

OPEN  
MOBILITY.  
FOR ALL.



**Q1 2020 RESULTS**  
2020, MAY 5<sup>th</sup>

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# Key take-aways

- Q1 2020 results impacted by the Covid-19 outbreak as of late February after a solid 2 month performance
- Top priority: safety of all employees and customers with sanitary measures
- Aggressive cost reduction plan, planning to date to remove ~€850m costs<sup>(1)</sup> by year-end 2020
- Preserve cash with a planned reduction of capex, non-recurring items and no payment of dividend;
- Secure liquidity backed by new financing facilities with various lenders for €321m<sup>(2)</sup> <sup>(3)</sup>
- Preparing for the restart by re-focusing the business: domestic, digital and flexible service solutions
- Cautious view to date on 2020:
  - ➔ April / Q2 heavily impacted
  - ➔ Ongoing travel restrictions will likely impact Leisure Summer business
  - ➔ Premature to state on 2020 earnings estimates

# AGENDA

## 1 FACING AN UNPRECEDENTED CRISIS: HOW SIGNIFICATIVELY IT HAS IMPACTED THE TRAVEL & LEISURE INDUSTRY AND EUROPCAR MOBILITY GROUP

## 2 ACTION PLAN:

- Securing health & safety of group's employees and customers
- Cost reduction initiatives
- Cash protection

## 3 OUTLOOK: PREPARING FOR THE FUTURE, POST-CRISIS

# 01

## COVID-19 CRISIS: TRAVEL & LEISURE INDUSTRY HIT HARD



# Q1 2020: Travel & Leisure industry heavily impacted by the covid-19 outbreak

Partial or complete lockdowns as of early March, in most regions where the Group operates: Europe, the US, Australia, New Zealand

Lockdown: partial on Feb. 24th, complete as at March 9th



March 14th



March 17th



March 19th



March 20th



March 22nd



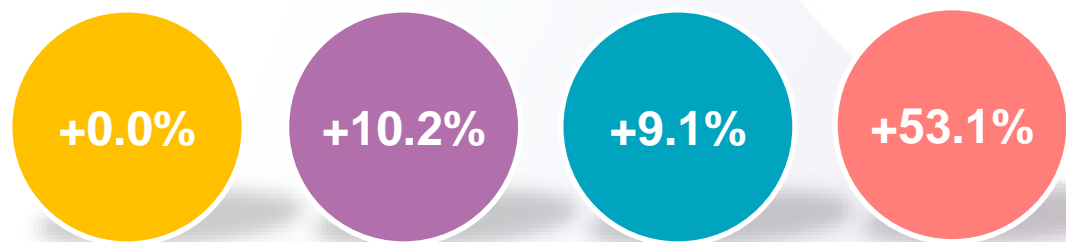
March 24th

- Restricted or forbidden movements for more than half the world population
- Fast decline of airline traffic impacting leisure business in all perimeters
- B2B business stopped
- City business stopped
- Difficulties to operate and defleet due to sanitization requirements and movement restrictions
- 88% stations closed or with reduced hours at the end of April 2020
- Change in reservations trends (increased last minute business / lower forecast visibility)

# What impact on Europcar Mobility Group revenue?

## Business Units' organic rental revenue change\*

JANUARY & FEBRUARY 2020



CARS



LOW COST

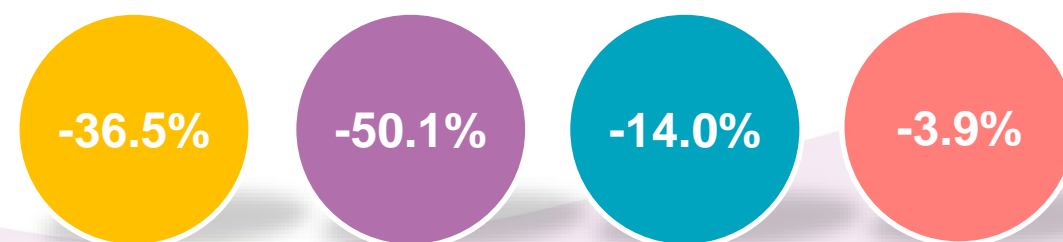


VANS & TRUCKS



URBAN MOBILITY

MARCH 2020



CARS



LOW COST



VANS & TRUCKS



URBAN MOBILITY

GOOD MOMENTUM ON GROUP'S STRATEGIC PILLARS



**+3.6% YTD total revenue, on track with Group's forecast**

EARLY COVID-19 IMPACT ON REVENUE



**-34.6% March YoY total revenue, even greater discrepancy versus Group's forecast**

# A 10% organic\* decline in total revenue in Q1 2020



## CARS

€366m  
-12.8% for  
Total  
revenue

-12.8% for  
rental revenue

**Leisure more impacted than Corporate**

**Southern Europe** is the most impacted region in Europe: first countries to be locked down and the most exposed to international tourism



## LOW COST

€88m  
-13.2% for  
Total  
revenue

-13.2% for  
rental revenue

The Business Unit (BU) addresses almost exclusively the **Leisure segment** and **operates through airports**

Volumes severely hit upfront and probably durably due to travel restrictions



## VANS & TRUCKS

€81m  
+0.9% for  
Total  
revenue

+0.8% for  
rental revenue

The BU addresses Corporate and Domestic businesses.

**Corporate** revenue performance driven by **mid-term contracts for SME & demand for home delivery/ essential services**



## URBAN MOBILITY

€13m  
+32.2%

**Urban solutions to complement** mass public transportation

**After a good start**, business stopped due to cities' restrictions

## BETTER RESILIENCE IN DOMESTIC MARKETS AND VANS & TRUCKS



# From revenue to Margin after variable costs: down in Q1 2020 as a direct impact of the Covid-19 pandemic in March

All data in €m	Q1 2020	Q1 2019	% Change	% Change at constant perimeter and currency
<b>Total revenue</b>	<b>556.9</b>	<b>553.1</b>	<b>0.7%</b>	<b>(10.1%)</b>
Average fleet size ('000)	287.2	264.0	8.8%	0.1%
Rental days volume (in Million)	17.4	17.5	(0.6%)	(8.6%)
Utilization rate	66.4%	73.5%	(7.1)pt	(7.0)pt
Fleet holding costs, excluding estimated interest included in operating leases	(184.6)	(159.3)	(15.9%)	(4.2%)
Fleet operating, rental and revenue related costs & variables costs	(211.6)	(197.0)	(7.4%)	3.9%
<b>Total fleet costs &amp; variable costs</b>	<b>(396.2)</b>	<b>(356.4)</b>	<b>(11.2%)</b>	<b>0.3%</b>
of w/h airport & railway stations lease charge (within IFRS 16 scope)	(6.6)	(8.6)		
of w/h reversal airport & railway stations lease charge	6.6	8.6		
<b>Margin after Variable costs</b>	<b>160.7</b>	<b>196.7</b>	<b>(18.3%)</b>	<b>(27.7%)</b>
<b>Margin</b>	<b>28.9%</b>	<b>35.6%</b>	<b>(6.7)pt</b>	<b>(7.0)pt</b>

At constant perimeter and FX\*:

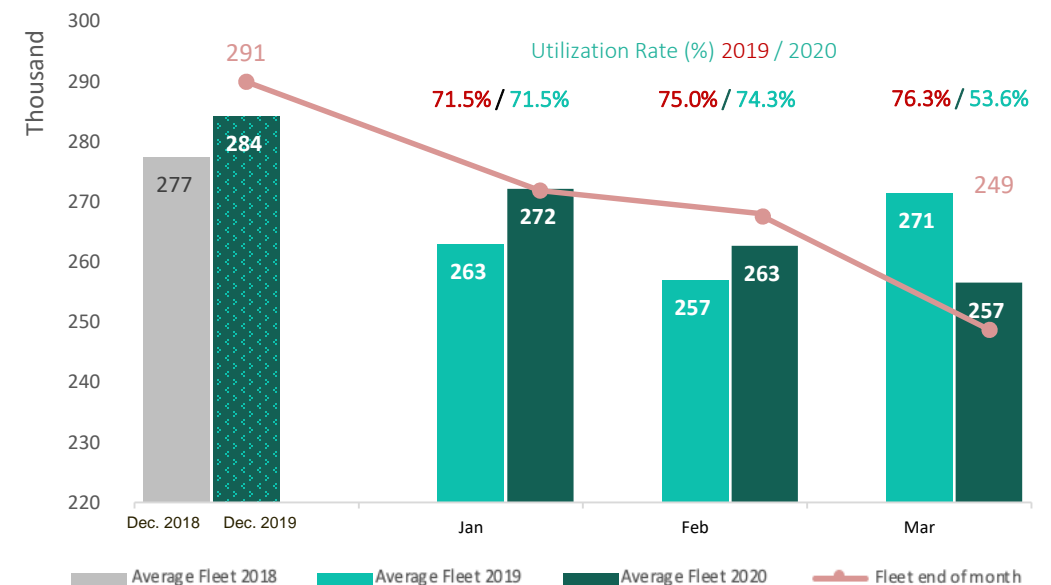
## Fleet costs:

