

BIENVENUE



Swiss
Europcar
Convention

Hendrik Luetjens

WELCOME TO LAUSANNE

Review 2025 / Preview 2026



Swiss
Europcar
Convention

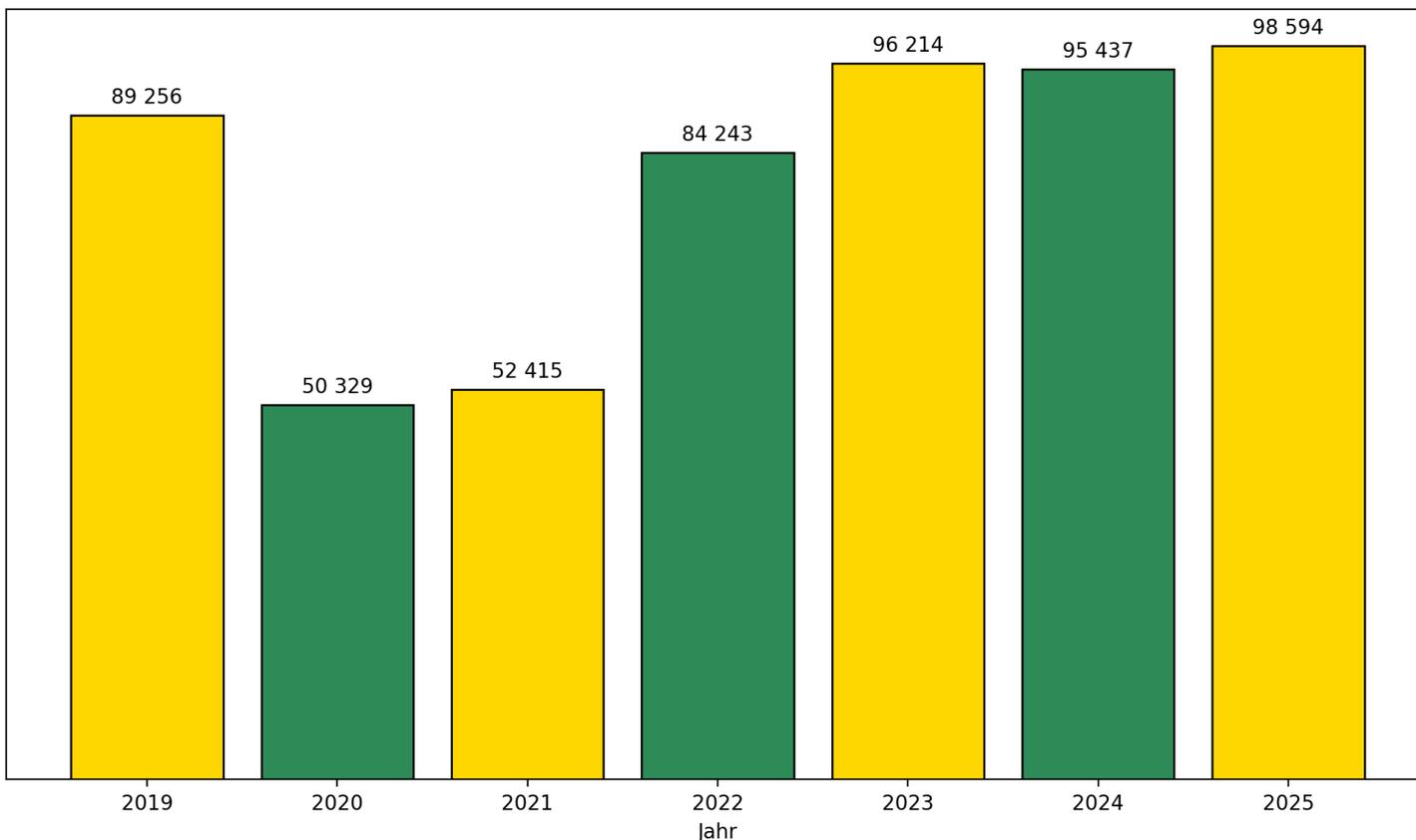
amag

BIENVENUE EN ROMANDIE

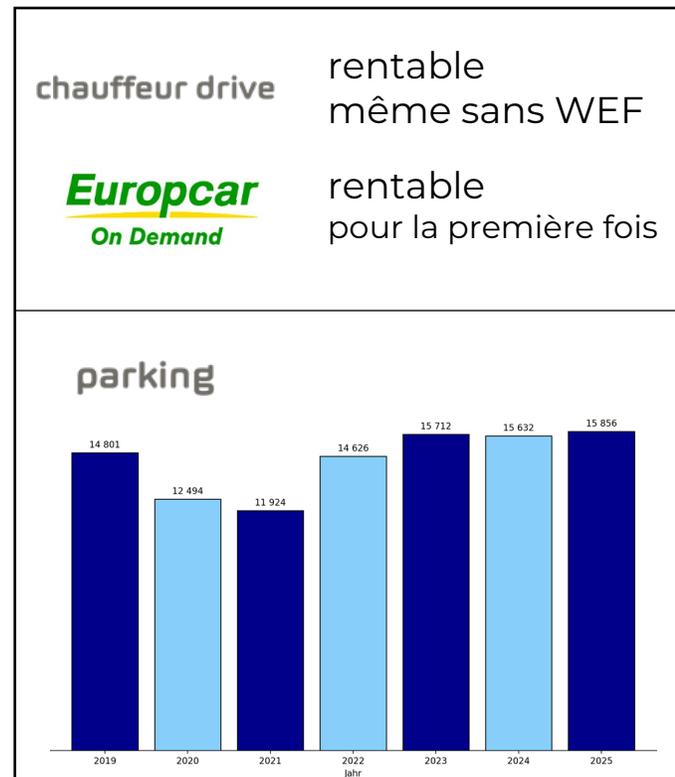


Swiss
Europcar
Convention

En route vers des chiffres d'affaires records en 2025 et des résultats impressionnants pour certaines « petites » entités



(JAN – OCT 2025 AMAG SERVICES TOTALE EN EN MILLIERS DE CHF)



