



Welcome!

Let's take a closer look at how our **businesses** are doing and **our prospects for the future.**

November | 2023

People, Culture
and Management that
**create value and
transform
businesses.**



DISCLAIMER

This material was prepared by SIMPAR and its subsidiaries JSL, Movida, Vamos, CS Brasil, Automob, BBC and CS Infra, and may include statements that represent expectations about future events or results.

This information reflects only the expectations of the Company's management and has been prepared based on assumptions and currently available information. Future considerations depend significantly on market conditions, government regulations, the performance of the companies, the sector and the Brazilian economy, among other risk factors listed in the companies' reference form. Operating data may affect the Companies' future performance and may lead to results that will differ materially from those expressed in such forward-looking statements.

The words "anticipates," "believes," "expects," "forecasts," "intends," "plans," "projects," "seeks," "should," and similar expressions are intended to identify such forward-looking statements, which naturally involve risks and uncertainties that may or may not be foreseen by the Companies and, accordingly, are not guarantees of the Company's future results. Therefore, future results of the companies' operations may differ from current expectations and readers should not rely solely on the information contained herein. The companies undertake no obligation to update any forward-looking statements in light of new information or future developments.

In addition, this presentation may contain some financial indicators that are not recognized under U.S. GAAP or IFRS. These indicators have no standardized meaning and may not be comparable to similarly titled indicators used by other companies. The companies provide these indicators because they are used as measures of the companies' performance; they should not be considered in isolation or as a substitute for other financial measures disclosed in accordance with BR GAAP or IFRS.

Shareholders and potential investors should always read this presentation in conjunction with the companies' annual and quarterly financial statements and other documents and information made available by the companies.

AGENDA

November 22,
2023

Total Time: 3h30

08:00 a.m.

Registration and Breakfast

08:30 a.m.

Opening: SIMPAR moment / Fernando Antonio Simões - CEO SIMPAR

08:50 a.m.

JSL / Ramon Alcaraz - CEO JSL
/ Guilherme Sampaio - CFO JSL

09:05 a.m.

Movida / Gustavo Moscatelli - CEO Movida
/ Joao Bosco - CEO CS Frotas

09:20 a.m.

Vamos / Gustavo Couto – CEO Vamos
/ Christian Hahn da Silva – Dealerships Director

09:35 a.m.

Automob / Antonio Cavalcanti - CFO Automob

09:55 a.m.

CS Infra / Antonio Barreto - VP Planning & Management

10:10 a.m.

BBC Digital / Paulo Caffarelli - CEO BBC Digital

10:20 a.m.

ESG: Sustainability at the Core of our Strategy / Fernando Simões Filho - SIMPAR Board of Directors

10:30 a.m.

Management, Strategic Planning and M&A / Antonio Barreto - Executive VP Planning & Management

10:45 a.m.

Financial Aspects and Capital Structure / Denys Ferrez - VP Corporate Finance and IRO

11:00 a.m.

Closing: Solid Foundations for Profit and Profitability / Fernando Antonio Simões - CEO SIMPAR

11:10 a.m.

Questions & Answers / SIMPAR and Subsidiaries

12:00 p.m.

Apimec & Closing / Lucy Sousa - President of APIMEC



PEOPLE, CULTURE and MANAGEMENT
that **create VALUE and transform businesses.**

Fernando Antonio Simões

CEO SIMPAR.

Execution of Strategic Planning creates solid foundations for the evolution of our results



R\$ **37.1** bn

Gross revenue
3Q23 annualized

1956-2009

1956 - 1987 BUILDING THE CARGO TRANSPORTATION COMPANY

- Practices that shaped our **CULTURE** and **VALUES**
- Building teams **focused on customers**
- Cargo transportation** (pulp, paper and steel)
- Acquisition of **Transcofer**

1988 - 1999 DIVERSIFICATION

- Building succession
- Rental of light and heavy vehicles/charter services
- Acquisition of **Original Concessionárias**

2000 - 2009: DEDICATED AND INTEGRATED SERVICES

- Succession of the Founder
- Experienced professionals from different industries
- Establishment of **CS Brasil**
- Agricultural, mining, intralogistics and warehousing operations
- Acquisition of **Lubiani** and **Grupo Grande ABC**
- Differentiators as entry barriers

2010-2019

TRANSFORMATION AND DEVELOPMENT

- JSL IPO**: Strengthening governance and perpetuity
- Schio** acquisition
- Acquisition and **IPO** of **Movida**
- Establishment of **Vamos**
- Establishment of **JSL Leasing**

2020-2023

CORPORATE RESTRUCTURING

- Establishment of **SIMPAR**
- JSL IPO** and **Vamos IPO**
- Merger of **CS Frotas** by and into **Movida**
- Acquisition of **Ciclus**
- Establishment of **CS Infra** and **Automob**
- +20 Acquisitions**: consolidation, scale and reach
- Growth is the result of solid foundations: **People, physical structure and assets, innovation in services**
- BBC Digital Banking**

Business structure and momentum allow us to capture value potential and leverage development to new levels of profitability

Foundation development over the past 3 years

	3Q20		3Q23	
• People	21K	+26K	47K	+128% CAGR: 32%
• Operating Assets	153K	+133K	286K	+87% CAGR: 23%
• Stores	314	+215	529	+68% CAGR: 19%
• LTM Net Revenue	R\$ 10.8 bn	+R\$ 23.1 bn	R\$ 33.9 bn	+215% CAGR: 47%
• LTM EBITDA	R\$ 2.2 bn	+R\$ 6.0 bn	R\$ 8.2 bn	+266% CAGR: 54%
• LTM Net Profit	R\$ 428 mn	- R\$ 74 million	R\$ 354 mn	-17%

Macro scenario of high volatility 2020 - 2023



COVID-19



Inflation



Escalating interest rates

Average Selic Evolution

2020 2.8% ➡ 2023E¹ 13.3%

+10.4 p.p.

Foundations built



People



Customers



Broad ecosystem of services



Stores and branches



Operating Assets



Technology / Systems and Controls

2024 - 2025 - 2026

NEXT STEPS

Strategic Planning: focus on **EFFICIENCY** with maximum capture of **VALUE** and continuous improvement of **RESULTS** with possible growth as a consequence

Companies ready to take advantage of the foundations built on transformation cycles, without the need for additional capital

Efficiency + Profitability = Results
compatible with everything that was built



Companies ready to take advantage of the foundations and capture growth opportunities (strategic moves)

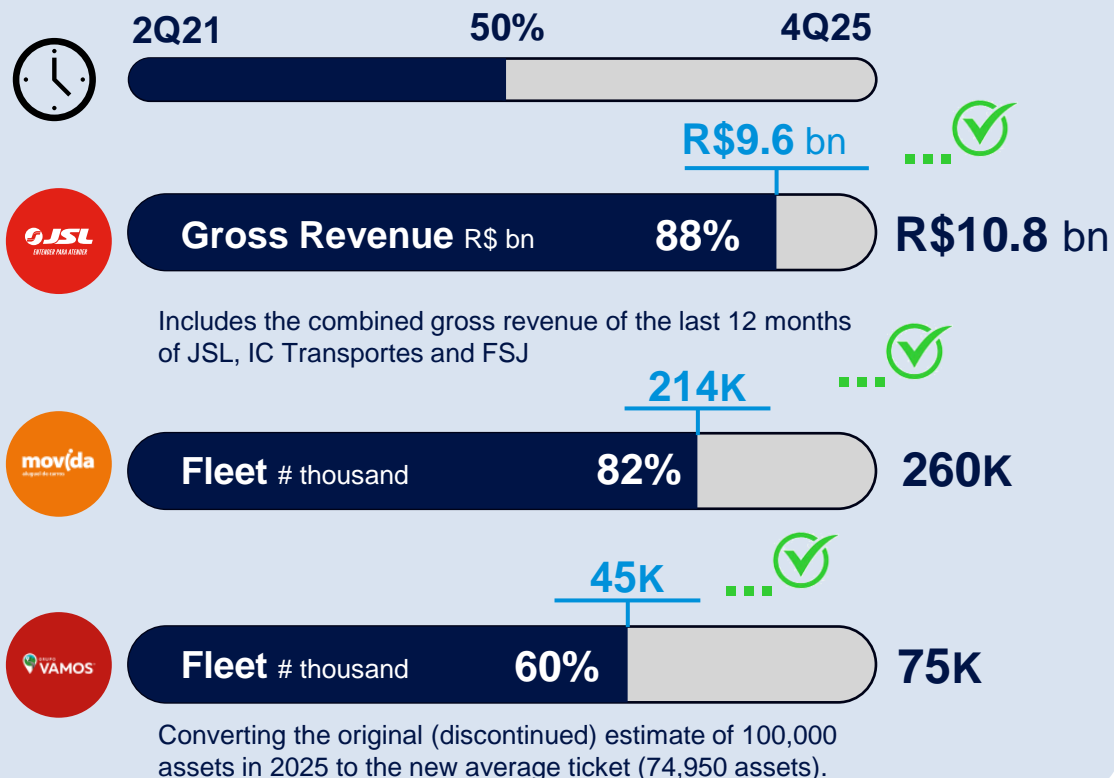
Maturation of assets + progress in capturing synergies and possible strategic moves to add value in line with planning



Businesses at complementary stages offer different development levers and performance growth without the need for additional capital.

Listed Companies

Simpar Day 2021 commitments to be built for **2025** (Discontinued)



Unlisted companies

- To be the largest car sales platform in Brazil** ✓
 - Largest brand portfolio in Brazil
 - Among the top 3 in terms of revenue and number of stores
- Bank that fosters the development of the SIMPAR Ecosystem** ↻
- Development of the portfolio of social infrastructure and logistics concessions with a focus on services** ✓
 - Six high quality **concessions** and **cash generation** potential in our portfolio (**most of them still pre-operational**)

Governance and People aligned with our Culture and Values to execute with efficiency and to achieve sustainable results



JSL

CEO
RAMON
ALCARAZ

CFO
GUILHERME
SAMPAIO

movida

CEO
GUSTAVO
MOSCATELLI

CFO
PEDRO
ALMEIDA

VAMOS

CEO
GUSTAVO
COUTO

CFO
ADRIANO
ORTEGA

CSBRASIL

CEO
JOÃO
BOSCO

CFO
ANSELMO
TOLENTINO

BBC

CEO
PAULO ROGERIO
CAFFARELLI

CFO
FELIPE
FRANCISCHINELLI

AUTOMOB

CEO
VACANT

CFO
ANTONIO
CAVALCANTI

CSInfra

Executive Director
GUILHERME DIAS

ATU
MARCOS TOURINHO

GRÃOS PIAUÍ
WILTON NEIVA

CICLUS
ADRIANA FELIPETTO

 **+47,000 EMPLOYEES**

Board of Directors

SIMPAR

SIMPAR Directors

Adalberto Calli (Chairman), Fernando A. Simões Filho (Deputy Chairman), Fernando A. Simões (Board Member)

Independent Members: Álvaro Novis (Independent member), Paulo Kakinoff (Independent member)

JSL

SIMPAR Directors

Fernando A. Simões (Chairman), Denys Ferrez (Board Member), Antonio Barreto (Board Member)

Independent Members: Gilberto Xando (Independent member), Sylvia Leão (Independent member)

GRUPO VAMOS

SIMPAR Directors

Fernando A. Simões (Chairman), Denys Ferrez (Board Member), Antonio Barreto (Board Member)

Independent Members: Maria Fernanda dos Santos Teixeira (Independent member), Paulo Kakinoff (Independent member)

movida

SIMPAR Directors

Fernando A. Simões (Chairman), Adalberto Calli (Board Member), Denys Ferrez (Board Member)




Independent Members: Marcelo José Ferreira e Silva (Independent member), Augusto Marques da Cruz (Independent member)

AUTOMOB

SIMPAR Directors

Fernando A. Simões (Chairman), Denys Ferrez (Board Member), Antonio Barreto (Board Member)

Brand Committees

GOVERNANCE			
Listed Companies - Novo Mercado			
	0	1	4
Boards			
	0	1	5
Committees			
	0	1	19

Culture and Values

 Customer

 People

 Simplicity

 Owner Attitude

 Sustainability

 Profit



ENTENDER PARA ATENDER



Ramon Alcaraz

JSL CEO.

Guilherme Sampaio

JSL CFO.

**Largest
integrated
logistics operator,
with unique
positioning
in the Brazilian
market**

Unique positioning, with solid foundations for continuous growth



LEADERSHIP

Absolute leadership in the logistics market, #1 since 2001



EXCELLENCE

Track record of **quality and execution** that supports **long-term customer relationships** and **high levels of cross-selling**



DIVERSIFICATION

Operating in **multiple sectors and geographies** with **diverse services** ensures **resilience and balanced revenues**



VALUE

Creating **value** for our **CUSTOMERS**, our **PEOPLE** and our **SHAREHOLDERS**, with **continuous growth and profitability**

JSL IN NUMBERS

R\$8.3 bn

LTM Gross Revenue

R\$ 1.4 bn

LTM EBITDA¹

8 countries

Serving our
Customers

8 M&As

Acquisitions since the
IPO in 3Q20

30.1K

Employees

23.1K

Assets

1.4 mn m²

Warehouse
Management

367

Branches

¹Numbers adjusted as already reported, excluding the effects of the bargain purchase of R\$255 mn

TRANSFORMATION AND VALUE CREATION FROM IPO IN 3T20

	LTM 3Q20		LTM 3Q23	
• Gross Revenue <i>R\$ mn</i>	3,291	+5.1 bn	8,342	+153% CAGR: 36%
• Net Revenue <i>R\$ mn</i>	2,792	+4.2 bn	7,077	+153% CAGR: 36%
• EBITDA ¹ <i>R\$ mn</i> EBITDA Margin ²	447 17.2%	+939 mn +3.1 p.p.	1,386 20.3%	+210% CAGR: 46%
• Net Profit ¹ <i>R\$ mn</i>	79	+162 mn	241	+205% CAGR: 45%
• ROIC Running Rate	7.3%	+8.4 p.p	15.7%	+115%
• People	19K	+11K	30K	+58%
• Countries	5	+3	8	+60%

Main Pillars

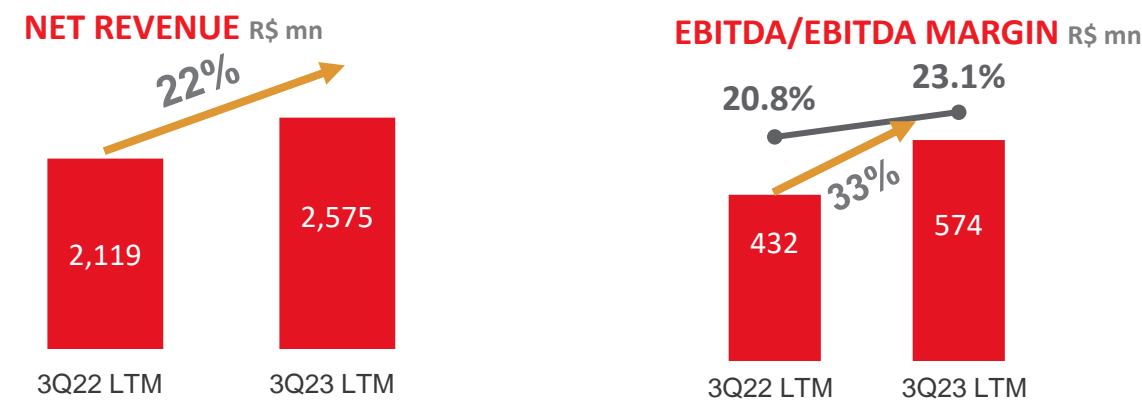
- **Scale and expertise** as competitive differentiators to **develop new businesses**
- **People prepared and motivated** for continuous **growth and development**
- **Investment capacity** and **efficient capital allocation**
- Understanding how to **price contracts** ensures **long-term commercial relationships and profitability**
- Management model of the acquired companies promotes **gains in synergies, scale and unique competitive advantages**, while maintaining the **independent management of each company**

¹Numbers adjusted as already reported, excluding the effects of the bargain purchase of R\$255 mn | ²EBITda Margin on NOR from Services

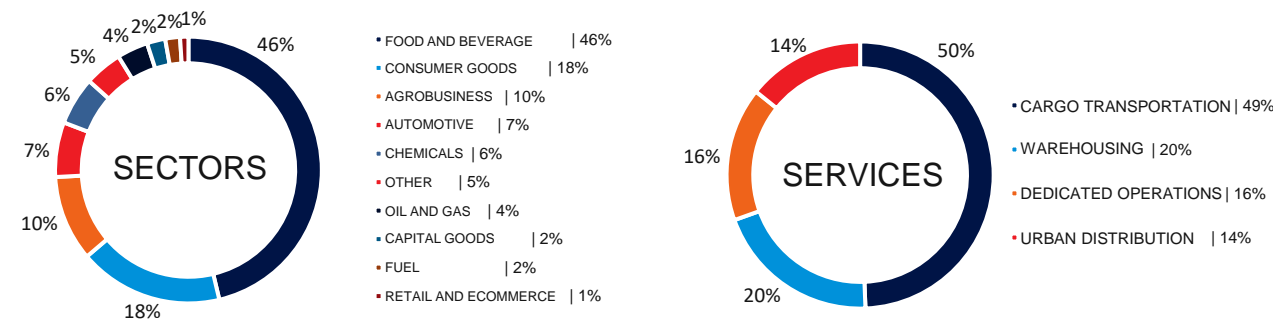
TRANSFORMATION OF THE ACQUIRED COMPANIES

EVOLUTION OF COMBINED RESULTS

These figures do not include IC Transportes and FSJ, which were consolidated in May and September, respectively, and will **still benefit from the JSL ecosystem** to drive their growth.



OPENING SERVICES AND SECTORS



ACQUISITION MANAGEMENT MODEL

- ✓ Activities in complementary and/or synergistic sectors
- ✓ Culture alignment and focus on operational excellence
- ✓ Experienced management and high-performance culture
- ✓ Growth potential
- ✓ Maintaining independent management and operation

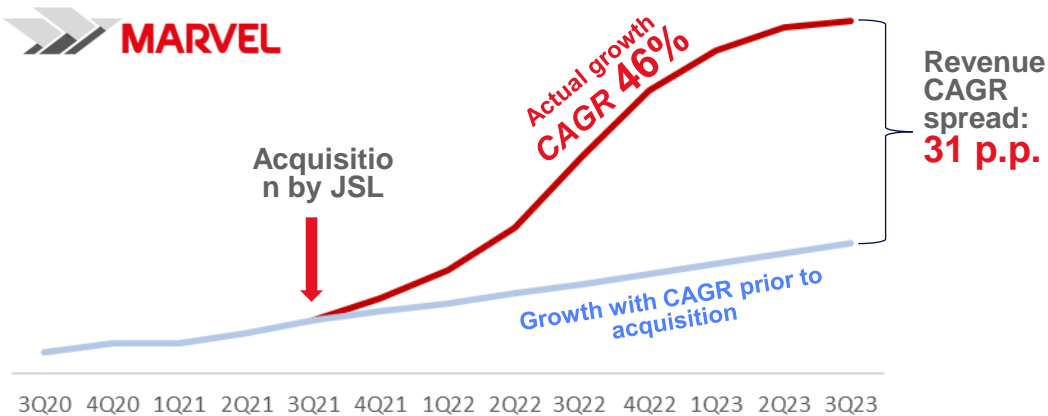
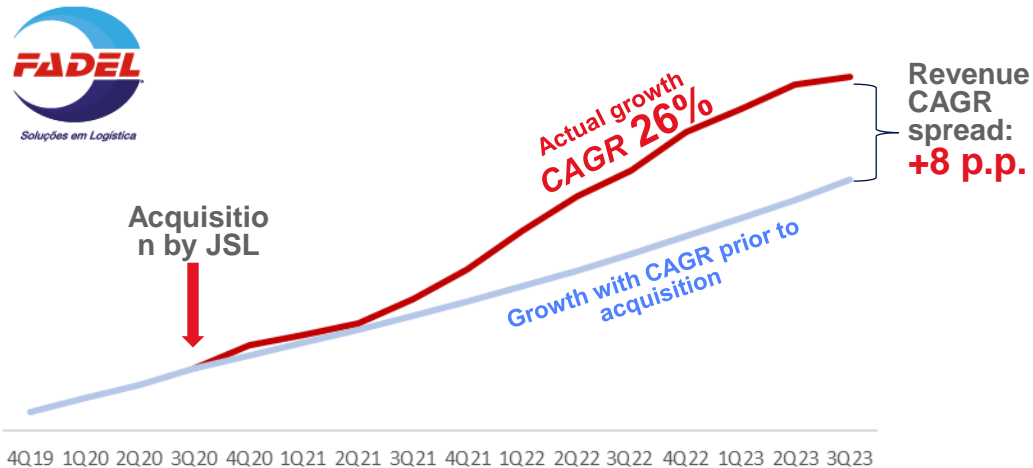
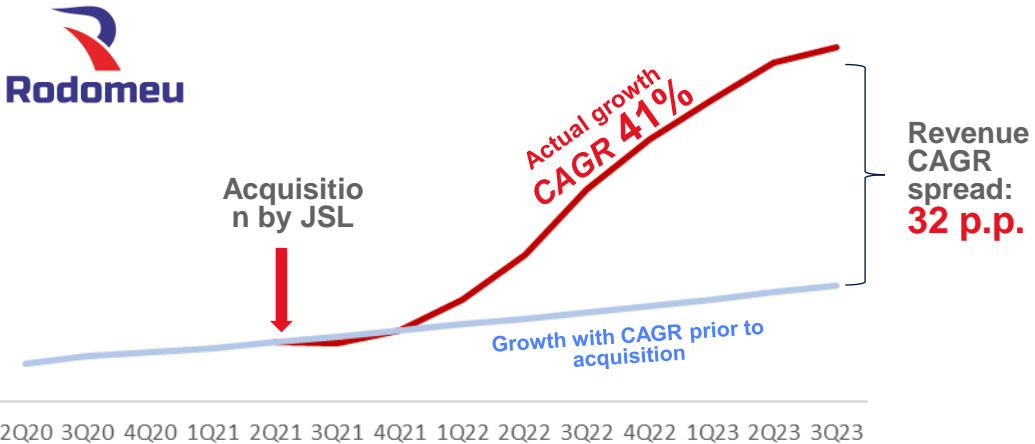
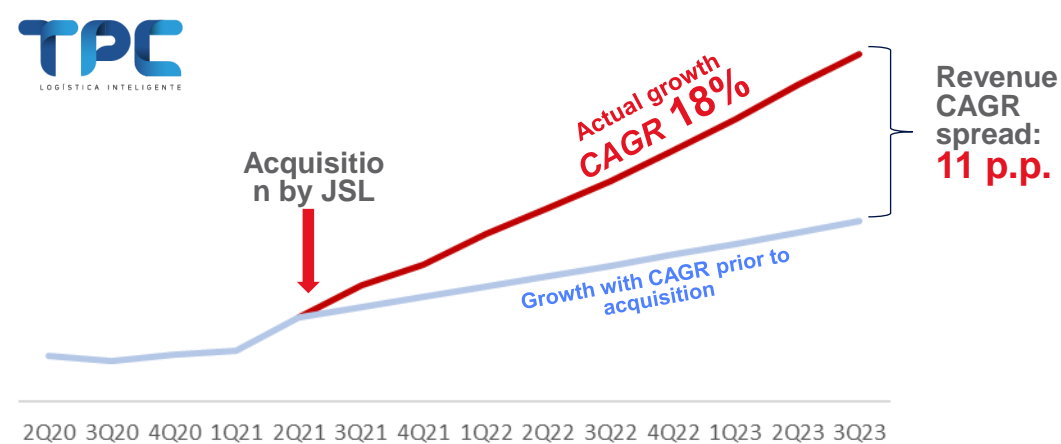
ADDED VALUE AFTER M&A

- ✓ Access to capital and assets
- ✓ Commercial advantages
- ✓ Growth capacity driven by JSL scale
- ✓ Potential for cross-selling and adding new customers throughout the JSL ecosystem

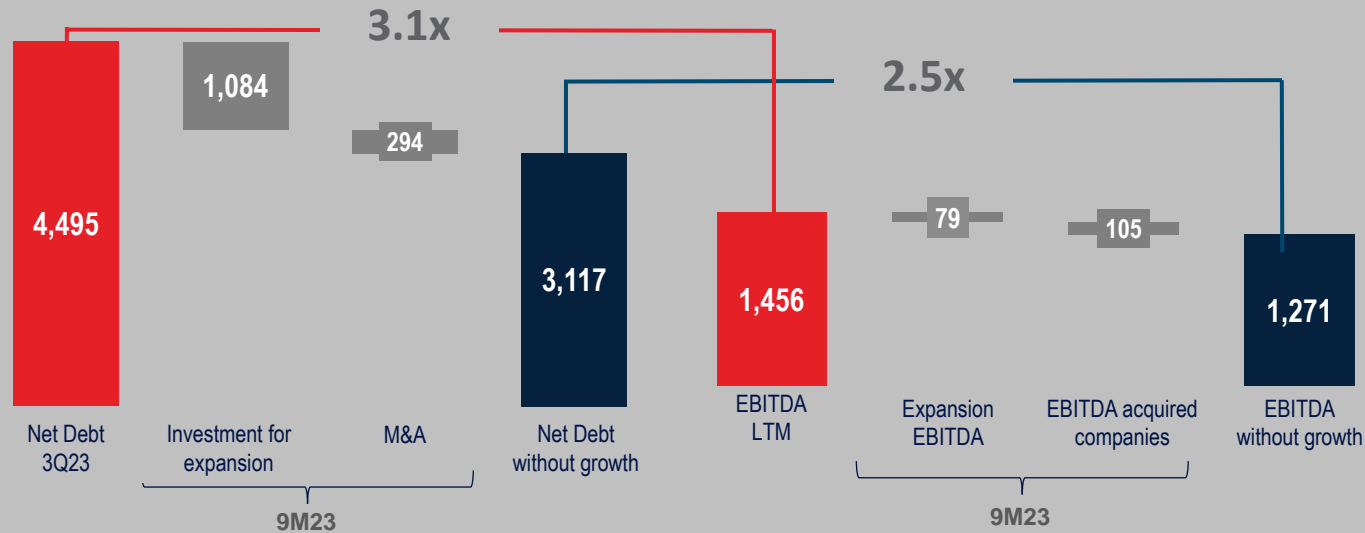
TRANSFORMATION OF THE ACQUIRED COMPANIES

JSL ecosystem drives growth of acquired companies

Analysis based on LTM Net Revenue



CAPITAL STRUCTURE AND CASH GENERATION CAPACITY



POTENTIAL DELEVERAGING EXERCISE

- ✓ A significant part of the net debt is related to projects that are not yet mature
- ✓ Robust capital structure for growth
- ✓ Deleveraging driven by operating cash generation

3Q22 LTM	LTM 3Q21	LTM 3Q22	LTM 3Q23	
Initial Net Debt	1,322	2,350	3,168	CAGR
Gross Capex	(506)	(1,279)	(1,591)	+77%
Payment for Acquisitions	(543)	(178)	(187)	-41%
Financial Results	(155)	(519)	(837)	+132%
Cash Generation ¹	177	1,158	1,288	+170%
Net Debt	2,350	3,168	4,495	+38%

EVOLUTION OF THE COMPANY'S CASH GENERATION

- ✓ 2021: Strong growth cycle with acquisitions after IPO
- ✓ 2022: Acquired companies maturing and robust organic growth
- ✓ 2023: New level of value creation

¹Cash generation measured as change in net debt excluding capital expenditures, acquisition payments and debt service costs.

