Webcast 1023



















BUSINESS COMBINATIONS ONE-OFFS

In this quarter, we will highlight the business combination related effects (one-offs), as it follows:

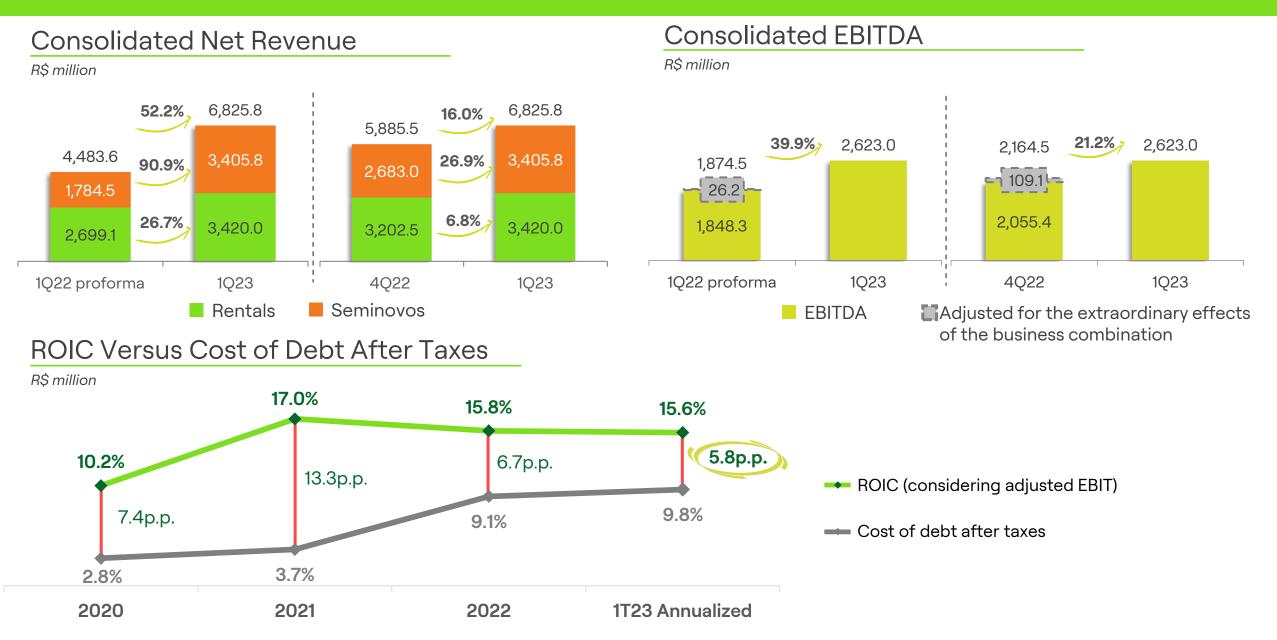
Description	EBIT Impact	Net Income Impact
Fleet write-up amortization	(136.7)	(90.2)
Revision effect of the customer relationship write-up	11.0	7.3
Total	(125.7)	(82.9)

We highlight the assets recognized in the context of the merger that will impact the result through their amortization:

- Fleet write-up (accounting for the differential between the fair value net cost of sales and the book value
 of the acquired fleet): amortization similar to the criteria used for fleet vehicles depreciation or in the
 case of car write-off
- Customer relationship write-up (accounting for the fair value of customer relationship)

