
ALD Group

FIRST HALF 2017 RESULTS

04 AUGUST 2017





This presentation contains forward-looking statements relating to the targets and strategies of ALD SA (the “Company”) and its subsidiaries (together with the Company, the “Group”).

These forward-looking statements are based on a series of assumptions, both general and specific, in particular the application of accounting principles and methods in accordance with IFRS (International Financial Reporting Standards) as adopted in the European Union.

These forward-looking statements have also been developed from scenarios based on a number of economic assumptions in the context of a given competitive and regulatory environment. The Group may be unable to:

- anticipate all the risks, uncertainties or other factors likely to affect its business and to appraise their potential consequences;
- evaluate the extent to which the occurrence of a risk or a combination of risks could cause actual results to differ materially from those provided in this document and the related presentation.

Therefore, although the Company believes that these statements are based on reasonable assumptions, these forward-looking statements are subject to numerous risks and uncertainties, including matters not yet known to it or its management or not currently considered material, and there can be no assurance that anticipated events will occur or that the objectives set out will actually be achieved. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among others, overall trends in general economic activity and in the Group’s markets in particular, regulatory changes, and the success of the Company’s strategic, operating and financial initiatives.

More detailed information on the potential risks that could affect the Company’s financial results can be found in the Registration Document and in the Half Year Financial Report filed with the French Autorité des Marchés Financiers.

Investors are advised to take into account factors of uncertainty and risk likely to impact the operations of the Group when considering the information contained in such forward-looking statements. Other than as required by applicable law, the Company does not undertake any obligation to update or revise any forward-looking information or statements. Unless otherwise specified, the sources for the business rankings and market positions are internal.

The financial information presented for the quarter and half year ending 30th June 2017 was reviewed by the Board of Directors on 3rd August 2017 and has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date. The limited review procedures on the condensed interim financial statements at 30th June 2017 carried out by the Statutory Auditors have been completed and the Statutory Auditors’ Review Report on the half-yearly financial information for 2017 has been delivered on 4th August 2017.



Strong fleet growth driving solid results

Total fleet at 1.44 m vehicles at end June 17, up 9.1% vs. end June 16

Successful listing of 20.18% of ALD's shares on Euronext

Significant acquisitions in Spain and Ireland

Net Income (Group Share) EUR 287.0 m in H1 17

Confirmation of 2017 Guidance

Gross Operating Income: EUR 662.2 m in H1 17, +5.6% vs. H1 16
Leasing Contract & Services Margins, together, increased +9.7%

Total Operating Expenses: EUR 292.9 m in H1 17, +8.0% vs. H1 16

Impairment charges on receivables: stable in H1 17 vs. H1 16

Net Income (Group Share) EUR 287.0 m in H1 17, +8.3% vs. H1 16



COMMERCIAL DEVELOPMENT

STRONG FLEET GROWTH

GEOGRAPHIES AND CLIENT SEGMENTS



**Total Fleet 1.44 m vehicles
up 9.1% vs. June 16**



All regions contributing to fleet growth vs. June 16:
Western Europe +9%, Northern Europe +2%, Central
& Eastern Europe +11%, South America, Africa & Asia
+8%

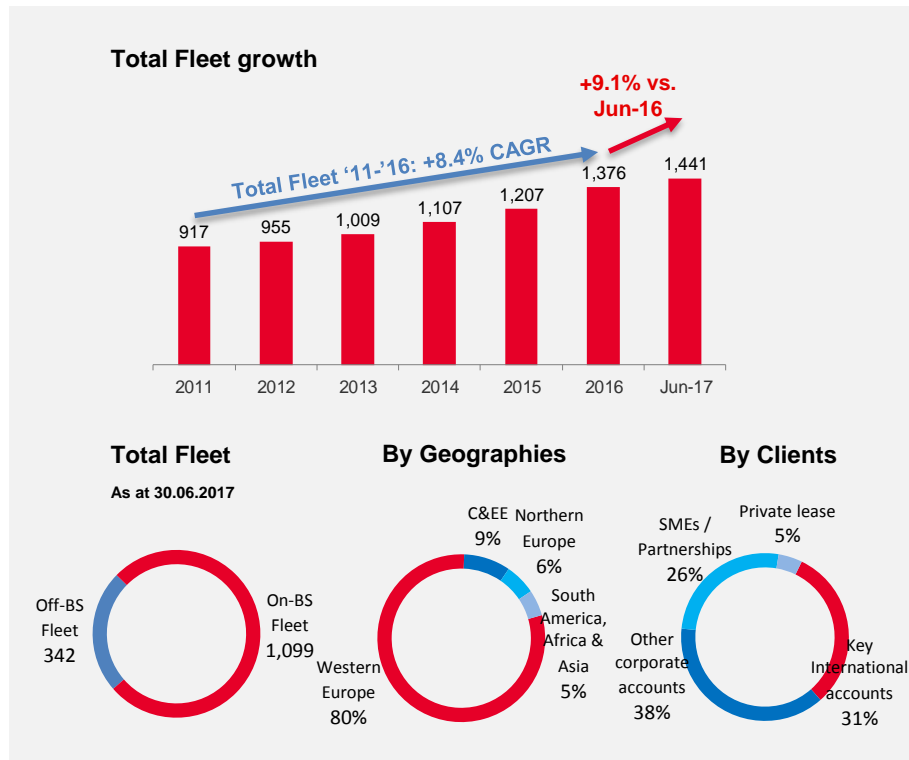
On-Balance Sheet fleet reaching 1.10 m vehicles,
+9.6% vs June 16

Private lease fleet 66K vehicles, +21.2% in 6 months

Total fleet: 1.44 m vehicles at end June 17

Up 4.8% in first 6 months of 2017

Up 2.4% during the second quarter



Note: Total Fleet figures, in thousands of vehicles, data as of 31/12, except 2017 as of 30/06.
Total Fleet: defined as On-Balance Sheet (On-BS) and Off-Balance Sheet (Off-BS) fleets.



