Sustainability Report 2025

Localiza&co

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Introduction

First vehicle in the Localiza fleet

Message from Management

In 2025, Localiza&Co consolidated another cycle of consistent progress, marked by disciplined strategy execution, sustainable growth, operational efficiency, and the ability to leverage culture, technology, and people to create value. In an environment that remained challenging, we reinforced our resilience and ability to adapt, while maintaining our focus on executing our strategic priorities and creating long-term value.

Our team's dedication was instrumental in achieving the results delivered throughout the year and reinforces a core belief: it is our people who bring our strategy to life, uphold our culture, and turn priorities into action. In a broad, diverse, and increasingly integrated operation, our "Localiza&Co Way" continues to guide our decisions, strengthen our culture, and turn an ownership mindset into everyday execution. We continue to invest in technology, data, and digital solutions to enhance the customer experience, streamline internal processes, and increase the Company's productivity.

We ended the year with a 12.1% increase in net revenue, which totaled BRL 41.8 billion. Consolidated EBITDA reached BRL 13.8 billion, a 15.4% increase from 2024, while net income totaled BRL 1.87 billion. These results reflect the consistency of our strategy, disciplined cost management, and the Company's ability to adapt, even in the face of significant impacts on the industry, including a reduction in the tax on new vehicles ("IPI").

In Car Rental, we continued to advance the digitalization of the customer journey, with Digital FAST Pickup surpassing 1 million contracts and continued enhancements to our virtual assistant, Liza, further improving convenience, efficiency, and the overall customer experience. We also continued to enhance our virtual assistant, Liza, improving customer satisfaction and reducing service times at our branches. Internationally, we maintained the planned growth of our operations in Mexico, expanding both our fleet and branch network. At Zarp, we expanded the reach of our dedicated branches, strengthened our digital solutions, and continued to provide more efficient and secure mobility solutions.

In Fleet Rental, we continued to optimize our portfolio, reducing our exposure to severe-use vehicles and improving capital allocation. We directed investments toward higher-return business lines, such as light vehicles and car subscriptions, while completing the integration of the division's systems. This initiative delivered significant gains in standardization and productivity and enabled us to capture synergies, strengthening operational efficiency, increasing the scalability of the business, and simplifying the Company's management. The incorporation of Locamerica was an important milestone in this corporate streamlining process. We also continued to enhance Meoo, supported by a more modern, scalable technology platform aligned with Localiza&Co's strategy.

Throughout the year, we strengthened operational efficiency by expanding our PitStop network and broadening our service portfolio, making preventive and corrective maintenance processes more seamless, predictable, and convenient. This progress reinforces our high standards of excellence and contributes to greater cost efficiency. At the same time, we expanded the scale and improved the processes of our vehicle decommissioning centers, achieving gains in speed, control, and quality, while reducing the costs of preparing vehicles for sale.

In Seminovos, we maintained high sales volumes, opened new stores, and improved the quality of the vehicles offered. This performance directly contributed to fleet rejuvenation, a reduction in the average age of our assets, and significant efficiency gains throughout the operating cycle.

Technology continues to be one of the Company's key drivers of transformation. In 2025, we strengthened our digital solutions, enhanced the quality of the customer experience, and increased productivity, with decisions increasingly driven by data. Localiza Labs consolidated its role as a strategic pillar of innovation, advancing artificial intelligence and evolving our technology architecture toward a platform-based model. This transformation enabled faster, more informed decision-making, while delivering structural gains in efficiency, quality, and scalability across the organization.

In 2025, we continued to strengthen our corporate governance and culture of integrity, which are fundamental pillars for long-term value creation. We celebrated the 30th anniversary of our Code of Conduct and, for the fifth consecutive year, successfully renewed our ISO 37001 certification, reaffirming the Company's commitment to high ethical standards, transparency, and compliance. This commitment is also reflected in the engagement of our stakeholders, with 99% of employees and 100% of suppliers classified as above low risk having current training on integrity-related topics.

Our Board of Directors continued to play a key role in the Company's strategic direction, combining independence, diverse experience, and close oversight of the business. In 2025, we strengthened the role of the Lead Independent Director, maintained a Board composed primarily of independent members, and expanded our dialogue with investors and other stakeholders. We also continued to enhance our risk management, privacy, and data protection frameworks, strengthening the Company's resilience and preparedness for an ever-changing business environment.

In the environmental dimension, we continued to advance our decarbonization and resource efficiency agenda, reinforcing our commitment to increasingly sustainable mobility. In 2025, we offset approximately 358,000 metric tons of CO_2e, with approximately 88% offset through the Neutraliza program, further engaging customers in this journey. We continued to prioritize 100% of our energy consumption from renewable sources and increased the generation and injection of clean energy at our branches, with an approximately 34.7% increase compared with 2024. We also continued to implement measures aimed at promoting responsible consumption and energy efficiency across our facilities.

With a fleet of more than 640,000 vehicles, the majority of which are flex-fuel, we continued to encourage the use of ethanol, a fuel that can emit up to 89% fewer greenhouse gases when compared to gasoline. In 2025, we used 28 million liters of this biofuel in our operations, avoiding approximately 45,000 metric tons of CO_2 emissions. This progress was supported by initiatives to educate and engage customers across Car Rental, Fleet Rental, and Zarp, consistently increasing the adoption of ethanol across our operations.

We also made progress in incorporating electrified vehicles, expanding the availability of hybrid and electric models across our fleet. This effort reinforces our commitment to building a low-carbon mobility model and enables us to develop operational capabilities, test technologies, monitor usage patterns, and inform future investment decisions.

We also strengthened our environmental management by enhancing waste traceability and governance. We expanded structured waste management at our Decommissioning Centers and PitStops and increased monitoring of waste generation at our corporate offices, improving operational control, efficiency, and consistency. In recognition of this progress, we maintained a B score from CDP for the third consecutive year, reinforcing the strength of our climate strategy and the transparency of our environmental impact management.

In its fourth year of operation, the Localiza Institute consolidated its role as the Company's primary vehicle for social investment, strengthening the connection between social impact, technical education, economic inclusion, and opportunity creation. In 2025, we supported more than 100 projects across Brazil, reaching nearly 30,000 people, with a focus on technical education and economic inclusion. With investments of BRL 9.4 million and strong volunteer engagement, we made progress in strengthening social organizations, creating opportunities, and supporting sustainable pathways to employment and income. We also expanded strategic partnerships and our own initiatives focused on youth employability.

On the social front, we continued to advance our efforts in diversity, people development, and strengthening our culture, guided by the conviction that our people bring our strategy to life, sustain our ability to execute, and drive sustainable results. In 2025, we celebrated the fifth anniversary of our Diversity Program, increasing employee engagement and reinforcing our commitment to an increasingly inclusive and representative workplace. More than 1,000 employees actively participated in six affinity groups, while approximately 50 awareness and development initiatives fostered dialogue, learning, and new perspectives across the organization. We also advanced accessibility, inclusion, and literacy initiatives, helping ensure that everyone can be who they are and reach their full potential.

We believe that a sustainable business is built by people who are prepared to meet the challenges of today and tomorrow. That is why we continue to invest consistently in the development of our employees. Through Localiza University, we invested more than BRL 10 million in training and provided more than 345,000 training hours, strengthening critical skills and expanding access to learning across the Company. In 2025, Seminovos was a strategic priority, highlighted by the MURAB Academy, which trained more than 1,600 employees and contributed to improving performance and leadership within the business.

Culture continues to be one of the key pillars of our journey and a competitive advantage for Localiza&Co. The Localiza&Co Way guides how we make decisions, interact with one another, and consistently and sustainably deliver results. In 2025, we continued to strengthen this culture, consolidating an environment grounded in trust, collaboration, and high performance. Record-high engagement levels reflect this progress and reinforce our belief that, by connecting people, purpose, and strategy, we turn culture into a key competitive advantage for long-term value creation.

The consistency of our strategy and the way we execute it have been recognized by several institutions, with highlights in innovation, customer experience, ESG, governance, and transparency. These recognitions reinforce the relevance of the path we have chosen and, above all, motivate us to continue evolving. We remain committed to building a company that is increasingly prepared for the future, capable of growing sustainably and creating value for the business, our people, and society.

We closed 2025 with the conviction that we are building a stronger, more innovative Localiza&Co, committed to the future of sustainable mobility. We remain guided by our values, which shape our decisions and strengthen the way we create positive impact.

We thank our shareholders, customers, partners, and employees for their trust throughout this journey. We will continue to move forward with discipline, responsibility, and a long-term vision, investing in innovation, technology, and the development of our people to strengthen our business, expand our positive impact, and create sustainable value for our customers, employees, shareholders, partners, and society.

Enjoy the read!

About the Report

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We present Localiza&Co's 9th Sustainability Report, which consolidates the Company's main progress, practices, and results across the Environmental, Social, and Governance (ESG) pillars. The report covers the period from January 1 to December 31, 2025, and aims to inform our stakeholders about our performance in the ESG agenda.

This publication follows globally recognized sustainability reporting standards and frameworks. It was prepared based on the Global Reporting Initiative (GRI) Standards, as well as the Sustainability Accounting Standards Board (SASB) Standards. We also include the United Nations (UN) Sustainable Development Goals (SDGs) prioritized by the Company.

This report was published in August 2026 and reviewed and approved by the Executive Sustainability Committee and the Governance, Nomination and Sustainability Committee, a committee of the Board of Directors.

GRI

Throughout the chapters and subchapters, indicators are identified with the "GRI XXX-X" symbol, indicating the topic being reported. The complete GRI Content Index can be found on page 90.
Learn more at: globalreporting.org

SASB

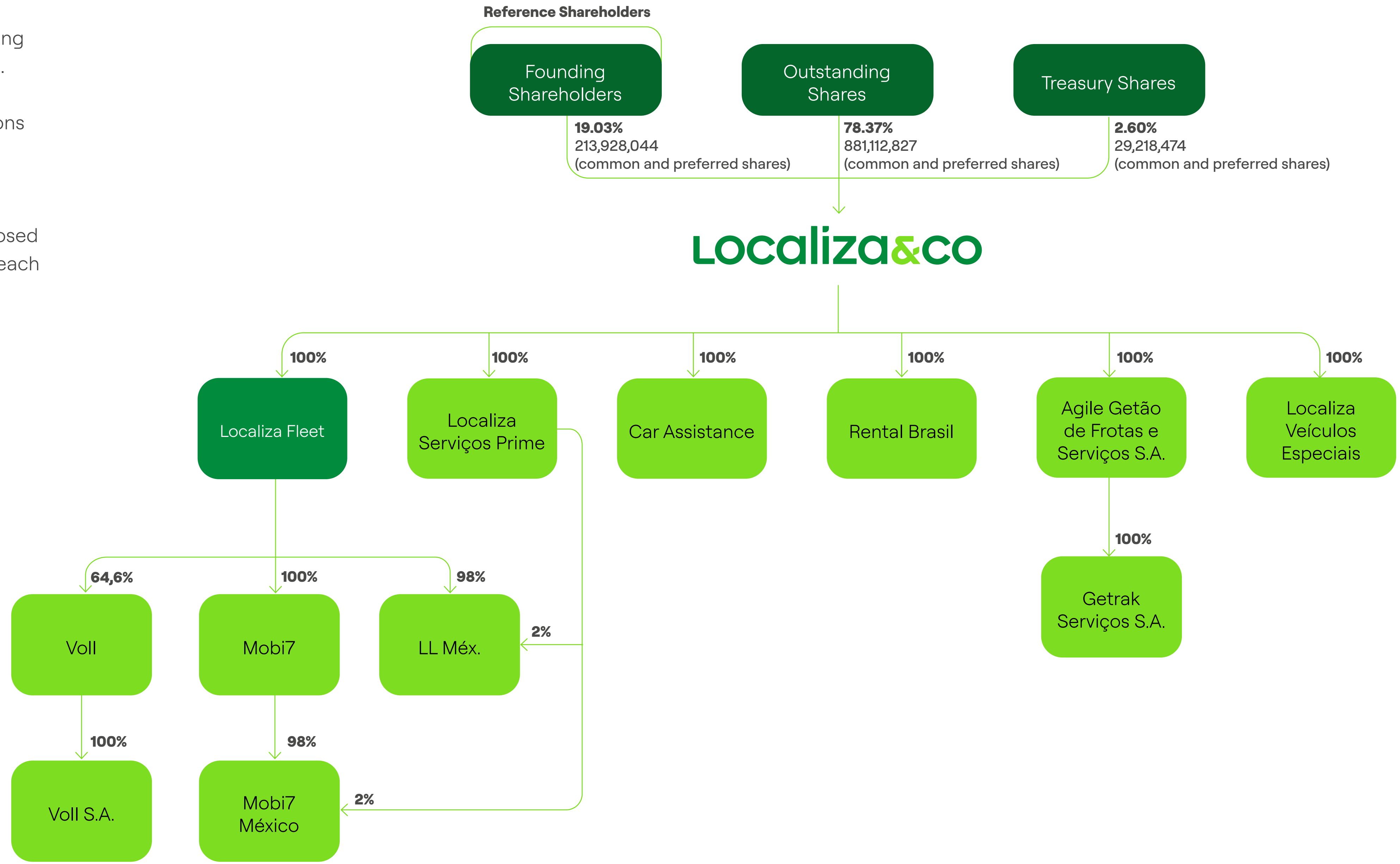
Similarly, priority sector-specific information is identified with the "SASB XXXX" symbol. The complete SASB Content Index can be found on page 96.
Learn more at: sasb.org

Learn More
For questions, suggestions, or requests for additional information, please contact us at: sustentabilidade@localiza.com

Ratings	2023	2024	2025
MSCI	A	A	A
CDP	B	B	B
CSA	43	43	47
Sustainalytics	11,4	10,4	10,6
ISS	C-	C-	C-

GRI 2-2

The information disclosed covers the operations of all companies[1] comprising Localiza&Co as of December 31, 2025. Throughout the year, the Company implemented corporate reorganizations aimed at **simplifying its corporate structure and improving operational efficiency.** Any limitations in data coverage, where applicable, are disclosed throughout the Report, according to each indicator.



[1]**Mergers: Localiza Franchising Brasil S.A.** was merged into **Localiza; Acelero** was merged into **Locamerica;** and **Locamerica** was merged into **Localiza,** resulting in direct control of **Agile** and the consolidation of a **100% direct ownership interest** by the Company.

Dissolutions: Car As Service Ltda. and **Localiza Lux Sarl Sef** were dissolved, with their entire net assets transferred to **Localiza Fleet.**

Disposal: The full interest in **Voll** was formally disposed of; it had been classified as held for sale as of December 31, 2025, and the transaction was completed in January 2026. Accordingly, Voll is included in the corporate structure considered in this Report, with data reported where available.

2025 Highlights

A. World-Class Governance

Maintained **ISO 37001** recertification

28,6% of the Board of Directors are women

Members of Localiza&Co's Executive Board

99% of employees and 100% of suppliers with a risk rating above "low" received training on the Code of Conduct and the Anti-Bribery and Anti-Corruption Policy

Sustainability targets shared by the CEO and certain members of the Executive Board, with an impact on variable compensation

Continued progress in the Board of Directors' succession process, with the election and appointment of **new Board members**

B.Sustainable Mobility

+358,000 metric tons of GHG emissions offset, including direct and indirect emissions through the Neutraliza program

24.5% reduction in direct (Scope 1) emissions in Brazil compared to 2024

91% of Localiza Brazil's operational fleet* connected through telematics

+34.7% increase in renewable energy injected into the grid compared to 2024

100% of electricity from renewable sources for the fourth consecutive year

B score in the CDP Climate Change questionnaire for the third consecutive year

+45,300 metric tons of CO_2 emissions avoided through ethanol fueling

Greenhouse Gas (GHG) Inventory audited for the fifth year

34 million liters of water saved through **dry vehicle-cleaning practices**

100% of waste from Decommissioning Centers and PitStops (maintenance centers) monitored and properly disposed of

* Operational fleet: vehicles available for rental, excluding vehicles being activated or undergoing the decommissioning process for sale.

C.Social Transformation

Five years of the **Company's Diversity Program**

Fourth consecutive year recognized as a Great Place to Work (GPTW) in Brazil

+36,000
people participating in training and workforce entry programs supported by the Localiza Institute

BRL 9.4 million
invested in donations and services through the Localiza Institute

BRL 10 million
invested in employee development

+1,000
employees enrolled in affinity groups

"Diversity and Sustainability" remained one of the highest-rated areas in the Employee Engagement Survey, scoring in the P90

48% women in leadership positions, including 31.65% in strategic leadership positions (Senior Managers and above)

345,000 hours of employee training

Awards and Recognition

Business

- Among the **50 largest franchisors in Brazil,** receiving the Franchising Excellence Seal from the Brazilian Franchising Association (ABF) for the 17th time;
- Among the 3**5 most top-of-mind brands,** according to Revista Amanhã (Rio Grande do Sul);
- **Brazil's 7th most valuable brand,** according to Brand Finance 100;
- **Best Car Rental Company,** according to Viaja São Paulo – Folha de São Paulo;
- Recognized in the **Transportation and Logistics category by Exame's Best of ESG awards;**
- **1st place in the Reclame Aqui Award in all categories in our industry:** Car Rental (11th time) and Seminovos (9th time).

Localiza employees receiving the award at GPTW Brazil 2025

ESG

- Estadão Empresas Mais Award in the Technology and Innovation for Mobility category, also ranking in the **Top 5 for Governance** and **Top 6 for Ethics and Citizenship;**
- **5-star rating** in the reputation survey conducted by Serasa Experian;
- Among the **500 World's Most Sustainable** Companies 2025, according to TIME magazine;
- **Ranked 47th** among the 100 companies with the **best reputation in Brazil,** according to the 2025 Merco Empresas Brasil ranking, while maintaining its leadership in the mobility sector, according to the Corporate Reputation Business Monitor (Merco);
- **Best ESG Program** in the Transportation sector in the Latin America Executive Team 2025 ranking conducted by Extel, formerly known as Institutional Investor Research;
- **ANEFAC Transparency Award** for transparency, clarity, integrity, and quality in our financial disclosures;
- Among the **100+ Most Innovative Companies in the Use of IT,** according to TI Forum;
- Among the 9 best companies to work for according to **Great Place to Work (GPTW) Brazil;**
- **2nd best** company to work for in Minas Gerais, according to GPTW MG;
- Among the 24 best companies to work for in the **GPTW Diversity – Ethnic-Racial category;**
- Among the **10 companies with the strongest performance in artificial intelligence in Brazil,** according to Fundação Dom Cabral (FDC);
- **Ethos Award for Ethnic-Racial Diversity,** as one of the best companies for LGBTI+ people to work for, according to the HRC Foundation;
- **Among the 50 leading companies** in the inclusion of people with disabilities in Brazil, according to Exame;
- Localiza&Co recognized in two categories of the **Mano Down Seal 2025**

Executives

- **Bruno Lasansky,** CEO at L&CO, awarded Executive of Value in the Transportation and Logistics category by Valor Econômico;
- **Eugênio Mattar,** Co-Founder and Chair of the Board of Directors, and **Bruno Lasansky** ranked among the 83 leaders with the highest reputation according to **Merco Leaders 2025;**

Indices

- **IGPTW:** measures the performance of companies certified as great places to work, promoting a positive work environment.
- **ICO2 –** Carbon Efficient Index: evaluates the performance of companies with best practices in management and efficiency in greenhouse gas emissions.
- **IDIVERSA:** lists companies that stand out in diversity, promoting inclusion and equality in the corporate environment.
- **ELAS11 –** Teva Indices: invests in companies with high female representation in leadership positions, promoting gender diversity.

Indicator Overview

Business	2023	2024	2025
Total fleet size (year-end) - Brazil	656,346	667,225	655,716
Car Rental (RAC) fleet size - Brazil	347,287	354,474	352,032
Average age of fleet (RAC) in months	12.6	12.1	10.5
Fleet Rental (GF) fleet size - Brazil	309,059	312,751	303,684
Average age of fleet (GF) in months	18.3	18.7	20.1
Fleet size - Mexico	1,266	2,137	2,780
Total cars sold in Seminovos - Brazil	221,379	279,844	296,452
Total cars sold in Seminovos - Mexico	-	396	1,855
Total number of owned branches in Brazil	537	537	517
Total number of owned branches in Mexico	10	18	29
Total number of franchised branches in Brazil	79	77	75
Total number of franchised branches abroad	86	74	70
Total number of RAC branches	712	706	691
% flex-fuel vehicles[1]	94.4%	94.7%	93.8%
Electrified vehicles[1]	2,765	2,140[2]	6,567

[1]Considering the Localiza&Co fleet in Brazil
[2]Revised figure compared with the information reported in the 2024 Sustainability Report.

Financial	2023	2024	2025
Net revenues (in BRL million)	28,902.3	37,271.6	41,781.6
Net income (in BRL million)	1,803.1	1,813.3	1,870.5
EBITDA (in BRL million)	10,522.8	11,914.6	13,753.4

Corporate Governance	2023	2024	2025
% of Board members from underrepresented groups	37.50%	37.50%	28.6%
% of independent Board members	62.50%	62.50%	71.43%
% of women on the Board of Directors	25%	25%	28.6%

Ethics, Integrity, and Transparency	2023	2024	2025
Eligible employees trained on the Code of Conduct	94.10%	86.00%	99.00%
Employees trained in Anti-Bribery and Anti-Corruption	81.32%		
Confirmed cases of corruption	0	0	0
Total reports investigated through the Confidential Reporting Channel[3]	1,845	2,700	2,555
Total disciplinary actions taken	354	289	481

[3] Up to 2023, we reported complaints received during the year. Starting in 2024, we began reporting complaints investigated during the year.

