no significant data monetization in the coming years and a strong cash position, we announced a share buyback program of up to US\$400 million. We believe this represents an efficient use of excess cash, given the current valuation multiples relative to our global peers. The repurchase program may be implemented through open market purchase, privately negotiated transactions, or under Rule 10b-5-1 of the Exchange Act.

Even with the share buyback program, we expect to end the year with leverage below 2.5x and interest coverage consistent with the end of 2024 levels, at 7.4x. Our US\$3.4 billion in revolving credit lines and available cash of US\$3 billion combined with expected cash generation in the 2H provide a robust financial position to continue pursuing value creation opportunities to our shareholders.

I now briefly go through the business units. We started with Seara on slide 20, during the 2Q25, in the 1H of the quarter we saw a favorable commercial environment, both in the domestic and export markets. However, in mid-May, Brazil reported its first case of Asian flu in a commercial flock. The country was officially declared free of the disease again in June, but some key export markets remained temporarily closed, which affected commercial performance.



Even with the temporary headwinds caused by the outbreak, Seara achieved an adjusted EBITDA margin of 18.1% in the quarter, reflecting our strong focus, agility, and discipline in pursuing operational and commercial excellence.

Moving on to slide 21, in 2Q25, JBS Brazil recorded net revenue 20% higher than in the 2Q24 driven by strong demand both in international and domestic markets, which partially offset the sharp increase in cattle prices. As a result, the EBITDA margin reached 6.4% in the quarter.

Moving on to slide 22 – and now speaking in dollars and under US-GAAP –, JBS Beef North America net revenue in the 2Q grew 14% year-over-year driven by strong demand that drove cutout values to record levels in the US. However, profitability continues to be pressured by the challenging cattle cycle, which has also kept the live cattle price at record highs, as well as by the additional headwinds related to global trade and animal health concerns in Mexico.

On the slide 23, we have JBS Australia. In the annual comparison, the 20% revenue growth was primarily driven by higher volumes of beef exports. The EBITDA margin reached 12.7% and increase of 50 bps compared to the same period last year, reflecting greater availability of animals per slaughter and gains in operational efficiency.

Turning now to JBS USA Pork, net revenues for the quarter decreased by 5% year-over-year. The pork business was affected on a short-term basis by trade restrictions, but the expected performance should return to normal levels over the next few quarters.

Pilgrim's Pride, as highlighted on slide 25, reported a 4% increase in net revenue in the quarter. In the 2Q25, Pilgrim's delivered record adjusted EBITDA US\$687 million. In addition to a favorable commercial environment across its key markets, the strong performance reflects the successful execution of its strategy, including the strengthening partnership with the customers, expansion of value-added and branded products, innovation and efficiency gains.

With that in mind, I would like to open for a Q&A session.

Question and Answer Session

Operator: Thank you. The floor is now open for questions from investors and analysts. If you have a question, please click Raise Hand at this time. If at any point your question is answered, you can remove yourself from the queue by clicking at the Lower Hand.

Questions will be taken in the order that they are received. Please hold while we poll for questions.

The first question comes from Lucas Ferreira, with JP Morgan. Please, go ahead



Lucas Ferreira, JP Morgan: Hi, Guilherme and Tomazoni. Thanks for the space for questions. Guilherme, sorry, I think your line broke a little bit in the beginning of the presentation. So I just wanted to explore it with you a little better.

Your scenario for the free cash flow break even this year and next year, I just wanted to understand, especially if you already have any views on the CAPEX, given the other projects the Company is announcing for processed foods. And if I may, also a quick follow up on the effect of the hedges. Just wondering if you can explain a little better how much of that US\$250 million you mentioned is returning to the EBITDA in the following quarters. If you can explain a little better, that would be great. Thank you.

Guilherme Cavalcanti: Ok, so Lucas, basically, I'm going to repeat the numbers that was cut. So capital expenditures, US\$2 billion for 2025 and US\$2 billion for 2026, already including the expansions announced. Of course, 2026 we still have to budget, and in the beginning of next year we will give an update on that.

Working capital, US\$900 million for this year and US\$250 million for 2026. This additional US\$60 million in 2025 compared to the next year is due to the inventory in hedging tax that I will explain again: Legal settlements of US\$300 million this year and assuming zero next year; biological assets of US\$650 million this year and the same amount for next year; interest expenses of US\$1.150 billion this year and US\$1 billion next year; and leasing expenses of US\$500 million in both years.

So basically, that's how we get to the US\$5.5 billion free cash flow break even for 2025 and US\$4.5 billion for 2026.

Now, the hedging explanation, basically, we purchased cattle and hogs, for example, for sometimes one year from now at a price fixed because sometimes the feedlots need to have a better predicament of their flows to invest in grains and buy the cattle, and then we sell futures to be on the spot. So basically, we buy cattle in the future for a fixed price, and we sell futures to be spot and then meet with the sales price of the meat in the future.

So basically, this cash flow tends to return as the physical purchases are settled, and the meat are sold. And of course, it all depends on the market at the coming quarters. But that's how it works. And the thing is, given that the cattle price raised very fast recently, we had this impact on the hedging, on the derivatives and on the margin that we have to deposit, the cash margin we have to deposit.

But again, as the cattle price also comes back, also the cash margin tends to really be released. Is it clear, Lucas?

Operator: The next question comes from Ben Theurer, Barclays. Please, go ahead



Ben Theurer, Barclays: Yeah, hi, good morning. Can you guys hear me?

Guilherme Cavalcanti: Yes, we can hear you.