South America, Africa & Asia: Brazil, Mexico, India, Morocco, Algeria, China, Chile, Peru
Central & Eastern Europe (C&EE): Russia, Belarus, Kazakhstan, Czech Republic, Hungary, Turkey, Poland, Romania, Austria, Ukraine, Switzerland, Bulgaria, Greece, Slovakia, Croatia, Serbia, Slovenia, Lithuania, Latvia, Estonia

VALUE CREATIVE ACQUISITIONS

IN IRELAND AND SPAIN



MERRION FLEET



TRANSACTION SUCCESSFULLY CLOSED ON 18 JULY

2nd FSL⁽¹⁾ Player in Ireland with approximately 5,500 vehicles

Transaction establishing ALD's FSL⁽¹⁾ operations in a new country

Opportunity to add further value for our international customers and to take Merrion's business to the next level of development

€11m

GOI⁽²⁾

€5m

Net Income

5,500

Fleet

#2

Ranking

62

Staff

BBVA AUTORENTING

BBVA AUTORENTING

TRANSACTION APPROVED BY SPANISH COMPETITION AUTHORITY AND EXPECTED TO CLOSE IN Q3 2017

Strengthen ALD's position with SMEs in Spain by converting its Fleet Management operations with BBVA into Full Service Lease operations

ALD will enter into a 10 year exclusive distribution agreement promoting FSL⁽¹⁾ within BBVA's network

€25m

GOI⁽²⁾

€12m

Net Income

25,000

Fleet

#8

Ranking

Implementation of ALD's growth strategy focussed on FSL⁽¹⁾ and Targeted & Value accretive acquisitions

Note: All data as of December 2016

⁽¹⁾ FSL : Full Service Leasing

⁽²⁾ GOI : Gross Operating Income

KEY STRATEGIC INITIATIVES

IN COLOMBIA AND ITALY



ALD COLOMBIA

OPENING OF A NEW SUBSIDIARY

In June, ALD launched a greenfield operation in Colombia to serve the Group's international clients present in this country and take advantage of the growth potential of the FSL⁽¹⁾ market

Further expanding ALD's global FSL⁽¹⁾ operations

Part of the Group's successful development of the Latin American region (Brazil, Mexico, Chile and Peru)



ENEL

A NEW PARTNERSHIP



ALD and the Italian utility company ENEL signed a partnership agreement for the promotion and development of electric mobility products.

Combining the driving of electric vehicles with the use of ENEL's charging infrastructure (2,500 stations)

3 main products jointly launched by ALD and ENEL

- An innovative pay-per-use solution
- A long-term rental of an electric vehicle
- A zero-emission corporate car sharing service

Note:
⁽¹⁾ FSL : Full Service Leasing



FINANCIAL RESULTS

HALF YEAR
ENDED 30 JUNE 2017

SOLID OPERATING AND FINANCIAL RESULTS

HALF YEAR 2017



In EUR m	H1-2016	H1-2017	Var. H1-17 / H1-16
Total fleet ⁽¹⁾ ('000 vehicles)	1,321	1,441	+9.1%
Leasing contract margin	251.4	272.0	+8.2%
Services margin	267.8	297.5	+11.1%
Car sales result	108.0	92.7	(14.2%)
Gross Operating Income	627.3	662.2	5.6%
Total operating expenses	(271.2)	(292.9)	+8.0%
<i>Cost / Income ratio</i>	43.2%	44.2%	
Cost of risk ⁽²⁾	(10.1)	(10.1)	+0.2%
<i>In % of avg. Earning Assets</i>	16 bps	13 bps	
Non-recurring income (expenses)	(2.0)	0	(99.8%)
Operating result	344.1	359.2	+4.4%
Share of profit of associates and jointly controlled entities	0.4	0.8	+101.1%
Profit before tax	344.5	360.0	+4.5%
Income tax expense	(77.1)	(70.9)	(8.0%)
Non-controlling interests	(2.4)	(2.0)	(15.3%)
Net Income group share	265.0	287.0	8.3%
<u>Other data</u>			
Return on average Earning Assets ⁽³⁾	4.1%	3.8%	

KEY COMMENTS

- Strong Total Fleet growth of +9.1% vs end June 16
- Leasing Contract & Services Margins, together, rose 9.7% in H1 17 vs. H1 16
- Car Sales Result remained robust at EUR 92.7m in H1 17, vs. EUR 108.0m in H1 16
- Increase in Total Operating Expenses reflects base effect from full inclusion of Parcours staff expenses in H2 17 (vs. partially in H1 16)
- Cost of risk at 13bps in H1 17 down from 16bps in H1 16

Net Income (Group Share) at EUR 287.0 m in H1 17, up 8.3% vs. H1 16

ROAEA⁽³⁾ at 3.8% in H1 17

Note:

