



Institutional Presentation

Investor Relations
March, 2026





Tegma Overview



Tegma in one slide

WHAT DO WE DO?

- . *Transport;*
- . *Supply chain* management;
- . *Warehousing;*
- . *Packaging* management



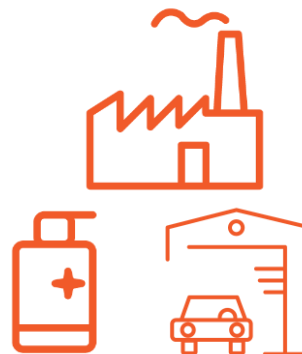
WHAT DO WE MANAGE?

- . Brand new and pre-owned **vehicles**;
- . **Bulk chemicals**;
- . **Home appliance** parts and components;



TO WHOM?

- . *OEMs,*
- . *RACs, dealerships,*
- . *Home & personal care* companies
- . *Glass* manufacturers
- Home appliances* OEM



HOW DO WE DO IT?

- . **2.1 million** m² in yards;
- . **2 thousand** employees,
- . **1.5 thou** auto haulers (**93% outsourced**) and ~100 silo and sider trucks

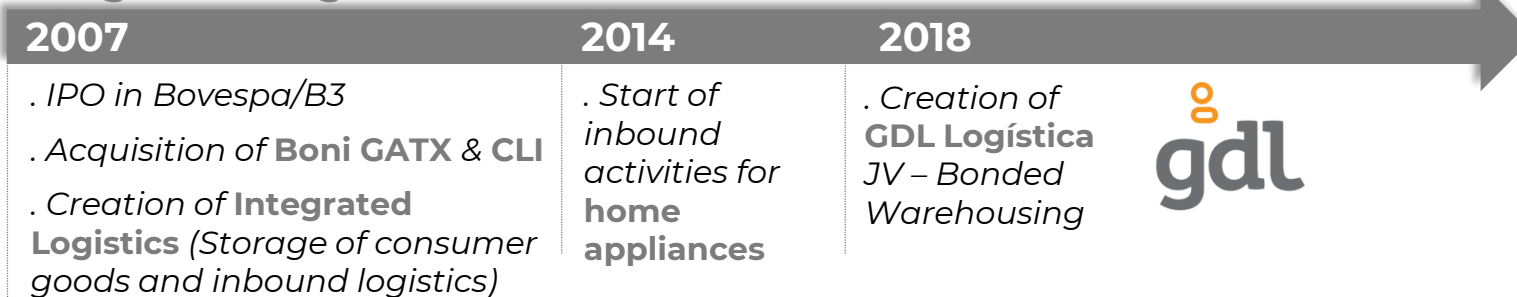


Tegma's timeline

Vehicle Logistics Division



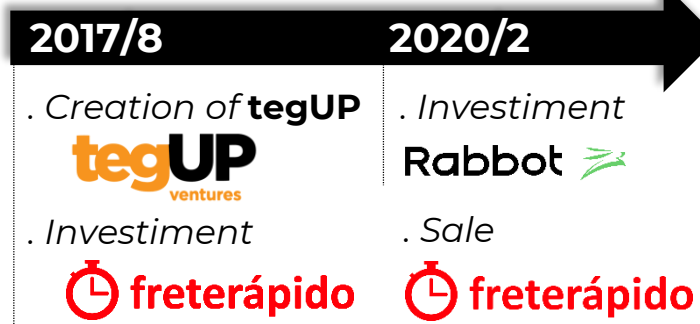
Integrated Logistics Division



Discontinued operations

- . 2004 - 2015 => **Auto Parts Logistics**
- . 2004 - 2013 => **Automotive Auction**
- . 2007 - 2014 => **Commodity Logistics**
- . 2011 - 2014 => **e-Commerce Logistics**

Innovation & transformation





Vehicle Logistics



Automotive market Brazil – Industrial park

Ceará (1)

Horizonte	Comexport
-----------	-----------

Minas Gerais (1)

Betim	Stellantis
-------	------------

Pernambuco (1)

Goiana	Stellantis
--------	------------

Bahia (1)

Camaçari	BYD
----------	-----

Santa Catarina (1)

Araquari	BMW
----------	-----

Paraná (3)

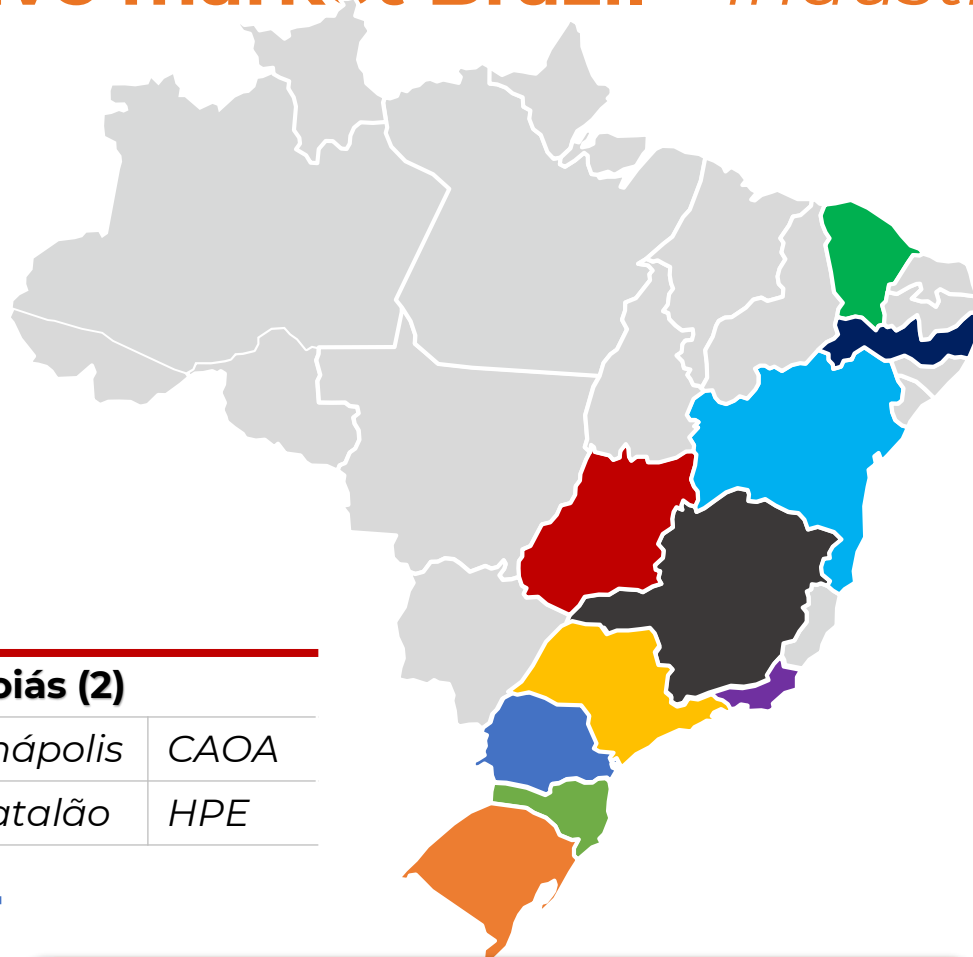
São José dos Pinhais	Audi, Renault, Volkswagen
----------------------	---------------------------

Rio Grande do Sul (1)

Gravataí	General Motors
----------	----------------

Goiás (2)

Anápolis	CAOA
Catalão	HPE



The country has **24** light and commercial vehicles **production plants**

Rio de Janeiro (3)

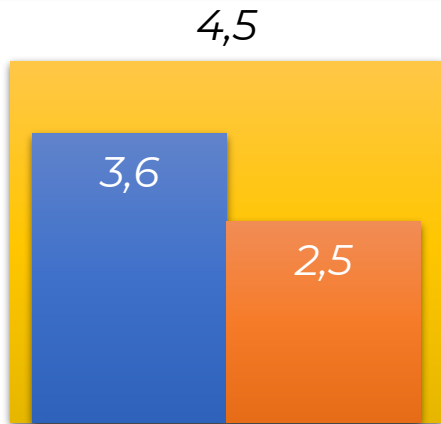
Itatiaia	Jaguar – Land Rover
Resende	Nissan
Porto Real	Stellantis

São Paulo (10)

São Bernardo do Campo	Volkswagen
Taubaté	Volkswagen
Sorocaba	Toyota
Indaiatuba	Toyota
São Caetano do Sul	General Motors
São José dos Campos	General Motors
Piracicaba	Hyundai
Iracemópolis	GWM
Jacareí	CAOA
Itirapina	Honda

The Brazilian automotive market

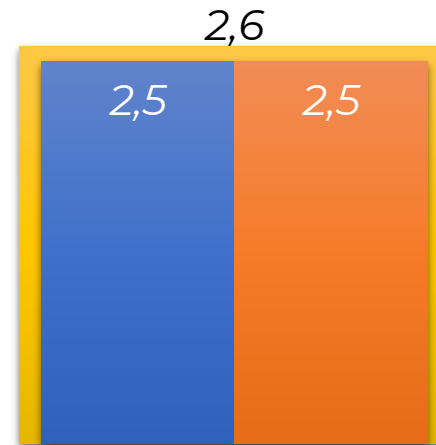
Production capacity (light & light commercial) vs current production (in thousand)



- Installed production capacity¹
- Current production capacity*¹
- Prod. (2025²)

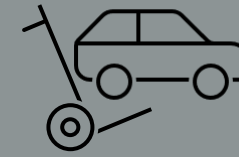
Expected Production for 2025 corresponds to 72% of current occupancy capacity*.

Domestic sales of vehicles in Brazil (in million)

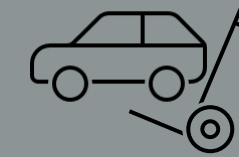


- 2019
- 2024
- 2025

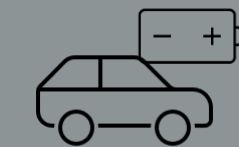
Domestic sales at levels similar to pre-pandemic levels (2019)



Imports: **19%** of total licensing²



Exports: **20%** of production²



Electrified vehicles **15%** of total licensing²



Active fleet **48 million**
Average fleet age **10.9 years (2025)** vs 8.8 in 2015³

* Considering the current configuration of factories, with less than 3 working shifts (mostly);

¹ Source: S&P Global; ² Source: ANFAVEA ³ Source: Sindipeças





Vehicle Logistics

Inherently Complex

Vehicle logistics involves product *complexity* and the *granularity of the destination* in a continental country, combined with the need for *delivery in a short space of time*.





