

# State of the U.S. Cattle & Beef Industry: The JBS-Five Rivers Perspective



Tom Brink



# Outline



- Cow-calf sector moving into driver's seat
- Cattle feeders struggling
- Beef demand is weak (for now)
- JBS outlook and business philosophies

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- A place where you can make a lot of money real fast.
- Place where you can make a lot of money real fast...then lose twice as much even faster.
- Place where you can make some money over the long term, IF you work hard and do many things well.

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# ON THE BRINK



" CALL ME PARANOID, BUT I'M TELLING YOU  
THAT EVENTUALLY THEY'RE GOING TO WANT  
SOMETHING IN RETURN FOR ALL THIS FREE FOOD! "

# Five Rivers Ranch Cattle Feeding, LLC



- ContiBeef plus Smithfield (Monfort) Feedyards
- Owned by JBS since October 2008
- Ten feedyards in five states
- 811,000 head of feeding capacity
- Market cattle to 4 of the 5 major packers
- Majority sold on grids (formulas)