

COMBINED SHAREHOLDERS' MEETING - 30 JUNE 2021

RESPONSES TO WRITTEN QUESTIONS SUBMITTED BY SHAREHOLDERS
TO THE BOARD OF DIRECTORS

- Why is it necessary to authorize the issuance of equity while right now you are in a good financial state? Doesn't this scare off new investors that look at the recent debt restructuring which was catastrophic for shareholders then?

These resolutions are standard on the market and allow companies to have the necessary means to react quickly in case of unforeseen difficulties, but also to be able to take advantage of market opportunities that require a quick reaction. In this respect, they do not impact the attractiveness of the group for investors.

- In what situation do you see Europcar repurchase 'up to' 10% of issued share capital? In the coming 3 years is it more likely that shares will be repurchased or issued?

The group has no such transactions in preparation at this time. On the other hand, we prefer to leave ourselves the possibility of doing so in the next 24 months in the event that a share buyback would be part of an optimization of our capital allocation, which would be very value-creating for the Group and all our shareholders.

- After Q1 earnings you were cautious when talking about this summer. Has your view on this summer changed since then?

The answer to this question was given during the presentations of this Shareholders' Meeting in which it was recalled the difficult and persistent health situation and the resulting market uncertainty.

- We will probably have voted in a few moments on the appointment of Mrs Sylvie Veilleux as a director. Her arrival is challenging news for our group, as she is a recognised leader in the digitalisation and development of the IT world. What are her expectations and the challenges she wishes to take up - a priori - in the computerisation and digitalisation of Europcar Mobility Group?

We are all delighted that Sylvie Veilleux has joined the company's Board of Directors. With her experience of the digital world, she will be able to usefully enlighten the work of the Board of Directors, particularly on the occasion of our group's "connect" program. We are all looking forward to sharing her experience and benefiting from her vision.

- It seems that there is a country where the major retailers do nothing to deliver masks on time - apparently out of a passion for seeing their masks leave for other destinations at the last minute, from some tarmac. In the same country, veterinary laboratories were not asked to test for human disease, perhaps because the dog genome is closer to the seagull than to the human. In this same country, there are never enough laws and regulations to ban all vehicles that pollute too much from urban areas - and without any help or compensation. It must be said that in this country, one of the favourite colours is Lagerfeld yellow. For many of its citizens, the conversion of a polluting vehicle into a 'cleaner' one is a significant additional cost, with no certainty that a new change in regulations will not wipe out the ecological effort made. Of course, there are energy savings at stake. Are we ready to support - on a large scale - this country in its ecological transformation by giving access to a simple and safe solution to citizens who do not live in town - if however the State of this country compensates a large part of the additional cost of conversion?

Our Group has - for a long time and out of conviction - integrated ESG criteria into the definition of its strategy and the conduct of its operations.

As a reminder: in 2005, we were the first player in the vehicle rental sector to sign up to the principles of the United Nations Global Compact.

In 2017, we structured our corporate social responsibility program - Commit Together - around four areas: Making Mobility Accessible, Acting for the Environment, Being a Responsible Employer and Sharing our Business Ethics.

In 2018, we defined our “Raison d’Être”: to offer attractive alternatives to car ownership in a responsible and sustainable way.

Today, this “Raison d’Être” informs both our strategy and our CSR program.

Finally, in 2019, we joined the UN Global Compact's Science-Based Targets initiative and as part of this commitment, we aim to drastically reduce our direct and indirect carbon emissions by 2030.

With this in mind, we have launched a global action plan that includes several levers:

- increasing the proportion of green vehicles in our fleet, with the aim of having one-third of our fleet in green vehicles by the end of 2023,
- equipping our stations with electric charging stations,
- the launch of subscription offers to encourage our customers to turn to more eco-responsible rental offers,
- ...

So, yes: we are not only ready but also committed to accompanying companies and individuals, and more globally, the countries in which we operate, in their ecological transition.