

The broadest portfolio of logistics services in Brazil

4Q11 Results
March 22, 2012

Period Highlights – Reported Data

Adjusted for non-recurring expenses

- **Total gross revenue** of **R$782.0 million** in **4Q11 (+24%)** and **R$2.678 billion (+19%)** in **2011,** and gross revenue from **Services** grew by **21%**

- Recurring **EBITDA** of **R$140.2 million (+55%)** in **4Q11,** with a **margin** of **19.8%,** and **R$444.4 million (+35%)** in **2011,** with a **margin** of **18.5%**

  - ✓ Recurring **EBITDA-A** of **R$205.5 million** in **4Q11 (+39%)** and **R$728.8 million** in **2011 (+32%)**

- Recurring **Net Income** of **R$28.0 million** in **4Q11,** with a **net margin** of **4.0%,** and **R$ 71.0 million** in **2011,** with a **net margin** of **2.9%**

- **New contracts** with a total value of **R$1.8 billion** in **2011**

- **Investments** of **R$ 860.8 million** in **2011, 75.0%** in business **expansion**

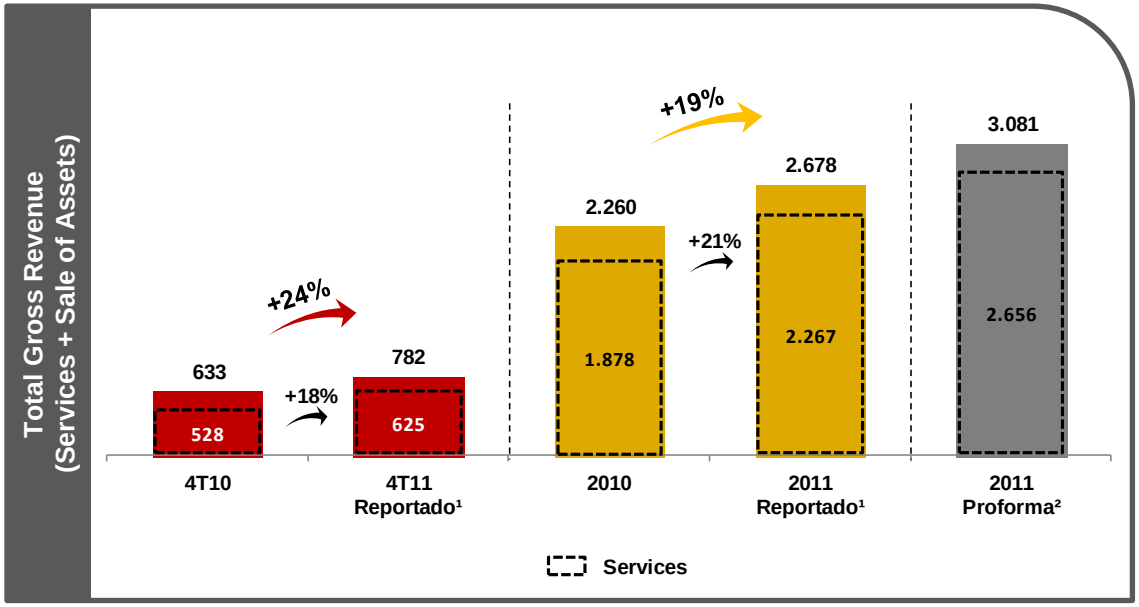
- **Acquisition** of **Rodoviário Schio,** a **leader** in the **controlled temperature** segment**,** with revenue o**f R$444.0 million** in **2011**

- Merger of **SIMPAR Concessionárias** to increase **penetration** of JSL's sale of assets, whose decision was delegated to the market and approved by **96%** of **minority shareholders** in January 2012

- **ILOS Award** for the **best logistics operator** in Brazil for the third consecutive year and elected by ***Transporte Moderno*** magazine as the **top road freight operator** in terms of net operating revenue

- **Strong growth prospects in 2012, including Schio's contribution, which is expected to account for approximately 39% of gross revenue from Services**

Operating Highlights – Reported Data
(R$ million)



