



JBS S.A. – A GLOBAL FOOD COMPANY

1Q20 Earnings Presentation

DISCLAIMER

We make statements about future events that are subject to risks and uncertainties. Such statements are based on the beliefs and assumptions of our Management and information to which the Company currently has access. Statements about future events include information about our current intentions, beliefs or expectations, as well as those of the members of the Company's Board of Directors and Officers.

Disclaimers with respect to forward-looking statements and information also include information on possible or presumed operating results, as well as statements that are preceded, followed or that include the words "believe," "may," "will," "continue," "expects," "predicts," "intends," "plans," "estimates," or similar expressions.

Forward-looking statements and information are not guarantees of performance. They involve risks, uncertainties and assumptions because they refer to future events, depending, therefore, on circumstances that may or may not occur. Future results and shareholder value creation may differ materially from those expressed or implied by the forward-looking statements. Many of the factors that will determine these results and values are beyond our ability to control or predict.

COVID-19 Pandemic



COVID-19 PANDEMIC

The governments of Brazil and the United States have declared the **food sector as an essential service** during this global emergency and **JBS's mission is to sustain the world's food supply**



Health and Safety

Employee health and safety is a **priority at JBS**

Preventive measures were adopted following the guidance of local guidelines and protocols (Ministry of health, CDC, etc) in addition to hiring **specialized consultancies from renowned hospitals**



Global Crisis Committee

Goal: To address impacts to the operation

Composition: **Gilberto Tomazoni** (Global CEO), **Guilherme Cavalcanti** (Global CFO), **André Nogueira** (CEO USA), **Wesley Mendonça Batista Filho** (CEO South America), **Brent Eastwood** (CEO Australia), **Eduardo Noronha** (Global Human Resources), and **Cameron Bruett** (Global Corporate Affairs)



Scale and Diversification of Production Platform

The largest protein company in the world present in **+15 countries and with +400 facilities and offices**, which helps to mitigate potential interruptions in the production chain throughout this pandemic

Allows **to continuously meet the demand for food** in the world



Robust Balance Sheet and lowest leverage in the sector

Liquidity position of R\$23.9 billion, with **additional funds raised** as a preventive measure

In the **USA, US\$850 million** in revolving credit facilities were withdrawn as a precaution

In Brazil, **R\$2.5 billion** in new trade finance lines



Donations in North America and Brazil

In North America, JBS will donate **R\$300 million**, mainly in the United States, in support of local communities

In Brazil, the plan provides for a donation of **R\$400 million** on three fronts: public health, social assistance and support for scientific research and development

PROTECTION INITIATIVES

We take all possible measures to protect the safety and health of our more than **240 thousand employees**:

Management Guidelines:



Hiring of specialized consultants

Brazil:

- Hiring of Albert Einstein Hospital to review and structure the protocol towards dealing with Covid-19
- Hiring of Adauto Castelo - infectious disease specialist, professor at Escola Paulista de Medicina, Federal University of São Paulo

USA:

- Hiring of epidemiologists in partnership with CU (Colorado University) University of Nebraska



Removal of vulnerable populations from facilities



Reorganization of schedules / shifts to avoid agglomeration (starts, breaks, etc.)



Restriction of international and domestic travel



Education/communication of preventive measures and third-party awareness



PROTECTION INITIATIVES

Additional protective guidelines:

- ✓ Providing masks and other personal protective equipment which are required to be worn at all times
- ✓ Temperature testing prior to entering facilities
- ✓ Flu vaccination
- ✓ Structural layout changes and installation of plexiglass dividers/physical barriers to ensure physical distancing
- ✓ Increase in the number of vehicles to transport employees
- ✓ Significant increase in the frequency of cleaning and sanitizing
- ✓ Disinfection tunnel (in testing)
- ✓ New absence protocols



GLOBAL SOCIAL INVESTMENT

R\$700 million donation to North America and Brazil



Brazil
R\$400 million



JBS has 132.3 thousand employees in Brazil



With production units in more than 100 cities



Where JBS is the main economic activity in 56% of them



North America
R\$300 million



Most of the resources will be directed to the USA



JBS has 60 thousand employees in the United States



With production units in more than 50 cities



BRAZIL SOCIAL INVESTMENT

Donation Plan of **R\$400 million** for Brazil is based on 3 pillars:

Public Health

Immediate actions will **equip hospitals of 162 cities**, benefiting **60 million Brazilians**

The donation aims to **fund the construction of permanent modular hospitals** and the installation of new ICU beds in the states served, **directly or indirectly impacting an estimated population of 170 million people**

Priority investments will be made in the purchase of supplies such as **tests, medications, hospital Personal Protective Equipment (PPE), basic food baskets and hygiene products** for the vulnerable population



Support for Research

In view of the scientific novelty that the new coronavirus represents, JBS will sponsor **scientific research that can contribute to the knowledge, prevention and treatment of covid-19**

Non-profit research projects will receive **resources to promote science and technology**



Social Assistance

Support for the population in a situation of social vulnerability will be through the **transfer of resources to 50 non-governmental organizations (NGOs)**

The partnership with NGOs from all over the country will allow JBS to further distribute **assistance to the vulnerable population**, providing help to cities beyond the initial scope of the project



NORTH AMERICA SOCIAL INVESTMENT

Donation of **R\$300 million** destined mostly to the United States



Initiatives in the USA foresee investments in health, social assistance and basic infrastructure



The first front will focus on supporting the communities in which JBS operates, through the purchase of tests, masks and investments in educational initiatives



The project also includes donations to improve the infrastructure of public services



JBS will also provide food to people in vulnerable situations



GOVERNANCE

To validate the projects and resources to be allocated in the program

- ✓ The initiatives will be **coordinated by Joanita Maestri Karoleski, former CEO of Seara**
- ✓ Six JBS professionals will be dedicated full time to the project, **to ensure the definition and execution of donations**, and six other JBS professionals will have part time dedication to the project, which also has the **support of all areas of the company**
- ✓ The initiatives will be **audited by Grant Thornton**, a global consultancy with over 100 years of experience. The auditing company waived its fees to contribute in the social program
- ✓ In order to validate the projects and resources to be allocated to the program, **three special committees were created with the participation of independent members:**