L& CO

OPERATIONAL HIGHLIGHTS



CO CAR RENTAL

1Q22 proforma





NET REVENUE GROWTH IN THE ANNUAL AND SEQUENTIAL COMPARISON, REFLECTING THE EFFICIENT MANAGEMENT OF MIX AND PRICES

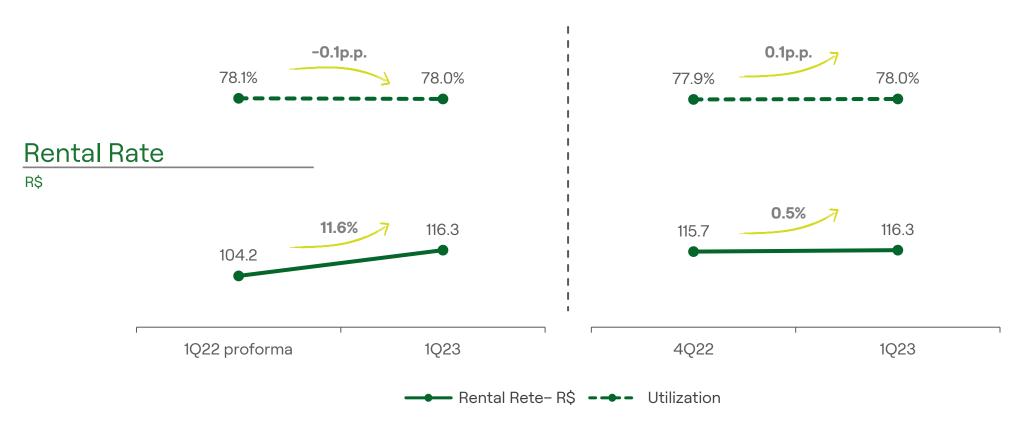
4Q22

1Q23

1Q23

L& CAR RENTAL





THE UTILIZATION RATE REMAINED PRACTICALLY STABLE EVEN WITH THE INCREASE IN THE AVERAGE RENTAL RATE

L& — FLEET RENTAL

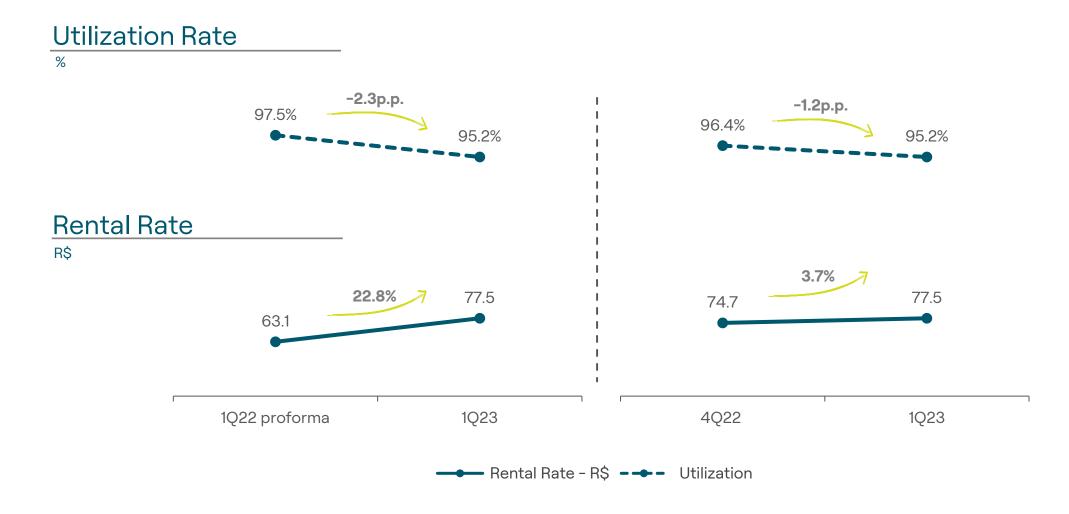
Net Revenue

R\$ million including telemetry and Localiza+ revenues



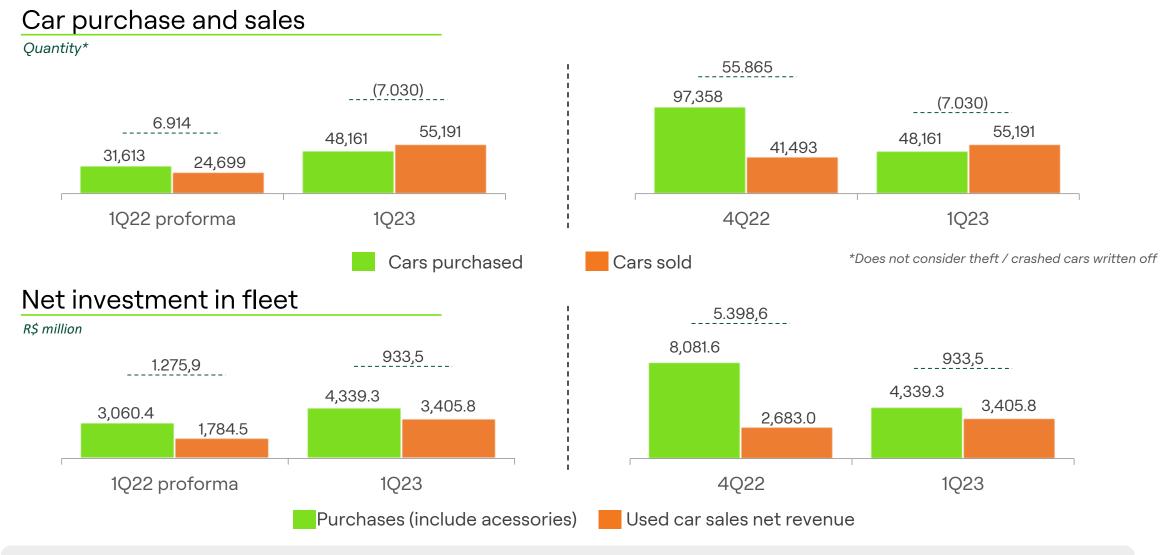
