

Localiza&co

INVESTOR RELATIONS
PRESENTATION
1Q26



[B]³
BRASIL
BOLSA
BALÇÃO

NOVO
MERCADO
BM&FBOVESPA

Índice
Brasil 50
IBRX 50

Índice
Carbono
Eficiente
ICO2

Índice de
Ações com Tag Along
Diferenciado
ITAG

OTCQX

IGPTWB3

Localiza&co

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Localiza&co

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COMPANY OVERVIEW

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COMPETITIVE ADVANTAGES

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MAIN BUSINESS DIVISIONS

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ESG LOCALIZA&CO

5

FINANCIALS



Localiza&CO

Our company is in continuous and consistent evolution movement because we never stop looking at the essential: our customers, our employees, our results

Localiza&co

To simplify, to amaze. To get there.



People who inspire

We develop and recognize our team, encouraging high performance

We genuinely care for one another and enjoy the journey together

We build together with trust and open conversations, embracing the final decision



Customer is our passion

We amaze with friendliness, in simple and unexpected ways

We innovate based on customer needs, continuously experimenting to evolve

We prioritize our customers and cultivate long-term relationships



Results that are remarkable

We generate exceptional value through long-term thinking and disciplined execution

We maximize productivity by doing more with less

We contribute to a more sustainable, diverse, and inclusive world



Ownership mentality

We act boldly, with ambition and humility

We make decisions with agility and operate with accountable autonomy

We pursue excellence with simplicity

Ethics and trust

We do what is right and care for our reputation

AND THESE ARE
THE PILLARS OF
OUR CORPORATE
CULTURE



BECOMING THE BIGGEST Car Rental Company em LATAM

PHASE I: PATH TO LEADERSHIP

PHASE II: EXPANSION

PHASE III: BUILDING UP SCALE

PHASE IV: COMBINING BUSINESS WITH INNOVATION

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

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 corporate brand

2025

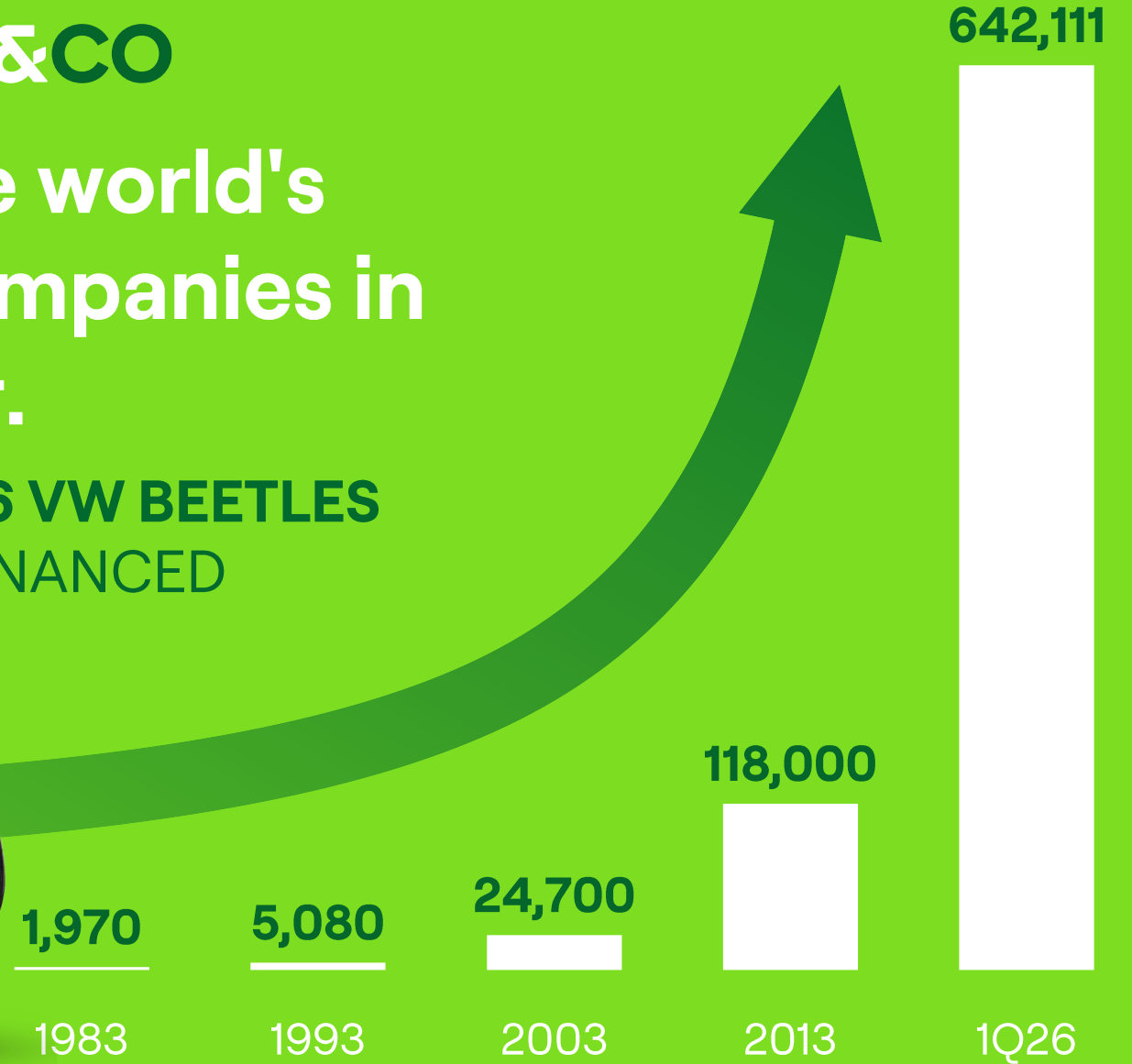
Market Cap of US\$10.1 bi in Mar/26



Localiza&co

One of the world's largest companies in the sector.

1970 > 06 VW BEETLES FINANCED





Big Numbers

1Q26 | BRAZIL

642K

End of period
fleet

+82K

Cars Purchased

590

Locations in
Brazil

265

Seminovos'
Stores

+95K

Cars sold

+22K

Employees in
Latin America



Biggest car buyer

+11% Market share of automakers' sales



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Localiza&CO

Customer centricity

- + Scale
- + Cost reduction
- + Cross Selling



Localiza

- **342,855** (339,112 BR + 3,743 MX) cars in the fleet, including daily, monthly, replacement rentals and ride-hailing drivers;
- **690** branches in Brazil, Latin America and Mexico

Localiza Gestão de Frotas

- **302.999** cars in the fleet, including light vehicles, subscription cars and heavy vehicles.

Localiza seminovos

- **39.2%** sold to final consumer (accumulated 2026);
- **265** stores in **138** cities in Brazil.



Mexico expansion;
Telemetry solutions to optimize fleet management

Why Localiza?

Localiza combines leadership, scale, and operational excellence to deliver sustainable growth and consistent value creation.



Market leader with a robust and relevant presence in the sector



Scale and efficiency, supported by an integrated and digital platform



Solid track record, with a history of growth and financial discipline



Preferred brand, recognized for its superior customer experience



Lasting competitive advantages in technology, fleet intelligence, and execution



Strong culture and high-performance team, driving innovation and results



Why Localiza?

Raising money

Better credit rating and financing conditions

Great capillarity and sales with better conditions

Selling cars

Generating unparalleled financial and operational performance

Buying cars

Main buyer in the sector and differentiated relationship with automakers

Top of Mind Company technology and market leader

Renting cars



Raising money

Best credit rating in the industry

Localiza&Co

Competitor 01

Competitor 02



STANDARD
& POOR'S

	2010	2011	2012	2013	2017	2019	2021	2023	2024	2025	2026
brAAA											
brAA+											
brAA											
brAA-											
brA+											

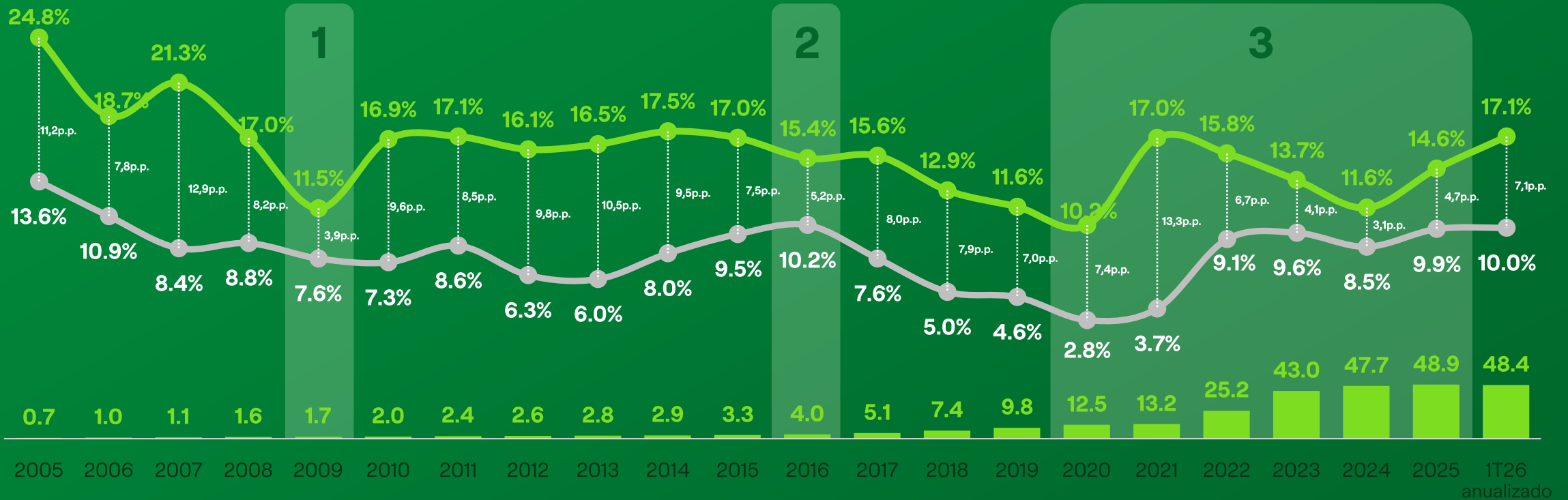
FitchRatings

	2010	2011	2012	2013	2017	2019	2021	2023	2024	2025	2026
brAAA											
brAA+											
brAA											
brAA-											
brA+											

Value creation



● ROIC
 ● Cost of debt after taxes
 ■ Invested Capital (R\$ B)



1 IPI reduction.

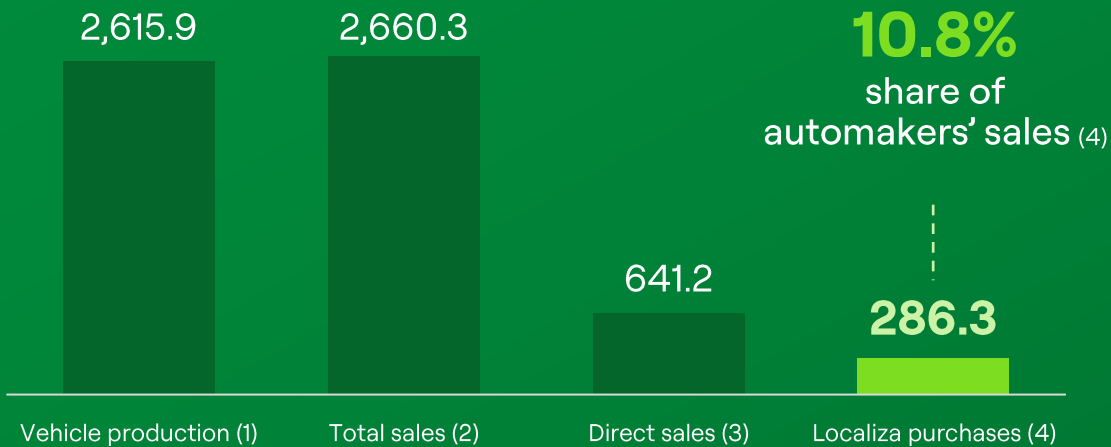
2 Year of economic recession in Brazil and entry of new players into the sector.

