## unidas

## Earnings Release

3rd Quarter, 2018

## (-) unidas



## OPERATING HIGHLIGHTS 1


(1) 2018 figures include Unidas S.A. results as of 2 Q18.
(2) Considers RAC Franchises' fleet in 3Q18.

We are very pleased to present the 3Q18 results of New Company - resulting from the consolidation of Locamerica and Unidas S.A., which, as of this quarter, will begin to use "Unidas" as the business name of both companies. More than ever, we are one.

The Company continues to be listed on the B3 under the corporate name Companhia de Locação das Américas and its ticker remains unchanged as LCAM3.

We would like to begin our message by giving you an update on the latest developments of the merger. To date, we have already obtained positive outcomes from the five synergy focuses, especially in Vehicles Purchase and Debt Refinancing. New synergy developments will occur in 4Q18 and in 2019, mainly those focused on processes and systems.

Regarding the markets in which we operate, we confirmed once again how healthy the Fleet Management and Car Rental segments are in this moment, with a record-breaking number of daily rentals this quarter. In addition, Fleet Management maintained a high occupancy rate at $98.2 \%$ and, in 3Q18 alone, we had over 4.2 thousand new vehicles contracted, a great deal of which from customers that are outsourcing their own fleet for the first time.

In the Car Rental segment, we broke the important mark of 2 million daily rentals in a quarter. This performance was coupled with the $8.6 \%$ increase in the average daily rate over the last 12 months, which, in turn, reached the highest level for the year, even though this is a period of lower seasonality in relation to $1 Q 18$. This result shows the Company's commitment to practicing sustainable rates for the business and the successful investment in higher value-added fleets, which were not available for Unidas S.A. prior to the merger.

In the Used Cars segment, the Company successfully maintained its car sale schedule. Regarding the market, the lower-thanexpected price increase of brand-new cars had an impact on retail and wholesale prices. This more competitive landscape in the Used Cars segment should remain unchanged over the next quarters, resulting in positive - albeit lower - margins, which will be largely offset by the expansion in the car rental margins, in line with the consolidated returns expected by the management. In addition, it is important to highlight that the division will also benefit from the several synergy gains from the consolidation with Unidas S.A.

In terms of financial results, even without capturing all the synergies to be generated by the consolidation with Unidas S.A. yet, we reported a consecutive increase in net income higher than the net revenue growth over the last 12 months, both in 3Q18 and in 9 M18, showing the Company's focus on growing profitable. Moreover, 3 Q18 net income is the largest ever posted in a quarter by the Company, even on a comparable basis, which allowed us to break once again the historical ROE record, which in the annualized 3Q18 totaled $22.8 \%$. Still in terms of return, the good financial performance in the quarter allowed a 3Q18 annualized ROIC of $12.5 \%$, which, coupled with the lower financial costs of the last debenture issues, resulted in a new record for the spread between ROIC and the average cost of debt, which rose to 5.8 p.p.

Also noteworthy were the important awards Unidas won over the period. We are very proud to say that our Company was chosen, for the second consecutive year, the Best Company in Customer Satisfaction in the "Car Rental" category by the 2018 ranking of the 100 Best Companies in Customer Satisfaction, organized by the MESC Institute. In the overall ranking, we were ranked 16th, well within Brazil's top 20 best companies for the second consecutive year.

Not only have we been acknowledged for the excellence of our operations, but also for our administrative work and transparency with the market. This diligence allowed us to receive from Brazil's National Association of Finance, Administration and Accounting Executives (ANEFAC), the 2018 Transparency Trophy ("Troféu Transparência") in the "Companies with net revenue of up to R\$5 billion" category.

Unidas also launched its new Investor Relations website (ri.unidas.com.br), to replace those from Locamerica and Unidas S.A. In this new website, we unified all information from both companies to meet the needs of our shareholders and debenture holders, as well as the market in general.

Finally, we would like to thank all our stakeholders, in particular the 2,405 members of our staff, for delivering once again results in line with the goals set by the Company, which consolidates our market position as Brazil's leading company in Fleet Management and the second largest in Rent-a-Car. To our shareholders and the capital markets in general, we reiterate our commitment to creating value, not only in terms of results delivered, but also in terms of absolute transparency and the highest level of investor relations.

## I - SECTOR SCENARIO

In the third quarter of 2018, the sales market for new vehicles (cars and light commercial vehicles only) grew by $16.7 \%$ year on year, with 700 thousand units sold. The sales market for used vehicles decreased slightly, by $3.4 \%$ over the same period, with 2.8 million units sold in 3Q18.

Sales of New and Used Cars in Brazil
(Cars and light commercial vehicles - millions of units)


Sources: FENABRAVE, FENAUTO

In the third quarter of 2018, despite the contraction in the market for Used Car vehicles (up to 3 years old), Unidas boosted sales by $168.0 \%$ year on year, with a total of 12,843 vehicles sold. This enabled the Company's market share for Used Cars (up to 3 years old) sales in Brazil to grow from $0.32 \%$ in $3 Q 17$ to $2.57 \%$ in 3Q18, proving that even in a scenario of decreasing sales in the market, Unidas has continued and will continue to carry out its pre-owned sales project, underpinned by its significant competitive advantage over the majority of its competitors in this segment.

## Used Car Sales by Age in Brazil

(millions of units)


Number of Sold Cars and Market Share (Market up to $\mathbf{3}$ years) ${ }^{\mathbf{1}}$


Sources: FENABRAVE, FENAUTO
(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31, 2018 by equity method.

## II - FLEET MANAGEMENT

## Performance in the Period

For yet another quarter, Unidas reached a new record in its number of daily rentals, which totaled 5,684 thousand in 3 Q18 with an annual growth of $64.2 \%$ compared to 3 Q17. In 9M18, the Company had an annual expansion of $93.6 \%$, totaling 14,894 thousand daily rentals, a volume that was also higher year on year, as a result of the Company's organic growth and the consolidation with Unidas S.A.

Average monthly rate in $3 Q 18$ was $R \$ 1,492$, remaining stable over the 12 -month period. This performance was due to the synergy generated from the consolidation of Locamerica and Unidas S.A., which allowed the arrival of large clients - with lower average car rental rates - in 3Q18 to be balanced with the acquisition of small- and medium-sized clients - with higher average car rental rates. In 9 M18, the $6.0 \%$ decrease year on year, mainly reflects the reduction in the basic interest rate during the quarter. We highlight that despite the $30.3 \%$ drop in CDI in 12 months, our Fleet Management tariffs remained stable, demonstrating the Company's ability to grow while maintaining or improving margins, demonstrating the Company's ability to grow while maintaining or improving margins, proving the robust growth of the Fleet Management market in Brazil.

As a result, net revenue from Fleet Management totaled R\$257.1 million in 3Q18, an annual increase of $64.0 \%$, due to a $64.2 \%$ rise in the number of daily rentals and the maintenance of the average rate in the period. In 9M18, net revenue for this segment was R $\$ 665.9$ million, a year-on-year increase of $84.3 \%$, mainly due to a $93.6 \%$ increase in the number of daily rentals.

(1) 2017: includes Auto Ricci as of $3 Q 17$, and from May 11,2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31, 2018 by equity method.

## II - FLEET MANAGEMENT

Unidas's average occupancy rate continued at record levels, ending 3 Q18 at $98.2 \%, 1.1$ p.p. above the figure for 3Q17. This performance has benefited from improved processes and technology implemented by our operations area, as well as the organic increase of this rate.

For the same reasons, the average occupancy rate for 9M18 was 1.1 p.p. higher than a year earlier.

## Average Occupancy Rate ${ }^{1}$



## Business Activity

The 3 Q18 showed $117.4 \%$ more vehicles rented than in 3Q17. The aggregate value of new rental agreements signed in 3Q18 was up by $221.7 \%$ on the previous year, totaling $R \$ 241.3$ million. In $9 M 18,10,228$ vehicles were rented, an increase of $86.1 \%$, for a total global value of $\mathrm{R} \$ 478.6$ million, $97.0 \%$ higher than in 9 M 17 . Such performances are explained by the acquisition of relevant contracts in 3Q18. In addition, the increase in the aggregate value also reflects the longer duration of these new contracts compared to the average of the last quarters.


[^0]
## Performance in the Period

The volume of daily car rentals (excluding franchises) in 3Q18 had an annual growth of 28.1\%, breaking, for the first time, the 2 million mark of daily rentals in a quarter and totaling a record-breaking 2.1 million daily rentals. We would like to point out that the annual growth rate in 3Q18 was slightly above the composed annual growth rate presented by the division between 2013 through 2017, of $28.0 \%$ per year. In 9M18, total volume was 5.9 million daily rentals, resulting in a $26.4 \%$ annual growth.

Number of Daily Rentals ${ }^{\mathbf{1}}$
(Excluding Franchises, thousand)


The strong demand for Rent-a-Car in the Brazilian market allowed the double-digit growth in the number of daily rentals to be reached alongside the expansion of the average daily rate, which in $3 Q 18$ was $R \$ 74.5$ or $8.6 \%$ higher than the average rate of 3Q17. In 9M18, the average daily rate was R\$73.2, $3.5 \%$ above the amount of $\mathrm{R} \$ 70.7$ in 9 M 17 .

The average rate performance is the result of several actions carried out throughout the year to give new dynamics to our Rent-aCar business, such as: (i) increasing the car mix, including luxury vehicles, (ii) the strengthening in brand investment, (iii) renewal of the entire fleet, searching for more current models and guaranteeing low mileage vehicles, (iv) better dynamic pricing systems and (v) systems and processes to improve customer experience.

The Occupational Rate in 3Q18 was $76.7 \%$, 8.3 p.p. lower to the one in 3Q17, while in 9M18 it was $79.9 \%$, 3.1 p.p. lower than a year earlier. These reductions are due to the expansion in the supply of vehicles in 3Q18, with the enhancement of the fleet mix, offering luxury cars to our clients, in addition to the Company's initiative of preparing for the growth in demand in 4Q18 and 1Q19 and for the future growth of the business without jeopardizing the quality level of the service for our clients.

## Average Daily Rate(R\$)



Occupancy Rate


| $1 Q 17$ | $2 Q 17$ | $3 Q 17$ | $4 Q 17$ | $1 Q 18$ | $2 Q 18$ | $3 Q 18$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |

As a result of the operating achievements mentioned above, Net Revenue of the Rent-a-Car segment totaled $\mathbf{R} \$ 144.9$ million in 3Q18, a $38.7 \%$ annual growth. In 9M18, Net Revenue was $\mathrm{R} \$ 394.2$ million, a $30.4 \%$ increase compared to 9 M 17 . Both expansions were beyond the composed annual growth rate of $21.0 \%$ per year between 2013 and 2017 and confirm the assertiveness of the Company's strategy of accelerating its growth in line with its profitability.