IN 1Q23, REVENUE KEEP ADVANCING AT A STRONG PACE, DUE TO THE COMBINED EFFECT OF CONSISTENT VOLUME GROWTH AND CAPTURING HIGHER PRICES IN NEW CONTRACTS

FLEET RENTAL



HIGHER AVERAGE RENTAL RATE, REFLECTING NEW CONTRACTS PRICED IN A CONTEXT OF MORE EXPENSIVE CARS AND HIGHER INTEREST RATES

L& — NET INVESTMENT

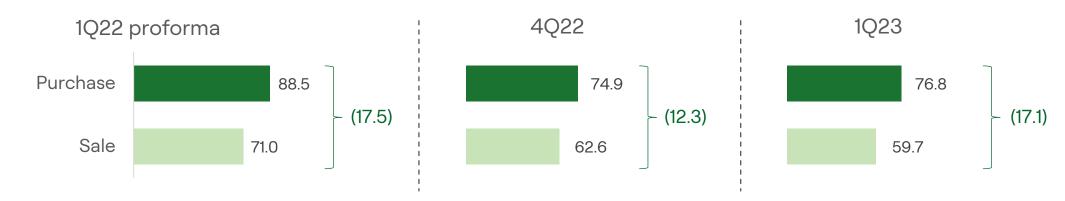


AFTER ANTICIPATING PART OF THE PURCHASE VOLUME IN 4Q22, THE COMPANY REDUCED THE PACE OF CAR PURCHASES IN 1Q23 AND ACCELERATED THE VOLUME OF CAR SALES IN BOTH THE ANNUAL AND SEQUENTIAL COMPARISON