Atmospheric emissions[1]	2023	2024	2025
Scope 1 GHG emissions (tCO_2e)	37,055.06	42,452.18	32,023.26
Scope 2 GHG emissions (tCO_2e) market-based	0	0	0
Scope 2 GHG emissions (tCO_2e) location-based	795.31	2,816.28	1,875.98
Scope 3 GHG emissions (tCO_2e)	801,141.97	743,690.2	659,901.88
Direct emissions offset (tCO_2e)	37,056.00	42,453.00	-
Scope 3 emissions offset (Neutraliza) (tCO_2e)	67,000	265,000	316,109
Emissions intensity (tCO_2C/end-of-period fleet)	1.2758	1.1824	1.0581

Waste[1]	2023	2024	2025
Total waste generated (t)	794.62	2,857.00	3,427.34
Hazardous waste generated (t)	390.56	770.09	1,279.76
Non-hazardous waste generated (t)	404.05	2,086.91	2,147.57
Waste reused (t)	59.91	205.39	158.16
Waste recycled (t)	344.14	2,079.40	2,899.24
Waste diverted to other recovery methods (t)	-	330.57	197.95
Total waste diverted from disposal (t)	404.05	2,615.36	3,255.35
Waste incinerated without energy recovery (t)	-	0.95	1.83
Waste sent for final disposal (t)	-	240.69	170.16
Waste directed to final disposal (t)	45.42	241.64	171.99

[1]Considering Localiza&Co's operations in Brazil

Energy[1]	2023	2024	2025
Total energy consumption within the organization (GJ)	81,916	130,043	138,443
Energy consumed from renewable sources (GJ)	48,437	59,871	73,979
Energy consumed from non-renewable sources (GJ)	33,479	70,173	64,464
Clean energy offset by I-REC (GJ)	33,479	70,173	64,464
Energy intensity (GJ/closing fleet)	0.1248	0.1942	0.211

Water and effluents[1]	2023	2024	2025
Liters of water saved by dry cleaning	86 million	52 million	34 million
% of cars cleaned using waterless cleaning methods	51.00%	38.60%	31.27%
Water withdrawn (m^3)	324,100	394,263	421,953
Water intensity (m^3/closing fleet)	0.49	0.59	0.64

Safety and innovation[1]	2023	2024	2025
% of fleet cars connected through telematics	77%	84%	91%
% of vehicle models rated by NCAP that received the highest score	24.60%	31.70%	32.10%

Employees	2023	2024	2025
Number of employees	20,661	21,966	23,220
% women in the workforce	43.70%	42.82%	43.05%
% of employees covered by collective bargaining agreements	97.97%	97.10%	98.90%
Hiring rate	40.48%	40.36%	39.43%
Termination rate	25.06%	34.84%	35.84%,
Total number of employees trained through Localiza University	+20,000	+25,000	+25,000
Total training hours	387,000	371,000	345,000
% of eligible employees who underwent performance evaluation	100%	100%	100%
Number of women who have taken parental leave	349	352	358
Parental leave return rate (women)	80.65%	98.40%	98.58%
Parental leave retention rate (women)	73.11%	72.60%	82.29%
Number of men who have taken parental leave	245	320	387
Parental leave return rate (men)	99.60%	97.40%	96.95%
Parental leave retention rate (men)	82.72%	73.60%	76.79%

Diversity	2023	2024	2025
% women in strategic leadership positions	29.10%	30.22%	31.65%
% women in leadership	46.88%	47.99%	48%
% of employees who self-identify as Black	50.28%	52.80%	57%
% of employees who perceive leadership as committed to D&I	acima P90	acima P90	acima P90
% favorable responses on diversity and inclusion	95.00%	94.00%	95.00%

Suppliers	2023	2024	2025
Total direct suppliers	+12,000	+14,000	+16,000
Total spent with direct suppliers (BRL)	+23 billion	+26.5 billion	+27.98 billion
Total indirect suppliers	+2,000	+2,200	+2,000
Total spent with indirect suppliers (BRL)	+2 billion	+2.5 billion	+2.8 billion

Impact on society	2023	2024	2025
Total under Tax Incentive Laws (BRL)	4.1 million	15.4 million	10.4 million

Localiza Institute	2023	2024	2025
Total investment – Direct funding for donations and services to projects (BRL)*	4.8 million	8.2 million	9.4 million*
Projects supported	93	111	111
People benefited by technical education programs	19,518	29,319	36,284
Employees who took part in volunteer initiatives	216	484	806
People benefited by volunteer initiatives	3,643	3,735	8,400

*Service costs for projects are included in the figures starting in 2025

About Us

GRI 2-1 | 2-6

Founded in 1973 in the city of Belo Horizonte, State of Minas Gerais, Localiza began its operations with a fleet of six used, financed VW Beetles. Since then, the Company has pursued a consistent growth trajectory, marked by significant milestones, including its 50th anniversary in 2023 and, more recently, the 20th anniversary of its initial public offering (IPO) in 2025. That same year, we completed the integration of the Fleet Rental systems, consolidating operations, standardizing processes, and capturing greater synergies across the businesses. We also advanced the streamlining of our corporate structure through the incorporation of Locamerica, reinforcing operational efficiency and enhancing the Company's management. Throughout this process, we continued to evolve our business model, with a focus on productivity, financial discipline, enhancing the customer experience, and strengthening our competitive advantages.

Guided by our purpose, Localiza&Co has always been grounded in values that shape the way we engage with our stakeholders. This commitment is reflected in a strong culture of excellence, evident in the way we delight our customers, develop our people, and strive for outstanding results, always with an owner's mindset, ethics, and trust.

To simplify, to amaze. To get there.

People that inspire

We foster and treasure our team, encouraging high performance

We genuinely watch for each other, and enjoy the journey together

We ramp up as one, in trust and open exchange, owning up to the final call

Customer that we love

We prioritize our clients and cultivate long-term bonds

We amaze by prioritizing the uncomplicated and unforeseen

We put forth from our customer´s needs, and evolve from experimentation

Results that are remarkable

We breed remarkable value, through long-term vision

We do more with less, increasing productivity

We make our mark, contributing towards a more sustainable, diverse and inclusive world

Ownership mentality

We act boldly, fiercely and within a mindset of humility

We make agile decisions and act responsibly upon our autonomy

We search restless for excellence in simplicity

Ethics and trust

We do the right thing and care for our reputation

AT THE END OF 2025, WE HAD:

+23,200 employees

+658,000 company-owned vehicles in our fleet

592 company-owned and franchised branches in Brazil

99 branches across Latin America, including 29 company-operated locations in Mexico

263 Seminovos stores in 138 cities in Brazil and 5 cities in Mexico

Our Business

GRI 2-29

As a leader in the Brazilian car rental market[1], based on the number of branches, fleet size, and gross revenue, we have an integrated and synergistic business platform operating across car rental and fleet rental, the sale of decommissioned cars, and other initiatives, offering comprehensive mobility solutions to individuals and businesses.

Localiza&Co operates across two main business segments: Car Rental and Fleet Rental, both supported by the Seminovos division, which is responsible for the decommissioning of vehicles.

In addition, the Company has been increasing its investments in innovative digital solutions, particularly telematics, which already connects more than 561,000 vehicles and contributes to greater operational efficiency, lower costs, and increased predictability in fleet rental.

[1] Based on publicly available information disclosed by companies in the sector and by the Brazilian Association of Car Rental Companies (ABLA), for the year ended December 31, 2025.

Localiza Rent a Car

354,812 company-owned cars (Brazil and Mexico)

691 branches across Brazil and Latin America

Localiza Gestão de Frotas

303,684 cars in the fleet, including light vehicles, trucks, and subscription cars

seminovos Localiza

298,307 cars sold in the past year

263 stores in **138** cities in Brazil and **5** in México

Localiza&co

Other initiatives

Expansion of operations in Mexico

Telematics and fleet rental solutions

Expansion of the company-owned maintenance network - PitStop

AI-powered solutions to enhance the customer journey

Car rental

Car Rental is the historical core of the Company's business model. It offers short-term mobility solutions to individuals and businesses, for both leisure and business travel, through daily or monthly rental agreements (recurring contracts) in Brazil and Mexico.

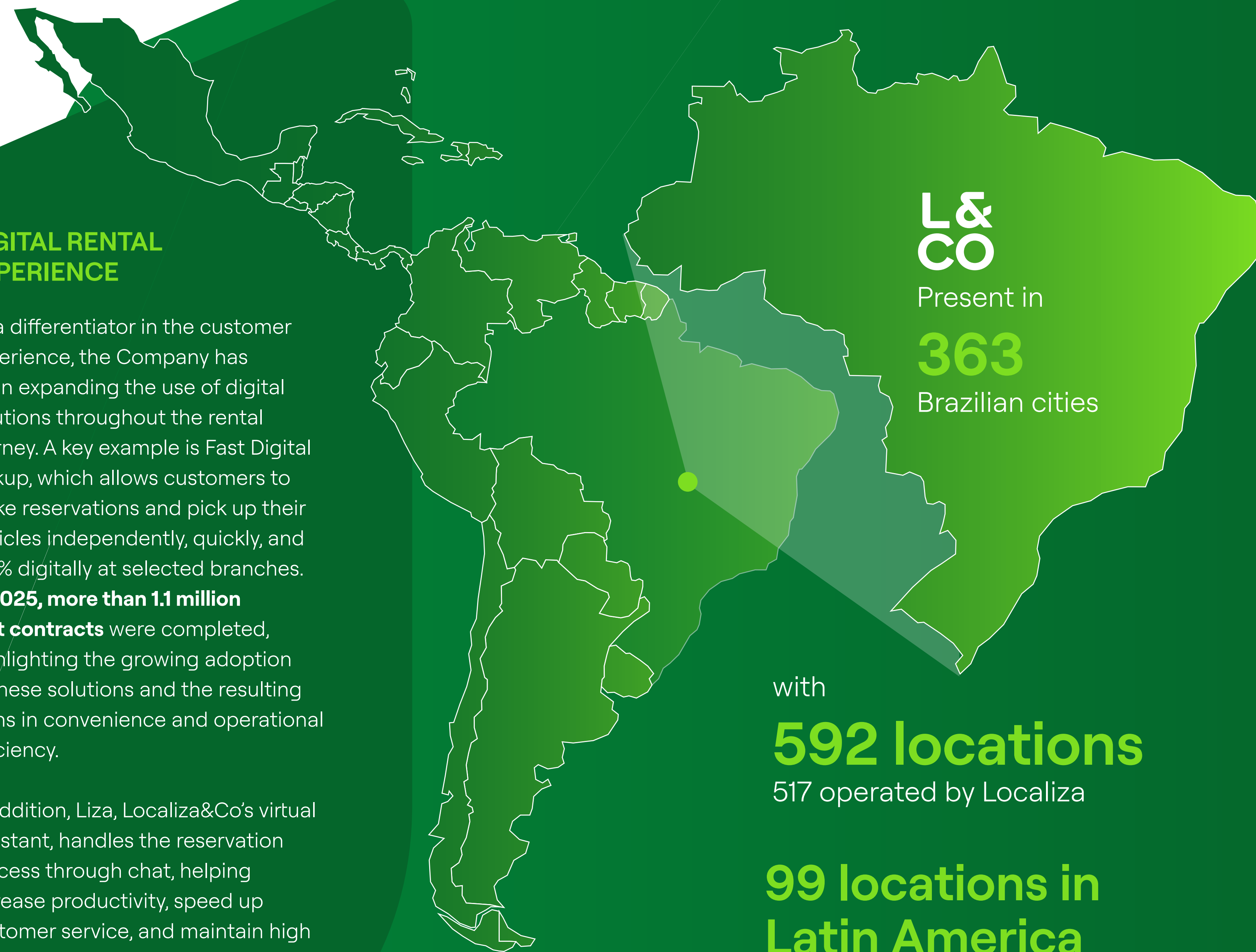
This segment also offers replacement car services to insurance companies and automakers, serving customers while their vehicles are undergoing maintenance or repairs. To meet these needs, we have a diverse fleet comprising different makes, models, and vehicle categories, ensuring greater alignment with the varying needs and profiles of our customers.

This division also enables Localiza&Co to expand its presence across Brazil and other South American countries through the franchise model, supported by a dedicated Franchising team responsible for ensuring service standardization and quality.

DIGITAL RENTAL EXPERIENCE

As a differentiator in the customer experience, the Company has been expanding the use of digital solutions throughout the rental journey. A key example is Fast Digital Pickup, which allows customers to make reservations and pick up their vehicles independently, quickly, and 100% digitally at selected branches. **In 2025, more than 1.1 million Fast contracts** were completed, highlighting the growing adoption of these solutions and the resulting gains in convenience and operational efficiency.

In addition, Liza, Localiza&Co's virtual assistant, handles the reservation process through chat, helping increase productivity, speed up customer service, and maintain high levels of customer satisfaction.



L&CO

Present in

363

Brazilian cities

with

592 locations

517 operated by Localiza

99 locations in Latin America

29 operated by Localiza

Zarp

Localiza&Co also offers mobility solutions for rideshare drivers through a subscription-based rental model with weekly payments, developed in partnership with Uber. The operation has a network of dedicated branches designed for efficiency and scale, combined with the extensive use of technology to optimize reservation, billing, and payment processes, as well as mitigate the risks of fraud, delinquency, theft, and vehicle theft. The offering is complemented by telematics capabilities that enable asset monitoring, driver behavior assessment, and remote vehicle diagnostics, as well as digital pickup and customer support in emergency situations.

Together, these solutions contribute to greater operational efficiency and enhance the business's value proposition.

Fleet rental

The Fleet Rental Division provides long-term vehicle rental solutions, typically for 24 to 60 months, to companies of all sizes, as well as car subscription services for individuals.

The business takes a consultative and tailored approach, developing customized solutions based on each customer's needs. This includes determining and optimizing the vehicle mix, with a focus on cost reduction and efficient use of resources, as well as comprehensive fleet lifecycle management. This approach covers the entire process, from vehicle acquisition, customization, and rental to preventive and corrective maintenance, with 24-hour support, replacement vehicles, and management of documentation, fines, and insurance. The Company also offers truck rentals, including vehicles, trailers, and equipment, expanding its scope to serve a range of operational needs.

In addition, the Company offers connectivity solutions using telematics and asset management systems, providing greater autonomy, convenience, and visibility through online management reports. These tools contribute to productivity gains and greater operational efficiency, allowing customers to focus more on their core activities.

Localiza Meoo

Localiza Meoo offers a long-term car subscription service for individuals and small and medium-sized businesses. The product stands out for its convenience and predictable costs compared with vehicle ownership, bundling services such as vehicle registration, vehicle property tax (IPVA), insurance, corrective maintenance, 24-hour roadside assistance, and damage repair management into a single monthly payment.

Seminovos

Seminovos, our support division, plays a strategic role in managing the lifecycle of the Company's assets and is responsible for decommissioning vehicles used in the Car Rental and Fleet Rental operations at the end of their rental agreements.

These vehicles are sold to end consumers and dealers, contributing to the ongoing renewal of the fleet, reducing the average age of the vehicles, and optimizing the Company's capital allocation.

Financial and Economic Results

Macroeconomic Scenario

The external environment remained challenging and uncertain in 2025, reflecting developments in U.S. economic policy and geopolitical tensions that affected global financial conditions. In Brazil, economic activity growth slowed, while the labor market remained resilient. Headline inflation eased over the period, but inflation expectations remained above the target, keeping monetary policy restrictive. The Brazilian Central Bank signaled the possible start of an interest rate-cutting cycle, contingent on the consolidation of the disinflationary process.

Against this backdrop, the Company prioritized restoring return levels through pricing adjustments in its Car Rental and Fleet Rental operations, initiatives aimed at increasing productivity and optimizing the portfolio, as well as advances in operational efficiency and digitalization. The year ended with approximately 296,000 vehicles sold in Brazil, contributing to fleet renewal and strengthening the Company's competitive position.

In addition, in November of the same year, Localiza Fleet executed the divestment of its entire stake in Voll Soluções em Mobilidade Corporativa S.A. (Voll). The transaction was completed in January 2026, with control of the investee transferred to the buyer, for which reason the company is included in the corporate structure presented in this report.

Vehicles lined up at a Seminovos store

2025 Performance

GRI 201-1

The year 2025 was marked by the consistent execution of the Company's strategic priorities and the strengthening of the cycle initiated in previous years. In a challenging environment, with tighter credit conditions and a slowdown in the vehicle market, Localiza&Co moved forward with discipline and agility, driving sustainable revenue growth, improving portfolio quality, and accelerating fleet renewal. These efforts strengthened the Company's competitiveness and laid a more solid foundation for long-term value creation.

Throughout the year, the extensive use of data and technology enabled more informed decision-making, while commercial and operational discipline supported continued improvements in results. Together, these advances resulted in improved profitability and return metrics, reflecting a more resilient operation that is better positioned to capitalize on opportunities in an ever-changing mobility market.

The Car Rental Division delivered consistent progress, with improvements in rate recovery and the maintenance of healthy utilization levels. Growth in average daily rates reflected commercial discipline and more efficient capacity management, with a focus on higher-return business lines. Despite seasonal fluctuations, the operation demonstrated resilience, sustaining solid performance throughout the quarters.

In Fleet Rental, the Company continued to optimize its portfolio, with lower exposure to severe-use contracts and a greater share of light-vehicle fleets and car subscription solutions. This shift contributed to improved profitability, supported by rising average rates and high asset utilization. The integration of the division's systems was also completed, generating gains in standardization and productivity, as well as improvements in fleet rental and availability.

The fleet renewal cycle gained momentum in 2025, with significant advances in vehicle preparation and decommissioning. The development of the decommissioning centers increased scale, control, and efficiency, reducing vehicle preparation costs and speeding up the process. This was supported by the expansion of the PitStop network, which brought greater efficiency and predictability to maintenance routines.

The performance of the Seminovos division supported fleet rejuvenation and strengthened the competitiveness of the integrated business model. Throughout the year, the operation maintained high sales volumes, particularly in the second half, supported by the lower average age and mileage of the vehicles. This contributed to lower maintenance costs and greater efficiency throughout the operating cycle.

We also strengthened our digital solutions, enhancing the customer experience and driving productivity across the Company. Against this backdrop, we advanced our innovation agenda, with continued progress in data and artificial intelligence, a platform-based technology architecture, and a stronger focus on the customer. Initiatives such as digital pickup, payment solutions, automation, telematics, and fleet rental increased efficiency, reduced costs, and improved predictability. At the same time, enhanced analytical capabilities and system integration enabled faster, more informed decision-making, supporting gains in efficiency and quality.

Localiza&Co's strategy is structured around pillars that guide value creation across all areas of the Company.

2025 Strategic Pillars - Localiza&Co

Cost efficiency and productivity

Focus on productivity and optimization of the operating structure:

- Younger fleet
- Efficiency gains
- Cost discipline

Rental Pricing Rebalancing

Prioritizing revenue growth and ROIC Spread:

- Efficient resource allocation
- Consistent long-term returns
- Capital discipline

Optimized Fleet Rental Portfolio

Greater focus on profitability in long-term contracts:

- Reduction of exposure to severe-use vehicles
- Careful selection of the mix
- Reallocation of capital to more efficient and higher-return segments

Scaling Seminovos to Support Fleet Renewal

Business integrated with fleet renewal, promoting:

- Efficient asset turnover
- Commercial productivity
- Value capturing throughout the cycle

Corporate Simplification

Integration of processes and structures to reduce complexities and increase operational efficiency:

- Systemic integrations resulting from corporate simplifications
- Productivity gains in operations

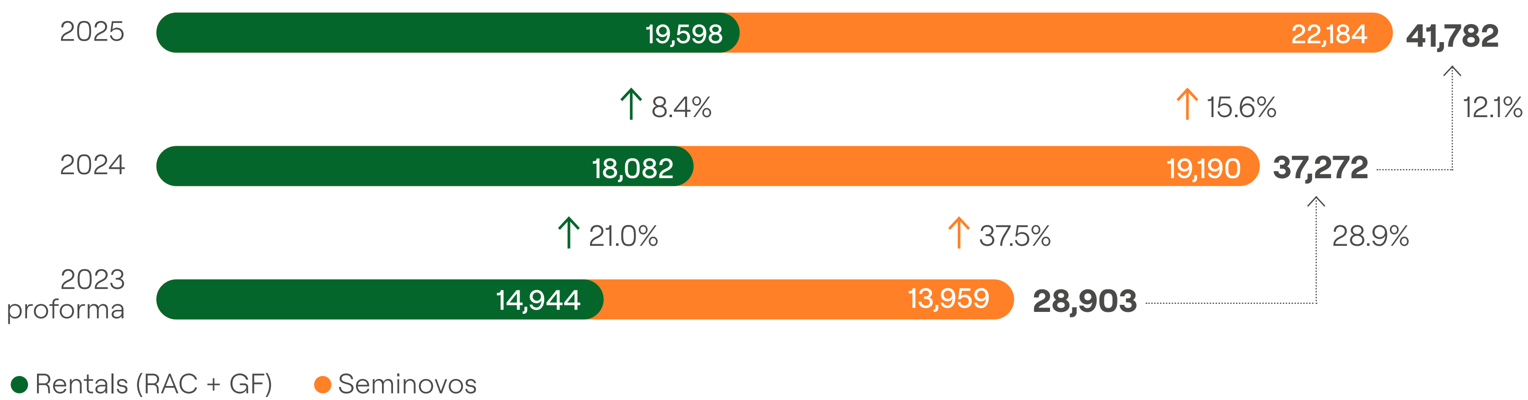
Customer Experience and Delight

We seek to generate value through simple, digital, and memorable journeys:

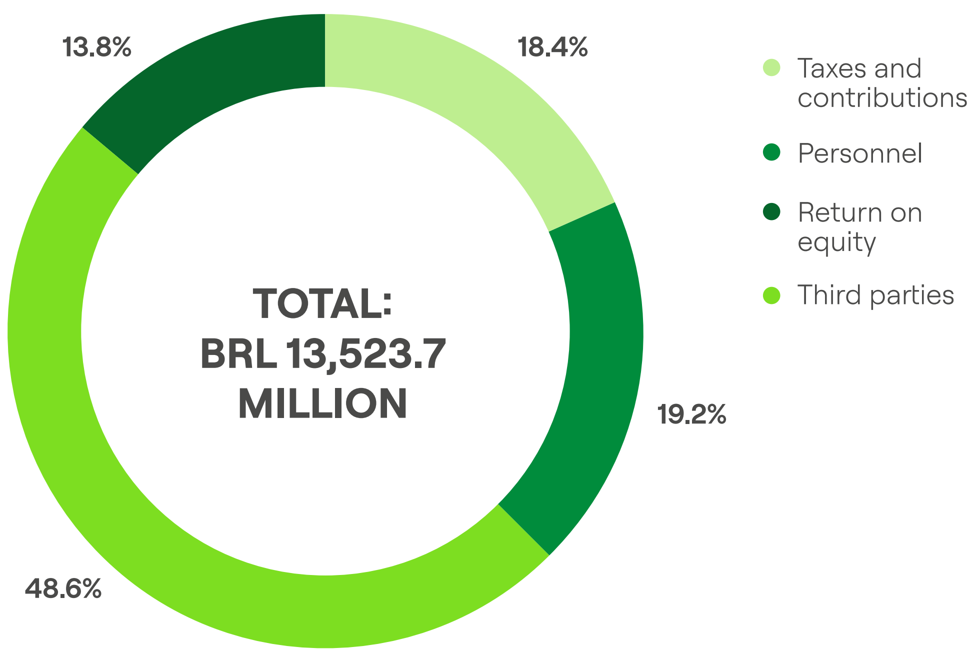
- Digital solutions
- Data platform and infrastructure
- Culture of customer delight and value creation

Consolidate net revenues (in BRL million)

Including Mexico



Distribution of Value Added (DVA) (BRL million)



Total Value Retained (BRL million)

Total Value Generated:
BRL 41,781.6

(-)Total Value Distributed:
BRL 13,523.7

(=)Total Value Retained:
BRL 28,257.9

Filippo Comini and Carlos Penido, Localiza&Co employees

Sustainable Strategy

GRI 2-22

In 2025, Localiza&Co made consistent progress in its ESG agenda, with a 12.5% improvement in the achievement of its targets compared with the previous year and greater integration of sustainability into its business strategy, supported by robust governance and widely recognized by the market. The Company strengthened its governance and risk management mechanisms, expanded its privacy and information security practices, and maintained systematic oversight of ESG matters by the Board of Directors.

