JSL

ENTENDER PARA ATENDER

EARNINGS
PRESENTATION
1Q26

UMA EMPRESA DO GRUPO
SIMPAR

HIGHLIGHTS 1Q26

- NEW CONTRACTS WILL BOOST GROWTH.
- INTRALOG GROWS +11% YOY AND REINFORCES THE CONSISTENCY OF ITS BUSINESS MODEL.
- JSL DIGITAL GROWS +29% YOY AND +14% QOQ, REFLECTING A TRAJECTORY OF GROWTH AND SCALE.
- CASH GENERATION OF R$ 258 MILLION AFTER GROWTH IN 1Q26
- ASSET SALES EXCEEDED PERIOD CAPITAL EXPENDITURE BY R$74.5 MILLION.
- EXPANSION OF EBITDA MARGIN REINFORCES EFFICIENCY AND ASSERTIVENESS IN PRICE ADJUSTMENTS, EVEN IN A SCENARIO OF VOLATILE FUEL COSTS.
- LEVERAGE AT 2.78X, CONFIRMING JSL'S DELEVERAGING TRAJECTORY.
- BRUNNO MATTA TAKES OVER AS CEO OF INTRALOG, FOCUSING ON INDEPENDENCE AND GENERATING VALUE FOR CLIENTS.

OPERATING MARGIN EXPANSION
ALIGNED WITH OUR EFFICIENCY STRATEGY FOCUSED ON PROFITABILITY

CONSOLIDATED RESULTS

1Q26

GROSS REVENUE
R$ 2.8 bi + 2.2% vs 1Q25

EBITDA Adjusted
R$ 471 mi
Mg. EBITDA: 19.9% (+0.1 p.p. vs 1Q25)

NET PROFIT Adjusted
R$ 6.5 mi
Mg. NP: 0.3% (-1,7 p.p. vs 1Q25)

ROIC: 14.6% (+0.3 p.p. VS 1Q25)
(RUNNING RATE)

1Q26 RESULTS OF THE COMPANIES

JSL ENTENDER PARA ATENDER

FADEL · TRANS MORENO · Rodomeu · MARVEL · IC TRANSPORTES · FSJ

INTRALOG JSL · TPC

JSL DIGITAL · TRUCKPAD Sua plataforma de gestão logística

1 DEDICATED SERVICES

GROSS REVENUE
R$ 2.0 bi - 1.9% vs 1Q25

EBITDA
R$ 316 mi
Mg. EBITDA: 18.4% (-1.1 p.p. vs 1Q25)

INTERNAL FLEET

GROSS REVENUE
R$ 1.4 bi - 2.6% vs 1Q25

EBITDA
R$ 238 mi
Mg. EBITDA: 19.2% (-1.6 p.p. vs 1Q25)

THIRD PARTIES

GROSS REVENUE
R$ 583 mi - 0.1% vs 1Q25

EBITDA
R$ 79 mi
Mg. EBITDA: 16.2% (+0.2 p.p. vs 1Q25)

2 INTRALOG

GROSS REVENUE
R$ 582 mi + 11.1% vs 1Q25

EBITDA
R$ 133 mi
Mg. EBITDA: 26.6% (+5.0 p.p. vs 1Q25)

3 JSL DIGITAL

GROSS REVENUE
R$ 186 mi + 28.2% vs 1Q25

EBITDA
R$ 15 Mi
Mg. EBITDA: 10.0% (-3.3 p.p. vs 1Q25)

ENTENDER PARA ATENDER

1 DEDICATED SERVICES: CUSTOMIZED FOR EACH CLIENT

SPECIALIZED TRANSPORT OPERATIONS

1Q26
R$ (in millions and billions)

GROSS REVENUE
R$ 2.0 bi - 1.9% vs 1Q25

EBITDA
R$ 316 mi - 7.4% vs 1Q25
Mg. EBITDA: 18,.4%
(+1.1 p.p. vs 1Q25)

CAGR (SINCE 2023)[1]
11 %

KM's DRIVEN
1Q26
+ 173 MM

1 – Disregards the impact of the intentional reduction in the grain segment and unprofitable contracts;

Bussiness Model

- Specialized Transportation
- High barrier to entry
- Commitment to safety, high level of SLA
- Assets and capex dedicated to execution
- High application of technology
- Long-term contracts (1 to 5 years) customized for each client
- Operations with a specialized fleet
- Operations with our network of affiliates

