

H1 2021 RESULTS

JULY 28th, 2021

• **Europcar**
moving your way

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•  ubeeqo



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AGENDA

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02 UPDATE ON “CONNECT” ROLLOUT

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01

Q2 2021

HIGHLIGHTS

Key highlights of Q2 2021

BACK TO REVENUE GROWTH, POSITIVE CORPORATE EBITDA & CORPORATE OPERATING FREE CASH FLOW

CONTINUED TIGHT COST CONTROL CONFIRMING LOWERED BREAK-EVEN

CONTINUOUS IMPROVEMENT IN TERMS OF CASH MANAGEMENT, LIMITED CASH CONSUMPTION

“CONNECT” PLAN: ROLLOUT ON TRACK



02

UPDATE ON “CONNECT” ROLLOUT

“Connect” plan: Acceleration of Group’s transformation in H1 2021

NEW GO-TO-MARKET APPROACHES UP & RUNNING

LEISURE Service Line

DIGITAL JOURNEY

Key’n Go solution deployed in 35 key leisure airports in Southern Europe. 100% digital, safe and fast solution to book, pick-up & return vehicles.

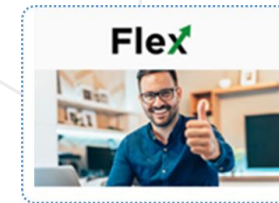


PROFESSIONAL Service Line

SUBSCRIPTION OFFERS FOR B2B

Successful launch of 3 fully flexible offers, tailored for businesses, allowing them to adapt with agility to their activity level evolutions.

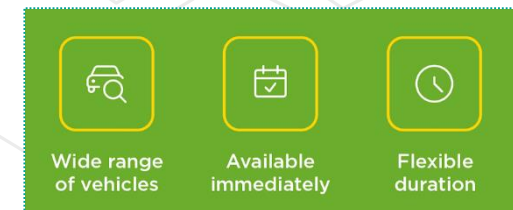
+19% revenue growth of « Fleet Services » vs H1 2020



PROXIMITY Service Line

SUBSCRIPTION OFFERS FOR B2C

Design of a fully flexible subscription service for individuals, to be launched in a pilot country over the course of H2.



“Connect” plan: Acceleration of group’s transformation in H1 2021

GROUP TRANSVERSAL PROGRAMS

ONE CONNECTED FLEET

Deployment of connected vehicles + tech backbone well on track:
10% of Group fleet connected

ONE SUSTAINABLE FLEET

« **Green*** » vehicles: from 3.0% in 2020 to **~6.5%** of the total fleet to-date

« **PURPLE** »

Launch of the **Group’s new unified IT system** in Portugal in June, as planned

Focus on “One Connected Fleet”: creating value for operations and customers

OUR AMBITION

In 2021: **100%** of the fleet in the UK will be connected (67% YTD 2021)

H1 2022: **100%** of Vans & Trucks connected in France, Italy, Spain and Portugal (France and Spain already above 25% YTD 2021)

2022: **~2/3%** of Group fleet connected

End 2023: **100%** of the total fleet connected

WHERE WE STAND

~10% of the fleet is connected

BENEFITS

Enhanced fleet inventory management
+ vehicle delivery & collection - vehicle return

