

Localiza&co

INVESTOR RELATIONS PRESENTATION

3Q26

[B]³ BRASIL BOLSA BALCÃO | 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

1 COMPANY OVERVIEW

2 COMPETITIVE ADVANTAGES

3 MAIN BUSINESS DIVISIONS

4 ESG LOCALIZA&CO

5 FINANCIALS



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

Classificação da Inf

BECOMING THE BIGGEST
Car Rental Company in Latin America

PHASE I: PATH TO LEADERSHIP

PHASE II: EXPANSION

PHASE III: BUILDING UP SCALE + DIGITAL TRANSFORMATION

PHASE IV: COMBINING BUSINESS WITH INNOVATION

1973
Founded in Belo Horizonte with 6 VW beetles

1979
Expansion to 11 capital cities

1983
Franchising Strategy

1991
Seminovos' creation

1992
Internationalization through Franchising

1997
DL&J Private Equity firm purchases 1/3 of the Company Market Cap US$150mm

1999
Brand creation for the Fleet Rental

2005
IPO with a Market Cap of US$295mm

2019
Follow-on of R$1,8B

2020
Locamerica merger announcement

Subscription car launch – Localiza Subscription

2021
Launch of Localiza Zarp

2022
Merger closing with Locamerica - jul/22

Launch of new corporate brand

2023
Follow-on of R$4,5B and Mexico expansion

2026
Market Cap of US$8.8 bi in Set/26





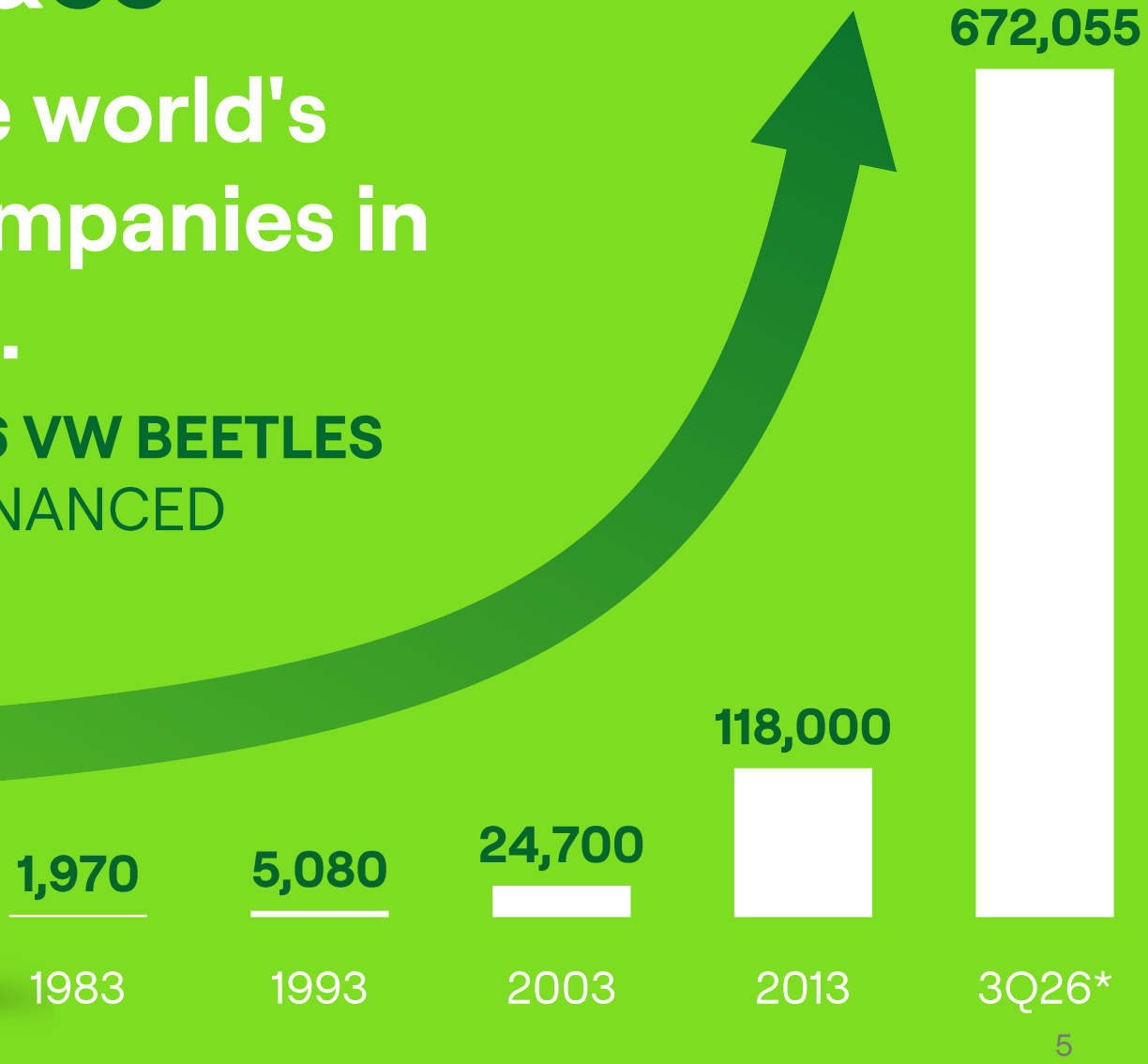
Classificação da Informação: PÚBLICA

Localiza&co

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

1970 › **06 VW BEETLES** FINANCED





(*)Does not include 7,242 cars from Mexico in 3Q26.

Classificação da Informação: PÚBLICA

Big Numbers
3Q26 | BRAZIL



672K
End of period fleet

+89K
Cars Purchased

592
Locations in Brazil

272
Seminovos' Stores

+87K
Cars sold

+24K
Employees in Latin America

Classificação da Informação: PÚBLICA

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BUSINESS
PLATFORM 3Q26

Customer centricity

Scale, cost reduction and cross selling



Localiza
Short-term rental
(<12 months, daily, weekly or monthly)

367,392 cars in the fleet

360,150 in Brazil + 7,242 in Mexico

Daily, monthly, replacement and ride-hailing drivers

698 branches in Brazil, Latin America and Mexico

Localiza
Fleet Rental
Long-term rental
(>12 months)

311,905 cars in the fleet

Light vehicles, subscription cars, and heavy vehicles

Localiza seminovos
Used car sales

~40% sold to final consumer

(2026 YTD)

276 Stores in 139 cities in Brazil (272 light vehicles + 4 heavy vehicles), 7 stores in Mexico

\+

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

ão da Informação: PÚBLICA

Why Localiza?

Raising money

Better credit rating and financing conditions

Buying cars

Main buyer in the sector and differentiated relationship with automakers



Great capillarity and sales with better conditions

Selling cars

Top of Mind Company technology and market leader

Renting cars

Generating unparalleled financial and operational performance

Classificação da Informação: PÚBLICA

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

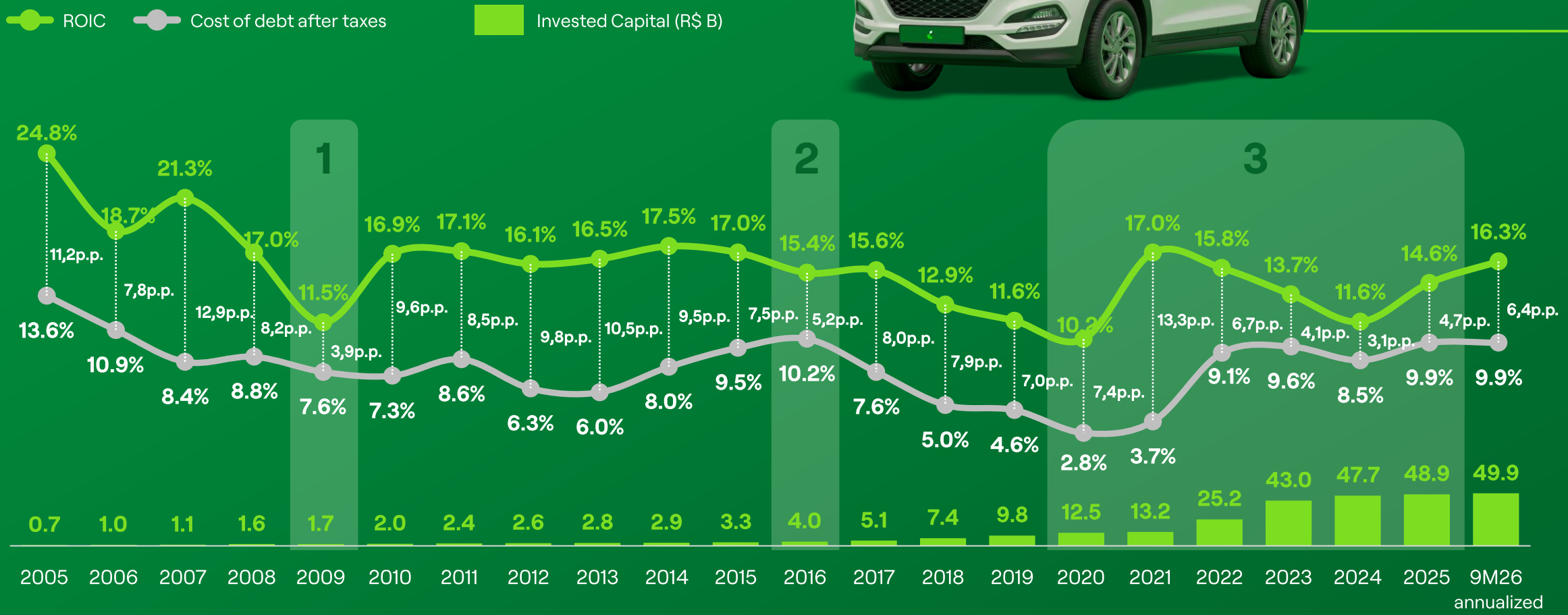
	2010	2011	2012	2013	2017	2019	2021	2023	2024	2025	2026
brAAA											
brAA+											
brAA											
brAA-											
brA+											

Classificação da Informação: PÚBLICA

Source: Standard & Poor's, Fitch Ratings, updated in November 2026

Value creation





1 **IPI** reduction (Brazilian federal excise tax on industrialized products)

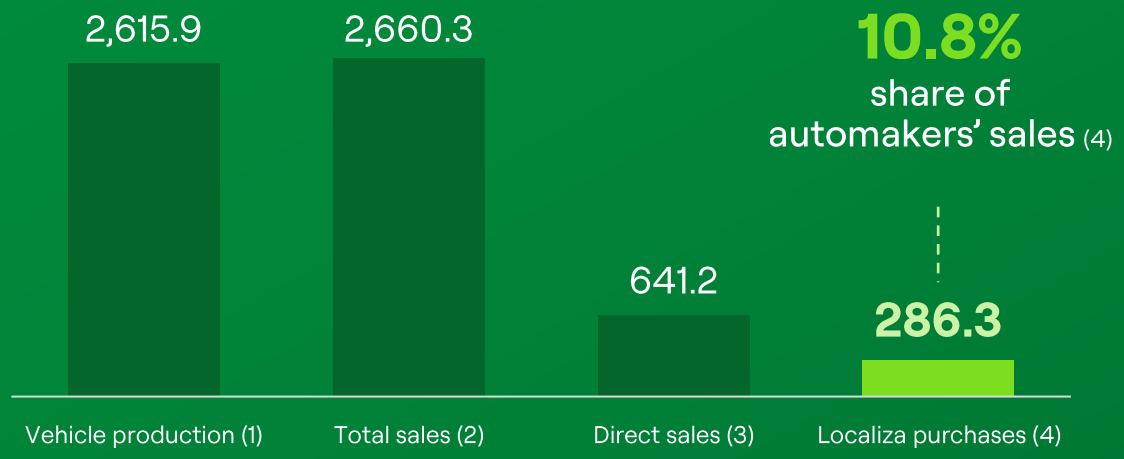
2 **Year of economic recession** in Brazil

