



1Q20 Results - May 15, 2020

COVID-19: Main actions focused on employees, customers, community and truck drivers

Employees

- **Developing** support material and reinforcing **preventive measures**
- Working from home and suspending travels/events
- **24h service** at “**Ligado em Você**”



Clients

- Adopting actions to ensure the **continuity of essential operations**
- **Preventive measures** such as **specialized cleaning** and **rotation of people** and prevention tips
- **Special financial conditions** for essential segments

Community

- **Donating** nearly **R\$1 million in PPEs** to several regions where we operate
- **Supporting logistical operations** in **actions** from the Government of the State of SP and other **donation operations**

Truck Drivers

- **Distributing food baskets**, hand sanitizers and **material** with prevention tips
- **Relocating** truck drivers who worked in operations that were temporarily suspended
- Allocating out-of-service truck drivers in **donation logistics**
- **Creating** the “**Ligado em Você**” program for independent contractors and subsistence allowance for families of drivers on leave

Main Highlights in 1Q20

vs. 1Q19




CONSOLIDATED **Adjusted Net Income** of **R\$83.2 million in 1Q20, up by 37%**, reflecting all the bases that were built;


CONSOLIDATED **Consolidated Net Revenue from Services** reached **R\$1.7 billion in 1Q20** and a 3% growth, while **Adjusted EBITDA grew 18%**, totaling **R\$562 million**, with an EBITDA Margin of 32.8%, 4.2 p.p. higher than 1Q19, in line with the Group's strategic plan;

CONSOLIDATED **Cash reinforcement at the end of 1Q20, sufficient to cover 2.5x of the short-term debt amortization** (up by 25% over 4Q19), and **3.6x leverage** (down by 12%);

CONSOLIDATED Approval by the Board of Directors of the **reorganization** of operations in independent companies which, at the end of two stages, will result in a holding company and the largest road logistics company in Brazil with the largest portfolio of services.

 **JSL Logística** recorded a **Net Income of R\$19.7 million**, stable year-on-year if we disregard extraordinary revenues in 1Q19 and the costs to implement new operations in 1Q20, posting an EBITDA of R\$110.0 million in 1Q20;

 **Vamos** reaches **Net Income of R\$36.6 million** (+16.2%), **EBITDA of R\$138.8 million** (+15.3%) and Operating Income grew 30.7%. Vamos continues to combine growth and profitability on a unique platform;

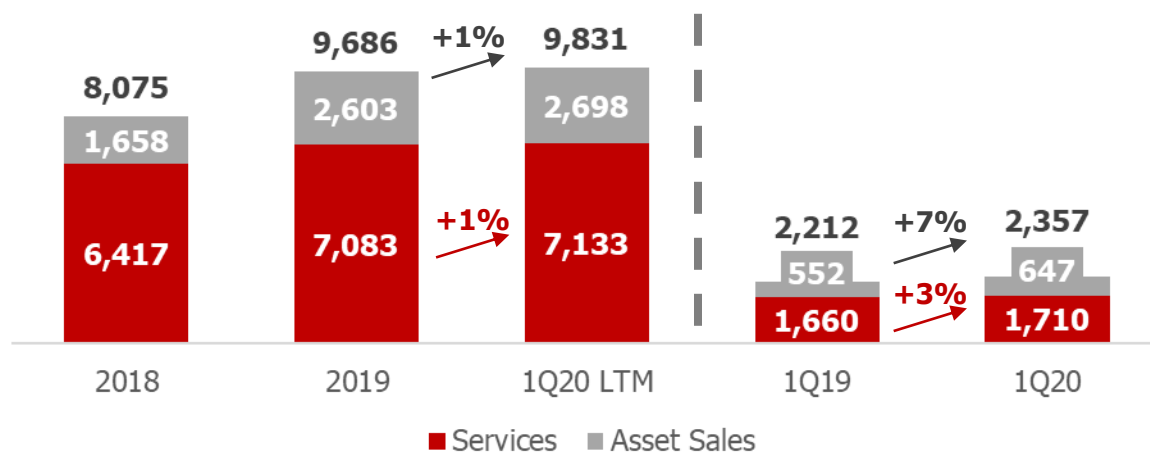
 **CS Brasil** reaches **Net Income of R\$16.2 million** (+44.6%), **EBITDA of R\$82.6 million** (+48.0%) and Operating Income grew 86.1%, focused on GTF and reducing other business lines, according to our plan;

 **Movida** reaches **Adjusted Net Income of R\$55.1 million** (+31.2%) and **Adjusted EBITDA of R\$225.1 million** (+55.2%), confirming the continuous operational evolution in all business lines.

