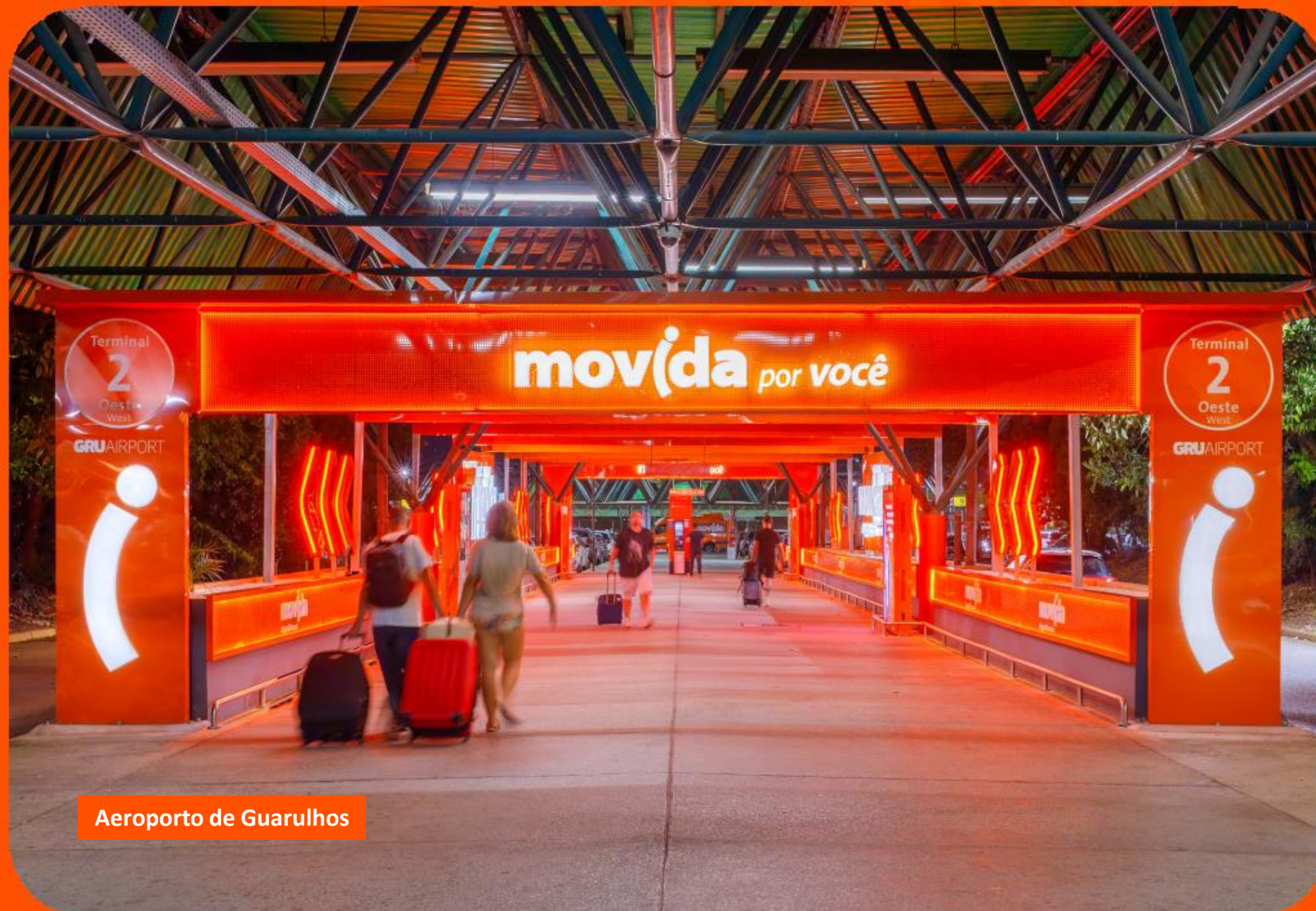




mov(da)
aluguel de carros

»» 4T24 e 2024
Divulgação
de Resultados

UMA EMPRESA DO GRUPO



Este material foi preparado pela MOVIDA e pode incluir declarações que representem expectativas sobre eventos ou resultados futuros. Tais informações constituem-se em crenças e premissas da Diretoria da Companhia, bem como em informações atualmente disponíveis. Considerações futuras dependem, substancialmente, das condições de mercado, regras governamentais, do desempenho do setor e da economia brasileira, entre outros fatores, dados operacionais podem afetar o desempenho futuro da MOVIDA e podem conduzir a resultados que diferem materialmente daqueles expressos em tais considerações futuras.

Esta apresentação foi resumida e não tem o objetivo de ser completa. Os acionistas da Companhia e os potenciais investidores devem realizar a leitura da presente apresentação sempre acompanhada das Informações Trimestrais.

Entregas estruturais de 2024 impulsionam a geração de valor



i1 Recomposição continuada do preço do RAC



Ticket médio¹ cresce 20% no 4T24 (vs 4T23) com *yield* de **4,2% a.m.** em 2024 (3,7% a.m. em 2023) e **4,3% a.m.** no 4T24



i2 Patamar superior de precificação do GTF



Novos contratos com *yield* médio de **3,2% a.m.** 2024 (vs 2,9% a.m. em 2023) e **3,3% a.m.** no 4T24

i3 Maior alocação de capital no GTF



GTF atinge **60%** do imobilizado bruto na média de 2024 (vs 55% em 2023)



i4 Melhor eficiência operacional, gestão de receita e custo



Mg EBITDA **65%** no RAC¹ e **75%** no GTF em 2024 (vs 58% no RAC e 72% no GTF em 2023)

Recorde!

i5 Maior produtividade em Seminovos



39 carros vendidos por mês nas lojas do varejo em 2024 (vs 28 em 2023)



¹Considera apenas operação no Brasil

Melhora na performance operacional em todas as linhas de negócios evidencia a transformação dos indicadores de rentabilidade

Variações 2024 vs 2023

Receita Líquida

Consolidada

Recorde!

R\$ 13,481 bi

Locação

R\$6,639 bi ↑ +30%

EBITDA

Consolidado

Recorde!

R\$ 4,701 bi

Locação

R\$4,598 bi ↑ +41%

EBIT aj.¹

Consolidado

Recorde!

R\$ 2,652 bi

Locação

R\$2,621 bi ↑ +62%

¹EBIT ajustado pelo efeito negativo de R\$23 mm do impacto da catástrofe climática no Rio Grande do Sul.

Frota

Total (final de período)

268 mil

Operacional (média)

215 mil ↑ +14%

Lucro Líquido

Ajustado²

R\$ 305 mm

↑ +R\$551 mm

Contábil

R\$ 232 mm

↑ +R\$882 mm

ROIC

12,3%

↑ +4,3 p.p.
vs. 2023

²Lucro líquido ajustado por: a) Em 2024, desconsidera os efeitos após IR: i) R\$23 mm do impacto negativo da catástrofe climática no Rio Grande do Sul; ii) R\$61mm do impacto negativo após o término dos contratos de swap, relacionados a operação de bond no exterior, que estão sendo reconhecidos mensalmente no resultado até o final do contrato do bond. O efeito caixa desta operação ocorreu em nov/23, e o reconhecimento na DRE deste valor, registrado na rubrica “outros resultados abrangentes” no patrimônio líquido, está sendo feito nas despesas financeiras; iii) R\$8 mm do impacto positivo do pré pagamento, recompra de títulos de dívida e venda de títulos soberanos; e b) Em 2023, desconsidera os efeitos após IR: i) R\$18 mm da implantação de projetos estratégicos e da reestruturação de RAC e Seminovos; iii) R\$316 mm referente a depreciação impairment; iii) R\$112 do intangível mais valia (incorporação das empresas adquiridas); e iv) R\$41 mm do impacto positivo do pré pagamento, recompra de títulos de dívida e venda de títulos soberanos.

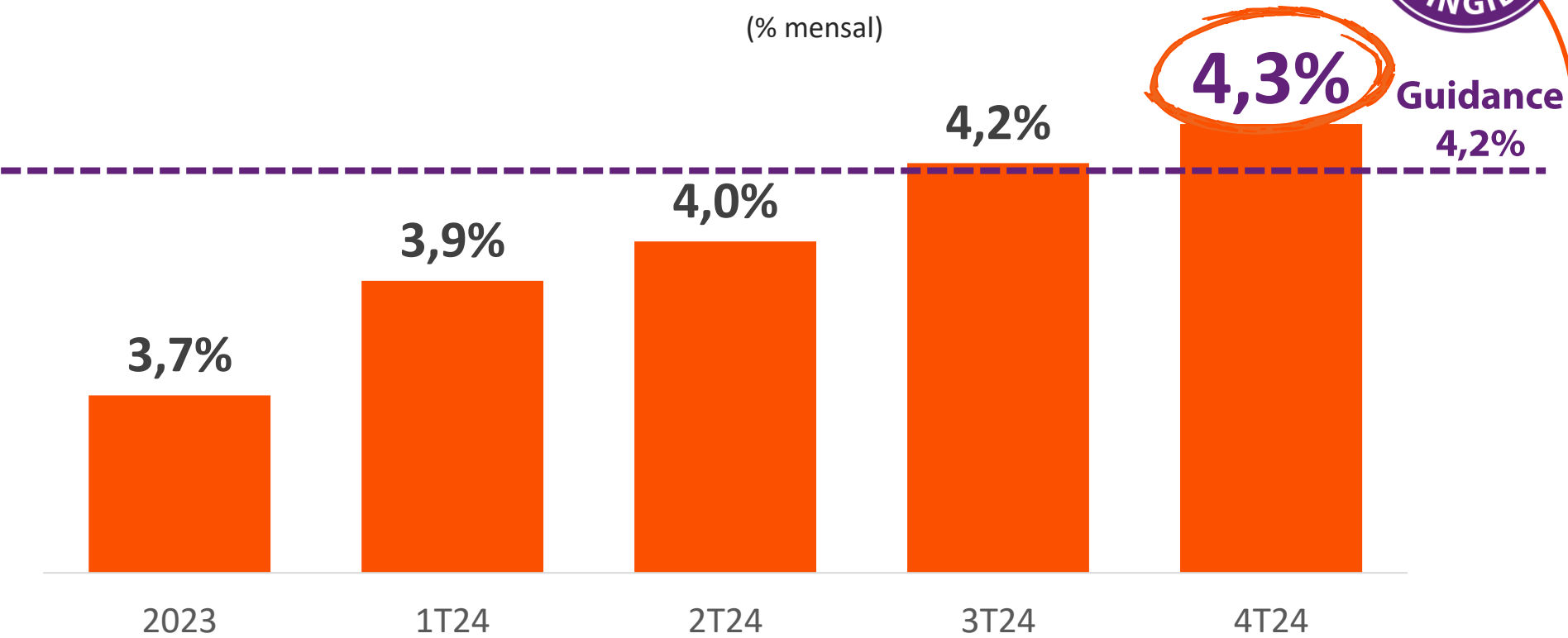
Guidances de 2024 foram atingidos antecipadamente e demonstram assertividade no planejamento e eficiência na execução



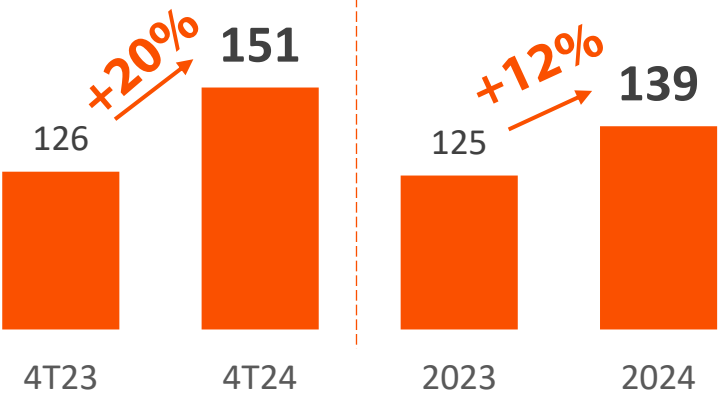
RAC: recomposição do preço da diária (yield¹)



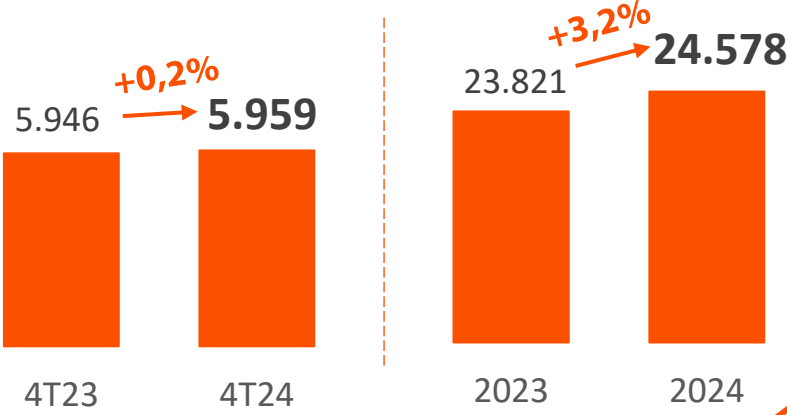
Yield RAC¹
(% mensal)



Diária média
(R\$)



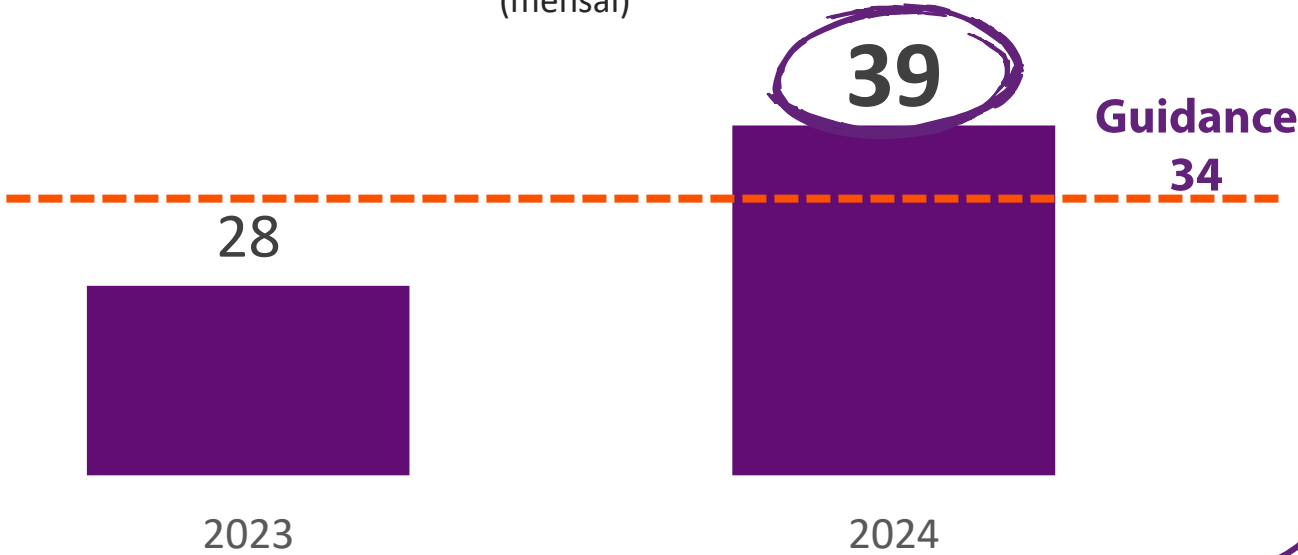
Volume de diárias
(milhares)



Seminovos: ganho de produtividade

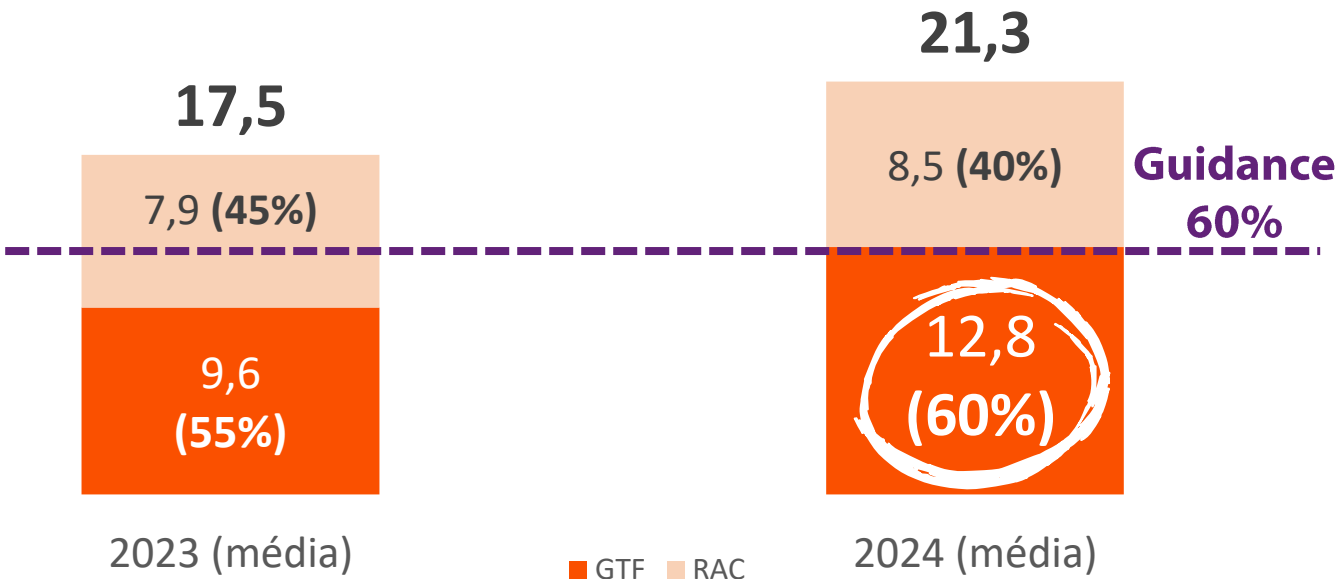


Vendas varejo por loja
(mensal)



GTF: priorização na alocação de capital²

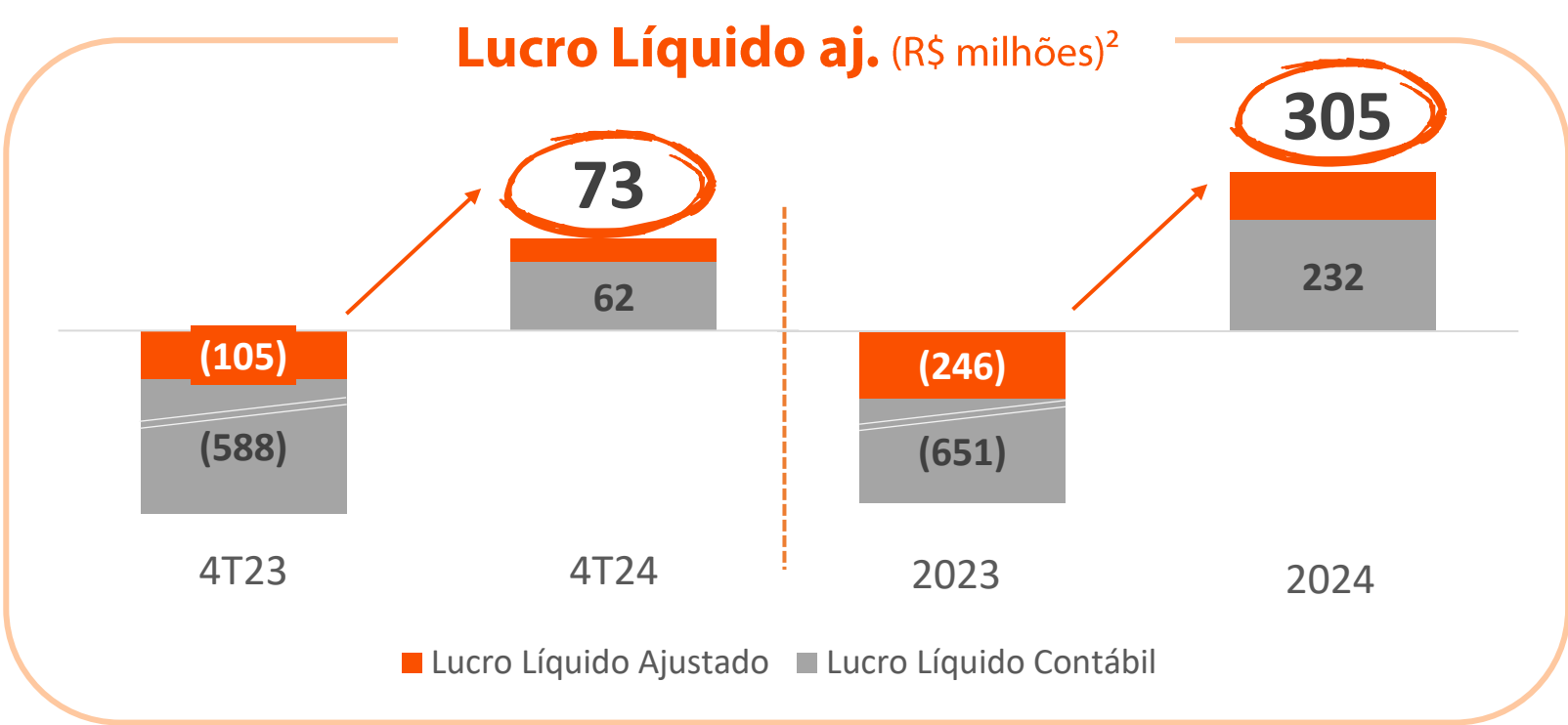
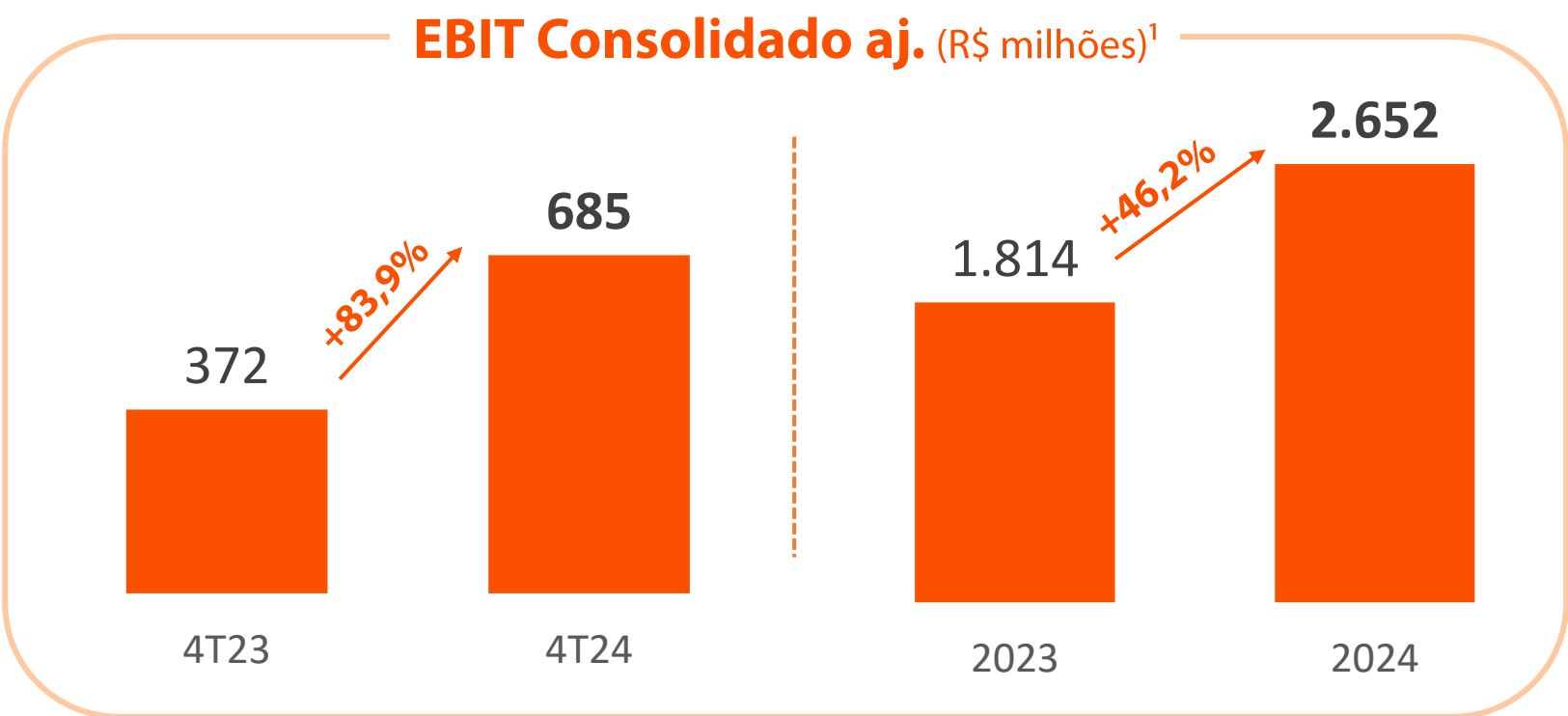
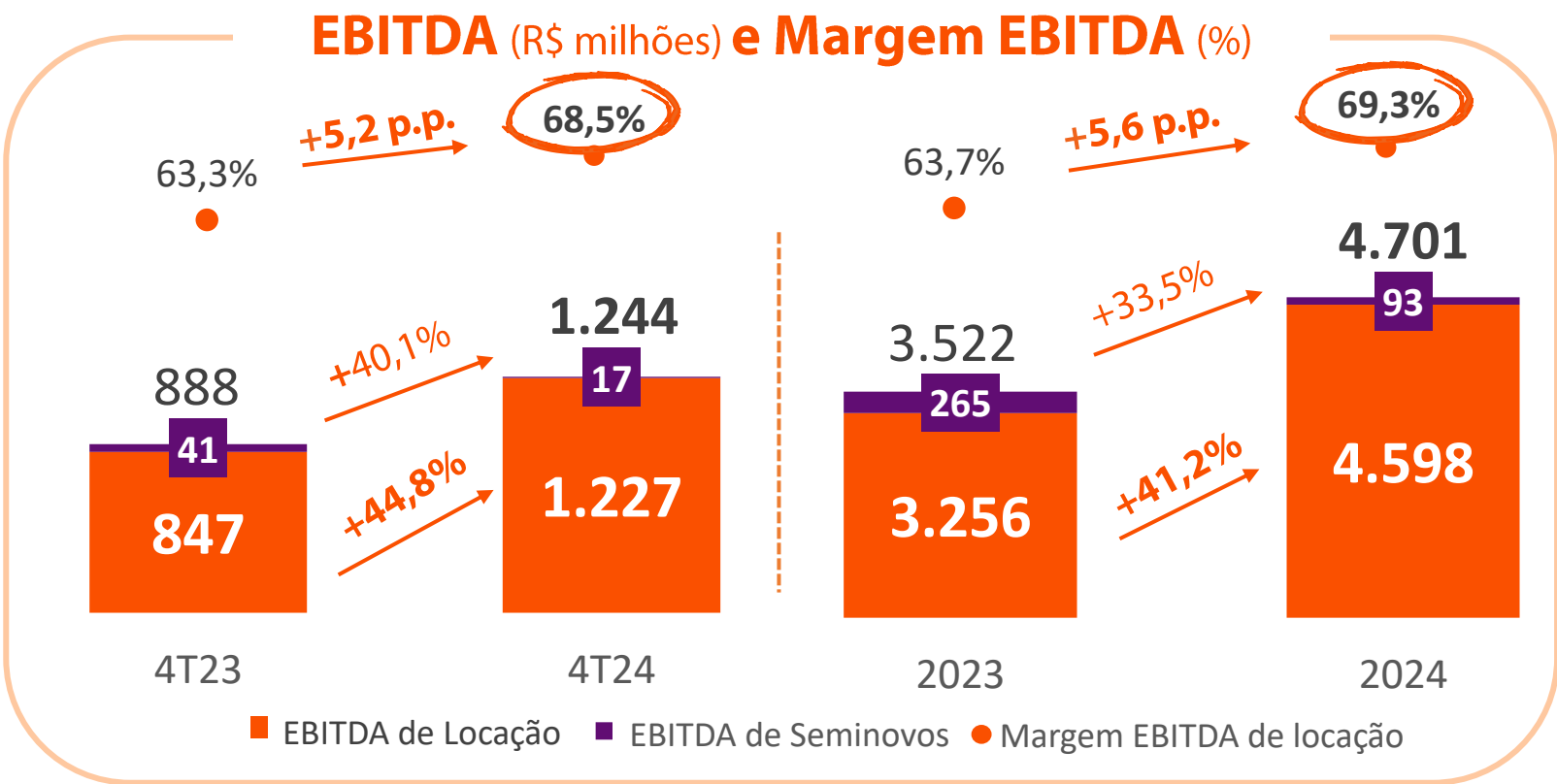
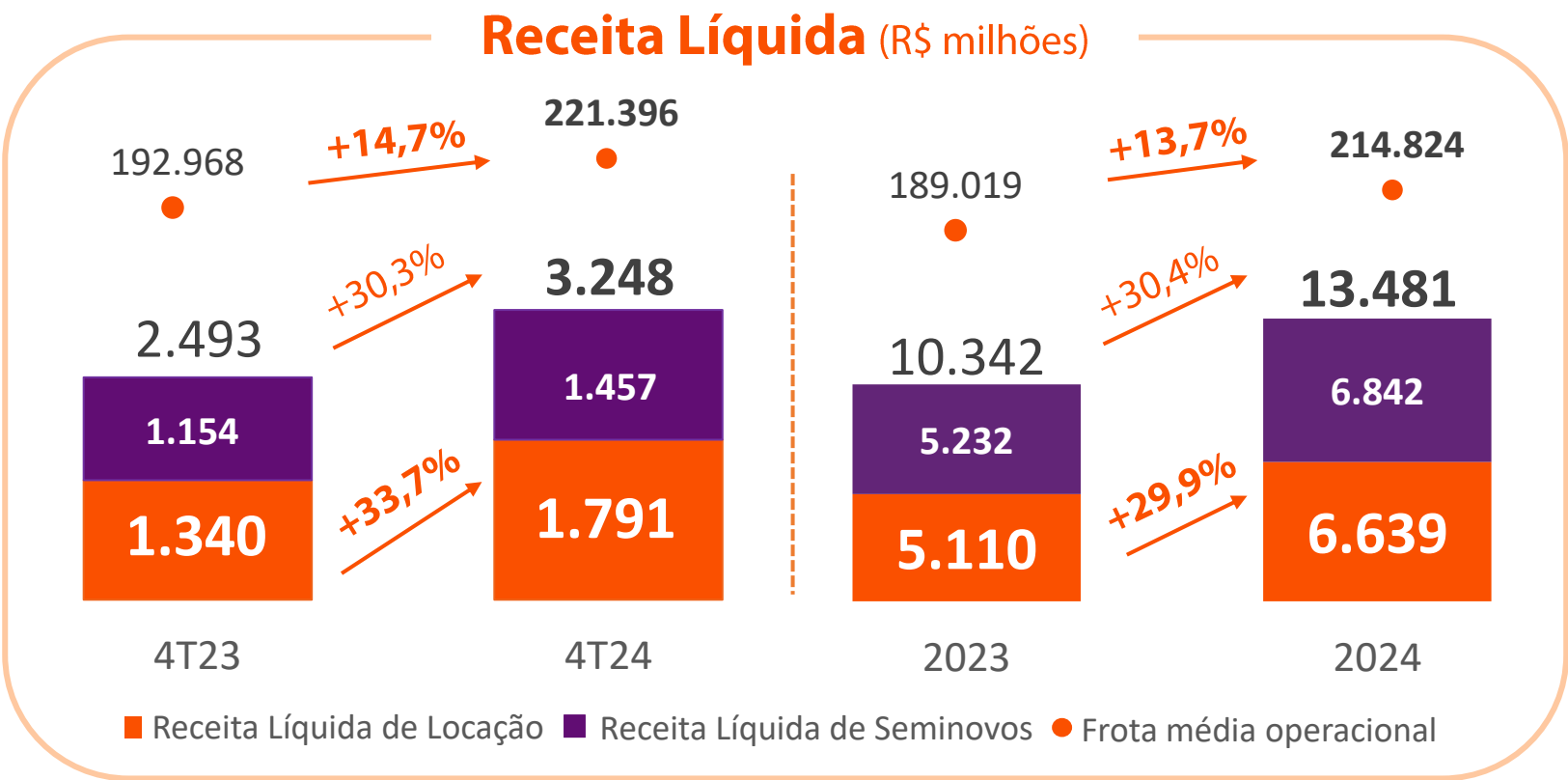
(R\$ bilhões e %)



¹ Yield RAC calculado pela divisão da receita mensal por carro operacional pelo ticket médio de aquisição da frota no RAC
² Considera estoque de Seminovos e não considera operação de Portugal

Lucro líquido² de R\$73 mm no 4T24 e R\$305 mm em 2024

Melhora significativa de eficiência operacional e lucratividade



¹EBIT ajustado pelo efeito negativo de R\$23 mm do impacto da catástrofe climática no Rio Grande do Sul em 2024.
²Lucro líquido ajustado por: a) 2023 e 2024 vide slide 5 desta apresentação; b) No 4T24, desconsidera os efeitos após IR: i) R\$16mm do impacto negativo após o término dos contratos de swap, relacionados a operação de *bond* no exterior, que estão sendo reconhecidos mensalmente no resultado até o final do contrato do *bond*. O efeito caixa desta operação ocorreu em nov/23, e o reconhecimento na DRE deste valor, registrado na rubrica “outros resultados abrangentes” no patrimônio líquido, está sendo feito nas despesas financeiras (R\$57 mm em 2024); e iii) R\$5 mm do impacto positivo do pré pagamento e recompra de títulos de dívida e venda de títulos soberanos;
b) No 4T23, desconsidera os efeitos após IR: i) R\$18 mm da implantação de projetos estratégicos e da reestruturação de RAC e Seminovos; iii) R\$316 mm referente a depreciação impairment; iii) R\$112 do intangível mais valia (incorporação das empresas adquiridas); e iv) R\$37 mm do impacto da liquidação antecipada de dívidas.