Vehicle Logistics

Inherently Complex

COMPLEX LOGISTICS
EXAMPLE: 5,000 KM
17-DAYS TRIP



Vehicle Logistics

What do we offer our customers?

Services provided



- Transport of brand-new national and imported vehicles;
- Export of vehicles to Mercosur;
- Delivery planning and routing



- Vehicle storage;
- Yard management;
- Automotive services and accessorization.

Main indicators

702 thousand

Vehicles transported in 2025

1,099 km

Average distance traveled in 2025

2.2 million m²

of dedicated yards

24%

*Market share**

* Last 6 years average; distribution of new light and commercial vehicles

Process of Vehicle Logistics

Learn more in the Podcast**:



- 21 OEMs
- 5 ports

1. Pickup

2. Consolidation

3. Distribution

- 1,000 dealerships
- Rental companies

- ✓ Long-term contracts with most automakers that operate in Brazil
- ✓ No take-or-pay or minimum volume clauses (100% variable cost)

- ✓ **Pickup** at OEM's and destined for Tegma Consolidation Yards

- ✓ **PDI** (Pre-delivery Inspection)¹
- ✓ **Yard** and inventory management
- ✓ **Consolidation** of vehicles pre-distribution
- ✓ Load of vehicles of different brands into one truck

- ✓ **600+ service providers** (long term partnership)
- ✓ **100% variable cost**

- Ports
- South America (road)

¹ PDI: inspection and installation of internal and external visual accessories prior to delivery

*Not all flows follow this order, as there are car manufacturers whose shipments are made directly from factories or ports to the final destination.

**Portuguese only

Why do Automakers Outsource Brand-New Vehicle Logistics?

The possibility of mixing *different brands* in a *single truck* allows *productivity* gains (shorter delivery time vs a truck with only one brand) and the charge for customers is 100% variable (R\$/Vehicle/km).



Scale /
productivity



Variable costs



Optimization
of asset usage

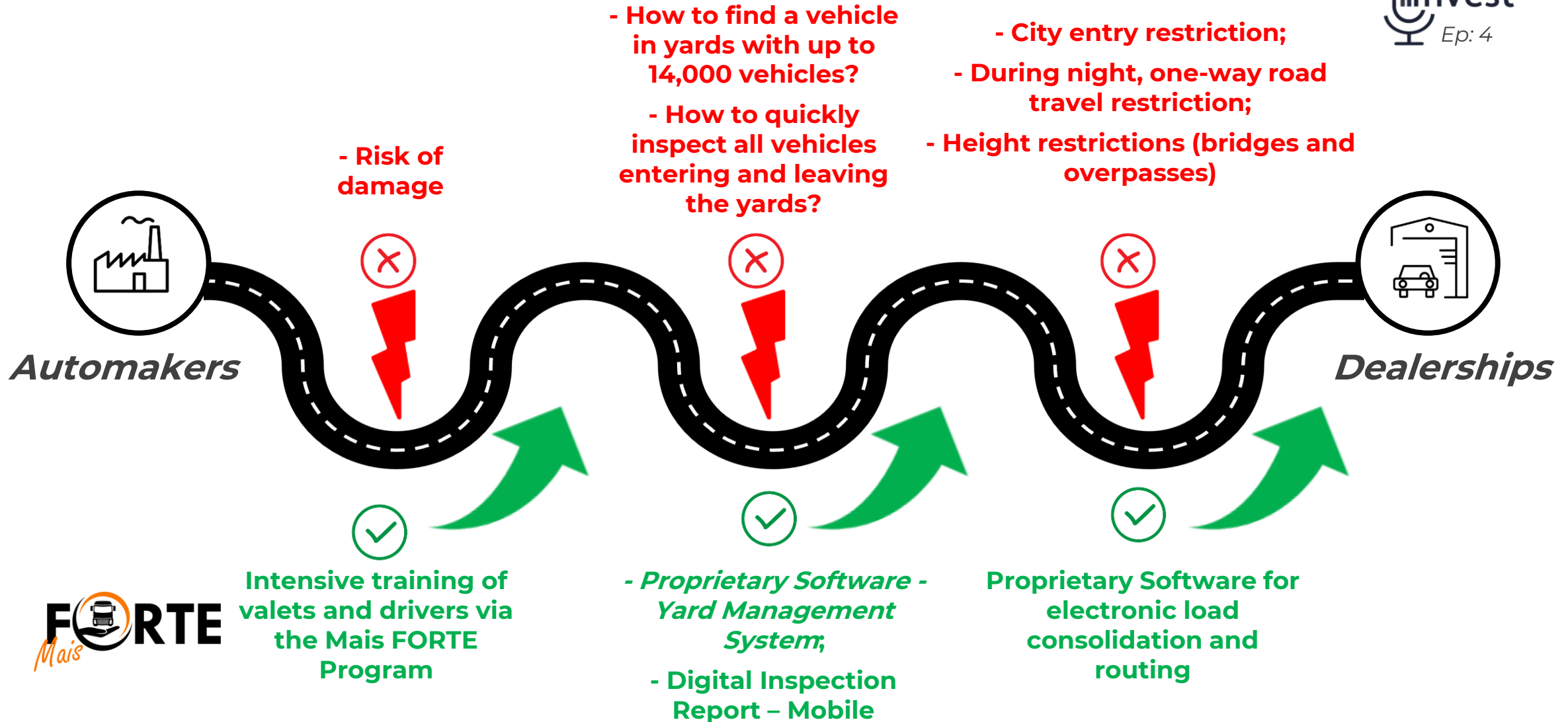


Learn more on
the podcast:



Tegma's Troubleshooting

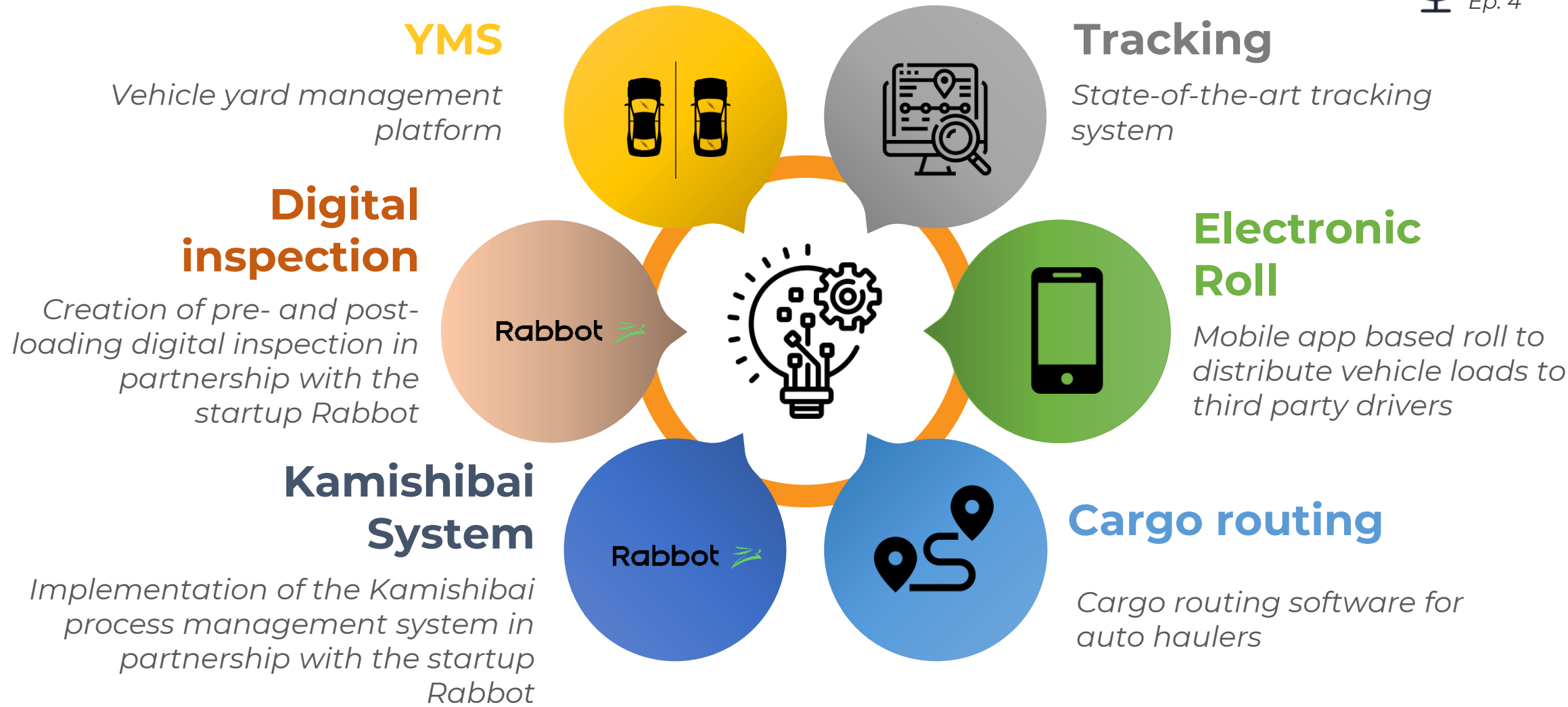
Between a Vehicle's Origin and Destination



Learn more on
the podcast:



Technological innovations in Vehicle Logistics

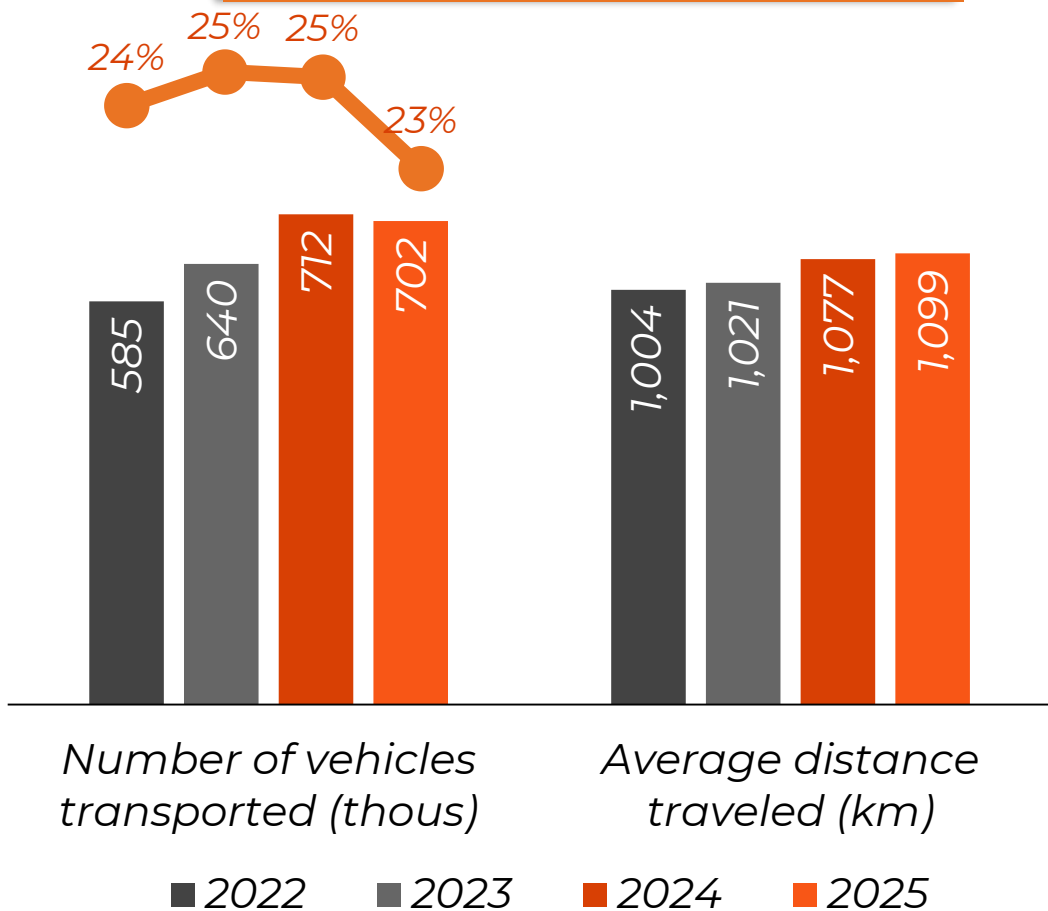




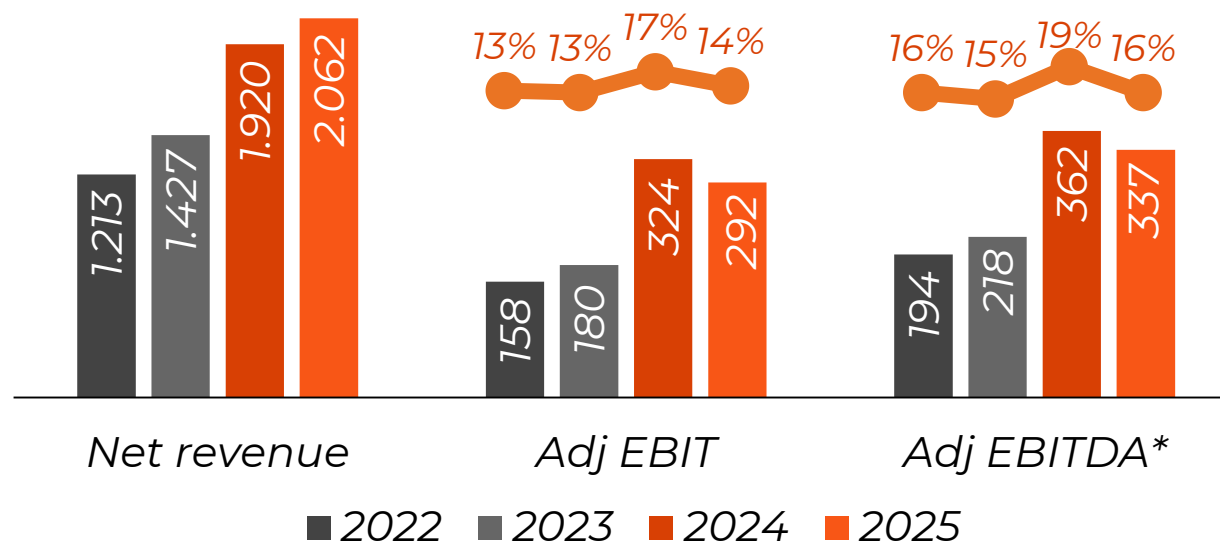
Operational results and indicators

Automotive Division / Vehicle Logistics

Operational indicators



Results (in million)



*2022: Negative R\$1.2M from: Civil contingency (-R\$6.6M) and tax credit (+R\$5.4M)

- Market share based on customer performance – long-term contracts;
- Average distance: dependent on sales distribution by region in the country;
- Asset light business model - margin resilience

¹ Market share calculated based on vehicles transported by Tegma in the period / light and light commercial vehicles sold in the domestic and export markets



Integrated Logistics

Integrated Logistics

Which are the Challenges?

Which are the challenges in supplying the production line of industries?



Suppliers



Downtime risk in the factory



High inventory costs for factory and supplier



Uncertainties as to transporter's availability



Many suppliers in distant places



Lack of scale > productivity



Logistics is not the customer's specialty



Need to invest in packaging



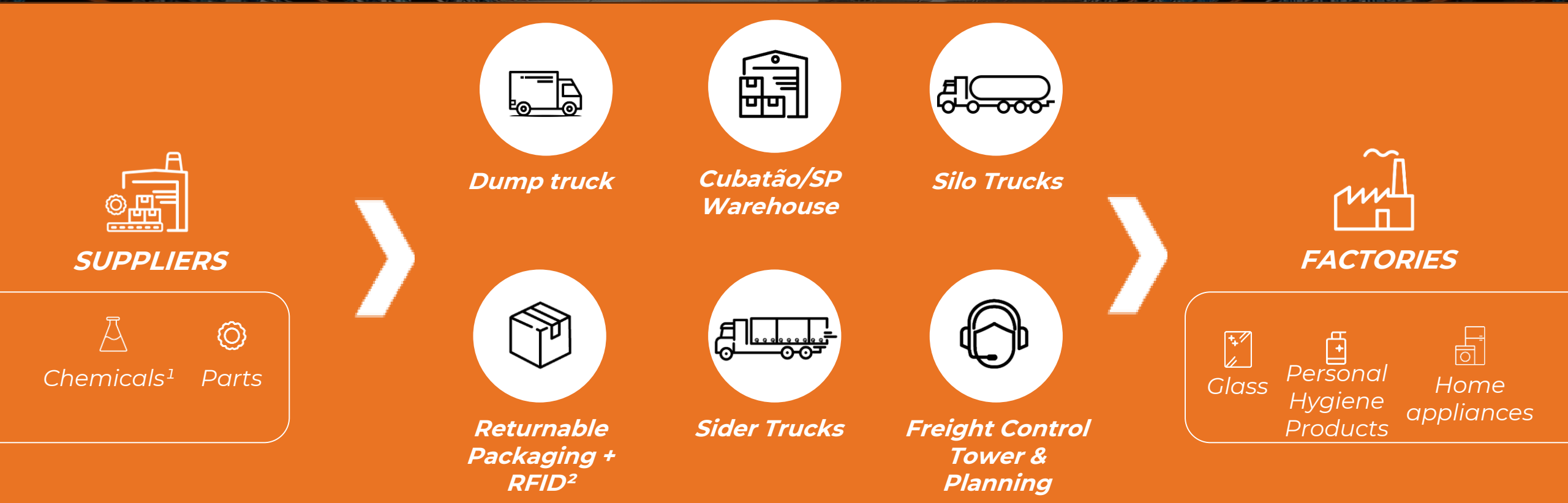
Complex inventory management

Factories



Integrated Logistics

What do we do?



¹ *Chemicals:* Sodium sulfate and soda ash

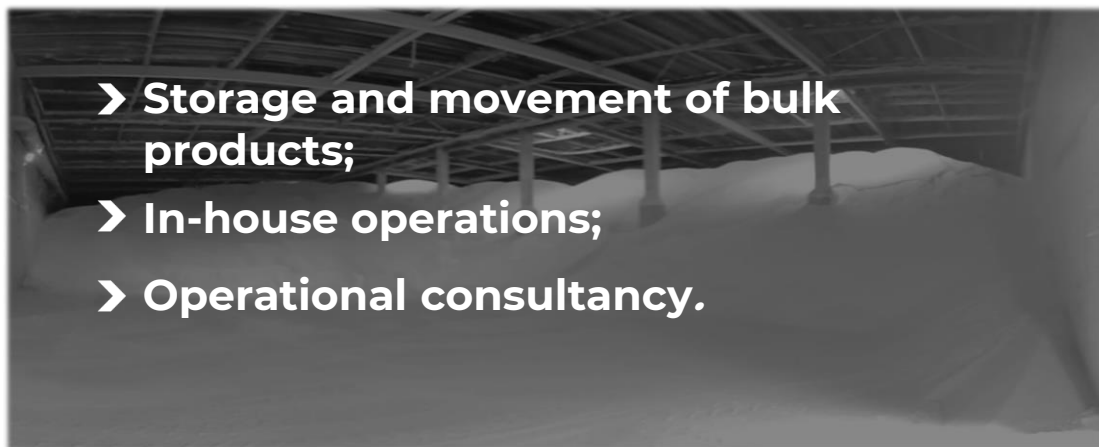
² *RFID:* Radio frequency identification technology, used in the returnable packaging in appliance part logistics operations



➤➤ Chemical Logistics

What do we offer our customers?

Services provided



- Storage and movement of bulk products;
- In-house operations;
- Operational consultancy.



- Backport transport;
- Road transport;
- Supply chain planning and management.

Main indicators

150 thousand tons

Storage capacity

550 thousand tons

in-house volume handled per year

25 thousand tons

Average monthly transported volume.

1,250

Average trips per month



Learn more on
the podcast:



Home Appliance Logistics

What do we offer our customers?

Services provided



- Returnable packaging management;
- Logistics planning;
- Documentation management;
- Monitoring and control via RFID.



- Milk Run Collection;
- Road transport;
- Distribution flow routing.

Main indicators

325 thousand

Active *packages*

1,700

Average *monthly trips*

78

Part *suppliers in 4 states.*

100%

Packaging monitored via *RFID*

➤ Packaging management

Packaging Centers and Hub's process



Packaging management activities:

- Analyze demand/lending from suppliers;
- Control balance at different supply points;
- Control of acquisitions and inventory replenishments;
- Incident management.