Improved vehicle maintenance

Mileage & fuel monitoring

Better customer experience,
increased satisfaction & loyalty

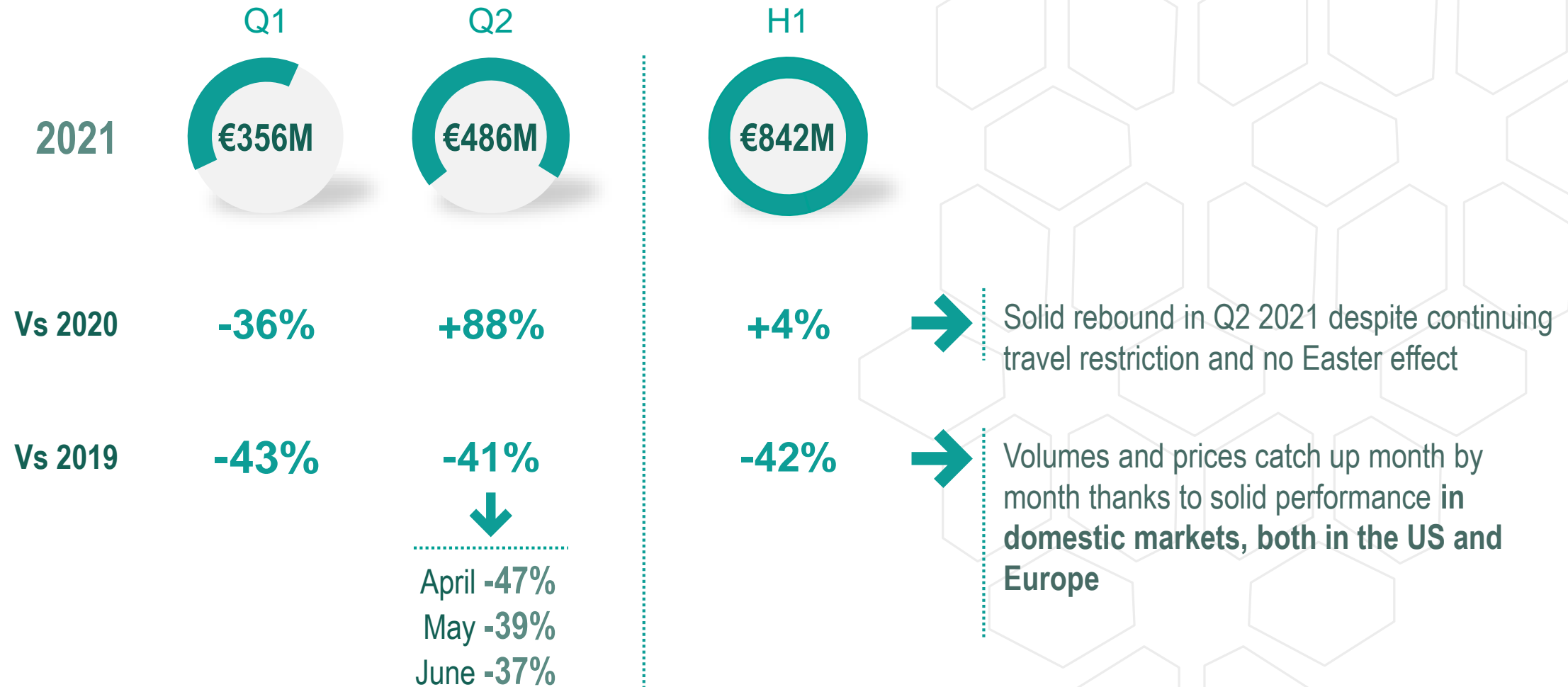
Improved efficiency and profitability



03

H1 2021 RESULTS

H1 2021 Group revenue: strong increase between Q1 2021 and Q2 2021



Strong rebound in Q2 2021 revenue, solid performance in all businesses

CARS

VANS & TRUCKS

LEISURE Service Line



Rental
revenue

€167M
x5.0

PROFESSIONAL Service Line



€156M
+40%

PROXIMITY Service Line



€57M
+42%



€87m
+32%

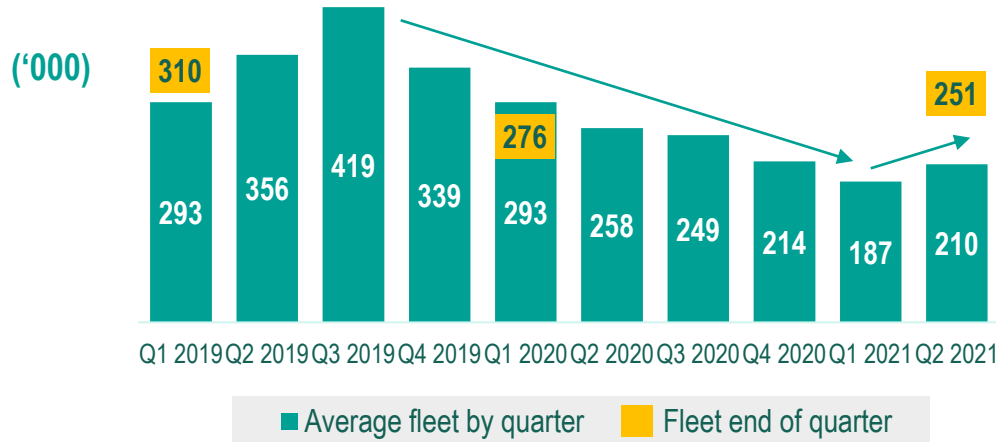
Rental revenue for CARS: **+106%** to €380M vs Q2 2020, driven by volumes and prices

Performance driven by strong volume growth

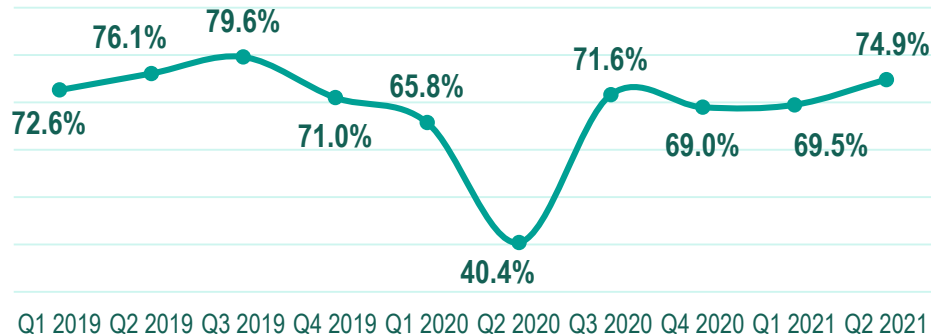
Total Rental revenue in Q2 2021: **€467M, +86%***

MADC: strong rebound in H1 2021 thanks to outstanding fleet management and a more flexibilized cost model

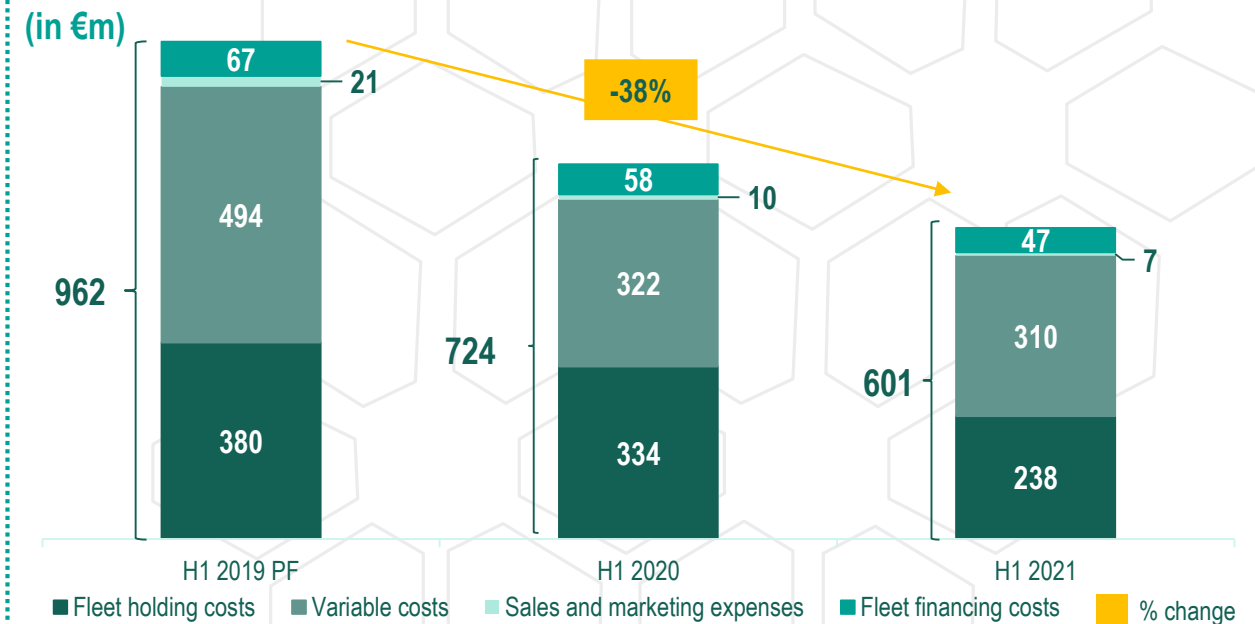
Refleeting in Q2 2021 to address growing demand



