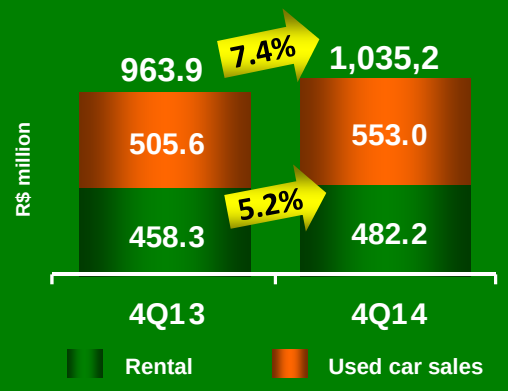
# 4Q14 and 2014 Earnings Release

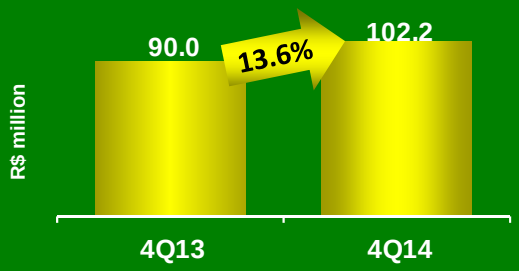
The financial information is presented in million of Brazilian Real, unless where otherwise stated, and from 2011 on, is based on the preliminary financial information prepared in accordance with International Financial Reporting Standards (IFRS), with reconciliation to the financial information in accordance with USGAAP. The financial information from 2010 are presented in accordance with USGAAP and, for the purpose of comparison with IFRS figures, net revenues are presented net of taxes on revenue.

## Highlights

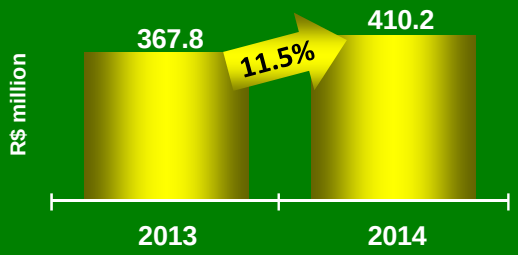
### Net revenues
**Consolidated**



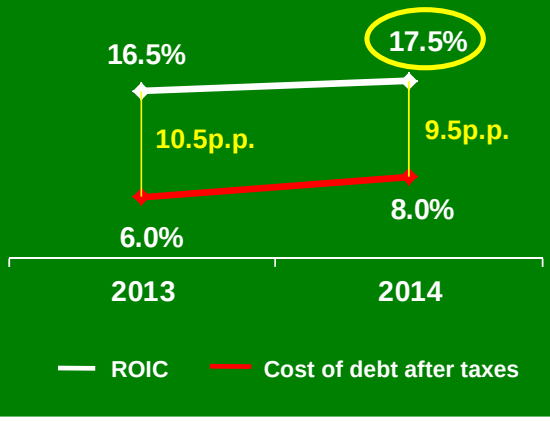

### Net Income
**Consolidated**



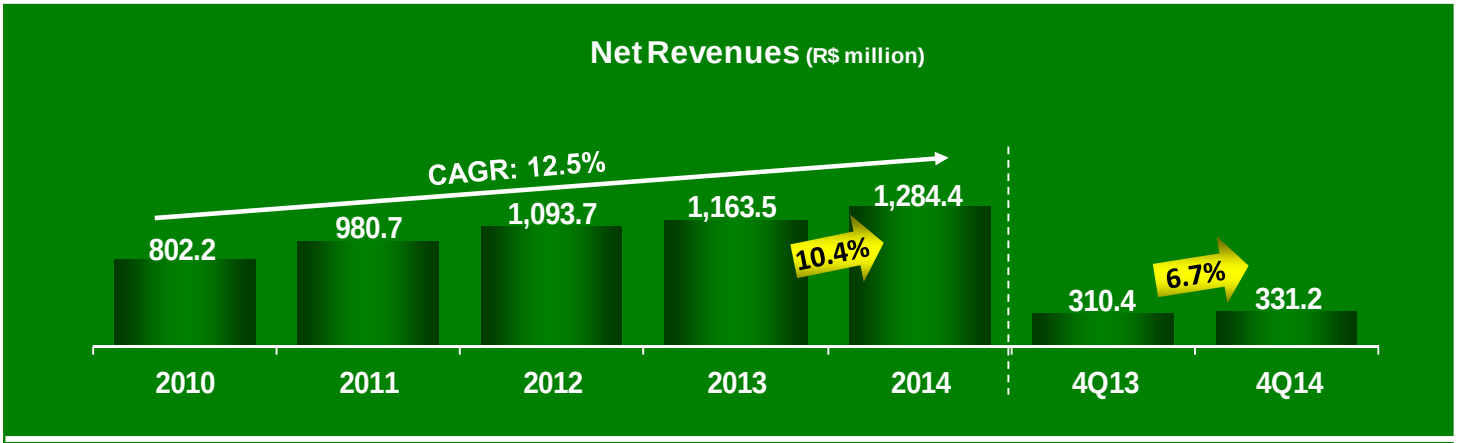

### Cash Generation
**FCF before new headquarters and interest**

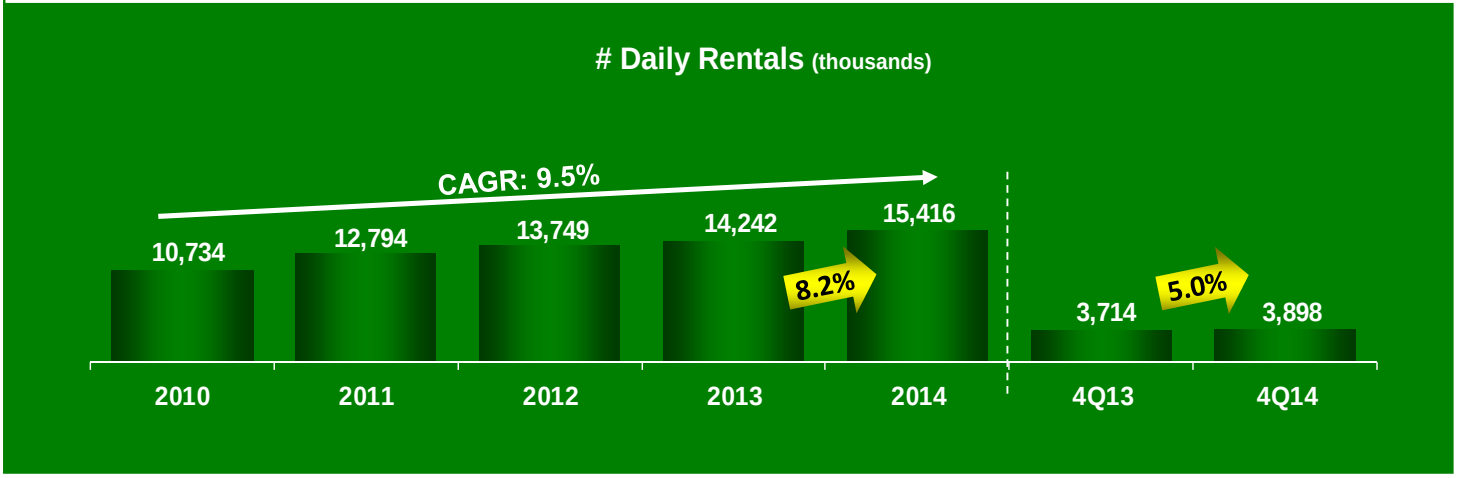



### Spread
**ROIC minus cost of debt after taxes**



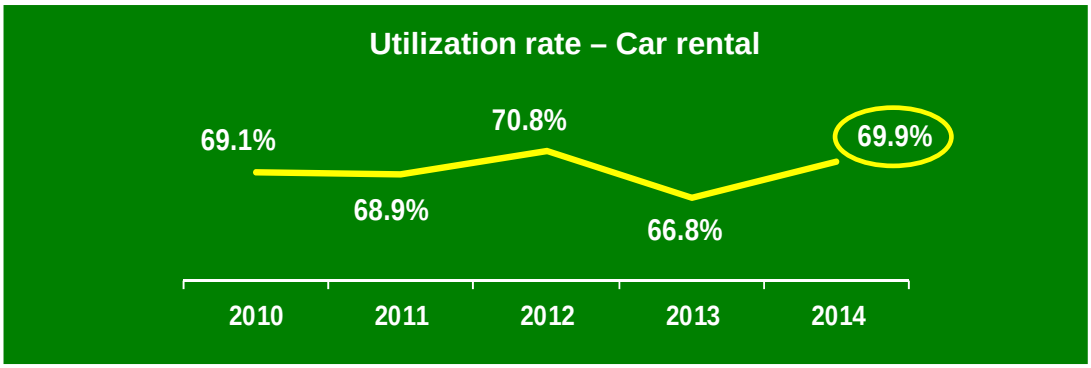
## 1 – Car Rental Division



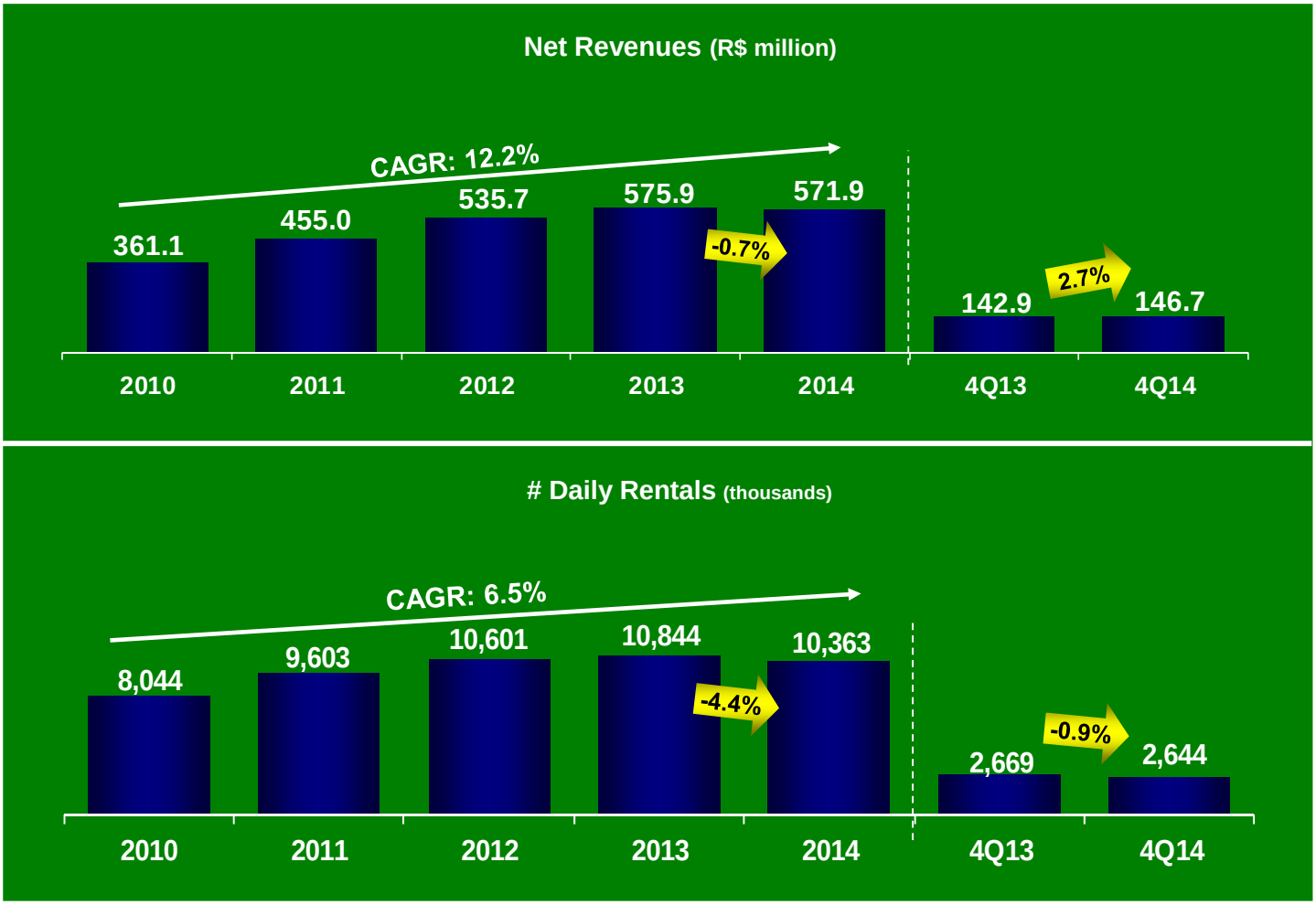

**Car Rental** Division's net revenues grew 10.4% in 2014 due to the increase of 8.2% in the daily rental volumes and 3.4% in the average rental rate, when compared with 2013.

In 4Q14, net revenue increased 6.7% due to the growth of 5.0% in daily rental volumes and 2.6% in the average rental rate, when compared with 4Q13.




Utilization rate in the **Car Rental** Division increased from 66.8% in 2013 to 69.9% in 2014. In 4Q14, the Company anticipated the purchase of about 7,600 cars which were expected to occur in the first months of 2015, avoiding the new cars' price hike due to the IPI reinstatement on January 1st, 2015. Such anticipation impacted the Company's utilization rate.

## 2 – Fleet Rental Division







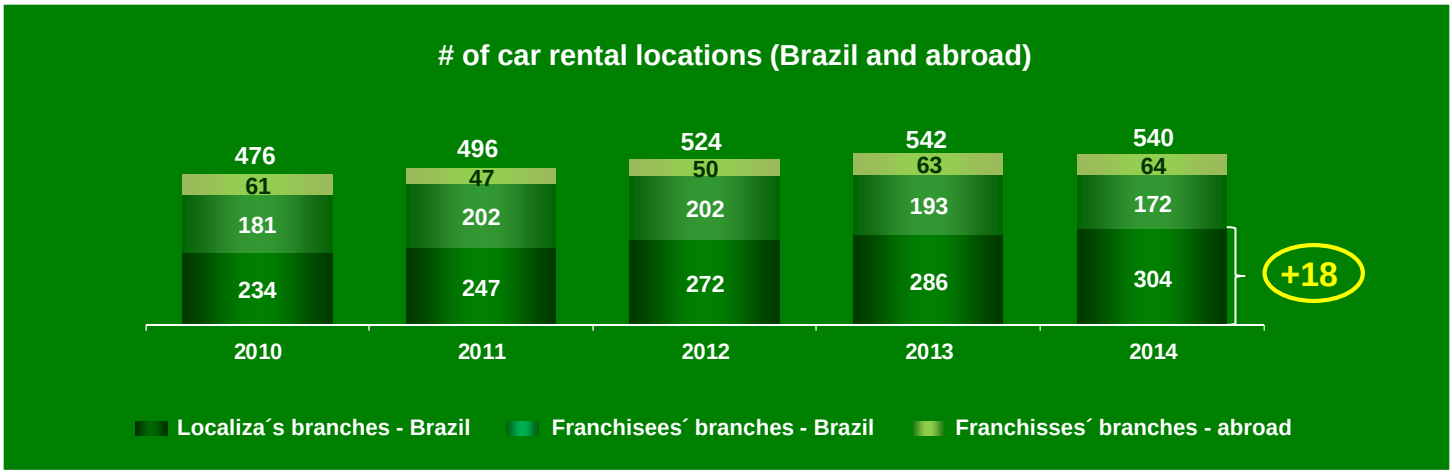
In 2014, net revenue in the **Fleet Rental** Division was reduced by 0.7% in comparison with 2013. Part of the 4.4% volume reduction was compensated by an increase of 4.3% in the average daily rate.