Margens EBITDA em patamares superiores de rentabilidade

Avanços consistentes na utilização do capital investido e na redução de custos e despesas



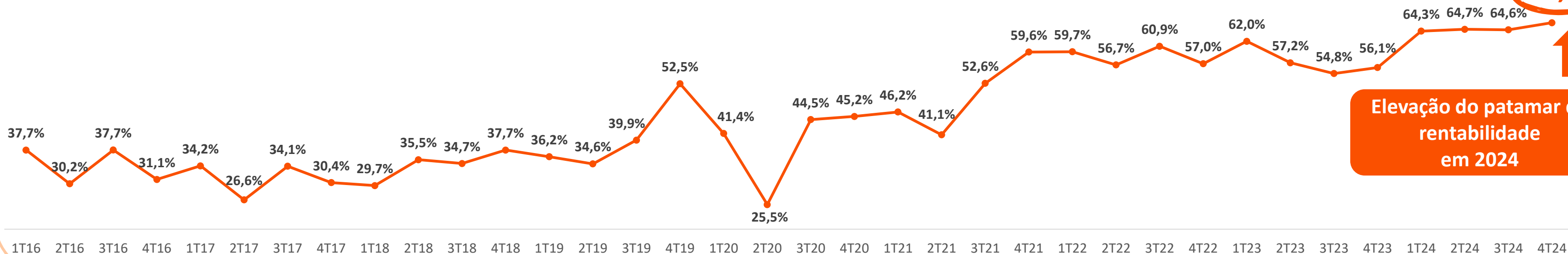
Evolução da margem EBITDA

RAC

Recorde!

66,0%

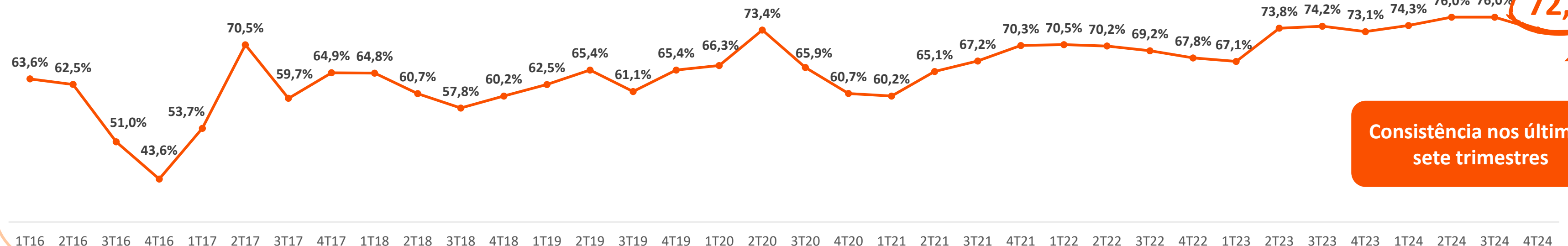
Elevação do patamar de rentabilidade em 2024



GTF

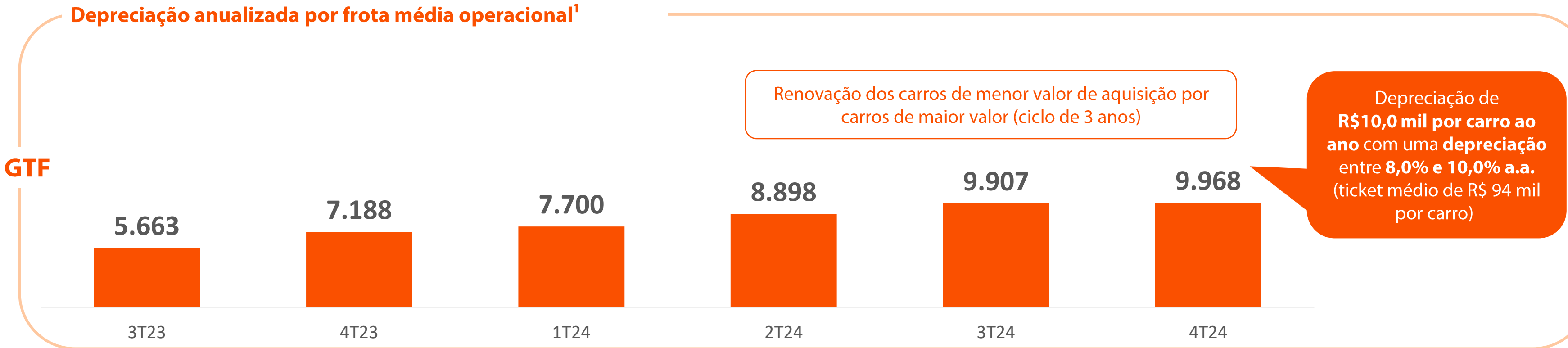
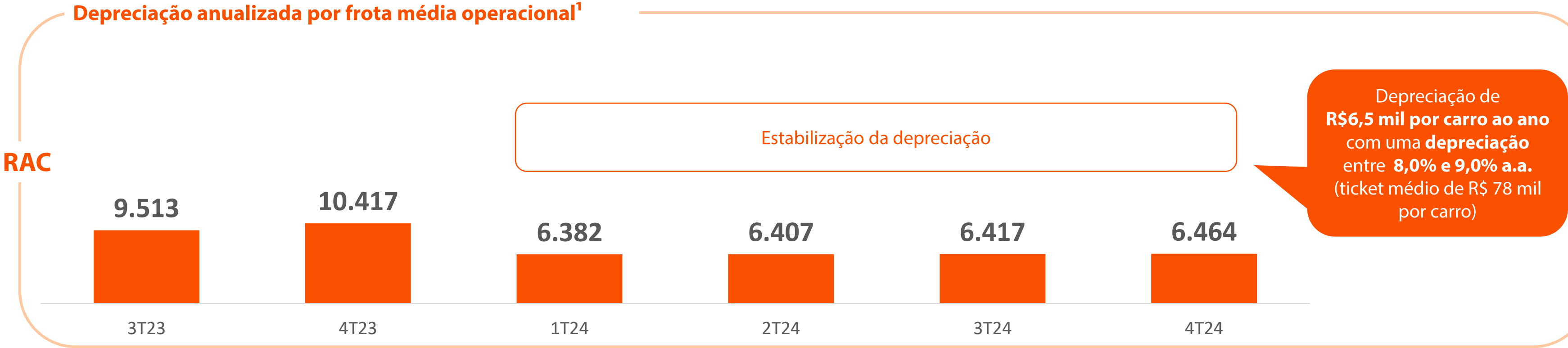
72,5%

Consistência nos últimos sete trimestres



Estabilização da depreciação

RAC: manutenção do valor de depreciação por carro no RAC devido a melhora do mix da frota
GTF: taxa de depreciação em GTF estabilizada nos novos carros refletindo a renovação de contratos

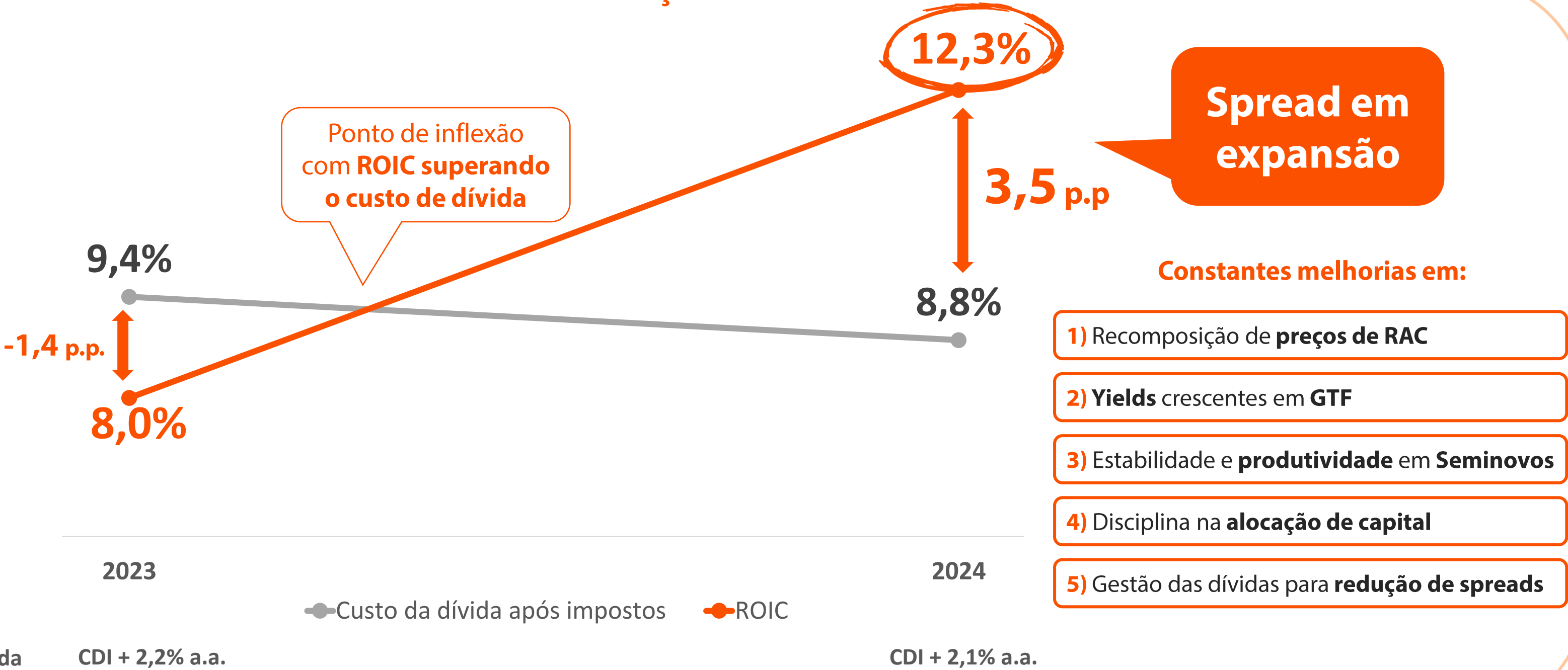


¹Depreciação por frota operacional = depreciação frota no trimestre * 4 / frota média operacional

ROIC de 12,3% em 2024 com *spread* em expansão contínua



Evolução do ROIC



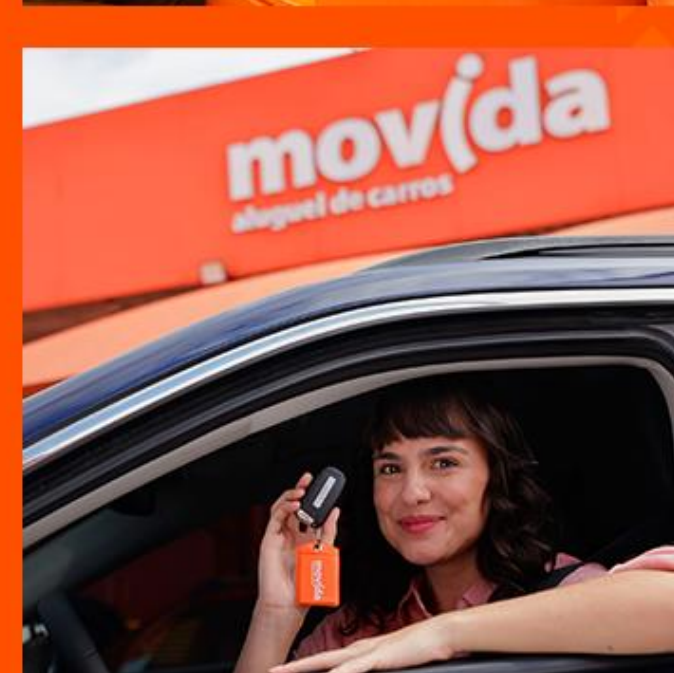
OBS: Cálculos de ROIC e do custo da dívida são líquidos de imposto de renda. Desconsidera efeitos não recorrentes de *impairment* em 2023, usando alíquota de IR 34%. Desconsidera efeito não recorrente do impacto da catástrofe climática no Rio Grande do Sul no 2T24 e no 3T24. Cálculo do ROIC considera alíquotas efetivas de IR acumuladas dos períodos

	1º bimestre 2025	1º bimestre 2024	Variação %
Lucro Líquido	R\$42 mm	R\$21 mm	↑ +100,0%
Receita líquida	Locação: R\$1.242 mm Seminovos: R\$1.086 mm Total: R\$2.328 mm	Locação: R\$986 mm Seminovos: R\$949 mm Total: R\$1.935 mm	↑ +25,9% ↑ +14,5% ↑ +20,3%
Frota Total	260.947 → Redução de 7,5 mil carros versus dezembro de 2024	243.377	↑ +7,2%
EBITDA	R\$864 mm	R\$680 mm	↑ +27,1%
Mg. EBITDA	Locação¹: 70,7% → RAC¹: 64,2% GTF: 76,2% Seminovos: 1,0% Total: 37,1%	Locação¹: 66,6% → RAC¹: 62,3% GTF: 72,6% Seminovos: 2,4% Total: 35,1%	↑ +4,1 p.p. → RAC¹: +1,9p.p. GTF: +3,6p.p. ↓ -1,4 p.p. ↑ +2,0 p.p.
EBIT	R\$486 mm	R\$386 mm	↑ +25,8%

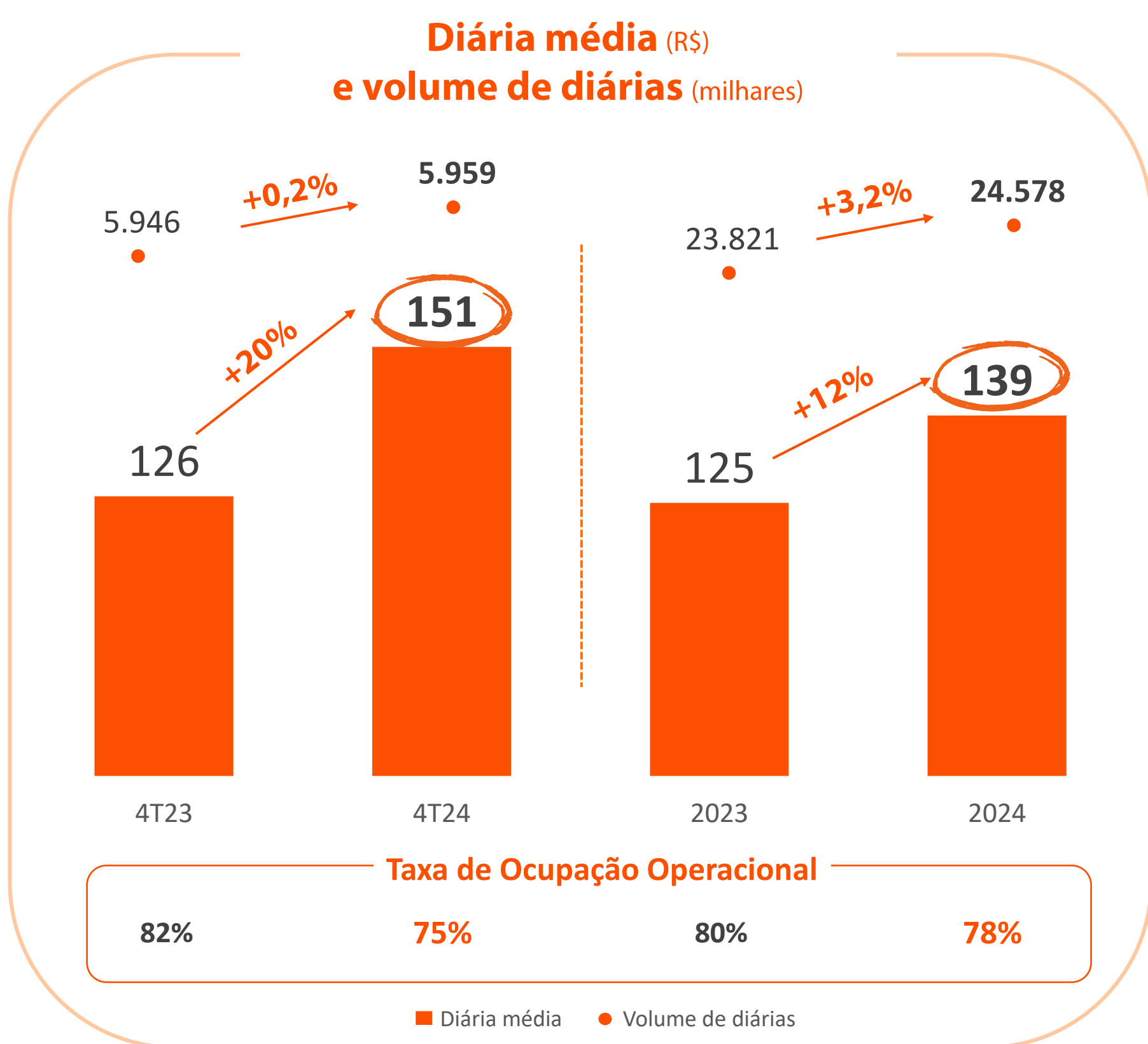
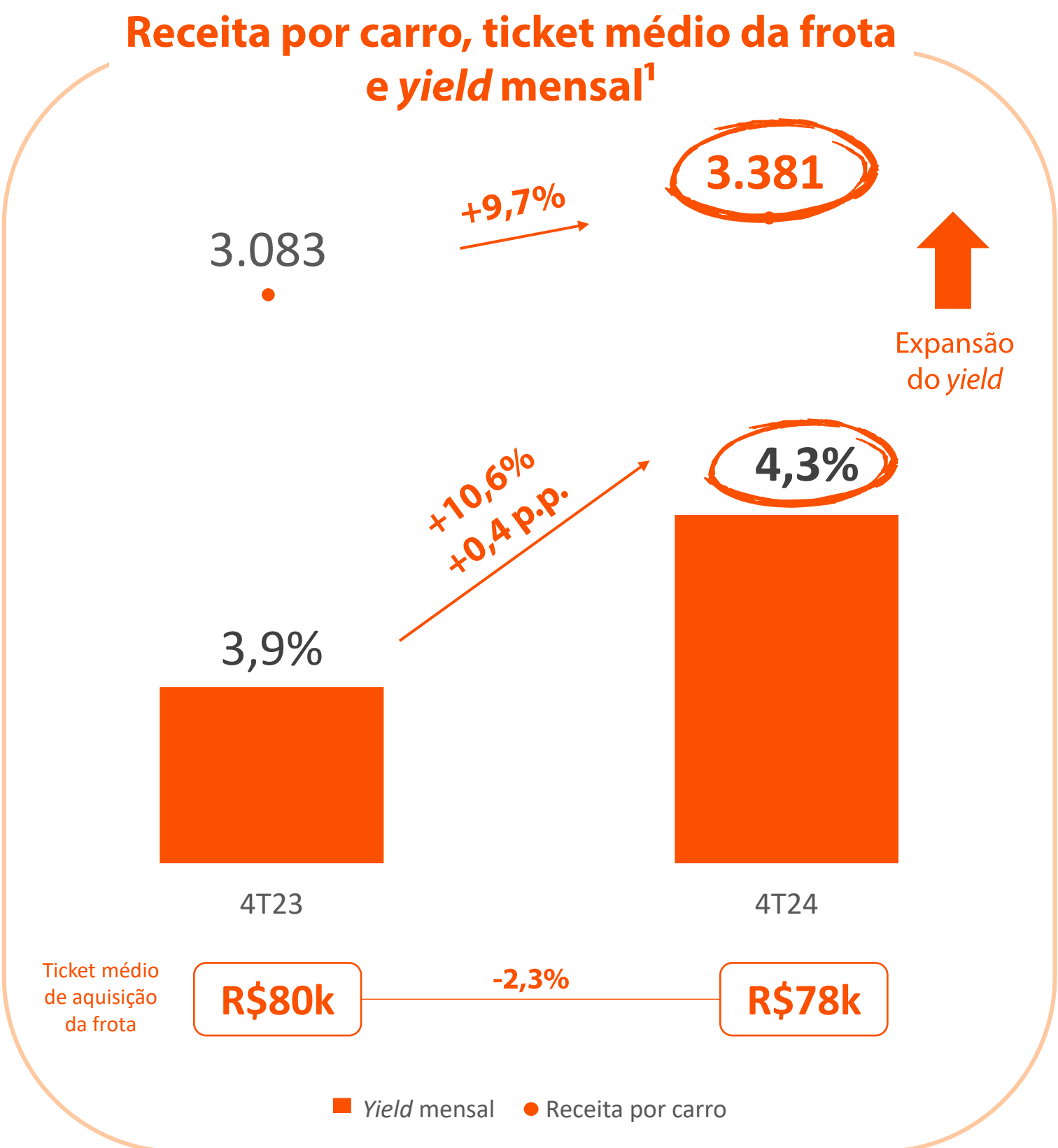
movida

aluguel de carros

Rent-A-Car

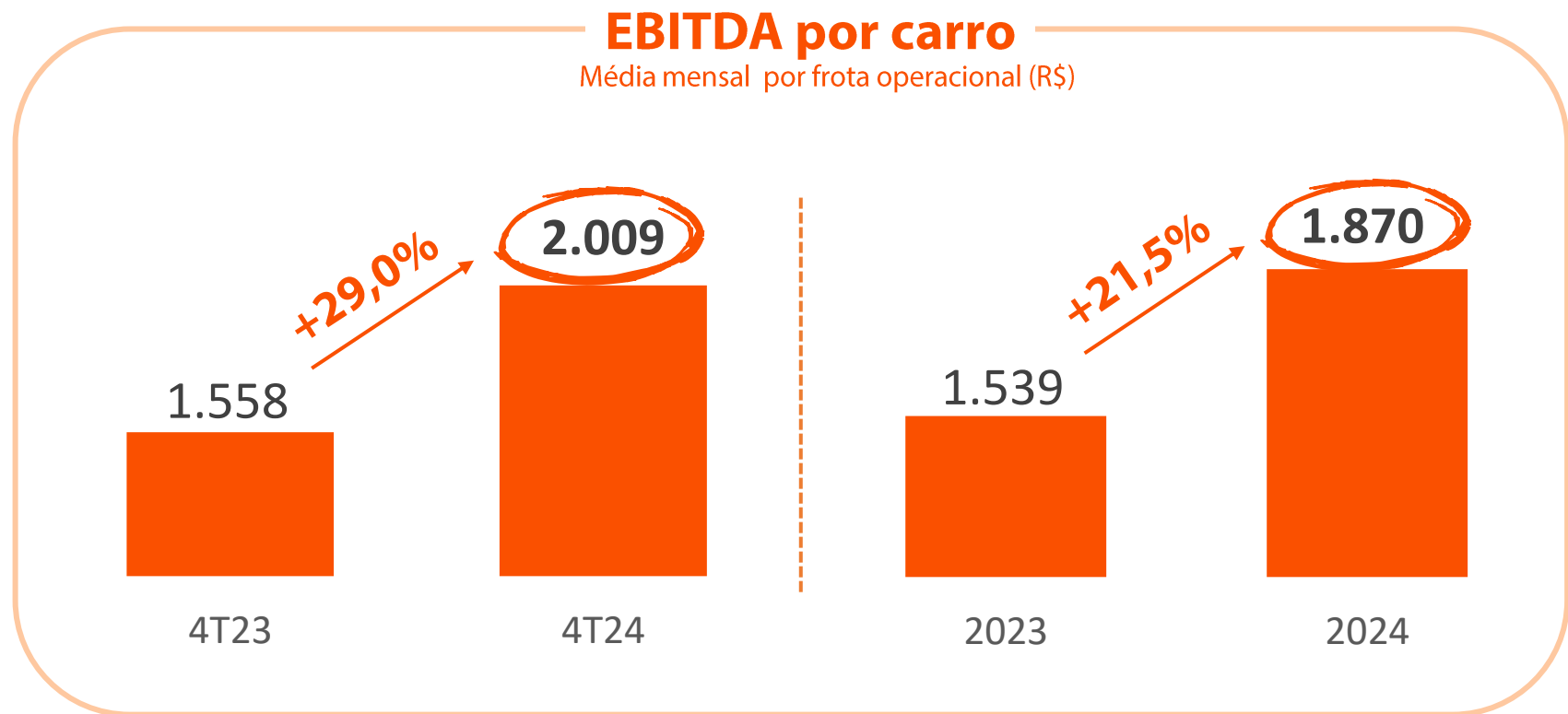
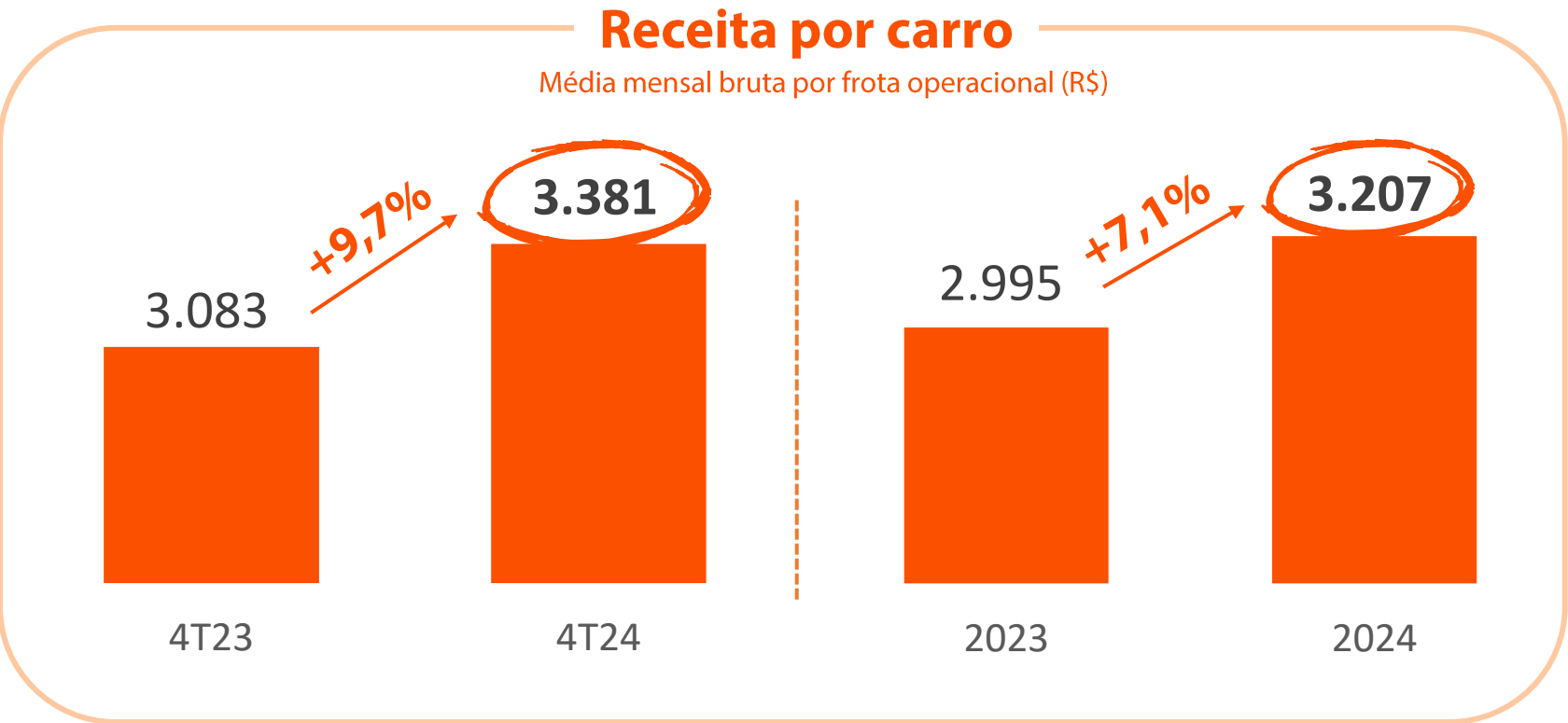
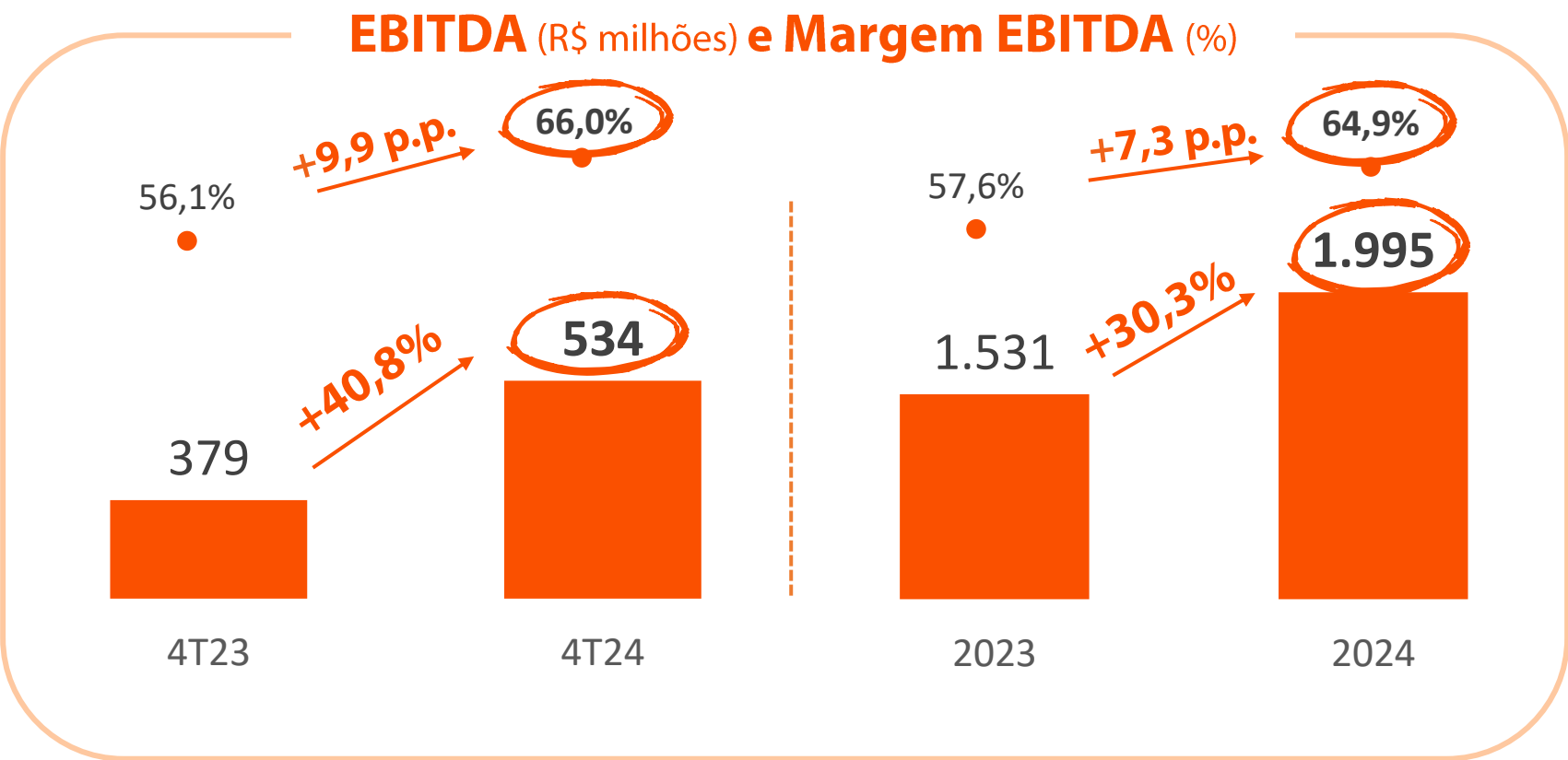
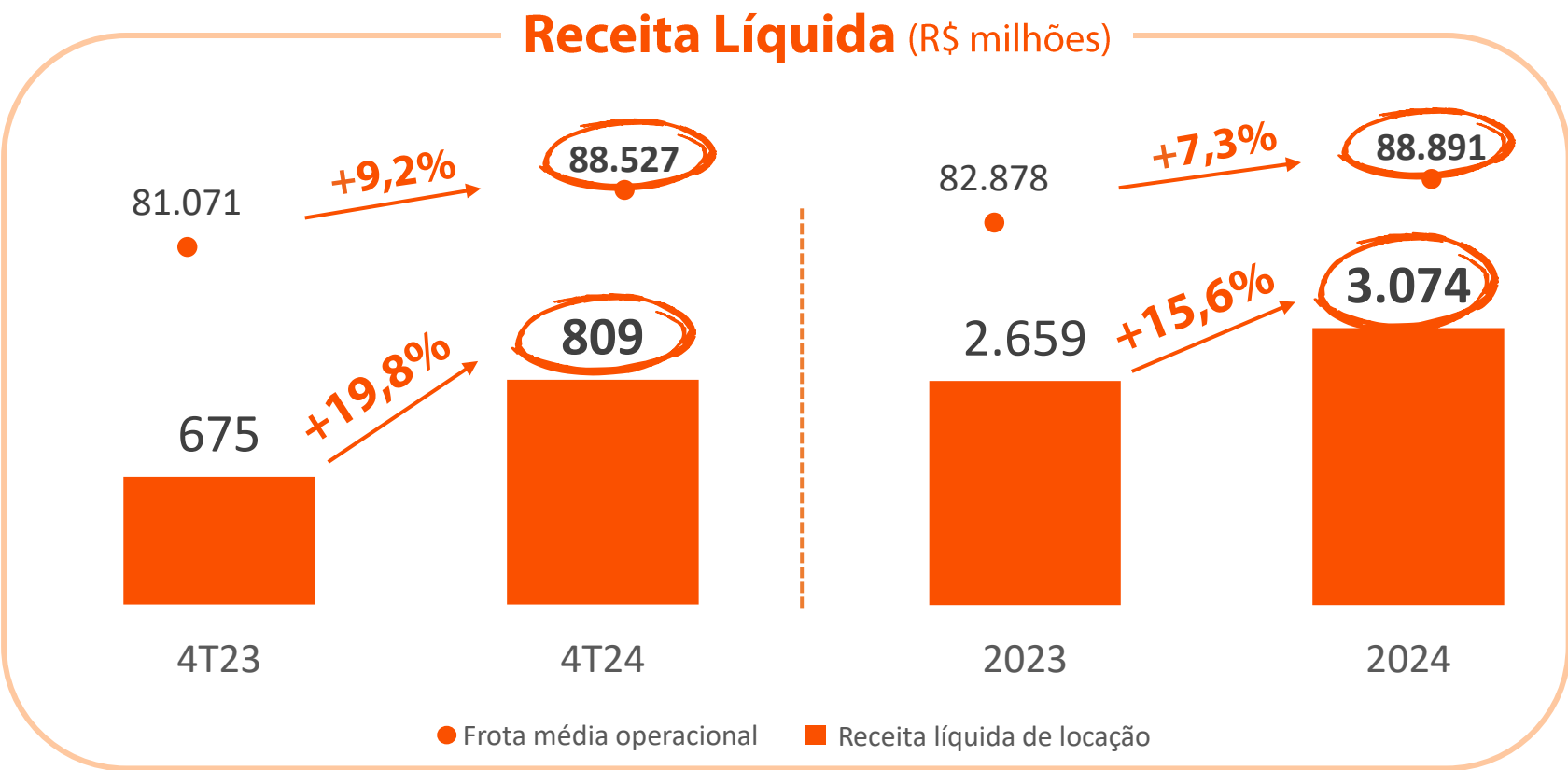