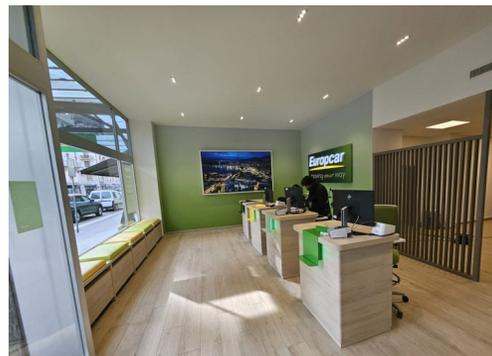
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REVUE 2025

Renovation siège à Kloten



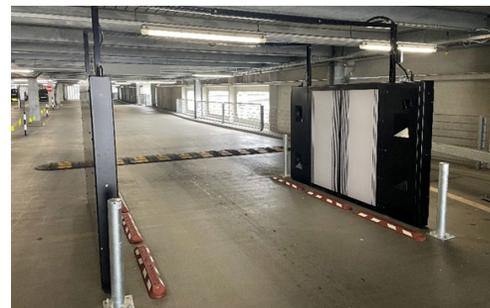
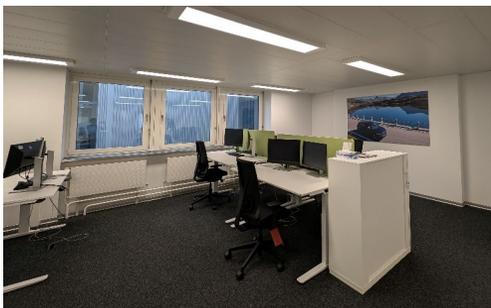
Renovations de plusieurs stations Europcar



Flotte premium, voitures électriques & Damage Gate



Google Review Management & Clients



Les ventes additionnelles ont particulièrement bien fonctionnées en 2025



Chiffre d'affaires

7.1 millions de CHF
(+ 1.8 millions de CHF)



