



FIRST HALF 2019 RESULTS

01 August 2019

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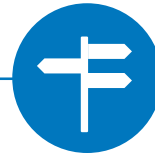
The financial information presented for the quarter ending 30 June 2019 was reviewed by the Board of Directors on 31 July 2019 and has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date.

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FLEET GROWTH

- Total Fleet +7.2% yoy, at 1.70 million at end June 2019,
- Powertrain transformation accelerating
- Private lease growth on track to reach 150K target by year end
- Organic total fleet growth guidance confirmed: 5-7% in 2019



KEY STRATEGIC & COMMERCIAL INITIATIVES

- ALD selected by Amazon to launch 'Motors' personal car leasing platform in Spain
- Acquisition of BBVA Automercantil's renting portfolio in Portugal
- Finalisation of the Stern Lease acquisition and partnership agreement in the Netherlands
- New distribution partnership with retail chain Eroski in Spain



SOLID FINANCIAL PERFORMANCE

- Leasing Contract & Services Margins up 4.4% in H1 19 vs. H1 18
- Car Sales Result per unit⁽¹⁾ at EUR 346 in Q2 19; H1 19 at top of FY guidance
- Operating Expenses up 2.8% vs. H1 18
- Net Income (Group Share) EUR 280.7m
- FY 2019 financial guidance confirmed



COMMERCIAL DEVELOPMENT



ORGANIC FLEET GROWTH GUIDANCE OF 5 TO 7% IN 2019 CONFIRMED



- Growth in line with expectations in a complex environment

- > Auto sector under pressure
- > Powertrain transition

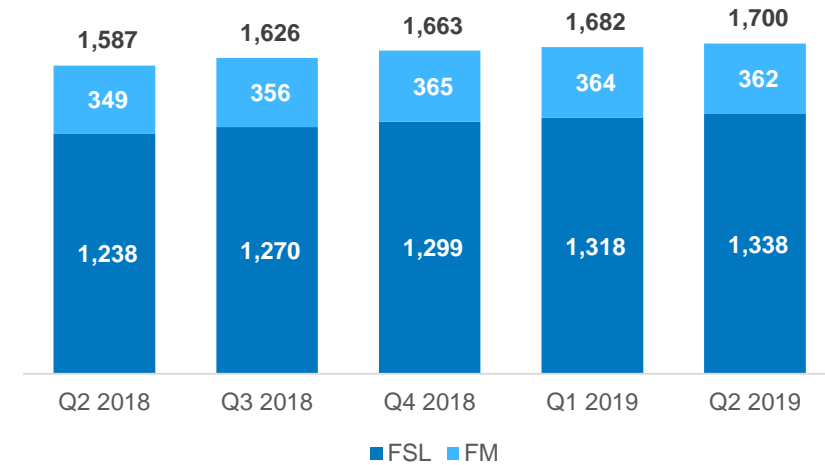
- Total fleet at 1.70m⁽¹⁾ vehicles

- > up 7.2% vs. end June 2018
- > confirming ALD's leading position in Europe

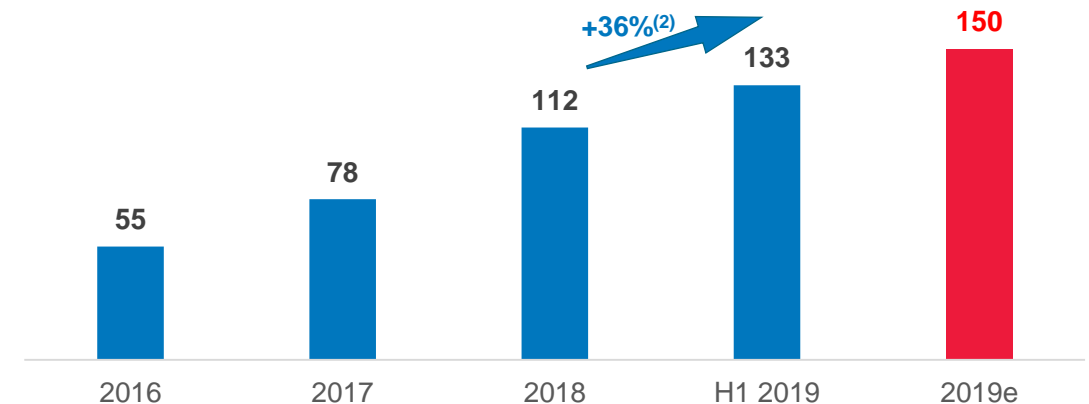
- Private lease fleet growing strongly at +36%⁽²⁾ vs. end 2018, reaching 133K vehicles

- > On track to reach 150K vehicles by year end
- > Key growth drivers:
 - Extensive partnership network
 - End-to-end digital platform adaptable to needs of partners

Fleet evolution ('000)



Private lease evolution ('000)



(1) Not including Stern Lease fleet (~13,000 vehicles)
 (2) Annualised growth rate

FSL: Full Service Leasing
 FM: Fleet Management

RECENT ACQUISITIONS AND PARTNERSHIPS



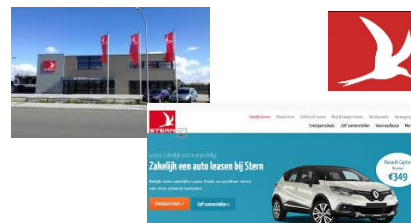
- Selected by Amazon to launch 'Motors' personal car leasing platform in Spain

- > Fully digital customer journey using ALD solution
- > Best-in-class leasing services delivered to customers



- Completion of Stern Lease acquisition in the Netherlands

- > ~13K vehicles entering ALD fleet in H2 19
- > Exclusive distribution agreement (through 85 outlets)
- > Targeting both corporate and private customers



- Acquisition of BBVA Automercantil's vehicle renting portfolio in Portugal

- > Exclusive distribution agreement (through 14 BBVA Portugal branches)
- > Targeting both corporate and private customers



- Partnership with retail chain Eroski in Spain

- > Wide network of stores (>1,600) with large market share in Northern Spain
- > Online offering + Pop up stores
- > Targeting Eroski's clients, employees and providers



