



Europcar Mobility Group

H1 2018

Achievements and Results





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AGENDA

- 1** | H1 KEY ACHIEVEMENTS
- 2** | H1 & Q2 FINANCIAL RESULTS
- 3** | 2018 GUIDANCE & OUTLOOK
- 4** | Q&A SESSION

1 H1 key achievements



**H1 2018 CONFIRMED THE
RELEVANCE OF OUR DIVERSIFICATION
STRATEGY AND OUR BU ORGANISATION,
ON OUR HISTORICAL CAR RENTAL BUSINESS
AS WELL AS ON NEW MOBILITY.**





KEY FACTS

- Our **Group name change** and the **relocation of our global HQ**, both reflecting our transformation, marked a new phase in our development.
- **H1 Achievements in our BUs** demonstrate that we have chosen the right, ad hoc organisation to change our Group's profile, as proven by the successful integration of Goldcar.
- During H1, we also **kicked off strategic programs** that are key to **improve the customer experience** and thus deliver higher value.
- Our **tailored, robust and flexible fleet financing structure** supported these steps.

ON MAY 22nd,
WE ADOPTED A NEW
NAME FOR OUR GROUP
TO BETTER REFLECT
OUR TRANSFORMATION



*From a car rental pure player
to a « **mobility service company** »,
offering attractive alternative solutions
to vehicle ownership.*



OUR NEW NAME CONNECTS ALL OUR BRANDS AND POSITIONS
OUR GROUP AS A GLOBAL MOBILITY SOLUTIONS PROVIDER



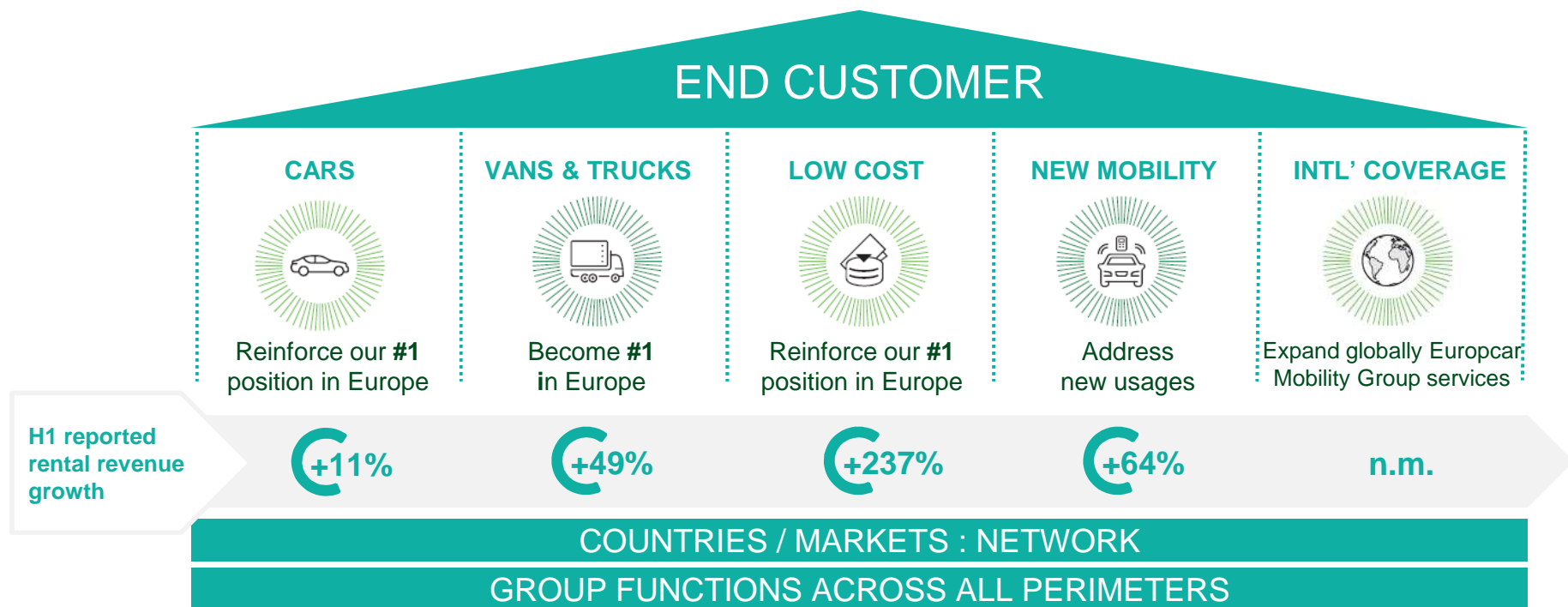
VEHICLE RENTAL SERVICES



NEW MOBILITY SOLUTIONS



H1 ACHIEVEMENTS IN ALL BUSINESS UNITS DEMONSTRATE THAT WE NOW HAVE THE RIGHT BUSINESS PORTFOLIO TO GENERATE SUSTAINABLE GROWTH





WE ARE REINFORCING OUR #1 POSITION IN EUROPE ON CARS



- Close to **3%** organic growth in H1
- Stable RPD (**€33.2**)
- Rental days increasing (**2.6 %**)
- Good level of fleet utilization **76.7%**
- Southern countries growing well
- UK pursuing its turnaround
- Country HQ 2020 rationalisation plan
- Network cost optimisation plan



ALL THIS WHILE DEVELOPING OUR CUSTOMER CENTRICITY VIA TWO KEY PROGRAMS...

- **3C:** reach a level of service in our contact centers that will help build customer loyalty and preference
- **NPS 110:** measure and listen to our customers to identify pain points
 - ➔ H1 milestone: build up a platform involving employees and customers to co-design solutions and services – live in Q4 2018

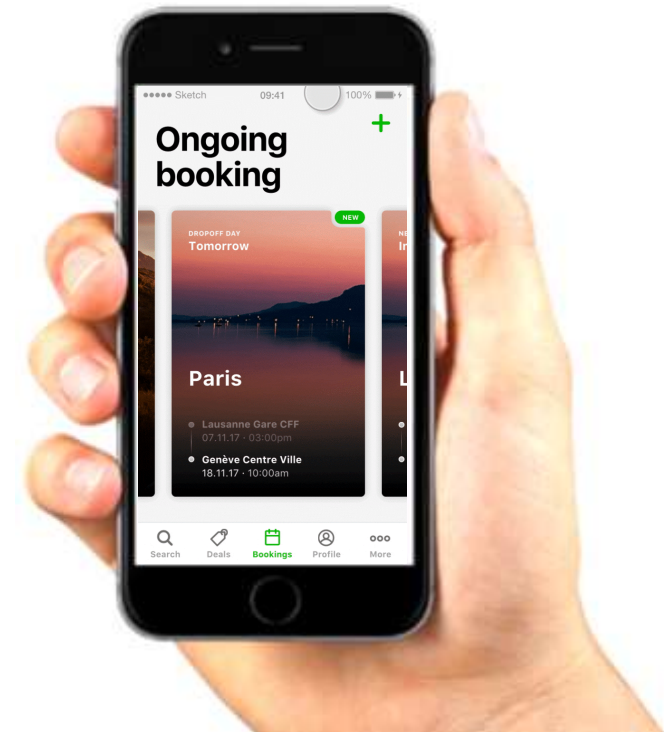


DEVELOPING CUSTOMER CENTRICITY ➔ HIGHER VALUE CREATION



...AND SHAPING OUR FUTURE CUSTOMER JOURNEY: ENRICHED, DIGITALIZED, SIMPLIFIED

- **Click & Go program:**
 - Kick off in June 2018
 - Digitalize, simplify, enrich our customer journey
 - First release: a mobile App for all customers to manage their bookings whatever their booking channel
- **Connected cars program:**
 - Kick off in April 2018
 - Already 35.000 vehicles connected within our Group
 - Objective: build a platform gathering all data allowing real time access to fleet and vehicle data



