

Operator: Good morning, ladies and gentlemen, and welcome to Automob's second earnings conference call to discuss the results for the 2Q25.

This conference call is being recorded, and the replay will be available on the Company's website, ri.automob.com.br. The presentation will also be available for download. Please note that all participants will be in listen-only mode during the Company's presentation. We will then start the Q&A, when further instructions will be provided.

Before we begin, I'd like to remind you that any forward-looking statements made during this conference call are made based on the beliefs and assumptions about Automob's management and on information currently available to the Company.

These statements may involve risks and uncertainties as they relate to future events, and therefore, depend on circumstances that may or may not occur. Investors, analysts, and members of the press should be aware that macroeconomic conditions, industry trends, and other factors may cause actual results to differ materially from those in such forward-looking statements.

Joining us today are Antônio Barreto, the Company's CEO, and Thiago Gonçalves, Investor Relations Manager.

We will now hand the call over to Mr. Barreto, who begin the presentation. You may go on.

Antônio Barreto:

Good morning, everyone. Thank you very much for joining our second earnings call.

We are excited to share the early steps of our strategic plan execution and while some advances are still in their early stages, they are already starting to show tangible results, some of which we will share here today.

This was the first full quarter, following the corporate reorganization completed last December, which led to Automob's listing and the consolidation of the largest and most diversified leadership group in Brazil. I'd like to begin by thanking our more than 5.000 employees who are executing this strategic strategy with focus and determination every day, and also our clients.

We kicked up the year with significant growth year over year. This is a business with strong seasonality, but we've already seen progress across several indicators, which we will cover during the presentation. It is important to emphasize that this is just the beginning. Very little of what we are building is already reflected in our numbers, so there's a lot more to come in the quarters ahead.

So, moving on to the presentation, in slide three. Here we highlight briefly five key points regarding the early stages of a strategic plan execution. First, an essential pillar. We have been working hard to increase sales per store, grow product sales, and expand service offerings. Our highlight here is the continued growth in light vehicles sales, we grew 11.3% against the 1Q24 in new car sales, and more than 31% in used car sales.

Here we are not talking about heavy vehicle sales because they remain flat in volume, although they delivered solid performance and improved margins.

One operational milestone we are proud of is that we were appointed a Lexus dealership in Alphaville. We already operate a major Toyota dealership in the area and this appointment by Toyota – because Lexus is the premium operation – shows recognition of our excellence in such operations, especially in São Paulo. We have a large operation here so power another in southern Brazil. So this is a major point of pride and enthusiasm – we are going to talk a bit more about Lexus further on.

We are also laying the groundwork for sustainable growth, which includes major efforts in system integrations that we are having done, process unification, performance improvement, digital transformation, so unification of processes across the acquired companies operated differently, and we are standardizing and improving them.

We'll show examples of the cluster formation strengthening underway in Guarulhos, where we're building a major site along the Dutra highway, consolidating a truck dealership, a car repair center. So that demonstrates the power of this cluster model. And we are working hard to spread best practices across all our operations.

Still on the topic of organic growth, I talked about the Lexus appointment, but we are also appointed by GAC, one of the most prominent Chinese brands now entering in the Brazilian market. We've been appointed to four locations, all in areas where we already operate. So this further validates our strategy and cluster formation as enablers of growth.

And finally, on the financial front, this week we received debenture holders' approval of a debt that had maturities this year and next, in a total of 550 million, so the rollout was approved to a bullet maturity in 2028. So 550 million, that is a significant milestone in our liability management. And also, we've made strong progress in reducing paid inventory with an 86 million decrease this quarter – we are going to talk about inventory developments later on.

Now moving to slide four, our numbers, we bring some key figures for 1Q25 compared to 1Q24. Gross revenue and net revenue, both grew 10%, 3.2 billion growth revenue and 3 billion in net revenue, total vehicle sales, excluding direct sales, almost 20,000 units, representing 14% growth – here I'm talking about new and used vehicles.

And just for you to understand, a comparison to the light vehicle market, light vehicle sales reached 11.3% growth, 11,300 units year over year, well above the market that grew 7.1%. Adjusted EBITDA reached 130 million, an 18% increase over the same quarter last year, with margin expansion both year over year, and quarter on quarter.

Net loss, we posted 35 million higher than in the same period in 24, and this is primarily due to the higher debt levels following the organization, increased interest rates, so we are working on working capital, leveraging growth to offset this short-term impact. Again, basically, this is typically the weakest quarter for dealerships due to seasonality.