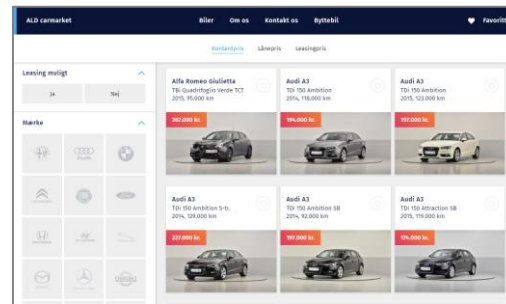
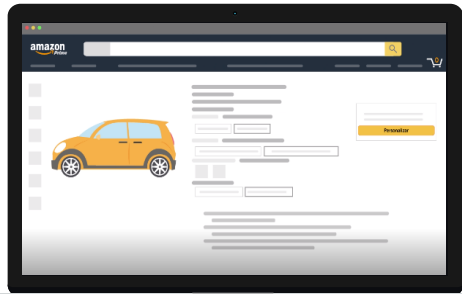
DIGITAL PLATFORMS ADDRESSING CUSTOMER NEEDS



- State of the art 'End-to-end' digital retail lease solution available in 11 markets
 - > Selected by Amazon for the distribution of personal car leasing
 - > Adaptable to multiple sales channels: direct sales, partners, BtoBtoE
 - > Capable of offering both new and used cars

- Used car lease offering available in 10 countries
 - > Platform allowing for direct distribution, including e-signature, online payment
 - > "Clicks n' Bricks" strategy: 50 branded outlets in 19 countries

- Proprietary Car sharing platform available in 5 countries
 - > Flexibility and efficiency for corporates
 - > Optimal use of car fleet
 - > Enhancing employee satisfaction



Large selection of used cars



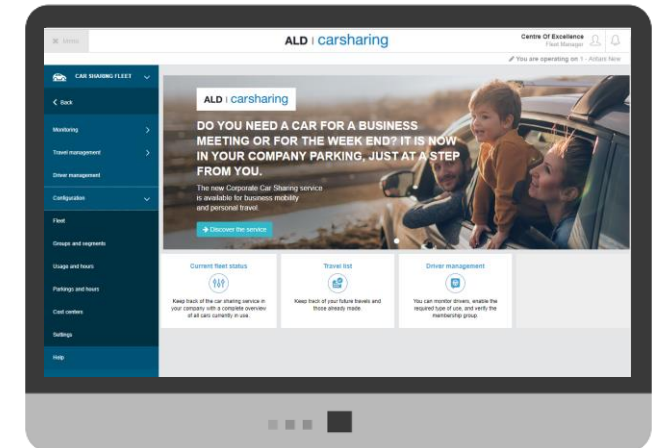
Chat or visit a showroom



Home delivery within 5 working days



14 days cooling-off/trial period





POWERTRAIN SHIFT



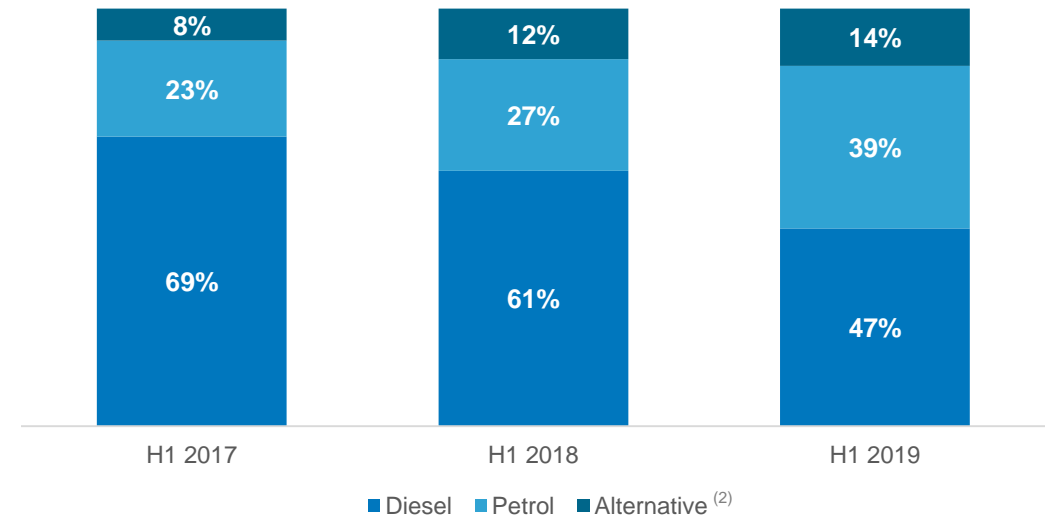
Focus on EV

DECLINE IN DIESEL SHARE ACCELERATING



- ALD encouraging powertrain shift by customers
 - > Adjusting RVs on diesel down / petrol up
 - > Consultancy (Events, TCO calculation tools, Advisory)
 - > Adding new sales channels and products
- ALD's diesel passenger vehicle fleet is now almost purely 'Euro 6'
 - > Unaffected by most city bans
 - > <29K 'Euro 5' passenger vehicles⁽¹⁾ remaining, to be sold by year end
- Increasing penetration of electric and hybrid vehicles

Evolution of breakdown⁽¹⁾ of deliveries (ALD)
