Rent-a-Car Net Revenue ${ }^{1}$
(Excluding franchises, R\$ million)


## Customer Service Network

Our service network for Rent-a-Car consisted of 219 stores at the end of 9M18, 118 of them our own and 101 franchises, covering all 26 Brazilian states and the Federal District.

(1) Considering the history of Unidas S.A. for a better comparison. Results are consolidated in Unidas as of 2Q18 and by equity method in the period of March 09, 2018 to March 31, 2018.

## IV - USED CARS SALES

## Performance in the Period

Sales of Used Cars vehicles totaled 12,843 vehicles in 3Q18 (+168.0\% YoY) and 30,049 vehicles in 9M18 (+162.6\% YoY), reflecting higher sales volumes by the Company, including Unidas S.A. It is also worth noting that, for 9M18, we are taking into account the amount of vehicles sold by Unidas S.A. after the conclusion of the consolidation on March 9, 2018. Considering the nine months pro forma of Unidas S.A., this amount would total 36,707 vehicles.

The average selling price was R\$32.9 thousand in 3Q18 and R\$32.3 thousand for 9M18, corresponding to annual increases of $6.5 \%$ and $1.3 \%$, respectively, as a result of the different mix of vehicles sold in these periods.

Number of Cars Sold and
Average Selling Price (R\$ thousand/Car) ${ }^{1}$


Fleet Retirement totaled 10.2 thousand vehicles in 9 M18 and accounted for $8.6 \%$ of the total fleet, 3.0 p.p. more than in 3Q17. The Company intends to work with a stock of $7.5 \%$ to $8.5 \%$ of the total in the quarters ahead.


The Used Cars segment revenue in 3 Q18 was R $\$ 422.3$ million, up $185.0 \%$ compared to 3 Q17, thanks to a $168.0 \%$ increase in the number of vehicles sold and a $6.5 \%$ rise in the average selling price.

In 9M18, Net Revenue amounted to R\$969.5 million, up $165.5 \%$ compared to 9 M17, thanks to a $162.6 \%$ growth in the number of vehicles sold and a $1.3 \%$ increase in the average selling price.

[^1]Revenue from Vehicle Sales ${ }^{1}$
( $\mathrm{R} \$$ million)


Gross revenue from retail sales totaled $68.7 \%$ and $68.1 \%$ in $3 Q 18$ and in 9M18, respectively. The Gross Profit of the Used Cars segment amounted to $\mathrm{R} \$ 42.5$ million in 3 Q 18 ( $+114.6 \% \mathrm{YoY}$ ) and R $\$ 111.6$ million in 9 M 18 ( $+150.2 \%$ YoY), while its Gross Margin was $10.1 \%$ ( -3.3 p.p. YoY) and $11.5 \% ~(-0.7$ p.p. YoY) in the respective periods. As previously mentioned, the increase in competition in the used car sales market with the lower-than-expected price increase of brand-new cars had a negative impact on prices of retail and wholesale sales channels, with the consequence impact on the segment's gross margin. The Company is comfortable with the margins presented, since they maintain a positive EBITDA in Used Cars division.

| Used Cars Sales Results (R\$ million) | 3 Q18 | 3 Q17 | $\begin{gathered} \text { Var. } \\ 3 \mathrm{Q} 18 \text { vs 3Q17 } \end{gathered}$ | 9 M 18 | 9 M 17 | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs } 9 \text { M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (+) Used Cars Sales Revenue | 422.3 | 148.2 | 185.0\% | 969.5 | 365.1 | 165.5\% |
| (-) Cost of Cars Sold | (379.8) | (128.4) | 195.8\% | (857.9) | (320.5) | 167.7\% |
| = Used Cars Sales Results | 42.5 | 19.8 | 114.6\% | 111.6 | 44.6 | 150.2\% |
| \% Used Cars Sales Gross Margin | 10.1\% | 13.4\% | (3.3) p.p. | 11.5\% | 12.2\% | (0.7) p.p. |

## Customer Service Network

At the end of September 2018, the network of Used Cars vehicle stores consisted of 75 units across ten different Brazilian states. This is in line with the Company's strategy of retiring vehicles more profitably by targeting sales to end customers.

Six stores were closed during the quarter, reflecting the Company's sharp focus on keeping stores that yield positive results, therefore justifying their maintenance. On the other hand, the Company intends to open from 10 to 15 Used Cars stores by the end of 2018, targeting the retail market and in cities where we previously did not have a presence, improving inventory turnover and logistics for retiring vehicles.


[^2]
## V-FLEET

At the end of September 2018, the Company's consolidated fleet totaled 119,941 vehicles, up $168.7 \%$ compared to 3Q17, due to the organic growth of the business and the addition of the Unidas S.A. fleet at the end of 1Q18. In total, the new Company ended 3Q18 with 72,653 vehicles in Fleet Management, 43,363 vehicles for Rent-a-Car and an additional 3,925 vehicles in Rent-a-Car Franchises (including the franchisee's own fleet of 1,131 vehicles).


The average age of the operating fleet in Fleet Management at the end of 3 Q18 was 16.9 months, a $10.1 \%$ decrease year on year, due to the new contracts that became effective in 3Q18. In Rent-a-Car (excluding franchises), there was a $5.3 \%$ contraction compared with 3Q17, ending 3 Q18 at 7.1 months, due to the new cars added during the period.

The average age of vehicles sold in the Fleet Management segment declined to 28.4 months in $3 \mathrm{Q} 18,12.1 \%$ lower than in 3Q17, due to the average contract duration for this segment. In the Rent-a-Car (excluding franchises) segment, the average age of vehicles sold was down $0.6 \%$, reaching 17.7 months.

The Company's strategy continues to be quicker renewal of the fleets in both segments, in order to save on maintenance and depreciation costs.


## Investments in the Fleet

In $3 Q 18$, net investment in the fleet amounted to $\mathrm{R} \$ 547.7$ million, a $520.3 \%$ increase compared to 3 Q17. During the quarter, the Company purchased 24,900 vehicles and sold 12,843 , equivalent to annual increases of $307.8 \%$ and $168.0 \%$, respectively.

In 9M18, net investment totaled $\mathrm{R} \$ 1,022.2$ million, an annual increase of $343.1 \%$.

Net Fleet Investiment ${ }^{1}$
( $\mathrm{R} \$$ million)


Net Fleet Investiment ${ }^{1}$
(\# of vehicles)


[^3]
## Consolidated Net Revenue

| Revenue ${ }^{1}$ (R\$ million) | 3 Q18 | 3Q17 | $\begin{gathered} \text { Var. } \\ 3 \mathrm{Q} 18 \text { vs 3Q17 } \end{gathered}$ | $9 \mathrm{M18}$ | $9 \mathrm{M17}$ | Var. <br> 9 M18 vs 9 M17 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (+) Gross Rental Revenue | 451.6 | 172.5 | 161.8\% | 1,040.2 | 398.0 | 161.4\% |
| (+) Gross Used Cars Sales | 423.3 | 148.3 | 185.4\% | 971.0 | 365.3 | 165.8\% |
| (-) Taxes | (42.3) | (15.8) | 167.7\% | (97.0) | (36.8) | 163.6\% |
| $=$ Total Net Revenue | 832.6 | 305.0 | 173.0\% | 1,914.2 | 726.5 | 163.5\% |
| Net Rental Revenue | 410.3 | 156.8 | 161.7\% | 944.7 | 361.4 | 161.4\% |
| Used Cars Sales Net Revenue | 422.3 | 148.2 | 185.0\% | 969.5 | 365.1 | 165.5\% |

The Company's consolidated net revenue for 3Q18 was R\$832.6 million, 173.0\% higher than in 3T17. In 9M18, Net Revenue totaled R $\$ 1,914.2$ million, a $163.5 \%$ increase compared to 9 M17. Both results reflect the expansion in all segments - Fleet Management, Rent-a-Car and Used Cars Sales - in addition to non-organic growth with the addition of revenue from Unidas S.A.

Consolidated Net Revenue by Segment
(R\$ million)

(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31, 2018 by equity method.

## Operating Costs

| Operating Costs ${ }^{1}$ (R\$ million) | $3 \mathrm{Q18}$ | 3 Q 17 | $\begin{gathered} \text { Var. } \\ 3 Q 18 \text { vs } 3 Q 17 \end{gathered}$ | $9 \mathrm{M18}$ | $9 \mathrm{M17}$ | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs 9M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (-) Maintenance Costs | (127.0) | (41.2) | 208.3\% | (267.3) | (95.7) | 179.3\% |
| (-) Personnel Costs | (12.3) | (5.2) | 136.5\% | (35.4) | (15.0) | 136.0\% |
| = Cash Cost from Rental Activities | (139.3) | (46.4) | 200.2\% | (302.7) | (110.7) | 173.4\% |
| (-) Depreciation of Vehicles | (69.5) | (38.5) | 80.5\% | (183.7) | (84.1) | 118.4\% |
| = Total Cost from Rental Activities | (208.8) | (84.9) | 145.9\% | (486.4) | (194.8) | 149.7\% |
| Cash Cost as \% of Net Rental Revenues | 34.0\% | 29.6\% | 4.4 p.p. | 32.0\% | 30.6\% | 1.4 p.p. |
| Depreciation Cost as \% of Net Rental Revenues | 16.9\% | 24.6\% | (7.7) p.p. | 19.4\% | 23.3\% | (3.9) p.p. |
| Total Cost as \% of Net Rental Revenues | 50.9\% | 54.1\% | (3.2) p.p. | 51.5\% | 53.9\% | (2.4) p.p. |

Total operating costs for rentals rose less than net revenue in the comparisons above, and their share fell by 3.2 p.p. YoY in 3Q18 and 2.4 p.p. YoY in 9 M 18 . We would like to stress that such performance has not yet benefited from all the synergy gains still expected from the consolidation with Unidas S.A.

Operating costs, excluding depreciation, totaled R $\$ 139.3$ million in 3Q18, an annual growth of $200.2 \%$, while in 9 M18 the total amount was $\mathrm{R} \$ 302.7$ million, a $173.4 \%$ increase YoY. These increases, which are greater than those of net revenues by 4.4 p.p., basically reflect the Company's entry in the Rent-a-Car segment, which, intrinsically, has a higher representativeness of lease cashcosts compared to revenues when compared to the Fleet Management business.

Depreciation costs, in turn, rose $80.5 \%$ in $3 Q 18$ and $118.4 \%$ in 9 M 18 , due to the increase in the fleet in the last 12 months. Depreciation of vehicles is calculated as the difference between a car's purchase price and the Company's estimate of its selling price at the end of the contract, after deducting a provision for selling costs.

