INSTITUTIONAL PRESENTATION

VAMOS

3Q25

VAMOS LOCAÇÃO

VAMOS SEMINOVOS

BMB

TRUCKVAN

UMA EMPRESA DO GRUPO SIMPAR

DISCLAIMER

This material has been prepared by **VAMOS** and may include statements that represent expectations about future events or results. Such information is based on the beliefs and assumptions of the Company's management and on currently available information.

Forward-looking statements depend substantially on market conditions, government regulations, and on the performance of the industry and the Brazilian economy, among other factors. Operating data can affect the future performance of **VAMOS** and may lead to results that will differ materially from those expressed in such future consideration This presentation is a summary and does not purport to be complete.

The Company's shareholders and potential investors should always read this presentation together with the Financial Statements and the Earnings Release.

VAMOS: UNDISPUTED LEADER IN HEAVY VEHICLES OPERATIONAL LEASING IN BRAZIL

R$5.5Bn
Net Revenue
3Q25 LTM

R$3.5Bn
EBITDA
3Q25 LTM

R$13.0Bn
Contracted
Revenues 3Q25

~54k
Assets in the Fleet

~1.1k
Customers

+6.5k
Partner service centers

VAMOS Business Units % 3Q25 LTM Consolidated Net Revenue

73%

VAMOS Leasing

Leader in heavy vehicle leasing, providing customized solutions and efficient management

21%

VAMOS Used Assets Sales

The largest nationwide network for selling pre-owned trucks, machinery, and equipment

6%

VAMOS Industry

Manufacturing and customizing road implements in partnership with leading OEMs

Company's Timeline

- **2015** – Creation of VAMOS specialized on leasing and sale of heavy vehicles
- **2021** – R$890MM IPO focused on funding new growth cycle + R$1.1Bn Follow-on
- **2022** – R$640MM Follow-on
- **2023** – R$1.3Bn Follow-on
- **2024** – Dealerships spin-off
- **2025** – Record Leasing Revenue and EBITDA

Unique positioning in the market: buying, leasing and selling

- ✓ **Expanded product offering drives growth and diversifies revenue** through a focused leasing strategy
- ✓ Scale and coverage in **all regions of the country**
- ✓ **Innovative and economical solution** for customers
- ✓ **Teams and management with vast experience** aligned by a culture with focus on customers and sustainable results
- ✓ **Broad network** of dealerships and used-vehicle stores in Brazil

SIMPAR: GROUP WITH SOLID TRACK-RECORD OF CAPITAL ALLOCATION AND GROWTH

3Q25 LTM

R$47.6Bn | **Gross Revenue**
R$11.5Bn | **EBITDA**

SIMPAR

NOVO MERCADO BM&FBOVESPA 38.7% | **61.3%** (1)

VAMOS

Leader in the leasing of trucks, machinery and equipment in Brazil

NOVO MERCADO BM&FBOVESPA 35.0% | **67.7%** (1)

movida aluguel de carros

Second largest car rental and leasing company in Brazil

NOVO MERCADO BM&FBOVESPA 28.1% | **71.9%** (1)

JSL ENTENDER PARA ATENDER

Integrated portfolio of logistic services and **leader** in road logistics in Brazil

NOVO MERCADO BM&FBOVESPA 28.2% | **71.8%**

AUTOMOB

Largest and most diversified group of dealerships of light and heavy vehicles in Brazil

100.0%

Other Businesses

CSInfra

BBC DIGITAL

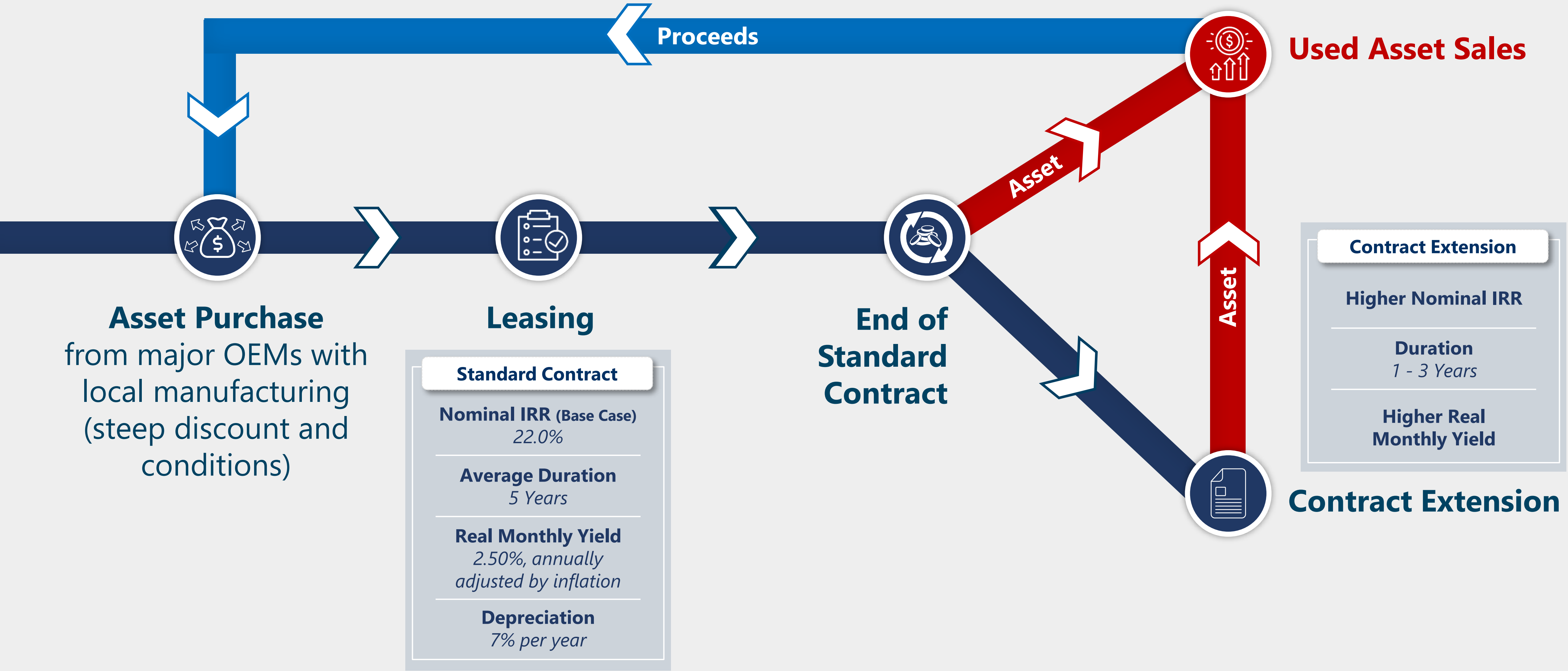
CSBRASIL

Key Highlights

~54k Trucks, Machinery and Equip.	105 Used Assets Sales Network	R$13.0Bn Contracted Revenues	R$5.5Bn Net Revenue 3Q25LTM *13% of SIMPAR Group*	R$3.5Bn EBITDA 3Q25LTM *31% of SIMPAR Group*

(1) The stake informed above considers SIMPAR's direct stake in the subsidiaries and the position through derivatives referenced in common shares contracted by CS Brasil Holding e Locação S.A., a wholly-owned subsidiary of SIMPAR, according to the notice to the market released on 12/22/2023.

UNIQUE BUSINESS CYCLE: BUYING, RENTING AND SELLING



STABLE, LONG-TERM CONTRACTS ENSURE PREDICTABLE CASH FLOWS

Standard Contract

Contract Term
60 Months

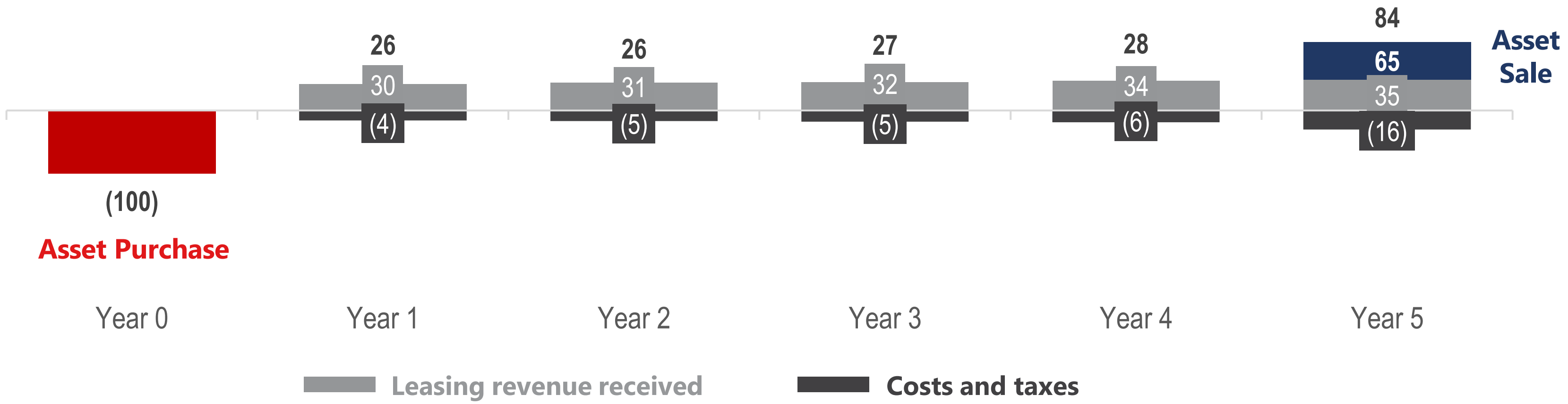
Real Monthly Yield
2.5%

Depreciation
7.0% per year

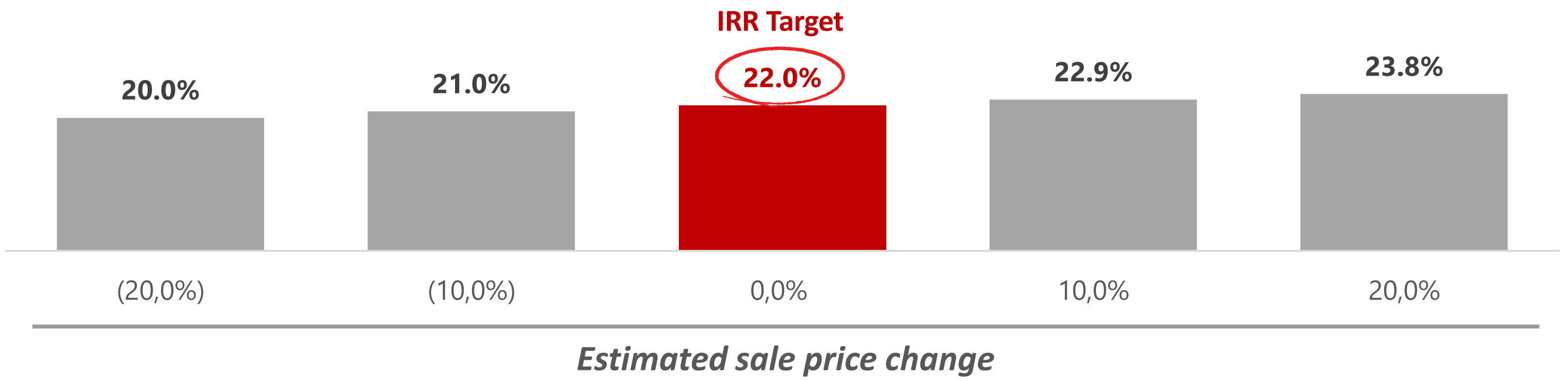
Inflation Adjusted
4.0% per year

Theoretical and simplified example of a truck lease contract(1)

(100 basis)



Contract nominal IRR 2 vs. Estimated sales price variation



(1) Considers taxes on revenue, credit of PIS / COFINS and costs with IPVA and IR / CSLL;

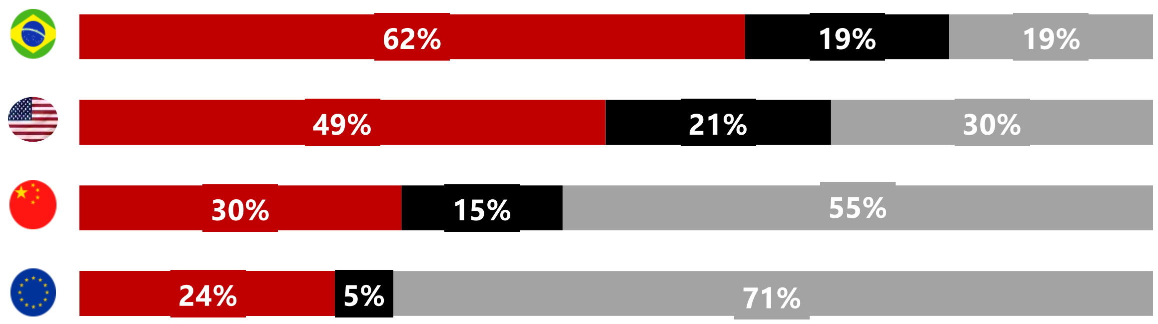
Leasing Operations

Section I

UNDISPUTED LEADERSHIP IN AN UNDERPENETRATED MARKET

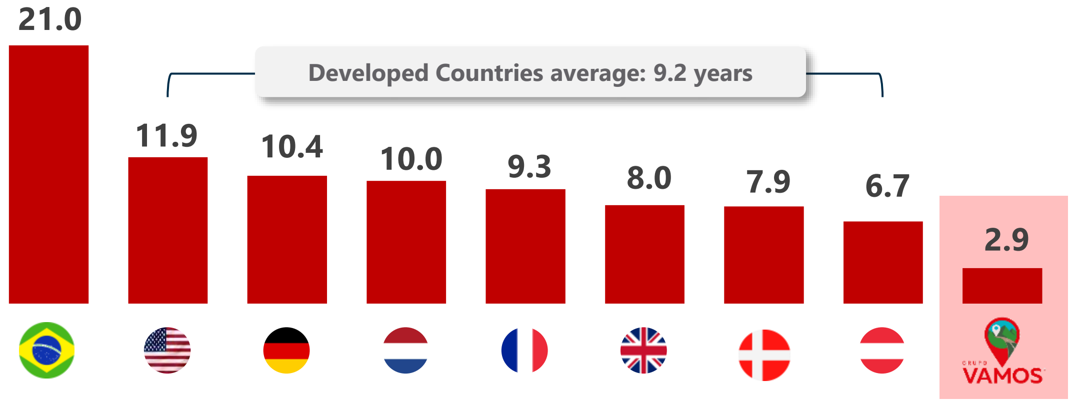
Brazil's freight and logistics backbone is heavily based on road transportation

