Tegma Gestão Logística SA

Earnings Release

2019 fourth quarter and full year

São Bernardo do Campo, March 31, 2020

Note: The Company ceased to consider Tegma Logística Integrada S.A. since February 2018 as a direct investment, due to the creation of the joint venture "GDL" which has the objective of providing general and bonded warehouse services in Cariacica-ES. From this date on, GDL now holds direct control of Tegma Logística Integrada S.A., therefore, GDL results will be accounted in equity in the Company. Cariacica operation result for January 2018 is shown in the financial historical serial file in .xls on the Attachments tab and the Earnings release pro-forma tables are shown in the Earnings Release spreadsheets on .xls.

Highlights

- In 4Q19 **net revenue** has increased 3,0% in the yearly comparison due to the growth of both divisions.

- In 4Q19 the quantity of **vehicles transported** was 229,300, 12.6% higher in comparison to the previous year, reflecting in a 29.0% market share or a gain of 2.5 p.p in comparison to 4Q18 and the quarter´s average distance was 1,072 km, 1.7% above 4Q18.

- 4Q19 **adjusted EBITDA** was R$ 67.8 million. For comparison purposes, if we disconsider impact of IFRS 16, adjusted EBITDA was R$ 60.9 million, 16,1% of margin, 240 bps below last year.

- 4Q19 **net income** was R$ 43.4 million, 24.3% higher than 4Q18.

- In 4Q19, **free cash flow** was R$ 13.6 million, influenced positively by IFRS 16. Not considering it, free cash flow would be R$ 3.4 million vs R$ 1.5 million in 4Q18.

- 4Q19 **return on invested capital** was 41.3%. If we disregard 3Q19 tax credit, it would be 32.6%.

			Chg % vs			
Operational and financial highlights	**4Q19**	**2019**	**4Q18**	**2018**	**4Q18**	**2018**
Net revenue (R$ million)	378.3	1,347.3	3.0%	7.5%	367.2	1,253.8
Operating income (R$ million)	53.1	239.6	9.3%	56.6%	48.6	153.0
EBITDA (R$ million)	67.8	298.2	22.9%	63.6%	55.2	182.3
EBITDA 1Q19 ex-IFRS16 (R$ million)	60.9	213.8	-10.5%	6.7%	68.1	200.5
EBITDA margin (ex-IFRS16) %	*16.1%*	*15.9%*	*-2.4 p.p.*	*-0.1 p.p.*	*0.2*	*16.0%*
Net income (R$ million)	43.4	194.0	24.3%	79.2%	35.0	108.2
Net margin %	*11.5%*	*14.4%*	*2.0 p.p.*	*5.8 p.p.*	*9.5%*	*8.6%*
Earnings per share (R$)	0.7	2.9	24.3%	79.2%	0.5	1.6
Free cash flow (R$ million)	13.6	138.7	811.6%	93.5%	1.5	71.7
CAPEX (R$ million)	10.7	36.0	-19.4%	1.6%	13.3	35.4
Vehicles transported (in thousand)	229.3	821.3	12.6%	5.1%	203.6	781.4
Market Share %	*29.0%*	*26.9%*	*2.5 p.p.*	*1.6 p.p.*	*26.4%*	*25.3%*
Average Km per vehicle transported	1,072	1,073	1.7%	5.9%	1,054	1,012

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Click here for our Financial historical and explanatory notes in EXCEL.
Click here for this report's spreadsheets in EXCEL.

Results conference call

|PORTUGUESE with simultaneous translation to ENGLISH|
Wednesday, April 1, 2020
3:00 pm (Brasília)
2:00 pm (US-ET)

Phone: +55 11 3193 1080	+55 11 2820 4080
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Portuguese Webcast: click here	English Webcast: click here

Impacts of IFRS 16 in the results and cash flow

As explained in the 1Q19 earnings release, as of January/19, an accounting standard became effective regarding the accounting of rents and leases (IFRS 16 / CPC 06 (R2)).

The impacts in 4Q19 results were: +R$ 9.1 million in rental expenses; -R$ 8.5 million in amortization of right of use and -R$ 1.5 million in lease liabilities [+R$ 36.3 million; -R$ 32.8 million and -R$ 6.2 million, respectively in 2019].

The impact in 4Q19 cash flow was: +R$ 8.3 in operating cash flow and -R$ 7.7 million in cash flow from financing activities [+R$ 24.9 million and -R$ 19.7 million, respectively in 2019].

The impacts of IFRS 16 in the result and in cash flow can be found in the financial historical file, in the Annex tabs and in the Income Statement tabs below the result lines.

Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Management Comments

In 2019, Tegma completed 50 years of experience in the brand new vehicle logistics market, another year of important achievements by Tegma. The year had an unquestionable recovery in the macroeconomic environment. In 2019, the Company's perception that the digital transformation of logistics is an irreversible step towards the continuous renewal of Competitive advantages and the creation of new horizons of action was also accentuated.

Although 2019 was a year of moderate GDP recovery and small decrease in unemployment rates, the approval of the social security reform, the reduction of interest rates and the maintenance of low inflation rates reinforced business and consumer confidence throughout the year. The improvement in markets liquidity and the low default in automotive credit in 2019 have led to a significant improvement in general conditions for the automotive industry. Despite this, sales to retail consumers have grown only 11% in 2019 vs the bottom of the Brazilian fiscal crisis (2016), due to the still high unemployment rate in the country. On the other hand, the dynamics of direct sales, which grew by 78% in the same period are anchored in the following principles: i) changes in the transport habits of Brazilians, who have increasingly favored the use of hire-sharing applications and ii) in car rental companies very well managed and capitalized that, through an efficient asset management process, offer services at prices increasingly compatible with the reality of Brazil.

The **Automotive Logistics Division** had dealt with the increase in the number of vehicles sold in the country with investments and process improvements. A recent new technology in yard management that digitized vehicle inspection and optimized the flow of vehicles and employees in Tegma’s yards that hold up to 14,000 units, earned us recognitions from customers. The investment in expanding the service capacity of one of our biggest customers in 2019, with the purchase of a land for the installation of a yard was also an important step in expanding relations.

The market scenario of our **Integrated Logistics Division** has never been more favorable to growth in a profitable and sustainable way. The continuous and lasting improvement in the results of integrated logistics in the last four years, combined with the longevity of contracts due to the excellence of operations, has allowed us to have more confidence that the expansion in the segment may occur with the resumption of the national economy.

Tegma has been able to grow over the past three years generating cash, continuously reducing its leverage and maintaining the level of dividend payment consistently with its financial capacity and earnings distribution policy. We are aware of the possibilities for an **optimization of our capital structure** but confident that our low leverage can represent an important competitive advantage in any strategic move that needs this flexibility.

We are proud to announce that Tegma was considered a *"**Great Place to Work™**"* Company in 2019, an important brand even among international logistics competitors. We consider this the formula for the success of a service Company like Tegma, whose motivation for excellence and good service to customers, suppliers, investors and everyone involved depends on a good work environment. In addition to this recognition, we were awarded in 2019 as “Best Company on the Stock Exchange (capital goods)” and “Best Company in the road transport category and the best among the best transport operators”.

In 2019, the Company continued its journey to strengthen and actively participate in the digital transformation of logistics, which in our view, is an irreversible step towards the continuous renewal of competitive advantages and the creation of new horizons. Thus, combining the security of 50 years of experience with the innovation brought by the **startup´s accelerator, tegUP,** in 2019 we made another investment in a startup called **Rabbot**, whose technology allows large fleet owners and rental car companies to improve their management vehicle processes.

Finally, we need make some additional comments about the event that occurred in October 2019, although it has already been the subject of several official communications. We refer to the search and seizure that took place at our headquarters due to a leniency agreement from a competitor, alleging anti-competitive conduct by the Company. As mentioned in our communications, this new accusation is part of several attacks in the same direction received several years ago, the majority of which have been archived. The Company has been offering adequate transparency to the competent justice bodies. In addition, by decision of its Board of Directors, in accordance with the best governance practices an internal and independent investigation is being conduced. Thus, we would like to ratify our commitment to best practices and compliance, a commitment that has always guided our actions.

Quarter Highlights

Implementation of the CEO's succession plan

On March 5, 2020, the Board of Directors received the letter of resignation from Gennaro Oddone, Tegma’s CEO and Investor Relations Officer. He was responsible for consolidating Tegma's good relationship with the automotive industry, for adapting its cost structure to a new economic reality and for renegotiating the relevant contract terms. In addition, he was also responsible for stabilizing the operations and results of the Integrated Logistics Division, which ended up strengthening the Company's cash flow.

On this date, the Board of Directors also elected Mr. Marcos Antonio Leite de Medeiros to immediately assume the position of Chief Executive Officer of the Company. Mr. Medeiros had been prepared, since June 2019, when appointed to occupy the position of Director of the Integrated Logistics Division to succeed Mr. Gennaro Oddone. Mr. Medeiros has more than 23 years of experience in logistics operations, having worked for companies such as Ultracargo, Katoen Natie, Almadouie Holding and, lastly, as CEO of Libra Terminais Santos, of Grupo Libra.

Finally, the Company informs that Mr. Ramón Pérez Arias Filho, who until then held the position of Chief Financial Officer of the Company, was also elected at Board of Directors meeting on this date to accumulate the position of Investor Relations Officer.

Comments on the impacts of COVID-19 on Tegma

As is well known, the coronavirus pandemic (COVID 19) originated a Legislative Decree nº 06, of 03/20/2020, at the federal level, recognizing national public calamity, as well as other Decrees of similar content in several Brazilian states. In addition, it recognized public calamity and/or state of emergency and determined several restriction measures and isolation for activities. As a result, aiming to protect employees and third parties that work in this process and, after a period of rapid deceleration, our vehicle logistics operations were practically interrupted in the end on March.

In addition to the impacts on vehicle logistics operations and, given the dynamics of the pandemic expansion and its effect in all economic areas, other Company businesses may also be affected in the next days, either due to restrictions imposed by our suppliers, or by costumer’s unilateral decisions, as in the case of collective vacations.

Despite this, we have, in specific cases, faced even some of our customers operating with volumes even greater than what we would see in a normal situation, for example, in the case of those customers exposed to the e-commerce and personal care market.

In this moment, we believe it is important to emphasize that Tegma, due to its capital structure and strong financial discipline, has adequate flexibility and capacity to face any short-term impacts on its cash flow.

Several contingency plans have been structured and implemented. These involve several areas, such as (i) labor flexibility (mainly through the implementation of remote work in all possible areas, in addition to considering all existing alternatives that have been made available by government agencies), (ii) monitoring the health of its employees and (iii) the containment of financial disbursements, analyzing its dimensions, expenses, costs or investments and considering cancellations or postponements that may be necessary. In addition, the Company closely monitors all the new rules and flexibilities that have been issued by the government and that also make it possible to cushion any negative impact on our cash arising from this crisis, especially, but not limited to, the flexibilities aimed at the fiscal and tax areas.

Due to the context, management did not propose for approval at the GSM of April 30, 2020 the distribution of complementary dividends for the year of 2019, still complying with the mandatory minimum dividends in its bylaws (25% of net profit) distributing 43% of it.

The Company does not have significant exposure to the exchange rate, which has recently shown excessive volatility and the recent reduction in the basic interest rate may be favorable due to the debt being indexed to it.

Tegma reiterates its commitment to the safety and health of its employees and third parties.

