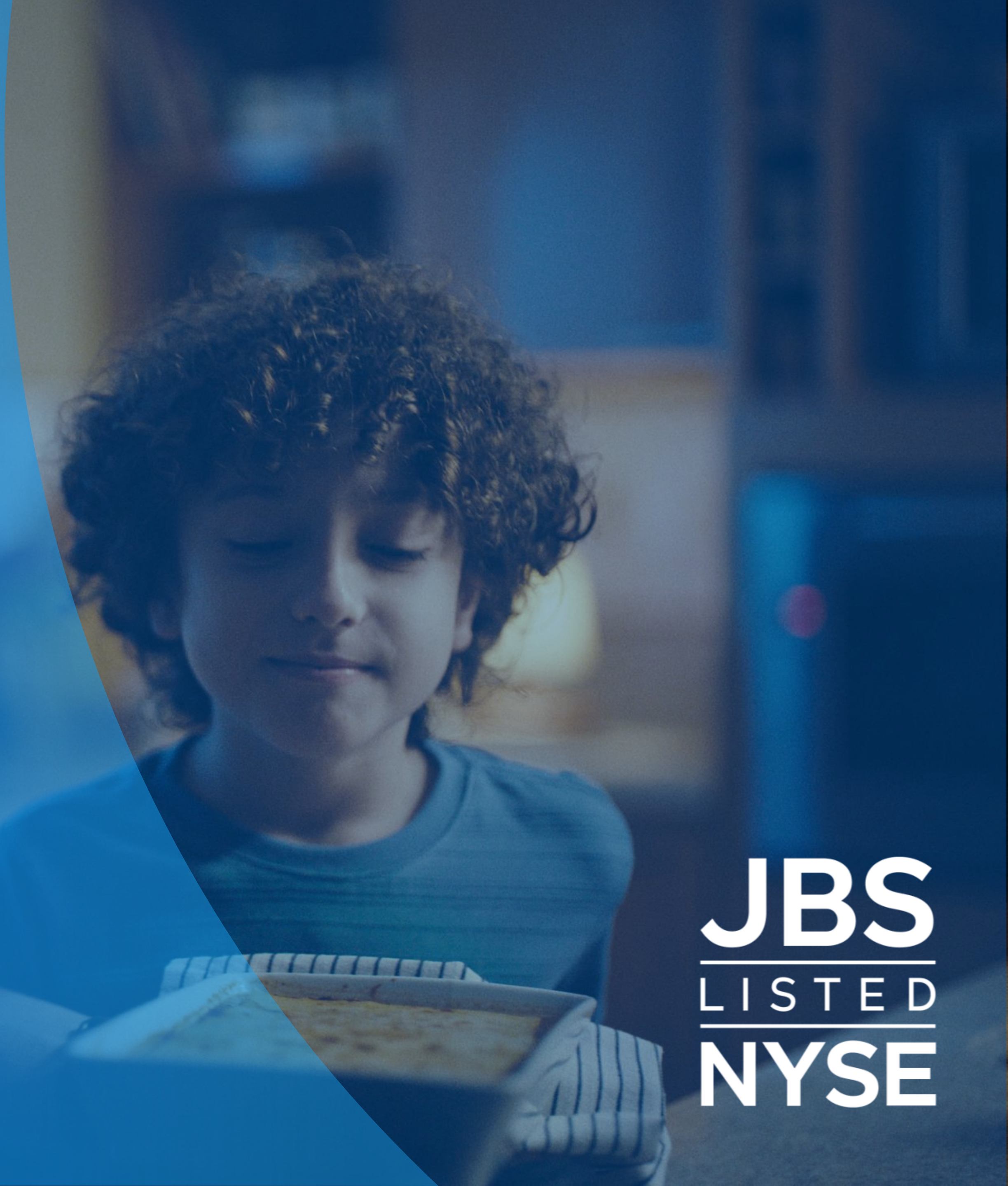
We feed better futures

Results Presentation
4Q25 & 2025



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.

A Leading Global Food Company

280k+
Global team members

250+
Production facilities

~200
Sales to customers in ~200 countries

#1 POULTRY

Global poultry producer
Market leader in **Brazil and Europe.** Leading position in **USA and 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

Table Egg producer in South America.

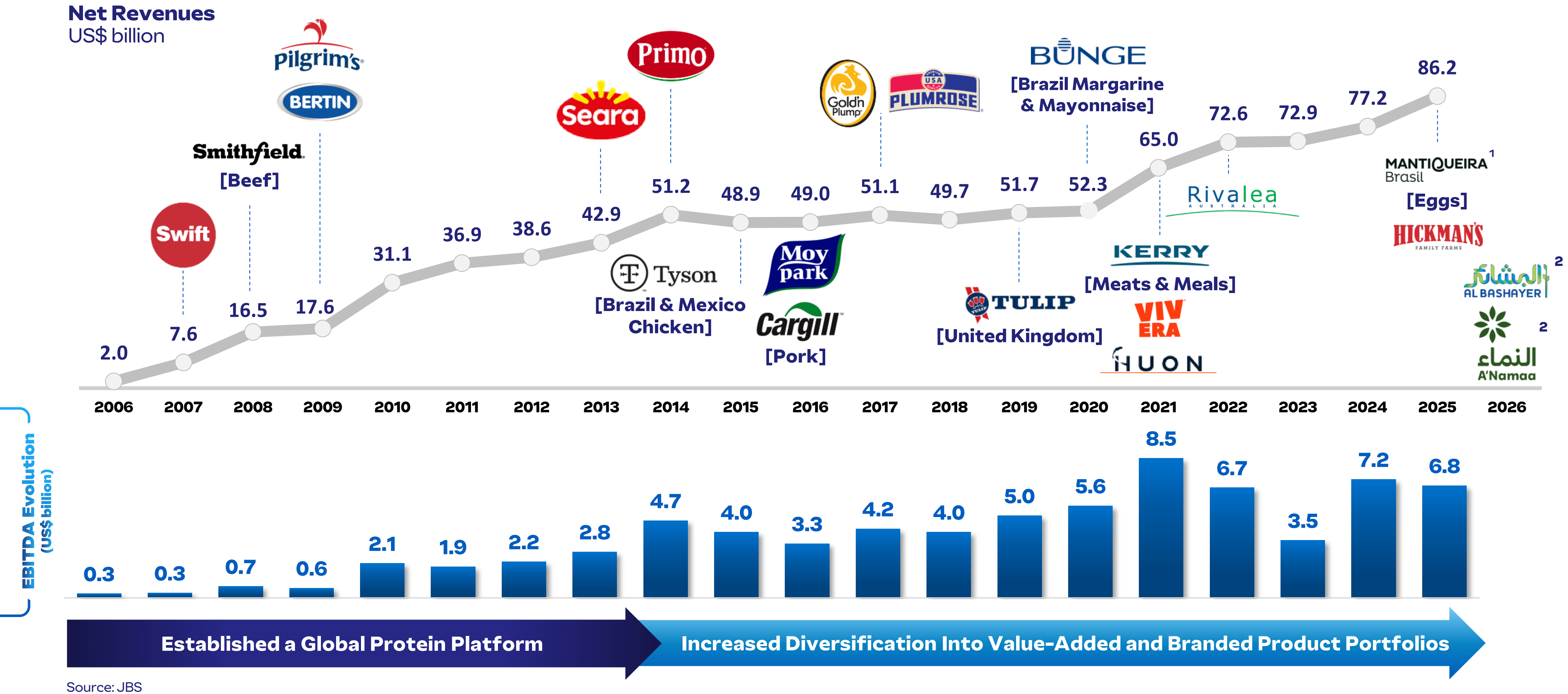
BIOTECHNOLOGY

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

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

Growth Journey Based on Strategic Acquisitions and Efficient Operations

JBS

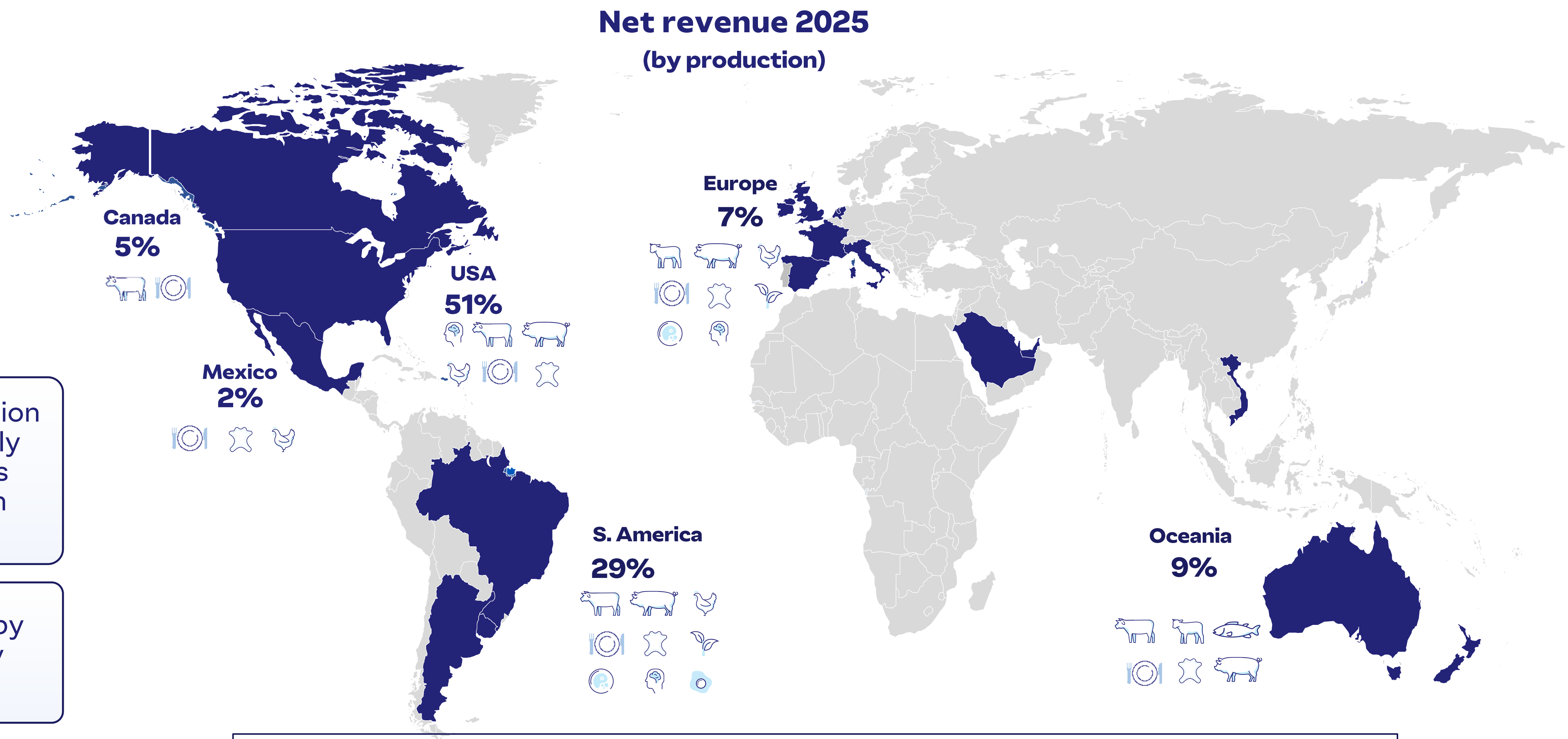


Source: JBS
Note: (1) 50% control. (2) Acquisition in Feb/26.

Valued Added: Diversified Global Brands Portfolio

Friboi
Seara
Mantiqueira Brasil
Swift
Pilgrim's
Just Bare
Principe
Delícia
Richmond
Vivera
Primo
Rigamonti
Huon
Great Southern
Grass Run Farms
Riverview Farms
Maturatta Friboi
Hans
1953 Friboi
Seara Gourmet

Global Diversification Through Local Production



1 Protein production in competitively advantageous locations with scale

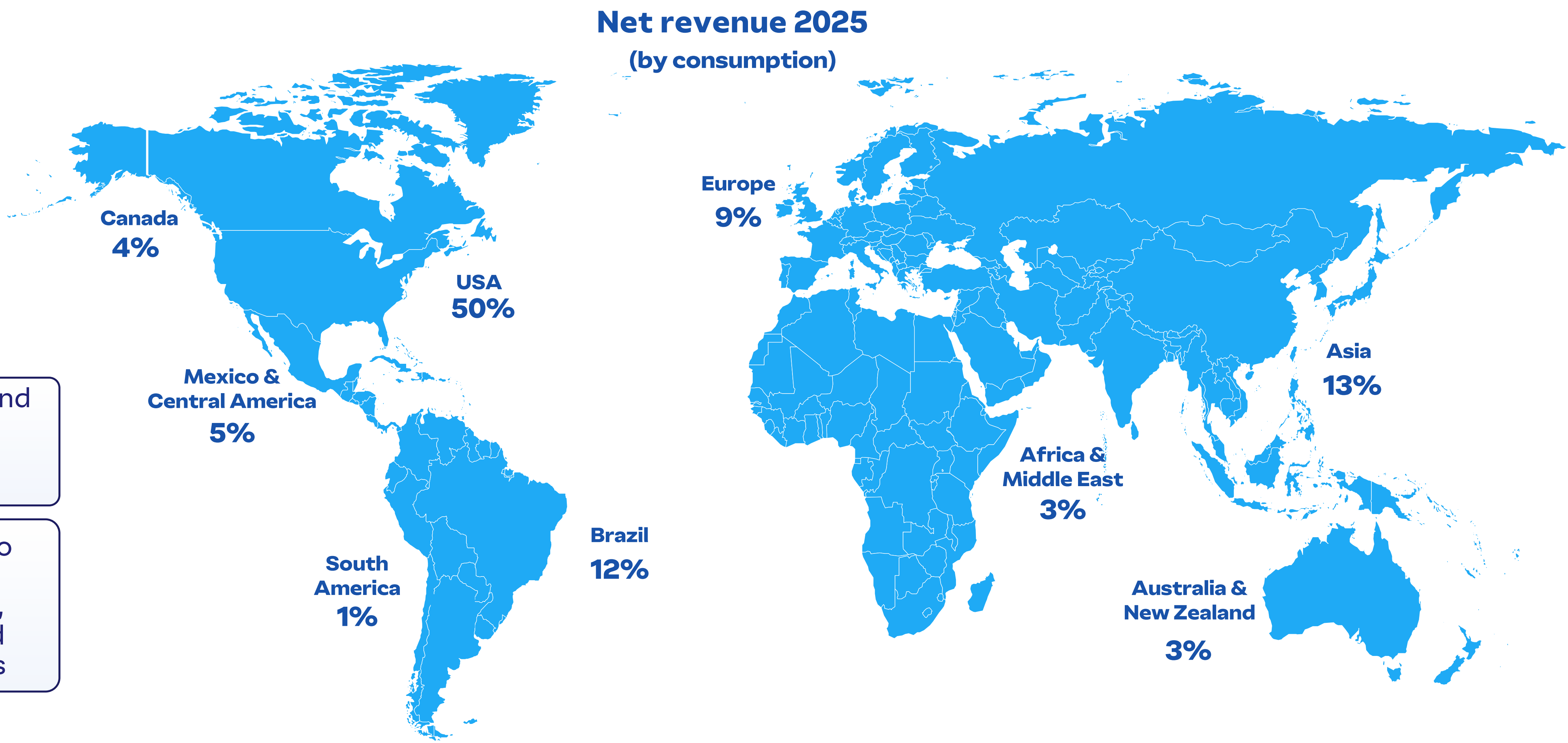
2 Diversification by protein and by geography

Minor Regions and Intercompany elimination represented -3% in the period

Beef | Pork | Lamb | Poultry | Aquaculture | Prepared Foods | Leather | Plant-based | Center for Innovation | Cultivated Protein | Eggs

Source: JBS.

Global Diversification Sales by Consumption

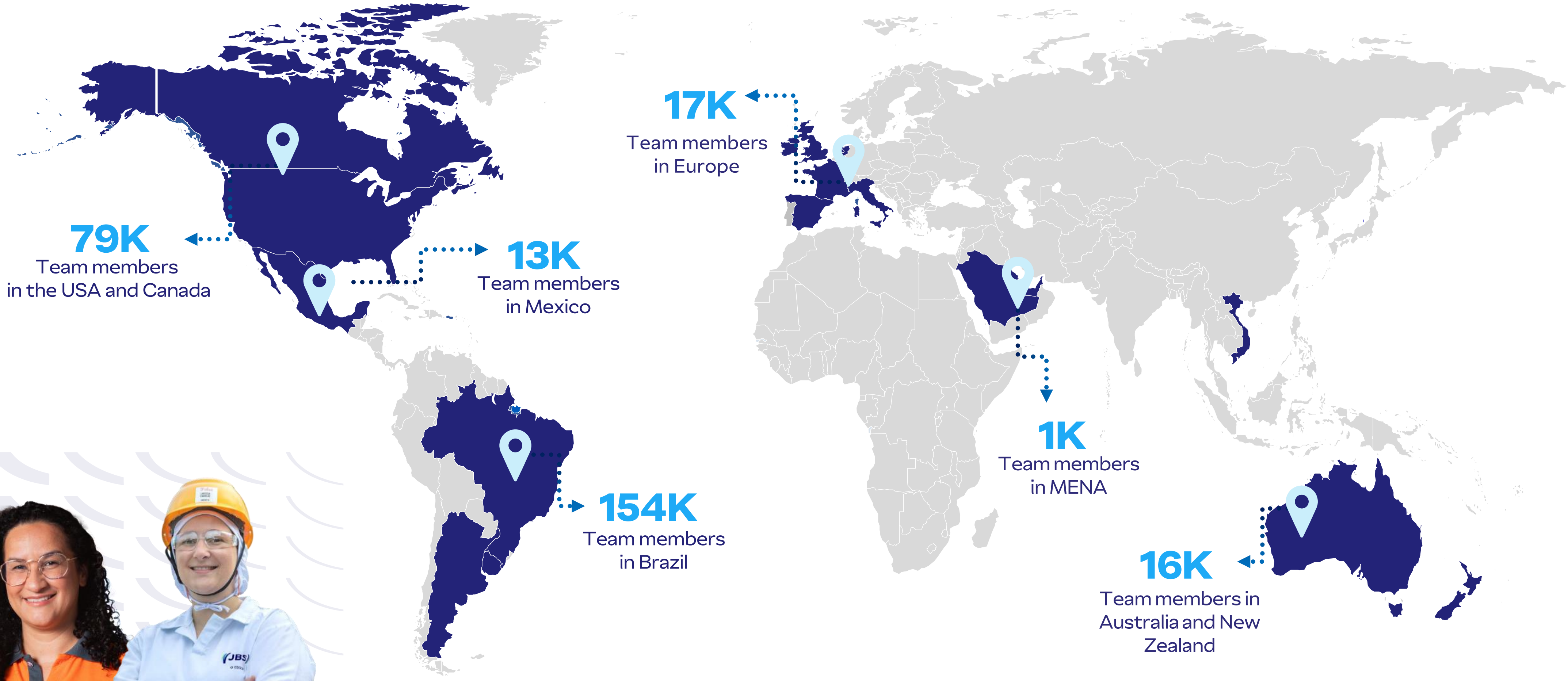


3 Export access and unmatched distribution platform

4 Positioned to mitigate geopolitical, sanitary and cyclical risks

Source: JBS.