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

ELECTRIC AND HYBRID OFFER TO WIDEN IN 2019-2020

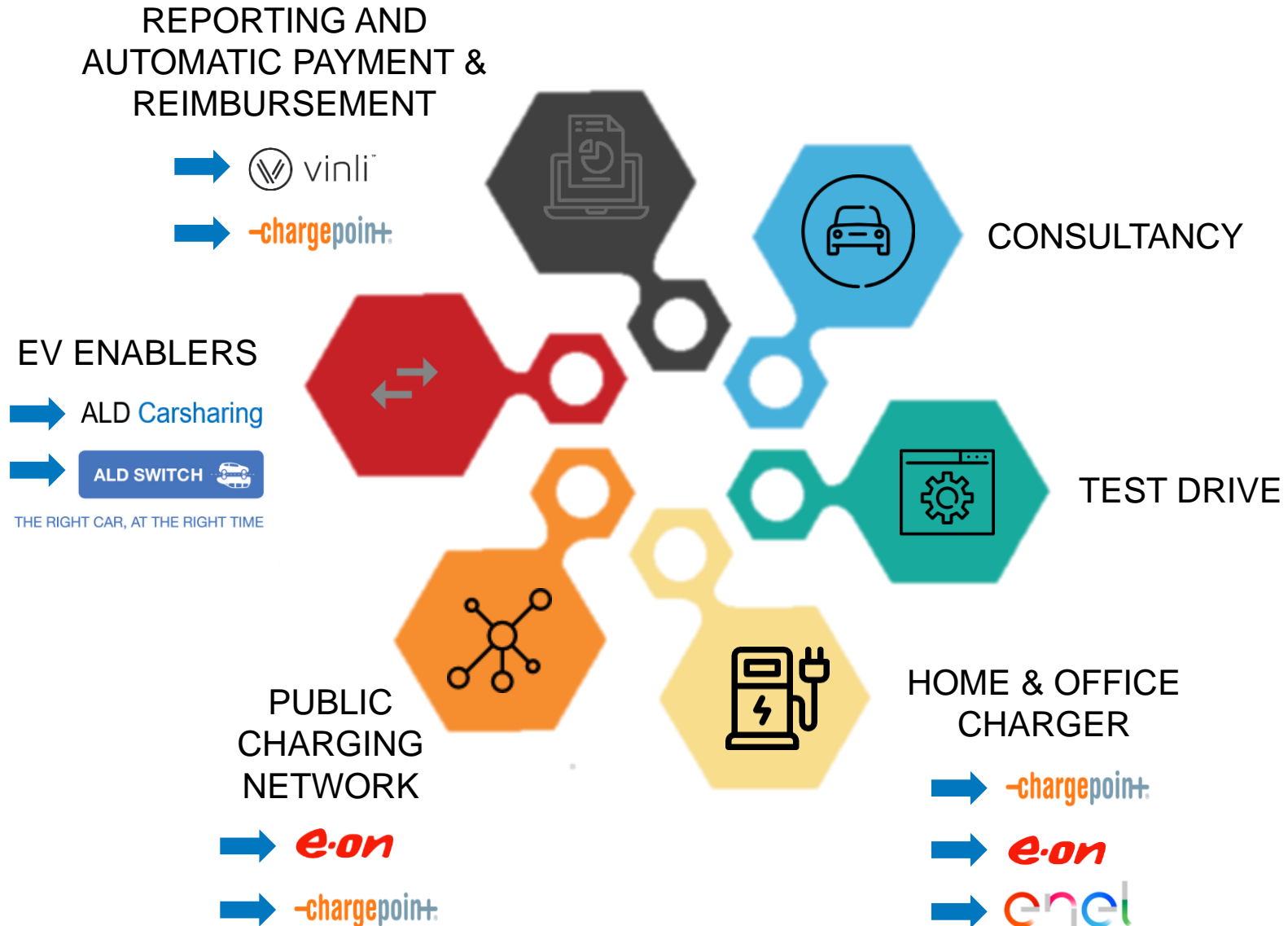


- Issues around the supply of EVs and Hybrids to be solved in the coming quarters
- CO2 emissions constraints enforced by the European Commission from 2020 onwards
 - > More than 95 “green” models launched or to be launched by year end
 - major switch in powertrain offer
 - > 2020 expected to see wider take up of these technologies
- ALD: more than 118,000 “green” vehicles under management at end June 19

NEW MODELS ANNOUNCED FOR H2 2019

 Audi A8 e-tron (PHEV) Q5 e-tron (PHEV) A7 e-tron (PHEV) E-tron (BEV)	 CITROËN C5 Aircross PHEV	 Passat Gte (PHEV) Passat SW Gte (PHEV) I.D Neo (BEV)	 DS AUTOMOBILES DS7 CrossBack (PHEV) DS3 e-tense (BEV)
 BMW X3 30e (PHEV) 330e(PHEV) X5 45e(PHEV)	 KIA Soul Elec (BEV)		
 Ford Explorer (PHEV) Kuga (PHEV) Mustang (BEV)	 HONDA Honda e (BEV)	 LAND-ROVER Evoque (PHEV)	
 Mercedes-Benz C 300de (PHEV) E 300de (PHEV) S 560e (PHEV) EQC (BEV)	 Opel Grandland X (PHEV) Corsa (BEV)	 PEUGEOT 508 (PHEV) 508 SW (PHEV) 3008 (PHEV) 208e (BEV)	 Citroën Superb (PHEV) Citigo (BEV)