- Average fleet size reflects good start of the year and good Easter pre booking, up until early March
- Brutal drop of the utilization Rate in March, despite early actions to defleet
- Agile Buy-back model allowed early actions, to be continued in April / Q2

## Other variable costs:

- Fast adjustments of the revenue related costs base
- Early tactical measures implemented to mitigate revenue drop (e-commerce and sales & marketing costs reviewed downward)
- Cost cutting measures strengthened in April / Q2

## Monthly evolution of the fleet – YoY (excl. Fox)



# From MAVC to Group net income

All data in €m	Q1 2020	Q1 2019	% Change	% Change at constant perimeter and currency
<b>Margin after variable costs</b>	<b>160.7</b>	<b>196.7</b>	<b>-18.3%</b>	<b>-27.7%</b>
<i>In % of revenue</i>	28.9%	35.6%		
Network	(101.6)	(88.7)	-14.5%	0.6%
HQ Costs	(93.2)	(93.8)	0.7%	8.3%
Fleet financing costs	(29.9)	(27.9)	-7.3%	8.5%
<b>Adjusted Corporate EBITDA (IFRS 16)</b>	<b>(64.0)</b>	<b>(13.7)</b>		
<i>In % of revenue</i>	-11.5%	-2.5%		
IFRS 16 impact on premises and parking	(20.3)	(19.2)		
IFRS 16 impact on the fleet cost & variable costs	(6.6)	(5.6)		
<b>Adjusted Corporate EBITDA excl. IFRS-16</b>	<b>(90.9)</b>	<b>(38.6)</b>		
<b>Margin</b>	<b>-16.3%</b>	<b>-7.0%</b>		
Depreciation – excluding vehicle fleet:	(37.1)	(36.6)	(1.4%)	0.5%
<i>of w/h depreciation of airport &amp; railway stations (within IFRS 16 scope)</i>	(6.3)	(7.8)		
<i>of w/h depreciation of premises and parking (within IFRS 16 scope)</i>	(18.4)	(18.1)		
Non-recurring income and expense	(7.0)	(12.1)	42.0%	42.1%
Other financing income and expense not related to the fleet	(26.8)	(28.8)	6.9%	10.8%
<i>of which IFRS 16 linked financial costs</i>	(4.1)	(4.1)		
<b>Profit/loss before tax</b>	<b>(134.9)</b>	<b>(91.2)</b>	<b>47.9%</b>	<b>43.8%</b>
Income tax	30.1	24.0	25.3%	26.2%
Share of profit/(loss) of associates	-	(0.1)		
<b>Net profit/(loss) incl. IFRS 16</b>	<b>(104.8)</b>	<b>(67.3)</b>	<b>(55.8%)</b>	<b>49.7%</b>

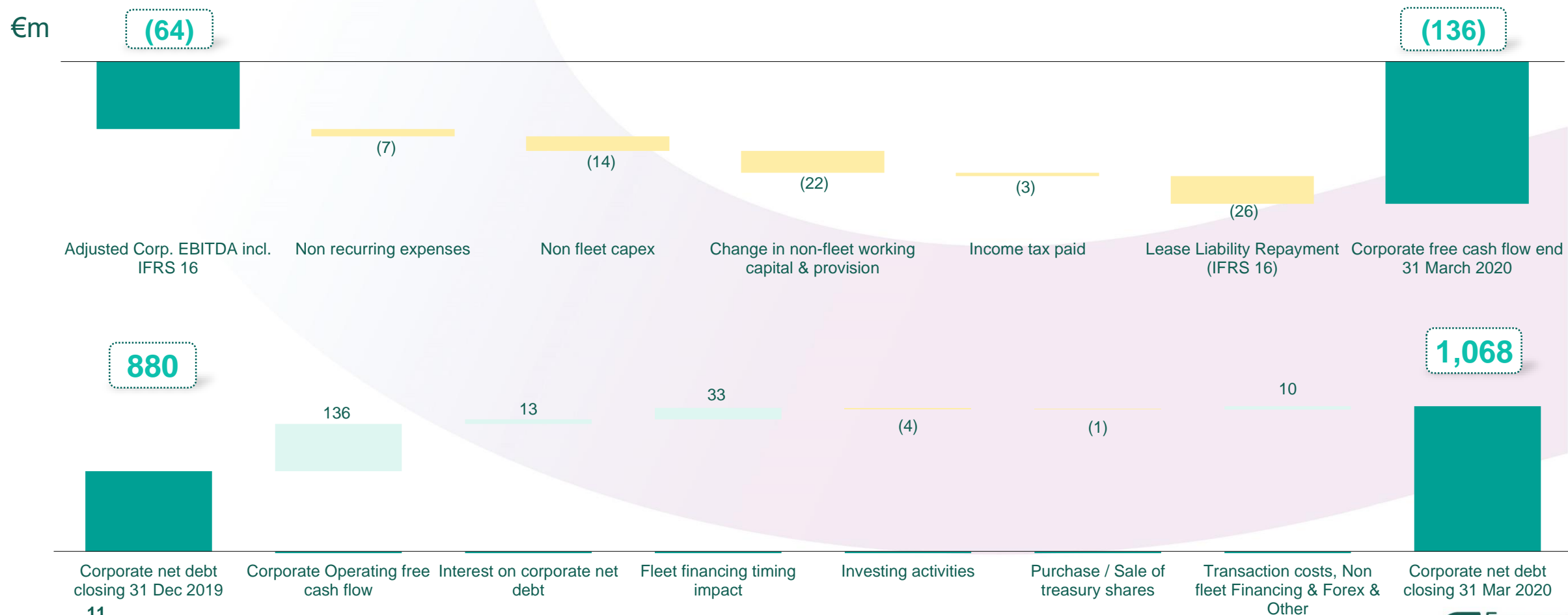
At constant perimeter and currency:

- Network: Action plan to pay-off from Q2 2020
  - Costs in line with the planned revenue (aligned in the first 2 months)
  - Adaptation started in every country during March, on both employees and fixed costs
  - Initial turnaround plans “on hold” due to the outbreak
- HQ Costs: Substantial decrease due to swift action plan:
  - Early benefits of restructuring plan launched Q4 2019
  - HQs rationalization plan partially launched in Q1 already paying off.
  - March "Covid -19 drastic costs reduction measure" already visible, to be amplified during Q2 and onwards
- Non recurring charges:
  - Reflect the restructuring plan launched as part of HQ2020. Next phase put on hold due to Covid-19 crisis
- Improvement in financing cost due to 2019 Corporate Bond refinancing and in Fox fleet financing

**95% of the decrease** in Corporate EBITDA comes from the drop in revenue in March while cost action plan need few weeks to start to materialize

# Q1 2020 Corporate FCF and Corporate Net debt

❖ As a reminder, first quarter always consumes cash: low season for the activity



# 02

## COVID-19 ACTION PLAN



# Top priorities in this unprecedented world crisis period

## Adapt our business, in line with our Values and Social Responsibility

- Put safety of employees and customers first
- Ensure continuity of the activity, wherever possible
- Commit to supporting those who are hit by the pandemic: customers, caregivers as well as our employees

## Adapt our P&L and balance sheet

- Adapt cost base
- Preserve cash
- Secure liquidity

**GOVERNANCE AND MANAGEMENT REORGANIZED ACCORDINGLY,  
FOR FAST REACTION CAPACITIES**

# Safety first



- Reinforced cleaning of vehicles between each rental with systematic use of disinfectants in March



- « Zero contact » policy between employees and customers deployed in April

**Europcar**  
moving your way

## TU SEGURIDAD Y LA DE NUESTROS EMPLEADOS ES NUESTRA PRIORIDAD NÚMERO UNO

Todos los que formamos **Europcar** somos muy conscientes de que vivimos momentos excepcionales que requieren medidas también extraordinarias.

Por eso queremos contarte qué estamos haciendo para que cuando alquiles un vehículo con nosotros sigas conduciendo con toda la tranquilidad.

1. Seguimos al pie de la letra las recomendaciones de la OMS y de las autoridades españolas.



2. Hemos puesto en marcha nuestro programa "Safe & Flex" en nuestras oficinas de todo el mundo.

3. Hemos reforzado los protocolos de limpieza de nuestros coches entre cada alquiler.

Desinfectamos el volante, la palanca de cambio, la guantera, los tiradores de las puertas, las llaves, el retrovisor interno, el cinturón de seguridad, el salpicadero y el freno de mano.



