## 1Q16 Earnings Release

Growth with profitability even in an adverse macro scenario.


Net Revenues (R\$ million)

\# Daily Rentals (thousands)


Car Rental Division's net revenues grew 9.5\% in 1Q16 when compared with 1Q15 due to an increase of $11.3 \%$ in volume that was partially compensated by $1.9 \%$ decrease in the average rental rate.

Rental days evolution - Car Rental (Thousand)


## 1 - Car Rental

The average rental rate is the result of pricing policy per segment and their individual share in the volume mix. Price policies aimed at capturing market opportunities through commercial intelligence.

The pricing intelligence combined with the buying and selling of cars process resulted in higher utilization rate of the Car Rental Division, which reached 73.4\% in 1Q16.


Net Revenues ( $\mathrm{R} \$$ million)

\# Daily Rentals (thousands)
CAGR: 6.3\%


In 1Q16, net revenues of the Fleet Rental Division grew by 6.4\% compared to 1Q15.
The revenue growth is due to $5.0 \%$ increase in average rental rate and extraordinary additional revenues that are not considered for calculation of the average rental rate.

## 3 - Distribution network

## 3.1 - Car rental

## \# of car rental locations (Brazil and abroad)



Localiza's branches - Brazil Franchisees' branches - Brazil Franchisses' branches - abroad

In 1Q16 the number of corporate branches was increased by 3 locations, from 320 in the end of 2015 to 323 on March 31, 2016.

Therefore, by March 31, 2016, Localiza's system totaled 565 locations in Brazil and 7 other South American countries.

## 3.2 - Seminovos

\# Points of sale (Brazil)


In 1Q16, 1 new store was added to Seminovos network. Until the end of the year the network will be expanded in line with the necessity of fleet renewal.

## 4.1 - Net investment in the fleet




In 1Q16, 6,989 cars were bought and 16,348 were sold, representing a net divestment of $\mathrm{R} \$ 289.4$ million.

The numbers of cars sold in 1Q16 was 1,101 lower than 1Q15, though it was 1,301 cars higher than 4Q15.

The average car sales price in 1Q16 was stable when compared with 4Q15 and $6.8 \%$ higher when compared with 1Q15.


## End of period fleet - Quantity



The fleet of the Car Rental Division was reduced by $3.4 \%$ compared with 1Q15 while the number of rented cars grew $9.6 \%$, increasing utilization rate from $66.3 \%$ to $73.4 \%$.

## 5 - Net revenues - consolidated

## Consolidated net revenues (R\$ million)



In 1Q16, consolidated net revenues grew by 4.0\%.
Rental net revenues grew 8.5\%, being 9.5\% growth in the Car Rental Division and $6.4 \%$ increase in the Fleet Rental Division.

Net revenue from Seminovos was stable in 1Q16 when compared with 1Q15: the $6.3 \%$ drop in the volume of cars sold was compensated by $6.8 \%$ increase in the car sales prices.

## Consolidated EBITDA (R\$ million)


(*) 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.
$\left(^{* *}\right)$ It considers the new appropriation criteria of the overhead, which is also appropriated to Seminovos.
Consolidated EBITDA totaled R\$258.4 million in 1Q16, $5.5 \%$ higher than same period last year.
In the Car Rental Division, EBITDA margin was $34.5 \%$ in 1Q16, stable when compared with 1 Q15 and an increase of 2.7 p.p. when compared with the average of 2015.

In the Fleet Rental Division, EBITDA margin was $64.5 \%$ in 1Q16, an increase of 5.2 p.p. when compared with 1Q15 and 2.3p.p. increase when compared with the average of 2015, due to the increase in the average rental rate and cost management efficiency.

The EBITDA margin of Seminovos was $6.8 \%$ in 1Q16, 2p.p. drop when compared with 1Q15. This margin above historical levels is due to the increase in Seminovos car sales prices that reflect the increase in the new car prices.

## Average depreciation per car (R\$) - Car Rental



Localiza
Average depreciation per car ( $\mathrm{R} \$$ ) - Fleet Rental


In 1Q16, the annualized depreciation per car in the Car Rental Division was R\$836.0, 34.4\% higher than 2015's due to the more challenging environment in seminovos car sales in 2016.

In the Fleet Rental Division, annualized depreciation per car in $1 Q 16$ was $R \$ 4,175.1$, an increase of $6.1 \%$ comparing with 2015's depreciation.

## Consolidated EBIT (R\$ million)


*2012 EBIT was impacted by R $\$ 144.5$ million of additional depreciation related to IPI (sales tax) reduction.

EBIT margin calculated on rental revenues:

| Divisions | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 1Q15 | 1Q16 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Car Rental | 38.5\% | 38.8\% | 23.7\% | 32.8\% | 36.2\% | 34.3\% | 38.7\% | 35.6\% |
| Fleet Rental | 46.2\% | 45.6\% | 36.9\% | 45.1\% | 44.3\% | 48.9\% | 43.3\% | 50.3\% |
| Consolidated | 41.0\% | 41.1\% | 28.3\% | 37.1\% | 38.8\% | 39.1\% | 40.2\% | 40.3\% |

Even in the adverse scenario of 2016 Localiza presented R\$16.2 million growth in 1 Q16 EBIT when compared with the same period last year.

The 1Q16 EBIT margin of Car Rental Division was $35.6 \%$ and $50.3 \%$ in the Fleet Rental Division.

## Consolidated net income ( $\mathbf{R} \$$ 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 | 2015 | 1Q15 | 1Q16 | Var. R\$ | Var. \% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Consolidated EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 | 934.8 | 245.0 | 258.4 | 13.4 | 5.5\% |
| Cars depreciation | (146.3) | (201.5) | (232.4) | (229.0) | (207.4) | (163.6) | (49.9) | (46.3) | 3.6 | -7.2\% |
| Cars additional depreciation - IPI effect | - | - | (144.5) | - | - |  |  |  |  |  |
| Other property depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | (35.7) | (8.8) | (9.6) | (0.8) | 9.1\% |
| Financial expenses, net | (130.1) | (179.0) | (138.7) | (110.6) | (151.1) | (202.7) | (48.0) | (67.7) | (19.7) | 41.0\% |
| Income tax and social contribution | (101.5) | (125.1) | (135.3) | (157.2) | (165.0) | (130.4) | (38.0) | (31.8) | 6.2 | -16.3\% |
| Income tax and social contribution - IPI effect | - | - | 49.1 | - | - | - | - | - |  |  |
| Net income of the period | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 | 402.4 | 100.3 | 103.0 | 2.7 | 2.7\% |

Net income reached $\mathrm{R} \$ 103.0$ million in 1Q16, 2.7\% increase compared to 1Q15, mainly due to:

- R\$13.4 million increase in EBITDA.
- R\$19.7 million increase in net financial expenses, due to:
(i) increase of the basic interest rate (SELIC) that moved from 12.75\% (1Q15) to 14.25\% (1Q16);
(ii) $\mathrm{R} \$ 2.1$ million debit of PIS/COFINS taxes over financial income;
(iii) $\mathrm{R} \$ 278.8$ million increase in the average net debt; and
(iv) $\mathrm{R} \$ 3.5$ million debit of mark to market related to swap contracts.
- R\$6.2 million decrease of income tax due to the increase in TJLP (long term interest rate) which impacted the amount of interest on capital and the increase in the equity base used in the calculation.


## 10 - Free cash flow (FCF)

|  | Free cash flow - R\$ million | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 1Q16 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| n은헹응 | EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 | 934.8 | 258.4 |
|  | Used car sale revenue, net from taxes | $(1,321.9)$ | $(1,468.1)$ | $(1,520.0)$ | $(1,747.3)$ | (2,018.2) | $(2,044.9)$ | (544.6) |
|  | Depreciated cost of cars sold (*) |  | 1,328.6 |  |  | 1,777.0 | 1,769.1 | 477.3 |
|  | (-) Income tax and social contribution | (57.8) | (83.0) | (100.9) | (108.5) | (113.1) | (110.7) | (28.8) |
|  | Change in working capital | 54.5 | (83.9) | 37.1 | 2.9 | (27.1) | (30.0) | (8.8) |
|  | Cash generated by rental operations | 527.5 | 514.9 | 652.0 | 607.4 | 588.4 | 518.3 | 153.5 |
|  | Used car sale revenue, net from taxes | 1,321.9 | 1,468.1 | 1,520.0 | 1,747.3 | 2,018.2 | 2,036.3 | 232.8 |
|  | Fleet renewal investment | $(1,370.1)$ | $(1,504.5)$ | $(1,563.3)$ | $(1,819.7)$ | $(2,197.7)$ | $(2,278.4)$ | (255.2) |
|  | Net investment for fleet renewal | (48.2) | (36.4) | (43.3) | (72.4) | (179.5) | (242.1) | (22.4) |
|  | Fleet renewal - quantity | 47,285 | 50,772 | 56,644 | 62,641 | 70,621 | 64,032 | 6,989 |
| Investment, other property and intangibles investments |  | (50.6) | (59.9) | (77.8) | (47.5) | (46.3) | (29.7) | (5.0) |
| Free cash flow from operations, net of fleet renewal capex |  | 428.7 | 418.6 | 530.9 | 487.5 | 362.6 | 246.5 | 126.1 |
|  | Fleet growth (investment) <br> Change in accounts payable to car suppliers | $\begin{array}{r} (540.3) \\ 111.3 \end{array}$ | (272.0) <br> 32.7 | $\begin{array}{r} (55.5) \\ (116.9) \end{array}$ | (209.4) $89.7$ | (286.8) 334.4 | $\begin{array}{r} 8.6 \\ (121.2) \end{array}$ | $\begin{array}{r} 311.8 \\ (255.6) \end{array}$ |
|  | Fleet growth | (429.0) | (239.3) | (172.4) | (119.7) | 47.6 | (112.6) | 56.2 |
|  | Fleet increase / (reduction) - quantity | 18,649 | 9,178 | 2,011 | 7,103 | 9,183 | (273) | $(9,359)$ |
| Free cash flow after growth, and before interest and new HQ |  | (0.3) | 179.3 | 358.5 | 367.8 | 410.2 | 133.9 | 182.3 |
|  | Investment in the construction of the new HQ | (0.5) | (3.1) | (2.4) | (6.5) | (55.7) | (123.3) | (3.6) |
|  | Marketable securities - new HQ | - | - | - | - | (92.6) | 92.6 | - |
|  | New headquarters construction | (0.5) | (3.1) | (2.4) | (6.5) | (148.3) | (30.7) | (3.6) |
| Free cash flow before interest |  | (0.8) | 176.2 | 356.1 | 361.3 | 261.9 | 103.2 | 178.7 |

${ }^{(*)}$ without the technical discounts reduction up to 2010 (see Glossary)

A The cash generation due to fleet reduction by 9,359 cars after the summer vacation peak of demand was more than enough to offset the payments made to the automakers in the period.
Car purchasing follows the evolution of rental demand throughout the year and presents seasonality.

