

INSTITUTIONAL
PRESENTATION
VAMOS
3Q25



VAMOS LOCAÇÃO



VAMOS SEMINOVOS

BMB

TRUCKVAN



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

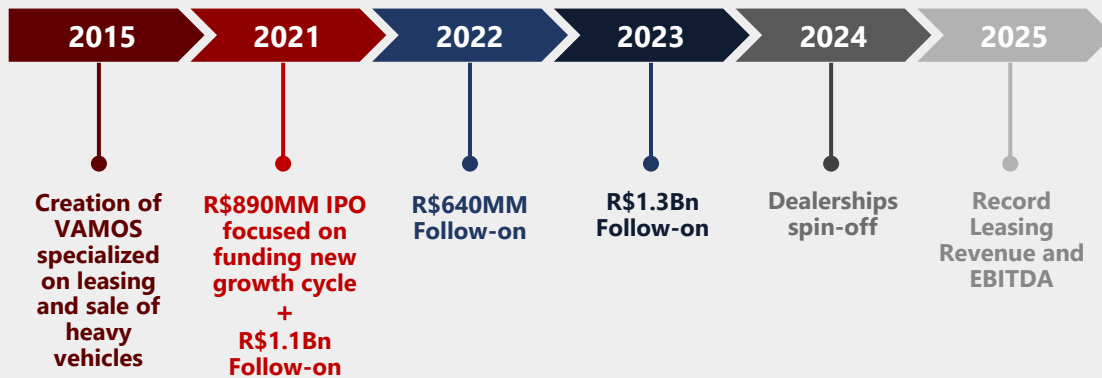


~1.1k
Customers



+6.5k
Partner service centers

Company's Timeline



VAMOS Business Units % 3Q25 LTM Consolidated Net Revenue



Unique positioning in the market: buying, leasing and selling

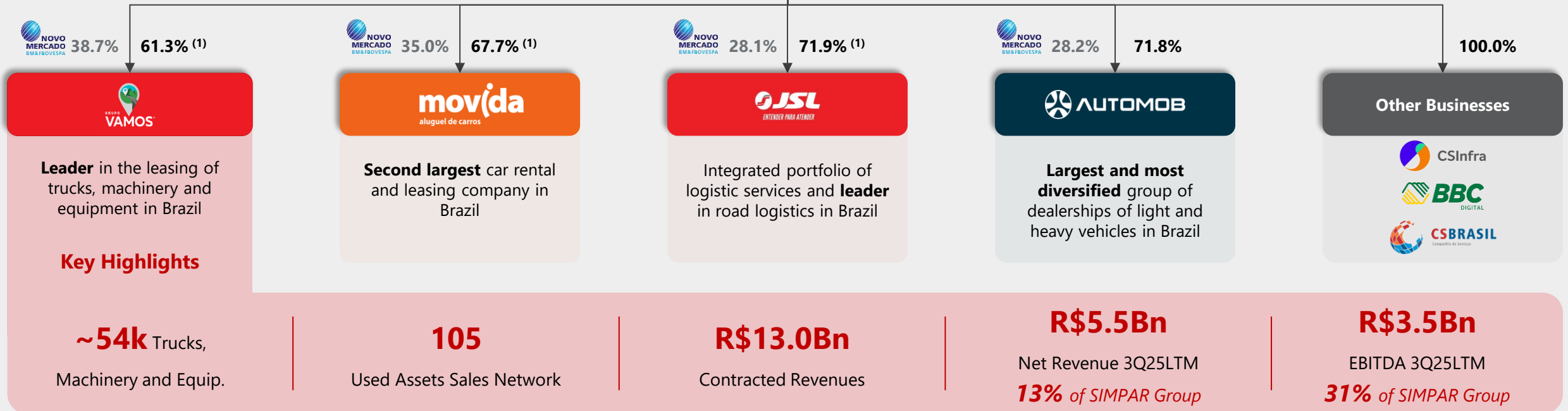
- ✓ Expanded product offering drives growth and diversifies revenue through a focused leasing strategy
- ✓ Scale and coverage in **all regions of the country**
- ✓ **Innovative and economical solution** for customers
- ✓ **Teams and management with vast experience** aligned by a culture with focus on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

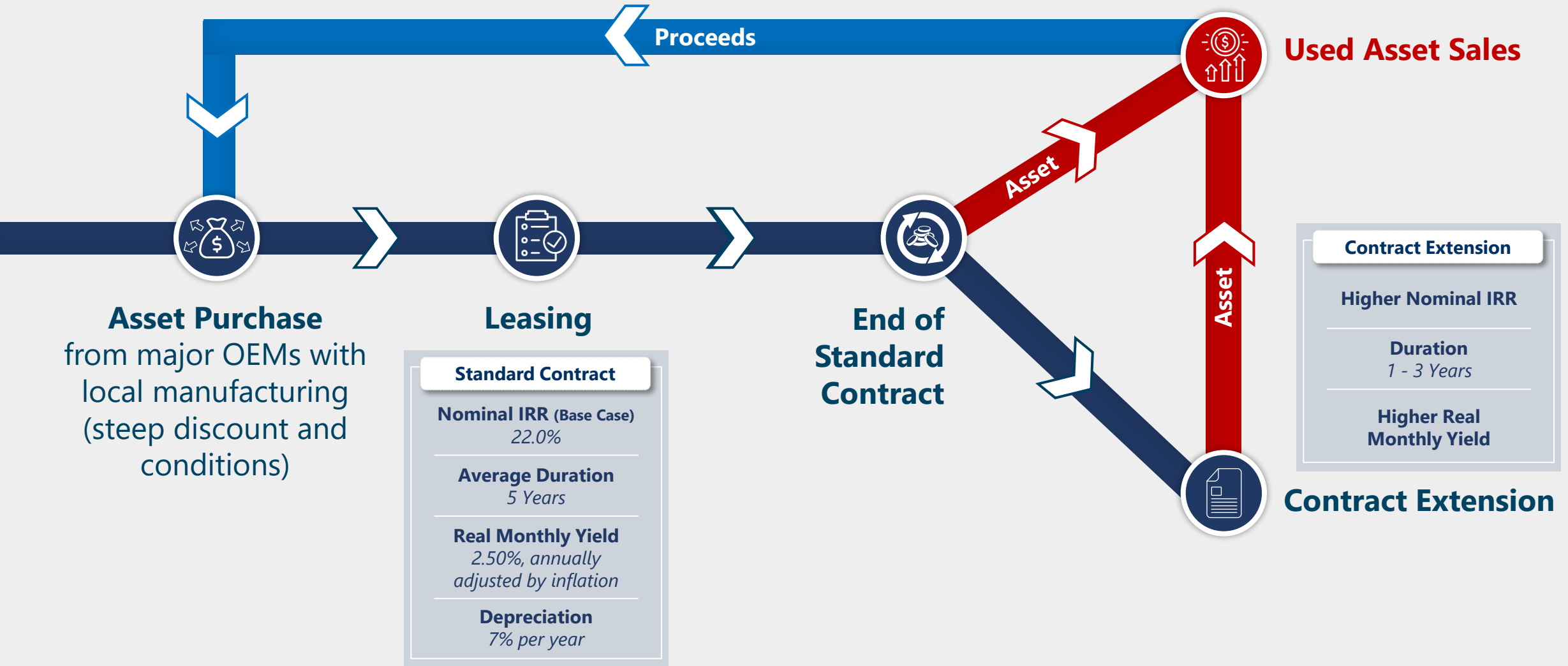


R\$47.6Bn | Gross Revenue
R\$11.5Bn | EBITDA



(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

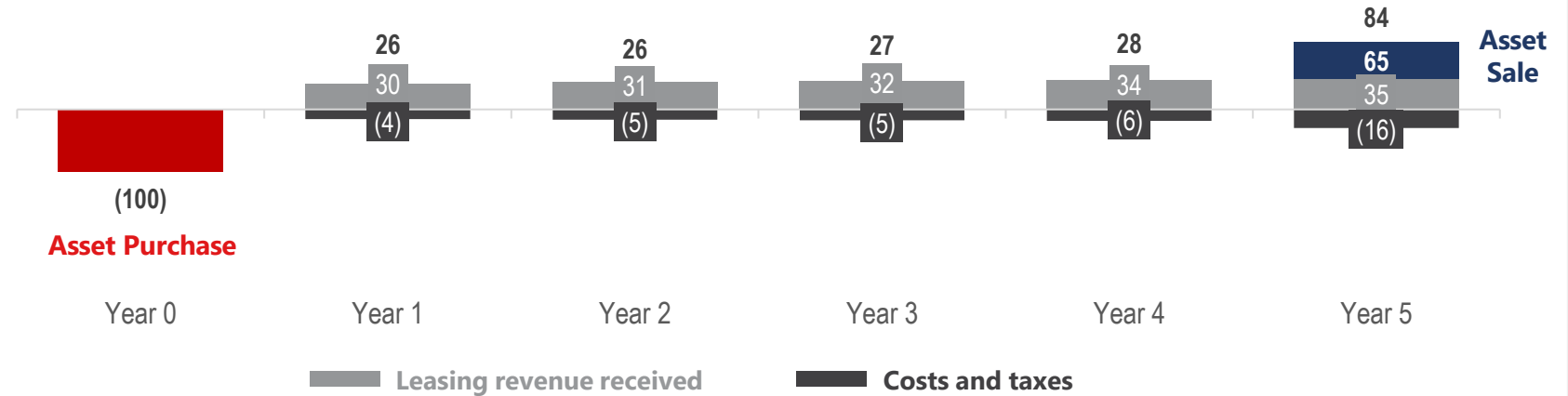
Real Monthly Yield
2.5%

Depreciation
7.0% per year

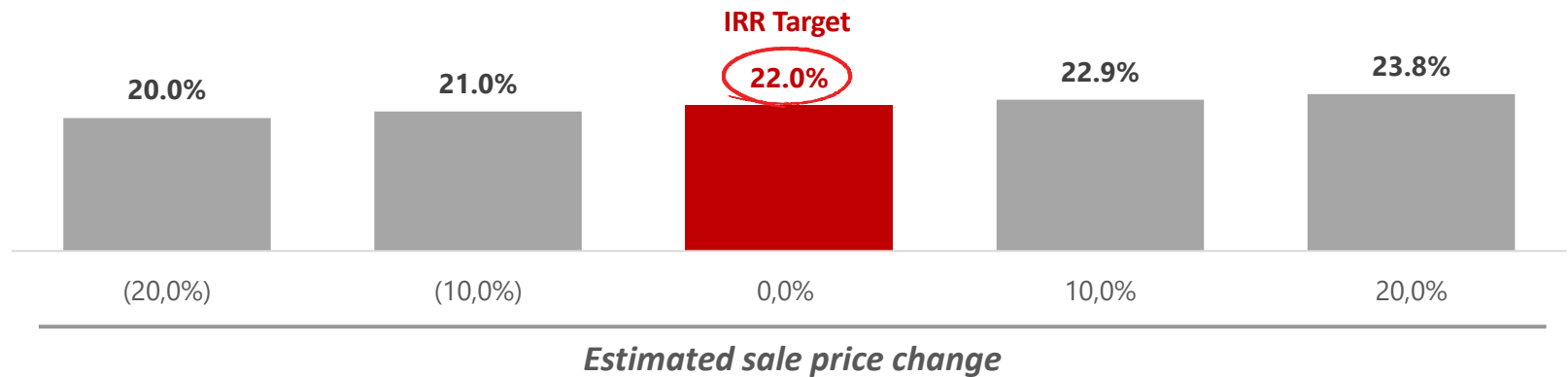
Inflation Adjusted
4.0% per year

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

(100 basis)