RAC: Otimização do capital investido e recomposição de preço das diárias impulsionam o *yield*



OBS: Considera somente operação Brasil.
¹Yield calculado pela divisão da receita mensal por carro operacional pelo ticket médio de aquisição da frota no RAC.

RAC: Crescimento da receita e EBITDA acima da frota resultam em mais rentabilidade



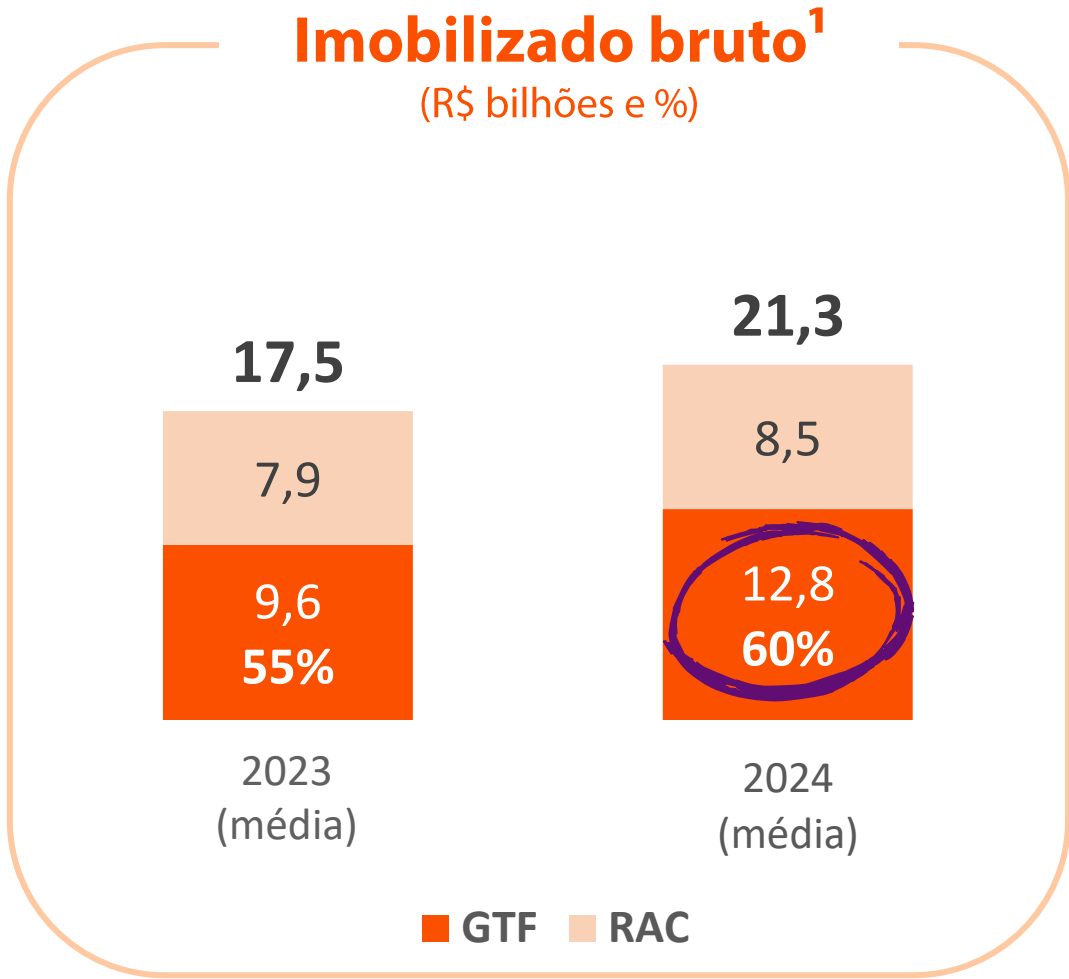
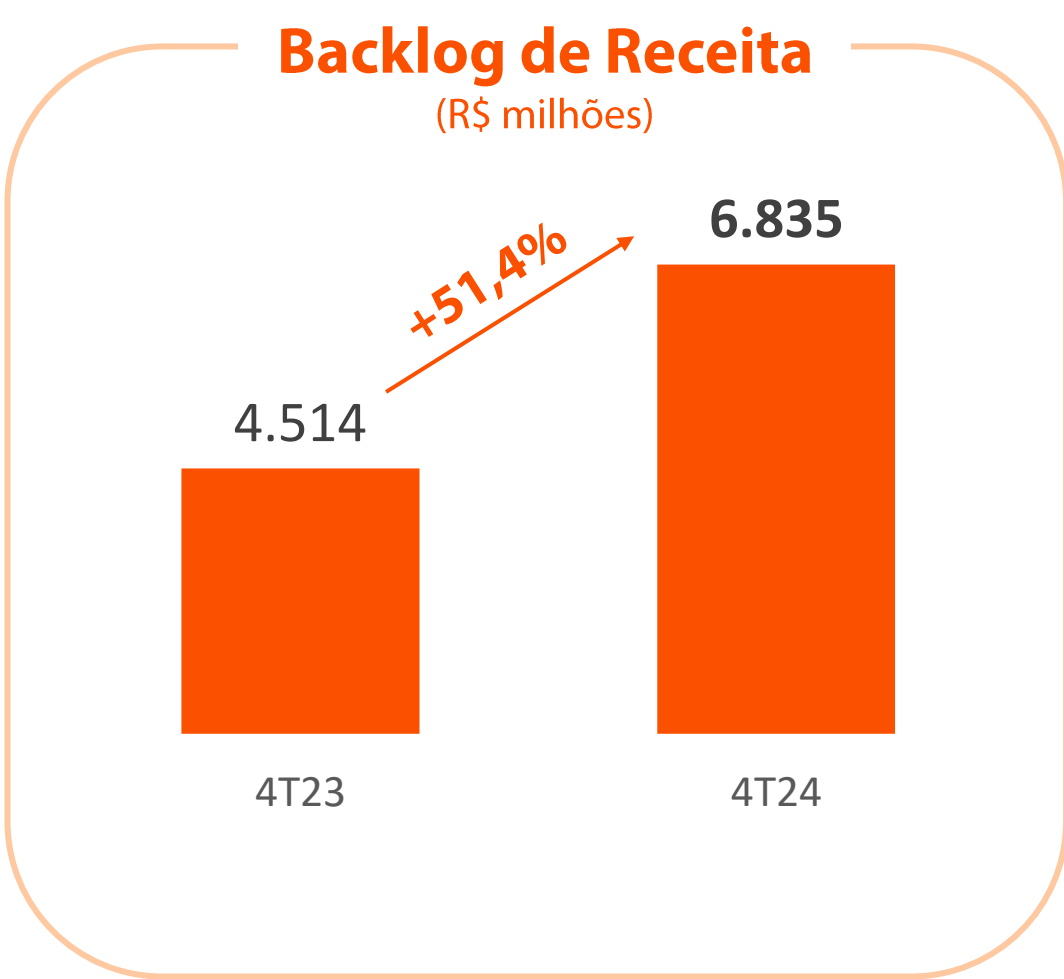
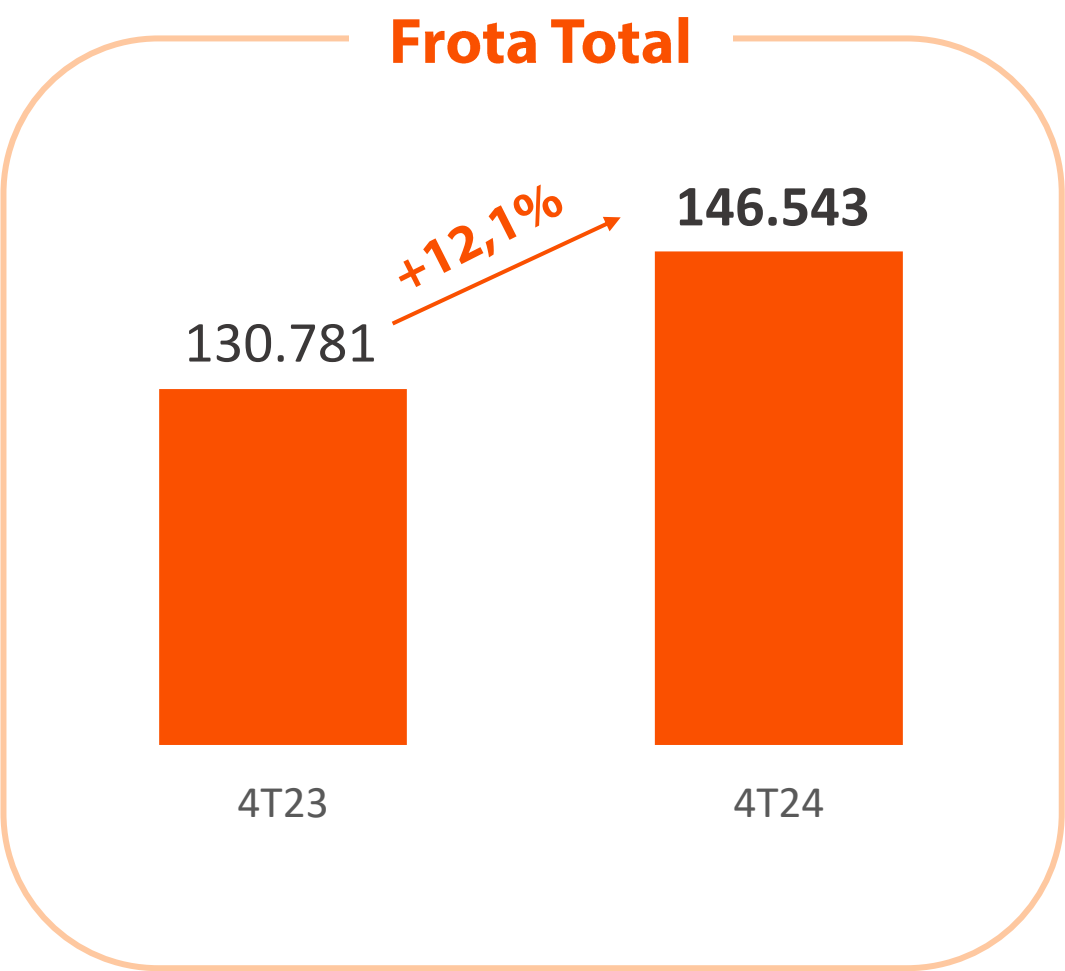
mov(da)

aluguel de carros

Gestão e Terceirização de Frotas



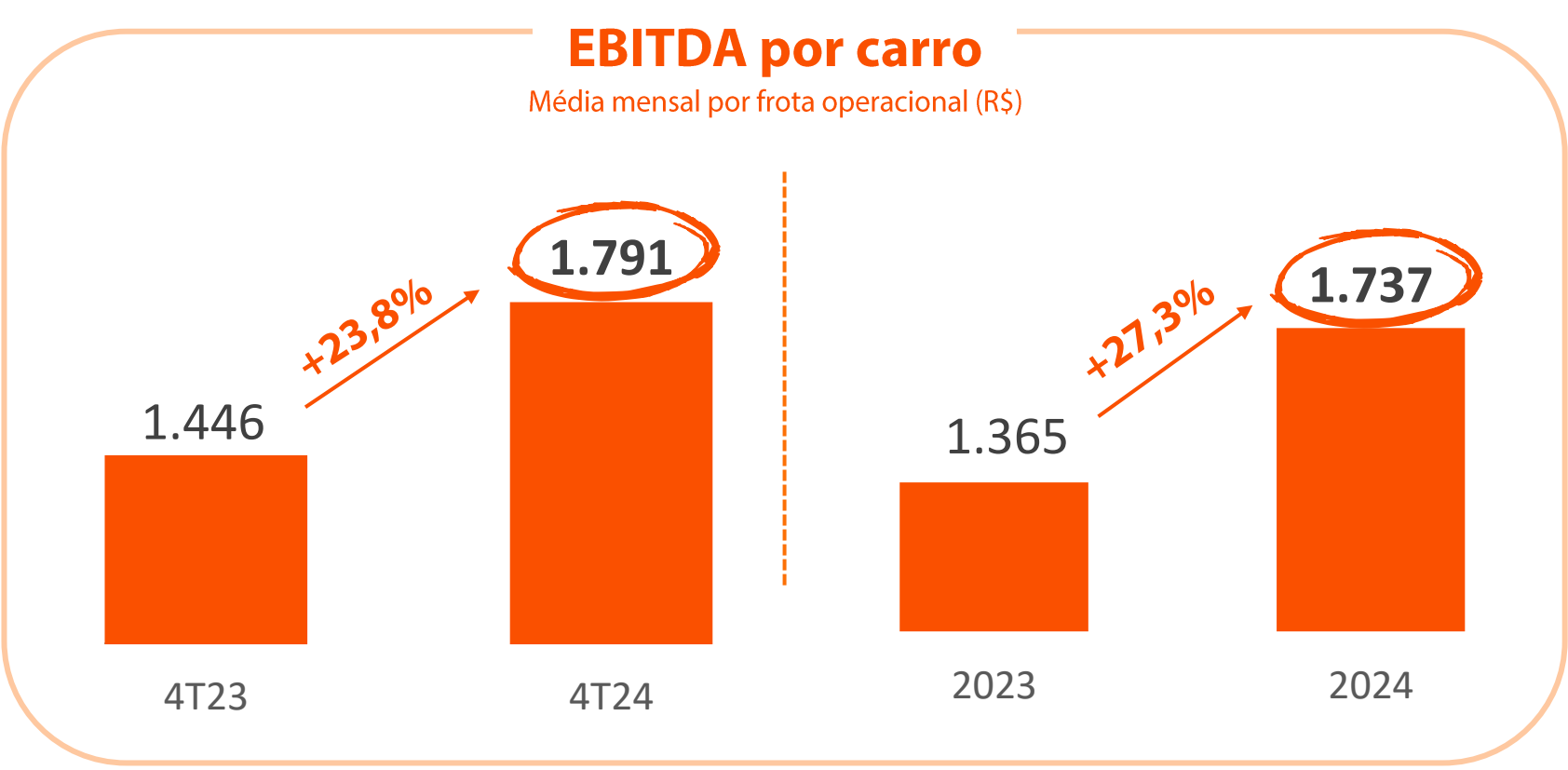
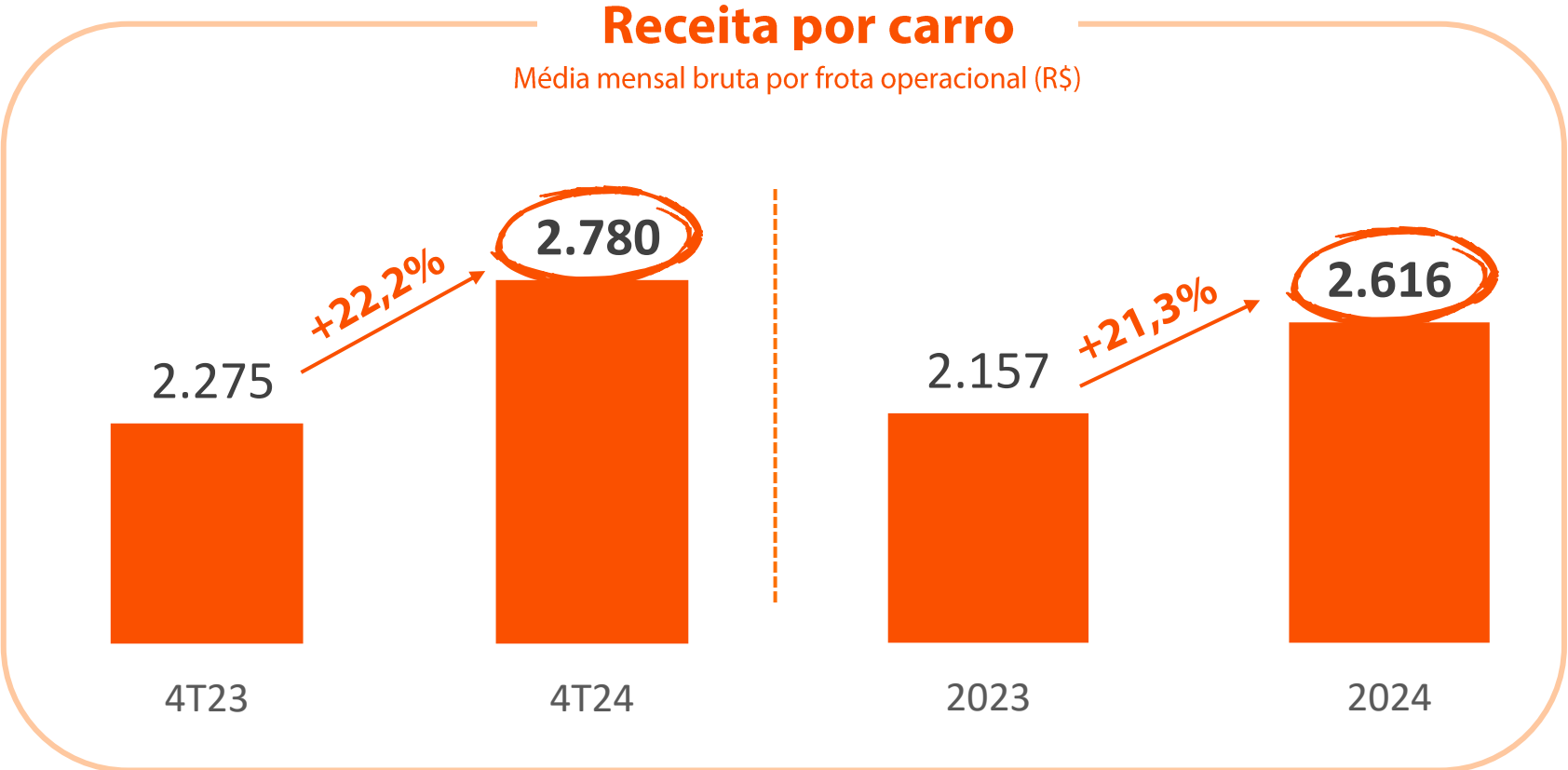
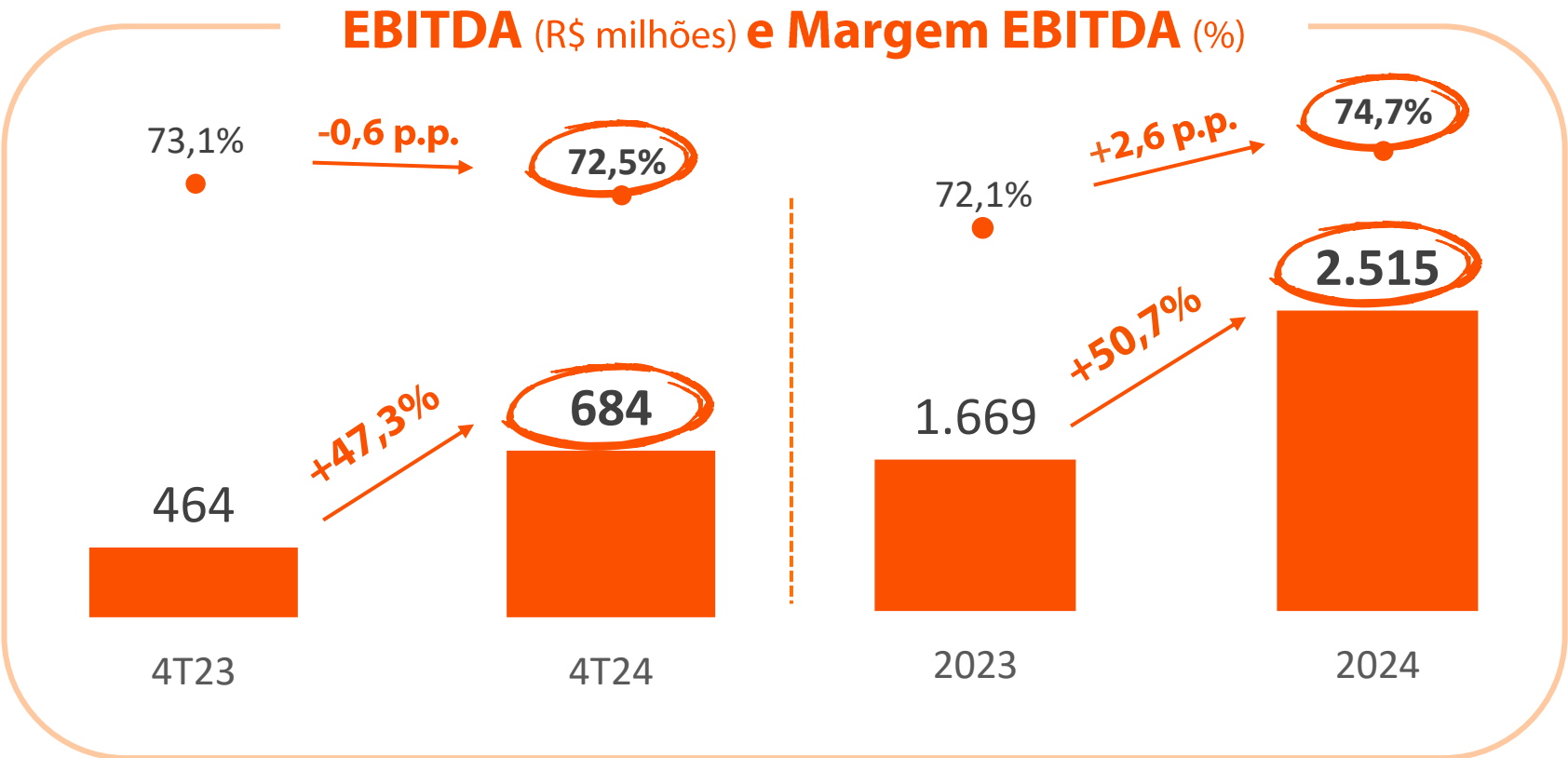
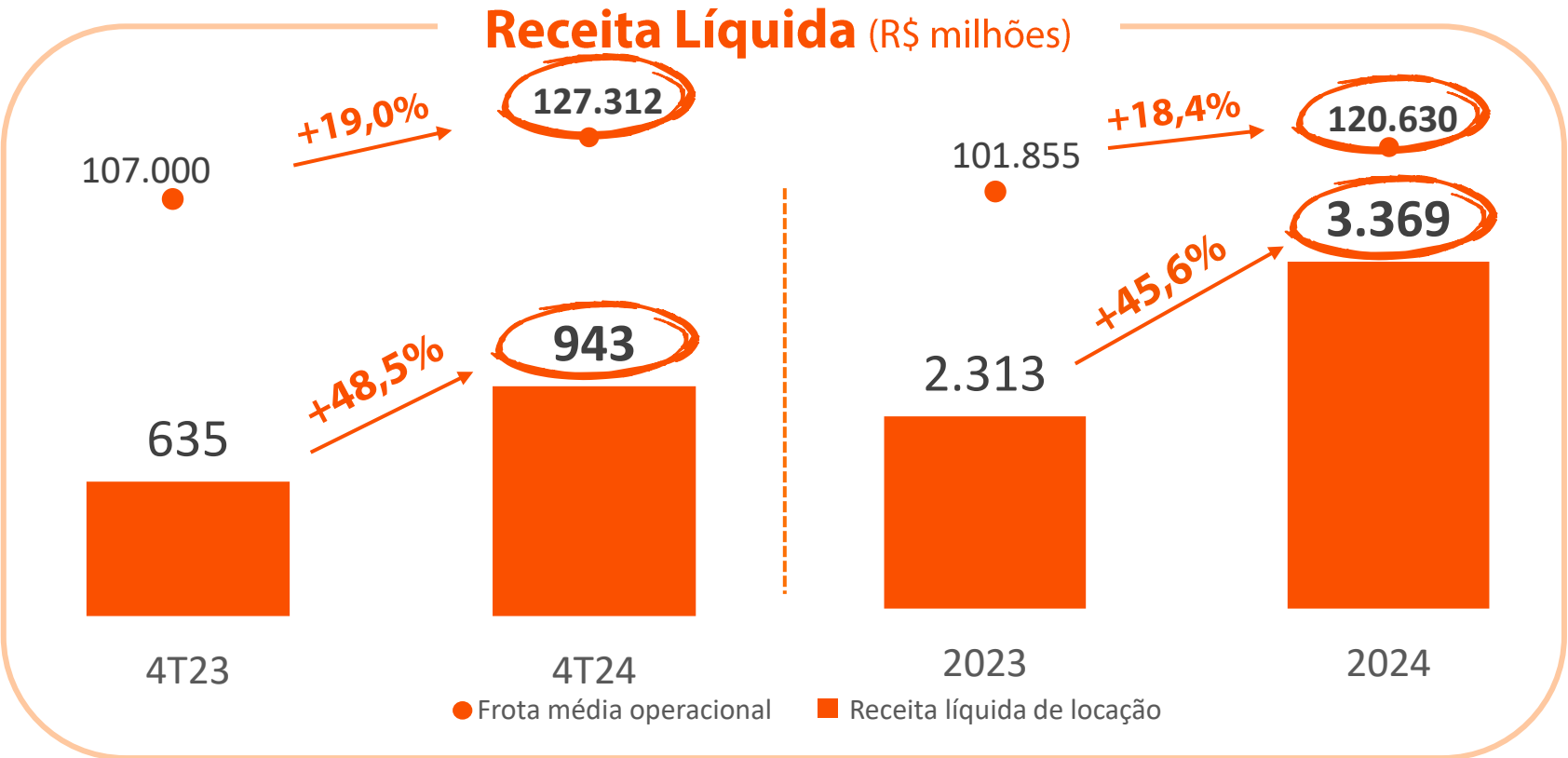
GTF: Crescimento da participação dos contratos de longo prazo garante expansão e previsibilidade dos resultados consolidados nos próximos períodos



¹ Considera estoque de Seminovos e não considera operação de Portugal.