⁽¹⁾ On and off balance sheet

⁽²⁾ Impairment charge on receivables

⁽³⁾ ROAEA: Post tax return on average Earning Assets

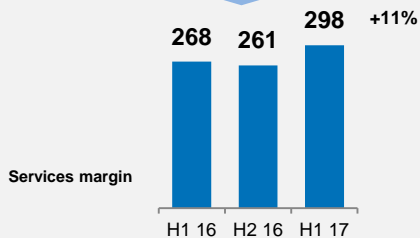
GROSS OPERATING INCOME

THREE MAIN CONSTITUENTS

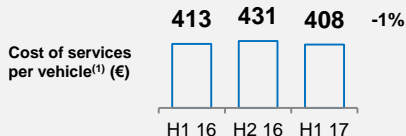


Services margin

In EUR m	H1 2016	H2 2016	H1 2017	% H1 '17-'16
Services revenues	813	854	886	+9%
Cost of services revenues	(545)	(593)	(589)	+8%

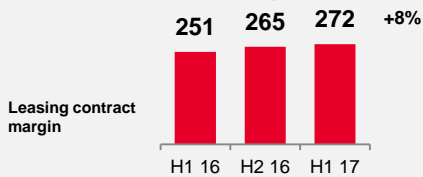


- Opportunity for further penetration of services
- Decrease in cost of services per vehicle

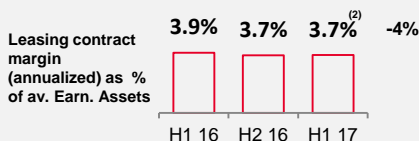


Leasing contract margin

In EUR m	H1 2016	H2 2016	H1 2017	% H1 '17-'16
Leasing contract revenue	1,694	1,826	1,931	+14%
Leasing contract costs - depreciation	(1,360)	(1,436)	(1,511)	+11%
Leasing contract costs - financing	(100)	(104)	(128)	+28%
Unr. gains/losses on financial instruments	18	(22)	(20)	

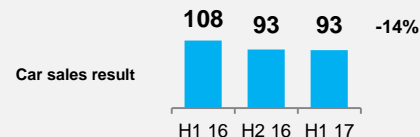


- Strong increase in funded fleet of +9.6% YoY
- Financial spread⁽²⁾ over the period little changed



Car sales result

In EUR m	H1 2016	H2 2016	H1 2017	% H1 '17-'16
Proceeds of cars sold	1,144	1,234	1,245	+9%
Cost of cars sold	(1,036)	(1,140)	(1,152)	+11%



- Car sales result remained robust in H1 2017 in line with expectations and thanks to
 - Expert knowledge of second hand car markets
 - Efficient in-house electronic remarketing platform
 - Pro-active management of leasing contracts

BALANCE SHEET OVERVIEW

AS OF 30/06/2017



In EUR million	Jun-16	Dec-16	Jun-17	Var YTD
Earning assets	13,710.3	14,587.5	15,543.1	+6.6%
Long term invt. – Equity Reinvestment	1,061.3	980.2	913.8	(6.8%)
Cash & Cash equivalents	684.1	164.6	198.4	+20.6%
Intangibles (incl. goodwill)	409.4	453.5	454.0	+0.1%
Other	2,084.1	2,322.8	2,318.7	(0.2%)
Total Assets	17,949.2	18,508.6	19,427.9	+5.0%
Shareholders' Equity	2,824.1	2,977.6	3,095.8	+4.0%
Minority interest	33.2	34.9	34.0	(2.5%)
Financial debt	12,490.1	12,866.8	13,647.8	+6.1%
Other liabilities	2,601.9	2,629.3	2,650.3	+0.8%
Total liabilities and equity	17,949.2	18,508.6	19,427.9	+5.0%
<i>Total Equity / Total Assets ratio</i>	<i>15.9%</i>	<i>16.3%</i>	<i>16.1%</i>	

KEY COMMENTS

- Dynamic growth in Earning Assets underpinned by strong growth of on-balance-sheet fleet
- Equity reinvestments in long-term amortising deposits with Societe Generale in run-off phase
- Shareholders' equity bolstered by retained earnings
- Financial debt growing to support Fleet growth

Total Equity / Total Assets ratio at 16.1% at end June 17

FUNDING

AN ATTRACTIVE FUNDING STRUCTURE



Key comments

ALD has an attractive, flexible funding structure

- As a corporate affiliated to a bank, ALD has no regulatory liquidity requirements
- Societe Generale has committed to remain as the main provider of funding

ALD has demonstrated its ability to access significant external funding

- Securitisation programs in Germany, Belgium, the Netherlands and UK
- EMTN Bond program: in July 2017, ALD returned to bond market issuing EUR 600m of 5-yr senior debt and a EUR 200m 2-yr private bond

Overall funding mix to remain broadly unchanged

ALD is rated BBB by S&P rating with stable outlook



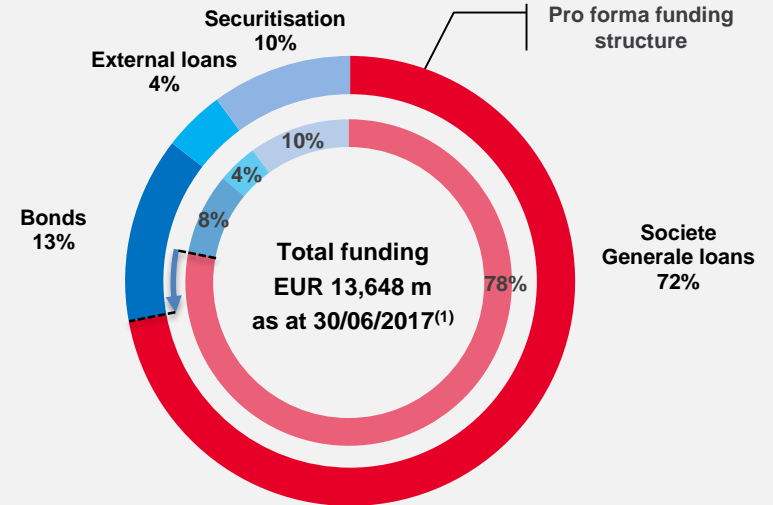
Note:

(1) Inner circle : actual funding structure as of 30/06/2017.

