
JSL
ENTENDER PARA ATENDER
70 ANOS
JSL
JSL
DIGITAL
INTRALOG
UMA EMPRESA DO GRUPO
SIMPAR

DISCLAIMER

Some of the statements and considerations contained herein constitute additional information that has not been audited or reviewed by auditors and are based on the current assumptions and outlook of the Company's management, which may lead to material variations between actual results, performance, and future events.

Actual results, performance, and events may differ significantly from those expressed or implied by these statements due to various factors, such as general economic conditions in Brazil and other countries; interest rate, inflation, and exchange rate levels; changes in laws and regulations; and general competitive factors (on a global, regional, or national basis).

Accordingly, the Company's management assumes no responsibility for the accuracy or correctness of the additional information discussed in this report that has not been audited or reviewed by auditors; such information should be independently analyzed and interpreted by shareholders and market participants, who should draw their own conclusions regarding the results disclosed herein.

AGENDA

8h30	RECEPTION AND WELCOME COFFEE
9h00	THE NEW CYCLE OF VALUE GENERATION
9h30	BEGINNING OF A NEW TRANSFORMATIONAL CYCLE
10h00	JSL NEXT STRATEGIC MOVE
10h30	Q&A
11h30	CLOSING

THE NEW CYCLE OF VALUE GENERATION

JSL 70 ANOS

ENTENDER PARA ATENDER

1956

JSL ENTENDER PARA ATENDER

FOUNDATION

2010

IPO
JSL

JSLG
B3 LISTED NM

2020 to 2025

RELISTING
JSL

JSLG
B3 LISTED NM

ACQUISITIONS

TRANS MORENO · FADEL · MARVEL · FSJ O DNA DA LOGÍSTICA · TPC · Rodomeu · TRUCKPAD · IC TRANSPORTES

THE ORGANIC AND ACQUISITION TRANSFORMATION OF THE COMPANY'S SCALE THAT RESULTED IN THE CREATION OF 3 COMPANIES

2025

CREATION OF INDEPENDENT COMPANIES

JSL ENTENDER PARA ATENDER

INTRALOG JSL

JSL DIGITAL

2026

FOUNDATIONS PREPARED FOR A NEW CYCLE

70 YEARS: THE LARGEST AND MOST COMPLETE PORTFOLIO OF LOGISTICS SERVICES IN BRAZIL.

CONSISTENT DELIVERY WITH FUNDAMENTALS FOR CONTINUED GROWTH

	3Q20 LTM IPO		1Q26 LTM TODAY	
GROSS REVENUE	3.291	+ R$8,1 bi	11.394	(+246%) CAGR: 25%
NET REVENUE	2.792	+ R$6,9 bi	9.693	(+247%) CAGR: 26%
EBITDA Aj[1]	447	+ R$1.5 bi	1.994	(+346%) CAGR: 33%
EBITDA Margin Aj[1]	17,2%	+ 3,4 p.p.	20,6%	
ROIC *Running Rate*	7,3%	+ 7,3 p.p.	14,6%	
LEVERAGE[1]	3,1X	– 0,3 p.p.	2,8X	
MARKET SHARE	0,3%	+ 0,6 p.p.	0,9%	
PEOPLE	18 K	+ 16 mil	34 K	

1 – Adjusted numbers as reported at the time

8 ACQUISITIONS SINCE THE IPO

- TRANS MORENO – Out 20
- FADEL (Soluções em Logística) – Nov 20
- Rodomeu – May 21
- TPC – Jun 21
- MARVEL – Jul 21
- TRUCKPAD – May 22
- IC TRANSPORTES – Apr 23
- FSJ (O DNA DA LOGÍSTICA) – Jul 23

NET CAPEX R$ 4 BILLION SINCE 3Q20

JSL: LARGEST LOGISTICS PORTFOLIO IN BRAZIL

BASES AND FUNDAMENTALS FOR A NEW CYCLE

JSL 70 ANOS
ENTENDER PARA ATENDER

PILLARS OF THE BUSINESS MODEL

LEADERSHIP

Absolute leadership in the logistics market, **being #1 since 2001**

EXCELLENCE

Track record of **quality and execution** that sustains **long-term** customer **relationships** and high level of **cross-selling**

BUSINESS MODEL RESILIENCE

Resilience and balance of revenues arising from diversification by sectors, services and geographies

GROWTH

Unique positioning promotes continued pace of growth **organically** and through **acquisitions**

VALUE

Creating value for our **customers**, our **people** and **shareholders**, with continuous growth and profitability

JSL IN NUMBERS *1Q26 LTM*

GROSS REVENUE	NET PROFIT[1]
R$ 11,4 bi	R$ 108 mm
EBITDA[1]	EBITDA MARGIN[1/2]
R$ 2,0 bi	20,6 %
ROIC[3]	CAGR IPO/2025[4]
14,6 %	26 %
PEOPLE	ASSETS
+ 34 k	+ 31 k

(1) Seasonally adjusted figures | (2) EBITDA Margin over Net Revenue| (3) ROIC Running Rate | (4) Net Revenue CAGR IPO 3Q20 LTM – 1Q26 LTM

ABSOLUTE LEADER WITH MANY OPPORTUNITIES GROWTH

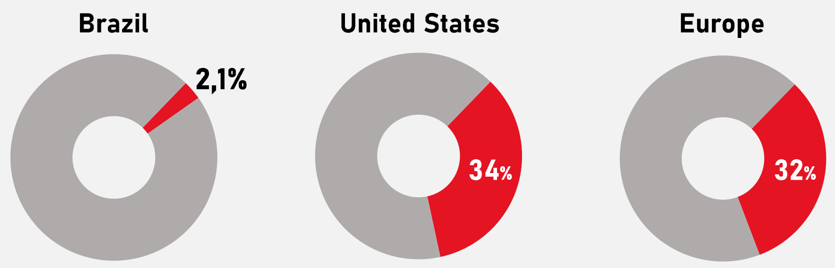
BUSINESS MODEL AND DISCIPLINE IN CAPITAL ALLOCATION ALLOW US TO MAINTAIN THE LEADERSHIP OF THE SECTOR AND BE THE PLAYER PREPARED TO CONTINUE THE CONSOLIDATION OF THE LOGISTICS SECTOR IN BRAZIL.

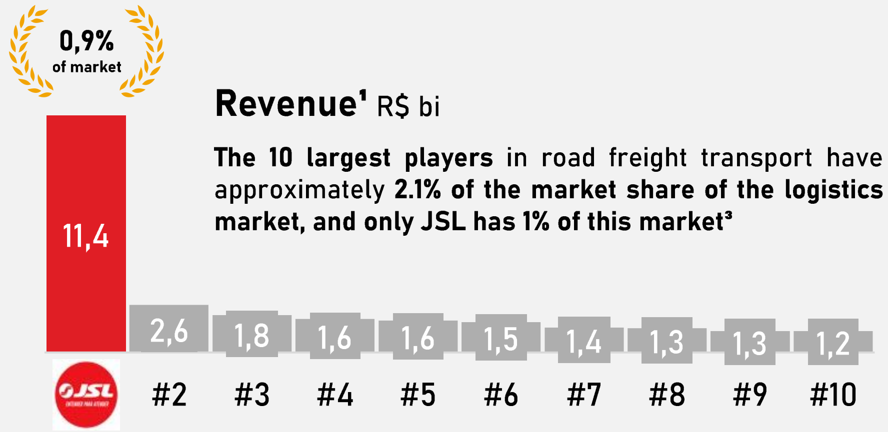
RANKING[1] by net revenue in the road freight sector

