

1855.
G.F. Swift



Mission

“To be the best in what we set out to do, completely focused on our business, ensuring the best products and services for our customers, consistency for our suppliers, profitability for our shareholders and the opportunity of a better future for all our team members.”

The JBS logo is presented within a white speech bubble that has a red border and a grey drop shadow. The bubble is positioned on the right side of the slide, with its tail pointing towards the bottom left. The background of the slide is a solid blue color.

JBS

JBS S.A. – AT A GLANCE

FOUNDED

1950s

BRAZIL



IPO

2007

BRAZIL

235,000

EMPLOYEES

WORLDWIDE



307

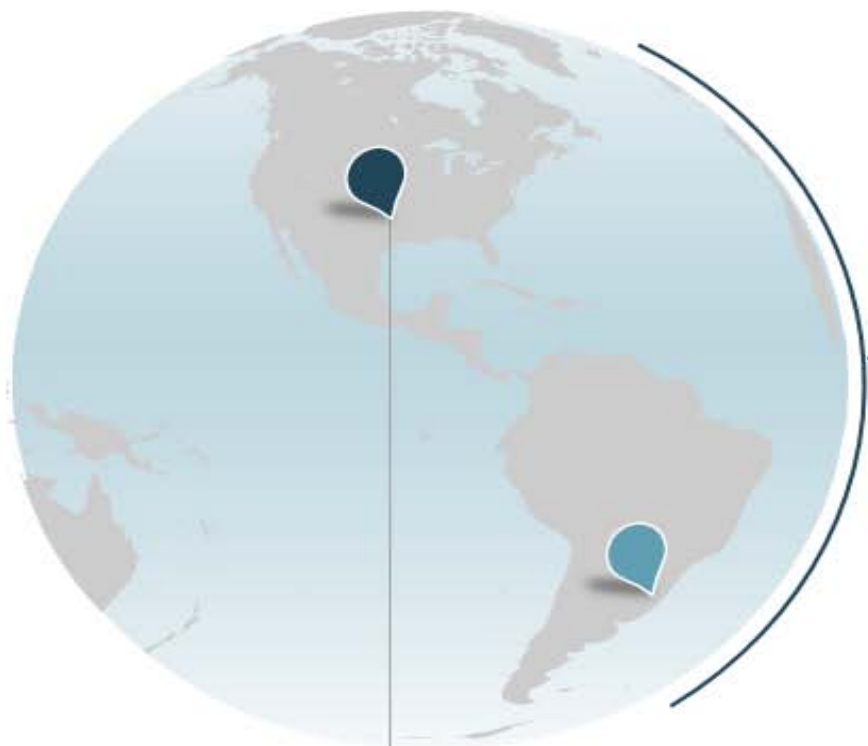
PRODUCTION
UNITS **ON 5**

CONTINENTS

Net Revenues: USD **\$51 Billion** (1Q17)



