INVESTOR RELATIONS **PRESENTATION**

3Q25













- 1. COMPANY OVERVIEW
- 2. MAIN BUSINESS DIVISIONS
- 3. COMPETITIVE ADVANTAGES
- 4. FINANCIALS



BECOMING THE BIGGEST CAR RENTAL COMPANY IN LATAM

PHASE I: PATH TO LEADERSHIP

PHASE II: EXPANSION

PHASE III: BUILDING UP SCALE

PHASE IV: DIGITAL TRANSFORMATION

1973

Founded in Belo Horizonte with 6 VW beetles

1983

Franchising Strategy

1992

Internationalization through Franchising

1999

Brand creation for the Fleet Rental

2019

Follow-on of R\$1,8B

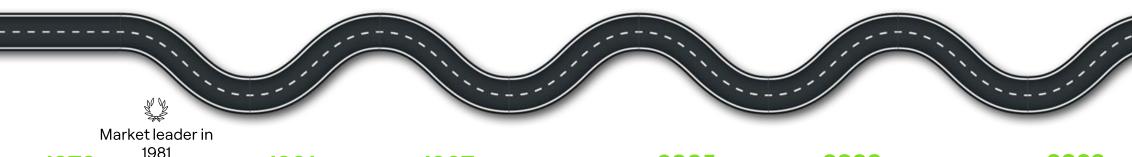
2021

Launch of Localiza Zarp 2023

Follow-on of R\$4.5B and Mexico expansion

> Market Cap of US\$8.8 bi in Nov/25

> > 2024



1979

Expansion to 11 capital cities

1991

Seminovos' creation

1997

DL&J Private Equity firm purchases 1/3 of the Company Market Cap US\$150mm 2005

IPO with a Market Cap of US\$295mm 2020

Locamerica merger announcement Subscription car launch - Meoo

2022

Merger closing with Locamerica - jul/22 Launch of new L& corporate brand CO

(1973)



1,970 (1983)



5,080 (1993)



24,700 (2003)



118,000 (2013)



634,731 (3Q25)

3025

BIG NUMBERS

635K

End of period fleet

+78K

Cars Purchased

76K

Cars sold

R\$10.7 bn

Net Revenues

688

Locations in Brazil, Latin America and Mexico 247

Seminovos' Stores +22k

Employees in Latin America 6.9p.p.

ROIC – KD after tax (5-year average)



OUR COMPANY IS IN CONTINUOUS AND CONSISTENT EVOLUTION MOVEMENT BECAUSE WE NEVER STOP LOOKING AT THE ESSENTIAL: OUR **CUSTOMERS**, OUR EMPLOYEES, OUR RESULTS

AND THESE ARE THE PILLARS OF OUR CORPORATE CULTURE



Localiza co 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

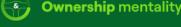


Results that are remarkable

We breed remarkable value, through lona-term vision

We do more with less, increasing productivity

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



We act boldly, fiercely and within a mindset of humility

We make agile decisions and act responsibly upon our autonomy

We search restlessly for excellence in simplicity

Ethics and trust

We do the right thing and care for our reputation

- 1. COMPANY OVERVIEW
- 2. MAIN BUSINESS DIVISIONS
- 3. COMPETITIVE ADVANTAGES
- 4. FINANCIALS

BUSINESS PLATFORM



 331,216 cars (328,752 Brazil and 2,464 Mexico), including daily rentals, monthly rentals, replacement and app drivers;

688 Locations in Brazil, Latin America and Mexico

Customer Centricity
Platform Synergies:

Bargaining Power Cost reduction Cross Selling



• 303,515 cars in the fleet, including light vehicles, subscription cars and heavy vehicles.



- 38.0% sold to final consumers (accumulated 2025)
- 247 stores in 132 cities in Brazil



- Mexico expansion.
- Telemetry solutions to optimize fleet management;
- Corporate travel platform



BUSINESS PLATFORM - CAR RENTAL

Short-term rental <12 months – daily or monthly



Individuals

Short- and long-term rental for individuals, in and out of airports



Zarp

Mobility solutions for app drivers



Companies

Short- and long-term rentals for individuals associated with corporations



Replacement

Replacement rental car for several insurance companies in Brazil



BUSINESS PLATFORM - FLEET RENTAL

Long-term rental >12 months



Fleet Rental



Localiza Meoo

Fleet rental and outsourcing solution for SMEs, as well as large corporations.

Subscription car, democratizing new car access without purchase costs



Trucks

Rental of heavy vehicles with a duration of 12 to 84 months, bringing productivity and operational solutions.



BUSINESS PLATFORM - SEMINOVOS

Sale of used cars after their use in rental divisions.



Support area

4

Sales channels

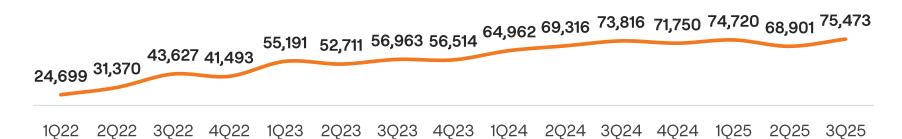
Support area to optimize asset turnover, reducing dependence for intermediaries

Retail sales, reaching the end consumer, and through a number of wholesale partners