	1996	2000	2002	2005	2008	2011	2014	2017	2020	2022	2023	2024
1º	Prosseguir	Mercurio	JSL 19%	JSL	JSL	JSL	JSL	JSL	JSL	JSL	JSL	JSL 39%
2º	Cometa	JSL	Mercurio	Mercurio	Mercurio	Tegma	Tegma	100	Tegma	G10	G10	G10
3º	Translor	Kwikasair	Binotto	Prosseguir	Tegma	Sada	Sada	Tegma	Braspress	SEQUOIA	Brasspress	Tegma
4º	Dom Vital	Itapemirim	Cometa	Cometa	Cometa	Cometa	1500	Braspress	1500	BBM	Transpanorama	Brasspress
5º	Itapemirim	Atlas	Atlas	Protege	Sada	Braspress	TNT	Sada	G10	BRSPRESS	BBM	Nepomuceno
6º	ITD	Tora	Kwikasair	Binotto	Cooper.SC	Ramos	Braspress	Cooper.SC	Cooper.SC	1500	Tegma	Motz
7º	Mercurio	Cesa	Ramos	Atlas	Ramos	Ouro Verde	Coopercarga	Nepomuceno	Ceva	TEGMA	Nepomuceno	Transpanorama
8º	Tora	Binotto	Ouro Verde	Ramos	Binotto	Atlas	Atlas	Tora	Nepomuceno	COOPERCARGA	1500	Coopercarga
9º	JSL	Atlas	Cesa	Itapemirim	Atlas	Schio	Nepomuceno	Tropical	BBM	NEPOMUCENO	Tora	Tora
10º	Liderbras	Araçatuba	Bertolini	Ouro Verde	Expresso Araçatuba	CooperCarga	Tração	G10	Tora	TORA	Coopercarga	1500

Representativeness of JSL revenue among the 10 largest companies in the sector

COMPARISON OF THE **MARKET SHARE** OF THE 10 LARGEST PLAYERS IN EACH REGION[2]





Revenue[1] R$ bi

The 10 largest players in road freight transport have approximately **2.1% of the market share of the logistics market, and only JSL has 1% of this market**[3]

[1]Source: Modern Transport | [2]Source: ILOS

PEOPLE THE BIGGEST DIFFERENTIAL OF OUR BUSINESS

JSL ENTENDER PARA ATENDER 70 ANOS

Board of Directors

Fernando Simões
President

Denys Ferrez
Advisor

Juliana Baiardi
Counselor

Gilberto Xandó
Independent Counselor

Marcelo Castelli
Independent Counselor

JSL

Guilherme Sampaio
CEO
6 years of JSL

Maristela Nascimento
Controllership Director
4 years of JSL

Mauro Cardoso
Director of People and Culture
4 years of JSL

Eduardo Pereira
Commercial VP
22 years of JSL

Leonardo Morgon
Director of New Business
10 years of JSL

Otavio Fonseca
Director of Digitalization
2 years of JSL

Eduardo Nauck
IR Director
3 years of JSL

Deives Ricardo
Director of Operations
15 years of JSL

Thiago Charaf
Director of Operations
10 years of JSL

Controlled

Brunno Matta
CEO Intralog
3 meses de Intralog

Renato Assessor
Director Fadel
2 years of Fadel

Deneildo Santos
Director Transmoreno]
13 years of Transmoreno

Ronaldo Gomes
Director Rodomeu
35 years of Rodomeu

Patricia Costella
Director Marvel
28 years of Marvel

Bruno Souza
IC Transportes Director
1 ano de IC Transportes

Emerson Davo
FSJ Director
10 years of FSJ

JSL ENTENDER PARA ATENDER

+ 34 k Employees
+ 340 Managers

+ 9 Years Average length time in the company

JSL ENTENDER PARA ATENDER
FADEL, TRANS MORENO, Rodomeu, MARVEL, IC TRANSPORTES, FSJ

+ 19 k Employees
+ 230 Managers

+ 10 Years Average length time in the company

INTRALOG
TPC

+ 15 k Employees
+ 100 Managers

+ 9 Years Average length time in the company

JSL DIGITAL
TRUCKPAD

+ 60 Employees
+ 5 Managers

+ 5 Years Average length time in the company

DEVELOPMENT PROGRAMS

universidade JSL — NOSSA GENTE EM DESENVOLVIMENTO

- +19K Participants
- +1M Training Hours

CONECTANDO FRONTEIRAS JSL

- 3 Editions
- 27 People hired
- + 6 thousand hours of training

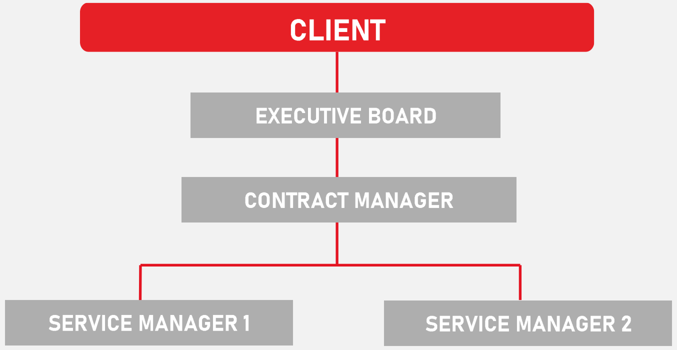
ESCOLA DE FORMAÇÃO JSL

- 3 Editions
- 58 Hired drivers
- + 38 thousand hours of training

Mulheres na Direção JSL

- 17 Editions
- +300 Women hired
- +80K hours of training

UNIQUE MANAGEMENT MODEL, SCALE, CAPILLARITY AND DIVERSIFICATION GENERATE MORE AND MORE EXPERTISE, RELATIONSHIPS AND NEW BUSINESS



- Individualized contract management, customized projects developed with customers
- Experience and ability to deploy with agility and efficiency
- Proper pricing, cost control and efficiency
- Autonomy and agility in decision-making

Scale Benefit | Capillarity | Security and Reliability | Cost Reduction | Customized Solutions | Efficiency Gain | Focus on the Core Business

SUSTAINABLE GROWTH – MARGIN AND EARNINGS RESILIENCE

SCALE TRANSFORMATION AND ORGANIC GROWTH

JSL ENTENDER PARA ATENDER 70 ANOS

	JSL	Trans Moreno	Fadel	Rodomeu	TPC	Marvel	Truckpad	IC Transportes	FSJ
	IPO 3T20	Out-20	Nov-20	May-21	Jun-21	Jul-21	May-22	Apr-23	Sep-23
ORGANIC CAGR LTM NET REVENUE Since Quarter of Acquisition[1]	13%	15%	18%	20%	17%	26%	41%	-23%	23%
ORGANIC GROWTH LTM NET REVENUE Since Quarter of Acquisition[1]	90%	75%	139%	135%	108%	181%	265%	-55%	72%

TOTAL

ORGANIC CAGR COMBINED NET REVENUES LTM since IPO 3Q20	CAGR LTM CONSOLIDATED NET REVENUE since IPO 3Q20	GROWTH LTM CONSOLIDATED NET REVENUE since IPO 3Q20
16%	25%	247%

EVOLUTION DRIVEN BY THE MANAGEMENT MODEL

- ✓ JSL Ecosystem allows a reduction in the cost of purchasing assets, services and inputs, resulting in a synergy of 2% of gross revenue, already proven by the history of acquisitions
- ✓ Quality and expertise of companies benefit from JSL's scale and access to capital for growth and margin improvement
- ✓ Harnessing cross-selling potential and adding new customers
- ✓ Strong organic growth since the IPO due to discipline in contract pricing, capital allocation and cost optimization

1JSL's CAGR and growth calculation considers the year 2020 as a basis

BEGINNING OF A NEW TRANSFORMATIONAL CYCLE

STRATEGIC RATIONALE FOR THE PARTICIPATION OF A LOGISTICS OPERATOR IN THE CUSTOMER'S VALUE CHAIN

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1PL
Shipper / Manufacturer

The company itself manufactures, stores and delivers its products, without outsourcing any stage of logistics.

2PL
Third-Party Carrier

The company outsources only a punctual step, such as transportation or storage, but maintains management.

3PL
Logistics Operator

A single partner takes over end-to-end warehousing, transportation and inventory management.

4PL
Chain Integrator

An orchestrator without its own fleet that manages multiple 3PLs and integrates the entire supply chain.