ADVISORY COMMITTEE

Fernando Andreatta Torelly, CEO of Hcor
Henrique Neves, CEO of Hospital Albert Einstein
Maurício Barbosa, founder and chairman of Bionexo
Mohamed Parrini, CEO of Hospital Moinhos de Vento de Porto Alegre
Paulo Magnus, president of MV
Roberto Kalil Filho, chairman of the board of directors at InCor and general director of the Cardiology Center of Hospital Sírio-Libanês

SCIENTIFIC COMMITTEE

José Medina Pestana, professor at Escola Paulista de Medicina and director of Hospital do Rim
Pedro Hallal, rector of Federal University of Pelotas
Sidney Klajner, president of Sociedade Beneficente Israelita Brasileira Albert Einstein

SOCIAL COMMITTEE

Antonio Batista da Silva Junior, executive president of Fundação Dom Cabral (FDC)
Carla Duprat, executive director of Instituto InterCement
Carola Matarazzo, executive director of Movimento Bem Maior
Celso Athayde, founder of Central Única das Favelas

CONSOLIDATED RESULTS

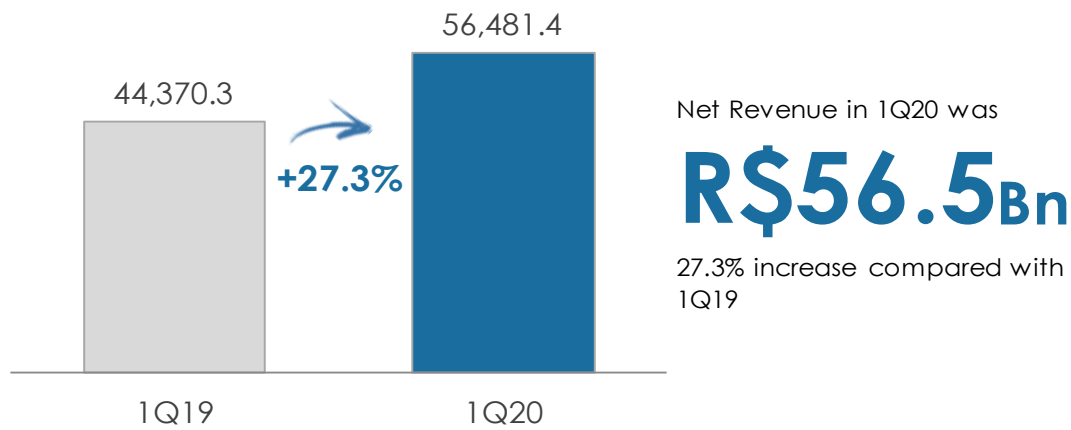


1Q20 HIGHLIGHTS

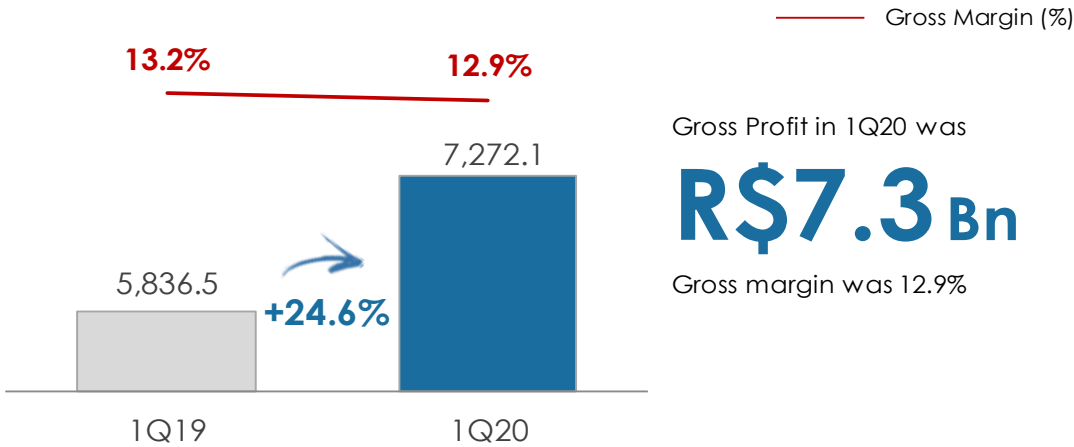
- Net revenue was **US\$12.7Bn** (R\$56.5Bn), 27.3% higher than 1Q19.
- **Gross profit** totaled **R\$7.3Bn**, an increase of 24.6%, with gross margin of 12.9%.
- **Adjusted EBITDA** was **US\$877.7Mn** (R\$3.9Bn), 22.6% higher than 1Q19, with an **Adjusted EBITDA margin** of **6.9%**.
- **Adjusted net income** was **R\$803.2Mn** and reported net loss was R\$5.9 billion, impacted by non-cash FX effect of R\$8.2 billion in the quarter.
- **Operating cash flow** was **US\$240,4Mn** (R\$1.1Bn), 43% higher than 1Q19.
- **Leverage** was **2.17x in US\$** and 2.77x in R\$.
- Including lines under revolving credit facilities, **total liquidity** was **R\$23.9Bn**, enough to pay all debt until 2025.

1Q20 CONSOLIDATED RESULTS

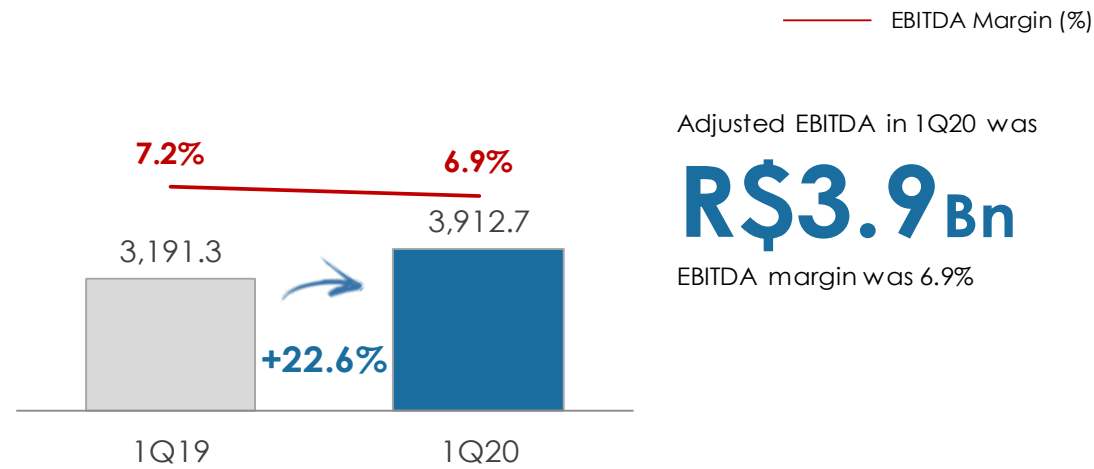
Net Revenue (R\$ million)