GTF: Aceleração na receita com ganho de margem EBITDA



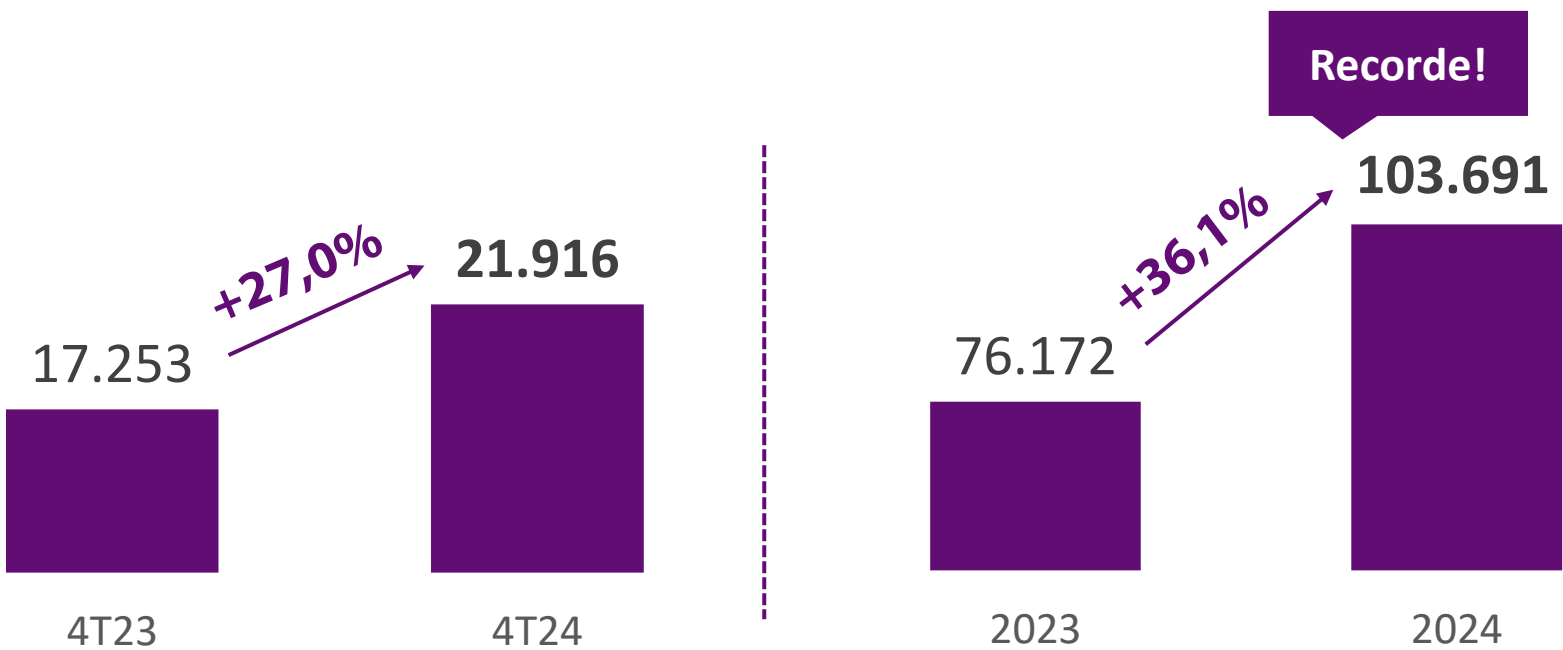
seminovos mov(da)



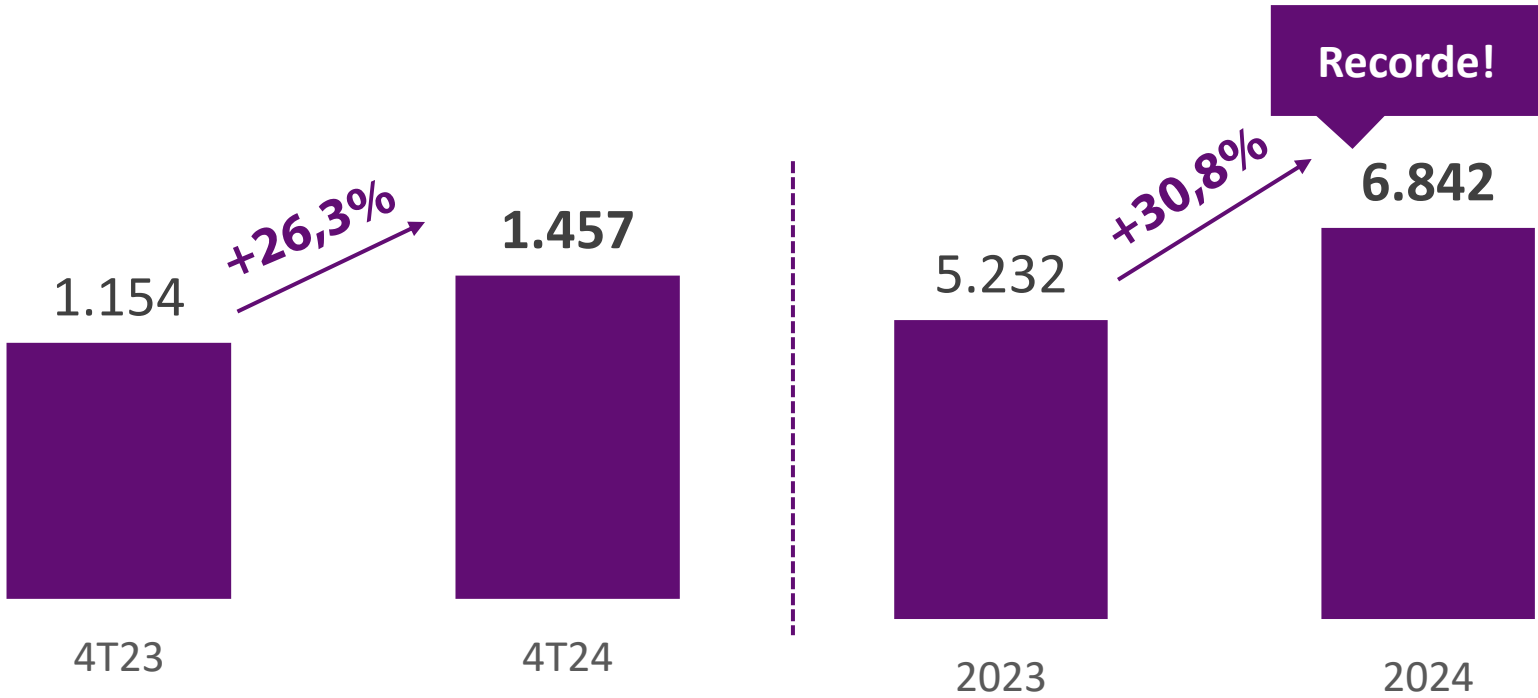
Seminovos: Recorde no volume de carros vendidos, eficiência operacional com redução do SG&A e normalização da margem EBITDA



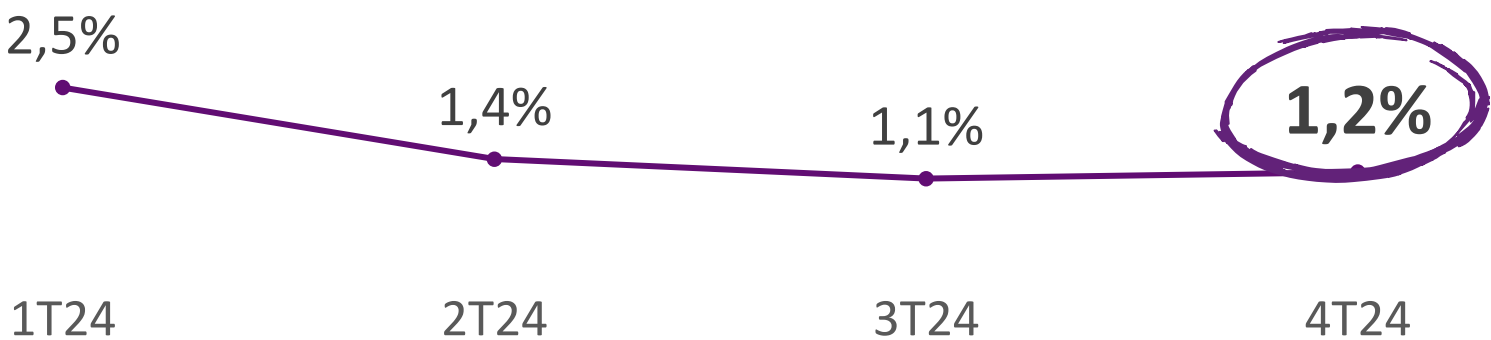
Carros Vendidos



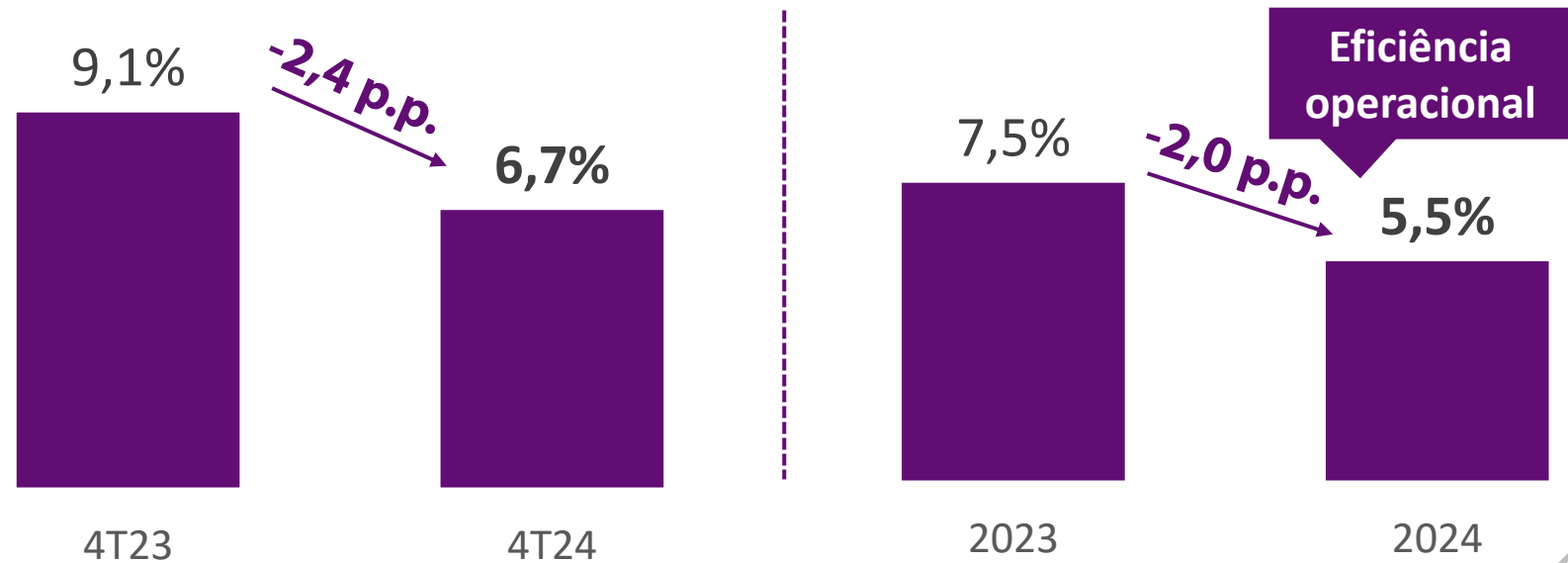
Receita Líquida (R\$ milhões)



Margem EBITDA (%)



SG&A (%)



Seminovos: Entrega do planejamento estratégico resultou na melhora do mix de carros e na evolução da eficiência operacional

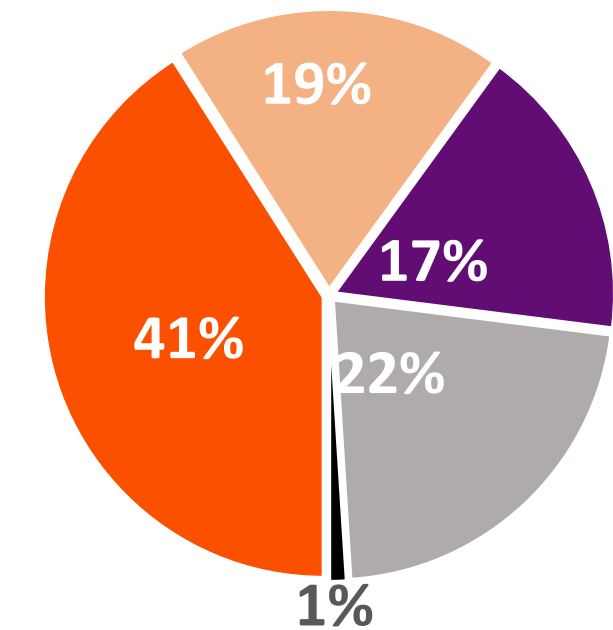


Perfil do estoque

(percentual no estoque por categoria)

4T23

Preço médio de venda (FIPE)
R\$78,1 mil



HATCH

SUV

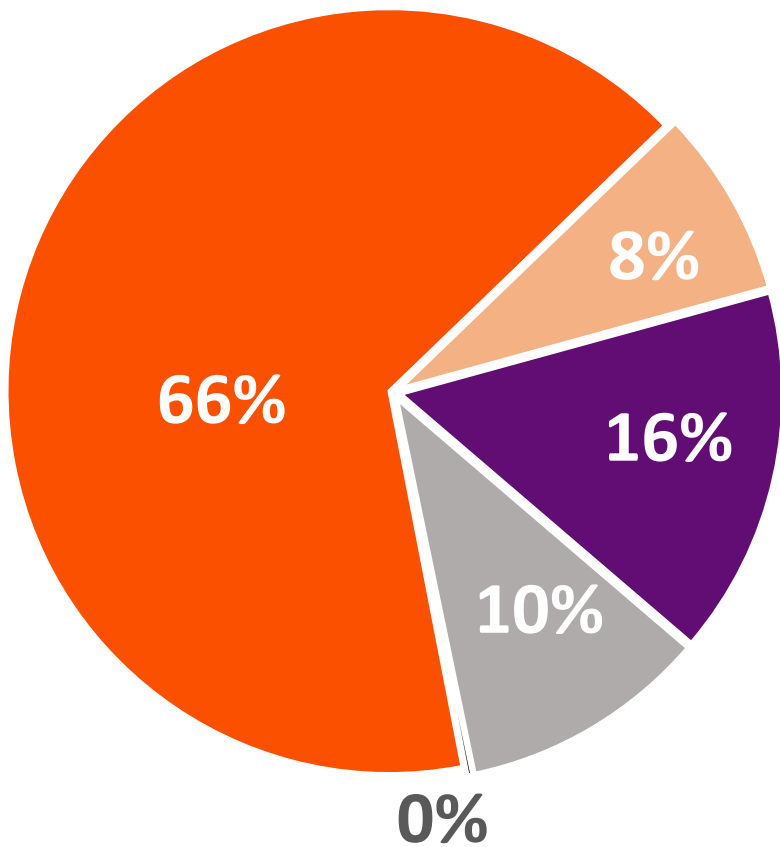
SEDAN

PICK-UP e VAN

ELÉTRICO*

4T24

Preço médio de venda (FIPE)
R\$71,6 mil



Posicionamento diferenciado



Escala e mix: Diversificação de marcas e modelos de carros à venda com maior liquidez, menor idade e quilometragem e utilização adequada do veículo



Estrutura de lojas instalada: Presença nacional com equipe capacitada (sem necessidade de novas lojas)



Canais de vendas: Mix entre varejo e atacado equilibrados, com espaço para melhora



Comunicação e marketing: Otimização do investimento em marketing com aderência ao varejo

* A Companhia possui 29 carros elétricos no estoque e 53 carros elétricos na frota operacional da companhia.

mov(da)

aluguel de carros

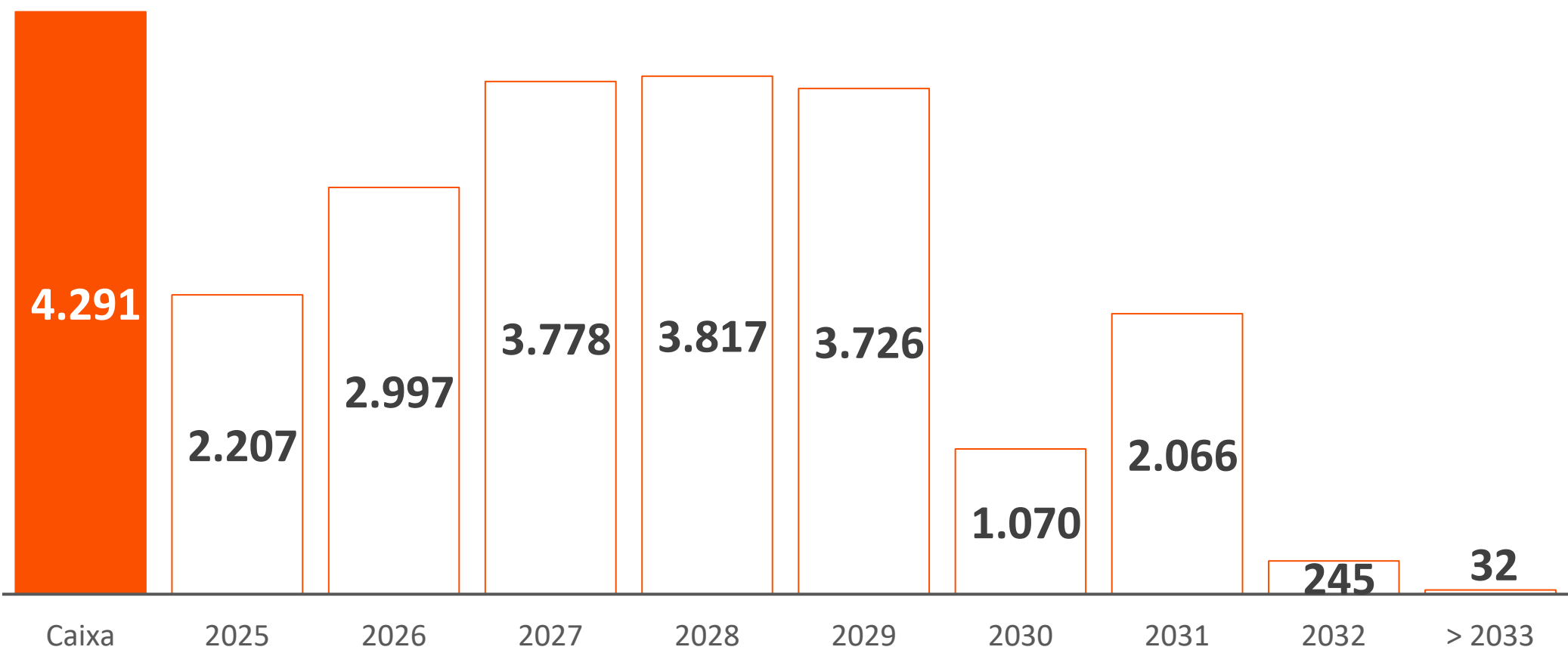
Balanço e Estrutura de Capital



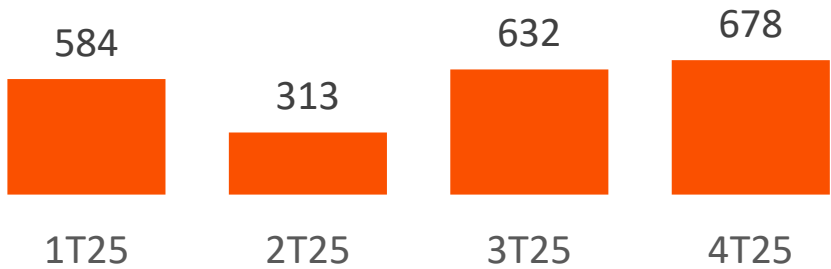
Perfil saudável de dívida com alongamento dos vencimentos e amplo acesso a fontes de financiamento



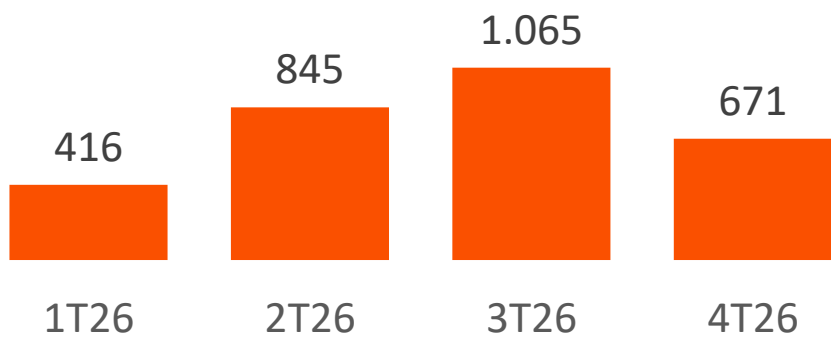
Cronograma de vencimento de dívidas



Vencimentos 2025



Vencimentos 2026



Cronograma **sem concentrações relevantes** nos próximos 24 meses

Dívida líquida

R\$14,7 bi

Custo médio da dívida

CDI + 2,1% a.a.

Prazo médio da dívida líquida

3,9 anos

Total de captações de dívidas em 2024

R\$7,5 bi

Condições da debênture mais recente (emitida em dez/24):

R\$ 1 bi | CDI+2,5% a.a.

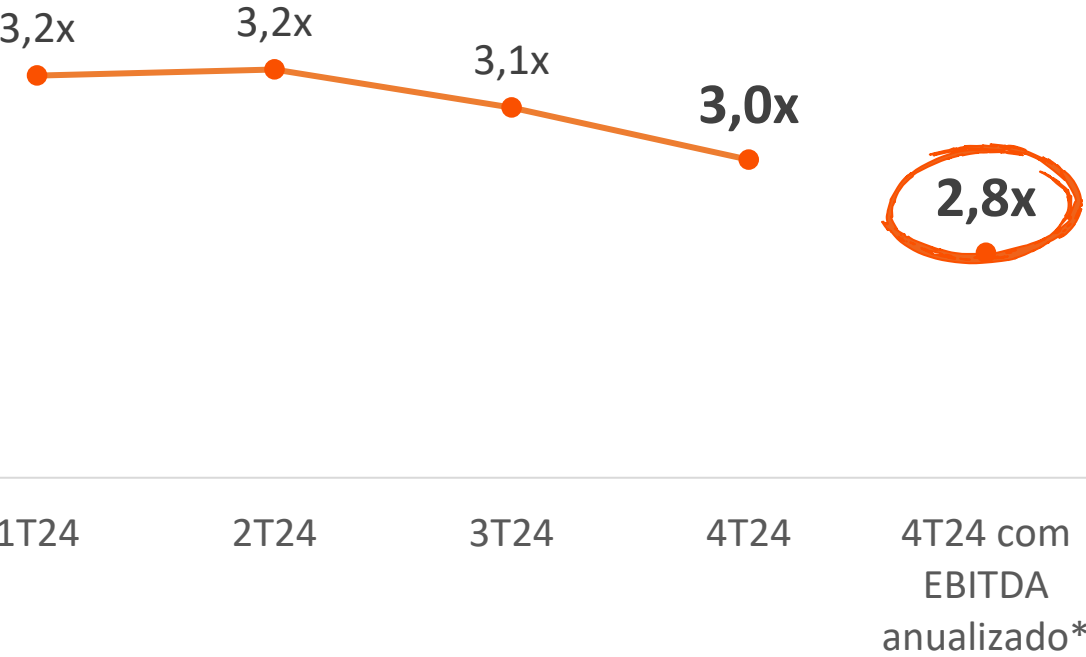
Montante Custo médio

50% 4 anos | 50% 7 anos

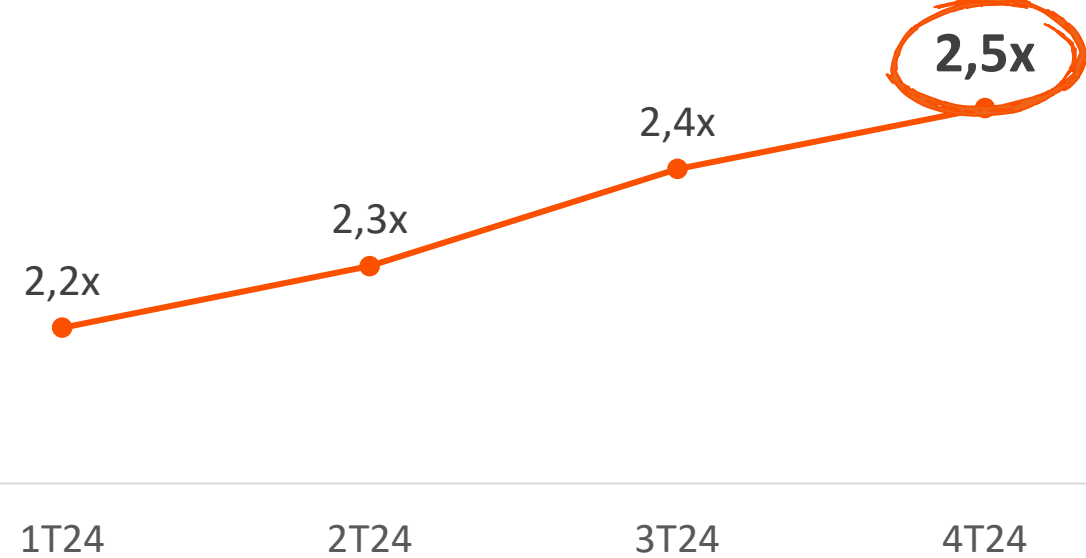
Prazos de vencimento

Covenants

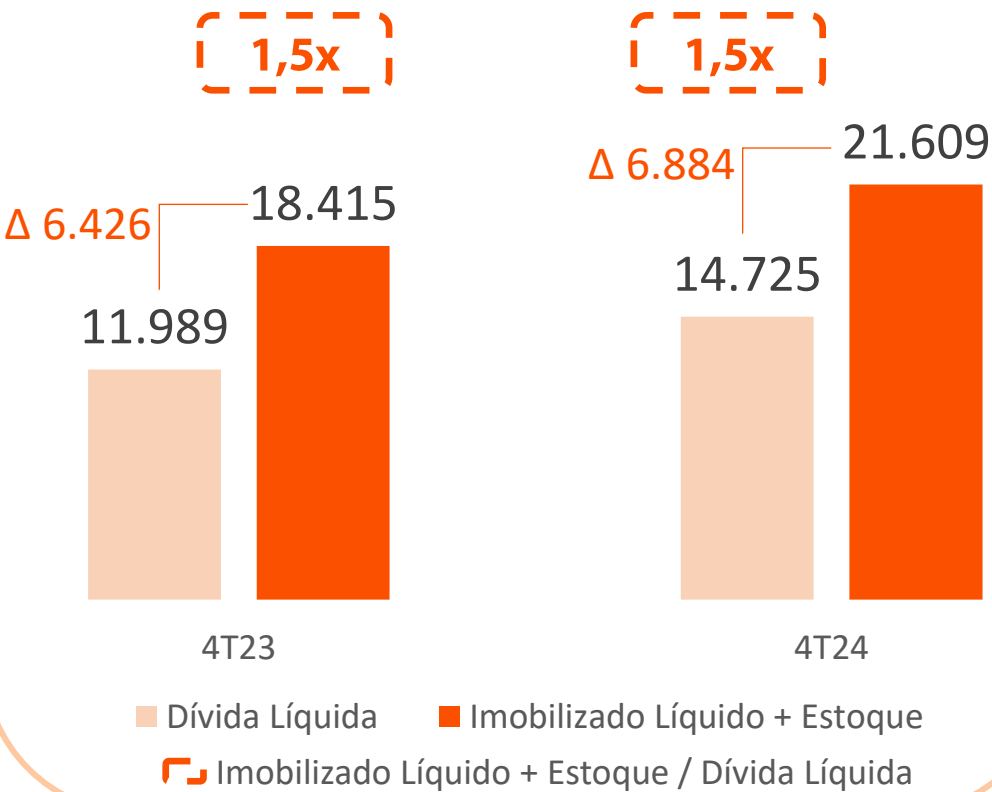
• Dívida Líquida / EBITDA



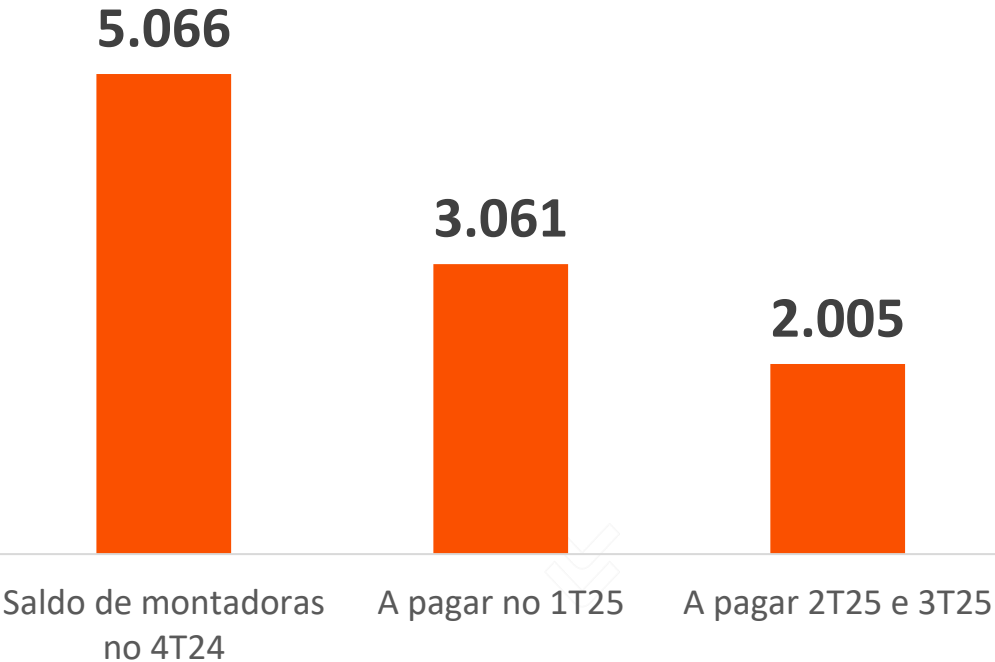
• EBITDA LTM / Despesa Financeira Líquida



Cobertura da Dívida Líquida (R\$ milhões)



Cronograma de Fornecedores (Somente montadoras - R\$ milhões)



Gestão Financeira | (R\$ milhões)

Dívida (R\$ milhões)	4T23	4T24	Var% vs. 4T23
Dívida bruta	14.988	19.016	26,9%
Caixa	2.999	4.291	43,1%
Dívida Líquida	11.989	14.725	22,8%
EBITDA LTM	3.522	4.701	33,5%

*Dívida líquida 4T24 dividida pelo EBITDA 4T24 anualizado (*4)