Evolution of sales - Brazil

Quantity



- 1. COMPANY OVERVIEW
- 2. MAIN BUSINESS DIVISIONS
- 3. COMPETITIVE ADVANTAGES
- 4. FINANCIALS

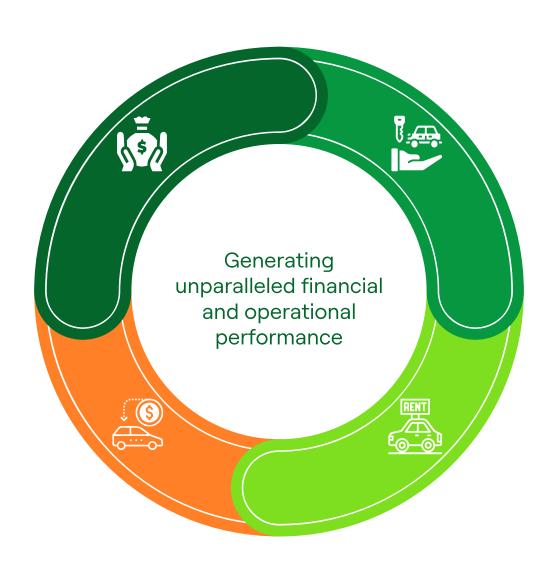


Raising money

Better credit rating and financing conditions

Selling cars

Great capillarity and sales with better conditions



Buying cars

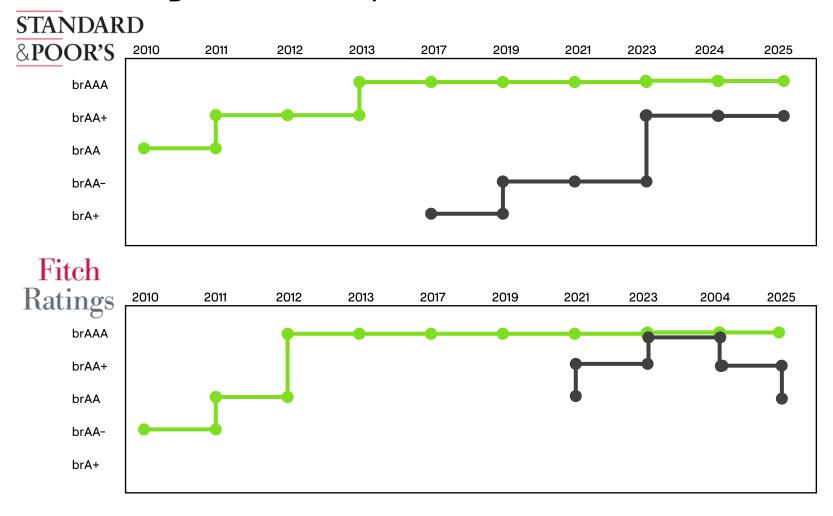
Main buyer in the sector and differentiated relationship with automakers

Renting cars

Top of Mind Company technology and market leader

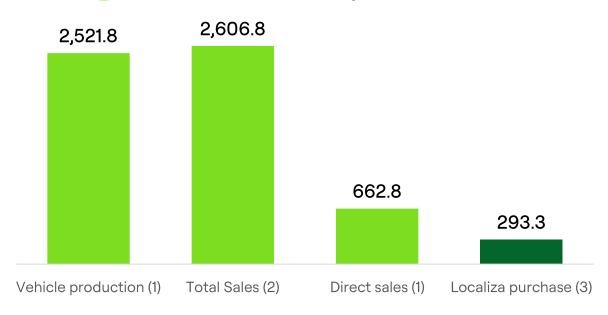


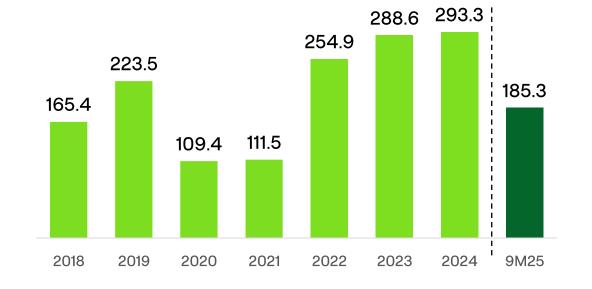
Best credit rating in the industry

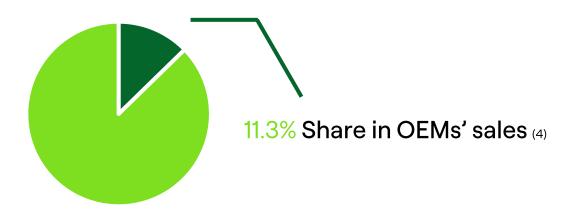




Distinguished relationship with automakers (2024) Largest car buyer (Brazil)





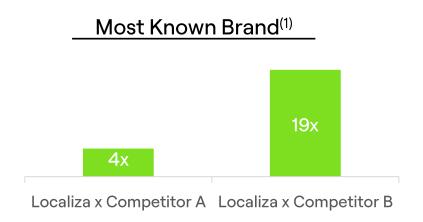


Operational Excellence in Purchasing

- Quality control of delivered cars
- Car licensing
- Shipping tracking
- Logistics management optimization



Brand Knowledge



Leadership in all segments

Convenience with:



Proximity and capillarity (agências Brazil)



Closer to our clients



Customer Experience

Digital Journey



The best subscription car according to Estadão.



NPS in zone of excellence



Connected fleet

Mobile Solutions

Driver's area

Risk Management

- Excellence in credit and default through IoT
- Driver behavior with incentives for good usage
- Delinquency rate well below the national retail average



... a Benefits Club full of advantages to enjoy every day...