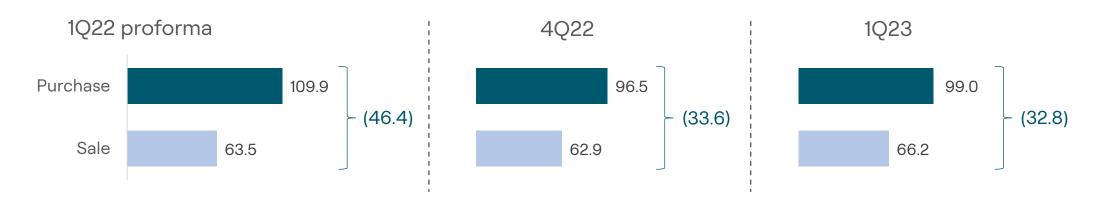


REPLENISHMENT CAPEX

Average price of purchase and sale - Car Rental



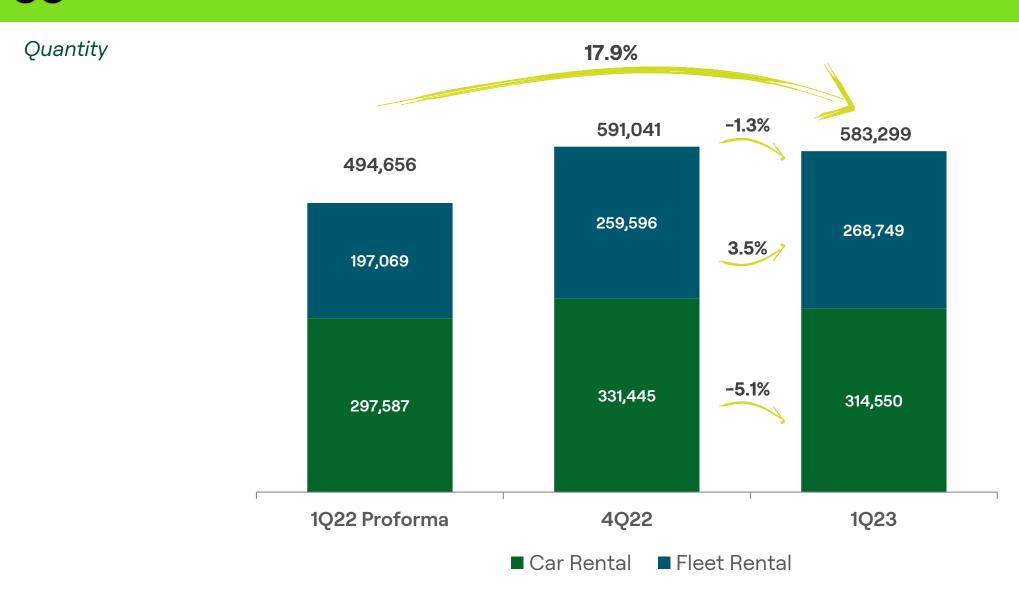
Average price of purchase and sale - Fleet Rental



IN THE CAR RENTAL, BETTER COMMERCIAL AND MIX CONDITIONS RESULTED IN AN AVERAGE PURCHASED PRICE 13.2% LOWER THAN THE PREVIOUS YEAR.
IN GTF, THE PURCHASE PRICE REFLECTS THE MIX ALSO COMPRISED OF SPECIAL AND HEAVY VEHICLES, WHICH RESULTS IN A GREATER DIFFERENCE BETWEEN THE
PURCHASE AND SALE PRICES