Enabling the use of PIS and COFINS tax credits from January/2020

On July 15, 2019, the final and unappealable decision of Tegma Gestão Logística lawsuit was recognized, which allowed the Company's right to exclude ICMS tav from the PIS and COFINS tax calculation base, retroacting to August 2003. Through a survey of documents and calculations, the Parent Company obtained a credit of R$ 103.4 million (referring to the period from August 2003 to November 2018), already updated by SELIC. The credits from March 2017 to November 2018 had already been recognized in 4Q18. In 3Q19, the Parent Company recorded the remaining balance that corresponds to the credits for the period from August 2003 to February 2017. The amount of this credit in December 2019 is R$ 92.1 million, of which R$ 56.5 million is principal and R$ 35.7 million of monetary restatement. It is worth mentioning that, since December 2018, the Company started to exclude ICMS from the PIS and COFINS calculation base of its calculation.

UPDATE: The Parent Company enabled the credits with the Federal Revenue for the purpose of having the right to offset these amounts with federal taxes due and the order was granted in December 2019.

Search and seizure – Operação Pacto (Oct/19)

On October 17, 2019, the Company was the subject of a search warrant and seizure of data and documents authorized by the 1st Criminal Court of São Bernardo do Campo, due to an investigation that, until then, was not known to the Company, and that was initiated by a "Partial Leniency Agreement" signed by one of Tegma's competitors in the brand new vehicle transport market. The investigation aims at an alleged concerted action in the transport of brand new vehicles imported to a former customer of the Company, from the port of Vitória to the Estação Aduaneira do Interior. This operation is not occurring since 2015 and at thet moment represented an immaterial revenue for the Company. The search and seizure did not affect the Company's operations.

Due to the events described and, (i) the firm belief that the Company operates within the strictest compliance and market rules, (ii) that the origin of the allegations that supported the search and seizure request is based on commercial disputes and (iii) even in view of the several successes in previous processes that imputed to the Company the same practices of violation of the economic order; the Board of Directors, following the best market practices and, striving for transparency and impartiality, determined in a meeting on November 1, 2019, the constitution of an Independent Committee, composed of three members advised by specialized offices, to conduct a meticulous investigation of the facts attributed to the Company, object of the documentation contained in the Leniency Agreement that gave rise to the aforementioned search and seizure. The work is being conducted independently and by qualified, experienced and exempt professionals. The Independent Committee reports directly to the Board of Directors.

UPDATE: Until the date of issue of these financial statements, there was no manifestation by the Court of the 1st Criminal Court of São Bernardo do Campo. Regarding the work of the Independent Committee, they are still ongoing.

Change of independent auditor

At the Board of Directors' meeting held on March 12, 2020, was approved the replacement of KPMG Auditores Independentes S/S by BDO RCS Auditores Independentes S.S., as the Company's independent auditor.

The reason for the termination was a disagreement between the parties regarding the scope delimitation designed for the independent investigation on the facts object of the Notice to the Market of October 18, 2019 ("investigation"), which resulted, among others, in the difficulty (i) of the joint definition of the documents and information necessary to conduct the investigation, their partial conclusions, documents and information that would be the entry object by the independent audit; and, (ii) the definition of criteria for assessing the capacity of certifiers in the Company's financial statements.

As a result, we regularized the issuance of the 3Q19 audit report that was pending for these reasons.

Tegma has achieved Great Place To Work certification

After extensive internal research implemented in accordance with all the requirements and standards of this renowned certifier, in December 2019 we received the **Great Place To Work™** certification. The survey covered 73% of the Company's employees (1,500) and the Company's score was 81 (up to 100). This achievement reinforces our commitment to promoting a work environment that values human capital, leveraging our ability to deliver the best services with innovation and competence.

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Automotive Market

In 2019, **domestic vehicle sales** grew 7.7% in the annual comparison, strongly influenced by the performance of **direct sales** which grew 13.6% in the period, mainly explained by the growth of vehicle's purchases by rent-a-car companies and by fleet owners. **Retail sales,** on the other hand, grew 3.3% in the year due to the still high unemployment and high informality in Brazil and despite the better credit conditions.

Exports continued to fall sharply (-13% in 4Q19 and -31.6% in 2019) in the annual comparison, mainly due to the crisis in Argentina.

ANFAVEA's forecast for domestic vehicle's sales in 2020 is 9% growth vs 2019, for exports a 10% drop is expected in the same period. Production is expected to grow 7% in 2019, according to the association.

Inventories in December 2019 were 287,600 vehicles, 12.7% higher in the annual comparison (26 days of inventory vs 25 in the same month of the previous year), an increase that can be explained mainly by the sharp drop in exports.

The **production** in 2019 grew 2.1% in the annual comparison, due to the growth of domestic sales, the continuous growth of inventories and, probably, due to the fall of imports of 21.7% in 2019.

			Chg % vs			
	4Q19	**2019**	**4Q18**	**2018**	**4Q18**	**2018**
Vehicles and light commercial vehicles sales	**810.5**	**3,073.1**	**2.5%**	**0.1%**	**790.5**	**3,070.8**
Domestic	725.4	2,665.6	4.8%	7.7%	692.4	2,475.4
Exportations	85.1	407.5	-13.3%	-31.6%	98.1	595.4
Estimated wholesale sales	**791.0**	**3,052.3**	**2.7%**	**-1.1%**	**770.0**	**3,084.9**
(+) Production of vehicles and light commercial	654.6	2,803.8	0.4%	2.1%	651.9	2,746.7
(+) Importation of vehicles and light commercial*	67.8	265.3	-3.5%	-21.7%	70.3	338.9
(-) OEM's inventories change	(68.7)	16.9	N/A	N/A	(47.9)	0.6
Invetories (In OEM and dealers in thousand)	287.6	-	12.7%	-	255.1	-
Invetories (In OEM and dealers in days)	27.0	-	7.8%	-	25.1	-
Domestic Sales	**725.4**	**2,665.6**	**4.8%**	**7.7%**	**692.4**	**2,475.4**
Direct Sales	331.1	1,207.4	6.1%	13.6%	312.2	1,063.2
Retail Sales	394.3	1,458.2	3.7%	3.3%	380.2	1,412.1

(in thousand)

** Due to the lack of update from Central Bank of the number of vehicles imported by Brazil since December 2018, we temporarily replace this information by the number of imported vehicles sold.*
Source: ANFAVEA and BACEN

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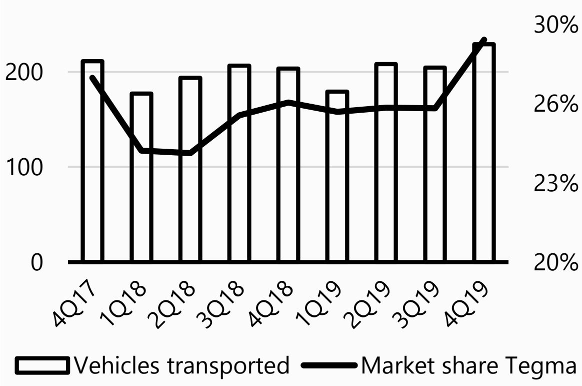
Operational highlights – Automotive logistics division

The vehicle logistics operation maintained its growth trend, as a result of the growth of the domestic market and gain of market share, which was reflected in the growth of 12.6% of the number of vehicles transported by Tegma in 4Q19 [up 5.1% in 2019] in the yearly comparison. Such performance is reflected in a market share of 29.0%, +2.5 p.p in the yearly comparison. It is worth mentioning that Tegma delivers brand new vehicles purchased by rental car companies in the regions under Tegma's responsibility, just as it delivers to the final consumer.

Chart 1 - Wholesale sales (in thous) and Tegma market share

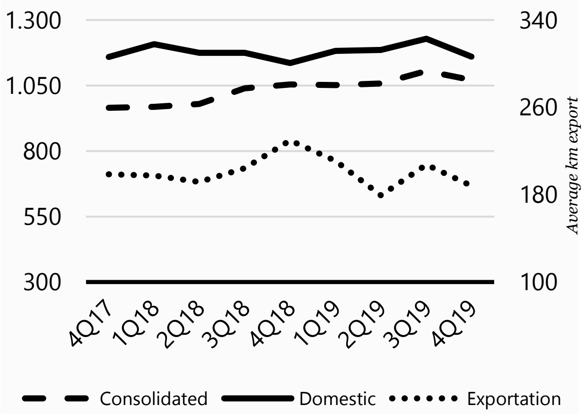


In 4Q19, **average distance of domestic travels** was 2.2% higher [+1.5% in 2019] in the yearly comparison, which portrays Tegma's car sales mix delivery within the country and range of delivery. **Average distance of exports** was 18.2% lower [-2.7% in 2019] in the yearly comparison. The **consolidated average distance** has increased 1.7% in 4Q19 [5.9% in 2019] in the yearly comparison.

In 4Q19, **total distance** was 14.5% higher [11.3% in 2019] in the yearly comparison due to volume transported and average distance increase vs 4Q18.

Total distance of export shrunk to 6.7% [-26.6% in 2019] in the yearly comparison and is currently equivalent to 1.6% of total distance traveled by Tegma.

Chart 2 – Tegma´s trips average distance (in km)



	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Vehicles transported (thousand)	**229.3**	**821.3**	**12.6%**	**5.1%**	**203.6**	**781.4**
Domestic	208.4	725.0	12.5%	10.9%	185.3	653.8
Exportations	20.9	96.3	14.0%	-24.6%	18.3	127.6
*Market share %**	*29.0%*	*26.9%*	*2.5 p.p.*	*1.6 p.p.*	*26.4%*	*25.3%*
Average km per vehicle transported (km)	**1,072.0**	**1,072.6**	**1.7%**	**5.9%**	**1,054.5**	**1,012.8**
Domestic	1,160.6	1,189.0	2.2%	1.5%	1,136.0	1,171.1
Exportations	188.1	196.5	-18.2%	-2.7%	229.9	202.0
Total km (million km)	**245.8**	**880.9**	**14.5%**	**11.3%**	**214.7**	**791.4**
Domestic total km	241.8	862.0	14.9%	12.6%	210.5	765.7
Exportations total km	3.9	18.9	-6.7%	-26.6%	4.2	25.8

Source: ANFAVEA and BACEN *(in thousand, except average km and total km in million)*

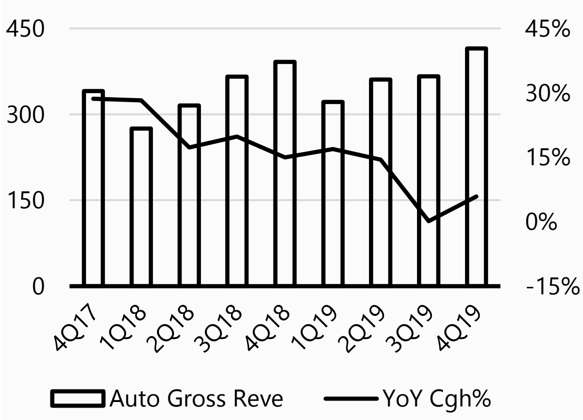
** Considering the denominator the wholesale sales on the previous page.*

Results – Automotive logistics division

The improvement in the country's economic scenario, although below expectations, impacted positively vehicle sales, maintaining the revenue growth of the automotive logistics division.