Ben Theurer: Okay, audio is not in our favor today. So two quick ones. So number one, obviously your business in Australia was really strong this quarter and kind of like surprised on the upside. So I was wondering if you can help us understand or maybe give a little bit more detail amongst the different categories in Australia: What drove the significant top line expansion, but on top of it, also that margin expansion? Where was that coming from? Which subcategory? And then I have a quick follow-up on the free cash flow. Thank you.

Gilberto Tomazoni: Hi Ben. Our results in Australia come for we increased volume, domestic and external, and we have been able to increase price as well. And the strong performance came from beef, and the other business, they are quite at the same level of what was last quarter, even on the exception of the salmon business that was a bit lower because of the disease we had, and we had less volume of salmon to sell.

But this, considering the size of our salmon business, is not relevant in the whole. Considering all of our business in Australia, we can say to you that the improved results was in the cattle, and we are seeing it continuing for this year.

Ben Theurer: Okay, that's very clear. And then one for Gui, just to be clear on what we've talked about, following up on Luca's question, the free cash flow, as a starting point, like from a break-even perspective, we should still use the IFRS EBITDA, correct?

Guilherme Cavalcanti: Correct, I'm talking only in IFRS EBITDA.

Ben Theurer: Okay, just wanted to clarify that. Perfect, thank you very much and congrats. I'll pass it on.

Guilherme Cavalcanti: Thank you, Ben.

Operator: The next question comes Henrique Brustolin, Bradesco. Please, go ahead

Henrique Brustolin, Bradesco: Good morning, Tomazoni, Guilherme, Wesley and Chris. Thank you for taking my questions. I have two that I would like to explore in US Beef mainly.

We saw this big sequential margin deterioration, right? Which was also atypically below some of what was reported already by peers. So I would like to understand a little bit more in the quarter specifically what's behind it, if there were, you know, some components that could be seen as one-off given how your operations are



structured with the vertical integration on some of the byproducts and that we could see some improvement in the coming quarters. So that's the first one.

And the second, also on US Beef, is based on, you know, the experience you already have on that market and navigating previous cycles lows. What do you believe will be needed to bring margins back to break-even levels? And I know this is not an easy one, but I mean, if you think it will mostly depend on cattle supplies coming back to growth once again, or there are things that could happen before that capacity adjustments, even the trade barriers being improved that could bring margins back to those levels sooner than the cattle availability grows? Those would be the two. Thank you.

Wesley Batista: Good morning, Henrique. So a few comments. So on our performance during the quarter, it was a very challenging quarter for sure, and one of the things that makes it very challenging is when the market has a huge increase in volatility and price like we had. Just to put it in perspective, right? So cattle last quarter of last year was at around US\$190 per hundred weight, and we went up to US\$230-238, and actually, during the 2Q was around US\$225. And when those swings are really huge like that, sometimes you'll see some gaps, some challenges in the quarter that's basically positioning and that's a short-term impact. It's a relevant fact, but it's a short-term impact. Actually, we just did a big tour of our beef plants and all the work that we've been doing from an operational perspective, we're very confident with the work that the plants are doing in terms of efficiencies, in terms of use. They're actually improving versus the previous quarters.

So, we don't think that there is anything regarding operations. I think it's much more to do with positioning and especially when you have an explosive market like what we had in the last quarter.

When it comes to where we see from cycle perspective, and like you said, adjustment in capacity versus cow herd rebuild, obviously, we talk a lot about cow herd rebuild because that's what we know in the market, what we see, what we have data, and we are confident that we are fully into herd rebuilt.

One of the two pieces of information that's very relevant is: cow slaughter is down again this year, and if you look, you know, it's been compounding about 10% to 15% decrease in cow kills year after year. So that's a good sign. We're seeing less heifers as percentage of feeder cattle versus previous periods. So those things are encouraging.

Obviously, when they start happening, they take a double hit, right? You already have less cattle, now you have less heifers coming to market because they're being retained, which is good news long-term, but short-term it makes it more challenging.



Talking about capacity adjustments, I can obviously just talk about our own business, I can't talk about the market because I wouldn't be able to answer that, but we're comfortable with our current capacity and we don't see any changes coming from that end on our side.

Henrique Brustolin: That's clear, Wesley, thanks very much.

Operator: The next question comes Andrew Strelzik, Bank of Montreal. Please, go ahead

Andrew Strelzik, Bank of Montreal: Good morning. Thanks for taking the questions. My first one, can you talk about the outlook for Brazil beef with the US tariffs? How is that impacting the operating environment and the supply demand balance there? And how should that play out in margins over the balance of the year?

Gilberto Tomazoni: Hi Andrew, thank you for the question. I'll just make a comment first by the impact of the tariff and then I'll talk about the outlook about the business. The tariffs were recently implemented, but with no impact in the quarter. When you look globally, the impact of JBS overall will be immaterial. If you look just at Friboi in Brazil, as a whole, the impact is not relevant. But some specific plants that exported more to US, may be. But this is the good thing for our global platform: that allow to production to be redirected and impact to be very mitigated. I think this is one of the moments that the value of the platform makes us stronger.

But to talk about the future, it's too early to estimate the real impact. And it will depend on how the global market will be rebalancing because the systems is interconnected. Maybe some countries will substitute the Brazilian products, like Australia and other countries. Besides that, some of US products exported today could remain in the market. And we put "if" Brazil will be replaced, that volume that was directed to the US, for us, we are not seeing today this really strong impact. It's too early to say the impact, to quantify the impact.

About the outlook, if you see that the Friboi show a strong growing volume and even in price, domestic and export. We lost a little bit in terms of gross margins, but we gained more than that, we compensate with higher volumes, and we see that for the next quarter, our beef operation Brazil will continue to deliver good results.

