

DUAL LISTING JBS



Transaction marks start of dual listing project to reflect its **global presence**

GOALS

- Expand investment capacity to strengthen the conditions of growth and competition with global competitors
- Potentially unlock value for all stakeholders
- Better reflect our global operations

HIGHLIGHTS

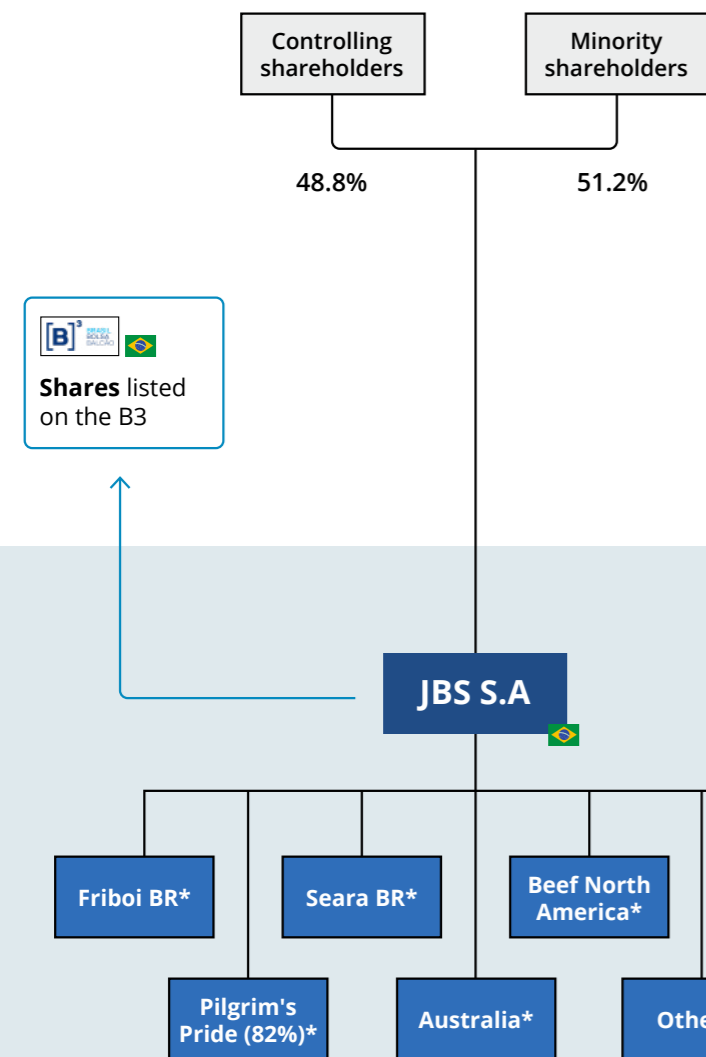
- Increase visibility among the global investor community by improving our comparability with our key peers
- Increased our equity issuance flexibility to fund growth and deleveraging opportunities
- Strengthening the perception of governance
- Reduction of our cost of capital
- Expand access to a greater number of investors with more financial capacity

NEXT STEPS

- Calling Extraordinary Shareholders Meeting and approval by minority shareholders
- Approval of Class A shares for trading on the NYSE
- Approval of BDRs Level II by CVM and admission to trading at B3
- Receipt of JBS N.V. shares by controlling and minority shareholders
- Conversion election of Class A shares into Class B by minority shareholders by December 31, 2026

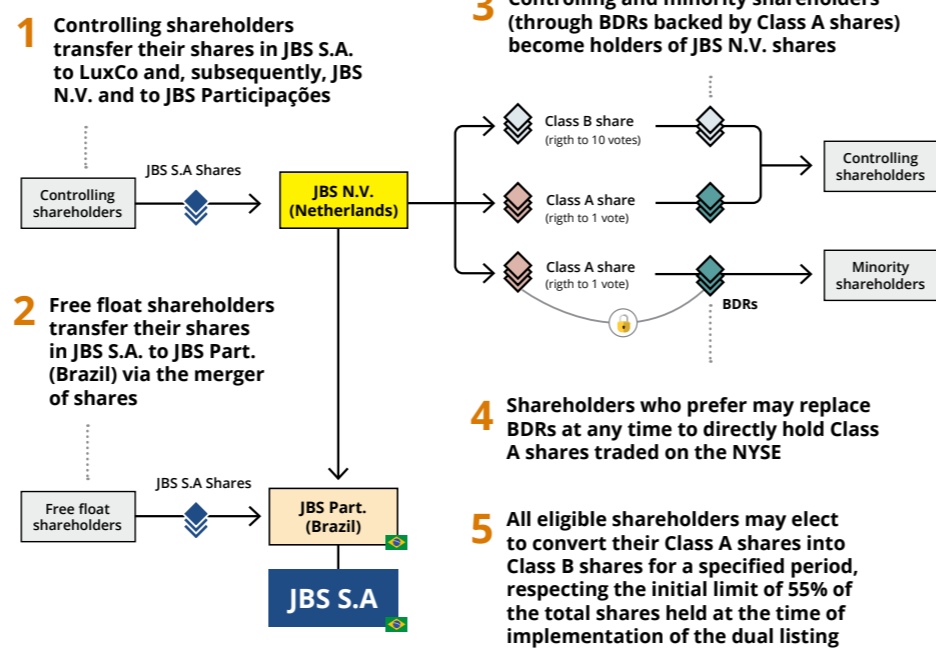
CURRENT

JBS S.A is listed in Brazil (B3)