In 3Q18, depreciation of operational vehicles in the Fleet Management segment was $15.8 \%$ lower than in 3Q17, at $R \$ 3.2$ thousand/vehicle. In the Rent-a-Car segment, depreciation of operational vehicles totaled $\mathrm{R} \$ 2.1$ thousand/vehicle, down $25.0 \%$ year on year. These decreases in depreciation rates are justified by better purchases of vehicles given the scale of the New Company and are also due to a revaluation of the fleets of Locamerica and Unidas S.A., with a view to equalizing the accounting costs of both companies, adjusting all models to the same value.

Depreciation per Operating Vehicle
Fleet Management ${ }^{1}$
(R\$ thousand/Car)


Depreciation per Operating Vehicle
Rent-a-Car + Franchises ${ }^{1}$
(R\$ thousand/Car)


[^4]
## Operating Expenses (SG\&A)

| SG\&A Expenses ${ }^{1}$ (R\$ million) | $3 \mathrm{Q18}$ | 3 Q 17 | $\begin{gathered} \text { Var. } \\ 3 \mathrm{Q} 18 \text { vs } 3 \mathrm{Q} 17 \end{gathered}$ | 9M18 | $9 \mathrm{M17}$ | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs 9M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (-) Selling Expenses | (44.5) | (11.8) | 277.1\% | (102.7) | (31.5) | 226.0\% |
| (-) General and Administrative Expenses | (46.0) | (12.9) | 256.6\% | (109.8) | (33.4) | 228.7\% |
| (-) Other (Expenses) Operational Revenue | 3.4 | - | - | 2.5 | 0.1 | 2400.0\% |
| = Total Operating Expenses | (87.1) | (24.7) | 252.6\% | (210.0) | (64.8) | 224.1\% |
| (+) Extraordinary Items | 1.9 | - | - | 17.2 | 3.2 | 437.5\% |
| = Total Recurring Operating Expenses | (85.2) | (24.7) | 244.9\% | (192.8) | (61.6) | 213.0\% |
| Total Operating Expenses as \% of Net Revenues | 10.5\% | 8.1\% | 2.4 p.p. | 11.0\% | 8.9\% | 2.1 p.p. |
| Total Recurring Operating Expenses as \% of Net Revenues | 10.2\% | 8.1\% | 2.1 p.p. | 10.1\% | 8.5\% | 1.6 p.p. |

Recurring operating expenses increased $244.9 \%$ in 3 Q18 and $213.0 \%$ in $9 \mathrm{M18}$ year on year, due to: (i) non-organic expansions, (ii) the entry in the Rent-a-Car segment, which intrinsically requires higher expenses in sales, marketing and personnel and (iii) the organic growth of the business.

In addition, the merger with Unidas S.A. gave rise to non-recurring expenses of around R\$1.9 million related to marketing expenses for the launch of the Company's new brand, and expenses with consultants advising on the integration of both companies.

## Operating Income

| EBITDA and EBIT (R\$ million) | 3Q18 ${ }^{1}$ | 3Q17 ${ }^{1}$ | $\begin{gathered} \text { Var. } \\ 3 Q 18 \text { vs } 3 Q 17 \end{gathered}$ | 9M18 ${ }^{1}$ | 9M171 ${ }^{1}$ | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs 9M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (+) Net Income | 60.7 | 15.2 | 299.3\% | 126.9 | 37.5 | 238.4\% |
| (+) Financial Result | 78.8 | 46.5 | 69.5\% | 206.6 | 100.4 | 105.8\% |
| (+) Income Taxes | 17.4 | 5.2 | 234.6\% | 32.8 | 10.3 | 218.4\% |
| (+) Depreciation | 77.7 | 40.3 | 92.8\% | 196.4 | 88.8 | 121.2\% |
| (-) Equity Income | - | - | - | (6.4) | (1.9) | 236.8\% |
| = EBITDA | 234.6 | 107.2 | 118.8\% | 556.3 | 235.1 | 136.6\% |
| (+) Extraordinary Items | 1.9 | - | - | 17.2 | 3.2 | 437.5\% |
| = Recurring EBITDA | 236.5 | 107.2 | 120.6\% | 573.5 | 238.3 | 140.7\% |
| EBITDA Margin ${ }^{2}$ | 57.2\% | 68.4\% | (11.2) p.p. | 58.9\% | 65.1\% | (6.2) p.p. |
| Recurring EBITDA Margin ${ }^{2}$ | 57.6\% | 68.4\% | (10.8) p.p. | 60.7\% | 65.9\% | (5.2) p.p. |
| = EBIT | 156.9 | 66.9 | 134.5\% | 359.9 | 146.3 | 146.0\% |
| = Recurring EBIT | 158.8 | 66.9 | 137.4\% | 377.1 | 149.5 | 152.2\% |
| EBIT Margin ${ }^{2}$ | 38.2\% | 42.7\% | (4.5) p.p. | 38.1\% | 40.5\% | (2.4) p.p. |
| Recurring EBIT Margin ${ }^{2}$ | 38.7\% | 42.7\% | (4.0) p.p. | 39.9\% | 41.4\% | (1.5) p.p. |

(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March

31, 2018 by equity method.
(2) Margins calculated on Rental Revenue.

## EBITDA

Recurring EBITDA amounted to R\$236.5 million in 3 Q18 and R\$573.5 million in 9M18, with margins of $57.6 \%$ and $60.7 \%$ respectively, on net rental revenue. The lower margins mainly reflect the Company's entry into the Rent-a-Car segment, which has intrinsically lower profitability margins than Fleet Management, in addition to the smaller margin of the Used Cars segment. Moreover, it is important to stress that the synergies from the consolidation with Unidas are yet to be fully captured.


The above chart shows an apparent fall in EBITDA margins for rentals in the consolidated accounts. This is because in 3Q17 Locamerica was only in the Fleet Management business, while in 3Q18, with the consolidation of the margins of the New Company, the Fleet Management and the Rent-a-Car businesses are combined. Thus, to make it easier for investors to analyze the Company and to show a real comparison between the EBITDA margins, we will split them into segments.

| Recurring EBITDA Margin | 2013 | 2014 | 2015 | 2016 | 2017 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Fleet Management ${ }^{1}$ | 56.5\% | 59.6\% | 61.4\% | 64.8\% | 60.7\% |
| Rent-a-Car + Franchises ${ }^{1}$ | - | - | - | - | - |
| Rental ${ }^{1}$ | 56.5\% | 59.6\% | 61.4\% | 64.8\% | 60.7\% |
| Used Cars Sales ${ }^{1}$ | (10.8)\% | (10.1)\% | (5.6)\% | (3.3)\% | 5.3\% |
| = Consolidated EBITDA Margin ${ }^{12}$ | 49.2\% | 52.6\% | 56.8\% | 61.8\% | 66.0\% |


| $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Var. | 3Q17 | 3Q18 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 63.9\% | 65.2\% | 1.3 p.p. | 65.2\% | 65.0\% | (0.2) p.p. |
| - | 38.1\% | - | - | 42.2\% | - |
| 63.9\% | 57.2\% | (6.7) p.p. | 65.2\% | 56.5\% | (8.7) p.p. |
| 2.1\% | 3.4\% | 1.3 p.p. | 3.4\% | 1.2\% | (2.2) p.p. |
| 65.9\% | 60.7\% | (5.2) p.p. | 68.4\% | 57.6\% | (10.7) p.p. |

EBITDA margin for Fleet Management remained virtually stable in 3Q18, even with the acquisition of a client with a significant fleet in 3Q18, partially offset by the acquisition of clients with smaller operations. In 9M18, EBITDA margin was up 1.3 p.p. year on year, in line with the Company's focus on profitability.

[^5]
## VI - FINANCIAL RESULTS

EBITDA margin for the Used Cars segment was $1.2 \%$ in $3 Q 18$ and contracted 2.2 p.p., reflecting the smaller gross margin in the quarter, as previously explained. In 9M18, EBITDA margin stood at $3.4 \%$, up 1.3 p.p. year on year.

In the Rent-a-Car division, EBITDA margin was $42.2 \%$, resulting from an increase of 3.1 p.p. over the margin reported by Unidas S.A. in 3Q17. This result is due to the strong market demand, coupled with the adoption of rates that are sustainable for the business, investment in higher value-added fleets and focus on growth without affecting the quality of the client mix.

In the following table, we present the track record of Unidas's EBITDA Margin for the Rent-a-Car (including Franchises) segment for the entire period, as the Company only began operating in this segment after 1Q18.

| Recurring EBITDA Margin | 2013 | 2014 | 2015 | 2016 | 2017 | 9 M 17 | 9 M 18 | Var. | 3Q17 | 3Q18 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Rent-a-Car + Franchises ${ }^{2}$ | 35.0\% | 39.2\% | 37.6\% | 34.0\% | 39.8\% | 38.7\% | 40.2\% | 1.5 p.p. | 39.1\% | 42.2\% | 3.1 p.p. |

## EBIT

Recurring consolidated EBIT totaled R\$158.8 million in 3Q18 and R\$377.1 million in 9M18, with margins of $38.7 \%$ and $39.9 \%$, respectively. Year on year, EBIT margin for 3 Q18 was down 4.0 p.p., while for 9 M18 it declined 1.5 p.p.. Such performance reflects the Company's entry into the Rent-a-Car segment, which has intrinsically lower margins of profitability when compared to Fleet Management and the smaller margin of the Used Cars segment.

```
Recurring Consolidated EBIT and EBIT Margin \({ }^{12}\)
( \(\mathrm{R} \$\) million)
```


(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March

31, 2018 by equity method.
(2) Margins calculated on Rental Revenue.