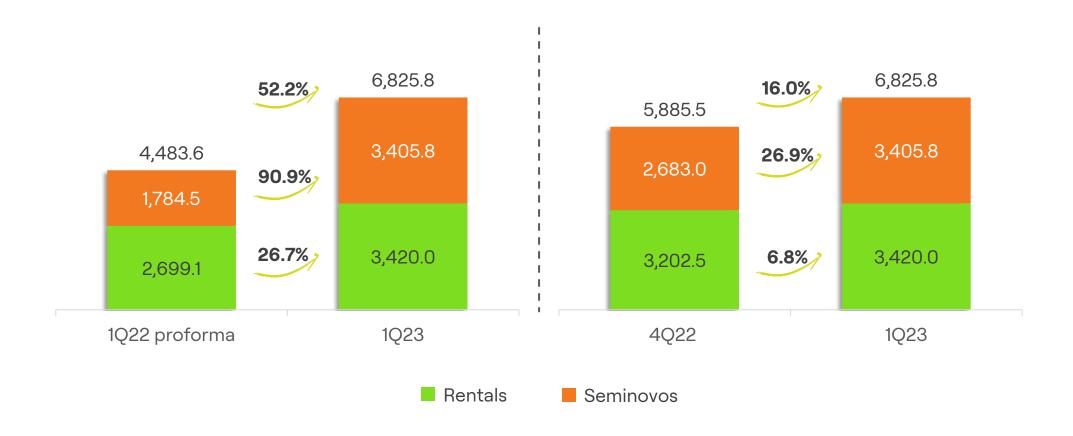
END OF PERIOD FLEET





CONSOLIDATED NET REVENUE

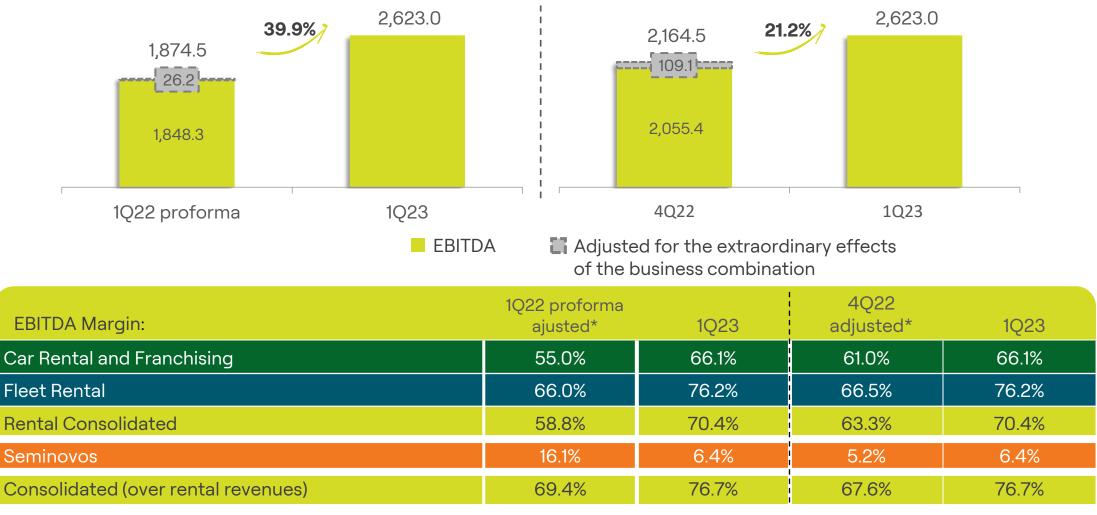
R\$ milhões





CONSOLIDATED ADJUSTED EBITDA

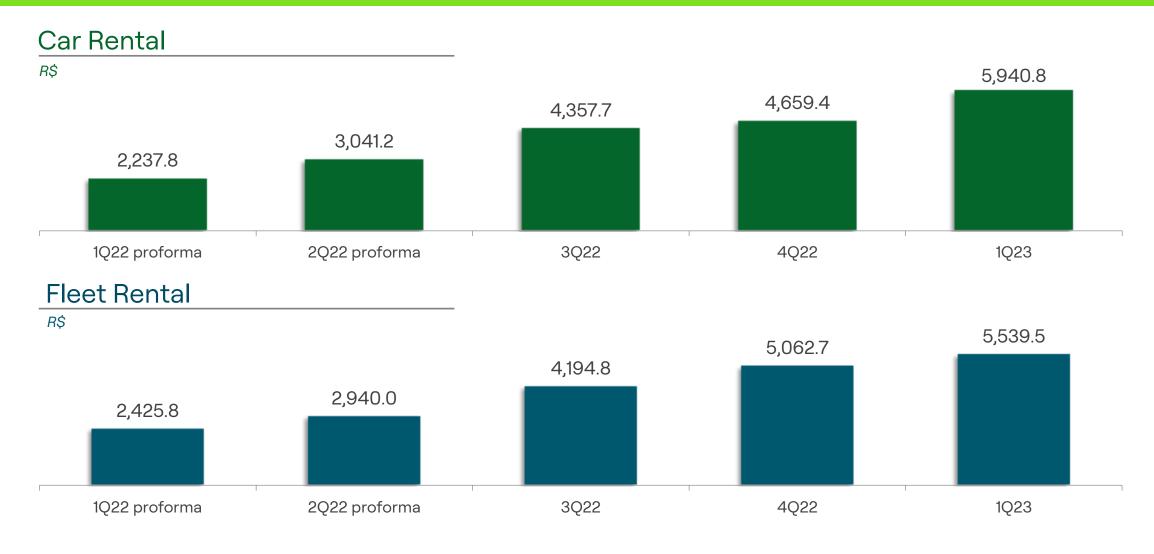
R\$ million



^{*}Adjusted for One-offs related to the integration expenses and the discontinuity of operations



