

Sustainability Report 2025



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About the report GRI 2-3 | 2-14

Welcome to Unidas' 2025 Sustainability Report!

This document annual is part of the Company's accountability policy and ongoing dialogue with stakeholders, presenting information on its operations and contribution to sustainable development, shared value creation and the strengthening of the regions where it operates.

The report brings together information on Unidas' institutional positioning, governance structure, environmental practices and initiatives aimed at strengthening relationships with employees, business partners, clients and communities, organized according to the Integrated Reporting capitals.

This material presents the main results achieved and challenges faced throughout the reporting period, as well as the strategic guidelines adopted by management to ensure business continuity and solidity. The scope of this report covers the period from January 1 to December 31, 2025, in line with the financial statements.



The content of this report underwent an analysis, technical validation and approval process by the Board of Directors, with the participation of the Governance and Sustainability areas, and was published on May 27, 2026.

For questions regarding the content of this report, please contact us at sustentabilidade@unidas.com.br.

Reporting guidelines

For the preparation of this document, internationally recognized standards aligned with best practices in transparency and sustainability were adopted. The guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) were used as references, in addition to the consideration of the United Nations (UN) Sustainable Development Goals (SDGs), as part of the Company's commitment to responsible and long-term operations.

The content was organized according to the pillars of the Company's ESG strategy and material topics, which represent the most relevant issues for the Company, ensuring that each piece of information presented accurately reflects its operations and commitments. For further details on the materiality definition process and its connection with the SDGs, see pages 14 and 15.



GLOBAL REPORTING INITIATIVE (GRI)

GRI is an international standard for reporting economic, environmental and social impacts. In this report, GRI indicators are identified by the codes "GRI xxx-xx," facilitating their location throughout the content.

The complete GRI Index is available on page 97.



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

SASB provides industry-specific standards for reporting financially material ESG information, contributing to greater clarity and comparability of information used by the market and investors.

The complete SASB Index is available on page 104.



SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The Sustainable Development Goals comprise a global agenda consisting of 17 goals aimed at promoting sustainable development. Unidas prioritizes 11 of these goals, defined based on its materiality assessment. The relationship between the SDGs, materiality and GRI can be found on page 15.

Messages from leadership GRI 2-22

We closed this cycle with the satisfaction of having achieved targets across all our business fronts. In a challenging market environment that required precise adjustments throughout the year, the maturity of our teams and our ability to respond quickly were fundamental to delivering these results.

In Rent a Car (RaC), despite fluctuations across segments, we ended the cycle with strong performance, no Net Promoter Score (NPS) reflected in higher NPS and occupancy rates, as well as significant growth in revenue per car.

In Fleet Management and Outsourcing (GTF), we strengthened our position in the light vehicle segment, particularly in Car Subscription services (Unidas Livre), surpassing our targets and reaching a fleet of 47,050 assets. In Heavy Vehicles, despite macroeconomic impacts that directly affected the segment, we fulfilled our planning and recalibrated our strategy, including our exit from the full-service model to ensure greater efficiency.

In Used Vehicles, revenue reached R\$3.4 billion, supported by solid retail performance, achieving the milestone of 44 thousand assets sold, representing a 7% increase compared to the previous year. In Wholesale operations, the implementation of a new sales plan was essential to increasing the volume of heavy vehicles sold by 50% compared to 2024.

From the perspective of internal management, we made significant progress in dynamic pricing and fraud prevention, while maintaining our SOx controls in compliance with regulations, with no significant and/or material deficiencies identified.

Financial leverage was reduced by 0.24x through disciplined capital management, with R\$4.6 billion invested in CAPEX. Of this amount, R\$4.4 billion was allocated to the fleet, while R\$175 million was invested in technology, digitalization projects and the modernization of stores.

We also strengthened our brand positioning throughout the year. Unidas was recognized by Estadão as the number one rental company in Brazil and maintained our position in the GPTW rankings at both the State of Paraná and national levels. Another important milestone was Project Íris, which represented a significant step forward in our technological transformation and delivered concrete productivity gains across operations, as well as Unidas Car Service, transforming vehicles that complete their rental cycle into used vehicles ready for the market, with three units inaugurated by early 2026.

Circularity was also a relevant topic in 2025. Unidas carried out more than ten thousand retreadings of heavy vehicle tires, representing a 30.4% increase compared to 2024. This practice extends tire lifespan, reduces waste generation, and contributes to operational efficiency.

More than the results themselves, 2025 was marked by disciplined execution and integration. I would like to thank all our stakeholders for their trust and partnership throughout this journey. We move into 2026 ready to continue accelerating, with a clear focus on efficiency, value creation and operational consistency.

Carlos Augusto Moreira
Chief Executive Officer (CEO) of Unidas





In 2025, Unidas delivered consistent progress in efficiency and quality, reinforcing the trust of clients, partners and investors. These results reflect the commitment of its employees and the performance of a solid governance structure guided by integrity, risk mitigation and the generation of sustainable long-term value.

Throughout the year, the Company advanced its environmental, social and governance agenda through the Direção ESG Program, implementing initiatives with tangible impacts on the environment, people and the way business is conducted. Within the environmental pillar, highlights included the expansion of solar energy use at used vehicle units, with preparations underway for further expansion of the project in 2026, and the *Plástico Zero* Program, which reduced the use of disposable materials, in addition to the continued advancement of the greenhouse gas emissions inventory.

On the social front, Unidas reinforced its commitment to diversity, inclusion and people care. The Company took an active position on relevant social issues, promoting awareness and engagement initiatives aimed at combating violence against women, children and adolescents, while also strengthening programs focused on health, well-being and quality of life in the workplace.

In governance, ethics, compliance and information security remained central to decision-making. The Digital Security Week contributed to strengthening the culture of data protection and technology governance. For the third consecutive year, Unidas maintained compliance with SOx requirements, reinforcing the robustness of its internal controls and transparency in financial reporting.

Innovation held a strategic position in 2025, marked by the completion of the Iris technological innovation project, which enhanced standards of security, operational efficiency and agility, preparing the Company to achieve even higher levels of performance and sustainable growth.

Aligned with Brookfield Asset Management’s strategy, Unidas remains committed to its purpose of simplifying clients’ lives through comprehensive solutions, innovation and reliable services, guided by values that reinforce excellence, integrity, social responsibility and environmental responsibility.

Rafael Thor
*Chairman of the Board of Directors**

*Rafael Thor assumed the position of Chairman of the Board of Directors on April 30, 2026.

MANUFACTURED CAPITAL

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Who we are GRI 2-1 | 2-2 | 2-6

Unidas is one of the largest vehicle rental and fleet outsourcing operators in Brazil, operating across the mobility chain through an integrated business model. Its current operational structure was consolidated through the business combination, which expanded the Company's scale, portfolio and service capacity nationwide.

In 2025, Unidas maintained a solid and diversified operation, serving individual clients and companies across different sectors of the economy. At year-end, the Company recorded 115,154 assets, including 103,396 light vehicles and 11,758 heavy vehicles, generating net revenue of R\$7.3 billion, reflecting the consistency of its business model.

Unidas provides comprehensive mobility solutions, including daily and monthly vehicle rentals, zero-kilometer vehicle subscriptions, used vehicle sales and light and heavy fleet outsourcing services.

Through its integrated business structure, the Company serves both specific demands and complex operations across segments such as retail, wholesale, agribusiness, mining and construction, with a focus on efficiency, reliability and flexibility.

The Company's sole shareholder is Cedar Fundo de Investimento em Participações Multiestratégia, managed by Brookfield Asset Management, which contributes a long-term vision, financial discipline, and high standards for ethical discussions within the Company.

With a continued focus on operational excellence, client experience and the ongoing improvement of its processes, Unidas remains positioned for sustainable growth and to strengthen its leadership in the mobility sector.

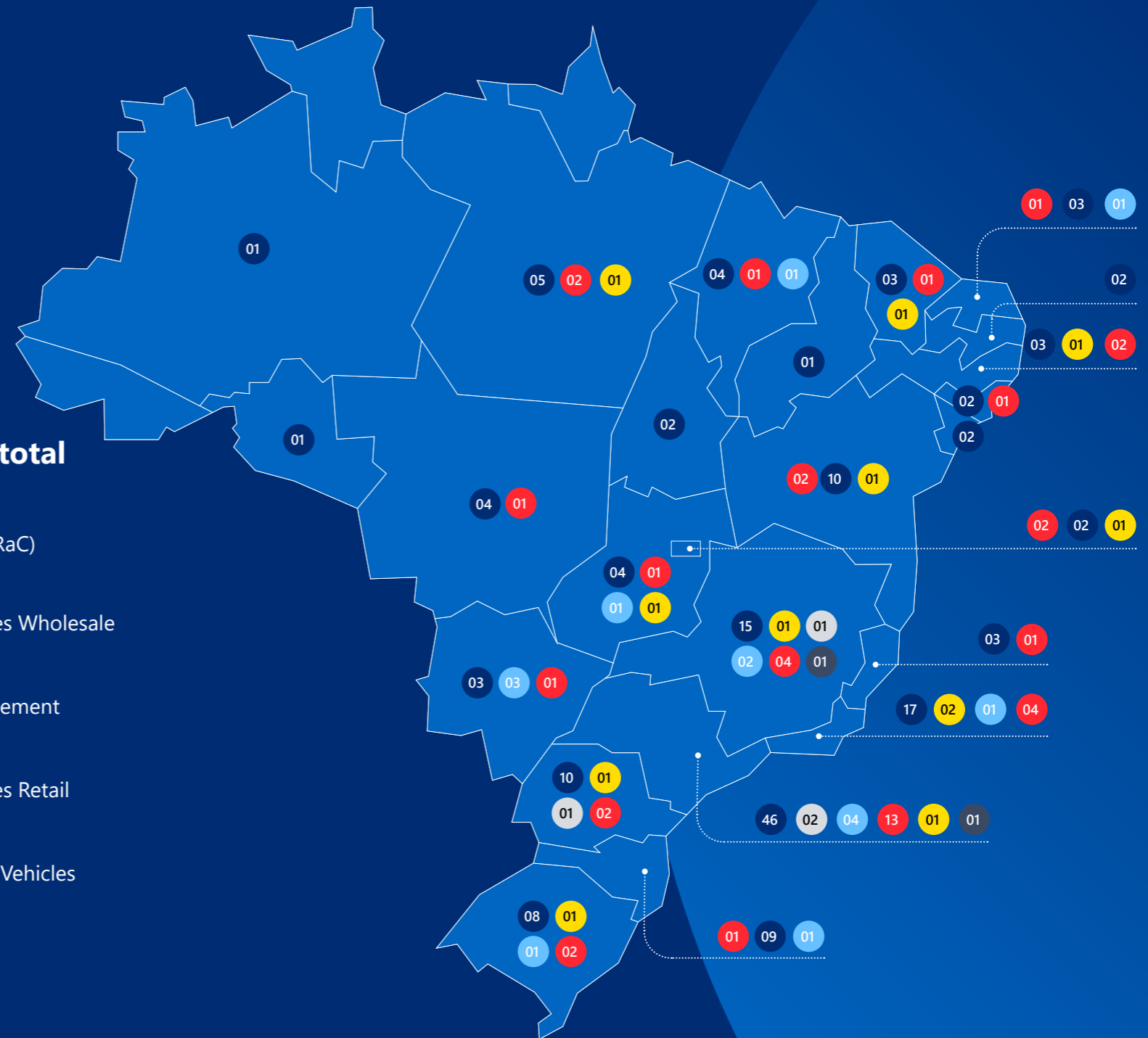
Where we operate

Unidas' administrative offices are located in Curitiba (PR), Belo Horizonte (MG) and São Paulo (SP). Commercial units are distributed across **23 states and the Federal District**, reflecting the Company's broad national presence.

235

Operations in total

- 160 Rent a Car (RaC)
- 12 Used Vehicles Wholesale
- 15 Fleet Management
- 42 Used Vehicles Retail
- 04 Heavy Used Vehicles
- 02 Car Service





PURPOSE

Simplify our customers' lives with end-to-end solutions, asset rental innovation and reliable services.



VALUES

CLIENT-CENTRIC APPROACH

We put the customer at the heart of our decisions and cultivate long-term relationships.

PEOPLE

We believe in the potential of each employee and value teamwork. We recognize people who seek growth and bring engagement with excellence in results.

SERVICE EXCELLENCE

Excellence is our golden rule. We always do what is best for our customers, team and society.

REPUTATION

We build and maintain our reputation at the highest level. We seek results based on integrity, ethics, justice and transparency.

RESULTS

We are driven by results, challenges instigate and motivate us to overcome them at all times, with social and environmental responsibility.

ESG agenda

Since 2023, Unidas' ESG strategy has been structured through the **Direção ESG Corporate Program** developed based on the seven strategic principles defined in the materiality assessment conducted that same year. The program establishes priorities, objectives and initiatives, guiding actions focused on long-term value creation, risk mitigation and the expansion of positive impacts through 2028.

Each pillar is supported by a multidisciplinary working group responsible for promoting cross-functional alignment, monitoring progress and advancing practices toward established targets. In parallel, the ESG area oversees data and indicator governance, reporting quarterly to the Board of Directors and strengthening oversight of the strategy.

In 2025, progress was achieved across all action fronts. Within the environmental dimension, highlights included obtaining the Gold Seal under the Brazilian GHG Protocol Program for Scopes 1 and 2, as well as the implementation of solar panels at the Used Vehicles store located in the city of Santo André (SP), combined with the migration of the Curitiba (PR) office to the free energy market.

These initiatives contributed to advancing the target of reaching 75% renewable energy use. Waste management initiatives were also implemented, including the *Plástico Zero Program* (learn more on page 93).

Within the social dimension, progress continued in strengthening diversity and inclusion initiatives through the launch of *Unidas com Elas* Movement and the continued promotion of *Café com Elas* meetings (learn more on page 59), aligned with corporate targets aimed at increasing female representation.

As part of this commitment, the Inclusive Leadership training program was launched to support leadership engagement and development regarding challenges and opportunities related to diversity and inclusion (learn more on page 58). In addition, initiatives under the *Na Mão Certa* Program continued, reinforcing the Company's position in combating violence and the sexual exploitation of children and adolescents.

ESG - Balance, Be and Guide



RaC - CGR2 (MS) | Photography campaign



Within the social dimension, structured Occupational Health and Safety training sessions and lectures were conducted, alongside initiatives focused on employee well-being and mental health. Positive results were maintained through the Health, Well-Being and Quality of Life Program, reinforcing the Company's commitment to safe and healthy work environments.

The period also marked the renewal of the Great Place to Work certification, reflecting the strength of the organizational culture and the continued commitment to fostering a positive and healthy workplace.

In governance, progress was made in strengthening internal controls through the implementation of the SOx 2025 Program, the publication of the Sustainability Policy and the Human Rights Protection Policy, and the expansion of compliance initiatives, including training programs for employees and suppliers. Additional highlights included the Compliance Week, the strengthening of the Confidential Channel and the implementation of the Artificial Intelligence Use Policy, reinforcing digital governance and responsible innovation.

Data privacy and security also advanced through improvements in governance, risk management and technical controls aligned with the LGPD (Brazilian General Data Protection Law) and NIST CSF 2.0, in addition to progress toward ISO 27001 certification readiness. Processes related to data collection, storage and sharing, access management and threat protection were enhanced, including continuous monitoring, business continuity plans and rigorous third-party criteria.

Materiality GRI 3-1 | 3-2 | 3-3

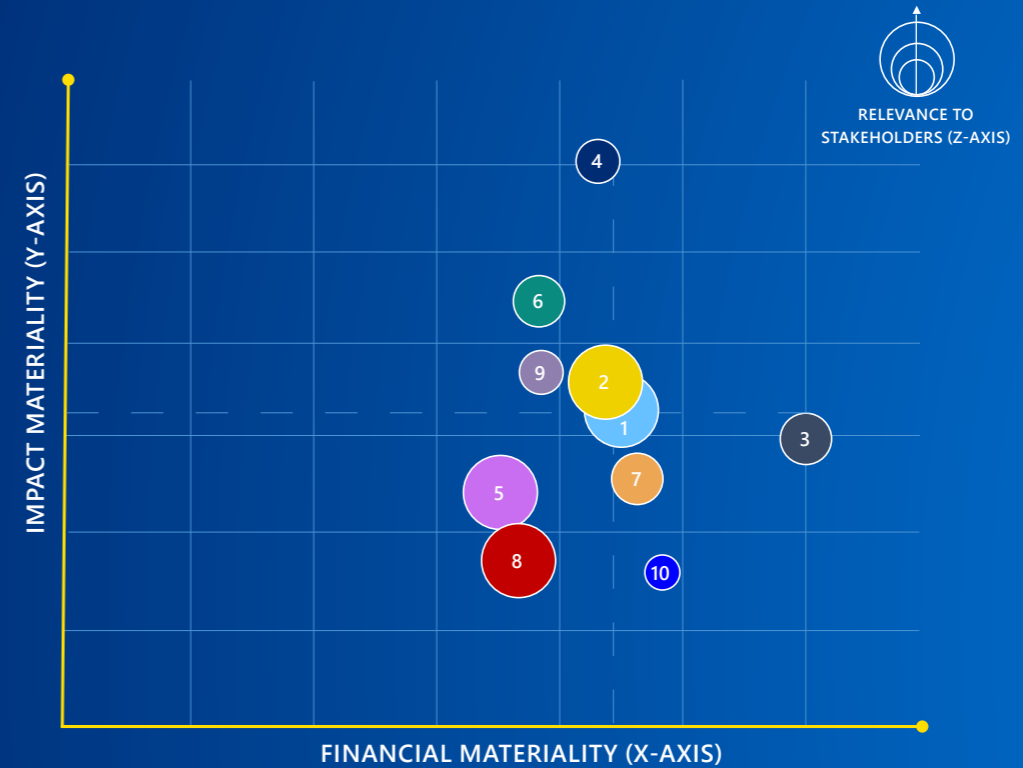
In 2025, the materiality matrix remained a central instrument guiding Unidas' sustainability strategy, ensuring alignment between business priorities, risk management and stakeholder expectations.

Prepared in early 2024, the study adopted the **double materiality** concept, considering three dimensions of analysis: financial materiality, socio-environmental impact and stakeholder relevance.

The matrix was developed in line with the Company's operations and strategic objectives through a five-stage process. The first stage defined the purpose, scope and methodological tools of the assessment. Stakeholders and impacts associated with the Company's activities were then mapped, followed by the prioritization of topics based on stakeholder perceptions. The process concluded with a consolidated analysis of results, the development of the matrix and the validation of identified risks and opportunities by Company leadership.

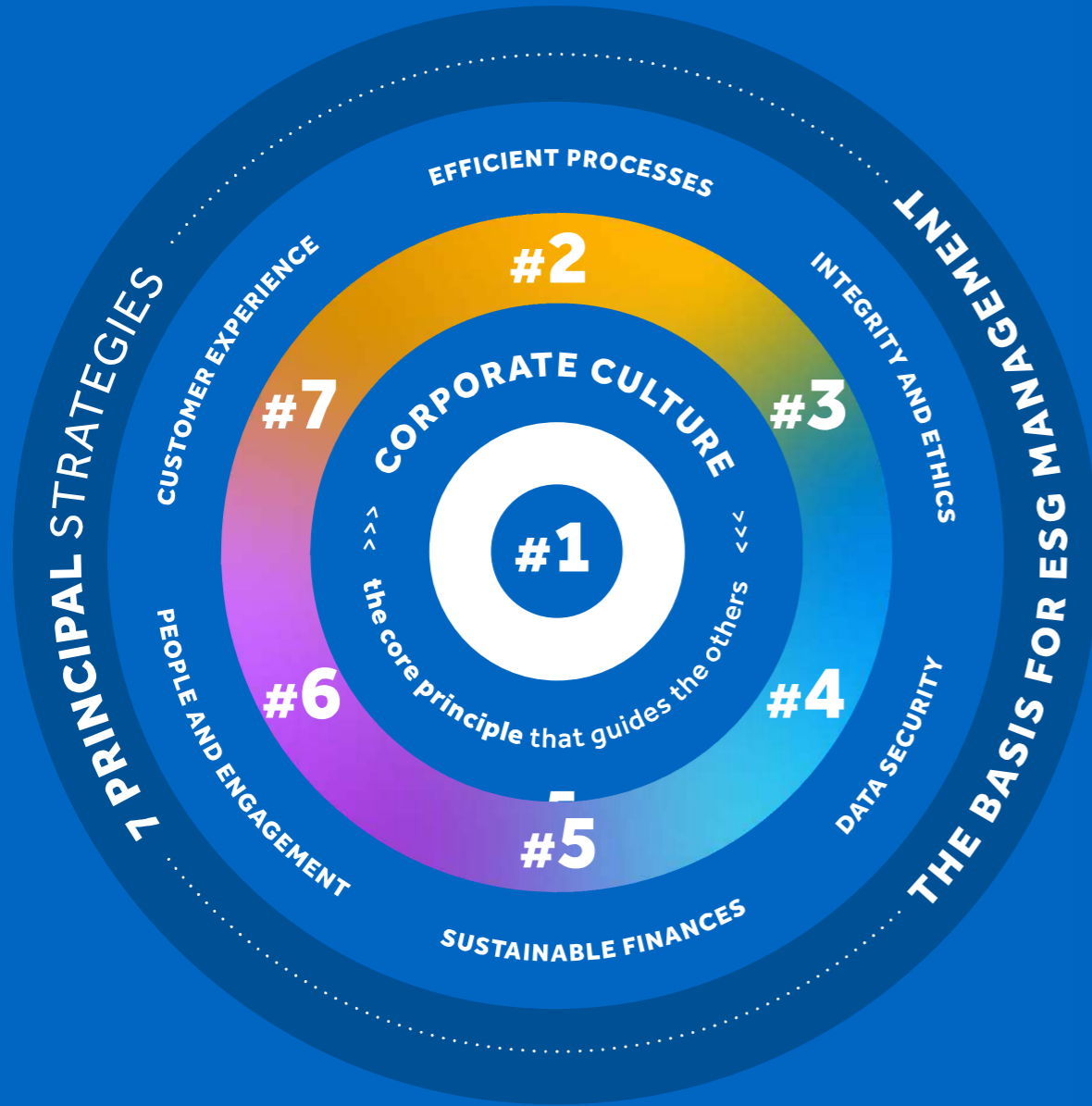
The assessment involved employees and leadership, as well as clients, suppliers, service providers and third-sector representatives. Contributions were collected through interviews, focus groups and online consultations, supporting the evaluation of socio-environmental and financial impacts and stakeholder relevance. This approach ensured a comprehensive perspective aligned with the market context.

Of the 21 topics initially identified, ten were prioritized and validated based on impact probability and severity. The analysis also considered intensity, scope, reversibility, impact magnitude and stakeholder perception, aligned with the Company's seven strategic ESG principles.



