



# **2011 IUF Global Meat Conference**

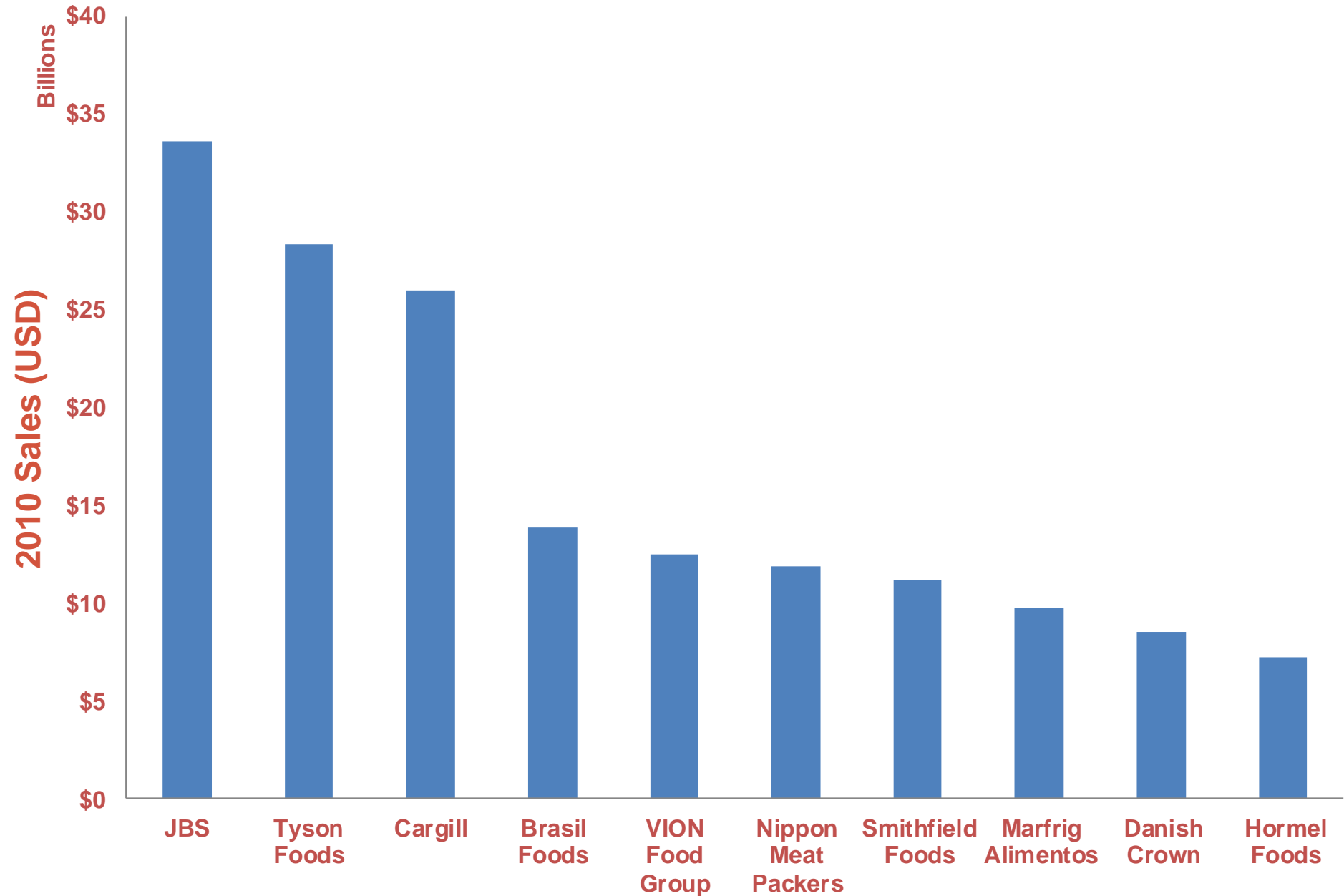
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# Top 10 Meat Companies