ALD ELECTRIC OFFER - SERVICE PROPOSAL





FINANCIAL RESULTS



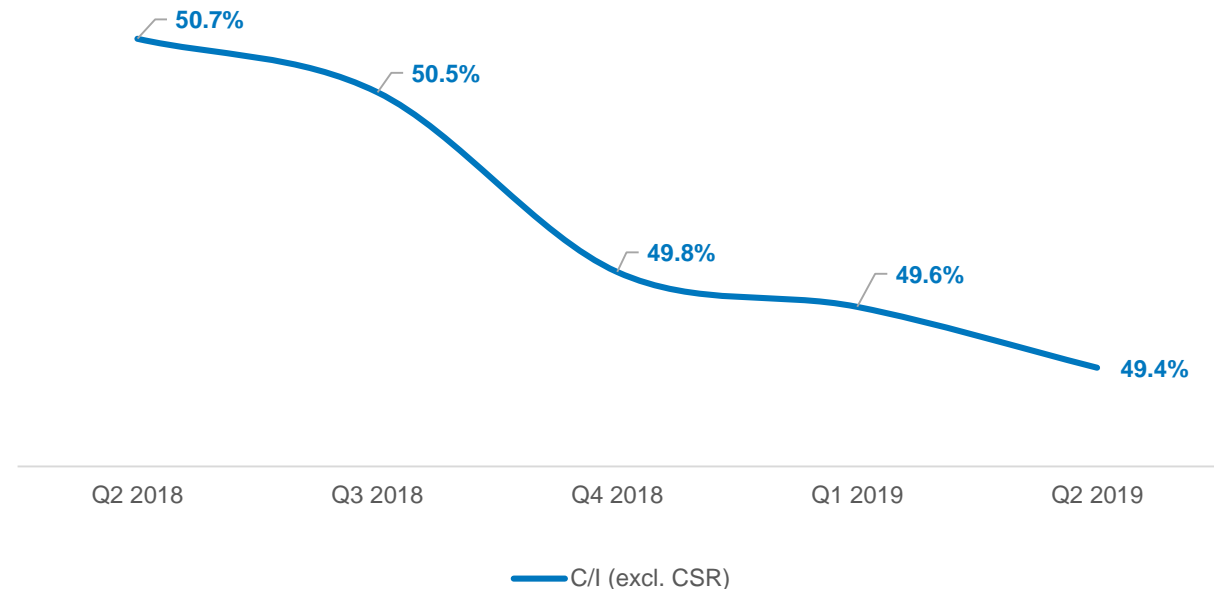
Half year ended 30 June 2019

FURTHER IMPROVEMENT IN OPERATING LEVERAGE



- Leasing contract and Services margins together up 4.4% in H1 19 vs. H1 18
 - > Repricing of Diesel residual values putting pressure on Services Margin growth
- Operating Expenses up 2.8% in H1 19 vs. H1 18
 - > Strong cost control permitting investment in technology and digital platforms
- Cost Income (excl. Car Sales Result) ratio: 49.4%⁽¹⁾
 - > Scale benefits and automation of processes continuing to bear fruit
 - > Target of circa 49% for FY 2019 confirmed

Operating leverage
4-quarter rolling average

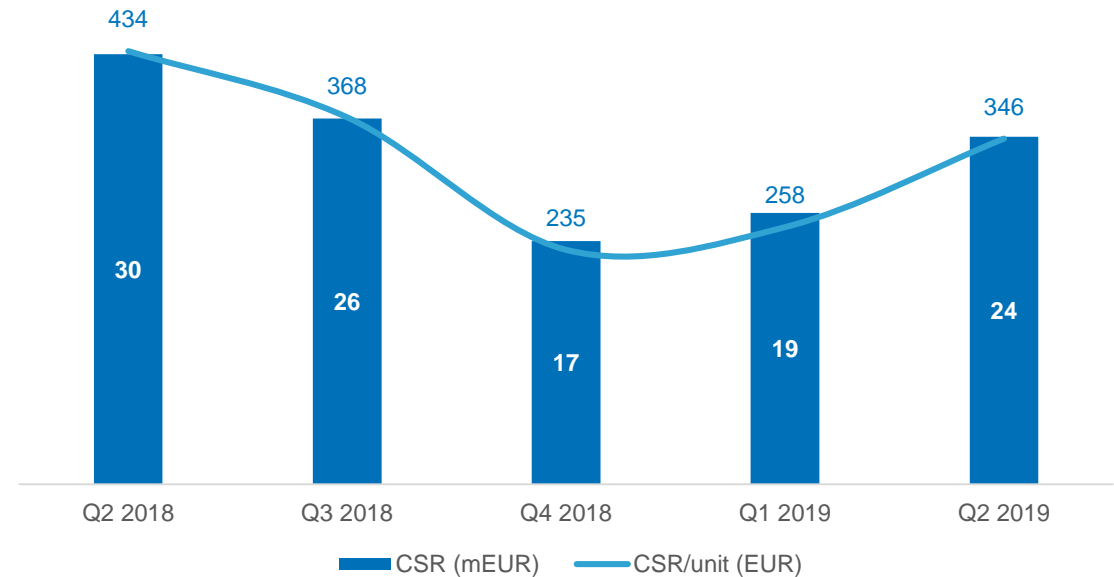


H1 CAR SALES RESULT PER UNIT AT TOP OF 2019 GUIDANCE



- Good demand for used cars supporting prices
 - Car Sales Result at EUR 24.4m in Q2 19
 - Volume of used cars sold⁽¹⁾ 71K in Q2 19, vs. 70K in Q2 18
 - Average Car Sales Result per unit⁽¹⁾ at EUR 346 in Q2 19 and EUR 301 in H1 19
- 2019 guidance range of EUR 100 to EUR 300 confirmed
- Average stock turnover remained stable in Q2 19

Car Sales Result



FIRST HALF FINANCIAL RESULTS



In EUR million	H1-2018	H1-2019	Var. H1 '19 / '18	Var.% H1 '19 / '18
Total fleet ⁽¹⁾ ('000 vehicles)	1,587	1,700	113	7.2%
Leasing contract margin	309.9	330.3	20.4	6.6%
Services margin	301.1	307.6	6.5	2.2%
Leasing contract & Services margins	611.0	638.0	26.9	4.4%
Car sales result	59.8	43.4	(16.4)	-27.4%
Gross Operating Income	670.8	681.4	10.6	1.6%
Total operating expenses	(308.2)	(316.8)	(8.5)	2.8%
<i>Cost / Income ratio excl CSR</i>	50.4%	49.7%	-0.8%	
Cost of risk ⁽²⁾	(13.4)	(21.8)	(8.4)	62.3%
Operating result	349.2	342.8	(6.3)	-1.8%
Share of profit of associates and jointly controlled entities	0.7	0.9	0.2	28.7%
Profit before tax	349.8	343.7	(6.1)	-1.8%
Income tax expense	(66.6)	(59.7)	6.9	-10.4%
Non-controlling interests	(3.2)	(3.3)	(0.1)	2.7%
Net Income group share	280.0	280.7	0.7	0.2%

- Improvement in operating leverage
 - > Leasing contract and Services Margins increased by EUR 26.9m
 - > Operating expenses up only EUR 8.5m

- Impairment charges on receivables at EUR 21.8m in H1 19 equivalent to 22bps⁽³⁾

- Effective tax rate of 17.4%
 - > Income tax expense still benefiting from Italian Stability Law