Slide five brings consolidated financial results. I mentioned gross revenue 3.2 billion. With segment level breakdown, gross profit we grew 4%, for 121 million in the 1Q from 404, gross profit is one of the indicators that we follow on the day to day. Adjusted EBITDA, as mentioned, was 130 million, a growth of 18%, and last 12 months EBITDA that is used for leverage metrics was 530 million, growth of almost 20 million compared to the previous last 12 months reported in the previous quarter. Margin of 9.7 in the consolidated operation. Net loss that I mentioned the previous slide 35 million, and again, the last 12 months adjusted net loss 20 million. And

again, showing that the other quarters have historically been stronger, especially in light vehicle sales.

On the next slide, six, we cover the light vehicle segment in more detail. Here you have a better breakdown, and you do have that on our spreadsheet on our website, gross revenue 2.3 billion, growth of 6% year over year. And again, I'd like to highlight an important growth in revenue from F&I, which is Financing and Insurance, a growth of 58% in the period, and also used vehicles that grew revenue and in units. Here we highlight a growth of 26% of revenue in the period, and in sales volume we have the used to new sales ratio, we moved from 0.6 used to new to 0.7 used to new.

This quarter, we updated the methodology including direct to consumer new car sales in the denominator just for us to have a better comparison. So right now we are going to show used to new include direct consumer retail sales. So we are going from 0.6 to 0.7. The other ratio have reached one, but we believe it was better to give you an updated deal reflecting the dynamic of retail.

On slide six, I did mention that, but again, revenue per new car sold in the quarter reached 22,000 versus 18,000 in 1Q24, and here we have F&I with growth of 44%, in used cars we grew 26% in revenue. So very important growth quarter on quarter, showing the execution of our plans. Sales volumes, we did mention that in the first slide and used cars 31%. And here we show the metric that we pursue in terms of used to new sales ratio 0.7 used to new.

It's important to mention that here we have the ratio, as measured before, and we had this small adjustment, which is to include in used sales direct to consumer retail sales, and that's the difference between 0.7 to 1. So we are going to follow this evolution of 0.7 with a growth from last year, from 0.6 to 0.7.

I talked about F&I. We are including here cars sold in retail through direct sales, so we reach revenue per car of \$2,200 versus \$1,800 in the same period last year. Again, remember that we have some benchmarks internally for some stores and brands and our target is \$5,000 per car in revenues, though we have not reached this level across the board. This is our target.

A bit of light for after sales gross revenue, we show a 3% quarter over quarter growth, and we grew 11% in service revenue, though margins fell from 66 to 62%, especially because of some specific brands we expect to recover over the coming quarters.

Part sales margin, we increased margin, both in retail and wholesale, growing from 27.1 to 27.5%. And again, our internal targets remain at 70% from service margin, and 36 for part margin.

On slide seven, we talk about trucks, buses and machines, what we call heavy equipment. Gross revenue grew 18% to 916 million. Agriculture equipment was flat, but trucks and buses grew 32%. Overall sales volume, including direct sales, increased by 12%. And again, trucks and buses increasing by 56%.

After sales revenue for segment, agribusiness rose 38% growth with a drop in margins from 19 to 16, so I still have lots to improve warranty services, billing practices, how much we get for this kind of service, and gross margin in heavy vehicles we saw growth in revenue, 11%, and margin from 29.4 to 33%. Again, we see plenty of room for future growth, as we see in the light vehicle business, post sales businesses and best margins. Again, always adopting the best practices across stores.

Next slide, we talked about financial management and some important takeaway messages on slide eight. In terms of cash and availability, we ended the quarter with 1 billion in cash, with net debt of 1.9 billion. Considering last 12 months' EBITDA of 530, our reported leverage was 3.6. Here we included for your knowledge an analysis including cash and availabilities, the money that is held with OEMs, it is our money but it's with them. And in some cases, it causes credit, sometimes it's a 24-month warranty. But adding to that, we would get to 1,960 billion with leverage 3.3. So we're going to begin reporting this number as well.