In 4Q14, net revenues increased 2.7% when compared with 4Q13. The 0.9% volume decrease was offset by the 3.7% increase in the average daily rate.

The contracted revenue went from R$647.3 million in December 31, 2013 to R$808.3 million on December 31, 2014, a 25% increase due to the rented fleet growth and the average tenor of the contracts.

# 3 – Distribution network

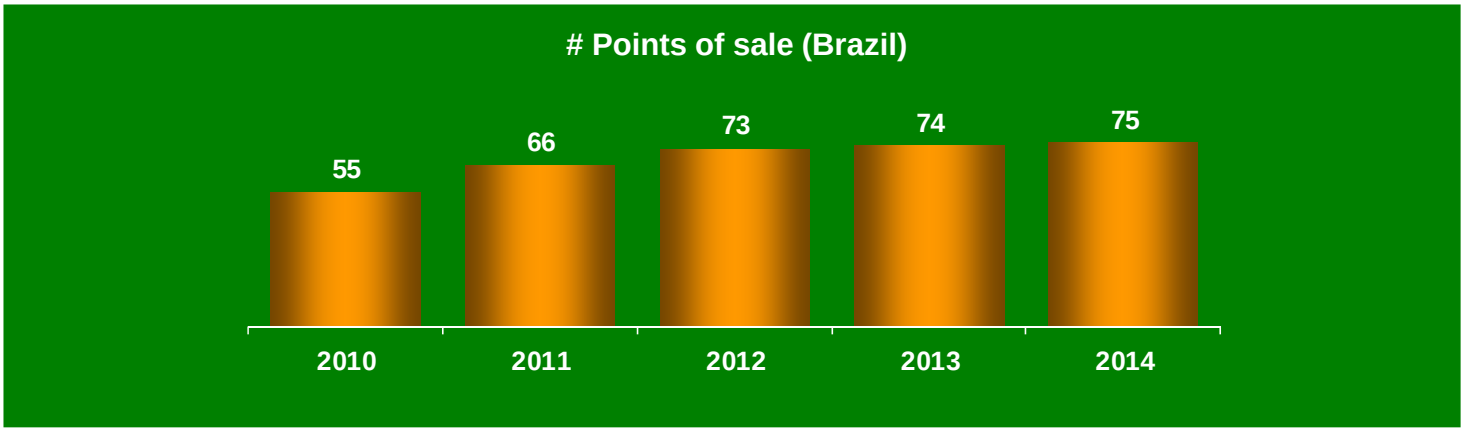
## 3.1 – Car rental




The number of branches by the end of 2014 was 540, being 476 in Brazil and 64 in 8 other South American countries.

Car rental own network was increased by 18 locations, from 286 locations on December 31, 2013 to 304 on December 31, 2014.

## 3.2 – Seminovos

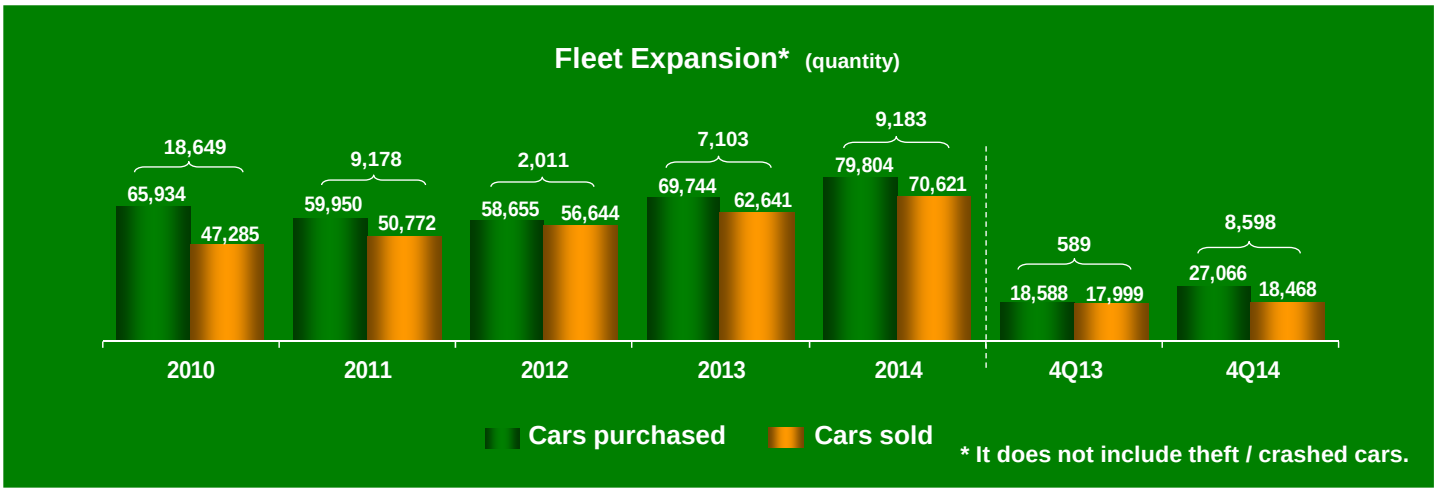


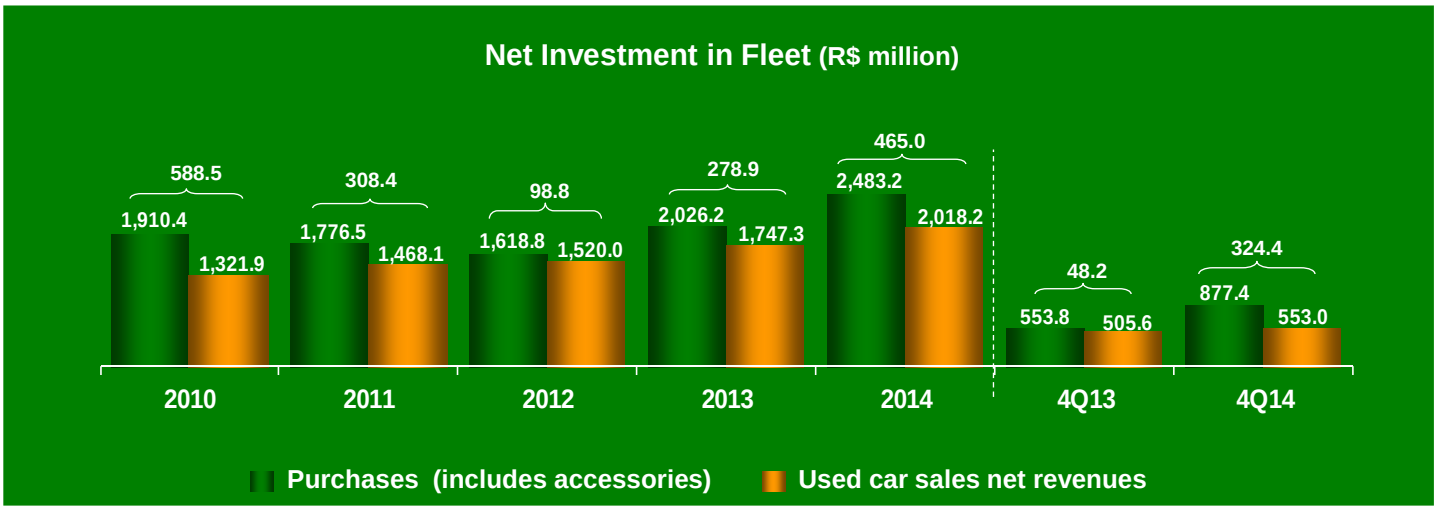

The Company opened a new point of **Seminovos** decommissioned cars sales in 4Q14. The opening of new stores is in line with the company's goal to maintain its sales capacity to final consumers.

If we disconsider the opening of this new store, which is still under maturity process, an average of 83 cars were sold per store/month in 4Q14. Greater number of cars sold contributes to diluting stores' fixed expenses.

# 4 – Fleet

## 4.1 – Net investment in the fleet




In 2014, the Company sold 70,621 cars and bought 79.804 cars, including the anticipated purchase of about 7,600 cars due to the IPI tax reinstatement on January, 1st, 2015.

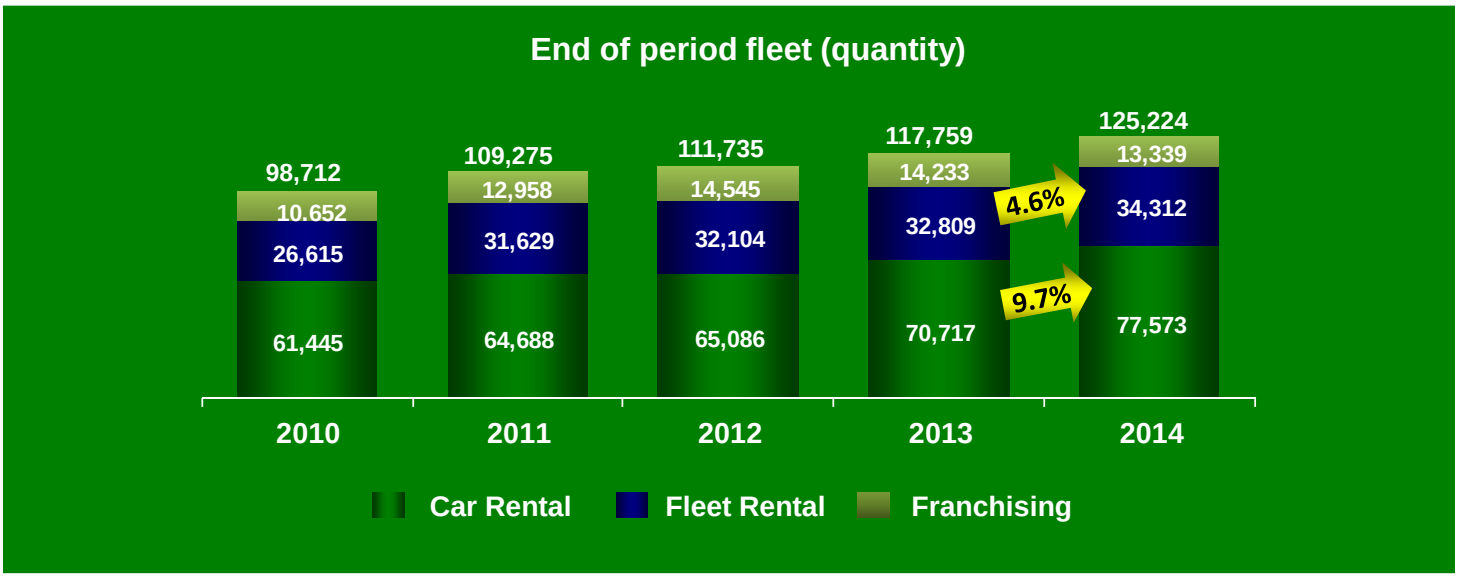
The net investment in fleet was R$324.4 million in 4Q14, as a result of 27,066 cars purchased and 18,468 sold.

The 12.7% growth in car sales in 2014 occurred even with the increase in the average price of cars sold by 2.5%:

| | 2013 | 2014 |
|---|---|---|
| Average price of cars sold (R$ thousand) | 27.9 | 28.6 |

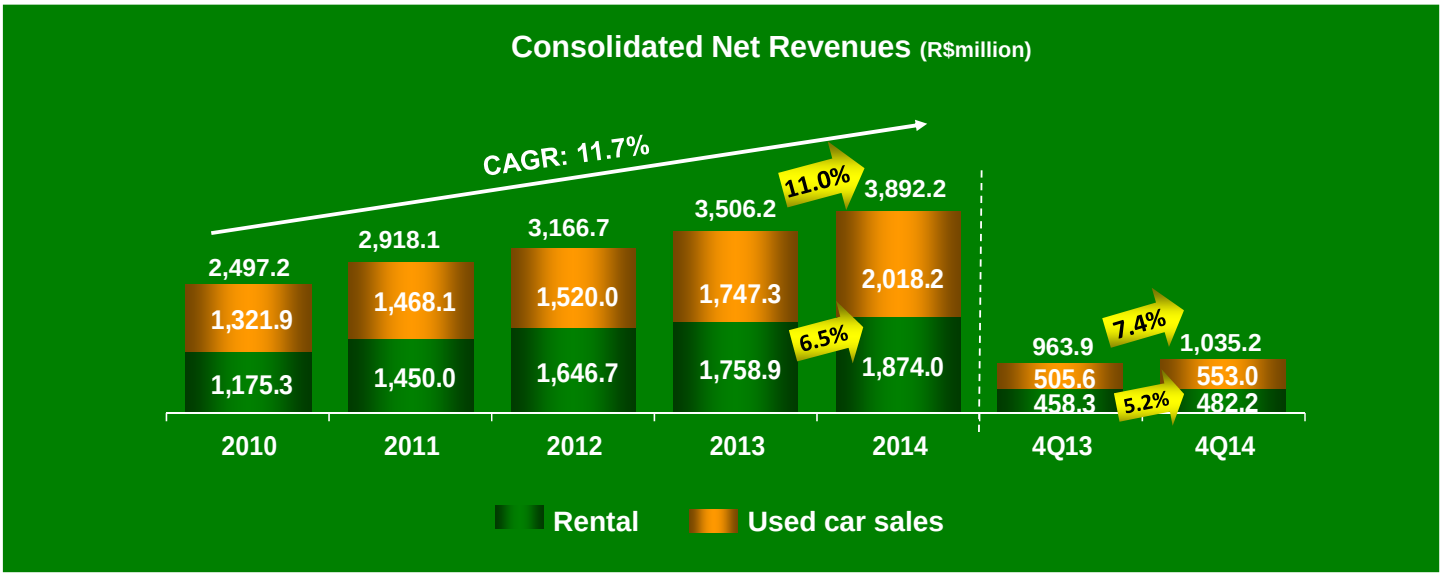
The Company expects, in the ordinary course of its business, to acquire about 74 thousand cars for fleet renewal in the **Car Rental** and **Fleet Rental** Divisions, out of which about 7,600 were anticipated in 4Q14. The estimated investment for fleet renewal is around R$2.3 billion, considering the 2014 market conditions. The acquisitions for fleet expansion were not included on those 74 thousand cars, and shall occur according to demand and operational needs of the Company in 2015.

## 4.2 – End of period fleet




The Company's fleet increased 8.1%, totaling 111,885 cars on December 31, 2014. If we add the 13,339 cars owned by Localiza's franchisees, Localiza system held 125,224 cars by the end of 2014.