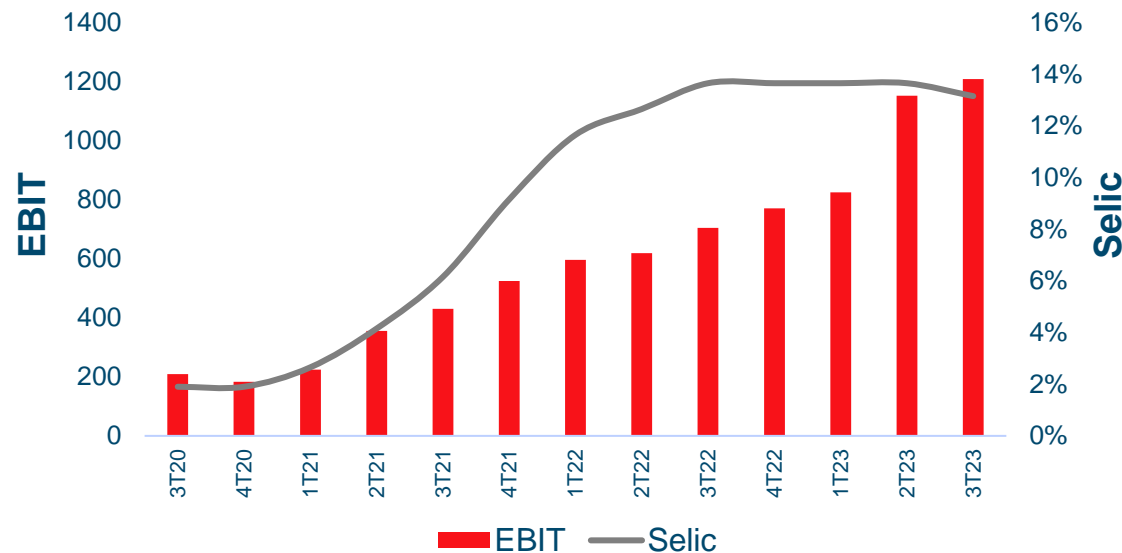
ESTABLISHED FOUNDATIONS FOR INCREASING PROFITABILITY

- ✓ **Reduction of the debt spread** with new issues at lower costs than the company's average debt (CRI: CDI + 1.37% p.a.)
- ✓ **Discipline in the contract renewal cycle** to support margins at a new level

- ✓ Start of the CDI reduction cycle - we estimate that **for every 100-bps reduction in the interest rate, profit is impacted by R\$ 50 mn in the year.**
- ✓ New projects priced **at the right cost of capital**

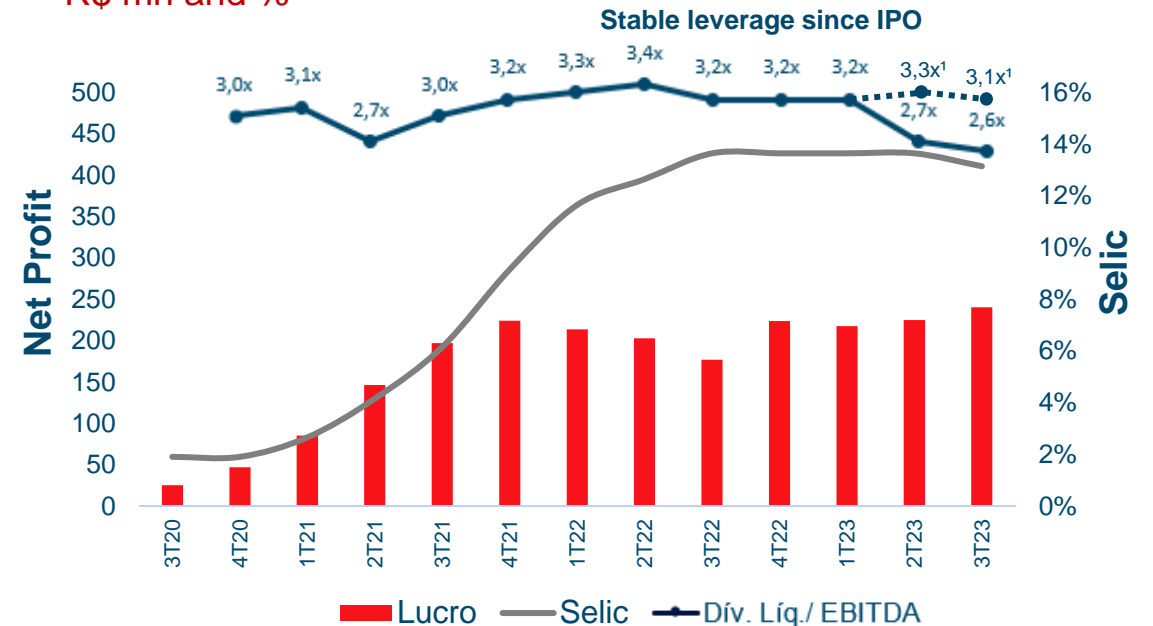
LTM EBIT vs. Selic

R\$ mn and %



LTM Net Profit vs. Selic

R\$ mn and %

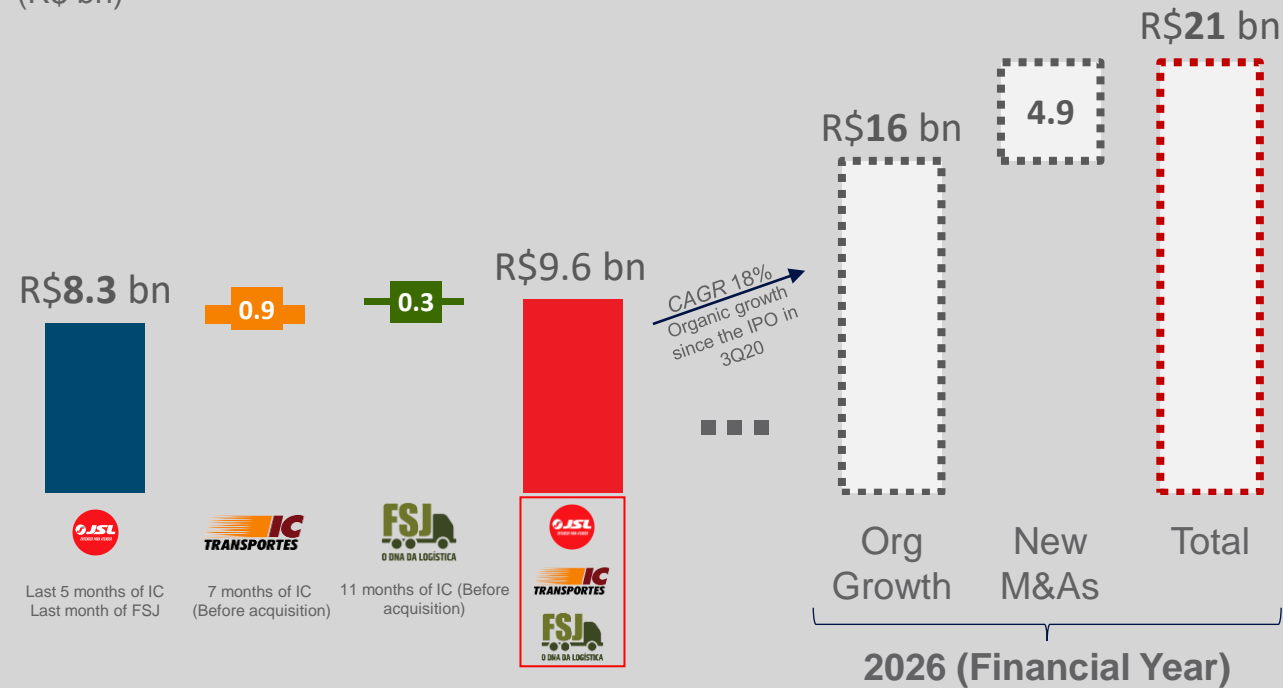


¹Adjusted leverage, excluding the effects of the bargain purchase of R\$255 million on EBITDA

Vision for the future and potential for long-term value creation

GROSS REVENUE COMBINED WITH IC TRANSPORTES AND FSJ

(R\$ bn)



The above exercise for the coming years assumes the continuation of the combined organic growth achieved since the IPO in 3Q20 of 18% p.a., plus the addition of the same amount of revenues achieved through acquisitions in the same period of R\$ 4.9 billion (combined gross revenues of the companies acquired in LTM 3Q23).

- ✓ **People and management** focused and prepared to bring **even more expressive results in the future**
- ✓ **Robust balance sheet** to meet the demands for **specialized and quality services**
- ✓ Competitive advantages in **execution, management efficiency, scale and access to capital**
- ✓ **New contracts priced with an adequate cost of capital and debt issues with a lower spread** in addition to the interest rate reduction cycle will contribute directly to profit
- ✓ **Logistics market still very fragmented** - we are absolute leaders with less than 2% of the addressable market

The content of this slide reflects a simulation exercise based on information already public and disclosed by the Company and the pace of growth shown since the IPO in 3Q20. This information does not reflect formal guidance or an official forecast by the Company.

A vida é pra ser mov(da)

mov(da)
aluguel de carros

 **CSfrotas**

drive
on holidays

seminovos
mov(da)

 **sat**

Gustavo Moscatelli,

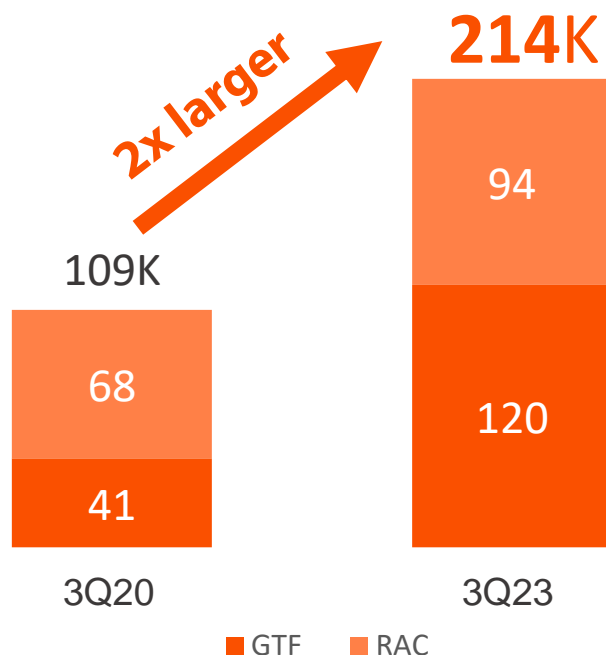
Movida CEO.

Achievement of scale and consolidated structure

**We doubled our fleet and tripled revenues
in the last 3 years**

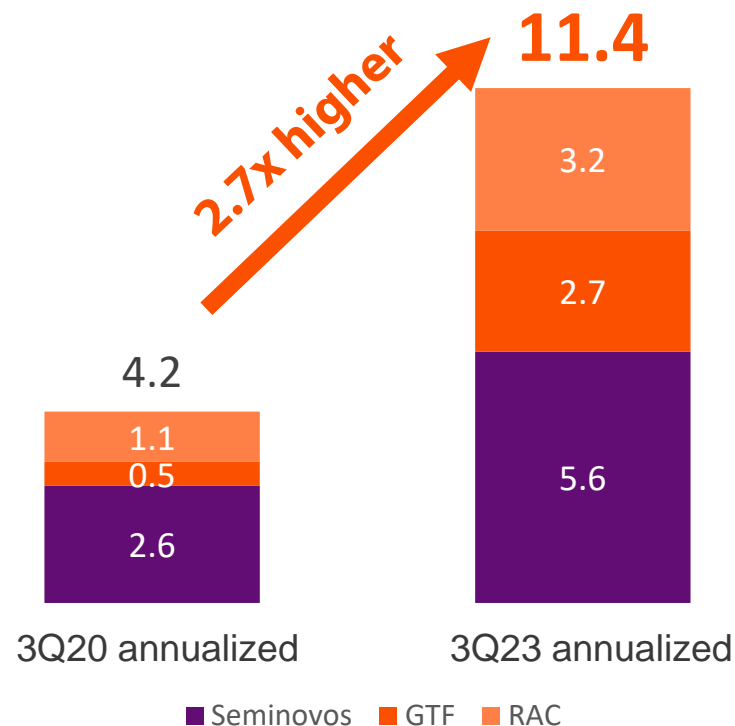
Fleet

(number of cars)



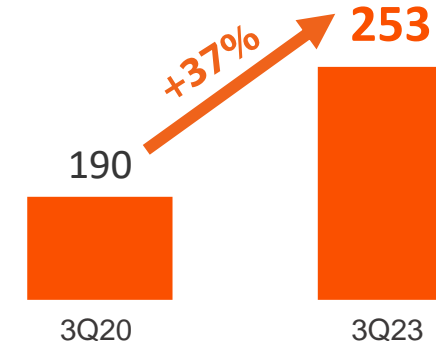
Gross Revenue

(R\$ billion)

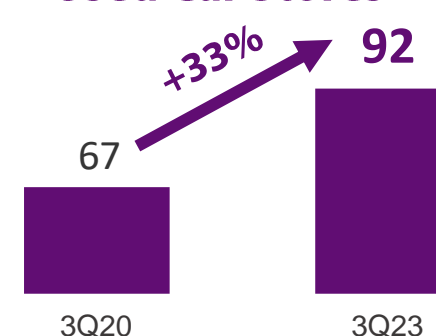


**Structure prepared for a new
cycle of growth**

RAC Stores



Used Car Stores



**Basis built, systems equipped with the latest technology, and people prepared for a new phase of
development focused on profitability and value creation**

RAC: implemented improvements guarantee a change in profitability above the cost of debt and levers under development contribute to value creation with ROIC spreads of 3.0 to 4.0 p.p

ROIC exercise

ROIC spread of
3.0 to 4.0 p.p

Additional levers being implemented

12.5% to 13.5%

Improvements implemented by Sep/23

3.0%

+4.0 p.p.

+1.8 p.p.

+1.7 p.p.

+0.9 p.p.

+1.5 p.p.

ROIC before
operational
efficiency
initiatives

Improved commercial conditions
for buying cars:
Reduction of the depreciation rate **from 13.5% to 8.0% p.a.**

Productivity:
Occupancy rate:
from 77% to 82%
Yield:
from 3.3% to 3.8% a month

Improved asset turnover:
Reduction in deployment and retirement times (**gain of ~23 days** represents **4% more revenue** in the same cycle)

Further improvement in yield
from 3.8% to 4.0%:
Fleet mix;
New pricing tool;
Purchase terms and conditions

EBITDA Margin: from 55% to 60%:
Reduced maintenance costs;
Reduction in the average car ticket;
Efficiency/management gains

ROIC with all improvements

Assumptions:

Asset cycle (between buying and selling): 19 months
EBITDA margin of used cars: 0%

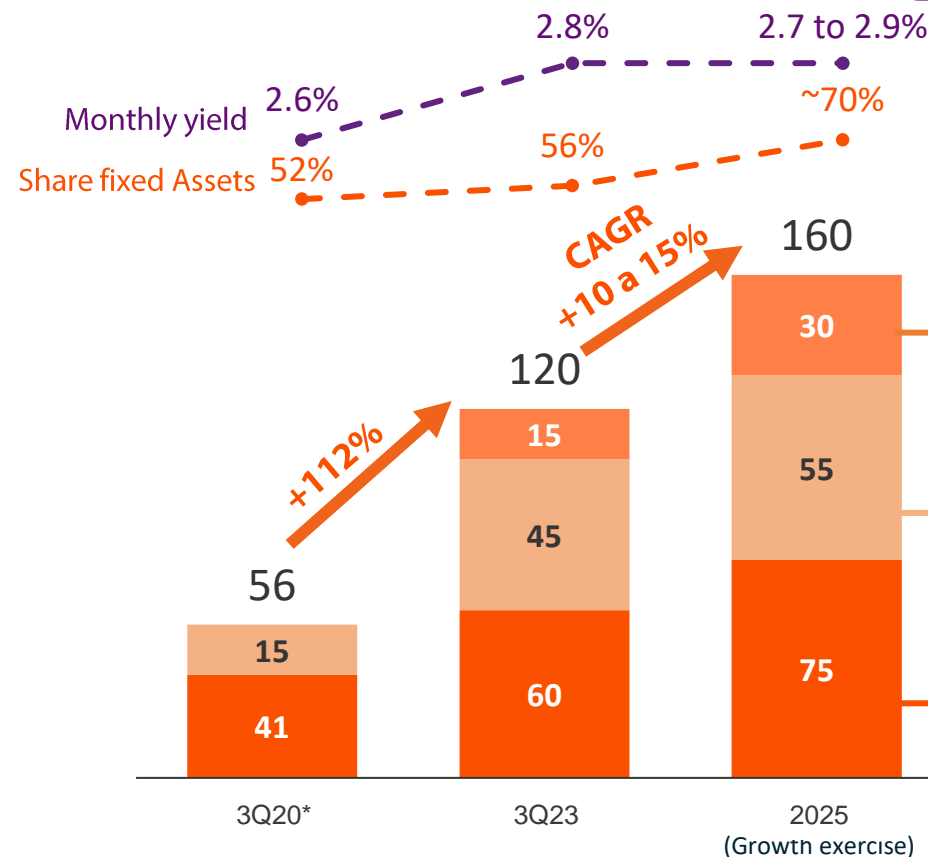
Note: The content of this slide reflects a simulation exercise based on information already public and disclosed by the Company. This information does not reflect formal guidance or an official forecast by the Company.

GTF: greater allocation of capital in a business model with high predictability and proven profitability

Strategic Rationale

- Mature operating model with **consolidated margins**
- **Greater resilience** in cash flow and results
- Residual value of the car **less relevant** to the asset's IRR
- Addressable market with **high growth potential**

Fleet growth (number of cars in thousands)



ROIC 14% to 15% p.a.
(spread of 4.5 to 5.5 p.p)

Subscription Cars

- New product with a large addressable market
- Process maturing and automation

Company dedicated to the rental of special vehicles (CS Frotas)

- Customized cars;
- Dedicated service structure;
- Specialized services;
- Working with government and private entities

Contracts with private companies

- Underpenetrated addressable market
- Mature operational and management model
- Expanding commercial reach for growth

A segment with maturity, operational scalability and better margins
Contracted growth (revenue backlog) of R\$3.8 billion

*3Q20 combined with CS fleet acquired in 2021

Note: The content of this slide reflects a simulation exercise based on information already public and disclosed by the Company. This information does not reflect formal guidance or an official forecast by the Company.





mov(da)
aluguel de carros

 **CS frotas**

drive
on holidays

seminovos
mov(da)

 **sat**

João Bosco

CS Frotas CEO.



Company dedicated to the rental of special vehicles:

- Customized cars;
- Dedicated service structure;
- Specialized services;
- Working with government and private entities.

- **National footprint**
 - **24 states + Federal District**
 - **11 Own body shops**
 - **497 employees**
 - Commercial alliance with approx. **4,600 specialized suppliers**

- **Best Governance Practices:**

- Participation in 220 tenders in 2023 (**99% electronic**)



- **Transparency Portal**
Recognized by the UN Global Compact as a Governance benchmark (Jun/21)



- **ISO 37001 certification** (Nov/23)

CS FROTAS IN NUMBERS

45K

total fleet

R\$ 978 mn

Gross Revenue from Services LTM (3Q23)

730

Customers

+20% (2022 - 607)

R\$ 1.2 bn

Capex 9M23
+21% (9M22 - R\$1bn)

1,135

Contracts

+20% (2022 - 923)

35 months

Average contract term

R\$ 1.1 bn

Gross Revenue from Services 3Q23 Annualized
(12.5% higher than LTM)

R\$ 5.0 bn*

Total Backlog
Average term 47.4 months

* Taking into account a contract term of up to 60 months.

TRANSFORMATION AND VALUE CREATION IN THE LAST 3 YEARS



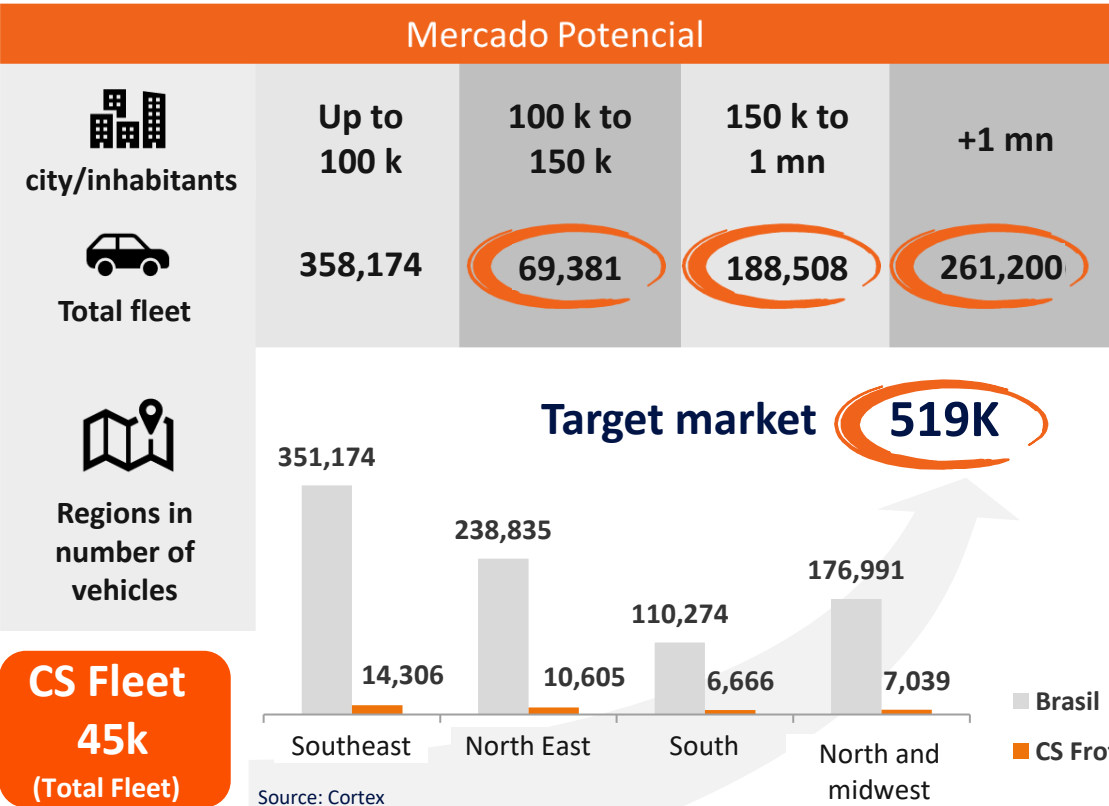
	3Q20	%	3Q23
• Total Gross Revenue	99,811	307%	406,140
• Gross Revenue from Services	82,465	235%	276,793
• Revenue from Asset Sales	17,346	645%	129,347
• Operational Fleet	13,729	177%	38,086
• Fleet won in biddings	7,316	91%	13,968
• Fleet to be contracted (Protocols and Contracts)	3,119	410%	15,920

- Focus on digitizing and automating processes, generating **efficiency** gains.
- **Contract renewal** rate of **73.6%** in 2023 in addition to rebalancing negotiations and the application of adjustments.