3

- **2020–2022:** pandemic-related effects;
- **2023–2024:** impacts from Provisional Measure No. 1,175 of 2023, which established a discount mechanism for the acquisition of new (0km) vehicles;
- **2025:** negatively impacted by BRL 937 million due to the write-off of Locamerica's tax loss carryforwards and the IPI reduction in 3Q25.

Buying cars

Distinguished relationship with automakers (2025)



Largest car buyer (Brazil)



Operational Excellence in Purchasing



Quality control of delivered cars



Car licensing



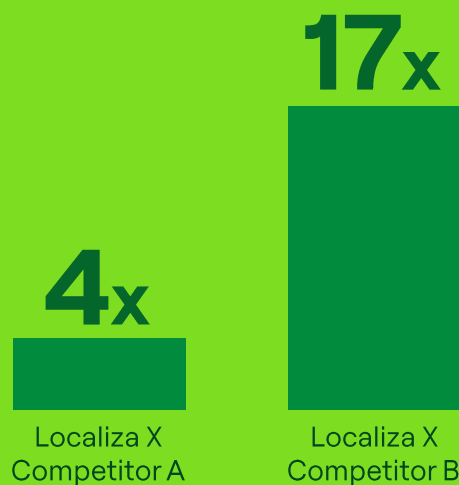
Shipping tracking



Logistics management optimization

Car Rental

MOST KNOWN BRAND⁽¹⁾



Leadership in all segments



PROXIMITY AND
CAPILLARITY



Present in
363
Brazilian
cities

590 branches

516 operated by Localiza

266 Competitor A⁽²⁾ **159** Competitor B⁽²⁾

100 branches

in Latin America
30 operated by Localiza

Digital pick-up

FAST RENTAL WITH NO QUEUES



In-app reservation

1 in 3

customers use the solution at eligible branches



Facial recognition

NPS 92

in the vehicle pick-up experience



"Magical" pick-up (with proprietary anti-fraud system)

265.000

cars with the technology in over 200 branches



Convenience with Localiza Fast

1.1 million digital pick-ups in 2025

Customer delight

NPS IN EXCELLENCE ZONE



**Conected
Fleet**



**Mobile
Solutions**



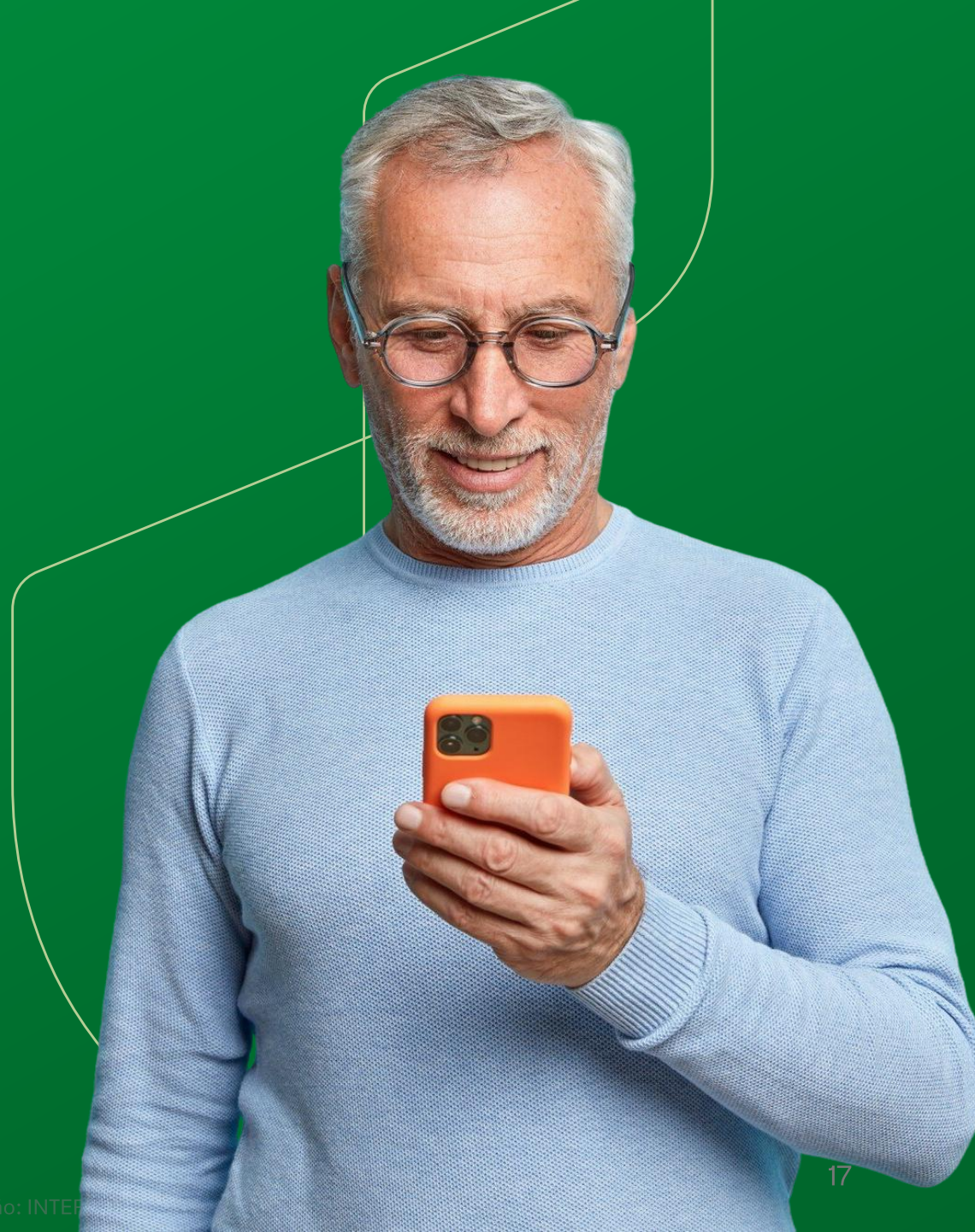
**Driver's
area**

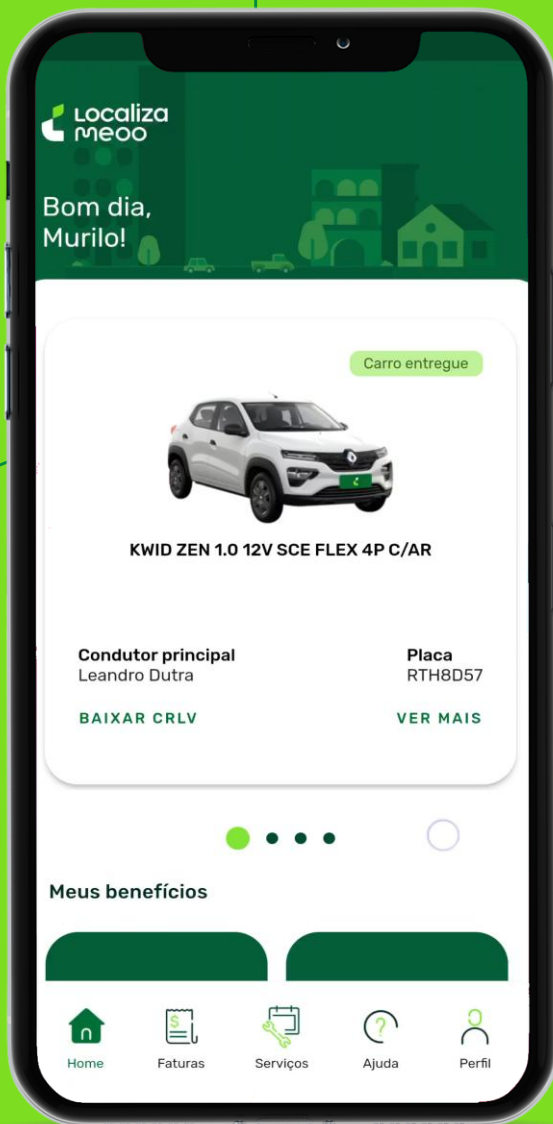
RISK MANAGEMENT

**Excellence in
credit** and
default
through IoT

**Driver
Behaviour**
with incentives
for good usage

**Delinquency
rate** well below
the national
retail average





The good part about having a new car

12 TO 48 MONTH SUBSCRIPTION WITH EVERYTHING INCLUDED

- 100% Digital Journey
- Documentation and Vehicle Tax
- Vehicle Registration
- Damage Repair
- 24-hour Assistance
- Preventive and Corrective Maintenance
- Complete protection
- Benefits club: incl. 15% discount at Localiza
- 24-hour assistance
- Traffic fine management
- Towing
- Tire change



Subscription cost is between 10% and 25% **cheaper than ownership**



PITSTOP 2025

Preventive and corrective maintenance centers for Fleet Rental and Meoo vehicles.



+266k customers served



+168k vehicle inspections completed



~500 Customers served per day



NPS 92



Seminovos

Selling cars with greater productivity and know-how to estimate the residual value of the asset and price the rental.

Big data

- ➔ Better understanding of customer preferences
- ➔ Price estimate
- ➔ Depreciation /+ Residual value
- ➔ Input for car purchase

Sales final consumer

- ➔ Lower depreciation
- ➔ Loyalty of costumers, generating recurrency and recommendation

Huge market to be explored⁽¹⁾



265 Stores
Strong capilarity

Presence in **All regions**

Online Channel
Digital sales with customer journey "Big Data"

138 cities
in Brazil



Source: (1) Fenabrave

DC

Preparing for sale 2025

Decommissioning and preparation centers for the sale
of pre-owned vehicles

12

Decommissioning
centers

~280k

Cars prepared

360+

Items checked
during
preparation





Localiza Labs



Localiza Labs

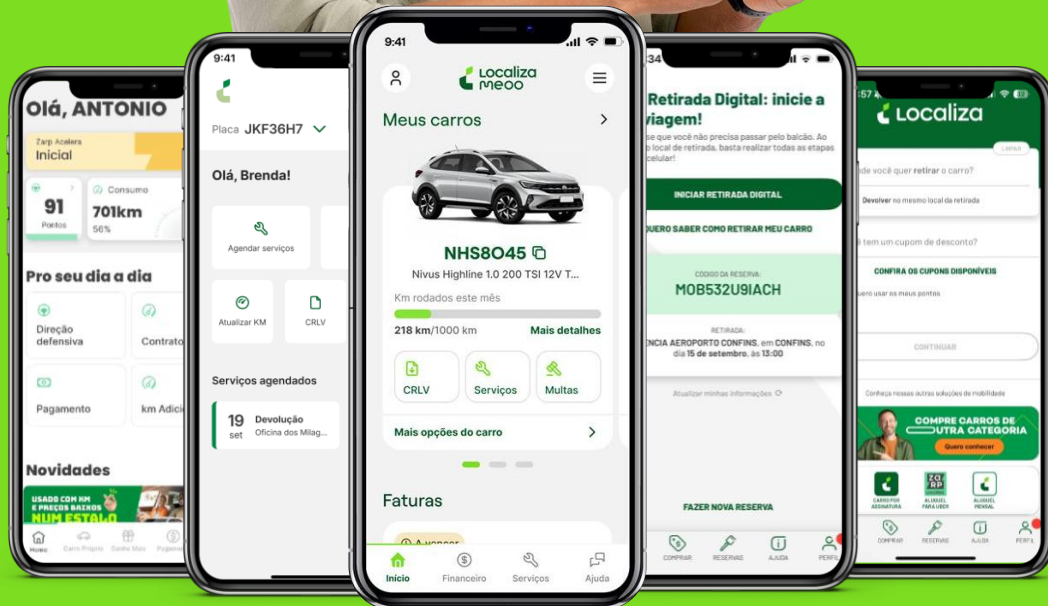
Digital Journey



Digital in the way the business operates

Technology and AI as a competitive advantage

Digital to delight our customers and employees



Professionals spread across 18 states in Brazil



Offices in Brazil: Belo Horizonte, Curitiba and São Paulo



Cloud-first company with 100% workloads in the AWS cloud

Telemetry



Value Creation



Fleet Rental



Asset protection



User experience



Emergency services



Logistics



Automation



Self-service rental



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Car Rental – RAC

SHORT-TERM RENTAL <12 MONTHS – DAILY OR MONTHLY

Individuals

SHORT- AND LONG-TERM RENTAL FOR INDIVIDUALS

Addressable market of 63MM people⁽¹⁾

More than 3.9M active loyalty program customers

Branch network: 590 branches in Brazil and 100 across Latin America

Zarp

SHORT-TERM VEHICLE RENTAL FOR RIDE-HAILING DRIVERS, SUPPORTED BY A DEDICATED NETWORK.

