

The broadest portfolio of logistics services in Brazil

3Q11 Results Presentation
November 10, 2011

Main Highlights

- **ILOS Award: JSL** was elected the **best Brazilian logistics operator** for the 3rd consecutive year:

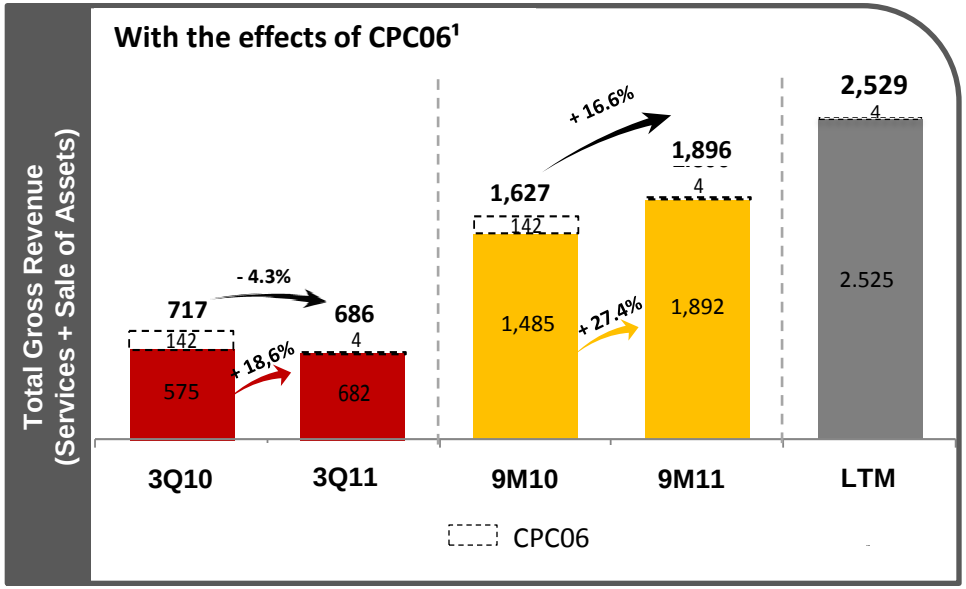
  - ✓ *1st Place in the Pulp and Paper Sector*
  - ✓ *1st Place in the Auto and Auto Parts Sector*
  - ✓ *1st Place in the Steel and Mining Sector*

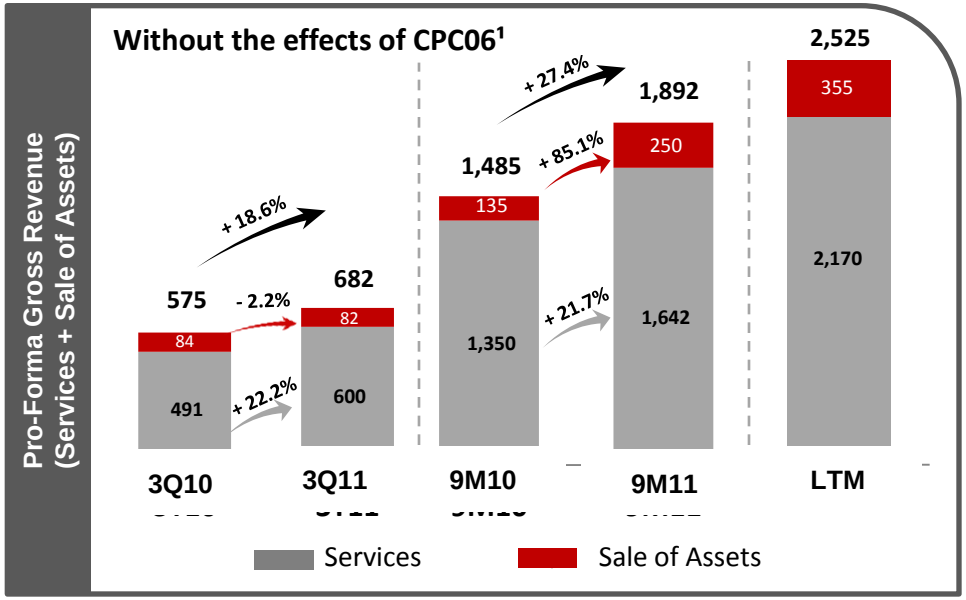
- **Launch** of **JSL Aluguel de Caminhões,** a **new** business model **in the country**