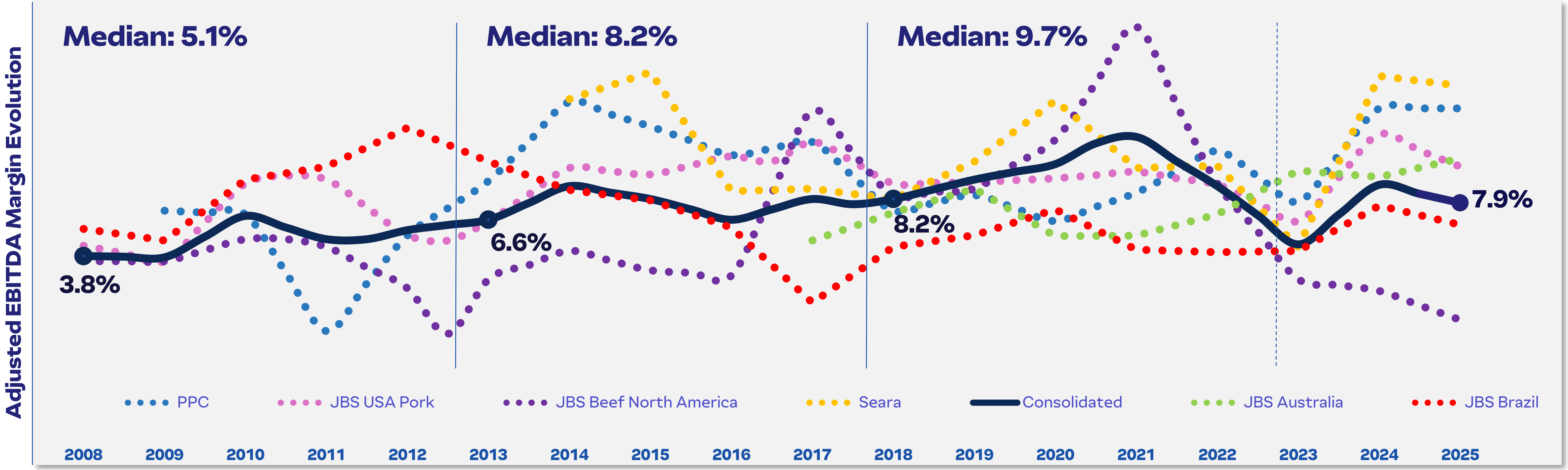
More than 280,000 Team Members Globally



Source: JBS.

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

Source: JBS.

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 most recent Capex projects further reinforce JBS leadership in the global market

1 USA

- **Walker County (Georgia):** New Pilgrim's prepared foods facility
- **Ankeny (Iowa):** Fully cooked bacon and sausage facility
- **Perry (Iowa):** Fresh sausage plant
- **Cactus (Texas) and Greeley (Colorado):** Modernization of beef processing plants

2 USA

- Mantiqueira acquired **Hickman's**, creating the 3rd largest egg producer in the world

3 Mexico

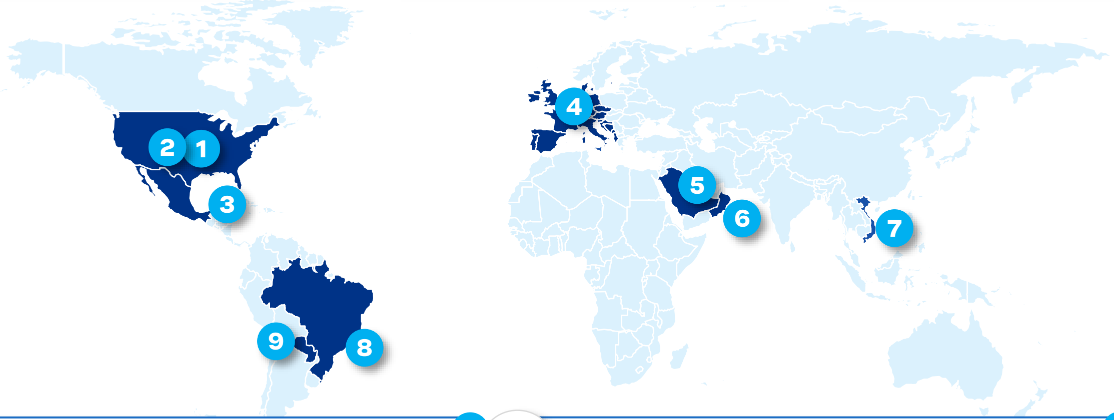
- Pilgrim's announced investments in Mexico in prepared and fresh foods

4 Europe

- Vivera acquired **The Vegetarian Butcher** in 2025 from Unilever

5 Saudi Arabia

- Investment in a new facility in Jeddah, and expansion of the plant in Dammam



6 Oman

- Develop a multiprotein platform in Oman
- The JV will produce beef, poultry and lamb, serving the global halal market

9 Paraguay

- Investments in poultry production, including the acquisition of Pollos Amanecer

8 Brazil

- Investments in innovation and modernization of three biodiesel plants

7 Vietnam

- JBS announced the construction of two factories

~US$ 3 billion in investments building the next phase of growth

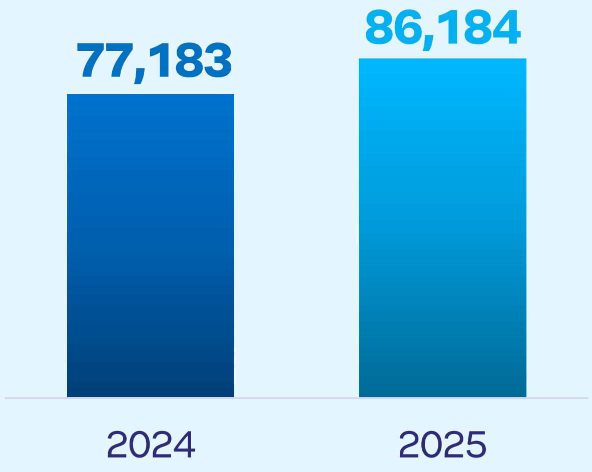
Legend: Beef, Pork, Poultry, Lamb, Eggs, Prepared Foods, Plant-based, Biodiesel

Source: JBS

Results

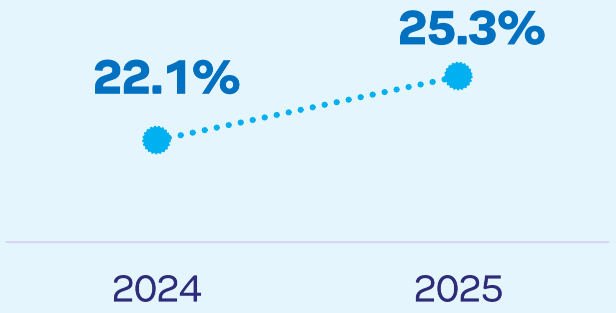
2025 – IFRS
Consolidated Results

Net Revenue
(US$ million)

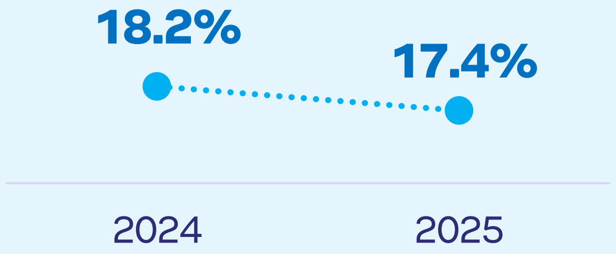


Net Result
(US$ million)

ROE (LTM)



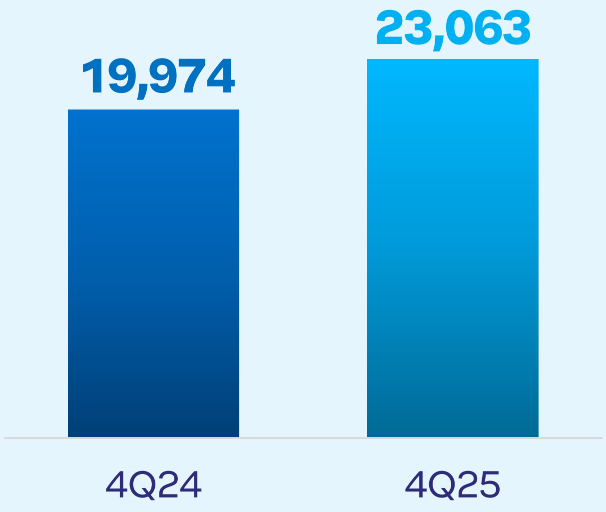
ROIC (LTM)



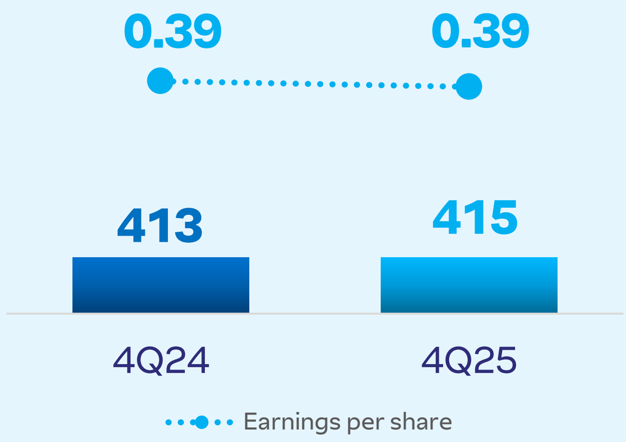
Source: JBS.

4Q25 – IFRS
Consolidated Results

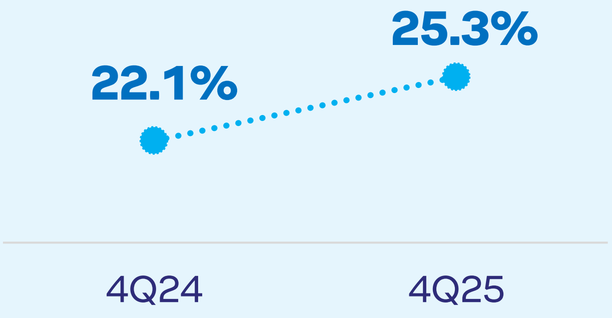
Net Revenue
(US$ million)



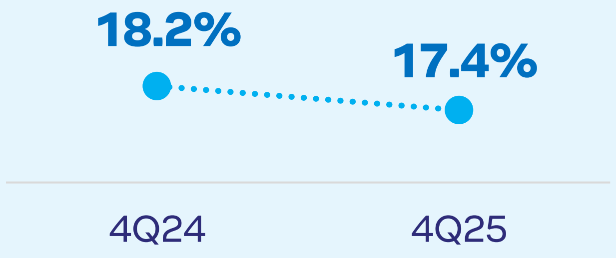
Net Result
(US$ million)



ROE (LTM)



ROIC (LTM)

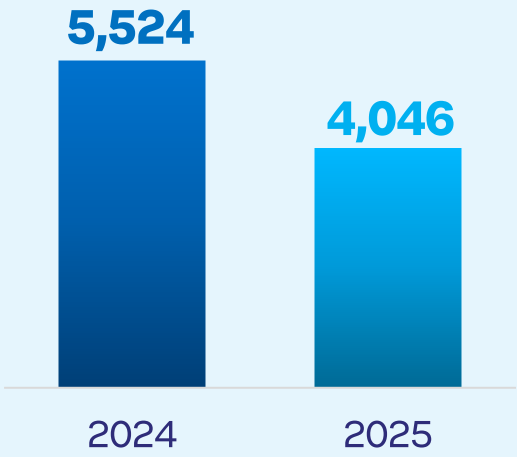


Source: JBS.

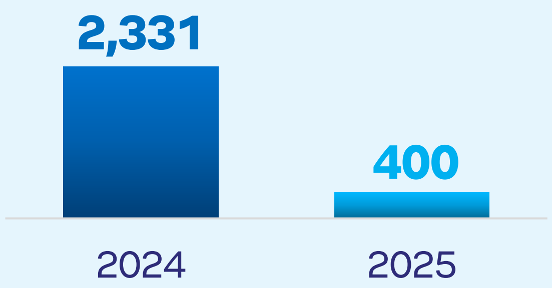
Consolidated Results (IFRS)

2025

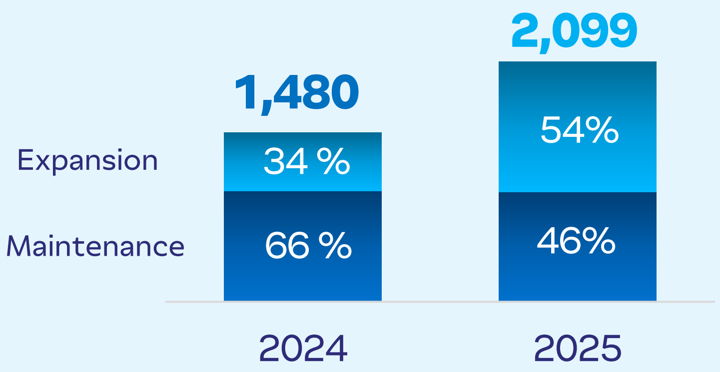
Operating Cash Flow
(US$ million)



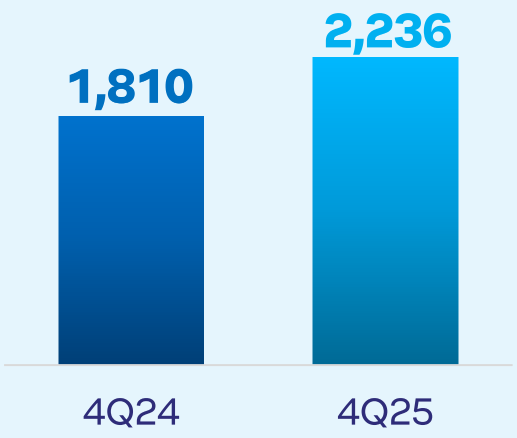
Free Cash Flow
(US$ million)

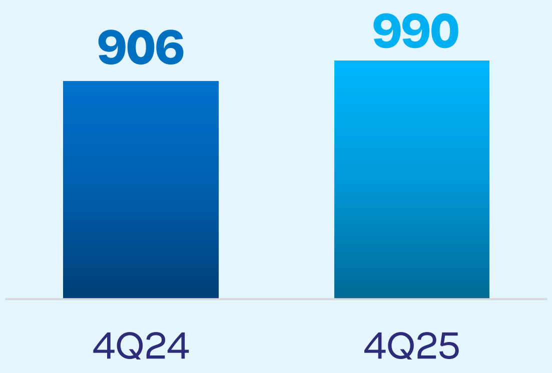


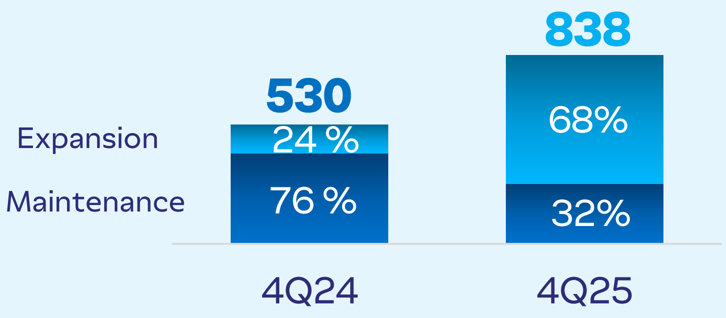
CAPEX
(US$ million)



4Q25





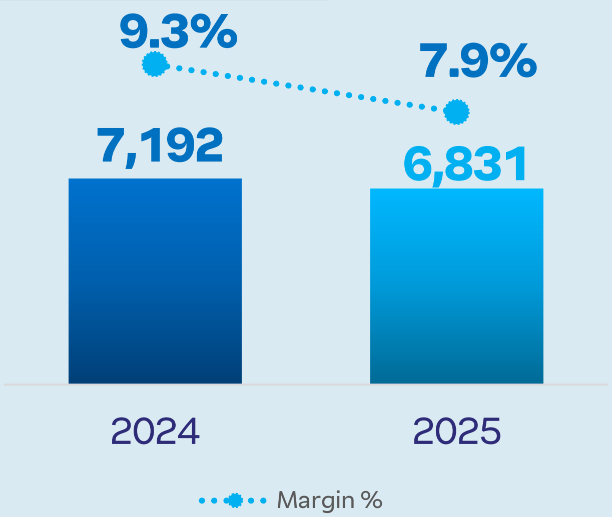


Source: JBS.

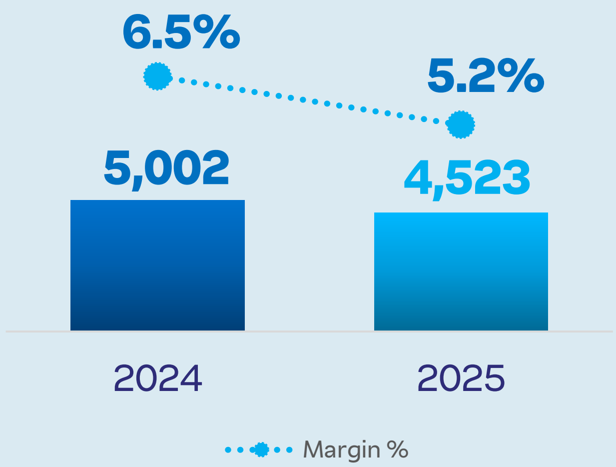
2025
Consolidated Results

IFRS – US$ million

Adjusted EBITDA

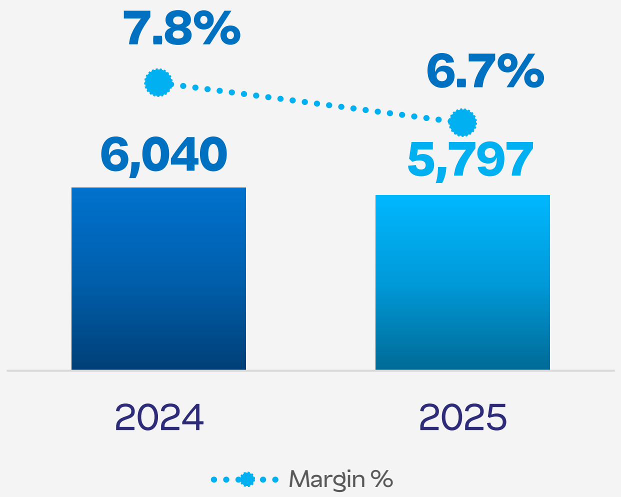


Adj. Operating Income

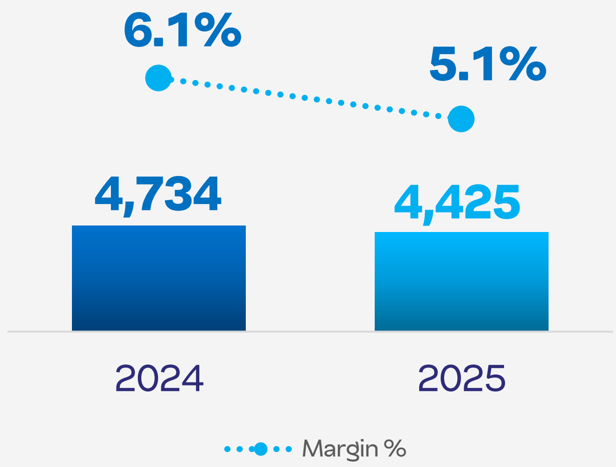


US GAAP – US$ million

Adjusted EBITDA



Adj. Operating Income



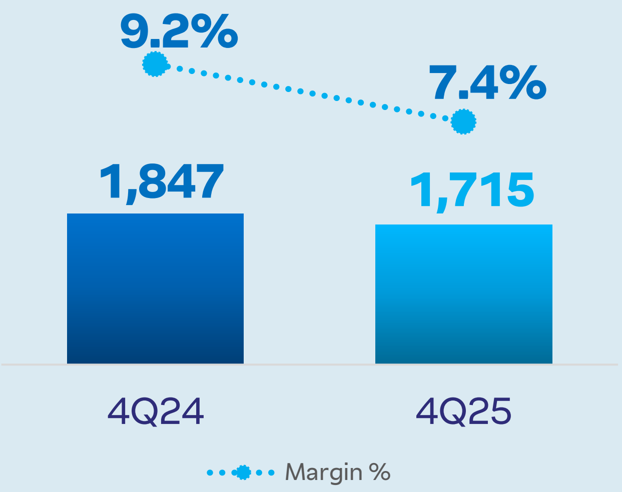
Source: JBS.