1.4 million ride-hailing drivers in Brazil⁽⁴⁾

+80 thousand rental vehicles (considering only cars rented with rental companies; does not include peer to peer rental)

Companies

DAILY AND MONTHLY CAR RENTAL SOLUTIONS FOR CORPORATE CUSTOMERS

Total addressable market of 3.3 million vehicles (Brazilian fleet excluding retail customers and non-addressable segments)⁽²⁾

Replacement

REPLACEMENT RENTAL CAR FOR SEVERAL INSURANCE COMPANIES IN BRAZIL

Total circulating fleet of 49.6 million vehicles and an insured fleet of 17.4 million vehicles in Brazil⁽³⁾



Source: (1) Percentage of the Total Market with requirements for car rental (over 18 years old, with driver's license and credit card), and with income of R\$ 580 after expenses (according to internal company research); (2) Company's estimates; (3) Sindipeças circulating fleet and projected insured fleet based on Autoseg and Susep reports; (4) Uber data and Localiza data.

Fleet Rental and Subscription

LONG-TERM RENTAL >12 MONTHS

Fleet Rental

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

Corporate fleet of 8.1 million vehicles in Brazil (11% outsourced fleet penetration)⁽¹⁾

Competitiveness: TCO (total cost of ownership) vs. rental



Localiza Meoo

Car subscription solutions for individuals and small businesses, democratizing access to new vehicles without the costs of ownership

Over 1.2 million individuals purchase cars annually (2.5 million retail units plus direct sales)⁽²⁾

Estimated addressable market of 5.8 million Brazilians⁽³⁾

Affordability: the entry-level new car price is equivalent to 44 minimum wages, increasing the attractiveness of rental and subscription models.



Trucks

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

Brazilian fleet of 2.2 million trucks⁽⁴⁾





Seminovos

SALE OF USED CARS AFTER THEIR USE IN RENTAL DIVISIONS.

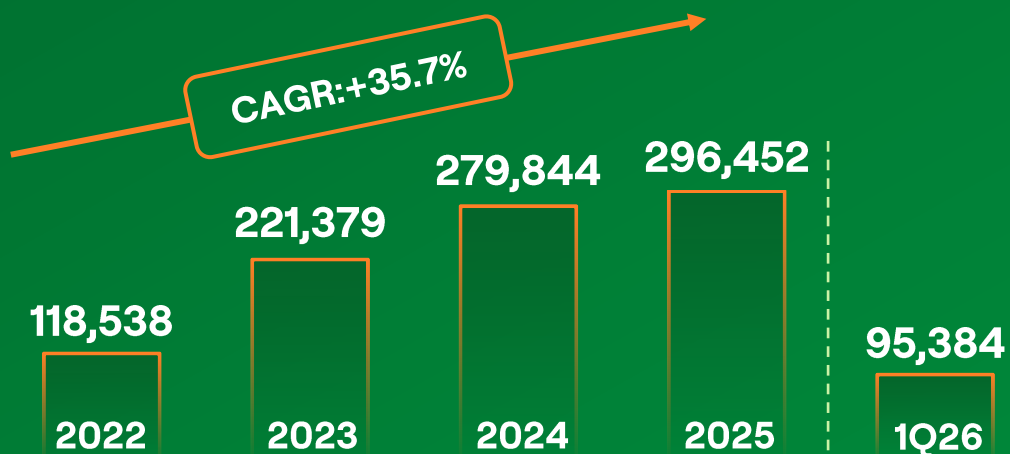
RETAIL

- ➔ 265 stores in Brazil across 138 cities
- ➔ Market of approximately 14 million used vehicles sold in Brazil in 2025
- ➔ Nationwide presence with potential for further expansion

WHOLESALE

- ➔ 48,000 used-car dealers in Brazil

EVOLUTION OF SALES – Brazil



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ENVIRONMENTAL

- 28 million liters of ethanol used internally (+12% vs. 2024) resulting in 45.3 thousand tons of CO₂e avoided
- 327.8 thousand tons of CO₂e offset by the Neutralize Program (+23.7% vs. 2024)
- +15 million kWh of solar energy injected into branches (+34.7% vs. 2024)
- Waste management with traceability in 100% of Deactivation Centers and Pit Stops
- +34 million liters of water saved through dry cleaning techniques

B3 Indexes

- **IGPTW** – Best practices in people management
- **DIVERSA** – A benchmark in diversity
- **ELAS11** – Female representation in leadership
- **CO2 – Efficient Carbon Index**

AWARDS AND RATINGS

- **ESTADÃO EMPRESAS MAIS:** Technology and Innovation for Mobility
- **TOP 5 in Governance / TOP 6 in Ethics and Citizenship**
- **TIME:** Among the 500 most sustainable companies in the world
- **GPTW Brazil:** 9th consecutive year
- **GPTW Diversity** – Ethnic-Racial: 24th place
- **Best ESG program in the Transportation sector** by the Latin America Executive Team 2025, ranking conducted by Extel
- **MERCO among the 35 companies with the best reputation in Brazil**, 1st position in the mobility sector and among the 45 most responsible in terms of ESG in the overall ranking

SOCIAL

- **10.6% Black people and +4.8% women** in strategic leadership vs. 2024
- **+650 volunteer employees in affinity groups**
- **R\$ 9.9 million in social investment** in nearly 100 supported projects and approximately 30,000 people impacted
- **Volunteering: 1,209 participants** (806 volunteers) and more than 8,400 beneficiaries

GOVERNANCE

- **Preparation for IFRS S1/S2:** sustainability integrated into strategy, finance, governance, and risk management
- **Privacy and security:** annual training for 100% of employees with annual recurrence
- **Privacy Portal and Critical Supplier Assessment**
- **Ethics and compliance:** 99% of employees with valid training and 100% of leadership in compliance
- **SO 37001 recertification for the 5th consecutive year (combating bribery).**

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VISÃO GERAL DA COMPANHIA

2

VANTAGENS COMPETITIVAS E DIFERENCIAIS

3

PRINCIPAIS DIVISÕES DE NEGÓCIOS

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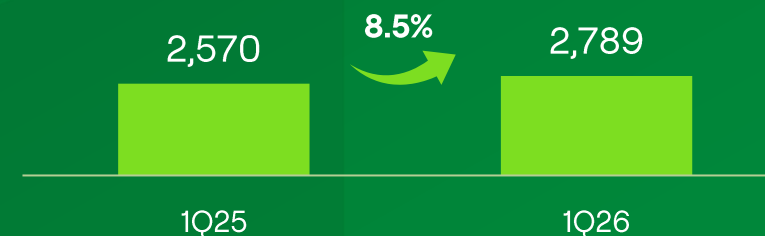
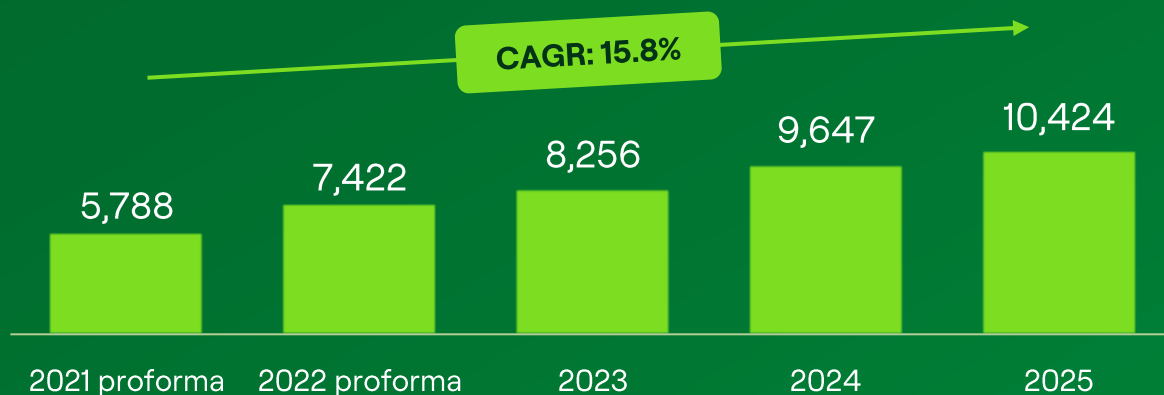
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8.5% GROWTH IN QUARTERLY NET REVENUE YEAR-OVER-YEAR, RESULTING FROM THE INCREASE IN THE NUMBER OF RENTAL DAYS AND A HIGHER AVERAGE DAILY RATE

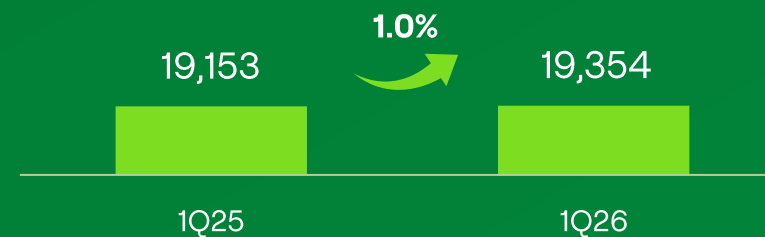
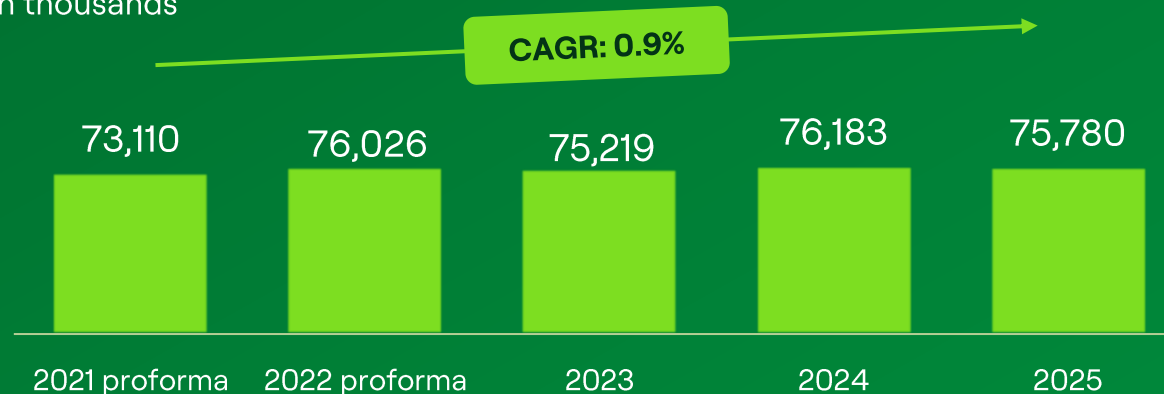
Net Revenue – Car Rental