- 1 Customer relationship and experience
- 2 Ethics, integrity and compliance
- 3 Data privacy and security
- 4 Decarbonization and climate risks
- 5 Safety, health, and well-being of employees
- 6 Diversity, inclusion and equity
- 7 Innovation and technology
- 8 Product and service quality and safety
- 9 Management of the supply chain and partners
- 10 Government relations and regulatory bodies

Material Topics	Description	GRI	SDGs
Customer relationship and experience	Ensuring transparency in contracts; advancing ESG topics as a differentiating factor in attracting new clients; and responding to demand for more seamless vehicle pick-up and return processes.	417	
Ethics, integrity and compliance	Accounting transparency, compliance with regulations, laws and anti-corruption practices, promotion of the Code of Conduct and ethical principles across organizational processes, and prevention of anti-competitive practices and bribery.	201-1 205-1 205-2 205-3 206-1	
Data privacy and security	Secure management of the collection, retention and use of sensitive and confidential data across website and application platforms, ensuring cybersecurity and privacy in the use of information in compliance with the LGPD. Reliability and security of data disclosed to the market.	418	
Decarbonization and climate risks	Management of greenhouse gas emissions associated with operations, including fossil fuel consumption from owned fleets and energy generation, among others; and management of climate-related risks and opportunities.	302 305	
Safety, health, and well-being of employees	Promotion of employee well-being and health through the management of the organizational environment, prioritizing the physical and mental health and safety of employees, third parties and their families.	401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3	
Diversity, inclusion and equity	Promotion of equity and inclusion across race, gender, sexuality, age, regional background and people with disabilities (PwD), while ensuring respect for diversity of perspectives.	405 406	
Innovation and technology	Investment in innovation to strengthen adaptability to new market scenarios and trends, including green IT and clean technologies.	-	
Product and service quality and safety	Management and investments aimed at ensuring the safety and high quality of the Company's products and services, including customer service and logistics. Promotion of clear, open and transparent communication with clients, aligning expectations regarding services provided. Management of complaints and client demands, as well as client loyalty and satisfaction.	417-3	
Management of the supply chain and partners	Requirements, monitoring, oversight and development of suppliers and partners, including socio-environmental criteria applied both during contracting and throughout operations.	204 308 414	
Government relations and regulatory bodies	Promotion of proactive understanding and resilience regarding second-order effects of new regulations for the automotive sector that may impact the value of Unidas' assets.	-	



Strategic pillars of the *Direção* ESG Program

Throughout the Sustainability Report, the opening of each chapter highlights the strategic pillars related to the topic, using icons that represent the respective working groups. In addition, the primary SDG and complementary SDGs associated with the Company's ambitions are indicated, demonstrating how each initiative contributes to achieving the 2030 Agenda and generating sustainable value.



CORPORATE CULTURE

COMMITMENT: to promote and encourage ethical and sustainable management practices across the organization's leadership.

AMBITION:

1. Foster an ethical and sustainable culture, strengthening a more collaborative and respectful work environment, while positioning the Company among the top 50 organizations in the Great Place to Work (GPTW) ranking by 2028, reflecting consistent progress in organizational culture and workplace climate.



EFFICIENT PROCESSES

COMMITMENT: to optimize efficient processes by prioritizing renewable energy use and the responsible management of recyclable waste generated by the Company, creating shared environmental, social and economic value for both the communities where we operate and the organization itself.

AMBITIONS:

1. Ensure that 90% of the Company's recyclable solid waste is directed to initiatives that generate environmental, social, and economic benefits by 2028;
2. Achieve 75% adoption of renewable energy across Unidas' operations by 2028.



GOVERNANCE

COMMITMENT: to adopt best corporate governance practices, prioritizing transparency with stakeholders and the market.

AMBITIONS:

1. Ensure the effectiveness of integrity and ethical conduct among Unidas' employees;
2. Strengthen strategic risk management and financial reporting controls (SOx), including the maintenance of robust control mechanisms;
3. Implement and monitor integrity and ethics control measures throughout the duration of contracts with service providers.



4

CYBERSECURITY

COMMITMENT: to advance corporate maturity in cybersecurity initiatives integrated with business sustainability.

AMBITIONS:

1. Continuously enhance the NIST framework adopted to assess cybersecurity maturity and data protection;
2. Strengthen operational resilience and system availability through Business Continuity Management (BCM) plans for critical corporate systems;
3. Expand awareness and preparedness of employees and partners regarding cybersecurity risks and digital fraud prevention.



5

SUSTAINABLE FINANCE

COMMITMENT: to align fundraising and investment policies with ESG principles.

AMBITIONS:

1. Achieve eligibility for raising financial resources under ESG labeled frameworks;
2. Define and implement an investment modeling framework for ESG projects by 2028.



6

PEOPLE AND ENGAGEMENT

COMMITMENT: to foster a culture of inclusion across teams, contributing to the creation of opportunities to reduce inequalities.

AMBITIONS:

1. Increase female representation in leadership positions to 50% by 2028;
2. Expand female participation in operational roles to 25% by 2028;
3. Strengthen the Diversity, Equity, and Inclusion (DE&I) program through continuous training and targeted awareness initiatives.



7

CUSTOMER EXPERIENCE

COMMITMENT: to transform the customer experience in the use of assets into a sustainable long-term model.

AMBITION:

1. Encourage Fleet clients to adopt best practices in ethical conduct and defensive driving, promoting safer mobility.



2025 Highlights



Net revenue

R\$7.3 billion

12.6% growth compared to 2024



Total asset fleet

115,154



In the light fleet outsourcing segment, EBITDA increased 24.0% compared to the previous year, totaling

R\$ 949 million



+19 thousand

training hours provided to employees



R\$2.7 billion

in EBITDA, with 12.0% growth and a 2.6 p.p. margin expansion, reflecting operational efficiency gains throughout the period



In the used vehicle sales segment, more than

+44 thousand

assets were sold during the year, representing 7.2% growth compared to the previous year



R\$707 million

increase in EBITDA in the Heavy Fleet Management segment, up 15.0% versus 2024

CONCLUSION OF THE ÍRIS DIGITAL TRANSFORMATION PROJECT

LEVERAGE DECREASED BY **0.24X**, ENDING THE YEAR AT **3.27X**, IN LINE WITH THE STRATEGY OF MAINTAINING A BALANCED CAPITAL STRUCTURE



58
used vehicle
stores



Average RaC utilization rate

78.4%

during the year, an increase of 0.9 p.p.



RaC segment EBITDA margin increased by 0.6 p.p. compared to the previous year, reaching

59.4%



4,875

employees aligned with our culture



4 stores

powered by renewable energy

2025 Recognition



HR of the Year

We received recognition through the **VOCÊ RH** initiative, in partnership with **Great Place To Work (GPTW)** and **EXEC**, in the Best for Society – HR Beyond Walls category. The award reflects Unidas’ ongoing efforts to promote child protection initiatives, expand awareness and encourage social mobilization.



Gold Seal

We achieved the Gold Seal for Scopes 1 and 2 under the Brazilian **GHG Protocol Program**, the highest level of transparency in GHG emissions inventories. This recognition reflects the robustness of our data and supports our strategy toward a more sustainable future in mobility.



Na Mão Certa Recognition

At the 19th Annual *Na Mão Certa Meeting*, we were recognized by the Na Mão Certa Program, an initiative by **Childhood Brasil**, for the work carried out and for fully meeting the child and adolescent protection requirements in 2025.



Recognized for the

9th

time as the best customer service provider at the **Consumidor Moderno Award**, in the “Vehicle Subscription and Rental” category.



7th place in the **Great Place to Work – Paraná** ranking and certified as one of the best companies to work for in Brazil.



Category A

We were awarded the **Clima Paraná Seal**, the highest certification granted by the Government of the State of Paraná through the Sustainable Development Secretariat (SEDEST). The seal recognizes organizations with concrete sustainability actions, highlighting the excellence of our inventory and greenhouse gas (GHG) emissions reduction initiatives.



CMVC Award Finalist

We were recognized among the five finalists in the multi-company initiative category at the **CMVC Award** for our support initiative in Rio Grande do Sul. Together with Copel, Votorantim Cimentos and IBGPEX/UNINTER, we joined efforts to support communities affected by the floods, demonstrating the social impact of our actions through the Rede de Investidores Sociais do Paraná (RIS).



Rental

no1

in the Ranking **Estadão Melhores Serviços**.



ABDT Recognition

We were recognized as the most admired company in Diversity and Inclusion in Paraná by the **Brazilian Association for Training and Development (ABTD-PR)**. The award reinforces our strategic actions, equity practices and commitment to building an increasingly diverse and inclusive workplace.



2nd place in ESG Performance within the **Value Chain Sustainability Program** promoted by one of our clients in partnership with Ethos Institute. Unidas was among the 76 companies participating in the 2025 cycle.



8th place in the overall ranking of the **MESC Award – Melhores Empresas em Satisfação do Cliente**, in the Rent a Car category. In the same award, we also achieved 3rd place in the HR of the Year category.



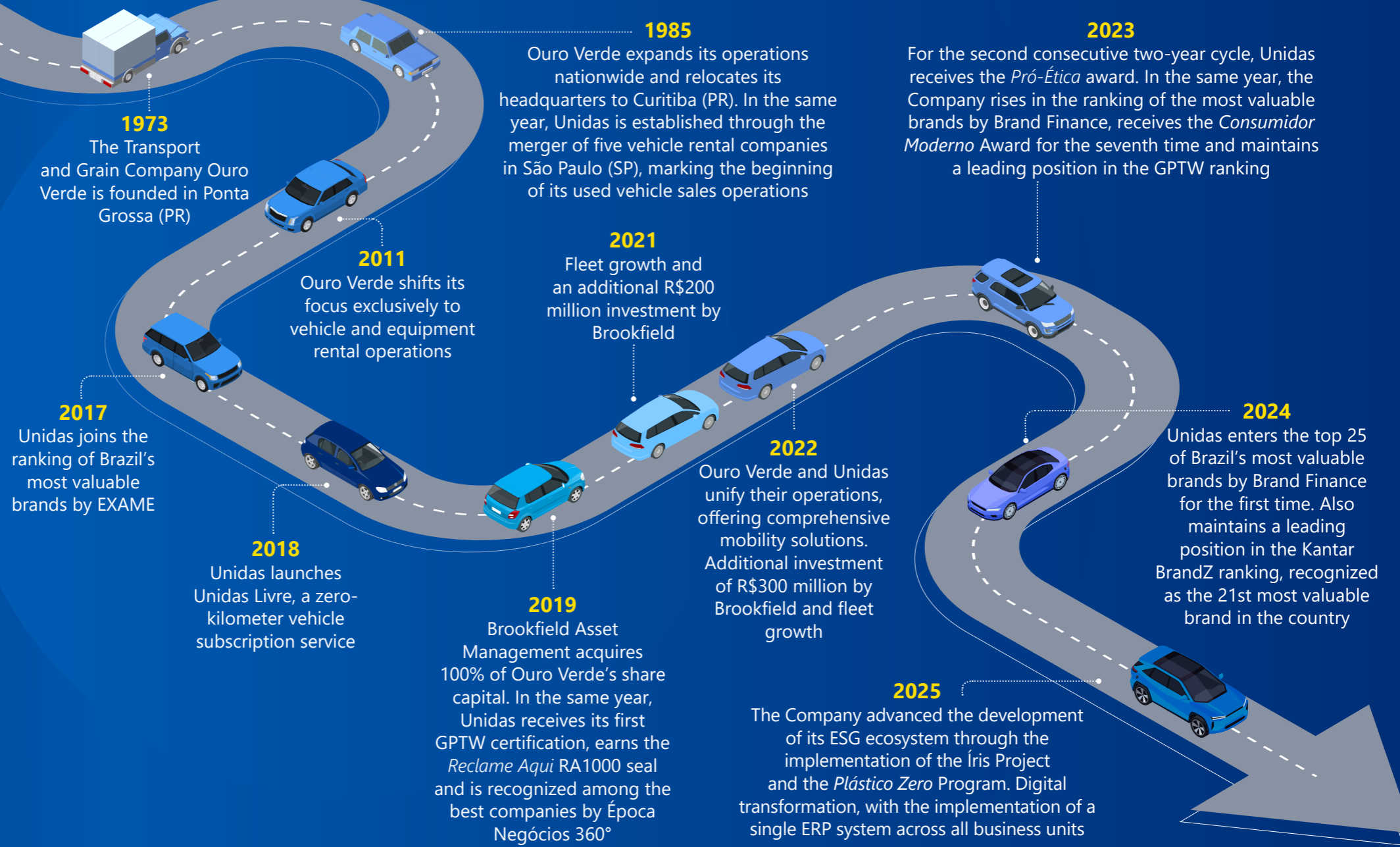
Unidas Heavy

recognized as the best among the largest companies in the **Heavy Asset Rental category at the Prêmio Maiores & Melhores do Transporte 2025**, promoted by OTM Editora.



22nd place in the national **Brand Finance** ranking, which ranks the 100 most valuable brands in Brazil by market value.

Timeline



Business model

CAPITALS

HUMAN

We believe in the potential of every employee and value teamwork. We recognize people who pursue growth and demonstrate engagement with excellence in results.
4,875 employees

INTELLECTUAL

Innovation and technology

MANUFACTURED

Excellence is our standard in everything we do. We always strive to deliver the best for our clients, employees and society.

SOCIAL AND RELATIONSHIP

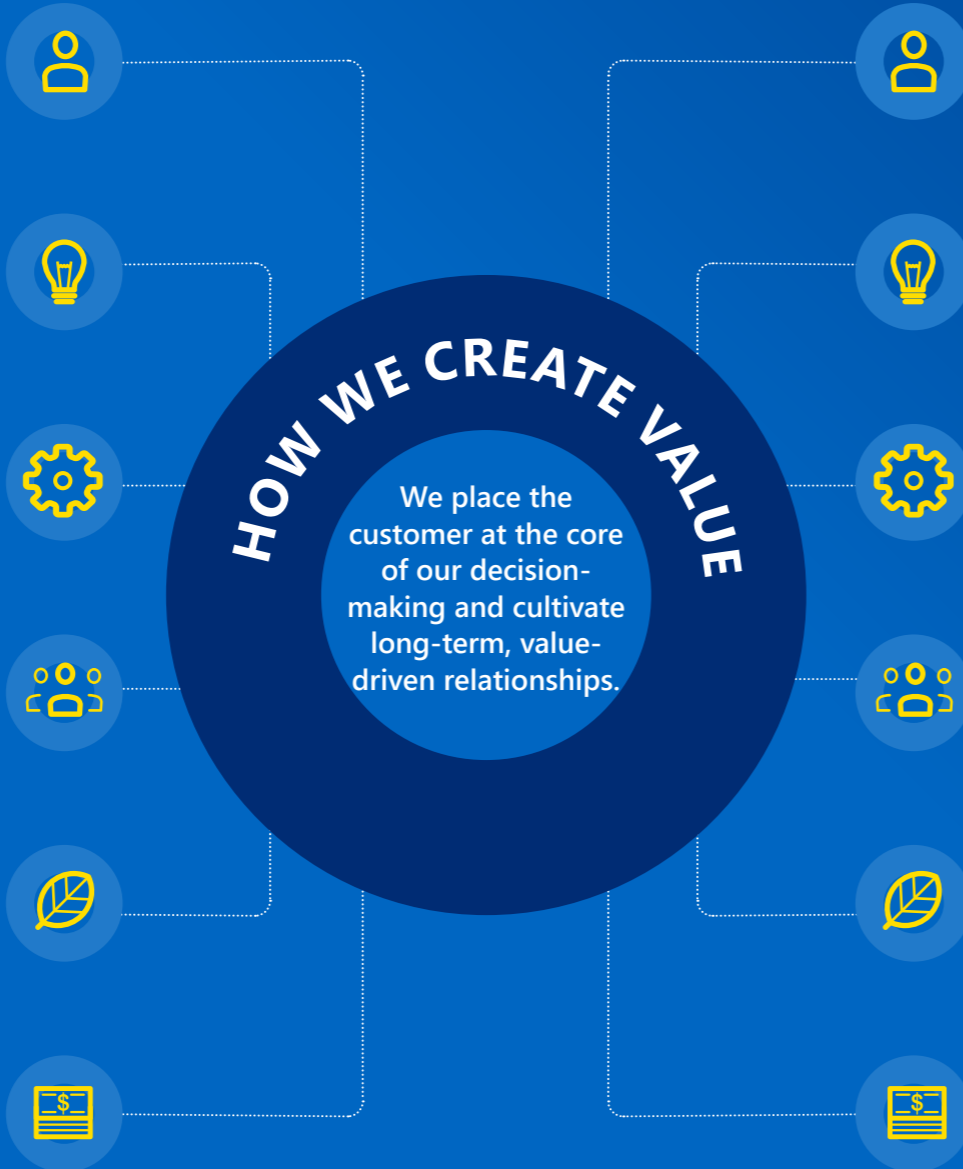
We build and maintain our reputation at the highest standards. We pursue results grounded in integrity, ethics, fairness and transparency.

NATURAL

We are driven by results. Challenges motivate us to continuously improve, always guided by social and environmental responsibility.

FINANCIAL

Own and third-party resources



VALUE CREATION

HUMAN

- Continuous people development and training, with +19 thousand training hours;
- Structured initiatives focused on employee development and training;
- External recognition, including the GPTW award;
- Leadership Academy;

- Driver school program, which trained 31 drivers and resulted in the hiring of 20 professionals;
- 39% women in leadership positions and 30% women in operational roles.

INTELLECTUAL

- Digital transformation – Íris Project;
- Compliance with the SOx Law;
- 21 innovation projects;
- Modernization and integration of corporate systems;

- Fleet monitoring and preventive maintenance;
- Process standardization and operational excellence;
- Investment of R\$48 million in the area.

MANUFACTURED

- 160 RaC stores;
- 58 used vehicle stores;

- Fleet of 115,154 assets;
- 44,005 assets sold.

SOCIAL AND RELATIONSHIP

- Volunteer program;
- 2025 recognition by Childhood Brasil;
- Ongoing efforts to prevent and combat sexual violence against children and adolescents;

- NPS – Net Promoter Score at an Excellence level;
- *Na Mão Certa* Program award.

NATURAL

- Implementation of the *Plástico Zero* Program
- Prioritization of ethanol use in RaC operations;

- Use of solar energy;
- Gold Seal under the GHG Protocol.

FINANCIAL

- Financial capital: 10% annual ROIC;
- Consolidated net revenue of R\$7.3 billion, 12.6% higher than in 2024. Used vehicle revenue totaled R\$3.4 billion;
- Net revenue increased by 12.6% versus 2024, totaling R\$7.3 billion, of which R\$3.9 billion came from Rental and R\$3.4 billion from

- Used Vehicles;
- EBITDA of R\$2.7 billion, representing a 12.0% increase and an expansion of 2.6 p.p.;
- Reduction in leverage by 0.24x EBITDA compared to the end of 2024;
- Total investments of R\$4.6 billion, with R\$4.4 billion allocated to fleet renewal.



Our businesses

We operate through an integrated portfolio of brands offering comprehensive mobility solutions for individual and corporate clients. This model enables us to serve different segments and needs with scale, efficiency and flexibility.



Vehicle rental services for daily or short- and medium-term periods, primarily focused on corporate and individual customers.



Zero-kilometer vehicle subscription service with flexible plans for individuals, including maintenance, protection and assistance, without the need to purchase the vehicle.



Rental and management of trucks, machinery and heavy equipment for sectors such as agribusiness, mining, logistics, construction and industry.



Sale of light and heavy vehicles from our own fleet through retail and wholesale channels, offering inspected vehicles with guaranteed origin.



Medium- and long-term rental and full management of light fleets for companies, including maintenance, documentation, protection and operational services, focused on efficiency, cost predictability and productivity.

New business

Unidas Car Service GRI 416-1

The year 2025 marked the beginning of a new chapter in Unidas' operational excellence strategy with the opening of our first Car Service. With modern facilities in Guarulhos (SP) and Belo Horizonte (MG), we established a new standard for fleet care by integrating technology, methodology and people.

The Unidas Car Service is a dedicated facility designed to transform vehicles at the end of their rental cycle into used vehicles ready for the market. Currently, the Guarulhos (SP) unit operates exclusively in vehicle preparation for sale, while the Belo Horizonte (MG) facility already handles approximately one thousand vehicles per month through a complete refurbishment process.

Each vehicle undergoes a rigorous and detailed process before being made available at our stores:

1. **Technical Workshop:** detailed electrical and mechanical inspections are performed. Any issues identified are promptly repaired by our specialists;
2. **Body and Paint Solutions:** once full operational performance is ensured, the vehicle body receives specialized treatment, including damage repair, painting in climate-controlled booths, and polishing;

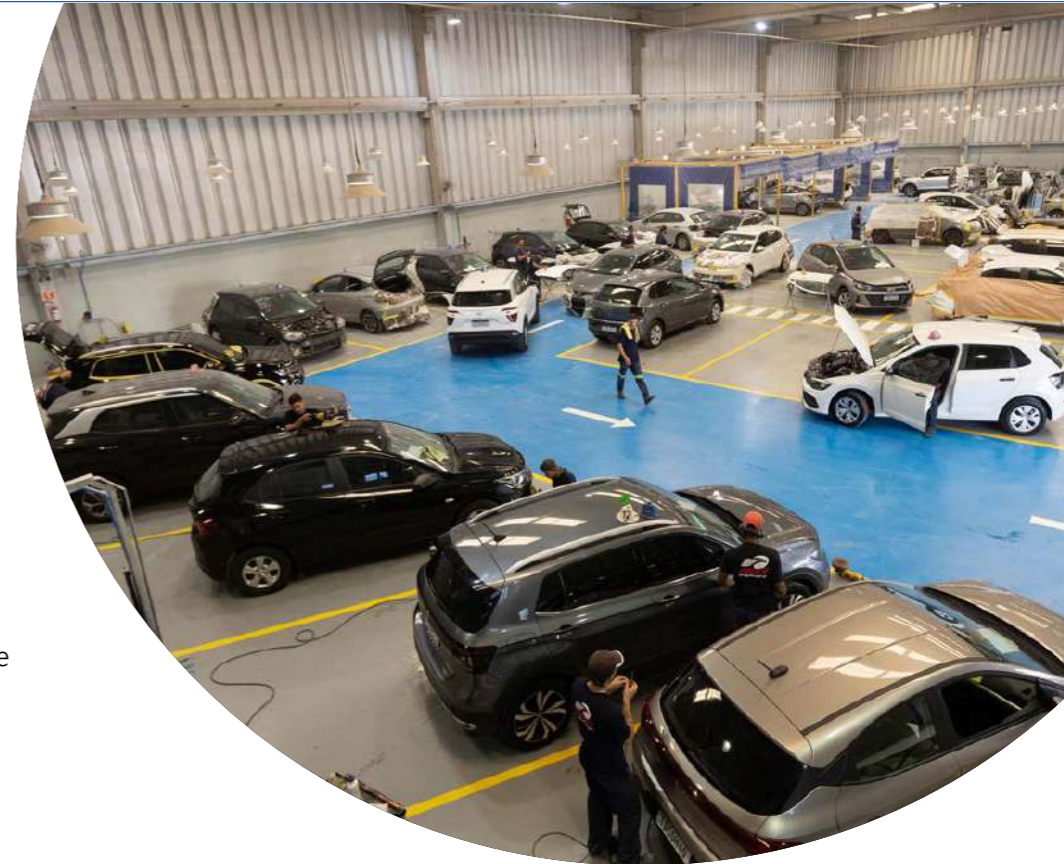
3. **Deep Cleaning:** this stage includes intensive cleaning of seats, windows, plastic components and bodywork. Care also extends to technical cleaning of the engine and underbody (chassis);
4. **Quality Control:** the final stage consists of a technical inspection reviewing every service performed. Vehicles are released for sale only after this validation process.