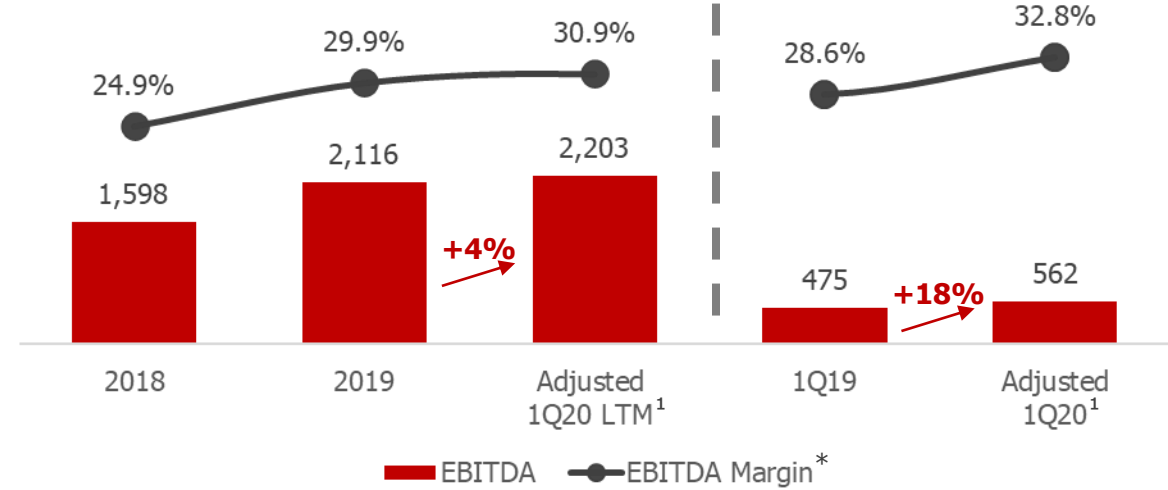
Financial Results

JSL Consolidated (R\$ million)

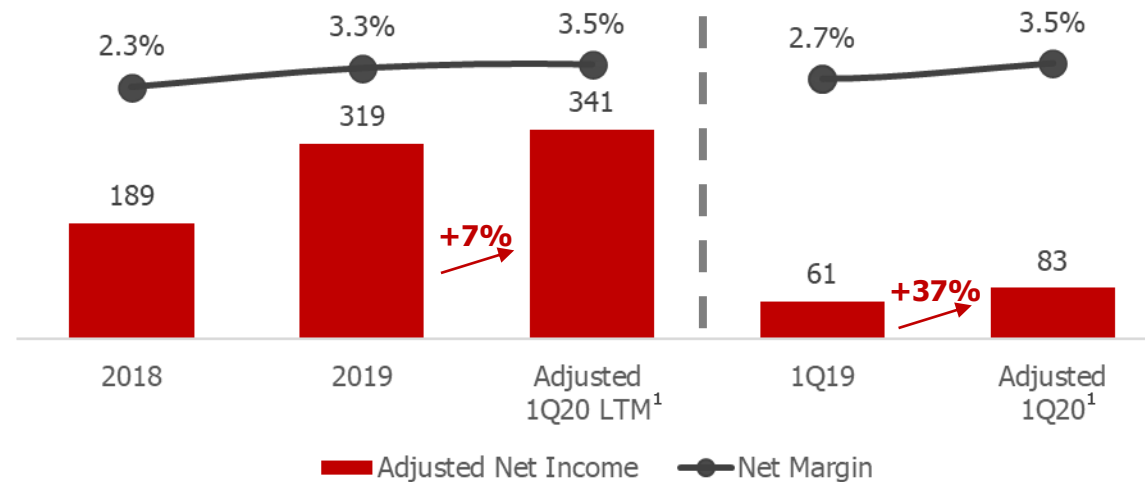
Net Revenue



EBITDA



Adjusted Net Income



Notes: * Margin by Net Revenue from Services; ¹ Considers the impairment in 1Q20 by Movida and the tax impact of interest on shareholders' equity totaling R\$7.3 mm.

