

# HERZLICH WILLKOMMEN



Swiss  
Europcar  
Convention

Hendrik Luetjens

# WELCOME TO LAUSANNE

Review 2025 / Preview 2026



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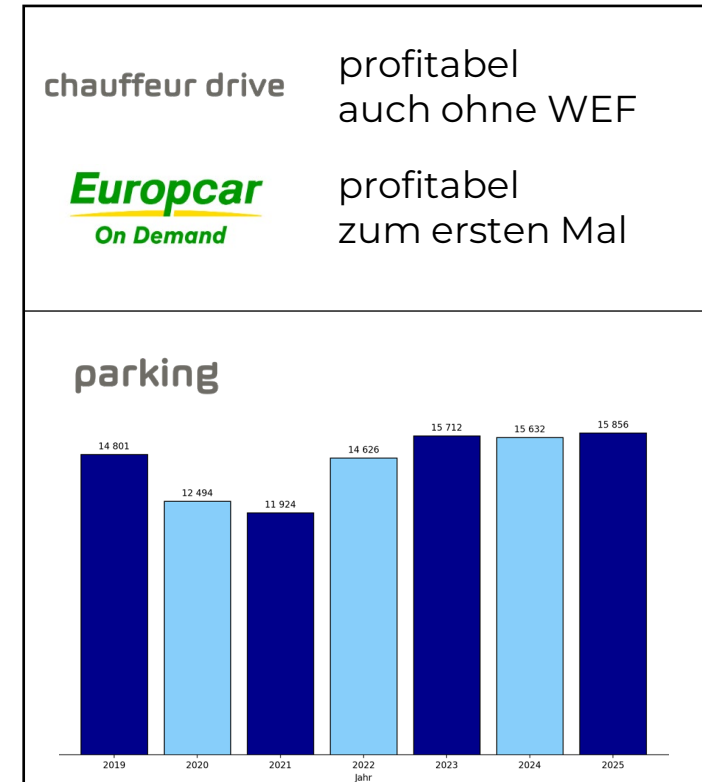
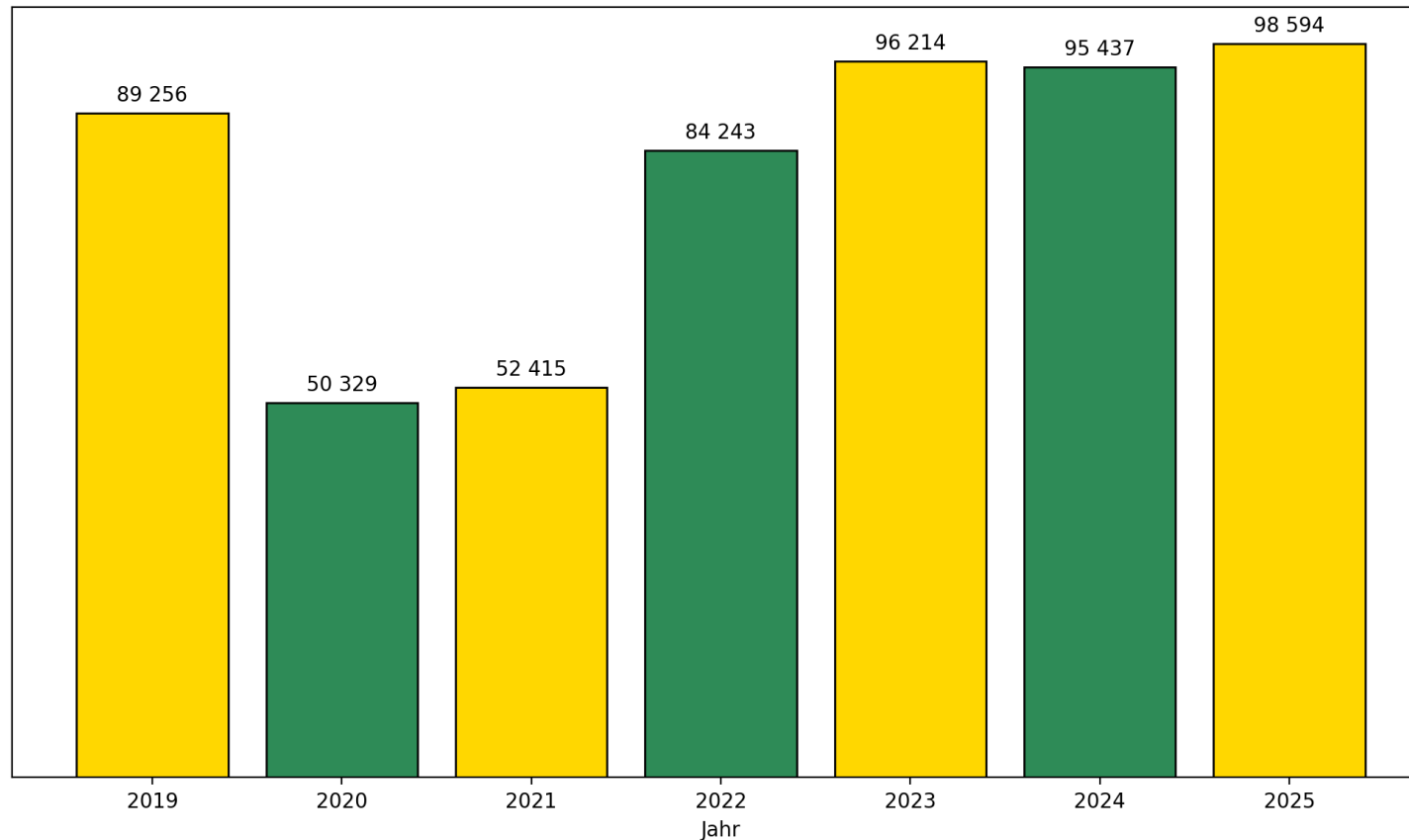
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# WILLKOMMEN IN DER ROMANDIE