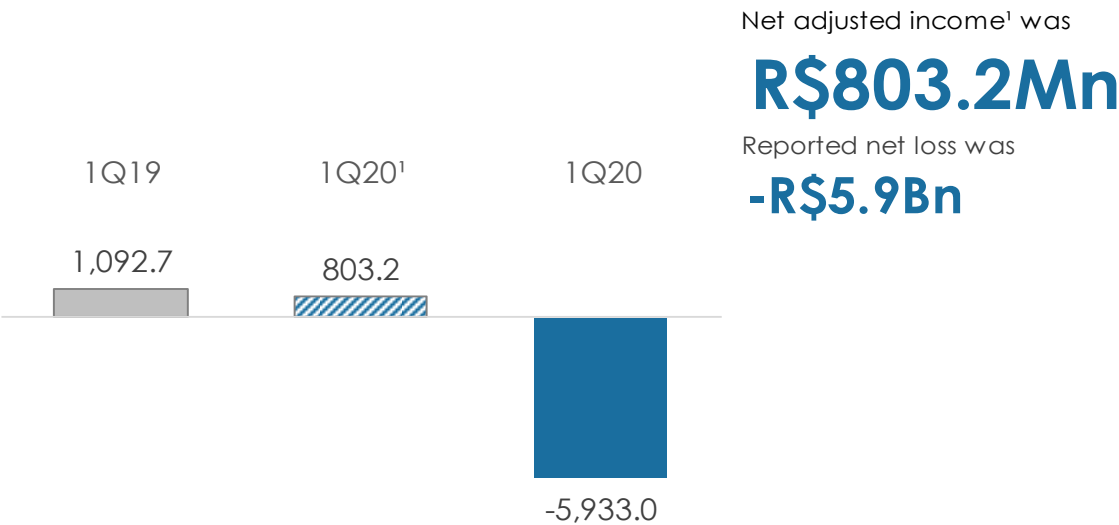
Gross Profit (R\$ million)



Adjusted EBITDA (R\$ million)



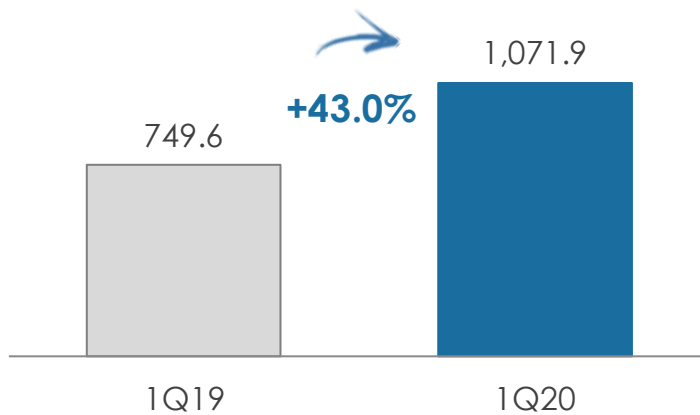
Net Income (R\$ million)



¹Net income adjusted by the FX impact, excluding the effect of benefits from fiscal loss in the parent company.

1Q20 CONSOLIDATED RESULTS

Operational Cash Flow (R\$ million)

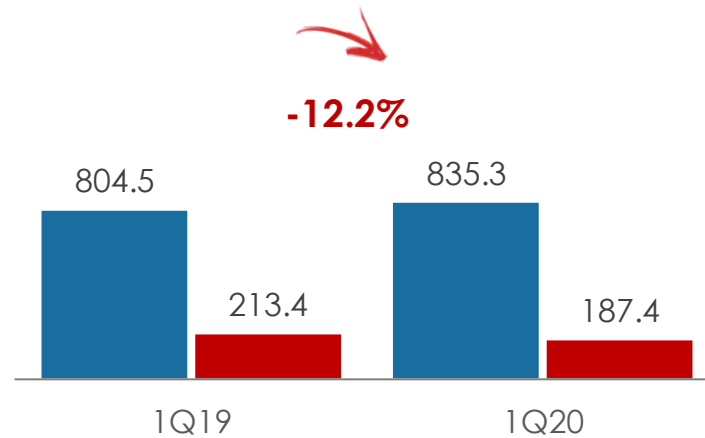


Cash flow generated by operational activities increased by 43.0% in 1Q20, reaching

R\$1.1 Bn

Net Debt Financial Expense (R\$ million)

Interest (R\$)
Interest (US\$)



In 1Q20, interest in US\$ from net debt reduced by

U\$26.0 Mn

Free Cash Flow (R\$ million)



Free cash flow in 1Q20 was

-R\$636.9 Mn

1Q20 DEBT PROFILE

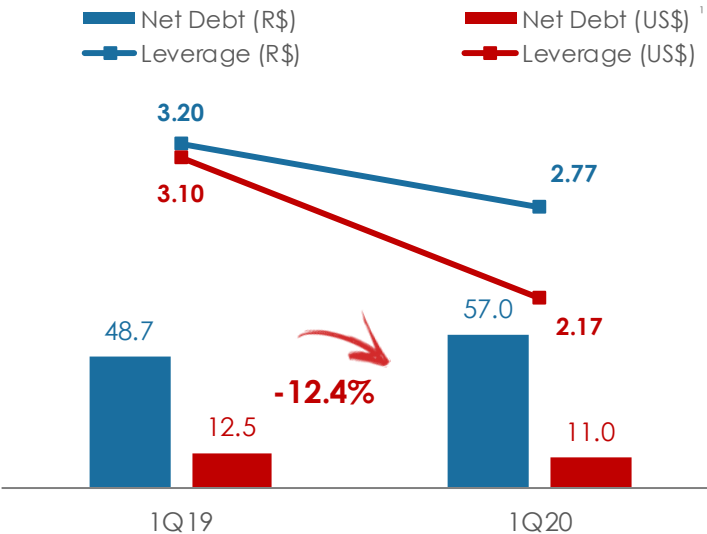
■ 1Q20 ending cash
R\$18.5 Bn

■ Additionally, JBS USA has **US\$1,051.9 million (R\$5,468.5 million¹)** in fully available unencumbered line under