PACKAGING CENTER (CUSTOMER'S PLANT)

TEGMA 'S HUB

PR
Curitiba

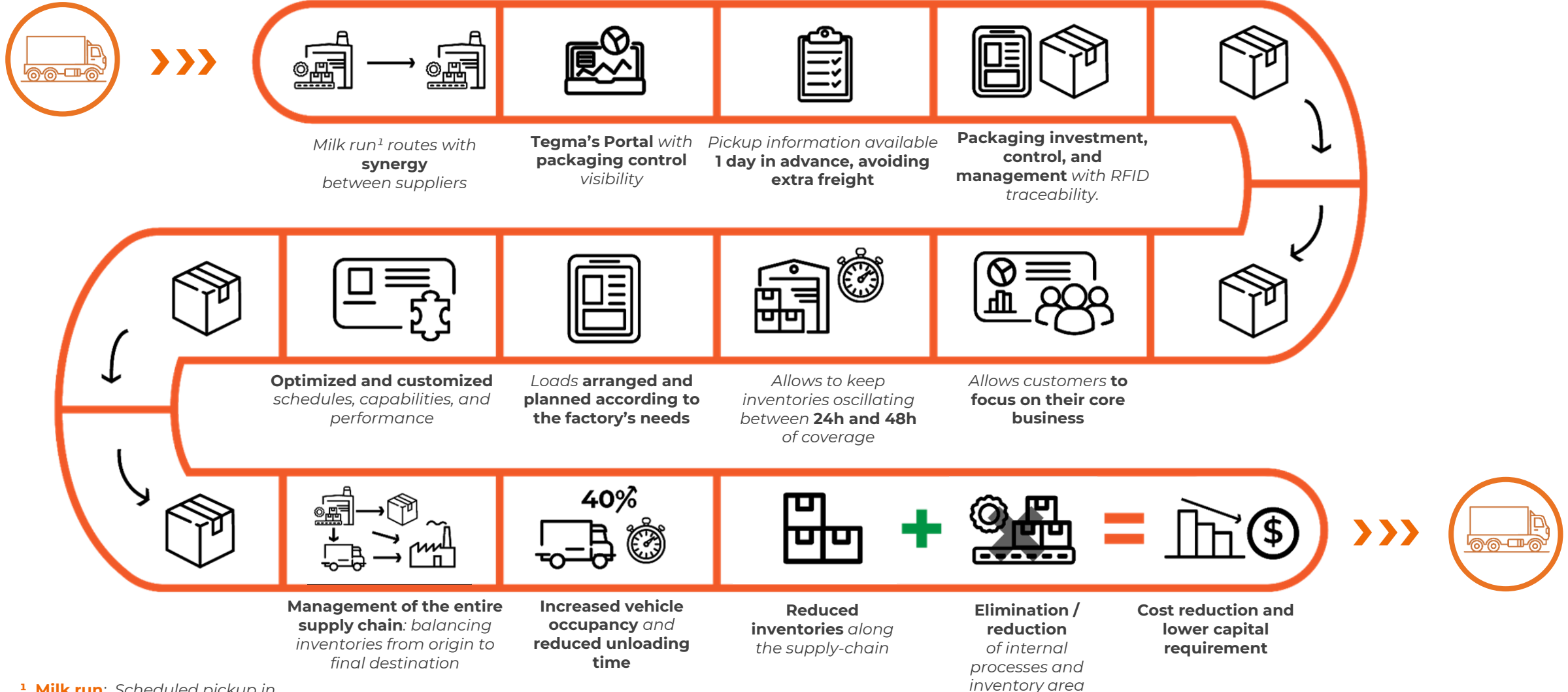
PR
São José dos
Pinais

SP
São Carlos

SP
Agua Vermelha
Itapevi

How do our services

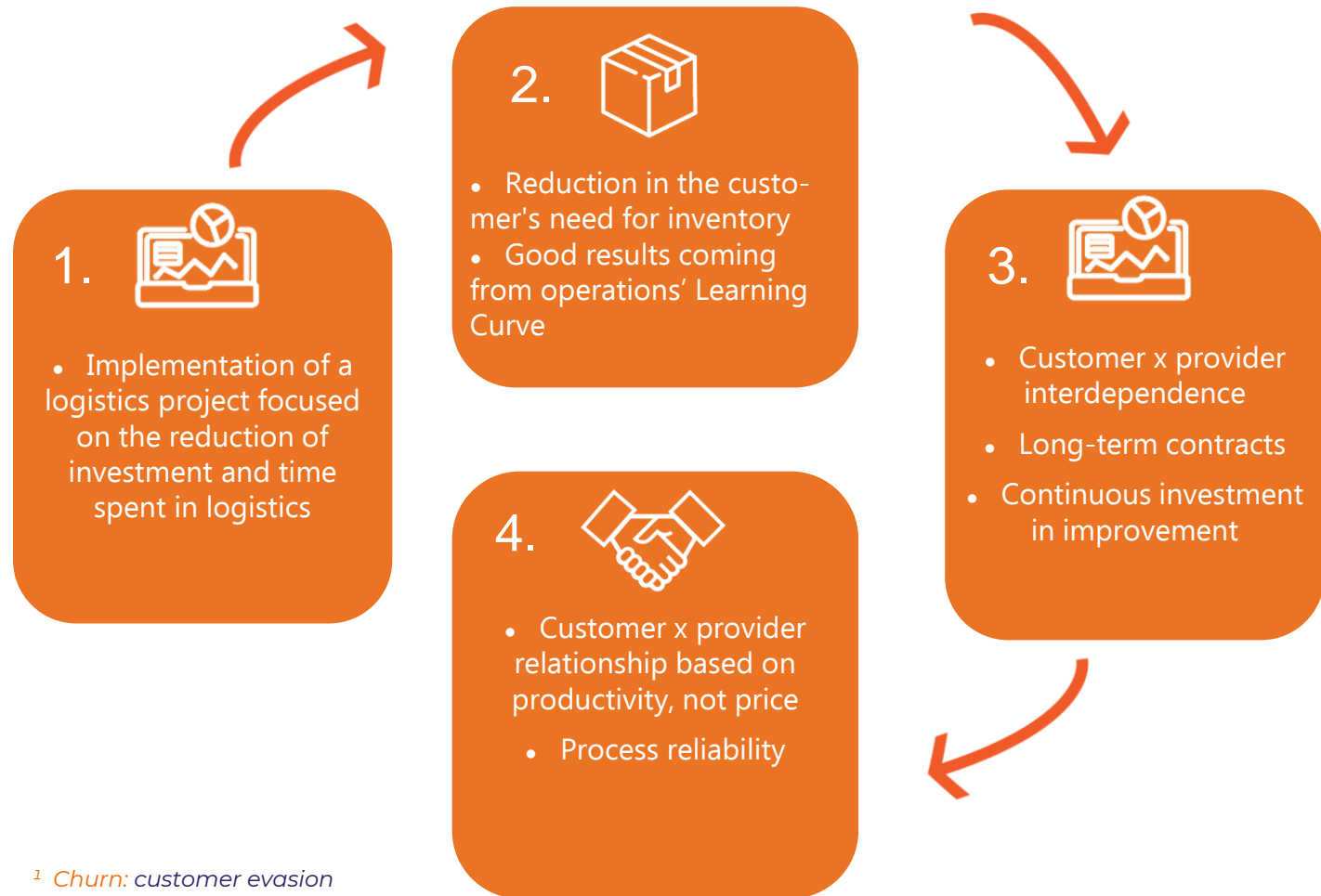
Reduce Costs for the Customer?



¹ **Milk run:** Scheduled pickup in several suppliers on the same trip

Business model benefits

Integrated Logistics



¹ Churn: customer evasion

² Cross-sell: Provision of multiple services to the same client

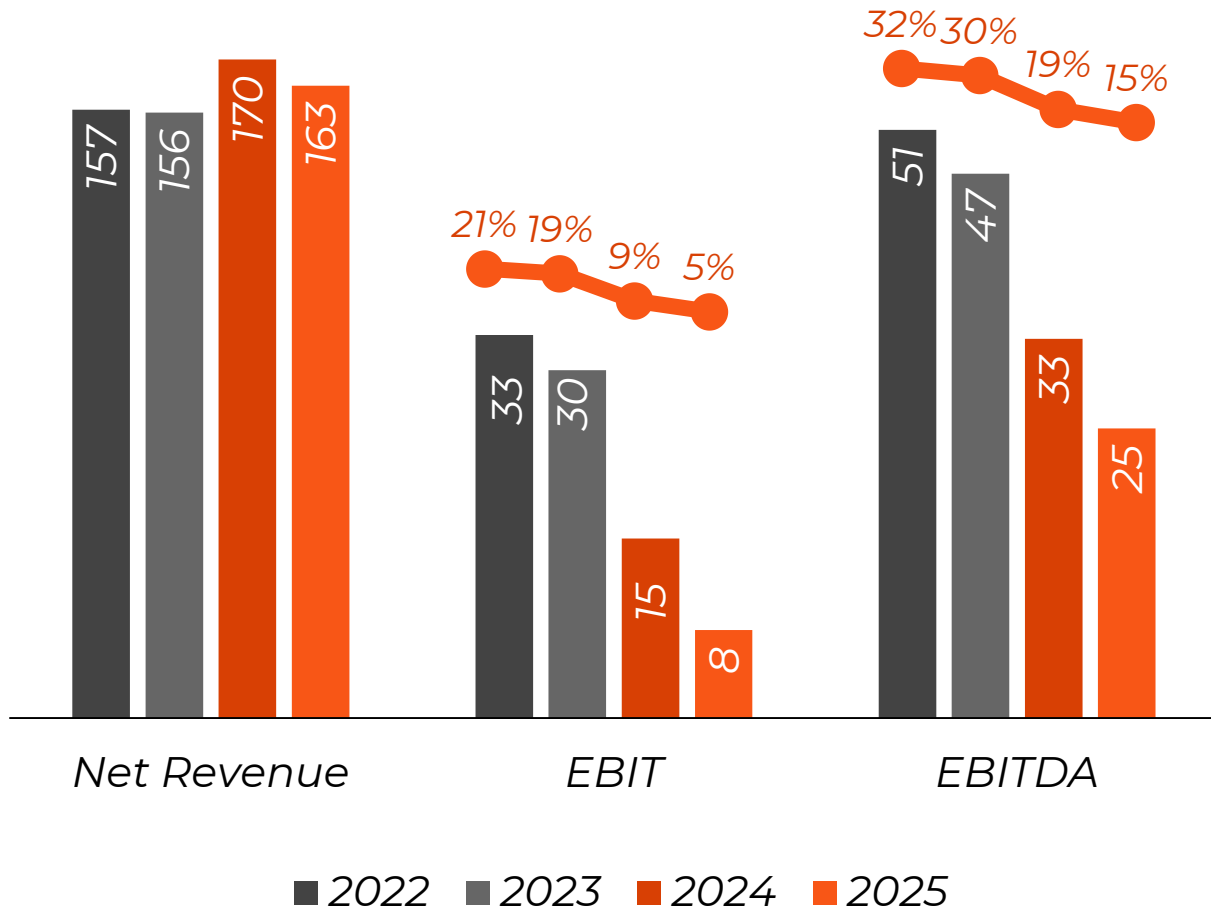
-  **Long-term customer contracts**
-  **Low contract churn¹**
-  **Return on Invested Capital > Wacc + spread (new projects)**
-  **High cross-sell ratio²**