VANS & TRUCKS BU IS BECOMING AN ADDITIONAL GROWTH LEVER FOR OUR GROUP



- Strong 6.3% organic rental revenue growth in H1, with longer duration and higher utilisation
- An organic growth strategy focused on professionals/SMEs and deployment of “supersites”
 - 18 “supersites”, with positive momentum in the UK, France and Germany during H1
 - Last opening of supersite in Madrid in June
 - Opening of Barcelona supersite planned for H2
- Integration of the Buchbinder Vans & Trucks business has proven to provide high value creation on the German market



LOW COST BU - WE ARE NOW THE MARKET LEADER IN EUROPE



- **2 major brands:**
 - Goldcar (GC) = low cost
 - InterRent (IR) = mid tier
- **Successful integration of Goldcar/InterRent within the BU,** with InterRent benefiting from Goldcar management and methods since April 1st
- **Operational (IT, people) transfer:**
 - Since 1st of June for Portugal and UK
 - Spain, France, Italie to follow in Q4
- **First outcomes:**
 - InterRent RPD improving
 - GC fleet benefiting from improved financing conditions since the 1st of January
- **Expected cost synergies confirmed of more than €30 million**



OUR NEW MOBILITY BU IS FASTLY GROWING ON A DOUBLE-DIGIT GROWTH MARKET



- **High momentum in all countries**, with revenue growth **on vehicle sharing (+86%)** as well as **on ride hailing (+ 52%)**
- 2 majors brands: Ubeeqo (car sharing) and Brunel (ride hailing)
 - Ubeeqo well positioned and perceived as an attractive alternative to car ownership in cities (ie: Paris, as one of the alternative solutions to Autolib)
 - Brunel winning over corporate key accounts in London (ie: Morgan Stanley).
- Acquisition of Scooty in Belgium finalized
 - With scooter sharing in line with budget
- Overall, more integration within the Group, with synergies achieved from reduction in fleet holding costs and improved in-fleeting capacity, as well as joint sales and cross-selling momentum

OUR STRATEGIC FRAMEWORK

Leverage
(cost savings + digitalization)



CARS

Pursuit of optimization and digitalization programs, with first deliveries expected end of 2018



VANS & TRUCKS

On going organic deployment and sites resizing strategy with more results to come



LOW COST

Expected synergies confirmed

Scale up
(growth initiatives + innovation)



NEW MOBILITY

Continued high momentum, with innovative partnerships to be announced during Q3

Expand



INTL' COVERAGE

Development of Goldcar and Ubeeqo franchises

HQ 2020 rationalisation plan + Network cost optimisation plan



A TAILORED, ROBUST AND FLEXIBLE FINANCING STRUCTURE

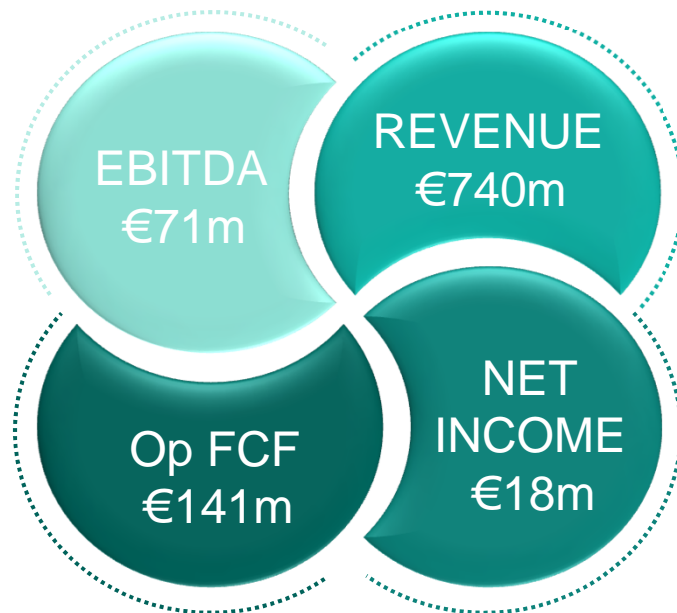


- We increased our securitization program (SARP) to include Goldcar and support our growth needs, from **€1.3** to **€1.7 Bn** with 2-year maturity extension
- Success of our fleet bond tap (M) 
- Increased maturity of our hedging of interest rates exposure

2 H1 & Q2 financial results



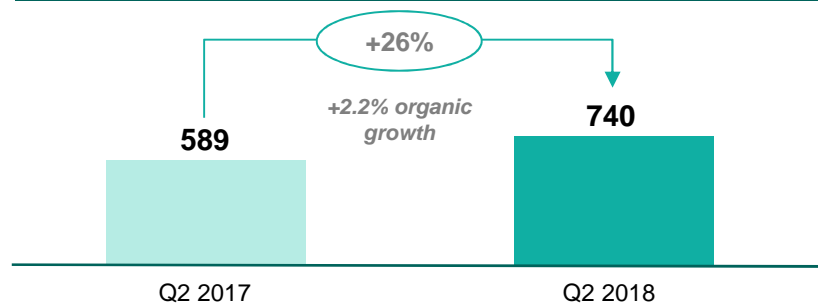
Q2 FINANCIAL HIGHLIGHTS



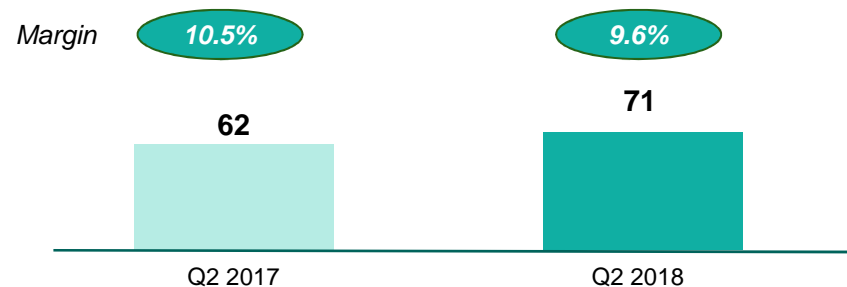
- **26%** reported revenue growth
- **2.2%** organic revenue growth due to tough comparable base and World Cup impact
- **14%** growth in EBITDA
- **23%** growth in Corp Operating FCF
- Stable RPD in Cars, Solid organic revenue growth in Vans & Trucks , Excellent RPD trends in Low Cost
- Corporate Net Debt to EBITDA at **2.8x** at end June 2018

Q2 2018 FINANCIALS

Revenue (€m and % growth)



Adjusted Corporate EBITDA (€m and % margin)



Net income (€m and % margin)



Corp. operating free cash flow (€m)

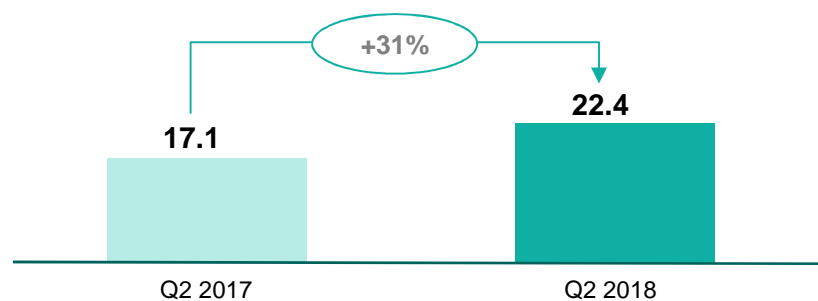


Strong growth in Adjusted Corporate EBITDA and Corporate Operating Free Cash Flow