Outer circle : pro-forma funding structure following July 17 Bond issuance of EUR 800 m and repayment of SG loans, increasing the share of Bonds in total funding from 8% to 13% with equivalent drop in the share of SG loans.

Total funding amount remains unchanged at EUR 13.6 bn.

Funding structure⁽¹⁾



GUIDANCE

AND MEDIUM TERM OUTLOOK



	2017 guidance	2016-2019 outlook
Total Fleet	<ul style="list-style-type: none">Fleet growth of around 8% versus 2016	<ul style="list-style-type: none">2016-2019 Total fleet CAGR of 8-10%
Gross Operating Income	<ul style="list-style-type: none">Gross Operating Income growth of around 8% versus 2016 reported Gross Operating Income	<ul style="list-style-type: none">Leasing contract & Services margins growth of 8-10% per annum throughout the periodDecreasing contribution of Car sales result within Gross Operating Income by 2019
Net Income	<ul style="list-style-type: none">Net Income growth of around 10% versus 2016 reported Net Income	<ul style="list-style-type: none">2016-2019 Net Income CAGR around 7%
Profitability	<ul style="list-style-type: none">Return on Average Earning Assets between 3.5% and 4.0%Return On Equity of 15% - 17%	<ul style="list-style-type: none">Return on Average Earning Assets above 3.5% throughout the period, consistent with our performance through the cycle
Capital and Dividend Policy	<ul style="list-style-type: none">Leverage and shareholder return targets consistent with capital generation and total assets growth over the period, with the objective to maintain BBB rating:<ul style="list-style-type: none">Maintain Total Equity / Total Assets ratio stable between 15% and 17%Target pay-out ratio between 35% and 40% for 2017-2019	

Note: Data as of 31/12

KEY FIGURES

AT 30 JUNE 2017



Consolidated income statement

(in EUR m)	Q2 2017	Q2 2016	Change in % Q2 '17/'16	H1 2017	H1 2016	Change in % H1 '17/'16
Leasing Contract and Services Margins	289.0	268.0	+7.8%	569.5	519.3	+9.7%
Gross Operating Income	333.9	324.0	+3.0%	662.2	627.3	+5.6%
Net Income (Group Share)	143.5	134.1	+7.0%	287.0	265.0	+8.3%
<i>Return on Average Earning Assets¹</i>	3.7%	4.1%		3.8%	4.1%	
<i>Return on Equity¹</i>	18.9%	18.9%		18.9%	19.1%	

Total fleet and selected balance sheet figures

(in EUR m, except stated otherwise)	30.06.2017	31.12.2016	Change in %	30.06.2016	Change in %
Total Fleet (in '000 of vehicles)	1,441	1,376	+4.8%	1,321	+9.1%
Total Assets	19,427.9	18,508.6	+5.0%	17,949.2	+8.2%
Earning Assets	15,543.1	14,587.5	+6.6%	13,710.3	+13.4%
Shareholder's Equity	3,095.8	2,977.6	+4.0%	2,824.1	+9.6%
Total Equity	3,129.8	3,012.6	+3.9%	2,857.2	+9.5%
<i>Total Equity / Total Assets ratio</i>	16.1%	16.3%		15.9%	

Note:

⁽¹⁾ Annualized ratio: in the numerator quarterly figure multiplied by 4 or half-year figure multiplied by 2 divided by the arithmetic average of Earning Assets or Equity attributable to owners of the parent at the beginning and end of the period



APPENDIX

SOLID OPERATING AND FINANCIAL RESULTS

2ND QUARTER 2017



In EUR m	Q2 2016	Q2 2017	Var. Q2-17 / Q2-16
Total fleet ⁽¹⁾ ('000 vehicles)	1,321	1,441	+9.1%
Leasing contract margin	129.8	143.2	+10.3%
Services margin	138.2	145.8	+5.5%
Car sales result	56.0	44.9	(19.9%)
Gross Operating Income	324.0	333.9	+3.0%
Total operating expenses	(141.5)	(148.4)	+4.8%
<i>Cost / Income ratio</i>	43.9%	44.4%	+1.1%
Cost of risk ⁽²⁾	(5.7)	(4.8)	(16.7%)
<i>In % of avg. Earning Assets</i>	18 bps	12 bps	(28.9%)
Non-recurring income (expenses)	(0.0)	(0.0)	na
Operating result	174.8	180.7	+3.4%
Share of profit of associates and jointly controlled entities	0.2	0.3	+88.1%
Profit before tax	175.0	181.0	+3.5%
Income tax expense	(39.8)	(36.7)	(7.6%)
Non-controlling interests	(1.1)	(0.9)	(20.2%)
Net Income group share	134.1	143.5	+7.0%
<u>Other data</u>			
Return on average Earning Assets ⁽³⁾	4.1%	3.7%	

