

# TUPY

## 2025 Results



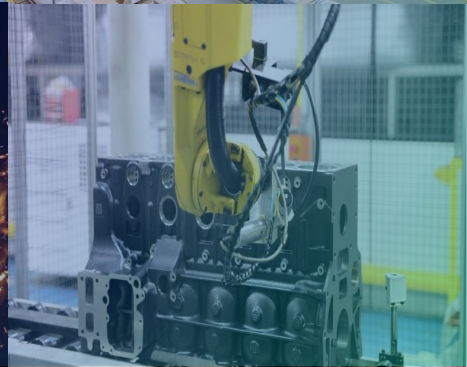
# CEO's MESSAGE

## Impact of external factors

- Lower production and sales volumes
- Fixed-cost dilution and operational performance

## Execution of the Strategic Agenda

- Ongoing capacity-optimization project
- Capital allocation and operating cash generation: R\$ 915 million
- Cost and expense reduction: R\$ 300 million
- New Business: growth and margin expansion



# RESULTS IMPACTED BY EXTERNAL FACTORS

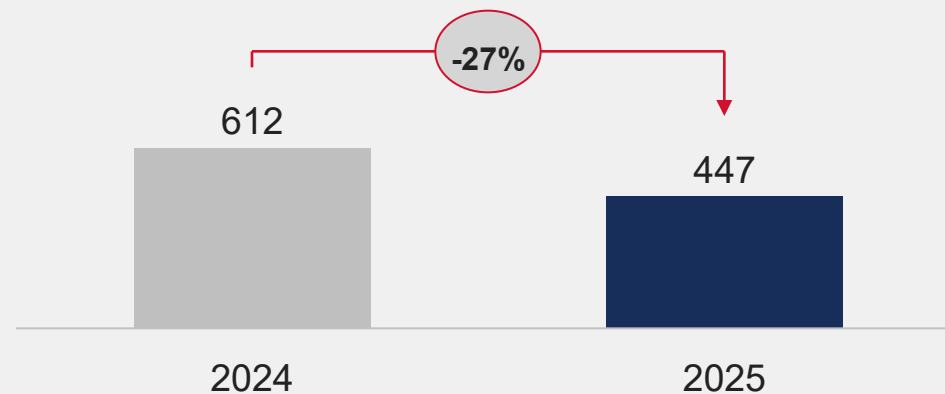


- Geopolitical and commercial **uncertainties**
- **Postponement of emission regulations (EPA27)**, trigger for pre-buy and fleet renewal;
- Fleet-owner profitability affected by **overcapacity**

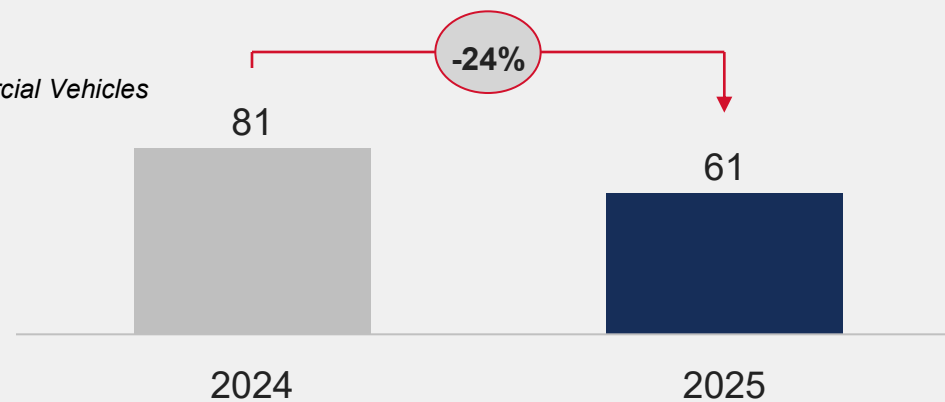


- Impact from **interest rates and delinquency**
- Agribusiness **performance**.

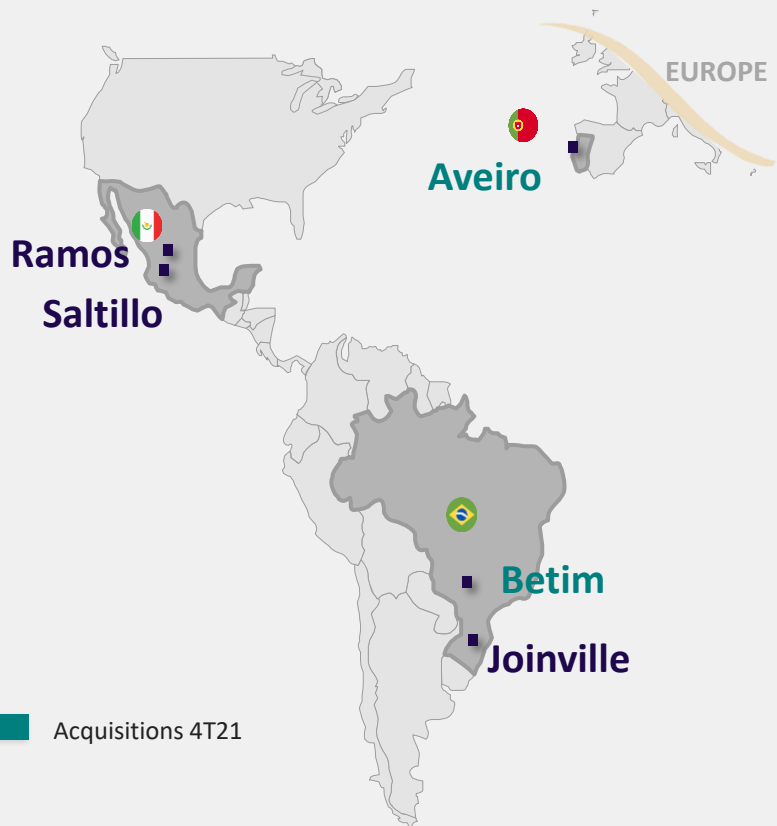
Production  
['000 units]  
Classes 5-8



Production  
['000 units]  
Heavy Commercial Vehicles



# REDIRECTION OF THE FOOTPRINT REVIEW STRATEGY AND PRODUCTION ALLOCATION



- Apr. 24**
  - Launch of the **structural capacity reduction and flexibility initiative (expected to be completed in 2025)**
- Dec. 24**
  - **R\$ 145 million** in investments in fixed assets and inventories
- Apr. 25**
  - **Reassessment of the strategy and redirection** of the original project
    - Geopolitical factors
    - Customer demand (regional content / USMCA)
- 2026**
  - **Project completion**