- **Contracts:** Direct contracting of the fleet for a fixed term of up to 60 months.
- **Protocol:** A type of contract where the customer can rent the offered fleet in up to 12 months.
- Option for states to **rent the fleet offered in the protocols of other states** (additional volume to the protocols)

Note: Merger into Movida in Jul/21.

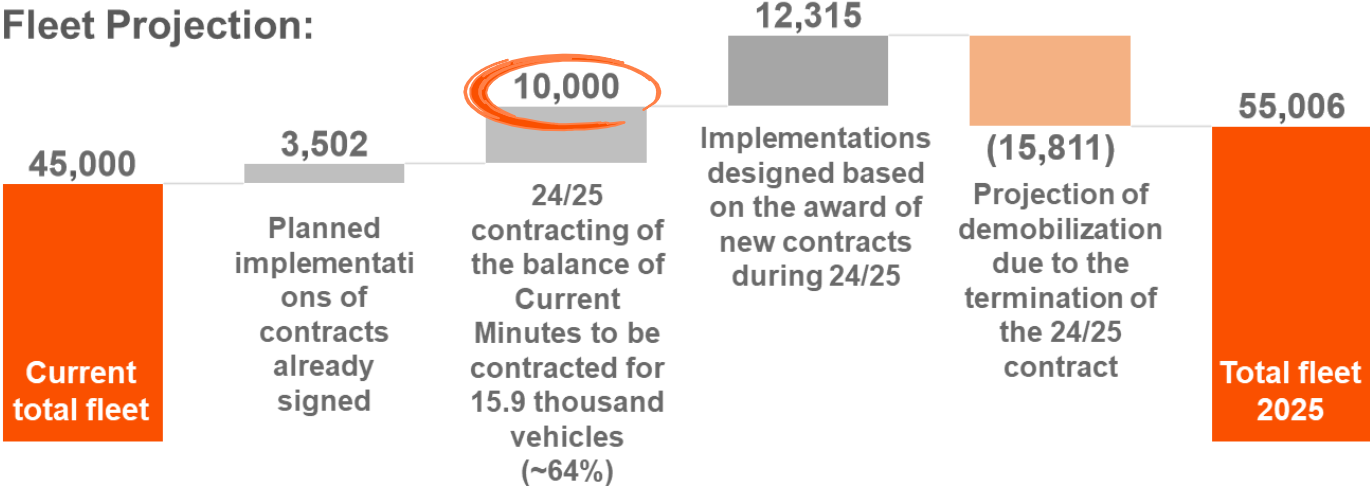
Vision for the future



CS Fleet
45k
(Total Fleet)

- **Growth potential** due to the low level of outsourcing of government and mixed-economy fleets.

Fleet Projection:



- **High coverage and synergy** between branches to drive competitiveness and growth in the markets where we operate;
- Restructuring the used car area to a **new company level**;
- In the Government Sector, the implementation of the new law will introduce new **options** in:
Term of protocols from **12 months to 24 months**
Contracts from up to **5 years to up to 10 years**.

Note: The content of this slide reflects a simulation exercise based on information already public and disclosed by the Company. This information does not reflect formal guidance or an official forecast by the Company.

New stage of strategic planning focused on value creation



Stage 1

- **Company establishment**
 - Hiring people (5,600 employees)
- **Building scale** (220 thousand cars)
- **Investment in infrastructure**
 - 253 RAC stores
 - 92 used-vehicle stores
 - Systems

Stage 2

- Growth of the **GTF** operation to bring more **predictability** and **profitability** (EBITDA margin of **74%** in 3Q23)
- Operational **efficiency** (+11 p.p. **total occupancy rate**, **72%**)
- **Process and control** improvements (19 projects in 2023)
- **Optimization of invested capital** (reduction of 17,000 cars and mix adjustments in the RAC)
- Liability management and **reduction of debt costs** (CDI+2.40% p.a. vs CDI+3.20% p.a.)

Stage 3

With the **structure built** in Stage 1 and the **efficiencies** from Stage 2, we will enter a cycle of **profitability at a sustainable growth rate**.

ROIC spread*

4% to 5%

+

Growth

10% to 15% p.a.

+

Stable leverage

3.0x to 3.2x

(Net Debt/EBITDA)

*Spread between ROIC and cost of debt after taxes

Number of cars
(thousands)

3

2013

CAGR 61.2%

220

50%

50%

2022

~ 220

~55%

~45%

2023

CAGR 10 to 15%

260 - 280

60 to 70%

30 to 40%

(Growth exercise)
2025

■ GTF
■ RAC



GRUPO

VAMOS®



3MB

HMM
EMPILHADEIRAS

TRUCKVAN®



DHL®

Gustavo Couto

Vamos CEO

Christian Hahn da Silva,

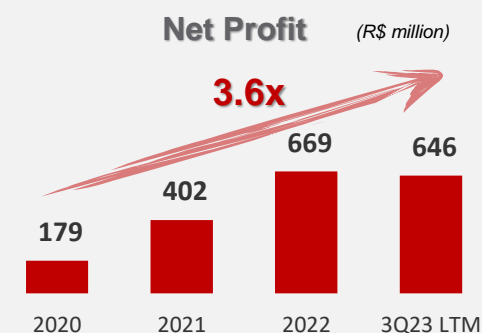
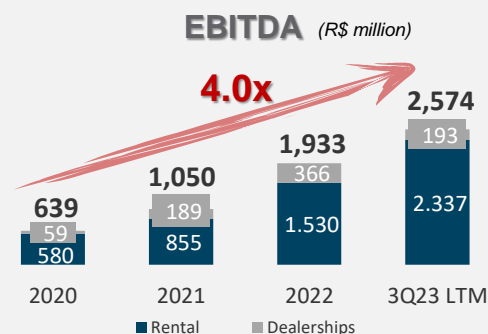
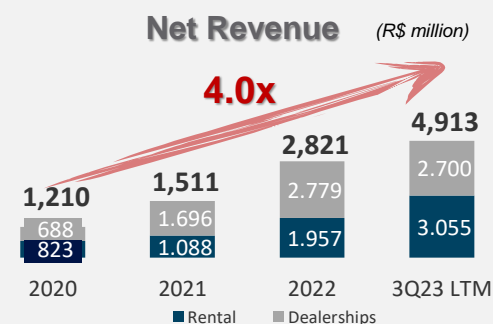
Dealerships Director

Leader in the rental and sale of new and used trucks, machinery and equipment in Brazil

Unique VAMOS Ecosystem



Growth with profitability



Business Model

- **Unique positioning** in the market: buying, selling, exchanging and renting
- **Scale** and **coverage** in all regions of the country
- **Innovative** and economical **solution** for customers
- **Consistent** growth with **profitability**
- **Broad network** of **dealerships** and used-**vehicle stores** in Brazil
- **Modern fleet** with **high liquidity** and **appreciated** market value
- **Teams and management** with **vast experience** aligned by a **culture** with **focus on customers** and **sustainable results**

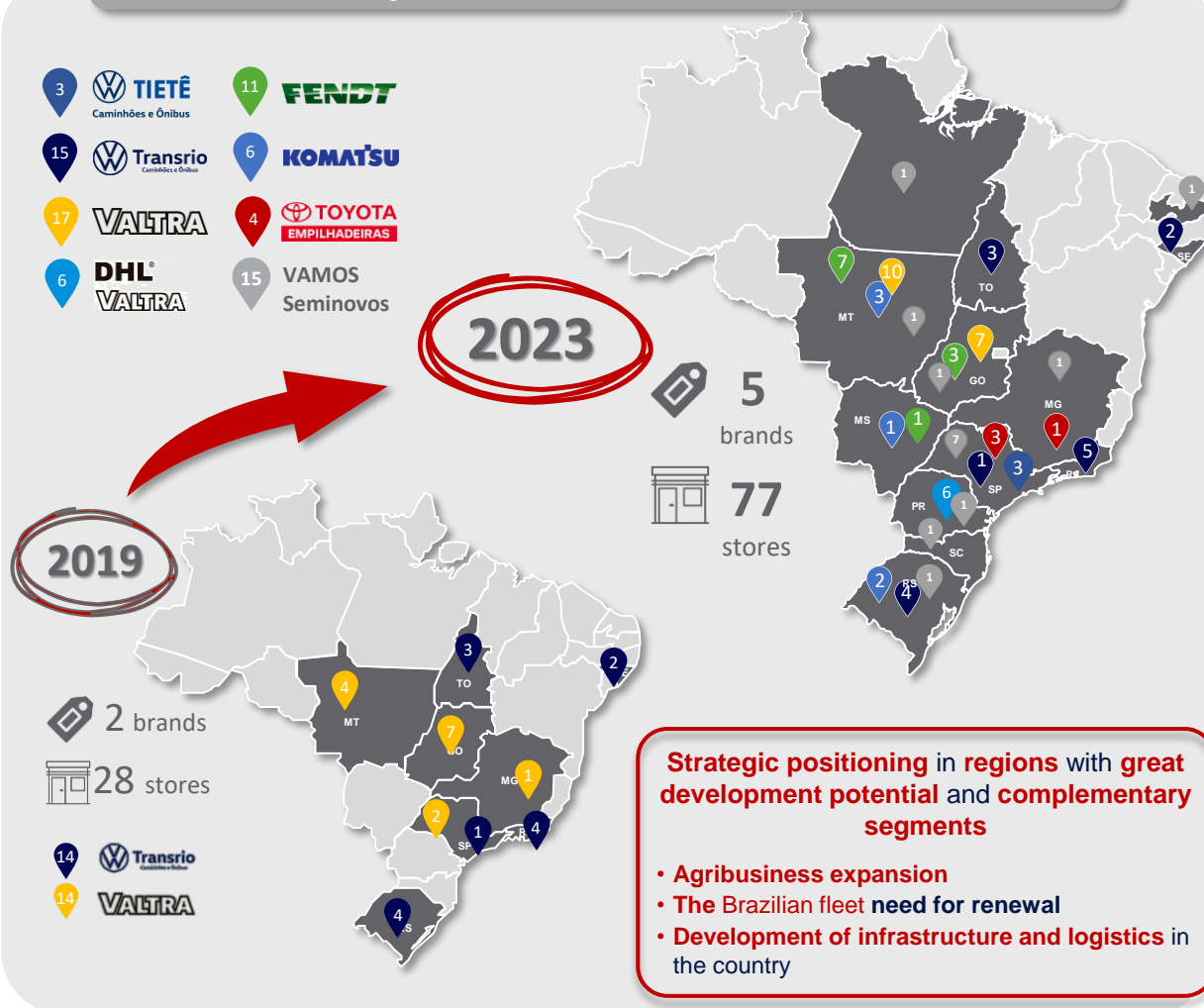
Fundamentals and foundations prepared for new cycles of development

- **VAMOS Digital Platform** and integrated systems
- **Assets** at market value - R\$16 billion - with high liquidity
- **Used car network** ready for growth
- **Extensive network** of certified workshops
- **+3,600 employees**
- **NPS 72**

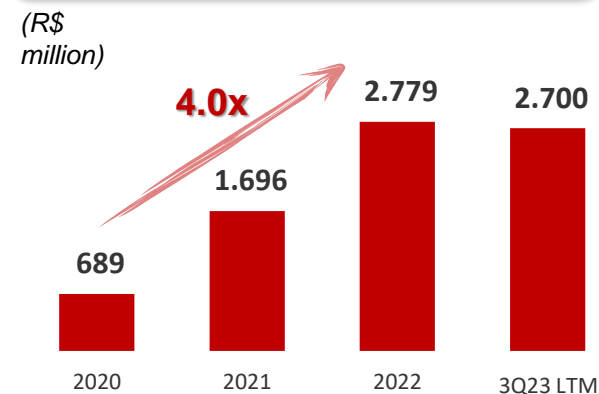


Dealerships: Transformation of structure, diversification of products and broad coverage

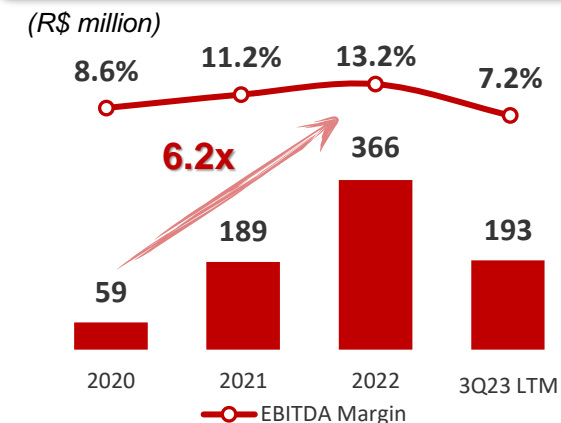
Entire ecosystem: buying - selling - exchanging - renting



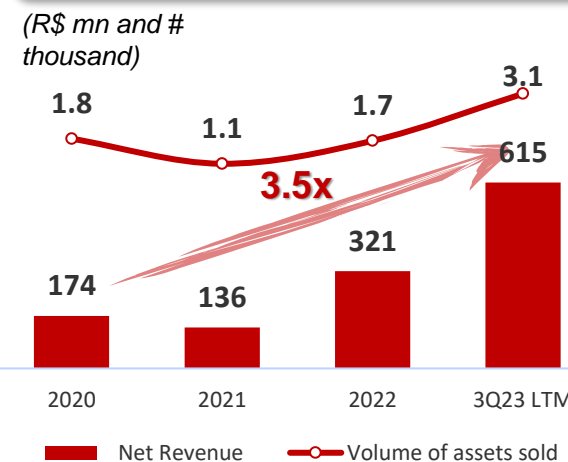
Net Revenue



EBITDA and EBITDA Margin



Net Revenue and Volume of Assets Sold

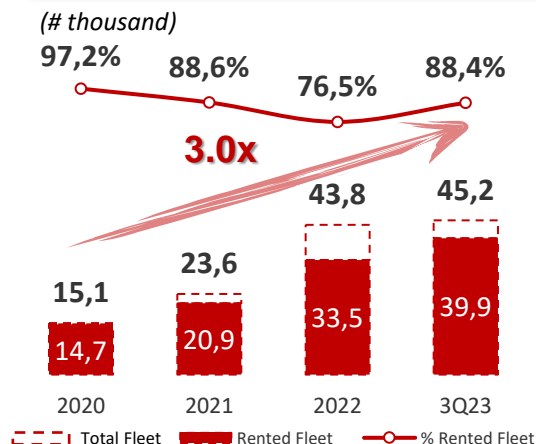


The company is poised for growth over the next few years:

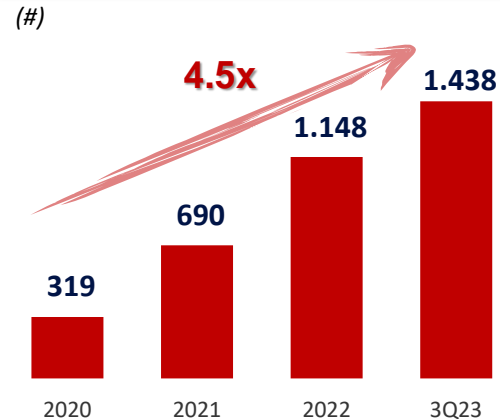
- More than 40 points of sale for used assets with high appreciation and margins
- Focus on cost management and working capital

Rental: creating consistent value

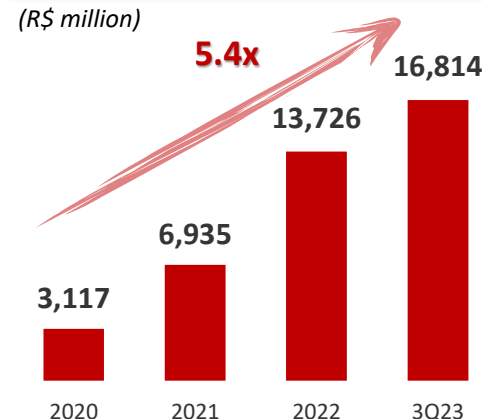
Rented Fleet



Number of customers

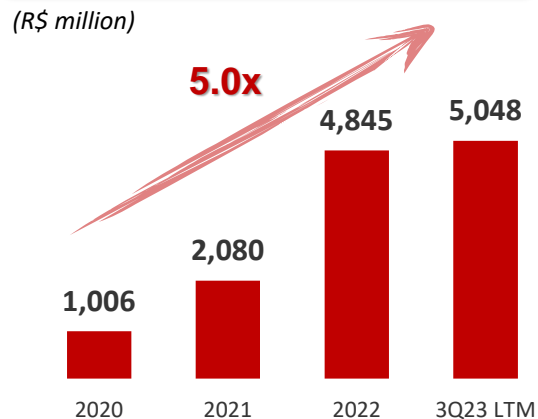


Backlog

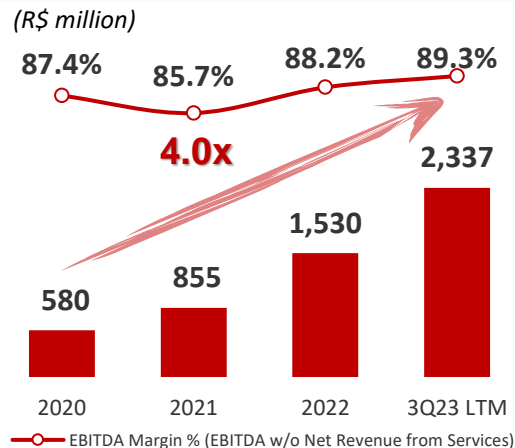


- Business model with **resilience and predictability** (long-term contracts)
- Consistent journey of **growth** with **high profitability**
- Consistency** in **execution** of monthly **deployed CAPEX** (R\$ 400-500 million/month)

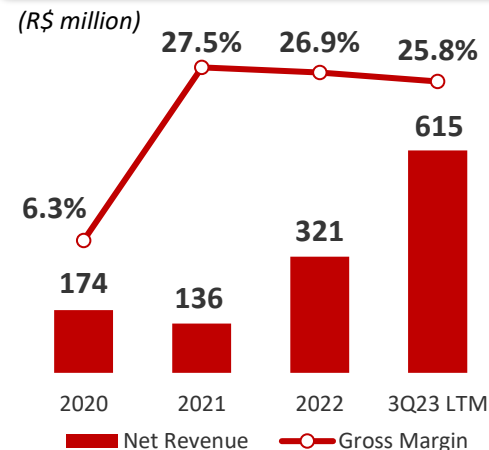
Deployed CAPEX



EBITDA Rental



Asset Sales



Transformation in asset value reinforces strong consistent growth

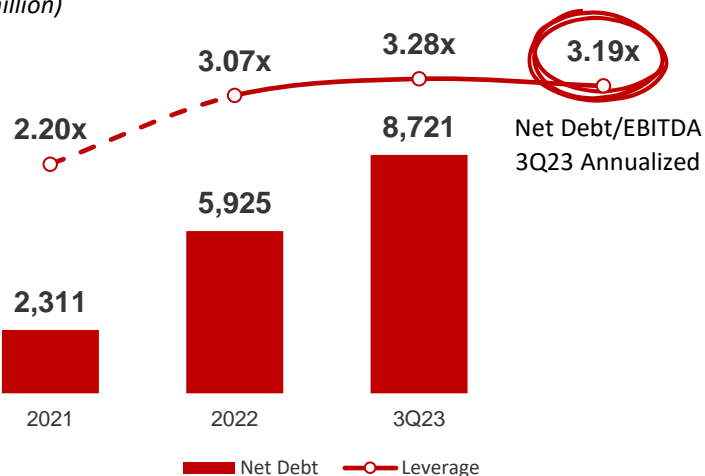
If we convert the original (discontinued) estimate of 100,000 assets in 2025 to the new average ticket, we have reached 60% of the adjusted estimate (74,950 assets) in Sept/23. ✓



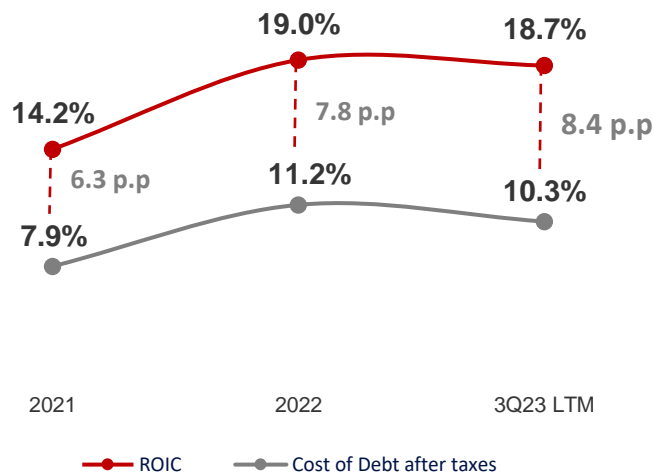
Strategies for continued development

Net Debt and Leverage

(R\$ million)

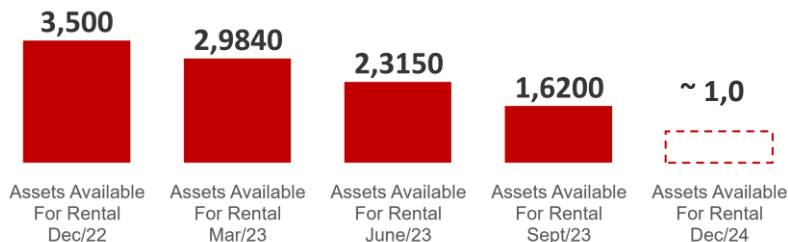


ROIC vs. Cost of Debt

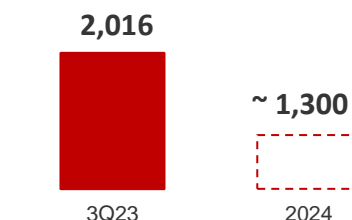


Trend towards normalization of working capital

Assets available for rental (R\$ billion)

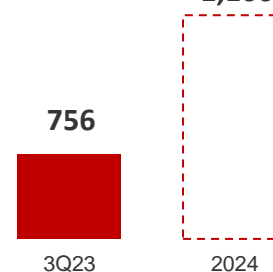


Inventory + Receivables from dealerships (R\$ mn)



Simulation considering normalization

Suppliers (R\$ million) ~ 1,100



Short-term actions:

- Reduction of ~R\$ 1 billion in working capital
 - Reducing dealership inventories and rental assets
 - Normalized accounts receivable

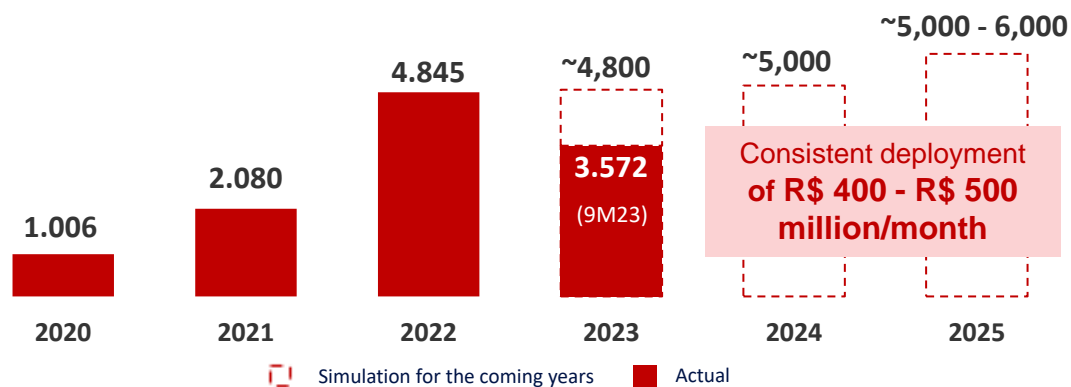
Scenario throughout 2024

- Normalized working capital considering growth in line with supplier payment terms
- Reduction of the Company's average cost of debt
- Profitable growth and suitable capital structure

Rental: consistent growth with strong value creation could double the company's EBITDA in two years

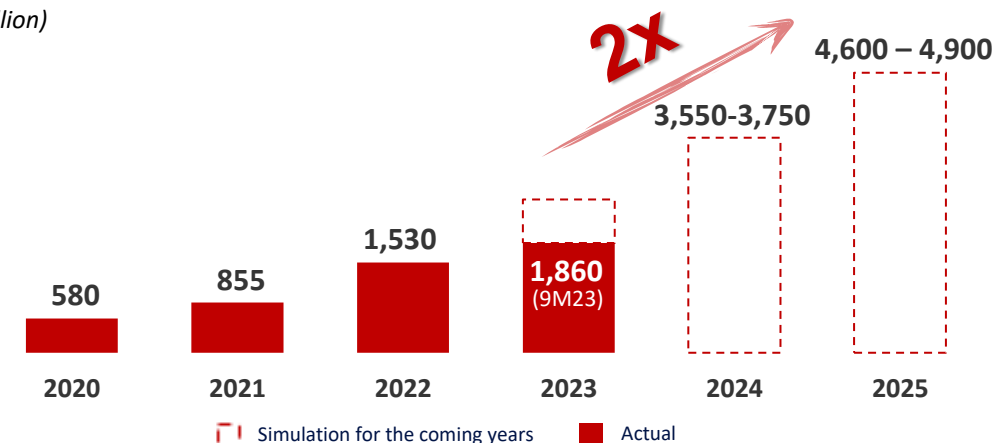
Deployed Capex (simulated exercise)

(R\$ million)



Rental EBITDA (simulated exercise)

(R\$ million)



Simulated exercise for EBITDA with the following assumptions:

- Monthly **Capex deployment** of approximately **R\$ 400 to R\$ 500 million/month (equivalent to R\$ 4.8 bn to R\$ 6.0 bn/year)**
- Normalized leverage at **~3x net debt/EBITDA**. CAPEX financed by own cash generation + debt

The company is prepared for strong growth over the next few years

- VAMOS Digital Platform
- Strong growth in assets with high residual value
- Used car network ready for growth
- Experienced teams and management

The content of this slide reflects a simulation exercise based on information already published and disclosed by the Company and the monthly growth rate of CAPEX deployed over the last two years. This information does not reflect formal guidance or an official forecast by the Company.