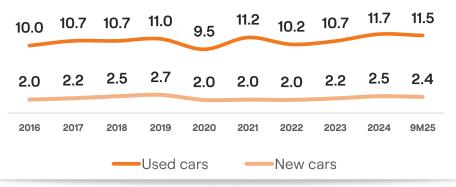


SELLING CARS

More productivity and market know-how to estimate the asset residual value and to price the rental



Huge market to be explored⁽¹⁾



Big data

Best understanding of costumer preference Pricing estimate - Depreciation /+ Residual Value Input for car purchase

Sales final consumer

Lower depreciation Loyalty of costumers, generating recurrency and recommendation

Source: (1) Fenabrave

Telemetry



LOCALIZA LABS



Digital journey

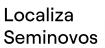




Localiza Meoo



Localiza Fast





Localiza Fleet Rental



ZARP





Digital in the way of operating the business



Technology and Data Science



Digital to delight our customers and employees





ESG

2024

ENVIRONMENTAL

- 94.7% of Localiza's fleet is flex-fuel, 100% fueled internally with ethanol
 - 42 thousand tons of CO2 due to the use of 25 million liters of ethanol
- 100% renewable energy consumed in 2024
 - **11.2 million kWh** of clean energy injected in 1H24 (+38% x 1H24)
- +295 thousand tons of GHG offset, including direct emissions and +35% of customer emissions through Neutraliza
- Greenhouse Gas Inventory (GHG) Gold Seal by the GHG Protocol for the 4th consecutive year
- Maintenance in the B3 ICO2 Carbon Efficient Index for the fifth consecutive year
- Advances in waste management with a focus on reverse logistics and valuation
- **52 million liters of water saved** by the dry sanitization technique, which reduces water consumption in washing by around 90%
- 90% of the waste generated in the Deactivation Centers and Pit Stops was diverted from disposal in the last year

Awards and ratings



- Only mobility services company in the Merco General 2024 ranking, among the 60 with the best reputation
- Only mobility services company in the Merco Responsabilidade ESG 2024
- Among the 60 best companies in Merco Talentos 2024;
- Highlighted in the Transportation and Logistics sector in the Best of ESG award by Exame
- 3rd consecutive time as one of the 15 best companies to work for, by Great Place to Work (GPTW) Brazil
- 2nd best company to work for in Minas Gerais GPTW MG;
- Institutional Investor Ranking in the categories: Best CEO, CFO, IR program, IR team and ESG program
- ESG Top-Rated Companies by Sustainalytics with ESG Top Industry and ESG Regional Top Rated
- Best Companies for LGBTQIA+ People to Work Award by Equidade BR
- Highlights in Services in the Ethos/Época de Inclusão 2024
 Survey coordinated by Instituto Ethos/Época Negócios

B3 Indexes

- IGPTW companies with best practices in people management
- ICO2 Carbon Efficient Index
- IDIVERSA index focused on diversity in Latin America
- ELAS11 Presence in the Safra Women in Leadership ETF



SOCIAL

- +30% of women in strategic leadership
- +29 thousand people impacted by technical education programs supported by Instituto Localiza
- The Volunteer Program had a lot of engagement and dedication: 87 activities were carried out with 3,735 people benefiting
- 93% favorability in terms of diversity and inclusion1
- 371 thousand hours of training for employees
- 3rd consecutive year in GPTW Brazil and 5th year in the Minas Gerais edition

GOVERNANCE

- 86% of employees trained on the Code of Conduct, Anti-Bribery and Anti-Corruption Policy, privacy, data protection and information security;
- **ISO 37,001** recertification combating bribery and corruption
- CEO and Board engagement agenda with our investors on ESG topics
- Review of the Sustainability Policy
- ESG Goals in C-Level Management Contracts

Notes

¹In organizational climate research

- 1. COMPANY OVERVIEW
- 2. MAIN BUSINESS DIVISIONS
- 3. COMPETITIVE ADVANTAGES
- 4. FINANCIALS

6.2% GROWTH IN NET REVENUE YEAR-OVER-YEAR, DRIVEN BY HIGHER AVERAGE DAILY RATE, IN LINE WITH PRICE RECOVERY PRIORITIZATION



Net Revenue - Car Rental

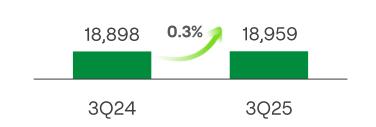




Rental Days - Car Rental

In thousands

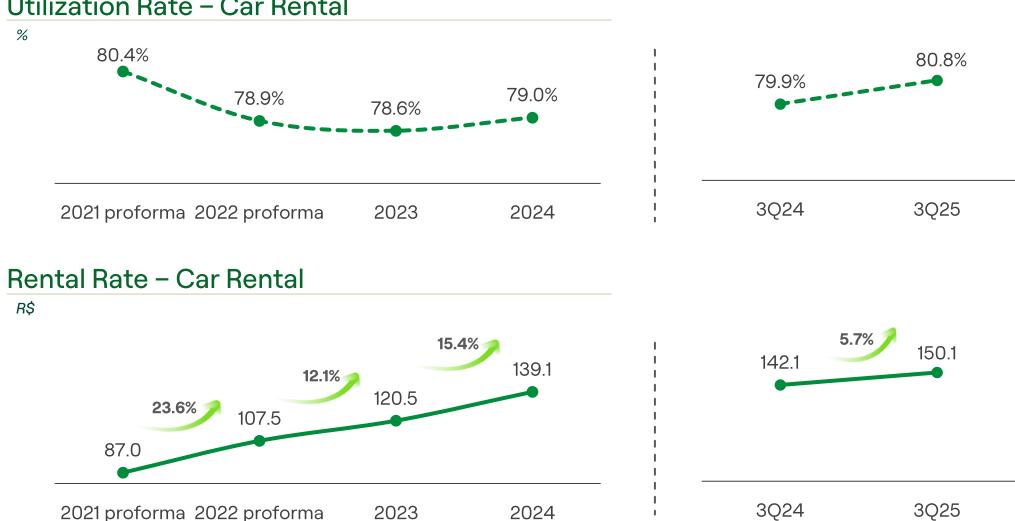




INCREASE IN AVERAGE DAILY RATE AND UTILIZATION RATE IN THE QUARTER, REINFORCING THE COMPANY'S EFFICIENT MANAGEMENT IN PRICING AND MIX