[HAZ CLIC AQUÍ PARA VER CÓMO LO HACEMOS](#)



4. Desinfectamos sistemáticamente el mostrador después de atender a cada cliente.

5. Con nuestra política de "contacto cero", entregamos la llave de cada vehículo desinfectada y en un sobre sellado.



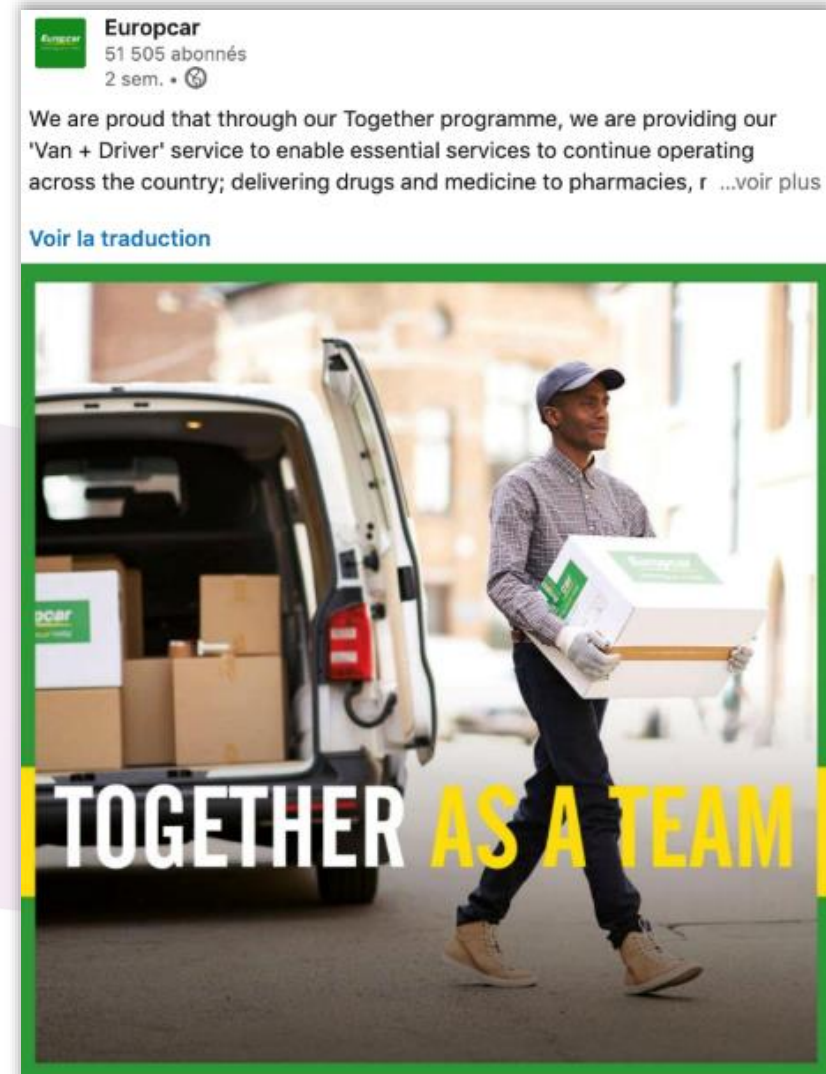
All HQs closed

Generalisation  
of remote working



# Mobility solutions for businesses, key goods / services... and people

- **Focus of Vans & Trucks business on essential industries**  
(i.e. delivery service companies, supermarkets, construction, insurance / vehicle replacement)
- **Acceleration on long-term rental solutions**
- **New products with more flexibility to support regular customers**  
(i.e. flexible bookings modification or cancellation, driver age groups)



# Together program: mobility solutions for frontline workers



For all Emergency Service Employees...

As a token of our appreciation to all of you working in essential services, Europcar is offering car rental from £5 per day. This offer is open to NHS workers, armed forces, police, paramedics, ambulance workers, fire services, social care workers and those working in education and childcare.

Our hope is that this will help people whose roles are critical to the welfare of our community, to travel safely to work.

For more details and to book your car, please scan the code or visit our website below



[www.europcar.co.uk/emergency-services-uk](http://www.europcar.co.uk/emergency-services-uk)

Stay safe, stay well.



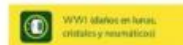
Europcar x ASSISTANCE PUBLIQUE HÔPITAUX DE PARIS

TOGETHER



GRACIAS POR CUIDAR DE TODOS NOSOTROS.

Toca quedarse en casa, pero hay héroes como tú que necesitan moverse para ayudar a otros. En ese caso, queremos ofrecerte un vehículo **completamente gratis** para que te muevas más seguro.



Para alquileres en España, hasta el 12 de abril.

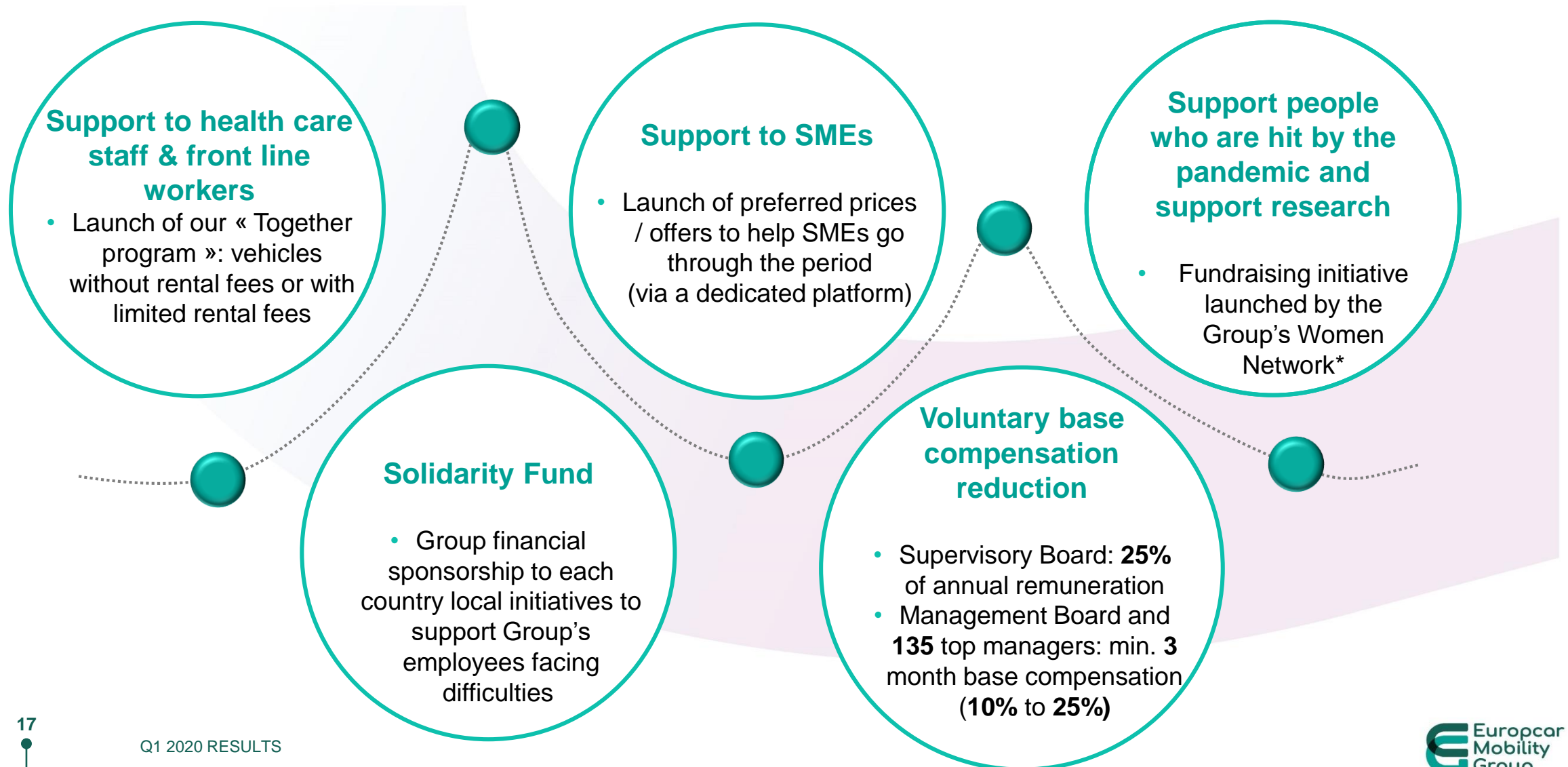
- **21** countries engaged

- Hundreds of Europcar Mobility Group's employees mobilized

- More than **2,000** vehicles involved



# Group societal engagement during the crisis



# Adapt our P&L and Balance sheet: Vigorous cost base adaptation both on variable and fixed costs

## Alignment of our variable/flex costs base

### **Fleet: massive cost base adaptation to cope with a lowered demand thanks to Groups' flex buy-back model**

- Fast and strong reduction of fleet volumes\*:
  - Average fleet down 5% in March YoY
  - Average fleet down c.20% in April YoY
  - Average fleet planned in June down **over one-third YoY**
- Discussions in progress with OEMs to further flex & optimize Group's fleet planning

### **Operating variable costs reduced to current activity**

- Fixed fees and minimum fees commitment renegotiated with airports and railways
- Temporary workers and subcontracted activity suspended in the network
- Commissions to brokers and travel agencies renegotiated
- Minimum e-Commerce on-line related spending

## Agile reduction of our fixed/semi fixed costs base

### **Network overhead and personnel**

- 80% of employees under partial unemployment in all countries to date
- 88% Stations closed or with limited working hours to date
- Negotiations with station landlords on rents reduction / postponement

### **HQ costs (constant perimeter): down in Q1 2020, further reduction planned in Q2 2020**

- 75% of employees under partial unemployment in all countries to date and executives' salary cuts
- Minimum IT investment
- Negotiations in progress with headquarters landlords and real-estate rationalization initiated
- Drastic reduction or deferral of all non-essential expenses including external support and consultancy