Services

- Milk run transport for assembly lines
- Transport of wood, ore, and commodities
- Cargo transfer between factories
- Transport of hazardous materials
- Other specialized transport services
- Urban distribution from distribution centers to end customers in cities
- Passenger transportation

New Customers 1Q26

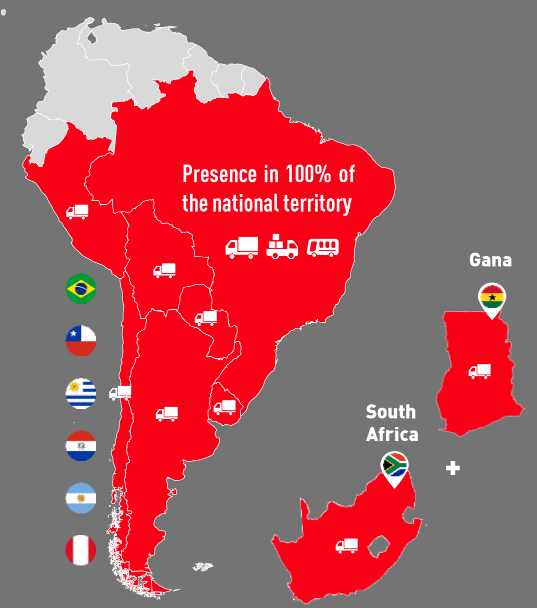
R$ 586 Million Revenue from new contracts

33	New contracts in 1Q26*
26%	New Clients (% of revenue)
74%	Cross-Selling (% of revenue)

New Clients	+3	+1	+1	+3
	Retail	Food & Beverage	Automotive	Others

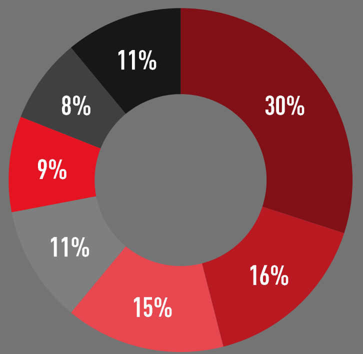
*Contracts cover new clients/contracts and expansion within existing clients/contracts.

Present in 8 Countries



TRANSPORT OPERATIONS
URBAN DISTRIBUTION OPERATIONS
OTHER OPERATING CATEGORIES

Main Sectors (% Gross Rev)



- Food & Beverage
- Pulp & Paper
- Automotive
- Chemicals
- Retail
- Steel & Mining
- Others

1 OPERATIONAL MODELS FOR EACH PROFILE AND NEED

MAINTAINING OPERATIONAL PERFORMANCE AND RELIABILITY

INTERNAL FLEET

GROSS REVENUE 1Q26

R$ 1.4 bi - 2.6% vs 1Q25

EBITDA 1Q26

R$ 238 mi - 9.8% vs 1Q25

Mg. EBITDA: 19.2% (-1.6 p.p. vs 1Q25)

Key Features

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

Example of Operations

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

*Ore transportation operation

*Hazardous materials handling

THIRD PARTIES

GROSS REVENUE 1Q26

R$ 583 mi - 0.1% vs 1Q25

EBITDA 1Q26

R$ 79 mi + 0.6% vs 1Q25

Mg. EBITDA: 16.2% (+0.2 p.p. vs 1Q25)

Key Features

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

Example of Operations

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

INTRALOG JSL

2 COMPANY CREATED WITH THE CONSOLIDATION OF OPERATIONS

JSL AND TPC'S STORAGE, INTERNAL HANDLING AND INTRALOGISTICS OPERATIONS

JSL TPC

1Q26
R$ (In millions)

GROSS REVENUE
R$ 582 mi + 11.1% vs 1Q25

EBITDA
R$ 133 mi + 37.0% vs 1Q25
Mg. EBITDA: 26.6%
(+5.0 p.p. vs 1Q25)

CAGR (SINCE 2023)
18 %

SQMs UNDER MANAGEMENT 1Q26
+ 2.3 MM

Bussiness Model

- Long-term contracts (5 to 10 years): quality and operational efficiency in complex logistics systems.
- High level of technological integration: greater visibility, traceability, and operational efficiency.
- Model with high barriers to entry: efficiency, customization, and capacity to manage complex operations.
- Operations with rented or client-owned warehouses.