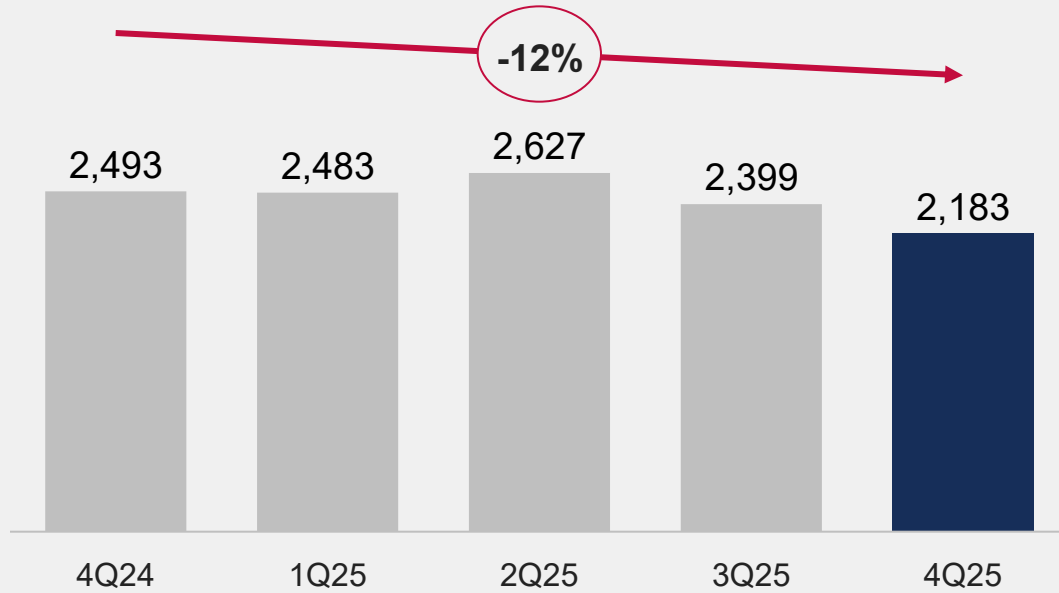
**Cost impact from underutilization and deferred benefit realization**

# REVENUE [M BRL]

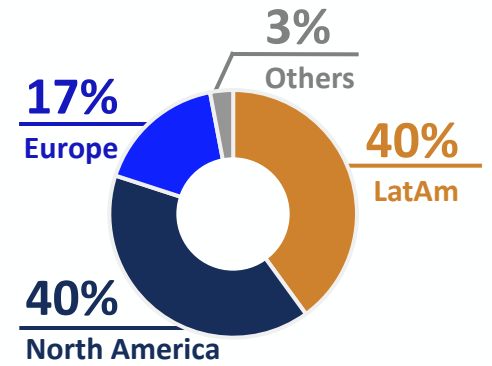
37%  
DM



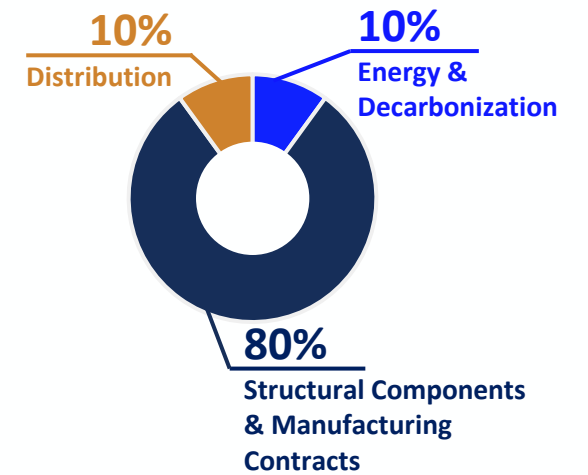
63%  
FM



## Source [% Revenue]

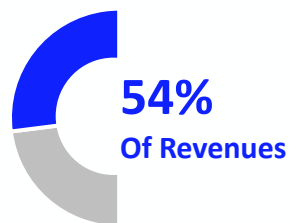


## Segments [% Revenue]

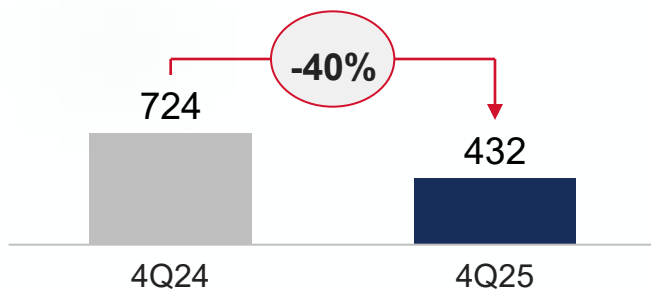


# STRUCTURAL COMPONENTS & MANUFACTURING CONTRACTS

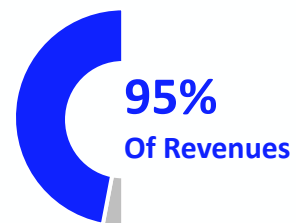
## Domestic Market



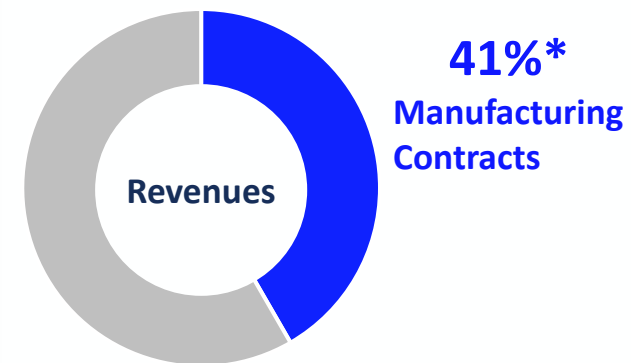
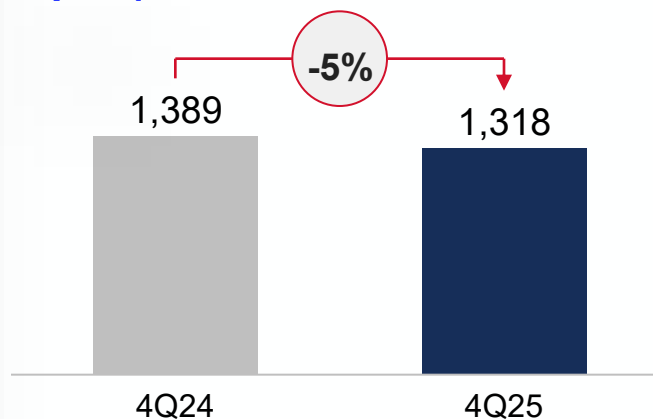
[M BRL]



## Foreign Market



[M BRL]

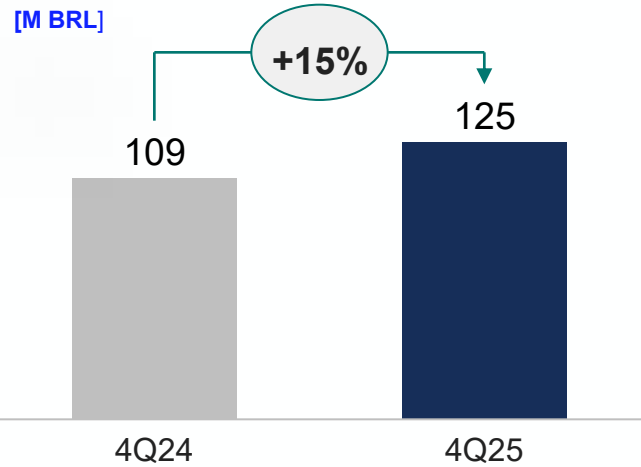
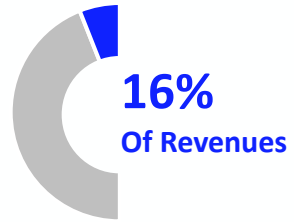


\*Percentage of value-added products  
(Machining and/or Assembly)

