



# SIXT CAPITAL MARKETS DAY

MUNICH

6 July 2022

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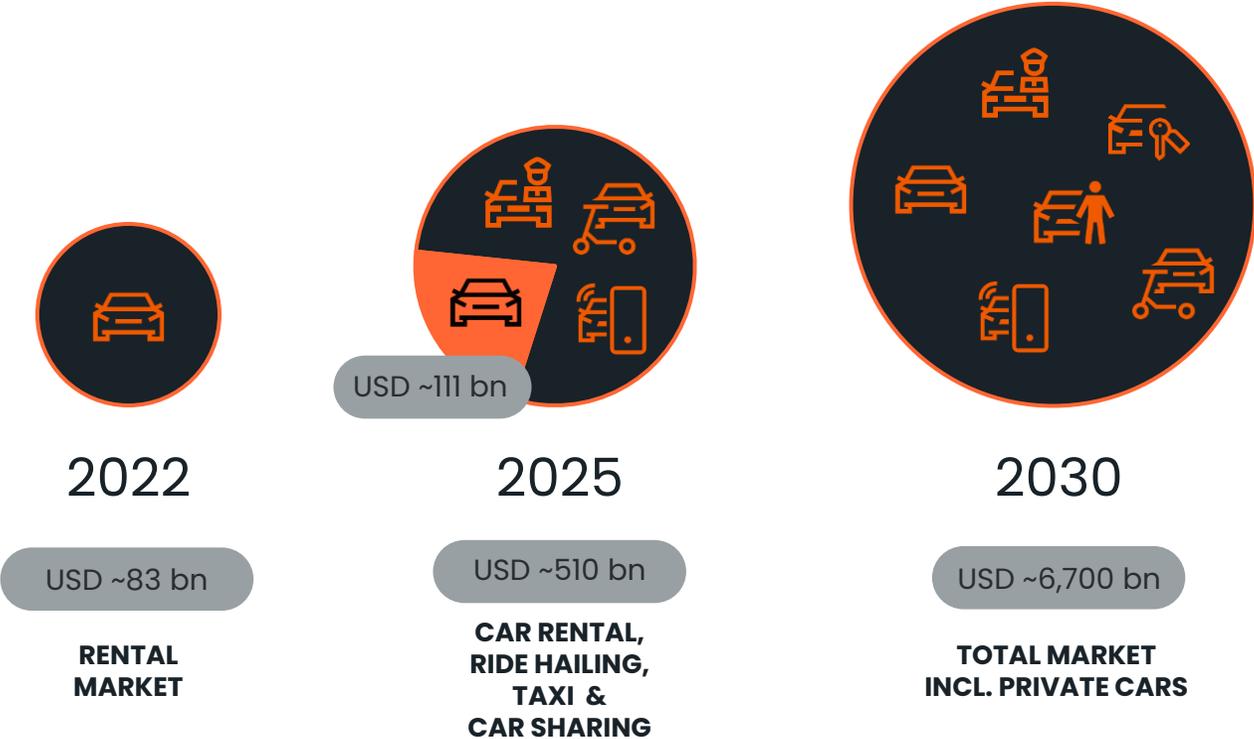
# STRATEGY

# OUR VISION

Transform the way the world moves, because people expect better.

We make mobility as **easy and flexible** as possible.

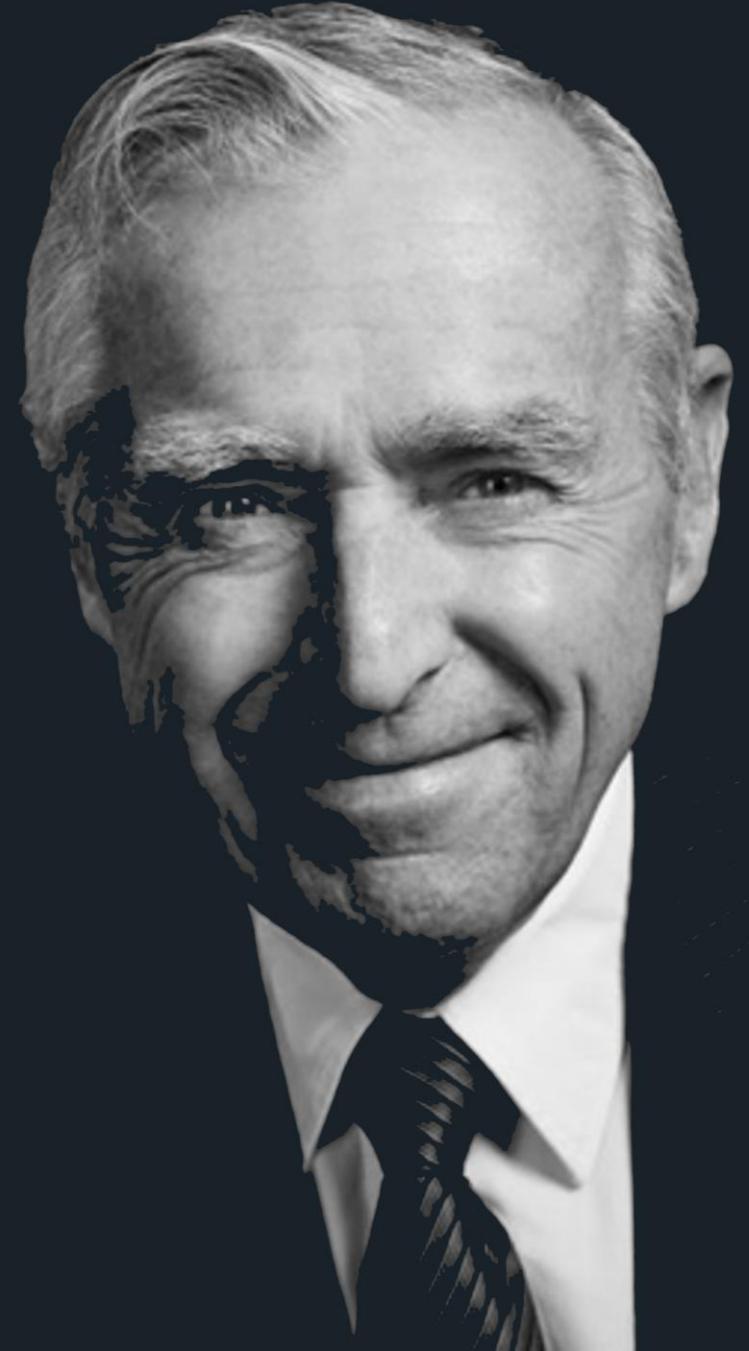
Our customers can expect:  
**Better cars. Better service.  
Better tech. Better people.**



Sources: Statista; McKinsey

“ We don't want to be the largest mobility player on the planet, but the **most profitable** one.

ERICH SIXT  
Chairman of the  
Supervisory Board



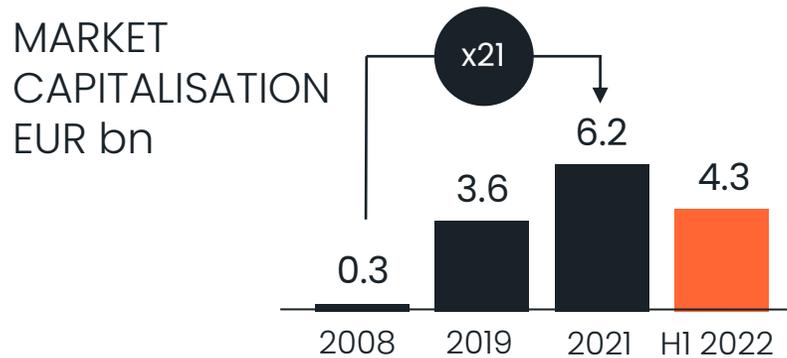
# WE ARE A DIGITAL INTEGRATED MOBILITY PROVIDER WITH CAR RENTAL AT ITS CORE



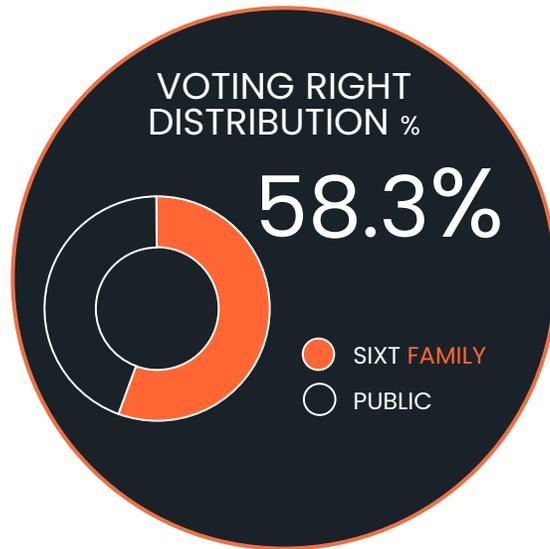
# PERFORMANCE & PROFESSIONALISM

## STOCK LISTED COMPANY COMBINED WITH FAMILY OPERATED BUSINESS

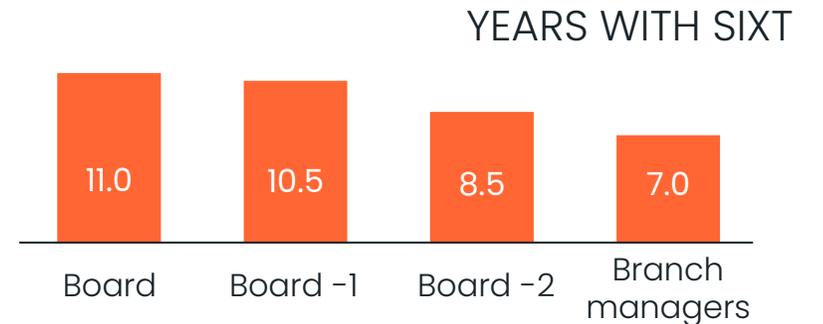
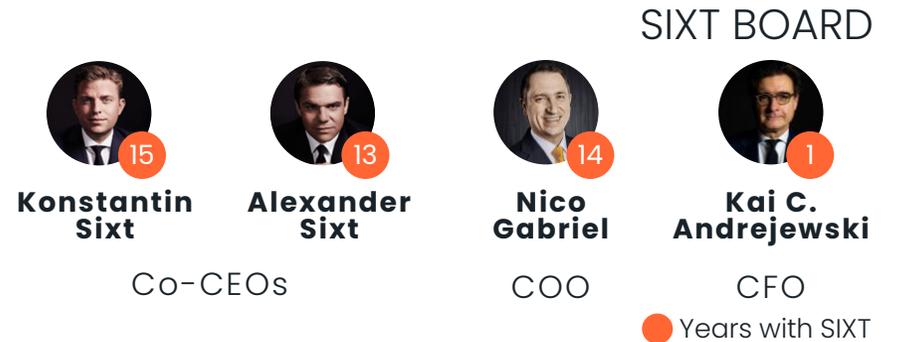
### STRONG PERFORMANCE AT CAPITAL MARKETS



SIXT COMMON SHARE ENTERED MDAX IN MARCH 2022



### FAMILY OPERATED BUSINESS WITH TRUSTED TEAM



# THE SIXT STRATEGY



# SIXT HAS ESTABLISHED A BRAND WITH STRONG BRAND AWARENESS AND HIGH VALUE



## STRONG INCREASE OF BRAND VALUE & AWARENESS

BRAND VALUE

**USD 1.3 BN<sup>4</sup>**

NOT RECOGNISED  
ON BALANCE SHEET

BRAND AWARENESS

GERMANY <sup>1</sup>	<b>94%</b>
FRANCE <sup>2</sup>	72%
NETHERLANDS <sup>3</sup>	72%

IN OTHER RELEVANT  
COUNTRIES

**x5** INCREASE



1 GER: Civey 04-2018, German population, age 18+, car users; 2 FR: BVA study 03-2020, French population, age 18+, car renters (interim measurement); 3 NL: TNS Kantar study 02-2020, Randstad region (Amsterdam, Utrecht, Rotterdam, Den Haag), age 18-64, driving license B; 4 BrandFinance, January 2022

# SIXT HAS BEEN THE FASTEST GROWING BRAND AMONGST TOP RENTAL CAR PLAYERS 2017-2022

**SIXT**  
264%

SIXT  
BRAND VALUE  
EUR  
1.16 bn



**Europcar**

117%

**Budget**

59%

**National**

40%

**enterprise**

30%

**Hertz**

22%

**Alamo**

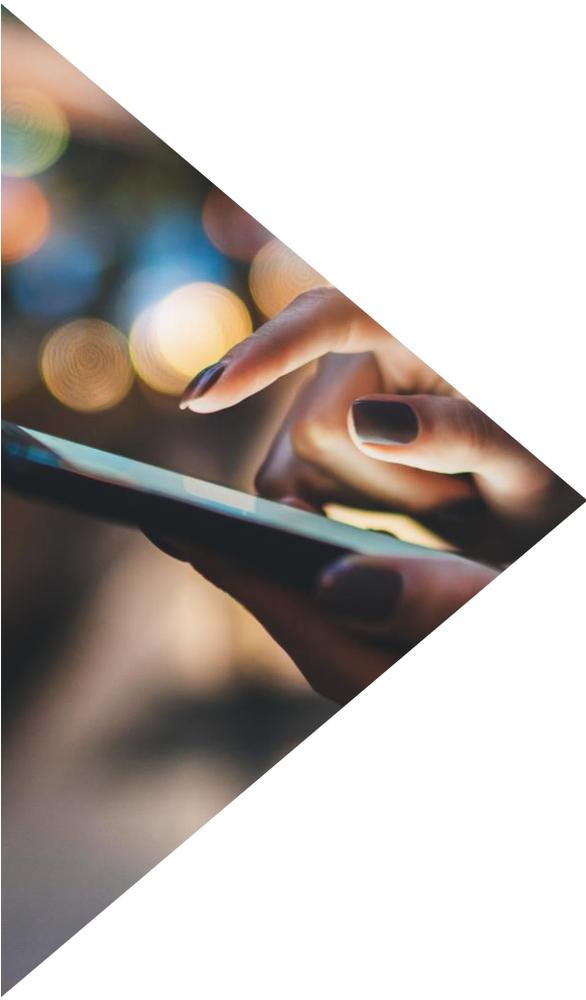
20%

**AVIS**

2%

\* GER: Civey 04-2018, German population, age 18+, car users  
Sources: BrandFinance January 2022

# BUILDING THE ONE PREMIUM PLATFORM



# SIXT OFFERS A MULTI PRODUCT MOBILITY PLATFORM THAT IS INTEGRATED ALONG THE VALUE CHAIN

1. ONE PREMIUM DEMAND PLATFORM
2. ONE PREMIUM PRODUCT PLATFORM
3. ONE PREMIUM SERVICE PLATFORM
4. ONE PREMIUM FLEET PLATFORM
5. ONE PREMIUM TECH PLATFORM



# SPINNING THE **SIXT FLYWHEEL** TO DRAMATICALLY INCREASE THE SCALE OF THE **ONE** MOBILITY PLATFORM



# STRATEGIC PROGRAM ON **ELECTRIC MOBILITY** PLACES SIXT INTO FRONT RUNNER POSITION

## **E-MOBILITY EVIDENCE AND AMBITIONS**

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70% BEV share until 2030



50% BEV share until 2030



From 2025 onwards only electrified models launched



70% BEV share in Europe until 2030

## **SIXT'S STRATEGIC PROGRAM**

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Further increase share of electric and hybrid vehicles



Rapid roll-out of charging infrastructure in SIXT branches



Strategic partnerships with innovation leaders

# EXPAND THE ORANGE FOOTPRINT WORLDWIDE



# WINNING MARKET SHARE THROUGH INTERNATIONALISATION AND SCALING OF PRODUCTS



## GROW INTERNATIONAL REVENUES

- **Defend market leadership** in Europe
- Dramatically **scale US business**
- **Asset-light, low-risk growth** in Franchise markets, e.g. **Australia** added in 2021



## SCALE OUR PRODUCTS

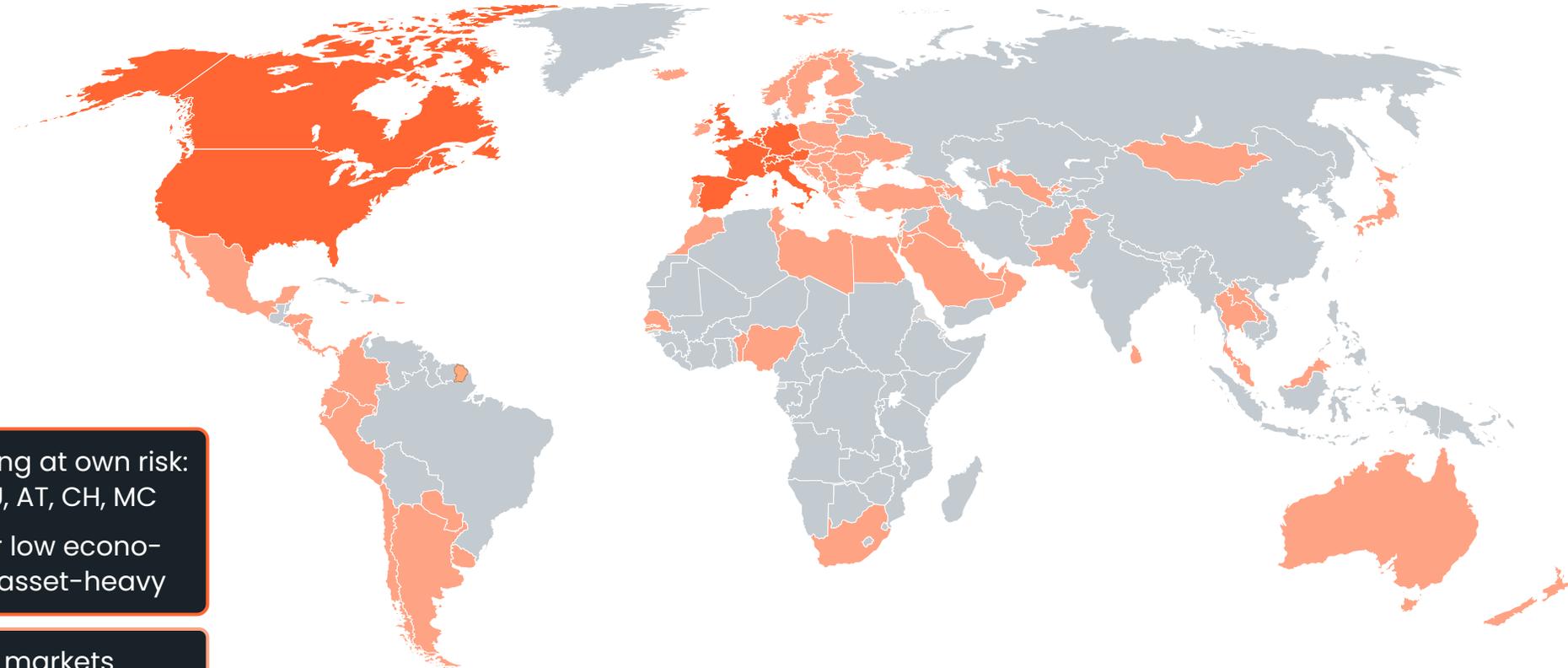
- Grow **Van & Truck** business focusing on core markets DE, F, and UK
- Grow **SIXT+** subscription
- Grow **SIXT share** and launch new city
- Increase **SIXT ride** offering to additional cities

# OWN NETWORK PRESENCE IN LARGE MARKETS & LOW-RISK FRANCHISE MODEL IN SMALLER ONES

>100 countries  
>2,100 branches

- 13 corporate countries SIXT acting at own risk: DE, US, CA, ES, UK, FR, IT, BE, NL, LU, AT, CH, MC
- Big rental markets with a rather low economic and political risk operated asset-heavy

- Franchise in ~100 smaller rental markets
- Asset-light commission-based model with limited risk for SIXT

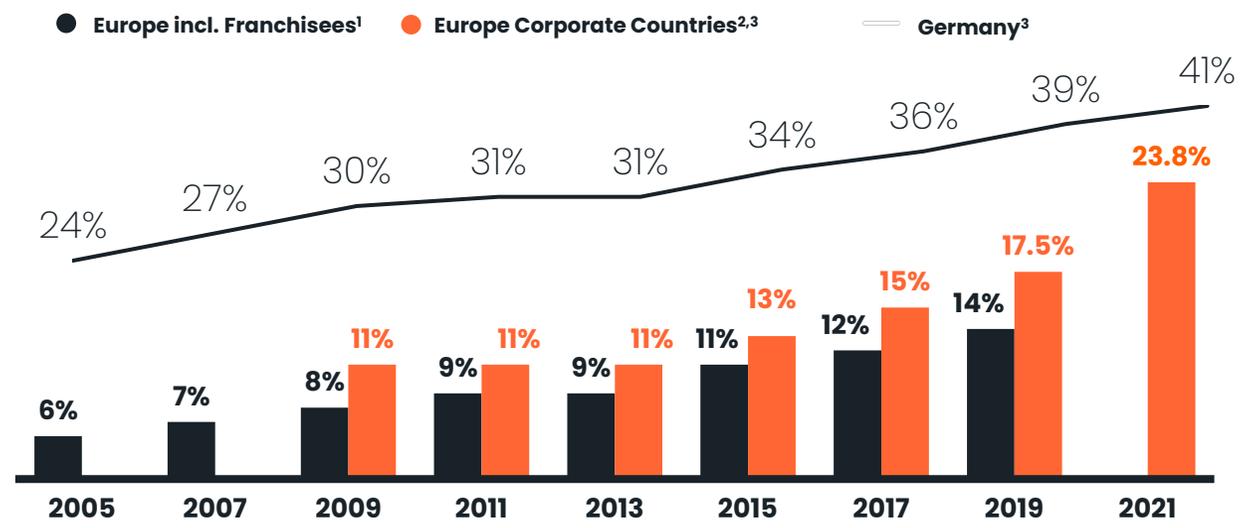


● Corporate  
● Franchise

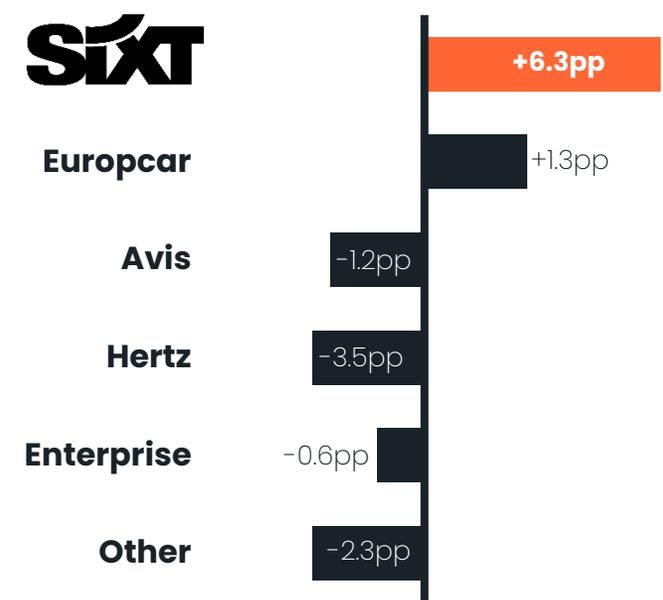


# SNAPSHOT EUROPE: SUBSTANTIAL MARKET SHARE GAIN OF >6PP IN 2021 VS. 2019

MARKET SHARES  
2005 to 2021



MARKET SHARE GROWTH  
IN EUROPE 2021 vs. 2019<sup>3</sup>



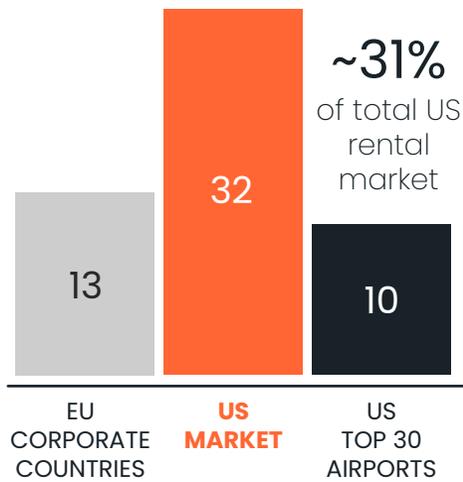
1 Figures 2005-2014 according to Jefferies (Research Report as of 1 April 2020) and figures 2015-2019 according to J.P. Morgan  
 2 Sixt European Corporate Countries including Germany, excl. Lux and Monaco  
 3 Market shares according to Euromonitor and own estimates





