

SANTOS BRASIL

PORT & MARITIME EQUITIES DAY
BRAZIL 2022



SANTOS BRASIL



STRATEGY

MAXIMIZE VALUE GENERATION OF OUR PORT ASSETS AND PORT-INTEGRATED LOGISTICS AND EXPLORE NEW OPPORTUNITIES WITHIN THE BRAZILIAN PORT SECTOR



**Container and
general cargo**



**Port-integrated
logistics**



Liquid Bulk

Brownfield terminals:

- TGL1 and TGL3 with all licenses and ready to operate
- Two commercial contracts signed

ENABLERS



Employee
experience



Customer
experience



ESG



Technology and
innovation



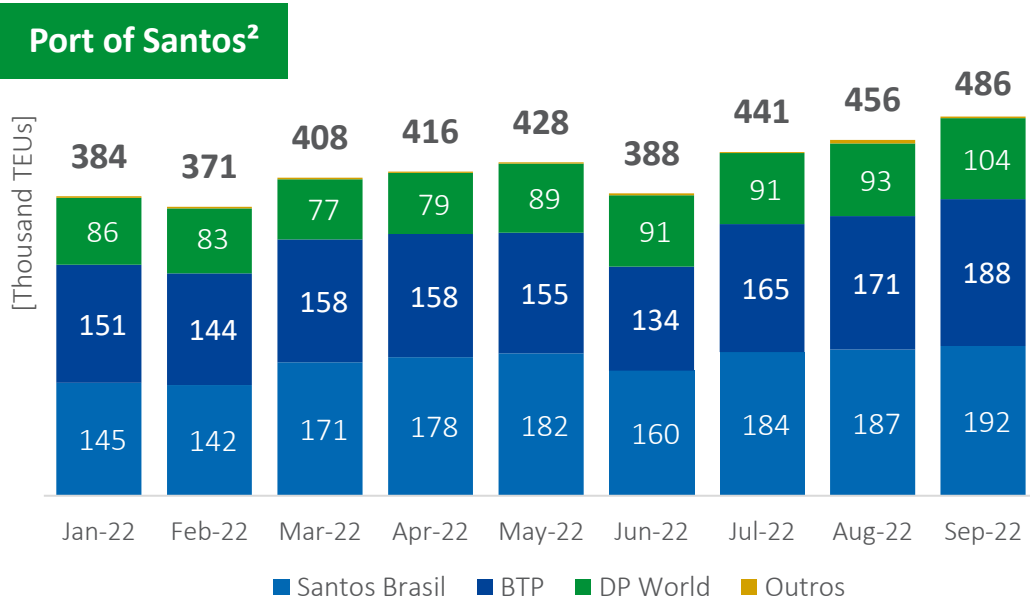
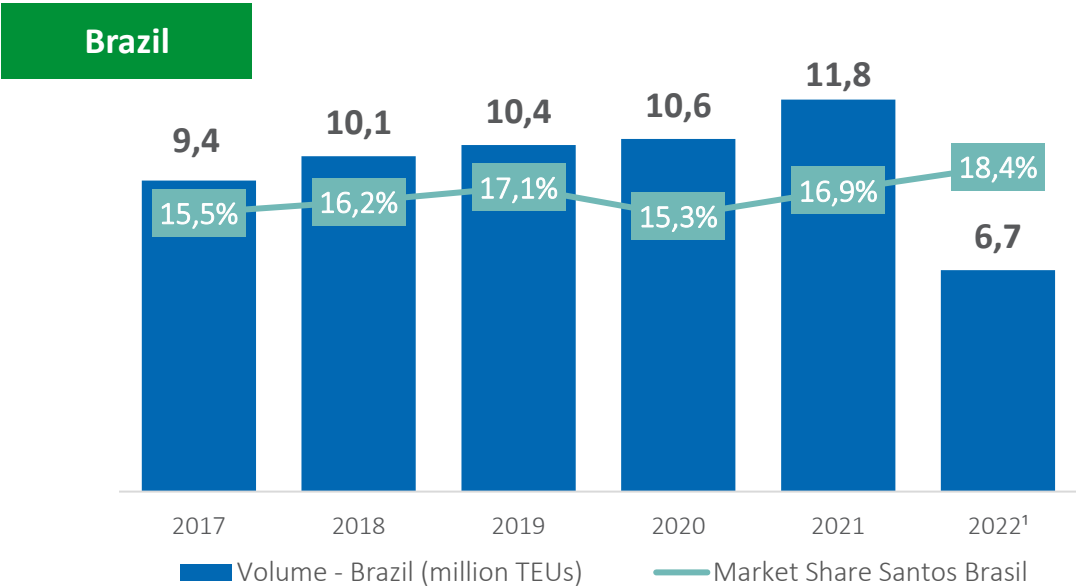
Financial
discipline



Regulatory
expertise

COMMERCIAL AGENDA

SANTOS BRASIL AS THE LEADER COMPANY IN THE DOMESTIC CONTAINER MARKET



Tecon Santos:
40% of market share

+3 p.p. of market share¹

2017 – July 2022

Brazilian market leader in throughput (TEUs)