B Net investment in the construction of the new headquarters was $\mathrm{R} \$ 3.6$ million in 1Q16. This amount is net of the marking to market credit in the amount of $\mathrm{R} \$ 12.3$ million related to the swap contract regarding the funding for such construction. In 2015, the investment of $\mathrm{R} \$ 123.3$ million in the headquarters resulted in a swap marking debt totalling $\mathrm{R} \$ 23.8$ million

## 11 - Debt

## 11.1 - Change in debt - R\$ million


11.2 - Debt maturity profile at March 31, 2016 - Principal - R\$ million

1,604.8


| Debt | Contract rate | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Debentures 6th Issuance | CDI + 0.95\% aa | 30.0 | 30.0 | 120.0 | 120.0 | - | - | 300.0 |
| Debentures 7th Issuance | 110.95\% CDI | 37.5 | 75.0 | 75.0 | 75.0 | 100.0 | 100.0 | 462.5 |
| Debentures 8th Issuance | 109.5\% CDI | - | - | - | 250.0 | 250.0 | - | 500.0 |
| Debentures 9th Issuance | 109.2\% e 113.2\%* CDI | - | - | - | 50.0 | 150.0 | 300.0 | 500.0 |
| Debentures 10th Issuance | 113.9\% CDI | - | - | - | - | 100.0 | 100.0 | 200.0 |
| CCBI - New Headquarters | 98.8\% CDI | - | - | - | 47.5 | 95.0 | 47.5 | 190.0 |
| Foreign currency loan with SWAP | 98.5\% e 105.5\%** CDI | - | 225.0 | - | - | - | - | 225.0 |
| Working capital / Others | Several | 196.6 | 138.6 | 57.6 | 77.0 | 75.0 | 125.0 | 669.8 |
| Interest accrued and paid | - | 74.3 | - | - | - | - | - | 74.3 |
| Cash and cash equivalents on 03/31/2016 | - | $(1,610.8)$ | - | - | - | - | - | $(1,610.8)$ |
| Net debt | - | $(1,272.4)$ | 468.6 | 252.6 | 619.5 | 770.0 | 672.5 | 1,510.8 |

* From 11/01/2017, the rate of return is $113.2 \%$ of CDI.
** From 04/01/2016, the rate of return is $105.5 \% \%$ of CDI.


## 10th debentures issuance

On January 8th, 2016, Localiza completed its 10th debentures issuance, in the terms of CVM instruction \# 476, in the total amount of R\$200.0 million with a 5 year maturity.
This amount was used to strenghten the Company's cash position.

Net debt vs. Fleet value

(*) 2010 ratios based on USGAAP financial statements
(**) Annualized

## Comfortable debt ratios.

## 12 - Spread (ROIC minus cost of debt after taxes)

## SPREAD



2010 to 2014 ROIC considered income tax rate of $30 \%$ 2015 and 1Q16 ROIC considered income tax rate of 24.5\%

2012 ROIC was calculated excluding additional fleet depreciation that was treated as an equity loss since it relates to extraordinary non-recurring event caused by external factors (IPI tax reduction for new cars), following the concepts recommended by Stern Value Management.

The Company presented a positive spread of 5.7p.p.
despite the adverse scenario and a significant interest rate increase.

## 13 - Dividends and interest on capital (IOC)

2015 dividends and interest on capital were approved as follow:

| Nature | Approval date | Shareholding position date | Payment date | Amount (R\$ million) | Amount per share (R\$) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| IOC | 03/19/2015 | 03/31/2015 | 05/14/2015 | 22.3 | 0.107094 |
| IOC | 06/25/2015 | 06/30/2015 | 08/20/2015 | 25.8 | 0.123396 |
| IOC | 09/30/2015 | 09/30/2015 | 11/19/2015 | 29,5 | 0.141816 |
| IOC | 12/10/2015 | 12/30/2015 | 01/28/2016 | 33.2 | 0.159480 |
| Dividends | 04/28/2015 | 04/30/2015 | 05/21/2015 | 44.7 | 0.214031 |
|  |  |  | Total | 155.5 |  |

2016 dividends and interest on capital were approved as follow:

| Nature | Approval date | Shareholding position date | Payment date | Amount ( $\mathrm{R} \$$ million) | Amount per share (R\$) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| IOC | 03/17/2016 | 03/31/2016 | 05/12/2016 | 35.4 | 0.170149 |
|  |  |  | Total | 35.4 |  |

By the end of 2015 Localiza's management proposed the amount of $\mathrm{R} \$ 1.0$ million for dividends' payment to shareholders, for approval at the Annual General Meeting to be held on April 29, 2016. This amount shall complement the $25 \%$ minimum dividend on the net income, including the payment of interest on equity, net of withholding income tax.

## 14 - RENT3

On March 31, 2016, the Company had 211,793,400 issued shares, being 3,603,470 held in treasury.

On the same date, there were $7,382,888$ level 1 ADRs issued, compared with $7,096,361$ on December 31, 2015.

In 1Q16, ADTV of RENT3 was R\$28.7 million.
Average daily volume - Until March 31, 2016 (R\$ million)


## About Localiza's financial information:

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

## 15 - Results per division

## 15 - Table 1 - Car Rental - R\$ million

| CAR RENTAL RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Car rental gross revenues (*) Taxes on revenues | $\begin{gathered} 838.0 \\ (35.8) \end{gathered}$ | $\begin{array}{\|c\|} \hline 1,019.4 \\ (38.7) \\ \hline \end{array}$ | $\begin{array}{r} \hline 1,132.3 \\ (38.6) \\ \hline \end{array}$ | $\begin{array}{r} \hline 1,208.4 \\ (44.9) \\ \hline \end{array}$ | $\begin{array}{r\|} \hline 1,352.1 \\ (67.7) \\ \hline \end{array}$ | $\begin{array}{r} 1,316.9 \\ (58.9) \\ \hline \end{array}$ | $\begin{array}{r\|} \hline-2.6 \% \\ -13.0 \% \\ \hline \end{array}$ |
| Car rental net revenues (**) | 802.2 | 980.7 | 1,093.7 | 1,163.5 | 1,284.4 | 1,258.0 | -2.1\% |
| Car rental costs | (317.8) | (382.7) | (476.6) | (536.9) | (577.3) | (618.1) | 7.1\% |
| Gross profit | 484.4 | 598.0 | 617.1 | 626.6 | 707.1 | 639.9 | -9.5\% |
| Operating expenses (SG\&A) | (121.1) | (137.7) | (170.2) | (197.9) | (209.7) | (239.9) | 14.4\% |
| Other assets depreciation and amortization | (15.2) | (17.0) | (19.9) | (22.2) | (22.2) | (22.3) | 0.5\% |
| Operating profit before financial results and taxes (EBIT) | 348.1 | 443.3 | 427.0 | 406.5 | 475.2 | 377.7 | -20.5\% |
| Financial expenses, net | (1.0) | (1.9) | (2.7) | (1.3) | (1.5) | (2.0) | 33.3\% |
| Income tax and social contribution | (101.0) | (135.4) | (123.8) | (119.5) | (136.2) | (89.9) | -34.0\% |
| Net income for the period | 246.1 | 306.0 | 300.5 | 285.7 | 337.5 | 285.8 | -15.3\% |
| Net Margin | 30.7\% | 31.2\% | 27.5\% | 24.6\% | 26.3\% | 22.7\% | -3.6p.p. |
| EBITDA | 363.3 | 460.3 | 446.9 | 428.7 | 497.4 | 400.0 | -19.6\% |
| EBITDA Margin | 45.3\% | 46.9\% | 40.9\% | 36.8\% | 38.7\% | 31.8\% | -6.9p.p. |


| 1Q15 | 1Q16 | Var. |
| :---: | :---: | :---: |
| 325.0 | 354.7 | 9.1\% |
| (14.9) | (15.0) | 0.7\% |
| 310.1 | 339.7 | 9.5\% |
| (146.7) | (160.4) | 9.3\% |
| 163.4 | 179.3 | 9.7\% |
| (56.6) | (62.0) | 9.5\% |
| (5.5) | (6.1) | 10.9\% |
| 101.3 | 111.2 | 9.8\% |
| (0.4) | (0.4) | 0.0\% |
| (27.7) | (25.2) | -9.0\% |
| 73.2 | 85.6 | 16.9\% |
| 23.6\% | 25.2\% | 1.6p.p. |
| 106.8 | 117.3 | 9.8\% |
| 34.4\% | 34.5\% | 0.1p.p. |