Original
AUTOS

A. R. Motors

T•DRIVE

EURO IMPORT

Autostar

GREEN
AUTOMÓVEIS



Antonio Cavalcanti,

Automob CFO.

About Automob



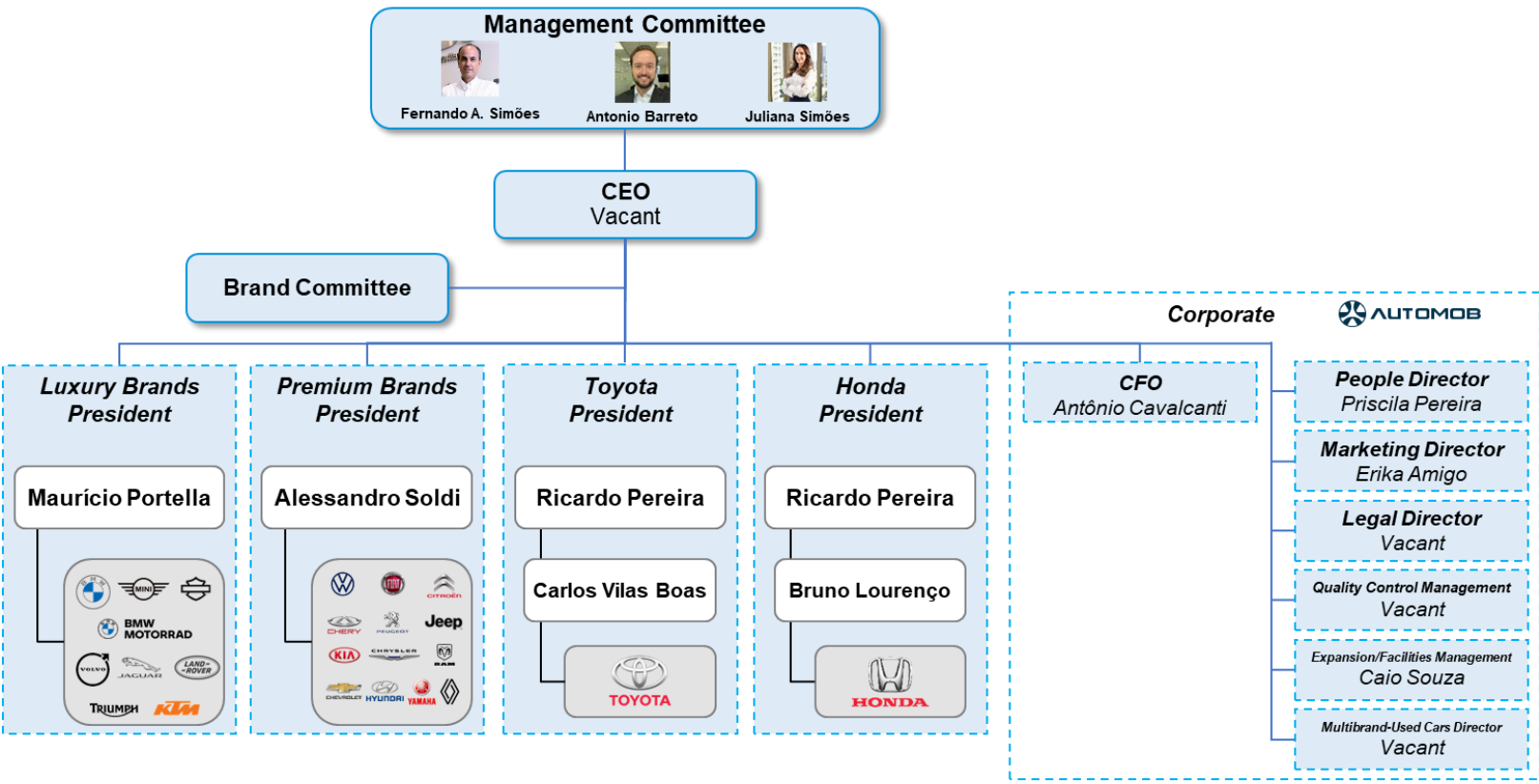
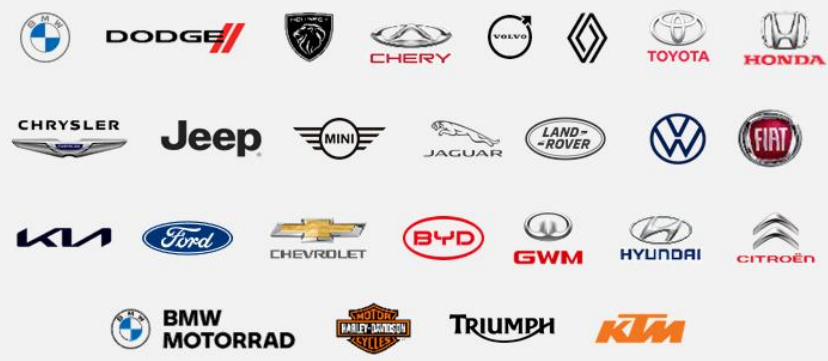
Group with the largest brand portfolio and one of the largest dealer networks in Brazil

Independent organizational structure with a dedicated and experienced Board of Directors in each segment

Automob



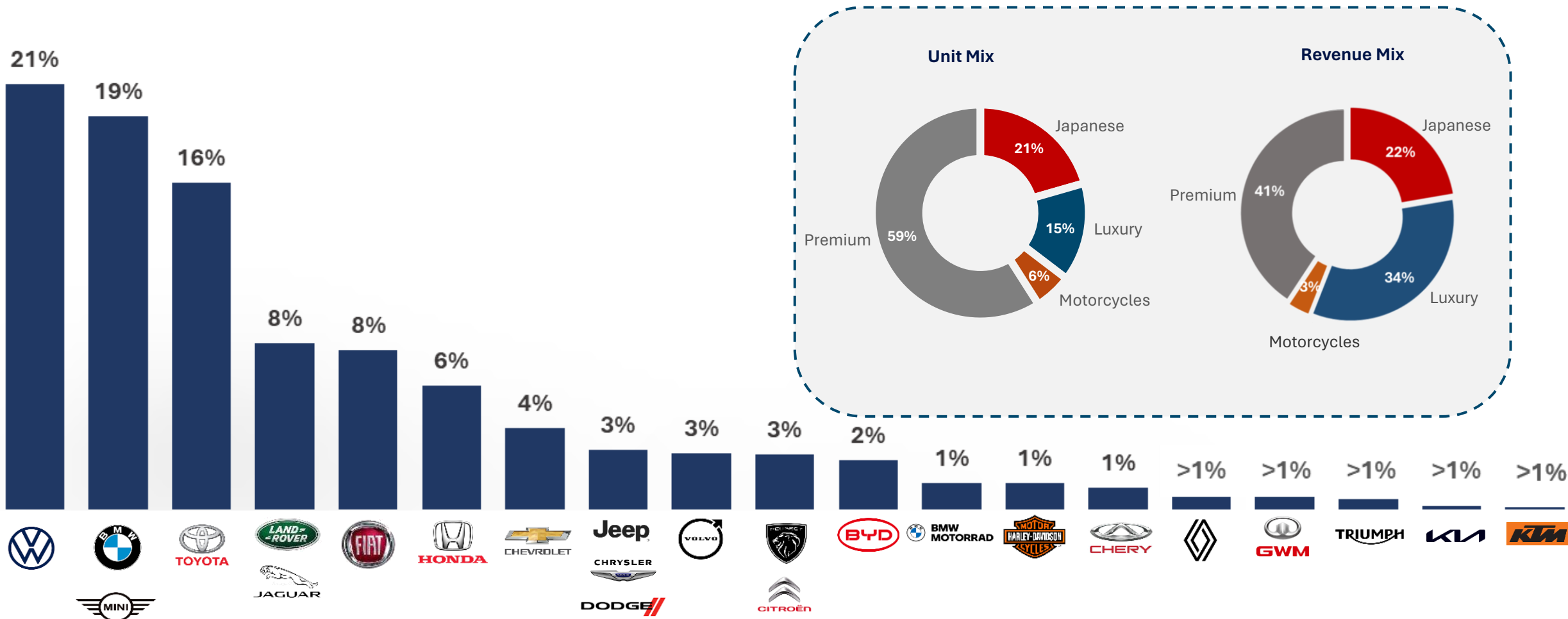
Largest portfolio of brands in Brazil



Notes: (1) The combined figures fully include the operations of Original, UAB Motors, Sagamar, Autostar, Green, Nova Quality, Alta and Best Points for the LTM 3Q23. The amounts do not include possible effects of the application of the business combination accounting standards, which may be different when these are applied (2) The acquisition of Best Points is subject to customary conditions precedent such as the approval of the OEMs and the CADE (Administrative Council for Economic Defense). Source: Automob, 2023.

Diversified portfolio of brands

Breakdown of Automob's new vehicle revenues (excluding fleet sales to rental companies)



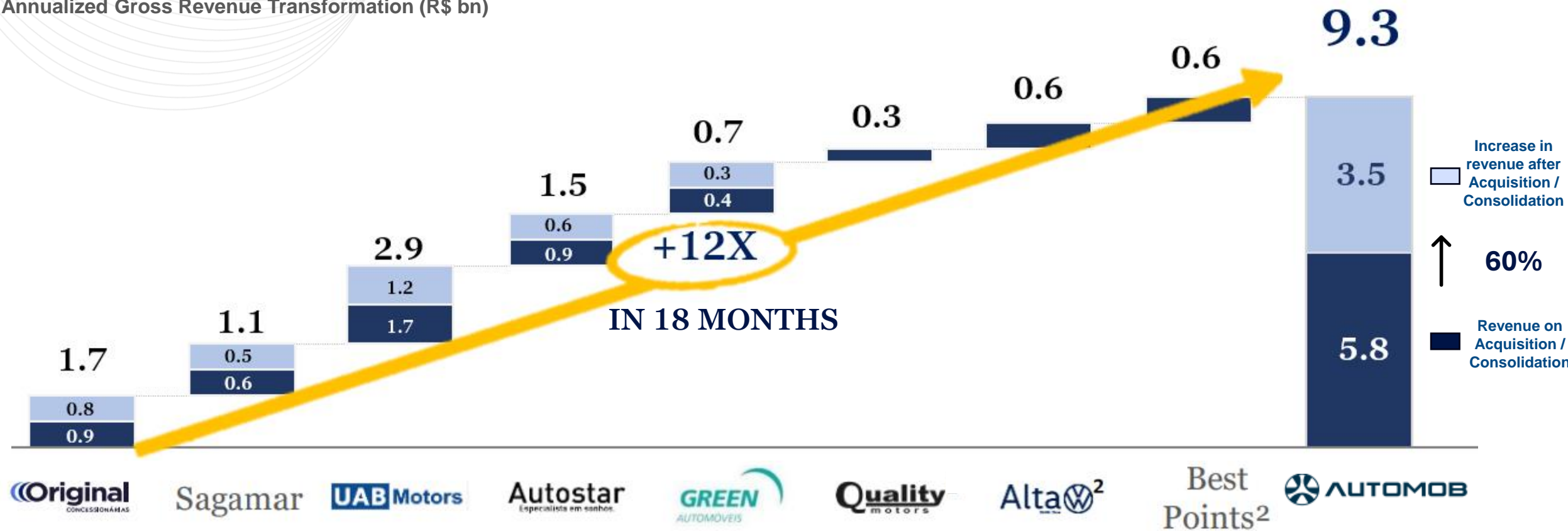
Gross Revenue, year 2023 (does not include Alta, Quality and Best Points)

Source: Automob, 2023. Abradit, 2023. BMW Bic, 2023.

Revenue evolution 1Q22 vs. 3Q23

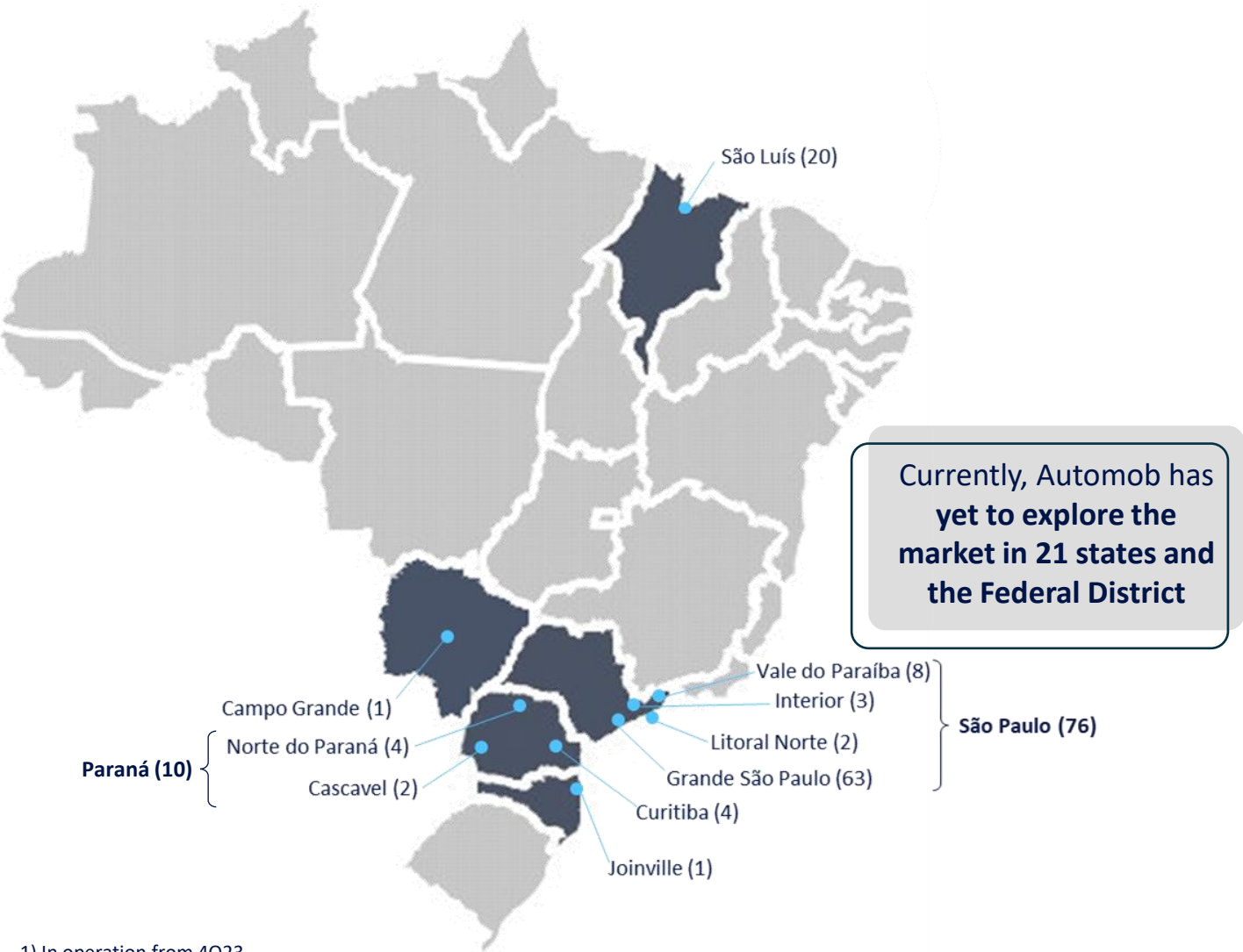
Acquisitions + Increase in synergies/management

Annualized Gross Revenue Transformation (R\$ bn)



Notes: (1) Period LTM 3Q23. (2) The acquisition of Best Points is subject to customary conditions precedent such as the approval of the OEMs and the CADE (Administrative Council for Economic Defense). Source: Automob, 2023.

Strategic expansion forming regional ecosystems



Organic Growth

Brands	New stores	New concessions
CHEVROLET	1	
TRIUMPH	1	
BYD	5	1
YAMAHA		1
GWM	2	1
TOYOTA	1	
CITROËN	1	
BMW MOTORRAD		1
JAGUAR LAND-ROVER		1
KIA		1
seu carro .com	5	
Original	4	
Total	20	6

26 new appointments for points of sale in 2023

1) In operation from 4Q23.

Transformation and value creation in the last 18 months, with capital discipline

LTM 1Q22

LTM 3Q23

• Net Revenue
(R\$ mn)

765.92

6,244.66

Δ
+715%

• EBITDA
(R\$ million)

68.93

347.30

+404%

• Net Profit
(R\$ mn)

38.03

115.56

+204%

• ROIC

16.0%

15.0%

-1.0pp

• Leverage

-2.42X

1.95X

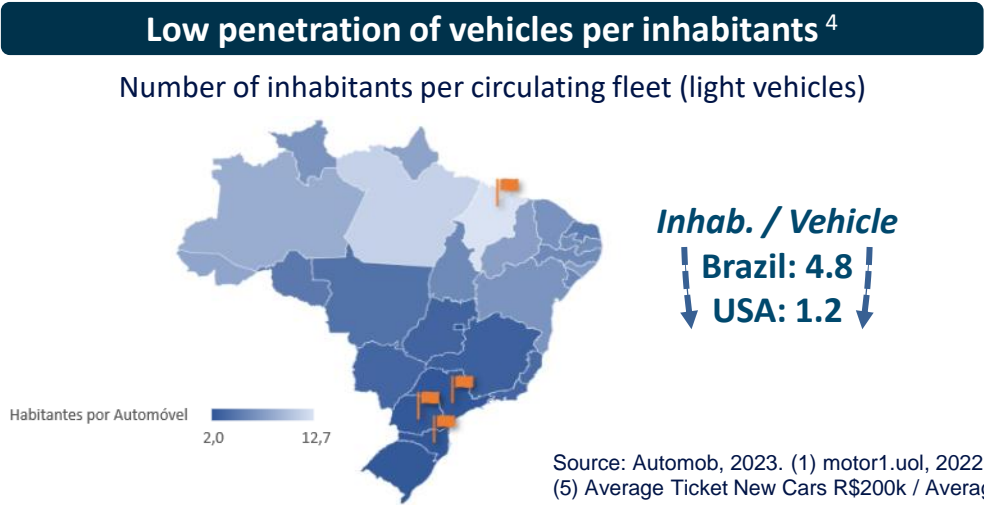
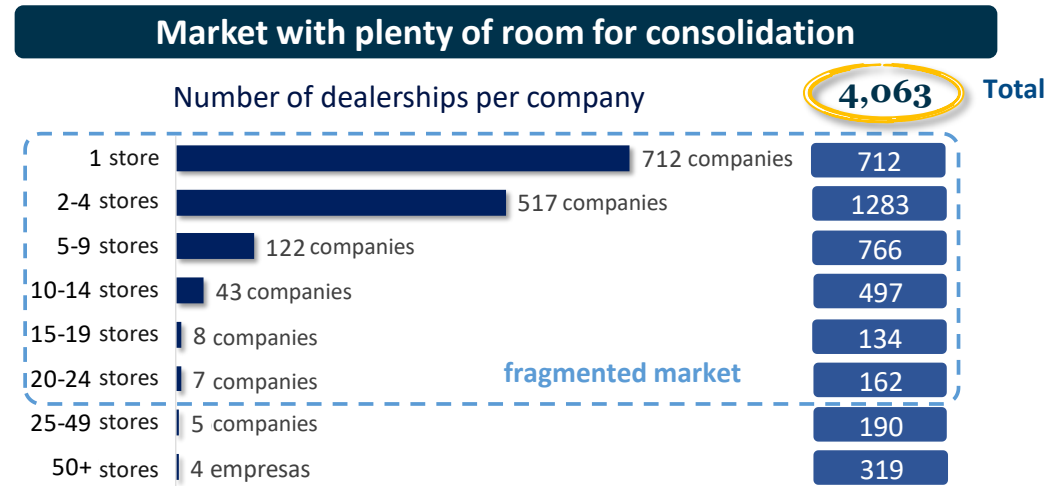
+4.37

Gains in scale and synergy

- Stronger **alliances** with **OEMs**
- **Integrated back office** with active implementation of **best practices**
- **Diversification** of **services** offered
- **Improved** negotiations and contracts, strengthening **partnerships** and **terms**

Source: Automob, 2023.