3

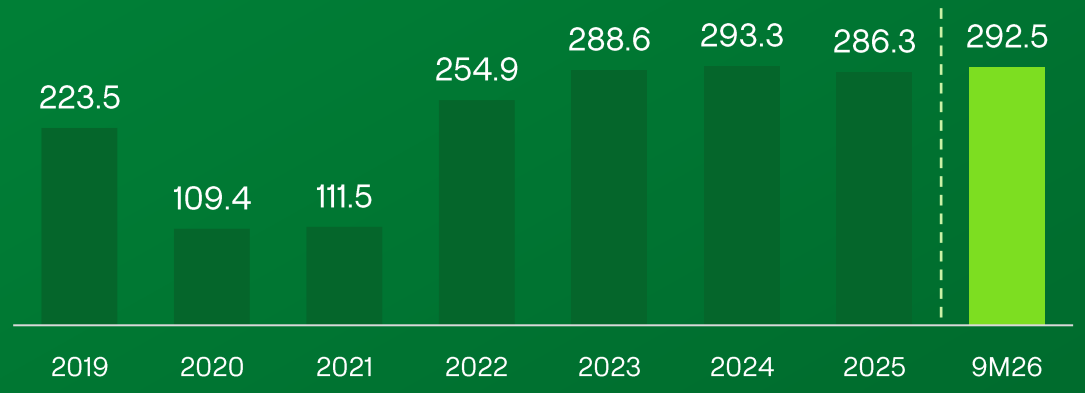
- **2020–2022:** pandemic-related effects;
- **2023–2024:** impacts from Provisional Measure No. 1,175 of 2023, which established a discount mechanism for the acquisition of new (0km) vehicles;
- **2025:** negatively impacted by the IPI reduction in 3Q25

Buying cars

Distinguished relationship with automakers (2025)



Largest car buyer (Brazil)





Source: (1) Anfavea; (2) Fenabrave; (3) ABLA
(4) Company data

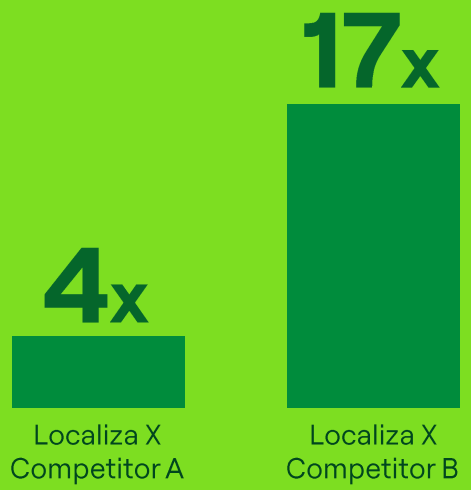
Operational Excellence in Purchasing

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

Classificação da Informação: PÚBLICA

Car Rental

MOST KNOWN BRAND[1]



Leadership in all segments



PROXIMITY AND CAPILLARITY

Present in **368** Brazilian cities

592 branches
523 operated by Localiza

275 Competitor A[2]

153 Competitor B[2]

106 branches
in Latin America
39 operated by Localiza

Source: (1) Brand Flow quantitative research - Wave 6 (4/2026): 1,631 respondents, ME = 2.5% and 95% CI; (2) Public information available on the rental companies' websites.



Digital pick-up 2025

FAST RENTAL WITH NO QUEUES

✓ In-app reservation

✓ Facial recognition

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

1 in 3 customers use the solution at eligible branches

Superior NPS in the vehicle pick-up experience

+265,000 cars with the technology in over 200 branches

Convenience with Localiza Fast

1.1 million digital pick-ups in 2025

Classificação da Informação: PÚBLICA

Localiza
Gestão de Frotas

DIGITAL
JOURNEY

Customer delight

NPS IN EXCELLENCE ZONE

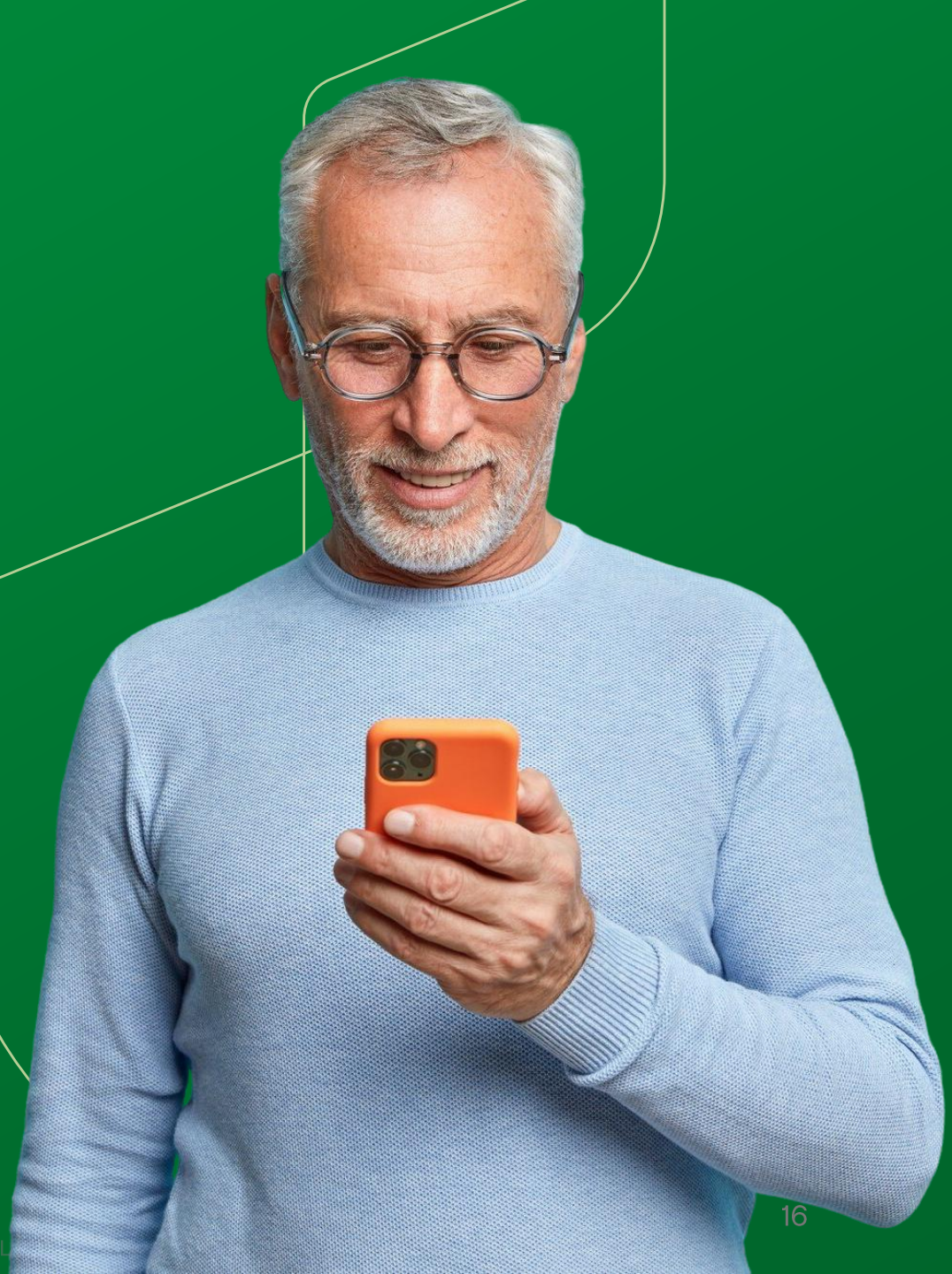
- **Conected** Fleet
- Mobile **Solutions**
- **Driver´s** area

RISK MANAGEMENT

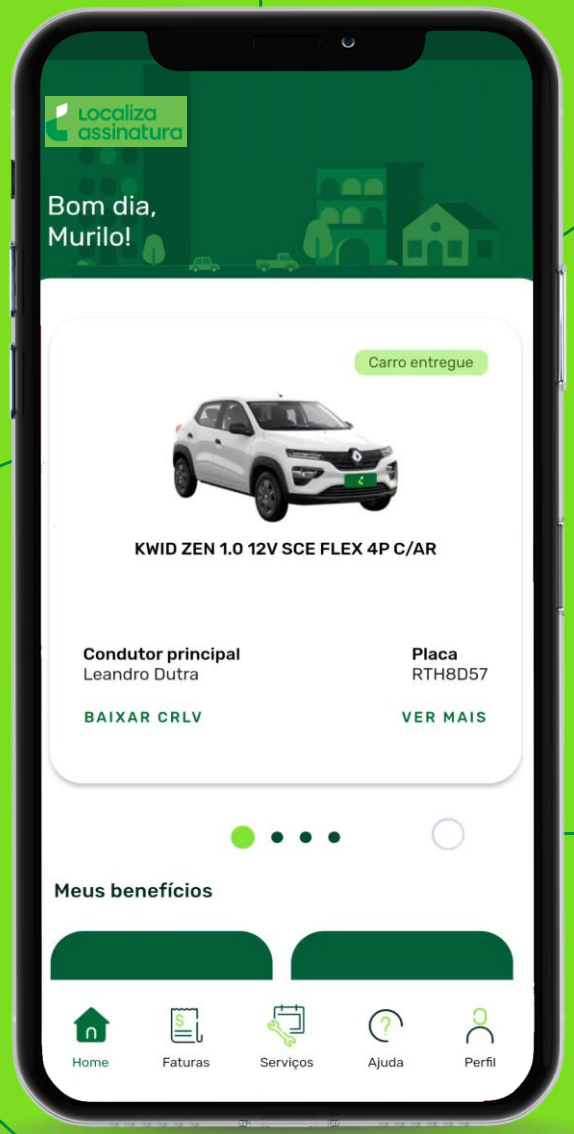
Excellence in credit and default through IoT

Driver Behaviour with incentives for good usage

Delinquency rate well below the national retail average



Classificação da Informação: PÚBL



Localiza assinatura

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
- Traffic fine management
- Towing
- Tire change

Subscription cost up to 20% **lower than ownership**



Classificação da Informação: PÚBLICA

PITSTOP 2025

Preventive and corrective maintenance centers for Fleet Rental and Localiza Subscription.

+266k customers served

+168k vehicle inspections completed

~500 Customers served per day



ificação da Informação: PÚBLICA

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**



Classificação da Informação: PÚBLICA

Seminovos – Brazil

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

276 Stores (272 light vehicles + 4 heavy vehicles)
Strong capilarity

Presence in **All regions**

139 cities
in Brazil

Online Channel
Digital sales with customer journey "Big Data"

Huge market to be explored(1)





Source: (1) Fenabrave e Fenauto

Classificação da Infor





Localiza Labs







Classificação da Informação: PÚBLICA

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

Classificação da Informação: PÚBLICA

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: 593 branches in Brazil and 104 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[3]

+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[4]

Source: (1) Percentage of the total market meeting car rental requirements (over 18 years old, with a driver's license and credit card) and with an income of R$ 580 after expenses (based on the company's 2023 internal survey); (2) Company estimates for 2026; (3) Uber market share and Localiza data for 2025; (4) Sindipeças 2024 data on the active vehicle fleet and projected insured fleet based on Autoseg and Susep 2025 reports.