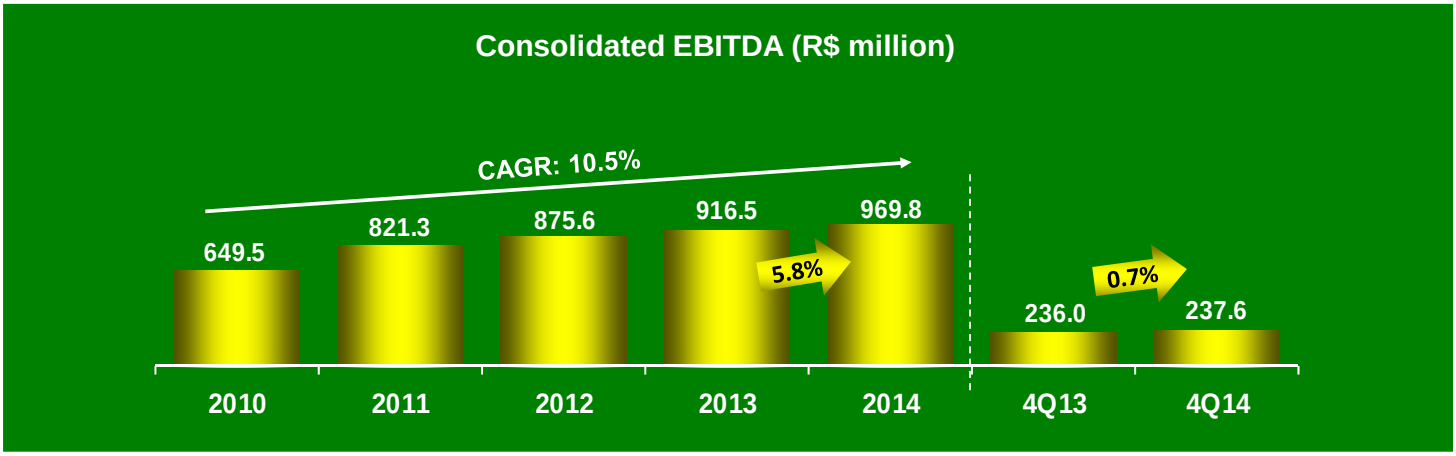
## 5 – Net revenues - consolidated




In 2014, net rental revenues grew 6.5%, due to 10.4% growth in the **Car Rental** Division and 0.7% decrease in the **Fleet Rental** Division.

**Seminovos** net revenues grew 15.5% in 2014 when compared with the previous year, due to an increase of 12.7% in the volume of cars sold and 2.5% increase in the average sales price.

## 6 – EBITDA




| Divisions | 2010* | 2011* | 2012 | 2013 | 2014** | 4Q13 | 4Q14** |
|---|---|---|---|---|---|---|---|
| Car Rental | 45.3% | 46.9% | 40.9% | 36.8% | 38.7% | 37.3% | 37.1% |
| Fleet Rental | 68.0% | 68.6% | 66.4% | 65.5% | 60.0% | 64.7% | 55.5% |
| Rental Consolidated | 52.3% | 53.8% | 49.3% | 46.5% | 45.3% | 46.0% | 42.6% |
| Used Car Sales | 2.6% | 2.8% | 4.2% | 5.7% | 6.0% | 4.9% | 5.8% |

(*) Up to 2011, accessories and freight of new cars were recorded as permanent assets and depreciated over the cars' useful life. From 2012 on, such values have been registered directly in the cost line, reducing EBITDA and depreciation costs.
(**) It considers the new appropriation criteria of the overhead, which is also appropriated to Seminovos.

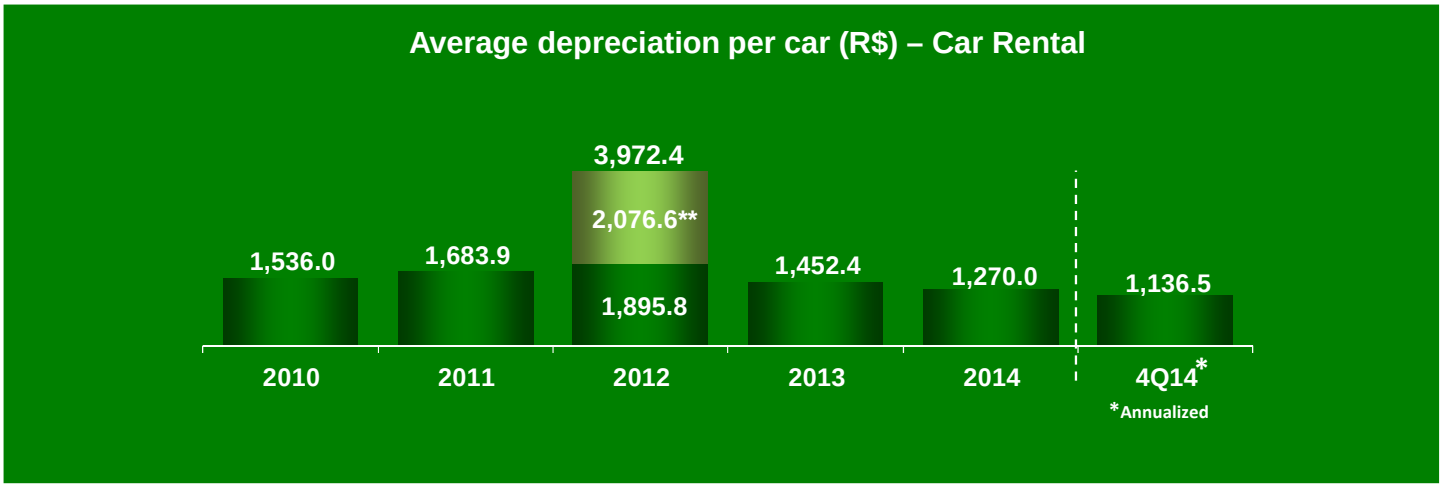
Consolidated EBITDA increased 5.8% in 2014 when compared with the previous year.

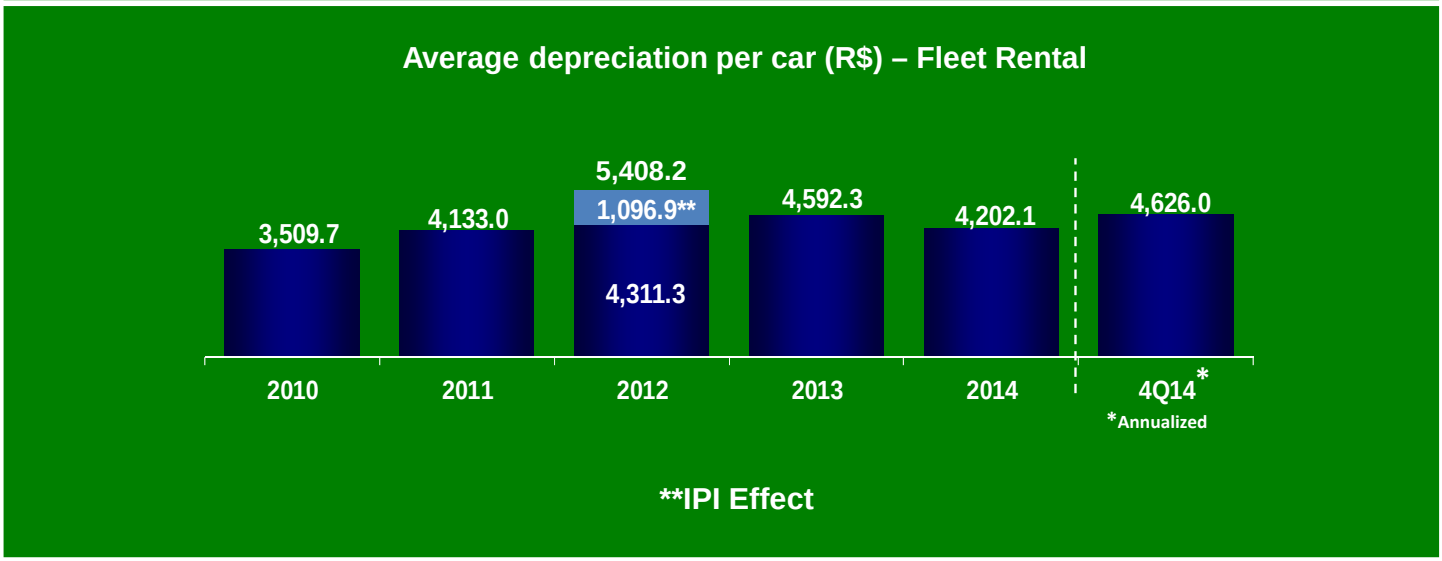
Consolidated EBITDA totaled R$237.6 million in 4Q14, 0.7% above that in 4Q13.

In the **Car Rental** Division, EBITDA margin was 37.1% in 4Q14, stable when compared with the same quarter of 2013. This division incurred in R$1.7 million in strategic consulting expenses and R$6.0 million in freight and accessories costs due to the anticipation of car purchases before the IPI tax reinstatement. This quarter, a provision complement was made for bonus and profit sharing for the employees based in Minas Gerais state due to the collective bargaining agreement that occurred in December.

In the **Fleet Rental** Division, EBITDA margin was 55.5% in 4Q14, a reduction of 9.2 p.p. when compared with 4Q13 and 5.6 p.p. compared with 3Q14. The reduction compared with the last quarter is mainly due to: (i) R$2.8 million in strategic consulting expenses; (ii) R$2.0 million in freight and accessories costs due to the increase in car purchases before the IPI tax reinstatement; (iii) the increase in the average tenor of the contracts, which tends to have lower rental rates resulting in a lower EBITDA margin, compensated by the lower yearly depreciation, without affecting the returns (ROIC); and (iv) a provision complement related to the bonus and profit sharing for the employees based in Minas Gerais state due to the collective bargaining agreement that occurred in December.

## 7 – Depreciation




In 2014, depreciation per car in the **Car Rental** Division was R$1,270.0 and R$1,136.5 in 4Q14. The sales expenses reduction per car, added to the current purchase and sales conditions, contributed to lower in depreciation costs in this Division.

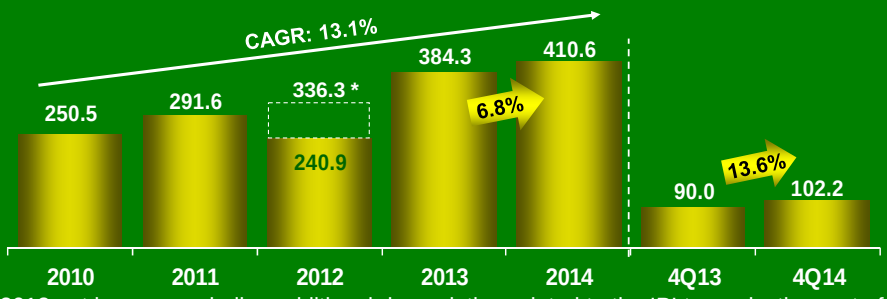
In the **Fleet Rental** Division, the depreciation per car in 2014 was R$4,202.1. In 4Q14, depreciation per car was R$4,626.0, an increase of 17.0% when compared with 3Q14. The increase is a function of the new cars added to the fleet in the quarter and the depreciation method used (SOYD), which provides higher depreciation in the beginning of the cars' life cycle and lower depreciation by the end of it.

The IPI tax rate was fully reinstated on January 1, 2015, which may reduce cars depreciation in 2015.

| Vehicles | Reduced rates | Original rates |
|---|---|---|
| Engines 1.0L | 3% | 7% |
| Engines 1.1 to 2.0L (flexfuel) | 9% | 11% |
| Engines 1.1 to 2.0L (gasoline) | 10% | 13% |
| SUVs | 3% | 8% |

## 8 – Consolidated net income

**Consolidated net income (R$ million)**




* Pro forma 2012 net income excluding additional depreciation related to the IPI tax reduction, net of income tax.

| Reconciliation EBITDA x Net income | 2010 | 2011 | 2012 | 2013 | 2014 | Var. R$ | Var. % | 4Q13 | 4Q14 | Var. R$ | Var. % |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Consolidated EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 | 53.3 | 5.8% | 236.0 | 237.6 | 1.6 | 0.7% |
| Cars depreciation | (146.3) | (201.5) | (232.4) | (229.0) | (207.4) | 21.6 | -9.4% | (62.2) | (54.8) | 7.4 | -11.9% |
| Cars additional depreciation – IPI effect | - | - | (144.5) | - | - | - | - | - | - | - | - |
| Other property depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | (0.3) | 0.8% | (9.0) | (9.0) | - | 0.0% |
| Financial expenses, net | (130.1) | (179.0) | (138.7) | (110.6) | (151.1) | (40.5) | 36.6% | (38.4) | (31.6) | 6.8 | -17.7% |
| Income tax and social contribution | (101.5) | (125.1) | (135.3) | (157.2) | (165.0) | (7.8) | 5.0% | (36.4) | (40.0) | (3.6) | 9.9% |
| Income tax and social contribution – IPI effect | - | - | 49.1 | - | - | - | - | - | - | - | - |
| Net income of the period | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 | 26.3 | 6.8% | 90.0 | 102.2 | 12.2 | 13.6% |

In 2014, net income was R$410.6 million, 6.8% growth when compared with 2013, due to:

a) Increase of 5.8% in the EBITDA, in the total amount of R$53.3 million; and
b) 9.4% decrease in cars depreciation in the amount of R$21.6 million due to the lower average depreciation per car.

Partially compensated by:

c) Increase in the financial expenses, mainly due to the basic interest rate (SELIC) increase from 7.25% to 11.75%; and
d) Increase of R$7.8 million in the income tax as a consequence of the above mentioned items.

In 4Q14, the net income was R$102.2 million, 13.6% higher in comparison to 4Q13, due to:

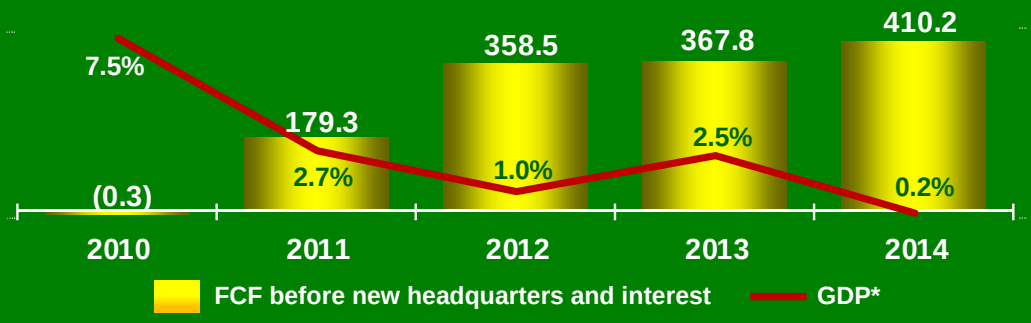
a) An 11.9% reduction in cars depreciation in the amount of R$7.4 million due to the lower average depreciation per car in the **Car Rental** Division.

b) 17.7% reduction in the financial expenses in the total amount of R$6.8 million, mainly due to the recognition of R$6.8 million of financial revenues, net of financial expenses of the subsidiary Rental Brasil, responsible for the construction of the new headquarters. This recognition is in line with CPC20, that establishes that: *the financial expenses incurred on funds specifically taken for the construction of a qualifying asset (new headquarters) should be capitalized net of interest income derived from the temporary investment of these funds. If the financial income in the period in which such resources are temporarily invested supplant the cost of these loans, the excess shall be recognized as revenue in the result.*

c) And partially compensated by the increase of R$3.6 million in the income tax as a consequence of the above mentioned items.