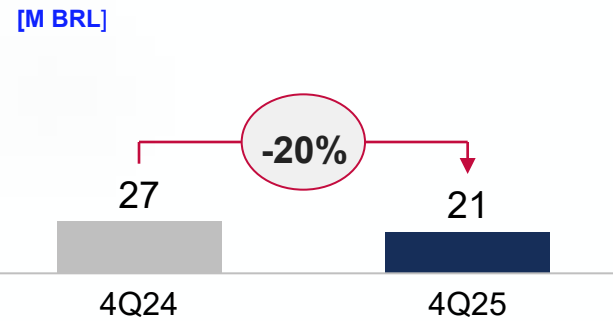
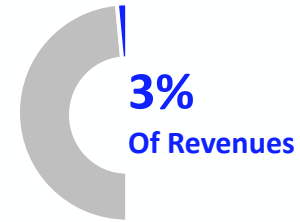
**Interest rates and agribusiness performance affected the performance of the Domestic Market**

# AFTERMARKET

## Domestic Market



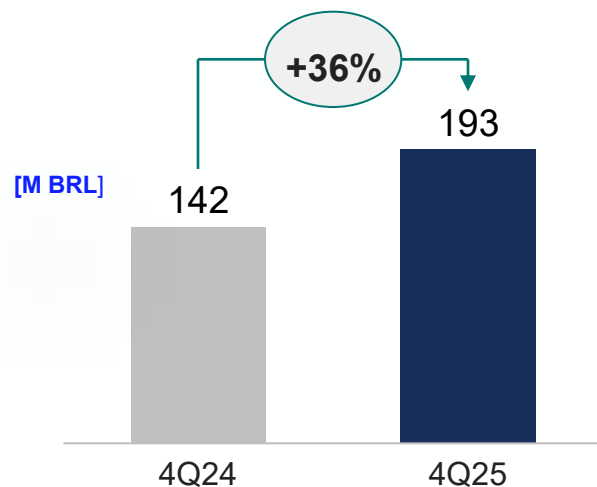
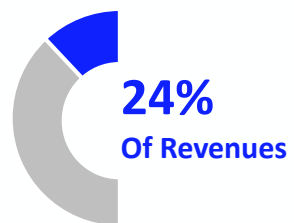
## Foreign Market



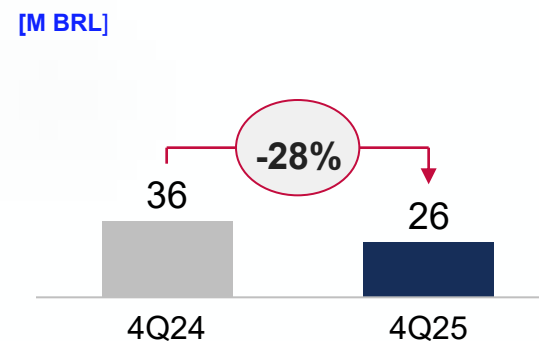
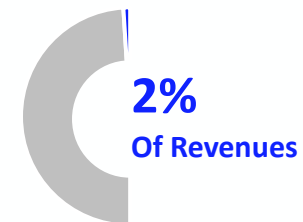
**Product portfolio expansion**

# ENERGY & DECARBONIZATION

## Domestic Market



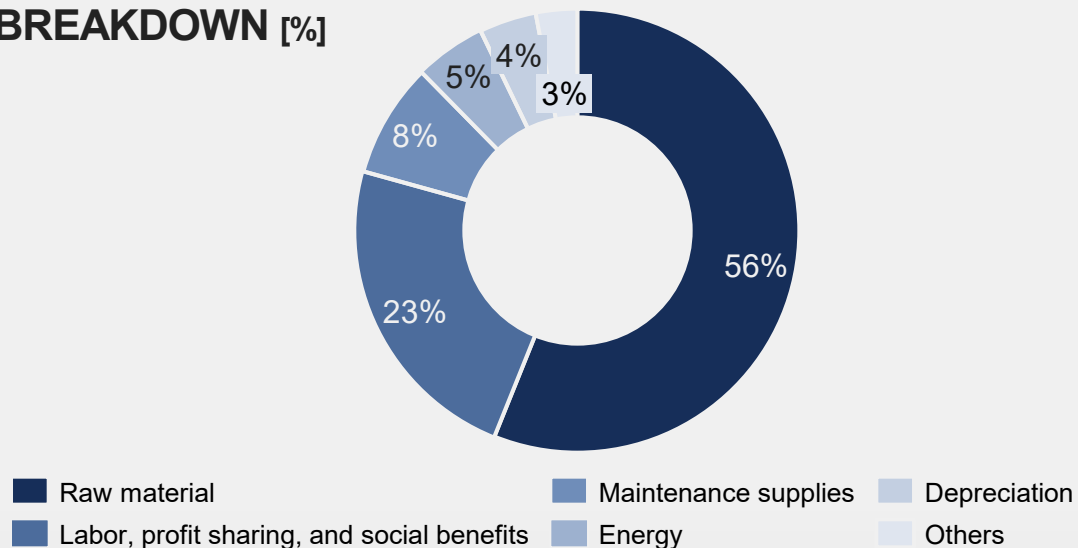
## Foreign Market



**Increase in sales of own engines and indirect exports**

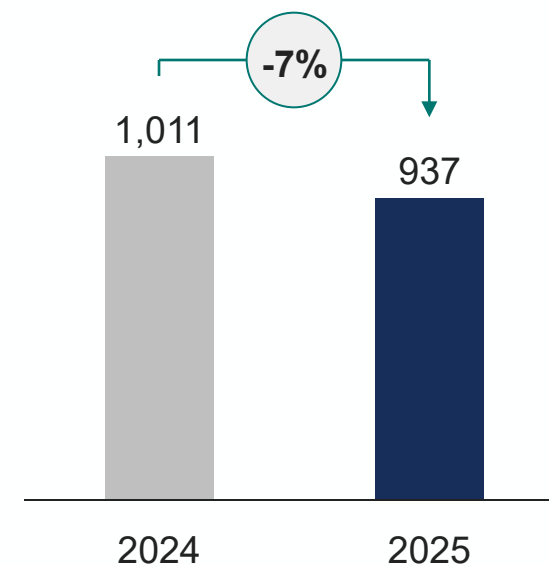
# OPERATING COSTS AND EXPENSES [M BRL]

COGS BREAKDOWN [%]



Expenses impacted by the reduction in freight prices, synergies and efficiency gains.