Localiza
Gestão de Frotas

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 Subscription

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]



Source: (1) Bain & Company and ABLA 2025 study; (2) Fenabrave 2025; (3) Localiza internal survey; (4) Sindipeças 2024 report

PÚBLICA

Seminovos

SALE OF USED CARS AFTER THEIR USE IN RENTAL DIVISIONS.

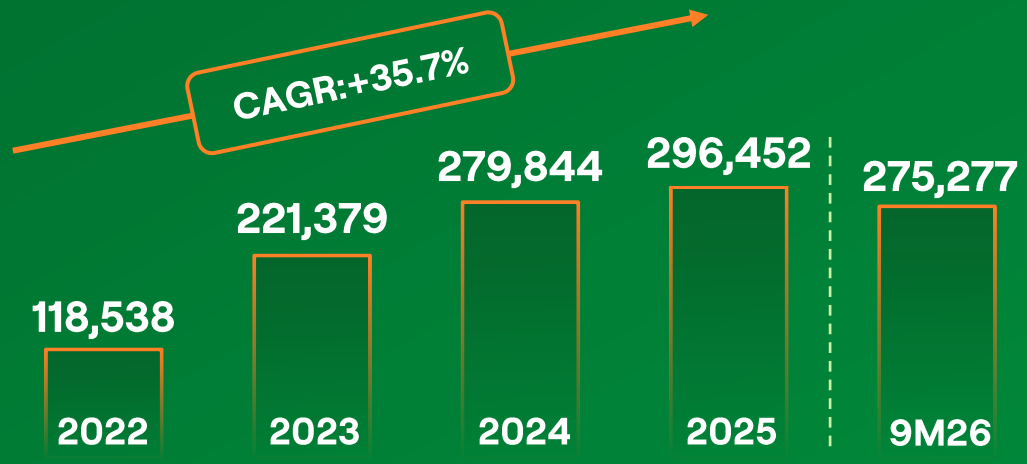
RETAIL

- 272 light vehicle stores + 4 heavy vehicle stores in Brazil across 139 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**





Source: Fenabrave, Fenauto e dados Localiza

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ENVIRONMENTAL

- 28 million liters of ethanol used internally (+12% vs. 2024) resulting in 45.3 thousand tons of CO_2e avoided
- 327.8 thousand tons of CO_2e 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 managementI
- IDIVERSA – A benchmark in diversity
- ELAS11 – Female representation in leadershipI
- **ICO2 – 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).**

Source: 2025 Sustainability Report

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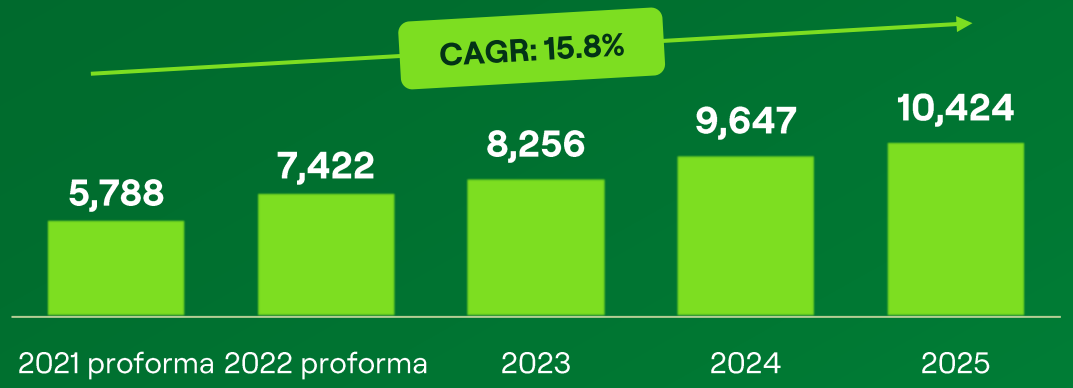
5 FINANCIALS

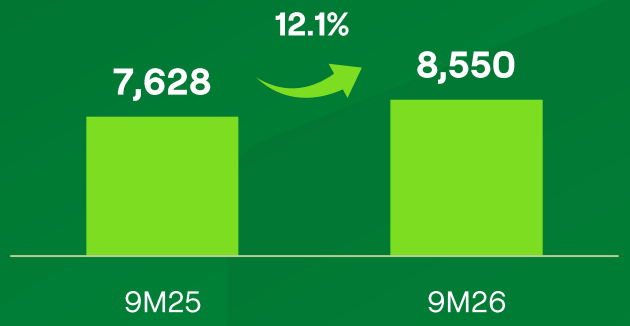


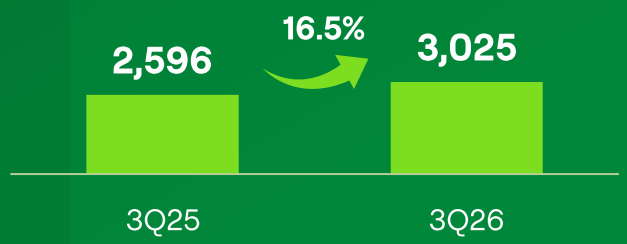
16.5% GROWTH IN CAR RENTAL NET REVENUE IN 3Q26 YEAR-OVER-YEAR

Net Revenue – Car Rental

R$ million, including royalties

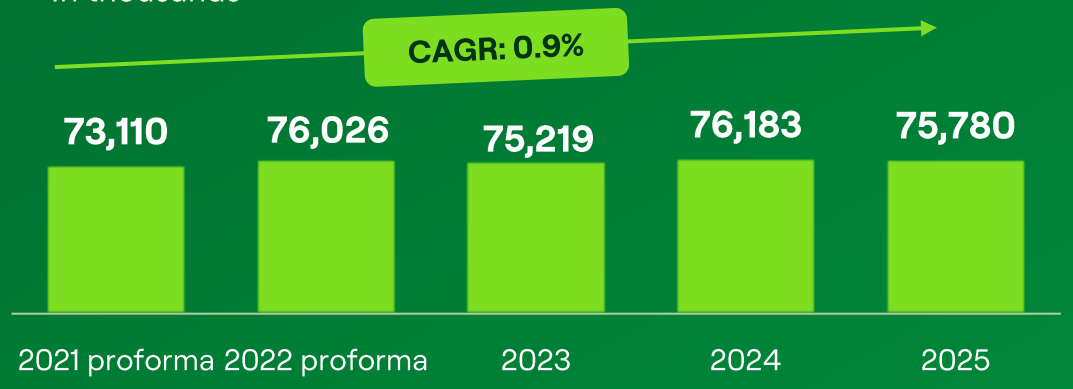


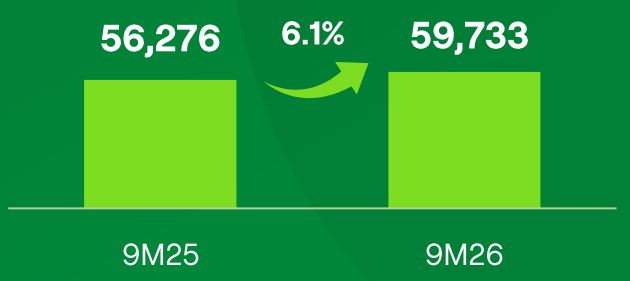


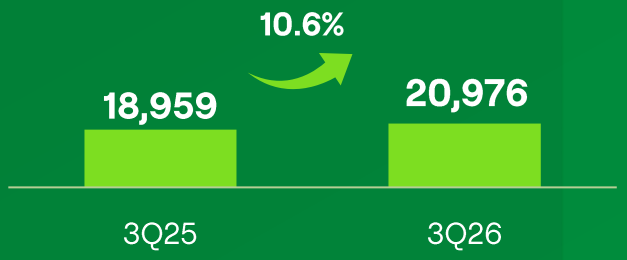


Rental Days – Car Rental

In thousands







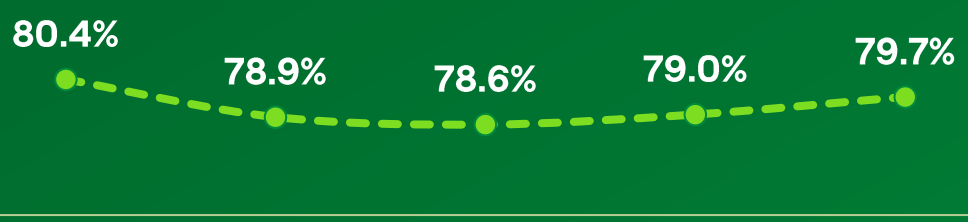
Data for the Brazilian operation

Classificação da Informação: PÚBLICA

HIGHER AVERAGE DAILY RATE AND A 1.6P.P. INCREASE IN THE UTILIZATION RATE REINFORCE COMMERCIAL EXCELLENCE AND EFFECTIVE MANAGEMENT OF PRICING, FLEET MIX AND PRODUCTIVITY

Utilization Rate – Car Rental

%



2021 proforma | 2022 proforma | 2023 | 2024 | 2025



9M25 | 9M26



3Q25 | 3Q26

Rental Rate – Car Rental

R$



2021 proforma | 2022 proforma | 2023 | 2024 | 2025



9M25 | 9M26



3Q25 | 3Q26

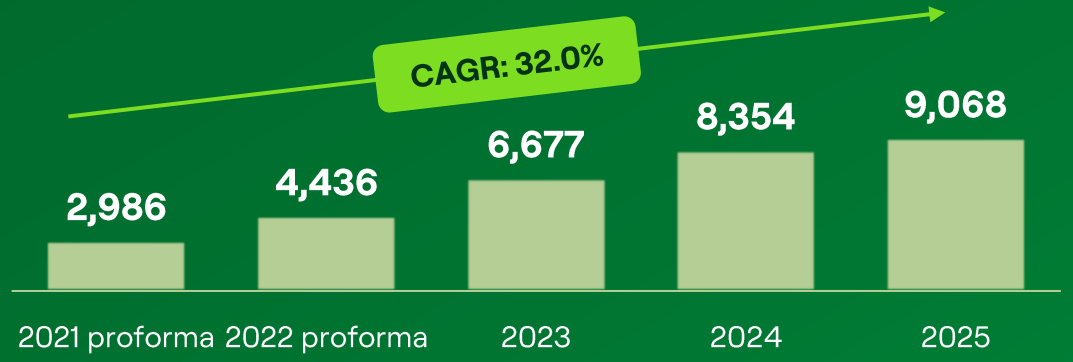
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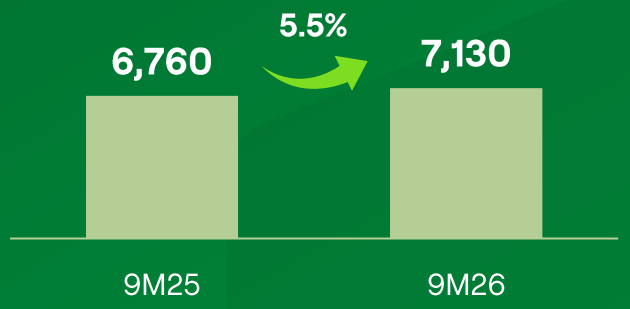
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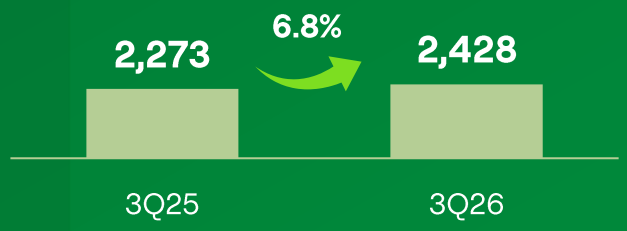
FLEET RENTAL NET REVENUE GREW 6.8% YEAR OVER YEAR IN 3Q26, WITH RENTAL DAYS UP 1.9% AND REDUCED EXPOSURE TO SEVERE USAGE CONTRACTS

