Earnings Presentation

2Q25

IBRA B3 IGC B3 IGCT B3 ITAG B3 INDX B3 SMLL B3 IAGRO-FFS B3

Safe Harbor Statement

This presentation contains forward-looking statements that are subject to risks and uncertainties. These statements are based on Management's beliefs and assumptions, as well as on currently available information.

Forward-looking statements include information on our current intentions, beliefs or expectations, **as well as those of the Company’s Board of Directors and Board of Executive Officers.**

Forward-looking statements are not performance guarantees, they involve risks, uncertainties and assumptions because they refer to future events and, therefore, depend on circumstances which may or may not occur.

Future results may differ materially from those expressed or suggested by forward-looking statements. **Many of the factors which will determine these results and figures are beyond our ability to control or predict.**

Agenda

- Message from the CEO
- Quarterly Highlights
- 2Q25 Results
- Q&A Session
- Final Message

2Q25 Highlights

Adjustment of our structures to the current level of market demand.

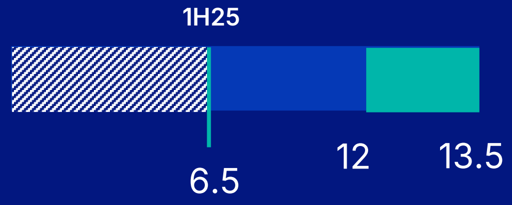
Announcement of the Company's **private capital increase** and the **follow-on** offering by subsidiary Frasle Mobility.

R$ 1.1 billion raised through the **12th issuance of debentures**, cash.

Resumption of the **Annual Guidance**, including the review of our projections for 2025.

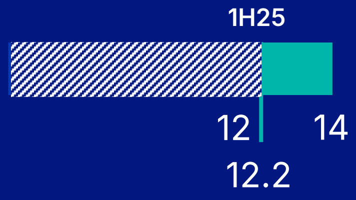
Guidance

Consolidated Net Revenue (R$ Billion)

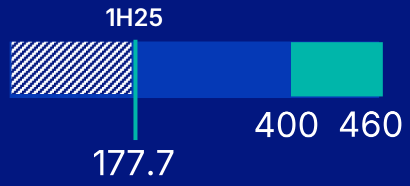


Revenues From International Markets[1] (US$ Million)

Adjusted EBITDA Margin[2] (% Adjusted EBITDA o/ NR)



Investments[3] (R$ Million)



[1] Values refer to the total exports from Brazil and the revenues generated by operations abroad, without intercompany sales;
[2] Considers margins adjusted for one-offs;
[3] Values refer to organic investments.

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Brazilian Market 2Q25

	TRUCKS	TRAILERS
Production	34,640 ▼ -1.2%	18,630 ▼ -20.0%
Sales	27,005 ▼ -10.8%	17,393 ▼ -22.8%
Exports	7,497 ▲ 101.6%	1,237 ▲ 63.6%

Quarterly comparison 2Q25 vs. 2Q24.

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Main Indicators

Net Revenue
R$ 3.3 billion
▲ 10.5%

Adj. EBITDA Margin
11.0%
▼ -340 bps

Net Income
-R$ 34.9 million
▼ -140.2%

ROIC
(Return on invested capital)
8.0%
▼ -72 bps

Quarterly comparison 2Q25 vs. 2Q24.

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Indebtedness

Net Debt History (Without Randon Bank)
R$ Million

[1] In 2Q25, the Company's leverage, considering the pro forma EBITDA of the acquired companies, was **3.52x**. Also considering the one-offs in the EBITDA of the last twelve months, it would be **3.36x**.

Total Cost[1]
14.3% p.a.
▲ 284 bps vs. 2Q24

Average Term[1]
4.0 years

Origin of Debt[1]

80.2% Domestic Currency
19.8% Foreign Currency

[1] Indicators without Randon Bank.