- **Beginning of operation** of municipal passenger transportation in **Sorocaba-SP** - Concession with an **8-year term** and overall revenue estimated at **R$ 241.0 million**

- Material Fact (11/03/2011) on possible **acquisition** of a **network** of **concessionaries** of vehicles, trucks and buses

Operating Highlights
(R$ million)



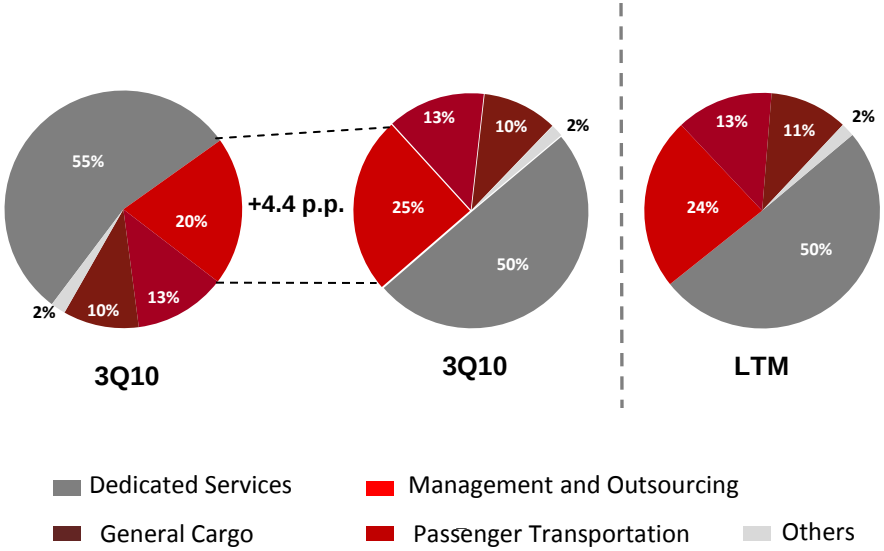


- **Net Revenue** of **R$ 616.9 million** in **3Q11** and R$ 1.7 billion in 9M11
- **Business resilience due to the structure of contracts and diversification in more than 15 sectors**
- **Priorization of contracts that guarantee minimum returns**
- **Usual Resale of Assets: Total of R$ 77.3 million in 3Q11, 41.8% up on 3Q10**
- **2011 Guidance Revision:**
  - **Revenue: Growth** of around **20%** (versus initial expectations of 25%)
  - Traditional **EBITDA**: **maintained** guidance of approximately **R$ 410 million**

¹ In 3Q10, the Company recorded at once R$ 141.8 million under gross revenue from Sale of Assets related to the sum of the present value of revenue from certain machinery and equipment rental contracts, with a 60 month term, pursuant to **CPC06**, due to the characteristics of these contracts. In 3Q11, these operations resulted in the recognition of R$ 4.0 million under revenue from the Sale of Assets.

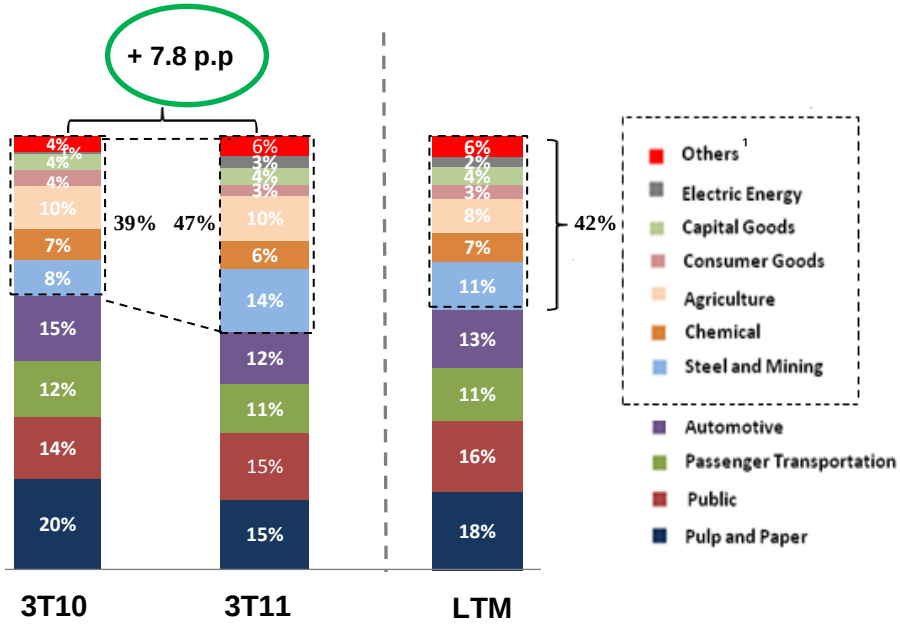
Breakdown of Gross Revenue from Services