- Net Income (Group Share) EUR 280.7m, up 0.2% from H1 18

BALANCE SHEET



In EUR million	June-19	Dec-18	Var 'H1 19/FY'18	Var % 'H1 19/'18
Earning assets	19,930	19,101	828	4.3%
<i>o/w Rental fleet</i>	19167	18424	743	4.0%
<i>o/w Financial lease receivables</i>	763	678	85	12.6%
Long term invt. – Equity Reinvestment	551	602	(51)	-8.4%
Cash & Cash equivalent	170	159	11	7.1%
Intangibles (incl. goodwill)	577	575	2	0.4%
Other	3,310	2,818	492	17.5%
Total Assets	24,537	23,254	1,283	5.5%
Shareholders' equity	3,692	3,634	59	1.6%
Minority interest	35	34	1	2.6%
Financial debt	17,762	16,831	931	5.5%
Other liabilities	3,047	2,755	292	10.6%
Total liabilities and equity	24,537	23,254	1,283	5.5%

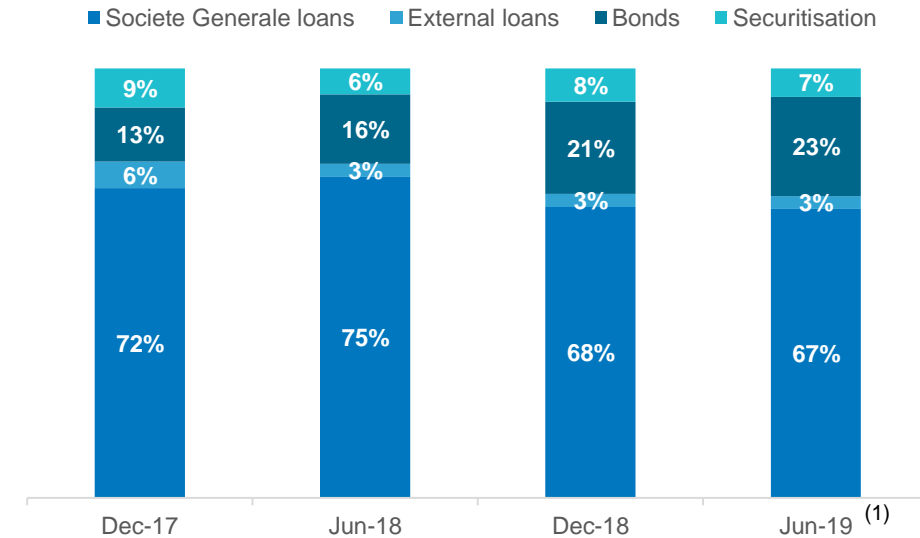
- Earning Assets up 4.3% vs. end 2018, driven by on-balance sheet fleet growth
- Equity reinvestments in long-term amortising deposits with Societe Generale slowly running off
- Increase in “Other” assets principally due to IFRS 16 first-time application and Stern Lease acquisition
- Financial debt up 5.5% vs. end 2018
- Total Equity/Asset ratio at 15.2% at H1 2019, down from 15.8% at end 2018, following dividend payment in Q2 19 (EUR 234m)

DIVERSIFIED FUNDING STRUCTURE



- Optimal funding mix, including 67%⁽¹⁾ of Societe Generale loans
- EUR 500m 4-year public bond issuance in July 2019
- 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 (%)



2019 GUIDANCE CONFIRMED



- 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



Detailed figures

SECOND QUARTER FINANCIAL RESULTS



In EUR million	Q2-2018	Q2-2019	Var. Q2 '19 / '18 ⁽¹⁾	Var.% Q2 '19 / '18
Total fleet⁽¹⁾ ('000 vehicles)	1,587	1,700	113	7.2%
Leasing contract margin	163.0	165.1	2.1	1.3%
Services margin	148.9	159.5	10.6	7.1%
Leasing contract & Services margins	311.9	324.6	12.7	4.1%
Car sales result	30.2	24.4	(5.8)	-19.2%
Gross Operating Income	342.1	349.0	6.9	2.0%
Total operating expenses	(156.1)	(159.3)	(3.2)	2.0%
<i>Cost / Income ratio excl CSR</i>	<i>50.0%</i>	<i>49.1%</i>	<i>-1.0%</i>	
Cost of risk ⁽²⁾	(7.0)	(11.4)	(4.4)	62.0%
Operating result	179.0	178.4	(0.6)	-0.3%
Share of profit of associates and jointly controlled entities	0.4	0.5	0.1	22.3%
Profit before tax	179.4	178.8	(0.5)	-0.3%
Income tax expense	(34.7)	(30.7)	4.0	-11.5%
Non-controlling interests	(1.4)	(1.2)	0.1	-9.8%
Net Income group share	143.3	146.9	3.6	2.5%

- Impairment charges on receivables at EUR 11.4m in Q2 19, up from Q2 18
- Effective tax rate of 17.2%
 - > Income tax expense still benefiting from Italian Stability Law
- Net Income (Group Share) EUR 146.9m, up 2.5% from Q2 18

QUARTERLY SERIES

(in EUR million) ¹	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019
Leasing Contract Margin	146.9	163.0	156.1	157.8	165.2	165.1
Services Margin	152.2	148.9	152.6	163.0	148.1	159.5
Leasing Contract and Services Margins	299.1	311.9	308.6	320.8	313.3	324.6
Car Sales Result	29.6	30.2	25.7	17.1	19.0	24.4
Gross Operating Income	328.7	342.1	334.3	337.8	332.3	349.0
Total Operating Expenses	(152.2)	(156.1)	(153.5)	(155.9)	(157.5)	(159.3)
Impairment Charges on Receivables	(6.4)	(7.0)	(13.2)	(11.1)	(10.4)	(11.4)
Profit Before Tax	170.5	179.0	168.0	171.2	164.9	178.8
Net Income (Group share)	136.7	143.3	135.4	140.2	133.8	146.9

(in '000 of vehicles)	31.03.2018	30.06.2018	30.09.2018	31.12.2018	31.03.2019	30.06.2019
Total Fleet	1,538	1,587	1,626	1,663	1,682	1,700

¹NB : 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	CAGR 2014 - 2018
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%
<i>Cost / Income ratio excl CSR</i>	54.3%	50.9%	53.0%	51.2%	49.8%	
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%
<i>Effective tax rate</i>	26.4%	28.9%	22.6%	19.7%	18.4%	

