

# VAMOS S.A. – 2Q25 Earnings Conference Call

## **Operator:**

Good morning, ladies and gentlemen. Welcome to the VAMOS conference call to discuss the results for the second quarter of 2025. Today with us at this conference call are Mr. Gustavo Couto, Chief Executive Officer of VAMOS and Mr. José Cezário, Chief Financial and Investor Relations Officer of VAMOS.

This conference call will be recorded and the replay will be available on the company's website: at [ri.grupovamos.com.br](http://ri.grupovamos.com.br). The presentation is already available for download in Portuguese and English. We would like to inform you that all participants will be in listen-only mode during the presentation. We will then start the Q&A session when further instructions will be provided. Before we proceed, we would like to caution you that any statements that may be made during this conference call regarding the company's business outlook, projections and operational and financial goals represent the beliefs and assumptions of VAMOS' management and are based on information currently available to the Company.

Forward-looking statements are not guarantees of performance. They involve risks, uncertainties and assumptions because they relate to future events and therefore depend on circumstances that may or may not occur. General economic conditions, industry conditions and other operating factors may affect the company's future results and could cause results to differ materially from those expressed in such forward-looking statements. I will now hand over to Mr. Gustavo Couto, who will begin the presentation. Please, Mr. Gustavo Couto, the floor is yours.

## **Gustavo Couto, CEO:**

Good morning, everyone. Thank you for joining our 2Q25 earnings conference call. I'll begin with the highlights on page 3. We reached a new record for Used Vehicles sales, with strong net revenue growth of 72% compared to 2Q24 and an increase of 12% compared to 1Q25 — once again proving the quality and liquidity of our assets, as well as the capability of our team.

Even with all this growth, VAMOS accounts for only about 4.5% of the market for used truck and bus sales up to 10 years old, and an even smaller fraction of the total market. We also posted record net revenue from services, with lease growing above inflation — a result of resilient demand for leases of all types of assets in various sectors of the economy, new customer wins, contract price adjustments, and the implementation of the strong volume signed in 1Q25 and part of the volume signed in 2Q25. Added to this is our strategy of contract extensions with rational price adjustments, contributing to lease profitability, reducing the need for Net CAPEX, and lowering working capital requirements.

By June, we had reached an accumulated amount of almost R\$580 million in contract extensions, equivalent to 49.2% of all contracts that have expired so far — ahead of our guidance. This focus on profitability and on contracts that are more sustainable for VAMOS has allowed us to increase our Internal Rate of Return by 0.9 percentage points and our yield by 0.4 percentage points.

Once again, this proves our ability to price contracts effectively and, very importantly, our purchasing power for new assets. Finally, I'd like to highlight that our cash position remains comfortable and, including the available credit lines, covers 80% of our gross debt maturing through the end of 2027. Now, I'll hand it over to Cezario to continue the presentation, and I'll be back later.

**José Cezario, CFO:**

Thank you, Couto, and good morning, everyone. Moving on to slide 5, I'll start by discussing the results of the lease segment.

Considering all contracted CAPEX, we reached nearly R\$1 billion in new contracts, with a significant increase in IRR to 21.7%, as well as yield to 2.91%. This reinforces our ability to correctly price our competitive advantages when negotiating the purchase of assets, and it also reflects the Company's focus on prioritizing leases of assets already in our inventory.

Demand for new asset leases remains relatively strong, even in the current environment of higher interest rates and asset prices. Contract extensions remain above guidance, representing 28% of contracted CAPEX in 2Q, contributing to our strategy of growing while reducing the need for Net CAPEX and working capital, while also meeting the needs of customers who ask for this type of solution.

It's important to highlight that these contracts undergo price adjustments at the time of extension, reflecting case-by-case asset revaluation and ensuring sustainable profitability levels for our business.

Turning now to the *Sempre Novo* product, we continue working on maturing the contract volume for this product, which is a major opportunity for VAMOS and for our clients. The slower-than-planned pace reflects the learning curve, the time needed for asset preparation, and longer negotiation timelines with clients. On the other hand, it reflects a more limited market for the assets currently in stock compared to the resilient demand for new assets.

Even so, since the launch of *Sempre Novo*, the Company has managed to lease approximately R\$605 million, with an average IRR of 22%. Our commercial strategy continues to seek balance between prioritizing leases of our inventory, growing the *Sempre Novo* business, and securing new business with financially solid clients at good profitability levels.

Moving on to the next slide, we present the volume of CAPEX deployed this quarter, which totaled R\$931 million — a 19.7% drop versus 2Q24, explained by the lower volume of contracted CAPEX. However, I highlight that this drop was smaller than the drop in contracted CAPEX, mainly due to the partial deployment of a larger volume contracted in 1Q25. The amount of assets to be deployed in 2H25 reflects consistency in the volume of contracts for new assets, as well as the improvements needed to grow contracts involving the *Sempre Novo* product.

In the lower part of the slide, we see that our backlog of contracted assets pending deployment continues to grow, supported by new contracts signed. Of the R\$984 million in CAPEX pending deployment, about 50% is already in our inventory.

On the bottom right chart, revenue backlog totaled R\$13.2 billion this quarter, a 5% reduction versus March 2025, due to shorter average contract terms and the suspension of R\$659 million in revenue related to repossessed or returned assets.

Moving now to slide 7, let's talk about asset repossessions and early returns in 2Q25 in more detail.

The more challenging business environment, as already mentioned, has negatively affected some clients — especially in certain sectors — leading to new cases of early asset returns, either due to default or the need to adjust fleet scopes in some contracts.