Contract nominal IRR² vs. Estimated sales price variation



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



Leasing Operations

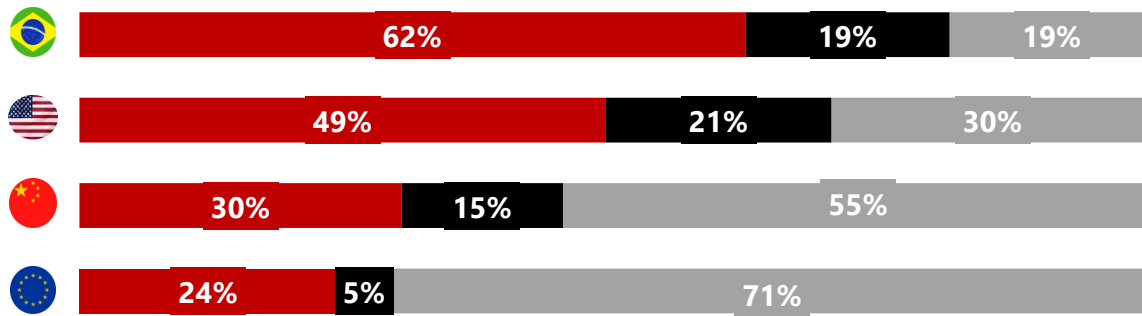
Section I



UNDISPUTED LEADERSHIP IN AN UNDERPENETRATED MARKET

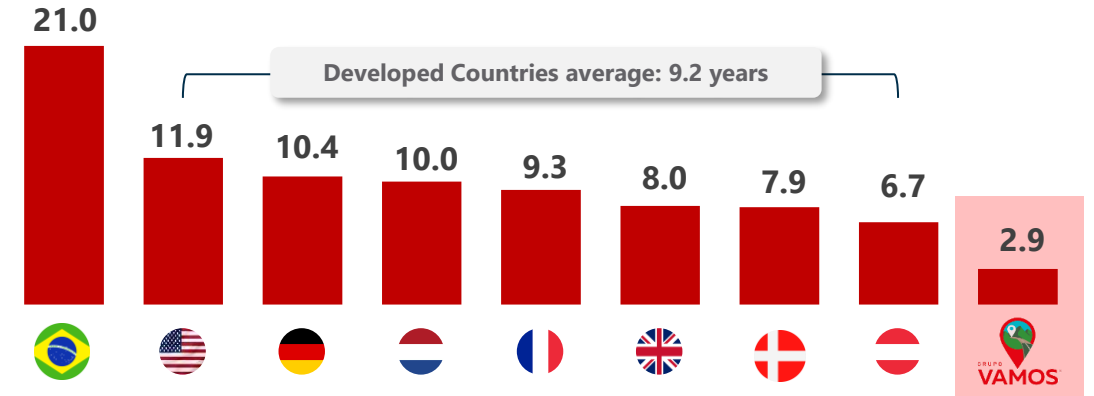
Brazil's freight and logistics backbone is heavily based on road transportation