Services

- Movement of products and supplies in production plants
- Management of dedicated warehouses, multi-client warehouses, and client distribution centers
- Urban distribution from storage centers operated by us
- Integrated operations with order receiving, checking, preparation, and shipping services, as well as monitoring at all stages
- Accurate, traceable, and efficient management of client inventories.

New Customers 1Q26

R$120 Million Revenue from new contracts

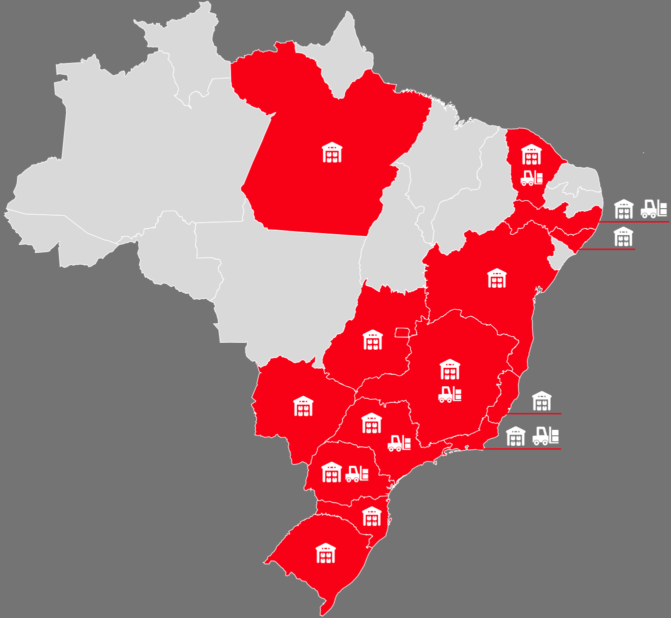
7	New contracts in 1Q26*
33%	New Clients (% of revenue)
67%	Cross-Selling (% of revenue)

New Clients

+1 Food & Beverage

+1 Consumer Goods

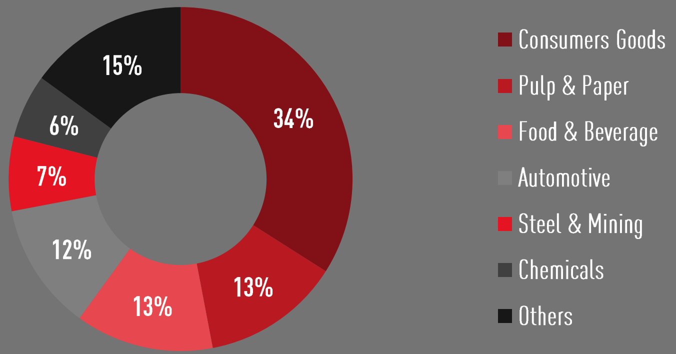
Presence in 14 States



WAREHOUSING OPERATIONS

INTRALOGISTICS OPERATIONS

Main Sectors (% Gross Rev)



* Contracts cover new clients/contracts and expansion within existing clients/contracts.

3 COMPANY DEDICATED TO THE DIGITAL MANAGEMENT OF GENERAL CARGO TRANSPORTATION

JSL DIGITAL

100% OPERATIONS CARRIED OUT WITH INDEPENDENT DRIVERS

TRUCKPAD
Sua plataforma de gestão logística

1Q26
R$ (in million)

GROSS REVENUE
R$ 187 mi + 28.2% vs 1Q25

EBITDA
R$ 15 mi - 2.9% vs 1Q25
Mg. EBITDA: 10.0%
(-3.3 p.p. vs 1Q25)

CQGR (SINCE 2024)[1]
31 %

DRIVERS (Registered)
1Q26
+ 59 Mil

Services

- Fully digitally controlled freight transport with integrated transport management between client, operator, and drivers.
- 100% asset-light operational model.
- Tools for complete transport management, security, and client visibility.

Growth Levers

Risk & Safety Management

Controlled by a centralized platform, it monitors routes and driver safety throughout the country.

Loyalty Program

Loyalty and reward program for the productivity and engagement of partner truck drivers.

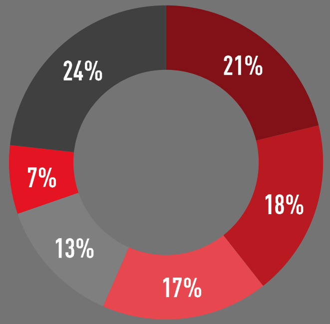
JSL Digital App

Digital platform for quick connection between shippers (cargo) and drivers.