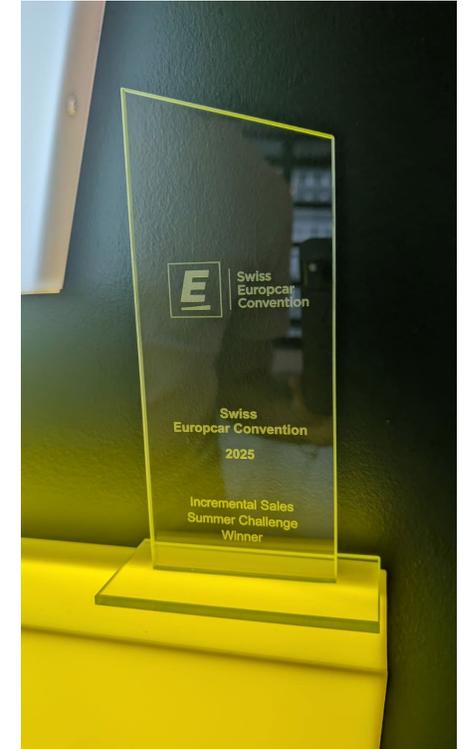
IRPD

8.14 CHF
(+ 1.9 CHF)



Conversion Rate

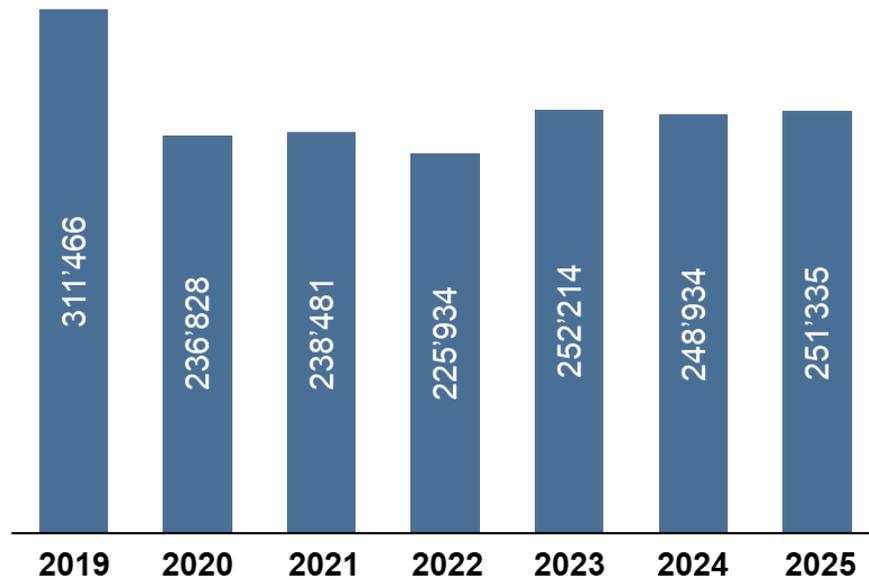
25.4%
(+ 7.4 pp)



(Jan – 20 Nov 2025 comparé à la même période en 2024)

Regardons brièvement ce qui se passe autour de nous et quelles sont nos perspectives

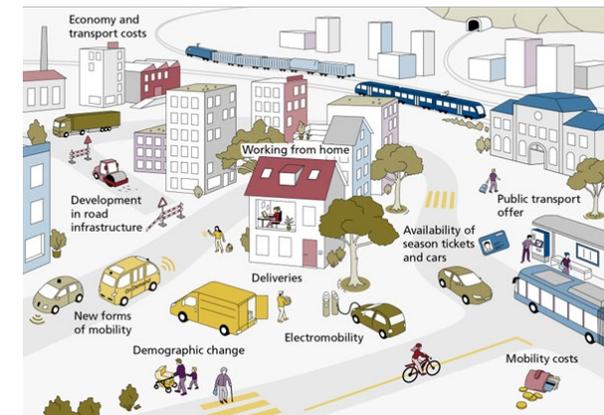
Marché voitures neuves en Suisse¹



Marché européen location de voitures



Politique & urbanisme



How Paris Kicked Out the Cars

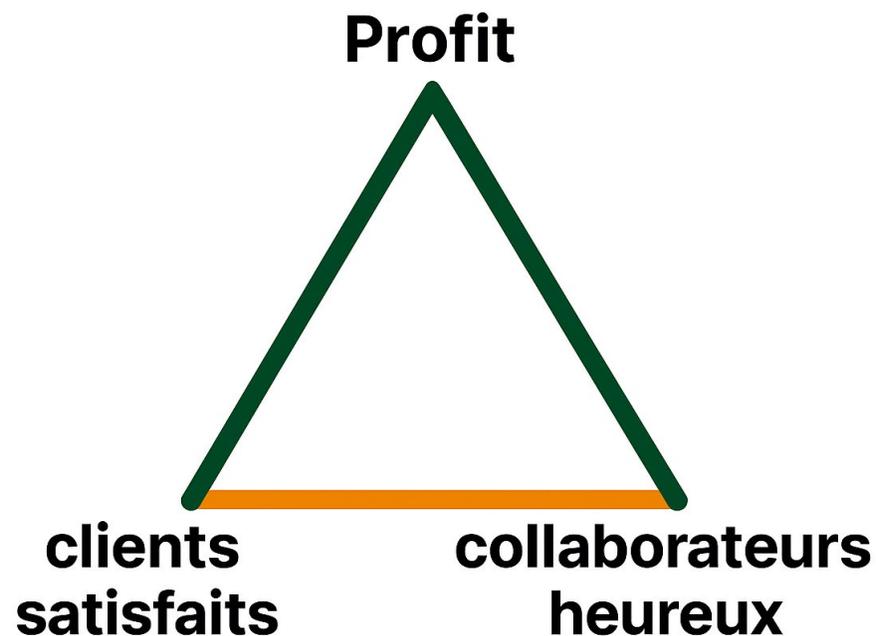
Sadiq Khan hails London car ban trial as fight to block all cars becomes 'reality' for thousands - 'Glimpse of future'

¹ Source: OFROU / nouvelles mises en circulation VT y c. importations directes/parallèles | Volkswagen intègre les voitures de tourisme de la marque VW Véhicules Utilitaires / 2025: Prévisions AMAG

EST-CE QUE NOUS SOMMES VRAIMENT CONCERNÉS?



Sur la base de nos visions, ces trois points constituent les priorités absolues pour l'entreprise, chaque région, chaque département et chaque station.