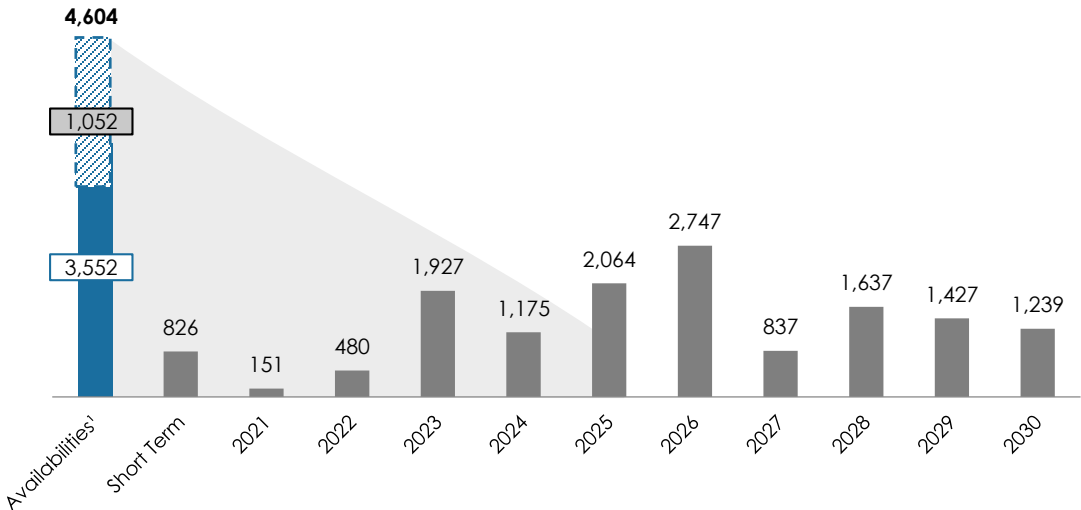
■ Total liquidity in 1Q20 was
R\$23.9 Bn

~5.6x higher than short-term debt

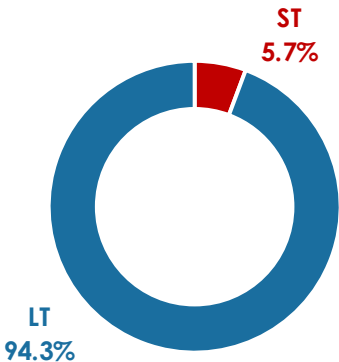
Net Debt (\$ Bn) / Leverage



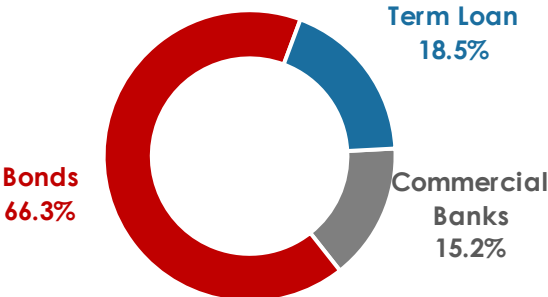
Debt Amortization Schedule (in US\$ million)



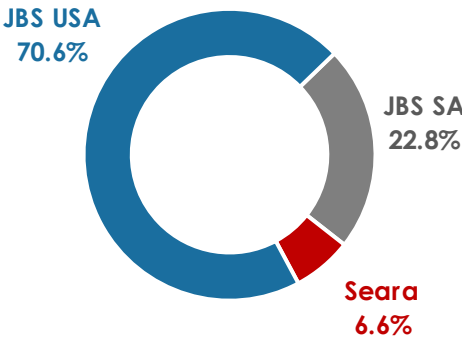
Debt profile ST/LT



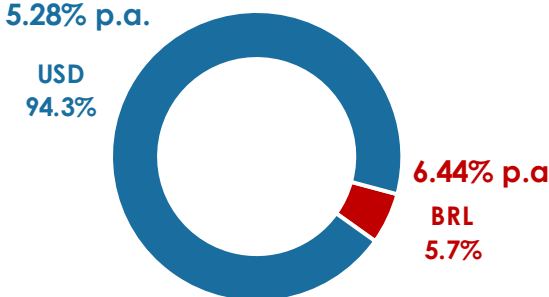
Source Breakdown



Entity Breakdown



Currency and Cost Breakdown



Note 1: Converted using the prevailing FX rate at the end of the respective quarter.
Note 2: Includes cash on hand and JBS USA fully available unencumbered line under revolving credit facilities at the end of 1Q20.

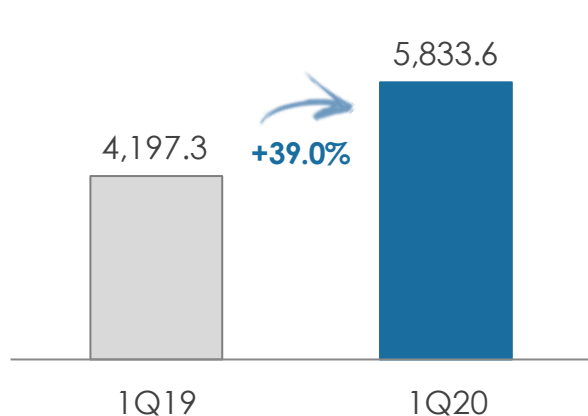
Business Unit Performance



SEARA

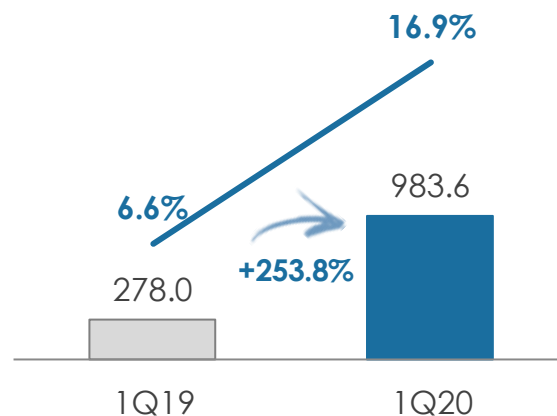
Net Revenue

(R\$ million)