| USED CAR SALES RESULTS (SEMINOVOS) | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross revenues (*) | 1,104.7 | 1,244.7 | 1,253.6 | 1,486.1 | 1,671.4 | 1,679.2 | 0.5\% |
| Taxes on revenues | (3.6) | (3.6) | (3.3) | (3.1) | (3.5) | (2.5) | -28.6\% |
| Net revenues (**) | 1,101.1 | 1,241.1 | 1,250.3 | 1,483.0 | 1,667.9 | 1,676.7 | 0.5\% |
| Book value of cars sold | (980.0) | $(1,092.0)$ | $(1,068.5)$ | $(1,271.9)$ | $(1,428.4)$ | $(1,396.3)$ | -2.2\% |
| Gross profit | 121.1 | 149.1 | 181.8 | 211.1 | 239.5 | 280.4 | 17.1\% |
| Operating expenses (SG\&A) | (89.0) | (119.1) | (125.6) | (138.7) | (160.7) | (178.8) | 11.3\% |
| Cars depreciation | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | (38.9) | -50.2\% |
| Other assets depreciation and amortization | (5.1) | (6.1) | (11.5) | (11.7) | (11.3) | (8.8) | -22.1\% |
| Operating profit (loss) before financial results and taxes (EBIT) | (38.9) | (62.5) | (168.0) | (25.1) | (10.6) | 53.9 | -608.5\% |
| Financial expenses, net | (86.1) | (121.9) | (92.6) | (76.6) | (106.3) | (138.4) | 30.2\% |
| Income tax and social contribution | 28.1 | 58.0 | 83.1 | 30.3 | 33.2 | 17.6 | -47.0\% |
| Net loss for the period | (96.9) | (126.4) | (177.5) | (71.4) | (83.7) | (66.9) | -20.1\% |
| Net Margin | -8.8\% | -10.2\% | -14.2\% | -4.8\% | -5.0\% | -4.0\% | 1.0p.p. |
| EBITDA | 32.1 | 30.0 | 56.2 | 72.4 | 78.8 | 101.6 | 28.9\% |
| EBITDA Margin | 2.9\% | 2.4\% | 4.5\% | 4.9\% | 4.7\% | 6.1\% | 1.4p.p. |


| 1Q15 | 1Q16 | Var. |
| :---: | :---: | :---: |
| 450.6 | 436.2 | -3.2\% |
| (0.8) | (0.4) | -50.0\% |
| 449.8 | 435.8 | -3.1\% |
| (372.9) | (371.6) | -0.3\% |
| 76.9 | 64.2 | -16.5\% |
| (43.4) | (39.0) | -10.1\% |
| (12.6) | (13.4) | 6.3\% |
| (2.1) | (2.1) | 0.0\% |
| 18.8 | 9.7 | -48.4\% |
| (33.2) | (47.7) | 43.7\% |
| 3.7 | 6.7 | 81.1\% |
| (10.7) | (31.3) | 192.5\% |
| -2.4\% | -7.2\% | -4.8p.p. |
| 33.5 | 25.2 | -24.8\% |
| 7.4\% | 5.8\% | -1.6p.p. |


| CAR RENTAL TOTAL FIGURES | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Car rental gross revenues (*) | 838.0 | 1,019.4 | 1,132.3 | 1,208.4 | 1,352.1 | 1,316.9 | -2.6\% |
| Car sales for fleet renewal - gross revenues (*) | 1,104.7 | 1,244.7 | 1,253.6 | 1,486.1 | 1,671.4 | 1,679.2 | 0.5\% |
| Total gross revenues (*) | 1,942.7 | 2,264.1 | 2,385.9 | 2,694.5 | 3,023.5 | 2,996.1 | -0.9\% |
| Taxes on revenues |  |  |  |  |  |  |  |
| Car rental | (35.8) | (38.7) | (38.6) | (44.9) | (67.7) | (58.9) | -13.0\% |
| Car sales for fleet renewal | (3.6) | (3.6) | (3.3) | (3.1) | (3.5) | (2.5) | -28.6\% |
| Car rental revenues - net revenues (**) | 802.2 | 980.7 | 1,093.7 | 1,163.5 | 1,284.4 | 1,258.0 | -2.1\% |
| Car sales for fleet renewal - net revenues (**) | 1,101.1 | 1,241.1 | 1,250.3 | 1,483.0 | 1,667.9 | 1,676.7 | 0.5\% |
| Total net revenues (**) | 1,903.3 | 2,221.8 | 2,344.0 | 2,646.5 | 2,952.3 | 2,934.7 | -0.6\% |
| Direct costs |  |  |  |  |  |  |  |
| Car rental | (317.8) | (382.7) | (476.6) | (536.9) | (577.3) | (618.1) | 7.1\% |
| Car sales for fleet renewal | (980.0) | $(1,092.0)$ | $(1,068.5)$ | $(1,271.9)$ | $(1,428.4)$ | $(1,396.3)$ | -2.2\% |
| Gross profit | 605.5 | 747.1 | 798.9 | 837.7 | 946.6 | 920.3 | -2.8\% |
| Operating expenses (SG\&A) |  |  |  |  |  |  |  |
| Car rental | (121.1) | (137.7) | (170.2) | (197.9) | (209.7) | (239.9) | 14.4\% |
| Car sales for fleet renewal | (89.0) | (119.1) | (125.6) | (138.7) | (160.7) | (178.8) | 11.3\% |
| Cars depreciation | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | (38.9) | -50.2\% |
| Other assets depreciation and amortization |  |  |  |  |  |  |  |
| Car rental | (15.2) | (17.0) | (19.9) | (22.2) | (22.2) | (22.3) | 0.5\% |
| Car sales for fleet renewal | (5.1) | (6.1) | (11.5) | (11.7) | (11.3) | (8.8) | -22.1\% |
| Operating profit before financial results and taxes (EBIT) | 309.2 | 380.8 | 259.0 | 381.4 | 464.6 | 431.6 | -7.1\% |
| Financial expenses, net | (87.1) | (123.8) | (95.3) | (77.9) | (107.8) | (140.4) | 30.2\% |
| Income tax and social contribution | (72.9) | (77.4) | (40.7) | (89.2) | (103.0) | (72.3) | -29.8\% |
| Net income for the period | 149.2 | 179.6 | 123.0 | 214.3 | 253.8 | 218.9 | -13.8\% |
| Net margin | 7.8\% | 8.1\% | 5.2\% | 8.1\% | 8.6\% | 7.5\% | -1.1p.p. |
| EBITDA | 395.4 | 490.3 | 503.1 | 501.1 | 576.2 | 501.6 | -12.9\% |
| EBITDA margin | 20.8\% | 22.1\% | 21.5\% | 18.9\% | 19.5\% | 17.1\% | -2.4p.p. |


| 1Q15 | 1Q16 | Var. |
| :---: | :---: | :---: |
| 325.0 | 354.7 | 9.1\% |
| 450.6 | 436.2 | -3.2\% |
| 775.6 | 790.9 | 2.0\% |
| (14.9) | (15.0) | 0.7\% |
| (0.8) | (0.4) | -50.0\% |
| 310.1 | 339.7 | 9.5\% |
| 449.8 | 435.8 | -3.1\% |
| 759.9 | 775.5 | 2.1\% |
| (146.7) | (160.4) | 9.3\% |
| (372.9) | (371.6) | -0.3\% |
| 240.3 | 243.5 | 1.3\% |
| (56.6) | (62.0) | 9.5\% |
| (43.4) | (39.0) | -10.1\% |
| (12.6) | (13.4) | 6.3\% |
| (5.5) | (6.1) | 10.9\% |
| (2.1) | (2.1) | 0.0\% |
| 120.1 | 120.9 | 0.7\% |
| (33.6) | (48.1) | 43.2\% |
| (24.0) | (18.5) | -22.9\% |
| 62.5 | 54.3 | -13.1\% |
| 8.2\% | 7.0\% | -1.2p.p. |
| 140.3 | 142.5 | 1.6\% |
| 18.5\% | 18.4\% | -0.1p.p. |


| OPERATING DATA | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Average operating fleet | 42,903 | 51,285 | 53,548 | 59,094 | 61,525 | 62,513 | 1.6\% |
| Average rented fleet | 29,646 | 35,348 | 37,932 | 39,475 | 42,999 | 43,315 | 0.7\% |
| Average operating fleet age (in months) | 6.3 | 6.8 | 7.8 | 7.2 | 7.2 | 7.4 | 2.8\% |
| End of period fleet | 61,445 | 64,688 | 65,086 | 70,717 | 77,573 | 76,755 | -1.1\% |
| Number of rental days - in thousands | 10,734.3 | 12,794.3 | 13,748.8 | 14,241.7 | 15,416.0 | 15,566.1 | 1.0\% |
| Average daily rental revenues per car (R\$) | 78.07 | 79.68 | 82.36 | 84.85 | 87.71 | 84.56 | -3.6\% |
| Annualized average depreciation per car ( $\mathrm{R} \$$ ) | 1,536.0 | 1,683.9 | 3,972.4 | 1,452.4 | 1,270.0 | 622.1 | -51.0\% |
| Utilization rate | 69.1\% | 68.9\% | 70.8\% | 66.8\% | 69.9\% | 69.3\% | -0.6p.p. |
| Number of cars purchased | 54,320 | 46,746 | 47,623 | 58,826 | 64,908 | 52,343 | -19.4\% |
| Number of cars sold | 39,658 | 42,843 | 46,115 | 52,759 | 57,578 | 52,508 | -8.8\% |
| Average sold fleet age (in months) | 15.0 | 13.7 | 15.7 | 15.3 | 14.4 | 14.9 | 3.5\% |
| Average total fleet | 49,950 | 59,678 | 60,773 | 68,251 | 70,982 | 72,169 | 1.7\% |
| Average value of total fleet-R\$ million | 1,344.2 | 1,620.9 | 1,595.9 | 1,776.8 | 1,963.8 | 2,205.9 | 12.3\% |
| Average value per car in the period - R\$ thsd | 26.9 | 27.2 | 26.3 | 26.0 | 27.7 | 30.6 | 10.5\% |


| 1Q15 | 1Q16 | Var. |
| ---: | ---: | ---: |
| 64,902 | 64,191 | $-1.1 \%$ |
| 43,025 | 47,139 | $9.6 \%$ |
| 7.0 | 8.6 | $22.9 \%$ |
| 71,343 | 68,901 | $-3.4 \%$ |
| $3,811.6$ | $4,242.3$ | $11.3 \%$ |
| 85.26 | 83.61 | $-1.9 \%$ |
| 778.4 | 836.0 | $7.4 \%$ |
| $66.3 \%$ | $73.4 \%$ | 7.1 p.p. |
| 8,233 | 5,123 | $-37.8 \%$ |
| 14,296 | 12,822 | $-10.3 \%$ |
| 14.4 | 16.6 | $15.3 \%$ |
| 71,073 | 70,299 | $-1.1 \%$ |
| $2,076.1$ | $2,337.5$ | $12.6 \%$ |
| 29.2 | 33.3 | $14.0 \%$ |