Resultados de 2024 refletem o planejamento estratégico e sua execução em 2025 potencializará a evolução da eficiência e melhoria da rentabilidade, assegurando o desenvolvimento sustentável



i1

Preços de locação

- Continuação do repasse do preço da **diária de RAC**
- **Maiores yields** nos contratos de **GTF** (contratos de longo prazo)
- Resultados já sendo capturados no 1º Bim 25 com **aumento de +25,9% na receita líquida de locação** (vs 1º Bim 24) com apenas **12%** de crescimento da frota

i2

Posicionamento diferenciado em Seminovos

- **Maior produtividade** na venda de **carros por loja no varejo**
- **Descontos menores** em relação à tabela FIPE em todos os canais
- **Posicionamento diferenciado:** mix de carros, estrutura de lojas instalada com equipe capacitada, canais de venda e estratégia de marketing
- **Estabilidade da margem EBITDA** (1,0% no 1º bim 25)

i3

Eficiência operacional

- Continuidade das ações focadas em melhoria da receita e redução de custos traz **eficiência operacional** com **benefício nas margens**
 - Redução de custos com manutenção e pessoal
 - Otimização das despesas com marketing e TI

i4

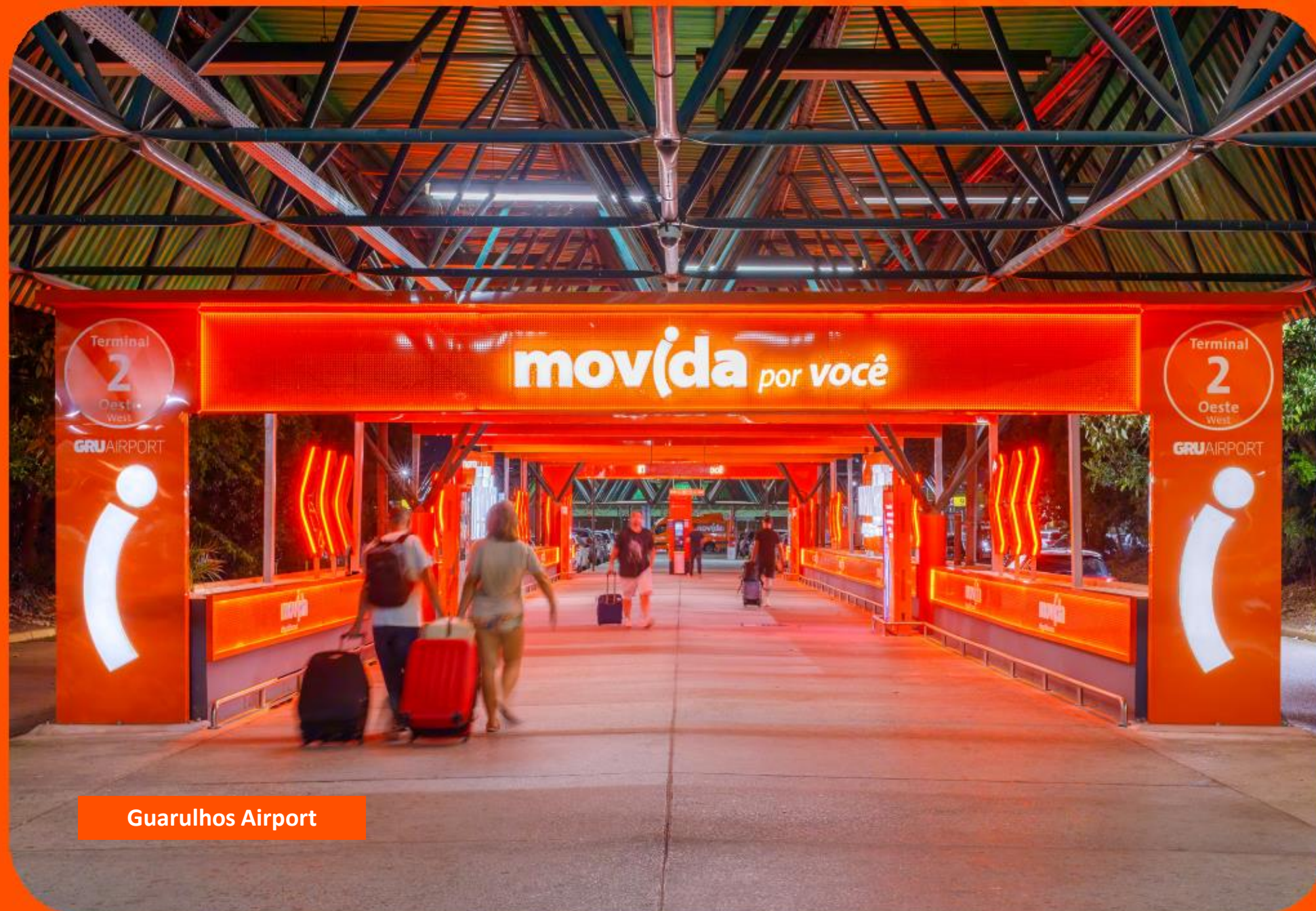
Gestão das dívidas

- **Redução da alavancagem ao longo do ano de 2025** através de geração de caixa operacional e gestão das dívidas

MUITO OBRIGADO!

mov(ida

» **ri@movida.com.br | +55 11 3528-1103**



mov(da)
aluguel de carros

»» 4Q24 & 2024

**Earnings
Release**

Guarulhos Airport

UMA EMPRESA DO GRUPO



This material has been prepared by MOVIDA and may contain forward-looking statements regarding future events or results. Such information reflects the beliefs and assumptions of the Company's management and is based on currently available information. Forward-looking statements are subject to, among other things, market conditions, government regulations, industry performance and the Brazilian economy. Operating data may affect MOVIDA's future performance and may lead to results that are materially different from those expressed in such forward-looking statements.

This presentation is summarized and does not purport to be complete. The Company's shareholders and potential investors must read this presentation in conjunction with the Quarterly Information.

Structural deliveries in 2024 drive value creation



i1 Continued RAC price realignment



Average ticket¹ grows 20% in 4Q24 (vs 4Q23) and yield reaches **4.2%** p.m. in 2024 (3.7% p.m. in 2023) and **4.3%** p.m. in 4Q24



i2 Superior pricing levels for GTF



New contracts with average *yield* of **3.2%** p.m. in 2024 (vs 2.9% p.m. in 2023) and **3.3%** p.m. in 4Q24

i3 Enhanced capital allocation in GTF



GTF reaches **60%** of gross fixed assets on average in 2024 (vs 55% in 2023)



i4 Disciplined Cost and Expense Management



EBITDA Margin reaches **65%** in RAC¹ and **75%** in GTF in 2024 (vs 58% in RAC and 72% in GTF in 2023)



i5 Productivity gains in Used Cars sales



39 cars sold per month in retail stores in 2024 (vs 28 in 2023)



¹Includes only Brazilian operations

2024 Highlights (vs. 2023)



Stronger operational performance across all business lines reflects the transformation of profitability indicators

Net Revenue

Consolidated

Record!

R\$ **13.481**B

Rental

R\$ **6.639**B

↑ +30%

EBITDA

Consolidated

Record!

R\$ **4.701**B

Rental

R\$ **4.598**B

↑ +41%

Adj. EBIT¹

Variations 2024 vs 2023

Consolidated

Record!

R\$ **2.652**B

Rental

R\$ **2.621**B

↑ +62%

¹Adjusted EBIT includes the negative impact of R\$23 million due to the climate catastrophe in Rio Grande do Sul.

Fleet

Total (end of period)

268k

Operating (average)

215k

↑ +14%

Net Income

Adj. Net Income²

R\$ **305**M

↑ +R\$551M

Net accounting income

R\$ **232**M

↑ +R\$882M

ROIC

12.3%

↑ +4.3 p.p

vs. 2023

²Adjusted net income for: a) In 2024, excludes after-tax effects: i) R\$23 million negative impact from the climate catastrophe in Rio Grande do Sul; ii) R\$61 million negative impact following the expiration of swap contracts related to the offshore bond issue, which are being recognized monthly in the results until the bond matures. The cash impact of this transaction occurred in Nov/23, and the recognition of this amount in the income statement, previously recorded under "Other Comprehensive Income" in shareholders' equity, is being reflected in financial expenses; iii) R\$8 million positive impact from prepayment, debt repurchase, and the sale of sovereign securities. b) In 2023, excludes after-tax effects: i) R\$18 million related to the implementation of strategic projects and the restructuring of RAC and Used Cars; ii) R\$316 million related to depreciation impairment; iii) R\$112 million from the intangible asset fair value adjustment (resulting from the incorporation of acquired companies); and iv) R\$41 million positive impact from prepayment, debt repurchase, and the sale of sovereign securities.

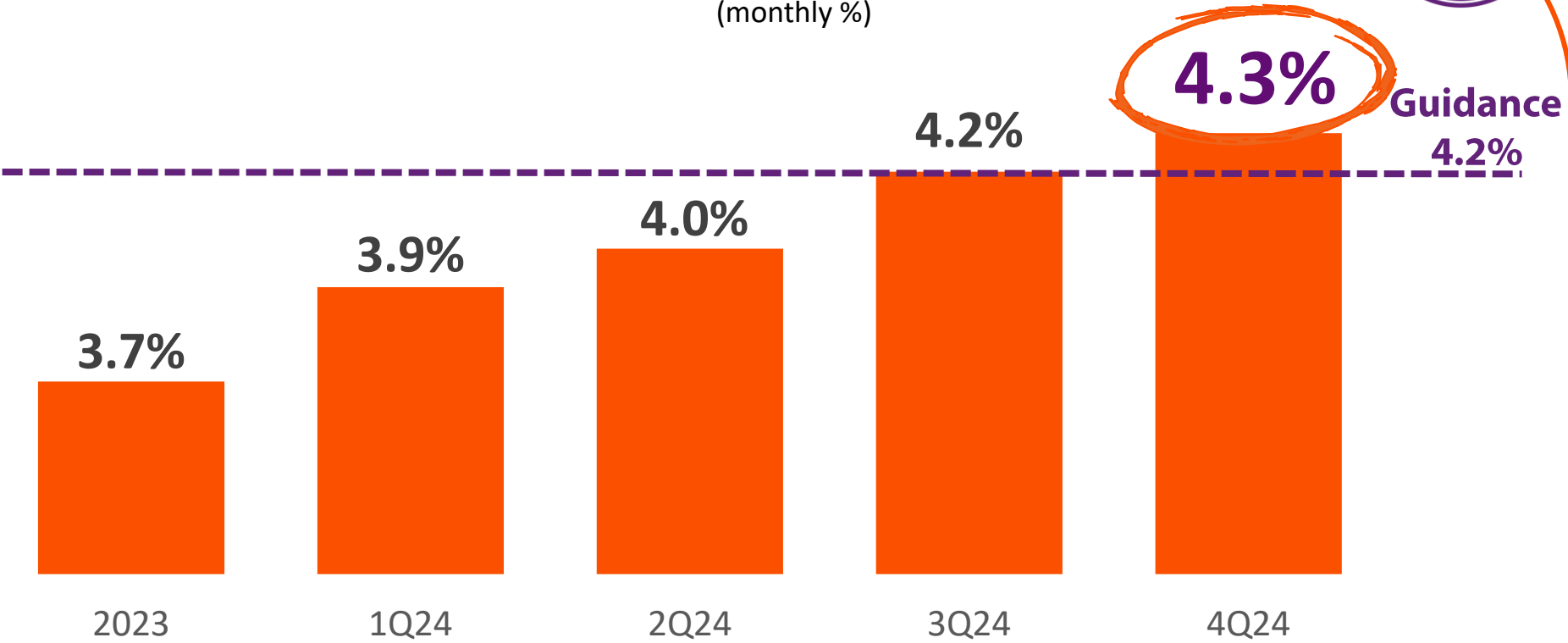
All 2024 guidance targets were achieved ahead of schedule, showcasing discipline and agility in management



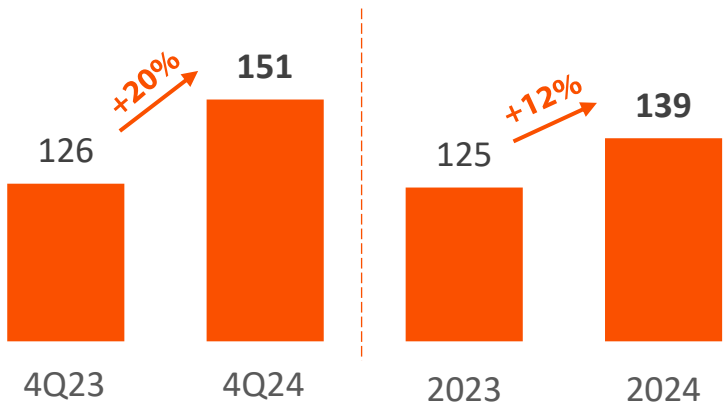
RAC: Daily Rate Price Realignment (yield¹)



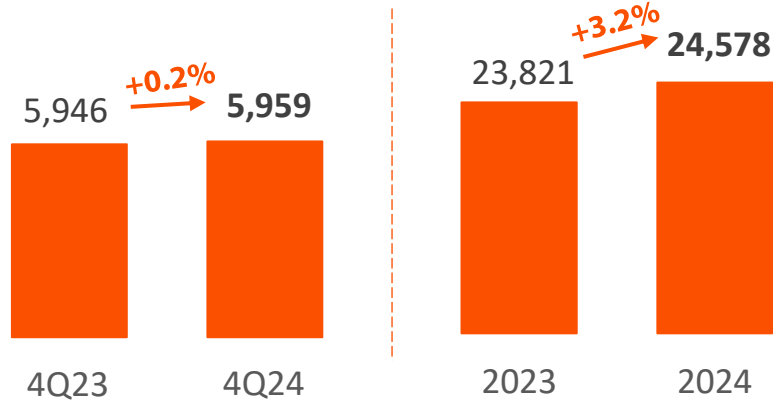
Yield RAC¹
(monthly %)



Average daily rate
(R\$)



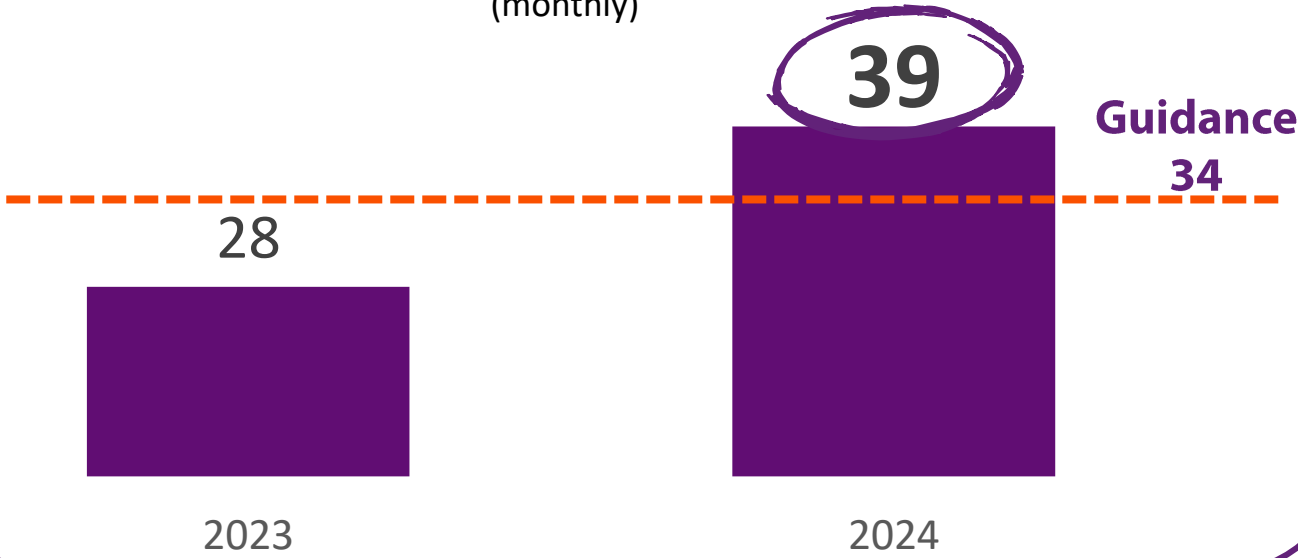
Daily volume
(thousands)



Used Cars: Productivity gains

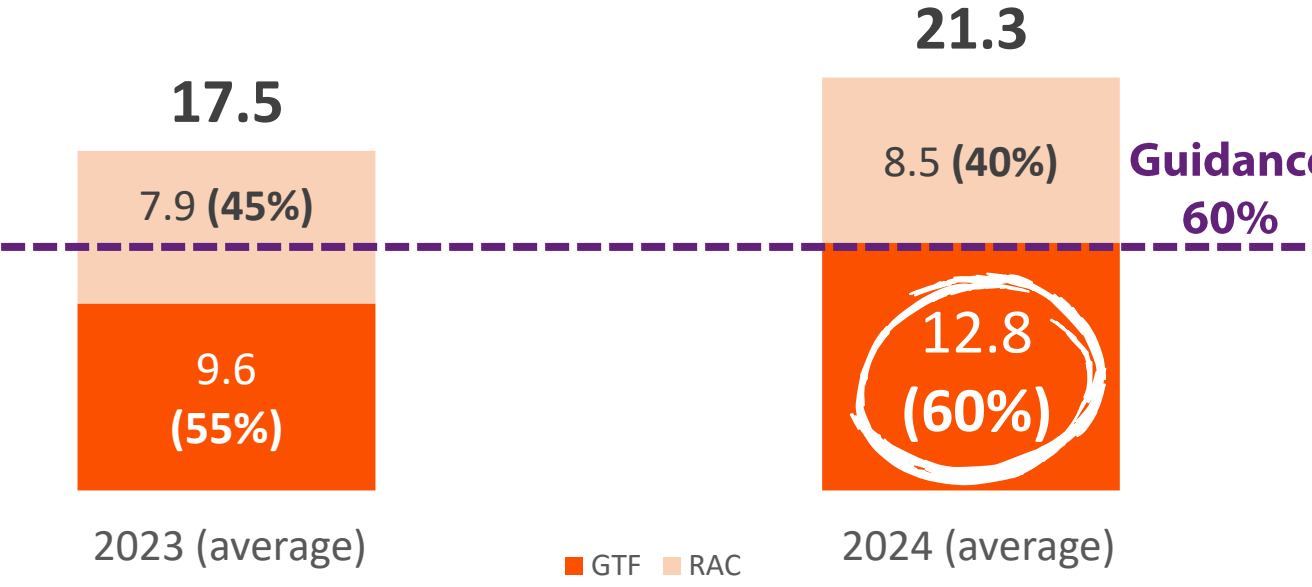


Retail Sales per Store
(monthly)



GTF: Prioritization of Capital Allocation²

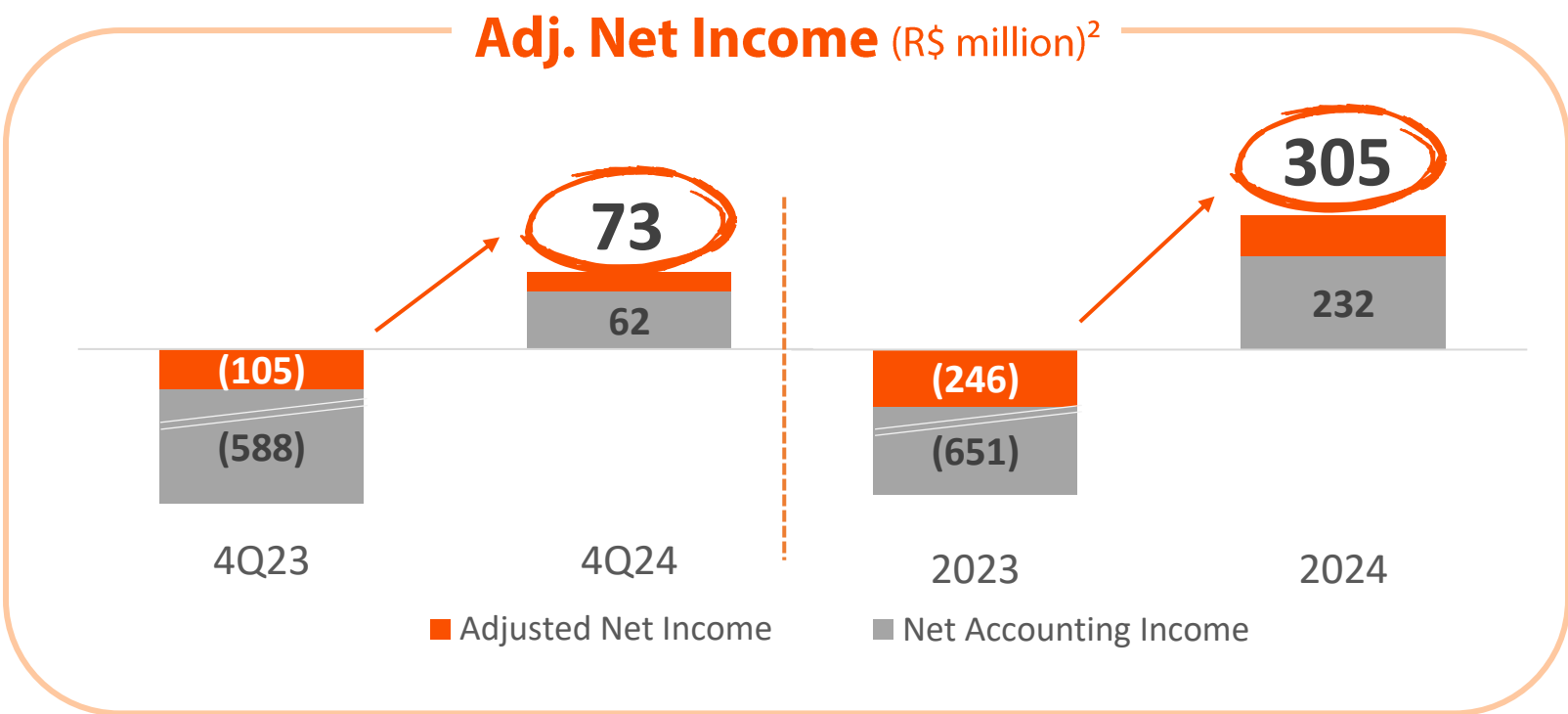
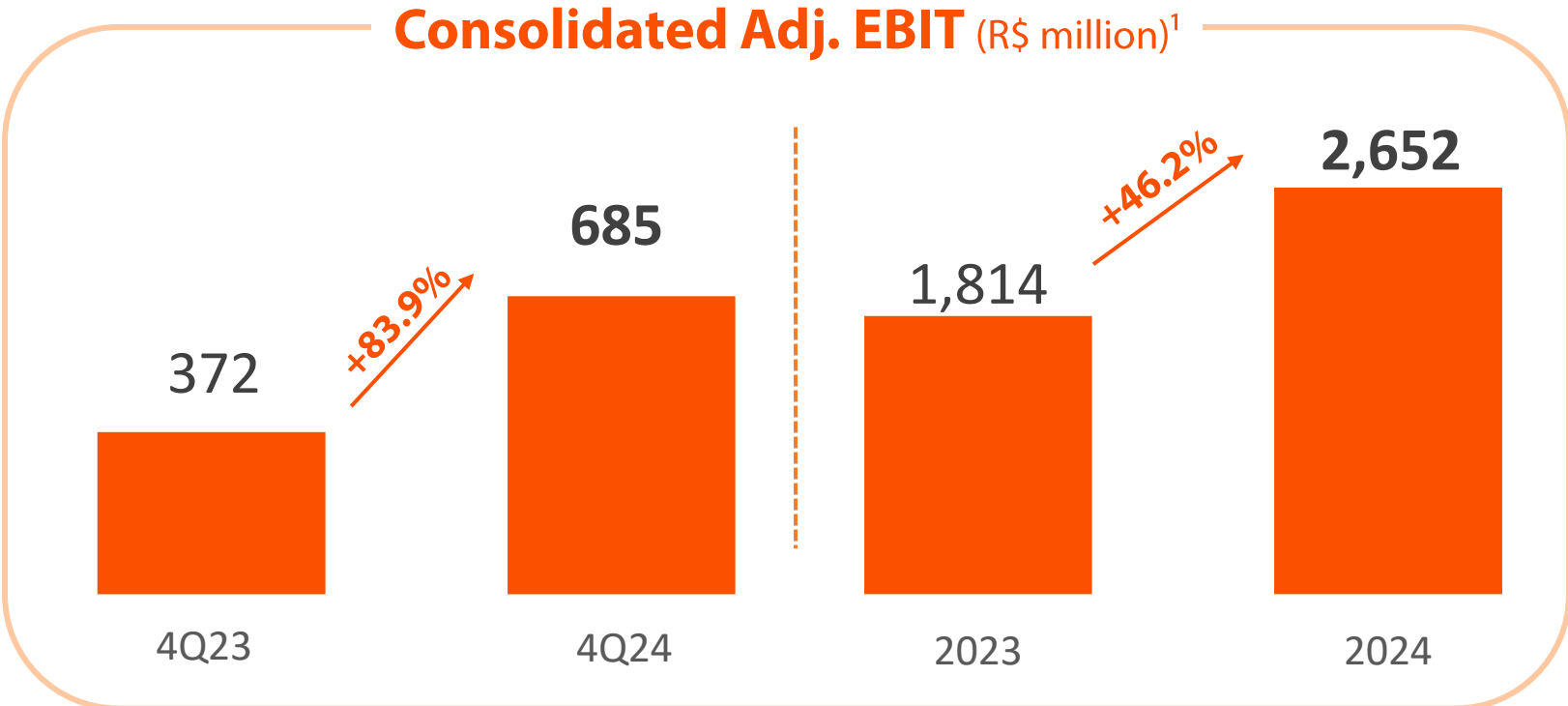
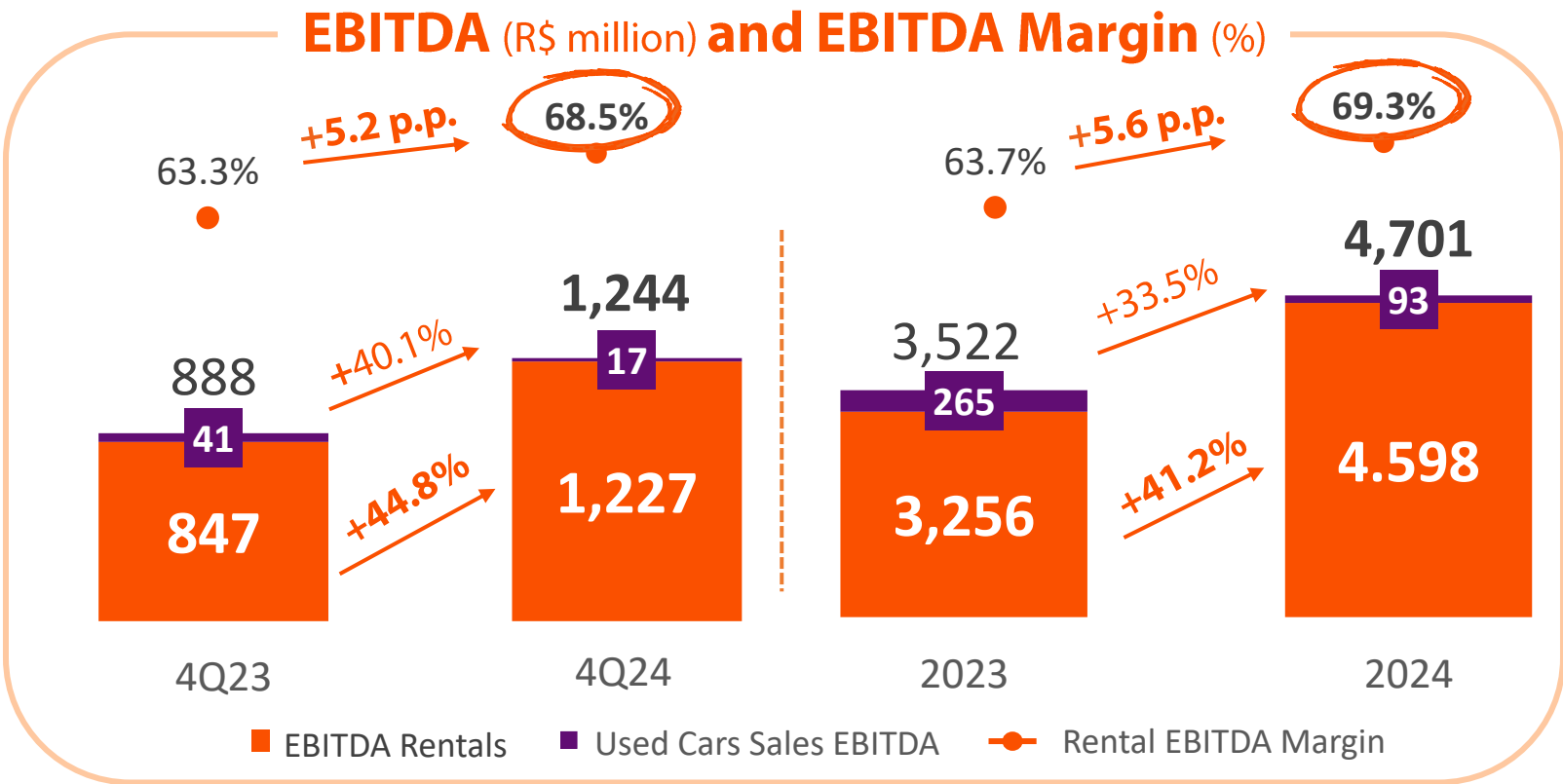
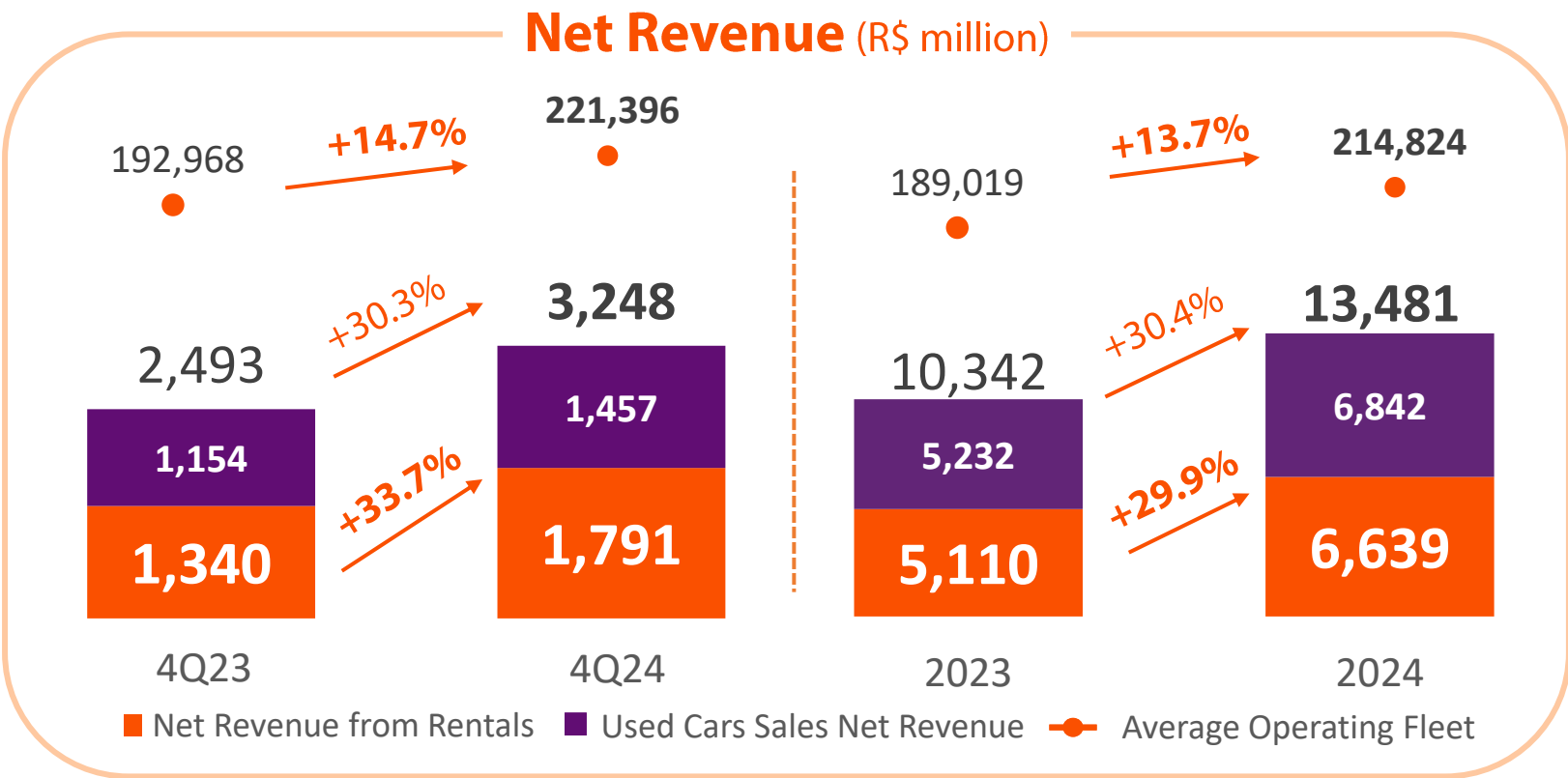
(R\$ billion and %)



¹ RAC yield calculated by dividing the monthly revenue per operational car by the average acquisition price of the RAC fleet
² Includes Used Cars inventory and excludes the Portugal operation

Net income² of R\$73 million in 4Q24 and R\$305 million in 2024

Significant improvement in operational efficiency and profitability



¹ Adjusted EBIT includes the negative impact of R\$23 million from the climate catastrophe in Rio Grande do Sul in 2024.
² Adjusted net income for: a) 2023 and 2024 – see slide 5 of this presentation. b) In 4Q24, excludes after-tax effects: i) R\$16 million negative impact following the expiration of swap contracts related to the offshore bond issue, which are being recognized monthly in the results until the bond matures. The cash impact of this transaction occurred in Nov/23, and the recognition of this amount in the income statement, previously recorded under “Other Comprehensive Income” in shareholders’ equity, is being reflected in financial expenses (R\$57 million in 2024); ii) R\$5 million positive impact from prepayment, debt repurchase, and the sale of sovereign securities. c) In 4Q23, excludes after-tax effects: i) R\$18 million related to the implementation of strategic projects and the restructuring of RAC and Used Cars; ii) R\$316 million related to depreciation impairment; iii) R\$112 million from the intangible asset fair value adjustment (resulting from the incorporation of acquired companies); iv) R\$37 million impact from the early settlement of debt.”