4Q25

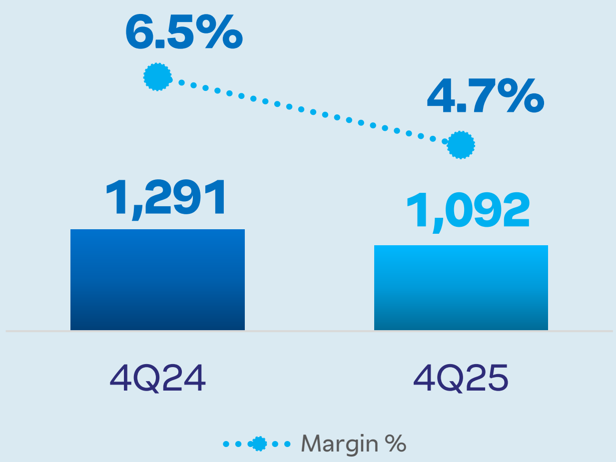
Consolidated Results

IFRS – US$ million

Adjusted EBITDA

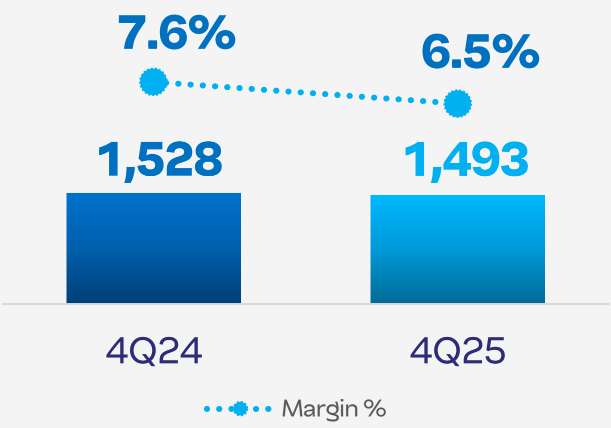


Adj. Operating Income

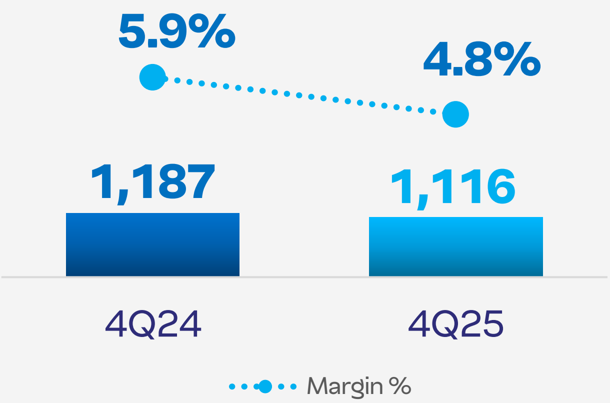


US GAAP – US$ million

Adjusted EBITDA



Adj. Operating Income



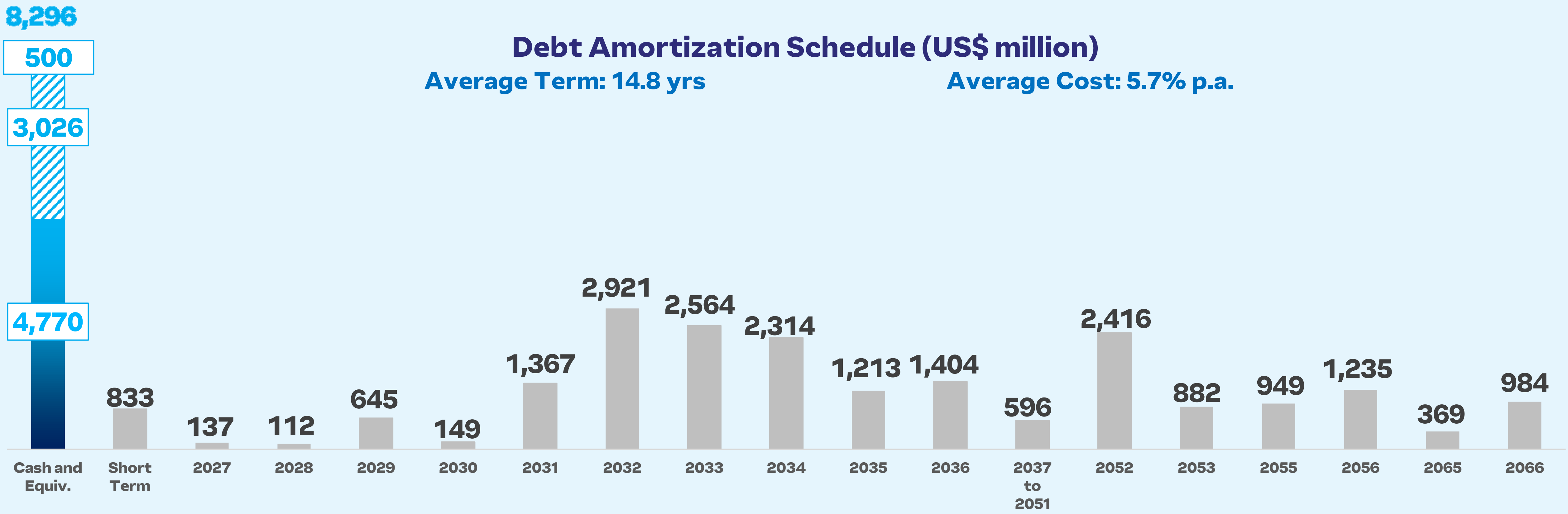
Source: JBS.

Debt Profile

JBS

Debt Amortization Schedule (US$ million)

Average Term: 14.8 yrs | **Average Cost: 5.7% p.a.**



Cash and equivalents

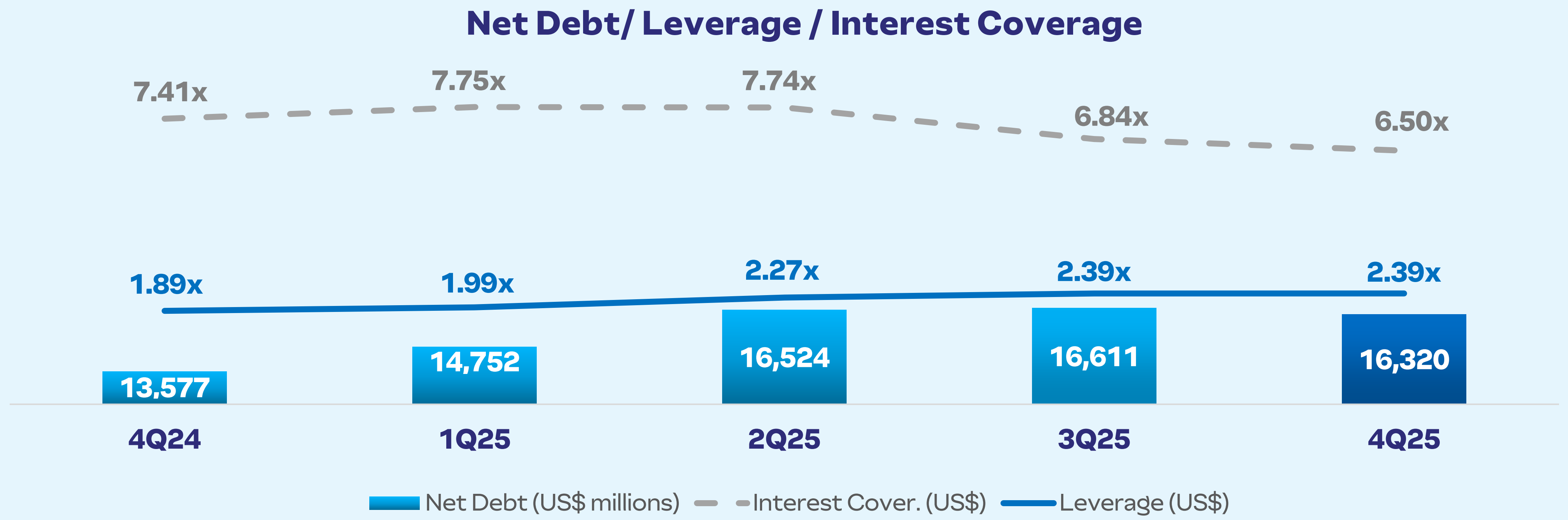
Revolving credit lines US$ 3.0 billion in the US + US$ 500 million in Brazil

Full Investment Grade

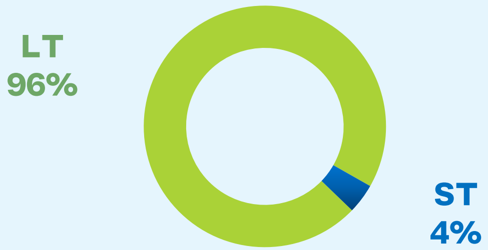
Fitch Ratings | Moody's | Standard & Poor's

Source: JBS.

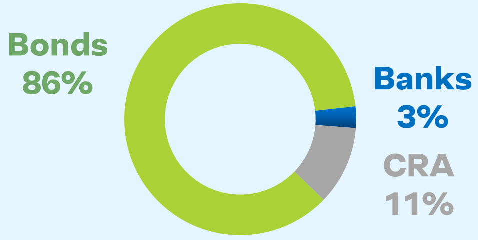
Debt Profile



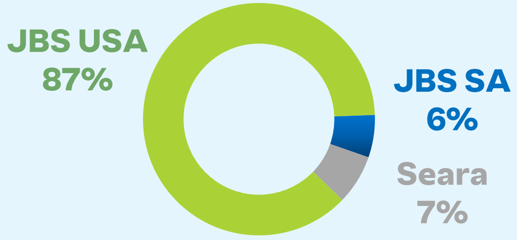
Short Term and Long Term



Source Breakdown

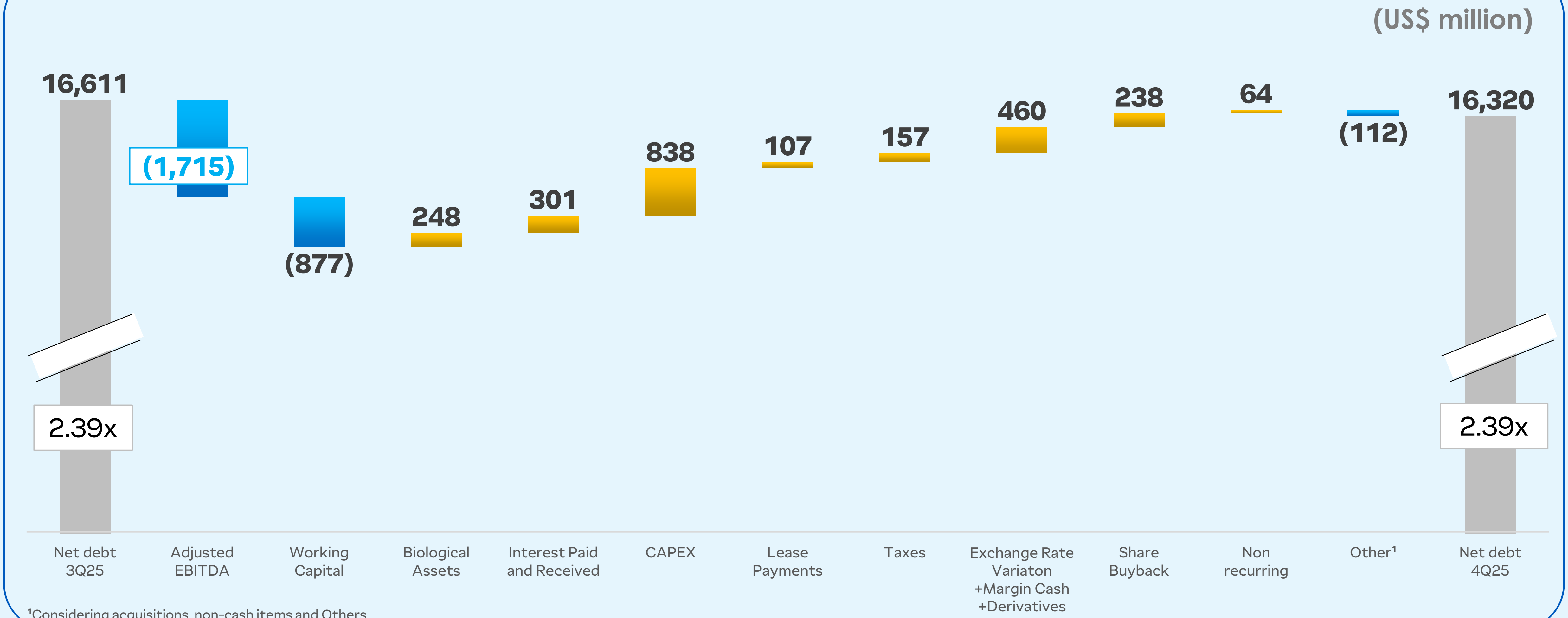


Entity Breakdown



Source: JBS.

Net Debt Reconciliation



[1]Considering acquisitions, non-cash items and Others.

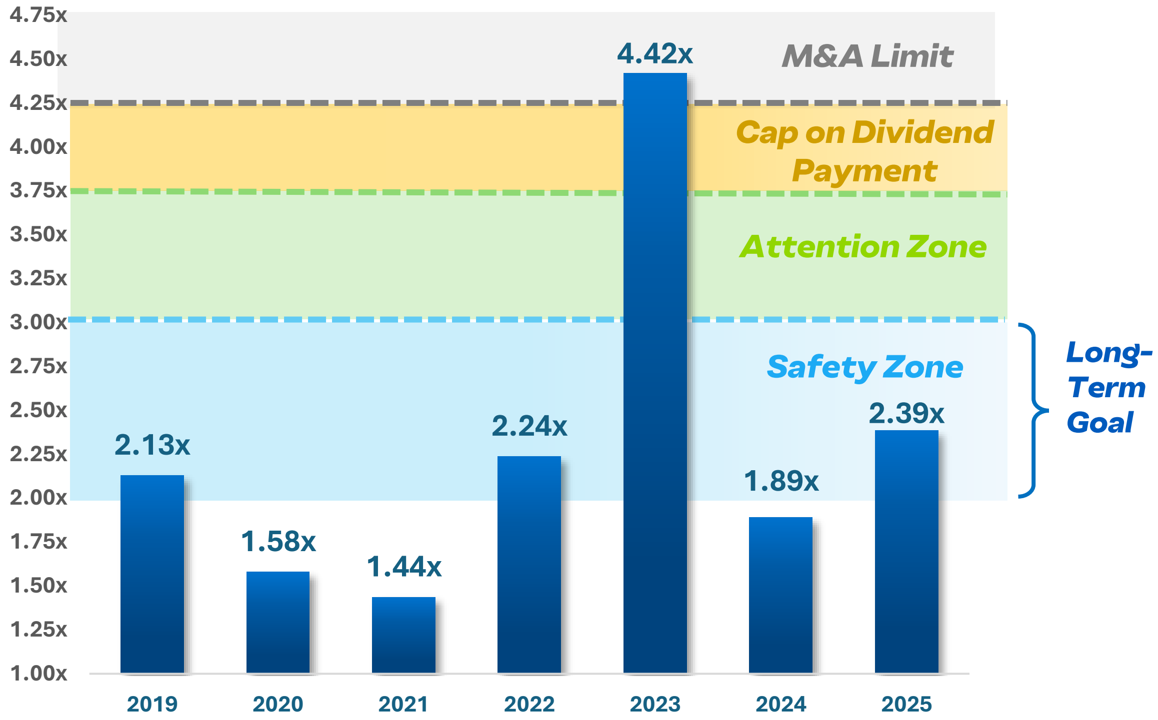
Source: JBS.

Solid FCF Generation Supporting Investments, Distributions to Shareholders and Deleveraging

Capital Deployment Profile (US$ mn)

		Total 2019-2025	Average 2019-2025
	Free Cash Flow (Excl. Expansion Capex)	15,745	2,249
Growth	Expansion Capex	5,745	821
Growth	M&A	3,477	497
Value	Dividends	5,320	760
Value	Share Buybacks	3,359	480
	Change in Net Debt[1]	4,134	591

Net Leverage (Net Debt/EBITDA in x)



Interest Coverage						
2019	2020	2021	2022	2023	2024	2025
6.2x	7.8x	11.6x	8.0x	3.2x	7.4x	6.5x

Source: JBS
Note:(1) Net debt change includes FX and other non-cash adjustments.

Free Cash Flow

USD mn	2019	2020	2021	2022	2023	2024	2025
Adjusted EBITDA[1]	**5,015**	**5,637**	**8,486**	**6,722**	**3,458**	**7,192**	**6,831**
Capex	(1,076)	(1,145)	(1,781)	(2,173)	(1,502)	(1,480)	(2,099)
Expansion	(572)	(607)	(989)	(1,195)	(733)	(509)	(1,139)
Maintenance	(504)	(538)	(792)	(977)	(769)	(971)	(961)
Interest Expenses	(848)	(630)	(687)	(794)	(1,101)	(1,295)	(1,114)
Leasing	(344)	(306)	(360)	(434)	(429)	(418)	(433)
Working Capital	**154**	**536**	(1,245)	(1,235)	**617**	(327)	(852)
Biological Assets	(427)	(532)	(724)	(865)	(529)	(521)	(821)
Taxes	(546)	(629)	(1,124)	(1,039)	(72)	(349)	(809)
Non-recurring	-	-	(763)	(167)	(90)	(171)	(403)
Other non-cash adjustments[2]	91	41	56	(44)	96	(300)	99
Free Cash Flow	**2,020**	**2,972**	**1,858**	**(30)**	**448**	**2,332**	**400**

Source: JBS.

1 Adjusted EBITDA excluding non-recurring items and in IFRS; 2 Such as fair value (market to market) of biological assets, among others.