Proprietary TMS

Transportation management system for intelligently optimizing routes.

Main Sectors (% Gross Rev)



- E-commerce
- Automotive
- Food & Beverage
- Consumers Goods
- Steel & Mining
- Others

Launch of the Road to Prizes Program

Thinking about those who drive JSL, we created the Estrada de Prêmios (Road of Rewards), a pioneering loyalty program for our contracted and third-party drivers and fleet owners who add trucks to JSL, with a points system for trips and ongoing benefits.

More than just a points program, it's a tool that contributes to reducing the operational costs of the professionals who support our logistics network.

Benefits Structure:

PROGRESSIVES | FREE | BY POINTS

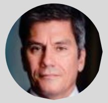
1– CQGR only considers native JSL DIGITAL operations; CAGR, considering migrations of General Cargo operations, is 6%.

PEOPLE THE GAME CHANGER OF OUR BUSINESS.

MAINTAINING OUR CULTURE AND WAY OF SERVING OUR CUSTOMERS.

Board of Directors


Fernando Simões
Chairman


Denys Ferrez
Board Member


Juliana Baiardi
Board Member


Gilberto Xandó
Independent Board Member


Marcelo Castelli
Independent Board Member

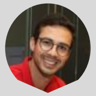
JSL


Guilherme Sampaio
CEO
6 years of JSL


Maristela Nascimento
Controller Director
4 years of JSL


Mauro Cardoso
People and Culture Director
4 years of JSL


Eduardo Pereira
Commercial VP
22 years of JSL


Leonardo Morgon
New Business Director
10 years of JSL


Otavio Fonseca
Digitalization Director
2 years of JSL


Eduardo Nauck
Investor Relations Director
3 years of JSL


Deives Ricardo
Operations Director
15 years of JSL


Thiago Charaf
Operations Director
10 years of JSL

Subsidiaries


Brunno Matta
CEO Intralog
1 month of Intralog


Renato Assessor
Fadel Director
2 years of Fadel


Deneildo Santos
Transmoreno Director
13 years of Transmoreno


Ronaldo Gomes
Rodomeu Director
35 years of Rodomeu


Patricia Costella
Marvel Director
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 Tenure

JSL ENTENDER PARA ATENDER — FADEL, TRANSMORENO, Rodomeu, MARVEL, IC TRANSPORTES, FSJ

+ 19 k Employees
+ 230 Managers

+10 years Average Tenure

INTRALOG JSL — TPC

+ 15 k Employees
+ 100 Managers

+9 years Average Tenure

JSL DIGITAL — TRUCKPAD

+ 60 Employees
+ 5 Managers

+5 years Average Tenure

DEVELOPMENT PROGRAMS

universidade JSL — NOSSA GENTE EM DESENVOLVIMENTO

- +19 K Participants
- +1 Million training hours

CONECTANDO FRONTEIRAS JSL

- 3 Editions
- 27 People Hired
- + 6 thousand training hours

ESCOLA DE FORMAÇÃO JSL

- 3 Editions
- 58 Drivers Hired
- + 38 thousand training hours

Mulheres na Direção JSL

- 17 Editions
- +300 Women Hired
- +80 thousand training hours

NEW CONTRACTS AND SERVICE EXPANSION

DEMONSTRATING OUR QUALITY, EFFICIENCY AND OPERATIONAL SAFETY

SIGNED CONTRACTS

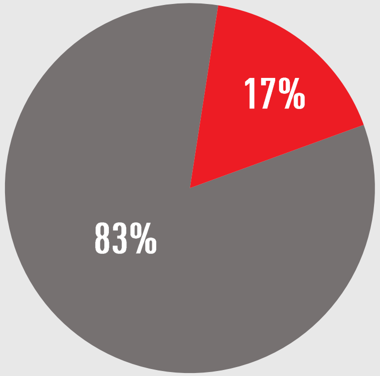
1Q26

R$ 706 mm in contracts with an average term of 35 months, 73% cross-selling

- 29% STEEL & MINING
- 28% CHEMICALS

+9
New Clients

+3 Retail
+2 Consumers Goods
+1 Automotive
+1 Food & Beverage
+1 Chemical
+1 Other