Transportation Matrix breakdown by Country | %

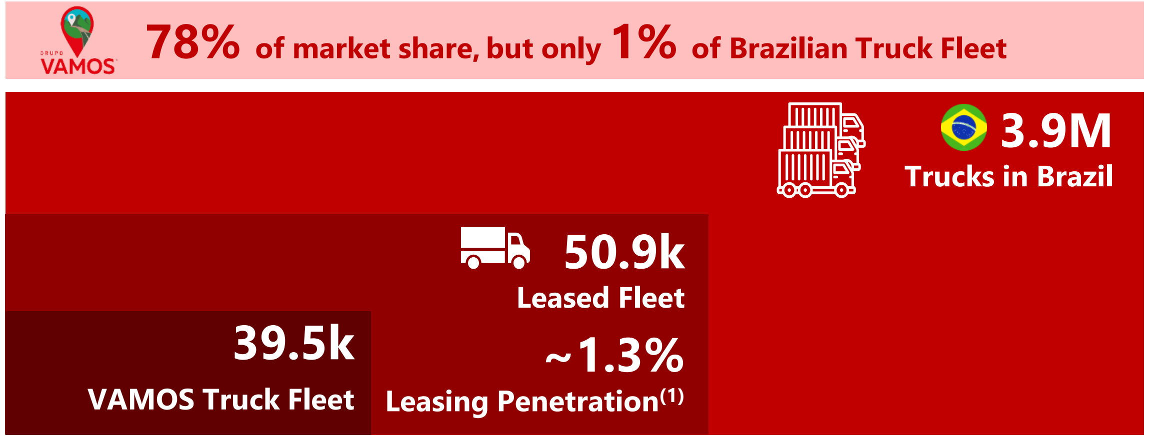


Average age of the national fleet

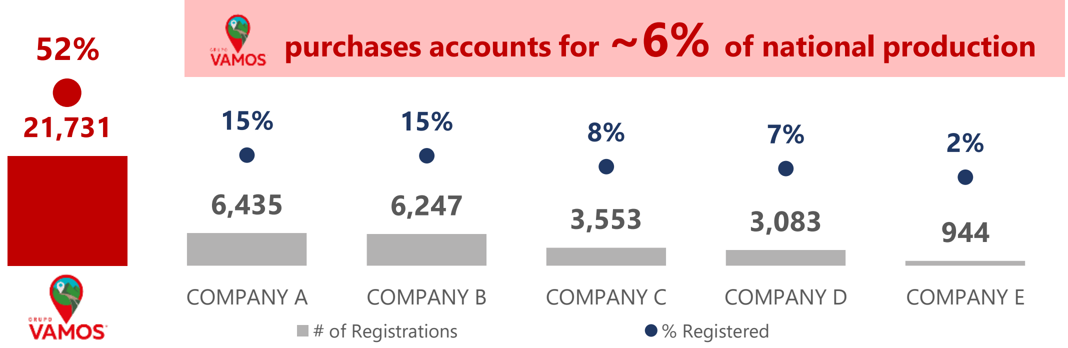
Years, As of 2024



Brazilian Truck market underscores room for growth



VAMOS is responsible for more assets purchases than all its competitors combined (2021-Sep/25)



Analysis carried out with the following companies (in alphabetical order): Addiante, LM, Localiza, Transmaroni and Unidas.

Source: Company, ABLA and Fenabrave, Sindipeças, ACEA and S&P
Notes: (1) Leasing fleet penetration: 50.9 K / 3,950 K;

VAMOS ecosystem

% **VAMOS' Fleet**

Portfolio Serving as a Backbone for Multiple Segments

78% Trucks and Buses

Trucks

The largest nationwide network of truck leasing and sales

Buses

Dedicated projects for all passenger transport modes

Bioenergy

Construction

General Cargo

Mining

Power & Utilities

Waste Management

Fuel Distribution

Beverages

E-commerce

Buses

12% Logistics

Intralogistics

Solutions to optimize logistics and storage in distribution centers

10% Agro and Yellow Line

Agro Line

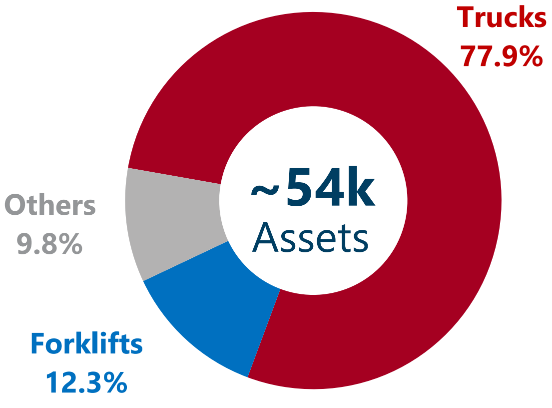
Tailored solutions to tackle all agricultural challenges

Yellow Line

A wide range of equipment for construction and mining sectors

DIVERSIFICATION OF SECTORS, ASSET PROFILE AND CLIENTS

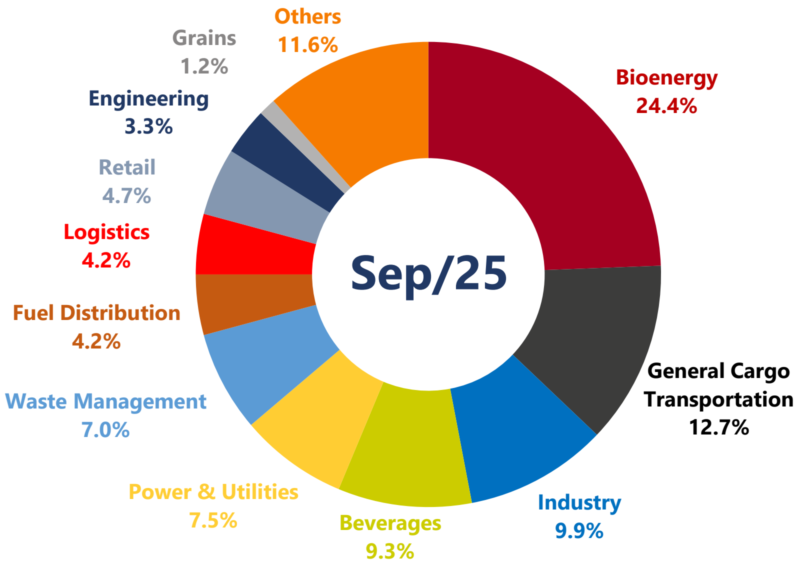
Fleet Diversification | Sep/25



Wide range of brands and models

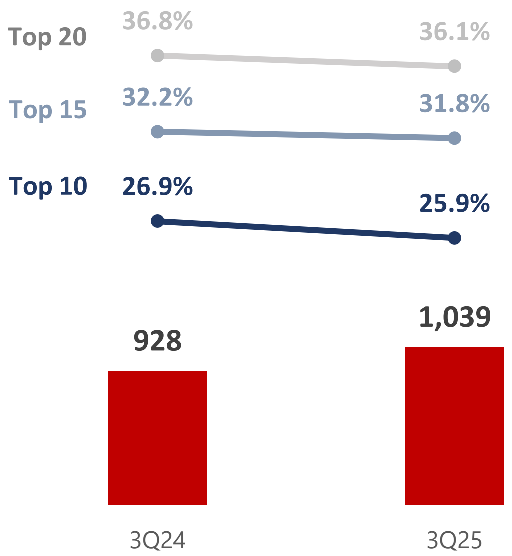
Among others

Leasing revenue breakdown by client segment | %



Segments	Sep/25 vs Dec/24
General Cargo Transportation	+3.7 p.p.
Logistics	+1.9 p.p.
Engineering	+1.5 p.p.
Industry	+0.5 p.p.
Passenger Transportation	+0.2 p.p
Mining	-0.1 p.p
Sugar and Ethanol	-0.2 p.p.
Others	-0.3 p.p
Retail	-0.4 p.p
Fuel Transportation	-0.5 p.p
Urban Cleaning	-0.5 p.p
Food Industry	-0.5 p.p
Agribusiness	-0.5 p.p
Services	-0.6 p.p
Grain transportation	-0.8 p.p.
Beverages	-0.9 p.p
Electrical Energy	-2.5 p.p

Top Clients' share in net lease revenue | R$ million

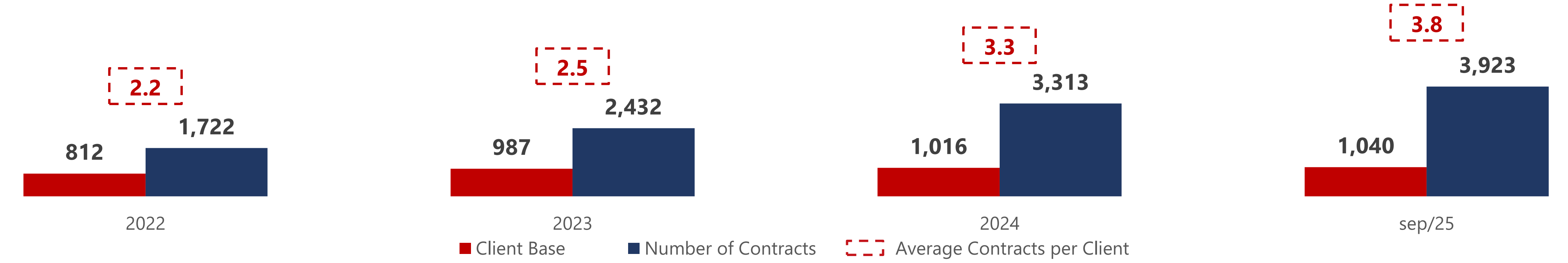


Selected Clients

Among others

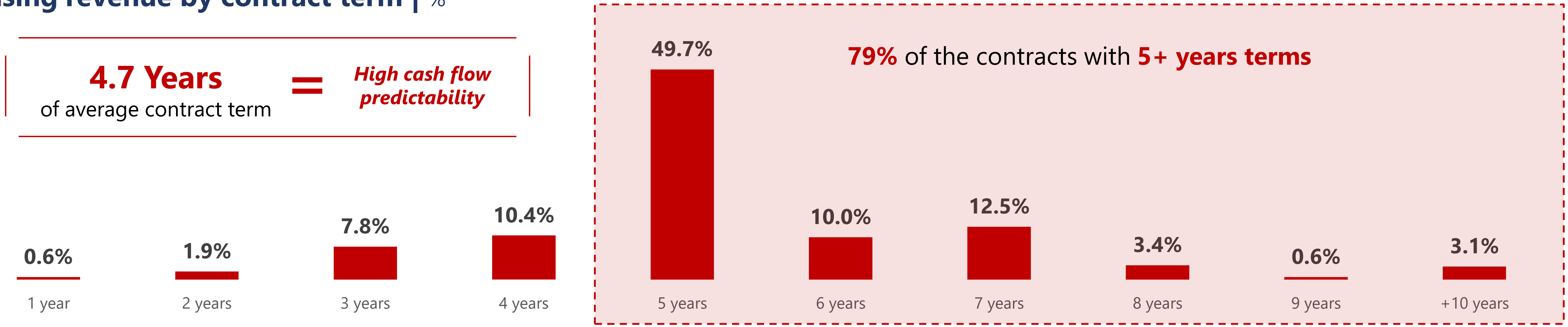
CONSISTENT GROWTH ON A SOLID CLIENT BASE AND LONG-TERM CONTRACTS

Client Base and Number of Contracts Evolution |



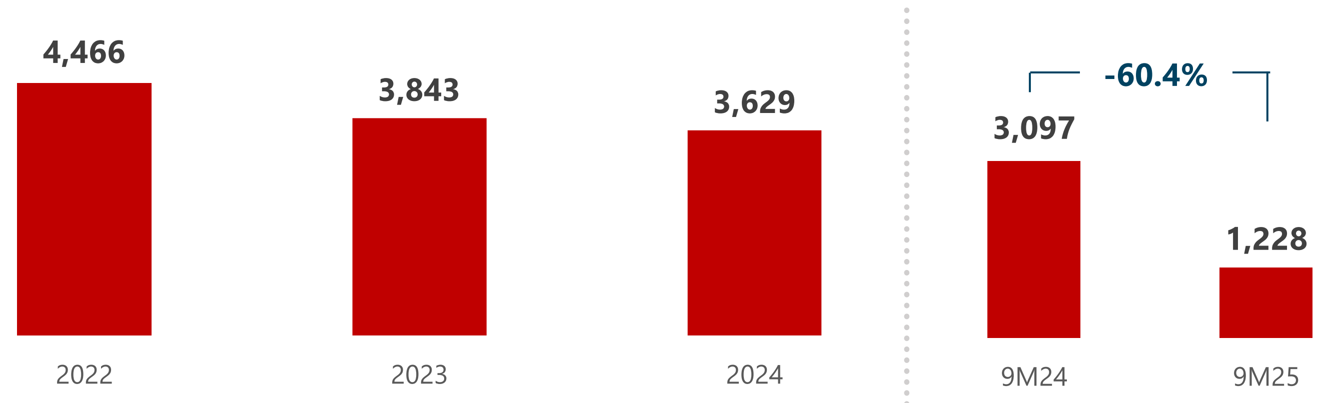
Leasing revenue by contract term | %

4.7 Years of average contract term = ***High cash flow predictability***



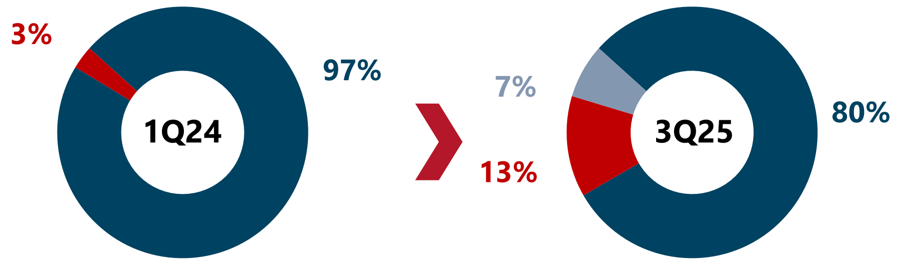
ROBUST CONTRACTED REVENUES COUPLED WITH NET CAPEX EFFICIENCY

Net Capex[1] | R$ million



Breakdown by Contract Type | % of Contracted CAPEX[2]