Transportation Matrix breakdown by Country | % ■ Road ■ Rail ■ Others



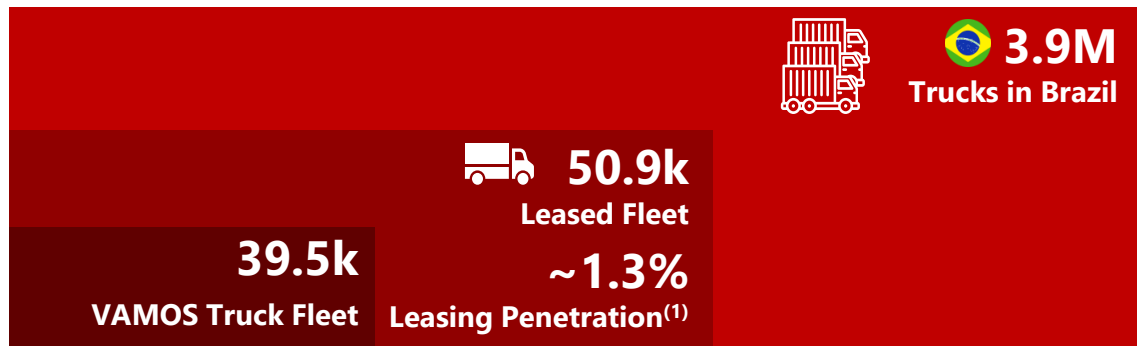
Average age of the national fleet

Years, As of 2024

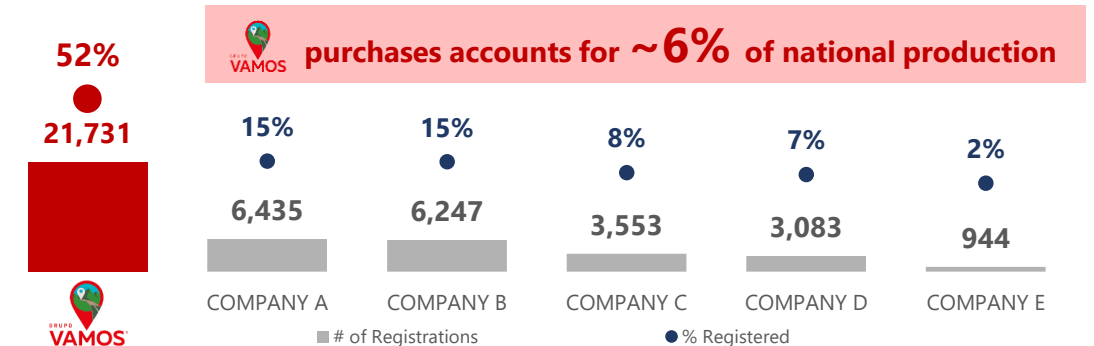


Brazilian Truck market underscores room for growth

78% of market share, but only **1%** of Brazilian Truck Fleet



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



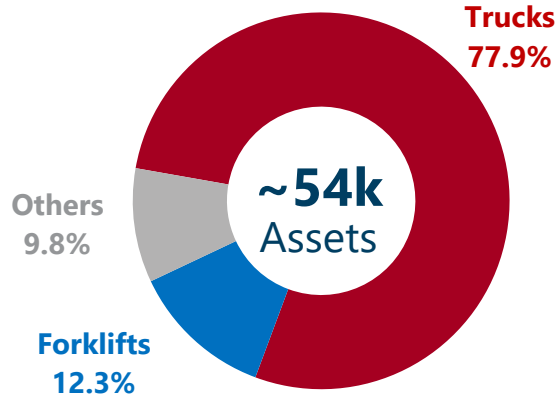
Yellow Line

A wide range of equipment for construction and mining sectors

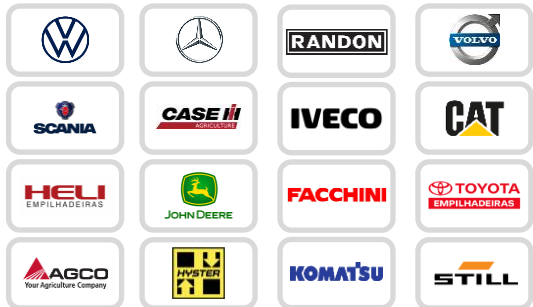


DIVERSIFICATION OF SECTORS, ASSET PROFILE AND CLIENTS

Fleet Diversification | Sep/25

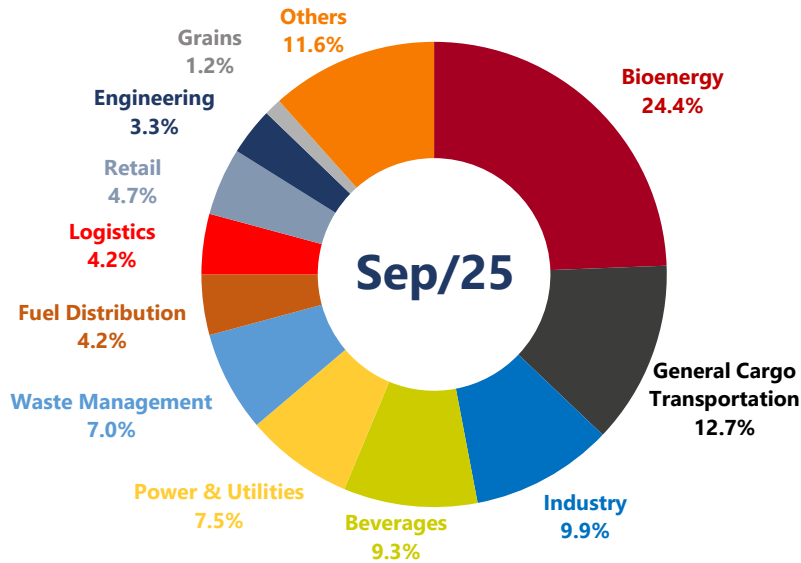


Wide range of brands and models



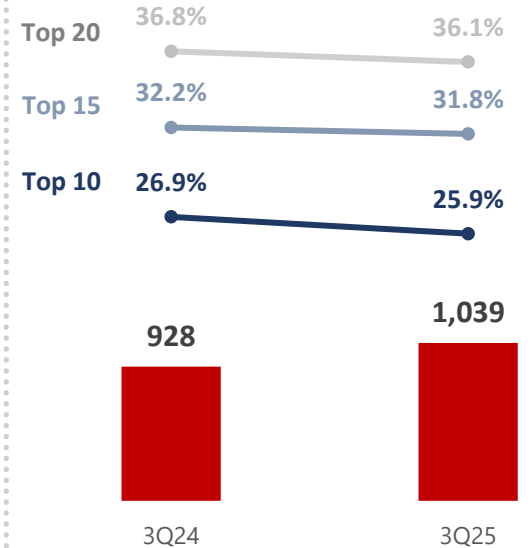
Among others

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

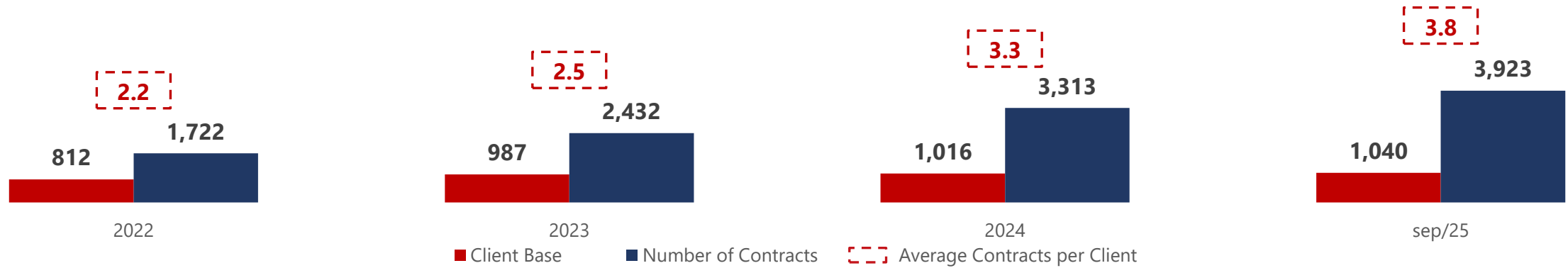


Selected Clients



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

Client Base and Number of Contracts Evolution |



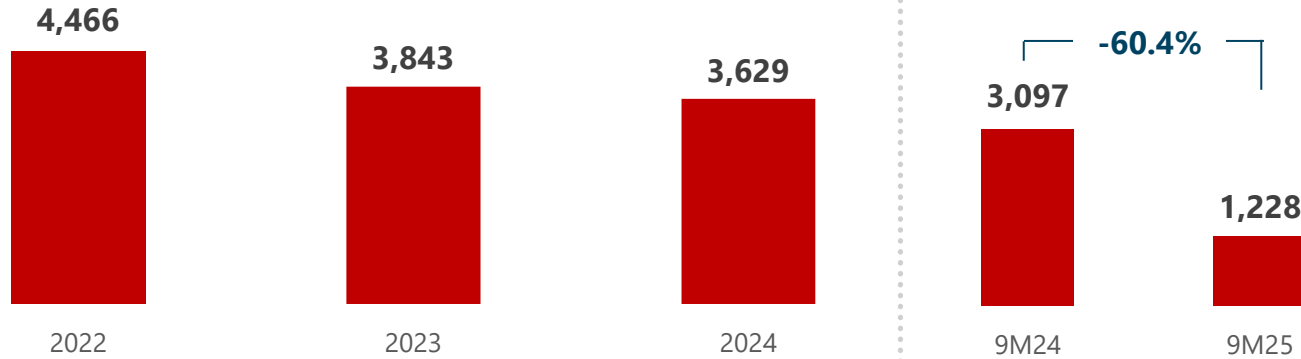
Leasing revenue by contract term | %

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

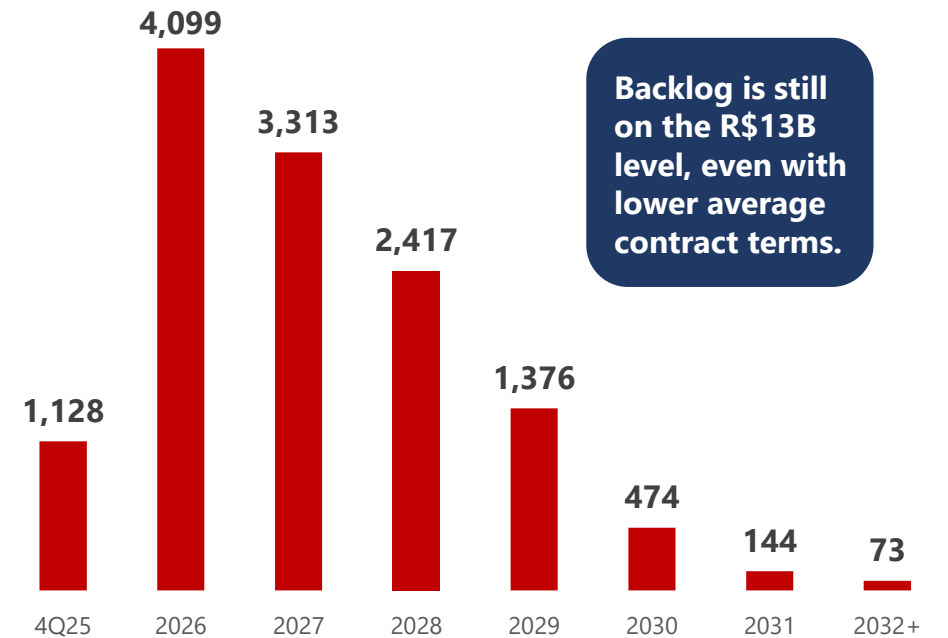


ROBUST CONTRACTED REVENUES COUPLED WITH NET CAPEX EFFICIENCY

Net Capex⁽¹⁾ | R\$ million



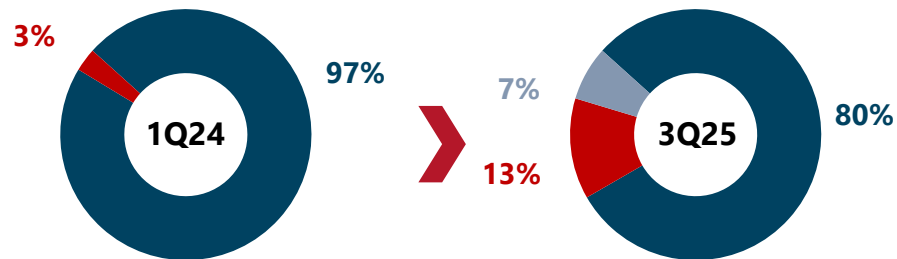
Contracted Revenues Distribution | R\$ million



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

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

(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/>

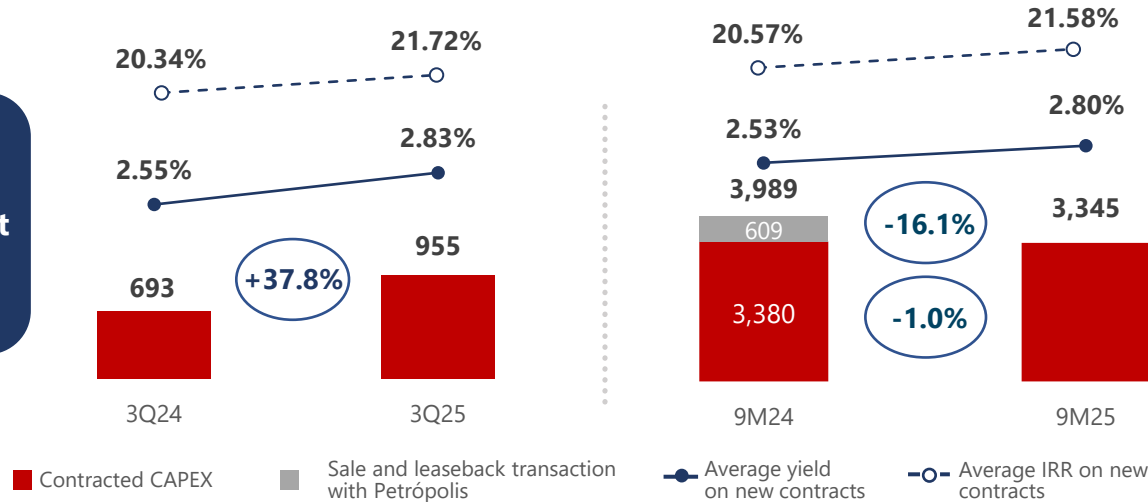
MORE PROFITABLE CONTRACTS AND LOWER NEED FOR NEW CAPITAL

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

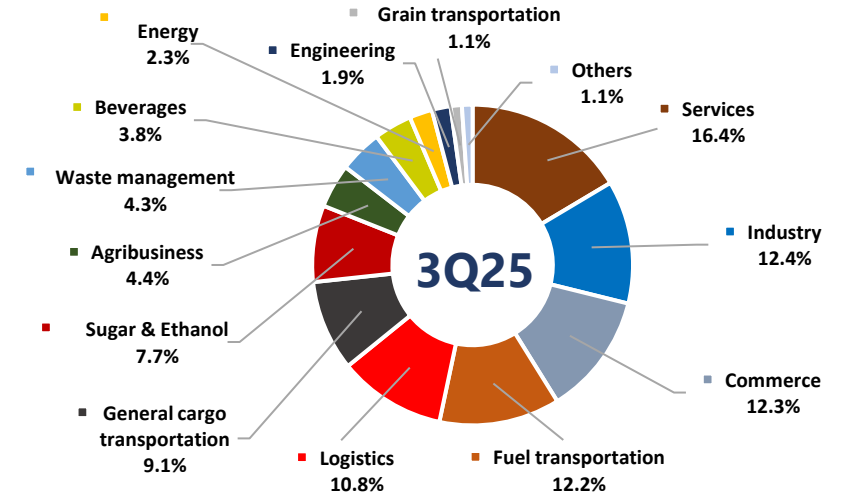


Contracted Capex | R\$ million

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



Contracted Capex by segment



Contracted CAPEX by contract type

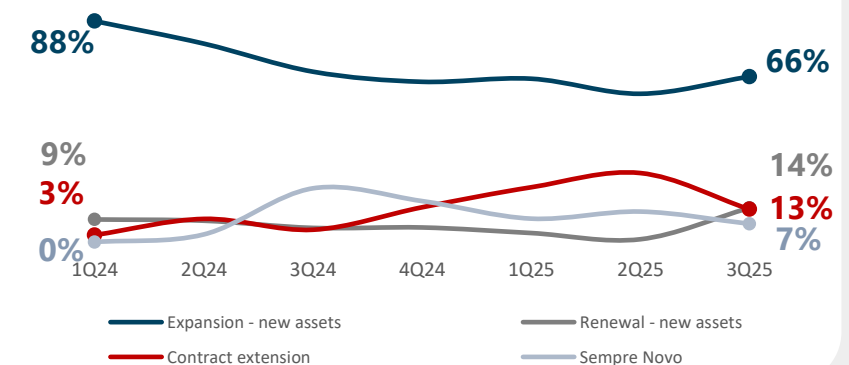
| (R\$ million) | 3Q25 | Average Term (months) | 9M25 | Average Term (months) |
|---|------------|-----------------------|--------------|-----------------------|
| Contract expansion with new assets | 631 | 51 | 2,131 | 54 |
| Renewal with new assets | 130 | 54 | 192 | 53 |
| Contract extensions with 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 |

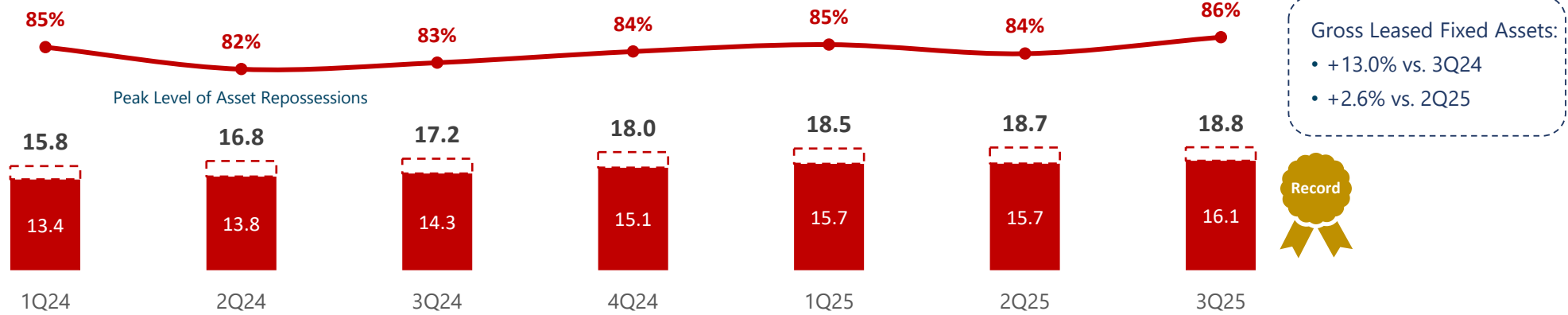


RECORD LEASED FLEET WITH IMPROVEMENT IN FLEET OCCUPANCY RATE

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

Fleet occupancy rate | R\$ billion and %

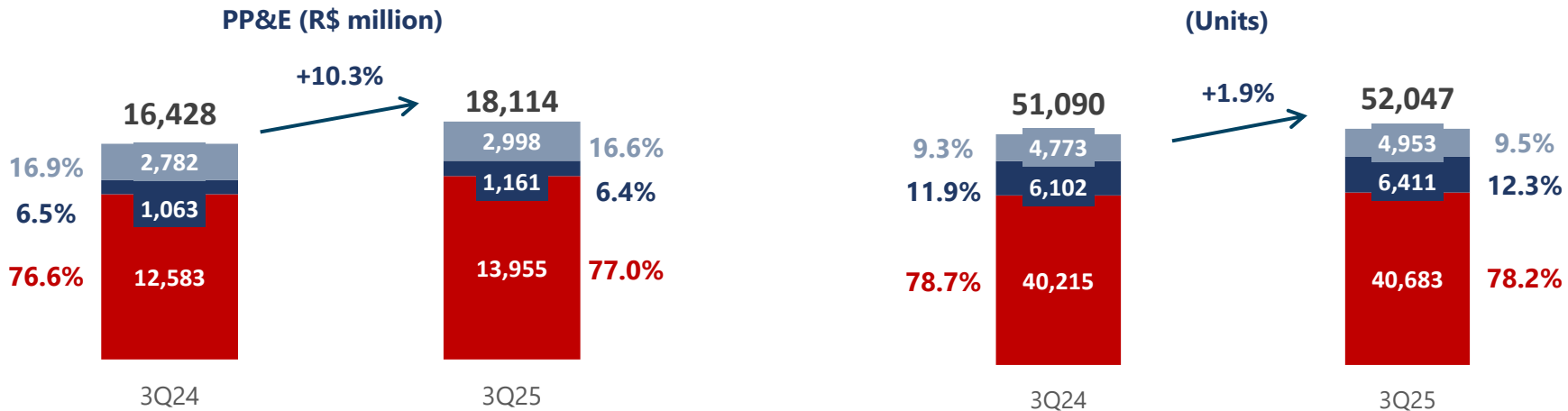
● % of Gross Leased Fixed Assets ▭ Total Gross Fixed Assets⁽¹⁾ (R\$ billion) ■ Leased Gross Fixed Assets⁽²⁾ (R\$ billion)