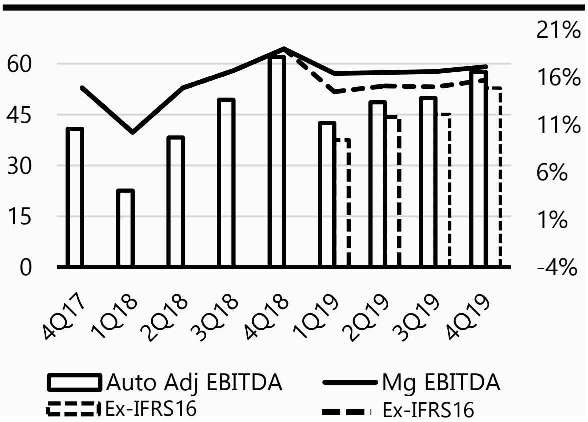
The automotive logistics division **gross revenue** grew 5.9% in 4Q19, [+8.6% in 2019] in yearly comparison. Such variation is explained by: i) the increase of 12.6% in 4Q19 [5.1% in 2019] in the yearly comparison of quantity of vehicles transported, ii) a 1.7% increase of average distance in 4Q19 [5.9% in 2019] vs previous year and iii) May 2019's price readjustment. Between 2Q18 and 4Q18, our revenues included vehicle transfer operations between automakers and secondary yards, which ceased to exist during 2019 due to the change of port of entry of imported vehicles from a major client.

Chart 3 – Gross revenue consolidated (in R$ mi)



Deductions from gross revenue in 4Q19 were 18.5% higher in the annual comparison, a growth above that of gross revenue, due to a credit of R$ 9.7 million that was recognized in 4Q18, as explained in the earnings release last year, of which R$ 8.1 million refer to 2017 and 9M18. If this value were excluded, it would have grown 5.4%.

Chart 4 – Automotive adjusted EBITDA (in R$ mi)



In 4Q19, the division **gross margin** was 23.3%. Not considering IFRS 16 and the tax credit effects, as evidenced on the next page and in Exhibit I. In addition, it is necessary disregard the temporal effect of a tax credit in the deduction of 4Q18 gross revenue, mentioned above, to get the real gross margin of 4Q18, 23.1%, stable vs. 4Q19. The division gross margin in 2019 was 22.0%. For better comparability, it is necessary to disregard, i) the IFRS 16 effects and ii) the effects of tax credit effects as evidenced on the next page and in Exhibit I. The 50 bps growth reflects the growth in revenues, combined with cost control.

In 4Q19, the division **adjusted EBITDA margin** was 17.0% (adjusted by R$ 2.3 million related to expenses with Operação Pacto, which occurred on October,17). For better comparability, it is necessary not consider IFRS 16 and tax credit effects as evidenced on the next page and in Exhibit I. In addition, it is necessary disregard the temporal effect of tax credit in the deduction of 4Q18 gross revenue, mentioned above, to reach a 18.2% margin in 4Q18, 260 bps higher than 4Q19. The 4Q19 margin drop in the annual comparison was mainly due i) the R$ 5.0 million increase in the provision for legal claims in the annual comparison (disregarding Direct's extraordinary civil contingency provision in 4Q18 in the amount of R$ 14.5 million), due to updates, agreement and closure of civil suits, ii) losses and write-off amounting of R$ 1.0 million in the sale of transportation equipments, as part of the process renewal of the mechanical horses for the vehicle logistics operation and iii) the increase of general and administrative expenses, mainly with consultancies, legal fees and new initiatives such as the implementation of a new compliance department.

[Tables on the next page]

Automotive logistics division	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**414.8**	**1,463.8**	**5.9%**	**8.6%**	**391.7**	**1,347.8**
Taxes and deductions	(77.5)	(273.7)	18.5%	10.8%	(65.4)	(247.0)
Net revenue	**337.3**	**1,190.1**	**3.4%**	**8.1%**	**326.3**	**1,100.8**
Cost of services	(258.7)	(928.8)	5.7%	8.2%	(244.8)	(858.5)
Gross profit	**78.6**	**261.4**	**-3.5%**	**7.9%**	**81.5**	**242.3**
Gross margin	*23.3%*	*22.0%*	*-1.7 p.p.*	*-0.0 p.p.*	*25.0%*	*22.0%*
Expenses	(31.4)	(48.6)	-7.0%	(0.5)	(33.8)	(98.5)
Operating income	**47.2**	**212.8**	**-0.9%**	**48.0%**	**47.6**	**143.8**
Operating margin%	*14.0%*	*17.9%*	*-0.6 p.p.*	*4.8 p.p.*	*14.6%*	*13.1%*
(+) Depreciation	(8.0)	(32.2)	104.4%	78.7%	(3.9)	(18.0)
EBITDA	**55.2**	**245.0**	**7.1%**	**51.4%**	**51.6**	**161.8**
(+) Non-recurring	2.3	(46.5)	-78.3%	-	10.4	10.4
Adjusted EBITDA	**57.5**	**198.5**	**-7.2%**	**15.2%**	**62.0**	**172.2**
EBITDA margin%	*17.0%*	*16.7%*	*-2.0 p.p.*	*1.0 p.p.*	*19.0%*	*15.6%*

To access this spreadsheets in Excel, Click here.

Automotive logistics division ex IFRS 16 and non-recurring events	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**414.8**	**1,463.8**	**5.9%**	**8.6%**	**391.7**	**1,347.8**
Taxes and deductions	(77.5)	(273.7)	11.5%	9.0%	(69.5)	(251.1)
Net revenue	**337.3**	**1,190.1**	**4.7%**	**8.5%**	**322.2**	**1,096.7**
Cost of services	(259.4)	(925.9)	6.0%	7.8%	(244.8)	(858.5)
Gross profit	**78.0**	**264.3**	**0.8%**	**11.0%**	**77.4**	**238.2**
Gross margin	*23.1%*	*22.2%*	*-0.9 p.p.*	*0.5 p.p.*	*24.0%*	*21.7%*
Expenses	(29.0)	(100.2)	50.0%	19.3%	(19.3)	(84.0)
Operating income	**49.0**	**164.1**	**-15.6%**	**6.4%**	**58.0**	**154.2**
Operating margin%	*14.5%*	*13.8%*	*-3.5 p.p.*	*-0.3 p.p.*	*18.0%*	*14.1%*
(+) Depreciation	(3.7)	(15.4)	-6.2%	-14.3%	(3.9)	(18.0)
EBITDA	**52.7**	**179.5**	**-15.0%**	**4.2%**	**62.0**	**172.2**
(+) Non-recurring	-	-	-	-	-	-
Adjusted EBITDA	**52.7**	**179.5**	**-15.0%**	**4.2%**	**62.0**	**172.2**
EBITDA margin%	*15.6%*	*15.1%*	*-3.6 p.p.*	*-0.6 p.p.*	*19.2%*	*15.7%*

To access this spreadsheets in Excel, Click here.

Click here to access the results conciliation in Exhibit I.

[1] 4Q18 result was impacted by a tax credit of R$ 9.7 million in the deductions from gross revenue, referring to the right to exclude ICMS from the calculation basis in 2018 and 2017. The value in the table is adjusted excluding 2017 value (R$ 4.1 million), however, the 4Q18 result was positively impacted by the 9M18 adjustment, which adds up to R$ 4.0 million. Excluding this amount, 4Q18 gross margin and Adjusted EBITDA would be 23.1% and 18.2%, respectively.

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Results – Integrated logistics division

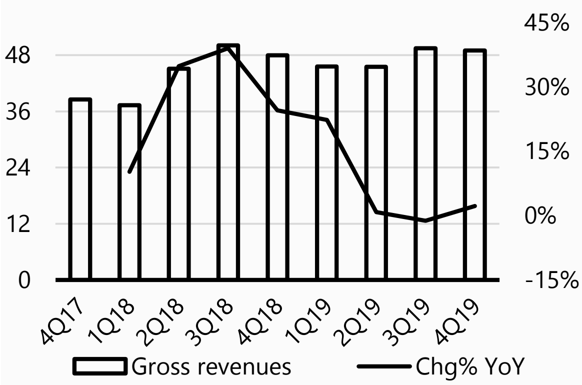
In the last quarters, the integrated logistics division has experienced a period of improvement in its operating mix, resulting in a maintenance of gross revenue, with margins improvement.

Gross revenue of warehouse operation in 4Q19 fell 12.7% [-23.7% in 2019 without GDL] in the annual comparison, explained by the loss of a customer in January 2019 in the Rio de Janeiro warehouse. Revenue from the industrial logistics operation in 4Q19 grew 7.3% [+7.0% in 2019] compared to the previous year due to the increase in the transported and stored volume in chemical operations and also due to the increase of volume transported in the home-appliances operation.

The division's **gross margin** in 4Q19 was 17.3% [16.2% in 2019]. Disregarding IFRS 16, the GDL operation in Jan/18 and the effects of the tax credit in 3Q19, the margin would have been 16.6% in 4Q19 [15.5% in 2019], 370 bps and 200 bps higher, respectively, in the annual comparison, as can be seen on page following and in Exhibit I.

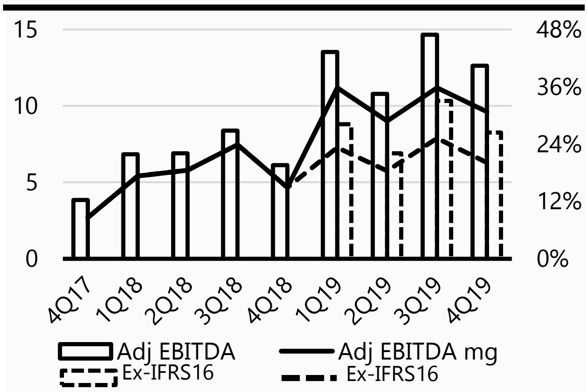
The division's **adjusted EBITDA margin** in 4Q19 was 30.8% [32.8% in 2019]. Disregarding IFRS 16, the GDL operation in Jan/18 and the tax credit in 3Q19, as shown in Exhibit I and on the next page, the margin was 20.1% [21.8% in 2019], an evolution that mainly reflects the growth of industrial logistics. In this quarter, the result was impacted by a R$ 1.8 million loss and write-off of assets related to the demobilization of part of the warehouse operation in Pavuna in the state of Rio de Janeiro. The growth in margins in 2019 reflects the increase in the volume of industrial logistics operations. It is worth mentioning that, due to its cost structure, the business has been benefiting from its operational leverage.

Chart 5 – Gross Revenue Integr. Logistics (in R$ mi)



*** 2017 and jan/18 proforma ex-GDL*

Chart 6 – Adjusted EBITDA Integrated Logistics (in R$ mi)



*** 2017 and jan/18 proforma ex-GDL*

Integrated logistics division	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**49.0**	**189.5**	**2.2%**	**-0.7%**	**47.9**	**190.9**
Warehouse	10.6	36.6	-12.7%	-23.7%	12.2	47.9
Industrial logistics	38.4	152.9	7.3%	7.0%	35.8	143.0
Gross revenue deductions	(8.0)	(32.3)	14.7%	-14.8%	(7.0)	(37.9)
Net revenue	**41.0**	**157.2**	**0.1%**	**2.7%**	**41.0**	**153.0**
Cost of services	(33.9)	(131.7)	-4.1%	-4.1%	(35.4)	(137.3)
Gross profit	**7.1**	**25.5**	**26.6%**	**62.2%**	**5.6**	**15.7**
Gross margin %	*17.3%*	*16.2%*	*3.6 p.p.*	*5.9 p.p.*	*13.7%*	*10.3%*
Expenses	(1.2)	1.3	-75.1%	-	(4.7)	(6.5)
Operating income	**5.9**	**26.8**	**528.1%**	**190.2%**	**0.9**	**9.2**
Operating margin%	*14.5%*	*17.0%*	*12.2 p.p.*	*11.0 p.p.*	*2.3%*	*6.0%*
(+) Depreciation	(6.7)	(26.4)	149.4%	134.2%	(2.7)	(11.3)
EBITDA	**12.6**	**53.2**	**247.8%**	**159.4%**	**3.6**	**20.5**
(+) Non-recurring	-	(1.6)	-	-	2.5	7.7
Adjusted EBITDA	**12.6**	**51.6**	**106.4%**	**82.7%**	**6.1**	**28.2**
EBITDA margin%	*30.8%*	*32.8%*	*15.9 p.p.*	*14.4 p.p.*	*14.9%*	*18.5%*

To access this spreadsheets in Excel, Click here..

Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Integrated logistics division ex IFRS 16 non-recurring events	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**49.0**	**189.5**	**2.2%**	**0.7%**	**47.9**	**188.2**
Warehouse	10.6	36.6	-12.7%	-19.1%	12.2	45.2
Industrial logistics	38.4	152.9	7.3%	7.0%	35.8	143.0
Gross revenue deductions	(8.0)	(32.3)	8.9%	(0.0)	(7.4)	(32.7)
Net revenue	**41.0**	**157.2**	**1.0%**	**1.1%**	**40.6**	**155.5**
Cost of services	(34.2)	(132.8)	-3.3%	-1.3%	(35.4)	(134.5)
Gross profit	**6.8**	**24.4**	**30.4%**	**16.0%**	**5.2**	**21.0**
Gross margin %	*16.6%*	*15.5%*	*3.7 p.p.*	*2.0 p.p.*	*12.9%*	*13.5%*
Expenses	(1.2)	(0.5)	-35.5%	(0.9)	(1.8)	(3.6)
Operating income	**5.7**	**23.9**	**64.9%**	**37.1%**	**3.4**	**17.4**
Operating margin%	*13.8%*	*15.2%*	*5.3 p.p.*	*4.0 p.p.*	*8.5%*	*11.2%*
(+) Depreciation	(2.6)	(10.4)	-3.2%	-5.4%	(2.7)	(11.0)
EBITDA	**8.3**	**34.3**	**35.0%**	**20.7%**	**6.1**	**28.4**
(+) Non-recurring	-	-	-	-	-	-
Adjusted EBITDA	**8.3**	**34.3**	**35.0%**	**20.7%**	**6.1**	**28.4**
EBITDA margin%	*20.1%*	*21.8%*	*5.1 p.p.*	*3.5 p.p.*	*15.1%*	*18.3%*

To access this spreadsheets in Excel, Click here..
Click here to access the results conciliation in Exhibit 1.

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

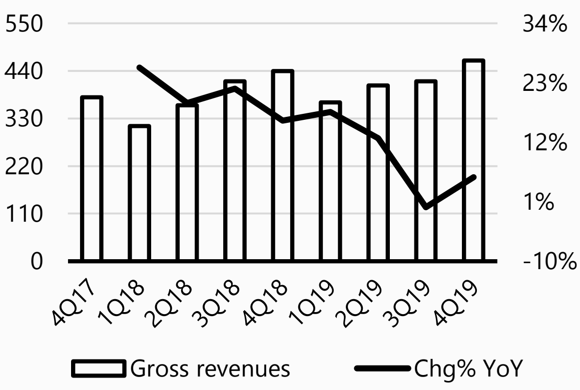
Results - Consolidated

The growth in consolidated **gross revenue** in 4Q19 in the annual comparison was mainly due to the performance of the automotive logistics division in the period.

The 18.1% increase in **gross revenue deductions** in 4Q19 was due to a tax credit of R$ 9.7 million recognized in 4Q18, as explained in the disclosure of last year's results, of which R$ 8.8 million are related to 2017 and 9M18. If this value were excluded, deductions would have grown 5.3%.

4Q19's **gross margin** was 22.7%. For better comparability it is necessary disregards IFRS 16 and tax credit as detailed in the Exhibit I or on the next page. In addition, it is necessary disregard the temporal effect of tax credit in the deduction of the 4Q18 gross revenue, mentioned above, to get the comparative 4Q18 gross margin of 21.8%, 60bps lower than 4T19.

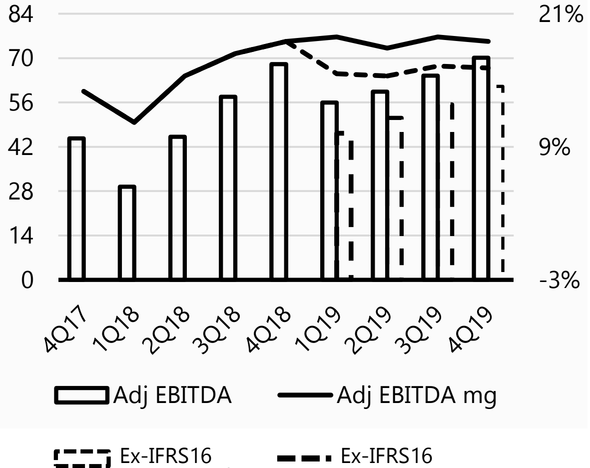
Chart 7 – Gross revenue consolidated (in R$ mi)



** 2017 and jan/18 proforma ex-GDL

4Q19's **expenses** were R$ 32.6 million, 42.7% higher [+15.0% in 2019] in the yearly comparison as can be seen in the Exhibit I without some non-recurring events[1]. The growth in 4Q19 and in 2019 in the annual comparison was mainly due to: i) increase in the provisions for lawsuits in the annual comparison due to updates, agreement and closure of civil suits, ii) losses in write-off of assets and iii) the increase in general and administrative expenses, mainly due to the expenses with consultancies and legal fees in addition of new initiatives such as the implementation of a new compliance area.

Chart 8 – Consolidated adjusted EBITDA (in R$ mi)



** 2017 and jan/18 proforma ex-GDL

In 4Q19, **EBITDA margin** was 18,5%. For better comparability, it is necessary not consider IFRS 16 and 3Q19 tax credit effects as evidenced on the next page and in Exhibit I. In addition, it is necessary disregard the temporal effect of tax credit in the deduction of the 4Q18 gross revenue, mentioned above to reach the 17.8% margin in 4Q18, 170bps above 4Q19. The reduction in the adjusted EBITDA margin in 4Q19 and the maintenance of the margin in 2019 was mainly due to the increase in Company's expenses, as explained above.

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[1] R$ 14.5 million of Direct's extraordinary civil contingency (4Q18), R$ 2.9 million of costs from collapse of the discontinued operation process (4Q18), R$ 2.2 million of the cost of the Operação Pacto and R$ 56,5 million of PIS COFINS credit (3Q19).

Consolidated	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**463.8**	**1,653.3**	**5.5%**	**7.4%**	**439.6**	**1,538.7**
Automotive Logistics	414.8	1,463.8	5.9%	8.6%	391.7	1,347.8
Integrated Logistics	49.0	189.5	2.2%	-0.7%	47.9	190.9
Gross revenue deductions	(85.5)	(306.0)	18.1%	7.4%	(72.4)	(284.9)
Net revenue	**378.3**	**1,347.3**	**3.0%**	**7.5%**	**367.2**	**1,253.8**
Cost of services	(292.6)	(1,060.5)	4.4%	6.5%	(280.2)	(995.8)
Gross profit	**85.7**	**286.8**	**-1.5%**	**11.2%**	**87.1**	**258.0**
Gross margin %	22.7%	21.3%	*-1.1 p.p.*	*0.7 p.p.*	23.7%	20.6%
Expenses	(32.6)	(47.2)	-15.3%	(0.5)	(38.5)	(104.9)
Operating income	**53.1**	**239.6**	**9.3%**	**56.6%**	**48.6**	**153.0**
Operating margin%	14.0%	17.8%	*0.8 p.p.*	*5.6 p.p.*	13.2%	12.2%
(+) Depreciation	(14.7)	(58.6)	122.7%	100.1%	(6.6)	(29.3)
EBITDA	**67.8**	**298.2**	**22.9%**	**63.6%**	**55.2**	**182.3**
(+) Non-recurring	2.3	(48.1)	-82.5%	-	12.9	18.1
Adjusted EBITDA	**70.1**	**250.1**	**3.0%**	**24.7%**	**68.1**	**200.5**
EBITDA margin%	*18.5%*	*18.6%*	-	*2.6 p.p.*	*18.5%*	*16.0%*

To access those spreadsheets in Excel, Click here..

Consolidated ex IFRS 16 non-recurring events	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**463.8**	**1,653.3**	**5.5%**	**7.6%**	**439.6**	**1,536.0**
Automotive Logistics	414.8	1,463.8	5.9%	8.6%	391.7	1,347.8
Integrated Logistics	49.0	189.5	2.2%	0.7%	47.9	188.2
Gross revenue deductions	(85.5)	(306.0)	11.2%	7.8%	(76.9)	(283.8)
Net revenue	**378.3**	**1,347.3**	**4.3%**	**7.6%**	**362.7**	**1,252.2**
Cost of services	(293.6)	(1,058.7)	4.8%	6.6%	(280.2)	(993.0)
Gross profit	**84.8**	**288.7**	**2.7%**	**11.4%**	**82.6**	**259.2**
Gross margin %	22.4%	21.4%	*-0.4 p.p.*	*0.7 p.p.*	22.8%	20.7%
Expenses	(30.1)	(100.6)	42.7%	15.0%	(21.1)	(87.5)
Operating income	**54.6**	**188.0**	**-11.1%**	**9.5%**	**61.5**	**171.7**
Operating margin%	14.4%	14.0%	*-2.5 p.p.*	*0.2 p.p.*	16.9%	13.7%
(+) Depreciation	(6.3)	(25.8)	-5.0%	-10.9%	(6.6)	(29.0)
EBITDA	**60.9**	**213.8**	**-10.5%**	**6.6%**	**68.1**	**200.6**
(+) Non-recurring	-	-	-	-	-	-
Adjusted EBITDA	**60.9**	**213.8**	**-10.5%**	**6.6%**	**68.1**	**200.6**
EBITDA margin%	*16.1%*	*15.9%*	*-2.7 p.p.*	*-0.2 p.p.*	*18.8%*	*16.0%*

To access this spreadsheets in Excel, Click here..
Click here to access the results conciliation in Exhibit I.

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Results – Consolidated *....continuation*

The 42.1% decrease in interest expenses, net of revenue from financial investments in 4Q19 [-33.5% in 2019] in the annual comparison is mainly due to the reduction in gross debt and its spread in the period, as well as the reduction in basic interest rate.

	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Revenue from financial investments	1.5	6.6	-16.0%	-13.2%	1.7	7.6
Interest expenses	(2.2)	(10.0)	-26.8%	-21.4%	(3.0)	(12.7)
Interest expenses, net of revenue from financial investments	**(0.7)**	**(3.4)**	**-42.1%**	**-33.5%**	**(1.2)**	**(5.2)**
Interest on leasing	(1.8)	(6.4)	-	-	-	-
Monetary correction on Spontaneus denunciation	-	-	-100.0%	-100.0%	-	(2.0)
Monetary correction PIS COFINS tax credit	-	-	-	-	-	-
Other financial revenues (expenses)	(0.7)	32.6	295.7%	-	(0.2)	(1.9)
Financial result	**(3.2)**	**22.7**	129.6%	-	**(1.4)**	**(9.1)**

Equity, which corresponds to 50% of GDL (Espirito Santo state bounded and general warehousing) and 49% of the non-operating Company Catlog, was positive by R$ 2.4 million in 4Q19 [+R$ 3.3 million in 2019]. The table beside is the 100% GDL income statement, which shows a significant growth in 4Q19 revenue vs 4Q18 due to the increase of imported vehicle's handling and the volume increase in existing operations, which resulted in a significant improvement in operating and net income.