Expension and Renewal – new assets
Contract extension
Redeployment (2nd Cycle)

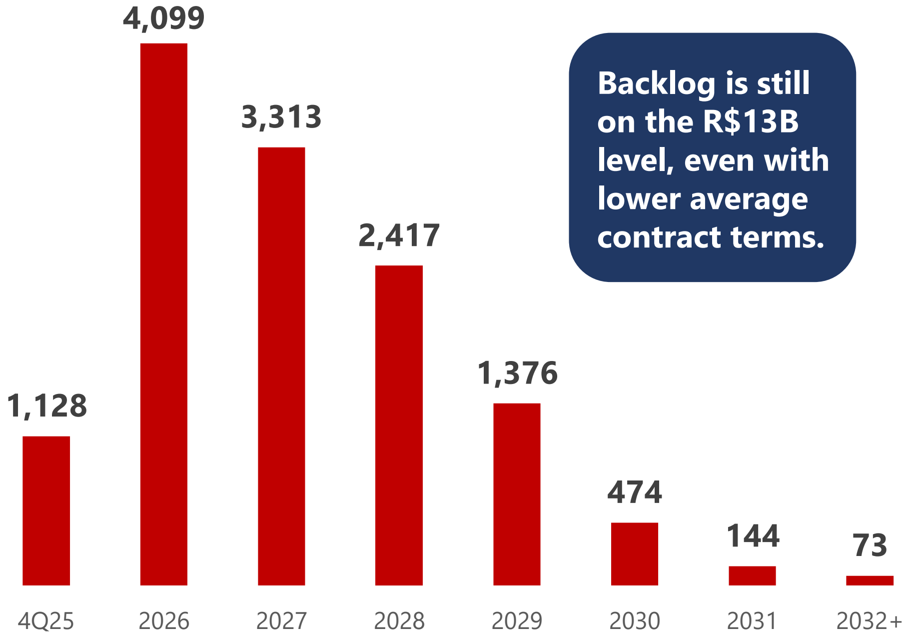


Greater exposure to contract extensions reduces the need for Net CAPEX and working capital*, in addition to eliminating the need to go through the process of demobilization and deployment*

Contracted Revenues Distribution | R$ million

R$13.0Bn

3Q25 Contracted Revenues



Backlog is still on the R$13B level, even with lower average contract terms.

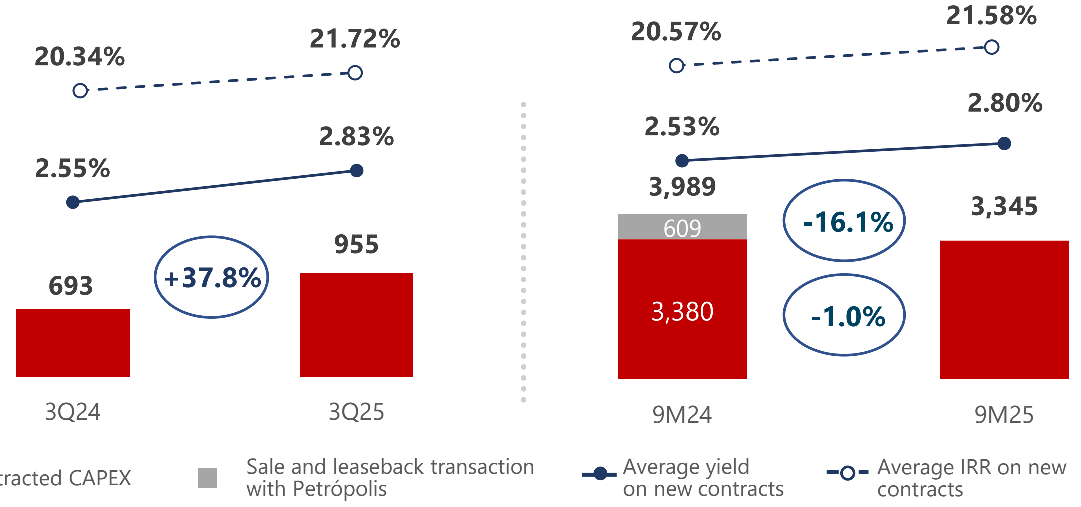
(1) Net capex calculated as Purchase of new assets less Net Revenue from Asset Sales
(2) Information publicly disclosed in company's IR website and available at https://ri.grupovamos.com.br/en/financial-information/presentations/

MORE PROFITABLE CONTRACTS AND LOWER NEED FOR NEW CAPITAL

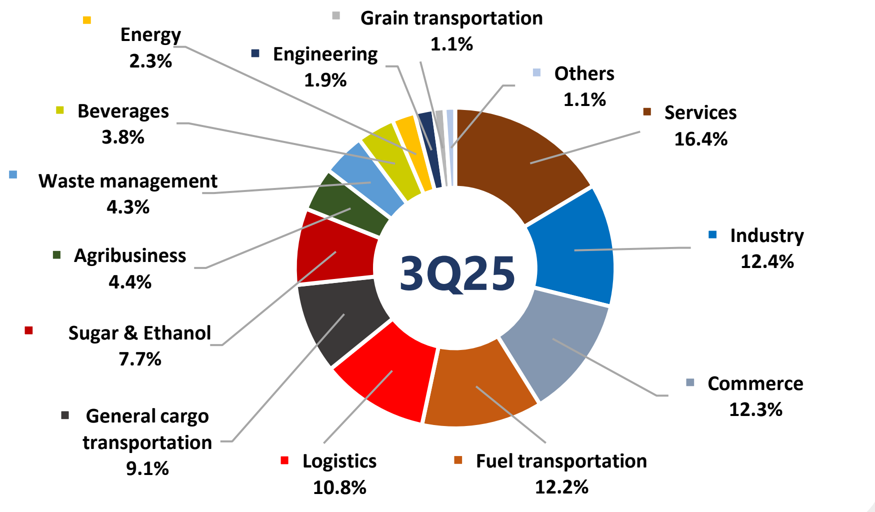
HIGHER IRR AND YIELD, DIVERSIFIED SECTOR DEMAND, AND CONTRACT EXTENSIONS WITHOUT NEW CAPEX

Contracted Capex | R$ million

Resilient Contracted Capex in the year guarantees **consistent leasing net revenue growth** (+**12%** YoY).



Contracted Capex by segment



Contracted CAPEX by contract type

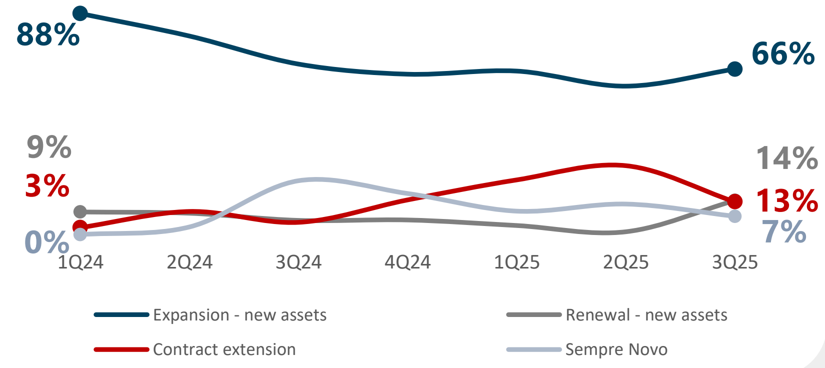
(R$ million)	3Q25	Average Term (months)	9M25	Average Term (months)
Contract expansion with new assets	**631**	51	2,131	54
Renewal with new assets	**130**	54	192	53
Contract extensions with same used assets and price adjustments	**125**	19	703	22
Sempre Novo – used assets	**70**	28	320	36
Total	**955**	**46**	**3,345**	**45**

44% of contracts ending until Sep/25 were extended

Breakdown by contract type

% of Contracted CAPEX

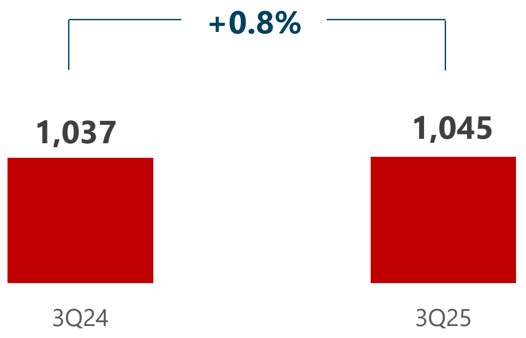
- Extending contracts with the same assets reduces the need for net CAPEX, working capital, demobilization and deployment

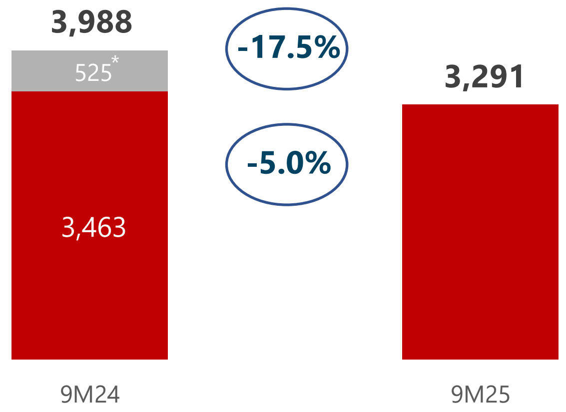


CONTRACT EXTENSIONS ABOVE EXPECTATIONS UP TO SEP/25

BACKLOG REMAINS AT R$13 BILLION EVEN WITH SHORTER AVERAGE CONTRACT TERMS

Deployed CAPEX | R$ million





*Sale and leaseback transaction with Petrópolis

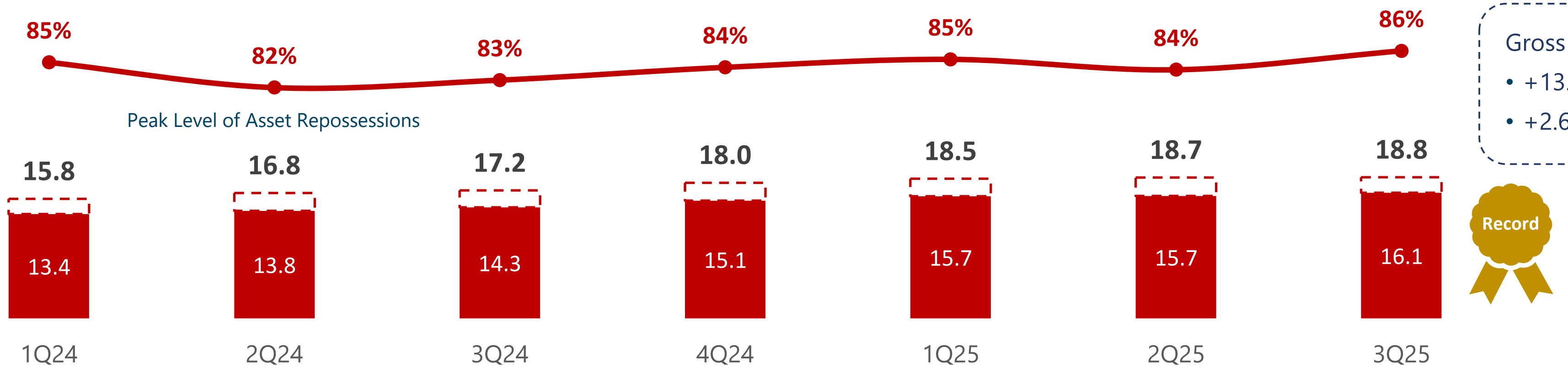
Deployed CAPEX by contract type | R$ million

(R$ million)	3Q25	Average Term (months)	9M25	Average Term (months)
Contract expansion with new assets	708	53	2,144	53
Renewal with new assets	68	51	94	52
Contract extensions with same used assets and price adjustments	161	19	696	22
Sempre Novo – used assets	108	30	357	33
Total	**1,045**	**44**	**3,291**	**44**

RECORD LEASED FLEET WITH IMPROVEMENT IN FLEET OCCUPANCY RATE

LEASED ASSETS CONTINUE TO GROW (+13% vs. 3Q24 and +3% vs. 2Q25)

Fleet occupancy rate | R$ billion and %



Gross Leased Fixed Assets:

- +13.0% vs. 3Q24
- +2.6% vs. 2Q25

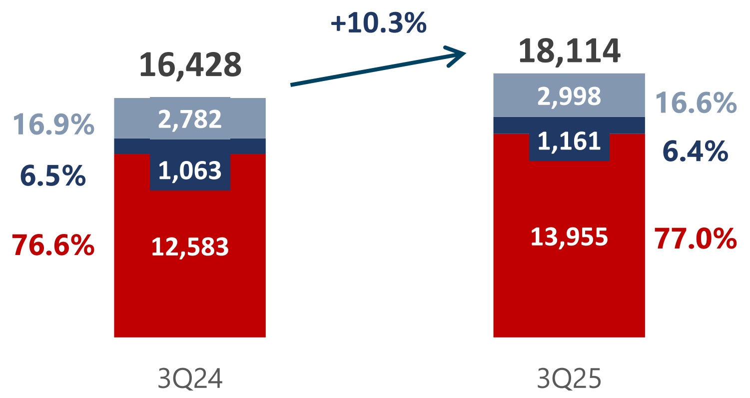
(1) Historical cost balance of vehicles, machinery, and equipment classified as fixed assets, plus assets held for sale (see explanatory notes 12 and 14 of the Financial Statements).
(2) Total fixed assets, minus assets held for sale and new and used assets available for lease or sale.