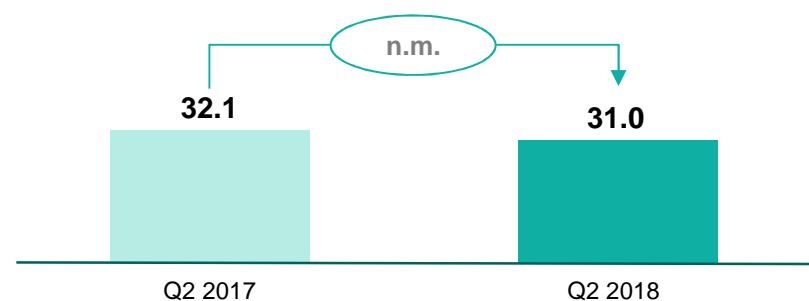
Notes: Revenue & Adjusted Corporate EBITDA figures are at constant exchange rate; Net Income and Corporate Operating Free Cash Flow are reported figures; Organic revenue growth is defined at constant currency and constant perimeter

Q2 2018 KPIS

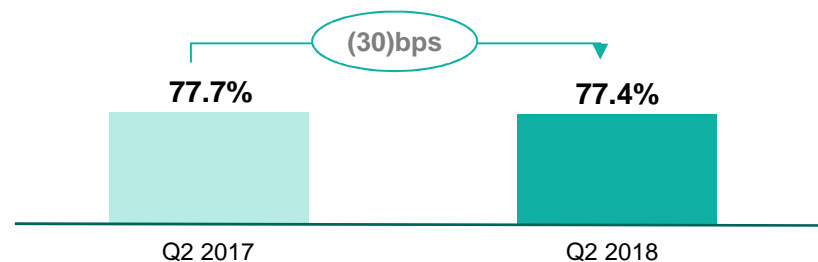
Rental day volume (million and % growth)



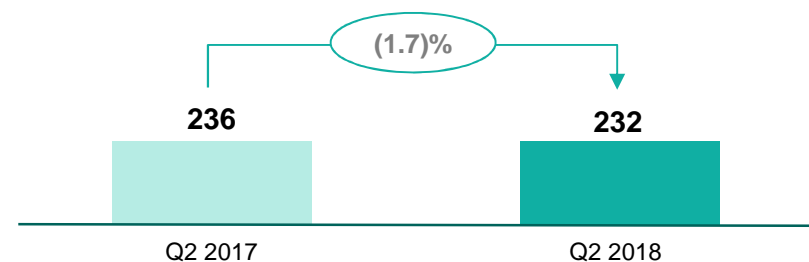
Blended RPD (€ and % growth)



Utilization rate (% and increase in bps)



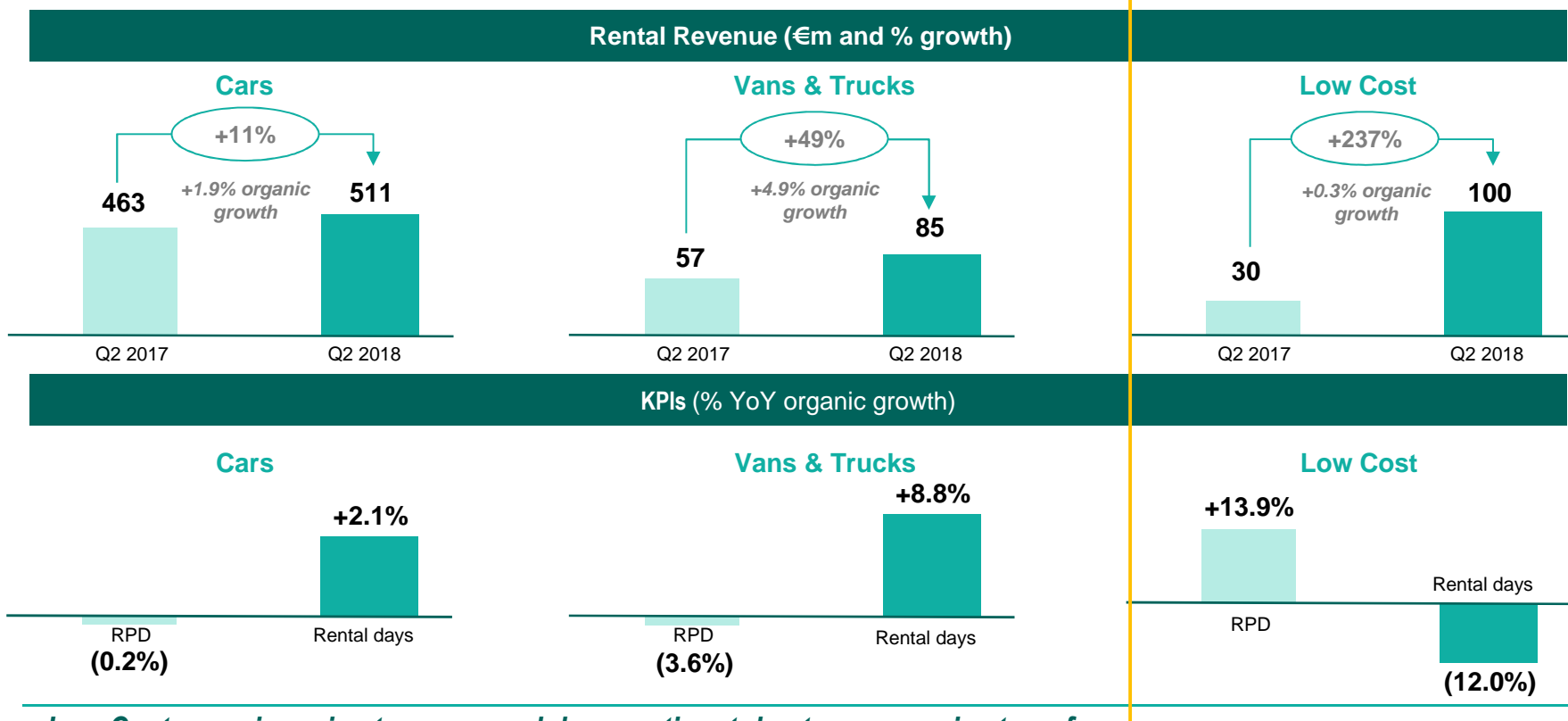
Fleet costs per unit per month (€ and % growth)



Good rental day volume growth with continued improvement in Fleet Costs per Unit

Note: Figures at constant exchange rate

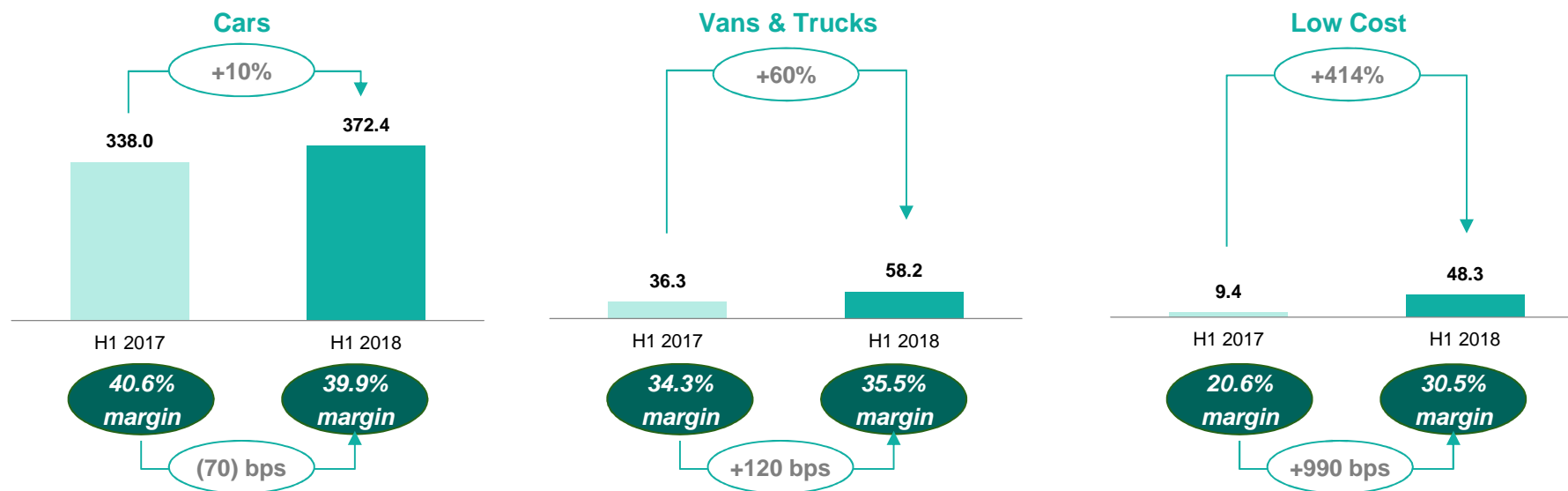
Q2 2018 REVENUE BY BUSINESS UNIT



Low Cost organic perimeter now much less pertinent due to progressive transfer of InterRent revenue within the Goldcar perimeter

