(ADocusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335




# 3Q26 Results

## Live Broadcast

**Date:** Thursday, November 5th, 2026
**Time:** 2:00 p.m (Brasilia Time)
**Watch Online:** Click here

mills

The financial and operational information contained in this press release, except as otherwise indicated, is in accordance with the accounting policies adopted in Brazil, which are in accordance with International Financial Reporting Standards (IFRS).

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# Highlights

## The main highlights for the period were:

Net Revenue of BRL 492.9 million in 3Q26, up 2.1% compared to 3Q25 and 4.4% versus 2Q26. In 9M26, Net Revenue reached BRL 1,426.2 million, a 6.0% increase compared to 9M25.

Adjusted EBITDA of BRL 256.1 million in 3Q26, 0.6% higher than in 3Q25. Adjusted EBITDA margin was 52.0%, down 0.8 p.p. compared to 3Q25 and 5.0 p.p. versus 2Q26. In 9M26, Adjusted EBITDA totaled BRL 760.1 million, up 10.4% year over year.

Net Income of BRL 130.9 million in 3Q26, up 94.5% compared to 3Q25, with a net margin of 26.6%. In 9M26, Net Income reached BRL 434.3 million, a 95.1% increase compared to 9M25.

Cash Net Income of BRL 88.8 million in 3Q26, with a cash net margin of 18.0%. In 9M26, Cash Net Income totaled BRL 268.2 million, with a cash net margin of 18.8%.

Leverage remained at 1.1x Net Debt/Adjusted EBITDA, down 0.4x compared to 3Q25. The average cost of debt remained stable at CDI + 1.13% p.a., with an average maturity of 3.3 years.

CapEx of BRL 100.5 million in 3Q26, of which 89% was allocated to rental assets, representing a 61.5% decrease compared to 3Q25 and a 13.5% increase versus 2Q26. In 9M26, CapEx totaled BRL 285.8 million, 52.0% lower than in 9M25.

Adjusted Operating Cash Flow of BRL 235.5 million in 3Q26, down 39.8% compared to 3Q25, with an EBITDA-to-cash conversion of 76.4%. In 9M26, Adjusted Operating Cash Flow reached BRL 644.6 million, down 7.2% year over year, with a cash conversion rate of 74.9%.

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| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Gross Revenue** | **537.7** | **529.6** | **1.5%** | **515.3** | **4.3%** | **1,555.3** | **1,478.5** | **5.2%** |
| Net revenue | 492.9 | 482.7 | 2.1% | 472.2 | 4.4% | 1,426.2 | 1,345.0 | 6.0% |
| CVM EBITDA | 308.0 | 225.7 | 36.5% | 284.4 | 8.3% | 860.1 | 658.9 | 30.5% |
| *CVM EBITDA margin (%)* | *62.5%* | *46.8%* | *15.7 p.p.* | *60.2%* | *2.2 p.p.* | *60.3%* | *49.0%* | *11.3 p.p.* |
| **Adjusted EBITDA[1]** | **256.1** | **254.6** | **0.6%** | **268.9** | **-4.8%** | **760.1** | **688.3** | **10.4%** |
| *Adjusted EBITDA margin[1] (%)* | *52.0%* | *52.7%* | *-0.8 p.p.* | *56.9%* | *-5.0 p.p.* | *53.3%* | *51.2%* | *2.1 p.p.* |
| *Adjusted ex-sales EBITDA margin[1] (%)* | *51.5%* | *52.9%* | *-1.4 p.p.* | *56.7%* | *-5.1 p.p.* | *52.9%* | *51.1%* | *1.8 p.p.* |
| **Net Income for the Period** | **130.9** | **67.3** | **94.5%** | **106.3** | **23.1%** | **434.3** | **222.6** | **95.1%** |
| *Net margin (%)* | *26.6%* | *13.9%* | 12.6 p.p. | *22.5%* | 4.0 p.p. | *30.5%* | *16.5%* | 13.9 p.p. |
| **LTM ROIC (%)[2]** | **23.4%** | **19.7%** | **3.8 p.p.** | **21.7%** | **1.8 p.p.** | **23.4%** | **19.7%** | **3.8 p.p.** |
| Adjusted operating cash flow[3] | 235.5 | 391.2 | -39.8% | 188.3 | 25.1% | 644.6 | 694.9 | -7.2% |
| *Adjusted FCO % CVM EBITDA* | *76.4%* | *173.3%* | *-96.9 p.p.* | *66.2%* | *10.3 p.p.* | *74.9%* | *105.5%* | *-30.5 p.p.* |
| Adjusted free cash flow to the firm[3] | 105.3 | (92.4) | NA | 117.9 | -10.7% | 348.9 | (83.7) | NA |
| Leverage (x) | 1.1x | 1.5x | -0.4 p.p. | 1.2x | -0.1 p.p. | 1.1x | 1.5x | -0.4 p.p. |

[1] Excluding non-recurring items. Unaudited information.
[2] Calculated using the cash tax rate.
[3] Adjusted Operating Cash Flow: excludes interest related to debentures, investments in rental assets, and net cash interest income/expenses and monetary variations.
Adjusted FCF: excludes cash flows from investing activities and the acquisition of rental assets. Unaudited information.

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# Management Comments

**São Paulo, November 4, 2026 – Mills Locação, Serviços e Logística S.A. (“Mills” or the “Company”) hereby announces its results for the third quarter of 2026 (3Q26).**

We closed the third quarter of 2026 maintaining our growth trajectory, with higher revenue, sustained strong profitability and a solid financial position. Against a still highly competitive environment in certain markets, we continued to prioritize disciplined capital allocation, operating efficiency and greater revenue visibility.

Net Revenue reached BRL 492.9 million in 3Q26, up 2.1% compared to 3Q25 and 4.4% versus the previous quarter. In the first nine months of the year, Net Revenue totaled BRL 1.4 billion, an increase of 6.0% and a record high for the period. Performance was mainly supported by growth in Heavy Equipment and Intralogistics. We also continued to increase the share of longer-term contracts, which accounted for 56% of Rental Revenue in the quarter, contributing to greater revenue recurrence and visibility.

Adjusted EBITDA reached BRL 256.1 million in the quarter, with a margin of 52.0%. In 9M26, Adjusted EBITDA totaled BRL 760.1 million, up 10.4% year over year, with margin expanding by 2.1 p.p. The performance reflects the combination of business growth, productivity gains and disciplined expense management, partially offset by pressure on certain operating costs.

Cash generation remained consistent. Adjusted Operating Cash Flow totaled BRL 235.5 million in the quarter, while Adjusted Free Cash Flow to the Firm reached BRL 105.3 million. Investments totaled BRL 100.5 million, of which approximately 89% was allocated to rental assets. We maintained a selective approach to capital allocation, prioritizing investments supported by expected demand, greater contractual visibility and adequate returns.

We ended September with BRL 707.5 million in cash and financial investments, Net Debt of approximately BRL 1.1 billion and leverage of 1.1x Net Debt/Adjusted EBITDA, down from 1.5x in 3Q25. The average cost of debt remained stable at CDI + 1.13% p.a., with an average maturity of 3.3 years. The combination of liquidity, debt maturity profile and leverage preserves the Company’s financial flexibility to execute its strategy and capture growth opportunities.

We enter the final quarter of 2026 maintaining our focus on disciplined growth, higher asset utilization, expansion of recurring revenues and cash generation. We will continue to seek a balanced approach between growth, return on invested capital and financial strength, while preserving an appropriate capital structure to support Mills’ long-term development.

**Sergio Kariya**
**Mills CEO**

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# Consolidated Results

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| Net Revenue | 492.9 | 482.7 | 2.1% | 472.2 | 4.4% | 1,426.2 | 1,345.0 | 6.0% |
| COGS total, ex-depreciation | (145.2) | (135.4) | 7.3% | (120.4) | 20.6% | (393.6) | (368.3) | 6.9% |
| Gross Profit, ex-depreciation | 347.6 | 347.4 | 0.1% | 351.7 | -1.2% | 1,032.6 | 976.9 | 5.7% |
| SG&A, ex-depreciation | (33.6) | (117.5) | -71.4% | (56.5) | -40.6% | (146.8) | (294.1) | -50.1% |
| ECL | (6.0) | (4.2) | 43.7% | (10.8) | -44.1% | (25.7) | (23.9) | 7.6% |
| **EBITDA CVM** | **308.0** | **225.7** | **36.5%** | **284.4** | **8.3%** | **860.1** | **658.9** | **30.5%** |
| *EBITDA CVM Margin (%)* | *62.5%* | *46.8%* | 15.7 p.p. | *60.2%* | 2.3 p.p. | *60.3%* | *49.0%* | 11.3 p.p. |
| Non-Recurrent | (51.9) | 28.8 | NA | (15.6) | 233.8% | (100.0) | 29.4 | NA |
| **Adj. EBITDA** | **256.1** | **254.6** | **0.6%** | **268.9** | **-4.8%** | **760.1** | **688.3** | **10.4%** |
| *Adj. EBITDA Margin (%)* | *52.0%* | *52.7%* | -0.8 p.p. | *56.9%* | -5.0 p.p. | *53.3%* | *51.2%* | 2.1 p.p. |

In 3Q26, the Company maintained its growth trajectory, supported by the execution of its strategy and the continued evolution of its business model. Net Revenue totaled BRL 492.9 million, up 2.1% compared to 3Q25. In the first nine months of the year, revenue reached BRL 1,426.2 million, an increase of 6.0% compared to 9M25 and a record high for the period.

Quarterly performance was mainly supported by growth in the Heavy Equipment and Intralogistics business units. The competitive environment, however, remained challenging, particularly due to the entry of new competitors and the greater availability of rental equipment in the Brazilian market. Against this backdrop, the Company continued to intensify its efforts to capture opportunities by leveraging its scale, fleet availability and nationwide footprint, supporting the resumption of revenue growth.

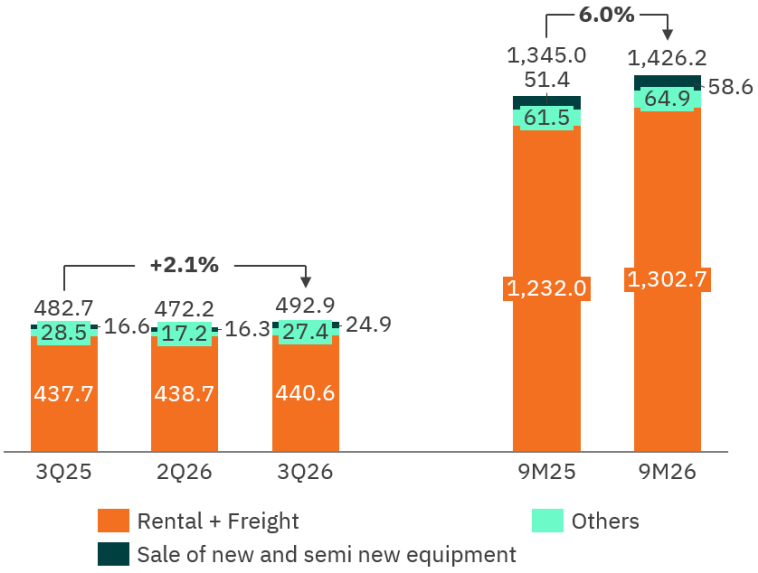
In addition, the Company continues to benefit from the investment cycle in infrastructure and construction, while expanding its presence among large customers through its multiproduct strategy, deepening commercial relationships and broadening its offering of solutions.

In line with its strategic priority of increasing revenue visibility and recurrence, the Company remained focused on expanding long-term contracts, particularly in the Heavy Equipment and Intralogistics business units. In 3Q26, these contracts accounted for 56% of Rental Revenue, an increase of 1 p.p. compared to 3Q25.

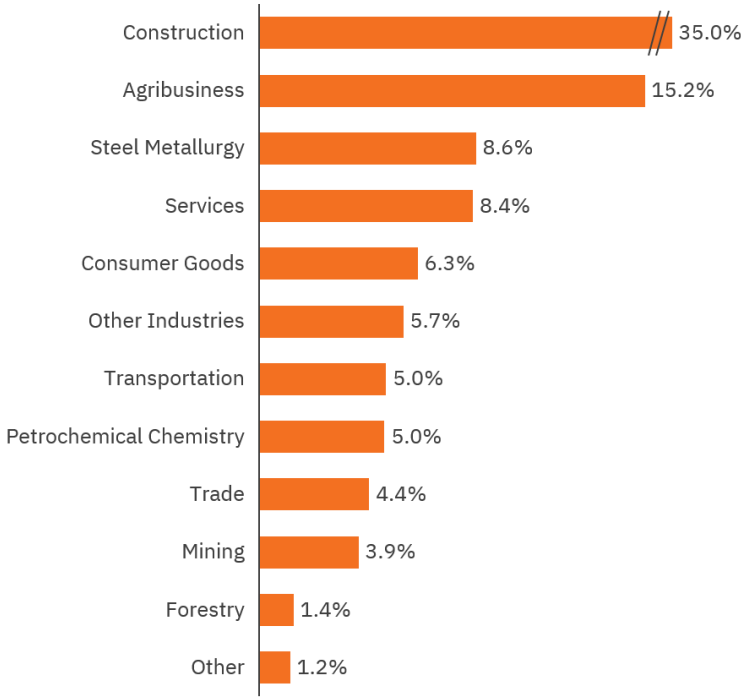
CVM EBITDA reached BRL 308.0 million in 3Q26, up 36.5% compared to 3Q25, with an EBITDA margin of 62.5%. Reported performance benefited from the recognition of prior-period tax credits during the quarter.

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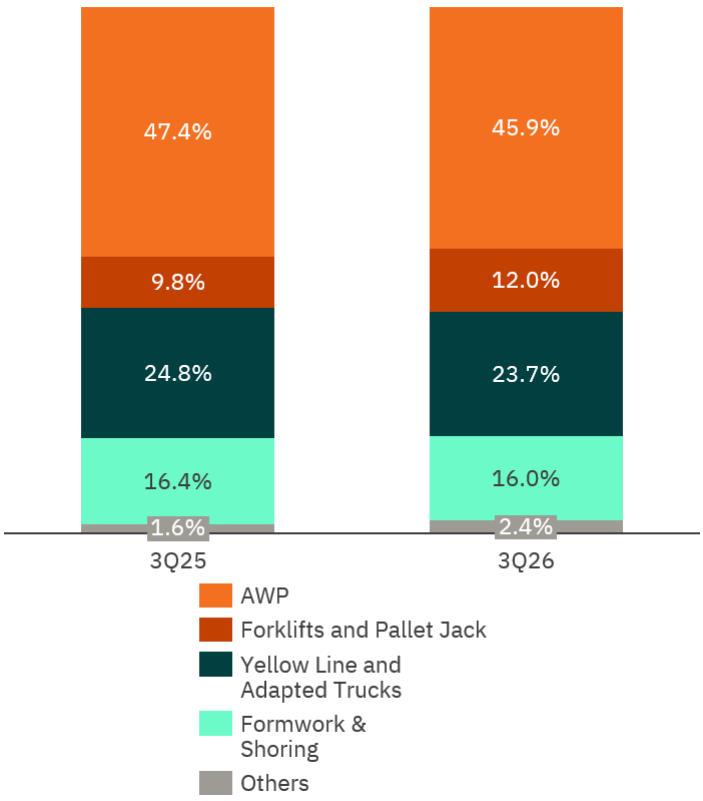
## Net Revenue by type
*(BRL million)*




## Gross Revenue 3Q26
## Per activity segment (%)




## Net Rental and Freight Revenue by Product (%)




## % of Net Rental Revenue on long term contracts



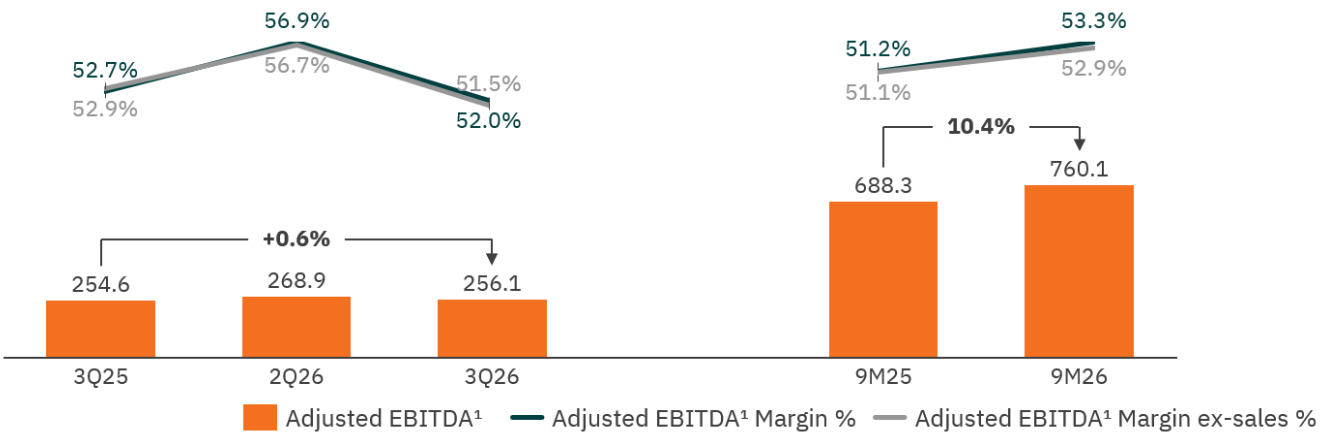
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Excluding these non-recurring effects, Adjusted EBITDA totaled BRL 256.1 million in the quarter, up 0.6% year over year, broadly in line with the increase in Net Revenue during the period. Adjusted EBITDA margin was 52.0%, down 0.8 p.p. compared to 3Q25. In the first nine months of 2026, Adjusted EBITDA reached BRL 760.1 million, an increase of 10.4%, reflecting the combination of revenue growth and tighter control over the Company's costs and expenses.

The Company continues to advance the structural efficiency initiatives implemented over recent quarters, with a focus on streamlining its organizational structure, increasing operating productivity and maintaining disciplined management of general and administrative expenses. These initiatives have contributed to improving operating efficiency and supporting the Company's growth with greater operating leverage.

Non-recurring costs and expenses had a net positive impact of BRL 51.9 million in 3Q26, compared to a net negative impact of BRL 28.8 million in 3Q25. The quarter's result reflected, among other factors, the recognition of BRL 54.3 million in prior-period tax credits and the reversal of a previously provisioned contingency related to the Heavy Equipment business unit, amounting to BRL 5.0 million.

**Adjusted EBITDA[1]**
*(BRL million)*




[1] Excluding non-recurring items. Non-GAAP measure. Information not reviewed by the independent auditors.

## Financial Results

Consolidated financial result was a net expense of BRL 29.8 million in 3Q26, compared to a net expense of BRL 54.2 million in 3Q25. The year-over-year improvement was primarily driven by higher financial income, supported by a higher average cash balance during the quarter, as well as by the impact of the prior-period tax credits recognized during the period.

The Company ended the quarter with an adequate liquidity position and continued to actively manage its capital structure, seeking to balance funding costs, debt tenor and the maturity profile. During the period, cash management and the allocation of financial resources also contributed to the improvement in the financial result, while preserving the flexibility needed to support the Company's investment plan and growth opportunities.

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| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Net Financial Result** | **(29.8)** | **(54.2)** | **-45.0%** | **(42.1)** | **-29.3%** | **(92.8)** | **(144.0)** | **-35.6%** |
| Financial Revenues | 51.6 | 38.1 | 35.6% | 38.9 | 32.9% | 160.6 | 103.1 | 55.7% |
| Financial Expenses | (81.4) | (92.3) | -11.7% | (81.0) | 0.6% | (253.4) | (247.2) | 2.5% |

## Net Income

The Company reported Net Income of BRL 130.9 million in 3Q26, up 94.5% compared to 3Q25 and 23.1% versus 2Q26. Net margin reached 26.6% in the quarter. Reported results benefited from non-recurring effects related to the recognition of prior-period tax credits during the period.

| Consolidated data in BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Adjusted EBITDA[1]** | **256.1** | **254.6** | **0.6%** | **268.9** | **-4.8%** | **760.1** | **688.3** | **10.4%** |
| Non-recurring items | 51.9 | (28.8) | NA | 15.6 | 233.8% | 100.0 | (29.4) | NA |
| **CVM EBITDA** | **308.0** | **225.7** | **36.5%** | **284.4** | **8.3%** | **860.1** | **658.9** | **30.5%** |
| Depreciation and Amortization | (85.1) | (70.8) | 20.3% | (81.0) | 5.2% | (244.4) | (199.4) | 22.6% |
| Financial Result | (29.8) | (54.2) | -45.0% | (42.1) | -29.3% | (92.8) | (144.0) | -35.6% |
| **Earnings before income tax and social contribution** | **193.1** | **100.8** | **91.6%** | **161.3** | **19.7%** | **522.9** | **315.5** | **65.7%** |
| Income tax and social contribution expenses | (62.1) | (33.4) | 85.8% | (55.0) | 13.0% | (88.6) | (92.9) | -4.6% |
| *Effective Tax Rate* | *32.2%* | *33.2%* | -1.0 p.p. | *34.1%* | -1.9 p.p. | *16.9%* | *29.4%* | -12.5 p.p. |
| **Net Income** | **130.9** | **67.3** | **94.5%** | **106.3** | **23.1%** | **434.3** | **222.6** | **95.1%** |
| *Net Margin* | *26.6%* | *13.9%* | 12.6 p.p. | *22.5%* | 4.0 p.p. | *30.5%* | *16.5%* | 13.9 p.p. |

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# Rental Business Unit

## (Light, Heavy and Intralogistics)

The Rental business unit ended 3Q26 with Net Revenue of BRL 407.7 million, up 3.3% compared to 3Q25, mainly driven by the Heavy Equipment and Intralogistics business units, as well as a return to revenue growth in Light Equipment despite the challenges still affecting the segment.

At the end of the quarter, the fleet totaled approximately 17.0 thousand units, an increase of 5.8% year over year. The Company continues to prioritize asset utilization, the expansion of longer-term contracts and selective capital allocation, with the objective of increasing revenue visibility and returns on invested capital.

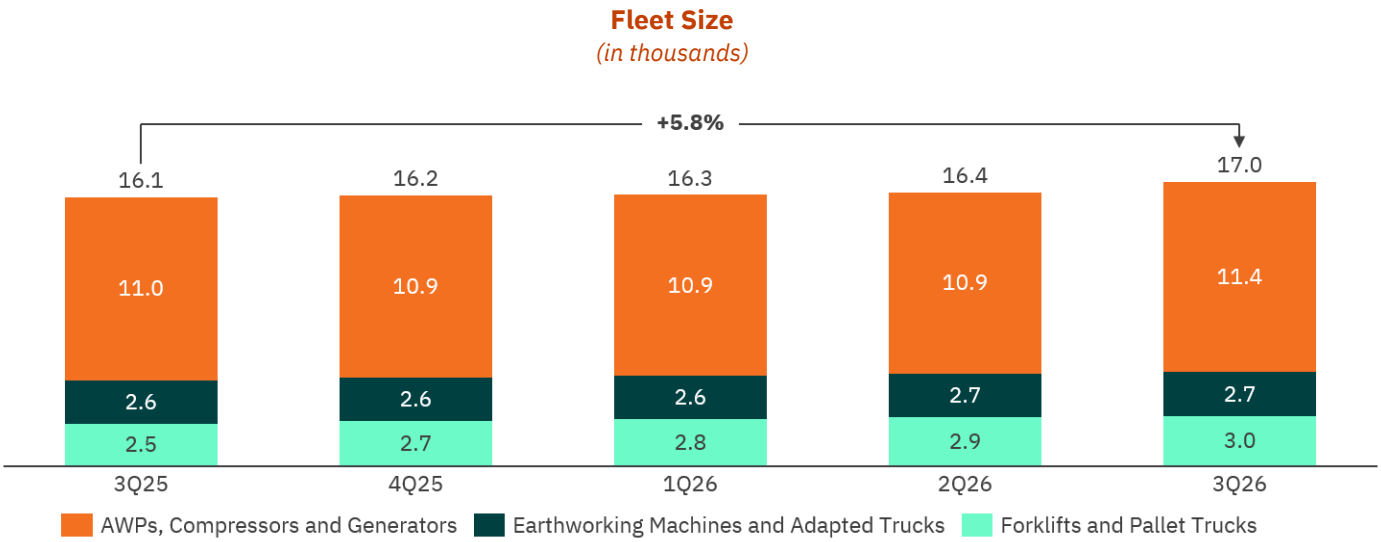
Adjusted EBITDA reached BRL 200.6 million, up 5.3% compared to 3Q25, with a margin of 49.2%, an expansion of 0.9 p.p. year over year. The improvement mainly reflected greater dilution of recurring expenses and lower ECL, partially offset by higher rental costs, particularly due to increased parts consumption and higher prices for certain inputs. In 9M26, the business unit's Adjusted EBITDA totaled BRL 599.1 million, up 11.2% compared to the same period of the previous year, with a margin of 50.7%.