In this context, in order to protect our results from potential increases in delinquency levels, we have maintained diligence and agility in asset repossession, resulting in volumes of returns and repossessions above what we consider normal for our business.

Looking at the first chart on this slide, we see that although repossessions remain at high levels, they have shown double-digit declines in both year-over-year comparisons, directly resulting from stricter credit approval for new clients and the greater sector diversification the Company has been focusing on.

However, repossessions in 2Q increased compared to 1Q25, due to the Company's decision to accelerate repossessions from grain transportation clients, which accounted for 30% of the repossession volume in 2Q25, as shown in the top right chart.

As a result, we reduced our revenue exposure to this sector to just 1.38% in June 2025, compared to 2.67% in December 2024 and about 10% at its peak in 2020–2021.

The grain transportation segment, together with rural producers, other agribusiness segments, and the general cargo transportation segment, accounted for a high concentration of 72% of all assets repossessed by the Company since 2023.

We also emphasize that the repossession volume in 2Q25 came mainly from small and medium-sized clients, with no repossessions from any of the Company's 40 largest clients.

Finally, I'd like to highlight that the ratio of allowance for doubtful accounts to net revenue from lease services has remained relatively stable since 1Q24 — after excluding the non-recurring effects of the extraordinary write-off we recorded that quarter — and is expected to follow a downward trend in the coming quarters. This should result from both stricter and more selective credit analysis and the Company's agility in stopping revenue recognition and repossessing assets from delinquent clients, as a way to protect our assets and maintain the profitability of our operations.

On the next slide, page 8, our rented fleet grew both versus 2Q24 and 1Q25, with new contracts signed. However, the utilization rate dropped by 1 percentage point compared to 1Q25, due to higher lease inventory, as we will now explain using the chart in the lower part of this slide.

As you can see, we remain fully committed to reducing our inventory, and we are doing everything possible in this direction. We are purchasing new assets only on demand, reducing the new asset inventory by 9.3% in just three months, as we deployed more than we purchased.

In addition, of the R\$771 million in new assets inventory, R\$440 million — or 57% — is already in the process of being deployed into signed contracts.

On the sales side, we recorded a record volume of Used Vehicles sales, 38% above the value of assets we decommissioned due to contract terminations in the same period. And we expect this to continue as long as we succeed in contract extensions, while also seeking to increase our Used Vehicles sales volumes.

Despite these deliveries, the higher level of asset repossessions this quarter caused the asset inventory to increase more than the rented fleet, which in turn reduced our utilization rate compared to what we had expected for this time of year.

If not for the R\$365 million in repossessions this quarter, we would have reduced inventory by R\$137 million, directly improving fleet utilization.

I also note that the balance of assets available for sale or lease in June 2025 was R\$2.7 billion, net of depreciation. We reaffirm our commitment to improving utilization by year-end, as asset sales grow and new contracts are deployed.

On slide 9, we show total fleet growth of 4.3%, with growth in all asset segments.

We also take this opportunity to show how diversified the Company's revenue is today. We operate in more than 16 sectors of the economy, which allows us to mitigate potential revenue losses from repossessions in some sectors with demand in others, which tend to offset these effects.

In this quarter, we highlight the increased share in the logistics, urban cleaning, commerce and e-commerce, electric power, agribusiness (excluding engineering), services, industrial, and fuel transportation segments.

Now, moving to slide 10, I want to highlight the diversification of the Company's assets and clients, supported by our strategy of offering solutions based on customer needs — making VAMOS much more than just a truck lease company.

In this regard, I'd like to point out that VAMOS is the leader in the forklift lease segment, with about 7,000 assets rented and approximately R\$1 billion in asset value. This segment accounts for about 12% of our lease revenue, with appropriate profitability, low delinquency — thanks

to a portfolio of more than 245 clients with high credit quality — and in long-term contracts, generally over 5 years and with extension potential of up to 10 years.

On page 11, let's discuss the lease segment results. Net revenue from services grew 8.7% this quarter compared to 2Q24, mainly reflecting incremental revenue from deployments during the period, more than offsetting revenue declines from repossessions and the commercial challenges faced.

Lease services EBITDA totaled R\$862.7 million, with a margin above 86%. This margin could have been better if not for the revenue loss from repossessed assets that are not generating lease revenue, combined with additional expenses we are incurring to maintain and prepare used assets for sale or lease.

Additionally, the Company recorded a non-recurring provision reversal of R\$14.8 million, related to an adjustment to the payable provision for acquisitions, which we are treating as non-recurring and excluding from the analysis for better period comparability.

Depreciation remains under control and at adequate levels to reflect the current used vehicle price environment. The increases in annualized depreciation per vehicle, as well as the implied depreciation rate shown in this chart, simply reflect the natural normalization process for truck depreciation rates, as the Company decommissions and sells assets with lower depreciation rates — resulting from the significant appreciation of these assets since 2020 — and acquires new assets with depreciation rates more aligned with expected market prices for used vehicles.

Machines and equipment continue to have more linear depreciation across periods, with rates between 9% and 10%.

Regarding lease services EBIT margin, we see a contraction due to carrying idle fixed assets, mainly from repossessions, which continue to be depreciated without the offsetting lease revenue.

Now, moving to slide 12, I'd like to comment on the highlights related to the Used Vehicles sales business. But before discussing the important results achieved this quarter, I want to provide some context on the truck and road equipment sales environment in Brazil.

According to Fenabrave, the first half of 2025 showed a 1.2% increase in new truck sales. However, the projection for the year has been revised downward to a 5% drop, indicating a weaker second half.