Total Fleet and Asset Diversification

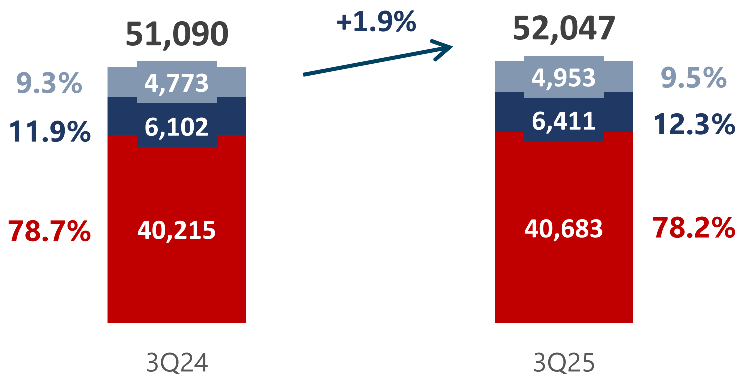
(Does not include Used Vehicles inventory)

Trucks | Forklifts | Construction and Agricultural Equipment | % Fleet Share

PP&E (R$ million)



(Units)

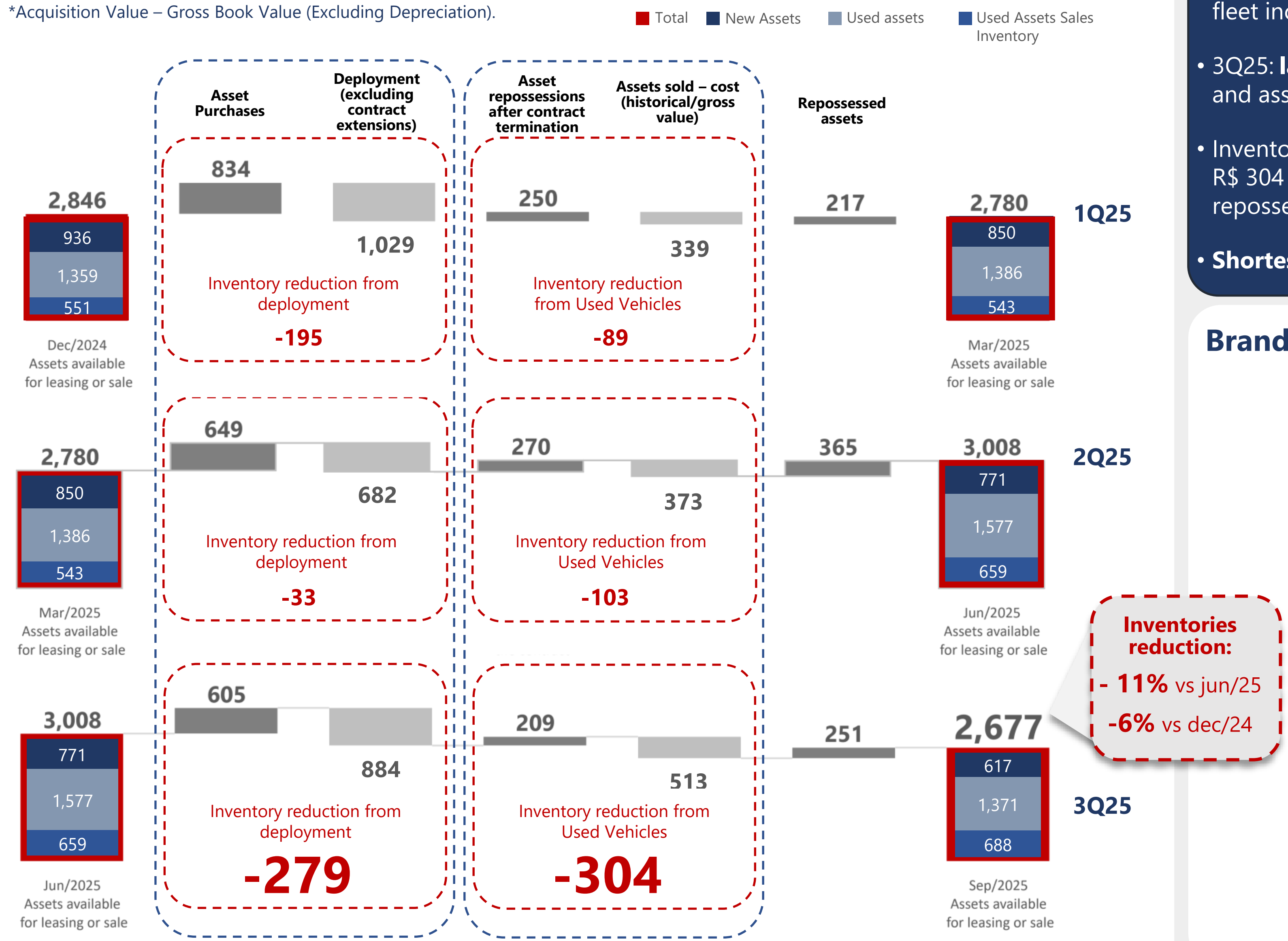


3Q25 IS THE LOWEST INVENTORY OF THE YEAR

STRONG PACE OF DEPLOYMENT, ASSET SALES, AND LOWEST LEVEL OF NEW ASSETS INVENTORY SINCE THE IPO

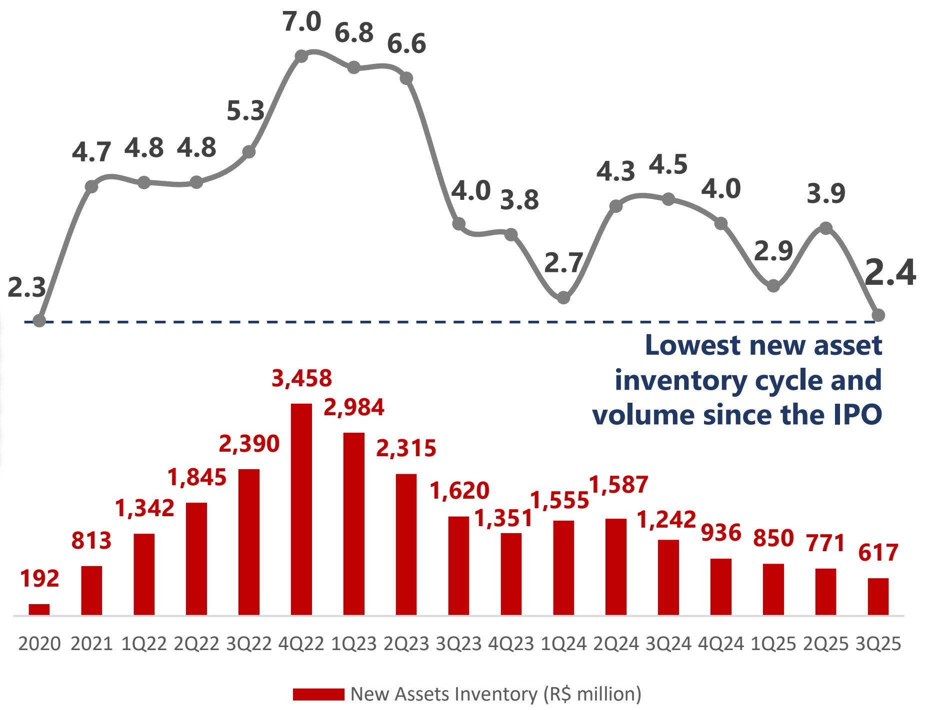
Assets available for lease or sale* | R$ million

*Acquisition Value – Gross Book Value (Excluding Depreciation).



- Fleet **utilization improvement** actions in 3Q25 **immediately** offset the idle fleet increase seen in 2Q25.
- 3Q25: **largest inventory reduction** of the year, both through deployment and asset sales.
- Inventory reduction from deployment and sales (R$ 279 million + R$ 304 million = R$ 583 million) was **132% higher** than the asset repossessions in the quarter (R$ 251 million).
- **Shortest new asset inventory cycle since the IPO.**

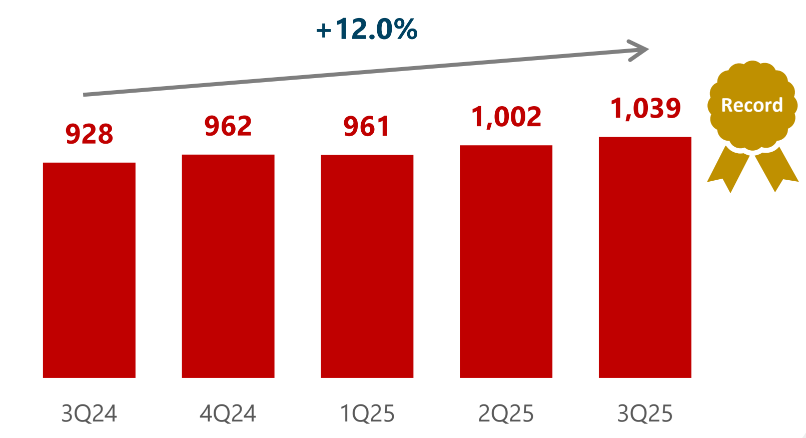
Brand-new asset inventory optimization | Months and R$ million



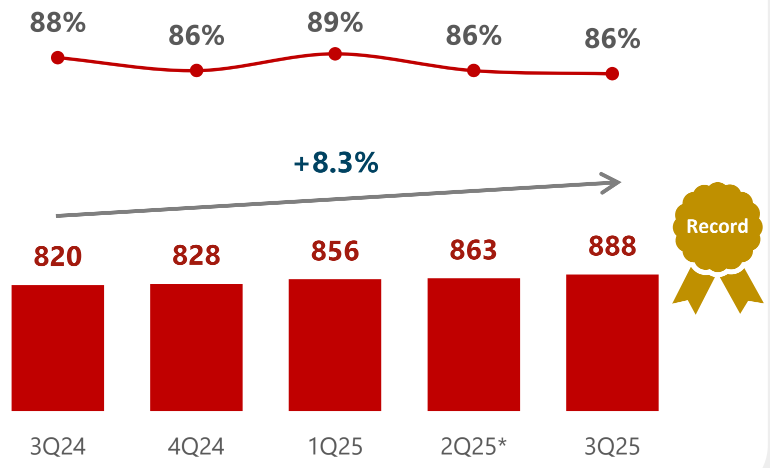
LEASING BUSINESS WITH RECORD REVENUE AND EBITDA

MARGINS REFLECT STRATEGIC INVESTMENTS IN THE MAINTENANCE OF REPOSSESSED FLEETS

Net Revenue from Services | R$ million



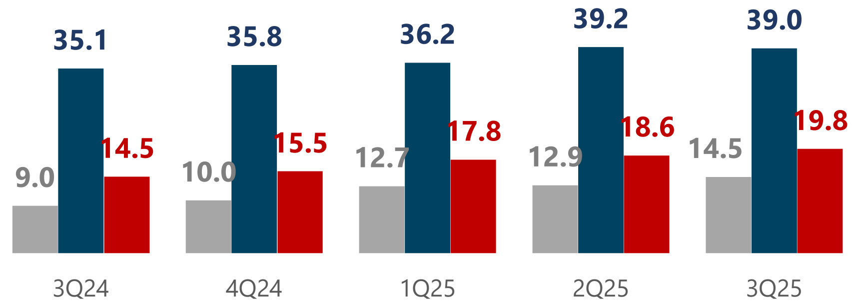
Services EBITDA | R$ million



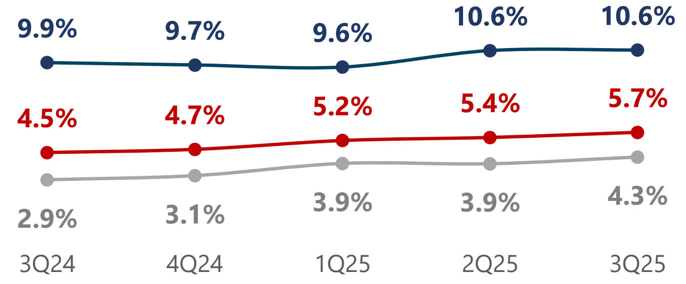
- **Record leasing revenue:** higher occupancy rate, yield and contract deployment.
- **EBITDA** expansion: higher revenue and lower delinquency.
- **Lower** EBITDA margin: higher maintenance costs, sales team adjustments, and reduced PIS/COFINS tax credit.
- Depreciation: **in line with Company estimates.**
- EBIT: **first QoQ increase since 2Q24.**
- **Lower** EBIT margin: continued depreciation vs. occupancy still in recovery.

Depreciation

Annualized Depreciation per Asset
(R$ thousand)



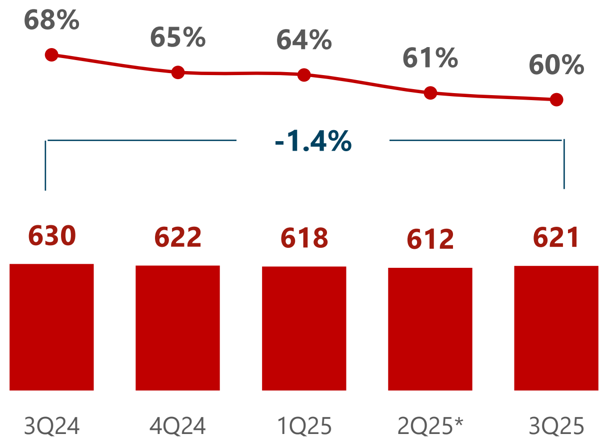
Implicit Depreciation Rate
(%)



Trucks Machinery Total

Annualized depreciation per asset: depreciation for the quarter × 4 ÷ average fleet for the period.
Depreciation rate: depreciation for the quarter × 4 ÷ average fixed assets for the period.

Services EBIT | R$ million



*Adjusted figures exclude one-off and non-recurring effects from the reversal of provisions related to company acquisitions in 2Q25.