5PL
Digital/Smart Logistics

It uses technology, data, and AI to manage entire logistics networks, optimizing the chain at scale.

AS ONE MOVES TO MORE SOPHISTICATED MODELS, PROFIT MARGINS ARE HIGHER (INCREASE FROM 5.0 P.P. TO 8.0 P.P.)

Source: Accenture

FOR EACH CUSTOMER, A DIFFERENT JSL, INDEPENDENT, BUT WITH THE SAME CULTURE

JSL
ENTENDER PARA ATENDER

R$ 8,4 bi Gross Rev. (LTM)	R$ 1,4 bi EBITDA (LTM)	19,2% Mg. EBITDA (LTM)

Dedicated transport services, with medium and long-term contracts aimed at specific customer needs.

73% OF NR

JSL DIGITAL

R$ 651 mm Gross Rev. (LTM)	R$ 64 mm EBITDA (LTM)	12,1% Mg. EBITDA (LTM)

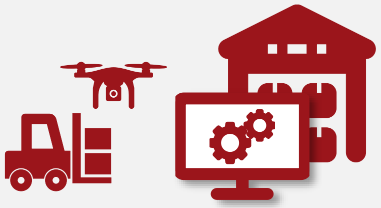
Road cargo transport with digitalized management for more efficiency and scalability.

6% OF NR

INTRALOG

R$ 2,3 bi Gross Rev. (LTM)	R$ 526 mm EBITDA (LTM)	26,5% Mg. EBITDA (LTM)

Dedicated expertise in warehousing and intralogistics in the 3PL and 4PL models, warehouse management, internal handling and team coordination.



21% OF NR


MODO
INTRALOG

MOD INTRALOG

Each industry is organized in a different way.
We organize for everyone


LOGISTICS SOLUTIONS
THAT GENERATE VALUE
FOR CUSTOMERS


VÍDEO

INTRALOG THE BIRTH OF A LEADER

- FOCUS ON GROWTH IN THE WAREHOUSING AND INTRALOGISTICS MARKET, IMPROVING THE GENERATION OF VALUE TO OUR CUSTOMERS WITH NEW SOLUTIONS AND OPTIMIZATION PROGRAMS
- GROW WITH TECHNOLOGY AND SYNERGY IN OPERATIONS
- LEVERAGE TPC AND JSL'S ACCUMULATED EXPERTISE IN WAREHOUSING AND INTRALOGISTICS
- OPTIMIZE THE CAPITAL ALLOCATION STRATEGY TO CREATE VALUE FOR OUR SHAREHOLDERS

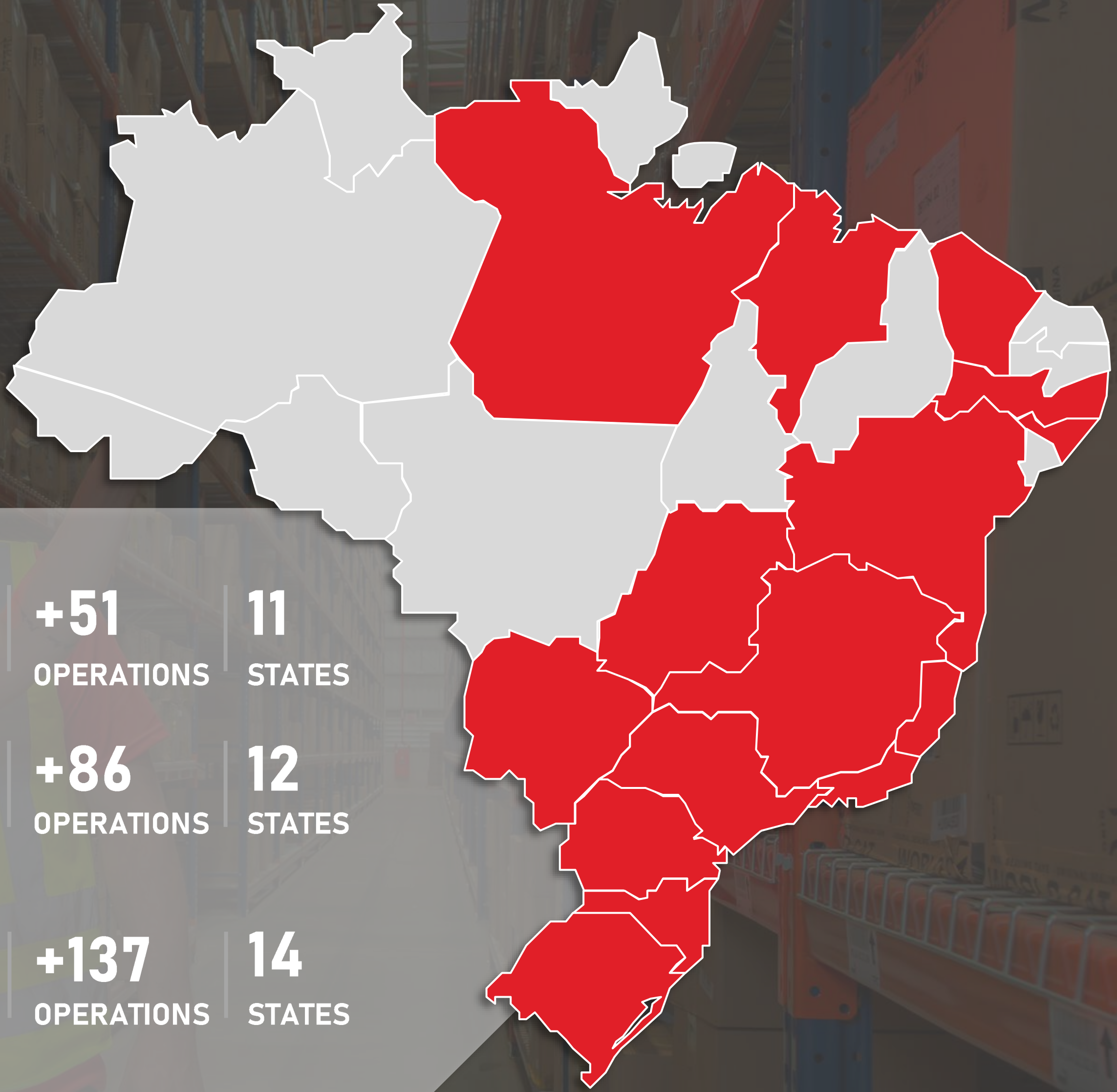
INTRALOG: UNIQUE POSITIONING TO SERVE THE BRAZILIAN MARKET

INTRALOG

TPC LOGÍSTICA INTELIGENTE + JSL ENTENDER PARA ATENDER = INTRALOG

(WAREHOUSING AND INTRALOGISTICS OPERATIONS)

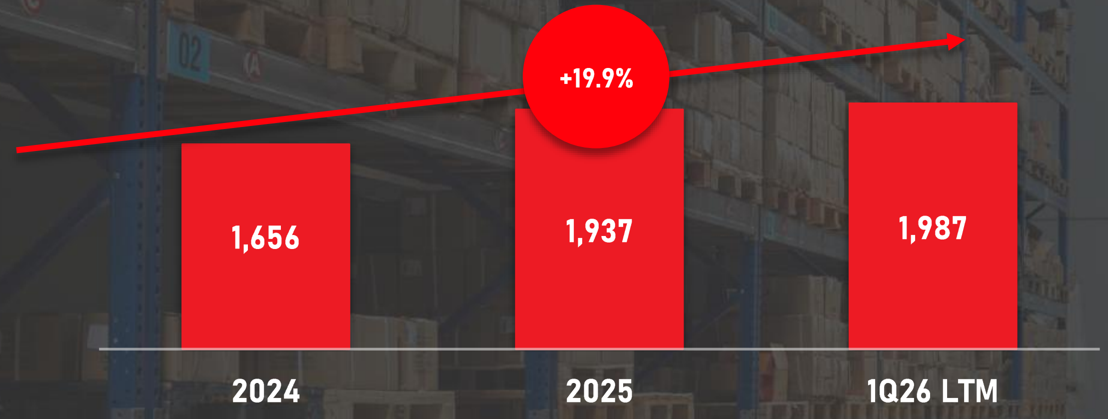
JSL ENTENDER PARA ATENDER (WAREHOUSING AND INTRALOGISTICS OPERATIONS)	+400 mil M² UNDER MANAGEMENT	+2 mil EQUIPMENT	+8 mil EMPLOYEES	+43 CLIENTS	+51 OPERATIONS	11 STATES
+ TPC LOGÍSTICA INTELIGENTE	+2 mi M² UNDER MANAGEMENT	+1 mil EQUIPMENT	+7 mil EMPLOYEES	+44 CLIENTS	+86 OPERATIONS	12 STATES
= INTRALOG	+2.4 mi M² UNDER MANAGEMENT	+3 mil EQUIPMENT	+15 mil EMPLOYEES	+87 CLIENTS	+137 OPERATIONS	14 STATES



