

# Earnings Release 3Q21



[B]<sup>3</sup> BRASIL  
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BALCÃO

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**OTCQX**

**Localiza**

Dear shareholders,

We continue advancing Localiza's journey of digital transformation and building the future of sustainable mobility. Our strategy to develop our competence in technology and data science and to look at our ecosystem has been consistently evolving with Localiza Labs. We have intensified our efforts in the pursue of innovation within the customer journey, efficient cost management and greater productivity on several fronts, and we already have some important initiatives in the experimentation and expansion phase.

To name a few initiatives, since the creation of Zarp Localiza, we are delighting customers even more and reducing our service costs through dedicated branches, which have better structure and greater scalability. Furthermore, using IoT and data science, we map the profile of our app drivers, who use the car as a source of work, and developed tools to increase their productivity and income, as well as reduce their costs.

We are getting close to 150,000 connected cars and, as a result, we have a daily generation of around 65 million data points and more than 9 million kilometers monitored per month, which, in addition to reducing delinquency rates, theft and increasing vehicle recovery rates, creates opportunities to improve our customers' experience as well as to expand our solution offerings.

Still highlighting the pursue for efficiency, this quarter, we completed a technical study that supported the useful life of part of our fleet from a tax perspective, which accelerates depreciation and tax credit, with direct impact on results, as detailed in this release.

After the second wave of the pandemic, in the second quarter, we felt the positive effect of the advance in vaccination, which contributed to the resumption of demand in all **Car Rental** segments. Even in a context of rising rental prices, which is necessary due to the increase in the value of new cars (invested capital) and maintenance costs, we have noticed a gradual and consistent increase in our volumes - already higher than what we presented in 1Q21 - with the utilization rate back to historical levels.

Increases in car prices, in maintenance costs and in the basic interest rate substantially impacted the entire mobility chain, but demand resilience reinforces rental as an affordable and viable transport option for the most diverse mobility needs. **Fleet Rental** division is also impacted by the increase in car prices and the interest rate, which increases the attractiveness of rental, resulting in greater demand, both from large companies as well as individuals and SMEs, through Localiza Meoo, our subscription car solution.

We continue to live in a context of limited cars' availability, caused by insufficient supply of inputs in the global chain (especially semiconductors). This scenario once again impacted purchases in the quarter and it should last longer, with a perspective of normalization starting only from the second half of next year.

In this context, we are seeking better fleet allocation per segment, according to the mileage and the needs of our customers, thus managing to maintain the NPS (net promoter score) at levels of excellence, as well as monetizing the asset, without losing sight of our long-term relationships and customer vision. This way, we are reducing the impact of the postponement of fleet decommissioning until purchase volumes return to higher levels.

This quarter holds an important milestone in Localiza's history. The Company launched Localiza Institute to drive social transformation by supporting projects that facilitate young people's access to education and foster entrepreneurship in communities. With an inaugural effort, the institute developed a notice for investment of R\$2.5 million in initiatives that promote a real impact in the construction of new paths for young people in socioeconomic vulnerability.

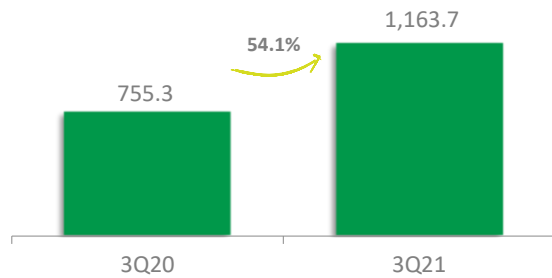
We also made progress in other important sustainability initiatives, such as the signing of the Forum for Companies with Refugees, an important step towards advancing the Company's diversity agenda. We also launched Frota Experience, an education platform aimed at fleet rental customers, with a focus on traffic safety. In the environmental pillar, we completed the greenhouse gas emission inventory, reporting for the first-time the full scope 3, with customer emissions already audited. We are aware of the relevance of the sustainability journey and the path ahead of us, but we are proud of the progress we have made in recent years.

Our passion for delighting customers and creating value for all our stakeholders was recognized and highlighted by the press and innovation bodies. Among the awards and rankings which we were recognized this quarter are: Melhores da Bolsa, from the InfoMoney portal; Melhores da Dinheiro, from IstoÉ Dinheiro; and Open 100 Startups 2021, in the Travel and Tourism category. The Company was also among the ten highlighted companies in the Broadcast Empresas Award, by Broadcast/Agência Estado.

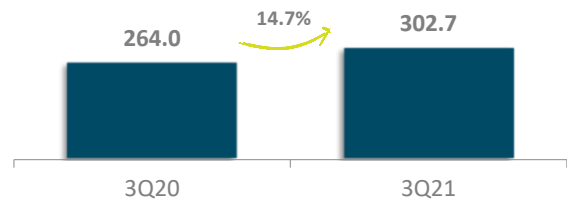
We see in the short term an atypical context for our business, where demand exceeds supply. Therefore, we will remain diligent in the capital allocation and will take advantage of the moment to look even more broadly at new opportunities that can enhance our business, whether by strengthening our competitive advantages or increasing our growth or return prospects. We are confident that this strategy will be an important catalyst to further expand our avenues for growth and the potential to generate value.

## RENTAL HIGHLIGHTS

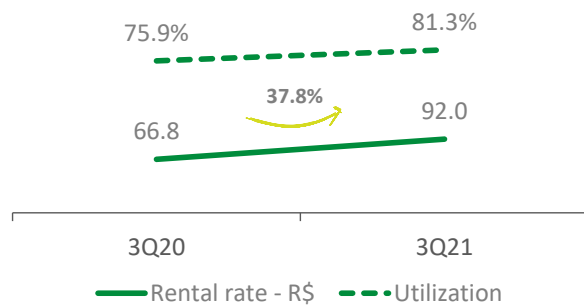
Revenue – Car Rental  
R\$ million, including royalties



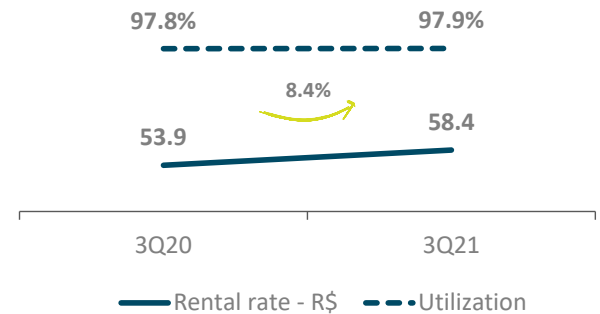
Revenue – Fleet Rental  
R\$ million



Average rental rate (in R\$) and Utilization rate (%)  
Car Rental

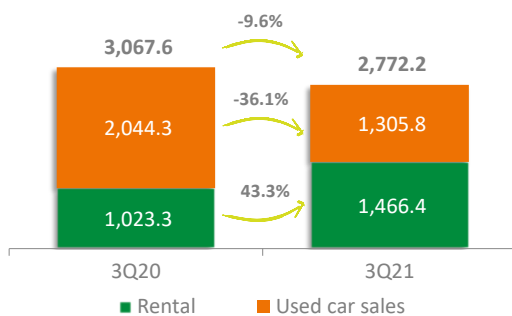


Average rental rate (in R\$) and Utilization rate (%)  
Fleet Rental

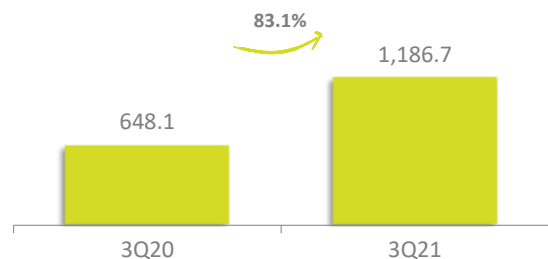


## CONSOLIDATED FINANCIAL HIGHLIGHTS

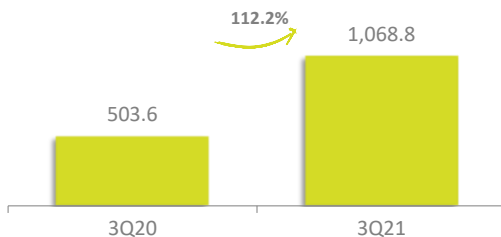
Net revenues  
R\$ million



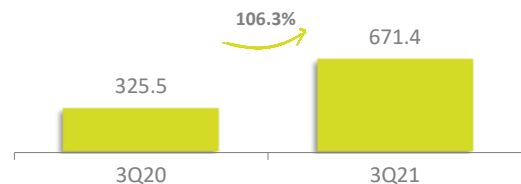
EBITDA  
R\$ million



EBIT  
R\$ million



Net income  
R\$ million

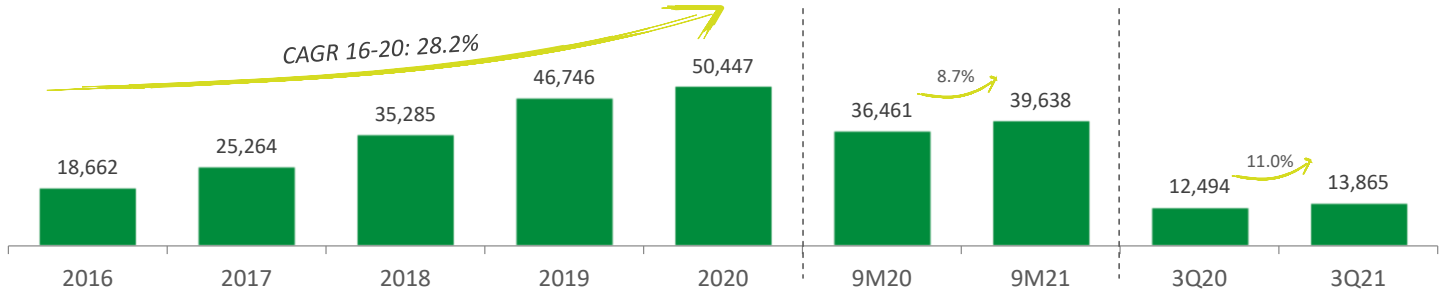




# 1 - Rent a Car

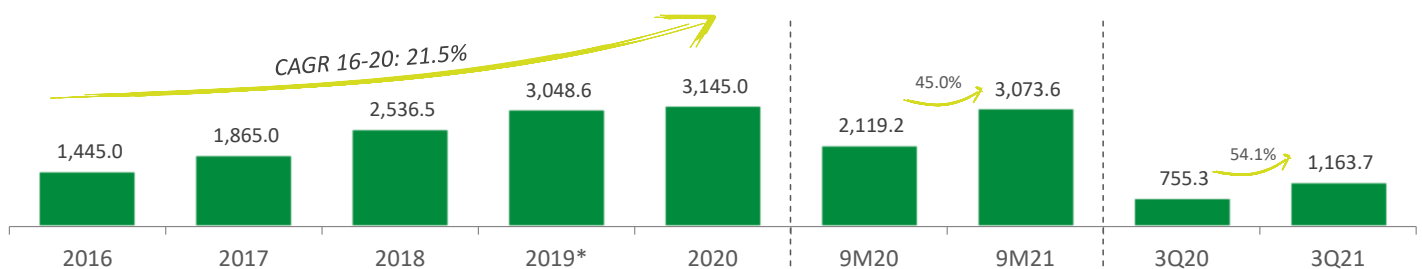
## Number of rental days

in thousands



## Net revenues

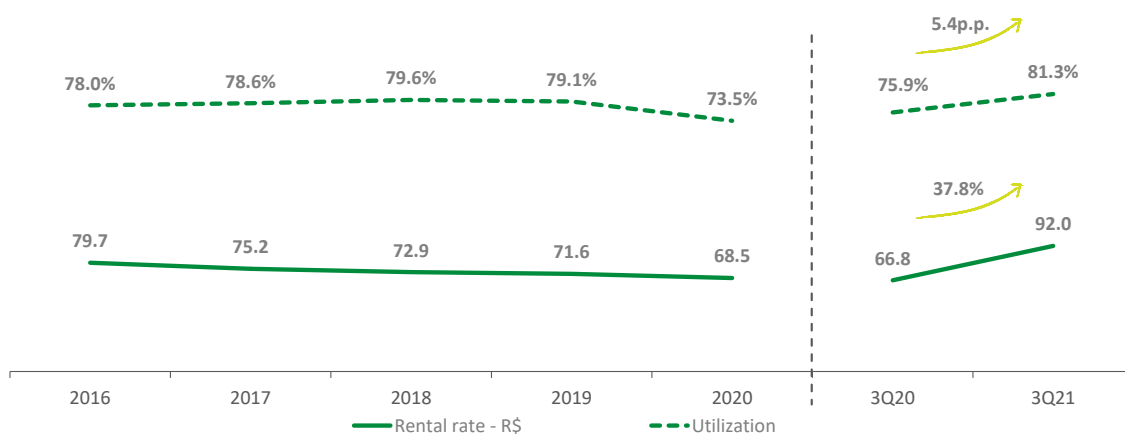
R\$ million, including royalties



(\*) From 2019 the Company began to record PIS and COFINS credits in SG&A. Before, those credits were recorded as a reduction of sales taxes.

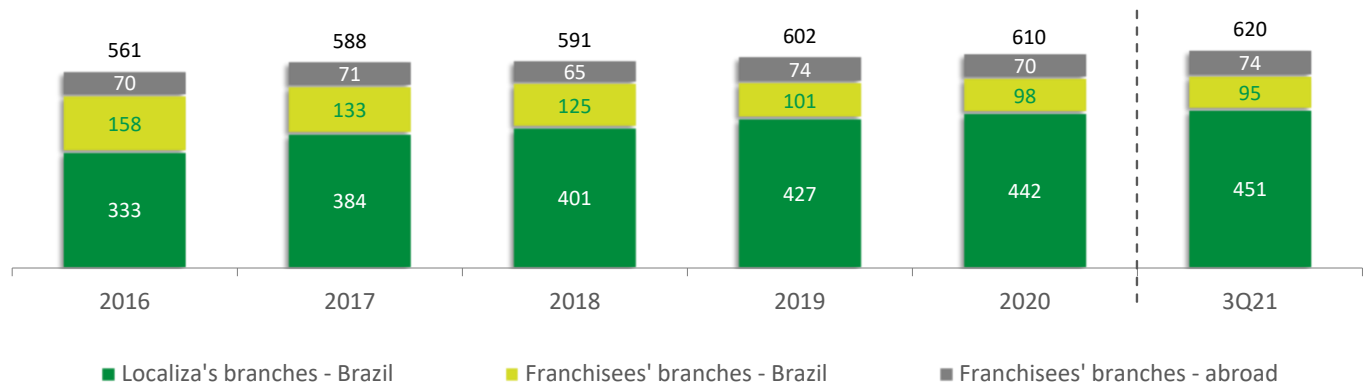
In 3Q21, rental days in the **Car Rental** division's increased by 11.0% versus 3Q20, with the consistent demand recovery as Covid-19 vaccination advanced. Fleet utilization rate improved, surpassing the 80% mark. Average rental rates reached R\$92, an increase of 37.8% year over year, reflecting the rise in car prices, higher interest rates and the mix of segments. As a result, on the same basis of comparison, **Car Rental** net revenues increased 54.1%.

## Average rental rate (in R\$) and Utilization rate (%)



## 1.1 - Distribution network

### Number of car rental locations - Brazil and abroad

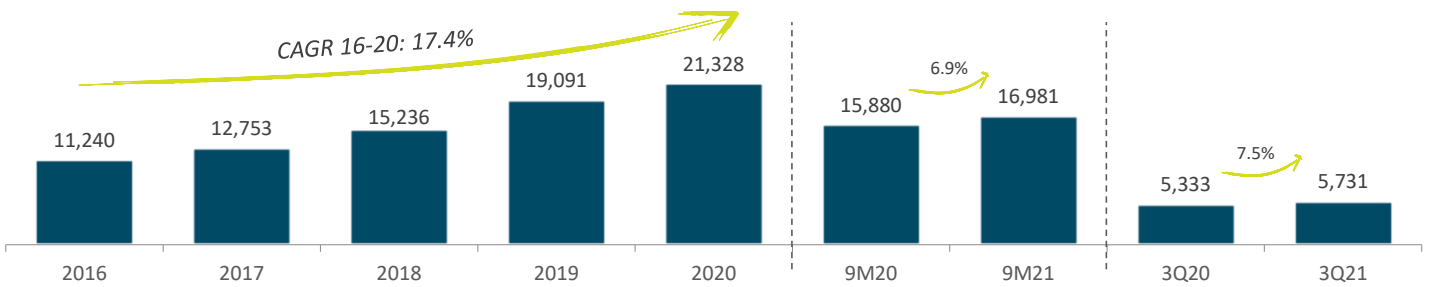


Localiza ended the quarter with 620 rental locations, being 546 in Brazil and 74 in 4 other South American countries. We selectively expanded the network by 9 branches throughout 2021, increasing convenience for our customers and preparing the Company for the growth resumption.

## 2 – Fleet Rental

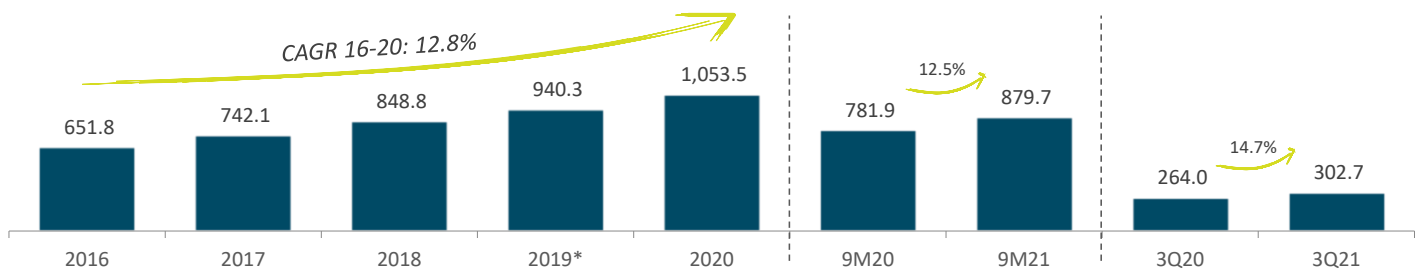
### Number of rental days

*in thousands*



### Net revenues

*R\$ million*



(\*) From 2019 the Company began to record PIS and COFINS credits in SG&A. Before, those credits were recorded as a reduction of sales taxes.