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# 2025: Auf dem Weg zu Rekordumsätzen und beeindruckende Resultate bei einigen «kleineren» Einheiten



(Jan – Okt 2025 AMAG Services Gesamt in TCHF)



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# RÜCKBLICK 2025

Renovierung Hauptsitz in Kloten



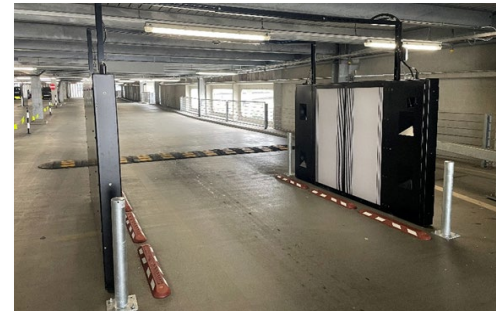
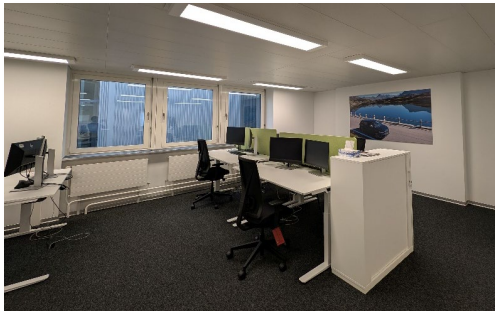
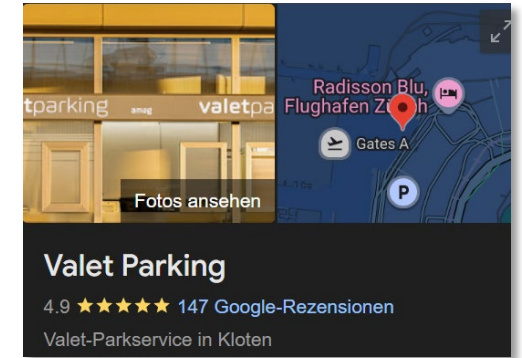
Renovierung diverser Stationen



Premium Flotte, Elektroautos & Damage Gate



Google Review Management & Kunden



# Incremental Sales haben 2025 besonders gut funktioniert



**Umsatz**

**7.1 Mio.  
CHF**  
(+ 1.8 Mio. CHF)



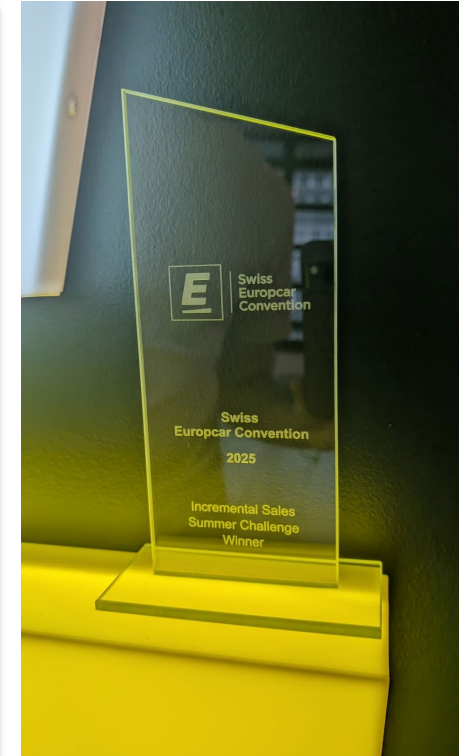
**IRPD**

**8.14 CHF**  
(+ 1.9 CHF)



**Conversion  
Rate**

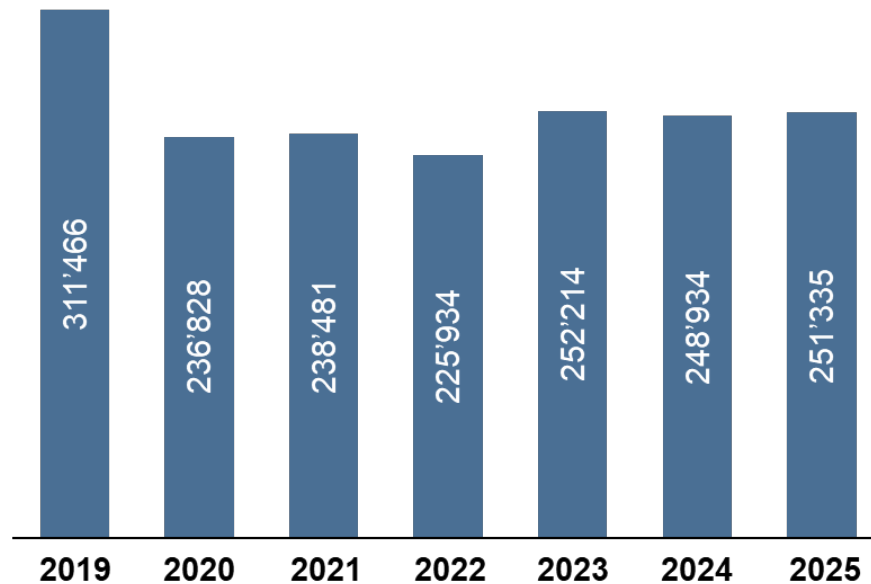
**25.4%**  
(+ 7.4 pp)