ANFIR reported a nearly 20% decline in sales of new trailers and semi-trailers, with dump and grain trailers — primarily used for grain transportation — falling about 40% year-to-date compared to the same period in 2024. Other types of equipment, such as dollies, sugarcane trailers, log trailers, stainless steel tanks, and carbon steel tanks, also saw significant declines compared to 2024.

On the other hand, when we look at the top-right chart, we see that both new and used truck prices have remained stable, even after the strong appreciation from 2019 to 2024 — which gives us confidence in our depreciation rates.

In the bottom-left chart, we show the increase in sales volume in terms of number of assets, for both trucks and machinery and equipment. In the chart on the right, we analyze VAMOS's truck and bus sales versus the used asset market of up to 10 years, based on Fenabrave's historical data. We see that even with VAMOS's strong sales volumes, this market niche is much larger, with our estimated market share at only about 4.5%.

We also note that the up-to-10-year market has been gaining share within total used sales, which gives us more comfort to continue growing in leases without having to increase our depreciation rates.

Moving to the next slide, we present the financial results for Used Vehicles, with record sales revenue of R\$324.3 million this quarter — up 72% from the same quarter last year.

The gross margin on asset sales was 7.5% for the quarter, maintaining a healthy profitability level in 2Q25, supported by healthy prices and a sales mix with greater exposure to trucks, which had a margin of 13.6%. The gross margin of negative 2.6% for other asset sales reflects the Company's efforts to provide greater liquidity to assets — mostly with long inventory aging — at a time of more restricted sales for these assets in 2025.

The Company's asset inventory available for sale was R\$659 million on June 30, 2025. In addition to this, the Company had R\$1.4 billion in residual value of used assets available for lease or sale, as previously indicated on the slide discussing our fleet and utilization rate.

I would also like to mention that we continue to look for new locations for Used Vehicles stores and to seek partnerships to increase our commercial reach in this segment. This year, we have already opened a new store in Itajaí, Santa Catarina, and we are opening a new store in Pavuna, Rio de Janeiro. With this, we will have a total of 21 stores, in addition to 87 third-party points in different regions of Brazil.

Continuing to the consolidated results of the Company and the quarterly evolution of the main indicators: Net Revenue totaled R\$1.4 billion in 2Q, up 16.9% versus the same quarter last year, driven by the strong contribution from the Used Vehicles business and above-inflation growth in lease revenue.

The drop in consolidated EBITDA margin reflects the higher share of Used Vehicles in the revenue mix, as well as the annual margin reductions in each segment. EBITDA for the quarter fell 9% compared to the same period last year, mainly due to higher depreciation — explained both by fleet growth and by the normalization of the depreciation rate — and also impacted by carrying idle asset inventory, as already explained.

Net income of R\$83 million in the quarter mainly reflects, in addition to the factors previously mentioned (higher depreciation and lower revenue from repossessed assets not yet sold or

rented), the increase in net financial expenses, driven both by the higher base interest rate and by the larger net debt balance.

On slide 16, to better illustrate the effects on our results leading to net income, we show the main movements explaining this variation.

As we can see, carrying idle fixed asset inventory has two important impacts on net income: first, the depreciation without the offsetting lease revenue; and second, the financial cost of the debt issued by the Company to acquire these non-revenue-generating assets.

Added to this, we have a 4.2% increase in net debt, mainly due to fleet growth, and the significant and rapid increase in the base interest rate — up nearly 40% in the past 12 months — leading to adjusted net income of R\$93 million for the quarter.

On the next slide, we show the evolution of our ROIC and ROE over the last 12 months.

As we mentioned last quarter, ROIC is temporarily affected by invested assets that are not generating revenue. On the right side of the slide, if we normalize this effect — considering a 91% utilization rate, excluding Used Vehicles inventory from the denominator, and a 70% EBIT margin — our normalized ROIC would be around 17.4%.

This is not a projection, since we are looking backward, but it naturally reinforces our focus on optimizing the Company's capital employed through initiatives to reduce idle asset inventory — either by selling these assets or renting them through the *Sempre Novo* product.

Regarding ROE, the main effect comes from the reduction in net income, as previously mentioned.

Finally, moving to slide 18, let's discuss the main financial indicators and leverage for the quarter. Net debt grew 4.2% compared to 1Q25, mainly reflecting the investments made by the Company.

As shown in the net debt walk on the right side of the slide, we closed the quarter with leverage of 3.4x net debt to EBITDA for covenant purposes. If it weren't for the payment of dividends in the form of JCP this quarter, our net debt would have increased by only 2% when comparing June 30 to March 31, 2025 — meaning that lease cash generation plus asset sales nearly matched the amount we paid in interest and invested in new assets.

At the end of June, we had approximately R\$4.1 billion in cash and financial investments, which — together with available credit lines — totaled R\$4.4 billion, representing coverage equivalent to 80% of gross debt maturing and payable through December 2027.

If we look at the ratio of net debt plus accounts payable to suppliers and receivables securitization to fleet value, we ended 2Q25 at 1.3x — a conservative measure, in our view, since it does not take into account the market value of our assets, which currently generate 7% margins on sales, nor the balance of receivables from clients, which would make this ratio even lower. Now, I'll hand it back to Couto.

**Gustavo Couto, CEO:**

Thank you, Cezario.

Let's now move on to slide 19. You may recall that on November 12 last year, we disclosed a material fact projecting our deployed CAPEX for 2025 at R\$5 billion — comprising R\$3.3 billion in new assets, plus R\$700 million in contract extensions, and an additional R\$1 billion in *Sempre Novo* deployments, the new product we launched in 2024.

Considering our estimates for Used Vehicles sales of R\$1.2 billion, this would result in approximately R\$2.1 billion in net CAPEX.