¹ 12M11 results for JSL + Dec/11 for Schio
² Sum of 12M11 for JSL and Schio

	Reported Base	Pro forma Base*	
Guidance for 2012 - Logistics (JSL + Schio)	Growth of Revenue from Services (%)	Growth of Revenue from Services (%)	EBITDA (R$ million)
With current contract portfolio	+30%	+11%	510
Including new contracts	+39%	+19%	600

*Base: *Pro forma* 12M11 Gross Revenue from Services for JSL and Schio – R$ 2.656 billion

- **Net revenue** of **R$2.408 billion** in **2011 (+19%)** and **R$707.1 million** in **4Q11 (+25%)**
- ✓ **JSL + Schio 2011 Proforma = R$2.740 billion**

Services

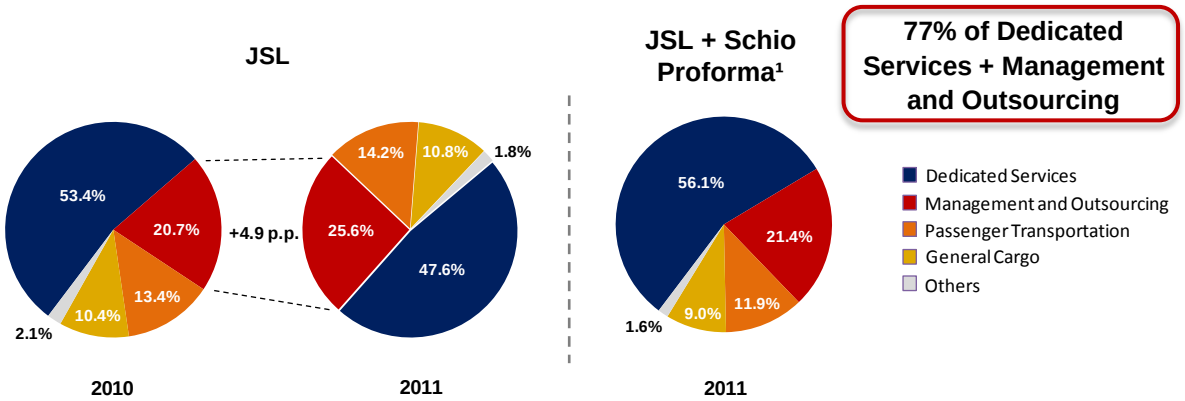
- **Growth of 13.6% in Same Contracts from 2010 to 2011 - JSL**
- **Contribution from new contracts => R$213.7 million in 2011 - JSL**

Sale of Assets

- **Strong growth in usual Resale => R$66.2 million in 4Q11 (+23%) and R$283.5 million in 2011 (+78%)**
- **Positive impact from the Sale of Assets with Management => R$91.1 million in 4Q11 and R$123.5 million in 2011**
- **In 2010, there was a positive impact of R$141.8 million related to CPC06**

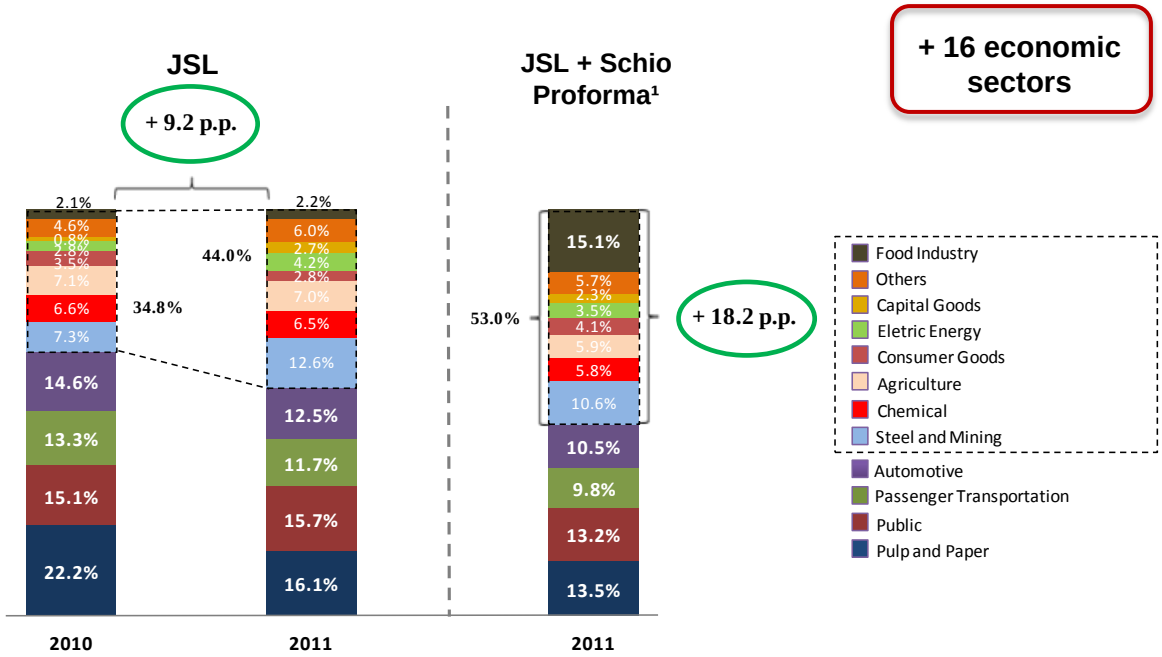
Breakdown of Gross Revenue from Services