Utilization rate ⁽¹⁾: back to 2019 levels



Fleet holding costs, Variable & Direct costs ⁽²⁾



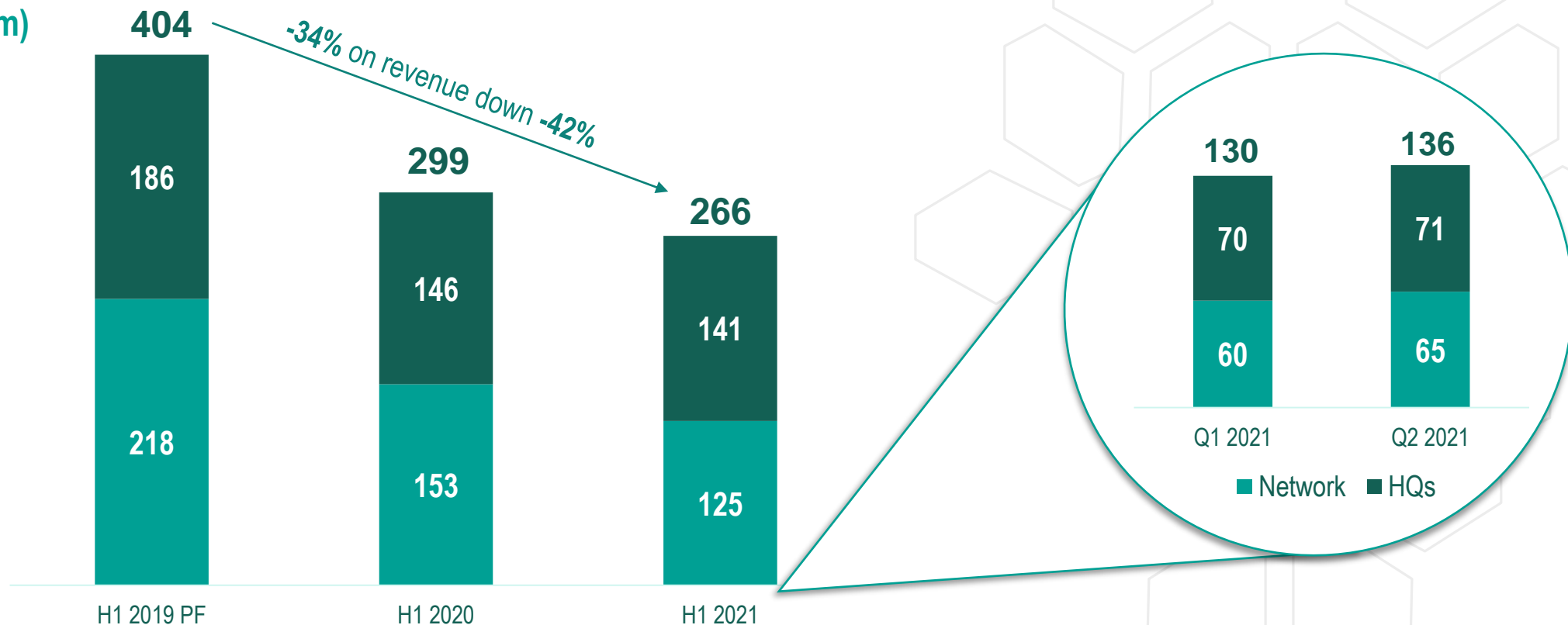
- Fleet holding costs: **-37%** in H1 2021 vs H1 2019
- Fixed fees renegotiated with airports and railways
- Commissions to brokers and travel agencies renegotiated

Tight control of variable & flex costs => MADC margin: closing the gap at **+28.6%** in H1 2021 vs **33.3%** in H1 2019 PF

Fixed and semi-fixed costs: a voluntary cost reduction discipline in H1 2021

HQs costs: stable in Q1 2021 and Q2 2021
Strong reduction in fixed and semi-fixed costs in H1 2021
=> Breakeven point further reduced

(in €m)



Positive Corporate EBITDA in Q2 2021

All data in €m	Q2 2021	Q2 2020	% Change at constant perimeter and currency	H1 2021	H1 2020	% Change at constant perimeter and currency	H1 2019 PF	% Change at constant perimeter
Total revenue	486.2	257.9	88.0%	841.9	814.8	3.6%	1 440.7	-41.6%
Average fleet size ('000)	210.0	258.3	-18.7%	198.7	275.5	-27.9%	324.3	-38.7%
Rental days volume (in Million)	14.3	9.5	50.5%	26.0	27.0	-3.7%	43.7	-40.5%
Utilization rate	74.9%	40.4%		72.4%	53.9%		74.6%	
Fleet holding costs	(123.9)	(149.4)	17.3%	(238.2)	(333.6)	28.5%	(380.1)	37.3%
Variable costs	(177.9)	(110.8)	-60.7%	(309.5)	(322.3)	3.5%	(494.0)	37.3%
Sales and marketing expenses	(4.7)	(2.2)	-115.5%	(6.7)	(10.3)	35.5%	(21.0)	68.3%
Fleet financing costs	(24.0)	(27.6)	12.8%	(46.6)	(58.1)	19.3%	(66.5)	30.0%
Direct & variable costs	(330.5)	(290.0)	-13.9%	(600.9)	(724.4)	16.7%	(961.6)	37.5%
Margin after Direct costs	155.7	(32.1)		241.0	90.4	164.6%	479.2	-49.7%
In % of revenue	32.0%			28.6%	11.1%		33.3%	
Network	(65.4)	(51.5)	-27.5%	(125.3)	(152.9)	17.4%	(218.0)	42.5%
HQ Costs	(70.7)	(60.9)	-15.9%	(140.5)	(146.2)	3.7%	(186.0)	24.5%
Fixed & semi-fixed costs	(136.1)	(112.4)	-21.2%	(265.8)	(299.0)	10.7%	(404.0)	34.2%
Adjusted Corporate EBITDA (IFRS 16)	19.7	(144.5)		(24.8)	(208.7)		75.1	
In % of revenue	4.0%						5.2%	

H1 2019 Proforma basis i.e. at constant perimeter: includes acquisitions of Fox consolidated in November 2019 and franchisees in Norway & Finland consolidated in July 2019.