VI - FINANCIAL RESULTS

| Recurring EBIT Margin | 2013 | 2014 | 2015 | 2016 | 2017 | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Var. | 3Q17 | 3 Q18 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Fleet Management ${ }^{1}$ | 28.0\% | 30.1\% | 31.7\% | 37.4\% | 41.5\% | 41.4\% | 44.7\% | 3.3 p.p. | 42.7\% | 44.2\% | 1.5 p.p. |
| Rent-a-Car + Franchises ${ }^{1}$ | - | - | - | - | - | - | 28.6\% | - | - | 29.5\% | - |
| = Consolidated EbIT Margin ${ }^{12}$ | 28.0\% | 30.1\% | 31.7\% | 37.4\% | 41.5\% | 41.4\% | 39.9\% | (1.5) p.p. | 42.7\% | 38.7\% | (4.0) p.p. |

In the following table, we present the track record of Unidas's EBIT Margin for the Rent-a-Car (including Franchises) segment for the entire period, as the Company only began operating in this segment after 1Q18. We would like to highlight the 2.6 p.p. growth of EBIT margin in 3Q18 year on year.

| Recurring EBIT Margin | 2013 | 2014 | 2015 | 2016 | 2017 | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Var. | 3Q17 | 3Q18 | Var. |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Rent-a-Car + Franchises ${ }^{12}$ | 9.4\% | 19.2\% | 19.2\% | 16.5\% | 23.3\% | 23.3\% | 29.0\% | 5.7 p.p. | 26.9\% | 29.5\% | 2.6 p.p. |

## Net Financial Expenses

| Net Financial Expenses (R\$ million) | 3Q18 ${ }^{1}$ | 3Q17¹ | $\begin{gathered} \text { Var. } \\ 3018 \text { vs 3Q17 } \end{gathered}$ | 9M18 ${ }^{1}$ | 9M171 | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs 9M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (-) Financial Expenses | (91.1) | (53.6) | 70.0\% | (241.7) | (119.3) | 102.6\% |
| (+) Financial Income | 12.3 | 7.1 | 73.2\% | 35.1 | 18.9 | 85.7\% |
| = Financial Result | (78.8) | (46.5) | 69.5\% | (206.6) | (100.4) | 105.8\% |
| (+) Extraordinary Items | (2.8) | 7.4 | (137.8)\% | 4.0 | 11.2 | (64.3)\% |
| = Recurring Financial Result | (81.6) | (39.1) | 108.7\% | (202.6) | (89.2) | 1.3 p.p. |
| Financial Result as \% of Net Revenues ${ }^{2}$ | 19.2\% | 29.7\% | (10.5) p.p. | 21.9\% | 26.3\% | (4.4) p.p. |
| Recurring Financial Result as \% of Net Revenues ${ }^{2}$ | 19.9\% | 24.9\% | (5.0) p.p. | 21.4\% | 24.4\% | (3.0) p.p. |

Net financial expenses totaled R\$78.8 million in 3Q18, a $69.5 \%$ increase compared to the same period of 2017. The reason for the change is the increase in net debt resulting from financing fleet expansion and the payment of $\mathrm{R} \$ 398$ million related to the consolidation with Unidas S.A., partially offset by the fall in the base interest rate during the quarter.

In 3Q18, the Company had an extraordinary financial income of $\mathrm{R} \$ 2.8$ million due to the mark-to-market from swap operations. Excluding this effect, net financial expenses amounted to $\mathrm{R} \$ 81.6$ million, increasing $108.7 \%$ year on year. It is important to stress that, even without the positive impact of the non-recurring financial income, net financial income on net revenue ratio for the rental segments was down 5.0 p.p. in 3Q18 and decreased 3.0 p.p. in 9M18, due to lower debt costs of the Company's last debenture issues, but still without benefiting from all expected synergy gains after the entire debt refinancing at these lower costs.

## Net Income

| Net Income (R\$ million) | 3Q18 ${ }^{1}$ | 3Q17 ${ }^{1}$ | $\begin{gathered} \text { Var. } \\ 2 \mathrm{Q} 18 \text { vs } 2 \mathrm{Q17} \end{gathered}$ | 9M18 ${ }^{1}$ | 9M17 ${ }^{1}$ | $\begin{gathered} \text { Var. } \\ \text { 9M18 vs 9M17 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| (+) Reported Net Income | 60.7 | 15.2 | 299.3\% | 126.9 | 37.5 | 238.4\% |
| (-) Equity Income | - | - | - | (6.4) | (1.9) | 236.8\% |
| (+) Extraordinary Items, net of Taxes | (0.6) | 4.9 | (112.2)\% | 14.0 | 9.5 | 47.4\% |
| = Recurring Net Income | 60.1 | 20.1 | 199.0\% | 134.5 | 45.1 | 198.2\% |
| Net Margin ${ }^{2}$ | 14.8\% | 9.7\% | 5.1 p.p. | 13.4\% | 10.9\% | 2.5 p.p. |
| Recurring Net Margin ${ }^{2}$ | 14.6\% | 12.4\% | 2.2 p.p. | 14.2\% | 12.3\% | 1.9 p.p. |

Recurring Net Income in 3 Q18 was R $\$ 60.1$ million and rose $199.0 \%$ year on year, which led the Company to post its largest net income ever for a quarter. The total aggregate for the year was R $\$ 134.5$ million, a rise of $198.2 \%$. In both cases, Net Income grew more than Net Revenue. As a result, recurring net margin has also renewed its record levels, increasing 2.2 p.p. in 3Q18 and 1.9 p.p. in 9M18 year on year.

[^6]
## Recurring Net Income ${ }^{12}$

(R\$ million)


## Profitability Ratios

The Company's annualized ROE achieved a new record, standing at $22.8 \%$ in 3Q18. ROIC generated in the same period stood at $12.5 \%$, consolidating, for yet another quarter, the profitability levels expected by the Company, even without capturing the several synergies to be generated by the consolidation with Unidas S.A.


Annualized ROIC ${ }^{1}$

(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March

31, 2018 by equity method.
(2) Margins calculated on Rental Revenue.
(3) The annualized ROE is calculated using 3 Q18 recurring net income divided by the monthly average of shareholders' equity adjusted for the deduction of the goodwill generated by the mergers with Auto Ricci and Unidas S.A. and the addition of the equity valuation adjustment (Tangible Shareholders' Equity)

## VI - FINANCIAL RESULTS

As a result, the spread between ROIC and the cost of debt was the highest ever achieved in the history of the Company, standing at 5.8 p.p. It is important to stress that, in the next few quarters, the spread will still benefit from several synergy gains, by the hedges against our net debt and, finally, by the expectation of reducing the cost of debt with refinancing at lower rates.

Spread (ROIC less debt cost after taxes) ${ }^{\mathbf{1}}$


VI - FINANCIAL RESULTS

## Indebtedness

| Debt <br> (R\$ million) | 3Q18 | 3Q17 | $\begin{gathered} \text { Var. } \\ 3 \mathrm{Q} 18 \text { vs } 3 \mathrm{Q} 17 \\ \hline \end{gathered}$ | 2Q18 | $\begin{gathered} \text { Var. } \\ 3 \mathrm{Q} 18 \text { vs } 2 \mathrm{Q} 18 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Debt | 3,985.8 | 1,261.0 | 216.1\% | 3,388.0 | 17.6\% |
| Short Term Debt (\%) | 8.2\% | 16.5\% | (8.3) p.p. | 9.7\% | (1.5) p.p. |
| Long Term Debt (\%) | 91.8\% | 83.5\% | 8.3 p.p. | 90.3\% | 1.5 p.p. |
| Cash and Cash Equivalents | 1,156.8 | 299.5 | 286.2\% | 600.5 | 92.6\% |
| Net debt | 2,829.0 | 961.5 | 194.2\% | 2,787.5 | 1.5\% |

At the end of 3Q18, $91.8 \%$ of the Company's consolidated gross debt was maturing in the long term, thanks to our conservative policy of extending our debt profile. We would also like to stress our cash position of R $\$ 1,156.8$ million, enough to cover $100 \%$ of the principal of the debt maturing up to 2020, and $68.2 \%$ up to 2021.

In 3Q18, the Company held two new debenture issues, the 17th issue of Unidas, at a cost of $113.0 \%$ of CDI and a term of 5 years, and the 12th issue of Unidas S.A., at a cost of $110.6 \%$ of CDI and a term of 5 years in the 1st series and of IPCA $+7.3 \%$ with a term of 7 years in the 2nd series. In 3Q18, the 7th Promissory Note of Unidas S.A. was also prepaid.

Amortization Schedule on September 30, $2018{ }^{1}$
(R\$ million)


## Consolidated Leverage Ratios

| Ratios | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ | $\mathbf{2 0 1 5}$ | $\mathbf{2 0 1 6}$ | $\mathbf{2 0 1 7}$ | $\mathbf{9 M 1 7}$ | $\mathbf{9 M 1 8}$ |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Net Debt / Fleet Value | $62.6 \%$ | $69.3 \%$ | $59.8 \%$ | $66.3 \%$ | $63.1 \%$ | $62.2 \%$ | $59.9 \%$ |
| Net Debt / Recurring EBITDA | $3.08 x$ | $3.35 x$ | $2.85 x$ | $2.52 x$ | $2.51 x$ | $2.43 x$ | $3.02 x$ |
| Net Debt / Equity | $1.65 x$ | $2.18 x$ | $1.95 x$ | $2.09 x$ | $2.14 x$ | $2.09 x$ | $1.94 x$ |
| Cash / Short Term Debt | - | - | - | - | - | - | $3.32 x$ |
| Recurring EBITDA / Net Financial Expenses | $2.41 x$ | $2.34 x$ | $2.19 x$ | $2.17 x$ | $2.68 x$ | $2.48 x$ | $2.90 x$ |

Based on consolidated debt and the combined ratios for the last 12 months, at the end of 3Q18, the Net Debt/EBITDA ratio was 3.02 x , higher than the level of a year earlier. However, this ratio is lower than the level of 3.21x reported in $1 Q 18$ and of 3.06 x in 2 T 18 , even with the strong volume of vehicle acquisitions in this quarter. This performance was due to the strong EBITDA generation in 3Q18.

The coverage ratio, or EBITDA/Financial Income, was 2.90x.
(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March 31, 2018 by equity method.
Values adjusted for non-recurring items of the consolidations with Auto Ricci and Unidas S.A.. ROIC calculated using the effective contribution rate for each year.