Andrew Strelzik: That was very helpful color on that. And then I wanted to also ask on the US prepared foods strategy. You listed a number of investments that you've made there. How much will that increase your US prepared foods volumes when I take all of those projects together? And as you think about continuing to build out that strategy, are you comfortable going with internal projects and smaller acquisitions kind of one by one? Or I guess, how are you thinking about the aspirations and achieving the aspirations in US prepared foods?



Wesley Batista: Hi Andrew. So on the prepared food side, on our chicken, the plant that we announced in Walker County is a significant increase. It's going to, you know, almost double our capacity on that. But on the other side, on the pork side, on the sausage and cooked sausage, It would probably be a 20% – I can probably get more precise numbers afterwards and send that your way –, but it would be a significant increase on both sides, maybe an average of 25-30% increase of our total capacity on volumes in the US. But we certainly can send you some more precise numbers afterwards.

Our approach to this is pretty simple: on how we're investing and where we're deciding to grow, we're really starting off, going by where we're seeing the demand in the market and where we're seeing that the market has a need for products. So, we have grown a lot, our prepared food side on chicken, and today we actually need more capacity to continue to grow. That's our bottleneck for growth in this market is actually production capacity. It's much more production capacity than actually being able to sell. And on the pork side of prepared foods, we've been working a lot with customers and the demand for these products that we're starting to make is pretty large, and we're deciding to go there.

We will obviously always look at assets for acquisitions, and obviously, there is a lot of things that are going to play. If there is actually something out in the market for an acquisition or if there isn't, and if there is, if the assets are something that we think are good assets for the long-term, in these three cases, we decided that the best thing to do was to build a plant, modern plants that are going to be completely new and ready for the next 10, 15, 20 years.

So that's what we decided. We're very excited about these three plants and we think they're going to be among the best plants in the country.

Andrew Strelzik: Great. Thank you very much.

Operator: The next question comes Guilherme Guttilla, BTG. Please, go ahead

Guilherme Guttilla, BTG: Hi guys, morning. So, I just want to discuss a bit here about the chicken business. So, maybe starting with Seara, if you guys could give us a bit more color on how the avian flu outbreak impacted the Company results. Maybe break down a bit how was the segment profitability and how the outbreak impacted it.

And also on chicken, but on a different topic, I just want to discuss a little bit more here about the supply and demand scenario. So we already discussed here in previous opportunities about how the lower hatchability and higher mortality rates are impacting the supply, the chicken supply. But what do you guys expect ahead? Until when do you guys believe the supply constraints can delay the cycle from turning? So that's it. Thank you.



Gilberto Tomazoni: Hi, Guilherme. Thank you for the question. I will be very pragmatic with the answer here to you. When the outbreak happened in Brazil, and practically 100% of the market to export to Brazil closed, and we say that the impact at that moment, in June, the impact of our EBITDA in June was around 5%, not just in chicken, but the Company as a whole, Seara.

And now, some of the markets reopen, remain closed to important markets, that Europe and China. We see that the government and the Minister of Agriculture is working to reopen market. I saw in the media yesterday that President Lula discussed with President Xi Jinping about the issue. I'm so confident that it may be reopened very close these two market, because there is no technical reason to be closed because all of the technical things were answered, the question that the market made, and ONSA was declared Brazil free. We are confident that it will be reopened in the coming weeks.

But the fact that today is closed and the impact for these two markets is in the profitability, and the profitability of Seara will be around 1.5 to 2 p.p. That is the impact we have now with this.

That said, I hope we have answered your first question. The second question, the outlook of the chicken business, we saw a strong demand for chicken globally. All of the markets in Brazil, in the US, Europe, Mexico, all of the markets we see strong demand. Because in the US, the consumers have changed, substituted beef from chicken, and we see all international markets very demand, Brazil had the problem, but the market that opened, we export, there is strong demand for the volume.

The other things that you have mentioned before, about genetics, about mortality, about productivity, have not changed so far. And we remain confident from the outlook for this year for chicken.

Guilherme Guttilla: Very clear, thank you very much.

Operator: The next question comes Priya Ohri-Gupta, Barclays. Please, go ahead

Priya Ohri-Gupta, Barclays: Hi, thank you so much for taking my question. Making sure you guys can hear me, okay?

Guilherme Cavalcanti: Yes, we can hear you, Priya.

Priya Ohri-Gupta: Okay, perfect. Wesley, I'd love to just follow up on the comments that you were making around the prepared foods business. You did highlight that the Company does consistently look at acquisitions as well as it considers how to approach growing out capacity. Based on some of these investments that you guys have been talking about, should we assume that the



need for acquisitions might be lower in the near future in the prepared side of the business? Or is there still scope to look at inorganic growth?

Wesley Batista: Hi Priya. It's difficult to forecast what's going to be the future on this, because these are all based on opportunities, the acquisitions are always based on opportunities. So like we've always done in our history, we're going to look at anything that comes up, but it's difficult to forecast if it's going to be more of one, or more of the other. Obviously, when we want to grow a business, we look at both. So it will be difficult for me to project for you what the future is going to be the future on this.

Priya Ohri-Gupta: That's helpful. So it's just more of an ongoing thing. With regards to the beef cycle, I would say getting to this point of heifer retention has been a little bit more elongated than we've seen in the past. What's your perspective on how long it could take us to really start to see the bottom on profitability. So sort of how are you thinking about getting back to break even in the beef segment and then starting to see growth?