Adjusted EBITDA

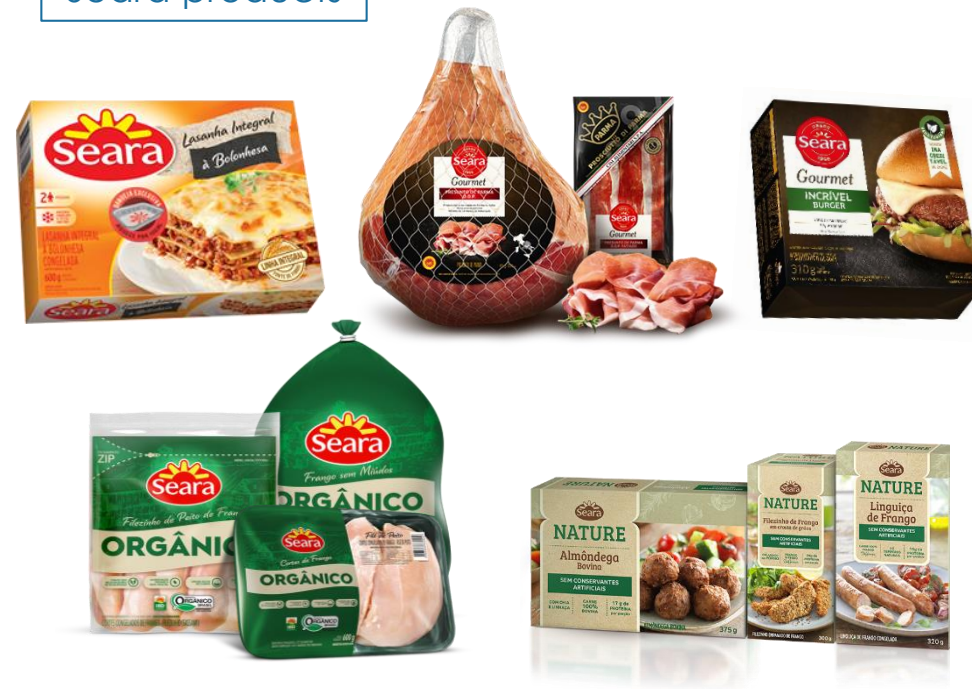
(R\$ million and %)



1Q20 HIGHLIGHTS

- Net revenue of R\$5.8Bn, 39.0% higher than 1Q19, boosted by a 14.5% growth in sales volume and 22.2% in average sales prices.
- EBITDA for the quarter was R\$983.6Mn, an impressive 253.8% increase, with EBITDA margin of 16.9%.
- For the domestic market, net revenue was R\$2.9Bn, a 24.7% increase over 1Q19, with 3.8% higher volumes and 17.5% higher prices. Processed Foods category was the highlight, posting an increase of 8.4% in volumes sold and 8.1% in average sales prices for this period.
- Seara continues increasing its preference with the Brazilian consumer through a strategy based on quality, innovation and execution. For the fifth consecutive Nielsen assessment, Seara maintained its market leadership in the frozen food category, with 23.4% of the share in value (+1.7ppts vs 2nd brand) and reached the leadership in the meat-less products market with the **Incrível Seara®** line, in addition to growing in the organic chicken category, with the **Seara Orgânico®** line. Additionally, Seara has consolidated its innovation launched in 2019 and has been delivering record results in **Incrível Seara®, Seara Gourmet®** and **Seara Nature®** product lines.
- In the export market, net revenue was R\$2.9 billion, a 64.1% growth over 1Q19, boosted by an increase of 27.7% in volumes sold and 28.5% higher prices.

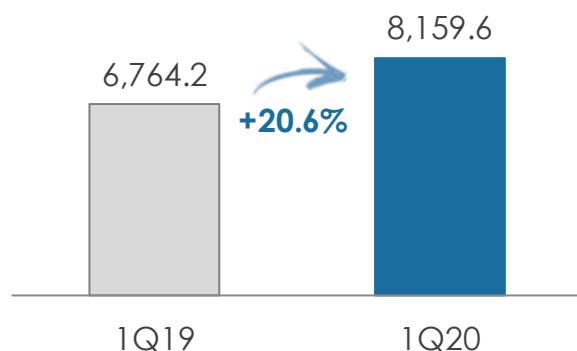
Seara products



JBS BRAZIL

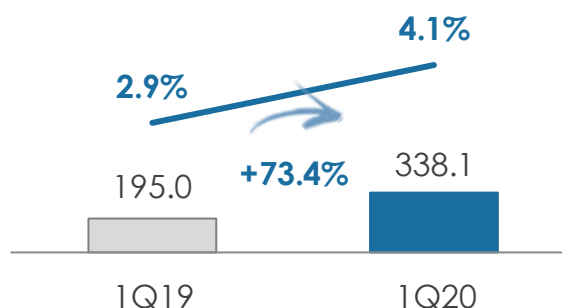
Net Revenue

(R\$ million)



Adjusted EBITDA

(R\$ million and %)



JBS Brazil products



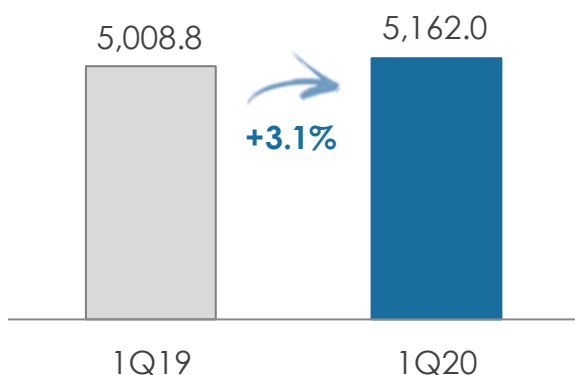
1Q20 HIGHLIGHTS

- Net revenue was R\$8.2Bn, which corresponds to a 20.6% increase in relation to 1Q19.
- EBITDA for the quarter was R\$338.1Mn, which corresponds to a 73.4% growth over 1Q19, with a 4.1% margin.
- In the domestic market, net revenue was R\$4.9 billion, a 28.6% increase over 1Q19, due to a growth of 7.2% in volumes and 19.9% in prices.
- Friboi continues to consolidate its position as the main beef brand in the Brazilian market and has been expanding its strategic partnerships through the **Açougue Nota 10®** program, a new model of beef sale, which aims to develop a special sales channel in retailers and help them manage their butchers, training professionals, avoiding waste and differentiating their product at the point of sale.
- In the export market, net revenue increased 10.6%, reaching R\$3.3 billion, due to a growth of 27.3% in prices, partially offset by a reduction of 13.2% in volumes sold.
- The Company is also investing in initiatives to offer products with higher value-added in the export market and in February this year launched during Gulfood 2020, the largest food and beverages fair in the world held in Dubai, the **Farms Friboi®** brand.