(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

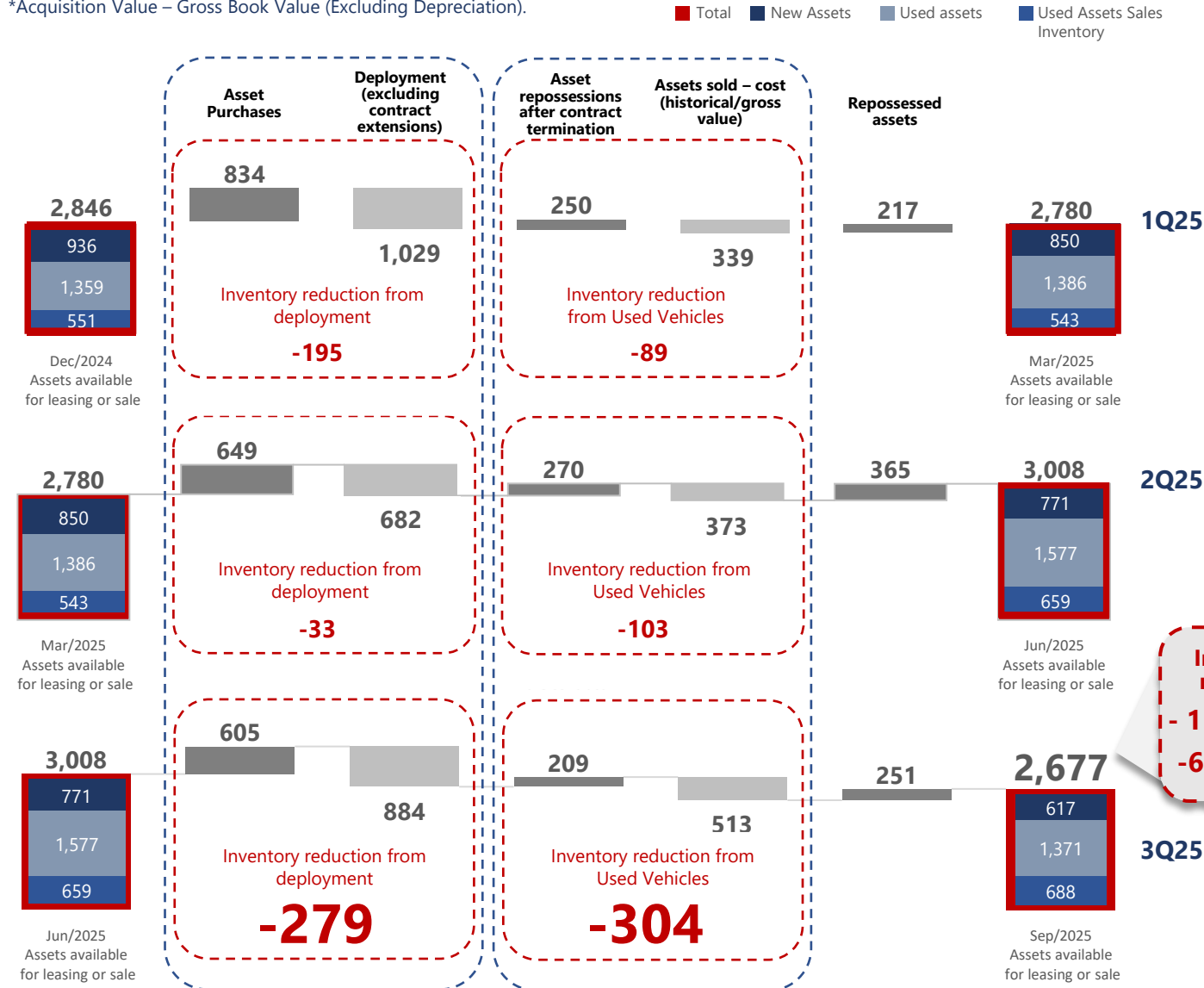


3Q25 IS THE LOWEST INVENTORY OF THE YEAR

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

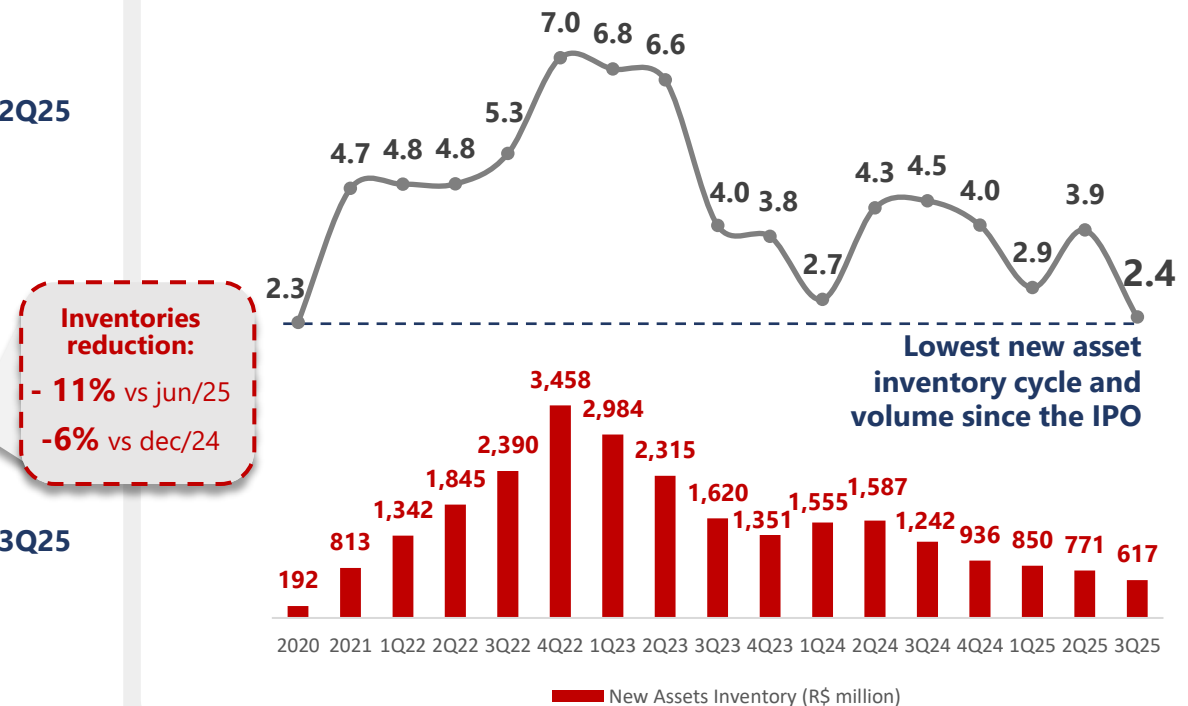
Assets available for lease or sale* | R\$ million

*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.

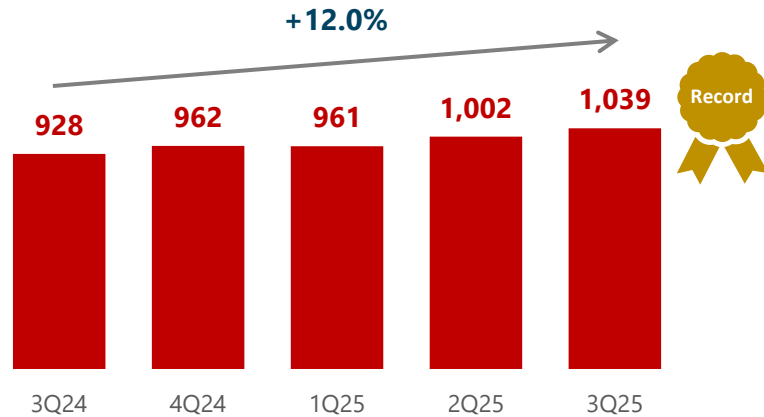
Brand-new asset inventory optimization | Months and R\$ million



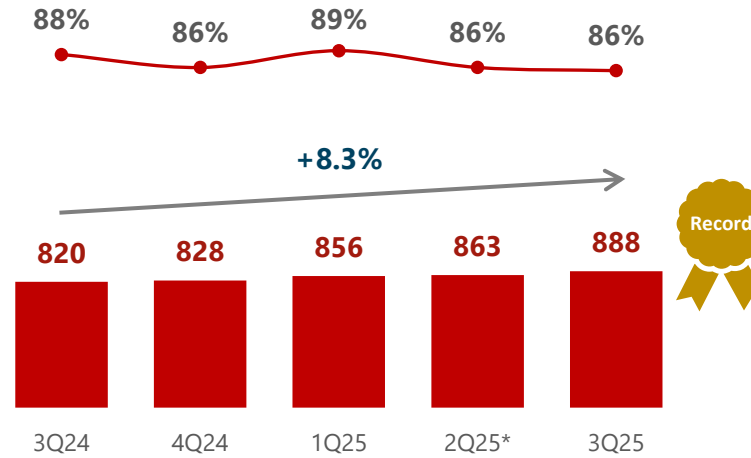
LEASING BUSINESS WITH RECORD REVENUE AND EBITDA

MARGINS REFLECT STRATEGIC INVESTMENTS IN THE MAINTENANCE OF REPOSSESSED FLEETS

Net Revenue from Services | R\$ million



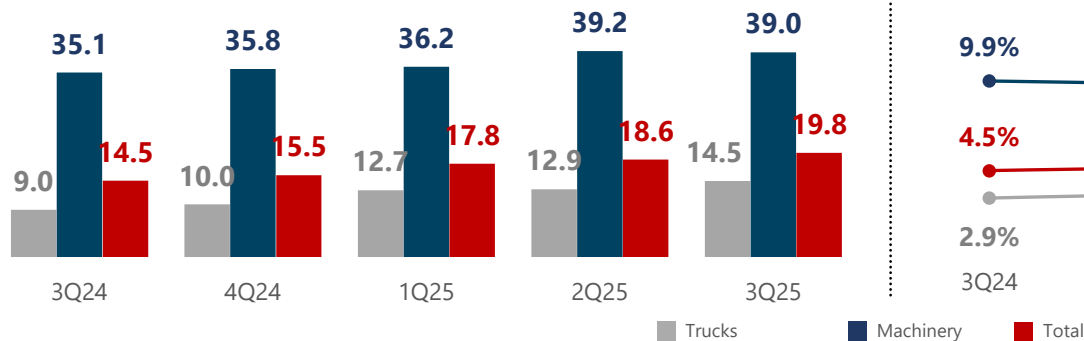
Services EBITDA | R\$ million



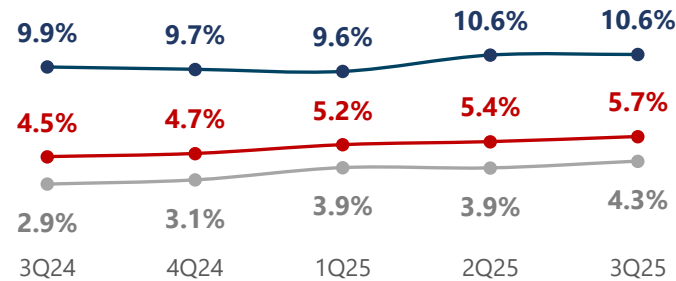
- **Record leasing revenue:** higher occupancy rate, yield and contract deployment.
- **EBITDA expansion:** higher revenue and lower delinquency.
- **Lower EBITDA margin:** higher maintenance costs, sales team adjustments, and reduced PIS/COFINS tax credit.
- Depreciation: **in line with Company estimates.**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

Depreciation

Annualized Depreciation per Asset (R\$ thousand)