Net Revenue – Fleet Rental

R$ million, including telematics and other initiatives

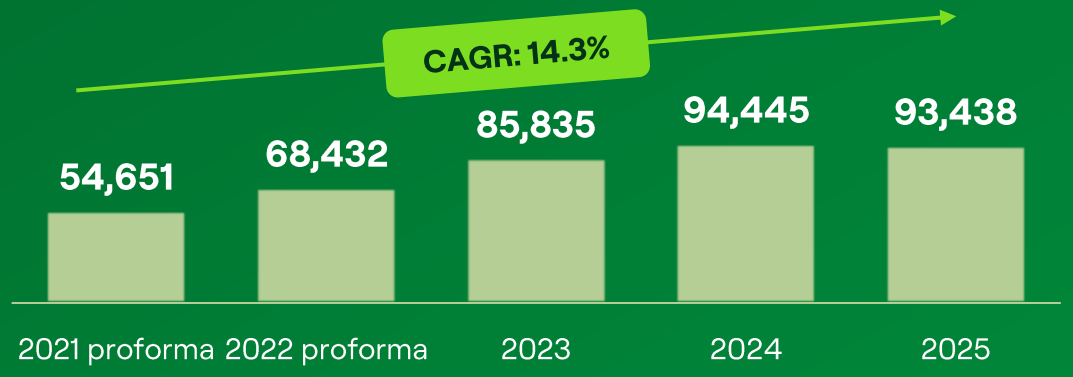


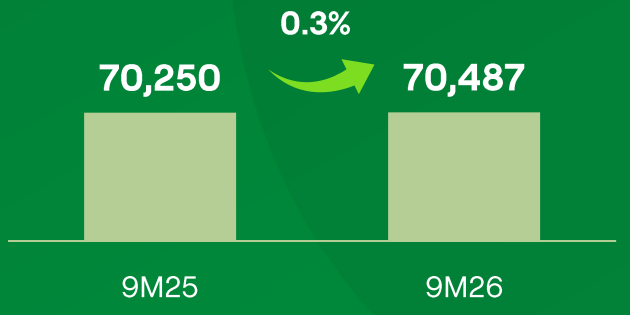


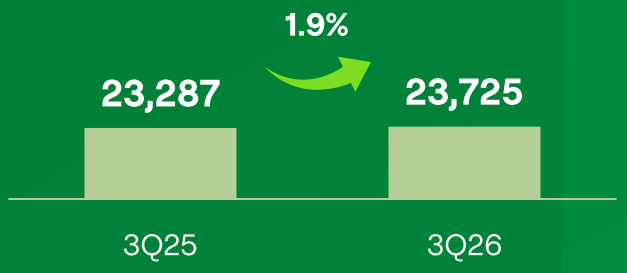


Rental Days – Fleet Rental

In thousands







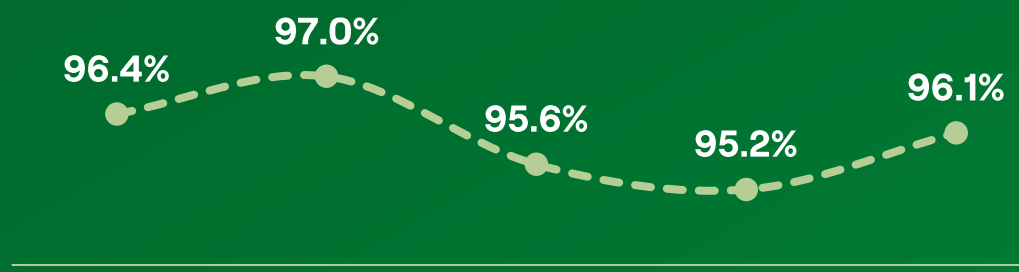
Data for the Brazilian operation

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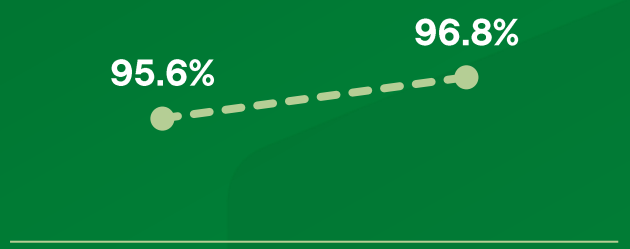
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Utilization Rate – Fleet Rental

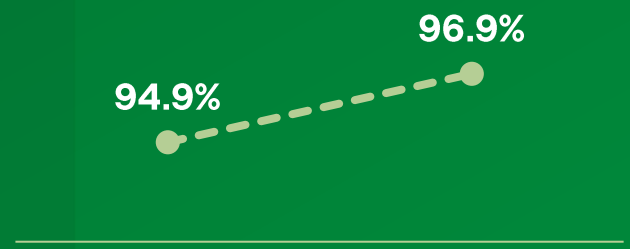
%



2021 proforma 2022 proforma 2023 2024 2025



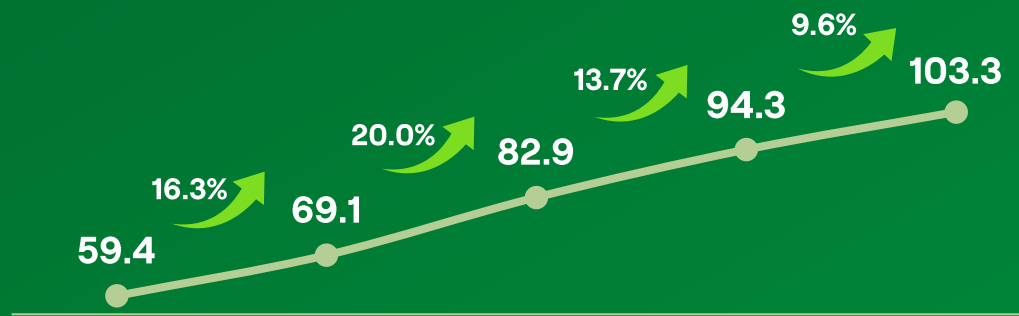
9M25 9M26



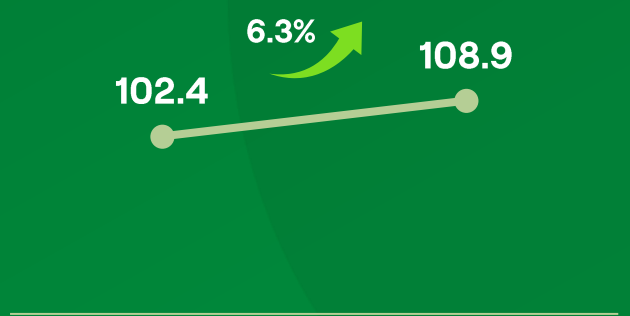
3Q25 3Q26

Rental Rate – Fleet Rental

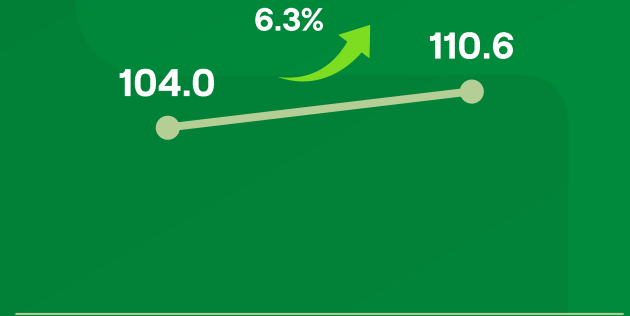
R$



2021 proforma 2022 proforma 2023 2024 2025



9M25 9M26



3Q25 3Q26

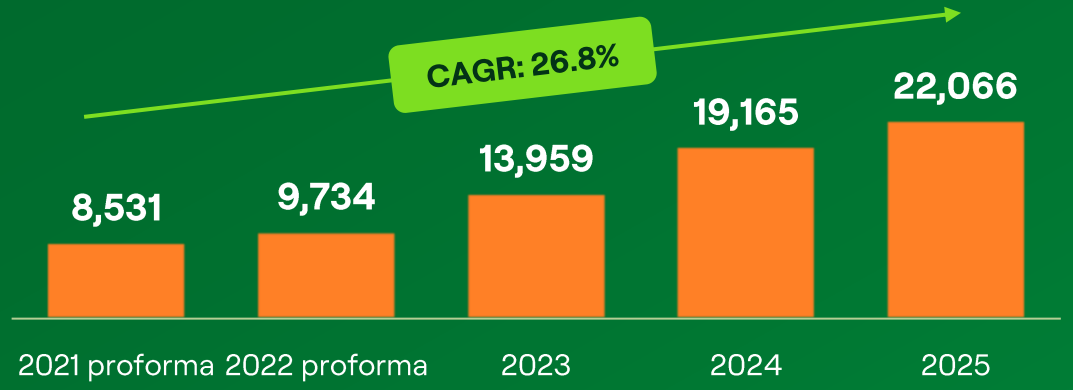
Data for the Brazilian operation

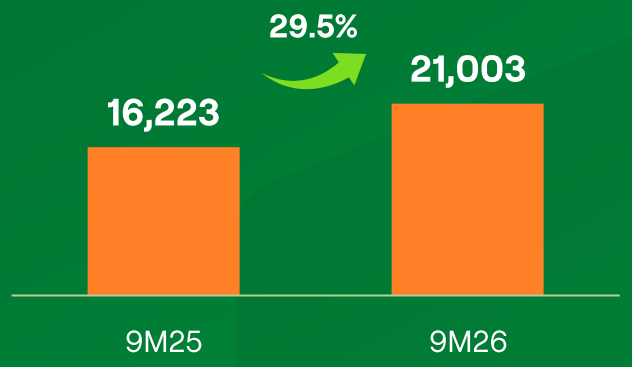
Classificação da Informação: PÚBLICA

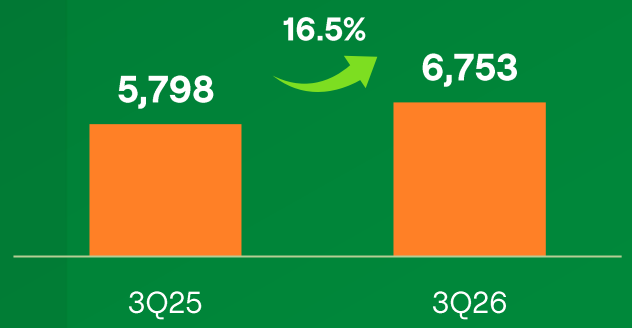
16.5% GROWTH IN SEMINOVOS NET REVENUE IN BRAZIL, SUSTAINING THE SALES PACE TO OPTIMIZE THE FLEET CYCLE