Operational results and indicators

Integrated Logistics Division

Results (in million)



- Long-term contracts;
- Revenue from chemical operations depends on the number of tons of chemicals stored and transported;
- Revenue from household appliances depends on the number of trips and investment in packaging



Other initiatives



Other Initiatives

01 GENERAL AND BONDED LOGISTICS JOINT VENTURE



In February 2018, Silotec and Tegma announced the creation of a Joint Venture for their operations in the State of Espírito Santo, creating GDL, the state's **largest Logistics Center**



Services provided



- Bonded warehousing
- Distribution center
- Yard management (vehicles & machinery)
- PDI – pre delivery inspection

Sectors served



- Electronics
- Pharmaceutical and cosmetics
- Fashion
- Light vehicles
- Heavy machinery

Main indicators

1 million m²

of warehousing, vehicle yard area

50 thousand m²

in bonded and refrigerated warehouses

35 thousand m²

in 3 distribution centers

+500

Direct employees

Differentiators

- Asset-light model
- Diversified client base
- Ability to grow without requiring investment

Certificates & licences

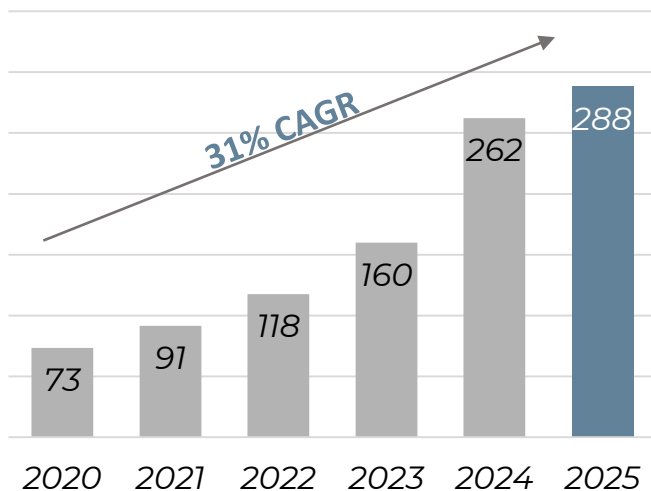


Learn more on the podcast:

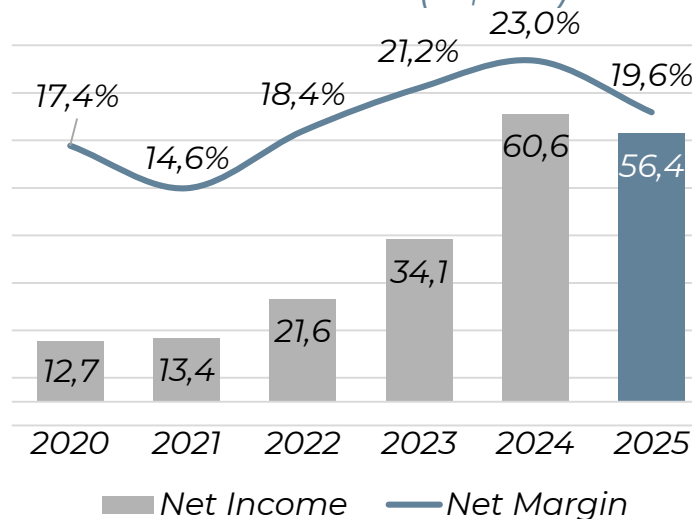


Destques Financeiros

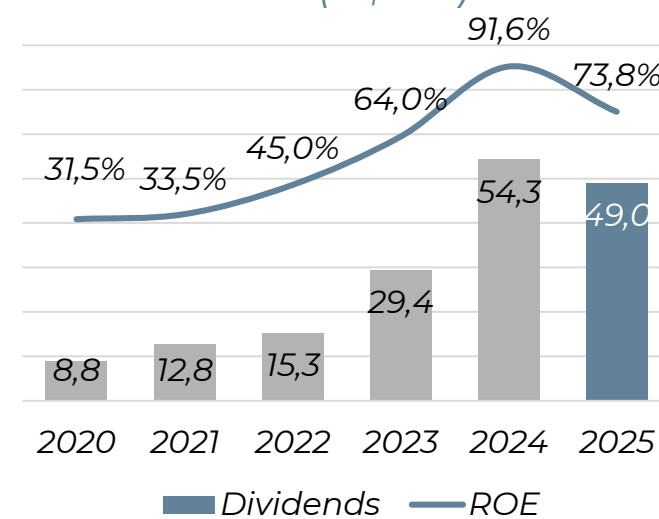
Net Revenue (R\$ mi)



Net Income (R\$ mi)



Dividends (R\$ mi) & ROE



Other Initiatives

02

CORPORATE VENTURE CAPITAL 

Goal: identify and develop startups, through investments or commercial partnerships, to promote and cultivate innovation and technology, generating value and qualities for the business units as well as partners and customers

Learn more on the podcast:



500+ Mapped Startups



51 Proofs of concept



25 startups contracted

Invested startups:

Rabbot 
16% stake

freterápido
Stake already sold



Other Initiatives

Rabbot

**COLLABORATIVE PLATFORM
FOR MANAGEMENT AND
ORCHESTRATION OF FLEET
AND SUPPLY CHAIN
OPERATIONS FOR CARRIERS,
INDUSTRIES AND LEASERS.**

Learn more on
the podcast:



Rabbot's solution: **AUTOMATIONS AND ROBOTS** *CREATED TO SOLVE FLEET PROBLEMS*

Robots working for companies *instead of manual processes,
errors and lack of visibility*

R\$ 20M+

*Investment in
technology*

R\$ 600M+

*return on projects for our
clients*

350,000+

lines of code

4.9 M+

of managed vehicles

36,000+

total users

17 M+

checklists carried out

Other Initiatives

03

LICENSED
VEHICLES
LOGISTICS



Fastline *Logística Automotiva* Licensed Vehicle Logistics (Fastline)

Timeline

2018

Prospection



Tegma identifies a business opportunity

2019

Start



Tegma begins pre-owned transport operations

2020

Startup



Tegma and FastCar merger forming Fastline (Tegma's stake: 83%)

2021

Pre-owned



Focus on the growth of pre-owned vehicle transport

2023

Motorcycles



Pioneering in transporting motorcycles in auto haulers

2025

Buskar.me



Acquisition of Buskarme, specialized in flatbed tow trucks

Licensed Vehicle Logistics (Fastline)

What do we do?

Vehicle Storage



Yards present
throughout the
national territory

Vehicle Transport



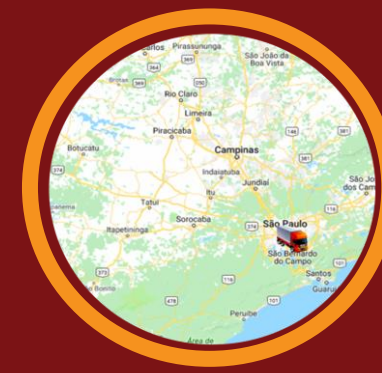
Equipment
available
throughout the
national territory