JBS USA BEEF

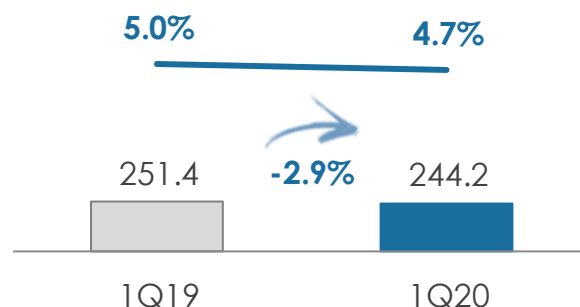
Net Revenue

(USGAAP - US\$ million)



Adjusted EBITDA

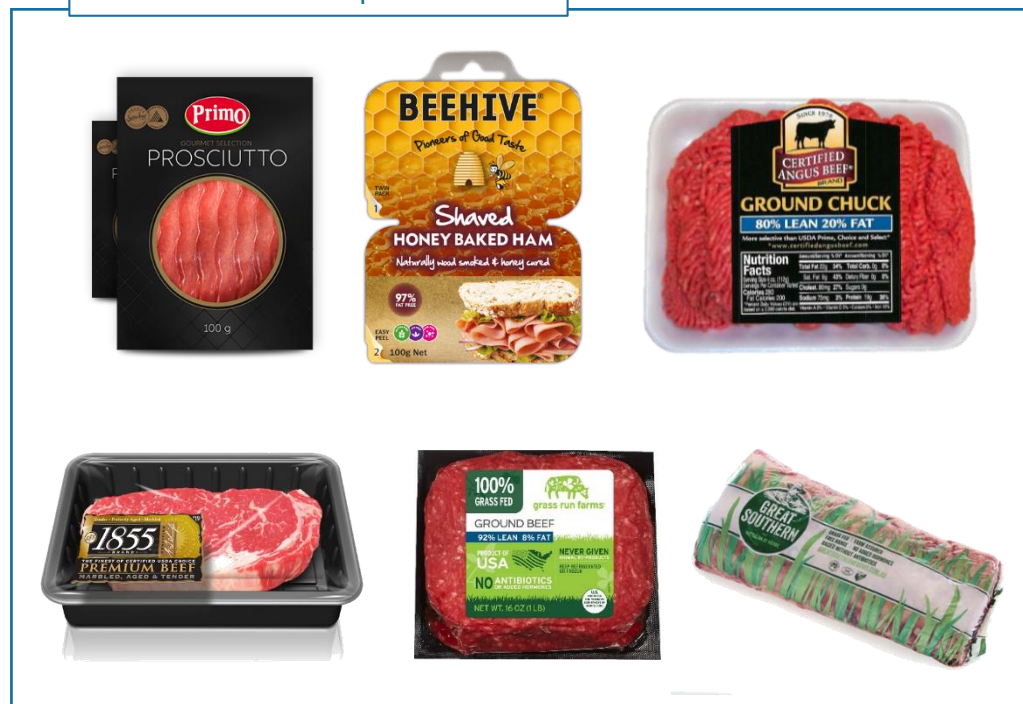
(USGAAP - US\$ million and %)



1Q20 HIGHLIGHTS

- Net revenue was US\$5.2Bn for the quarter, an increase of 3.1% compared to 1Q19, driven by an increase of 4.2% in volumes sold which more than offset a reduction of 1.1% in average sales prices.
- EBITDA was US\$244.2Mn, with EBITDA margin of 4.7% in 1Q20.
- JBS USA Beef improved its product mix and continued to grow the volume of value-added programs. After the end of the quarter, JBS USA concluded the acquisition of Empire Packing, in the United States, announced at the end of last year, reinforcing its performance in the case ready segment. This acquisition, adds additional capacity to the existing case ready business, and places JBS USA as one of the 3 main case ready operators in the country.
- Beef exports for JBS USA Beef, in the United States, performed above the American market rates, which grew 10.5% compared to exported volumes for the same period in 2019. The main import markets for US beef products in the period were Japan, South Korea, Mexico and Canada.
- In Australia, the challenging cattle availability scenario coupled with temporary and seasonal shutdown of some plants in the northern region of the country, which occurred due to the rains, impacted production volumes for the quarter. JBS Australia international sales posted 4% growth in the annual comparison, due to higher prices and FX rate impact.
- Primo Foods' prepared food operation continues to exceed its production volumes, diversifying the portfolio with new innovative launches, mainly in the snack segment.

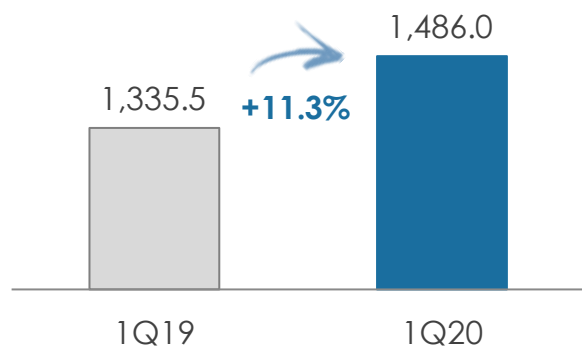
JBS USA Beef products



JBS USA PORK

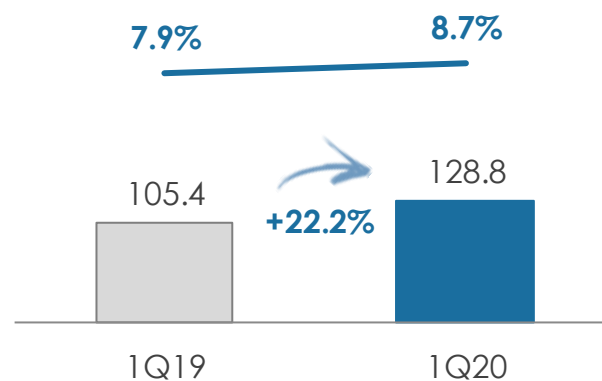
Net Revenue

(USGAAP - US\$ million)