GDL (100%)	4Q19	2019	Chg % vs 4Q18
Net Revenue	**20.4**	**71.7**	**17.2%**
Operating income	**6.9**	**11.7**	**504.3%**
Oper. margin%	*34.1%*	*16.3%*	*27.5 p.p.*
Net income	**4.8**	**6.6**	**237.1%**
Net margin %	*23.4%*	*9.3%*	*15.3 p.p.*

The **income tax rate** in 4Q19 was -16.8% mainly due to the exclusion of ICMS tax credit from the income tax calculation base and to the payment of interest on capital (IOC), which reduced the rate by 100 bps. In addition, we had several income tax adjustments that totaled R$ 2.3 million, which added to equity income, justify the difference to the nominal rate of 34%.

	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Income before tax	**52.2**	**265.3**	**9.1%**	**83.9%**	**47.8**	**144.3**
Real tax rate	-34.0%	-34.0%	-	-	-34%	-34%
Income tax and social contribution at the nominal rates	**(17.8)**	**(90.2)**	**9.1%**	**83.9%**	**(16.3)**	**(49.1)**
Presumed ICMS tax credit	1.8	6.6	18.3%	15.0%	1.5	5.7
Interest on own capital	3.9	8.8	193.7%	25.4%	1.3	7.0
Permanent differences, equity equivalence and others	3.3	3.5	531.9%	1,093.2%	0.5	0.3
Income tax	**(8.8)**	**(71.3)**	**-31.9%**	**97.9%**	**(12.9)**	**(36.0)**
Effective tax Rate	*-16.8%*	*-26.9%*	*10.1 p.p.*	*-1.9 p.p.*	*-26.9%*	*-25.0%*

Net income in 4Q19 grew 24.3% [+79.2% in 2019] compared to the previous year. The growth in 2019 is mainly due to the tax credit recognized in 3Q19. If we disregard this effect and the temporal effect of IFRS 16, net income would have been R$ 141.2 million in 2019, 30.4% higher in the annual comparison, due to operational results improvements, to the improvement of equity and to the reduction of net financial expenses.

Consolidated	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Operating income	**53.1**	**239.6**	**9.3%**	**56.6%**	**48.6**	**153.0**
Financial result	(3.2)	22.7	129.6%	-	(1.4)	(9.1)
Equity	2.3	3.0	244.8%	706.2%	0.7	0.4
Income before tax	**52.2**	**265.3**	**9.1%**	**83.9%**	**47.8**	**144.3**
Income tax	(8.8)	(71.3)	-31.9%	97.9%	(12.9)	(36.0)
Net income	**43.4**	**194.0**	**24.3%**	**79.2%**	**35.0**	**108.2**

Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

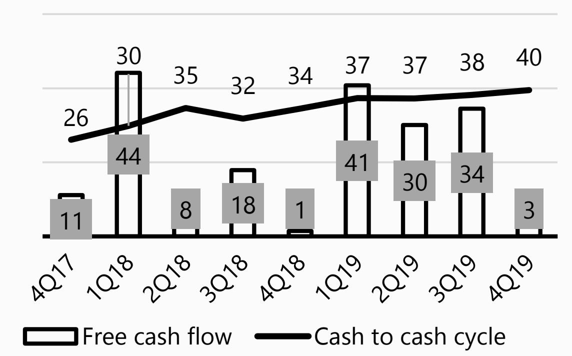
Cash flow

4Q19 **free cash flow** was R$ 13.6 million [R$ 136.2 million in 2019]. If we disregard the effect of IFRS 16, it would have been R$ 3.4 million in 4Q19 [+R$ 108.7 million in 2019].

The Company´s **cash to cash cycle** has been at a higher level, as shown in Chart 9, due to the negotiation of payments terms of important clients in return for new services and contracts renewal.

CAPEX for 4Q19 was R$ 10.7 million [R$ 36.0 million in 2019], according to the segregation shown in the following table. The most relevant investment in the quarter and in the year was the acquisition (and improvements) in two pieces of land in Sorocaba for Toyota's operation. In 2019 there was also the acquisition of transport equipment for vehicles, in the amount of R$ 5.4 million.

Chart 9 – Free cash flow (in R$ mi) and cash to cash cycle (in days) consolidated



Cash to cash cycle: days to receive - days to pay (Suppliers and freight / daily COGS) – Excluding IFRS 16

Net cash generated by investing activities for 4Q19 was negative by R$ 59.3 million due to: i) payment of dividends and IOC for 3Q19 in the amount of R$ 45.7 million and ii) IFRS 16 lease payment in the amount of R$ 10.2 million and iii) payment of debt principal in the amount of R$11.3 million. In 2019 the line was negative in R$ 154.5 million due to debt settlement, net of funding, amounting R$ 53.3 million, lease payment (IFRS 16) of R$ 30.0 million and dividends/IOC amounting R$ 103.6 million.

Consolidated CAPEX	4Q19	2019	4Q18	2018
Land improvements	6.1	6.8	11.5	17.4
New operations	0.0	0.4	0.4	2.3
Maintenance	2.3	2.0	7.7	6.4
General improvements	0.6	1.4	2.7	2.5
Transport equipment	-	-	5.4	-
IT	1.7	2.7	5.3	6.7
Contract renewal	-	-	3.2	-
Total	**10.7**	**13.3**	**36.0**	**35.4**

	4Q19	2019	4Q18	2018
A - Cash at beginning of period	**112.1**	**98.0**	**83.5**	**148.7**
Operating cash flow (1)	24.9	12.7	177.6	104.9
(-) Capital expenditures "cash" (2)	(11.3)	(11.2)	(38.9)	(33.2)
B - Free cash flow (1 + 2)	13.6	1.5	138.7	71.7
(-) Payment of leasing	10.2	-	6.4	-
B - Free cash flow (1 + 2) ex IFRS16	3.4	1.5	132.2	71.7
C - Net cash generated by investing activities (ex cash CAPEX)	0.9	0.0	2.0	0.5
D - Net cash from financing activities	(59.3)	(15.9)	(156.9)	(137.3)
(=) Cash at end of period (A + B + C + D)	**67.3**	**83.5**	**67.3**	**83.5**

(consolidated)

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

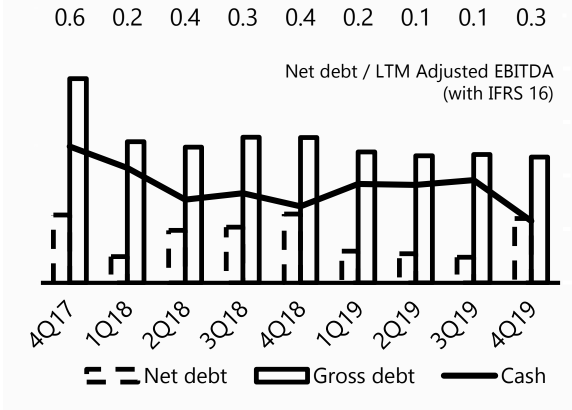
Debt and Cash

The Company's capital structure deleveraged some years ago due to the cash flow generated as a result of the increase in revenues combined with cost and expense control.

The **net debt** in December 2019 was R$ 70.1 million vs R$ 34.0 million in September 2019. The leverage increase in this quarter was due to the payment of dividends in 3Q19 based on a profit that was extraordinary and had not turned in cash yet.

4Q19 **net debt / LTM adjusted EBITDA index** was 0.3x vs 0.1x of 3Q19. The calculation of the coverage ratio (which is equivalent to **adjusted EBITDA / financial result**) is not applicable because of tax credits recognized in 3Q19 that turned the financial result positive, considering the last 12 months. The Company's *covenants* are <2.5x and >1.5x, respectively.

Chart 10 – Debt and cash consolidated (in R$ mi)

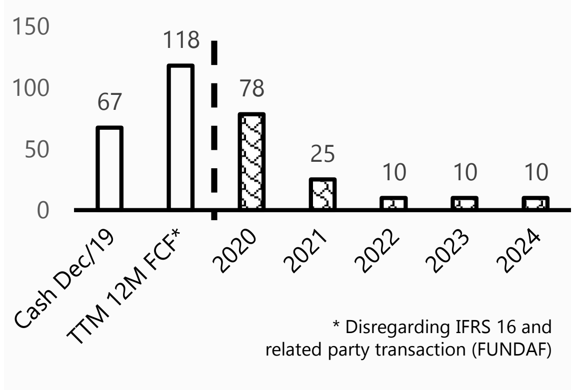


In August, 2019 Fitch improve rating assigned to Tegma (A [bra] stable) and the gross **debt average cost** in December 2019 was CDI + 1.41% p.y, a small reduction vs September 2019, due amortization of more expensive debt.

On February 15, 2019, the Company paid the principal and interest of bounds (1st emission) in the amount of R$ 48.4 million

In 1Q19, the Company raised debt in the NCE (Export Credit Notes) modal in the amount of R$ 30 million maturing in 2022, 2023 and 2024 at a cost of the CDI + 1.14% in order to reinforce the cash with the payment previously mentioned.

Chart 11 – Cash, FCF and Principal debt schedule amortization (R$ mi)



	1Q19	2Q19	3Q19	4Q19
Current debt	8.7	8.6	85.1	82.4
Non-current debt	134.0	130.0	55.0	55.0
Gross debt	**142.7**	**138.6**	**140.1**	**137.4**
(-) Cash	1.0	1.3	0.9	1.4
(-) Banking investments	107.0	105.4	111.2	66.0
Net debt	**34.7**	**31.9**	**28.0**	**70.1**
Adjusted EBITDA TTM	**227.0**	**241.3**	**248.1**	**250.1**
Net debt / Adjusted EBITDA TTM	*0.2*	*0.1*	*0.1*	*0.3*
Financial result TTM	**(9.1)**	**(11.0)**	**24.5**	**23.0-**
Adjusted EBITDA TTM / Financial result TTM	*24.9*	*22.0*	*N/A*	*N/A*

(consolidated)

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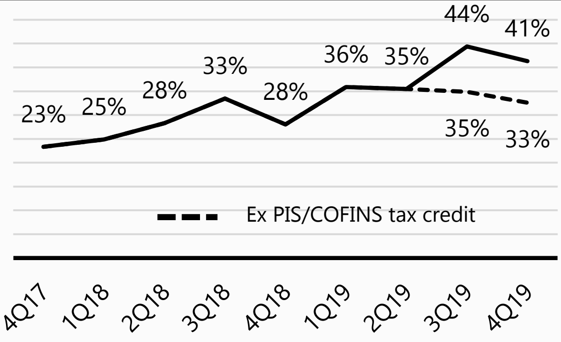
Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Return on invested capital

The Company consider that **return on invested capital** (ROIC) is significant for investors, since it reflects the Company's value creation. ROIC is not a substitute for other accounting measures in accordance with IFRS and may not be comparable to similar measures used by other companies. The Company defines ROIC as operating profit (after-tax of 34%), divided by the capital invested (shareholders' equity plus net debt minus acquisition goodwill) of the previous 12 months.

The consolidated **ROIC** of the Company, as shown in chart 12 and in table below, presented a significant recovery in the last two years.

Chart 12 – Return on invested capital (ROIC) consolidated



ROIC: NOPAT / (Net debt + Equity – goodwill)
Indicator math in the file Historical Financials.xlm (Qtl figures)

ROIC in 4Q19 was 41.3%, however if we disregarded the tax credit that was recognized in 3Q19, which impacted NOPAT by R$ 50.4 million, ROIC would have been 32.6%. The drop in ROIC vs. the level of the beginning of 2019 is mainly due to the reduced growth of the Automotive Logistics Division and the investments made due to contractual issues that did not result in new revenues (land in the city of Sorocaba-SP for the operation of Toyota).