To date, by year-end: ~€850m cost base adaptation

# Adapt our P&L and Balance sheet: Implement cash measures and...

## Already planned measures:

- **New fleet planning:** sized to a low level, due to a demand likely to be limited to domestic customers in Q2 2020 onwards. Asset back financing model to support group's liquidity
- **Capex:** planned reduction that could save up to 60% in 2020 versus 2019 (€75m in 2019), depending on business trends
- **Non-recurring items:** planned reduction that could go up to 60-70% in 2020 versus 2019 (€56m in 2019) to reflect current lack of visibility of year end. Will be sized to cope with new requirement of the Group
- **Focus on non-fleet WC:** strong daily monitoring on cash collection on receivables and rigorous management of payables
- **Dividend cancellation** proposed to further protect liquidity (€13m)

Further reviewed in the course of Q2 2020

# ... Securing liquidity, the group's key priority

## Comprehensive financing scheme

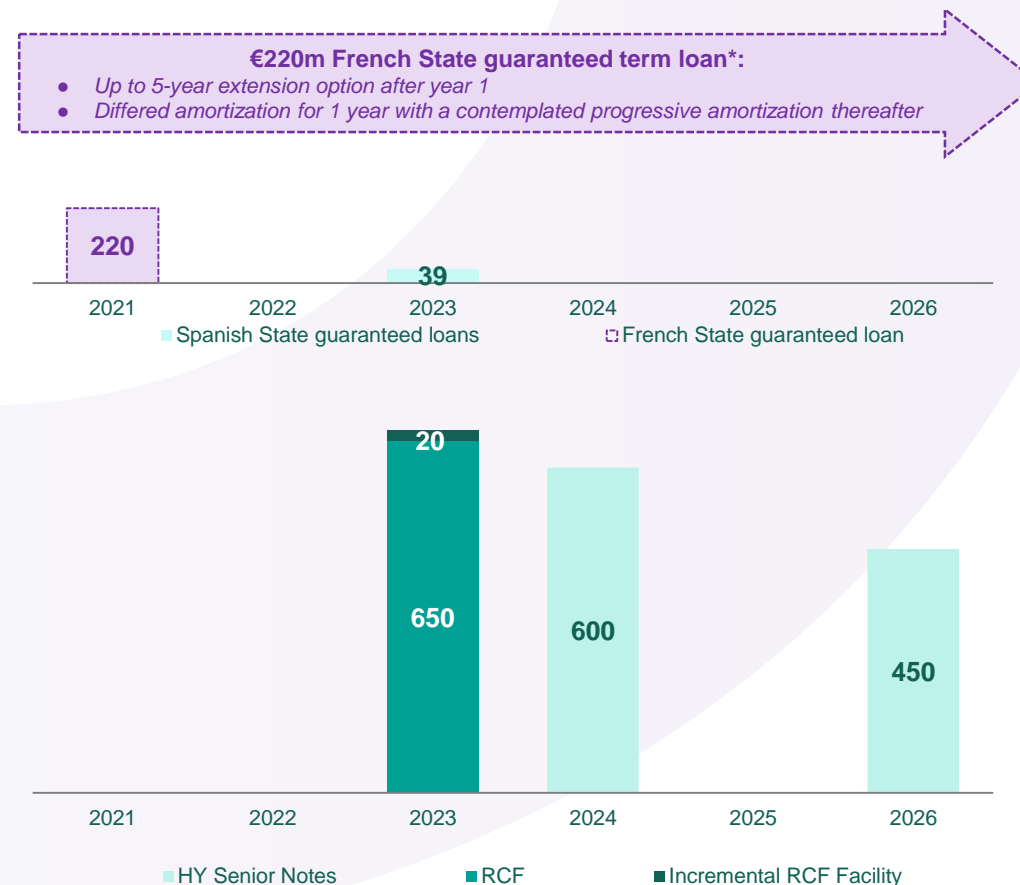
As part of the continuation of its cost-saving and cash preservation plan, **the group has successfully secured €321m new financing facilities to ensure liquidity** through the current crisis and swiftly prepare operation restart:

- ❑ **€220m new term loan\***, 90% guaranteed by the French State ("Prêt Garanti par l'Etat") with a 1 year initial maturity and an up to 5-year extension option (April 2026)
- ❑ **€81m new financing facilities**, 70% guaranteed by the Spanish State with a 3 years maturity and dedicated to both corporate needs
- ❑ **€20m Incremental RCF** funded by Eurazeo, the group's main shareholder (increase of the RCF facility from €650m to €670m)

All these new financing facilities, together with its existing financing framework, will **provide the Group with enough flexibility to face the current and severe business impacts** resulting from lockdowns and travel restrictions everywhere it operates, while **allowing the Group to progressively resume its activities post Covid-19 crisis**

The Group has the financial capacity to face the current situation while allowing to progressively resume its activities post COVID-19 crisis.

## Corporate debt maturity profile (in €m)



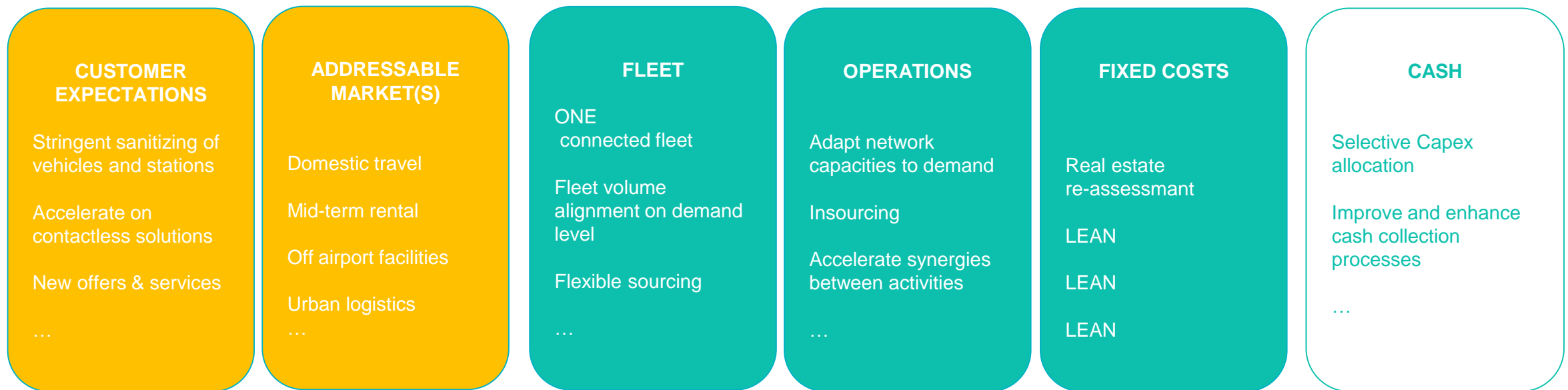
# 03 OUTLOOK



# Cautious view on 2020

- **Cautious view for the rest of the year due to uncertainties on the current situation:**
  - Timings and schemes of lockdown exits may vary from one country to another
  - Borders / flights reopening and air traffic slowly back to “normal”
- **Q2 2020:** will be severely impacted with a full impact of the lock down in April 2020 and a very slow & heterogeneous re-opening from May 2020
- **H2 2020:**
  - Group’s business focus on the domestic business segment, building on a shift from international to “local” travel
  - Flexibilisation of Group’s offers in general, to facilitate customer decision in times of uncertainty
  - Push agility further in terms of cost base, with notably stations reopening based on customer demand
  - Prepare the Group for the future

# “Restart 2020” action plan: strong prioritization, high and quick return, low investments



- **Offers, services and operations fitting with customers expectations and a new societal environment**
  - **Aggressive and fast adaptation of cost base to reflect a “new” addressable market**
    - **Strong focus on cash**

# “Rethink mid-term 2021-2023”: Adapt to a “new normal”, relying on our purpose

## OUR MISSION & PURPOSE

Offer attractive  
alternative mobility solutions  
to vehicle ownership,  
in a responsible and  
sustainable way