H1 2018 MARGIN AFTER VARIABLE COSTS BY BUSINESS UNIT

Margin after variable costs (€m and % growth)

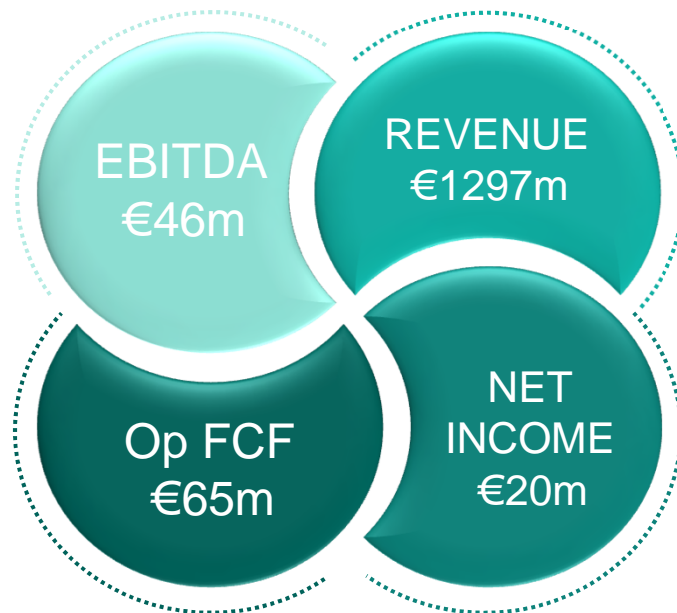


Good step up in Vans & Trucks, Giant leap in Low Cost

Note: Margin after variable costs is defined as Revenue – Fleet costs – Revenue Related costs – Petrol costs – Rental related costs – Insurance & Assistance costs at constant exchange rates



H1 FINANCIAL HIGHLIGHTS

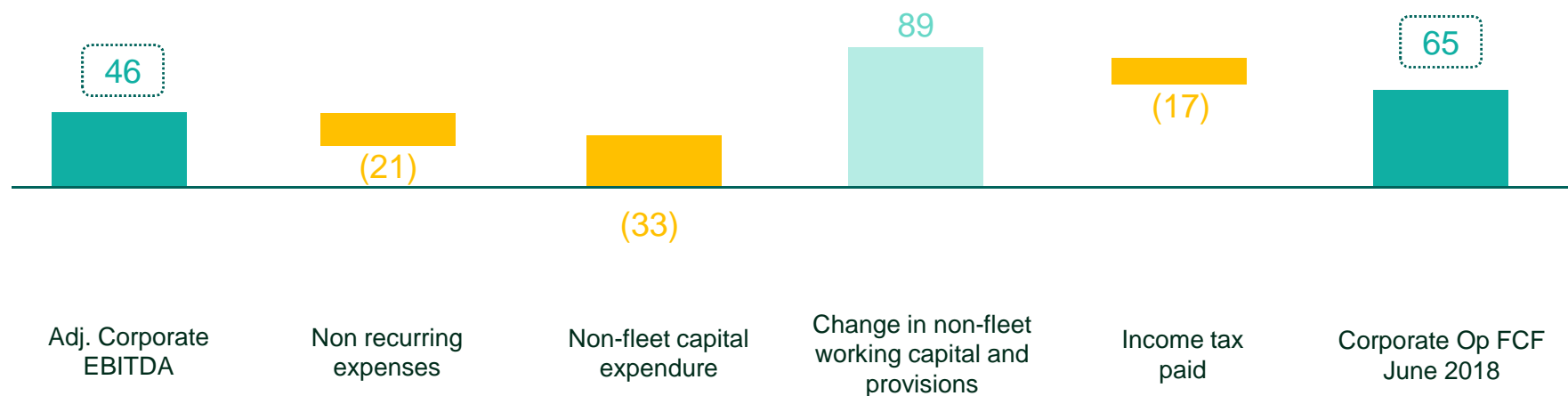


- **3.4%** organic revenue growth
- Good sequential EBITDA growth momentum
- **64%** revenue growth in BU New Mobility
- Operating FCF well monitored with lower non-recurring expenses and non-fleet WC requirements
- Successful refinancing of core facilities (SARF and Fleet bond) with extension of amounts, maturities and terms
- Network and HQ costs increase in line with budget, will be offset by integration synergies and cost optimization programs in order to achieve 2020 profitability target



CORPORATE OPERATING FREE CASH FLOW AS OF END JUNE 2018

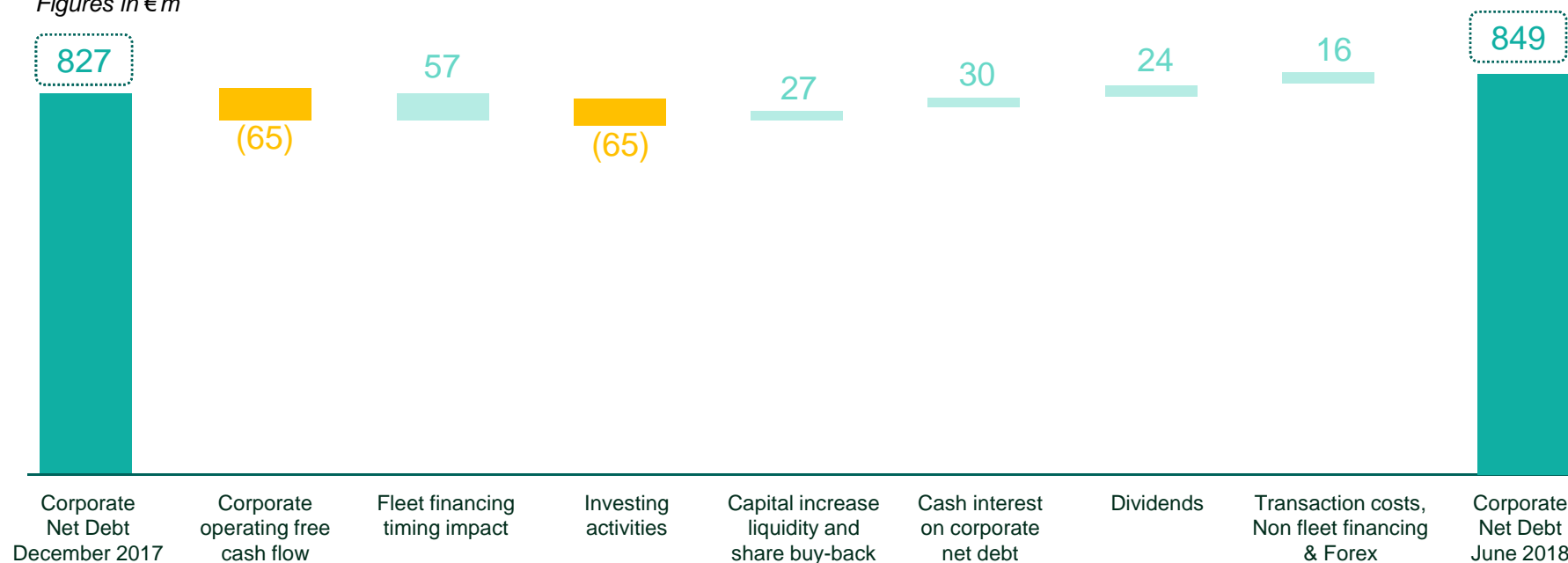
Figures in €m



Notes: 1 - Corporate Operating Free Cash Flow conversion is defined as the ratio between the Corporate Operating Free Cash Flow and the Adjusted Corporate EBITDA in percentage terms