KEY COMMENTS

Strong Total Fleet growth of +2.4% vs end March 17

Gross Operating Income at EUR 333.9m in Q2 17, up 3.0% vs Q2 16
With contribution from Car Sales Result at EUR 44.9m in Q2 17, in line with Q1 17 (EUR 47.8m)

Increase in Total Operating Expenses reflects base effect from full inclusion of Parcours staff expenses in Q2 17 (vs. partially in Q2 16)

Cost of risk at 12bps in Q2 17 down from 18bps in Q2 16

Net Income (Group Share) at EUR 143.5 m in Q2 17, up 7.0% vs. Q2 16

ROAEA⁽³⁾ at 3.7% in Q2 17

Note:

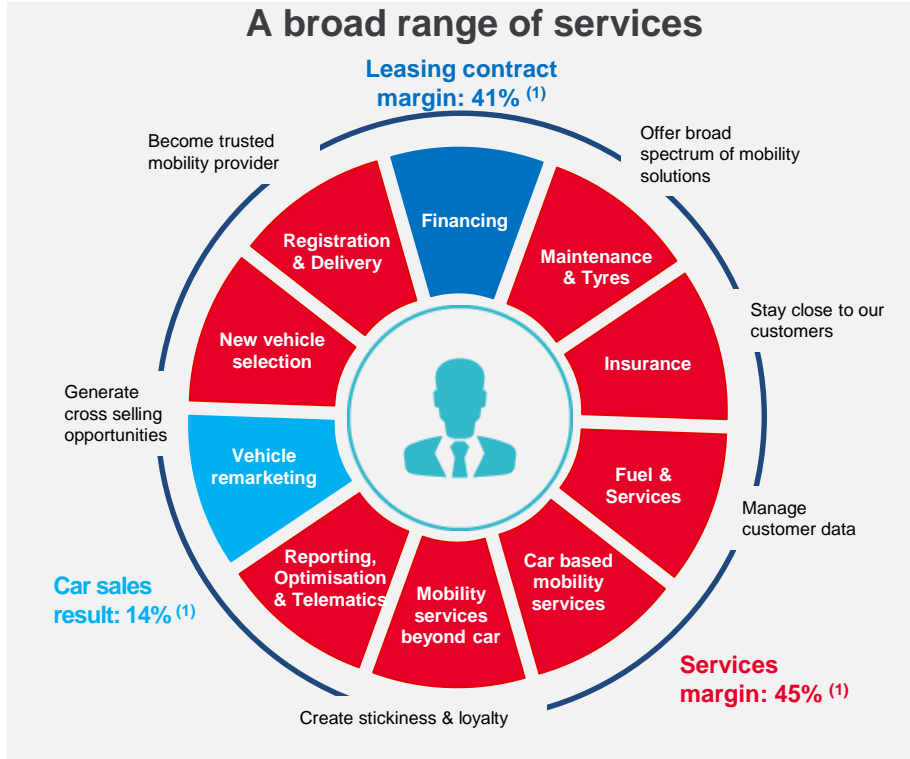
⁽¹⁾ On and off balance sheet

⁽²⁾ Impairment charge on receivables

⁽³⁾ ROAEA: Post tax return on average Earning Assets

ALD: A CUSTOMER CENTRIC ECOSYSTEM

FOR MOBILITY SOLUTIONS



Benefits for clients

Greater flexibility and focus
on core business



Cost reduction



Balance sheet optimization



Process simplification
(reporting, transparency etc.)

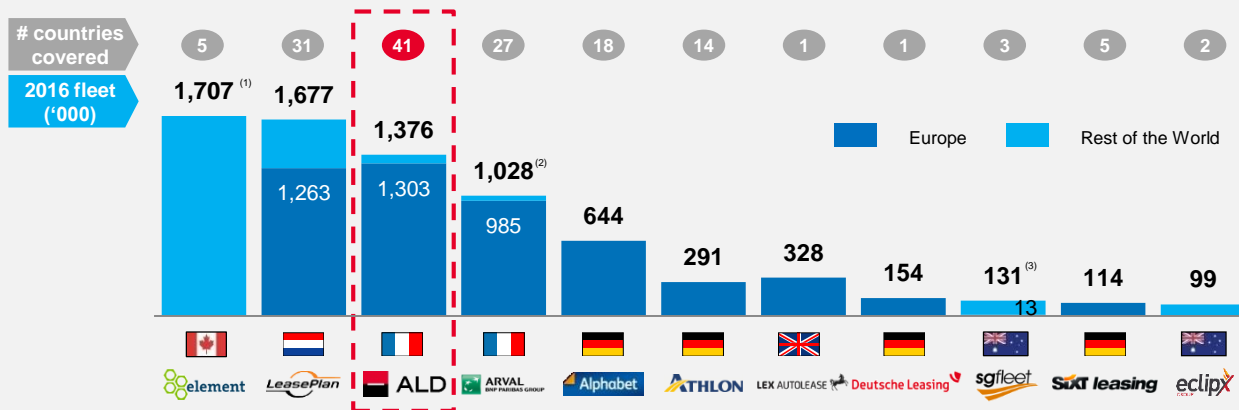


Benefits from digital services



FULL SERVICE LEASING (FSL)