# SNAPSHOT USA: SIGNIFICANT GROWTH IN THE WORLDS LARGEST CAR RENTAL MARKET

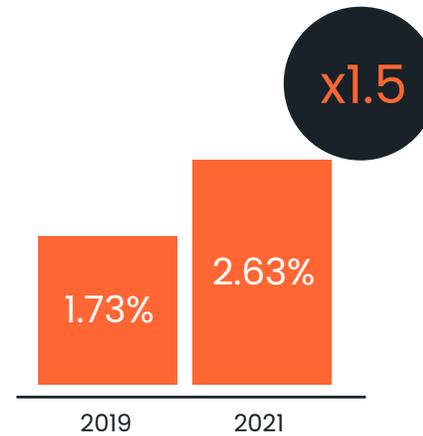
US RENTAL MARKET SIZE 2019  
USD bn



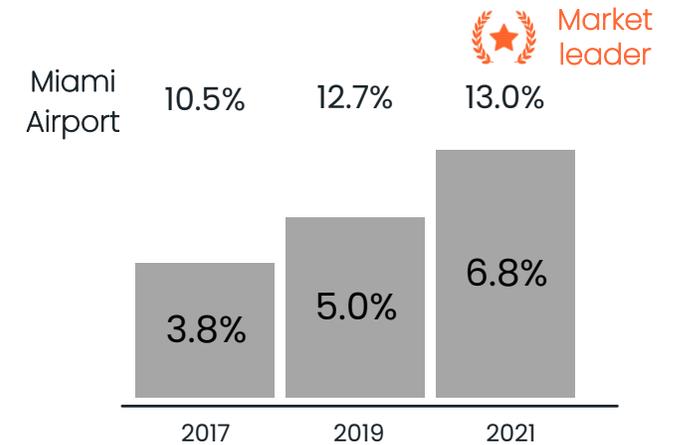
SIXT's US REVENUE  
EUR m



SIXT's US MARKET SHARE

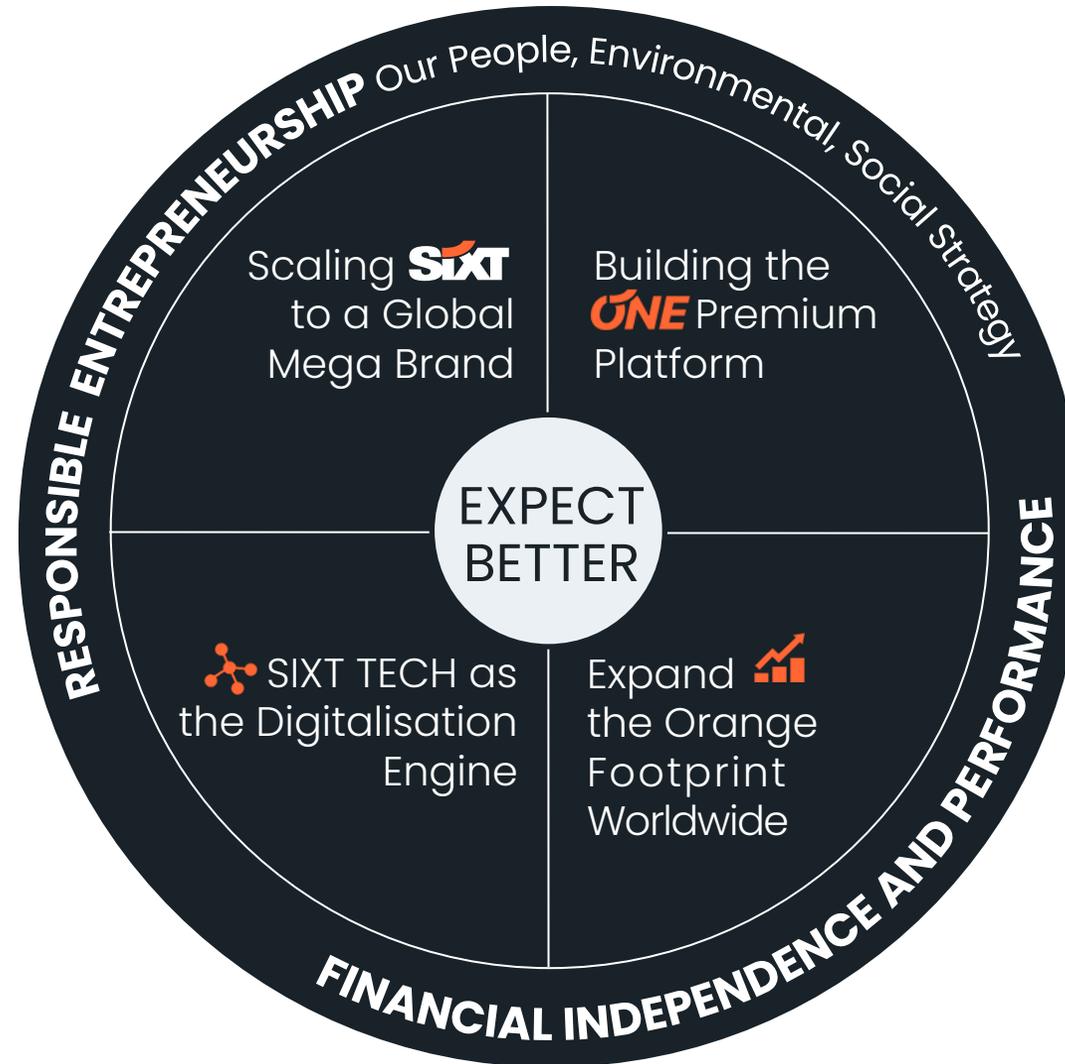


SIXT's TOP 10 AIRPORTS MARKET SHARE



Sources: Euromonitor 2019 and 2021 studies, AutoRental News, US Market Data and own estimates

# SIXT TECH AS DIGITALISATION ENGINE



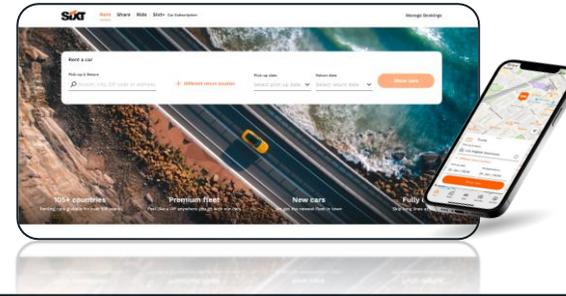
# SIXT TECH AS THE ENABLER FOR GROWTH AND EFFICIENCY

SIXT INVESTS IN TECHNOLOGY TO...

... GENERATE CUSTOMER EXCITEMENT



Customer facing products



... BUILD A SCALABLE PLATFORM AS FOUNDATION FOR FUTURE GROWTH



**Ongoing Digitalisation**  
Standardisation & automation to increase efficiency



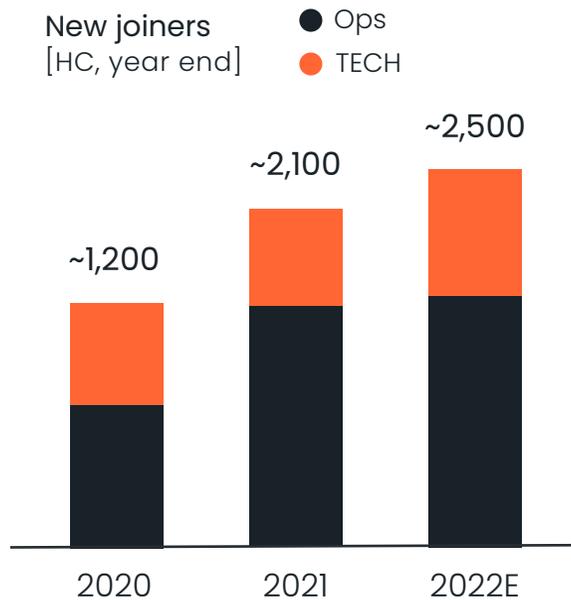
**TECH Foundation & Modernisation**  
Building a high scaling IT platform

# RESPONSIBLE ENTREPRENEURSHIP

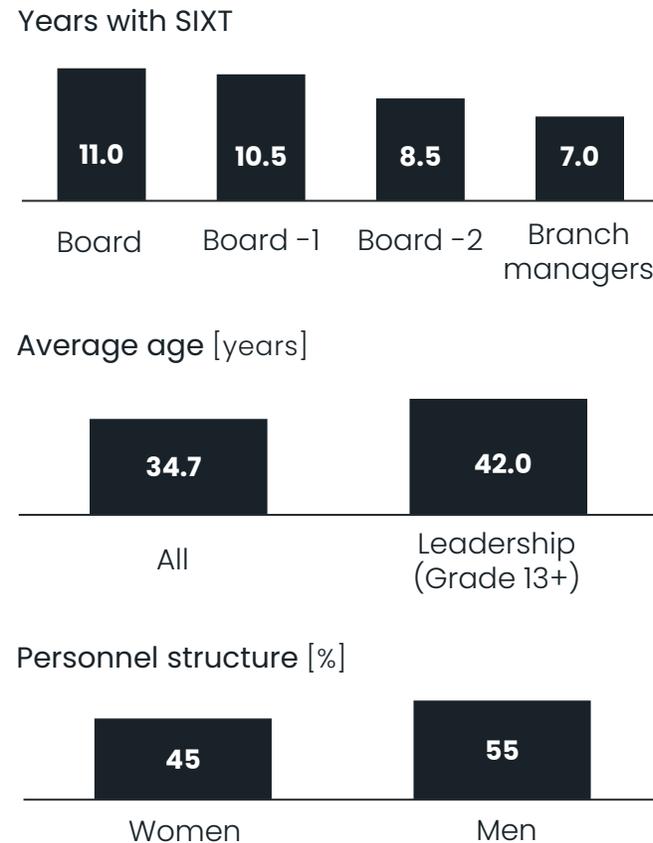


# SIXT IS A **PEOPLE BUSINESS** BASED ON TRUST AND STRONG CONTRIBUTIONS

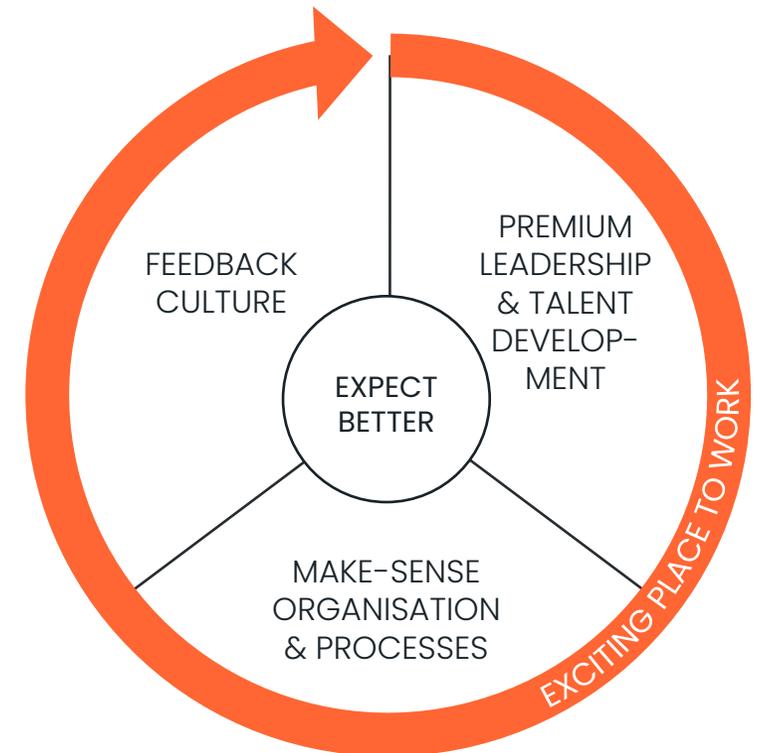
## WE INVEST IN OUR WORKFORCE



## WE BUILD A TRUSTED & DIVERSE ORANGE TEAM

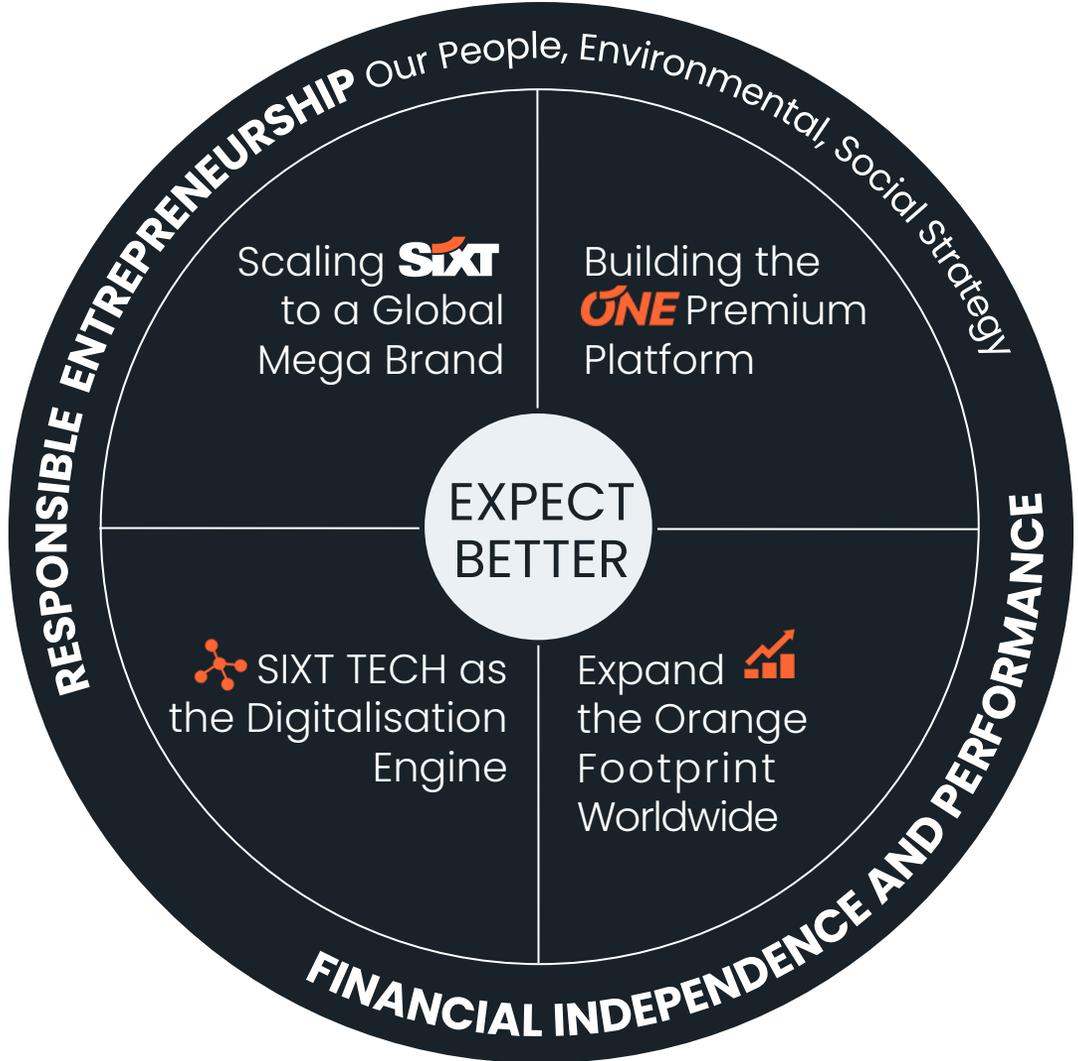


## WE AIM TO ENABLE & ENGAGE OUR PEOPLE



Creating a culture of performance, growth, innovation and appreciation

# FINANCIAL INDEPENDENCE AND PERFORMANCE



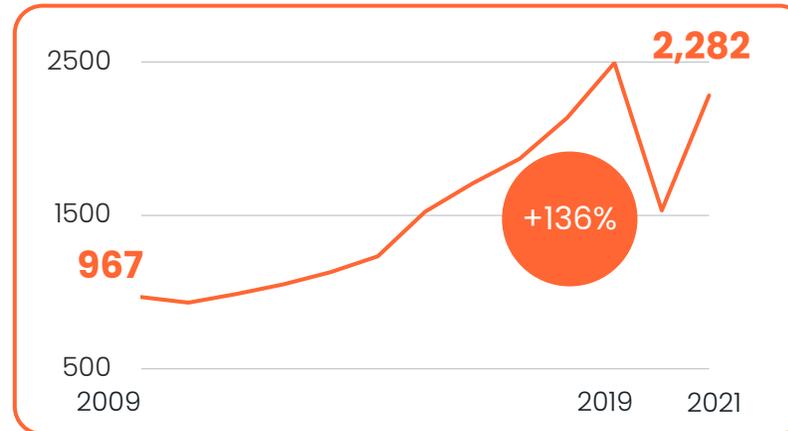
# SIXT BUSINESS MODEL HAS A PROVEN GROWTH TRACK-RECORD

SIXT has a strong long-term growth story

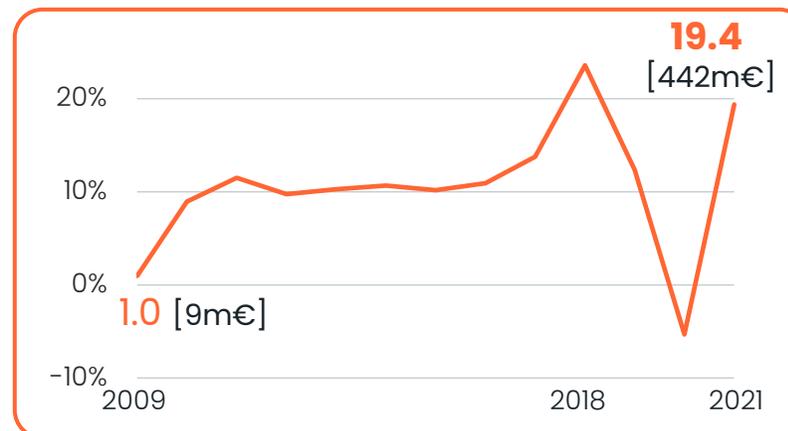
...and has developed from a German car rental company to a **global mobility provider** with an international revenue share of 67% in 2021

\* Group revenue, EBT and respectively EBT margin 2009–2019 calculated as Group revenue/EBT minus revenue/EBT of SIXT Leasing business unit; 2018 Group EBT including one-off effect of DriveNow sale; Source: Annual Reports SIXT

**GROUP REVENUE\*** [EUR m]



**EBT MARGIN\*** [%]



**SIXT**

THE WORLD IS OUT OF  
JOINT

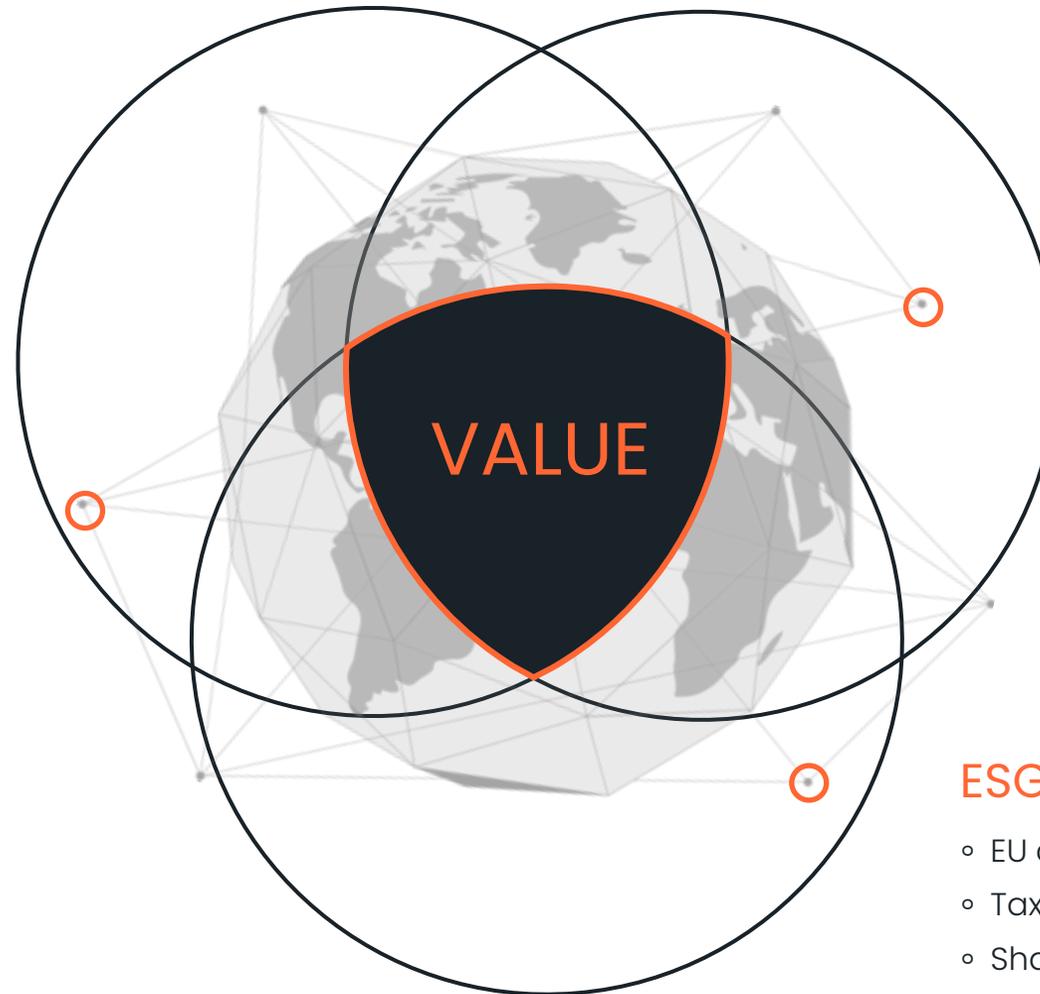
—

SIXT IS WELL PREPARED

# THE "GET" IDEA – GEOPOLITICS, ESG AND TECHNOLOGY

## GEOPOLITICS

- USA vs. China decoupling
- USA market risks
- Chinese market risks
- European reawakening



## TECHNOLOGY

- AI
- Quantum computing
- Cyber-security
- Blockchain,
- Big data
- Cloud platform

## ESG

- EU action plan
- Taxonomy
- Shareholder value

# MANAGING GEOPOLITICAL AND MACROECONOMIC CHALLENGES



## Severe implications of several shocks

- Inflation gaining momentum, thereby smashing world growth outlook
- War in Ukraine
- COVID-19



## Global growth set to slow

- Deep cuts to global growth forecasts
- Euro Crisis 3.0?
- Risk of US recession not off the table



## Energy markets

- European dependence on Russia
- Unprecedented rise in energy costs
- Mismatch of projected vehicle electrification and power supply



## Accelerating inflation rates

- Trigger shift towards more aggressive tightening mode
- Weigh on consumer sentiment and may limit revenue travel as of Q4



## Ongoing supply side uncertainties

- New COVID-19 variants
- Global shipping capacities and handling velocity
- Vehicle sourcing

SIXT  
BUSINESS  
MODEL



DIVERSIFICATION



VARIABILITY



FLEET



FINANCIAL SOLIDITY



ESG

# TURNING MOBILITY SECTOR CHALLENGES INTO OPPORTUNITIES

## **New technologies favour shift to mobile platforms**

- Integrated mobility provider
- ONE Platform for demand, product, service, fleet, and technology
- Backbone rental business to be supplemented by new products: SIXT share, subscription

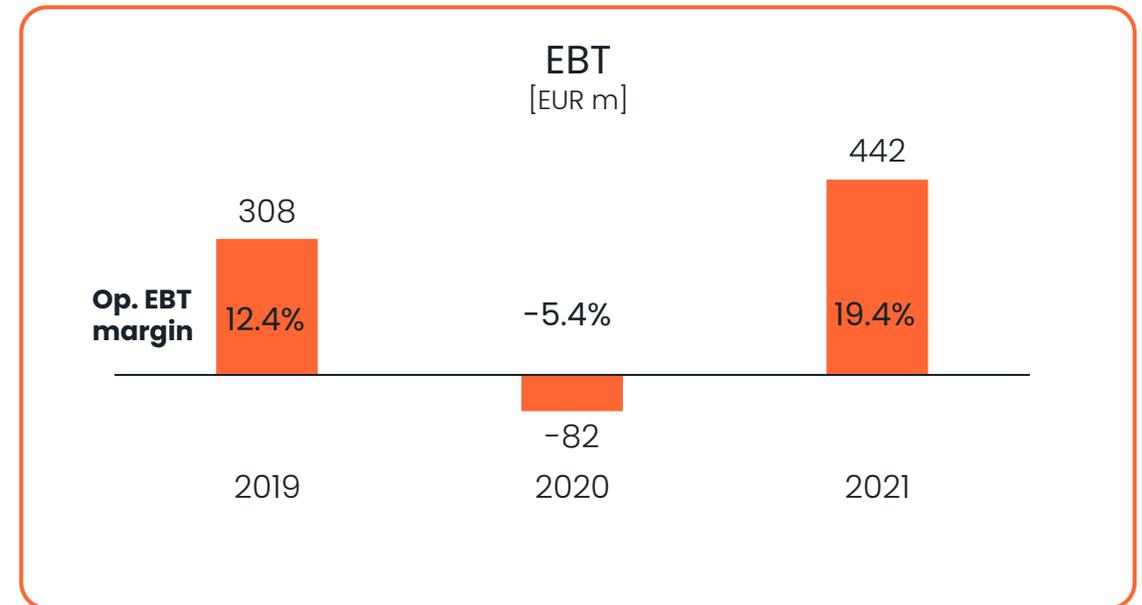
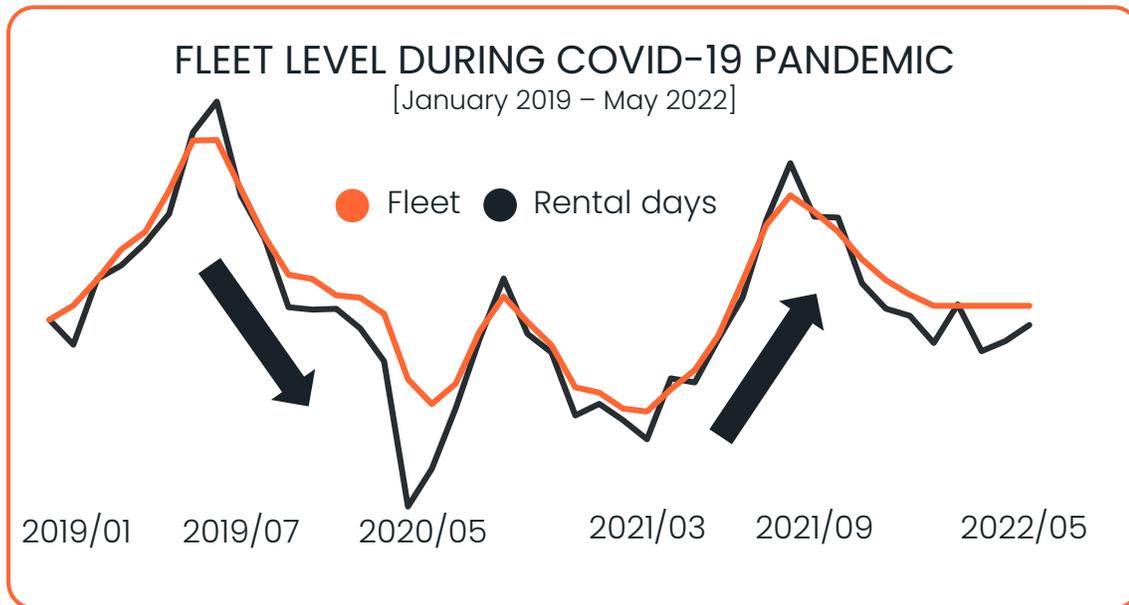
## **Energy transition**

- Shift to electric vehicles
- 100% renewable energy at locations in DE
- Investment in charging infrastructure