AVERAGE ANNUALIZED DEPRECIATION PER CAR

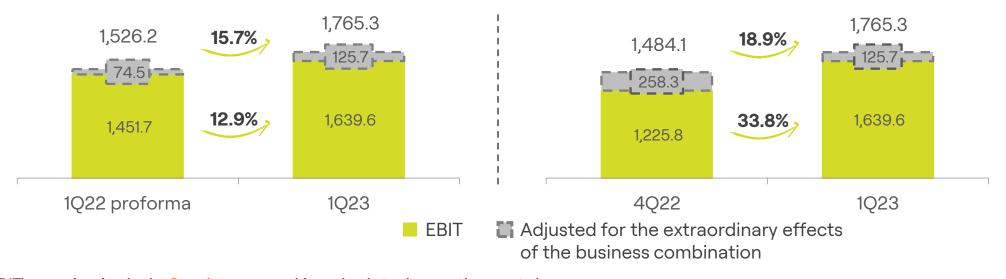


DEPRECIATION MAINTAINS AN UPWARD TREND, GIVEN THE HIGHER NUMBER OF CARS DEPRECIATING IN THE FLEET



CONSOLIDATED ADJUSTED EBIT

R\$ million



EBIT margins include Seminovos and is calculated over the rental revenues

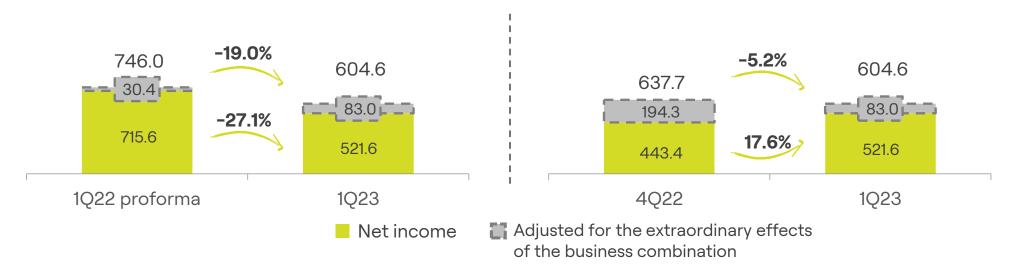
EBIT Margin:	1Q22 proforma adjusted*	1Q23 adjusted	4Q22 adjusted*	1Q23 adjusted
Car Rental and Franchising	51.8%	45.5%	45.1%	45.5%
Fleet Rental	65.7%	59.9%	48.0%	59.9%
Consolidated (over rental revenues)	56.5%	51.6%	46.3%	51.6%

^{*}Adjusted for One-offs related to the integration expenses, discontinuity of operations, and fleet and customer relationship write-up amortization



CONSOLIDATED ADJUSTED NET INCOME

R\$ million



EBITDA x Net income reconciliation	1Q22 proforma	1Q23	Var. R\$	Var. %	4Q22	1Q23	Var. R\$	Var. %
Consolidated EBITDA	1,874.5	2,623.0	748.5	39.9%	2,164.5	2,623.0	458.5	21.2%
Cars depreciation	(264.2)	(763.5)	(499.3)	189.0%	(609.1)	(763.5)	(154.4)	25.3%
Other PP&E depreciation and amortization	(84.1)	(94.2)	(10.1)	12.0%	(71.3)	(94.2)	(22.9)	32.1%
Equity equivalence result	0.1	-	(0.1)	0.0%	-	-	-	-
EBIT	1,526.2	1,765.3	239.1	15.7% i	1,484.1	1,765.3	281.2	18.9%
Financial expenses, net	(490.7)	(1,069.9)	(579.2)	118.0%	(748.0)	(1,069.9)	(321.9)	43.0%
Income tax and social contribution	(289.6)	(90.8)	198.8	-68.6%	(98.4)	(90.8)	7.6	-7.7%
Adjusted net income of the period	746.0	604.6	(141.4)	-19.0%	637.7	604.6	(33.1)	-5.2%

NET INCOME CARRIED A STRONG GROWTH IN OPERATING RESULTS WHICH WAS MORE THAN OFFSET BY GREATER DEPRECIATION AND FINANCIAL EXPENSES