### RESPONSIBLE

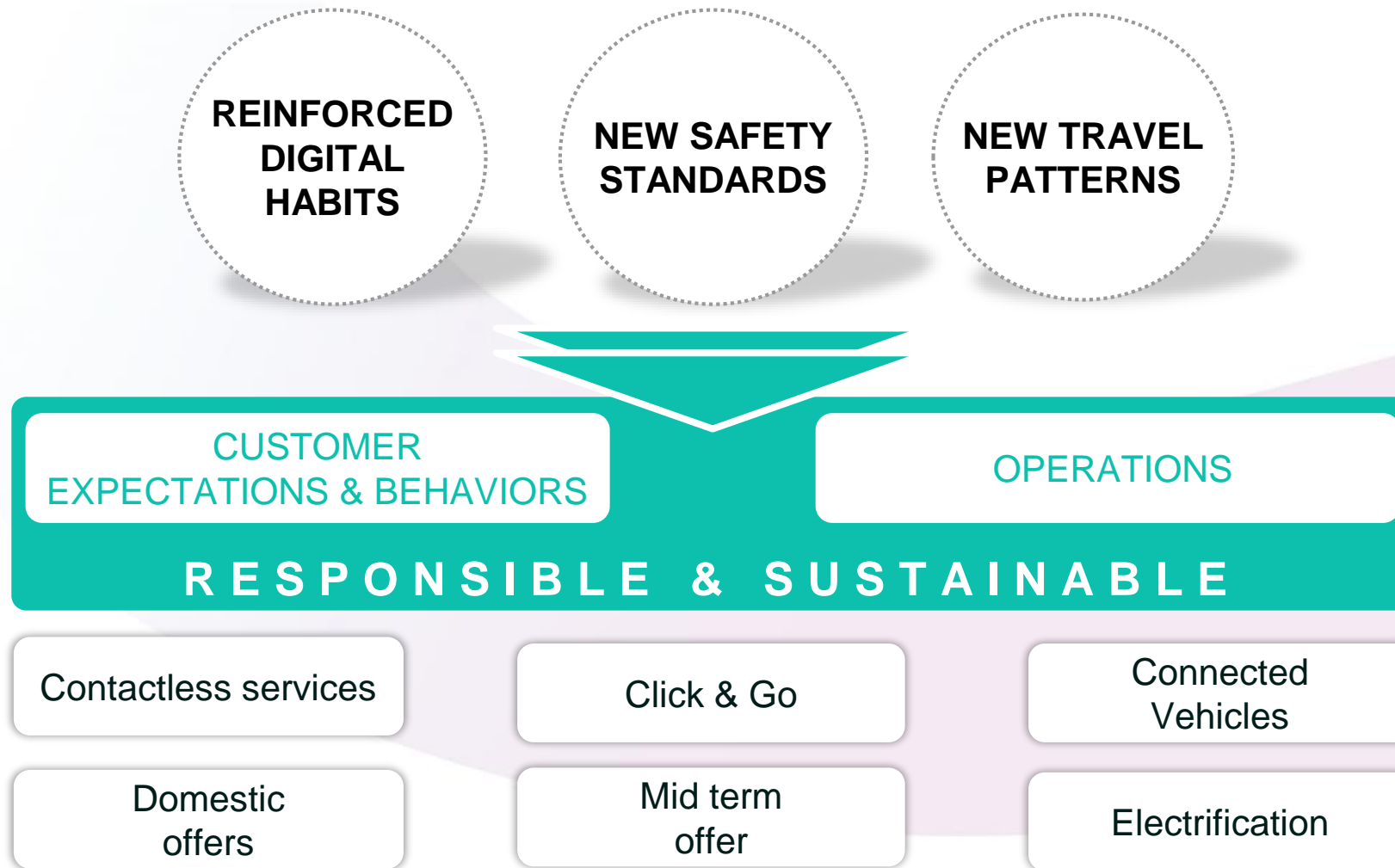
By contributing to the safe mobility of people and goods  
By making mobility flexible and accessible  
By offering a natural complement to public transportation and micro mobility

### SUSTAINABLE

By being part of the solution towards a low-carbon world  
By being an integral part of supply chains / business models and contributing to the economic recovery



“Rethink”: from our purpose to a shortlist of strategic initiatives & actions, building on existing ones



# Key take-aways

- Q1 2020 results impacted by the Covid-19 outbreak as of late February after a solid 2 month performance
- Top priority: safety of all employees and customers with sanitary measures
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  - ➔ Premature to state on 2020 earnings estimates

# 04

Q&A

GO CAR

BUCHBINDER  
Rent-a-Car

ubeeqo

Scooty

brunel

ecar

inter  
rent

**GOLDCAR**

**Europcar**  
moving your way

Wanderis

FOX  
RENT A CAR

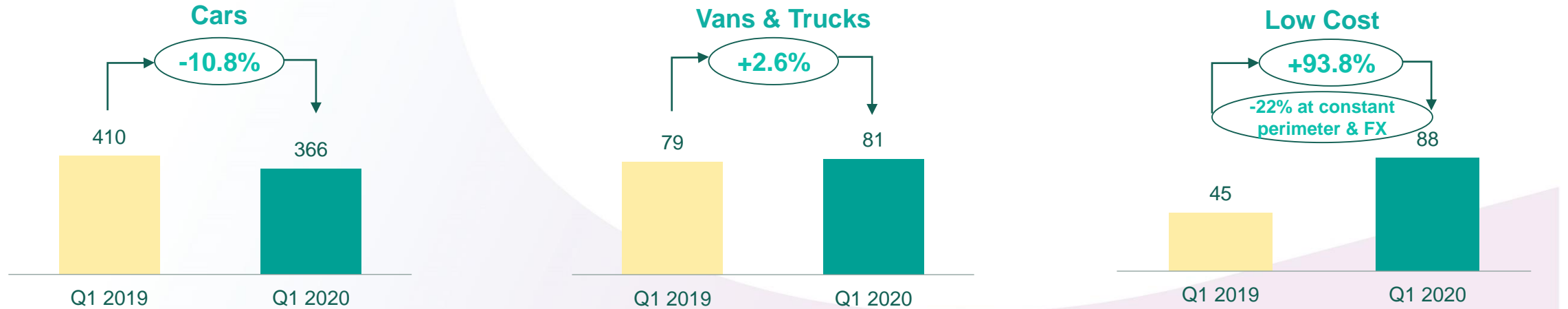
# 05

## APPENDIX

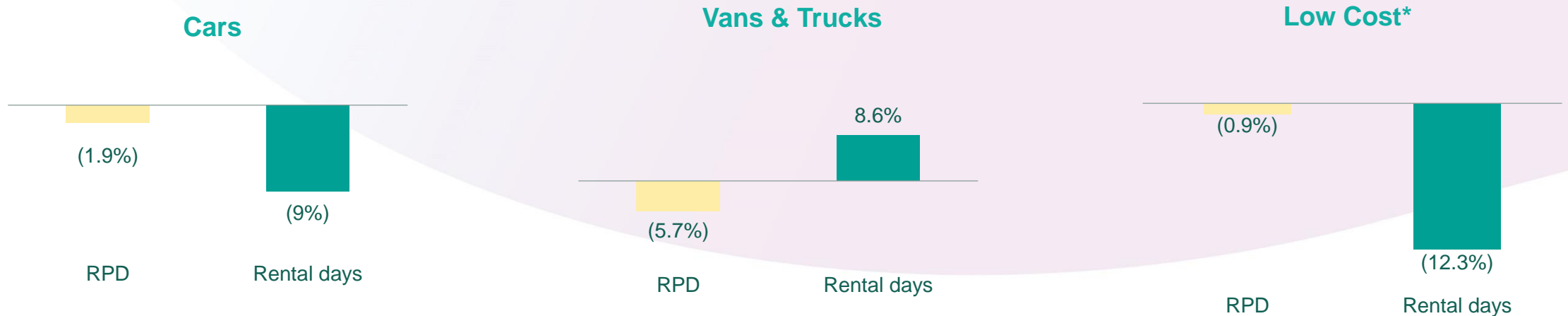


# Q1 2020 revenue by business unit

Total revenue (€m and % growth on a reported basis)



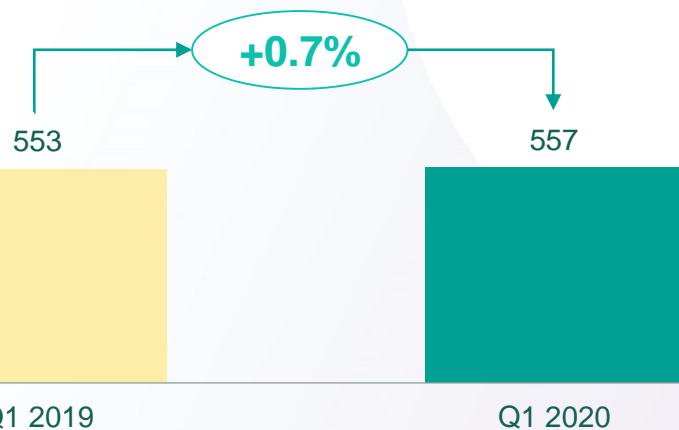
Volumes & prices for Rental revenue (% YoY change)



\* At constant perimeter and FX

# Q1 2020 key financials

REVENUE (€M AND % GROWTH)



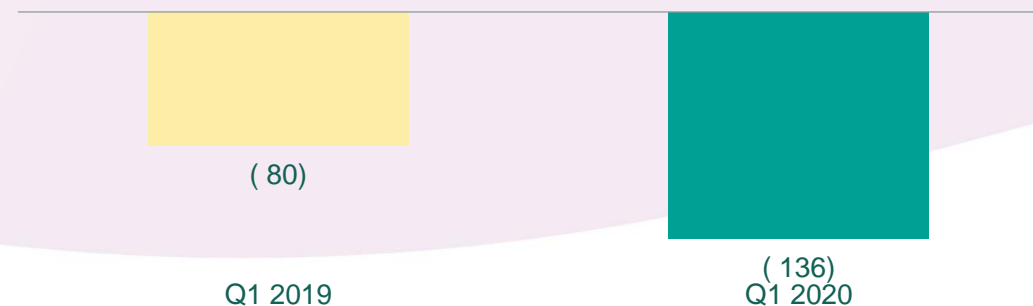
ADJUSTED CORPORATE EBITDA (€M)