CORPORATE NET DEBT AT €849M AS OF END JUNE 2018

Figures in €m



Proforma Corporate Net Leverage 2.8x at end June 2018 with year end 2018 target below 2.5x

3 2018 Guidance & Outlook



2018 GUIDANCE

FY 2018 GUIDANCE

ORGANIC REVENUE GROWTH

ADJUSTED CORPORATE EBITDA EXCLUDING NEW MOBILITY

ADJUSTED CORPORATE OP. FCF CONVERSION EXCLUDING NEW MOBILITY

DIVIDEND PAYOUT RATIO

FY 2018

>3%

>€350m

>50%

>30%



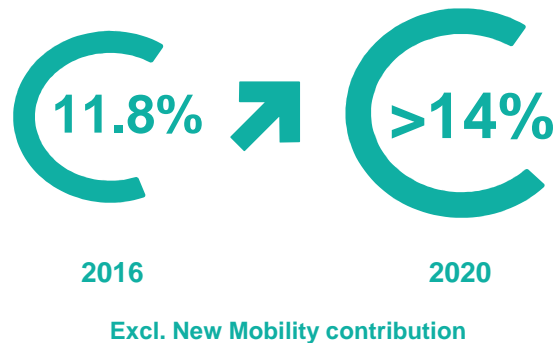
ON TRACK TO DELIVER 2020 CORP. EBITDA MARGIN TARGET

Leverage

(cost savings + digitalization)

Scale up

(growth initiatives + innovation)



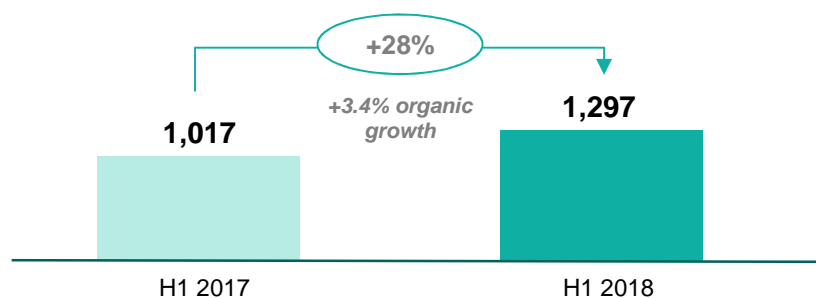
- Striving to deliver operating leverage and cost optimization impact of **+110bp/+130bp**
- M&A run-rate synergies of >€30m for Goldcar and >€10m for Buchbinder, expected to improve margins by **+110bp/+130bp**
- Projected margin investments in marketing & brands of **-60bp/-80bp**, to be fully financed by HQ efficiencies of **+60bp/+80bp**

4 Q&A session

Appendix

H1 2018 FINANCIALS

Revenue (€m and % growth)



Adjusted Corporate EBITDA (€m and % margin)



Net income (€m and % margin)



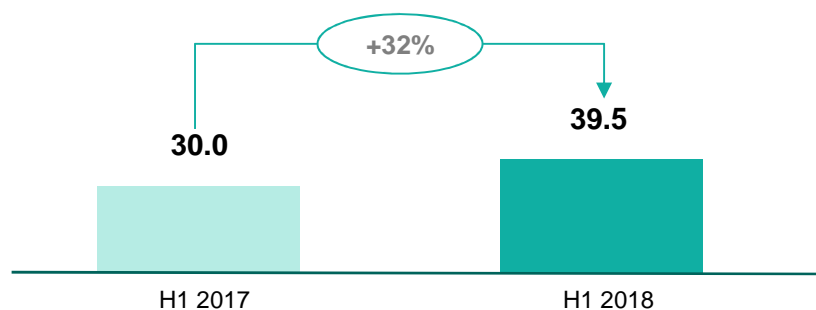
Corp. operating free cash flow (€m)



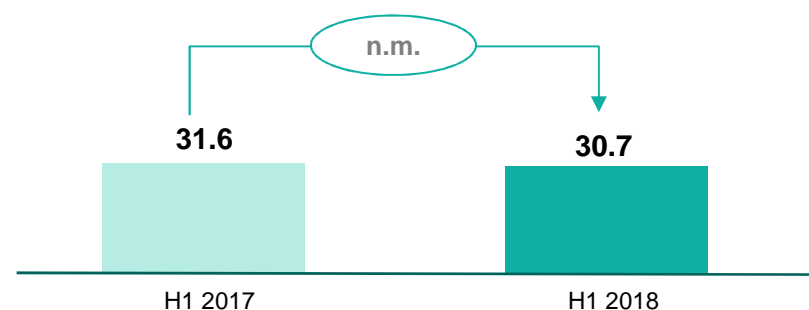
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H1 2018 KPIS

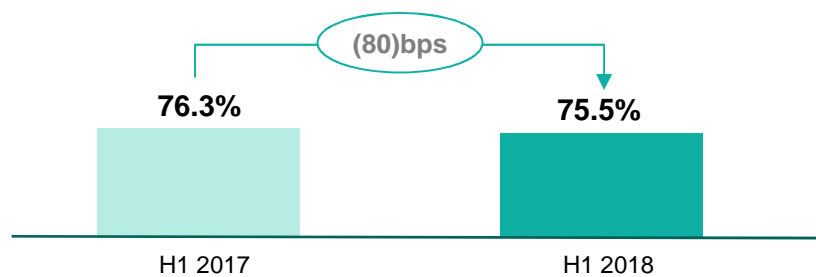
Rental day volume (million and % growth)



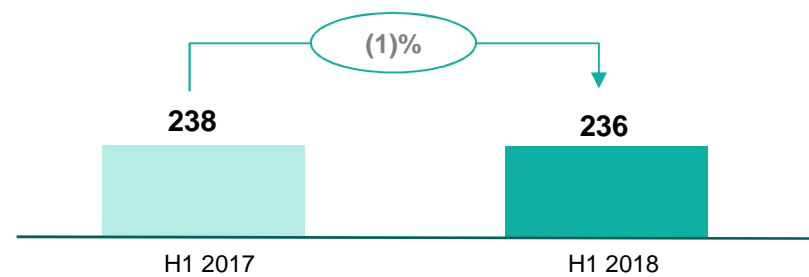
Blended RPD (€ and % growth)



Utilization rate (% and increase in bps)