Wesley Batista: Yeah, I think this year and the beginning of next year are going to be the bottom side of the cycle. And then from there, it's going to be a gradual increase, somewhere end of 2027, beginning of 2028. It's going to be gradual, it's not going to be overnight, right? That you're going to see a complete change in the business; it is going to be gradual. But I think the worst part of the cycle is going to be right here for the next maybe three or four quarters. And then from there, we're going to see this change and gradual improve.

Priya Ohri-Gupta: Okay, that's helpful. And Guilherme, can you remind us again, how you think about your ongoing cash balance? You know, we're just shy of about US\$3 billion at this point if we include some of the margin cash in there. Is that the right level for the near term? Or would you like to have a little bit more of a cushion there around where you maintain cash?

Guilherme Cavalcanti: Hi, Priya. No, I think this is more than enough. I think given the Company's cash conversion cycle today, a cash of US\$2 billion worldwide is more than enough for the operation. So we're our comfort with the current levels. And that's one of the reasons that we announced the share buyback programs, because, as you know, we paid US\$3 billion dollars in debt and there would be other debts that we have up to 2032. They all have coupons lower than 3,75%. So it was not efficient to buy the debt with excess cash, so we announced the share buyback program, but we still have cash above what we need to our cash conversion cycle to operate.

Priya Ohri-Gupta: Great, and then just one last administrative question. Where are you guys in terms of updating the bond ticker now that the equity listing has been completed and then putting the shelf in place. Thank you.



Guilherme Cavalcanti: Okay, so first, on the ticker of BZ, it's out of our control. We're talking to Bloomberg for a while now to take the BZ out of the ticker. We keep following on that. and the shelf registration, first we'll finish all the exchange offer to take all the remaining 144 bonds registered, and then we need the first register offer for then, one year later, to be a weak C, and I have a shelf registration. So, we first need to do an issuance of debt and equity for then register so then ask for the shelf registration in weak C.

So I think maybe we need a new issuance, which currently we don't envision given that we just, again, as we talked about, we have more than enough cash, we have no maturities in the near term, so I don't see we coming to the market anytime soon.

Priya Ohri-Gupta: Great, thank you so much.

Operator: The next question comes Gustavo Troyano, Itaú BBA. Please, go ahead

Gustavo Troyano, Itaú BBA: Hello everyone, can you guys hear me?

Guilherme Cavalcanti: Yes, Gustavo, we can hear you.

Gustavo Troyano: Thanks, Gui. Actually, my question is on US Pork. Earlier in the call, you guys mentioned that margins should recover in the next few quarters. So I just wanted to have more granularity on this topic. Maybe the reasons behind the margin compression in US-GAAP in this quarter and why do you believe they are improving in the remainder of the year.

And if possible, if we could explore a little bit more like the pace of this recovery and when do you expect these margins to reach your, I would say, recurring level going forward? And if we could discuss maybe the margin performance in the integrated part of the business compared with the non-integrated part of the business, if that's a fair comparison to do for this quarter, if there are different margin performance between those two operations in there. Thank you very much, Gui.

Wesley Batista: Gustavo, good morning. So the US Pork performance this quarter, a lot of it was because of some of the trade disruptions we had with product going to China, and for that period of time there was a hundred and some percent tariff and we had products coming back, products that we had to reshuffle, and that created a disruption that we did not expect.

We expect that as of the 3Q25, right now, we're back to normal in margins, so that's not something that we're overly concerned about, you know, being a gradual recovery, we think it's an immediate recovery. It was more of a one-off in the 2Q.



We actually are quite optimistic about margins in the pork business. We've grown our live production. Like you're saying, you're asking about the integrated supply in the last 5 to 10 years. We've grown that, and when we see grain prices being at a relatively low level based on history and on the other side you see a potential for the cut out of pork to become, when there is low availability of beef and high prices of beef, pork becomes a very good option.

So you could see a little bit of strength there because of that. We're actually quite optimistic about pork margins in the US going forward.

Gustavo Troyano: That's super clear. Thank you very much.

Operator: The next question comes Leonardo Alencar, XP. Please, go ahead

Leonardo Alencar, XP: Good morning. I hope you can hear me.

Guilherme Cavalcanti: Yes, we can hear you. Just speak a little louder, please, Leonardo.

Leonardo Alencar: Okay, thank you. Good morning Tomazoni, Cavalcanti, Cris and Wesley. Thank you for taking my question. I would like to go a little deeper regarding the US Beef. I understand this herd building is ongoing and that you're expecting to change the scenario for at least three or four quarters ahead. But we need to consider the other factors in place, the issue with the cattle import from Mexico that is not really happening right now, and also, the impact of the tariffs beef Brazil restricting import of trimmings of beef, lean beef.

If you could just go a little deeper on the discussion about the cycle in the US and if you could expect this average wave of cattle continue to increase or even decrease maybe. Just to understand how this is going to play in the future because this was a very strong change of metrics, we could say. The average wave of the cattle and that increased probably the production of fatter meat, let's call it. So this was one of my questions.

And the other one would be a follow-up regarding Seara. I understand that the issue with China, we are expecting this restriction to drop in the foreseeable future, but then what's your read on China, on the market in China, demand in China? Since they are not importing meat from Brazil for a while now and demand is probably still good, but then I wanted to hear that from you if stocks are decreasing in China right now. So if you could expect China to resume imports to a previous level we were seeing before the restrictions or there's room for improvement on that? So those are my questions, thank you.

Wesley Batista: Morning, Leonardo. You're bringing a few good points. This Mexico situation is obviously quite relevant in the short-term. There is about 1 million head, 1.2 million head of feeder cattle that come to the US and they're fed in the US. So, as of November last year, the border got shut and beginning of this



year it opened. There was another shut down again, and we have been following the situation quite closely and what we realized is that the Mexican government is doing a lot of work to make sure that that situation is handled and working with the US government to figure out a way to reopen and continue flow of cattle.