# 9 – Free cash flow (FCF)

## FCF before new headquarters and interest x GDP
(R$ million)




***Market expectation -** Focus Bulletin January 02, 2015

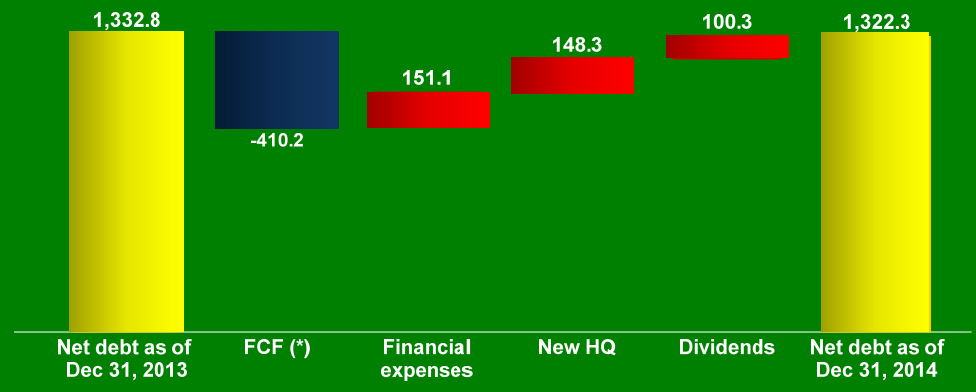
**In years of lower growth the Company generates more cash.**

| | Free cash flow - R$ million | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|
| Operations | EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 |
| | Used car sale revenue, net from taxes | (1,321.9) | (1,468.1) | (1,520.0) | (1,747.3) | (2,018.2) |
| | Depreciated cost of car sold (*) | 1,203.2 | 1,328.6 | 1,360.2 | 1,543.8 | 1,777.0 |
| | (-) Income tax and social contribution | (57.8) | (83.0) | (100.9) | (108.5) | (113.1) |
| | Change in working capital | 54.5 | (83.9) | 37.1 | 2.9 | (27.3) |
| | Cash provided by rental operations | 527.5 | 514.9 | 652.0 | 607.4 | 588.2 |
| Capex – Renewals | Used car sale revenue, net from taxes | 1,321.9 | 1,468.1 | 1,520.0 | 1,747.3 | 2,018.2 |
| | Fleet renewal investment | (1,370.1) | (1,504.5) | (1,563.3) | (1,819.7) | (2,197.7) |
| | Net investment for fleet renewal | (48.2) | (36.4) | (43.3) | (72.4) | (179.5) |
| | Fleet renewal – quantity | 47,285 | 50,772 | 56,644 | 62,641 | 70,621 |
| | Investment, other property and intangibles investments | (50.6) | (59.9) | (77.8) | (47.5) | (46.0) |
| | Free cash flow before growth, new headquarters and interest | 428.7 | 418.6 | 530.9 | 487.5 | 362.7 |
| Capex - Growth | Fleet growth investment | (540.3) | (272.0) | (55.5) | (209.4) | (286.9) |
| | Change in accounts payable to car suppliers | 111.3 | 32.7 | (116.9) | 89.7 | 334.4 |
| | Fleet growth | (429.0) | (239.3) | (172.4) | (119.7) | 47.5 |
| | Fleet increase / (reduction) – quantity | 18,649 | 9,178 | 2,011 | 7,103 | 9,183 |
| | Free cash flow after growth, and before interest and before new headquarters | (0.3) | 179.3 | 358.5 | 367.8 | 410.2 |
| Capex - HQ | Investment in the construction of the new headquarters | (0.5) | (3.1) | (2.4) | (6.5) | (55.7) |
| | Marketable securities – new headquarters | - | - | - | - | (92.6) |
| | New headquarters construction | (0.5) | (3.1) | (2.4) | (6.5) | (148.3) |
| | Free cash flow before interest | (0.8) | 176.2 | 356.1 | 361.3 | 261.9 |

(*) without the technical discounts reduction up to 2010 (see Glossary)

# 10 – Debt

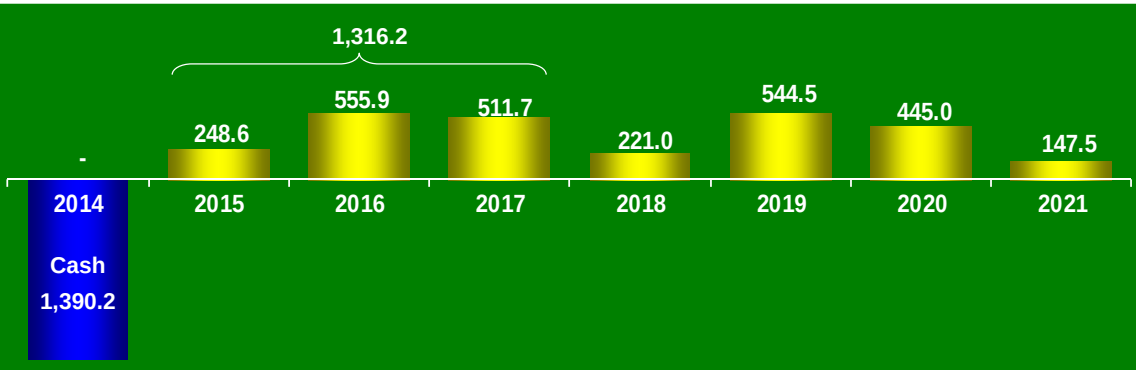
## 10.1 – Change in debt – R$ million




(*) Before new headquarters capex

Strong cash generation supported the financial expenses, dividends and the investment for the construction of the new headquartes and net debt was practically stable.

## 10.2 – Debt maturity profile in December 31, 2014 – Principal – R$ million

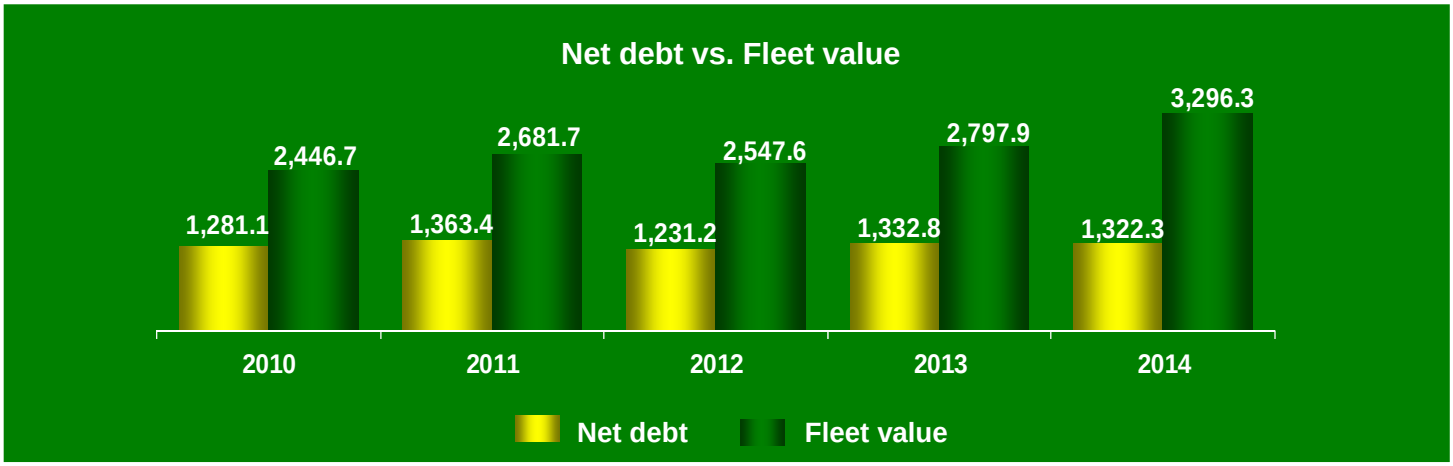



The cash would have been R$1,482.8 million if we considered R$92.6 million invested in securities (Letra Financeira) for the construction of the new headquarters.

| | Contract rate | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
|---|---|---|---|---|---|---|---|---|---|
| Working capital/others | Various | 224.6 | 152.9 | 60.7 | 26.0 | 52.0 | - | - | 516.2 |
| CCBI – New headquarters | 98.8% of CDI | - | - | - | - | 47.5 | 95.0 | 47.5 | 190.0 |
| Debentures 4th Issuance | 114.0% of CDI | 24.0 | 48.0 | 96.0 | - | - | - | - | 168.0 |
| Debentures 5th Issuance | 112.8% of CDI | - | 250.0 | 250.0 | - | - | - | - | 500.0 |
| Debentures 6th Issuance | CDI + 0.95%pa | - | 30.0 | 30.0 | 120.0 | 120.0 | - | - | 300.0 |
| Debentures 7th Issuance | 110.95% of CDI | - | 75.0 | 75.0 | 75.0 | 75.0 | 100.0 | 100.0 | 500.0 |
| Debentures 8th Issuance | 109.5% of CDI | - | - | - | - | 250.0 | 250.0 | - | 500.0 |
| Interest accrued and paid on 12/31/2014 | - | - | - | - | - | - | - | - | 38.3 |
| Cash and cash equivalents on 12/31/2014 | - | - | - | - | - | - | - | - | (1,390.2) |
| Net debt | - | 248.6 | 555.9 | 511.7 | 221.0 | 544.5 | 445.0 | 147.5 | 1,322.3 |

**The Company is still presenting strong cash position and comfortable debt profile.**

## 10.3 – Debt ratios

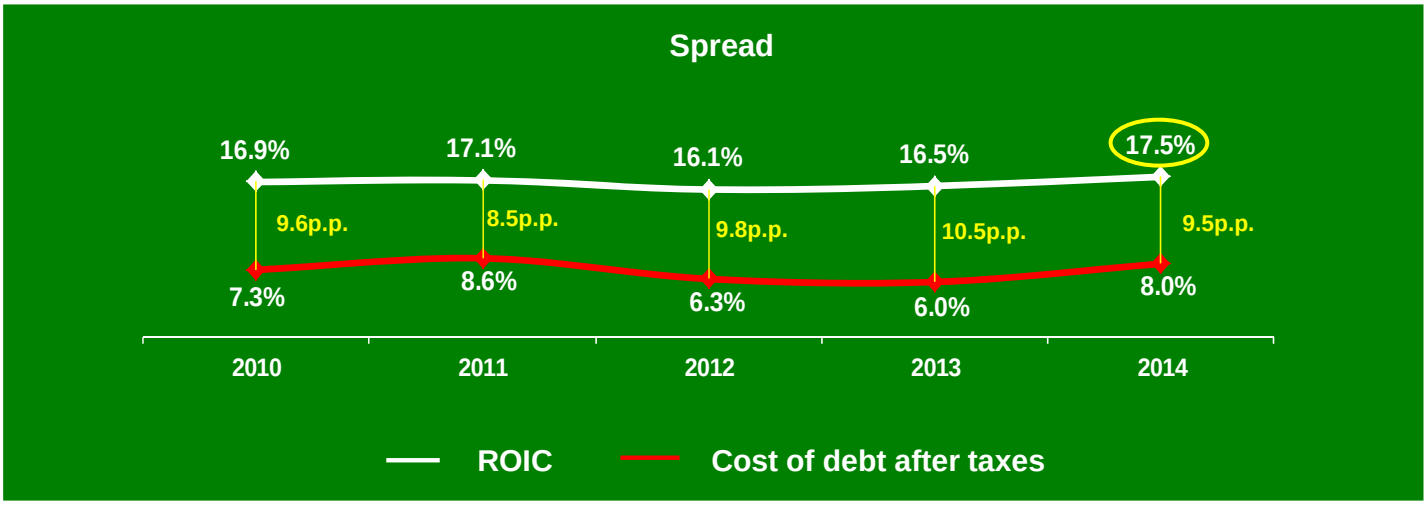



| BALANCE AT THE END OF PERIOD | 2010(*) | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| Net debt / Fleet value | 52% | 51% | 48% | 48% | 40% |
| Net debt / EBITDA | 2.0x | 1.7x | 1.4x | 1.5x | 1.4x |
| Net debt / Equity | 1.4x | 1.2x | 0.9x | 1.0x | 0.8x |
| EBITDA / Net financial expenses | 5.0x | 4.6x | 6.3x | 8.3x | 6.4x |

(*) 2010 based on USGAAP financial statements

**Comfortable debt ratios.**

## 11 – Spread (ROIC minus cost of debt after taxes)




2012 ROIC was calculated excluding additional fleet depreciation that was treated as equity loss since they were extraordinary non-recurring events caused by external factors (IPI tax reduction for new cars), following the concepts recommended by Stern Stewart.

To compensate the 2 p.p. increase in the cost of debt after taxes, the Company aimed at better revenues, productivity gains and cost reduction.

## 12 – Dividends and interest on own capital (IOC)

2013 dividends and interests on equity were approved as follow:

| Nature | Approval date | Shareholding position date | Payment date | Amount (R$ million) | Amount per share (R$) |
|---|---|---|---|---|---|
| IOC | 03/08/2013 | 03/20/2013 | 05/03/2013 | 14.6 | 0.073363 |
| IOC | 06/20/2013 | 06/28/2013 | 08/14/2013 | 15.5 | 0.074410 |
| IOC | 09/30/2013 | 09/30/2013 | 11/14/2013 | 14.5 | 0.069968 |
| IOC | 12/18/2013 | 12/30/2013 | 02/10/2014 | 16.8 | 0.080766 |
| Extraordinary Dividends | 10/24/2013 | 10/31/2013 | 11/13/2013 | 250.0 | 1.201998 |
| | | | **Total** | **311.4** | |

2014 dividends and interests on equity were approved as follow:

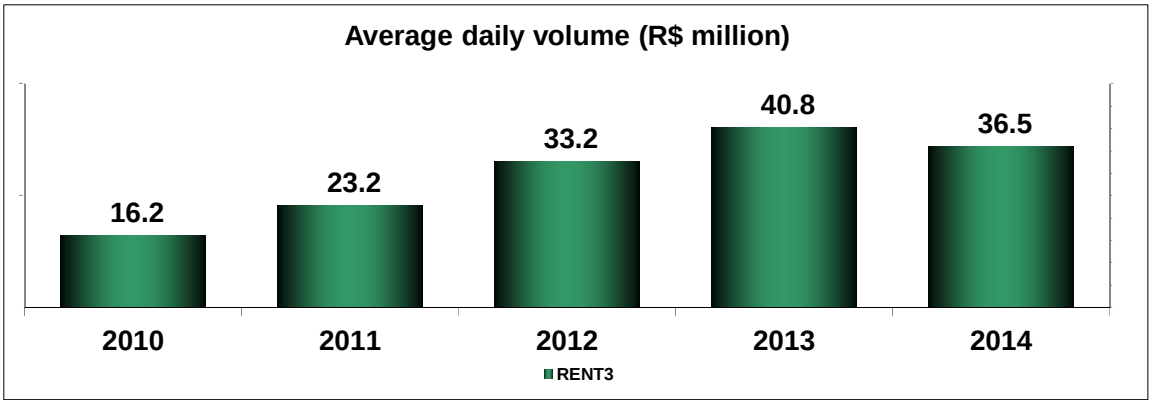
| Nature | Approval date | Shareholding position date | Payment date | Amount (R$ million) | Amount per share (R$) |
|---|---|---|---|---|---|
| IOC | 03/19/2014 | 03/31/2014 | 05/14/2014 | 13.9 | 0.066900 |
| IOC | 06/30/2014 | 07/01/2014 | 08/28/2014 | 15.0 | 0.072000 |
| IOC | 09/25/2014 | 09/30/2014 | 11/19/2014 | 16.0 | 0.076619 |
| IOC | 12/11/2014 | 12/30/2014 | 01/30/2015 | 17.0 | 0.081568 |
| Dividends | 04/29/2014 | 04/30/2014 | 05/16/2014 | 38.6 | 0.185377 |
| | | | **Total** | **100.5** | |

By the end of 2014, management proposed, to be approved by the Annual General Meeting, the allocation of the total amount of R$44.7 million for payment of dividends to shareholders, to complement the 25% dividend on net income, considering the payment of interest on equity net of withholding income tax.