	4Q17	1Q18	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19
ROIC (A / B)	**23,3%**	**24,9%**	**28,3%**	**33,5%**	**28,0%**	**35,9%**	**35,5%**	**44,4%**	**41,3%**
NOPAT (Oper inc *(1-34%) (A)	**72,3**	**77,7**	**92,9**	**104,6**	**101,0**	**112,9**	**119,3**	**155,2**	**158,1**
Operating income (TTM)	109,5	117,7	140,8	158,5	153,0	171,1	180,7	235,1	239,6
Capital employed (B) (previous 12 months)	**309,9**	**312,0**	**328,3**	**312,7**	**360,4**	**314,8**	**336,0**	**349,6**	**382,7**
(+) Net debt	98,7	95,4	90,8	74,7	74,1	28,7	57,4	60,9	75,0
(+) Equity	375,1	380,5	400,1	400,6	448,8	462,8	455,3	465,4	484,4
(-) Aquisitions goodwill	163,9	163,9	162,6	162,6	162,6	176,7	176,7	176,7	176,7

(consolidated)

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Exhibit I – Income statement ex-GDL in Jan/18, ex-one offs and ex-IFRS

Automotive logistics	4Q18	One-off	4Q18'	4Q19	IFRS16	Pacto	4Q19'	4Q19' Vs 4Q18'
Gross revenue´	**391.7**	**-**	**391.7**	**414.8**	**-**	**-**	**414.8**	**5.9%**
Deductions from gross revenue´	(65.4)	(4.1)	(69.5)	(77.5)	-	-	(77.5)	11.5%
Net Revenue´	**326.3**	**-**	**322.2**	**337.3**	**-**	**-**	**337.3**	**4.7%**
(-) Cost of services provided´	(244.8)	-	(244.8)	(258.7)	(0.7)	-	(259.4)	6.0%
Gross profit´	**81.5**	**-**	**77.4**	**78.6**	**-**	**-**	**78.0**	**0.8%**
Gross mg %´	*25.0%*	-	*24.0%*	*23.3%*	-	-	*23.1%*	-0.9 p.p.
Expenses´	(33.8)	14.5	(19.3)	(31.4)	0.2	2.3	(29.0)	50.0%
Operating profit´	**47.6**	**-**	**58.0**	**47.2**	**-**	**-**	**49.0**	**-15.6%**
Operating mg %´	*14.6%*	-	*18.0%*	*14.0%*	-	-	*14.5%*	-3.5 p.p.
(+) Depreciation´	(3.9)	-	(3.9)	(8.0)	4.3	-	(3.7)	-6.2%
EBITDA´	**51.6**	**-**	**62.0**	**55.2**	**-**	**-**	**52.7**	**-15.0%**
Adjusted EBITDA mg%´	*15.8%*	-	*19.2%*	*16.4%*	-	-	*15.6%*	-3.6 p.p.

Integrated logistics	4Q18	One-off	4Q18'	4Q19	IFRS16	Pacto	4Q19'	4Q19' Vs 4Q18'
Gross revenue´	**47.9**	**-**	**47.9**	**49.0**	**-**	**-**	**49.0**	**2.2%**
Warehouses´	12.2	-	12.2	10.6	-	-	10.6	-12.7%
Industrial logistics´	35.8	-	35.8	38.4	-	-	38.4	7.3%
Deductions from gross revenue´	(7.0)	(0.4)	(7.4)	(8.0)	-	-	(8.0)	8.9%
Net Revenue´	**41.0**	**-**	**40.6**	**41.0**	**-**	**-**	**41.0**	**1.0%**
(-) Cost of services provided´	(35.4)	-	(35.4)	(33.9)	(0.3)	-	(34.2)	-3.3%
Gross profit´	**5.6**	**-**	**5.2**	**7.1**	**-**	**-**	**6.8**	**30.4%**
Gross mg %´	*13.7%*	-	*12.9%*	*17.3%*	-	-	*16.6%*	3.7 p.p.
Expenses´	(4.7)	2.9	(1.8)	(1.2)	-	-	(1.2)	-35.5%
Operating profit´	**0.9**	**-**	**3.4**	**5.9**	**-**	**-**	**5.7**	**64.9%**
Operating mg %´	*2.3%*	-	*8.5%*	*14.5%*	-	-	*13.8%*	5.3 p.p.
(+) Depreciation´	(2.7)	-	(2.7)	(6.7)	4.1	-	(2.6)	-3.2%
EBITDA´	**3.6**	**-**	**6.1**	**12.6**	**-**	**-**	**8.3**	**35.0%**
Adjusted EBITDA mg%´	*8.9%*	-	*15.1%*	*30.8%*	-	-	*20.1%*	5.1 p.p.

Consolidated	4Q18	One-off	4Q18'	4Q19	IFRS16	Pacto	4Q19'	4Q19' Vs 4Q18'
Gross revenue´	**439.6**	**-**	**439.6**	**463.8**	**-**	**-**	**463.8**	**5.5%**
Deductions from gross revenue´	(72.4)	(4.5)	(76.9)	(85.5)	-	-	(85.5)	11.2%
Net Revenue´	**367.2**	**-**	**362.7**	**378.3**	**-**	**-**	**378.3**	**4.3%**
(-) Cost of services provided´	(280.2)	-	(280.2)	(292.6)	(0.9)	-	(293.6)	4.8%
Gross profit´	**87.1**	**-**	**82.6**	**85.7**	**-**	**-**	**84.8**	**2.7%**
Gross mg %´	*23.7%*	-	*22.8%*	*22.7%*	-	-	*22.4%*	-0.4 p.p.
Expenses´	(38.5)	17.4	(21.1)	(32.6)	0.2	2.3	(30.1)	42.7%
Operating profit´	**48.6**	**-**	**61.5**	**53.1**	**-**	**-**	**54.6**	**-11.1%**
Operating mg %´	*13.2%*	-	*16.9%*	*14.0%*	-	-	*14.4%*	-2.5 p.p.
(+) Depreciation´	(6.6)	-	(6.6)	(14.7)	8.4	-	(6.3)	-5.0%
EBITDA´	**55.2**	**-**	**68.1**	**67.8**	**-**	**-**	**60.9**	**-10.5%**
Adjusted EBITDA mg%´	*15.0%*	-	*18.8%*	*17.9%*	-	-	*16.1%*	-2.7 p.p.

* To access this spreadsheets in Excel, Click here.

¹ The 4Q18 result was impacted by a tax credit of R$ 10.5 million in the gross revenue deductions, referring to the right to exclude ICMS from the calculation basis for the years 2018 and 2017. The value on the table is adjusted excluding 2017 value (R$ 4.4 million), however, the 4Q18 result was positively impacted by the 9M18 adjustment, which adds up R$ 4.3 million.

Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Automotive logistics	2018	GDL	One-off	2018'	2019	IFRS16	Adjusted	2019'	2019' Vs 2018'
Gross revenue´	**1,347.8**	**-**	**-**	**1,347.8**	**1,463.8**	**-**	**-**	**1,463.8**	**8.6%**
Deductions from gross revenue´	(247.0)	-	(4.1)	(251.1)	(273.7)	-	-	(273.7)	9.0%
Net Revenue´	**1,100.8**	**-**	**-**	**1,096.7**	**1,190.1**	**-**	**-**	**1,190.1**	**8.5%**
(-) Cost of services provided´	(858.5)	-	-	(858.5)	(928.8)	(3.0)	5.9	(925.9)	7.8%
Gross profit´	**242.3**	**-**	**-**	**238.2**	**261.4**	**-**	**-**	**264.3**	**11.0%**
Gross mg %´	*22.0%*	-	-	*21.7%*	*22.0%*	-	-	*22.2%*	0.5 p.p.
Expenses´	(98.5)	-	14.5	(84.0)	(48.6)	0.8	(52.4)	(100.2)	19.3%
Operating profit´	**143.8**	**-**	**-**	**154.2**	**212.8**	**-**	**-**	**164.1**	**6.4%**
Operating mg %´	*13.1%*	-	-	*14.1%*	*17.9%*	-	-	*13.8%*	-0.3 p.p.
(+) Depreciation´	(18.0)	-	-	(18.0)	(32.2)	16.7	-	(15.4)	-14.3%
EBITDA´	**161.8**	**-**	**-**	**172.2**	**245.0**	**-**	**-**	**179.5**	**4.2%**
Adjusted EBITDA mg%´	*14.7%*	-	-	*15.7%*	*20.6%*	-	-	*15.1%*	-0.6 p.p.

Integrated logistics	2018	GDL	One-off	2018'	2019	IFRS16	Adjusted	2019'	2019' Vs 2018'
Gross revenue´	**190.9**	**(2.7)**	**-**	**188.2**	**189.5**	**-**	**-**	**189.5**	**0.7%**
Warehouses´	47.9	**(2.7)**	**-**	45.2	36.6	-	-	36.6	-19.1%
Industrial logistics´	143.0	**-**	**-**	143.0	152.9	-	-	152.9	7.0%
Deductions from gross revenue´	(37.9)	0.4	4.9	(32.7)	(32.3)	-	-	(32.3)	-1.0%
Net Revenue´	**153.0**	**-**	**-**	**155.5**	**157.2**	**-**	**-**	**157.2**	**1.1%**
(-) Cost of services provided´	(137.3)	2.8	-	(134.5)	(131.7)	(1.3)	0.2	(132.8)	-1.3%
Gross profit´	**15.7**	**-**	**-**	**21.0**	**25.5**	**-**	**-**	**24.4**	**16.0%**
Gross mg %´	*10.3%*	-	-	*13.5%*	*16.2%*	-	-	*15.5%*	2.0 p.p.
Expenses´	(6.5)	0.0	2.9	(3.6)	1.3	-	(1.8)	(0.5)	-86.8%
Operating profit´	**9.2**	**-**	**-**	**17.4**	**26.8**	**-**	**-**	**23.9**	**37.1%**
Operating mg %´	*6.0%*	-	-	*11.2%*	*17.0%*	-	-	*15.2%*	4.0 p.p.
(+) Depreciation´	(11.3)	0.3	-	(11.0)	(26.4)	16.0	-	(10.4)	-5.4%
EBITDA´	**20.5**	**-**	**-**	**28.4**	**53.2**	**-**	**-**	**34.3**	**20.7%**
Adjusted EBITDA mg%´	*13.4%*	-	-	*18.3%*	*33.8%*	-	-	*21.8%*	3.5 p.p.