By Business Line



- Focus on **Logistics Services** with **higher value added**
- **Long-term contracts** that guarantee expected **minimum returns**

By Economic Sector



- **Increase** in the **Share** of **Sectors** such as: Mining and Steel, Electric Energy, Agriculture and Capital Goods
- Addition of a new logistics **portfolio** for **controlled temperature products** => Increased exposure in the **Food and Consumables** sector

Greater revenue diversification

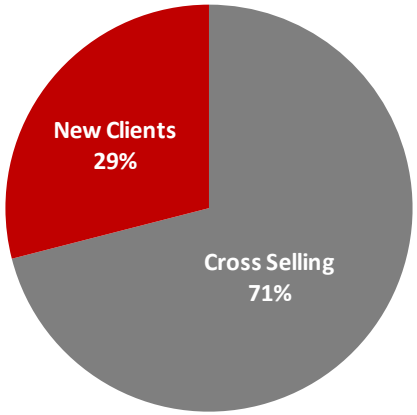
¹ Sum of 12M11 for JSL and Schio

Additional Contribution of New Contracts to Existing Revenue

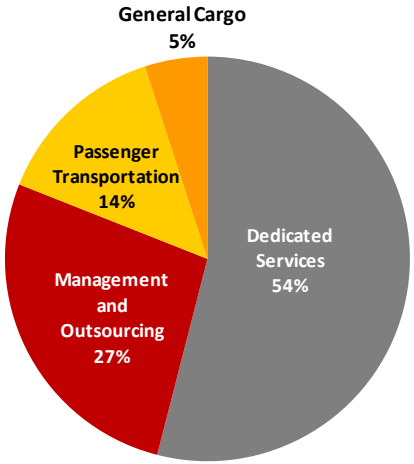
Profile of New Contracts[1]