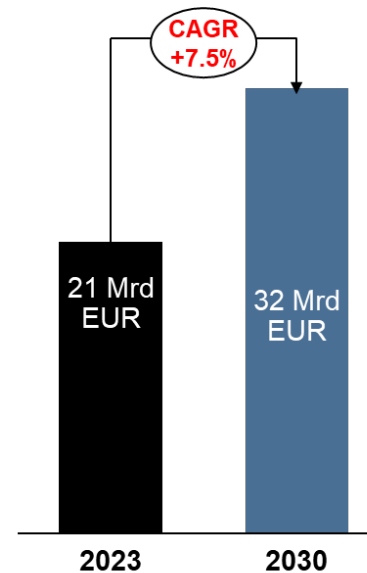
(Jan – 20 Nov 2025 im Vergleich zur Vorjahresperiode)

# Schauen wir kurz, was rund um uns herum passiert und welche Aussichten wir haben

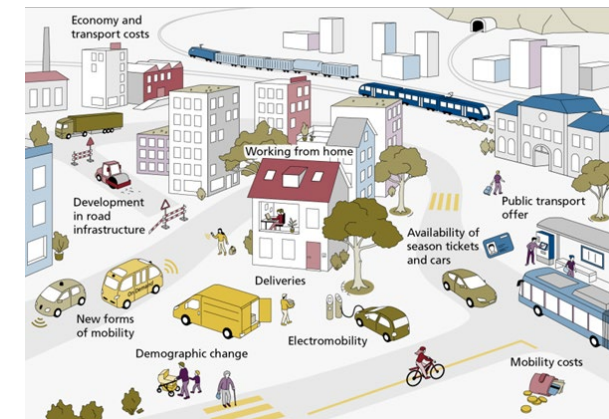
Gesamtmarkt Personenwagen<sup>1</sup>



Europäischer Mietwagenmarkt



Politik & Städtebau



**How Paris Kicked Out the Cars**

Sadiq Khan hails London car ban trial as fight to block all cars becomes 'reality' for thousands - 'Glimpse of future'

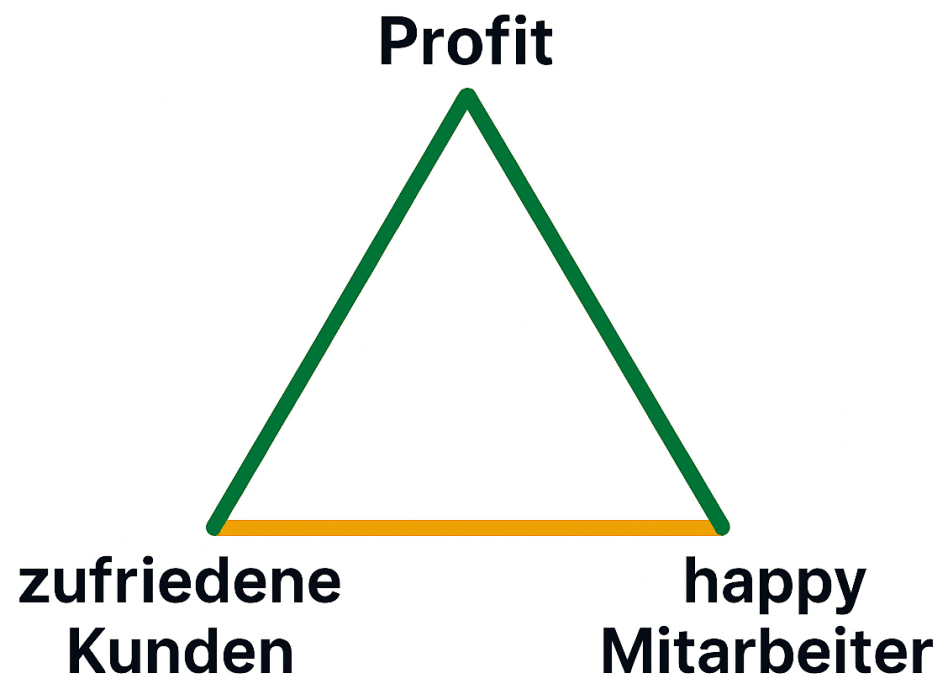
<sup>1</sup> Quelle: ASTRA / Neuzulassungen PW inkl. Direkt-/Parallelimporte | Volkswagen enthält die Personenwagen der Marke VW Nutzfahrzeuge / 2025: Forecast AMAG



# SIND WIR WIRKLICH AUCH BETROFFEN?



Basierend auf unseren Visionen sind diese 3 Punkte die absoluten Prioritäten für das Unternehmen, jede Region, jede Abteilung und jede Station