## 13 – RENT3

On December 31, 2014, the Company had 211,793,400 shares, being 3,495,429 held in treasury.

On the same date, there were 6,260,819 level 1 ADRs issued, compared with 881,087 on December 31, 2013.




RENT3 ADTV reached R$36.5 million in 2014. The 10.5% decreased in ADTV in 2014, when compared with 2013 is lower than the 13.5% decrease in Ibovespa's volume in the same period.

## 14 – Results by business division

The preliminary financial information is presented in millions of Brazilian Real (R$ million), unless otherwise stated, and are based on the financial statements prepared in accordance with USGAAP in 2010 and in accordance with IFRS from 2011 on, reclassified and/or grouped according to internal criteria defined by Management. The segregation of expenses and costs among the business Divisions was based on internal allocation criteria, which Management believes best reflect each business Division.

IFRS X USGAAP

Up to 31/Dec/2010, the Company used in its management reports the income statements based on USGAAP. From 01/Jan/2011 on, the Company started to use the income statements based on IFRS, since it understands that they are comparable with the USGAAP information of the previous years.

The 2011, 2012, 2013 and 2014 balance sheets on page 20/24 are presented in IFRS. On page 21/24, the comparison between IFRS and USGAAP is presented on the results and shareholders' equity statements of 2013 and 2014.

See the following tables:

Table 1 – Car Rental Division results

Table 2 – Fleet Rental Division results

Table 3 – Franchising Division results

Table 4 – Analytic consolidated results

Table 5 – Operating data

# 14.1 – Table 1 – Car Rental Division – R$ million

| CAR RENTAL RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Car rental gross revenues (*) | 838.0 | 1,019.4 | 1,132.3 | 1,208.4 | 1,352.1 | 11.9% | 323.6 | 348.4 | 7.7% |
| Taxes on revenues | (35.8) | (38.7) | (38.6) | (44.9) | (67.7) | 50.8% | (13.2) | (17.2) | 30.3% |
| **Car rental net revenues (**)** | **802.2** | **980.7** | **1,093.7** | **1,163.5** | **1,284.4** | **10.4%** | **310.4** | **331.2** | **6.7%** |
| Car rental costs | (317.8) | (382.7) | (476.6) | (536.9) | (577.3) | 7.5% | (133.4) | (146.4) | 9.7% |
| **Gross profit** | **484.4** | **598.0** | **617.1** | **626.6** | **707.1** | **12.8%** | **177.0** | **184.8** | **4.4%** |
| Operating expenses (SG&A) | (121.1) | (137.7) | (170.2) | (197.9) | (209.7) | 6.0% | (61.3) | (62.0) | 1.1% |
| Other assets depreciation and amortization | (15.2) | (17.0) | (19.9) | (22.2) | (22.2) | 0.0% | (5.6) | (5.6) | 0.0% |
| **Operating profit before financial results and taxes (EBIT)** | **348.1** | **443.3** | **427.0** | **406.5** | **475.2** | **16.9%** | **110.1** | **117.2** | **6.4%** |
| Financial expenses, net | (1.0) | (1.9) | (2.7) | (1.3) | (1.5) | 15.4% | (0.5) | (0.5) | 0.0% |
| Income tax and social contribution | (101.0) | (135.4) | (123.8) | (119.5) | (136.2) | 14.0% | (32.1) | (33.3) | 3.7% |
| **Net income for the period** | **246.1** | **306.0** | **300.5** | **285.7** | **337.5** | **18.1%** | **77.5** | **83.4** | **7.6%** |
| **Net Margin** | **30.7%** | **31.2%** | **27.5%** | **24.6%** | **26.3%** | **1.7p.p.** | **25.0%** | **25.2%** | **0.2p.p.** |
| **EBITDA** | **363.3** | **460.3** | **446.9** | **428.7** | **497.4** | **16.0%** | **115.7** | **122.8** | **6.1%** |
| **EBITDA Margin** | **45.3%** | **46.9%** | **40.9%** | **36.8%** | **38.7%** | **1.9p.p.** | **37.3%** | **37.1%** | **-0.2p.p.** |

| USED CAR SALES RESULTS (SEMINOVOS) | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Gross revenues (*) | 1,104.7 | 1,244.7 | 1,253.6 | 1,486.1 | 1,671.4 | 12.5% | 431.7 | 456.2 | 5.7% |
| Taxes on revenues | (3.6) | (3.6) | (3.3) | (3.1) | (3.5) | 12.9% | (0.7) | (0.9) | 28.6% |
| **Net revenues (**)** | **1,101.1** | **1,241.1** | **1,250.3** | **1,483.0** | **1,667.9** | **12.5%** | **431.0** | **455.3** | **5.6%** |
| Book value of cars sold | (980.0) | (1,092.0) | (1,068.5) | (1,271.9) | (1,428.4) | 12.3% | (374.7) | (390.2) | 4.1% |
| **Gross profit** | **121.1** | **149.1** | **181.8** | **211.1** | **239.5** | **13.5%** | **56.3** | **65.1** | **15.6%** |
| Operating expenses (SG&A) | (89.0) | (119.1) | (125.6) | (138.7) | (160.7) | 15.9% | (38.7) | (46.2) | 19.4% |
| Cars depreciation | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | -9.0% | (28.1) | (18.1) | -35.6% |
| Other assets depreciation and amortization | (5.1) | (6.1) | (11.5) | (11.7) | (11.3) | -3.4% | (3.0) | (2.4) | -20.0% |
| **Operating profit (loss) before financial results and taxes (EBIT)** | **(38.9)** | **(62.5)** | **(168.0)** | **(25.1)** | **(10.6)** | **-57.8%** | **(13.5)** | **(1.6)** | **-88.1%** |
| Financial expenses, net | (86.1) | (121.9) | (92.6) | (76.6) | (106.3) | 38.8% | (26.3) | (21.5) | -18.3% |
| Income tax and social contribution | 28.1 | 58.0 | 83.1 | 30.3 | 33.2 | 9.6% | 11.7 | 6.7 | -42.7% |
| **Net loss for the period** | **(96.9)** | **(126.4)** | **(177.5)** | **(71.4)** | **(83.7)** | **17.2%** | **(28.1)** | **(16.4)** | **-41.6%** |
| **Net Margin** | **-8.8%** | **-10.2%** | **-14.2%** | **-4.8%** | **-5.0%** | **-0.2p.p.** | **-6.5%** | **-3.6%** | **2.9p.p.** |
| **EBITDA** | **32.1** | **30.0** | **56.2** | **72.4** | **78.8** | **8.8%** | **17.6** | **18.9** | **7.4%** |
| **EBITDA Margin** | **2.9%** | **2.4%** | **4.5%** | **4.9%** | **4.7%** | **-0.2p.p.** | **4.1%** | **4.2%** | **0.1p.p.** |

| CAR RENTAL TOTAL FIGURES | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Car rental gross revenues (*) | 838.0 | 1,019.4 | 1,132.3 | 1,208.4 | 1,352.1 | 11.9% | 323.6 | 348.4 | 7.7% |
| Car sales for fleet renewal - gross revenues (*) | 1,104.7 | 1,244.7 | 1,253.6 | 1,486.1 | 1,671.4 | 12.5% | 431.7 | 456.2 | 5.7% |
| Total gross revenues (*) | 1,942.7 | 2,264.1 | 2,385.9 | 2,694.5 | 3,023.5 | 12.2% | 755.3 | 804.6 | 6.5% |
| Taxes on revenues | | | | | | | | | |
| Car rental | (35.8) | (38.7) | (38.6) | (44.9) | (67.7) | 50.8% | (13.2) | (17.2) | 30.3% |
| Car sales for fleet renewal | (3.6) | (3.6) | (3.3) | (3.1) | (3.5) | 12.9% | (0.7) | (0.9) | 28.6% |
| Car rental revenues - net revenues (**) | 802.2 | 980.7 | 1,093.7 | 1,163.5 | 1,284.4 | 10.4% | 310.4 | 331.2 | 6.7% |
| Car sales for fleet renewal - net revenues (**) | 1,101.1 | 1,241.1 | 1,250.3 | 1,483.0 | 1,667.9 | 12.5% | 431.0 | 455.3 | 5.6% |
| **Total net revenues (**)** | **1,903.3** | **2,221.8** | **2,344.0** | **2,646.5** | **2,952.3** | **11.6%** | **741.4** | **786.5** | **6.1%** |
| Direct costs | | | | | | | | | |
| Car rental | (317.8) | (382.7) | (476.6) | (536.9) | (577.3) | 7.5% | (133.4) | (146.4) | 9.7% |
| Car sales for fleet renewal | (980.0) | (1,092.0) | (1,068.5) | (1,271.9) | (1,428.4) | 12.3% | (374.7) | (390.2) | 4.1% |
| **Gross profit** | **605.5** | **747.1** | **798.9** | **837.7** | **946.6** | **13.0%** | **233.3** | **249.9** | **7.1%** |
| Operating expenses (SG&A) | | | | | | | | | |
| Car rental | (121.1) | (137.7) | (170.2) | (197.9) | (209.7) | 6.0% | (61.3) | (62.0) | 1.1% |
| Car sales for fleet renewal | (89.0) | (119.1) | (125.6) | (138.7) | (160.7) | 15.9% | (38.7) | (46.2) | 19.4% |
| Cars depreciation | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | -9.0% | (28.1) | (18.1) | -35.6% |
| Other assets depreciation and amortization | | | | | | | | | |
| Car rental | (15.2) | (17.0) | (19.9) | (22.2) | (22.2) | 0.0% | (5.6) | (5.6) | 0.0% |
| Car sales for fleet renewal | (5.1) | (6.1) | (11.5) | (11.7) | (11.3) | -3.4% | (3.0) | (2.4) | -20.0% |
| **Operating profit before financial results and taxes (EBIT)** | **309.2** | **380.8** | **259.0** | **381.4** | **464.6** | **21.8%** | **96.6** | **115.6** | **19.7%** |
| Financial expenses, net | (87.1) | (123.8) | (95.3) | (77.9) | (107.8) | 38.4% | (26.8) | (22.0) | -17.9% |
| Income tax and social contribution | (72.9) | (77.4) | (40.7) | (89.2) | (103.0) | 15.5% | (20.4) | (26.6) | 30.4% |
| **Net income for the period** | **149.2** | **179.6** | **123.0** | **214.3** | **253.8** | **18.4%** | **49.4** | **67.0** | **35.6%** |
| **Net margin** | **7.8%** | **8.1%** | **5.2%** | **8.1%** | **8.6%** | **0.5p.p.** | **6.7%** | **8.5%** | **1.8p.p.** |
| **EBITDA** | **395.4** | **490.3** | **503.1** | **501.1** | **576.2** | **15.0%** | **133.3** | **141.7** | **6.3%** |
| **EBITDA margin** | **20.8%** | **22.1%** | **21.5%** | **18.9%** | **19.5%** | **0.6p.p.** | **18.0%** | **18.0%** | **0.0p.p.** |

| OPERATING DATA | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Average operating fleet | 42,903 | 51,285 | 53,548 | 59,094 | 61,525 | 4.1% | 60,019 | 63,569 | 5.9% |
| Average rented fleet | 29,646 | 35,348 | 37,932 | 39,475 | 42,999 | 8.9% | 40,873 | 43,351 | 6.1% |
| Average operating fleet age (in months) | 6.3 | 6.8 | 7.8 | 7.2 | 7.2 | 0.0% | 6.9 | 6.6 | -4.3% |
| End of period fleet | 61,445 | 64,688 | 65,086 | 70,717 | 77,573 | 9.7% | 70,717 | 77,573 | 9.7% |
| Number of rental days - in thousands | 10,734.3 | 12,794.3 | 13,748.8 | 14,241.7 | 15,416.0 | 8.2% | 3,713.9 | 3,898.1 | 5.0% |
| Average daily rental revenues per car (R$) | 78.07 | 79.68 | 82.36 | 84.85 | 87.71 | 3.4% | 87.13 | 89.39 | 2.6% |
| Annualized average depreciation per car (R$) | 1,536.0 | 1,683.9 | 3,972.4 | 1,452.4 | 1,270.0 | -12.6% | 1,873.1 | 1,136.5 | -39.3% |
| Utilization rate | 69.1% | 68.9% | 70.8% | 66.8% | 69.9% | 3.1p.p. | 68.1% | 68.2% | 0.1p.p. |
| Number of cars purchased | 54,320 | 46,746 | 47,623 | 58,826 | 64,908 | 10.3% | 15,583 | 22,309 | 43.2% |
| Number of cars sold | 39,658 | 42,843 | 46,115 | 52,759 | 57,578 | 9.1% | 15,083 | 15,019 | -0.4% |
| Average sold fleet age (in months) | 15.0 | 13.7 | 15.7 | 15.3 | 14.4 | -5.9% | 14.9 | 14.5 | -2.7% |
| Average total fleet | 49,950 | 59,678 | 60,773 | 68,251 | 70,982 | 4.0% | 70,738 | 75,546 | 6.8% |
| Average value of total fleet - R$ million | 1,344.2 | 1,620.9 | 1,595.9 | 1,776.8 | 1,963.8 | 10.5% | 1,872.3 | 2,168.5 | 15.8% |
| Average value per car in the period - R$ thsd | 26.9 | 27.2 | 26.3 | 26.0 | 27.7 | 6.3% | 26.5 | 28.7 | 8.3% |

(*) Gross revenues from car rental and car sales for fleet renewal are net of discounts and cancellations.
(**) For comparability with the financial information presented in accordance with IFRS from 2011 on, net revenues from car rental and car sales for fleet renewal of 2010, which are presented in USGAAP, are net of taxes on revenues.