## **Climate change and regulatory measures**

- Ongoing development of a sustainable mobility
- Reduction of direct and indirect GHG emissions
- ST and LT CO<sub>2</sub> compensation via certificates and direct investments

# THE ADAPTABILITY & FLEXIBILITY OF THE SIXT BUSINESS MODEL HAS PROVEN ITSELF IN TIMES OF CRISIS



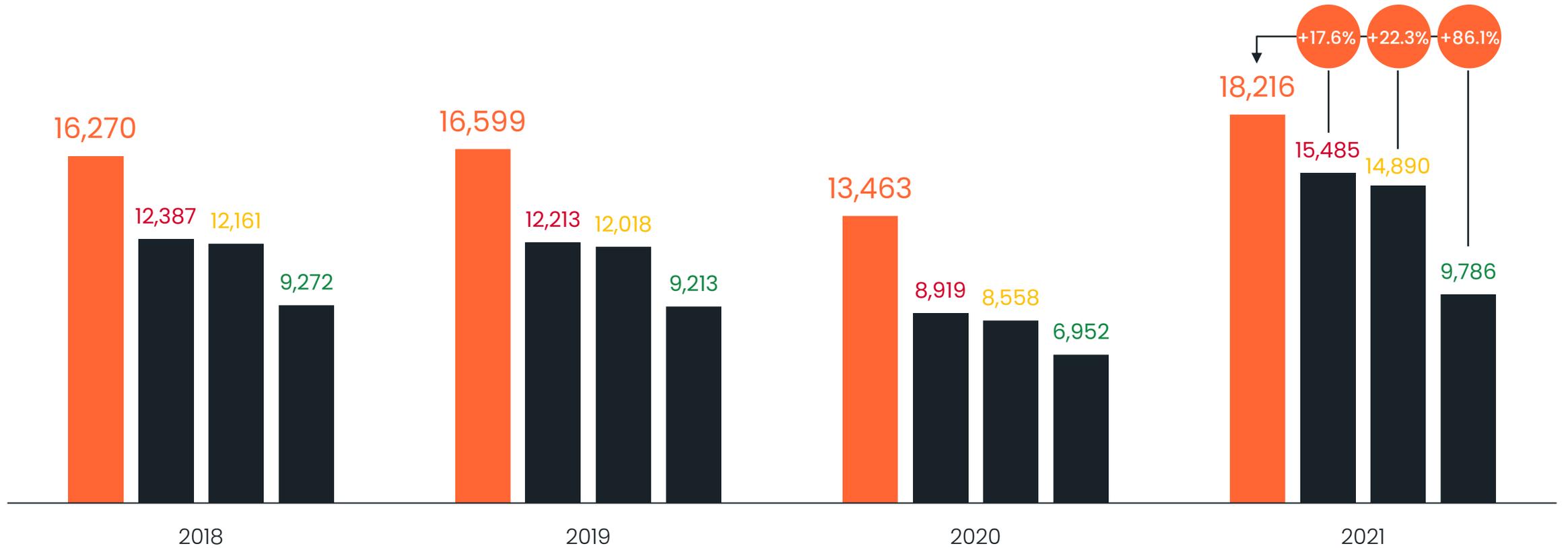
**SIXT**

# OPERATIONS

# KEY MESSAGE

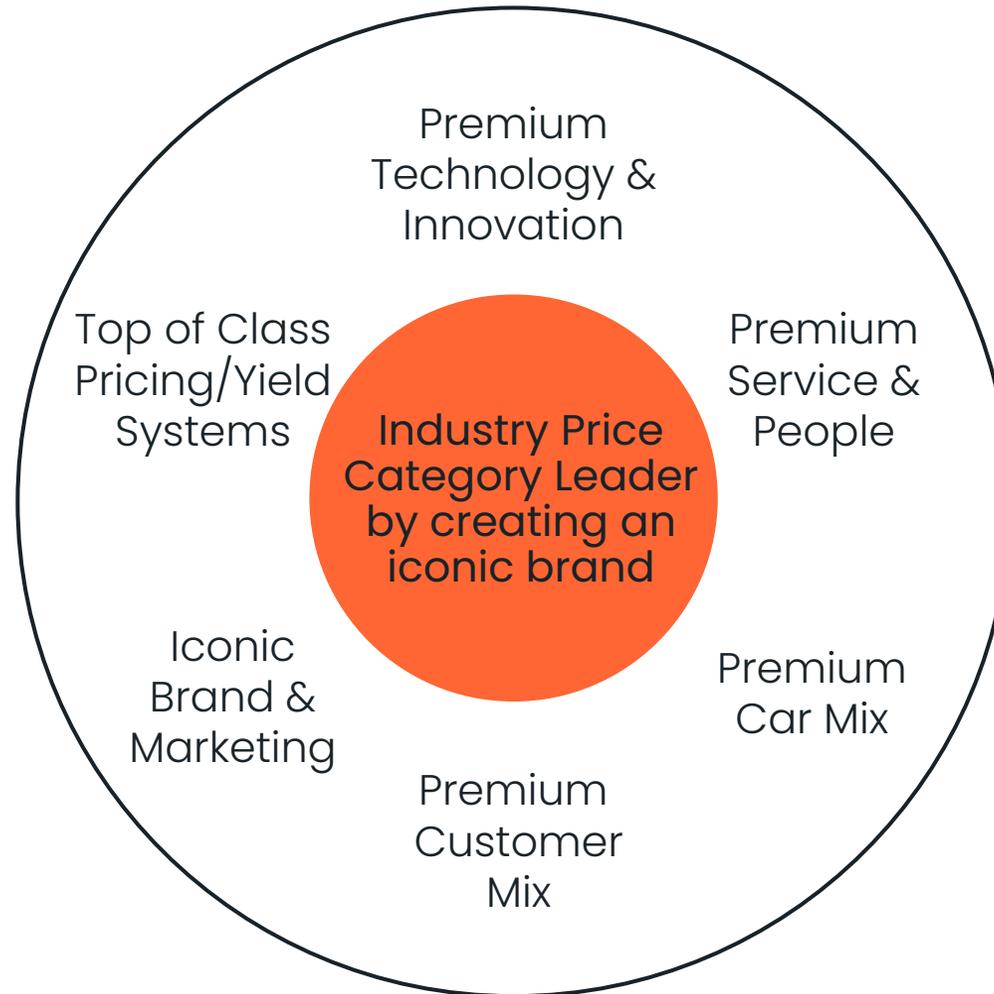
- #1** By creating a premium customer experience we achieve higher prices than the competition and thereby generate the highest return in the industry.

# HIGHEST REVENUE PER VEHICLE



Source: Annual Reports; EUR/USD as of 31 December, 2021

# INDUSTRY PRICE CATEGORY LEADER BY CREATING A PREMIUM CUSTOMER EXPERIENCE



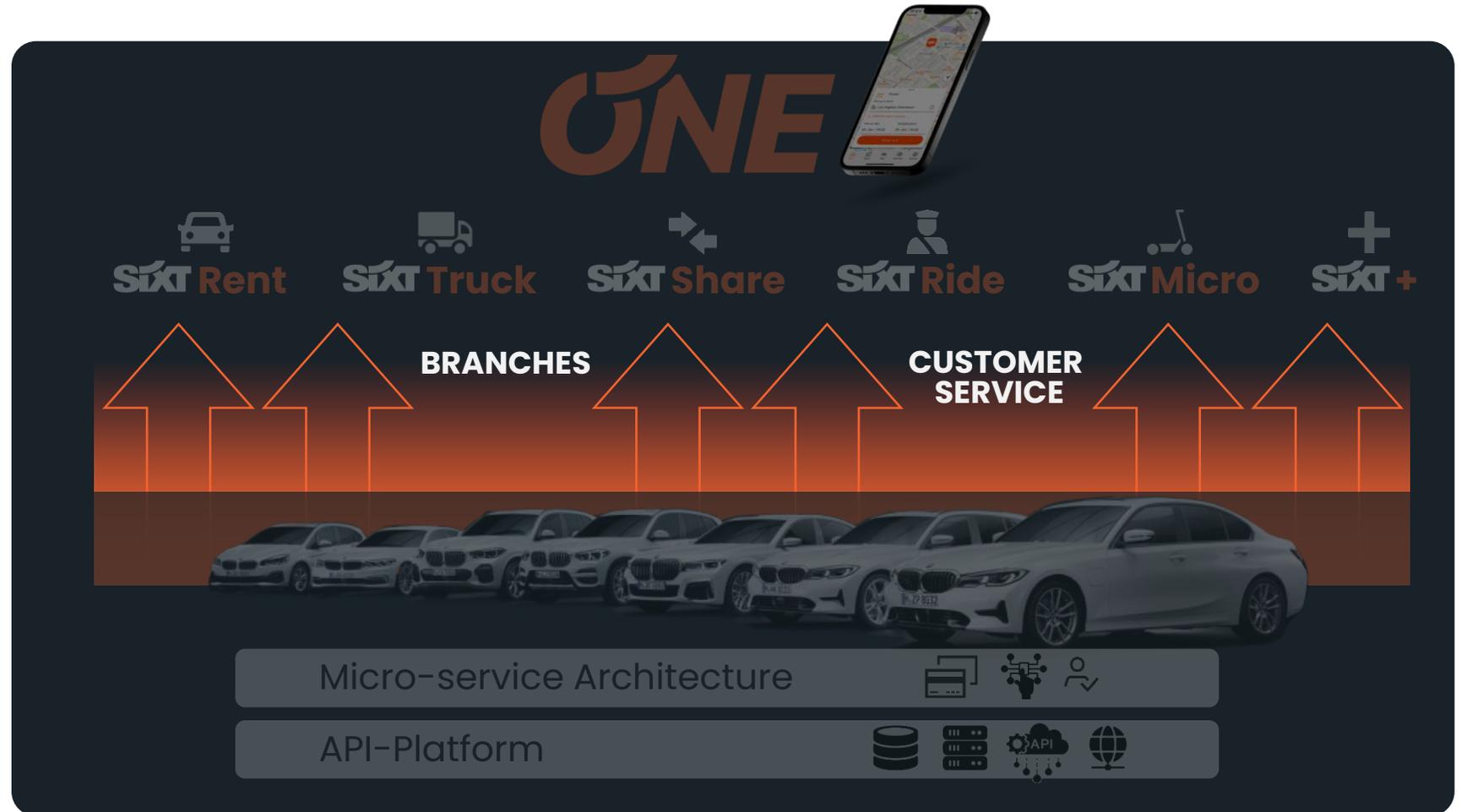
# PREMIUM MOBILITY END-TO-END: OFFERING OUR CUSTOMERS EASY AND FLEXIBLE PREMIUM SERVICE

1. ONE PREMIUM DEMAND PLATFORM
2. ONE PREMIUM PRODUCT PLATFORM
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# THE PREMIUM SERVICE PLATFORM

**PREMIUM SERVICE @  
BRANCH**



**PREMIUM SERVICE @  
SERVICE CENTERS**

**OUR FRONTLINE  
HEROES MAKE THE  
DIFFERENCE**

# PREMIUM SERVICE @ BRANCH

**~EUR 38 m invest**  
in renovations of SIXT branches

**+1,350 employees**  
@ branches in 2022

**~EUR 35 m invest**  
in new branches

**New branch  
concept**

**SIXT premium  
Parking experience**

**Customer Excitement Score (CES)**  
substantial part of agent's bonus scheme



# PREMIUM SERVICE @ SERVICE CENTERS: WE LEAD THE INDUSTRY WITH HIGHEST SERVICE LEVEL STANDARDS



**24 hours\***  
availability for e-mails  
and calls

**80/60**  
service levels

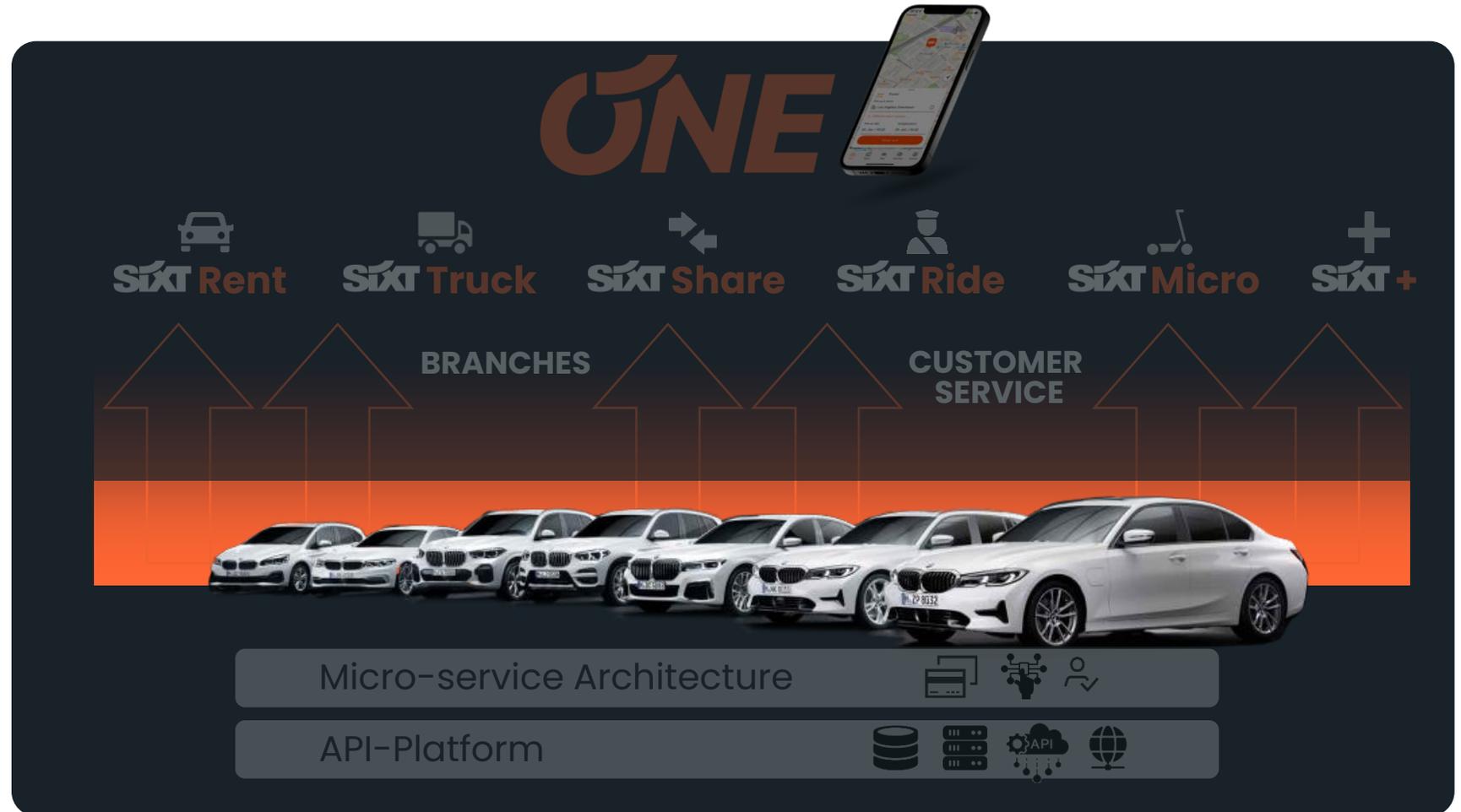
**<10% abandonment**  
rate

**24 hours**  
e-mail response

\* in Europe

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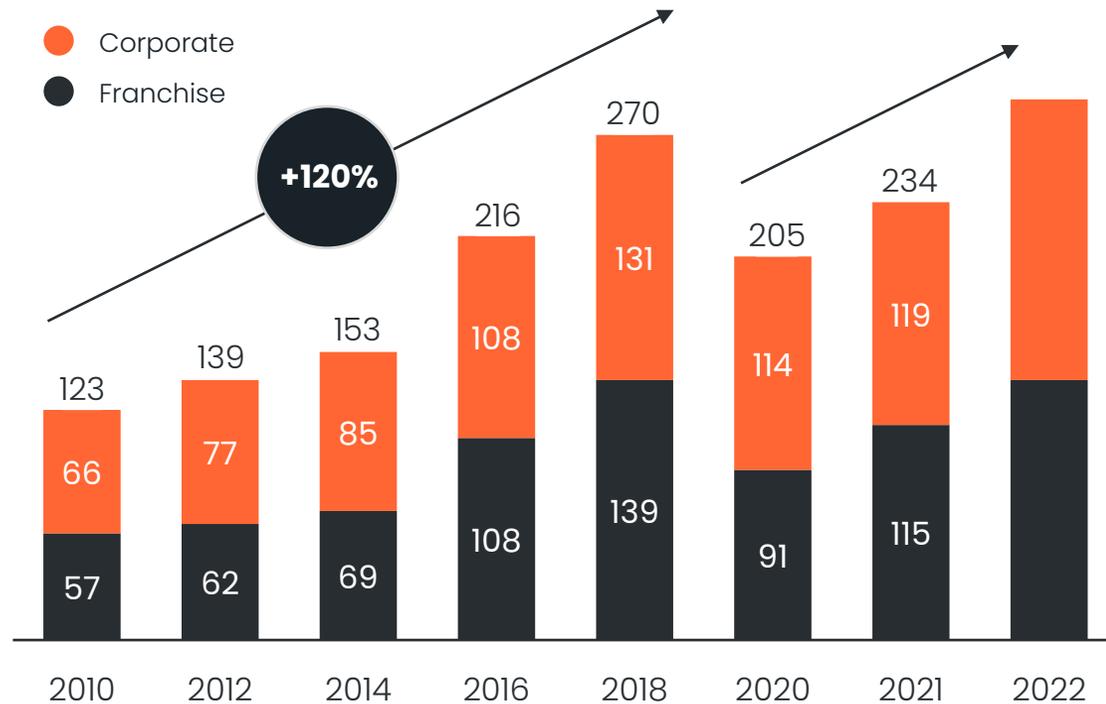
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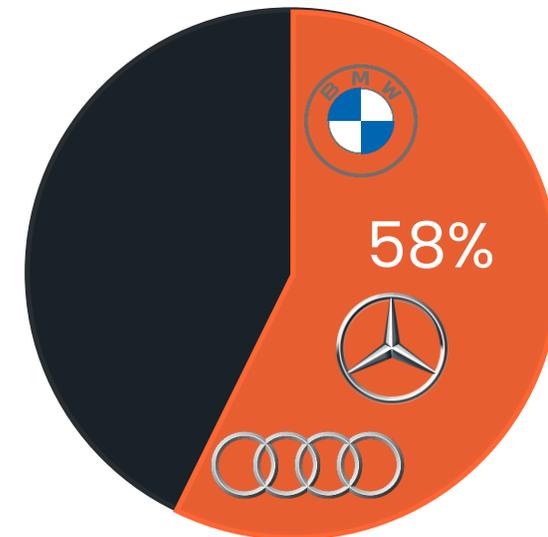
# WORLD'S BIGGEST PREMIUM FLEET STILL ON TRACK DESPITE MARKET SHORTAGE

## FLEET 2010 - 2022

[AVERAGE FLEET SIZE in k]



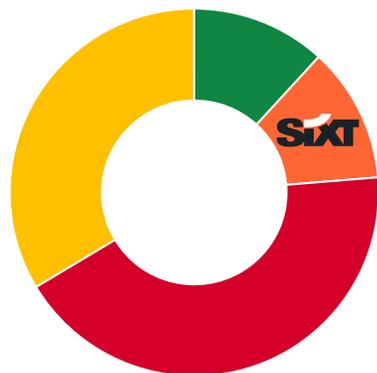
## Premium share



FLEET GROWTH HAS BEEN SECURED WHILE KEEPING PREMIUM BRAND SHARE.

## GLOBAL REVENUE SHARE<sup>2,3</sup>

[FY/21, %]



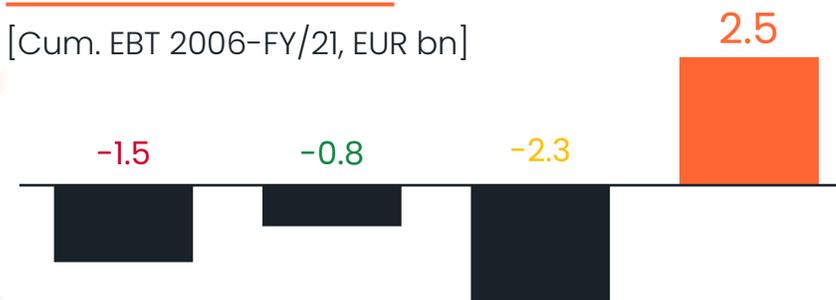
12%  
REVENUE  
SHARE

# PERFORMANCE IMPACT

~100%  
OF PROFITS  
[2006-FY/21]<sup>1</sup>

## CUMULATED EBT<sup>2,3</sup>

[Cum. EBT 2006-FY/21, EUR bn]



## EQUITY RATIOS<sup>2</sup>

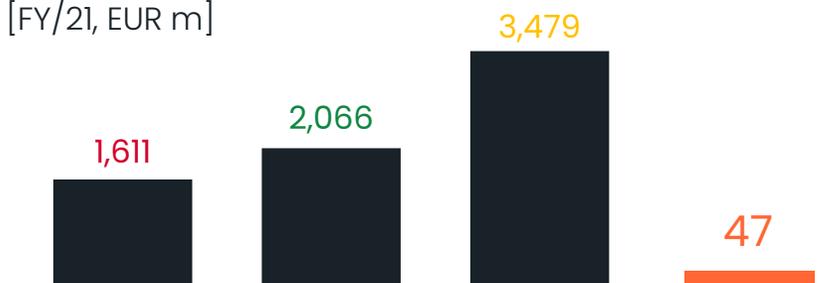
[FY/21, %]



# BALANCE SHEET IMPACT

## GOODWILL & INTANGIBLE ASSETS<sup>2,3</sup>

[FY/21, EUR m]



1 Of top 4 listed car rental companies

2 Financial data based on annual reports of SIXT and competitors

3 Based on USD/EUR exchange rate as of 31 December, 2021

**SIXT**

# INTERNATIONALISATION

# KEY MESSAGES

**#1**

North America is a huge market representing USD 31 bn of the USD 83 bn global rental market.

**#2**

SIXT just launched Canada and is expanding rapidly and profitably in the US.

**#3**

A significant marketing campaign will be launched in 2022 to increase brand awareness in the market.

**#4**

SIXT App allows customers to rent, ride, subscribe and ultimately buy in one app.

**#5**

Corporate and partnership sales initiatives and SIXT Xpress counter by-pass product will drive increased share of the USD 10 bn business market segment.

**#6**

SIXT+ provides a unique product in the growing mobility subscription segment in the US.

**#7**

SIXT is different from the competition – premium position, young and premium fleet, digital focused and unique products.

**#8**

2021 was a record year in the US – 121% revenue vs. 2020 – and we are just getting started!