[^0]
## 15.2 - Table 2 - Fleet Rental - R\$ million

| FLEET RENTAL RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Fleet rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | 619.6 | 5.1\% |
| Taxes on revenues | (13.4) | (17.9) | (16.7) | (16.9) | (17.6) | (11.1) | -36.9\% |
| Fleet rental net revenues (**) | 361.1 | 455.0 | 535.7 | 575.9 | 571.9 | 608.5 | 6.4\% |
| Fleet rental costs | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | (189.3) | -0.8\% |
| Gross profit | 266.4 | 337.2 | 389.4 | 414.8 | 381.1 | 419.2 | 10.0\% |
| Operating expenses (SG\&A) | (20.8) | (25.1) | (33.5) | (37.5) | (38.1) | (40.7) | 6.8\% |
| Other assets depreciation and amortization | (0.7) | (0.7) | (1.1) | (1.1) | (1.1) | (2.2) | 100.0\% |
| Operating profit before financial results and taxes (EBIT) | 244.9 | 311.4 | 354.8 | 376.2 | 341.9 | 376.3 | 10.1\% |
| Financial expenses, net | (0.4) | (0.7) | (0.5) | (0.1) | (0.2) | (0.1) | -50.0\% |
| Income tax and social contribution | (71.3) | (95.8) | (104.3) | (111.4) | (99.2) | (90.5) | -8.8\% |
| Net income for the period | 173.2 | 214.9 | 250.0 | 264.7 | 242.5 | 285.7 | 17.8\% |
| Net Margin | 48.0\% | 47.2\% | 46.7\% | 46.0\% | 42.4\% | 47.0\% | 4.6p.p. |
| EBITDA | 245.6 | 312.1 | 355.9 | 377.3 | 343.0 | 378.5 | 10.3\% |
| EBITDA Margin | 68.0\% | 68.6\% | 66.4\% | 65.5\% | 60.0\% | 62.2\% | 2.2p.p. |


| 1Q15 | 1 Q16 | Var. |
| :---: | ---: | ---: |
| 151.9 | 160.9 | $5.9 \%$ |
| $(3.0)$ | $(2.5)$ | $-16.7 \%$ |
| 148.9 | $\mathbf{1 5 8 . 4}$ | $6.4 \%$ |
| $(51.0)$ | $(46.8)$ | $-8.2 \%$ |
| 97.9 | $\mathbf{1 1 1 . 6}$ | $14.0 \%$ |
| $(9.6)$ | $(9.5)$ | $-1.0 \%$ |
| $(0.6)$ | $(0.7)$ | $16.7 \%$ |
| 87.7 | $\mathbf{1 0 1 . 4}$ | $\mathbf{1 5 . 6 \%}$ |
| - | - | $0.0 \%$ |
| $(23.6)$ | $(21.0)$ | $-11.0 \%$ |
| 64.1 | 80.4 | $25.4 \%$ |
| $43.0 \%$ | $50.8 \%$ | $\mathbf{7 . 8 p . p}$ |
| 88.3 | 102.1 | $15.6 \%$ |
| $59.3 \%$ | $64.5 \%$ | $5.2 p . p$. |


| 1Q15 | 1 Q 16 | Var. |
| ---: | ---: | ---: |
| 94.2 | 108.9 | $15.6 \%$ |
| $(0.1)$ | $(0.1)$ | $0.0 \%$ |
| 94.1 | $\mathbf{1 0 8 . 8}$ | $\mathbf{1 5 . 6 \%}$ |
| $(72.4)$ | $(87.2)$ | $20.4 \%$ |
| $\mathbf{2 1 . 7}$ | 21.6 | $-0.5 \%$ |
| $(7.1)$ | $(9.8)$ | $38.0 \%$ |
| $(37.3)$ | $(32.9)$ | $-11.8 \%$ |
| $(0.5)$ | $(0.6)$ | $20.0 \%$ |
| $(23.2)$ | $(21.7)$ | $-6.5 \%$ |
| $(14.8)$ | $(20.2)$ | $36.5 \%$ |
| 9.9 | 8.1 | $-18.2 \%$ |
| $(28.1)$ | $(33.8)$ | $20.3 \%$ |
| $-29.9 \%$ | $-31.1 \%$ | $-1.2 p . p$. |
| 14.6 | 11.8 | $-19.2 \%$ |
| $\mathbf{1 5 . 5 \%}$ | $\mathbf{1 0 . 8 \%}$ | -4.7 p.p. |


| FLEET RENTAL TOTAL FIGURES | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Fleet rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | 619.6 | 5.1\% |
| Car sales for fleet renewal - gross revenues (*) | 221.3 | 227.7 | 270.2 | 264.6 | 350.8 | 368.6 | 5.1\% |
| Total gross revenues (*) | 595.8 | 700.6 | 822.6 | 857.4 | 940.3 | 988.2 | 5.1\% |
| Taxes on revenues |  |  |  |  |  |  |  |
| Fleet rental | (13.4) | (17.9) | (16.7) | (16.9) | (17.6) | (11.1) | -36.9\% |
| Car sales for fleet renewal | (0.5) | (0.7) | (0.5) | (0.3) | (0.5) | (0.4) | -20.0\% |
| Fleet rental - net revenues (**) | 361.1 | 455.0 | 535.7 | 575.9 | 571.9 | 608.5 | 6.4\% |
| Car sales for fleet renewal - net revenues (**) | 220.8 | 227.0 | 269.7 | 264.3 | 350.3 | 368.2 | 5.1\% |
| Total net revenues (**) | 581.9 | 682.0 | 805.4 | 840.2 | 922.2 | 976.7 | 5.9\% |
| Direct costs |  |  |  |  |  |  |  |
| Fleet rental | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | (189.3) | -0.8\% |
| Car sales for fleet renewal | (201.4) | (197.5) | (237.3) | (214.1) | (276.3) | (286.7) | 3.8\% |
| Gross profit | 285.8 | 366.7 | 421.8 | 465.0 | 455.1 | 500.7 | 10.0\% |
| Operating expenses (SG\&A) |  |  |  |  |  |  |  |
| Fleet rental | (20.8) | (25.1) | (33.5) | (37.5) | (38.1) | (40.7) | 6.8\% |
| Car sales for fleet renewal | (17.1) | (18.1) | (25.1) | (23.4) | (32.6) | (33.6) | 3.1\% |
| Cars depreciation | (80.4) | (115.1) | (164.2) | (143.2) | (129.3) | (124.7) | -3.6\% |
| Other assets depreciation and amortization |  |  |  |  |  |  |  |
| Fleet rental | (0.7) | (0.7) | (1.1) | (1.1) | (1.1) | (2.2) | 100.0\% |
| Car sales for fleet renewal | (0.1) | - | - | - | (0.6) | (2.0) | 233.3\% |
| Operating profit before financial results and taxes (EBIT) | 166.7 | 207.7 | 197.9 | 259.8 | 253.4 | 297.5 | 17.4\% |
| Financial expenses, net | (43.4) | (57.0) | (44.3) | (34.1) | (45.1) | (63.9) | 41.7\% |
| Income tax and social contribution | (27.7) | (46.8) | (44.4) | (66.7) | (60.8) | (56.8) | -6.6\% |
| Net income for the period | 95.6 | 103.9 | 109.2 | 159.0 | 147.5 | 176.8 | 19.9\% |
| Net margin | 16.4\% | 15.2\% | 13.6\% | 18.9\% | 16.0\% | 18.1\% | 2.1p.p. |
| EBITDA | 247.9 | 323.5 | 363.2 | 404.1 | 384.4 | 426.4 | 10.9\% |
| EBITDA margin | 42.6\% | 47.4\% | 45.1\% | 48.1\% | 41.7\% | 43.7\% | 2.0p.p. |


| $\mathbf{1 Q 1 5}$ | $\mathbf{1 Q 1 6}$ | Var. |
| ---: | ---: | ---: |
| 151.9 | 160.9 | $5.9 \%$ |
| 94.2 | 108.9 | $15.6 \%$ |
| 246.1 | 269.8 | $9.6 \%$ |
|  |  |  |
| $(3.0)$ | $(2.5)$ | $-16.7 \%$ |
| $(0.1)$ | $(0.1)$ | $0.0 \%$ |
| 148.9 | 158.4 | $6.4 \%$ |
| 94.1 | 108.8 | $15.6 \%$ |
| $\mathbf{2 4 3 . 0}$ | $\mathbf{2 6 7 . 2}$ | $\mathbf{1 0 . 0} \%$ |
|  |  |  |
| $(51.0)$ | $(46.8)$ | $-8.2 \%$ |
| $(72.4)$ | $(87.2)$ | $20.4 \%$ |
| $\mathbf{1 1 9 . 6}$ | $\mathbf{1 3 3 . 2}$ | $\mathbf{1 1 . 4 \%}$ |
|  |  |  |
| $(9.6)$ | $(9.5)$ | $-1.0 \%$ |
| $(7.1)$ | $(9.8)$ | $38.0 \%$ |
| $(37.3)$ | $(32.9)$ | $-11.8 \%$ |
| $(0.6)$ | $(0.7)$ | $16.7 \%$ |
| $(0.5)$ | $(0.6)$ | 0.2 |
| $\mathbf{6 4 . 5}$ | $\mathbf{7 9 . 7}$ | $\mathbf{2 3 . 6 \%}$ |
| $(14.8)$ | $(20.2)$ | $36.5 \%$ |
| $(13.7)$ | $(12.9)$ | $-5.8 \%$ |
| $\mathbf{3 6 . 0}$ | $\mathbf{4 6 . 6}$ | $29.4 \%$ |
| $\mathbf{1 4 . 8 \%}$ | $\mathbf{1 7 . 4 \%}$ | $\mathbf{2 . 6 p . p}$. |
| $\mathbf{1 0 2 . 9}$ | $\mathbf{1 1 3 . 9}$ | $\mathbf{1 0 . 7 \%}$ |
| $\mathbf{4 2 . 3 \%}$ | $\mathbf{4 2 . 6 \%}$ | $\mathbf{0 . 3 p . p}$. |



[^1](**) 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.