Used Asset Sales Operations

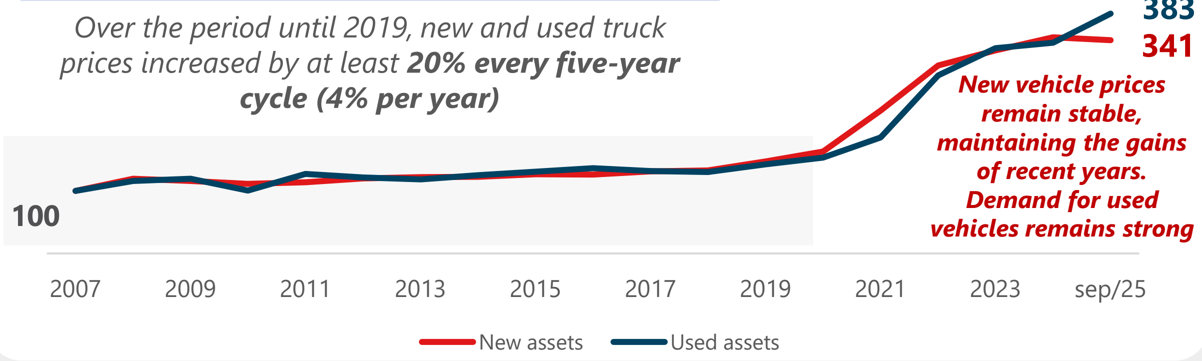
Section II

RELEVANT OPPORTUNITY IN THE USED HEAVY VEHICLES SALES

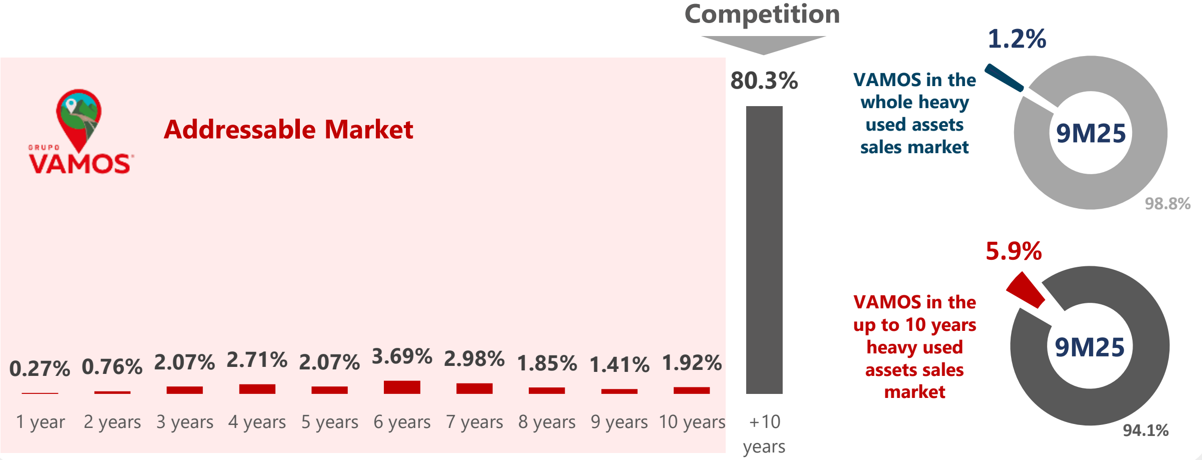
Correlation between new and used asset prices

FIPE table

Inflation accumulated at 225% over the period[2]



Sales breakdown of used vehicles by active age

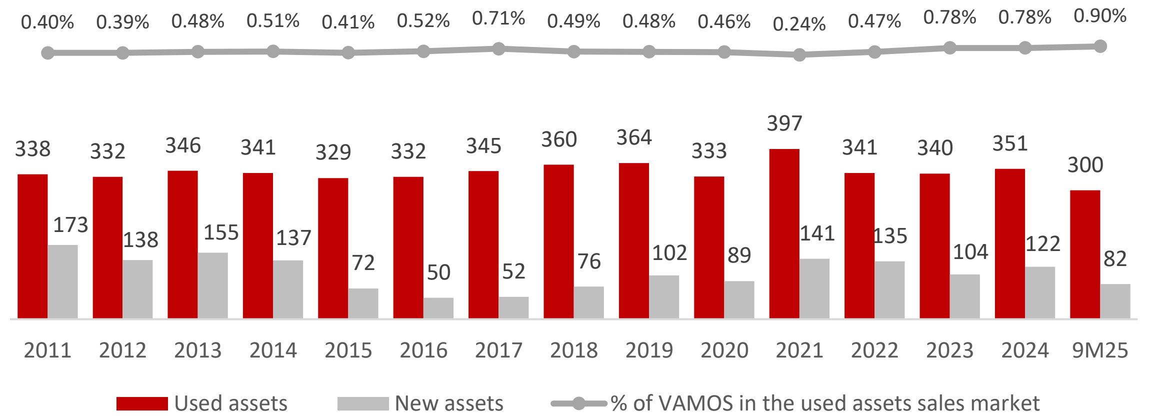


Used Heavy Vehicles Market – trucks and buses[1] (9M25)

VAMOS is growing in a niche market that is also growing

Sale of used vehicles with high absorption capacity – excluding buses and truck tractors

Thousands of Sold Vehicles | %



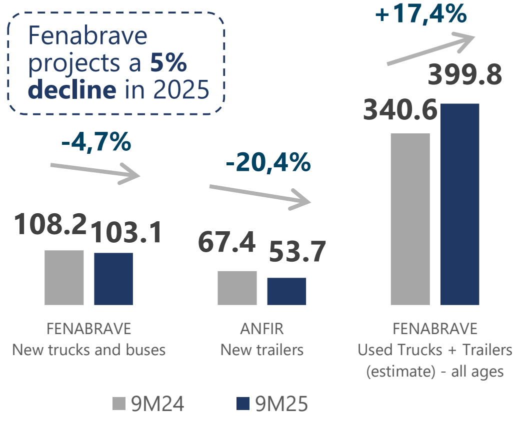
(1) Does not include light commercial vehicles or machinery; Source: Fenabrave + company estimates (2) Considers IGPM

RECORD QUARTER FOR USED VEHICLES SALES

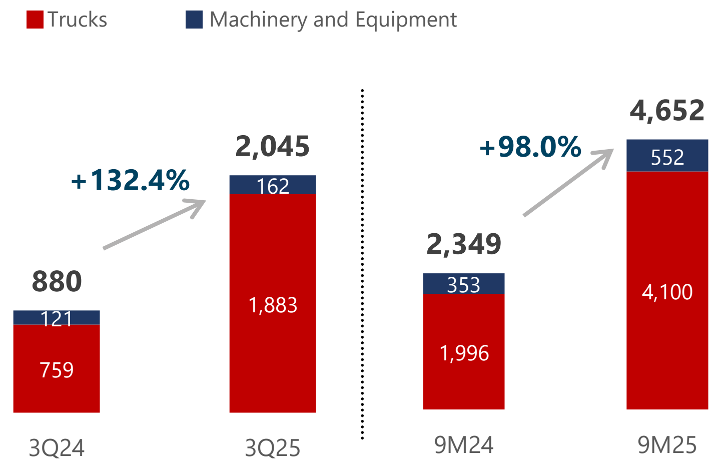
CONFIRMS THE QUALITY AND LIQUIDITY OF OUR ASSETS

New Truck and Equipment Market

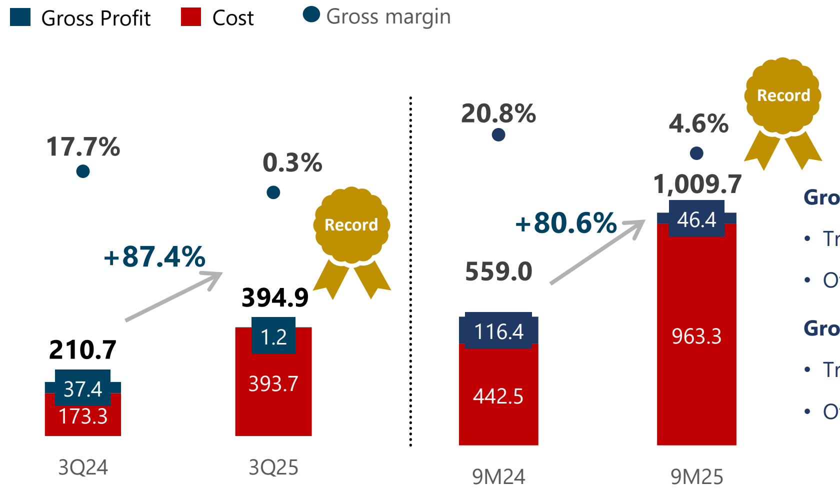
(Fenabrave and ANFIR – thousands of units)



Sales Volume | Units



Net revenue, Gross profit (R$ million), and Gross margin (%) on Asset sales



Gross Margin 3Q25

- Trucks: +1.6%
- Others: -12.8%

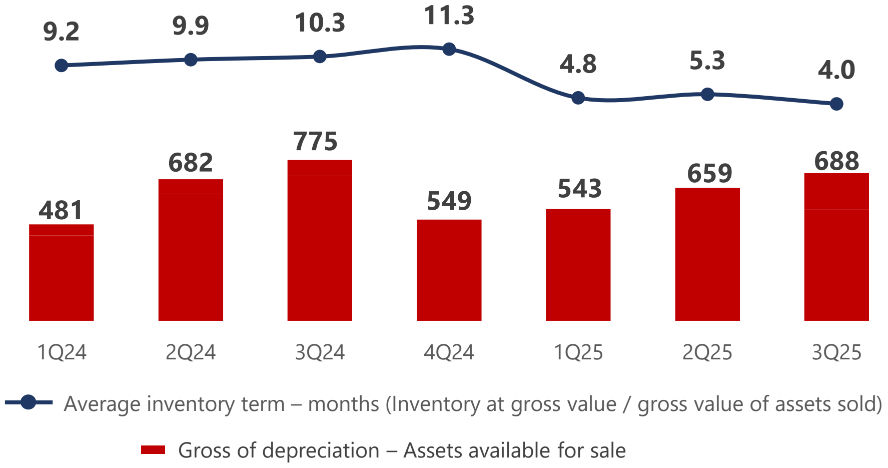
Gross Margin 9M25

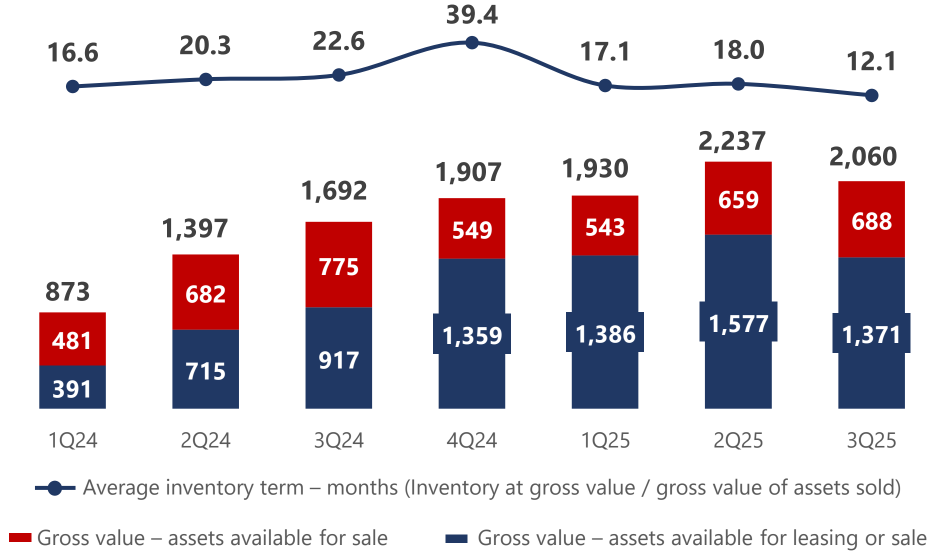
- Trucks: +6.0%
- Others: -5.0%

Inventory of Assets Available for Sale* | (Months and R$ million)

*Acquisition Value – Gross Book Value (Excluding Depreciation).

- **Lowest** Used Vehicles inventory cycle since 3Q23;
- The **net depreciation value** of the amount of assets available for lease or sale plus assets available for sale (R$2.1 billion in 3Q25) is **R$1.7 billion**.