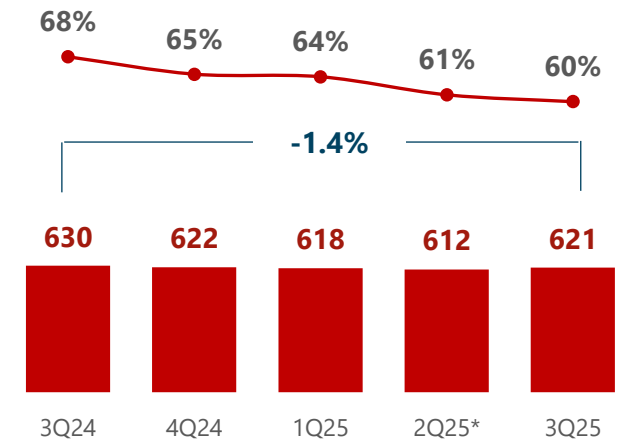


Implicit Depreciation Rate (%)



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



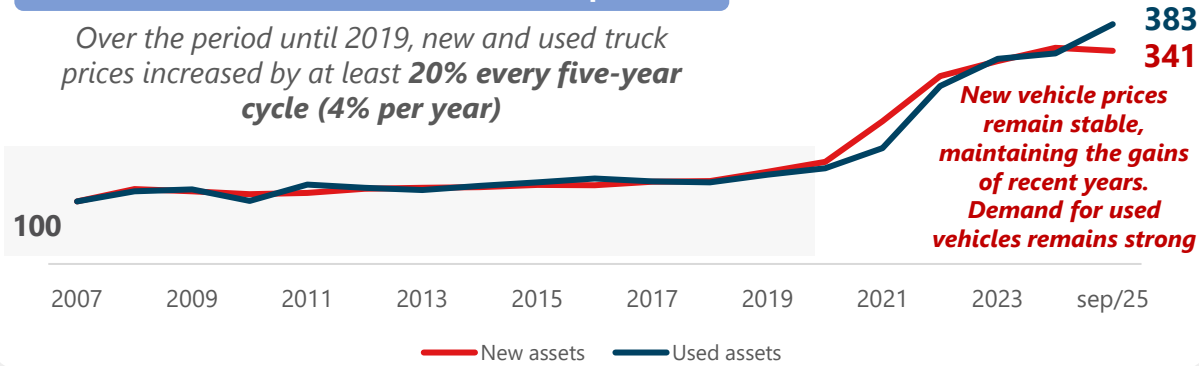
RELEVANT OPPORTUNITY IN THE USED HEAVY VEHICLES SALES

Correlation between new and used asset prices

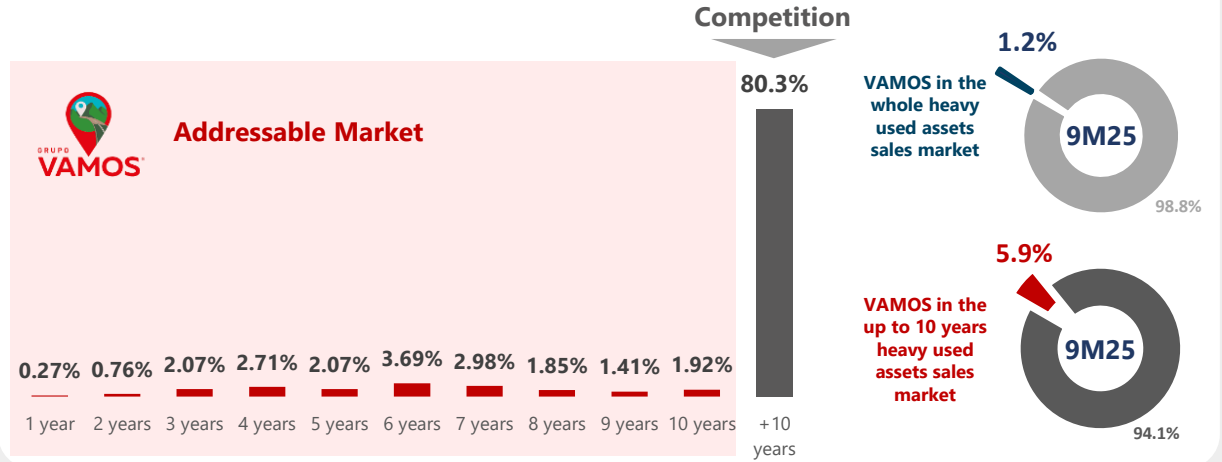
FIPE table

Inflation accumulated at 225% over the period⁽²⁾

Over the period until 2019, new and used truck prices increased by at least **20% every five-year cycle (4% per year)**

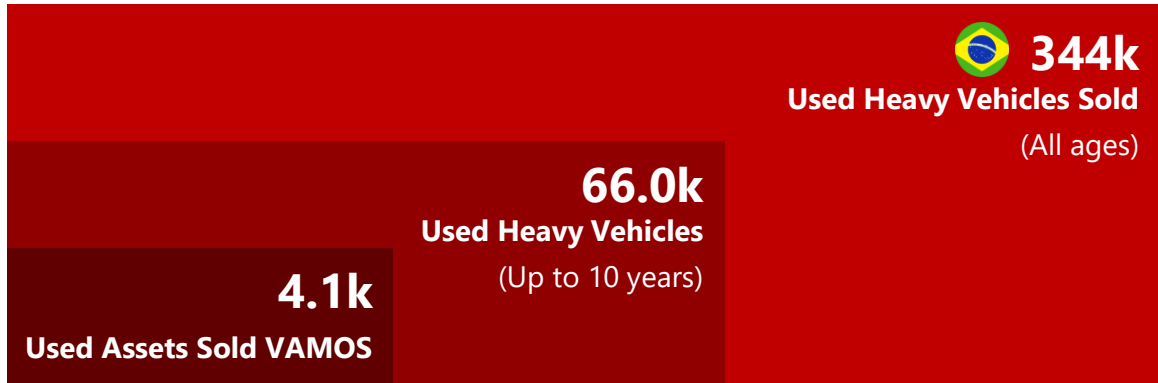


Sales breakdown of used vehicles by active age



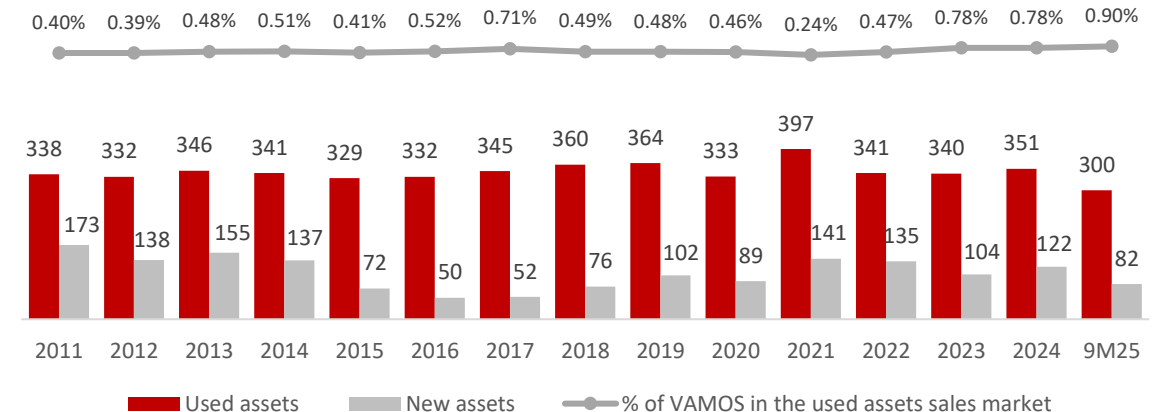
Used Heavy Vehicles Market – trucks and buses⁽¹⁾ (9M25)

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 | %



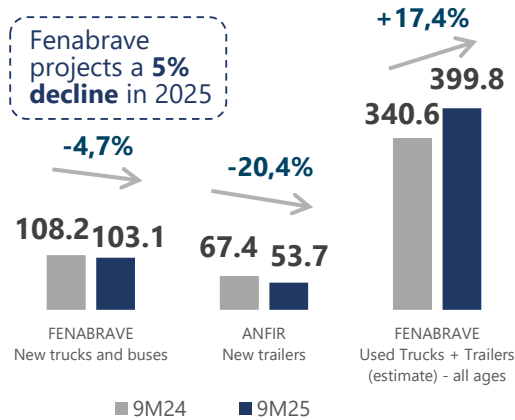
(1) Does not include light commercial vehicles or machinery; Source: Fenabrave + company estimates (2) Considers IGPM

RECORD QUARTER FOR USED VEHICLES SALES

CONFIRMS THE QUALITY AND LIQUIDITY OF OUR ASSETS

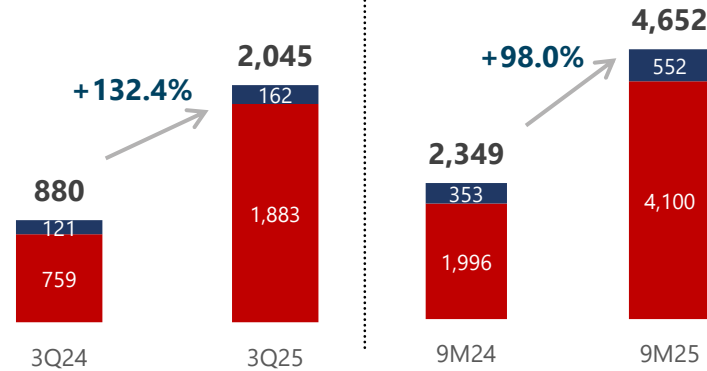
New Truck and Equipment Market

(Fenabrave and ANFIR – thousands of units)