JSL DEDICATED SERVICES · INTRALOG

INTRALOG

R$ 120 mm 67% CROSS SELLING 33% NEW CLIENTS	**R$ 5 mm** ROB ADDED/MONTH AVERAGE TERM: 23 MONTHS

JSL DEDICATED SERVICES

R$ 586 mm 74% CROSS SELLING 26% NEW CLIENTS	**R$ 16 mm** ROB ADDED/MONTH AVERAGE TERM: 37 MONTHS

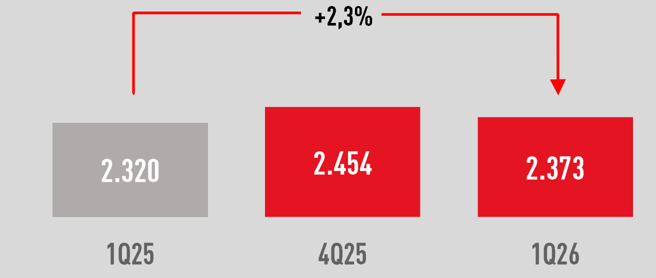
*JSL Digital does not operate on a long-term contract model, due to its business profile.

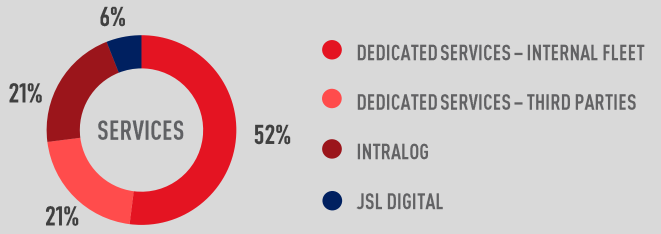
FOR EACH CLIENT, A DIFFERENT JSL

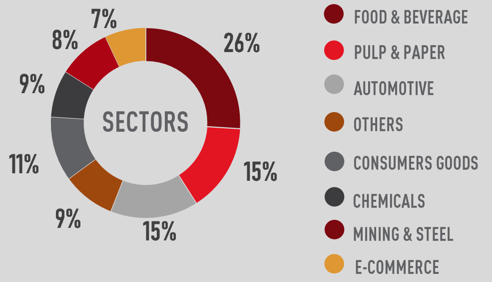
DIVERSIFICATION OF SECTORS AND SERVICES

RESILIENCE IN RESULTS AND BALANCE IN RESULTS

NET REVENUE (R$ mm)

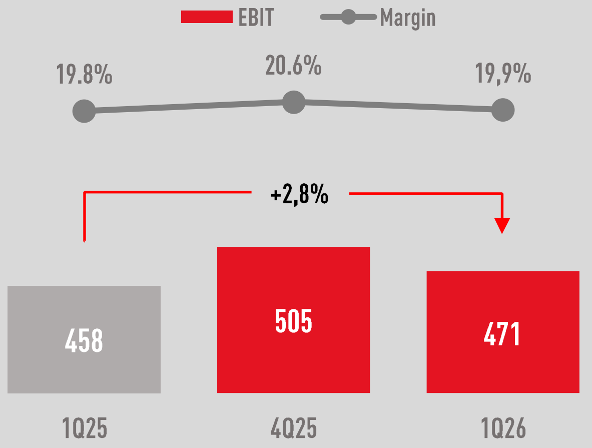




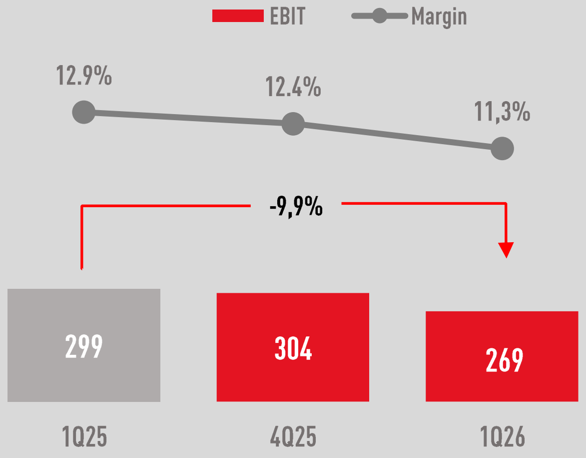


LARGEST CLIENT ACCOUNTS FOR ~10% OF REVENUE, DISTRIBUTED ACROSS MORE THAN 15 ACTIVE CONTRACTS

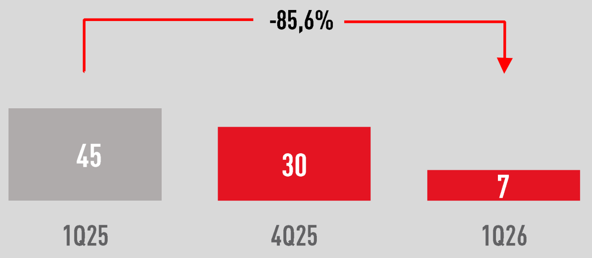
EBITDA Adj.[1/3/4] (R$ mm) | Adj. EBITDA Margin [1/3/4] (%)