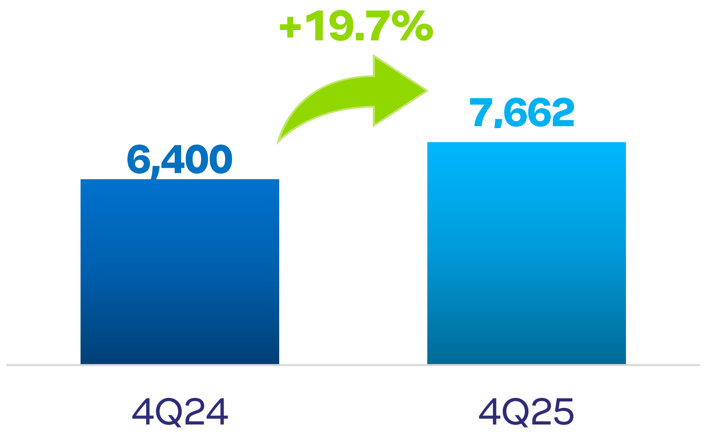
JBS Beef North America

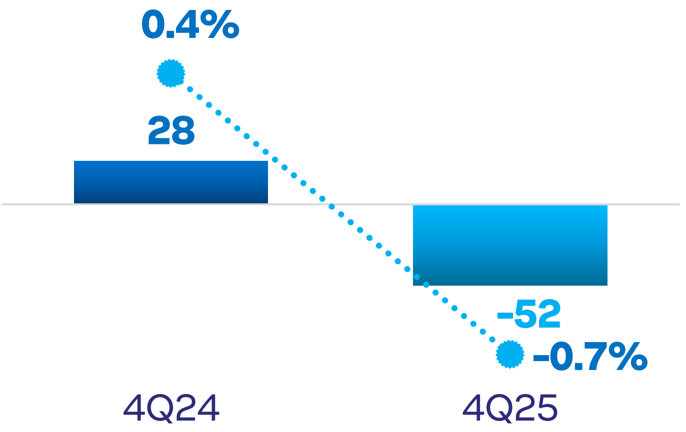
Main brands: Swift · Grass Run Farms · IMPERIAL

Net Revenue
(US$ million)

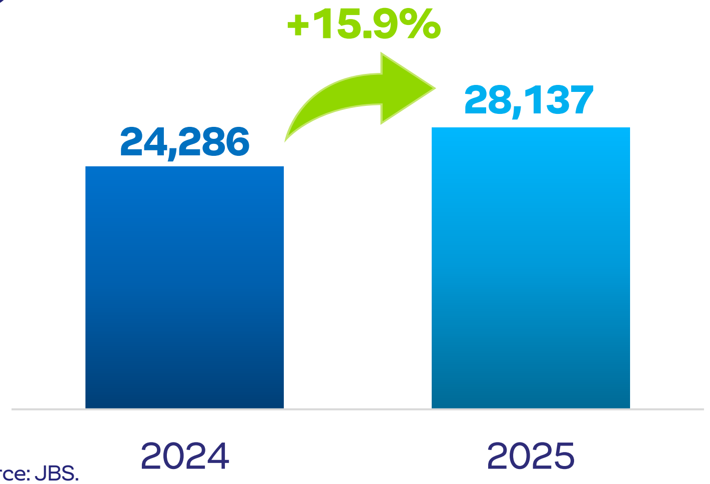
Adj. Operating Income
(USGAAP - US$ million and %)

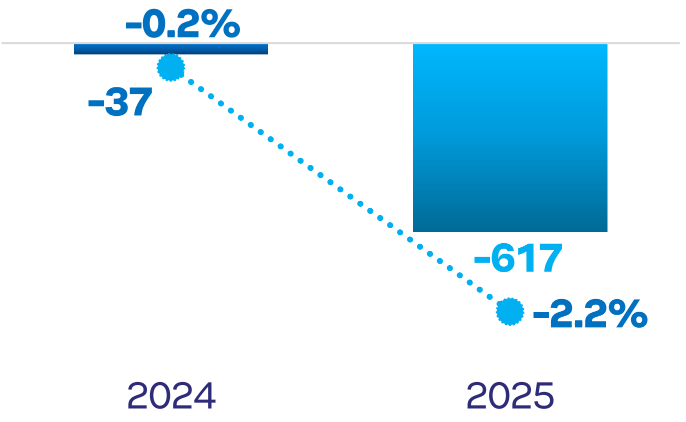
4Q25





2025





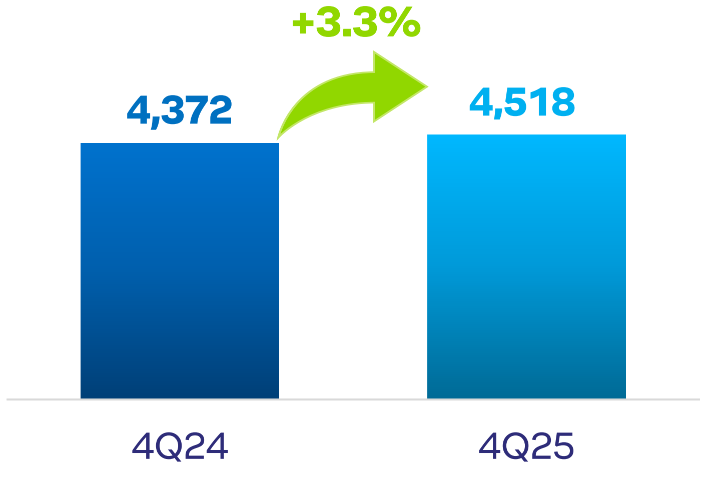
Source: JBS.

Pilgrim's Pride

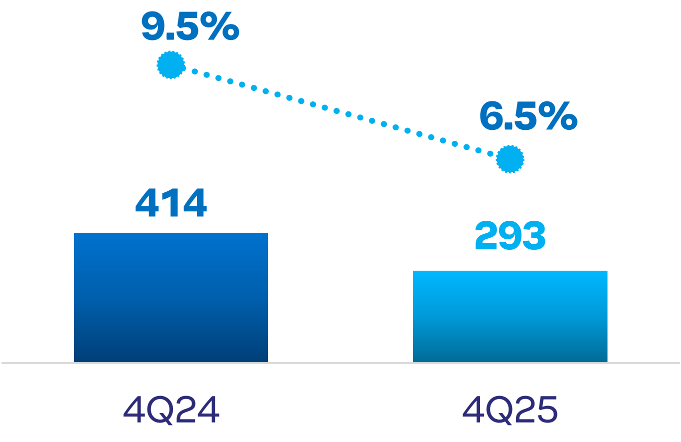
Main brands:

4Q25

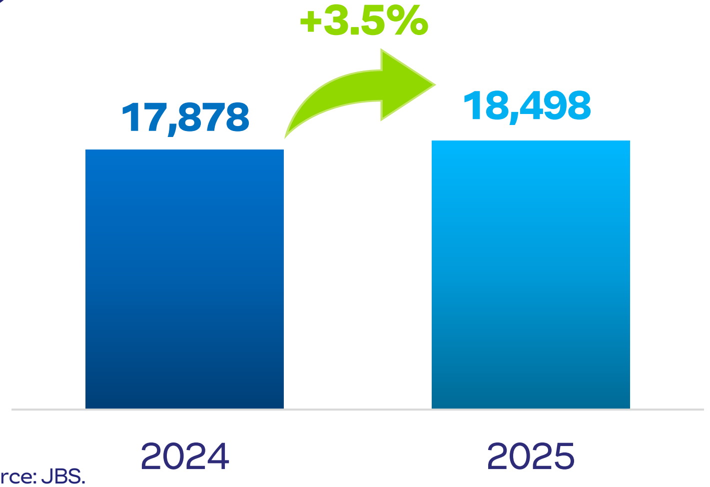
Net Revenue
(US$ million)

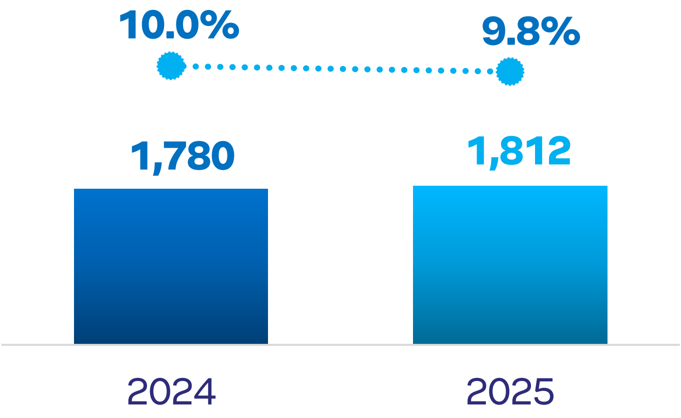


Adj. Operating Income
(USGAAP - US$ million and %)



2025





Source: JBS.

JBS Brazil

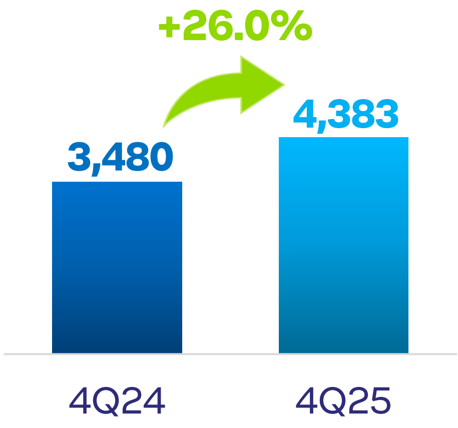
Main brands: Swift, Friboi, Maturatta, 1953 Friboi

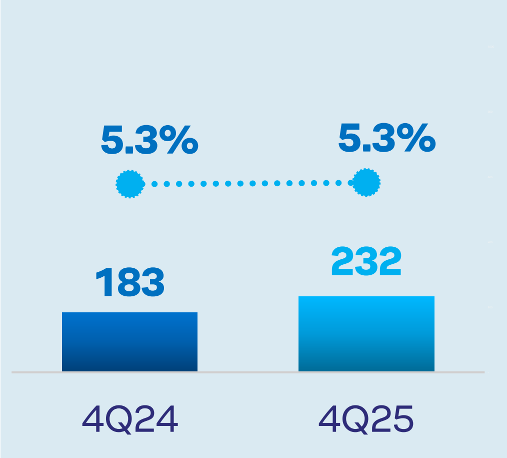
Net Revenue (US$ million)

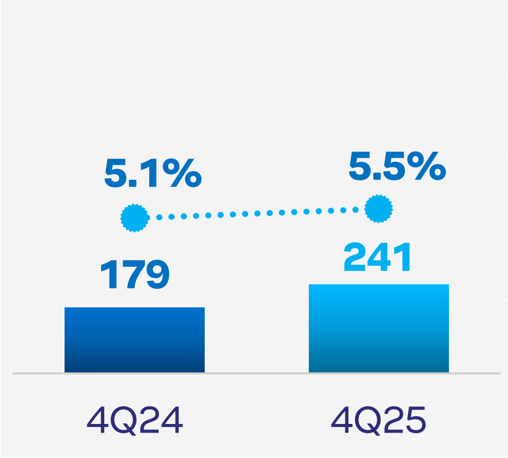
Adj. Operating Income (IFRS – US$ million and %)

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

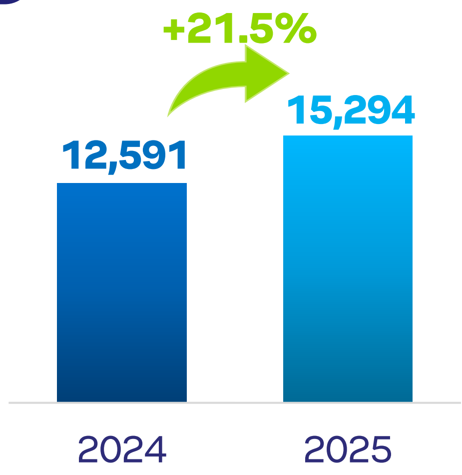
4Q25

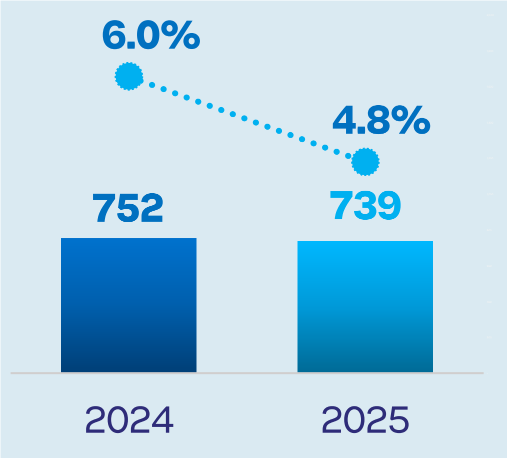


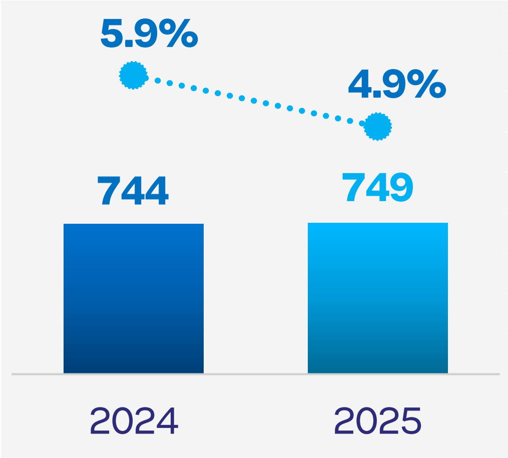




2025







Source: JBS.

Seara

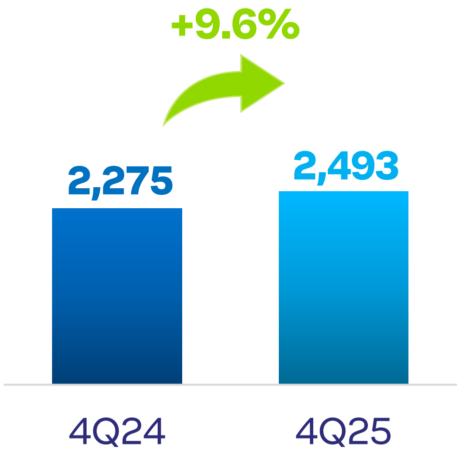
Main brands:

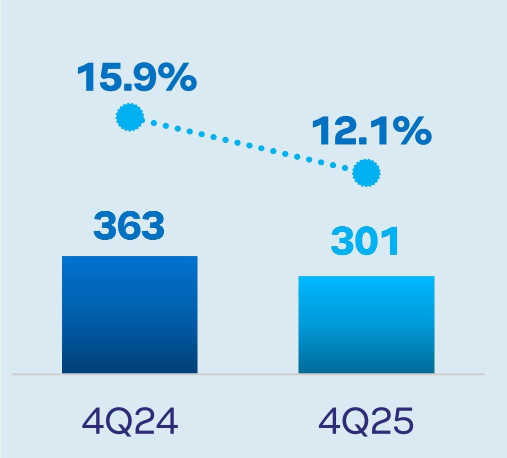
Net Revenue (US$ million)

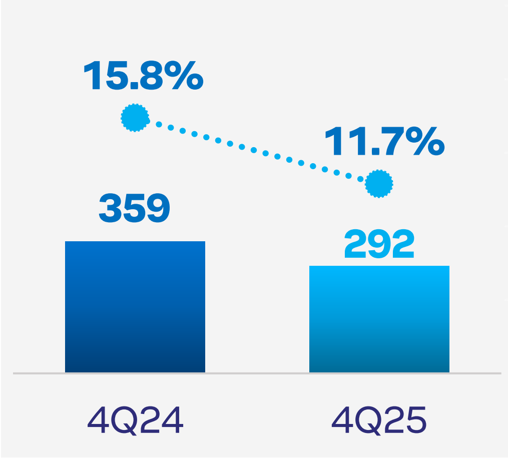
Adj. Operating Income (IFRS – US$ million and %)

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

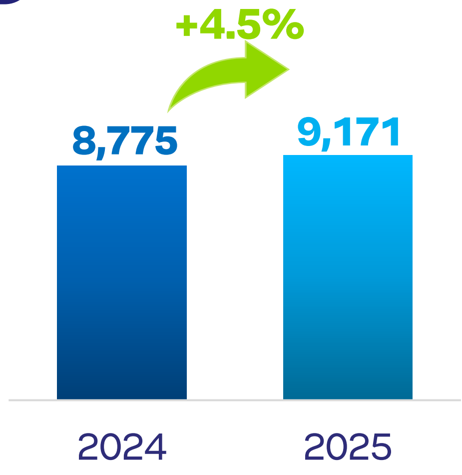
4Q25

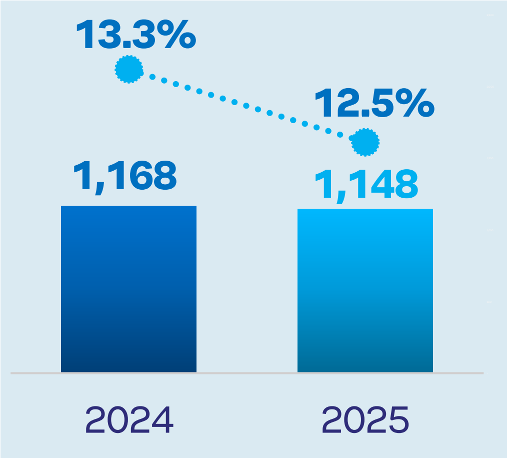


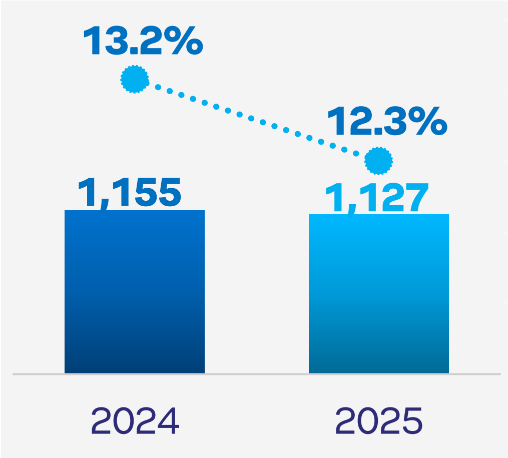




2025







Source: JBS.