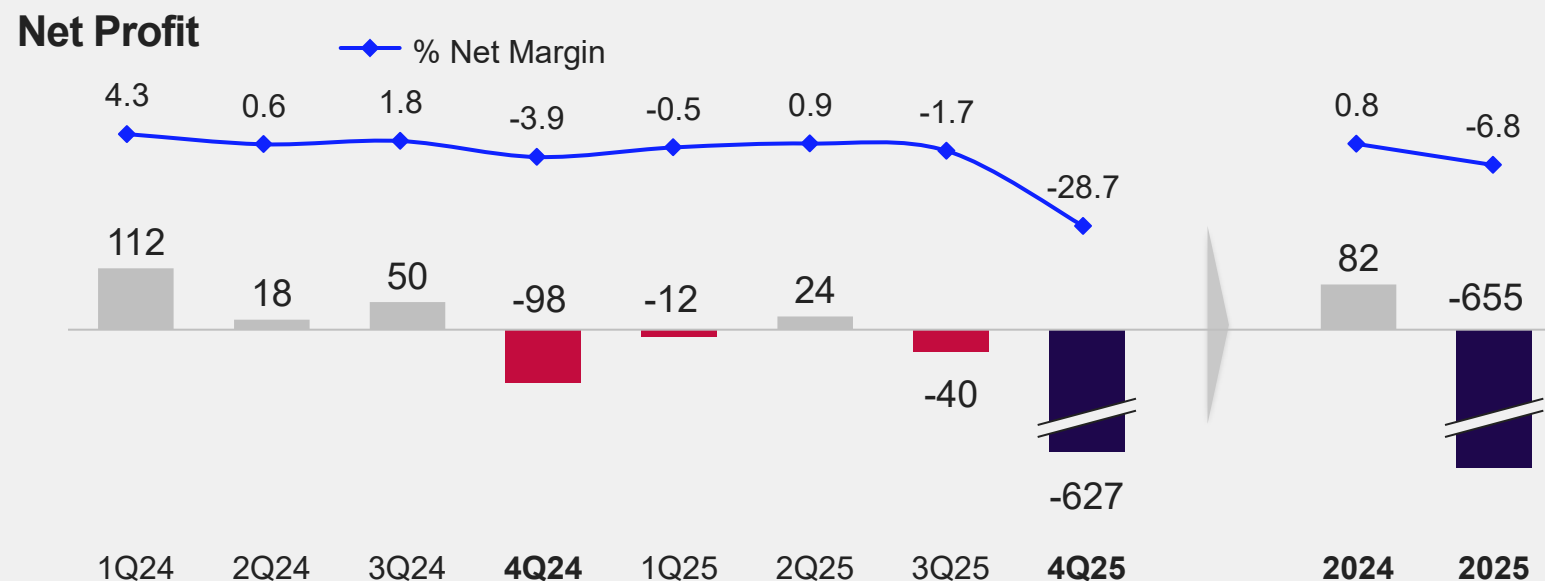
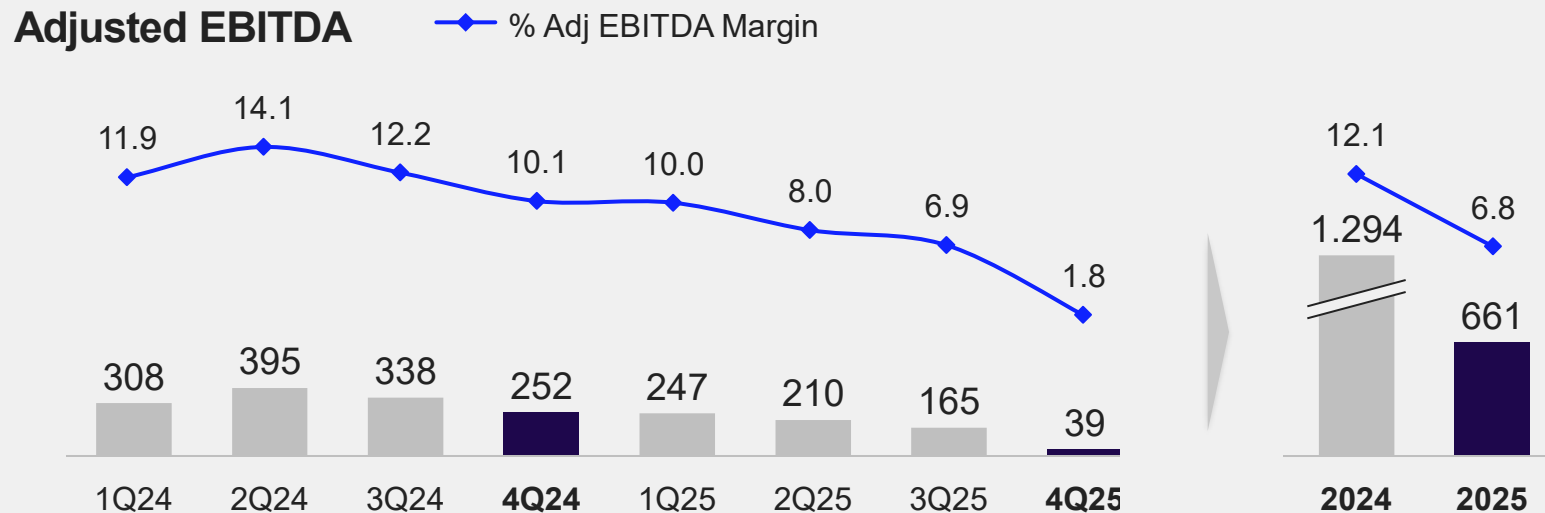
Expenses [MBRL]



	4Q24		4Q25
COGS	2,070M BRL	-3.0%	2,008M BRL
Gross Margin	17.0 %	-900pp	8.0 %
SG&A	275 M BRL	-17.2%	228 M BRL

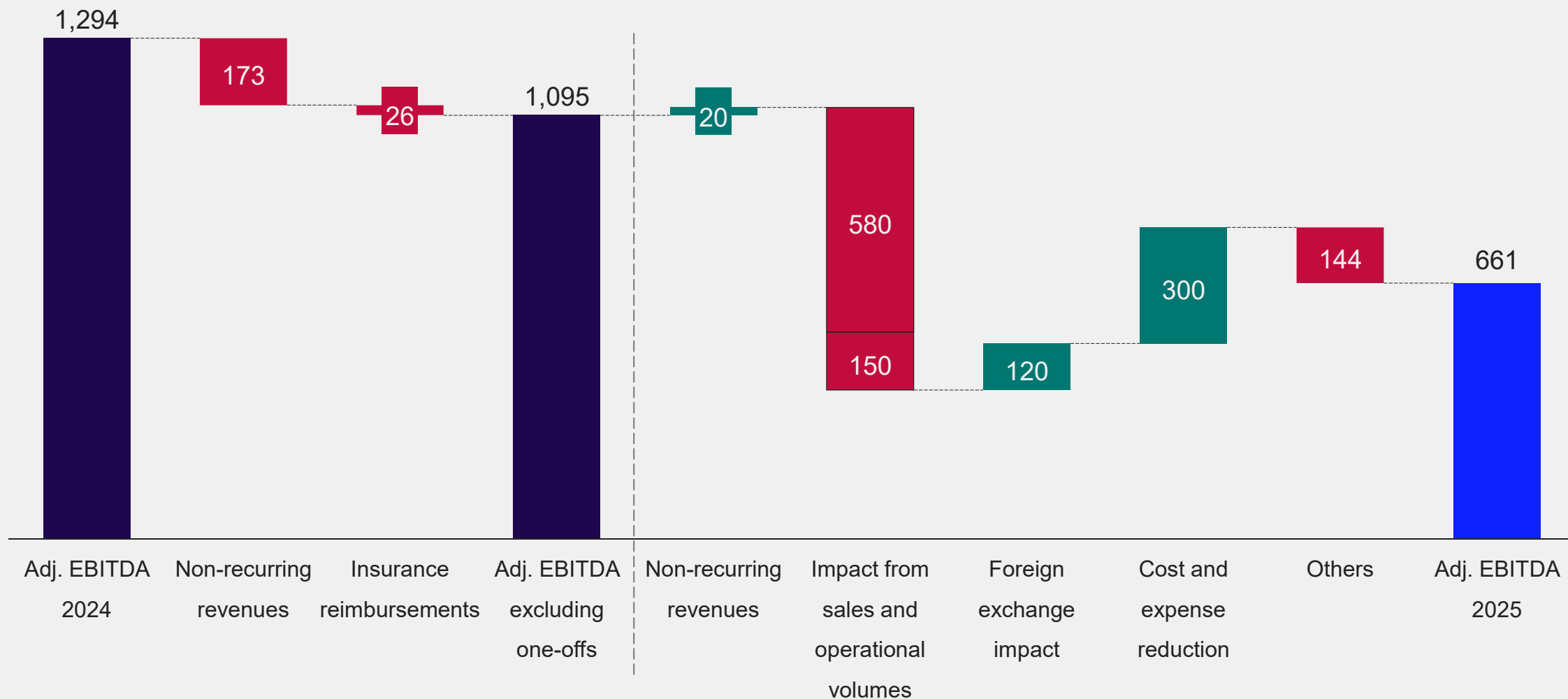
Impact from reduced volumes, resulting in lower dilution of fixed costs