# 14.2 – Table 2 – Fleet Rental Division – R$ million

| FLEET RENTAL RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Fleet rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | -0.6% | 146.7 | 150.8 | 2.8% |
| Taxes on revenues | (13.4) | (17.9) | (16.7) | (16.9) | (17.6) | 4.1% | (3.8) | (4.1) | 7.9% |
| **Fleet rental net revenues (**)** | **361.1** | **455.0** | **535.7** | **575.9** | **571.9** | **-0.7%** | **142.9** | **146.7** | **2.7%** |
| Fleet rental costs | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | 18.4% | (39.1) | (54.7) | 39.9% |
| **Gross profit** | **266.4** | **337.2** | **389.4** | **414.8** | **381.1** | **-8.1%** | **103.8** | **92.0** | **-11.4%** |
| Operating expenses (SG&A) | (20.8) | (25.1) | (33.5) | (37.5) | (38.1) | 1.6% | (11.4) | (10.6) | -7.0% |
| Other assets depreciation and amortization | (0.7) | (0.7) | (1.1) | (1.1) | (1.1) | 0.0% | (0.3) | (0.3) | 0.0% |
| **Operating profit before financial results and taxes (EBIT)** | **244.9** | **311.4** | **354.8** | **376.2** | **341.9** | **-9.1%** | **92.1** | **81.1** | **-11.9%** |
| Financial expenses, net | (0.4) | (0.7) | (0.5) | (0.1) | (0.2) | 100.0% | - | - | 0.0% |
| Income tax and social contribution | (71.3) | (95.8) | (104.3) | (111.4) | (99.2) | -11.0% | (27.2) | (23.1) | -15.1% |
| **Net income for the period** | **173.2** | **214.9** | **250.0** | **264.7** | **242.5** | **-8.4%** | **64.9** | **58.0** | **-10.6%** |
| **Net Margin** | **48.0%** | **47.2%** | **46.7%** | **46.0%** | **42.4%** | **-3.6p.p** | **45.4%** | **39.5%** | **-5.9p.p.** |
| **EBITDA** | **245.6** | **312.1** | **355.9** | **377.3** | **343.0** | **-9.1%** | **92.4** | **81.4** | **-11.9%** |
| **EBITDA Margin** | **68.0%** | **68.6%** | **66.4%** | **65.5%** | **60.0%** | **-5.5p.p.** | **64.7%** | **55.5%** | **-9.2p.p.** |

| USED CAR SALES RESULTS (SEMINOVOS) | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Gross revenues (*) | 221.3 | 227.7 | 270.2 | 264.6 | 350.8 | 32.6% | 74.7 | 97.8 | 30.9% |
| Taxes on revenues | (0.5) | (0.7) | (0.5) | (0.3) | (0.5) | 66.7% | (0.1) | (0.1) | 0.0% |
| **Net revenues (**)** | **220.8** | **227.0** | **269.7** | **264.3** | **350.3** | **32.5%** | **74.6** | **97.7** | **31.0%** |
| Book value of cars sold | (201.4) | (197.5) | (237.3) | (214.1) | (276.3) | 29.1% | (60.8) | (75.8) | 24.7% |
| **Gross profit** | **19.4** | **29.5** | **32.4** | **50.2** | **74.0** | **47.4%** | **13.8** | **21.9** | **58.7%** |
| Operating expenses (SG&A) | (17.1) | (18.1) | (25.1) | (23.4) | (32.6) | 39.3% | (6.4) | (8.6) | 34.4% |
| Cars depreciation | (80.4) | (115.1) | (164.2) | (143.2) | (129.3) | -9.7% | (34.1) | (36.7) | 7.6% |
| Other assets depreciation and amortization | (0.1) | - | - | - | (0.6) | 100.0% | - | (0.6) | 100.0% |
| **Operating profit (loss) before financial results and taxes (EBIT)** | **(78.2)** | **(103.7)** | **(156.9)** | **(116.4)** | **(88.5)** | **-24.0%** | **(26.7)** | **(24.0)** | **-10.1%** |
| Financial expenses, net | (43.0) | (56.3) | (43.8) | (34.0) | (44.9) | 32.1% | (12.0) | (10.0) | -16.7% |
| Income tax and social contribution | 43.6 | 49.0 | 59.9 | 44.7 | 38.4 | -14.1% | 11.6 | 9.8 | -15.5% |
| **Net loss for the period** | **(77.6)** | **(111.0)** | **(140.8)** | **(105.7)** | **(95.0)** | **-10.1%** | **(27.1)** | **(24.2)** | **-10.7%** |
| **Net Margin** | **-35.1%** | **-48.9%** | **-52.2%** | **-40.0%** | **-27.1%** | **12.9p.p.** | **-36.3%** | **-24.8%** | **11.5p.p.** |
| **EBITDA** | **2.3** | **11.4** | **7.3** | **26.8** | **41.4** | **54.5%** | **7.4** | **13.3** | **79.7%** |
| **EBITDA Margin** | **1.0%** | **5.0%** | **2.7%** | **10.1%** | **11.8%** | **1.7p.p.** | **9.9%** | **13.6%** | **3.7p.p.** |

| FLEET RENTAL TOTAL FIGURES | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Fleet rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | -0.6% | 146.7 | 150.8 | 2.8% |
| Car sales for fleet renewal - gross revenues (*) | 221.3 | 227.7 | 270.2 | 264.6 | 350.8 | 32.6% | 74.7 | 97.8 | 30.9% |
| Total gross revenues (*) | 595.8 | 700.6 | 822.6 | 857.4 | 940.3 | 9.7% | 221.4 | 248.6 | 12.3% |
| Taxes on revenues | | | | | | | | | |
| Fleet rental | (13.4) | (17.9) | (16.7) | (16.9) | (17.6) | 4.1% | (3.8) | (4.1) | 7.9% |
| Car sales for fleet renewal | (0.5) | (0.7) | (0.5) | (0.3) | (0.5) | 66.7% | (0.1) | (0.1) | 0.0% |
| Fleet rental - net revenues (**) | 361.1 | 455.0 | 535.7 | 575.9 | 571.9 | -0.7% | 142.9 | 146.7 | 2.7% |
| Car sales for fleet renewal - net revenues (**) | 220.8 | 227.0 | 269.7 | 264.3 | 350.3 | 32.5% | 74.6 | 97.7 | 31.0% |
| **Total net revenues (**)** | **581.9** | **682.0** | **805.4** | **840.2** | **922.2** | **9.8%** | **217.5** | **244.4** | **12.4%** |
| Direct costs | | | | | | | | | |
| Fleet rental | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | 18.4% | (39.1) | (54.7) | 39.9% |
| Car sales for fleet renewal | (201.4) | (197.5) | (237.3) | (214.1) | (276.3) | 29.1% | (60.8) | (75.8) | 24.7% |
| **Gross profit** | **285.8** | **366.7** | **421.8** | **465.0** | **455.1** | **-2.1%** | **117.6** | **113.9** | **-3.1%** |
| Operating expenses (SG&A) | | | | | | | | | |
| Fleet rental | (20.8) | (25.1) | (33.5) | (37.5) | (38.1) | 1.6% | (11.4) | (10.6) | -7.0% |
| Car sales for fleet renewal | (17.1) | (18.1) | (25.1) | (23.4) | (32.6) | 39.3% | (6.4) | (8.6) | 34.4% |
| Cars depreciation | (80.4) | (115.1) | (164.2) | (143.2) | (129.3) | -9.7% | (34.1) | (36.7) | 7.6% |
| Other assets depreciation and amortization | | | | | | | | | |
| Fleet rental | (0.7) | (0.7) | (1.1) | (1.1) | (1.1) | 0.0% | (0.3) | (0.3) | 0.0% |
| Car sales for fleet renewal | (0.1) | - | - | - | (0.6) | 100.0% | - | (0.6) | 1.0 |
| **Operating profit before financial results and taxes (EBIT)** | **166.7** | **207.7** | **197.9** | **259.8** | **253.4** | **-2.5%** | **65.4** | **57.1** | **-12.7%** |
| Financial expenses, net | (43.4) | (57.0) | (44.3) | (34.1) | (45.1) | 32.3% | (12.0) | (10.0) | -16.7% |
| Income tax and social contribution | (27.7) | (46.8) | (44.4) | (66.7) | (60.8) | -8.8% | (15.6) | (13.3) | -14.7% |
| **Net income for the period** | **95.6** | **103.9** | **109.2** | **159.0** | **147.5** | **-7.2%** | **37.8** | **33.8** | **-10.6%** |
| **Net margin** | **16.4%** | **15.2%** | **13.6%** | **18.9%** | **16.0%** | **-2.9p.p.** | **17.4%** | **13.8%** | **-3.6p.p.** |
| **EBITDA** | **247.9** | **323.5** | **363.2** | **404.1** | **384.4** | **-4.9%** | **99.8** | **94.7** | **-5.1%** |
| **EBITDA margin** | **42.6%** | **47.4%** | **45.1%** | **48.1%** | **41.7%** | **-6.4p.p.** | **45.9%** | **38.7%** | **-7.2p.p.** |

| OPERATING DATA | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Average operating fleet | 22,916 | 27,858 | 30,357 | 31,188 | 30,778 | -1.3% | 31,126 | 31,756 | 2.0% |
| Average rented fleet | 22,343 | 26,676 | 29,444 | 30,121 | 28,787 | -4.4% | 29,648 | 29,375 | -0.9% |
| Average operating fleet age (in months) | 15.9 | 15.8 | 16.8 | 18.6 | 18.0 | -3.2% | 19.0 | 16.5 | -13.2% |
| End of period fleet | | | | | | | | | |
| Rented Fleet | 26,615 | 31,629 | 32,104 | 32,809 | 34,312 | 4.6% | 32,809 | 34,312 | 4.6% |
| Managed Fleet | 331 | 234 | 162 | 30 | 267 | 790.0% | 30 | 267 | 790.0% |
| Number of rental days - in thousands | 8,043.8 | 9,603.4 | 10,600.7 | 10,843.7 | 10,363.3 | -4.4% | 2,668.5 | 2,643.8 | -0.9% |
| Average daily rental revenues per car (R$) | 46.27 | 48.83 | 51.59 | 53.83 | 56.16 | 4.3% | 54.51 | 56.52 | 3.7% |
| Annualized average depreciation per car (R$) | 3,509.7 | 4,133.0 | 5,408.2 | 4,592.3 | 4,202.1 | -8.5% | 4,385.4 | 4,626.0 | 5.5% |
| Utilization rate | 97.5% | 95.8% | 97.0% | 96.6% | 93.5% | -3.1p.p. | 95.2% | 92.5% | -2.7p.p. |
| Number of cars purchased | 11,614 | 13,204 | 11,032 | 10,918 | 14,896 | 36.4% | 3,005 | 4,757 | 58.3% |
| Number of cars sold | 7,627 | 7,929 | 10,529 | 9,882 | 13,043 | 32.0% | 2,916 | 3,449 | 18.3% |
| Average sold fleet age (in months) | 28.4 | 32.8 | 31.8 | 32.4 | 35.1 | 8.3% | 34.3 | 34.4 | 0.3% |
| Average total fleet | 24,049 | 29,308 | 31,688 | 32,488 | 32,686 | 0.6% | 32,747 | 34,257 | 4.6% |
| Average value of total fleet - R$ million | 696.7 | 842.2 | 886.3 | 887.3 | 943.3 | 6.3% | 908.8 | 1,034.9 | 13.9% |
| Average value per car in the period - R$ thsd | 29.0 | 28.7 | 28.0 | 27.3 | 28.9 | 5.9% | 27.8 | 30.2 | 8.6% |

(*) Gross revenues from fleet rental and car sales for fleet renewal are net of discounts and cancellations.
(**) For comparability with the financial information presented in accordance with IFRS from 2011 on, net revenues from fleet rental and car sales for fleet renewal of 2010, which are presented in USGAAP, are net of taxes on revenues.

## 14.3 – Table 3 – Franchising – R$ million

| FRANCHISING RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Gross revenues(*) | 12.8 | 15.1 | 18.3 | 20.6 | 18.7 | -9.2% | 5.3 | 4.5 | -15.1% |
| Taxes on revenues | (0.8) | (0.8) | (1.0) | (1.1) | (1.0) | -9.1% | (0.3) | (0.2) | -33.3% |
| **Net revenues (**)** | **12.0** | **14.3** | **17.3** | **19.5** | **17.7** | **-9.2%** | **5.0** | **4.3** | **-14.0%** |
| Costs | (5.5) | (6.8) | (7.9) | (8.1) | (7.8) | -3.7% | (2.1) | (2.4) | 14.3% |
| **Gross profit** | **6.5** | **7.5** | **9.4** | **11.4** | **9.9** | **-13.2%** | **2.9** | **1.9** | **-34.5%** |
| Operating expenses (SG&A) | (0.3) | - | (0.1) | (0.1) | (0.7) | 600.0% | - | (0.7) | 100.0% |
| Other assets depreciation and amortization | - | (0.3) | (0.4) | (0.4) | (0.5) | 25.0% | (0.1) | (0.1) | 0.0% |
| **Operating profit before financial results and taxes (EBIT)** | **6.2** | **7.2** | **8.9** | **10.9** | **8.7** | **-20.2%** | **2.8** | **1.1** | **-60.7%** |
| Financial expenses, net | 0.4 | 1.8 | 0.9 | 1.4 | 1.8 | 28.6% | 0.4 | 0.4 | 0.0% |
| Income tax and social contribution | (0.9) | (0.9) | (1.1) | (1.3) | (1.2) | -7.7% | (0.4) | (0.1) | -75.0% |
| **Net income for the period** | **5.7** | **8.1** | **8.7** | **11.0** | **9.3** | **-15.5%** | **2.8** | **1.4** | **-50.0%** |
| **Net Margin** | **47.5%** | **56.6%** | **50.3%** | **56.4%** | **52.5%** | **-4.2p.p.** | **56.0%** | **32.6%** | **-23.4p.p.** |
| **EBITDA** | **6.2** | **7.5** | **9.3** | **11.3** | **9.2** | **-18.6%** | **2.9** | **1.2** | **-58.6%** |
| **EBITDA Margin** | **51.7%** | **52.4%** | **53.8%** | **57.9%** | **52.0%** | **-5.9p.p.** | **58.0%** | **27.9%** | **-30.1p.p.** |

(*) Gross revenues are net of discounts and cancellations.

(**) For comparability with the financial information presented in accordance with IFRS from 2011 on, net revenues of 2010, which are presented in USGAAP, are net of taxes on revenues.