## 15.3 - Table 3 - Franchising - R\$ million

| FRANCHISING RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross revenues(*) | 12.8 | 15.1 | 18.3 | 20.6 | 18.7 | 17.8 | -4.8\% |
| Taxes on revenues | (0.8) | (0.8) | (1.0) | (1.1) | (1.0) | (1.2) | 20.0\% |
| Net revenues (**) | 12.0 | 14.3 | 17.3 | 19.5 | 17.7 | 16.6 | -6.2\% |
| Costs | (5.5) | (6.8) | (7.9) | (8.1) | (7.8) | (9.2) | 17.9\% |
| Gross profit | 6.5 | 7.5 | 9.4 | 11.4 | 9.9 | 7.4 | -25.3\% |
| Operating expenses (SG\&A) | (0.3) | - | (0.1) | (0.1) | (0.7) | (0.6) | -14.3\% |
| Other assets depreciation and amortization | - | (0.3) | (0.4) | (0.4) | (0.5) | (0.4) | -20.0\% |
| Operating profit before financial results and taxes (EBIT) | 6.2 | 7.2 | 8.9 | 10.9 | 8.7 | 6.4 | -26.4\% |
| Financial expenses, net | 0.4 | 1.8 | 0.9 | 1.4 | 1.8 | 1.6 | -11.1\% |
| Income tax and social contribution | (0.9) | (0.9) | (1.1) | (1.3) | (1.2) | (1.3) | 8.3\% |
| Net income for the period | 5.7 | 8.1 | 8.7 | 11.0 | 9.3 | 6.7 | -28.0\% |
| Net Margin | 47.5\% | 56.6\% | 50.3\% | 56.4\% | 52.5\% | 40.4\% | -12.1p.p. |
| EBITDA | 6.2 | 7.5 | 9.3 | 11.3 | 9.2 | 6.8 | -26.1\% |
| EBITDA Margin | 51.7\% | 52.4\% | 53.8\% | 57.9\% | 52.0\% | 41.0\% | -11.0p.p. |


| 1Q15 | 1Q16 | Var. |
| ---: | ---: | ---: |
| 4.4 | 4.6 | $4.5 \%$ |
| $(0.3)$ | $(0.3)$ | $0.0 \%$ |
| 4.1 | 4.3 | $4.9 \%$ |
| $(2.3)$ | $(2.0)$ | $-13.0 \%$ |
| 1.8 | 2.3 | $27.8 \%$ |
| - | $(0.3)$ | $100.0 \%$ |
| $(0.1)$ | $(0.1)$ | $0.0 \%$ |
| 1.7 | 1.9 | $11.8 \%$ |
| 0.4 | 0.6 | $50.0 \%$ |
| $(0.3)$ | $(0.4)$ | $33.3 \%$ |
| 1.8 | 2.1 | $16.7 \%$ |
| $43.9 \%$ | $48.8 \%$ | $4.9 p . p$ |
| 1.8 | 2.0 | $11.1 \%$ |
| $43.9 \%$ | $46.5 \%$ | $2.6 p . p$. |

$\left(^{*}\right)$ 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.

## 15.4 - Table 4 - Consolidated - R\$ million

| CONSOLIDATED RESULTS | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. | 1Q15 | 1 Q16 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Car rental gross revenues (*) | 838.0 | 1,019.4 | 1,132.3 | 1,208.4 | 1,352.1 | 1,316.9 | -2.6\% | 325.0 | 354.7 | 9.1\% |
| Franchising gross revenues (*) | 12.8 | 15.1 | 18.3 | 20.6 | 18.7 | 17.8 | -4.8\% | 4.4 | 4.6 | 4.5\% |
| Car Rental and Franchising total gross revenues (*) | 850.8 | 1,034.5 | 1,150.6 | 1,229.0 | 1,370.8 | 1,334.7 | -2.6\% | 329.4 | 359.3 | 9.1\% |
| Fleet Rental gross revenues (*) | 374.5 | 472.9 | 552.4 | 592.8 | 589.5 | 619.6 | 5.1\% | 151.9 | 160.9 | 5.9\% |
| Car and Fleet Rentals and Franchising total gross revenues (*) | 1,225.3 | 1,507.4 | 1,703.0 | 1,821.8 | 1,960.3 | 1,954.3 | -0.3\% | 481.3 | 520.2 | 8.1\% |
| Taxes on revenues - Car and Fleet Rentals and Franchising | (50.0) | (57.4) | (56.3) | (62.9) | (86.3) | (71.2) | -17.5\% | (18.2) | (17.8) | -2.2\% |
| Car and Fleet Rentals and Franchising net revenues (**) | 1,175.3 | 1,450.0 | 1,646.7 | 1,758.9 | 1,874.0 | 1,883.1 | 0.5\% | 463.1 | 502.4 | 8.5\% |
| 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 | 1,679.2 | 0.5\% | 450.6 | 436.2 | -3.2\% |
| Car sales for fleet renewal - Fleet Rental (*) | 221.3 | 227.7 | 270.2 | 264.6 | 350.8 | 368.6 | 5.1\% | 94.2 | 108.9 | 15.6\% |
| Car sales for fleet renewal - total gross revenues (*) | 1,326.0 | 1,472.4 | 1,523.8 | 1,750.7 | 2,022.2 | 2,047.8 | 1.3\% | 544.8 | 545.1 | 0.1\% |
| Taxes on revenues - Car sales for fleet renewal | (4.1) | (4.3) | (3.8) | (3.4) | (4.0) | (2.9) | -27.5\% | (0.9) | (0.5) | -44.4\% |
| Car sales for fleet renewal - net revenues (**) | 1,321.9 | 1,468.1 | 1,520.0 | 1,747.3 | 2,018.2 | 2,044.9 | 1.3\% | 543.9 | 544.6 | 0.1\% |
| Total net revenues (**) | 2,497.2 | 2,918.1 | 3,166.7 | 3,506.2 | 3,892.2 | 3,928.0 | 0.9\% | 1,007.0 | 1,047.0 | 4.0\% |
| Direct costs and expenses: Car rental |  |  |  |  |  |  |  |  |  |  |
| Car rental <br> Franchising | $(317.8)$ $(5.5)$ | $(382.7)$ $(6.8)$ | $(476.6)$ $(7.9)$ | (536.9) (8.1) | $(577.3)$ $(7.8)$ | (618.1) $(9.2)$ | 7.1\% $17.9 \%$ | (146.7) $(2.3)$ | (160.4) $(2.0)$ | $\begin{array}{r} 9.3 \% \\ -13.0 \% \end{array}$ |
| Total Car rental and Franchising | (323.3) | (389.5) | (484.5) | (545.0) | (585.1) | (627.3) | 7.2\% | (149.0) | (162.4) | 9.0\% |
| Fleet Rental | (94.7) | (117.8) | (146.3) | (161.1) | (190.8) | (189.3) | -0.8\% | (51.0) | (46.8) | -8.2\% |
| Total Car and Fleet Rentals and Franchising | (418.0) | (507.3) | (630.8) | (706.1) | (775.9) | (816.6) | 5.2\% | (200.0) | (209.2) | 4.6\% |
| Car sales for fleet renewal - Car rental | (980.0) | (1,092.0) | $(1,068.5)$ | $(1,271.9)$ | $(1,428.4)$ | $(1,396.3)$ | -2.2\% | (372.9) | (371.6) | -0.3\% |
| Car sales for fleet renewal - Fleet Rental | (201.4) | (197.5) | (237.3) | (214.1) | (276.3) | (286.7) | 3.8\% | (72.4) | (87.2) | 20.4\% |
| Total Car sales for fleet renewal (book value) | $(1,181.4)$ | (1,289.5) | $(1,305.8)$ | (1,486.0) | $(1,704.7)$ | (1,683.0) | -1.3\% | (445.3) | (458.8) | 3.0\% |
| Total costs | $(1,599.4)$ | $(1,796.8)$ | (1,936.6) | $(2,192.1)$ | $(2,480.6)$ | $(2,499.6)$ | 0.8\% | (645.3) | (668.0) | 3.5\% |
| Gross profit | 897.8 | 1,121.3 | 1,230.1 | 1,314.1 | 1,411.6 | 1,428.4 | 1.2\% | 361.7 | 379.0 | 4.8\% |
| Operating expenses |  |  |  |  |  |  |  |  |  |  |
| Advertising, promotion and selling: |  |  |  |  |  |  |  |  |  |  |
| Car rental | (62.6) | (79.5) | (93.3) | (103.5) | (117.8) | (127.9) | 8.6\% | (34.1) | (34.2) | 0.3\% |
| Franchising | (0.3) | (0.1) | (0.1) | (0.1) | (0.8) | (0.6) | -25.0\% | - | (0.1) | 100.0\% |
| Total car rental and Franchising | (62.9) | (79.6) | (93.4) | (103.6) | (118.6) | (128.5) | 8.3\% | (34.1) | (34.3) | 0.6\% |
| Fleet Rental | (9.8) | (10.5) | (11.6) | (14.4) | (15.1) | (18.2) | 20.5\% | (4.2) | (3.6) | -14.3\% |
| Car sales for fleet renewal | (98.1) | (129.0) | (150.6) | (162.1) | (172.3) | (191.1) | 10.9\% | (46.1) | (45.4) | -1.5\% |
| Total advertising, promotion and selling | (170.8) | (219.1) | (255.6) | (280.1) | (306.0) | (337.8) | 10.4\% | (84.4) | (83.3) | -1.3\% |
| General, administrative and other expenses | (77.5) | (80.9) | (98.9) | (117.5) | (135.8) | (155.8) | 14.7\% | (32.3) | (37.3) | 15.5\% |
| Total Operating expenses | (248.3) | (300.0) | (354.5) | (397.6) | (441.8) | (493.6) | 11.7\% | (116.7) | (120.6) | 3.3\% |
| Depreciation expenses: |  |  |  |  |  |  |  |  |  |  |
| Cars depreciation: |  |  |  |  |  |  |  |  |  |  |
| Car rental | (65.9) | (86.4) | (212.7) | (85.8) | (78.1) | (38.9) | -50.2\% | (12.6) | (13.4) | 6.3\% |
| Fleet Rental | (80.4) | (115.1) | (164.2) | (143.2) | (129.3) | (124.7) | -3.6\% | (37.3) | (32.9) | -11.8\% |
| Total cars depreciation expenses | (146.3) | (201.5) | (376.9) | (229.0) | (207.4) | (163.6) | -21.1\% | (49.9) | (46.3) | -7.2\% |
| Other assets depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | (35.7) | 0.0\% | (8.8) | (9.6) | 9.1\% |
| Total depreciation and amortization expenses | (167.4) | (225.6) | (409.8) | (264.4) | (243.1) | (199.3) | -18.0\% | (58.7) | (55.9) | -4.8\% |
| Operating profit before financial results and taxes (EBIT) | 482.1 | 595.7 | 465.8 | 652.1 | 726.7 | 735.5 | 1.2\% | 186.3 | 202.5 | 8.7\% |
| Financial expenses, net: |  |  |  |  |  |  |  |  |  |  |
| Expense | (168.3) | (239.3) | (199.3) | (187.1) | (276.4) | (370.1) | 33.9\% | (85.9) | (112.2) | 30.6\% |
| Income | 38.2 | 60.3 | 60.6 | 76.5 | 125.3 | 167.4 | 33.6\% | 37.9 | 44.5 | 17.4\% |
| 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) | (202.7) | 34.1\% | (48.0) | (67.7) | 41.0\% |
| Income before tax and social contribution | 352.0 | 416.7 | 327.1 | 541.5 | 575.6 | 532.8 | -7.4\% | 138.3 | 134.8 | -2.5\% |
| Income tax and social contribution | (101.5) | (125.1) | (86.2) | (157.2) | (165.0) | (130.4) | -21.0\% | (38.0) | (31.8) | -16.3\% |
| Net income for the period | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 | 402.4 | -2.0\% | 100.3 | 103.0 | 2.7\% |
| EBITDA | 649.5 | 821.3 | 875.6 | 916.5 | 969.8 | 934.8 | -3.6\% | 245.0 | 258.4 | 5.5\% |
| Consolidated EBITDA Margin | 26.0\% | 28.1\% | 27.7\% | 26.1\% | 24.9\% | 23.8\% | -1.1p.p. | 24.3\% | 24.7\% | 0.4p.p. |
| Car and Fleet Rentals and Franchising EBITDA | 615.1 | 779.9 | 812.1 | 817.3 | 849.6 | 785.3 | -7.6\% | 196.9 | 221.4 | 12.4\% |
| EBITDA Margin | 52.3\% | 53.8\% | 49.3\% | 46.5\% | 45.3\% | 41.7\% | -3.6p.p. | 42.5\% | 44.1\% | 1.6p.p. |
| Used Car Sales (Seminovos) EBITDA | 34.4 | 41.4 | 63.5 | 99.2 | 120.2 | 149.5 | 24.4\% | 48.1 | 37.0 | -23.1\% |
| EBITDA Margin | 2.6\% | 2.8\% | 4.2\% | 5.7\% | 6.0\% | 7.3\% | 1.3p.p. | 8.8\% | 6.8\% | -2.0p.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.
15.5 - Table 5 - Operating data