# ADJUSTED EBITDA & NET INCOME [M BRL]



- Impact of lower **sales and production volumes**
- **Currency appreciation** (BRL and MXN)
- Write-downs totaling **R\$ 544 million** (assets, inventories, tax credits and provisions), related to the **capacity-reduction project**

# ADJUSTED EBITDA BUILD-UP [MBRL]



# FINANCIAL RESULT [M BRL]

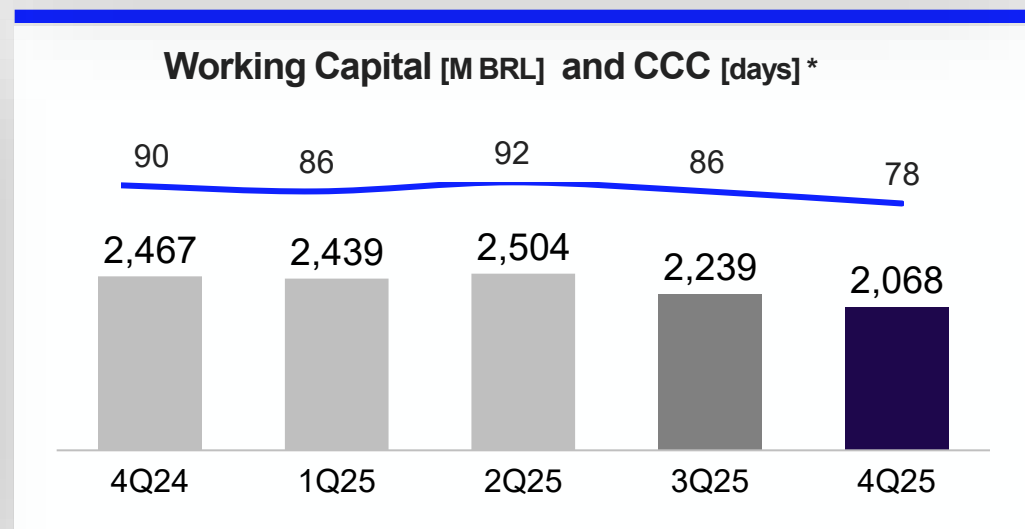
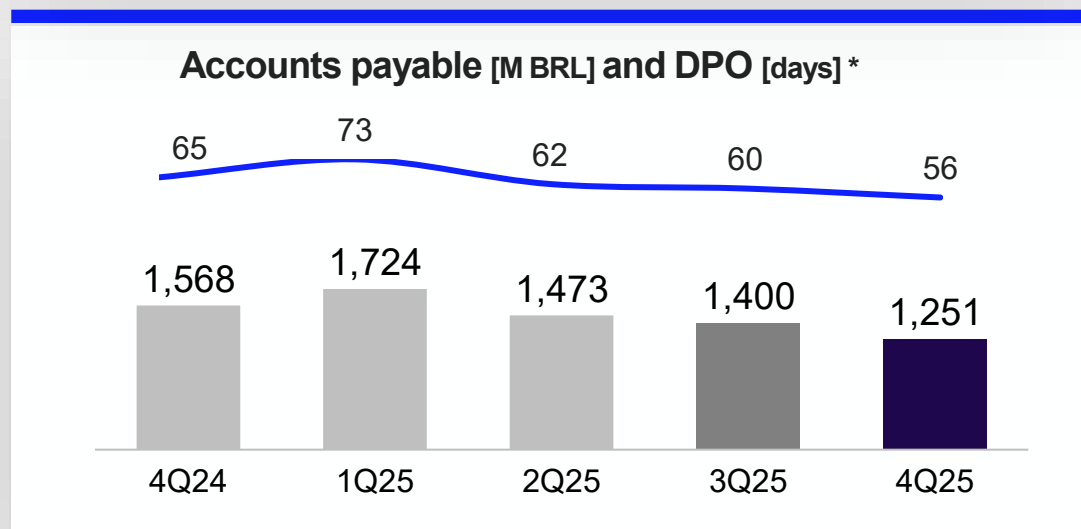
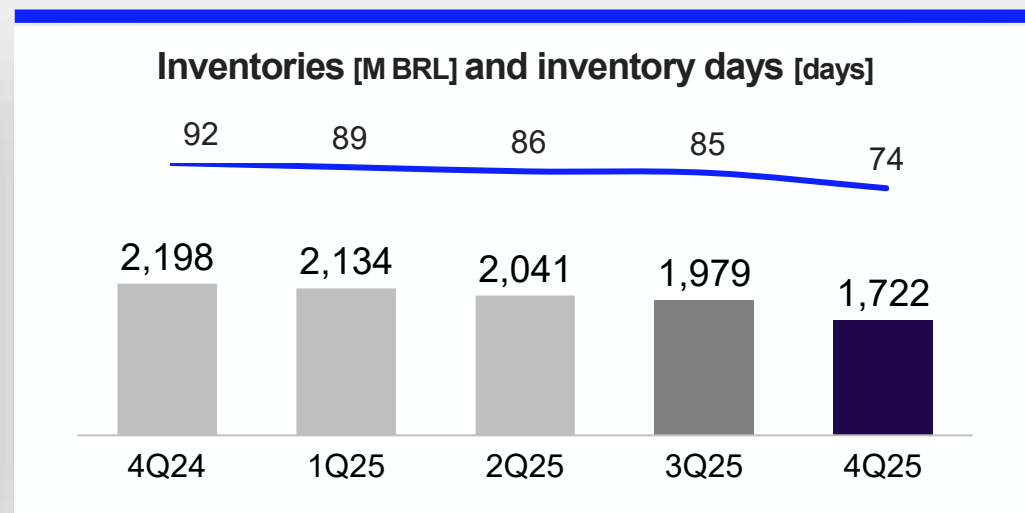
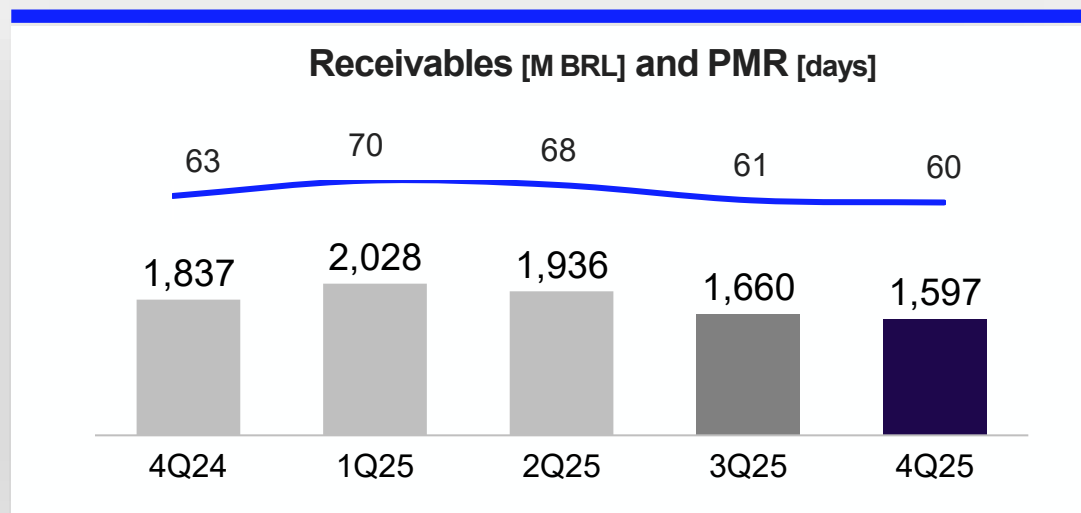
	4Q25	4Q24
<b>Financial Expenses</b>	<sup>1</sup> (144)	(116)
<b>Financial Income</b>	<sup>2</sup> +45	+44
<b>Monet. and Currency Var.</b>	<sup>3</sup> +7	+84
<b>TOTAL</b>	<b>(92)</b>	<b>+11</b>