(in '000 of vehicles)	2014	2015	2016	2017	2018	CAGR 2014 - 2018
Total Fleet	1,107	1,207	1,376	1,511	1,663	10.7%

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



APPENDIX



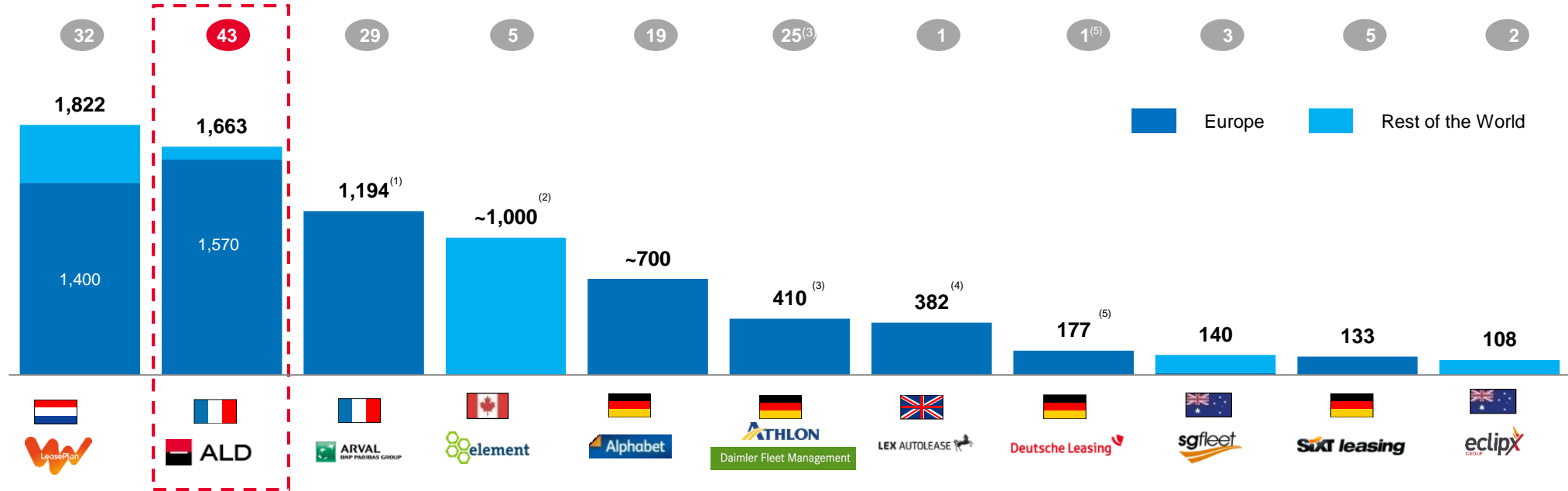
Core slides

ALD: A LEADER IN FULL SERVICE LEASING



countries covered

End fleet ('000) as of December 2018



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

Note : Players shown are international, multi-brand players. Fleet figures include Full Service Leasing and Fleet Management.
 Source: Company data as of 31/12/2018, except where stated otherwise. Company information.
 (1) Funded fleet
 (2) As publicly communicated by Element
 (3) Including Athlon & Daimler Fleet Management's fleet and country coverage, fleet figure outside Europe not available.
 (4) As of 01/11/2017
 (5) As of 30/06/2017, only Germany is reported.



A GLOBAL FOOTPRINT AND LEADING POSITION

FLEET AS AT 30/06/19, LATEST MARKET SHARE AND RANKING BY COUNTRY



Western Europe	Fleet	Market share	Ranking
France	540,935	28%	1
Germany	174,153	5%	5
Italy	201,310	22% ⁽¹⁾	1 ⁽¹⁾
U.K.	150,119	8%*	6*
Spain	114,345	18%	3
Belgium	78,044	16%	1
Netherlands	57,281	6%	6
Portugal	21,365	15%	2
Luxembourg	14,164	30%	1
Ireland	8,761	19%	2
Total	1,360,477	(80% total fleet)	

South America, Africa & Asia	Fleet	Market share	Ranking
Mexico	25,799	21%	2
Brazil	31,382	6%	3
India	14,067	28%	2
Morocco	10,285	26%	1
Algeria	3,856	32%	1
China	2,603	8%	8
Chile	3,890	4%	6
Peru	1,897	11%	5
Colombia	1,505	4%	6
Total	95,284	(6% total fleet)	

CEE	Fleet	Market share	Ranking
Cz. Rep.	25,901	12%*	4*
Russia	21,340 ⁽³⁾	36% ^{*(4)}	1 ^{*(4)}
Hungary	16,193	25%	1
Turkey	13,040	4%	9
Poland	13,956	9%	6
Romania	11,098	13%	3
Austria	8,560	9%	4
Ukraine	4,810	55%	1
Switzerland	5,270	8%	5
Croatia	6,566	27%	1
Bulgaria	4,117	25%	1
Slovakia	5,283	12%	3
Greece	4,488	5%	5
Serbia	3,654	20%	2
Lithuania	2,515	37% ⁽⁵⁾	1 ⁽⁵⁾
Slovenia	2,337	26%	2
Estonia	1,618	37% ⁽⁵⁾	1 ⁽⁵⁾
Latvia	1,821	37% ⁽⁵⁾	1 ⁽⁵⁾
Total	152,567	(9% total fleet)	

Northern Europe	Fleet	Market share	Ranking
Sweden	29,101	32% ⁽²⁾	1
Finland	22,614	34%	1
Denmark	24,165	9%*	3*
Norway	16,092	14%	3
Total	91,972	(5% total fleet)	