We think that this is going to be very relevant in the medium-term and in the short-term, but we don't think that necessarily would impact the long-term of the cycle of the herd rebuild, so I would disconnect those things, though it's a very important point that you bring up and it does create an impact in the US, especially in the south of the US, which is where a lot of that cattle stays.

When it comes to imports, obviously, lean trim is something that the US has imported for a long time. We blend that, the market blends it with fat trim and make ground beef. So when you lose a source like Brazil, it's significant. The impact of that is still relatively early to see because there is inventory in the US, there was inventory coming to the US. So we haven't seen 100% of what this is going to look like, but certainly domestic meat or meat that is imported that's lean is going to appreciate in value and have a higher value.

And we'll see exactly how big the impact is going to be when that Brazilian inventory of meat in the US kind of, you know, gets used and we will see less flow of Brazilian beef coming in. So it's too early to tell exactly how big is going to be the impact.

Leonardo Alencar: Okay. Thank you. What about China, chicken and Seara?

Gilberto Tomazoni: Leonardo, related to chicken and Seara, I think I was clear before, but the impact of the avian flu when we had the month that had the outbreak was a really strong impact, it was around 5% in the result of Seara. Now, after the release of some markets, the impact is around 1.5 p.p. of the EBITDA.

And we are really confident with the future of this business because demand is strong, domestic and export, and not just in Brazil, we see all of the markets, we see in the US, Pilgrim's released the results, and I think Fabio mentioned that the strong demand in the US is not different in Mexico, is not different in Europe.

When you look for the supply, with the same restriction we had before, we are discussing about genetic, about mortality, and all of the issues remain. It may increase a little bit more the number of bullets, but when you look for the demand, the increase in percentage of the number of pullets, it doesn't make really the difference to impact the results.

We remain very positive with the chicken business for this year.

Leonardo Alencar: Okay, thank you very much for the details.



Operator: The next question comes John Baumgartner, Mizuho. Please, go ahead

John Baumgartner, Mizuho: So thanks, thanks for the opportunity. Following up on US prepared foods...

Operator: Excuse me, ladies and gentlemen, it seems that Mr. Baumgartner has disconnected his line. I'll be moving to the next question, okay?

Operator: The next question comes Renata Cabral, Citi. Please, go ahead

Renata Cabral, Citi: Hi everyone, thank you so much for taking my question. My first one will be on the Brazilian beef cycle, actually. Initial expectations was that maybe this year, 2025, towards 2026, would have the change in cycle in Brazil. We had cattle prices with a lot of volatility, naturally because of the recent trade tensions. So my question is the previous expectations remains regarding the cattle cycle in Brazil. If you could discuss it a little bit, it would be really helpful.

And my second question is on disclosures. Now that you are reporting under US-GAAP, it's much easier for us to compare your numbers with US peers. And given your recently announced investments in prepared foods, would you be able to share even a rough sense of range of prepared foods represents your business today? Or looking ahead, do you see room to provide more details over time to help us to have a better comparison on this front? Thank you so much.

Guilherme Cavalcanti: Okay, so I will start with the second question. So first of all, our business segments has to be how we manage the Company, so that's why we don't have prepared foods as a business segment, because we have prepared foods in Europe, in the US, in the PPC, in Brazil and so on. So that is a reason.

But of course, we can try to make managerial numbers for how much should be prepared foods. But then comes a question on what is the threshold; what to divide, what is prepared or not? So let's say, if we get what is really processed, I would guess that a 15% currently would be a good estimate. But of course, if you include, for example, brands, case-readies, or just brands that you put in in-natura meet, we can go up to 50% if you put brands on the value-added side.

So that's something in between that. And of course, we will always try to continue to improve our disclosures. And again, as we grow, we'll try to have this number developing to a better disclosure.

Gilberto Tomazoni: Renata, related to beef cycle in Brazil, we are very optimistic with the cycle in Brazil, and I believe that the Brazilian sector is in a transformation because Brazil is increasing the feedlot, that feedlot it makes it possible to reduce the age of the animals to go to processed plants, to have genetic improvements, you have a more feedlot because the DDG now is available because of corn



ethanol, and this is a kind of change in the livestock sector that will enhance the production.

Producers are making a good margin today because if you look at the quarter, the price of the beef increased 20% and the price of livestock increased 40%. It means that this is a good moment for the producers. There is a lot of incentives to raise animals and the possibility to increase productivity is huge in Brazil.

Brazil, as a half of the earth of US and we produce the same amount of meat as the US. If you look at this, this is a huge opportunity for improvement. And today, with the conditions we see in the market, that I already mentioned, we are positive for this year and the next year for the livestock in Brazil.

Renata Cabral: Thank you so much, Tomazoni and Guilherme, that was helpful.

Operator: The next question comes John Baumgartner, Mizuho. Please, go ahead

John Baumgartner, Mizuho: Good morning, thanks for the question. Can you hear me?

Guilherme Cavalcanti: Yes. Good morning.

John Baumgartner: Thank you. Just wanted to follow up on US prepared foods and your comments there, Wesley. You're making the investments in chicken and bacon and sausage and some of these Italian meats. And you mentioned responding to market demand. I'm curious, are there any particular white spaces in terms of species or product format that you still see as incremental opportunities for you at maybe more in beef or other types of pork?

And then, as you develop the portfolio, how do you anticipate the marketing to evolve? Are there opportunities for partnerships like you're doing with Netflix and Seara in Brazil?