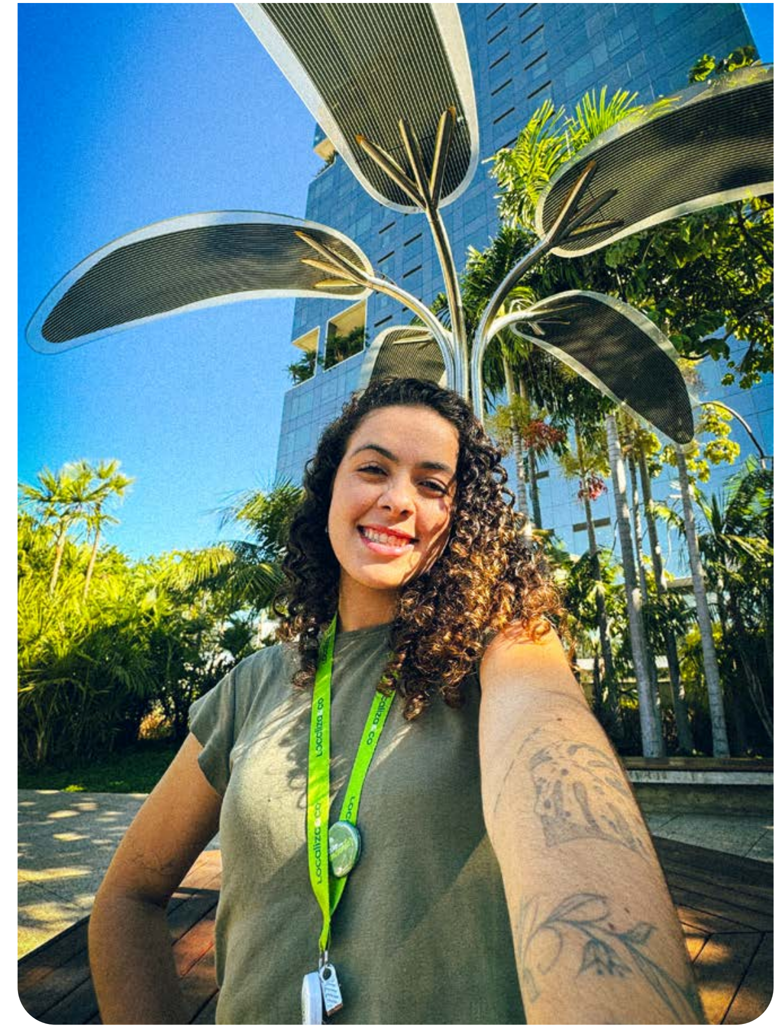
On the environmental front, the Company advanced its mobility decarbonization agenda, focusing on fleet efficiency, the use of technology, and encouraging the use of ethanol, a lower-carbon fuel. On the social front, the Company made significant progress in diversity, inclusion, and people development initiatives, reinforcing the role of culture and employee engagement as drivers of strategy, productivity, and long-term value creation. In addition, social investments totaled BRL 19.8 million, of which BRL 8.2 million was allocated to projects developed in partnership with social organizations through donations, BRL 1.2 million to the implementation of the Company's own projects and management of the Localiza Institute ecosystem, with a focus on workforce inclusion and technical education, and BRL 10.4 million to initiatives supported through tax incentive mechanisms.

Materiality Matrix

GRI 3-1 I 3-2 I 3-3

In 2025, the Company maintained the materiality matrix approved by the Board of Directors in 2021, which was developed through a structured process aligned with market best practices. The study considered an analysis of internal documents, ratings and recognized frameworks, as well as industry benchmarks, resulting in the identification of 19 potential topics. These topics were assessed through questionnaires and interviews with ten stakeholder groups, including customers, employees, suppliers, and the financial market, culminating in the definition of 10 priority topics that guide L&CO's sustainability strategy[1], as presented below.

Sustainability continues to guide decision-making, contributing to operational efficiency, risk mitigation, and



long-term growth. In 2025, Localiza&Co prioritized the most relevant material topics, particularly Atmospheric Emissions and Diversity and Inclusion, reinforcing their connection to business efficiency and the strengthening of the organizational culture.

[1] L&CO: abbreviated form of the Localiza&Co corporate brand.

Pillars

Sustainable Mobility

Material Topics and SDGs

Strategic Choices

Advance toward a low-carbon economy and use resources efficiently.

Encourage safe driving while protecting lives.

Education and Entrepreneurship for Social Transformation

Material Topics and SDGs

Strategic Choices

Build a world with greater equality of opportunity and greater inclusion

World-Class Culture and Governance

Material Topics and SDGs

Strategic Choices

Maintain high standards of governance and integrity

Enabler: maintain transparency and dialogue based on consistent and reliable information and on the assessment of progress in ESG practices.

MATERIAL TOPICS	INITIATIVES
Atmospheric Emissions	• Reduction of emissions from flex-fuel vehicles through ethanol fueling • Greenhouse gas (GHG) inventory • Neutralization of direct emissions and Neutraliza customers • Engagement of customers and partners in ethanol use • Climate risk management and resilience • Fleet electrification and energy efficiency
Waste, Energy, and Water Management	• Expansion of clean energy consumption at branches • Management of waste generated from vehicle maintenance • Reduction of water consumption through dry cleaning
Smart and Sustainable Use of Cars	• Real-time fleet data management • Smart agency • Fraud prevention • Remote diagnostics
Traffic Safety	• Driver awareness and recognition campaigns • Driving behavior assessment, collision detection, and emergency response
Service Quality	• Business initiatives associated with our customer value proposition • Digital solutions to improve the customer experience
People Development and Retention	• Key personnel retention • Employee satisfaction improvement • Internal development programs • Localiza University
Diversity, Inclusion, and Human Rights	• Diversity and Inclusion Program • Employee health, safety, and well-being
Social Development	• Localiza Institute • Corporate Volunteer Program
Ethics, Integrity, and Transparency	• Code of Conduct, Anti-Corruption Policy, and Information Security • ISO 37001 certification • Company contracts containing anti-bribery and anti-corruption clauses • Whistleblower channel management • Integrity Program
Corporate Governance	• Advancements in ESG practices • Oversight by executive and advisory committees • Strengthening the role of the Lead Independent Director (LID) • Investor engagement

02

World-Class Governance

Bruno Lasansky – CEO of Localiza&Co

Ethics, Integrity, and Transparency

GRI 2-23 I 2-24 I 205-1 I 205-2

Grounded in the principles of transparency, equity, and compliance, Localiza&Co maintains a management model recognized in the market. Ethics has been a non-negotiable value for the Company since the publication of its Code of Conduct in 1995, which marked its 30th anniversary in 2025. Over this period, we have continuously strengthened our culture of ethics and integrity, supported by a structured and ongoing Compliance strategy, a central element of our Integrity Program.

For the fifth consecutive year, we obtained ISO 37001 recertification, which attests to the robustness of our Anti-Bribery and Anti-Corruption Management System.

In 2025, to further strengthen adherence to the Company's culture of ethics and integrity, we conducted communication initiatives focused on integrity and anti-bribery policies and procedures. These initiatives used accessible language and multiple formats to broaden reach and engagement, particularly among operational employees.

As a central element of this strategy, the character "Sr. Manobra" was used as an educational tool to reinforce key messages on ethics, integrity, corruption prevention, and the use of the reporting channel.

We participate in and promote relevant corporate events, such as Ethics Week and the #SangueVerde supplier event, with the active participation of senior leadership, as well as initiatives aimed at employees, suppliers, and business partners. In 2025, Localiza&Co hosted the external Via Ética event, expanding the dialogue with the business community on integrity best practices.

Training on the Code of Conduct and the Anti-Bribery and Anti-Corruption Policy is mandatory for all employees, with periodic refresher training. These materials provide guidance on expected conduct in interactions within the Company and with customers, suppliers, partners, communities, and other stakeholders, as well as establish compliance guidelines in accordance with applicable laws.

At the end of 2025, 99% of employees had completed the required training and had valid certifications, as did 100% of suppliers classified as higher than "low" risk under our bribery and corruption risk matrix.

In addition, new leaders receive exclusive, supplementary training content that is automatically assigned upon hiring or promotion to support them in their role in fostering a culture of ethics and integrity.

Training: Code of Conduct and Anti-Bribery and Anti-Corruption Policies* GRI 205-2

Functional Categories	Midwest	Northeast	North	Southeast	South	Total
Administrative	198	543	133	3539	420	4833
Apprentice	11	47	12	256	34	360
Supervisor/Coordinator	37	58	15	500	58	668
Board				8		8
Director		1		56	3	60
Intern				92	4	96
Management	8	22	6	296	28	360
Operational	466	1181	260	5585	930	8422
Technician/Supervisor	55	125	44	694	97	1015
Technician	11	53	2	1770	129	1965
TOTAL	**786**	**2,030**	**472**	**12,796**	**1,703**	**17,787**

*Indicators do not include Mexico, Voll's employees, or employees without computer access as part of their daily work routine.

Our **Integrity Program** consists of a structured set of policies, procedures, and guidelines that support our ethical and compliant conduct across all our decisions, activities, and business relationships. Its implementation and maintenance are led by an independent Compliance function, with ongoing support from Senior Management[1] and the involvement of multidisciplinary teams. This reinforces our commitment to continuously improving our governance practices, as demonstrated in 2025 by the development and/or revision of 5 of the Program's 30 documents.

As part of the Integrity Program, the **Code of Conduct** reflects who we are and how we put our values into practice, guiding our behavior across all our activities and serving as the primary framework for our internal and external relationships. It reflects the values that underpin our organizational culture, grounded in applicable legislation and internationally recognized human rights standards.

In line with these principles, Localiza seeks to establish business relationships only with partners of proven integrity. Suppliers classified as having a risk level higher than "low" are subject to specific integrity due diligence processes, mandatory training, and ongoing monitoring. We also maintain a structured Anti-Money Laundering Program, with controls designed to monitor financial transactions and identify ultimate beneficial owners.

Localiza&Co's Board of Directors is responsible for approving the Code of Conduct and overseeing its implementation, with the support of its advisory committees, including the Audit, Risk Management and Compliance Committee.

Learn More
Click **here** to access Localiza&Co's Code of Conduct, policies, and regulations.

To ensure the effectiveness of our Integrity Program, we operate through complementary pillars: integrity risk assessments, structured policies and procedures, ongoing training, control activities, due diligence processes, and senior leadership engagement. We prioritize actions to prevent, detect, and address integrity-related issues in the corporate environment, supported by a team that is aligned with and trained on Localiza&Co's way of being and doing business.

In addition to the regulatory documents available on the **Investor Relations** website, we provide a channel for questions and guidance ("Contact Investor Relations"), through which our stakeholders can seek guidance from the Compliance team and other relevant areas, promoting transparency and access to the Company's guidelines.

[1]Senior Management: The Company's governing bodies comprising the Board of Directors and Statutory Executive Officers.

Ethics and Management

GRI 2-15

We have a Conflict of Interest Procedure that establishes clear guidelines for identifying and managing situations that could compromise impartiality and ethical conduct in professional relationships. Employees, executives, and other relevant parties are expected to remain alert to potential conflicts and, when applicable, report them transparently and responsibly through the Conflict of Interest Declaration form. Reported cases are reviewed by the Compliance team and submitted to the appropriate governance bodies, in accordance with the Conflict of Interest Procedure, ensuring consistent and transparent decisions aligned with the highest standards of ethics and compliance.

As part of our governance practices, each member of the Board of Directors signs an Inauguration and Declarations Form at the beginning of their term, attesting that they do not hold positions at organizations considered competitors and that they neither have nor represent any interests that conflict with those of the Company, as provided for under the Brazilian Corporate Law (Law No. 6,404/76). Any potential conflicts are addressed in accordance with the Company's Bylaws and Related-Party Transactions Policy.

The Company's ongoing governance development has been closely followed by its founders, who remain part of the shareholder base, holding approximately 20% of the Company's share capital. Maintaining this ownership stake demonstrates their confidence in the strength of the business model, the management team's execution capabilities, and the institutional maturity the Company has achieved throughout its history. In practice, the founders' continued investment reinforces and validates the robustness of Localiza&Co's corporate governance, supported by transparency and alignment of interests among management, the Board of Directors, and shareholders.

Industry Associations

GRI 2-28

We systematically monitor regulatory, industry, and public policy matters that affect our business and the sustainable development of the mobility sector. This work is led by our Institutional Relations team, with the support of specialized external advisors, and complemented by active participation in industry associations and organizations. This enables us to better anticipate changes and contribute proactively to the development of the regulatory environment.

We participate in and support the following organizations:

- Brazilian Association of Car Rental Companies (ABLA)
- Transportation System (CNT, SEST SENAT, and ITL)
- Applied Tax Studies Group (GETAP)
- Brazilian Association of Publicly-Held Companies (ABRASCA)
- Brazil Competitive Movement (MBC)
- Brazilian Institute of Corporate Governance (IBGC)
- Minas Gerais Trade Association (ACMINAS)
- ESFERA BRASIL
- Federation of Industries of the State of Minas Gerais (FIEMG)
- Free Market Institute (ILM)

Confidential Reporting Channel

GRI 2-25 | 2-26

In line with best practices in corporate governance and risk management, we maintain a **Confidential Reporting Channel** for reporting situations involving non-compliance with Company policies, procedures, internal rules, or applicable laws. The Channel allows anonymous reports and is available to all our stakeholders, including employees, suppliers, customers, investors, and other parties with whom we interact. Reports are received and managed by an independent, specialized company, ensuring the confidentiality of information, the impartial handling of each investigation, and protection for good-faith reporters, in accordance with our **Reporting and Non-Retaliation Procedure.**

The system is available 24 hours a day, 365 days a year, by phone, website, or email, and serves both our operations in Brazil and Mexico.

The Compliance team is responsible for the Confidential Reporting Channel, conducting investigations and handling reports, and recommending disciplinary measures in accordance with established procedures. In addition, Localiza&Co has an Integrity Committee, which is responsible for overseeing the implementation of the Integrity Program and supporting the Company in addressing ethical dilemmas and conflicts of interest.

Through the Company's management routines, including reports to the CEO, the Integrity Committee, the Audit, Risk Management and Compliance Committee, and the Board of Directors, the governance teams monitor incidents that may affect the business and, in accordance with the Consequences Management Procedure, determine the applicable disciplinary measures, as well as action plans aimed at preventing recurrence and/or repeated incidents.

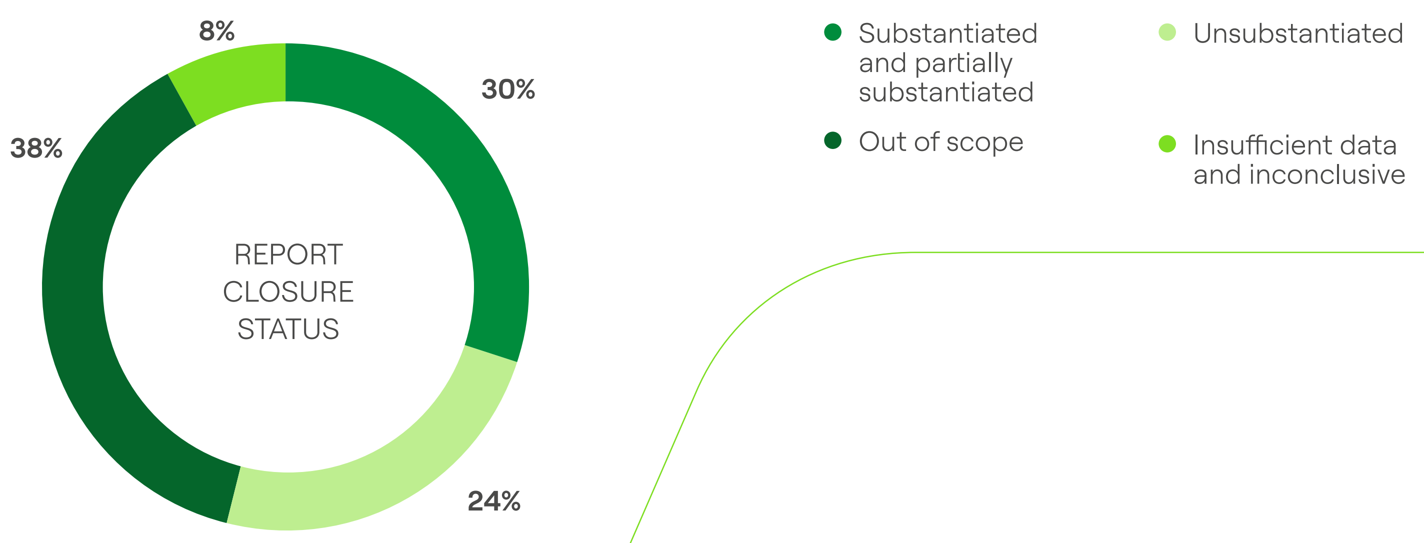
We investigated 2,555
reports in 2025

481 disciplinary
measures applied

Reports by type	
Behavioral[1]	43%
Non-compliance with rules	15%
Fraud	11%
Conflict of interest	11%
Improper use of the fleet	10%
Other Types[2]	10%

Measure	
Termination with cause	129
Termination without cause	109
Warning (verbal and written)	166
Supplier/partner blocking	62
Suspension and transfer	15

[1] Moral harassment, sexual harassment, retaliation, discrimination, inappropriate conduct. [2] Theft, information leakage, labor law violations.



Reporting Channel Performance

In 2025, the Confidential Reporting Channel investigated 2,555 reports, a 5.4% decrease compared with the reports investigated in 2024. Although the number of reports was lower, there was an increase in the number of disciplinary measures taken, including verbal and written warnings, terminations with and without cause, as well as sanctions against suppliers and business partners. This increase in disciplinary measures reflects the Company's commitment to conducting thorough investigations and applying the Consequences Management Procedure effectively, in line with the guidelines of the Integrity Program.

Regarding reports investigated in 2025, the predominant category was behavioral, which began to be reported on an aggregated basis and accounted for 43% of the total. In addition, there was an increase in "out-of-scope" reports and a decrease in "unfounded" reports.

Corporate Governance

GRI 2-1 | 2-9 | 2-13

Headquartered in Belo Horizonte, Minas Gerais, Localiza&Co is a publicly held company (S.A.), Category A, listed on B3 (Brasil, Bolsa, Balcão) since 2005. The Company is listed in the Novo Mercado segment, which comprises companies committed to the highest standards of corporate governance. Localiza&Co adheres to the ABRASCA Code of Self-Regulation and Good Practices for Publicly-Held Companies and follows the guidelines of the Brazilian Code of Corporate Governance – Publicly Held Companies, issued by IBGC (Brazilian Institute of Corporate Governance). Our company-operated businesses are present in Brazil and Mexico, while our franchised operations cover Argentina, Colombia, Ecuador, Paraguay, and Uruguay.

Localiza&Co's governance model was designed to ensure that the committees support the Board of Directors in fulfilling its mission, which goes beyond its fiduciary responsibilities to create value for the Company and its shareholders, employees, and other stakeholders.

The Company has three Board advisory committees, composed primarily of Board members and chaired by independent members, as well as four Executive Committees comprising L&CO's strategic leadership.

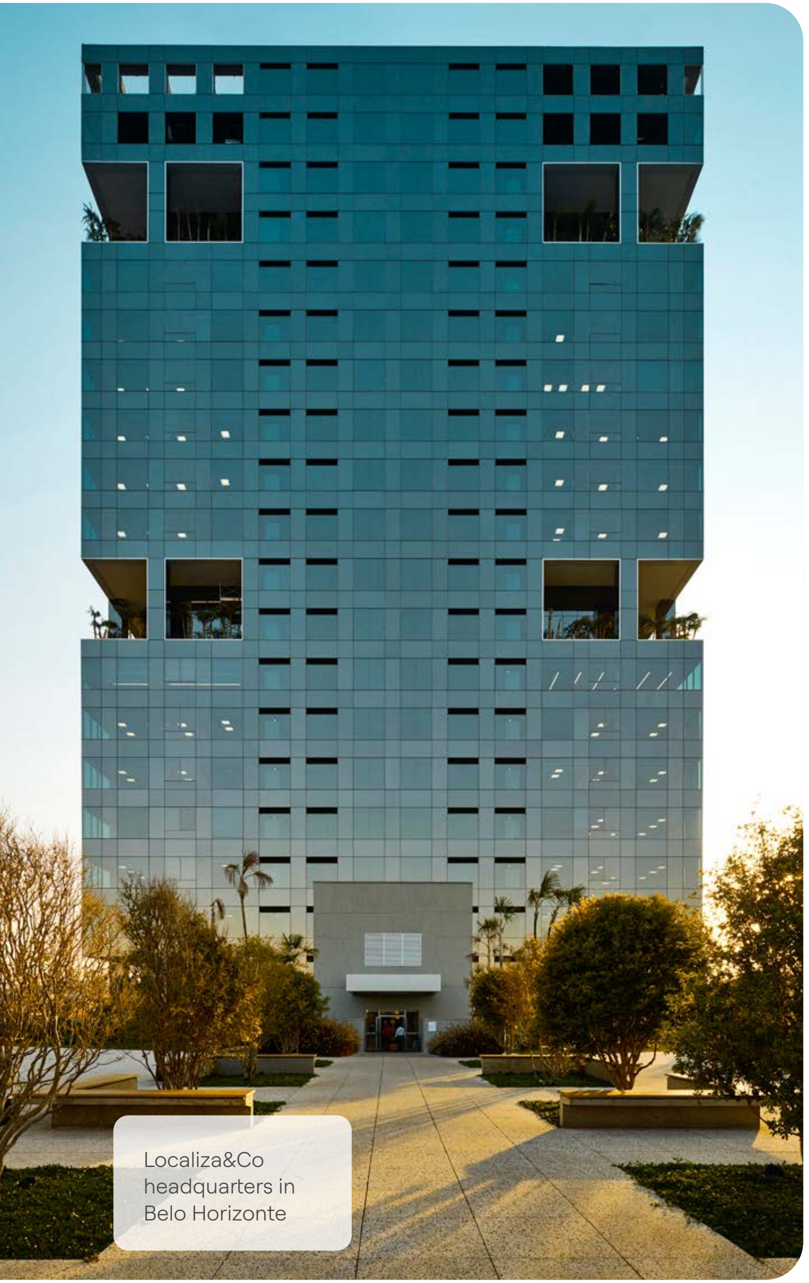
Localiza&Co also has Internal Regulations governing the activities of the Board and its committees, as well as an Authority Levels Policy defining approval levels within the Board and Executive Management.