<sup>1</sup> Impact of rising interest rates on local currency debt

<sup>2</sup> Increased yield on financial investments

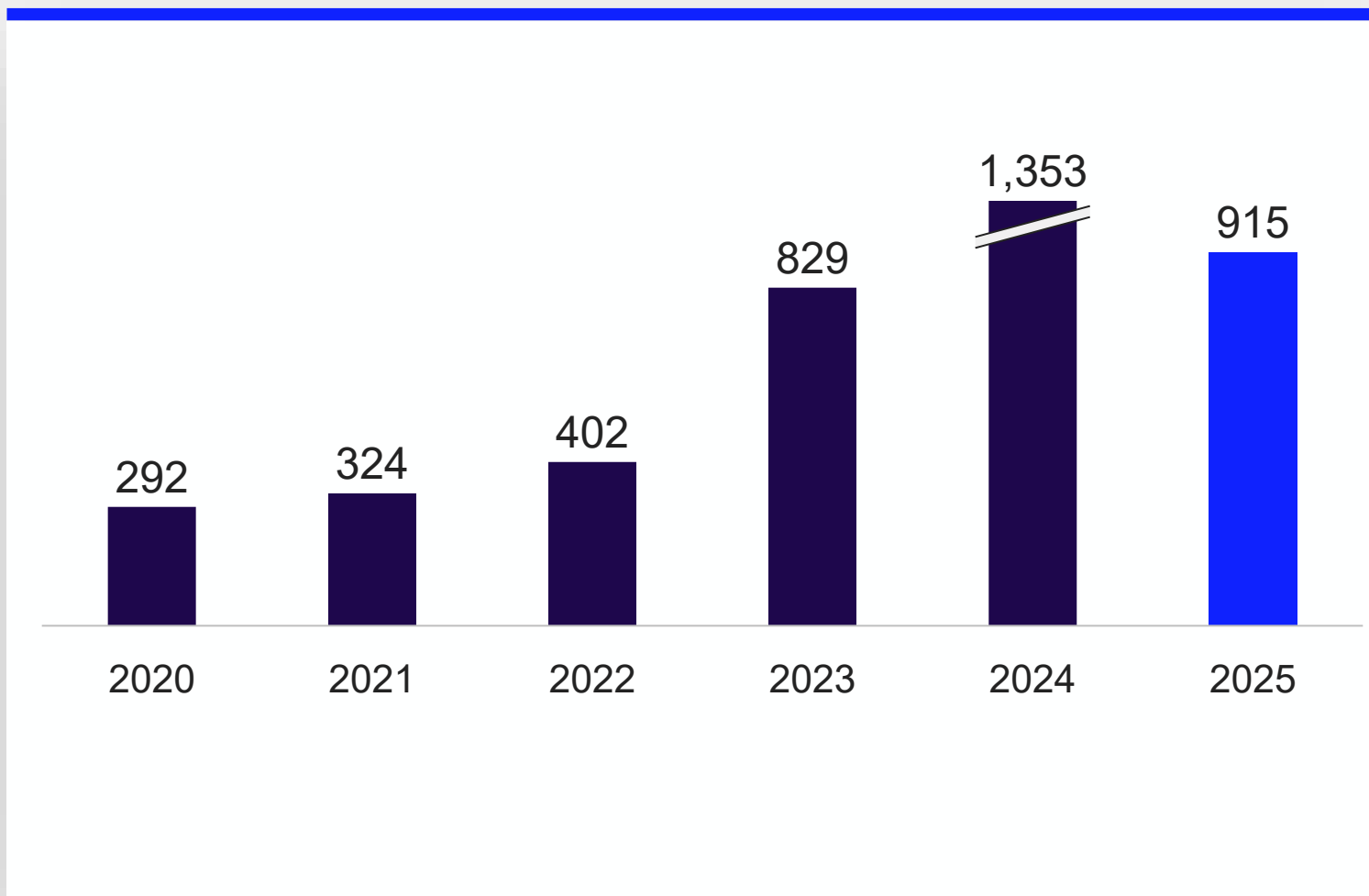
<sup>3</sup> Exchange rate variation on balance sheet items denominated in foreign currency and results from hedge operations.

# WORKING CAPITAL



\* Includes advance payment, by clients, for working capital on the MWM engine manufacturing contracts.

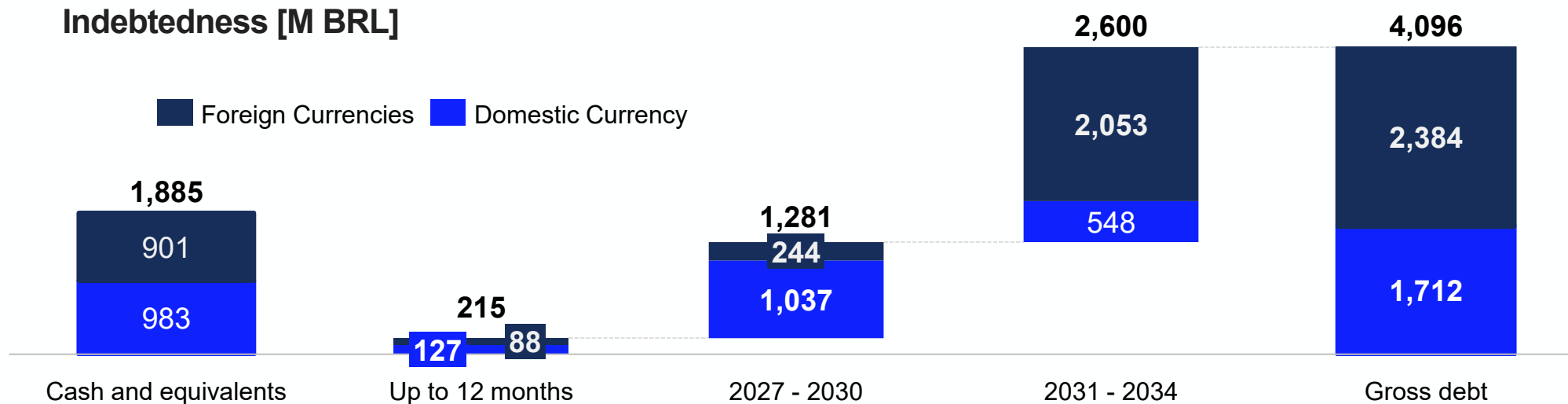
# OPERATIONAL CASH FLOW [MBRL]