# 14.4 – Table 4 – Consolidated – R$ million

| CONSOLIDATED RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| Car rental gross revenues (*) | 838.0 | 1,019.4 | 1,132.3 | 1,208.4 | 1,352.1 | 11.9% | 323.6 | 348.4 | 7.7% |
| Franchising gross revenues (*) | 12.8 | 15.1 | 18.3 | 20.6 | 18.7 | -9.2% | 5.3 | 4.5 | -15.1% |
| Car Rental and Franchising total gross revenues (*) | 850.8 | 1,034.5 | 1,150.6 | 1,229.0 | 1,370.8 | 11.5% | 328.9 | 352.9 | 7.3% |
| Fleet Rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | -0.6% | 146.7 | 150.8 | 2.8% |
| Car and Fleet Rentals and Franchising total gross revenues (*) | 1,225.3 | 1,507.4 | 1,703.0 | 1,821.8 | 1,960.3 | 7.6% | 475.6 | 503.7 | 5.9% |
| Taxes on revenues - Car and Fleet Rentals and Franchising | (50.0) | (57.4) | (56.3) | (62.9) | (86.3) | 37.2% | (17.3) | (21.5) | 24.3% |
| **Car and Fleet Rentals and Franchising net revenues (**)** | **1,175.3** | **1,450.0** | **1,646.7** | **1,758.9** | **1,874.0** | **6.5%** | **458.3** | **482.2** | **5.2%** |
| Car sales gross revenues | | | | | | | | | |
| Car sales for fleet renewal - Car Rental (*) | 1,104.7 | 1,244.7 | 1,253.6 | 1,486.1 | 1,671.4 | 12.5% | 431.7 | 456.2 | 5.7% |
| Car sales for fleet renewal - Fleet Rental (*) | 221.3 | 227.7 | 270.2 | 264.6 | 350.8 | 32.6% | 74.7 | 97.8 | 30.9% |
| Car sales for fleet renewal - total gross revenues (*) | 1,326.0 | 1,472.4 | 1,523.8 | 1,750.7 | 2,022.2 | 15.5% | 506.4 | 554.0 | 9.4% |
| Taxes on revenues - Car sales for fleet renewal | (4.1) | (4.3) | (3.8) | (3.4) | (4.0) | 17.6% | (0.8) | (1.0) | 25.0% |
| **Car sales for fleet renewal - net revenues (**)** | **1,321.9** | **1,468.1** | **1,520.0** | **1,747.3** | **2,018.2** | **15.5%** | **505.6** | **553.0** | **9.4%** |
| **Total net revenues (**)** | **2,497.2** | **2,918.1** | **3,166.7** | **3,506.2** | **3,892.2** | **11.0%** | **963.9** | **1,035.2** | **7.4%** |
| Direct costs and expenses: | | | | | | | | | |
| Car rental | (317.8) | (382.7) | (476.6) | (536.9) | (577.3) | 7.5% | (133.4) | (146.4) | 9.7% |
| Franchising | (5.5) | (6.8) | (7.9) | (8.1) | (7.8) | -3.7% | (2.1) | (2.4) | 14.3% |
| Total Car rental and Franchising | (323.3) | (389.5) | (484.5) | (545.0) | (585.1) | 7.4% | (135.5) | (148.8) | 9.8% |
| Fleet Rental | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | 18.4% | (39.1) | (54.7) | 39.9% |
| Total Car and Fleet Rentals and Franchising | (418.0) | (507.3) | (630.8) | (706.1) | (775.9) | 9.9% | (174.6) | (203.5) | 16.6% |
| Car sales for fleet renewal - Car rental | (980.0) | (1,092.0) | (1,068.5) | (1,271.9) | (1,428.4) | 12.3% | (374.7) | (390.2) | 4.1% |
| Car sales for fleet renewal - Fleet Rental | (201.4) | (197.5) | (237.3) | (214.1) | (276.3) | 29.1% | (60.8) | (75.8) | 24.7% |
| Total Car sales for fleet renewal (book value) | (1,181.4) | (1,289.5) | (1,305.8) | (1,486.0) | (1,704.7) | 14.7% | (435.5) | (466.0) | 7.0% |
| Total costs | (1,599.4) | (1,796.8) | (1,936.6) | (2,192.1) | (2,480.6) | 13.2% | (610.1) | (669.5) | 9.7% |
| **Gross profit** | **897.8** | **1,121.3** | **1,230.1** | **1,314.1** | **1,411.6** | **7.4%** | **353.8** | **365.7** | **3.4%** |
| Operating expenses | | | | | | | | | |
| Advertising, promotion and selling: | | | | | | | | | |
| Car rental | (62.6) | (79.5) | (93.3) | (103.5) | (117.8) | 13.8% | (27.7) | (31.7) | 14.4% |
| Franchising | (0.3) | (0.1) | (0.1) | (0.1) | (0.8) | 700.0% | - | (0.7) | 100.0% |
| Total car rental and Franchising | (62.9) | (79.6) | (93.4) | (103.6) | (118.6) | 14.5% | (27.7) | (32.4) | 17.0% |
| Fleet Rental | (9.8) | (10.5) | (11.6) | (14.4) | (15.1) | 4.9% | (3.8) | (3.0) | -21.1% |
| Car sales for fleet renewal | (98.1) | (129.0) | (150.6) | (162.1) | (172.3) | 6.3% | (45.1) | (47.7) | 5.8% |
| Total advertising, promotion and selling | (170.8) | (219.1) | (255.6) | (280.1) | (306.0) | 9.2% | (76.6) | (83.1) | 8.5% |
| General, administrative and other expenses | (77.5) | (80.9) | (98.9) | (117.5) | (135.8) | 15.6% | (41.2) | (45.0) | 9.2% |
| Total Operating expenses | (248.3) | (300.0) | (354.5) | (397.6) | (441.8) | 11.1% | (117.8) | (128.1) | 8.7% |
| Depreciation expenses: | | | | | | | | | |
| Cars depreciation: | | | | | | | | | |
| Car rental | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | -9.0% | (28.1) | (18.1) | -35.6% |
| Fleet Rental | (80.4) | (115.1) | (164.2) | (143.2) | (129.3) | -9.7% | (34.1) | (36.7) | 7.6% |
| Total cars depreciation expenses | (146.3) | (201.5) | (376.9) | (229.0) | (207.4) | -9.4% | (62.2) | (54.8) | -11.9% |
| Other assets depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | 0.8% | (9.0) | (9.0) | 0.0% |
| Total depreciation and amortization expenses | (167.4) | (225.6) | (409.8) | (264.4) | (243.1) | -8.1% | (71.2) | (63.8) | -10.4% |
| **Operating profit before financial results and taxes (EBIT)** | **482.1** | **595.7** | **465.8** | **652.1** | **726.7** | **11.4%** | **164.8** | **173.8** | **5.5%** |
| Financial expenses, net: | | | | | | | | | |
| Expense | (168.3) | (239.3) | (199.3) | (187.1) | (276.4) | 47.7% | (65.5) | (77.2) | 17.9% |
| Income | 38.2 | 60.3 | 60.6 | 76.5 | 125.3 | 63.8% | 27.1 | 45.6 | 68.3% |
| Monetary and exchange variation - assets and liabilities, net | - | - | - | - | - | - | - | - | - |
| Gains (losses) on derivative | - | - | - | - | - | - | - | - | - |
| Financial (expenses) revenues, net | (130.1) | (179.0) | (138.7) | (110.6) | (151.1) | 36.6% | (38.4) | (31.6) | -17.7% |
| **Income before tax and social contribution** | **352.0** | **416.7** | **327.1** | **541.5** | **575.6** | **6.3%** | **126.4** | **142.2** | 12.5% |
| Income tax and social contribution | (101.5) | (125.1) | (86.2) | (157.2) | (165.0) | 5.0% | (36.4) | (40.0) | 9.9% |
| **Net income for the period** | **250.5** | **291.6** | **240.9** | **384.3** | **410.6** | **6.8%** | **90.0** | **102.2** | **13.6%** |
| EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 | 5.8% | 236.0 | 237.6 | 0.7% |
| **Consolidated EBITDA Margin** | **26.0%** | **28.1%** | **27.7%** | **26.1%** | **24.9%** | **-1.2p.p.** | **24.5%** | **23.0%** | **-1.5p.p.** |
| Car and Fleet Rentals and Franchising EBITDA | 615.1 | 779.9 | 812.1 | 817.3 | 849.6 | 4.0% | 211.0 | 205.4 | -2.7% |
| **EBITDA Margin** | **52.3%** | **53.8%** | **49.3%** | **46.5%** | **45.3%** | **-1.2p.p.** | **46.0%** | **42.6%** | **-3.4p.p.** |
| Used Car Sales (Seminovos) EBITDA | 34.4 | 41.4 | 63.5 | 99.2 | 120.2 | 21.2% | 25.0 | 32.2 | 28.8% |
| **EBITDA Margin** | **2.6%** | **2.8%** | **4.2%** | **5.7%** | **6.0%** | **0.3p.p.** | **4.9%** | **5.8%** | **0.9p.p.** |

(*) Gross revenues are net of discounts and cancellations.

(**) For comparability with the financial information presented in accordance with IFRS from 2011 on, net revenues of 2010, which are presented in USGAAP, are net of taxes on revenues.

# 14.5 – Table 5 – Operating data

| SELECTED OPERATING DATA | 2010 | 2011 | 2012 | 2013 | 2014 | Var. | 4Q13 | 4Q14 | Var. |
|---|---|---|---|---|---|---|---|---|---|
| **Average operating fleet:** | | | | | | | | | |
| Car Rental | 42,903 | 51,285 | 53,548 | 59,094 | 61,525 | 4.1% | 60,019 | 63,569 | 5.9% |
| Fleet Rental | 22,916 | 27,858 | 30,357 | 31,188 | 30,778 | -1.3% | 31,126 | 31,756 | 2.0% |
| Total | 65,819 | 79,143 | 83,905 | 90,282 | 92,303 | 2.2% | 91,145 | 95,325 | 4.6% |
| **Average rented fleet:** | | | | | | | | | |
| Car Rental | 29,646 | 35,348 | 37,932 | 39,475 | 42,999 | 8.9% | 40,873 | 43,351 | 6.1% |
| Fleet Rental | 22,343 | 26,676 | 29,444 | 30,121 | 28,787 | -4.4% | 29,648 | 29,375 | -0.9% |
| Total | 51,989 | 62,024 | 67,376 | 69,596 | 71,786 | 3.1% | 70,521 | 72,726 | 3.1% |
| **Average age of operating fleet (months)** | | | | | | | | | |
| Car Rental | 6.3 | 6.8 | 7.8 | 7.2 | 7.2 | 0.0% | 6.9 | 6.6 | -4.3% |
| Fleet Rental | 15.9 | 15.8 | 16.8 | 18.6 | 18.0 | -3.2% | 19.0 | 16.5 | -13.2% |
| Average age of total operating fleet | 9.6 | 9.9 | 11.0 | 11.1 | 10.0 | -9.6% | 11.0 | 10.1 | -7.9% |
| **Fleet at end of period:** | | | | | | | | | |
| Car Rental | 61,445 | 64,688 | 65,086 | 70,717 | 77,573 | 9.7% | 70,717 | 77,573 | 9.7% |
| Fleet Rental | 26,615 | 31,629 | 32,104 | 32,809 | 34,312 | 4.6% | 32,809 | 34,312 | 4.6% |
| Total | 88,060 | 96,317 | 97,190 | 103,526 | 111,885 | 8.1% | 103,526 | 111,885 | 8.1% |
| Managed fleet at end period - Fleet Rental | 331 | 234 | 162 | 30 | 267 | 790.0% | 30 | 267 | 790.0% |
| **Fleet investment (R$ million)** | | | | | | | | | |
| Car Rental | 1,476.1 | 1,306.2 | 1,227.2 | 1,634.5 | 1,909.1 | 16.8% | 451.1 | 686.9 | 52.3% |
| Fleet Rental | 411.3 | 439.9 | 386.4 | 389.7 | 571.2 | 46.6% | 102.1 | 189.4 | 85.5% |
| Total | 1,887.4 | 1,746.1 | 1,613.6 | 2,024.2 | 2,480.3 | 22.5% | 553.2 | 876.3 | 58.4% |
| **Number of rental days (In thousands):** | | | | | | | | | |
| Car Rental - Total | 10,818.8 | 12,907.7 | 13,886.3 | 14,414.7 | 15,696.2 | 8.9% | 3,760.5 | 3,988.8 | 6.1% |
| Rental days for Fleet Rental replacement service | (84.6) | (113.4) | (137.5) | (173.0) | (280.2) | 62.0% | (46.6) | (90.7) | 94.6% |
| Car Rental - Net | 10,734.3 | 12,794.3 | 13,748.8 | 14,241.7 | 15,416.0 | 8.2% | 3,713.9 | 3,898.1 | 5.0% |
| Fleet Rental | 8,043.8 | 9,603.4 | 10,600.7 | 10,843.7 | 10,363.3 | -4.4% | 2,668.5 | 2,643.8 | -0.9% |
| Total | 18,778.1 | 22,397.7 | 24,349.5 | 25,085.4 | 25,779.3 | 2.8% | 6,382.4 | 6,541.9 | 2.5% |
| **Annualized average depreciation per car (R$)** | | | | | | | | | |
| Car Rental | 1,536.0 | 1,683.9 | 3,972.4 | 1,452.4 | 1,270.0 | -12.6% | 1,873.1 | 1,136.5 | -39.3% |
| Fleet Rental | 3,509.7 | 4,133.0 | 5,408.2 | 4,592.3 | 4,202.1 | -8.5% | 4,385.4 | 4,626.0 | 5.5% |
| Total | 2,223.2 | 2,546.0 | 4,491.9 | 2,537.1 | 2,247.7 | -11.4% | 2,731.0 | 2,299.0 | -15.8% |
| **Average annual revenues per operating car (R$ thousand)** | | | | | | | | | |
| Car Rental | 19.5 | 19.1 | 20.4 | 19.7 | 20.9 | 6.1% | 20.5 | 20.7 | 1.0% |
| Fleet Rental | 16.2 | 16.2 | 17.5 | 18.2 | 18.3 | 0.5% | 18.2 | 18.3 | 0.5% |
| **Average daily rental (R$)** | | | | | | | | | |
| Car Rental (**) | 78.07 | 79.68 | 82.36 | 84.85 | 87.71 | 3.4% | 87.13 | 89.39 | 2.6% |
| Fleet Rental | 46.27 | 48.83 | 51.59 | 53.83 | 56.16 | 4.3% | 54.51 | 56.52 | 3.7% |
| **Utilization rate:** | | | | | | | | | |
| Car Rental | 69.1% | 68.9% | 70.8% | 66.8% | 69.9% | 3.1p.p. | 68.1% | 68.2% | 0.1p.p. |
| Fleet Rental | 97.5% | 95.8% | 97.0% | 96.6% | 93.5% | -3.1p.p. | 95.2% | 92.5% | -2.7p.p. |
| **Number of cars purchased - consolidated** | 65,934 | 59,950 | 58,655 | 69,744 | 79,804 | 14.4% | 18,588 | 27,066 | 45.6% |
| **Average price of cars purchased (R$ thsd) - consolidated** | 28.63 | 29.13 | 27.51 | 29.02 | 31.08 | 7.1% | 29.76 | 32.38 | 8.8% |
| **Numbers of cars sold - consolidated** | 47,285 | 50,772 | 56,644 | 62,641 | 70,621 | 12.7% | 17,999 | 18,468 | 2.6% |
| **Average price of cars sold (R$ thsd) (*) - consolidated** | 25.80 | 26.30 | 24.24 | 25.36 | 25.90 | 2.1% | 25.63 | 27.03 | 5.5% |

(*) Recalculated as from 2010 to include additional revenues, net of SG&A expenses related to the sale of cars deactivated for fleet renewal.
(**) Not included the rentals for Fleet Rental Division.

