## FULL YEAR 2018 RESULTS

- ALD


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ANOTHER YEAR OF EXCEPTIONALLY STRONG FLEET GROWTH

- Total Fleet 1.66 million at end 2018, up $10.1 \%$ vs. end 2017, above guidance
- Record organic growth and strong contribution from partnerships
- Continued dynamic growth of $+45 \%$ yoy in Private lease: fleet reached 112K vehicles at end 2018


## III

## BEST-IN-CLASS OPERATING LEVERAGE <br> ~~

- Leasing Contract \& Services Margins up
6.3\% vs. 2017
- Car Sales Result per unit ${ }^{(1)}$ at EUR 362, comfortably in the upper part of the 200400 EUR guidance
- Operating Expenses grew just 3.3\% vs. 2017, improving Cost / Income (excl. Car Sales Result) ratio to $49.8 \%$ vs. $50 \%$ guidance
- 
- Net Income (Group Share) EUR 555.6m down slightly from 2017
- EPS ${ }^{(2)}$ at EUR 1.37
- Proposed 2018 dividend per share EUR 0.58, up from EUR 0.55 in 2017
- Total Equity / Total Asset ratio at 15.8\%


## 2018: ANOTHER YEAR OF RECORD FLEET GROWTH

- 2018 Total fleet growth above guidance
- Total fleet at 1.66m vehicles at end 2018, up 10.1\% vs. 2017, confirming ALD's leading position in Europe
- Sustained organic growth in all geographies
> Strong sales channel diversification continues to bear fruit, specifically in Western Europe
> Launch of innovative products addressing demand for flexible leasing solutions
> Outsourcing trend driving dynamic growth in South America, Africa \& Asia: +17.4\%
- Electric and hybrid fleet > 100k vehicles


Fleet distribution by geographies


## FLEET GROWTH: STRONG CONTRIBUTION FROM PARTNERSHIPS

- Fleet sourced through partnerships (corporates and private lease) increased by $15.9 \%$
- ALD pioneered partnership model and remains ahead of competition with 150+ agreements with
> car manufacturers
> banking and insurance networks
> electricity suppliers
- 6/2/19: joint electric vehicle offering with E.ON ${ }^{(2)}$
> mobility platforms

- Private lease fleet grew strongly at $45 \%$ vs. end 2017, reaching 112 K vehicles
> On track towards 2019 target of 150K vehicles
> Promising pipeline of new partners to sustain private lease development
> Direct sourcing ramping up thanks to state-of-the-art online offer



## IN HOUSE DIGITAL SOLUTIONS SERVING MULTIPLE SALES CHANNELS 1)



## ELECTRIC AND HYBRID VEHICLES RISING AS DIESEL DECLINES

- ALD encouraging powertrain shift by customers
> RVs on diesel down / petrol up
> Consulting (Events, TCO calculation tools, Advisory)
> New sales channels and products
- The effectiveness of these measures is already evident
> Share of diesel within new deliveries declined by 9 points in 2018
$\rightarrow$ comparable decrease expected in 2019
> Penetration of electric and hybrid vehicles rising significantly
- ALD's diesel fleet is now almost purely 'Euro 6'
> ~ 60K remaining 'Euro 5' diesel passenger cars to be sold(2) in 2019, representing less than $5 \%$ of funded fleet

Evolution of breakdown ${ }^{(1)}$ of deliveries (ALD)


NB : Calculated as a \% of deliveries of Passenger cars (ALD on balance sheet fleet)

# FINANCIAL RESULTS 

Year ended 31 December 2018

07/02/2019

## - ALD

## MARGINS SUPPORTED BY STRONG FLEET GROWTH

Total Margins vs. average Total Fleet last 4-quarters

- Leasing contract margin up $6.8 \%{ }^{(1)}$, Services margin up $5.7 \%{ }^{(1)}$, together up $6.3 \%$ in 2018 vs. 2017
- Favourable impact of Italian Stability Law on net income in 2018 at EUR 52.8m, while weighing on margin growth
- Diesel residual value repricing putting additional pressure on margins in a competitive commercial environment