15 shipowners

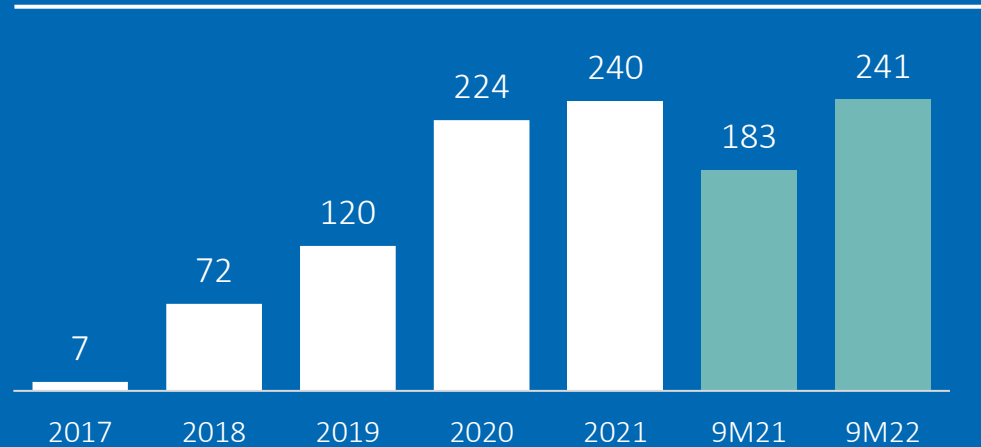
Long relationship with the largest global shipowners

- Pricing as an **independent** and **autonomous** area
- Increase in quay and warehousing **average ticket**
- **Data analysis** for decision making
- **Customer segmentation**
- Support for **commercial negotiations**

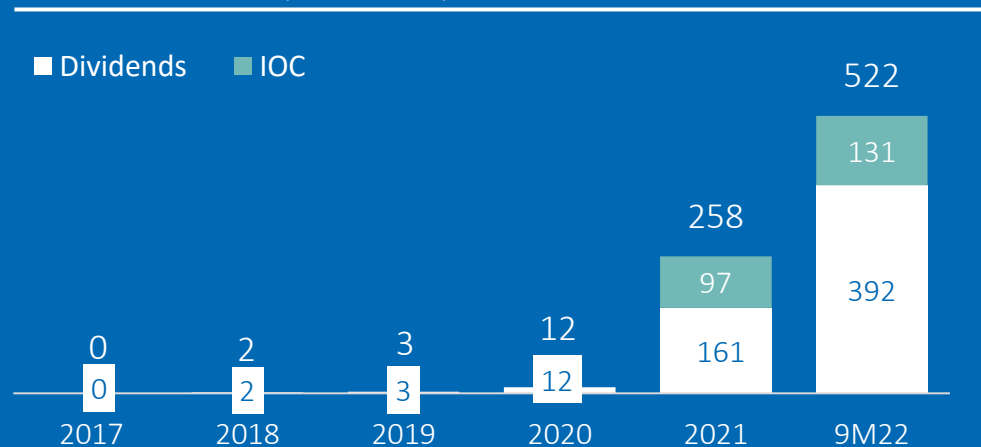
CAPITAL ALLOCATION

MAXIMIZE RETURN TO SHAREHOLDERS AND EXPAND OUR CURRENT ASSETS

Capex (R\$ million)



Dividends/IOC (R\$ million)



Main investments 2018-22



Tecon Santos

- Quay expansion and dredging + work on the existing infrastructure
- Acquisition of 4 new ship-to-shore cranes and 8 electric RTGs
- Technology



Tecon Vila do Conde

- New equipment: MHC, reach stackers and trucks
- IT projects: implementation of yard monitoring system
- Improve of the drainage system + new warehousing yard



Liquid Bulk Terminals - Itaquí

- Payment of the grant 1st installment (25% of the total)
- Acquisition of the former tenants' fuel tanks
- Start of the civil works to expand the brownfield areas



Expansion of Santos' Bonded Warehouse (CLIA Santos)

- R\$ 12 million to be invested until 2023
- Verticalization of Warehouse 1 (~24% of capacity expansion)
- Development of a new management system (WMS)

ESG

AWARE OF OUR ROLE IN PRESERVING THE ENVIRONMENT AND ON SOCIETY

ENVIRONMENT

Santos Brasil Goals

2020-2024



-15%

GHG¹ emissions

-50%

Waste generation



-30%

Water consumption

SOCIAL

27

Incentive projects

9k

Benefited people

15

Graduated classes of Formare program

93%

of market insertion

75

Diversity initiatives until 2025

-60%

in the number of lost-time accidents

GOVERNANCE

Our Corporate Governance Standards

- Listed in the Novo Mercado since 2016
- Independent Board of Directors
- Permanent Fiscal Council
- Audit Committee with independent members

Compliance Program

- Compliance trainings and campaigns
- External, independent and open reporting channel to all employees and third parties

exame.
M20
M22



Great
Place
To
Work®

Institutional
Investor

¹ Greenhouse Gas.