Average fleet and utilization rate include on-demand vehicles (Urban Mobility fleet). Therefore, historical data have been adjusted accordingly

Variable costs: Revenue related costs, fleet operating costs and insurance

MADC (Margin after Direct costs): MAVC - Sales & Marketing - fleet financing costs

P&L in H1 2021: from Corporate EBITDA to net profit (IFRS 16)

All data in €m	H1 2021	H1 2020
Adjusted Corporate EBITDA (IFRS 16)	(24.8)	(208.7)
Depreciation – excluding vehicle fleet:	(68.4)	(77.1)
Non-recurring income and expense	(18.5)	(20.4)
Other financing income and expense not related to the fleet	(42.3)	(57.3)
Net financial restructuring costs ⁽¹⁾	22.3	-
Profit/loss before tax	(131.6)	(363.5)
Income tax	8.8	77.2
Share of profit/(loss) of associates	-	-
Net profit/(loss) incl. IFRS 16	(122.8)	(286.2)

Non-recurring charges: continuation of Reboot plan initiated in 2020

Financing income and expenses not related to the fleet: down -26%⁽²⁾ versus H1 2020, mainly coming from the removal of Corporate bonds, as part of the financial restructuring, partially offset by new interest on state guaranteed loan

Net financial restructuring income: +€22m of which -€14M restructuring fees (accounted in the P&L) and +€36M non-cash income (of w/h +€48m booked under IFRIC 19 accounting standards, related to the difference between the book value and value of the debt converted into equity instruments)

Pretax: sharp reduction in losses

Tax: lower activation of taxes losses carry-forward compared to the same period last year

(1) Net financial restructuring costs: split into -€13.6m of non-recurring impact and +€35.9m of financial result impact (IFRIC 19 & Transaction costs)

(2) At constant exchange rate

Well-managed Corporate FCF generation in H1 2021

Versus H1 2019

Corporate Operating cash flow decline coming from lower activity partly offset by tight control of cash expenses:

- ~€600m lost revenue, ~€100m lost Corporate EBITDA
- Reduced capex, non-recurring and lease expenses
- Decline in WC due to lower pre-payment on a reduced leisure activity

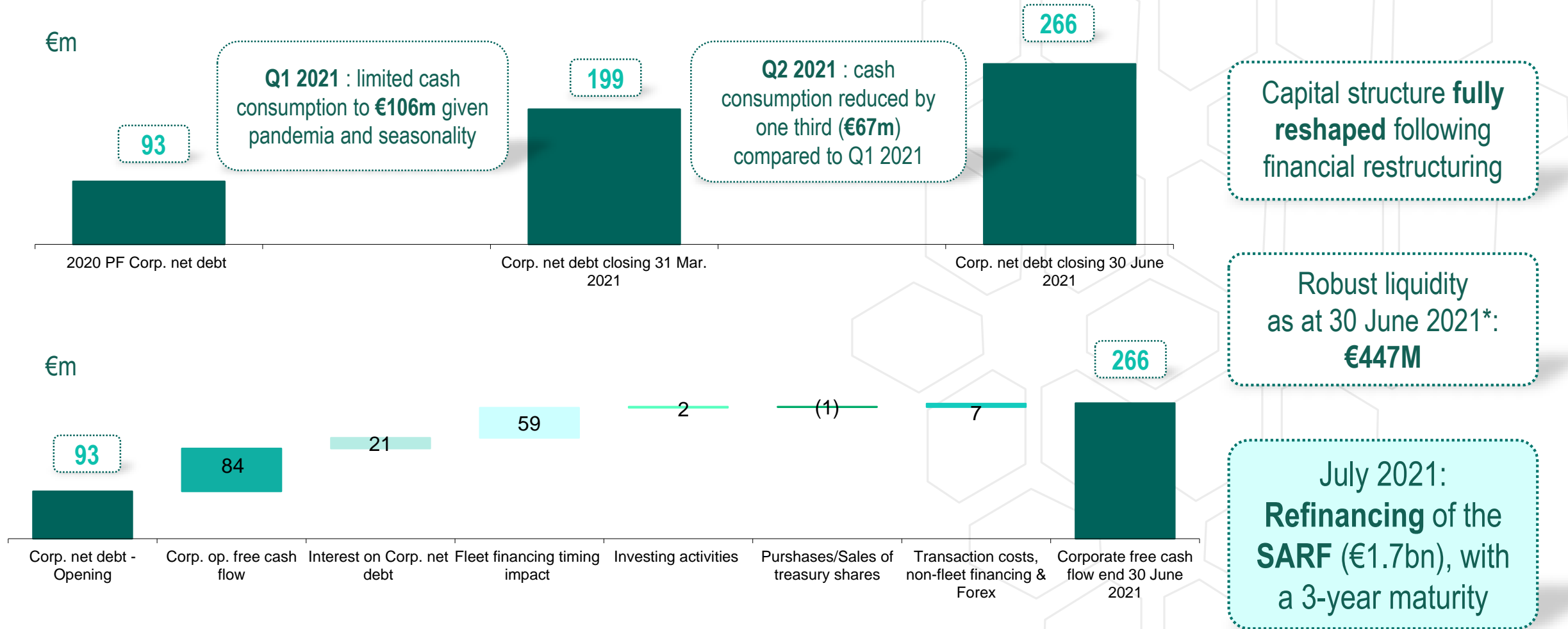
Versus H1 2020

Significant improvement in Corporate Operating cash flow

- Positive Corp. Op FCF in Q2 2021: €16m versus -€100m in Q1 2021
- Reduced lease expenses linked to stations closures
- WC: Strong focus on cash collection and more pre-payment from TO brokers

All data in €m	H1 2021	H1 2020	H1 2019
Adjusted Corporate EBITDA	(24.8)	(208.6)	81.8
Lease liability repayment (IFRS 16 Impact)	(43.0)	(53.4)	(50.4)
Non-recurring expenses	(18.3)	(21.2)	(25.6)
Non-fleet capex	(26.5)	(24.8)	(40.5)
Change in NFWC and Provisions	41.1	8.2	86.0
Income tax paid	(12.4)	3.6	(9.5)
Corporate operating free cash flow	(83.8)	(296.3)	41.9

Sound financial position: €266M Corporate net debt as at 30 June 2021



Interest on Corporate net debt: includes States guaranteed Loans and RCF

* Reported short-term investments & cash in operating & holding entities. Includes undrawn RCF



04

CONCLUSION

Outlook for 2021

Reasonably optimistic for Q3 2021 (vs Q3 2020) with a contrasted picture:

- Ongoing strong recovery in Travel & Leisure in the US
- Europe: gradual but volatile recovery due to new restrictions driven by Delta variant with sudden changes in Government's travel restrictions across Europe, rollout of vaccination campaigns and limited long-haul flights
- Positive pricing impact likely to continue

In this context, the Group is not yet in a position to provide full guidance for the FY 2021.