In 3Q21, **Fleet Rental** division registered 7.5% increase in the number of rental days and 14.7% in net revenues, compared to the same period of the prior year, with the average rental rate 8.4% higher.

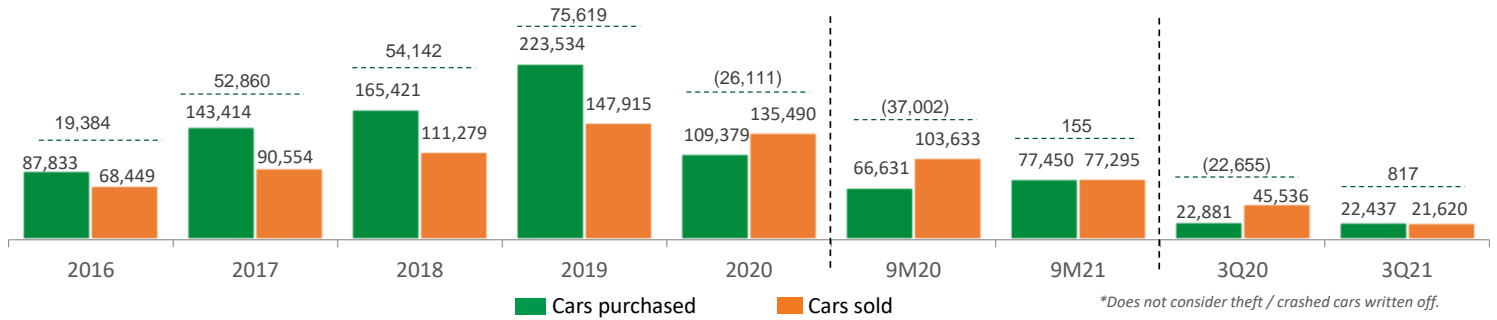
The division's sales pace remains strong, with a backlog of over 20,000 cars in the portfolio. The average delivery time, however, is above the historical level due to the lower pace of production of new cars, temporarily impacting growth rates.

## 3 - Fleet

### 3.1 – Net investment in the fleet

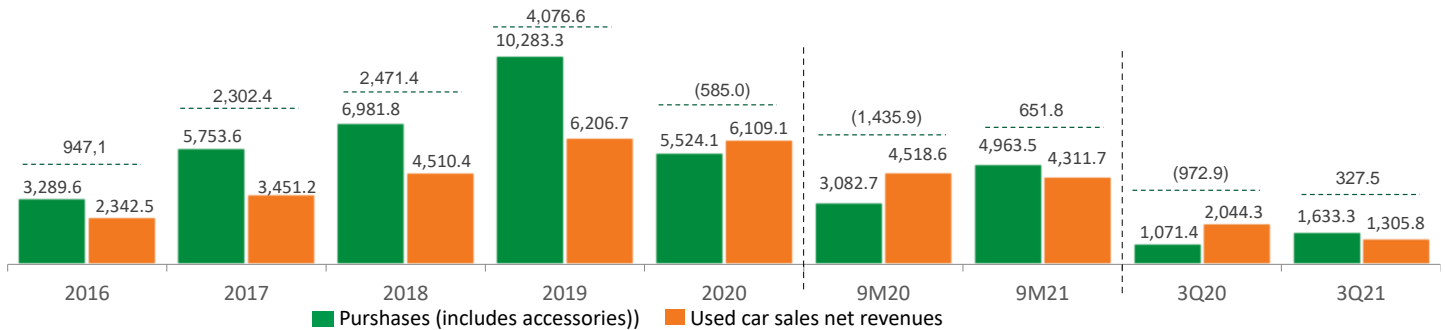
#### Car purchase and sales

quantity\*



#### Net investment in fleet

R\$ million



In 3Q21, car production continued to be impacted by shortage of semiconductors. 22,437 cars were purchased and volume of cars decommissioned was reduced in the **Car Rental** division resulting in a sale of 21,620 cars, and the extension of our fleet's useful life.

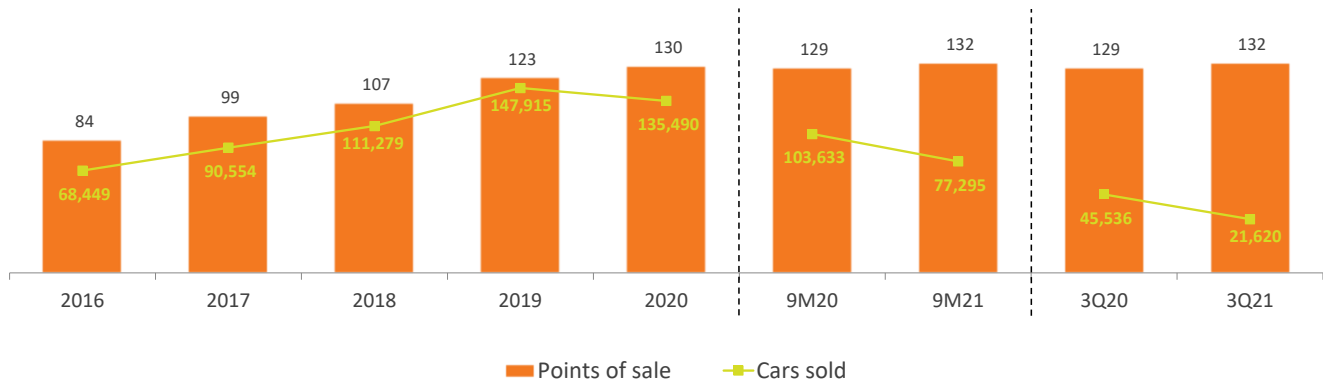
The price of cars sold grew 34.5% in 3Q21 compared to 3Q20, reflecting the increase in the price of new cars.

	2016	2017	2018	2019	2020	9M20	9M21	Var. %	3Q20	3Q21	Var. %
Average price of cars sold (R\$ thousand)	34.3	38.2	40.6	42.1	45.2	43.7	55.8	27.9%	45.0	60.5	34.5%



## 4 – Seminovos

### Number of points of sale and cars sold

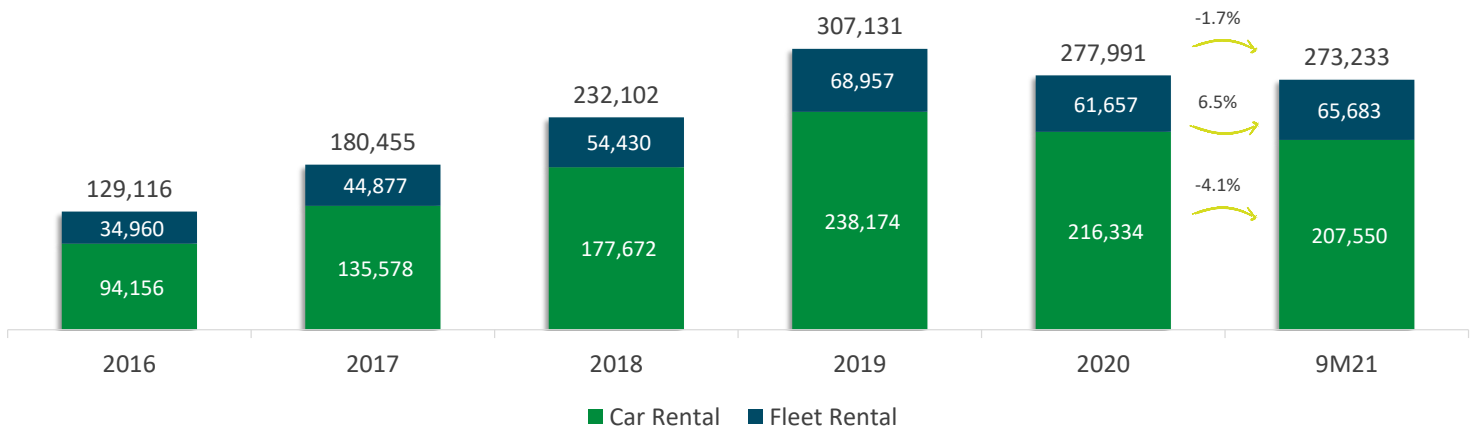


We ended 3Q21 with 132 **Seminovos** stores, in 90 cities in Brazil. Throughout 2021, 2 **Seminovos** stores were opened.

## 5 – End of period fleet

### End of period fleet

quantity

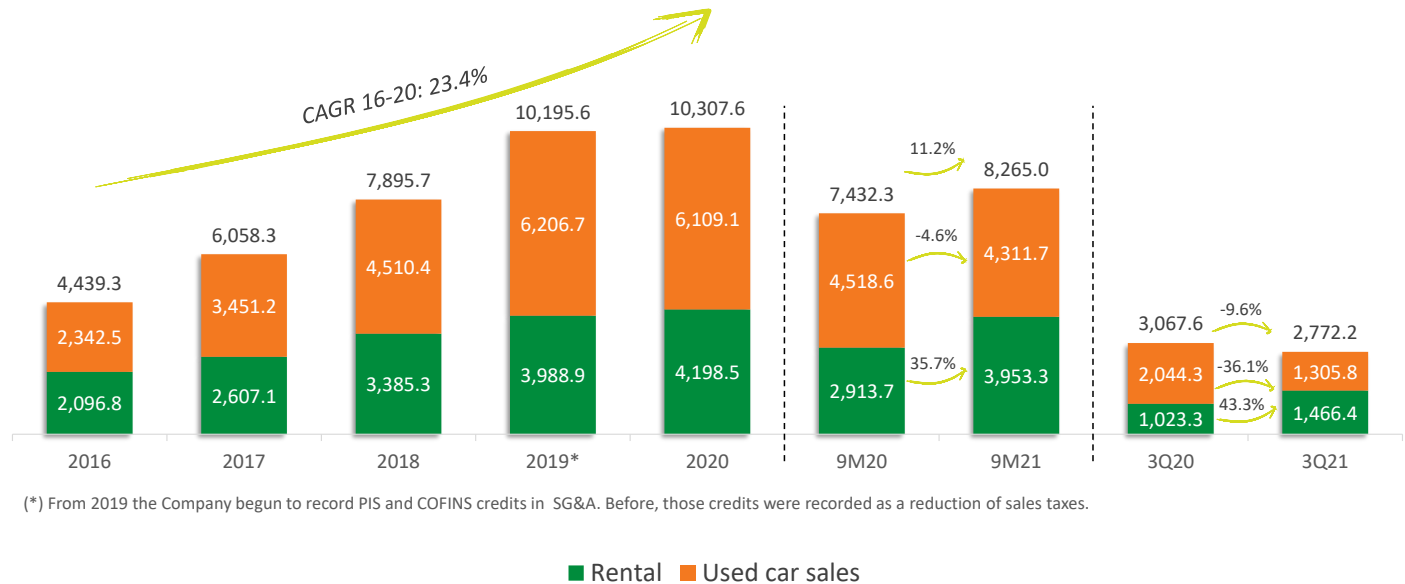


In 9M21, the fleet was reduced by 1.7% versus the end of 2020, due to the persistence of lower level of cars' deliveries, partially offset by a reduction in the number of cars available for sale.

## 6 – Consolidated net revenues

### Consolidated net revenues

R\$ million



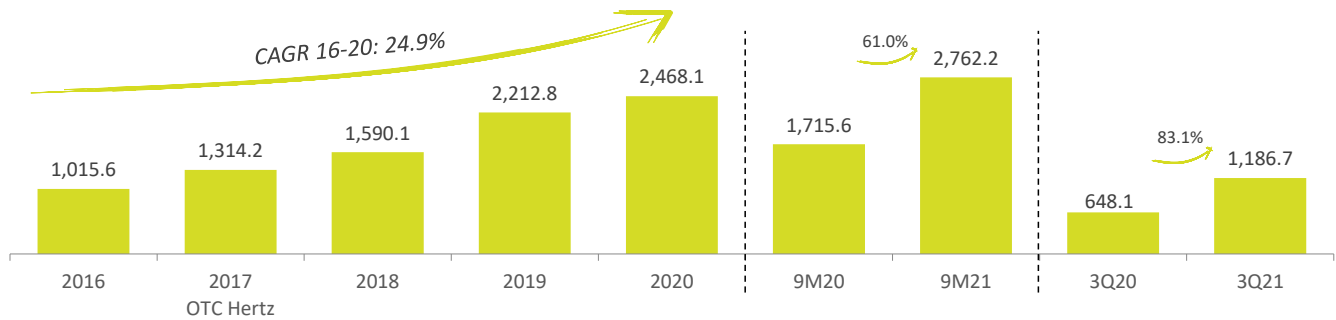
(\*) From 2019 the Company began to record PIS and COFINS credits in SG&A. Before, those credits were recorded as a reduction of sales taxes.

In 3Q21, net rental revenues increased 43.3%, being 54.1% in **Car Rental** and 14.7% in **Fleet Rental** division. **Seminovos** net revenues decreased 36.1% due to the 52.5% reduction in the volume of cars sold resulted from the lower fleet decommissioning, partially offset by the 34.5% increase in the sale price. As a result, consolidated net revenue decreased by 9.6% in 3Q21 compared to the same quarter last year.

## 7 - EBITDA

### Consolidated EBITDA

R\$ million



### EBITDA margin:

	2016	2017*	2018	2019**	2020	9M20	9M21	3Q20	3Q21
Car Rental and Franchising	32.4%	34.9%	35.9%	45.7%	45.3%	47.3%	50.1%	42.9%	65.3%
Fleet Rental	64.5%	61.9%	64.0%	67.7%	72.4%	75.1%	63.4%	73.4%	60.8%
Rental Consolidated	42.3%	42.6%	43.0%	50.9%	52.1%	54.7%	53.1%	50.8%	64.4%
Used Car Sales	5.5%	5.9%	3.0%	3.0%	4.6%	2.7%	15.4%	6.3%	18.6%
Consolidated (on rental revenue)	48.4%	50.4%	47.0%	55.5%	58.8%	58.9%	69.9%	63.3%	80.9%

(\*) 2017 adjusted by the one-time costs incurred (OTC) - Hertz Brasil acquisition and franchisees incorporation

(\*\*) From 2019, EBITDA margin calculated based on the GAAP number including the reclassification of PIS and COFINS credits for the period, in the Car Rental and Fleet Rental divisions

In 3Q21, consolidated EBITDA totaled R\$1,186.7 million, 83.1% higher year over year. This quarter, a technical study was completed supporting the useful life for tax purposes, of certain cars in the **Car Rental** division, covered by a technical report, that was issued by an entity duly qualified by the Brazilian Revenue Service, changing the useful life from 48 or 60 months to 24 months, on average. This fact resulted in higher fiscal depreciation and recognition of the corresponding PIS/COFINS tax credits, with an impact on the quarter's EBITDA of R\$320.3 million. The application of this revised useful life to the other cars in the fleet depends on obtaining new technical reports.

As a result, in the **Car Rental** division, EBITDA margin was 65.3% in 3Q21, a growth of 22.4 p.p. year over year.

In a quarter over quarter analysis, compared to 2Q21, there is a positive margin effect associated with the increase in revenue with the resumption after the second wave of the pandemic and the increase in the average daily rate. These factors contributed to the dilution of fixed costs. Furthermore, we had the effect related to tax credits, as per Note 23 of the Interim Financial Report. On the other hand, we had a negative impact from higher maintenance costs, due to the aging of the fleet; the higher IPVA (automobile taxes) and licensing costs, due to the increase in the price of new cars; higher car theft rates; and increased provision for profit sharing. Additionally, we accelerated investments in brand, technology, and data, preparing the Company for the next growth cycle.

The **Fleet Rental** division presented a margin of 60.8%, 12.6 p.p. lower year over year. The margin reduction is mainly explained by the higher maintenance costs, due to the fleet aging, in addition to the increase in expenses with team, related to technology and advertising for Localiza Meoo. In the last quarter, we have seen the order backlog increase, which should contribute to the gradual acceleration of growth and cost dilution, as vehicle deliveries advance.

## 7 - EBITDA

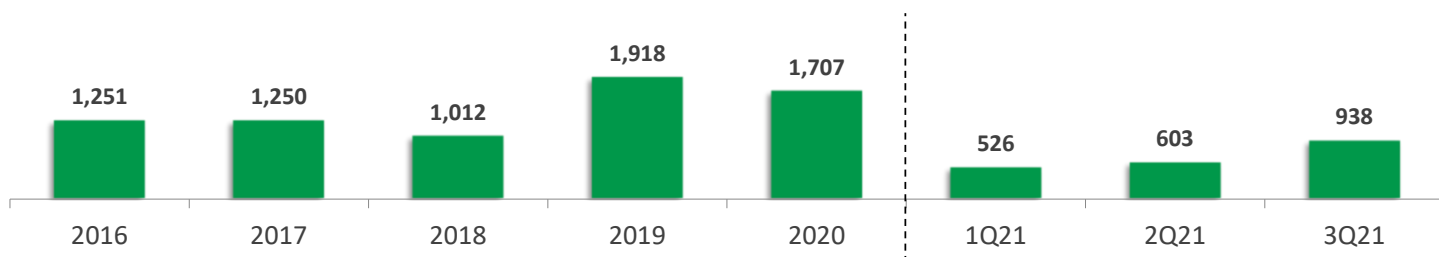
The increase in the price of new cars continues to be reflected in the prices of cars sold in **Seminovos**, positively impacting its EBITDA margin, which reached 18.6% in 3Q21, 12.3 p.p. higher than in the same period last year, despite the lower fixed cost dilution due to the lower decommissioning of cars for fleet renewal.