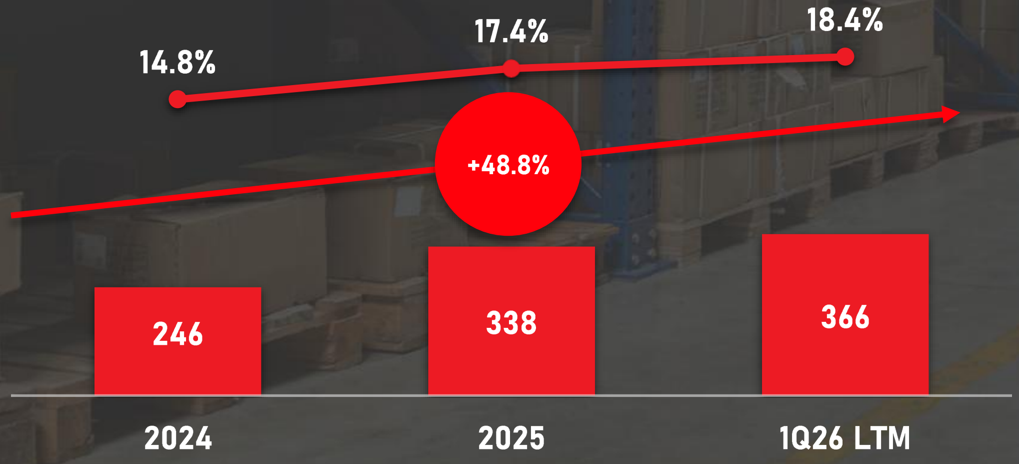
FINANCIAL INDICATORS

INTRALOG

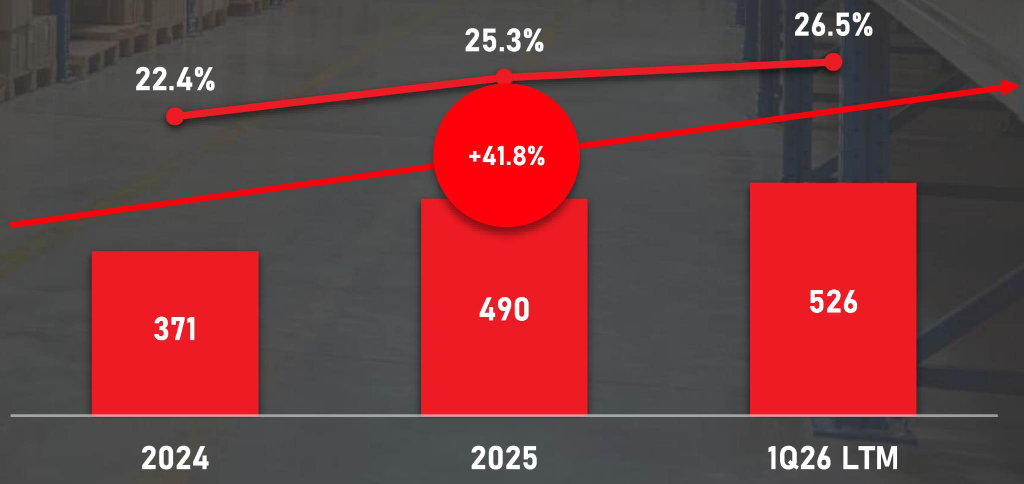
NET REVENUE (R$ mm)



EBIT[1] (R$ mm) | EBIT MARGIN[2] (%)



EBITDA[1] (R$ mm) | EBITDA MARGIN[2] (%)



1 – Adjusted numbers as reported at the time

EXPERIENCED AND PREPARED LEADERSHIP

A NEW CYCLE OF DEVELOPMENT

INTRALOG

CEO
25 years of experience
3 months of Intralog

Brunno Matta

André Sampaio

Operations
30 years of experience
26 years of Intralog

- Operations Directorate
- Operational Excellence
- Implementation
- Inventory

Jurailson Borges

Financial
35 years of experience
14 years of Intralog

- Controllership
- Adm & Financial
- Shopping

Ludmila Lavigne

People
25 years of experience
1 month of Intralog

- People & Culture
- People & Management
- SSMA

Ruy Burgos

Information Technology
30 years of experience
22 years of Intralog

- Logistics System
- TI Infra
- Innovation & AI

Legal & Compliance

- Legal
- Compliance

Brunno Matta

Commercial & Projects

- Commercial Team
- Project: Specialized Solutions
- Marketing
- Customer Experience

BROAD CUSTOMER BASE

PRESENCE IN VARIOUS SECTORS OF THE ECONOMY

INTRALOG

SECTORS (% GROSS REV LTM)

CONSUMER GOODS	34%
PAPER AND CELLULOSE	14%
FOOD & BEVERAGE	14%
AUTOMOTIVE	12%
PUBLIC	6%
CHEMICALS	6%
INDUSTRY	7%
AIRPORT	6%
OTHERS	

CLIENTS

Client	Relationship Time	Number of Contracts
Suzano	69	12
Natura	14	05
Puma	12	01
BR Petrobras	16	29
General Mills	08	07
Unilever	49	08
Nestlé	25	05
Bridgestone	05	02
Claro	19	03
Skechers	13	02
Mary Kay Cosmetics	11	04
GRU Airport Aeroporto Internacional de São Paulo	02	01

Relationship Time Number of Contracts

FROM AUTOMATION TO ALGORITHM

LOGISTICS INTELLIGENCE AND SOLUTIONS FOR EACH CUSTOMER

INTRALOG

LIS
(ARTIFICIAL AGENT)

