



AMANHÃ MUSEUM - RJ - VCBR



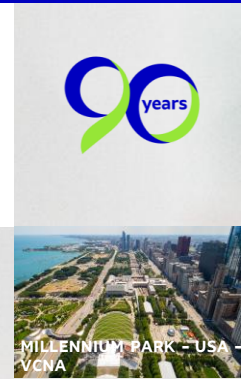
VOTORANTIM
cimentos

Earnings Release

1Q26



IBN FIRNÁS BRIDGE - SPAIN - VCEA



MILLENNIUM PARK - USA - VCNA

Disclaimer

This presentation may contain statements and projections relating to VOTORANTIM CIMENTOS S.A. ("Votorantim Cimentos" or "Company"), which reflect management's expectations and assumptions regarding the Company's future performance, strategies, market trends, financial, economic and operational conditions.

Such statements are based on assumptions, information and data considered reasonable by the Company, based on publicly available data. However, they are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied by the statements. A number of factors, many of which are beyond the Company's control, may adversely impact the Company's business performance, including, but not limited to, market conditions, regulatory changes, macroeconomic variations and competitive factors.

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The images in this material are of large works and civil construction projects that attest to the global presence of Votorantim Cimentos and drive development in different countries.

Consolidated Highlights

GROWTH AND POSITIONING



Double-digit growth in Net Revenue and Adjusted EBITDA

Start-up of the new mill in Edealina (GO)

COMPETITIVENESS



+35% in CAPEX (vs. 1Q25) focusing on structural competitiveness

+2x expansion CAPEX (vs. 1Q25)

BUSINESS TRANSFORMATION



Bolt-ons in new businesses

SUSTAINABILITY



Cajuína wind complex with important progress in renewable energy and competitiveness

Grant of EUR 128mm for decarbonisation project in Spain

Financial Performance

FINANCIAL PERFORMANCE



Net Revenue
R\$ 6.3 billion

+15% LC
vs. 1Q25

Adjusted EBITDA
R\$ 762 million

+25% LC
vs. 1Q25

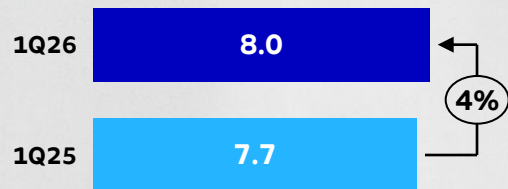
Leverage Ratio
1.90x

reduction
vs. 1.95x in 1Q25



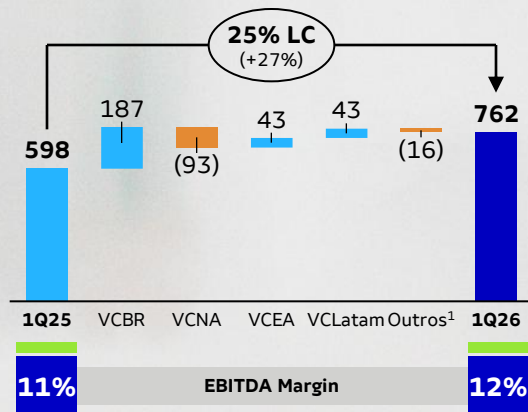
Consolidated Results 1Q26

Volume (mmton)



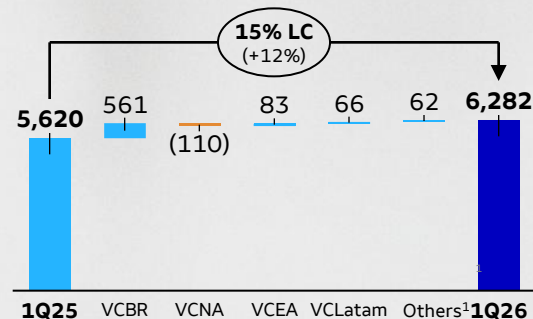
Higher volumes despite seasonality

Adjusted EBITDA (R\$ million)



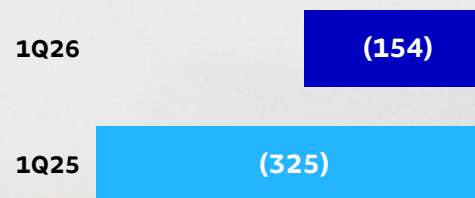
Advances in profitability and operating leverage