By Business Line



- **Over 74%** from **Dedicated Services** and **Management and Outsourcing**
- Focus on **Logistics Services** with **higher added value**

By Economic Sector

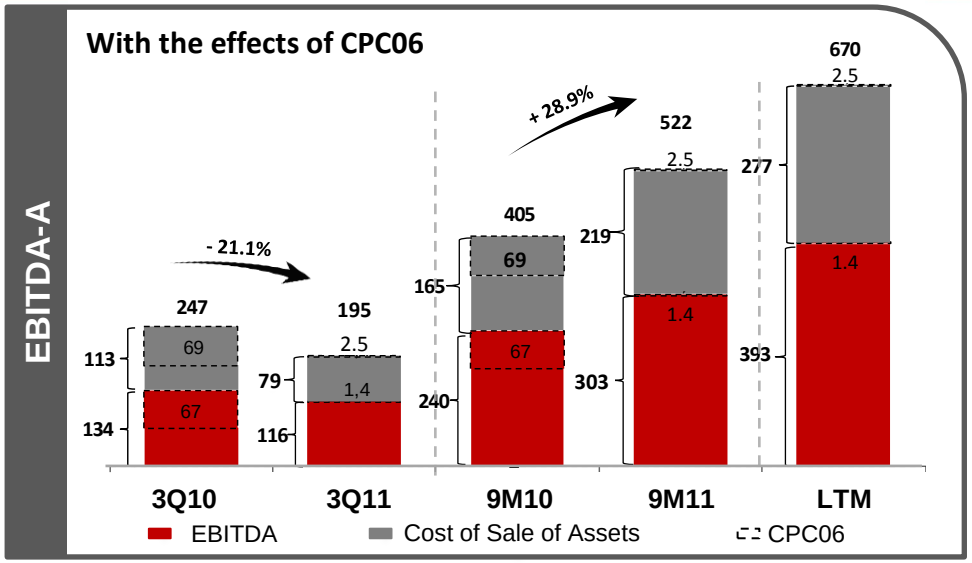


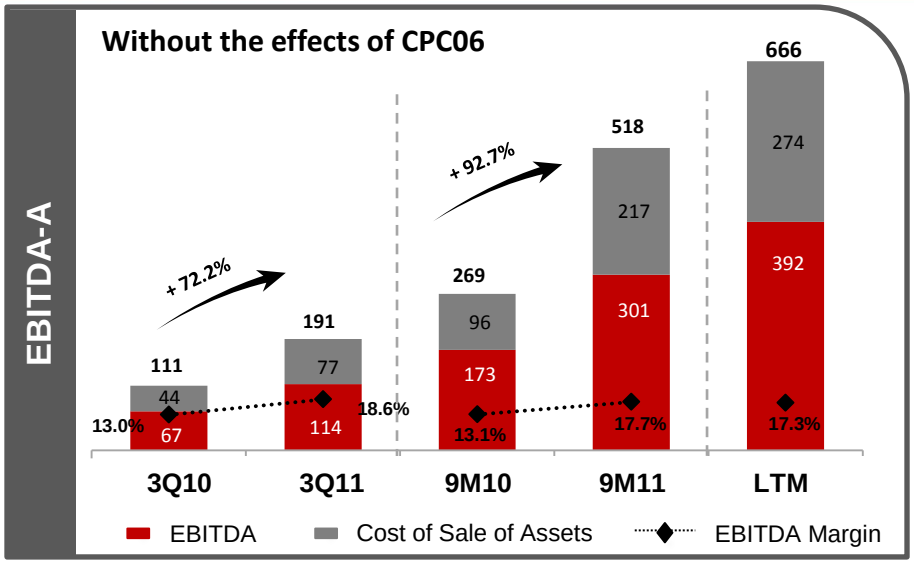
- **Increase** in the **share** of the **following sectors:** Steel and Mining, Electric Energy, Agriculture and Capital Goods