- 1. JBS**
- 2. Tyson Foods**
- 3. Cargill**
- 4. Brasil Foods**
- 5. VION**
- 6. Nippon Meat**
- 7. Smithfield Foods**
- #1 JBS 8. Marfrig Alimentos**
- 9. Danish Crown**
- 10. Hormel Foods**

# Ten Largest Meat Companies in the World



Conversion rates from close 3/30/2011



## JBS – Company Facts

- **JBS is the largest Beef and Lamb producer in the world**
- **JBS is the 2nd largest chicken producer in the world with a yearly slaughtering capacity of over 7.9 million birds**
- **JBS is the 3rd largest pork producer in the U.S.**

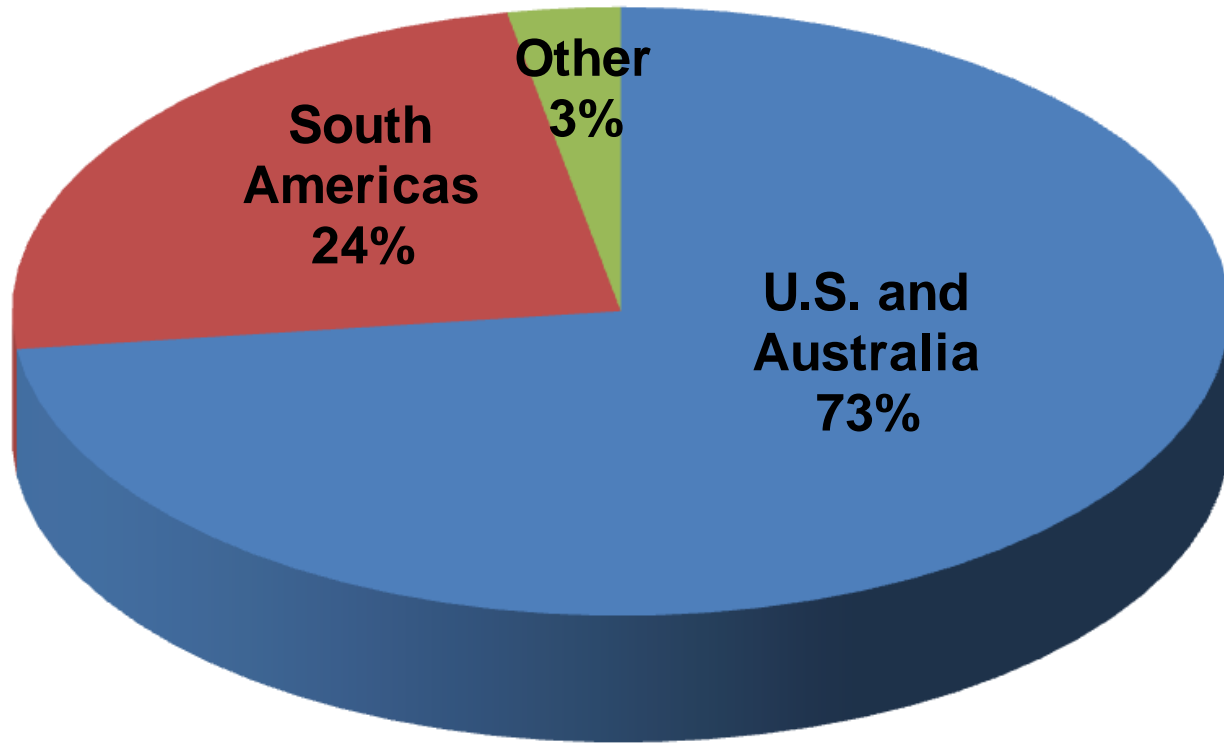


## JBS – Other Operations

- **JBS is the leading lamb producer and exporter at 24,000 sheep daily**
- **JBS is the global leader in leather tanning with a capacity of 82,300 hides daily**
- **JBS is Brazil's 3rd largest dairy producer with a daily production capacity of 5,400 tonnes.**