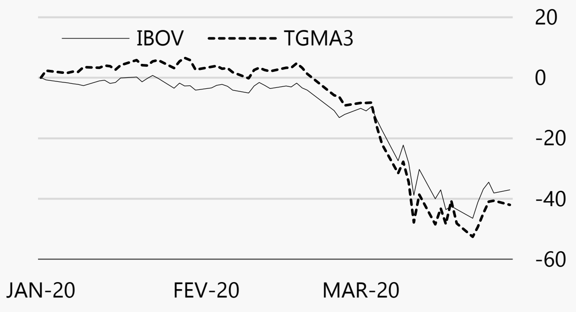
Consolidated	2018	GDL	One-off	2018'	2019	IFRS16	Adjusted	2019'	2019' Vs 2018'
Gross revenue´	**1,538.7**	**(2.7)**	**-**	**1,536.0**	**1,653.3**	**-**	**-**	**1,653.3**	**7.6%**
Deductions from gross revenue´	(284.9)	0.4	0.8	(283.8)	(306.0)	-	-	(306.0)	7.8%
Net Revenue´	**1,253.8**	**-**	**-**	**1,252.2**	**1,347.3**	**-**	**-**	**1,347.3**	**7.6%**
(-) Cost of services provided´	(995.8)	2.8	-	(993.0)	(1,060.5)	(4.3)	6.1	(1,058)	6.6%
Gross profit´	**258.0**	**-**	**-**	**259.2**	**286.8**	**-**	**-**	**288.7**	**11.4%**
Gross mg %´	*20.6%*	-	-	*20.7%*	*21.3%*	-	-	*21.4%*	0.7 p.p.
Expenses´	(104.9)	0.0	17.4	(87.5)	(47.2)	0.8	(54.2)	(100.6)	15.0%
Operating profit´	**153.0**	**-**	**-**	**171.7**	**239.6**	**-**	**-**	**188.0**	**9.5%**
Operating mg %´	*12.2%*	-	-	*13.7%*	*17.8%*	-	-	*14.0%*	0.2 p.p.
(+) Depreciation´	(29.3)	0.3	-	(29.0)	(58.6)	32.8	-	(25.8)	-10.9%
EBITDA´	**182.3**	**-**	**-**	**200.6**	**298.2**	**-**	**-**	**213.8**	**6.6%**
Adjusted EBITDA mg%´	*14.5%*	-	-	*16.0%*	*22.1%*	-	-	*15.9%*	-0.2 p.p.

Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Capital Markets TGMA3

- At the beginning of 2020, Tegma's shares had suffered from the impacts of COVID-19 on the market. Devaluing 42%, vs a 37% drop in the Ibovespa. The Company's market cap is around R$ 1.48 billion (R$ 22.46 per share).

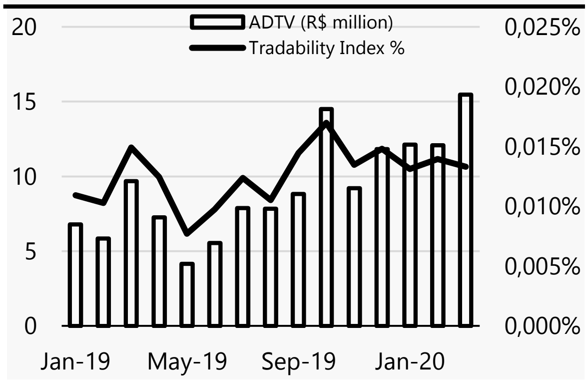
Chart 13 – TGMA3 and IBOV Base zero (Jan/02/2020)



Nominal stock prices.

- The ADTV of Tegma's shares in 2019 was around R$ 13 million traded daily (USD 2.5 million), maintaining last quarters growth. TGMA3's tradability index vs IBX-100 has remained stable since November/2019.

Chart 14 –TGMA3 ADTV



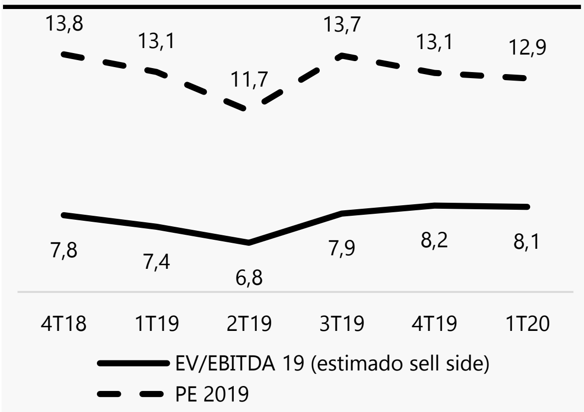
- In executive board meeting held on November 7, the distribution of dividends and interim interest on capital in the amount of R$ 0.69 per share was approved, corresponding to 50% of 4Q19 earnings. Dividends and interest on own capital accounted for 43% of net income and 3.7% of dividend yield in the last 12 months.

Table 3 – Dividends and Payout

	Dividend per share (R$)	Payout %	Div Yld % LTM
2019	1.14	43%	3.7%
2018	0.99	60%	4.3%
2017	0.93	60%	4.9%
2016	0.12	61%	1.0%
2015	0.08	53%	1.4%
2014	-	-	-
2013	0.71	100%	3.4%
2012	0.97	81%	3.2%
2011	1.00	71%	4.2%
2010	0.95	59%	4.7%

- Tegma stocks has been traded in 1Q20 at multiples PE and EV/EBITDA 2019 of 12.9x and 8.1x respectively.

Chart 15 – Multiples TGMA3



Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Shareholder composition

Shareholder	# stocks TGMA3 ON	% Total
Mopia Participações e Empreendimentos Ltda.	15,396,481	23.3%
Cabana Empreendimentos e Participações Ltda.	4,817,704	7.3%
Coimex Empreendimentos e Participações Ltda.	13,207,034	20.0%
Other controlling shareholders (individuals)	509,473	0.8%
Directors and administration board	101	0.0%
Treasury	65,143	0.1%
Controllers, administrators e treasury	**33,996,036**	**51.5%**
Free float	**32,006,979**	**48.5%**
Total stocks	**66,002,915**	**100.0%**

Services provided by the independent auditor

The financial statements of the Company and its subsidiaries for the year ended December 31, 2019 were audited by BDO RCS Auditores Independentes SS in reference to article 2 of CVM Instruction 381/03 and OFÍCIO-CIRCULAR / CVM / SEP / Nº02 / 2020, Tegma informs that it has not contracted the independent auditor or any related parties for any service that has not been an external audit.

Pursuant to CVM Instruction 480/09, the management at a meeting held on March 31, 2020 declares that it discussed, reviewed and agreed with the information expressed in the independent auditors' audit report on the individual and consolidated financial statements of December 31, 2019.

a) the date of contracting, the duration, if more than one year, and an indication of the nature of each service provided:

Contracting date: 03/12/2020 for the audit period of the financial statements from 01/01/2019 to 12/31/2019 and 3Q2019. The extension of the audit contract for the current and future years is under negotiation of commercial details.

b) the total value of the contracted fees and its percentage in relation to the fees related to those of external audit services:

R$ 961,110.00, net of taxes, with no additional contracted service from BDO

c) the policy or procedures adopted by the Company to avoid the existence of a conflict of interest, loss of independence or objectivity of its independent auditors:

Unrestricted access for independent auditors to the Company's facilities, its employees and all the information and documentation requested by them provided without any restrictions.

d) a summary of the justification presented by the auditor to the issuer's management on the reasons why he considered that the provision of other services did not affect the independence and objectivity necessary for the performance of the external audit services (Article 3 of the Instruction):

Without restriction verified by the Independent Auditor and which was manifested in his proposal at the time of hiring and his permanence, without conflicts, until the conclusion of the works.

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Tegma Gestão Logística S.A | Earnings release | 4Q19 | in R$ million

Tegma Gestão Logística SA and subsidiaries
Income statement
(in R$ million)

Income statement	4Q19	2019	Chg % vs 4Q18	Chg % vs 2018	4Q18	2018
Gross revenue	**463.8**	**1,653.3**	**5.5%**	**7.4%**	**439.6**	**1,538.7**
Taxes and deductions	(85.5)	(306.0)	18.1%	7.4%	(72.4)	(284.9)
Net revenue	**378.3**	**1,347.3**	**3.0%**	**7.5%**	**367.2**	**1,253.8**
(-) Cost of services	(292.6)	(1,060.5)	4.4%	6.5%	(280.2)	(995.8)
Personnel	(34.1)	(127.3)	8.6%	9.6%	(31.4)	(116.1)
Freight	(240.5)	(852.0)	4.2%	6.1%	(230.7)	(803.1)
Other costs	(42.9)	(170.0)	1.1%	4.5%	(42.4)	(162.7)
Taxes credit (PIS and COFINS)	24.8	88.8	2.2%	3.3%	24.3	86.0
Gross profit	**85.7**	**286.8**	**-1.5%**	**11.2%**	**87.1**	**258.0**
General and administrative expenses	(25.8)	(85.4)	18.8%	11.8%	(21.7)	(76.4)
Other expenses and revenues	(6.8)	38.2	-59.5%	-	(16.8)	(28.5)
Operating income	**53.1**	**239.6**	**9.3%**	**56.6%**	**48.6**	**153.0**
(+) Depreciation	14.7	58.6	122.7%	100.1%	6.6	29.3
= EBITDA	**67.8**	**298.2**	**22.9%**	**63.6%**	**55.2**	**182.3**
(+) Non-recurring events	2.3	(48.1)	-	-	12.9	18.1
= Adjusted EBITDA	**70.1**	**250.1**	**3.0%**	**24.7%**	**68.1**	**200.5**
Mg% EBITDA	*18.5%*	*18.6%*	-	*2.6 p.p.*	*18.5%*	*16.0%*
Financial result	(3.2)	22.7	-56.4%	-	(1.4)	(9.1)
Equity	2.3	3.0	244.8%	704.8%	0.7	0.4
Income before tax	**52.2**	**265.3**	**9.1%**	**83.9%**	**47.8**	**144.3**
Income tax	(8.8)	(71.3)	-31.9%	97.9%	(12.9)	(36.0)
Net income	**43.4**	**194.0**	**24.3%**	**79.2%**	**35.0**	**108.2**
Net margin %	*11.5%*	*14.4%*	*2.0 p.p.*	*5.8 p.p.*	*9.5%*	*8.6%*

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Tegma Gestão Logística SA and subsidiaries
Balance sheet
(in R$ million)

	Dec-19	Sep-19	Dec-18
Current assets	**449.1**	**457.4**	**337.5**
Cash	1.4	0.9	1.3
Banking investments	66.0	111.2	82.2
Accounts receivable	261.2	222.8	226.2
Related parties	0.7	0.2	4.1
Inventories	0.1	0.1	0.2
Income tax and social contribution	1.1	2.2	3.3
Taxes to recover	106.3	104.6	12.0
Other receivables	6.7	6.2	6.8
Prepaid expenses	2.0	3.3	1.3
Derivative financial instruments	3.7	5.9	-
Non-current assets	**46.6**	**45.9**	**61.4**
Taxes to recover	9.7	9.6	9.4
Other receivables	1.8	1.8	6.7
Deferred taxes	16.9	14.0	16.1
Marketable securities	2.6	2.4	-
Related parties	1.1	3.7	15.6
Derivative financial instruments	-	-	1.6
Judicial deposits	14.5	14.5	11.9
Long term Assets	**489.8**	**496.9**	**410.6**
Investments	38.3	19.3	35.9
Property, plant and equipment	209.0	208.2	202.2
Intangible assets	171.4	188.3	172.5
Right of use assets	70.9	81.1	-
Total assets	**985.4**	**1,000.2**	**809.4**

	Dec-19	Sep-19	Dec-18
Current liabilities	**268.7**	**269.6**	**170.6**
Loans and financing	61.0	64.8	6.7
Bonds	25.1	26.2	48.1
Lease liabilities	28.9	30.5	-
Suppliers and freights payable	36.3	30.3	36.9
Taxes payable	19.4	16.5	15.1
Salaries and social charges	26.3	28.2	24.3
Other accounts payable	29.6	31.9	30.9
Related parties	0.1	0.0	2.3
Income tax	42.0	41.2	6.4
Non-current liabilities	**141.6**	**152.9**	**154.4**
Loans and financing	30.0	30.0	55.4
Related parties	0.5	2.8	2.0
Bonds	25.0	25.0	50.0
Lease liabilities	48.1	55.8	-
Deferred tax	2.8	2.7	2.6
Provision for contingencies	35.3	36.6	44.4
Shareholders equity	**575.1**	**577.7**	**484.4**
Capital stock	144.5	144.5	144.5
Capital reserve	174.1	174.1	174.1
Profit reserve	256.9	138.2	138.2
Retained earnings	-	121.0	-
Treasury shares	(0.3)	(0.3)	(0.3)
Assets valuation adjustment	(0.0)	0.4	(0.3)
Additional proposed dividend	-	-	28.3
Total liabilities and shareholders' equity	**985.4**	**1,000.2**	**809.4**