Utilization Rate - Car Rental



6.0% GROWTH IN QUARTERLY NET REVENUE YOY, WITH AVERAGE DAILY RATE INCREASING, EVEN IN A CONTEXT OF REDUCING SEVERE-USE CONTRACTS



24

Net Revenue - Fleet Rental

R\$ million, including telematics and other initiatives

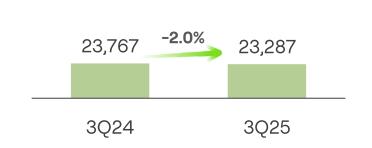




Rental Days - Fleet Rental

In thousands

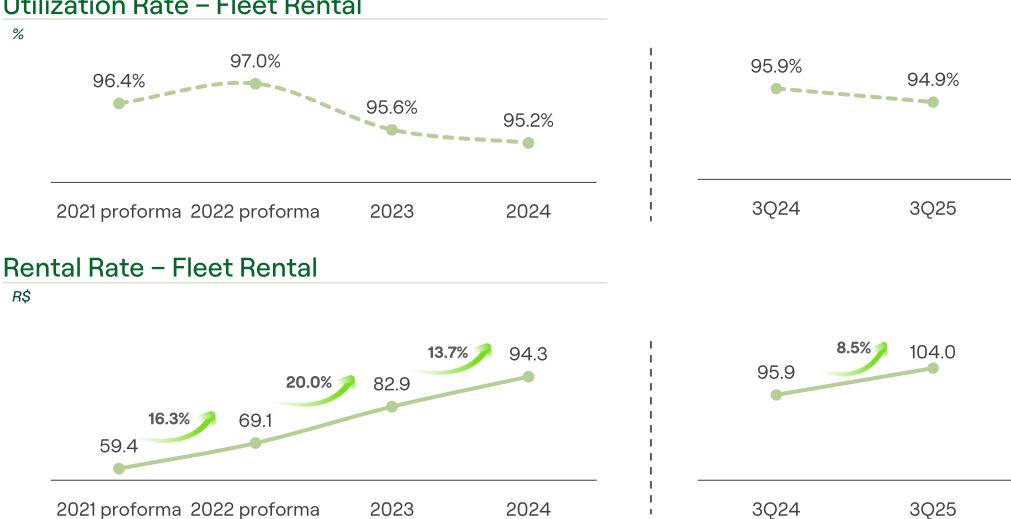




8.7% INCREASE IN AVERAGE TICKET WITH FLEET UTILIZATION RATE AT HEALTHY LEVELS, EVEN IN A CONTEXT OF PORTFOLIO OPTIMIZATION



Utilization Rate – Fleet Rental

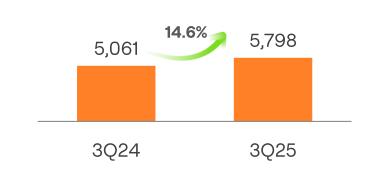


14.6% GROWTH IN QUARTERLY NET REVENUE, DRIVEN BY AN INCREASE IN BOTH VOLUME AND AVERAGE SELLING PRICE



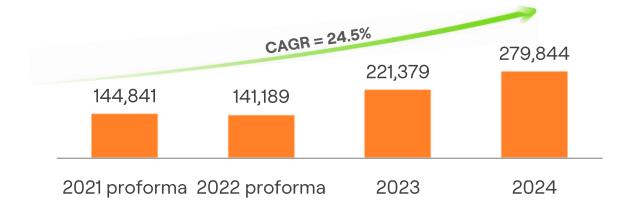
Net Revenue - Seminovos

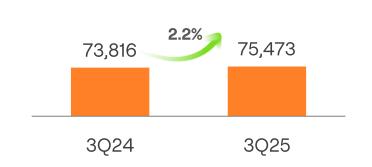




Cars sold - Seminovos

Quantity





26.4% REDUCTION IN THE AVERAGE MILEAGE OF CARS SOLD (3Q25 VS. 3Q23), REFLECTING PROGRESS IN THE FLEET REJUVENATION PROCESS



Average kilometer of cars sold – Seminovos

Units



^{*}Damaged vehicles disregarded in the wholesale average.