Negotiated in 2011 ➡ R$1.768 billion Global

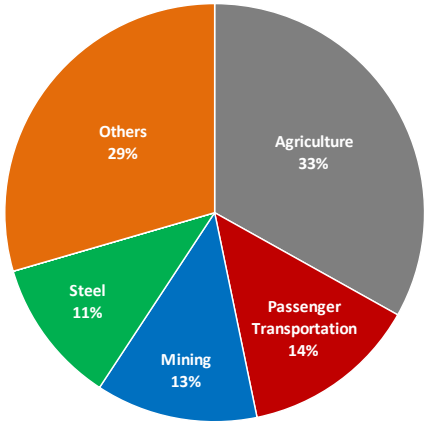
By Client Type



By Business Line

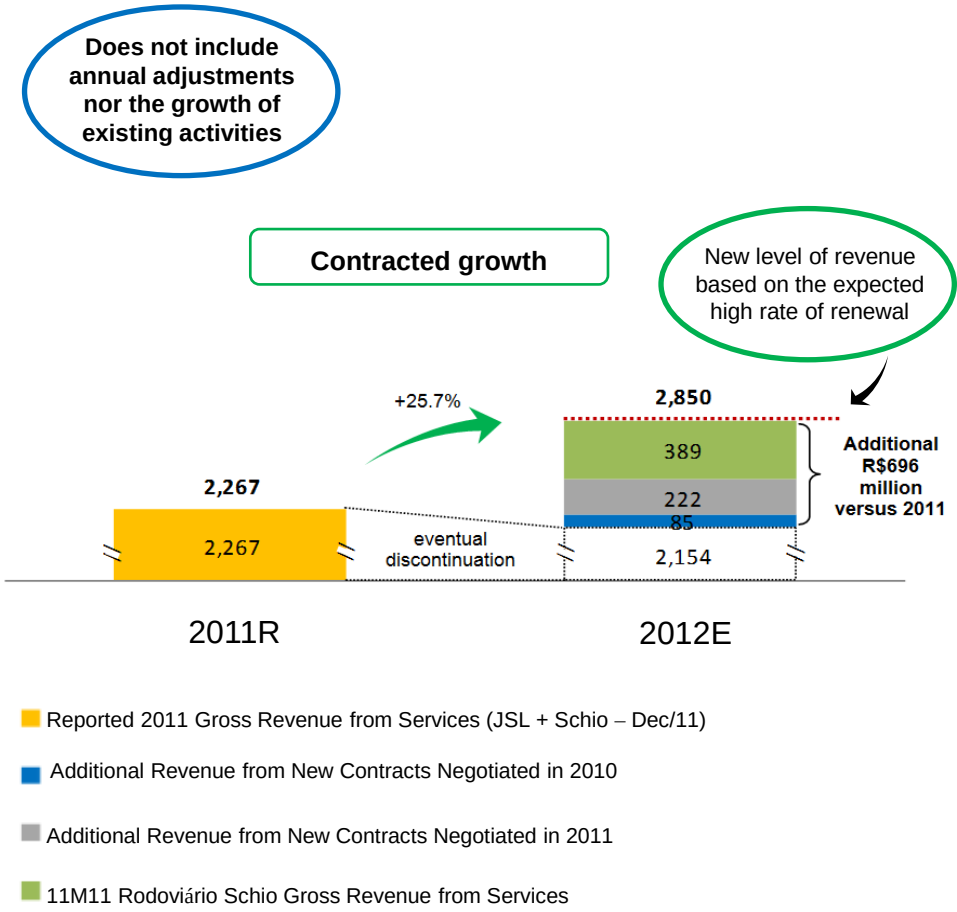


By Economic Sector



[1] Does not include Schio

Gross Revenue from Services
Additional Annual Contribution from New Contracts in 2010 and 2011 (Base 2011R – R$ million)



Strategic acquisitions aimed at further strengthening JSL's competitive advantages

Schio

Entry into the food and controlled temperature products sector as a leader

Debut in the controlled temperature products market



Increased **Economies of Scale**

Operational Synergies

JSL + SCHIO

Entry into the international market

Increased service platform

Strengthening of relations with current Schio clients

2011 Results:
- Gross Revenue of R$444.0 million
- Net Revenue of R$365.3 million
- EBITDA of R$59.3 million

New Client Portfolio

Unilever	38 years, 7 Services
Danone	19 years, 4 Services
Nestlé	14 years, 5 Services
kraft foods	12 years, 7 Services

SIMPAR Concessionárias

Immediate expansion of asset sales channels

Company	Automaker	# of stores	Participation in the JSL's Fleet
Light:		**22**	
Avante	Ford	2	6.6%
Ponto	Fiat	3	31.2%
Original	Volkswagen (light)	17	44.5%
Heavy:		**8**	
Transrio	MAN/Volkswagen (heavy)	8	53.4%
Total		**30**	