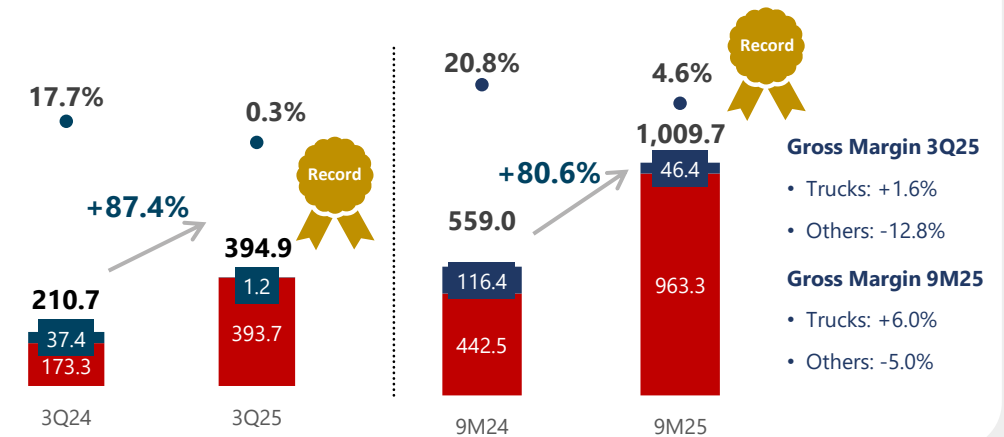
Sales Volume | Units

Trucks Machinery and Equipment



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

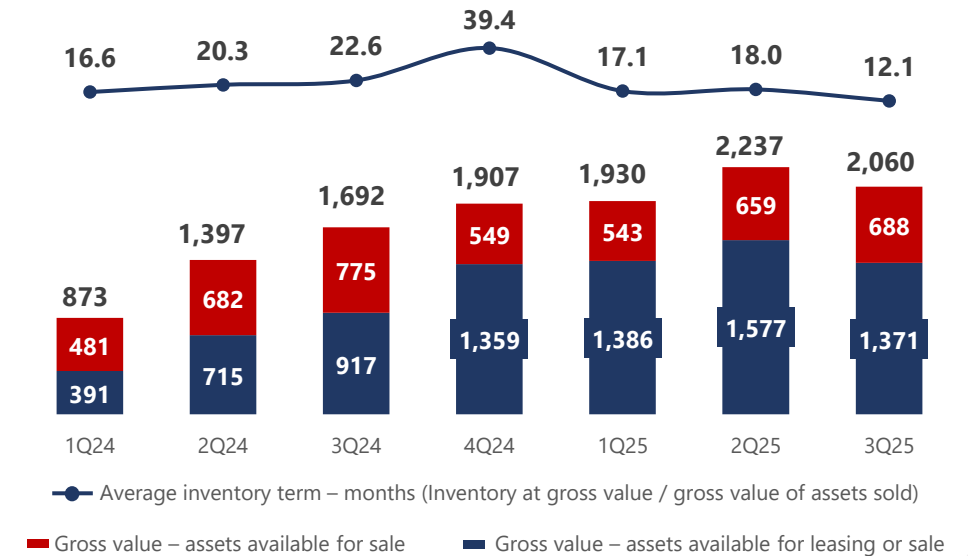
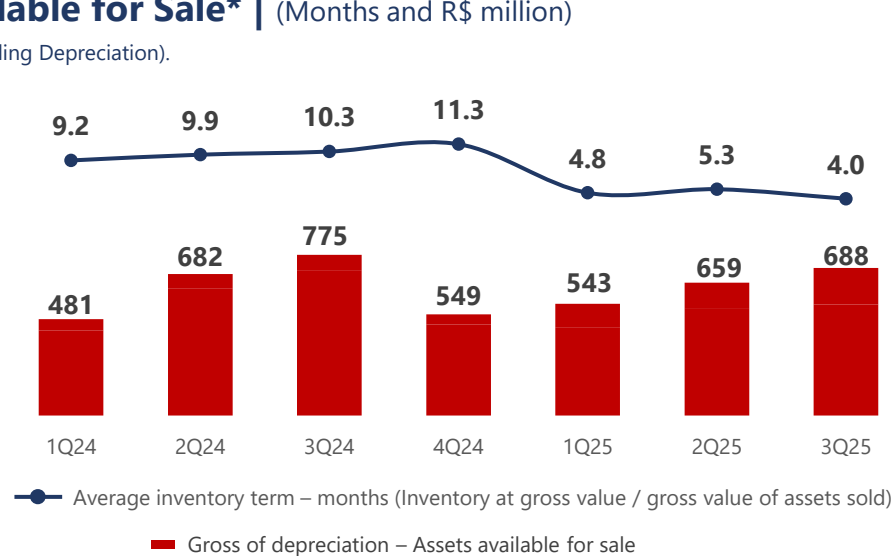
Gross Profit Cost Gross margin



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**.





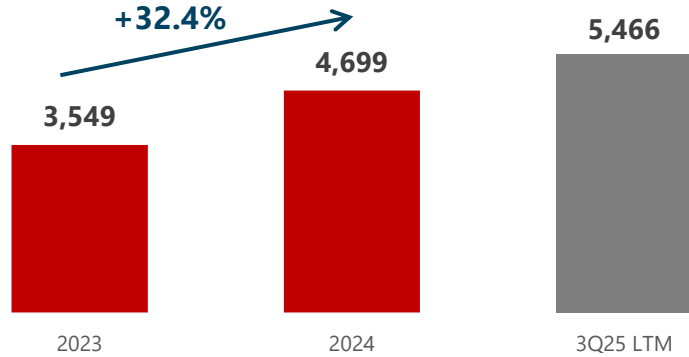
Results Highlights

Section III

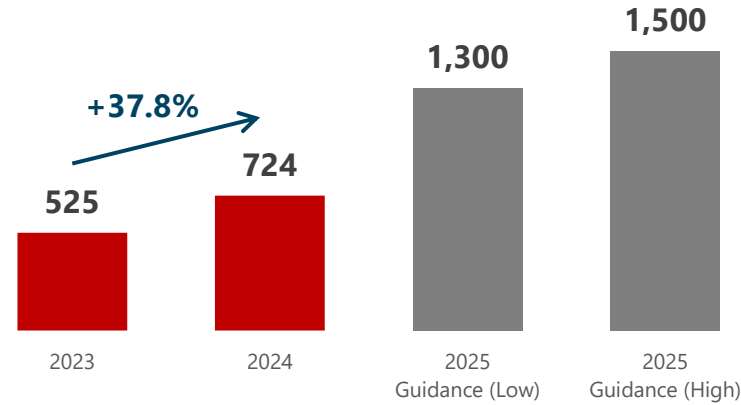


STRONG OPERATING PERFORMANCE OVER THE YEARS

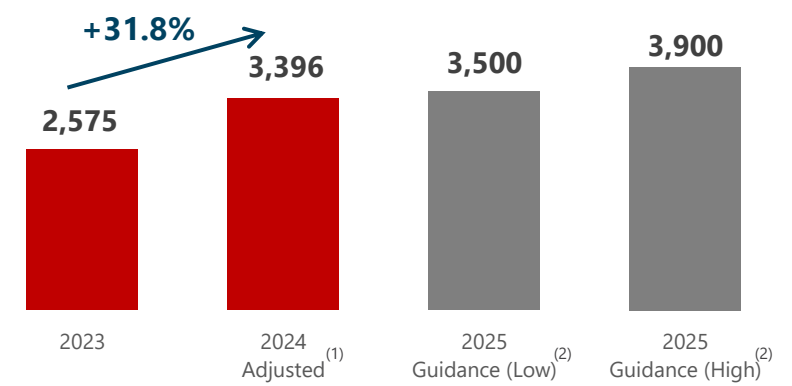
Consolidated Net Revenue | R\$ million



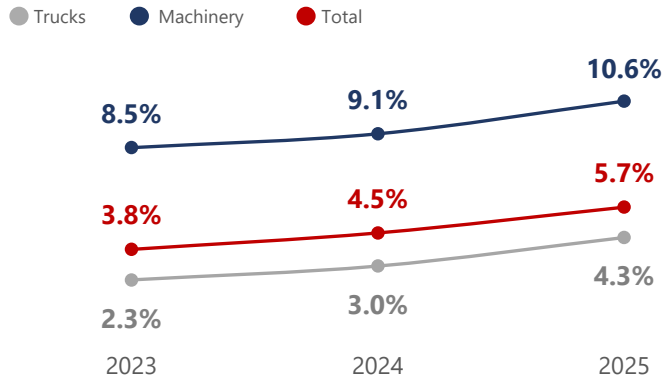
Used Assets Sale⁽²⁾ | R\$ million



Consolidated EBITDA | R\$ million

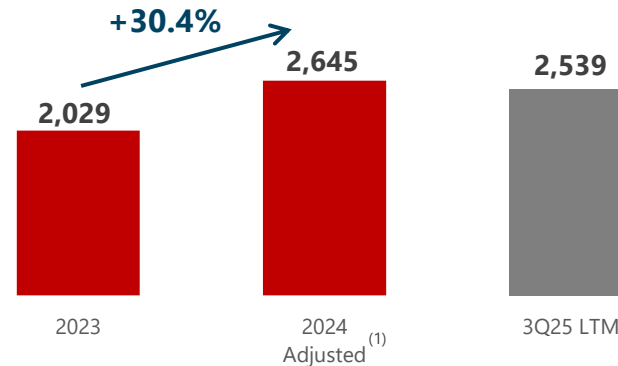


Depreciation rate | R\$ million

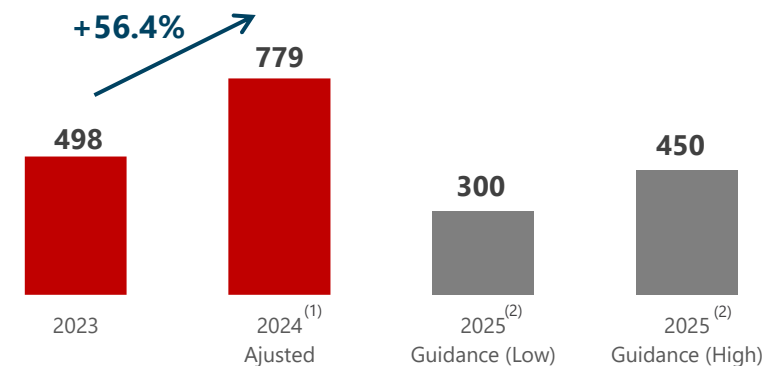


Depreciation rate: depreciation for the year ÷ average fixed assets for the period.
2025: depreciation for the third quarter × 4 ÷ average fixed assets for the period.

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.

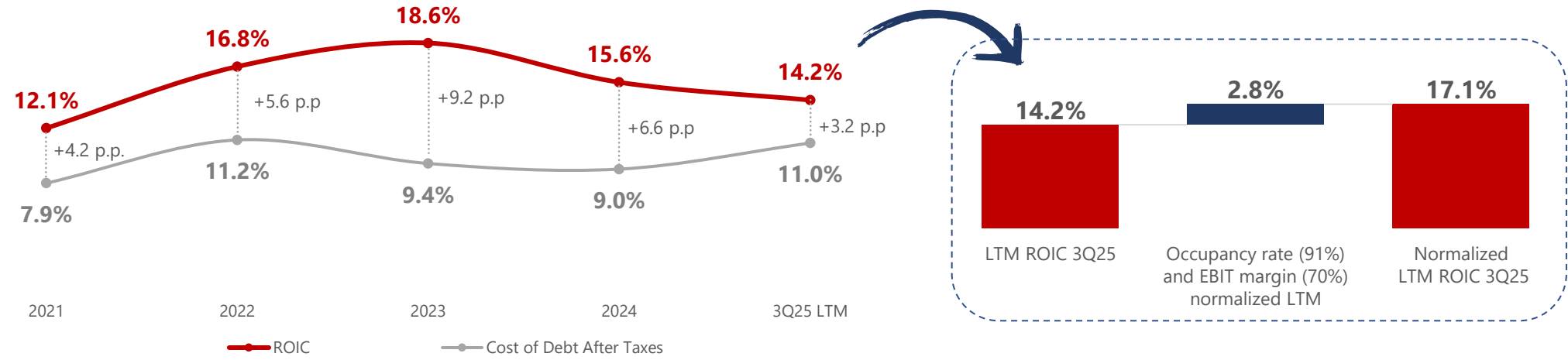
(2) Information publicly disclosed in company's IR website and available at <https://ri.grupovamos.com.br/en/financial-information/presentations/>.

(3) EBIT calculated as EBITDA less Depreciation and Amortization

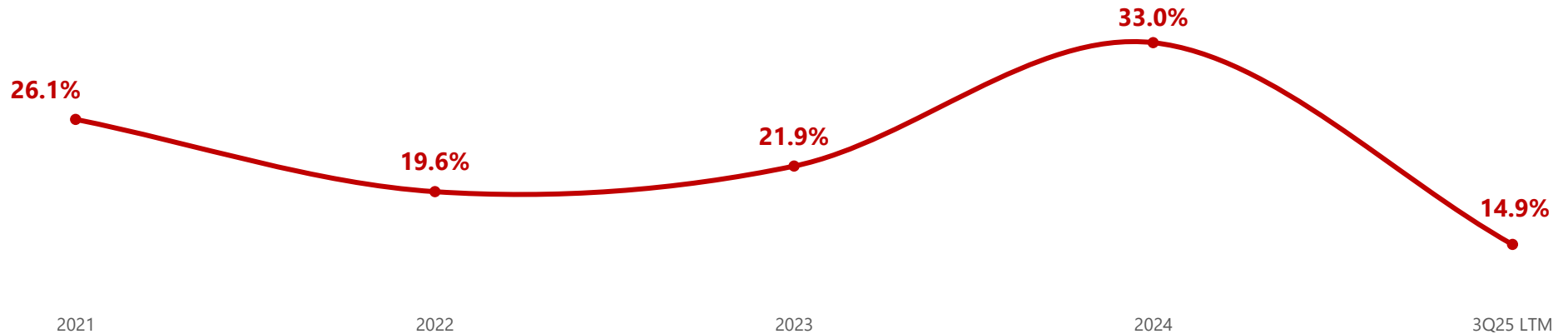
HIGHER OCCUPANCY RATE WILL CONTRIBUTE TO IMPROVE THE ROIC SPREAD

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) | %



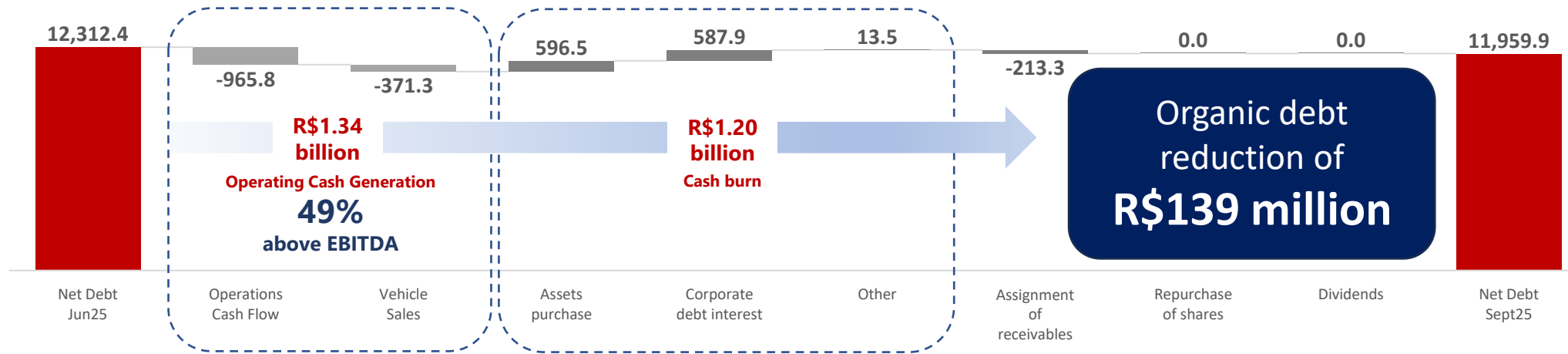
ROIC is calculated using adjusted EBIT and income tax rate, excluding one-time effects from 2Q24, over the average invested capital. ROE considers adjusted net income over average shareholders' equity