Operating in a market with high potential for consolidation and development

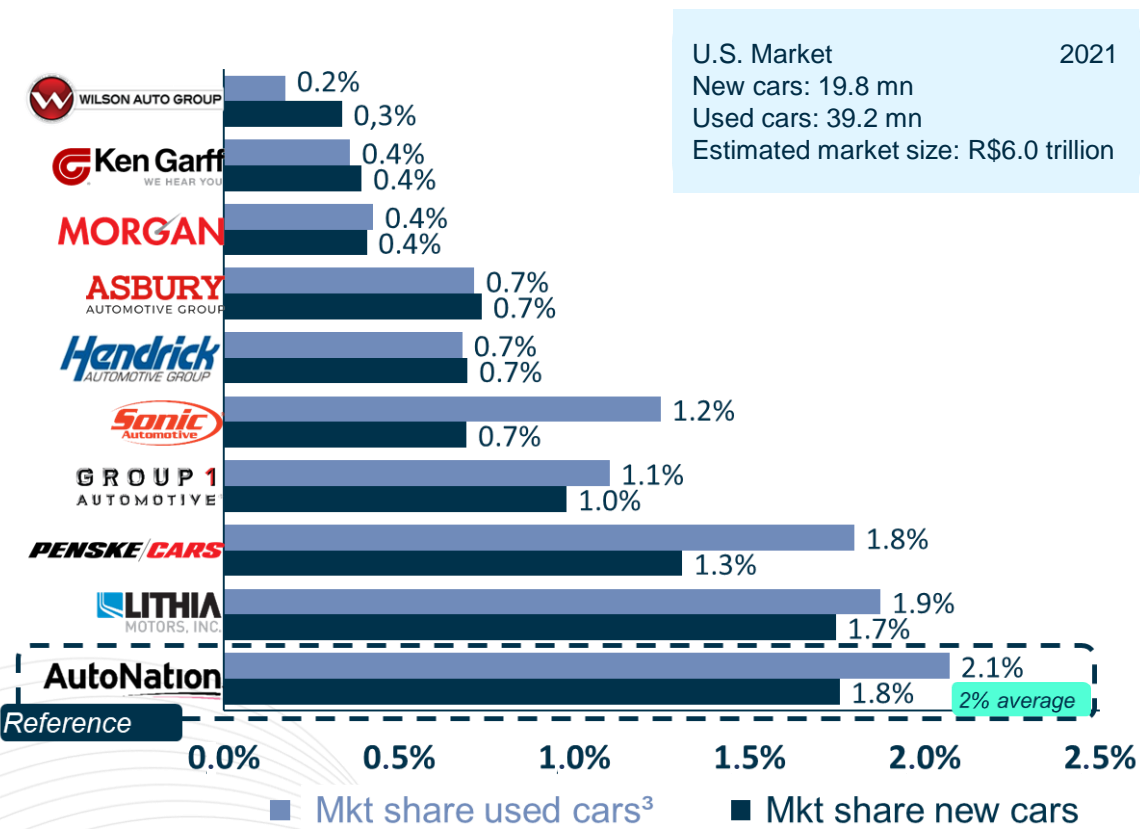


Source: Automob, 2023. (1) motor1.uol, 2022. (2) Fenabrave. (3) Forecast for 2023: Anfavea, 2022; 2026 growth projection replicating CAGR from 2016 - 2019. (4) IBGE, 2022. (5) Average Ticket New Cars R\$200k / Average Ticket Used Cars R\$77k. (6) Market share does not include direct sales to RAC companies

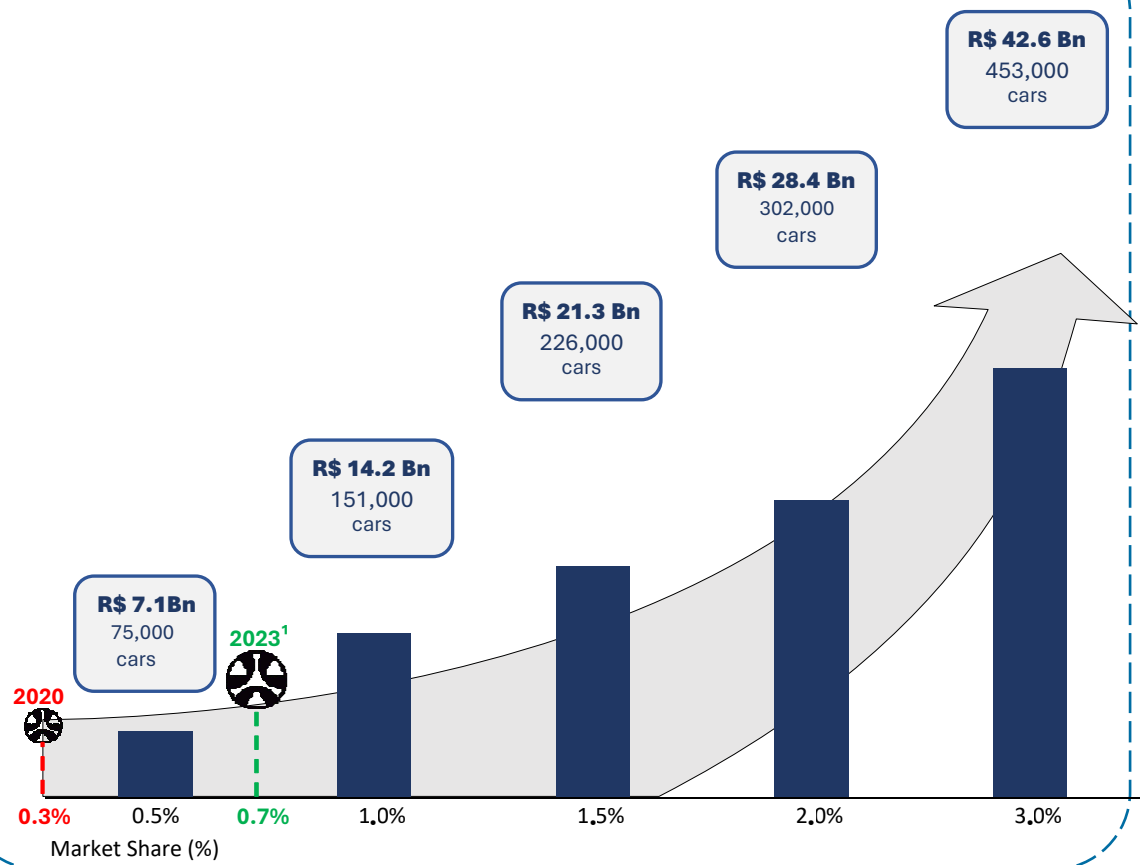
Operating in a market with opportunities for consolidation and development

Theoretical Exercise - Brazilian Market Potential

USA - New and used car market (Number of vehicles sold)



Evolution of Sales and Volume (New and Used Vehicles) vs. Share of the Brazilian Market (2023)¹



(1) Volumes 3Q23 LTM

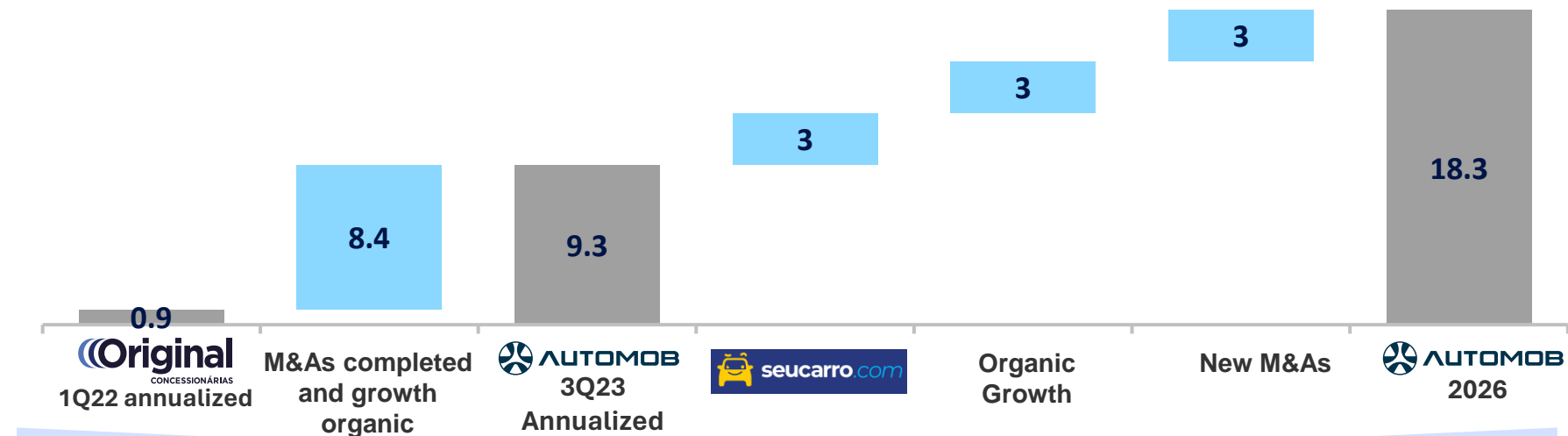
Source: (1) Anfavea, 2023. (2) Projection made for sales of new vehicles, used vehicles, F&I, direct sales and other services (Average Ticket Brazil: R\$ 155 thousand for new and R\$ 75 thousand for used cars) (3) Market Share of used cars of US companies considers only the market of used cars sold at dealerships
1) Market share considers direct sales

Automob's strategic moves provide the company with a unique position in the Brazilian light vehicle dealership sector, with plenty of room for revenue growth and EBITDA margin improvement.

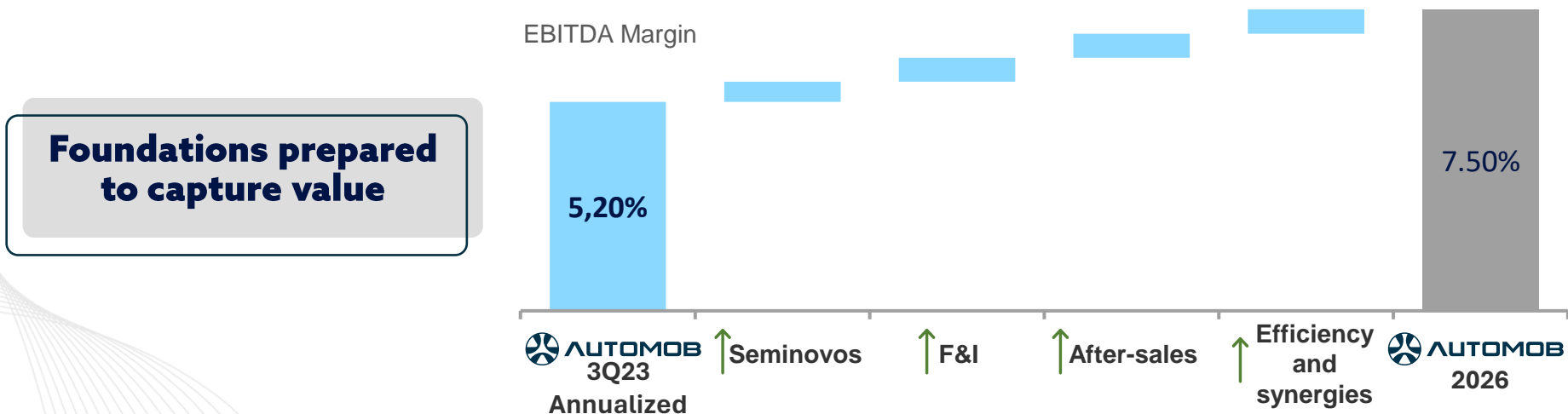
Main levers

- **People:** greatest asset in acquisitions
- **Used cars:** increase the volume of used cars in the same stores and create an exclusive network
- **F&I:** single financing desk for Automob and exclusive team to sell additional products
- **After-sales:** focus on the customer experience and journey, as well as a wide range of services such as bodywork and paintwork, armoring, aesthetic services, etc.
- **Efficiencies:** SIMPAR best practices, ecosystem and governance
- **New M&As:** gains of scale with inorganic growth

Gross Revenue (R\$ bn)



Improvements driven by value levers have the potential to increase EBITDA margin



Creating value at Automob through organic and inorganic growth

The Opportunity...

- ✓ The light vehicle dealership sector in Brazil is extremely fragmented and with very poor level of governance

... Beginning of consolidation...

- ✓ After an investment of R\$ 500 million and while still under the Original brand, the company begins its consolidation process, which already includes 7 acquisitions.

... Creating value

- ✓ Cycle for capturing synergies in acquired companies
- ✓ Increased revenue from F&I
- ✓ Implementing a structured used **car** network - **seucarro.com**
- ✓ Alliance with OEMs

	Consolidation (LTM 2Q22)	Today (3Q23 Annualized)	2026
• Investment	R\$ 500 mn	n.a.	n.a.
• Gross Revenue	R\$ 899 mn	R\$ 9.3 bn	R\$ 18.3 bn
	CAGR 529%	CAGR 23%	
• EBITDA EBITDA Margin	R\$ 59 mn 6.9%	R\$ 460 mn 5.2%	R\$ 1.3 bn 7.5%
	CAGR 404%	CAGR 37%	
• Net Debt Leverage	R\$ (399) mn n.a.	R\$ 856 mn Approx. 1.9x	R\$ 2.5 bn Approx. 1.9x
• EV/EBITDA ¹ Market multiple	8.1x	7.5x to 9.5x	7.5x to 9.5x
• SIMPAR Stake	100%	79.4%	79.4%
• Equity Value ² SIMPAR Stake	R\$ 877 mn 877 mn	R\$ 2.6 to 3.5 bn R\$ 2.1 to 2.8 bn	R\$ 7.3 to 10.0 bn R\$ 5.8 to 7.9 bn

Note: 1) Market multiple calculated according to the LTM 3Q23 figures of the companies Penske Automotive, Lithia Motors, Autonation, Asbury Automotive, Group 1 Automotive, Sonic Automotive and CarMax Inc. (2) Equity value is calculated as the market multiple times the company's EBITDA for the period less debt.



CSInfra



ciclus



CS Grãos do Piauí



CS Porto Aratu



consórcio
CS Mobi Cuiabá

Antonio Barreto,

EXECUTIVE VP PLANNING & MANAGEMENT.

In recent years SIMPAR has built up a diversified holding of concessions in sectors with great potential in Brazil...

	 ATU 12 Port Terminal	 ATU 18 Port Terminal	 Transcerrados Highway	 BRT Sorocaba1	 Ciclus	 CS Mobi Cuiabá
About the Companies	 	 	 	 	 	 
	Solid Mineral Bulk Handling Annual capacity 5.6mm/ton	Grain Handling and Storage Annual capacity 5.6mm/ton	Operation and Maintenance of Highways in Piauí 276.8Km of highways	Urban Mobility Transportation of 1.3 million passengers per month (Sep/23)	Largest landfill in Latin America	Modernization and Operation of the Cuiabá Municipal Market and Short-Term Parking
Potential Concession Period	70 years (2091) 25 + 45 years (extension)	70 years (2091) 15 + 55 years (extension)	30 years (2051)	20 years (2041)	Landfill useful life: 28 years	30 years (2052)
Development Stage	Pre-Operational	Pre-Operational	Pre-Operational	2 corridors implemented and in operation and 1 corridor under implementation	Operational with growth opportunities	Pre-Operational
Total Investment	R\$ 424 mn (until 2025), with R\$115 million already invested	R\$314 mn (until 2025), with R\$16 million already invested	R\$293 million, with R\$117 million already invested	R\$472 million, with R\$352 million already invested	R\$ 81 million (Capex LTM 3Q23)	R\$118 million (over 3 years), with R\$2.3 million already invested
Financing	BNB: R\$534.6 million (73% of total investments) 12-year term and IPCA rate + 2.35% p.a. R\$168.6 million already disbursed	BNB: R\$534.6 million (73% of total investments) 12-year term and IPCA rate + 2.35% p.a. R\$168.6 million already disbursed	BNB: R\$220 million (75% total investment) Term 16 years and IPCA rate + 2.53%. R\$70 million already disbursed	Equity equivalence. Does not consolidate debt	Net Debt R\$426 million (3Q23)	FCO R\$ 66 mn and FDCO R\$ 30 mn to be contracted

... SIMPAR will now take advantage of all the know-how it has acquired to expand and create value in important sectors for the country's development

CS PORTO ARATU: TRANSFORMATION AND VALUE CREATION

How we received the Port...

- ✓ Concession won at auction in December 2020 and taken over in June 2022
- ✓ Obsolete infrastructure from the 70s
- ✓ Ships up to 60,000 tons of cargo capacity
- ✓ Covered storage for 100 thousand tons
- ✓ Handling 3,000 to 5,000 tons/day

... How we are creating value

- ✓ Initial investments of R\$738 million
- ✓ Ships up to 120,000 tons of cargo capacity
- ✓ Covered storage for 270 thousand tons
- ✓ Handling 20,000 to 30,000 tons/day
- ✓ State-of-the-art equipment: New Conveyors, Unloaders, Ecological Hoppers, Loaders and Silos

	Today (LTM 3Q23)	2026	2028
• Net Revenue	R\$ 188 mn	R\$ 330 to 390 mn	R\$ 590 to 620 mn
• EBITDA <i>EBITDA Margin</i>	R\$32 mn 17%	R\$ 180 to 250 mn 55% to 65%	R\$ 325 to 400 mn 55% to 65%
• Net Debt <i>Leverage</i>	R\$ 99 mn 3.1x	R\$ 550 to 570 mn Approx. 3.0x	R\$ 425 to 475 mn Approx. 1.3x
• EV/EBITDA <i>Market multiple¹</i>	n.a.	9.0x to 11.0x	9.0x to 11.0x
• Share SIMPARG	100%	100%	100%
• Equity Value ² SIMPARG Stake	n.a. n.a.	R\$ 1.1 to 2.1 bn R\$ 1.1 to 2.1 billion	R\$ 2.5 to 3.9 bn R\$ 2.5 to 3.9 billion

Note: (1) Market multiple derived from comparable companies in the market - Santos Brasil and Wilson Sons - Enterprise Value divided by EBITDA LTM 3Q23; (2) Equity value is calculated as the market multiple times the Company's EBITDA for the period minus debt

CS GRÃOS: TRANSFORMATION AND VALUE CREATION

About the company

- ✓ Concession won at auction in May 2021 and taken over in July 2021
- ✓ 276Km of roads in need of upgrading and improvement, of which 188Km have been paved and 88Km are in the final stages of being paved.
- ✓ Planned investments of R\$ 293 million
- ✓ Implementation is expected to be completed by the end of 2023, with all four toll plazas in place and operational, and upgrades and paving completed.



	Today (LTM 3Q23) Pre-Operational	%	2026
• Net Revenue	R\$8 mn	+1088%	R\$ 90 to 100 mn
• EBITDA EBITDA Margin	R\$ (14) mn n.a.	-	R\$ 55 to 60 mn 55% to 60%
• Net Debt Leverage	R\$ 62 mn n.a.	-	R\$ 210 to 220 mn Approx. 3.7x
• EV/EBITDA Market multiple ¹	n.a.	-	5.0x to 6.5x
• SIMPAR Stake	64%	-	64%
• Equity Value ² SIMPAR Stake	n.a. n.a.	-	R\$ 65 to 170 mn R\$ 41 to 109 mn

CS Grãos has contractual mechanisms that guarantee revenue if projected demand is not met

Note: (1) Market multiple derived from comparable companies in the market - CCR, Ecorodovias and PINFRA - Enterprise Value divided by EBITDA LTM 3Q23; (2) Equity value is calculated as the market multiple times the company's EBITDA for the period less debt.

CICLUS: TRANSFORMATION AND VALUE CREATION

The Opportunity...

- ✓ Ciclus was merged into the SIMPAR Ecosystem in December 2021

... Current...

- ✓ Today, Ciclus is the largest landfill in Latin America, with more than 3.7 million square meters of land of its own

... The potential

- ✓ New Legal Framework for Basic Sanitation
- ✓ Generating Biogas from Methane
- ✓ Generating energy from biogas and waste
- ✓ Increased marketing of carbon credits and other environmental attributes

	Acquisition (LTM 2Q21)	%	2026
• Net Revenue	R\$ 326 mn	+92%	R\$ 625 mn
• EBITDA <i>EBITDA Margin</i>	R\$ 147 mn 45%	+97%	R\$ 290 mn 46%
• Net Debt <i>Leverage</i>	R\$ 426 mn Approx. 3.5x	-	R\$ 414 mn Approx. 1.4x
• EV/EBITDA <i>Market multiple</i>	6.8x to 8.4x	-	12.0x to 13.0x ¹
• SIMPAR Stake [%]	100%	-	100%
• Equity Value SIMPAR Stake	R\$ 0.8 to 1 billion	-	R\$ 3.1 to 3.4 bn ² R\$ 3.1 to 3.4 billion

Note: (1) Market multiple derived from comparable companies in the market - Orizon, Ambipar, Republic Services, Veolia Environment, Clean Harbors, Waste Management, Veridis Environment, Midac Holdings, Mo-Bruk, China Conch and Zhefu Holding - Enterprise Value divided by EBITDA LTM 3Q23; (2) Equity value is calculated as the market multiple times the Company's EBITDA for the period minus debt

 **SIMPAR**
2023 *Day*



BBC
DIGITAL

Paulo Caffarelli,

BBC Digital CEO.

Bank integrated
with the
development of
the **SIMPAR Group**
ecosystem

Solid fundamentals and foundations for new
development cycles

**Based on strong
relationships**
with competitive and
personalized financial
products and services, to
guarantee the best customer
experience, developing and
contributing to the Simpar
group's business.

BBC IN NUMBERS (3Q23)

R\$ 785mn
Total Assets

R\$ 648mn
Credit Portfolio

LTM
R\$ 494mn
Origination

R\$ 898 mn
PMT receivables

R\$ 573mn
Funding

2.37%
Delinquency*

30%
Average down
payment

45 months
Average Term



*Delinquency Rate over 90 days

TRANSFORMATION AND VALUE CREATION IN THE LAST 3 YEARS

- Total Assets
- Credit portfolio
- Origination (LTM)
- IF revenue (LTM)
- Funding
- Delinquency*
- Basel Index

3Q20

R\$ **255** mn

R\$ **175** mn

R\$ **99** mn

R\$ **37** mn

R\$ **143** mn

4.32%

12.74%

+530
million

+473
million

+395
million

+72
million

+430
million

-1.95 p.p.

+4.23 p.p.

3Q23

R\$ **785** mn

R\$ **648** mn

R\$ **494** mn

R\$ **109** mn

R\$ **573** mn

2.37%

16.97%

+208%
CAGR: 45%

+270%
CAGR: 55%

+399%
CAGR: 71%

+195%
CAGR: 43%

+301%
CAGR: 51%

Main Pillars

- Transformation into a Multiple Bank
- Launch of CDC Veículos
- Conservative lending
Portfolio: Light Assets 42% / Heavy Assets 58%, Average down payment 30% / Term 45 months
- Investment in People, IT, IS and BI
- Diversification of funding sources
- Solid Capital Structure

STRATEGIES FOR CONTINUED DEVELOPMENT IN 2024

Group Simpar

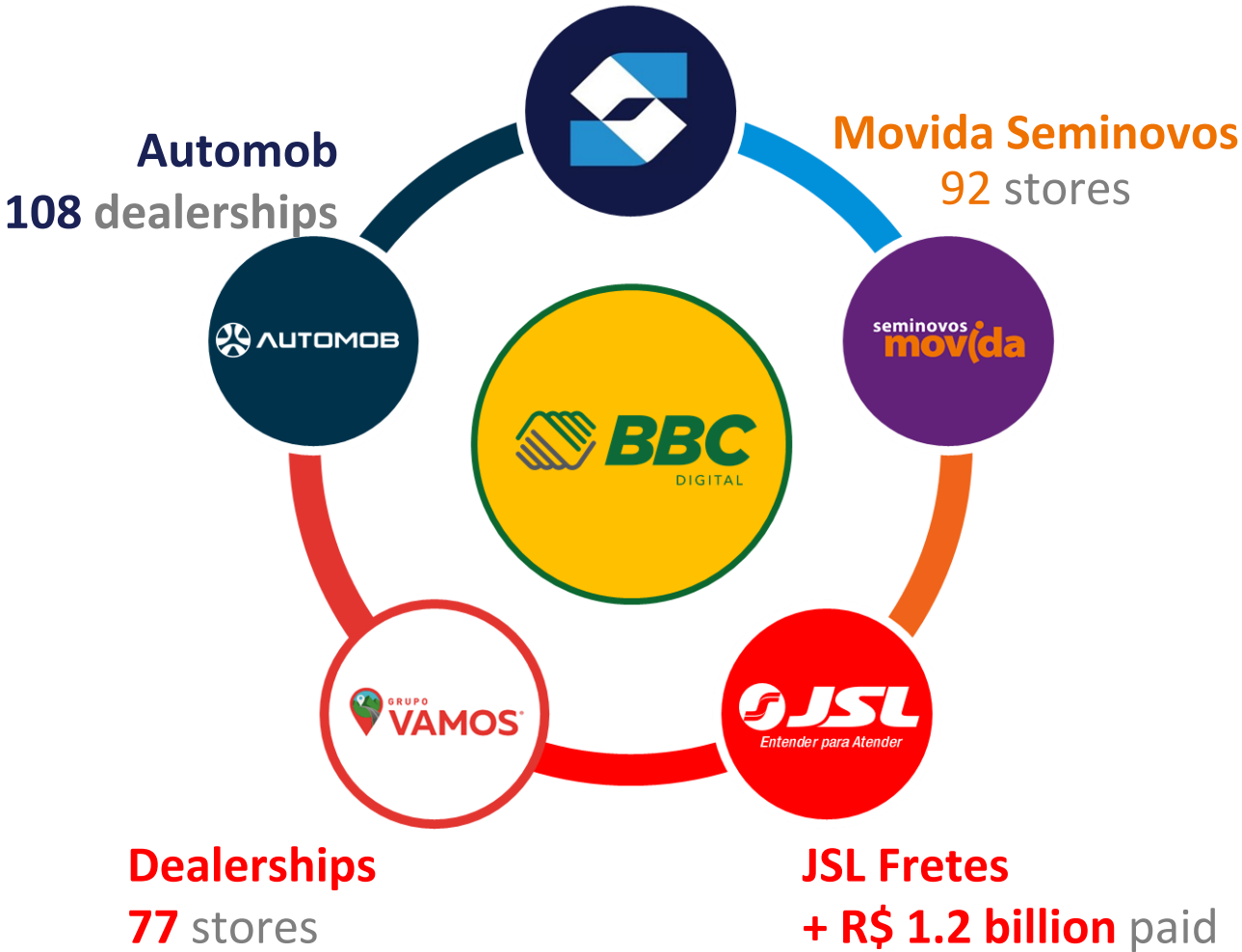
- Deliver **results** for the Bank and contribute to the Group ecosystem.

External Relations

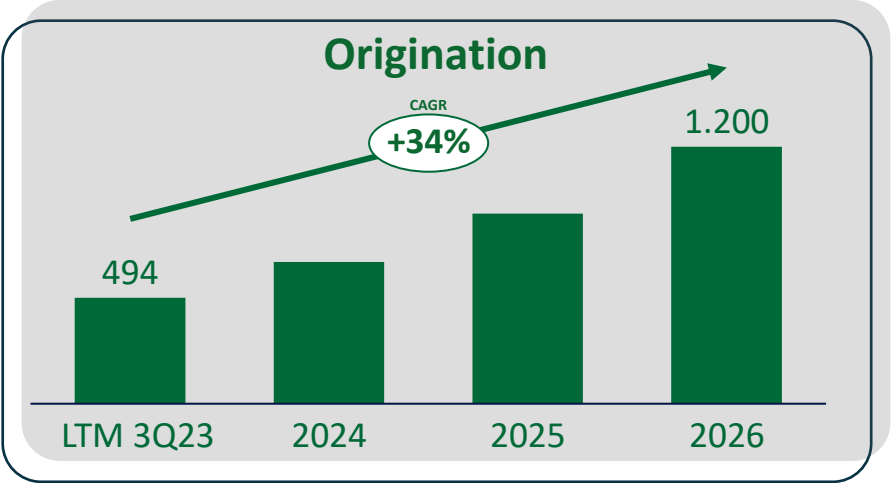
- **Prospecting** for new business opportunities in line with the Group's business activities.