However, **assuming no further deterioration on travel restriction and shortage of semiconductors:**

- The Group is confident that 2021 revenues will increase significantly compared to 2020
- **Corporate net debt** expected in the range of **€300-350m** for the FY 2021

On track to deliver the first steps of Connect transformation



Key financial indicators in Q2 2021 and H1 2021

All data in €m, except if noted	Q2 2021	Q2 2020	% Change	% Change at constant perimeter and currency	H1 2021	H1 2020	% Change	% Change at constant perimeter and currency
Revenues	486.2	257.9	88.5%	88.0%	841.9	814.8	3.3%	3.6%
Rental Revenues (incl. Mobility)	467.3	250.2	86.8%	86.2%	808.2	778.4	3.8%	4.1%
Rental Day Volume (million)	14.3	9.5	50.5%	50.5%	26.0	27.0	-3.7%	-3.7%
Average duration (day)	8.2	9.4	-13.4%	-13.4%	8.3	7.4	12.6%	12.6%
Average Fleet (thousand)	210.0	258.3	-18.7%	-18.7%	198.7	275.5	-27.9%	-27.9%
Average Per unit fleet costs per month (€)	(260.5)	(238.2)	-9.4%	-9.2%	(259.7)	(248.5)	-4.5%	-4.6%
Financial utilization rate	74.9%	40.4%			72.4%	53.9%		
Adjusted Corporate EBITDA	19.7	(144.5)			(24.8)	(208.7)		
<i>Adjusted Corporate EBITDA Margin</i>	4.0%							
Corporate Free Cash Flow	16.2	(159.5)			(83.8)	(296.3)		
Operating Income IFRS	(5.7)	(178.8)			(90.0)	(267.2)		
Net Income IFRS	(46.1)	(181.2)			(122.7)	(286.2)		
Corporate Net Debt at end of the period	266.0	1 250.5			266.0	1 250.5		

Average fleet and utilization rate include on-demand vehicles (Urban Mobility fleet). Therefore, historical data have been adjusted accordingly

FCPU (fleet cost per unit per month): fleet holding costs + fleet operating costs (part of variable cost)

Corporate net debt: excluding non fleet liabilities related to leases

H1 2021 revenue

CARS

VANS & TRUCKS

LEISURE Service Line



Rental
revenue

€254M
+16%

PROFESSIONAL Service Line



€286M
-4%

PROXIMITY Service Line



€95M
-16%



€172m
+19%

Rental revenue for CARS: €636M, up +0.7%

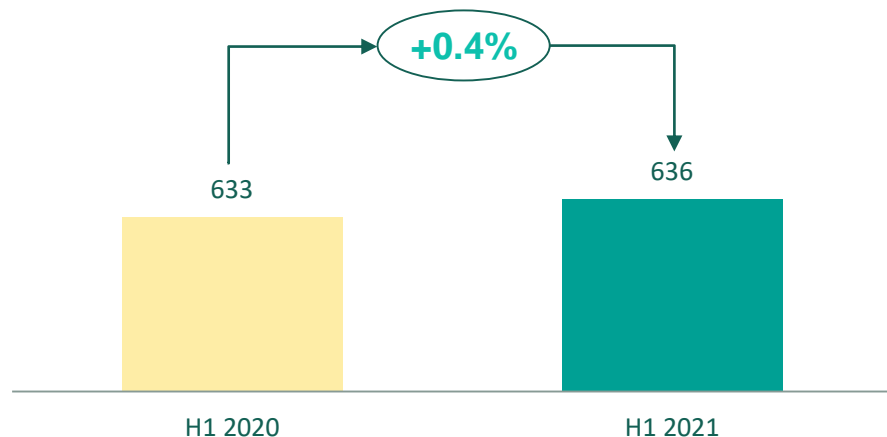
Rental revenue in H1 2021: **€808M, +4.1%**

GROUP REVENUE IN H1 2021: **€842M up +3.6% vs H1 2020**

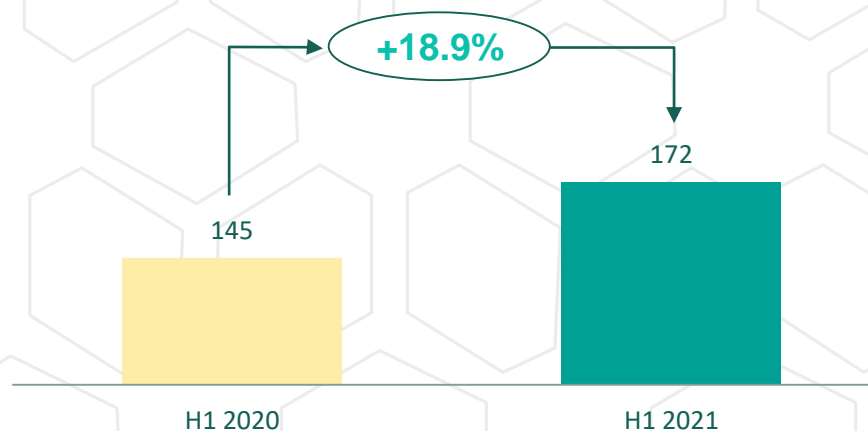
H1 2021 rental revenue: Cars and Vans & Trucks

TOTAL RENTAL REVENUE (€M AND % GROWTH ON A REPORTED BASIS)

CARS



Vans & Trucks



VOLUMES & PRICES FOR RENTAL REVENUE (% YOY CHANGE)