NET INCOME (€M)

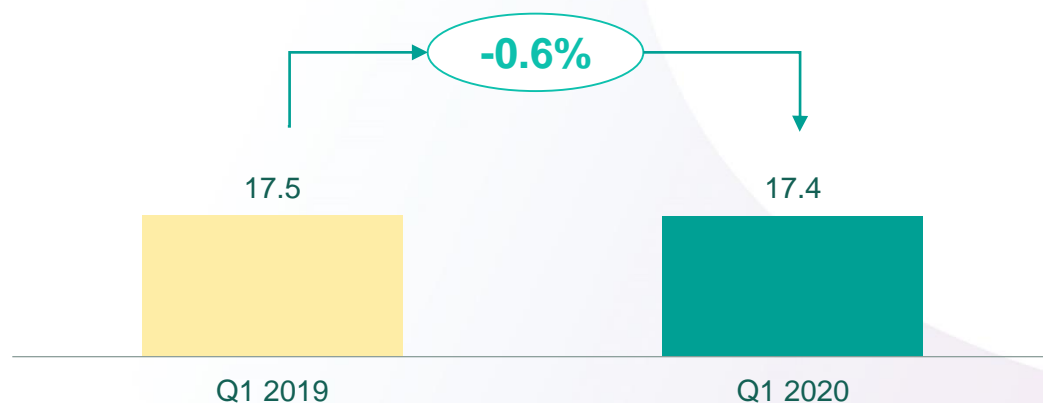


CORP OPERATING FREE CASH FLOW (€M)

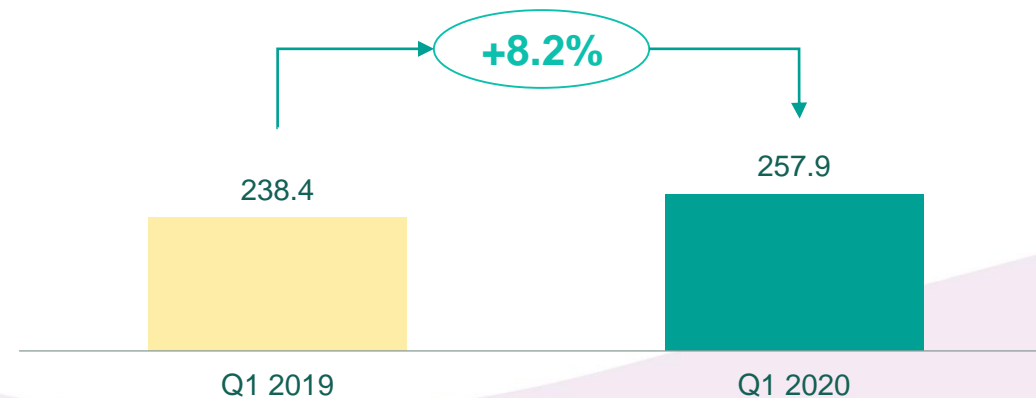


# Q1 2020 Operational indicators

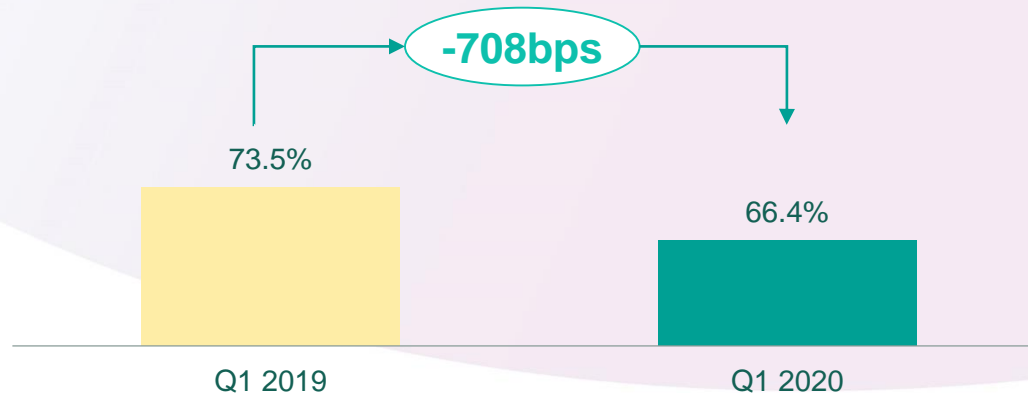
RENTAL DAY VOLUME (MILLION AND % GROWTH)



FLEET COSTS PER UNIT PER MONTH (€ AND % CHANGE)



UTILIZATION RATE (% AND CHANGE IN BPS)



# Key financial indicators in Q1 2020

Incl. IFRS 16 Excl. IFRS 16 Incl. IFRS 16 Excl. IFRS 16

All data in €m, except if noted

	Q1 2020	Q1 2020	Q1 2019	Q1 2019
<b>Revenues</b>	<b>557</b>	<b>557</b>	<b>553</b>	<b>553</b>
Rental Day Volume (million)	17.4	17.4	17.5	17.5
Average duration (day)	7.0	7.0	6.5	6.5
Average Fleet (thousand)	287.2	287.2	264.0	264.0
Average Per unit fleet costs per month (€)	(258)	(258)	(239)	(235)
Financial utilization rate	66.4%	66.4%	73.5%	73.5%
<b>Adjusted Corporate EBITDA</b>	<b>(64)</b>	<b>(91)</b>	<b>(14)</b>	<b>(39)</b>
<i>Adjusted Corporate EBITDA Margin</i>	-11.5%	-16.3%	-2.5%	-7.0%
<b>Corporate Free Cash Flow</b>	<b>(136)</b>	<b>(136)</b>	<b>(80)</b>	<b>(79)</b>
Operating Income IFRS	(89)	(91)	(46)	(45)
<b>Net Income IFRS</b>	<b>(105)</b>	<b>(103)</b>	<b>(67)</b>	<b>(64)</b>
Corporate Net Debt at end of the period*	1 068	1 068	935	935



# Management P&L in Q1 2020 (incl. and excl. IFRS 16): from revenue to Adjusted Corporate EBITDA

	Incl. IFRS16	IFRS 16 Impact	Excl. IFRS16	Incl. IFRS 16	Excl. IFRS16
All data in €m	Q1 2020		Q1 2020	Q1 2019	Q1 2019
<b>Total revenue</b>	<b>556.9</b>	<b>-</b>	<b>556.9</b>	<b>553.1</b>	<b>553.1</b>
<b>Fleet holding costs, excluding estimated interest included in operating leases</b>	<b>(184.6)</b>	<b>(0.3)</b>	<b>(184.3)</b>	<b>(159.3)</b>	<b>(156.3)</b>
<b>Fleet operating, rental and revenue related costs</b>	<b>(211.6)</b>	<b>7.0</b>	<b>(218.5)</b>	<b>(197.0)</b>	<b>(205.7)</b>
<b>Margin after Variable costs</b>	<b>160.7</b>	<b>6.6</b>	<b>154.1</b>	<b>196.7</b>	<b>191.1</b>
<b>Margin</b>	<b>28.9%</b>		<b>27.7%</b>	<b>35.6%</b>	<b>34.5%</b>
<b>Personnel costs, network and head office overhead, IT and other</b>	<b>(194.8)</b>	<b>20.3</b>	<b>(215.1)</b>	<b>(182.5)</b>	<b>(201.8)</b>
<b>Fleet financing expenses, including estimated interest included in operating leases</b>	<b>(29.9)</b>	<b>-</b>	<b>(29.9)</b>	<b>(27.9)</b>	<b>(27.9)</b>
<b>Adjusted Corporate EBITDA</b>	<b>(64.0)</b>	<b>27.0</b>	<b>(90.9)</b>	<b>(13.7)</b>	<b>(38.6)</b>
<b>Margin</b>	<b>-11.5%</b>		<b>-16.3%</b>	<b>-2.5%</b>	<b>-7.0%</b>

# Management P&L for Q1 2020: from Adjusted Corporate EBITDA to Net income

	Incl. IFRS16	IFRS 16 Impact	Excl. IFRS16	Incl. IFRS 16	Excl. IFRS16
All data in €m	Q1 2020		Q1 2020	Q1 2019	Q1 2019
<b>Adjusted Corporate EBITDA</b>	<b>(64.0)</b>	<b>27.0</b>	<b>(90.9)</b>	<b>(13.7)</b>	<b>(38.6)</b>
<b>Margin</b>	<b>-11.5%</b>		<b>-16.3%</b>	<b>-2.5%</b>	<b>-7.0%</b>
Depreciation – excluding vehicle fleet	(37.1)	(24.6)	(12.5)	(36.6)	(10.8)
Non-recurring income and expense	(7.0)	-	(7.0)	(12.1)	(12.1)
Other financing income and expense not related to the fleet	(26.8)	(4.1)	(22.7)	(28.8)	(24.6)
<b>Profit/loss before tax</b>	<b>(134.9)</b>	<b>(1.8)</b>	<b>(133.1)</b>	<b>(91.2)</b>	<b>(86.1)</b>
Income tax	30.1	-	30.1	24.0	22.6
Share of profit/(loss) of associates	-	-	-	(0.1)	(0.1)
<b>Net profit/(loss)</b>	<b>(104.8)</b>	<b>(1.8)</b>	<b>(103.1)</b>	<b>(67.3)</b>	<b>(63.6)</b>