All in, in 3Q21 consolidated EBITDA margin over rental revenues reached 80.9%, an expansion of 17.6 p.p. compared to 3Q20 and 18.2 p.p. compared to 2Q21.

## 8 - Depreciation

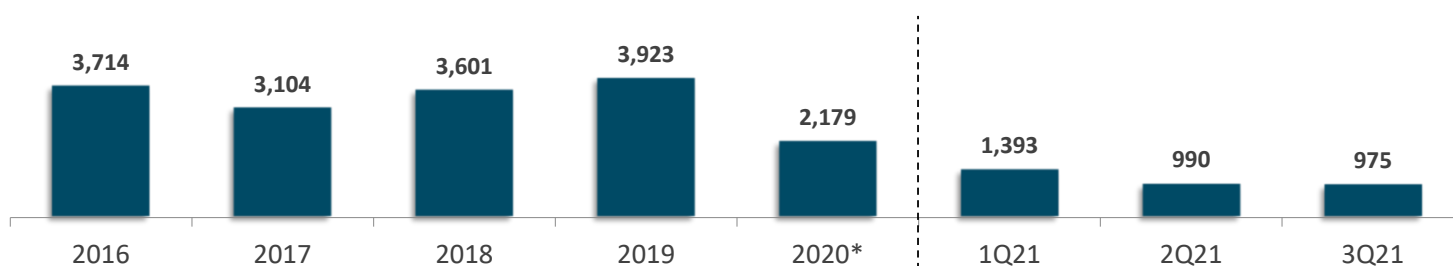
Depreciation is calculated using the straight-line method, considering the difference between the purchase price of the car and the estimated selling price at the end of its useful life, net of estimated costs and expenses to sell it. The estimated selling price is reassessed quarterly, so the book value of the cars reflects market prices.

### 8.1 – Average annualized depreciation per car (R\$) - Rent a Car



In this quarter, the average depreciation per car totaled R\$938, reflecting the fleet renewal, as well as the estimated lower dilution of selling expenses due to the lower decommissioning of cars. Average depreciation per car will trend up gradually as fleet is renewed and the fully-depreciated cars are sold.

### 8.2 – Average annualized depreciation per car (R\$) - Fleet Rental



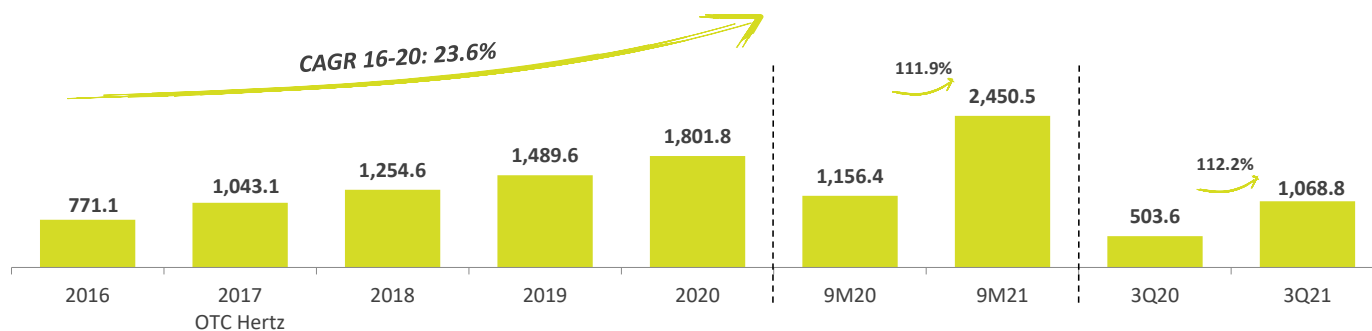
\*Since 2020, the Company began depreciating the Fleet Rental cars using the linear method opposed to the SOYD (Sum-of-the-years' digits)

In the **Fleet Rental** division, the average depreciation per car in 3Q21 was R\$975, remaining relatively stable, still influenced by increases in car sales prices.

## 9 - EBIT

### Consolidated EBIT

R\$ million



EBIT margins include **Seminovos** and is calculated over the rental revenues:

	2016	2017*	2018	2019**	2020	9M20	9M21	3Q20	3Q21
Car Rental and Franchising	30.2%	35.2%	33.2%	33.7%	35.1%	29.5%	59.3%	40.8%	72.7%
Fleet Rental	51.2%	51.4%	48.6%	49.1%	66.4%	67.4%	71.2%	73.4%	73.6%
Consolidated	36.8%	40.0%	37.1%	37.3%	42.9%	39.7%	62.0%	49.2%	72.9%

(\*) 2017 adjusted by the one-time costs incurred (OTC) - Hertz Brasil acquisition and franchisees incorporation

(\*\*) From 2019, EBITDA margin calculated based on the GAAP number including the reclassification of PIS and COFINS credits for the period, in the Car Rental and Fleet Rental divisions

Consolidated EBIT in 3Q21 totaled R\$1,068.8 million, representing an increase of 112.2% year over year.

In 3Q21, the EBIT margin of the **Car Rental** division, was 72.7%, representing an increase of 31.9 p.p. year over year. In the **Fleet Rental** division, the EBIT margin totaled 73.6%, an increase of 0.2 p.p. year over year.

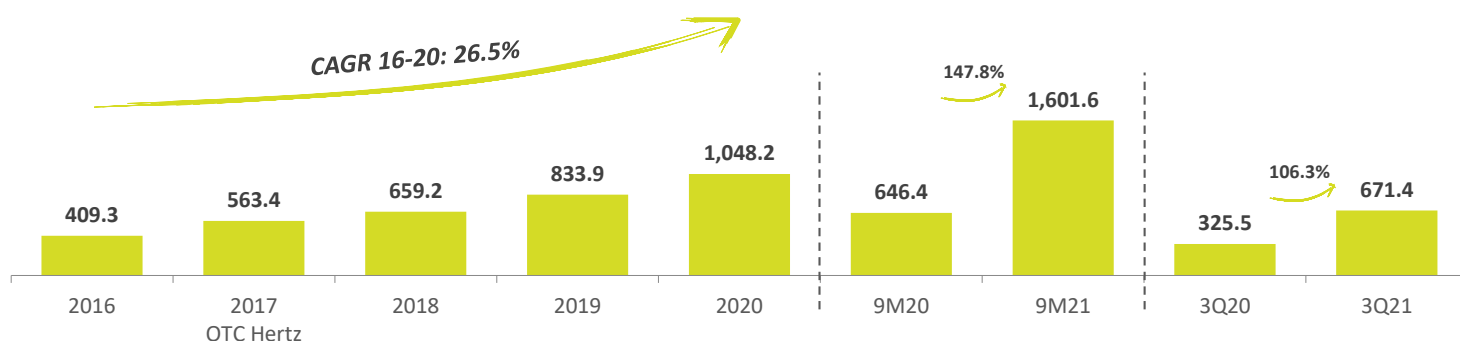
As the fleet renewal cycle returns to normal levels, we expect an increase in depreciation and a reduction in the **Seminovos** EBITDA margin, which should be offset by the growth in rented fleet and rental rates, as well as the normalization of maintenance costs and the dilutive effect on fixed costs of the platform.



## 10 - Consolidated net income

### Consolidated net income

R\$ million



EBITDA x Net income reconciliation	2016	2017*	2018	2019	2020	9M20	9M21	Var. R\$	Var. %	3Q20	3Q21	Var. R\$	Var. %
Consolidated EBITDA	1,015.6	1,314.2	1,590.1	2,212.8	2,468.1	1,715.6	2,762.2	1,046.6	61.0%	648.1	1,186.7	538.6	83.1%
Cars depreciation	(206.3)	(232.0)	(291.6)	(551.5)	(473.0)	(415.7)	(151.8)	263.9	-63.5%	(95.0)	(61.1)	33.9	-35.7%
Other property depreciation and amortization	(38.2)	(39.1)	(43.9)	(171.7)	(193.4)	(143.5)	(159.9)	(16.4)	11.4%	(49.5)	(56.8)	(7.3)	14.7%
EBIT	771.1	1,043.1	1,254.6	1,489.6	1,801.7	1,156.4	2,450.5	1,294.1	111.9%	503.6	1,068.8	565.2	112.2%
Financial expenses, net	(243.5)	(315.0)	(368.9)	(409.8)	(374.4)	(309.4)	(165.0)	144.4	-46.7%	(54.5)	(96.8)	(42.3)	77.6%
Income tax and social contribution	(118.3)	(164.7)	(226.5)	(245.9)	(379.1)	(200.6)	(683.9)	(483.3)	240.9%	(123.6)	(300.6)	(177.0)	143.2%
<b>Net income of the period</b>	<b>409.3</b>	<b>563.4</b>	<b>659.2</b>	<b>833.9</b>	<b>1,048.2</b>	<b>646.4</b>	<b>1,601.6</b>	<b>955.2</b>	<b>147.8%</b>	<b>325.5</b>	<b>671.4</b>	<b>345.9</b>	<b>106.3%</b>

(\*) 2017 adjusted by the one-time costs (OTC) - incurred Hertz Brasil acquisition and franchisees incorporation

Net income in 3Q21 was R\$671.4 million, representing an increase of 106.3% year over year, resulting from:

(+) R\$538.6 million increase in EBITDA;

(+) R\$26.6 million reduction in depreciation;

(-) R\$42.3 million addition in net financial expenses, mainly due to the increase in the average CDI, partially offset by the positive mark-to-market of swap contracts (+R\$36 million); and

(-) R\$177.0 million increase in income tax and social contribution, due to the higher taxable profit and higher average effective rate.

## 11 – Free cash flow (FCF)

Free cash flow (R\$ million)		2016	2017	2018	2019	2020	9M21
Operations	EBITDA	1,015.7	1,314.2*	1,590.1	2,212.8	2,468.1	2,762.2
	Used car sale revenue, net of taxes	(2,342.6)	(3,451.2)	(4,510.4)	(6,206.7)	(6,109.1)	(4,311.7)
	Net book value of vehicles written-off	2,102.5	3,106.6	4,198.5	5,863.6	5,599.9	3,530.3
	(-) Income tax and social contribution	(93.3)	(108.3)	(131.2)	(146.1)	(250.1)	(268.6)
	Change in working capital	(40.8)	(47.9)	(117.4)	(268.9)	103.5	(561.7)
<b>Cash generated by rental operations</b>		<b>641.5</b>	<b>813.4</b>	<b>1,029.6</b>	<b>1,454.7</b>	<b>1,812.3</b>	<b>1,150.5</b>
Capex - renewal	Used car sale revenue, net from taxes – fleet renewal	2,342.6	3,451.2	4,510.4	6,206.7	4,886.9	4,311.7
	Fleet renewal investment	(2,563.6)	(3,660.9)	(4,696.7)	(6,804.6)	(5,524.1)	(4,953.6)
	Change in accounts payable to car suppliers for fleet renewal	219.8	227.6	250.1	468.7	235.1	(899.3)
	<b>Net investment for fleet renewal</b>	<b>(1.2)</b>	<b>17.9</b>	<b>63.8</b>	<b>(129.2)</b>	<b>(402.1)</b>	<b>(1,541.2)</b>
Fleet renewal – quantity		68,449	90,554	111,279	147,915	109,379	77,295
Investment, property and intangible		(40.9)	(28.8)	(42.8)	(70.0)	(108.0)	(109.0)
<b>Free cash flow from operations, before fleet increase or reduction</b>		<b>599.4</b>	<b>802.5</b>	<b>1,050.6</b>	<b>1,255.5</b>	<b>1,302.2</b>	<b>(499.7)</b>
Capex - Growth	(Investment) / Divestment in cars for fleet growth	(726.0)	(1,807.0)	(2,285.1)	(3,478.7)	1,222.2	(9.9)
	Change in accounts payable to car suppliers for fleet growth	26.8	168.7	509.4	23.6	(943.4)	48.0
	Acquisition of Hertz and franchisees (fleet value)	-	(285.7)	-	(105.5)	0.0	-
	<b>Net investment for fleet growth</b>	<b>(699.2)</b>	<b>(1,924.0)</b>	<b>(1,775.7)</b>	<b>(3,560.6)</b>	<b>278.8</b>	<b>38.1</b>
Fleet increase / (reduction) – quantity		19,384	52,860	54,142	75,619	(26,111)	155
<b>Free cash flow after growth</b>		<b>(99.8)</b>	<b>(1,121.5)</b>	<b>(725.1)</b>	<b>(2,305.0)</b>	<b>1,581.0</b>	<b>(461.6)</b>
Capex - non-recurring	Acquisitions and franchisees acquisition- except fleet value	-	(121.5)	-	(18.2)	(7.9)	(3.6)
	New headquarters construction and furniture	(85.7)	(146.2)	-	-	-	-
<b>Free cash generated before the cash effects of discounts and anticipation of payables to suppliers</b>		<b>(185.5)</b>	<b>(1,389.2)</b>	<b>(725.1)</b>	<b>(2,323.2)</b>	<b>1,573.1</b>	<b>(465.2)</b>
Cash effects of receivables and anticipation of payables to suppliers (**)		98.0	88.3	(113.2)	(131.8)	(293.1)	256.4
<b>Free cash flow before interest</b>		<b>(87.5)</b>	<b>(1,300.9)</b>	<b>(838.3)</b>	<b>(2,455.0)</b>	<b>1,280.0</b>	<b>(208.8)</b>

In the free cash flow, short-term financial assets were considered as cash.

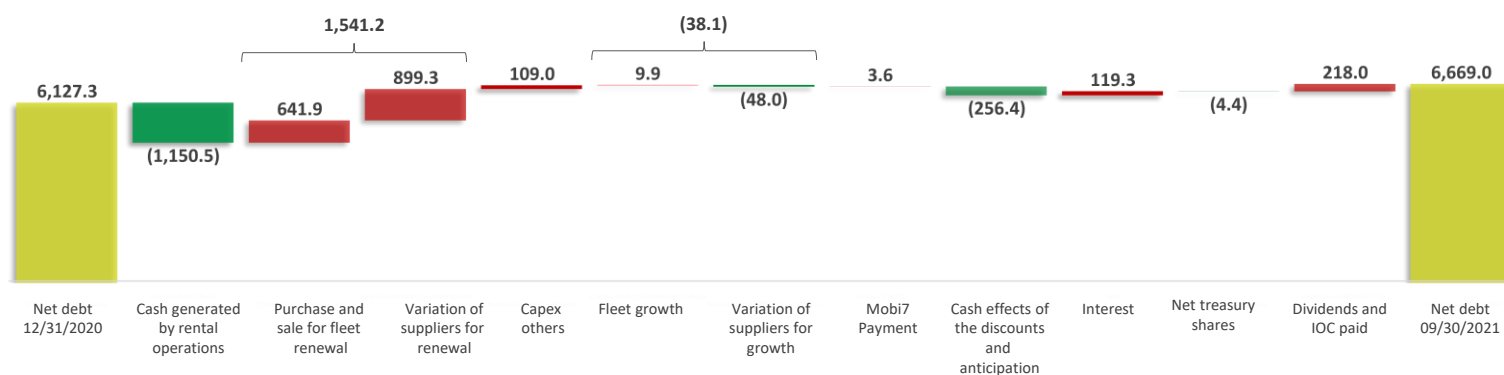
(\*) 2017 adjusted by one-time costs incurred - Hertz Brasil acquisition and franchisees incorporation.

(\*\*) Discount of credit card receivables and anticipation of accounts payable were demonstrated in a different line so that the Free Cash Flow From Operations considered only the contractual terms, reflecting the Company's operation.

In 9M21, the Company had a cash consumption of R\$208.8 million, mainly explained by change in working capital due to higher exposition to short term rental and the PIS/COFINS tax credits; by the higher renewal Capex per car, and by the reduction of R\$851.3 million in the OEM account payables. At the end of 3Q21, the balance payable to OEM totaled R\$831.2 million.

## 12 – Net debt

### 12.1 – Change in net debt – R\$ million



On 09/30/2021, net debt totaled R\$6,669.0 million, an increase of 8.8%, or R\$541.7 million compared to 12/31/2020.