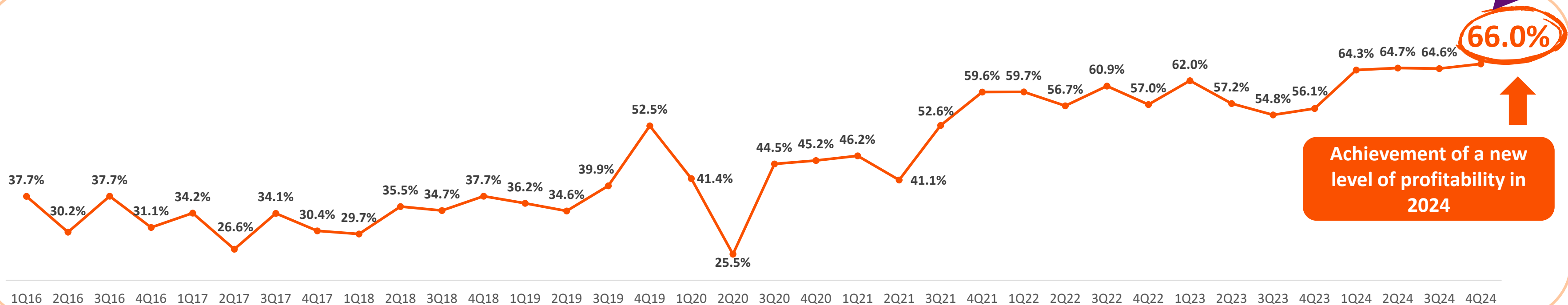
EBITDA Margins at higher levels of profitability

Consistent progress in the utilization of invested capital and in the reduction of costs and expenses

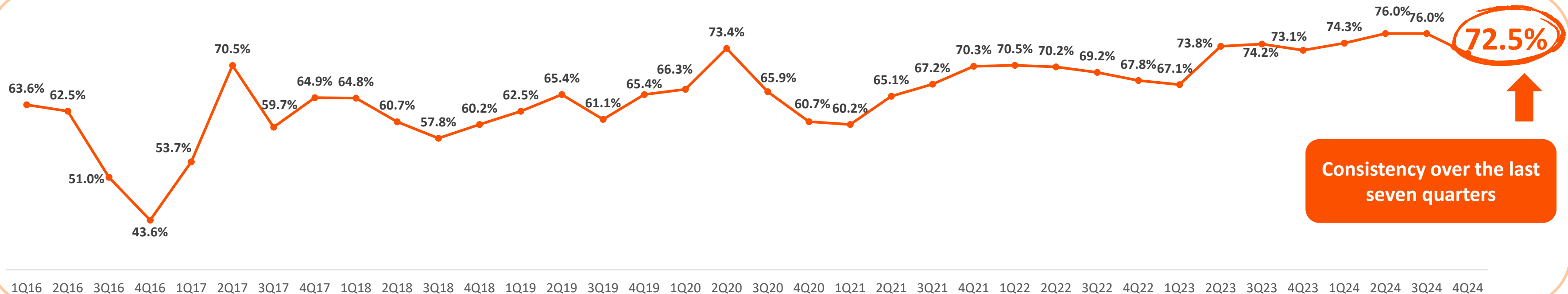


EBITDA Margin Evolution

RAC

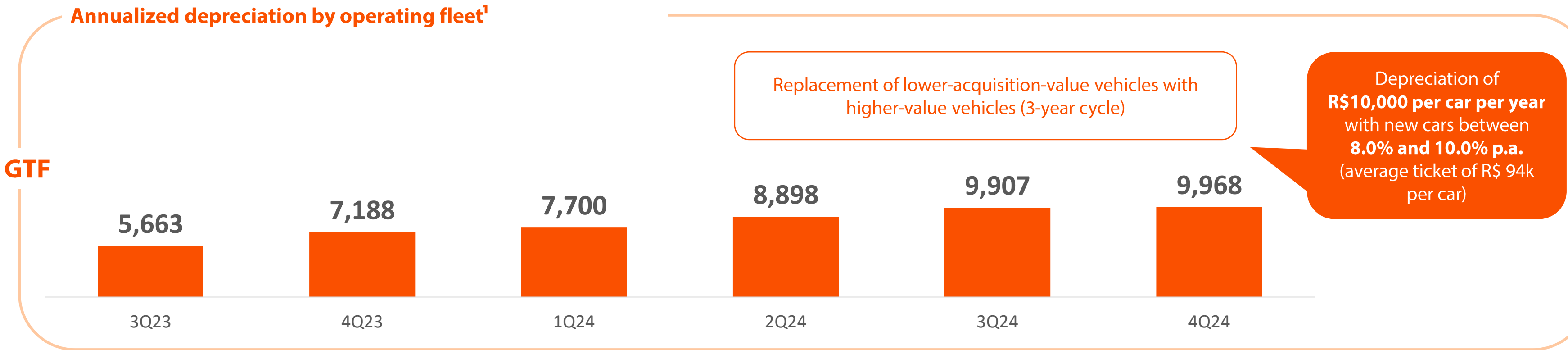
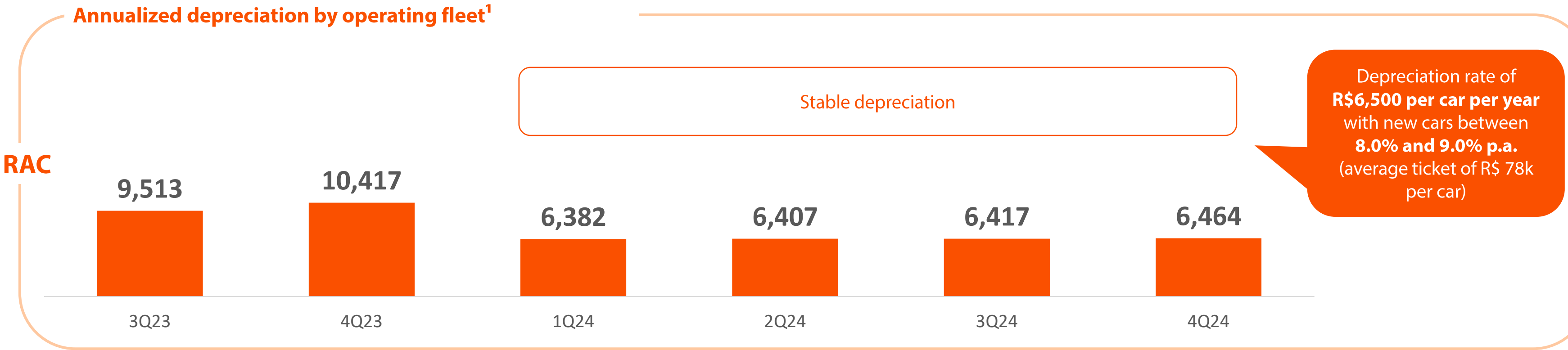


GTF



More Stable Depreciation

RAC: Maintenance of RAC depreciation per car due to improved fleet mix
GTF: Stable GTF depreciation rate on new cars reflecting contract renewals

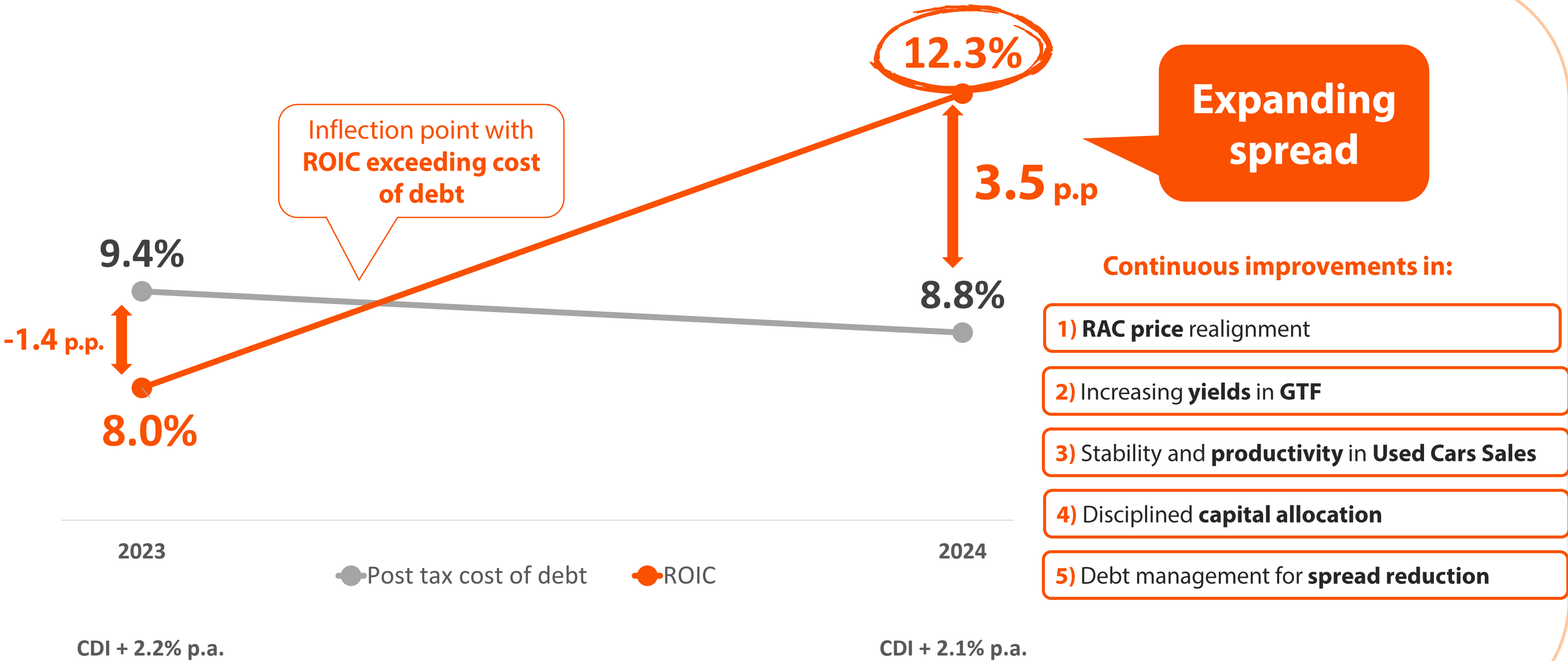


¹Depreciation per operating fleet = fleet depreciation for the quarter * 4 / average operating fleet

2024 ROIC of 12.3% with continuous expanding spread



ROIC Evolution



Note: ROIC and debt cost calculations are net of income tax.
Excludes non-recurring impairment effects in 2023, using a 34% income tax rate. Excludes the non-recurring impact of the climate catastrophe in Rio Grande do Sul in 2Q24 and 3Q24
The ROIC calculation considers the accumulated effective income tax rates for the periods

Preview of the 1st bimester of 2025 (unaudited)

Strong growth in results, despite the benefit of Carnival in 2024 1st bimester

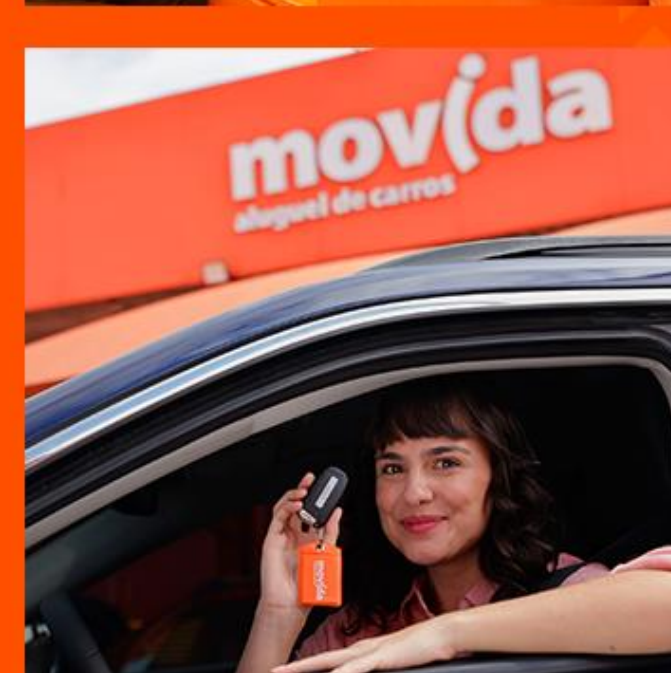


	2025 1 st bimester	2024 1 st bimester	Variation %
Net Income	R\$42M	R\$21M	↑ +100.0%
Net Revenue	Rental: R\$1,242M Used Cars: R\$1,086M Total: R\$2,328M	Rental: R\$986M Used Cars: R\$949M Total: R\$1.935M	↑ +25.9% ↑ +14.5% ↑ +20.3%
Total Fleet	260,947 → Reduction of ~7,500 cars vs December 2024	243,377	↑ +7.2%
EBITDA	R\$864M	R\$680M	↑ +27.1%
EBITDA Mg.	Rental ¹ : 70.7% → RAC¹: 64.2% GTF: 76.2% Used Cars: 1.0% Total: 37.1%	Rental ¹ : 66.6% → RAC¹: 62.3% GTF: 72.6% Used Cars: 2.4% Total: 35.1%	↑ +4.1 p.p. → RAC¹: +1.9p.p. GTF: +3.6p.p. ↓ -1.4 p.p. ↑ +2.0 p.p.
EBIT	R\$486M	R\$386M	↑ +25.8%

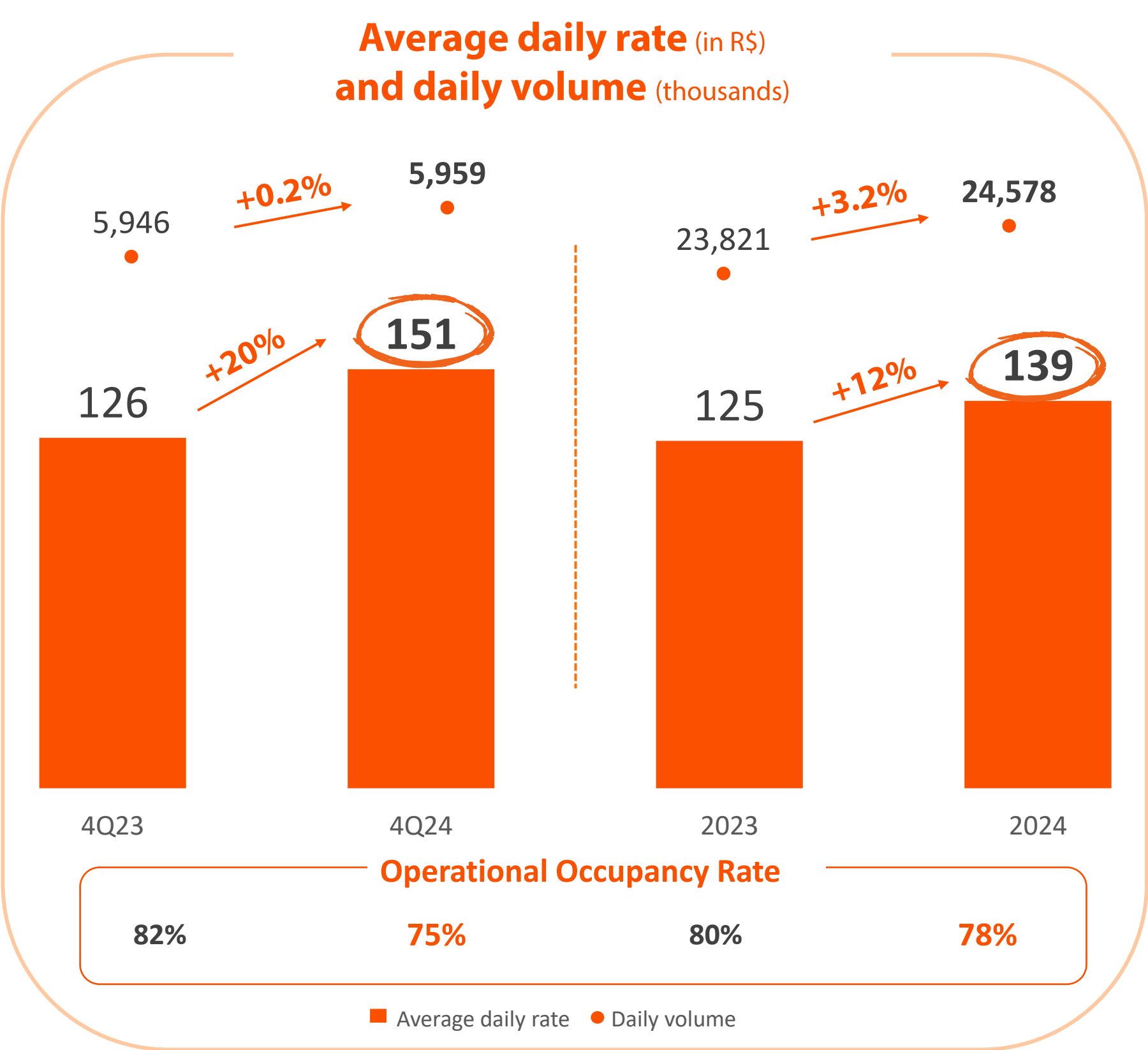
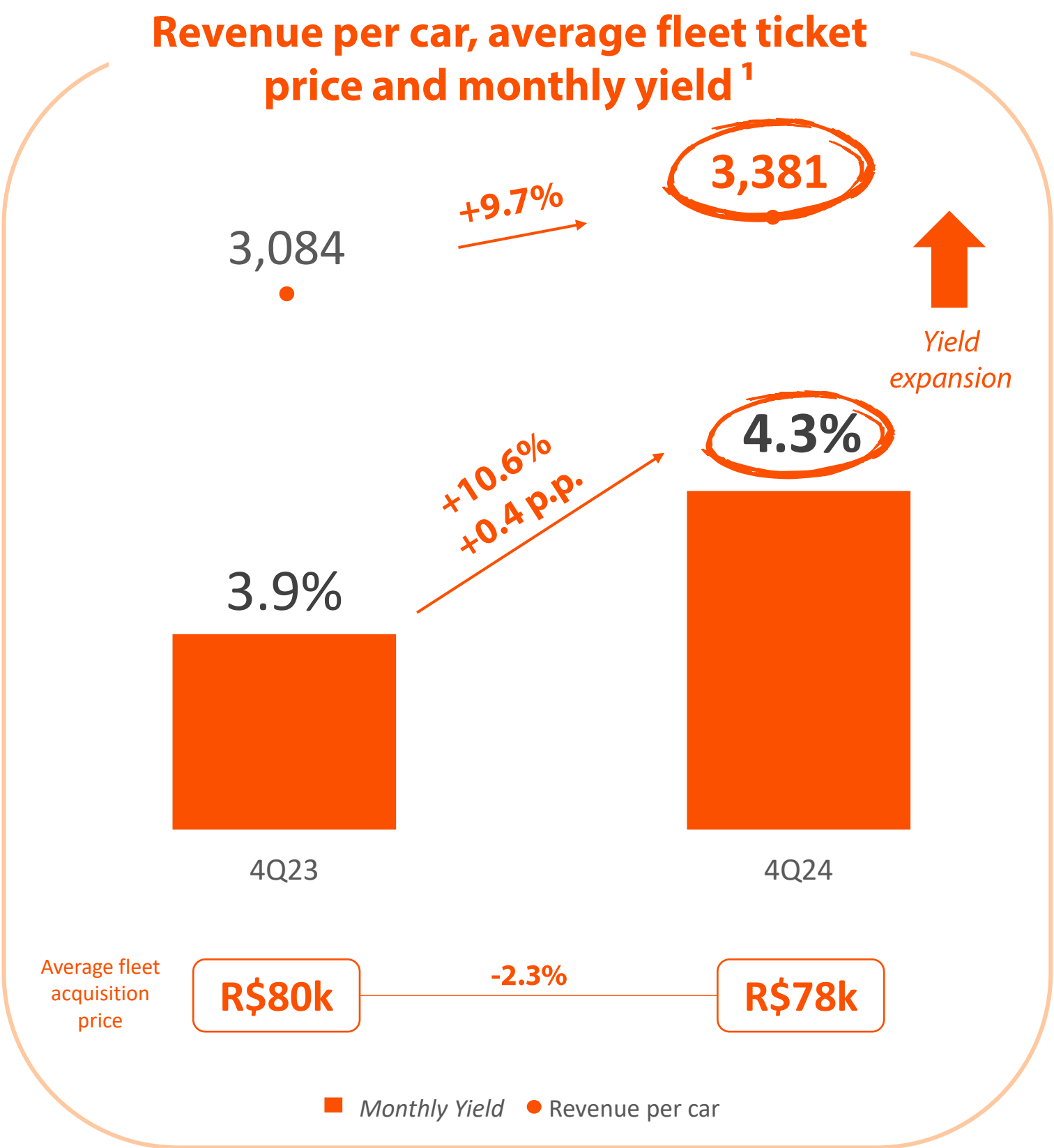
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Rent-A-Car

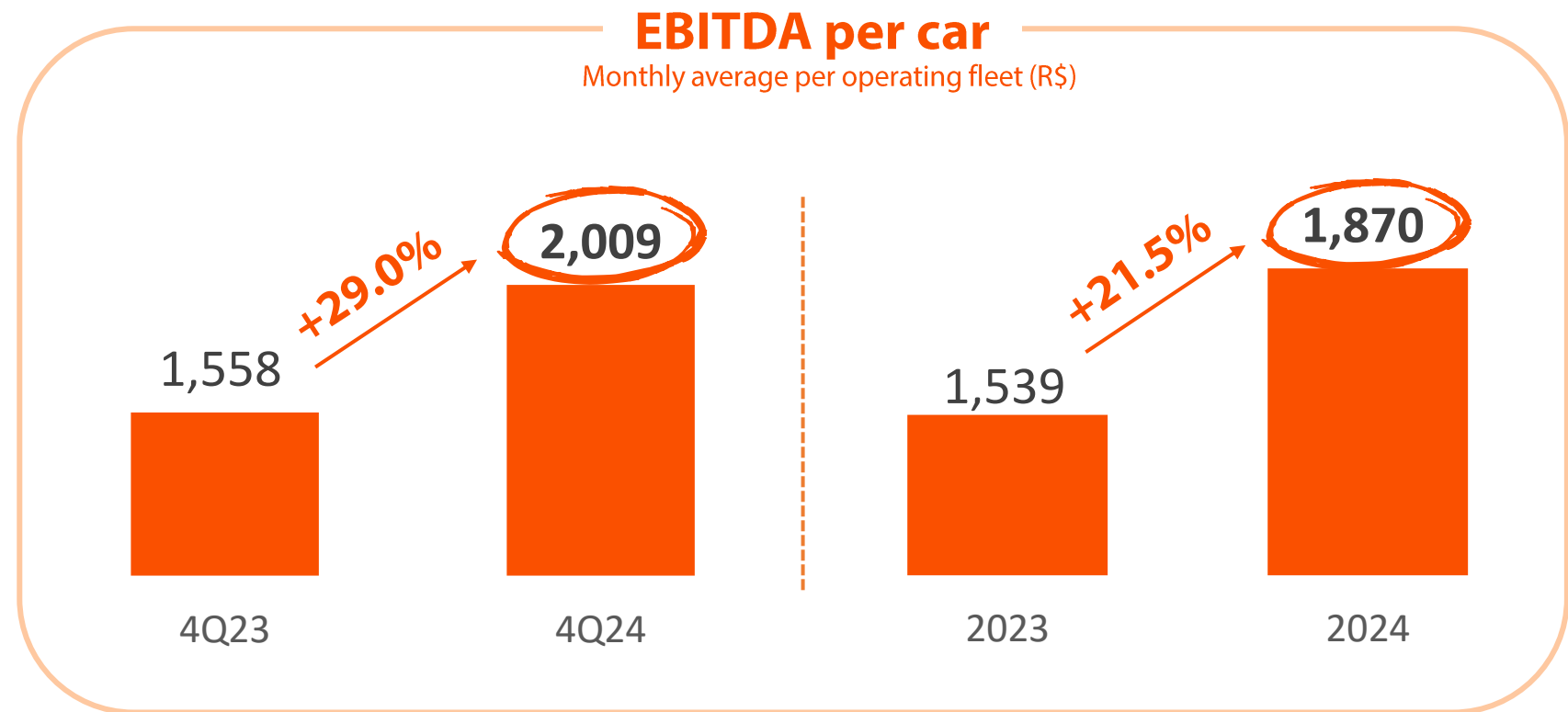
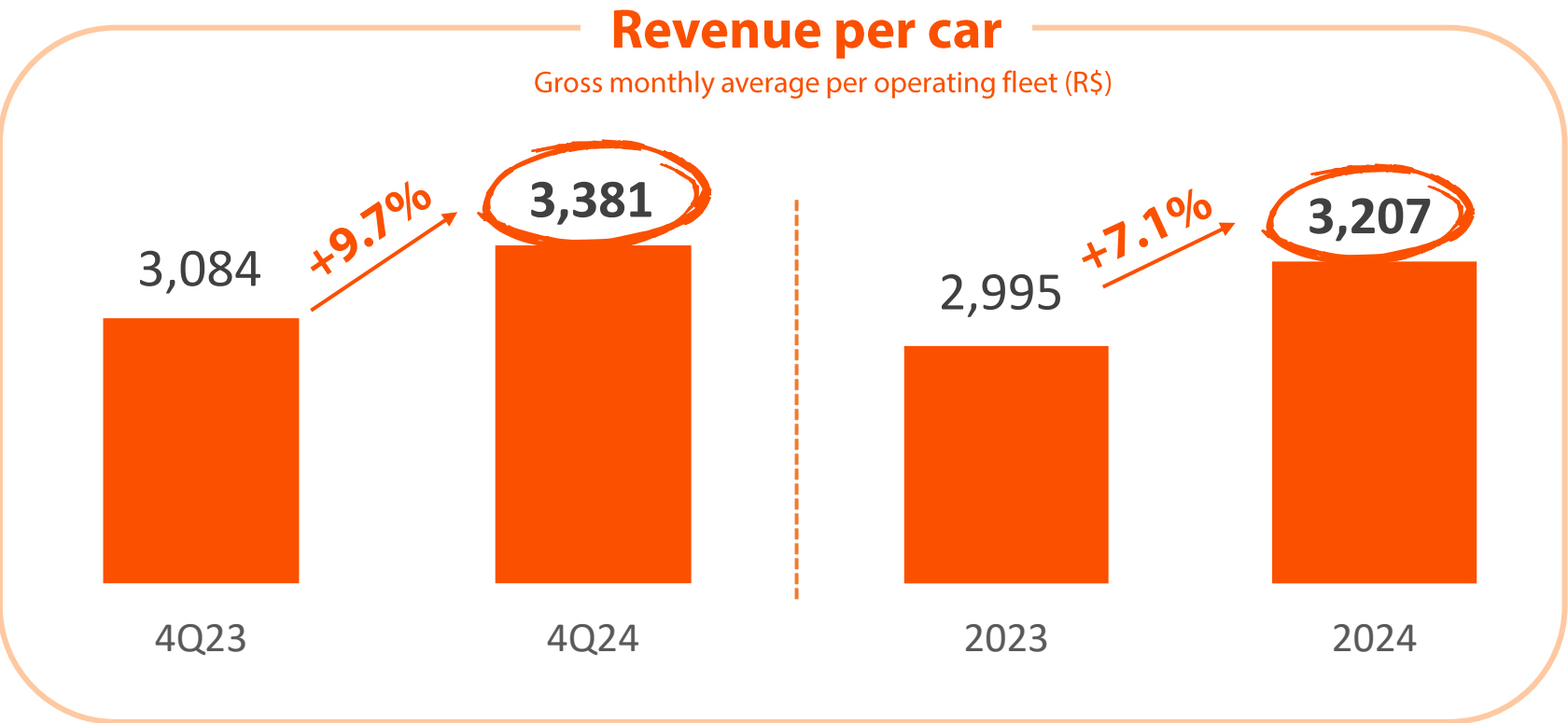
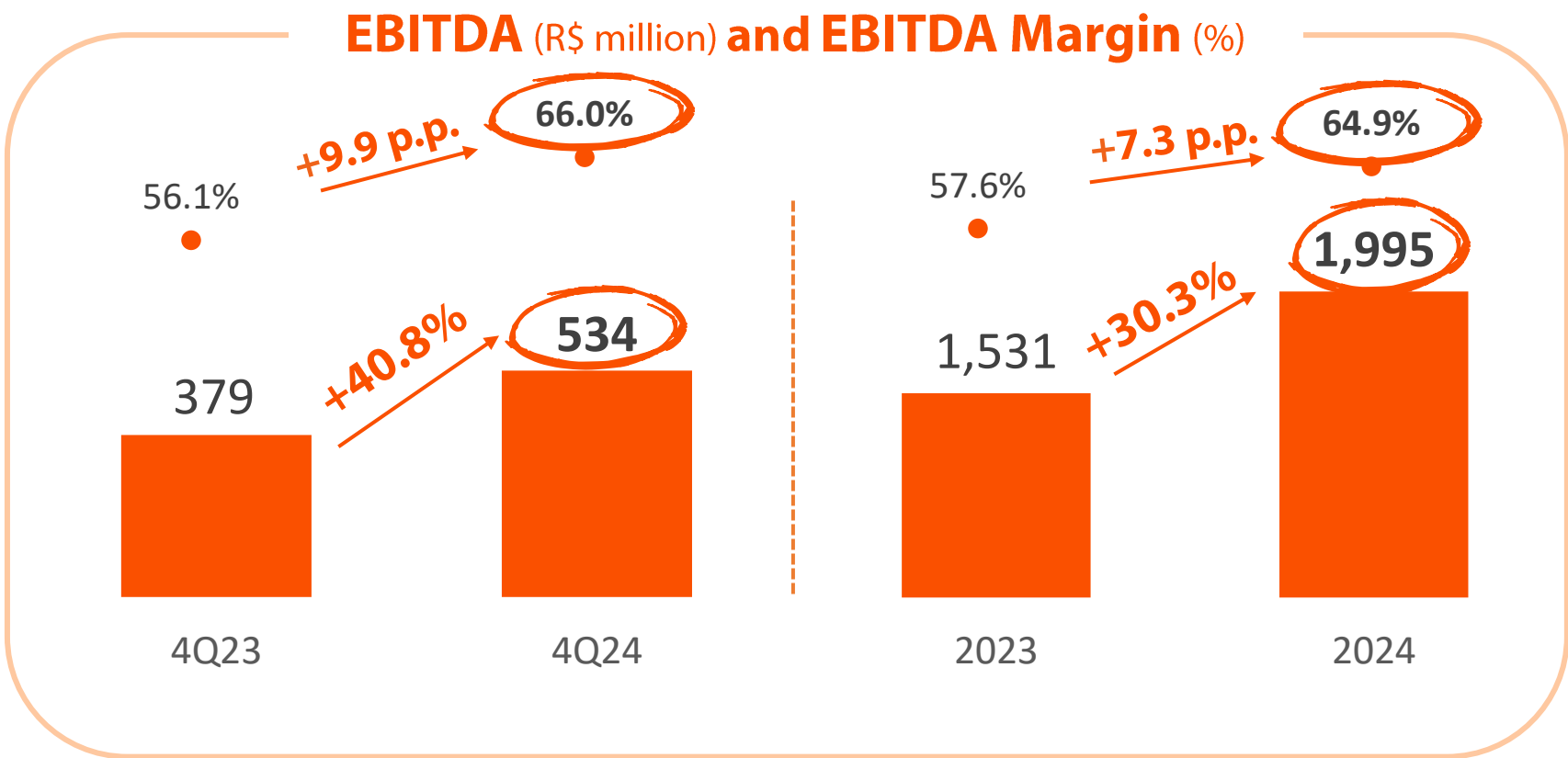
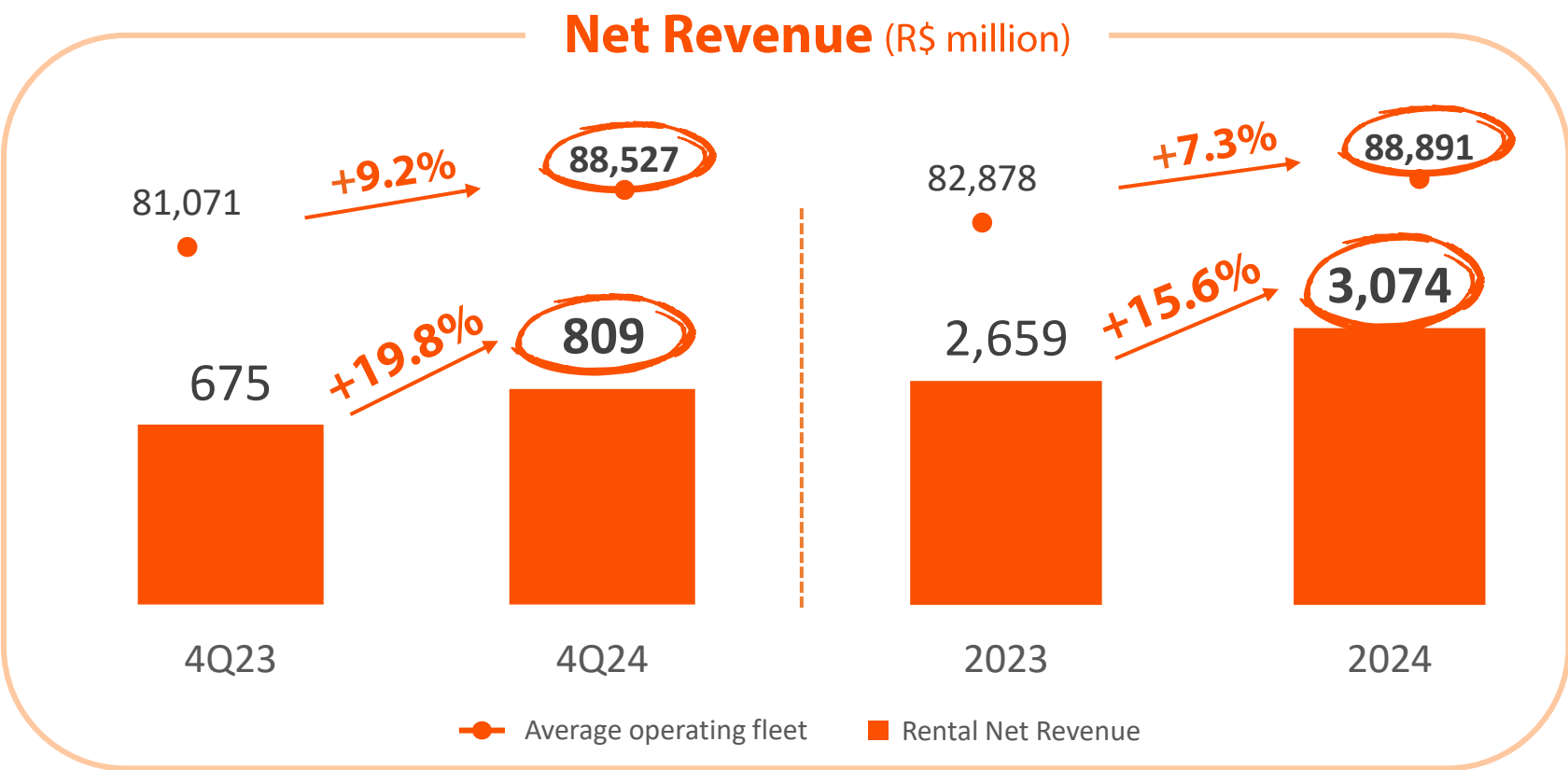