SLOTTING

AMR's

RFID

DRONE

SORTER

PICKING BY LIGHT

PICKING BY VOICE

MINILOAD

PUT-TO-WALL

SPECIALIZED SOLUTIONS

+500
REGISTERED IDEAS

+400
IMPLEMENTED IDEAS

INTRALOG MAIS

INOVA LEAN
Inovando para transformar →

PROGRAMS EFFICIENCY

CASE – TECHNOLOGY COMPANY

LOGISTICS REORGANIZATION WITH HIGH ADDED VALUE

TECHNOLOGIES

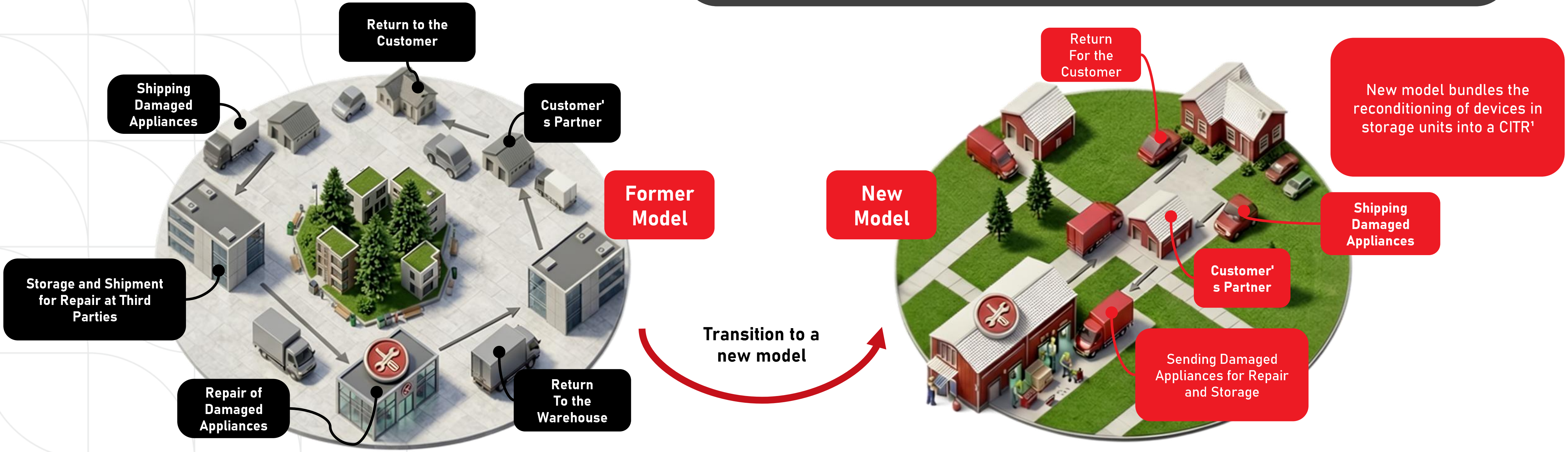
OCR   FLOWRACK   DRONE   TESTE AUTOMATED

Operational Data:

+ 19 years of Relationship
+ 20 thousand m² Under Management
+ 15 thousand Pallet Positions
+ 400 employees
+ 190 thousand sorted terminals/month
+ 380 million stock value

Services:

- Storage
- Conference
- Reconditioning
- Reverse Logistics
- Returnable packaging management
- Integrated sorting and repair center



CASE – AUTOMOTIVE COMPANY

INTRALOGISTICS OPERATION

Technologies:

AMR's

PICKING BY VOICE

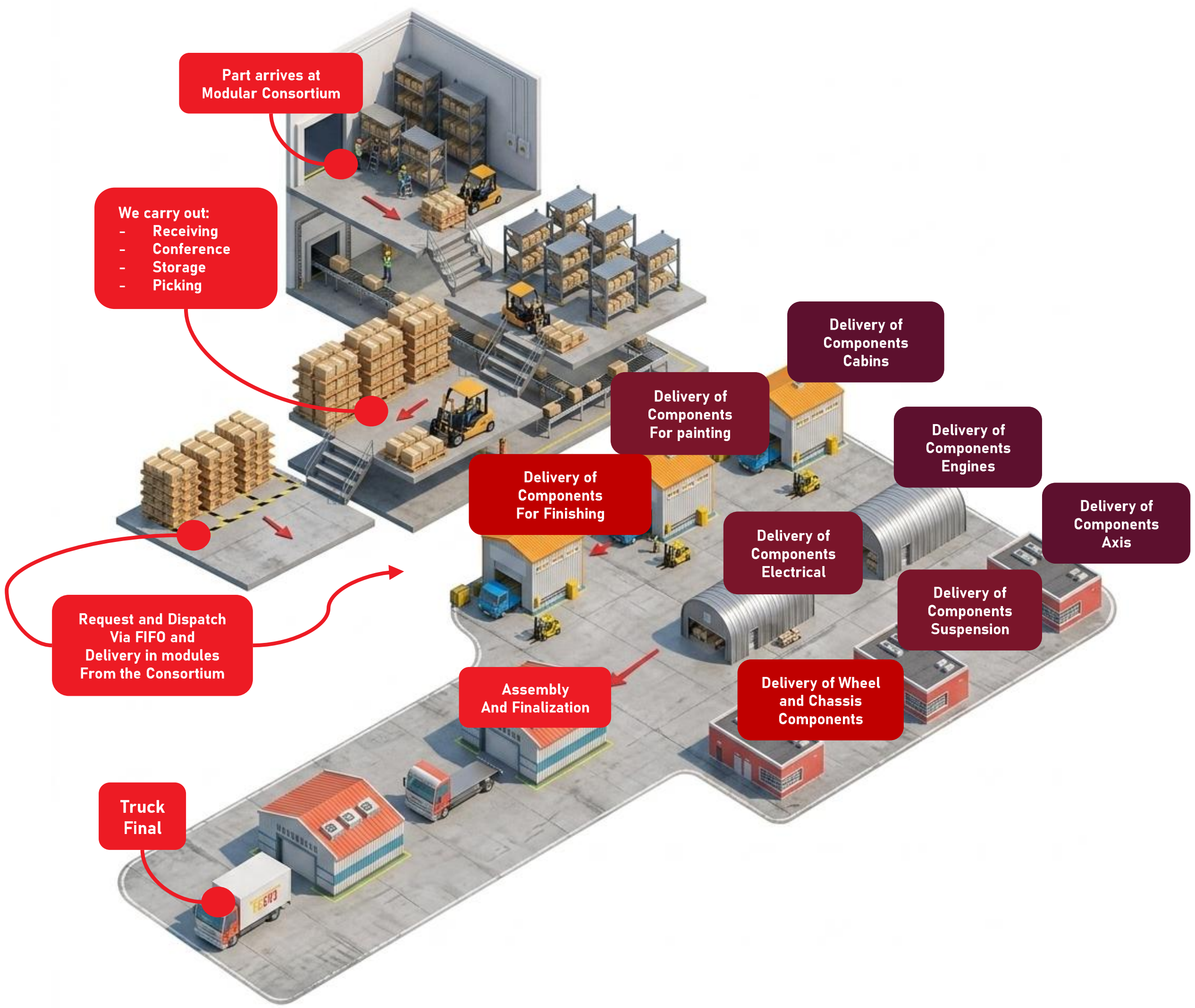
DRONE

Operational Data:

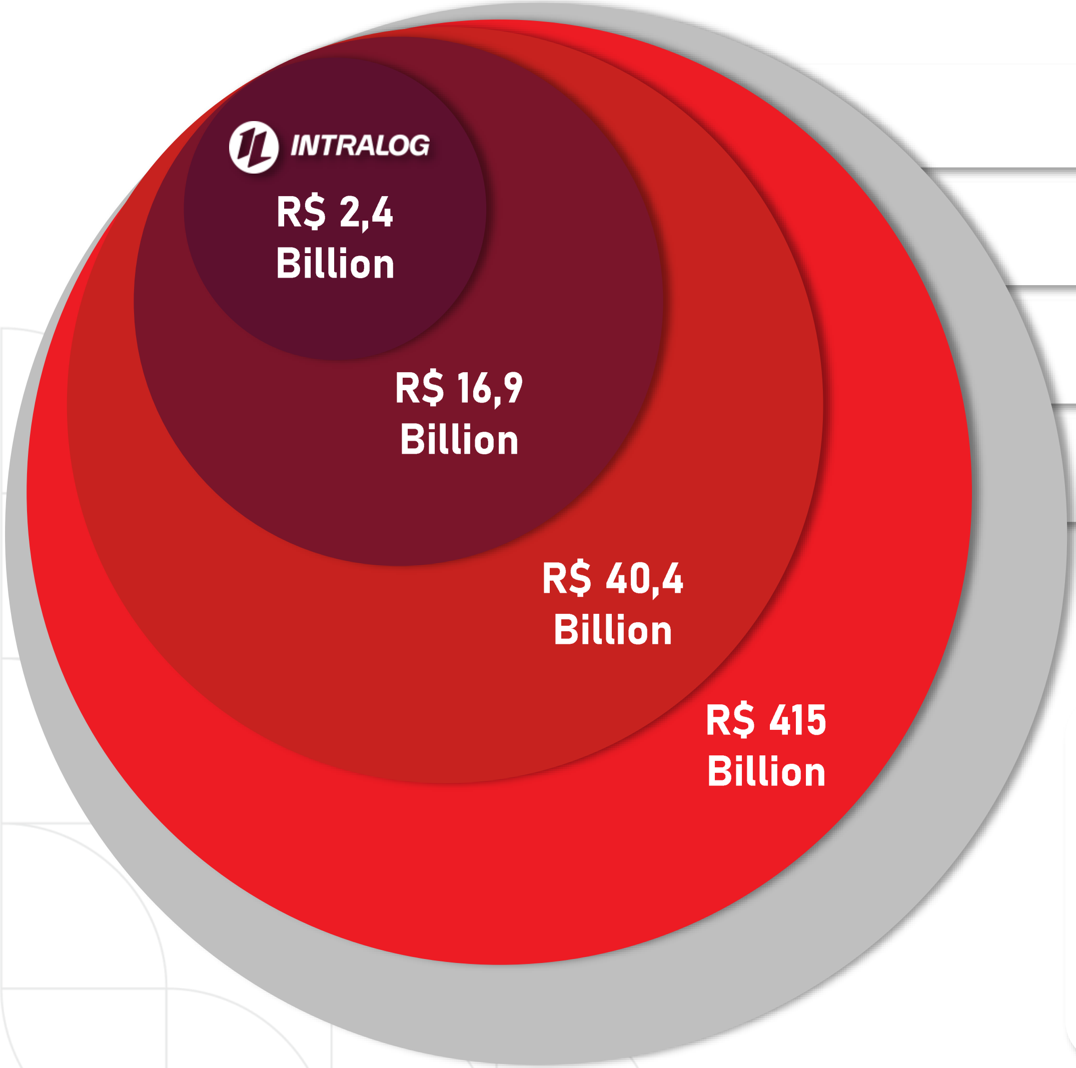
+ 14 years of relationship
+ 172 thousand m² under management
+ 175 vehicles/day
+ 120 thousand skus stocked
+ 800 employees