Later, together with the release of 1Q25 results in April, we also provided financial guidance based on the operational guidance we had given in November, arriving at a net income range of R\$450 million to R\$550 million. This helped investors understand what the Company would look like after the dealership spin-off.

Recognizing that the business environment and macroeconomic conditions have become more challenging than we had anticipated last November — and to better reflect the results achieved through 2Q25, along with the challenges and opportunities we expect for the rest of the year — we believe it is necessary to adjust the 2025 guidance, as shown in this table.

Note that we have revised the projection for growth through new assets to around R\$3 billion. In compensation, we have also adjusted the volume of contract extensions — with the same assets and price adjustments — to a range between R\$800 million and R\$900 million.

The volume of *Sempre Novo* leases should come in below our initial estimates from late last year. However, Used Vehicles sales have reached record levels every month this year, leading us to a new projection of R\$1.3 billion to R\$1.5 billion by year-end.

Now let's move to the last slide, where I'll share my closing remarks.

We will prioritize reducing inventory and increasing fleet utilization. We will continue working to reduce the new asset inventory — which is already much more normalized — and our main focus will naturally be to reduce the Used Vehicles inventory, either through leases or sales.

In addition, we will work to reduce the Company's leverage, given the current context: moderating interest rates, growth, efficiency in inventory turnover, and asset sales.

Our contracted future revenue remains resilient, at over R\$13 billion, with potential to grow as we continue renting assets we have already invested in — and therefore with lower net CAPEX needs.

The record volume in Used Vehicles sales is a result of the high liquidity of our assets, the expansion of our commercial reach, and the use of digital channels. We have broadened our sales channels, and our work has proven effective.

Contract management measures and business risk mitigation give us greater agility in repossessing assets when necessary, as well as greater selectivity in credit analysis.

Extending contracts with price adjustments is part of our strategy to improve the profitability of invested assets. It remains an excellent alternative for our clients to avoid escalating costs.

The new contracts signed by the Company prove our ability to price fairly and appropriately for the current economic environment.

The commercial area will be focused on resilient sectors of the economy, such as intralogistics, while exercising proper credit risk management for projects and clients.

I'll conclude our presentation here. Along with Cezario, we will now open the Q&A session. Thank you very much.

**André Ferreira, Bradesco BBI:**

Good morning, everyone.

Thanks for taking my questions. I'd like to cover two topics. The first is about the guidance. Looking at the new net income numbers, the range of R\$300 million to R\$450 million is wider than the previous R\$100 million range from low to high.

As you mentioned, you've already delivered R\$200 million in the first half. I'd like to understand what you see as the bigger risks — whether repossessions, slower sales, or something else — that could lead full-year net income to come in at the low end of the guidance range, even after a strong first half. The second point is about repossessions this quarter. If we exclude grain transportation, repossessions would still have been around R\$250 million, which is higher than in 1Q.

My question is whether there was a decision to accelerate repossessions overall — not just in the grain transportation segment — and what you expect in terms of repossessions in 3Q and 4Q. Thank you.

**Gustavo Couto, CEO:**

André, this is Gustavo Couto speaking. Thanks for your participation and for the questions.

Let's go through them. Regarding guidance, what we clearly see is the following: to reach the low end of the range, we're not assuming any interest rate cuts, which would otherwise reduce debt service costs. In other words, we're considering interest expenses to remain at current levels. That's one important factor.

Another relevant point is that getting to the bottom of the range would also require repossessions running above our projections. Connecting this with your second question, that scenario would call for some measures on our part — namely closer management, more diligent monitoring, and very agile responses to early warning signs in specific sectors of the economy.

In fact, we can already see that repossessions will likely be above what we had projected in some sectors that are naturally feeling the current market environment. It's also natural, André, that some clients adjust their demand. At this moment, with macroeconomic pressures, everyone is looking for efficiency.

That means optimizing fleet size, cutting costs, and in some cases negotiating friendly asset returns to reduce exposure. So when we step back, the wider net income range reflects these effects, and we preferred to show a bit more caution and transparency in acknowledging that we do face a challenging year. As for the sectors where we're seeing repossessions or returns, these are mostly those with some seasonality or short-term fluctuations.

For example, general cargo transportation. On the other hand, it's important to highlight that we've been growing in sectors performing very well in the economy — such as e-commerce, electric power, logistics, engineering, and industrial services. These are the areas where we're focusing on growth, even as other segments show some seasonal pressure.

André, I hope that answers your two questions. If not, please feel free to follow up. Thanks.

**André Ferreira, Bradesco BBI:**

Yes, very clear, thank you and have a good day.

**Operator:**

Our next question comes from Mr. Pedro Bruno, from XP. Please go ahead, Pedro.

**Pedro Bruno, XP:**

Good morning, everyone, and thanks for taking my question.

I'd like to ask about the balance between lease margins — focusing mainly on preparation costs — and Used Vehicles margins, looking ahead to the coming quarters. Specifically, thinking about your strategy — which I think is already underway — of encouraging Used Vehicles sales as an alternative when *Sempre Novo* lease volumes come in a bit below expectations. What we saw this quarter was that you managed to keep Used Vehicles margins stable quarter-over-quarter, despite significant growth — I think it was 12% top line growth QoQ.

So my question is how we should think about the dynamics of these two effects: preparation costs — and maybe you can give us some color on how much they impacted lease margins in 2Q and how we should think about them going forward — versus any potential impact on Used Vehicles margins if you step up sales incentives to address the challenge of idle assets. In other words, the balance between these two margin effects — in leases and in Used Vehicles. Thank you.