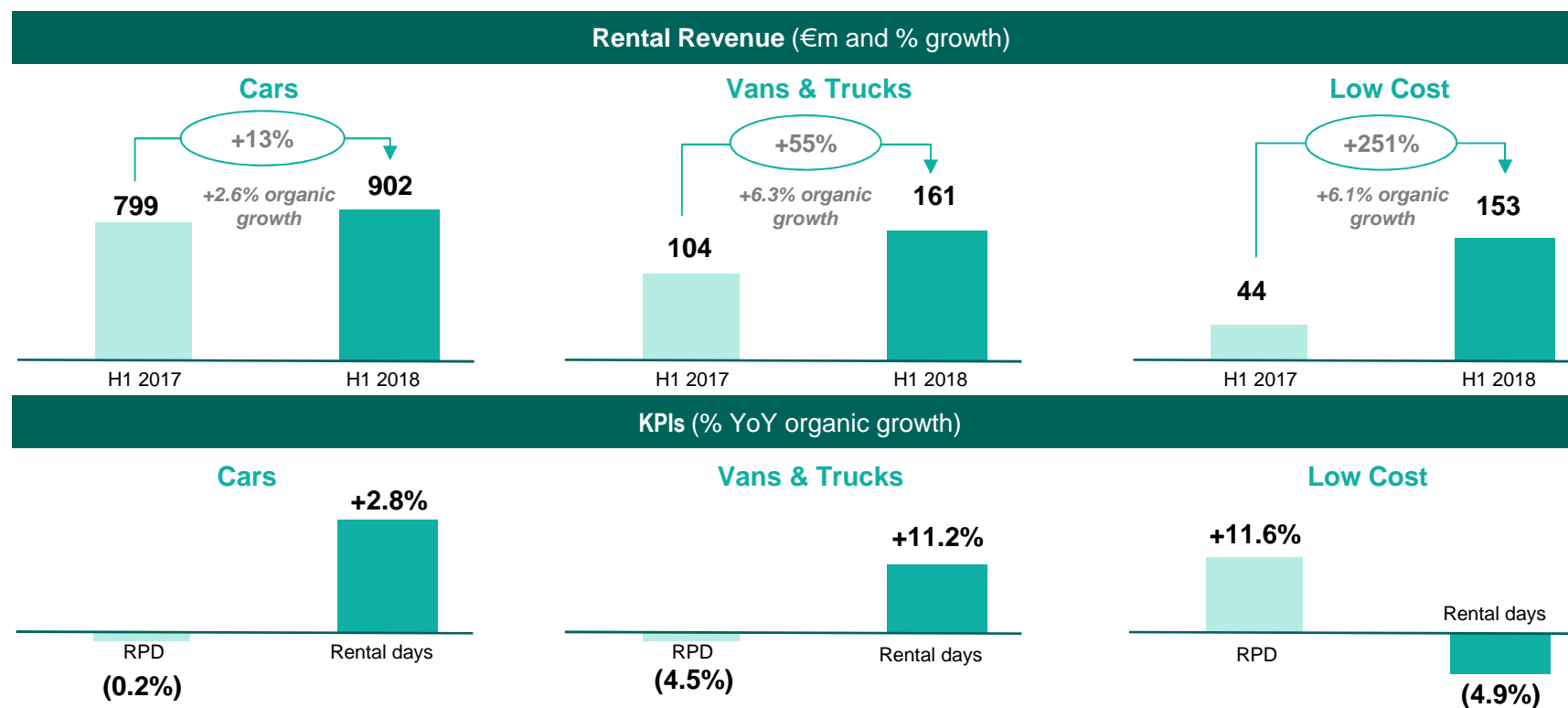


Fleet costs per unit per month (€ and % growth)



Note: Figures at constant exchange rate

H1 2018 REVENUE BY BUSINESS UNIT



Note: Figures at constant exchange rate



KEY FINANCIAL METRICS FOR Q2 2018

All data in €m, except if noted	Q2 2018	Q2 2017	Change	Change at constant currency*
Revenues**	740	593	24.8%	25.7%
Rental Revenues	696	553	25.8%	26.7%
Rental Day Volume (million)	22.4	17.1	31.2%	
Consolidated RPD (€)	31.0	32.3	-4.1%	-3.4%
Average duration (day)	6.2	5.9	5.6%	
Average Fleet (thousand)***	318.3	241.8	31.6%	
Average Per unit fleet costs per month (€)	(232)	(237)	-2.3%	
Financial utilization rate	77.4%	77.7%	(0.3)pt	
Adjusted Corporate EBITDA	71	63	13.4%	13.6%
<i>Adjusted Corporate EBITDA Margin</i>	9.6%	10.5%	(1.0)pt	
Corporate Free Cash Flow	142	117	21.2%	
Last Twelve Months Adjusted Corporate EBITDA	254	255	-0.6%	
<i>LTM Adjusted Corporate EBITDA Margin</i>	9.5%	11.5%	(2.0)pt	
Operating Income IFRS	65	(9)	-821.4%	
Net Income IFRS	18	(46)	n.m	n.m
Corporate Net Debt at end of the period	849	104		
Total Fleet Net Debt at the end of the period (inc. Operating leases)	5,224	4,037	29.4%	

*

**

UK Pound, Australian Dollar and Danish Krone

Total revenues excluding petrol income increase 26.0% at constant currency,

Total fleet Cars & vans at quarter end 372.2 k as of June 30, 2018 vs 284.4 k as of June 30, 2017.



KEY FINANCIAL METRICS FOR H1 2018

All data in €m, except if noted	6M 2018	6M 2017	Change	Change at constant currency*
Revenues**	1,297	1,028	26.2%	27.5%
Rental Revenues	1,215	956	27.1%	28.4%
Rental Day Volume (million)	39.5	30.0	31.8%	
Consolidated RPD (€)	30.7	31.9	-3.6%	-2.6%
Average duration (day)	6.2	5.8	6.3%	
Average Fleet (thousand)***	289.3	217.1	33.3%	
Average Per unit fleet costs per month (€)	(236)	(241)	-1.8%	
Financial utilization rate	75.5%	76.3%	(0.8)pt	
Adjusted Corporate EBITDA	46	56	-17.6%	-16.6%
<i>Adjusted Corporate EBITDA Margin</i>	3.6%	5.5%	(1.9)pt	
Corporate Free Cash Flow	65	90	-27.0%	
Last Twelve Months Adjusted Corporate EBITDA	254	255	-0.6%	
<i>LTM Adjusted Corporate EBITDA Margin</i>	9.5%	11.5%	(2.0)pt	
Operating Income IFRS	105	32	229.7%	
Net Income IFRS	20	(27)	n.m	n.m
Corporate Net Debt at end of the period	849	104		
Total Fleet Net Debt at the end of the period (inc. Operating leases)	5,224	4,037	29.4%	

*

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MANAGEMENT P&L FOR Q2 2018

All data in €m	Q2 2018	Q2 2017	Change	Change at constant currency
Revenues	740	593	24.8%	25.7%
Fleet holding costs excluding estimated interest included in operating leases	(183.0)	(135.8)	34.8%	35.7%
Fleet operating, rental, revenues and insurance-related costs	(251.9)	(209.5)	20.2%	21.1%
Margin after variable costs	305	248	23.2%	24.0%
<i>Margin Rate after variable costs</i>	41.3%	41.8%	(0.5)pt	
Personnel, network, IT and other HQ costs	(204.8)	(159.1)	28.7%	29.7%
Fleet financing costs	(29.7)	(26.1)	13.7%	14.3%
Adjusted Corporate EBITDA	71	63	13.4%	13.6%
<i>Adjusted Corporate EBITDA Margin</i>	9.6%	10.5%	(1.0)pt	



MANAGEMENT P&L FOR H1 2018

All data in €m	6M 2018	6M 2017	Change	Change at constant currency
Revenues	1,297	1,028	26.2%	27.5%
Fleet holding costs excluding estimated interest included in operating leases	(334.3)	(242.6)	37.8%	39.1%
Fleet operating, rental, revenues and insurance-related costs	(456.3)	(371.3)	22.9%	24.2%
Margin after variable costs	506	414	22.3%	23.5%
<i>Margin Rate after variable costs</i>	39.0%	40.3%	(1.2)pt	
Personnel, network, IT and other HQ costs	(403.6)	(307.9)	31.1%	32.5%
Fleet financing costs	(56.1)	(49.7)	12.9%	13.8%
Adjusted Corporate EBITDA	46	56	-17.6%	-16.6%
<i>Adjusted Corporate EBITDA Margin</i>	3.6%	5.5%	(1.9)pt	