Reconciliation between Reported Net Income and Adjusted Net Income

	JSL - Consolidated
Adjusted Results (R\$ million)	1Q20
Adjusted Net Income	83.2
Impairment of Assets	(193.3)
Impairment of Receivables	(50.3)
Tax impact – interest on equity	(7.3)
Provision for closing stores	(2.1)
Deferred income tax on said adjustments	83.5
Accounting Profit (Loss), Net	(86.3)

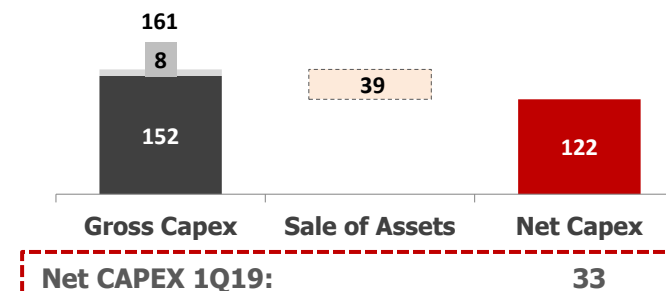
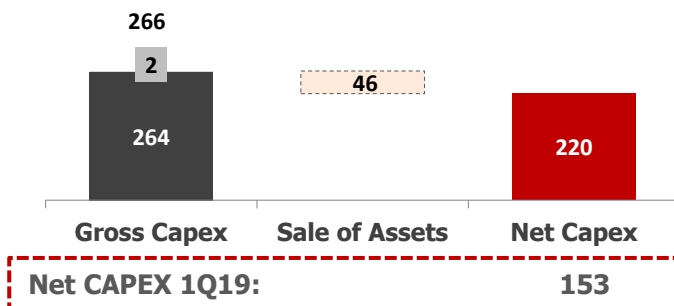
	Movida
Adjusted Results (R\$ million)	1Q20
Adjusted Net Income	55.1
Impairment of Assets	(193.3)
Impairment of Receivables	(50.3)
Tax impact – interest on equity	(7.3)
Provision for closing stores	(2.1)
Deferred income tax on said adjustments	83.5
Accounting Profit (Loss), Net	(114.4)

1Q20 Investments

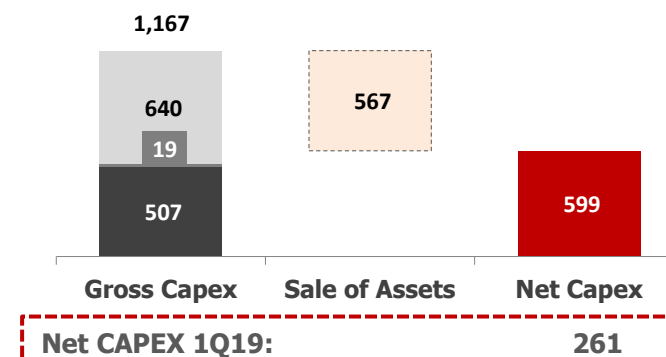
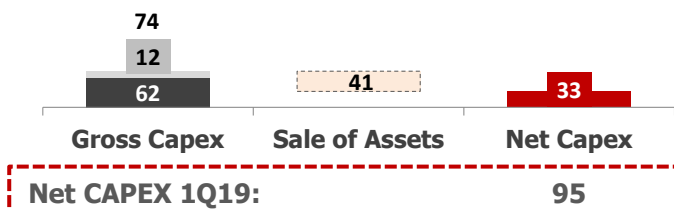
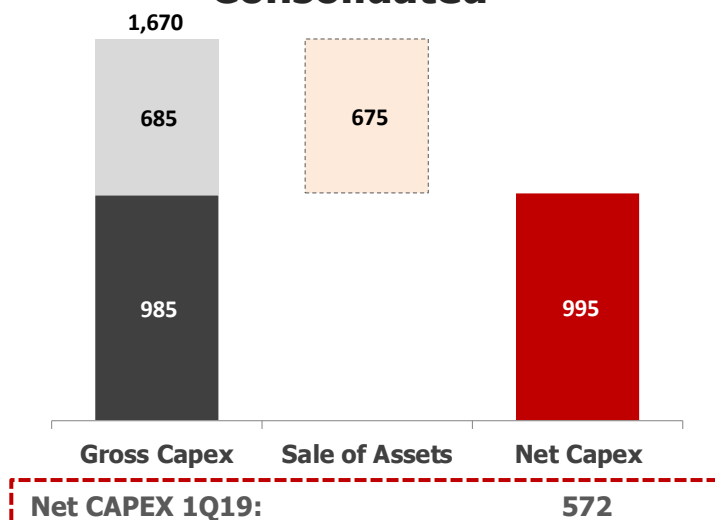
(R\$ million)