Service Differentiation and Expansion

The implementation of these centers represents a significant advancement for the business, ensuring logistical efficiency, credibility and safety. However, our operations have evolved beyond used vehicle preparation.

Starting in May 2026, the Belo Horizonte (MG) unit will expand its scope. In addition to vehicle preparation for sale, the center will provide services for RaC LP, LIVRE and Fleet clients, as well as maintenance services for Rent a Car (RaC) store vehicles. These facilities perform 100% of the services required to bring vehicles to Unidas standards, from mechanical repairs to bodywork and painting.

Following this efficiency model, we are currently adapting a new facility in the state of São Paulo. This new Unidas Car Service



center will focus exclusively on maintenance services for Livre, Fleet, RaC LP and rental store clients, further strengthening our ability to deliver care and performance across all business fronts.

Currently operating successfully in the states of São Paulo and Minas Gerais, with a unit inaugurated in 2026 in the state of Pernambuco, our modernization strategy is to expand this Preparation Center structure to other regions of the country, bringing this model of efficiency and care to new markets and ensuring that the Unidas experience is reflected in every kilometer driven by our clients.



Stakeholder engagement

GRI 2-29

The Company maintains ongoing engagement with its strategic stakeholders, identified through the materiality matrix based on their influence on the business, as well as related risks and opportunities.

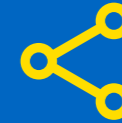
This engagement process is designed to better understand expectations, monitor risks, identify opportunities and anticipate trends relevant to the business. Insights gathered through these interactions are incorporated into strategic planning, risk management and operational priorities, supporting more informed decision-making and efficient resource allocation.

To strengthen these relationships, we promote active listening initiatives, encourage stakeholder participation in decision-making processes, monitor social and environmental impacts and systematically integrate feedback into our operations.

This approach is central to strengthening the Company's reputation and market positioning, helping align with investor expectations while supporting the prevention and resolution of potential conflicts.

Stakeholder engagement

Stakeholder



Suppliers

Local communities

Labor unions

Clients

Employees

Goal

Our engagement with suppliers aims to build long-term partnerships while ensuring compliance with legal, ethical and integrity requirements, as well as encouraging the adoption of sustainability best practices throughout the supply chain.

We work to strengthen social development in the regions where we operate through active listening to community expectations and demands, supported by transparent and ongoing relationships focused on continuously improving our practices.

We maintain ethical and transparent labor relations grounded in structured social dialogue. Our approach seeks to prevent conflicts, ensure compliance with applicable legislation and collective bargaining agreements, and support discussions aligned with working conditions and adopted practices.

We seek to understand client expectations and needs to guide the delivery of services with quality, safety and reliability. Our relationships are built with a long-term perspective, supporting decision-making, identifying actual and potential impacts, and defining prevention and mitigation measures related to the services provided.

We promote professional development and maintain a safe work environment aligned with strengthening our organizational culture. Our approach includes identifying actual and potential impacts on people, defining prevention and mitigation responses, and supporting more informed decision-making focused on building lasting relationships.

Engagement Channels

Consultations, training initiatives and contractual instruments.

Consultations, partnerships and dialogue forums.

Consultations, partnerships, institutional communications and in-person interactions.

Consultations, institutional communications, contractual instruments and surveys.

Surveys, training initiatives, internal communication, confidential channel, active listening and feedback cycles.

Institutional commitments

Throughout 2025, we maintained our institutional commitments to promoting sustainable development, business ethics and value creation for society. Through participation in recognized initiatives, programs and associations, we strengthened our accountability and alignment with key ESG agenda topics.



Rede Brasil

UN Global Compact – Brazil Network: as signatories to the UN Global Compact, we align our strategy with universal principles related to human rights, labor, the environment and anti-corruption practices.



Business Pact to End Sexual Violence Against Children and Adolescents: since 2023, we have participated in *Na Mão Certa* Program, an initiative led by Childhood Brasil, publicly committing to uphold and promote the rights of children and adolescents throughout our business chain, reinforcing our human rights agenda in alignment with ethical, social and sustainable practices.



Zero Sexual Violence Movement: by joining this initiative, we committed to zero tolerance for any form of sexual violence against children and adolescents. The movement focuses on prevention and awareness through education initiatives and the implementation of protection protocols, strengthening a culture of respect and support within our sphere of influence and in society.



Business Pact for Integrity and Against Corruption (CGU): by joining this initiative, we publicly reinforced our commitment to promoting an ethical, transparent and integrity-driven business environment, aligning our governance practices with anti-corruption guidelines adopted in the Brazilian corporate sector.



Sustainable Development Goals (SDGs): the SDGs guide our approach to priority sustainability topics, serving as a reference for defining targets, initiatives and indicators.



Social Investors Network (RIS): this partnership connects us to a collaborative network dedicated to strengthening private social investment, contributing to sustainable community development and structured social impact initiatives in the state of Paraná.



MEX Brasil (Executive Women): we support this network, which promotes professional development, entrepreneurship and women’s leadership, encouraging greater female representation in decision-making positions.



Ethos Institute: this association contributes to continuous improvement through initiatives that promote ethics, transparency, and sustainable development. Among its main areas of activity are the development of self-assessment tools, such as the Ethos Indicators, as well as encouraging the adoption of best practices in areas such as governance, human rights, the environment, and labor relations, establishing responsible management practices aligned with our ESG agenda.



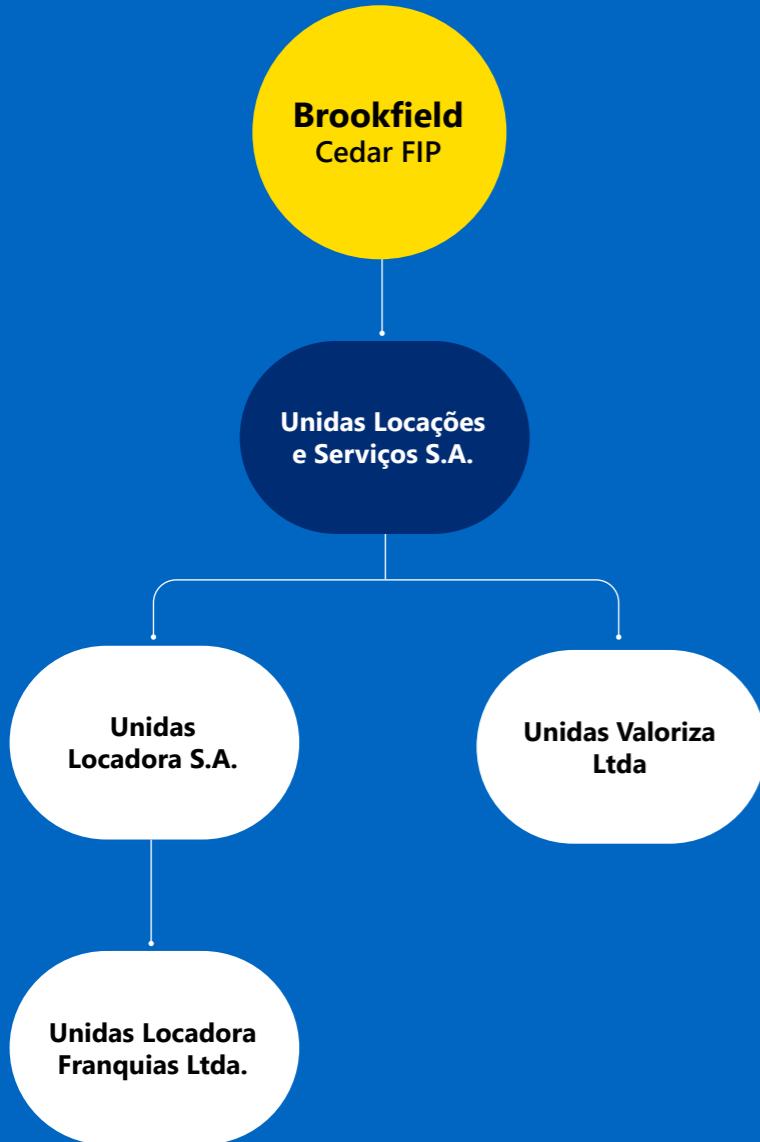
HR Directive: through this initiative, we participate in experience-sharing, strategic discussions and the development of best practices related to people management, organizational culture and leadership.

GOVERNANCE

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Shareholding structure GRI 2-1

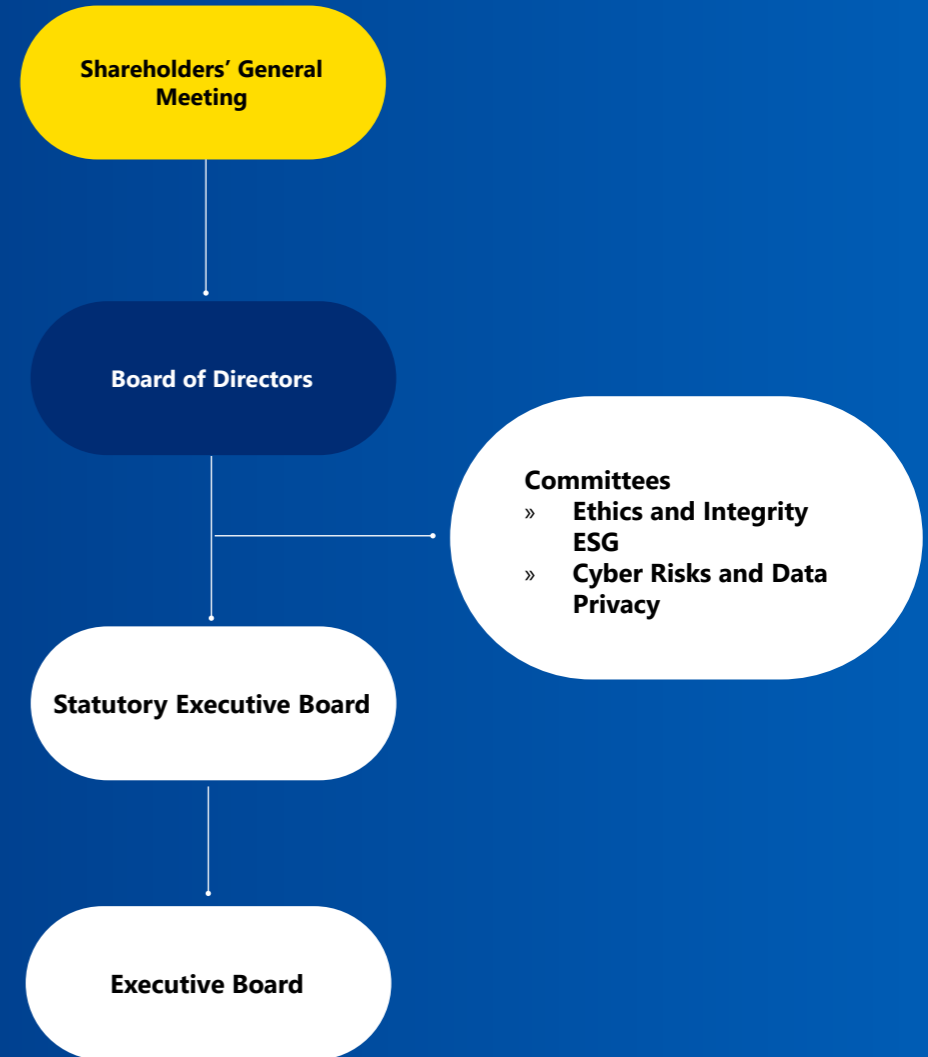


Governance structure

GRI 2-9 | 2-17

Unidas has an established governance structure supported by formal decision-making bodies and clearly defined roles and responsibilities. The Board of Directors plays an active role in strategic oversight and in monitoring the Company's key matters, contributing to consistent decision-making and alignment with long-term objectives.

The statutory and executive officers operate in an integrated manner, with clearly defined responsibilities and a focus on conducting business in accordance with corporate governance best practices. This structure supports more robust decision-making processes, strengthens control mechanisms and promotes the continuous evolution of the Company's governance practices.



Board of Directors GRI 2-10 | 2-11 | 2-12 | 2-18

The Unidas Board of Directors is the Company's highest corporate governance body and plays a central role in defining strategy, ensuring business sustainability and driving long-term value creation. The Board is responsible for guiding the Company, overseeing management and ensuring that decisions consider economic, environmental and social impacts in alignment with corporate governance best practices.

Its responsibilities include overseeing risk management and monitoring financial and socio-environmental impacts, including matters related to the supply chain, waste management and stakeholder engagement. These assessments support strategic decision-making and are incorporated into management processes through reports, indicators and formal deliberations.

Unidas' governance structure establishes that the Board must comprise a minimum of three and a maximum of nine non-executive members, appointed by the shareholder and elected by the Shareholders' General Meeting for unified two-year terms, with reelection permitted. The nomination process follows applicable legal and regulatory requirements, the Company's bylaws and the rules of the Securities and Exchange Commission of Brazil (CVM), considering criteria such as experience, reputation, alignment with organizational culture and absence of conflicts of interest.

The Board is evaluated annually and during strategic planning cycles to identify opportunities for improvement and strategic adjustments. It is important to note that the Chair of the Board of Directors does not perform executive functions within the Company.

Shareholders' General Meeting

The Shareholders' General Meeting is a key body within the Company's corporate structure, responsible for deliberating on the main matters related to its organization and operations. Its responsibilities include electing and removing members of the Board of Directors, defining the compensation of directors and officers, and approving the financial statements.

The Meeting is also responsible for deciding on the allocation of annual results, dividend distribution and significant corporate transactions, including transformations, mergers, spin-offs, dissolution and liquidation of Unidas. It also deliberates on amendments to the Company's bylaws, share capital changes and, when applicable, the election of members of the Fiscal Council.

To support the continuous development of the Board's knowledge, skills and expertise on integrity-related matters, Brookfield, the controlling shareholder, coordinates training initiatives for Board members, including participants linked to Unidas.

Aligned with the goals and ambitions established under the Direção ESG, training initiatives are also carried out for Unidas' leadership team. The People Department coordinates these initiatives based on the individual development needs identified with directors and the Company's strategic priorities. Topics covered include diversity and inclusion, leadership development, climate-related issues, sustainable finance, process efficiency, governance and corporate culture, connecting executive development to the Company's sustainability goals.

Rafael Thor de Moura Rebelo Rocha

*Chairman of the Board of Directors**

Patrick Magalhães von Schaaffhausen

Member of the Board of Directors

Claudio José Zattar

Vice Chairman of the Board of Directors

Alexandre Honore Marie Thiollier Neto

*Member of the Board of Directors***

*Term effective as of the Ordinary Shareholders' Meeting held on 04/30/2026.

**Term as Chairman of the Board of Directors until the Ordinary Shareholders' Meeting held on 04/30/2026.

Boards of Officers GRI 2-19 | 2-20

The Statutory Executive Board is responsible for representing the Company and contributing to the planning and execution of corporate strategy, ensuring compliance with the Company's bylaws and the resolutions approved by the Shareholders' General Meeting and the Board of Directors.

It consists of a minimum of two and a maximum of five members, including, mandatorily, a Chief Executive Officer and a Chief Financial and Investor Relations Officer. Officers serve two-year terms and may be reelected, in accordance with the Company's governance practices.

Appointed by the Chief Executive Officer, the Executive Board is responsible for managing operations and executing Unidas' strategy, working in an integrated manner with the Statutory Board to ensure alignment between management, governance and business performance.

Compensation for both Boards is defined under the Corporate Compensation Procedure and the Results Sharing Program, combining fixed compensation, short-term variable compensation and, when applicable, long-term incentives and benefits.

Statutory Board

UNIDAS LOCAÇÕES E SERVIÇOS S/A

Carlos Augusto Moreira

Chief Executive Officer (CEO)

Felipe Melo Franco Abud

Chief Financial and Investor Relations Officer

Manuel Messias Rodrigues da Silva

Chief Fleet Commercial Officer

UNIDAS LOCADORA S/A

Carlos Augusto Moreira

Chief Executive Officer (CEO)

Felipe Melo Franco Abud

Chief Financial and Investor Relations Officer

Paulo Eduardo Sorge

Chief Used Vehicle Officer

Executive Board

Alexei Korb

Chief Technology and Innovation Officer

Daniel De Almeida Pires

Chief Light Fleet Asset Management Officer

Felipe Melo Franco Abud

Chief Financial, Investor Relations and Legal Officer

Flavio Custodio Teixeira

Chief RaC Pricing, S&OP and Fraud Prevention Officer

Helcio Tadeu Tessaro

Chief People Officer

Jorge Luiz Teixeira Tauile

Chief Procurement and Capital Allocation Officer

Juliana Carsoni Fernandes Da Silva

Chief Rent a Car Officer

Lucas Barboza

Chief Heavy Operations Officer

Manuel Messias Rodrigues Da Silva

Chief Fleet Commercial

Paulo Eduardo Sorge

Chief Used Vehicle Officer

Committees GRI 2-13

Unidas' governance structure includes specialized committees composed of multidisciplinary teams that support senior management in the assessment and oversight of strategic matters. These bodies contribute to strengthening compliance, transparency and consistency in decision-making.

ETHICS AND INTEGRITY COMMITTEE

The Ethics and Integrity Committee, composed of representatives from Unidas and Brookfield, supports the governance structure in promoting high standards of ethics, integrity and compliance.

Its responsibilities include providing guidance on compliance principles, encouraging adherence to the Code of Professional Ethical Conduct, reviewing reports submitted through the Confidential Channel and strengthening practices related to anti-corruption, anti-money laundering and risk management.

The Committee meets periodically, on both an ordinary and extraordinary basis, and includes members of senior leadership, such as the Chief Executive Officer, executives from the Legal, Compliance, Finance and Investor Relations areas, as well as representatives from Brookfield and the Board of Directors.

ESG COMMITTEE

The ESG Committee serves as the governance body responsible for integrating the sustainability agenda into the Company's strategy. Its role is to monitor the performance of environmental, social and governance matters, ensuring consistency across initiatives and progress toward established goals.

The Committee coordinates and oversees the working groups of the Direção ESG Program, structured around seven strategic pillars, ensuring alignment with the Company's strategic planning, budget and business plan.

Through periodic meetings, the Committee reviews results, defines priorities and guides the next phases of the Program, whose initiatives extend through 2028. Progress is reported quarterly to the Board of Directors, reinforcing governance and supporting decision-making.

CYBER RISKS AND DATA PRIVACY COMMITTEE

The Cyber Risks and Data Privacy Committee monitors information security and data protection risks, assessing controls and incident response measures in alignment with the Cyber Risks and Privacy Program and applicable legislation.



Ethics, integrity and compliance GRI 2-15 | 3-3 | 205-1 | 205-3

Throughout the year, we continued to strengthen our culture of integrity through internal communication initiatives and periodic training programs. One of the main highlights was Compliance Week, created to increase employee engagement and reinforce the role of ethics in everyday activities. Under the theme "Attitudes Reflect Values," the event brought together recognized specialists in integrity, ethics and human rights. The agenda included educational content about the Confidential Channel, discussions on ethical conduct and explanatory videos covering key internal policies, helping to strengthen employee awareness and engagement.

We also maintained our Integrity Program, which includes mechanisms designed to prevent, identify and address misconduct related to corruption, fraud, conflicts of interest and other irregularities. The Program is continuously updated to reflect regulatory developments and risks associated with the Company's operations, in compliance with applicable legislation, including Anti-Corruption Law No. 12,846/2013.

Aligned with national and international best practices, the Program incorporates guidelines from institutions such as the Office of the Comptroller General (CGU), the U.S. Department of Justice (DOJ) and the Organization for Economic Co-operation and Development (OECD). Its governance structure includes senior management involvement, periodic risk assessments, internal policies and controls, third-party risk management and processes for reporting, monitoring and continuous improvement.

Our integrity agenda also extends across the value chain. Ethics and compliance criteria are applied to the assessment of third parties, both during hiring processes and throughout the management of suppliers and business partners. Contractual clauses, training requirements and anti-corruption commitments are part of this process, supporting risk mitigation and strengthening transparent business relationships.

In 2025, 100% of operations were assessed for corruption risks. Employees also received communications related to anti-corruption practices, and no corruption-related cases were recorded during the reporting period.





Confidential channel GRI 2-25 | 2-26

As part of the Integrity Program, the Company maintains a Confidential Channel, an important governance tool that enables employees, suppliers, clients and other stakeholders to safely report situations or conduct that may violate the organization’s ethical principles, confidentially and, if preferred, anonymously.

Through the Channel, stakeholders may report unethical conduct, human rights violations, environmental damage or crimes, acts of corruption, fraud and other irregularities covered by the Brazilian Anti-Corruption Law, as well as violations of the Code of Professional Ethical Conduct and any applicable laws, rules or regulations.

All reports submitted in good faith are handled impartially and in accordance with the Non-Retaliation Policy, ensuring the protection of whistleblowers, strengthening the Company’s ethical culture and fostering a safe and trustworthy environment for raising concerns.

The Channel ensures the anonymity of the whistleblower, when requested, and is managed by an independent third-party company, guaranteeing confidentiality, impartiality, and credibility throughout the process.

COMPLAINTS RECEIVED THROUGH THE CONFIDENTIAL CHANNEL

Status	2023	2024	2025
Addressed, but not resolved	126	80	162
Addressed and resolved without the need for remediation	0	168	131
Addressed and resolved with remediation	180	216	151
Total	306	464	444

The Channel is available 24 hours a day, seven days a week through electronic service channels, and from Monday to Friday, from 8:00 a.m. to 5:00 p.m., with analysts available for telephone support:



0800 591 2794



unidas@canalconfidencial.com.br



canalconfidencial.com.br/unidas

Codes and policies GRI 2-15 | 2-23

Unidas' commitment to ethics, integrity and transparency is supported by a governance framework that guides the conduct of the Company and its stakeholders. Currently, the framework includes 20 standards, six Policies and two Codes. While many of these documents are intended for internal use, the main governance documents are available through our Integrity Program portal..