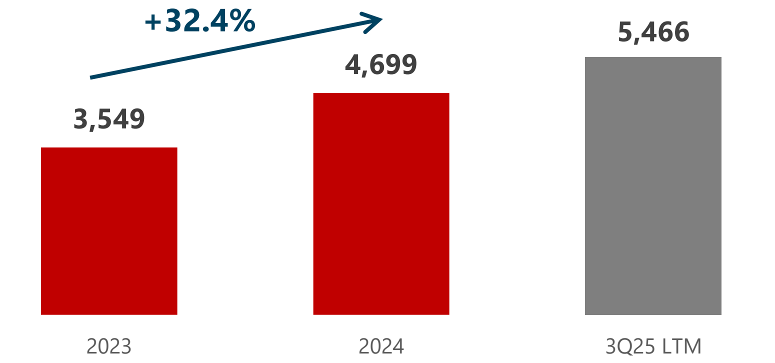


Results Highlights

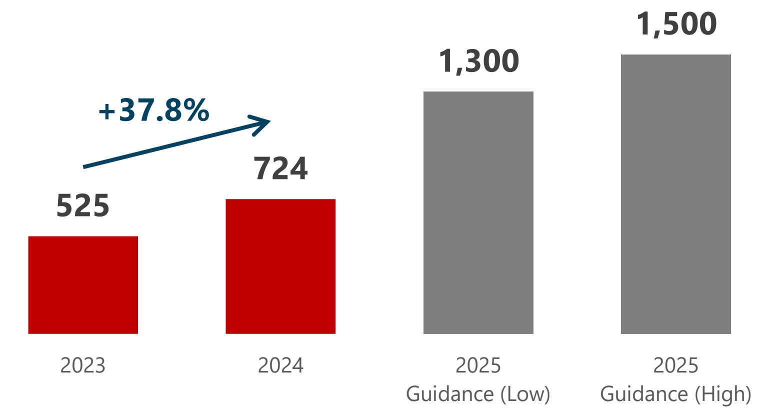
Section III

STRONG OPERATING PERFORMANCE OVER THE YEARS

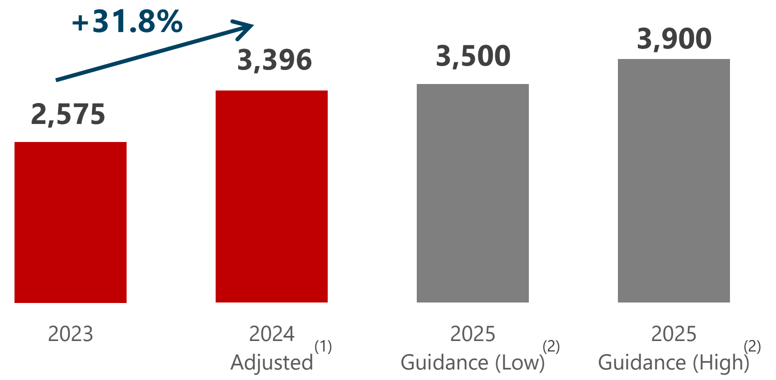
Consolidated Net Revenue | R$ million



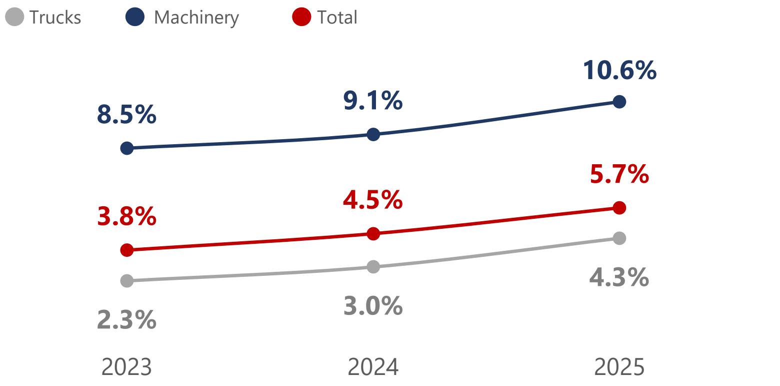
Used Assets Sale[2] | R$ million



Consolidated EBITDA | R$ million

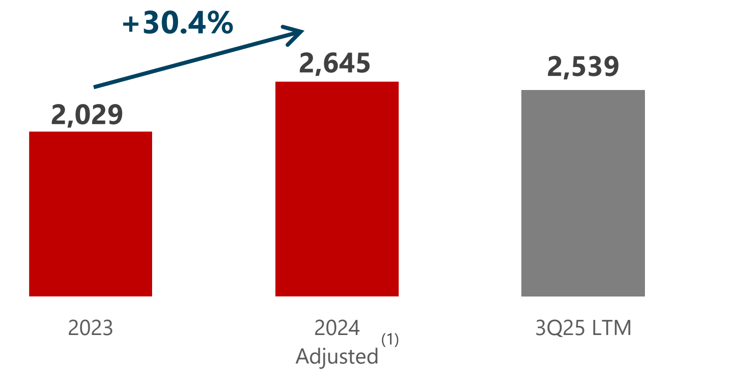


Depreciation rate | R$ million

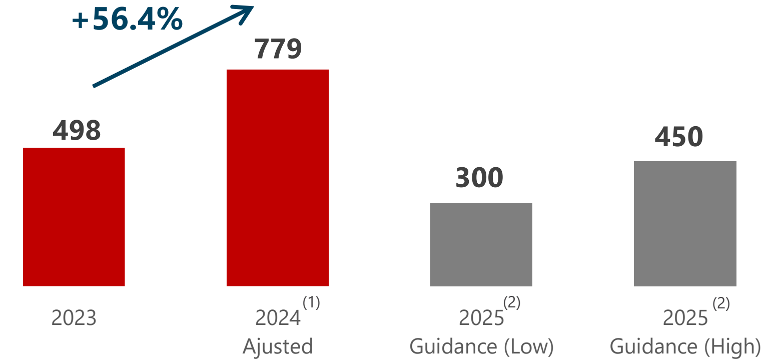


Depreciation rate: depreciation for the year ÷ average fixed assets for the period.
2025: depreciation for the third quarter × 4 ÷ average fixed assets for the period.

Consolidated EBIT[2,3] | R$ million



Consolidated Net Income | R$ million



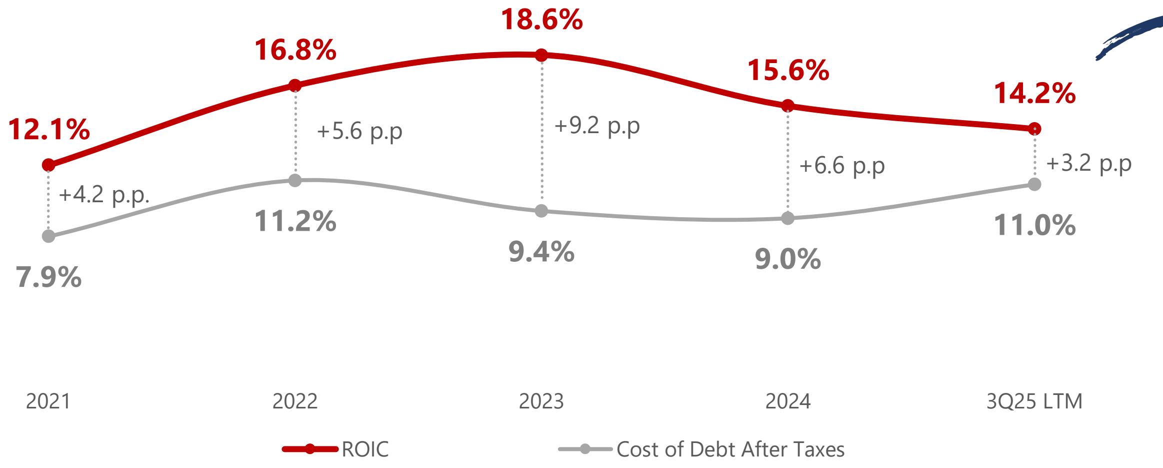
(1) Figures adjusted to exclude the one-time and non-recurring effects of weather in Rio Grande do Sul + extraordinary increase in Bad Debt Provision in 2Q24.
(2) Information publicly disclosed in company's IR website and available at https://ri.grupovamos.com.br/en/financial-information/presentations/
(3) EBIT calculated as EBITDA less Depreciation and Amortization

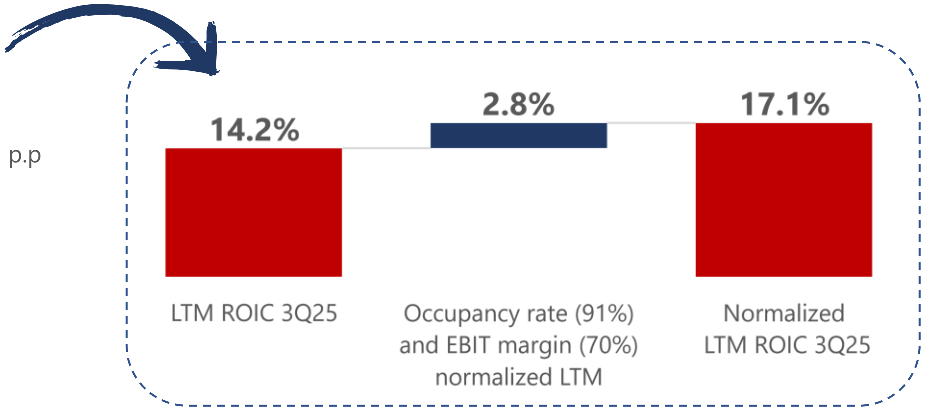



HIGHER OCCUPANCY RATE WILL CONTRIBUTE TO IMPROVE THE ROIC SPREAD

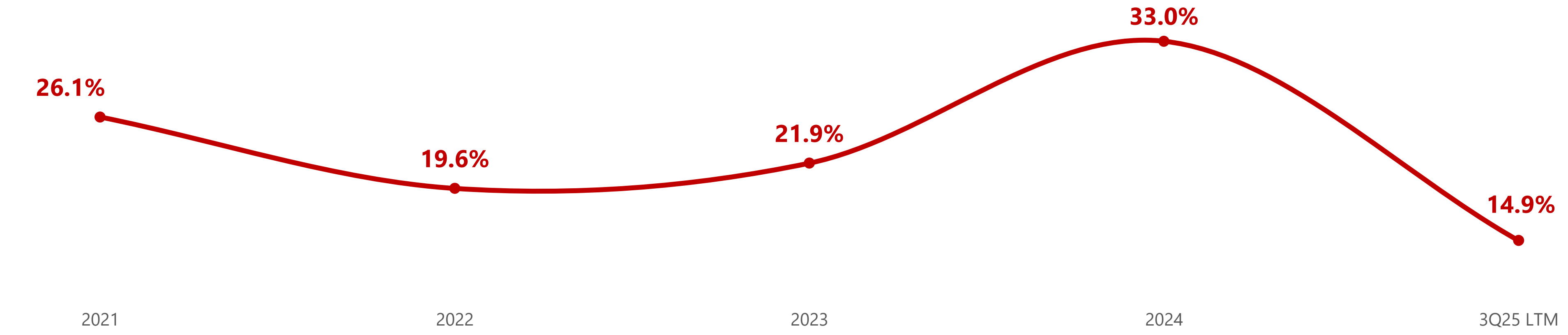
ROIC WOULD BE 17.1% ASSUMING IDEAL OCCUPANCY RATE OF 91%, AN EBIT MARGIN OF 70% AND EFFECTIVE TAX RATE OF 25%

Consolidated ROIC (continuing operations) | %





Consolidated ROE (continuing operations) | %



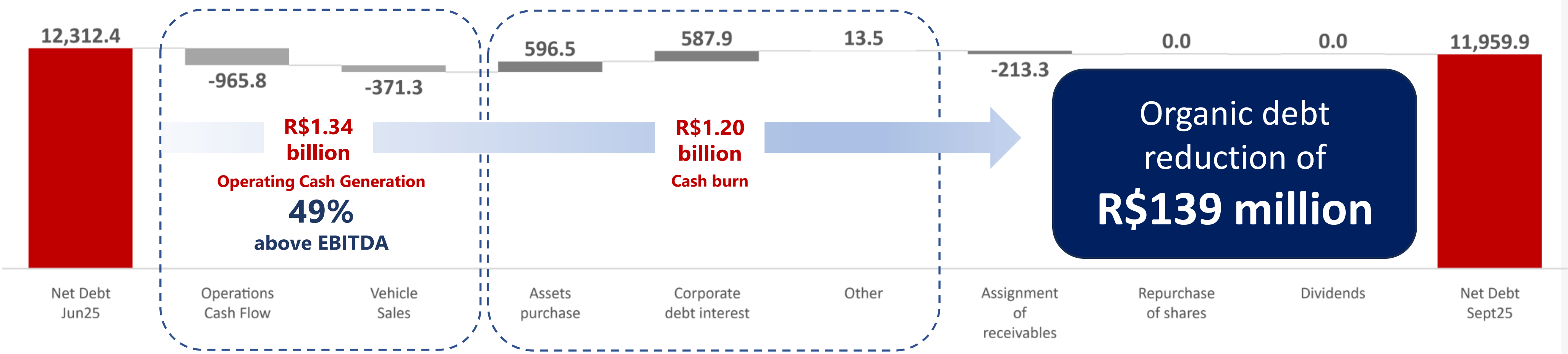
ROIC is calculated using adjusted EBIT and income tax rate, excluding one-time effects from 2Q24, over the average invested capital.
ROE considers adjusted net income over average shareholders' equity

POSITIVE CASH GENERATION ALIGNED WITH GROWTH

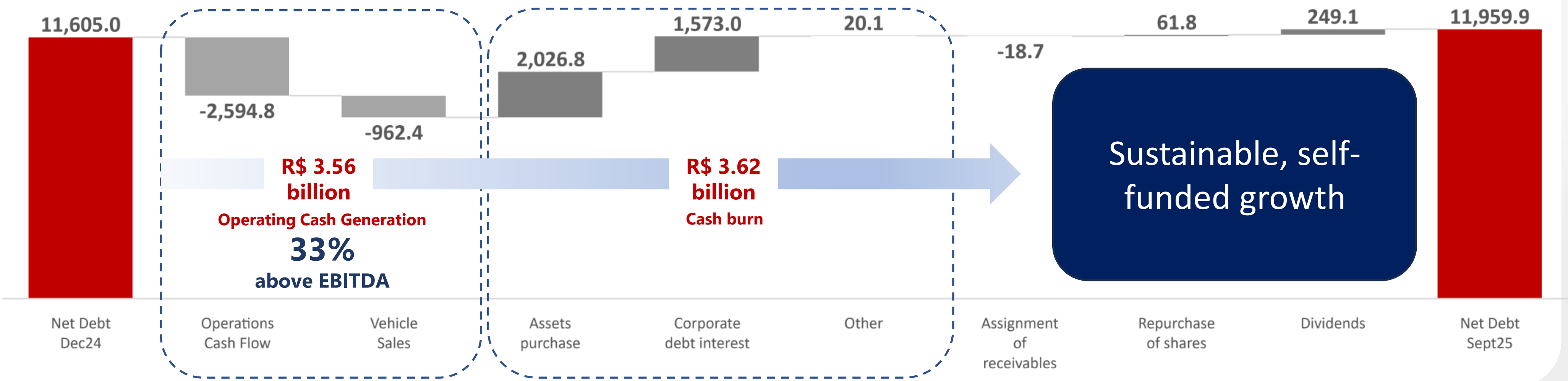
THE COMPANY HAS CONTROL OVER ITS DEBT MANAGEMENT, EVEN WHILE CONTINUOUSLY SETTING NEW RECORDS.

Strong operational cash generation sufficient to cover asset purchase payments and debt interest, organically reducing net debt while maintaining consistent growth.