The Executive Management is responsible for managing the Company's business, overseeing and supervising its activities, and implementing the strategies and guidelines approved by the Board of Directors within their respective areas of responsibility.

Localiza&Co's governance structure is supported by the Internal Controls, Compliance, and Internal Audit functions. Internal Controls is responsible for identifying, assessing, and monitoring the remediation of risks and controls relevant to business processes and financial statements; Compliance coordinates and oversees processes related to the Company's Integrity Program; and Internal Audit independently assesses the effectiveness of internal controls and reports identified weaknesses to Management.

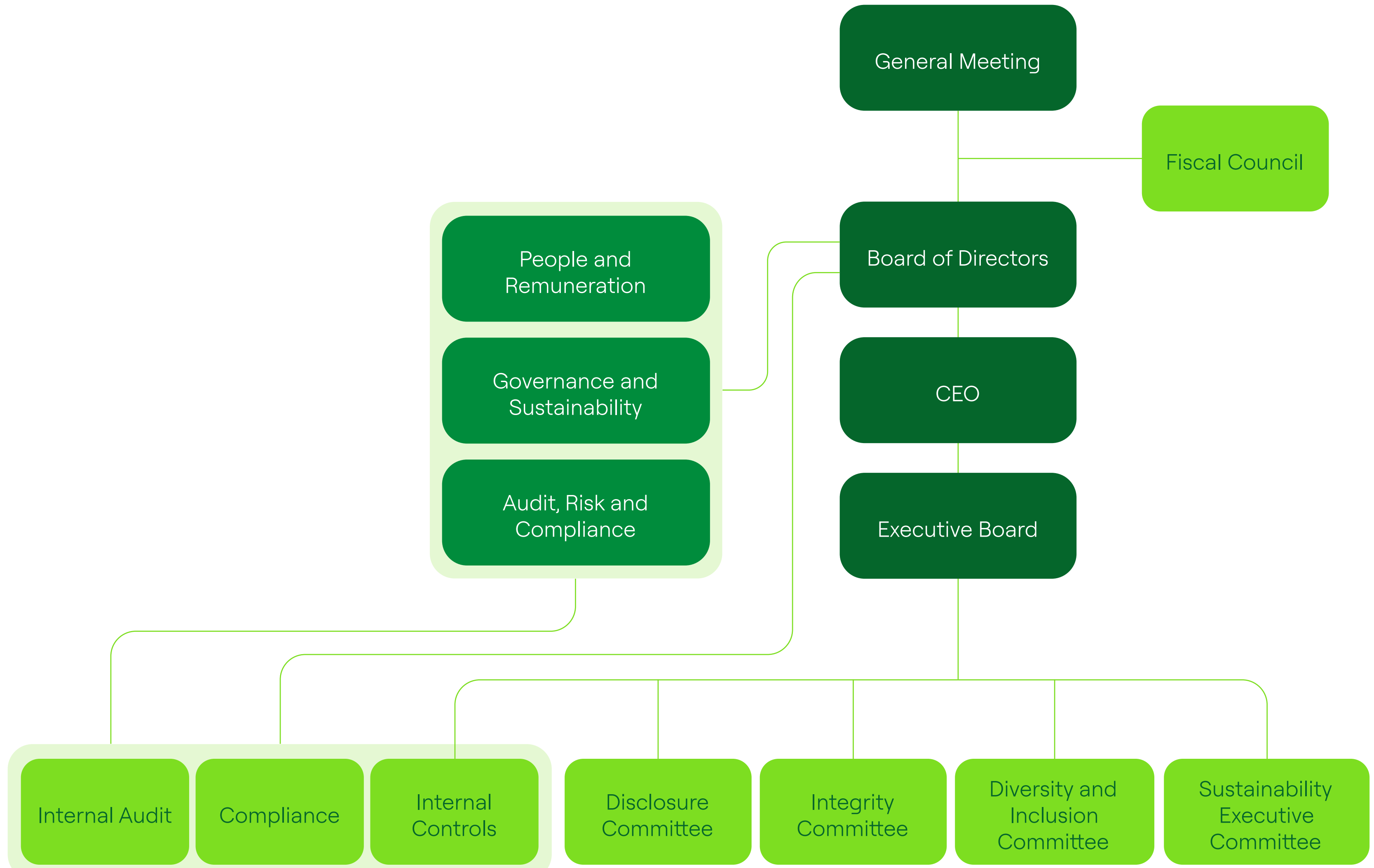
In addition, the Audit, Risk Management and Compliance Committee annually reviews and oversees the work plans of Internal Audit, Internal Controls, and Compliance, and periodically monitors the results achieved.

Bruno Lasansky –
CEO of Localiza&Co



Localiza&Co headquarters in Belo Horizonte

As of December 31, 2025, the Platform's governance structure was:



Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-17, 405-1

The Board of Directors (BoD) plays a central role in the Company's corporate governance, responsible for setting guidelines and guiding the business strategy. Its members serve as stewards of Localiza's values, principles, and purpose, with a focus on creating long-term value for shareholders and other stakeholders.

In 2025, the Board of Directors continued to devote increasing attention to addressing the challenges posed by the business environment. The Board held 28 meetings throughout the year, with full agendas dedicated to strategic planning, execution oversight, performance monitoring, and other relevant matters, with 99% attendance by Board members.

In addition, Localiza&Co's Board of Directors maintained its annual practice of holding a two-day offsite, bringing together all Board members and Executive Management for in-depth discussions on the Company's strategic direction. This disciplined approach to structured long-term thinking has enabled the Board and Executive Management to maintain alignment on the Company's vision over the years, resulting in well-targeted action plans that have proven effective over time.

The current composition of the Board of Directors combines the experience of members with long-standing careers at the Company, preserving knowledge of the business and Localiza's culture, with the perspectives of members active in innovation, mobility, and new businesses, broadening the diversity of viewpoints. Of the seven members, five are independent, two are women, and none hold executive positions. Board members serve two-year terms and may be re-elected.

The process for nominating and appointing candidates to the Board and its committees is set out in the **Directors' Nomination and Succession Policy.** With the support of the Governance, Nomination and Sustainability Committee, the Board oversees the Company's key sustainability matters, establishes strategic guidelines for this agenda, and monitors its implementation, taking into account the impact of the business on society and the environment. The Board also monitors the progress of these initiatives and contributes to strengthening dialogue with shareholders on ESG matters. Since 2021, these aspects have been systematically incorporated into the Company's decision-making process, and sustainability-related objectives have been incorporated into the performance evaluations of certain executives.

As part of this ongoing evolution, in 2025 we strengthened the role of the Lead Independent Director (LID)[1] and continued implementing the improvements identified during the previous Board and committee evaluation cycle through the Engagement process.

[1] LID – Lead Independent Director: an independent director appointed by an absolute majority of the other Board members, whose role is to support the Chair on governance matters, serving as a neutral intermediary and helping ensure that the Board's agenda also reflects the views of the independent directors.

Board Dialogue with Investors

GRI 2-29

Since 2021, the Company has maintained a structured engagement process with domestic and international shareholders and investors (Engagement), led by the Investor Relations (IR) team and the Board of Directors. During the 2025 engagement cycle, the Board of Directors held approximately 15 one-on-one meetings with key shareholders. In addition, the IR team held several one-on-one meetings with investors and Proxy Advisors[1].

[1] Proxy Advisors: independent firms that provide advisory and analysis services on shareholder meeting agendas to shareholders and institutional investors.

Celebration of Localiza&Co's 20th IPO anniversary

Strategy	• New entrants into the automotive industry, fleet electrification, as well as the process of car price stabilization and its short- and long-term impacts on the Company's business; • Progress in the integration process with Locamerica.
Corporate Governance	• Composition, independence, and desired skills of the Board of Directors; • Board succession process; and • Culture, engagement, and alignment among the Board of Directors, Executive Board, and employees.
Management Compensation	• Compensation of officers and members (Board of Directors and Executive Board); and • Evolution of the Reference Managing Shareholder Program (AAR).
ESG	• ESG topics and global best practices.

Evaluation of the Board of Directors

GRI 2-18

The evaluation of the Board of Directors is an established practice at Localiza&Co and is a key pillar of the Company's ongoing corporate governance improvement, helping identify new opportunities for enhancement. Conducted with the support of an independent external advisor, the process covers the Board and its Advisory Committees, considering both the performance of the governing bodies and the individual performance of their members. The evaluation addresses aspects such as the Board's effectiveness, meeting dynamics, and the composition and competencies of its members, providing insights to support the continuous improvement of governance. In 2025, a simplified evaluation was conducted, focusing on monitoring the implementation of recommendations identified in the previous cycle and identifying new opportunities for improvement through interviews with Board members and executives.

Based on the evaluation results, the Governance, Nomination and Sustainability Committee assesses the need for Board renewal and the requirements for nominating potential new candidates to the Board.

This process considers criteria such as independence, diversity, and the range of competencies required.

Based on these guidelines, the Committee recommended reducing the number of Board members from eight to seven while preserving a diversity of experience and backgrounds. As part of the same initiative, the Advisory Committees were also adjusted to three members each. These changes were approved at the Shareholders' Meeting and implemented beginning in 2025.

The results of this year's evaluation showed improvement compared with the previous assessment conducted in 2024. The Board's key strengths included:

- Continuous efforts and commitment to improving governance;
- The presence and active involvement of the reference shareholder, in accordance with good governance practices;
- Care and excellence in the composition of the Board; and
- The level of commitment demonstrated by Board members.

Suzana Fagundes, Chief Legal and Institutional Relations Officer

The external advisor made recommendations that will be considered by the Governance, Nomination and Sustainability Committee for inclusion in the 2026 action plan.

2026 Action Plan

Topic	Recommendations	2026 Action Plan
Succession Plan for the Chair of the Board of Directors	Address the succession plan for the Chair of Localiza's Board of Directors in a more structured manner within the Governance Committee, following the important update to the Nomination Policy made in 2025.	Keep the profile, characteristics, and competencies sought for the Chair of the Board of Directors up to date.
Strategy	Expand discussions within the Board of Directors on the topics of "Customer and Brand", which are considered priorities for the Company.	Include "Customer and Brand" topics on the Board of Directors' agenda, with the appropriate level of depth.
Engagement and communication with the market	Continue the Board's engagement with investors as a means of obtaining shareholders' perspectives regarding the Company's communication with the market.	Maintain the Board of Directors' engagement process with investors through the Chair of the Board and/or the Lead Independent Director (LID); and Communicate the Board's role in the Company's strategic direction during engagement meetings and in the Shareholders' Meeting Manual.
Monitoring of operational matters	Increase the frequency with which the Board of Directors monitors the most critical operational aspects, given the growing complexity of the business.	Adjust the frequency of management reporting to the Board regarding the Company's operational performance, including operations in Mexico.
Reference Shareholder	Regularly share with the Board of Directors and/or the Governance, Nomination and Sustainability Committee updates on the interactions between the reference shareholders and the second generation of these shareholders.	Include updates on interactions between the reference shareholders and their second generation on the agenda of the Board of Directors and/or the Governance, Nomination and Sustainability Committee.

Board of Directors

		Eugênio Pacelli Mattar	Luis Fernando Memoria Porto	Artur Noemio Grynbaum	Maria Letícia Costa	Paulo Antunes Veras	Paula Cardoso Neves	Andre Sapoznik
Position		CoB	Vice Chair	Independent Board Member	Independent Board Member	Independent Board Member	Independent Board Member	Independent Board Member
Reference Shareholder		Yes	Yes	No	No	No	No	No
Age		73	55	57	66	54	62	54
Profession		Engineer	Businessman	Business Administrator	Engineer	Engineer	Businesswoman	Engineer
Gender		Male	Male	Male	Female	Male	Female	Male
People aged 50+		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sexual Orientation		Heterosexual	Heterosexual	Heterosexual	Heterosexual	Heterosexual	Heterosexual	Heterosexual
Race		White	White	White	White	White	White	White
Date of last election		April 30, 2025	April 30, 2025	April 30, 2025	April 30, 2025	April 30, 2025	April 30, 2025	April 30, 2025
Term of office		Aug/27	Aug/27	Aug/27	Aug/27	Aug/27	Aug/27	Aug/27
Elected by the Controlling Shareholder		-	-	No	No	No	No	No
Participates in Shareholders' Agreement		Yes	Yes	No	No	No	No	No
Experience	Experience in CEO / Chair positions	x	x	x	x	x	x	
	International experience			x	x	x		
	Organizational, digital, and cultural transformation	x	x	x		x	x	x
	New business models / Innovation	x	x	x		x	x	x
	Business to consumer / Business	x	x	x	x	x	x	x
Business sectors	Automotive	x	x		x			
	Financial	x		x		x	x	x
	Mobility	x	x		x	x		
	Retail	x	x	x	x	x	x	x
	Technology				x	x		x
	Consumer goods			x	x		x	
	Health					x		
	Energy							
Functional qualifications	Strategy	x	x	x	x	x	x	x
	Finance and accounting	x	x		x			x
	Risk management	x	x		x		x	
	Corporate governance	x	x	x	x	x		
	Marketing and communication	x	x	x			x	x
	Operations	x	x		x			x
	Sustainability	x	x	x				
	Talent management	x	x			x		x
	IT	x			x			x
	Innovation and digital transformation	x	x	x	x	x	x	x
Board Committees	Audit, risk management, and compliance							
	People and compensation	x	x	x	x	x	x	x
	Governance and sustainability	x	x		x			x

Advisory Committees

GRI 2-12; 2-17

Each of the three Advisory Committees regularly reports to the Board of Directors on the topics discussed and the recommendations made. The committees are composed primarily of Board members and chaired by independent directors. Their mandates include in-depth discussions of matters within their respective areas of expertise, contributing to more informed decision-making.

The year 2025 was marked by regulatory changes with significant impacts on Localiza&Co's operations, requiring more diligent and coordinated action by the Company's governance bodies, as well as intensified efforts to monitor, analyze, and make decisions on these matters.

Audit, Risk Management, and Compliance Committee

Responsibilities	Members	Gender	Independence
Oversee the work of the independent auditor, provide input on its selection, assess its performance and the quality of its opinions and financial reports, review the accounting principles applied, assess the effectiveness and adequacy of the internal control framework, and monitor the effectiveness of the Integrity Program.	Estela Maris Vieira de Souza*	F	Yes
	Maria Letícia de Freitas Costa	F	Yes
	Paula Cardoso Neves	F	Yes

People and Compensation Committee

Responsibilities	Members	Gender	Independence
Recommend to the Board of Directors compensation policies, performance evaluation policies, profit-sharing programs, and stock option programs, as well as general personnel management policies.	Andre Sapoznik	M	Yes
	Artur Noemio Grynbaum	M	Yes
	Renata Sawwchuk Moura*	F	Yes

Governance, Nomination, and Sustainability Committee

Responsibilities	Members	Gender	Independence
Actively participate in the development and implementation of the succession plan for the Board of Directors and the CEO, and periodically monitor its progress. Furthermore, it formulates the guidelines and target indicators for ESG (Environmental, Social, and Governance) goals and monitors them, dictating the most relevant topics considering their impact on the business, in order to define priority initiatives for us to continue advancing consistently and strategically in our sustainability actions.	Andre Sapoznik	M	Yes
	Oscar de Paula Bernardes Neto	M	Yes
	Paulo Antunes Veras	M	Yes

*F: Female; M: Male. The classification is based on the registration information provided.
*Expert members, without a position as board members.

Executive Committees

GRI 2-13

In addition to the Board Advisory Committees, Localiza&Co has Executive Committees that support the Advisory Committees, Executive Management, and the CEO. These committees are composed of the Company's strategic leadership and include the Integrity, Sustainability, Diversity and Inclusion, and Disclosure Committees. The first two report to the CEO; the Diversity and Inclusion Committee reports to the Chief People Officer and the Chief Legal Officer; and the Disclosure Committee reports to the Chief Financial and Investor Relations Officer.

Integrity Committee

The Integrity Committee is responsible for upholding the Company's ethical principles and values and promoting their continued adoption, ensuring that they are consistently and rigorously observed. The Committee is composed of four members.

Members:	Gender
Daniel Linhares	M
Dirley Ricci	M
Suzana Fagundes	F
Eugenia de Oliveira	F

Diversity and Inclusion Committee

Focus on Diversity and Inclusion matters within the Company, with priority given to six areas: gender, people with disabilities, migrants and refugees, race and ethnicity, LGBTI+ issues, and people aged 50 and over. The Committee's primary objective is to ensure that these topics are embedded in the Company's culture, creating value for our stakeholders.

Members:	Gender
Daniel Linhares	M
Edilene Andrade	F
Fernanda Batista	F
Fernando Vilela	M
Krystal Numa	F
Rafaela Nascimento	F
Suzana Fagundes	F
Wesley Miquelino	M

*F: Female; M: Male. The classification is based on the registration information provided.

Sustainability Committee

The Sustainability Committee reports operationally to the Company's CEO and reports to the Company's Board of Directors. The Sustainability Committee is responsible for identifying, addressing, monitoring, and managing sustainability-related matters that may pose risks or have a material impact on the Company's business, long-term results, relationships with customers and employees, or corporate reputation.

Members:	Gender
Daniel Linhares	M
Dirley Ricci	M
Emerson Gomes	M
Felipe Fava	M
Fernando Vilela	M
Marcelo Dantas	M
Myrian Aires	F
Nora Lanari	F
Suzana Fagundes	F

Disclosure Committee

Comprising up to 15 members, the Disclosure Committee is responsible for reviewing drafts of economic and financial documents and information that are required to be filed with the Brazilian Securities and Exchange Commission (CVM), ensuring that the financial information disclosed by the Company to the market is accurate, complete, and timely.

Members:	Gender
Breno Campolina	M
Bruno Lasansky	M
Elvio Lupo	M
João Ávila	M
Nora Lanari	F
Rodrigo Tavares	M

Fiscal Council

To maintain an open and ongoing dialogue with its shareholders and in response to recurring demands identified through interactions with the market, the Company currently has a Fiscal Council in place and operating, although it is not a permanent body. It is composed of three sitting members and their respective alternates, each serving a one-year term.

Name	Position
Antônio de Pádua Soares Policarpo	President
Carla Alessandra Trematore	Regular Member
Guilherme Bottrel Pereira Tostes	Regular Member
Márcio José Soares Lutterbach	Alternate Member
Eder Carvalho Magalhães	Alternate Member
Juliano Lima Pinheiro	Alternate Member

Statutory Board

GRI 202-2

Elected by the Board of Directors, Localiza&Co's Statutory Executive Board consisted of seven members in 2025, all of whom were residents of Brazil. They served a unified one-year term and were eligible for re-election.

The Statutory Executive Board is responsible for managing the Company's operations, preparing and executing the budget, and overseeing financial matters in accordance with applicable laws, the Company's Bylaws, and the guidelines established by the Board of Directors. The Executive Board is also responsible for implementing, executing, and periodically assessing the Company's risk management and internal control policies and systems, as well as its Integrity Program. It is also responsible for ensuring the effectiveness of the mechanisms, processes, and programs for monitoring and disclosing financial and operational performance and the impacts of the organization's activities on society and the environment.

Statutory Board

Name	Position
Bruno Sebastian Lasanksy	CEO - Statutory Officer
Breno Davis Campolina	Executive Officer of Fleet Rental - Statutory
Elvio Lupo Neto	Chief Car Rental Officer - Statutory
Flávio Merneger Salles	Chief Seminovos Officer - Statutory
João Hilário De Ávila Valgas Filho	Chief Operating Officer - Statutory
Rodrigo Tavares Gonçalves de Sousa	Chief Financial and Investor Relations Officer - Statutory
Suzana Fagundes Ribeiro de Oliveira	Chief Legal and Institutional Relations Officer - Statutory

Management Compensation Policy

GRI 202-2

Localiza&Co's Management Compensation Policy was updated and approved by the Board of Directors in 2025. Its objective is to ensure a fair compensation structure commensurate with the responsibilities and risks associated with each position, while contributing to the attraction, engagement, and alignment of the interests of the Company's directors and executives with its long-term objectives and strategy.

Learn More
About the Management Compensation Policy by clicking **here**.

Compensation Rules for Each Governing Body

GRI 2-19 | 2-20

Board of Directors

Board members receive fixed compensation only, paid in twelve monthly installments as compensation for their service (pro labore). The amounts are aligned with market practices and are intended to reflect the time devoted to their duties, as well as the Board members' qualifications, experience, professional reputation, and the level of responsibility associated with each position.

Note: As benefits, the Chair and Vice Chair of the Board of Directors are entitled to health insurance, medical checkups, and a company vehicle.

Advisory Committees

Board members who serve on internal committees, whether statutory or non-statutory, receive a one-time additional payment on top of their fixed monthly compensation as Board members. The additional compensation varies according to the role performed, amounting to 25% for committee members and 50% for committee chairs, regardless of the number of committees on which they serve.

Fiscal Council

Article 24 of the Company's Bylaws provides that, when the Fiscal Council is in place, its compensation must comply with Paragraph 3 of Article 162 of Law No. 6,404/76: "The compensation of Fiscal Council members, in addition to the mandatory reimbursement of travel and accommodation expenses necessary for the performance of their duties, shall be determined by the Shareholders' Meeting that elects them and may not be less, for each serving member, than 10% of the average compensation paid to each executive officer, excluding benefits, representation allowances, and profit-sharing." Fiscal Council members do not receive variable compensation or benefits.

Statutory Board

The Statutory Executive Board receives fixed monthly compensation aligned with market practices and the scope of each executive's responsibilities in managing the Company, with the aim of maintaining competitiveness and alignment with Localiza's culture and strategy. In addition, variable compensation is structured in accordance with Law No. 10,101/00 through a profit-sharing program and short-term incentive bonuses. These are linked to corporate and individual performance and based on objective, measurable indicators and targets established in advance, derived from the management agreement and the annual budget approved by the Board of Directors. L&CO also offers long-term incentive plans to Statutory Executive Officers, focused on talent retention, alignment of interests with investors, and long-term value creation. In addition, the benefits package includes health and dental plan, medical checkups, a company car, meal allowance, food allowance, home-office allowance, and life insurance.