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Capital Market

Market Cap

R$ 2.9 billion

▼ -15.8%

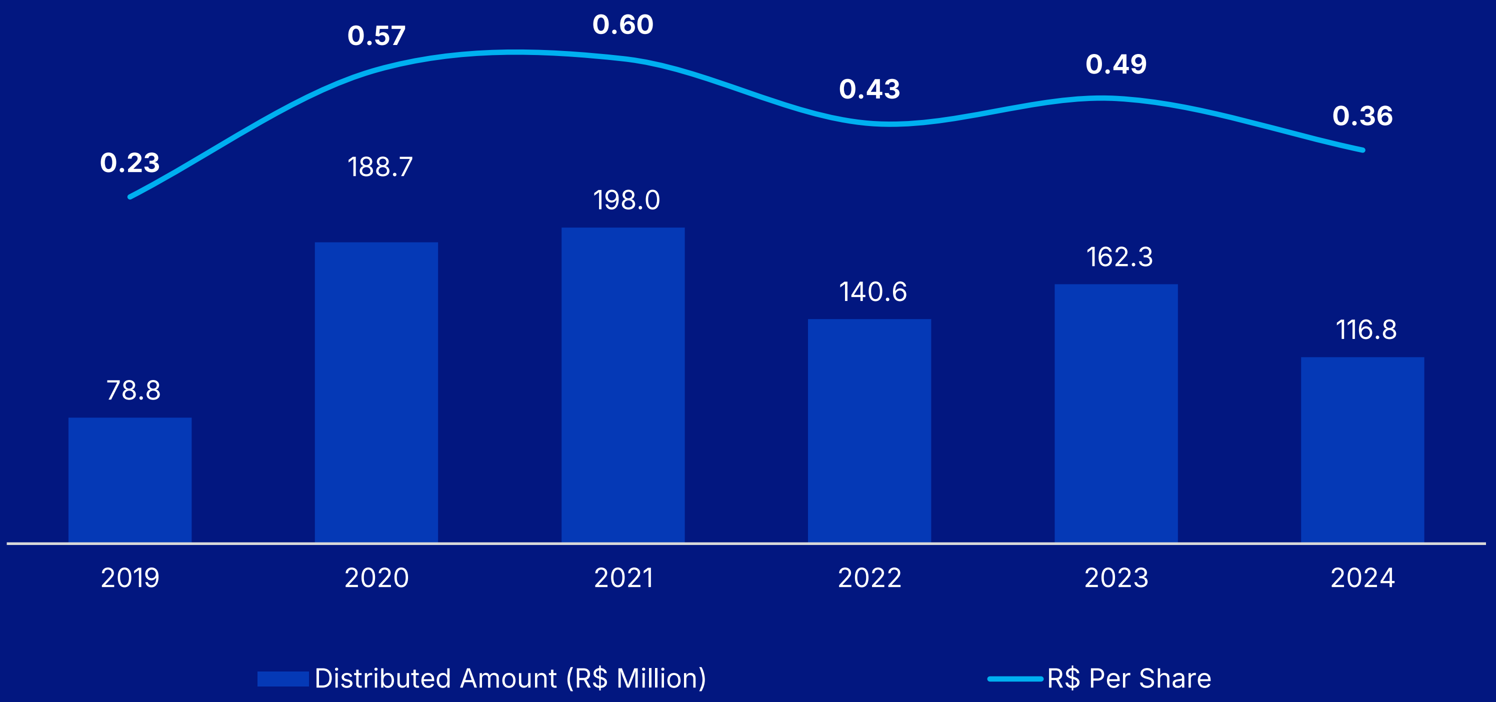
ADTV
(Average Daily Trading Volume)

R$ 32.9 million

▲ 23.5%

Quarterly comparison 2Q25 vs. 2Q24.

Payment History - Interest on Equity and Dividends



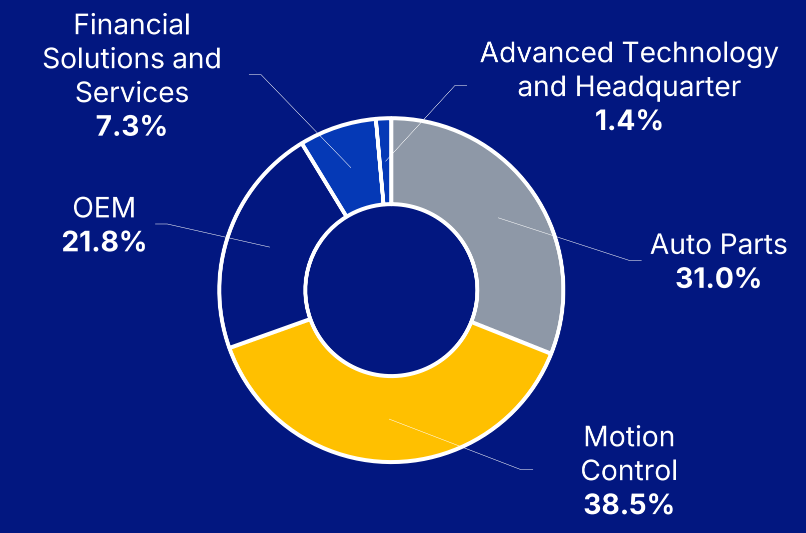
Distribution by period of competence and without income tax.