Adjusted EBITDA

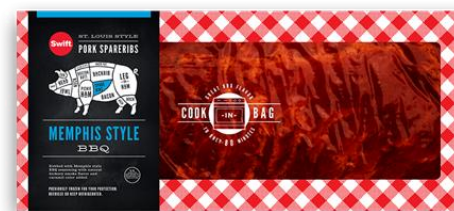
(USGAAP - US\$ million and %)



1Q20 HIGHLIGHTS

- Net revenue was US\$1.5Bn in 1Q20, a 11.3% increase in relation to 1Q19, due to a 6.1% growth in average prices and 4.9% in volumes sold for the period.
- EBITDA was US\$128.8Mn in 1Q20, an increase of 22.2% in the annual comparison, with an EBITDA margin of 8.7%.
- JBS USA Pork results were due to the good supply of hogs in the United States and the solid pork demand in the domestic and international markets, as well as the strong operational performance of this business unit.
- In 1Q20, JBS USA Pork international sales grew 56% in volume, compared to 1Q19, highlighting the increasing export volumes to the Chinese market, which started importing pork cuts in addition to the traditional offals. The country's reopening, following the effects of COVID-19, and the continued impact of the african swine fever indicate that China will continue to lead the global pork imports for some time.
- Plumrose continues to expand its presence in the prepared food segment in the United States, as a result of strong operational performance and volume growth. In April, this business unit began the construction of a new plant for the production of pre-cooked and cooked bacon, in Moberly – Missouri, with a capacity of 24 million pounds/year, which will start operating in 2021.

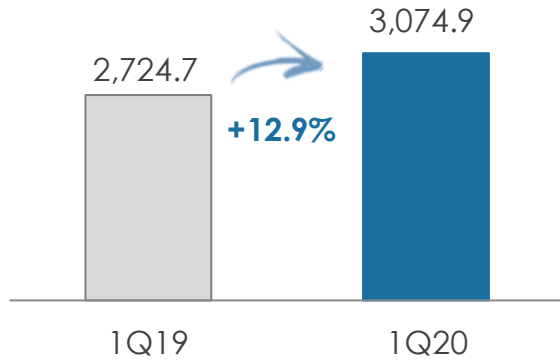
JBS USA Pork products



PILGRIM'S PRIDE

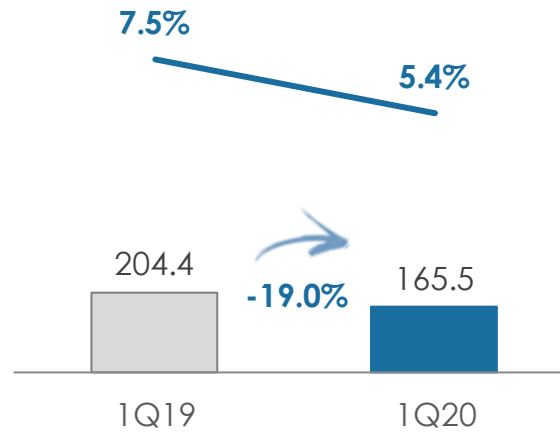
Net Revenue

(USGAAP - US\$ million)



Adjusted EBITDA

(USGAAP - US\$ million and %)