# 15 – Consolidated financial statements – IFRS – R$/million

| ASSETS | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| **CURRENT ASSETS:** | | | | | |
| Cash and cash equivalents | 415.7 | 711.0 | 823.9 | 1,010.7 | 1,390.2 |
| Trade accounts receivable | 274.8 | 353.4 | 361.1 | 408.3 | 459.6 |
| Other current assets | 40.7 | 54.1 | 50.0 | 57.9 | 94.6 |
| Decommissioning cars to fleet renewal | 20.1 | 29.0 | 13.3 | 16.5 | 18.3 |
| **Total current assets** | **751.3** | **1,147.5** | **1,248.3** | **1,493.4** | **1,962.7** |
| | | | | | |
| **NON CURRENT ASSETS:** | | | | | |
| Long-term assets: | | | | | |
| Marketable securities | | - | - | - | 92.6 |
| Trade accounts receivable | - | - | 4.0 | 7.1 | 3.2 |
| Escrow deposit | 24.8 | 25.0 | 23.0 | 38.1 | 41.9 |
| Deferred income tax and social contribution | 24.0 | 19.8 | 24.5 | 32.4 | 32.8 |
| Other non current assets | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| **Total long-term assets** | **48.9** | **44.9** | **51.6** | **77.7** | **170.6** |
| | | | | | |
| Property and equipment | | | | | |
| Cars | 2,427.4 | 2,652.7 | 2,534.3 | 2,781.4 | 3,278.0 |
| Other | 114.9 | 141.7 | 171.0 | 166.1 | 203.9 |
| | | | | | |
| Intangible: | | | | | |
| Goodwill on acquisition of investments | 4.5 | 4.5 | 4.5 | 12.3 | 22.0 |
| Software | 7.7 | 18.3 | 36.2 | 47.3 | 60.3 |
| **Total non current assets** | **2,603.4** | **2,862.1** | **2,797.6** | **3,084.8** | **3,734.8** |
| | | | | | |
| **TOTAL ASSETS** | **3,354.7** | **4,009.6** | **4,045.9** | **4,578.2** | **5,697.5** |

| LIABILITIES AND SHAREHOLDERS' EQUITY | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|
| **CURRENT LIABILITIES:** | | | | | |
| Trade accounts payable | 443.0 | 488.7 | 356.2 | 460.5 | 828.4 |
| Payroll and related charges | 58.0 | 58.7 | 53.2 | 73.9 | 86.3 |
| Loans, financing and debentures | 233.7 | 130.9 | 210.1 | 275.4 | 300.9 |
| Income tax and social contribution | 22.7 | 32.5 | 26.0 | 35.2 | 41.3 |
| Dividends and interest on capital | 40.2 | 38.3 | 18.7 | 53.1 | 59.2 |
| Other current liabilities | 36.1 | 44.7 | 70.0 | 78.6 | 82.3 |
| **Total current liabilities** | **833.7** | **793.8** | **734.2** | **976.7** | **1,398.4** |
| | | | | | |
| **NON CURRENT LIABILITIES:** | | | | | |
| Loans, financing and debentures | 1,463.1 | 1,943.5 | 1,845.0 | 2,068.1 | 2,411.6 |
| Provisions | 42.5 | 30.1 | 35.2 | 50.9 | 69.9 |
| Deferred income tax and social contribution | 81.6 | 92.4 | 76.8 | 111.8 | 138.9 |
| Other non current liabilities | 35.1 | 29.2 | 30.0 | 29.5 | 23.2 |
| **Total non current liabilities** | **1,622.3** | **2,095.2** | **1,987.0** | **2,260.3** | **2,643.6** |
| | | | | | |
| **Total liabilities** | **2,456.0** | **2,889.0** | **2,721.2** | **3,237.0** | **4,042.0** |
| | | | | | |
| **SHAREHOLDERS' EQUITY:** | | | | | |
| Capital | 601.7 | 601.7 | 601.7 | 976.7 | 976.7 |
| Earnings Reserves | 273.9 | 499.8 | 675.0 | 334.3 | 638.4 |
| Capital Reserves | 12.0 | 19.0 | 48.0 | 30.2 | 40.4 |
| Valuation adjustments to equity | 11.1 | 0.1 | - | - | - |
| **Total shareholders' equity** | **898.7** | **1,120.6** | **1,324.7** | **1,341.2** | **1,655.5** |
| | | | | | |
| **TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY** | **3,354.7** | **4,009.6** | **4,045.9** | **4,578.2** | **5,697.5** |

## 16 – Consolidated financial statements – Income statements and reconciliations - R$/million

| STATEMENT OF INCOME | 2010 USGAAP | 2011 IFRS | 2012 IFRS | 2013 IFRS | 2014 USGAAP | Reclassifications | 2014 IFRS |
|---|---|---|---|---|---|---|---|
| **Total net revenues** | **2,497.2** | **2,918.1** | **3,166.7** | **3,506.2** | **3,982.5** | **(90.3)** (a) | **3,892.2** |
| COSTS AND EXPENSES: | | | | | | | |
| Direct costs | (1,599.4) | (1,796.8) | (1,936.6) | (2,192.1) | (2,480.6) | - | (2,480.6) |
| Taxes on revenues | - | - | - | - | (90.3) | 90.3 (a) | - |
| Selling, general, administrative and other expenses | (248.3) | (300.0) | (354.5) | (397.6) | (441.8) | - | (441.8) |
| Cars depreciation | (146.3) | (201.5) | (376.9) | (229.0) | (207.4) | - | (207.4) |
| Other assets depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | - | (35.7) |
| Total costs and expenses | (2,015.1) | (2,322.4) | (2,700.9) | (2,854.1) | (3,255.8) | | (3,165.5) |
| **Income before financial results and taxes (EBIT)** | **482.1** | **595.7** | **465.8** | **652.1** | **726.7** | **-** | **726.7** |
| FINANCIAL EXPENSES, NET | (130.1) | (179.0) | (138.7) | (110.6) | (151.1) | - | (151.1) |
| **Income before taxes** | **352.0** | **416.7** | **327.1** | **541.5** | **575.6** | **-** | **575.6** |
| INCOME TAX AND SOCIAL CONTRIBUTION | | | | | | | |
| Current | (80.2) | (106.2) | (106.5) | (130.1) | (139.5) | - | (139.5) |
| Deferred | (21.3) | (18.9) | 20.3 | (27.1) | (25.5) | - | (25.5) |
| | (101.5) | (125.1) | (86.2) | (157.2) | (165.0) | - | (165.0) |
| **Net income** | **250.5** | **291.6** | **240.9** | **384.3** | **410.6** | **-** | **410.6** |

(a) Refers to reclassification of taxes on revenues to specific account.

| Shareholder's equity Reconciliation | Dec 31, 2013 | Dec 31, 2014 |
|---|---|---|
| **Shareholders' equity - IFRS** | **1,341.2** | **1,655.5** |
| Dividends proposed | 38.6 | 44.7 |
| Goodwill, net of income tax and social contribution | 12.1 | 21.8 |
| **Shareholders' equity - USGAAP** | **1,391.9** | **1,722.0** |

# 17 – Statements of Cash flow – R$/million

| CONSOLIDATED CASH FLOW | 2010 USGAAP | 2011 IFRS | 2012 IFRS | 2013 IFRS | 2014 IFRS |
|---|---|---|---|---|---|
| CASH FLOWS FROM OPERATING ACTIVITIES: | | | | | |
| Net income | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 |
| Adjustments to reconcile net income to net cash provided by (used in) operating activities: | | | | | |
| Depreciation and amortization | 167.4 | 225.6 | 409.8 | 264.4 | 243.2 |
| Book value of cars sold | 1,214.3 | 1,328.6 | 1,360.2 | 1,543.8 | 1,777.0 |
| Deferred income tax and social contribution | 21.3 | 18.9 | (20.3) | 27.1 | 25.5 |
| Other | 6.7 | 2.7 | 21.8 | 33.7 | 32.0 |
| (Increase) decrease in operating assets: | | | | | |
| Accounts receivable | (63.3) | (81.3) | (14.6) | (54.7) | (49.9) |
| Acquisitions of operational cars | (1,799.1) | (1,743.8) | (1,735.7) | (1,939.4) | (2,150.2) |
| Escrow deposits | (1.6) | 0.6 | 0.7 | (15.1) | (5.7) |
| Recoverable taxes | (7.0) | (15.9) | (11.4) | (20.3) | (43.4) |
| Other | (4.2) | 10.7 | 8.5 | 6.1 | (5.7) |
| Increase (decrease) in operating liabilities: | | | | | |
| Accounts payable | 39.2 | 13.0 | (15.6) | 14.6 | 33.5 |
| Payroll and related charges | 27.9 | 0.7 | (5.5) | 20.7 | 12.4 |
| Payable taxes | 78.3 | 106.2 | 106.5 | 130.1 | 139.5 |
| Loans, debentures and other liabilities | 161.4 | 231.0 | 195.9 | 181.6 | 281.7 |
| Insurance premium liability | (10.0) | 2.6 | 15.8 | 4.0 | (0.6) |
| Other | 20.8 | (17.0) | 16.0 | 1.1 | (5.4) |
| Income tax and social contribution paid | (57.8) | (83.0) | (100.9) | (108.5) | (113.1) |
| Interest paid | (169.6) | (237.0) | (190.6) | (152.0) | (328.0) |
| **Net cash provided by (used in) operating activities** | **(124.8)** | **54.2** | **281.5** | **321.5** | **253.4** |
| CASH FLOWS FROM INVESTING ACTIVITIES: | | | | | |
| Marketable securities | - | - | - | - | (92.6) |
| Additions to investiment and goodwill | - | - | - | (12.5) | (14.4) |
| Additions to property and equipment and intangible, net | (51.1) | (63.0) | (80.8) | (41.5) | (87.3) |
| **Net cash provided by (used in) investing activities** | **(51.1)** | **(63.0)** | **(80.8)** | **(54.0)** | **(194.3)** |
| CASH FLOWS FROM FINANCING ACTIVITIES: | | | | | |
| Loans and financings: | | | | | |
| Proceeds | 427.9 | 288.1 | 125.9 | 112.6 | 499.1 |
| Repayment | (408.9) | (404.5) | (359.9) | (129.4) | (490.4) |
| Debentures | | | | | |
| Proceeds | 370.0 | 500.0 | 300.2 | 496.3 | 497.3 |
| Repayment | (222.1) | - | (90.6) | (220.7) | (90.8) |
| Treasury shares | - | - | - | (36.8) | - |
| Exercise of stock options with treasury shares, net | - | - | 21.9 | 12.8 | 5.5 |
| Cash dividends | (6.1) | (23.3) | (26.3) | (255.1) | (38.6) |
| Interest on capital | (28.8) | (56.2) | (59.0) | (60.4) | (61.7) |
| **Net cash provided by (used in) financing activities** | **132.0** | **304.1** | **(87.8)** | **(80.7)** | **320.4** |
| **CASH FLOW GENERATED (USED) IN THE YEAR/PERIOD** | **(43.9)** | **295.3** | **112.9** | **186.8** | **379.5** |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR/PERIOD | 459.6 | 415.7 | 711.0 | 823.9 | 1,010.7 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR/PERIOD | 415.7 | 711.0 | 823.9 | 1,010.7 | 1,390.2 |
| **INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS** | **(43.9)** | **295.3** | **112.9** | **186.8** | **379.5** |
| Additional disclosure to the cash flow information: | | | | | |
| Cash paid during the period to: | | | | | |
| Statement of the cash paid for cars acquisition | | | | | |
| Cars acquisition in the year/period - renewal | (1,370.1) | (1,504.5) | (1,563.3) | (1,819.7) | (2,197.7) |
| Cars acquisition in the year/period - growth | (540.3) | (272.0) | (55.5) | (209.4) | (286.9) |
| Suppliers - automakers: | | | | | |
| End of year/period balance | 372.6 | 405.3 | 288.4 | 378.1 | 712.5 |
| Initial balance | (261.3) | (372.6) | (405.3) | (288.4) | (378.1) |
| Cash paid for cars acquisition | (1,799.1) | (1,743.8) | (1,735.7) | (1,939.4) | (2,150.2) |

## 18 – Glossary and other information

• **CAGR:** Compounded average growth rate.

• **CAPEX:** Capital expenditure.

• **Car depreciation:** the amount to be depreciated is the positive difference between the acquisition price of the vehicle and the estimated residual value. Depreciation is calculated as long as the assets' estimated residual value does not exceed in accounting value. Depreciation is recognized during the estimated life cycle of each asset. In the car rental Division, depreciation is linear. In the Fleet Outsourcing Division, depreciation is calculated according to the sum of the years' digits (SOYD) method, which is the method that better reflects the consumption pattern of the economic benefits that decrease during the cars' useful life. Depreciation is recognized in a way that its cost value minus its residual value (estimated sales price, net of selling expenses), after its useful life are totally written down.

• **Depreciated cost of used cars sales:** consists of the acquisition value of vehicles, depreciated up to the date of sale, less the technical discount. The **technical discount** is the discount given to the buyer for any required repairs that were not made. These repair costs are recorded as a charge to operating costs and as a credit to cost of cars sold.

• **EBITDA:** EBITDA is the net income in the period, added to income tax, net financial expenses, depreciation, amortization and exhaustions.

• **EBITDA Margin:** EBITDA divided by Net Income.

• **IPI tax:** Tax over industrialized products. In May, 2012 Government announced an IPI tax reduction valid initially up to August, 2012, however, successively extended in 2012. In 2013 IPI tax was increased to 2% and was kept to this level until December 2014. On January 1, 2015 the tax was fully reinstated. Those measures aim to stimulate the automotive industry through motivating demand, since the tax reduction tends to be passed on to the final consumer.

• **Net debt:** Short and long term debts minus cash and cash equivalents. The "net debt" term is a Company's measure and cannot be compared with similar terms used by other companies.

• **NOPAT:** Net operating profit after tax.

• **Average Rented Fleet:** In the car rental division is the number of daily rentals is the number of daily rentals in the period, divided by the number of days in the period.

• **Operational Fleet:** Operational fleet are the cars that are at the locations, either rented, under maintenance or sitting on the lots, as well as cars in transit from OEMs to car rental locations and those being prepared for sale, which were not delivered in the Seminovos stores.

• **Utilization Rate:** It is the number of rental days within a period, divided by the operational fleet. It is a Company's measure and cannot be compared with similar terms used by other companies.

• **ROIC:** Return on invested capital.

## 19 – 4Q14 and 2014 Results conference call

**Date: Monday, February 9, 2015.**

**Portuguese (with simultaneous translation to English)**
**12:00 p.m.** (BR time)
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Replay available from February 09 to 15, 2015

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