



**EUROPCAR MOBILITY GROUP
ACQUIRES FOX RENT A CAR,
ONE OF THE LARGEST INDEPENDENT
CAR RENTAL PLAYERS IN THE US**

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INVESTOR RELATIONS

Luc Péligny

Olivier Gernandt

For all financial or business information, please refer to our IR website at: <https://investors.europcar-group.com/>

luc.peligry@europcar.com

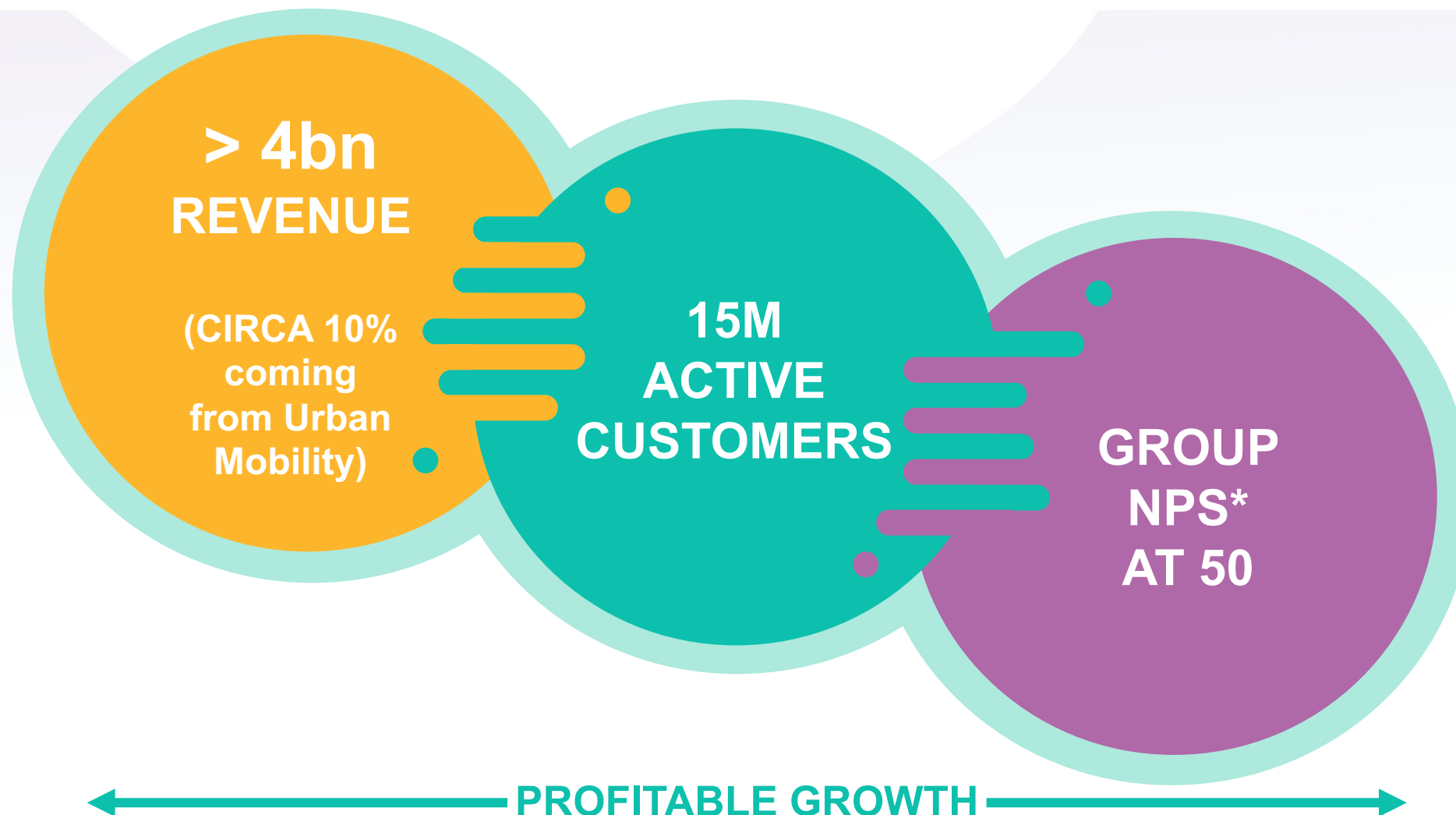
olivier.gernandt@europcar.com

MEDIA RELATIONS

Vincent Vevaud

vincent.vevaud@europcar.com

WE HAVE SET OURSELVES AMBITIOUS GOALS FOR 2023



THE WORLD IS OUR BATTLEGROUND

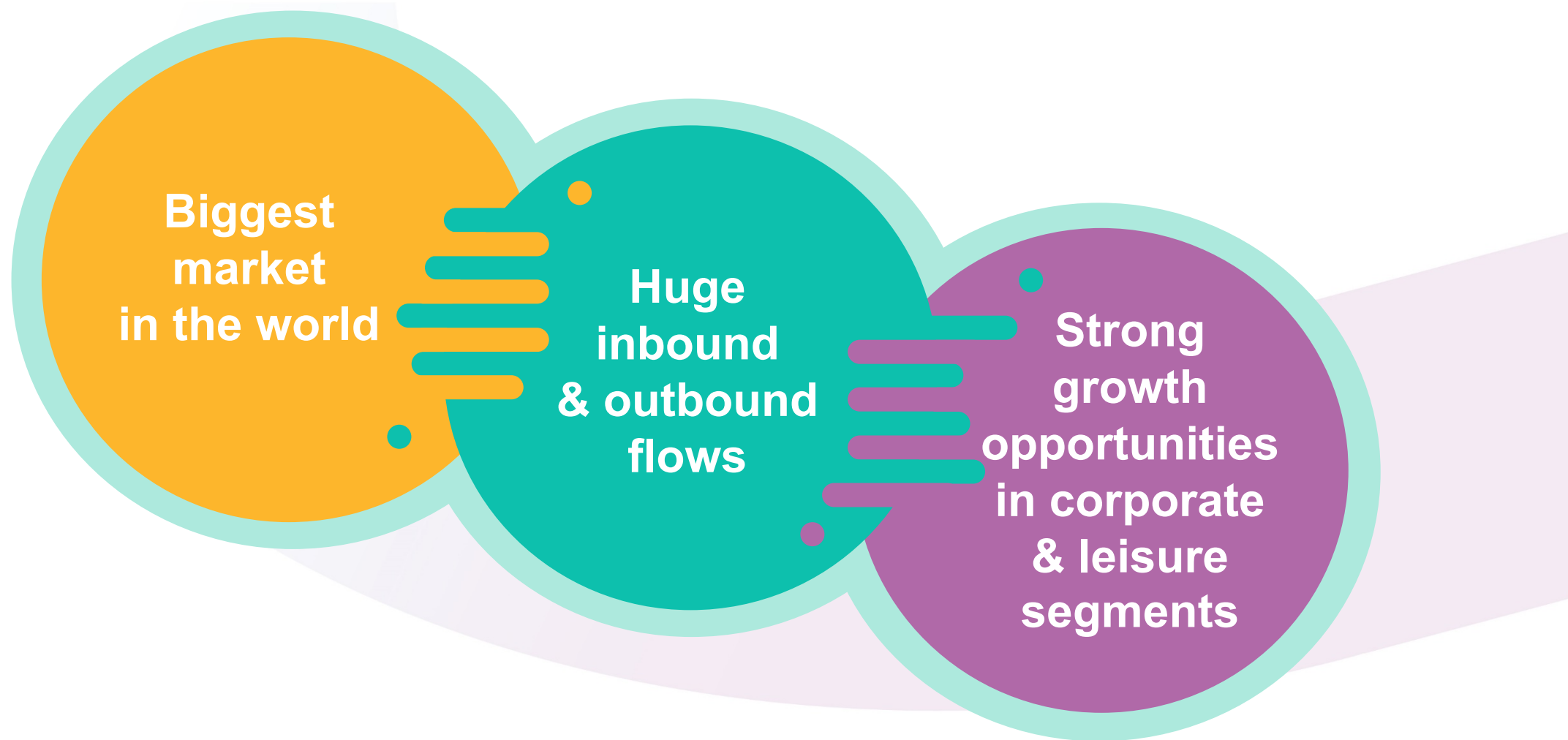


EUROPCAR MOBILITY GROUP, THE #1 IN EUROPE, ENTERS THE BIGGEST MARKET IN THE WORLD BY ACQUIRING FOX RENT A CAR, ONE OF THE LARGEST INDEPENDENT CAR RENTAL PLAYERS IN THE US.

FOX RENT A CAR WILL BE THE PLATFORM OF THE GROUP'S FUTURE DEVELOPMENTS IN THE US.



WHY THE US?



WHY FOX RENT A CAR?

1

Leading independent player in the US car rental market, present in 15 of the top 25 US airports, with a network of 21 corporate stations and 100+ affiliates

2

Attractive Value for Money positioning with an impressive track-record of organic growth

3

Founders-owned and operated business, with a commitment to stay on board going forward

4

Unique opportunity to acquire a US platform to progressively serve all the mobility needs of customers, and leverage our international network

5

Significant identified synergies and value creation potential through optimized fleet financing, renewed fleet, optimization of group's direct sales channels