# IFRS P&L in Q1 2020

	Incl. IFRS 16	Excl. IFRS 16	Incl. IFRS 16	Excl. IFRS 16
All data in €m	Q1 2020	Q1 2020	Q1 2019	Q1 2019
<b>Total revenue</b>	<b>556.9</b>	<b>556.9</b>	<b>553.1</b>	<b>553.1</b>
Fleet holding costs	(195.1)	(194.8)	(171.1)	(168.0)
Fleet operating, rental and revenue related costs	(211.6)	(218.5)	(197.0)	(205.7)
Personnel costs	(132.0)	(132.0)	(125.3)	(125.3)
Network and head office overhead	(64.5)	(84.9)	(59.1)	(78.4)
Other income and expense	1.7	1.7	1.9	1.9
Depreciation – excluding vehicle fleet	(37.1)	(12.5)	(36.6)	(10.8)
<b>Recurring operating income</b>	<b>(81.7)</b>	<b>(84.1)</b>	<b>(34.2)</b>	<b>(33.2)</b>
Non-recurring income and expenses	(7.0)	(7.0)	(12.1)	(12.1)
<b>Operating income</b>	<b>(88.8)</b>	<b>(91.1)</b>	<b>(46.3)</b>	<b>(45.3)</b>
Net financing costs	(46.1)	(42.0)	(44.9)	(40.8)
<b>Profit/(loss) before tax</b>	<b>(134.9)</b>	<b>(133.1)</b>	<b>(91.2)</b>	<b>(86.1)</b>
Income tax	30.1	30.1	24.0	22.6
Share of profit/(loss) of associates	-	-	(0.1)	(0.1)
<b>Net profit/(loss)</b>	<b>(104.8)</b>	<b>(103.1)</b>	<b>(67.3)</b>	<b>(63.6)</b>

# Reconciliation Q1 2020

	Incl. IFRS 16	Excl. IFRS 16	Incl. IFRS 16	Excl. IFRS 16
All data in €m	Q1 2020	Q1 2020	Q1 2019	Q1 2019
<b>Adjusted Consolidated EBITDA</b>	<b>118.8</b>	<b>91.5</b>	<b>143.7</b>	<b>115.8</b>
Fleet depreciation IFRS	(146.4)	(100.5)	(142.4)	(73.8)
Fleet depreciation included in operating lease rents	(6.4)	(52.1)	12.9	(52.7)
<b>Total Fleet depreciation</b>	<b>(152.9)</b>	<b>(152.5)</b>	<b>(129.5)</b>	<b>(126.5)</b>
Interest expense related to fleet operating leases (estimated)	(10.5)	(10.5)	(11.7)	(11.7)
Net fleet financing expenses	(19.4)	(19.4)	(16.2)	(16.2)
<b>Total Fleet financing</b>	<b>(29.9)</b>	<b>(29.9)</b>	<b>(27.9)</b>	<b>(27.9)</b>
<b>Adjusted Corporate EBITDA</b>	<b>(64.0)</b>	<b>(90.9)</b>	<b>(13.7)</b>	<b>(38.6)</b>
Amortization, depreciation and impairment expense	(37.1)	(12.5)	(36.6)	(10.8)
Reversal of Net fleet financing expenses	19.4	19.4	16.2	16.2
Reversal of Interest expense related to fleet operating leases (estimated)	10.5	10.5	11.7	11.7
<b>Adjusted recurring operating income</b>	<b>(71.2)</b>	<b>(73.5)</b>	<b>(22.5)</b>	<b>(21.5)</b>
Interest expense related to fleet operating leases (estimated)	(10.5)	(10.5)	(11.7)	(11.7)
<b>Recurring operating income</b>	<b>(81.7)</b>	<b>(84.1)</b>	<b>(34.2)</b>	<b>(33.2)</b>

# Management cash flow in Q1 2020

	Incl. IFRS 16	Excl. IFRS 16	Incl. IFRS 16	Excl. IFRS 16
All data in €m	Q1 2020	Q1 2020	Q1 2019	Q1 2019
<b>Adjusted Corporate EBITDA</b>	<b>(64)</b>	<b>(91)</b>	<b>(14)</b>	<b>(39)</b>
Non-recurring expenses	(7)	(7)	(12)	(12)
Non-fleet capital expenditure (net of proceeds from disposals)	(14)	(14)	(18)	(18)
Changes in non-fleet working capital and provisions	(21)	(21)	(11)	(11)
Income tax paid	(3)	(3)	1	1
Lease Liability Repayment (under IFRS 16)	(26)		(26)	
Interest paid on lease liability (under IFRS16)	(1)		-	
<b>Corporate free cash flow</b>	<b>(136)</b>	<b>(136)</b>	<b>(80)</b>	<b>(79)</b>
Cash interest paid on corporate High Yield bonds	(0)	(0)	-	-
<b>Cash flow before change in fleet asset base, financing and other investing activities</b>	<b>(136)</b>	<b>(136)</b>	<b>(80)</b>	<b>(79)</b>
Change in fleet asset base, net of drawings on fleet financing and others working capital facilities	(150)	(150)	(17)	(31)
Other investing activities	4	4	(1)	(1)
Capital increase and Share buy-back	1	1	(26)	(26)
Dividends	-	-	-	-
Transaction cost cash out and swap impact	(7)	(7)	(2)	0
<b>Net change in cash before FX effect</b>	<b>(288)</b>	<b>(288)</b>	<b>(126)</b>	<b>(136)</b>
Cash and cash equivalents at beginning of period	628	628	425	425
Scope variation	-	-	-	-
Effect of foreign exchange conversions	(4)	(4)	1	1
<b>Cash and cash equivalents at end of period</b>	<b>336</b>	<b>336</b>	<b>290</b>	<b>290</b>

# Main impacts of IFRS 16 on Q1 2020

P&L (in M€)	At March 31, 2020 before New Standards	Application of IFRS 16	At March 2020 as reported
<b>Revenue</b>	<b>557</b>	<b>-</b>	<b>557</b>
<i>Fleet, rental and revenue related costs</i>	(414)	7	(406)
<i>Personnel Costs</i>	(219)	-	(219)
<i>Network &amp; HQ Costs</i>	(85)	20	(65)
<i>D&amp;A and Impairment</i>	(12)	(25)	(37)
<i>Other Income</i>	2	-	2
<b>Current operating Income</b>	<b>(84)</b>	<b>3</b>	<b>(81)</b>
<b>Operating Income</b>	<b>(91)</b>	<b>3</b>	<b>(88)</b>
Financial result	(42)	(5)	(47)
Profit before tax	(133)	(2)	(135)
<b>Net income</b>	<b>(103)</b>	<b>(2)</b>	<b>(105)</b>

<i>Restatement of Adj Corporate EBITDA (in M€)</i>	At March 31, 2020 before New Standards	Application of IFRS 16	At March 2020 as reported
<b>Current operating Income</b>	<b>(84)</b>	<b>3</b>	<b>(81)</b>
<i>D&amp;A and Impairment</i>	12	25	37
<i>Net Fleet Financing expenses</i>	(19)	(1)	(20)
<b>Adj CEBITDA calculated</b>	<b>(91)</b>	<b>27</b>	<b>(64)</b>

<u>Balance sheet in M€</u>	March 31, 2020	March 31, 2019
<b>Assets :</b>	<b>443</b>	<b>476</b>
- Property, Plant & Equipment	331	347
- Rental Fleet in balance sheet	112	129
<b>Liabilities :</b>	<b>454</b>	<b>484</b>
- Liabilities linked to non-fleet leases	339	353
- Liabilities linked to fleet leases	115	131

IFRS 16 is the new standard on leases, with first application on January 1, 2019. All leases contracts are accounted in the balance sheet through an asset representing the “Right of Use” of the leased asset along the contract duration, and the corresponding liability, representing the lease payments obligation.

Europcar Mobility Group is using the simplified retrospective method, according to which there is no restatement of comparative periods.