# MARKET COMPARISON



Sources: Euromonitor 2019 Studies, AutoRental News, US market data and own estimates

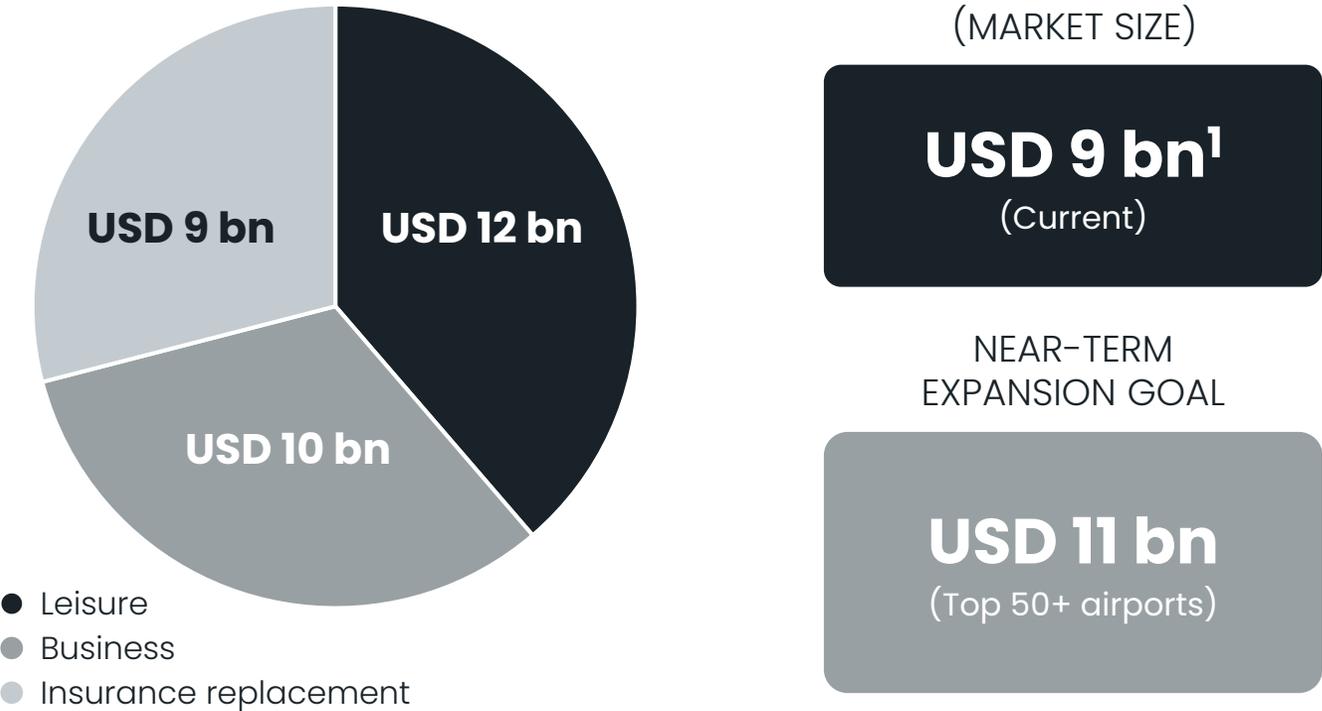
# THE US RENTAL MARKET IS HUGE AND ~70% OF THE USD 16 BN AIRPORT MARKET IS IN THE TOP 50 AIRPORTS

## OVERVIEW OF US CAR RENTAL MARKET<sup>1</sup>



1 AXN airport factbook and internal estimation  
2 Euromonitor

## OVERVIEW OF SEGMENTS<sup>2</sup>



# RECENT AIRPORT OPENINGS

**NOW OPEN AT LIHUE AIRPORT, KAUAI**  
*OOPS! ...WE DID IT AGAIN!*



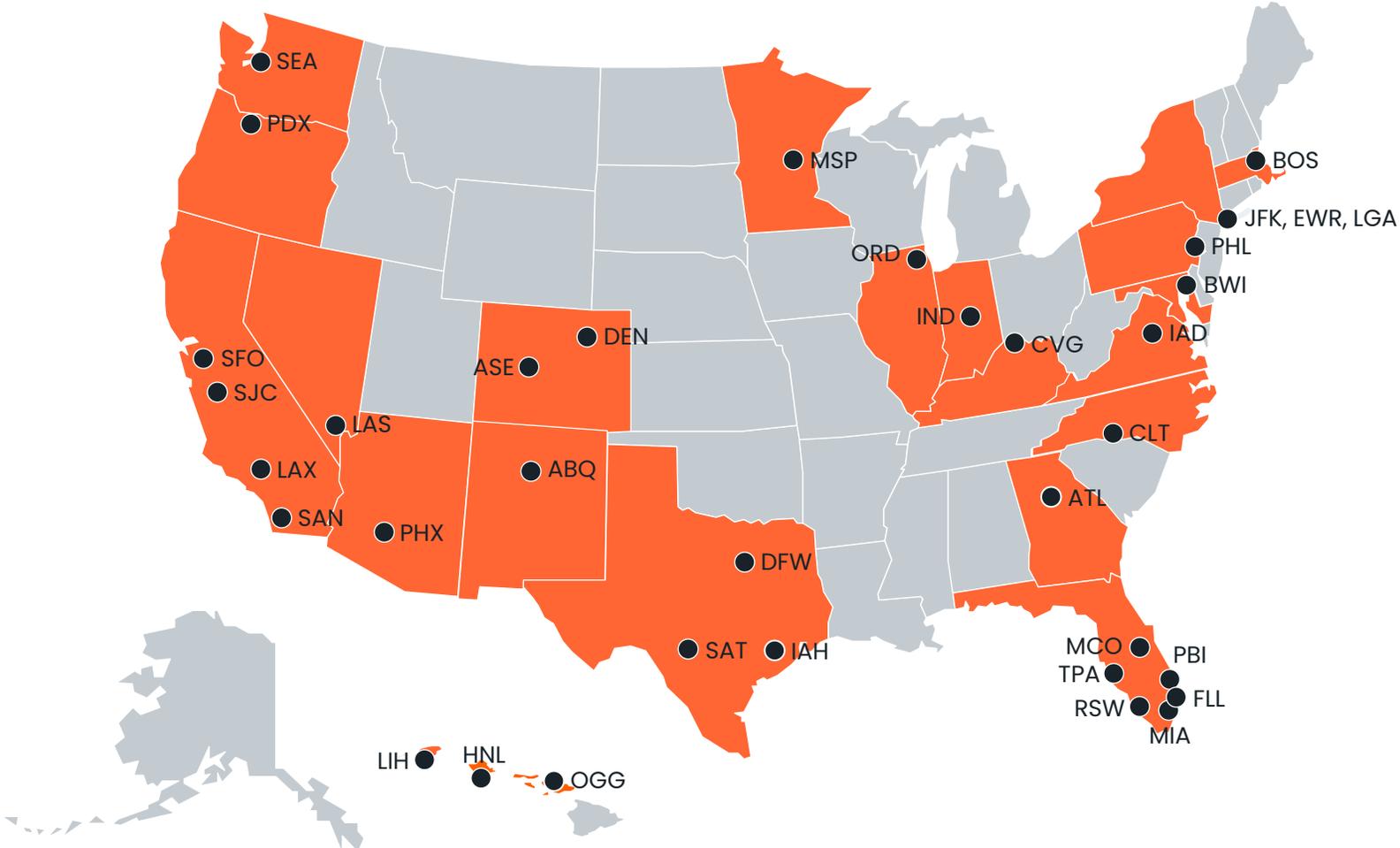
**SIXT US AT CHARLOTTE AIRPORT**  
*OOPS! ...WE DID IT AGAIN!*



**WELCOME BALTIMORE**  
*OUR YOUNGEST SIXT US FAMILY MEMBER*



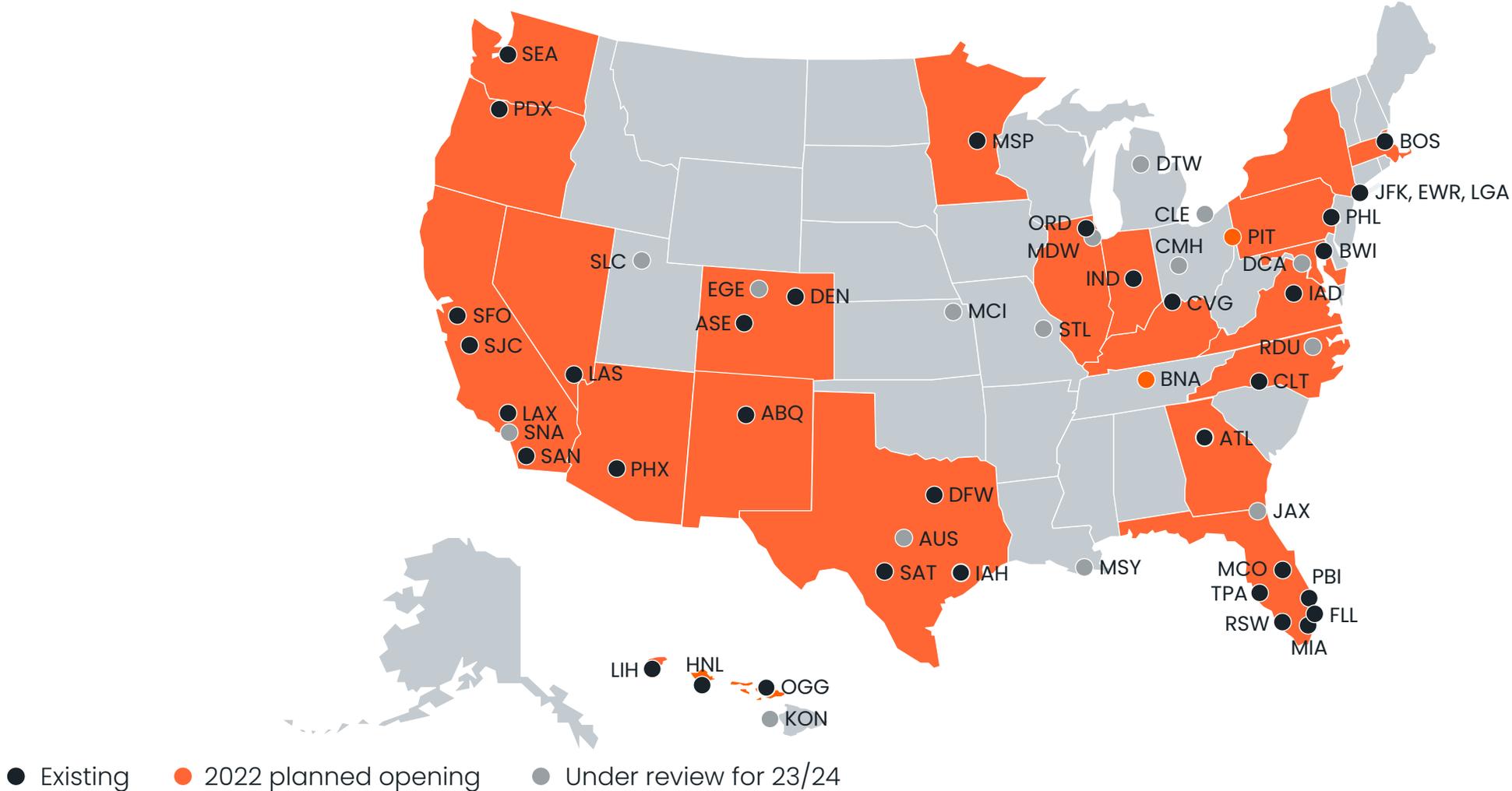
# SIXT IS NOW PRESENT IN 36 AIRPORTS



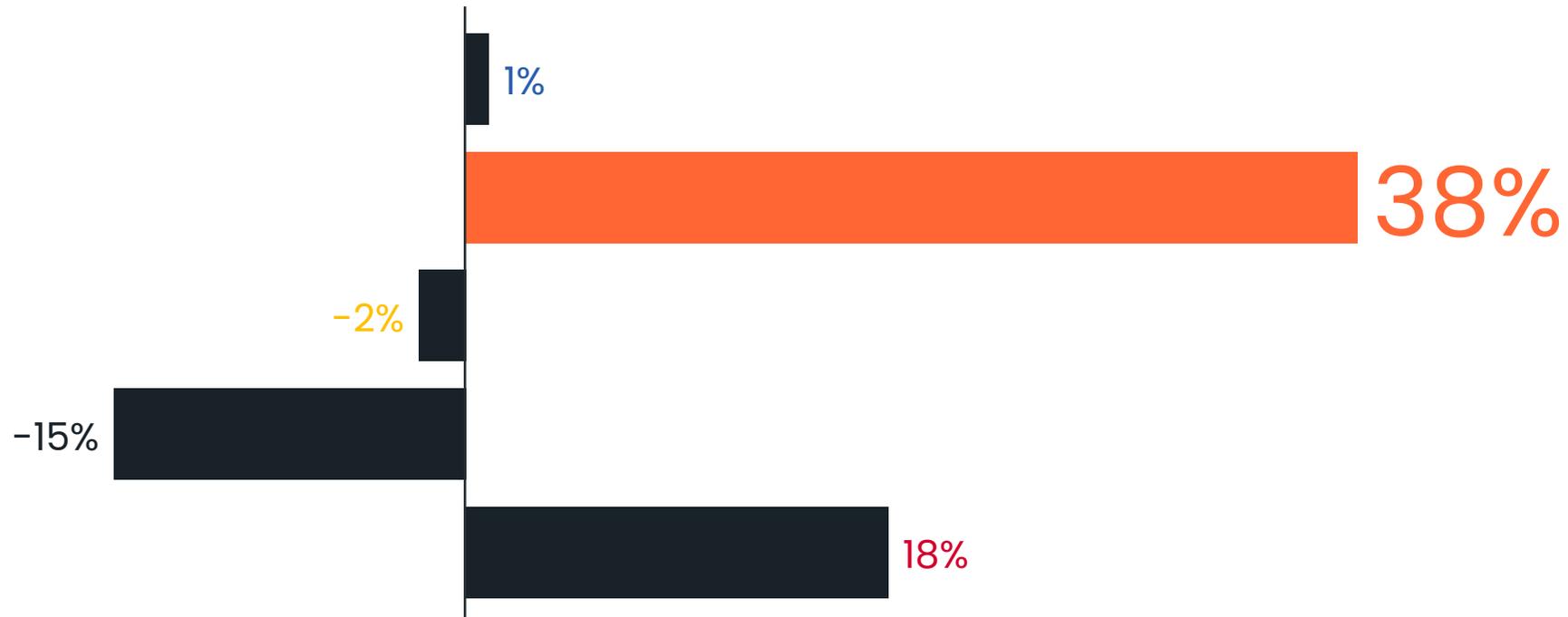
● Existing



# WITH PLANS TO EXPAND TO A TOTAL OF 53 AIRPORTS



# SIXT EXHIBITS STRONG AIRPORT MARKET SHARE GROWTH 2021, IN CONTRAST TO THE COMPETITION



# AND WE ARE OPENING THE USD 1.5 BN CANADIAN MARKET



~USD 1.5 BN MARKET

---



~USD 1 bn



~USD 0.5 bn

Vancouver (open) and Toronto (Q3) represent a significant share of the total Canadian market

# SIXT USA OFFERS THE YOUNGEST FLEET AND HIGHEST SHARE OF PREMIUM BRANDS

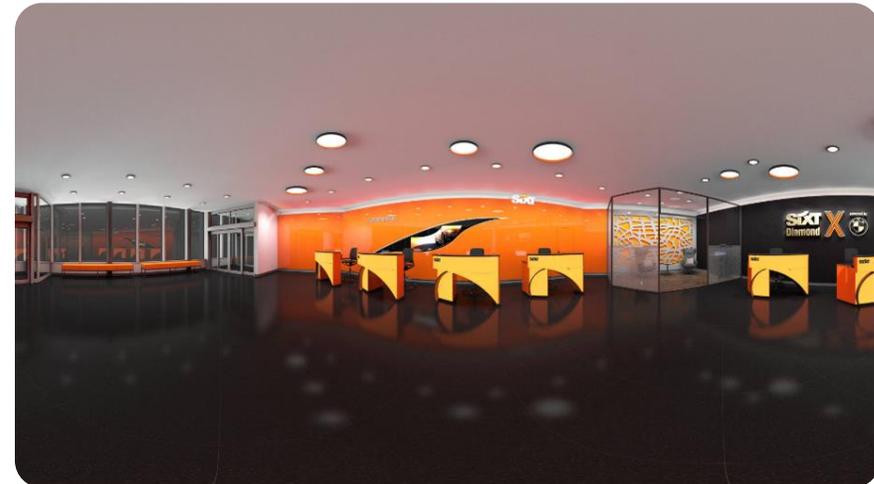
**>40%**  
Premium and Luxury

**9 months**  
Average holding period for premium - slightly longer for non-premium

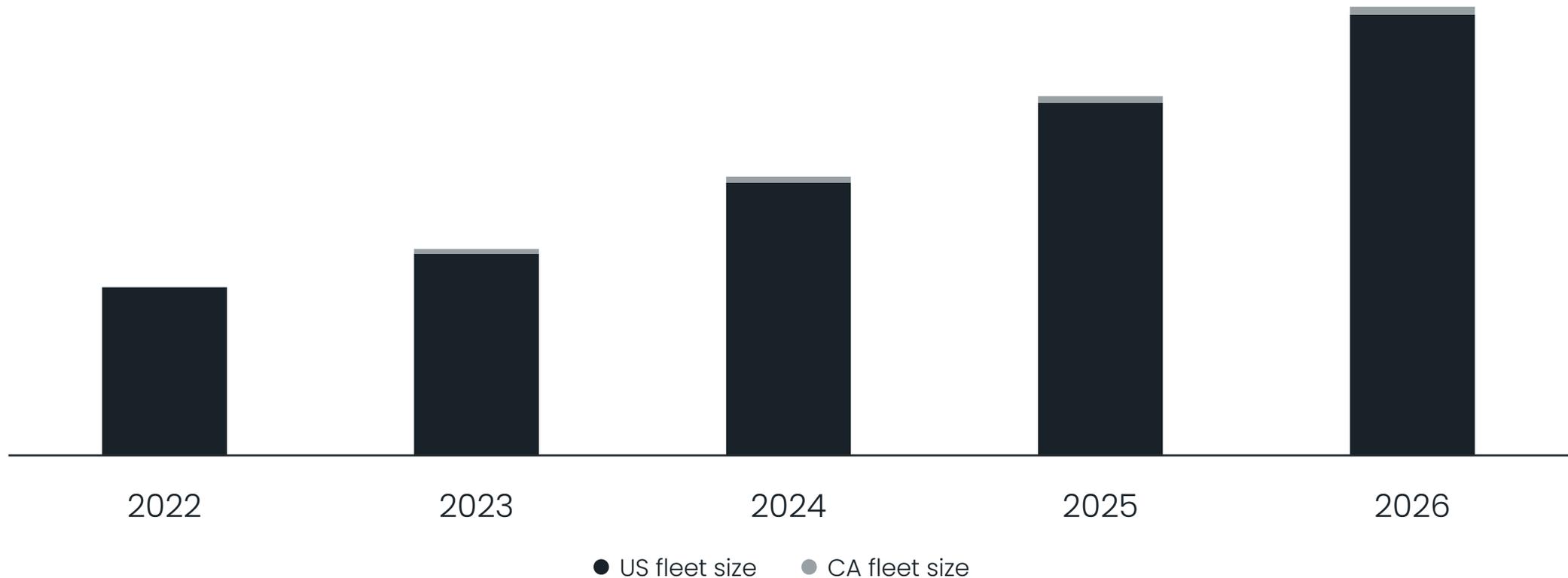
## **Diversified Fleet Mix**

US and European premium brands along with specialty vehicles (large SUVs, convertibles)

# PREMIUM PRODUCT AND POSITIONING

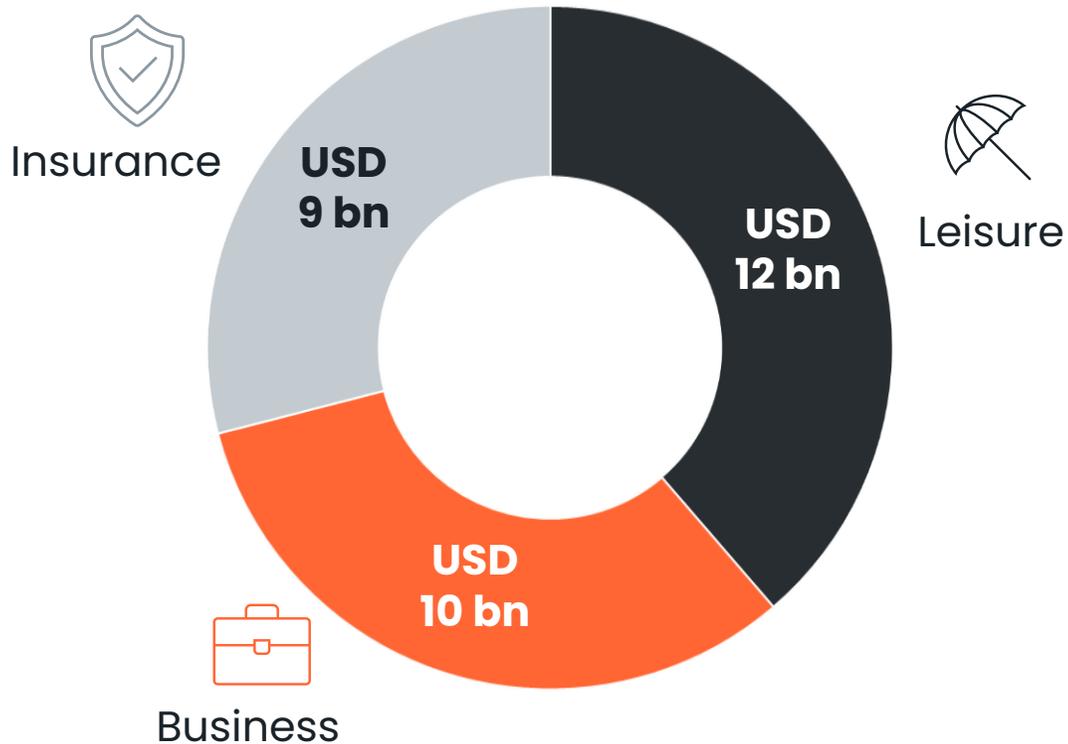


# STEADY FLEET GROWTH WITH A HEALTHY AND GRADUAL INCREASE IN ELECTRIFIED VEHICLES

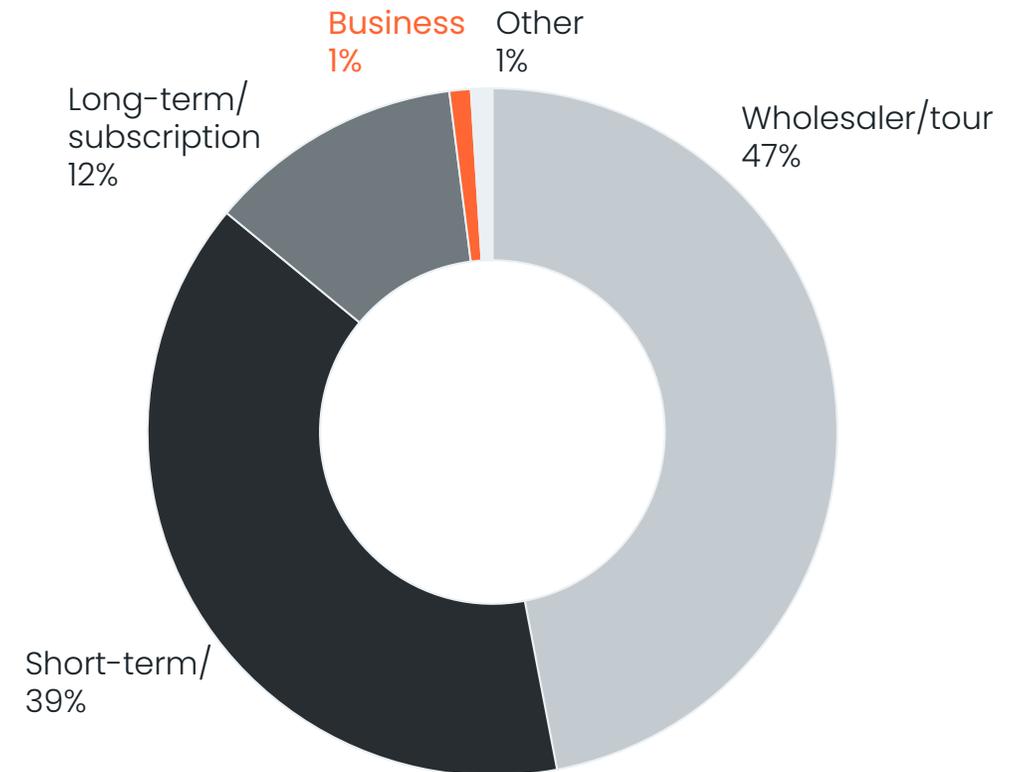


# OUR PREMIUM PRODUCT AND MID-WEEK AVAILABILITY ARE KEY DIFFERENTIATORS TO COMPETE IN THE CORPORATE SEGMENT

## MARKET SEGMENTS



## SIXT CUSTOMER MIX BY NUMBER OF RENTAL DAYS JUNE 2021 – May 2022

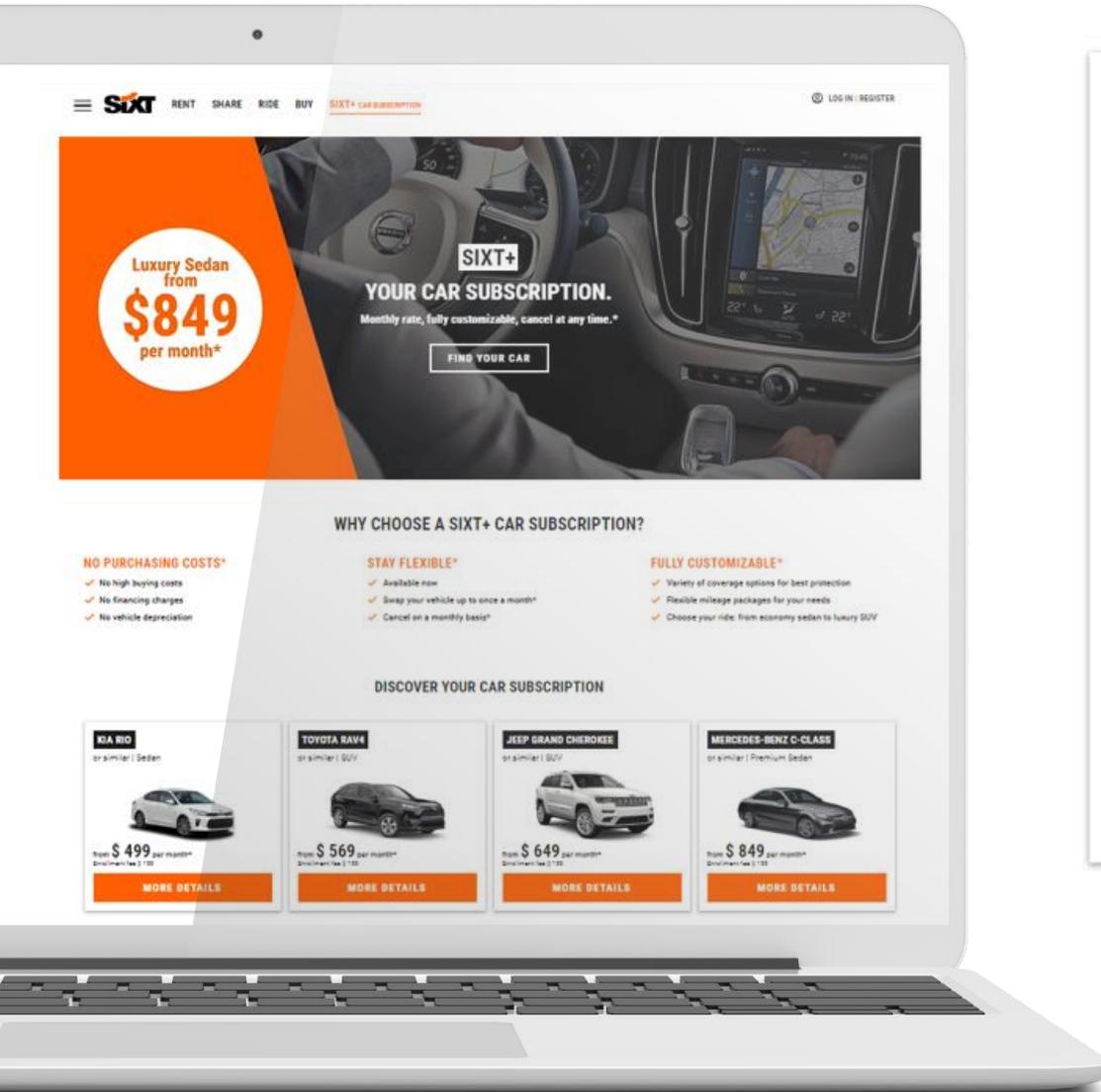


# CORPORATE RENTS MID-WEEK – WHEN WE HAVE CAR AVAILABILITY



Illustration: SIXT USA utilisation by day of week.