Average kilometer of cars sold

RESUMPTION OF SALES PACE, SURPASSING 75,000 CARS IN THE QUARTER. ADDITION OF 1,871 CARS, WITH A NET INVESTMENT OF R\$1.1 BILLION



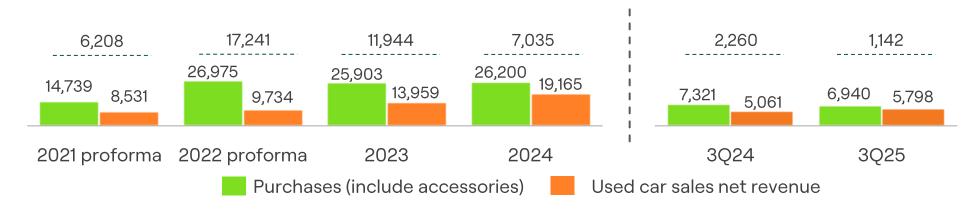
28

Car purchase and sales



Net fleet investment

R\$ million

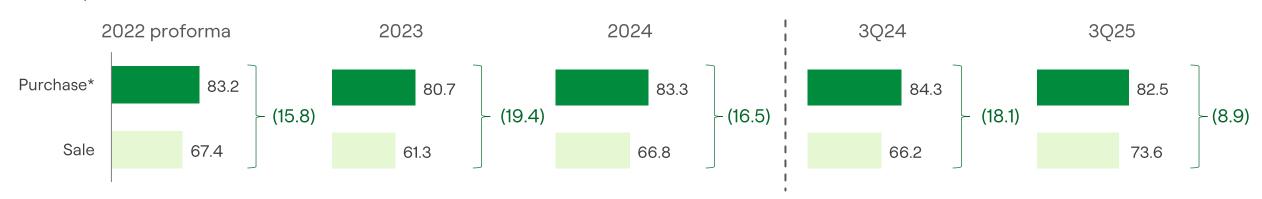


REDUCTION IN RENEWAL CAPEX IN BOTH DIVISIONS IN 3Q25 WHEN COMPARING WITH 3Q24



Average price of purchase and sale - Car Rental

R\$ thousand



Average price of purchase and sale - Fleet Rental



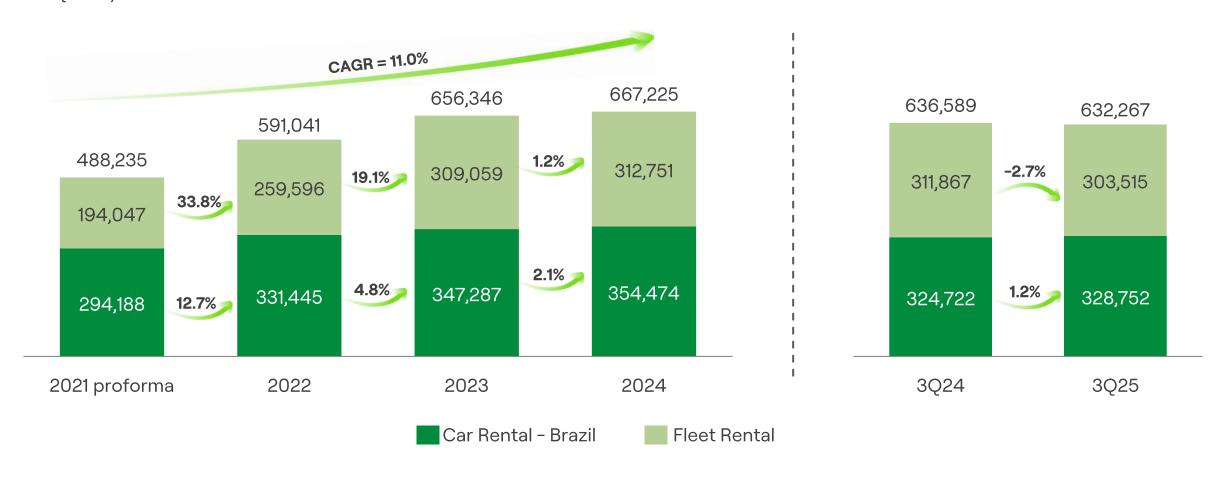
^{*}Purchase price does not include accessories