Vehicle revitalization and accessorization



Agility in services
performed

Management system



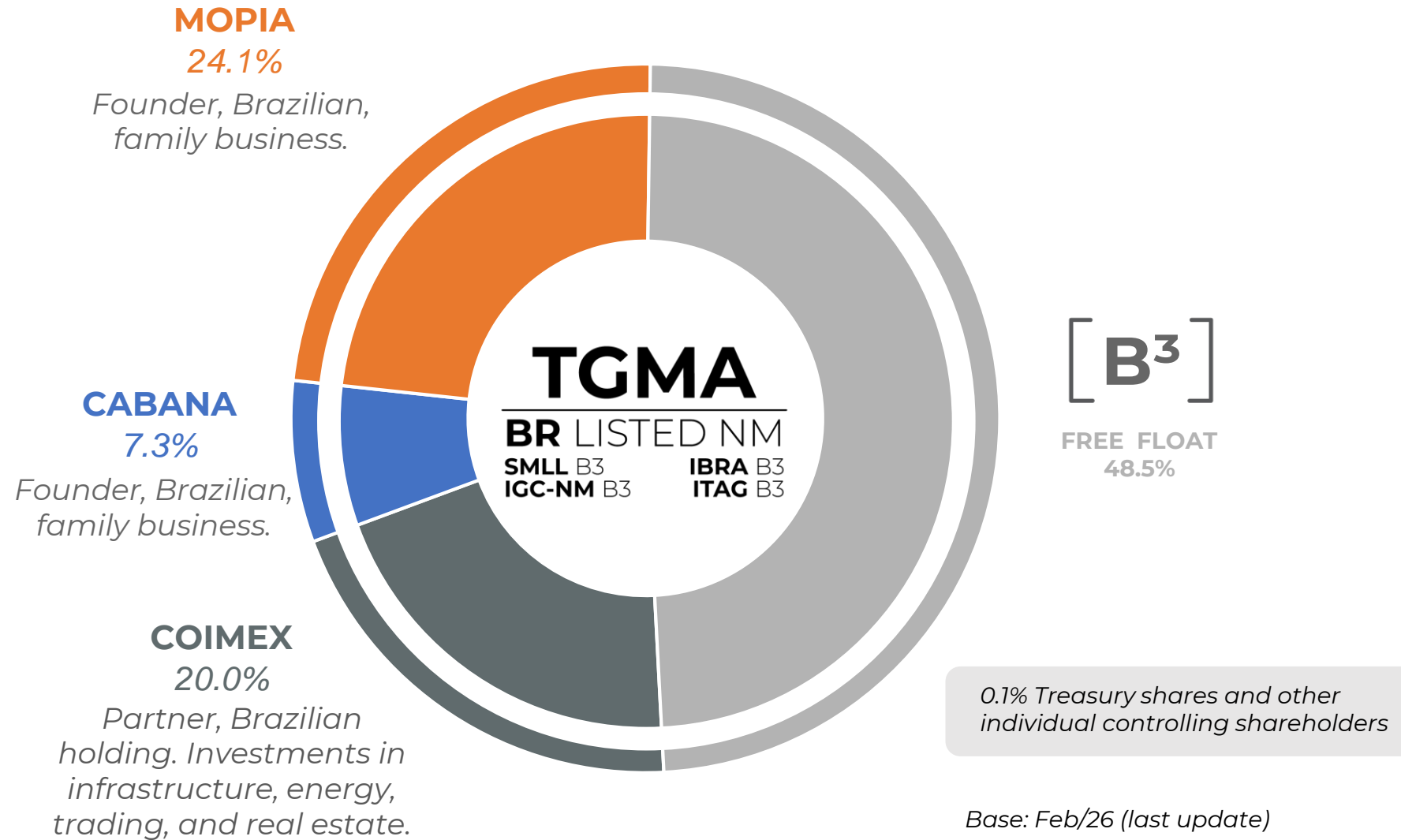
Operational
**Control
System**



Shareholding and Administrative Structure & Governance



Tegma's Shareholding Structure



Corporate structure & Governance

Board of Directors



MURILO PASSOS

Chairman of the Board and independent member



MARIA BERNADETTE COSER

Vice President of the Board



FERNANDO SCHETTINO

Member of the Board of Directors



DÉCIO CARBONARI

Independent member of the Board of Directors



FRANCISCO CRESO

Member of the Board of Directors



ORLANDO MACHADO

Member of the Board of Directors

FISCAL COUNCIL

1/3 member appointed by minority shareholders

AUDIT COMMITTEE

3/3 independent members

MANAGEMENT, PEOPLE & GOVERNANCE COMMITTEE

2/3 independent members



NIVALDO TUBA

CEO



RAMÓN PÉREZ

CFO & IRO



CLAUDIO CASTRO

Vehicle Logistics Officer



RICARDO MOLINA

Operational and Fastline Officer



PAULO FRANCESCHINI

Integrated Logistics Officer



TARCÍSIO FELISARDO

HR Director



CELIA TAKANO

IT Director and Director of tegUP



AMIRA CHAMMAS

Legal and Compliance Officer

Management

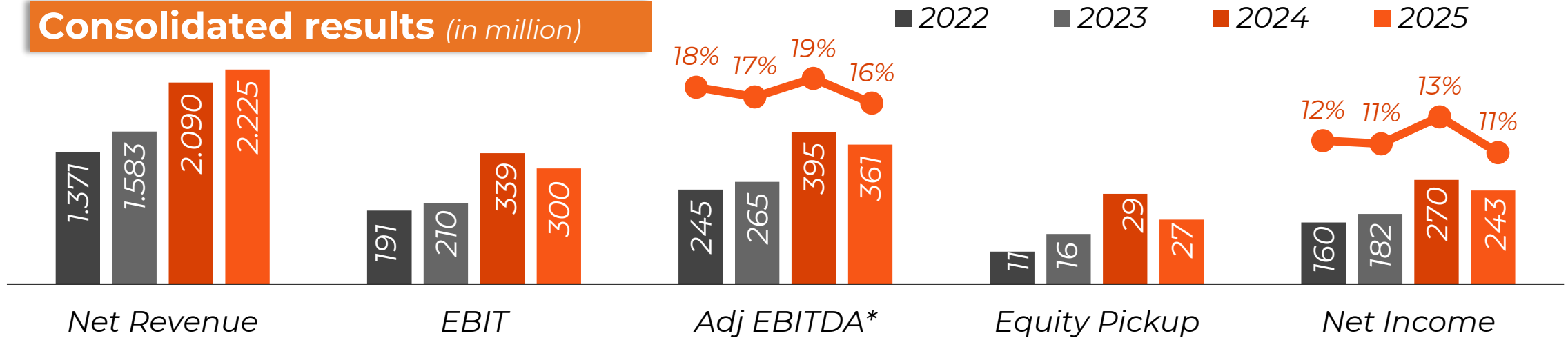


Consolidated Financial Indicators

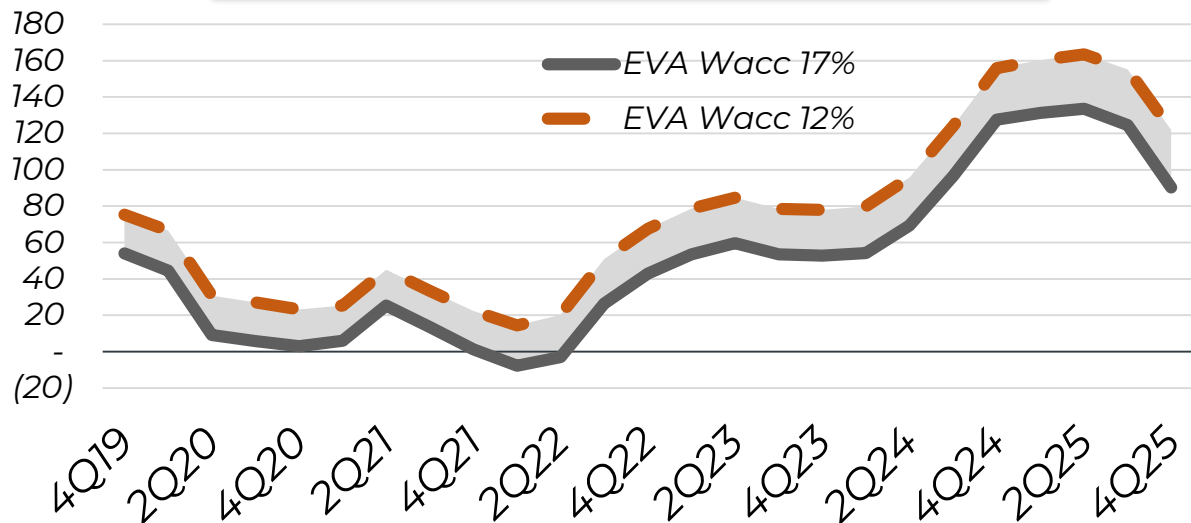


Results & EVA

Consolidated results (in million)



EVA – Added value (in million)



*2022: Negative R\$1.2M from: Civil contingency (-R\$6.6M) and tax credit (+R\$5.4M)

- Equity pickup derives from the company's investment in GDL and Rabbot
- Net Margin reflects operational resilience, combined with financial deleveraging
- EVA fluctuates mainly due to cycles in the automotive industry and their consequences in the Automotive Logistics Division

*EVA considers the WACC range used in sell-side analysts' models..