## VI - FINANCIAL RESULTS

## Breakdown of Debt

The following table shows key details of the Company's debt at the end of 3Q18:

| Debt (September 30, 2018) | Issuance Date | Average Cost | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Companhia de Locação das Américas |  |  |  |  |  |  |  |  |  |  |  |
| 8th debentures - 2nd series | 10/29/13 | CDI + 1.75\% | 25.4 | 24.9 | 24.9 | - | - | - | - | - | 75.2 |
| 12th debentures - single series | 06/23/17 | CDI + 2.20\% | - | - | 50.0 | 50.0 | 50.0 | - | - | - | 150.0 |
| 13th debentures-2nd series | 08/28/17 | CDI + 1.40\% | - | - | - | 125.0 | 125.0 | - | - | - | 250.0 |
| 14th debentures - single series | 11/17/17 | CDI + 1.20\% | - | 25.0 | 25.0 | 25.0 | 25.0 | - | - | - | 100.0 |
| 15 th debentures - 1st series | 02/19/18 | CDI + 1.40\% | - | - | - | 137.1 | 137.1 | 137.1 | - | - | 411.4 |
| 15th debentures - 2nd series | 02/19/20 | CDI + 1.15\% | - | - | - | 88.6 | - | - | - | - | 88.6 |
| 16th debentures - single series | 04/27/18 | 119\% do CDI | - | - | - | - | 116.7 | 116.7 | 116.7 | - | 350.0 |
| 17th debentures - single series | 09/27/18 | 113\% do CDI | - | - | - | - | 200.0 | 200.0 | - | - | 400.0 |
| 2nd promissory notes - single series | 11/29/17 | CDI $+1.40 \%$ | - | - | - | 118.0 | - | - | - | - | 118.0 |
| Finame | - | 6.00\% | 1.7 | 6.6 | 6.6 | 6.6 | 6.6 | 6.6 | 4.6 | - | 39.5 |
| Leasing | - | 13.79\% | 0.1 | 0.2 | 0.1 | - | - | - | - | - | 0.4 |
| CCB Caixa | - | CDI $+2.67 \%$ | 16.7 | - | - | - | - | - | - | - | 16.7 |
| Ricci |  |  |  |  |  |  |  |  |  |  |  |
| 3rd debentures - single series | 06/22/17 | CDI + 2.10\% | 38.7 | 55.7 | 55.7 | 55.7 | 98.2 | - | - | - | 304.1 |
| Unidas S.A. |  |  |  |  |  |  |  |  |  |  |  |
| 7th debentures - 2nd series | 06/20/16 | CDI + 2.94\% | - | 35.0 | - | - | - | - | - | - | 35.0 |
| 9th debentures - single series | 04/07/17 | CDI + 2.70\% | - | - | 150.0 | 150.0 | - | - | - | - | 300.0 |
| 10th debentures - 1st series | 09/29/17 | CDI + 1.20\% | - | 40.0 | 40.0 | - | - | - | - | - | 80.0 |
| 10th debentures - 2nd series | 09/29/17 | CDI + 1.60\% | - | - | - | 210.0 | 210.0 | - | - | - | 420.0 |
| 11th debentures - single series | 03/29/18 | 117.5\% do CDI | - | - | - | - | 250.0 | 250.0 | - | - | 500.0 |
| 12th debentures - 1st series | 09/15/18 | 110.6\% do CDI | - | - | - | - | 75.0 | 75.0 | - | - | 150.0 |
| 12th debentures - 2nd series | 09/15/18 | IPCA + 7.30\% | - | - | - | - | - | - | 50.0 | 50.0 | 100.0 |
| Leasing | - | CDI + 4.33\% | 50.0 | 3.3 | - | - | - | - | - | - | 53.3 |
| Incurred net interests |  |  | 31.9 |  |  |  |  |  |  |  | 31.9 |
| Total SWAP (MtM \& Accrual) |  |  | 11.7 |  |  |  |  |  |  |  | 11.7 |
| Cash and equivalents |  |  | $(1,156.8)$ |  |  |  |  |  |  |  | $(1,156.8)$ |
| Net Debt |  |  | (980.5) | 190.8 | 352.3 | 966.1 | 1293.6 | 785.4 | 171.3 | 50.0 | 2,829.0 |

## VI - FINANCIAL RESULTS

## Dividends and interest on equity (JCP)

On September 19, 2018, the Board of Directors approved the payment of dividends for a gross amount of twenty-four million, nine hundred and eighty-nine thousand, eight hundred and thirty-four Reais and one cent ( $\mathrm{R} \$ 24,989,834.01$ ), equivalent to $\mathrm{R} \$ 0.2159091620$ per share. Payment was made to shareholders on October 5, 2018, in proportion to their share of the Company's issued capital, using as its calculation basis their shareholding position on September 24, 2018.

| Approval Date | Total Ammount Declared (R\$ Million) | Value per Share (R\$) | Date of Shareholding Position |
| :---: | :---: | :---: | :---: |
| March 23, 2017 | 5.609 | 0.0877435 | March 29, 2017 |
| June 22, 2017 | 5.340 | 0.0661356 | June 27, 2017 |
| September 21, 2017 | 5.420 | 0.0670874 | September 26, 2017 |
| December 18, 2017 | 5.520 | 0.0681917 | December 21, 2017 |
| January 3, 2018 | 17.501 | 0.2161837 | January 8, 2018 |
| March 26, 2018 | 8.090 | 0.0700350 | March 29, 2018 |
| June 22, 2018 | 25.213 | 0.2180625 | June 26, 2018 |
| September 19, 2018 | 24.990 | 0.2159092 | September 24, 2018 |

## VII - CAPITAL MARKETS

## Shareholding Structure

Currently the Company has $116,863,827$ shares issued, with a free float accounting for $35.57 \%$ of the total shares.

# Current Shareholding Structure 

9/30/2018 - Includes Treasury Shares


## LCAM3 Performance

Unidas shares (LCAM3) closed the trading session on 11/06/2018 at R\$31.00, a $61.5 \%$ appreciation in 2018, while the IBOV index rose $16.1 \%$ and the Small Cap index rose $3.0 \%$ over the same period. The average daily trading volume (ADTV) of 2018 up to the trading session of $11 / 06 / 2018$ amounted to $R \$ 3.5$ million/day.

Currently, Unidas has ten equity research firms coverage - Banco do Brasil, Bradesco BBI, BTG Pactual, Coinvalores, Eleven Financial, Itaú BBA, JP Morgan, Safra, Santander e XP.

## LCAM3 Performance in 2018



[^7]| Teleconference in Portuguese (Simultaneous Translation) November 07, 2018 <br> 7 a.m. - New York time 10 a.m. - Brasília time <br> Telephone: + 55 (11) 3193-1001 $+55 \text { (11) 2820-4001 }$ <br> Access code: Unidas <br> Results Presentation (webcast): ri.unidas.com.br |
| :---: |
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About Unidas - We are Brazil's leading company in the Fleet Management segment, with approximately 73 thousand vehicles and number three in the Rent-a-Car segment, with approximately 47 thousand vehicles. Our strong competitive position, focus and scale will allow us to continue consolidating the market via organic growth. We have ample geographical coverage, with a presence in all Brazilian states. The Company offers solutions for the entire client cycle, both in the Fleet Management and the Rent-a-Car segments (Unidas $360^{\circ}$ platform), in addition to the strong presence and expertise in the retirement of vehicles previously used in its operations.

Legal Notice - Statements contained in this document related to business prospects, forecasts of operating and financial results, and growth of Locamerica are merely projections, and as such are exclusively based on management's expectations of future business. These expectations depend substantially on market conditions and the performance of the Brazilian economy, the sector and the international markets, and they are accordingly subject to change without notice.

Operating Data ${ }^{1}$

| Operating Data | 2016 | 2017 | Change | $9 \mathrm{M17}$ | 9M18 | Change | 3Q17 | $3 \mathrm{Q18}$ | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Fleet at the End of the Period | 27,731 | 46,566 | 67.9\% | 44,644 | 118,810 | 166.1\% | 44,644 | 118,810 | 166.1\% |
| Fleet being implemented | 2,394 | 4,283 | 78.9\% | 3,029 | 9,457 | 212.2\% | 3,029 | 9,457 | 212.2\% |
| Demobilized fleet | 1,529 | 1,964 | 28.4\% | 2,536 | 10,166 | 300.9\% | 2,536 | 10,166 | 300.9\% |
| Operating fleet | 23,808 | 40,319 | 69.4\% | 39,079 | 99,187 | 153.8\% | 39,079 | 99,187 | 153.8\% |
| Average Operating Fleet | 23,905 | 32,000 | 33.9\% | 29,382 | 86,492 | 194.4\% | 39,584 | 97,246 | 145.7\% |
| Fleet Management | 23,905 | 32,000 | 33.9\% | 29,382 | 56,236 | 91.4\% | 39,584 | 64,378 | 62.6\% |
| Rent-a-Car | - | - |  | - | 27,902 | - | - | 30,577 | - |
| Rent-a-Car + Franchises | - | - |  | - | 2,354 | - | - | 2,291 | - |
| Average Rented Fleet | 23,147 | 31,054 | 34.2\% | 28,491 | 79,329 | 178.4\% | 38,455 | 88,985 | 131.4\% |
| Fleet Management | 23,147 | 31,054 | 34.2\% | 28,491 | 55,226 | 93.8\% | 38,455 | 63,247 | 64.5\% |
| Rent-a-Car | - | - |  | - | 21,749 | - | - | 23,446 | - |
| Rent-a-Car + Franchises | - | - |  | - | 2,354 | - | - | 2,291 | - |
| Average Age of Operating Fleet (months) | 18.6 | 18.1 | (2.7)\% | 19.3 | 13.9 | (28.1)\% | 18.8 | 13.7 | (27.2)\% |
| Fleet Management | 18.6 | 18.1 | (2.7)\% | 19.3 | 17.0 | (12.0)\% | 18.8 | 16.9 | (10.1)\% |
| Rent-a-Car | - | - | - | - | 7.6 | - | - | 7.1 | - |
| Rent-a-Car + Franchises | - | - | - | - | 11.1 | - | - | 11.4 | - |
| Number of Daily Rentals (thousand) | 8,335 | 11,179 | 34.1\% | 7,693 | 18,841 | 144.9\% | 3,461 | 7,822 | 126.0\% |
| Fleet Management | 8,335 | 11,179 | 34.1\% | 7,693 | 14,894 | 93.6\% | 3,461 | 5,684 | 64.2\% |
| Rent-a-Car | - | - |  | - | 3,947 | - | - | 2,138 | - |
| Average Ticket (R\$) |  |  |  |  |  |  |  |  |  |
| Fleet Management (monthly) | 1,597 | 1,546 | (3.2)\% | 1,564 | 1,470 | (6.0)\% | 1,495 | 1,492 | (0.2)\% |
| Rent-a-Car (daily rate) ${ }^{1}$ | - | - |  | - | 72.6 | - | - | 74.5 | - |
| Occupancy Rate |  |  |  |  |  |  |  |  |  |
| Fleet Management | 96.8\% | 97.0\% | 0,2 p.p. | 96.9\% | 98.2\% | 1,3 p.p. | 97.1\% | 98.2\% | 1,1 p.p. |
| Rent-a-Car ${ }^{1}$ | - | - | - | - | 78.1\% | - | - | 76.7\% |  |
| Depreciation (R\$ thousand) |  |  |  |  |  |  |  |  |  |
| Fleet Management | 4.0 | 3.8 | (5.0)\% | 3.8 | 3.4 | (11.7)\% | 3.8 | 3.2 | (15.8)\% |
| Rent-a-Car (excluding Franchises) | - | - | - | - | 2.1 | - | - | 2.1 | - |
| Average Fleet Value ( $\mathbf{R}$ \$ million) | 968.1 | 1,212.2 | 25.2\% | 1,106.3 | 3,602.4 | 225.6\% | 1,261.8 | 4,463.1 | 253.7\% |
| Number of Cars Bought | 9,122 | 19,747 | 116.5\% | 12,557 | 48,325 | 284.8\% | 6,106 | 24,900 | 307.8\% |
| Fleet Management | 9,122 | 19,747 | 116.5\% | 12,557 | 20,442 | 62.8\% | 6,106 | 10,243 | 67.8\% |
| Rent-a-Car | - | - | - | - | 26,977 | - | - | 14,110 | - |
| Rent-a-Car + Franchises | - | - | - | - | 906 | - | - | 547 | - |
| Average Purchase Price (R\$ thousand) | 36.1 | 43.5 | 20.5\% | 41.0 | 38.1 | (6.9)\% | 38.7 | 40.7 | 5.1\% |
| Fleet Management | 36.1 | 43.5 | 20.5\% | 41.0 | 39.9 | (2.5)\% | 38.7 | 40.6 | 4.9\% |
| Rent-a-Car | - | - | - | - | 36.9 | - | - | 40.9 | - |
| Rent-a-Car + Franchises | - | - | - | - | 36.6 | - | - | 37.3 | - |
| Number of Cars Sold | 12,402 | 16,710 | 34.7\% | 11,442 | 30,049 | 162.6\% | 4,792 | 12,843 | 168.0\% |
| Fleet Management | 12,402 | 16,710 | 34.7\% | 11,442 | 18,827 | 64.5\% | 4,792 | 6,785 | 41.6\% |
| Rent-a-Car | - | - | - | - | 10,501 | - | - | 5,706 | - |
| Rent-a-Car + Franchises | - | - | - | - | 721 | - | - | 352 | - |
| Average Selling Price (R\$ thousand) | 28.4 | 31.4 | 10.6\% | 31.9 | 32.3 | 1.1\% | 30.9 | 32.9 | 6.3\% |
| Fleet Management | 28.4 | 31.4 | 10.6\% | 31.9 | 30.4 | (4.9)\% | 30.9 | 30.4 | (1.6)\% |
| Rent-a-Car | - | - | - | - | 35.8 | - | - | 36.0 | - |
| Rent-a-Car + Franchises | - | - | - | - | 30.1 | - | - | 30.1 | - |
| Number of Employees | 589 | 801 | 36.0\% | 616 | 2,405 | 290.4\% | 616 | 2,405 | 290.4\% |
| Fleet per Employee | 47.1 | 58.1 | 23.4\% | 72.5 | 49.4 | (31.8)\% | 72.5 | 49.4 | (31.8)\% |