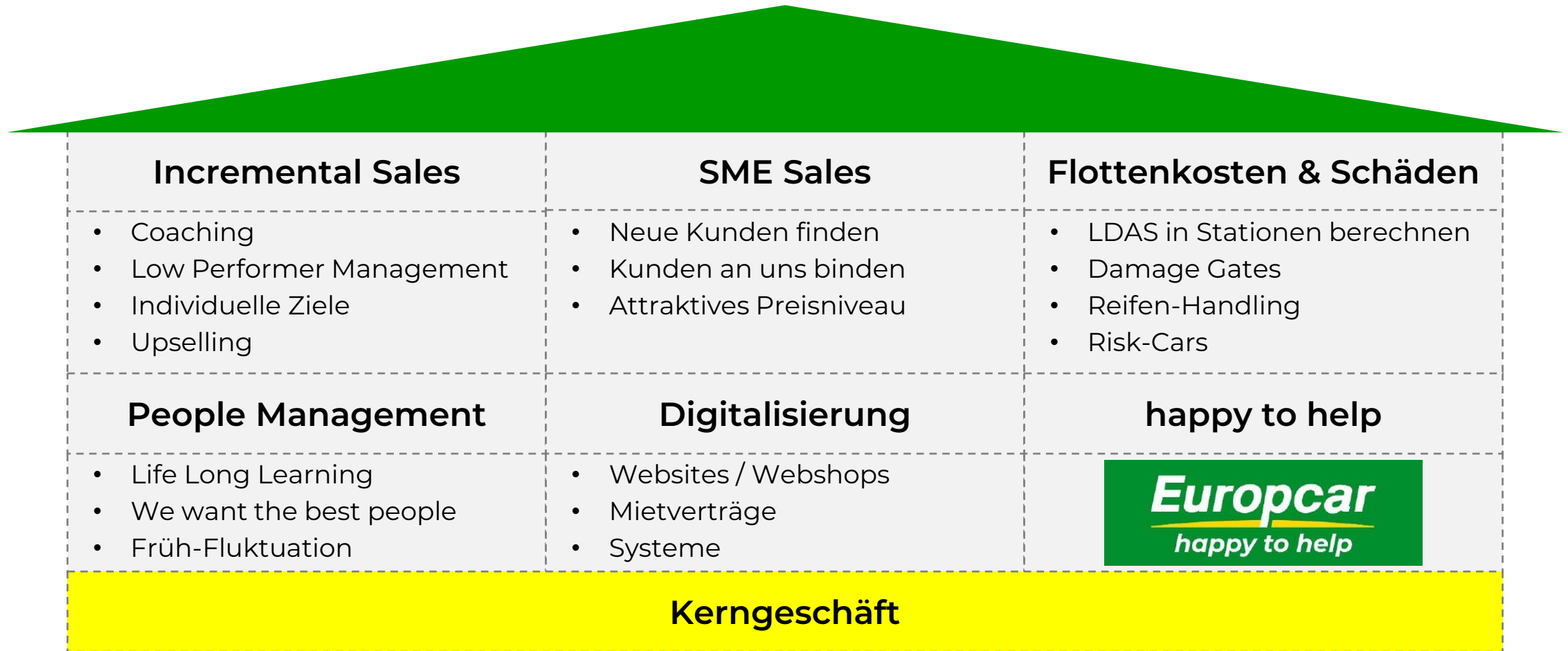
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Wir wollen uns zum führenden Anbieter von nachhaltiger individueller Mobilität weiterentwickeln.

***Europcar***

Attraktive alternative Lösungen zum Fahrzeugbesitz anbieten, auf verantwortungsvolle und nachhaltige Weise.

# Wir warten nicht, sondern beginnen heute, an unseren Prioritäten für 2026 zu arbeiten



# So, let's go!



Learn. Meet. Get inspired.

# Switzerland Management Conference

November 2025



We help to change the way you *move*

## Who We Are



Mark Lister  
Group Director  
International Partner  
Development



Paul Green  
Regional Director  
Europe & Central Asia



# Swiss Awards winners



# Europcar Mobility Group Governance

# Management Board



**Sebastian  
Birkel**

Chairman of the Management Board



**Joachim  
Hinz**

Member of the Management Board



**Olivier  
Baldassari**

Member of the Management Board

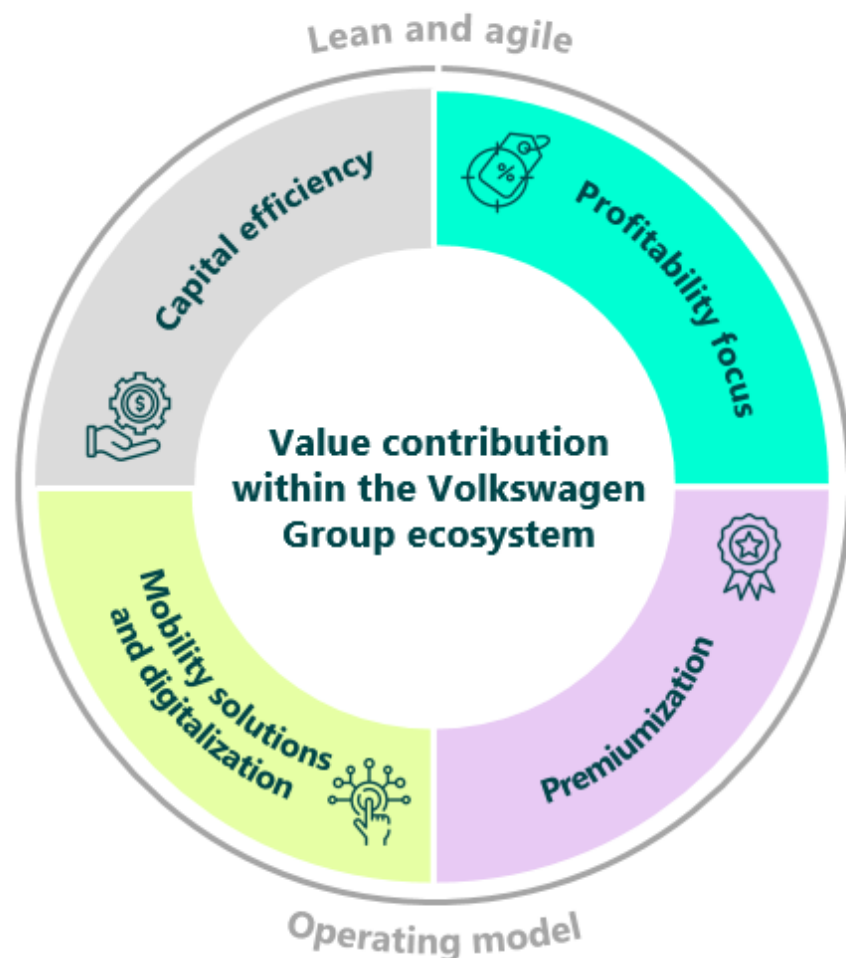


International Partner Development



# Looking ahead: Q4 2025 Europcar Mobility Group Focus

*Strengthen our value proposition, and drive profitability up!*



## Profitability focus

Prioritize profitability over volume – tighten fleet to increase utilization rate and improve channel and customer mix



## Premiumization

Strengthening EMG's value proposition and service level to increase RPD and customer loyalty