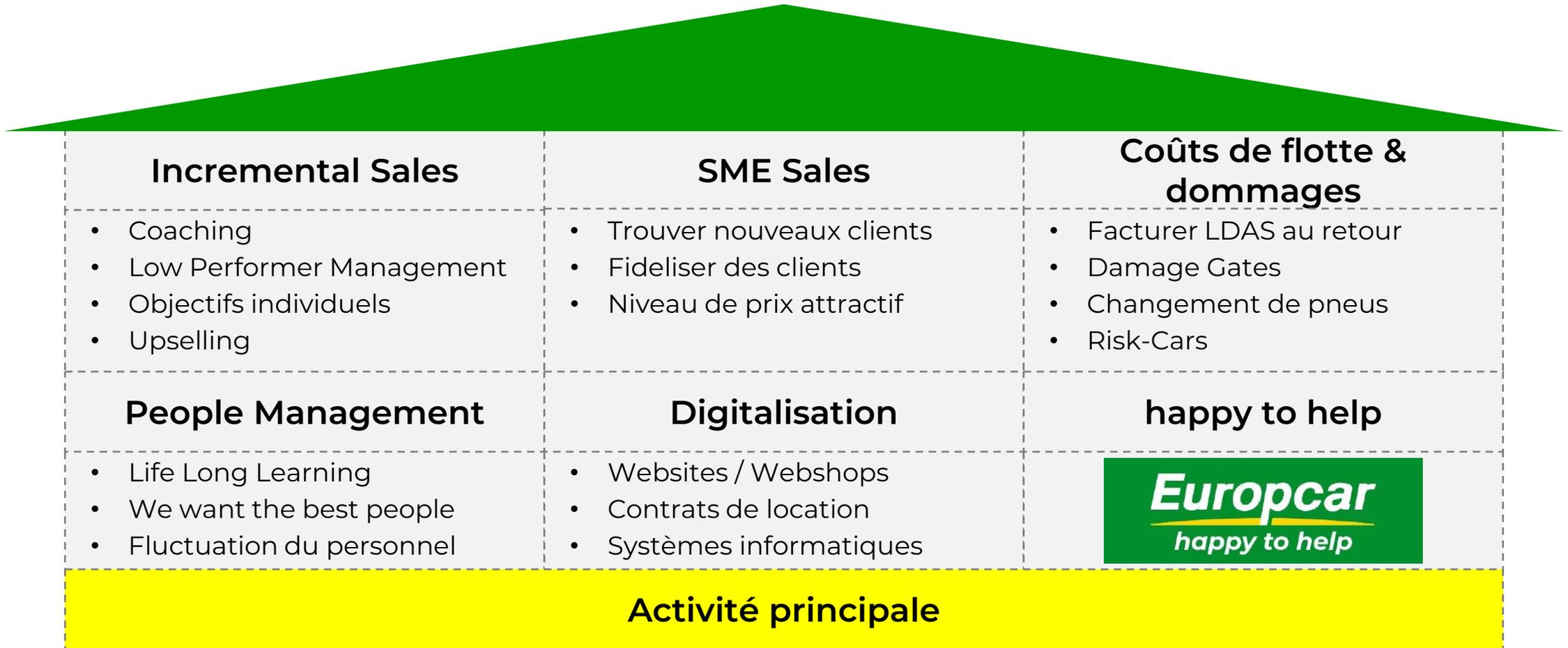
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Nous voulons devenir le premier fournisseur de mobilité individuelle durable.

Europcar

Proposer des solutions alternatives attractives à la possession d'un véhicule, de manière responsable et durable.

Nous n'attendons pas, mais commençons dès aujourd'hui à travailler sur nos priorités pour 2026