Wesley Batista: John, we see that where we're investing, where we have announced so far is where we're really seeing the demand is. Like we mentioned, the sausage, the cooked sausage – just to explain what that is –, a lot of that is what we would see in pizza toppings, in salads, so it's prepared bacon and cooked bacon and sausage. So we're seeing a lot of demand there, that's where we've built, we're very confident about that.

You know, as we see other opportunities, we might communicate, but so far, that's where we see the opportunities and where we invested.

On the Pilgrim side, we've done a fantastic job here in the US with branding our products and great success story, we just barely achieved pretty large market share in pretty short time and a lot of distribution, and it's a brand that's continued



to grow very much and done a good job. And there is a huge opportunity for us to do that on the pork side, on the red meat side of prepared foods. And we haven't done much of that, but that's something that, for sure, is part of our plans and part of what we see as a potential for this prepared foods business in the US.

John Baumgartner: Thanks, Wesley. And then, you know, coming back to US Beef and what the market's seeing in terms of resilient demand, despite weaker food service traffic, the broader economic challenges facing consumers. I'm curious your thoughts on that demand resilience. Are you seeing something different in terms of how consumers interact with beef during this cycle?

Is it the broader protein movement that's driving consumers to prioritize spending on beef more so than past inflationary cycles? Any observations you have on demand resilience there would be great.

Wesley Batista: Yeah, I think there is a one comparison that's very illustrative of how resilient beef demand is: you know, we've always compared chicken breasts with pork loin and ground beef as, you know, accessible, affordable sources of protein, and we always compare those items as items that, you know, the consumer kind of jumps back and forth. And we obviously seen with the short supply of cattle and all of that, we've seen the ground beef gap of price, ground beef versus those two other sources of protein really open the gap.

But you mentioned right, food services is lower, but on the retail side we've seen, and actually on the overall side, we've seen demand for ground beef to continue to be pretty strong and people choosing to still consume ground beef, even with this delta, this gapping, this larger gapping price between pork and chicken, consumers are still really, really going after beef.

I think there is a few things: I think, yes, there are those trends of people eating more protein, but that benefits all of the categories. People prioritizing protein, all of that is very important. But I think actually what is a testament is the quality of US beef and how the US consumer trusts it and really likes it. And even at a premium versus other proteins, they're still really looking forward to consuming it and seeking it.

So, obviously, this price being so much different in pork and chicken is more to do with the cattle cycle than anything, but the consumer is responding to that and still choosing to consume US beef because of its quality and how much they trust the product. That's what we think.

John Baumgartner: Thanks, Wesley.

Operator: The next question comes Ricardo Alves, Morgan Stanley. Please, go ahead



Ricardo Alves, Morgan Stanley: Hey everybody, good morning. Thanks for the call. I have three questions, two for Guilherme. Guilherme, on working capital, I believe you mentioned US\$900 million of consumption this year, right? So that would imply something like US\$600 million of cash relief into the 2H. I just wanted to confirm that level of magnitude at least. And if that's correct, if you could break it down in terms of how much of that would come from inventories, or if you can just give some more granularity in terms of working capital relief into the 2H and the magnitude. That's the first question.

The second one, also to you, Guilherme, if I may, JBS has been paying a lot of dividends over the past few years, and I think that this year was not different. And now you have the buyback announcement, which is obviously appreciated. What is your current mindset on the distribution side? Are you sticking to that idea of returning something like US\$1 billion per year? Because it actually seems that you're running well above those targets.

So, I just wanted to get your latest thoughts on the distribution side.

My last question to you, Wesley, would be, I thought it was very interesting the comment you made on pork, that their sequential recovery would be immediate. I think that that's the expression you used as opposed to gradual. When you look at the beef performance this quarter, do you think that there are elements to the performance of the 2Q that you could also have an immediate sequential recovery? I know that you also made it clear on the US Beef side that you're going to have three or four quarters of very tough profitability, which is a view that we tend to share.

But on a sequential basis, this minus 4%, are there elements, are there factors that you believe you can overcome really fast to improve too, I don't know, maybe closer to low-single digit negative margins? Those are my questions. Thank you so much.

Guilherme Cavalcanti: OK, hi, Ricardo. So basically for this year, I think the best estimation in terms of cash generation for the 2H is what I mentioned, that the free cash flow break even for this year at US\$5.5 billion. So get whatever is your EBITDA estimation for the whole year, minus US\$5.5 billion, and then take out 25% effective tax rate. That should give you a good estimation of how much cash we will generate.

And you're right, we'll be releasing cash in the 2H, as every year we do. And it comes from a decrease in inventories and the postpone in the last quarter, we always have around at least US\$400 million of postponement of livestock payments that releases working capital in the 4Q. So I think that, again, the math of the cashflow break-even that I mentioned can give you a good estimation of what we are expecting to generate the whole year, and of course, consequently in the 2H.



So in terms of the dividends, if you look at how much we paid in dividends since 2020, we are exactly US\$1 billion, US\$975 million average, in fact. So we paid in 2020, around US\$800 million, 2021 another US\$900 million, and so on. In 2023, we paid 450, but we promised there the listing that we paid this year. So if we consider that the listing dividend that we paid in June was really promised in 2023 and get back this number, so you'll see that we've been paying, on the average of the last five years, is exactly around US\$1 billion, as I mentioned.

And that's why we the excess cash we just turned it into share buybacks, as we did in the past. In 2021, for example, we used the excess cash for share buybacks. So I think it doesn't change. Going forward, I think we continue with the mindset of paying around US\$1 billion in dividends every year. And of course, it depends on the M&A opportunities. So of course, this year we could increase to share buybacks given there was no relevant M&A this year.