And there was an important step in liability management, the debenture that was about to be matured, we negotiated and had the rollover to 28, a very comfortable position in our cash, and also, we have to follow the balance of unused OEM credit lines the floorplans with total 874 million with all OEMs at quarter-end. If we factored this in, we have 1.9 billion in cash and availability. So we have a lot more than we need and the comfort to manage the business and grow the business. At the end of the quarter, paid inventory that we are going to start to report as well, reached 1.5 billion, a slight reduction as I mentioned before.

A bit of heavy vehicles here. We have a breakdown here between light and heavy vehicles. So we see that an important excess working capital, especially in heavy vehicles. So here, we still have a commitment and focus on catching to the 400 to 500 million in excess working capital again paid inventory in our consolidated numbers. Average debt maturity now more than 3.3 years, average cost of CDI 2.4.

I told you that I was going to give you a bit more color on the strengths of our cluster strategy. We have major cluster in Manaus, Guarulhos, São José dos Campos. Some cities are working with several brands, some sharing the same plot of land, very close or either a very close to one another. In Guarulhos, I think it's a very specific case, because it put together our desire of changing a truck store, Volkswagen man, access was not as good to our customers. So we got a large plot of land on Dutra Highway, and in the front part of – it is already in operation – a knew a truck store, an important repair center, a service center that is double the size of what we had in Guarulhos, and another large light vehicle operation for prep center.

So we are going to take that from dealerships so that we can provide faster services. Customers buy the car and on the same day or the next day they have their car ready. So we are going also to have a repair center there focused on bodying shop and paint. So those heavier activities that take longer are going to be removed from dealerships, and we'll serve 21 dealerships in this center in Guarulhos.

And that is an example of how we see the development of our business in clusters. So you serve a region and then you extract synergies and cost reductions because you are clustering services. And I think Guarulhos is a fantastic example.

On slide 10, here we talk a bit in more detail about our organic expansion, as we call it, and I think two very important highlights is again we were honored to be appointed Lexus in our Alphaville, we already have a strong Toyota operation, Lexus is Toyota's premium brand, very important, being developed here in Brazil, it's already more mature in other countries, and we are happy to be part of this process.

So we are probably going to open our new Lexus store in July, and we are grateful that they recognized the quality of our services in the premium segment. Another important progress was that we were pointed by GAC, a major Chinese OEM entry in Brazil, in four regions where we already have several operations. Again, further enhancing clusters, brings more flows, providing better services to our customers and contributing to the growth of the Company in Brazil. Again, an honor to have the appointment.

So these are the things that we are creating with governance scale, quality of services. We have been able to participate in appointment processes in Brazil. So we are very excited about those new stores that will contribute to organic growth, pricing, strengthening activities in the premium segment, and the clusters in which we're going to have the GAC operation.

Coming to the end, slide 11. I'd like just to highlight some of the things we mentioned before, and that we are always talking to you about the drivers of our strategic plans, and what we are starting to implement, and we are going to continue to pursue, and a long time, should bring results in margin, synergies and cost reductions, and the evolution of the business as a whole.

In used vehicles, what we have been doing is increasing sales volumes, restructuring teams, having more dedicated used vehicle sales groups, we improved inventory tracking and turnover to make sure that customers are going to be well-served, processes for documentation and vehicle prep, so that we can be more streamlined and have a better flow.

We are also enhancing our financing desk, which is already the largest in Brazil, but the idea is to bring more efficiency, better approval rates, times, and also drive sales volume. That the idea is to continue to progress with our used to new sales ratio. Again, we want to get to 1.5 new to use by sales location.

And profitability per store, we have also some examples, increased the number of trade in, that is to get the used car from the customer when they buy a new car, and other items. Financing, as I mentioned, we have a dedicated team to sell other F&I products. Again, considering the penetration of each one of these products in each point of sale, so that's why it's growing considering revenue per car, but still there is a lot to grow in terms of results.

On after-sales, today we thought it would be nice to bring some more color about the Guarulhos prep and body paint center. We have one of these clusters in Curitiba, we are going to talk about the next steps of other clusters because we want to create similar structures. What does it bring to us in terms of business? You take these activities from dealerships, because they have more expensive locations and they take longer for repairs, body shop or paint, and then it opens room for more showrooms, but even after a sale services. So that brings a huge potential to increase revenues and profitability per store.

And in terms of operational efficiency, we're starting our systems integration processes, it is a long, tough agenda, but we are in early stages for several activities to sell customers, payroll systems, so commissioning, we're working with all different fronts. We already delivered CRM, now we're improving our leads, and CRM processes to use that with the group, in the past we couldn't, and in process reviews, we're focusing on simplifying, integrating, digitalizing. So this is an effort that should bring a lot of efficiency to our operation. Efficiency that again will translate in costs but on the other hand, which really excites us, is to bring more revenue and results.