# SIXT+ CAR SUBSCRIPTION IS UNIQUE IN THE US



**JEEP GRAND CHEROKEE**  
or similar | SUV



from **\$ 649** per month\*  
Enrollment fee \$ 199

**ALWAYS INCLUDED**

- ✓ Routine maintenance and service included
- ✓ Quick approval process
- ✓ Cancel on a monthly basis
- ✓ Always drive current or last model year
- ✓ Sign-up today and drive tomorrow

Choose pickup location

**Fort Lauderdale**

> [Show all branches](#)

Pickup date

**01/07/2021**

**CONTINUE**



Flexible – renew on a month-to-month basis



Fully customisable – choose vehicle, mileage and protection



Includes vehicle-related costs (e.g., maintenance and repairs)



Fully digital pre-registration



Soft credit check

# WE ACHIEVED SIGNIFICANT GROWTH AND PROFITABILITY...

- Sales in the US increased by **121%** between 2020-2021
- US accounted for **26%** of group revenue in 2021
- US was a **significant** contributor to group earnings in 2021

## ...WITH A PLAN TO CONTINUE THE MOMENTUM

- Expand **market presence** in US Airports and open Canada
- Introduce **SIXT Xpress** counter by-pass product to all markets
- Launch **corporate sales** initiative to capitalise on low mid-week utilisation and fleet availability with unique premium positioning in market
- Expand **long-term** and **SIXT+** penetration
- Expand **vehicle remarketing** channels into partnerships and directly to consumer
- Launch of first US brand **marketing campaign** to increase brand awareness

**WE ARE PREMIUM**  
BRANCHES  
CUSTOMER  
EXCITEMENT  
FLEET

**WE ARE YOUNG & INNOVATIVE**  
SOCIAL MEDIA  
MARKETING  
FLEET  
WEBDESIGN

**WE ARE GROWING**  
EXPANSION  
STRATEGY  
REVENUE

**SIXT**

# IT AND DIGITALISATION

# KEY MESSAGES

**#1**

SIXT is scaling on demands and new opportunities in a highly-dynamic environment.

**#2**

The focus is on the latest cloud products to improve the customer experience.

**#3**

SIXT is enabling security on highest level to protect the customer and our data.

**#4**

Costs and maintenance of on-site hardware are reduced.

**#5**

SIXT is reengineering and rebuilding its core application landscape for a world class customer experience.

# SIXT "ORANGE" CLOUD

# SIXT CLOUD STRATEGY

## 1

**REINVENT AND REBUILD CORE SOFTWARE IN THE CLOUD**

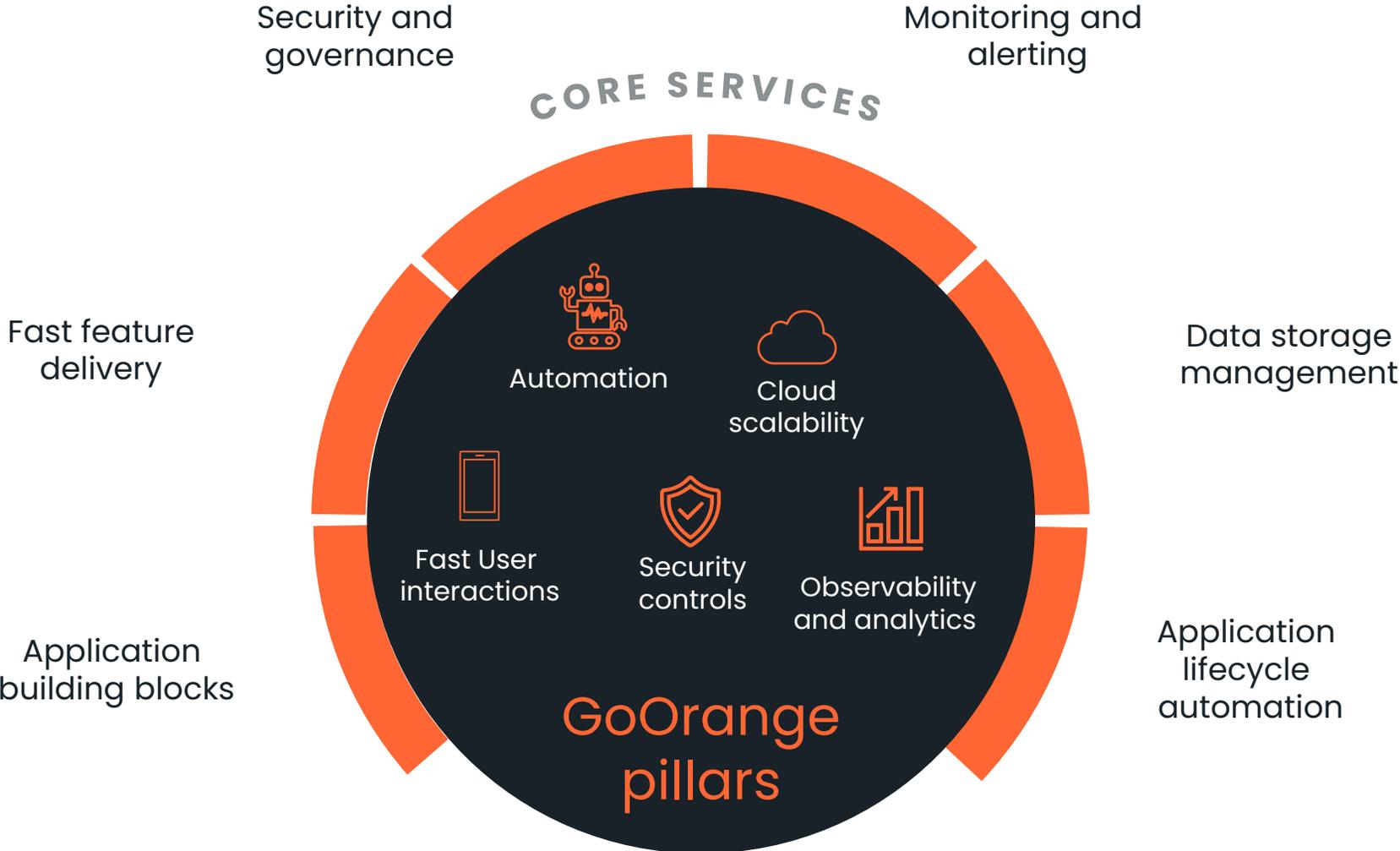


## 2

**ACCELERATE BY LIFTING AND SHIFTING LONG TAIL SOFTWARE**



# GOORANGE CLOUD PLATFORM DETAILED OVERVIEW



# SERVICES RUNNING IN OUR CLOUD

CUSTOMER CHANNELS

Web

Mobile

Orange

Third party  
rent API

TRANSACTION MANAGEMENT

Share  
journey

Rental  
activity

Calculation  
and offer

Micromobility  
platform

Customer  
platform

PROCESSING

Payment  
capture

Share  
invoicing

Shark

# CLOUD ACCELERATION – LIFT & SHIFT



Move all the remaining workloads and applications from on premise datacenters to the public cloud by the end of **2022**



# TARGET – FACTS & NUMBERS

>1.000

Virtual machines



>180

Database instances

>2 Petabyte of data

>3.400 User Directories to OneDrive



>100 On-prem 3rd party applications, including analysing the Set-up (e.g., SaaS vs. cloud hosting)

Secure transfer of **millions** audit-proof data



4 different SIXT teams + AWS working on it



SIXT SOFTWARE DEEP-DIVE

# Pricing and AI

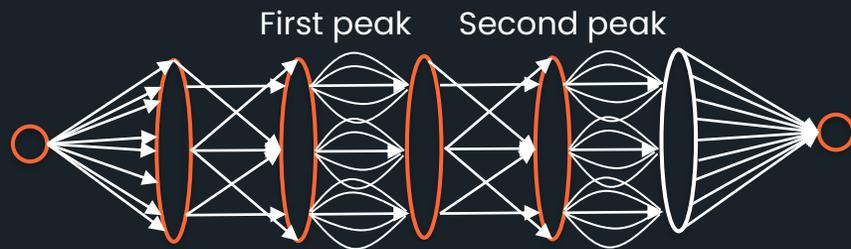
# AI-BASED PRICING & YIELD @SIXT – HUGE POTENTIAL

ALTO provides transfer (and vehicle registration) recommendations with the aim of optimising earnings by shifting flexible capacity optimally.

The recommendation consists of shifting vehicle quantities between pool-to-pool connections.



## OPTIMISATION



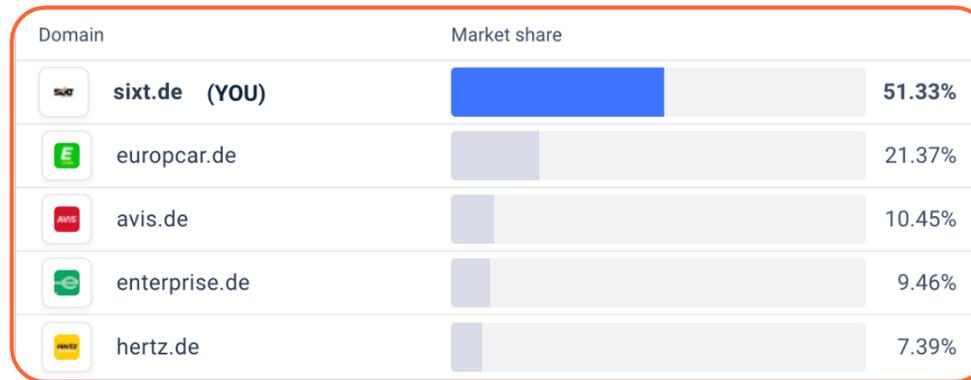
- Network optimisation algorithm to maximise expected revenue minus transfer costs
- Consideration of following two peaks in order to avoid inefficient transfers

SIXT SOFTWARE DEEP-DIVE

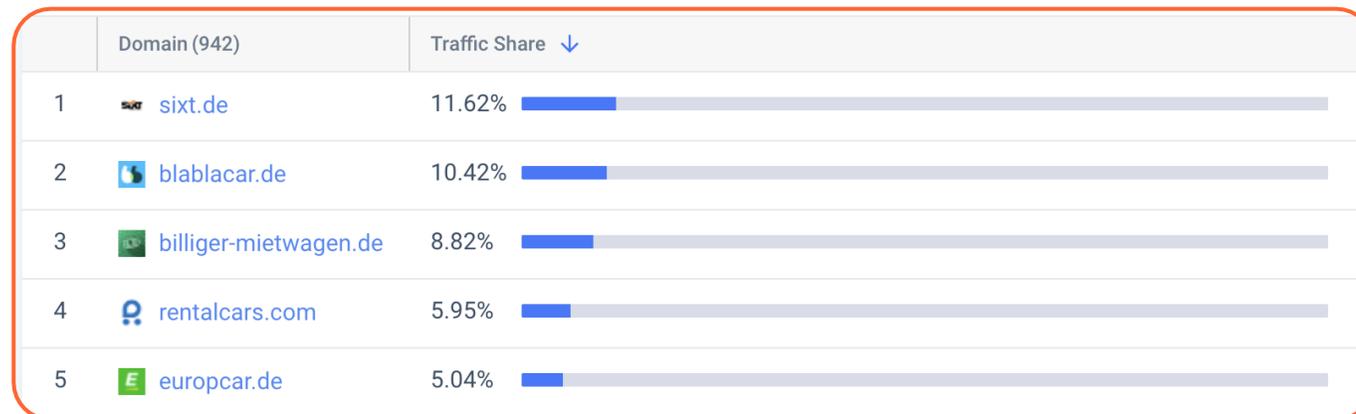
# SIXT Demand Platform

# MARKET LEADER IN GERMANY FOR CAR RENTAL TRAFFIC

## May 2022 comparison\*



**Online market share comparison across top car rental worldwide competition (Worldwide traffic to SIXT.de)**



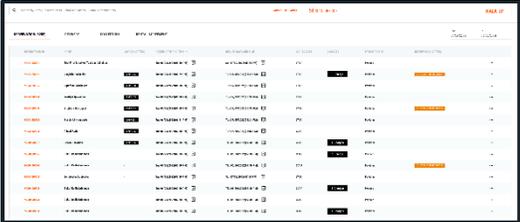
**SIXT is top website in Germany for car rental customers**

\*Source : Similarweb

# DIGITAL CAR RENTAL

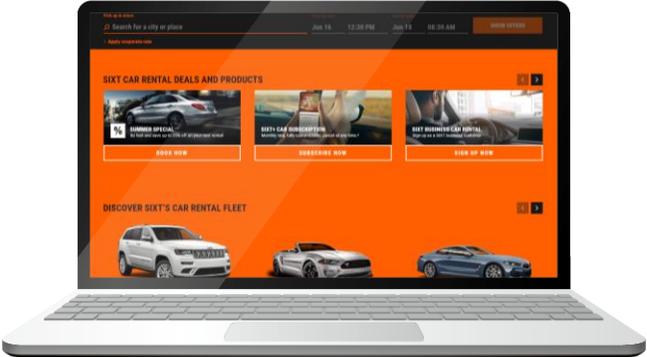
**DIGITAL BOOKING EXPERIENCE FOR 20 YEARS**

Branches

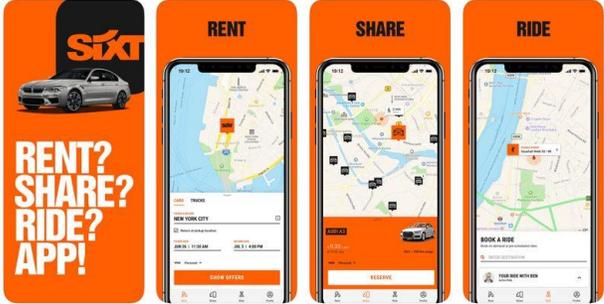


BRANCH NAME	STATUS	TYPE OF BRANCH	ADDRESS	PHONE	WEBSITE
NEW YORK CITY	OPEN	RENTAL	123 W 42ND ST	212 555 1234	www.sixt.com
LOS ANGELES	OPEN	RENTAL	456 S GATEWAY BLVD	213 555 5678	www.sixt.com
CHICAGO	OPEN	RENTAL	789 N MICHIGAN AVE	312 555 9012	www.sixt.com
HONOLULU	OPEN	RENTAL	101 KALANOAUE AVE	808 555 3456	www.sixt.com
MIAMI	OPEN	RENTAL	202 BISCAYNE BLVD	305 555 7890	www.sixt.com
PHOENIX	OPEN	RENTAL	303 CENTRAL EXPRESSWAY	602 555 1122	www.sixt.com
PORTLAND	OPEN	RENTAL	404 SW TOWN CENTER DR	503 555 3344	www.sixt.com
SEATTLE	OPEN	RENTAL	505 3RD AVENUE	206 555 5566	www.sixt.com
SAN FRANCISCO	OPEN	RENTAL	606 MARKET ST	415 555 7788	www.sixt.com
WASHINGTON DC	OPEN	RENTAL	707 K ST NW	202 555 9900	www.sixt.com

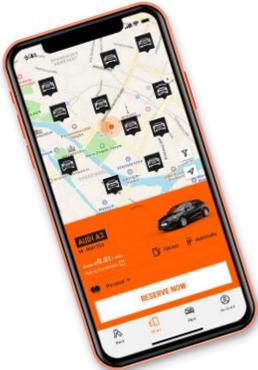
Websites



APP



**SIXT APP (CAR VIA APP) FOR 8 YEARS**



# DIGITAL CAR RENTAL

## What's next?

Improve the customer experience to a digital journey



## CHALLENGES

---

### #1

Increase digital convenient customer experience compared to our competitors to hold our price-point

---

### #2

Lack of workforces (staff shortages)

---

### #3

Raising check-out cost due the raising workforce cost

---

### #4

Average invest per branch

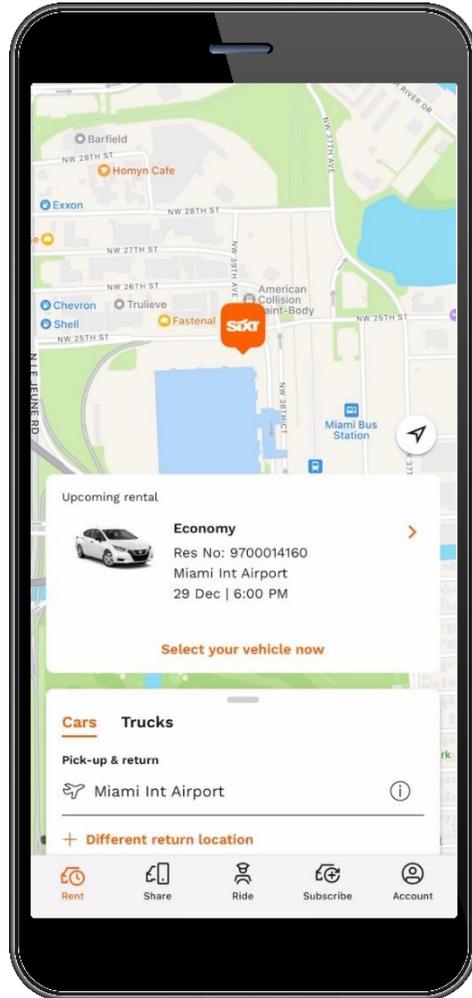
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### #5

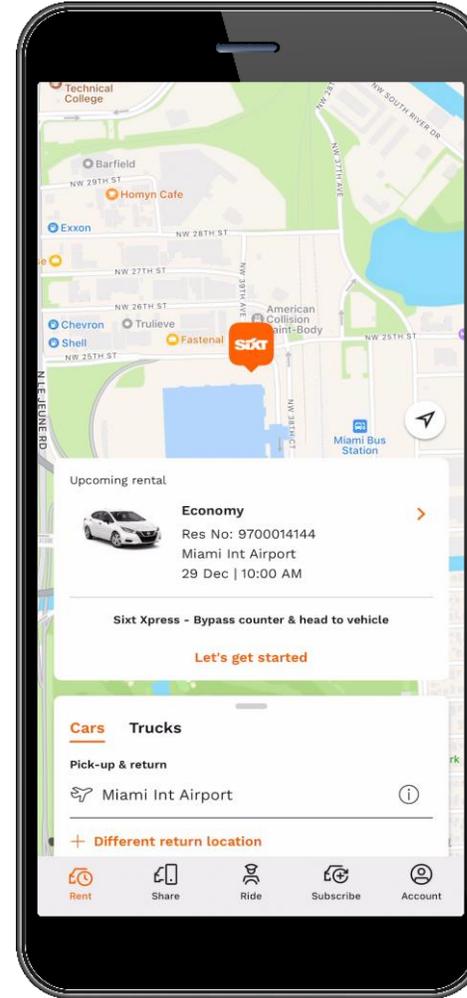
Lack of real exciting customer experience

# DEMO - SIXT XPRESS

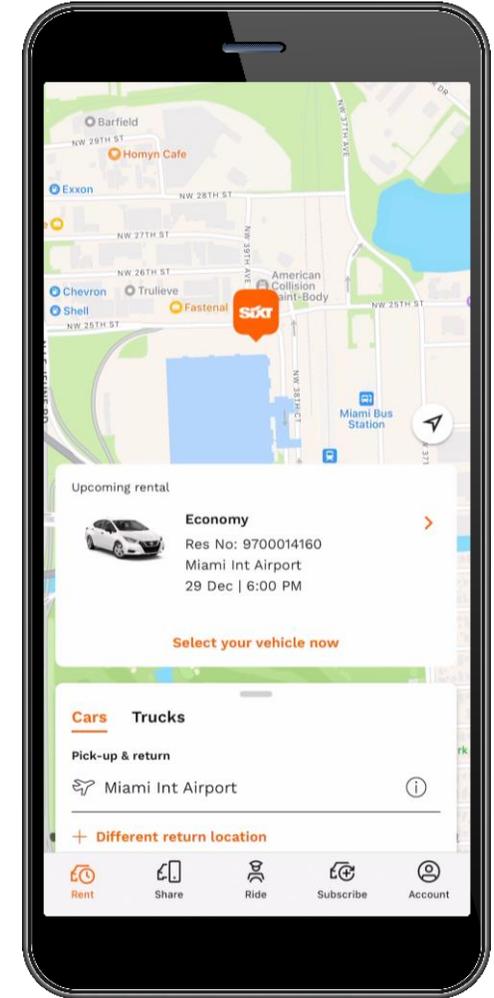
START SCREEN



VALIDATION FLOW



VEHICLE SELECTION



SIXT SOFTWARE DEEP-DIVE

# Growth

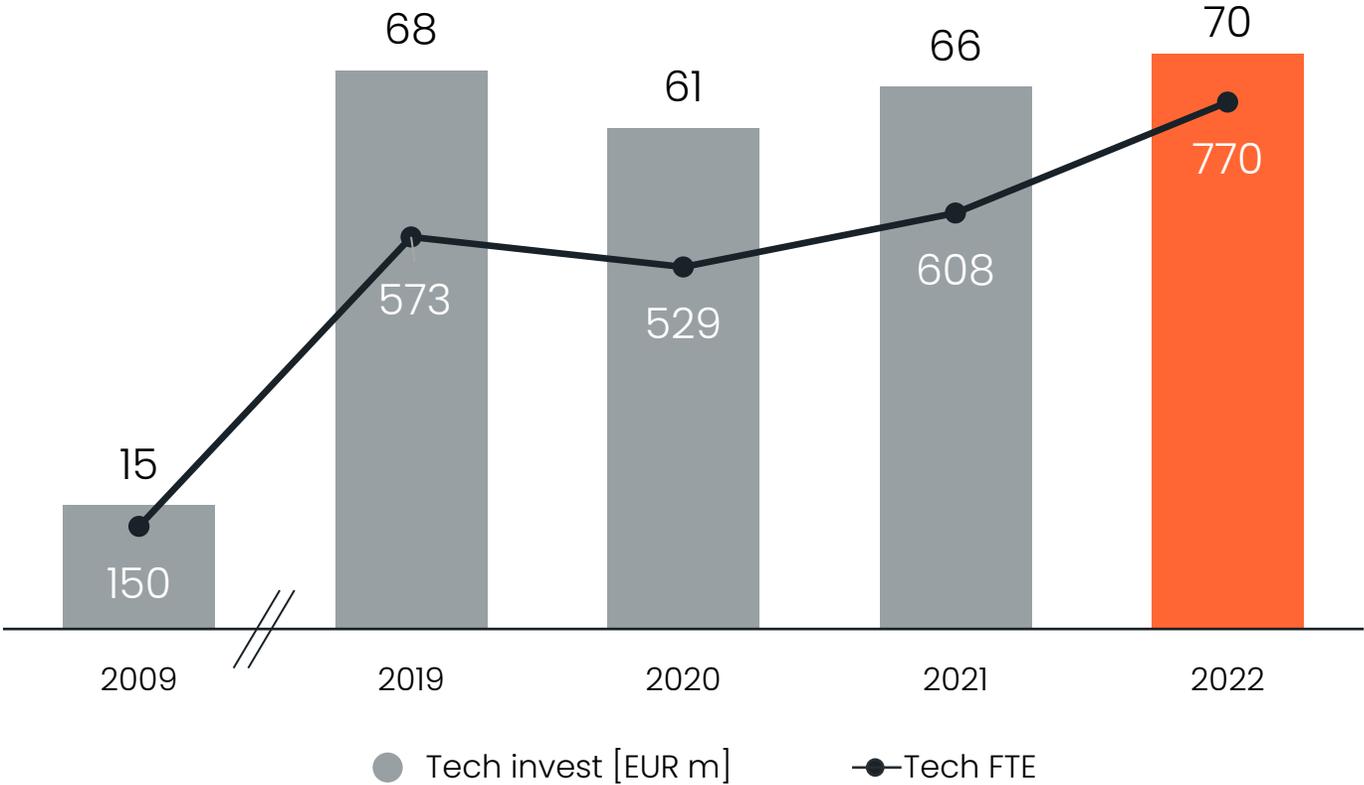
# SIXT TECH – GROWTH



SIXT prepared for future growth with a tech invest and team above 2019

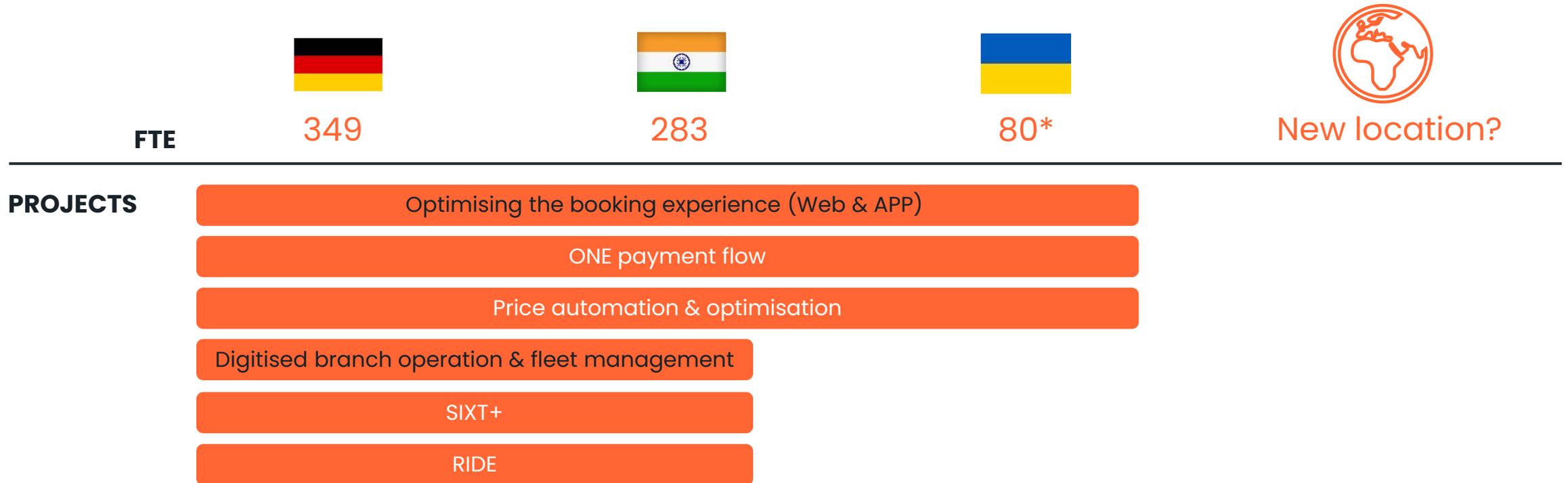


By Q4, SIXT will have established a new tech hub



# LOCATIONS

## INCREASE OF TECH FORCE BY 10% ACROSS ALL LOCATIONS IN 2022



\* The current situation in Ukraine has demanded some adjustments which we were able to overcome. We have been in constant contact with our Ukrainian colleagues to ensure they and their families are safe. Help has been provided wherever needed.