Summary Table – Compensation Elements

	Board of Directors	Fiscal Council	Statutory Board
Fixed compensation	Fixed compensation is paid in 12 monthly installments, as pro-labore. Board members who participate in internal committees, statutory or otherwise, as members or coordinators, receive an additional 25% and 50%, respectively, on top of the fixed monthly compensation they receive as board members. The fixed compensation is paid in 12 monthly installments, as fees.	The fixed compensation is paid in 12 monthly installments, as fees.	The fixed compensation is paid in monthly installments, as salary, and aims to compensate the services of the Statutory Directors within the defined scope of responsibility for each one in the management of the Company.
Variable Compensation	The Board of Directors does not have variable compensation.	The Fiscal Council does not have variable compensation.	The Company has a profit-sharing program and short-term bonuses, aimed at recognizing the contribution of the Statutory Directors in achieving the Company's results in each year.
Benefits	The Chair and Vice Chair of the Board of Directors are entitled to health insurance and a medical check-up. Other members of the Board of Directors are not eligible for any item in the benefits package.	The Fiscal Council has no benefits.	The benefits package includes health and dental plan, medical check-up, a company car, meal allowance, food allowance, allowance for working from home, and life insurance.
Post-employement	The Board of Directors does not participate in the retirement benefits supplementation plan.	The Fiscal Council does not participate in the retirement benefits supplementation plan.	The Statutory Directors are eligible for the retirement benefits supplementation plan through a supplementary pension plan, established as a "defined contribution" plan and managed by a large independent management company.
Long-term incentive plans	The Board of Directors does not participate in long-term incentive plans.	The Fiscal Council does not participate in long-term incentive plans.	The Company offers statutory directors long-term incentive plans, aimed at encouraging their retention within the Company, fostering a long-term perspective in the decision-making process, and contributing to value creation through the alignment of interests between investors and managers. The definition of values and vesting is aligned with market practices, as determined by research conducted with large companies, and the main reference is the Korn Ferry survey.

Risk Management

To maintain a constant focus on market and business risks, L&CO proactively and systematically manages Corporate Risks that could have a material impact on the Company. In line with market best practices, we have a **Risk Management Policy** that establishes the principles and responsibilities for effective risk management, promoting integrity, transparency, organizational resilience, and sustainable value creation.

This matter is overseen directly by the Audit, Risk Management and Compliance Committee, which submits its recommendations and reports to the Board of Directors.

Privacy and Data Protection

GRI 418-1

Since 2020, the Company has continuously strengthened its Privacy and Data Protection Program by implementing guidelines, policies, and controls focused on information security and the proper management of personal data, in compliance with applicable laws and regulations.

During this period, initiatives were developed covering data governance, processing activities mapping, risk management, third-party assessments, and incident prevention and response. In line with Brazil's General Data Protection Law (LGPD), we have advanced the adoption of best practices to safeguard the privacy of customers, employees, and partners, while making information security management more efficient.

Key initiatives include Privacy and Data Protection Notices (internal and external), which establish guidelines for protecting personal data under the Company's responsibility, and the Privacy Portal, which enhances transparency regarding the use of such information and provides a direct channel for data subjects. These initiatives are complemented by measures to ensure appropriate use of cookies, assessments of critical suppliers, and maintenance of the Records of Processing Activities, as required by law.

In 2025, the Program evolved through enhanced controls, process automation, stronger reporting channels, and the implementation of additional information protection measures. We also advanced internal training by consolidating privacy, data protection, and information security training into a single program, mandatory for 100% of eligible employees, while introducing guidance materials for specific activities and expanding the use of the Data Loss Prevention (DLP) tool.

These practices help ensure that the Company's technological evolution takes place in a responsible and secure manner, aligned with best governance practices.

In addition, matters related to Data Protection and Cybersecurity are overseen by the Audit, Risk Management and Compliance Committee.

03

Sustainable Mobility

Environmental Agenda

Sustainable Mobility at Localiza&Co encompasses initiatives aimed at reducing the environmental risks associated with our operations and developing more efficient mobility solutions, thereby strengthening business resilience.

In 2025, we advanced our sustainability strategy by revising the **Sustainability Policy,** broadening its scope to incorporate relevant topics such as community engagement, occupational health and safety, and the governance mechanisms that guide and support the implementation of the Company's ESG strategy.

In addition, the **Environmental Policy** establishes the principles and guidelines for managing the environmental aspects of our operations, contributing to risk reduction, the responsible use of natural resources, and the continuous improvement of environmental performance.

Climate Change

Throughout the year, Localiza&Co continued to enhance the measurement and management of its greenhouse gas emissions, in line with its climate strategy and commitment to greater transparency with its stakeholders.

The Company's climate strategy remains structured around five pillars:

Measure – Assess and understand the Company's total emissions and monitor the effectiveness of reduction initiatives, enabling course corrections whenever necessary.

Reduce – Our top priority. We are expanding and scaling up decarbonization initiatives, such as encouraging the use of ethanol, increasing the consumption of renewable energy, selecting more fuel-efficient combustion vehicles, and gradually incorporating electrified vehicles into the fleet.

Offset – For residual emissions, we purchase carbon credits for our direct operations and renewable energy certificates (I-REC) for electricity consumption. Through the Neutraliza program, we also offset emissions associated with our customers' activities.

Adapt – Prepare the Company to address climate change through studies and action plans focused on preventing and mitigating risks and strengthening business resilience.

Engage – Mobilize customers, employees, investors, other stakeholders, and society to implement and strengthen our decarbonization strategy.

For the third consecutive year, Localiza&Co maintained a "B – Management" score, or "Management" level, in the Carbon Disclosure Project (CDP) Climate Change questionnaire.

Measurement

GRI 2-4 I 305-1 I 305-2 I 305-3 I 305-4 I 305-5

2025 GHG Inventory[1] (tCO_2e)

Scope	Category	2023	2024	2025
Scope 1	Stationary combustion	0	0	0
	Mobile combustion	11,534.60	12,957.55	10,858.53
	Fugitive emissions	25,520.46	29,494.63	21,164.73
	TOTAL	**37,055.06**	**42,452.18**	**32,023.26**
Scope 2	*Purchase of electricity – location-based*	**795.31**	**2,816.28**	**1,875.98**
	Purchase of electricity – market-based	0	0.00	0.00
Scope 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	10,397.56	11,556.17	18,487.85
	Leased assets (organization as lessor)	783,722.00	726,464.41	634,565.44
	Employee commuting (home-to-work travel)	4,401.04	3,935.18	5,484.95
	Franchises	15.18	19.9	16.92
	Waste generated in operations	26.91	179.87	237.91
	Business travel	2,579.28	1,534.68	1,108.81
	Total	**801,141.97**	**743,690.21**	**659,901.88**

Emissions outside Brazil (tCO_2e)

Country	Scope	2024	2025
Mexico	Scope 1	28.44	3,709.67
	Scope 2	790.27	1,169.86
	Scope 3	9,170.73	11,108.11

Leased Asset Intensity (gCO_2e/km driven)

CATEGORY 13 - LEASED ASSETS (SCOPE 3)

Brazil Emissions Intensity[2] (tCO_2e/end-of-period fleet)

	2023	2024	2025
tCO_2 eq/n° de veículos	1.28	1.18	1.05

[1]According to the GHG Protocol, GHG emissions are classified into: Scope 1 (direct emissions from the Company's operations), Scope 2 (indirect emissions from purchased and consumed energy), and Scope 3 (other indirect emissions across the value chain, including suppliers, logistics, use of products, and other business-related activities).
[2]Includes the total emissions calculated for Scopes 1, 2, and 3 in the inventory.

In 2025, the Company recorded a reduction in Scope 1 and Scope 2 emissions, primarily driven by operational gains, greater logistics efficiency, and improvements in energy management across its operations.

Under Scope 1, the reduction in emissions was mainly associated with a decrease in the mileage traveled by trucks used to transport vehicles, resulting from initiatives aimed at improving operational efficiency and optimizing logistics routes.

Under Scope 2, the reduction was driven by lower peak electricity consumption, reduced use of third-party generators, and more efficient operational planning with power utilities in connection with the opening of Decommissioning Centers. In addition, the emission factor for Brazil's National Interconnected System (Sistema Interligado Nacional, SIN) decreased significantly.

Under Scope 3, particularly in the leased assets category, there was a significant improvement in the quality and granularity of the data used in the inventory. Advances in telematics **(see Smart and Intelligent Use of Cars)** enabled more accurate measurement of the actual mileage traveled by vehicles in the Fleet Rental business. In addition, in 2025, Zarp and Car Rental data were methodologically segregated to reflect their distinct usage and fueling profiles.

The Company also observed greater use of ethanol across different businesses during the period, reinforcing its strategy of encouraging the use of biofuels. **(See page 52)**

Despite a reduction in absolute fleet emissions in certain categories, there was a slight increase in the leased assets emissions intensity indicator (gCO_2e/km). This movement was primarily driven by a combination of three factors: (i) updated emission factors for ethanol, as provided by the GHG Protocol and applicable to the 2025 inventory; (ii) a higher proportion of heavy rigid vehicles in the fleet, a business line with higher emissions intensity per kilometer traveled; and (iii) methodological improvements related to the quality and segregation of operational data.

Emissions intensity in Brazil decreased significantly during the period, reflecting a reduction in absolute emissions across all scopes included in the inventory. The main factors contributing to this performance are detailed in the Reduction subsection

Reduction

Reducing atmospheric emissions remains one of the priorities of Localiza&Co's climate strategy. To advance this agenda, the Company operates across several complementary fronts. These initiatives include encouraging the use of biofuels, purchasing more fuel-efficient vehicles, gradually expanding the electrified fleet, improving operational and logistics efficiency, advancing the use of telematics, and increasing the consumption of energy from renewable sources.

In this context, we continue to prioritize initiatives capable of delivering a meaningful reduction in fleet and operational emissions over the short, medium, and long term.

Biofuels

The Company's primary initiative for reducing atmospheric emissions continues to be encouraging the use of ethanol, a fuel widely available in Brazil that emits up to 89% fewer greenhouse gases than gasoline.

At the end of 2025, 93.8% of Localiza&Co's fleet in Brazil consisted of flex-fuel vehicles, enabling the Company to expand the use of renewable fuels across different operations and business lines.

During the year, the Company consumed 28 million liters of ethanol in its operations, a 12% increase compared with 2024. This avoided 45,300 metric tons of CO_2 emissions compared with the emissions that would have resulted from using gasoline.

In addition to its own consumption, the Company continued to raise awareness and influence customers by highlighting the environmental benefits of ethanol at different points throughout the customer journey.

In Car Rental, we maintained initiatives aimed at guiding customers when they begin using the vehicle, throughout the rental period, and when they return the vehicle, which is delivered with a full tank at our branches. As a result, compared with 2024, the use of biofuel increased by 4.85 p.p. at the Driving stage and by 3.20 pp. at the Vehicle Return stage.

In Fleet Rental, the increase was driven by customer engagement projects supported by fueling data, telematics, and emissions analyses. Ethanol use increased by 3.40 percentage points compared with the previous year. In this context, in the second half of 2025, we conducted a pilot project called Green Blood Customer **("Cliente Sangue Verde")**, aimed at establishing a climate alliance with major customers by providing technical support and conditions to help them transition to a different fueling pattern.

In Zarp, we maintained campaigns and incentives to encourage the use of ethanol. During the year, the indicator decreased by 2.30 percentage points, mainly due to the expansion of the business into states outside the Southeast, where ethanol may offer a smaller economic advantage.

Nevertheless, ethanol use remained at a high level, above P80, reinforcing Zarp customers' adoption of biofuel.

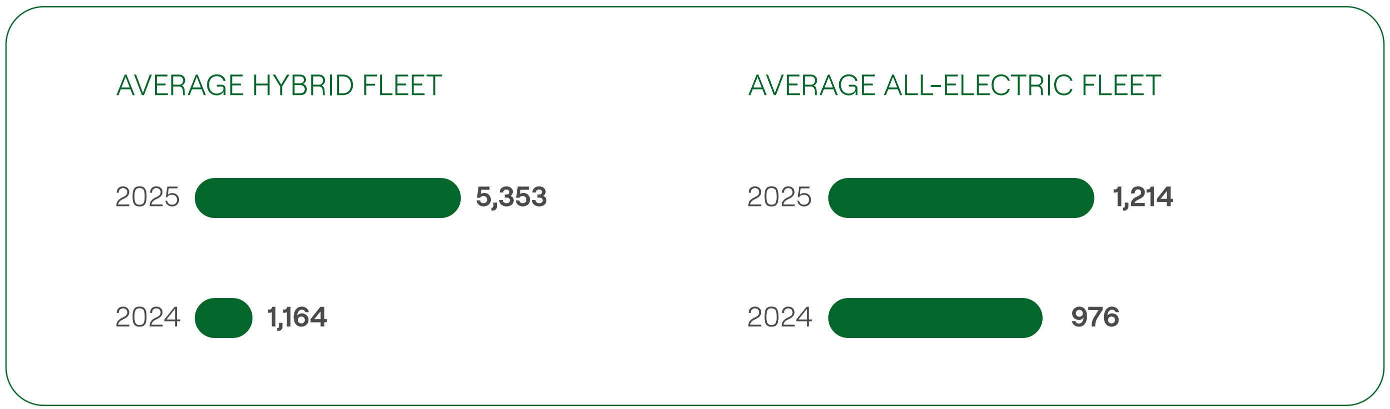
We also continued to strengthen our internal policy of prioritizing ethanol for flex-fuel vehicles used in the Company's operations.

Electrified Vehicles

The transition to low-carbon mobility requires a combination of technological, regulatory, and behavioral solutions. In this context, expanding the electrified fleet in specific segments is an evolving area of our sustainable mobility strategy.

During 2025, we expanded the incorporation of hybrid and electric vehicles, increasing the range of models with new propulsion technologies to serve different customer profiles and use cases.

The average hybrid fleet increased from 1,164 vehicles in 2024 to 5,353 in 2025, while the average all-electric fleet grew from 976 to 1,214 vehicles over the same period.



The growth of the electrified fleet also reflects our operational learning. Localiza&Co's scale allows us to test different models and monitor usage patterns, maintenance requirements, charging infrastructure, customer acceptance, and the residual value of assets, generating valuable insights to inform future capital allocation decisions.

Energy Efficiency

Fleet energy efficiency is one of the indicators monitored by Localiza&Co to guide the evolution of its vehicle portfolio and support decisions regarding vehicle purchases, fleet renewal, decommissioning, and asset allocation. Expressed in megajoules per kilometer driven (MJ/km), the metric indicates the amount of energy required for vehicles to travel: the lower the figure, the greater the energy efficiency.

In 2025, the Company's average fleet achieved its best performance since monitoring began, with energy efficiency of 1.60 MJ/km, compared with 1.67 MJ/km in 2024. This improvement reflects the combined effects of purchasing and fleet renewal decisions, advances in vehicle technology, and changes in vehicle usage patterns.

Offsetting

Some emissions that we are not yet able to reduce are offset. This approach is complementary, helping address residual emissions and strengthen employee and customer engagement with the climate agenda.

The Company has offset its remaining direct emissions associated with operational activities under its management (Scopes 1 and 2) since 2019.

In addition, we continue to develop **Neutraliza,** a program launched in 2022 that allows customers to offset emissions associated with their travel with us.

In 2025, **42,453 tCO2e** of direct operational emissions from the 2024 inventory were offset, while the program offset approximately **316,109 tCO2e.**

The carbon credits used by L&CO undergo due diligence by **"Compromisso com o Clima",** a platform that curates carbon projects and which we support, as well as by our in-house legal team. The selected projects focus on climate change mitigation and the generation of additional social and environmental benefits.

The projects selected in 2025 were:

Ventos do Araripe III Wind Complex:
The Ventos do Araripe III Wind Complex is a renewable energy generation project located between the states of Pernambuco and Piauí, in northeastern Brazil. The complex has an installed capacity of approximately 359 MW and harnesses wind energy to generate electricity, helping avoid emissions associated with fossil fuel-based power generation.

Localiza&Co offset 183,381 tCO_2e through the Neutraliza product using this project.

https://carbono.aurenenergia.com.br/ventos-piaui-araripe

Wind Turbine at the Ventos do Araripe III Wind Complex

Brazilian Amazon Grouped Project:
This is a forest conservation initiative developed on privately owned areas across the nine states of Brazil's Legal Amazon. Structured under the REDD+ (Reducing Emissions from Deforestation and Forest Degradation) framework, the project aims to avoid emissions associated with planned deforestation by promoting the conservation of native forests, protecting biodiversity, and generating social and environmental benefits for local communities. The project also includes initiatives related to sustainable development and territorial management in participating areas.

Localiza&Co offset 75,359 tCO_2e through the Neutraliza product using this project.

https://brcarbon.com.br/en/brazilian-amazon-grouped-project/

Monitored species in a conservation area

Santa Clara I, II, III, IV, V & VI Wind Complex
The Santa Clara Wind Complex comprises wind farms located in the state of Rio Grande do Norte and dedicated to generating electricity from renewable sources. The project includes several operational units – Santa Clara I, II, III, IV, V, and VI – which together have an installed capacity of approximately 188 MW.

Localiza&Co offset 57,369 tCO_2e through the Neutraliza product using this project.

The Company also offset 42,453 tCO_2e of its own emissions through this project.

CDM: Electricity generation from renewable sources - Windfarms Santa Clara I, Santa Clara II, Santa Clara III, Santa Clara IV, Santa Clara V, Santa Clara VI and Eurus VI

Adaptation

Localiza&Co considers climate-related issues to be strategic to its business, given the potential risks and opportunities that may affect its operations, value chain, financial planning, customer relationships, and competitive positioning in the mobility sector. To understand these impacts and strengthen the Company's resilience, we completed a Climate Risk Assessment in 2023, which has since guided the development of mitigation and adaptation initiatives incorporated into our management practices and long-term planning.

Engagement

This is a cross-cutting area aimed at involving and engaging customers, employees, partners, and other stakeholders in our decarbonization journey, expanding the reach of our initiatives and maximizing their impact across the value chain.

Waste, Energy, and Water management

Localiza&Co is committed to integrating innovative and sustainable practices into its operations, promoting more efficient resource management. This commitment is reflected in the adoption of structured waste management strategies for its own operations, including management systems that ensure the traceability of waste collection and final disposal. In addition, we remain focused on optimizing the use of clean energy and adopting practices aimed at reducing water consumption, reinforcing our commitment to sustainability and operational and financial efficiency.

Waste Management

GRI 306-1 | 306-2 | 306-3 | 306-4 | 306-5

The expansion of L&CO's business, accompanied by the expansion of its operations in Brazil, reinforces our ongoing responsibility to pursue operational efficiency, use resources responsibly, and properly manage waste generated by our activities.

Vehicle maintenance, preparation, and decommissioning operations generate different types of waste, including materials that require specific treatment. To ensure the environmentally appropriate disposal of these materials, the Company maintains partnerships with specialized and approved providers responsible for collection, transportation, treatment, and disposal according to the type of waste.

Waste generated by our own operations, including Car Rental, Zarp, vehicle maintenance, and decommissioning activities, is primarily directed to reverse logistics, recycling, reuse, re-refining, co-processing, and other forms of recovery, with the aim of continuously reducing waste sent to landfills and strengthening practices aligned with the circular economy.

Key initiatives carried out in 2025 included:

- **the recycling and reverse logistics of more than 186,000 tires** through specialized partners;
- the collection and shipment of more than **779,000 liters of lubricating oil for re-refining;**
- and the diversion of more than **185 metric tons of contaminated solid waste,** including oil filters, contaminated air filters, shop rags, and contaminated PPE, for co-processing, a process in which waste is used as an energy input in cement production.

The Company also maintains reverse logistics initiatives for batteries and automotive glass, as well as the recovery of components such as bumpers and headlights, helping extend the useful life of automotive parts and reduce waste generation.

To strengthen environmental governance and data traceability, the Company has been implementing technologies and digital solutions focused on:

- qualifying and approving waste transporters and disposal providers based on environmental licenses, training, and applicable documentation;
- monitoring waste disposal;
- increasing the diversion of waste from landfills;
- and improving the reliability and level of detail of reported environmental data.

Waste Generated in 2025 (metric tons)

Items	Classification	Waste Treatment Technology	Total (t)
II	Non-hazardous	Landfill	170.02
II	Non-hazardous	Co-processing	3.25
II	Non-hazardous	Recycling	1,815.23
II	Non-hazardous	Reuse	158.16
II	Non-hazardous	Biomass	0.50
II	Non-hazardous	Incineration	0.41
II	**Non-hazardous**	**TOTAL**	**2,147.57**
I	Hazardous	Landfill	0.14
I	Hazardous	Co-processing	194.20
I	Hazardous	Recycling	1,084.01
I	Hazardous	Incineration	1.42
I	**Hazardous**	**TOTAL**	**1,279.76**
I+II	**Hazardous and non-hazardous**	**TOTAL**	**3,427.34**

The increase in the amount of waste reported in 2025 is primarily related to the expansion of the Decommissioning Centers and PitStops covered by the Company's structured waste management program, as well as the broader monitoring of waste generation at corporate offices.

Waste Intensity (metric tons of waste generated / number of vehicles in the Brazil fleet)

Year	Intensity (t/number of vehicles)
2023	0.001208
2024	0.004282
2025	0.005227

Dry vehicle cleaning process

Energy

GRI 302-1 | 302-3 | 302-4

In 2025, Localiza&Co maintained its strategy of prioritizing energy consumption from renewable sources, aligned with the Company's commitment to the transition to a low-carbon economy.

Despite the expansion of its operating platform, with increased activity and a growing number of Company facilities, we continued to advance the efficient management of energy consumption and increase the share of renewable energy in our operations.

This year, we surpassed 20 million kWh of clean energy consumed across our operations, including branches and the corporate headquarters.

At our branches, the generation and injection of clean, renewable energy into the grid exceeded 15 million kWh, representing an approximately 34.7% increase compared with 2024 and a 90% increase compared with 2023.

Throughout 2025, we also recorded fewer instances of power peaks and outages across our operations, reducing the need to use diesel generators and, consequently, lowering consumption of fossil fuels. In addition, we restructured the processes for opening new facilities, improving energy and operational planning with local power utilities to avoid unnecessary generator use during the implementation of new operations.

We continued to implement measures aimed at responsible energy consumption and energy efficiency across our facilities, including equipment upgrades, LED lighting, occupancy sensors, individualization of electrical circuits, the use of translucent roofing, and more efficient cooling equipment, such as inverter air-conditioning systems.

ANNUAL HISTORY – CLEAN ENERGY INJECTED AT BRANCHES (KWH)

Electricity Consumed GRI 302-1

Items	2023	2024	2025
Energy from renewable sources	48,437 GJ	59,871 GJ	73,979 GJ
Energy from non-renewable sources	33,479 GJ	70,173 GJ	64,464 GJ

Brazil Energy Intensity[1] GRI 302-3

Items	2023	2024	2025
GJ/end-of-period fleet	0.125 GJ	0.194 GJ	0.211 GJ

[1]Includes only electricity consumption data from Localiza&Co's operations.

The operation's energy intensity increased compared with the previous year, mainly reflecting the expansion of operations and methodological improvements to the indicator, which now considers only the Brazil fleet for comparison purposes.