Net Revenue – Seminovos

R$ million

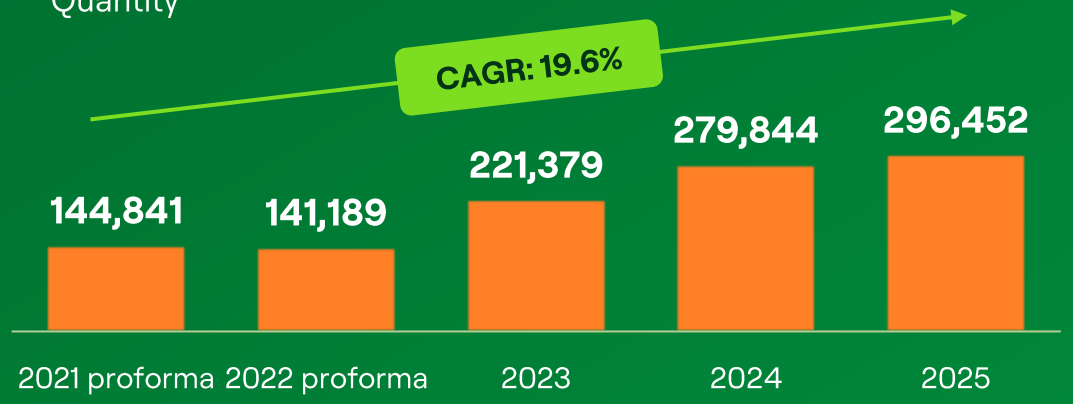


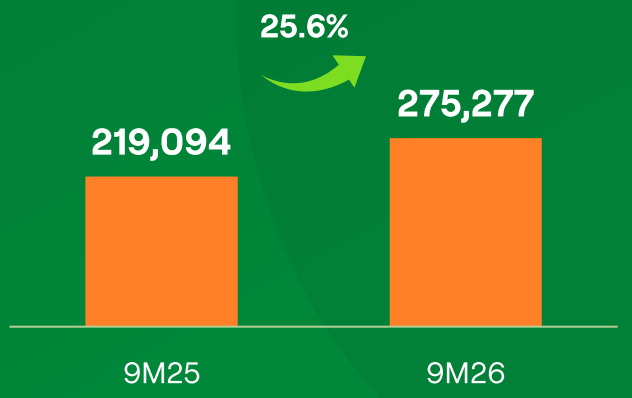


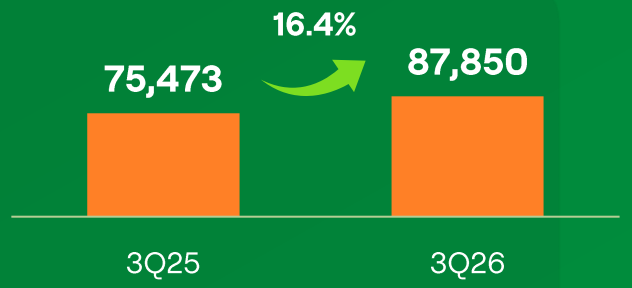


Cars sold – Seminovos

Quantity







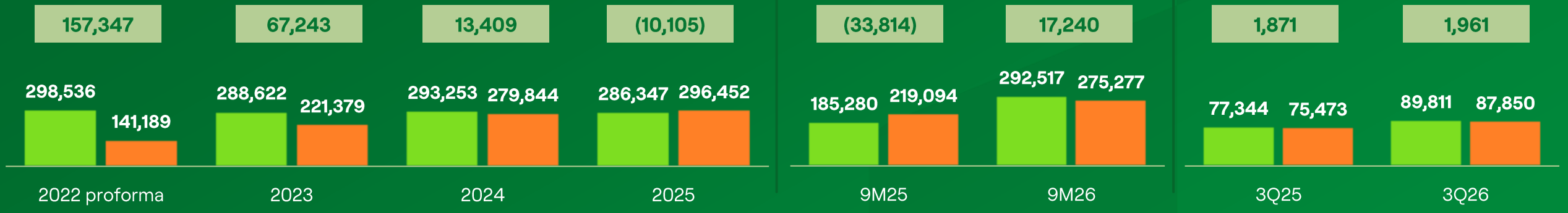
Data for the Brazilian operation

Classificação da Informação: PÚBLICA

IN 3Q26, 1.96 THOUSAND CARS WERE ADDED TO THE FLEET, RESULTING IN NET FLEET INVESTMENT OF R$1.8 BILLION IN THE QUARTER.

Car purchases and sales

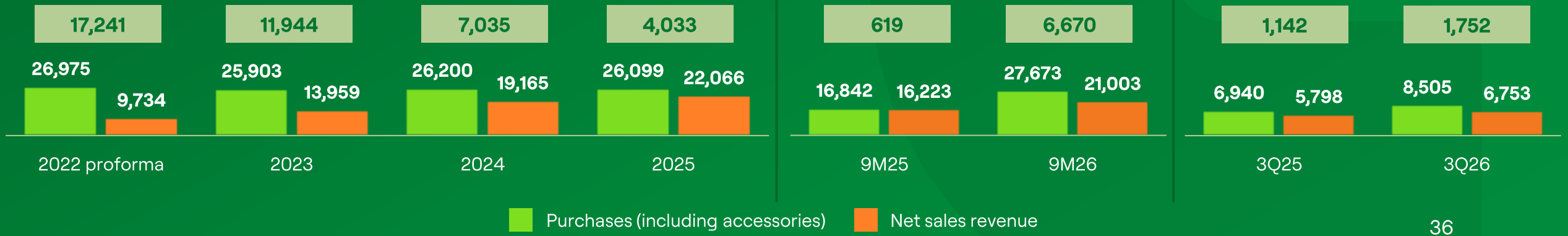
Quantity*



*Does not include cars written off due to theft or accidents.

Net fleet investment

R$ million



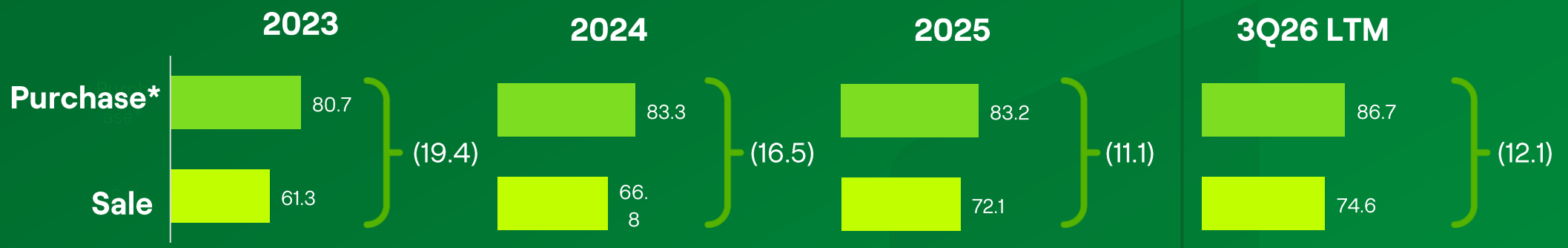
Data for the Brazilian operation

Classificação da Informação: PÚBLICA

RENEWAL CAPEX OF R$12.1 THOUSAND PER CAR IN CAR RENTAL AND R$19.2 THOUSAND IN FLEET RENTAL

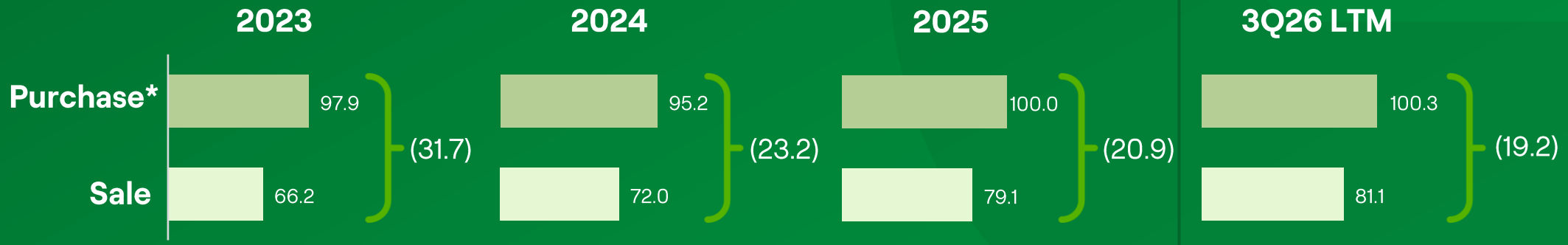
Average purchase and sale price – Car Rental