**SIXT**

# FINANCIAL STRATEGY

# KEY MESSAGES

**#1**

SIXT stands out due to its long-term financial outperformance versus competition.

**#2**

After posting a record result in 2021, SIXT doubled its EBT in the first quarter compared to pre-COVID-19.

**#3**

Variable, diversified, and financially solid business model fosters constant performance.

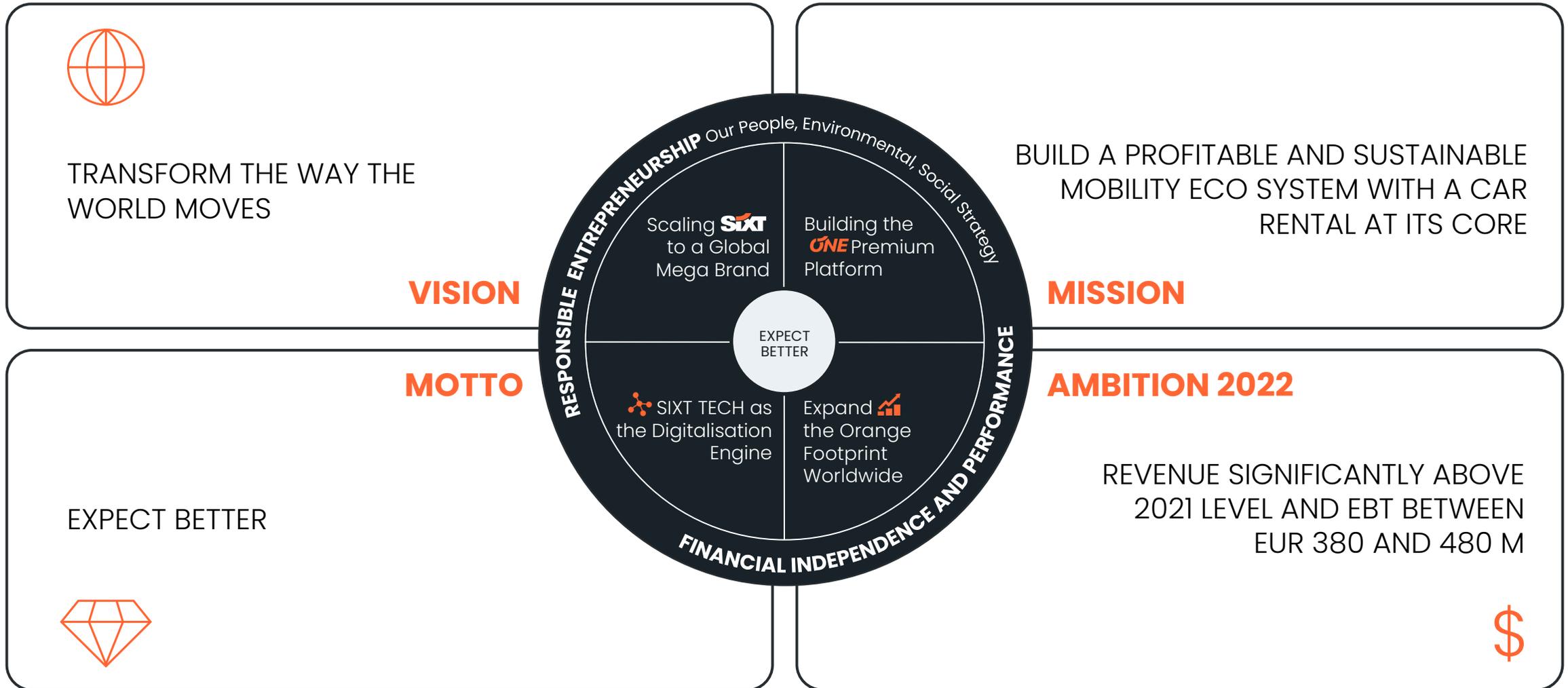
**#4**

Given rising geopolitical and macroeconomic uncertainties, SIXT is well positioned to stay calm in choppy waters.

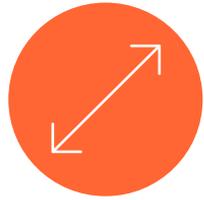
**#5**

SIXT displays an honest and comprehensive ESG story.

# SIXT – EXPECT BETTER



# SIXT IS WELL PREPARED FOR THE CHALLENGES THAT LIE AHEAD



## DIVERSIFICATION

SIXT business model is well diversified (customer & location mix, regional revenue & profitability split)



## VARIABILITY

Variable fleet holding costs – hence variable cost base



## FLEET

Fleet size back on pre-pandemic level despite severe supply bottlenecks; still high non-risk ratio



## FINANCIAL SOLIDITY

Conservative financial management, well-balanced financing mix, high availability of liquid funds to grow business



## ESG

Roadmap set and short-term ESG improvements in progress



## FINANCIAL PERFORMANCE

Profitability above pre-pandemic level

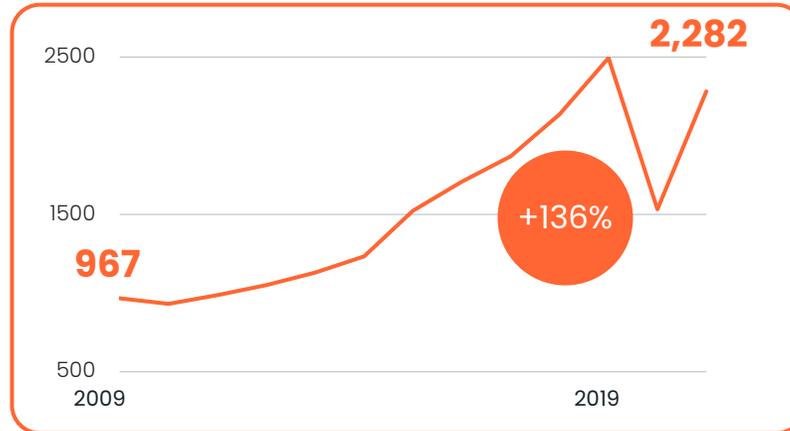
GEOPOLITICAL & MACROECONOMIC FRAMEWORK

# SIXT BUSINESS MODEL HAS A PROVEN GROWTH TRACK-RECORD

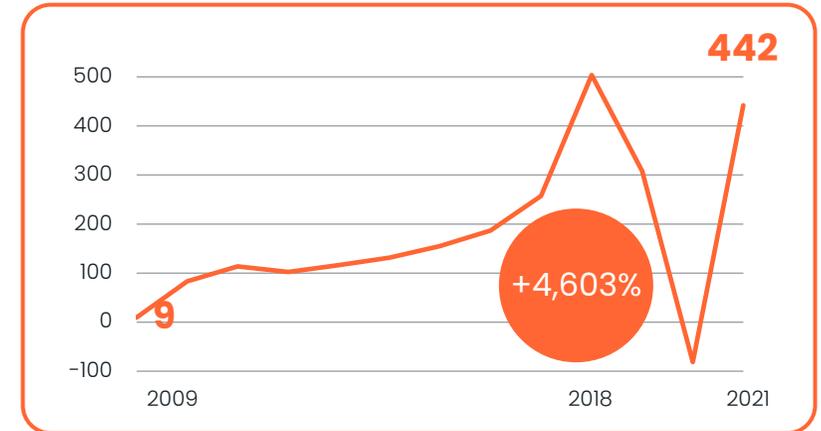
SIXT has a strong long-term growth story

...and has developed from a German car rental company to a **global mobility provider** with an international revenue share of 67% in 2021

**GROUP REVENUE<sup>1</sup> [EUR m]**



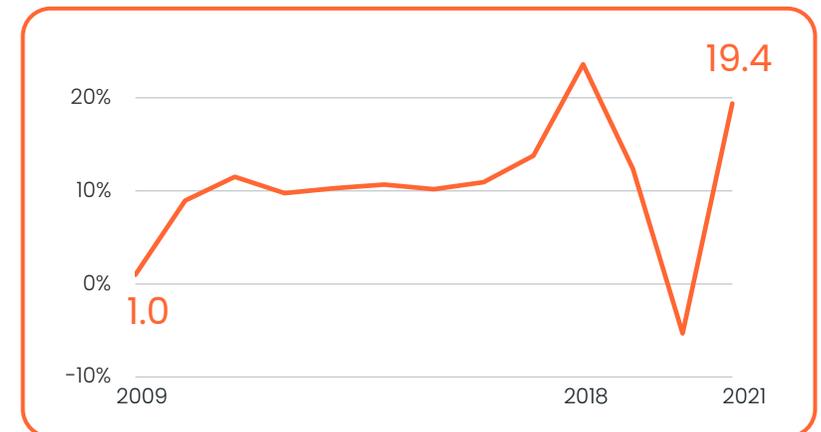
**GROUP EBT<sup>1</sup> [EUR m]**



**SHARE PRICE<sup>2</sup> [%]**



**EBT MARGIN<sup>1</sup> [%]**



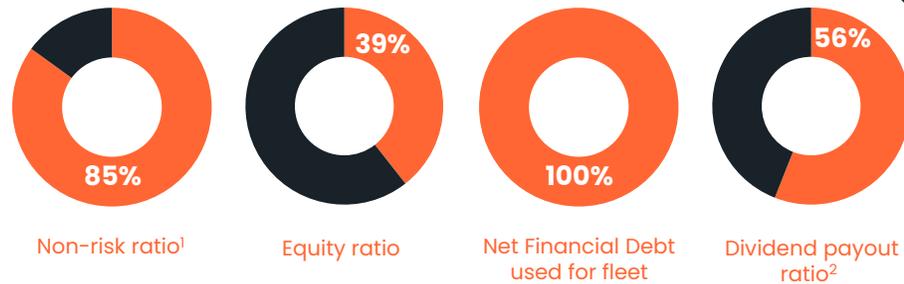
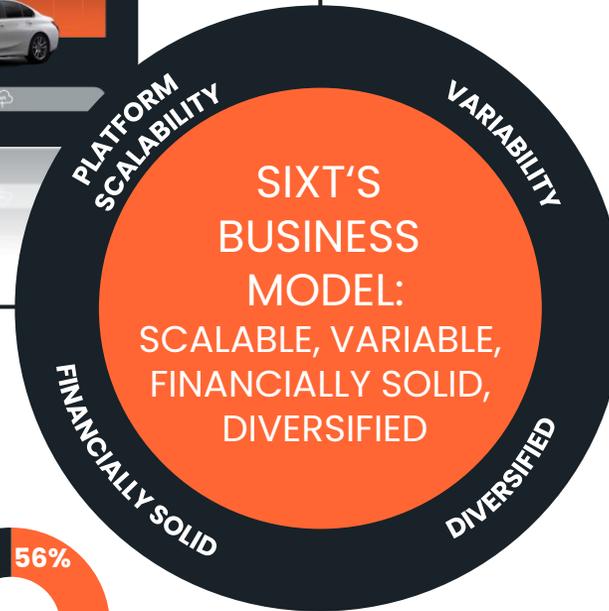
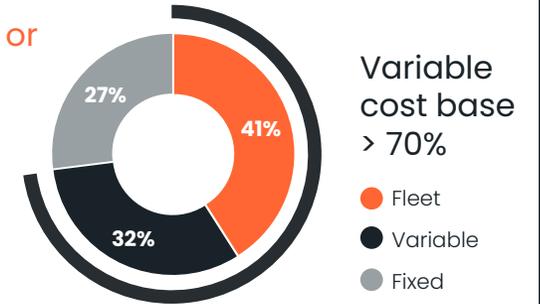
<sup>1</sup> Group revenue, EBT and respectively EBT margin 2009-2019 calculated as Group revenue/EBT minus Revenue/EBT of SIXT Leasing business unit; 2018 Group EBT including one-off effect of DriveNow sale; Source: Annual Reports SIXT

<sup>2</sup> Bloomberg, development of share price based on values as of Jan. 4, 2010 and IPO of Europcar

- 1. ONE PREMIUM DEMAND PLATFORM
- 2. ONE PREMIUM PRODUCT PLATFORM
- 3. ONE PREMIUM SERVICE PLATFORM
- 4. ONE PREMIUM FLEET PLATFORM
- 5. ONE PREMIUM TECH PLATFORM

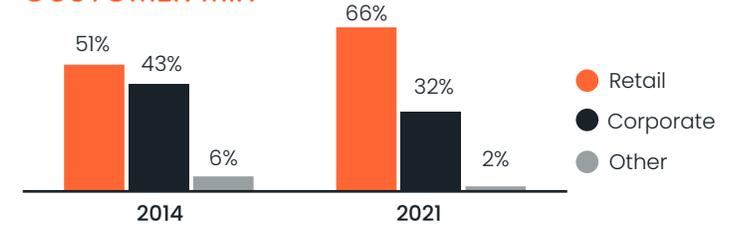


>70% of our cost base is variable as we can extend or shorten holding periods for part of our fleet

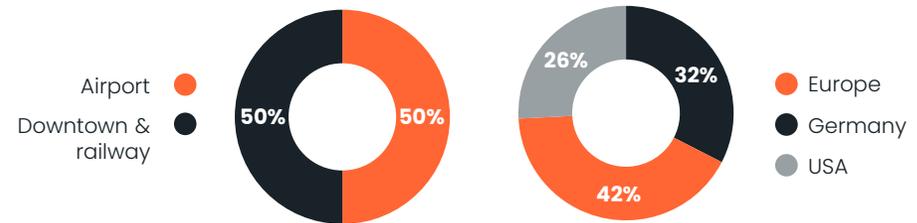


<sup>1</sup> Share of vehicles (infleeted in 2021) covered by buyback or leasing agreements with OEMs including operating leases; Non-risk ratio of 79% as at reporting date 31 December, 2021  
<sup>2</sup> Payout ratio based on consolidated profit after minority interest 2021 Sources: Annual Report 2021; Company data

CUSTOMER MIX



REVENUE SPLIT 2021



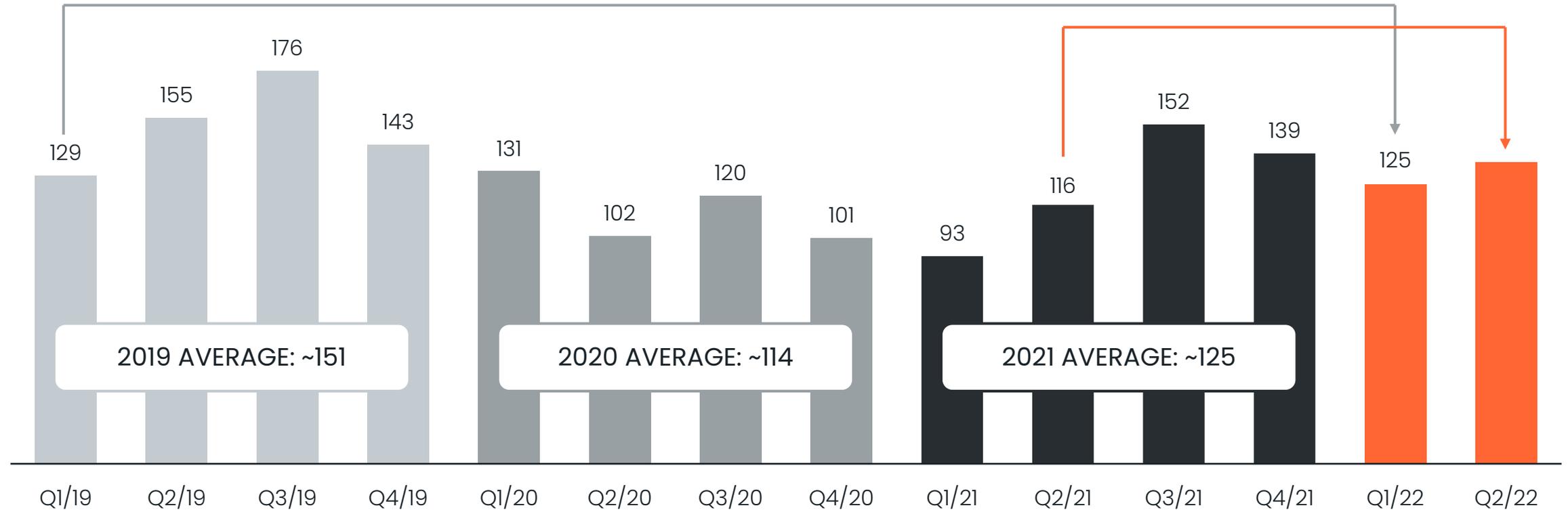
# LIMITED AND WELL-MANAGED RESIDUAL VALUE RISK



# FLEET SIZE BACK ON PRE-COVID-19 LEVELS

## AVERAGE FLEET SIZE IN SIXT CORPORATE COUNTRIES PER QUARTER

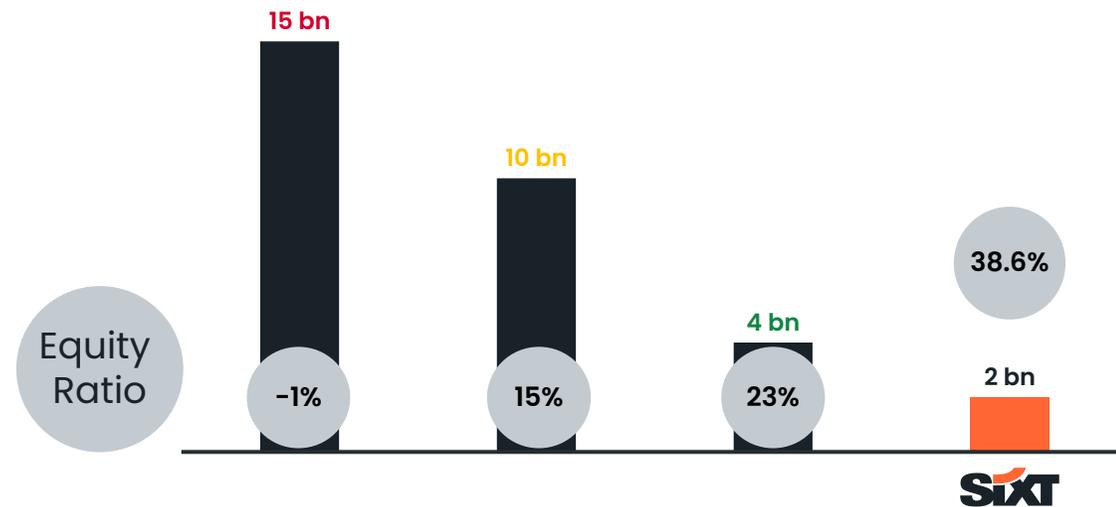
[thousands]



# LOWEST DEBT LEVEL AND HIGHEST FIXED DEBT SHARE AMONG PEERS – SIXT LESS IMPACTED BY INTEREST HIKES

## FINANCIAL DEBT

[EUR bn]



## FIXED VS. VARIABLE DEBT MIX

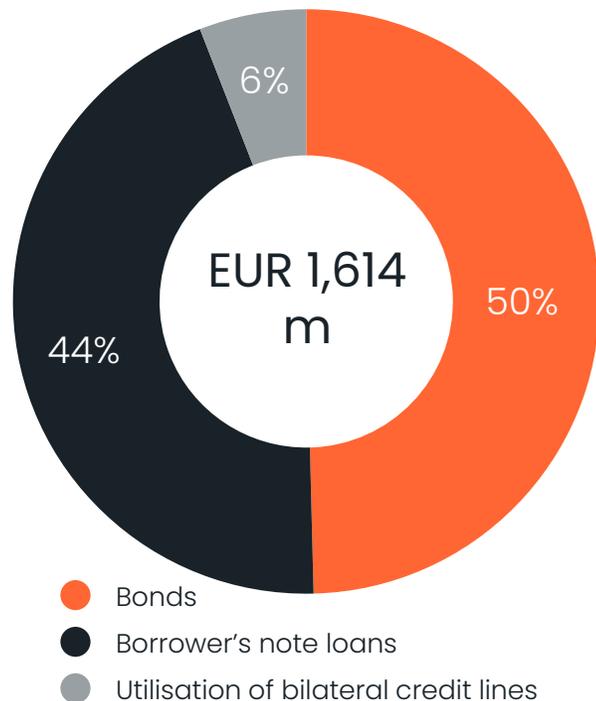


Source: Annual Reports FY 2021; own research

# WELL-BALANCED FINANCING MIX ENABLES SIXT TO COPE WELL WITH RISING INTEREST RATES

## MIX OF FINANCING INSTRUMENTS<sup>1</sup>

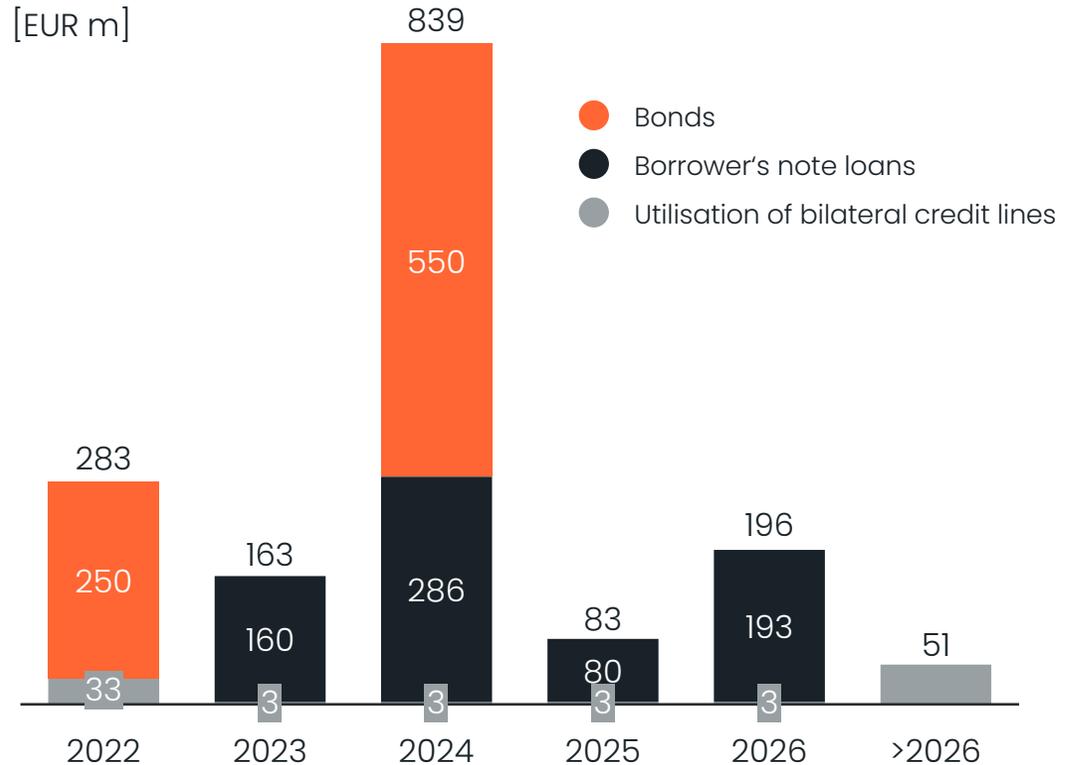
[%]



- Senior unsecured<sup>2</sup> financing instruments
- Vehicles unpledged
- Main issuing entity: SIXT SE

## MATURITY PROFILE<sup>1</sup>

[EUR m]



<sup>1</sup> Financial liabilities as of 31 December, 2021; Repayment amounts excluding accrued and in future payable interest; Lease liabilities resulting from leases recognised in accordance with IFRS 16 are not included

<sup>2</sup> EUR 66 m long-term real estate financing are secured by mortgages

# SIXT'S HOLISTIC VIEW ON ESG

## E

### ENVIRONMENTAL

---



Offering **SHARED MOBILITY** reduces the required total amount of cars



Using cars with state-of-the-art **TECHNOLOGY** reduces emissions

## S

### SOCIAL

---



Maintaining and further developing a fair, attractive, exciting and trustworthy **WORK ENVIRONMENT**



Fulfilling our **SOCIAL RESPONSIBILITY** for society since decades with Regine Sixt Kinderhilfe Stiftung

## G

### GOVERNANCE

---



Ensuring transparency, sustainability and human rights along our **SUPPLY CHAIN**



**ANCHORING SUSTAINABILITY** throughout the organisation with dedicated ESG processes, organisation and Board leadership

# RESEARCH COOPERATION WITH IMO-HSG COMPARES FOOTPRINT OF SIXT PRODUCTS TO ALTERNATIVES

## SHARED MOBILITY



One of the key levers for reducing emissions are **shared mobility** solutions resulting in a change of individual Mobility Behaviour.\*

## ELECTRIC MOBILITY



Today's electric mobility has a **smaller effect on the reduction of CO<sub>2</sub> emissions** than generally assumed. However, in combination with **renewable energy**, further progress should be achieved.\*