CONSOLIDATION IS DRIVEN BY THE ADVANTAGES OF SCALE



Strong scale effect throughout the value chain



- Favorable purchasing position with supplying partners
- Strong operational efficiency
- Diversification across geographies
- Forefront of technological and digital innovation



Source: Fleet Europe as of 31/12/2016, Company data

(1) Fleet as of 31/12/2015

(2) Including GE Fleet

(3) Including Fleet Hire & Motiva

A GLOBAL FOOTPRINT AND LEADING POSITION



TOP 3 POSITIONS IN 26 COUNTRIES

Breakdown of vehicles, market share and ranking by country – FSL & FM

Western Europe				CEE			
	Fleet	Market share	Ranking		Fleet	Market share	Ranking
France	459,166	28%	1	Cz. Rep.	17,746	11%*	5*
Germany	146,413	8%	3	Russia ⁽³⁾	16,962	43% ⁽⁴⁾	1 ⁽⁴⁾
Italy	145,523	23% ⁽¹⁾	2 ⁽¹⁾	Hungary	15,559	25% ⁽⁵⁾	1 ⁽⁶⁾
U.K.	132,516	13%*	5*	Turkey	15,186	5%	10
Spain	89,157	18%	2	Poland	12,911	9%	6
Belgium	64,929	22%	1	Romania	8,011	16%	2
Netherlands	35,448	5%	7	Austria	6,362	15%	6
Portugal	15,163	13%	3	Ukraine	4,324	50%	1
Luxembourg	11,715	34%	1	Switzerland	4,118	4%	7
Total	1,100,030	(80% total fleet)		Croatia	4,312	NA	1
				Bulgaria	4,080	25%	1
				Slovakia	3,722	12%	4
				Greece	3,456	5%	5
				Serbia	2,251	16%	2
				Lithuania	1,849	42%	1
				Slovenia	1,830	25%	2
				Estonia	1,558	27%	1
				Latvia	1,556	44%	1
				Total	125,793	(9% total fleet)	

South America, Africa & Asia			
	Fleet	Market share	Ranking
Mexico	22,621	10%	1
Brazil	21,663	5%	4
India	11,641	30%	2
Morocco	8,876	25%	1
Algeria	3,583	35%	1
China	3,316	8%	8
Chile	1,300	NM	NM
Peru	78	NM	NM
Total	73,078	(5% total fleet)	

Northern Europe			
	Fleet	Market share	Ranking
Sweden	24,227	31% ⁽²⁾	2
Finland	22,482	38%	1
Denmark	20,122	10%*	2*
Norway	9,851	14%	3
Total	76,682	(6% total fleet)	

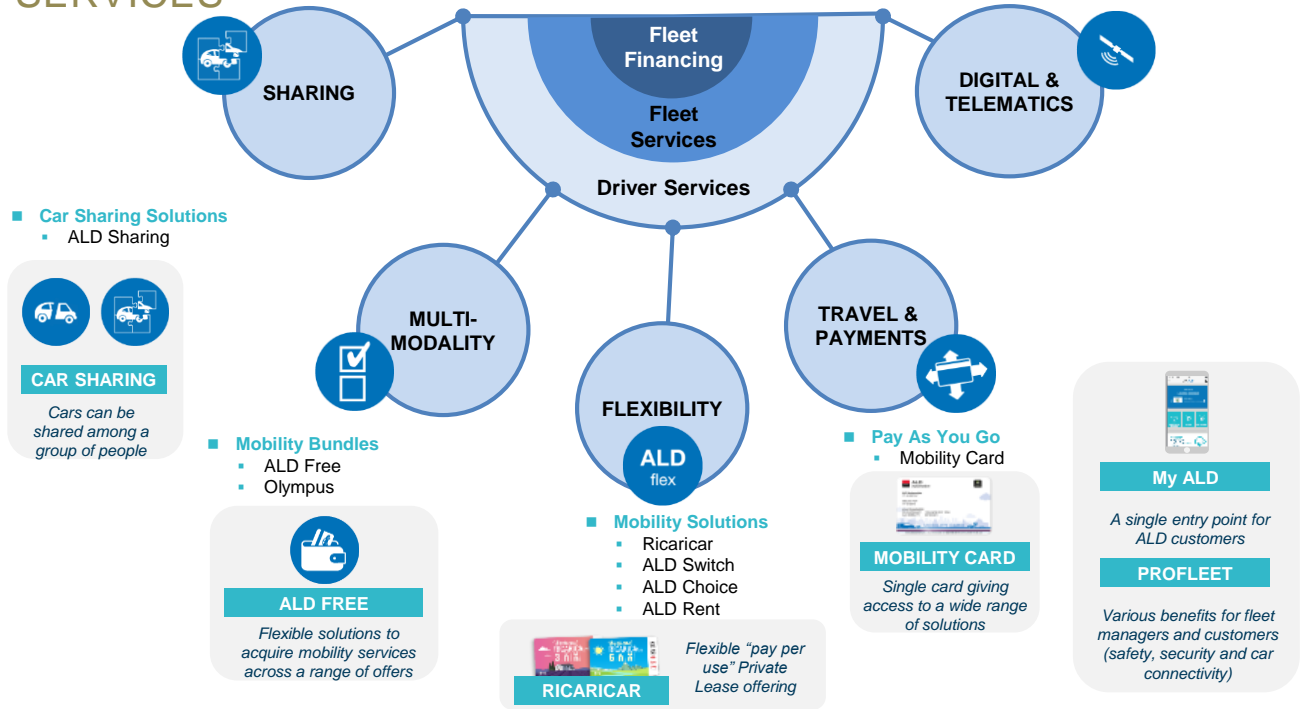


Source: Company information and local industry associations/publications
 Note: Fleet data as of 31/12/2016 ; Market share and ranking as of 31/12/2015 except for France, Germany, Italy, U.K., Spain and Belgium as of 31/12/2016
 (1) In terms of new registrations