So I think it didn't change, US\$1 billion of dividends, we continue to think about US\$1 billion of growth CAPEX going forward, and also, having few cash flow for M&A. If there's no M&A, we can improve the distribution on the buyback, for example.

Wesley Batista: So, Ricardo, on the beef side, we think that our internal performance, again, I think we're going to perform better in the 3Q than we did in the 2Q and part of that is because the things that we can improve are not are much more on the mid-margin side, on the buy and sell side versus operation. So we think that that could be a quicker improvement in performance.

Having said that, it's a lot more difficult for you to project and to try to predict the beef market today than the pork market, because the pork market is a lot more stable today versus the beef market, and it's really tough right now to have a really long-term perspective of exactly what the market itself is going to do on beef. But we think on our own performance, we could have a much better quarter on the 3Q versus the 2Q on the things that depend on us.

Ricardo Alves: Thank you so much, Wesley. Thanks, Guilherme.

Operator: The next question comes Ricardo Boiati, Safra. Please, go ahead

Ricardo Boiati, Safra: Hi, good morning, everyone. Thanks for the opportunity. I have a follow-up question on prepared foods. Wesley already gave some nice colors, but I wanted to explore the opportunity in terms of sustainable margin improvement that the ongoing project could provide for the Company. Any estimate of what the incremental normalized margin could be when these projects mature in the future? That's the first question.

And the second one, I think it goes to Guilherme. Regarding the shareholder base since the dual listing, how do you see it evolving? Are you seeing already US investors gaining traction? Are you already starting to access fund managers that



maybe you previously couldn't? Any color on how that is evolving would be great as well. Thank you, guys.

Wesley Batista: Ricardo, good morning. So we think that the products that we're investing and the categories that we're investing are categories that should have higher double-digit margins. Around 15% is our expectation, and so we should bring the average of our EBITDA up.

Gilberto Tomazoni: Ricardo, our expectation in all of the projects of prepared, the ROE will be around 20%.

Ricardo Boiati: Great.

Guilherme Cavalcanti: So, in terms of shareholder base, so first, I think since we listed on the New York Stock Exchange, our average daily trading volume more than doubled when we compared it to last year. And our IR team is receiving a lot of reverse inquiries of new investors, new US investors that are starting to study the story of JBS. We increased already the foreign investor base. And especially on the conferences that we have, for example, we have in September conferences already scheduled, the number of meetings with JBS increased at 60%. So we have full-day schedules in conference.

So I think people are starting to get the story, making their models, and we'll be doing also all the semester non-dual shows in Boston, New York, Los Angeles, San Francisco, Chicago, Toronto, so on and so forth until the end of the year, so we'll try to get also Nashville, to get these new investors. And at the same time, again, as I mentioned before, we start checking the boxes to get to the index given that today 54% of the assets under management are passive.

This September we will have, for example, a FTSE index, they will release their rebalancing. So we will have a vision where we're going to be, for example, in the Russell next year. So most likely June next year, we'll be in the Russell. And again, trying to check the boxes and doing developments like we did in terms of releasing numbers in US comparison to be able to be eligible to the most indexes that we can be.

Ricardo Boiati: That's great guys, thank you very much.

Operator: The next question comes Guilherme Palhares, Santander. Please, go ahead

Guilherme Palhares, Santander: Good morning, everyone, thank you for taking my question. Just a quick view here on the table egg industry. You guys of course had the investment on Mantiqueira, and I'd like to hear thoughts now that you are closer to the business, your prospects. And if you could also read a bit how this is playing out in the US, whether there are opportunities there. We saw the very strong prices of eggs in Brazil also being a player on the exports during Q2.



So if you could share a bit your thoughts around that business, what it means for growth in the next couple of years for the Company, I would appreciate that.

Gilberto Tomazoni: Guilherme, thank you for the question. When we announced our joint, we bought 50% of Mantiqueira and we mentioned that it's a new wave of growth. We are increasing our diversification of our platform, and we want to do with the eggs what we have done with chicken and pork and beef, to be one of the global leaders of the category. This is the strategy.

We cannot mention one or other strategy because this will be responsible for Mantiqueira and not for us to say what will be acquisition or something like. What I can see, it's our priority for growth, both in Brazil and US in terms of the egg sector.

Guilherme Palhares: Tomazoni, could you share a bit your thoughts about the growth of this category? Because it seems that when we look in terms of production in Brazil, it has been outpacing other proteins as well. So what is your thought going forward for the industry as a whole?

Gilberto Tomazoni: I think it's very positive, Guilherme, because I think we have mentioned in other calls that the consumers now they have preference for protein, protein become healthier, and it is a new trend. And when you look at the types of proteins, we see that the eggs is more affordable among all other proteins that are available in the market. It means that eggs keep growing and eggs become very healthy, and I think there is an opportunity to create brands in eggs as well, and Mantiqueira is starting to do that already with Happy Eggs and Mantiqueira and some other brands they are developing.

This is the strategy. We see that this category will be growing, and we can enter in the value-add eggs product as well. We are so excited with the growth of this category, and because of that, we made this investment, and we consider this category one of the categories we are really making difference in terms of growing the future.

Guilherme Palhares: Thank you, Tomazoni.

Operator: The next question comes Igor Guedes, Genial. Please, go ahead

Igor Guedes, Genial: Good morning, everyone. Thank you for taking my questions. Can you hear me?

Gilberto Tomazoni: Yes, we can hear. Good morning.