POSITIVE CASH GENERATION ALIGNED WITH GROWTH

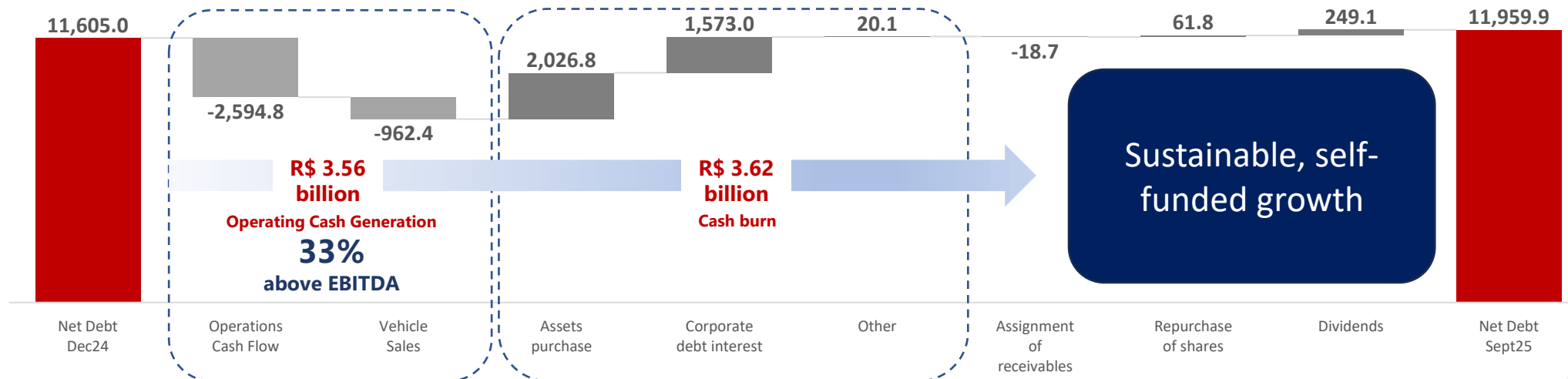
THE COMPANY HAS CONTROL OVER ITS DEBT MANAGEMENT, EVEN WHILE CONTINUOUSLY SETTING NEW RECORDS.

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

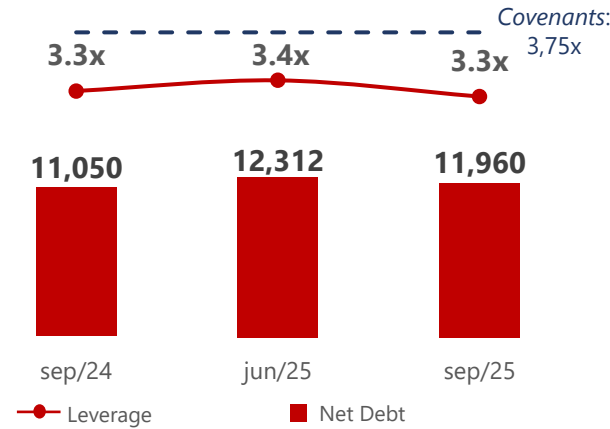
FOCUS ON DELEVERAGING AND OPTIMIZING AVERAGE DEBT MATURITY



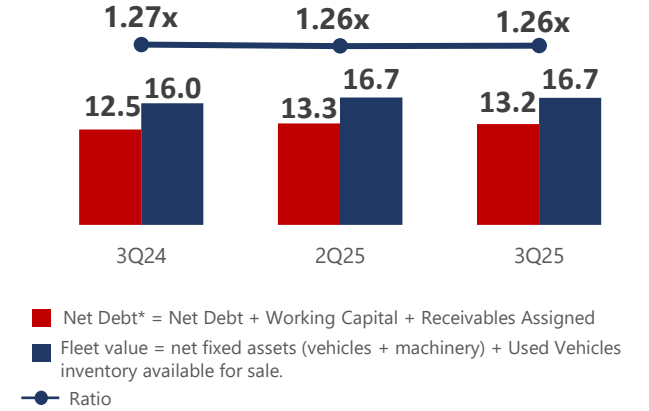
- ✓ Acceleration of asset sales, continuously setting new records
- ✓ Contract extensions with price adjustments
- ✓ Selective growth strategy, increasing contract IRR
- ✓ Optimized asset purchasing
- ✓ Launch of the Sempre Novo product
- ✓ Discipline in managing delinquency
- ✓ Agility in asset repossessions
- ✓ 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

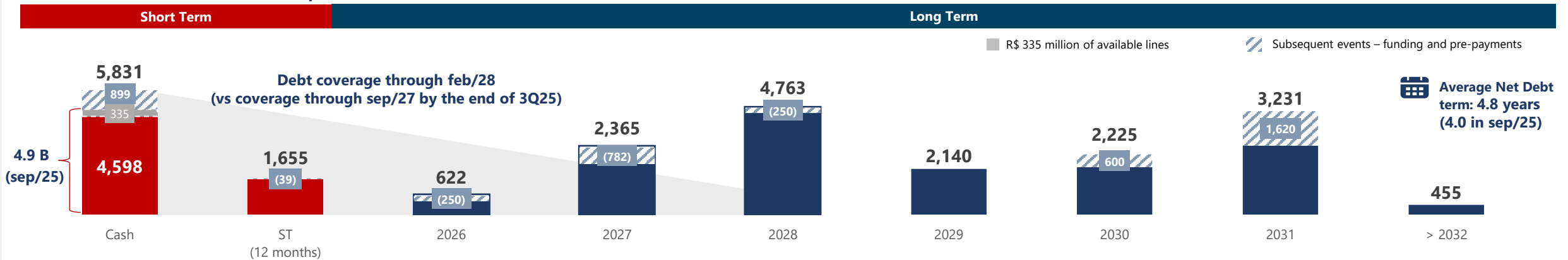
Net debt and leverage for covenant purposes | R\$ million



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

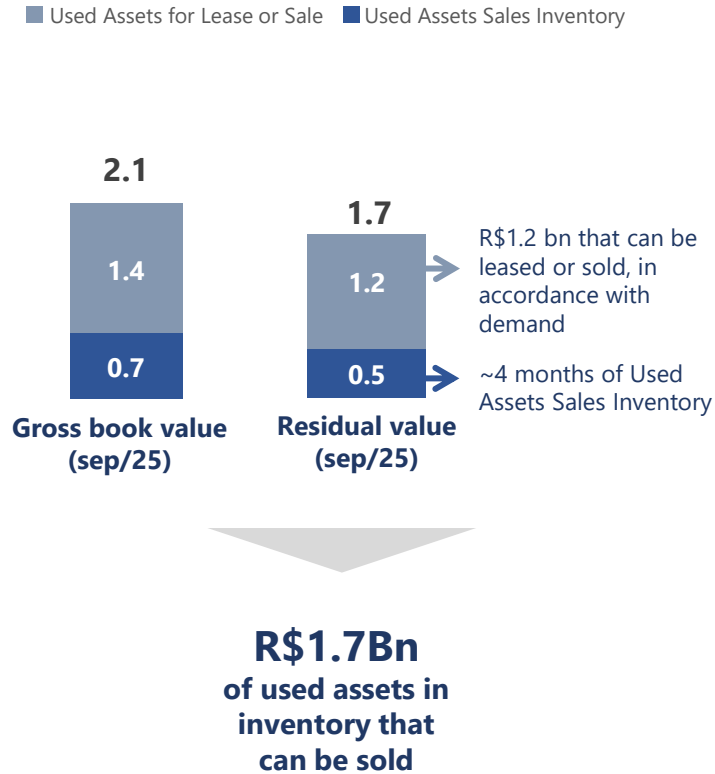
| | R\$ (nominal terms) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | TOTAL |
|--|---|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Asset purchase | Total spending on asset purchase ^(1 e 2) | (64,174) | (60,299) | (56,453) | (52,636) | (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

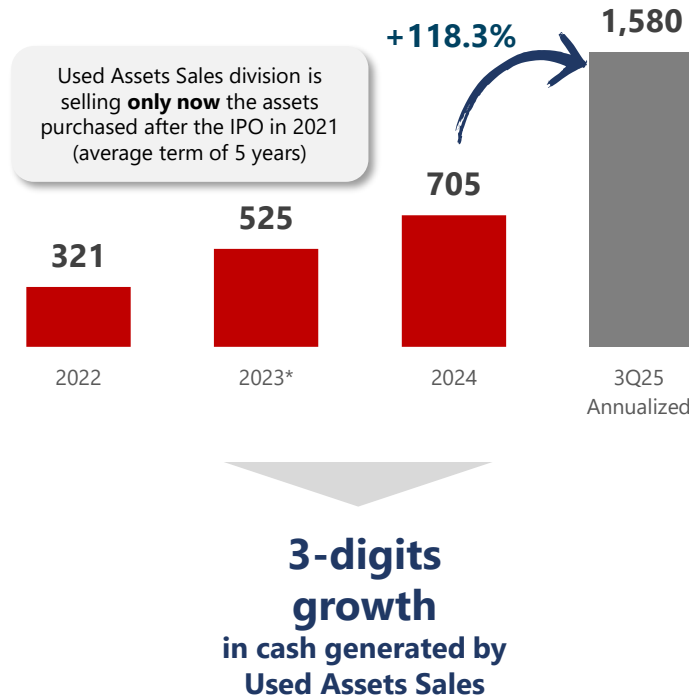
(1) Truck purchase price of R\$100,000.00; (2) Considers expenses with: (i) financial expenses at 1.33% per month (CDI +2.2% per year), (ii) maintenance expenses - R\$1,500 per month adjusted for inflation, (iii) insurance expenses - 9.0% of the residual value of the asset per year, (iv) expenses with 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