Water and effluents

GRI 303-1 | 303-2 | 303-3 | 303-5

Localiza&Co's water management strategy aims to promote efficient water use across its operations, particularly in vehicle maintenance, preparation, and cleaning activities. The practices adopted consider operational efficiency, environmental compliance, and the mitigation of impacts associated with water consumption and disposal.

Among the initiatives implemented, the Company continues to adopt vehicle cleaning practices that use less water, including waterless car washing across a significant portion of its operations, helping reduce water consumption in operational activities. Water management also includes ongoing monitoring of water withdrawal and water intensity indicators, supporting the identification of efficiency opportunities.

In 2025, these practices helped avoid the consumption of more than 34 million liters of water across our operations.

The decrease in the percentage of waterless washes during the year was primarily associated with the gradual insourcing of vehicle cleaning activities, which began at the end of 2024. As outsourced providers were replaced by in-house teams, the volume of washes included in the indicator increased, affecting the percentage reported for the period.

Total water withdrawn in Brazil

Indicator	2023	2024	2025
Total water withdrawal (m^3)	324,100	394,263	421,953

Water Intensity - Brazil

Indicator	2023*	2024	2025
m^3 of water withdrawn / end-of-period fleet	0.494	0.591	0.643

*Changes to 2023 data, considering only the Brazil fleet and excluding the Mexico fleet.

Compared with the previous year, we recorded an increase in Localiza&Co's total water withdrawal and water intensity. The increase in water intensity in 2025 was primarily associated with the expansion of operations, including an increase in the number of branches, particularly Seminovos, the growth of facilities with higher water consumption, such as Decommissioning Centers and Pit Stops, and the reduction in the percentage of waterless vehicle cleaning as a result of the insourcing of this activity.

Effluent discharge is managed in accordance with applicable environmental legislation and the requirements set forth in the environmental licenses applicable to our operations. The Company monitors its operational processes and regulatory requirements related to water and effluent management.

Innovation

Smart and Sustainable Use of Cars

As one of the leading mobility companies, we seek to ensure that our fleet, comprising more than 650,000 vehicles, is used responsibly, efficiently, and safely. Our focus on delivering high-quality services drives continuous investment in technological solutions and innovative initiatives aimed at vehicle management and fleet renewal.

We monitor customer satisfaction through structured surveys, which also support the calculation of the Net Promoter Score (NPS), a widely recognized market indicator. Once again, we achieved strong NPS results across all our business areas, demonstrating the consistency of the quality we deliver and our commitment to continuously improving the customer experience.

Telematics

In 2025, Localiza&Co advanced its mobility solutions through Mobi7, a technology company within the Company's ecosystem specializing in telematics, connectivity, and data intelligence.

Throughout the year, we expanded initiatives focused on safe driving and intelligent analysis of driving behavior, enhancing analytical models capable of considering not only vehicle speed but also road conditions, urban characteristics, and traffic patterns. For more information about these initiatives, see the Road Safety chapter, p. 84.

Another significant development was the expansion of fleet connectivity through advances in CAN (Controller Area Network) technology, which enables greater real-time access to vehicle data and supports the continuous development of digital solutions for mobility management. Increased onboard connectivity also strengthened our fleet's remote diagnostic capabilities, enabling the preventive identification of conditions that could compromise vehicle performance. This initiative contributes to user safety, more efficient asset utilization, and reduced waste throughout the fleet life cycle, reinforcing our commitment to smarter and more sustainable mobility.

These solutions also enabled us to monitor driving patterns and fuel consumption efficiency, encouraging more economical driving practices. As a result, fuel consumption is reduced, leading to lower greenhouse gas emissions and contributing to a more efficient and sustainable operation.

The evolution of connectivity also strengthened integration with digital solutions such as Digital Pickup (FAST), enabling more autonomous customer journeys and greater operational efficiency. In addition, new remote assistance features now help keep vehicles secure in the event of a breakdown until support arrives, enhancing the safety of customers and Company assets.

- **CONNECTED FLEET DATA:** 91% of the operational fleet is connected.
- **FAST CONTRACT DATA:** 15.25% of contracts opened in 2025 were FAST contracts.

AGENCY OF THE FUTURE *(AGÊNCIA DO FUTURO)*

In 2025, as an evolution of the Smart Agency, Localiza&Co advanced the development of the Agency of the Future, an initiative that integrates connectivity, telematics, and operational intelligence to make the mobility journey more seamless, efficient, and connected.

Building on advances in vehicle connectivity and the digital infrastructure of our facilities, the Company has expanded its real-time operational management capabilities, including monitoring vehicle locations at the individual parking-space level within its branches.

AI Movement

Artificial intelligence is playing an increasingly strategic role in Localiza&Co's transformation, driving productivity, efficiency, improvements in the customer experience, and new forms of collaboration among teams.

The Company's journey in this area began with the strengthening of its digital capabilities, the expansion of data usage, and the development of Localiza Labs, Localiza&Co's technology, data science, and innovation community. With the rapid advancement of generative AI, the Company expanded its efforts and, in 2025, launched the AI Movement, a corporate initiative designed to promote the responsible use of artificial intelligence across the organization and establish AI as a cross-functional capability.

Throughout the year, we expanded employee access to generative AI tools, offered training, hands-on workshops, and internal development programs, and established a network of facilitators across different areas of the organization to support knowledge sharing and accelerate the adoption of the technology in day-to-day work.

A key highlight of this agenda was the evolution of Liza AI, an initiative focused on the customers' conversational and digital experience. The solution represents another step toward creating simpler, more personalized journeys that are seamlessly integrated into users' digital lives.

Beyond the customer experience, AI has also contributed to significant gains in internal productivity. We expanded the use of corporate generative AI tools and internal agents to support operational activities, content creation, software development, information analysis, and process automation.

The evolution of this agenda has also brought new challenges related to technology governance and responsible use. Accordingly, Localiza&Co intensified awareness initiatives focused on information security, privacy, and data protection, while also promoting internal discussions on the ethical and responsible use of artificial intelligence. We continue to enhance our technology governance mechanisms to ensure that the advancement of AI takes place in a secure and transparent manner, aligned with our corporate values.

Localiza Labs

Beyond technological advancement, Localiza Labs also reflects the Company's commitment to sustainable innovation. The space serves as a technology office and an active community for innovation, diversity, and engagement with Brazil's tech ecosystem.

In the field of innovation and technology, Labs hosted strategic events such as the MeetUp AI with Oracle, which brought together leaders to discuss trends and the impact of artificial intelligence, as well as recurring events such as the BH AI Meetup, demonstrating the space's role as a meeting point for technical communities that explore real-world AI applications and share specialized knowledge.

Another important use of the space is talent development and training. Labs has hosted academic and early-career initiatives, such as Meetup Ruptura, associated with an AI hackathon at the Federal University of Minas Gerais (UFMG), focused on guiding early-career professionals in the use of technology. Similarly, immersion and startup-building programs, supported by intensive mentoring, reinforce the space's mission of fostering entrepreneurship and applied innovation.

In terms of diversity and inclusion, the space also plays a prominent role. One example is the Black H. Office event, hosted by Localiza&Co, which brings together the Black community for workshops, mentoring, and networking, promoting career development in a safe and inclusive environment. This work is complemented by other initiatives, including events focused on women in technology, demonstrating Labs' commitment to increasing representation in the sector.

The space is also frequently used by major communities and market players, establishing it as a neutral and open environment for the broader ecosystem. Events such as SAP Inside Track BH and initiatives by Google Developer Groups (GDG) demonstrate this openness by bringing advanced technical content, networking opportunities, and discussions on global trends.

Thus, more than an internal laboratory, Localiza Labs serves as a catalyst for the innovation ecosystem, leveraging its infrastructure to continuously generate knowledge and build networks with social impact.

The Localiza Labs building maintained its LEED Platinum certification throughout 2025, while the Company's administrative headquarters in the city of Belo Horizonte, state of Minas Gerais, was upgraded from LEED Gold to LEED Platinum, the highest level of the international certification for sustainable buildings.

LEED Platinum certification plaque awarded to Localiza&Co's headquarters

04

People, Culture and Social Transformation

Laisa Helena, Rota Social student, receives her completion certificate from Rodrigo Silva, Localiza&Co employee and program volunteer

Our Employees

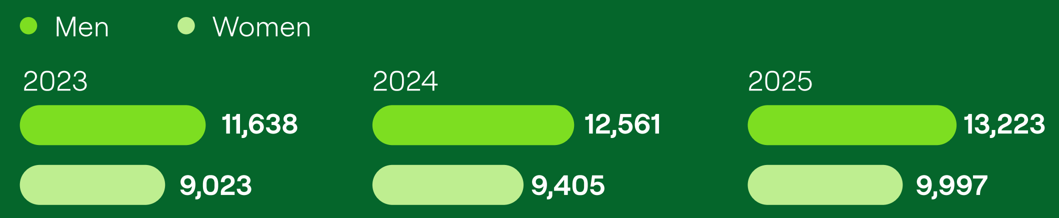
Team Profile

GRI 2-7 | 2-8 | 202-1 | 405-1 | 405-2

Localiza&Co's journey, built over more than five decades, is supported by the people who make up the Company and who, every day, embody the Localiza&Co Way in their decisions, relationships, and work.

Guided by the purpose of "simplifying and delighting to get there", the values of our Green Blood team are reflected in an Ownership Mindset, keeping People, Customers, and Results at the center of our corporate strategy. This approach is reflected in how the Company structures its growth, invests in bringing activities in-house, and pursues operational efficiency without compromising its responsibility toward the people who make the business possible.

Total Employees[1]:
23,220



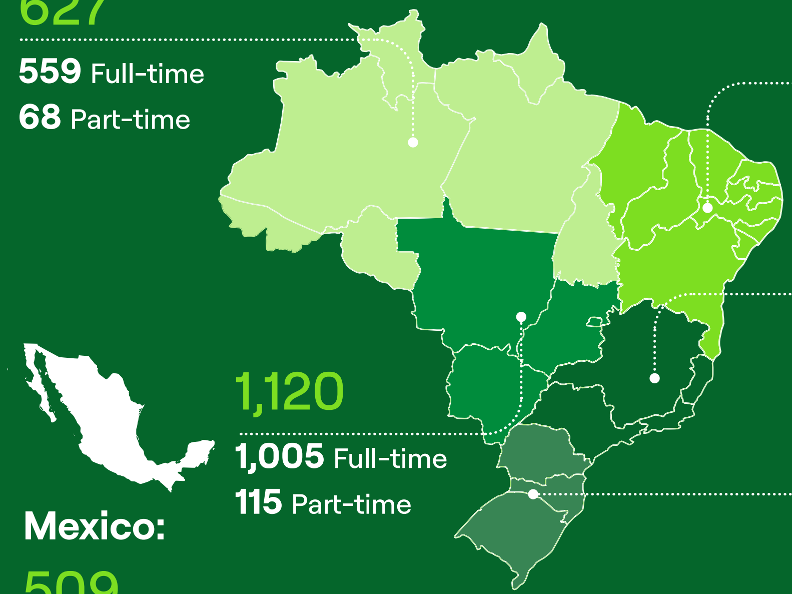
13,223
Men (56.95%)

Full-time	Part-time
11,666	1,557

9,997
Women (43.05%)

Full-time	Part-time
8,087	1,910

Employees at the end of the period by employment type and region:



627
559 Full-time
68 Part-time

2,582
2,199 Full-time
383 Part-time

16,094
13,478 Full-time
2,616 Part-time

1,120
1,005 Full-time
115 Part-time

2,288
2,003 Full-time
285 Part-time

Mexico:
509
Full-time

In 2025, Localiza&Co had 450 outsourced workers who were not employees of the organization, working across different departments and cities.

[1] This figure includes all L&CO employees in the Company's operations in Brazil and Mexico, excluding interns, Board members, retirees, Statutory Executive Officers, and employees of the Institute. Employees of franchises in Brazil or other countries are not included.

The growth in the workforce was aligned with the expansion of Localiza&Co's business and the strengthening of internal operational capabilities, including the insourcing of certain vehicle maintenance and decommissioning activities supporting the fleet renewal cycle. At the same time, the number of part-time employees increased following the implementation of new work arrangements in certain areas aimed at increasing operational flexibility.

Localiza&Co remains committed to fostering increasingly diverse, inclusive, and representative workplaces. To this end, the Company develops initiatives focused on attracting, developing, and retaining talent, increasing the presence of diverse professional profiles across its teams and strengthening equal opportunities throughout the organization.

This commitment is reflected in our corporate goals and values and is always aligned with performance, qualifications, and merit-based criteria.

Difference between the lowest salary and the minimum wage*

Region	Local minimum wage	Lowest salary - men	Lowest salary - women
Brazil	1,518	1,518	1,518

*Data refer exclusively to employees in the Company's own operations in Brazil.

Ratio of women's to men's salary and compensation*

Functional category	Ratio of women's to men's base salary	Ratio of women's to men's base compensation	Ratio of amounts received by women and men
Management	89%	92%	103%
Administrative	105%	103%	98%
Leadership/ Coordination	90%	95%	105%
Operational	100%	101%	101%
Trainee	100%	101%	101%
Apprentice	98%	98%	100%
Director	96%	90%	94%
Executives	93%	87%	93%
Technicians/ Supervisors	91%	96%	105%

Localiza&Co's compensation policy is structured around job grades, each with defined minimum and maximum salary ranges. The analysis considers different levels of seniority within each category, which may influence comparisons between men and women.

The ratios presented correspond to the average salary and compensation of women employees relative to those of men employees within the same job grade. For this calculation, compensation is defined broadly to include base salary and additional earnings throughout the year, such as bonuses, profit sharing, and benefits.

Diversity that takes us further

Contributing to an accessible, diverse, and inclusive workplace is one of the behaviors embedded in Localiza&Co's values, and this is reflected in concrete actions every day. We believe that safe and welcoming environments expand opportunities for people to exchange ideas and develop, while driving outstanding results. This conviction strengthens our ability to attract and engage diverse talent, who together help build an environment of respect, equity, and belonging.

In 2025, **Localiza&Co celebrated five years of its Diversity Program,** consolidating significant progress in this area.

The initiative is structured around six focus areas:

- **Gender equity**
- **People with disabilities**
- **Migrants and refugees**
- **Racial equity**
- **LGBTI+ inclusion**
- **50+ Professionals aged 50 and over**

As internal engagement grew, more than 1,000 employees enrolled in our employee affinity groups, and approximately 50 awareness and training initiatives were held throughout the year, including seven organization-wide thematic campaigns (Women's Month, 50+ Generation, Migrants and Refugees, LGBTI+ Pride, People with Disabilities, Diversity Week, and Black Awareness Month).

Orgulho em Conexão event by L&CO

2ND L&CO DIVERSITY WEEK

For the second year, Localiza&Co held its Diversity Week, with **microaggressions – subtle behaviors that can have a significant impact on individuals, relationships, and the workplace environment** – as its central theme. The campaign featured talks, interactive activities, and discussion groups that reinforced the importance of listening, respect, and valuing diversity as strategic elements of our culture and business.

With an updated visual identity, we launched the new seal for the **"Diversity that Takes Us Further"** Program, reinforcing the initiative as a foundation for innovation, strong relationships, and high performance. The campaign raised awareness of current challenges, reinforced our commitment to continuous progress, and celebrated the Program's five-year achievements.

For another year, we maintained our target of increasing the representation of women and Black talent in strategic leadership positions as part of the management agreement for Executive Officers and the CEO, with a direct impact on variable compensation.

We ended 2025 with 48% women and 41.29% Black professionals in leadership positions, including 31.65% and 25.4% in strategic leadership*, respectively.

WOMEN IN STRATEGIC LEADERSHIP

*Senior Managers and above

In terms of racial equity, Localiza&Co participates in Black Leadership, a program by McKinsey & Company focused on developing and accelerating Black professionals on leadership paths, with an emphasis on strengthening skills, expanding strategic perspectives, and preparing participants for positions of greater complexity. In addition, for the third consecutive year, we supported Juntos BH, an initiative that connects organizations and Black talent to promote professional development, mentoring, knowledge sharing, and greater racial representation in the workforce.

We also held new editions of the eLLas development program (for women) and Pluraliza+ (for Black professionals), as well as five cohorts of a basic Brazilian Sign Language (Libras) course for employees throughout the year. We also implemented digital and physical accessibility projects at our facilities, along with initiatives focused on belonging and diversity awareness.

In the Employee Engagement Survey, "Diversity and Sustainability" remained the highest-rated factor at the Company among the 19 areas assessed, with 95% favorability and a P90 ranking. The result was also consistent among underrepresented groups, with a maximum variation of 3 percentage points.

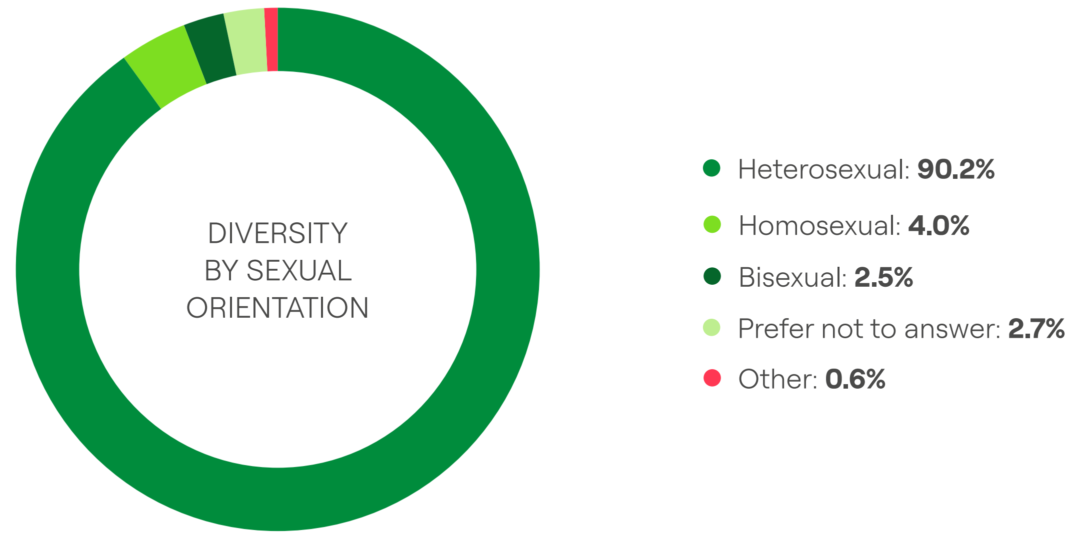
Localiza remained a signatory to the LGBTI+ Business and Rights Forum and the UNHCR Companies with Refugees Forum.

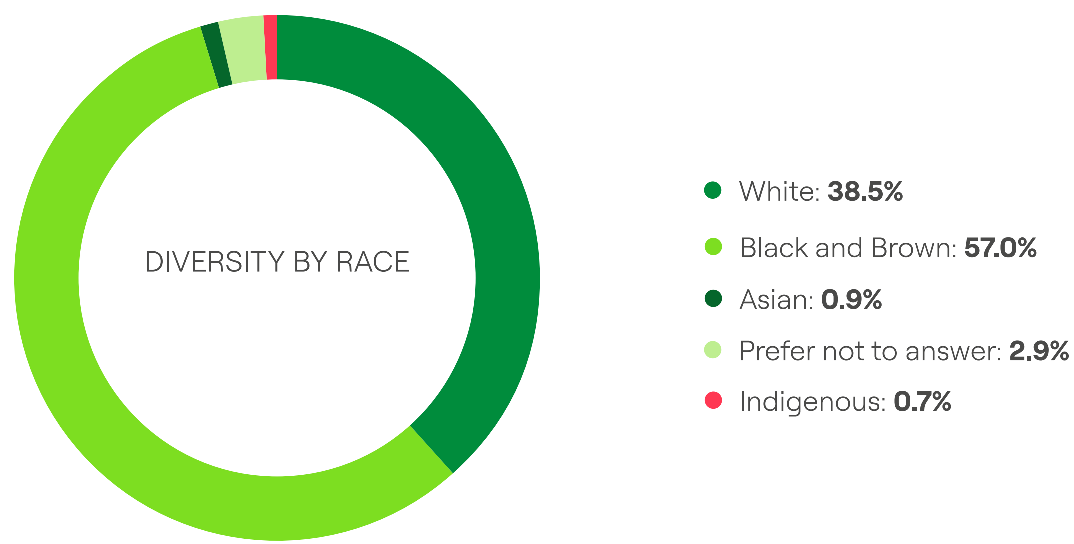
The consistent progress of our diversity, equity, and inclusion agenda was recognized by important external organizations. The Company received the Ethos Award for Ethnic-Racial Diversity and, for the fourth consecutive year, was included in the HRC Foundation's ranking of the best companies for LGBTI+ people to work for. Exame also recognized Localiza among the 50 leading companies in the inclusion of people with disabilities in Brazil. The Company was recognized in two categories of the Mano Down Seal 2025 and, for the first time, received certification in the GPTW Ethnic-Racial Diversity ranking, placing 24th.

On B3, Brazil's stock exchange, Localiza&Co remains included in the IGPTW portfolio, which comprises companies recognized for people management practices; the IDIVERSA portfolio, which recognizes companies that stand out for diversity in Brazil; and the ELAS11 ETF, which includes organizations with greater female representation in leadership positions.

Diversity (gender and age) in the Brazil and Mexico workforce GRI 405-1

Functional Categories	Men	Women	Under 30	30-50	Over 50	Total by category
Executives	9	1	0	7	3	10
Directors	50	21	0	61	10	71
Management	293	158	15	388	48	451
Leadership/ Coordination	551	340	34	782	75	891
Technical/ Supervision	3,815	2,645	1,389	4,708	363	6,460
Administrative	1,116	2,411	1,392	1,977	158	3,527
Operational	7,143	4,043	3,489	6,660	1,037	11,186
Trainee	5	12	16	1	0	17
Apprentice	241	366	607	0	0	607
TOTAL	**13,223**	**9,997**	**6,942**	**14,584**	**1,694**	**23,220**





To determine diversity data by sexual orientation and race, we used the Diversity Census, conducted as part of the 2025 Employee Engagement Survey and administered to employees at the Company's own facilities in Brazil. The survey achieved a 92.4% participation rate among eligible employees, defined as active employees as of August 31, 2025, excluding apprentices, contractors, and temporary workers.

Organizational culture

Investing in employee care and well-being has always been one of the Company's priorities. We understand that effective strategy execution and the achievement of outstanding results depend directly on the capabilities of our teams and the performance of our leaders. In 2025, we strengthened our internal processes, governance practices, and people development initiatives, ensuring that our ownership mindset, operational excellence, and customer focus continue to support our long-term results.