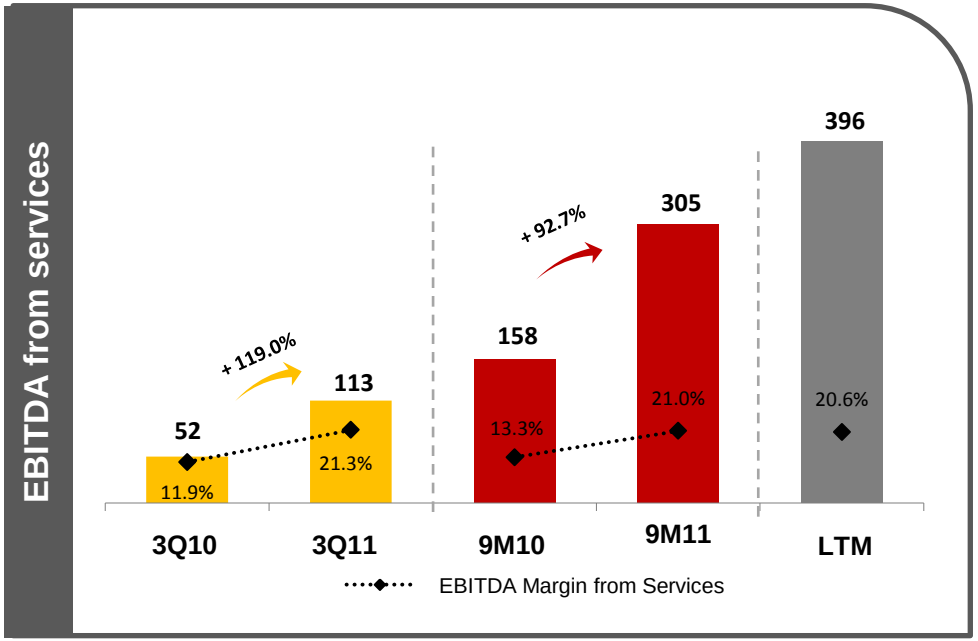
Higher revenue diversification

[1]Food and Beverages, Capital Goods, Laboratorial and Pharmaceutical and others,

Financial Results
(R$ million)







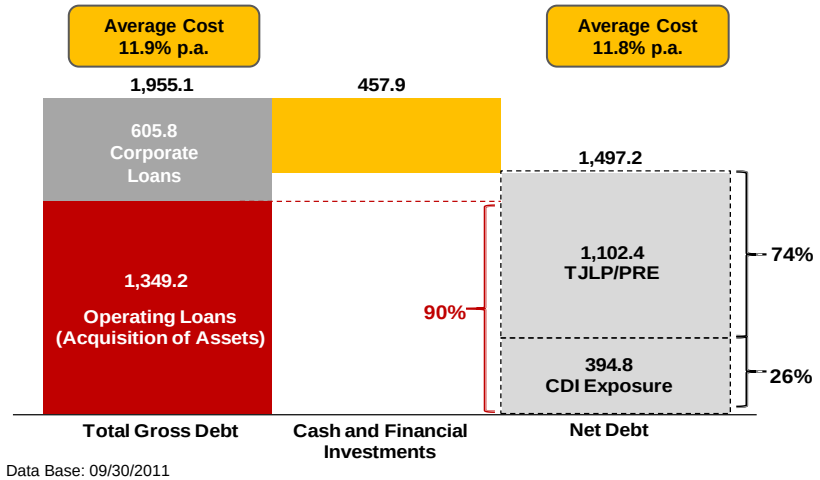
- **Higher EBITDA from Services:**
  - Increase of 4.4 p.p. in the share of Management and Outsourcing in the business mix
  - Focus on contracts with minimum expected returns
  - Reduction of the average fleet age => lower maintenance costs
  - Non-recurring costs and expenses of R$ 16.5 million in 3Q10 and R$ 12.6 million in 3Q11 => the margin from Services would be 15.7% in 3Q10 and 23.6% in 3Q11 without this impacts