## CAR SALES RESULT AT THE HIGHER END OF 2018 GUIDANCE

Car Sales Result

- Car Sales Result EUR 102.5m, down 38\% vs. 2017
- Average CSR per unit(1) EUR 362 in 2018, down from EUR 639 in 2017
- Volume of used cars sold ${ }^{(1)}$ : 283 K , up $9.4 \%$
- Average stock turnover ${ }^{(2)}$ remained stable throughout the year
- ALDCarmarket.com electronic remarketing platform
> now deployed across 34 countries
> executes more than $60 \%$ of used cars sales
$>$ more than $20 \%$ of used cars are exported



## OPERATING EXPENSES UP 3.3\%

- Staff expenses benefiting from strong productivity gains, allowing headcount to rise more slowly than Total Fleet
$>$ process digitisation
> economies of scale
> staff synergies from recent acquisitions
> strong fleet growth in South America, Africa \& Asia


## - Ongoing investment spend on IT

> Focused on rolling out recently developed digital platforms to widen product offering across regions
> Spending linked to key projects driving higher IT amortisation charge

- Cost discipline culture embedded throughout the organisation

Evolution of Headcount and Fleet ${ }^{(2)}$


Evolution of total Operating Expenses (EURm)


## STRONG OPERATING LEVERAGE

## C/I (excl CSR)

- Operating Expenses up 3.3\% vs. 2017, significantly below that of margins, up 6.3\%
> Continuing improvement in operating leverage:
Cost/Income ratio (excl. Car Sales Result) at 49.8\%, better
than guided objective of $50 \%$
- Long term trend demonstrating business model efficiency
> Between 2014 and 2018, overheads increased by just 40\% of corresponding growth in margins
> Additional PBT of EUR 244m to PBT



## COST OF RISK UNDER CONTROL

- Impairment charges on receivables at EUR 37.8m

Evolution of cost of risk
as a \% of Average Earning Assets (bps)
in 2018, up from EUR 22.4m in 2017
> Q4 18 at EUR 11.2 m was down $16 \%$ vs. Q3 18, a quarter affected by a few isolated files

- 2018 cost of risk ${ }^{(1)}$ at 21 bps, normalising from exceptionally low level recorded in 2017
> cost of risk remains contained and comparable to level in preceding years


## 2018 OPERATING AND FINANCIAL RESULTS

| In EUR million | FY-2017 | FY-2018 | $\underset{\cdot 17^{(4)}}{\operatorname{Var}^{(18)}}$ | $\begin{aligned} & \text { Var.\% FY '18 / } \\ & { }^{1} 7^{(4)} \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| Total fleet ${ }^{(1)}$ ( ${ }^{0} 000$ vehicles) | 1,511 | 1,663 | 152 | 10.1\% |
| Leasing contract margin | 574.5 | 623.8 | 39.5 | 6.8\% |
| Services margin | 593.0 | 616.7 | 33.5 | 5.7\% |
| Leasing contract \& Services margins | 1,167.5 | 1,240.5 | 73.0 | 6.3\% |
| Car sales result | 165.3 | 102.5 | (62.8) | -38.0\% |
| Gross Operating Income | 1,332.8 | 1,343.0 | 10.2 | 0.8\% |
| Total operating expenses | (598.0) | (617.6) | (19.6) | 3.3\% |
| Cost/Income ratio excl CSR | 51.2\% | 49.8\% | -1.4\% |  |
| Cost of risk ${ }^{(2)}$ | (22.4) | (37.8) | (15.4) | 69.0\% |
| As \% of Avg Earning Assets ${ }^{(3)}$ | 14bps | 21 bps | 7bps |  |
| Operating result | 712.4 | 687.6 | (24.8) | -3.5\% |
| Share of profit of associates and jointly controlled entities | 1.2 | 1.5 | 0.3 | 20.7\% |
| Profit before tax | 713.6 | 689.1 | (24.6) | -3.4\% |
| Income tax expense | (140.4) | (126.8) | 13.6 | -9.7\% |
| Non-controlling interests | (5.6) | (6.6) | (1.0) | 17.7\% |
| Net Income group share | 567.6 | 555.6 | (12.0) | -2.1\% |


| Other Data |  |  |
| :--- | :--- | :--- |
| Return on average Earning Assets ${ }^{(3)}$ | $3.6 \%$ | $3.1 \%$ |
| Return on average Equity | $17.9 \%$ | $15.9 \%$ |