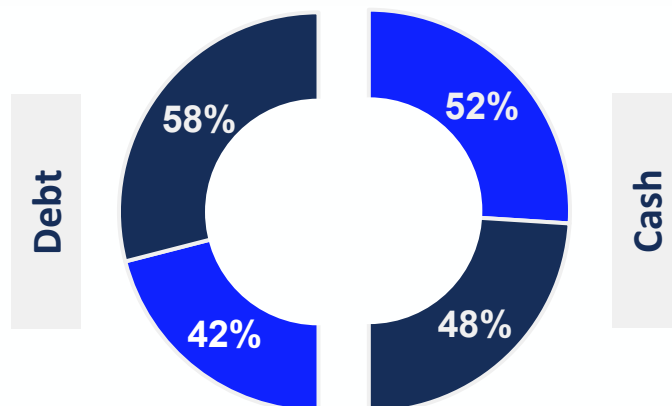
- Working-capital initiatives with positive impact on operating cash generation
- Sale of IPI tax-credit premium totaling R\$ 174 million

# CASH AND INDEBTEDNESS | DECEMBER 2025

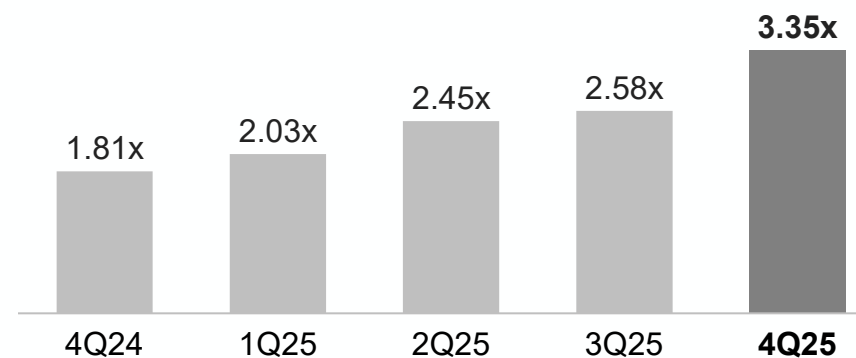
## Indebtedness [M BRL]



## Currency distribution [% total]



## Net Debt / 12M Adj. EBITDA



# POSITIVE 2026 OUTLOOK FOR EXTERNAL MARKETS



## Commercial Vehicles



## Off-Road

FOREIGN  
MARKET

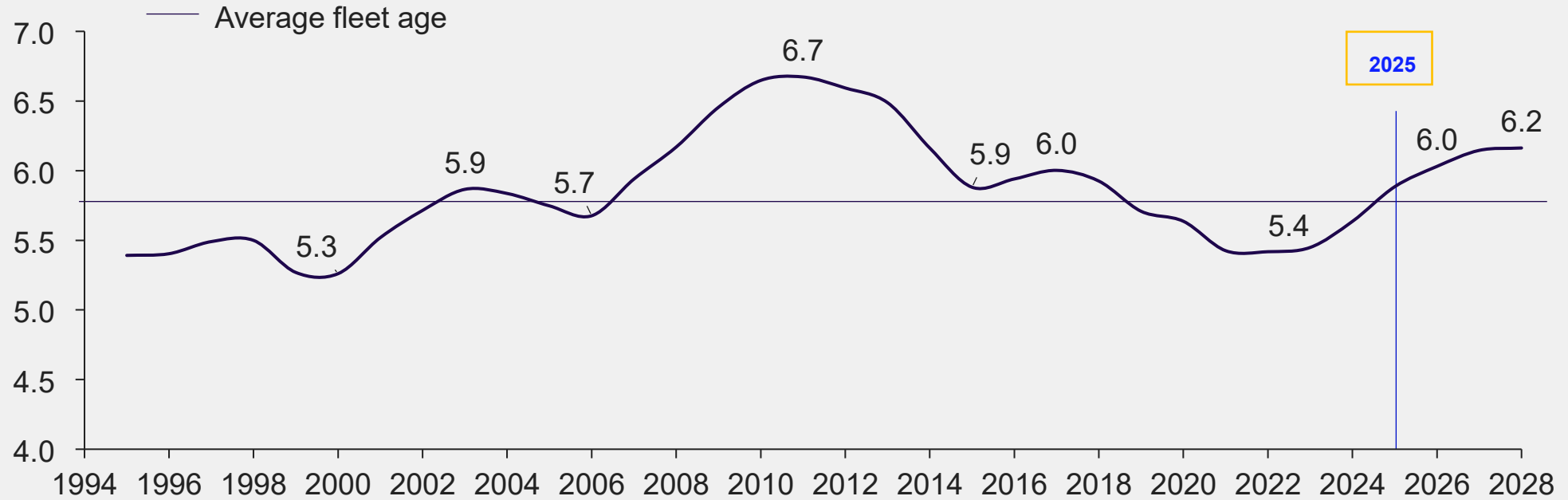
- **Reduction of uncertainties** (tariffs)
- **EPA 27** confirmation
- **Improvement** in freight rates / profitability
- Return of products with **higher TUPY's share** (light commercial vehicles)

- Non-residential construction and data-center investments continue to **drive demand for machinery and gensets**

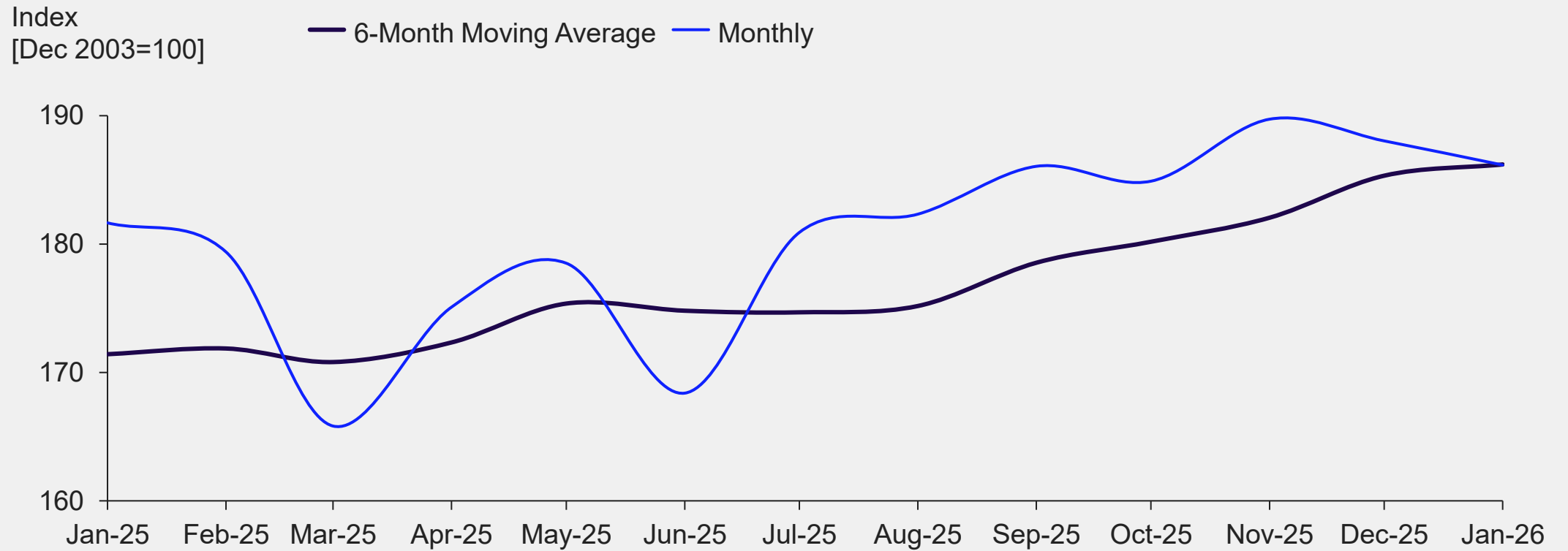
**Unique industry positioning, with operational flexibility and value creation**