## Mobility solutions and digitalization

Expanding mobility services and digital customer journey to strengthen vehicle on demand role in VW's mobility ecosystem



## Capital efficiency

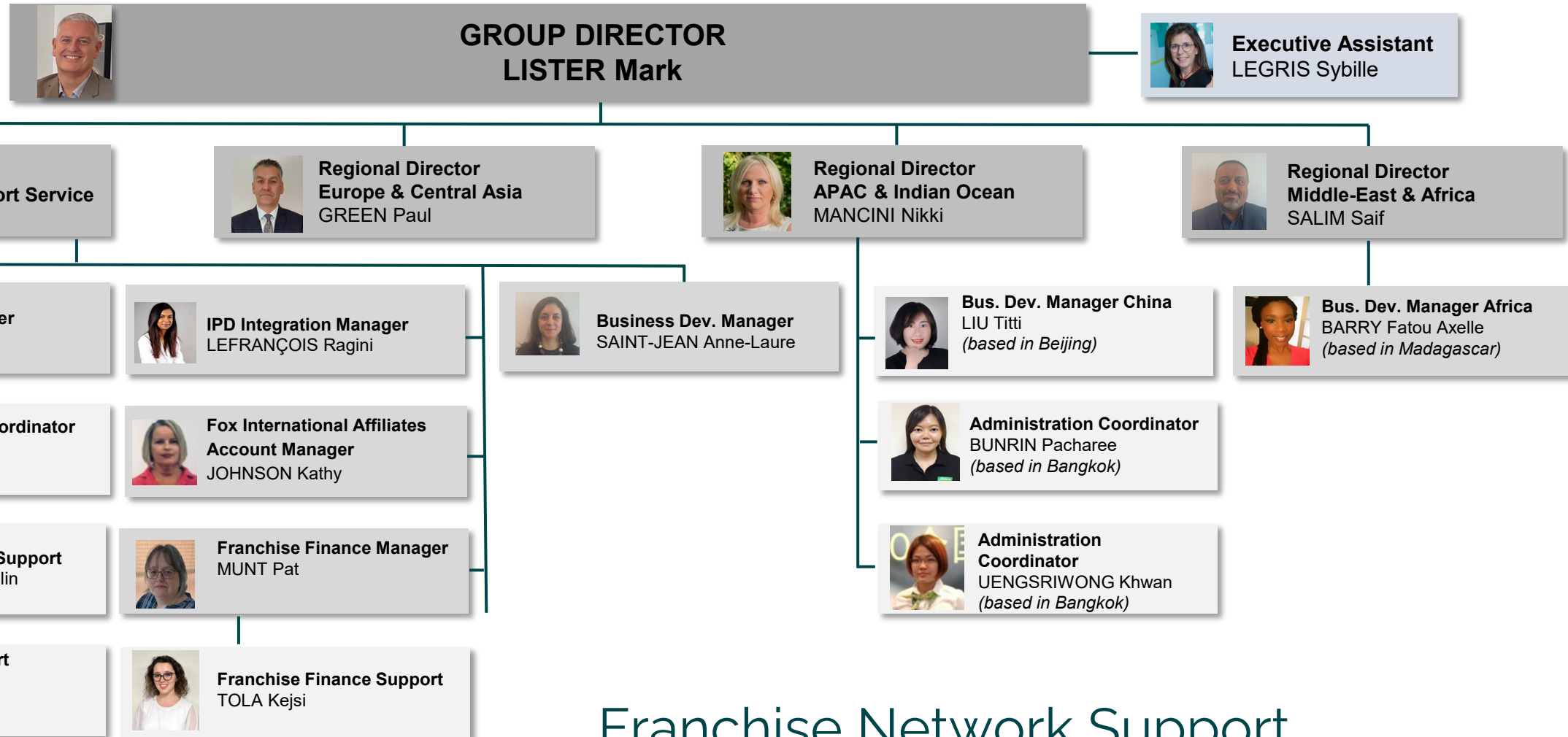
Operating on capital-efficient model as strategic enabler to ensure lean and agile setup