Net Revenue (R\$ million)



Better volumes and prices

Net Income (R\$ million)



Driven by improved operational performance

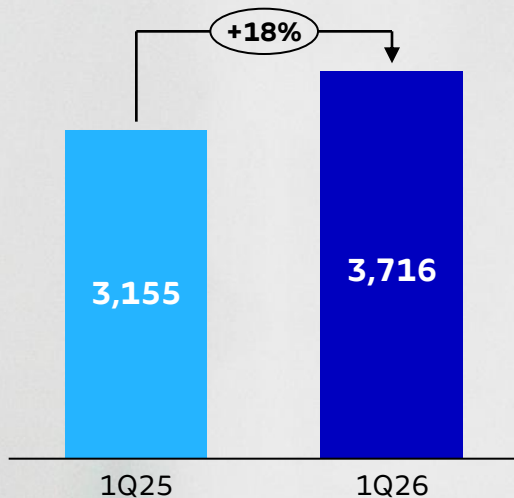
¹Others as indicated in the Financial Statements.
Local Currency ("LC"): considers the fixed average FX for 1Q25 in 1Q26 results; BRLUSD average: 5.85 (1Q25) and 5.26 (1Q26) and BRLEUR average 6.16 (1Q25) and 6.16 (1Q26).

VCBR Results



Net Revenue

(R\$ million)

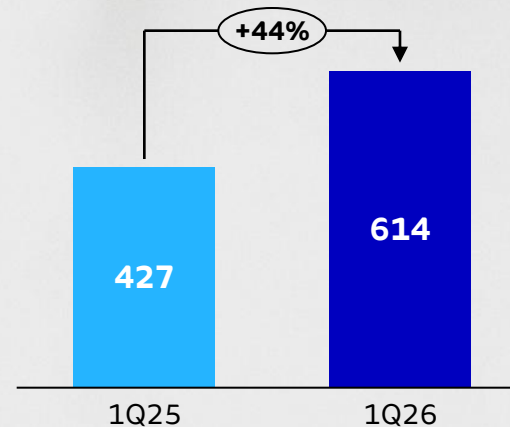


Higher
volumes and
prices



Adjusted EBITDA

(R\$ million)



Topline
growth

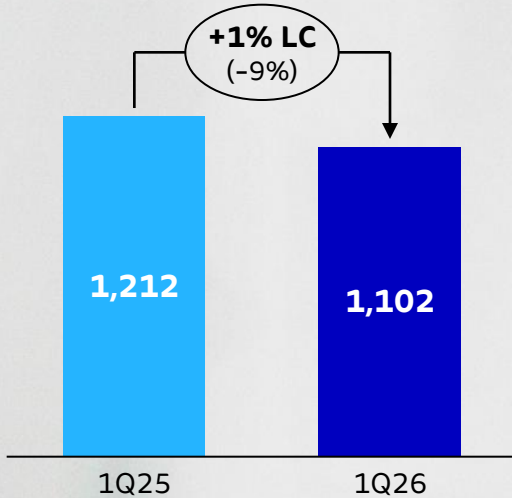
ESTAIADA BRIDGE - SP - VCBR



VCNA Results



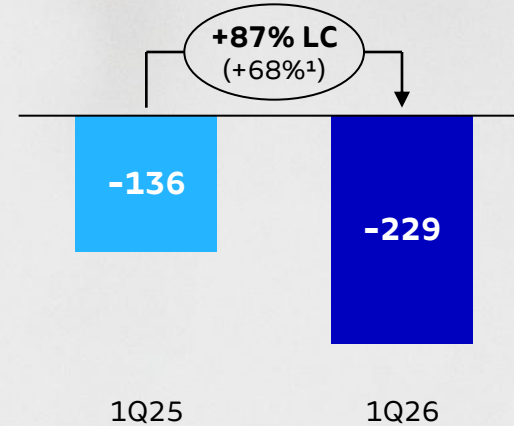
Net Revenue (R\$ million)



Stable despite seasonality



Adjusted EBITDA (R\$ million)