- **Net Income** of **R$ 17.5 million** in **3Q11** and R$ 41.9 million in 9M11

Indebtedness

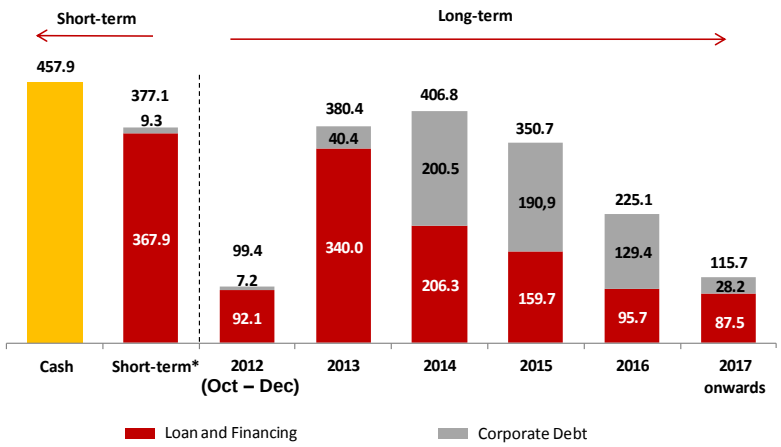
(R$ million)

Net Debt Breakdown



Data Base: 09/30/2011

Amortization Schedule

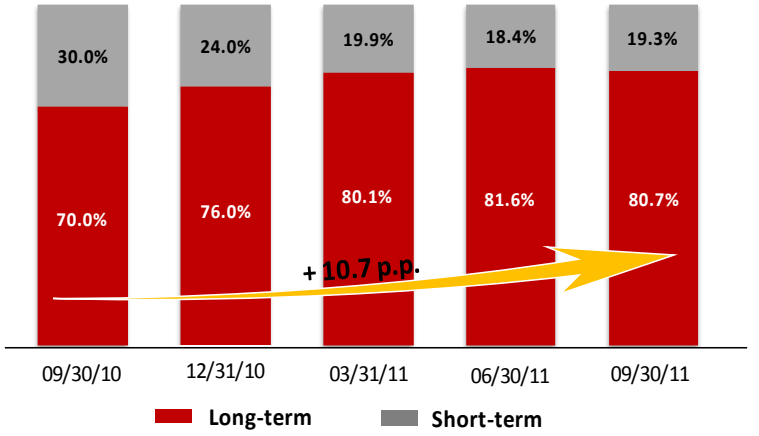


*Short-term: debt falling due in the next 12 months

Leverage Indicators

	3Q10	4Q10	1Q11	2Q11	3Q11
Net Debt [1]/ EBITDA-A[2]	1.9x	1.9x	2.0x	2.0x	2.2x
Net Debt [1]/EBITDA[2]	3.3x	3.2x	3.5x	3.4x	3.8x
EBITDA-A[2]/ Net Interest[2]	5.7x	5.8x	6.3x	6.3x	5.0x
EBITDA[2]/ Net Interest[2]	3.4x	3.4x	3.7x	3.6x	2.9x
Fixed Assets[3]/ Net Debt[1]	1.7x	1.7x	1.6x	1.5x	1.5x
Cash and applications[1]/ Gross Debt CP[1]	0.9x	1.3x	1.2x	1.3x	1.2x

Evolution of Short-Term to Long-Term Gross Debt Ratio



[1]End of period

[2]Last 12 months

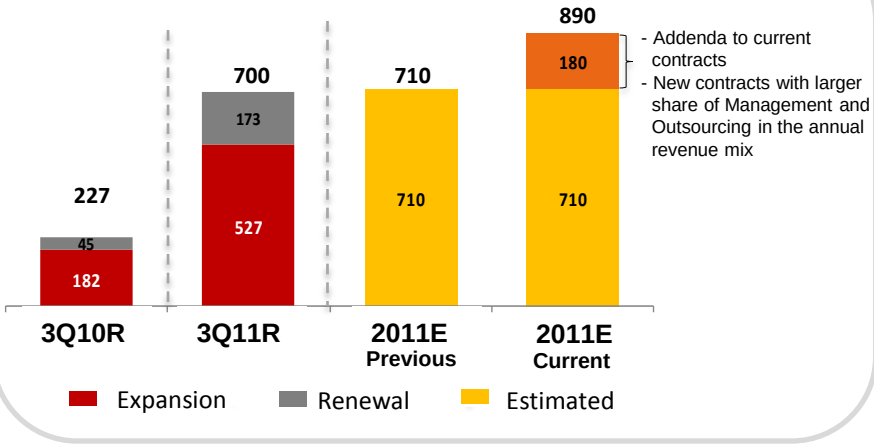
[3]Fixed assets + Receivables and Inventories "installment sales" (Sale of Assets with Management/CPC 06) + Used Vehicles

EBITDA-A or EBITDA Added ("EBITDA-A") represents EBITDA plus the residual accounting cost of sales of fixed assets, which is non-cash, since it represents merely an accounting entry at the time of demobilization of the assets. Thus, the Company's management believes that EBITDA-A is a better measure of cash generation than traditional EBITDA, so as to measure the Company's capacity to meet its financial obligations.