And finally, in financial management, it's very important that we're able to elongate our debt, we are very happy about that. We increase cash availability, so we are in a very comfortable position. And the initial steps on paid inventory, we have a substantial reduction, there's still a lot to do, but we know the path to follow. And paid inventories, as I mentioned, 1.5 billion, especially when you're talking about heavy vehicles, a smaller business with a higher inventory. So we have to address excess inventory, especially in agribusiness, and we have that as a target and plan because that will reduce net debt and have a more leverage level for our development.

And finally, this is the last slide, number 12. Here, I'd like to make it very clear, we say that a lot, but anyhow, we are just beginning in the execution of our strategic plans and consolidation

of our plans. So, throughout the presentation, we talked about the things we're focused on, the day-to-day under the execution process, but our view with regards to Automob goes way beyond what we brought to you during the presentation.

It is really to transform each point of sale into a point of relationship and meet other demands and needs of our customers to go beyond the usual work of a dealership. What do you mean by that? We want to provide a more thorough service. It's being more efficient in buying customers' cars, in providing finance, in selling insurance for a pull purchase or some other product, not necessarily traditionally connected to the dealership business.

So we have a series of initiatives, and along the quarters and next years, we'll bring to you as they evolve. And we see that each one of them has a potential to add revenues and returns that is exponential. So our theory is transforming these points of sale and bring returns that are very different from what we deliver today.

Another example, and we can go that over again, we have a plan to consolidate our part sales activities in wholesale that is consolidated, removing also the inventory of auto parts from the dealerships, and again, get this noble space of dealerships to provide fast-track repairs and others.

And finally, one of the main levers is the development of the used vehicle business. We want to create a national network independent where customers know the business, want to buy from us because of the quality and reliability of services. So we continue to develop this nationwide business for the used heavy vehicles. And this is part of our result.

With that, we come to the end of our presentation. I thank you very much for your attention. And again, to tell you that here at Automob and Simpar Group, and focused on our DNA to serve, we see huge potential to extract returns from the foundations built with Automob. So focus on customers, meeting needs, bringing new products, services with scale, quality and customer loyalty. And that's why we say we are just beginning. So all our projects and plans will bring good returns.

We thank those that are already with us on the journey, those that are already with us on the journey, those that are to come, our people, the trust of OEMs, and also our sources of finance. So thank you very much, and now we are going to start the Q&A session.

Question and Answer Session

André Ferreira, Bradesco BBI: Hi, good morning, everyone. Congratulations on your results. Thanks for taking my question. I have two. The first is about the inventory level that is going down, and it did improve a lot quarter on quarter. I'd like to know what you consider a normalized inventory level for the size of the Company and when you think you're going to reach the number.

And the second question is, given the appointments that you had this quarter, the question is, do you have negotiations with other OEMs for appointments, both new entrants in Brazil, but also new points or new locations for those that are already in your portfolio?

Antônio Barreto: Hi, André. Good morning. Thanks for your questions. Very briefly, just not to forget, I have the huge team of the Company with me, people from administration, Thiago, the IR team, so I'm not alone and I thank everyone for the hard work.

So to answer your first question, we did improve the level of information in this presentation, I believe, talking about the amount of paid inventory that we have in. So our agenda with regards to paid inventory, what we see for the future is to reduce 400 to 500 million of paid inventory based on the level that we have today. Inventory levels will vary according to growth. So we did have 3 billion going to 2.8, and that should vary and grow. So it falls a bit, but it grows as we grow the used car inventory.

So we have to have products for sale and increase news, the new business. But the most important metric is to reduce the level of paid inventory for us to be more efficient, use the right tools and have a faster turnover. And with that, we're going to use the OEMs and with no cost to us, and this is very important and used cars, because the invested capital is ours, this is very important.

And the second question, about appointments, this is a very good question. We have both ongoing. First, new entrance, we have the happiness of today representing the most important entrants, we are very happy with the alliance we have with the OEMs, and we are invited, I wouldn't say to everyone, but for most processes, and some we say no.