(2) Among players with more than 1,000 vehicles
 (3) Including Kazakhstan and Belarus
 (4) Russia only
 (5) As of 30/06/2016
 * Full Service Leasing only

ALD IS AT THE FOREFRONT OF INNOVATION

IN MOBILITY SERVICES



- ALD is positioned in every aspect of mobility and has developed differentiating innovation capabilities
- Innovation expected to generate: more volumes, lower costs, higher margins
- In-house development of innovative IT tools



ALD: KEY INVESTMENT HIGHLIGHTS



LEADERSHIP	A global leader in Mobility Services, an industry with high barriers to entry where scale matters	#1 <i>in Europe</i>	#3 <i>globally</i>
GROWTH PERSPECTIVE	Key drivers: continued outsourcing megatrend, distribution partnerships, new fast growing markets, Private Lease / retail and bolt-on acquisitions	+8-10% <i>Fleet CAGR 16A-19E</i>	
INNOVATION	At the forefront of innovation with tech-focused solutions & telematics	€53m <i>spent on new IT initiatives in 2016</i>	
RESILIENCE	Multi-year contracts, long term client relationships, prudent risk management	43-month <i>average contract length</i>	
EFFICIENCY	Efficient operating model and scale drive strong profitability	44.5% <i>Cost / Income ratio 2016</i>	
MANAGEMENT & ORGANISATION	Experienced international management team with strong operational and M&A track record leveraging a streamlined organisation	<i>Top managers have</i> 20+ years <i>sector experience</i>	

ALD SUCCESSFULLY LISTED ON EURONEXT PARIS



ALD's shares commenced trading on 16 June 2017

Implied total valuation of ALD EUR 5.78 billion at launch

Controlling Shareholder Societe Generale: 79.82%

Free Float: 20.18%

ALD
LISTED
EURONEXT

1

Societe Generale will remain the controlling shareholder of ALD

2

ALD has historically operated as a quasi-autonomous entity within the Societe Generale group

3

Societe Generale will continue to be a source of funding to support ALD's existing capability to fund externally

4

Societe Generale and ALD benefit from cross-selling opportunities and commercial synergies (SMEs, distribution network, etc.)

5

ALD benefits from arm's length services provided by Societe Generale's corporate departments (IT infrastructure, Legal, Tax, Credit & Operational risks, Inspection and Audit)



Experienced and dynamic executive management team



Mike MASTERSON
CEO
since 2011

29 years of sector experience



Tim ALBERTSEN
Deputy CEO
since 2011

25 years of sector experience



Gilles BELLEMERE
Deputy CEO
since 2017

12 years of sector experience



Gilles MOMPER
Group CFO
since 2012

22 years of professional experience



John SAFFRETT
COO⁽¹⁾
since 2015

11 years of sector experience

Efficient hub organisation

Executive management vision disseminated through empowered local management

Decentralized operational organisation managed through the Operating Board with the 7 largest countries & 7 regional hubs

Synergistic organisation with a large scope of shared functions / services (e.g. IT, Finance, Purchasing, HR, etc.)

Strong track record of successful acquisitions and integrations



EXPERTISE IN RESIDUAL VALUE MANAGEMENT

REMARKETING AND STRONG FLEET DIVERSIFICATION



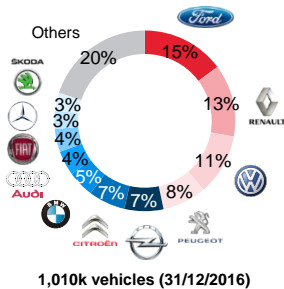
ROBUST RESIDUAL VALUE RISK MANAGEMENT FRAMEWORK

Setting of Residual Value is done locally based on external data and local knowledge of car remarketing market

- ALD's central team monitors and supervises Residual Value settings
- ALD performs bi-annual comprehensive review of all Residual Values
- Monthly central reporting of used car sales by country, brand, model used by ALD management

STRONG FLEET DIVERSIFICATION ACROSS BRANDS

(in # of vehicles on balance-sheet)

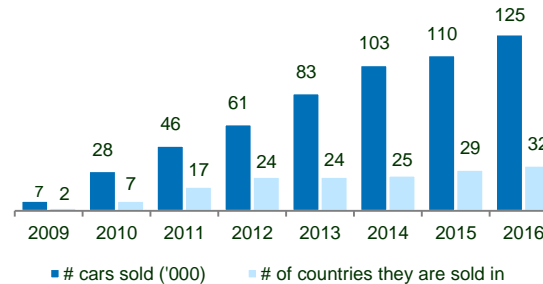
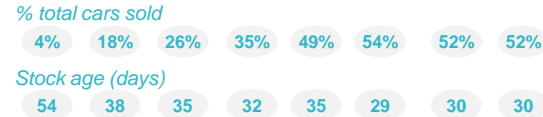


Note: Data as of 31/12

REMARKETING EXPERTISE

- In-depth knowledge of secondhand car markets
- Development of in-house electronic auction platform has been a major driver of remarketing results increase over last few years
 - Electronic car sales grow to more than 50% of cars sold
 - Platform used in 32 countries, with ability to export
 - Strong improvement in stocks and costs efficiency
- Development of digital used car sales & leasing to individuals