Bylaws

The bylaws establish the fundamental rules governing Unidas' operations, defining its corporate structure, shareholders' rights and responsibilities, as well as the roles and responsibilities of governance bodies such as the Board of Directors and the Boards of Officers. By providing clear guidelines for decision-making and management, the bylaws help ensure that the Company's strategy remains aligned with best practices in transparency, integrity and long-term sustainability, serving as a reference for responsible and sustainable business conduct.

Unidas' commitment to ethics, integrity and transparency. The document is reviewed annually with contributions from different areas of the organization through a multidisciplinary and integrated approach.

The Code addresses topics such as ethics in professional relationships, compliance with applicable laws and regulations, respect for and promotion of human rights, prevention of conflicts of interest, appropriate use of resources and information, and relationships with clients, suppliers and public officials. It also reinforces the commitment to maintaining a respectful, inclusive and safe work environment, free from discrimination, forced labor and harassment. In this context, the Code is one of the Company's main tools for strengthening a culture of integrity and social responsibility.

Code of Professional Ethical Conduct

The Code of Professional Ethical Conduct defines the standards of behavior expected from employees, leadership and management in the performance of their activities, reinforcing

Code of Ethical Conduct for Third Parties

The Code of Ethical Conduct for Third Parties establishes the guidelines applicable to suppliers, business partners, service providers and other third parties engaged with the Company. The document reflects Unidas' commitment to integrity, ethics and responsibility throughout its value chain.

The Code covers topics such as business integrity, compliance with applicable legislation, prevention of corruption and bribery, anti-fraud practices, management of conflicts of interest, confidentiality of information and respect for human and labor rights. It also reinforces the expectation of responsible, transparent conduct aligned with Unidas' ethical principles and values. The document contributes to risk mitigation and strengthens the Company's corporate governance practices.

Integrity Program

Learn more about the governance documents that guide our operations:

- Code of Professional Ethical Conduct
- Code of Ethical Conduct for Third Parties
- Anti-Bribery and Anti-Corruption Policy
- Non-Retaliation and Consequence Management Policy
- Positive Work Environment Policy
- Information Security Policy
- Human Rights Protection Policy
- Sustainability Policy
- Conflict of Interest and Confidentiality Commitment Standard



LEARN MORE
about our Policies,
standards on our Investor
Relations website.



Impact management and culture in practice GRI 2-24

To ensure our guidelines are embedded into the organizational culture, we adopt a management approach grounded in prevention and continuous monitoring. Our operations are guided by a preventive socio-environmental risk management framework, ensuring that risks are proactively identified and mitigated.

Commitment to prevention

This preventive approach is reflected in our corporate policies, which establish rigorous operating standards:



- **Sustainability and Climate:** through the Sustainability Policy, we prioritize ecosystem protection and environmental compliance. We maintain a preventive environmental impact management strategy by measuring Greenhouse Gas (GHG).



- **Protection and Human Rights:** the Human Rights Protection Policy reinforces our Company's commitment to promoting dignity throughout its entire value chain. Structured integrity due diligence processes are carried out prior to the engagement of partners, adopting zero tolerance for slave-like labor, child labor, and any form of discrimination..

Training and engagement

The dissemination of this ethical culture is reinforced through our annual training calendar. In 2025, the Integrity Program was the central pillar of our training initiatives and mandatory for all employees. The program covers critical topics such as anti-bribery and anti-corruption practices, as well as conflict-of-interest management. Training begins during employee onboarding and is periodically renewed to ensure the continuous development and awareness of our teams.

Monitoring and KPIs

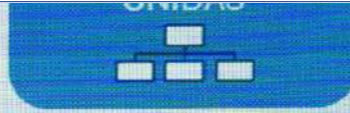
The effectiveness of our governance framework is supported by the integration of ESG Due Diligence processes into our risk management system. The materiality assessment guides the prioritization of topics relevant to stakeholders and the monitoring of measurable results through key performance indicators (KPIs), including GHG emissions management, natural resource consumption, diversity promotion, and health and safety practices. This approach ensures that Unidas' strategy remains aligned with the highest standards of sustainability and corporate responsibility.

empresa independente, especialista e referência no mercado;
garante confidencialidade, integridade e anonimato;
reporta diretamente à Auditoria Interna.

- Avalia todos os casos recebidos;
- Apura casos envolvendo desvios de ativos, fraude, corrupção, conflito de interesses, favorecimento financeiro e outros desvio éticos;
- Sugere ações e recomendações para ruptura e remediação.

Comitê de Ética Unidas

- Define medidas disciplinares para investigações procedentes;
- Discute as ações e recomendações pro
- Discute os próximos passos.



Training and capacity building

In 2025, Unidas advanced its training and development journey through a structured model that combines mandatory training programs with initiatives integrated into the onboarding process. Within this framework, mandatory training on the Integrity Program was provided to all employees.

The training covers key topics such as the Code of Professional Ethical Conduct, the Anti-Bribery and Anti-Corruption Policy and the Conflict of Interest Standard. It is delivered during the onboarding of new employees and renewed annually for all eligible employees.

The effectiveness of these initiatives is monitored through participation tracking and training coverage assessments, reinforcing the Company's commitment to ethics, compliance and corporate integrity.

To ensure these principles guide operations in practice, Unidas also conducts impact assessment and Due Diligence processes integrated into its reputational risk, corruption risk and conflict-of-interest management system. This includes supplier and partner Due Diligence, legal and environmental compliance, human rights and governance assessments. The materiality assessment supports the prioritization of relevant ESG topics by considering stakeholder expectations alongside economic, environmental and social impacts. Continuous monitoring is carried out through key performance indicators (KPIs), including GHG emissions, natural resource consumption, diversity, and health and safety metrics.



Human rights

The Company adopts zero tolerance for human rights violations, including any form of discrimination, harassment, child labor, slave-like labor, human trafficking, or other unlawful or abusive practices. These commitments are formalized in the Human Rights Protection Policy (POL-006), applicable to employees, suppliers, partners, and other stakeholders.

Our actions are guided by the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the conventions and principles of the International Labour Organization (ILO), and the commitments undertaken through the UN Global Compact. The Code of Professional Ethical Conduct, as well as specific contractual clauses, reinforce these guidelines and ensure the alignment of partners and suppliers with the Company's values.

To mitigate social risks in its operations and value chain, the Company conducts due diligence and third-party risk assessments, in addition to maintaining secure, confidential, and, when desired, anonymous whistleblowing channels, with guaranteed non-retaliation for whistleblowers.

As part of its social responsibility agenda, the Company maintains a partnership with the Na Mão Certa Program, an initiative by Childhood Brasil, reinforcing its commitment to preventing sexual violence against children and adolescents. We also support the Sexual Violence Zero Movement. For more information about our social initiatives focused on communities, see page 77.

Our Guidelines and Commitments

- » **Work Environment:** promotion of a safe, healthy, and respectful environment, with a focus on health, well-being, and safety, aiming for zero serious incidents.
- » **Diversity and Equality:** ensuring equal opportunities, with zero tolerance for discrimination and harassment.
- » **Child Protection:** full rejection of child labor and the sexual exploitation of children and adolescents.
- » **Ethics and Transparency:** ethical conduct, with secure, confidential, and anonymous whistleblowing channels, and guaranteed non-retaliation.
- » **Responsible Engagement with Communities and Partners:** respect for local cultures and support for initiatives that contribute to the sustainable development of communities, promoting positive social impact.

Risk management

GRI 2-16 | 3-3 | 205-1

Risk management at Unidas is embedded into the Company's planning, operational and control routines, supporting decision-making and business protection. In 2025, the process remained focused on the early identification of factors that could affect operations, financial performance, regulatory compliance and corporate reputation, enabling faster responses aligned with the Company's strategy.

Risks are continuously monitored by the responsible areas, taking into account the nature of operations, the regulatory environment and market dynamics. This monitoring covers operational, financial, legal, tax, technological, cyber, reputational and socio-environmental risks, including those related to the value chain and integrity practices.

As part of this process, the Company conducts an annual Compliance Risk Assessment to identify, analyze and evaluate potential risks that may affect the organization.

Integrity risk management remains directly connected to Unidas' Integrity Program (learn more on page 35). Periodic compliance assessments, Due Diligence procedures and internal controls are applied to relationships with clients, suppliers and business partners, helping prevent unlawful practices, fraud, conflicts of interest and other forms of misconduct.

From a tax and regulatory perspective, the Company systematically monitors legislative developments and their potential impacts on

operations and business strategy. Tax risk management seeks to ensure compliance with legal obligations, consistency in reported information and transparency in relationships with authorities, while also supporting adaptation to ongoing regulatory changes, including tax reform initiatives.

In 2025, technological and cyber risks remained among the Company's top priorities. As a result, we strengthened policies, controls and awareness initiatives related to information security and data protection, recognizing the importance of these topics for operational continuity and for maintaining the trust of clients, business partners and other stakeholders.

Risk management governance involves senior management and the Board of Directors, which oversee the Company's main risk-related matters and guide corrective and preventive actions whenever necessary. In parallel, the Company promotes a culture of prevention and transparency by maintaining formal reporting channels for irregularities or risk situations, including the Confidential Channel.

Critical concerns related to actual or potential negative impacts associated with the Company are reported to the Board of Directors through periodic reports, formal meetings and analytical reviews, among other mechanisms. In 2025, three situations related to economic matters were submitted to the Board for review.





SOX LEI SARBANES OXLEY

Full Adherence to the Sarbanes-Oxley Act (SOx)

Our processes remain aligned with the requirements of the Sarbanes-Oxley Act (SOx), a global benchmark for internal controls, transparency and corporate governance. In Brazil, the Company is part of the group of Brookfield companies subject to compliance with this legislation.

In 2025, SOx compliance was maintained through continuous cycles of assessment and enhancement of internal controls, with a focus on continuous improvement and strengthening the control environment, covering the planning stages, walkthroughs, and design and effectiveness testing conducted by Management and independent auditors. These initiatives resulted in the maintenance of our SOx controls in compliance with regulations, with no significant and/or material deficiencies identified, demonstrating the robustness of the internal control environment and reinforcing the integrity, reliability, and transparency of the financial statements, which are essential for the trust of investors, partners, and other stakeholders.

The continuous monitoring of control execution and the systematic evaluation of evidence enabled the ongoing improvement of processes and the mitigation of relevant risks. These activities are coordinated by the Internal Controls team, with the integrated involvement of several business areas, helping ensure greater operational consistency, risk mitigation and transparency for investors, clients and regulatory authorities.



Supplier management GRI 2-6 | 3-3 | 2-24 | 308-1 | 414-1

Our supply chain includes 7,179 partners that are essential to the continuity and quality of our operations. This network is structured across four main fronts: light vehicle manufacturers; heavy vehicle and equipment manufacturers and assemblers; companies specialized in fleet maintenance; and suppliers of goods and services classified as indirect procurement.

These relationships generate economic, social and environmental impacts throughout the value chain, contributing to local economic development and strengthening supplier capabilities. At the same time, inadequate practices or non-compliance may negatively affect the Company's reputation, service quality and business opportunities, as identified in the double materiality assessment process.

To address these risks, Unidas applies supplier selection and retention criteria that extend beyond commercial aspects. All partners must adhere to ethical and social principles that prohibit corruption, bribery, child or forced labor and any

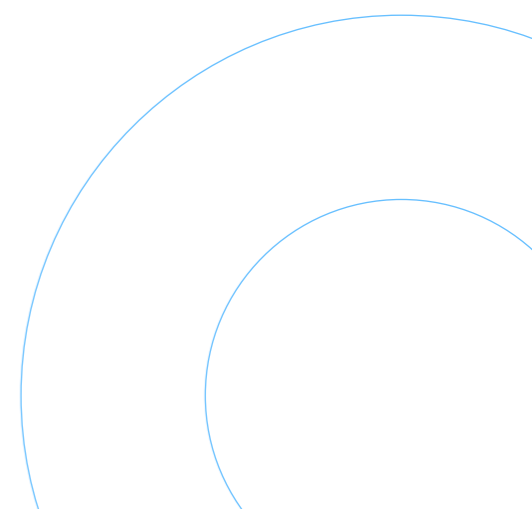
involvement in unlawful activities. These standards apply across the Company's entire supplier base.

In 2025, as part of our efforts to strengthen the value chain and foster closer engagement with suppliers, we held the Building Maintenance and Construction Suppliers Meeting. The initiative provided an opportunity to share information about the Company's operations and reinforce key partnership guidelines. During the event, we highlighted our Code of Ethical Conduct for Third Parties, which establishes standards related to ethics, integrity, legal compliance, human rights, labor practices, safety, environmental management and governance.

Supplier management is supported by contractual requirements, periodic assessments, training initiatives and continuous monitoring. We also maintain transparent and structured communication with suppliers, facilitating risk identification, the management of non-compliance situations and the continuous implementation of improvements. Regular

performance reviews and the encouragement of transparency — including the disclosure of sustainability-related information — further strengthen this process.

Unidas seeks to ensure that its supply chain remains aligned with internal guidelines and corporate commitments. Monitoring activities nevertheless remain ongoing, with a focus on risk prevention and strengthening social compliance, supported by the Executive Portal – Third-Party Management used to monitor the labor compliance of service providers.



FINANCIAL CAPITAL

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Performance indicators44





RaC - NVT4 (SC) | Photography campaign

Financial results

The macroeconomic environment in 2025 remained challenging, particularly due to persistently high interest rates. Even in this context, Unidas continued to prioritize disciplined capital allocation and operational efficiency, sustaining consistent business performance throughout the year.

Net revenue grew year over year, driven mainly by the rental businesses and used vehicle sales. Consolidated performance was supported by the continued expansion of the Fleet Management and Outsourcing (GTF) operations, especially in the light vehicle segment, which posted strong growth in both revenue and EBITDA as a result of solid commercial execution and efficiency gains.

In Heavy GTF, the Company implemented important strategic adjustments during the period. The discontinuation of certain Full Service operations, combined with a greater focus on rental and maintenance-inclusive contracts, contributed to higher profitability in the segment. Revenue growth was also supported by higher average rental rates following contract renewals, although partially offset by a smaller leased fleet.

In the Rent a Car (RaC) business, Unidas accelerated fleet renewal during the second half of the year through the acquisition of more than five thousand vehicles. The initiative reduced the average fleet age, improved operational efficiency and enhanced the customer experience, while also contributing positively to utilization rates.

EBITDA performance reflected continued operational efficiency gains and improved contract profitability, particularly in the GTF segments. Margin expansion was driven by cost optimization initiatives and portfolio adjustments, including the strategic repositioning of the Heavy GTF business.

Net income, however, was pressured by the high-interest-rate environment, which increased financial expenses throughout the year. Even so, Unidas continued to advance its deleveraging strategy, reducing the net debt-to-EBITDA ratio and reinforcing a balanced capital structure.

Performance indicators

In 2025, Unidas reported **net revenue of R\$7.3 billion**, up 12.6% year over year, driven mainly by the rental businesses and used vehicle sales. **EBITDA reached R\$2,7 billion**, representing growth of 12.0% compared to 2024. **EBITDA margin expanded** by 2.6 percentage points **to 67.9%**, reflecting operational efficiency gains and improved contract profitability.

Net income totaled R\$1,7 million for the year and was impacted by the high-interest-rate environment, which continued to pressure financial results.

The Company also continued to strengthen its capital structure management and further reduced leverage during the year. Net debt-to-EBITDA closed 2025 at 3.27x, in line with the Company's deleveraging strategy.

In the Light GTF segment, EBITDA increased 24.0% year over year to **R\$949 million**, with an EBITDA margin of 80.3%, highlighting the segment's strong operational performance.

Heavy GTF EBITDA totaled **R\$707 million**, an increase of 15.0%, while margin reached 69.8%, reflecting improved operational profitability.

In the RaC segment, the EBITDA margin reached 59.4%, an increase of 0.6 p.p. compared to the previous year.

The Company ended the year with a fleet of **115,154 assets**, reinforcing its operational scale and ability to serve different client segments.



DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED Values in R\$ thousand (GRI 201-1)

	2024 (restated)	2025
DIRECT ECONOMIC VALUE GENERATED		
Revenue	7,176,455	8,269,085
DIRECT ECONOMIC VALUE DISTRIBUTED		
Operating costs	(4,885,294)	(5,477,019)
Employee wages and benefits	(579,306)	(598,481)
Payments to government	(223,257)	(258,141)
Payments to capital providers	(1,441,638)	(1,933,941)
Investments in the community	(398)	(198)
NET INCOME	46,562	1,305

Tax approach GRI 207-1 | 207-2 | 207-3

The Company's tax strategy is guided by principles of ethics, transparency and integrity, ensuring full compliance with applicable laws and regulations. Tax management is based on technical, reasonable and purpose-oriented interpretations of legislation, supported by specialized advisory firms, with the objective of maintaining compliance and reducing exposure to tax risks without compromising business sustainability.

Unidas does not engage in aggressive tax planning practices and avoids approaches that could create reputational risks or conflict with its Anti-Bribery and Anti-Corruption Policy. The Company's tax approach is integrated into its Integrity Program and ESG policies, ensuring alignment with public commitments and sustainable development objectives in the jurisdictions where it operates. Tax strategy decisions also consider broader socioeconomic impacts and the importance of contributing to a stable and compliant tax environment.

Oversight of tax matters is led by the Finance Department, with support from the Controller, Tax and Legal teams, as well as specialized external advisors, with reporting to the Board of Directors. Although the Company does not maintain a statutory Fiscal Council or tax committee, tax matters are regularly discussed in monthly tax meetings, and any changes in tax positioning are submitted to management and the Board before implementation.

The tax approach is embedded into the Company's operating structure through the Process Office, ongoing employee training and investments in technology aimed at strengthening controls, automation and risk mitigation. Tax risks are identified through the



continuous monitoring of legislative and case law developments. Risk monitoring and management are conducted jointly by the Tax area, the Finance Department and the Board of Directors, including assessments of how regulatory changes may affect the business.

The Company also maintains an ethics and compliance channel through which concerns related to unethical or unlawful conduct — including tax-related matters — may be reported.

Relationships with tax authorities are conducted with a focus on transparency and compliance. Tax audits, assessments

and consultations are managed jointly by the Tax, Legal and Compliance teams, with all interactions properly documented and aligned with applicable legislation. Tax disputes are handled through structured processes that ensure traceability and adherence to the Integrity Program.

The Company also participates in technical discussions through industry associations and organizations focused on tax matters, contributing to debates on tax simplification and legal certainty within the Brazilian tax system.

HUMAN CAPITAL

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- Health, safety and well-being62



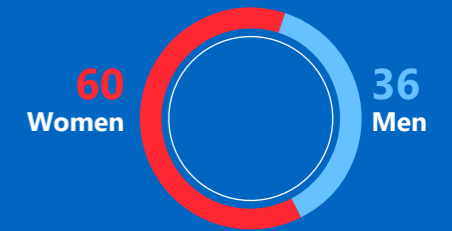
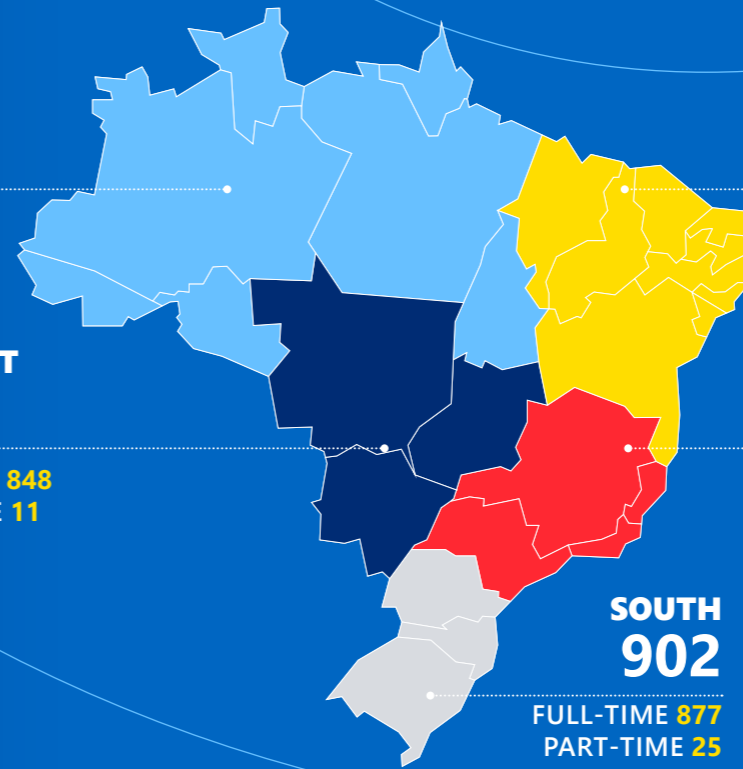
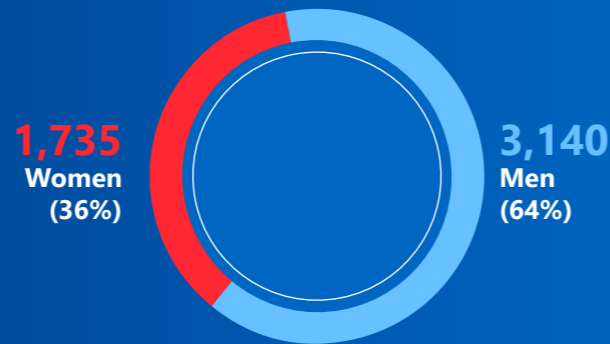
Our team GRI 2-7 | 2-8 | 2-30

Our people are essential to Unidas' ability to operate, grow and generate value in a sector that depends on operational coordination, qualified service and continuous asset management across a distributed network. The day-to-day work of our teams directly influences service quality, operational safety and process efficiency, impacting both financial performance and stakeholder perception.

In this context, people management is treated as a core part of the business, encompassing working conditions, labor relations and professional development.

In 2025, Unidas had 4,875 employees responsible for operating the business and delivering services across different functions throughout Brazil. Our workforce was also supported by 96 apprentices and interns, as well as 302 outsourced professionals primarily engaged in cleaning, security, reception and concierge services, in addition to logistics and facility support activities. With respect to outsourced administrative personnel, the Company continues to improve the tracking and accuracy of this indicator.

All employees hired by Unidas are covered by collective bargaining agreements.



All Unidas employees work under permanent employment contracts.

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES (GRI 405-1)

Job category*	Men	Women	Under 30 years old	Between 30 - 50 years old	Over 50 years old	Asian	White	Indigenous	Mixed-race	Black
Board Member	4	0	0	3	1	0	4	0	0	0
Director	16	4	0	14	6	0	19	0	1	0
Manager	133	96	5	188	36	4	147	2	62	10
Coordinator	182	120	23	251	28	5	182	0	92	20
Professional	898	627	370	1.019	136	18	890	7	484	116
Operational	1,911	888	882	1,437	480	52	1,178	12	1,276	278

*20 employees did not declare their race/color.