And I liked your question because it's important to make it clear. We have a very transparent conversation with OEMs, we give our opinion, we analyze the portfolio. So there were cases where we said no because we did not believe the portfolio or the business profitability. So our organic growth with brands is not for the sake of it for volume. No, we do when we see profitability and sustainability in the long run. So there are other possibilities for still this year. So we are going to announce as things happen with regards to new entrants.

And we also work very hard to follow OEM's criteria and are part of new processes for new points of sale in the OEMs we already work with. So Lexus is a bit of that; it is a Toyota brand, and we already represent Toyota with a large share with us and there are others ongoing. So we work for that. When we deliver OEMs invite us either for existing OEMs, but also those that are coming to the country.

André Ferreira: Thank you. Just for you to tell you, the idea is to reduce R\$ 400 to R\$ 500 million of paid inventory in the full year or in the coming quarters?

Antonio Barreto: Very good question. I didn't mention that. The idea is to get to that at least mid-next year. So another year of execution. And that depends, of course, of volume and execution, but our plan is to be able to do that by mid next year.

André Ferreira: Perfect. Very clear. Thank you very much.

Matheus Santana, XP: Hi Barreto, good morning. I'd like to ask a question about the integration of synergies, especially with heavy vehicles. I think there are some opportunities and if you could give us an update. I think the main ones is the pricing task, F&I after sales, but perhaps some things in back office, integrating the two segments.

In terms of times, what do you think you have done, what you're going to do in the future, and how much margin you can expand in the segment?

Antonio Barreto: Hi, Matheus, thanks for your question. Okay, I'm going to answer in two different lines. The agribusiness specifically, the focus was to optimize the structure. We did that last year, so we have a leaner structure now for the volumes that we see now. So as I mentioned, if I'm not mistaken, last quarter, that will probably impact the results for the year in agribusiness.

Now, when we think of all operations, cars, we want independent management following the OEM's directions and the profile of the customers. We have no integration with the front-end.

But your question about back office, we started with more obvious things. That is our knowledge and expertise to the financial desk of light vehicles to the heavy vehicle because that's almost incipient. So we're starting with this process, we are talking financial agents to bring them to the world of heavy vehicles and foster sales. That's a good example.

Used vehicles, the same thing. Heavy used vehicles is still an incipient business, so we are bringing pricing and used to cars knowledge to the heavy vehicle. So again, everything's just starting. Administrative speaking, we had everything put together in terms of systems and integrations with light vehicles, and now we are including heavy vehicles.

So, system integration, all the world of heavy vehicles being brought to our agenda and execution calendar. So not driving away from your questions, you see that more and more in the coming quarters, and again, we see a clearer scenario more towards mid-to-ne next year. In the world of heavy vehicles, our expertise from new vehicles will really be a breakthrough. F&I, for example, we have seen huge opportunities. So we are going to work with heavy vehicles as we do with new vehicles and start selling more products together with the sale.

So I don't know if I was as objective as you would wish, but anyway, it is part of our execution, it is in our agenda, and I believe we are going to have more mature results in the 2H26.

Matheus Santana: Very clear, Barreto. Thank you very much.

Aléssio, Investor [via webcast]: "I'd like to congratulate you and ask if you have any messages to individuals that acquired Automob shares for the long-term and that want to continue to stay for the long-term."

Antonio Barreto: Well, thank you very much. We are very happy that you are with us, but it's a lot of hard work and execution. We are building in Brazil something that has never been done before, consolidating dealerships, and we really want to transform the segment. We expect to be able to show evolutions quarter on quarter, but this is a process under construction.

We expect to have a more mature Company in the 2H26, but we are showing progress, and we see a huge potential of development, not only in terms of growth, but also profitability. So we are working very hard, and we truly believe that this will bring more profitability and create value to shareholders in a sustainable way. So thank you for investing with us.

Juliana [via webcast]: "I'd like to know if you expect to have more acquisitions for the coming quarters."

Antonio Barreto: Juliana, thanks for your question. You're talking about M&A. In our group, M&As are conducted by the Holding Company, that is Simpar. But I'm going to mention that I know there are lots of negotiations underway. However, we always have the option. Today, we already have a large Company, we always have the option. Today, we already have a large Company, we already have scale. And as we are showing, we are growing organically.

So today, the path has been paved. If you think of the 13 billion growth, it comes from organic growth, not from M&A. So organic growth that we were able to extract from acquired companies, a lot more than the sum of the companies we acquired. So today for us to really go for an M&A, commercial terms have to make a lot of sense for Automob.