Ecosystem Mobility

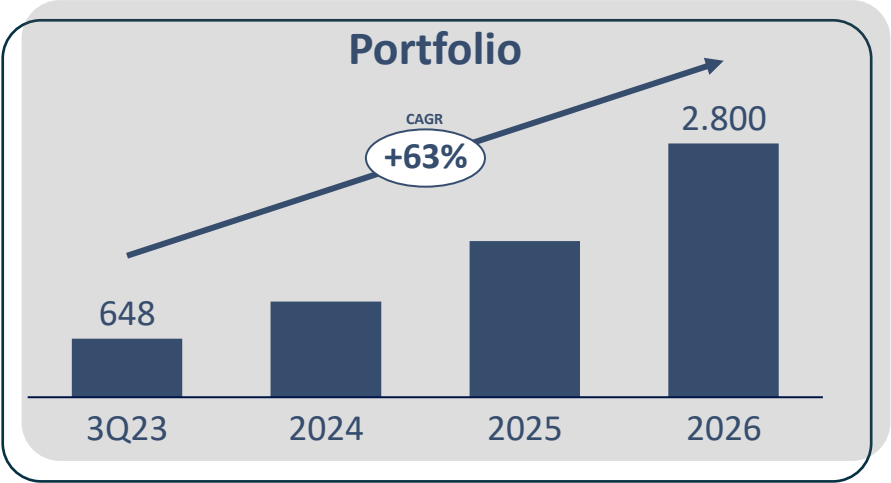
- **Expanding** new business operations in line with the Bank's plans.



	3Q23 (LTM)		2026
• Origination	R\$ 494 mn	2.4x	R\$ 1,200 mn
• Portfolio	R\$ 648 mn	4.3x	R\$ 2,800 mn
• Receivables (PMT)	R\$ 898 mn	4.3x	R\$ 3,800 mn



Amounts in R\$ millions



Vision for the **future** and potential for long-term **value creation**



Asset Structure

99.9% of the portfolio is **secured**.



Portfolio quality

96% of the portfolio has a **low-risk rating** (A, B and C).



Customized Products

Expertise in the mobility ecosystem with **customized** and **scalable products**.



Bank with Digital DNA

Competitive differentiators and **ability to create value** for **customers** and the **ecosystem**.



Self-sustaining bank

Projection of **R\$ 165 mn** in contributions by 2025, **with no need for future contributions**.



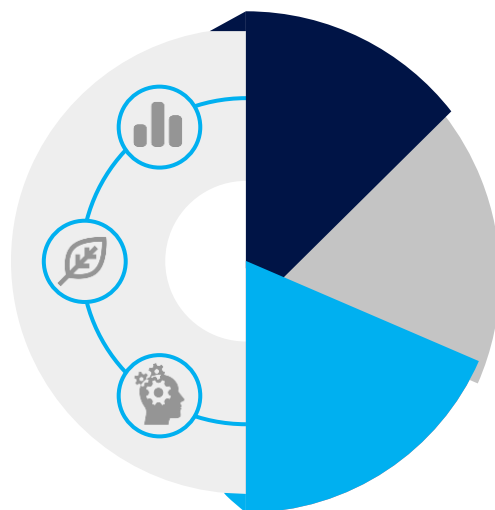
Returns

***ROE compatible** with **large banks** in the medium and long term.



Fernando Simões Filho,
SIMPAR BOARD OF DIRECTORS.

Culture and Governance in ESG



Board of Directors

long-term business vision and strategy validation

4 Sustainability Committees

proposing and advising on strategy

Executive Sustainability Academy

Monitoring and applying trends and benchmarks that can generate business value

EXECUTIVE MEMBERS



Fernando A. Simões
(CEO)



Denys Ferrez
(CFO)



Antonio Barreto
(Strat. Planning)



Juliana Simões
(People and Culture)



Ramon Alcaraz
(CEO)



Gustavo Moscatelli
(CEO)



Gustavo Couto
(CEO)

SUSTAINABILITY COMMITTEES' MEMBERS



COORDINATOR

Fernando A. Simões Filho

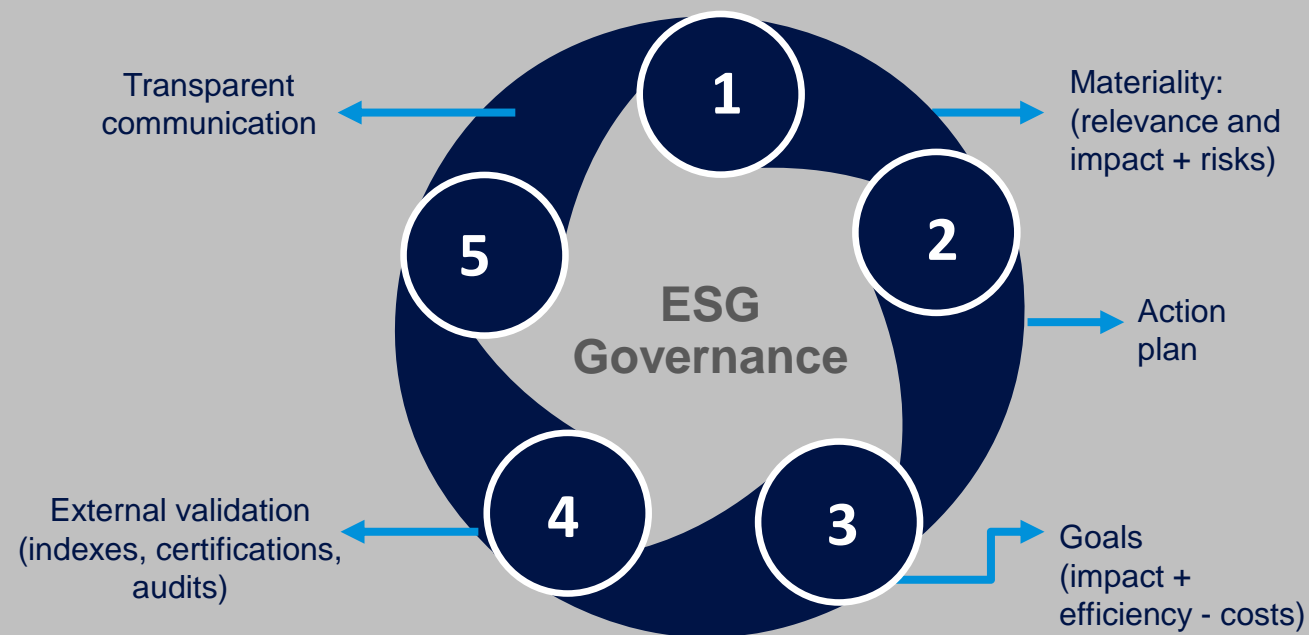


**MEMBER
INDEPENDENT
MEMBER**

Tarcila Ursini

Consistent with best practices, the ESG guidelines for strategic planning take into account:















- 1) **MATERIALITY:** Consultation with **stakeholders** to identify **material issues + risks** and **opportunities** for the business;
- 2) **IMPACT:** Selection of the **actions with the greatest impact** in line with the business strategy;
- 3) **GOALS:** Definition and monitoring of **targets and indicators** (execution and progress);
- 4) **EXTERNAL VALIDATION:** Recognition of actions by reference institutions (indexes and certifications)
- 5) **TRANSPARENCY:** answering questions and availability of communication channels (websites, social networks and the press)



Themes

Priority

- Risk
- Impact
- Opportunities

MATERIAL THEMES	SUSTAINABLE DEVELOPMENT GOALS (SDGS)	RELATED ACTIONS
Climate strategy and environmental management;	    	GHG Emissions Management/ Waste Management Renewable Energy / Reuse Water Dry cleaning
Health and Safety		Health, Safety and Environmental Management Program / Connected to You Program
Impact on communities and value chain	  	The Path of Good / On the Right-Hand Program / Julio Simões Institute
Valuing people and human rights	 	Diversity and inclusion: If you want it, You Can! / Mentoring for Women / Diversity Census
Governance, ethics and transparency		ESG indices Reports, Questionnaires, Service channels
Financial balance, efficient capital management and expansion	 	Bonds and loans linked to sustainability: IDB and SLB

Highlights Environmental

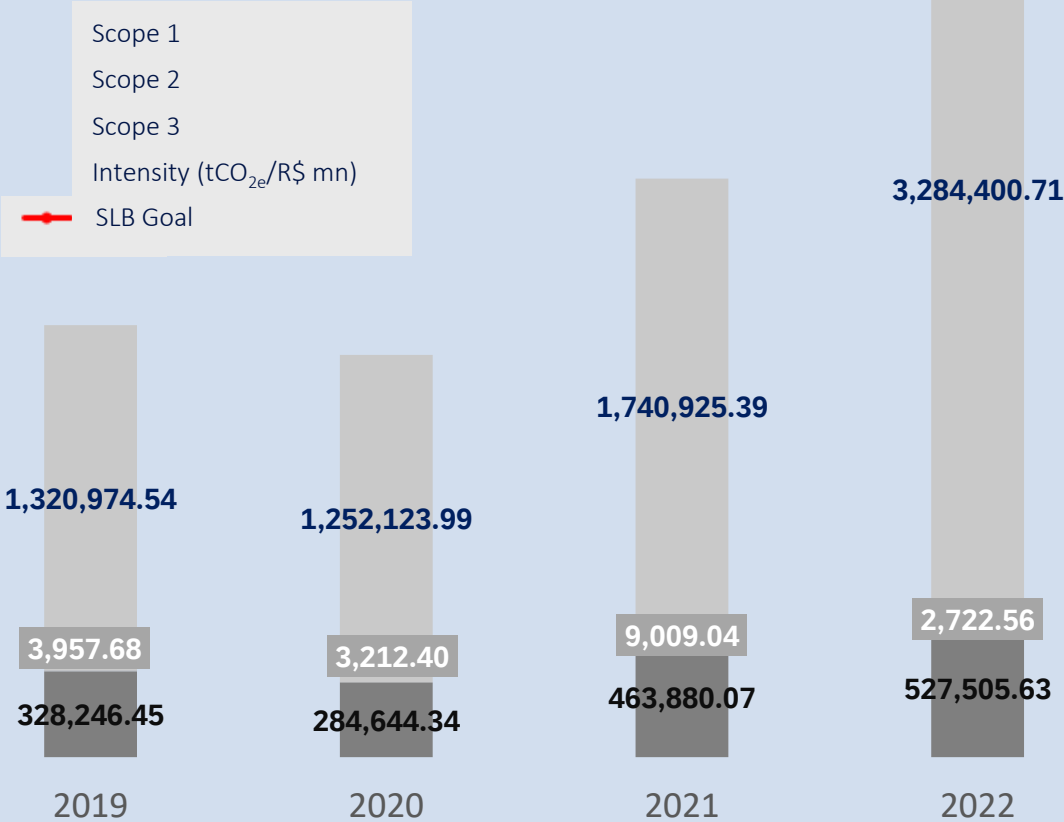
- **81 units** supplied by renewable energy (solar generation and free market), representing **22%** of the Group's consumption
- **+ 522 million liters** of water saved due to reuse and dry-cleaning processes by September 2023
- **Prioritized recycling** in CS BRASIL's sustainable garages + 100 tons to be recycled by September 23
- **Sustainability Linked Bond:** emissions within the intensity target (tCO_{2e}/R\$)
- **+ 7,000** electric and gas-driven vehicles and equipment
- **SBTi target** approval
Target in line with science
Sep./23



1st RAC company in the Americas with an approved target!



SIMPAR Group's **GHG emissions inventory**
2019 to 2022



Highlights Social

	3Q22	3Q23	%
• Women	8,827	10,248	+16
• Women in leadership	762	856	+12
• Young Apprentice	670	766	+14

Other:

Development of programs and actions aimed at the communities surrounding the companies under development (unlisted), including:

- _ productive inclusion (communities) for CS Rodovias and CS Portos;
- _ diagnosing opportunities to reduce emissions at Automob
- _ participation process (signatories) in the Global Compact, On the Right Hand (Childhood)

Main actions

- **Women Behind the Wheel**
Training and hiring women as drivers or machine operators
- **Women in Leadership**
mentoring and training for coordinators and managers
- **If you want it, you can!**
preparing young people from locations where the company has operations for the business world and hiring them as young apprentices
- **Instituto Julio Simões**
support for community relations through its own socio-cultural projects and those carried out by other institutions
- **In the Right Direction (IJS)**
program under development focused on financial education for truckers

Women's participation in operations increased from **4% to 10%**.

100% satisfaction
22% of women promoted

700+ socially vulnerable **young people** involved in 2 years

+ 22,000 people impacted by 2023

EXECUTION 2024
1st phase: 500 truckers

High standards of Corporate Governance



Original 2011 Merger

SIMPAR 2020 Corporate Restructuring

CSFROTAS 2021 Merger

CSInfra 2021 Merger



Controller delegated to minority shareholders and followed their decisions in 4 related party transactions since IPO (2010)

4 companies listed on the **Novo Mercado**
B3's highest governance standard

5 Boards of Directors
SIMPAR, JSL, Vamos, Movida and Automob

SIMPAR - Majority of BD members
2 independent members per company. (40%)

Unanimous decisions with the essential contribution of independent members in our development

19 Committees

- Audit Committee (**Statutory**)
- Ethics and Compliance
- Sustainability

- People and Culture
- Strategic Planning
- Finance and Supplies

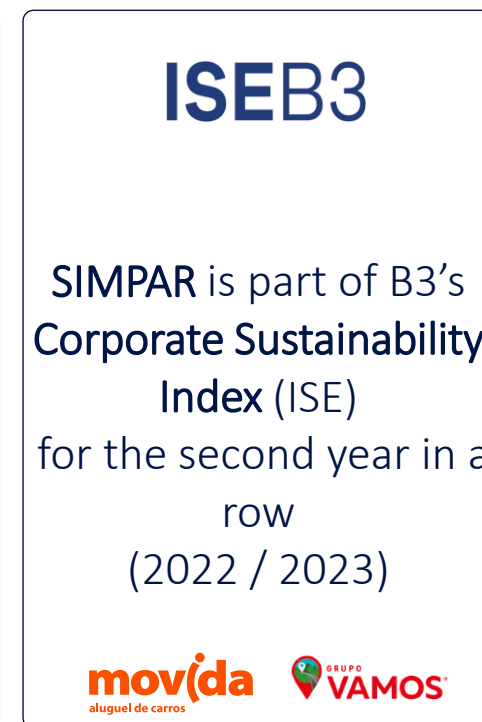
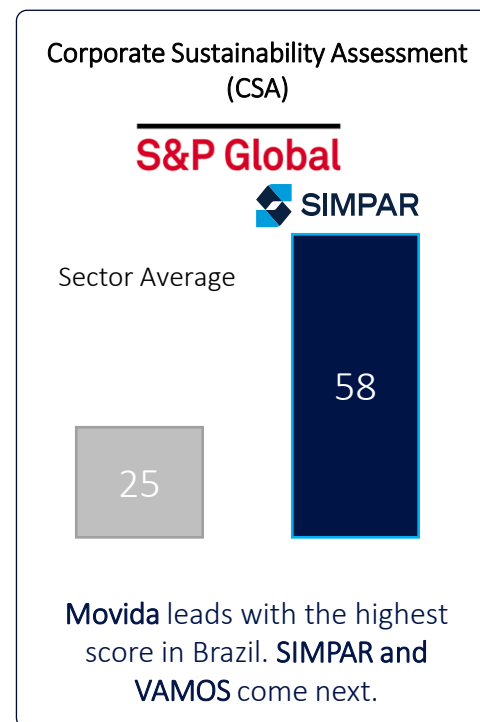
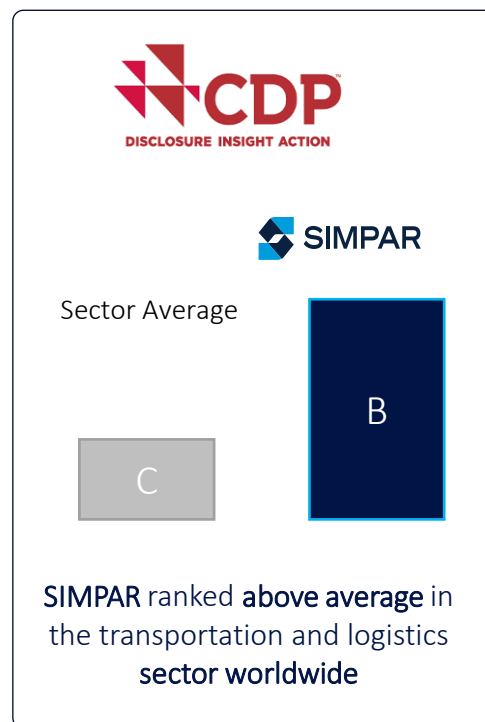
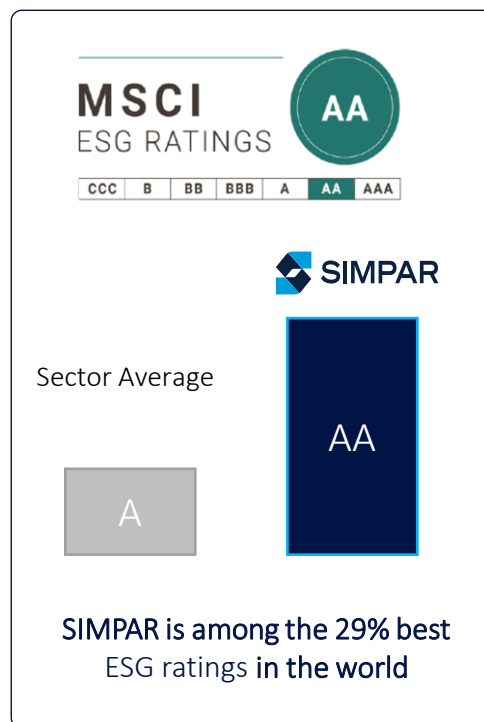
Internal Controls, Risks and Compliance
Independent and reporting to the Audit Committees

Whistleblowing channel
Outsourced and independent

- Sustainability Policy
- Human Rights Policy
- Climate Change Policy
- Social Investment Policy
- Stakeholder Engagement Policy
- Gifts, Entertainment and Hospitality Policy

- Policy for Interaction with Public Authorities:
- Public Bidding Participation Policy:
- Transparency Portal
- Donations and Sponsorship Policy
- Risk Management Policy
- Related-Party Transactions Policy

Highlights Governance



Standards and compliance



Long-term strategic themes

1 Climate Change

2 Safety

3 Productive inclusion

instituto
Julio Simões
4 Truckers' quality of life

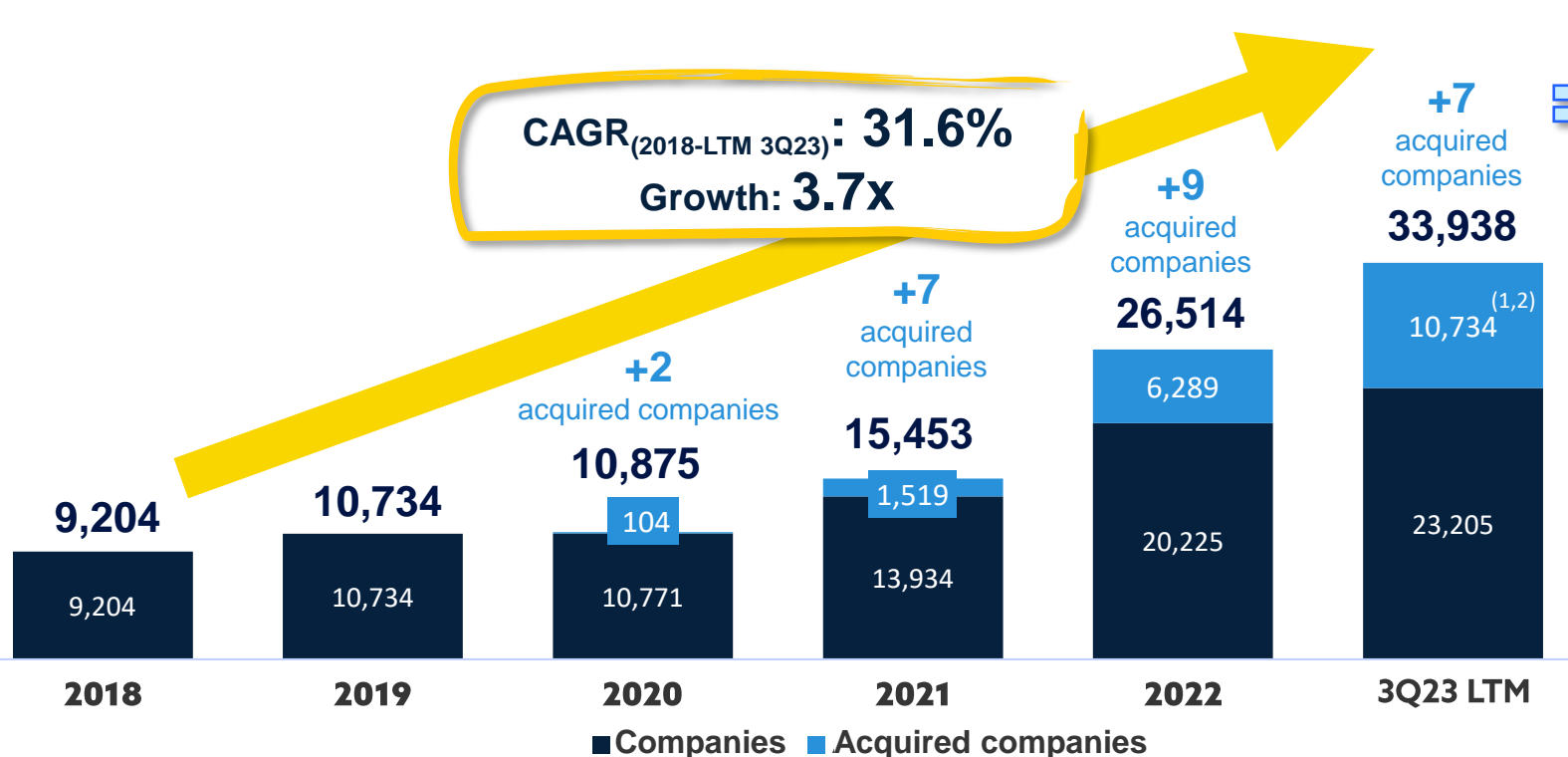


Antonio Barreto,

EXECUTIVE VP PLANNING & MANAGEMENT.