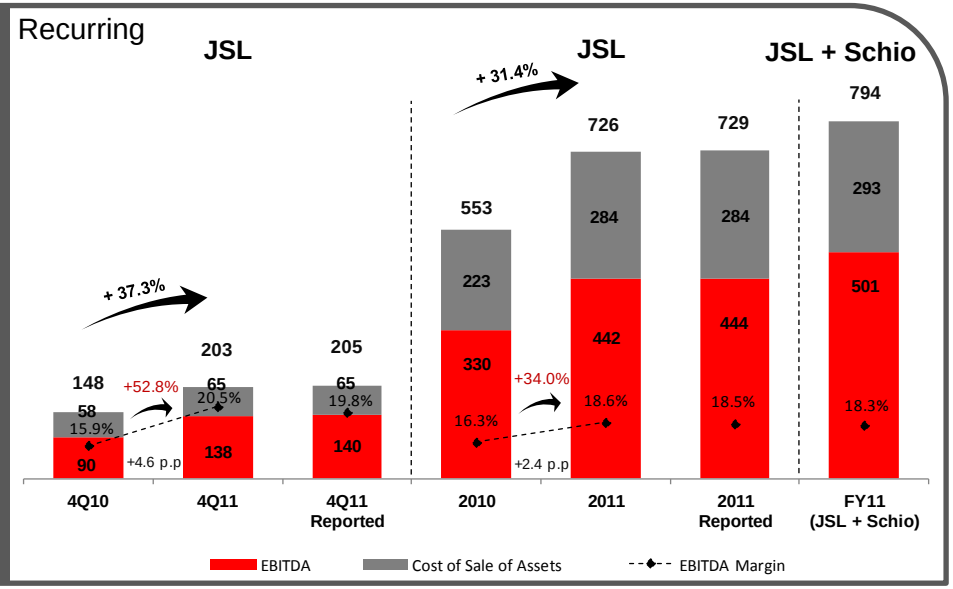
Operational Data		2011	% Total
Sales (units)[1]		**33,858**	**100.0%**
Category	*Light*	30,524	90.2%
	Heavy	3,334	9.8%
Gross Revenue(R$ million)[2]		**1,224**	**100.0%**

[1] Includes direct sales of 1,825 heavy and 8,320 light vehicles
[2] Unaudited

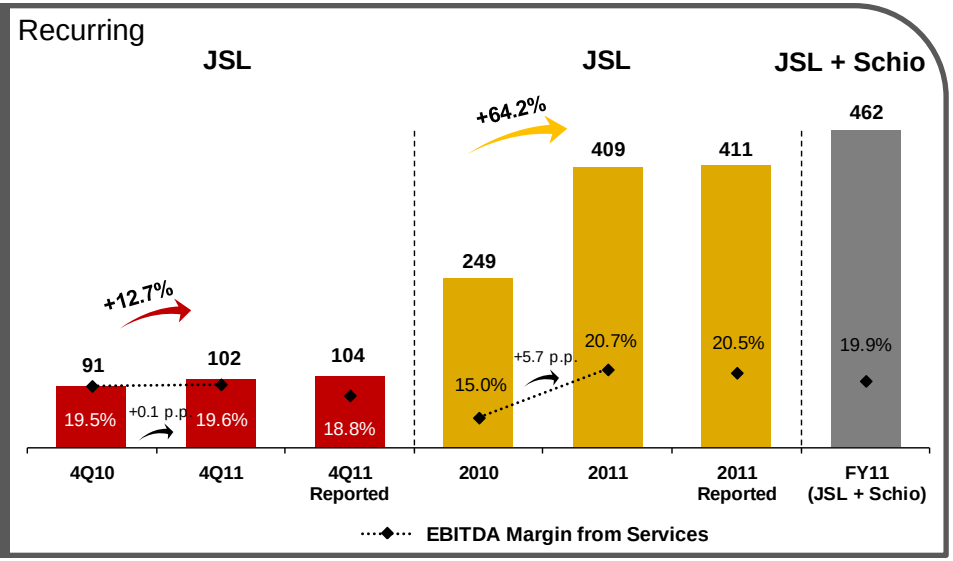
- **The Brazil's largest light vehicle VW dealership network and the largest heavy vehicle MAN dealership network**

Financial Results - JSL
(R$ million)