| SELECTED OPERATING DATA | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Var. | 1Q15 | 1Q16 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Average operating fleet: |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 42,903 | 51,285 | 53,548 | 59,094 | 61,525 | 62,513 | 1.6\% | 64,902 | 64,191 | -1.1\% |
| Fleet Rental | 22,916 | 27,858 | 30,357 | 31,188 | 30,778 | 31,676 | 2.9\% | 32,127 | 31,480 | -2.0\% |
| Total | 65,819 | 79,143 | 83,905 | 90,282 | 92,303 | 94,189 | 2.0\% | 97,029 | 95,671 | -1.4\% |
| Average rented fleet: |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 29,646 | 35,348 | 37,932 | 39,475 | 42,999 | 43,315 | 0.7\% | 43,025 | 47,139 | 9.6\% |
| Fleet Rental | 22,343 | 26,676 | 29,444 | 30,121 | 28,787 | 30,280 | 5.2\% | 30,508 | 30,506 | 0.0\% |
| Total | 51,989 | 62,024 | 67,376 | 69,596 | 71,786 | 73,595 | 2.5\% | 73,533 | 77,645 | 5.6\% |
| Average age of operating fleet (months) |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 6.3 | 6.8 | 7.8 | 7.2 | 7.2 | 7.4 | 2.8\% | 7.0 | 8.6 | 22.9\% |
| Fleet Rental | 15.9 | 15.8 | 16.8 | 18.6 | 18.0 | 16.7 | -7.2\% | 16.7 | 17.4 | 4.2\% |
| Average age of total operating fleet | 9.6 | 9.9 | 11.0 | 11.1 | 10.0 | 10.6 | 6.0\% | 10.8 | 11.6 | 7.4\% |
| Fleet at end of period: |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 61,445 | 64,688 | 65,086 | 70,717 | 77,573 | 76,755 | -1.1\% | 71,343 | 68,901 | -3.4\% |
| Fleet Rental | 26,615 | 31,629 | 32,104 | 32,809 | 34,312 | 33,948 | -1.1\% | 33,500 | 32,228 | -3.8\% |
| Total | 88,060 | 96,317 | 97,190 | 103,526 | 111,885 | 110,703 | -1.1\% | 104,843 | 101,129 | -3.5\% |
| Managed fleet at end period - Fleet Rental | 331 | 234 | 162 | 30 | 267 | 207 | -22.5\% | 223 | 139 | -37.7\% |
| Fleet investment (R\$ million) |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 1,476.1 | 1,306.2 | 1,227.2 | 1,634.5 | 1,909.1 | 1,773.1 | -7.1\% | 243.6 | 178.7 | -26.6\% |
| Fleet Rental | 411.3 | 439.9 | 386.4 | 389.7 | 571.2 | 502.0 | -12.1\% | 105.0 | 75.7 | -27.9\% |
| Total | 1,887.4 | 1,746.1 | 1,613.6 | 2,024.2 | 2,480.3 | 2,275.1 | -8.3\% | 348.6 | 254.4 | -27.0\% |
| Number of rental days (In thousands): |  |  |  |  |  |  |  |  |  |  |
| Car Rental - Total | 10,818.8 | 12,907.7 | 13,886.3 | 14,414.7 | 15,696.2 | 15,815.8 | 0.8\% | 3,875.4 | 4,292.6 | 10.8\% |
| Rental days for Fleet Rental replacement service | (84.6) | (113.4) | (137.5) | (173.0) | (280.2) | (249.7) | -10.9\% | (63.8) | (50.3) | -21.2\% |
| Car Rental - Net | 10,734.3 | 12,794.3 | 13,748.8 | 14,241.7 | 15,416.0 | 15,566.1 | 1.0\% | 3,811.6 | 4,242.3 | 11.3\% |
| Fleet Rental | 8,043.8 | 9,603.4 | 10,600.7 | 10,843.7 | 10,363.3 | 10,900.9 | 5.2\% | 2,745.7 | 2,745.5 | 0.0\% |
| Total | 18,778.1 | 22,397.7 | 24,349.5 | 25,085.4 | 25,779.3 | 26,467.0 | 2.7\% | 6,557.3 | 6,987.8 | 6.6\% |
| Annualized average depreciation per car (R\$) |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 1,536.0 | 1,683.9 | 3,972.4 | 1,452.4 | 1,270.0 | 622.1 | -51.0\% | 778.4 | 836.0 | 7.4\% |
| Fleet Rental | 3,509.7 | 4,133.0 | 5,408.2 | 4,592.3 | 4,202.1 | 3,935.2 | -6.4\% | 4,642.0 | 4,175.1 | -10.1\% |
| Total | 2,223.2 | 2,546.0 | 4,491.9 | 2,537.1 | 2,247.7 | 1,736.3 | -22.8\% | 2,057.7 | 1,934.7 | -6.0\% |
| Average annual revenues per operating car ( $\mathbf{R}$ \$ thousand) |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 19.5 | 19.1 | 20.4 | 19.7 | 20.9 | 20.1 | -3.8\% | 19.4 | 21.3 | 9.8\% |
| Fleet Rental | 16.2 | 16.2 | 17.5 | 18.2 | 18.3 | 18.9 | 3.3\% | 18.4 | 19.8 | 7.6\% |
| Average daily rental (R\$) |  |  |  |  |  |  |  |  |  |  |
| Car Rental (**) | 78.07 | 79.68 | 82.36 | 84.85 | 87.71 | 84.56 | -3.6\% | 85.26 | 83.61 | -1.9\% |
| Fleet Rental | 46.27 | 48.83 | 51.59 | 53.83 | 56.16 | 56.08 | -0.1\% | 54.89 | 57.65 | 5.0\% |
| Utilization rate: |  |  |  |  |  |  |  |  |  |  |
| Car Rental | 69.1\% | 68.9\% | 70.8\% | 66.8\% | 69.9\% | 69.3\% | -0.6p.p. | 66.3\% | 73.4\% | 7.1p.p. |
| Fleet Rental | 97.5\% | 95.8\% | 97.0\% | 96.6\% | 93.5\% | 95.6\% | 2.1p.p. | 95.0\% | 96.9\% | 1.9p.p. |
| Number of cars purchased - consolidated | 65,934 | 59,950 | 58,655 | 69,744 | 79,804 | 64,032 | -19.8\% | 10,640 | 6,989 | -34.3\% |
| Average price of cars purchased ( R \$ thsd) - consolidated | 28.63 | 29.13 | 27.51 | 29.02 | 31.08 | 35.53 | 14.3\% | 32.76 | 36.40 | 11.1\% |
| Numbers of cars sold - consolidated | 47,285 | 50,772 | 56,644 | 62,641 | 70,621 | 64,305 | -8.9\% | 17,449 | 16,348 | -6.3\% |
| Average price of cars sold (R\$ thsd) (*) - consolidated | 25.80 | 26.30 | 24.24 | 25.36 | 25.90 | 28.54 | 10.2\% | 28.33 | 30.36 | 7.2\% |

(*) 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.