- Gross Operating Income rose 0.8\% vs. 2017
- Leasing contract and Services margins increase more than offsetting the drop in Car sales result
- Impairment charges on receivables reached EUR 37.8m
- Effective tax rate of 18.4\%
> Income tax expense benefiting from Italian Stability Law, with impact to last until 2020, decreasing gradually
- Net Income (Group Share) EUR 555.6m, down 2.1\% vs. 2017
- EPS ${ }^{(5)}$ at EUR 1.37, proposed dividend EUR 0.58


## BALANCE SHEET

| In EUR million | Dec-18 | Dec-17 ${ }^{(1)}$ | Var '17/'18 Var \% '17/'18 |  |
| :---: | :---: | :---: | :---: | :---: |
| Earning assets | 19,101 | 16,930 | 2,171 | 12.8\% |
| o/w Rental fleet | 18,424 | 16,336 | 2,088 | 12.8\% |
| o/w Financial lease receivables | 678 | 594 | 84 | 14.1\% |
| Long term invt. - Equity Reinvestment | 602 | 831 | (229) | -27.6\% |
| Cash \& Cash equivalent | 159 | 195 | (36) | -18.3\% |
| Intangibles (incl. goodwill) | 575 | 563 | 11 | 2.0\% |
| Other | 2,818 | 2,704 | 114 | 4.2\% |
| Total Assets | 23,254 | 21,222 | 2,032 | 9.6\% |
| Shareholders' equity | 3,634 | 3,364 | 269 | 8.0\% |
| Minority interest | 34 | 34 | 0 | 1.4\% |
| Financial debt | 16,831 | 15,130 | 1,701 | 11.2\% |
| Other liabilities | 2,755 | 2,694 | 61 | 2.3\% |
| Total liabilities and equity | 23,254 | 21,222 | 2,032 | 9.6\% |

- Earning Assets rose 12.8\% during the year, underpinned by on-balance sheet fleet growth of $10.1 \%$ over same period
- Equity reinvestments in long-term amortising deposits with Societe Generale slowly running off
- Financial debt up $11.2 \%$ vs end 2017, slightly below Earning Assets growth
- Total Equity/Asset ratio at $15.8 \%$ at end 2018, vs. $16 \%{ }^{(1)}$ at end 2017


## RECORD YEAR OF DEBT ISSUANCE

- 2018 public bond issuance totalled a record EUR 1.8bn
> First positive impact bond issued in October: EUR 500m 4-year senior
> Replacing external bank loan (EUR 400m)
- Securitisation transactions successfully renewed: UK, Netherlands, Belgium
- Optimal funding mix, including 68\% of Societe Generale loans
- ALD is rated
> BBB+/A-2 by S\&P with stable outlook
> A-/F1 by Fitch with stable outlook
- Funding capacity providing flexibility and competitive terms for sustainable fleet growth


Evolution of ALD funding structure (\%)

- Securitisation
- Bonds

■ External loans

- Societe Generale loans


## 2018 PERFORMANCE: OVERALL IN LINE WITH GUIDANCE

```
Leasing Contract \&
```

Services Margins

Operating leverage

Car Sales Result

Capital and Dividend Policy

## Guidance

- Growth of $8-10 \%$ versus 2017


> Combined margin growth of $8-10 \%$ versus 2017 (in line with fleet growth)

- Cost/Income (excl. CSR) ratio to improve to $50 \%$
- CSR per vehicle between EUR 200 and EUR 400 on average

Realised 2018 performance

■ Growth of $10.1 \% \rightarrow$ above guidance

- Growth of $6.3 \% \rightarrow$ below guidance

Cost/Income (excl. CSR) ratio at $49.8 \% \boldsymbol{\rightarrow}$ better than guidance

- Average CSR per vehicle at EUR $362 \rightarrow$ at the higher end of guidance


## OUTLOOK

07/02/2019

## - ALD

## ALD IS WELL POSITIONED TO CAPTURE FUTURE GROWTH

- Widest geographical coverage
- Best-in-class partnership distribution model


## Digitisation

- State-of-the-art digital tools
- Technology partnerships with start-ups providing innovative solutions