# International Partner Development

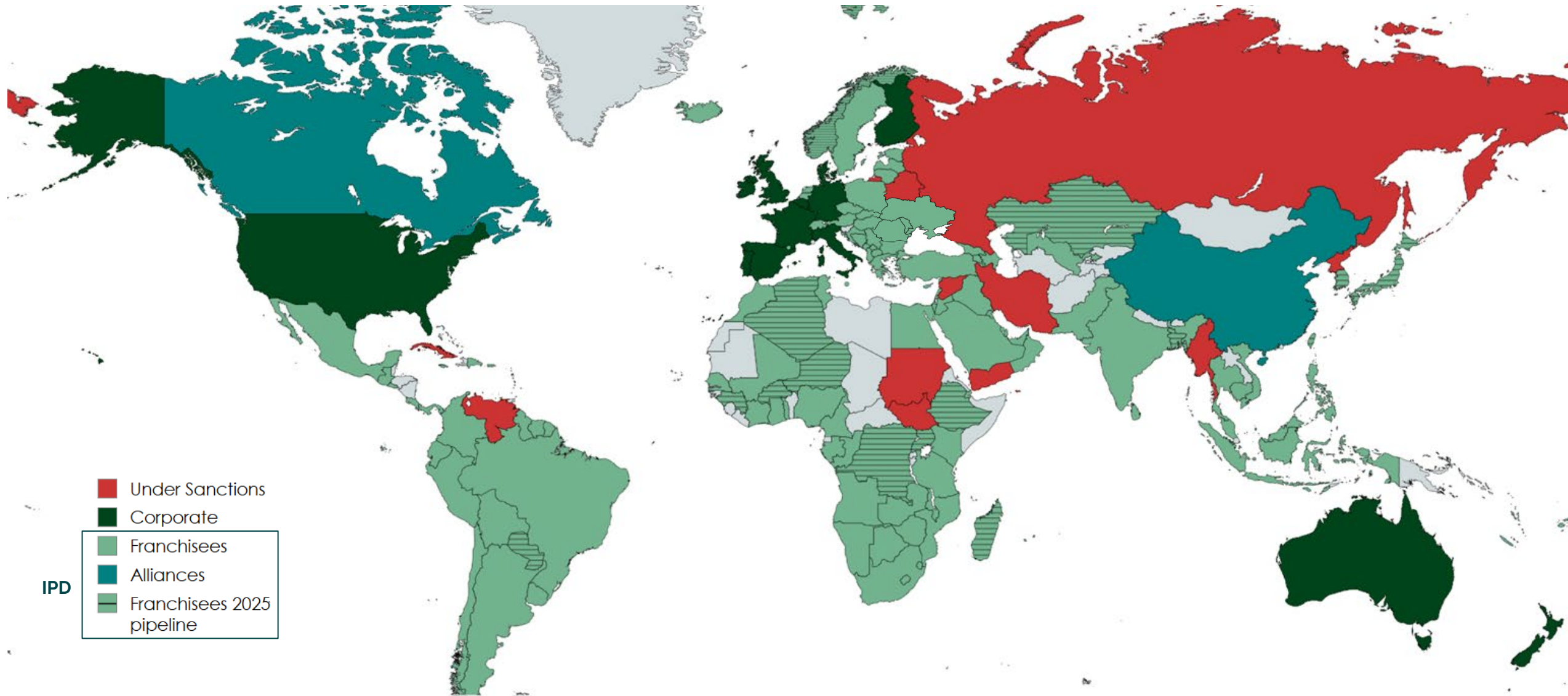
“Our Franchise & Alliance Partner Network”

# International Partner Development Team



Franchise Network Support







## New Europcar Country / Partners in 2025

Armenia  
Brazil  
Burkina Faso  
Chile  
Colombia (Jan 26)  
DR Congo  
Ethiopia

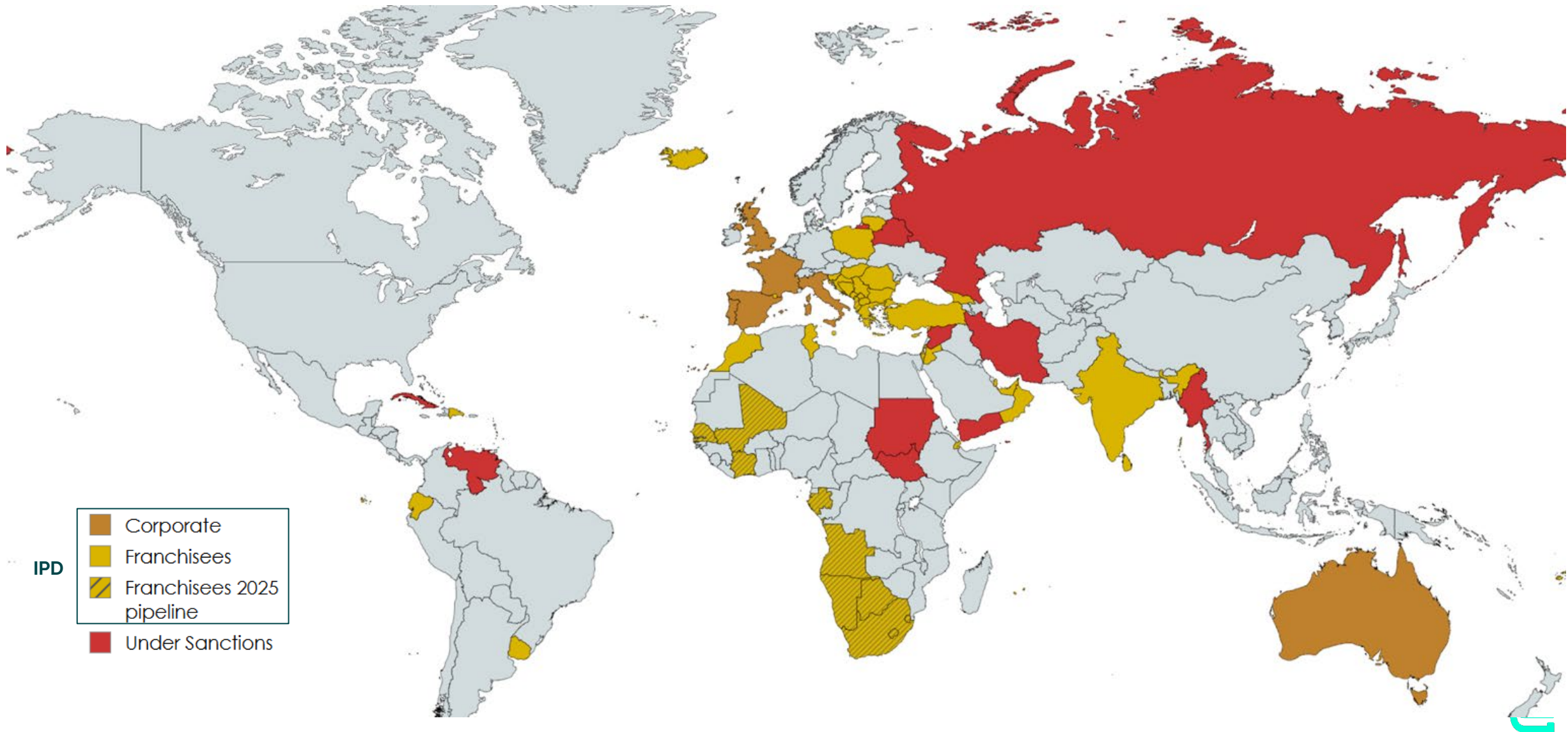
French Polynesia  
Ghana  
Guam  
Guyana (Jan 26)  
Jamaica  
Niger  
Netherlands