**Gustavo Couto, CEO:**

Pedro, this is Gustavo Couto. I'll start, and then Cezario can add on if he wants.

On lease margins and preparation costs, we've been very focused on readying assets that were returned early or repossessed, so that we can give them a second lease cycle. Preparation also takes into account that an asset might be sold, which has also been happening at a very healthy pace — whether year-over-year or quarter-over-quarter, as you mentioned.

Now, if you look at our EBITDA margin, from 1Q to 2Q you'll see a two- to three-percentage-point fluctuation, which is directly linked to higher preparation and maintenance costs for these assets. So yes, there's some variation, but margins remain at very healthy levels.

Historically, the Company's lease EBITDA margin has fluctuated between 85% and 90%. But Pedro, I'd highlight that the main drag on our margin is actually idle fleet — which is why I'd draw your attention to EBIT margin. We keep depreciating those assets, but without the offsetting lease revenue. That's why our main effort has to be putting those assets back to work.

Either they need to be leased, or we're going to sell them. Which brings us to your second question: Used Vehicles margins. We showed in a chart — I believe it was slide 12 — that Used Vehicles prices have remained strong. That shows our depreciation rates are appropriate and our assets remain both liquid and well-valued.

The key point for us here is that yes, it's worth accelerating sales at times — and that's exactly what we're doing. We may give up a couple of margin points, especially on assets where we have more inventory, such as heavy trucks coming back from the agribusiness sector. In those cases, we may push sales a bit harder to raise utilization more quickly, and then naturally bring EBIT lease margins back up as fleet utilization improves.

So the effort is combined: we'll work to increase lease utilization, which will improve EBIT margin, but if an asset is depreciating without associated revenue and we don't see lease prospects for it, it's better to sell. And if that means giving up two or three percentage points of margin in Used Vehicles sales, we'll do it — especially in the current high interest rate environment, where cash generation is also important for the Company.

That's the balance we're making, Pedro. I hope that answers your question. Cezario? (Pause) Cezario says he doesn't have any further comments.

**Pedro Bruno, XP:**

Yes, that answers it. Thank you very much.

**Operator:**

Our next question comes from Mr. Guilherme Mendes, from JP Morgan. Please go ahead, Guilherme.

**Guilherme Mendes, JP Morgan:**

Hi, good morning, Couto, Cezario. Thanks for taking my questions. I have two follow-ups, mainly from a modeling perspective.

The first is about repossessions. You've mentioned in the past, Couto, that modeling 5% of the asset base as repossessions going forward could be seen as a conservative approach. Looking ahead over the next year or two — despite limited visibility — do you still see that as a reasonable assumption?

And the second point, also somewhat related, is depreciation. You've mentioned how Used Vehicles prices have been holding up well, so depreciation seems under control. But naturally, depreciation has to gradually increase and converge to a more "normalized" marginal value. Could you help us think about the timing of that normalization — when should we expect depreciation to move toward more normal levels? Thanks.

**Gustavo Couto, CEO:**

Guilherme, thanks for your participation and for the questions. I'll take the first one and let Cezario address the second.

On repossessions: the answer is yes. I still see 5% as a normalized assumption for the Company from 2026 onward. This year, though, we have to take into account what's happening in the broader market indicators. For example, we've seen delinquency trending higher in the main reports from financial institutions and the Central Bank.

That makes us pay closer attention to the current context of high interest rates and a pressured economy. In that environment, it's actually better — as we were discussing earlier — to have a truck idle than poorly leased. It's better to bring that equipment back in-house, even if it puts some pressure on utilization, because these are liquid assets that can either be resold or leased again under more sustainable contracts.

That's been the Company's approach, and we'll keep doing that. So, this year we'll probably see repossessions running above that 5% assumption. In the first half alone, we had over R\$500 million in returns and repossessions, and it's likely that in the second half we'll see a similar pace, since we don't yet see improvement in macro conditions.

But for future modeling, yes, I continue to believe that 5% is a reasonable and normalized number — very much in line with what we expect. Cezario?

**José Cezario, CFO:**

Good morning, Guilherme. On depreciation: on slide 11 of the presentation, we show the implied depreciation rates for our main assets. Trucks — which are the most representative part of our fleet — have shown an upward trend in recent quarters. At one point we depreciated at 4.3%, and this quarter it was 5.4%. So we've already shown some of the increase we had signaled.

But I don't believe that rate will keep rising at the same pace we have seen over the last few quarters, for a few reasons. First, prices have been relatively stable. Looking at FIPE price indexes for our main asset models in recent quarters, I don't see significant acceleration in depreciation.

Second, OEMs are behaving similarly to what we've seen in previous years, adjusting prices at least in line with inflation. This year, they implemented price hikes mainly early in the year, driven not only by inflation but also by FX — since many components are priced in dollars. That creates a spread between new and used prices, which in turn helps support used vehicle prices.

So, while we've seen depreciation rise recently, I don't expect it to keep growing at the same pace over the next four quarters. We review depreciation at least twice a year, considering all these factors — market prices, fleet aging, and our projections. It's hard to predict precisely, but I believe we're now approaching a depreciation level that should hold relatively steady looking ahead, close to what we reported this quarter.

**Guilherme Mendes, JP Morgan:**

Great, that's very clear. Thanks, Couto, Cezario. Have a good day.

**Operator:**

Our next question comes from Mr. Daniel Gasparete, from Itaú BBA. Please go ahead, Daniel.

**Daniel Gasparete, Itaú BBA:**

Good morning, everyone, and thank you for the opportunity. This is a quick question. Looking at the table you provided on page 7 about repossessed assets, it seems there's a meaningful share of assets that may not have benefited from the price inflation we saw between 2020 and 2022.