CARS



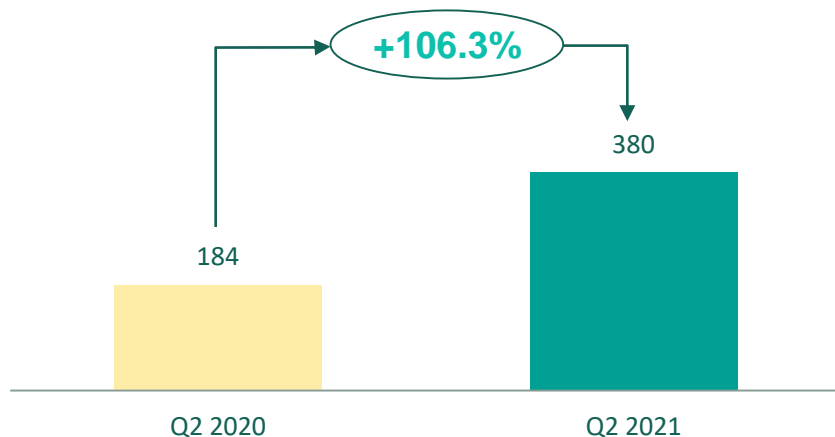
Vans & Trucks



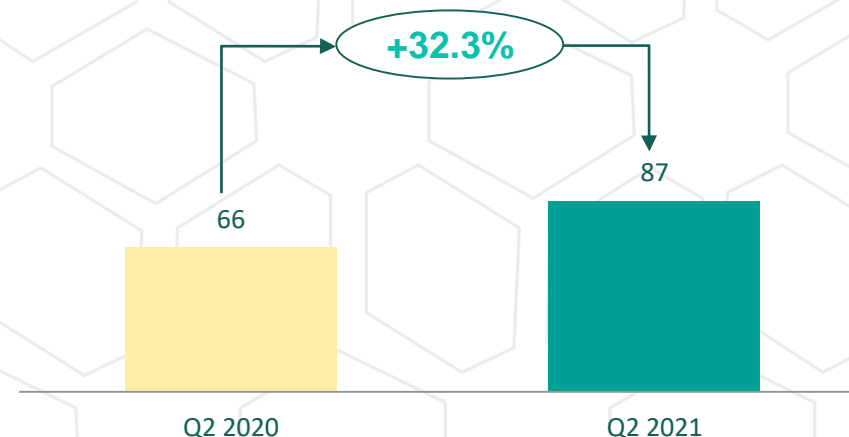
Q2 2021 rental revenue: Cars and Vans & Trucks

TOTAL RENTAL REVENUE (€M AND % GROWTH ON A REPORTED BASIS)

CARS

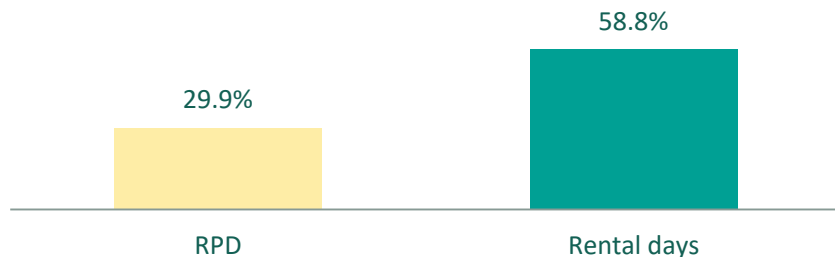


Vans & Trucks



VOLUMES & PRICES FOR RENTAL REVENUE (% YOY CHANGE)

CARS



Vans & Trucks



Management P&L in Q2 2021 and H1 2021 (incl. IFRS 16)

All data in €m	Q2 2021	Q2 2020	% Change	% Change at constant perimeter and currency	H1 2021	H1 2020	% Change	% Change at constant perimeter and currency
Total revenue	486.2	257.9	88.5%	88.0%	841.9	814.8	3.3%	3.6%
Average fleet size ('000)	210.0	258.3	-18.7%	-18.7%	198.7	275.5	-27.9%	-27.9%
Rental days volume (in Million)	14.3	9.5	50.5%	50.5%	26.0	27.0	-3.7%	-3.7%
Utilization rate	74.9%	40.4%			72.4%	53.9%		
Fleet holding costs	(123.9)	(149.4)	17.1%	17.3%	(238.2)	(333.6)	28.6%	28.5%
Variable costs	(177.9)	(110.8)	-60.6%	-60.7%	(309.5)	(322.3)	4.0%	3.5%
Sales and marketing expenses	(4.7)	(2.2)	-115.4%	-115.5%	(6.7)	(10.3)	35.7%	35.5%
Fleet financing costs	(24.0)	(27.6)	13.2%	12.8%	(46.6)	(58.1)	19.9%	19.3%
Direct & variable costs	(330.5)	(290.0)	-14.0%	-13.9%	(600.9)	(724.4)	17.0%	16.7%
Margin after Direct costs	155.7	(32.1)			241.0	90.4	166.7%	164.6%
In % of revenue	32.0%				28.6%	11.1%		
Network	(65.4)	(51.5)	-27.0%	-27.5%	(125.3)	(152.9)	18.0%	17.4%
HQ Costs	(70.7)	(60.9)	-16.0%	-15.9%	(140.5)	(146.2)	3.9%	3.7%
Fixed & semi-fixed costs	(136.1)	(112.4)	-21.1%	-21.2%	(265.8)	(299.0)	11.1%	10.7%
Adjusted Corporate EBITDA (IFRS 16)	19.7	(144.5)			(24.8)	(208.7)		
In % of revenue	4.0%							
Depreciation – excluding vehicle fleet:	(32.7)	(40.0)	18.2%	18.6%	(68.4)	(77.1)	11.3%	11.8%
Non-recurring income and expense	(10.9)	(13.4)			(18.5)	(20.4)		
Other financing income and expense not related to the fleet	(25.6)	(30.5)	16.3%	15.7%	(42.3)	(57.3)	26.2%	25.8%
Net financial restructuring costs	-	-			22.3	-		
of w/h non-recurring impact	-	-			(13.6)	-		
of w/h financial result impact (IFRIC 19 & Transaction costs)	-	-			35.9	-		
Profit/loss before tax	(49.5)	(228.4)			(131.6)	(363.5)		
Income tax	3.4	47.2			8.8	77.2		
Share of profit/(loss) of associates	-	-			-	-		
Net profit/(loss) incl. IFRS 16	(46.1)	(181.2)			(122.8)	(286.2)		

IFRS P&L in Q2 2021 and H1 2021

In €m	Q2 2021 After IFRS 16	Q2 2020 After IFRS 16	H1 2021 After IFRS 16	H1 2020 After IFRS 16
Revenue	486.2	257.9	841.9	814.8
Fleet holding costs	(129.5)	(158.0)	(249.6)	(352.7)
Fleet operating, rental and revenue related costs	(177.9)	(110.7)	(309.5)	(322.3)
Personnel costs	(95.9)	(72.7)	(184.3)	(204.7)
Network and head office overhead costs	(47.0)	(40.9)	(90.0)	(105.4)
Non-fleet depreciation, amortization and impairment expense	(32.6)	(40.0)	(68.3)	(77.1)
Other income	2.1	(1.0)	1.9	0.7
Current operating income	5.2	(165.5)	(58.0)	(246.8)
Other non-recurring income and expense	(11.0)	(13.4)	(32.1)	(20.4)
Operating income	(5.7)	(178.9)	(90.0)	(267.2)
Net fleet financing expenses	(18.3)	(19.0)	(35.2)	(39.0)
Net non-fleet financing expenses	(11.3)	(18.1)	(26.6)	(36.3)
Net other financial expenses	(14.2)	(12.5)	20.2	(21.0)
Net financing costs	(43.8)	(49.6)	(41.5)	(96.3)
Profit/(loss) before tax	(49.5)	(228.3)	(131.5)	(363.4)
Income tax benefit/(expense)	3.4	47.1	8.8	77.2
Net profit/(loss) for the period	(46.0)	(181.2)	(122.7)	(286.2)