Source: Company information and local industry associations/publications

(1) In terms of new registrations

(2) Among players with more than 1,000 vehicles

(3) Including Kazakhstan and Belarus

(4) Russia only

(5) Baltic car leasing market

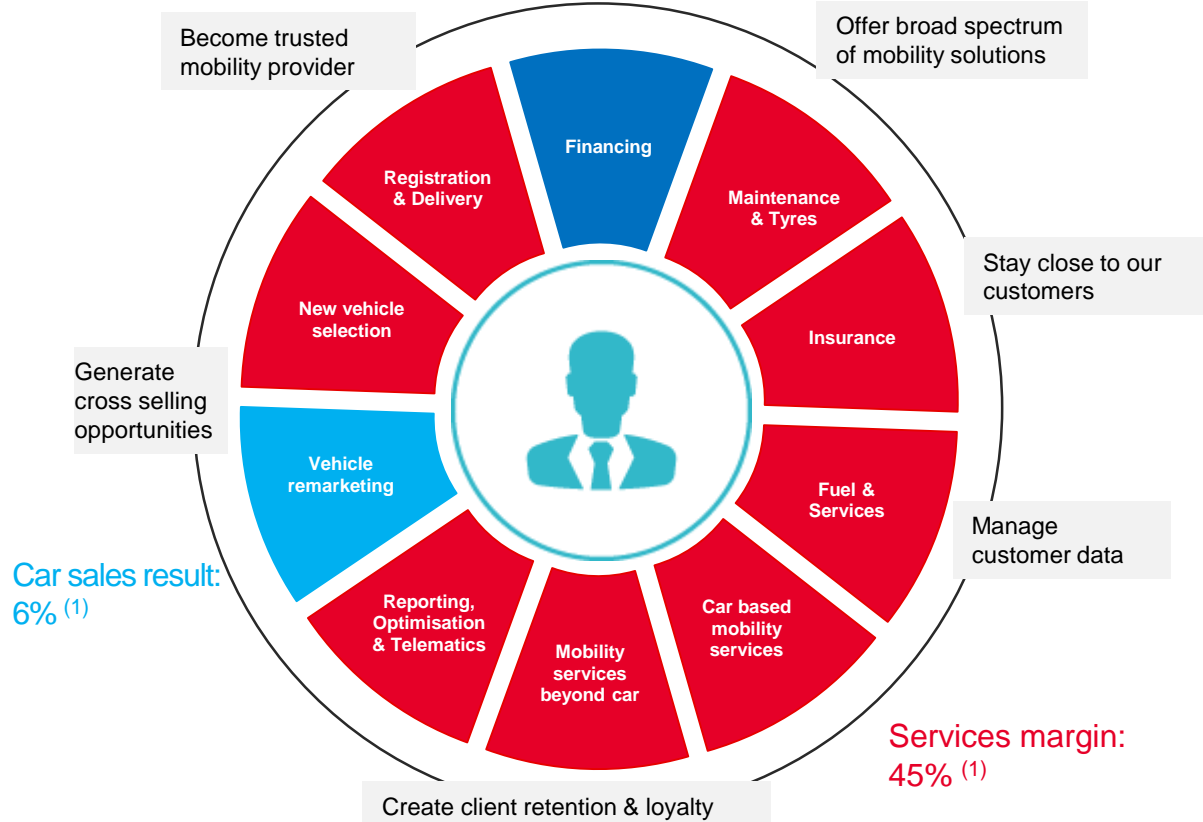
* Full Service Leasing only

A CUSTOMER CENTRIC ECOSYSTEM FOR MOBILITY SOLUTIONS



A broad range of services

Leasing contract margin: 49% ⁽¹⁾



Benefits for clients

Greater flexibility and focus on core business



Cost reduction



Balance sheet optimisation



Process simplification (reporting, transparency etc.)



Benefits from digital services



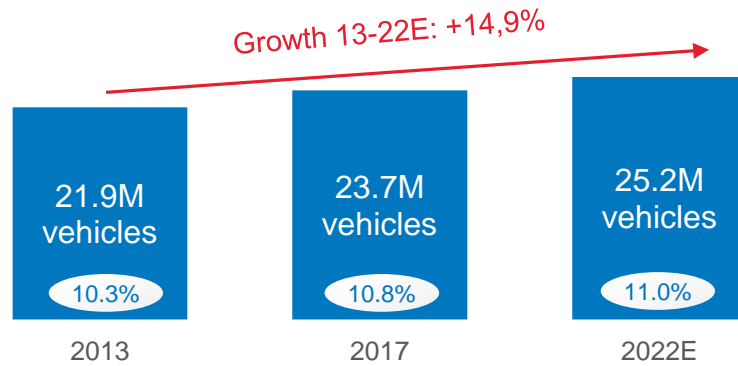
⁽¹⁾ Based on breakdown of HY 2019 Gross Operating Income of EUR 681.4m
Figures rounded to sum to 100%