WE ENDED THE QUARTER WITH 632 THOUSAND CARS IN BRAZIL AND A STABLE FLEET COMPARED TO 3Q24



End of period fleet

Quantity

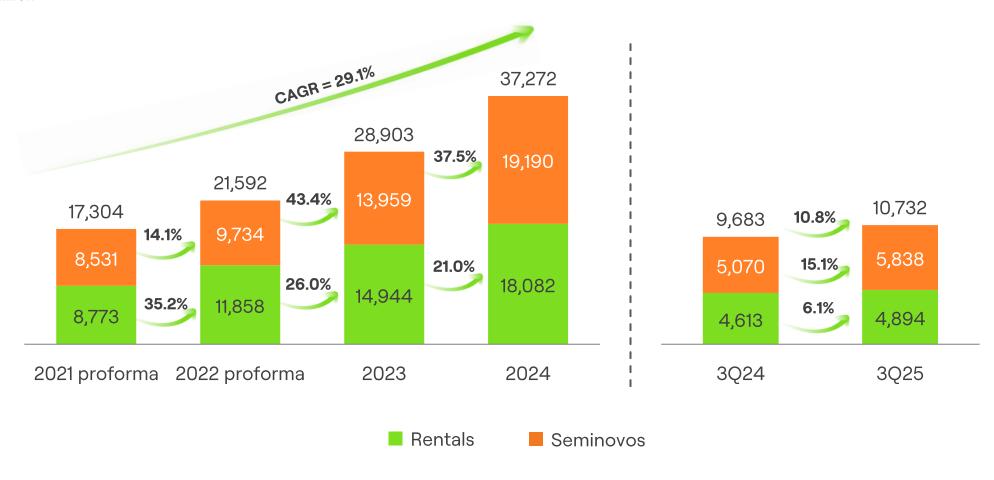


10.8% INCREASE IN QUARTERLY NET REVENUE COMPARED TO THE SAME PERIOD LAST YEAR



Consolidated Net Revenue

R\$ million

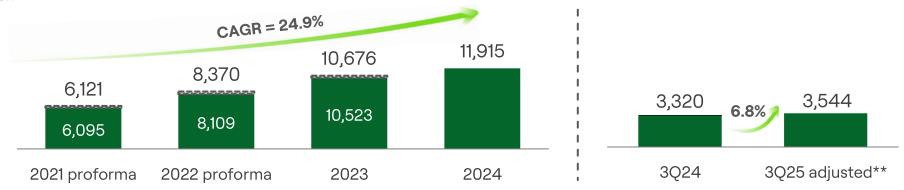


ADJUSTED EBITDA TOTALED R\$3.5 BILLION IN THE QUARTER, A 6.8% YOY INCREASE, WITH RENTAL MARGINS EXPANSION



Consolidated EBITDA





EBITDA Margin	2021 proforma 2022 proforma adjusted* adjusted*		2023 2024		3Q24	3Q25	3Q25 adjusted**	
Car Rental Brazil and Franchising	49.6%	57.6%	64.4%	62.0%	64.2%	67.3%	67.7%	
Fleet Rental	65.7%	67.9%	72.6%	66.8%	69.9%	73.1%	73.4%	
Rental Consolidated	55.1%	61.5%	68.1%	64.2%	66.9%	70.0%	70.4%	
Rental Consolidated + Mexico	55.1%	61.5%	67.8%	63.4%	66.2%	69.0%	69.3%	
Seminovos	15.1%	11.2%	2.9%	2.3%	5.3%	0.5%	2.6%	
Consolidated (over rental revenues)	69.8%	70.6%	70.4%	69.8%	72.0%	69.6%	72.4%	

^{*}Adjusted for one-offs related to integration expenses

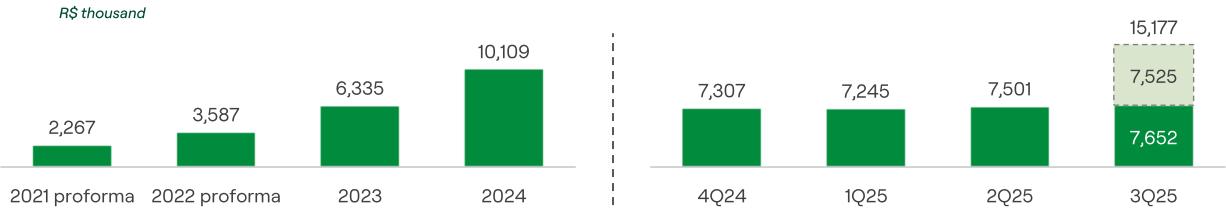
^{**}adjusted for IPI effects by R\$137 in 3Q25

SEQUENTIAL DEPRECIATION SLIGHTLY HIGHER, IN LINE WITH THE COMPANY'S EXPECTATIONS FOR BOTH DIVISIONS, EXCLUDING THE EFFECTS OF THE IPI REDUCTION



33





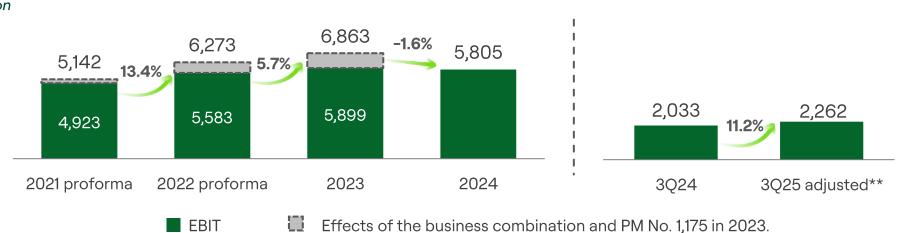
Average annualized depreciation per car – Fleet Rental





Consolidated EBIT





EBIT Margin includes the result of Seminovos and is calculated on rental revenues:

EBIT Margin	rgin 2021 proforma 2022 proforma adjusted* adjusted*		2023	2024	3Q24	3Q25	3Q25 adjusted**	
Car Rental Brazil and Franchising	55.2%	49.2%	33.9%	29.3%	44.8%	21.7%	45.8%	
Fleet Rental	65.3%	59.0%	47.3%	37.5%	45.3%	35.7%	49.1%	
Consolidated (overrental revenues	58.6%	52.9%	39.9%	33.1%	45.0%	28.3%	47.3%	
Rental Consolidated + Mexico	58.6%	52.9%	39.5%	32.1%	44.1%	27.2%	46.2%	

^{*}Adjusted for one-offs related to integration expenses

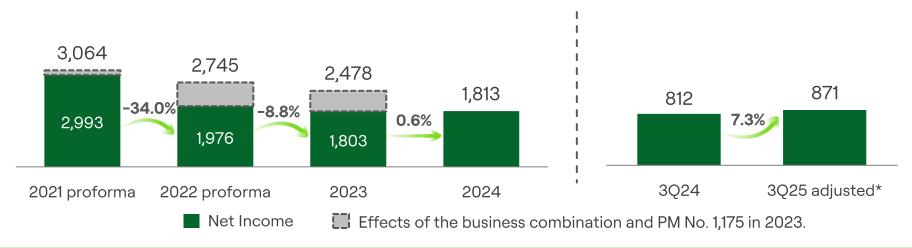
^{**}Adjusted for the effects of IPI by R\$929 in 3Q25 and 9M25