## 16 - Consolidated financial statements - IFRS - R\$/million

| ASSETS | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 1 Q16 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| CURRENT ASSETS: |  |  |  |  |  |  |  |
| Cash and cash equivalents | 415.7 | 711.0 | 823.9 | 1,010.7 | 1,390.2 | 1,385.1 | 1,610.8 |
| Trade accounts receivable | 274.8 | 353.4 | 361.1 | 408.3 | 459.6 | 486.1 | 460.3 |
| Derivative financial instruments - swap | - | - | - | - | - | - | 23.5 |
| Other current assets | 40.7 | 54.1 | 50.0 | 57.9 | 94.6 | 102.6 | 137.4 |
| Decommissioning cars to fleet renewal | 20.1 | 29.0 | 13.3 | 16.5 | 18.3 | 31.8 | 13.3 |
| Total current assets | 751.3 | 1,147.5 | 1,248.3 | 1,493.4 | 1,962.7 | 2,005.6 | 2,245.3 |
| NON CURRENT ASSETS: |  |  |  |  |  |  |  |
| Long-term assets: |  |  |  |  |  |  |  |
| Marketable securities | - | - | - | - | 92.5 | - | - |
| Derivative financial instruments - swap | - | - | - | - | - | 45.6 | - |
| Trade accounts receivable | - | - | 4.0 | 7.1 | 3.2 | 4.7 | 4.3 |
| Escrow deposit | 24.8 | 25.0 | 23.0 | 38.1 | 41.9 | 52.9 | 54.1 |
| Deferred income tax and social contribution | 24.0 | 19.8 | 24.5 | 32.4 | - | - | - |
| Other non current assets | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 2.8 |
| Total long-term assets | 48.9 | 44.9 | 51.6 | 77.7 | 137.7 | 103.3 | 61.2 |
| Property and equipment |  |  |  |  |  |  |  |
| Cars | 2,427.4 | 2,652.7 | 2,534.3 | 2,781.4 | 3,278.0 | 3,610.9 | 3,358.9 |
| Other | 114.9 | 141.7 | 171.0 | 166.1 | 203.9 | 314.1 | 312.7 |
| Intangible: |  |  |  |  |  |  |  |
| Software | 7.7 | 18.3 | 36.2 | 47.3 | 60.3 | 67.1 | 64.7 |
| Goodwill on acquisition of investments | 4.5 | 4.5 | 4.5 | 12.3 | 22.0 | 22.0 | 22.0 |
| Total non current assets | 2,603.4 | 2,862.1 | 2,797.6 | 3,084.8 | 3,701.9 | 4,117.4 | 3,819.5 |
| TOTAL ASSETS | 3,354.7 | 4,009.6 | 4,045.9 | 4,578.2 | 5,664.6 | 6,123.0 | 6,064.8 |


| LIABILITIES AND SHAREHOLDERS' EQUITY | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 1 Q16 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| CURRENT LIABILITIES: |  |  |  |  |  |  |  |
| Trade accounts payable | 443.0 | 488.7 | 356.2 | 460.5 | 828.4 | 690.6 | 429.1 |
| Social and labor obligations | 58.0 | 58.7 | 53.2 | 73.9 | 86.3 | 85.6 | 106.3 |
| Loans, financing and debentures | 233.7 | 130.9 | 210.1 | 275.4 | 300.9 | 422.4 | 674.3 |
| Income tax and social contribution | 22.7 | 32.5 | 26.0 | 35.2 | 41.3 | 28.3 | 25.0 |
| Dividends and interest on capital | 40.2 | 38.3 | 18.7 | 53.1 | 59.2 | 29.3 | 31.2 |
| Other current liabilities | 36.1 | 44.7 | 70.0 | 78.6 | 82.3 | 99.9 | 81.9 |
| Total current liabilities | 833.7 | 793.8 | 734.2 | 976.7 | 1,398.4 | 1,356.1 | 1,347.8 |
| NON CURRENT LIABILITIES: |  |  |  |  |  |  |  |
| Loans, financing and debentures | 1,463.1 | 1,943.5 | 1,845.0 | 2,068.1 | 2,411.6 | 2,596.9 | 2,470.8 |
| Provisions | 42.5 | 30.1 | 35.2 | 50.9 | 69.9 | 68.3 | 69.8 |
| Deferred income tax and social contribution | 81.6 | 92.4 | 76.8 | 111.8 | 106.0 | 141.6 | 147.8 |
| Other non current liabilities | 35.1 | 29.2 | 30.0 | 29.5 | 23.2 | 18.5 | 17.6 |
| Total non current liabilities | 1,622.3 | 2,095.2 | 1,987.0 | 2,260.3 | 2,610.7 | 2,825.3 | 2,706.0 |
| Total liabilities | 2,456.0 | 2,889.0 | 2,721.2 | 3,237.0 | 4,009.1 | 4,181.4 | 4,053.8 |
| SHAREHOLDERS' EQUITY: |  |  |  |  |  |  |  |
| Capital | 601.7 | 601.7 | 601.7 | 976.7 | 976.7 | 976.7 | 976.7 |
| Capital Reserves | 12.0 | 19.0 | 48.0 | 30.2 | 40.4 | 35.9 | 37.7 |
| Earnings Reserves | 273.9 | 499.8 | 675.0 | 334.3 | 638.4 | 929.0 | 996.6 |
| 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 | 1,941.6 | 2,011.0 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY | 3,354.7 | 4,009.6 | 4,045.9 | 4,578.2 | 5,664.6 | 6,123.0 | 6,064.8 |

17 - Consolidated financial statements - Income statements and reconciliations - R\$/million

| STATEMENT OF InCOME | $\begin{gathered} 2010 \\ \text { USGAAP } \\ \hline \end{gathered}$ | $\begin{aligned} & 2011 \\ & \text { IFRS } \end{aligned}$ | $\begin{aligned} & 2012 \\ & \text { IFRS } \end{aligned}$ | $\begin{aligned} & 2013 \\ & \text { IFRS } \end{aligned}$ | $\begin{aligned} & 2014 \\ & \text { IFRS } \end{aligned}$ | $\begin{aligned} & 2015 \\ & \text { IFRS } \end{aligned}$ | $\begin{gathered} 1 \text { Q16 } \\ \text { USGAAP } \\ \hline \end{gathered}$ | Reclassifications | 1Q16 <br> IFRS |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total net revenues | 2,497.2 | 2,918.1 | 3,166.7 | 3,506.2 | 3,892.2 | 3,928.0 | 1,065.3 | (18.3) (a) | 1,047.0 |
| COSTS AND EXPENSES: |  |  |  |  |  |  |  |  |  |
| Direct costs | $(1,599.4)$ | $(1,796.8)$ | $(1,936.6)$ | $(2,192.1)$ | $(2,480.6)$ | $(2,499.6)$ | (668.0) | - | (668.0) |
| Taxes on revenues | - | - | - | - | - | - | (18.3) | 18.3 (a) | - |
| Selling, general, administrative and other expenses | (248.3) | (300.0) | (354.5) | (397.6) | (441.8) | (493.6) | (120.6) | - | (120.6) |
| Cars depreciation | (146.3) | (201.5) | (376.9) | (229.0) | (207.4) | (163.6) | (46.3) | - | (46.3) |
| Other assets depreciation and amortization | (21.1) | (24.1) | (32.9) | (35.4) | (35.7) | (35.7) | (9.6) | - | (9.6) |
| Total costs and expenses | (2,015.1) | $(2,322.4)$ | $(2,700.9)$ | (2,854.1) | $(3,165.5)$ | $(3,192.5)$ | (862.8) | 18.3 | (844.5) |
| Income before financial results and taxes (EBIT) | 482.1 | 595.7 | 465.8 | 652.1 | 726.7 | 735.5 | 202.5 | - | 202.5 |
| FINANCIAL EXPENSES, NET | (130.1) | (179.0) | (138.7) | (110.6) | (151.1) | (202.7) | (67.7) | - | (67.7) |
| Income before taxes | 352.0 | 416.7 | 327.1 | 541.5 | 575.6 | 532.8 | 134.8 | - | 134.8 |
| INCOME TAX AND SOCIAL CONTRIBUTION |  |  |  |  |  |  |  |  |  |
| Current | (80.2) | (106.2) | (106.5) | (130.1) | (139.5) | (94.8) | (25.6) | - | (25.6) |
| Deferred | (21.3) | (18.9) | 20.3 | (27.1) | (25.5) | (35.6) | (6.2) | - | (6.2) |
|  | (101.5) | (125.1) | (86.2) | (157.2) | (165.0) | (130.4) | (31.8) | - | (31.8) |
| Net income | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 | 402.4 | 103.0 | - | 103.0 |