Services:

- Receiving
- Storage
- Picking
- Shipment
- Logistics Engineering
- CD/Factory Transportation
- Packaging development and manufacturing



AVENUES OF GROWTH



1° - INCREASE IN PRESENCE WITH CURRENT CUSTOMERS

2° - TOTAL STORAGE AND INTRA MARKET

3° - EXPANSION OF DISTRIBUTION FROM WAREHOUSES

4° - EXPANSION OF LATAM SCALE CUSTOMERS

+

EXPANSION IN THE ADDRESSABLE MARKET WITH NEW CUSTOMERS

CROSS-SELLING WITH JSL

JSL ENTENDER PARA ATENDER → +114 CLIENTS → INTRALOG

&

NEW CUSTOMERS IN INDUSTRIES WE ALREADY OPERATE IN

POTENTIAL OF THE TOP 20 CLIENTS IN BRAZIL

INTRALOG

SHARE OF WALLET FOR WAREHOUSING AND INTRALOGISTICS SERVICES

FOOD	SHARE OF WALLET
General Mills	70%
brf	7%
Nestlé	6%
Mondelēz International	6%
Cargill	2%

MOBILITY	SHARE OF WALLET
GRU AIRPORT AEROPORTO INTERNACIONAL DE SÃO PAULO	63%
MAN	29%
GE	14%
Cummins	23%
BRIDGESTONE	6%

CONSUMER GOODS	SHARE OF WALLET
PUMA	92%
natura	24%
Claro	23%
Unilever	10%
Whirlpool CORPORATION	13%

INDUSTRIES	SHARE OF WALLET
cba	41%
cmpc	15%
suzano	10%
ArcelorMittal	8%
Braskem	6%

1 – Source: ILOS Market Sizing Study

STRATEGIC PRIORITIES

GROWING IN BRAZIL, DUE TO THE ALREADY CONSOLIDATED STRUCTURE

POSITION THE INTRALOG BRAND IN THE MARKET

CONTINUE THE ASSET LIGHT MODEL OF OPERATION

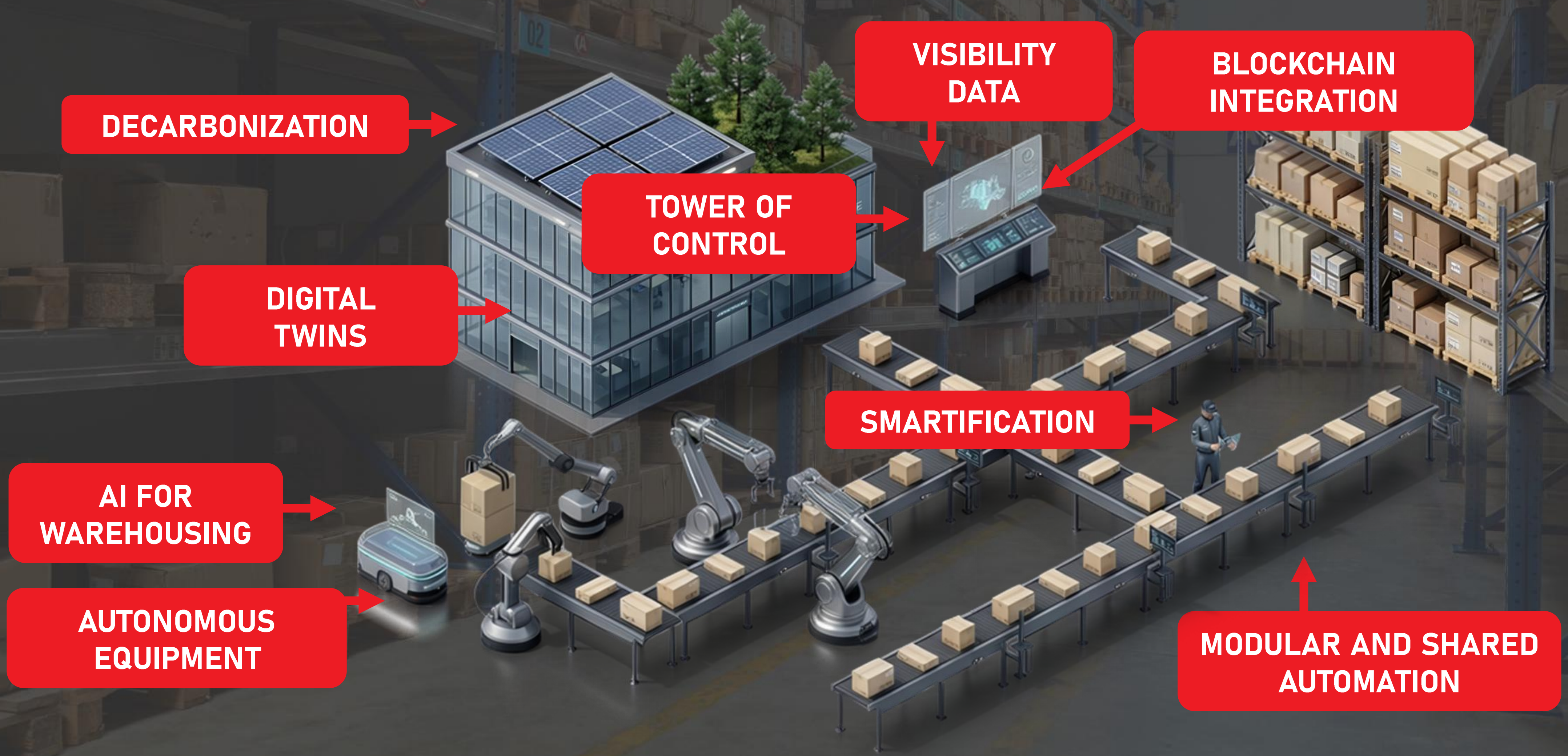
GTM[1], OPERATIONAL EXCELLENCE PROGRAM, NPS AND INNOVATION

1 – GO TO MARKET STRATEGY

GLOBAL TRENDS

THE FUTURE OF WAREHOUSING AND INTRALOGISTICS

INTRALOG



COMPETITIVE DIFFERENTIALS

INTRALOG

OUR PEOPLE

SCALE AS
SUSTAINABLE ADVANTAGE

PRESENCE
NATIONAL DIVERSIFIED

FLEXIBILITY IN SOLUTIONS
WITH TECHNOLOGY AND ROBUSTNESS

100% NATIONAL COMPANY WITH
AGILITY AND SOLIDITY IN EXECUTION

CROSS-SELLING AND SOLUTIONS
INTEGRATED WITH THE GROUP

INTRALOG

EACH INDUSTRY IS ORGANIZED IN A DIFFERENT WAY

WE ORGANIZE FOR ALL

THE NEXT MOVE
JSL'S STRATEGIC

FOR EACH CUSTOMER, A DIFFERENT JSL, INDEPENDENT, BUT WITH THE SAME CULTURE

JSL
ENTENDER PARA ATENDER

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73% OF NR

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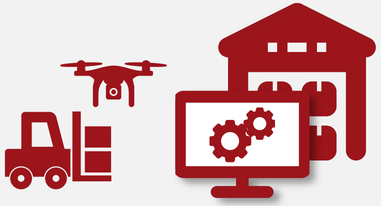