R\$ million, including royalties



Rental Days – Car Rental

In thousands

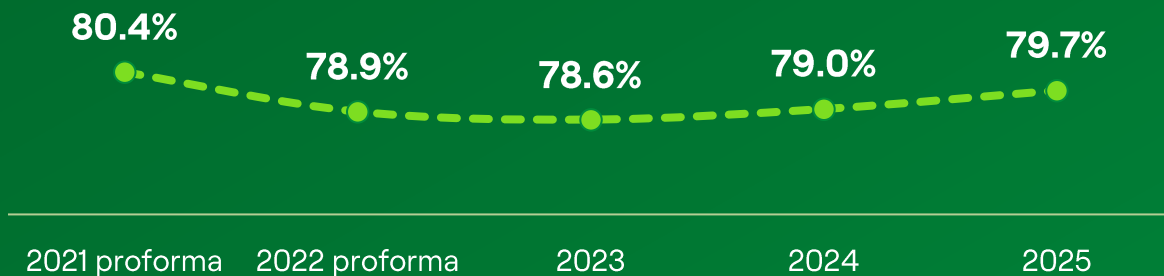




INCREASE IN AVERAGE DAILY RATE AND GAINS IN UTILIZATION RATE REINFORCE EFFICIENT MANAGEMENT OF PRICING, FLEET MIX, AND PRODUCTIVITY

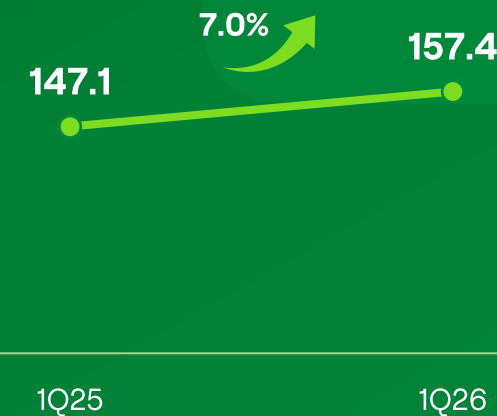
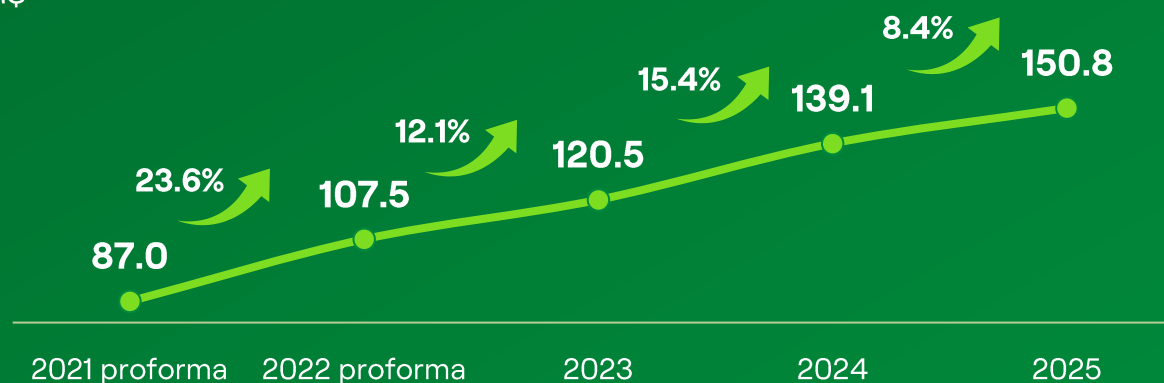
Utilization Rate – Car Rental

%



Rental Rate – Car Rental

R\$

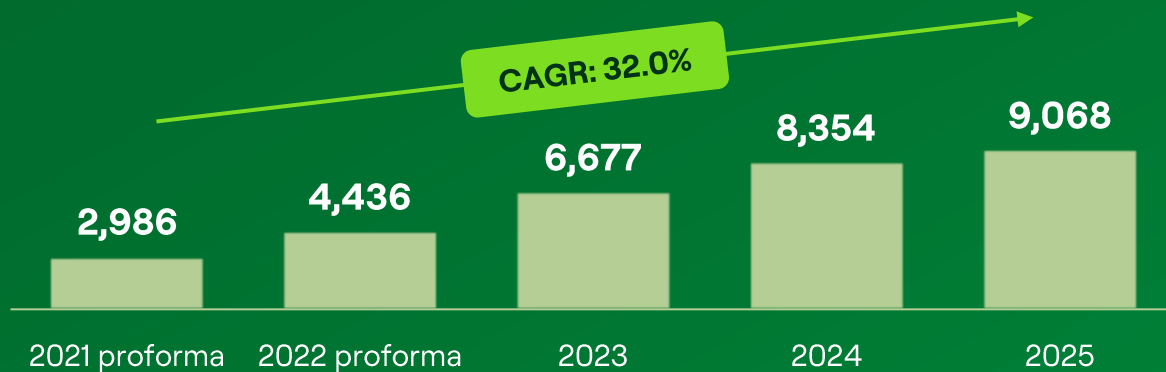




3.8% GROWTH IN QUARTERLY NET REVENUE YEAR-OVER-YEAR, EVEN IN A CONTEXT OF SEVERE – USE PORTFOLIO REDUCTION

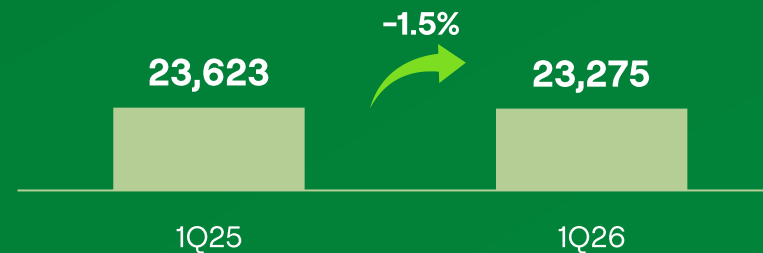
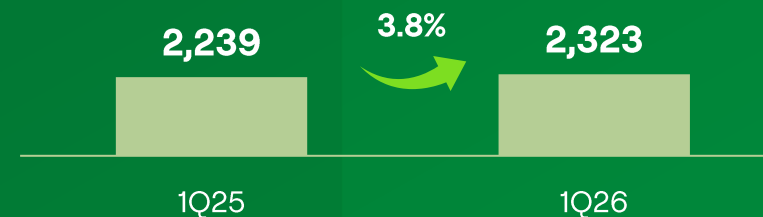
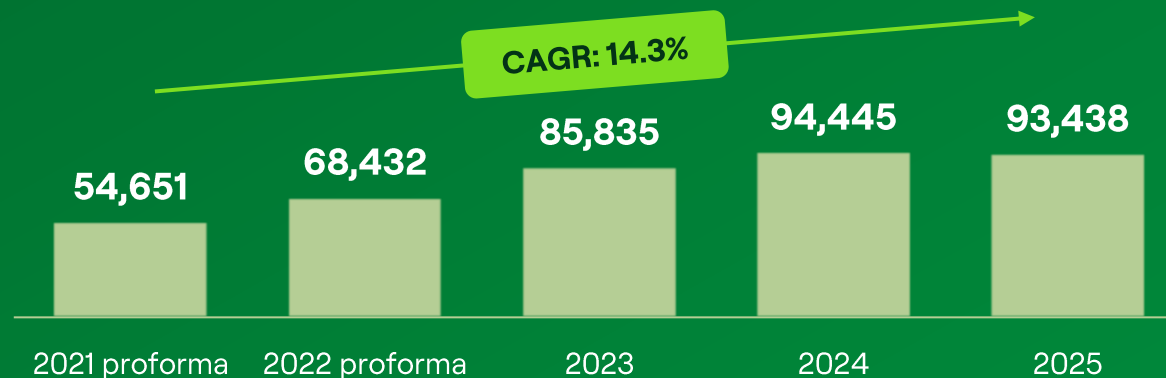
Net Revenue – Fleet Rental

R\$ million, including telematics and other initiatives



Rental Days – Fleet Rental

In thousands

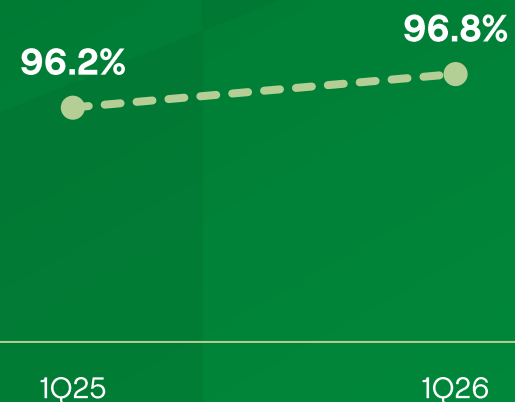
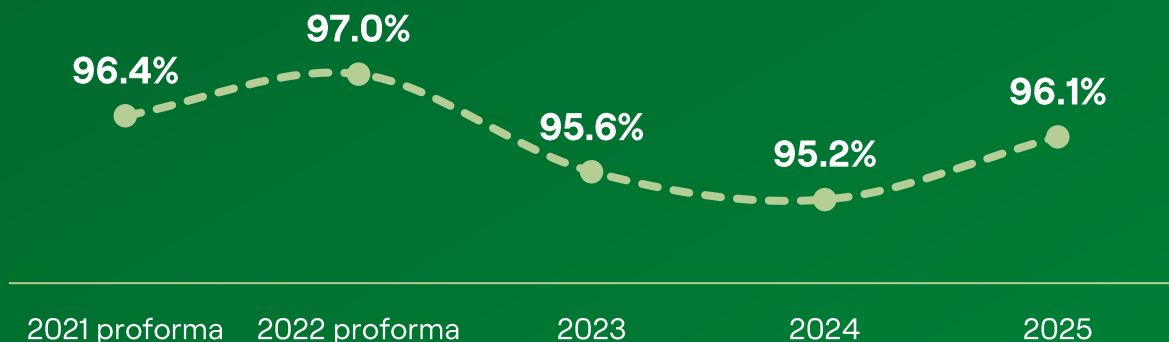




6.9% INCREASE IN AVERAGE DAILY RATE, WITH GAINS IN FLEET UTILIZATION, ALIGNED WITH RETURN RESTORATION OBJECTIVES

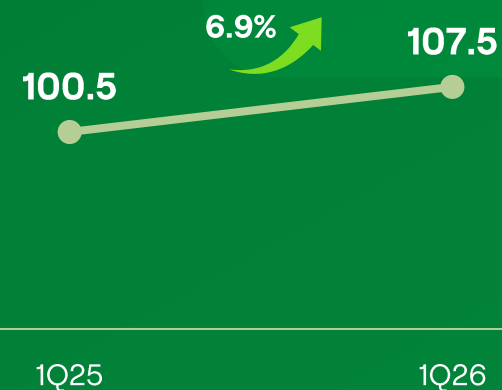
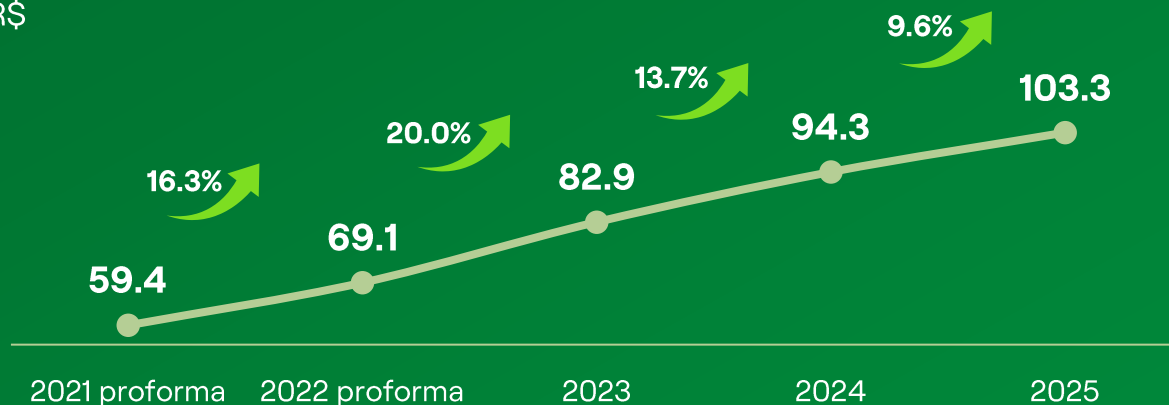
Utilization Rate – Fleet Rental