IFRS P&L H1 & Q2 2018

Q2 2018	Q2 2017	All data in €m	6M 2018	6M 2017
740.2	593.0	Total revenue	1,296.6	1,027.8
(196.3)	(147.3)	Fleet holding costs	(359.4)	(264.0)
(251.9)	(209.5)	Fleet operating, rental and revenue related costs	(456.3)	(371.3)
(134.2)	(100.7)	Personnel costs	(257.0)	(191.2)
(74.3)	(61.9)	Network and head office overhead	(151.4)	(120.6)
3.7	3.5	Other income and expense	4.8	3.9
(10.9)	(7.6)	Depreciation – excluding vehicle fleet	(20.4)	(14.2)
76.5	69.4	Recurring operating income	57.0	70.4
(11.8)	(78.4)	Other non-recurring income and expenses	47.9	(38.5)
64.6	(9.0)	Operating income	104.9	31.8
(40.0)	(28.9)	Net financing costs	(77.6)	(58.0)
24.6	(37.8)	Profit/(loss) before tax	27.3	(26.2)
(7.0)	(5.0)	Income tax	(6.0)	5.0
(0.1)	(2.7)	Share of profit/(loss) of associates	(1.2)	(5.8)
17.6	(45.5)	Net profit/(loss)	20.1	(27.0)
17.6	(45.4)	Net profit/(loss) attributable to Europcar owners	20.1	(26.8)



RECONCILIATION H1 & Q2 2018

Q2 2018	Q2 2017	All data in €m	6M 2018	6M 2017
251.9	198.5	Adjusted Consolidated EBITDA	376.7	298.7
(82.7)	(53.2)	Fleet depreciation IFRS	(151.6)	(92.5)
(68.7)	(56.6)	Fleet depreciation included in operating lease rents	(122.5)	(100.2)
(151.3)	(109.9)	Total Fleet depreciation	(274.2)	(192.7)
(13.3)	(11.6)	Interest expense related to fleet operating leases (estimated)	(25.1)	(21.4)
(16.4)	(14.5)	Net fleet financing expenses	(31.0)	(28.2)
(29.7)	(26.1)	Total Fleet financing	(56.1)	(49.7)
70.9	62.5	Adjusted Corporate EBITDA	46.5	56.4
(10.9)	(7.6)	Amortization, depreciation and impairment expense	(20.4)	(14.2)
16.4	14.5	Reversal of Net fleet financing expenses	31.0	28.2
13.3	11.6	Reversal of Interest expense related to fleet operating leases (estimated)	25.1	21.4
89.7	81.0	Adjusted recurring operating income	82.1	91.8
(13.3)	(11.6)	Interest expense related to fleet operating leases (estimated)	(25.1)	(21.4)
76.4	69.4	Recurring operating income	57.0	70.4



MANAGEMENT CASH FLOW H1 & Q2 2018

All data in €m	6M 2018	6M 2017	Q2 2018	Q2 2017
Adjusted Corporate EBITDA	46	56	71	63
Non-recurring expenses	(21)	(39)	(12)	(79)
Non-fleet capital expenditure (net of proceeds from disposals)	(33)	(21)	(21)	(9)
Changes in non-fleet working capital and provisions	89	111	117	153
Income tax paid	(17)	(17)	(14)	(11)
Corporate free cash flow	65	90	142	117
Cash interest paid on corporate High Yield bonds	(30)	(17)	(30)	(17)
Cash flow before change in fleet asset base, financing and other investing activities	36	73	111	100
Change in fleet asset base, net of drawings on fleet financing and working capital facilities	(45)	(64)	(91)	(51)
Other investing activities	60	(76)	58	(76)
Capital increase	(27)	192	(27)	171
Dividends	(24)	(59)	(24)	(59)
Change in Corporate High Yield	(9)	(0)	(9)	(0)
Transaction cost cash out and swap impact	(15)	2	(12)	10
Net change in cash before FX effect	(25)	67	5	94
Cash and cash equivalents at beginning of period	313	249	281	236
Scope variation	-	3	-	3
Effect of foreign exchange conversions	(1)	(2)	1	(15)
Cash and cash equivalents at end of period	287	317	287	317



FINANCING STRUCTURE AS OF JUNE 30, 2018

LTV	average	Average Fleet net debt for 6M 2018	
		In balance sheet	2,315
		Off Balance Sheet	1,990
		Total Fleet net debt	4,305
		Indebtedness at the testing date	1,303
		Total value of the net assets	1,463
		Loan to value ratio	89.1%

	€million	Pricing	Maturity	June. 30,	
				2018	Dec. 31, 2017
IN Balance Sheet	High Yield Senior Notes (a)	4.125%	2024	600	600
	High Yield Senior Notes (a)	5.75%	2022	600	600
	Senior Revolving Facility (€500m)	E+250bps (b)	2022	304	160
	FCT Junior Notes, accrued interest not yet due, capitalized financing costs and other			(363)	(270)
	Gross Corporate debt			1,140	1,090
	Short-term Investments and Cash in operating and holding entities			(291)	(263)
	CORPORATE NET DEBT		(A)	849	827
IN Balance Sheet	High Yield EC Finance Notes (a)	2.375%	2022	500	350
	Senior asset revolving facility (€1.7bn SARF) (c)	E+130bps	2022	629	739
	FCT Junior Notes, accrued interest, financing capitalized costs and other			351	260
	UK, Australia and other fleet financing facilities		Various (d)	1,271	1,081
	Gross financial fleet debt			2,751	2,430
	Cash held in fleet financing entities and Short-term fleet investments			(83)	(143)
	Fleet net debt in Balance sheet			2,669	2,287
OFF BS	Debt equivalent of fleet operating leases - OFF Balance Sheet (e)			2,555	1,774
	TOTAL FLEET NET DEBT (incl. op leases)		(B)	5,224	4,061
	TOTAL NET DEBT		(A)+(B)	6,073	4,888

IFRS BALANCE SHEET END OF JUNE 2018

<i>In € thousands</i>	At June 30, 2018	At Dec. 31, 2017
Assets		
Goodwill	1,122,486	1,122,839
Intangible assets	848,453	838,033
Property, plant and equipment	114,885	114,855
Equity-accounted investments	1,390	4,036
Other non-current financial assets	70,339	58,602
Financial instruments non-current	4,640	226
Deferred tax assets	63,496	58,542
Total non-current assets	2,225,689	2,197,133
Inventory	31,926	24,330
Rental fleet recorded on the balance sheet	3,045,279	2,339,313
Rental fleet and related receivables	726,081	700,117
Trade and other receivables	510,044	456,688
Current financial assets	26,637	32,762
Current tax assets	54,384	42,760
Restricted cash	84,642	104,818
Cash and cash equivalents	224,752	240,792
Total current assets	4,703,745	3,941,580
Total assets	6,929,434	6,138,713

<i>In € thousands</i>	At June 30, 2018	At Dec. 31, 2017
Equity		
Share capital	161,031	161,031
Share premium	692,256	745,748
Reserves	(156,599)	(107,407)
Retained earnings (losses)	86,413	37,209
Total equity attributable to the owners of ECG	783,101	836,581
Non-controlling interests	728	763
Total equity	783,829	837,344
Liabilities		
Financial liabilities	1,722,814	1,570,141
Non-current financial instruments	57,390	37,122
Employee benefit liabilities	134,084	133,951
Non-current provisions	5,279	8,680
Deferred tax liabilities	137,542	137,166
Other non-current liabilities	250	276
Total non-current liabilities	2,057,359	1,887,336
Current portion of financial liabilities	2,170,054	1,950,262
Employee benefits	3,149	3,149
Current provisions	221,025	221,155
Current tax liabilities	35,912	31,566
Rental fleet related payables	945,658	604,196
Trade payables and other liabilities	712,448	603,705
Total current liabilities	4,088,246	3,414,033
Total liabilities	6,145,605	5,301,369
Total equity and liabilities	6,929,434	6,138,713