## Rental Result

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Total Net Revenue** | **407.7** | **394.6** | **3.3%** | **392.5** | **3.9%** | **1,181.8** | **1,116.2** | **5.8%** |
| Rental | 370.0 | 366.0 | 1.1% | 367.7 | 0.6% | 1,090.3 | 1,033.0 | 5.5% |
| Sales | 23.9 | 16.4 | 45.4% | 14.7 | 62.2% | 54.9 | 49.2 | 11.6% |
| Other | 13.8 | 12.2 | 13.0% | 10.1 | 36.7% | 36.7 | 34.0 | 7.7% |
| **Total COGS, ex-depreciation** | **(131.9)** | **(120.7)** | **9.3%** | **(107.3)** | **22.9%** | **(354.1)** | **(329.1)** | **7.6%** |
| *% of Net Revenue* | *32.3%* | *30.6%* | *1.8 p.p.* | *27.3%* | *5.0 p.p.* | *30.0%* | *29.5%* | *0.5 p.p.* |
| **Gross Profit, ex-depreciation** | **275.9** | **274.0** | **0.7%** | **285.2** | **-3.3%** | **827.7** | **787.2** | **5.1%** |
| *Gross Margin* | *67.7%* | *69.4%* | *-1.8 p.p.* | *72.7%* | *-5.0 p.p.* | *70.0%* | *70.5%* | *-0.5 p.p.* |
| *Gross Margin - Rental* | *67.0%* | *69.4%* | *-2.4 p.p.* | *72.4%* | *-5.4 p.p.* | *69.4%* | *70.4%* | *-1.0 p.p.* |
| *Gross Margin - Sales* | *59.1%* | *47.5%* | *11.6 p.p.* | *61.4%* | *-2.4 p.p.* | *62.0%* | *52.3%* | *9.6 p.p.* |
| **SG&A, ex-depreciation and ECL** | **(28.0)** | **(101.7)** | **-72.4%** | **(43.0)** | **-34.8%** | **(119.9)** | **(254.1)** | **-52.8%** |
| % of Net Revenue | *6.9%* | *25.8%* | *-18.9 p.p.* | *10.9%* | *-4.1 p.p.* | *10.1%* | *22.8%* | *-12.6 p.p.* |
| **ECL** | **(3.7)** | **(6.8)** | **-46.0%** | **(9.9)** | **-63.0%** | **(20.8)** | **(19.7)** | **5.6%** |
| **CVM EBITDA** | **244.1** | **165.5** | **47.5%** | **232.3** | **5.1%** | **686.9** | **513.7** | **33.7%** |
| EBITDA margin (%) | 59.9% | 41.9% | *17.9 p.p.* | 59.2% | *0.7 p.p.* | 58.1% | 46.0% | *12.1 p.p.* |
| **Adjusted EBITDA[1]** | **200.6** | **190.5** | **5.3%** | **215.0** | **-6.7%** | **599.1** | **539.0** | **11.2%** |
| *Adjusted EBITDA margin (%)* | *49.2%* | *48.3%* | *0.9 p.p.* | *54.8%* | *-5.6 p.p.* | *50.7%* | *48.3%* | *2.4 p.p.* |
| *Adjusted ex-sales EBITDA margin (%)* | *48.6%* | *48.3%* | *0.3 p.p.* | *54.5%* | *-5.9 p.p.* | *50.1%* | *48.1%* | *2.0 p.p.* |
| Depreciation | (80.9) | (66.8) | 21.1% | (76.6) | 5.6% | (231.6) | (187.5) | 23.5% |
| **EBIT** | **163.2** | **98.7** | **65.4%** | **155.7** | **4.8%** | **455.4** | **326.2** | **39.6%** |
| *EBIT margin (%)* | *40.0%* | *25.0%* | *15.0 p.p.* | *39.7%* | *0.4 p.p.* | *38.5%* | *29.2%* | *9.3 p.p.* |

[1] Excluding non-recurring items. Non-GAAP measure. Information not reviewed by the independent auditors.

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# Formwork and Shoring



The Formwork and Shoring business unit recorded Net Revenue of BRL 85.2 million in 3Q26, down 3.4% compared to 3Q25 and up 6.9% versus the previous quarter. The year-over-year comparison was affected by a higher base in 3Q25, which included one-off indemnity receipts. In 9M26, Net Revenue increased 6.8% to BRL 244.4 million.

Adjusted EBITDA reached BRL 55.5 million in the quarter, with a margin of 65.1%. The 13.5% year-over-year decline mainly reflected a higher level of recurring expenses and a less favorable ECL effect, partially offset by the expansion in gross margin.

Despite quarterly volatility, the business unit continues to deliver strong profitability and favorable prospects supported by the progress of infrastructure projects. Backlog growth enhances portfolio visibility, with exposure to urban mobility, sanitation, energy and large-scale infrastructure projects. In 9M26, Adjusted EBITDA totaled BRL 161.0 million, up 7.8% year over year, with a margin of 65.9%.

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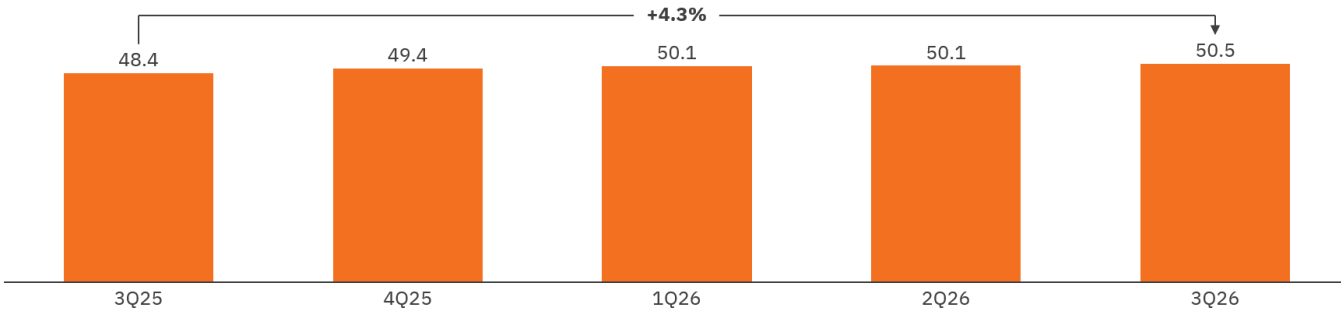
# Formwork and Shoring Results

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Total net revenue** | **85.2** | **88.1** | **-3.4%** | **79.7** | **6.9%** | **244.4** | **228.7** | **6.8%** |
| Rental | 70.6 | 71.7 | -1.6% | 71.1 | -0.7% | 212.5 | 199.0 | 6.8% |
| Sales | 1.0 | 0.1 | 689.0% | 1.5 | -34.8% | 3.7 | 2.2 | 65.9% |
| Other | 13.6 | 16.3 | -16.6% | 7.0 | 92.4% | 28.2 | 27.5 | 2.8% |
| **Total COGS, ex-depreciation** | **(13.4)** | **(14.7)** | **-9.1%** | **(13.1)** | **1.7%** | **(39.5)** | **(39.3)** | **0.5%** |
| *% of Net Revenue* | *15.7%* | *16.7%* | *-1.0 p.p.* | *16.5%* | *-0.8 p.p.* | *16.2%* | *17.2%* | *-1.0 p.p.* |
| **Gross Profit, ex-depreciation** | **71.8** | **73.4** | **-2.2%** | **66.5** | **8.0%** | **204.9** | **189.5** | **8.1%** |
| *Gross Margin* | *84.3%* | *83.3%* | *1.0 p.p.* | *83.5%* | *0.8 p.p.* | *83.8%* | *82.8%* | *1.0 p.p.* |
| Gross Margin - Rental | *81.2%* | *79.6%* | *1.6 p.p.* | *81.1%* | *0.0 p.p.* | *81.6%* | *80.3%* | *1.2 p.p.* |
| *Gross Margin - Sales* | *76.3%* | *50.6%* | *25.7 p.p.* | *95.9%* | *-19.6 p.p.* | *89.4%* | *90.4%* | *-1.0 p.p.* |
| **SG&A, ex-depreciation and ECL** | **(5.6)** | **(15.8)** | **-64.8%** | **(13.6)** | **-59.1%** | **(26.9)** | **(40.1)** | **-32.8%** |
| *% of Net Revenue* | *6.5%* | *17.9%* | *-11.4 p.p.* | *17.1%* | *-10.5 p.p.* | *11.0%* | *17.5%* | *-6.5 p.p.* |
| **ECL** | **(2.3)** | **2.6** | **NA** | **(0.8)** | **176.6%** | **(4.8)** | **(4.1)** | **17.1%** |
| **CVM EBITDA** | **63.9** | **60.2** | **6.1%** | **52.1** | **22.7%** | **173.1** | **145.2** | **19.2%** |
| EBITDA margin (%) | 75.0% | 68.4% | *6.7 p.p.* | 65.4% | *9.7 p.p.* | 70.8% | 63.5% | *7.3 p.p.* |
| **Adjusted EBITDA[1]** | **55.5** | **64.1** | **-13.5%** | **53.8** | **3.0%** | **161.0** | **149.3** | **7.8%** |
| *Adjusted EBITDA margin (%)* | *65.1%* | *72.7%* | *-7.6 p.p.* | *67.6%* | *-2.5 p.p.* | *65.9%* | *65.3%* | *0.6 p.p.* |
| *Adjusted ex-sales EBITDA margin (%)* | *65.0%* | *72.8%* | *-7.8 p.p.* | *67.0%* | *-2.0 p.p.* | *65.5%* | *65.0%* | *0.5 p.p.* |
| Depreciation | (4.3) | (4.0) | 8.0% | (4.4) | -1.8% | (12.8) | (11.9) | 7.8% |
| **EBIT** | **59.6** | **56.3** | **6.0%** | **47.7** | **24.9%** | **160.3** | **133.3** | **20.2%** |
| *Adjusted EBIT margin (%)* | *70.0%* | *63.9%* | *6.2 p.p.* | *59.9%* | *10.1 p.p.* | *65.6%* | *58.3%* | *7.3 p.p.* |

[1] Excluding non-recurring items. Non-GAAP measure. Information not reviewed by the independent auditors.

**Volume**

*(thousand tons)*



Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# Indebtedness

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) |
|---|---|---|---|---|---|
| Gross Debt | 1,763.5 | 2,196.3 | -19.7% | 1,757.2 | 0.4% |
| Cash and Financial investments | 707.5 | 913.4 | -22.5% | 642.1 | 10.2% |
| **Net debt** | **1,056.0** | **1,282.8** | -17.7% | **1,115.1** | -5.3% |
| Short term Debt | 94.3 | 255.4 | -63.1% | 85.3 | 10.5% |
| Adjusted EBITDA LTM (Covenants) | 955.5 | 851.0 | 12.3% | 957.7 | -0.2% |
| Net debt / Adjusted EBITDA LTM (x) | 1.1x | 1.5x | -0.4 p.p | 1.2x | -0.1 p.p |
| ST Net Debt / Adjusted EBITDA LTM (x) | - 0.6x | - 0.8x | 0.1 p.p | - 0.6x | -0.1 p.p |

At the end of 3Q26, the Company had gross debt of approximately BRL 1.8 billion, a decrease of BRL 432.8 million compared to 3Q25 and an increase of BRL 6.3 million versus the previous quarter. The year-over-year change reflects, among other factors, capital structure transactions carried out during the period, including the 11th debenture issuance and the prepayment of the 7th issuance. Average debt maturity remained at 3.3 years, while the average cost of debt remained stable at CDI + 1.13% p.a., equivalent to an after-tax cost of debt of 9.86% p.a., considering a CDI rate of 13.65% p.a. At the end of the quarter, the debt maturity profile remained stable, with approximately 95% of total debt maturing beyond 12 months.

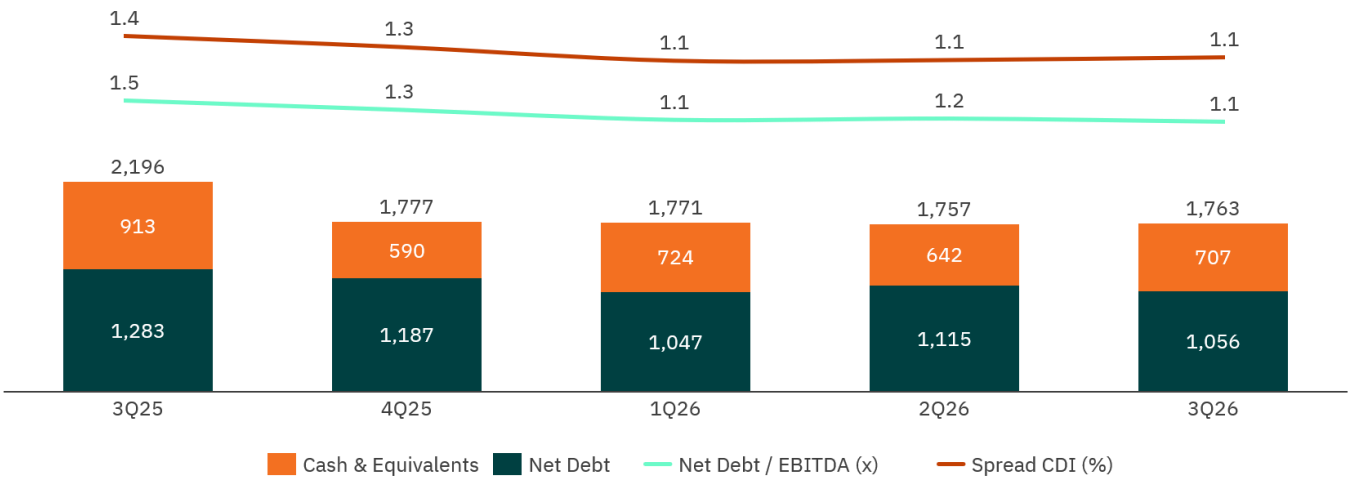
As of September 30, 2026, the Company held BRL 707.5 million in cash, cash equivalents and investments, resulting in Net Debt of approximately BRL 1.1 billion. Leverage, measured as Net Debt to Adjusted EBITDA for the last twelve months, ended the quarter at 1.1x, down 0.1x from 2Q26, while maintaining adequate headroom relative to the limits established under the Company's financial covenants.

As a subsequent event, on October 14 and 15, 2026, General Debentureholders' Meetings were held for the Company's 8th, 9th, 10th and 11th debenture issuances. The meetings approved prior consent (waiver) so that, upon completion, the change of control would not constitute an event triggering early maturity of the respective issuances. The effectiveness of these approvals is conditional upon the completion of Mills' change-of-control transaction.

The Company remains disciplined in managing its capital structure, seeking to preserve appropriate levels of liquidity and leverage while maintaining the financial capacity to support organic and inorganic growth opportunities. Liability management remains focused on achieving an appropriate balance among cost, tenor and debt maturity profile.

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## Indebtedness
(BRL million)




* LTM EBITDA excluding the impact of IFRS 16.
[1]LTM Adjusted EBITDA for covenant purposes excludes the effects of IFRS 16.

## Debt Composition and Maturity Schedule
*(BRL million)*

| Instrument | Issue Date | Debt Cost | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| 8th Debenture Issuance | 10/01/2024 | CDI + 2.00% | 6.9 | - | 66.7 | 66.7 | 66.7 | - | - | 206.9 |
| 9th Debenture Issuance - 1st Series | 20/06/2024 | CDI + 1.30% | 8.7 | - | 105.0 | 105.0 | - | - | - | 218.7 |
| 9th Debenture Issuance - 2nd Series | 20/06/2024 | CDI + 1.40% | 7.9 | - | - | - | 63.3 | 63.3 | 63.3 | 197.9 |
| 10th Debenture Issuance - 1st Series | 25/11/2024 | CDI + 1.15% | 13.1 | - | 125.0 | 125.0 | - | - | - | 263.1 |
| 10th Debenture Issuance - 2nd Series | 25/11/2024 | CDI + 1.30% | 13.2 | - | - | - | 83.3 | 83.3 | 83.3 | 263.2 |
| 11th Debenture Issuance | 19/08/2025 | CDI + 0.90% | 8.0 | - | - | 250.0 | 250.0 | - | - | 508.0 |
| FINAME | 01/08/2024 | 7.00% p.a. | 2.4 | 4.2 | 4.2 | 2.1 | - | - | - | 13.0 |
| FINAME | 06/05/2024 | 7.12% p.a. | 2.6 | 4.4 | 4.4 | 2.2 | - | - | - | 13.7 |
| FINAME | 26/09/2025 | CDI + 0.15% | 5.6 | 12.4 | 12.4 | 12.4 | 12.4 | - | - | 55.4 |
| LEASING | Diversos | CDI + 1.36% | 6.3 | 9.4 | 8.9 | 0.7 | - | - | - | 25.3 |
| Working Capital | 06/08/2021 | CDI + 3.50% | 0.0 | 2.6 | 1.7 | - | - | - | - | 4.4 |
| Loan | 29/05/2026 | CDI - 9.77% | 2.3 | - | - | - | - | - | - | 2.3 |
| Loan | 20/06/2026 | CDI - 9.59% | - | 2.3 | - | - | - | - | - | 2.3 |
| Total | | CDI + 1.13% | 77.1 | 35.4 | 328.4 | 564.1 | 475.8 | 146.7 | 146.7 | 1,774.2 |
| Issuance Costs | | | | | | | | | | (10.7) |
| Gross Debt | | CDI + 1.13% | | | | | | | | 1,763.5 |

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# Investments

In 3Q26, capital expenditure totaled BRL 100.5 million, down 61.5% compared to 3Q25 and up 13.5% versus 2Q26. The year-over-year decline primarily reflected the temporary deferral of capital outlays associated with delays in the mobilization of certain new contracts, the delivery schedule for imported equipment, and a higher comparison base in 3Q25, which included investments related to the acquisition of Next Rental.

The deferrals observed during the quarter were mainly timing-related and, to date, do not change the Company's capital allocation plans. Of total investments in 3Q26, approximately 89% were allocated to rental assets, primarily in the Heavy Equipment, Light Equipment and Intralogistics businesses, in line with the selective expansion and renewal of the fleet.

The Company maintains a disciplined approach to capital allocation, prioritizing investments with adequate returns and alignment with expected demand, while continuously evaluating organic and inorganic opportunities that can expand its market presence and further strengthen its multi-product platform.

| BRL millions | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| M&As | - | 179.3 | -100.0% | - | - | - | 179.3 | -100.0% |
| Rental Equipment | 89.7 | 63.9 | 40.5% | 80.5 | 11.4% | 256.6 | 379.1 | -32.3% |
| Corporate and Use Goods | 10.9 | 18.0 | -39.8% | 8.1 | 34.9% | 29.1 | 36.9 | -21.2% |
| **Total CapEx** | **100.5** | **261.2** | **-61.5%** | **88.6** | **13.5%** | **285.8** | **595.4** | **-52.0%** |

# Return on Invested Capital (ROIC)

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) |
|---|---|---|---|---|---|
| **NOPAT (LTM)** | **692.1** | **528.3** | **31.0%** | **633.3** | **9.3%** |
| EBIT (LTM) | 778.7 | 601.2 | 29.5% | 710.8 | 9.6% |
| Income Tax and Social Contribution (LTM)[1] | (86.6) | (72.9) | 18.8% | (77.5) | 11.8% |
| **Average Invested Capital** | **2,951.8** | **2,683.5** | **10.0%** | **2,924.6** | **0.9%** |
| Working capital (LTM Average) | 360.5 | 386.3 | -6.7% | 362.9 | -0.6% |
| Property, Plant and Equipment (LTM Average) | 2,591.3 | 2,297.2 | 12.8% | 2,561.8 | 1.2% |
| **ROIC LTM** | **23.4%** | **19.7%** | **3.8 p.p.** | **21.7%** | **1.8 p.p.** |

[1] Calculated using the cash tax rate.

Over the last twelve months ended September 2026, the Company's ROIC reached 23.4%, an increase of 3.8 p.p. compared to the same period of the previous year. The improvement reflected the ongoing revenue ramp-up associated with investments made to expand operations, as well as non-recurring effects related to the recognition of prior-period tax credits. The Company remains focused on generating returns on invested capital above its cost of capital over the cycle, while balancing growth with disciplined capital allocation.

Asset utilization and lifecycle management remain key drivers of returns across the business. Extending the economic life of equipment, while preserving appropriate levels of availability and operating performance, increases the revenue-generating period of the assets and reduces the need for incremental capital to support the

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operation. In this context, active management of fleet mix, utilization and age contributes to optimizing invested capital and maximizing returns over the equipment lifecycle.

# Adjusted Cash Flow

| in BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **Operating cash flow** | **158.6** | **175.0** | **84.0** |
| Interest paid | 54.2 | 18.4 | 70.4 |
| Acquisition of rental equipment (Gross of PIS COFINS) | 89.7 | 243.1 | 80.5 |
| Suppliers (rental assets) | (9.1) | (6.0) | (7.1) |
| Interest and monetary exchange net gains and losses (cash) | (38.1) | (24.7) | (24.3) |
| Leasing (IFRS 16) | (19.7) | (14.6) | (15.2) |
| **Adjusted Operating Cash Flow** | **235.5** | **391.2** | **188.3** |
| Acquisition of rental equipment (Gross of PIS COFINS) | (89.7) | (243.1) | (80.5) |
| Suppliers (rental assets) | 9.1 | 6.0 | 7.1 |
| Net cash generated by (used in) investing activities | (49.6) | (246.4) | 3.0 |
| **Adjusted Free Cash Flow to Firm [1]** | **105.3** | **(92.4)** | **117.9** |
| *Adj Operating Cash Flow as % of EBITDA CVM* | *76.4%* | *173.3%* | *66.2%* |

[1] Information not reviewed by the independent auditors.

In 3Q26, consolidated Operating Cash Flow totaled BRL 158.6 million, compared to BRL 175.0 million in 3Q25 and BRL 84.0 million in 2Q26. The 9.4% year-over-year decline mainly reflected the reclassification, in the comparative period, of amounts related to Next Rental that were originally recognized in investing activities and subsequently reclassified to operating cash flow.

Adjusted Operating Cash Flow[1], which neutralizes the effects related to the timing of acquisitions and payments for rental assets, reached BRL 235.5 million in 3Q26, down 39.8% from BRL 391.2 million in 3Q25 and up 25.1% compared to 2Q26. The year-over-year decline mainly reflects the lower level of adjustments related to equipment acquisition disbursements, as 3Q25 included a significantly higher volume of investments in rental assets.