We have grown through a combination of organic growth and acquisitions.
Our acquisitions have been transformed within the group, creating value

Gross Revenue (R\$ mn)



Average value creation of acquired companies⁽³⁾, since acquisition - CAGR

Gross Revenue: 24%^(3,4)

EBITDA: 31%^(3,4)

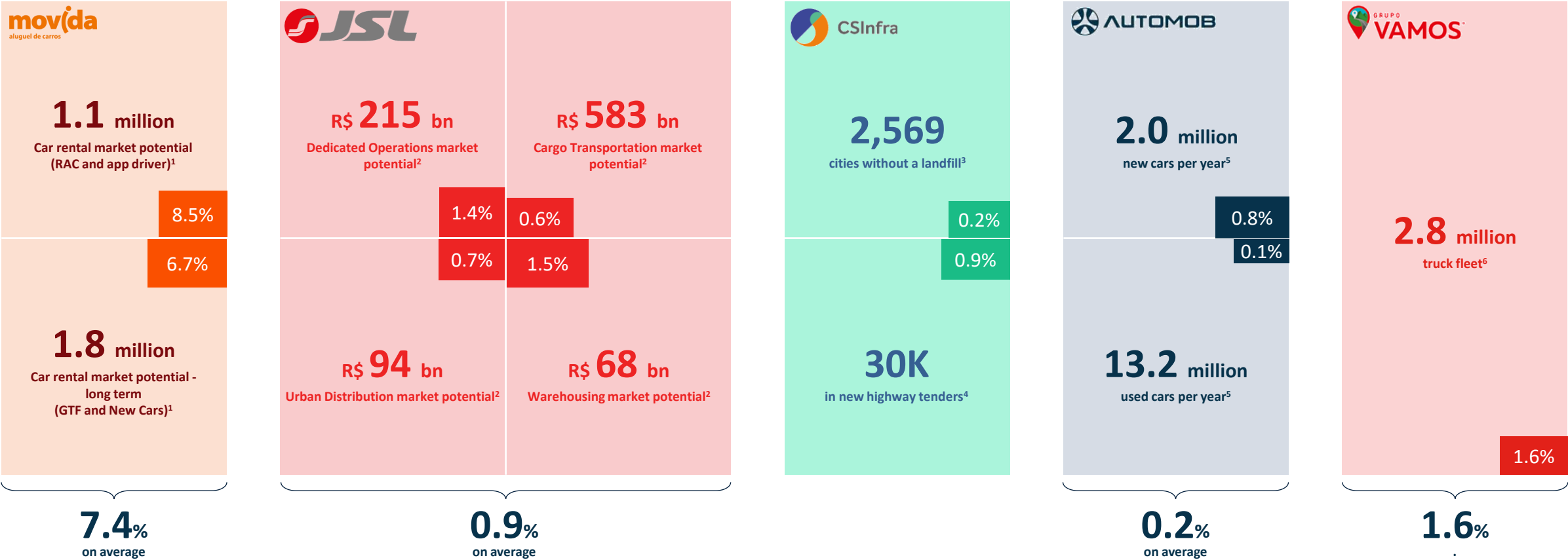
Profitability of acquired companies grows more than revenue

Note: (1) Excludes acquisition of Nova Quality, Alta and Best Point; (2) For IC, FSJ, Tietê and DHL, includes revenue after closing; (3) Includes companies acquired more than one year ago (as of September 2023), i.e. Autostar, Green, Sagamar, Truckpad, Truckvan, UAB Motors, Marvel, Rodomeu, TPC, BMB, Fadel and Transmoreno; (4) Average CAGR between the third quarter of the year of acquisition and the third quarter of 2023;

When we analyze our markets, we see plenty of room to grow. It's worth noting that they are  all resilient and, in some way, essential to people's lives

Addressable markets in Brazil

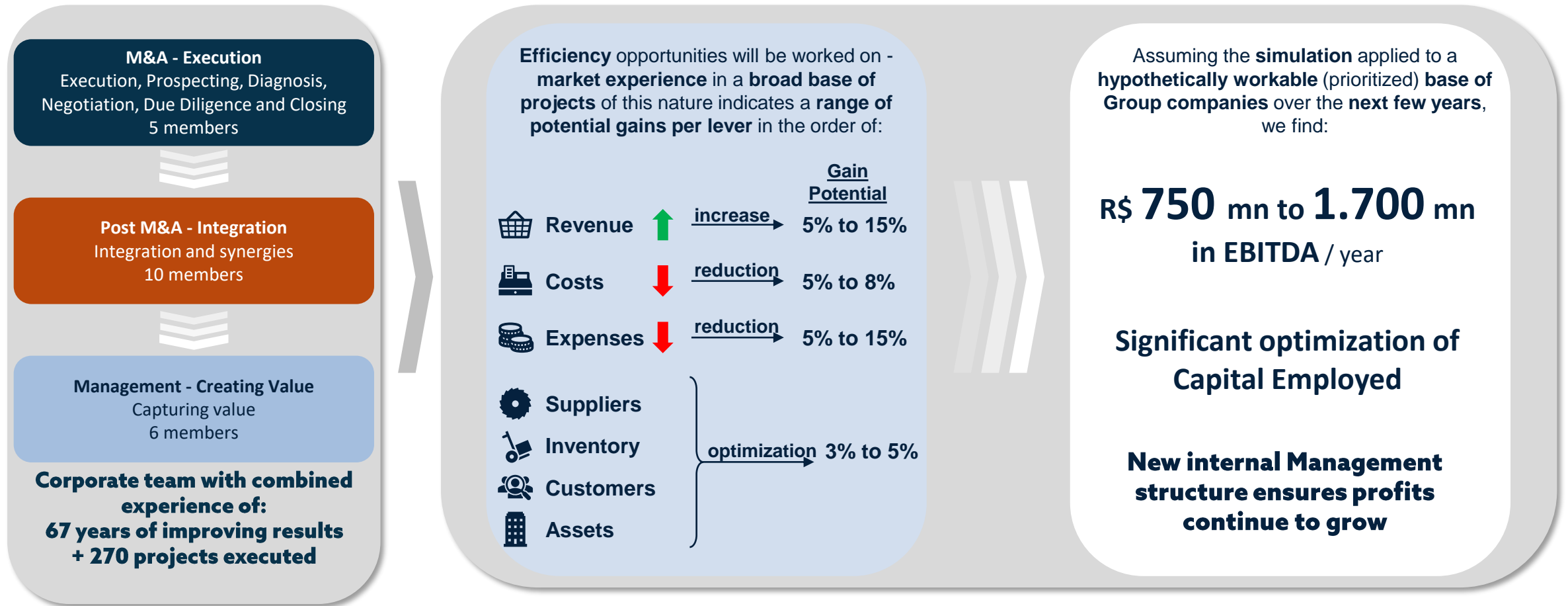
Illustrative proportions



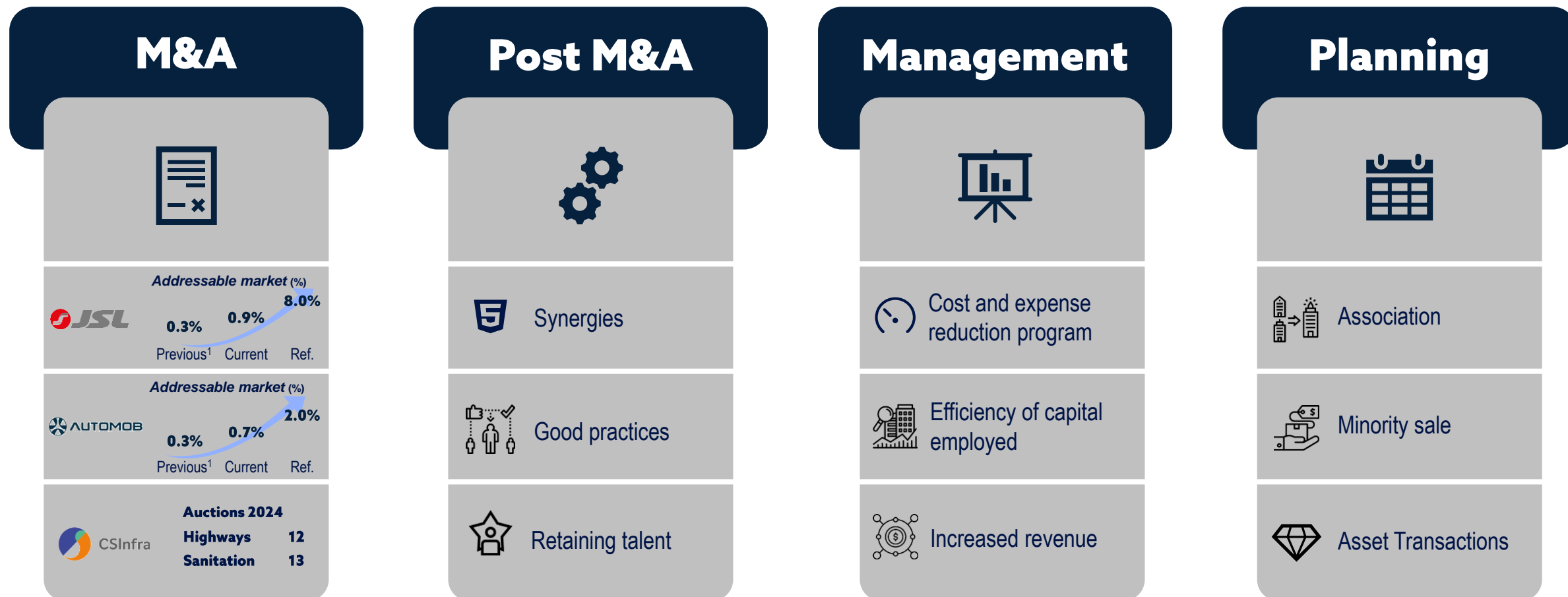
1) Taking into account the following penetration rates: 50% in RAC in a market of 810,000 cars in the current fleet vs. USA (13.5%); 40% in new cars for retail (1.2 million) for consumers of new cars; 50% in a market of 600,000 app drivers; 10% in a market of 8 million corporate cars, added to the current car base.
2) Includes 19% taxes on Gross Revenue, with JSL's LTM 3Q23 data and market according to ILOS 2022 (Simpdar Day 2022). 3) Abetre's 2020 estimate. 4) Projection of concessions in Brazil, in kilometers, according to ABCR. 5) Automob's expectation for 2023 (based on 2026 growth and 2016-2019 CAGR) compared to Anfavea's estimate (2022), excluding sales to RAC companies. 6) Neoway projection, Fleet linked to companies (Simpdar Day 2022).

The goal of the new Management team is to help companies improve their results by working on the key value levers

Simulation based on statistics from consultancies specializing in efficiency gains



Priorities for the 2024-2028 cycle:



Source: ILOS, Transportation Intelligence, Bloomberg, IBIS, Auto News, National Automobile Dealers Association, FENABRAVE, SIMPAR. 1) Proportion of Net Revenue from Services vs. Total Net Revenue multiplied by 2020 Gross Revenue. 2) Based on 2021.

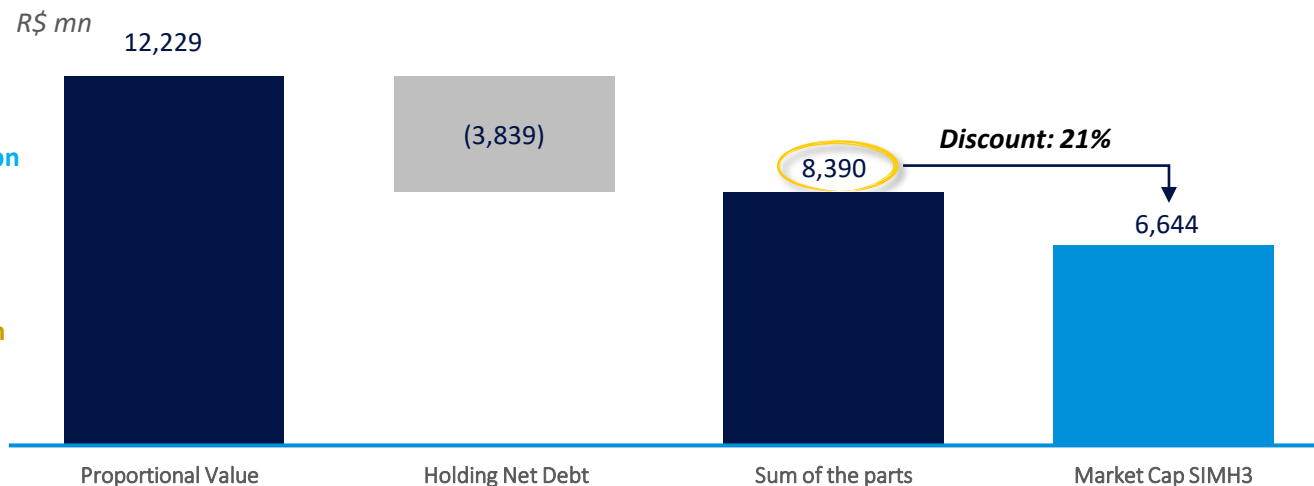
Listed companies trade at a significant discount compared to their peers. The value of unlisted companies is not reflected in SIMPAR's current valuation.

Sum of parts

Company	Multiple (EV/EBITDA)	Market Value (R\$ mn)	SIMPAR Stake	Proportional Value (R\$ mn)
JSL	4.2x	2,672	72.4%	1,935
movida	4.0x	3,985	65.0%	2,591
VAMOS	7.2x	10,548	60.1%	6,334
AUTOMOB	Companies Valued at their Shareholders' Equity	1,071	79.4%	850
ciclus		107	100.0%	107
CSPortos		70	100.0%	70
CS Grãos do Piauí		24	64.0%	15
BBC		158	100.0%	158
CSBRASIL		169	100.0%	169
Consolidated		18,802		12,229

R\$ 10.9bn

R\$ 1.4bn

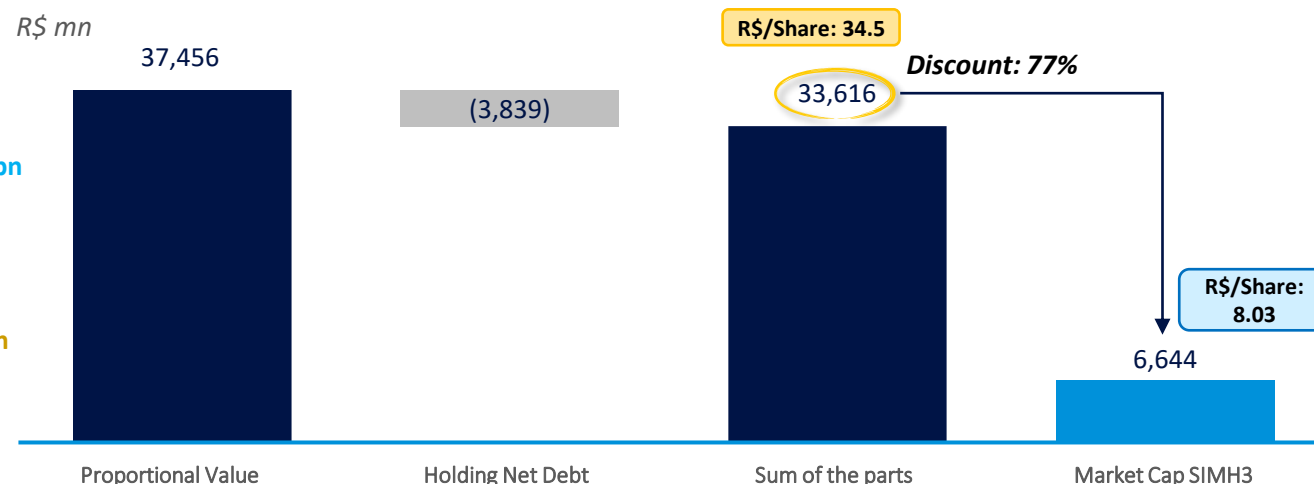


Value Based on Multiples of Comparable Companies

Company	Comp. Multiple (EV/EBITDA)	EBITDA (R\$ mn)	Equity Value (R\$ mn)	Simpars Stake	Proportional Value (R\$ mn)
JSL	9.1x ⁽¹⁾	1,711 ⁽¹²⁾	10,998	72.4%	7,964
movida	9.2x ⁽²⁾	3,852	23,868	65.0%	15,519
VAMOS	9.2x ⁽³⁾	2,660 ⁽¹²⁾	15,802	60.1%	9,490
AUTOMOB	8.1x ^(4,5)	420	2,546	79.4%	2,021
ciclus	12.6x ^(6,7)	155	1,555	100.0%	1,555
CSPortos	9.8x ^(7,8)	40	296	100.0%	296
CS Grãos do Piauí	5.3x ^(9,10)	58	90	64.0%	58
BBC	1.3x PL	S Equity = 158	205	100.0%	205
CSBRASIL	6.8x ⁽¹¹⁾	152	348	100.0%	348
Consolidated		55,707			37,456

R\$33.0 bn

R\$ 4.5bn



Note: (1) XPO, JB Hunt, Werner Enterprises, Knight-Swift Transportation and Schneider National; (2) Localiza; (3) United Rentals, Armac and Custom Truck One Source; (4) Penske Automotive, Lithia Motors, Autonation, Asbury Automotive, Group 1 Automotive, Sonic Automotive and CarMax Inc.(5) Includes pro-forma figures with Nova Quality, Alta and Best Points in LTM; (6) Orizon, Ambipar, Republic Services, Veolia Environment, Clean Harbors, Waste Management, Veridis Environment, Midac Holdings, Mo-Bruk, China Conch and Zhefu Holding; (7) Includes the annualized EBITDA of 3Q23; (8) Santos Brasil and Wilson Sons; (9) CCR, Ecorodovias and PINFRA; (10) The average of the potential range of EBITDA and Net Debt for 2026 of Grãos do Piauí; (11) Localiza, Movida and Vamos; (12) Pro-forma number: includes acquisitions made in the last 12 months



Denys Ferrez

VP of CORPORATE FINANCE and IRO.

Financial aspects of the business

1

Capital allocated "on demand": our asset base is adjustable to demand, unlike an industry where fixed assets are permanent

2

FINITE CYCLES: We are a collection of fixed-term contracts in most of our businesses, predominantly long-term and with a high renewal rate

3

Assets that maintain significant value at the end of the contract: our business is built on high-quality assets with a strong secondary market that unlock significant value at the end of the contract

Operating assets = \$\$\$



Given that a significant portion of the investments are demonstrably returned to the company's cash flow, **THE APPARENT FINANCIAL LEVERAGE OF THE COMPANY IS OVERESTIMATED**

Let's take a look...

Reminder: we have a consistent track record in managing and pricing our operating assets over the last 15 years

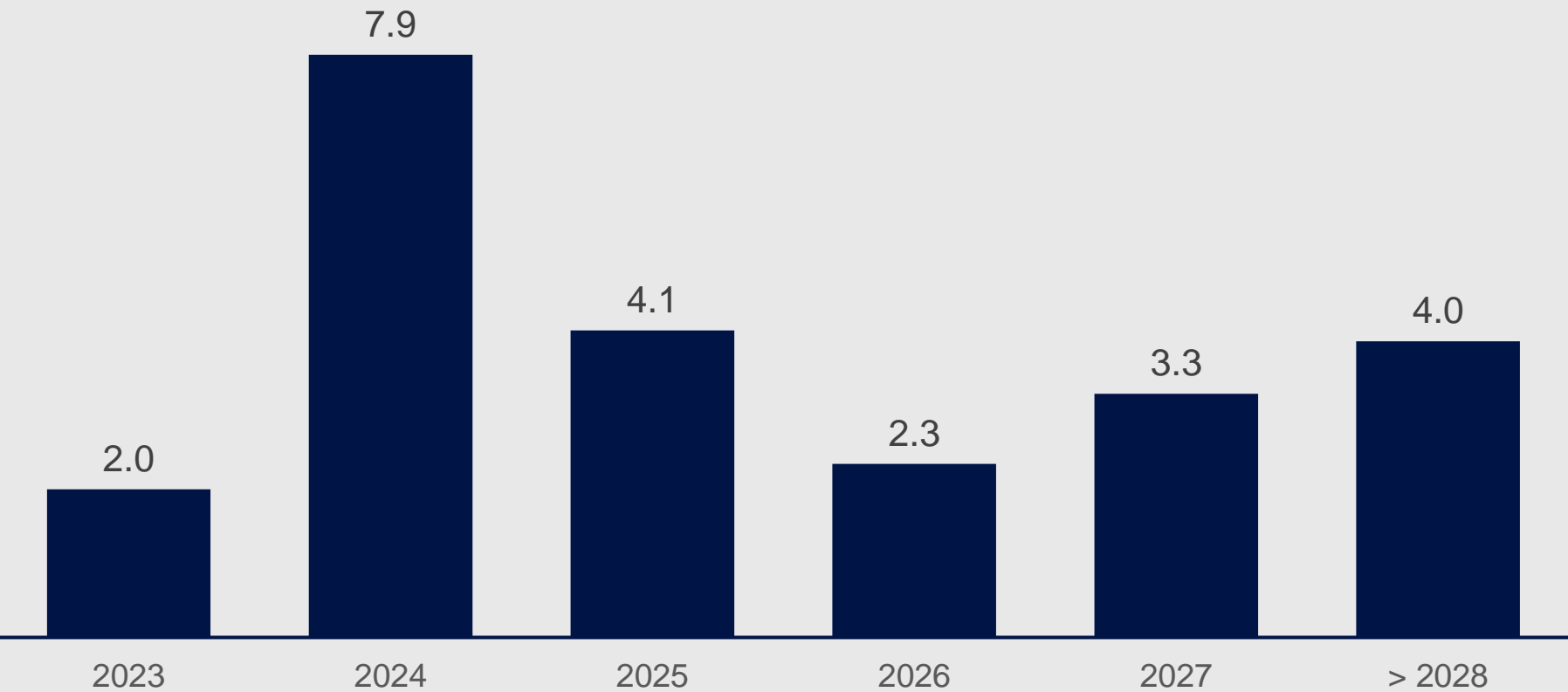
Consistency of gross profit on asset sales

Assertiveness in depreciation and residual value of assets



Relevant cash release from highly liquid asset base

Asset retirement schedule
R\$ bn

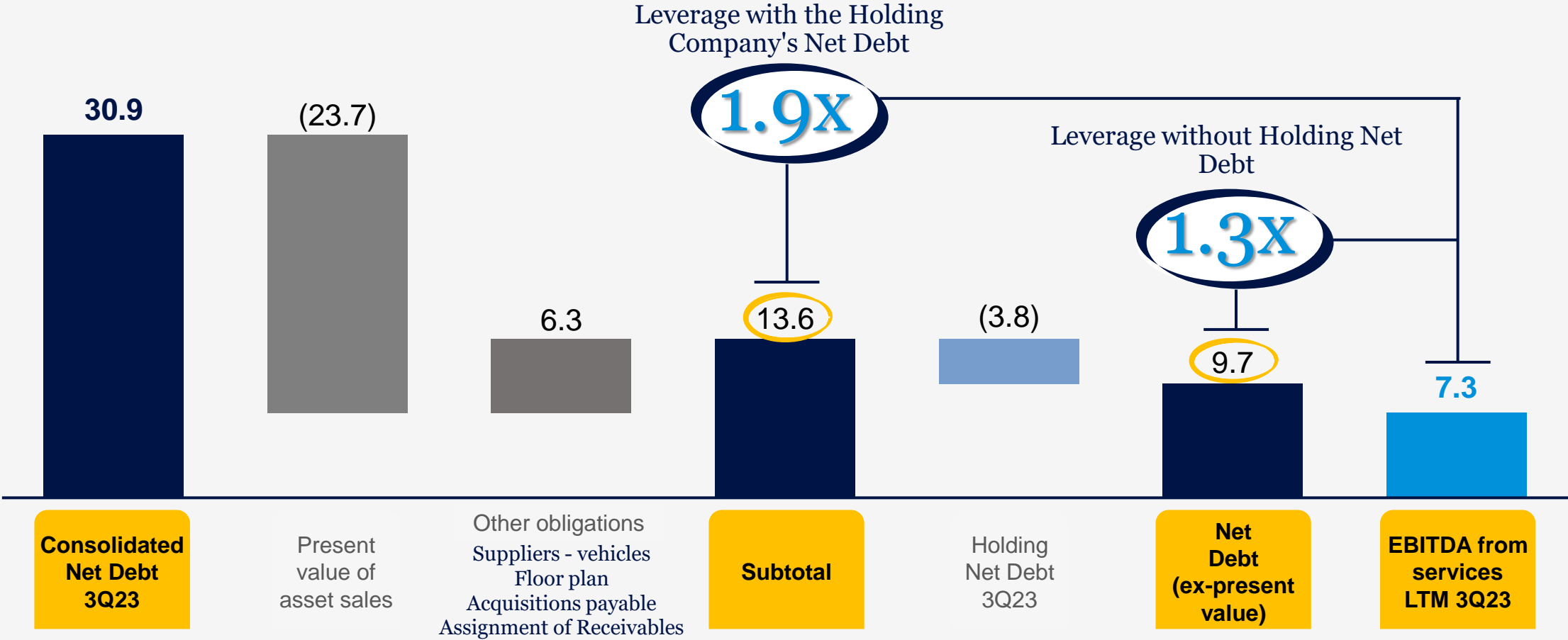


Present value of asset sales 3Q23

~R\$ 24 bn


1st exercise: business with low leverage when taking into account the amount retained in the residual balance of assets




Implicit leverage after asset sales - R\$ bn



2nd exercise : accelerate debt repayment by monetizing the residual value of assets

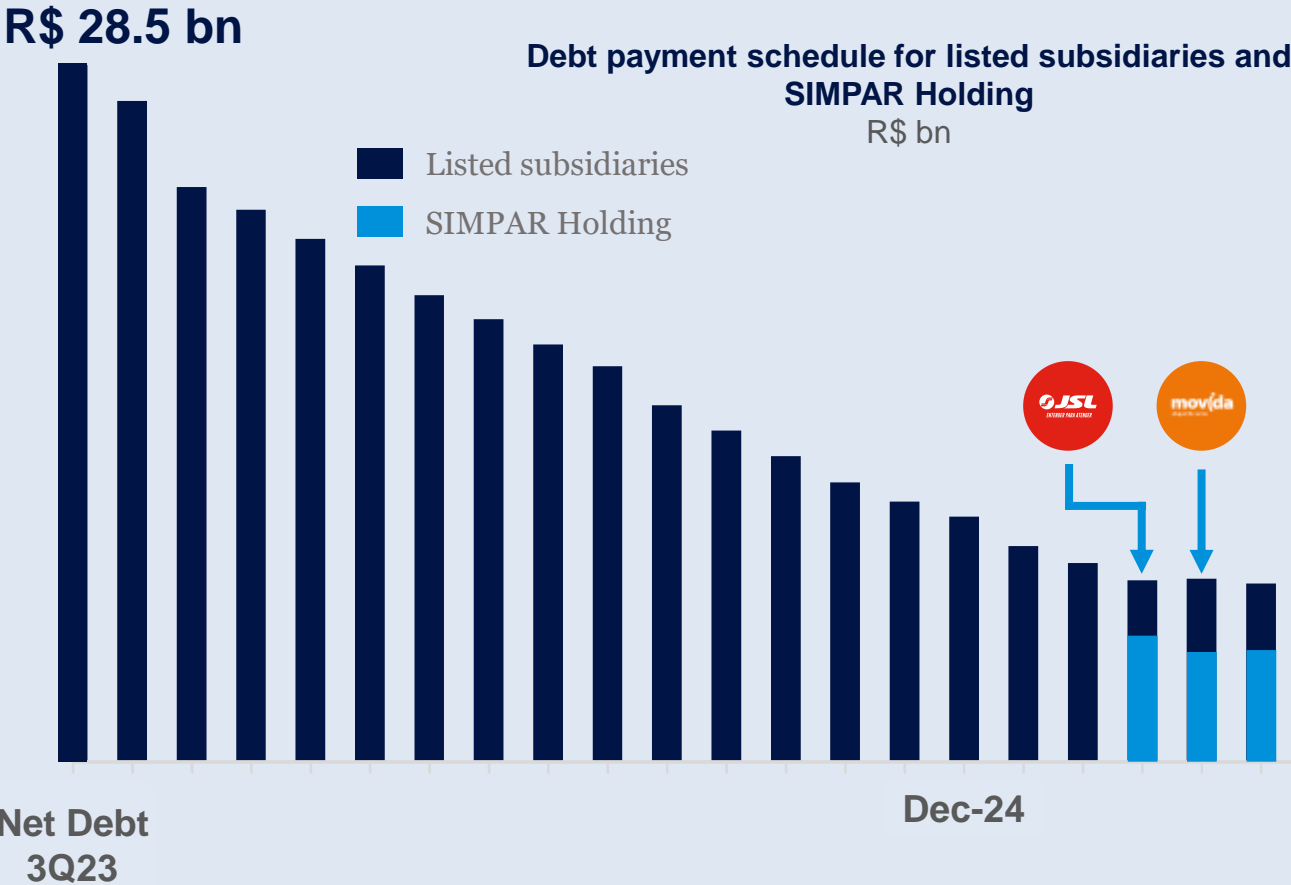
Exercise: How soon can JSL, Movida, Vamos and SIMPAR Holding pay off their debt based on current contracts, i.e. without renewals or new contracts?