### 12.2 – Debt maturity profile – R\$ million

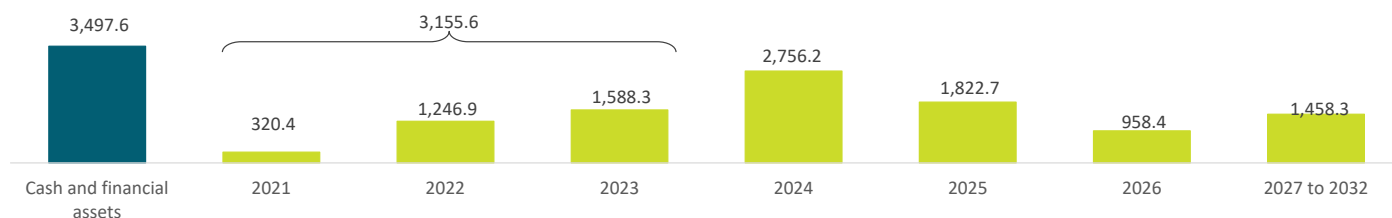
Debt	Issuance	Contract rate	2021	2022	2023	2024	2025	2026	2027 to 2032	Total
Debentures 11th Issuance	12/12/2016	111,50% CDI	-	409.2	-	-	-	-	-	409.2
Debentures 12th Issuance	5/15/2017	107,25% CDI	-	-	-	678.5	-	-	-	678.5
Debentures 13th Issuance - 1st serie	12/15/2017	109,35% CDI	-	306.2	306.2	-	-	-	-	612.4
Debentures 13th Issuance - 2nd serie	12/15/2017	111,30% CDI	-	-	-	94.1	94.1	-	-	188.2
Debentures 14th Issuance - 1st serie	9/18/2018	107,90% CDI	-	-	-	200.0	-	-	-	200.0
Debentures 14th Issuance - 2nd serie	9/18/2018	112,32% CDI	-	-	-	111.2	111.2	222.5	-	444.9
Debentures 15th Issuance	4/15/2019	107,25% CDI	-	-	-	-	377.4	377.4	-	754.8
Debentures 16th Issuance	11/29/2019	CDI + 1,05%	-	-	-	333.3	333.3	333.3	-	999.9
Debentures 17th Issuance	4/7/2021	IPCA + 5,47%	-	-	-	-	-	-	1,200.0	1,200.0
Debentures 5th Issuance of Localiza Fleet	7/31/2018	112,00% CDI	-	-	-	-	202.4	-	-	202.4
Debentures 6th Issuance of Localiza Fleet	12/21/2018	110,40% CDI	-	-	-	310.1	-	-	-	310.1
Debentures 7th Issuance of Localiza Fleet	7/29/2019	109,00% CDI	-	-	100.0	100.0	100.0	-	-	300.0
Debentures 8th Issuance of Localiza Fleet	-	CDI + 1,00%	-	-	333.3	333.3	333.3	-	-	999.9
Foreign currency loan with swap	-	Several	210.6	215.0	465.0	454.8	250.0	-	-	1,595.4
Real State Receivables Certificate (CRI)	2/26/2018	99,00% CDI	5.6	9.0	12.3	15.0	20.1	25.1	258.3	345.4
Working Capital / Others	-	Several	104.2	307.5	371.5	125.9	0.7	-	-	909.8
Interest accrued	-	-	15.7	-	-	-	-	-	-	15.7
Cash and cash equivalents on 09/30/2021	-	-	(3,497.6)	-	-	-	-	-	-	(3,497.6)
<b>Net debt</b>	-	-	<b>(3,161.5)</b>	<b>1,246.9</b>	<b>1,588.3</b>	<b>2,756.2</b>	<b>1,822.5</b>	<b>958.3</b>	<b>1,458.3</b>	<b>6,669.0</b>

As part of the active management of its debt, the Company prepared itself for the cycle of high interest rates and, considering the issuances of October, it had around 16% of its gross debt in pre-fixed terms, 56% with a spread locked at CDI + and the remainder as a percentage of the CDI. As a mitigator for the rate increase, the cash equivalent and short term investments are fully invested at a percentage of the CDI, which helps to protect the Company from this trend.

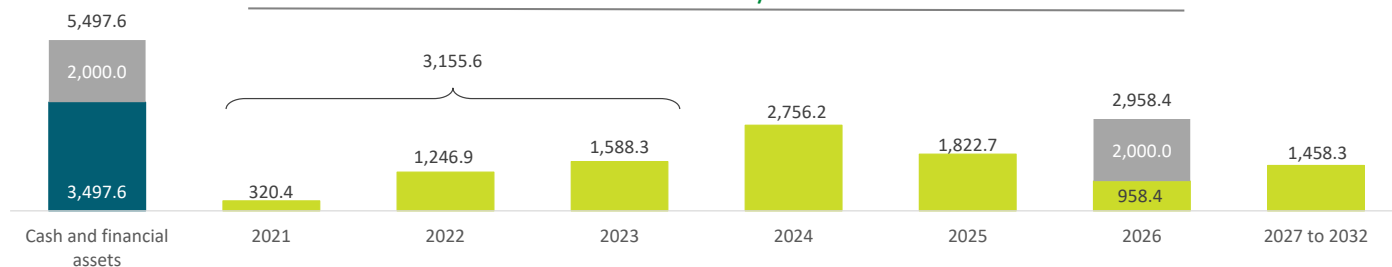
Type	As of 09/30/2021			As of 09/30/2021 – proforma after Oct/21 issuances		
	Pre	%CDI	CDI+	Pre	%CDI	CDI+
Balance R\$ million	2,006.5	3,407.6	4,932.7	2,006.5	3,407.6	6,932.7
Percentage by type	19.4%	27.6%	40.0%	16.3%	27.6%	56.2%
All in average cost	6.54%	109.42% CDI	CDI+1.82%	6.54%	109.42% CDI	CDI+1.68%

## 12.3 – Debt profile – R\$ million

As of September 30, 2021

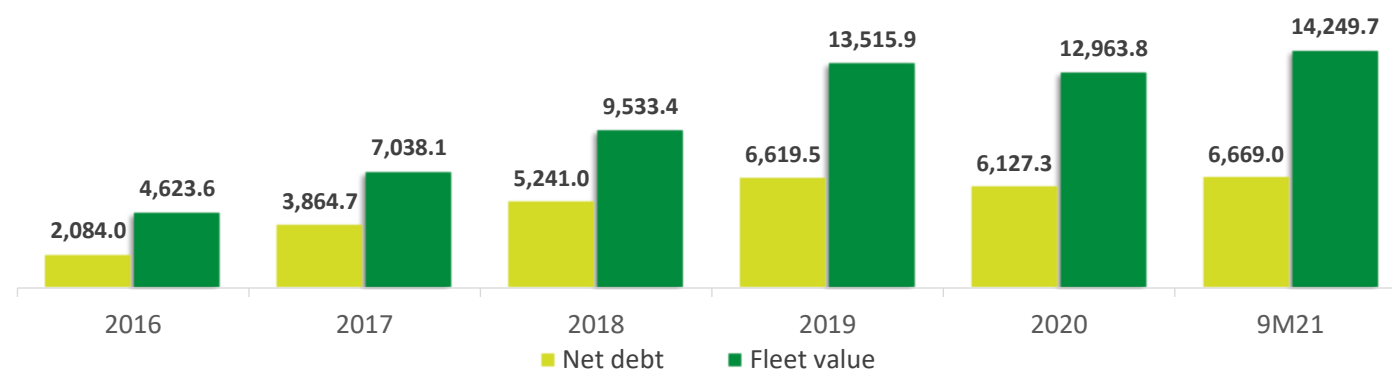


Proforma after Oct/21 issuances



The Company ended the quarter with a cash balance of R\$3,497.6 million. In October, we had a pro forma cash position of R\$5,497.6 million.

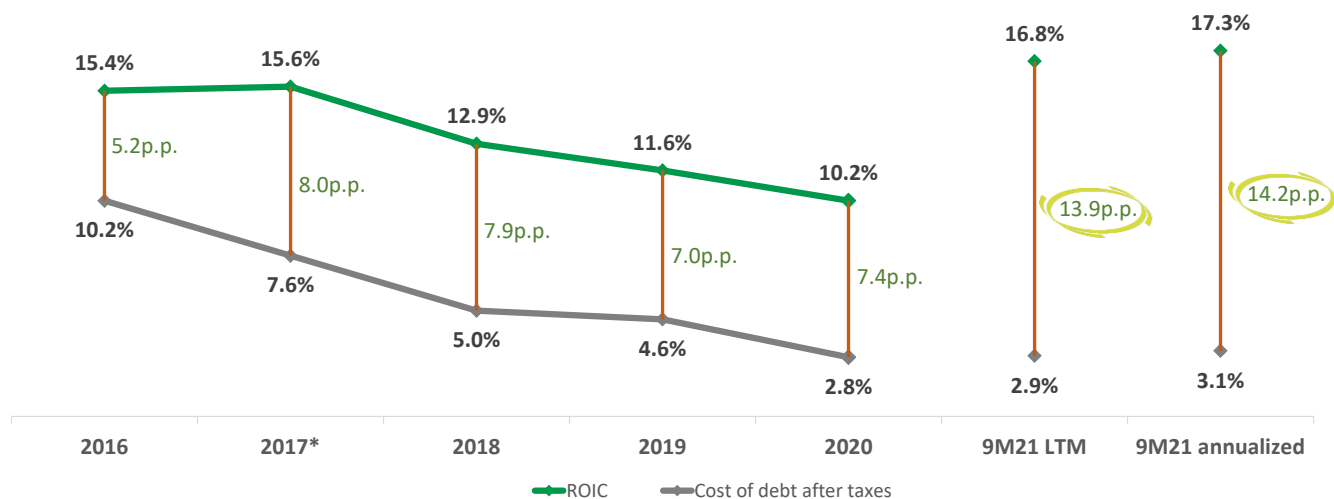
## 12.4 – Debt ratios – R\$ million



BALANCE AT THE END OF PERIOD	2016	2017	2018	2019	2020	9M21 LTM
Net debt/Fleet value (book value)	45%	55%	55%	49%	47%	47%
Net debt/EBITDA	2.1x	2.9x	3.3x	3.0x	2.5x	1.9x
Net debt/Equity	0.9x	1.5x	1.7x	1.2x	1.0x	0.9x
EBITDA/Net financial expenses	4.2x	4.2x	4.3x	5.4x	6.6x	15.3x

With the current level of car purchases, the Company continues to deleverage.

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



ROIC considered each year's effective income tax and social contribution rate

ROE considered quarterly net income divided by the average Equity of the period

\* 2017 adjusted by the one-time costs (OTC) incurred Hertz Brasil acquisition and franchisees incorporation

**STRONG VALUE GENERATION, EVEN IN AN EXTREMELY ADVERSE SCENARIO, WITH LTM ROE OF 30.7%**

## 14 – Dividends and interest on capital (IOC)

2020 interest on capital were approved as follow:

Nature	Reference period	Approval date	Shareholding position date	Payment date	Gross amount (R\$ million)	Gross amount per Share(*) (R\$)
IOC	2020	03/10/2020	03/13/2020	09/15/2020	67.0	0.089006
IOC	2020	06/18/2020	06/23/2020	10/15/2020	64.8	0.086217
IOC	2020	09/04/2020	09/10/2020	11/05/2020	65.6	0.087345
IOC	2020	12/10/2020	12/15/2020	02/05/2021	63.8	0.084906
Dividends	2020	04/27/2021	04/30/2021	05/21/2021	18.1	0.024111
<b>Total</b>					<b>279.3</b>	

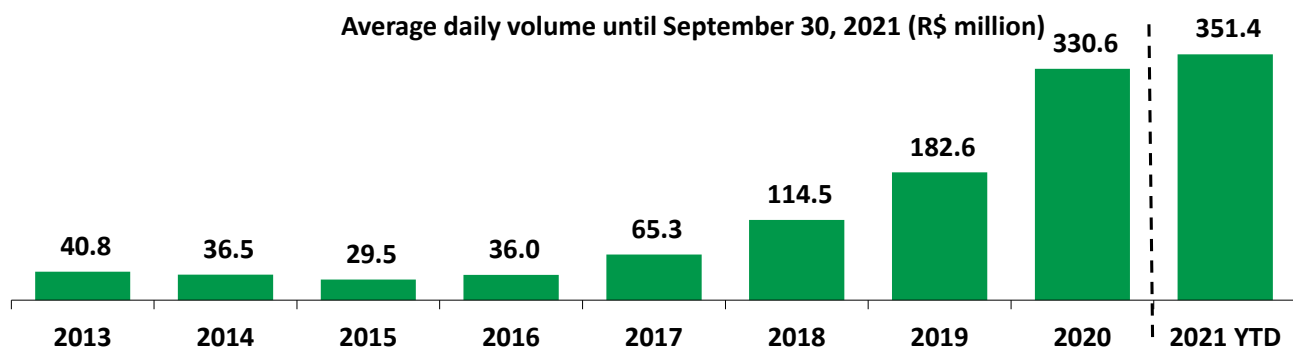
2021 interest on capital were approved as follow:

Nature	Reference period	Approval date	Shareholding position date	Payment date	Gross amount (R\$ million)	Gross amount per Share (R\$)
IOC	2021	03/24/2021	03/29/2021	05/21/2021	63.7	0.084795
IOC	2021	06/24/2021	06/29/2021	08/20/2021	72.4	0.096195
IOC	2021	09/24/2021	09/29/2021	11/22/2021	82.1	0.109203
<b>Total</b>					<b>218.2</b>	

## 15 – RENT3

Up to September 30, 2021, RENT3 average daily traded volume was R\$351.4 million, 6.3% higher than the average volume traded in 2020.

Under the ADR level I program, the Company had 6,098,828 ADRs as of September 30, 2021.





Driven by the Company's purpose of "Building the future of sustainable mobility with you", in 3Q21 we continued to advance in our ESG strategy. In the environmental pillar, we disclosed our Inventory of Greenhouse Gases. In this edition of CDP, we begun reporting customer emissions in the scope 3, verified by an external audit, generating recognition with the Gold Seal by GHG Protocol. Atmospheric emissions are a priority issue for the Company and measuring quality is the basis for our reduction and compensation strategy.

In the social pillar, Instituto Localiza started its strategy by opening a public notice to attract and support social projects that encourage young people in the technical and professional training areas, fostering an entrepreneurial profile and innovation for community development. R\$2.5 million will be allocated to selected projects. In addition, other social programs with a positive impact on vulnerable communities were started, such as the Mulheres na Cor project in partnership with AkzoNobel, to develop women skills in car painting and increase the employability of this population.

Also in social pillar, we were recognized as one of the Incredible Places to Work by UOL and FIA, and among the Best Places to Work in Minas Gerais by Great Place to Work.

# 17 – Results per division

## 17.1 – Table 1 – Car Rental – R\$ million

CAR RENTAL RESULTS	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Car rental and franchising gross revenues, net of discounts and cancellations	1,504.9	1,916.3	1,916.3	2,588.9	3,367.4	3,367.4	3,475.2	3.2%	2,356.1	3,393.0	44.0%	838.8	1,283.5	53.0%
Taxes on revenues (*)	(59.9)	(51.3)	(51.3)	(52.4)	(44.5)	(44.5)	(39.2)	3.6%	(224.3)	(319.4)	42.4%	(75.5)	(119.9)	50.7%
<b>Car rental net revenues</b>	<b>1,445.0</b>	<b>1,865.0</b>	<b>1,865.0</b>	<b>2,536.5</b>	<b>3,322.9</b>	<b>3,322.9</b>	<b>3,436.0</b>	<b>3.2%</b>	<b>2,131.8</b>	<b>3,073.6</b>	<b>44.2%</b>	<b>759.3</b>	<b>1,163.7</b>	<b>53.3%</b>
Car rental and franchising costs	(717.1)	(935.3)	(879.6)	(1,187.7)	(1,494.5)	(1,494.5)	(1,124.3)	1.1%	(743.3)	(934.8)	25.8%	(265.2)	(181.4)	-31.6%
<b>Gross profit</b>	<b>727.9</b>	<b>929.7</b>	<b>985.4</b>	<b>1,348.8</b>	<b>1,828.4</b>	<b>1,828.4</b>	<b>2,020.7</b>	<b>4.3%</b>	<b>1,388.5</b>	<b>2,138.8</b>	<b>54.0%</b>	<b>494.1</b>	<b>982.3</b>	<b>98.6%</b>
Operating expenses (SG&A)	(260.3)	(349.0)	(334.1)	(437.8)	(544.0)	(544.0)	(595.4)	9.4%	(380.4)	(599.1)	57.5%	(168.3)	(222.2)	32.0%
Other assets depreciation and amortization	(24.4)	(24.2)	(24.2)	(27.1)	(31.1)	(31.1)	(120.7)	10.9%	(90.1)	(103.6)	15.0%	(30.5)	(37.2)	22.0%
<b>Operating profit before financial results and taxes (EBIT)</b>	<b>443.2</b>	<b>556.5</b>	<b>627.1</b>	<b>883.9</b>	<b>1,263.3</b>	<b>1,263.3</b>	<b>1,304.6</b>	<b>1.6%</b>	<b>918.0</b>	<b>1,436.1</b>	<b>56.4%</b>	<b>295.3</b>	<b>722.9</b>	<b>144.8%</b>
Financial expenses, net	0.7	(3.5)	(3.5)	(8.9)	(12.1)	(12.1)	(42.3)	24.3%	(34.2)	(35.1)	2.6%	(10.6)	(11.6)	9.4%
Income tax and social contribution	(97.4)	(124.8)	(140.1)	(219.5)	(284.9)	(284.9)	(348.7)	23.7%	(230.3)	(421.9)	83.2%	(78.1)	(221.4)	183.9%
<b>Net income for the period</b>	<b>346.5</b>	<b>428.4</b>	<b>483.5</b>	<b>642.0</b>	<b>966.3</b>	<b>966.3</b>	<b>912.6</b>	<b>-4.9%</b>	<b>653.5</b>	<b>979.1</b>	<b>49.8%</b>	<b>206.6</b>	<b>489.9</b>	<b>137.1%</b>
<b>Net Margin</b>	<b>24.0%</b>	<b>23.0%</b>	<b>25.9%</b>	<b>25.3%</b>	<b>29.1%</b>	<b>29.1%</b>	<b>29.0%</b>	<b>-2.5 p.p.</b>	<b>30.7%</b>	<b>31.9%</b>	<b>1.2 p.p.</b>	<b>27.2%</b>	<b>42.1%</b>	<b>14.9 p.p.</b>
<b>EBITDA</b>	<b>467.6</b>	<b>580.7</b>	<b>651.3</b>	<b>911.0</b>	<b>1,294.4</b>	<b>1,294.4</b>	<b>1,425.3</b>	<b>2.3%</b>	<b>1,008.1</b>	<b>1,539.7</b>	<b>52.7%</b>	<b>325.8</b>	<b>760.1</b>	<b>133.3%</b>
<b>EBITDA Margin</b>	<b>32.4%</b>	<b>31.1%</b>	<b>34.9%</b>	<b>35.9%</b>	<b>39.0%</b>	<b>39.0%</b>	<b>45.3%</b>	<b>-0.4 p.p.</b>	<b>47.3%</b>	<b>50.1%</b>	<b>2.8 p.p.</b>	<b>42.9%</b>	<b>65.3%</b>	<b>22.4 p.p.</b>