We invested more than BRL 10 million in employee training and development, with approximately 345,000 hours of training throughout the year. At the end of the period, 2,879 employees had been promoted and 2,055 were recognized through the Merit Program, with investments exceeding BRL 20.5 million (+14 p.p. vs. 2024). This reaffirmed our commitment to developing and recognizing our teams while encouraging high performance. At the same time, we allocated approximately BRL 200 million to well-being, health, and safety initiatives, resulting in a 13.6% reduction in the severity rate of typical accidents compared with 2024. We also advanced the maturity of our safety practices, as demonstrated by the improvement in the Decommissioning Center safety score, from 51% to 70%. This indicator assesses the maturity of health and safety management at each facility, including practices, controls, and accident prevention culture.

Localiza&Co employees gathering in the common area at the Company's headquarters

Ricardo Novo, Telematics Director (Mobi7)

The Localiza&Co Way

We continued to strengthen our culture as a strategic differentiator for driving sustainable results, connecting people, innovation, and performance. As part of this journey, we advanced our efforts to make the Localiza&Co Way increasingly present in the day-to-day experience of our **#GreenBlood** team.

Throughout 2025, we expanded our efforts to develop and engage employees around our culture, with initiatives that promoted greater organizational alignment and leadership ownership. We also strengthened opportunities for open dialogue, encouraged collaboration and integration across areas, and intensified the dissemination of our values and behaviors through multiple channels and formats. We also made progress in consolidating a results-oriented culture, with a focus on productivity and efficiency ("doing more with less"), while encouraging agility and responsible autonomy in decision-making.

In addition, we carried out ongoing recognition initiatives, campaigns, content, and institutional events that reinforce a sense of belonging and connection with the Localiza&Co Way. We also took targeted action in areas of greater criticality, with specific initiatives focused on cultural onboarding, leadership development, and reinforcing practices across different contexts within the Company.

More than **20,000 spontaneous recognitions of culture-aligned behaviors among employees were recorded** throughout the year, reinforcing a culture of continuous appreciation.

In 2025, Localiza&Co held the first edition of the **Localiza&Co Way Week,** an initiative created to celebrate the Company's anniversary through an immersive experience centered on organizational culture. Throughout the week, activations, discussions, and recognition initiatives engaged teams from different areas and businesses, reinforcing the behaviors that define our identity and support our strategy. More than a celebration, the initiative strengthened the sense of belonging and reaffirmed culture as a strategic asset for sustainable value creation, connecting people, purpose, and results.

The results reflect consistent progress in employee engagement and in consolidating organizational culture as a competitive differentiator for the Company. Notably, the Employee Engagement Survey placed Localiza&Co in the P90 for overall favorability, demonstrating that the vast majority of employees perceive the workplace positively.

We continue to advance in a structured and ongoing manner in the evolution of our culture, supported by active governance and consistent measurement mechanisms, reinforcing its role as a central element in strategy execution and long-term value creation.

The “More With Less” Challenge

In 2025, we held two editions of the **“More with Less Challenge” ("Desafio Mais com Menos”),** reinforcing the program as a structured **initiative to promote a culture of efficiency and productivity** through a competition for innovative and creative ideas. More than 1,200 submissions were received throughout the year.

The program is open to all L&CO employees, except contractors, temporary workers, and directors. Proposals are evaluated by a multidisciplinary panel based on criteria such as innovation and originality, financial impact, idea maturity, feasibility, and alignment with the Company’s values.

At the end of each edition, the five best initiatives are **recognized and celebrated** with leadership at an event and are also shared across the Company through various communication channels.

Winners receive prizes of up to BRL 5,000 through a benefits card that employees can use at their discretion. Considering the two editions held during the year, the winning **initiatives are estimated to have annual potential savings and/or gains of BRL 79 million.**

Highlights from the past year included the following projects: **Poupômetro,** a calculator that optimizes freight calculations for Seminovos Vehicles stores; **AI-Powered Claims Analysis,** which supports accident analysis with greater scale and more than 95% accuracy; and **Pátio Localiza,** a project aimed at improving parking-lot space management by replacing a third-party provider.

Development and Engagement

GRI 404-1 | 404-2

With the goal of building the desired future, Localiza&Co focused on strengthening learning as a strategic business driver. In a context of accelerated technological transformation and business expansion, we continued to strengthen our learning culture, connected to the Localiza&Co Way and corporate strategies, doing more with less, expanding relevant partnerships, and maximizing internal talent. Localiza University is the Company’s learning ecosystem, structured around three areas: **Development Programs, Corporate Education,** and, in response to evolving organizational needs, **Corporate Education focused on Seminovos.**

In 2025, we adapted our learning offerings to new realities, with an emphasis on Artificial Intelligence, strengthening senior leadership, delivering strategic Development Programs, and accelerating the growth of Seminovos, a key priority for the year. Throughout these efforts, we maintained a focus on business priorities, optimizing costs while ensuring the development and enhancement of skills and employee ownership.

Our learning journeys are structured around two models based on employee seniority: leaders and non-leaders. Both groups are required to complete the Essential Journey, while the Supplementary Journey is offered according to each employee’s needs and responsibilities and may be delivered through synchronous or asynchronous formats.

2025 Highlights

Employee NPS for the online learning portfolio:
94

Total investment in learning during the year:
over BRL 10 million

More than **6,000** learning resources available in various formats, including podcasts, articles, videos, e-learning courses, live sessions, microlearning content, training programs, learning paths, workshops, and more

Over **25,000** people trained during the year

TOTAL TRAINING HOURS

AVERAGE TRAINING HOURS – WOMEN VS. MEN

Average hours of content consumed by level and gender*

Functional Categories	Average training hours		
	F	M	Média
Administrative	08:08	07:11	07:49
Apprentice	12:14	09:22	11:05
Leadership/ Coordination	49:02	50:32	50:03
Director	1:44	02:08	02:03
Intern	08:35	09:51	09:11
Executives	00:51	01:21	01:15
Management	85:23	51:03	62:23
Operational	07:13	05:57	06:25
Technicians/ Supervisors	12:32	15:50	14:39
Trainee	07:09	2:28	05:04
TOTAL		**11:46**	

*F: Female; M: Male. The classification is based on the registration information provided.

Initiatives for the General Employee Population

The **AI Movement** has established itself as one of the key catalysts in Localiza's journey toward becoming an AI-First company **(see p. 63 for more details).** As a structural mechanism for scaling and sustaining this strategy, we trained 53 new Knowledge Facilitators focused on Copilot, an AI assistant that enhances employee productivity and creativity, transforming the way work is performed on a daily basis. These employees voluntarily act as content multipliers across all areas of the Company, accelerating adoption and establishing AI as an organizational capability.

The **Skills Season,** now in its second edition, has become a key initiative for strengthening Localiza's talent, focusing on the development and enhancement of employee skills. We held 24 live forums, reaching more than 2,000 employees and covering topics directly related to increasing productivity, improving decision-making, and strengthening innovation capabilities.

Data Literacy – "Fusca Journey" strengthened L&CO's Data-Driven agenda by developing essential skills for the analysis, interpretation, and strategic use of data, increasing employee autonomy and expanding analytical knowledge across the organization.

Leadership Initiatives

New Leadership Immersion is a three-day hands-on program for new leaders designed to ensure cultural alignment, role clarity, and management readiness from the beginning of their leadership journey. In 2025, we held 8 cohorts with 282 participants, achieving high satisfaction levels.

The **Impulso Program** was designed to strengthen and update the capabilities of experienced leaders in line with L&CO's strategic priorities, reinforcing culture, corporate direction, and execution capabilities. Conducted through four monthly sessions, the program brought together 470 participants.

#FOCOEMSEMINOVOS (FOCUS ON SEMINOVOS)

With a focus on the growth of the Seminovos business, we structured an integrated development initiative for leaders and new leaders comprising three supplementary programs: **Retail Sales Manager Onboarding,** revised in 2025 to enhance the initial experience; the **Seminovos Manager Development Journey,** focused on continuous development, strategic alignment, and stronger execution; and the **Divisional Manager Development Program,** designed to prepare leaders for strategic challenges and the growing complexity of the business. Together, these initiatives have already trained hundreds of leaders, with high levels of participation and satisfaction.

The **MURAB Academy** is a strategic initiative for succession planning and leadership development in the Seminovos business, focused on identifying, developing, and accelerating internal talent. The **Sales Consultant and Sales Executive Onboarding** journey was revised to strengthen commercial performance by integrating practical simulations, system training, and advanced negotiation skills, with more than 1,600 professionals participating.

Glauco Zebral, Maria Pinto, Pablo Miguel, and Marcelo Nagassaki at the L&CO MURAB Academy event

The **Mentor Training Program** equipped 60 leaders to take a more structured and effective approach to internal mentoring, strengthening succession planning, talent development, and leadership continuity over the long term.

Specialized training programs provide highly personalized learning experiences that support leaders in their Individual Development Plans (IDPs). Highlights include the **Executive MBA** and **Executive Development Program (PDE)** for senior leadership, as well as diversity programs and specialized training offered in partnership with SEST/SENAT.

The **International Missions and Development Programs** provided C-level executives and leaders with strategic experiences, expanding their technological fluency and systems-level perspective on topics such as AI, mobility, sustainability, and digital transformation. In 2025, we conducted five international experiences, all receiving the highest satisfaction rating, reinforcing their impact on the Company's strategic agenda:

- **Japan Mission**
- **AWS Mission**
- **France Mission**
- **Microsoft Mission**
- **Silicon Valley Mission**

Development Programs

Development Programs are our main talent management tools at L&CO. They aim to support the Company's growth by attracting, developing, and retaining people while addressing the business's workforce planning needs. **There are three program areas: entry-level, internship, and diversity programs.**

Entry-Level Programs

- **Young Apprentice Program:** A one-year program that promotes the productive inclusion of young people in the workforce while contributing to their personal and professional development. The initiative aims to identify, train, and integrate talent into the L&CO ecosystem, preparing participants for corporate challenges and a successful career.

- **Internship Program:** Attracts talent and supports the development of high-performing future professionals, preparing them for analyst positions through a 24-month learning journey involving multidisciplinary projects. In 2025, its ninth edition had 95 participants.

- **Corporate Trainee Program:** a 12-month program for recent graduates that offers an immersive business experience through strategic projects, mentoring, job rotation across different areas, and technical and behavioral development paths. The program had 18 participants, including employees from Mexico, and provided 68 hours of training, strengthening participants' connection with the business and its leadership.

More than BRL 55 million in financial benefits were captured through projects developed by trainees in 2025, including increased revenue, operational efficiency gains, and cost reductions.

Internal Programs

- **Oxygen (Oxigênio):** recognizes high-performing analysts, supporting their development and accelerating their careers within their respective areas. The program offers a learning journey covering soft and hard skills, practical projects, business knowledge, and networking among participants. In 2025, we completed the program's seventh edition, with 29 participants and a 63% promotion rate.

Diversity Programs

- The **eLLas** program aims to increase the representation of high-performing women in strategic positions by promoting professional development through workshops, mentoring, and individual coaching. In its third edition, the program had 23 participants and a 17% promotion rate, demonstrating its impact on career development and strengthening gender diversity in leadership.

- **Pluraliza+:** focused on developing Black and Brown leaders and specialists through a robust six-month journey comprising mentoring, educational content, interaction with leaders, and specialized support. In 2025, its third edition had 15 participants and a 33% promotion rate, reinforcing its impact on advancing racial diversity and strengthening talent for strategic positions.

Performance Evaluation

GRI 404-3

Performance evaluation is an annual process designed to promote employees' professional development while aligning their performance with the Company's strategy. Employees hired by September 30 are eligible for the cycle, except interns, apprentices, contractors, and employees on leave.

The cycle consists of two complementary components: the Management Agreement and the Localiza&Co Way Evaluation. The Management Agreement includes collective and individual targets based on the Company's strategic planning. These targets are cascaded down to the lowest leadership level and may subsequently be mirrored across teams. The Localiza&Co Way Evaluation is based on the 12 behaviors that embody the Company's organizational values and is conducted in two formats: 90-degree evaluations for non-leaders and 360-degree evaluations for leaders. The latter incorporates feedback from team members, peers, leaders of partner areas, and the employee's direct manager. The results of these two components are combined to determine the employee's final performance evaluation, which is submitted to the People and Compensation Committee and analyzed using the 9-Box methodology.

100% of eligible L&CO employees underwent a performance evaluation in 2025.

At the end of the process, a formal feedback session is held, during which leaders and employees discuss the evaluation results, align expectations regarding the role, and define career and development priorities through the preparation of an Individual Development Plan (IDP). The Career Committee oversees the evaluation process and maintains visibility into the Company's highest-performing employees, enabling talent mapping as well as recognition through merits and promotions.

Employees promoted throughout the year

2023	2024	2025
2,628	2,922	2,879

Employees recognized under the merit program during the year

2023	2024	2025
1,479	1,702	2,055

Employee Movement

Throughout 2025, the Company actively managed employee hiring and termination indicators, monitoring recruitment and termination with a focus on operational balance and business sustainability. Hiring kept pace with business expansion, particularly in Mexico, while termination reflected both performance management and strategic adjustments.

In addition, talent retention was supported by structured internal mobility initiatives, including employee moves across different areas of the organization through the **Caminho Aberto** program. Created to encourage career mobility and recognize the organization's talent, the program prioritizes internal candidates for available positions. In 2025, **381 internal moves** were recorded through this formal process, reinforcing our investment in employees' professional growth.

Hiring

GRI 401-1

Hiring in 2025 by gender

Gender	Total hires	Hiring rate
Male	5,842	44.18%
Female	3,314	33.15%
TOTAL	**9,156**	**39.43%**

Hiring in 2025 by region

Region (may include regions of Brazil, states, countries, etc.)	Total hires	Hiring rate
North	295	47.05%
Northeast	1,139	44.11%
Midwest	643	57.41%
Southeast	5,604	34.82%
South	1,050	45.89%
Mexico	425	83.50%
TOTAL	**9,156**	**39.43%**

Hiring in 2025 by age group

Age group	Total hires	Hiring rate
Under 30	4,057	58.44%
30-50	4,682	32.10%
Over 50	417	24.62%
TOTAL	**9,156**	**39.43%**

Terminations

Employees who left the company in 2025 by gender

Gender	Terminations	Termination rate
Male	5,336	40.35%
Female	2,985	29.86%
TOTAL	**8,321**	**35.84%**

Employees who left the company in 2025 by region

Region (may include regions of Brazil, states, countries, etc.)	Terminations	Termination rate
North	296	47.21%
Northeast	891	34.51%
Midwest	564	50.36%
Southeast	5,355	33.27%
South	955	41.74%
Mexico	260	51.08%
TOTAL	**8,321**	**35.84%**

Employees who left the company in 2025 by age group

Age group	Terminations	Termination rate
Up to 30	2,894	41.69%
30-50	4,934	33.83%
Over 50	493	29.10%
TOTAL	**8,321**	**35.84%**

Note: Hiring and termination rates are calculated as the ratio of the number of employees hired or terminated (voluntarily or involuntarily) to the total number of employees at the end of the period for the Company, in each category.

Genuine Care

GRI 401-2 | 401-3

With the goal of caring for our employees and contributing to talent attraction and retention, we seek to create an environment where people feel valued and recognized.

To this end, we offer a compensation and benefits package aligned with market practices and reviewed periodically, including health and dental plans, life insurance, meal and food allowances, and a corporate pension plan, among others. We also offer a profit-sharing program based on the achievement of targets, reinforcing recognition of performance and encouraging long-term careers at the Company.

Quality of Life

- Health insurance
- Dental insurance
- Prescription Drug Benefit Program (PBM)
- 24/7 Telemedicine
- Pregnancy Support Program
- Wellhub
- Health Promotion Program
- The "Acolher" Program
- Allya Discount Platform
- Food Allowance
- Meal Allowance
- Childcare and school allowance

Mobility

- Transportation allowance
- Operational car*
- Car rental discount
- Car purchase discount
- Special rates on car subscription – MEOO

Planning for the future

- Private pension plan
- Life insurance
- Profit sharing

In addition, to promote work-life balance, since 2020 we have adopted flexible work arrangements, including flexible start and end times and a hybrid work model (up to three days of remote work per week) for employees at corporate offices. This initiative is complemented by a home office allowance, enhancing the employee experience in the workplace.

* Operational car: available for specific positions

DAGENTE

Localiza&Co provides DaGente, a proprietary app that brings together human resources services (time tracking, time bank, vacation management, pay slips, and payroll), internal communications, benefits, and professional development in a single environment, providing greater autonomy, convenience, and access to corporate information. The app has achieved high levels of usage, with 90% to 95% weekly usage (excluding weekends) among employees during certain monitored periods, making it one of the Company's primary digital channels for internal services.

Parental leave

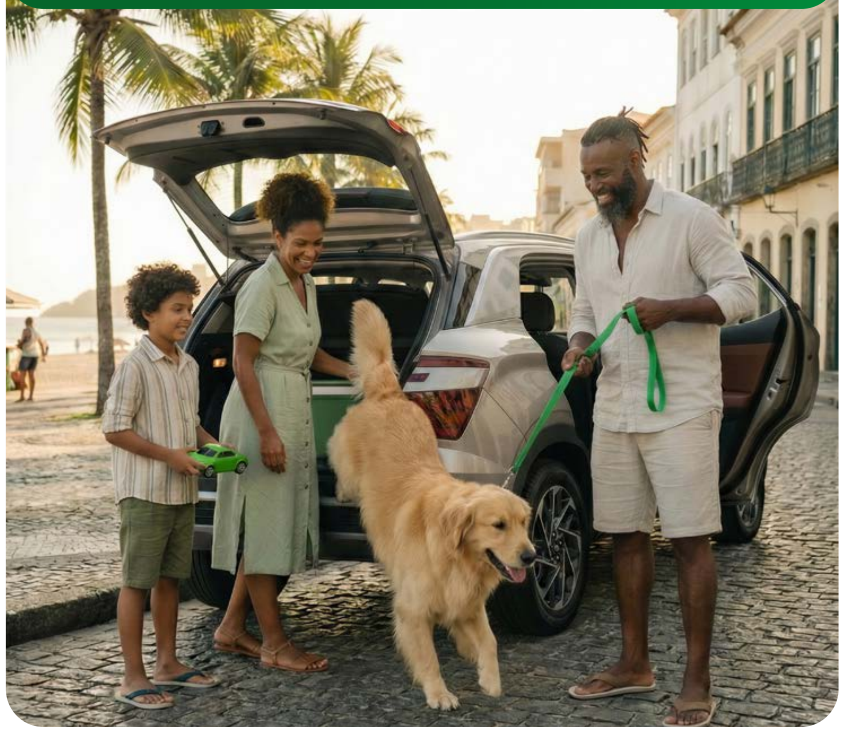
GRI 401-3

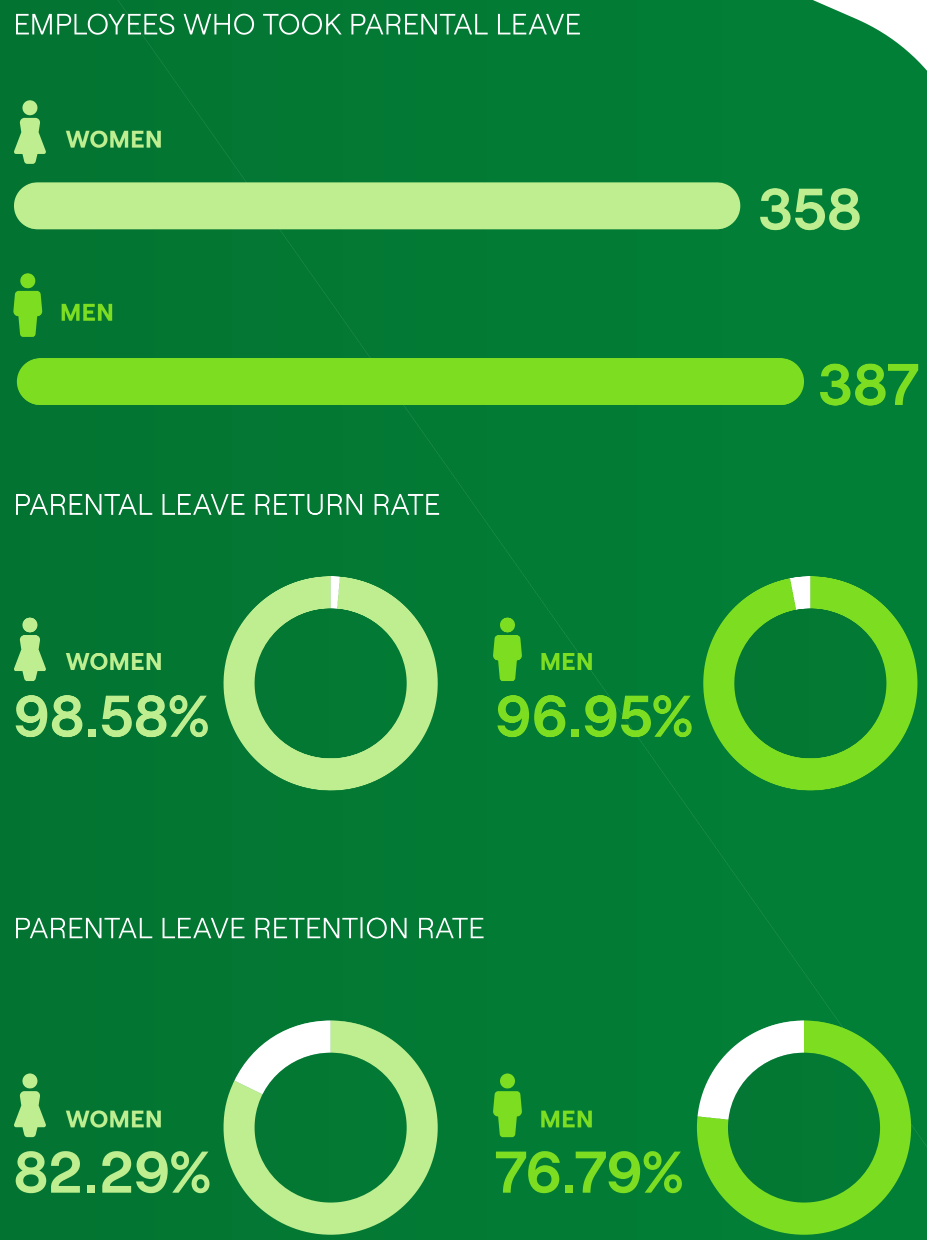
With a commitment to supporting employees through different stages of life, we offer initiatives focused on parenthood and family well-being. Our Pregnancy Support Program provides guidance on prenatal care, healthy pregnancy, and baby care, supporting employees, pregnant dependents, and their families.

As a participant in the Citizen Company Program since 2021, we have extended parental leave to up to 180 days for mothers and 20 days for fathers, as well as extending parental leave to same-sex couples, reinforcing a more inclusive and welcoming environment.