But still, it's always an excellent option and we see it happening in the USA. Companies grow organically through M&A, but we are already growing a lot without that. But anyway, Simpar people will always have the option to negotiate well and address the M&A business as a good option for growth, but when the conditions are right.

André [via webcast]: “How and when should we expect the Company to reverse the laws it has been bringing in recent quarters?”

Antônio Barreto: Thanks for your question. I'm not going to give you a guidance, but very briefly speaking, we were born with a higher debt because of the corporate reorganization last year, and we are growing quarter on quarter. As I mentioned in some of the questions and also in the presentation, we are working with several value drivers generating synergies and growth that should increase cash generation and bring more scale to the business.

So as this movements mature, again, I'm not saying that it's just the 2H26, but as we reach maturity, we should get to a much higher profitability level, and that will certainly impact our accounting results and profits. Again, no guidance, but every quarter that we deliver value drivers, our result is going to be better together with the reduction of or to a better working capital, and that reduces capital investment, debts, interest rates.

We can't control interest rates or whatever is established in Brazil, but it can interfere in our results. So we do our work, deliver more, more value drivers, more profitability, and the capital structure, more specifically working capital, that all together will bring better results a long time.

Felipe [via webcast]: “How have you been able to reach more expressive volumes in used vehicles compared to market? Is it just the renovation of stores, or are you changing management as well?”

Antônio Barreto: Thanks for your question, Felipe. We do talk a lot about that in meetings. We proposed to do something different. The traditional business avoids growth in used vehicles because that's a risk. You have to have working capital; you have to buy the customer's car beforehand in the case of trading. So dealerships traditionally do not invest much in this business. It's still developing in Brazil. So our growth comes from our strategic focus of investing in used vehicles. So it has to do with what you asked.

So partially it's because we expanded showrooms, we are buying more cars from customers, bringing more cars to our inventory, and the focus of our execution has been to bring growth in this new business. And it is different from comparing to the market. The market is so big, so spread that I don't know if we are growing more than the market, but we are growing more than the average that we have today.

But we have a different focus than the traditional dealership business in Brazil.

Ricardo Costin, DBK: I'm sorry. I clicked the raise hand, but it was my fault. I have no questions. I'm sorry.

Daniel Carvalho [via webcast]: Good morning, Barreto. Yesterday we saw the Central Bank increasing the interest rate and retail is very sensitive to that. How are you projecting yourselves considering the increase in interest rates? And how will that impact sales volumes?

Antônio Barreto: Very good question. What is the difference of what we do? First, we sell used cars. We sell almost new cars, a different profile and a different value. And because of our financing desk, we are able to keep credit approval rates, which drives sales, it has not

really been a problem to us and makes it easier for us. And to be very specific, we do not see the appetite of crediting banks to reduce for this kind of product. We are monitoring that from close. So even with increased interest rates, we do not see that for our newly used cars. And for new cars, we still do not see an impact in volumes of sales.

OEMs and OEM banks are trying to make the process easier. So for the last quarter, we already had a very high interest rate, and we did not see the impact, but we are monitoring the market to try and find solutions and make the process easier.

João Gabriel [via webcast]: “What was your perception in terms of appetite in agricultural trade shows recently?”

Antonio Barreto: Thanks for your question. We had an important trade show in the Midwest Brazil, but much better than last year. And in Sao Paulo, we were also present very good. So, better than last year, objectively speaking.

Another question that I saw here, I'm going to answer together; the agricultural segment, if we had changed our perception for the year. I would say that we are slightly more optimistic. So volumes are slightly better than expected. And in conversations with the segment, there is some expectation, especially in Mato Grosso, to have better volumes. But still, we haven't changed our strategic planning. But the environment seems to be more favorable.

Leonardo Piovesan [via webcast]: “You sell farming machinery of Chinese brands, or is it an opportunity?”

Antônio Barreto: I was talking about this very recently. What's happening is that OEMs are manufacturing China, India, the traditional OEMs. We do not see this already in the agricultural machinery or truck business. Heavy vehicles, differently from light vehicles, have focus on product availability. They buy the product for their commercial activity, and they want the product to work 24/7, seamlessly, and this is an entry barrier because you have to have established network, after sales, everything working for people to make the move.

So the competitions is still not there. When it comes, it tends to be slightly different than what we see in cars because of commercial use and availability. Any more questions? I think we have answered the agricultural segment, this one as well.