Igor Guedes: My question is about the US Pork unit. You exceed our expectations in terms of margins, mainly due to the resilience of domestic pork consumption in the US, but beyond that, you mentioned the expansion of high-value added products, which partially offset the negative pressure on pork or fowl



prices redirect to pet food and animal feeding industry due to trade restrictions with China.

In other words, as we understand it, the margin could have been even better if you realize price had behaved normally. I would like to understand if there is an expectation to resume normal shipments of pork or fowl to China and restore the realized price in 2H. Thank you once again.

Wesley Batista: Igor, good morning. The trade with China after the trade truce has been kind of in place here and postponed has already resumed to China and it's normal as of right now.

Igor Guedes: So in the next quarter we can maybe see the realized price of pork US going up in your view?

Wesley Batista: We should see normalized margins from the 3Q forward. That's our expectation.

Igor Guedes: Okay, thank you very much.

Operator: The next question comes Isabella Simonato, Bank of America. Please, go ahead

Isabella Simonato, Bank of America: Thank you. Hi, everyone. Thank you for the call. Just a quick question on US pork, and most related to accounting, actually. We saw a big difference, right, in the IFRS margin and US-GAAP, which happened in the past and you guys put a footnote explaining a little bit of the accounting. But I think our perception is that you took a hit when we think about the US-GAAP margin in the end of the quarter because of lower cut-out prices, while hog prices moved up during the quarter.

So back to the discussion of margin improvement in Q3, can we assume that the margin for the average of the quarter was actually a little bit higher than those 6.5%? Or if you can break down what was the counting impact regarding biological assets and mark to market of inventories, I think that will help to clarify a little bit of the heat on profitability. Thank you.

Wesley Batista: Isabella, good morning. Look, we manage our business here on a day to day on a US-GAAP basis, so in the US, we manage it in US-GAAP, so we don't follow this IFRS margins on a day-to-day basis. When I mentioned the improvement in margin next quarter and normalizing, going back to normal from where we expect these margins to look like, it's on a US-GAAP basis and it doesn't have really a lot to do with US-GAAP IFRS differences.

Isabella Simonato: I got it, thank you.

Operator: The next question comes Puran Sharma, Stephens. Please, go ahead



Puran Sharma, Stephens: Good morning. Thanks for the question here. Just wanted to parse into Australia a little bit more. I think you mentioned before that the other businesses were running about the same as the prior quarter, maybe except for the salmon business. But the strong performance came from beef. It sounds like there's continued favorability in terms of the cattle cycle. So I was just wondering, as you look out, I think you said you see room for continued improvement for the year. And I was wondering if you meant that on a sequential basis, like when I look at EBITDA margins. Do they sequentially improve from these strong levels, or were you thinking more on kind of a year-over-year basis?

Gilberto Tomazoni: Thank you for the question, Puran. We see that the margin of the Australian business would be two-digit and in the coming quarters we see favorable livestock availability. We see that we're improving our results on the salmon business. And the other businesses are very stable. Pork performing is very well, prepared food is doing well.

50% of our business in Australia is beef. And we see these results will be above two digits. Above, no, it'll be two digits, sorry for that. It's two digits and we remain confident because we are talking the other quarters that the cattle are available, but there is too much rain, they are not able to catch the cattle in the farms. And now the environmental condition is much better, and we normalized our operations, we are working in our plants are full and we remain confident in this business.

Puran Sharma: Great, I appreciate that. And just as a follow-up, I wanted to hone in further on the US and Brazil tariff situation. It sounds like JBS Brazil can find some offsets. You guys mentioned your global platform. So I think you could find some offsets if you see some weakness there.

But I just wanted to ask about the US chicken business, Pilgrim's Pride. Typically, 4Q is a period where you see seasonal weakness for chicken. And I think this year, we're seeing just a little bit of incremental supply growth when it comes to egg set. But I'm trying to think about the Brazilian kind of beef situation. Do you think this bodes positively for PPC? And if so, can you help us kind of think about how much room for improvement there can be from a potential lower beef supply because of Brazilian tariffs?

Gilberto Tomazoni: I think is too early to estimate the real impact because we see that the volume from Brazil export to US, maybe we will replace from the other markets, from Australia and from other countries. And as I mentioned before, besides that, some of the US products today that are exported, could remain in the domestic market.

In the end, I think the US market will be supplied from the one side, from the other side. And this will be open the opportunity for Brazil, because this is an interconnected system. There is no hog production of beef globally. If some countries directed their sales to US, there will be opening opportunity for the



market that they live. And I think we need to wait for this rebalance situation so that we can better estimate what will be the impact of that.

Related to chicken, you are right. There is a little bit increase in terms of egg seg. But when you see the demand, I think is the exact reason we talk about 1%, 2%. And the demand for protein is much higher than this. And we do not see any reason not to be in according to this normal cycle of the business.

Puran Sharma: Great, thank you for the color.

Operator: Thank you everyone. Ladies and gentlemen, there being no further questions, I would like to pass the floor to Mr. Gilberto Tomazoni.

Gilberto Tomazoni: I would like to once again thank everyone for joining this call.

As this quarter marked our listing in NYSE, we reaffirm our focus on growing and delivering value to shareholders, as well our confidence in the strength of our diversified platform, both in terms of geographic and protein. Year after year, it has proven to be the right strategy and excellent tool to protect Company for cycles, supply chain disruption or geopolitical impacts.

I would like also to take this opportunity to thank all JBS team members. Our Company is truly powered by people who share a common mission and our focus on delivering better results every day. Thank you all.

Operator: This is the end of the conference call held by JBS. Thank you very much for your participation and have a nice day.