Adjusted Free Cash Flow to the Firm reached BRL 105.3 million in the quarter, compared to a cash outflow of BRL 92.4 million in 3Q25. The BRL 197.7 million year-over-year improvement mainly reflected the lower level of investments in the period, with rental asset acquisitions of BRL 89.7 million in 3Q26, compared to BRL 243.1 million in 3Q25, as well as lower net cash outflows from investing activities. Compared to 2Q26, Adjusted Free Cash Flow to the Firm decreased 10.7%, mainly due to the higher level of investments during the quarter.

The conversion of CVM EBITDA into Adjusted Operating Cash Flow was 76.4% in 3Q26, compared to 173.3% in 3Q25 and 66.2% in 2Q26. On a year-over-year basis, the ratio was affected by the unusually high adjusted cash generation recorded in 3Q25, associated with the higher volume of investments neutralized in the calculation of the indicator. In 3Q26, cash conversion was also affected by the recognition of prior-period tax credits, which contributed positively to EBITDA but did not have a corresponding cash impact during the period.

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# ESG

During the third quarter, the Company continued to advance the implementation of projects and initiatives under its Sustainability Strategic Agenda. The period was marked by progress on the action plans developed based on the new materiality matrix, further integrating sustainability into the Company's corporate strategy. This progress has been supported by the active participation of leaders and teams across different business units, fostering an increasingly comprehensive and integrated view of the Company's ESG challenges and opportunities.

On the environmental front, the Company continued to advance its climate and decarbonization agenda, with meaningful progress during the quarter. Among the key highlights, Mills completed its corporate climate risk and opportunity assessment, further integrating climate-related matters into strategic planning and enterprise risk management. This work strengthens the Company's ability to anticipate potential impacts, identify opportunities and enhance its resilience as the economy transitions toward a lower-carbon model.

The quarter was also marked by the completion of key disclosures and external assessments, including the submission of the CDP questionnaire, reinforcing the Company's commitment to transparency, responsible management of its environmental impacts and alignment with leading sustainability frameworks.

In recognition of the maturity of its greenhouse gas emissions management practices, Mills received the Gold Seal from the Brazilian GHG Protocol Program for the fourth consecutive year, reaffirming the quality of its emissions inventory and the processes in place to monitor, manage and report its carbon footprint.

During the quarter, the Company also expanded testing and pilot programs involving new technologies and alternative fuels aimed at decarbonizing its operations. These initiatives included the assessment of lower-carbon solutions for transportation and operational support activities, helping identify technically viable and economically sustainable alternatives for reducing emissions. The learnings from these projects support the continued development of Mills' climate transition strategy and progress toward the Company's decarbonization targets.

On the social front, the Company launched new classes under Programa Transformar, an initiative that provides scholarships and professional training opportunities to young people in socially vulnerable communities. The new classes were launched in Brasília (DF), Osasco (SP), Santos (SP), Sumaré (SP) and Uberlândia (MG), expanding the program's reach and strengthening Mills' contribution to opportunity creation, professional development and positive social impact in the communities where it operates.

In Diversity, Equity and Inclusion (DE&I), the Company was once again included in the B3 IDIVERSA Index, marking its fourth consecutive year as a constituent. This recognition reflects the continued development of Mills' DE&I practices and reinforces its commitment to fostering an increasingly diverse, equitable and inclusive workplace.
The Company also conducted a new phase of diversity training for its Recruitment and Selection team, covering Mills' progress on its DE&I agenda, the role of each employee in building an inclusive culture and change management concepts applied to the topic. The initiative supports the adoption of more inclusive practices across talent attraction, selection and development processes.

The progress achieved during the quarter reflects the continued advancement of Mills' ESG agenda and reinforces its commitment to sustainable value creation, innovation and the development of an increasingly efficient, resilient and future-ready operation.

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# Tables

## Consolidated data in BRL million

### Table 1 - Reconciliation of EBITDA with Adjusted Operating Cash Flow

| Consolidated in BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **CVM EBITDA** | **308.0** | **225.7** | **284.4** |
| **Non-cash items** | **26.4** | **38.7** | **(17.6)** |
| Provision for tax, civil and labor risks | (2.4) | 2.6 | 2.4 |
| Accrued expenses on stock options | 3.6 | 6.9 | 6.8 |
| Post Employment Benefits | 0.2 | 0.3 | 0.2 |
| Residual value of property, plant and equipment and intangible assets sold and written off | 7.1 | 5.3 | 0.8 |
| Provision (reversal) for impairment loss on trade receivables | 6.0 | 4.2 | 10.8 |
| Provision (reversal) for slow-moving inventories | 1.8 | (0.4) | 2.8 |
| Provision for Profit Sharing | 7.7 | 7.5 | 5.1 |
| Result of an advantageous investment purchase | 0.1 | - | 0.0 |
| Other provisions | 2.4 | 12.2 | (46.5) |
| **CVM EBITDA ex-noncash provisions** | **334.5** | **264.4** | **266.8** |
| **Cash** | **(175.9)** | **(89.4)** | **(182.8)** |
| Interest and monetary and exchange gains and losses (cash) | 38.1 | 24.7 | 24.3 |
| Trade receivables | (57.0) | (35.1) | (19.0) |
| Acquisition of rental equipment | (76.1) | (86.4) | (68.9) |
| Inventories | (12.8) | 8.3 | (7.4) |
| Taxes recoverable | (54.6) | 29.5 | 45.1 |
| Other assets | (12.6) | (9.8) | (11.3) |
| Suppliers (ex-rental assets) | 68.3 | 4.5 | (35.6) |
| Suppliers (forfait operations) | 1.9 | - | 1.7 |
| Payroll and related taxes | 7.8 | 7.7 | (19.8) |
| Profit sharing | 0.0 | - | - |
| Taxes payable | (10.0) | (1.3) | (3.2) |
| Other liabilities | (1.0) | 3.5 | (0.1) |
| Paid income and social contribution taxes | (13.1) | (14.8) | (16.8) |
| Lawsuits settled | (0.7) | (1.9) | (1.5) |
| Interest paid | (54.2) | (18.4) | (70.4) |
| **Cash flows from operating activities according to the financial statements** | **158.6** | **175.0** | **84.0** |
| | | | |
| Interest and monetary and exchange gains and losses (cash) | (38.1) | (24.7) | (24.3) |
| Acquisitions of rental equipment (Gross of PIS COFINS) | 89.7 | 243.1 | 80.5 |
| Suppliers (rental assets) | (9.1) | (6.0) | (7.1) |
| Interest paid | 54.2 | 18.4 | 70.4 |
| Leasing IFRS16 | (19.7) | (14.6) | (15.2) |
| **Adjusted Operating Cash Flow** | **235.5** | **391.2** | **188.3** |

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# P&L

## Consolidated data in BRL million

| BRL million | 3Q26 | 3Q25 | Var. (%) | 2Q26 | Var. (%) | 9M26 | 9M25 | Var. (%) |
|---|---|---|---|---|---|---|---|---|
| **Gross Revenue** | **537.7** | **529.6** | **1.5%** | **515.3** | **4.3%** | **1,555.3** | **1,478.5** | **5.2%** |
| Net revenue from sales and services | 492.9 | 482.7 | 2.1% | 472.2 | 4.4% | 1,426.2 | 1,345.1 | 6.0% |
| Cost of products sold and services rendered | (201.3) | (180.8) | 11.3% | (175.7) | 14.6% | (558.7) | (490.6) | 13.9% |
| **Gross Profit** | **291.6** | **301.9** | **-3.4%** | **296.5** | **-1.6%** | **867.5** | **854.5** | **1.5%** |
| Operational (Expenses)/Revenues | (68.8) | (146.9) | -53.2% | (93.0) | -26.1% | (251.8) | (394.9) | -36.2% |
| **Profit before Financial Result** | **222.9** | **155.0** | **43.8%** | **203.5** | **9.5%** | **615.7** | **459.6** | **34.0%** |
| Financial expenses | (81.4) | (92.2) | -11.7% | (81.0) | 0.5% | (253.4) | (247.1) | 2.5% |
| Financial revenues | 51.6 | 38.1 | 35.6% | 38.9 | 32.9% | 160.6 | 103.1 | 55.8% |
| **Financial result** | **(29.8)** | **(54.2)** | **-45.0%** | **(42.1)** | **-29.3%** | **(92.8)** | **(144.0)** | **-35.6%** |
| **Profit before taxes** | **193.0** | **100.8** | **91.5%** | **161.4** | **19.6%** | **522.8** | **315.5** | **65.7%** |
| Income tax and social contribution | (62.1) | (33.4) | 85.7% | (55.0) | 13.0% | (88.6) | (92.9) | -4.6% |
| **Net income** | **130.9** | **67.3** | **94.5%** | **106.3** | **23.1%** | **434.3** | **222.6** | **95.0%** |

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# Balance Sheet

## Consolidated data in BRL million

| BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **Assets** | | | |
| **Current Assets** | | | |
| Cash and cash equivalents | 541.3 | 650.5 | 470.3 |
| Financial investments | 166.2 | 262.9 | 171.9 |
| Third-party receivables | 490.2 | 478.9 | 475.2 |
| Inventories | 119.6 | 111.1 | 108.6 |
| Taxes recoverable | 37.0 | 121.8 | 45.9 |
| Other assets | 105.8 | 75.1 | 93.1 |
| Assets held for sale | 5.5 | 5.5 | 5.5 |
| **Total Current Assets** | **1,465.5** | **1,705.8** | **1,370.3** |
| **Non-Current Assets** | | | |
| Deferred income tax and social contribution | 78.0 | 123.2 | 90.9 |
| Taxes recoverable | 211.5 | 65.7 | 145.6 |
| Judicial deposits | 4.2 | 3.8 | 4.4 |
| Other assets | 0.1 | 0.1 | - |
| Property, plant and equipment | 2,300.7 | 2,240.0 | 2,274.2 |
| Intangible assets | 334.2 | 340.7 | 333.6 |
| **Total Non-Current Assets** | **2,928.7** | **2,773.5** | **2,848.7** |
| **Total Assets** | **4,394.2** | **4,479.3** | **4,219.0** |

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# Balance Sheet

## Consolidated data in BRL million

| BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **Liabilities** | | | |
| **Current Liabilities** | | | |
| Accounts payable to third parties | 143.9 | 130.8 | 134.5 |
| Accounts payable to related parties | 0.8 | 1.6 | 5.7 |
| Accounts payable – acquisitions of subsidiaries | 43.8 | 69.3 | 42.3 |
| Accounts payable - forfeit | 7.3 | - | 5.4 |
| Social and labor obligations | 93.9 | 83.0 | 78.5 |
| Loans, borrowings and debt securities | 94.3 | 255.4 | 85.3 |
| Lease liabilities | 54.7 | 42.4 | 45.1 |
| Derivative financial instruments | 4.0 | 3.2 | 3.7 |
| Tax recovery program (REFIS) | 1.3 | 1.2 | 1.3 |
| Income tax and social contribution payable | 21.8 | 2.5 | 7.0 |
| Taxes payable | 29.1 | 18.8 | 32.2 |
| Dividends and interest on equity | 0.0 | - | 14.6 |
| Other liabilities | 4.1 | 5.2 | 5.0 |
| **Total Current Liabilities** | **498.9** | **613.4** | **460.5** |
| **Non-Current Liabilities** | | | |
| Accounts payable to third parties | 0.4 | 21.7 | 2.4 |
| Accounts payable – acquisitions of subsidiaries | 47.9 | 96.0 | 54.4 |
| Loans, borrowings and debt securities | 1,669.2 | 1,940.8 | 1,671.9 |
| Lease liabilities | 61.7 | 60.5 | 60.2 |
| Tax recovery program (REFIS) | 0.5 | 2.5 | 0.7 |
| Deferred income tax and social contribution | 65.6 | 29.9 | 50.9 |
| Provision for risks | 20.7 | 24.3 | 23.8 |
| Provision for post-employment benefits | 5.0 | 8.5 | 4.8 |
| Other liabilities | - | 0.1 | 0.0 |
| **Total Non-Current Liabilities** | **1,871.1** | **2,184.2** | **1,869.2** |
| **Total Liabilities** | **2,370.0** | **2,797.5** | **2,329.7** |
| **Equity** | | | |
| Share capital | 1,092.5 | 1,091.6 | 1,092.1 |
| Treasury shares | (61.9) | (72.5) | (61.9) |
| Capital reserves | (95.7) | (103.3) | (99.3) |
| Profit reserves | 663.0 | 617.2 | 663.0 |
| Other comprehensive results | 0.1 | - | - |
| Equity valuation adjustment | (11.1) | (14.1) | (11.1) |
| Retained earnings (Accumulated profits and losses) | 434.0 | 159.8 | 303.2 |
| **Subtotal** | **2,020.8** | **1,678.7** | **1,886.0** |
| Non-controlling interests | 3.4 | 3.1 | 3.3 |
| **Total Equity** | **2,024.2** | **1,681.8** | **1,889.3** |
| **Total Liabilities and Equity** | **4,394.2** | **4,479.3** | **4,219.0** |

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# Cash Flow

## Consolidated data in BRL million

| in BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| **Profit for the period** | **130.9** | **67.3** | **106.3** |
| **Noncash adjustments:** | **207.2** | **208.3** | **171.9** |
| Depreciation and amortization | 85.1 | 70.8 | 81.0 |
| Deferred income and social contribution taxes | 27.6 | 19.9 | 42.0 |
| Provision (reversal) for tax, civil and labor risks | (2.4) | 2.6 | 2.4 |
| Accrued expenses on stock options | 3.6 | 6.9 | 6.8 |
| Post-employment benefit | 0.2 | 0.3 | 0.2 |
| Residual value of property, plant and equipment and intangible assets sold and written off | 7.1 | 5.3 | 0.8 |
| Interest and monetary exchange gains and losses, net | 64.4 | 76.9 | 63.7 |
| Leasing interest | 3.5 | 2.0 | 2.8 |
| Provision (reversal) for impairment loss on trade receivables - ECL | 6.0 | 4.2 | 10.8 |
| Provision (reversal) for impairment and fair value | - | - | - |
| Provision (reversal) for slow-moving inventories | 1.8 | (0.4) | 2.8 |
| Provision for Profit Sharing | 7.7 | 7.5 | 5.1 |
| Result of an advantageous investment purchase | 0.1 | - | 0.0 |
| Other provisions (reversals) | 2.4 | 12.2 | (46.5) |
| **Variations on assets and liabilities:** | **(111.5)** | **(65.6)** | **(105.5)** |
| Trade receivables | (57.0) | (35.1) | (19.0) |
| Acquisition of rental equipment | (76.1) | (86.4) | (68.9) |
| Inventories | (12.8) | 8.3 | (7.4) |
| Taxes recoverable | (54.6) | 29.5 | 45.1 |
| Other assets | (12.6) | (9.8) | (11.3) |
| Suppliers (ex-rental assets) | 68.3 | 4.5 | (35.6) |
| Suppliers (forfeit operations) | 1.9 | - | 1.7 |
| Payroll and related taxes | 7.8 | 7.7 | (19.8) |
| Taxes payable | 24.5 | 12.2 | 9.8 |
| Other liabilities | (1.0) | 3.5 | (0.1) |
| **Other Operational Variations:** | **(68.0)** | **(35.1)** | **(88.7)** |
| Lawsuits settled | (0.7) | (1.9) | (1.5) |
| Interest paid | (54.2) | (18.4) | (70.4) |
| Paid income and social contribution taxes | (13.1) | (14.8) | (16.8) |
| **Net cash from operating activities** | **158.6** | **175.0** | **84.0** |

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# Cash Flow

## Consolidated data in BRL million

| in BRL million | 3Q26 | 3Q25 | 2Q26 |
|---|---|---|---|
| **Cash flow from investing activities** | | | |
| Acquisition of subsidiary | (44.4) | (179.3) | - |
| Financial assets | 5.7 | (49.1) | 11.1 |
| Acquisition of property, plant and equipment and intangible assets | (10.9) | (18.0) | (8.1) |
| Incorporation of assets arising from the acquisition of a subsidiary | - | - | - |
| **Net cash generated by (used in) investing activities** | **(49.6)** | **(246.4)** | **3.0** |
| | | | |
| **Cash flow from financing activities.** | | | |
| Capital Increase | 0.9 | - | - |
| Proceeds from loans and debentures, net of issuance costs | 0.1 | 500.0 | 8.8 |
| Restricted bank deposits | - | - | - |
| Repurchase of treasury shares | - | - | - |
| Interest in equity paid | (14.6) | (48.9) | (135.4) |
| Amortization of borrowing and debentures | (4.6) | (20.1) | (16.0) |
| Paid leases | (19.7) | (14.6) | (15.2) |
| **Net cash generated by (used in) financing activities** | **(37.9)** | **416.4** | **(157.8)** |
| | | | |
| **Net increase/(decrease) in cash and cash equivalents** | **71.1** | **345.1** | **(70.7)** |
| Cash and cash equivalents at the beginning of the period | 470.2 | 305.5 | 540.9 |
| Cash and cash equivalents at the end of the period | 541.3 | 650.5 | 470.2 |
| **Net increase/(decrease) in cash and cash equivalents** | **71.1** | **345.1** | **(70.7)** |
| | | | |
| **Operating cash flow** | **158.6** | **175.0** | **84.0** |
| Interest paid | 54.2 | 18.4 | 70.4 |
| Acquisition of rental equipment (Gross of PIS COFINS) | 89.7 | 243.1 | 80.5 |
| Suppliers (rental assets) | (9.1) | (6.0) | (7.1) |
| Interest and monetary exchange net gains and losses (cash) | (38.1) | (24.7) | (24.3) |
| Leasing (IFRS 16) | (19.7) | (14.6) | (15.2) |
| **Adjusted Operating Cash Flow** | **235.5** | **391.2** | **188.3** |
| | | | |
| **Adjusted Operating Cash Flow [1]** | **235.5** | **391.2** | **188.3** |
| Acquisition of rental equipment (Gross of PIS COFINS) | (89.7) | (243.1) | (80.5) |
| Suppliers (rental assets) | 9.1 | 6.0 | 7.1 |
| Net cash generated by (used in) investing activities | (49.6) | (246.4) | 3.0 |
| **Adjusted Free Cash Flow to Firm [1]** | **105.3** | **(92.4)** | **117.9** |

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# Glossary

**a) CapEx (Capital Expenditures) -** Investments made in the acquisition of tangible and intangible assets classified as non-current assets.

**b) Adjusted Operating Cash Flow -** Net cash generated from operating activities, adjusted for interest paid, acquisitions of rental assets, suppliers related to such assets, interest and net monetary variations with a cash impact, and lease payments, in accordance with the methodology presented by the Company.

**c) Adjusted Free Cash Flow to the Firm (Adjusted FCFF) -** A metric calculated based on Adjusted Operating Cash Flow, taking into account disbursements related to rental assets and their respective suppliers, as well as net cash generated or used in investing activities, in accordance with the methodology presented by the Company.

**d) Net Debt -** Gross debt less cash, cash equivalents and financial investments.

**e) EBITDA -** A non-GAAP financial measure prepared by the Company and reconciled to its financial statements, calculated based on operating income before financial results, income tax and social contribution, depreciation and amortization. EBITDA is not a measure recognized under Brazilian GAAP or IFRS and may not be comparable to similarly titled measures used by other companies.

**f) Adjusted EBITDA -** EBITDA excluding the effects of items considered non-recurring by the Company, as presented in the reconciliation included in the earnings release. Adjusted EBITDA is a non-GAAP and unaudited financial measure.

**g) Leverage -** The ratio of Net Debt to Adjusted EBITDA for the last twelve months. For financial covenant purposes, the calculation methodology may include specific adjustments established under the respective debt instruments.

**h) Covenants -** Financial and non-financial obligations and limits established under the Company's financing agreements and debt instruments.

**i) Waiver -** Consent or exemption granted by creditors with respect to compliance with a specific contractual obligation or the occurrence of an event provided for under the relevant debt instruments.

**j) Prior-Period Tax Credits -** Tax credits related to prior periods, recognized following the identification and validation by the Company of its entitlement to such credits. Their accounting recognition may occur without a corresponding cash impact in the same period.

***Disclaimer***

This press release may include statements that present the Company management's expectations regarding future events or results. All statements based on future expectations rather than historical facts involve various risks and uncertainties. Mills cannot guarantee that such statements will materialize. Such risks and uncertainties include factors related to the Brazilian economy, the capital markets, and the infrastructure, real estate, and oil & gas sectors, among others, as well as government regulations, which are subject to change without prior notice. For additional information on factors that may cause actual results to differ from those estimated by the Company, please refer to the reports filed with the Brazilian Securities and Exchange Commission (CVM).

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# Mills Locação, Serviços e Logística S.A.




Individual and consolidated financial information for the period ended September 30, 2026 and independent auditor's report.

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## BALANCE SHEETS
## AS OF SEPTEMBER 30, 2026 AND DECEMBER 31, 2025
*(In thousands of reais - R$)*

| ASSETS | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| CURRENT ASSETS | | | | | |
| Cash and cash equivalents | 5.1 | 416,218 | 373,413 | 541,314 | 434,416 |
| Interest earning bank deposits | 5.2 | 111,235 | 119,575 | 166,167 | 155,828 |
| Accounts receivable from third parties | 6.1 | 307,176 | 309,320 | 490,235 | 490,665 |
| Accounts receivable from related parties | 16.1 | 14,759 | 4,955 | - | - |
| Inventories | 7 | 84,400 | 77,265 | 119,556 | 107,414 |
| IRPJ and CSLL recoverable | 8 | 3,182 | 45,110 | 11,199 | 51,794 |
| Recoverable taxes | 8 | 11,646 | 12,747 | 25,818 | 28,506 |
| Other assets | | 87,017 | 35,201 | 105,800 | 80,441 |
| Assets held for sale | | 5,460 | 5,460 | 5,460 | 5,460 |
| | | 1,041,093 | 983,046 | 1,465,549 | 1,354,524 |
| NON-CURRENT ASSETS | | | | | |
| Deferred income tax and social contribution | 18.2 | 73,434 | 85,526 | 78,000 | 113,229 |
| IRPJ and CSLL recoverable | 8 | 81,130 | - | 81,130 | - |
| Recoverable taxes | 8 | 94,224 | 25,277 | 130,364 | 65,579 |
| Judicial deposits | 19.3 | 2,903 | 3,041 | 4,237 | 4,050 |
| Other assets | | - | 140 | 75 | 140 |
| | | 251,691 | 113,984 | 293,806 | 182,998 |
| Investments | 9 | 1,696,883 | 1,590,448 | - | - |
| Property, plant and equipment | 10 | 912,742 | 869,002 | 2,300,724 | 2,237,486 |
| Intangible assets | 11 | 112,294 | 107,184 | 334,158 | 333,863 |
| | | 2,721,919 | 2,566,634 | 2,634,882 | 2,571,349 |
| TOTAL ASSETS | | 4,014,703 | 3,663,664 | 4,394,237 | 4,108,871 |

See the accompanying notes to the interim financial information.