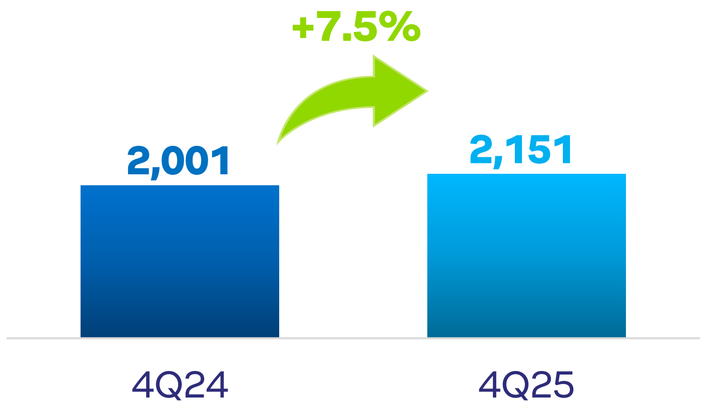
JBS USA Pork

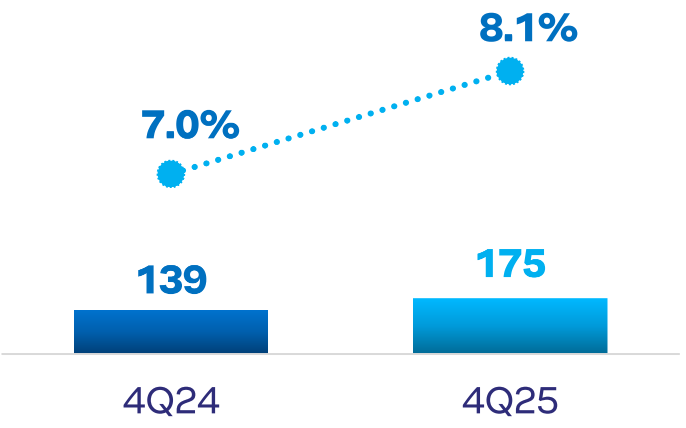
Main brands: Swift Principe

Net Revenue
(US$ million)

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

4Q25





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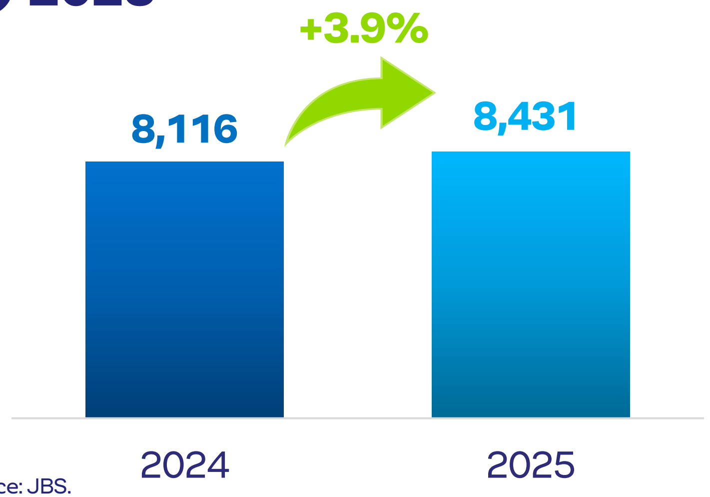
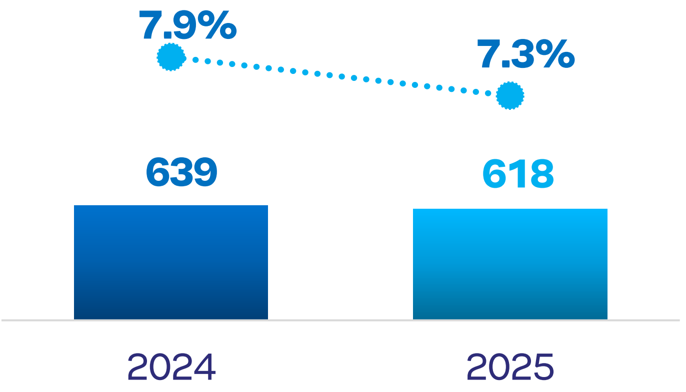




Source: JBS.

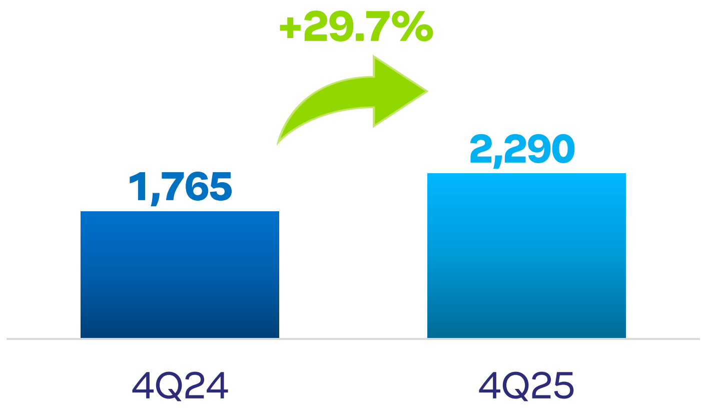
JBS Australia

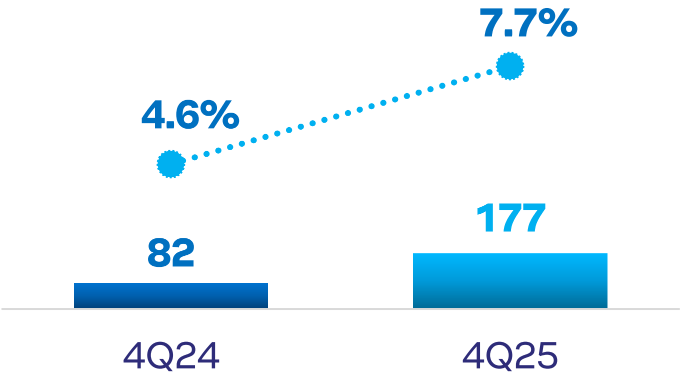
Main brands: Primo, Huon, Riverview Farms, Great Southern

Net Revenue
(US$ million)

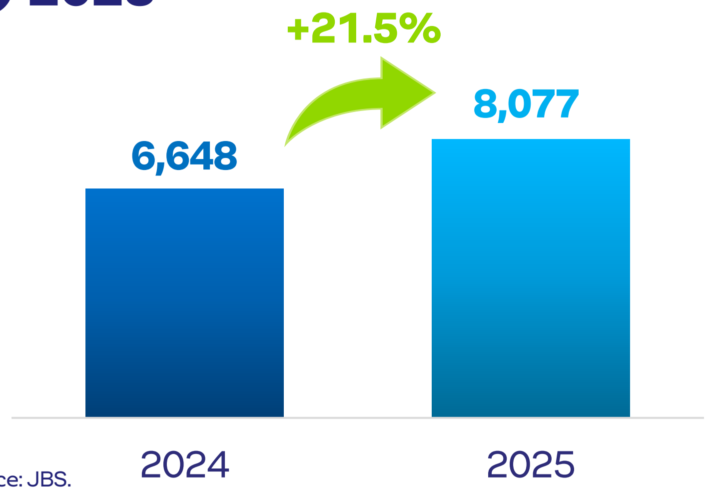
Adj. Operating Income
(USGAAP - US$ million and %)

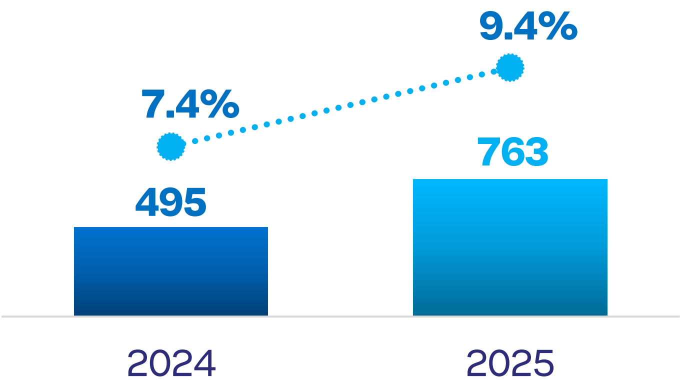
4Q25





2025



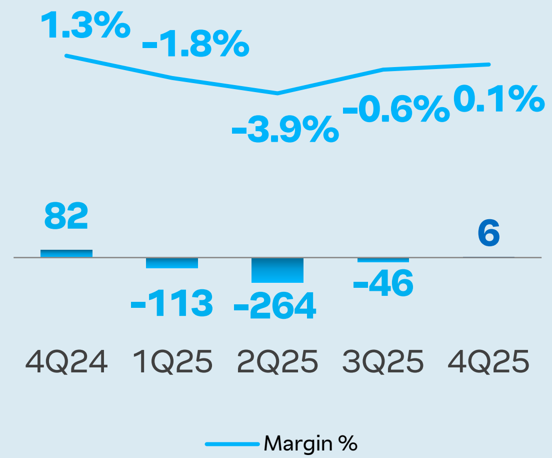


Source: JBS.

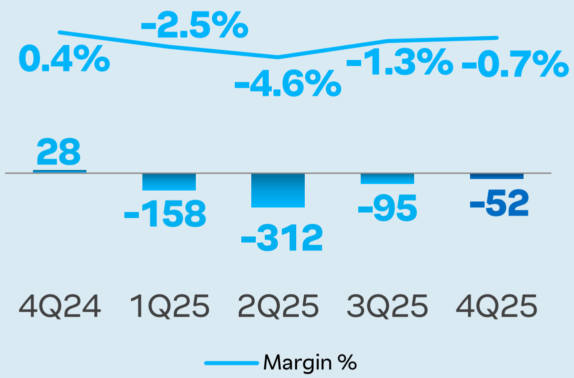
Appendix
Business Units

JBS Beef North America (USGAAP – US$ million)

Adjusted EBITDA

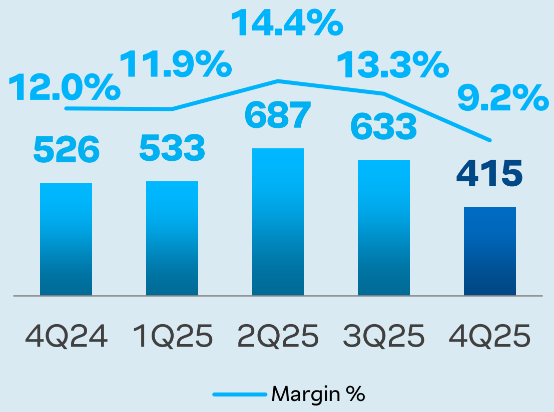


Adj. Operating Income

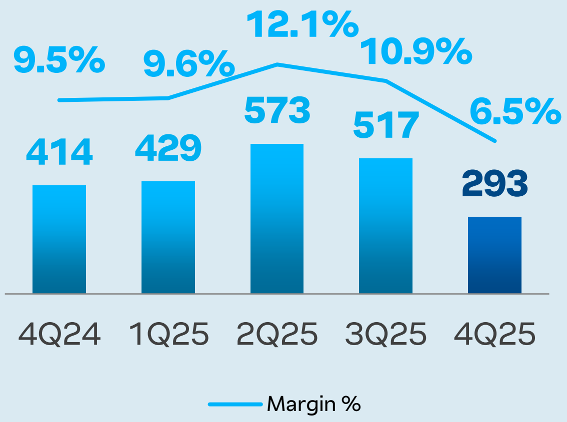


Pilgrim's Pride (USGAAP – US$ million)

Adjusted EBITDA



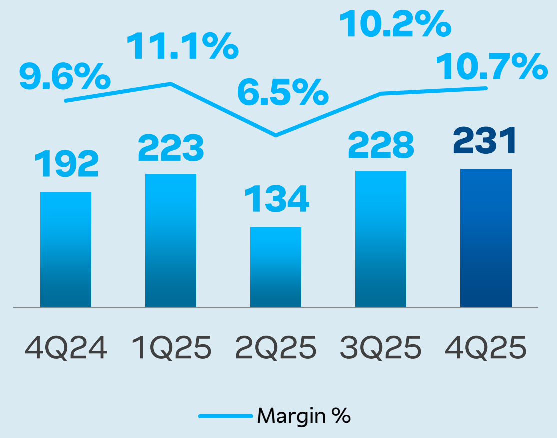
Adj. Operating Income



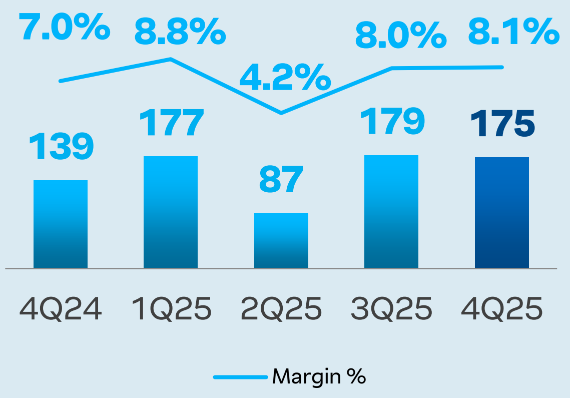
Source: JBS.

JBS USA Pork (USGAAP – US$ million)

Adjusted EBITDA

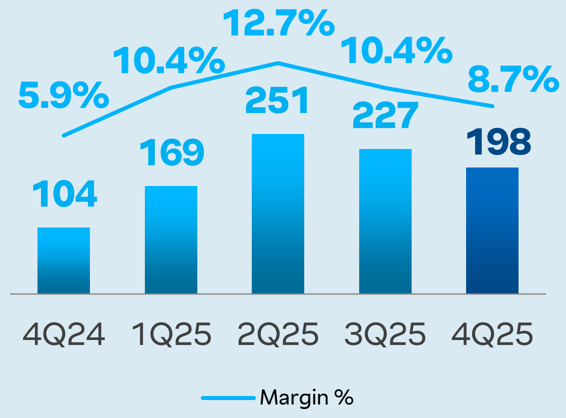


Adj. Operating Income

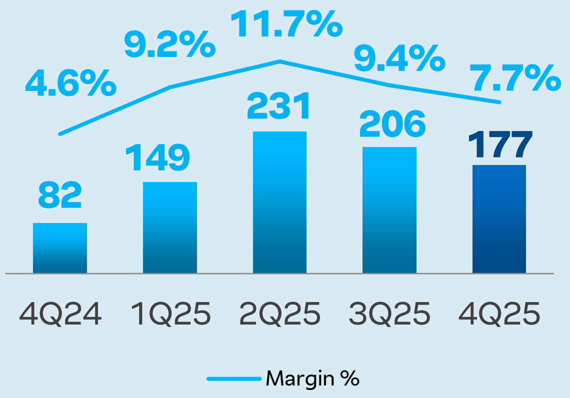


JBS Australia (USGAAP – US$ million)

Adjusted EBITDA



Adj. Operating Income

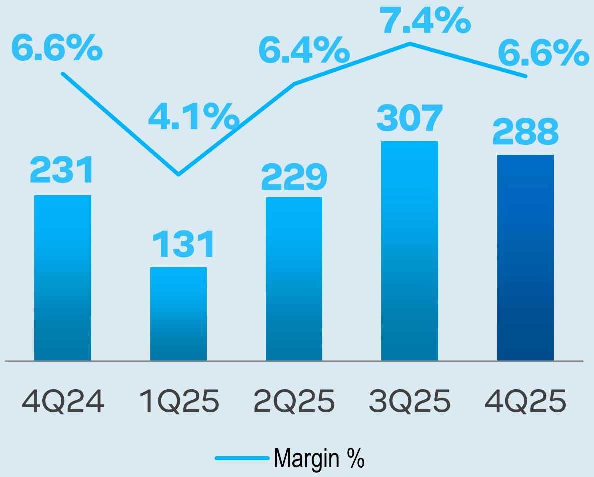


Source: JBS.

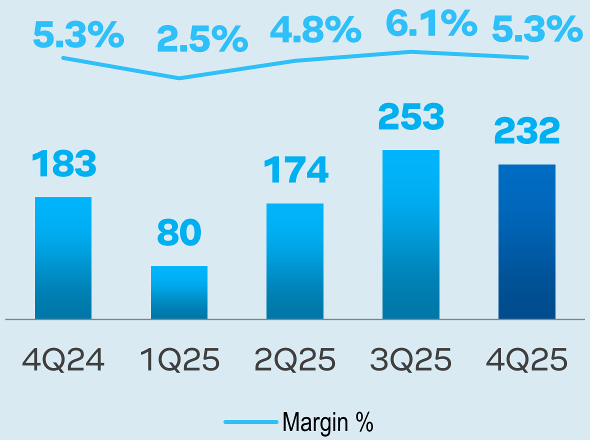
JBS Brazil

IFRS – US$ million

Adjusted EBITDA

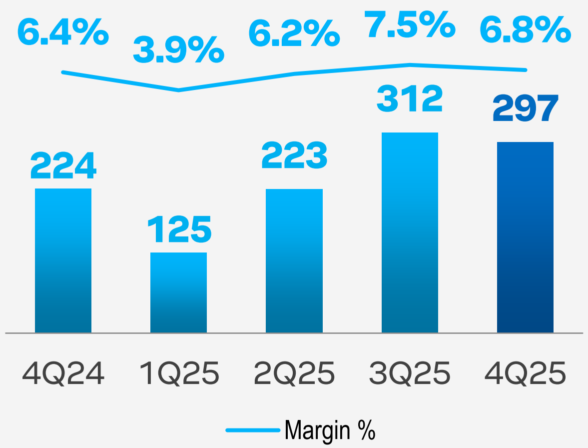


Adj. Operating Income

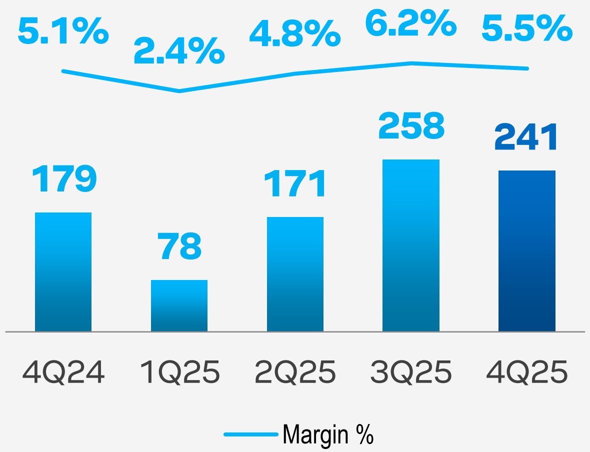


US GAAP – US$ million

Adjusted EBITDA



Adj. Operating Income

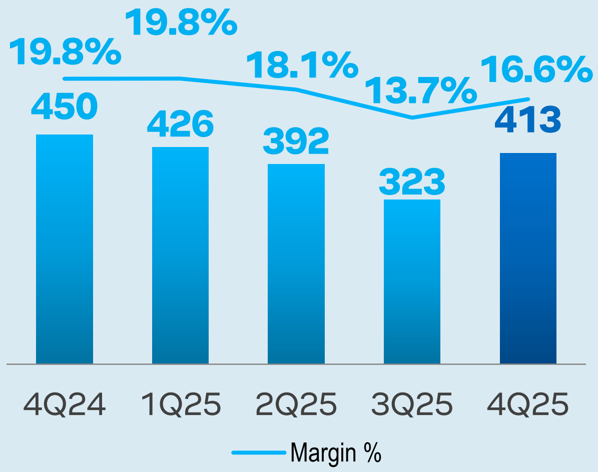


Source: JBS.