(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018
to March 31, 2018 by equity method.
(2) Excluding Franchisee's Fleet of 1,131 vehicles.

Fleet Management ( $\mathbf{R} \$$ million) ${ }^{1}$

| Consolidated Income (R\$ thousand) | 3Q17 | 3Q18 | Change | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Rental Revenue | 172,512 | 283,170 | 64.1\% | 397,969 | 733,690 | 84.4\% |
| Gross Revenue from Car Sales for renewing the fleet | 148,266 | 206,959 | 39.6\% | 365,290 | 573,289 | 56.9\% |
| Total Gross Revenue | 320,778 | 490,129 | 52.8\% | 763,259 | 1,306,979 | 71.2\% |
| Rental Taxes | $(15,693)$ | $(26,103)$ | 66.3\% | $(32,844)$ | $(67,835)$ | 106.5\% |
| Tax from Car Sales for renewing the fleet | (50) | (306) | 518.4\% | (165) | (562) | 240.0\% |
| Total Taxes | $(15,743)$ | $(26,409)$ | 67.8\% | $(33,010)$ | $(68,397)$ | 107.2\% |
| Net Rental Revenue | 156,819 | 257,067 | 63.9\% | 365,125 | 665,855 | 82.4\% |
| Net Revenue from Car Sales for renewing the fleet | 148,216 | 206,653 | 39.4\% | 365,125 | 572,727 | 56.9\% |
| Total Net Revenue | 305,035 | 463,720 | 52.0\% | 730,249 | 1,238,582 | 69.6\% |
| Rental Costs (ex-depreciation) | $(46,391)$ | $(67,827)$ | 46.2\% | $(110,686)$ | $(174,012)$ | 57.2\% |
| Costs from Car Sales for renewing the fleet (ex-depreciation) ${ }^{2}$ | $(128,449)$ | $(185,642)$ | 44.5\% | $(320,504)$ | $(508,017)$ | 58.5\% |
| Total Costs (ex-depreciation) | $(174,840)$ | $(253,469)$ | 45.0\% | $(431,190)$ | $(682,029)$ | 58.2\% |
| Gross profit | 130,195 | 210,251 | 61.5\% | 299,059 | 556,553 | 86.1\% |
| Car rental (ex-depreciation) operating expenses (SG\&A) | $(8,237)$ | $(22,542)$ | 173.7\% | $(23,656)$ | $(57,718)$ | 144.0\% |
| Car sales operating expenses (SG\&A) for renewing the fleet (ex-depreciation) | $(14,754)$ | $(16,192)$ | 9.7\% | $(37,107)$ | $(46,082)$ | 24.2\% |
| Total Operating Expenses (SG\&A) | $(22,991)$ | $(38,734)$ | 68.5\% | $(60,763)$ | $(103,799)$ | 70.8\% |
| Depreciation | $(40,304)$ | $(57,933)$ | 43.7\% | $(88,796)$ | $(155,363)$ | 75.0\% |
| Recurring EBIT | 66,900 | 113,584 | 70\% | 149,500 | 297,390 | 98.9\% |
| Net financial expenses | $(39,180)$ | $(55,932)$ | 42.8\% | $(89,147)$ | $(152,049)$ | 70.6\% |
| Recurring EBIT | 27,720 | 57,652 | 108.0\% | 60,353 | 145,341 | 140.8\% |
| Taxes | $(6,996)$ | $(12,840)$ | 83.5\% | $(12,959)$ | $(29,822)$ | 130.1\% |
| Recurring Net Income | 20,724 | 44,812 | 116.2\% | 47,394 | 115,519 | 143.7\% |
| Net Margin on total net sales revenue | 6.8\% | 9.7\% | 2.9 p.p. | 6.5\% | 9.3\% | 2.8 p.p. |
| Recurring EBITDA | 107,204 | 171,517 | 60.0\% | 238,296 | 452,753 | 90.0\% |
| EBITDA Margin on total net sales revenue | 35.1\% | 37.0\% | 1.9 p.p. | 32.6\% | 36.6\% | 4.0 p.p. |


| Operating Data | 3Q17 | 3Q18 | Change | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Average Rented Fleet | 38,455 | 63,247 | 64.5\% | 28,491 | 55,226 | 93.8\% |
| Average Operating Fleet | 39,584 | 64,378 | 62.6\% | 29,382 | 56,236 | 91.4\% |
| Fleet at the End of the Period | 44,644 | 72,653 | 62.7\% | 44,644 | 72,653 | 62.7\% |
| Average Age of Operating Fleet (in months) | 18.8 | 16.9 | (10.1)\% | 19.3 | 17.0 | (11.9)\% |
| Number of Daily Rentals (in thousands) | 3,461 | 5,684 | 64.2\% | 7,693 | 14,894 | 93.6\% |
| Average Monthly Rate per Car (R\$) | 1,495 | 1,492 | (0.2)\% | 1,564 | 1,470 | (6.0)\% |
| Annualized Average Depreciation per Car ( $\mathrm{R} \$$ thousand) | 3.8 | 3.2 | (15.8)\% | 3.8 | 3.4 | (11.7)\% |
| Occupancy Rate | 97.1\% | 98.2\% | 1.1\% | 96.9\% | 98.2\% | 1.3\% |
| Number of Cars Bought | 6,106 | 10,243 | 67.8\% | 12,557 | 20,442 | 62.8\% |
| Number of Cars Sold | 4,792 | 6,785 | 41.6\% | 11,442 | 18,827 | 64.5\% |
| Average Age of Cars Sold (in months) | 32.3 | 28.4 | (12.0)\% | 30.0 | 29.8 | (0.6)\% |
| Average Fleet Value ( R \$ million) | 1,546 | 2,883 | 86.4\% | 1,322 | 2,755 | 108.3\% |
| Average Value per car in the period ( $R \$$ thousand) | 34.6 | 39.7 | 14.6\% | 37.4 | 38.1 | 1.8\% |

(1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31, 2018 by equity method.
(2) Considers vehicle's preparation for sale

Rent-a-Car (including Franchises, R\$ million)

| Consolidated Income (R\$ thousand) | 3Q17 | 3Q18 | Change | $9 \mathrm{M17}$ | 9M18 | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross Rental Revenue | 126,199 | 168,381 | 33.4\% | 362,943 | 462,812 | 27.5\% |
| Gross Revenue from Car Sales for renewing the fleet | 172,204 | 216,375 | 25.7\% | 466,838 | 561,180 | 20.2\% |
| Total Gross Revenue | 298,403 | 384,756 | 28.9\% | 829,781 | 1,023,992 | 23.4\% |
| Rental Taxes | $(11,125)$ | $(15,208)$ | 36.7\% | $(31,170)$ | $(41,029)$ | 31.6\% |
| Tax from Car Sales for renewing the fleet | (219) | (690) | 215.1\% | (609) | $(1,128)$ | 85.2\% |
| Total Taxes | $(11,344)$ | $(15,898)$ | 40.1\% | $(31,779)$ | $(42,157)$ | 32.7\% |
| Net Rental Revenue | 115,074 | 153,173 | 33.1\% | 331,773 | 421,783 | 27.1\% |
| Net Revenue from Car Sales for renewing the fleet | 171,985 | 215,685 | 25.4\% | 466,229 | 560,052 | 20.1\% |
| Total Net Revenue | 287,059 | 368,858 | 28.5\% | 798,002 | 981,835 | 23.0\% |
| Rental Costs (ex-depreciation) | $(48,971)$ | $(62,914)$ | 28.5\% | $(132,288)$ | $(177,251)$ | 34.0\% |
| Costs from Car Sales for renewing the fleet (ex-depreciation) ${ }^{2}$ | $(158,597)$ | $(202,754)$ | 27.8\% | $(435,243)$ | $(509,064)$ | 17.0\% |
| Total Costs (ex-depreciation) | $(207,568)$ | $(265,668)$ | 28.0\% | $(567,531)$ | $(686,315)$ | 20.9\% |
| Gross profit | 79,491 | 103,190 | 29.8\% | 230,471 | 295,520 | 28.2\% |
| Car rental (ex-depreciation) operating expenses (SG\&A) | $(21,051)$ | $(25,722)$ | 22.2\% | $(71,036)$ | $(74,858)$ | 5.4\% |
| Car sales operating expenses (SG\&A) for renewing the fleet (ex-depreciation) | $(5,116)$ | $(12,525)$ | 144.8\% | $(15,371)$ | $(29,624)$ | 92.7\% |
| Total Operating Expenses (SG\&A) | $(26,167)$ | $(38,247)$ | 46.2\% | $(86,407)$ | $(104,482)$ | 20.9\% |
| Depreciation | $(22,351)$ | $(19,756)$ | (11.6)\% | $(66,717)$ | $(68,533)$ | 2.7\% |
| Recurring EBIT | 30,973 | 45,188 | 45.9\% | 77,347 | 122,505 | 58.4\% |
| Net financial expenses | $(23,113)$ | $(25,623)$ | 10.9\% | $(74,294)$ | $(73,896)$ | (0.5)\% |
| Recurring EBIT | 7,860 | 19,565 | (148.9)\% | 3,053 | 48,609 | (1492.0)\% |
| Taxes | $(2,617)$ | $(4,255)$ | 62.6\% | $(1,033)$ | $(16,422)$ | 1489.3\% |
| Recurring Net Income | 5,243 | 15,310 | (192.0)\% | 2,020 | 32,187 | (1493.3)\% |
| Net Margin on total net sales revenue | 1.8\% | 4.2\% | 2,3 p.p. | 0.3\% | 3.3\% | 3,0 p.p. |
| Recurring EBITDA | 53,324 | 64,943 | 21.8\% | 144,064 | 191,038 | 32.6\% |
| EBITDA Margin on total net sales revenue | 18.6\% | 17.6\% | 1,0 p.p. | 18.1\% | 19.5\% | 1,4 p.p. |