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## BALANCE SHEETS
## AS OF SEPTEMBER 30, 2026 AND DECEMBER 31, 2025
*(In thousands of reais - R$)*

| LIABILITIES | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| CURRENT LIABILITIES | | | | | |
| Accounts payable to third parties | 12.1 | 104,522 | 79,057 | 143,881 | 156,247 |
| Accounts payable to related parties | 16.1 | 1,922 | 891 | 764 | 717 |
| Accounts payable for acquisitions of subsidiaries | 12.2 | - | - | 43,752 | 61,965 |
| Accounts payable - Drawee risk | 12.3 | - | - | 7,342 | 1,204 |
| Social and labor charges | 13 | 72,259 | 70,223 | 93,923 | 85,811 |
| Loans, financing and debt securities | 14 | 60,044 | 54,650 | 94,272 | 81,809 |
| Leases payable | 15 | 43,096 | 32,330 | 54,740 | 39,320 |
| Derivative financial instruments | 4.5 | 3,285 | 1,051 | 4,013 | 1,166 |
| Tax recovery programs | | 898 | 911 | 1,258 | 1,271 |
| Income tax and social contribution | | 20,293 | 2,318 | 21,791 | 2,399 |
| Taxes payable | 20 | 21,721 | 23,313 | 29,090 | 29,972 |
| Dividends and interest on own capital | 21.4 | 49 | 150,045 | 49 | 150,045 |
| Other liabilities | | 4,000 | 4,948 | 4,054 | 5,115 |
| | | 332,089 | 419,737 | 498,929 | 617,041 |
| NON-CURRENT LIABILITIES | | | | | |
| Accounts payable to third parties | 12.1 | - | 14,401 | 442 | 14,529 |
| Accounts payable for acquisitions of subsidiaries | 12.2 | - | - | 47,922 | 88,658 |
| Loans, financing and debt securities | 14 | 1,600,073 | 1,600,440 | 1,669,221 | 1,693,822 |
| Leases payable | 15 | 38,969 | 36,863 | 61,693 | 56,018 |
| Provisions for risks | 19.1 | 17,636 | 12,544 | 20,673 | 21,555 |
| Tax recovery programs | | 76 | 759 | 455 | 2,119 |
| Deferred income tax and social contribution | 18.2 | - | - | 65,634 | 33,039 |
| Provision for post-employment benefits | 17.1 | 5,019 | 4,283 | 5,019 | 4,283 |
| | | 1,661,773 | 1,669,290 | 1,871,059 | 1,914,023 |
| TOTAL LIABILITIES | | 1,993,862 | 2,089,027 | 2,369,988 | 2,531,064 |
| SHAREHOLDERS' EQUITY | 21 | | | | |
| Capital | | 1,092,472 | 1,091,560 | 1,092,472 | 1,091,560 |
| Treasury shares | | (61,923) | (72,517) | (61,923) | (72,517) |
| Capital reserves | | (95,704) | (96,343) | (95,704) | (96,343) |
| Profit reserves | | 662,962 | 662,962 | 662,962 | 662,962 |
| Other comprehensive income | | 95 | 81 | 95 | 81 |
| Equity valuation adjustment | | (11,106) | (11,106) | (11,106) | (11,106) |
| Retained earnings | | 434,045 | - | 434,045 | - |
| SHAREHOLDERS' EQUITY ATTRIBUTABLE TO: | | | | | |
| Controlling shareholders | | 2,020,841 | 1,574,637 | 2,020,841 | 1,574,637 |
| Non-controlling shareholders | | - | - | 3,408 | 3,170 |
| TOTAL SHAREHOLDERS' EQUITY | | 2,020,841 | 1,574,637 | 2,024,249 | 1,577,807 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY | | 4,014,703 | 3,663,664 | 4,394,237 | 4,108,871 |

See the accompanying notes to the interim financial information.

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## STATEMENTS OF INCOME
## FOR THE THREE- AND NINE-MONTH PERIODS ENDED SEPTEMBER 30, 2026 AND 2025 *(In thousands of reais - R$ , except basic and diluted earnings per share)*

| | Note | Individual | | | | Consolidated | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Net revenues | 23 | 316,487 | 319,094 | 929,860 | 946,224 | 492,890 | 482,667 | 1,426,237 | 1,345,095 |
| Cost of products, goods sold and services rendered | 24 | (97,792) | (96,990) | (282,319) | (288,749) | (201,277) | (180,764) | (558,745) | (490,606) |
| GROSS INCOME | | 218,695 | 222,104 | 647,541 | 657,475 | 291,613 | 301,903 | 867,492 | 854,489 |
| Sales, general and administrative expenses | 24 | (42,549) | (109,015) | (195,983) | (271,116) | (65,230) | (143,934) | (269,634) | (374,340) |
| Provision for expected credit losses | 6.2 | (7,900) | (1,931) | (21,994) | (18,869) | (6,009) | (4,182) | (25,667) | (23,855) |
| Income (loss) from ownership interest | 9.3 | 31,687 | 14,390 | 104,918 | 32,941 | - | - | - | - |
| Other operating revenues (expenses), net | | 723 | 761 | 2,539 | 1,819 | 2,486 | 1,215 | 43,465 | 3,295 |
| INCOME BEFORE FINANCIAL INCOME (LOSS) AND TAXES | | 200,656 | 126,309 | 537,021 | 402,250 | 222,860 | 155,002 | 615,656 | 459,589 |
| Financial revenues | 25 | 45,876 | 38,088 | 144,447 | 101,084 | 51,635 | 38,067 | 160,593 | 103,102 |
| Financial expenses | 25 | (73,523) | (82,957) | (223,818) | (218,759) | (81,446) | (92,246) | (253,403) | (247,147) |
| Net financial income (loss) | | (27,647) | (44,869) | (79,371) | (117,675) | (29,811) | (54,179) | (92,810) | (144,045) |
| INCOME BEFORE INCOME TAX AND SOCIAL CONTRIBUTION | | 173,009 | 81,440 | 457,650 | 284,575 | 193,049 | 100,823 | 522,846 | 315,544 |
| Income tax and social contribution: | | | | | | | | | |
| Current | 18 | (29,127) | (11,382) | (11,513) | (33,984) | (34,478) | (13,520) | (20,739) | (36,400) |
| Deferred | 18 | (13,067) | (2,719) | (12,092) | (28,222) | (27,634) | (19,920) | (67,824) | (56,475) |
| NET INCOME FOR THE PERIOD | | 130,815 | 67,339 | 434,045 | 222,369 | 130,937 | 67,383 | 434,283 | 222,669 |
| INCOME ATTRIBUTABLE TO: | | | | | | | | | |
| Controlling shareholders | | 130,815 | 67,339 | 434,045 | 222,369 | 130,815 | 67,339 | 434,045 | 222,369 |
| Non-controlling shareholders | | - | - | - | - | 122 | 44 | 238 | 300 |
| BASIC EARNINGS PER SHARE - R$ | 22 | 0.57413 | 0.29707 | 1.90792 | 0.98314 | 0.57413 | 0.29707 | 1.90792 | 0.98314 |
| DILUTED EARNINGS PER SHARE - R$ | 22 | 0.56068 | 0.27931 | 1.86316 | 0.92423 | 0.56068 | 0.27931 | 1.86316 | 0.92423 |

See the accompanying notes to the interim financial information.

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## STATEMENTS OF COMPREHENSIVE INCOME
## FOR THE NINE-MONTH PERIODS ENDED SEPTEMBER 30, 2026 AND 2025
***(In thousands of reais - R$)***

| | Individual | | | | Consolidated | | | |
|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| NET INCOME FOR THE PERIOD | 130,815 | 67,339 | 434,045 | 222,369 | 130,937 | 67,383 | 434,283 | 222,669 |
| Items that will not be subsequently reclassified to income (loss): | | | | | | | | |
| Other comprehensive income | (24) | - | 14 | - | (24) | - | 14 | - |
| TOTAL COMPREHENSIVE INCOME FOR THE PERIOD | 130,791 | 67,339 | 434,059 | 222,369 | 130,913 | 67,383 | 434,297 | 222,669 |
| TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO: | | | | | | | | |
| Controlling shareholders | 130,791 | 67,339 | 434,059 | 222,369 | 130,791 | 67,339 | 434,059 | 222,369 |
| Non-controlling shareholders | - | - | - | - | 122 | 44 | 238 | 300 |

See the accompanying notes to the interim financial information.

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## STATEMENTS OF CHANGES IN QUOTAHOLDERS' EQUITY
## FOR THE NINE-MONTH PERIODS ENDED SEPTEMBER 30, 2026 AND 2025
*(In thousands of reais - R$)*

| | Capital | Treasury shares | Capital reserves | | | Profit reserves | | Equity valuation adjustment | Retained earnings | Other comprehensive income | Total | Non-controlling shareholders | Total shareholders' equity |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Costs with issue of shares | Stock options granted | Premium on the subscription of shares | Legal reserve | Profit retention | | | | | | |
| JANUARY 1, 2025 | 1,091,560 | (71,621) | (18,448) | 41,866 | (127,299) | 44,950 | 572,279 | (14,065) | - | - | 1,519,222 | 2,752 | 1,521,974 |
| Comprehensive income for the period | | | | | | | | | | | | | |
| Net income for the period | - | - | - | - | - | - | - | - | 222,369 | - | 222,369 | 300 | 222,669 |
| Contributions and distributions from shareholders | | | | | | | | | | | | | |
| Stock options granted | - | - | - | 15,560 | - | - | - | - | - | - | 15,560 | - | 15,560 |
| Exercised share options | - | 10,733 | - | (14,965) | - | - | - | - | - | - | (4,232) | - | (4,232) |
| Repurchase of shares | - | (11,629) | - | - | - | - | - | - | - | - | (11,629) | - | (11,629) |
| Interest on own capital | - | - | - | - | - | - | - | - | (62,574) | - | (62,574) | - | (62,574) |
| AS OF SEPTEMBER 30, 2025 | 1,091,560 | (72,517) | (18,448) | 42,461 | (127,299) | 44,950 | 572,279 | (14,065) | 159,795 | - | 1,678,716 | 3,052 | 1,681,768 |
| JANUARY 1, 2026 | 1,091,560 | (72,517) | (18,448) | 49,404 | (127,299) | 63,689 | 599,273 | (11,106) | - | 81 | 1,574,637 | 3,170 | 1,577,807 |
| Comprehensive income for the period | | | | | | | | | | | | | |
| Capital increase | 912 | - | - | - | - | - | - | - | - | - | 912 | - | 912 |
| Net income for the period | - | - | - | - | - | - | - | - | 434,045 | - | 434,045 | 238 | 434,283 |
| Exchange-rate change of foreign investments | - | - | - | - | - | - | - | - | - | 14 | 14 | - | 14 |
| Contributions and distributions from shareholders | - | - | - | - | - | - | - | - | - | - | | - | - |
| Stock options granted | - | - | - | 16,870 | - | - | - | - | - | - | 16,870 | - | 16,870 |
| Exercised share options | - | 10,594 | - | (16,231) | - | - | - | - | - | - | (5,637) | - | (5,637) |
| AS OF SEPTEMBER 30, 2026 | 1,092,472 | (61,923) | (18,448) | 50,043 | (127,299) | 63,689 | 599,273 | (11,106) | 434,045 | 95 | 2,020,841 | 3,408 | 2,024,249 |

See the accompanying notes to the interim financial information.

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# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## STATEMENTS OF CASH FLOWS
## FOR THE NINE-MONTH PERIODS ENDED SEPTEMBER 30, 2026 AND 2025 *(In thousands of reais - R$)*

| | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 09/30/2025 | 09/30/2026 | 09/30/2025 |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | |
| Net income for the period | | 434,045 | 222,369 | 434,283 | 222,669 |
| | | | | | |
| ADJUSTMENTS DUE TO: | | | | | |
| Depreciation and amortization | 10, 11 | 93,570 | 90,734 | 244,408 | 199,410 |
| Deferred income tax and social contribution | 18.3 | 12,092 | 28,222 | 67,824 | 56,475 |
| Provision (reversal) for tax, civil and labor risks | 19.1 | 7,581 | 4,338 | 1,976 | 9,285 |
| Provision for stock option expense | 17.2, 17.3 | 16,870 | 15,560 | 16,870 | 15,560 |
| Post-employment benefits | 17.1 | 736 | 760 | 736 | 760 |
| Residual value of sold and written-off property, intangible assets, and leases | 10,11,15 | 2,128 | 6,521 | 12,184 | 20,429 |
| Net interest and holding gains and losses | | 185,544 | 209,097 | 196,720 | 221,217 |
| Lease interest | | 7,392 | 5,837 | 9,885 | 7,792 |
| Provision for expected losses on accounts receivable | 6.2 | 21,994 | 18,869 | 25,667 | 23,855 |
| Provision for slow-moving inventories | 7 | 3,991 | (551) | 5,970 | 98 |
| Provision for profit sharing | | 18,234 | 17,010 | 20,150 | 18,201 |
| Income (loss) from investment interest | 9.3 | (104,918) | (32,941) | - | - |
| Comprehensive income from exchange-rate changes on investments | | - | - | 14 | - |
| | | | | | |
| CHANGES IN OPERATING ASSETS AND LIABILITIES: | | | | | |
| Accounts receivable | | (29,654) | (30,076) | (47,205) | (92,280) |
| Acquisitions of property, plant and equipment for lease net of the balance payable to suppliers | 10, 11 | (47,610) | (71,569) | (198,785) | (349,851) |
| Suppliers of property, plant and equipment - Drawee risk | | - | - | 6,138 | - |
| Inventories | | (11,126) | 11,605 | (18,112) | 1,988 |
| Recoverable taxes | | (102,275) | 10,316 | (94,956) | 3,018 |
| Other assets | | (51,537) | (11,278) | (25,505) | (3,551) |
| Suppliers (except property, plant and equipment for lease) | | (27,436) | (47,166) | (33,414) | (60,760) |
| Social and labor charges | | (16,197) | (14,263) | (12,040) | (11,720) |
| Taxes payable | | 52,720 | 33,614 | 61,206 | 38,447 |
| Other liabilities | | (946) | 4,252 | (1,061) | 3,896 |
| Settled tax lawsuits | 19.1 | (2,489) | (3,919) | (2,858) | (5,345) |
| Other provisions (reversals) | | 9,388 | (331) | (24,026) | 12,876 |
| CASH GENERATED BY OPERATING ACTIVITIES | | 472,097 | 467,010 | 646,069 | 332,469 |
| Interest on loans, financing, debentures paid | | (176,167) | (122,317) | (181,669) | (133,184) |
| Interest on paid leases | 15.1 | (414) | (307) | (495) | (358) |
| Income tax and social contribution | | (42,668) | (32,529) | (50,010) | (37,500) |
| NET CASH GENERATED BY OPERATING ACTIVITIES | | 252,848 | 311,857 | 413,895 | 161,427 |
| | | | | | |
| CASH FLOWS FROM INVESTMENT ACTIVITIES: | | | | | |
| Capital contributions in investee | 9.3 | (1,503) | (409,260) | - | - |
| Acquisition of subsidiary net of cash acquired | | - | - | (44,437) | (179,250) |
| Interest earning bank deposits | | 8,341 | (29,639) | (10,338) | (36,568) |
| Acquisitions of property, plant and equipment, assets for own use and intangible assets | 10, 11 | (26,744) | (20,222) | (29,116) | (36,930) |
| Dividends received from subsidiaries | | - | 346 | - | - |
| NET CASH (USED) BY INVESTMENT ACTIVITIES | | (19,906) | (458,775) | (83,891) | (252,748) |
| | | | | | |
| CASH FLOWS FROM FINANCING ACTIVITIES: | | | | | |
| Capital increase | | 912 | - | 912 | - |
| Loans and debentures, net of funding costs | 14.2 | - | 500,000 | 9,018 | 500,032 |
| Restricted bank deposits | | - | 24,491 | - | 24,491 |
| Repurchase of treasury shares | | - | (11,629) | - | (11,629) |
| Interest on own capital paid | | - | (114,488) | - | (114,488) |
| Dividends paid | 21.4 | (149,996) | - | (149,996) | - |
| Amortization of principal on loans, financing and debentures | 14.2 | (2,116) | (119,536) | (33,533) | (158,151) |
| Amortization of lease liability | 15.1 | (38,937) | (34,993) | (49,507) | (40,888) |
| CASH (USED IN) GENERATED BY FINANCING ACTIVITIES | | (190,137) | 243,845 | (223,106) | 199,367 |
| INCREASE IN CASH AND CASH EQUIVALENTS | | 42,805 | 96,927 | 106,898 | 108,046 |
| Cash and cash equivalents at the beginning of the period | | 373,413 | 539,264 | 434,416 | 542,463 |
| Cash and cash equivalents at the end of the period | | 416,218 | 636,191 | 541,314 | 650,509 |
| INCREASE IN CASH AND CASH EQUIVALENTS | | 42,805 | 96,927 | 106,898 | 108,046 |

See the accompanying notes to the interim financial information.

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# MILLS LOCAÇÃO, SERVIÇOS E LOGÍSTICA S.A.

## STATEMENTS OF ADDED VALUE
## FOR THE NINE-MONTH PERIODS ENDED SEPTEMBER 30, 2026 AND 2025 *(In thousands of reais - R$)*

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 09/30/2025 | 09/30/2026 | 09/30/2025 |
| REVENUES: | | | | |
| Sales of products, goods and services | 1,011,560 | 1,039,393 | 1,555,369 | 1,478,556 |
| Discounts | (496) | (1,788) | (597) | (1,788) |
| Other revenues | 2,616 | 1,924 | 43,664 | 3,488 |
| Provision for expected credit losses on accounts receivable | (21,994) | (18,869) | (25,667) | (23,855) |
| | 991,686 | 1,020,660 | 1,572, 769 | 1,456,401 |
| INPUTS ACQUIRED FROM THIRD PARTIES: | | | | |
| Cost of products sold, goods and services rendered | (4,872) | (8,212) | (5,403) | (11,094) |
| Materials, energy, outsourced services and other | (172,242) | (225,509) | (279,797) | (343,426) |
| Write-off of assets | (1,935) | (6,521) | (15,397) | (20,429) |
| Gross added value | 812,637 | 780,418 | 1,272,278 | 1,081,452 |
| Depreciation and amortization | (93,570) | (90,734) | (244,408) | (199,410) |
| Net added value produced by the company | 719,067 | 689,684 | 1,027,870 | 882,042 |
| ADDED VALUE RECEIVED AS TRANSFER: | | | | |
| Financial revenues | 144,447 | 101,084 | 160,593 | 103,102 |
| Equity in net income of subsidiaries | 104,918 | 32,941 | - | - |
| Total added value payable | 968,432 | 823,709 | 1,188,357 | 985,144 |
| DISTRIBUTION OF ADDED VALUE | | | | |
| Personnel | 187,129 | 185,248 | 257,819 | 237,913 |
| Direct remuneration | 136,249 | 137,656 | 188,229 | 176,280 |
| Benefits | 41,120 | 37,747 | 51,824 | 45,051 |
| FGTS | 9,760 | 9,845 | 17,766 | 16,582 |
| Taxes, rates and contributions | 125,271 | 196,047 | 242,299 | 273,793 |
| Federal | 122,649 | 190,986 | 236,899 | 266,239 |
| State | 948 | 2,170 | 3,151 | 4,035 |
| Municipal | 1,674 | 2,891 | 2,249 | 3,519 |
| Third parties' capital remuneration | 221,987 | 220,045 | 253,956 | 250,769 |
| Interest and exchange-rate changes | 216,208 | 213,368 | 245,306 | 241,630 |
| Rentals | 5,779 | 6,677 | 8,650 | 9,139 |
| Own capital remuneration | 434,045 | 222,369 | 434,283 | 222,669 |
| Interest on own capital | - | 62,574 | - | 62,574 |
| Retained earnings for the period | 434,045 | 159,795 | 434,045 | 159,795 |
| Income (loss) attributable to non-controlling shareholders | - | - | 238 | 300 |
| Added value distributed and retained | 968,432 | 823,709 | 1,188,357 | 985,144 |

See the accompanying notes to the interim financial information.

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## 1. OPERATIONS

Mills Locação, Serviços e Logística S.A. (“Mills” or the “Company”), has been a publicly-held corporation since April 2010. It is listed on Novo Mercado of B3 S.A. - Brasil, Bolsa, Balcão ("B3"), headquartered in the State of São Paulo - Brazil. Mills and its subsidiaries (collectively, "the Group") operate in the rental of machinery and equipment and highly complex construction market, and their main activities are:

- Trade and rental of forklifts and pallet trucks, as well as parts and components, technical support and maintenance of this equipment;
- Trade and rental of tractors, excavators, wheel loaders, motor graders, as well as parts and components, technical support and maintenance of this equipment;
- Trade, rental and distribution of aerial work platforms and telescopic cargo handlers, as well as parts and components, technical support and maintenance of this equipment;
- Rental and sales, including import and export, of tubular structures, shoring and access equipment in steel and aluminum for civil construction, as well as reusable forms of concreting, with provision of related engineering projects, supervision and assembly option;

Mills and its subsidiaries (together, “the Group”) currently have 84 branches located in 2 countries, 20 states and 70 municipalities.

On May 25, 2026, a Material Fact was disclosed announcing the execution of an agreement for the disposal of the Company’s controlling interest to Loxam SAS. The completion of the transaction remains subject to the fulfillment of the precedent conditions set forth in the agreement, including approval by the Administrative Council for Economic Defense (CADE). As of the date these financial statements were authorized for issuance, the approval process by CADE was still ongoing, and the transaction had not yet closed.

This interim financial information was approved and authorized for disclosure by the Board of Directors on November 4, 2026.

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## 2. BASIS FOR THE PREPARATION AND PRESENTATION OF THE INTERIM FINANCIAL INFORMATION, AND A SUMMARY OF MATERIAL ACCOUNTING PRACTICES

### 2.1. Basis of presentation

The Company's individual and consolidated interim financial information was prepared and is presented in accordance with technical pronouncement CPC 21 (R1) – Interim Financial Reporting, issued by the Accounting Pronouncement Committee ("CPC") and approved by the Brazilian Securities and Exchange Commission ("CVM"), and with international standard IAS 34 – Interim Financial Reporting, issued by the International Accounting Standards Board ("IASB"), and shows all relevant information pertinent to financial statements, and only it, which is consistent with that used by management in running the Company's business.

The individual interim financial information presents the valuation of investments in subsidiaries using the equity method, in accordance with accounting practices adopted in Brazil and with the International Financial Reporting Standards ("IFRSs").

The information regarding the basis for preparation and presentation of the interim financial information and summary of the significant accounting practices did not undergo any relevant changes in relation to that disclosed in Note 2 and in other notes to the annual financial statements for the year ended December 31, 2025 (hereinafter referred to as "financial statements as of December 31, 2025"), disclosed on March 18, 2026 through the websites www.gov.br/cvm and www.ri.mills.com.br, nor in relation to the information published on March 20, 2026 in the newspaper Valor Econômico of Rio de Janeiro and in its digital edition on the same date, so it should be read in conjunction with the annual financial statements on the same date.

### 2.2. Statement of added value

The presentation of the Individual and Consolidated Statement of Added Value is required by Brazilian corporate law and the accounting practices adopted in Brazil applicable to publicly-held companies. The Statement of Value Added was prepared in accordance with the criteria defined in Technical Pronouncement CPC 09 - "Statement of Value Added". The International Financial Reporting Standards (IFRS) do not require presentation of this statement. Consequently, according to the International Financial Reporting Standards (IFRS), this statement is presented as supplementary information, without prejudice to the set of interim financial information.

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# 3. RECENTLY ISSUED ACCOUNTING PRONOUNCEMENTS AND INTERPRETATIONS

## 3.1. Accounting pronouncements and interpretations recently issued and adopted by the Company in the current period

### 3.1.1. Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments

On May 30, 2024, the IASB issued amendments to IFRS 9 - Financial Instruments and IFRS 7 - Financial Instruments: Evidence to respond to recent practical issues, improve understanding, as well as include new requirements applicable to companies in general and not just financial institutions.

The amendments:

- Clarify the dates of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- Clarify and add guidance for assessing whether a financial asset meets the criterion of Solely Payment of Principal and Interest ("SPPI test"), including situations where a contingent event occurs;
- Add new disclosures for certain instruments with contractual terms that may change cash flows (such as some financial instruments with features linked to meeting ESG targets);
- Update disclosures for equity instruments designated at fair value through other comprehensive income ("FVTOCI").