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

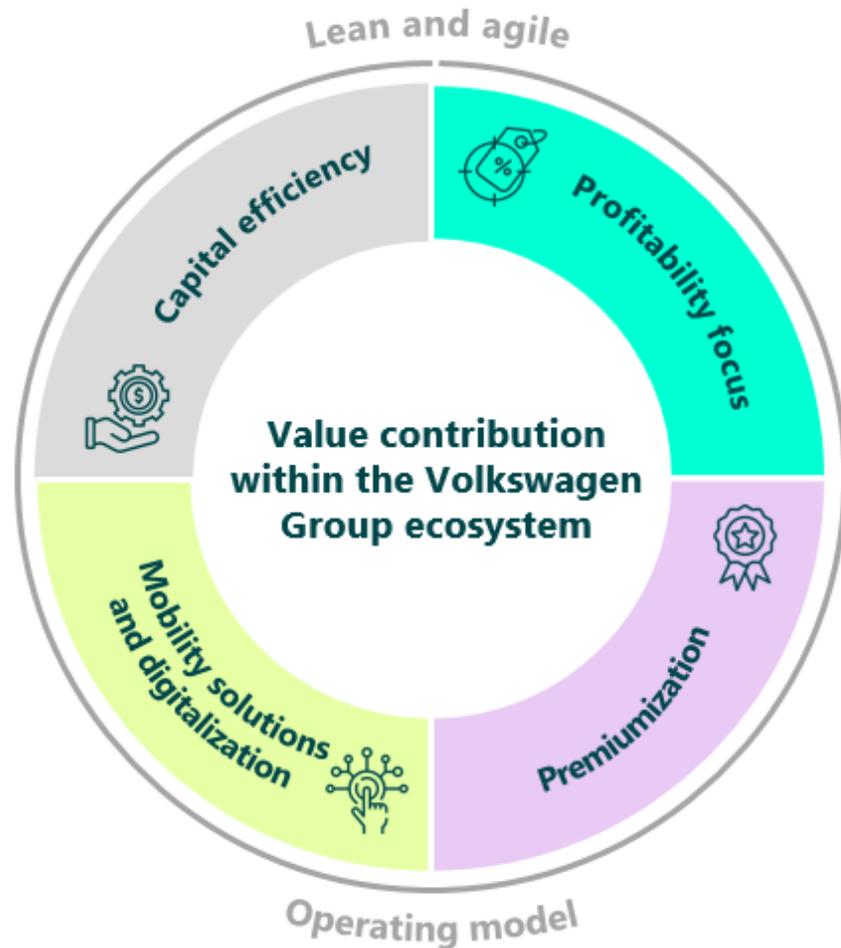


International Partner Development



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

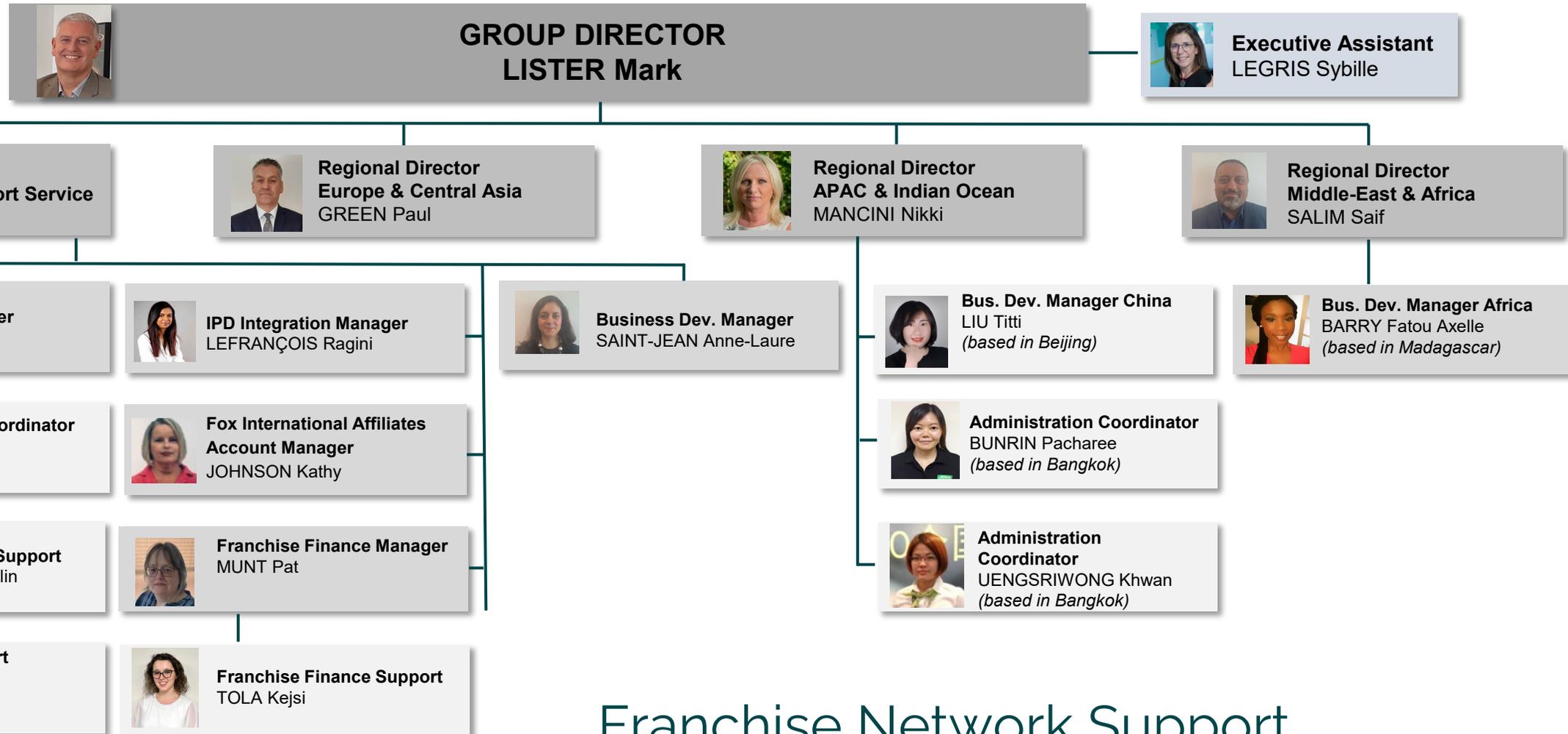
Operating on capital-efficient model as strategic enabler to ensure lean and agile setup