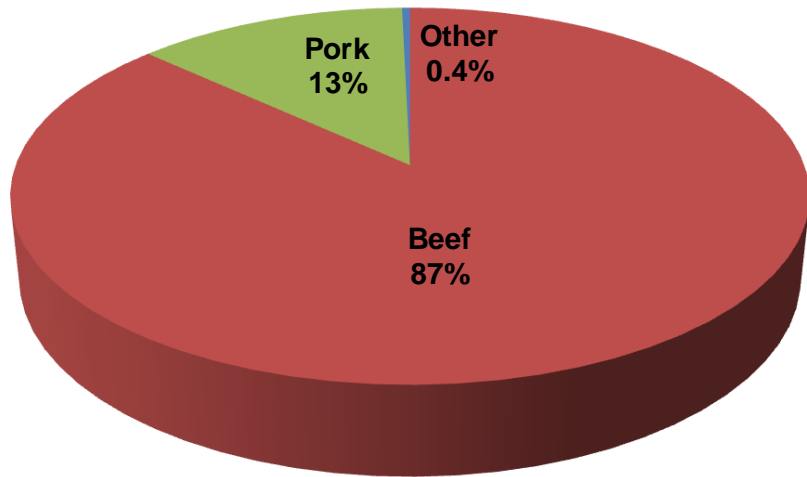
# JBS – Revenue by Geographic Region



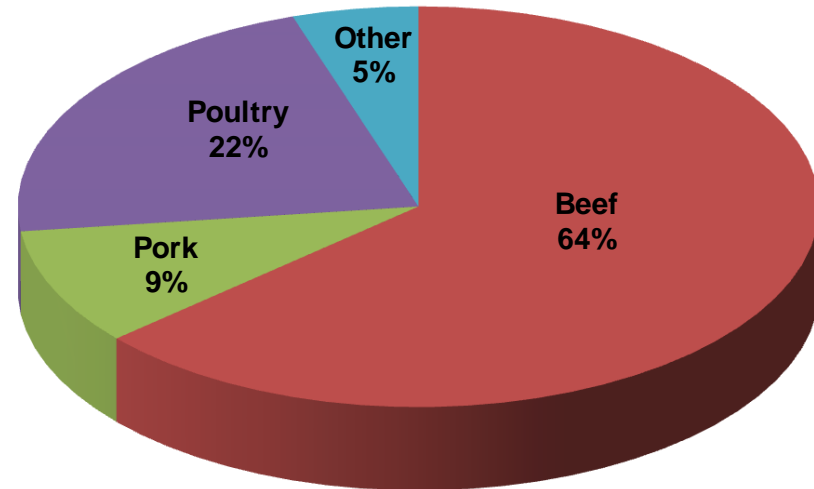


# JBS – Revenue by Segment

2009 Revenue Breakdown



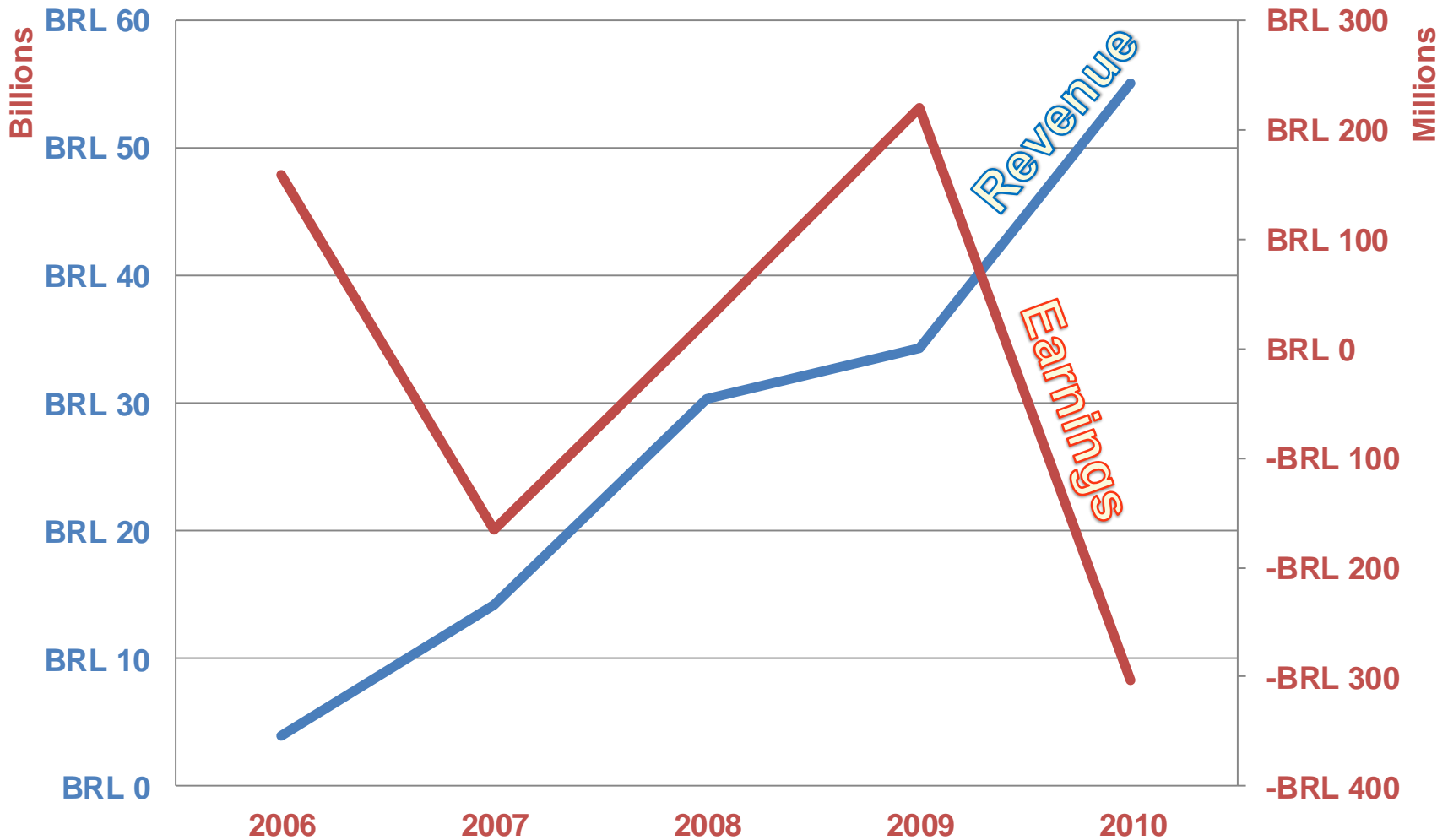
2010 Revenue Breakdown





# JBS – Growth

## Revenue and Earnings







# JBS – Acquisition and Diversification

## 2007-2010 Acquisitions



2006 Revenue: (U.S.) \$3.96 billion

**2010 Revenue: \$55 billion**

- **Tatiara Meat (AUS)**
- **Rockdale Beef (AUS)**



# JBS – Geographic Presence

- **JBS has a presence in more than 100 countries, on 6 continents**
  - **134 Slaughterhouses/Industrial Locations**
    - **60 beef**
    - **39 chicken**
    - **3 pork**
    - **32 other (lamb, leather, dairy, oils, etc.)**
  - **128,000 employees**



## **JBS – Labor Unions**

- **UFCW**
- **Australia: AMIEU**
- **Italy: Flai-CGIL, Fai-CISL, Uila-UIL**
- **Brazil: CUT & Força Sindical unions**



# JBS – Discussion Points

- **Recent Financial Results**
  - **Q2 2011 Ending June 30, 2011**
    - **Net revenue of R\$ 14.63 billion**
    - **Net loss of R\$ 206 million**
      - **Down from net profit of more than \$R 14 million for Q2 2010**
- **Recent Developments**
  - **Questions/Discussion**



# JBS – Discussion Points

- **Recent Developments**



Collective bargaining dispute at Rigamonti, September 2011