R$ thousand



Average purchase and sale price – Fleet Rental

R$ thousand



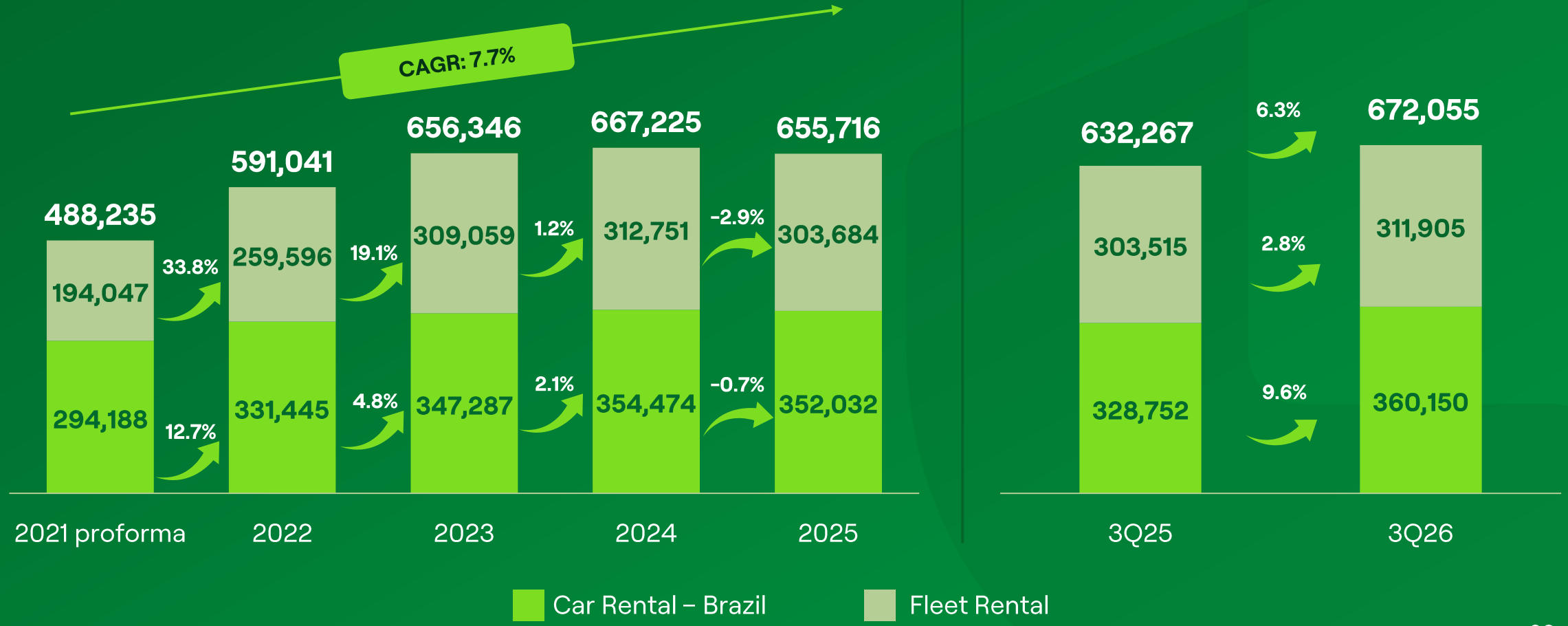
Data for the Brazilian operation

Classificação da Informação: PÚBLICA

*Does not include accessories

END-OF-PERIOD FLEET OF MORE THAN 672 THOUSAND CARS IN BRAZIL, A 6.3% INCREASE YEAR-OVER-YEAR

End-of-period fleet
Quantity



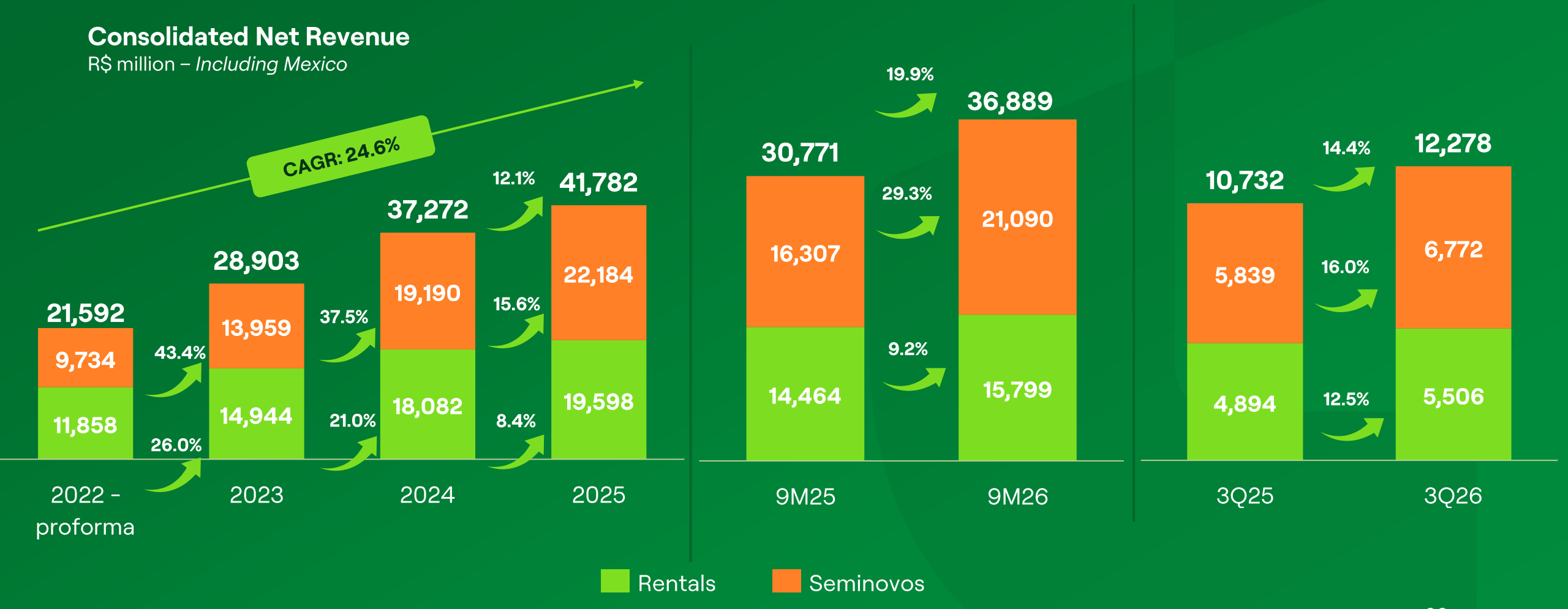
Data for the Brazilian operation

Classificação da Informação: PÚBLICA

CONSOLIDATED NET REVENUE OF R$12.3 BILLION IN THE QUARTER, WITH RENTALS UP 12.5% AND SEMINOVOS UP 16.0% YEAR-OVER-YEAR

Consolidated Net Revenue

R$ million – *Including Mexico*

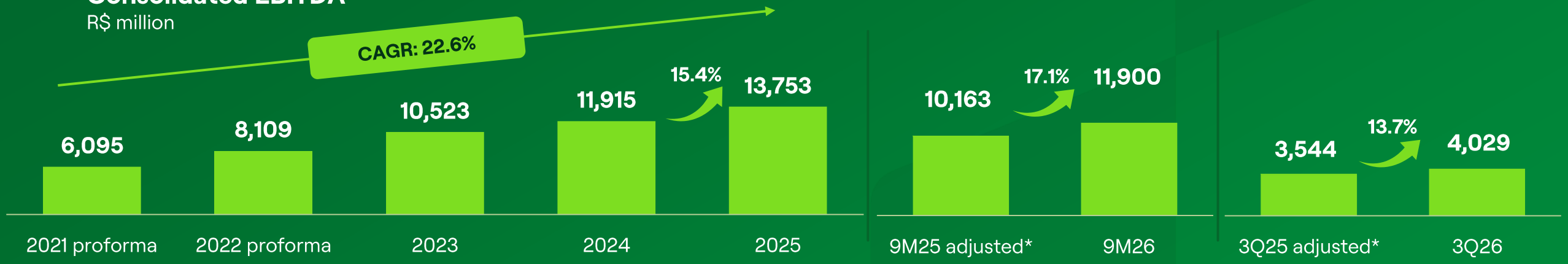


Classificação da Informação: PÚBLICA

CONSOLIDATED EBITDA TOTALED R$4.0 BILLION IN 3Q26, UP 13.7% FROM ADJUSTED 3Q25

Consolidated EBITDA

R$ million



EBITDA Margin	2022 proforma	2023	2024	2025	9M25 adjusted*	9M26	3Q25 adjusted*	3Q26
Car Rental Brazil and Franchising	56.2%	64.4%	62.0%	67.0%	66.5%	67.4%	67.7%	67.1%
Fleet Rental	65.6%	72.6%	66.8%	72.6%	71.5%	80.7%	73.4%	78.7%
Consolidated Rentals	59.7%	68.1%	64.2%	69.6%	68.8%	73.4%	70.4%	72.3%
Consolidated Rentals+ Mexico	59.7%	67.8%	63.4%	68.5%	67.9%	72.4%	69.3%	71.2%
Seminovos + Mexico	10.6%	2.9%	2.3%	1.5%	2.1%	2.2%	2.6%	1.6%
Consolidated (over rental revenues)	68.4%	70.4%	65.9%	70.2%	70.3%	75.3%	72.4%	73.2%

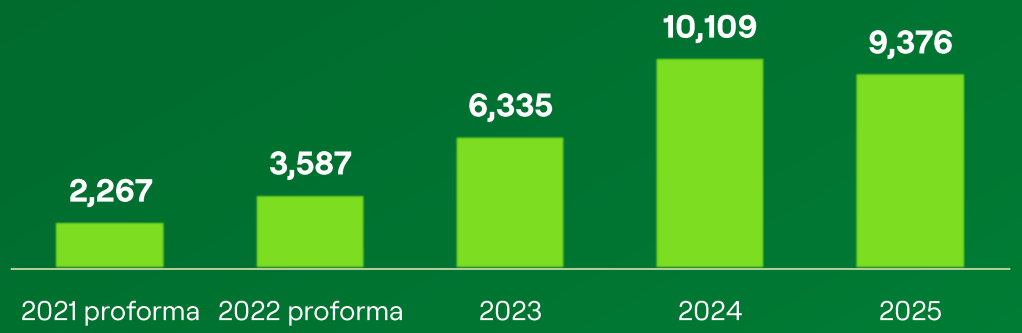
*Adjusted for the effects of the Green IPI (Tax on Industrialized Products).

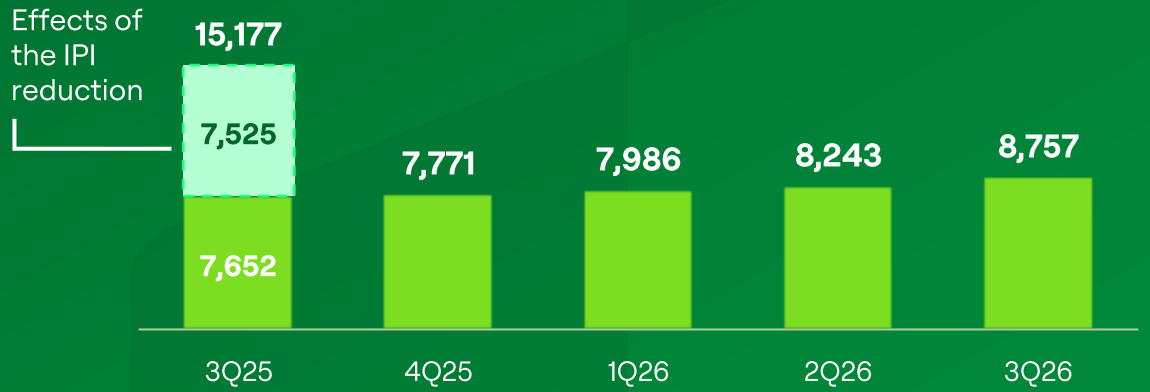
Classificação da Informação: PÚBLICA

DUE TO COMPETITIVE DYNAMICS IN THE AUTOMOTIVE INDUSTRY, DEPRECIATION CONTINUES ITS SEQUENTIAL UPWARD TREND, ESPECIALLY IN CAR RENTAL