Shift of focus to asset usage

- Car sharing solution for corporates
- Development of flexible leasing solutions


## Electric and hybrid vehicles

## TIITI

- Fostering of greener fleet mix
- Working on partnerships with e-mobility service providers


## 2019 GUIDANCE

- Total fleet growth (organic) of 5 to $7 \%$ versus 2018, plus bolt-on acquisitions as opportunities arise
- Car Sales Result per vehicle to be between EUR 100 and 300, on average
- Cost/Income (excl. Car Sales Result) ratio to improve further to circa 49\%
- Total Equity / Total Assets ratio to remain between 15\% and 17\%
- Payout ratio between 40\% and 50\%


# APPENDIX 

2018 Detailed figures

## - ALD

## Q4 18 OPERATING AND FINANCIAL RESULTS

| In EUR million | Q4-2017 | Q4-2018 | $\begin{array}{cc} \text { Var. Q4 '18 / Var. \% Q4 '18 } \\ \text { '17 } & / 17 \\ \hline \end{array}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Total fleet ${ }^{(1)}$ ( ${ }^{\text {000 }}$ vehicles) | 1,511 | 1,663 | 152 | 10.1\% |
| Leasing contract margin | 153.6 | 157.8 | 4.1 | 2.7\% |
| Services margin | 151.8 | 163.0 | 11.2 | 7.4\% |
| Leasing contract \& Services margins | 305.4 | 320.8 | 15.4 | 5.0\% |
| Car sales result | 32.6 | 17.1 | (15.5) | -47.6\% |
| Gross Operating Income | 338.0 | 337.8 | (0.1) | 0.0\% |
| Total operating expenses | (157.1) | (155.9) | 1.2 | -0.7\% |
| Cost/ Income ratio excl CSR | 51.4\% | 48.6\% | -2.8\% |  |
| Cost of risk ${ }^{(2)}$ | (6.6) | (11.1) | (4.5) | 67.8\% |
| Operating result | 174.3 | 170.8 | (3.5) | -2.0\% |
| Share of profit of associates and jointly controlled entities | 0.1 | 0.4 | 0.3 | 280.1\% |
| Profit before tax | 174.4 | 171.2 | (3.2) | -1.8\% |
| Income tax expense | (33.5) | (29.2) | 4.3 | -12.9\% |
| Non-controlling interests | (1.7) | (1.9) | (0.1) | 8.6\% |
| Net Income group share | 139.2 | 140.2 | 1.0 | 0.7\% |

- Leasing Contract \& Services Margins together up $5.0 \%$ vs. Q4 17, held back by effect of Italian Stability Law
- Car Sales Result down 47.6\% vs. Q4 17 at EUR 17.1m
- Operating Expenses down 0.7\% vs. Q4 17
- Cost/Income ratio excl. Car Sales Result at 48.6\%
- Impairment charges on receivables at EUR 11.1m, down from previous quarter, but up vs. Q4 17
- Net Income (Group Share) at EUR 140.2m in Q4 18


## QUARTERLY SERIES

| (in EUR million) ${ }^{1}$ | Q1 2017 | Q2 2017 | Q3 2017 | Q4 2017 | Q1 2018 | Q2 2018 | Q3 2018 | Q4 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Leasing Contract Margin | 128.8 | 143.2 | 148.9 | 153.6 | 146.9 | 163.0 | 156.1 | 157.8 |
| Services Margin | 151.8 | 145.8 | 143.7 | 151.8 | 152.2 | 148.9 | 152.6 | 163.0 |
| Car Sales Result | 47.8 | 44.9 | 40.0 | 32.6 | 29.6 | 30.2 | 25.7 | 17.1 |
| Gross Operating Income | 328.4 | 333.9 | 332.5 | 338.0 | 328.7 | 342.1 | 334.3 | 337.8 |
| Total Operating Expenses | (144.5) | (148.4) | (148.0) | (157.1) | (152.2) | (156.1) | (153.5) | (155.9) |
| Impairment Charges on Receivables | (5.3) | (4.8) | (5.7) | (6.6) | (6.4) | (7.0) | (13.2) | (11.1) |
| Profit Before Tax | 179.0 | 181.0 | 179.2 | 174.4 | 170.5 | 179.0 | 168.0 | 171.2 |
| Net Income (Group share) | 143.6 | 143.4 | 141.4 | 139.2 | 136.7 | 143.3 | 135.4 | 140.2 |
| (in '000 of vehicles) | 31.03.2017 | 30.06.2017 | 30.09.2017 | 31.12.2017 | 31.03.2018 | 30.06.2018 | 30.09.2018 | 31.12.2018 |
| Total Fleet | 1,407 | 1,441 | 1,481 | 1,511 | 1,538 | 1,587 | 1,626 | 1,663 |