**Net CAPEX in 1Q20 was R\$995 million,
with 100% invested in business expansion**

■ Renewal ■ Expansion

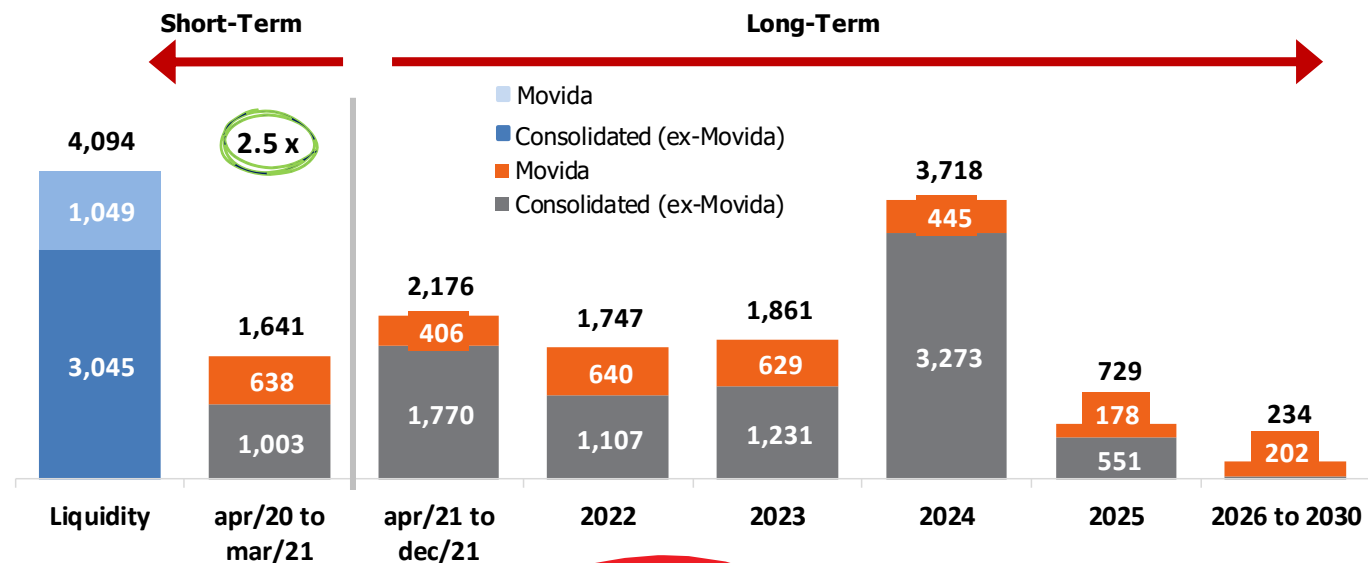


Consolidated ¹



¹ Considers Original Concessionárias, BBC and intercompany eliminations

Gross Debt Amortization Schedule in March 31, 2020 ¹



R\$4.2 Bi
liquidity in
04/30/2020

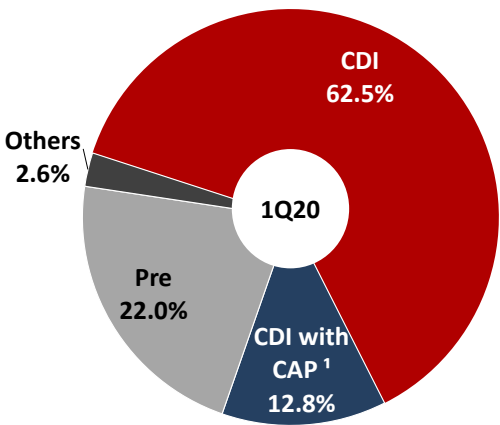
Breakdown on March 31, 2020

Instrument	Ratio		Covenants ³	Events
Debêntures, CRAs and PNs	Net Debt / EBITDA-A ²	1.7x	Max: 3.5x	Maintenance
	EBITDA-A ² / Net Interests	6.4x	Min: 2.0x	Maintenance
Bonds	Net Debt / EBITDA	3.6x	Min: 4.40x ⁴	Incurrence