The aforementioned amendments are applicable to fiscal years/periods starting from January 1, 2026. The changes do not have a material impact on the Company's operations or its financial statements.

### 3.1.2. Amendments to IFRS 9 and IFRS 7 – Contracts referencing nature-dependent electricity

In December 2024, the IASB amended the requirements for applying own-use and hedge accounting provided for in IFRS 9 – Financial Instruments, as well as adding certain disclosure requirements on IFRS 7 – Financial Instruments – Disclosure, with the aim of ensuring that financial statements adequately present the effects of contracts referencing nature-dependent electricity (e.g.: wind energy, solar energy, etc.), described as "contracts referencing nature-dependent electricity". Therefore, these only apply to contracts that expose an entity to variability due to volatility in energy generation depending on natural conditions.

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The amendments provide:

- Guidance for the entity's determination of whether energy contracts that depend on natural conditions should be accounted for as 'own use' contracts;
- Conditions to be considered for application of hedge accounting (cash flow hedge);
- Disclosures about contractual features that expose the entity to variability, contractual commitments not yet recognized (estimated cash flows) and the effects of contracts on the entity's performance during the year.

The aforementioned amendments are applicable to fiscal years/periods starting from January 1, 2026. It is understood that there are no material disclosure impacts.

## 3.2. Accounting pronouncements and interpretations recently issued and not yet adopted by the Company

The following amendments in standards were issued by the IASB. The early adoption of standards, although encouraged by IASB, is not allowed in Brazil by the Committee of Accounting Pronouncements (CPC).

### 3.2.1. IFRS 18 - Presentation and disclosure in the financial statements

This new accounting standard will replace IAS 1 - Presentation of Financial Statements, introducing new requirements that will help achieving comparability of financial performance of similar entities and provide more relevant information and transparency to users. Although IFRS 18 does not impact the recognition or measurement of items in the financial statements, its effects on presentation and disclosure are expected to be widespread, particularly those related to the presentation of financial performance and the provision of performance measures defined by management within the financial statements. Management is currently assessing the detailed implications of applying the new standard to the Company's financial statements.

Based on a preliminary assessment, the following potential impacts were identified:

- Although the adoption of IFRS 18 has no impact on the Group's net income, the grouping of revenues and expense items within the statement of income into the new categories is expected to have an impact on how operating income (loss) is calculated and disclosed;
- The line items presented in the primary financial statements may change as a result of the application of the enhanced principles on aggregation and disaggregation. Furthermore, as goodwill is to be presented separately in the

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balance sheet, the Group will disaggregate goodwill and other intangible assets and present them separately in the balance sheet;

- The Group does not expect a significant change in the information that is currently disclosed in the notes, as the requirement to disclose material information remains unchanged; However, the way in which the information is grouped may change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for: (i) performance measures defined by management; (ii) breakdown of the nature of certain expense lines presented by function in the operating category of the statement of income; and (iii) for the first year of application of IFRS 18, a reconciliation for each line of the statement of income between the amounts restated by IFRS 18 application and the amounts previously presented under IAS 1 application;
- Regarding the statement of cash flows, there will be changes in how interest received and paid is presented. Interest paid will be presented as cash flows from financing activities and interest received as cash flows from investing activities.

The new standard is effective as of January 1, 2027, with retrospective application. Comparative information for the year ended December 31, 2026 will be restated in accordance with IFRS 18.

### 3.2.2. IFRS 19 - Subsidiaries without Public Accountability: Disclosures

Issued in May 2024, this new standard allows certain eligible subsidiaries of parent entities reporting under IFRS to apply reduced disclosure requirements. The new IFRS 19 standard is effective as of January 1, 2027. The Company does not expect these changes to have impacts on its financial statements.

These new standards and amendments to standards are not expected to have a material impact on the Group's financial statements.

There are no other IFRS accounting standards or IFRIC interpretations that have not yet entered into effect that could have significant impact on the Group's financial statements.

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# 4. FINANCIAL INSTRUMENTS

## 4.1. Category of financial instruments

The classification of financial instruments by category is as follows:

| | Level | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|---|
| | | | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Financial assets at amortized cost | | | | | | |
| Cash and cash equivalents | - | 5.1 | 416,218 | 373,413 | 541,314 | 434,416 |
| Interest earning bank deposits | - | 5.2 | 111,235 | 119,575 | 166,167 | 155,828 |
| Accounts receivable from third parties | - | 6 | 307,176 | 309,320 | 490,235 | 490,665 |
| Accounts receivable from related parties | - | 16.1 | 14,759 | 4,955 | - | - |
| Judicial deposits | - | 19.3 | 2,903 | 3,041 | 4,237 | 4,050 |
| Financial assets at fair value through profit or loss | | | | | | |
| Derivative financial instruments | 2 | 4.5 | 741 | 2,061 | 741 | 2,061 |
| Financial liabilities at amortized cost | | | | | | |
| Accounts payable to third parties | - | 12.1 | (104,522) | (93,458) | (144,323) | (170,776) |
| Accounts payable for acquisitions of subsidiaries | - | 12.2 | - | - | (43,752) | (81,993) |
| Accounts payable from related parties | - | 16.1 | (1,922) | (891) | (764) | (717) |
| Accounts payable - Drawee risk | - | | - | - | (7,342) | (1,204) |
| Loans, financing and debt securities | - | 14 | (1,660,117) | (1,655,090) | (1,763,493) | (1,775,631) |
| Lease payable | - | 15 | (82,065) | (69,193) | (116,433) | (95,338) |
| Dividends and interest on own capital | - | 21.4 | (49) | (150,045) | (49) | (150,045) |
| Financial liabilities at fair value through profit or loss | | | | | | |
| Accounts payable for acquisitions of subsidiaries (*) | 3 | 12.2 | - | - | (47,922) | (68,630) |
| Derivative financial instruments | 2 | 4.5 | (4,026) | (3,112) | (4,754) | (3,227) |

(*) Accounts payable related to the earnout defined for the acquisition of the investee JM.

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## 4.2. Fair value of financial instruments

Fair values of financial liabilities recognized at amortized cost in the balance sheet are as follows:

| | Individual | | | |
|---|---|---|---|---|
| | 09/30/2026 | | 12/31/2025 | |
| | Accounting | Fair value | Accounting | Fair value |
| Loans, financing and debentures | | | | |
| Debentures | 1,647,165 | 1,634,997 | 1,640,232 | 1,620,374 |
| Loans - In domestic currency | 12,952 | 12,952 | 14,858 | 14,858 |
| Total | 1,660,117 | 1,647,949 | 1,655,090 | 1,635,232 |

| | Consolidated | | | |
|---|---|---|---|---|
| | 09/30/2026 | | 12/31/2025 | |
| | Accounting | Fair value | Accounting | Fair value |
| Loans, financing and debentures | | | | |
| Debentures | 1,647,165 | 1,634,997 | 1,640,232 | 1,620,374 |
| Loans - In domestic currency | 116,328 | 117,058 | 135,399 | 135,200 |
| Total | 1,763,493 | 1,752,055 | 1,775,631 | 1,755,574 |

Fair value was calculated considering the discounted cash flow criteria. Other financial instruments recognized in the individual and consolidated financial statements, at their amortized costs, do not present significant changes compared to their respective market values, since the maturity of a substantial part of the balances occurs on dates close to those of the balance sheets.

## 4.3. Risk management

In the normal course of its operations, the Company is exposed to market risks and liquidity risks related to its financial instruments, as follows:

### 4.3.1. Market risk

#### 4.3.1.1. Interest rate risk

The Company carried out a sensitivity test for an adverse scenario and two additional scenarios, representing 25% and 50% deterioration in the risk variable considered. The scenario considered likely for the next 12 months was estimated at an average CDI rate of 13.50%, according to the Focus Bulletin issued by the Central Bank of Brazil on October 30, 2026.

| | Individual | | | | |
|---|---|---|---|---|---|
| | Indicator | Gross value | Probable | Scenario 25% | Scenario 50% |
| Interest earning bank deposits | CDI | 524,625 | 70,824 | 88,530 | 106,236 |
| | Indicator | Gross value | Probable | Scenario 25% | Scenario 50% |
| Debentures | CDI | 1,657,889 | 223,815 | 279,769 | 335,723 |
| Loans | | 12,952 | - | - | - |
| Total | | 1,670,841 | 223,815 | 279,769 | 335,723 |

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| | Consolidated | | | | |
|---|---|---|---|---|---|
| | Indicator | Gross value | Probable | Scenario 25% | Scenario 50% |
| Interest earning bank deposits | CDI | 680,826 | 91,911 | 114,889 | 137,867 |
| | Indicator | Gross value | Probable | Scenario 25% | Scenario 50% |
| Debentures | CDI | 1,657,889 | 223,815 | 279,769 | 335,723 |
| Loans | CDI | 116,329 | 8,006 | 10,008 | 12,009 |
| Total | | 1,774,218 | 231,821 | 289,776 | 347,732 |

#### 4.3.1.2. Foreign exchange risk

The Company carried out a sensitivity test for an adverse scenario and two additional scenarios, representing 25% and 50% deterioration in the risk variable considered. The scenario considered likely for the next 12 months was estimated at an exchange rate of R$/US$ 5.20, according to the Focus Bulletin issued by the Central Bank of Brazil on October 30, 2026.

| | Individual and consolidated | | | | |
|---|---|---|---|---|---|
| | Rate | Gross value | Probable | Scenario 25% | Scenario 50% |
| Foreign accounts payable - Third parties | 5.4206 | 40,411 | 38,766 | 48,458 | 58,149 |

#### 4.3.1.3. Credit risk

This risk stems from the possibility that the company will not receive amounts arising from its transactions or from credits with institutions, such as deposits, interest earning bank deposits and derivative financial instruments.

The ratings are in accordance with the main risk rating agencies. The rating agency S&P classifies the Company's credit rating as brAA- with a stable outlook in the national scale category (Brazil).

There have been no changes to the Company's credit risk policy or structure compared to those disclosed in the financial statements as of December 31, 2025.

| | Rating | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Cash and cash equivalents | AAA | 2,828 | 4,184 | 26,656 | 7,403 |
| Cash and cash equivalents | AAA (bra) | 413,390 | 369,229 | 514,658 | 427,013 |
| Interest earning bank deposits | AAA (bra) | 111,235 | 119,575 | 166,167 | 155,828 |
| Accounts receivable | | 307,176 | 309,320 | 490,235 | 490,665 |
| Accounts receivable – Third parties | | 458,639 | 447,088 | 665,895 | 650,134 |
| Expected credit losses | | (151,463) | (137,768) | (175,660) | (159,469) |
| Judicial deposits | | 2,903 | 3,041 | 4,237 | 4,050 |
| Total | | 837,532 | 805,349 | 1,201,953 | 1,084,959 |

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### 4.3.2. Liquidity risk

The Company monitors the ongoing forecasts of liquidity requirements to ensure that it has sufficient cash to meet its operational needs. Monthly forecasts considers debt financing plans, compliance with covenants and compliance with internal goals, according to the strategic plan of the Company.

In addition, the Company has credit facilities with major financial institutions operating in Brazil.

The analysis of the main financial liabilities presented by the undiscounted future cash flow, by maturity brackets, is as follows:

| Individual | | | | | |
|---|---|---|---|---|---|
| As of December 31, 2025 | Up to one year | Between one and two years | Between two and five years | Over five years | Total |
| Accounts payable to third parties | 79,056 | 14,402 | - | - | 93,458 |
| Accounts payable to related parties | 891 | - | - | - | 891 |
| Loans, financing and debt securities | 245,400 | 217,910 | 1,765,532 | 338,059 | 2,566,901 |
| Leases payable | 39,978 | 25,419 | 17,756 | 1,432 | 84,585 |
| Derivative financial instruments | 3,112 | - | - | - | 3,112 |
| Dividends and interest on own capital | 150,045 | - | - | - | 150,045 |
| Total | 518,482 | 257,731 | 1,783,288 | 339,491 | 2,898,992 |
| As of September 30, 2026 | Up to one year | Between one and two years | Between two and five years | Over five years | Total |
| Accounts payable to third parties | 104,522 | - | - | - | 104,522 |
| Accounts payable to related parties | 1,922 | - | - | - | 1,922 |
| Loans, financing and debt securities | 234,509 | 401,242 | 1,549,540 | 256,770 | 2,442,061 |
| Leases payable | 43,883 | 25,258 | 17,682 | 902 | 87,725 |
| Derivative financial instruments | 4,026 | - | - | - | 4,026 |
| Dividends and interest on own capital | 49 | - | - | - | 49 |
| Total | 388,911 | 426,500 | 1,567,222 | 257,672 | 2,640,305 |

| Consolidated | | | | | |
|---|---|---|---|---|---|
| As of December 31, 2025 | Up to one year | Between one and two years | Between two and five years | Over five years | Total |
| Accounts payable to third parties | 156,246 | 14,477 | 53 | - | 170,776 |
| Accounts payable for acquisitions of subsidiaries | 40,124 | 77,747 | 43,579 | - | 161,450 |
| Accounts payable - Drawee risk | 1,204 | - | - | - | 1,204 |
| Loans, financing and debt securities | 287,554 | 263,483 | 1,831,285 | 338,059 | 2,720,381 |
| Leases payable | 49,184 | 32,210 | 29,034 | 11,572 | 122,000 |
| Derivative financial instruments | 3,227 | - | - | - | 3,227 |
| Dividends and interest on own capital | 150,045 | - | - | - | 150,045 |
| Total | 687,584 | 387,917 | 1,903,951 | 349,631 | 3,329,083 |
| As of September 30, 2026 | Up to one year | Between one and two years | Between two and five years | Over five years | Total |
| Accounts payable to third parties | 143,881 | 442 | - | - | 144,323 |
| Accounts payable for acquisitions of subsidiaries | 48,164 | 61,847 | - | - | 110,011 |
| Accounts payable - Drawee risk | 7,342 | - | - | - | 7,342 |
| Loans, financing and debt securities | 272,787 | 439,203 | 1,593,736 | 256,770 | 2,562,496 |

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| | | | | | |
|---|---|---|---|---|---|
| Leases payable | 60,271 | 36,752 | 30,868 | 11,269 | 139,160 |
| Derivative financial instruments | 4,754 | - | - | - | 4,754 |
| Dividends and interest on own capital | 49 | - | - | - | 49 |
| Total | 537,248 | 538,244 | 1,624,604 | 268,039 | 2,968,135 |

Interest rates (CDI and TJLP) estimated for future commitments reflect market rates at the end of each period.

## 4.4. Capital management

The table below shows the Company's indebtedness ratio:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Loans, financing and debt securities | 1,660,117 | 1,655,090 | 1,763,493 | 1,775,631 |
| Cash and cash equivalents | (416,218) | (373,413) | (541,314) | (434,416) |
| Interest earning bank deposits | (111,235) | (119,575) | (166,167) | (155,828) |
| Net debt | 1,132,664 | 1,162,102 | 1,056,012 | 1,185,387 |
| Shareholders' equity | 2,020,841 | 1,574,637 | 2,024,249 | 1,577,807 |
| Net debt to equity ratio | 0.56 | 0.74 | 0.52 | 0.75 |

## 4.5. Derivative financial instruments

The Company contracted derivative financial instruments to manage its exposure to currency risk when acquiring loans from financial institutions. They are broken down as follow:

| Individual | | | | | | | |
|---|---|---|---|---|---|---|---|
| Financial institution | Amount contracted | Right receivable (long position) | Obligation (short position) | Maturity | Long position | Short position | *"Swap"* balance |
| Banco do Brasil | 96,000 | CDI + 2.00% p.a. | Fixed rate 12.44% | 01/10/2030 | 99,321 | (98,580) | 741 |
| Itaú | 28,745 | Exchange-rate change | CDI - 5.64% | 04/12/2027 | 6,626 | (7,635) | (1,009) |
| Santander | 33,774 | Exchange-rate change | CDI - 5.46% | 07/12/2027 | 9,485 | (11,641) | (2,156) |
| XP | 12,160 | Exchange-rate change | CDI - 4.99% | 08/10/2027 | 3,642 | (4,503) | (861) |
| | | | | | 119,074 | (122,359) | (3,285) |

| Consolidated | | | | | | | |
|---|---|---|---|---|---|---|---|
| Financial institution | Amount contracted | Right receivable (long position) | Obligation (short position) | Maturity | Long position | Short position | *"Swap"* balance |
| Banco do Brasil | 96,000 | CDI + 2.00% p.a. | Fixed rate 12.44% | 01/10/2030 | 99,321 | (98,580) | 741 |
| Itaú | 28,745 | Exchange-rate change | CDI - 5.64% | 04/12/2027 | 6,626 | (7,635) | (1,009) |
| Santander | 33,774 | Exchange-rate change | CDI - 5.46% | 07/12/2027 | 9,485 | (11,641) | (2,156) |
| XP | 12,160 | Exchange-rate change | CDI - 4.99% | 08/10/2027 | 3,642 | (4,503) | (861) |
| Itaú | 49,772 | Fixed rate 12.82% | CDI + 0.15% p.a. | 10/15/2030 | 55,377 | (56,105) | (728) |
| | | | | | 174,451 | (178,464) | (4,013) |

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## 5. CASH AND CASH EQUIVALENTS, INTEREST EARNING BANK DEPOSITS AND RESTRICTED BANK DEPOSITS

### 5.1. Cash and cash equivalents

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Cash and banks | 2,828 | 4,184 | 26,656 | 7,403 |
| Investment fund quotas | 413,390 | 369,229 | 514,186 | - |
| Repurchase and resale agreements | - | - | - | 209,414 |
| Private securities | - | - | - | 216,658 |
| Automatic investments (*) | - | - | 472 | 941 |
| | 416,218 | 373,413 | 541,314 | 434,416 |

(*) This is a short-term fixed-income security with automatic investments and redemptions.

As of September 30, 2026, interest earning bank deposits refer to fixed-income investment fund quotas referenced to DI, with daily liquidity, and yielding an average rate of 102.27% of the Interbank Deposit Certificate - CDI (101.05% as of December 31, 2025).

Accounting practices and other information regarding cash and cash equivalents (Individual and Consolidated) have not undergone significant changes compared to those disclosed in Notes 2 and 6 of the financial statements as of December 31, 2025.

### 5.2. Interest earning bank deposits and restricted bank deposits

The breakdown of the investment balance is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Investment fund quotas | 111,235 | 119,575 | - | - |
| Financial Treasury Bill - LFT | - | - | 166,167 | 155,828 |
| | 111,235 | 119,575 | 166,167 | 155,828 |

The interest earning bank deposits refer to government bonds and have an average yield of 100% of the CDI as of September 30, 2026.

Accounting practices and other information regarding interest earning bank deposits and restricted bank deposits (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

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## 6. ACCOUNTS RECEIVABLE FROM THIRD PARTIES

### 6.1. Breakdown of accounts receivable

The breakdown of accounts receivable from third parties is as follows:

| Business unit | Individual | | | | | |
|---|---|---|---|---|---|---|
| | 09/30/2026 | | | 12/31/2025 | | |
| | Accounts receivable | (-) PCE[1] | Accounts receivable, net | Accounts receivable | (-) PCE[1] | Accounts receivable, net |
| Rental | 289,099 | (110,346) | 178,753 | 293,612 | (100,108) | 193,504 |
| Formwork and Shoring | 169,540 | (41,117) | 128,423 | 153,476 | (37,660) | 115,816 |
| | 458,639 | (151,463) | 307,176 | 447,088 | (137,768) | 309,320 |

| Business unit | Consolidated | | | | | |
|---|---|---|---|---|---|---|
| | 09/30/2026 | | | 12/31/2025 | | |
| | Accounts receivable | (-) PCE[1] | Accounts receivable, net | Accounts receivable | (-) PCE[1] | Accounts receivable, net |
| Rental | 496,355 | (134,543) | 361,812 | 496,658 | (121,809) | 374,849 |
| Formwork and Shoring | 169,540 | (41,117) | 128,423 | 153,476 | (37,660) | 115,816 |
| | 665,895 | (175,660) | 490,235 | 650,134 | (159,469) | 490,665 |

[1] Estimated losses on doubtful accounts and expected credit losses (ECL).

The position of accounts receivable from third parties, by aging, is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Falling due | 275,890 | 294,679 | 455,917 | 471,938 |
| Overdue - up to 60 days | 29,968 | 30,551 | 38,047 | 43,431 |
| Overdue - 61 to 120 days | 17,753 | 11,170 | 21,440 | 14,886 |
| Overdue - 121 to 180 days | 11,779 | 8,215 | 12,575 | 11,006 |
| Overdue - 181 to 360 days | 26,652 | 19,347 | 32,676 | 21,239 |
| Overdue - over 360 days | 96,597 | 83,126 | 105,240 | 87,634 |
| | 458,639 | 447,088 | 665,895 | 650,134 |

### 6.2. Breakdown of estimated loss for allowance for doubtful accounts

Changes in the allowance for doubtful accounts and expected losses are as follows:

| | Individual | Consolidated |
|---|---|---|
| Balance as of December 31, 2024 | (127,973) | (135,846) |
| Provision | (23,687) | (29,563) |
| Reversal | 4,818 | 5,708 |
| Write-offs (*) | 7,272 | 7,271 |
| Balance at September 30, 2025 | (139,570) | (152,430) |
| Balance as of December 31, 2025 | (137,768) | (159,469) |
| Provision | (25,879) | (32,152) |
| Reversal | 3,885 | 6,485 |
| Write-offs (*) | 8,299 | 9,476 |
| Balance at September 30, 2026 | (151,463) | (175,660) |

(*) Effective write-offs of accounts receivable for bills overdue by more than five years, which are not expected to be collected and are fully provisioned. These write-offs are not reflected in the statement of cash flows as they do not represent cash transactions.

Changes in estimated losses are recognized according to the net balance between formations (provisions) and reversals. Therefore, in the period, if the amount of provisions exceeds the amount of reversals, only the net formation is recorded. On the other hand, if the amount of

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reversals exceeds that of provisions, only the net reversal is recognized. This practice is consistent and seeks to adequately reflect the net effect of changes in the expectation of loss on financial assets.

The ECL position, by aging, is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Falling due | (19,922) | (25,050) | (25,485) | (31,124) |
| Overdue - up to 60 days | (6,125) | (6,327) | (7,751) | (9,835) |
| Overdue - 61 to 120 days | (6,281) | (5,258) | (8,556) | (8,365) |
| Overdue - 121 to 180 days | (5,433) | (4,514) | (5,657) | (7,648) |
| Overdue - 181 to 360 days | (17,105) | (13,493) | (22,971) | (14,863) |
| Overdue - over 360 days | (96,597) | (83,126) | (105,240) | (87,634) |
| | (151,463) | (137,768) | (175,660) | (159,469) |

Accounting practices and other information regarding accounts receivable from third parties (Individual and Consolidated) have not undergone changes compared to those disclosed in the financial statements as of December 31, 2025.

## 7. INVENTORIES

The breakdown of the balance of inventories is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Goods for resale | 397 | 462 | 2,846 | 2,268 |
| Spare parts and supplies | 100,694 | 89,503 | 137,106 | 119,572 |
| Provision for slow-moving inventories (*) | (16,691) | (12,700) | (20,396) | (14,426) |
| | 84,400 | 77,265 | 119,556 | 107,414 |

(*) Items that have not been moved for more than a year.