${ }^{1}$ NB : The sum of rounded values contained in the table may differ slightly from the totals reported, due to rounding rules.

## YEARLY SERIES

| (in EUR million) ${ }^{1}$ | 2014 | 2015 | 2016 | 2017 | 2018 | $\begin{gathered} \text { CAGR } 2014 \text { - } \\ 2018 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Leasing Contract Margin | 381.1 | 431.6 | 514.1 | 574.5 | 623.8 | 13.1\% |
| Services Margin | 445.4 | 534.0 | 528.6 | 593.0 | 616.7 | 8.5\% |
| Leasing Contract \& Services Margins | 826.5 | 965.6 | 1,042.7 | 1,167.5 | 1,240.5 | 10.7\% |
| Car Sales Result | 153.1 | 207.2 | 201.5 | 165.3 | 102.5 | -9.6\% |
| Gross Operating Income | 979.7 | 1,172.8 | 1,244.2 | 1,332.8 | 1,343.0 | 8.2\% |
| Total Operating Expenses | (448.7) | (491.8) | (553.1) | (598.0) | (617.6) | 8.3\% |
| Impairment Charges on Receivables | (18.4) | (20.9) | (23.8) | (22.4) | (37.8) | 19.7\% |
| Profit Before Tax | 513.2 | 604.0 | 666.1 | 713.6 | 689.1 | 7.6\% |
| Net Income (Group share) | 375.5 | 424.3 | 511.7 | 567.6 | 555.6 | 10.3\% |
|  |  |  |  |  |  |  |
| (in '000 of vehicles) | 2014 | 2015 | 2016 | 2017 | 2018 |  |
| Total Fleet | 1,107 | 1,207 | 1,376 | 1,511 | 1,663 | 10.7\% |

${ }^{1}$ NB : The sum of rounded values contained in the table may differ slightly from the totals reported, due to rounding rules.

## EARNING ASSETS

| In Euro million | 2018 | 2017 | Change in \% <br> FY '18/FY '17 |
| :---: | :---: | :---: | :---: |
| Total fleet ('000 vehicles) | 1,663 | 1,511 | 10.1\% |
| o/w funded fleet | 1,299 | 1,179 | 10.1\% |
| o/w off-balance sheet fleet | 365 | 332 | 10.0\% |
| Acquisition cost | 25,063 | 22,394 | 11.9\% |
| Accumulated depreciation \& impairment | $(6,639)$ | $(6,058)$ | 9.6\% |
| Rental fleet | 18,424 | 16,336 | 12.8\% |
| Financial lease receivables | 678 | 594 | 14.1\% |
| Earning Assets | 19,101 | 16,930 | 12.8\% |
| Other data |  |  |  |
| Average Earning Assets | 18,016 | 15,759 | 14.3\% |

Note: Data as of $31 / 12$

## AGENDA 2019



## 22 MAY <br> General assembly of shareholders

# APPENDIX 

Core slides

07/02/2019

## - ALD

## ALD: A LEADER IN FULL SERVICE LEASING



Note : Peers shown are international, multi-brand players. Fleet figures include Full Service Leasing and Fleet Management. Source: Company data as of $31 / 12 / 2017$, except where stated otherwise. Fleet News.
(1) Funded fleet.
(2) Approximate figure, as publicly communicated by Element

- ALD $\begin{aligned} & \text { (3) } \\ & \text { Including Athlon \& Daimler Fleet Management's fleet and country coverage, fleet figure outside Europe not available. } \\ & \text { (4) } \\ & \text { As of } 01 / 11 / 2017 \\ & \text { As of } 30 / 06 / 2017 \text { only Germany is reported }\end{aligned}$
(6) As of $30 / 06 / 2017$