Investments

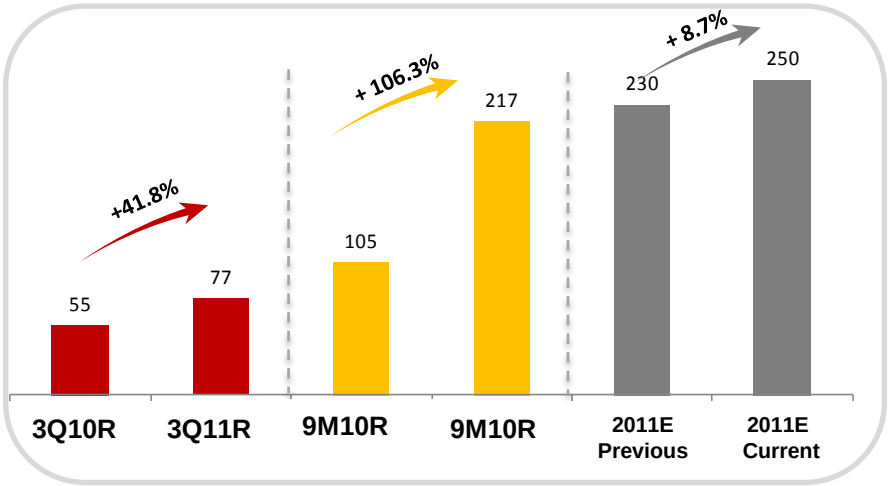
(R$ million)