Changes in the provision for slow-moving inventories are as follows:

| | Individual | Consolidated |
|---|---|---|
| Balance as of December 31, 2024 | (11,254) | (13,949) |
| Provision | (422) | (1,381) |
| Reversal | 973 | 1,283 |
| Balance at September 30, 2025 | (10,703) | (14,047) |
| Balance as of December 31, 2025 | (12,700) | (14,426) |
| Provision | (4,072) | (6,104) |
| Reversal | 81 | 134 |
| Balance at September 30, 2026 | (16,691) | (20,396) |

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## 8. RECOVERABLE TAXES

The breakdown of the balance of taxes recoverable is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Income tax and social contribution | 84,312 | 45,110 | 92,329 | 51,794 |
| PIS and COFINS | 90,054 | 32,244 | 138,512 | 85,708 |
| INSS | 10,255 | 85 | 11,596 | 2,215 |
| ICMS | 4,906 | 4,693 | 5,130 | 4,995 |
| Other | 655 | 1,002 | 944 | 1,167 |
| | 190,182 | 83,134 | 248,511 | 145,879 |
| Current | 14,828 | 57,857 | 37,017 | 80,300 |
| Non-current | 175,354 | 25,277 | 211,494 | 65,579 |

The Company qualified for the Emergency Program for the Resumption of the Events Sector ("PERSE"), established by Law No. 14,148/2021 and subsequently amended by Law No. 14,859/2024. Subject to the requirements and conditions established by the applicable legislation, the program provides tax benefits related to the PIS, COFINS, IRPJ and CSLL rates applicable to eligible revenues and results.

Following final and unappealable court decisions issued during the quarter, the Company recognized PIS and COFINS tax credits related to such program totaling R$ 76,648 for the three-month period ended September 30, 2026. For the nine-month period ended September 30, 2026, the recognition of tax credits arising from the same program totaled R$ 221,329, of which R$ 89,273 (R$ 56,703 for the three-month period ended September 30, 2026) was recognized under "Sales, general and administrative expenses", R$ 79,192 related to income tax and social contribution, and R$ 52,864 (R$ 19,945 for the three-month period ended September 30, 2026) was recognized under "Financial revenues", representing the monetary restatement of the respective tax credits.

## 9. INVESTMENTS

### 9.1. Direct and indirect investees

The details of the Company's investments are shown below:

| Name of the investee | Core activity | Interest – % | |
|---|---|---|---|
| | | 09/30/2026 | 12/31/2025 |
| Direct subsidiaries | | | |
| Mills Pesados - Locação, Serviços e Logística S.A. | Sale and rental of equipment, and provision of maintenance and technical support services | 100 | 100 |
| Mills Equipment Rental (Shanghai) Co. Ltd. | Sale and rental of equipment, and provision of maintenance and technical support services | 100 | 100 |
| Indirect subsidiaries | | | |
| Nest Locação e Revenda de Máquinas Ltda. | Rental of "Low Level" access platforms | 51 | 51 |
| JM Lubrificantes e Peças para Veículos Ltda. | Rental of forklifts | 100 | 100 |

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## 9.2. Main financial information of investees

Below we show the balance sheet and statement of income of the investees:

| Investee information | Mills Pesados | | Mills Shanghai | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Current assets | 317,411 | 250,838 | 22,604 | 2,152 |
| Non-current assets | 1,529,201 | 1,544,809 | 7 | 2 |
| Current liabilities | 109,142 | 138,502 | 18,627 | - |
| Non-current liabilities | 144,549 | 170,951 | - | - |
| Shareholders' equity | 1,592,921 | 1,486,194 | 3,984 | 2,154 |
| Investee information | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Net revenues | 411,834 | 415,638 | 16,141 | 5 |
| Costs and expenses | (256,026) | (340,550) | (15,827) | (203) |
| Profit before taxes | 155,808 | 75,088 | 314 | (198) |
| Income tax and social contribution | (49,081) | (24,614) | - | - |
| Net income for the period | 106,727 | 50,474 | 314 | (198) |

## 9.3. Changes in investments

Below we show the change in the balance of investments:

| Changes in investments in subsidiaries | Mills Pesados | Mills Shanghai | Total |
|---|---|---|---|
| Balance as of December 31, 2024 | 1,127,216 | - | 1,127,216 |
| Realization of capital gains on property, plant and equipment and intangible assets | (2,518) | - | (2,518) |
| Equity in net income of subsidiaries | 35,459 | - | 35,459 |
| Investments in subsidiary | 409,260 | - | 409,260 |
| Balance at September 30, 2025 | 1,569,417 | - | 1,569,417 |
| Balance as of December 31, 2025 | 1,588,295 | 2,153 | 1,590,448 |
| Realization of capital gains on property, plant and equipment and intangible assets | (2,123) | - | (2,123) |
| Equity in net income of subsidiaries | 106,727 | 314 | 107,041 |
| Exchange-rate change on investments | - | 14 | 14 |
| Investments in subsidiary | - | 1,503 | 1,503 |
| Balance at September 30, 2026 | 1,692,899 | 3,984 | 1,696,883 |

## 9.4. Business combination carried out in 2025

On July 1, 2025, the Board of Directors approved the execution of a Quota and Asset Purchase and Sale Agreement and other covenants for the acquisition of the equipment rental operation, through its wholly-owned subsidiary, Mills Pesados - Locação, Serviços e Logística S.A. ("Mills Pesados"), as operation described below.

On July 28, 2025, CADE approved the operation and on August 14, 2025, through its subsidiary Mills Pesados, Mills completed the acquisition of the equipment rental operation of Next Rental.

Next Rental focuses on the rental of machinery (Yellow Line, Trucks, Forklifts, Generators, and Aerial Platforms), serving over 14 Brazilian states, with a complete portfolio of machinery, having a strong presence in the civil construction, industrial, road, mining, forestry, and agricultural sectors.

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The transaction includes the merger into the Mills Pesados portfolio of 738 equipment and their contracts, as well as about 210 employees. The integration of its employees ensures the continuity of Next Rental's activities and its future integration with Mills Pesados, reinforcing the Company's presence in this strategic segment.

Management concluded that the transaction should be treated as a business combination. The acquisition date was set as the closing date of the transaction, marked by CADE's approval, on August 14, 2025, since this is the date Mills Pesados began to obtain business control, starting controlling the billing of contracts and generating results from then on.

THE operation is characterized as a business combination, since under the terms of CPC 15, it represents an integrated operation capable of generating revenues autonomously and continuously.

In the first phase of the operation, the changes listed in this topic occurred, including: acquisition of equipment and respective contracts.

In June 2026, the remaining transactions took place, which included the transfer of the payroll related to the asset management and the effective formation and subsequent merger of the entity Linha Amarela Rental Ltda., formed specifically for this purpose, by Mills Pesados, consolidating the operation.

### 9.4.1. Identifiable assets acquired and liabilities assumed

The values of the identifiable assets and liabilities acquired on the closing date of the transaction, measured at fair value, are presented as follows:

| Acquisition on | 08/14/2025 |
|---|---|
| Consideration | 180,000 |
| Earnout | 25,051 |
| Price adjustment | (750) |
| Total consideration (a) | 204,301 |
| Net book value of assets acquired from Next (b) | 176,809 |
| Fair value adjustments to identified assets: | |
| Property, plant and equipment | 2,602 |
| Client relationship (Intangible assets) | 20,813 |
| Total adjustments to fair value (c) | 23,415 |
| Total goodwill (a) – (b) – (c) | 4,077 |

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## 10. PROPERTY, PLANT AND EQUIPMENT

The changes in cost, accumulated depreciation and net book value of property, plant and equipment are shown below:

| Individual | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Cost | Machinery and equipment | Leasehold improvements | Buildings and land | Computers and peripherals | Vehicles | Facility | Furniture and fixture | Right-of-use | Works in progress | Total |
| Balances as of December 31, 2024 | 2,015,895 | 93,688 | 21,117 | 32,798 | 3,151 | 11,916 | 20,564 | 176,178 | 756 | 2,376,063 |
| Additions | 78,696 | 16 | - | 543 | 811 | - | 740 | 19,436 | 7,375 | 107,617 |
| Write-offs | (40,465) | (5) | - | (23) | (928) | - | (2) | (8,820) | - | (50,243) |
| PIS and COFINS credit | (1,951) | - | - | - | - | - | - | - | - | (1,951) |
| Reclassification | - | - | - | - | - | - | - | - | 1,907 | 1,907 |
| Balances at September 30, 2025 | 2,052,175 | 93,699 | 21,117 | 33,318 | 3,034 | 11,916 | 21,302 | 186,794 | 10,038 | 2,433,393 |
| Balances as of December 31, 2025 | 2,044,495 | 93,707 | 21,117 | 33,310 | 2,963 | 11,916 | 21,222 | 188,442 | 14,191 | 2,431,363 |
| Additions | 84,711 | 696 | - | 2,163 | 848 | 41 | 624 | 43,280 | 4,325 | 136,688 |
| Write-offs | (30,479) | - | - | - | (915) | - | - | (69,203) | - | (100,597) |
| Remeasurement | - | - | - | - | - | - | - | 2,010 | - | 2,010 |
| PIS and COFINS credit | (1,783) | - | - | - | - | - | - | - | - | (1,783) |
| Transfer | - | 15,127 | - | - | - | - | - | - | (15,127) | - |
| Reclassification | 1,940 | - | - | - | - | - | - | (3,341) | - | (1,401) |
| Balances at September 30, 2026 | 2,098,884 | 109,530 | 21,117 | 35,473 | 2,896 | 11,957 | 21,846 | 161,188 | 3,389 | 2,466,280 |
| Accumulated depreciation | | | | | | | | | | |
| Balances as of December 31, 2024 | (1,299,548) | (54,040) | (7,702) | (25,156) | (1,527) | (10,681) | (14,894) | (96,736) | - | (1,510,284) |
| Depreciation | (42,796) | (12,049) | (463) | (2,564) | (428) | (366) | (630) | (28,211) | - | (87,507) |
| Write-offs | 34,122 | 4 | - | 23 | 683 | - | 2 | 7,199 | - | 42,032 |
| Balances at September 30, 2025 | (1,308,222) | (66,085) | (8,165) | (27,697) | (1,273) | (11,047) | (15,522) | (117,748) | - | (1,555,759) |
| Balances as of December 31, 2025 | (1,302,348) | (69,423) | (8,319) | (28,496) | (1,367) | (11,139) | (15,641) | (125,628) | - | (1,562,361) |
| Depreciation | (44,921) | (9,203) | (463) | (2,178) | (339) | (260) | (638) | (32,228) | - | (90,230) |
| Remeasurement | - | - | - | - | - | - | - | 688 | - | 688 |
| Write-offs | 28,247 | - | - | - | 466 | - | - | 68,251 | - | 96,964 |
| Reclassification | (1,940) | - | - | - | - | - | - | 3,341 | - | 1,401 |
| Balances at September 30, 2026 | (1,320,962) | (78,626) | (8,782) | (30,674) | (1,240) | (11,399) | (16,279) | (85,576) | - | (1,553,538) |
| Net book value | | | | | | | | | | |
| Balances as of December 31, 2025 | 742,147 | 24,284 | 12,798 | 4,814 | 1,596 | 777 | 5,581 | 62,814 | 14,191 | 869,002 |
| Balances at September 30, 2026 | 777,922 | 30,904 | 12,335 | 4,799 | 1,656 | 558 | 5,567 | 75,612 | 3,389 | 912,742 |

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| Consolidated | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Cost | Machinery and equipment | Leasehold improvements | Buildings and land | Computers and peripherals | Vehicles | Facility | Furniture and fixture | Right-of-use | Works in progress | Total |
| Balances as of December 31, 2024 | 3,358,163 | 93,886 | 21,136 | 34,995 | 12,938 | 11,958 | 21,050 | 184,773 | 2,211 | 3,741,110 |
| Additions | 388,274 | 16 | - | 908 | 811 | 5 | 965 | 43,611 | 15,359 | 449,949 |
| Addition for acquisition of investee | 170,324 | - | - | - | 4,770 | - | - | - | - | 175,094 |
| Write-offs | (83,262) | (5) | - | (645) | (2,474) | - | (272) | (9,493) | - | (96,151) |
| PIS and COFINS credit | (13,879) | - | - | - | - | - | - | - | - | (13,879) |
| Transfer | 1,585 | - | - | - | (1,585) | - | - | - | - | - |
| Reclassification | - | - | - | - | - | - | - | - | 1,907 | 1,907 |
| Balances at September 30, 2025 | 3,821,205 | 93,897 | 21,136 | 35,258 | 14,460 | 11,963 | 21,743 | 218,891 | 19,477 | 4,258,030 |
| Balances as of December 31, 2025 | 3,856,982 | 93,905 | 21,137 | 35,989 | 15,845 | 11,963 | 21,711 | 221,735 | 26,081 | 4,305,348 |
| Additions | 250,972 | 696 | - | 2,372 | 947 | 54 | 854 | 59,300 | 5,540 | 320,735 |
| Write-offs | (64,299) | - | (19) | - | (1,776) | - | (11) | (71,168) | (8) | (137,281) |
| Remeasurement | - | - | - | - | - | - | - | 2,615 | - | 2,615 |
| PIS and COFINS credit | (8,328) | - | - | - | - | - | - | - | - | (8,328) |
| Transfer | 1,993 | 26,154 | - | - | (1,310) | - | - | - | (26,837) | - |
| Reclassification | 2,914 | - | - | - | - | - | - | (4,852) | - | (1,938) |
| Balances at September 30, 2026 | 4,040,234 | 120,755 | 21,118 | 38,361 | 13,706 | 12,017 | 22,554 | 207,630 | 4,776 | 4,481,151 |
| Accumulated depreciation | | | | | | | | | | |
| Balances as of December 31, 2024 | (1,665,643) | (54,210) | (7,720) | (25,895) | (7,826) | (10,694) | (15,095) | (98,758) | - | (1,885,841) |
| Depreciation | (129,181) | (12,050) | (464) | (2,895) | (1,034) | (369) | (683) | (33,094) | - | (179,770) |
| Write-offs | 54,605 | 4 | - | 436 | 2,232 | - | 181 | 7,871 | - | 65,329 |
| Amortization of surplus | (17,755) | - | - | - | - | - | - | - | - | (17,755) |
| Balances at September 30, 2025 | (1,757,974) | (66,256) | (8,184) | (28,354) | (6,628) | (11,063) | (15,597) | (123,981) | - | (2,018,037) |
| Balances as of December 31, 2025 | (1,792,647) | (69,589) | (8,339) | (29,293) | (7,090) | (11,156) | (15,738) | (134,010) | - | (2,067,862) |
| Depreciation | (168,453) | (10,123) | (463) | (2,609) | (1,404) | (264) | (718) | (41,036) | - | (225,070) |
| Remeasurement | - | - | - | - | - | - | - | 447 | - | 447 |
| Write-offs | 49,005 | - | 19 | - | 1,095 | - | 17 | 70,227 | - | 120,363 |
| Reclassification | 153 | - | - | - | 399 | - | - | 4,852 | - | 5,404 |
| Amortization of surplus | (13,709) | - | - | - | - | - | - | - | - | (13,709) |
| Balances at September 30, 2026 | (1,925,651) | (79,712) | (8,783) | (31,902) | (7,000) | (11,420) | (16,439) | (99,520) | 0 | (2,180,427) |
| Net book value | | | | | | | | | | |
| Balances as of December 31, 2025 | 2,064,335 | 24,316 | 12,798 | 6,696 | 8,755 | 807 | 5,973 | 87,725 | 26,081 | 2,237,486 |
| Balances at September 30, 2026 | 2,114,583 | 41,043 | 12,335 | 6,459 | 6,706 | 597 | 6,115 | 108,110 | 4,776 | 2,300,724 |

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The transactions for the purchase and sale of property, plant and equipment intended for leasing are being presented in the statement of cash flows as operating activities.

The Company depreciates its assets based on their useful lives. The average consolidated useful life adopted for the main class of assets (rentable machinery and equipment) is 10 years.

Accounting practices and other information regarding property, plant and equipment (Individual and Consolidated) have not undergone significant changes compared to those disclosed in Notes 2 and 11 of the financial statements as of December 31, 2025.

## 11. INTANGIBLE ASSETS

| Individual | | | | | | |
|---|---|---|---|---|---|---|
| Cost | Software | Trademarks and patents | Client portfolio | Projects in progress (*) | Goodwill | Total |
| Balances as of December 31, 2024 | 116,658 | 4,672 | 25,628 | 12,077 | 34,994 | 194,029 |
| Additions | - | - | - | 10,737 | - | 10,737 |
| Transfers | 9,748 | - | - | (9,748) | - | - |
| Reclassification | - | - | - | (1,907) | - | (1,907) |
| Balances at September 30, 2025 | 126,406 | 4,672 | 25,628 | 11,159 | 34,994 | 202,859 |
| Balances as of December 31, 2025 | 126,420 | 4,672 | 25,628 | 16,288 | 34,994 | 208,002 |
| Additions | - | - | - | 18,045 | - | 18,045 |
| Transfer | 21,376 | - | - | (21,376) | - | - |
| Balances at September 30, 2026 | 147,796 | 4,672 | 25,628 | 12,957 | 34,994 | 226,047 |
| Accumulated amortization | | | | | | |
| Balances as of December 31, 2024 | (70,398) | (3,156) | (6,859) | - | (4,232) | (84,645) |
| Amortization | (9,729) | - | (1,934) | - | - | (11,663) |
| Balances at September 30, 2025 | (80,127) | (3,156) | (8,793) | - | (4,232) | (96,308) |
| Balances as of December 31, 2025 | (83,992) | (3,156) | (9,438) | - | (4,232) | (100,818) |
| Amortization | (11,001) | - | (1,934) | - | - | (12,935) |
| Balances at September 30, 2026 | (94,993) | (3,156) | (11,372) | - | (4,232) | (113,753) |
| Net book value | | | | | | |
| Balances as of December 31, 2025 | 42,428 | 1,516 | 16,190 | 16,288 | 30,762 | 107,184 |
| Balances at September 30, 2026 | 52,803 | 1,516 | 14,256 | 12,957 | 30,762 | 112,294 |

(*) Amount referring to expenses mainly for the deployment and development of systems which will be transferred to the software when completed, with the respective start of amortization.

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| Consolidated | | | | | | |
|---|---|---|---|---|---|---|
| Cost | Software | Trademarks and patents | Client portfolio | Projects in progress (*) | Goodwill | Total |
| Balances as of December 31, 2024 | 116,658 | 4,672 | 25,628 | 12,077 | 34,994 | 194,029 |
| Additions | - | - | - | 10,737 | - | 10,737 |
| Transfers | 9,748 | - | - | (9,748) | - | - |
| Reclassification | - | - | - | (1,907) | - | (1,907) |
| Balances at September 30, 2025 | 126,406 | 4,672 | 25,628 | 11,159 | 34,994 | 202,859 |
| Balances as of December 31, 2025 | 133,747 | 5,475 | 74,162 | 19,595 | 207,815 | 440,794 |
| Additions | - | - | - | 18,582 | - | 18,582 |
| Disposal | (157) | - | - | - | - | (157) |
| Transfer | 24,541 | - | - | (24,541) | - | - |
| Balances at September 30, 2026 | 158,131 | 5,475 | 74,162 | 13,636 | 207,815 | 459,219 |
| Accumulated amortization | | | | | | |
| Balances as of December 31, 2024 | (70,398) | (3,156) | (6,859) | - | (4,232) | (84,645) |
| Amortization | (9,729) | - | (1,934) | - | - | (11,663) |
| Balances at September 30, 2025 | (80,127) | (3,156) | (8,793) | - | (4,232) | (96,308) |
| Balances as of December 31, 2025 | (84,396) | (3,156) | (15,161) | - | (4,218) | (106,931) |
| Amortization | (12,414) | - | (1,934) | - | - | (14,348) |
| Disposal | 18 | - | - | - | - | 18 |
| Amortization of surplus | - | - | (3,800) | - | - | (3,800) |
| Balances at September 30, 2026 | (96,792) | (3,156) | (20,895) | - | (4,218) | (125,061) |
| Net book value | | | | | | |
| Balances as of December 31, 2025 | 49,351 | 2,319 | 59,001 | 19,595 | 203,597 | 333,863 |
| Balances at September 30, 2026 | 61,339 | 2,319 | 53,267 | 13,636 | 203,597 | 334,158 |

(*) Amount referring to expenses mainly for the deployment and development of systems which will be transferred to the software when completed, with the respective start of amortization.

Accounting practices and other information regarding intangible assets (Individual and Consolidated) have not undergone significant changes compared to those disclosed in Notes 2 and 12 of the financial statements as of December 31, 2025.

## 12. ACCOUNTS PAYABLE

### 12.1. Accounts payable to third parties

The breakdown of accounts payable to third parties is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| National accounts payable | 64,111 | 44,826 | 103,912 | 121,925 |
| Foreign accounts payable | 40,411 | 48,632 | 40,411 | 48,851 |
| | 104,522 | 93,458 | 144,323 | 170,776 |
| Current | 104,522 | 79,057 | 143,881 | 156,247 |
| Non-current | - | 14,401 | 442 | 14,529 |

As of September 30, 2026 and December 31, 2025, the balances of trade accounts payable referred mainly to forward purchases of spare parts and supplies recorded in inventories, services, and property, plant and equipment items.

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### 12.2. Accounts payable for acquisitions of subsidiaries

Amounts related to installments falling due on acquisitions of business:

| | Consolidated | |
|---|---|---|
| | 09/30/2026 | 12/31/2025 |
| JM Lubrificantes e Peças para Veículos Ltda. | 83,450 | 110,688 |
| Triengel Locações e Serviços Ltda. | 8,224 | 14,884 |
| Next Rental Locações S.A. | - | 25,051 |
| | 91,674 | 150,623 |
| Current | 43,752 | 61,965 |
| Non-current | 47,922 | 88,658 |

### 12.3. Accounts payable - Drawee risk

The breakdown of accounts payable - Drawee risk is as follows:

| | Consolidated | |
|---|---|---|
| | 09/30/2026 | 12/31/2025 |
| Financing - discounted trade notes | 7,342 | 1,204 |
| | 7,342 | 1,204 |
| Current | 7,342 | 1,204 |

The Company uses receivables financing operations as a working capital management tool, through which financial institutions advance to suppliers the amounts related to the purchase of goods and services that have already been delivered and invoiced, after the obligation has been validated by the Company. In accordance with CPC 26 (R1), such operations do not change the nature of the original liability, which remains classified as accounts payable in current liabilities, since there is no novation of the debt nor the incidence of interest or financial charges for the Company, with the financial settlement being made directly to the financial institution on the agreed due date.

## 13. SOCIAL AND LABOR CHARGES

Breakdown of balance of social and labor charges is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Provision for vacation | 19,608 | 20,247 | 29,912 | 25,230 |
| Provision for profit sharing (*) | 19,386 | 26,556 | 22,407 | 28,918 |
| 13th salary provision | 9,794 | - | 14,381 | - |
| INSS | 4,424 | 4,184 | 6,069 | 7,840 |
| FGTS | 1,193 | 1,109 | 1,648 | 1,421 |
| Social charges for long-term incentives | 15,456 | 14,781 | 15,456 | 14,781 |
| Other | 2,398 | 3,346 | 4,050 | 7,621 |
| | 72,259 | 70,223 | 93,923 | 85,811 |

(*) The Company has a profit-sharing program for employees in accordance with Law 10.101/00 according to the results recorded in each year. The annual amount payable is defined through a combination of the Company's results and performance indicators, as well as the individual performance of each employee, measured mainly on the basis of objective and measurable indicators and targets and the annual budget approved by the Board of Directors.