Breakdown on March 31, 2020

Gross Debt	12,107
Liquidity	-4,094
Net Debt	8,013

Company's foreign debt is totally hedge against FX variation

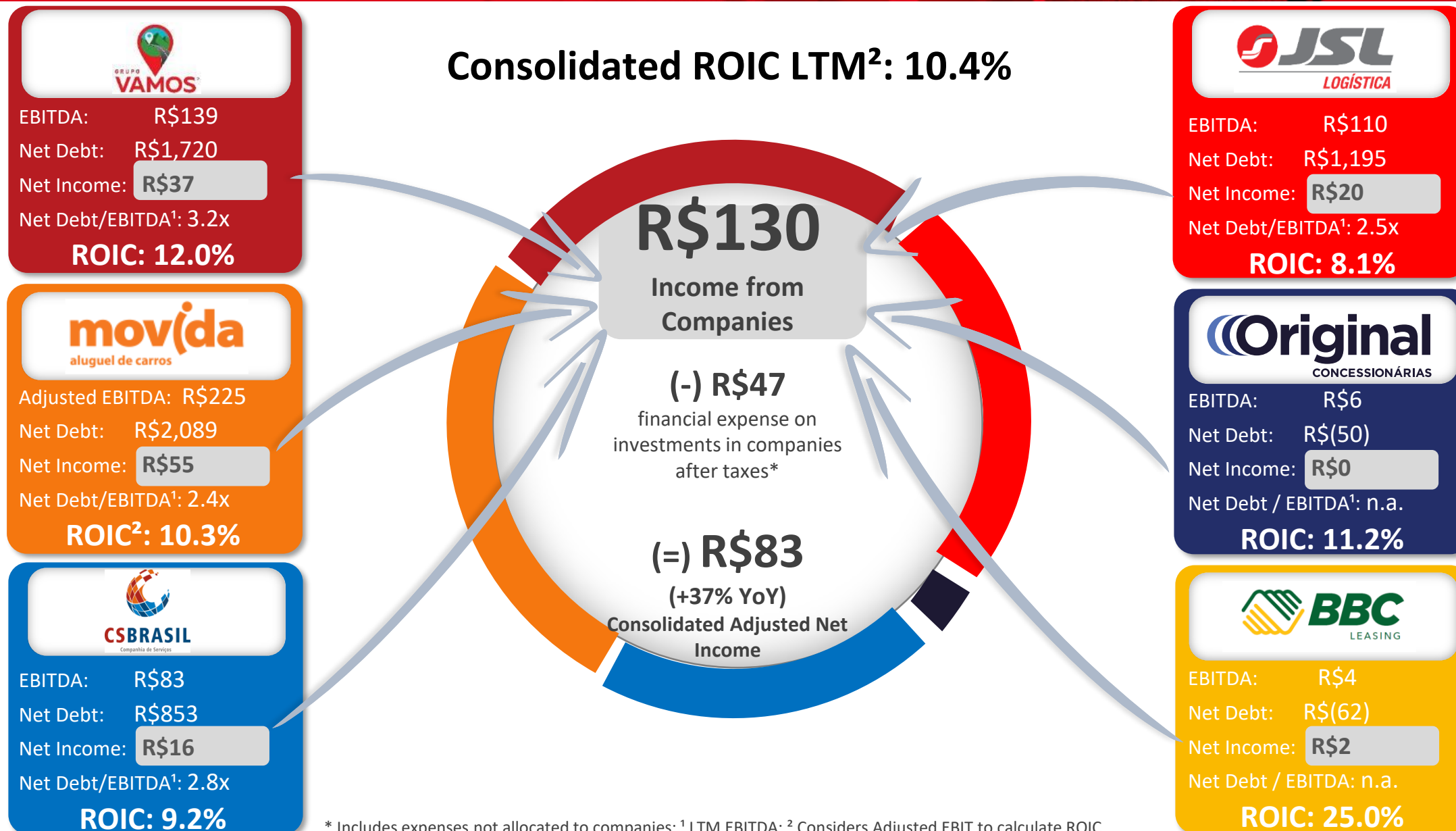


4.5% p.a.
Average cost of
the net debt after
taxes

Notes: ¹ Includes the rollover of the 12th issue of debentures, totaling R\$570 mm, which was approved in the meeting held April 2020; ² EBITDA plus residual value from the sale of fixed assets, which does not represent operational cash disbursement; ³ To calculate the covenants, EBITDA does not consider the impairment; ⁴ Covenant, 4.40x in 2020, 4.20x in 2021 and 4.00x as from January 2022.