21% OF NR

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AGGREGATES AND THIRD PARTIES

DIFFERENT SOLUTIONS FOR EACH CUSTOMER MODELS THAT ADAPT TO EVERY NEED

INCREASED TRANSPARENCY ON CAPITAL ALLOCATION

MORE EFFICIENT AND FOCUSED MANAGEMENT FOR EACH OPERATION

GROWTH FOCUSED ON STRATEGIC CUSTOMERS DIFFERENT FOR EACH OPERATING MODEL

STRENGTHEN ITS POSITION AS A LOGISTICS OPERATOR COMPLETE AND NOT JUST A CARRIER

1956

2020

2022

2024

2025

2026

OWN FLEET AND SPECIALIZED

OWN FLEET

OPERATION VIA PURCHASE OR LEASE OF ASSETS

ENTENDER PARA ATENDER

GROSS REVENUE 1Q26 LTM	EBITDA 1Q26 LTM	MG. EBITDA 1T26 LTM
R$ 5,9 bi	R$ 1,0 bi	19,8%

PREDICTABILITY +

SPECIALIZATION +

CUSTOMIZATION +

FEATURES

Transport operations with high levels of SLA, uninterrupted and with high productivity, supported by a specialized fleet, technology, operational standardization and qualified teams, ensuring efficiency, scale and cost predictability.

EXAMPLE

Refrigerated transport operations in Latin America, with technical expertise, temperature control and standardized processes to ensure safety, quality and integrity in the transport of sensitive cargo.

AGGREGATES AND THIRD PARTIES

ASSET-LIGHT OPERATING MODEL

- EFFICIENCY
- FLEXIBILITY
- SCALABILITY

GROSS REVENUE 1Q26 LTM	EBITDA 1Q26 LTM	MG. EBITDA 1Q26 LTM
R$ 2,5 bi	R$ 369 mi	17,7%

FEATURES

Transport operations with high levels of SLA, and multi-sector service with an asset-light model (aggregates and third parties), which ensures operational flexibility, scalability, efficiency and lower operating costs.

EXAMPLE

B2B and B2C transport operations on predefined routes, scalable and flexible operating model based on aggregates and third parties, serving segments such as automotive (milk-run), food and beverage and e-commerce.

FOR EACH CLIENT, ONE JSL, 4 INDEPENDENT COMPANIES, BUT WITH THE SAME CULTURE

ENTENDER PARA ATENDER

JSL — ENTENDER PARA ATENDER

OWN FLEET

Gross. Rev (LTM)	R$ 5,9 bi
EBITDA (LTM)	R$ 1,0 bi
Mg. EBITDA (LTM)	19,8 %

Transport operations with high levels of SLA, uninterrupted and with high productivity, supported by specialized fleet, technology.

52% of NR

JSL — ENTENDER PARA ATENDER

AGGREGATES & THIRD PARTIES

Gross. Rev (LTM)	R$ 2,5 bi
EBITDA (LTM)	R$ 369 mi
Mg. EBITDA (LTM)	17,7 %

Transport operations with high levels of SLA, and multi-sector service with an asset-light model.

21% of NR

JSL DIGITAL

Gross. Rev (LTM)	R$ 651 mi
EBITDA (LTM)	R$ 64 mi
Mg. EBITDA (LTM)	12,1 %

Road cargo transport with digitalized management for more efficiency and scalability.

6% of NR

INTRALOG

Gross. Rev (LTM)	R$ 2,3 bi
EBITDA (LTM)	R$ 526 mi
Mg. EBITDA (LTM)	26,5 %

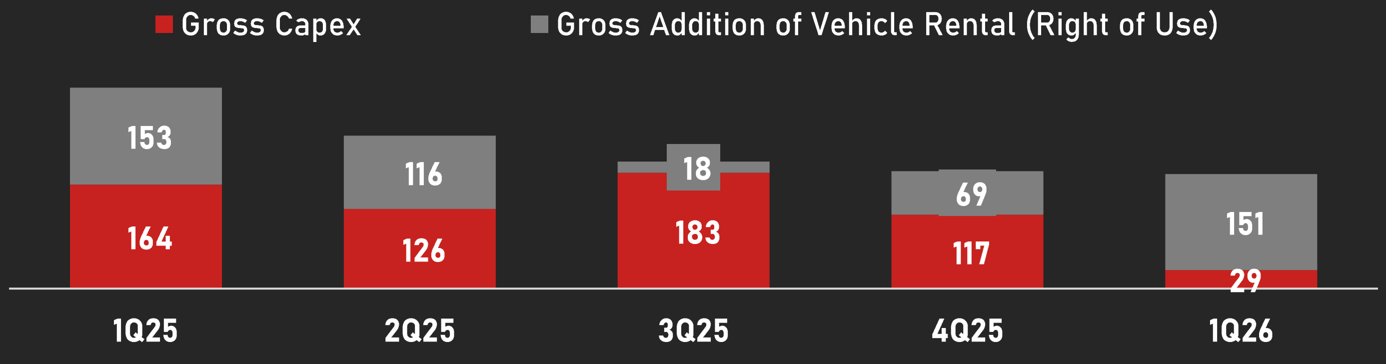
Dedicated expertise in warehousing and intralogistics in the 3PL and 4PL models, warehouse management, internal handling and team coordination.

21% of NR

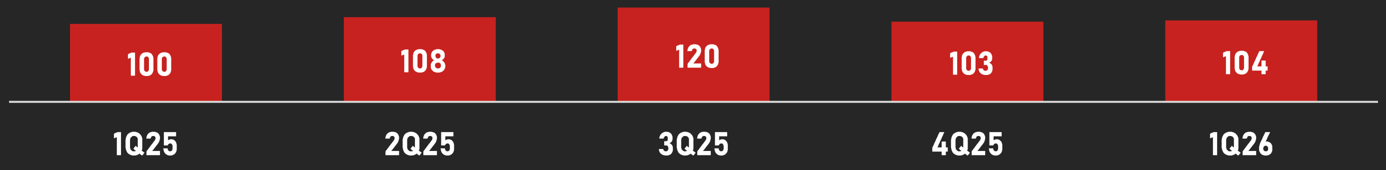
FROM ASSET OWNER TO OPERATOR

ENTENDER PARA ATENDER

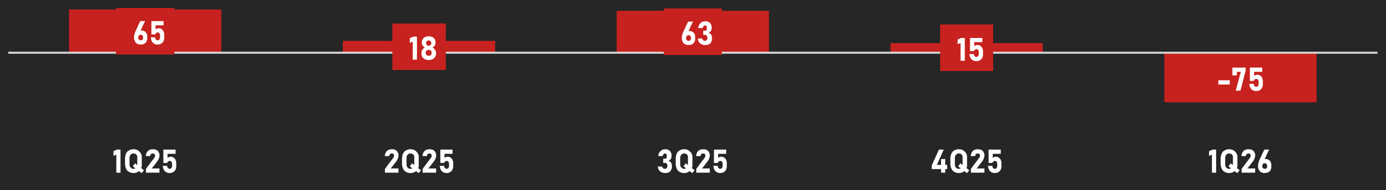
GROSS CAPEX + RENTAL ADDITION PER QUARTER