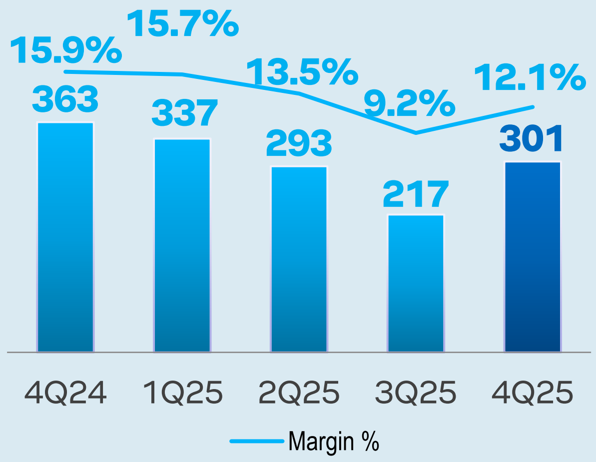
Seara

IFRS – US$ million

Adjusted EBITDA

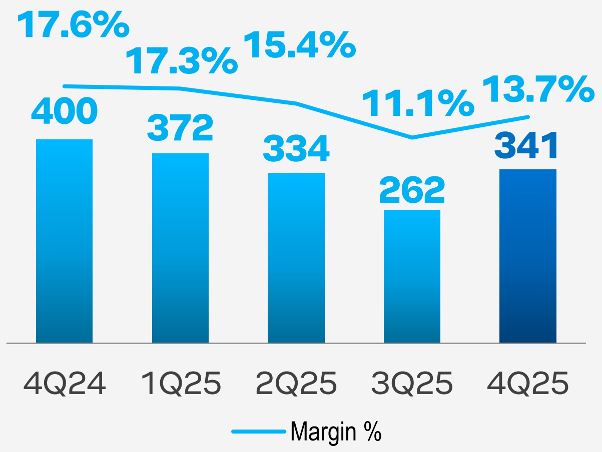


Adj. Operating Income

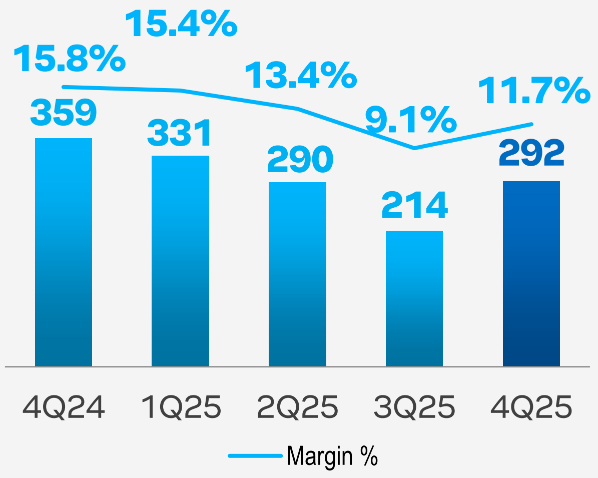


US COMP – US$ million

Adjusted EBITDA



Adj. Operating Income



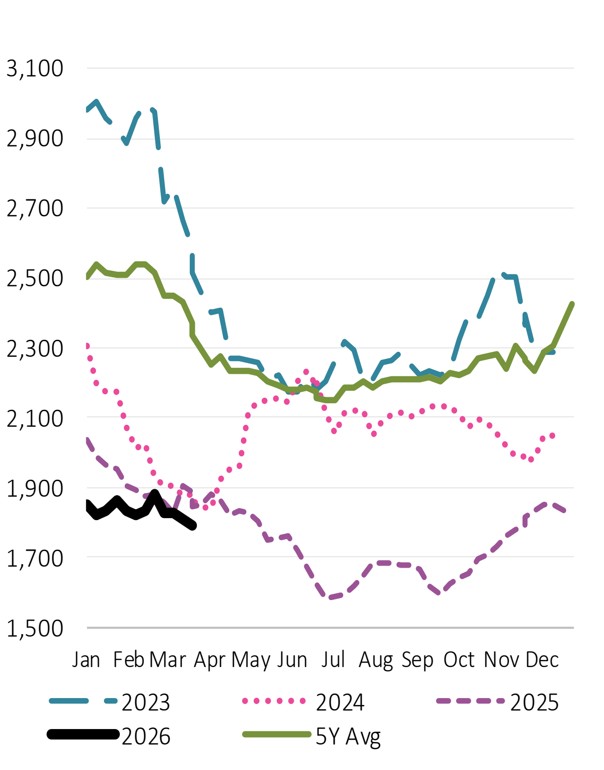
Source: JBS.

Appendix
Market Report

Market Report
Grains & Oilseeds

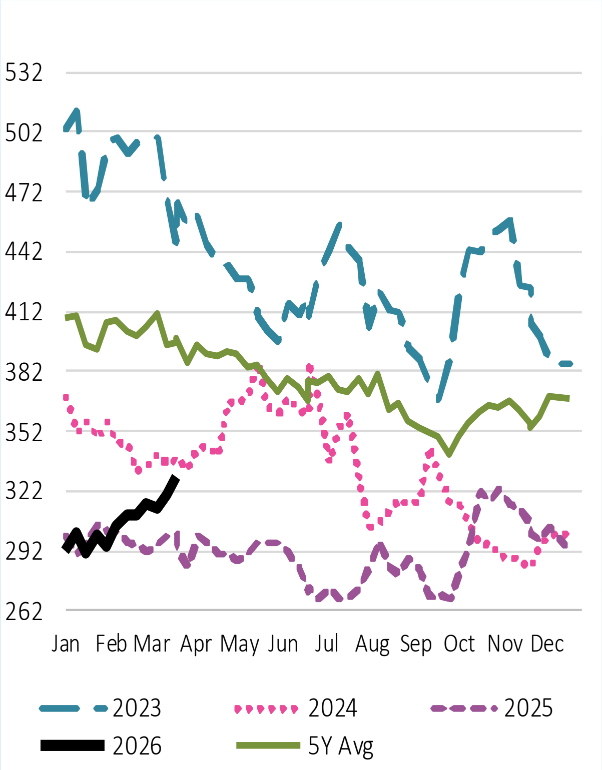
(JBS)

BR SOYBEAN MEAL
R$/ TON



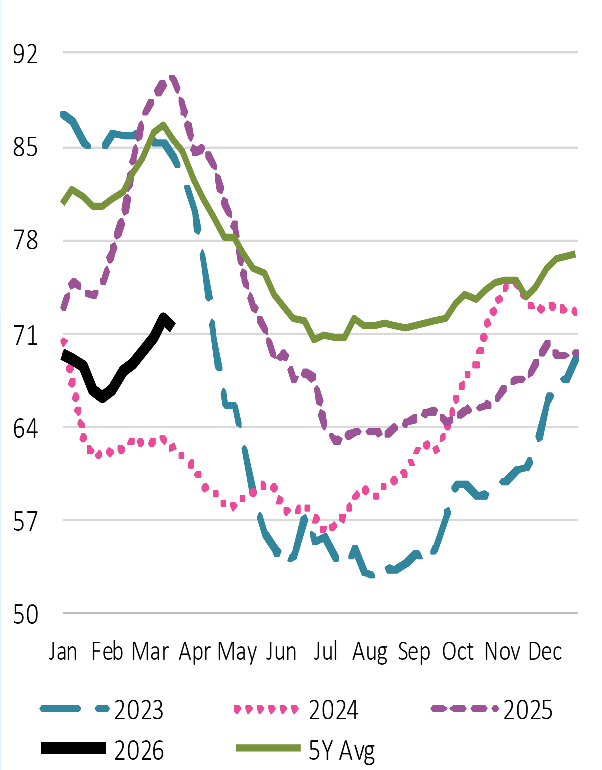
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
2,052.5	1,909.7	1,781.5	1,642.4	1,729.0	1,831.6
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-7.0%	-6.7%	-7.8%	5.3%	5.9%

US SOYBEAN MEAL
US$/ TON



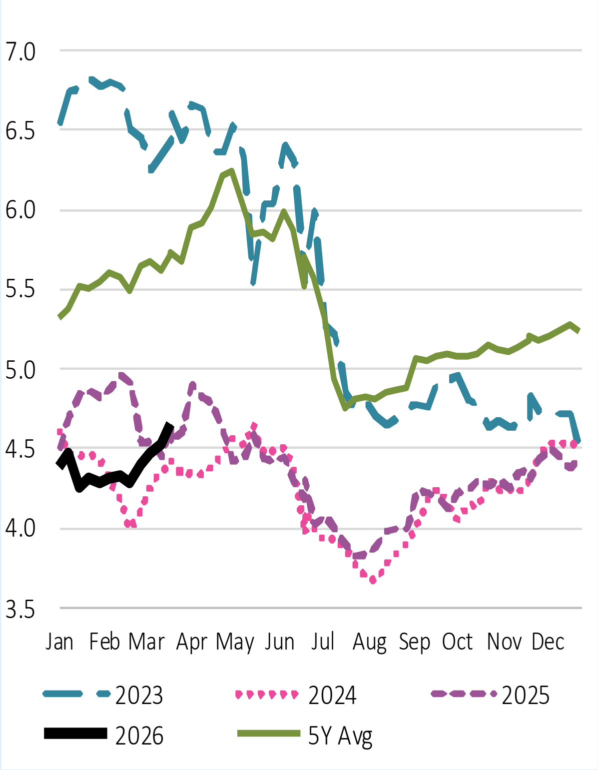
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
299.3	297.4	290.2	277.6	300.8	306.1
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-0.6%	-2.4%	-4.4%	8.4%	1.8%

BR CORN
R$/ 60KG



4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
72.0	81.3	74.9	64.0	67.5	68.9
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	12.9%	-7.8%	-14.5%	5.3%	2.1%

US CORN
US$/ Bushel

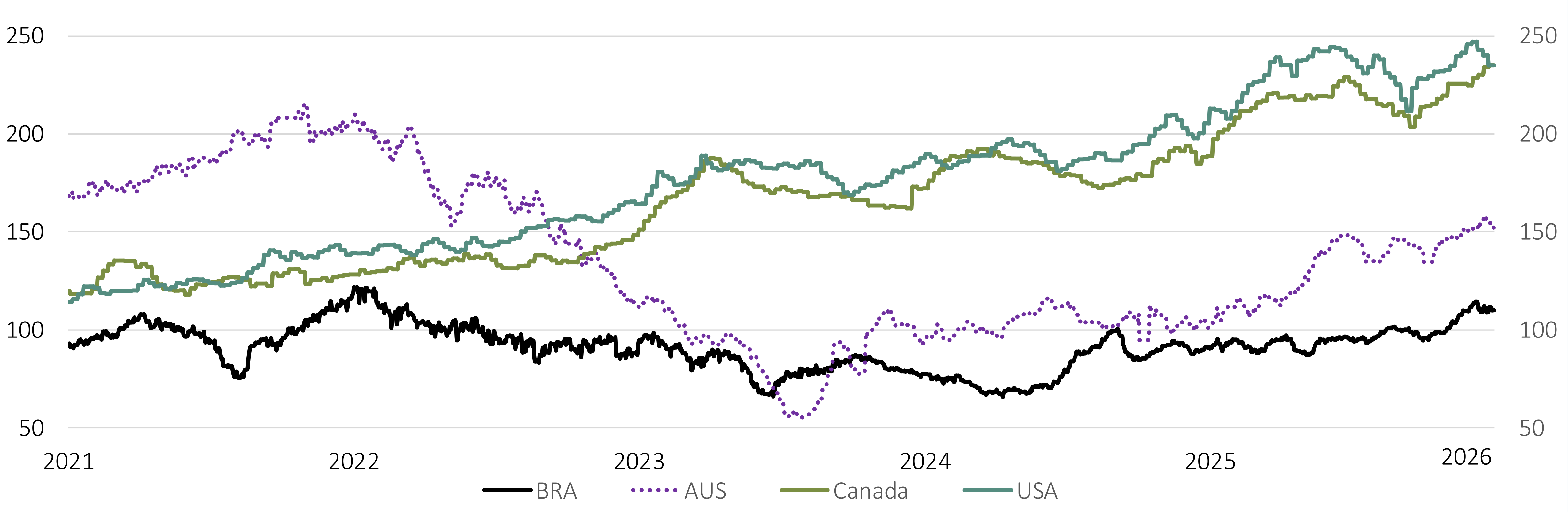


4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
4.3	4.7	4.5	4.0	4.3	4.4
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	10.0%	-3.7%	-11.3%	6.9%	1.9%

Source: Bloomberg

Market Report
Global Protein Prices

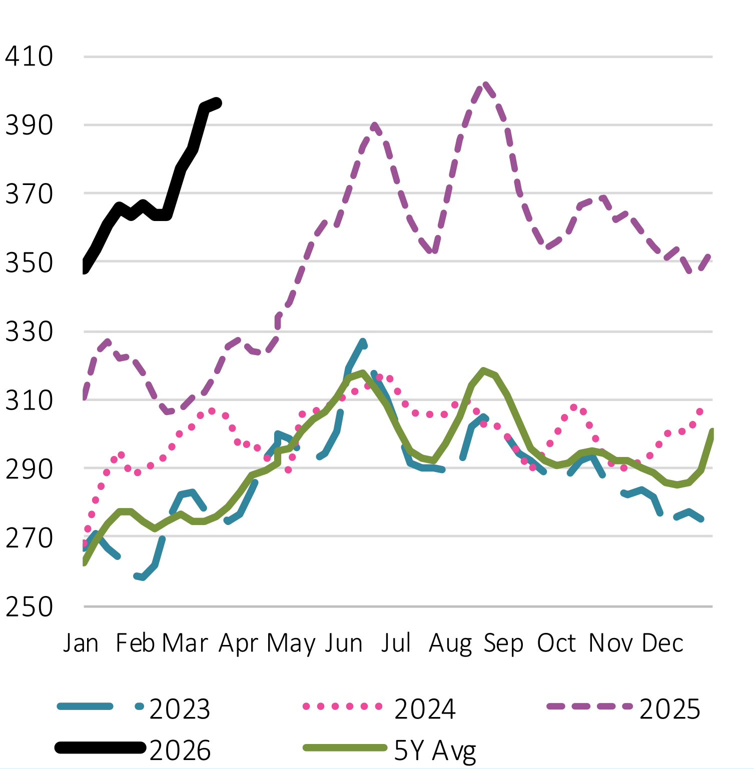
GLOBAL CATTLE PRICES –Last 5 years
US$/CWT



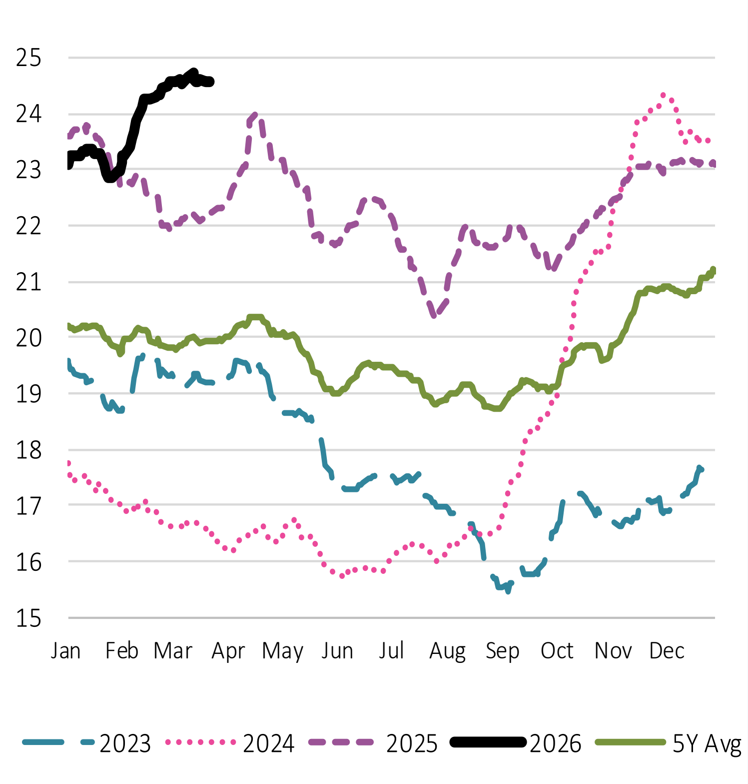
Source: Bloomberg, USDA

Market Report
Beef US vs Beef Brazil

US CUTOUT (AVG CH & SL)
US$/CWT



BR CUTOUT (AVG Forequarter & Hindquarter)
R$/KG



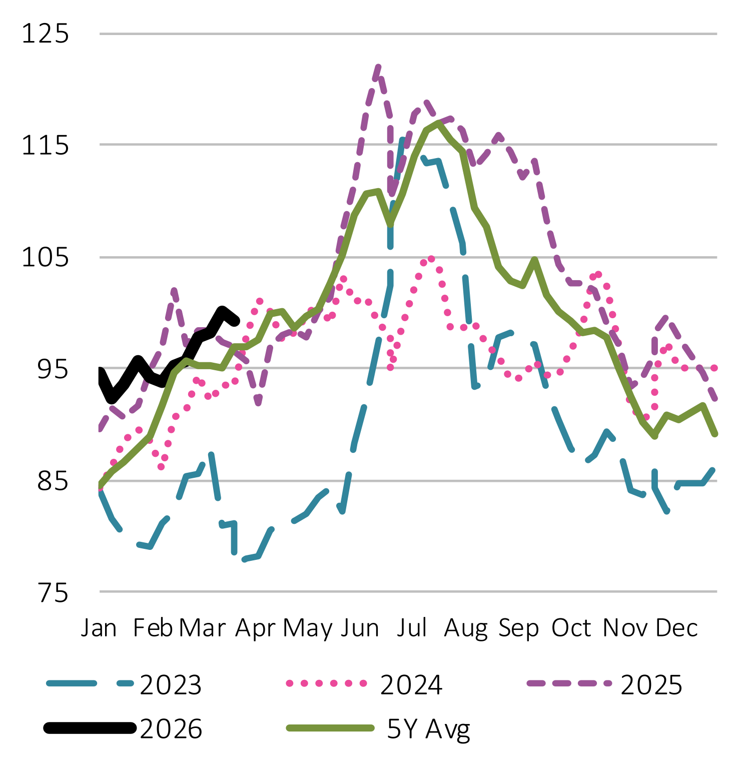
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
299.1	316.4	349.8	376.8	358.8	369.9
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	5.8%	10.5%	7.7%	-4.8%	3.1%

4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
22.7	22.7	22.6	21.5	22.6	23.8
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	0.3%	-0.6%	-5.0%	5.4%	5.4%

Source: Bloomberg

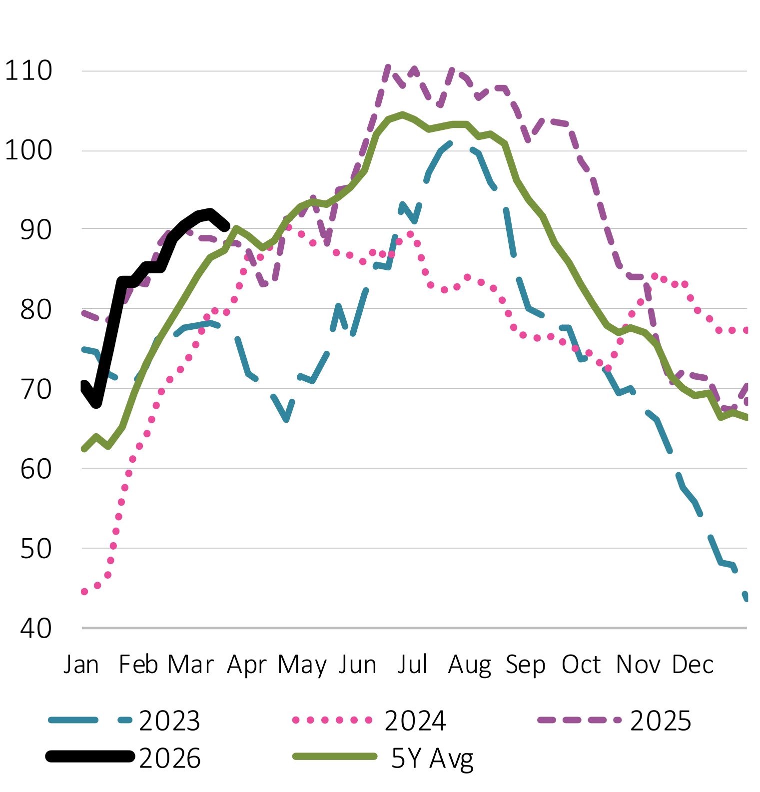
Market Report
Pork US

CUTOUT (boxed carcass)
US$/CWT



4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
95.9	95.5	104.4	114.9	99.7	95.9
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-0.4%	9.3%	10.1%	-13.3%	-3.8%