Curitiba (PR) Office | Photography campaign



Culture

In 2025, Unidas continued to strengthen its organizational culture through structured initiatives focused on internal communication, leadership, integrity and people management, with the goal of increasing employee engagement and reinforcing alignment with the Company’s strategic priorities.

A significant milestone during the year was the evolution of the internal communication structure, marked by the migration to a new platform and the expansion of communication channels available to employees. As part of this process, **Unicast** was launched as a new communication channel, strengthening connections between employees and leadership while broadening access to strategic information.

The first major change was implemented through the transition to a new internal communication platform, resulting in the successful migration of more than 7.8 thousand files and the preservation of institutional history, ensuring continuity and clarity for employees.

Throughout the year, internal campaigns, commemorative events and workplace engagement initiatives helped reinforce employees’ sense of belonging and connection with the Company. The **Leadership Meeting** and the **Business Convention** served as key moments for strategic alignment, professional development and integration among leaders and commercial teams.

Integrity also remained a central pillar of Unidas’ organizational culture. During 2025, the Company maintained its corporate policies up to date, with emphasis on the Policy on Non-

Unidas is recognized among the best companies to work for in Brazil, according to GPTW.



São Paulo (SP) Office | Photography campaign

Retaliation and Consequence Management, alongside ongoing awareness initiatives. Together, these practices establish clear guidelines for handling risk situations and misconduct, strengthen internal trust and support a work environment grounded in accountability and transparency.

Workplace climate

Employee engagement and perception are key inputs for the initiatives developed throughout the year and were continuously monitored through structured surveys conducted with all employees.

In the 2025 Great Place to Work (GPTW) climate survey, Unidas achieved a 70% participation rate, representing a 20% increase compared to the previous year. The result placed the Company 7th in the regional Paraná ranking and among the 85 best companies nationally.

Internally, Unidas also conducted an organizational mood assessment, which revealed different perceptions across business areas. Responses were primarily concentrated in RaC Used Vehicles (40%) and Operations (20%), followed by IT (12%), Procurement (8%) and other areas (20%). These insights support the continuous management of workplace climate and enable the Company to address the specific improvement opportunities identified in each area.

Internal communication

In 2025, Unidas Internal Communication reached a new level of engagement. We restructured our channels to ensure transparency, proximity and strategic alignment across all levels of the Company.

Connection with strategy and transparency

We focused on translating business objectives so that every employee could understand their role in Unidas' growth.



Farol de Metas

A quarterly tool that uses a color-coded system (green, yellow and red) to communicate EBIT performance and PPR indicators. Launched in May, the initiative had three editions throughout the year, allowing employees to track corporate performance more directly.



Unicast

Launched in December with the participation of CEO Carlos Moreira and Chief People Officer Hécio Tessaro, Unicast was the Company's largest communication investment of the year, including the creation of an in-house recording studio. The videocast shares institutional messages and explains strategic decisions. The project was developed collaboratively, with employees suggesting the name of the new channel and, subsequently, through an open vote, selecting "Unicast" as the preferred name for the new communication channel.

Leadership and proximity

We created initiatives to bring executive leadership closer to frontline operations, including branches and offices.



Leadership Meeting and Business Convention

One of the Company's largest corporate events brought together more than 650 participants, including leaders (coordinators, managers, directors, and C-level executives) and commercial teams, in a three-day event held at Tauá Resort & Convention, located in Atibaia (SP). In addition to aligning the vision for the future, the event's main objectives are to reinforce Unidas' strategic direction for the year and engage leadership and commercial teams through lectures and team-building activities.



Café com Estratégia

A redesigned version of the former "Coffee with the CEO," now focused on reflections about trajectory and future. The CEO and a guest Executive Officer share perspectives with administrative and operational teams. The initiative achieved an NPS of 100 across all editions, with more than 80 employees participating in sessions held at Company offices.



Unidas na Estrada

Held in Recife (PE) and Brasília (DF), the *Unidas na Estrada* initiative promotes integration between corporate teams and frontline operations through in-person visits by the Executive Board to RaC and Used Vehicle units, with the goal of understanding regional challenges and strengthening relationships with local teams.

Digital engagement

We strengthened the role of leaders as the Company’s main communicators and consolidated our digital presence.



Conexão U Platform

With 100% of users registered, it is our most democratic and accessible internal communication tool, available via desktop or a dedicated mobile application. It features more than 1.2 thousand posts created and 12.9 thousand reactions to publications, in addition to promoting engagement campaigns with active participation.



Liderança Multiplicadora

A monthly newsletter launched after the Business Convention, focused on pillars of attention, sharing and development for managers.

With eight editions published, the tool became an ongoing support resource for leadership.



Photography Cultural Contest

An initiative celebrating the Company’s 52nd anniversary, in which employees captured through images their pride in being part of Unidas. The winning photos were awarded Unidas Kits containing backpacks, notebooks, and other personalized items, as well as JBL speakers. The greatest recognition for employees came through the exhibition of the winning photos in the reception areas of our offices in Belo Horizonte (MG), Curitiba (PR), and São Paulo (SP).

Strengthening the Unidas family

To reinforce the sense of belonging and celebrate our shared journey, we carried out initiatives connecting employees’ lives with the Company’s values. These events were designed to promote well-being and strengthen the bonds that are part of our DNA.



Children’s Day – Unidas Magical World

To reinforce the sense of belonging, we promoted initiatives connecting employees’ children with the Company’s values. At the offices, we held immersive experiences with recreational activities and gift distribution, while business units and operations teams received personalized presents. The initiative strengthened family connections in the workplace and achieved an NPS of 92, reflecting high satisfaction among families.



Cycle Celebration – Year-End Gatherings

With the theme “Journey, Achieve, Celebrate,” our traditional year-end celebration was designed to ensure that 100% of the team was engaged.

- » Administrative Offices: integrated events organized by the Internal Communication team.
- » Agribusiness operations, RaC and Used Vehicle stores, and employees working fully remotely: an allocated budget was provided so that each unit or individual could organize their own celebration autonomously.

In addition to celebrating, this became the Company’s largest long-service recognition event, with the presentation of plaques honoring 5, 10, 15, 20, and 25 years of service. For the first time, there was also a dedicated space to recognize volunteers involved in our social initiatives, with the delivery of personalized gifts.



Talent attraction and recruitment

In recruitment and selection, the Business Partners and Talent Attraction & Recruitment structure stood out by strengthening proximity with business areas. This approach contributed to improvements in the candidate experience, integration of recruitment dashboards, use of digital tools and systematic monitoring of indicators such as NPS and average time to fill positions. For the second consecutive year, the Company received the **Gupy Feedback Seal**, recognizing its commitment to a transparent and high-quality candidate experience.

As part of this talent attraction and development agenda, the internship program continued to play an important role in 2025. The cycle offered 30 positions, resulting in eight hires and 13 contract renewals, contributing to the development of new professionals and strengthening the Company's talent pipeline.

NEW HIRES AND EMPLOYEE TURNOVER (GRI 401-1)

HIRES

Age Group	Number	Rate
Under 30 years old	946	73.91%
Between 30 - 50 years old	1577	54.21%
Over 50 years old	255	37.17%
Gender		
Men	1879	59.84%
Women	899	51.82%
Region		
Midwest	533	62.05%
Northeast	203	56.39%
North	79	64.75%
Southeast	1550	58.89%
South	413	45.79%

TURNOVER

Age Group	Number	Rate
Under 30 years old	728	56.88%
Between 30 - 50 years old	1685	57.92%
Over 50 years old	301	43.88%
Gender		
Men	1991	63.41%
Women	723	41.67%
Region		
Midwest	540	62.86%
Northeast	183	50.83%
North	78	63.93%
Southeast	1534	58.28%
South	379	42.02%

Performance evaluation

The 2025 Development Cycle (related to 2024 performance) is one of the Company’s main tools for monitoring and developing employees, encompassing 90°, 180° and 360° evaluation formats.

A total of 2,627 employees participated in the cycle, marking the highest engagement level since 2022. The completion rate reached 92%, reflecting a high level of participation and engagement among the groups involved.

The evaluations were structured according to different formats and responsibility levels, including 90° evaluations for interns,

180° evaluations for professionals and coordinators, and 360° evaluations for managers and directors.

Alongside the performance cycle, the Company also conducted a potential assessment process. Approximately 2,600 evaluations were completed throughout the cycle, expanding the database used to support decisions related to individual development, succession planning and strategic talent management.

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE EVALUATIONS (GRI 404-3)

	Men	Women
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE EVALUATIONS, BY GENDER	57.07%	76.31%
AVERAGE BY GENDER	66.69%	
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE EVALUATIONS, BY FUNCTIONAL CATEGORY	Functional category	
Director	90.00%	
Coordinator	81.13%	
Manager	95.63%	
Professional	81.31%	
Operational	49.80%	
AVERAGE BY FUNCTIONAL CATEGORY	63.92%	





Benefits GRI 401-2

We offer a range of benefits focused on well-being, health, recognition and support throughout employees' professional journeys. Benefits provided include life insurance, healthcare coverage, dental care, meal and food vouchers, childcare assistance, a pharmacy card and a Company car benefit. Additional highlights include:

- » **Health:** access to Conexa Saúde (psychological, nutritional and medical consultations) at no cost for employees and dependents, in addition to Gympass;
- » **Family and Pregnancy:** the *"Unidas para Cuidar"* program provides support for pregnant employees and exempts prenatal exams from copayment fees. On Children's Day, gifts are distributed to employees' children up to 12 years old;
- » **Recognition:** service awards for employees with 5 to 30 years at the Company, including commemorative plaques, gift cards and rental vouchers. RaC store employees working at airports or night shifts also receive additional benefits;
- » **Benefits and Support:** access to the Benefits Club, Christmas basket, Day Off and exclusive discounts on vehicle rentals and used vehicle purchases. In the event of the loss of a close family member, the Company provides a flower wreath as a form of support to the family.

Note: all benefits are subject to internal policies and eligibility criteria based on position or location.

*Corporate managers receive a Company car benefit according to their category.

Training and development

GRI 404-2

The **Corporate University** is Unidas' main training and development platform and, in 2025, migrated to a new system that enabled centralized training management, greater content standardization and expanded employee access.

Throughout the year, more than 19 thousand training hours were provided, including regulatory, technical and behavioral training, as well as specific learning tracks focused on leadership development.

Regulatory training programs underwent a review and digitalization process aimed at simplifying and accelerating mandatory occupational safety training. This initiative resulted in more efficient management and reduced costs related to regulatory courses, in addition to measurable gains such as faster certification processes, mitigation of operational failures, improved control of demands and deadlines, and real-time monitoring indicators.

The digitalization of courses and centralized training management also contributed to more consistent monitoring and measurable long-term results.

In parallel, technical training programs were delivered across different business fronts, particularly in the used vehicle, retail and wholesale segments.

We also provided 42 hours of development initiatives for interns, including onboarding activities and a business immersion week, integrity program training, project methodology workshops using Lego Serious Play, White Belt, Power BI, Excel shortcuts and formulas, as well as content focused on productive home office practices, communication, creativity and innovation, career development and future skills.





Universidade Unidas

Universidade Unidas is the Company’s corporate learning platform, responsible for organizing, centralizing and providing development tracks for all employees

The platform is designed to support professional growth and strengthen core business competencies by offering technical and behavioral training, leadership tracks, onboarding programs, and content related to corporate culture and internal processes.



Mandatory Safety Training

This refers to the set of mandatory training programs that ensure compliance and operational safety across Unidas’ activities.

In 2025, these training programs were migrated to the Company’s digital platform while maintaining the technical rigor and full content required by Regulatory Standards (NRs), ensuring both legal compliance and training quality. Topics include occupational health and safety, safe driving, compliance and other subjects aimed at reducing risks, preventing incidents and ensuring a safe work environment for employees, clients and partners.



Desenvolve Unidas Program

The *Desenvolve Unidas* Program is a structured talent development initiative focused on enhancing the skills of analysts and specialists and preparing them for future challenges and career opportunities through scholarships for short-term external courses.



Jeito Seminovos de Atender

The *Jeito Seminovos de Atender* is the official customer service standard adopted across Unidas used vehicle units, establishing guidelines for employee conduct, customer interaction, product presentation and the sales process.

In 2025, the training track was developed based on five customer pillars: attract, connect, engage, convert and retain.

Leadership

Leadership development initiatives included programs such as the High Performance Quotient (QAP) Operations Program. In 2025, the training focused on developing connected leadership and transforming operational teams. Three in-person sessions and four online meetings were held, totaling 40 training hours, with the participation of 110 operations managers.

In addition, coaching and continuous development initiatives were carried out for these professionals. In 2025, 19 managers participated in coaching processes, of which 16 had completed the cycle by year-end. Ten managers also participated in postgraduate and MBA programs, with three completed during the reporting period.

As part of the career development agenda, 26 managers participated in external market training programs, 12 of which had been completed by the end of the period, including programs such as Crescimentum and Lapidus, expanding the technical and managerial capabilities of leadership teams.



AVERAGE TRAINING HOURS PER YEAR (GRI 404-1)

	Men	Women
AVERAGE TRAINING HOURS PROVIDED TO EMPLOYEES DURING THE YEAR, BY GENDER	6	3

AVERAGE TRAINING HOURS PROVIDED TO EMPLOYEES DURING THE YEAR, BY FUNCTIONAL CATEGORY

	Functional category
Director	1
Coordinator	2
Manager	1
Professional	3
Operational	7

RATIO BETWEEN WOMEN'S AND MEN'S BASE SALARY AND COMPENSATION RECEIVED (GRI 405-2)*

Job category (base salary)	%
Executive Manager	83
Manager	102
RaC Store Manager	107
Coordinator	88
Professional	83
Operational	87
Job category (base salary + additional compensation)	%
Executive Manager	69
Manager	98
RaC Store Manager	93
Coordinator	84
Professional	79
Operational	95

*The calculation is based on the division of the average female salary by the average male salary. 100% indicates full pay equality.

Diversity, inclusion and equity GRI 3-3

The diversity, equity, and inclusion agenda was advanced through initiatives focused on awareness, leadership development, and the promotion of inclusive workplaces, addressing gender equity, race and ethnicity, people with disabilities (PwD), and the LGBTQIANP+ community. The initiatives were connected to the Human Rights agenda and focused on strengthening internal dialogue, developing leadership-related competencies and disseminating key concepts for building professional relationships grounded in respect and equity.

To strengthen the role of leadership in promoting diversity, we delivered the “Inclusive Leadership” training program, involving 120 leaders, including members of the Executive Board, across three groups. For the C-level, the Pillars of Inclusive Leadership program was conducted. In addition, four complementary training sessions were held, totaling six hours of instruction, focused on promoting inclusive practices and preventing discriminatory behavior in the workplace.

Considering diversity across its different dimensions, the awareness and training agenda reached **1,723 participants** throughout the year through six webinars covering the following topics:

- » “Addressing Violence Against Women Is Everyone’s Responsibility”;
- » “Connection Dialogues: International Women’s Day”;
- » “Career and Motherhood: Finding Balance”;
- » “Disabling Ableism and Building Inclusion”;
- » “Fundamental Concepts: Race, Ethnicity and Racism”.



Women in Leadership and Operations

Aligned with the People and Engagement pillar of the ESG Direction Program, we established the goal of achieving, by 2028, 50% female representation in leadership positions and 25% in operational roles.

WOMEN IN LEADERSHIP AND OPERATIONS

	2024	2025
Leadership	38.13%	38.85%
Operation	28.07%	30.09%

unidas com elas

Aligned with the Diversity, Equity and Inclusion Program strategy, as well as ESG and social responsibility commitments, the *Unidas com Elas* Movement promoted initiatives focused on the appreciation, empowerment, development and protection of women. Training, engagement and internal and external mobilization initiatives contributed to strengthening women leadership and fostering a more diverse and inclusive environment.

Launched in March 2025, the initiative promoted in-person and virtual meetings through the “*Café com Elas*” sessions. A total of **16 meetings** were held, with **708 participants** across offices and operations. These initiatives created spaces for dialogue, experience-sharing and the strengthening of internal networks.

Reinforcing the commitment to female empowerment and the development of women, a training program was conducted with 60 participants, totaling 6 hours of learning and exchange. The initiative addressed essential topics such as Emotional Intelligence for Professional and Personal Development and Strengthening Female Empowerment, promoting reflection, strengthening skills, and fostering self-development, with a focus on expanding opportunities and strengthening female leadership.

This development journey was also reflected in support for external causes connected to the program. In August, during Purple August (the national month dedicated to combating violence against women), a lecture open to all employees was held on the *Maria da*



Penha Law under the theme “Addressing violence against women is the responsibility of all society.”

In addition, specific training was provided for the Health and Social Assistance teams, focused on support practices for women in situations of violence. To reinforce the internal initiatives, self-defense classes were also offered to women employees working at Company offices.

Still connected to the cause, Unidas supported the 8th Walk to End Violence Against Women and Girls, organized by the Grupo Mulheres do Brasil, an initiative focused on raising awareness and engaging society in combating gender-based violence.

Employees participated across different locations, including the cities of São Paulo (SP), Curitiba (PR), and Belo Horizonte (MG). In the cities where Unidas supported the event, total participation reached **5,850 people**, including employees and their family members.

E-book: Combating Violence Against Women

In 2025, we launched the **Combating Violence Against Women** e-book as part of our social responsibility and diversity, equity and inclusion agenda, focused on awareness, prevention and the dissemination of qualified information on the subject.

The publication was developed as an educational resource aimed at raising awareness among employees and external audiences, addressing violence against women from the perspective of information, prevention and collective responsibility. The initiative reinforces Unidas' commitment to promoting a safer, more equitable and respectful environment, contributing to the advancement of the Diversity, Equity and Inclusion (DE&I) agenda.

Created by the *Unidas com Elas* Movement, the project is based on the understanding that meaningful change begins with knowledge. The e-book brings together updated data, the different forms of violence defined under the Maria da Penha Law, warning signs and official Whistleblowing Channels such as *Ligue 180* (Women's Assistance Hotline) and 190 (Military Police).

The e-book was launched in August as part of the initiatives related to Purple August, reinforcing the message that silence protects the aggressor, while support is a collective responsibility. The material encourages reflection, empathy and the adoption of practical actions both inside and outside the workplace.



LEARN MORE

about the e-book via the QR code.





Culture of inclusion

In addition to these initiatives, the Company promoted actions focused on the inclusion of people with disabilities, including affirmative job openings, dedicated recruitment teams and participation in external initiatives. While recognizing the structural challenges related to hiring these professionals, Unidas continues to strengthen workforce diversity and foster inclusive practices within the organizational environment.

In 2025, 28 affirmative positions for people with disabilities were opened, supported by targeted job postings on specialized platforms and active involvement from recruitment teams. Throughout the year, **52 employees** with disabilities were hired, driven in part by participation in employability fairs and partnerships with specialized institutions.

The Company also participated in initiatives promoted by the *Câmara de Inclusão*, including seminars, job fairs and events focused on human development and the employability of professionals with disabilities. These initiatives resulted in direct hires and expanded job vacancy outreach across different areas of the city, including public transportation terminals.

Unidas also participated in events such as the Inclusion Festival and employability task forces, where interviews and interactions with candidates were conducted to support talent attraction efforts. In addition, the Company joined meetings and workshops with industry partners, promoting the exchange of inclusion-related practices.

Internally, awareness and training initiatives were carried out, including lectures and educational content aimed at increasing employee understanding of inclusion and accessibility. Highlights included a lecture on accessible perspectives attended by more than 300 participants, as well as the publication of informational content and employee stories on dates related to the topic.

Throughout the year, internal mobility initiatives were also recorded, including the promotion of employees across different areas, reflecting career development opportunities and the integration of these professionals into the Company's structure.

Health, safety and well-being

GRI 3-3 | 403-1 | 403-2 | 403-4 | 403-5 | 403-7 | 403-8 | 403-9

The Company maintains a structured occupational health and safety management system covering 100% of its own employees across all support and business areas. The system is designed to continuously identify, control and monitor occupational risks, ensuring adequate working conditions and compliance with applicable legislation.

Health and safety management is supported by integrated platforms and tools, with emphasis on the SOC system, which centralizes occupational risk management, occupational health and compliance with legal requirements.

Unidas adopts the Occupational Risk Management (GRO) and the Risk Management Program (PGR), including the mapping of hazards and risks by unit, department and role, in addition to conducting the Medical Occupational Health Control Program (PCMSO), which includes the management of medical examinations, issuance of Occupational Health Certificates and maintenance of digital medical records.

The system is integrated with eSocial, enabling the automatic submission of occupational health and safety events, and also includes the management of Personal Protective Equipment delivery and validity.

Another initiative that contributed to strengthening Unidas' Safety Culture was the creation and implementation of the Golden Rules,

aimed at ensuring the safety and well-being of employees and third parties, as well as preventing accidents.

Hazard identification and risk assessment are conducted on both routine and non-routine bases through processes such as Preliminary Risk Analysis, Work Permits, Safety Inspection Forms, Safety Observations, ergonomic assessments and unhealthy and hazardous condition reports. These processes are carried out by qualified internal professionals and, when applicable, by specialized consultancies, with the issuance of Technical Responsibility Annotations.

Assessment results are consolidated into systems and dashboards, enabling the monitoring of indicators, the definition of action plans, root cause investigations and the implementation of measures to eliminate or reduce risks, in line with the hierarchy of controls.

Employees have access to different channels to report hazards and risk situations, including operational tools, safety dialogues and ethics channels. Among them, the Safety Observation tool stands out, aimed at identifying unsafe behaviors, recognizing risk practices before they result in accidents, observing and valuing attitudes that promote safety and encouraging risk awareness among workers. In 2025, more than 20 thousand observations were recorded, directly contributing to risk reduction.

The Company ensures the right to refuse work in situations considered unsafe and protects employees against any form of retaliation, as established in a specific corporate policy.

Incident investigations follow the Accident Management Operational Procedure, which establishes structured workflows for all occurrences, regardless of classification. The process begins with immediate reporting, followed by mandatory registration in the Soft Expert system. This platform centralizes information and ensures automatic notification to registered email groups, supporting agility and compliance with regulatory deadlines across different areas of the Company.

For root cause analysis, Unidas uses a multidisciplinary committee (HSE and Operations), applying methodologies such as the 5 Whys and the Ishikawa Diagram. Based on these analyses, action plans are developed using the 5W2H tool, prioritizing the hierarchy of risk controls. Lessons learned from investigations are formalized and shared across the Company.