Non-recurring events in 1Q25 and maintenance timing

MICHIGAN CENTRAL STATION - EUA - VCNA



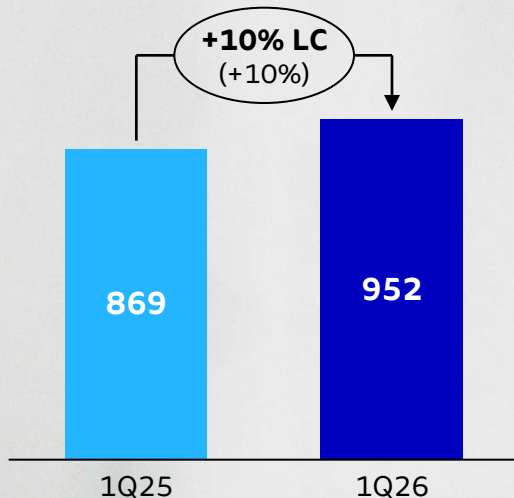
Local Currency (LC) considers fixed average FX for 1Q25 in 1Q26 results; BRLUSD average : 5.85 (1Q25) and 5.26 (1Q26).
¹Change calculated on a negative basis; reflects an increase in loss.

VCEA Results



Net Revenue

(R\$ million)

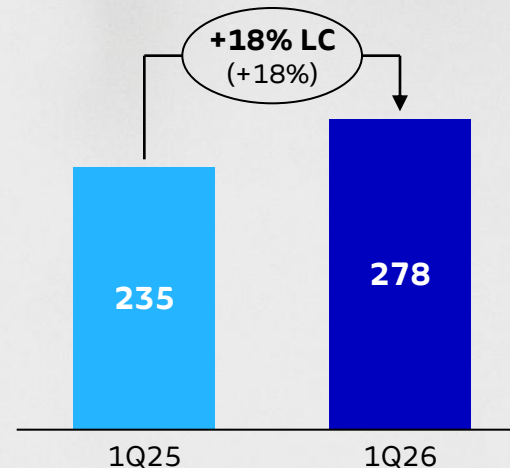


Growth of volumes even with seasonality



Adjusted EBITDA

(R\$ million)



Topline advances and cost efficiency

CATHEDRAL OF SANTIAGO DE COMPOSTELA – SPAIN – VCEA

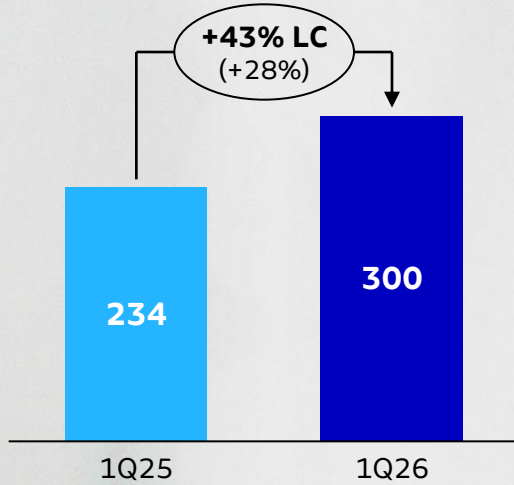


Local Currency (LC) considers fixed average FX for 1Q25 in 1Q26 results; BRLEUR average: 6.16 (1Q25) and 6.16 (1Q26).

VCLatam Results



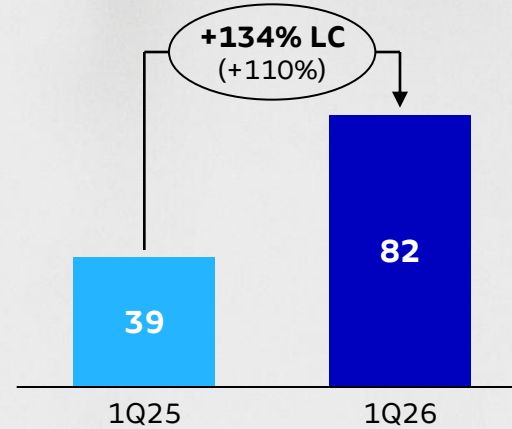
Net Revenue (R\$ million)



Driven by
volumes and
prices



Adjusted EBITDA (R\$ million)