Norway  
Sierra Leone  
South Korea  
St Lucia  
Timor Leste  
Tonga  
Ukraine



# 32 Franchise Countries

## 21 countries in the pipeline





## New Goldcar Country / Partners in 2025

Abu Dhabi  
Albania  
Fiji  
Mauritius

India  
South Africa  
Sri Lanka  
Tunisia



# 2025 H1 Highlights

**GOLDCAR**

**+6%**  
revenue

**+9%**  
reservations

**+30%**  
revenue

**+46%**  
reservations

**Europcar**



# Europe & Central Asia

# Switzerland & Europe Focus

# SWISS PERFORMANCE

## SWISS HIGHLIGHTS

**83**  
**Rental**  
**Stations**

**+4.47%**  
**revenue**

**75.8%**  
**NPS SCORE**

*Jan to Oct 2025 vs 2024 - Greenway data*

- Reservations growing by 20%
- Cross border inbound reservations growing by 15%
- Very good peak season (July and August) with + 21% reservation and + 17% revenue growth
- Top 3 sources for CH checkout growing reservations:
  - US: +19%
  - SA: +2%
  - IL: +13%
- In top 5 countries in Europe with NPS score of 75.8%



# EUROPE PERFORMANCE

**40**  
**countries**

**+13%**  
**revenue**

**66.5%**  
**NPS SCORE**

## NETWORK HIGHLIGHTS

### Europcar

- 18 countries with H1 double digit revenue growth
- **Record high season** revenues in a number of countries including **Austria, Greece, Iceland, Sweden and Switzerland.**
- **Netherlands** (June 1st) and **Norway** (November TBC) reopen as Franchise countries
- Our Georgia partner has further expanded into Armenia
- Launch of Premium in Kosovo

### Goldcar

- **19 Goldcar countries** currently operating
- IFA renewals agreed for Cyprus and Malta
- Albania and Austria will open by Q1 2026, Hungary by Q4 2026

### Fox

- 13 Fox countries currently operating
- Bosnia Herzegovina and Romania opened in 2025



# Around the Regions

## Americas, APAC & MEA

# APAC PERFORMANCE

**18**  
**countries**

**-10%**  
**revenue**

**55%**  
**NPS SCORE**

## NETWORK HIGHLIGHTS

### Europcar

- French Polynesia Launched July
- Tonga, Timor Leste, Guam and South Korea will launch in Q4
- **Japan** will launch as **franchisee** in 2025 or Q1 2026
- Hong Kong and Macau in discussion
- APAC economy/recession impeding recovery

### Goldcar

- India - first Goldcar Taxi rental in August
- Sri Lanka to go live September
- Fiji and Mauritius launch in October

### Fox

- French Polynesia received 1st Fox rental the day the rates went live
- 6 countries live, 3 more in Q4

# MEA PERFORMANCE

**12**

**countries**

**+7%**

**revenue**

**62%**

**NPS SCORE**

# AFRICA PERFORMANCE

**21**

**countries**

\*

**+5%**

**revenue**

**54%**

**NPS SCORE**

## NETWORK HIGHLIGHTS

### Europcar

- Europcar Libya closed in Aug 2025, discussions with new partner opportunity started
- 7 Goldcar countries, Abu Dhabi and Tunisia recently opened
- **Significant network expansion** in Africa: DR Congo, Ghana, Sierra Leone, Ethiopia, Burkina Faso, Niger, Madagascar, Cape Verde

### Goldcar

- 7 countries operating
- Tunisia and South Africa due to open soon
- Excellent growth performance in Qatar & Oman

### Fox

- 8 countries live, 4 more countries to be onboarded

# AMERICAS PERFORMANCE

**31**  
**countries**

**+7%**  
**revenue**

**41.4%**  
**NPS SCORE**

## NETWORK HIGHLIGHTS

### Europcar

- New opening in St Lucia in May (Fox affiliate conversion)
- New partner in Brazil (Jul) and Chile and Jamaica (Nov)
- Upcoming partner changes in Jan 2026 in Colombia, Guyana
- Discussion to re-open Paraguay ongoing

### Goldcar

- Expansion on hold pending brand investments from source USA
- Growth strategy in Ecuador after system change
- Strong price pressure in Martinique, Dominican Republic and Uruguay

### Fox

- All countries onboarded
- Mixed performance with top tourist destinations suffering from intense price pressure and lower demand

# Q&A



Learn. Meet. Get inspired.

Caroline Vetter  
Bea Angst



# DRIVE THE FUTURE

Highlights & Ausblick



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# HIGHLIGHTS 2025 – RÜCKBLICK

## Performance



## Lernen & Entwicklung



## Leadership



# DRIVE THE FUTURE – AUSBLICK

## Transformation & Kultur



## Lernen & Entwicklung



## Leadership





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PANEL DISCUSSION

# WHAT FACTORS CONTRIBUTE TO A STATION'S SUCCESS?

Faster, Higher, Stronger – Together



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# WHAT FACTORS CONTRIBUTE TO A STATION'S SUCCESS?