Profitability Breakdown

JSL Consolidated in 1Q20 and LTM ROICs (R\$ million)









1Q20 Results

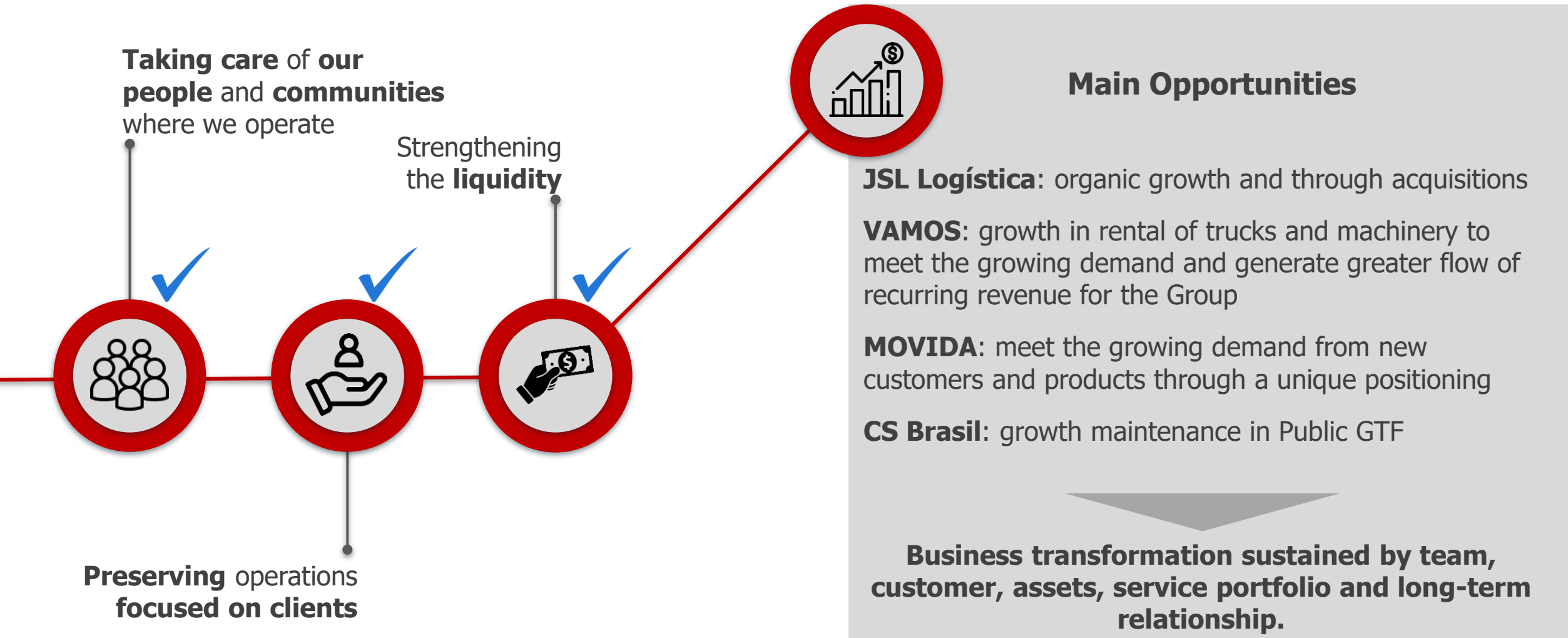
(R\$ million)