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

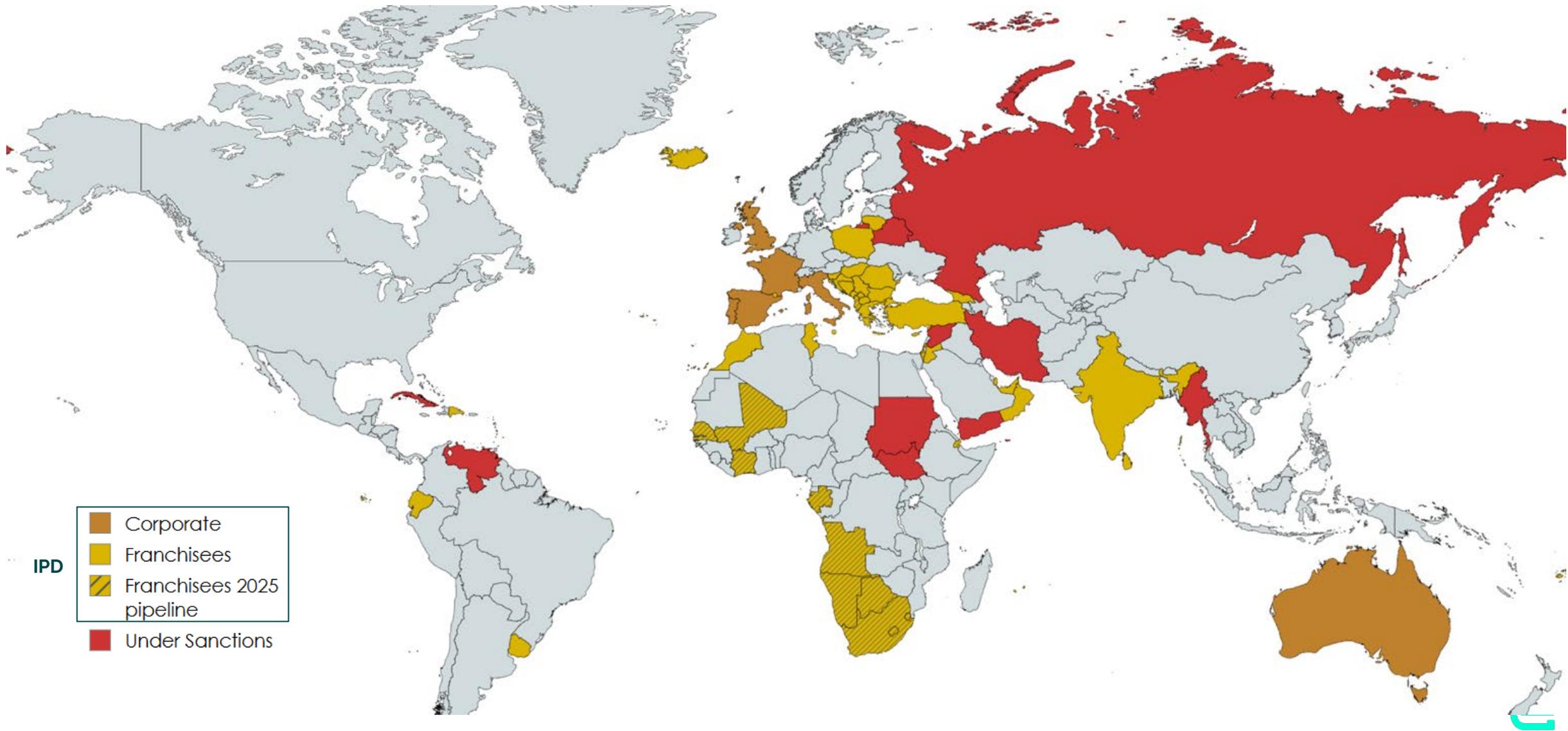
Timor Leste

Tonga

Ukraine



32 Franchise Countries 21 countries in the pipeline



The Goldcar logo consists of the word "GOLDCAR" in a bold, black, sans-serif font. The letter "O" is stylized with a white arrow pointing upwards and to the right. The logo is centered within a bright yellow rounded rectangular background.