Average annualized depreciation per car – Car Rental

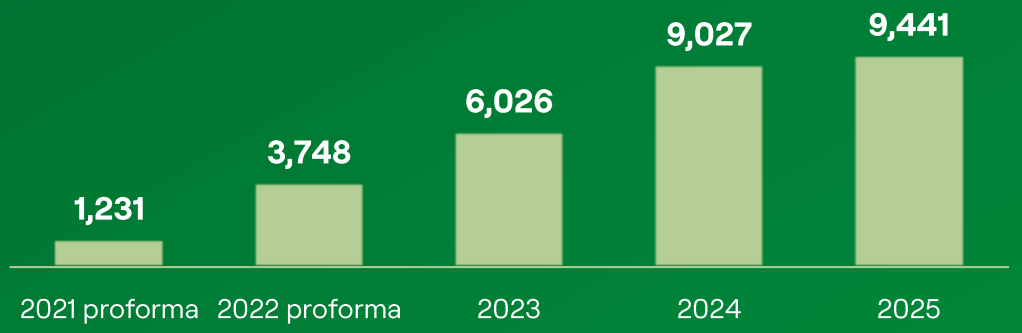
R$ thousand

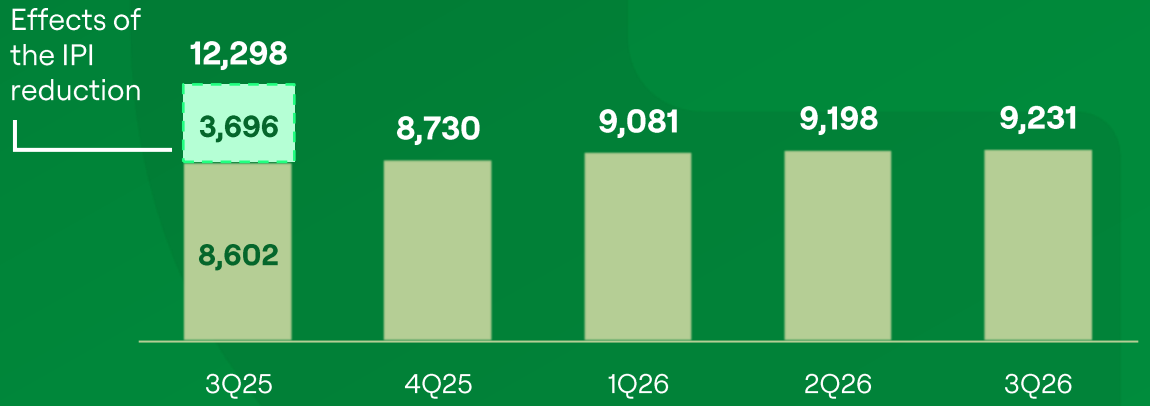




Average annualized depreciation per car – Fleet Rental

R$ thousand





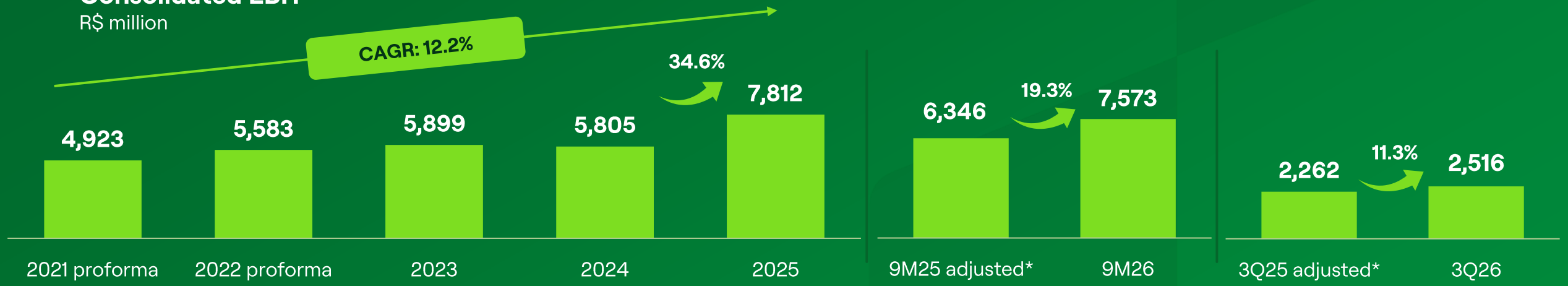
Data related to the Brazilian operation

Classificação da Informação: PÚBLICA

R$2.5 BILLION IN EBIT IN THE QUARTER, UP 11.3% YEAR-OVER-YEAR

Consolidated EBIT

R$ million



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

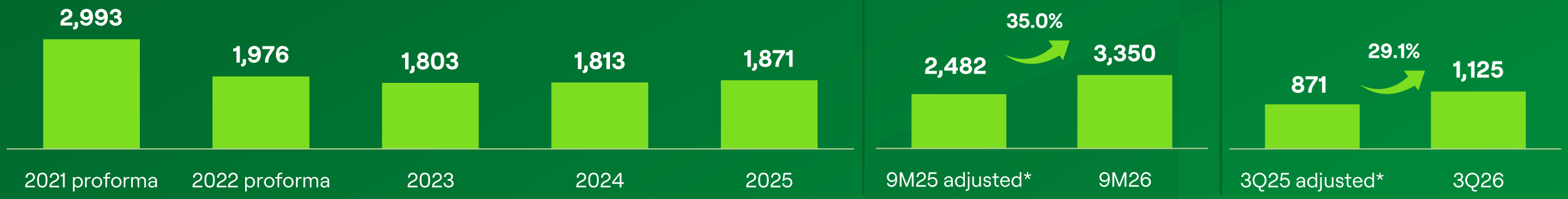
EBIT Margin	2022 proforma	2023	2024	2025	9M25 adjusted*	9M26	3Q25 adjusted*	3Q26
Car Rental Brazil and Franchising	46.7%	33.9%	29.3%	38.0%	43.4%	44.5%	45.8%	42.0%
Fleet Rental	47.7%	47.3%	37.5%	44.5%	46.7%	55.2%	49.1%	53.7%
Consolidated (over rental revenues)	47.1%	39.9%	33.1%	41.0%	45.0%	49.4%	47.3%	47.2%
Consolidated Rentals + Mexico	**47.1%**	**39.5%**	**32.1%**	**39.9%**	**43.9%**	**47.9%**	**46.2%**	**45.7%**

*3Q25 and 9M25: Adjusted to exclude the R$929 million IPI impact in 3Q25 (R$137 million in EBITDA, R$792 million in EBIT and R$613 million in Net Income);

NET INCOME OF R$1.1 BILLION IN 3Q26, UP 29.1% FROM ADJUSTED 3Q25

Consolidated Net Income

R$ million



EBITDA x Net income reconciliation	2024	2025	2025 adjusted*	9M25 adjusted*	9M26	Var. R$	Var. %	3Q25 adjusted*	3Q26	Var. R$	Var. %
Consolidated EBITDA	**11,915**	**13,753**	**13,890**	**10,163**	**11,900**	**1,737**	**17.1%**	**3,544**	**4,029**	**486**	**13.7%**
Cars depreciation	(5,610)	(5,413)	(4,621)	(3,428)	(3,860)	(431)	12.6%	(1,153)	(1,349)	(197)	17.1%
Other PP&E depreciation and amortization	(524)	(573)	(573)	(424)	(475)	(51)	12.0%	(144)	(167)	(23)	15.8%
Write-up amortization	24	45	45	36	8	(27)	(76.5%)	15	3	(12)	(80.7%)
EBIT	**5,805**	**7,812**	**8,741**	**6,346**	**7,573**	**1,228**	**19.3%**	**2,262**	**2,516**	**255**	**11.3%**
Financial expenses, net	(3,939)	(4,614)	(4,614)	(3,415)	(3,496)	(80)	2.4%	(1,220)	(1,249)	(29)	2.4%
Income tax and social contribution	(53)	(1,327)	(707)	(449)	(727)	(279)	62.2%	(170)	(142)	28	(16.6%)
Net income for the period	**1,813**	**1,871**	**3,420**	**2,482**	**3,350**	**868**	**35.0%**	**871**	**1,125**	**254**	**29.1%**

*3Q25 and 9M25: Adjusted for the effects of IPI totaling R$929 million in 3Q25, of which R$137 million in EBITDA, R$792 million in EBIT and R$613 million in Net Income, and for the derecognition of Locamerica's tax loss carryforwards.

Classificação da Informação: PÚBLICA

R$9.7 BILLION IN CASH GENERATED BY RENTAL OPERATIONS WAS PARTIALLY USED TO FUND NET VEHICLE CAPEX, INCLUDING FLEET RENEWAL AND GROWTH

Free Cash Flow

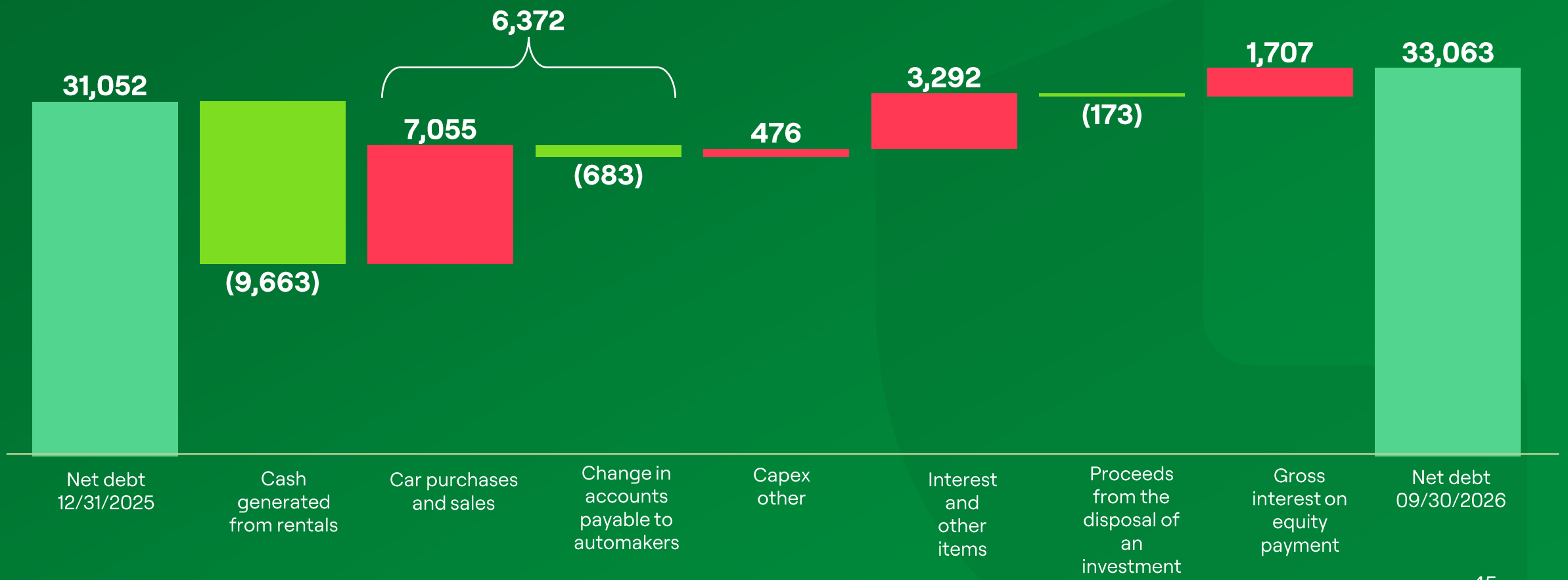
	Free cash flow (R$ million)	2021	2022	2023	2024	2025	9M26
Operations	EBITDA	3,698	6,589	10,523	11,915	13,753	11,900
	Used car sale revenue, net of taxes	(5,308)	(7,834)	(13,876)	(19,185)	(22,183)	(21,090)
	Net book value of vehicles written-off	4,346	6,085	12,250	17,750	20,847	19,766
	(-) Income tax and social contribution	(307)	(83)	(130)	(488)	(477)	(98)
	Change in working capital	(568)	(1,284)	(1,783)	(236)	(458)	(815)
	Cash generated by rental operations	**1,860**	**3,473**	**6,984**	**9,756**	**11,482**	**9,663**
Capex	Used car sale revenue, net of taxes	5,308	7,834	13,876	19,185	22,183	21,090
	Fleet investment	(7,656)	(22,539)	(25,950)	(26,297)	(26,319)	(28,145)
	Net capex – cars	**(2,348)**	**(14,705)**	**(12,074)**	**(7,112)**	**(4,135)**	**(7,055)**
	Change in accounts payable to car suppliers	289	3,918	2,587	1,086	(633)	683
	Net investment in fleet	**(2,059)**	**(10,787)**	**(9,487)**	**(6,027)**	**(4,768)**	**(6,372)**
	Investments, (divestments) in other property and intangibles	(147)	(364)	(392)	(453)	(437)	(318)
	Free cash generated (applied) before interest and others	**(346)**	**(7,679)**	**(2,895)**	**3,276**	**6,277**	**2,973**