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# 14. LOANS, FINANCING AND DEBT SECURITIES

## 14.1. Breakdown of loans, financing and debt securities

The breakdown of the balance of loans, financing and debt securities is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| In domestic currency | | | | |
| Working capital | 12,952 | 14,858 | 91,056 | 86,910 |
| Debentures | 1,647,165 | 1,640,232 | 1,647,165 | 1,640,232 |
| Lease | - | - | 25,272 | 48,489 |
| | 1,660,117 | 1,655,090 | 1,763,493 | 1,775,631 |
| Current | 60,044 | 54,650 | 94,272 | 81,809 |
| Non-current | 1,600,073 | 1,600,440 | 1,669,221 | 1,693,822 |

The installments falling due at the end of the period ended September 30, 2026 are shown below:

| | Individual | Consolidated |
|---|---|---|
| 2026 | 59,676 | 73,427 |
| 2027 | 1,901 | 35,416 |
| 2028 | 298,567 | 326,826 |
| 2029 | 546,567 | 561,931 |
| After 2030 | 753,406 | 765,893 |
| | 1,660,117 | 1,763,493 |

## 14.2. Change in loans, financing and debt securities

The changes in loans, financing and debt securities are as follows:

| | Individual | Consolidated |
|---|---|---|
| Balance as of December 31, 2024 | 1,679,125 | 1,800,801 |
| Interest, charges and exchange-rate changes | 174,820 | 186,758 |
| Funding | 500,000 | 500,032 |
| Amortization of principal | (119,536) | (158,151) |
| Amortization of interest | (122,317) | (133,184) |
| Balance at September 30, 2025 | 2,112,092 | 2,196,256 |
| Balance as of December 31, 2025 | 1,655,090 | 1,775,631 |
| Funding, net of transaction costs | - | 9,018 |
| Interest, charges and exchange-rate changes | 183,310 | 194,046 |
| Amortization of principal | (2,116) | (33,533) |
| Amortization of interest | (176,167) | (181,669) |
| Balance at September 30, 2026 | 1,660,117 | 1,763,493 |

## 14.3. Guarantees

The lease contracts are secured by the leased assets themselves, with no additional collateral provided by the Company.

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## 14.4. Financial covenants

The Company assesses its covenants on a quarterly basis and, as shown below, the financial covenants were met on September 30, 2026 and December 31, 2025:

| Securities | Index | Limits | 09/30/2026 | 12/31/2025 |
|---|---|---|---|---|
| 8th Issue of Debentures | | equal to or lower than | 1.15 | 1.32 |
| | Net debt / EBITDA LTM (*) | 2.5 | | |
| 8th Issue of Debentures | | equal to or lower than | (0.67) | (0.57) |
| | Net short-term debt / EBITDA LTM (*) | 0.75 | | |
| 9th Issue of Debentures | | equal to or lower than | 1.15 | 1.32 |
| | Net debt / EBITDA LTM (*) | 2.5 | | |
| 9th Issue of Debentures | | equal to or lower than | (0.67) | (0.57) |
| | Net short-term debt / EBITDA LTM (*) | 0.75 | | |
| 10th Issue of Debentures | | equal to or lower than | 1.15 | 1.32 |
| | Net debt / EBITDA LTM (*) | 2.5 | | |
| 10th Issue of Debentures | | equal to or lower than | (0.67) | (0.57) |
| | Net short-term debt / EBITDA LTM (*) | 0.75 | | |
| 11th Issue of Debentures | | equal to or lower than | 1.15 | 1.32 |
| | Net debt / EBITDA LTM (*) | 2.5 | | |
| 11th Issue of Debentures | | equal to or lower than | (0.67) | (0.57) |
| | Net short-term debt / EBITDA LTM (*) | 0.75 | | |

(*) EBITDA accumulated in the last 12 months, excluding IFRS 16 effect.

Furthermore, the Company has non-financial covenants which are monitored by Management. As of September 30, 2026, the Company is in compliance with the financial and non-financial covenants.

Accounting practices and other information regarding loans, financing and debt securities (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

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# 15. LEASES PAYABLE

## 15.1. Changes in lease

Changes of the leases liability balance are as follows:

| | Individual | Consolidated |
|---|---|---|
| Balance as of December 31, 2024 | 87,711 | 94,578 |
| Additions | 19,436 | 43,625 |
| Write-offs | (1,621) | (1,894) |
| Payments | (35,300) | (41,246) |
| Interest | 5,837 | 7,792 |
| Balance at September 30, 2025 | 76,063 | 102,855 |
| Balance as of December 31, 2025 | 69,193 | 95,338 |
| Additions | 43,733 | 59,819 |
| Remeasurement | 3,282 | 3,502 |
| Write-offs | (1,149) | (1,149) |
| Payments | (39,351) | (50,002) |
| Interest | 6,357 | 8,925 |
| Balance at September 30, 2026 | 82,065 | 116,433 |
| Current | 43,096 | 54,740 |
| Non-current | 38,969 | 61,693 |

## 15.2. Contractual flows by term and discount rates

The Company shows in the table below an analysis of the maturity of leases liabilities, comparing the forecasts based on nominal flows as of September 30, 2026:

| Payment terms | Projected inflation (*) | Individual | Consolidated |
|---|---|---|---|
| 2026 | 4.71% | 22,856 | 31,583 |
| 2027 | 3.91% | 35,684 | 49,752 |
| 2028 | 3.60% | 17,004 | 25,660 |
| 2029 | 3.60% | 7,783 | 12,269 |
| 2030 and later | 3.60% | 4,398 | 19,896 |
| Total nominal flow of future payments | | 87,725 | 139,160 |
| Embedded interest | | 2,287 | 17,456 |
| Projected inflation | | 3,373 | 5,271 |
| Total actual flow of future payments | | 82,065 | 116,433 |
| Current | | 43,096 | 54,740 |
| Non-current | | 38,969 | 61,693 |

(*) Rate obtained according to the IPCA projection. Source: Focus

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The Company has the potential right of PIS/COFINS recoverable embedded in the leases consideration, the potential effects of which are shown in the table below:

| | Rate | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | Nominal | Present value | Nominal | Present value |
| Consideration | | 87,725 | 82,065 | 139,160 | 116,433 |
| Potential PIS/COFINS | 9.25% | 8,115 | 7,591 | 12,872 | 10,770 |

Accounting practices and other information regarding leases payable (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the acquisition of subsidiaries, in the financial statements as of December 31, 2025.

## 16. RELATED PARTIES

### 16.1. Balances and related party transactions

The balances and transactions carried out under conditions negotiated between the Company and its related parties are presented below:

| Company | 09/30/2026 | | | 12/31/2025 | | |
|---|---|---|---|---|---|---|
| | Accounts receivable | Dividends receivable | Accounts payable | Accounts receivable | Dividends receivable | Accounts payable |
| Mills Pesados - Locação, Serviços e Logística S.A. | 579 | 520 | - | 4,589 | 520 | - |
| Nest Locação e Revenda de Máquinas Ltda. | 240 | - | 252 | 366 | - | 141 |
| JM Lubrificantes e Peças para Veículos Ltda. | - | - | 21 | - | - | 33 |
| Shanghai | 13,940 | - | 885 | - | - | - |
| Sullair LLC | - | - | 764 | - | - | 717 |
| | 14,759 | 520 | 1,922 | 4,955 | 520 | 891 |

| Company | 3Q2026 | | | 3Q2025 | | |
|---|---|---|---|---|---|---|
| | Revenue | Cost | Cost recovery | Revenue | Cost | Cost recovery |
| Mills Pesados - Locação, Serviços e Logística S.A. | 10 | - | 1,677 | 6,657 | - | 878 |
| Nest Locação e Revenda de Máquinas Ltda. | 156 | 124 | - | 342 | - | 80 |
| Mills Equipment Rental (Shanghai) Co. Ltd. | - | 8,729 | - | - | - | - |
| JM Lubrificantes e Peças para Veículos Ltda. | 21 | 2 | - | - | - | 31 |
| Sullair Argentina S.A. | - | - | - | - | - | - |
| Sullair LLC | - | - | - | - | - | 1,611 |
| | 187 | 8,855 | 1,677 | 6,999 | - | 2,600 |

| Company | 9M2026 | | | 9M2025 | | |
|---|---|---|---|---|---|---|
| | Revenue | Cost | Cost recovery | Revenue | Cost | Cost recovery |
| Mills Pesados - Locação, Serviços e Logística S.A. | 10 | - | 7,680 | - | - | 8,923 |
| Nest Locação e Revenda de Máquinas Ltda. | 287 | 259 | - | 95 | 64 | - |
| Mills Equipment Rental (Shanghai) Co. Ltd. | - | 15,722 | - | - | - | - |
| JM Lubrificantes e Peças para Veículos Ltda. | 21 | 114 | - | - | 72 | - |
| Sullair Argentina S.A. | - | - | - | - | 302 | - |
| Sullair LLC | - | 129 | - | - | 1,613 | - |
| | 318 | 16,224 | 7,680 | 95 | 2,051 | 8,923 |

Balances with related parties basically refer to the subleasing of equipment and sale of parts. These transactions are not subject to interest and inflation adjustment.

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## 16.2. Remuneration of key management personnel

The amounts relating to remuneration for the Company's key personnel are shown below:

| | Individual and consolidated | | | |
|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Short-term benefits | | | | |
| Salaries | 2,460 | 2,834 | 8,513 | 8,582 |
| Bonus | - | - | - | 258 |
| Profit sharing | 1,305 | 1,489 | 4,055 | 4,364 |
| Board of Directors' fees | 1,524 | 1,410 | 4,572 | 4,230 |
| Tax Council's fees | 87 | 87 | 273 | 261 |
| Share-based remuneration | | | | |
| Share-based programs | 3,105 | 6,165 | 29,162 | 12,912 |
| | 8,481 | 11,985 | 46,575 | 30,607 |

These amounts reflect the direct and indirect benefits, bonuses and profit sharing paid to the Company's key personnel. As of September 30, 2026, the Company has medium or long-term benefits offered to these executives, as per Note 17.

Accounting practices and other information regarding related parties (individual and consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

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# 17. EMPLOYEE BENEFITS

## 17.1. Post-employment health insurance benefits

The change of the post-employment health plan benefit balance is shown below:

| | Individual and consolidated |
|---|---|
| Balance as of December 31, 2024 | 7,752 |
| Cost of current service | 64 |
| Net interest on net value of liabilities (assets) | 696 |
| Balance at September 30, 2025 | 8,512 |
| Balance as of December 31, 2025 | 4,283 |
| Cost of current service | 51 |
| Net interest on net value of liabilities (assets) | 685 |
| Balance at September 30, 2026 | 5,019 |

## 17.2. Stock option plan

The Company has stock option plans, approved at the shareholders' meeting, with the aim of integrating executives into the Company's development process in the medium and long terms. These plans are managed by the Company, and the approval of the grants is ratified by the Board of Directors.

| Plans | Grant period | Exercise period | Options in thousands | | | Balance |
|---|---|---|---|---|---|---|
| | | | Options granted | Exercised options | Options canceled | |
| 2014 Plan | 04/2014 | 04/2020 | 260 | - | (260) | - |
| 2016 Plan | 04/2016 | 04/2023 | 1,700 | (864) | (836) | - |
| 2025 Plan | 07/2025 | 05/2028 | 1,208 | (109) | (152) | 948 |
| | | | 3,168 | (972) | (1,248) | 948 |

| Reserve balance | 09/30/2026 | 12/31/2025 |
|---|---|---|
| 2014 Plan | 1,467 | 1,467 |
| 2016 Plan | 3,468 | 3,468 |
| 2025 Plan | 2,708 | 1,241 |
| Total recorded in shareholders' equity | 7,643 | 6,176 |

| Effect in income (loss) | 9M2026 | 9M2025 |
|---|---|---|
| | 1,467 | 582 |

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## 17.3. Restricted shares incentive program

The Company has incentive plans with restricted shares, approved at the shareholders' meeting, with the aim of integrating executives into the Company's development process in the medium and long terms. These plans are managed by the Company, and the approval of the grants is ratified by the Board of Directors.

| Plans | Grant period | Exercise period | Shares (in thousands) | | | |
|---|---|---|---|---|---|---|
| | | | Shares granted | Exercised shares | Cancelled shares | Balance of shares |
| 2019 Plan | 08/2019 | 12/2021 | 859 | (840) | (19) | - |
| 2020 Plan | 10/2020 | 12/2022 | 730 | (661) | (69) | - |
| 2021 Plan | 02/2022 | 07/2024 | 859 | (850) | (9) | - |
| 2022 Plan | 05/2022 | 12/2025 | 3,027 | (957) | (1,153) | 917 |
| 2023 Plan | 08/2023 | 04/2026 | 744 | (499) | (245) | - |
| 2024 Plan | 07/2024 | 04/2027 | 730 | (26) | (231) | 473 |
| 2025 Plan (*) | 04/2025 | 05/2034 | 4,838 | (1,685) | (25) | 3,128 |
| | | | 11,787 | (5,518) | (1,751) | 4,518 |

| Reserve balance | 09/30/2026 | 12/31/2025 |
|---|---|---|
| 2019 Plan | 6,387 | 6,387 |
| 2020 Plan | 5,709 | 5,709 |
| 2021 Plan | 6,063 | 6,063 |
| 2022 Plan | 20,898 | 18,888 |
| 2023 Plan | 6,560 | 5,668 |
| 2024 Plan | 4,167 | 2,841 |
| 2025 Plan (*) | 33,643 | 22,468 |
| Total recorded in shareholders' equity | 83,427 | 68,024 |

| Effect in income (loss) | 9M2026 | 9M2025 |
|---|---|---|
| | 15,403 | 14,978 |

(*) In April 2025, the Company created a new Restricted Stock Program, with a reassessment of quantities and terms related to previous programs.

Payment for this program is made by delivering shares free of charge, at no cost to the beneficiary.

Accounting practices and other information regarding benefits to employees (Individual and Consolidated) have not undergone significant changes compared to those disclosed in financial statements as of December 31, 2025.

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## 18. INCOME TAX AND SOCIAL CONTRIBUTION

### 18.1. Income tax and social contribution – reconciliation between nominal and effective rates

Reconciliation between the nominal and effective rates for the periods ended September 30, 2026 and 2025, is as follows:

| | Individual | | | | Consolidated | | | |
|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Income before income taxes | 173,009 | 81,440 | 457,650 | 284,575 | 193,049 | 100,823 | 522,846 | 315,544 |
| Nominal rate | 34% | 34% | 34% | 34% | 34% | 34% | 34% | 34% |
| Nominal expense | (58,823) | (27,690) | (155,601) | (96,756) | (65,563) | (34,280) | (177,661) | (107,285) |
| Equity in net income of subsidiaries | 11,012 | 6,615 | 36,394 | 13,512 | - | - | - | - |
| Effect from deduction of interest on own capital | - | 16,627 | - | 21,275 | - | 16,627 | - | 21,275 |
| PERSE* | - | (10,798) | 79,192 | - | - | (14,608) | 79,192 | - |
| Non-deductible provision and permanent differences | 5,617 | 1,145 | 16,410 | (238) | 3,451 | (1,179) | 9,906 | (6,865) |
| Effective expense | (42,194) | (14,101) | (23,605) | (62,206) | (62,112) | (33,440) | (88,563) | (92,875) |
| Current income tax and social contribution | (29,127) | (11,382) | (11,513) | (33,984) | (34,478) | (13,520) | (20,739) | (36,400) |
| Deferred income tax and social contribution | (13,067) | (2,719) | (12,092) | (28,222) | (27,634) | (19,920) | (67,824) | (56,475) |
| Effective rate | 24% | 17% | 5% | 22% | 32% | 33% | 17% | 29% |

(*) The amount corresponds to the value of the tax credit resulting from PERSE.

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## 18.2. Deferred income tax and social contribution assets and liabilities

Breakdown of balance of deferred income tax and social contribution is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Deferred assets | | | | |
| Tax loss and negative basis | 67,569 | 75,306 | 182,140 | 186,979 |
| Share-based programs | 23,513 | 21,570 | 23,513 | 21,570 |
| Provision for expected credit losses | 17,282 | 16,602 | 25,508 | 23,980 |
| Provision for profit sharing | 6,591 | 9,029 | 7,618 | 9,832 |
| Provisions for risks | 5,996 | 4,265 | 7,029 | 6,770 |
| Other temporary additions | 2,349 | 3,612 | 2,349 | 3,612 |
| Other provision | 11,975 | 7,647 | 9,602 | 18,935 |
| Lease liabilities | 27,902 | 23,525 | 39,587 | 32,416 |
| Total deferred assets | 163,177 | 161,556 | 297,346 | 304,094 |
| Deferred liabilities | | | | |
| Tax depreciation | (54,441) | (46,183) | (204,462) | (156,570) |
| Other temporary exclusions | (9,594) | (8,491) | (10,362) | (9,548) |
| Right-of-use from lease | (25,708) | (21,356) | (70,156) | (57,786) |
| Total deferred liabilities | (89,743) | (76,030) | (284,980) | (223,904) |
| Net total | 73,434 | 85,526 | 12,366 | 80,190 |
| Non-current assets | 73,434 | 85,526 | 78,000 | 113,229 |
| Non-current liabilities | - | - | 65,634 | 33,039 |

## 18.3. Changes in deferred income tax and social contribution

Changes in deferred income tax and social contribution are as follows:

| | Individual | | | | | |
|---|---|---|---|---|---|---|
| | Tax loss and negative basis | Provision | Lease | Depreciation | Other | Total |
| Balance as of December 31, 2024 | 97,608 | 52,670 | 2,812 | (30,334) | (3,632) | 119,124 |
| Credited (debited) to statement of income | (18,125) | 4,289 | (426) | (12,990) | (970) | (28,222) |
| Balance at September 30, 2025 | 79,483 | 56,959 | 2,386 | (43,324) | (4,602) | 90,902 |
| Balance as of December 31, 2025 | 75,306 | 59,113 | 2,169 | (46,183) | (4,879) | 85,526 |
| Credited (debited) to statement of income | (7,737) | 6,244 | 25 | (8,258) | (2,366) | (12,092) |
| Balance at September 30, 2026 | 67,569 | 65,357 | 2,194 | (54,441) | (7,245) | 73,434 |

| | Consolidated | | | | | |
|---|---|---|---|---|---|---|
| | Tax loss and negative basis | Provision | Lease | Depreciation | Other | Total |
| Balance as of December 31, 2024 | 209,902 | 56,018 | (13,334) | (97,663) | (5,074) | 149,849 |
| Credited (debited) to statement of income | (18,310) | 13,996 | (9,159) | (42,321) | (681) | (56,475) |
| Balance at September 30, 2025 | 191,592 | 70,014 | (22,493) | (139,984) | (5,755) | 93,374 |
| Balance as of December 31, 2025 | 186,979 | 81,087 | (25,370) | (156,570) | (5,936) | 80,190 |
| Credited (debited) to statement of income | (4,839) | (7,817) | (5,199) | (47,892) | (2,077) | (67,824) |
| Balance at September 30, 2026 | 182,140 | 73,270 | (30,569) | (204,462) | (8,013) | 12,366 |

Accounting practices and other information regarding taxes on profit (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

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# 19. PROVISION FOR RISKS AND JUDICIAL DEPOSITS

## 19.1. Provisions for risks

The breakdown of the balance of risk provisions is as follows:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Tax | 5,569 | 3,355 | 6,335 | 9,169 |
| Labor | 11,579 | 7,835 | 13,717 | 10,623 |
| Civil | 488 | 1,354 | 621 | 1,763 |
| | 17,636 | 12,544 | 20,673 | 21,555 |

Change in provision for risks:

| | Individual | Consolidated |
|---|---|---|
| Balance as of December 31, 2024 | 13,419 | 20,324 |
| Formations | 3,072 | 7,636 |
| Inflation adjustments | 1,437 | 1,609 |
| Reversals | (4,653) | (6,048) |
| Balance at September 30, 2025 | 13,275 | 23,521 |
| Balance as of December 31, 2025 | 12,544 | 21,555 |
| Formations | 6,228 | 6,274 |
| Inflation adjustments | 2,196 | 2,900 |
| Reversals | (3,332) | (10,056) |
| Balance at September 30, 2026 | 17,636 | 20,673 |

## 19.2. Risks classified as possible losses

The Company is party to tax, civil and labor lawsuits, involving loss risks classified as possible by Management, based on the evaluation of its legal advisors. No provision was recorded as formation and estimate below:

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Tax | 147,062 | 134,475 | 172,065 | 151,863 |
| Labor | 17,315 | 12,196 | 35,647 | 13,194 |
| Civil | 2,593 | 576 | 2,766 | 576 |
| | 166,970 | 147,247 | 210,478 | 165,633 |

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### 19.3. Judicial deposits

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Tax | 1,308 | 1,194 | 2,050 | 1,451 |
| Labor | 1,114 | 1,367 | 1,673 | 2,047 |
| Civil | 481 | 480 | 514 | 552 |
| | 2,903 | 3,041 | 4,237 | 4,050 |

Accounting practices and other information regarding provision for risks and judicial deposits (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

## 20. TAXES PAYABLE

| | Individual | | Consolidated | |
|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Withholding income tax (IRRF) payable | 59 | 114 | 174 | 239 |
| PIS and COFINS | 19,289 | 18,477 | 25,088 | 22,551 |
| INSS | 690 | 374 | 892 | 492 |
| ICMS | 1,413 | 3,913 | 2,297 | 5,981 |
| Other | 270 | 435 | 639 | 709 |
| | 21,721 | 23,313 | 29,090 | 29,972 |
| Current | 21,721 | 23,313 | 29,090 | 29,972 |

Accounting practices and other information regarding taxes payable (Individual and Consolidated) have not undergone significant changes compared to those disclosed in the financial statements as of December 31, 2025.

## 21. SHAREHOLDERS' EQUITY

### 21.1. Capital

The Company's fully subscribed and paid-in capital is represented by the amount of R$ 1,092,472 (R$ 1,091,560 as of December 31, 2025), divided into book-entry common shares with no par value, as shown in the table below. Each common share corresponds to the right to one vote in shareholder resolutions.

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Below is the shareholding structure of the capital on the dates given:

| Shareholders | 09/30/2026 | | 12/31/2025 | |
|---|---|---|---|---|
| | Number of shares | | Number of shares | |
| | (in thousands) | % | (in thousands) | % |
| Andres Cristian Nacht | 12,542 | 5.35% | 12,542 | 5.36% |
| Snow Petrel LLC | 23,677 | 10.11% | 23,677 | 10.11% |
| Other signatories of the Shareholders' Agreement (*) | 21,172 | 9.04% | 21,172 | 9.04% |
| Nacht family (total) | 57,391 | 24.50% | 57,391 | 24.51% |
| Sun Fundo de Investimentos em Participações Multiestratégia | 36,481 | 15.57% | 36,481 | 15.58% |
| Sullair Argentina S.A. | 22,096 | 9.43% | 22,096 | 9.44% |
| Tarpon Gestora de Recursos Ltda. | 40,277 | 17.19% | 43,185 | 18.44% |
| Morgan Stanley | 12,714 | 5.43% | 30 | 0.01% |
| Other | 65,328 | 27.88% | 74,995 | 32.02% |
| | 234,287 | 100.0% | 234,178 | 100% |

(*) Signatories of the Nacht Family Shareholders Agreement, excluding Andres Cristian Nacht and Snow Petrel LLC.

## 21.2. Treasury shares

The change in treasury shares as of September 30, 2026 and 2025 is shown in the table below:

| | Number of shares | Total cost |
|---|---|---|
| Balance as of December 31, 2024 | 7,251 | 71,621 |
| Stock program year 2022 | (1,110) | (10,733) |
| Repurchase of shares | 1,362 | 11,629 |
| Balance at September 30, 2025 | 7,503 | 72,517 |
| Balance as of December 31, 2025 | 7,503 | 72,517 |
| Extraordinary stock program year | (43) | (413) |
| Stock program year 2023 | (358) | (3,463) |
| Stock program year 2025 | (696) | (6,718) |
| Balance at September 30, 2026 | 6,406 | 61,923 |

## 21.3. Capital reserve

The capital reserve represents actual increases in the Company's assets that did not originate from profits earned in its operations, as they do not represent the effects of its own efforts, but rather contributions from shareholders to the Company's shareholders' equity intended to provide capital resources and that may be used for a future capital increase. Capital reserve is comprised of: Cost with issue of shares, Stock option premium and Goodwill.