| Operating Data | 3 Q17 | 3Q18 | Change | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Average Rented Fleet (Own Chain) | 18,342 | 23,446 | 27.8\% | 17,283 | 21,816 | 26.2\% |
| Average Rented Fleet (Franchises) | 2,663 | 2,291 | (14.0)\% | 2,593 | 2,448 | (5.6)\% |
| Average Operating Fleet (Own Chain) | 21,569 | 30,577 | 41.8\% | 20,792 | 27,351 | 31.5\% |
| Average Operating Fleet (Franchises) | 2,663 | 2,291 | (14.0)\% | 2,593 | 2,448 | (5.6)\% |
| Fleet at the End of the Period (Own Chain) | 28,895 | 43,363 | 50.1\% | 28,895 | 43,363 | 50.1\% |
| Fleet at the End of the Period (Franchises) | 3,159 | 2,794 | (11.6)\% | 3,159 | 2,794 | (11.6)\% |
| Average Age of Operating Fleet (Own Chain, in months) | 7.5 | 7.1 | (5.3)\% | 8.0 | 7.7 | (3.0)\% |
| Average Age of Operating Fleet (Franchises, in months) | 9.4 | 11.4 | 21.5\% | 10.1 | 10.8 | 6.9\% |
| Number of Daily Rentals (Own Chain, in thousands) | 1,669 | 2,138 | 28.1\% | 4,677 | 5,912 | 26.4\% |
| Average Daily Rental per Car (Own Chain, R\$) | 68.6 | 74.5 | 8.6\% | 70.7 | 73.2 | 3.5\% |
| Annualized Average Depreciation per Car (including Franchises, $\mathrm{R} \$$ thousand) | 2.8 | 2.1 | (25.0)\% | 3.0 | 2.3 | (23.2)\% |
| Occupancy Rate (Own Chain) | 85.0\% | 76.7\% | 8,4 p.p. | 83.1\% | 79.8\% | (3.4) p.p. |
| Number of Cars Bought (Own Chain) | 6,186 | 14,110 | 128.1\% | 9,637 | 14,562 | 51.1\% |
| Number of Cars Bought (Franchises) | 501 | 573 | 14.4\% | 1,015 | 570 | (43.8)\% |
| Number of Cars Sold (Own Chain) | 4,843 | 5,706 | 17.8\% | 8,812 | 9,138 | 3.7\% |
| Number of Cars Sold (Franchises) | 456 | 352 | (22.8)\% | 952 | 752 | (21.0)\% |
| Average Age of Cars Sold (Own Chain, in months) | 17.8 | 17.7 | (1.0)\% | 20.5 | 17.4 | (15.1)\% |
| Average Fleet Value (including Franchises, R\$ million) | 1,084.4 | 1,828.0 | 68.6\% | 1,021.8 | 1,511.9 | 48.0\% |
| Average Value per car in the period (including Franchises, $\mathrm{R} \$$ thousand) | 33.8 | 39.6 | 17.1\% | 33.0 | 42.0 | 27.0\% |

(1) Here is the track record of Unidas's EBITDA Margin for the Rent-a-Car (including Franchises) segment for the entire period, as Locamerica did not operate in this segment up to 1 Q 18 .
(2) Considers vehicle's preparation for sale

## Income Statement (R\$ million)

| Statement of income | 2016 | 2017 | Change | $9 \mathrm{M17}$ | $9 \mathrm{M18}$ | Change | 3 Q17 | 3 Q 18 | Change |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Car rental | 443,717 | 575,932 | 29.8\% | 397,969 | 1,040,182 | 161.4\% | 172,512 | 451,551 | 161.8\% |
| Car sales | 352,302 | 525,409 | 49.1\% | 365,290 | 971,018 | 165.8\% | 148,266 | 423,334 | 185.5\% |
| Sales taxes | $(41,305)$ | $(53,290)$ | 29.0\% | $(36,783)$ | $(97,035)$ | 163.8\% | $(15,743)$ | $(42,307)$ | 168.7\% |
| Consolidated Net Revenue | 754,714 | 1,048,051 | 38.9\% | 726,476 | 1,914,165 | 163.5\% | 305,035 | 832,578 | 172.9\% |
| Maintenance costs | $(112,154)$ | $(157,198)$ | 40.2\% | $(110,686)$ | $(302,635)$ | 173.4\% | $(46,391)$ | $(139,297)$ | 200.3\% |
| Depreciation costs | $(95,096)$ | $(121,629)$ | 27.9\% | $(84,110)$ | $(183,736)$ | 118.4\% | $(38,531)$ | $(69,532)$ | 80.5\% |
| Cost of vehicles sold | $(328,547)$ | $(460,359)$ | 40.1\% | $(320,504)$ | $(857,880)$ | 167.7\% | $(128,449)$ | $(379,840)$ | 195.7\% |
| Costs from vehicle rental and sales | $(535,797)$ | $(739,186)$ | 38.0\% | $(515,300)$ | $(1,344,251)$ | 160.9\% | $(213,371)$ | $(588,669)$ | 175.9\% |
| Gross Profit | 218,917 | 308,865 | 41.1\% | 211,176 | 569,914 | 169.9\% | 91,664 | 243,909 | 166.1\% |
| Sales | $(38,273)$ | $(44,633)$ | 16.6\% | $(31,543)$ | $(102,706)$ | 225.6\% | $(11,847)$ | $(44,467)$ | 275.3\% |
| General and Administrative | $(27,438)$ | $(43,860)$ | 59.9\% | $(28,702)$ | $(97,171)$ | 238.6\% | $(11,136)$ | $(37,847)$ | 239.9\% |
| Depreciation | $(3,405)$ | $(6,605)$ | 94.0\% | $(4,711)$ | $(12,638)$ | 168.3\% | $(1,745)$ | $(8,157)$ | 367.4\% |
| Other Operating Expenses/Revenues | 524 | (177) | (133.8)\% | 50 | 2,472 | 4844.0\% | (8) | 3,445 | (43162.5)\% |
| Operating expenses | 150,325 | 213,590 | 42.1\% | $(64,906)$ | $(210,043)$ | 223.6\% | $(24,736)$ | $(87,026)$ | 251.8\% |
| Operating Income (EBIT) | 150,325 | 213,590 | 42.1\% | 146,270 | 359,871 | 146.0\% | 66,928 | 156,883 | 134.4\% |
| Financial Expenses | $(146,108)$ | $(160,431)$ | 9.8\% | $(119,259)$ | $(241,690)$ | 102.7\% | $(53,626)$ | $(91,056)$ | 69.8\% |
| Financial Income | 31,604 | 24,770 | (21.6)\% | 18,869 | 35,075 | 85.9\% | 7,080 | 12,274 | 73.4\% |
| Net Financial Expenses | $(114,504)$ | $(135,661)$ | 18.5\% | $(100,390)$ | $(206,615)$ | 105.8\% | $(46,546)$ | $(78,782)$ | 69.3\% |
| Equity Method | -- | -- | -- | 1,932 | 6,437 | 233.2\% | -- | -- | -- |
| Earnings Before Taxes (EBT) | 35,821 | 77,929 | 117.6\% | 47,812 | 159,693 | 234.0\% | 20,382 | 78,101 | 283.2\% |
| Current Tax | $(2,701)$ | $(9,707)$ | 259.4\% | $(5,303)$ | $(14,385)$ | 171.3\% | 383 | $(9,037)$ | (2486.4)\% |
| Deferred Tax | $(4,213)$ | $(9,557)$ | 126.8\% | $(4,963)$ | $(18,382)$ | 270.4\% | $(5,527)$ | $(8,357)$ | 49.3\% |
| Income Tax and Social Contribution Tax | $(6,914)$ | $(19,264)$ | 178.6\% | $(10,266)$ | $(32,767)$ | 219.2\% | $(5,144)$ | $(17,394)$ | 238.1\% |
| Extraordinary Items, net of IT/SC | -- | 9,038 | -- | 9,536 | 13,985 | 46.7\% | 4,861 | (584) | (112.0)\% |
| Recurring Net Income | 28,907 | 67,703 | 134.2\% | 45,150 | 134,474 | 197.8\% | 20,099 | 60,123 | 199.1\% |
| Recurring EBITDA | 248,826 | 345,029 | 38.7\% | 238,296 | 573,433 | 140.6\% | 107,204 | 236,461 | 120.6\% |