GOLDCAR

New Goldcar Country / Partners in 2025

Abu Dhabi

Albania

Fiji

Mauritius

India

South Africa

Sri Lanka

Tunisia



2025 H1 Highlights

GOLDCAR

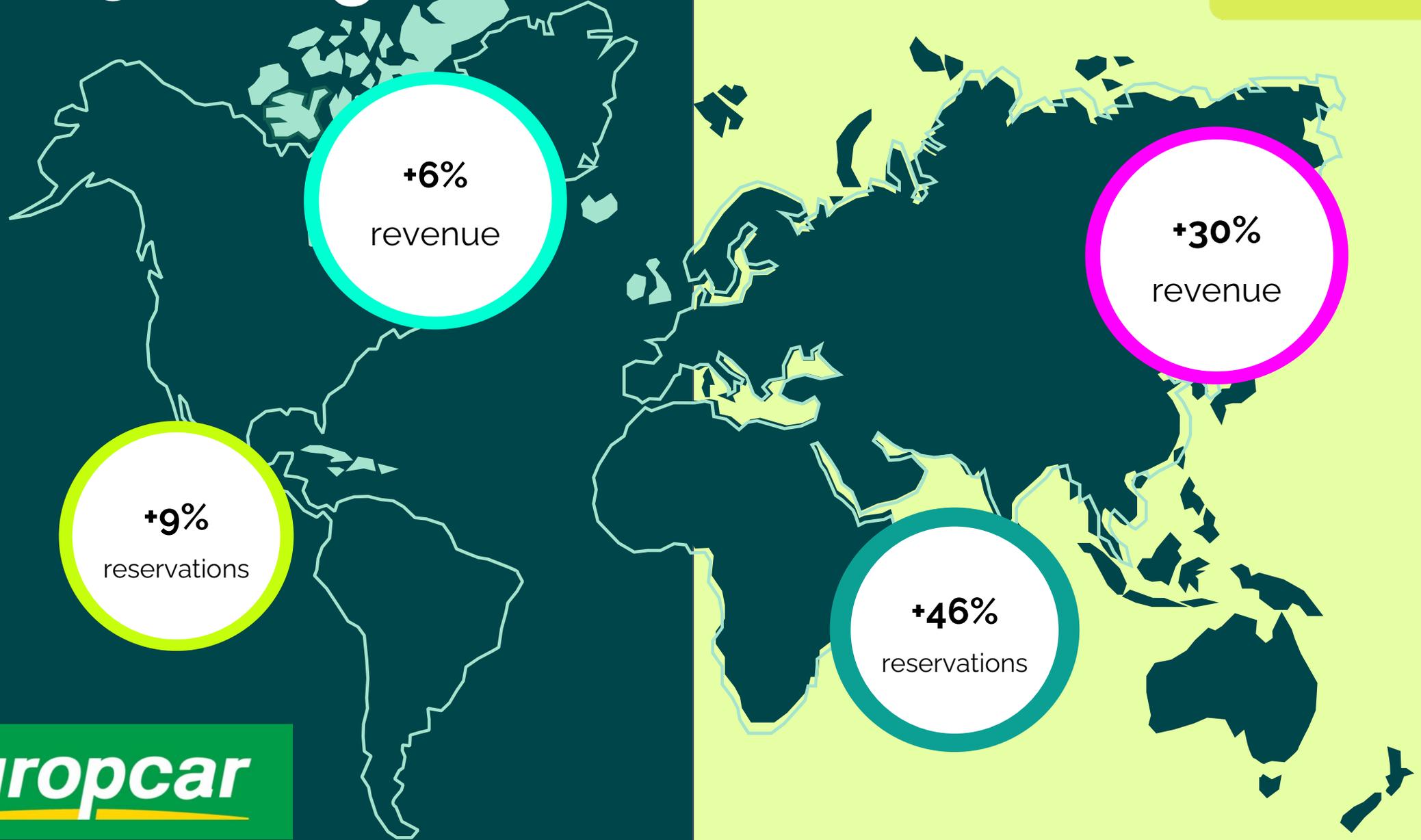
+6%
revenue

+9%
reservations

+30%
revenue

+46%
reservations

Europcar





Europe & Central Asia

Switzerland & Europe Focus

SWISS PERFORMANCE

83

**Rental
Stations**

**+4.47%
revenue**

75.8%

NPS SCORE

SWISS HIGHLIGHTS

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

Temps forts et perspectives



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TEMPS FORTS 2025 – RÉTROSPECTIVE