USED CAR SALES RESULTS (SEMINOVOS)	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Gross revenues, net of discounts and cancellations	1,997.8	2,990.0	2,990.0	3,919.2	5,479.6	5,479.6	5,150.7	-6.0%	3,764.2	3,613.5	-4.0%	1,684.5	1,039.4	-38.9%
Taxes on revenues	(2.7)	(4.9)	(4.9)	(7.4)	(13.8)	(13.8)	(10.0)	-27.5%	(6.5)	(4.3)	-33.8%	(2.5)	(1.4)	-44.0%
<b>Net revenues</b>	<b>1,995.1</b>	<b>2,985.1</b>	<b>2,985.1</b>	<b>3,911.8</b>	<b>5,465.8</b>	<b>5,465.8</b>	<b>5,140.7</b>	<b>-5.9%</b>	<b>3,757.7</b>	<b>3,609.2</b>	<b>-4.0%</b>	<b>1,682.0</b>	<b>1,038.0</b>	<b>-38.3%</b>
Book value of cars sold and preparation for sale	(1,727.5)	(2,603.2)	(2,603.2)	(3,542.5)	(5,040.5)	(5,037.8)	(4,629.7)	-8.1%	(3,479.0)	(2,803.4)	-19.4%	(1,524.2)	(769.2)	-49.5%
<b>Gross profit</b>	<b>267.6</b>	<b>381.9</b>	<b>381.9</b>	<b>369.3</b>	<b>425.3</b>	<b>425.3</b>	<b>511.0</b>	<b>19.4%</b>	<b>278.7</b>	<b>805.8</b>	<b>189.1%</b>	<b>157.8</b>	<b>268.8</b>	<b>70.3%</b>
Operating expenses (SG&A)	(176.8)	(220.0)	(220.0)	(269.6)	(349.4)	(349.4)	(316.1)	5.3%	(214.8)	(274.7)	27.9%	(66.3)	(85.8)	25.6%
Cars depreciation	(87.8)	(117.7)	(117.7)	(131.7)	(332.8)	(332.8)	(342.6)	2.9%	(313.0)	(100.7)	-67.8%	(61.3)	(45.9)	-25.1%
Other assets depreciation and amortization	(9.1)	(9.7)	(9.7)	(10.2)	(8.4)	(8.4)	(50.5)	7.5%	(39.4)	(42.4)	7.6%	(13.7)	(14.0)	2.2%
<b>Operating profit (loss) before financial results and taxes (EBIT)</b>	<b>(6.1)</b>	<b>34.5</b>	<b>34.5</b>	<b>(42.2)</b>	<b>(265.3)</b>	<b>(265.3)</b>	<b>(202.0)</b>	<b>-20.9%</b>	<b>(288.5)</b>	<b>388.0</b>	<b>-234.5%</b>	<b>14.5</b>	<b>123.1</b>	<b>749.0%</b>
Financial expenses, net	(174.4)	(229.9)	(229.9)	(266.5)	(247.7)	(247.7)	(261.9)	-1.0%	(218.0)	(264.5)	-53.0%	(34.6)	(66.5)	92.2%
Income tax and social contribution	37.2	43.9	43.9	77.5	116.8	116.8	158.7	37.0%	17.5	(85.2)	-149.7%	5.0	(17.7)	-454.0%
<b>Net income (loss) for the period</b>	<b>(143.3)</b>	<b>(151.5)</b>	<b>(151.5)</b>	<b>(231.2)</b>	<b>(396.2)</b>	<b>(396.2)</b>	<b>(404.2)</b>	<b>-24.5%</b>	<b>(335.0)</b>	<b>200.4</b>	<b>-159.8%</b>	<b>(15.1)</b>	<b>38.9</b>	<b>-357.6%</b>
<b>Net Margin</b>	<b>-7.2%</b>	<b>-5.1%</b>	<b>-5.1%</b>	<b>-5.9%</b>	<b>-7.2%</b>	<b>-7.2%</b>	<b>-7.4%</b>	<b>-5.9%</b>	<b>-8.9%</b>	<b>5.6%</b>	<b>14.5 p.p.</b>	<b>-0.9%</b>	<b>3.7%</b>	<b>4.6 p.p.</b>
<b>EBITDA</b>	<b>90.8</b>	<b>161.9</b>	<b>161.9</b>	<b>99.7</b>	<b>75.9</b>	<b>75.9</b>	<b>194.9</b>	<b>52.5%</b>	<b>63.9</b>	<b>531.1</b>	<b>731.1%</b>	<b>89.5</b>	<b>183.0</b>	<b>104.9%</b>
<b>EBITDA Margin</b>	<b>4.6%</b>	<b>5.4%</b>	<b>5.4%</b>	<b>2.5%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>3.8%</b>	<b>1.5 p.p.</b>	<b>1.7%</b>	<b>14.7%</b>	<b>13.0 p.p.</b>	<b>5.3%</b>	<b>17.6%</b>	<b>12.3 p.p.</b>

CAR RENTAL TOTAL FIGURES	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Car rental and franchising gross revenues, net of discounts and cancellations	1,504.9	1,916.3	1,916.3	2,588.9	3,367.4	3,367.4	3,475.2	3.2%	2,356.1	3,393.0	44.0%	838.8	1,283.5	53.0%
Car sales for fleet renewal - gross revenues, net of discounts and cancellations	1,997.8	2,990.0	2,990.0	3,919.2	5,479.6	5,479.6	5,150.7	-6.0%	3,764.2	3,613.5	-4.0%	1,684.5	1,039.4	-38.9%
<b>Total gross revenues</b>	<b>3,502.7</b>	<b>4,906.3</b>	<b>4,906.3</b>	<b>6,508.1</b>	<b>8,847.0</b>	<b>8,847.0</b>	<b>8,625.9</b>	<b>-2.5%</b>	<b>6,120.3</b>	<b>7,006.5</b>	<b>14.5%</b>	<b>2,523.3</b>	<b>2,322.9</b>	<b>-7.9%</b>
Taxes on revenues	(59.9)	(51.3)	(51.3)	(52.4)	(44.5)	(44.5)	(39.2)	3.6%	(224.3)	(319.4)	42.4%	(75.5)	(119.9)	50.7%
Car rental and franchising (*)	(717.1)	(935.3)	(879.6)	(1,187.7)	(1,494.5)	(1,494.5)	(1,124.3)	1.1%	(743.3)	(934.8)	25.8%	(265.2)	(181.4)	-31.6%
Car sales for fleet renewal	(2.7)	(4.9)	(4.9)	(7.4)	(13.8)	(13.8)	(10.0)	-27.5%	(6.5)	(4.3)	-33.8%	(2.5)	(1.4)	-44.0%
<b>Car rental revenues - net revenues</b>	<b>1,445.0</b>	<b>1,865.0</b>	<b>1,865.0</b>	<b>2,536.5</b>	<b>3,322.9</b>	<b>3,322.9</b>	<b>3,436.0</b>	<b>3.2%</b>	<b>2,131.8</b>	<b>3,073.6</b>	<b>44.2%</b>	<b>759.3</b>	<b>1,163.7</b>	<b>53.3%</b>
<b>Car sales for fleet renewal - net revenues</b>	<b>1,995.1</b>	<b>2,985.1</b>	<b>2,985.1</b>	<b>3,911.8</b>	<b>5,465.8</b>	<b>5,465.8</b>	<b>5,140.7</b>	<b>-5.9%</b>	<b>3,757.7</b>	<b>3,609.2</b>	<b>-4.0%</b>	<b>1,682.0</b>	<b>1,038.0</b>	<b>-38.3%</b>
<b>Total net revenues</b>	<b>3,440.1</b>	<b>4,850.1</b>	<b>4,850.1</b>	<b>6,448.3</b>	<b>8,788.7</b>	<b>8,788.7</b>	<b>8,286.7</b>	<b>-2.7%</b>	<b>5,889.5</b>	<b>6,682.8</b>	<b>13.5%</b>	<b>2,441.3</b>	<b>2,201.7</b>	<b>-9.8%</b>
Direct costs	(171.1)	(935.3)	(870.7)	(1,187.7)	(1,494.5)	(1,494.5)	(1,124.3)	1.1%	(743.3)	(934.8)	25.8%	(265.2)	(181.4)	-31.6%
Car rental	(717.1)	(935.3)	(870.7)	(1,187.7)	(1,494.5)	(1,494.5)	(1,124.3)	1.1%	(743.3)	(934.8)	25.8%	(265.2)	(181.4)	-31.6%
Car sales for fleet renewal	(1,227.5)	(2,603.2)	(2,603.2)	(3,542.5)	(5,040.5)	(5,037.8)	(4,629.7)	-8.1%	(3,479.0)	(2,803.4)	-19.4%	(1,524.2)	(769.2)	-49.5%
<b>Gross profit</b>	<b>995.5</b>	<b>1,311.6</b>	<b>1,311.6</b>	<b>1,181.1</b>	<b>2,263.7</b>	<b>2,263.7</b>	<b>2,531.7</b>	<b>7.1%</b>	<b>1,667.2</b>	<b>2,944.6</b>	<b>76.6%</b>	<b>651.9</b>	<b>1,251.1</b>	<b>91.9%</b>
Operating expenses (SG&A)	(260.3)	(349.0)	(334.1)	(437.8)	(544.0)	(544.0)	(595.4)	9.4%	(380.4)	(599.1)	57.5%	(168.3)	(222.2)	32.0%
Car rental	(176.8)	(220.0)	(220.0)	(269.6)	(349.4)	(349.4)	(316.1)	5.3%	(214.8)	(274.7)	27.9%	(66.3)	(85.8)	25.6%
Car sales for fleet renewal	(83.5)	(129.0)	(114.1)	(168.2)	(194.6)	(194.6)	(179.3)	4.3%	(165.6)	(324.4)	49.2%	(102.0)	(136.4)	25.3%
Cars depreciation	(87.8)	(117.7)	(117.7)	(131.7)	(332.8)	(332.8)	(342.6)	2.9%	(313.0)	(100.7)	-67.8%	(61.3)	(45.9)	-25.1%
Other assets depreciation and amortization	(24.4)	(24.2)	(24.2)	(27.1)	(31.1)	(31.1)	(120.7)	10.9%	(90.1)	(103.6)	15.0%	(30.5)	(37.2)	22.0%
Car rental	(24.4)	(24.2)	(24.2)	(27.1)	(31.1)	(31.1)	(120.7)	10.9%	(90.1)	(103.6)	15.0%	(30.5)	(37.2)	22.0%
Car sales for fleet renewal	(9.1)	(9.7)	(9.7)	(10.2)	(8.4)	(8.4)	(50.5)	7.5%	(39.4)	(42.4)	7.6%	(13.7)	(14.0)	2.2%
<b>Operating profit before financial results and taxes (EBIT)</b>	<b>437.1</b>	<b>591.0</b>	<b>591.0</b>	<b>841.7</b>	<b>988.0</b>	<b>988.0</b>	<b>1,102.6</b>	<b>7.2%</b>	<b>629.5</b>	<b>1,824.1</b>	<b>189.8%</b>	<b>309.8</b>	<b>846.0</b>	<b>173.1%</b>
Financial expenses, net	(173.7)	(233.4)	(233.4)	(288.9)	(259.8)	(259.8)	(306.8)	-0.5%	(252.2)	(317.5)	-45.5%	(45.2)	(78.1)	72.8%
Income tax and social contribution	(60.2)	(80.7)	(80.7)	(142.0)	(168.1)	(168.1)	(190.0)	14.3%	(58.8)	(507.1)	762.4%	(73.1)	(239.1)	227.1%
<b>Net income for the period</b>	<b>203.2</b>	<b>276.9</b>	<b>276.9</b>	<b>410.8</b>	<b>570.1</b>	<b>570.1</b>	<b>607.4</b>	<b>9.4%</b>	<b>318.5</b>	<b>1,179.5</b>	<b>270.3%</b>	<b>191.5</b>	<b>528.8</b>	<b>176.1%</b>
<b>Net margin</b>	<b>5.8%</b>	<b>5.7%</b>	<b>5.7%</b>	<b>6.3%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>7.0%</b>	<b>0.8 p.p.</b>	<b>5.4%</b>	<b>17.6%</b>	<b>12.2 p.p.</b>	<b>7.8%</b>	<b>24.0%</b>	<b>16.2 p.p.</b>
<b>EBITDA</b>	<b>558.4</b>	<b>742.6</b>	<b>742.6</b>	<b>807.4</b>	<b>1,010.7</b>	<b>1,010.7</b>	<b>1,520.4</b>	<b>6.6%</b>	<b>1,072.0</b>	<b>2,070.8</b>	<b>93.2%</b>	<b>415.3</b>	<b>943.1</b>	<b>127.1%</b>
<b>EBITDA margin</b>	<b>16.2%</b>	<b>15.3%</b>	<b>15.3%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.6%</b>	<b>18.6%</b>	<b>1.7 p.p.</b>	<b>18.2%</b>	<b>31.0%</b>	<b>12.8 p.p.</b>	<b>17.0%</b>	<b>42.8%</b>	<b>25.8 p.p.</b>

CAR RENTAL OPERATING DATA	2016	2017	2017 adjusted	2018	2019	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Average operating fleet	70,185	94,194	94,194	130,058	173,649	173,649	200,742	15.6%	203,062	194,569	-4.2%	192,745	195,846	1.6%
Average rented fleet	51,515	69,762	69,762	97,245	128,718	128,718	140,151	8.9%	134,663	149,633	11.1%	139,060	155,058	11.5%
Average operating fleet age (in months)	7.9	6.5	6.5	7.2	7.0									

# 17.2 – Table 2 – Fleet Rental – R\$ million

FLEET RENTAL RESULTS	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Fleet rental gross revenues, net of discounts and cancellations	664.1	757.4	757.4	857.8	1,039.1	1,039.1	1,163.7	12.0%	863.7	973.0	12.7%	291.6	334.9	14.8%
Taxes on revenues (*)	(12.3)	(15.3)	(15.3)	(9.0)	(15.2)	(98.8)	(110.2)	11.5%	(81.8)	(93.3)	14.1%	(27.6)	(32.2)	16.7%
<b>Fleet rental net revenues</b>	<b>651.8</b>	<b>742.1</b>	<b>742.1</b>	<b>848.8</b>	<b>1,023.9</b>	<b>940.3</b>	<b>1,053.5</b>	<b>12.0%</b>	<b>781.9</b>	<b>879.7</b>	<b>12.5%</b>	<b>264.0</b>	<b>302.7</b>	<b>14.7%</b>
Fleet rental costs	(193.7)	(220.4)	(220.1)	(245.9)	(304.1)	(220.5)	(221.5)	0.5%	(152.3)	(228.0)	49.7%	(50.9)	(81.6)	60.3%
<b>Gross profit</b>	<b>458.1</b>	<b>521.7</b>	<b>522.0</b>	<b>602.9</b>	<b>719.8</b>	<b>719.8</b>	<b>832.0</b>	<b>15.6%</b>	<b>629.6</b>	<b>651.7</b>	<b>3.5%</b>	<b>213.1</b>	<b>221.1</b>	<b>3.8%</b>
Operating expenses (SG&A)	(37.9)	(65.4)	(62.3)	(59.6)	(83.6)	(83.2)	(82.3)	-16.2%	(42.6)	(93.9)	120.4%	(19.3)	(37.0)	91.7%
Cars depreciation	(2.9)	(3.5)	(3.5)	(4.9)	(5.3)	(5.7)	(6.4)	47.4%	(6.2)	(6.0)	-3.2%	(2.4)	(2.2)	-8.3%
Other assets depreciation and amortization	(2.9)	(3.5)	(3.5)	(4.9)	(5.3)	(5.7)	(6.4)	47.4%	(6.2)	(6.0)	-3.2%	(2.4)	(2.2)	-8.3%
<b>Operating profit before financial results and taxes (EBIT)</b>	<b>417.3</b>	<b>452.8</b>	<b>456.2</b>	<b>538.4</b>	<b>630.9</b>	<b>630.9</b>	<b>753.9</b>	<b>19.5%</b>	<b>580.8</b>	<b>551.8</b>	<b>-5.0%</b>	<b>191.4</b>	<b>181.9</b>	<b>-5.0%</b>
Financial expenses, net	(1.1)	(1.6)	(1.6)	(0.5)	(0.6)	(0.7)	(0.5)	-28.6%	(0.4)	(0.3)	-25.0%	(0.1)	(0.1)	0.0%
Income tax and social contribution	(90.4)	(102.8)	(103.6)	(136.5)	(143.5)	(140.3)	(228.1)	62.6%	(177.5)	(162.3)	-8.6%	(52.3)	(54.6)	4.4%
<b>Net income for the period</b>	<b>325.8</b>	<b>348.4</b>	<b>351.0</b>	<b>401.4</b>	<b>486.8</b>	<b>489.9</b>	<b>525.3</b>	<b>7.2%</b>	<b>402.9</b>	<b>389.2</b>	<b>-3.4%</b>	<b>139.0</b>	<b>127.2</b>	<b>-8.5%</b>
<b>Net Margin</b>	<b>50.0%</b>	<b>46.9%</b>	<b>47.3%</b>	<b>47.3%</b>	<b>47.5%</b>	<b>52.1%</b>	<b>48.9%</b>	<b>-2.2 p.p.</b>	<b>51.5%</b>	<b>44.2%</b>	<b>-7.3 p.p.</b>	<b>52.7%</b>	<b>42.0%</b>	<b>-10.7 p.p.</b>
<b>EBITDA</b>	<b>429.2</b>	<b>456.3</b>	<b>459.7</b>	<b>543.3</b>	<b>638.2</b>	<b>638.2</b>	<b>762.4</b>	<b>19.7%</b>	<b>587.0</b>	<b>557.8</b>	<b>-5.0%</b>	<b>193.8</b>	<b>184.1</b>	<b>-5.0%</b>
<b>EBITDA Margin</b>	<b>64.5%</b>	<b>61.8%</b>	<b>61.9%</b>	<b>64.0%</b>	<b>62.1%</b>	<b>67.7%</b>	<b>72.4%</b>	<b>4.7 p.p.</b>	<b>75.1%</b>	<b>63.4%</b>	<b>-11.7 p.p.</b>	<b>73.4%</b>	<b>68.8%</b>	<b>-12.6 p.p.</b>