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

| Shareholder's equity Reconciliation | Dec 31, 2015 | March 31,2016 |
| :--- | ---: | ---: | ---: |
| Shareholders' equity - IFRS | $\mathbf{1 , 9 4 1 . 6}$ | $\mathbf{2 , 0 1 1 . 0}$ |
| Dividends proposed | 1.0 | 1.0 |
| Goodwill, net of income tax and social contribution | 21.8 | 21.8 |
|  | $\mathbf{1 , 9 6 4 . 4}$ | $\mathbf{2 , 0 3 3 . 8}$ |


| CONSOLIDATED CASH FLOW | $\begin{gathered} 2010 \\ \text { USGAAP } \\ \hline \end{gathered}$ | $\begin{aligned} & 2011 \\ & \text { IFRS } \\ & \hline \end{aligned}$ | $\begin{aligned} & \hline 2012 \\ & \text { IFRS } \\ & \hline \end{aligned}$ | $\begin{aligned} & 2013 \\ & \text { IFRS } \\ & \hline \end{aligned}$ | $\begin{aligned} & 2014 \\ & \text { IFRS } \\ & \hline \end{aligned}$ | $\begin{aligned} & 2015 \\ & \text { IFRS } \\ & \hline \end{aligned}$ | $\begin{aligned} & 1 \text { Q16 } \\ & \text { IFRS } \\ & \hline \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| CASH FLOWS FROM OPERATING ACTIVIIIES: |  |  |  |  |  |  |  |
| Net income | 250.5 | 291.6 | 240.9 | 384.3 | 410.6 | 402.4 | 103.0 |
| Adjustments to reconcile net income and cash and cash equivalents provided by operating activities: |  |  |  |  |  |  |  |
| Depreciation and amortization | 167.4 | 225.6 | 409.8 | 264.4 | 243.2 | 199.3 | 55.9 |
| Net book value of vehicles written off | 1,214.3 | 1,328.6 | 1,360.2 | 1,543.8 | 1,777.0 | 1,769.1 | 477.3 |
| Deferred income tax and social contribution | 21.3 | 18.9 | (20.3) | 27.1 | 25.5 | 35.6 | 6.2 |
| Other | 6.7 | 2.7 | 21.8 | 33.7 | 32.0 | 17.3 | 4.8 |
| (Increase) decrease in assets: |  |  |  |  |  |  |  |
| Trade receivable | (63.3) | (81.3) | (14.6) | (54.7) | (49.9) | (36.6) | 23.1 |
| Purchases of cars (see supplemental disclosure below) | (1,799.1) | $(1,743.8)$ | $(1,735.7)$ | $(1,939.4)$ | $(2,150.2)$ | $(2,399.6)$ | (510.8) |
| Escrow deposits | (1.6) | 0.6 | 0.7 | (15.1) | (5.7) | (15.3) | (1.2) |
| Taxes recoverable | (7.0) | (15.9) | (11.4) | (20.3) | (43.4) | (5.2) | 11.9 |
| Other assets | (4.2) | 10.7 | 8.5 | 6.1 | (5.7) | (1.3) | (44.6) |
| Increase (decrease) in liabilities: |  |  |  |  |  |  |  |
| Accounts payable (except car manufacturers) | 39.2 | 13.0 | (15.6) | 14.6 | 33.5 | (16.7) | (5.9) |
| Social and labor obligations | 27.9 | 0.7 | (5.5) | 20.7 | 12.4 | (0.5) | 20.7 |
| Income tax and social contribution | 78.3 | 106.2 | 106.5 | 130.1 | 139.5 | 94.8 | 25.6 |
| Interest on loans, financing, debentures and sw aps of fixed rates | 161.4 | 231.0 | 195.9 | 181.6 | 281.7 | 406.6 | 104.2 |
| Insurance premium | (10.0) | 2.6 | 15.8 | 4.0 | (0.6) | 4.4 | (6.8) |
| Other liabilities | 20.8 | (17.0) | 16.0 | 1.1 | (5.4) | 5.9 | (11.3) |
| Cash provided by operating activities | 102.6 | 374.2 | 573.0 | 582.0 | 694.5 | 460.2 | 252.1 |
| Income tax and social contribution paid | (57.8) | (83.0) | (100.9) | (108.5) | (113.1) | (110.7) | (28.8) |
| Interest on loans, financing and debentures paid | (169.6) | (237.0) | (190.6) | (152.0) | (328.0) | (352.9) | (104.3) |
| Net cash provided by operating activities | (124.8) | 54.2 | 281.5 | 321.5 | 253.4 | (3.4) | 119.0 |
| CASH FLOWS FROM INVESTING ACTIVIIES: |  |  |  |  |  |  |  |
| (Investments) w ithdraw in marketable securities | - | - | - |  | (92.6) | 92.6 |  |
| Acquisition of investment, goodw ill and fair value surplus |  | - |  | (12.5) | (14.4) |  |  |
| Purchases of other property and equipment and addition to intangible assets | (51.1) | (63.0) | (80.8) | (41.5) | (87.3) | (153.0) | (8.6) |
| Net cash provided by (used in) investing activities | (51.1) | (63.0) | (80.8) | (54.0) | (194.3) | (60.4) | (8.6) |
| CASH FLOWS FROM FINANCING ACTIVIIES: |  |  |  |  |  |  |  |
| Loans and financings: |  |  |  |  |  |  |  |
| Proceeds | 427.9 | 288.1 | 125.9 | 112.6 | 499.1 | 747.1 | 63.7 |
| Repayment | (408.9) | (404.5) | (359.9) | (129.4) | (490.4) | (368.4) | (75.6) |
| Debentures |  |  |  |  |  |  |  |
| Proceeds | 370.0 | 500.0 | 300.2 | 496.3 | 497.3 | 496.8 | 197.4 |
| Repayment | (222.1) | - | (90.6) | (220.7) | (90.8) | (668.0) | (37.5) |
| Treasury shares acquired | - |  | - | (36.8) | - | (27.5) | - |
| Exercise of stock options w ith treasury shares, net | - |  | 21.9 | 12.8 | 5.5 | 18.0 | 0.5 |
| Dividends paid | (6.1) | (23.3) | (26.3) | (255.1) | (38.6) | (44.7) | - |
| Interest on capital | (28.8) | (56.2) | (59.0) | (60.4) | (61.7) | (94.6) | (33.2) |
| Net cash provided by (used in) financing activities | 132.0 | 304.1 | (87.8) | (80.7) | 320.4 | 58.7 | 115.3 |
| NET CASH FLOW PROVIDED (USED) IN THE YEAR | (43.9) | 295.3 | 112.9 | 186.8 | 379.5 | (5.1) | 225.7 |
| CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR | 459.6 | 415.7 | 711.0 | 823.9 | 1,010.7 | 1,390.2 | 1,385.1 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR | 415.7 | 711.0 | 823.9 | 1,010.7 | 1,390.2 | 1,385.1 | 1,610.8 |
| INCREASE (DECREASE) IN CASH AND CASH EQUIV ALENTS | (43.9) | 295.3 | 112.9 | 186.8 | 379.5 | (5.1) | 225.7 |
| Supplemental disclosure of cash flow information: |  |  |  |  |  |  |  |
| Cash paid during the period to: |  |  |  |  |  |  |  |
| Statement of the cash paid for cars acquisition |  |  |  |  |  |  |  |
| Cars acquisition in the year/period - renew al | (1,370.1) | (1,504.5) | (1,563.3) | $(1,819.7)$ | $(2,197.7)$ | $(2,278.4)$ | (255.2) |
| Cars acquisition in the year/period - grow th | (540.3) | (272.0) | (55.5) | (209.4) | (286.9) | - |  |
| Suppliers - automakers: |  |  |  |  |  |  |  |
| Balance at the end of the year | 372.6 | 405.3 | 288.4 | 378.1 | 712.5 | 591.3 | 335.7 |
| Balance at the beginning of the year | (261.3) | (372.6) | (405.3) | (288.4) | (378.1) | (712.5) | (591.3) |
| Cash paid for cars purchased | $(1,799.1)$ | $(1,743.8)$ | $(1,735.7)$ | $(1,939.4)$ | $(2,150.2)$ | $(2,399.6)$ | (510.8) |

## 19 - 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 its estimated residual value. Depreciation is calculated as long as the assets' estimated residual value does not exceed its accounting value. Depreciation is recognized during the estimated life cycle of each asset. In the Car Rental Division, depreciation method used is linear. In the Fleet Rental Division, depreciation is recorded according to the sum of the years' digits (SOYD) method, which better reflects the consumption pattern of the economic benefits that decrease during the cars' useful life. The residual value is the estimated sale price net of the estimated selling expense.
- Depreciated cost of used cars sales (book value): 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 of the period, added by the income tax, net financial expenses, depreciation, amortization and exhaustions, as defined by CVM instruction 527/12.
- EBITDA Margin: EBITDA divided by the net revenues.
- EBIT: EBIT is the net income of the period added by the income tax and net financial expenses.
- EBIT Margin: EBIT divided by the net revenues.
- IPI tax: Tax over industrialized products. In May, 2012 Government announced an IPI tax exemption valid initially up to August, 2012, however, successively extended in 2012. In 2013 IPI tax for compact cars was increased to $2 \%$ and was kept at this level until December 2014. On January 1, 2015 the tax was fully reinstated. Those measures aim at incentivizing the automotive industry by stimulating 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.
- Net (Divestment) Investment in cars: capital investment in cars acquisition, net of the revenues from selling decommissioned cars.
- NOPAT: Net operating profit after tax.
- Average Rented Fleet: In the car rental division it is the number of daily rentals in the period divided by the number of days in the period.
- Operating Fleet: Operating fleet is comprised by the cars that are at the rental locations, either rented or not, under maintenance, as well as cars in transit from OEMs to car rental locations and those being prepared for sale, and not yet delivered to the Seminovos stores.
- Utilization Rate: It is the number of rental days of the period divided by the operating fleet. It is a Company's measure and cannot be compared with similar terms used by other companies.
- ROIC: Return on invested capital.


## 20-1Q16 Results Conference Call

Date: Tuesday, April 26, 2016.

## Portuguese (with simultaneous translation to English)

12:00 p.m. (BR time)
11:00 a.m. (Eastern time)
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English code: 9564757\#
Replay available from April 26 to May 02, 2016

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[^0]:    ) Gross revenues from car rental and car sales for fleet renewal are net of discounts and cancellations.
    $\left(^{* *}\right)$ 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.

[^1]:    (*) Gross revenues from fleet rental and car sales for fleet renewal are net of discounts and cancellations.