GROSS REVENUE FROM SALE OF ASSETS

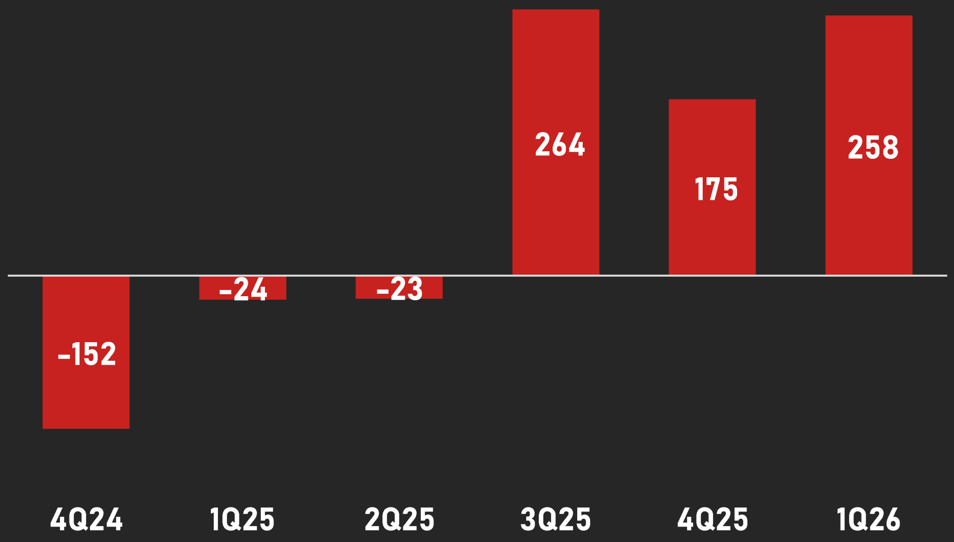


NET CAPEX

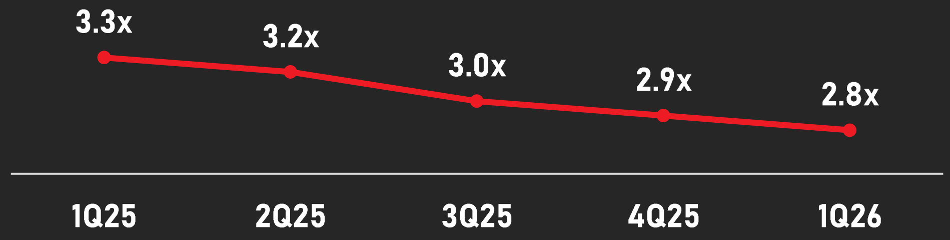


FREE CASH FLOW

It already considers the payment of interest, lease of use and acquisition of companies



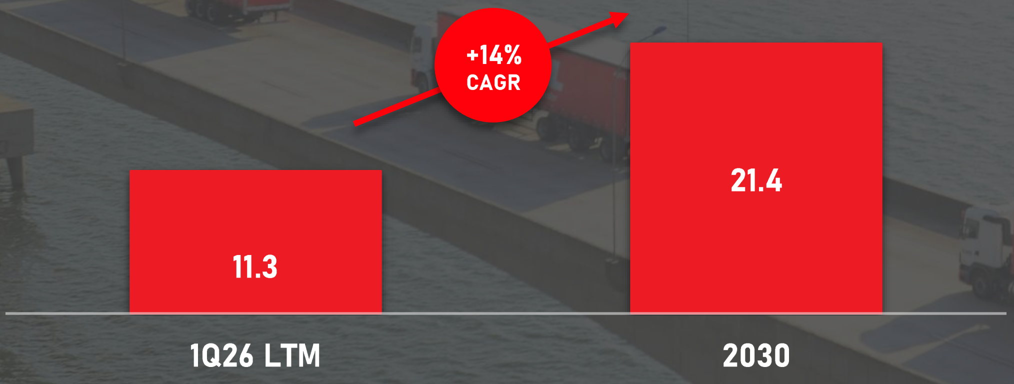
LEVERAGE Aj.[1]



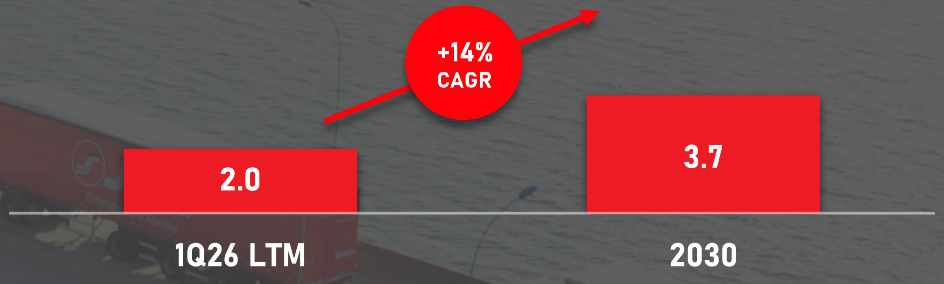
1 – Disregarding the effects of the S system

GUIDANCE 2030

GROSS REVENUE (R$ Billion)

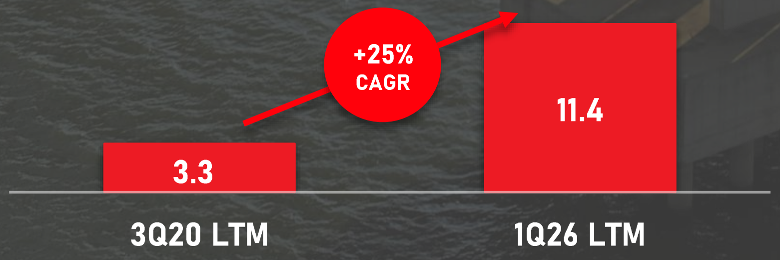


EBITDA (R$ Billion)

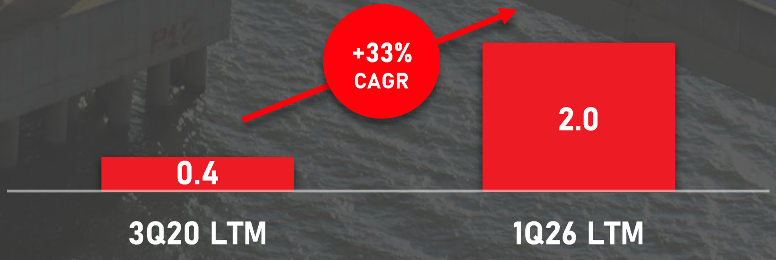


THE ESTIMATE IS BASED ON THE PROVEN EXECUTION CAPACITY OF THE COMPANY AND ITS MANAGEMENT TEAM COMBINED WITH THE CONTINUITY OF THE CONSOLIDATION PROCESS OF THE LOGISTICS SECTOR IN BRAZIL. THIS CONFIDENCE IS UNDERPINNED BY THE CONSISTENT TRACK RECORD OF GROWTH OVER THE PAST FIVE YEARS

GROSS REVENUE (R$ Billion)



EBITDA (R$ Billion)



NEW EXPANSION CYCLE

- STRONG ORGANIC GROWTH STRATEGY WITH PROFITABILITY DISCIPLINE
- DIGITAL TRANSFORMATION TO GAIN SCALE AND EFFICIENCY IN EACH BUSINESS
- INDEPENDENT COMPANIES WITH INDEPENDENT MANAGEMENT FOR EACH BUSINESS
- CASH GENERATION AND DELEVERAGING

MOMENTO DE MERCADO QUE REFORÇA OS **DIFERENCIAIS COMPETITIVOS DA JSL** FRENTE À CONCORRÊNCIA, ALÉM DE UMA **GERAÇÃO DE CAIXA CONSISTENTE** QUE SUSTENTA O **CRESCIMENTO** E ACELERA A **DESALAVANCAGEM**.

THANK YOU