USED CAR SALES RESULTS (SEMINOVOS)	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Gross revenues, net of discounts and cancellations	347.8	466.5	466.5	599.5	742.4	742.4	989.2	30.5%	761.3	703.1	-7.6%	362.5	268.0	-26.1%
Taxes on revenues	(0.4)	(0.4)	(0.4)	(0.9)	(1.5)	(1.5)	(0.8)	-46.7%	(0.4)	(0.6)	50.0%	(0.2)	(0.2)	0.0%
<b>Net revenues</b>	<b>347.4</b>	<b>466.1</b>	<b>466.1</b>	<b>598.6</b>	<b>740.9</b>	<b>740.9</b>	<b>988.4</b>	<b>30.7%</b>	<b>760.9</b>	<b>702.5</b>	<b>-7.7%</b>	<b>362.3</b>	<b>267.8</b>	<b>-26.1%</b>
Book value of cars sold and preparation for sale	(279.4)	(392.1)	(392.1)	(525.9)	(650.2)	(650.1)	(832.0)	28.0%	(666.9)	(521.5)	-21.8%	(309.7)	(189.4)	-38.8%
<b>Gross profit</b>	<b>68.0</b>	<b>74.0</b>	<b>74.0</b>	<b>90.7</b>	<b>90.8</b>	<b>90.8</b>	<b>136.4</b>	<b>50.2%</b>	<b>94.0</b>	<b>181.0</b>	<b>92.6%</b>	<b>52.6</b>	<b>78.4</b>	<b>49.0%</b>
Operating expenses (SG&A)	(31.0)	(32.7)	(32.7)	(36.6)	(41.4)	(35.0)	(50.8)	45.1%	(37.4)	(47.4)	26.7%	(13.6)	(19.0)	39.7%
Cars depreciation	(118.5)	(114.3)	(114.3)	(159.9)	(218.7)	(218.7)	(218.7)	-0.4%	(102.7)	(51.1)	-50.2%	(33.7)	(15.2)	-54.9%
Other assets depreciation and amortization	(2.9)	(3.5)	(3.5)	(4.9)	(5.3)	(5.7)	(6.4)	47.4%	(6.2)	(6.0)	-3.2%	(2.4)	(2.2)	-8.3%
<b>Operating profit (loss) before financial results and taxes (EBIT)</b>	<b>(83.3)</b>	<b>(74.7)</b>	<b>(74.7)</b>	<b>(125.5)</b>	<b>(170.9)</b>	<b>(169.6)</b>	<b>(54.8)</b>	<b>-67.7%</b>	<b>(53.9)</b>	<b>74.5</b>	<b>238.2%</b>	<b>2.4</b>	<b>40.8</b>	<b>1600.0%</b>
Financial expenses, net	(68.7)	(80.0)	(80.0)	(79.6)	(100.2)	(102.3)	(68.7)	-32.8%	(56.8)	(27.0)	-52.5%	(9.2)	(18.4)	108.0%
Income tax and social contribution	32.3	35.1	35.1	52.0	61.7	60.6	39.0	-35.6%	35.6	(14.4)	-140.4%	1.8	(7.0)	-88.9%
<b>Net income (loss) for the period</b>	<b>(119.7)</b>	<b>(119.6)</b>	<b>(119.6)</b>	<b>(153.1)</b>	<b>(209.4)</b>	<b>(211.3)</b>	<b>(84.5)</b>	<b>-144.1%</b>	<b>(75.1)</b>	<b>33.1</b>	<b>-144.1%</b>	<b>(5.0)</b>	<b>15.4</b>	<b>-408.0%</b>
<b>Net Margin</b>	<b>-34.5%</b>	<b>-25.7%</b>	<b>-25.7%</b>	<b>-25.6%</b>	<b>-28.3%</b>	<b>-28.5%</b>	<b>-19.8 p.p.</b>	<b>-9.9%</b>	<b>-9.9%</b>	<b>4.7%</b>	<b>14.6 p.p.</b>	<b>-1.4%</b>	<b>5.8%</b>	<b>7.2 p.p.</b>
<b>EBITDA</b>	<b>37.0</b>	<b>41.3</b>	<b>41.3</b>	<b>36.1</b>	<b>49.3</b>	<b>55.8</b>	<b>85.6</b>	<b>53.4%</b>	<b>133.6</b>	<b>136.0%</b>	<b>53.3%</b>	<b>39.0</b>	<b>59.4</b>	<b>51.3%</b>
<b>EBITDA Margin</b>	<b>10.7%</b>	<b>8.9%</b>	<b>8.9%</b>	<b>6.0%</b>	<b>6.7%</b>	<b>7.5%</b>	<b>8.8%</b>	<b>1.3 p.p.</b>	<b>7.4%</b>	<b>19.0%</b>	<b>11.6 p.p.</b>	<b>10.8%</b>	<b>22.2%</b>	<b>11.4 p.p.</b>

FLEET RENTAL TOTAL FIGURES	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Fleet rental gross revenues, net of discounts and cancellations	664.1	757.4	757.4	857.8	1,039.1	1,039.1	1,163.7	12.0%	863.7	973.0	12.7%	291.6	334.9	14.8%
Car sales for fleet renewal - gross revenues, net of discounts and cancellations	347.8	466.5	466.5	599.5	742.4	742.4	989.2	30.5%	761.3	703.1	-7.6%	362.5	268.0	-26.1%
<b>Total gross revenues</b>	<b>1,011.9</b>	<b>1,223.9</b>	<b>1,223.9</b>	<b>1,457.3</b>	<b>1,781.5</b>	<b>1,781.5</b>	<b>2,152.9</b>	<b>19.7%</b>	<b>1,625.0</b>	<b>1,676.1</b>	<b>3.1%</b>	<b>654.1</b>	<b>602.9</b>	<b>-7.8%</b>
Taxes on revenues	(12.3)	(15.3)	(15.3)	(9.0)	(15.2)	(98.8)	(110.2)	11.5%	(81.8)	(93.3)	14.1%	(27.6)	(32.2)	16.7%
Fleet rental (*)	(12.3)	(15.3)	(15.3)	(9.0)	(15.2)	(98.8)	(110.2)	11.5%	(81.8)	(93.3)	14.1%	(27.6)	(32.2)	16.7%
Car sales for fleet renewal	(0.4)	(0.4)	(0.4)	(0.9)	(1.5)	(1.5)	(0.8)	-46.7%	(0.4)	(0.6)	50.0%	(0.2)	(0.2)	0.0%
<b>Fleet rental - net revenues</b>	<b>651.8</b>	<b>742.1</b>	<b>742.1</b>	<b>848.8</b>	<b>1,023.9</b>	<b>940.3</b>	<b>1,053.5</b>	<b>12.0%</b>	<b>781.9</b>	<b>879.7</b>	<b>12.5%</b>	<b>264.0</b>	<b>302.7</b>	<b>14.7%</b>
Car sales for fleet renewal - net revenues	(347.4)	(466.1)	(466.1)	(598.6)	(740.9)	(740.9)	(988.4)	30.7%	(760.9)	(702.5)	-7.7%	(362.3)	(267.8)	-26.1%
<b>Total net revenues (**)</b>	<b>999.2</b>	<b>1,208.2</b>	<b>1,208.2</b>	<b>1,447.4</b>	<b>1,764.8</b>	<b>1,681.2</b>	<b>2,021.9</b>	<b>20.3%</b>	<b>1,542.8</b>	<b>1,582.2</b>	<b>2.6%</b>	<b>626.3</b>	<b>570.5</b>	<b>-8.9%</b>
Direct costs	(193.7)	(220.4)	(220.1)	(245.9)	(304.1)	(220.5)	(221.5)	0.5%	(152.3)	(228.0)	49.7%	(50.9)	(81.6)	60.3%
Fleet rental	(193.7)	(220.4)	(220.1)	(245.9)	(304.1)	(220.5)	(221.5)	0.5%	(152.3)	(228.0)	49.7%	(50.9)	(81.6)	60.3%
Car sales for fleet renewal	(279.4)	(392.1)	(392.1)	(525.9)	(650.2)	(650.1)	(832.0)	28.0%	(666.9)	(521.5)	-21.8%	(309.7)	(189.4)	-38.8%
<b>Gross profit</b>	<b>526.1</b>	<b>595.7</b>	<b>596.0</b>	<b>676.5</b>	<b>810.5</b>	<b>810.6</b>	<b>968.4</b>	<b>19.5%</b>	<b>723.6</b>	<b>832.7</b>	<b>15.1%</b>	<b>265.7</b>	<b>299.5</b>	<b>12.7%</b>
Operating expenses (SG&A)	(37.9)	(65.4)	(62.3)	(59.6)	(83.6)	(83.2)	(82.3)	-16.2%	(42.6)	(93.9)	120.4%	(19.3)	(37.0)	91.7%
Fleet rental	(37.9)	(65.4)	(62.3)	(59.6)	(83.6)	(83.2)	(82.3)	-16.2%	(42.6)	(93.9)	120.4%	(19.3)	(37.0)	91.7%
Car sales for fleet renewal	(31.0)	(32.7)	(32.7)	(36.6)	(41.4)	(35.0)	(50.8)	45.1%	(37.4)	(47.4)	26.7%	(13.6)	(19.0)	39.7%
Cars depreciation	(118.5)	(114.3)	(114.3)	(159.9)	(218.7)	(218.7)	(218.7)	-0.4%	(102.7)	(51.1)	-50.2%	(33.7)	(15.2)	-54.9%
Other assets depreciation and amortization	(2.9)	(3.5)	(3.5)	(4.9)	(5.3)	(5.7)	(6.4)	47.4%	(6.2)	(6.0)	-3.2%	(2.4)	(2.2)	-8.3%
Fleet rental	(2.9)	(3.5)	(3.5)	(4.9)	(5.3)	(5.7)	(6.4)	47.4%	(6.2)	(6.0)	-3.2%	(2.4)	(2.2)	-8.3%
Car sales for fleet renewal	(1.8)	(1.7)	(1.7)	(1.7)	(1.5)	(1.5)	(1.0)	49.3%	(1.7)	(8.0)	2.6%	(2.9)	(3.4)	17.2%
<b>Operating profit before financial results and taxes (EBIT)</b>	<b>(83.3)</b>	<b>(74.7)</b>	<b>(74.7)</b>	<b>(125.5)</b>	<b>(170.9)</b>	<b>(169.6)</b>	<b>(54.8)</b>	<b>-67.7%</b>	<b>(53.9)</b>	<b>74.5</b>	<b>238.2%</b>	<b>2.4</b>	<b>40.8</b>	<b>1600.0%</b>
Financial expenses, net	(68.7)	(80.0)	(80.0)	(79.6)	(100.2)	(102.3)	(68.7)	-32.8%	(56.8)	(27.0)	-52.5%	(9.2)	(18.4)	108.0%
Income tax and social contribution	32.3	35.1	35.1	52.0	61.7	60.6	39.0	-35.6%	35.6	(14.4)	-140.4%	1.8	(7.0)	-88.9%
<b>Net income for the period</b>	<b>206.1</b>	<b>228.8</b>	<b>231.4</b>	<b>248.3</b>	<b>277.4</b>	<b>278.6</b>	<b>408.8</b>	<b>58.2%</b>	<b>327.8</b>	<b>422.3</b>	<b>28.8%</b>	<b>134.0</b>	<b>142.6</b>	<b>6.4%</b>
<b>Net margin</b>	<b>20.6%</b>	<b>18.9%</b>	<b>19.2%</b>	<b>17.2%</b>	<b>15.7%</b>	<b>16.6%</b>	<b>21.8%</b>	<b>5.2 p.p.</b>	<b>21.2%</b>	<b>26.7%</b>	<b>5.5 p.p.</b>	<b>21.4%</b>	<b>25.0%</b>	<b>3.6 p.p.</b>
<b>EBITDA</b>	<b>457.2</b>	<b>497.6</b>	<b>501.0</b>	<b>579.4</b>	<b>685.5</b>	<b>692.4</b>	<b>847.9</b>	<b>22.5%</b>	<b>643.6</b>	<b>691.4</b>	<b>7.4%</b>	<b>232.8</b>	<b>243.5</b>	<b>4.6%</b>
<b>EBITDA margin</b>	<b>45.8%</b>	<b>41.2%</b>	<b>41.5%</b>	<b>40.0%</b>	<b>38.8%</b>	<b>41.2%</b>	<b>41.9%</b>	<b>0.7 p.p.</b>	<b>41.7%</b>	<b>43.7%</b>	<b>2.0 p.p.</b>	<b>37.2%</b>	<b>42.7%</b>	<b>5.5 p.p.</b>

OPERATING DATA	2016	2017	2017	2018	2019	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Average operating fleet	31,908	36,804	36,804	44,404	55,726	55,726	59,801	7.3%	60,396	61,032	1.1%	58,310	62,141	6.6%
Total Average rented fleet	31,222	35,424	35,424	42,321	53,029	53,029	59,244	11.7%	58,816	62,892	6.9%	59,260	63,676	7.5%
Average rented fleet	31,222	35,424	35,424	42,321	53,029	53,029	57,706	8.8%	57,989	59,464	2.5%	56,779	60,378	6.3%
Average rented fleet - Car Rental fleet replacement	-	-	-	-	-	-	1,538	-	827	3,428	-	2,481	3,298	-
Average operating fleet age (in months)	18.0	18.1	18.1	15.1	15.1	15.1	17.4	15.2%	16.8	20.1	19.6%	18.2	20.9	14.8%
End of period fleet														
Rented Fleet	34,960	44,877	44,877											