R\$871 MILLION IN ADJUSTED NET INCOME FOR THE QUARTER



Consolidated Net Income

R\$ miillion



EBITDA x Net income reconciliation	2023	2024	Var. R\$	Var. %	3Q24	3Q25 adjusted*	Var. R\$	Var. %	3Q25
Consolidated EBITDA	10,523	11,915	1,392	13.2%	3,320	3,544	224	6.8%	3,407
Cars depreciation	(3,845)	(5,610)	(1,765)	45.9%	(1,169)	(1,153)	17	-1.4%	(1,945)
Other PP&E depreciation and amortization	(447)	(524)	(77)	17.3%	(132)	(144)	(12)	9.1%	(144)
Write up amortization	(333)	24	357	-107.2%	15	15	_	-	15
EBIT	5,899	5,805	(93)	-1.6%	2,033	2,262	229	11.2%	1,332
Financial expenses, net	(4,024)	(3,939)	86	-2.1%	(1,045)	(1,220)	(175)	16.8%	(1,220)
Income tax and social contribution	(71)	(53)	18	-25.1%	(176)	(170)	6	-3.3%	146
Net income for the period	1,803	1,813	10	0.6%	812	871	59	7.3%	258

^{*}Adjusted for the effects of IPI in R\$613 in the 3Q25

IN THE YEAR, THE COMPANY GENERATED R\$8.2 BILLION FROM RENTAL OPERATIONS, PARTIALLY CONSUMED BY THE REDUCTION OF ACCOUNTS PAYABLE TO AUTOMAKERS.

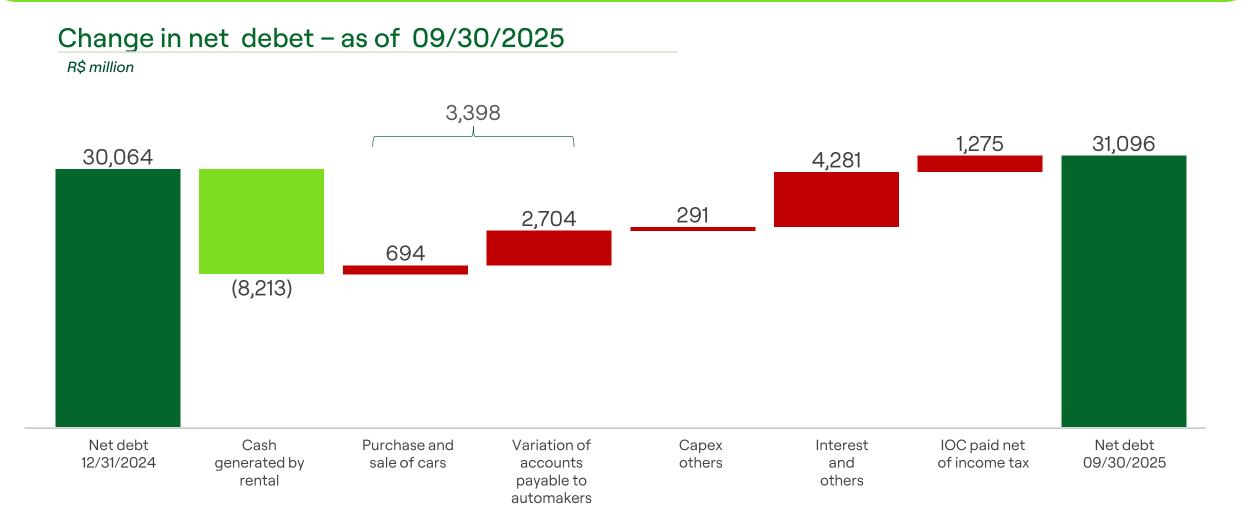


Free cash flow

	Free cash flow (R\$ million)	2021	2022	2023	2024	9M25
ns	EBITDA	3,698	6,589	10,523	11,915	10,026
	Used car sale revenue, net of taxes	(5,308)	(7,834)	(13,876)	(19,185)	(16,307)
Operations	Net book value of vehicles written-off	4,346	6,085	12,250	17,750	15,328
)er	(-) Income tax and social contribution	(307)	(83)	(130)	(488)	(457)
	Change in working capital	(568)	(1,284)	(1,783)	(236)	(377)
	Cash generated by rental operations	1,860	3,473	6,984	9,756	8,213
	Used car sale revenue, net from taxes	5,308	7,834	13,876	19,185	16,307
Capex	Fleet investment	(7,656)	(22,539)	(25,950)	(26,297)	(17,001)
	Net capex - cars	(2,348)	(14,705)	(12,074)	(7,112)	(694)
	Change in accounts payable to car suppliers	289	3,918	2,587	1,086	(2,704)
	Net investment in fleet	(2,059)	(10,787)	(9,487)	(6,027)	(3,398)
	Investment, property and intangible	(147)	(364)	(392)	(453)	(291)
Free	cash generated (applied) before interest and others	(346)	(7,679)	(2,895)	3,276	4,524

CASH GENERATED WAS CONSUMED BY THE REDUCTION OF THE OEM'S ACCOUNT, INTEREST PAYMENTS, AND IOC. NET DEBT TOTALED R\$31.1 BILLION IN 3Q25