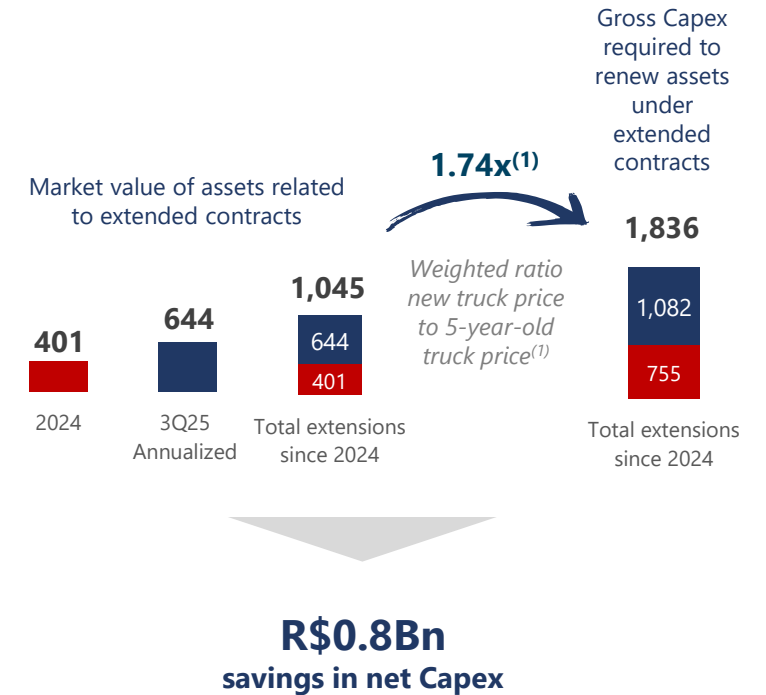
Used Assets available for lease or sale | R\$ Bn



Used assets sale | R\$ Million



Contracts extensions | R\$ Bn



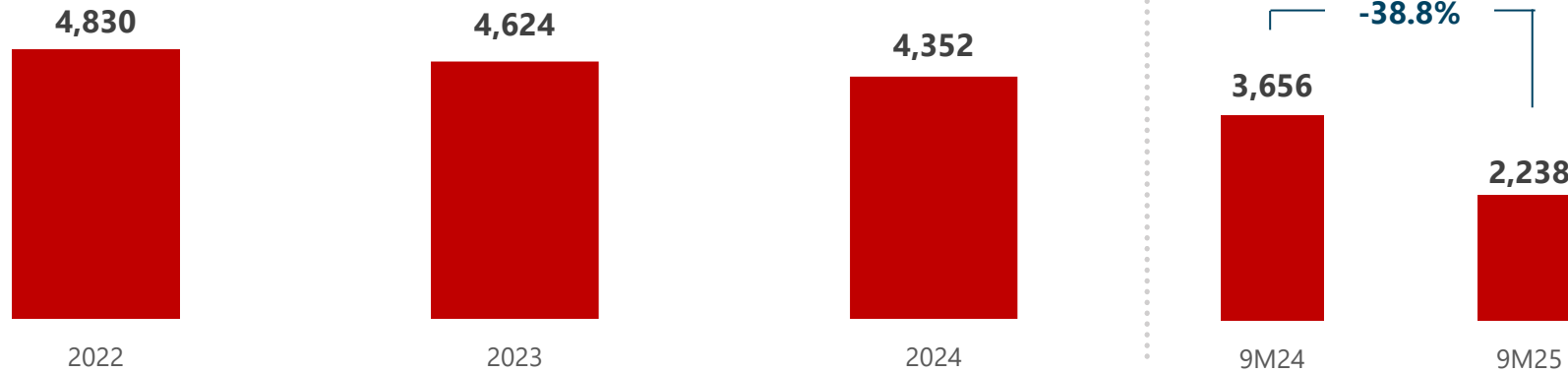
~R\$2.5Bn+

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

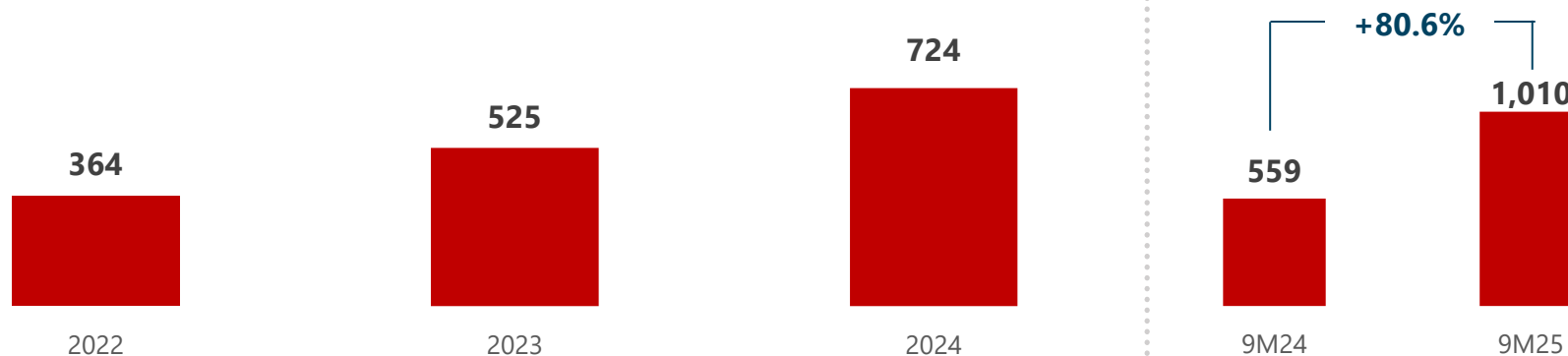
(1) Compares the brand-new asset prices to 5-years-old asset prices, considering same models. For 2024, brand-new asset prices were 88% (1.88x) higher than 5-yers-old assets. For 2025, it was 68% (1.68x) higher.

USED ASSET SALES LINKED TO LEASING GROWTH

Deployed Capex (New Assets) | R\$ million



Used Asset Sales Net Revenue | R\$ million



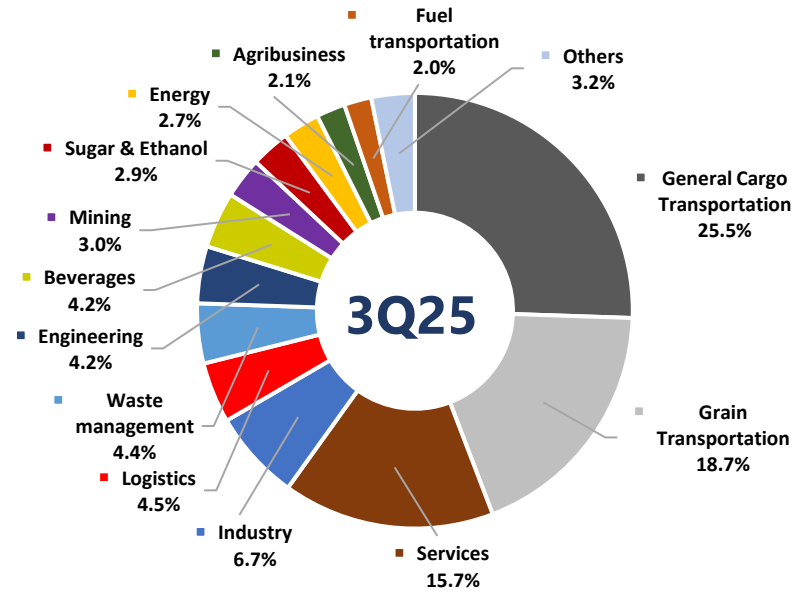
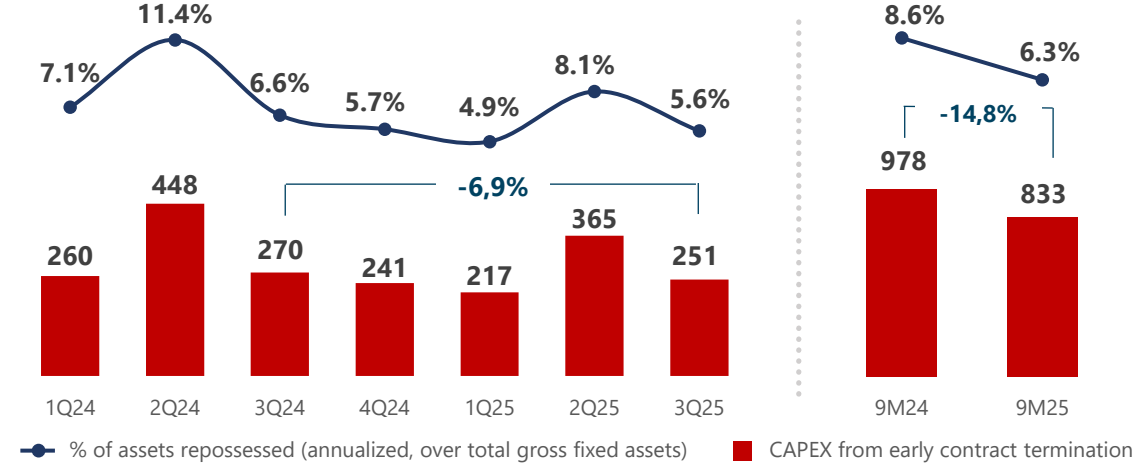
Since IPO, the growth was funded by **debt and equity**. Natural increase in the **used assets sales will reduce Net Capex requirements.**

STRONG DISCIPLINE IN CONTRACT AND ASSET MANAGEMENT

REDUCED EXPOSURE IN SENSITIVE SEGMENTS AND SCOPE ADJUSTMENT OF SOME CONTRACTS

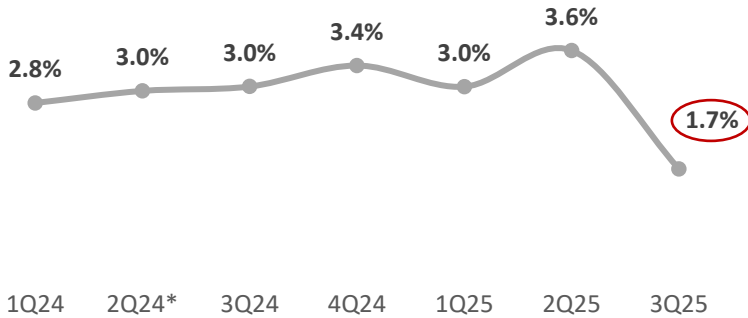
Early Contract Termination* | R\$ million

*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

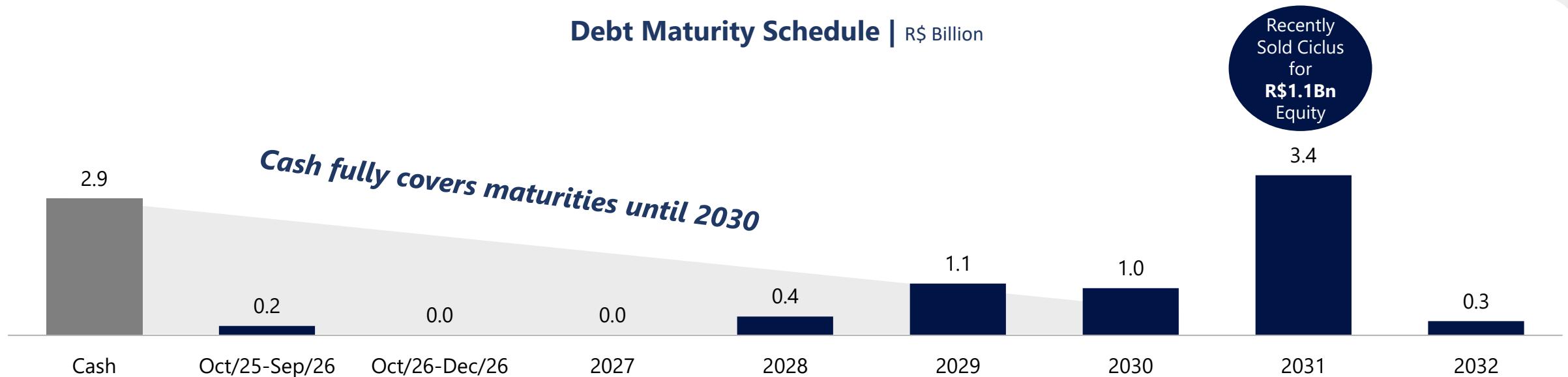


SIMPAR Holding: strong cash position, long-term debt profile, and quality liability management

| | | |
|---|-------------------------|------------------|
|  | 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 |

Debt Maturity Schedule | R\$ Billion



INVESTOR RELATIONS

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THANK YOU.