Reconciliation Q2 2021 and H1 2021

All data in €m	Q2 2021	Q2 2020	H1 2021	H1 2020
Adjusted Consolidated EBITDA	138.8	7.6	206.9	126.4
Fleet depreciation	(52.2)	(88.4)	(107.9)	(189.0)
Fleet depreciation (IFRS16)	(43.0)	(36.1)	(77.2)	(87.9)
Total Fleet depreciation	(95.2)	(124.5)	(185.1)	(277.0)
Fleet financing expenses	(24.0)	(27.6)	(46.6)	(58.1)
Adjusted Corporate EBITDA	19.7	(144.5)	(24.8)	(208.7)
Amortization, depreciation and impairment expense	(32.7)	(40.0)	(68.4)	(77.1)
Reversal of net fleet financing expenses	18.3	19.0	35.2	39.0
Current operating income	5.3	(165.5)	(58.0)	(246.8)

From Corporate EBITDA to Operating FCF and change in net debt

All data in €m	H1 2021	H1 2020	H1 2019
Adjusted Corporate EBITDA	(24.8)	(208.6)	81.8
Lease liability repayment (IFRS 16 Impact)	(43.0)	(53.4)	(50.4)
Non-recurring expenses	(18.3)	(21.2)	(25.6)
Non-fleet capex	(26.5)	(24.8)	(40.5)
Change in NFWC and Provisions	41.1	8.2	86.0
Income tax paid	(12.4)	3.6	(9.5)
Corporate operating free cash flow	(83.8)	(296.3)	41.9
Interest on corporate net debt	(21.0)	(25.1)	(32.1)
Fleet financing timing impact	(59.4)	(36.1)	(6.0)
Investing activities	(2.0)	4.8	(45.0)
Purchases/ Sales of treasury shares	0.8	0.9	(40.0)
Dividends	-	-	(39.0)
Transaction costs, Non fleet Financing & Forex & Other	(6.8)	(20.1)	(21.0)
Change in net cash / (net debt)	(172.2)	(371.9)	(141.2)

Management & IFRS cash flow – H1 2021

All data in €m	H1 2021	H1 2020
Adjusted Corporate EBITDA	(24.8)	(208.6)
Non-recurring expenses	(18.3)	(21.2)
Non-fleet capital expenditure (net of proceeds from disposals)	(26.5)	(24.8)
Changes in non-fleet working capital and provisions	41.1	8.2
Income tax paid	(12.4)	3.6
Lease Liability Repayment (under IFRS 16)	(43.0)	(52.8)
Corporate free cash flow	(83.8)	(296.3)
Cash interests paid on Corporate debts	(16.2)	(21.4)
Cash flow before change in fleet asset base, financing and other investing activities	(100.0)	(317.7)
Change in fleet asset base, net of drawings on fleet financing and others working capital facilities	(176.2)	180.7
Other investing activities	9.9	3.8
Capital increase and Share buy-back	247.9	0.2
Dividends	-	-
Change in Corporate High Yield	-	-
Transaction cost cash out and swap impact	(48.0)	(14.5)
Net change in cash before FX effect	(66.4)	(147.4)
Cash and cash equivalents at beginning of period	444.6	628.2
Scope variation	-	-
Effect of foreign exchange conversions	0.5	(3.2)
Cash and cash equivalents at end of period	379.1	477.2

* In H1 2021, includes interests paid on States guaranteed Loans and RCF. In H1 2020, interests paid on RCF amounted to €4 millions euros and were reported in the line Change in fleet asset base, net of drawings on fleet financing and other working capital facilities

Main impacts of IFRS 16 on H1 2021

P&L (in €m)	H1 2021 Excl. IFRS 16	IFRS 16 Impact	H1 2021 Incl. IFRS 16
Revenue	842	-	842
Fleet, rental and revenue related costs	(566)	7	(559)
Personnel Costs	(184)	-	(184)
Network & HQ Costs	(127)	37	(90)
D&A and Impairment	(28)	(40)	(68)
Other Income	2	-	2
Current operating Income	(61)	3	(58)
Operating Income	(93)	3	(90)
Financial result	(35)	(6)	(42)
Profit before tax	(129)	(3)	(132)
Net income	(120)	(3)	(123)

Management P&L (in €m)

Restatement of Adj Corporate EBITDA (in €m)	H1 2021 Excl. IFRS 16	IFRS 16 Impact	H1 2021 Incl. IFRS 16
Current operating Income	(61)	3	(58)
D&A and Impairment	28	40	68
Net Fleet Financing expenses	(35)	(1)	(35)
Adj Corporate EBITDA calculated	(68)	43	(25)

Balance sheet in €m

Assets :

- Property, Plant & Equipment
- Rental Fleet in balance sheet

Liabilities :

- Liabilities linked to non-fleet leases
- Liabilities linked to fleet leases

30 June 2021

372

267

105

385

280

105

→ 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 at June 30, 2021

€million	Maturity	Dec. 31, 2020	Mar. 31, 2021	Jun. 30, 2021
High Yield Senior Notes	2024	600	0	0
High Yield Senior Notes	2026	450	0	0
State guaranteed Loans		281	280	282
Crédit Suisse Facility		50	0	0
Term Loan B (€500m) & RCF	2023	624	500	500
FCT Junior Notes, accrued interest not yet due, capitalized financing costs and other		(204)	(195)	(198)
Gross Corporate debt		1 801	585	584
Short-term Investments and Cash in operating and holding entities		(375)	(386)	(318)
CORPORATE NET DEBT		1 426	199	266