FULL SERVICE LEASING WITHIN THE MATURE COUNTRIES CAR MARKETS

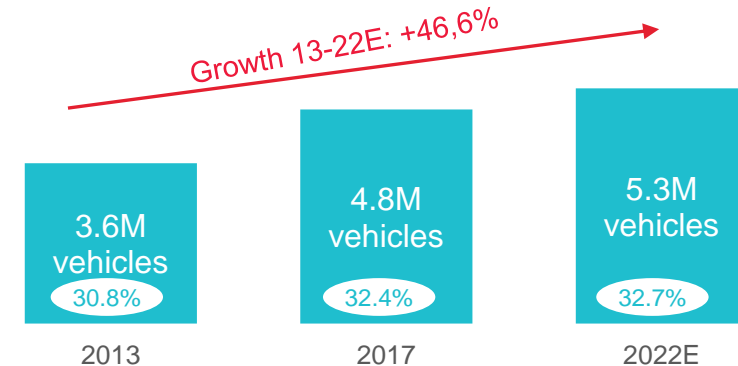


INCREASING SHARE OF CORPORATE FLEET WITHIN TOTAL NEW REGISTRATIONS

Running fleet

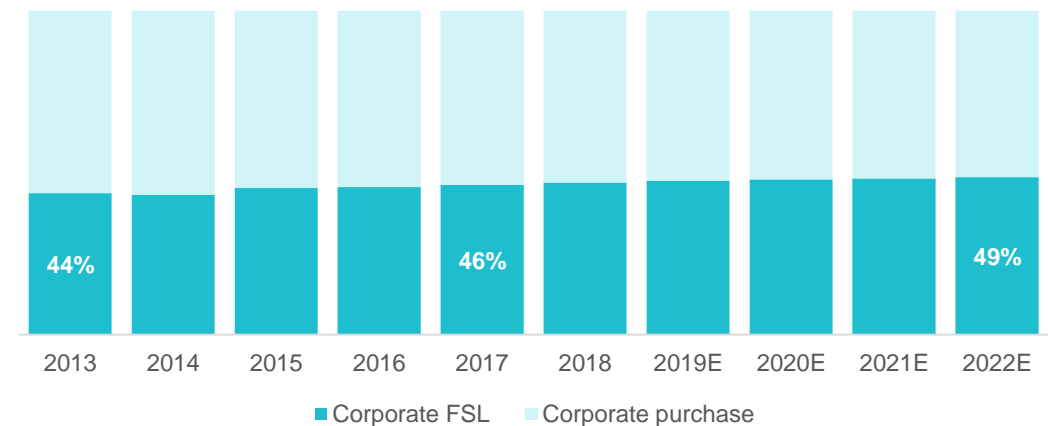
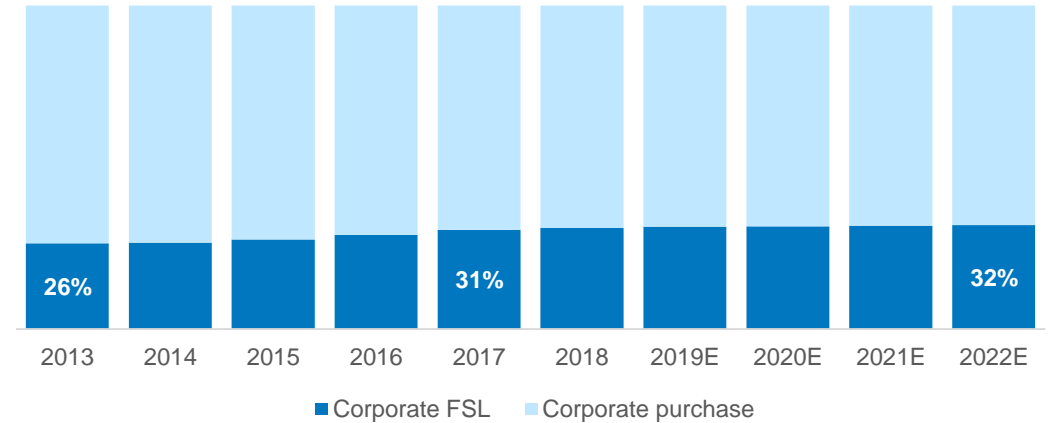


New registrations



■ New registrations of Corporate fleet ○ XX% Share of Corporate fleet within total registrations

INCREASING SHARE OF FULL SERVICE LEASING (FSL) IN NEW CORPORATE REGISTRATIONS

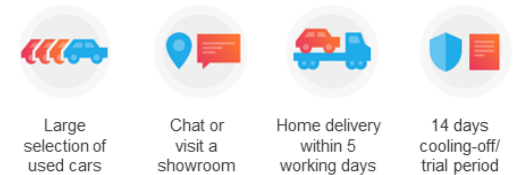
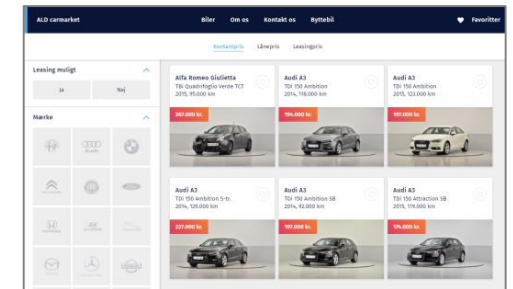
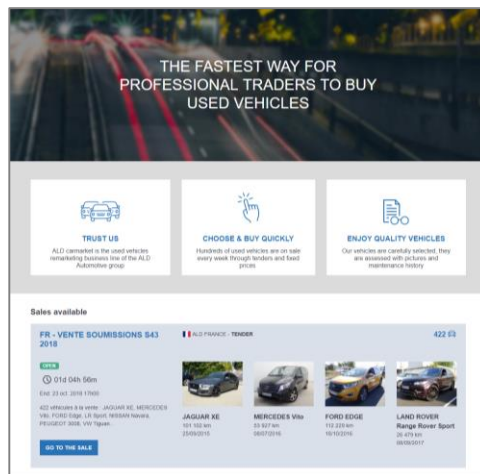


Source: Frost & Sullivan
 (1) Including all types of financing (cash, loan, financial lease, etc)
 Europe: France, Germany, Italy, UK, Spain, Belgium, Netherlands, Denmark, Norway, Sweden

MATURE MULTI-CHANNEL REMARKETING APPROACH



- BtoB sales: proprietary, digital platform **ALD Carmarket**
 - > Providing rapid time to market, low cost and good performance vs. market prices
 - > Deployed across 34 countries
 - > Accounting for >60% of sales (~20% of BtoB sales exported)
 - > Increasingly offering remarketing services (vehicle transportation solutions) 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
 - “Clicks n’ Bricks” 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



CORPORATE & SOCIAL RESPONSIBILITY



BELGIUM

Learning Award 2019 - Feb 2019
Epsilon

LUXEMBOURG

EcoVadis CSR Gold - Feb 2019
EcoVadis

NETHERLANDS

Great Place to Work - March 2019
Great Place to Work

POLAND

Ecovadis CSR Gold - May 2019
EcoVadis

ROMANIA

Ecovadis CSR Silver - Feb 2019
EcoVadis

SLOVENIA

Ecovadis CSR Gold - June 2019
EcoVadis

SPAIN

Top Employer - Feb 2019
Top Employer

2019



A SUCCESSFUL HALF-YEAR

THANK YOU !

CLIENT SATISFACTION



SPAIN

Servicert - April 2019
SGS

BEST LEASING COMPANY



FRANCE

Top Com d'Or - March 2019
Top Com

PRODUCTS & SERVICES



FRANCE

"L'Automobile et l'Entreprise" Award - July 2019
"L'Automobile et l'Entreprise" Newspaper

SPAIN

IX edition of the Línea Directa Collaborators Award - March 2019
Línea Directa