%



Rental Rate – Fleet Rental

R\$

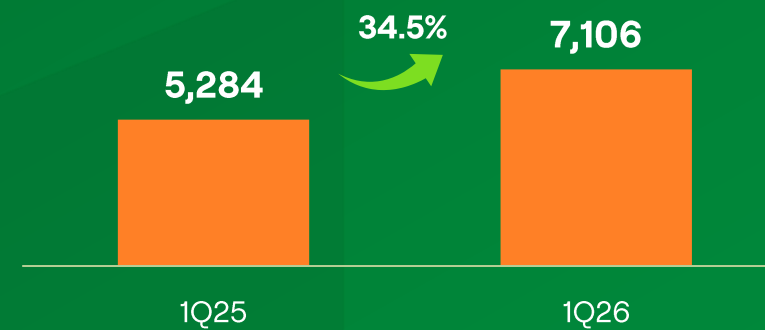
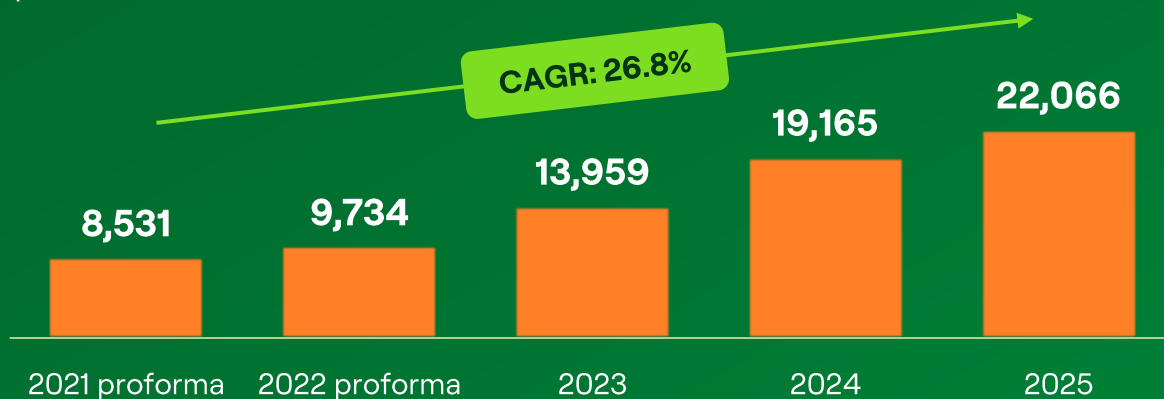




34.5% GROWTH IN SEMINOVOS NET REVENUE, WITH A HISTORICAL SALES RECORD, REACHING MORE THAN 95 THOUSAND CARS IN THE QUARTER

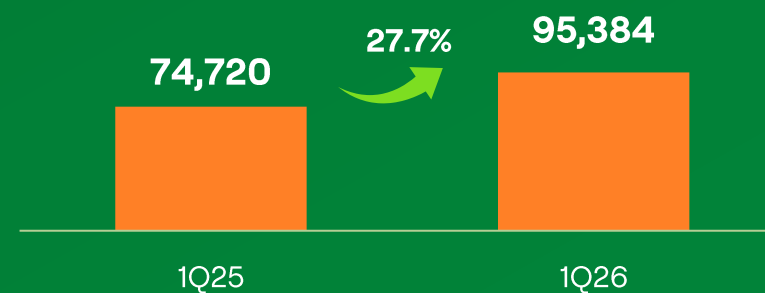
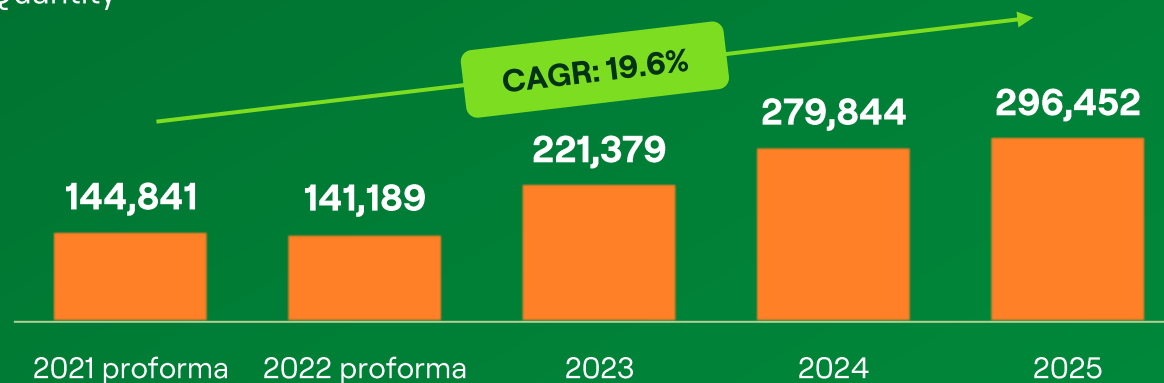
Net Revenue – Seminovos

R\$ million



Cars sold – Seminovos

Quantity

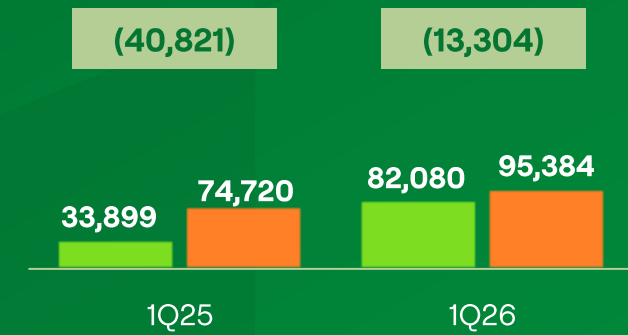
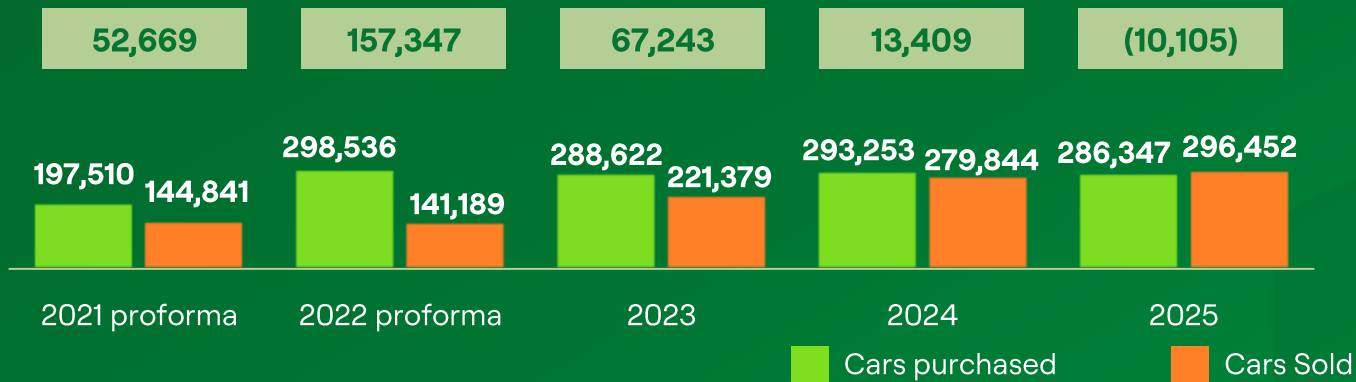




THE COMPANY ACCELERATED SALES VOLUMES IN 1Q26, ADJUSTING THE FLEET TO DEMAND FOLLOWING THE HIGH SEASON AND SPEEDING UP THE REDUCTION OF AVERAGE SALE AGE IN RAC

Car purchase and sales

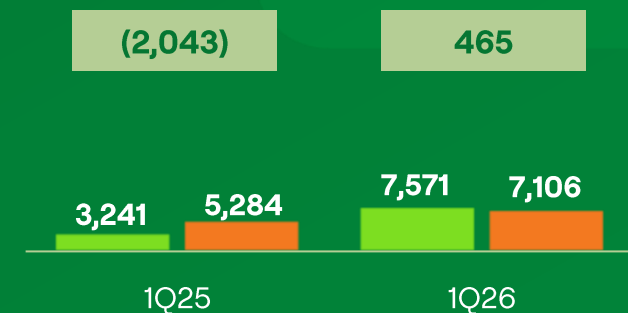
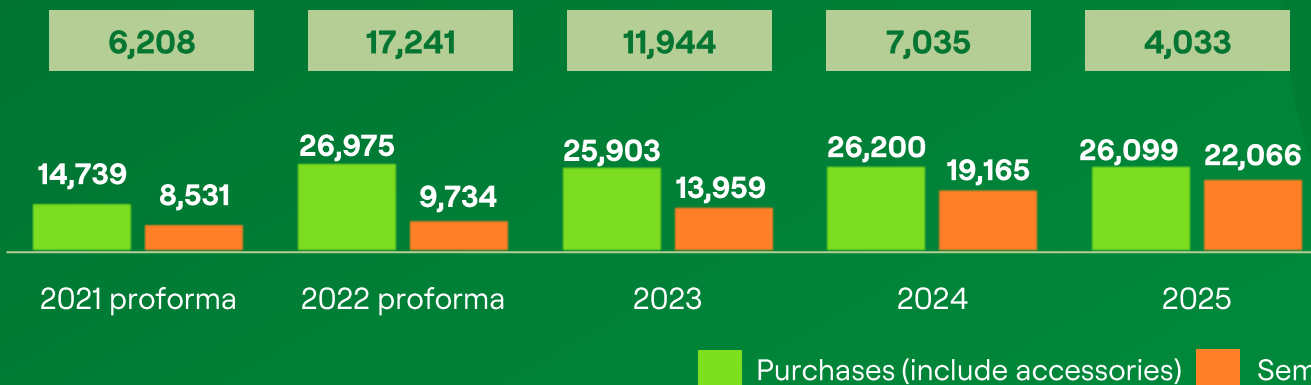
Quantity*



*Does not consider theft / crashed cars written of.