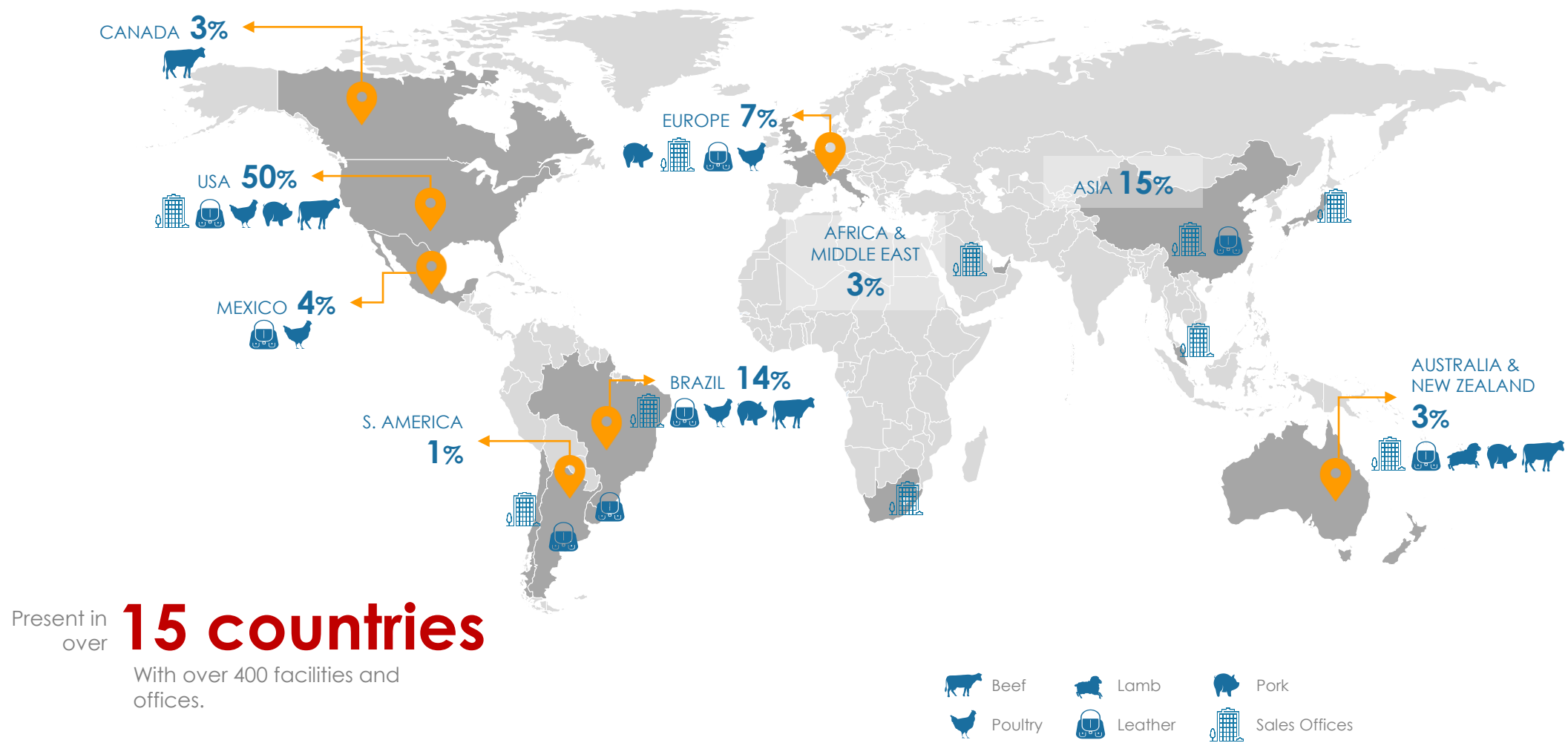
1Q20 HIGHLIGHTS

- Net revenue totaled US\$3.1Bn, 12.9% higher than 1Q19.
- EBITDA was US\$165.5 million, 19% lower than the same period of last year, while EBITDA margin was 5.4%.
- In the USA, the market tracked normal seasonality initially during Q1 before wider implementations of travel and movement restrictions due to Covid-19 disrupted retail and foodservice channel demand. The large bird deboning market was especially volatile during the quarter and remained challenging compared to 2019.
- PPC continued to improve its relative performance versus the industry across all its business units. The unit also adapted quickly to the change in channel demand by shifting the mix of its production capabilities, supported by its close partnerships with Key Customers, strong focus in execution by PPC's team members, the geographical diversity of its footprint, and its presence across all bird size categories.
- In Mexico, revenue was stable. Market environment during Q1 was difficult as weak macro conditions persisted longer than expected, contributing to uncertainties in consumer spending. PPC's increased share of non-commodity products, strong execution, and growth in prepared foods, have helped to partially offset the weakness.
- In Europe, the legacy operations once again delivered robust results in Q1 and the newly acquired European operations also performed well and continued to generate positive EBITDA.

PPC products



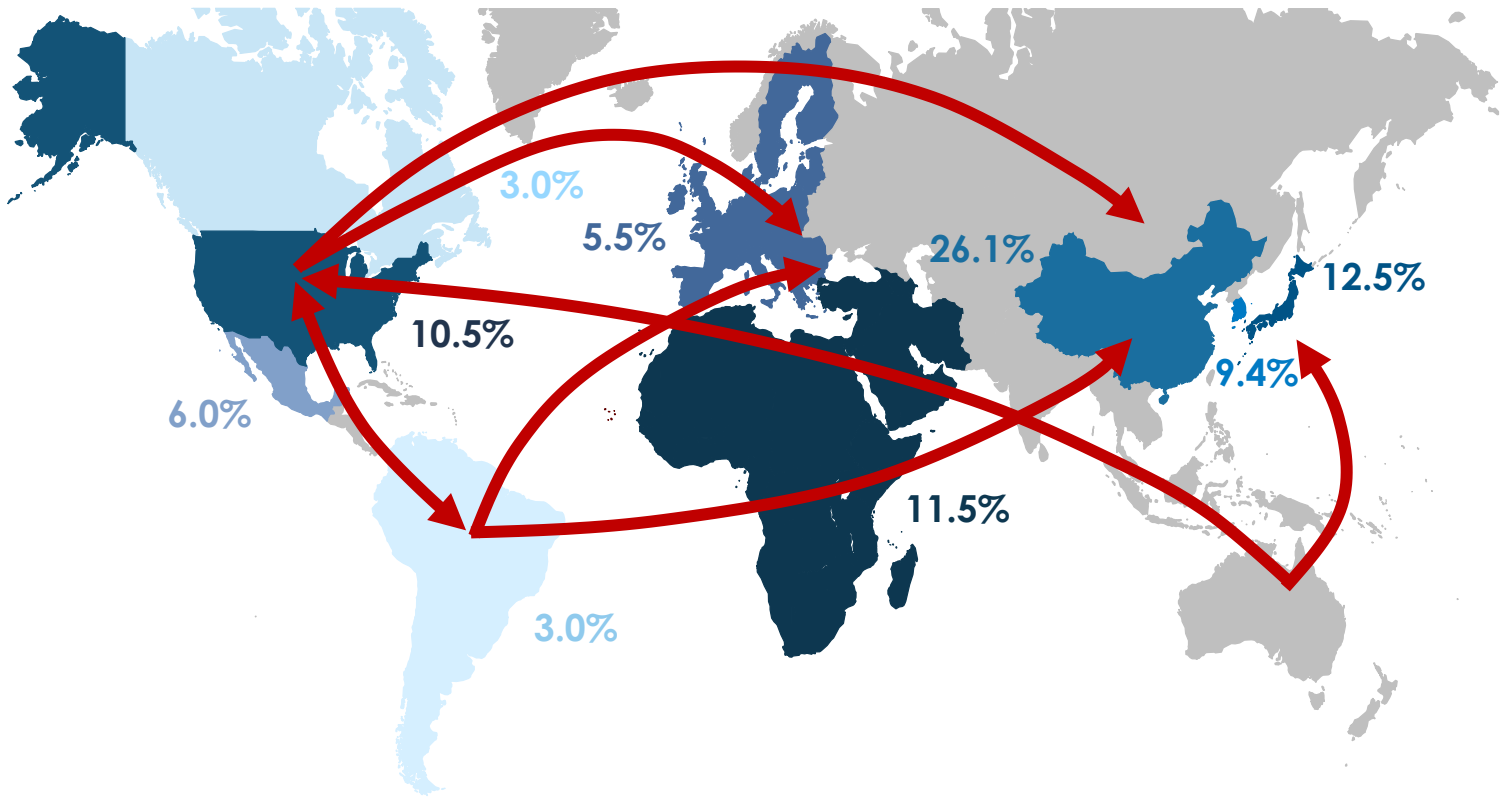
A UNIQUE GLOBAL PLATFORM



Note: % of Consolidated Net Revenue – domestic sales and imports.

CONSOLIDATED EXPORTS

Exports destinations of JBS in 1Q20



Greater China ¹	26.1%
Japan	12.5%
Africa & Middle East	11.5%
USA	10.5%
South Korea	9.4%
Mexico	6.0%
E.U.	5.5%
South America	3.0%
Canada	3.0%
Others	12.5%

Asia corresponded to

48%

of total exports

Total exports in 1Q20: **US\$3.3Bn**

Nota 1: Consider China and Hong Kong



OUR MISSION

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