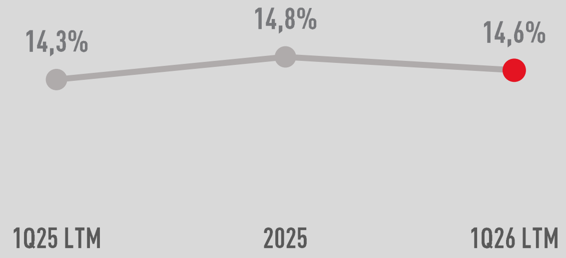
EBIT Adj. [1/2/3] (R$ mm) | Adj. EBIT Margin [1/2/3/4] (%)



Adj. Net Profit [1/2/3] (R$ mm)



ROIC Running Rate (%)



[1]The figure excludes the effect of the write-down of allocated surplus value in the adjusted cost of sale of assets of R$ 6.8 million in EBITDA and EBIT and R$ 4.5 million in net income. | [2]Adjustment of R$ 19.1 million in EBIT and R$ 12.6 million in net income to exclude the effect of amortization of goodwill/capital gains.| [3]Adjustment of R$167.3 million in EBIT and EBITDA and R$134.2 million in net profit related to the replenishment of the S system. | [4]Calculated on net revenue

CREATION OF INDEPENDENT COMPANIES

CUSTOMIZED, RESILIENT SERVICES AND PEOPLE WHO MAKE A DIFFERENCE

JSL – ENTENDER PARA ATENDER

73% of net revenue

NET REVENUE
1Q26

R$ 1,7 bi

-1.8% vs. 1Q25

EBITDA | Margin EBITDA
1Q26

R$ 316 mi -7.4% vs. 1Q25

Margin EBITDA:
18.4% (-1.1 p.p. vs. 1Q25)

CAGR (2023 – 1Q26)[1]

11 %

ROIC

13 %

It remained stable when we excluded revenues from the grain segment, which underwent intentional reduction, and the readjustment of unprofitable contracts. We had growth in the chemical, automotive, and food and beverage segments.

New contracts entered the mining, chemical, and retail segments, which will contribute to growth in the coming quarters.

INTRALOG JSL

21% of net revenue

NET REVENUE
1Q26

R$ 500 mi

+11.0% vs. 1Q25

EBITDA | Margin EBITDA
1Q26

R$ 133 mi +37.0% vs. 1Q25

Margin EBITDA:
26.6% (+5.0 p.p. vs. 1Q25)

CAGR (2023 – 1Q26)

18 %

ROIC

24 %

Growth of 11.0% in Q1 2026, with notable growth in the automotive and pulp and paper sectors.

We also saw new contracts concentrated in the consumer goods, retail, and automotive segments.

JSL DIGITAL

6% of net revenue

NET REVENUE
1Q26

R$ 151 mi

+28,9% vs. 1Q25

EBITDA | Margin EBITDA
1Q26

R$ 15 mi -2,9% vs. 1Q25

Margin EBITDA:
10,0% (-3,3 p.p. vs. 4T24)

CQGR (2024 – 1Q26)[2]

31 %

ROIC

21 %

Growth of 28.9% in Q1 2025, a new avenue of growth driven mainly by the e-commerce and automotive sectors.

It is important to emphasize that this segment has a significant indirect impact from the increase in fuel prices, which has not yet been fully passed on, due to the normal course of customer approval.

1 – Disregards the impact of the intentional reduction in the grain segment and unprofitable contracts; 2 – CQGR only considers native JSL DIGITAL operations, CAGR considering migrations from General Cargo operations is 6%.