Net fleet investment

R\$ million



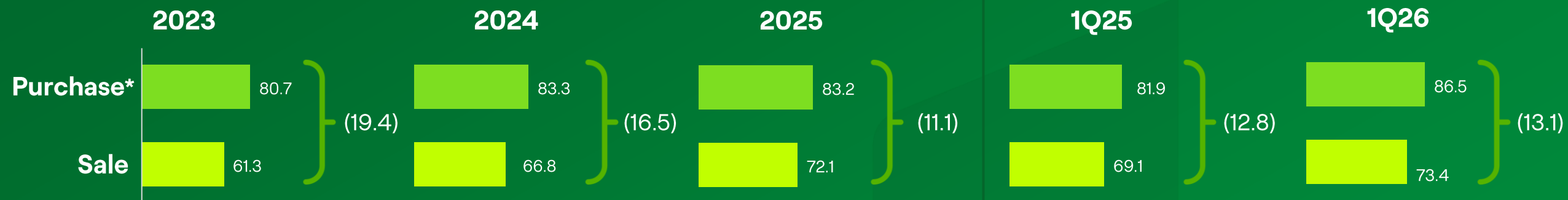
Purchases (include accessories) Seminovos sales net revenue



RENEWAL CAPEX OF R\$13.1 THOUSAND IN RAC AND R\$20.2 THOUSAND IN FLEET RENTAL

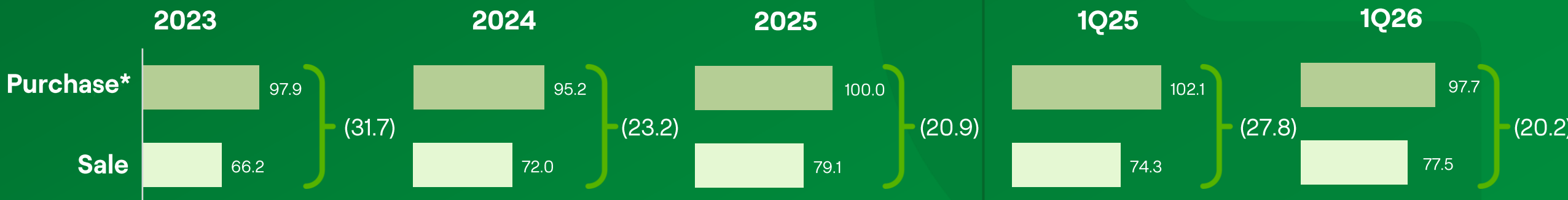
Average price of purchase and sale – Car Rental

R\$ thousand



Average price of purchase and sale – Fleet Rental

R\$ thousand

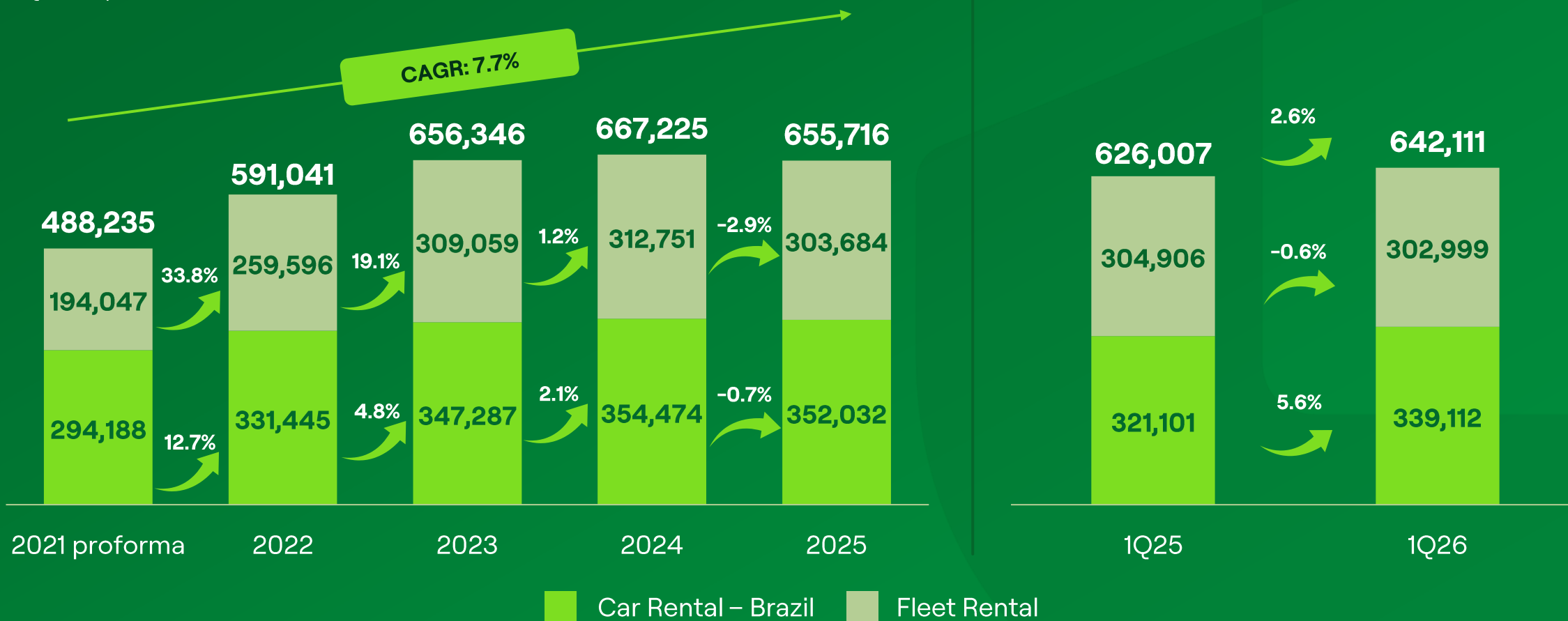




WE CLOSED THE QUARTER WITH 642 THOUSAND CARS IN BRAZIL, AN INCREASE OF 2.6% COMPARED TO THE SAME PERIOD OF THE PREVIOUS YEAR

End of period fleet

Quantity

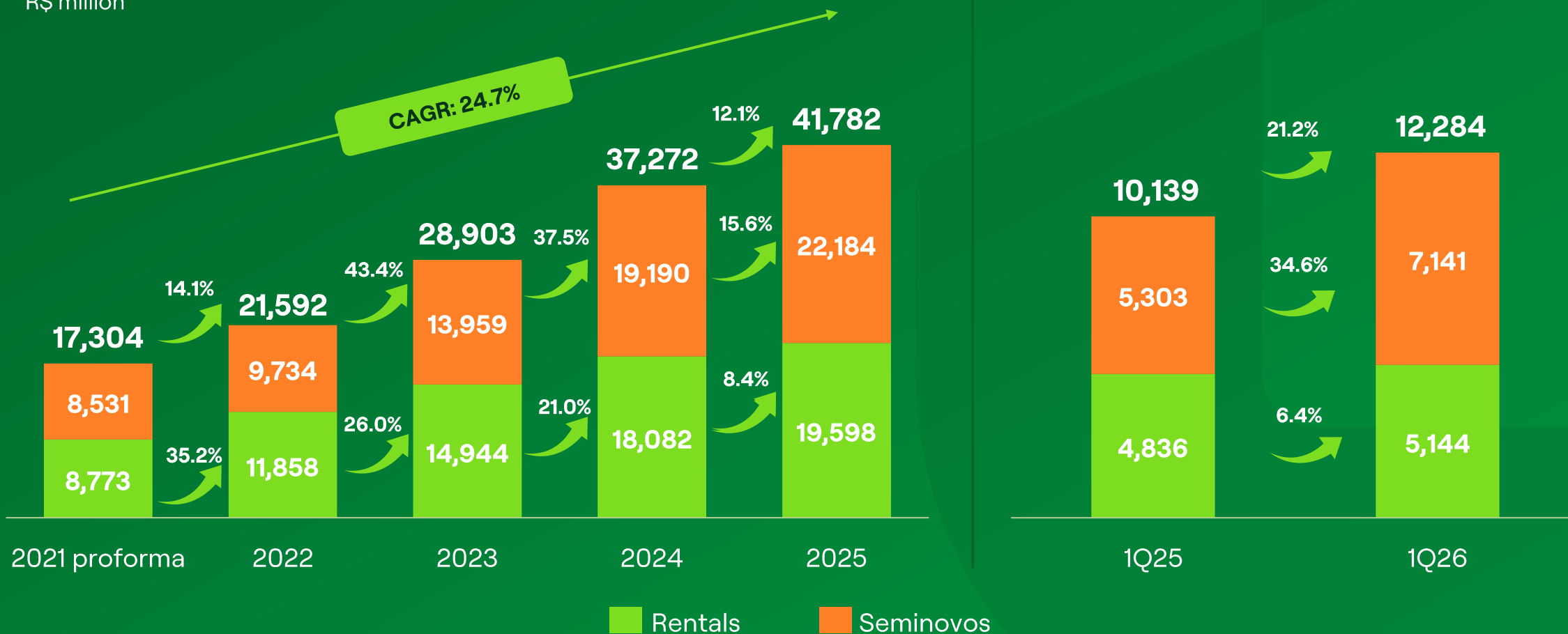




NET REVENUE OF R\$12.3 BILLION IN THE QUARTER, WITH ADVANCE OF 6.4% IN RENTAL AND 34.6% IN SEMINOVOS YEAR-OVER-YEAR

Consolidated Net Revenue

R\$ million

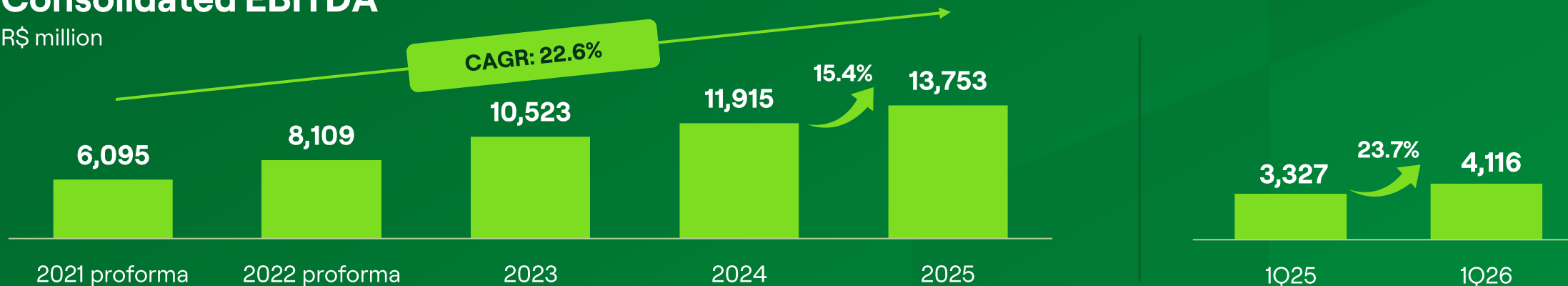




EBITDA TOTALLED R\$4.1 BILLION IN THE QUARTER, AN ADVANCE OF 23.7%, WITH STRONG EXPANSION IN RENTAL MARGINS

Consolidated EBITDA

R\$ million



EBITDA Margin	2021 proforma	2022 proforma	2023	2024	2025	1Q25	1Q26
Car Rental Brazil and Franchising	49.3%	56.2%	64.4%	62.0%	67.0%	65.2%	67.4%
Fleet Rental	65.5%	65.6%	72.6%	66.8%	72.6%	70.0%	88.0% (75.9%*)
Rental Consolidated	54.8%	59.7%	68.1%	64.2%	69.6%	67.5%	76.8% (71.2%*)
Rental Consolidated + Mexico	54.8%	59.7%	67.8%	63.4%	68.5%	66.6%	75.8% (70.3%*)
Seminovos + Mexico	15.1%	10.6%	2.9%	2.3%	1.5%	2.0%	3.0%
Consolidated (over rental revenues)	69.5%	68.4%	70.4%	65.9%	70.2%	68.8%	80.0% (74.5%*)