FREE CASH FLOW

	Free cash flow (R\$ million)	2020 actual	2021 actual	2022 actual	1Q23
Operations	EBITDA	2.468,1	3.697,5	6.589,2	2.623,0
	Used car sale revenue, net of taxes	(6.109,1)	(5.308,0)	(7.833,6)	(3.376,5)
	Net book value of vehicles written-off	5.599,9	4.346,0	6.085,3	2.845,5
	(-) Income tax and social contribution	(250,1)	(307,1)	(83,4)	(4,3)
0	Change in working capital	91,6	(568,3)	(1.284,3)	(210,3)
	Cash generated by rental operations	1.800,4	1.860,1	3.473,2	1.877,4
	Used car sale revenue, net from taxes – fleet renewal	4.886,9	5.308,0	7.833,6	3.017,0
renewal	Fleet renewal investment	(5.524,1)	(6.366,9)	(9.902,5)	(4.339,3)
	Change in accounts payable to car suppliers for fleet renewal	(466,6)	(282,6)	1.619,6	(2.029,0)
Сарех	Net investment for fleet renewal	(1.103,8)	(1.341,5)	(449,3)	(3.351,3)
<u> </u>	Fleet renewal – quantity	109.379	92.845	118.538	55.191
Investm	ent, property and intangible	(108,0)	(143,4)	(352,8)	(70,0)
Free cas	h flow from operations, before fleet increase or reduction	588,6	375,2	2.671,1	(1.543,9)
wth	(Investment) / Divestment in cars for fleet growth	1.222,2	(1.289,0)	(12.636,4)	359,5
Growth	Change in accounts payable to car suppliers for fleet growth	(522,5)	571,6	2.298,3	-
Сарех	Net investment for fleet growth	699,7	(717,4)	(10.338,1)	359,5
Сар	Fleet increase / (reduction) – quantity	(26.111)	18.665	136.391	(7.030)
Free cas	h flow after growth	1.288,3	(342,2)	(7.667,0)	(1.184,4)
Other invest.	Acquisitions - except fleet value	(7,9)	(3,6)	(11,5)	(4,3)
Free cas	h generated (applied) before interest and others	1.280,4	(345,8)	(7.678,5)	(1.188,7)

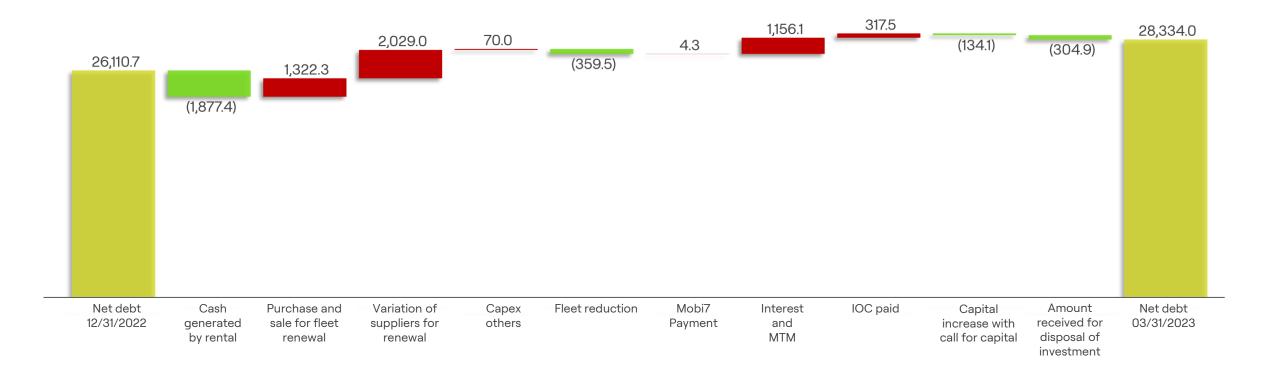
For the FCF, short term financial investments were considered cash