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## 21.4. Dividends and interest on own capital

At meetings of the Board of Directors, interest on own capital and dividends were decided as follows:

| Interest on own capital - 2025 | | | | | |
|---|---|---|---|---|---|
| Approval date | Gross amount approved | Net value | Amount per share (in R$) | Date of shareholding position | Payment date |
| 04/08/2025 | 13,670 | 12,585 | 0.060601 | 04/11/2025 | 04/25/2025 |
| 08/12/2025 | 48,904 | 45,104 | 0.215745 | 08/19/2025 | 08/29/2025 |
| 11/11/2025 | 42,538 | 39,239 | 0.187661161 | 11/17/2025 | 11/27/2025 |
| | 105,112 | 96,928 | | | |

| Dividends - 2025 | | | | | |
|---|---|---|---|---|---|
| Fiscal year | Approval date | Amount approved | Amount per share (in R$) | Date of shareholding position | Payment date |
| 2025 | 12/23/2025 | 150,000 | 0.65959060214 | 04/20/2026 | 04/30/2026 |
| | | 150,000 | | | |

As of September 30, 2026, the remaining balance comprises interest on own capital and dividends declared in prior periods but not yet paid, in the amounts of R$ 44 and R$ 5, respectively.

Accounting practices and other information regarding shareholders' equity have not undergone significant changes compared to those disclosed in Notes 2 and 23 of the financial statements as of December 31, 2025.

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## 22. EARNINGS PER SHARE

Basic earnings per share are calculated by dividing profit attributable to company shareholders by the weighted average number of common shares issued during the period.

| | Individual and consolidated | | | |
|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Basic earnings per share: | | | | |
| Net income for the period attributed to the members of the parent company | 130,815 | 67,339 | 434,045 | 222,369 |
| Average number of common shares outstanding (ex-treasury) (thousands) | 227,849 | 226,676 | 227,496 | 226,183 |
| Basic earnings per share (in R$) | 0.57413 | 0.29707 | 1.90792 | 0.98314 |
| Diluted earnings per share: | | | | |
| Net income for the period attributed to the members of the parent company | 130,815 | 67,339 | 434,045 | 222,369 |
| Weighted average of common shares available (thousands) | 227,849 | 226,676 | 227,496 | 226,183 |
| Dilutive effect of stock options (thousands) | 5,466 | 14,416 | 5,466 | 14,416 |
| Average number of shares applicable to dilution (ex-treasury) (thousands) | 233,315 | 241,092 | 232,962 | 240,599 |
| Diluted earning per share (in R$) | 0.56068 | 0.27931 | 1.86316 | 0.92423 |

## 23. NET REVENUES

The breakdown of net revenues by type is as follows:

| | Individual | | | | Consolidated | | | |
|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Lease | 308,501 | 312,607 | 926,130 | 958,100 | 482,631 | 480,801 | 1,424,928 | 1,355,253 |
| Sales of new equipment | 4,779 | 4,806 | 8,337 | 14,614 | 6,677 | 7,480 | 14,032 | 23,284 |
| Sale of used equipment | 10,547 | 8,039 | 29,681 | 18,682 | 19,477 | 10,818 | 47,166 | 33,078 |
| Technical support | 1,558 | 5,667 | 3,766 | 12,494 | 6,534 | 10,660 | 18,837 | 27,375 |
| Indemnities | 3,979 | 12,304 | 15,449 | 19,648 | 3,979 | 12,292 | 15,449 | 19,636 |
| Other (*) | 15,893 | 6,112 | 28,197 | 15,855 | 18,353 | 7,570 | 34,957 | 19,825 |
| Total gross revenue | 345,257 | 349,535 | 1,011,560 | 1,039,393 | 537,651 | 529,621 | 1,555,369 | 1,478,451 |
| Taxes | (28,635) | (29,808) | (81,204) | (91,381) | (44,625) | (46,321) | (128,535) | (131,568) |
| Discounts | (135) | (633) | (496) | (1,788) | (136) | (633) | (597) | (1,788) |
| Total net revenue | 316,487 | 319,094 | 929,860 | 946,224 | 492,890 | 482,667 | 1,426,237 | 1,345,095 |

(*) Refers to revenue from equipment or machinery damaged by the lessee (client).

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## 24. NATURE OF OPERATING COSTS AND EXPENSES

Information on the type of operating costs and expenses is as follows:

| | Individual | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | | | 3Q2025 | | | 9M2026 | | | 9M2025 | | |
| | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total |
| Personnel | (29,318) | (49,157) | (78,475) | (26,426) | (56,280) | (82,706) | (83,737) | (143,200) | (226,937) | (77,505) | (156,906) | (234,411) |
| Depreciation and amortization | (13,065) | (20,592) | (33,657) | (12,879) | (17,963) | (30,842) | (38,949) | (54,621) | (93,570) | (37,476) | (53,258) | (90,734) |
| Construction material/maintenance and repair | (31,950) | 862 | (31,088) | (29,665) | (2,772) | (32,437) | (88,324) | (377) | (88,701) | (91,643) | (5,819) | (97,462) |
| Outsourced services | (1,391) | (21,210) | (22,601) | (3,211) | (16,815) | (20,026) | (4,654) | (61,378) | (66,032) | (6,812) | (49,853) | (56,665) |
| Freight | (16,088) | (135) | (16,223) | (14,198) | (254) | (14,452) | (45,874) | (370) | (46,244) | (44,957) | (705) | (45,662) |
| Traveling | (2,428) | (1,716) | (4,144) | (2,152) | (1,744) | (3,896) | (7,385) | (4,854) | (12,239) | (7,095) | (5,602) | (12,697) |
| Cost of goods sold | (2,531) | - | (2,531) | (2,544) | - | (2,544) | (4,399) | - | (4,399) | (8,212) | - | (8,212) |
| Rental of equipment and other | 516 | (354) | 162 | (1,915) | (706) | (2,621) | (4,500) | (1,279) | (5,779) | (5,034) | (1,643) | (6,677) |
| Write-off of assets | 171 | 6 | 177 | (3) | (1) | (4) | (66) | (331) | (397) | 110 | (200) | (90) |
| Cost of sale of used equipment | (706) | - | (706) | (2,930) | - | (2,930) | (1,538) | - | (1,538) | (6,430) | - | (6,430) |
| Extempore credits | - | 56,127 | 56,127 | - | - | - | - | 88,697 | 88,697 | - | - | - |
| Other | (1,002) | (6,380) | (7,382) | (1,067) | (12,480) | (13,547) | (2,893) | (18,270) | (21,163) | (3,695) | 2,870 | (825) |
| | (97,792) | (42,549) | (140,341) | (96,990) | (109,015) | (206,005) | (282,319) | (195,983) | (478,302) | (288,749) | (271,116) | (559,865) |

| | Consolidated | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | | | 3Q2025 | | | 9M2026 | | | 9M2025 | | |
| | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total | Cost of goods sold and services rendered | Sales, general and administrative expenses | Total |
| Personnel | (50,092) | (59,680) | (109,772) | (37,491) | (65,996) | (103,487) | (135,644) | (169,531) | (305,175) | (107,418) | (185,184) | (292,602) |
| Depreciation and amortization | (55,877) | (29,269) | (85,146) | (45,556) | (25,215) | (70,771) | (165,191) | (79,217) | (244,408) | (122,650) | (76,760) | (199,410) |
| Construction material/maintenance and repair | (57,480) | (1,343) | (58,823) | (58,882) | (7,748) | (66,630) | (150,967) | (6,273) | (157,240) | (152,793) | (10,468) | (163,261) |
| Outsourced services | (3,270) | (24,269) | (27,539) | (5,540) | (19,637) | (25,177) | (9,014) | (70,834) | (79,848) | (10,266) | (56,707) | (66,973) |
| Freight | (17,855) | (154) | (18,009) | (15,248) | (272) | (15,520) | (50,970) | (1,011) | (51,981) | (47,884) | (759) | (48,643) |
| Traveling | (6,364) | (2,533) | (8,897) | (4,599) | (2,155) | (6,754) | (15,300) | (6,796) | (22,096) | (13,255) | (6,593) | (19,848) |
| Cost of goods sold | (1,933) | - | (1,933) | (3,380) | - | (3,380) | (4,930) | - | (4,930) | (10,917) | - | (10,917) |
| Rental of equipment and other | (143) | (406) | (549) | (2,708) | (521) | (3,229) | (6,650) | (1,999) | (8,649) | (7,039) | (2,101) | (9,140) |
| Write-off of assets | (416) | (6) | (422) | (3) | (8) | (11) | (816) | (467) | (1,283) | 110 | (1,191) | (1,081) |
| Cost of sale of used equipment | (6,082) | (302) | (6,384) | (5,310) | - | (5,310) | (13,811) | (304) | (14,115) | (12,736) | (6,611) | (19,347) |
| Extempore credits | - | 56,702 | 56,702 | - | - | - | - | 89,273 | 89,273 | - | - | - |
| Other | (1,765) | (3,970) | (5,735) | (2,047) | (22,382) | (24,429) | (5,452) | (22,475) | (27,927) | (5,758) | (27,966) | (33,724) |
| | (201,277) | (65,230) | (266,507) | (180,764) | (143,934) | (324,698) | (558,745) | (269,634) | (828,379) | (490,606) | (374,340) | (864,946) |

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## 25. FINANCIAL INCOME (LOSS)

Financial revenues and expenses are as follows:

| | Individual | | | | Consolidated | | | |
|---|---|---|---|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 | 3Q2026 | 3Q2025 | 9M2026 | 9M2025 |
| Interest revenues | 2,910 | 3,220 | 9,446 | 7,557 | 3,223 | 2,871 | 10,801 | 8,246 |
| Restatement by SELIC - Perse | 19,699 | 4,038 | 52,618 | 11,811 | 19,945 | 4,098 | 52,864 | 12,498 |
| Revenues from interest earning bank deposit | 17,894 | 25,212 | 54,084 | 69,833 | 23,063 | 25,408 | 68,265 | 70,388 |
| Discounts obtained | 38 | 51 | 218 | 146 | 39 | 61 | 238 | 172 |
| Exchange rate change and asset price-level restatement | 1,322 | 2,343 | 9,246 | 5,097 | 1,349 | 2,404 | 9,587 | 5,158 |
| Derivative financial instrument | 4,013 | 3,224 | 18,835 | 6,640 | 4,016 | 3,225 | 18,838 | 6,640 |
| Total financial revenues | 45,876 | 38,088 | 144,447 | 101,084 | 51,635 | 38,067 | 160,593 | 103,102 |
| Interest expense | (311) | (215) | (831) | (618) | (577) | (346) | (1,704) | (961) |
| Exchange rate change and inflation adjustment costs | (1,863) | (1,302) | (9,600) | 1,894 | (5,231) | (5,540) | (23,469) | (11,433) |
| Interest on loans and debt securities | (61,151) | (72,227) | (181,561) | (189,353) | (63,933) | (76,155) | (191,941) | (201,394) |
| Bank expenses | (241) | (309) | (823) | (1,203) | (338) | (402) | (1,036) | (1,392) |
| Financial charges on leases | (2,468) | (1,330) | (7,348) | (5,567) | (3,490) | (2,048) | (9,871) | (7,486) |
| Derivative financial instrument | (3,572) | (4,718) | (13,290) | (15,487) | (3,794) | (4,718) | (13,904) | (15,487) |
| Other expenses | (3,917) | (2,856) | (10,365) | (8,425) | (4,083) | (3,037) | (11,478) | (8,994) |
| Total financial expenses | (73,523) | (82,957) | (223,818) | (218,759) | (81,446) | (92,246) | (253,403) | (247,147) |
| Total financial income (loss) | (27,647) | (44,869) | (79,371) | (117,675) | (29,811) | (54,179) | (92,810) | (144,045) |

## 26. SEGMENT REPORTING

The Company defined two reporting operating segments, which are separately managed, based on reports used by the Board of Directors to make strategic decisions.

### Rental

A division that operates in the rental of mobile elevating work platforms, generators, air compressors, lighting towers, excavators, wheel loaders, motor graders, forklifts, and pallet trucks, as well as other industrial machinery, for various market segments, such as industry, agribusiness, commerce, infrastructure, services and entertainment. Ensuring productivity, profitability and safety, this divison also has the most advanced range of products for lifting people and loads, and offers its customers operating training certified by IPAF (a non-profit organization that promotes the safe and effective use of aerial access equipment worldwide). Its presence in several Brazilian cities reinforces not only the agility of its commercial service, but also expands technical support through certified professionals.

### Formwork and Shoring

A division that operates in the large-scale construction market and in the supply of formwork, shoring, non-mechanized access equipment, rack platforms and scaffolding, for the residential and commercial construction segment, with the highest technology in formwork systems, shoring and specialized equipment for the execution of civil works, as well as the largest portfolio of products and services with customized solutions to meet the specific needs of each project, generating efficiency and cost reduction.

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## Statement of income by operating segment

| | Rental | | Formwork and Shoring | | Consolidated | |
|---|---|---|---|---|---|---|
| | 3Q2026 | 3Q2025 | 3Q2026 | 3Q2025 | 3Q2026 | 3Q2025 |
| Net revenues | 407,732 | 394,556 | 85,158 | 88,111 | 492,890 | 482,667 |
| Cost of goods sold and services rendered | (132,044) | (120,513) | (13,356) | (14,695) | (145,400) | (135,208) |
| Depreciation and amortization | (80,858) | (66,800) | (4,288) | (3,970) | (85,146) | (70,770) |
| Sales, general and administrative expenses | (30,146) | (104,999) | (5,815) | (13,720) | (35,961) | (118,719) |
| Provision for expected credit losses | (3,668) | (6,793) | (2,341) | 2,611 | (6,009) | (4,182) |
| Other operating revenues (expenses), net | 2,223 | 1,105 | 263 | 109 | 2,486 | 1,214 |
| Income before financial income (loss) and taxes | 163,239 | 96,556 | 59,621 | 58,446 | 222,860 | 155,002 |
| Net financial income (loss) | | | | | (29,811) | (54,179) |
| Income before income tax and social contribution | | | | | 193,049 | 100,823 |
| Income tax and social contribution | | | | | (62,112) | (33,440) |
| Net income for the period | | | | | 130,937 | 67,383 |

| | Rental | | Formwork and Shoring | | Consolidated | |
|---|---|---|---|---|---|---|
| | 9M2026 | 9M2025 | 9M2026 | 9M2025 | 9M2026 | 9M2025 |
| Net revenues | 1,181,852 | 1,116,365 | 244,385 | 228,730 | 1,426,237 | 1,345,095 |
| Cost of goods sold and services rendered | (354,071) | (328,688) | (39,483) | (39,268) | (393,554) | (367,956) |
| Depreciation and amortization | (231,561) | (187,495) | (12,847) | (11,915) | (244,408) | (199,410) |
| Sales, general and administrative expenses | (162,906) | (259,507) | (27,511) | (38,073) | (190,417) | (297,580) |
| Provision for expected credit losses | (20,817) | (19,714) | (4,850) | (4,141) | (25,667) | (23,855) |
| Other operating revenues (expenses), net | 42,881 | 3,259 | 584 | 36 | 43,465 | 3,295 |
| Income before financial income (loss) and taxes | 455,378 | 324,220 | 160,278 | 135,369 | 615,656 | 459,589 |
| Net financial income (loss) | | | | | (92,810) | (144,045) |
| Income before income tax and social contribution | | | | | 522,846 | 315,544 |
| Income tax and social contribution | | | | | (88,563) | (92,875) |
| Net income for the period | | | | | 434,283 | 222,669 |

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### Assets by operating segment

| | Rental | | Formwork and Shoring | | Consolidated | |
|---|---|---|---|---|---|---|
| | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Acquisition cost | 4,040,268 | 3,877,712 | 440,883 | 427,636 | 4,481,151 | 4,305,348 |
| Accumulated depreciation | (1,813,976) | (1,699,382) | (366,451) | (368,480) | (2,180,427) | (2,067,862) |
| Property, plant and equipment, net | 2,226,292 | 2,178,330 | 74,432 | 59,156 | 2,300,724 | 2,237,486 |
| Other assets | 1,132,217 | 947,396 | 961,296 | 923,989 | 2,093,513 | 1,871,385 |
| Total assets | 3,358,509 | 3,125,726 | 1,035,728 | 983,145 | 4,394,237 | 4,108,871 |

## 27. INSURANCE

The Company and its subsidiaries have insurance contracts, considering the nature and degree of risk, for amounts considered sufficient to cover possible losses on their assets and liabilities.

| Insured property | Insured risks | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 12/31/2025 | 09/30/2026 | 12/31/2025 |
| Sundry risks – equipment | Robbery and/or qualified theft, proximity to water, electrical damage, assembly and disassembly. | 25,000 | 25,000 | 27,000 | 27,000 |
| Named equity risks | Fire, lightning strike, explosion of any kind, implosion and aircraft crash, flooding and inundation, outdoor assets, goods, and raw materials, electrical damage. | 80,000 | 80,000 | 80,000 | 80,000 |
| Civil liability | General civil liability for commercial and/or industrial establishments, errors and omissions (E&O) and civil liability of directors and officers (D&O)." | 120,050 | 112,000 | 120,050 | 112,000 |

## 28. SUPPLEMENTARY INFORMATION TO THE CASH FLOW

### 28.1. Transactions not affecting cash

| | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 09/30/2025 | 09/30/2026 | 09/30/2025 |
| Addition of right-of-use | 10 | 43,733 | 19,436 | 59,819 | 43,625 |
| Lease liability by right-of-use | 15 | 43,733 | 19,436 | 59,819 | 43,625 |
| Change in balance of trade accounts payable - Acquisition of property, plant and equipment | 12 | 30,139 | 1,231 | 38,690 | 2,550 |
| Change in balance of trade accounts payable - Acquisition of investee | 12 | - | - | - | 30,000 |
| Taxes offset and unpaid | 20 | - | 33,171 | - | 40,011 |

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### 28.2. Reconciliation of depreciation and amortization to cash flow

| | Note | Individual | | Consolidated | |
|---|---|---|---|---|---|
| | | 09/30/2026 | 09/30/2025 | 09/30/2026 | 09/30/2025 |
| Depreciation and amortization - Income (loss) | | 93,570 | 90,734 | 244,408 | 199,410 |
| Depreciation - Property, plant and equipment | 10 | (90,230) | (87,507) | (225,070) | (179,770) |
| Amortization - Intangible assets | 10 \| 11 | (12,935) | (11,663) | (14,348) | (11,706) |
| Realization of goodwill | 10 \| 11 | - | - | (16,468) | (20,513) |
| PIS and COFINS credit | | 9,595 | 8,436 | 11,478 | 12,579 |

## 29. SUBSEQUENT EVENTS

### 29.1 Merger of JM Lubrificantes e Peças para Veículos Ltda.

On October 01, 2026, the merger of the entire net assets of the wholly owned subsidiary JM Lubrificantes e Peças para Veículos Ltda. (“JM”) into the subsidiary Mills Pesados, Locação, Serviços e Logística S.A. was approved.

Upon completion of the merger, JM was dissolved, and Mills Pesados succeeded to all of its assets, rights, and obligations as a universal successor. Because this was a merger of a company in which Mills Pesados already held 100% of the shares, the transaction did not result in a capital increase or the issuance of new shares.

The transaction was supported by a valuation report of the absorbed company's book net equity, with a base date of August 31, 2026, with the balance sheet balances existing as of September 30, 2026, being considered for the purposes of the merger.

### 29.2 General Debentureholders’ Meetings – Prior consent (waiver) to change corporate control

On October 14 and 15, 2026, the General Debentureholders’ Meetings of the Company’s 8th, 9th, 10th, and 11th debenture issuances were held, approving the prior consent (waiver) for the change of control described in Note 1, without such change constituting an event of early maturity. Approval is contingent upon completion of the transaction.

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# Mills Locação, Serviços e Logística S.A.

**Parent company and consolidated interim financial statements at September 30, 2026 and report on review**

Docusign Envelope ID: 1B1E703F-D9E8-8DF4-821F-98846E530335

(A free translation of the original in Portuguese)

# Report on review of parent company and consolidated interim financial statements

To the Board of Directors and Stockholders
Mills Locação, Serviços e Logística S.A.

## Introduction

We have reviewed the accompanying interim balance sheet of Mills Locação, Serviços e Logística S.A. ("Company") as at September 30, 2026 and the related statements of income and comprehensive income for the quarter and nine-month periods then ended, and the statements of changes in equity and cash flows for the nine-month period then ended, as well as the accompanying consolidated interim balance sheet of the Company and its subsidiaries ("Consolidated") as at September 30, 2026 and the related consolidated statements of income and comprehensive income for the quarter and nine-month periods then ended, and the consolidated statements of changes in equity and cash flows for the nine-month period then ended, and notes, comprising material accounting policies and other explanatory information.

Management is responsible for the preparation and fair presentation of these parent company and consolidated interim financial statements in accordance with accounting standard CPC 21, Interim Financial Reporting, of the Brazilian Accounting Pronouncements Committee (CPC), and International Accounting Standard (IAS) 34 - Interim Financial Reporting, of the International Accounting Standards Board (IASB). Our responsibility is to express a conclusion on these interim financial statements based on our review.

## Scope of review

We conducted our review in accordance with Brazilian and International Standards on Reviews of Interim Financial Information (NBC TR 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim financial statements consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Brazilian and International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

## Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the accompanying parent company and consolidated interim financial statements referred to above do not present fairly, in all material respects, the financial position of the Company and of the Company and its subsidiaries as at September 30, 2026 and the parent company



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financial performance for the quarter and nine-month period then ended and its cash flows for the nine-month period then ended, as well as the consolidated financial performance for the quarter and nine-month period then ended and their consolidated cash flows for the nine-month period then ended, in accordance with CPC 21 and IAS 34.

**Other matters - Statements of value added**

The interim financial statements referred to above include the parent company and consolidated statements of value added for the nine-month period ended September 30, 2026. These statements are the responsibility of the Company's management and are presented as supplementary information under IAS 34. These statements have been subjected to review procedures performed together with the review of the interim financial statements for the purpose concluding whether they are reconciled with the interim financial statements and accounting records, as applicable, and if their form and content are in accordance with the criteria defined in the accounting standard CPC 09 - "Statement of Value Added". Based on our review, nothing has come to our attention that causes us to believe that these statements of value added have not been properly prepared, in all material respects, in accordance with the criteria established in this accounting standard, and that they are consistent with the parent company and consolidated interim financial statements taken as a whole.

Rio de Janeiro, November 4, 2026

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/F-5

DocuSigned by
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CPF: 99300540734
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| Eventos do signatário | Assinatura | Registro de hora e data |
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| Patricio Roche<br>patricio.roche@pwc.com<br>Sócio<br>PwC BR<br>Nível de segurança: E-mail, Autenticação da conta (Nenhuma), Certificado Digital<br>**Detalhes do provedor de assinatura:**<br>Tipo de assinatura: ICP-Brasil<br>Emissor: AC SyngularID Multipla<br>Assunto: CN=Patricio Marques Roche:99300540734 | DocuSigned by:<br><br>AA780542972D492...<br>Adoção de assinatura: Desenhado no dispositivo<br>Usando endereço IP: 134.238.160.244<br><br>Política de certificado:<br>[1]Certificate Policy:<br>Policy Identifier=2.16.76.1.2.1.133<br>[1,1]Policy Qualifier Info:<br>Policy Qualifier Id=CPS<br>Qualifier:<br>http://syngularid.com.br/repositorio/ac-syngularid-multipla/dpc/dpc-ac-syngularID-multipla.pdf | Enviado: 04 de novembro de 2026 \| 19:23<br>Visualizado: 04 de novembro de 2026 \| 19:35<br>Assinado: 04 de novembro de 2026 \| 19:36 |

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