In addition, Unidas offers a structured portfolio of Occupational Health and Safety (OHS) training programs covering the main Regulatory Standards applicable to its operations. Courses offered include NR-01 (Integration), NR-05 (CIPA Training – Risk Levels I to IV), NR-06 (Personal Protective Equipment),

NR-05 training – Internal Committee for Accident and Harassment Prevention (CIPA) Training is intended exclusively for CIPA members and covers applicable legislation, CIPA responsibilities, hazard identification and risk assessment (physical, chemical, biological and ergonomic agents, as well as accident/mechanical risks), incident investigation, preparation of risk maps and the promotion of internal campaigns, such as SIPAMA.

Participation and communication in health and safety are strengthened through formal committees with representation from the operations teams, where indicators, occurrences, best practices and guidelines are discussed. Information is also disseminated through internal communication channels, ensuring broad access to occupational health and safety content.

This integrated approach also extends to relationships with third parties, suppliers and service providers, who are also covered by the management system through specific controls, awareness campaigns, risk assessments and periodic monitoring.

During the reporting period, no work-related accidents with serious consequences were recorded. A total of 23 accidents requiring mandatory reporting were registered, resulting in a rate of 2.15 (according to NBR 14280/2023). The main types of accidents recorded involved sprains, abrasions, impacts against objects or tools involving hands and fingers, trips and fingers caught in vehicle doors. No accidents or fatalities involving outsourced workers were recorded.



Curitiba Office (PR) | Photography campaign



Health, well-being and quality of life program GRI 403-6

At Unidas, care management begins with an in-depth analysis of our employees' profile. Conducted every two years, our health mapping initiative reached 56% participation among active employees, creating an information base that guides the guidelines of our **Health, Well-being and Quality of Life Program**. This assessment allows us to address employee health with greater attention and care.

Based on these guidelines, the program focused efforts across several areas. One of the highlights of 2025 was the encouragement of active lifestyles through sports: we held eight races throughout the year and sponsored initiatives in the category.

Across all initiatives, **139 actions** and **4,204 participations** were recorded, reinforcing the integration of health, well-being and employee engagement throughout the year.

Among the activities promoted, the **third edition of the Nutritional Reeducation Program** stood out, offering specialized support through nutritional and psychological counseling focused on habit change and participants' health.

In addition, we implemented **Dia S**, an initiative created to promote employee health and well-being through regular activities. With a schedule of physical, mental and informational activities, Dia S included experiences such as quick massage, walking, meditation, bioimpedance assessments, relaxing massage and yoga. The

program also included functional training, dance, mindfulness, educational lectures, self-defense classes and vital signs monitoring, providing broad and diverse support to our teams.

In 2025, we advanced the standardization of health-related processes and the structuring of strategic initiatives for health management, while also strengthening the monitoring of employees on leave with the support of a specialized consultancy.

In line with the health calendar, we actively carried out four campaigns throughout the year, in addition to recurring awareness initiatives: White January, Yellow September, Pink October and Blue November, addressing mental health, prevention and awareness topics. Alongside these campaigns, we also conducted recurring actions throughout the year aimed at continuous care and the dissemination of essential information on well-being and overall health.



139

Initiatives



4,204

participations

INTELLECTUAL CAPITAL

Data privacy and security 66

Innovation and technology 68



Data privacy and security

GRI 3-3 | 418-1

Data privacy and security remain essential to business sustainability and continuity, particularly in a context of increasing digitalization of services and growing cyber threats.

In 2025, the Company further strengthened its efforts to protect personal and corporate information throughout the entire relationship cycle with clients, partners and employees. These initiatives contributed to reinforcing trust in the mobility solutions offered while reducing operational, regulatory and reputational risks.

We follow an incident response process covering identification, containment, remediation and recovery, in addition to assessing communication obligations and implementing corrective and preventive actions prioritized according to risk. These actions are monitored through completion, with proper records and governance procedures in place. In 2025, no substantiated cases involving customer privacy breaches or customer data loss were recorded.

The Company maintains policies, commitments and guidelines aligned with the General Personal Data Protection Law (LGPD) and the principles of purpose limitation, necessity, transparency, security and accountability. Governance of the topic includes defined roles and responsibilities, executive oversight and a



continuous risk management approach supported by periodic maturity assessments based on the NIST Cybersecurity Framework (CSF) 2.0. As part of the ongoing evolution of the management system, the Company continued its preparations for ISO 27001 certification, strengthening processes, controls and evidence management.

To prevent or mitigate data breaches, risk assessments are conducted for processes, systems and relevant changes, alongside

the adoption of identity and access controls based on the principle of least privilege, segregation of duties and permission governance.

This approach is further supported by technical and operational protection and resilience measures, including continuous monitoring, threat defense mechanisms, and business continuity and recovery routines. The management of critical third parties also includes contractual requirements, risk-based due diligence and continuous monitoring.



To help minimize information security incidents, Unidas maintains ongoing training and communication initiatives for internal audiences. In 2025, the Company held its first Digital Security Week, an initiative focused on strengthening data governance and promoting an information security culture.

The initiative engaged approximately one thousand employees through lectures, interactive activities and internal campaigns, increasing awareness of cyber risks, privacy and personal data protection. To support these efforts, an exclusive e-book was also made available, reinforcing guidelines and best practices related to information security and incident prevention.

At the same time, we advanced the standardization of data governance practices, including guidelines for information

classification, data retention and disposal, the definition of minimum controls and the structured planning of information security maturity development.

The Company also carries out assessments of critical third parties and recurring reviews of policies, procedures and training programs, supporting the continuous improvement of governance and controls.

In this context, the Non-Retaliation and Consequence Management Policy was updated to establish specific disciplinary measures for risk situations, including interaction with phishing campaigns conducted by the Information Security area and incidents resulting in concrete damages when proven to result from inappropriate conduct or non-compliance with internal

protocols.

Progress on the topic is monitored through objectives, targets and indicators covering areas such as LGPD compliance, data governance, access protection and management, operational resilience, incident response readiness, employee awareness and third-party management. Collectively, these actions support the reduction and control of relevant risks, with improvements guided by a risk-prioritized roadmap.

The effectiveness of these actions is assessed through combined mechanisms, including periodic maturity assessments, internal control reviews, testing and monitoring of action plans, as well as the monitoring of key performance and risk indicators (KPIs and KRIs) reported to executive governance.

These assessments generated important lessons learned, including the relevance of integrating privacy and security from the outset of initiatives and changes, the importance of standardizing controls and evidence to improve consistency and auditability, and the need for continuous and proportionate third-party management.

These lessons were incorporated through updates to policies, operational procedures, minimum control criteria and the prioritization of improvements in the annual planning process.

 **7,209** training hours

Innovation and technology GRI 3-3

Over the years, the Company has maintained continuous investments in innovation and technology, focused on increasing operational efficiency, integrating business operations and improving the experience of clients and employees. To support operations and enhance the customer experience, we use the following technological resources:

Telemetry: monitoring of fleet and heavy vehicles to track driving behavior, preventive maintenance, operational alerts and driver guidance.

Vehicle tracking and anti-fraud systems: real-time geolocation monitoring for RaC and subscription operations, strengthening fraud prevention.

Fuel management: administration of fuel transactions through fuel cards, with information control and consolidation.

Client portal: digital platform for requesting vehicle returns, approving budgets, consulting maintenance history and submitting documentation.

Fatigue detection camera: identification of risk behaviors, such as fatigue and mobile phone use while driving.

Dashboard camera: real-time cabin recording, contributing to driver safety and rapid response to irregular situations.

Automatic Vehicle Identification (AVI): automatic toll and parking access, providing gains in time efficiency and safety.

Frota 360: integrated system for monitoring fleet performance indicators, including traffic fines, maintenance, claims, telemetry, fueling and driver's license management.

Digital contract signature: digitalization of contractual processes, increasing agility and reducing paper use.

Data and BI platforms: centralization of reports and indicators in a single environment to support decision-making.



Íris Project

Unidas continues to prioritize technology and innovation as strategic drivers. Its major digital transformation initiative, **Íris Project**, launched in 2023, was completed in early 2026. The project accelerated operational efficiency and significantly reduced costs, while improving process management across all areas of the Company and contributing to business integration and enhanced experiences for clients and employees. Throughout 2025, the Company invested in 21 projects focused on generating client value, reducing operating costs and increasing revenue.



21 Projects invested in during 2025



Main innovation and technology deliveries in 2025:



Billing system: automates the measurement, monitoring and billing of outsourcing and Car as a Service (CaaS) contracts.



ERP (Enterprise Resource Planning): implementation of an ERP (Enterprise Resource Planning) system to consolidate financial and accounting processes across business units, including lease contract management and procurement processes.



Observability tool: implemented in branch front-end and fleet management systems, enabling the early identification of issues and reducing platform downtime.



CRM (Customer Relationship Management): centralization and integrated view of fleet management client data, supporting experience management, digital channel service and sales funnel automation.



Fleet Management: system for managing the asset life cycle, from mobilization, status and inventory to performance, maintenance, inspections and demobilization.



AI (Artificial Intelligence): of guidelines for the responsible use of AI tools and launch of the Company's AI program, including the training of more than 500 employees for collaborative use in activities such as text drafting and analysis, file organization, meeting minutes and presentations.

Lean methodology

As part of its digital modernization journey, Unidas completed its third continuous improvement cycle based on the **Lean methodology** in 2025. The initiative reinforces a culture focused on operational efficiency and incremental innovation across all levels of the Company, encouraging value generation through practical, low-risk solutions. Applied since 2023, the methodology has become an increasingly structured component of the Company's operational sustainability efforts.

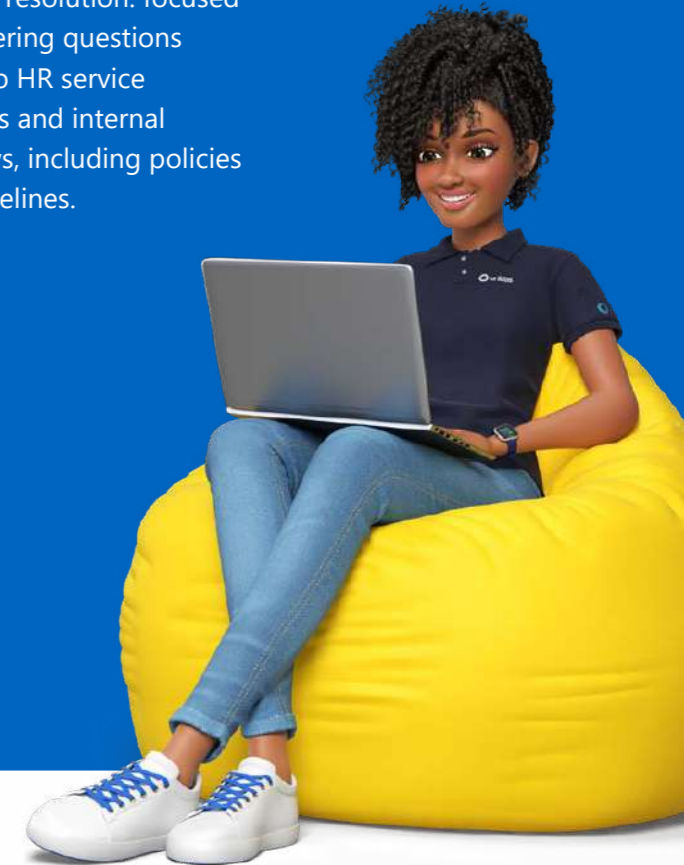
This culture is strengthened both through the implementation of projects developed in each cycle and through ongoing employee training. The Company invests in certifications at the White Belt, Yellow Belt, Green Belt, Master Black Belt and Champion levels. To date, 210 employees have completed

Lean training. In 2025, 32 additional employees were certified as Yellow Belts, while three professionals achieved Master Black Belt certification, currently the highest level within the Lean methodology.

Continuous improvement principles have also been incorporated into the Company's Internship Program. All interns receive training focused on soft skills development and White Belt certification and conclude the program by presenting a continuous improvement project, contributing from an early stage to the dissemination of Lean principles and operational efficiency practices.

In 2025, Unidas launched Carol, a virtual assistant created to support day-to-day demands more efficiently. Integrated directly into Microsoft Teams, Carol was designed to provide agile access to information without requiring employees to leave their main work environment. Its main features include:

- 24/7 support, ensuring employees have access to assistance across all shifts.
- Agility in resolution: focused on answering questions related to HR service processes and internal workflows, including policies and guidelines.



Lean Methodology





Led by the Corporate Process Office area, the 2025 cycle included four structured projects based on the DMAIC model and three KAIZEN initiatives. The main topics addressed included: **improvements to the key management process, reducing costs related to the production of new keys; optimization of operational fuel consumption at branches, generating higher profitability; improvements to processes involving customer reimbursements resulting from operational failures, reducing friction points in the customer journey; and awareness, identification and implementation of operational improvements related to infractions and fines associated with internal vehicle movements.**

The projects focused primarily on eliminating waste and generating relevant operational gains. In total, more than 3,500 working hours were dedicated to these initiatives, with the direct involvement of 48 employees, demonstrating team engagement and Unidas' commitment to continuous improvement and the sustainability of its operations.


48
employees involved


3.5 thousand
working hours

SOCIAL AND RELATIONSHIP CAPITAL

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Commitment to society GRI 2-23 | 3-3 | 413-1

At Unidas, we reaffirm our commitment to generating value beyond business operations through the support and positive transformation of the communities where we operate.

Guided by the principles of Private Social Investment, we provide resources and support to initiatives that promote sustainable development and strengthen citizenship. The foundation of this strategy is the “Sinergia que nos Une” Volunteer Program, which has more than a decade of history and continues to show growing employee engagement.

In 2025, this culture of solidarity reached all of the Company’s corporate offices and 54% of its operational units, reflecting our efforts to provide support where it is most needed. In this way, we joined forces to build a legacy of responsibility and social impact.

We support and participate in initiatives focused on promoting and protecting Human Rights, including the *Na Mão Certa* Program, an initiative by Childhood Brasil, and the Zero Sexual Violence Movement, launched in March 2025 and led by Vibra, Liberta Institute, Childhood Brasil and Grupo Mulheres do Brasil. Both initiatives work to prevent and combat sexual violence against children and adolescents by promoting awareness, social mobilization and responsible practices within the business sector and society.

Volunteering

Our commitment to communities grows stronger as we encourage employees to participate in social projects and campaigns carried out by organizations supported by the Company.

The evolution of the program can be seen in the significant growth of its indicators. In 2024, social initiatives involved 234 volunteers and 553.5 dedicated hours. **In 2025, 323 volunteer participations and 1,101.5 volunteer hours were recorded.**

This progress represents an increase of approximately 38% in the number of volunteers and 99% in hours dedicated to social initiatives.

Throughout 2025, volunteers contributed across different fronts, participating in seasonal campaigns, social mobilization efforts, renovation and construction task forces, and events supported or sponsored by Unidas in several regions. These initiatives reflect the

connection between employee engagement and the Company’s priority agendas. During the year, 17 new organizations were approved, expanding our partnership network and the reach of joint initiatives, including agendas focused on the protection of animals, children, adolescents and women; health and the promotion of physical activity; and the inclusion of people with disabilities.

The management of social initiatives is centralized through the [Volunteer Portal](#), a platform used to register and monitor indicators such as the number of initiatives, engaged volunteers and hours dedicated. The tool covers corporate projects, ambassador-led initiatives and independent actions proposed by employees, ensuring that all activities are linked to the Sustainable Development Goals (SDGs) and aligned with the principles of our Integrity Program.





To recognize and celebrate the commitment of those who turn solidarity into action, volunteers engaged in our initiatives were recognized during the Company's year-end celebrations, attended by executives and leadership teams. The initiative reinforces Unidas' commitment to fostering a culture of collaboration and social responsibility, highlighting how every hour dedicated can make a meaningful difference in the lives of those who need it most. The moment also encouraged even more employees to take part in Unidas' social initiatives, further expanding the positive impact of our actions.

Partners selected for these initiatives undergo the processes established under the Integrity Program, ensuring the integrity and suitability of these institutions.

Social campaigns and engagement

In 2025, the program generated measurable results through initiatives that connected our teams to different social causes. During the **Solidarity Easter Campaign**, nine institutions were supported through the donation of more than 1.3 thousand boxes of chocolates, with the participation of more than 80 volunteers who exceeded the initial fundraising target. To strengthen the connection with beneficiaries, chocolate delivery events also included recreational activities such as face painting, drawing and treasure hunts.

During the **Solidarity Christmas Campaign**, 11 institutions across different regions were supported through the sponsorship of 360 Christmas letters containing requests from children, adolescents and elderly people. In total, 110 volunteers participated in the initiative.

Animal welfare was also among the causes supported through the **All for 4 Paws**, campaign, which collected more than 1.5 thousand items, totaling 366 kg in donations to the SOS 4 Patas Institute. At the same time, the **Small Tabs, Big Changes**, carried out in partnership with the Heróis dos Lacs NGO, encouraged the collection of aluminum can tabs to support the acquisition of wheelchairs and accessibility items, transforming small actions into meaningful achievements for people in vulnerable situations.

Throughout the year, we also donated scarves to women undergoing cancer treatment across Brazil, sponsored registrations for the **9th Pink Ride and Walk**, organized by the Quimioterapia e Beleza Institute (IQeB), and collected toys and Christmas baskets for Unidas' approved partner organizations..

Volunteer Portal

The Volunteer Portal, which completed its first year in 2025, further strengthened connections between our employees and social organizations seeking support and partnerships for their projects.

The platform offers features designed to make the experience more agile and interactive, allowing volunteers to register attendance at initiatives, share photos, videos and testimonials, and download their volunteer resume or participation certificates. Unidas also publishes ongoing initiatives on the platform to encourage volunteer engagement and donations.



Social and environmental sponsorships

At Unidas, respect for and protection of human rights are essential pillars aligned with the United Nations Universal Declaration of Human Rights. We invested in social and environmental impact projects and supported relevant initiatives such as the *Na Mão Certa* Program, by Childhood Brasil, the Zero Sexual Violence Movement, and actions of combating violence against women, promoting health and valuing diversity.

Revitalization of the Pequeno Cotoengo Sensory Garden

As part of the social and environmental sponsorships and volunteer initiatives carried out in 2025, Unidas promoted the revitalization of the Sensory Garden at the Pequeno Cotoengo Health Complex in Curitiba. The initiative is part of the Company's social engagement strategy and reinforces its commitment to the development of the communities where it operates.

Created in 2021 through the Volunteer Program, the Sensory Garden was designed to stimulate the five senses and support the cognitive and motor development of students assisted by Pequeno Cotoengo School. For Unidas, the space represents the realization of a project that brings together education, inclusion, health, well-being and volunteering around a shared purpose.

In addition to investments in specialized labor, the initiative included the participation of 19 volunteers, who dedicated a total of 133 hours to the project. Activities carried out during the revitalization included:

- » Nature care (garden maintenance, preparation of flower pots and vegetable planting);
- » Sensory space (creation of a sand box and improvements to elements designed to stimulate the senses and contact with nature);
- » Environmental renewal (painting, installation of decorative signs and overall organization, making the space more vibrant and welcoming).

Following the revitalization, the space began to be used as a tool for emotional and behavioral regulation for people with Autism Spectrum Disorder (ASD), reinforcing the Company's commitment to care and valuing people.





Photographer: Romero Cruz

Na Mão Certa Program and Zero Sexual Violence Movement

Since 2023, Unidas has been a signatory to the Business Pact to End Sexual Violence Against Children and Adolescents, an initiative by Childhood Brasil, through the *Na Mão Certa* Program, which mobilizes the private sector to combat the sexual abuse and exploitation of children and adolescents.

Through the program, leaders, employees and partners are encouraged to act as Protection Agents. By increasing awareness and knowledge of the issue, our teams are better prepared to identify and respond to risk situations, thereby strengthening the protection of children and adolescents.

In 2025, we reinforced this commitment by joining the Zero Sexual Violence Movement. By the release of this report, the movement had already brought together more than 200 companies committed to protecting children and adolescents across Brazil.

Protection is a choice, and for Unidas, it is a core value. For this reason, we are committed to respecting the rights of children and adolescents throughout our business chain and to raising awareness among drivers, employees and partners about the protection of the human rights of girls and boys, with a focus on preventing and combating sexual violence.

Throughout the past year, we continued strengthening our internal engagement network through the training of nine new multipliers and ongoing presentations on

the topic during the onboarding process and, since 2024, more than 3,100 new employees have participated in these presentations. We also launched a pilot storytelling project at a social organization near our office in Curitiba. In the coming year, this initiative will be expanded to other social organizations, alongside training programs for employee storytellers.

Looking ahead, we also plan to train new multipliers and expand these initiatives to teams at Seminovos and Rent a Car branches, addressing risk mitigation in corporate travel.

19th Annual *Na Mão Certa* Meeting

A signatory since 2023 to the **Business Pact to End Sexual Violence Against Children and Adolescent**, Unidas received recognition from **Childhood Brasil** for meeting all guidelines and requirements established by the *Na Mão Certa* Program.



Another important milestone was the launch of the **Booklet for the Prevention of Violence Against Children and Adolescents**. With technical support from Childhood Brasil, we developed this material to expand access to information for different audiences, including approximately five thousand employees and partners, as well as more than nine thousand public school teachers in the state of Paraná.

We also had the opportunity to present the material at one of the Na Mão Certa Community meetings, an online event that brought together more than 400 participants from companies partnered with Childhood Brasil.



LEARN MORE

about the Booklet at the QRcode.

Booklet for the Prevention of Sexual Violence Against Children and Adolescents

To strengthen our commitment to protecting children and adolescents, Unidas, with technical support from Childhood Brasil, developed a special guide in 2025 featuring reflections and guidance for employees and families on how to identify and prevent sexual violence against children and adolescents in all environments.

The booklet provides practical tips, alerts about online risks and guidance on acting as a Protection Agent, including in digital environments, while also compiling statistical data and official Whistleblowing Channels.

Widely disseminated, the material is included in onboarding training for new employees and distributed at public events through bookmarks containing QR codes. One example was the 8th Walk to End Violence Against Women and Girls held in several regions across the country. In another initiative carried out through Unidas com Elas, participants also received access to the e-book Combating Violence Against Women.

In 2025, Unidas reinforced its commitment to health, well-being and quality of life, while also expanding its social impact by supporting initiatives that combine sports and solidarity. These actions were focused on causes related to human rights, diversity, inclusion and the promotion of healthier lifestyles.



Pequeno Príncipe Run and Walk

For the second consecutive year, we supported the *Pequeno Príncipe* Run and Walk. All proceeds from the event are allocated to the care and research activities of the Hospital Pequeno Príncipe, located in Curitiba. The contribution directly supports the maintenance of the largest exclusively pediatric hospital in Brazil, recognized for high-complexity treatments and care provided to children and adolescents from across the country. In addition, Unidas provided registrations for employees at the Curitiba office as a way to encourage sports activities, aligned with the Company's Health, Well-being and Quality of Life Program.