														
	1Q20	▲ YoY	1Q20	▲ YoY	1Q20	▲ YoY	1Q20	▲ YoY	1Q20	▲ YoY	1Q20	▲ YoY	1Q20	▲ YoY
Gross Revenue	832	-13.0%	1,077	19.9%	327	8.3%	233	3.2%	12	33.0%	191	-2.0%	2,655	5.3%
Net Revenue	694	-12.5%	1,011	19.6%	296	7.9%	212	5.3%	12	27.8%	181	-2.9%	2,357	6.6%
Net Rev. From Services	656	-9.6%	452	19.9%	250	4.3%	171	-3.0%	12	27.8%	178	-2.7%	1,710	3.0%
EBIT	49	-38.9%	118	24.6%	80	30.7%	42	86.1%	4	78.3%	2	-23.3%	286	6.8%
Margin *	7.5%	-3.6 p.p.	26.1%	1.0 p.p.	31.9%	6.4 p.p.	24.3%	11.6 p.p.	35.3%	9.2 p.p.	1.3%	-0.3 p.p.	16.7%	0.6 p.p.
EBITDA	110	-20.6%	225	55.2%	139	15.3%	83	48.0%	4	72.0%	6	-9.7%	562	18.4%
Margin *	16.8%	-2.4 p.p.	49.8%	11.3 p.p.	55.6%	5.3 p.p.	48.3%	16.7 p.p.	36.8%	8.7 p.p.	3.6%	-0.3 p.p.	32.8%	4.2 p.p.
EBITDA-A	148	-28.3%	750	23.3%	183	18.8%	123	47.5%	-	0.0%	8	-11.1%	1,169	14.2%
Margin	21.4%	-4.7 p.p.	74.2%	2.2 p.p.	62.0%	5.7 p.p.	57.9%	16.5 p.p.	-	0.0 p.p.	4.4%	-0.4 p.p.	49.6%	3.3 p.p.
Net Income	20	-48.6%	55	31.2%	37	16.2%	16	44.6%	2	33.3%	0	-83.3%	83	36.8%
Margin	2.8%	-2.0 p.p.	5.4%	0.4 p.p.	12.4%	0.9 p.p.	7.6%	2.0 p.p.	17.2%	0.2 p.p.	0.1%	-0.6 p.p.	3.5%	0.8 p.p.
Net Debt	1,195		2,089		1,720		853		-		-		8,013	
Net Debt/EBITDA	2.5x		2.4x		3.2x		2.8x		-		-		3.6x	
														

* Margin as a percentage of Net Revenue from Services; ¹ Includes eliminations between businesses; ² The difference between the consolidated Net Income and the sum of the companies' Net Income is explained by the holding company's debt of R\$2,182 million and its respective financial expenses of R\$47 million; ³ The numbers of Movida and JSL Consolidated presented in the table disregard the impairment in 1Q20 by Movida.

COVID-19: Main facts and their consequences

	MAIN FACTS	MAIN CONSEQUENCES
	<ul style="list-style-type: none"> Drop in volumes in some segments Clients looking for longer payment terms Clients seeking greater production efficiency, increasing the demand for outsourcing 	<ul style="list-style-type: none"> Our diversification dulled the drop in volumes Few competitors able to grant terms Valuation of logistics and truck drivers
	<ul style="list-style-type: none"> More focus on accounts receivable in some segments More companies looking to rent heavy vehicles Growth in demand for special services 	<ul style="list-style-type: none"> Delinquency ratio and operation as usual Growth opportunity with low risk
	<ul style="list-style-type: none"> Public entities with greater need for fleet outsourcing Maintenance of volumes in Long-Term agreements and decrease only in urban transportation 	<ul style="list-style-type: none"> Regularity and growth opportunity in public GTF Low reliance on the urban transportation and cost reductions counteract the effect
	<ul style="list-style-type: none"> Reduction in RAC Quarantine impact in Used Car stores Growth in demand for special products New clients Impact on the price of Used Cars 	<ul style="list-style-type: none"> Unique positioning dulled the RAC's drop Greater use of digital channels supported sales of Used Car, reaching 3,500 vehicles/month Opportunity for growth in new products
	<ul style="list-style-type: none"> Volume decrease and higher delinquency 	<ul style="list-style-type: none"> Low impact on the Group, niche business
	<ul style="list-style-type: none"> Sharp drop in sales, normalized services 	<ul style="list-style-type: none"> Cost reduction, low impact on the Group



GOVERNANCE, PEOPLE, SIMPLICITY, AGILITY AND DIVERSIFICATION
ARE KEY TO GO THROUGH THIS MOMENT AND CAPTURE OPPORTUNITIES

THANK YOU!

Disclaimer

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 prognosis. Consequently, there may be material differences between said statements and the Company's actual results, performance and future 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 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.

Investor Relations

Phone: +55 (11) 2377-7178

E-mail: ri@jsl.com.br

Website: www.jsl.com.br/ri