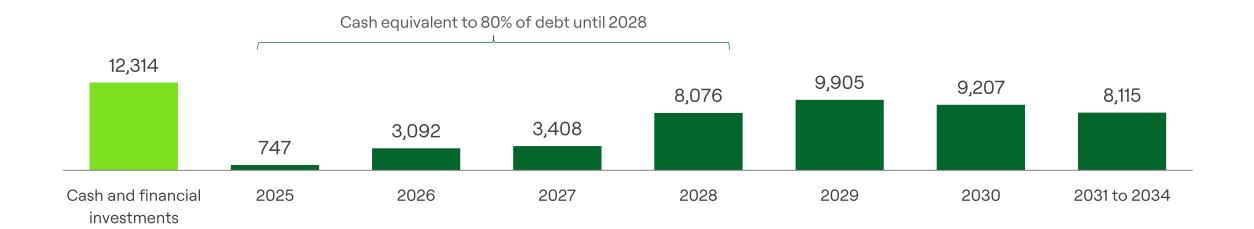


ROBUST CASH POSITION OF R\$12.3 BILLION AND PROGRESS IN ACTIVE DEBT MANAGEMENT AIMED AT REDUCING COST AND INCREASING DURATION



Debt maturity profile (principal) – as of 09/30/2025

R\$ million



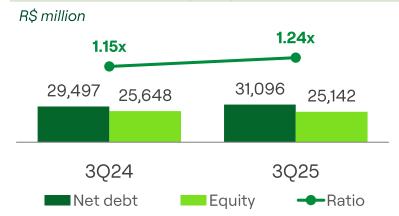
WE ENDED THE QUARTER WITH COMFORTABLE DEBT RATIOS



Net debt vs. Fleet value



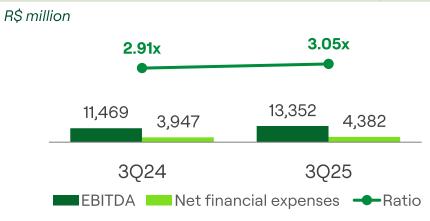
Net debt vs. Equity



Net debt vs. EBITDA LTM



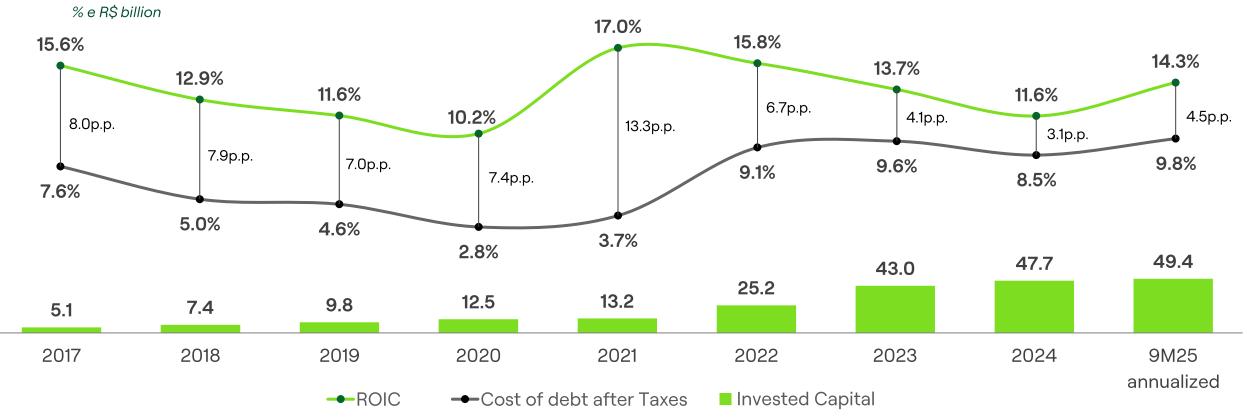
EBITDA LTM vs. Net financial expenses LTM



ANNUALIZED ROIC OF 14.3%, AN INCREASE OF 2.7 P.P. (VS.2024), WITH A 4.5 P.P. SPREAD OVER KD, REFLECTING PRICE RECOVERY AND COST MANAGEMENT INITIATIVES







ROIC calculated: NOPAT = EBIT X (1 - effective income tax rate); Invested Capital = Net Debt + Equity - Goodwill Invested capital of Localiza stand-alone until June 30th, 2022

In the 9M25 ROIC, the effects from the write-off of tax loss carryforward credits from Locamerica and the impacts of the IPI reduction were excluded

DISCLAIMER

Website: ri.localiza.com E-mail: ri@localiza.com Phone: +55 31 3247-7024 The material presented is a presentation of general background information about LOCALIZA as of the date of the presentation. It is information in summary form and does not purport to be complete. It is not intended to be relied upon as advice to potential investors. No representation or warranty, express or implied, is made concerning, and no reliance should be placed on, the accuracy, fairness, or completeness of the information presented herein.

This presentation contains statements that are forward-looking within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Such forward-looking statements are only projections and are not guarantees of future performance. Investors are cautioned that any such forward-looking statements are and will be, as the case may be, subject to many risks, uncertainties and factors relating to the operations and business environments of LOCALIZA and its subsidiaries that may cause the actual results of the companies to be materially different from any future results expressed or implied in such forward-looking statements.

Although LOCALIZA believes that the expectations and assumptions reflected in the forward-looking statements are reasonable based on information currently available to LOCALIZA's management, LOCALIZA cannot guarantee future results or events. LOCALIZA expressly disclaims a duty to update any of the forward-looking statement

Securities may not be offered or sold in the United States unless they are registered or exempt from registration under the Securities Act of 1933.

This presentation does not constitute an offer, invitation or solicitation of an offer to subscribe to or purchase any securities.

Neither this presentation nor anything contained herein shall form the basis of any contract or commitment whatsoever.











Thank you!

Localizasco