2nd Half Marathon Against Polio

Unidas allocated resources for prizes awarded to the first, second and third places in the women's categories of the event and also provided registrations for employees participating in the Company's Health, Well-being and Quality of Life Program. Organized by the Rotary Club Três Lagoas, the event brought together athletes from several cities in its second edition.



9th Pink Bike Ride and Walk

Organized by the Quimioterapia e Beleza Institute (IQeB) as part of Pink October, the bike ride aims to raise awareness about the importance of breast cancer prevention and early diagnosis. Unidas' support included financial contributions to the event, registrations for employees participating in the Company's Health, Well-being and Quality of Life Program, and women undergoing cancer treatment supported by the Doses de Amor Institute and Tribo do Bem, both partners of IQeB. Support also included the participation of volunteers from the São Paulo office, who assisted with activities on the day of the event, as well as a nationwide campaign to collect scarves for women assisted by the Quimioterapia e Beleza Institute across Brazil.

8th Walk to End Violence Against Women and Girls

Unidas promoted brand participation and mobilized employees and their families from Curitiba, São Paulo and Belo Horizonte for this important event. Direct sponsorship provided to the Grupo Mulheres do Brasil, organizer of the initiative, contributed to efforts to combat violence against women and girls. During the event, we also distributed educational materials — bookmarks with QR codes directing participants to the e-book *Combating Violence Against Women* and the Booklet for the Prevention of Sexual Violence Against Children and Adolescents. In this way, we were able to expand access to information on prevention and reporting channels beyond the corporate environment

Marketing sponsorships



MIT CUP: sponsorship of the Mitsubishi Cup 4x4 single-brand rally, with stages held in Ribeirão Preto (SP), Canitar (SP), Pirassununga (SP), Mogi Guaçu (SP), and São João da Boa Vista (SP) throughout 2025. The event brings together approximately 110 participants and ensures strong brand exposure, generating spontaneous media coverage across major automotive channels and high engagement among enthusiasts of the sport.

AGRISHOW: sponsorship and strategic presence at Agrishow, held in Ribeirão Preto (SP), one of the world’s largest agricultural technology fairs, attracting more than 190 thousand highly qualified visitors. The initiative enhances business generation potential and expands the visibility of fleet management solutions among agribusiness companies, producers, and specialists, strengthening relationships with decision-makers and driving new commercial opportunities.



SHOW FLORESTAL: strategic presence at the Show Florestal event, which brought together more than 12 thousand visitors. The initiative directly connects the brand with decision-makers across the forestry value chain, expanding visibility, strengthening relationships, and accelerating the generation of new business opportunities in the timber, paper, pulp, and biomass segments.

BRASIL RIDE: sponsorship of the Brasil Ride mountain bike ultramarathon, with stages held in Conceição do Mato Dentro (MG), Botucatu (SP), Bonito (MS), and Arraial d’Ajuda (BA) throughout 2025. The circuit gathers an average of 600 athletes per stage and reaches a digital audience of approximately 342 thousand followers. The initiative reinforces Unidas’ commitment to healthy habits and encouraging sports participation.



Leaders transforming the future

The Leadership Development Program of Diretivo RH, developed and conducted by Lapidus Network, is one of the group's initiatives that brings together leaders from 20 major companies in Paraná, representing the industrial, commercial, services, and technology sectors. In 2025, Unidas had four representatives participating in the initiative, actively contributing to the development and implementation of new actions and impactful practices.

Coordinated by Lapidus Network, the HR Steering Group operates with the purpose of being a "Connection that Influences, Influence that Transforms," promoting strategic discussions on people management, expanding knowledge and encouraging the exchange of Human Resources best practices among major organizations in the state.

One of its main initiatives is the Triple X Leadership Development Program, which reaches its 9th edition in the 2025/2026 cycle with a highly relevant social theme: *Curitiba Violência Zero*. The initiative seeks to bring together the public and private sectors to drive concrete change in the reality faced by women in situations of violence.

The program operates across three complementary fronts::

- » Within companies, by promoting awareness, prevention and effective organizational policies;
- » Across organizations' surrounding communities and value and relationship chains, expanding impact beyond corporate boundaries;

- » At the city level, involving Curitiba (PR) and the Metropolitan Region through integrated and collaborative actions.

Triple X is grounded in the belief that action transforms futures and that combating violence against women requires the commitment of every individual, company and leader. Through this collective mobilization, Curitiba (PR) has the potential to become a national benchmark in combating violence against women, generating concrete and lasting social impact.





Customer journey GRI 2-25 | 2-26 | 3-3

Monitoring the customer journey helps us understand how Unidas' services are perceived across all points of interaction with the Company. Each interaction directly influences customer trust, satisfaction and willingness to maintain their relationship with Unidas.

To support this process, we conduct Net Promoter Score (NPS) surveys in both transactional and relational formats. Relational surveys are carried out twice a year, while transactional surveys are applied at different stages of the journey, such as contracting, vehicle delivery, maintenance and the purchase and sale of assets. The purpose of the NPS is to assess the likelihood of customers recommending Unidas' services to third parties.

In 2025, the survey collection channels were expanded to include WhatsApp in addition to email, contributing to greater reach and respondent engagement.

Considering the results achieved throughout the year, NPS reached 67 points, representing 110% of the target established for the period.

This set of information is complemented by more than 270 performance indicators used to support decision-making across different business units.

The customer experience continues to be enhanced through the implementation and ongoing improvement of services and solutions designed to provide greater convenience, clarity and efficiency.

Among these initiatives is the **App Unidas**, available to car rental customers, offering features such as online booking and check-in, discounted advance payment, rental extensions and the **Fidelidade Unidas Sempre Program**, which converts bookings into points redeemable for free rental days.

The Company also invests in objective and targeted communications aimed at clarifying questions and sharing relevant information in an agile manner, in addition to simplifying processes to increase service speed and effectiveness. In-person service locations also seek to ensure comfort and accessibility for customers, with some branches offering structures such as access ramps and elevators.

To support performance analysis, the Company maintains visual and historical records of NPS surveys, including dashboards that allow results to be monitored over time, as demonstrated through the survey management platform.

Customer service and relationship management

The Customer Service area operates through an integrated, strategic and cross-functional approach that goes beyond the traditional customer service model. Its purpose is to ensure equitable access to services, promote active listening and strengthen customer relationships through resolution, experience, transparency and loyalty, while keeping the client at the center of corporate decisions.

Service structure and channels

The service model is structured across multiple channels, ensuring accessibility, consistency of experience, operational efficiency and broad coverage for different client profiles:

- » Voice Channels: 0800 service line, Ombudsman, maintenance scheduling and warranty services;
- » Digital and Text Channels: WhatsApp, email, portals, Speak with the President, ABG service, maintenance and Used Vehicles warranty support;
- » Specialized Channels: after-sales support, Welcome Cell, contract extensions, vehicle replacement, maintenance monitoring, Reclame Aqui, social media, Consumidor.gov, customer success initiatives and structured close-the-loop actions.

As part of the strategy to enhance the customer journey, the Company also operates Concierge Livre, a proactive initiative that works as an extension of the maintenance scheduling process. The service provides real-time updates to clients on each stage of the process — from vehicle arrival at the supplier to service completion. With approximately 3.5 thousand monthly interactions via WhatsApp, the team serves as a direct support channel for resolving questions while the vehicle is under repair, ensuring operational transparency and reducing the perception of asset downtime.

In addition to direct customer contact, the area includes support structures dedicated to governance and the continuous improvement of customer service, including:

- » Quality and curation;
- » Continuous improvement;
- » Control desk;
- » Team training and development;
- » Backoffice;
- » Internal fleet;
- » Products and services;
- » Customer support (Corporate Clients).

These structures help ensure process standardization, operational compliance, consistency of information and the continuous improvement of the customer experience.

Complaint management and ombudsman

Customer Service (SAC) serves as the institutional channel for receiving questions, requests and complaints. Demands are addressed directly or forwarded to the responsible areas, with relevant cases escalated to leadership and, when applicable, senior management. Information is consolidated into management reports to monitor indicators such as recurrence, Average Handling Time (AHT), Service Level Agreement (SLA) performance and process improvement opportunities.

The Ombudsman acts as the final internal escalation channel for unresolved cases, while also receiving reports, suggestions and complaints. Critical cases are reported to leadership and senior management, contributing to adjustments in policies, processes and internal controls, in line with governance and integrity principles.

Monitoring of external channels

The Company actively monitors external channels such as Reclame Aqui, Consumidor.gov and social

media, tracking volume, severity, resolution rates and satisfaction levels, with formal escalation flows whenever necessary.

In 2025, the following volumes were recorded:

- » 775,872 interactions via 0800 (SAC);
- » 265,385 interactions via WhatsApp;
- » Approximately 204,000 emails handled
- » 12,025 Ombudsman calls;
- » 10,958 complaints on Reclame Aqui;
- » 2,078 cases on Consumidor.gov;
- » 85,453 social media interactions.

Customer service data is periodically analyzed to identify recurring causes, support the definition of corrective and preventive actions and promote the continuous improvement of processes. This monitoring also contributes to strengthening customer experience and trust.

This approach directly contributes to the Social pillar — through access, active listening, service quality and relationship management — and the Governance pillar, through transparency, controls, reputational risk management and continuous improvement, reinforcing the Company's commitment to responsible, ethical and sustainable practices.



Infrastructure and customer experience

To enhance the experience of both customers and employees throughout 2025, Unidas carried out improvements to the infrastructure of operational units. Seven branches underwent renovations that included floor replacement, wall painting and lighting upgrades, creating more organized environments better suited to customer service. These actions contributed to improving both the customer experience and employee working conditions.

Furniture replacements were also carried out, directly improving workstation ergonomics. The updated furniture provided greater comfort for daily use and better suitability for operational activities.

Customer engagement and experience initiatives

Aligned with its commitment to delivering positive customer experiences and generating sustainable value, Unidas launched the “Book Your Car Wash in Advance and Receive a SpongeBob Cup” campaign in 2025, an initiative that combined commercial strategy, customer experience and brand strengthening.

The campaign aimed to encourage advance purchase of vehicle wash services, contributing to greater operational efficiency and improved fleet management predictability, while also offering a differentiated customer experience. As part of the initiative, customers who purchased the service in advance received an exclusive licensed gift, increasing the perceived value of the service.

The initiative was first implemented as a pilot in selected branches and later expanded nationwide, becoming available across all sales channels, including the website, app, business center and in-person service.

From a business perspective, the campaign contributed to increased revenue and margins related to additional services, while also encouraging more planning-oriented customer behavior. From an experience standpoint, the initiative strengthened customer relationships by creating a more complete and memorable journey, associating the brand with positive and entertaining experiences.

The initiative also reinforced the Company’s commitment to transparent practices through clear participation rules, communication across multiple channels and compliance with applicable data protection regulations.

In addition, the campaign demonstrated the potential to integrate commercial strategies with brand-building efforts, promoting engagement, loyalty and long-term value creation for both customers and the business.

NATURAL CAPITAL

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Energy GRI 302-4

Aligned with the Sustainability Policy and the guidelines of the Direção ESG Corporate Program, the Company expanded the use of renewable energy sources in 2025 and adopted solutions aimed at increasing the energy efficiency of its assets and operations, always considering business sustainability.

We restructured electricity billing processes, enabling additional gains in energy efficiency and optimized consumption across different units.

In line with this strategy, we completed the installation of solar panels at the Used Vehicles branch in the city of Santo André (SP). A total of 200 photovoltaic panels were installed, with an estimated generation capacity of 11,747 kWh per month. In addition to supplying the unit's own consumption, surplus energy will be redistributed to three other branches, strengthening the integrated management of renewable energy use. In parallel, the RaC branch in Ribeirão Preto (SP) achieved cumulative generation of 51 MWh in 2025 and redistributed energy to two additional branches.

To support energy consumption management, all units use LED lighting, and photocells were installed in external lighting systems. This technology automatically switches lights on and off according to ambient brightness. In this context, new branches received air-conditioning models capable of reducing energy consumption by up to 40%, alongside guidance provided to all units on best practices for equipment use. At the Curitiba (PR) office, we recorded a reduction in grid energy consumption and contracted energy through the free energy market.

Additionally, we intensified the use of advanced technologies and automation solutions, including applications based on artificial intelligence and the digitalization of operational processes. These initiatives contributed to reducing rework, minimizing unnecessary travel and lowering indirect energy consumption.

As a result, we continued to strengthen the gradual and consistent evolution of Unidas' energy transition strategy, increasing operational efficiency and reducing environmental impacts.

With regard to fossil fuel consumption, Unidas' main demand is associated with diesel use in full-service operations. This input is essential to ensure fleet operational performance and the continuity of services provided.

In 2025, fuel consumption continued to be monitored through onboard telematics systems installed in our trucks. This monitoring allows for accurate assessment of fuel use, generated emissions and engine idle time.

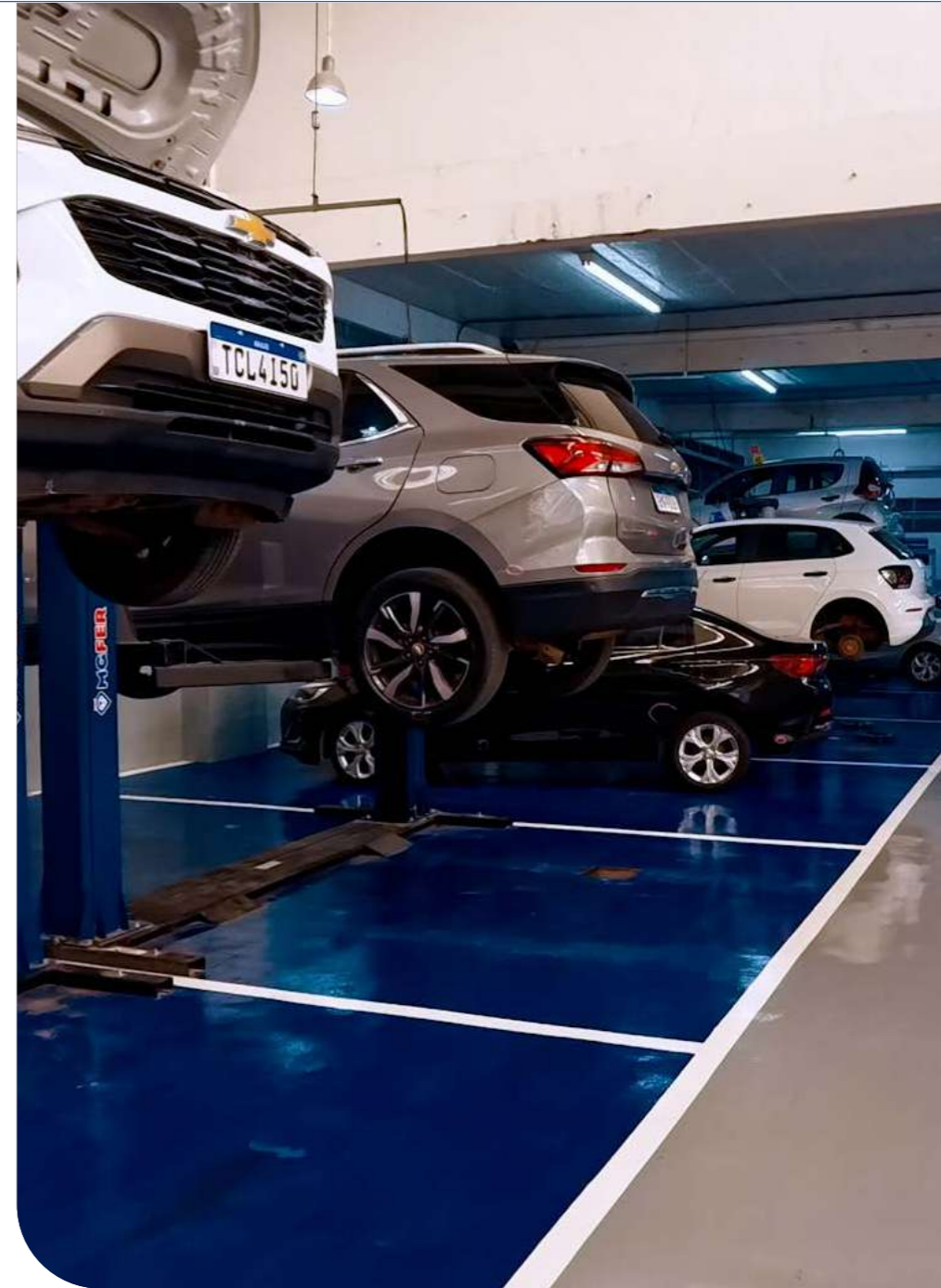
In diesel-powered operations, we also monitor consumption indicators against driving patterns, resulting in km/L calculations by operation. These indicators are periodically reviewed by the Logistics and Technical Center teams, enabling the identification of deviations, optimization of driving standards, mitigation of waste and improvements in fuel management.

ENERGY CONSUMPTION WITHIN THE ORGANIZATION* GJ
(GRI 302-1)

	2023	2024	2025
NON-RENEWABLE FUELS			
Gasoline	6,211.54	3,359.29	11,276.89
Diesel	414,465.34	535,542.30	426,731.15
Natural Gas Vehicles (NGV)	-	-	0.01
Total	420,676.88	538,901.59	438,008.05
RENEWABLE FUELS			
Ethanol	6,505.03	27,372.02	91,848.90
Biodiesel	50,276.76	80,471.59	67,442.37
Total	56,781.79	107,843.61	159,291.27

*IPMVP (International Performance Measurement and Verification Protocol), ANP/EPE – Conversion Factors, Densities and Lower Heating Value (average values – base year 2023).

We held periodic meetings with branch management teams to align the installation of motion sensors aimed at automating internal and external lighting systems. In addition, we implemented inverter air-conditioning systems, which provide up to a 40% reduction in energy consumption.



Emissions

GRI 3-3 | SASB TR-RO-110a.2

In 2025, emissions management remained a strategic priority within the Company’s environmental agenda, guiding initiatives focused on energy efficiency, systematic emissions monitoring and the adoption of mitigation practices.

As part of its climate management strategy, Unidas annually prepares a Greenhouse Gas (GHG) emissions inventory covering Scopes 1, 2 and 3, following the GHG Protocol methodology. The results are submitted for verification by an independent audit and reported to the Brazilian GHG Protocol Program, as well as disclosed in the Sustainability Report. In recognition of these efforts, the Company received the Gold Seal from the GHG Protocol and the Paraná Climate Seal, Category “A”, in 2025.

Aligned with the goal of achieving 75% renewable energy use across its operations by 2028, the Company has advanced the implementation of solar energy generation projects at strategic units. These initiatives reinforce the commitment to the energy transition and the reduction of Scope 2 emissions. By 2025, the projects already implemented had been consistently contributing to progress toward this goal, while also expanding the Company’s capacity to manage and monitor emissions by scope, strengthening decision-making and guiding the prioritization of more efficient and impactful mitigation actions.

Governance of the topic was strengthened through the creation of an internal fuel decarbonization hub, which operates across different areas to identify emissions reduction opportunities and

support decision-making regarding lower-carbon alternatives. At the same time, emissions management became increasingly integrated into internal policies, training programs and corporate education initiatives, promoting its consistent incorporation into operational routines and the Company’s long-term strategy.

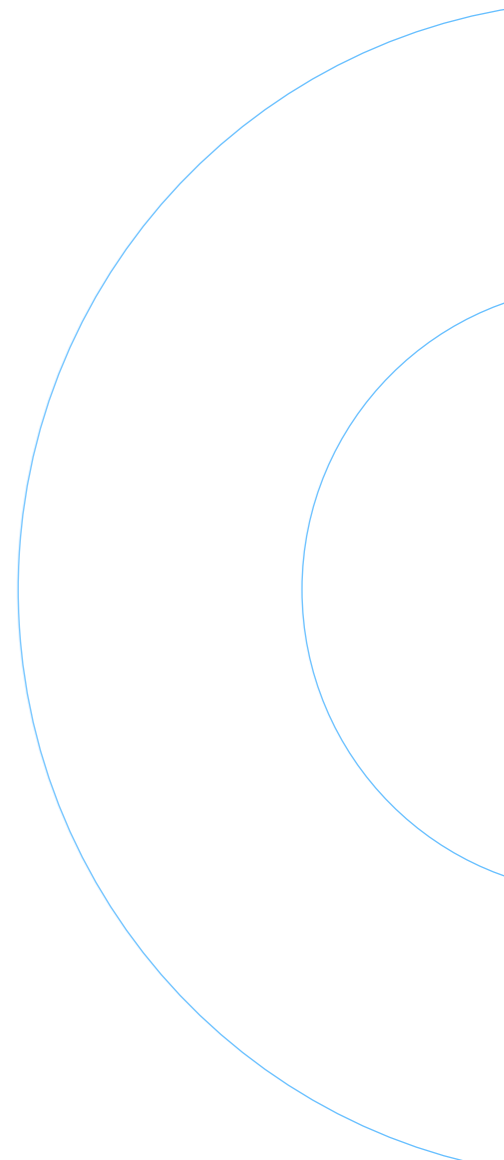
The effectiveness of implemented actions is assessed through continuous monitoring of the emissions inventory and tracking of energy generated by photovoltaic systems.

The Company’s main environmental impacts are concentrated in Scope 1 GHG emissions related to fleet fuel consumption and Scope 3 emissions associated with the value chain. In this context, an important advancement in 2025 was the improvement of light fleet management through stricter control of performance indicators focused on reducing fuel consumption and optimizing vehicle utilization. Reductions in idle vehicles, unnecessary travel and gains in logistics efficiency directly contributed to lower operational emissions.

Fleet life cycle management was also improved through the adoption of a more efficient renewal policy and the early decommissioning of vehicles, supporting the incorporation of newer models with greater energy efficiency and lower emissions potential.



The Company received the Gold Seal from the Brazilian GHG Protocol Program and the Paraná Climate Seal 2025, Category “A”



INDIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS (tCO₂e) GRI 305-1 SASB TR-RO-110A.1

	BIOGENIC EMISSIONS			TOTAL EMISSIONS (tCO ₂ e)		
	2023	2024	2025	2023	2024	2025
Stationary combustion	0.12	0.22	0.11	1.04	1.52	0.7027
Mobile combustion	4,319.75	7,768.27	11,280.47	31,218.69	40,148.26	33,087.36
Fugitive emissions	0,00	0,00	0,00	14,289.05	16,087.97	18,523.43
Total emissions	4,319.87	7,768.49	11,280.58	45,508.78	56,237.75	51,611.50

INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS (tCO₂e) GRI 305-2

	2023	2024	2025
Biogenic emissions	-	-	-
Total emissions	207.01	309.14	328.93

OTHER INDIRECT (SCOPE 3) GREENHOUSE GAS EMISSIONS (tCO₂e) GRI 305-3

	2023	2024	2025
Biogenic emissions	-	5,038.64	31,871.26
Total emissions	-	471,540.56	492,166.98

Scope 1: The Company adopted 2024 as the base year for Scope 1 emissions, totaling 56,237.75 tCO₂e, which serves as the reference for its long-term emissions reduction actions. Consolidation is based on operational control. Calculations follow GHG Protocol guidelines, using emission factors and Global Warming Potentials (GWP) from GHG Protocol Brasil, aligned with IPCC standards. Compared to the previous year, there was a reduction in stationary combustion emissions due to improved data control, a decrease in fugitive emissions resulting from fewer facilities and changes in assets, and lower mobile combustion emissions driven by increased ethanol use. Gases included in the calculation: CO₂, CH₄ and N₂O.