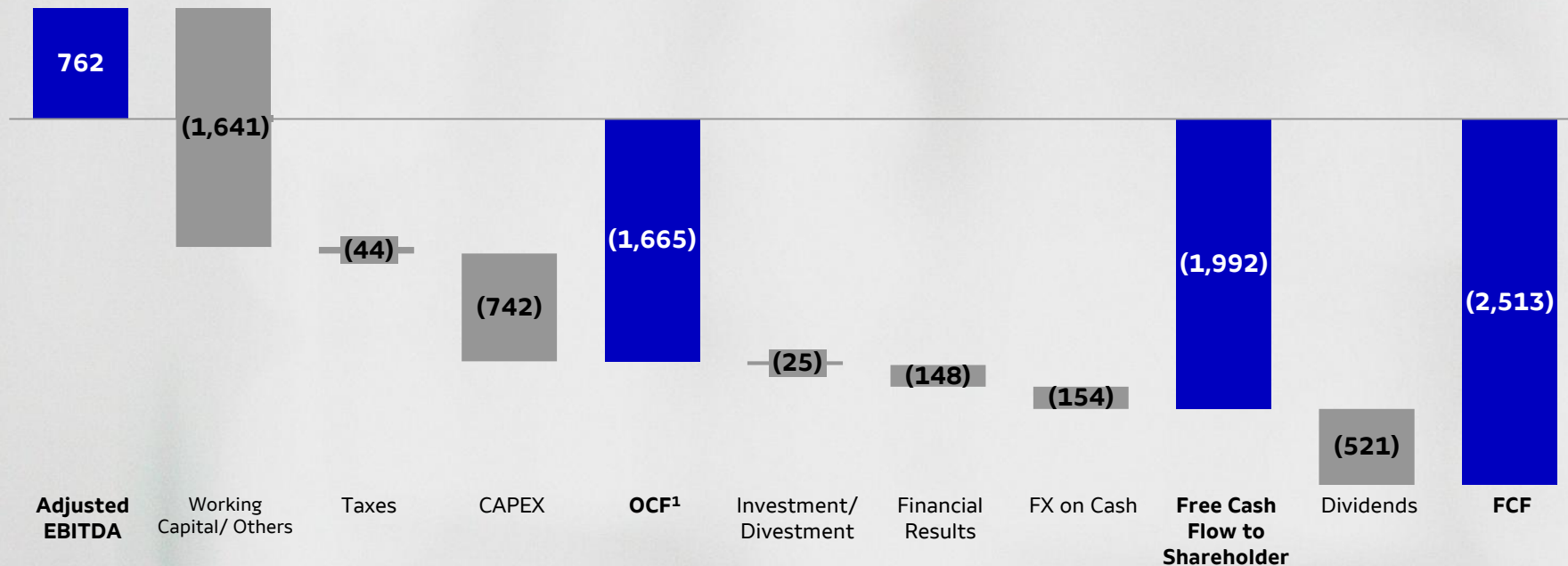


Improved
revenue
and stable
costs

PUENTE BANEGAS – BOLIVIA – VCLATAM

Free Cash Flow 1Q26

(R\$ million)



OCF impacted by seasonality and CAPEX



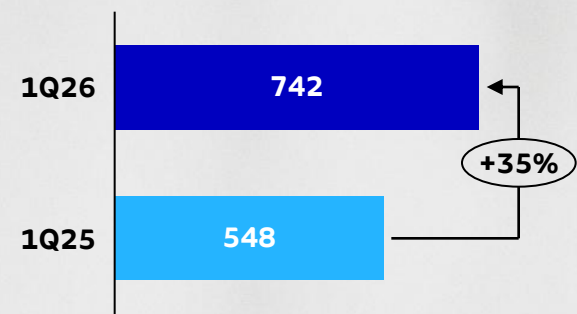
Excluding non-recurring items, FCF stable vs. 1Q25

¹ Operating Cash Flow.

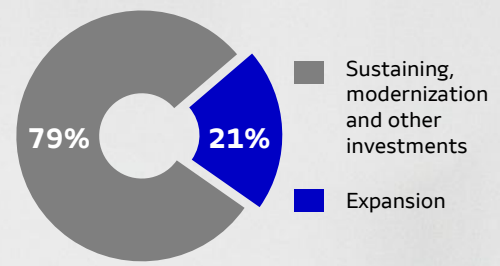


IMIGRANTES HIGHWAY – SP – VCBR

Total CAPEX (R\$ million)



CAPEX by category



Sustaining and Modernization

Investment in modernization with a focus on structural competitiveness, ESG commitments and new businesses.