Cash flow, returns, Dividends and Capital Structure

CAPEX*

2.1-3.3% of net revenue

Trucks, land and improvements

Fixed assets*

~R\$ 320 million

Land/buildings and vehicles

Cash-to-cash cycle*

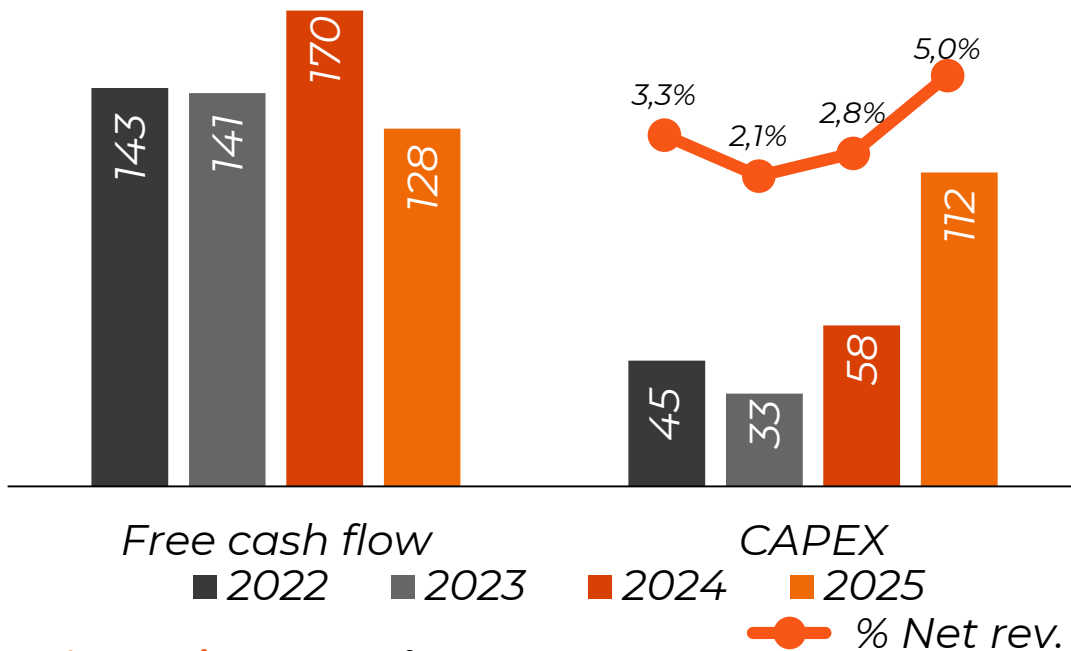
36-44 days

Clients and Suppliers

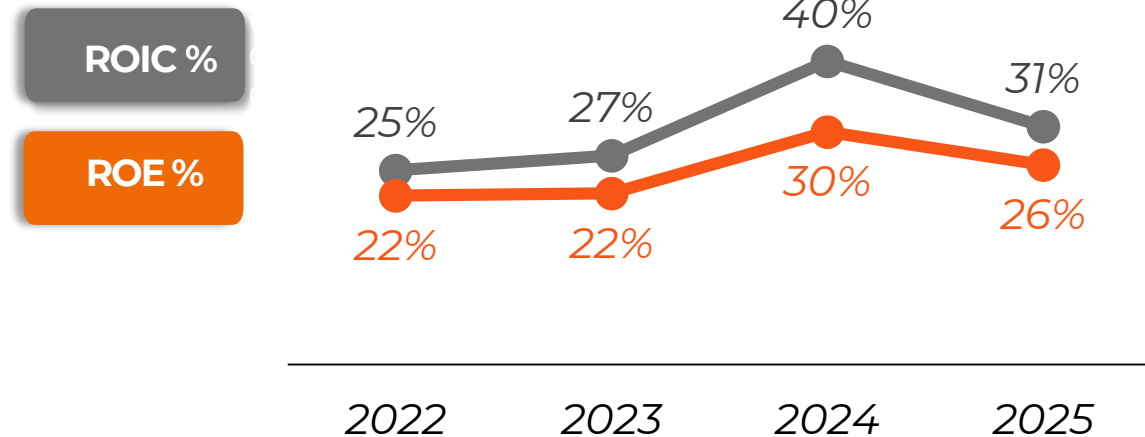
Working Capital*

12-17% LTM gross revenue

Clients and Suppliers



* **Recurring average** from recent years. It is not a prediction of the future



Cash flow, returns, Dividends and Capital Structure

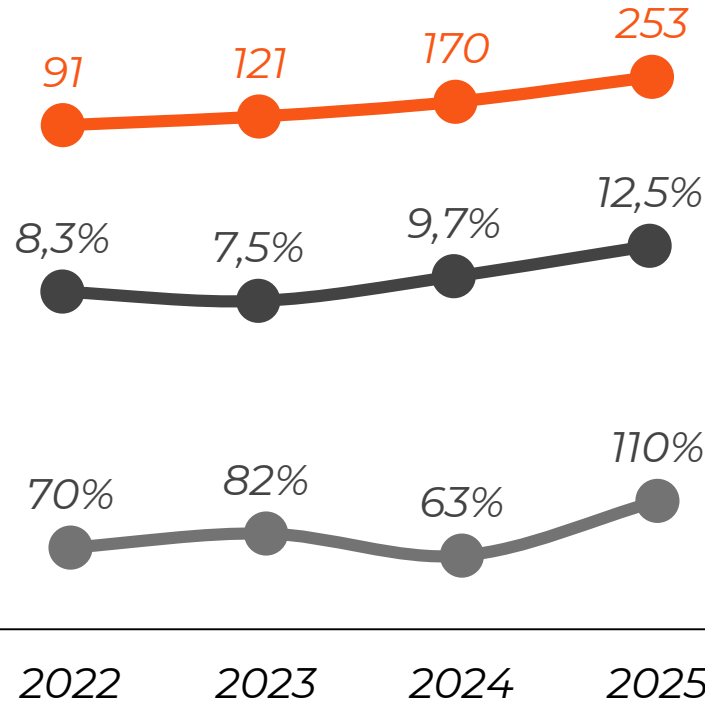
Dividends

Capital Structure

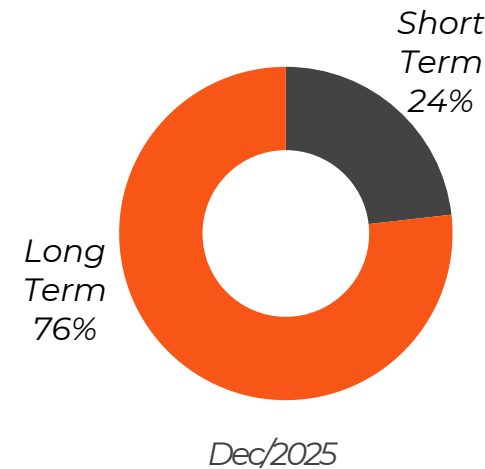
DIVIDENDS
(R\$ MILLION)

DIVIDEND
YIELD %

PAYOUT %



	Dec/24	Dec/25
Gross debt	106	126
(-) Cash	241	114
(=) Net debt	(135)	12



RATING

Fitch
Ratings

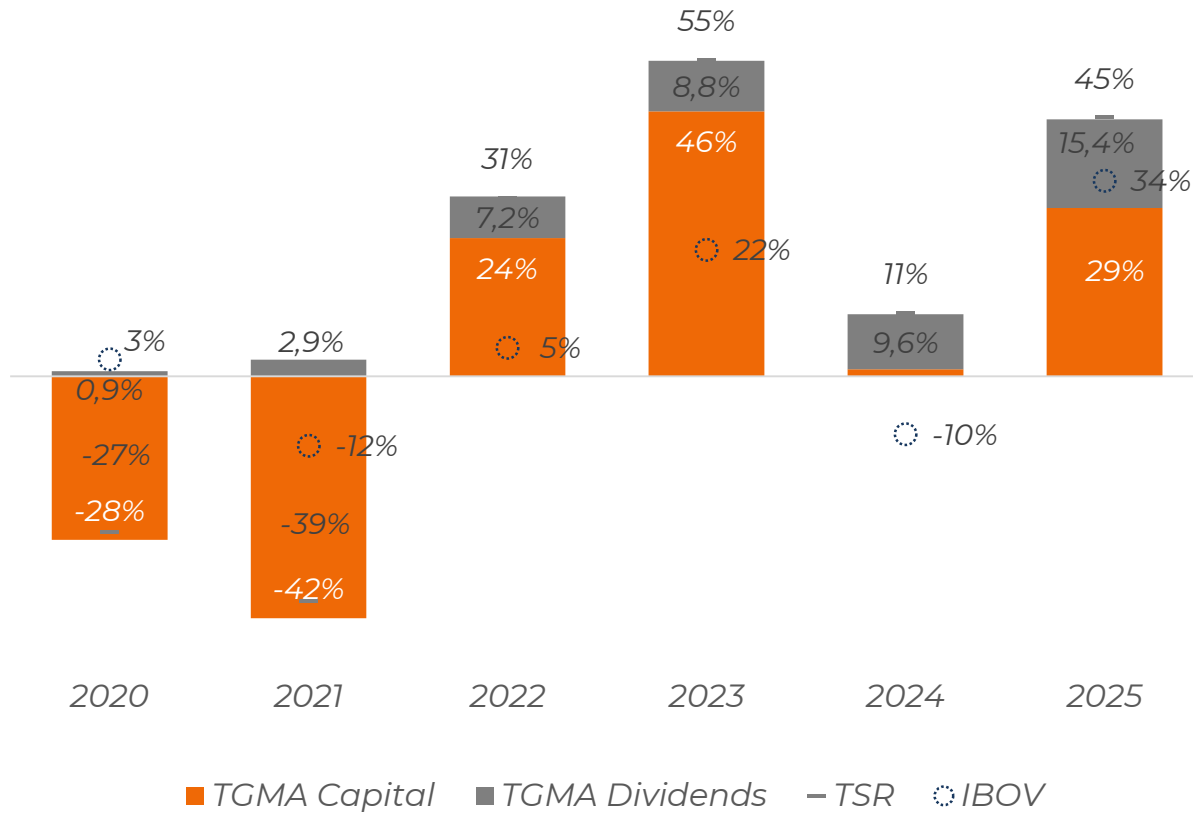
A
Local

Perspective: Stable
Set on:
04/03/2025

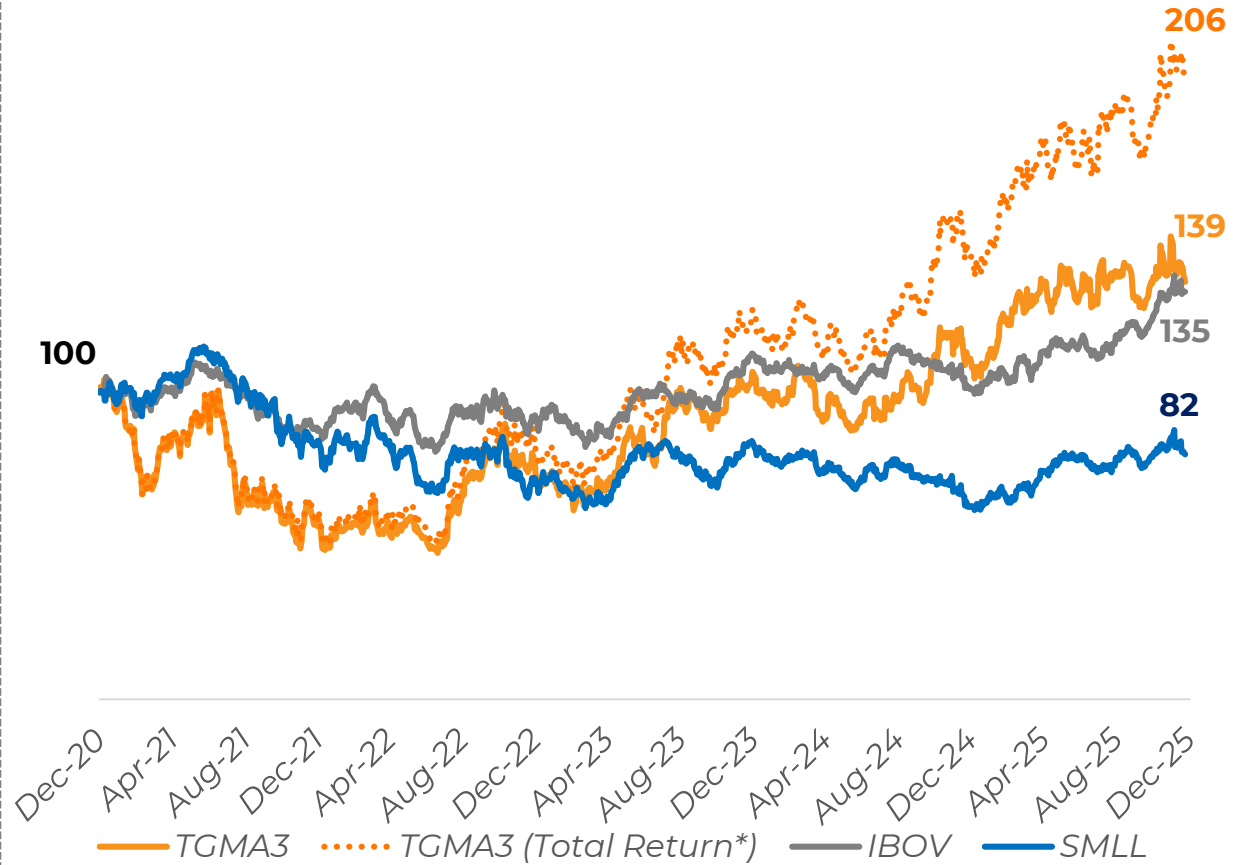
*The Company has a policy indicative of a distribution of at least 50% of net income in Dividends and interest on net equity