Net Revenue

R$ 3.3 billion

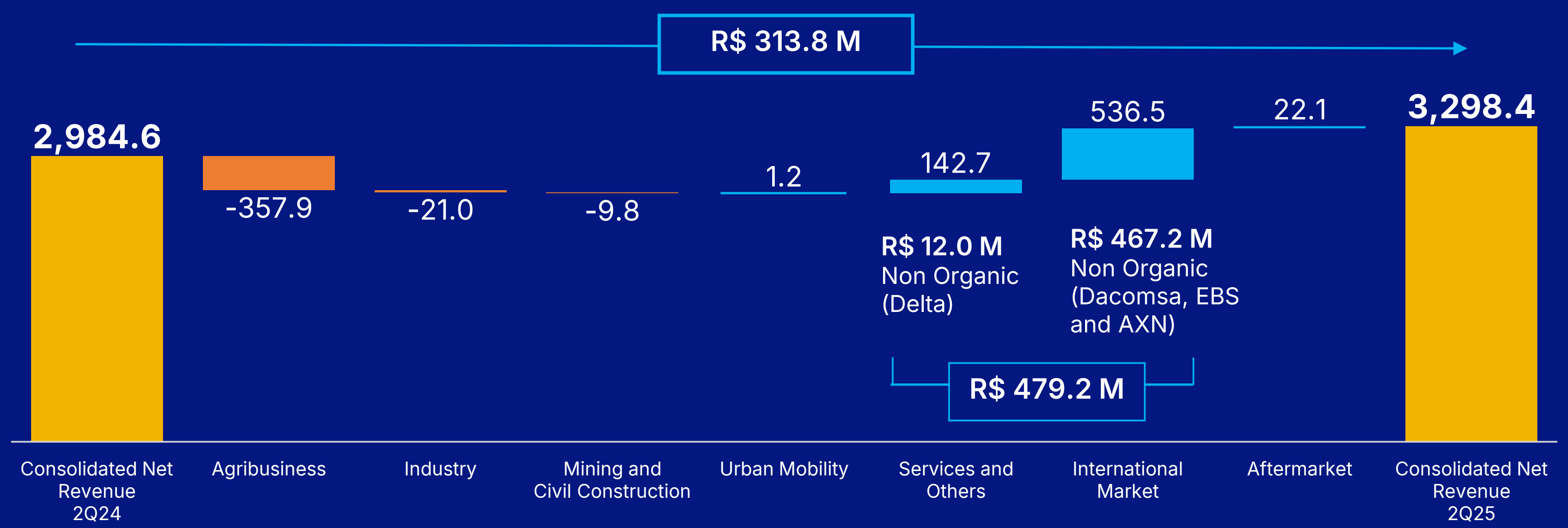
▲ 10.5% vs. 2Q24

Net Revenue by Vertical 2Q25



Revenue by Sector Bridge

(Values in R$ Million)