## OTHER MOBILITY SYSTEMS



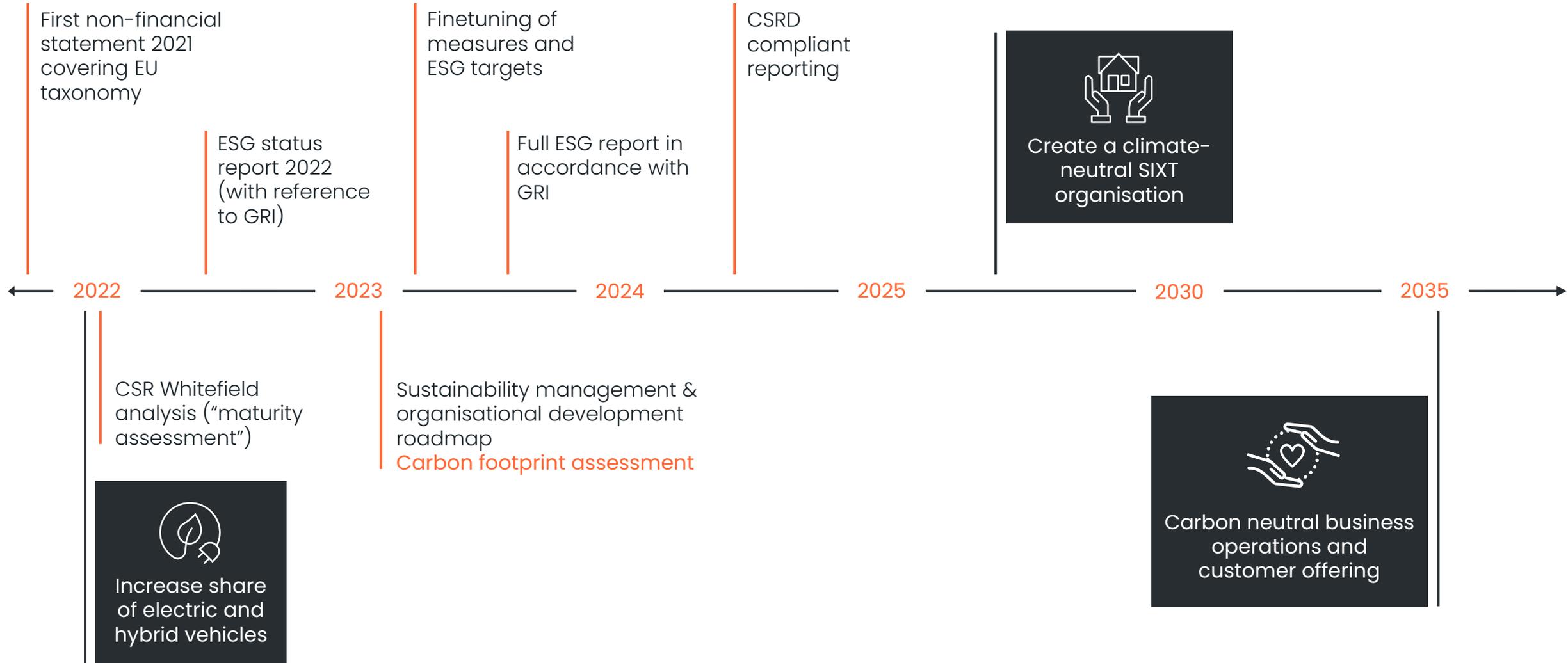
Holistic View: Especially for new infrastructure projects, the rail transport system turns out to have a more intense CO<sub>2</sub> footprint than estimated by society.\*



**SIXT and IMO-HSG** will further analyse how shared mobility can influence the ecological footprint of mobility users

\* Study "Holistic Ecological Accounting of Transport Systems", KRBE and Institute for Mobility at the University of St. Gallen for Friedrich Naumann Foundation for Freedom

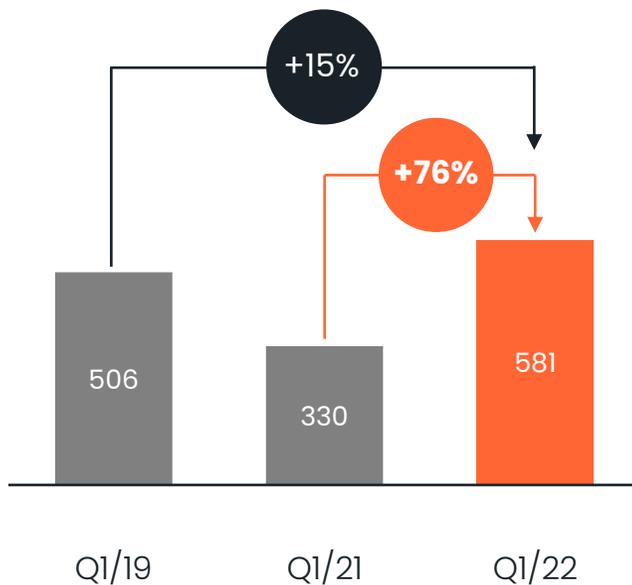
# OUR ESG ROADMAP



# PROFIT RECOVERY OUTPACING REVENUE RECOVERY DRIVEN BY GOOD COST CONTROL

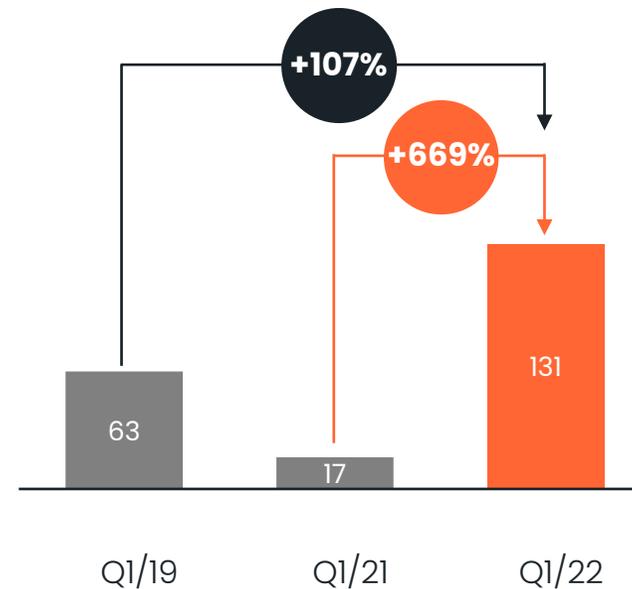
## GROUP REVENUE

[EUR m]



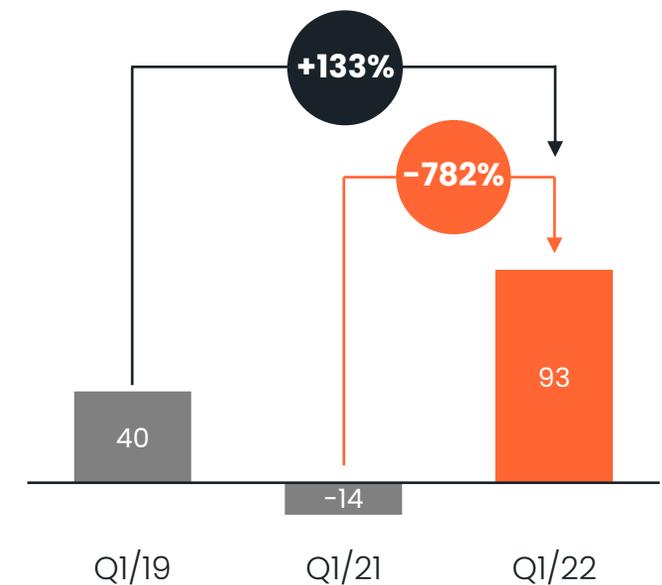
## CORPORATE EBITDA MOBILITY

[EUR m]



## GROUP EBT

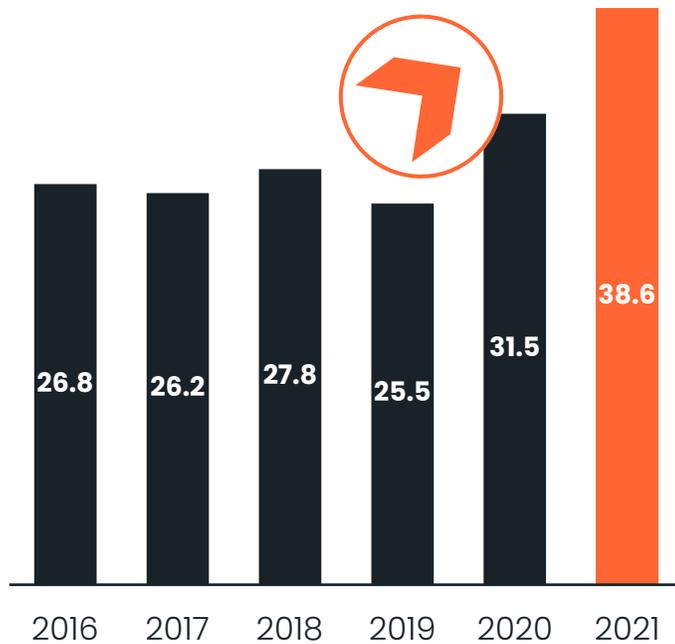
[EUR m]



# HIGH EQUITY RATIO AND LOW NET FINANCIAL DEBT

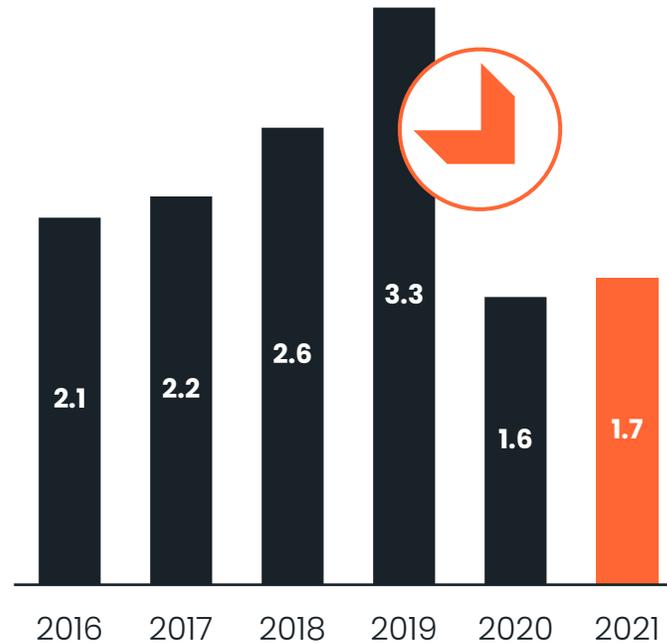
## EQUITY RATIO

[%]



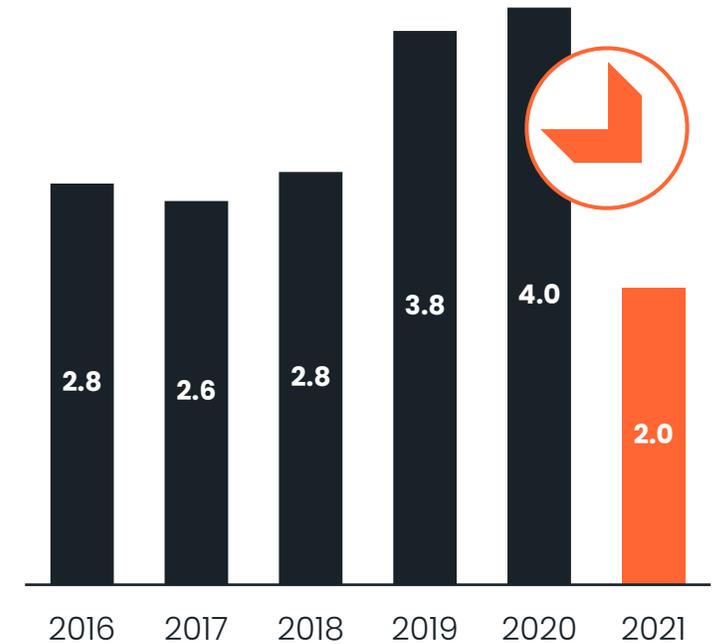
## NET FINANCIAL DEBT

[EUR bn]



## DYNAMIC LEVERAGE RATIO

[x]

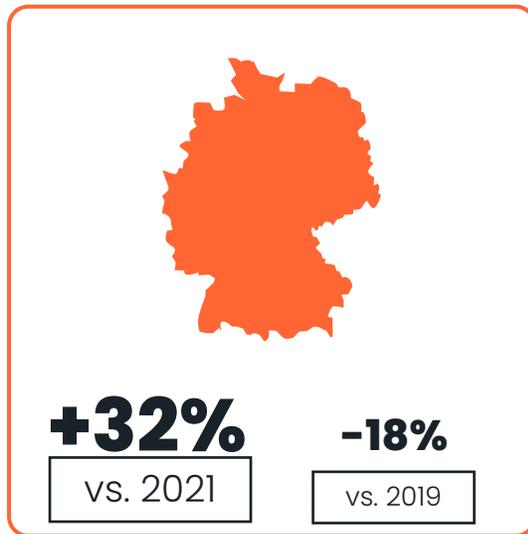


Source: Annual Reports

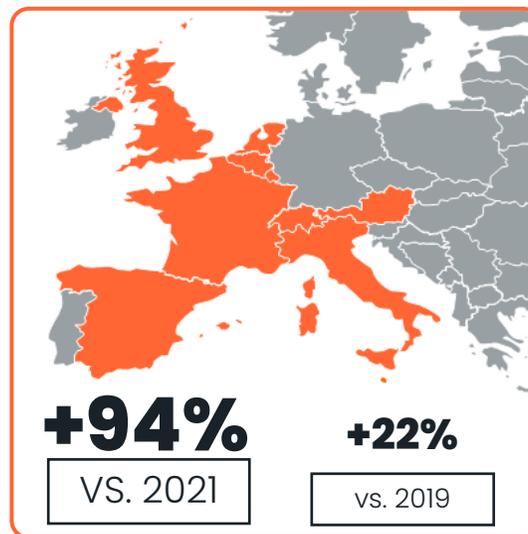
# Q1 2022 HIGHLIGHTS & PERFORMANCE VS. PRE-PANDEMIC LEVELS

	<b>REVENUE</b> [excluding Leasing, EUR m]	505.8	+15%	<b>580.8</b>
	<b>INTERNATIONAL REVENUE SHARE</b> [excluding Leasing, EUR m]	57%	+12pp.	<b>69%</b>
	<b>EBT</b> [excluding Leasing, EUR m]	40.1	+133%	<b>93.5</b>
	<b>RENTAL ASSETS</b> [EUR bn]	2.9	-7%	<b>2.7</b>
	<b>EQUITY RATIO</b> [%]	25.0%	+14pp.	<b>39.4%</b>
	<b>MARKET CAP</b> [EUR bn]	3.9	+26%	<b>4.9</b>
	<b>INDEX</b>	SDAX		<b>MDAX</b>
		Q1 2019		Q1 2022

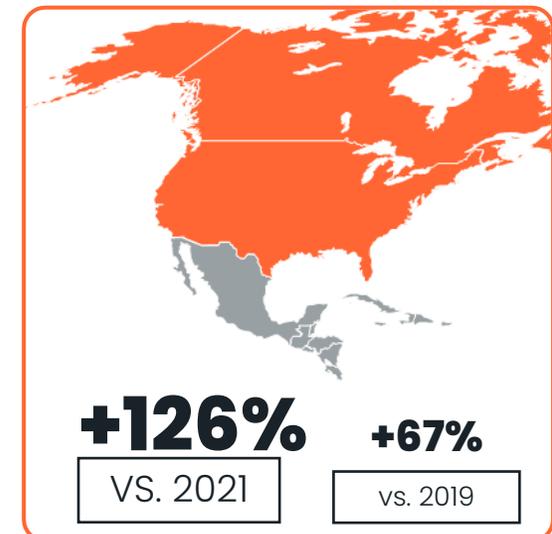
# Q1 2022 REVENUE GROWTH – STRONG IMPROVEMENT ACROSS ALL SEGMENTS



GERMANY

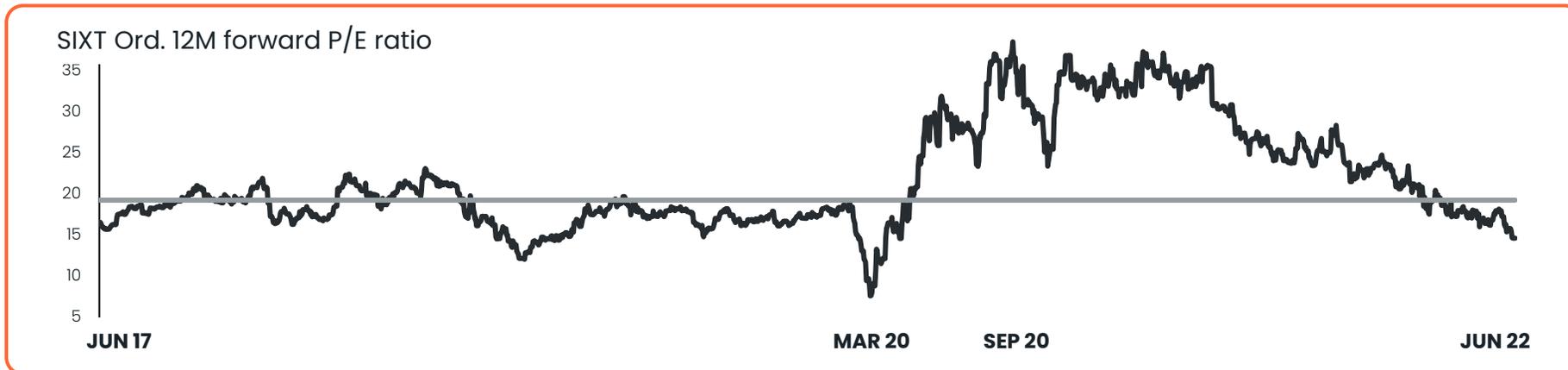
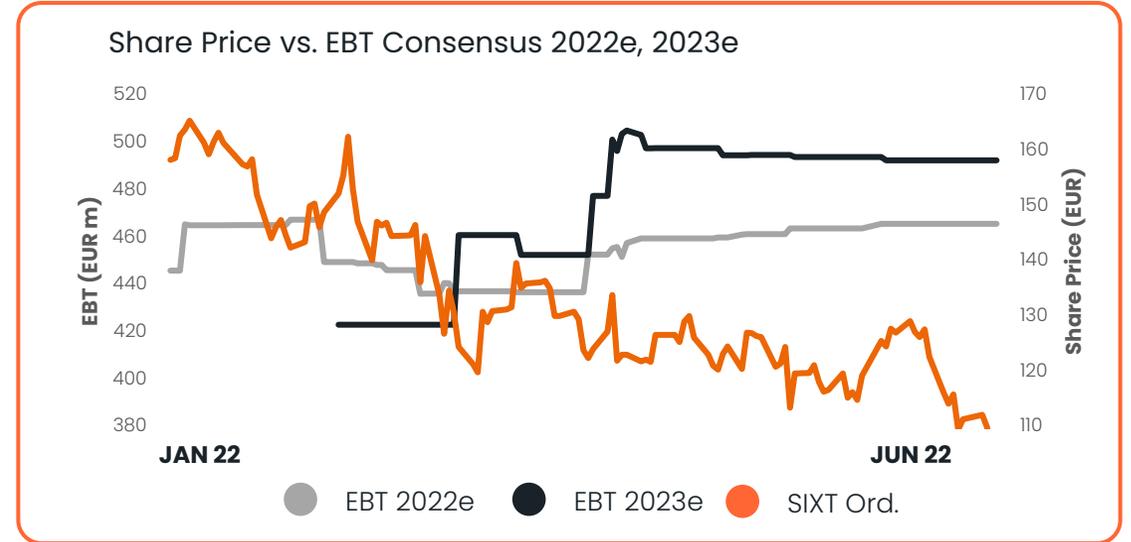
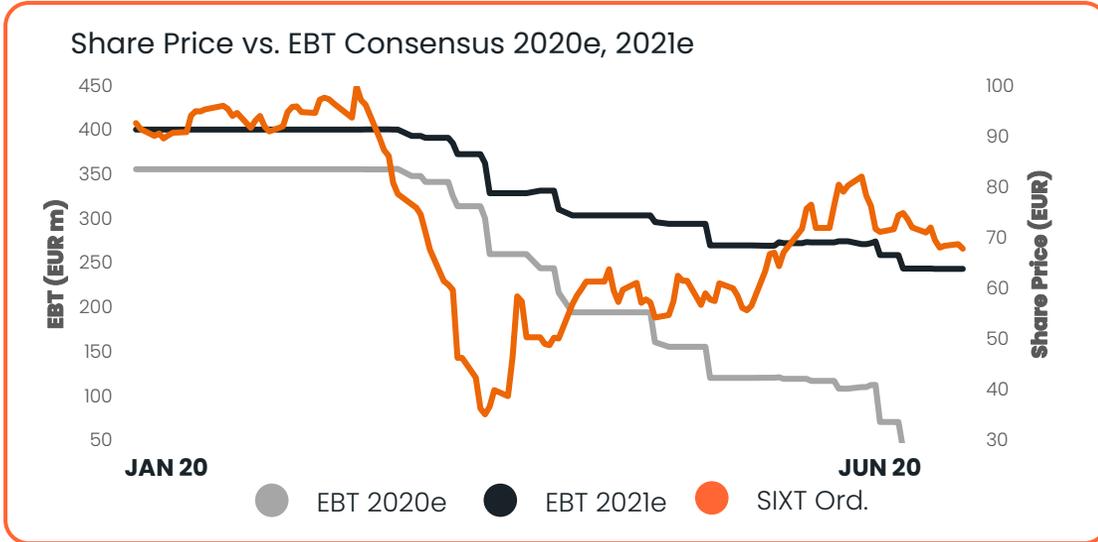


EUROPE



NORTH AMERICA

# WHILE 2020'S SHARE PRICE CORRECTION WAS BASED ON EARNINGS REVISION, WE ARE NOW WHITNESSING MULTIPLE CONTRACTION



Source: FactSet, Bloomberg

**SIXT**

# PRODUCT AND SALES

# KEY MESSAGES

**#1**

Corporate Sales is one out of three key pillars that drive revenue.

**#2**

SIXT is THE mobility expert for any kind of business ground transportation.

**#3**

(Corporate) customers benefit from a variety of flexible, newly launched products.

MASTERING CHALLENGES  
WIN OPPORTUNITIES

# MARKET TRENDS



**THE  
WORLD  
OF  
MOBILITY IS  
CHANGING.**



Flexible workspaces



The car loses status symbol value



The desire for distance and hygiene



Digitalisation



Mobility according to needs



Generation Z – pay as you use



Sustainability



Urbanisation

# SIXT TAKES THE LEAD IN NEW MOBILITY TRENDS

## SHARED MOBILITY

Innovative mobility improves **social inclusivity and economic growth**

**Up to 20%** share of total mobility market by 2040

Requirement of more **sustainable and resilient urban mobility systems**



## AUTONOMOUS VEHICLES

Long term **up to 50% lower cost** per mile compared to driver-based rides

Shift from OEMs to **tech players**

Adoption depends on **regulation, technology readiness and customer preferences**

## MOBILITY AS A SERVICE

Encourages **move towards new mobility solutions**

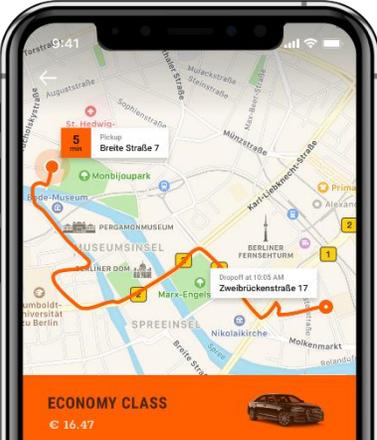
Offers **lower cost of usage** versus total cost of ownership

**Micromobility** to show strong post-pandemic growth

Sources: University of St. Gallen/BCG/WEF, Oliver Wyman, McKinsey, AD Little

# ONE HOLISTIC STATE-OF-THE-ART IT PLATFORM – COMBINES OWN AND THIRD-PARTY CONTENT

“Technology is in our DNA, embedded in our daily doing”



SIXT APP

**ONE PLATFORM**

**SIXT rent** **SIXT share** **SIXT+** **SIXT ride**

**TIER** **lyft** **3<sup>RD</sup> PARTY PRODUCTS** *Swapfiets*

PLATFORM INTEGRATION LAYER

# THREE DIFFERENT SALES STREAMS



13 Channels

Enhancement of entire business network

New & existing business

Demand partnerships

Focus areas:  
SME, Travel sales, Corporate multipliers

# CORPORATE SALES

## VISION

SIXT is the global mobility partner of choice for companies of all sizes.

## MISSION

Become real mobility consultants through focus and excellence.  
Add value to our customers and offer digital services as a differentiator.