LEAN HOGS SPOT PRICE
US$/CWT



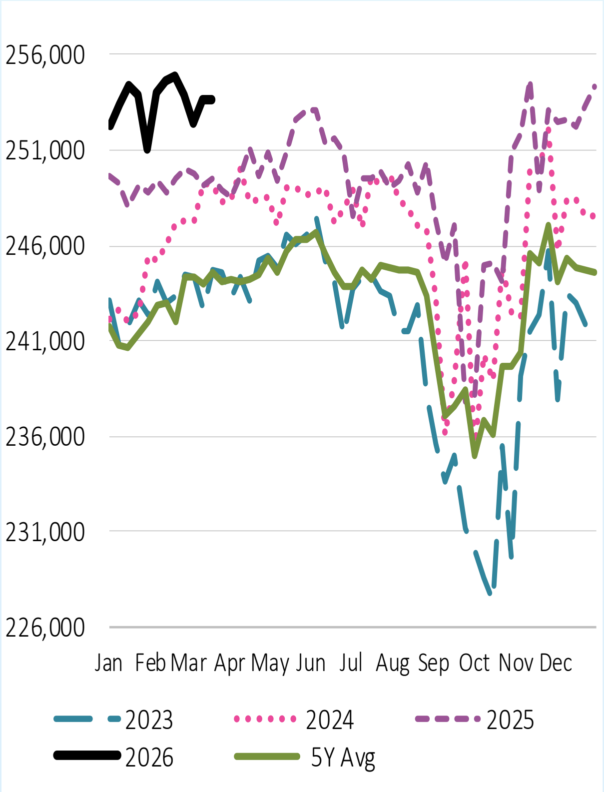
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
78.4	85.2	94.9	106.2	79.6	83.7
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	8.7%	11.4%	11.9%	-25.0%	5.1%

Source: Bloomberg

Market Report

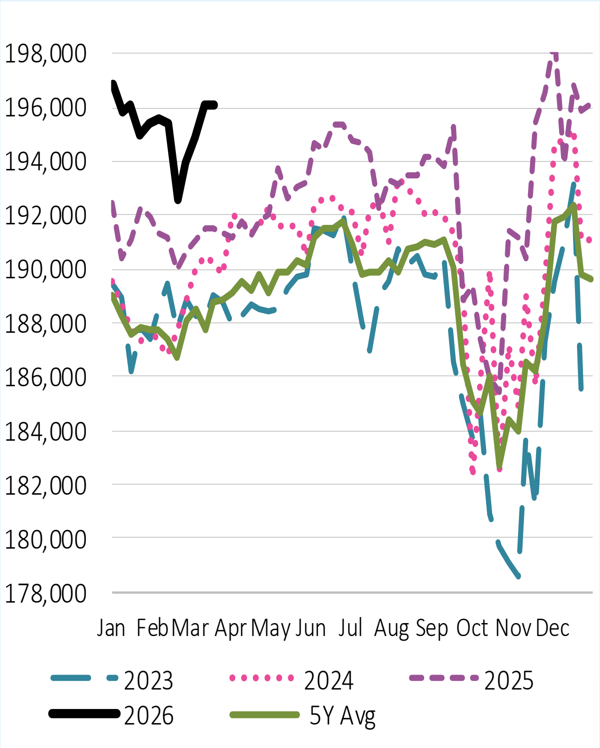
Poultry US

EGG SETS*
'000 EGGS



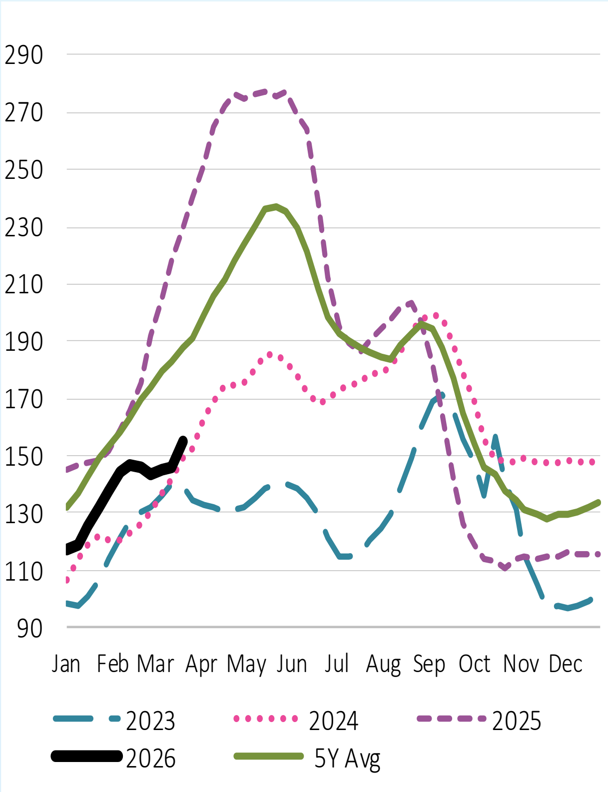
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
245.3	249.2	251.0	248.6	247.9	253.5
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	1.6%	0.7%	-0.9%	-0.3%	2.3%

CHICKS PLACED*
'000 CHICKS



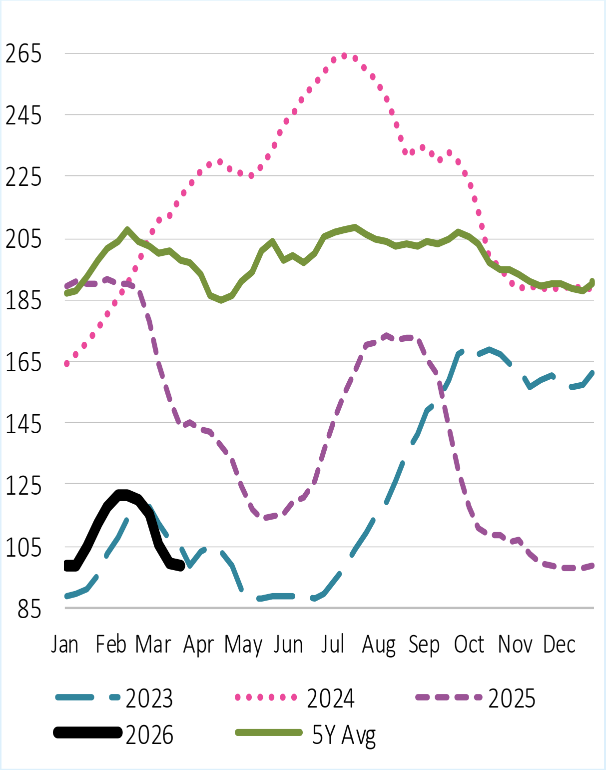
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
188.8	191.3	193.1	193.9	191.2	195.3
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	1.3%	1.0%	0.4%	-1.4%	2.1%

WHOLE BREASTS
CTS/POUNDS



4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
150.3	178.8	263.9	182.3	114.7	138.2
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	19.0%	47.6%	-30.9%	-37.1%	20.4%

WHOLE WINGS
CTS/POUNDS



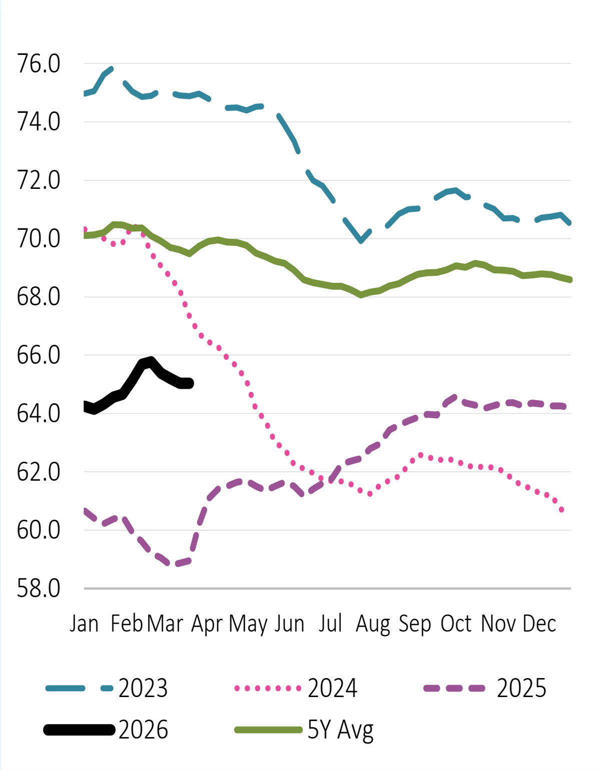
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
194.9	177.3	126.4	161.2	104.0	109.5
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-9.0%	-28.7%	27.5%	-35.5%	5.3%

(*) Due to the US government shutdown, this is the most update data

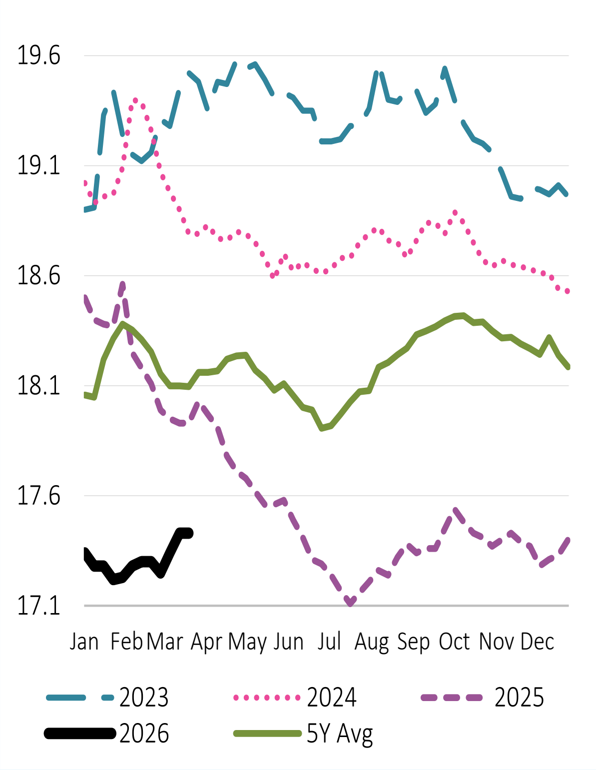
Source: Bloomberg, USDA

Market Report
China

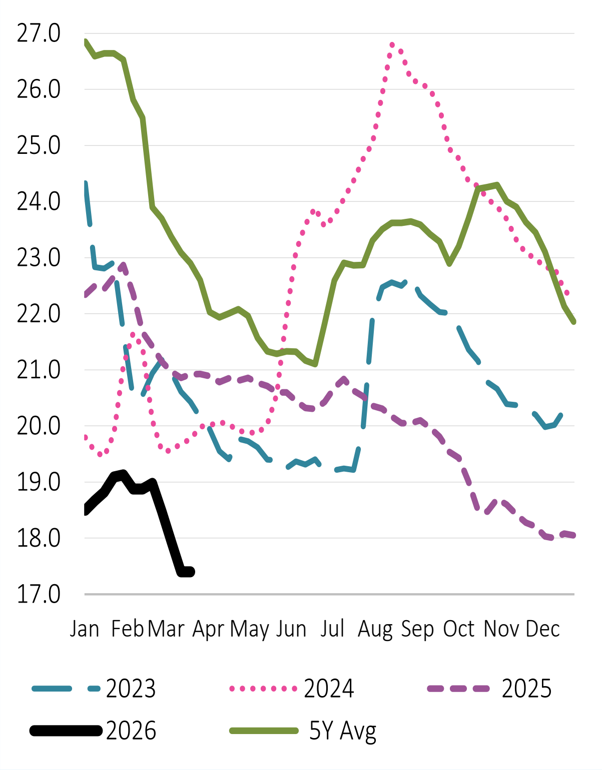
WHOLESALE BEEF PRICE
CNY/KG



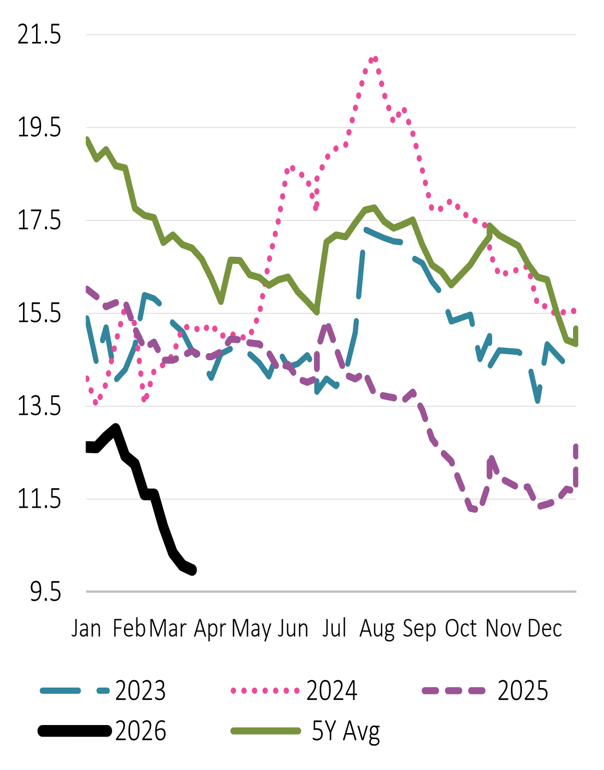
WHOLESALE CHICKEN PRICE
CNY/KG



WHOLESALE PORK PRICE
CNY/KG



DOMESTIC PIG PRICES
CNY/KG



Wholesale beef price

4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
61.6	59.7	61.5	63.2	64.3	64.9
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-3.0%	2.9%	2.8%	1.8%	1.0%

Wholesale chicken price

4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
18.7	18.2	17.6	17.3	17.4	17.3
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-2.5%	-3.3%	-1.9%	0.7%	-0.5%

Wholesale pork price

4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
23.4	21.8	20.6	20.2	18.4	18.5
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-6.8%	-5.2%	-2.0%	-8.8%	0.4%

Domestic pig prices

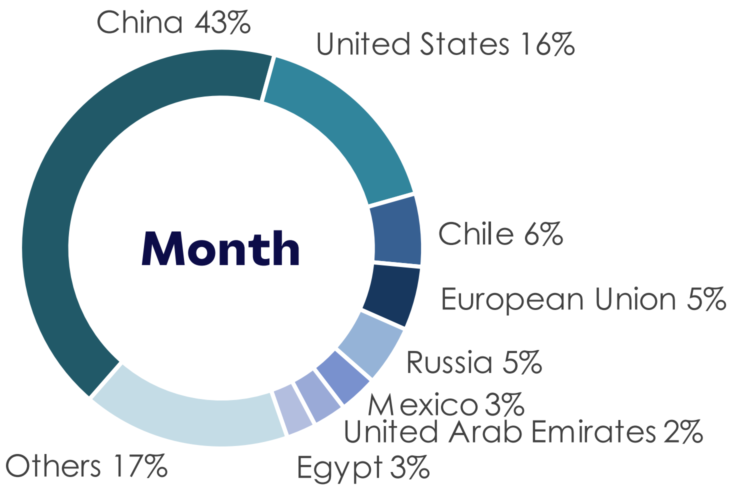
4Q24	1Q25	2Q25	3Q25	4Q25	1Q26 QTD
16.5	15.1	14.5	13.8	11.7	11.7
	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q	Δ% Q/Q
	-8.3%	-3.9%	-4.8%	-15.3%	-0.2%

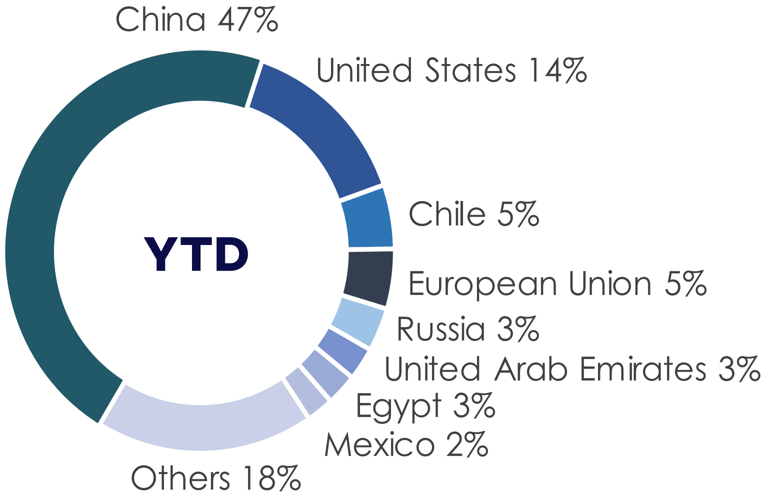
Source: Bloomberg

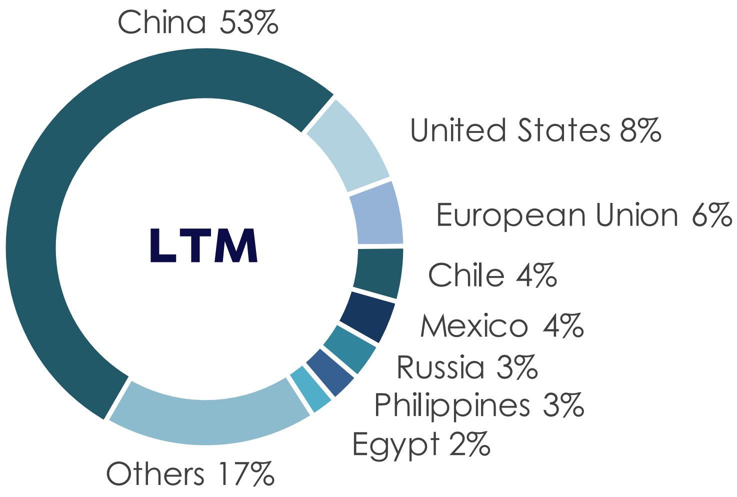
The Brazilian Foreign Trade Bureau (Secex) - BEEF