So I'd like to hear your views on how you see margins behaving when selling these assets. It's somewhat connected to the earlier questions about Used Vehicles margins and depreciation, but I'd like to dig a bit deeper into this specific point. Thank you.

**Gustavo Couto, CEO:**

Hi Gasparete, it's great to hear from you and thanks for the question.

We've been showing you that we maintain strong purchasing power, which ensures solid resale capacity for these assets — whether after the full five to six-year cycle (which increasingly tends to extend beyond the five-year baseline assumption of our business) or when we need to sell sooner.

If you look at our sales performance, we've been keeping healthy margins when we break down trucks — which make up the bulk of our assets — as shown in the Used Vehicles margin slide later in the deck.

So we see that whether it's selling an asset that has already depreciated through most of its expected cycle — though we never depreciate 100% — or selling earlier, the outcome reflects our purchasing power and the discounts we negotiate with OEMs thanks to our unique scale compared to market prices.

That gives us comfort that, whether selling an asset after five to six years of leasing or selling it sooner, margins are appropriate and consistently positive. That's what we've been working on and what we continue to see across Used Vehicles sales overall.

I hope that answers your question, Gasparete. And of course, you're welcome to ask a follow-up if you'd like.

**Daniel Gasparete, Itaú BBA:**

Thanks, Couto. Thank you for the answer. Good morning.

**Operator:**

Our next question comes from Mr. Jens Spiess, from Morgan Stanley. Please go ahead, Jens.

**Jens Spiess, Morgan Stanley:**

Hi, sorry, I was on mute. Thanks for taking my question. Just one thing: I believe during the 1Q25 results presentation you mentioned you expected to reach 90% utilization by year-end. Could you give us an update on that expectation? Much appreciated. Thank you.

**Gustavo Couto, CEO:**

Jens, thank you. This is Gustavo Couto. Thanks for your participation. We're still aiming for utilization levels above 90%. Given that repossessions were higher in the second quarter, I prefer to be cautious when it comes to projecting repossession numbers for the second half. So, in the interest of full transparency, I'd say that while our goal remains to surpass 90%, it's possible — even likely — that we won't quite reach that level by year-end.

We'll probably end up just below it.

I don't want to provide a different projection from what we've previously stated, but realistically, it will be difficult to close the year above 90%. That said, we should come close. We'll keep working hard toward that goal.

Used Vehicles sales have been performing very well, as you've seen, and we have a very positive outlook for Used Vehicles sales in the second half, as well as for *Sempre Novo* leases in the coming quarters. Still, I prefer to remain cautious and transparent in our projections.

So, while we may not reach 90% this year, we'll continue pursuing it, and I'm confident that if we don't achieve it in 2025, we will certainly get there in 2026.

**Jens Spiess, Morgan Stanley:**

Got it, that's clear. Thank you.

**Operator:**

Our next question comes from Mr. Filipe Nielsen, from Citi. Please go ahead, Filipe.

**Filipe Nielsen, Citi:**

Good morning, everyone, and thanks for taking my question.

I have one question and a quick follow-up. My first question is about credit. You've mentioned delinquency and the tighter interest rate environment several times.

Looking at today's credit environment, as you've described it, has the main impact been on demand for new contracts — meaning clients that you end up repossessing from earlier, or that sometimes don't even accept a contract and prefer to wait because of credit conditions — or has it been more on the sales side, in terms of financing for Used Vehicles? In short, where has credit been the bigger drag: demand or sales?

And my follow-up is about depreciation. Looking at the breakdown between machinery and trucks — I fully understood the dynamics and overall depreciation trend — but I wanted to know whether machinery has been the main drag, while truck depreciation is now more stable, or whether you still see both moving up together, but at a slower pace. Thank you.

**José Cezario, CFO:**

Hi Filipe, good morning, this is Cezario. On your first question about delinquency, I'd say the answer is both.

The current economic environment — with high interest rates and tighter credit conditions more broadly — has affected both demand for new contracts and Used Vehicles sales. On the demand side, we've been very selective and rigorous in approving new clients and projects, which naturally adds some pressure. At the same time, this environment has also led us, in some cases, to accelerate repossession processes so as not to postpone problems.

So, we've been addressing issues as soon as they arise — perhaps more quickly than in the past — precisely because of this challenging recovery environment. We believe the best way to protect our balance sheet and assets is to resolve situations early, often through the early return of assets by clients. That has also been a consequence of the slightly higher delinquency environment.

Now, before moving to depreciation, you also asked about Used Vehicles sales — to what extent the tighter credit environment has made things more difficult there. We have in fact been able to grow sales levels sustainably and consistently, setting new records.

But yes, we've also seen greater challenges in terms of credit availability for our Used Vehicles clients. Our Used Vehicles sales team has been reporting month after month that it's getting harder for customers to get financing approved. We believe sales would be running at an even stronger pace if not for these credit restrictions.

Even so, despite this tougher environment, we've continued to achieve successive records in Used Vehicles sales.

**Gustavo Couto, CEO:**

Filipe, if I may add one more point — this is Gustavo speaking. Regarding sales, it's true that commercial banks financing our clients have been declining more credit applications. That said, I want to highlight the strength of our team and the tools we've been implementing. Through digital marketing, we've seen strong growth in leads generated online. The Company has been intensifying its efforts in this area.