# FLEET AGE ABOVE HISTORICAL LEVELS

Fleet age above historical levels

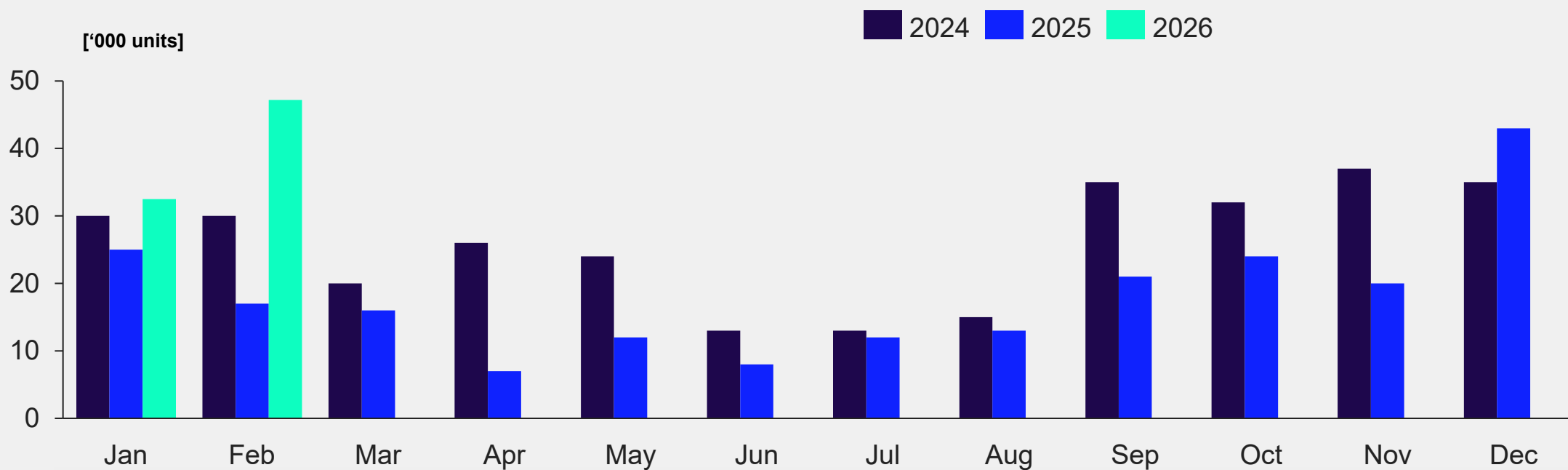


# SUPPLY-DEMAND REBALANCING: HIGHER PRICES AND CARRIER PROFITABILITY



# DISSIPATION OF UNCERTAINTIES HAS BEEN DRIVING ORDERS FOR COMMERCIAL VEHICLES

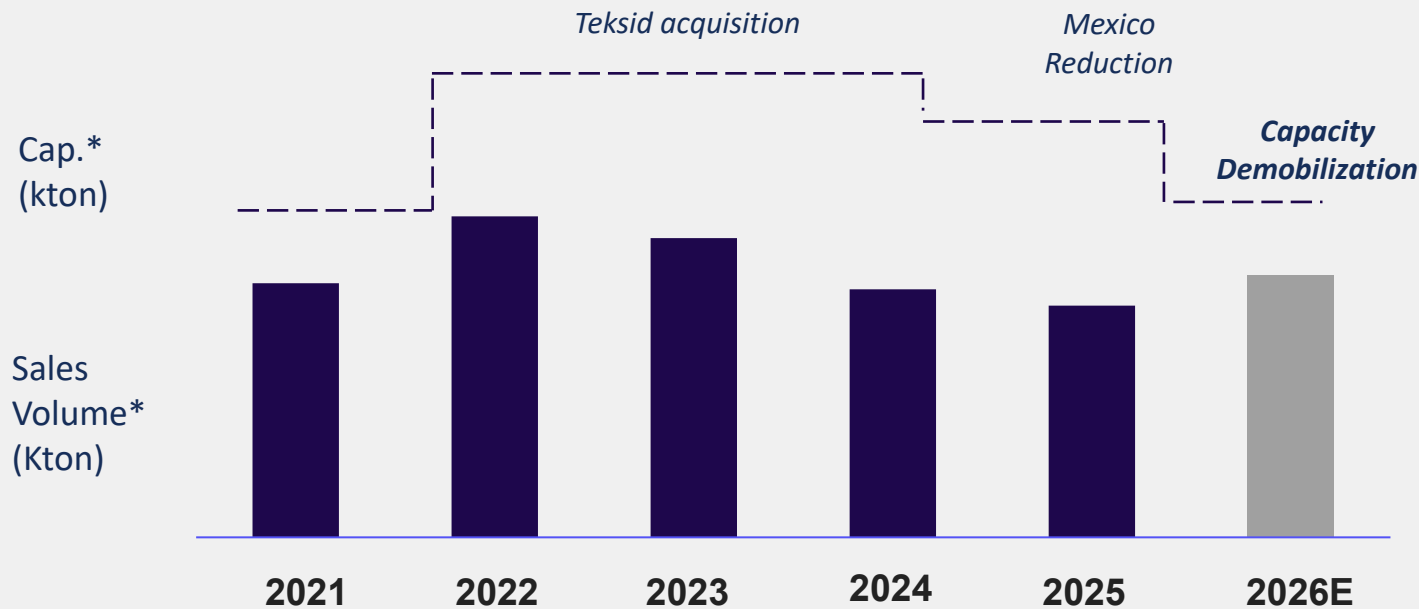
Order backlog – Class 8



**Higher order intake and lower inventory levels will lead to increased production, especially in the second half of the year**



# EXECUTION OF THE SYNERGY PLAN: OPERATIONAL EFFICIENCY AND CAPACITY OPTIMIZATION



- Plants **Flexibility**
- **Development** of tooling and processes
- Customer **approval**

**Positive impact of BRL 100 million in 2026 and BRL 180 million per year starting in 2027 as a result of reduced fixed costs.**

# MWM – DIVERSIFICATION & PROFITABILITY

Net Revenue

**R\$ 2.6 billion** (-3% vs. 2024)

EBITDA Margin

**10%** (+ 200 bps vs. 2024)



## AFTERMARKET: ANTICYCLICAL SEGMENT & HIGHER MARGINS



**12% Growth**

(16% domestic market)

**“Masterparts” and “Opcionais” lines**

**+40% growth**

**20% of revenues**

**Autoparts Distribution Center**

**+28% capacity**

**+35% productivity**

# ENERGY & DECARBONIZATION: LEADERSHIP IN GENSETS AND SUSTAINABLE MOBILITY SOLUTIONS



**16% Growth**

(27% domestic market)

**Portfolio Expansion**

- **Ethanol-Engine application**
- **Yuchai partnership**
- **Decarbonization solutions for brand-new vehicles**





Tupy



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