EBITDA-A



EBITDA from Services



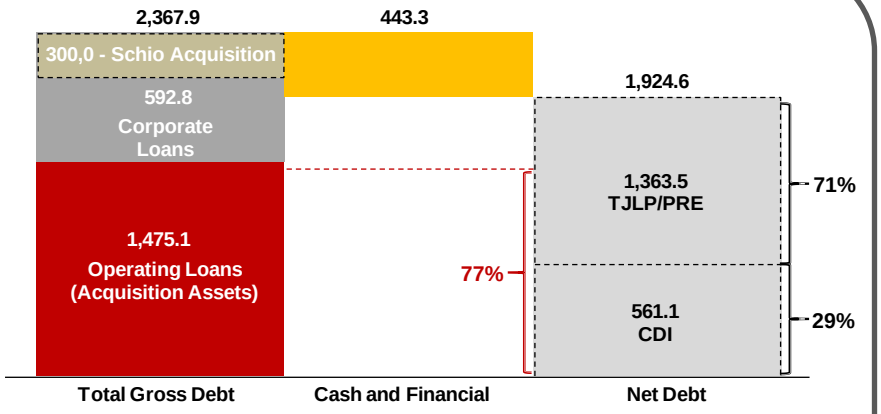
[1] 12M11 results for JSL + Dec/11 for Schio
[2] Sum of 12M11 for JSL and Schio

- **Non-recurring spending of R$11.5 million from acquisitions and special projects in 4Q11 and R$13.0 million in 2011**
- **Improvement in 2011 recurring EBITDA from Services (+5.7 p.p.):**
  - Increased share of Management and Outsourcing in the mix (+4.9 p.p.)
  - Lower average fleet age
  - Management of contract portfolio to guarantee minimum expected returns
  - Effect of lower take or pay revenues (R$12.0 million 4Q10 vs. R$1.4 million in 4Q11) => + 0.8 p.p. in EBITDA margin from Services without these effects
- **Impact on the Sale of Assets with Management in 4Q11**. Positive effect from CPC06 + Sale of Assets with Management of **R$75.5 million** in **2010** and **R$31.9 million** in **2011**
- Reported **Net Income** of **R$28.0 million** in 4Q11, with a **margin** of **4.0%**, and **R$71.0 million** in 2011, with a **margin** of **2.9%**
  - Excluding the R$5.5 million reversal of deferred taxes in TGABC

EBITDA and Net Income are below their potential, given that the investments in new projects have not yet generated revenue, but results are being impacted by pre-operational costs, asset depreciation and interest on financing

Debt
(R$ million)