Tegma Gestão Logística SA and subsidiaries
Cash flow statement
(in R$ million)

	4Q19	4Q18	2019	2018
Income before income and social contribution taxes	**52.2**	**47.8**	**265.3**	**144.3**
Depreciation and amortization	6.3	6.6	25.8	29.3
Right of use assets amortization	8.4	-	32.8	-
Interest and exchange variation on unpaid loans and debentures	0.7	1.0	11.8	14.5
(Reversal of) provision for contingencies	6.0	16.2	21.1	32.5
Interest on leasing	1.8	-	6.4	-
Allowance for doubtful accounts	(0.7)	(10.6)	(92.1)	(10.6)
Swap result	1.5	2.0	(1.7)	(1.7)
Equity	(2.3)	(0.7)	(3.0)	(0.4)
Loss (gains) on disposal of assets	2.9	0.8	2.9	1.2
Allowance for (reversal of) doubtful accounts	(0.8)	1.8	(2.1)	1.1
Fair value in investment transfer	-	-	-	(1.8)
Allowance for losses on sales of subsidiaries	-	1.9	-	1.9
Loss in goodwill withdraw	-	-	-	2.5
Expenses (revenues) not affecting cash flows	**23.8**	**19.0**	**2.0**	**68.5**
Accounts receivable	(37.6)	(37.5)	(32.8)	(59.4)
Taxes recoverable	(0.3)	(0.4)	(1.4)	17.6
Judicial deposits	(0.1)	(0.4)	(3.7)	(1.9)
Other assets	3.6	(1.3)	4.7	(9.2)
Suppliers and freight payable	6.6	7.0	2.3	3.1
Salaries and related charges	(1.9)	(2.1)	2.0	0.9
Increase (decrease) in related parties	(0.2)	0.7	14.3	0.2
Other liabilities	(0.2)	5.6	1.0	5.8
Changes in assets and liabilities	**(30.1)**	**(28.2)**	**(13.6)**	**(43.0)**
Interest on loans, financing and swap	(0.3)	(1.5)	(1.8)	(4.1)
Interest on debentures	(1.9)	(2.1)	(5.7)	(11.7)
Interest on leasing	(2.1)	-	(6.1)	-
Lawsuits paid	(6.3)	(7.3)	(27.0)	(22.9)
Income and social contribution taxes paid	(10.2)	(15.1)	(35.3)	(26.3)
(A) Net cash generated by (used in) operating activities	**25.0**	**12.7**	**177.7**	**104.9**
Dividends received	-	-	0.3	0.2
Acquisition of intangible assets	(1.1)	(2.1)	(4.4)	(5.3)
Acquisition of property and equipment and intangible assets	(10.2)	(9.1)	(34.5)	(27.9)
Proceeds from sale of assets	0.9	0.0	1.4	0.4
Payment of acquisition of investments	-	-	0.3	0.5
Cash from Tegma Logistica Integrada S.A.	-	-	-	(0.7)
(B) Net cash generated by (used in) investing activities	**(10.4)**	**(11.1)**	**(36.9)**	**(32.8)**
Dividend paid	(45.7)	(15.6)	(103.6)	(75.5)
New loans	-	-	30.0	50.0
Payment of debentures	(3.3)	-	(53.3)	(111.4)
Derivative financial instruments	-	(0.4)	-	(0.4)
Payment of leasing	(10.2)	-	(30.0)	-
(C) Net cash generated by (used in) financial activities	**(59.3)**	**(15.9)**	**(156.9)**	**(137.3)**
Changes in cash (A + B + C)	**(44.7)**	**(14.4)**	**(16.1)**	**(65.2)**
Cash at beginning of period	112.1	98.0	83.5	148.7
Cash at end of year	67.3	83.5	67.3	83.5

Tegma Gestão Logística SA and subsidiaries
Statements of change in equity
(in R$ million)

	Capital	Capital reserve	Legal reserve	Tax incentive reserve	Retained profit	Addicional dividend proposed	Treasury stock	Equity adjustment	Retained earnings (accumulated losses)	Total equity
Balance on January 1, 2018	**144.5**	**174.1**	**28.9**	**12.0**	**54.0**	**35.7**	**(0.3)**	**-**	**-**	**448.8**
Net income for the period	-	-	-	-	-	-	-	-	108.2	108.2
Net result with financial instruments designated as Hedge Accounting	-	-	-	-	-	-	-	(0.3)	-	(0.3)
Tax incentives	-	-	-	14.0	-	-	-	-	(14.0)	-
Allocation:										
Set up of reserves	-	-	-	-	94.2	-	-	-	(94.2)	-
Dividends and interest on capital	-	-	-	-	(65.0)	(7.4)	-	-	-	(72.4)
Balance on December 31, 2018	**144.5**	**174.1**	**28.9**	**26.0**	**83.3**	**28.3**	**(0.3)**	**(0.3)**	**-**	**484.4**

	Capital	Capital reserve	Legal reserve	Tax incentive reserve	Retained profit	Addicional dividend proposed	Treasury stock	Equity adjustment	Retained earnings (accumulated losses)	Total equity
Balance on October 1, 2018	**144.5**	**174.1**	**28.9**	**21.8**	**54.0**	**-**	**(0.3)**	**0.1**	**42.3**	**465.4**
Net income for the period	-	-	-	-	-	-	-	-	35.0	35.0
Net result with financial instruments designated as Hedge Accounting	-	-	-	-	-	-	-	(0.5)	-	(0.5)
Tax incentives	-	-	-	4.1	-	-	-	-	(4.1)	-
Allocation										
Set up of reserves	-	-	-	-	94.2	-	-	-	(94.2)	-
Dividends and interest on capital	-	-	-	-	(65.0)	28.3	-	-	21.1	(15.6)
Balance on December 31, 2018	**144.5**	**174.1**	**28.9**	**26.0**	**83.3**	**28.3**	**(0.3)**	**(0.3)**	**-**	**484.4**

	Capital	Capital reserve	Legal reserve	Tax incentive reserve	Retained profit	Addicional dividend proposed	Treasury stock	Equity adjustment	Retained earnings (accumulated losses)	Total equity
Balance on January 1, 2019	**144.5**	**174.1**	**28.9**	**26.0**	**83.3**	**28.3**	**(0.3)**	**(0.3)**	**-**	**484.4**
Net income for the period	-	-	-	-	-	-	-	-	194.0	194.0
Net result with financial instruments designated as Hedge Accounting	-	-	-	-	-	-	-	0.5	-	0.5
Deferred taxes on hedge accounting	-	-	-	-	-	-	-	(0.2)	-	(0.2)
Tax incentives	-	-	-	17.7	-	-	-	-	(17.7)	-
Allocation										
Set up of reserves	-	-	-	-	176.2	-	-	-	(176.2)	-
Dividends and interest on capital	-	-	-	-	(75.3)	(28.3)	-	-	-	(103.6)
Balance on December 31, 2019	**144.5**	**174.1**	**28.9**	**43.7**	**184.3**	**-**	**(0.3)**	**(0.0)**	**-**	**575.1**

	Capital	Capital reserve	Legal reserve	Tax incentive reserve	Retained profit	Addicional dividend proposed	Treasury stock	Equity adjustment	Retained earnings (accumulated losses)	Total equity
Balance on October 1, 2019	**144.5**	**174.1**	**28.9**	**38.7**	**83.3**	**(29.6)**	**(0.3)**	**1.1**	**137.8**	**578.4**
Net income for the period	-	-	-	-	-	-	-	-	43.4	43.4
Net result with financial instruments designated as Hedge Accounting	-	-	-	-	-	-	-	(1.6)	-	(1.6)
Deferred taxes on hedge accounting	-	-	-	-	-	-	-	0.1	-	0.5
Tax incentives	-	-	-	5.0	-	-	-	-	(5.0)	-
Allocation										
Set up of reserves	-	-	-	-	176.2	-	-	-	(176.2)	-
Dividends and interest on capital	-	-	-	-	(75.3)	29.6	-	-	-	(45.7)
Balance on December 30, 2019	**144.5**	**174.1**	**28.9**	**43.7**	**184.3**	**-**	**(0.3)**	**(0.0)**	**-**	**575.1**

Tegma Gestão Logística SA and subsidiaries
Statements of value added
(in R$ million)

	4Q19	4Q18	Chg % vs 4Q18	Chg % vs 2018	2019	2018
Gross sale of services	440.4	416.6	5.7%	7.8%	1,570.6	1,456.4
Other income	1.3	2.2	-38.2%	583.3%	60.8	8.9
(Reversal of) allowance for doubtful accounts	0.8	(1.8)	-	-	2.1	(1.1)
Income	**442.5**	**417.0**	**6.1%**	**11.6%**	**1,633.5**	**1,464.2**
Cost of services provided	(240.5)	(230.7)	4.2%	6.1%	(852.0)	(803.1)
Materials, energy, third-party services and other operating expenses	(46.8)	(50.9)	-8.1%	0.0%	(162.1)	(162.0)
Input products acquired from third parties	**(287.2)**	**(281.5)**	**2.0%**	**5.1%**	**(1,014.0)**	**(965.1)**
Net value added produced by the Company	155.3	135.4	14.7%	24.1%	619.5	499.1
Depreciation and amortization	(6.3)	(6.6)	-5.0%	-11.9%	(25.8)	(29.3)
Right of use assets amortization	(8.4)	-	-	-	(32.8)	-
Gross value added	**140.6**	**128.8**	**9.1%**	**19.4%**	**560.9**	**469.8**
Equity pickup	2.3	0.7	245.4%	704.9%	3.0	0.4
Financial income	1.0	8.9	-88.4%	88.3%	46.5	24.7
Total value added to be distributed	**143.9**	**138.4**	**4.0%**	**23.3%**	**610.4**	**494.9**
				-	-	-
Personnel and related charges	**41.8**	**38.8**	**7.9%**	**10.9%**	**155.3**	**140.1**
Direct compensation	32.2	29.5	9.2%	8.7%	118.5	109.0
Benefits	7.7	7.2	6.8%	12.4%	29.1	25.9
FGTS	2.0	2.1	-5.7%	50.4%	7.8	5.2
Taxes, charges and contributions	**52.0**	**43.5**	**19.5%**	**31.2%**	**228.6**	**174.2**
Federal	27.9	22.3	25.1%	48.7%	142.4	95.8
State	22.5	19.7	13.9%	10.5%	80.5	72.8
Local	1.6	1.5	10.4%	1.2%	5.7	5.6
Financing agents	**50.1**	**56.1**	**-10.7%**	**25.4%**	**226.5**	**180.6**
Interest and exchange variations	4.3	10.3	-58.5%	-29.6%	23.8	33.8
Rent	2.4	10.9	-77.8%	-77.5%	8.7	38.5
Dividends	45.7	43.9	4.2%	15.9%	75.3	65.0
Retained profits (losses)	(2.3)	(8.9)	-74.7%	174.2%	118.7	43.3
Value added distributed	**143.9**	**138.4**	**4.0%**	**23.3%**	**610.4**	**494.9**