One more question from Leonardo.

Leonardo [via webcast]: “Can you talk about covenant? Are you comfortable with your leverage along the year?”

Antonio Barreto: Yes, we are very comfortable in terms of leverage, we showed you in the presentation at 3.6, but we think it's important to talk about net debt, our cash that is OEM, because that's our money, and in some cases, it's not even connected to financing. It is just an amount that is retained and little by little OEMs will clear that. So if we do take that into consideration, we're even at a more comfortable position three times.

And remember that we are expecting an important growth that has to do with also a substantial reduction in leverage levels. Again, considering the reduction of working capital and inventory paid. All that will help us decrease leverage in a substantial manner.

Clayton [via webcast]: “Good morning, I'm Clayton. I'm an individual investor. I have a question, if you can please clarify. You talk about premium areas, but I suppose there is a

need for high investments, especially in a scenario of high interest rates. Does that concern you?"

Antônio Barreto: Okay, when we're talking about changing stores, this is a store that already has a good façade, this is a store that is already in operation. So reducing repair shops, including a showroom area are small investments compared to the benefits. So when you're talking about car showrooms, you have more sales. And at the same time, you bring more flow to the store and after sales customers. Those things retro feed, and if it's faster services, I'm going to have more revenue with higher margins and bring more customers to the stores.

So all that we believe is a virtuous cycle of profitability in each point of sale. So it's not that we are going to do everything at any cost, we do it because we see profitability in this kind of investment.

Operator: The Q&A session is now closed. We are going to turn the call to Mr. Barreto for his final remarks.

Antônio Barreto: Well, thank you everyone. Thanks for attending. I'd like to say a few things that I missed in the presentation. First, the share grouping, we approved that in the assembly. It should happen in the end of May. So we are going to have 50 shares put together in one. So that will bring a value per share that is higher moving volatility on the day-to-day of the stock exchange because this was distracting and we had the need to comply with the stock exchange rules. So that was done, it will happen in the end of the month.

So again, I'd like to thank your attention and a few takeaway message. We have an extensive agenda, lots to do to extract results, increase profitability and give returns to you, investors, and to us on the day to day. The agenda is being carried out. Quarter after quarter we'll bring you news, and we believe in the 2H26 we are going to be a more mature Company.

All our plans will yield results, but the most relevant results are going to be seen in 26, next year. So let's update the market, but there are several drivers under execution. Our growth, and when people are asking about M&A, just to make it clear, we always have the option, growing with M&As, with organic growth, but organic growth is even higher than what you're used to seeing other companies.

Here, when we say that we have more direct sales revenues, we are talking only about commissions. So if you're going to see the transactional revenue, it is even higher. So it is a unique business with unique scale, and we do believe in the synergies to be extracted on the side of cost, which is not the focus because with growth, you grow structure, but what you are getting from the financial drivers that will bring even better returns to our activity.

So I thank very much our people that are on the field, providing services that are really differentiated and that help us grow and develop. The preference of our customers, more and more customers, and we are very happy with the increase of the business. And your trust, you, investors, the banks that finance us. We are just starting our journey, and we are very confident that it is a unique business with a unique scale, and we are going to enjoy that a long time.

So thank you again for your trust and I hope we have been able to answer most of your questions, and we are always here, the IR team and myself, to answer any other questions during our meetings or receive your questions through the different channels.

Thank you very much and have a good day!

Operator: Automob's conference call is now closed. We thank you very much for attending and wish you a good afternoon.

"Este documento é uma transcrição produzida pela MZ. A MZ faz o possível para garantir a qualidade (atual, precisa e completa) da transcrição. Entretanto, a MZ não se responsabiliza por eventuais falhas, já que o texto depende da qualidade do áudio e da clareza discursiva dos palestrantes. Portanto, a MZ não se responsabiliza por eventuais danos ou prejuízos que possam surgir com o uso, acesso, segurança, manutenção, distribuição e/ou transmissão desta transcrição. Este documento é uma transcrição simples e não reflete nenhuma opinião de investimento da MZ. Todo o conteúdo deste documento é de responsabilidade total e exclusiva da empresa que realizou o evento transcrito pela MZ. Por favor, consulte o website de relações com investidor (e/ou institucional) da respectiva Companhia para mais condições e termos importantes e específicos relacionados ao uso desta transcrição".