Net Debt Breakdown

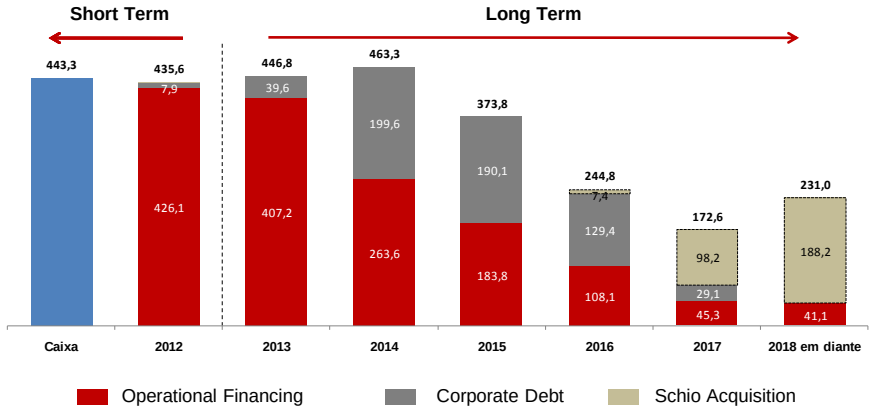


Base: December 31, 2011

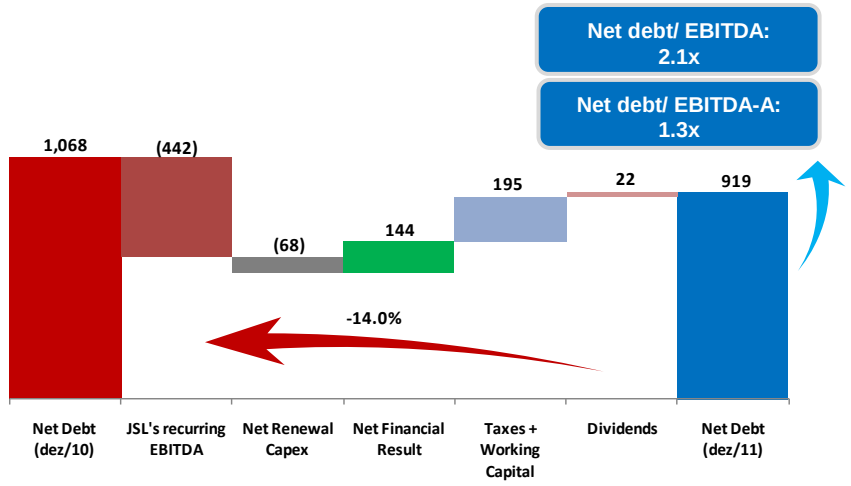
Leveraging Parameters

	4Q10	1Q11	2Q11	3Q11	2011 JSL + Schio Proforma
Net Debt[1]/ EBITDA-A[2]	1.9x	2.0x	2.0x	2.2x	2.4x
Net Debt[1]/ EBITDA[2]	3.2x	3.5x	3.4x	3.8x	3.8x
EBITDA-A[2]/ Net Interest[2]	5.8x	6.3x	6.3x	5.1x	4.8x
EBITDA[2]/ Net Interest[2]	3.5x	3.7x	3.6x	3.0x	3.0x
Fixed Assets[3]/ Net Debt[1]	1.7x	1.6x	1.5x	1.5x	1.3x
Cash and Investments[1]/ Gross Debt CP[1]	1.3x	1.2x	1.3x	1.2x	1.0x

Debt Schedule



Evolution of Net Debt considering only the Impact of Renewal Capex



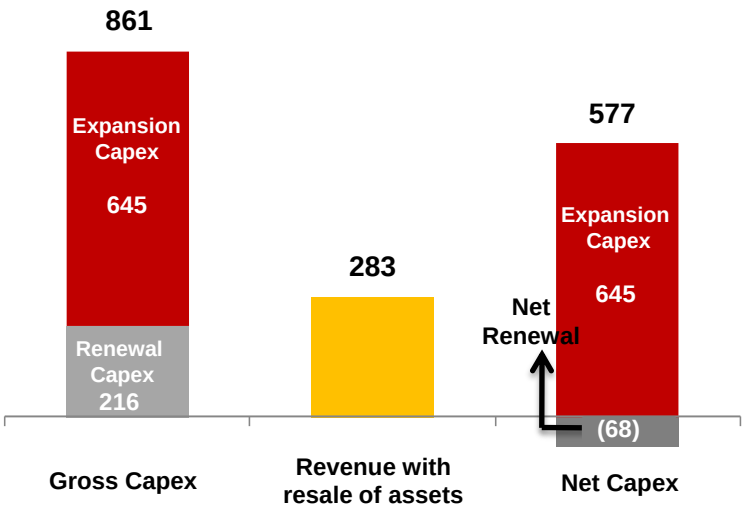
[1]End of period; [2]Last 12 months

[3]Fixed assets + Receivables and installment sales of Inventories (Sale of Assets with Management/CPC 06) + Used vehicles

EBITDA-A or EBITDA Added - corresponds to EBITDA plus the residual accounting cost from the sale of fixed assets, which is non-cash, since it represents merely an accounting entry of the removal of assets from the balance sheet at the moment they are sold. Thus, the Company's management believes that EBITDA-A is a better measure of operating cash flow than traditional EBITDA, representing the Company`s capacity to meet its financial obligations.