RAC: Optimization of invested capital and daily rate realignment drive yield growth



Note: Includes only Brazilian operations.
¹ Yield calculated by dividing the monthly revenue per operating car by the average acquisition price of the RAC fleet.

RAC: Revenue and EBITDA growth outpacing fleet expansion drive higher profitability



NOTE: Includes only Brazilian operations.

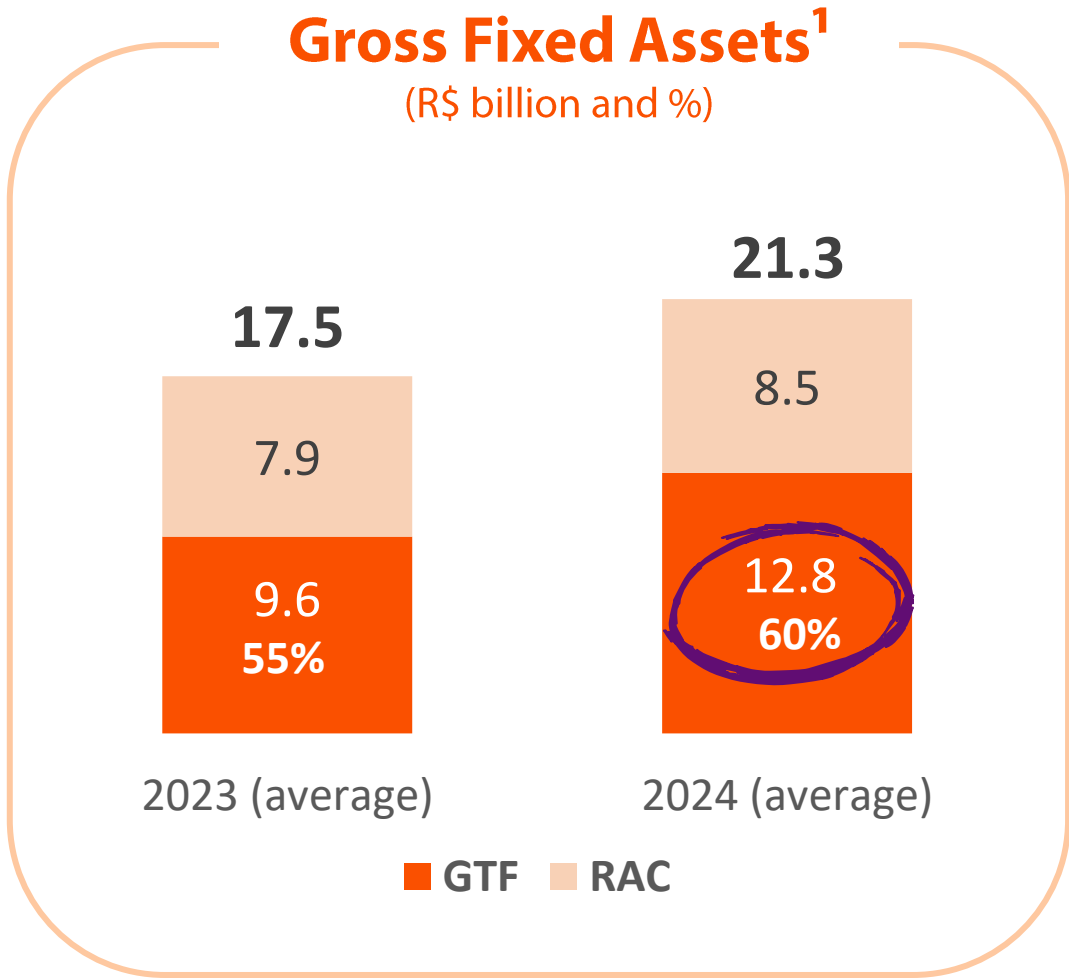
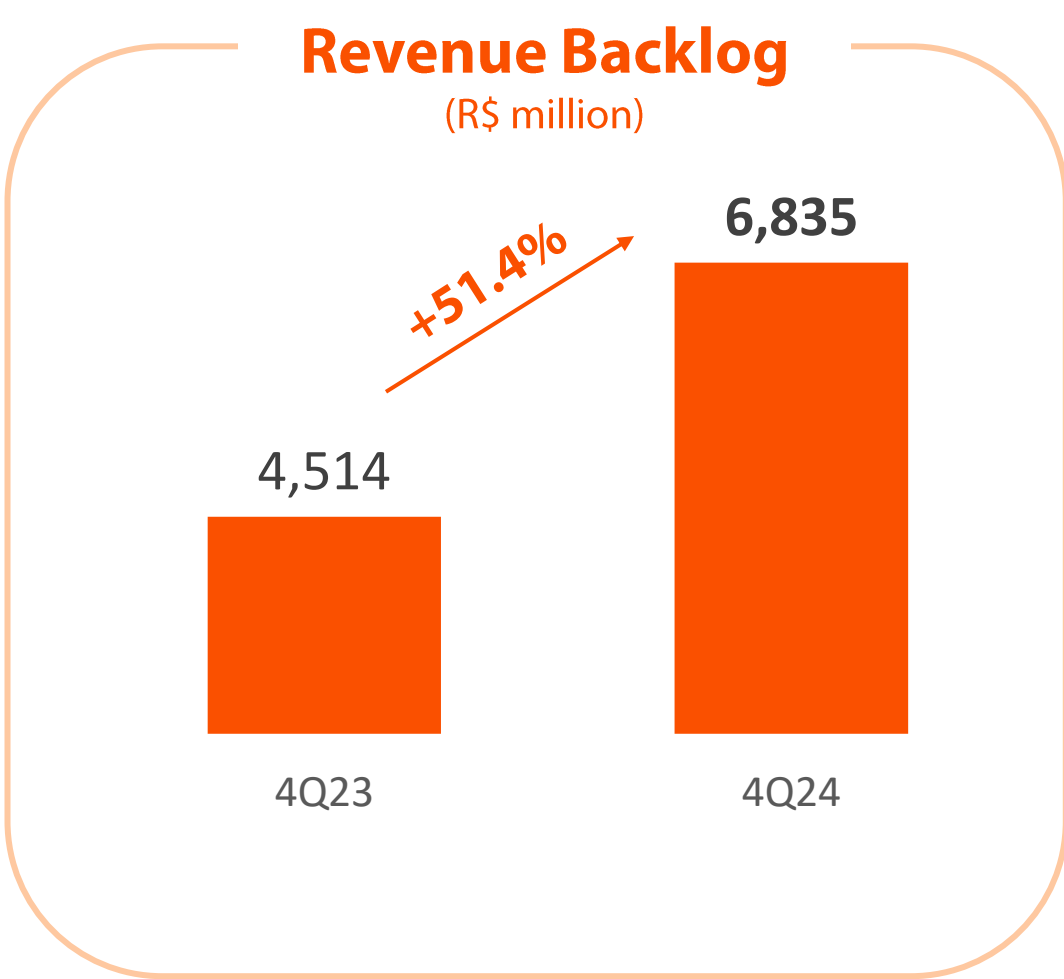
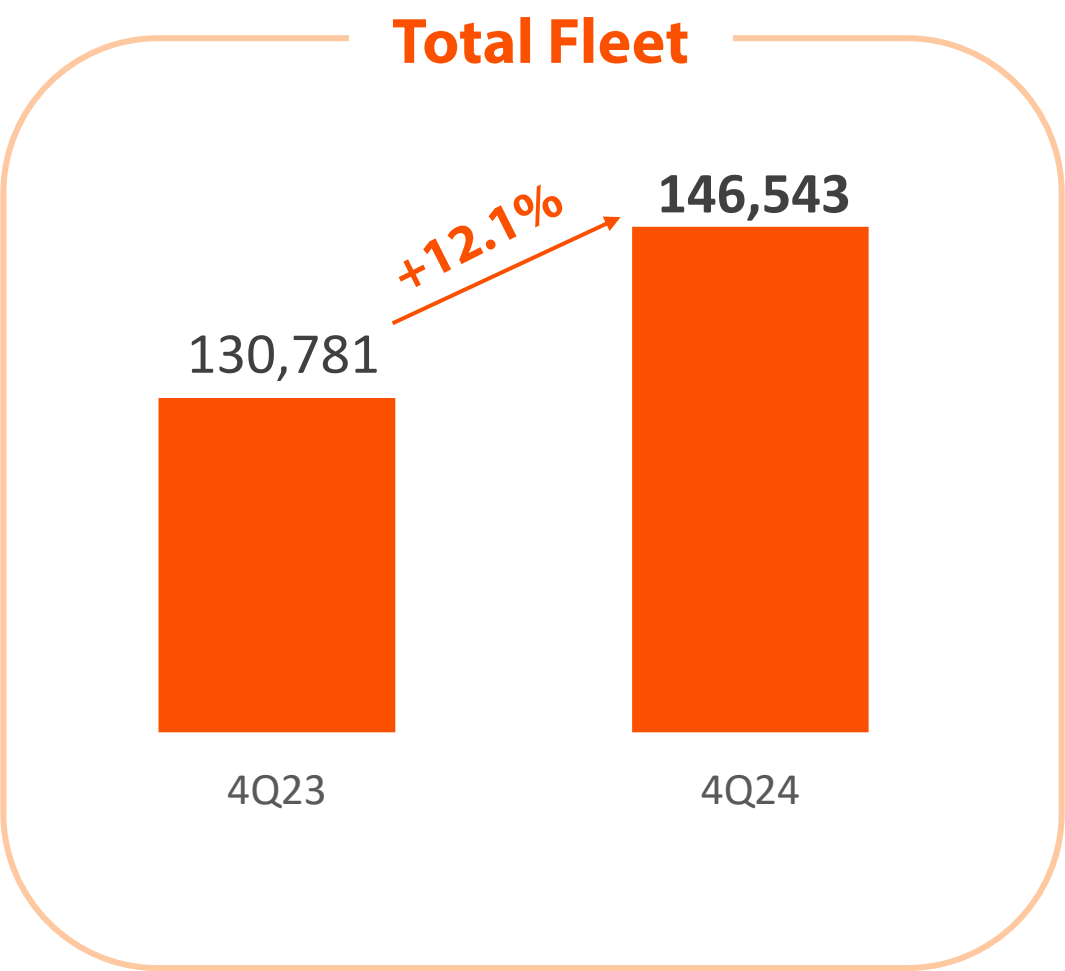
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Fleet Management and Outsourcing



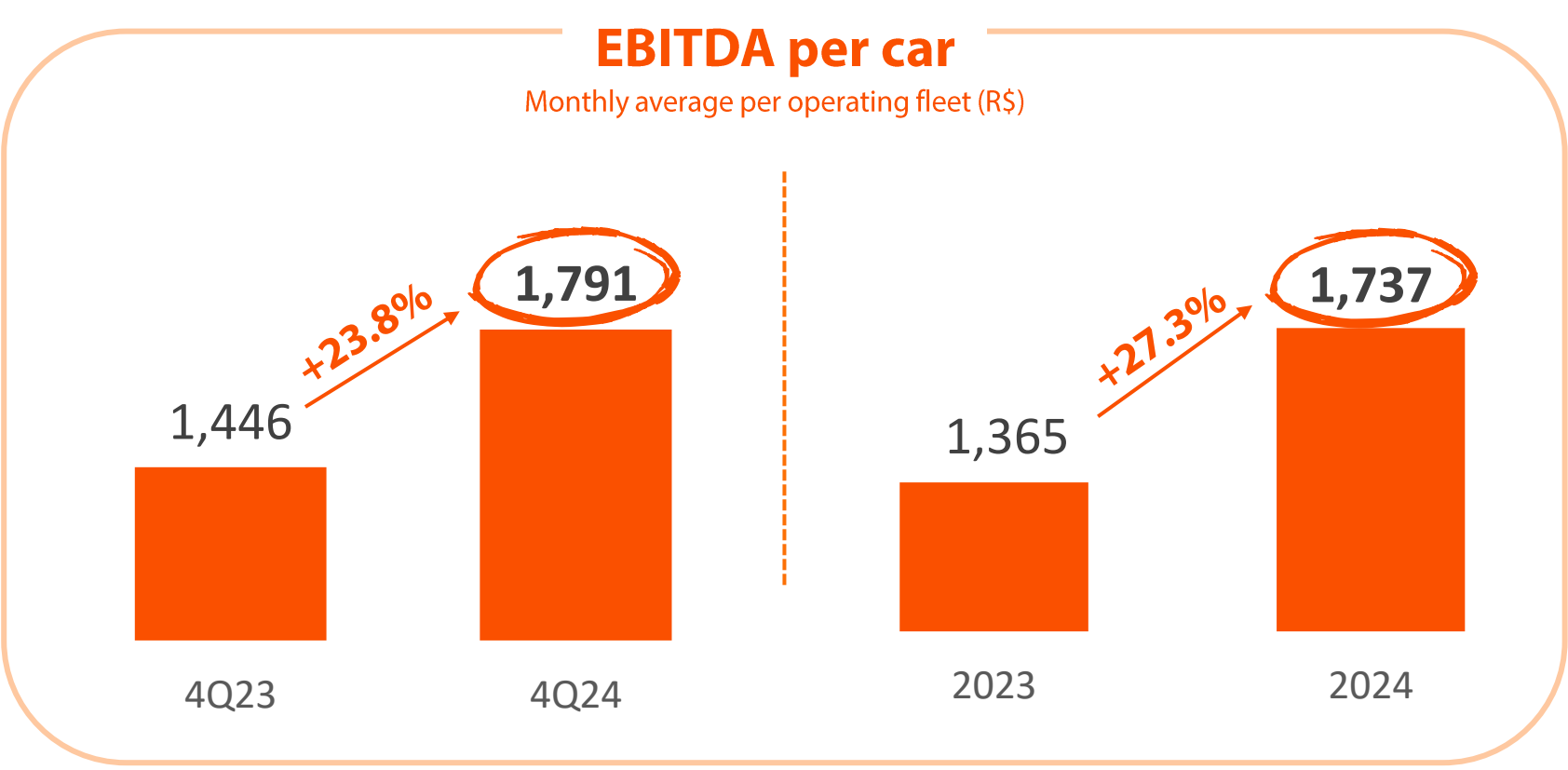
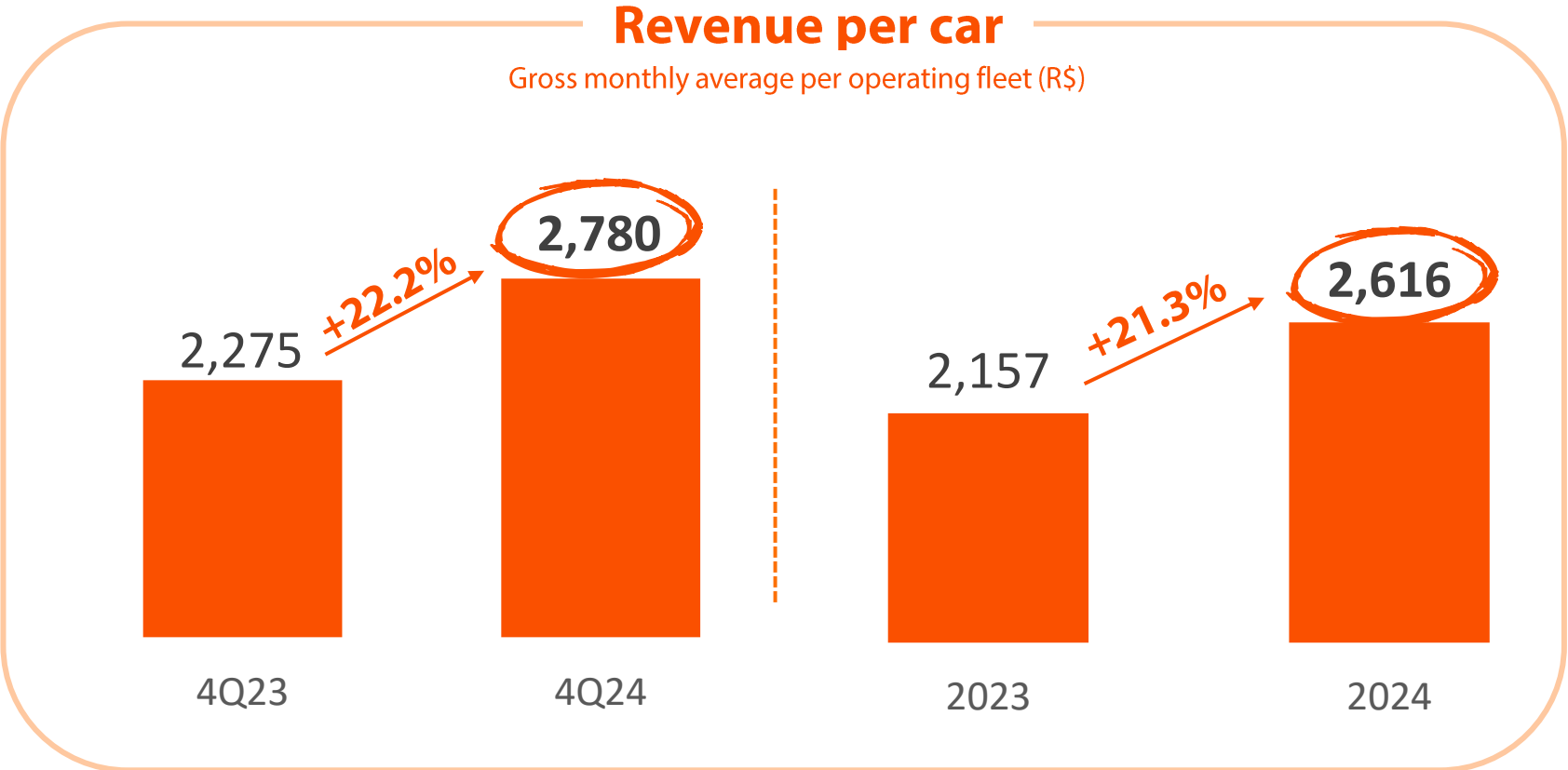
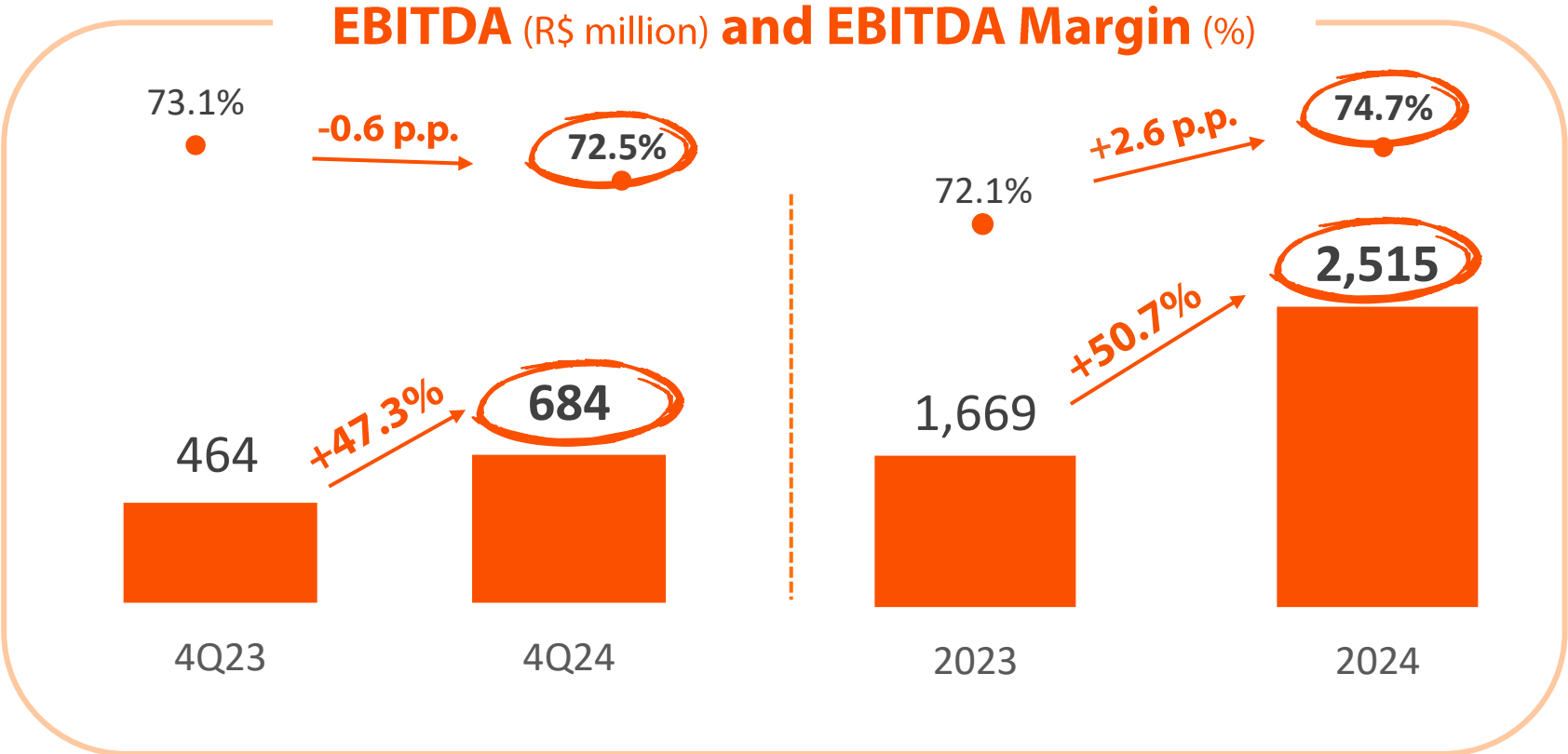
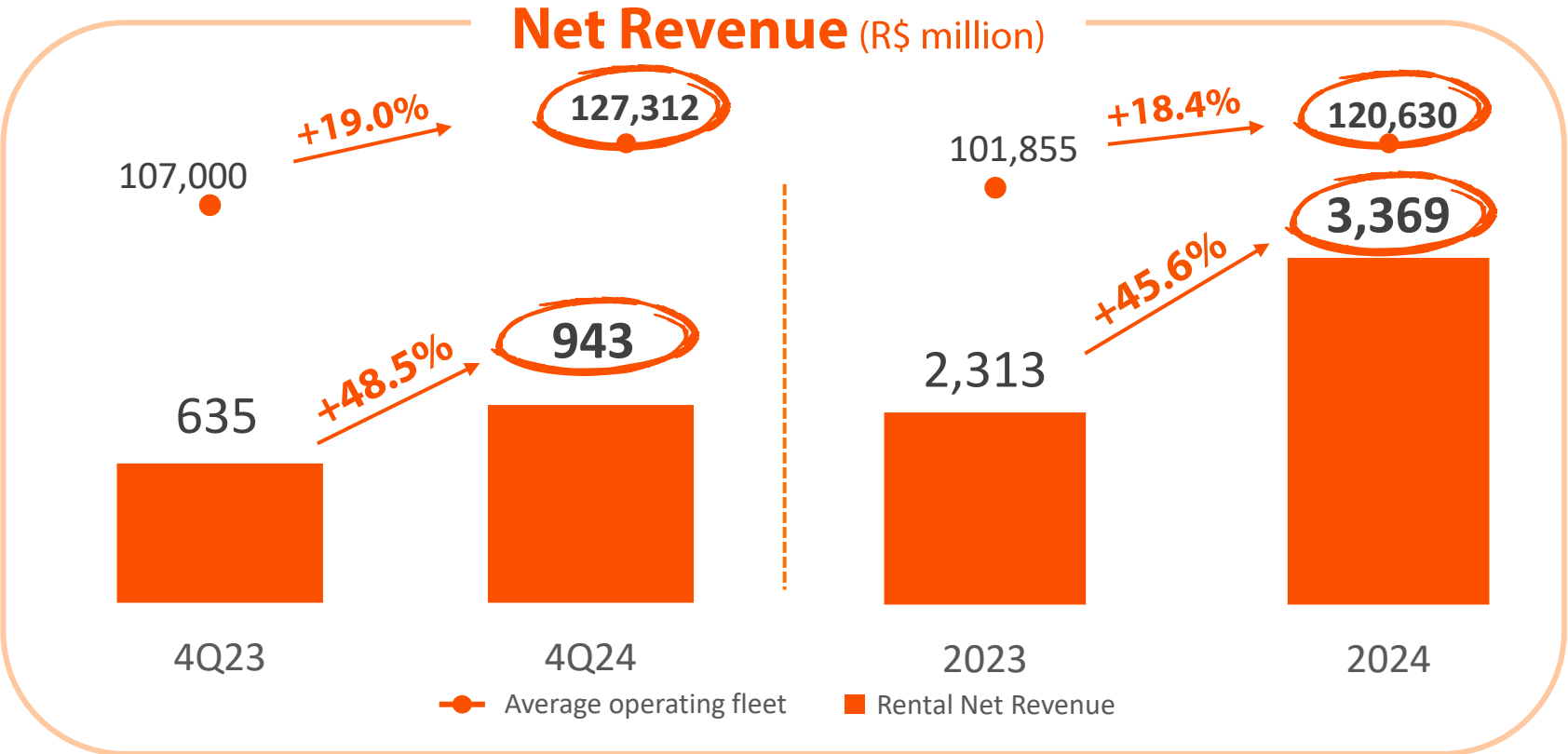
GTF: Increased share of long-term contracts ensures expansion and predictability of consolidated results for the future periods



¹ Includes Used Cars Sales inventory and excludes the Portugal operation.