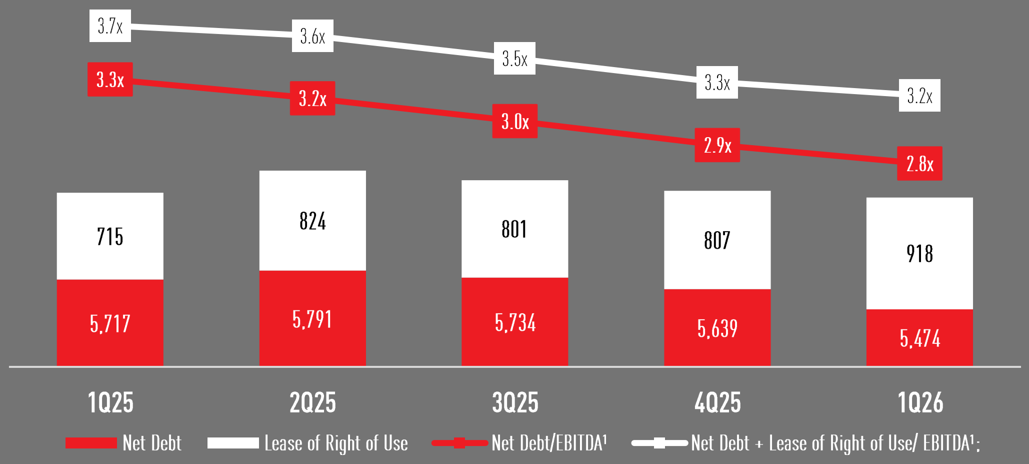
EXECUTION OF THE STRATEGIC PLAN:

CASH GENERATION AND RESULTS SUPPORT DELEVERAGING POTENTIAL

(R$ mm)	1Q25	4Q25	1Q26	
Gross Debt	7.465,0	7.121,9	6.910,8	
Cash and Investments	1.748,5	1.482,4	1.437,0	
Net Debt	5.717,0	5.639,5	5.473,9	
EBITDA LTM[1]	1.732,3	1.959,1	1.969,3	
EBITDA-A LTM	2.203,5	2.380,9	2.215,0	
Financial Indicators – Covenants	**1Q25**	**4Q25**	**1Q26**	**Covenants**
Net Debt / EBITDA-A	2,59x	2,37x	2,47x	Less than 3,5x
EBITDA-A / Net Financial Result	2,75x	2,57x	2,44x	Greater than 2x
Net Debt / EBITDA[1]	3,31x	2,88x	2,78x	N/A

CORPORATE CREDIT RATING

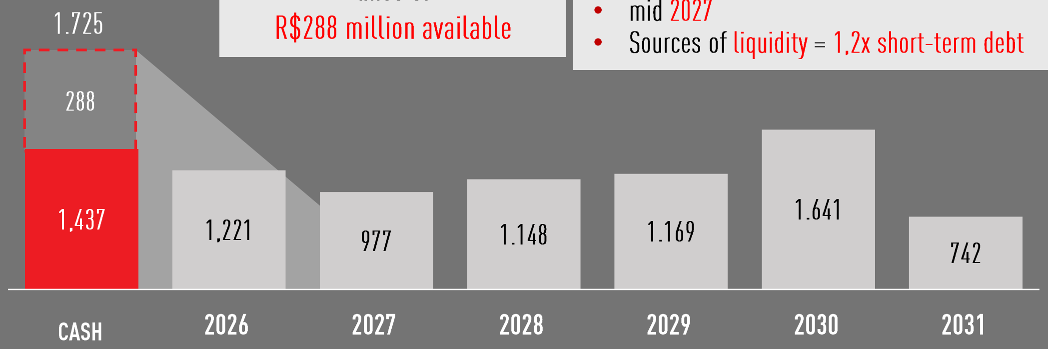
	National	Global	Outlook
MOODY'S LOCAL	AA+.br	-	Stable
FitchRatings	AA(bra)	-	Stable
S&P Global Ratings	brAA+	BB-	Stable



AMORTIZATION SCHEDULE R$ mm

Available committed credit lines of R$288 million available

- Average net debt maturity of 4,0 anos
- Liquidity sufficient to amortize all debt through
- mid 2027
- Sources of liquidity = 1,2x short-term debt



1- Disregards the effects of the Sistema S.

OPERATING CASH GENERATION

ABILITY TO FUND GROWTH

Cash Flow – 1Q26 (R$ mm)

EBITDA	**R$ 297**
Working Capital (+)	+ R$ 84
Cost of Assets Sales (+)	+ R$ 96
Renewal and Other CAPEX (+)	- R$ 18
Income tax and non cash items(+)[1]	+ R$ 155
Operating Cash Flow	**R$ 615**
Expansion Capex (-)	- R$ 18
Post-Growth Free Cash Flow	**R$ 597**
Debt Raised (+)	+ R$ 55
Principal Amortization (-)	- R$ 254
Interest Paid (-)	- R$ 242
Right of Use lease payments (-)	- R$ 97
Payment for company acquisitions (-)	- R$ 0
Dividends paid (-)	- R$ 104
Change in Cash	**- R$ 45**
Cash at the beginning of the Period	R$ 1.482
Cash at the end of the Period	R$ 1.437

1- The replenishment of R$ 167 million from the Sistema S, with no cash effect, is reflected in this line.