# 17.3 – Table 3 – Consolidated – R\$ million

CONSOLIDATED RESULTS	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
Car rental and franchising gross revenues, net of discounts and cancellations	1,504.9	1,916.3	1,916.3	2,588.9	3,367.4	3,367.4	3,475.2	3.2%	2,356.1	3,393.0	44.0%	838.8	1,283.5	53.0%
Fleet Rental gross revenues, net of discounts and cancellations	654.1	757.4	757.4	857.8	1,039.1	1,039.1	1,163.7	12.0%	863.7	973.0	12.7%	291.6	434.9	48.8%
Car and Fleet Rentals and Franchising total gross revenues	2,169.0	2,673.7	2,673.7	3,446.7	4,406.5	4,406.5	4,638.9	5.3%	3,219.8	4,366.0	35.6%	1,130.4	1,618.4	43.2%
Taxes on revenues - Car and Fleet Rentals and Franchising (*)	(72.2)	(66.6)	(66.6)	(61.4)	(59.7)	(59.7)	(440.4)	5.5%	(306.1)	(412.7)	34.8%	(107.1)	(152.0)	41.9%
<b>Car and Fleet Rentals and Franchising net revenues</b>	<b>2,096.8</b>	<b>2,607.1</b>	<b>2,607.1</b>	<b>3,385.3</b>	<b>4,346.8</b>	<b>3,988.9</b>	<b>4,198.5</b>	<b>5.3%</b>	<b>2,913.7</b>	<b>3,953.3</b>	<b>35.7%</b>	<b>1,023.3</b>	<b>1,466.4</b>	<b>43.3%</b>
Car sales gross revenues														
Car sales for fleet renewal - Car Rental, net of discounts and cancellations	1,997.8	2,990.0	2,990.0	3,919.2	5,479.6	5,479.6	5,150.7	-6.0%	3,764.2	3,613.5	-4.0%	1,684.5	1,039.4	-38.3%
Car sales for fleet renewal - Fleet Rental, net of discounts and cancellations	347.8	466.5	466.5	599.5	742.4	742.4	869.2	30.3%	761.3	703.1	-7.6%	362.5	268.0	-26.1%
Car sales for fleet renewal - total gross revenues (*)	2,345.6	3,456.5	3,456.5	4,518.7	6,222.0	6,222.0	6,119.9	-1.6%	4,525.5	4,316.6	-4.6%	2,047.0	1,307.4	-36.1%
Taxes on revenues - Car sales for fleet renewal	(3.1)	(5.3)	(5.3)	(8.3)	(15.3)	(15.3)	(10.8)	-29.4%	(6.9)	(4.9)	-29.0%	(2.7)	(1.6)	-40.7%
<b>Car sales for fleet renewal - net revenues</b>	<b>2,342.5</b>	<b>3,451.2</b>	<b>3,451.2</b>	<b>4,510.4</b>	<b>6,206.7</b>	<b>6,206.7</b>	<b>6,109.1</b>	<b>-1.6%</b>	<b>4,518.6</b>	<b>4,311.7</b>	<b>-4.6%</b>	<b>2,044.3</b>	<b>1,305.8</b>	<b>-36.1%</b>
<b>Total net revenues</b>	<b>4,439.3</b>	<b>6,058.3</b>	<b>6,058.3</b>	<b>7,895.7</b>	<b>10,553.5</b>	<b>10,195.6</b>	<b>10,307.6</b>	<b>1.1%</b>	<b>7,432.3</b>	<b>8,265.0</b>	<b>11.2%</b>	<b>3,067.6</b>	<b>2,772.2</b>	<b>-9.6%</b>
Direct costs and expenses:														
Car rental and franchising	(717.1)	(935.3)	(879.6)	(1,187.7)	(1,484.5)	(1,112.0)	(1,124.3)	1.1%	(743.3)	(934.8)	25.9%	(265.2)	(181.4)	-31.6%
Fleet Rental	(193.7)	(220.4)	(220.1)	(245.9)	(304.1)	(220.5)	(221.5)	0.5%	(152.3)	(228.0)	49.7%	(50.9)	(81.6)	60.3%
<b>Total Car and Fleet Rentals and Franchising</b>	<b>(910.8)</b>	<b>(1,155.7)</b>	<b>(1,099.7)</b>	<b>(1,433.6)</b>	<b>(1,788.6)</b>	<b>(1,332.5)</b>	<b>(1,345.8)</b>	<b>1.0%</b>	<b>(895.6)</b>	<b>(1,162.8)</b>	<b>29.8%</b>	<b>(316.1)</b>	<b>(263.0)</b>	<b>-16.8%</b>
Car sales for fleet renewal - Car rental	(1,727.5)	(2,603.2)	(2,603.2)	(3,542.5)	(5,040.5)	(5,037.8)	(4,629.7)	-8.1%	(3,479.0)	(2,803.4)	-19.4%	(1,524.2)	(769.2)	-49.5%
Car sales for fleet renewal - Fleet Rental	(279.4)	(392.1)	(392.1)	(525.9)	(650.2)	(650.1)	(832.0)	28.0%	(666.9)	(521.5)	-21.8%	(309.7)	(189.4)	-38.8%
<b>Total Car sales for fleet renewal (book value) and preparation for sale</b>	<b>(2,006.9)</b>	<b>(2,995.3)</b>	<b>(2,995.3)</b>	<b>(4,068.4)</b>	<b>(5,690.7)</b>	<b>(5,687.9)</b>	<b>(5,461.7)</b>	<b>-4.0%</b>	<b>(4,145.9)</b>	<b>(3,324.9)</b>	<b>-19.8%</b>	<b>(1,833.9)</b>	<b>(958.6)</b>	<b>-47.7%</b>
Total costs	(2,917.7)	(4,151.0)	(4,095.0)	(5,502.0)	(7,479.3)	(7,020.4)	(6,807.5)	-3.0%	(5,041.5)	(4,487.7)	-11.0%	(2,150.0)	(1,221.6)	-43.2%
<b>Gross profit</b>	<b>1,521.6</b>	<b>1,907.3</b>	<b>1,963.3</b>	<b>2,387.3</b>	<b>3,074.2</b>	<b>3,175.2</b>	<b>3,500.1</b>	<b>10.2%</b>	<b>2,390.8</b>	<b>3,777.3</b>	<b>58.0%</b>	<b>917.6</b>	<b>1,550.6</b>	<b>69.0%</b>
Operating expenses														
Advertising, promotion and selling:														
Car rental and franchising	(149.2)	(200.7)	(194.4)	(285.8)	(357.9)	(357.9)	(460.3)	28.8%	(333.2)	(413.4)	24.1%	(120.5)	(153.5)	27.4%
Fleet Rental	(14.0)	(18.8)	(18.8)	(27.7)	(36.0)	(35.6)	(38.2)	7.3%	(27.7)	(54.7)	97.5%	(8.9)	(22.9)	157.3%
Car sales for fleet renewal	(191.6)	(232.3)	(232.3)	(279.5)	(357.1)	(301.6)	(328.4)	8.9%	(225.9)	(283.0)	25.3%	(73.2)	(90.1)	23.1%
<b>Total advertising, promotion and selling</b>	<b>(354.8)</b>	<b>(451.8)</b>	<b>(445.5)</b>	<b>(593.0)</b>	<b>(751.6)</b>	<b>(695.1)</b>	<b>(826.9)</b>	<b>19.1%</b>	<b>(586.8)</b>	<b>(751.1)</b>	<b>28.0%</b>	<b>(202.6)</b>	<b>(266.5)</b>	<b>31.5%</b>
General, administrative and other expenses	(151.2)	(215.3)	(203.6)	(210.6)	(268.0)	(267.9)	(205.1)	-23.4%	(88.4)	(264.0)	198.6%	(66.9)	(97.4)	45.6%
Total Operating expenses	(506.0)	(667.1)	(649.1)	(803.6)	(1,018.4)	(962.4)	(1,032.0)	7.2%	(675.2)	(1,015.1)	50.3%	(269.5)	(363.9)	35.0%
Depreciation expenses:														
Cars depreciation:														
Car rental	(87.8)	(117.7)	(117.7)	(131.7)	(332.8)	(332.8)	(342.6)	2.9%	(313.0)	(100.7)	-67.8%	(61.3)	(45.9)	-25.1%
Fleet Rental	(118.5)	(114.3)	(114.3)	(159.9)	(218.7)	(218.7)	(130.4)	-40.4%	(102.7)	(51.1)	-50.2%	(33.7)	(15.2)	-54.9%
<b>Total cars depreciation expenses</b>	<b>(206.3)</b>	<b>(232.0)</b>	<b>(232.0)</b>	<b>(291.6)</b>	<b>(551.5)</b>	<b>(551.5)</b>	<b>(473.0)</b>	<b>-14.2%</b>	<b>(415.7)</b>	<b>(151.8)</b>	<b>-63.5%</b>	<b>(95.0)</b>	<b>(61.1)</b>	<b>-35.7%</b>
Other assets depreciation and amortization	(38.2)	(39.1)	(39.1)	(43.9)	(46.3)	(46.3)	(171.7)	12.6%	(143.5)	(159.9)	11.4%	(49.5)	(56.8)	14.7%
Total depreciation and amortization expenses	(244.5)	(271.1)	(271.1)	(335.5)	(597.8)	(723.2)	(644.7)	-7.9%	(559.2)	(311.7)	-44.3%	(144.5)	(117.9)	-18.4%
<b>Operating profit before financial results and taxes (EBIT)</b>	<b>771.1</b>	<b>969.1</b>	<b>1,043.1</b>	<b>1,254.6</b>	<b>1,458.0</b>	<b>1,489.6</b>	<b>1,801.7</b>	<b>21.0%</b>	<b>1,156.4</b>	<b>2,450.5</b>	<b>111.9%</b>	<b>503.6</b>	<b>1,068.8</b>	<b>112.2%</b>
Financial expenses, net:														
Expense	(445.5)	(511.9)	(511.9)	(536.8)	(591.2)	(630.0)	(512.4)	-18.7%	(398.9)	(302.1)	-24.3%	(90.1)	(159.9)	77.5%
Income	202.0	196.9	196.9	167.9	230.6	220.2	138.0	-37.3%	89.5	137.1	53.2%	35.6	63.1	77.2%
Financial (expenses) revenues, net	(243.5)	(315.0)	(315.0)	(368.9)	(360.6)	(409.8)	(374.4)	-8.6%	(309.4)	(165.0)	-46.7%	(54.5)	(96.8)	77.6%
<b>Income before tax and social contribution</b>	<b>527.6</b>	<b>654.1</b>	<b>728.1</b>	<b>885.7</b>	<b>1,097.4</b>	<b>1,079.8</b>	<b>1,427.3</b>	<b>32.2%</b>	<b>847.0</b>	<b>2,285.5</b>	<b>169.8%</b>	<b>449.1</b>	<b>972.0</b>	<b>116.4%</b>
Income tax and social contribution	(118.3)	(148.4)	(164.7)	(226.5)	(249.9)	(245.9)	(379.1)	54.2%	(200.6)	(683.9)	240.9%	(123.6)	(300.6)	143.2%
<b>Net income for the period</b>	<b>409.3</b>	<b>505.7</b>	<b>563.4</b>	<b>659.2</b>	<b>847.5</b>	<b>833.9</b>	<b>1,048.2</b>	<b>25.7%</b>	<b>646.4</b>	<b>1,601.6</b>	<b>147.8%</b>	<b>325.5</b>	<b>671.4</b>	<b>106.3%</b>
EBITDA	1,015.6	1,240.2	1,314.2	1,590.1	2,055.8	2,212.8	2,468.1	11.5%	1,715.6	2,782.2	61.0%	648.1	1,186.7	83.1%
EBIT	771.1	969.1	1,043.1	1,254.6	1,458.0	1,489.6	1,801.7	21.0%	1,156.4	2,450.5	111.9%	503.6	1,068.8	112.2%
<b>Consolidated EBIT Margin (calculated over rental revenues)</b>	<b>36.8%</b>	<b>37.2%</b>	<b>40.0%</b>	<b>37.1%</b>	<b>33.5%</b>	<b>37.3%</b>	<b>42.9%</b>	<b>5.6 p.p.</b>	<b>39.7%</b>	<b>62.0%</b>	<b>22.3 p.p.</b>	<b>49.2%</b>	<b>72.9%</b>	<b>23.3 p.p.</b>
Car and Fleet Rentals and Franchising EBITDA	887.8	1,037.0	1,111.0	1,454.3	1,930.6	2,029.2	2,187.6	7.8%	1,595.1	2,097.5	31.5%	519.6	944.2	81.7%
<b>EBITDA Margin</b>	<b>42.3%</b>	<b>39.8%</b>	<b>42.6%</b>	<b>43.0%</b>	<b>44.4%</b>	<b>50.9%</b>	<b>52.1%</b>	<b>1.2 p.p.</b>	<b>54.7%</b>	<b>53.1%</b>	<b>-1.6 p.p.</b>	<b>50.8%</b>	<b>64.4%</b>	<b>13.6 p.p.</b>
Used Car Sales (Seminovos) EBITDA	127.8	203.2	203.2	135.8	125.2	183.6	280.5	52.8%	120.5	664.7	451.6%	128.5	242.4	88.6%
<b>EBITDA Margin</b>	<b>5.5%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>3.0%</b>	<b>2.0%</b>	<b>3.0%</b>	<b>4.6%</b>	<b>1.6 p.p.</b>	<b>2.7%</b>	<b>15.4%</b>	<b>12.7 p.p.</b>	<b>6.3%</b>	<b>18.6%</b>	<b>12.3 p.p.</b>

(\*) In 4Q19, PIS and COFINS credits were reclassified, which were recorded as credits in the rental income tax line and

# 18 – Table 4 – Operating data

SELECTED OPERATING DATA	2016	2017	2018	2019	2020	Var.	9M20	9M21	Var.	3Q20	3Q21	Var.
<b>Average operating fleet:</b>												
Car Rental	70,185	94,194	130,058	173,649	200,742	15.6%	203,062	194,569	-4.2%	192,745	195,846	1.6%
Fleet Rental	31,908	36,804	44,404	55,726	59,801	7.3%	60,396	61,032	1.1%	58,310	62,141	6.6%
Total	102,093	130,998	174,462	229,375	260,543	13.6%	263,458	255,601	-3.0%	251,055	257,987	2.8%
<b>Average rented fleet:</b>												
Car Rental	51,515	69,762	97,245	128,718	140,151	8.9%	134,663	149,633	11.1%	139,060	155,058	11.5%
Fleet Rental	31,222	35,424	42,321	53,029	59,244	11.7%	58,816	62,892	6.9%	59,260	63,676	7.5%
Total	82,737	105,186	139,566	181,747	199,395	9.7%	193,479	212,525	9.8%	198,320	218,734	10.3%
<b>Average age of operating fleet (months)</b>												
Car Rental	7.9	6.5	7.2	7.0	10.0	42.9%	9.4	13.4	42.6%	11.2	14.1	25.9%
Fleet Rental	18.0	18.1	15.1	15.1	17.4	15.2%	16.8	20.1	19.6%	18.2	20.9	14.8%
Average age of total operating fleet	11.0	9.8	9.3	9.0	11.7	30.0%	11.1	15.1	35.9%	12.9	15.8	22.5%
<b>Fleet at end of period:</b>												
Car Rental	94,156	135,578	177,672	238,174	216,334	-9.2%	207,491	207,550	0.0%	207,491	207,550	0.0%
Fleet Rental	34,960	44,877	54,430	68,957	61,657	-10.6%	60,637	65,683	8.3%	60,637	65,683	8.3%
Total	129,116	180,455	232,102	307,131	277,991	-9.5%	268,128	273,233	1.9%	268,128	273,233	1.9%
Managed fleet at end period - Fleet Rental	145	94	57	32	105	228.1%	111	65	-41.4%	111	65	-41.4%
<b>Fleet investment (R\$ million) (does not include accessories)</b>												
Car Rental	2,782.2	4,581.8	5,785.2	8,802.1	4,541.9	-48.4%	2,450.3	3,775.3	54.1%	859.7	1,238.6	44.1%
Fleet Rental	503.4	881.5	1,189.2	1,472.6	975.7	-33.7%	627.4	1,181.5	88.3%	210.1	392.8	86.9%
Total	3,285.6	5,463.3	6,974.4	10,274.7	5,517.6	-46.3%	3,077.7	4,956.8	61.1%	1,069.8	1,631.4	52.5%
<b>Number of rental days (In thousands):</b>												
Car Rental - Total	18,864.8	25,494.0	35,514.6	47,029.0	51,286.4	9.1%	36,877.9	40,836.1	10.7%	12,780.4	14,263.4	11.6%
Rental days for Fleet Rental replacement service	(202.4)	(230.4)	(230.1)	(283.0)	(839.9)	196.7%	(416.6)	(1,198.6)	187.7%	(286.1)	(398.3)	39.2%
Car Rental - Net	18,662.4	25,263.6	35,284.5	46,745.9	50,446.5	7.9%	36,461.3	39,637.5	8.7%	12,494.3	13,865.1	11.0%
Fleet Rental	11,240.0	12,752.7	15,235.7	19,090.5	21,328.0	11.7%	15,880.3	16,980.8	6.9%	5,333.4	5,730.8	7.5%
Total	29,902.4	38,016.3	50,520.2	65,836.5	71,774.5	9.0%	52,341.6	56,618.3	8.2%	17,827.7	19,595.9	9.9%
<b>Annualized average depreciation per car (R\$)</b>												
Car Rental	1,251.2	1,250.1	1,012.4	1,917.6	1,706.8	-11.0%	2,055.2	690.1	-66.4%	1,271.6	938.3	-26.2%
Fleet Rental	3,714.0	3,104.3	3,601.1	3,923.4	2,178.9	-44.5%	2,266.0	1,115.2	-50.8%	2,312.3	975.3	-57.8%
Total	2,020.9	1,771.0	1,671.2	2,405.2	1,815.2	-24.5%	2,103.5	791.6	-62.4%	1,513.3	947.2	-37.4%
<b>Average annual gross revenues per operating car (R\$ thousand)</b>												
Car Rental	21.2	20.2	19.8	19.3	17.3	-10.2%	15.5	23.2	49.7%	17.3	23.9	38.2%
Fleet Rental	20.5	20.4	19.1	18.5	19.2	3.9%	19.1	21.1	10.5%	20.0	19.3	-3.5%
<b>Average daily rental (R\$)</b>												
Car Rental (*)	79.67	75.16	72.86	71.57	68.52	-4.3%	64.26	85.09	32.4%	66.80	92.02	37.8%
Fleet Rental	58.23	58.77	55.62	53.92	53.81	-0.2%	53.64	56.76	5.8%	53.90	58.44	8.4%
<b>Utilization rate (does not include cars in preparation and decommissioning):</b>												
Car Rental	78.0%	78.6%	79.6%	79.1%	73.5%	-5.6 p.p.	69.9%	79.2%	9.3 p.p.	75.9%	81.3%	5.4 p.p.
Fleet Rental	98.9%	98.2%	96.8%	96.6%	97.4%	0.8 p.p.	97.0%	98.3%	1.3 p.p.	97.8%	97.9%	0.1 p.p.
<b>Number of cars purchased - consolidated (**)</b>	87,833	135,252	165,421	223,534	109,379	-51.1%	66,631	77,450	16.2%	22,881	22,437	-1.9%
<b>Average price of cars purchased (R\$ thsd) - consolidated</b>	37.41	40.39	42.16	45.96	50.45	9.8%	46.19	64.00	38.6%	46.75	72.71	55.5%
<b>Numbers of cars sold - consolidated</b>	68,449	90,554	111,279	147,915	135,490	-8.4%	103,633	77,295	-25.4%	45,536	21,620	-52.5%
<b>Average price of cars sold (R\$ thsd) (***) - consolidated</b>	31.23	35.38	37.86	39.80	42.46	6.7%	41.23	51.68	25.3%	43.15	55.62	28.9%

(\*) Not included the rentals for Fleet Rental Division.

(\*\*) Does not include cars from Hertz Brazil in 2017

(\*\*\*) Net of SG&A expenses related to the sale of cars decommissioned for fleet renewal.