As an additional measure, employees working under the hybrid model have greater flexibility when returning to work after the birth of a child, with the option to continue working remotely for an additional six months. To ensure that mothers feel safe and comfortable, as provided for by law, we also provide dedicated breastfeeding facilities at our headquarters and Localiza Labs in Belo Horizonte and at our corporate office in São Paulo.

To access the extended benefit, fathers must provide proof of participation in a program or activity focused on responsible fatherhood. This course is offered through Localiza University.





Occupational Safety

GRI 403-1 | 403-2 | 403-4

Employee health and safety are integral to our commitment to a culture based on genuine care, prevention, and responsibility. In 2025, we advanced the development of our Occupational Safety function, strengthening processes, governance, and risk management practices across our operations.

As our operating model evolved and the number of Decommissioning Centers increased, adding complexity to our activities, the Company strengthened its preventive approach to safety from the project design stage. This program includes risk assessments, safe layout design, traffic plans, training, signage, machine and equipment adjustments, PPE use, and the development of operating procedures. In 2025, we expanded the presence of the Occupational Safety team across our operations, including dedicated representatives at locations where they are not legally required, while also developing specific training programs, functional onboarding, and instructions for critical operations.

Local management is supported by Safety Committees, which monitor action plans, risk conditions, and behaviors, with the support of tools such as the Basic Safety Audit, which enables field observations and immediate guidance, with repeat occurrences addressed in accordance with the Consequence Management Procedure.

We also have “safety champions” (“campeões de segurança”), employees trained to disseminate guidance and strengthen the culture of prevention across our operations. In parallel, we maintain Internal Accident and Harassment Prevention Committees (CIPAs) and formal employee participation structures at applicable facilities, reinforcing team engagement in risk identification and accident prevention.

Occupational Safety operates in an integrated manner with Occupational Health, particularly through the Risk Management Program, which considers physical, chemical, biological, ergonomic, psychosocial, and accident-related risks.

In 2025, the Company also advanced its preparations for the requirements arising from the update to NR-01, strengthening the management of occupational risk factors and increasing attention to psychosocial aspects of the workplace.

We continued to enhance the management of health and safety data and indicators, with regular monitoring of accident rates, frequency and severity rates, lost days, and adherence to training programs. This process has supported decision-making, the prioritization of preventive actions, and the continuous improvement of the management system, reinforcing Localiza&Co's commitment to genuine care.

Health and Well-Being

GRI 403-6

We maintain a range of initiatives focused on health promotion, prevention, and quality of life, available to 100% of employees and their dependents, including:

- **Sempre Bem Clinic:** a clinic staffed by an external multidisciplinary team, located at the Company's headquarters in Belo Horizonte, offering urgent and preventive care to employees through in-person consultations or telemedicine.
- **Sempre Bem Health Policy:** a policy covering initiatives, campaigns, and benefits focused on physical and mental health, prevention, quality of life, and care for Localiza&Co employees and their families and dependents.
- **Health Promotion Program:** an initiative aimed at improving the quality of life of employees who require ongoing management of health conditions, including chronic diseases, through personalized care that encourages and supports self-care practices.
- **Acolher Program:** an employee and family support program offering specialized multidisciplinary assistance, including psychological support and financial, legal, social, and nutritional guidance.
- **Saudavelmente:** a program dedicated to promoting emotional health through prevention, intervention, support, and employee reintegration initiatives, with benefits such as medication assistance, emergency psychiatric care, and consultation reimbursement.
- **Saúde 24 Horas (24-Hour Health):** a digital medical urgent-care service available 24 hours a day, seven days a week.
- **Mobiliza:** a program that encourages physical activity and employee engagement in healthy habits.
- **Pregnancy Program:** active and continuous support provided by a multidisciplinary team throughout the pregnancy journey, supporting employees and their families, with no copayment for prenatal care and the provision of maternity kits.

Road Safety

Promoting safer mobility is part of Localiza&Co's commitment to its customers and society. Our approach to road safety combines technology, data analysis, education, and engagement to encourage safer driving behaviors and help prevent accidents.

Education remains a central element of this strategy. Throughout the year, we conducted awareness and training initiatives, reinforcing the importance of responsible driving and preventive behaviors among drivers.

A key initiative is **Zarp's Defensive Driving Program,** developed by the Mobi7 team to encourage safer driving habits. Through the app, drivers track their performance based on a score calculated using four behavioral criteria: acceleration, cornering, braking, and speed. The solution uses telematics data to identify driving patterns and provide users with continuous feedback.

In Fleet Rental and Corporate Car Rental (RAC PJ), we launched **DirijaCom,** an initiative for companies that offers a personalized development journey. Based on data specific to each customer's operations, the program establishes action plans to reduce fines and accidents, strengthen fleet and driver management, and support the development of a road safety culture.

These initiatives are complemented by ongoing investments in connectivity and fleet renewal. In 2025, 91% of the operational fleet was connected through telematics, expanding our ability to generate information to support prevention and safety initiatives.

Customers with connected fleets reduce aggressive driving behaviors by **up to 70% and accident and traffic-fine costs by 20%.**

NCAP

We continued to offer vehicle models with high safety standards, steadily increasing the share of vehicles evaluated by the NCAP (Latin New Car Assessment Programme) that received the highest rating. NCAP aims to assess and promote vehicle safety in Latin America and the Caribbean through evaluations that include crash tests, vehicle resilience, pedestrian protection, safety-assistance systems, and child protection.

Percentage of vehicle models evaluated by NCAP with an overall five-star safety rating, by region

Region	% NCAPs
Midwest	30.6%
Northeast	30.6%
North	25.9%
Southeast	32.1%
South	37.5%
BRAZIL	**32.1%**

Social Development

Community Care

GRI 203-1 I 203-2

Localiza&Co's commitment to social development is reflected in initiatives designed to strengthen and engage young people across Brazil within the mobility ecosystem. This work combines social investments, employee volunteer engagement, and partnerships with civil society organizations, helping expand access to education, entrepreneurship, and employment while strengthening local leaders and initiatives.

In 2025, **BRL 10.4 million** was allocated to cultural, sports, and social projects through the Rouanet Law, the Sports Incentive Law, and the Funds for the Rights of Children and Adolescents and Older Persons. This work complements L&CO's social investment strategy, expanding the reach of supported initiatives and contributing to the development of the communities where we operate.

Volunteer and group supported by Instituto Localiza

Participants at the Juventude em Movimento gathering organized by the Localiza Institute

Localiza Institute

GRI 2-29 | 203-2 | 413-1

Reaching its fourth year, Localiza Institute is the Company's primary vehicle for private social investment. Its work focuses on promoting social mobility among young people, particularly those experiencing socioeconomic vulnerability, by expanding access to technical education, entrepreneurship, and opportunities for productive inclusion.

The Institute's strategy combines technical and financial support for social organizations implementing technical and entrepreneurship training programs for young people, volunteer engagement, and the development of its own initiatives. Through these efforts, it seeks to contribute to sustainable pathways to employment and income generation across different regions of Brazil.

Extraordinary results:

111 projects implemented

11,336 people advanced in their professional journeys

53,436 hours of training

Operations in all **Brazilian states and the Federal District**

36,284 people benefited from technical education and productive inclusion initiatives

BRL 8.2 million invested through donations to social organizations to implement projects

806 unique volunteers and **1,209** volunteer engagements

BRL 1.2 million invested in project-related services

More than **8,400** people benefited from volunteer initiatives

01 Empower

OBJECTIVE

Develop technical and socio-emotional skills.

HIGHLIGHTS

AWS Re / Start (Instituto Aliança)

Community-Based Tourism (Amigos da Reserva da Biosfera da Mata Atlântica)

Geração Caldeira (Instituto Caldeira)

Cozinha Japuara (projeto Viver)

02 Connect

OBJECTIVE

Connect talent with employment opportunities.

HIGHLIGHTS

Social Residency

Road Companion

03 Strengthen the Ecosystem

OBJECTIVE

Strengthen social organizations and foster youth leadership.

HIGHLIGHTS

Management strengthening program for partner organizations

Nós e Voz Web series

04 Transform

OBJECTIVE

Strengthen local communities and leaders (implemented in Belo Horizonte).

HIGHLIGHTS

Favela 3D (Gerando Falcões)

Entrepreneurial Community (Sebrae)

Training for Community Leaders (CDM)

Partnership Chain

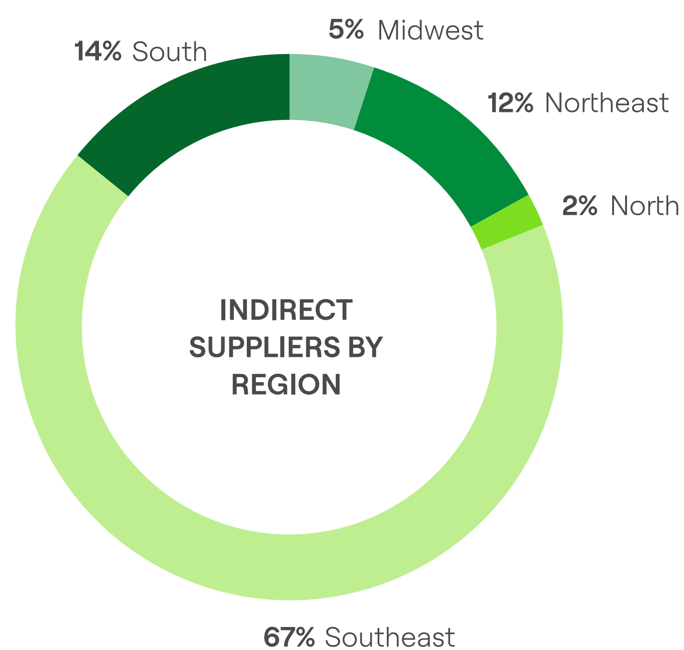
GRI 2-6 | 204-1 | 308-1

Localiza&Co recognizes that its suppliers play a key role in generating value for the business and society. Accordingly, the Company seeks to build long-term relationships based on ethics, transparency, compliance, quality, and mutual development, strengthening a supply chain aligned with its values and sustainability practices.

Overall, Localiza&Co had more than 16,000 direct suppliers, including automakers, repair shops, and parts suppliers, which accounted for approximately BRL 27.98 billion in spending, a 5.6% increase compared with 2024. In addition, the Company maintained relationships with more than 2,000 indirect suppliers, primarily serving corporate procurement needs, representing BRL 2.84 billion in spending, 13.6% higher than in 2024.

The Company's supply chain comprises direct and indirect suppliers operating across several areas that are essential to its business, including technology, automotive operations, construction and renovations, vehicle accessories, corporate services, and consumables, as well as automakers, repair shops, and parts distributors. Key goods and services contracted by the Company include fleet acquisition and maintenance, technology, 24-hour roadside assistance, vehicle registration and documentation services, building infrastructure, consulting, legal services, communications and marketing, and facilities solutions.

During the contracting process, suppliers undergo assessments of their technical capabilities and the documentation required for the activities to be performed. When applicable, particularly for activities with potential environmental impacts, evidence of environmental and labor compliance is required, including certifications, training records, and risk and accident prevention plans. The Company also adopts contractual clauses addressing integrity, socio-environmental compliance, and anti-corruption measures, complemented by due diligence processes and the monitoring of third-party intermediaries.



Whenever possible, Localiza&Co prioritizes local suppliers. In addition to contributing to the strengthening of regional economies, this strategy supports operational efficiency by reducing travel, enabling faster deliveries, and minimizing the logistical impacts associated with the transportation of materials and services.

#GREENBLOOD SUPPLIER PROGRAM

As the Company's main initiative for managing and developing its supply chain, Localiza&Co maintains the **#GreenBlood Supplier Program,** led by the Procurement Department. Created to strengthen relationships with strategic partners, the program provides ongoing monitoring of supplier performance and encourages the adoption of best practices in operations, governance, and sustainability.

Although the program represents a relatively small share of the total number of suppliers, it focuses on the partners that are most significant to the business. In 2025, the **142 participating suppliers** accounted for **more than 60% of the administrative procurement spend,** demonstrating the economic and strategic relevance of this group to the Company's operations.

Participant selection considers criteria such as business materiality, length of the relationship, and approval through integrity due diligence processes. Selected suppliers are then evaluated quarterly across six pillars:

- **Operational and commercial service;**
- **Innovation and technology;**
- **Quality;**
- **Contract and compliance;**
- **Financial management and pricing;**
- **ESG practices.**

Under the ESG pillar, suppliers are assessed on aspects related to decent working conditions, harassment prevention, conflict-of-interest management, compliance, and responsible environmental practices. Areas evaluated include proper waste disposal, efficient use of natural resources, adoption of renewable energy sources, and other initiatives aimed at reducing environmental impacts.

The Program also provides structured monitoring of supplier development through action plans for partners with opportunities for improvement, reinforcing L&CO's commitment to the continuous advancement of its value chain. At the end of each cycle, suppliers demonstrating outstanding performance are recognized, encouraging the dissemination of best practices and strengthening long-term collaborative relationships.

2025 #GreenBlood Supplier Program Award

Appendices

GRI Content Summary

GRI Standards	Content	Reference (page) / Direct Response
GENERAL DISCLOSURES		
The organization and its reporting practices		
2-1	Organization details	Pages 17 and 34.
2-2	Entities included in the organization's sustainability reports	Page 8.
2-3	Reporting period, frequency, and point of contact	Page 7.
2-4	Restatements of Information	To ensure greater consistency, transparency, and comparability of the disclosed information, some data reported in previous periods in the 2024 Sustainability Report were revised in 2025. The changes reflect methodological adjustments and revisions to the consolidation criteria adopted by the Company, as presented in the table below.
2-5	External verification	None. Nevertheless, the information provided in this report is reviewed by multidisciplinary teams representing various areas of the business and different organizational levels.

Indicator	Value previously reported	Restated value	Reason for restatement
Electrified Fleet (2024) – Indicator Center	4,123	2,140	Revision of the consolidation criteria to include only vehicles in the active operating fleet.
GRI 303-5: Water intensity (2023)	0.53 m^3/final fleet	0.494	Exclusion of data from Mexico operations from the reporting scope.

GRI Standards	Content	Reference (page) / Direct Response
Activities and employees		
2-6	Activities, value chain, and other business relationships	Pages 17 to 20 and 88 to 89.
2-7	Employees	Page 66.
2-8	Workers who are not employees	Page 66.
Governance		
2-9	Governance structure and composition	Pages 34 and 46.
2-10	Appointment and selection of the highest governance body	Page 36.
2-11	Chair of the highest governance body	Pages 36 and 40.
2-12	The role of the highest governance body in overseeing the management of impacts	Page 36.
2-13	Delegation of responsibility for impact management	Pages 34, 42, and 43.
2-14	The role played by the highest governance body in sustainability reporting	Page 7.
2-15	Conflicts of interest	Page 34.
2-16	Communication of critical issues	The Compliance department reports directly to the Audit, Risk Management, and Compliance Committee, an advisory body to the Board of Directors, in accordance with the annual meeting schedule. Under the Committee's Internal Rules, the Committee is responsible for monitoring the activities of the Compliance department through periodic reports, in accordance with the Annual Plan. In 2025, four meetings were held with the Audit, Risk Management, and Compliance Committee to discuss Compliance matters, during which the department reported on the status of its activities, raised concerns, and approved action plans to mitigate potential risks. The concerns presented to the Board of Directors are confidential. The Compliance Officer has direct and immediate access to the Board of Directors, the Audit, Risk Management, and Compliance Committee, and the Executive Board if any issue or concern needs to be raised regarding bribery or the anti-bribery management system, as set forth in the Anti-Bribery and Anti-Corruption Policy.
2-17	The collective knowledge of the highest governance body	Pages 36, 40 and 41.
2-18	Evaluation of the performance of the highest governance body	Pages 38 and 39.
2-19	Compensation policy	Pages 45 and 46.
2-20	Process for determining compensation	Pages 45 and 46.

GRI Standards	Content	Reference (page) / Direct Response
2-21	Proportion of total annual compensation	The ratio of the total annual compensation of the highest-paid individual to the average compensation of all other employees was 47.41 in 2025. For the calculation, we considered: salary adjusted for working hours + seniority bonus (ATS) + variable compensation + profit sharing (PLR) + long-term incentive (ILP).
Strategy, policies, and practices		
2-22	Statement on the sustainable development strategy	Page 25.
2-23	Commitment policies	Pages 28 to 30.
2-24	Integration of commitment policies	Pages 28 to 30.
2-25	Processes to address negative impacts	Page 32.
2-26	Mechanisms for seeking guidance and expressing concerns	Page 32.
2-27	Compliance with laws and regulations	No significant cases of non-compliance were recorded during the reporting period.
2-28	Participation in trade associations	Page 31.
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Pages 18, 37, 86, 88 and 89.
2-30	Collective bargaining agreements	98.93% of employees are covered by collective bargaining agreements. For the remaining 1.07%, who are not represented by a union or are not covered by a collective bargaining agreement negotiated by their representative union, Localiza provides an advance on salary increases and benefits in accordance with its internal policies.
MATERIAL TOPICS		
3-1	Process for determining material topics	Page 25.
3-2	List of material topics	Pages 25 and 26.
3-3	Management of material topics	Pages 25 and 26.
ECONOMIC DISCLOSURES		
Economic Performance		
201-1	Direct economic value generated and distributed	Page 24.
Market presence		
202-1	Ratio of the lowest wage to the local minimum wage, by gender	Page 67.

GRI Standards	Content	Reference (page) / Direct Response
Indirect economic impacts		
203-1	Infrastructure investments and services supported	Pages 85 to 87.
203-2	Material indirect economic impacts	Pages 85 to 87.
Procurement practices		
204-1	Proportion of spending on local suppliers	Pages 88 and 89.
Anti-corruption		
205-2	Communication and training on anti-corruption policies and procedures	Pages 28 to 31.
205-3	Confirmed cases of corruption and actions taken	"No confirmed cases of corruption were reported during the period. We reiterate that Localiza&Co takes a rigorous approach to this matter, providing mandatory training and taking appropriate action whenever necessary."
Anti-competitive Behavior		
206-1	Lawsuits for unfair competition, and trust and monopoly practices	None
ENVIRONMENTAL DISCLOSURES		
Energy		
302-1	Energy consumption within the organization	Page 59.
302-3	Energy intensity	Page 59.
302-4	Reduced energy consumption	Page 59.
Water and Effluents		
303-1	Interactions with water as a shared resource	Page 60.
303-2	Management of impacts related to water disposal	Page 60.
303-3	Water harvesting	Page 60.
303-5	Water consumption	Page 60.
Emissions		
305-1	Direct emissions (Scope 1) of greenhouse gas (GHG)	Page 50.

GRI Standards	Content	Reference (page) / Direct Response
305-2	Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	Page 50.
305-3	Other indirect emissions (Scope 3) of greenhouse gas (GHG)	Page 50.
305-4	Intensity of greenhouse gas (GHG) emissions	Page 50.
305-5	Reduction of greenhouse gas (GHG) emissions	Pages 51 to 53.
Waste		
306-1	Waste generation and significant waste-related impacts	Page 57.
306-2	Management of significant waste-related impacts	Page 57.
306-3	Waste generated	Page 58.
306-4	Waste not intended for final disposal	Pages 57 and 58.
306-5	Waste intended for final disposal	Page 58.
Supplier environmental assessment		
308-1	New suppliers selected based on environmental criteria	Pages 88 and 89.
SOCIAL DISCLOSURES		
Employment		
401-1	New hires and employee turnover	Page 79.
401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	Pages 80 and 81.
401-3	Parental leave	Pages 81 and 82.
Occupational health and safety		
403-1	Occupational health and safety management system	Page 82.
403-2	Hazard identification, risk assessment, and incident investigation	Page 82.

GRI Standards	Content	Reference (page) / Direct Response
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 82.
403-6	Promotion of worker health	Page 83.
Training and education		
404-1	Average hours of training per year per employee	Page 74.
404-2	Programs to improve employee skills and assist with career transition	Pages 73 to 77.
404-3	Percentage of employees receiving regular performance and career development evaluation	Page 78.
Diversity and equal opportunity		
405-1	Diversity in governance bodies and employees	Pages 36, 40, 66, 69 and 70.
405-2	Proportion between base salary and compensation received by women and compensation received by men	Page 67.
Local communities		
413-1	Operations with engagement, impact assessments, and development programs focused on the local community	Page 86.
413-2	Operations with significant negative impacts – real and potential – on local communities	No negative impacts resulting from our operations on local communities were identified.
Customer privacy		
418-1	Verified complaints regarding privacy violations and loss of customer data	We received no complaints and had no cases of customer data loss.

SASB Content Summary

SASB Standard	Disclosure	Reference (page) / Direct Response
TR-CR-250a.1	Percentage of vehicle models evaluated by NCAP programs with an overall 5-star safety rating, by region	Page 84.
TR-CR-250a.2	Number of vehicles that were recalled	At the end of 2025, we found that 6,344 vehicles in our fleet underwent 6,808 recall interventions, in accordance with recall campaigns announced by the automakers.
TR-CR-410a.1	Weighted average of fuel savings per fleet rental day, by region	We are continuing to develop the metrics required to calculate this indicator.
TR-CR-410a.2	Fleet utilization rate	We recorded 79.7% for Car Rental (RAC) and 96.1% for Fleet Rental (GF), excluding vehicles being activated or deactivated from the calculation. The calculation was based on our owned fleet of 655,716 vehicles at year-end.
TR-CR-000.A	Average age of vehicles	Page 14.
TR-CR-000.B	Total rental days available	We totaled 169,218.0 rental days at year-end, of which 75,779.7 were for Car Rental (RAC) and 93,438.3 for Fleet Rental (GF). All figures presented are in thousands.
TR-CR-000.C	Average size of the rental fleet	At the end of 2025, our average rental fleet totaled 475,527 vehicles, of which 214,988 were for Car Rental (RAC) and 260,539 for Fleet Rental (GF).

SDG Map

Corporate Governance
17 PARTNERSHIPS FOR THE GOALS

People Development and Retention
4 QUALITY EDUCATION

Waste, Energy and Water Management
6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

Traffic Safety
11 SUSTAINABLE CITIES AND COMMUNITIES

Diversity, Inclusion and Human Rights
1 NO POVERTY | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Smart and Sustainable Use of Cars
3 GOOD HEALTH AND WELL-BEING

Atmospheric emissions
3 GOOD HEALTH AND WELL-BEING | 11 SUSTAINABLE CITIES AND COMMUNITIES | 13 CLIMATE ACTION

Social Development
1 NO POVERTY | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Service Quality
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ethics, Integrity and Transparency
8 DECENT WORK AND ECONOMIC GROWTH | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS

Credits

Coordination and writing

L&CO Sustainbility Management Team

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Sintagma Traduções e Interpretações

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