Classificação da Informação: PÚBLICA

THE COMPANY ENDED THE QUARTER WITH NET DEBT OF R$33 BILLION

Change in net debt – as of 09/30/2026

R$ million

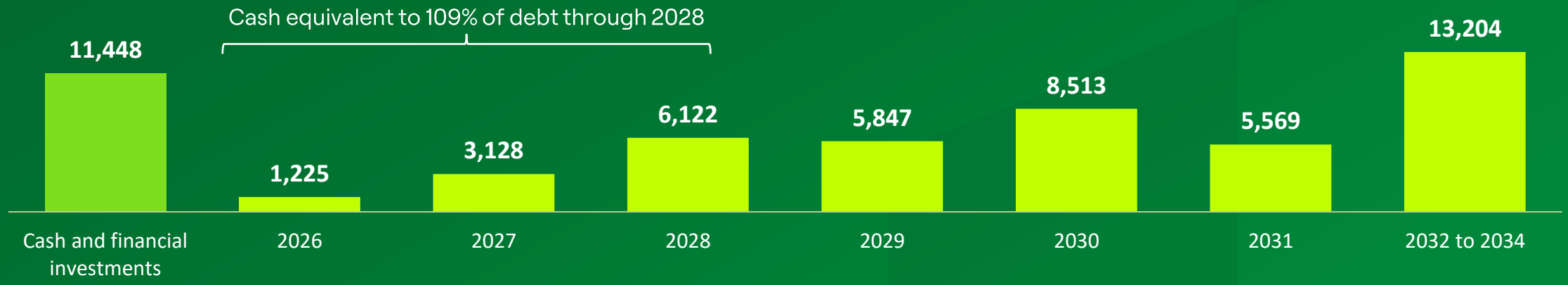


Classificação da Informação: PÚBLICA

STRONG CASH POSITION OF R$11.4 BILLION, COVERING MORE THAN 100% OF DEBT THROUGH 2028

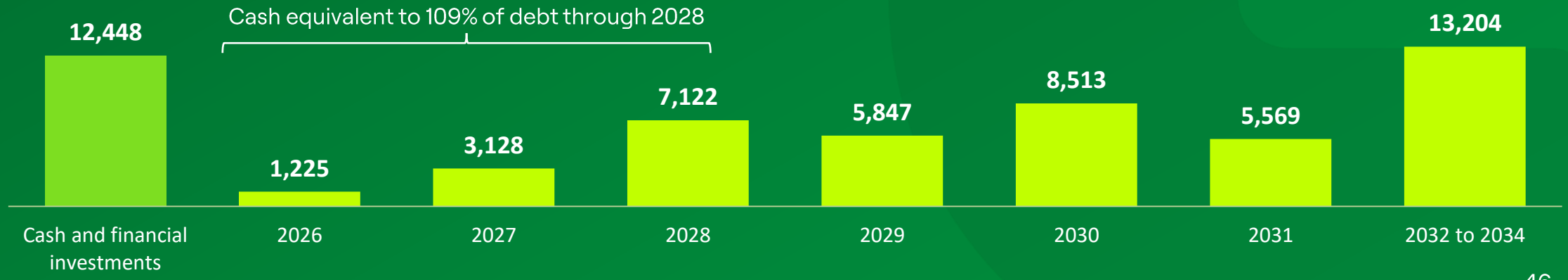
Debt maturity profile (principal) – as of 09/30/2026

R$ million



Proforma after settlements and issuances through October/2026

R$ million



Classificação da Informação: PÚBLICA

75% OF NET DEBT IS HEDGED AGAINST CDI FLUCTUATIONS THROUGH SWAP INSTRUMENTS

Consolidated net debt composition – as of 09/30/2026
R$ million

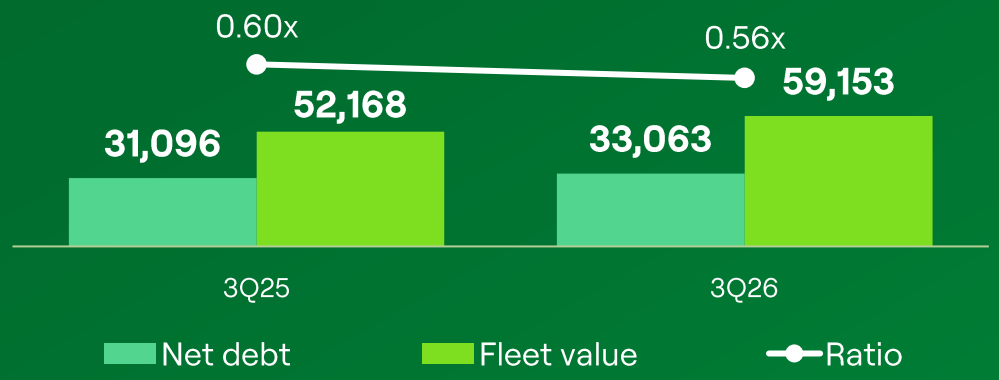


75% of debt is hedged through swaps, with duration aligned with Fleet Rental contracts, at an average rate of 12.59% + funding spread.

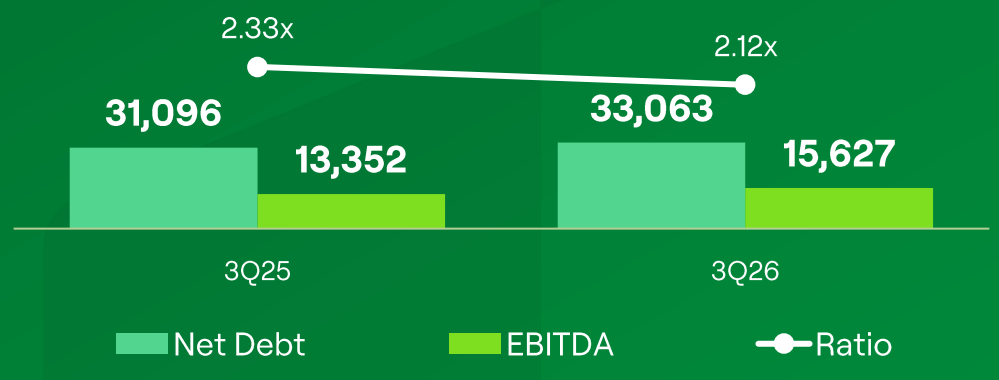
Classificação da Informação: PÚBLICA

IMPROVEMENT IN LEVERAGE RATIOS YEAR-OVER-YEAR

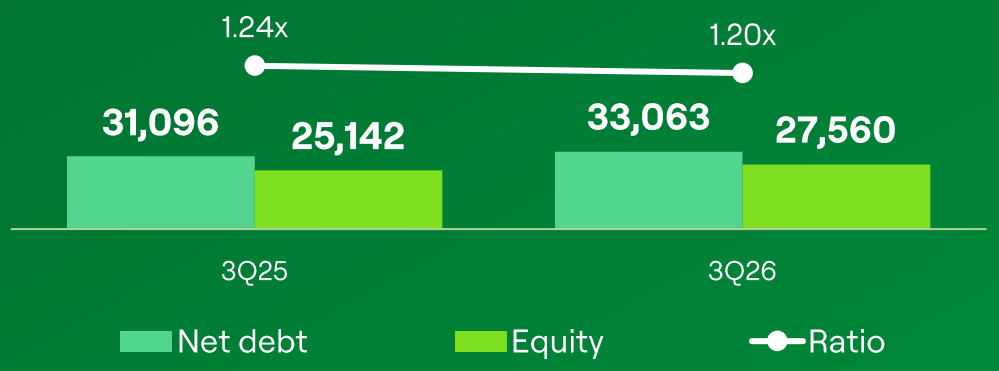
Net debt vs. fleet value
R$ million



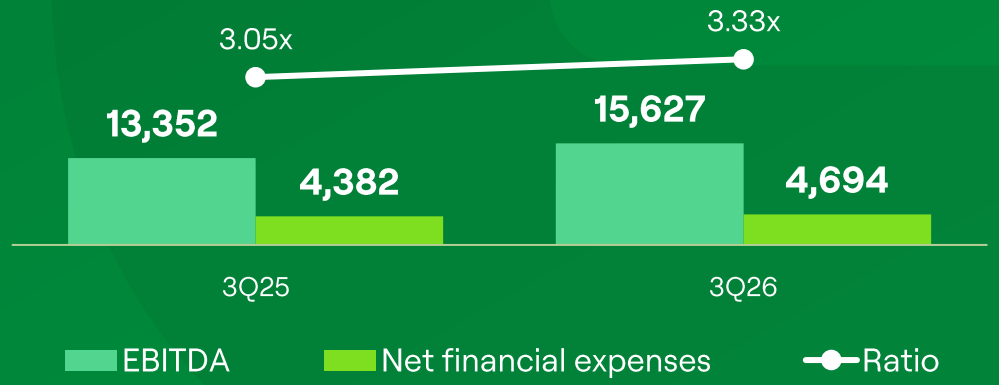
Net debt vs. EBITDA LTM
R$ million



Net debt vs. Equity
R$ million



EBITDA LTM vs. Net financial expenses LTM
R$ million

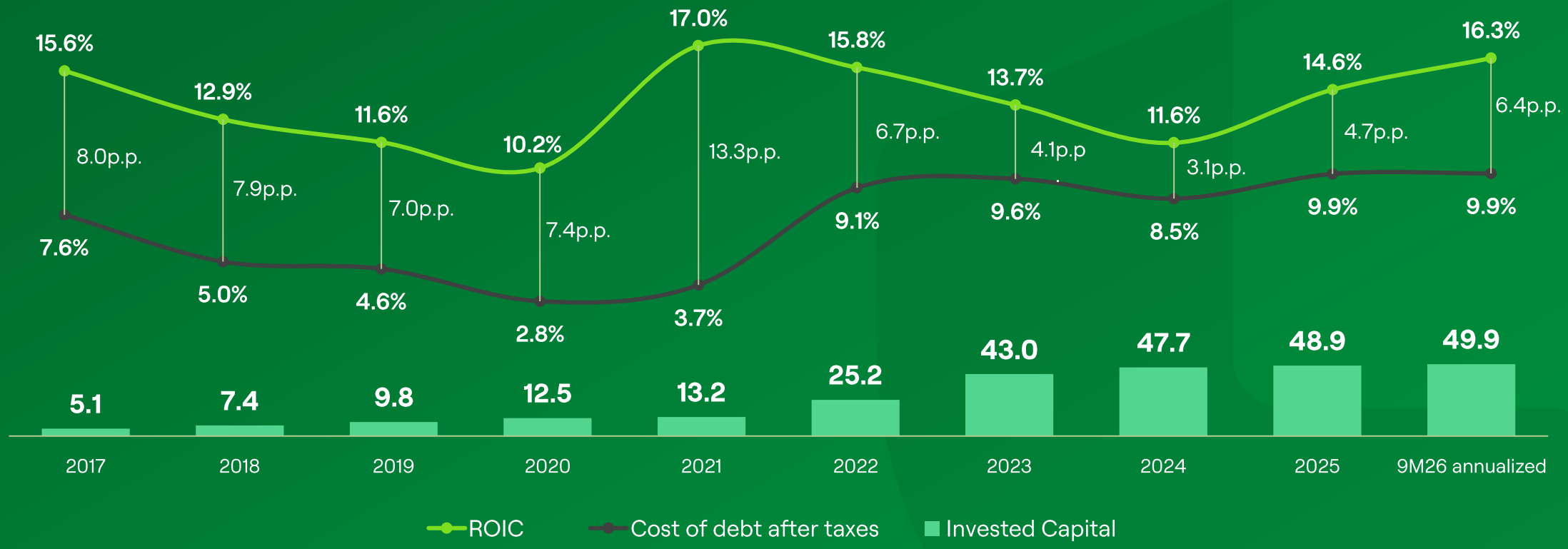


Classificação da Informação: PÚBLICA

ROIC SPREAD OF 6.4 P.P. REINFORCES THE CONSISTENT RECOVERY TRAJECTORY OF RETURNS

Evolution of ROIC spread and capital base

% and R$ billion



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