We've also expanded our commercial reach — not only through new proprietary stores, which you've seen us open in recent months, but also, and most importantly, through third-party partners, who account for an increasingly larger share of our Used Vehicles sales. So how do we offset this tougher credit environment and higher rates when selling a used truck? By expanding our sales reach. And this strategy has proven to be sufficient — actually more than sufficient — to overcome the current challenges with credit approvals for our clients.

That means that when interest rates eventually come down and credit availability improves, our Used Vehicles sales platform will already be stronger and more robust to face different market conditions. And when that happens, our sales capacity should be even greater. Sorry to interrupt you, Cezario — please go ahead with the depreciation question.

**José Cezario, CFO:**

On your final question about depreciation — whether machinery and equipment have been the main driver of higher depreciation rates — I don't see it that way.

Of course, each asset's depreciation depends heavily on when it was purchased and how new asset prices have behaved since then. In machinery and equipment, specifically agricultural equipment, we saw very steep price increases up until 2022, followed by downward adjustments due to weaker demand as the agribusiness sector faced a crisis.

As for construction equipment, I don't see any significant depreciation either. So I see more of a normalization trend in depreciation rates.

We already apply higher depreciation rates to machinery and equipment than we do to trucks. And we're confident that our annual reviews result in conservative depreciation assumptions.

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**Filipe Nielsen, Citi:**

Perfect, that makes everything very clear. Thank you, everyone.

**Operator:**

Our next question comes from Mr. Alberto Valerio, with UBS. Please go ahead, Alberto, your mic is now open.

**Alberto Valerio, UBS:**

Good morning, Couto, Cezario, Rodrigo.

Thank you for the opportunity.

First, I'd like to thank you for the guidance you've been providing us. It's been very helpful, along with this new way of reporting.

And building on that, I'd like to hear your view for next year. I know there's still a lot of ground to cover, but I think investors are eager to come back to Vamos. It's a company that is highly sensitive to interest rates.

We've seen top-line slipping a little more than we expected a year or two ago. Could you talk about what would drive a return to stronger top-line growth? Is it something more cyclical in agribusiness that you already see improving? Or is it more about Brazil's macro environment — GDP, lower interest rates? What could reignite Vamos' growth in lease revenue, contracted CAPEX, and deployed CAPEX? That would be very helpful. Thank you

**Gustavo Couto, CEO:**

Alberto, thank you for the feedback on our materials and guidance.

We always strive to be as transparent as possible, providing clear and objective information, and we'll continue to improve in that regard. Thanks again for your comments.

Now, on your question about top line, I'd break it into two points. First, we've been showing consistency in new contract signings. If you look closely, our pace of deployments has been quite robust — even stronger compared to our main competitor, which is when a client decides to purchase a truck. Our growth in contract signings has been well above those choosing to purchase.

So today, the lease model is no longer unfamiliar to our clients. Every company that's renewing or expanding its fleet seriously considers leasing as an option, and they run the numbers. So it makes sense to expect this growth momentum to continue, and the opportunity to remain strong in coming years.

Now, you're right when you say top-line growth has been weaker than in past years. And that's naturally because of repossessions. We had a significant wave of repossessions concentrated in the grain sector, which went through a cycle that penalized us after very rapid growth in that segment. Just as we expanded quickly, we also had to scale back to protect our assets and balance sheet.

Without that concentrated effect, we would have seen repossessions at manageable levels, even below the 5% I mentioned as normalized. And let's be clear — for a company the size of Vamos, it's natural to have some clients or sectors facing difficulties. We operate in a highly diverse set of industries, so it's part of the business risk in Brazil.

When you combine the two effects — the concentrated impact in grains plus the natural fluctuations in other sectors — that explains why revenue hasn't grown as strongly as in the past. Looking ahead, we're implementing measures to accelerate recovery. We've been improving fleet utilization: a year ago, it was 82%; we reached 85%; this quarter, 84%. Now our main goal is to push it back to 90%.

Once we reach that 90%, you'll see the top line normalizing and growing more consistently. Because growth is there. What's happening now is that we've also had to clean up part of our portfolio, and that has weighed on the top line.

I believe that by 2026, Vamos will be operating above 90% utilization, while continuing to grow at attractive levels — combining profitability, sustainability, and a business model that will keep expanding in Brazil, increasingly seen as the best alternative for fleet renewal.

So, Alberto, I hope this answers your question. I remain very confident in our business model. Despite the bumps we've seen in recent months, we have a highly promising business that's important both for our clients and for the country.

**Alberto Valerio, UBS:**

Very clear, Couto. Thank you.

**Operator:**

Our next question comes from Mr. Rogério Araújo, with Bank of America. Please go ahead, Rogério, your mic is now open.

**Rogério Araújo, Bank of America:**

Hi, good morning.

Couto, Cezario, thank you for the opportunity. The detailed breakdowns you've been providing are really helpful for analyzing results, so thank you for that.

I have a few follow-ups on asset repossessions. First, beyond the macroeconomic factors you've discussed, is there still a meaningful impact from the looser credit underwriting you had in the past — which you've said is now more disciplined? If so, how long will it take to fully clean up that stock?

Second, on the stricter credit selectivity you've mentioned: does that imply lower CAPEX ahead, perhaps closer to R\$4 billion than R\$5 billion, even for the next few years?

And lastly, about the 5% normalized repossession level — if we think about a company that doesn't grow, that would mean over a five-year cycle, 25% of assets repossessed, or one in four trucks. Is that the right way to think about it? And if so, shouldn't the company be even more selective on credit so repossessions come in below that level?

Also, do you benchmark against any international truck leasing companies to check whether this 5% normalized level is natural? Any insights would be helpful. Thank you.

**Gustavo Couto, CEO:**

Hi Rogério, this is Gustavo Couto. I'll start, and Cezario can jump in anytime.