Free cash flow after growth of **R$ 258 million**, already including interest payments, lease payments and acquisitions.

R$ 674 million in last twelve months

33,9%

Free Cash Flow Yield

Post-Growth Free Cash Flow LTM

*(Price quotation data and market indicators as of 04/05/2026)

BENCHMARK IN FINANCIAL METRICS

JSL COMPARED TO GLOBAL INDUSTRY PEERS

	JSL	Comparable 1	Comparable 2	Comparable 3	Comparable 4
CAGR (Last 5 years)	25,7%	3,1%	4,0%	-3,5%	2,2%
Growth 1Q26 LTM (Gross Revenue)	+3,8%	0,6%	3,6%	-6,7%	4,7%
MARGIN EBITDA 1Q26 LTM	20,6%	13,3%	14,6%	6,1%	10,9%
ROIC	14,6%	11,2%	8,6%	20,4%	6,0%
EV/EBITDA	4,3x	14,8x	22,6x	21,1x	11,9x
P/E	24,2x	35,9x	57,0x	30,1x	17,3x

1 – Comparisons with market peers, based on 1Q26 UDM, are for informational purposes only and do not constitute investment recommendations or guarantees of future returns. 2 – Data collected on 04/05/2026. Market estimates, not produced or validated by JSL, are subject to change without notice. The company is not responsible for the accuracy of the information. 3 – Names omitted in accordance with best practices of CVM Resolution No. 44/2021. 4 – Comparable logistics companies listed in the United States, selected based on operational similarity and availability of comparable public data. 5 – This presentation may contain forward-looking statements subject to risks and uncertainties. Actual results may differ materially due to factors beyond the company's control.

IRREPLICABLE BUSINESS MODEL

FOUNDATIONS FOR A NEW CYCLE

- A STRATEGY FOCUSED ON PRODUCTIVITY, DIGITALIZATION, AND INCREASING THE PROFITABILITY OF OPERATIONAL ASSETS.
- CONTINUOUS CASH GENERATION CONTRIBUTING TO DELEVERAGING AND REDUCING NET AND GROSS DEBT.
- PROVEN RESILIENCE: CONTRACTUAL PASS-THROUGH MECHANISMS NEUTRALIZED THE VOLATILITY OF THE QUARTER, DEMONSTRATING OUR ABILITY TO ADJUST PRICES WHENEVER NECESSARY.
- THE CUSTOMER AS A PRIORITY — STRUCTURE AND CAPACITY TO CAPTURE MARKET OPPORTUNITIES
- ROBUST CAPITAL STRUCTURE AND DEFINED GROWTH AVENUES FOR THE COMPANY'S NEXT CYCLE.
- APPOINTMENT OF BRUNNO MATTA AS CEO OF INTRALOG, AN EXECUTIVE WITH 25 YEARS OF INTERNATIONAL EXPERIENCE IN LOGISTICS, TO ACCELERATE THE COMPANY'S GROWTH AGENDA.

A FAVORABLE MARKET ENVIRONMENT REINFORCES **JSL'S COMPETITIVE ADVANTAGES** OVER ITS RIVALS, ALONG WITH **CONSISTENT CASH GENERATION** THAT SUSTAINS GROWTH AND ACCELERATES **DELEVERAGING.**

#somos JSL

Q&A

Disclaimer

Some of the statements and considerations contained herein comprise additional information that has not been audited or reviewed and are based on the Company's management's current assumptions and expectations, which may lead to material variations in actual results, performance, and future events. Actual results, performance or events may differ materially from those expressed or implied by such statements due to, among other things, general economic conditions in Brazil and other countries, interest rates, inflation and currency exchange rates, changes in laws and regulations, and general competitive factors (on a global, regional or national basis). Accordingly, the Company's management does not accept responsibility for theconformity and accuracy of the additional unaudited or unreviewed information discussed in this report, which should be independently reviewed and interpreted by the shareholders and market agents who should make their own analyses and conclusions about the results disclosed herein.

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