# Financing structure as of March 31<sup>st</sup>, 2020

€million	Pricing	Maturity	Dec. 31, 2019	Mar. 31, 2020
High Yield Senior Notes	4.13%	2024	600	600
High Yield Senior Notes	4.00%	2026	450	450
Senior Revolving Facility (€650m) & NEU CP (€450m)		2023	518	611
FCT Junior Notes, accrued interest not yet due, capitalized financing costs and other			(227)	(302)
<b>Gross Corporate debt</b>			<b>1 341</b>	<b>1 359</b>
Net cash in hand and restricted cash			(461)	(291)
<b>CORPORATE NET DEBT</b>		<b>(A)</b>	<b>880</b>	<b>1 068</b>

€million	Pricing	Maturity	Dec. 31, 2019	Mar. 31, 2020
High Yield EC Finance Notes (a)	2.375%	2022	500	500
Senior asset revolving facility (€1.7bn SARF) (c)	E+130bps	2022	1 134	747
FCT Junior Notes, accrued interest, financing capitalized costs and other			253	309
UK, Australia and other fleet financing facilities		Various (d)	1 572	1 326
<b>Gross financial fleet debt</b>			<b>3 459</b>	<b>2 882</b>
Cash held in fleet financing entities and Short-term fleet investments			(235)	(97)
<b>Fleet net debt in Balance sheet</b>			<b>3 224</b>	<b>2 785</b>
<b>Liabilities linked to fleet leases</b>			<b>131</b>	<b>115</b>
<b>TOTAL FLEET NET DEBT (incl. op leases)</b>		<b>(B)</b>	<b>3 355</b>	<b>2 899</b>

# IFRS balance sheet end of March 31<sup>st</sup>, 2020

<i>In € thousands</i>	At March. 31, 2020	At March. 31, 2020 before IFRS 16	At Dec. 31, 2019	At Dec. 31, 2019 before IFRS 16
<b>Assets</b>				
Goodwill	1 167 035	1 167 035	1 169 740	1 169 740
Intangible assets	1 019 947	1 019 947	1 016 084	1 016 084
Property, plant and equipment	500 903	169 948	518 346	171 545
Other non-current financial assets	66 918	66 918	73 905	73 905
Deferred tax assets	122 498	122 498	119 740	119 740
<b>Total non-current assets</b>	<b>2 877 301</b>	<b>2 546 346</b>	<b>2 897 815</b>	<b>2 551 014</b>
Inventory	27 120	27 120	29 563	29 563
Rental fleet recorded on the balance sheet	2 823 004	2 710 708	3 210 147	3 080 646
Rental fleet and related receivables	819 759	819 759	966 423	966 423
Trade and other receivables	446 906	446 906	487 618	487 618
Current financial assets	15 079	15 079	14 844	14 844
Current tax assets	64 224	64 224	34 023	34 023
Restricted cash	102 918	102 918	116 518	116 518
Cash and cash equivalents	251 900	251 900	527 019	527 019
<b>Total current assets</b>	<b>4 550 910</b>	<b>4 438 614</b>	<b>5 386 155</b>	<b>5 256 654</b>
<b>Total assets</b>	<b>7 428 210</b>	<b>6 984 957</b>	<b>8 283 970</b>	<b>7 807 667</b>
<b>Equity</b>				
<b>Total equity attributable to the owners of Europcar Mobility Group</b>	<b>713 107</b>	<b>723 839</b>	<b>837 181</b>	<b>845 527</b>
Non-controlling interests	617	617	643	643
<b>Total equity</b>	<b>713 724</b>	<b>724 456</b>	<b>837 824</b>	<b>846 170</b>

<i>In € thousands</i>	At March. 31, 2020	At March. 31, 2020 before IFRS 16	At Dec. 31, 2019	At Dec. 31, 2019 before IFRS 16
<b>Liabilities</b>				
Financial liabilities	1 795 406	1 795 406	1 812 604	1 812 604
Non-current liabilities related to leases	269 004	0	292 174	0
Non-current financial instruments	67 933	67 933	64 161	64 161
Employee benefit liabilities	160 837	160 837	161 565	161 565
Non-current provisions	3 324	3 324	5 132	5 132
Deferred tax liabilities	212 837	212 837	212 046	212 046
Other non-current liabilities	142	142	159	159
<b>Total non-current liabilities</b>	<b>2 509 483</b>	<b>2 240 479</b>	<b>2 547 841</b>	<b>2 255 667</b>
Current portion of financial liabilities	2 464 049	2 464 049	2 994 090	2 994 090
Current liabilities related to leases	184 981	0	192 474	0
Employee benefits	3 275	3 275	3 275	3 275
Current provisions	201 842	201 842	219 950	219 950
Current tax liabilities	43 851	43 851	46 494	46 494
Rental fleet related payables	726 375	726 375	813 128	813 128
Trade payables and other liabilities	580 630	580 630	628 895	628 893
<b>Total current liabilities</b>	<b>4 205 003</b>	<b>4 020 022</b>	<b>4 898 306</b>	<b>4 705 830</b>
<b>Total liabilities</b>	<b>6 714 486</b>	<b>6 260 501</b>	<b>7 446 147</b>	<b>6 961 497</b>
<b>Total equity and liabilities</b>	<b>7 428 210</b>	<b>6 984 957</b>	<b>8 283 970</b>	<b>7 807 667</b>



# IFRS Cash Flow in Q1 2020

<i>In € thousands</i>	Three months 2020	Three months 2020 before IFRS 16	Three months 2019	Three months 2019 before IFRS 16
<b>Profit/(loss) before tax</b>	<b>(135 067)</b>	<b>(133 301)</b>	<b>(91 606)</b>	<b>(86 135)</b>
<b>Reversal of the following items</b>				
Depreciation and impairment expenses on property, plant and equipment (1)	27 519	2 874	31 345	5 527
Amortization and impairment expenses on intangible assets	6 892	6 892	5 288	5 288
Impairment of assets	2 731	2 731	-	-
Changes in provisions and employee benefits (2)	(17 869)	(17 869)	(11 057)	(11 057)
Recognition of share-based payments	145	145	929	929
Profit/(loss) on disposal of assets	34	34	76	76
Other non-cash items	717	717	1 642	1 642
<b>Total net interest costs (3)</b>	<b>40 115</b>	<b>35 406</b>	<b>39 253</b>	<b>34 548</b>
<b>Amortization of transaction costs</b>	<b>2 892</b>	<b>2 892</b>	<b>3 477</b>	<b>3 477</b>
<b>Net financing costs</b>	<b>43 007</b>	<b>38 298</b>	<b>42 730</b>	<b>38 025</b>
<b>Net cash from operations before changes in working capital</b>	<b>(71 891)</b>	<b>(99 479)</b>	<b>(20 653)</b>	<b>(45 705)</b>
Changes to the rental fleet recorded on the balance sheet (4)	352 535	336 484	(26 134)	(43 128)
Changes in fleet working capital	57 627	57 627	263 221	263 221
Changes in non-fleet working capital	(2 734)	(2 734)	900	900
<b>Cash generated from operations</b>	<b>335 537</b>	<b>291 898</b>	<b>217 334</b>	<b>175 289</b>
Income taxes received/paid	(3 234)	(3 234)	1 144	1 144
Net interest paid	(20 420)	(20 420)	(14 746)	(14 746)
<b>Net cash generated from (used by) operating activities</b>	<b>311 883</b>	<b>268 244</b>	<b>203 732</b>	<b>161 686</b>
Acquisition of intangible assets and property, plant and equipment (5)	(14 565)	(14 565)	(20 811)	(20 811)
Proceeds from disposal of intangible assets and property, plant and equipment	709	709	2 320	2 320
Acquisition of subsidiaries, net of cash acquired and other financial investments	3 304	3 304	(1 116)	(1 116)
<b>Net cash used by investing activities</b>	<b>(10 552)</b>	<b>(10 552)</b>	<b>(19 607)</b>	<b>(19 607)</b>
Capital increase (net of related expenses)	-	-	-	-
Special distribution and dividends paid	-	-	-	-
(Purchases) / Sales of treasury shares net	917	917	(27 032)	(27 032)
Derivative instruments	-	-	-	-
Issuance of bonds	-	-	-	-
Change in other borrowings (6)	(545 096)	(545 096)	(250 542)	(250 542)
Change in rental debts (7)	(42 833)	-	(42 044)	-
Payment of transaction costs	(1 555)	(1 555)	(991)	(991)
<b>Net cash generated from (used by) financing activities</b>	<b>(588 567)</b>	<b>(545 734)</b>	<b>(320 609)</b>	<b>(278 565)</b>
<b>Cash and cash equivalent at beginning of period</b>	<b>628 155</b>	<b>(288 042)</b>	<b>424 986</b>	<b>424 986</b>
Net increase/(decrease) in cash and cash equivalents after effect of foreign exchange differences	(287 236)	(288 042)	(136 484)	(136 484)
Changes in scope	-	-	-	-
Effect of foreign exchange differences	(4 510)	(3 704)	1 421	1 421
<b>Cash and cash equivalents at end of period</b>	<b>336 409</b>	<b>336 409</b>	<b>289 923</b>	<b>289 923</b>

(1) In 2020, includes €24.6m for the depreciation of the right of use of property assets within the scope of IFRS 16.

(2) In 2020, the variation is mainly explained by the change in the insurance provision for €4.6m, in the “buy-back” provision for €10.9m and benefit employee provision for €0.7m.

(3) In 2020, the variation includes interest related to the fleet financing for €19m, Interest related to other borrowing for €14m and Interest related to lease liabilities related to for €4.7m.

(4) 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.

(5) In 2020, mainly related to IT developments for €10.8m and equipment renewal for €3.8m.

(6) In 2020, mainly related to drawing variation under Senior Notes (SARF) for €(387)m, Revolving Credit Facility and Commercial Papers for €63m and other borrowings for €(221)m.

(7) In 2020, the variation includes €16m due to change in liability under the fleet lease agreements and €26.5m due to change in liability under non-fleet lease agreements.

# 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 (MAVC):** 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