GTF: Faster revenue growth with EBITDA margin expansion



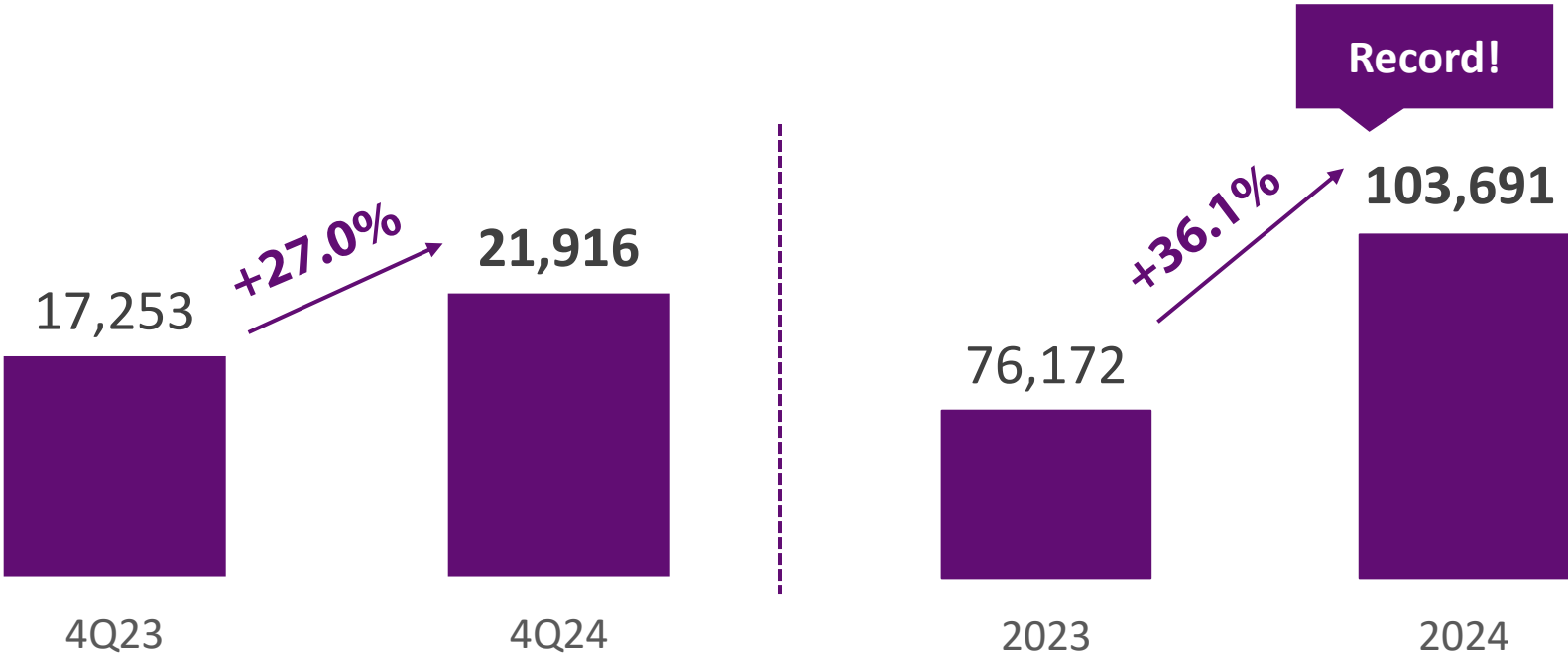
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Used Cars: Record volume of cars sold, operational efficiency with reduced SG&A and normalized EBITDA margin

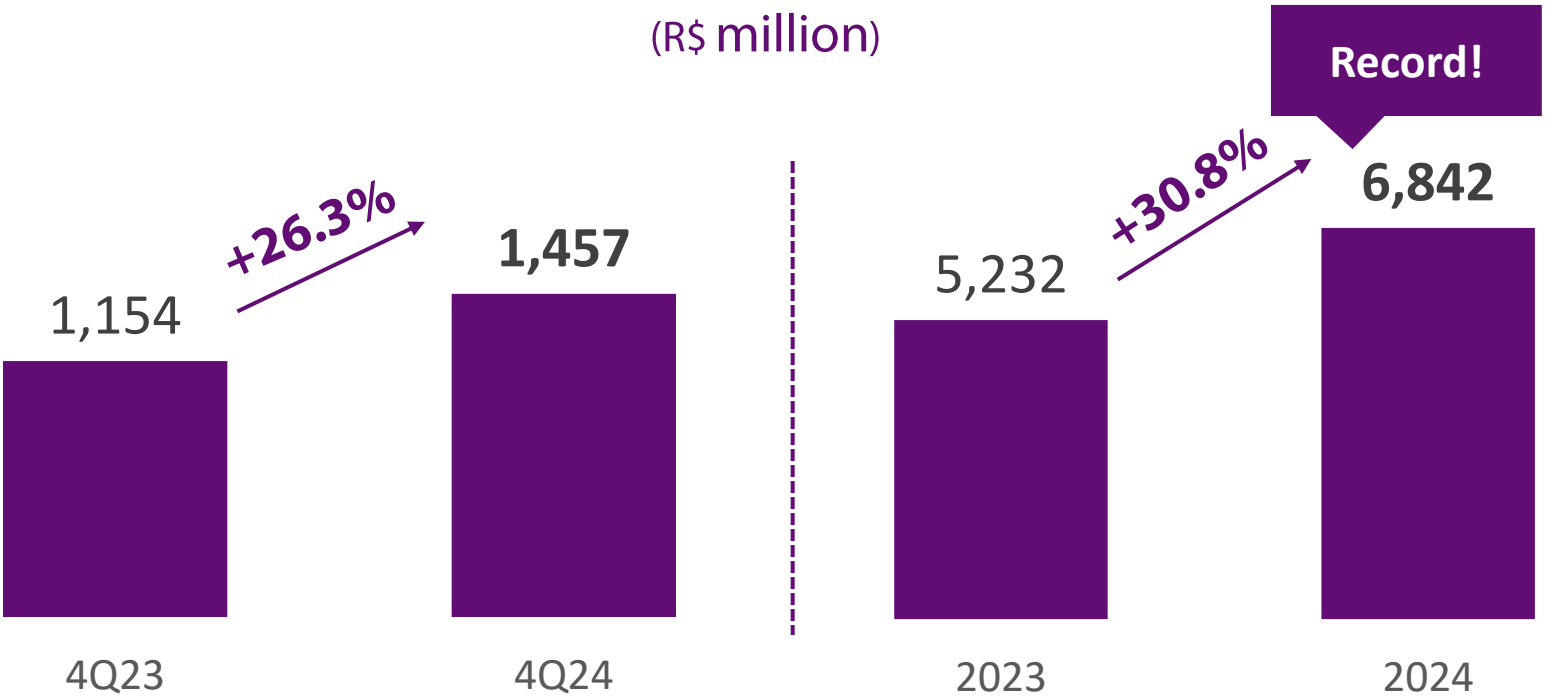


Cars Sold

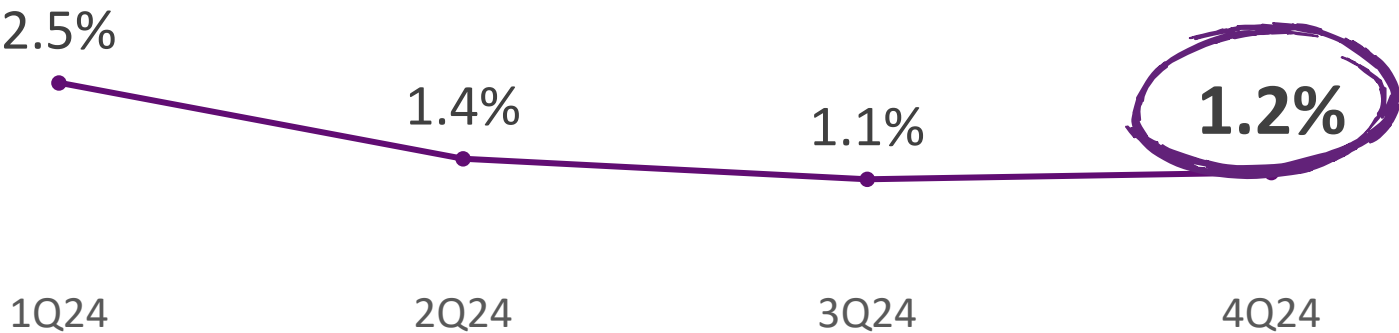


Net Revenue

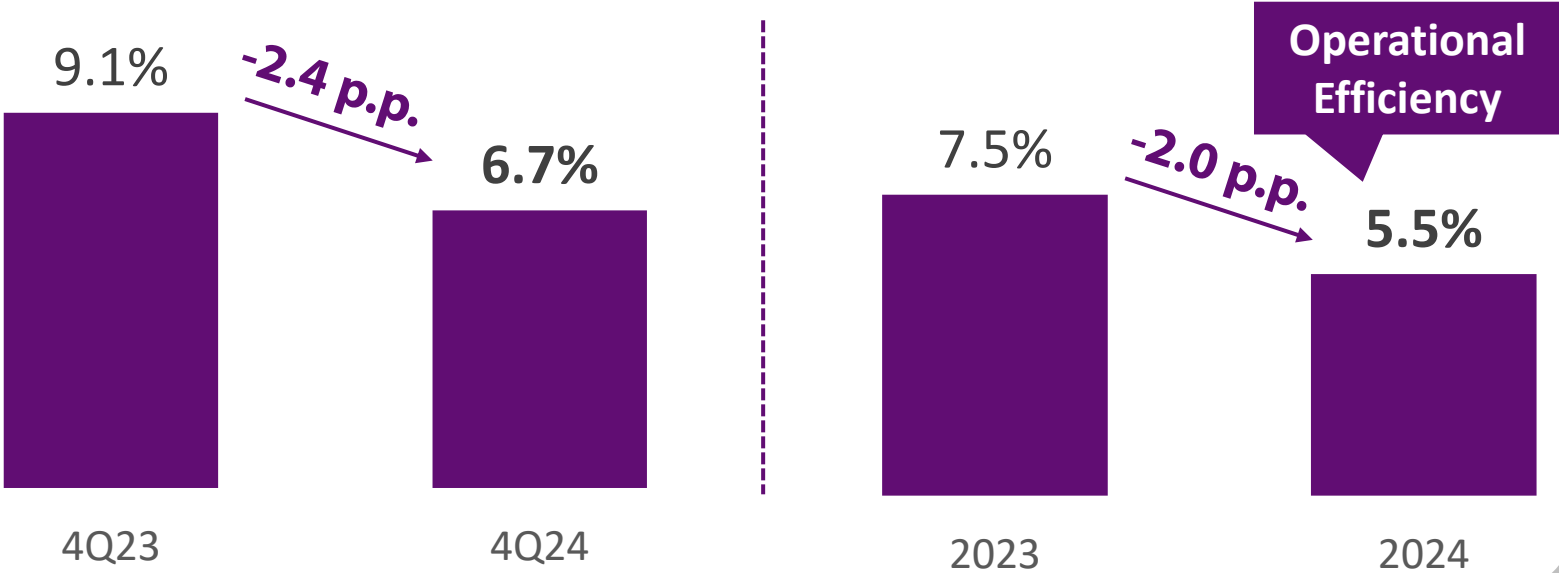
(R\$ million)



EBITDA Margin (%)



SG&A (%)



Used Cars Sales: Delivery of strategic planning resulted in improved car mix and evolution of operational efficiency

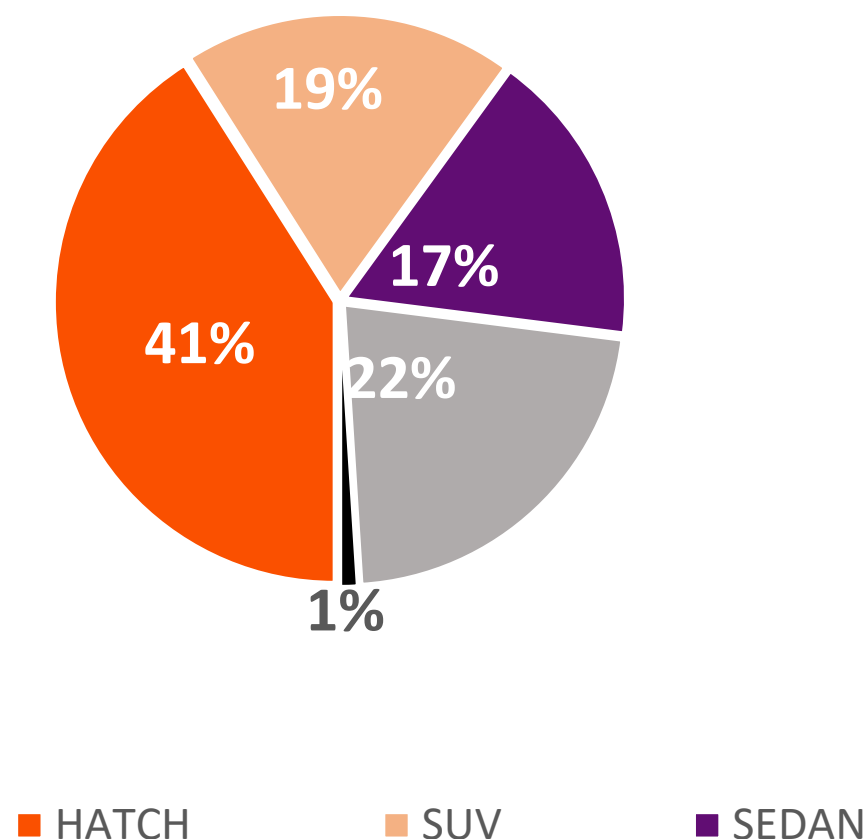


Inventory Profile

(Inventory's percentage by category)

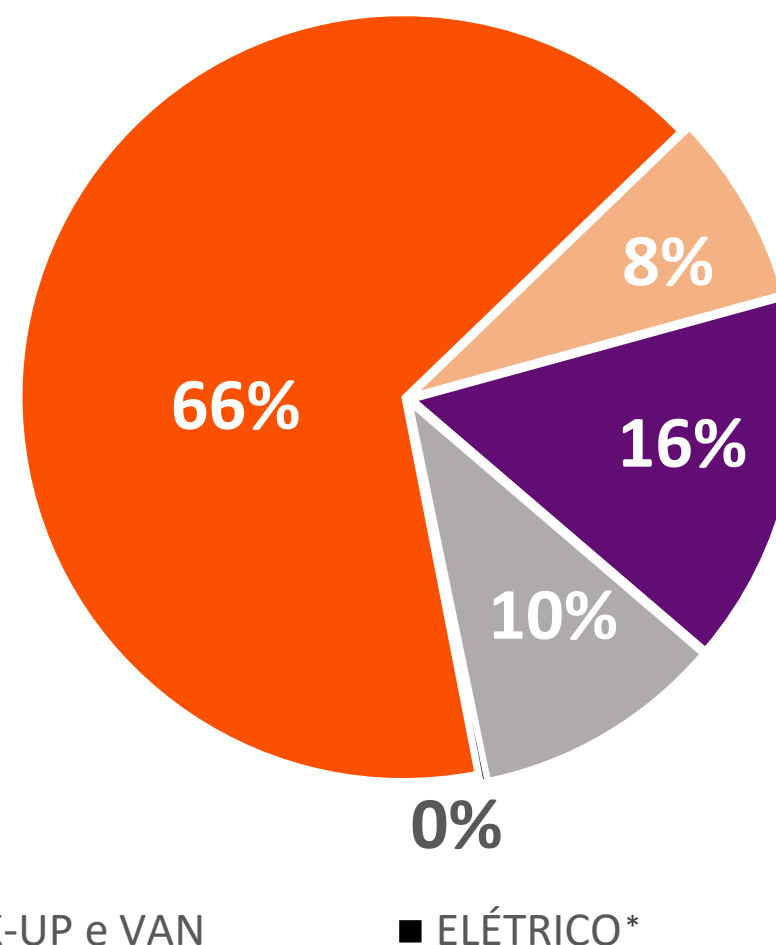
4Q23

Average selling price (FIPE)
R\$78.1k



4Q24

Average selling price (FIPE)
R\$71.6k



Unique positioning

➤ **Scale and Mix:** Diversification of car brands and models for sale with higher liquidity, lower age and mileage and adequate car utilization

➤ **Installed stores structure:** National presence without the need for new stores, with a formed team

➤ **Sales Channels:** Balanced mix between retail and wholesale, with room for improvement

➤ **Communication and Marketing:** Optimization of marketing investment with adherence to retail

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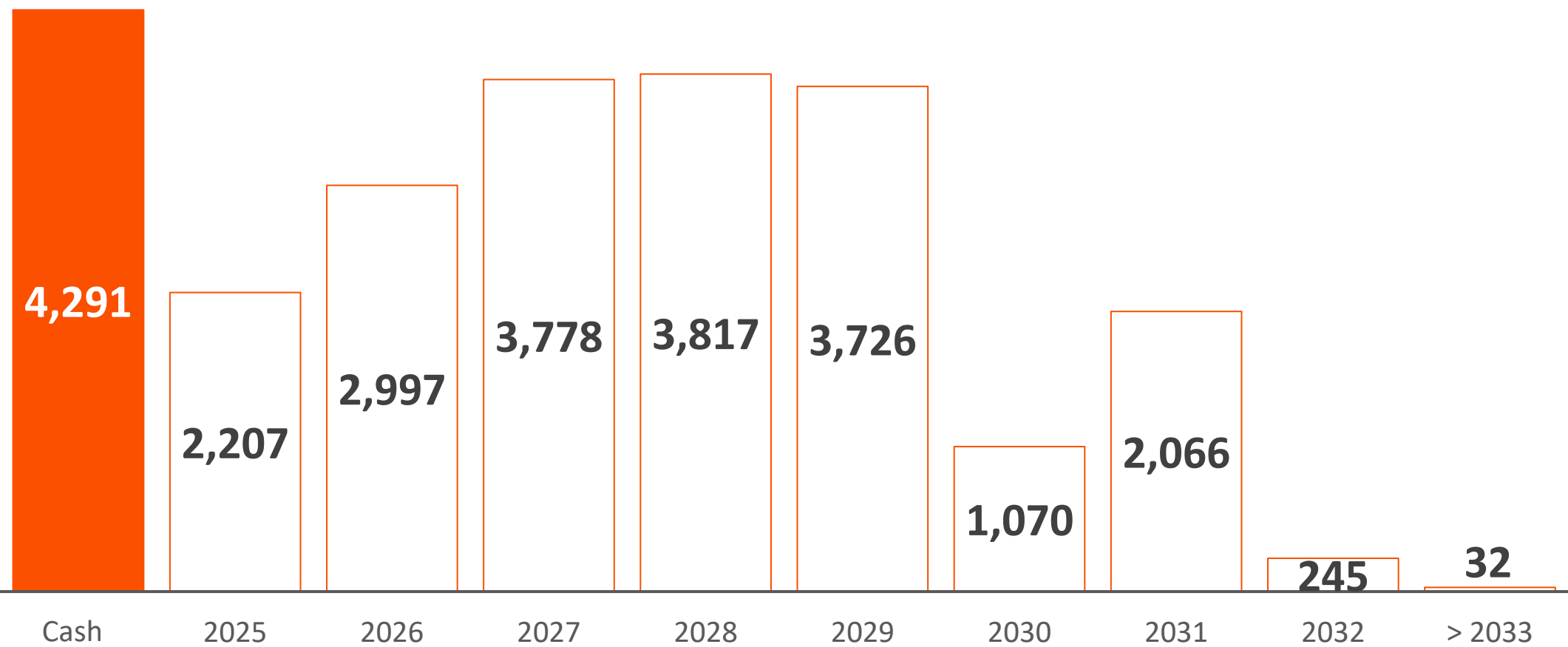
Balance Sheet and Capital Structure



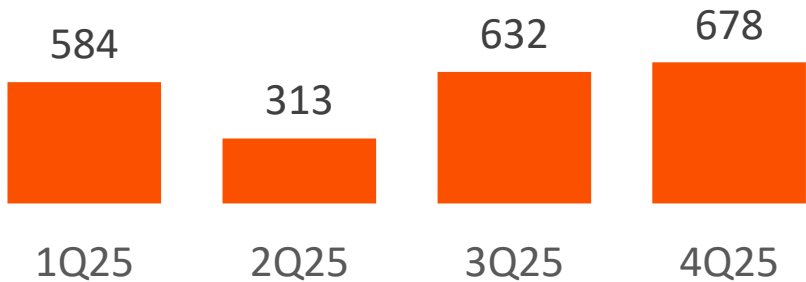
Healthy debt profile with extended maturities and broad access to financing sources



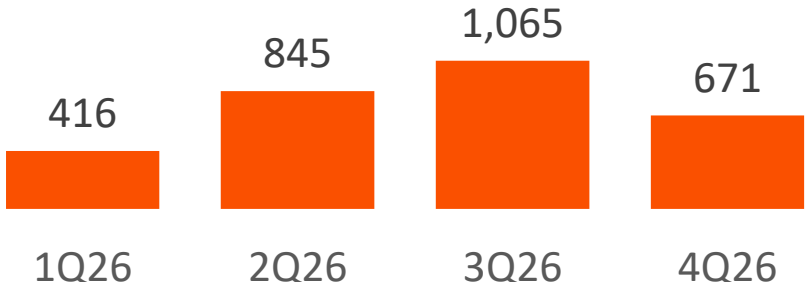
Debt Maturity Schedule



2025 Maturities



2026 Maturities



Maturity schedule with **no significant concentrations** in the next 24 months

Net Debt

R\$14.7_B

Average cost of debt

CDI + **2.1%** p.a.

Average net debt maturity

3.9 years

Total debt issuance in 2024

R\$7.5_B

Terms of the latest debenture (issued in **dec/24**):

R\$ 1B | CDI+2.5% p.a.

Amount

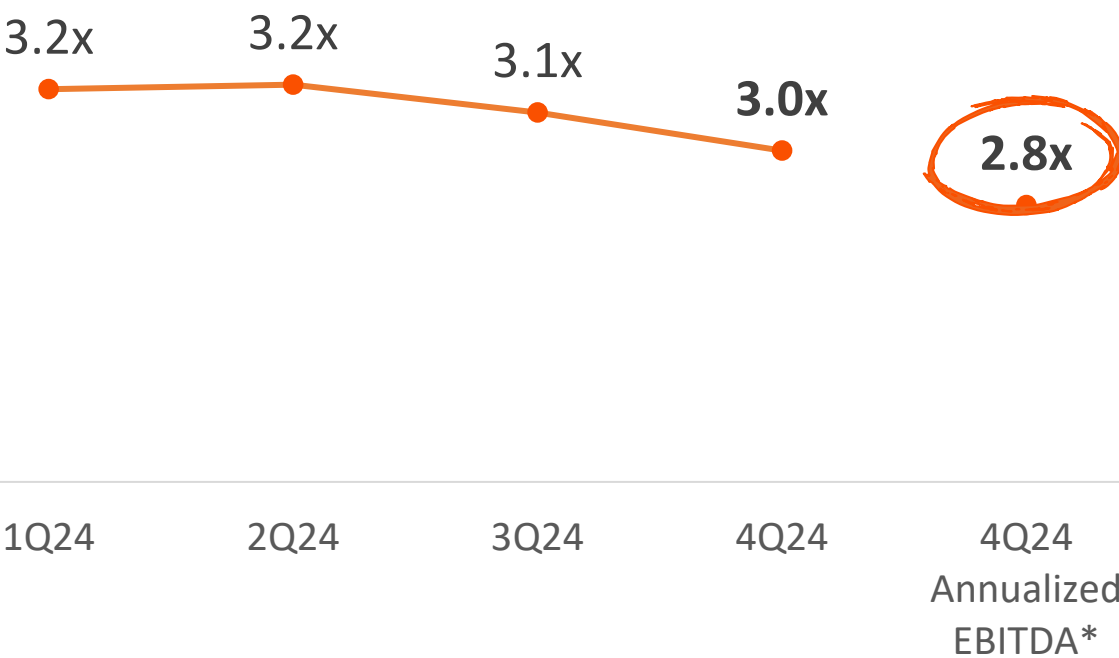
Average Cost

50% 4 years | 50% 7 years

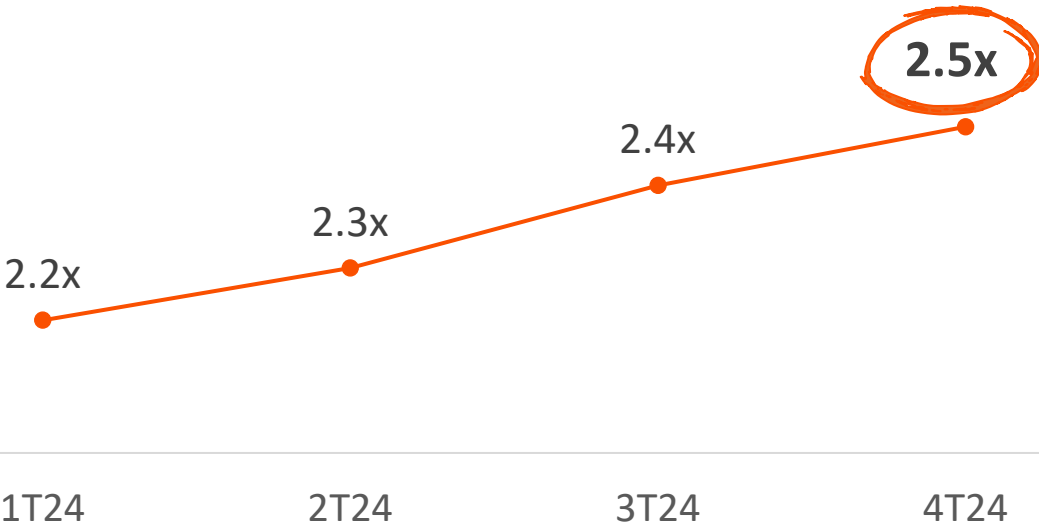
Terms

Covenants

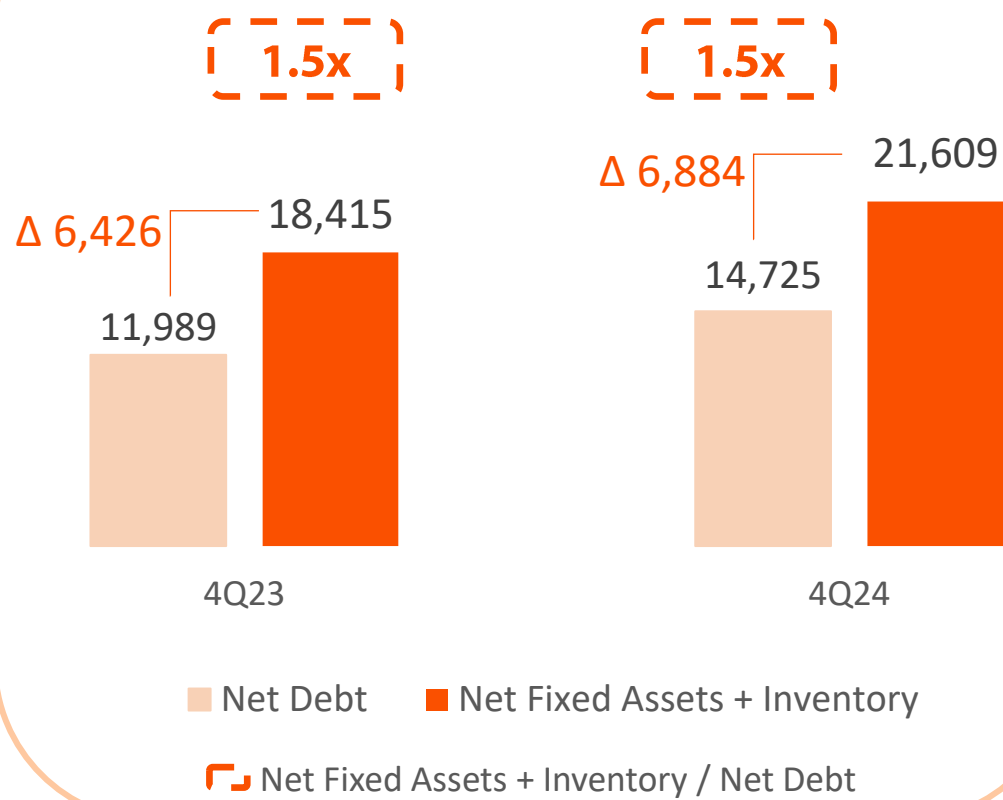
• Net Debt / EBITDA



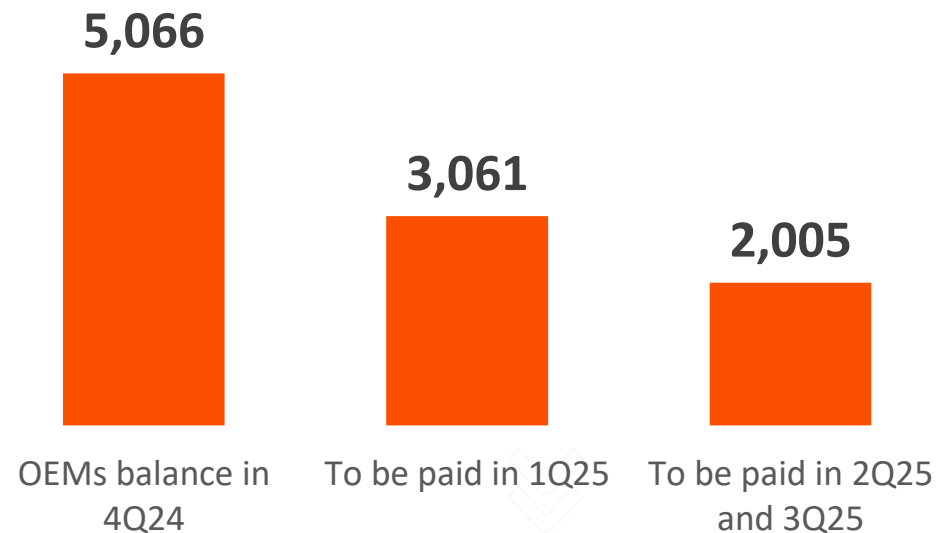
• LTM EBITDA / Net financial expenses



Net Debt Coverage (R\$ million)



Supplier Payment Schedule (Only OEMs - R\$ million)



Financial Management | (R\$ million)

Debt (R\$ million)	4Q23	4Q24	Var % vs. 4Q23
Gross Debt	14,988	19,016	26.9%
Cash	2,999	4,291	43.1%
Net Debt	11,989	14,725	22.8%
LTM EBITDA	3,522	4,701	33.5%

*4Q24 Net Debt / Annualized 4Q24 EBITDA (*4)

2024 results reflect the strategic planning and its execution in 2025 will enhance efficiency development and profitability improvement, ensuring sustainable development



i1

Rental Price

- Continued pass-through of **RAC daily** rate increases
- **Higher yields** on **GTF** contracts (long-term contracts)
- Results already being captured in 2025 1st bimester, with a **+25.9% increase in net rental revenue** (vs 1st bimester 24) with only 12% fleet growth

i2

Unique positioning in Used Cars Sales

- **Higher productivity** in car sales per store in retail
- **Lower discounts** relative to FIPE table prices across all channels
- **Unique positioning:** car mix, established store structure with trained staff, sales channels, and marketing strategy
- **Stable EBITDA margin (1.0% in 1st bimester 25)**

i3

Cost and expense austerity

- Continuation of initiatives focused on revenue improvement and cost reduction yields **operational efficiency** with **margin benefits**
 - Reduced maintenance and personnel costs
 - Optimization of marketing and IT expenses

i4

Capital allocation and debt management

- **Reduction of leverage throughout 2025** through operational cash generation and debt management

THANK YOU!

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