Investment plan of **R\$ 5 billion (2024–2028)** in **Brazil**, with **R\$ 2.8 billion** already ongoing with flexibility to adjust allocation pace.

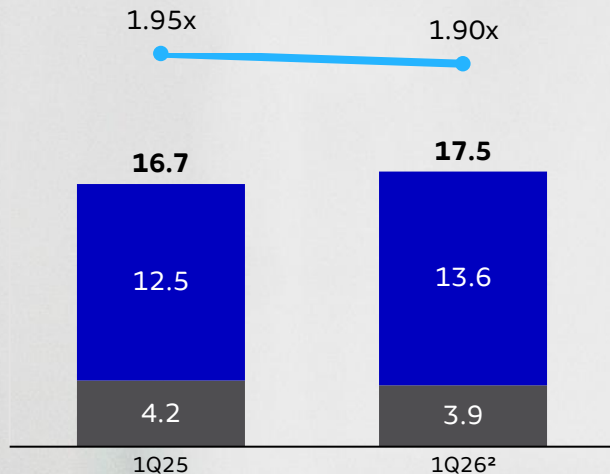
Expansion

Expansion projects focused on new business and increase in cement capacity, both in Brazil and abroad.

Indebtedness & Liquidity



Leverage¹ and Debt Composition (R\$ billion)

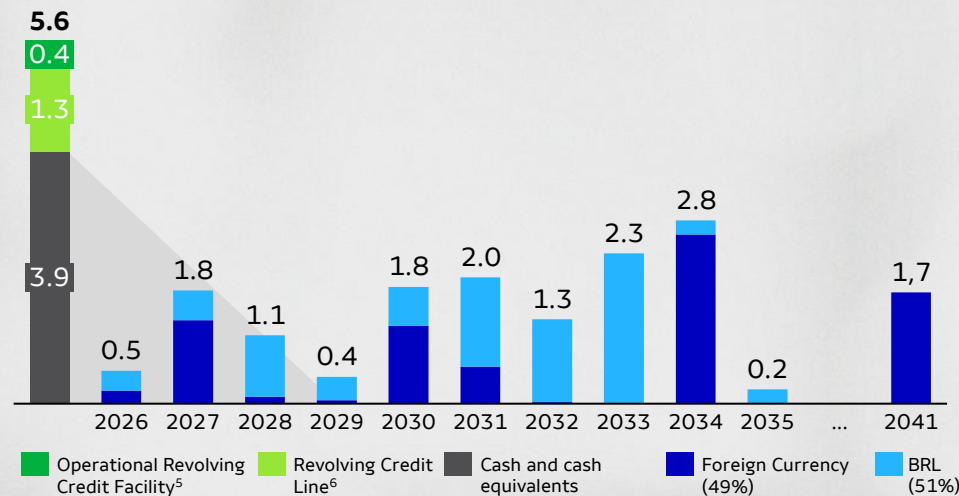


■ Cash and cash equivalents box
■ Net Debt⁴
■ Gross Debt
■ Leverage



Debt Amortization Profile^{2,3} (R\$ billion)

Borrowings: **R\$ 15.9 billion**
 Average maturity: **~6.4 years**
Cash Position covers **~4.3 years** of financial obligations



■ Operational Revolving Credit Facility⁵
■ Revolving Credit Line⁶
■ Cash and cash equivalents
■ Foreign Currency (49%)
■ BRL (51%)



Improved leverage ratio
Investment grade by the three agencies



Liability Management Strategy

¹Net Debt/LTM Adjusted EBITDA ²The amounts presented include PROFORMA adjustments including subsequent events after the end of 1Q26 (prepayment of debenture issuance amounting R\$ 630 mm originally maturing in 2029. Settlement occurred in April/26 with the proceeds from 20th debenture of R\$ 650 mm, maturing in 2033, issued in March/26).
³Does not include effects of IFRS 16 - Leasing.
⁴Net debt considers MTM, both use the exchange rate at the end of the period.
⁵Operational revolving credit line: USD 300 mm drawn at USD 228 mm.
⁶Revolving credit line: USD 250 mm (100% available).

Final Remarks



Disciplined execution of strategic mandate, supported by diversified and resilient portfolio



Fast-paced structural competitiveness plan with 3.7 mtons of additional capacity available in Brazil by year end



Solid financial position, with flexibility to face the volatile scenario of 2026



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