CHANGE IN NET DEBT

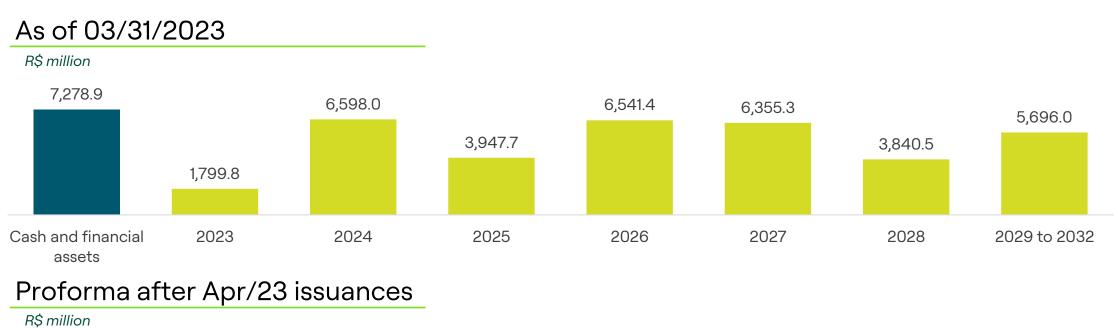
As of 03/31/2023

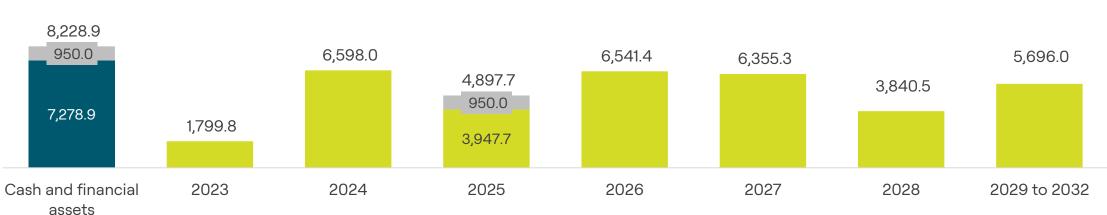
R\$ milhões



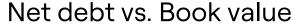


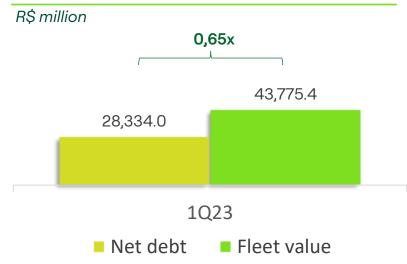
DEBT MATURITY PROFILE (PRINCIPAL)





L& — DEBT RATIOS





Net debt vs. Equity



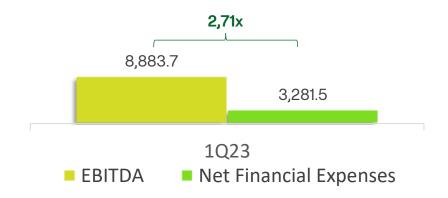
Net debt vs. EBITDA LTM

R\$ million



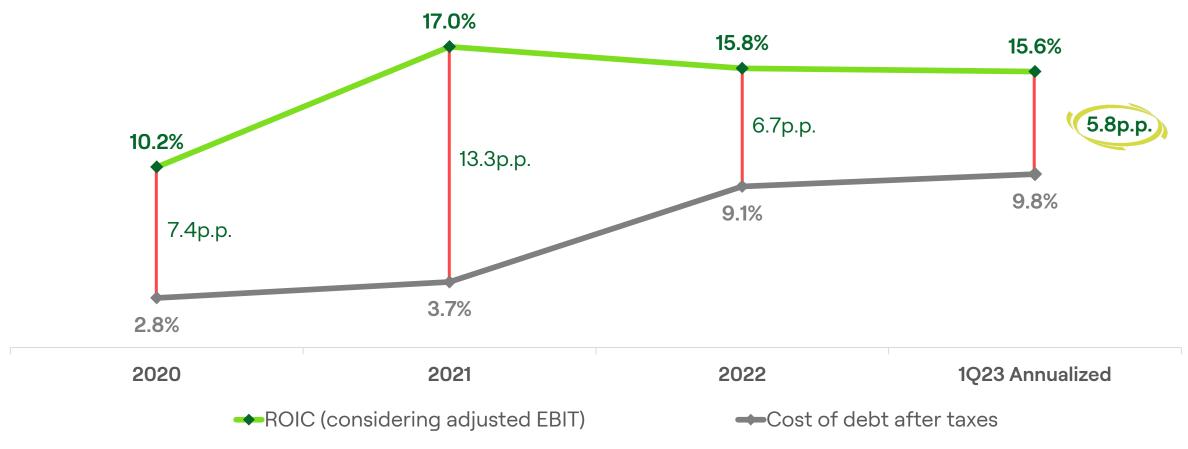
EBITDA vs. Net financial expenses LTM

R\$ million





ROIC VERSUS COST OF DEBT AFTER TAXES



1Q23 annualized ROIC calculated from:

Nopat = EBIT x (1 - Effective Tax Rate); Invested Capital = Total fleet + working capital

THANK YOU!

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