Net Debt Progression – 3Q25 | R$ million



Net Debt Progression 9M25 | R$ million



STRONG COMPANY LIQUIDITY

FOCUS ON DELEVERAGING AND OPTIMIZING AVERAGE DEBT MATURITY

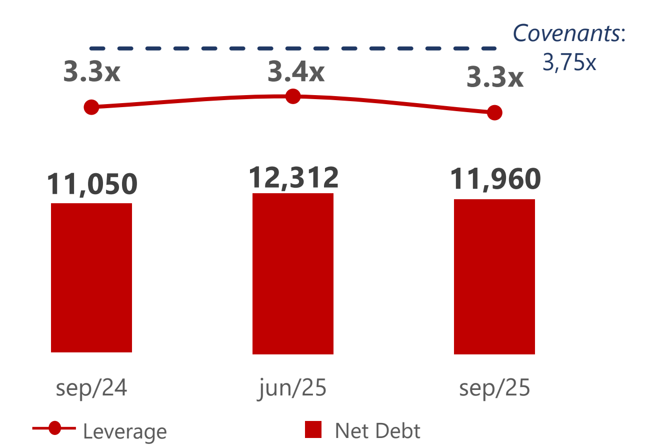
'AA+br' MOODY'S
'brAA+' S&P Global
'AA(bra)' FitchRatings

GRUPO VAMOS

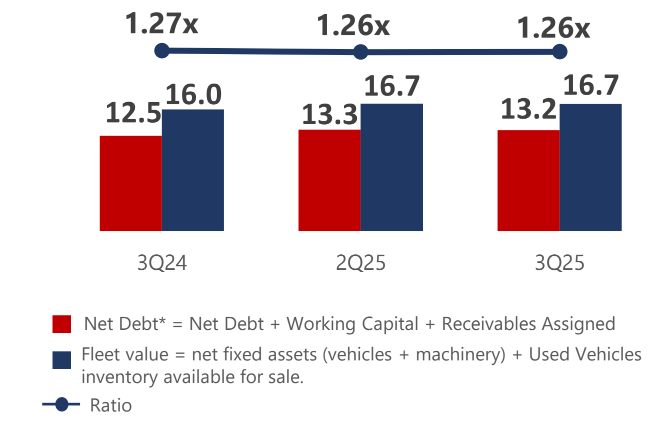
- ✓ Acceleration of asset sales, continuously setting new records
- ✓ Contract extensions with price adjustments
- ✓ Selective growth strategy, increasing contract IRR
- ✓ Optimized asset purchasing
- ✓ Launch of the Sempre Novo product
- ✓ Discipline in managing delinquency
- ✓ Agility in asset repossessions
- ✓ Higher EBITDA-to-cash conversion
- ✓ Debt stabilization
- • Rebalancing debt profile **In progress**

Oct/25 Funding
R$ 2.2 billion
Debts prepaid to this day
R$ 1.3 billion

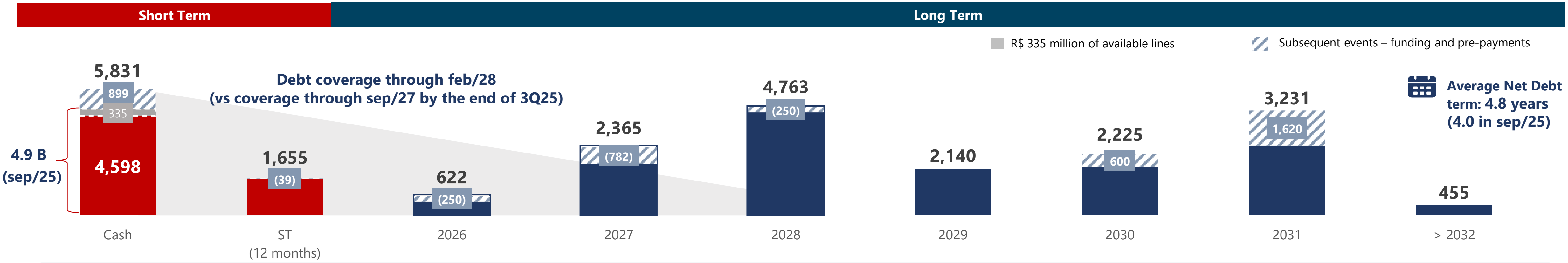
Net debt and leverage for covenant purposes | R$ million



Fleet value vs Net Debt* R$ billion



Debt Amortization Schedule | R$ million



Average Cost of Debt (sep/25):
Weighted average: **CDI + 1.6%**

+ Bond (9% of pro forma debt) @ CDI + 3.00% (estimated)
+ 13th Debenture (3% of pro forma debt) @ CDI + 2.25%
- Prepayments (8% of debt as of Sep/2025) @ CDI + 2.90%

Pro Forma Average Cost of Debt:
Weighted average: **CDI + 1.6%**

DEBT AMORTIZATION SCHEDULE

Debt (09/30/2025)	Issuance	Due date	Capital	Average Cost (%)	2025	2026	2027	2028	2029	2030	2031	>2032	Total
Finame	09/12/2022	10/15/2028	SELIC + 1.73%	17,0%	25,9	103,6	103,6	70,8	-	-	-	-	**303,8**
Finame	03/06/2023	06/15/2029	IPCA + 6.65%	11,8%	-	451,3	854,6	821,0	227,3	-	-	-	**2.354,2**
External Loan – 4131	10/04/2021	08/20/2027	SWAP 117.4% CDI | USD 100M | USD 5.05%	17,5%	-	-	532,3	-	-	-	-	-	**532,3**
External Loan – 4131	06/28/2024	06/28/2027	CDI + 2.10%	17,3%	-	-	275,7	-	-	-	-	-	**275,7**
2nd Debenture	08/20/2019	08/20/2026	CDI + 1.81%	17,0%	-	64,8	-	-	-	-	-	-	**64,8**
3rd Debenture	07/08/2021	06/16/2031	SWAP 131.75% CDI | CDI + 2.53% | IPCA + 6.36%	19,6%	-	-	103,9	103,9	375,8	271,9	271,9	-	**1.127,4**
4th Debenture	10/15/2021	10/15/2031	SWAP 127.50% | CDI+2.60% | IPCA+7.68%	19,0%	-	332,0	333,3	333,3	350,1	350,1	350,1	-	**2.048,8**
7th Debenture	06/16/2023	06/15/2028	CDI + 2.17%	17,4%	-	125,0	-	125,0	-	-	-	-	**250,0**
9th Debenture	12/20/2023	12/20/2028	CDI + 2.35%	17,6%	-	-	275,0	275,0	-	-	-	-	**550,0**
10th Debenture	02/23/2024	02/21/2029	CDI + 2.35%	17,6%	-	-	-	250,0	250,0	-	-	-	**500,0**
11th Debenture	07/12/2024	06/25/2029	CDI + 2.35%	17,6%	-	-	-	525,0	525,0	-	-	-	**1.050,0**
FX-Denominated Debenture	08/12/2025	03/22/2028	US$ 275M | SWAP CDI + 0.67% | Fixed 7.23%	15,7%	-	-	-	1.463,8	-	-	-	-	**1.463,8**
CRA 2	11/15/2019	11/13/2026	SWAP 133.80% CDI | Pré 8.0%	19,9%	9,4	37,5	-	-	-	-	-	-	**46,9**
CRA 3	06/12/2020	06/14/2027	SWAP 165.00% CDI | IPCA+5.70%	24,6%	-	230,4	230,4	-	-	-	-	-	**460,8**
CRA 4	11/26/2020	11/18/2030	SWAP 133.60% CDI | IPCA+5.73%	19,9%	-	-	-	179,4	179,4	179,4	-	-	**538,3**
CRA 5	06/02/2022	05/15/2037	SWAP 112.65% CDI | IPCA+6.68%	16,8%	-	-	-	-	-	116,1	116,1	456,2	**688,4**
CRA 6	02/03/2023	01/14/2030	CDI + 1.05% | IPCA + 7.16%	16,1%	-	-	-	233,5	-	436,2	-	-	**669,7**
CRA 7	11/16/2023	11/16/2033	Fixed 12.05% + IPCA + 6.69%	11,9%	-	-	-	-	297,2	336,9	26,3	52,7	**713,1**
CDCA	09/16/2024	09/15/2031	Fixed 13.62% + IPCA + 7.91%	13,4%	-	-	-	-	-	-	875,0	-	**875,0**
Promissory Note	12/03/2021	12/03/2028	CDI + 2.40%	17,7%	20,9	121,2	95,5	74,2	-	-	-	-	**311,8**
Commercial Note	06/23/2023	06/21/2028	CDI + 2.85%	18,2%	-	250,0	250,0	250,0	-	-	-	-	**750,0**
Commercial Note	06/07/2022	06/07/2028	114.00% CDI	17,0%	-	83,3	83,3	83,3	-	-	-	-	**250,0**
IDB	01/21/2025	12/15/2031	US$ 30M | SWAP CDI + 1.90% | SOFR + 3.11%	17,1%	11,4	22,8	22,8	22,8	22,8	22,8	22,8	-	**148,3**
Loan	03/25/2025	03/25/2028	US$ 50M | SWAP CDI+0,21% | SOFR+4,71%	15,7%	-	-	-	266,1	-	-	-	-	**266,1**
Net interest incurred and funding costs													**318,1**
Cash, cash equivalents, and swap													**- 4.597,6**
Net Debt					**67,6**	**1.822,0**	**3.160,4**	**5.077,3**	**2.227,6**	**1.713,3**	**1.662,2**	**508,8**	**11.959,9**

(1) Information publicly disclosed in company's IR website and available at https://ri.grupovamos.com.br/en/financial-information/quarterly-results/

CLOSING REMARKS

1. **Stable, long-term** contracts ensure predictable cash flows
2. Leasing strategy with **diversification of sectors, asset profile, and clients**
3. **Strong liquidity position** with comfortable debt maturity profile
4. Substantial backlog providing **steady, reliable revenues for years ahead**
5. Modern fleet with **high quality and liquidity** in the heavy used sales market
6. Used asset sales cycle provides **lower capex requirements**

Supporting Materials

Appendix

PROVEN LEASING VALUE PROPOSITION TO CUSTOMERS

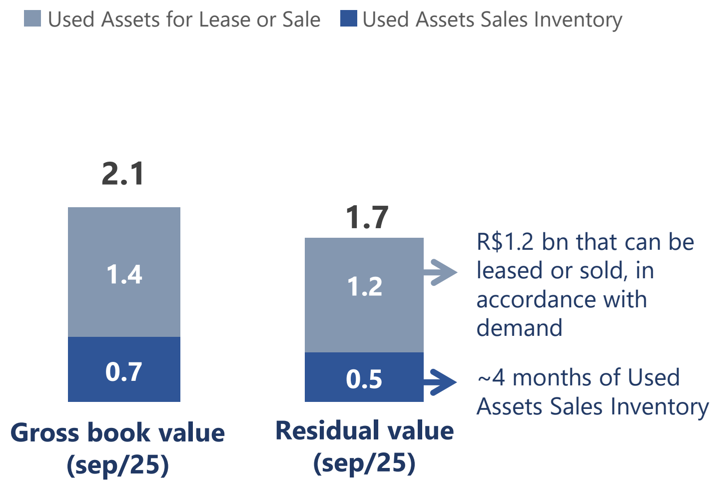
	R$ (nominal terms)	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Asset purchase	**Total spending on asset purchase** [1 e 2]	**(64,174)**	**(60,299)**	**(56,453)**	**(52,636)**	**(8,377)**	**(241,939)**
	Tax benefit on expenses and depreciation	24,038	22,721	21,413	20,115	10,328	98,615
	Total post-tax benefit A	**(40,136)**	**(37,578)**	**(35,040)**	**(32,521)**	**1,951**	**(143,324)**
Asset leasing	**Leasing charges**[3]	**(29,400)**	**(30,576)**	**(31,799)**	**(33,071)**	**(34,394)**	***(159,240)***
	PIS / COFINS credits	1,795	1,867	1,941	2,019	2,100	9,722
	Leasing tax shield	9,996	10,396	10,812	11,244	11,694	54,142
	Total post-tax benefit B	**(17,609)**	**(18,313)**	**(19,046)**	**(19,808)**	**(20,600)**	***(95,377)***
	Perceived net flow B – A	**22,527**	**19,265**	**15,994**	**12,713**	**(22,551)**	**47,947**
	% savings						***33.5%***

By opting for asset leasing, the customer achieves 33.5% SAVINGS, reinforcing VAMOS' position as a natural option for renewing the Brazilian fleet

(1) Truck purchase price of R$100,000.00; (2) Considers expenses with: (i) financial expenses at 1.33% per month (CDI +2.2% per year), (ii) maintenance expenses - R$1,500 per month adjusted for inflation, (iii) insurance expenses – 9.0% of the residual value of the asset per year, (iv) expenses with IPVA - 1.5% of the residual value of the asset per year, (v) value received at the sale – 42% of the purchase value (trade-in of 25); (3) Average monthly leasing expense in the amount of R$ 2,450 (yield of 3.5% * R$ 70,000 of VAMOS' purchase price) adjusted by inflation.