Scope 2: The Company adopted 2024 as the base year for Scope 2 emissions, totaling 309.14 tCO₂e, which guides its long-term management and reduction actions. Consolidation is based on operational control. Calculations use emission factors published by the Brazilian Ministry of Science, Technology and Innovation (MCTI), considering the methodology of the National Interconnected System (SIN) and GHG Protocol guidelines. Compared to the previous year, Scope 2 emissions increased by 19 tCO₂e between 2024 and 2025, explained by the opening of three distribution centers with higher energy consumption and increased electricity use at the São Paulo office, even with a reduction in the number of branches. Gases included in the calculation: CO₂.

GHG EMISSIONS INTENSITY (tCO₂eq/number of assets) GRI 305-2

	2023	2024	2025
Total GHG emissions	45,715.79	56,546.89	51,940.43
GHG emissions intensity	0.39	0.47	0.45

*Comparison of emissions intensity between years should consider methodological differences in the calculation scope. In 2024, despite the larger fleet, recorded intensity was lower due to the narrower scope of emissions categories considered. In 2025, although the fleet was smaller, the inclusion of new categories in the inventory contributed to the increase in reported intensity, reflecting improvements in measurement and greater data completeness. Calculation: (tCO₂eq/number of assets).

ENERGY INTENSITY (GJ) GRI 302-3

	2023	2024	2025
Energy intensity	3.78	5.65	5.42

Scope 3: No reduction targets have been established for Scope 3 emissions. Emissions consolidation is based on operational control, considering operations over which the Company has authority to implement environmental policies and guidelines. Calculations follow GHG Protocol guidelines, applying specific methodologies for Scope 3 and considering categories relevant to the value chain, as well as the technical assumptions adopted for each emission source type. The information covers operations under the Company's operational control. Compared to the previous year, Scope 3 underwent a methodological evolution. In 2024, nine categories were considered (total emissions of 471,540.56 tCO₂e), while in 2025 the inventory expanded to include 11 categories, reflecting greater maturity and broader coverage of accounted emissions. Gases included in the calculation: CO₂, CH₄ and N₂O.

Water and effluents

Responsible water resource management guides the adoption of practices focused on the rational use and reduction of potable water consumption across our operations.

In this context, the Company advanced the incorporation of environmental criteria related to water consumption in the Car Service units, strengthening the assessment of water efficiency opportunities in operational processes, particularly through the adoption of rainwater reuse practices.

At the same time, studies were carried out and solutions implemented for rainwater reuse in specific operations. Additionally, the Company maintained 29% of its branches operating under the dry car wash model, contributing to reduced water consumption across operations.

These initiatives contributed to reducing dependence on potable water sources and optimizing the use of this natural resource.

Training was also provided to branches regarding the proper scheduling of cleaning procedures for the Water and Oil Separator Box (CSAO), respecting the appropriate maintenance intervals. This measure helps prevent overflow events and reduce risks of soil contamination associated with operations.



Waste management and circularity

We adopt Solid Waste Management Plans (PGRS) across our operations, providing a structured approach to waste management from the generation stage through to final disposal. These plans are aligned with the National Solid Waste Policy (PNRS) and comply with legal requirements and guidelines established by the relevant authorities, ensuring proper handling, traceability and environmentally appropriate disposal of generated waste.

The PGRS is a key instrument in the Company's environmental management, as it establishes clear guidelines for waste generation prevention, environmental impact mitigation, regulatory compliance and the promotion of practices aligned with the circular economy. In addition to mitigating environmental, operational and reputational risks, the plan contributes to more efficient resource use, process standardization and the strengthening of an environmental responsibility culture throughout the operational chain.

Within operations, we prioritize practices that promote waste reduction and material reuse, particularly through the recovery of parts in maintenance and accident repair processes. Whenever technically feasible, recovery is prioritized over the acquisition of new components, contributing to reduced disposal, resource optimization and greater operational cost efficiency.

The use of Unidas Car Service units as maintenance and repair hubs reinforces this strategy by enabling the centralization of activities, reducing material waste and accelerating vehicle return to the fleet. In parallel, tire management is conducted rigorously through the use of electronic tread measurement devices and more conservative internal replacement parameters, ensuring greater control over disposal and environmentally appropriate waste management.

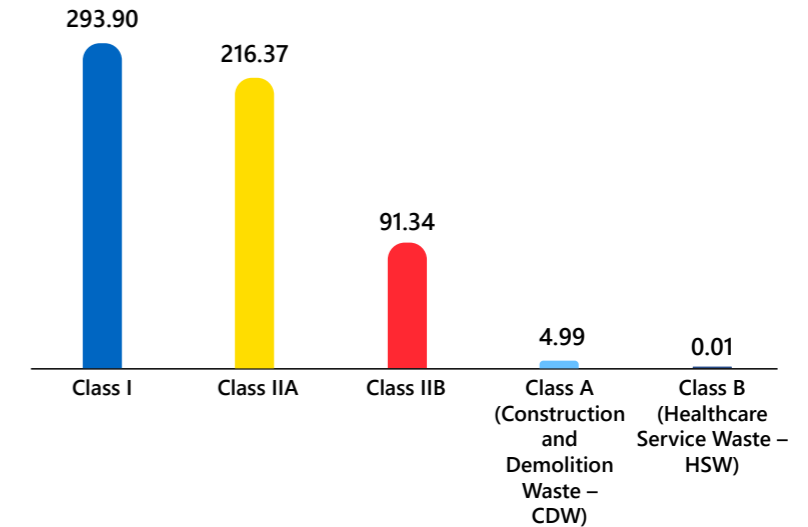
Throughout the year, we advanced the implementation of parts tracking systems, expanding control over assets and materials across the operational chain.

This initiative strengthens traceability, reduces losses and unnecessary disposal, and supports a circular economy approach in which generated waste is managed to create environmental, social and economic value for both the Company and the communities where it operates.

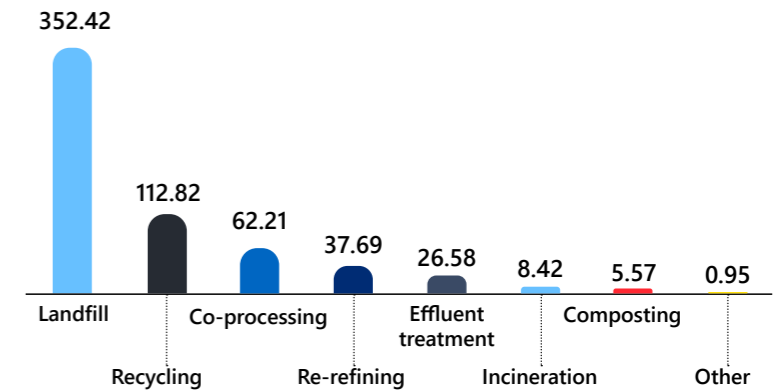
Across all operations, Unidas adopts supplier assessment and approval processes, as well as controls over Waste Transport Manifests (MTR), disposal certificates and other applicable documentation, ensuring transparency, legal compliance and environmental responsibility throughout the entire chain.

TOTAL WASTE GENERATED IN 2025, IN TONS, BY HAZARDOUS AND NON-HAZARDOUS CATEGORIES

Waste Class



Disposal Type



Circularity

Tire management in the heavy fleet management operation was structured with a focus on performance analysis and optimization of the asset lifecycle, integrating operational and financial criteria. Unidas consolidated tire retreading practices as part of its efficiency strategy, achieving measurable results in costs and resource use.

The process consists of replacing the tire tread with a new one, extending the tire's useful life and reducing the need for disposal. In 2025, 10,391 tire retreadings were carried out across the Company's operations, representing an increase of 30.4% compared to 2024.

This practice reduces operational costs compared to the purchase of new tires while maintaining the performance and safety standards required for operations. In addition, it contributes to more efficient resource use by extending the life cycle of assets.

Between 2022 and 2025 (YTD), 1,536 tire retreadings were carried out in the operations of certain clients. This volume contributed to

cumulative cost savings, with consistent growth over the years, including 548 retreadings in 2025 (YTD) for the operation of a single client.

The strategy is also associated with structured inventory management, which includes 2,623 registered tires, allowing greater control over asset use, maintenance and replacement.

Tire retreading practices also generated measurable environmental impacts by contributing to reduced fossil resource consumption. This result is directly associated with lower demand for the production of new tires while maintaining operational performance and safety levels.

The choice of certified retreading providers further strengthens quality and performance control, while aligning operations with practices focused on reducing environmental impact.

+10 thousand
retreaded tires in 2025



Guardiões Car Service (SP)



Sertãozinho (SP) Facility | Photography Campaign

Plástico Zero Program

With the aim of reducing plastic consumption and waste generation, in alignment with SDG 12, we launched the Zero Plastic Program in 2025. The initiative promotes sustainable practices and encourages employees to adopt environmentally responsible habits, covering the offices in Curitiba (PR), São Paulo (SP), and Belo Horizonte (MG), as well as Full Service operations and selected stores.

Among the main actions were awareness campaigns and the distribution of reusable bamboo cups during SIPAMA and stainless steel mugs during Compliance Week.

As a result, the program engaged 2,000 employees and achieved a 59% reduction in costs related to the purchase of disposable cups, in addition to a 61% decrease in the consumption of single-use items.

For 2026, the program is expected to expand to 100% of stores, further increasing its positive impacts and strengthening environmental governance.



61%

reduction in plastic cup consumption



59%

cost reduction

BEX

BEX (Book of Excellence) is Unidas' operational excellence program and translates the Company's business strategy and direction into a structured operational framework.

In 2025, the program remained one of the Company's main tools for process standardization, dissemination of corporate practices and promotion of continuous

improvement, with a focus on operational stability, compliance with legal requirements and the pursuit of consistent results.

BEX is structured around four pillars that guide operational management and performance monitoring throughout the year.

Within the **Management** pillar, the focus is on aligning operational results, customer satisfaction, service quality and productivity. In 2025, the "Cada Melhoria Conta" program was launched, formalizing 26 ideas independently implemented by more than 50 employees from the Heavy Operations Directorate, generating improvements related to safety, operational efficiency, asset maintenance and cost reduction results.

Within the **People** pillar, BEX ensures compliance with labor legislation, team training and engagement focused on results. The program supports the consistent execution of processes, clarity of responsibilities by role and recognition of individual performance, integrated with the Company's people management and development practices. During the year, Internal Communication across Heavy Operations was standardized, ensuring workplace environments that reinforce Unidas' culture and provide access to Company information for 100% of employees.

The **Maintenance** pillar aims to ensure fleet availability and maintain adequate asset operating conditions, with a focus on operational excellence and continuous technical updating. In 2025, the asset and component warranty management process was automated, resulting in the recovery of approximately R\$ 500 thousand in warranties.

Within the **Health and Safety** pillar, the program reinforces safety as an organizational value, emphasizing accident prevention, compliance with legal requirements and employee well-being. BEX contributes to the consolidation of routines, controls and responsibilities related to occupational health and safety, aligned with the management system adopted by the Company.

In addition, we automated the Safety Inspection process, ensuring periodic verification routines for processes and activities conducted by leadership teams, strengthening safety and efficiency values among employees.



ANNEXES

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SASB Content index	104
Credits.....	106



ANNEXES

TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES (GRI 205-2)

	DIRECTOR	MANAGER	COORDINATOR	PROFESSIONAL	OPERATIONAL
Midwest	-	69.23%	78.79%	81.13%	78.45%
Northeast	-	89.66%	83.33%	80.95%	71.49%
North	-	69.23%	100%	63.64%	65.29%
Southeast	83.33%	87.33%	83.08%	84.23%	68.27%
South	81.25%	86.76%	78.49%	86.31%	70.64%

PARENTAL LEAVE (GRI 401-3)

	MEN	WOMEN
Number of employees entitled to parental leave within the Company	3,140	1,735
Total number of employees who took parental leave during the year	146	81
Number of employees who returned to work after the end of parental leave during the year	146	81
Return rate	100%	100%
Number of employees who returned to work after the end of parental leave in the previous year	160	44
Number of employees who completed 12 months after returning to work following the end of parental leave in the previous year	82	21
Retention rate	51%	48%

GRI CONTENT INDEX

REFERENCE (PAGE) / DIRECT RESPONSE

UNIVERSAL STANDARDS

GENERAL DISCLOSURES

The organization and its reporting practices

2-1 Organization details	Pages 09 and 29. Unidas Locações e Serviços S.A. is a publicly traded company headquartered in Curitiba (PR).
2-2 Entities included in the organization's sustainability report	Page 09.
2-3 Reporting period, frequency and contact point	Page 04.
2-4 Restatements of information	None.
2-5 External assurance	None.

Activities and Workers

2-6 Activities, value chain and other business relationships	Pages 09 and 41.
2-7 Employees	Page 47.
2-8 Workers who are not employees	Page 47.

Governance

2-9 Governance structure and composition	Page 29.
2-10 Nomination and selection of the highest governance body	Page 30
2-11 Chair of the highest governance body	Page 30.

REFERENCE (PAGE) / DIRECT RESPONSE

2-12 Role of the highest governance body in overseeing the management of impacts	Page 30,
2-13 Delegation of responsibility for managing impacts	Page 32,
2-14 Role of the highest governance body in sustainability reporting	Page 04.
2-15 Conflicts of interest	Pages 33 and 35.
2-16 Communication of critical concerns	Page 39.
2-17 Collective knowledge of highest governance body	Page 29.
2-18 Evaluation of the performance of the highest governance body	Page 30.
2-19 Remuneration policies	Page 31.
2-20 Remuneration determination process	Page 31.
2-21 Annual total compensation ratio	Please refer to the Company's FRE for this indicator here.
Strategy, Policies and Practices	
2-22 Statement on sustainable development strategy	Page 06.
2-23 Policy commitments	Pages 27, 35 and 73.
2-24 Embedding policy commitments	Pages 36 and 41.
2-25 Negative impacts remediation processes	Pages 34 and 82.
2-26 Mechanisms for seeking advice and raising concerns	Pages 34 and 82.
2-27 Compliance with laws and regulations	In 2025, Unidas did not record significant cases of administrative or judicial sanctions or fines.
2-28 Membership in associations	Page 27.

REFERENCE (PAGE) / DIRECT RESPONSE

Stakeholder Engagement

2-29 Approach to stakeholder engagement	Page 25.
2-30 Collective bargaining agreements	Page 47.

Material topics

3-1 Process to determine material topics	Page 14.
3-2 List of material topics	Page 14.
3-3 Management of material topics	Pages 14, 33, 40, 41, 45, 58, 62, 66, 68, 82 and 88.

TOPIC-SPECIFIC STANDARDS

ECONOMIC TOPICS

Economic performance

201-1 Direct economic value generated and distributed	Page 44.
201-2 Financial implications and other risks and opportunities due to climate change	Page 88.

Anti-corruption

205-1 Operations assessed for risks related to corruption	Pages 33 and 39.
205-2 Communication and training in anti-corruption policies and procedures	Page 96.
205-3 Confirmed incidents of corruption and actions taken	Page 33.

Anti-competitive Behavior

206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2025, Unidas did not record new, pending or concluded cases related to this topic.
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Tax

REFERENCE (PAGE) / DIRECT RESPONSE

207-1 Approach to tax	Page 45.
207-2 Tax governance, control, and risk management	Page 45.
207-3 Stakeholder engagement and management of concerns related to tax	Page 45.

ENVIRONMENTAL TOPICS

Energy

302-1 Energy consumption within the organization	Page 87.
302-3 Energy intensity	Page 89.
302-4 Reduction of energy consumption	Page 86.

Emissions

305-1 Direct (Scope 1) GHG emissions	Page 89.
305-2 Energy indirect (Scope 2) GHG emissions	Page 89.
305-3 Other indirect (Scope 3) GHG emissions	Page 89.
305-4 GHG emissions intensity	Page 89.

Supplier Environmental Assessment

308-1 New suppliers that were screened using environmental criteria	Page 41.
2 Negative environmental impacts in the supply chain and actions taken	In 2025, no impact assessments were conducted.

SOCIAL TOPICS

Employment

REFERENCE (PAGE) / DIRECT RESPONSE

401-1 New employee hires and employee turnover Page 52.

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees Page 54.

401-3 Parental leave Page 96.

Occupational Health and Safety

403-1 Occupational health and safety management system Page 62.

403-2 Hazard identification, risk assessment, and incident investigation Page 62.

403-3 Occupational health services Page 62.

403-4 Worker participation, consultation, and communication on occupational health and safety Page 62.

403-5 Worker training on occupational health and safety Page 62.

403-6 Promotion of worker health Page 64.

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships Page 62.

403-8 Workers covered by an occupational health and safety management system Page 62.

403-9 Work-related injuries Page 62.

403-10 Work-related ill health During the reporting period, no occupational illnesses were recorded at the Company.

Training and Education

404-1 Average hours of training per year per employee Page 57.

404-2 Programs for upgrading employee skills and transition assistance programs Page 55.

404-3 Percentage of employees receiving regular performance and career development reviews Page 53.

REFERENCE (PAGE) / DIRECT RESPONSE

Diversity and Equal Opportunity

405-1 Diversity of governance bodies and employees Page 48.

405-2 Ratio of basic salary and remuneration of women to men Page 57.

Non-discrimination

406-1 Incidents of discrimination and corrective actions taken
 During the reporting period, 15 cases of discrimination were recorded, involving issues related to race, color, gender, religion, political opinion, national or social origin and other forms of discrimination involving internal and external stakeholders. Of these cases, 33% remain under analysis by the Company. There are currently no cases with remediation plans under implementation. Of the total, 27% have already had remediation plans implemented and assessed, while 40% are no longer subject to corrective measures.

Child Labor

408-1 Operations and suppliers at significant risk for incidents of child labor
 The Company recognizes the potential risk of child labor occurring within its operations and supply chain. In this context, and in alignment with its Human Rights Policy, it reaffirms its commitment to preventing, monitoring, and mitigating this risk.
 In addition, the Company establishes strict contractual clauses with its suppliers, providing for the immediate termination of agreements in the event of non-compliance. As part of its ongoing efforts to strengthen its culture of integrity, the Company is developing a guidance booklet for all suppliers, setting out clear expectations regarding the prohibition of child labor and the practices required to ensure compliance with applicable legislation, ethical principles, and respect for human rights.

Forced or Compulsory Labor

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor
 In 2025, no incidents of this nature were recorded. In the event of identified risk, the supplier is immediately blocked and all partnership operations are suspended.

Local Communities

413-1 Operations with local community engagement, impact assessments, and development programs Page 73.

REFERENCE (PAGE) / DIRECT RESPONSE

Supplier Social Assessment

414-1 New suppliers that were screened using social criteria

Page 41.

414-2 Negative social impacts in the supply chain and actions taken

In 2025, no impact assessments were conducted.

Customer Health and Safety

416-1 Assessment of the health and safety impacts of product and service categories

Page 24.

Marketing and Labeling

417-3 Incidents of non-compliance concerning marketing communications

In 2025, no cases of non-compliance related to communications and marketing were recorded.

Customer Privacy

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

During the reporting period, no complaints related to customer data losses were recorded.

SASB CONTENT INDEX

SASB TOPIC	CODE	REPORTING METRIC	REFERENCE (PAGE) / DIRECT RESPONSE
TRANSPORTATION SECTOR - ROAD			
Activity Metrics	TR-RO-000.C	Number of employees, number of truck drivers	Total employees: 4,875. Total truck drivers: 764.
Greenhouse gas emission	TR-RO-110a.1	Global gross Scope 1 emissions (in tCO ₂)	Page 89.
	TR-RO-110a.2	Discussion of the long and short-term strategy or plan for managing Scope 1 emissions, emission reduction targets and an analysis of performance against those targets	Page 88.
	TR-RO-110a.3	(1) Total fuel consumed, (2) Percentage of natural gas, (3) Percentage of renewable fuel	(1) 597,299.32 GJ, (2) 0.0000011%. (3) 26.01%.
Workforce Conditions, Health & Safety	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	(1) Direct employees: 2.34. Third-party workers: 0.
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	(1) Six voluntary terminations. (2) 186 involuntary terminations.
	TR-RO-320a.3	Description of the approach to managing short- and long-term driver health risks	Awareness campaigns related to risks inherent to the driver role; Scheduled field inspections; Yellow May campaign; Safe Transportation training; Safe Driving training; Driver School (training program for newly licensed drivers); Implementation of daily breathalyzer testing across operations.

SASB TOPIC	CODE	REPORTING METRIC	REFERENCE (PAGE) / DIRECT RESPONSE
TRANSPORTATION SECTOR - ROAD			
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Direct employees: 55. Third-party workers: 0.
	TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment	In 2025, no incidents of this nature were recorded.
Air Quality	TR-RO-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, and (3) particulate matter (PM ₁₀)	No emissions of the pollutants in question were recorded.
TRANSPORTATION SECTOR – CAR RENTAL			
Activity Metrics	TR-CR-000.A	Average vehicle age	<ul style="list-style-type: none"> Light fleet: 22.6 months. Heavy fleet: 42.6 months.
	TR-CR-000.B	Total Available Rental Days	Light fleet: 13,609,371 days.
	TR-CR-000.C	Average Rental Fleet Size	Rental fleet size in 2025: <ul style="list-style-type: none"> RaC: 56.3 thousand. Light fleet: 47.1 thousand. Heavy fleet: 11.8 thousand.
Fuel economy and fleet utilization	TR-RO-410a.2	Fleet utilization rate	RaC: 78.4%

Collaboration that creates value

The development of this report reflects the joint efforts of several areas across the organization. We are grateful to the teams that provided essential information and analyses to consolidate our journey in 2025, as well as to the leaders and reviewers whose guidance was fundamental to the accuracy and transparency of this material.

We would also like to highlight the talent of the employees who participated in our Photography Campaign. Their lenses illustrate these pages, bringing an authentic perspective to our report.

Credits

Coordination

Unidas Sustainability and ESG Area

Editorial, Graphic Design and Consulting Project

Ricca Sustentabilidade

Images

Unidas Collection

Cover

Unidas Marketing Area