## 19 – Consolidated financial statements – IFRS – R\$ million

ASSETS	2016	2017	2018	2019 without IFRS 16	2019	2020	9M21
<b>CURRENT ASSETS:</b>							
Cash and cash equivalents	1,692.3	1,338.2	2,175.3	2,220.1	2,220.1	2,586.4	548.8
Financial assets	-	1,275.7	267.5	610.8	610.8	1,380.2	2,948.8
Trade accounts receivable	424.5	585.1	1,016.5	1,274.7	1,274.7	1,107.5	1,205.0
Derivative financial instruments - swap	2.2	-	-	-	-	154.3	114.8
Other current assets	115.0	128.6	182.7	246.8	246.8	300.7	640.8
Decommissioning cars to fleet renewal	8.8	103.4	51.8	141.7	141.7	40.5	38.7
<b>Total current assets</b>	<b>2,242.8</b>	<b>3,431.0</b>	<b>3,693.8</b>	<b>4,494.1</b>	<b>4,494.1</b>	<b>5,569.6</b>	<b>5,496.9</b>
<b>NON CURRENT ASSETS:</b>							
Long-term assets:							
Marketable securities	-	-	-	-	-	-	-
Derivative financial instruments - swap	7.4	16.7	2.8	18.2	18.2	353.0	505.3
Trade accounts receivable	3.2	4.7	3.8	1.8	1.8	2.0	2.5
Escrow deposit	60.1	83.1	96.3	114.6	114.6	113.7	116.0
Deferred income tax and social contribution	-	42.0	42.2	32.4	32.4	24.4	23.3
Investments in restricted accounts	-	40.6	43.0	22.3	22.3	44.9	46.0
Other non current assets	0.1	0.7	0.1	0.1	0.1	0.1	-
<b>Total long-term assets</b>	<b>70.8</b>	<b>187.8</b>	<b>188.2</b>	<b>189.4</b>	<b>189.4</b>	<b>538.1</b>	<b>693.1</b>
Property and equipment							
Cars	4,614.8	6,934.7	9,481.6	13,374.1	13,374.1	12,923.3	14,211.0
Right of use	-	-	-	-	625.0	624.5	694.3
Other	405.8	549.3	550.3	570.5	570.5	633.5	698.9
Intangible:							
Software and others	61.1	52.8	47.8	49.9	49.9	46.7	40.4
Goodwill on acquisition of investments	22.0	30.6	30.7	90.0	90.0	105.4	105.4
<b>Total non current assets</b>	<b>5,174.5</b>	<b>7,755.2</b>	<b>10,298.6</b>	<b>14,273.9</b>	<b>14,898.9</b>	<b>14,871.5</b>	<b>16,443.1</b>
<b>TOTAL ASSETS</b>	<b>7,417.3</b>	<b>11,186.2</b>	<b>13,992.4</b>	<b>18,768.0</b>	<b>19,393.0</b>	<b>20,441.1</b>	<b>21,940.0</b>

LIABILITIES AND SHAREHOLDERS' EQUITY	2016	2017	2018	2019 without IFRS 16	2019	2020	9M21
<b>CURRENT LIABILITIES:</b>							
Trade accounts payable	910.9	1,331.7	2,202.6	2,565.4	2,565.4	1,661.0	1,123.0
Social and labor obligations	95.0	109.2	135.0	161.8	161.8	218.5	236.9
Loans, financing and debentures	654.6	537.2	616.6	144.3	144.3	1,615.0	2,018.6
Lease liability	-	-	-	-	116.0	130.2	156.4
Derivative financial instruments - swap	-	6.8	18.7	26.8	26.8	66.4	32.7
Income tax and social contribution	23.0	31.3	41.1	58.7	54.6	117.6	37.6
Dividends and interest on own capital	39.7	36.4	42.6	63.4	63.4	72.4	73.2
Other current liabilities	118.5	181.5	282.8	390.0	390.0	415.3	255.7
<b>Total current liabilities</b>	<b>1,841.7</b>	<b>2,234.1</b>	<b>3,339.4</b>	<b>3,410.4</b>	<b>3,522.3</b>	<b>4,296.4</b>	<b>3,934.1</b>
<b>NON CURRENT LIABILITIES:</b>							
Loans, financing and debentures	3,131.3	5,940.5	7,029.4	9,235.1	9,235.1	8,882.7	8,735.4
Lease liability	-	-	-	-	526.8	532.5	590.1
Derivative financial instruments - swap	-	10.8	21.9	62.3	62.3	37.2	-
Provisions	63.1	126.5	148.8	207.2	207.2	158.6	159.3
Deferred income tax and social contribution	171.9	219.7	297.3	352.7	352.7	412.1	980.3
Restricted Obligations	-	40.6	43.1	22.5	22.5	45.4	46.5
Other non current liabilities	12.3	13.3	18.0	16.6	16.6	23.6	29.2
<b>Total non current liabilities</b>	<b>3,378.6</b>	<b>6,351.4</b>	<b>7,558.5</b>	<b>9,896.4</b>	<b>10,423.2</b>	<b>10,092.1</b>	<b>10,540.8</b>
<b>Total liabilities</b>	<b>5,220.3</b>	<b>8,585.5</b>	<b>10,897.9</b>	<b>13,306.8</b>	<b>13,945.5</b>	<b>14,388.5</b>	<b>14,474.9</b>
<b>SHAREHOLDERS' EQUITY:</b>							
Capital	976.7	1,500.0	1,500.0	4,000.0	4,000.0	4,000.0	4,000.0
Expenses with share issues	-	-	-	(43.1)	(43.1)	(43.1)	(43.1)
Treasury Shares	-	-	-	-	-	(175.5)	(162.1)
Capital Reserves	34.0	94.9	125.0	163.2	163.2	174.9	190.6
Earnings Reserves	1,186.3	1,005.8	1,469.5	1,341.1	1,327.4	2,096.3	3,479.7
<b>Total shareholders' equity</b>	<b>2,197.0</b>	<b>2,600.7</b>	<b>3,094.5</b>	<b>5,461.2</b>	<b>5,447.5</b>	<b>6,052.6</b>	<b>7,465.1</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>7,417.3</b>	<b>11,186.2</b>	<b>13,992.4</b>	<b>18,768.0</b>	<b>19,393.0</b>	<b>20,441.1</b>	<b>21,940.0</b>



## 20 – Consolidated financial statements – Income statements - R\$ million

STATEMENT OF INCOME	2016	2017	2017 adjusted	2018	2019 without IFRS 16 and without reclassification of PIS/COFINS credits	2019	2020	9M21
<b>Total net revenues</b>	<b>4,439.3</b>	<b>6,058.3</b>	<b>6,058.3</b>	<b>7,895.7</b>	<b>10,553.5</b>	<b>10,195.6</b>	<b>10,307.6</b>	<b>8,265.0</b>
COSTS AND EXPENSES:								
Direct costs	(2,917.7)	(4,151.0)	(4,095.0)	(5,502.0)	(7,479.3)	(7,020.4)	(6,807.5)	(4,487.7)
Selling, general, administrative and other expenses	(506.0)	(667.1)	(649.1)	(803.6)	(1,018.4)	(962.4)	(1,032.0)	(1,015.1)
Cars depreciation	(206.3)	(232.0)	(232.0)	(291.6)	(551.5)	(551.5)	(473.0)	(151.8)
Other assets depreciation and amortization	(38.2)	(39.1)	(39.1)	(43.9)	(46.3)	(171.7)	(193.4)	(159.9)
Total costs and expenses	(3,668.2)	(5,089.2)	(5,015.2)	(6,641.1)	(9,095.5)	(8,706.0)	(8,505.9)	(5,814.5)
<b>Income before financial results and taxes (EBIT)</b>	<b>771.1</b>	<b>969.1</b>	<b>1,043.1</b>	<b>1,254.6</b>	<b>1,458.0</b>	<b>1,489.6</b>	<b>1,801.7</b>	<b>2,450.5</b>
FINANCIAL EXPENSES, NET								
	(243.5)	(315.0)	(315.0)	(368.9)	(360.6)	(409.8)	(374.4)	(165.0)
<b>Income before taxes</b>	<b>527.6</b>	<b>654.1</b>	<b>728.1</b>	<b>885.7</b>	<b>1,097.4</b>	<b>1,079.8</b>	<b>1,427.3</b>	<b>2,285.5</b>
INCOME TAX AND SOCIAL CONTRIBUTION								
Current	(88.0)	(119.4)	(135.7)	(139.8)	(183.7)	(180.7)	(311.7)	(114.6)
Deferred	(30.3)	(29.0)	(29.0)	(86.7)	(66.2)	(65.2)	(67.4)	(569.3)
	(118.3)	(148.4)	(164.7)	(226.5)	(249.9)	(245.9)	(379.1)	(683.9)
<b>Net income</b>	<b>409.3</b>	<b>505.7</b>	<b>563.4</b>	<b>659.2</b>	<b>847.5</b>	<b>833.9</b>	<b>1,048.2</b>	<b>1,601.6</b>

## 21 – Statements of Cash Flows – R\$ million

CONSOLIDATED CASH FLOW	2016	2017	2017 adjusted	2018	2019 w without IFRS 16	2019	2020	9M21
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>								
Net income	409.3	505.7	563.4	659.2	847.5	833.9	1,048.2	1,601.6
Adjustments to reconcile net income and cash and cash equivalents provided by operating activities:								
Depreciation and amortization	244.5	271.1	271.1	335.5	597.9	723.1	666.4	311.7
Net book value of vehicles written off	2,102.5	3,106.6	3,106.6	4,198.5	5,863.6	5,863.6	5,599.9	3,530.3
Deferred income tax and social contribution	30.3	29.1	29.1	86.7	65.2	65.2	67.4	569.3
Interest on loans, financing, debentures and sw aps of fixed rates	438.1	476.2	476.2	529.8	552.9	552.9	423.7	243.5
Lease interest	-	-	-	-	-	49.40	59.60	45.70
Other	26.9	81.7	81.7	87.8	103.6	103.6	9.3	74.0
(Increase) decrease in assets:								
Trade receivable	56.8	(151.8)	(151.8)	(489.0)	(275.9)	(275.9)	118.8	(157.5)
Purchases of cars (see supplemental disclosure below)	(3,098.9)	(5,052.4)	(5,052.4)	(6,113.7)	(9,941.4)	(9,941.4)	(6,513.3)	(5,550.7)
Escrow deposits	(7.2)	(17.5)	(17.5)	(13.1)	(17.9)	(17.9)	0.9	(2.3)
Taxes recoverable	(6.0)	2.6	2.6	3.4	(1.6)	(1.6)	11.5	(290.7)
Prepaid expenses	0.0	2.7	2.7	1.3	(4.9)	(4.9)	(7.9)	(45.0)
Other assets	(3.6)	(8.8)	(8.8)	(71.9)	(44.7)	(44.7)	(44.7)	88.4
Increase (decrease) in liabilities:								
Accounts payable (except car manufacturers)	29.6	(4.8)	(4.8)	3.1	21.0	21.0	84.2	49.2
Social and labor obligations	9.4	7.5	7.5	25.8	26.8	26.8	56.5	18.4
Income tax and social contribution	88.0	119.4	135.7	139.8	184.7	180.7	311.7	114.6
Insurance premium	8.6	19.3	19.3	37.0	23.2	23.2	20.8	(94.3)
Other liabilities	(19.5)	40.1	40.1	60.1	52.0	52.0	13.4	(65.8)
<b>Cash provided by (used in) operating activities</b>	<b>308.8</b>	<b>(573.3)</b>	<b>(499.3)</b>	<b>(519.7)</b>	<b>(1,948.0)</b>	<b>(1,791.0)</b>	<b>1,926.4</b>	<b>440.4</b>
Income tax and social contribution paid	(93.3)	(108.3)	(108.3)	(131.2)	(146.1)	(146.1)	(250.1)	(268.6)
Interest on loans, financing and debentures paid	(442.3)	(485.7)	(485.7)	(424.7)	(562.2)	(562.2)	(366.9)	(312.5)
Lease interest paid	-	-	-	-	-	(53.5)	(56.8)	(31.4)
Financial assets	-	(1,275.8)	(1,275.8)	1,008.2	(343.4)	(343.4)	(769.4)	(1,568.6)
<b>Net cash provided by (used in) operating activities</b>	<b>(226.8)</b>	<b>(2,443.1)</b>	<b>(2,369.1)</b>	<b>(67.4)</b>	<b>(2,999.7)</b>	<b>(2,896.2)</b>	<b>483.2</b>	<b>(1,740.7)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>								
Acquisition of investment, goodwill and fair value surplus	-	(333.2)	(333.2)	-	(123.7)	(123.7)	(7.9)	(3.6)
Purchases of other property and equipment and addition of intangible assets	(126.6)	(175.0)	(175.0)	(42.8)	(70.0)	(70.0)	(108.0)	(109.0)
<b>Net cash provided by (used in) investing activities</b>	<b>(126.6)</b>	<b>(508.2)</b>	<b>(508.2)</b>	<b>(42.8)</b>	<b>(193.7)</b>	<b>(193.7)</b>	<b>(115.9)</b>	<b>(112.6)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>								
Loans and financings:								
Proceeds	266.3	950.1	950.1	742.8	1,351.5	1,351.5	1,250.2	1,602.8
Repayment	(297.9)	(510.1)	(510.1)	(518.5)	(930.2)	(930.2)	(15.0)	(1,079.5)
Debentures								
Proceeds	943.4	2,626.9	2,626.9	1,690.7	2,283.7	2,283.7	988.6	-
Repayment	(105.0)	(355.0)	(355.0)	(815.0)	(975.0)	(975.0)	(1,660.8)	(381.6)
Lease liability:								
Repayment	-	-	-	-	-	(103.5)	(119.2)	(111.1)
Capital Increase	-	-	-	-	1,821.6	1,821.6	-	-
Treasury shares (acquired)/ sold	(25.0)	2.1	2.1	3.20	2.6	2.6	(180.5)	4.4
Expenses with issuance of shares.	-	-	-	-	(65.3)	(65.3)	-	-
Exercise of stock options with treasury shares, net	18.2	50.1	50.1	16.4	25.1	25.1	4.80	(1.3)
Dividends paid	(1.0)	-	-	-	(7.2)	(7.2)	-	(18.1)
Interest on own capital	(138.4)	(166.9)	(166.9)	(172.3)	(268.6)	(268.6)	(269.1)	(199.9)
<b>Net cash provided by (used in) financing activities</b>	<b>660.6</b>	<b>2,597.2</b>	<b>2,597.2</b>	<b>947.3</b>	<b>3,238.2</b>	<b>3,134.7</b>	<b>(1.0)</b>	<b>(184.3)</b>
<b>NET CASH FLOW PROVIDED (USED) IN THE YEAR</b>	<b>307.2</b>	<b>(354.1)</b>	<b>(280.1)</b>	<b>837.1</b>	<b>44.8</b>	<b>44.8</b>	<b>366.3</b>	<b>(2,037.6)</b>
Cash flow without incurred one-time costs Hertz and franchisees	-	-	(74.0)	-	-	-	-	-
<b>NET CASH FLOW PROVIDED (USED) IN THE YEAR AFTER ONE TIME COSTS</b>	<b>307.2</b>	<b>(354.1)</b>	<b>(354.1)</b>	<b>837.1</b>	<b>44.8</b>	<b>44.8</b>	<b>366.3</b>	<b>(2,037.6)</b>
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	1,385.1	1,692.3	1,692.3	1,338.2	2,175.3	2,175.3	2,220.1	2,586.4
CASH AND CASH EQUIVALENTS AT END OF YEAR	1,692.3	1,338.2	1,338.2	2,175.3	2,220.1	2,220.1	2,586.4	548.8
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>307.2</b>	<b>(354.1)</b>	<b>(354.1)</b>	<b>837.1</b>	<b>44.8</b>	<b>44.8</b>	<b>366.3</b>	<b>(2,037.6)</b>
Supplemental disclosure of cash flow information:								
Cash paid during the period for cars acquisition								
Cars acquisition in the year/period - renewal	(2,563.6)	(3,660.9)	(3,660.9)	(4,696.7)	(6,804.6)	(6,804.6)	(5,524.1)	(4,953.6)
Cars acquisition in the year/period - growth	(726.0)	(1,807.0)	(1,807.0)	(2,285.1)	(3,478.7)	(3,478.7)	-	(9.9)
Suppliers - automakers:								
Balance at the end of the year	782.0	1,197.5	1,197.5	2,065.6	2,407.5	2,407.5	1,418.3	831.2
Balance at the beginning of the year	(591.3)	(782.0)	(782.0)	(1,197.5)	(2,065.6)	(2,065.6)	(2,407.5)	(1,418.4)
Cash paid for cars purchased	(3,098.9)	(5,052.4)	(5,052.4)	(6,113.7)	(9,941.4)	(9,941.4)	(6,513.3)	(5,550.7)

## 22 – Glossary and other information

- **Adjusted:** Financials have been recalculated to exclude the impact of incurred one-time costs related with the acquisition of Hertz Brazil and the integration of 20 franchised branches in 2017.
- **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. In the Fleet Rental is the actual number of cars rented.
- **CAGR:** Compounded annual growth rate.
- **CAPEX:** Capital expenditure.
- **Carrying Cost of Cash:** Consists of the cost to maintain minimum cash position. This is the difference between the average rate of fundraising and the average rate of investment.
- **Car depreciation:** Depreciation is calculated based on the expectation of the future sale price net of the selling expenses. 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 and Fleet Rental divisions, depreciation method used is linear. 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.
- **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:** is the net income of the period added by the income tax and net financial expenses.
- **EBIT Margin:** EBIT divided by the rental net revenues.
- **IFRS 16:** As of January 1, 2019, all companies had to adapt to the new rules of IFRS 16. Lessees now have to recognize the assets of the rights over leased assets and the liabilities of future payments for medium or long-term leases, including operating leases. The major impact we had was on the real estate lease agreements of our locations and stores.
- **Operating Fleet:** Includes the cars in the fleet from the licensing until they become available for sale.
- **Net debt:** Short and long-term debts +/- the results from the swap operations, net of the cash, cash equivalents and short-term financial investments. The "net debt" term is a Company's measure and cannot be compared with similar terms used by other companies.
- **Net Investment in cars:** Capital investment in cars acquisition, net of the revenues from selling decommissioned cars.
- **One-time costs (OTC):** Non-recurring costs and expenses related to the acquisition of Hertz Brazil's operations and the integration of 20 franchised branches.
- **Reclassification of PIS and COFINS credits:** To better reflect the nature of its operating costs, Localiza performed the reclassification of PIS and COFINS credits for the years ended December 31, 2019. The credits were reclassified in the income statement by division and consolidated, from the income tax heading to the cost heading.
- **ROIC:** Return on invested capital.
- **Royalties and integration fee:** Amount calculated on the amounts charged in the rental contracts, for the use of the brand and transfer of know-how, in addition to the fees related to the marketing campaigns conducted by Localiza Franchising; and amount paid by the franchisee shortly after signing the adhesion contract, corresponding to the concession to use the brand.
- **Swap:** Financial transactions carried out to hedge exchange rate and interest rate risks.
- **Utilization Rate:** It is the number of rental days of the period divided by the fleet available for rental multiplied by the number of days of the period and therefore, it does not include cars being prepared or being decommissioned.

## 23 – 3Q21 Webinar

**Date: Wednesday, November 10, 2021.**

**Portuguese (with simultaneous translation to English)**

**12pm (BRT) | 10am (EDT) | 3pm (BST)**

**Registration link: <https://tenmeetings.com.br/call-de-resultados/portal/#/home?webinar=94363638835>**

Replay available at [ri.localiza.com/en/](https://ri.localiza.com/en/) after the event

To access the results, please visit [Results Center](#).

*For further investor relations information, please visit the investor relations section of the website at [ri.localiza.com/en/](https://ri.localiza.com/en/). IR Contact: (55 31) 3247-7024 – [ri@localiza.com](mailto:ri@localiza.com)*

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*This release contains summarized information, with no intention of being complete and must not be considered by shareholders or potential investors as an investment recommendation. Information on Localiza, its activities, its economic and financial situation and the inherent risks associated with its business, as well its financial statements, can be obtained from Localiza's website ([ri.localiza.com/en/](https://ri.localiza.com/en/)).*