JBS

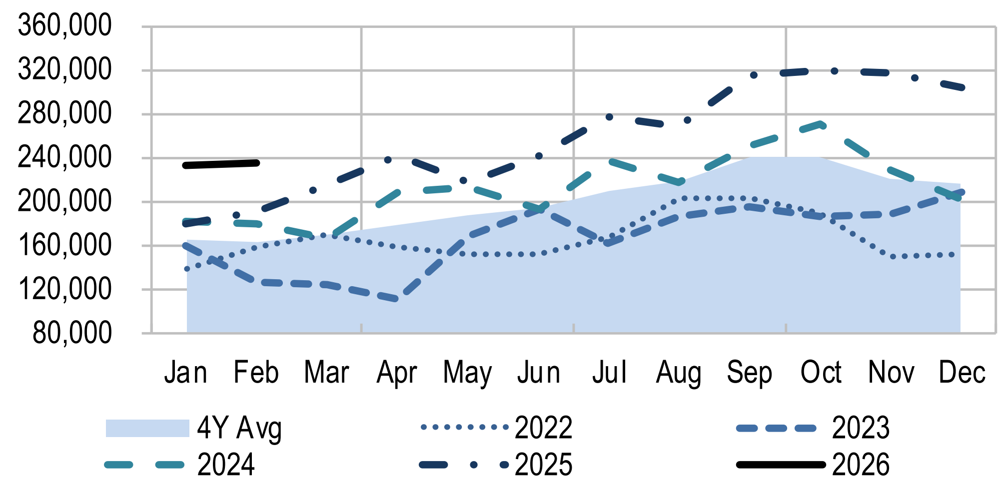
Revenue Fev/26



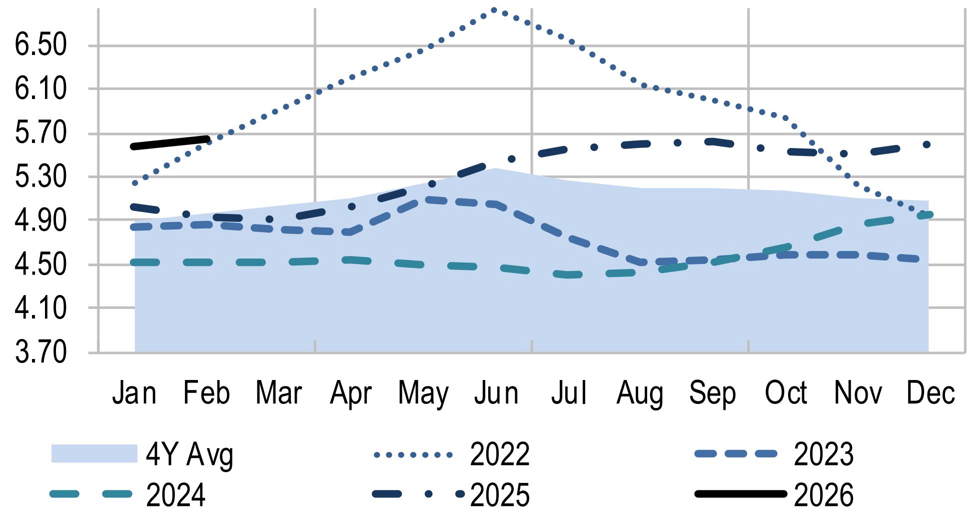




Volume (Tons)

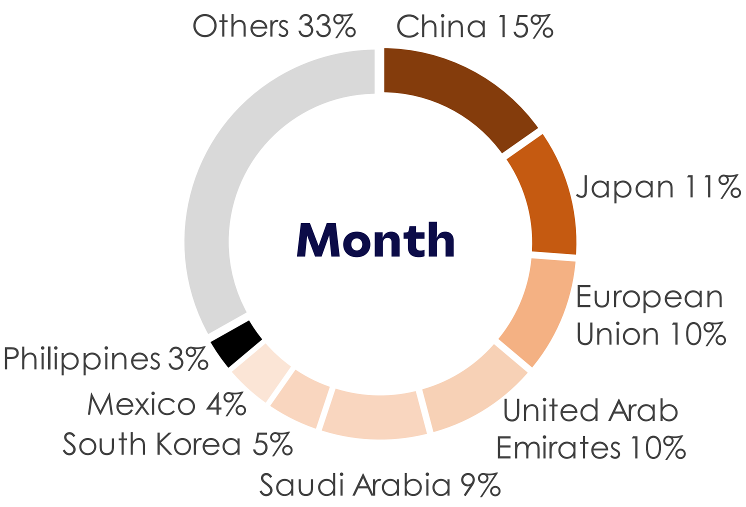


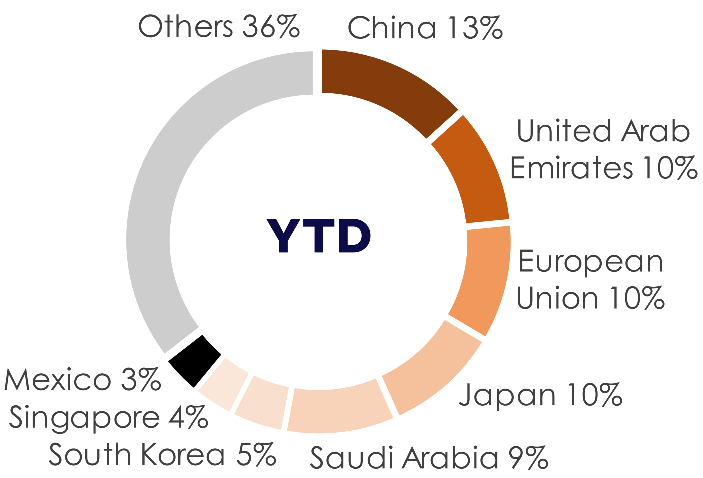
Avg. Price (US$/Kg)

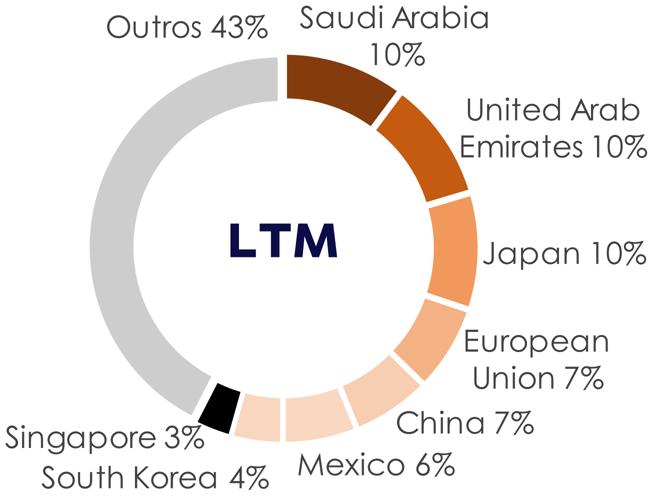


The Brazilian Foreign Trade Bureau (Secex) - POULTRY

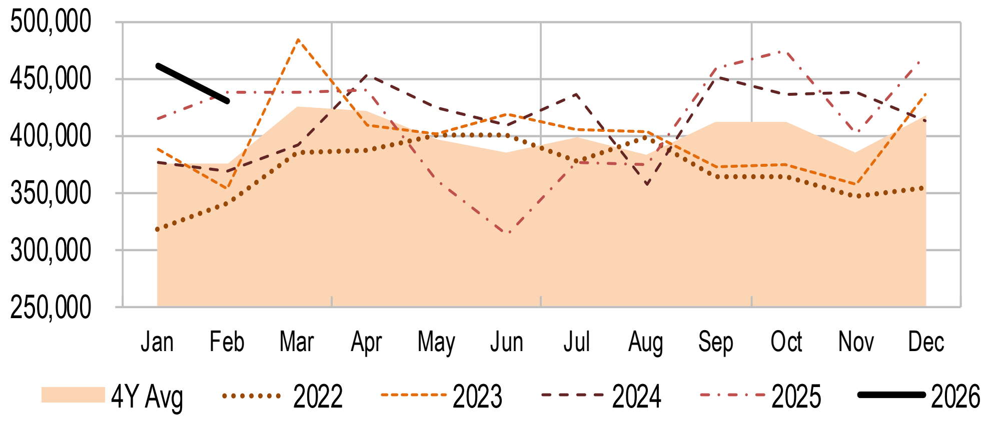
Revenue Fev/26



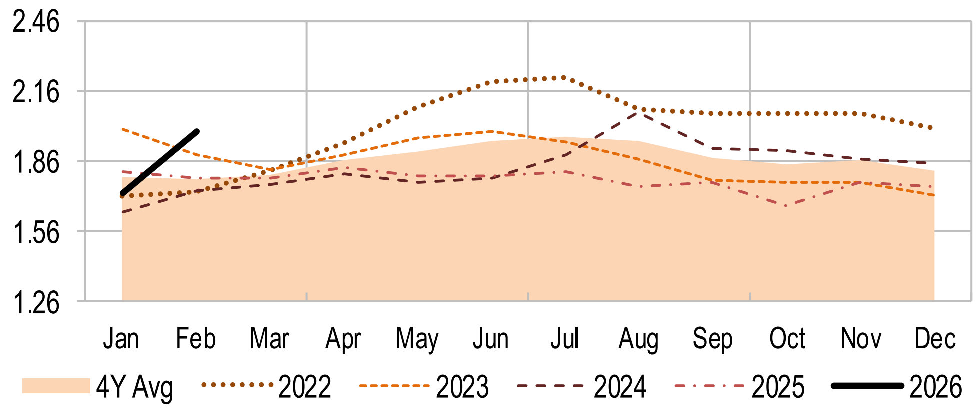




Volume (Tons)



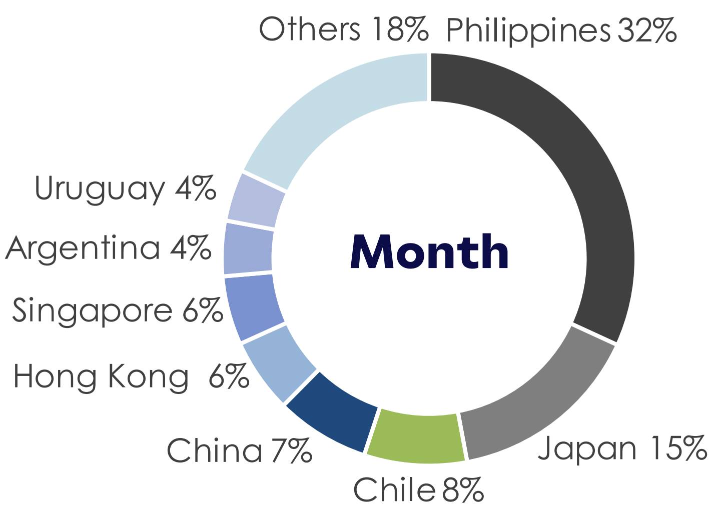
Avg. Price (US$/Kg)

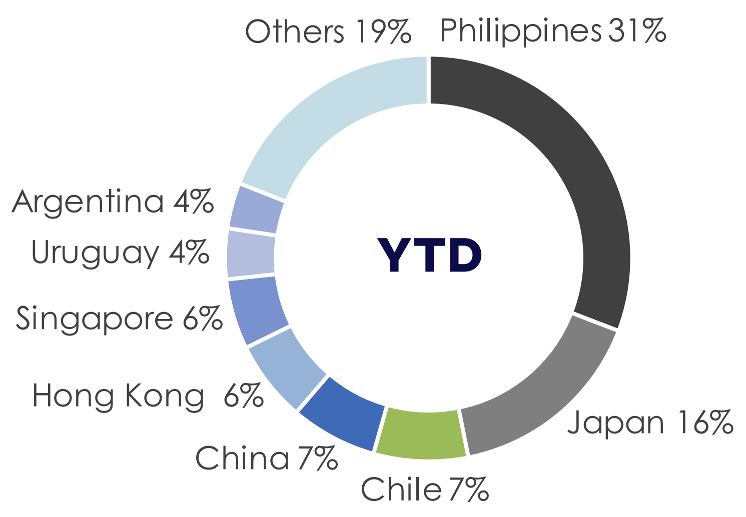


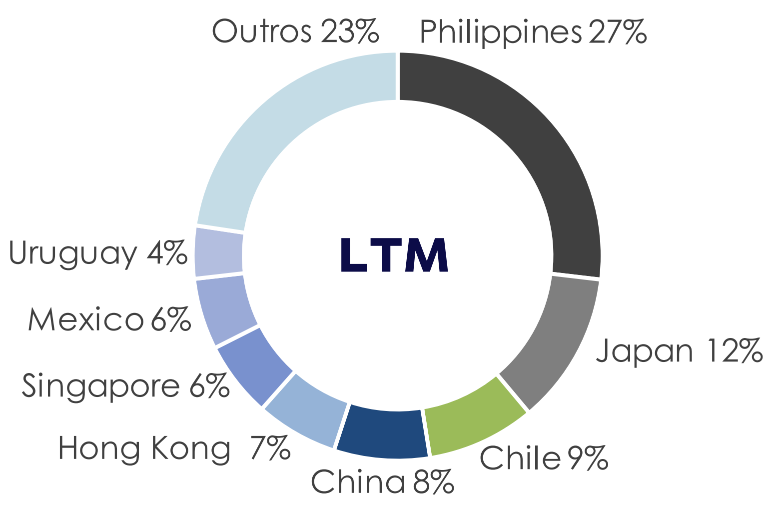
The Brazilian Foreign Trade Bureau (Secex) - Pork

JBS

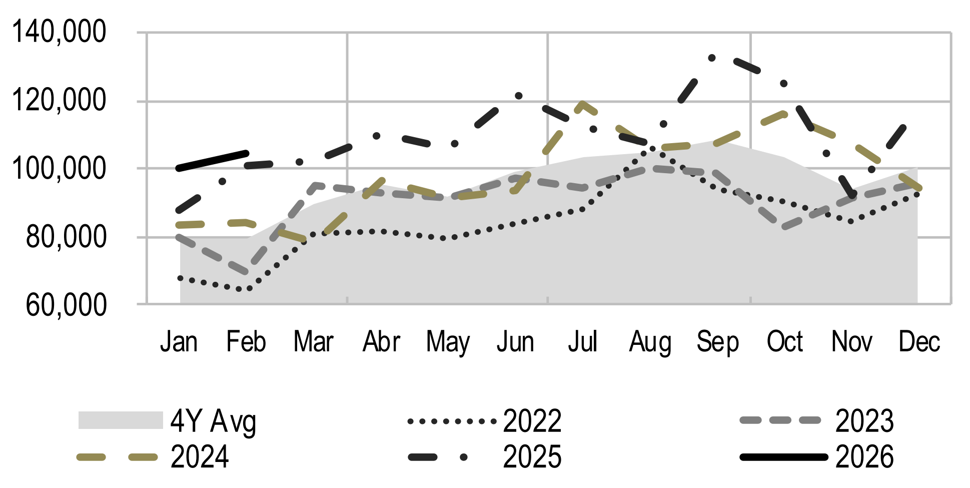
Revenue Fev/26



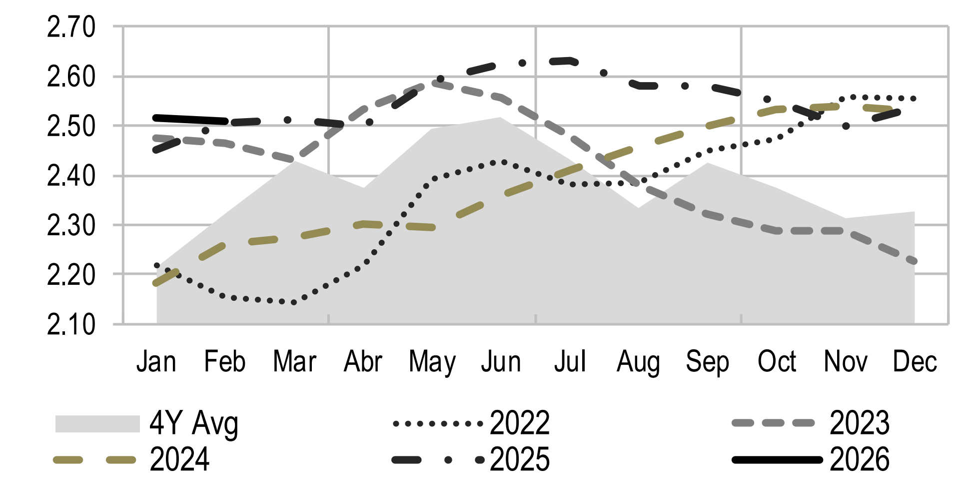




Volume (Tons)

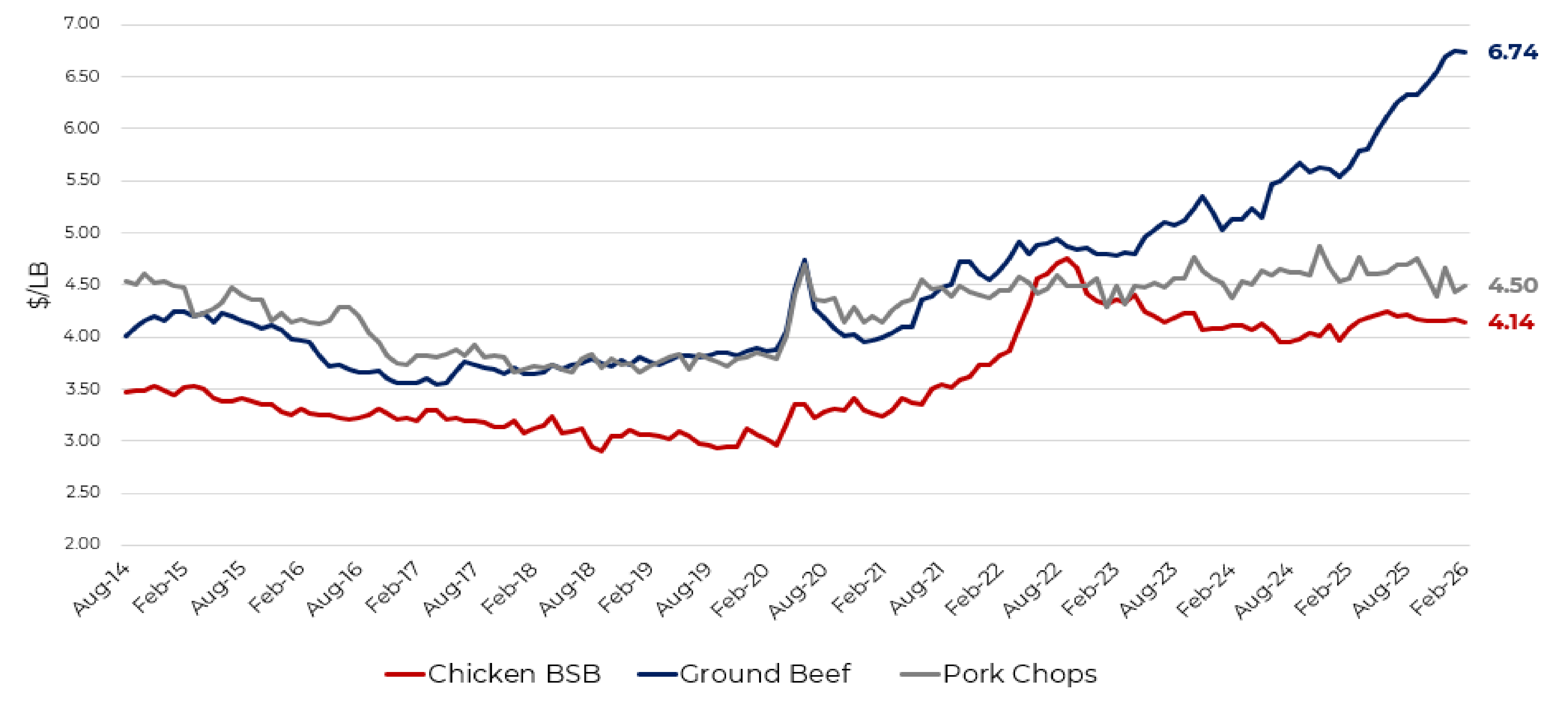


Avg. Price (US$/Kg)



Market Report
US Meat Retail Spread

US Retail Prices - Ground Beef, Pork Chops and Chicken BSB



Source: Bloomberg

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