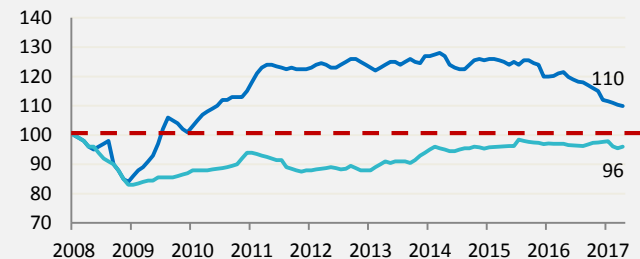
ALD E-auction Remarketing



OVERVIEW OF US AND EU CAR MARKET DYNAMICS



US vs. EU: Used vehicle prices



Source: NADA, L'Argus

— North America — Europe (1)

De-correlated cycles

■ In the US

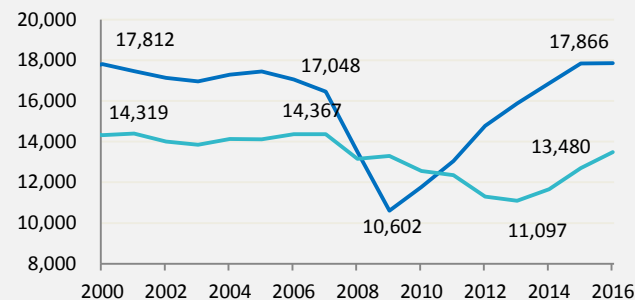
- Rapid recovery post crisis
- Prices are now far above crisis level
- Market returning to pre-crisis level, driven by a shift in consumer demand towards larger / sports utility vehicles from light/compact vehicles, the main category used by car rental companies (representing more than 2.3m vehicles)

■ In Europe

- More gradual recovery
- Used vehicle prices are yet to exceed crisis levels while being on a stabilizing trend

US vs. EU: New vehicle registrations

In thousand units



Source: BEA, ACEA

— USA — Europe (2)

■ In the US

- Significant swings on vehicle registrations following the crisis
- Volumes exceeding their 16-year high at the end of 2016

■ In Europe

- Slower and delayed recovery compared to the US
- Volumes still below pre-crisis levels
- General shortage of 2-5 year old cars in the second hand market, supporting price levels today

(1) Belgium, France, Germany, Italy, Netherlands, Spain, UK

(2) Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, UK

ALD'S EXPOSURE TO DIESEL

AND RELATED RESIDUAL VALUE OUTLOOK



ALD is exposed to
CLEAN DIESEL
with strong rotation
of fleet

- Today ALD's Western Europe Diesel fleet entirely Euro5/Euro6 engines
- Majority of Euro6 Diesel engines by end of 2017 and only Euro6 Diesel engines by end of 2019 in Western Europe
- Regulatory shifts targeting older generations of Diesel engines

OVERALL
SUPPORTIVE
OUTLOOK
for Diesel used car
prices

- Overall supportive outlook on secondary market prices for diesel cars, due to shortage of vehicles in Europe and particularly in France and Italy where the market is still largely dominated by Diesel
- Diesel remains favored option with lowest ownership/operating cost for corporate clients, boosting demand for used Diesel cars
- Manufacturers' repositioning away from Diesel will be slow and gradual in Western Europe, given 2020/21 EU CO2 emission targets are unreachable with current petrol engines and retooling of manufacturing processes is a lengthy transition

HIGH QUALITY OF SERVICES RECOGNISED THROUGH NUMEROUS AWARDS



CORPORATE & SOCIAL RESPONSIBILITY



FRANCE, LUXEMBOURG & GROUP

- Gold label in the EcoVadis assessment

INDIA

- "Best CSR Impact initiative in Child Education"
in National Awards for Excellence in CSR & Sustainability - 2016



PRODUCTS & SERVICES

CZECH REPUBLIC

- Zlatá koruna - 1st place in category
"Products for Business": **ALD Full – Service Leasing**
- **Fleet Awards** - 1st place in category "Telematics" -
product ALD Smart Car
- **Fleet Derby** - 1st place in category "Telematics" -
product ALD ecodrive

FRANCE

- "Company Service of the Year 2016" -
first place - product ecosystem



MEDIA

BELGIUM

- Silver award in the Native Advertising Awards in Berlin
- in the category "Best use of Online Media"

2016 A YEAR FULL OF REWARDS

Thank you!



BEST LEASING COMPANY



INDIA

- "SuperAchievers Award" in the category
of "Best Vehicle Leasing & Fleet Management"

LUXEMBOURG

- **Leasing Company of the year 2016** - Automation
- **Rental company of the year 2016** - Automation
- **Leasing Company of the year 2016** - Link2Fleet Luxembourg

ROMANIA

- Award for "Excellence in operational leasing"
- "The National Top of companies in 2016" - 1st place
in the category "services - rental and leasing activities
for passenger cars and LCV's"

THE NETHERLANDS

- Award "Best leasing company" - Concluser Research
- **Best Workplace 2016**

CLIENT SATISFACTION



FRANCE

- **Best Customer Service of the Year 2017** in the category
of Renting by its Customer Service

SPAIN

- **Best Customer Service of the Year** in the category
of Renting by its Customer Service

Note: Data as of 31/12/2016