Capex

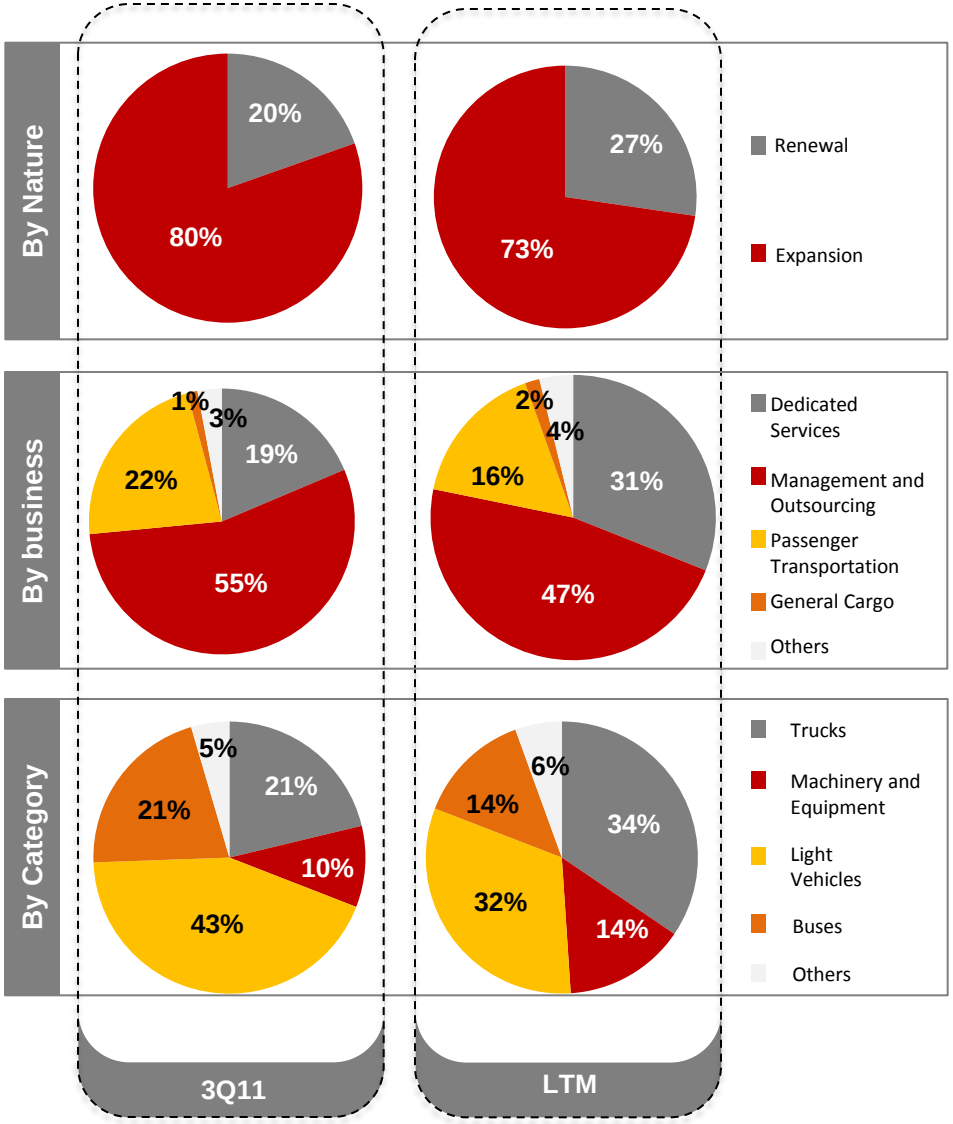


Investments directly pegged to already contracted projects → Confidence in future cash generation

Gross Revenue from Resale of Assets



Capex Breakdown



JSL's Business Model
Expected Synergies with Concessionárias

Concessionárias

A + B + C

Expected Results:

- Higher asset turnover = greater economies of scale = more competitive prices

"Understand to Serve"

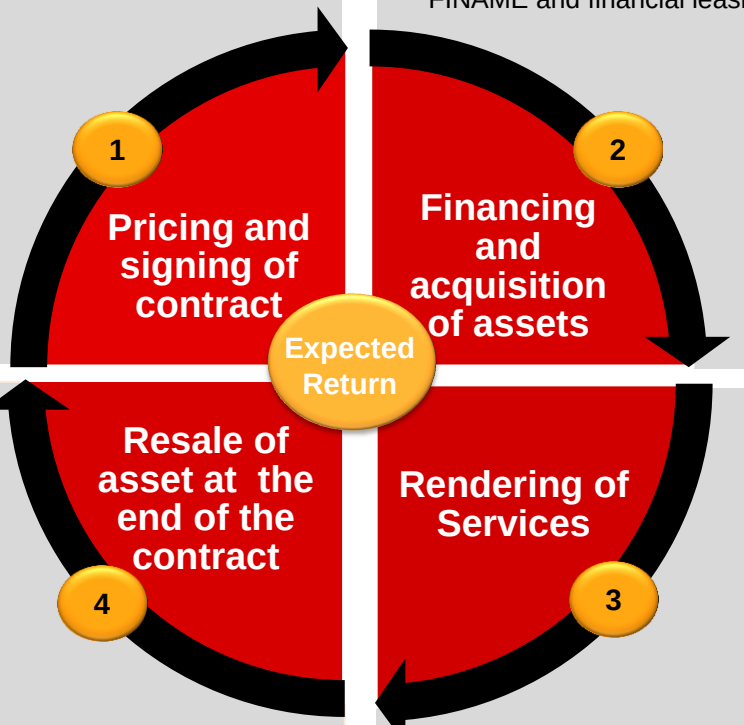
- **Pricing**
- **Structure of contracts**
  - Long term contract with minimum volume guaranteed

Strong Bargaining Power

- **Capex pegged to contracts => Security in cash generation**
- **Scale gains in acquisition**
- **Use of specific lines:** BNDES, FINAME and financial leasing

A Concessionárias

- Strengthen relationships with automakers, putting JSL in an even better position than its competitors
- Savings in the capex of vehicles and trucks, by purchasing assets through its own dealers network



C Concessionárias

- Increase in asset sales chain (+30 stores in 4 states), avoiding channels bottleneck and enabling the increase of asset turnover
- Expected increase in asset sales price combined with offer of specialized services

Maximization of the sale value

- **Used vehicle stores**
  - 12 stores in 7 states
- **Improvement of the buying and selling process =>** Lower depreciation

Broadest Service Portfolio

- **Diversification of clients and sectors**
- **Cross selling opportunities**

B Concessionárias

- Establishment of strong relationship with third-party truck drivers, taking advantage of the value of this business

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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