The listed companies:

- ✓ Account for **90%** of consolidated net debt
- ✓ Generate **94%** of the Group's EBITDA



Deadline for payment of net debt and interest

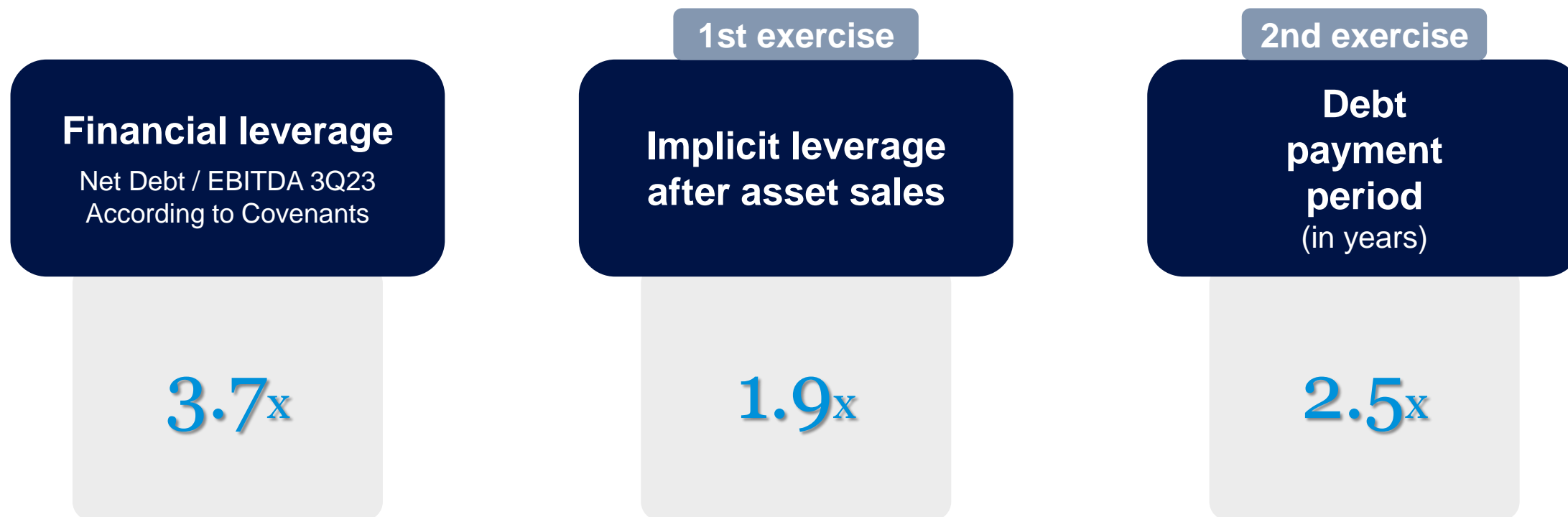
With holding company

2.5 years

Ex-holding company

1.8 year

Conclusion



BUSINESS LEVERAGE IS LOWER THAN FINANCIAL LEVERAGE

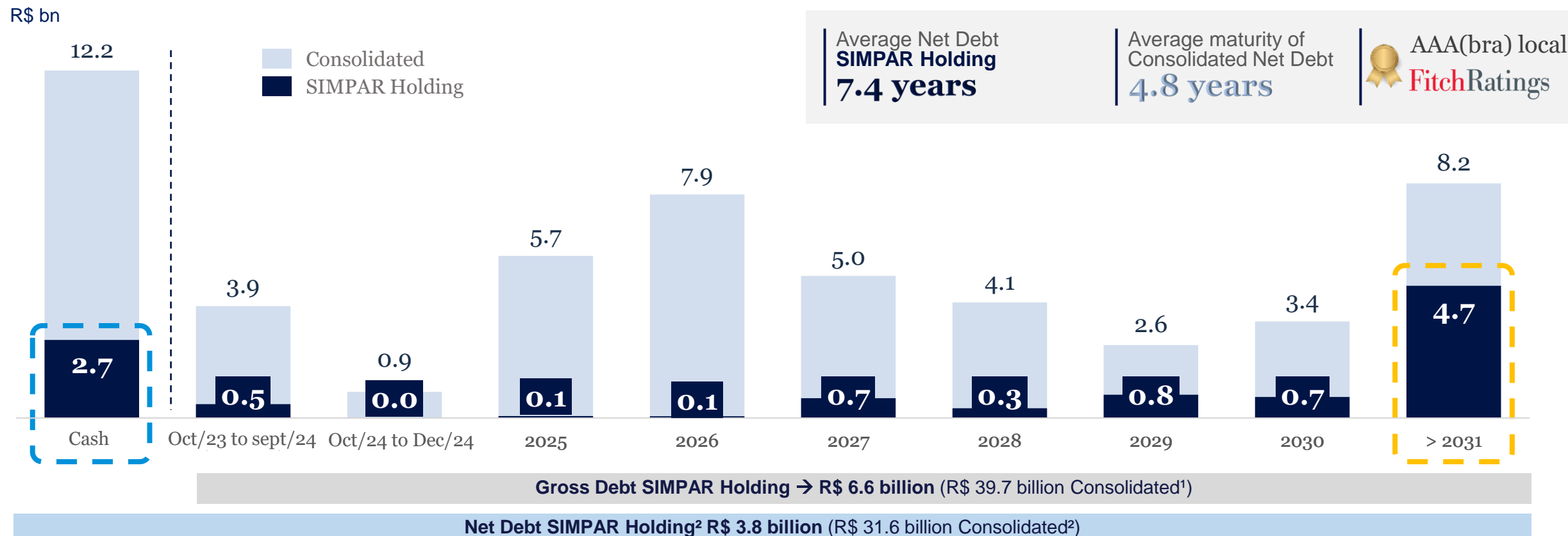
SIMPAR Holding

Flexible liability management

1

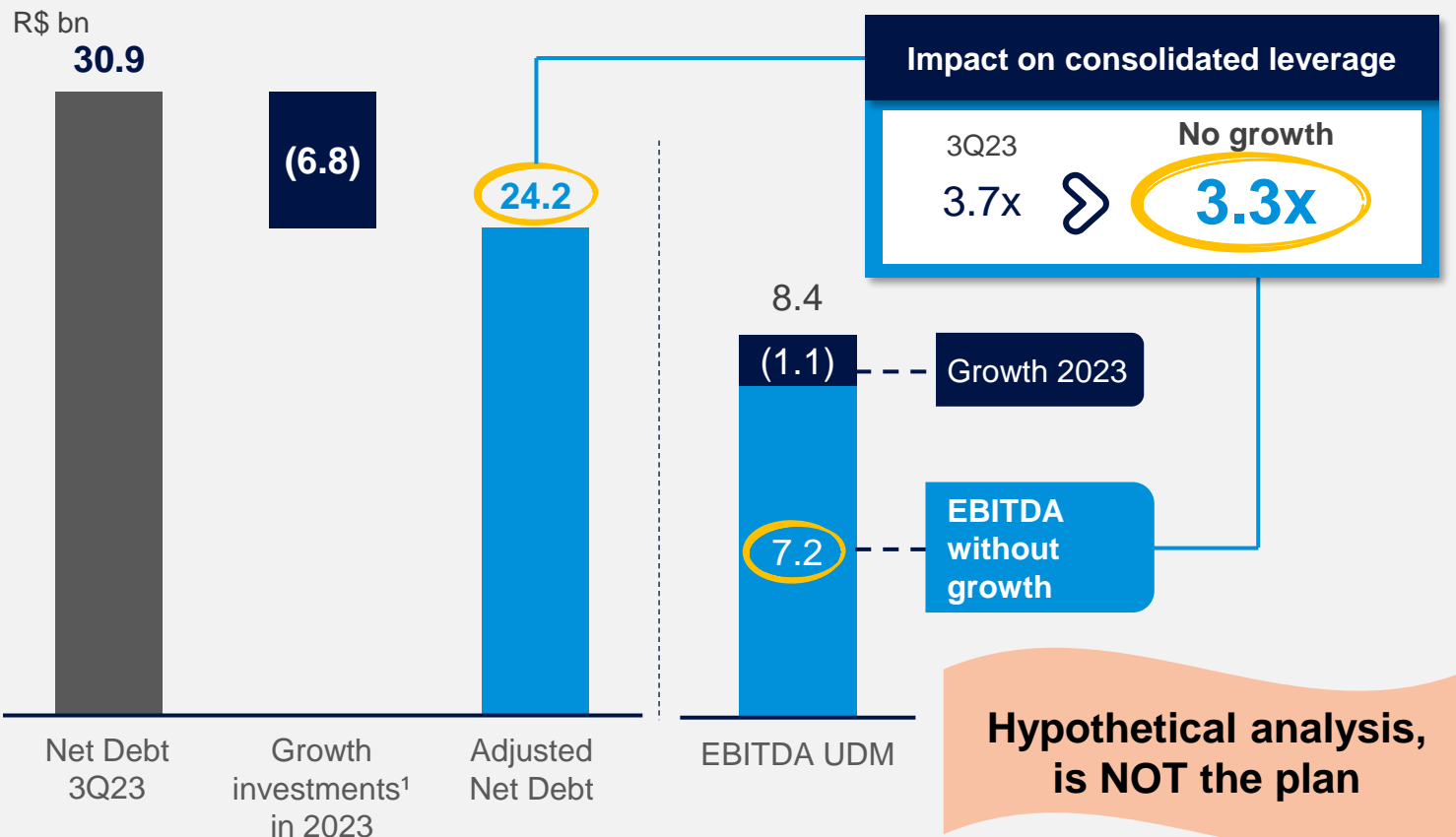
Available liquidity and long debt profile allow for planning of future strategic moves

Debt amortization schedule 3Q23



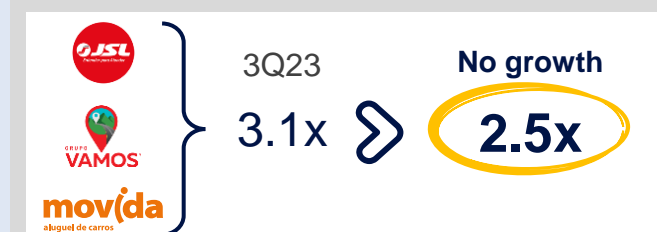
2 Pace of investment for growth is discretionary

Exercise: What would happen if the listed companies hadn't grown in 2023?



Capital release to the holding company

Weighted leverage of listed companies without growth



Considering 3.0x leverage in the listed companies, the capital release would be:

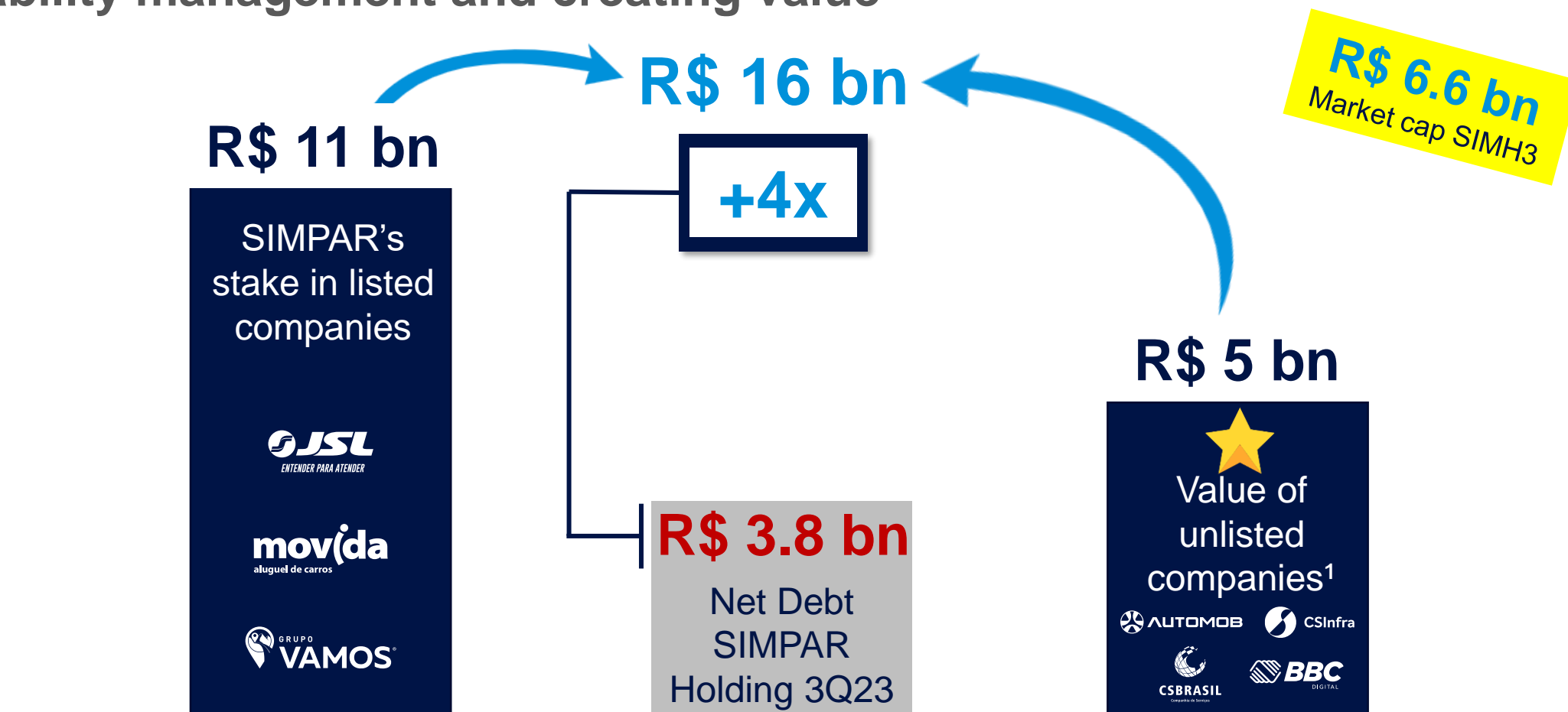
Shareholders²
R\$ 3.4 bn

SIMPAR Holding²
R\$2.1 bn

55%
of the holding
company's debt
3Q23

3

Broad portfolio of companies offers different alternatives for liability management and creating value



Exercise presented in the section of management, strategic planning and M&A

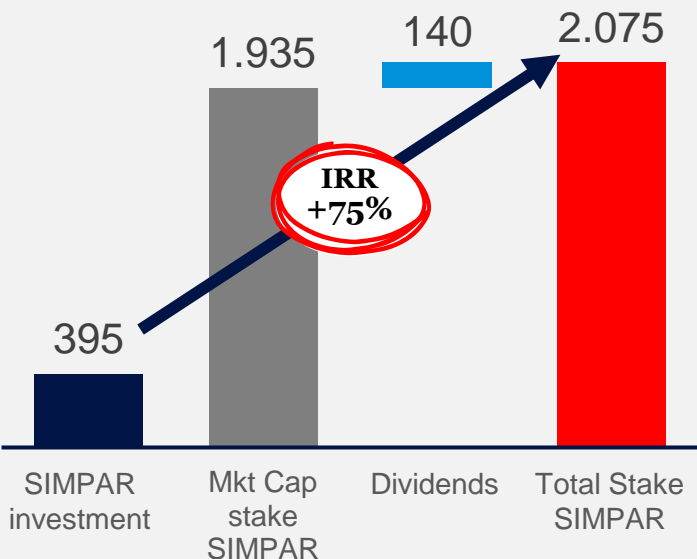
Value creation from SIMPAR's perspective: listed companies



Calcedor para Alameda

Absolute return since IPO - Sep/20

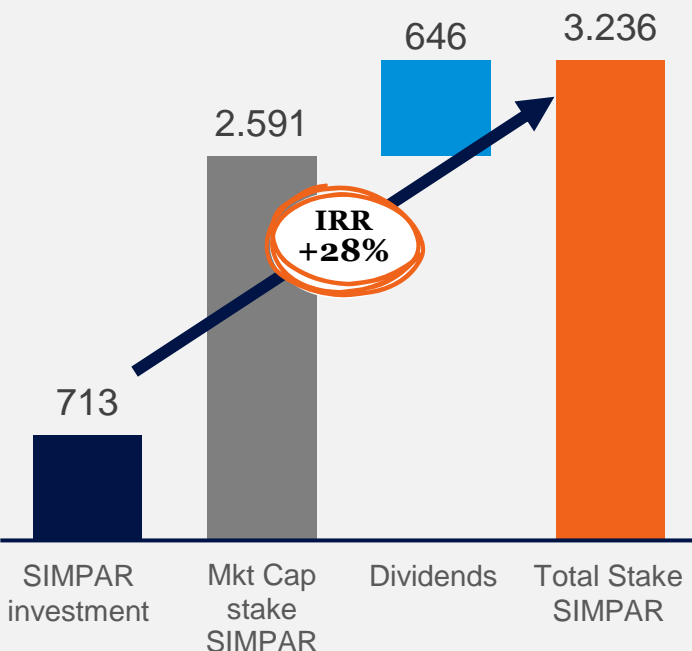
+5x



aluguel de carros

Absolute return since IPO - Feb/17

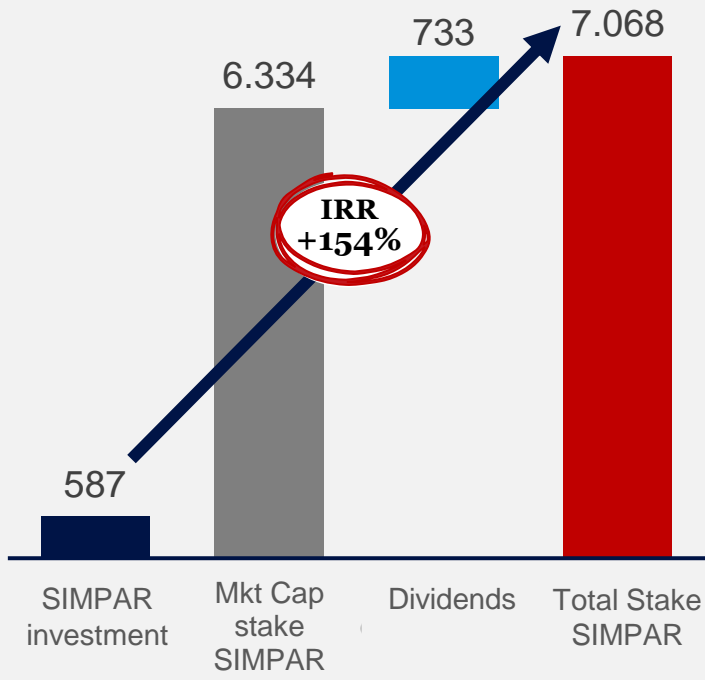
+4x



VAMOS

Absolute return since IPO - Jan/21

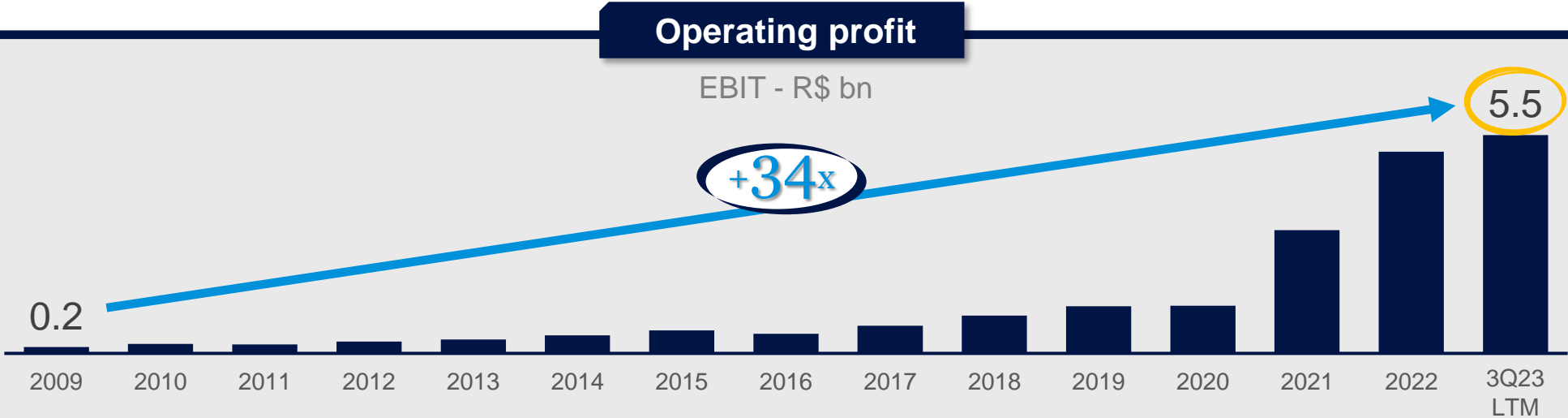
+12x



SIMPAR: service offer allows continuous expansion of operating profit



- 1 SIMPAR Group develops by allocating capital to **highly liquid assets**
- 2 Over the years, **SIMPAR Holding** has created **multiple alternatives** to manage its liabilities and create value
- 3 Strategic orientation towards **reducing debt** will allow us to **take advantage** of all the **expansion in operating profit** made over the years





Fernando Antonio Simões

CEO SIMPAR.

PEOPLE who are aligned with our CULTURE AND VALUES, with the ATTITUDE to execute with EFFICIENCY and to achieve SUSTAINABLE RESULTS



Structure prepared:

The **foundational pillars** of our business have been **built and developed**: **People** aligned with our **Culture and Values**, governance, scale, **store** and unit structure, **technology**, fair and **long-term** commercial alliances, **among others**



Efficiency:

Management and Post-M&A teams structured to accelerate the **capture of synergies** and the search for **efficiencies** with the generation of results to unlock value in all Group companies.

Profit and Profitability



Solid balance sheets:

Independent companies with their own capital structure and **solid balance sheets**, ready to advance in their growth and development **without the need for new capital injections**



Reduction in the holding company's net debt:

Careful evaluation of the portfolio with respect to **potential strategic moves** in the holding company or unlisted assets, including association or monetization, with the goal of **reducing the holding company's net debt** and developing the business to **create ongoing value** for the **Group**



Listings / new IPOs:

Possibility of listing more companies (Novo Mercado) with IPOs that strengthen our governance and capital structure, accelerating the development of the companies and the creation of value to shareholders

New cycle: Result compatible with everything that has been built

OPERATIONAL EXCELLENCE + EFFICIENCY = RESULTS

QUESTIONS AND ANSWERS



THANK YOU!





THANK YOU!





This presentation has been prepared by SIMPAR S.A. ("SIMPAR") for informational purposes only and for the exclusive internal use of the recipient ("Recipient")

The information contained in this presentation has been provided by SIMPAR and obtained from other public sources. SIMPAR has not conducted any independent verification of such information. Any projections or forecasts contained in this presentation are based on subjective assumptions and estimates about events and circumstances that have not yet occurred and are subject to significant variation. As a result, there can be no assurance that any results derived from the projections or forecasts contained in this document will actually materialize.

SIMPAR, its directors, employees and representatives do not express any opinion or assume any responsibility as to the adequacy, consistency or completeness of the information presented herein or for any omissions in this presentation. None of the persons mentioned in this paragraph shall be liable for any loss or damage of any kind arising from the use of the information contained in this document, or which may be obtained by third parties by any other means.

This presentation speaks only as of this date and future events may affect its conclusions.

Any information contained in this presentation must be held in strict confidence by the recipient and may only be disclosed to its agents, representatives, employees or consultants who have agreed to treat such information as **confidential**.