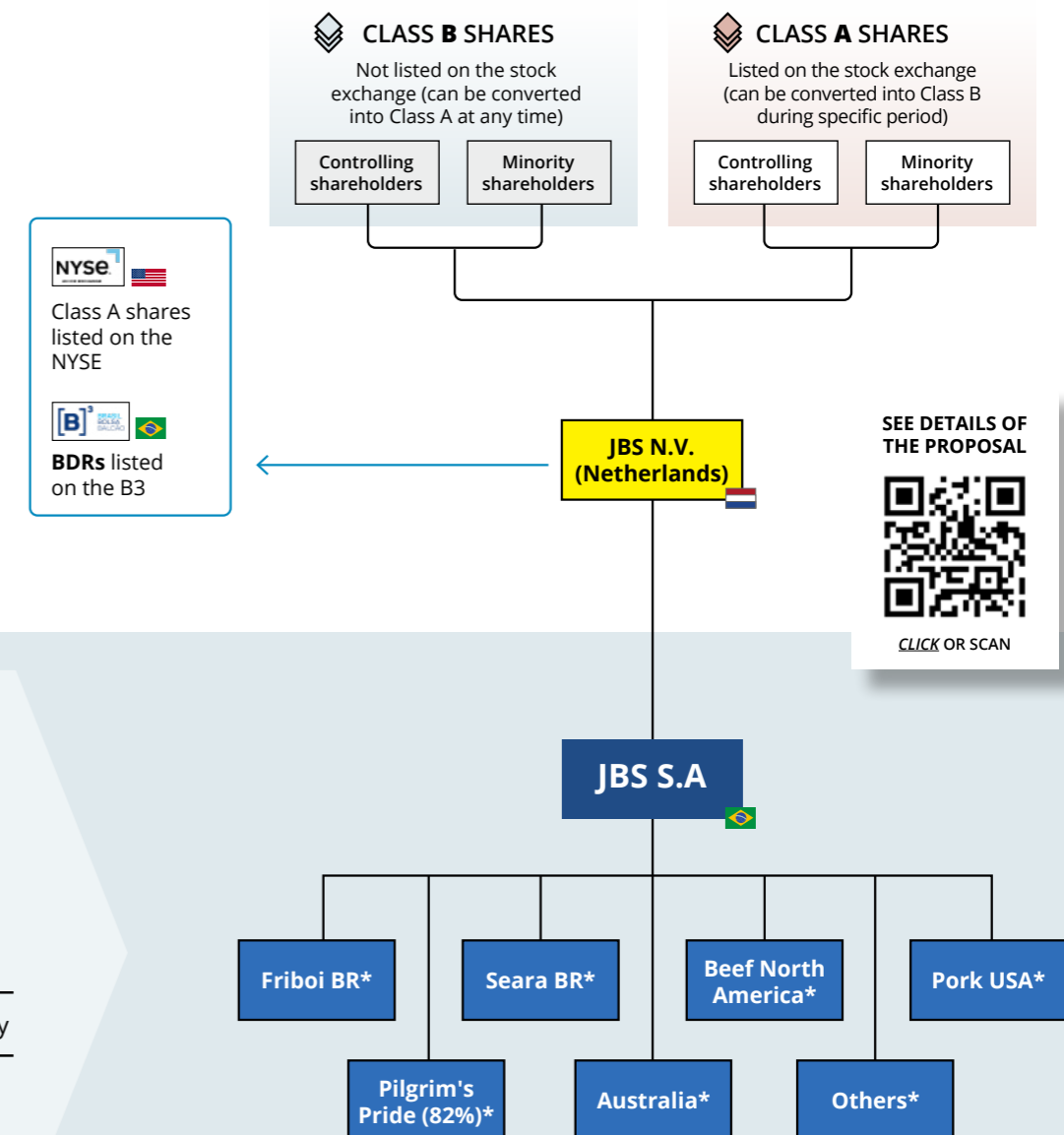
*Business units that consolidate in JBS S.A

MECHANICS



AFTER

JBS N.V. is listed in the United States (NYSE) and Brazil (B3, through BDRs)



SEE DETAILS OF THE PROPOSAL



CLICK OR SCAN

JBS'S OPERATIONAL STRUCTURE WILL BE MAINTAINED IN BRAZIL AND WORLDWIDE

- Management
- Operational assets
- Team members
- Financial flows
- Logistics chains

Will remain **exactly as and where they are** currently

There will be no change in the legal structure of JBS S.A in the country

JBS in Brazil

- 60% of the company's global workforce
- 158,000 team members
- 130+ productions units
- 100+ cities

*Business units that consolidate in JBS S.A