Investments
(R$ million)

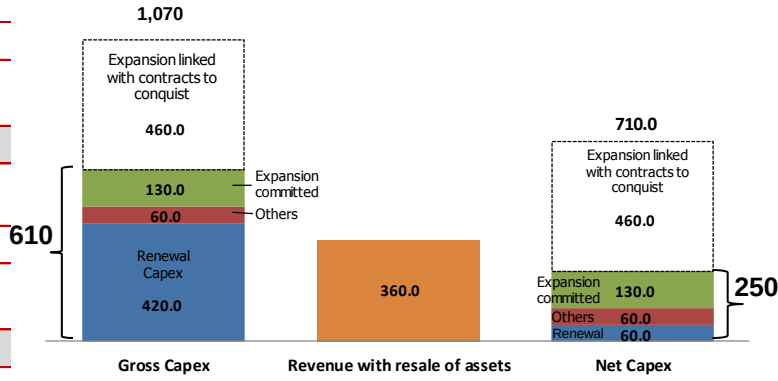
2011 Capex



- **75%** on **business expansion**
- **81%** in **Dedicated Services** and **Management and Outsourcing**
- **61%** in **heavy vehicles** and **39%** in **light vehicles**

Capex Guidance for 2012

Estimated CAPEX for 2012 (R$ million)	
Renewal	
CAPEX	420
Revenue with resale of assets	360
Net renewal capex	**60**
Expansion	
Committed	130
New contratcs to capture	460
Total of expansion	**590**
Others (IT, improvement, etc.)	**60**



Flexibility in the management of Renewal Capex due to the low average fleet age, as well as Expansion Capex, which is linked to the execution of new contracts

- **Expansion Capex contributes only partially to revenue and cash generation in the year in which it is executed, as it depends on the moment in which the new contracts come into effect, keeping in mind that they have an implementation period that ranges from 90 to 120 days (expenses without revenue)**
- **Full contributions from the contracts executed during a given year only take place in the following years, after a full year operating at their maturity**

Free Cash Flow before Growth and Interest/ ROIC (R$ million)

Free Cash Flow before Growth and Interest	2008	2009	2010	2011	2012E[4]
Recurring EBITDA[1]	**220**	**234**	**330**	**442**	**510**
Non-cash Cost of Sales of Assets[2]	85	134	153	282	360
Taxes + Working Capital	(16)	(76)	(180)	(195)	74
Operating Cash Flow	**290**	**292**	**303**	**529**	**944**
Renewal Capex[3]	(94)	(148)	(158)	(216)	(420)
Cash Generated before Growth and Interest	**196**	**144**	**145**	**314**	**524**
Expansion Capex[3]	(402)	(108)	(641)	(645)	N.A.
Free Cash Flow to Firm	**(206)**	**36**	**(497)**	**(332)**	**N.A.**

2012 Simulation: current contracts and new contracts entered into by December 31, 2011, including Schio

Only inertial growth, without contributions from potential new contracts

Flexibility in the management of Renewal Capex due to the low average asset age

Cash flow without growth

Guaranteed return on investments based on executed contracts. Flexibility in the management of addition of new contracts

Growth dynamics

[1]Recurring EBITDA
[1]Includes only the non-cash cost of the usual resale of assets
[3]Considers total Capex, the amount effectively paid with the Company's cash, plus the financed position
[4]Includes current contracts, expectations for 2012 and other parameters such as working capital and taxes, in line with 2011

ROIC 2011 (R$ million)[1]	Total	Operations + 12 months of Revenue	Others Operations (new + discontinued)
Net Revenue	**2,374.4**	**2,039.9**	**334.4**
Net Operating Income less Taxes (NOPLAT) (A)	**172.4**	**203.0**	**(30.6)**
Invested Capital (B)	**2,039.4**	**1,424.3**	**615.0**
ROIC (A/B)	**8.5%**	**14.3%**	**-5.0%**

[1] Excludes the effects derived from the acquisition of Schio

Some of the statements contained herein constitute additional information that has not been audited or reviewed by the auditors and is based on Management's current opinion and prognoses. Consequently, there may be material differences between said statements and the Company's actual future results, performance and events. Actual results, performance and events may differ substantially from those expressed or implied by said statements as a result of various factors, including the general and economic situation in Brazil and other countries; interest, inflation and exchange rates; changes in laws and regulations; and general competitive factors (at global, regional or national level). Consequently, Management accepts no responsibility for the conformity or accuracy of the additional information in this report that has not been audited or reviewed by the auditors. Said information should be examined and interpreted in an independent manner by shareholders and market agents who should carry out their own analyses and reach their own conclusions regarding the results disclosed herein.

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