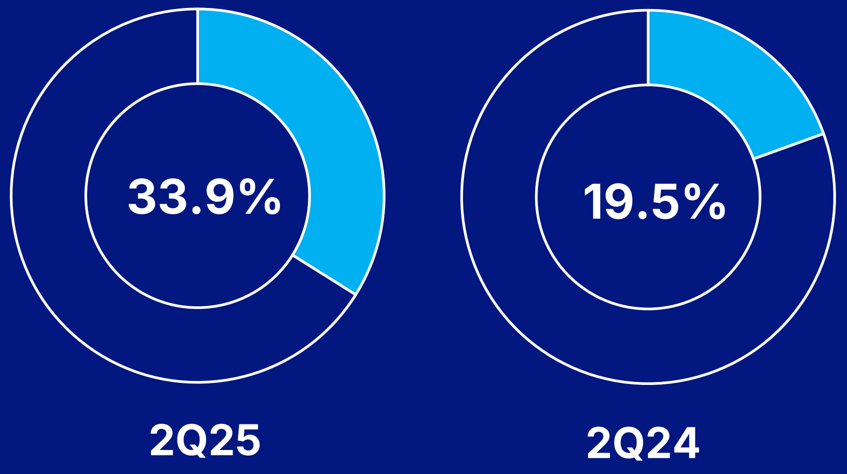


International Market Revenues

US$ 197.6 million

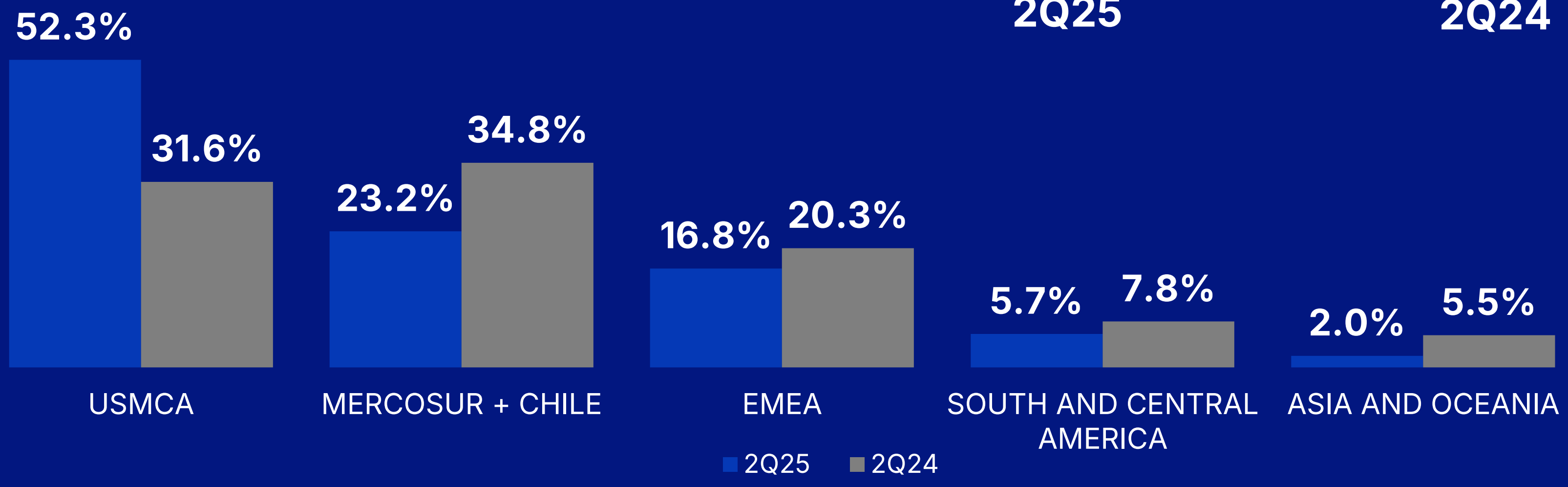
▲ 77.2% vs. 2Q24

% of Revenues from Intl. Market o/ CNR



Intl. Market Revenues by Region

(% o/ International Market Revenues)



The USMCA region gained relevance with the addition of Dacomsa and AXN, along with Hercules's recovery.

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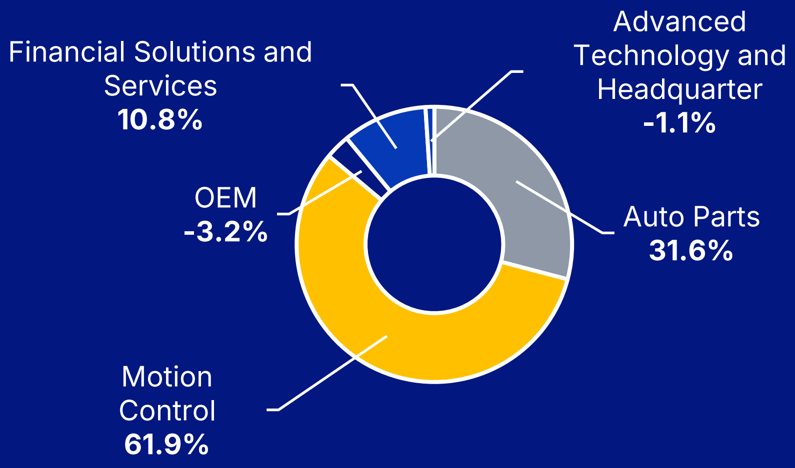
Adjusted EBITDA and Adjusted EBITDA Margin

Adj. EBITDA
R$ 364.4 million
▼ 15.5%

Adj. EBITDA Margin
11.0%
▼ -340 bps

Quarterly comparison 2Q25 vs. 2Q24.