€million	Maturity	Dec. 31, 2020	Mar. 31, 2021	Jun. 30, 2021
High Yield EC Finance Notes	2022	500	500	500
New Fleet Financing €225m	2024	0	0	50
Senior asset revolving facility (€1.7bn SARF)	2022	445	414	770
FCT Junior Notes, accrued interest, financing capitalized costs and other		243	228	223
UK, Australia and other fleet financing facilities		969	920	997
Gross financial fleet debt		2 157	2 061	2 540
Cash held in fleet financing entities and Short-term fleet investments		(118)	(90)	(98)
Fleet net debt in Balance sheet		2 039	1 971	2 442

IFRS balance sheet end of June 30, 2021

In €m	30 June 2021 After IFRS 16	31 Dec 2020 After IFRS 16
Assets		
Goodwill	1 002.9	998.1
Intangible assets	1 060.7	1 055.8
Property, plant and equipment	407.8	413.2
Other non-current financial assets	44.8	54.1
Deferred tax assets	157.8	176.9
Total non-current assets	2 674.0	2 698.1
Inventory	21.2	16.1
Rental fleet recorded on the balance sheet	2 843.6	2 197.2
Rental fleet and related receivables	815.9	504.0
Trade and other receivables	384.5	382.0
Current financial assets	22.6	23.2
Current tax assets	55.6	29.0
Restricted cash	106.9	82.0
Cash and cash equivalents	276.8	364.6
Total current assets	4 526.9	3 598.2
Total assets	7 200.9	6 296.3

In €m	30 June 2021 After IFRS 16	31 Dec 2020 After IFRS 16
Equity		
Total equity attributable to the owners of Europcar Mobility Group	1 420.3	189.7
Non-controlling interests	0.5	0.5
Total equity	1 420.8	190.3
Liabilities		
Financial liabilities	1 380.7	1 890.6
Non-current liabilities related to leases	210.2	214.6
Non-current financial instruments	47.6	60.1
Employee benefit liabilities	156.8	167.2
Non-current provisions	8.8	10.8
Deferred tax liabilities	217.6	214.8
Other non-current liabilities	0.2	0.1
Total non-current liabilities	2 021.8	2 558.3
Current portion of financial liabilities	1 748.1	2 069.7
Current liabilities related to leases	174.9	139.5
Employee benefits	2.6	2.6
Current provisions	217.4	214.2
Current tax liabilities	32.2	46.1
Rental fleet related payables	1 021.0	555.1
Trade payables and other liabilities	562.2	520.5
Total current liabilities	3 758.4	3 547.8
Total liabilities	5 780.2	6 106.0
Total equity and liabilities	7 200.9	6 296.3

IFRS Cash Flow in H1 2021

In €m	H1 2021 After IFRS 16	H1 2020 After IFRS 16
Profit/(loss) before tax	(131.5)	(363.4)
Reversal of the following items		
Depreciation and impairment expenses on property, plant and equipment	50.5	61.3
Amortization and impairment expenses on intangible assets	17.9	15.9
Impairment of assets	-	1.6
Changes in provisions and employee benefits (1)	(5.2)	(13.6)
Recognition of share-based payments	0.2	(0.6)
Profit/(loss) on disposal of assets	0.2	0.0
IFRIC 19 impact (2)	(48.4)	-
Other non-cash items	(2.1)	2.5
<i>Total net interest costs</i>	<i>70.5</i>	<i>78.7</i>
<i>Amortization of transaction costs (3)</i>	<i>15.7</i>	<i>5.2</i>
Net financing costs	86.2	83.9
Net cash from operations before changes in working capital	(32.4)	(212.7)
Changes to the rental fleet recorded on the balance sheet (4)	(617.7)	649.2
Changes in fleet working capital	152.4	28.4
Changes in non-fleet working capital	36.3	22.4
Cash generated from operations	(461.4)	487.4
Income taxes received/paid	(12.4)	3.6
Net interest paid	(59.9)	(71.6)
Net cash generated from (used by) operating activities	(533.8)	419.4

In €m	H1 2021 After IFRS 16	H1 2020 After IFRS 16
Net cash generated from (used by) operating activities	(533.8)	419.4
Acquisition of intangible assets and property, plant and equipment (5)	(28.9)	(27.0)
Proceeds from disposal of intangible assets and property, plant and equipment	2.5	1.3
Acquisition of subsidiaries, net of cash acquired and other financial investments	9.7	3.2
Net cash used by investing activities	(16.7)	(22.5)
Capital increase (net of fees paid) (6)	246.7	-
(Purchases) / Sales of treasury shares net	0.9	0.9
Change in other borrowings (7)	257.7	(445.0)
Change in rental debts	(15.6)	(99.2)
Payment of transaction costs (8)	(7.1)	(1.6)
Net cash generated from (used by) financing activities	482.7	(544.8)
Cash and cash equivalent at beginning of period	444.6	628.2
Net increase/(decrease) in cash and cash equivalents after effect of foreign exchange differences	(67.8)	(147.9)
Changes in scope	-	-
Effect of foreign exchange differences	2.2	(3.1)
Cash and cash equivalents at end of period	379.1	477.2

IFRS Cash Flow in H1 2021

- 1 In 2021, the variation is mainly explained by the change in lawsuits and restructuring provisions. In 2020, the variation is mainly explained by the variation in the insurance provision for €(13)m and the provision for reconditioning of vehicles in Buy-Back for €(8)m
- 2 With the application of IFRIC 19, the difference between the book value of the debt converted into equity instruments and the fair value of these instruments at the transaction date revealed a non-monetary financial gain of €48 million, which has been recognized on the income statement.
- 3 In 2021, includes the recycling of capitalized refinancing costs for an amount of €12 million, related to the debt restructuring and converted into equity.
- 4 Given the average holding period for the fleet, the Group reports vehicles as current assets at the beginning of the contract. Their variations from one period to another is therefore similar to operating flows generated by the activity.
- 5 In 2021, limited to IT developments for Group's digital transformation.
- 6 In 2021, capital increase via a capital injection and the issue of new ordinary shares, maintaining shareholders' preferential subscription rights, for an amount of €250 million, cash injection related to the exercise of the Guarantee Warrants, the Participation Warrants and the Coordination Warrants, distributed mainly to Bondholders for an amount of €6 million. The amount of the capital increase is net of the fees paid for €9 million.
- 7 In 2021 and 2020, primarily related to the changes in SARF.
- 8 In 2021, payment of Transaction Costs in the context of the debt restructuring for €5m.

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 VARIABLE 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, i.e. 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