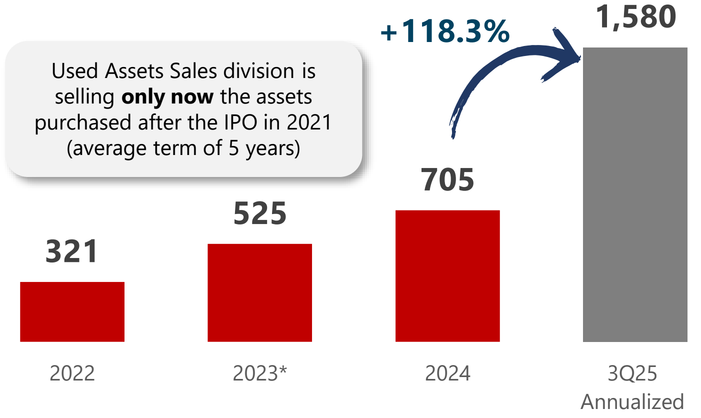
ADDITIONAL CASH GENERATION INITIATIVES

Used Assets available for lease or sale | R$ Bn



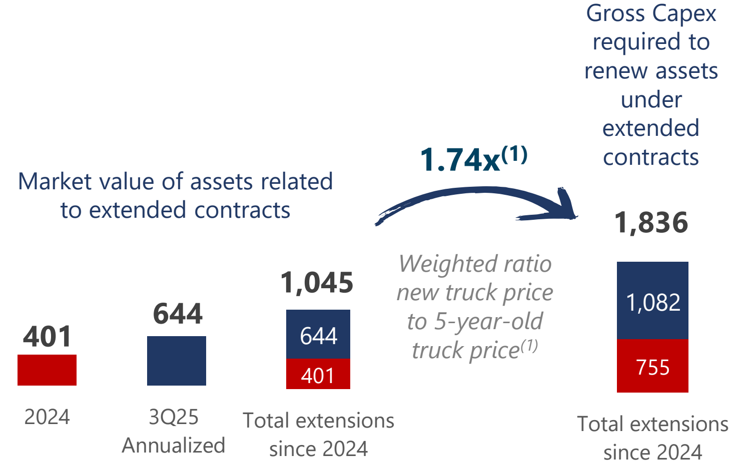
R$1.7Bn
of used assets in inventory that can be sold

Used assets sale | R$ Million



3-digits growth
in cash generated by Used Assets Sales

Contracts extensions | R$ Bn



R$0.8Bn
savings in net Capex

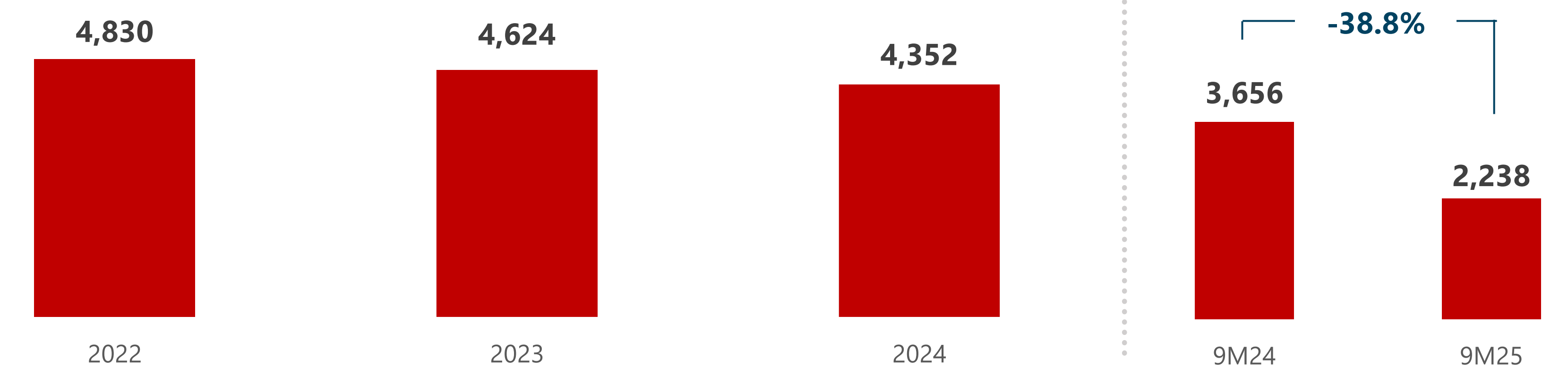
~R$2.5Bn+

positive impact on net debt (**54% of current cash balance**)

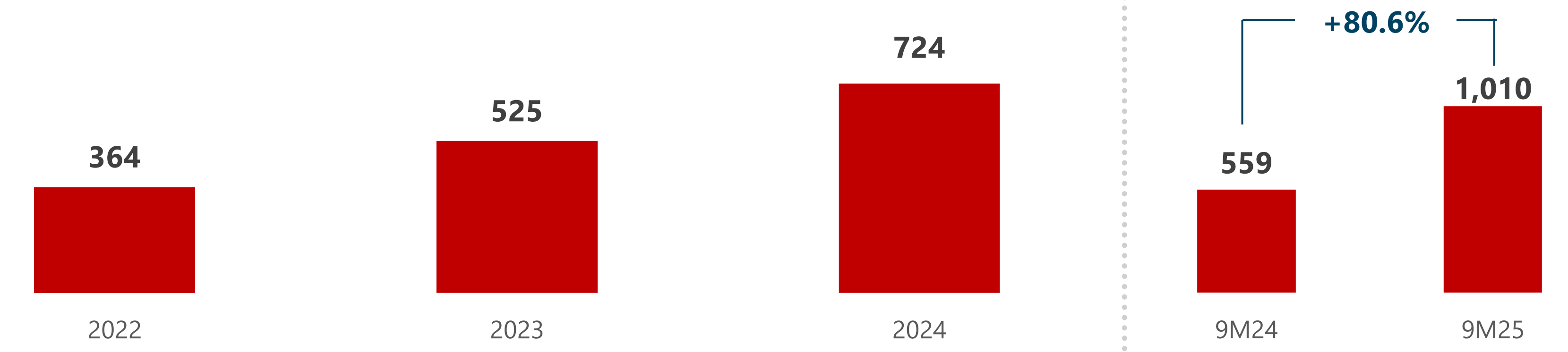
(1) Compares the brand-new asset prices to 5-years-old asset prices, considering same models. For 2024, brand-new asset prices were 88% (1.88x) higher than 5-yers-old assets. For 2025, it was 68% (1.68x) higher.

USED ASSET SALES LINKED TO LEASING GROWTH

Deployed Capex (New Assets) | R$ million



Used Asset Sales Net Revenue | R$ million



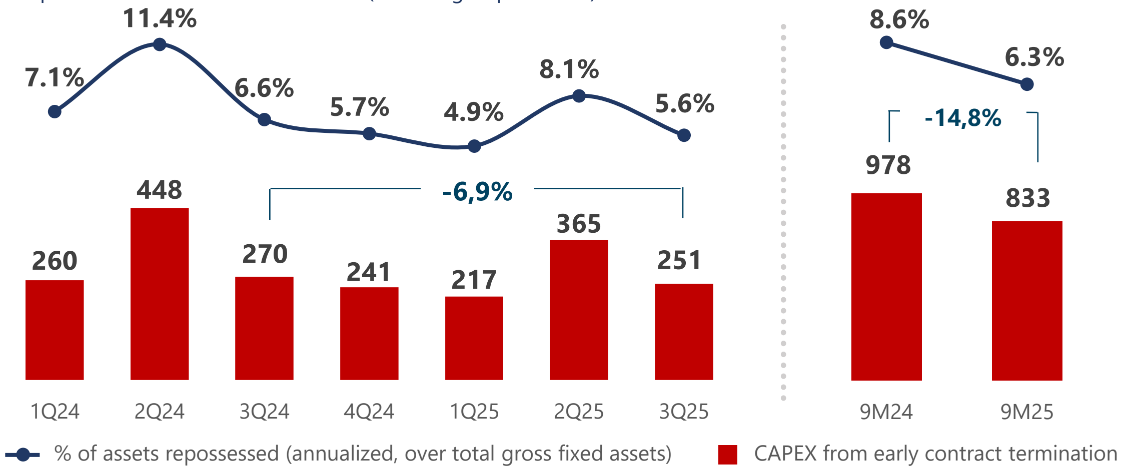
Since IPO, the growth was funded by ***debt and equity****. Natural increase in the* ***used assets sales will reduce Net Capex requirements.***

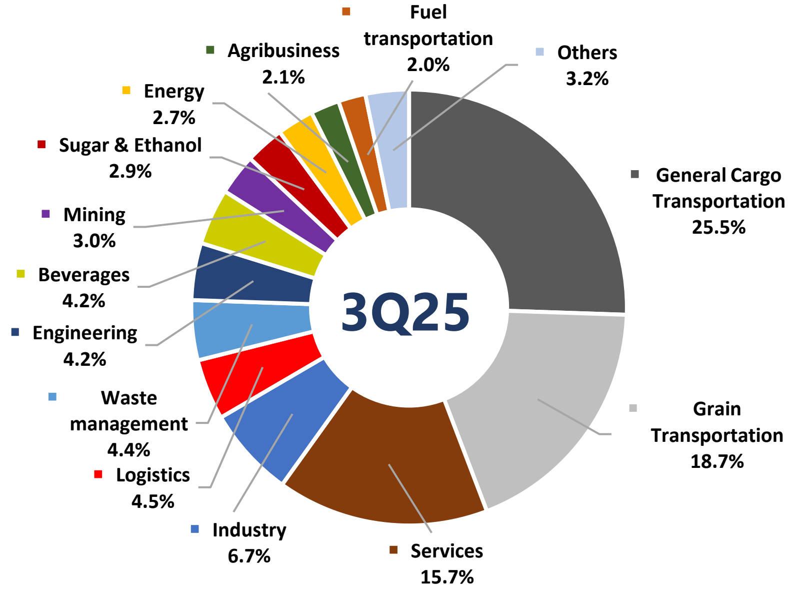
STRONG DISCIPLINE IN CONTRACT AND ASSET MANAGEMENT

REDUCED EXPOSURE IN SENSITIVE SEGMENTS AND SCOPE ADJUSTMENT OF SOME CONTRACTS

Early Contract Termination* | R$ million

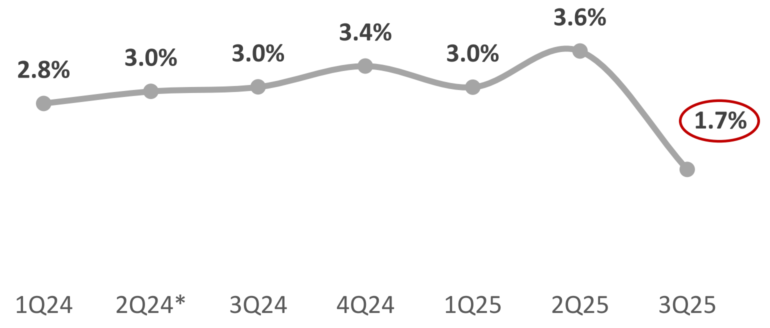
*Acquisition Value – Gross Book Value (Excluding Depreciation).





- Lower exposure to the Grain Transport segment (2.7% of lease revenue in Dec/24 vs. **1.2%** in Sep/25)
- Other sectors showed **similar** absolute levels of asset repossessions vs. 2Q25

% Provision for bad debt / Net Revenue from Services



- **Strong** collection and **recovery** of overdue and **previously provisioned receivables (R$15 million)**

*Does not include non-recurring PDA from 2Q24

Deployment Cycle of Repossessed Assets | R$ million

Repossessed assets refer to contracts signed primarily in 2021, 2022, and 2023.

Deployment Year	Repossessed CAPEX by Year of Deployment (R$ million)	% of total repossessed by year of deployment	Repossessed CAPEX in the year of repossession (R$ million)	% of Repossessed CAPEX by Year of Deployment / Deployed CAPEX in the Same Year
Other Periods	156	5.56%	-	-
2021	484	17.23%	-	23.28%
2022	1,239	44.08%	-	25.64%
2023	716	25.48%	757	15.29%
2024	192	6.82%	1,220	3.83%
2025	23	0.83%	833	0.71%
Total	**2,810**	**100.00%**	**2,810**	**14.13%**

2025 GUIDANCE

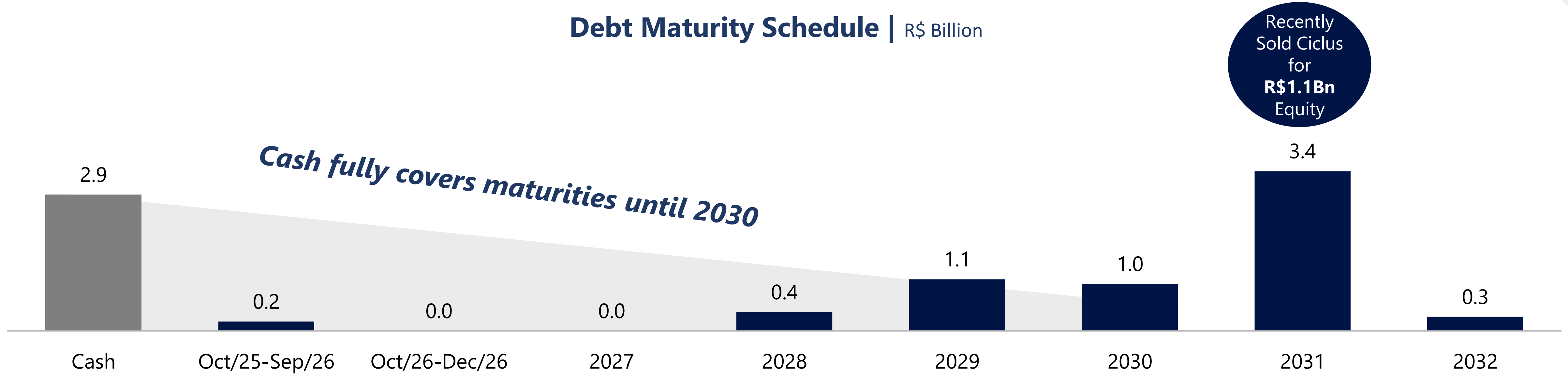
	9M25 Result	2025 Guidance	% of Guidance achieved in 9M25*
Purchase of new assets (A)	2,238	2,800 – 3,100	75.9%
Sempre Novo (B)	357	500 - 700	59.6%
Contract Extension (C)	696	800 - 900	81.9%
Total Deployed CAPEX (A+B+C)	**3,291**	**4,100 – 4,700**	**74.8%**
Gross Revenue from Asset Sales (D)	**1,037**	**1,300 – 1,500**	**74.1%**
Net Capex (A-D)	**1,200**	**1,300 – 1,800**	**77.5%**
EBITDA	**2,678**	**3,500 – 3,900**	**72.4%**
Net Income	**251**	**300 - 450**	**66.9%**
Leverage	**3.27**	**3.1 – 3.4x**	**99.3%**

* Based on the midpoint of the Guidance ranges

VAMOS: TRANSFORMING AND DRIVING MOBILITY IN BRAZIL

SIMPAR Holding: strong cash position, long-term debt profile, and quality liability management

Net Debt[1]	R$3.2Bn
Cash	R$2.9Bn
Average Term Net Debt	5.7 years
Short-term debt coverage[2]	16.4x
Amortization coverage	2030



UMA EMPRESA DO GRUPO SIMPAR

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THANK YOU.

VAMOS LOCAÇÃO VAMOS SEMINOVOS BMB TRUCKVAN