FOX RENT A CAR HAS AN IMPRESSIVE TRACK RECORD OF ORGANIC GROWTH

Founders-owned and operated business



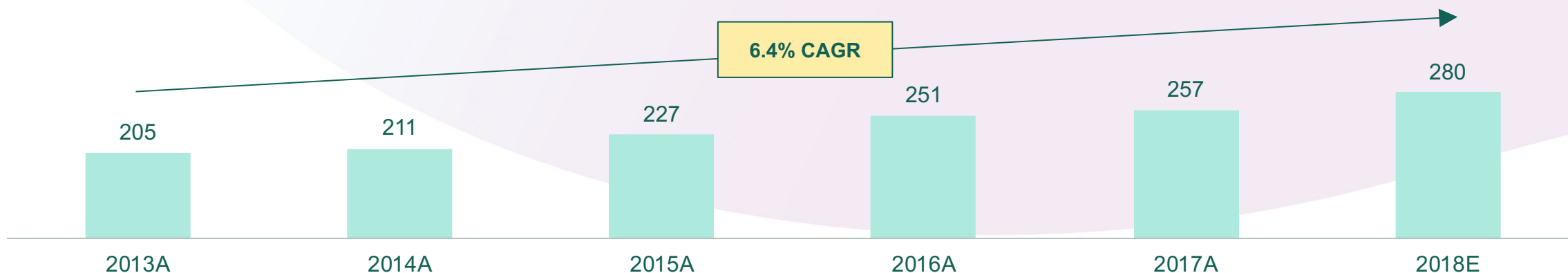
Mike Jaber
Co-founder



Allen Rezapour
Co-founder

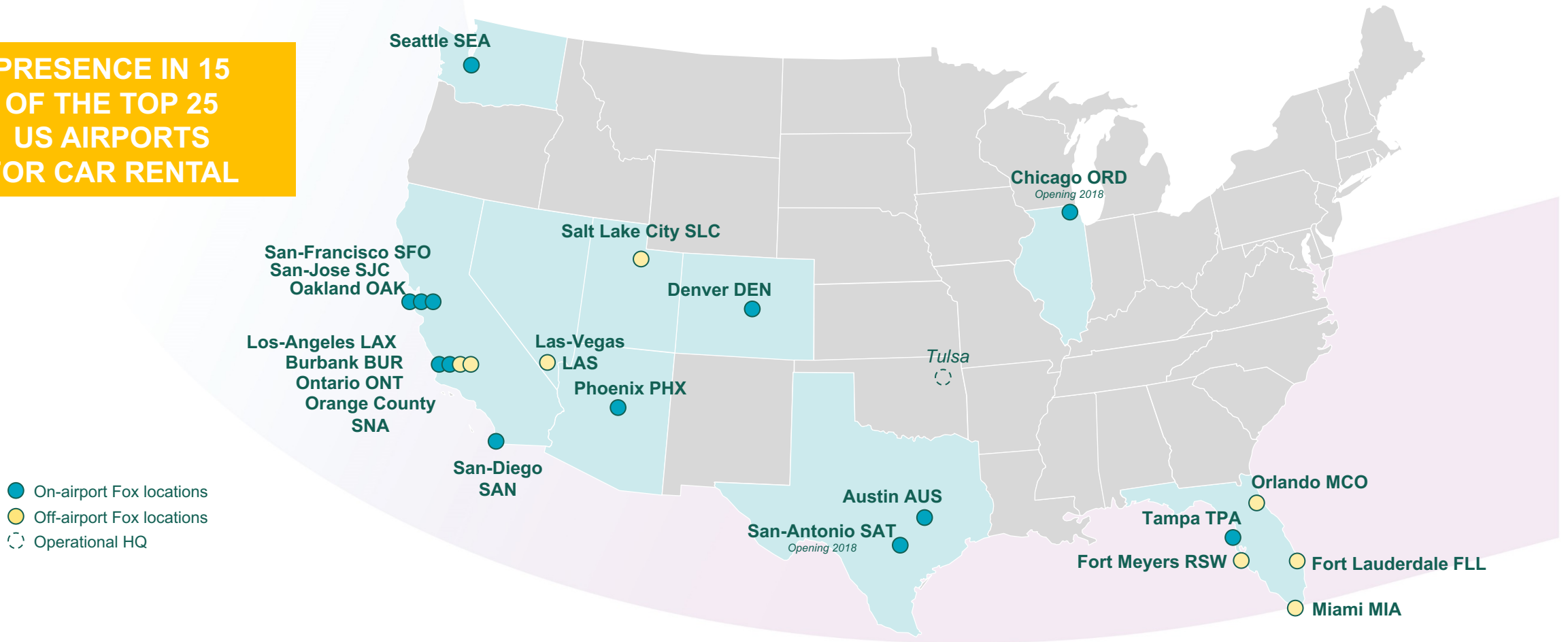
- Mike Jaber and Allen Rezapour founded the company in 1989 and currently share the operations' management
 - Both are strongly committed to remain fully involved in the day-to-day operations and are excited to be part of this new era partnering with our Group
 - The transaction structure reflects long term commitment and incentivization of the management
- With 21 stations across the U.S., Fox employs 1,086 individuals in the US, among which 124 operating in corporate functions
- Corporate functions are based in Tulsa (Oklahoma) and in California

Revenue (\$m)



FOX RENT A CAR HAS AN EXTENDED NETWORK OF 21 CORPORATE STATIONS IDEALLY LOCATED

PRESENCE IN 15
OF THE TOP 25
US AIRPORTS
FOR CAR RENTAL



FINANCIAL FEATURES

- EMG has signed an agreement with Puma's three founders to acquire 100% of the company.
- Europcar Mobility Group expects the transaction to be neutral to its earnings per share in 2020 and to become fully accretive from 2021 onwards.
- The transaction will be financed using cash and owned shares on balance sheet, and the full impact of the transaction on the group corporate net leverage will be below 0,3x at year end.
- EMG expects to refinance Puma's fleet debt and corporate debt before closing.
- Significant identified synergies and value creation potential through optimized fleet financing, renewed fleet, optimization of group's direct sales channels
- The acquisition is subject to customary conditions precedent is expected to close over the course of Q4 2019.

CONCLUSION