Starting with your last point — the 5% normalized repossession level in a company that doesn't grow. Honestly, that scenario doesn't exist. Vamos is going to keep growing. We have both the opportunities and the balance sheet to support growth, and if the business environment improves, we'll continue to expand.

As I showed earlier, leasing continues to gain market share versus outright truck purchases, and that's happening across multiple industries. For example, in slide 9 we highlighted growth in urban sanitation fleets, strong momentum in e-commerce with several players, and continued opportunities across agribusiness — beyond grain transport, which is more volatile, we're also talking about the sugar and ethanol industry and other areas with strong potential. And let's not forget infrastructure and services — Brazil has major infrastructure needs. So, Rogério, I have no doubt there is plenty of room to grow sustainably. That's why I think assuming a static 5% repossession level in a no-growth scenario is a very pessimistic view that I don't share.

Now, on credit selectivity. Yes, we grew fast in the past, and naturally, we extended credit. But our credit issues were much more linked to cyclical sectors where we had heavy exposure, not necessarily weak credit analysis. And that's one of the main lessons: to avoid high repossession volumes, we must avoid excessive exposure to highly cyclical sectors.

Credit risk is inherent to our business model — we take some risk every time we lease an asset. But the key is to keep that risk moderate. Where we ran into more challenges was in cyclical industries where our exposure grew too concentrated. That's what we want to avoid going forward.

So when we first shared that 5% normalized repossession assumption, it was a cautious benchmark. Over time, as our portfolio quality continues to improve — with increasingly robust clients adopting leasing as an alternative — I believe we can run below 5%. But I won't overpromise, since today we're still above that threshold. We need to bring repossessions down so that you can see Vamos' ability to grow sustainably and profitably. Cezario, do you want to add anything?

**José Cezario, CFO:**

Just a quick add-on.

The main issue with repossessions has been concentration — a large volume of similar assets, mostly from agribusiness, came back at the same time. While today we're running at or above 5%, I don't believe that's the "normal" level going forward.

And remember, we already have the scale, network, and capabilities — which keep expanding — to either redeploy those assets in a second lease cycle through our *Sempre Novo* program or sell them in the used market. This dynamic is a positive one that allows us to manage

repossessions efficiently while keeping fleet utilization at healthy levels — above 90%, which we've flagged as the right benchmark.

So, in my view, we're adjusting the machine to handle this more naturally: growing the second-life leasing business and strengthening our resale capacity, while also diversifying the used portfolio to reduce its dependence on agribusiness. That gives us more flexibility to either resell or re-lease, maintaining utilization and profitability at sustainable levels.

**Rogério Araújo, Bank of America:**

Thank you. And just to confirm, from your answer it sounds like the R\$4 billion CAPEX level you're guiding this year isn't the new normal — you expect it to increase again. Is that correct?

**Gustavo Couto, CEO:**

Yes, exactly. As market conditions improve, we'll aim for higher growth, because the opportunities are definitely there. So the answer is yes — we have room to grow beyond that level. We don't see any shortage of opportunities, quite the opposite. And we certainly have the willingness to grow.

**Rogério Araújo, Bank of America:**

Thanks, Couto, thanks Cezario.

**Gustavo Couto, CEO:**

Thank you, Rogério, for your questions once again.

At this point, we've reached the end of the live questions. We've received several questions through our website, and our IR team has asked me to let you know that we'll be answering all of them in writing. So, with that, we'll now close the Q&A session.

**Operator:**

The Q&A session is now closed. We'd like to turn the call over to Mr. Gustavo Couto for his closing remarks.

**Gustavo Couto, CEO:**

Well, everyone, once again, thank you for joining us today. I'll keep my closing remarks brief, but here are the key messages I want to leave you with.

First, today, every company thinks about leasing a truck before buying one. That mindset is already a reality for fleet operators across the country, and it gives us great confidence that there's a strong market for us to continue growing. As we showed with full transparency, there are multiple sectors driving this opportunity.

In addition, we're also seeing large companies with recently renewed fleets turning to us as they look for ways to improve costs and strengthen their balance sheets through sale and

leaseback transactions. Demand for this product has been increasing, and we see it as a very attractive opportunity to deliver fast deployments and quick returns.

Several sectors of the economy continue to grow strongly — I mentioned e-commerce, but there are many others I won't repeat here. Another important opportunity we're working on, and where we know we can improve, lies in shorter-term contracts of two to three years, especially for assets entering their second lease cycle. That's an area we're prioritizing and where we see great potential ahead.

Two additional points worth highlighting: pricing and contract extensions. On pricing, we've proven our ability to remain competitive even though we reduce inventory and cut back on early purchases. Despite the current high interest rate environment, we've still been able to secure attractive acquisition terms and maintain strong yields and IRRs — which underscores our pricing discipline.

On contract extensions, we continue to see this as a major opportunity for both our clients and Vamos. Extending contracts with the same assets allows us to adjust prices while providing customers with high-quality service at a much more competitive cost than renewing their fleet at that moment. In practice, this means extending the useful life of a truck from, say, five years to six or seven — which creates clear value for both sides.

And finally, the Company's top priority remains improving the turnover of our inventory and reaching a fleet utilization rate of 90%. Used vehicle sales are already showing positive momentum, and we're confident that the *Sempre Novo* program will open up even more opportunities for us in the second half of the year.

So once again, thank you for your trust and for following Vamos. We remain confident, committed, and fully focused on building a business that is only just beginning. Thank you very much.

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**Operator:**

The VAMOS conference call is now closed. Thank you for your participation and have a good afternoon.

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