## Main aspects



# BEST PRACTICES

NPS  
client satisfaction



Johannes Jacob  
Zurich Airport

incremental sales  
@ CO



George Droumakas  
Zurich City

SME small  
medium enterprises



Kamal El Hakouni  
Geneva Eaux-Vives

fleet pricing & yield  
management at local level



Domenik Canaj  
Biel/Bienne

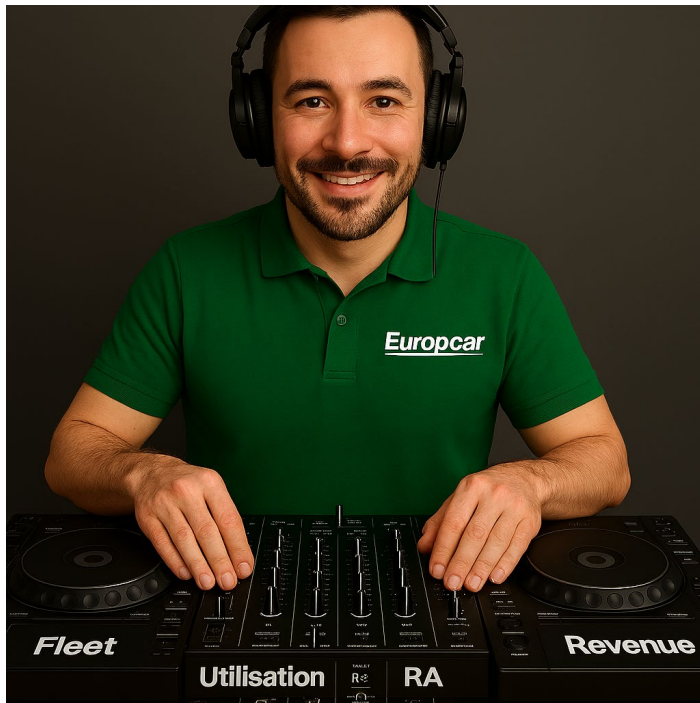
people & performance  
leadership



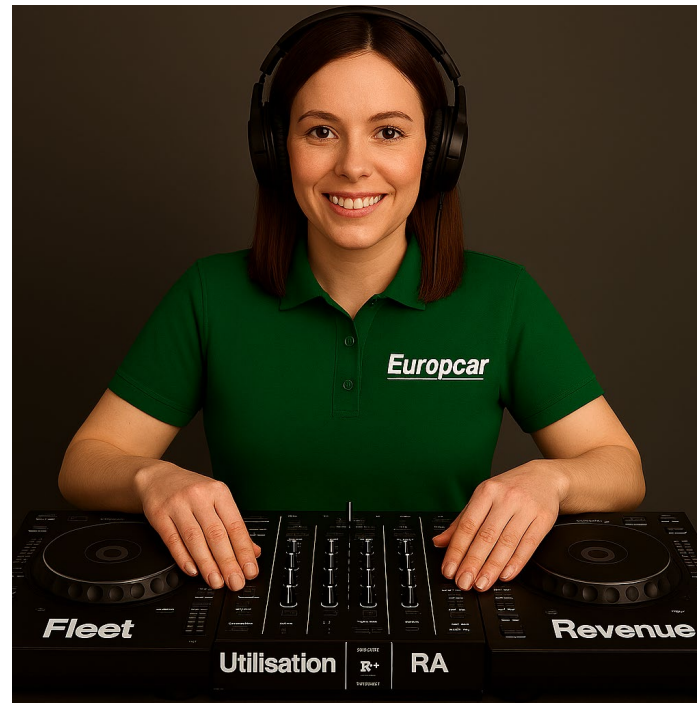
Willy Désirée  
Lausanne City

# CENTRAL ROLE OF A STATION MANAGER

DJ



DJANE



- empowering leadership
- understanding correlation between the different KPIs
- customer-centric culture

**Europcar**  
happy to help





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Rosario Allevato

# FLEET & MIX

Flottenmix / Neue Modelle



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# WIESO IST DER FLOTTENMIX WICHTIG?

- Ein optimaler Mix ist entscheidend für Rentabilität, Kostenkontrolle, Kundenzufriedenheit und Nachhaltigkeit
- Höhere Flexibilität und Auslastung durch vielfältige Fahrzeugtypen
- Abdeckung verschiedener Kundensegmente (Privat, Business, Tourismus)
- Flexibles Preismanagement durch verschiedene Fahrzeugsegmente
- Stärkung des Markenimages →



# FLOTTENMIX

Zeitraum: 01.01. – 31.10.

| Kategorie      | Anzahl 2024 | Anzahl 2025 | Differenz Anzahl | Differenz Umsatz       |
|----------------|-------------|-------------|------------------|------------------------|
| SUV            | 1194        | 1312        | +10%             | +9% (+2.31 Mio.)       |
| Minibus        | 422         | 463         | +10%             | +8% (+1.04 Mio.)       |
| MPV            | 302         | 498         | +65%             | +53% (+3.74 Mio.)      |
| Compact        | 605         | 372         | -39%             | -17% (-1.73 Mio.)      |
| Stationwagon   | 447         | 496         | +11%             | -12% (1.06 Mio.)       |
| Premium/Luxury | 122         | 237         | +94%             | +85% (+3.37 Mio.)      |
| Trucks         | 262         | 277         | +6%              | +13% (+0.48 Mio.)      |
| Electric       | 333         | 251         | -25%             | -25% (-0.96 Mio.)      |
| Economy        | 278         | 179         | -36%             | -32% (-1.32 Mio.)      |
| <b>Total</b>   | <b>3965</b> | <b>4085</b> | <b>+3%</b>       | <b>+7% (5.88 Mio.)</b> |

# NEUE MODELLE 2026: AMAG MARKEN



Audi A6 Avant e-tron



New Audi Q5



New Audi Q3



CUPRA Raval

# NEUE MODELLE 2026: AMAG MARKEN



VW ID.2

SKODA



Skoda Elroq



New Skoda Enyaq

# NEUE MODELLE 2026: FREEMDMARKEN



Mercedes GLC EQ



VOLVO V60



Smart #1



Smart #3



Smart #5

# NEUE MODELLE 2026 (IN PLANUNG)

**Jeep**



Jeep Grand Cherokee



Jeep Compass



Nissan X-Trail



Alfa Junior



Hyundai Staria



Hyundai Ioniq 9



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