Total Share Return

Annual TSR



TSR last 5 years



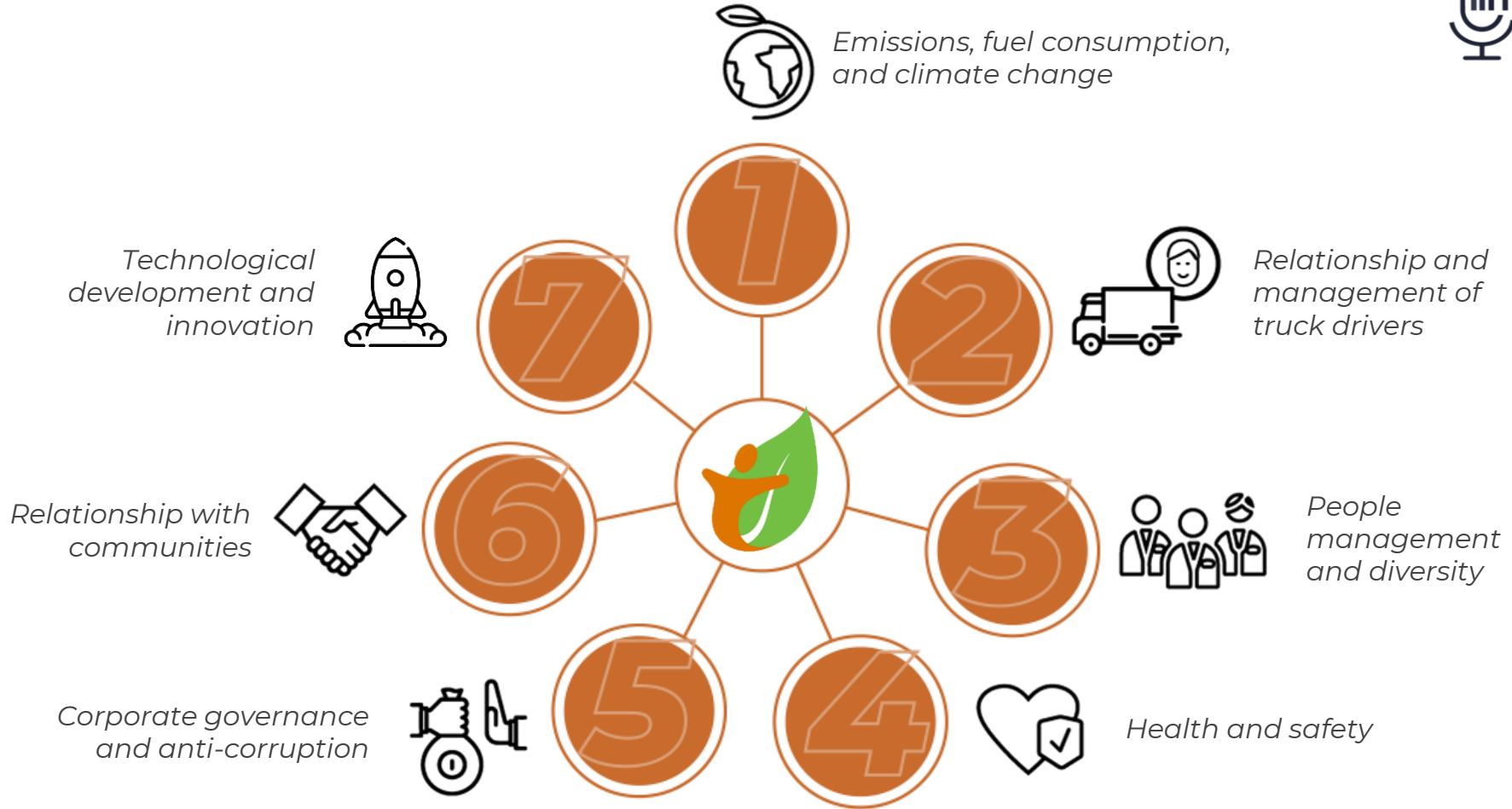


**Environmental,
Social,
Governance**

ESG

Material Topics

Learn more on
the podcast:



Integrated Report

Saiba mais
no Podcast:



[Click here to access \(in portuguese\)](#)



[Click here to access \(in portuguese\)](#)



Material Topics

1

EMISSIONS, FUEL CONSUMPTION, AND CLIMATE CHANGE



➤ Inventory of GHG emissions published in GHG Protocol with Gold stamp (2019-2022)



➤ Creation of a more efficient road chemical carrier with less environmental impact for bulk powder transport



↓ 10.6% CO2 emissions
 ↓ Fuel consumption
 ↓ Accidents

➤ Load routing software for car hauler trucks that optimizes travel and reduces idle equipment capacity

➤ Steam cleaning system for chemicals trucks

↓ +90% reduction in water consumption
 ↓ Reduction in effluents with chemical products



↑ Optimizes occupancy in car hauler trucks
 ↑ Better use of Multibase Loads

Material topics

2

TRUCKER RELATIONSHIP AND MANAGEMENT



- Relationship program with a reference truck driver in the market (Mais Forte): training, awards, accident monitoring and communication.



- FORTE Portal: communication channel for Tagma transporters, accessible via cell phone, computer and tablet (as long as there is internet access)
- Lectures given train and qualify drivers in: Safe driving; drugs, alcohol and STDs; between others

Material topics



PEOPLE MANAGEMENT AND DIVERSITY



➤ *Non-statutory Management, People and Governance Committee.*



➤ *Nossa Gente Diversity and Inclusion Program, with the aim of implementing a culture of diversity, inclusion and equity.*



➤ *Fica Bem Program, with assistance from highly qualified professionals in the most diverse areas, at no cost to employees and dependents.*



➤ *Empresa Cidadã program adept, which extends maternity leave to 180 days and paternity leave to 20 days.*



➤ *Competitive benefits package and partnership with educational institutions for training and improvement of employees.*



ESG

Material topics



HEALTH AND SAFETY



- Quality, Health, and Environment Department responsible for preventing and monitoring accidents involving employees and third parties
- Accident reduction program implemented



CORPORATE GOVERNANCE AND ANTI-CORRUPTION



- Committees and boards with independent members appointed by minority shareholders.
- Anti-corruption, related-party transaction policies.
- Compliance, Risk Management and Internal Controls areas implemented; Audit Committee with two independent members

Investor Relations tools

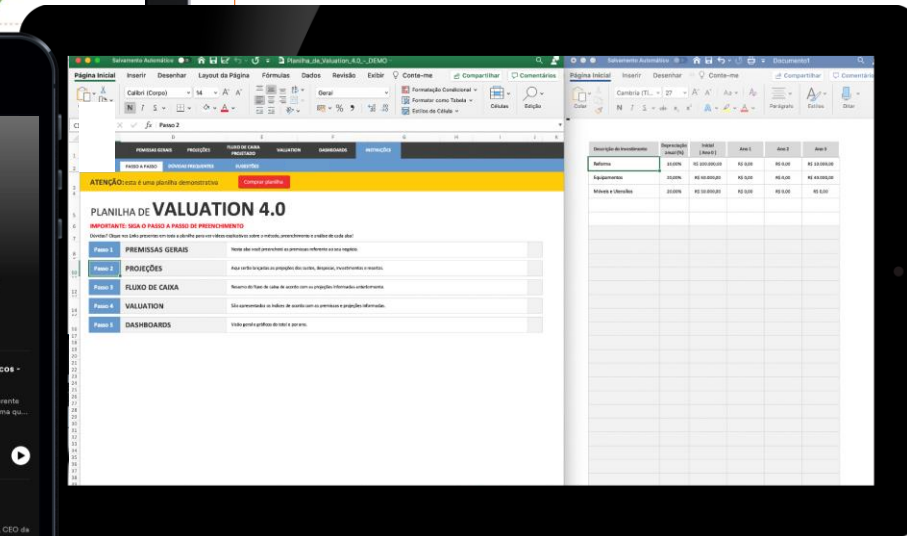
HISTORIC FINANCIALS

Excel file with indicators, explanatory notes and quick analysis tabs **(most complete on the market)**



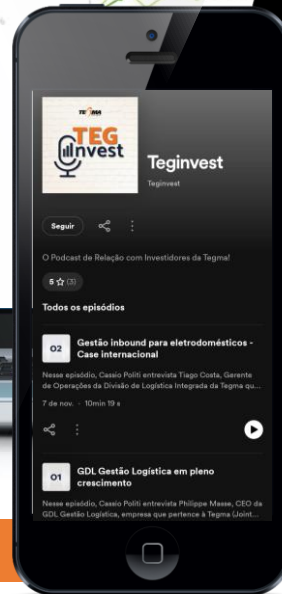
VALUATION GUIDE

Instructions on how to set up a Tegma valuation model.



TEGINVEST PODCAST

Podcast that seeks to clarify non-trivial points for Tegma investors.



OTHER

Youtube chanel
WhatsApp Business



Tegma's IR Team

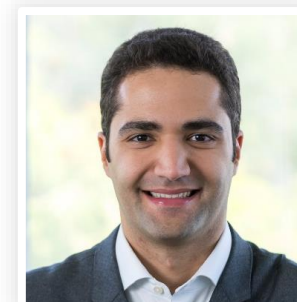
**RAMON
 PEREZ**

*CFO and
 Investor Relations Director*
 ri@tegma.com.br
 +55 11 4386-2532



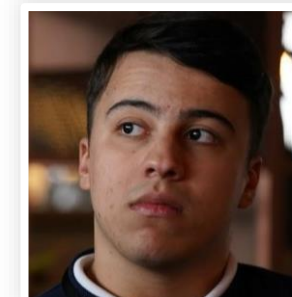
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 NUNES**

*Investor Relations Executive
 Manager*
 ian.nunes@tegma.com.br
 + 55 11 4397-9423



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Investor Relations Analyst
 Leonardo.santos@tegma.com.br





Thank you

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