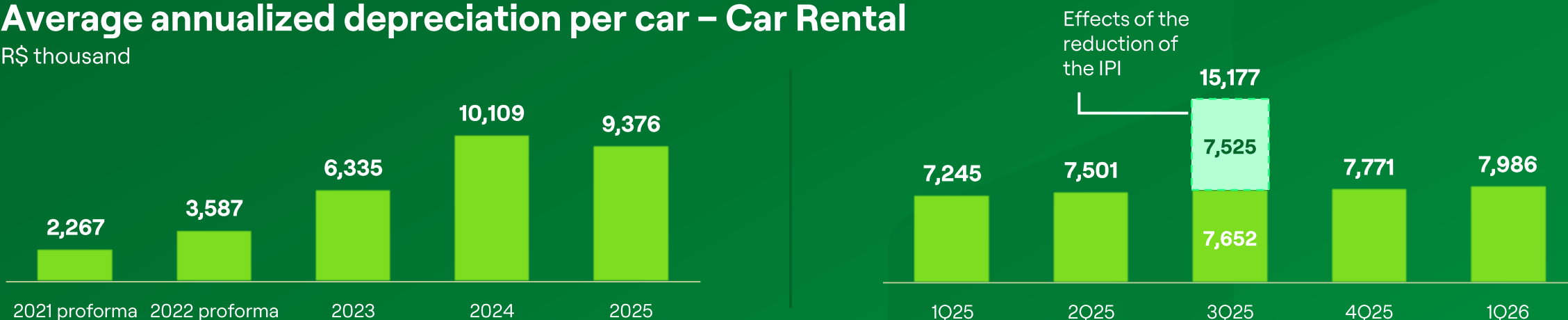
(*) Excluding the effect associated with the divestment process of subsidiaries



DEPRECIATION IN LINE WITH THE COMPANY'S EXPECTATIONS IN THE QUARTER, ACROSS BOTH RENTAL DIVISIONS

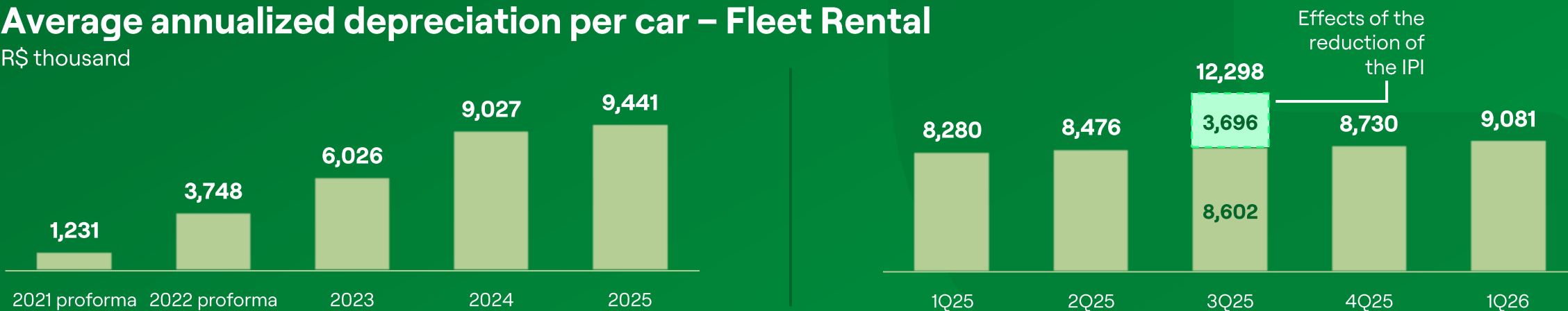
Average annualized depreciation per car – Car Rental

R\$ thousand



Average annualized depreciation per car – Fleet Rental

R\$ thousand

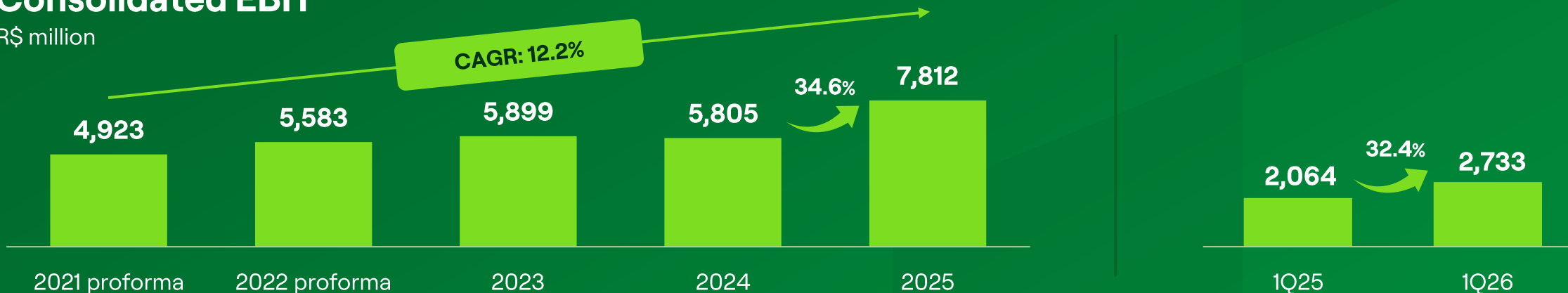




R\$2.7 BILLION IN EBIT IN THE QUARTER, AN ADVANCE OF 32.4% YEAR-OVER-YEAR

Consolidated EBIT

R\$ million



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

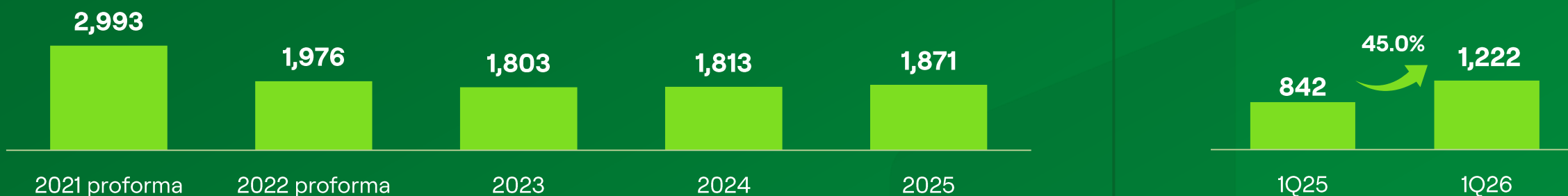
EBIT Margin	2021 proforma	2022 proforma	2023	2024	2025	1Q25	1Q26
Car Rental Brazil and Franchising	54.9%	46.7%	33.9%	29.3%	38.0%	42.4%	47.3%
Fleet Rental	58.5%	47.7%	47.3%	37.5%	44.5%	45.2%	63.0% (50.8%*)
Consolidated (over rental revenues)	56.1%	47.1%	39.9%	33.1%	41.0%	43.7%	54.4% (48.9%*)
Rental Consolidated + Mexico	56.1%	47.1%	39.5%	32.1%	39.9%	42.7%	53.1% (47.6%*)



RECORD NET INCOME IN THE QUARTER, REACHING R\$1.2 BILLION, WITH GROWTH OF 45.0% YEAR-OVER-YEAR

Consolidated Net Income

R\$ million



EBITDA x Net income reconciliation	2024	2025	2025 Adjusted*	1Q25	1Q26	Var. R\$	Var. %
Consolidated EBITDA	11,915	13,753	13,890	3,327	4,116	789	24%
Cars depreciation	(5,610)	(5,413)	(4,621)	(1,135)	(1,234)	(99)	9%
Other PP&E depreciation and amortization	(524)	(573)	(573)	(139)	(153)	(14)	10%
Write up amortization	24	45	45	11	4	(7)	-64%
EBIT	5,805	7,812	8,741	2,064	2,733	669	32%
Financial expenses, net	(3,939)	(4,614)	(4,614)	(1,070)	(1,139)	(69)	6%
Income tax and social contribution	(53)	(1,327)	(1,643)	(152)	(372)	(220)	145%
Net income of the period	1,813	1,871	2,484	842	1,222	380	45%
Deferred income tax and social contribution on Locamerica's tax loss	-	-	937	-	-	-	-
Net income for the period	1,813	1,871	3,421	842	1,222	380	45%

Free cash flow

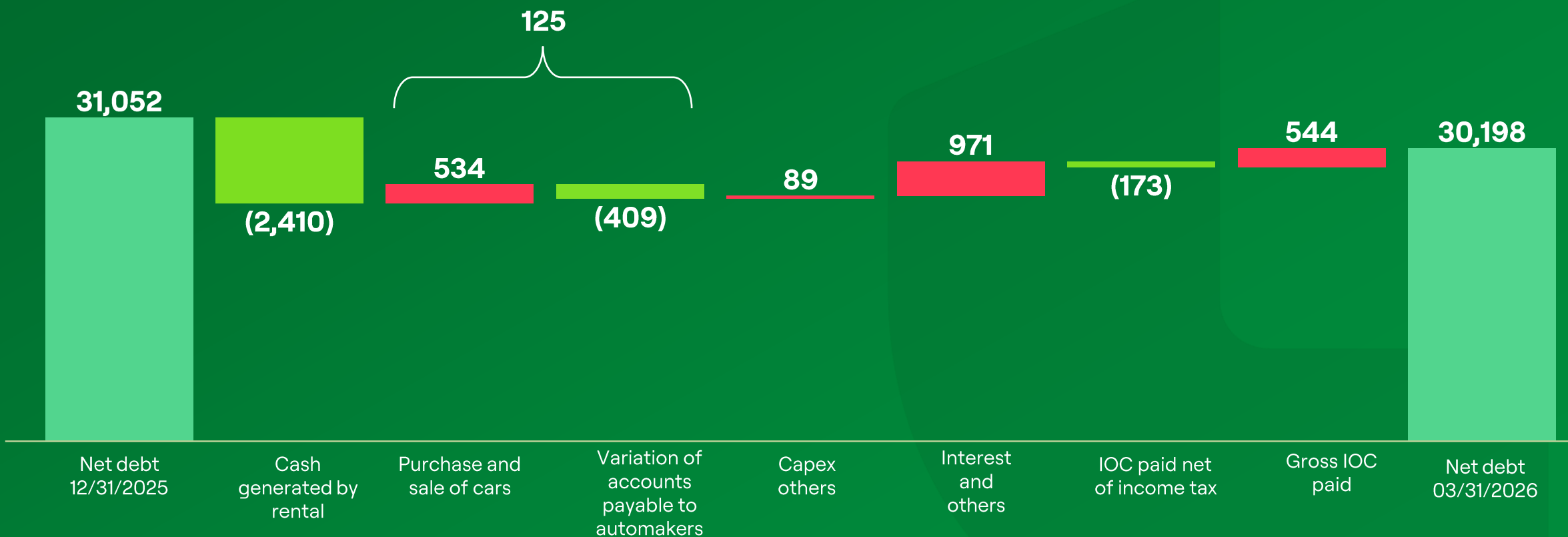
	Free cash flow (R\$ million)	2021	2023	2024	2025	1Q26
Operations	EBITDA	3,698	10,523	11,915	13,753	4,116
	Used car sale revenue, net of taxes	(5,308)	(13,876)	(19,185)	(22,183)	(7,141)
	Net book value of vehicles written-off	4,346	12,250	17,750	20,847	6,629
	(-) Income tax and social contribution	(307)	(130)	(488)	(477)	(33)
	Change in working capital	(568)	(1,783)	(236)	(458)	(1,161)
	Cash generated by rental operations	1,860	6,984	9,756	11,482	2,410
Capex	Used car sale revenue, net from taxes	5,308	13,876	19,185	22,183	7,141
	Fleet investment	(7,656)	(25,950)	(26,297)	(26,319)	(7,675)
	Net capex - cars	(2,348)	(12,074)	(7,112)	(4,135)	(534)
	Change in accounts payable to car suppliers	289	2,587	1,086	(633)	409
	Net investment in fleet	(2,059)	(9,487)	(6,027)	(4,768)	(125)
	Investment, property and intangible	(147)	(392)	(453)	(437)	(104)
	Free cash generated (applied) before interest and others	(346)	(2,895)	3,276	6,277	2,181