Adjusted EBITDA by Vertical 2Q25[1]
(% o/ Adjusted EBITDA)

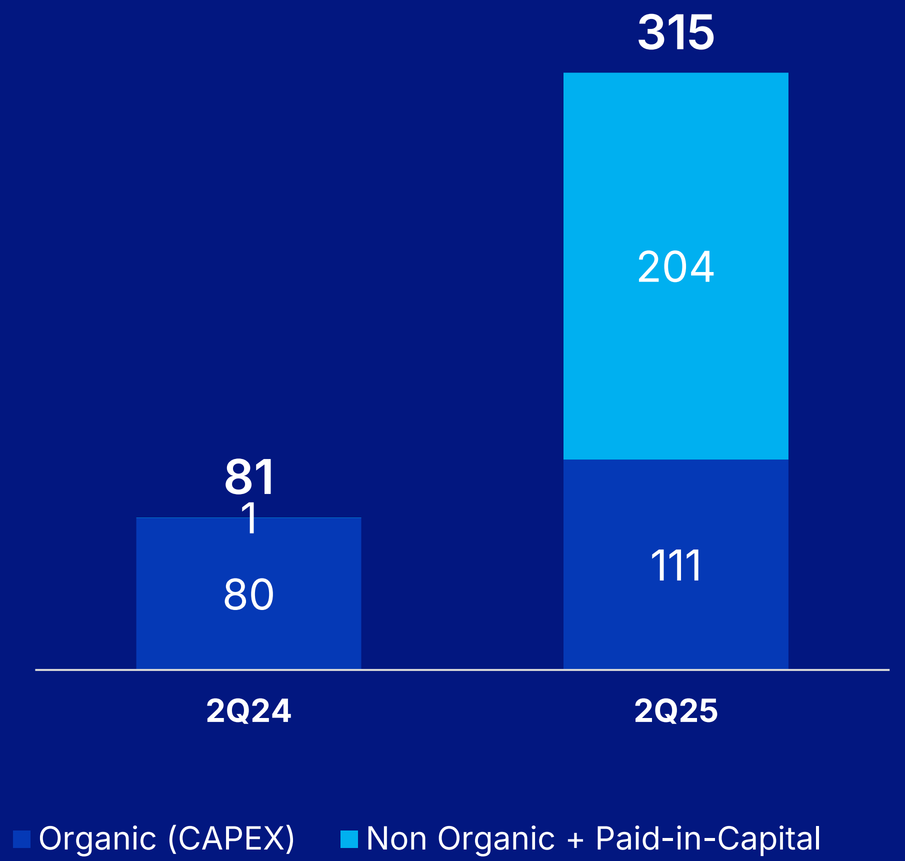


[1] The EBITDA of the Advanced Tech. Vertical excludes the effects of equity income from the Holding, in order to more accurately reflect its operational performance.

Adjusted EBITDA Bridge
(Values in R$ Million)

Impact of 200 bps in 2Q25

Investments



Values in R$ Million.

Main Non Organic Investments

Hercules	R$ 101.5 million
AXN	R$ 59.9 million
Dacomsa	R$ 42.7 million

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SiteVisit2025

Caxias do Sul - RS

We invite you to an exclusive event, with visits to our units and interaction with our executives.

SEP03

8:45am to 4:45pm

Outlook

Challenging macroeconomic environment, generating **uncertainties in the business landscape** both in Brazil and abroad

Leverage reduction driven by the decrease in our working capital and the effects of transactions carried out in the capital markets

Integration and synergy capture from the acquired companies, with focus on **portfolio, supply, and sales channels**

More challenging market expected in 2H25, including in the most resilient segments

Q&A

POR VOZ

> Escreva seu **NOME, EMPRESA** e **IDIOMA.**
> Ao ser anunciado, aparecerá na tela uma solicitação para ativar seu microfone.
> Clique para ativar e faça sua pergunta.

POR ESCRITO

> Escreva seu **NOME, EMPRESA** e sua **PERGUNTA.**
> Se ela não for lida durante o evento, será respondida após o encerramento, pela equipe de RI.

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BY VOICE

> Write your NAME, COMPANY, and LANGUAGE.
> When announced, a request will appear on the screen to activate your microphone.
> Click to activate and ask your question.

IN WRITING

> Write your NAME, COMPANY, and your QUESTION.
> If it's not read during the event, it will be answered after it ends by the IR team.

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