GLOBAL MARKET LEADER



1st **LARGEST GLOBAL PRODUCER**
BEEF & LAMB



1st **LARGEST GLOBAL CATTLE FEEDER**



1st **LARGEST GLOBAL LEATHER PROCESSOR**



1st **LARGEST GLOBAL CHICKEN PRODUCER**

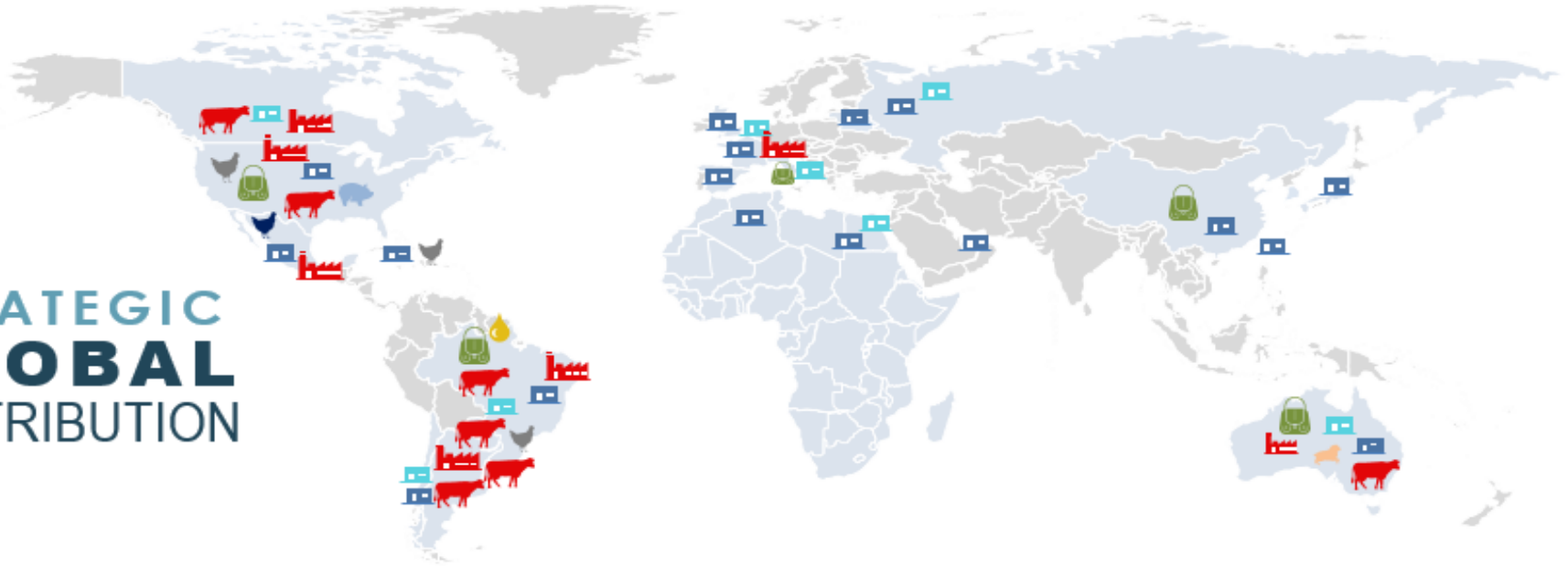


2nd **LARGEST PORK PRODUCER**



GLOBAL PRESENCE

STRATEGIC GLOBAL DISTRIBUTION



- 5 Pork
- 39 Chicken
- 2 Biodiesel
- 64 Distribution Center
- 303 Slaughterhouses and Production Units
- 63 Beef
- 6 Lamb
- 29 Leather
- 17 Sales Office

Geographic Presence & Production Capacity	Beef	Chicken	Pork	Leather	Lamb
	84,500 head/day	11.6 mm birds/day	81,000 head/day	86,300 hides/day	26,500 head/day





- Export to over 100 countries
- 2016 YTD – Shipped 78,000 TEUs (this does not include truckloads to Mexico, Canada and DAF US Port shipments)
- Most of our business is sold on D terms. Risk transfers at named place of delivery.
- We do not use any outside forwarders and do everything in house at our Corporate office in Colorado.
- There are 40 people in our department and we report to the CFO of JBS USA mainly because of our contract negotiation and large freight spend.
- We are broken into 4 regions. The Americas, Asia, Atlantic and Hides. They teams handle logistics, documentation, and compliance.
- We have both internal and foreign sales offices around the world.
- Our team is responsible for all cold storage and trans load facilities for JBS within the US. This way we ensure the location we are putting our product in is good in documentation, trained on Export Verification procedures, etc.
- **JBS's philosophy to have a lean mean team of experts**

- Based on cost/timing



	• Airfreight
	• Dray
	• Rail
	• Truck
	• Intermodal



- **Ocean Carrier Customer Service**

- Delayed response times on bookings and OBL drafts due to customer service teams moving overseas
- Pricing teams having to go overseas to get quotes which cause delays in getting rates
- Even as VIP with all carriers, we no longer have one or two main contacts to help with issues and most carriers now have to go overseas to get answers for any questions/requests.
- Issues at origin and destination terminals because of service contract discrepancies.
- Constantly changing services due to the new alliance

- **Inland reefer/dry containers**

- Dependent on Import volumes so at the mercy of the ocean carriers
- Booking out front as told to do so by the carriers does not help to ensure equipment will be there when we need it
- Most carriers won't allow SOC
- We do not find out that there is a lack of equipment until our drivers go to pick up the containers. This could easily add \$1,000 in additional cost to the load. Advance communication reduces/eliminates extra costs.

Ocean carriers complain they are losing money, but if they were not costing the shipper so much money due to their lack of equipment control/bad communication, we may be able to pay them more.



MAKING YOUR WORLD STRONGER