CASH GENERATED BY RENTAL ACTIVITIES WAS CONSUMED BY FLEET INVESTMENTS, INTEREST PAYMENTS, AND IOC. NET DEBT DECLINED BY 2.8% IN 1Q26

Change in net debt – as of 03/31/2026

R\$ million

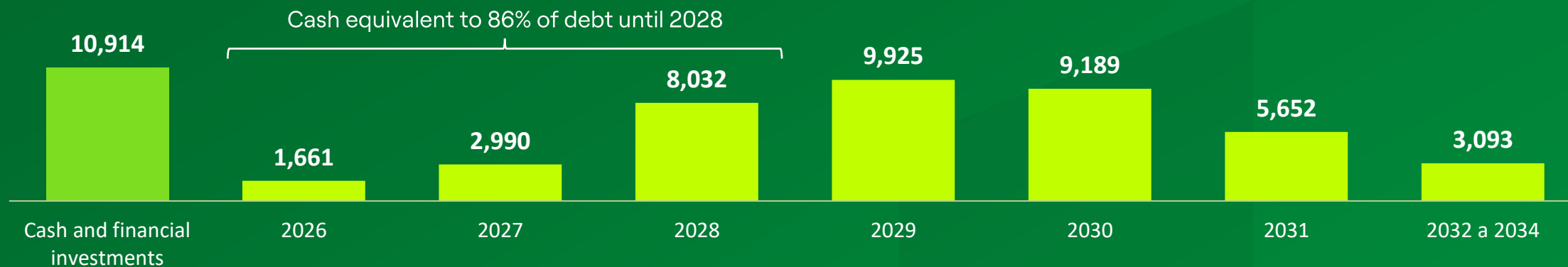




ROBUST CASH POSITION OF R\$9.9 BILLION AND PROGRESS IN ACTIVE DEBT MANAGEMENT AIMED AT REDUCING COSTS AND/OR EXTENDING DURATION

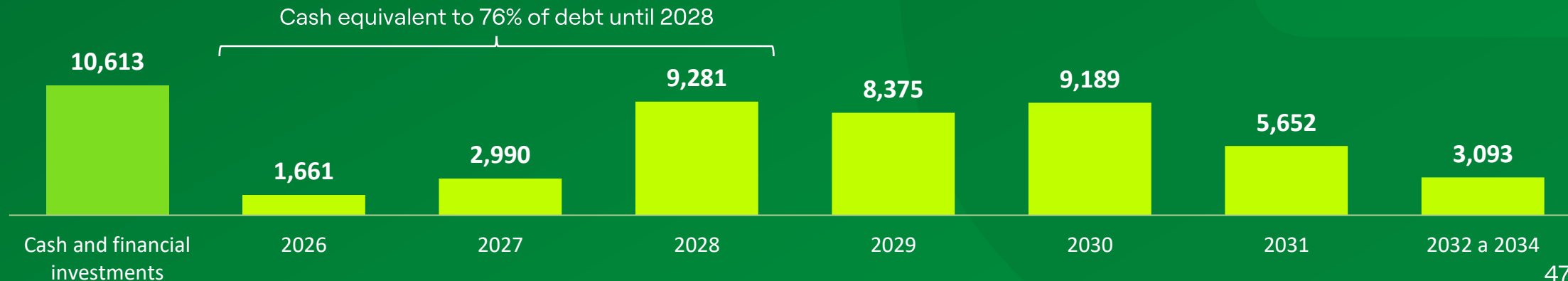
Debt maturity profile (principal) – as of 03/31/2026

R\$ million



Proforma after settlements and issuances through April/2026

R\$ million

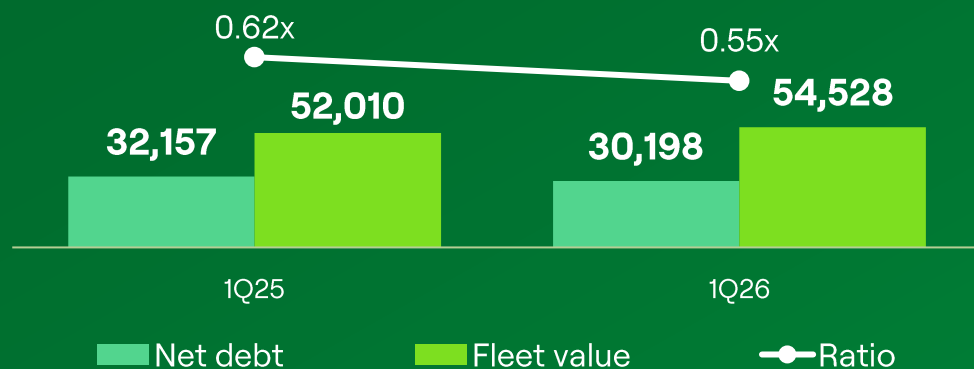




WE ENDED THE QUARTER WITH IMPROVEMENT IN LEVERAGE INDICATORS

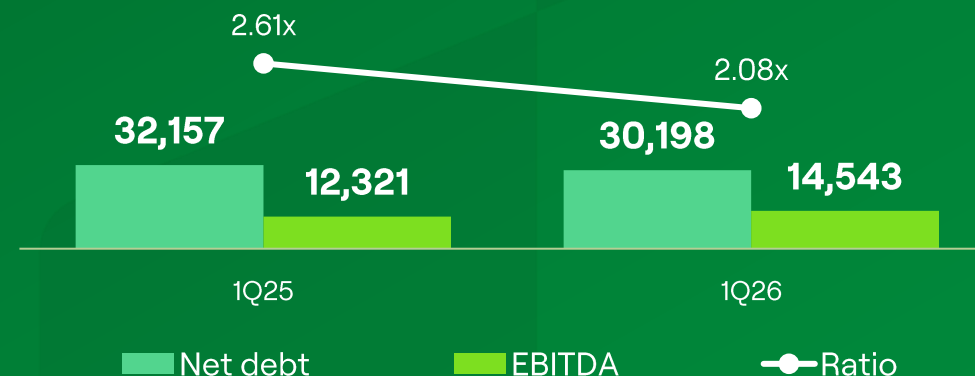
Net debt vs. Fleet value

R\$ million



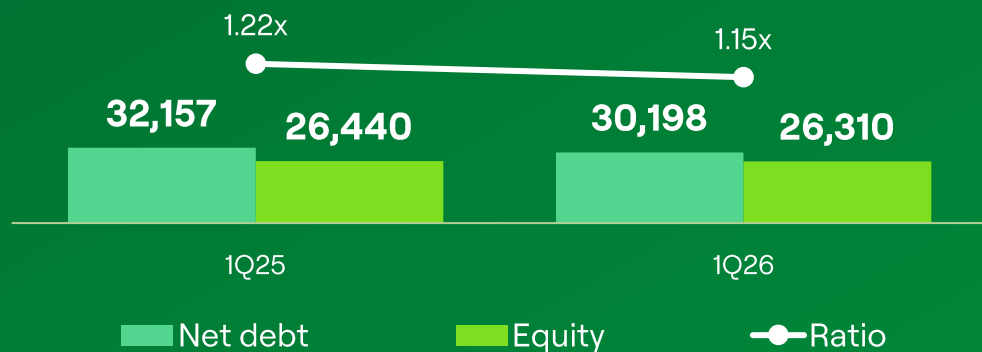
Net debt vs. EBITDA LTM

R\$ million



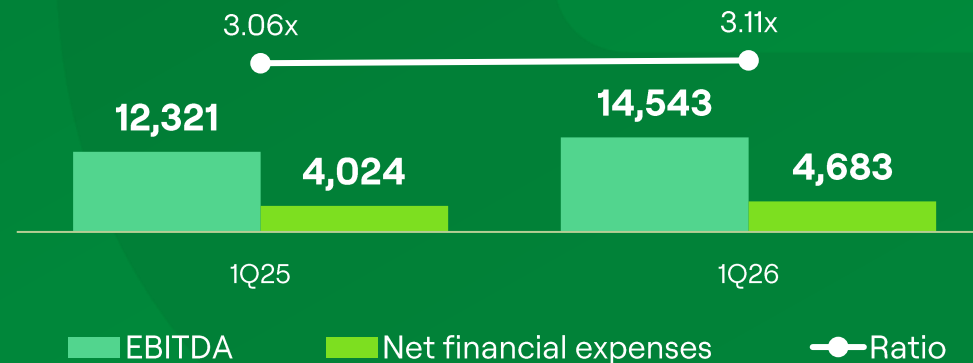
Net debt vs. Equity

R\$ million



EBITDA LTM vs. Net financial expenses LTM

R\$ million

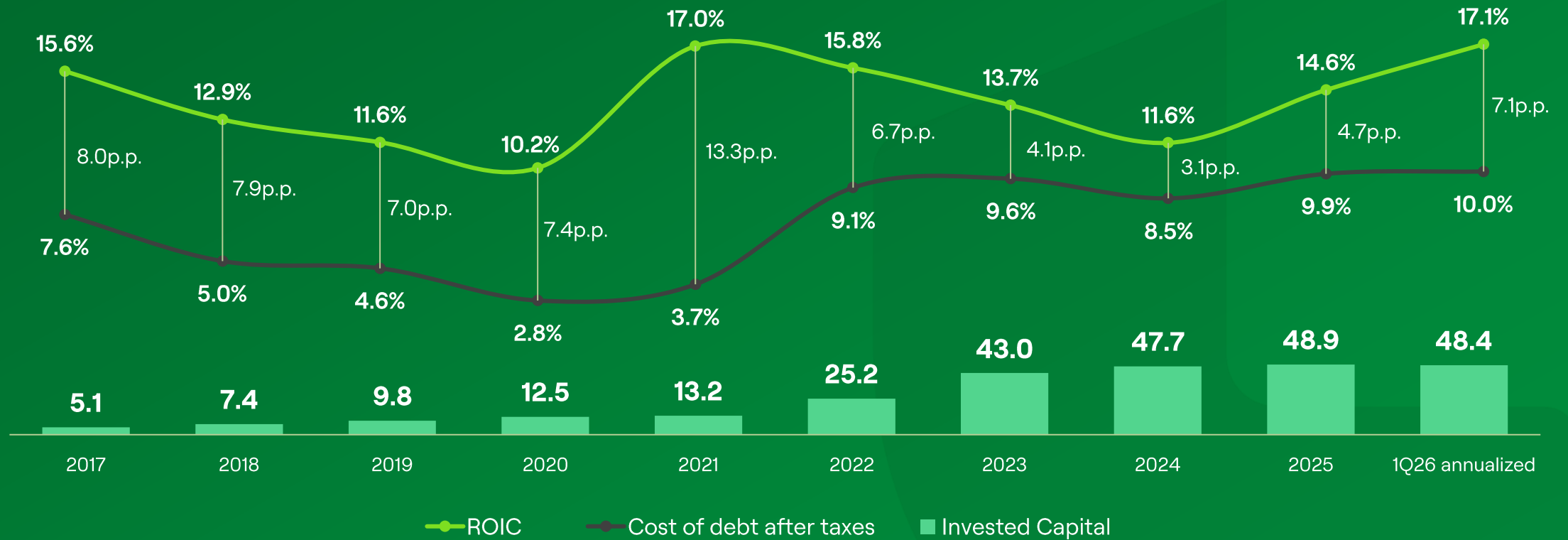




ANNUALIZED ROIC OF 17.1%, WITH A 7.1 P.P. SPREAD, IMPACTED BY THE SALE OF A SUBSIDIARY AND REFLECTING PRICE RECOMPOSITION AND COST MANAGEMENT INITIATIVES

Evolution of ROIC spread and capital base

% e R\$ billion



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 2025 ROIC, the effects of the write-off of Locamerica's tax loss carryforwards and the effects of the IPI were disregarded



THANK YOU

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