## A GLOBAL FOOTPRINT AND LEADING POSITION

## BREAKDOWN OF FLEET, MARKET SHARE AND RANKING BY COUNTRY AS AT 31/12/18



## A CUSTOMER CENTRIC ECOSYSTEM FOR MOBILITY SOLUTIONS

A broad range of services


Benefits for clients

${ }^{(1)}$ Based on breakdown of FY 2018 Gross Operating Income of EUR 1,343.0m

## CONTINUING OUTSOURCING TREND

## KEY TRENDS

- Corporate fleet growing faster than other segments
- Corporates increasingly prefer FSL to other solutions



## MATURE MULTI-CHANNEL REMARKETING APPROACH

- BtoB sales: proprietary, digital platform ALDCarmarket.com providing rapid time to market, low cost and good performance vs. market prices
> Deployed across 34 countries, accounting for $>60 \%$ of sales


## ALD Carmarket

> Approximately $20 \%$ of BtoB sales are exported
> Increasingly offering remarketing services to third parties, including manufacturer partners in European countries

- BtoC sales: processes specifically tailored to each market
> 50 branded used car outlets operating across 19 countries
> Web Showroom \& Digital platforms deployed in 19 countries
> "Bricks and Clicks" strategy combining online and on-site customer experience; fully digital platform progressively rolled out: e-signature, online payment
> Used car lease offering included and deployed in 10 countries



# $20 \leq 8$ <br> A SUCCESSFUL YEAR <br> Thank you! 

## PRODUCTS \& SERVICES



## FRANCE

"Lautomobile et l'entreprise" Award - June 2018 1st prize - "L'automobile et l'entreprise" Newspaper

## GERMANY

Innovation Award for Internet Service - April 2018
Innovation Award for Apps (CPM-UX) - April 2018
Initiative Mittelstand

## LUXEMBOURG

Best Practice of the year - Mobility experience - Dec 2018 ink2fleet

## PORTUGAL

Fleet Service Award 2018 - Digital Services - Nov 2018 Automotive Magazine

## UK

Innovation in Contract Hire and Leasing - Feb 2018 Fleet World Honours 2018

## CORPORATE SOCIAL RESPONSIBILITY <br> ALD GROUP <br> Gold CSR Certificate - June 2018

 EcoVadis
## AUSTRIA

Silver CSR Certificate - May 2018
EcoVadis

## BELGIUM

Gold CSR Certificate - June 2018
EcoVadis

## GERMANY

Silver CSR Certificate - Nov 2018
EcoVadis

## HUNGARY

Gold CSR Certificate - April 2018
EcoVadis

## LUXEMBOURG

Goid CSR Certificate - Feb 2018
EcoVadis
"Prix de l'efficacité environnementale" - Nov 2018 Société Générale

## SLOVAKIA

Silver CSR Certificate - July 2018
EcoVadis

## SPAIN

Silver CSR Certificate - Sept 2018
EcoVadis
SWITZERLAND
Gold CSR Certificate - Aug 2018
EcoVadis

## JK

Gold CSR Certificate - July 2018
Corporate Social Responsibility - EcoVadis

## BEST LEASING COMPANY

## $(1)$

SPAIN
Top Employer - February 2018
Top Employers
Quality and Services in the Automotive Post-sale - June 2018 The Hub Automotive Insights

## NETHERLANDS

Fastest Growing Leasing Company - Oct 2018 Aumacon
Best Leasing Company 2018 / 2019-Dec 2018
Vereniging Zakelijke Leaseriiders (VZR)

## MEDIA <br> FINLAND

Grand One, The Most Profitable Campaign - April 2018 Grand One

## CLIENT SATISFACTION

## LUXEMBOURG

Customer Experience Award - June 2018
Farvest
Fleet sales of the year (leasing company) - Dec 2018 Link2fleet

## FRANCE

Best Customer Service of the Year 2019-0ctober 2018 Renting - ESCDA

## SPAIN

Best Customer Service of the Year 2019-October 2018 Renting - Sotto Tempo

## MOROCCO

Best Customer Service of the Year 2019-October 2018 Renting - ESCDA