IFRS CASH FLOW Q2 2018

In € thousands	First-half 2018	First-half 2017
Profit/(loss) before tax	27,271	(26,222)
Reversal of the following items		
Depreciation and impairment expenses on property, plant and equipment	10,001	8,580
Amortization and impairment expenses on intangible assets	9,488	5,726
Changes in provisions and employee benefits (1)	(4,408)	11,783
Recognition of share-based payments	750	2,764
Profit/(loss) on disposal of assets (2)	(68,514)	(30)
Other non-cash items	(1,399)	(1,139)
Total net interest costs	66,088	49,404
Amortization of transaction costs	6,439	3,865
Net financing costs	72,527	53,269
Net cash from operations before changes in working capital	45,716	54,731
Changes to the rental fleet recorded on the balance sheet (3)	(724,507)	(612,182)
Changes in fleet working capital	294,456	290,086
Changes in non-fleet working capital	93,413	101,874
Cash generated from operations	(290,922)	(165,491)
Income taxes received/paid	(16,878)	(17,148)
Net interest paid	(66,805)	(49,386)
Net cash generated from (used by) operating activities	(374,605)	(232,025)
Acquisition of intangible assets and property, plant and equipment (4)	(34,218)	(22,349)
Proceeds from disposal of intangible assets and property, plant and equipment	2,420	1,287
Other investments and loans (5)	60,799	(77,420)
Net cash used by investing activities	29,001	(98,482)
Capital increase (net of related expenses)	-	192,440
Special distribution	(24,228)	(59,366)
(Purchases) / Sales of treasury shares net	(27,123)	(520)
Derivatives instruments (6)	(6,082)	(932)
Insurance of bonds (7)	148,500	-
Change in other borrowings	237,979	263,630
Payment of transaction costs (8)	(8,882)	(563)
Net cash generated from (used by) financing activities	320,164	394,689
Cash and cash equivalent at beginning of period	313,247	248,507
Net increase/(decrease) in cash and cash equivalents after effect of foreign exchange differences	(25,440)	65,834
Changes in scope	-	2,988
Effect of foreign exchange differences	(797)	(783)
Cash and cash equivalents at end of period	287,010	316,546

- (1) Of which in 2018, the reversal of provision for tax risk in France. Of which in 2017, the reversal of provision for disputes with French Competition Authority for €45 million
- (2) Mainly related to the profit on the sale of Car2Go
- (3) Given the average holding period for the fleet, the Group reports vehicles as current assets at the beginning of the contract. Their change from period to period is therefore similar to operating flows generated by the activity
- (4) Mainly related to IT cost capitalized (€15.2m) ; other & technical equipment for (€12.8m) and other IT projects for (€6.2m)
- (5) In 2018, mainly related to the profit on the sale of Car2Go
- (6) In 2018, payment of a premium following the restructuring of existing caps and the implementation of additional caps
- (7) In 2018, the change is mainly due to the launch of a Senior Secured Notes at a rate of 2.375% of an amount of 150 million euros maturing in 2022
- (8) In 2018, payment of transaction costs including €(4.2)m related to SARF, €(0.2)m of initial costs related to the revolving credit facility, €(1.3)m related to the bridging loan, €(0.6)m related to the new €150m bond issue and €(2.6)m related to other loans



GLOSSARY (1/3)

- **Business customers:** include corporations, small and medium-sized businesses, government agencies and other organizations which rent cars as well as entities renting cars to provide vehicle replacement services
- **Corporate countries:** countries where Europcar owns and operates its own network, where corporate-operated stations are located (Germany, UK, France, Italy, Spain, Portugal, Belgium and Australia/New Zealand)
- **Adjusted Corporate EBITDA:** EBITDA less fleet depreciation, fleet operating lease rents and fleet financing costs
- **Fleet:** all vehicles operated by the car rental company available or not for rent which includes cars and vans
- **Fleet Cost per Unit per month:** defined as total monthly fleet costs (including fleet holding and fleet operating costs but excluding financial interests) divided by the average fleet over the period
- **Fleet holding costs:** include (A) Costs related to rental fleet agreements, which consist of (i) “depreciation” expense relating both to vehicles purchased with manufacturer or dealer buy-back commitments and to “at risk” vehicles (based, with respect to vehicles purchased with a buy-back commitment, on monthly depreciation rates negotiated under the buy-back agreements, net of volume rebates, and with respect to “at risk” vehicles, to the difference between the acquisition cost of the vehicles and the estimated residual value, the value of “at risk” vehicles being adjusted monthly on the basis of the vehicles’ market values) and (ii) charges under operating leases; (B) Acquisition and sale-related costs, which include principally (i) the cost of vehicle accessories; (ii) costs relating to the conditioning of new vehicles; and (iii) costs relating to disposal of used vehicles and of vehicles purchased in connection with buy-back programs; and (C) Taxes on vehicles.



GLOSSARY (2/3)

- **Fleet operating, rental and revenue related costs:** include (A) Fleet operating costs, which include repairs and maintenance costs and costs incurred for damaged and stolen cars, as well as the costs of reconditioning vehicles for repurchase by the car manufacturer or dealer; (B) insurance (the costs of car insurance covering civil liability and damage to vehicles, as well as self-insurance costs); (C) Revenue-related commissions and fees, which include commissions paid to agents, such as personnel costs and station overhead (excluding vehicle fleet), as well as commissions paid to travel agents, brokers and other commercial partners and fees and taxes paid for airport and train station concessions; and (D) Rental related costs, which include the cost of transferring vehicles from one site to another, vehicle washing costs and fuel costs.
- **Fleet financial utilization rate:** number of actual rental days as a percentage of the theoretical total potential number of days of the fleet. The theoretical total potential number of days of the fleet is equal to the number of vehicles held over the period, multiplied by the total number of days in the period
- **Franchising:** arrangement where the franchiser grants the franchisee the right to use its trademark or trade-name as well as certain business systems and processes, to produce and market a good or services according to certain specifications. In exchange, the franchisee usually pays the franchiser an entry fee plus a percentage of sales revenues as royalty
- **GDS (Global Distribution System):** computerized reservations systems operated by third parties and used by intermediaries such as travel agents and travel operators to make reservations with the Europcar Network
- **GSA (General Sales Agent):** general sales representative that promotes and sells the services offered by Europcar in a specific country or region in consideration of a commission
- **GreenWay® system:** software application, owned by Europcar, offering a comprehensive business solution mainly in the areas of fleet management, e-commerce, reservations and global distribution systems and rental operations
- **Leisure customers:** include not only individual travelers booking vacation car rentals but also people renting to meet other personal needs



GLOSSARY (3/3)

- **Loan to value:** corresponds to the indebtedness of Securitifleet Holding, the Securitifleet Companies and EC Finance Plc divided by the total value of the net assets on the balance sheets of these companies.
- **Margin after variable costs:** corresponds to the total revenues less Fleet holding costs and Fleet operating, rental and revenue related costs
- **Net rates:** brokers selling at any price, ie brokers revenue is the gap between Europcar's selling price and their selling price (usually offered to TOs for package, brokers with Keddy and destinations where brokers are more present than Europcar)
- **Operating lease vehicle:** agreement by which a vehicle is leased to a car rental company, which pays periodically on a relatively short-term basis; at the end of the operating lease, title does not pass to the car rental company
- **Rental Day Volume:** number of vehicles rented over a period of time
- **RCM:** Revenue Capacity Management
- **Retail rates:** Europcar setting the price and paying a commission to brokers preventing them from selling at a lower price than Europcar's
- **RPD (Revenue Per Day):** rental revenue divided by the Rental Day Volume
- **Vehicle replacement:** business involving principally the rental of cars to individuals whose rental charges are wholly or partially paid or reimbursed, by insurance companies, vehicle leasing companies and vehicle dealers and other entities offering vehicle replacement services, with whom Europcar has a direct contractual relationship