# ONE PREMIUM PRODUCT PLATFORM



## SIXT+

Car subscription business

- Launched in 2020, now available in all corporate countries
- Flexible all-incl. offering
- Stable monthly cash-flows for SIXT

## SIXT Rent

Short- and long-term car rental

- >240,000 vehicles
- >2,100 branches
- Completely digital rental process via the SIXT App

## SIXT Truck

Light commercial vehicle rental

- Division launched in 2021
- >900 branches

## SIXT Share

Free-floating carsharing

- High share of electrification – >70% battery electric vehicles
- >2.5 m trips in 2021

## SIXT Ride

Ride hailing and event service business

- Currently available in more than 400 cities in 50 countries worldwide
- >2,500 partners
- >5 m drivers

## SIXT Micro

Last mile micromobility: scooter & bikes

- >300 k scooter journeys

FROM  
LONG-TERM  
MOBILITY

TO  
SHORT-TERM  
MOBILITY

YEAR

MINUTES

Asset ownership

Asset-heavy

Key competitors

Lynk&Co, Care by Volvo, VWFS, ALD, FINN

Asset ownership

Asset-heavy

Key competitors

Enterprise, Avis, Europcar, Hertz

Asset ownership

Asset-heavy

Key competitors

Northgate, Europcar

Asset ownership

Asset-heavy

Key competitors

Miles, ShareNow

Asset ownership

Asset-light

Key competitors

Uber, Lyft

Asset ownership

Asset-light

Key competitors

Bird, Lime

# SIXT+

## SIXT+ AUTO ABO

- Monthly fixed price
- All inclusive
- Cancel at any time

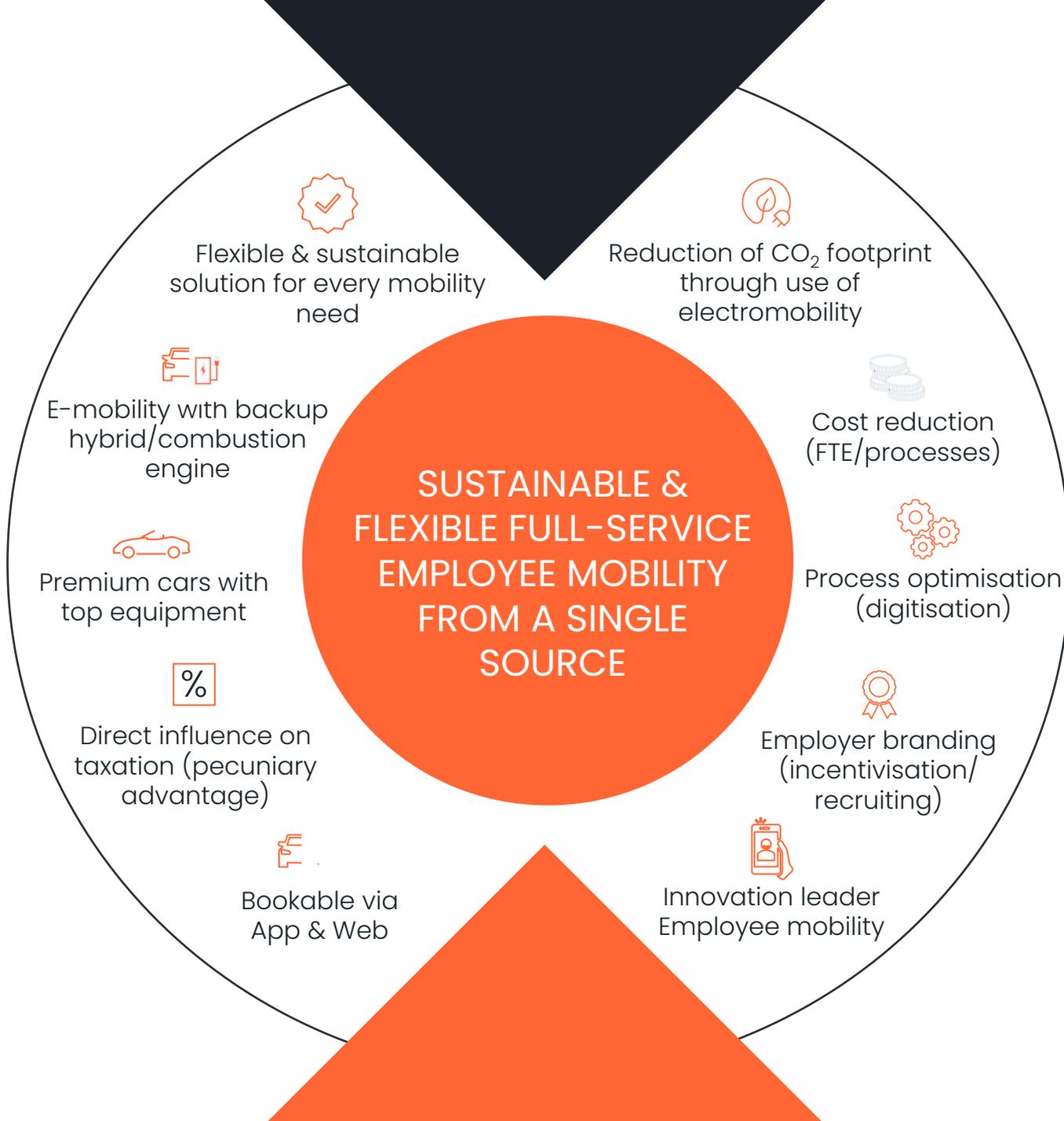
## SIXT+ FLEX

**New: the flexible  
company car  
alternative**

## SIXT+ UNLIMITED

**Unlimited mobility  
with the international  
car subscription**

**ADVANTAGES  
EMPLOYEE**



**ADVANTAGES  
COMPANY**

**SIXT**

# DIGITAL CUSTOMER EXPERIENCE

# KEY MESSAGES

**#1**

We live to excite customers.

**#4**

Improving digital booking experience removes contact reasons at source.

**#2**

Customer contacts tell us where better is expected of SIXT and the industry.

**#5**

Digitising pick-up experience turns our biggest contact point into an advantage.

**#3**

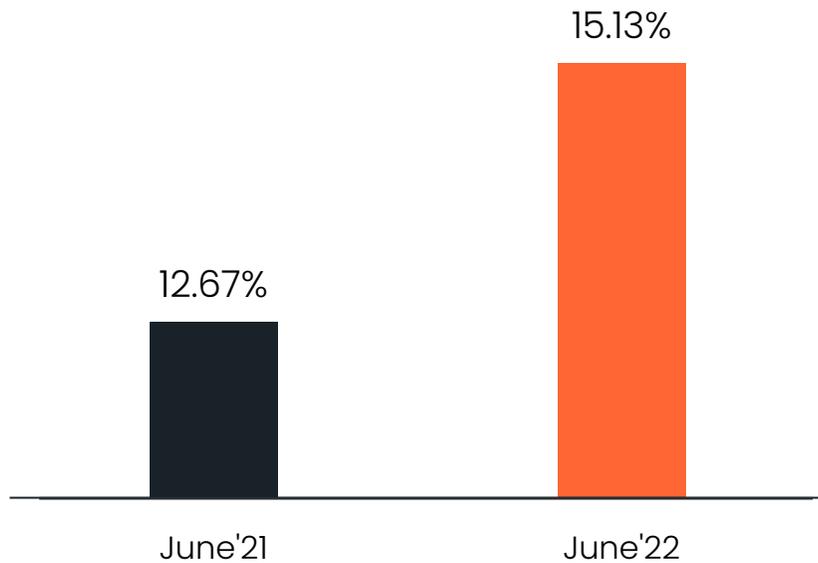
Digitising customer service helps people solve issues quickly and easily themselves.

# DIGITAL GROWTH

## USER & ACTIVE CUSTOMERS

SIXT has demonstrated robust signs of user growth in 2022.

User growth  
(Compared to same month last year)



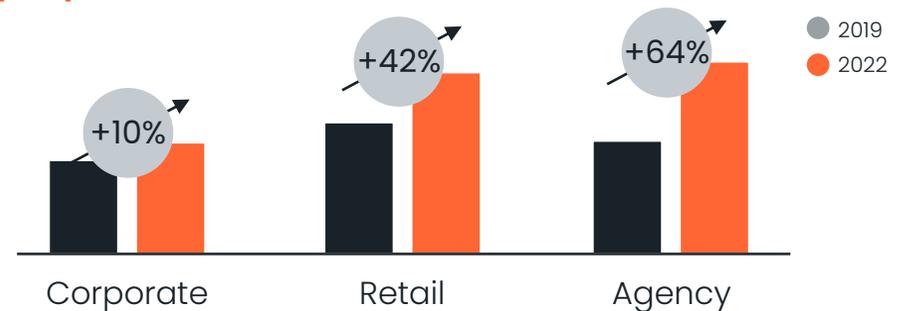
## BOOKINGS & REVENUE

SIXT has demonstrated robust bookings and revenue **growth in 2022**, suggesting a recovery from COVID-19.

Jan – May YTD bookings  
[m]



Revenue / day in customer cohorts  
[EUR]



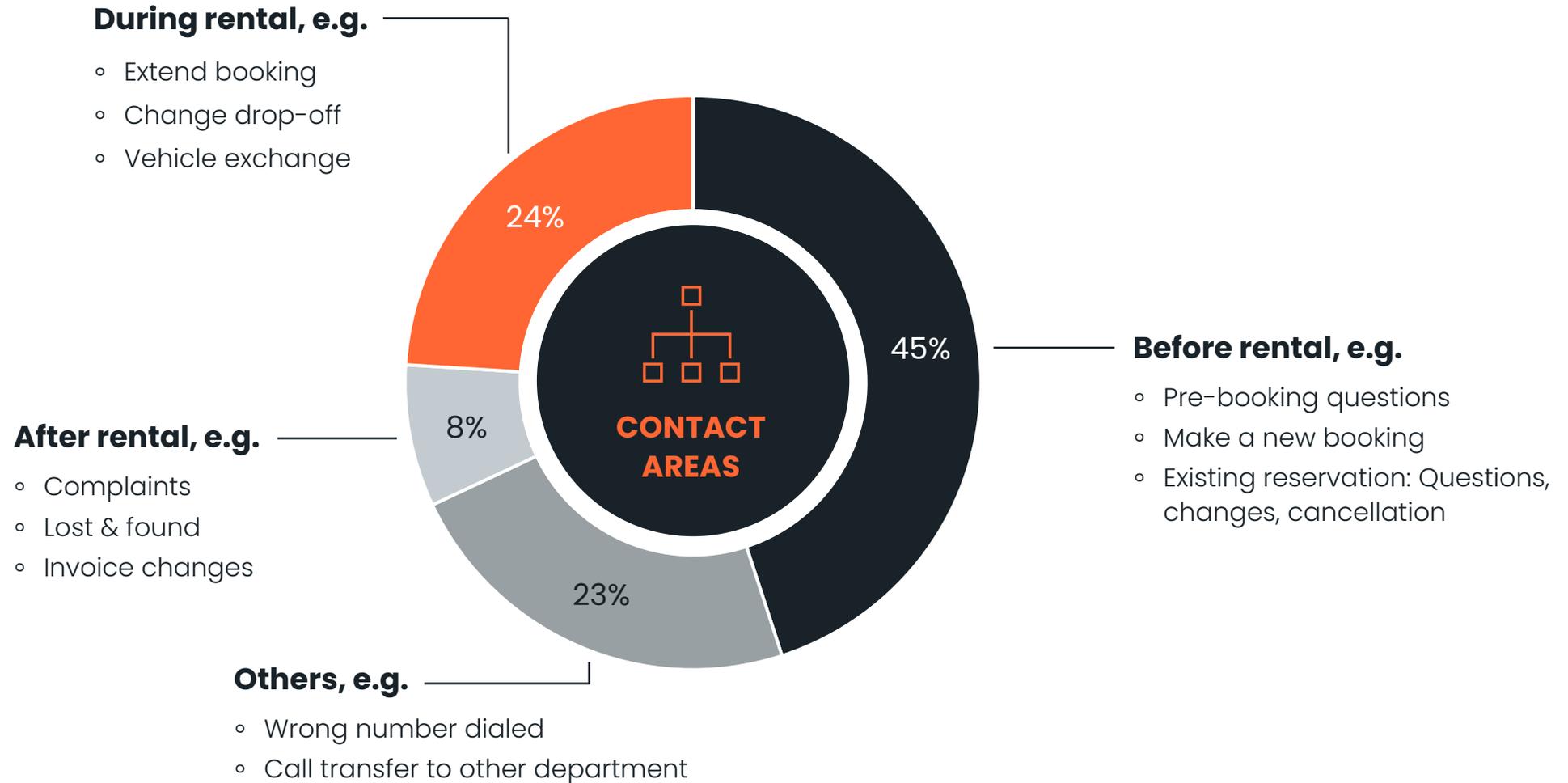
# WE LIVE TO EXCITE CUSTOMERS



---

Every customer contact gives us a clue about where people expect better, so we can build excitement

# WHY ARE CUSTOMERS CONTACTING US?



# DIGITISING CUSTOMER EXPERIENCE TO MAKE IT BETTER

1

BETTER CUSTOMER  
SELF-SERVICE

Help people resolve  
questions themselves

2

BETTER BOOKING  
EXPERIENCE

Solve contacts at  
source

3

BETTER CHECK OUT  
EXPERIENCE

Remove 'hidden'  
contact time

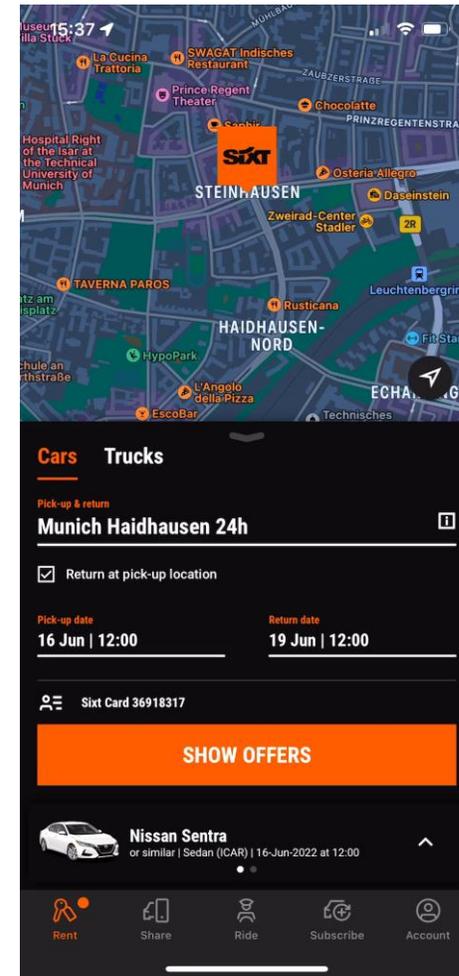
# BETTER CUSTOMER SELF-SERVICE

# EXAMPLE: CHANGE BOOKING ONLINE

Customers can easily manage their bookings online via the SIXT website or app

## Most frequent use-cases:

1. Change pick-up / return date, time or station pre-rental
2. Extend rental return dates during rental
3. Choose ancillary products
4. Provide comments or flight info in case of delays



# BETTER BOOKING EXPERIENCE

# BETTER BOOKING EXPERIENCE SOLVE CONTACTS AT SOURCE



## GOAL

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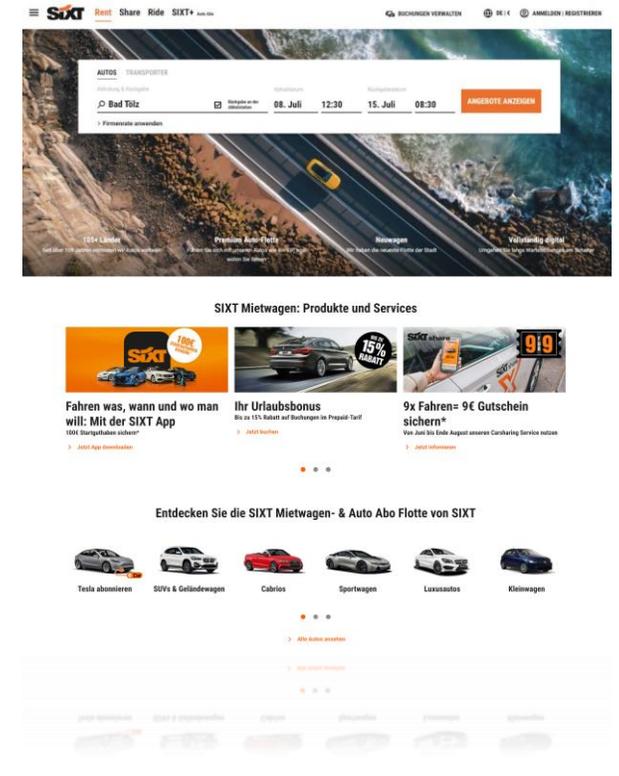
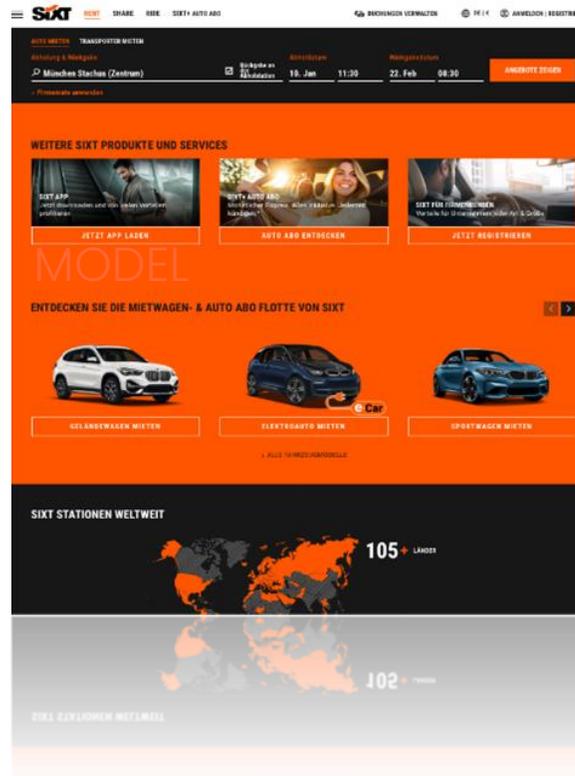
- Simplify and improve our booking process to reduce pre-booking and booking calls
- Remove root causes of during-rental and post-rental complaints

# EXAMPLE: SIMPLIFY BOOKING PROCESS

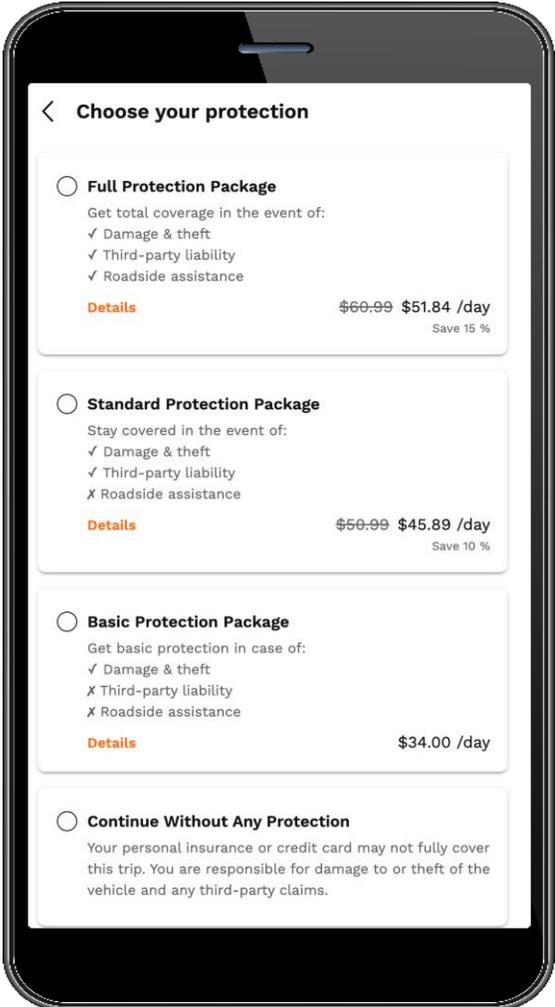
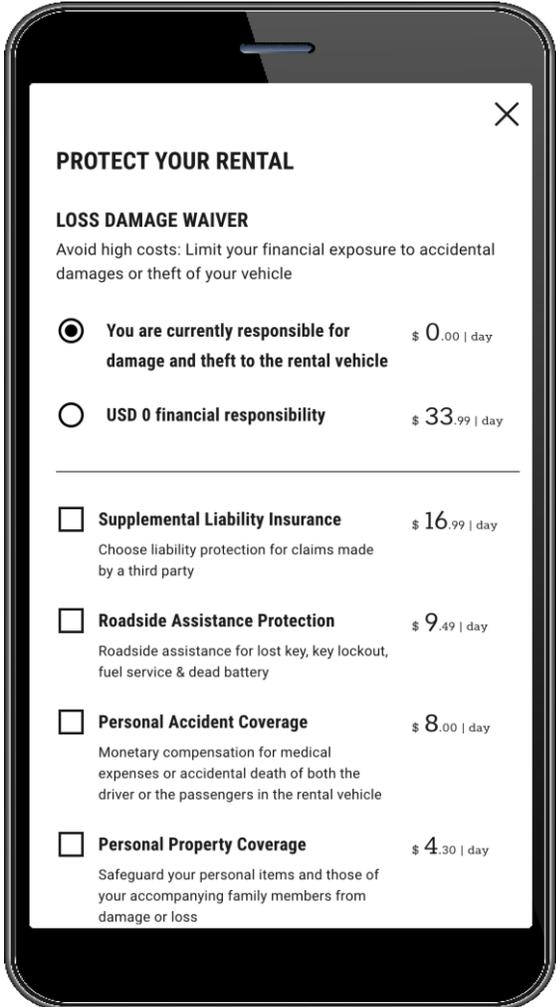
SEPTEMBER 2021

DECEMBER 2021

JUNE 2022



# EXAMPLE: REMOVE ROOT CAUSES FOR POST-RENTAL CONTACTS



# BETTER CHECK-OUT EXPERIENCE

# BETTER CHECK-OUT EXPERIENCE

## TURN OUR BIGGEST CONTACT POINT TO A BENEFIT



### GOAL

---

- Reduce / eliminate time spent at the counter
- Replace with a better experience:  
allow customers to choose their car ahead  
of pick-up

# DIGITAL CAR RENTAL

## SIXT Xpress



Reservation

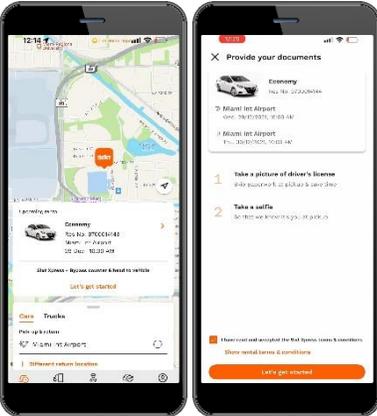
Documentation

Car selection

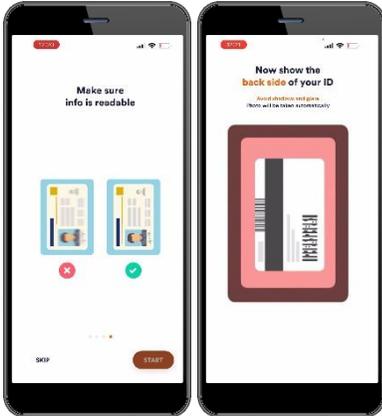
Pick-up & In-journey

Return

Car rental journey



Home screen



Self service driver validation



Self vehicle selection



Key vending machine



Self damage check



Telematic



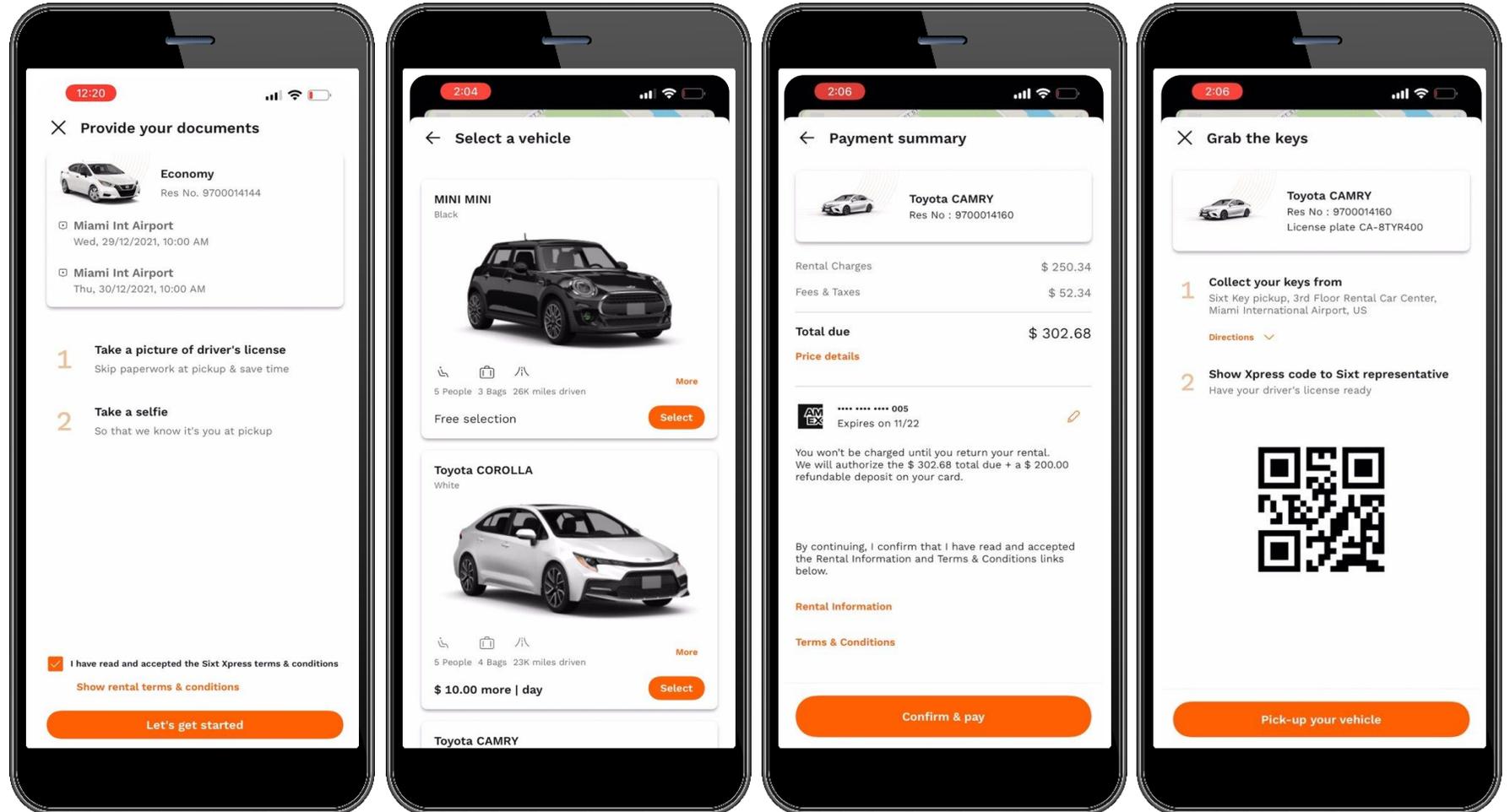
Key return

# OVERVIEW OF NEW CHECK-OUT EXPERIENCE

A faster and smarter check-out experience via any mobile device

## CUSTOMERS CAN

- Securely share their driver's license and personal details
- Conveniently select a vehicle of their choice and make payment
- Save time and go directly to key pick-up



# IMPACT SO FAR

- Pilot launched at Miami International Airport in December 2021
- Scaled to 20+ branches in US in Q2 2022, soon be expanded in US & EU
- 3000+ customers already used it
- Promising signs of customer excitement

**SIXT**

# SIXT CAPITAL MARKETS DAY

## TAKEAWAYS

**#1** With its variable, diversified and financially solid business model SIXT is well prepared to master the macroeconomic challenges ahead.

**#2** By creating a premium customer experience we achieve higher prices than the competition and thereby generate the highest return in the industry.

**#3** SIXT just launched Canada and is expanding rapidly and profitably in the US.

**#4** SIXT IT scales on demand and opportunities in a highly dynamic environment.

**#5** (Corporate) customers benefit from a variety of flexible, newly launched products.

**#6** SIXT lives to excite customers. Customer contacts tell us where better is expected. Digitising customer service helps people solve issues quickly.

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