Performance



Pulse – le sondage express 2025

Apprentissage et développement



Lifelong Learning

Leadership



Self leadership
Cartes Leadership

DRIVE THE FUTURE – PERSPECTIVES

Transformation et culture



Apprentissage et développement



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

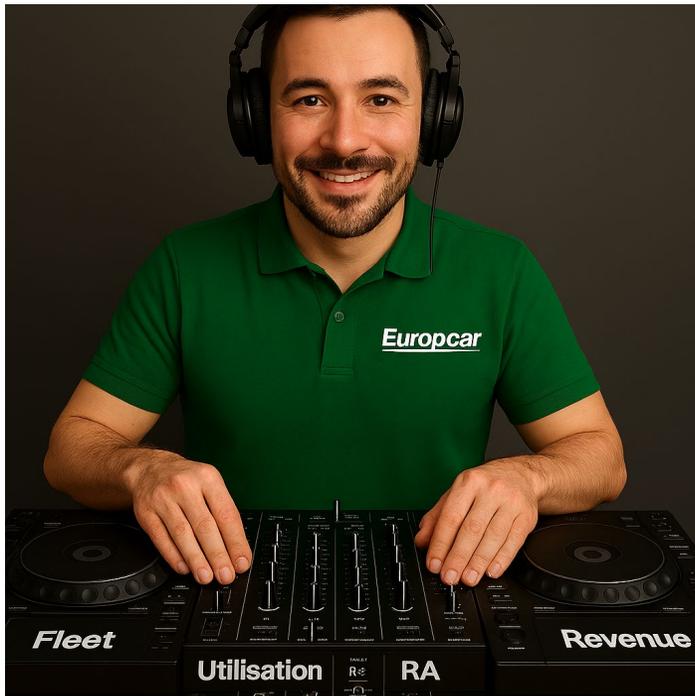

people & performance
leadership



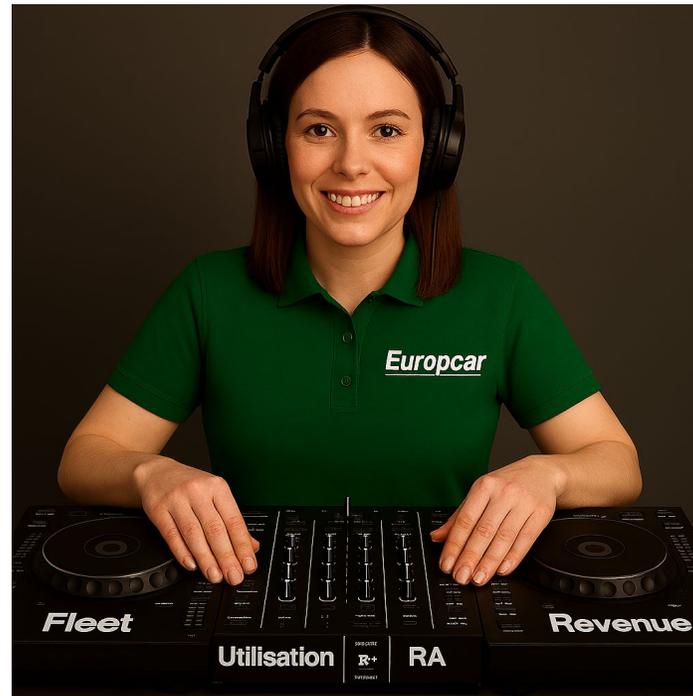
Willy Désirée
Lausanne City

CENTRAL ROLE OF A STATION MANAGER

DJ



DJANE



empowering leadership



understanding correlation between the different KPIs



customer-centric culture





Learn. Meet. Get inspired.



Rosario Allevato

FLEET & MIX

Mix de flottes / nouveaux modèles



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ARGUMENTS IMPORTANTS EN FAVEUR DU MIX DE FLOTTES

- Un mix optimal est décisif pour la rentabilité, le contrôle des coûts, la satisfaction de la clientèle et la durabilité.
- Flexibilité et taux d'occupation accrus grâce à divers types de véhicules
- Couverture de différents segments de clientèle (privé, professionnel, tourisme)
- Gestion flexible des prix selon les différents segments de véhicules
- Renforcement de l'image de marque →

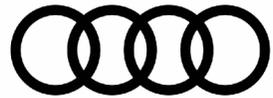


MIX DE FLOTTES

période: 01.01. – 31.10.

Catégorie	Nombre 2024	Nombre 2025	Différence nombre	Différence chiffres d'affaires
SUV	1194	1312	+10%	+9% (+2.31 millions)
Minibus	422	463	+10%	+8% (+1.04 millions)
MPV	302	498	+65%	+53% (+3.74 millions)
Compact	605	372	-39%	-17% (-1.73 millions)
Stationwagon	447	496	+11%	-12% (1.06 millions)
Premium/Luxury	122	237	+94%	+85% (+3.37 millions)
Trucks	262	277	+6%	+13% (+0.48 millions)
Electric	333	251	-25%	-25% (-0.96 millions)
Economy	278	179	-36%	-32% (-1.32 millions)
Total	3965	4085	+3%	+7% (5.88 millions)

NOUVEAUX MODÈLES 2026: MARQUES AMAG



Audi A6 Avant e-tron



New Audi Q5



New Audi Q3



CUPRA Raval

NOUVEAUX MODÈLES 2026: MARQUES AMAG



VW ID.2

SKODA



Skoda Elroq



New Skoda Enyaq

NOUVEAUX MODÈLES 2026: MARQUES D'AUTRES CONSTRUCTEURS



Mercedes GLC EQ



VOLVO V60



Smart #1



Smart #3



Smart #5

NOUVEAUX MODÈLES 2026 (PRÉVU)

Jeep



Jeep Grand Cherokee



Jeep Compass



Nissan X-Trail



Alfa Junior



Hyundai Staria



Hyundai Ioniq 9



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