Consolidated Balance Sheets (R\$ thousand)

| ASSETS | 2014 | 2015 | 2016 | 2017 | 3 Q18 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| CURRENT ASSETS |  |  |  |  |  |
| Cash and cash equivalents | 167,313 | 121,779 | 172,478 | 402,489 | 1,015,216 |
| Bonds and securities | 35,306 | 156,411 | 29,544 | 21,516 | 139,849 |
| Derivative financial instruments | 3,495 | 14,210 | -- | -- | -- |
| Receivables from customers | 118,194 | 121,724 | 87,688 | 136,913 | 298,619 |
| Retiring cars for renewing the fleet | 95,809 | 78,960 | 47,616 | 63,965 | 339,853 |
| Recoverable taxes | 17,479 | 21,895 | 33,959 | 38,935 | 55,625 |
| Prepaid expenses | 6,140 | 5,321 | 2,948 | 13,681 | 37,252 |
| Related parties | -- | -- | -- | -- | 14,139 |
| Other short-term assets | 7,825 | 8,977 | 9,585 | 14,158 | 12,437 |
| Total current assets | 451,561 | 529,277 | 383,818 | 691,657 | 1,912,990 |
| NON-CURRENT ASSETS |  |  |  |  |  |
| Securities | -- | -- | 3,333 | 6,721 | 1,685 |
| Deposits in court | 7,294 | 8,699 | 9,521 | 14,379 | 47,033 |
| Receivables from customers | 6,861 | 6,353 | 7,425 | 2,639 | 13,052 |
| Recoverable taxes | -- | -- | -- | -- | 1,212 |
| Prepaid expenses | -- | -- | -- | -- | 1,108 |
| Related parties | -- | -- | -- | -- | 302 |
| Assets held for sale | -- | -- | -- | -- | 3,223 |
| Other long-term assets | 3,102 | 302 | 2,913 | 2,121 | 1,892 |
| Property, plant and equipment | 890,832 | 998,756 | 917,407 | 1,591,234 | 4,411,765 |
| Investments | -- | -- | -- | 442 | 2 |
| Intangible assets | 5,321 | 4,334 | 4,800 | 85,409 | 900,680 |
| Total non-current assets | 913,410 | 1,018,444 | 945,399 | 1,702,945 | 5,381,954 |
| TOTAL ASSETS | 1,364,971 | 1,547,721 | 1,329,217 | 2,394,602 | 7,294,944 |


| LIABILITIES | 2014 | 2015 | 2016 | 2017 | 3Q18 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| CURRENT LIABILITIES |  |  |  |  |  |
| Loans, financing and debentures | 37,869 | 227,604 | 125,328 | 250,294 | 326,138 |
| Trade accounts payable | 63,436 | 101,280 | 71,258 | 168,193 | 765,026 |
| Assignment of credits by vendors | 78,761 | 155,774 | 82,753 | 186,463 | 730,515 |
| Salaries, charges and social contribution taxes | 3,358 | 3,075 | 5,484 | 10,499 | 25,643 |
| Tax-related duties | 1,845 | 1,493 | 1,600 | 6,945 | 8,192 |
| Tax payable (IRPJ/CSLL) | 586 | -- | - - | -- | -- |
| Dividends and interest on equity payable | 8,566 | 10,711 | -- | 4,941 | 21,960 |
| Advances from customers | -- | -- | -- | -- | 6,145 |
| Related Parties | -- | -- | -- | -- | 8,832 |
| Other accounts payable | 837 | 22 | 12,754 | 4,778 | 18,700 |
| Total current liabilities | 195,258 | 499,959 | 299,177 | 632,113 | 1,911,151 |
| NON-CURRENT LIABILITIES |  |  |  |  |  |
| Loans, financing and debentures | 840,472 | 698,836 | 707,975 | 1,212,482 | 3,659,691 |
| Provisions for contingencies | 2,595 | 2,595 | 2,595 | 11,721 | 109,073 |
| Deferred income tax and social contribution payments | 18,700 | 20,735 | 17,715 | 51,091 | 11,992 |
| Other accounts payable | - - | -- | 862 | 3,914 | 2,374 |
| Total non-current liabilities | 861,767 | 722,166 | 729,147 | 1,279,208 | 3,783,130 |
| Total liabilities | 1,057,025 | 1,222,125 | 1,028,324 | 1,911,321 | 5,694,281 |
| SHAREHOLDERS' EQUITY |  |  |  |  |  |
| Capital stock | 299,279 | 299,279 | 299,279 | 397,900 | 977,502 |
| Share issue expenses | $(15,038)$ | $(15,038)$ | $(15,038)$ | $(15,038)$ | $(15,038)$ |
| Treasury shares | $(5,906)$ | $(5,906)$ | $(5,061)$ | $(9,785)$ | $(7,153)$ |
| Asset valuation adjustments | -- | 4,864 | $(9,176)$ | $(11,914)$ | $(4,243)$ |
| Capital reserve | 6,743 | 7,014 | 7,647 | 60,167 | 542,398 |
| Appropriated retained earnings | 22,868 | 35,383 | 23,242 | 61,951 | 38,564 |
| Retained earnings | -- | -- | -- | -- | 68,633 |
| Total shareholders' equity | 307,946 | 325,596 | 300,893 | 483,281 | 1,600,663 |

## Cash Flow (R\$ thousand)

| STATEMENT OF CASH FLOW | 2014 | 2015 | 2016 | 2017 | 3Q18 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Cash flow from operating activities |  |  |  |  |  |
| Income for the period | 24,788 | 18,561 | 28,907 | 60,599 | 126,926 |
| Adjustments by: |  |  |  |  |  |
| Income tax and social contribution tax on profit | 6,218 | 3,891 | 6,914 | 20,257 | 37,489 |
| Depreciation and amortization | 84,054 | 98,448 | 98,501 | 137,550 | 210,306 |
| Provisions of claims and stolen cars |  |  |  |  | 19,099 |
| Written-off residual value of retiring cars for renewing the fleet | 256,999 | 311,212 | 332,814 | 479,218 | 904,040 |
| Residual value of stolen vehicles and total loss | -- | 14,689 | 14,557 | 10,543 | 14,207 |
| Share-based payment provision | 582 | 271 | 699 | 1,590 | 4,019 |
| Financial charges on financing | 90,381 | 121,040 | 129,408 | 123,099 | 207,428 |
| Allowance for doubtful accounts | 8,947 | 14,524 | 9,180 | 5,754 | 4,196 |
| Provisions for contingencies | -- | -- | -- | 3,281 | (607) |
| Provision for profit sharing | -- | -- | 2,366 | 4,425 | 541 |
| Adjustment to present value | -- | 429 | 1,044 | (755) | (216) |
| Provision for impairment | -- | -- | -- | (951) | -- |
| Assignment cost | -- | 3,402 | 9,689 | 4,324 | 15,333 |
| Cost of raising capital through debentures | -- | -- | -- | 24,760 |  |
| SWAP | -- | -- | -- | 18,537 | 20,099 |
| Other | (823) | (139) | 5,270 | 4,238 | 34,204 |
| Adjusted Income | 471,146 | 586,328 | 639,349 | 896,469 | 1,597,064 |
| Changes in Assets and Liabilities |  |  |  |  |  |
| Receivables from customers | $(20,410)$ | $(17,564)$ | 22,740 | $(18,466)$ | 13,596 |
| Recoverable taxes | $(1,415)$ | $(12,979)$ | $(14,765)$ | $(3,958)$ | 3,215 |
| Prepaid expenses | 2,119 | 820 | 2,133 | $(3,069)$ | 13,867 |
| Acquisition of vehicles net of the balance payable to suppliers (automakers) | $(483,139)$ | $(378,223)$ | $(404,438)$ | $(699,025)$ | $(43,696)$ |
| Other assets | 6,103 | $(4,886)$ | $(3,801)$ | $(10,407)$ | $(23,840)$ |
| Suppliers - excluding automakers | $(3,917)$ | 8,032 | $(2,409)$ | 4,985 | $(1,335,088)$ |
| Other liabilities | $(25,776)$ | $(5,535)$ | 12,240 | $(21,759)$ | $(40,786)$ |
| Net cash provided by operating activities | $(55,289)$ | 175,993 | 251,049 | 144,770 | 184,332 |
| Cash flow from investing activities |  |  |  |  |  |
| Acquisitions of investments | -- | -- | -- | (177) | $(210,004)$ |
| Acquisitions of other investments | -- | -- | -- | -- | 442 |
| Loans to related parties | -- | -- | -- | -- | 3,470 |
| Acquisition of other property, plant and equipment and intangible assets | $(4,256)$ | $(3,682)$ | $(4,439)$ | $(21,956)$ | $(16,591)$ |
| Acquisition of bonds and securities | 33,226 | $(121,105)$ | 123,534 | 4,640 | $(113,297)$ |
| Net cash provided by investing activities | 28,970 | $(124,787)$ | 119,095 | $(17,493)$ | $(335,980)$ |
| Cash flow from financing activities |  |  |  |  |  |
| Interest on loans, financing and debentures paid | $(80,566)$ | $(110,636)$ | $(121,047)$ | $(126,383)$ | $(180,371)$ |
| Capital raised through loans, financing and debentures | 358,575 | 114,766 | 235,340 | 892,082 | 1,962,191 |
| Amortization of loans, financing and debentures | $(189,600)$ | $(97,857)$ | $(384,262)$ | $(642,601)$ | $(941,570)$ |
| Issuance of shares and funds from the stock option plan | $(5,906)$ | -- | 779 | 2,325 | 2,466 |
| Distribution of Interest on Equity and Dividends | $(13,681)$ | $(3,000)$ | $(50,255)$ | $(14,731)$ | $(50,805)$ |
| Share buy back | -- | -- | -- | $(7,957)$ | -- |
| Interest on equity paid to the shareholders of the subsidiary Unidas S.A. prior to the business combination | -- | -- | -- | -- | $(27,536)$ |
| Net cash provided by financing activities | 68,822 | $(96,727)$ | $(319,445)$ | 102,735 | 764,375 |
| Increase (decrease) in cash and cash equivalents | 42,503 | $(45,521)$ | 50,699 | 230,012 | 612,727 |
| Statement of decrease in cash and cash equivalents |  |  |  |  |  |
| At the beginning of the period | 124,810 | 167,300 | 121,779 | 172,478 | 402,489 |
| At the end of the period | 167,313 | 121,779 | 172,478 | 402,489 | 1,015,216 |
| Activities not affecting cash |  |  |  |  |  |
| Total vehicles + accessories acquired for property, plant and equipment | $(517,860)$ | $(509,888)$ | $(329,046)$ | $(859,932)$ | (2,001,512) |
| Change net of the balance payable to suppliers (automakers) | 34,720 | 110,877 | $(110,323)$ | 160,907 | 666,424 |
| Acquisition of assets through liabilities or financial lease | -- | 20,788 | 34,931 | -- | - - |
| Total cash paid or provisioned in the acquisition of vehicles | $(483,140)$ | $(378,223)$ | $(404,438)$ | $(699,025)$ | $(1,335,088)$ |


[^0]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March 31, 2018 by equity method.
    (2) For New Contracts, contract renewals are not being considered.

[^1]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31 2018 by equity method.

[^2]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09 , 2018 to March 31, 2018 by equity method.

[^3]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March 31, 2018 by equity method.

[^4]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March 31, 2018 by equity method.

[^5]:    (1) 2017: includes Auto Ricci as of $3 Q 17$, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2 Q 18 , and from March 09 , 2018 to March

    31, 2018 by equity method.
    (2) Margins calculated on Rental Revenue.

[^6]:    (1) 2017: includes Auto Ricci as of 3Q17, and from May 11, 2017 to June 30, 2017 by equity method. 2018: includes Unidas S.A. as of 2Q18, and from March 09, 2018 to March

    31, 2018 by equity method.
    (2) Margins calculated on Rental Revenue.

[^7]:    (1) YTD: Covers the period from December 29, 2017 to November 06, 2018

