



# Full Year 2020 Results

10 February 2021



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*The financial information presented for the year ending 31 December 2020 was reviewed by the Board of Directors on 9 February 2021 and has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date. The audit procedures carried out by the Statutory Auditors on the consolidated financial statements are in progress.*

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# Highlights

# Resilient business model in pandemic context

## Agile business operations

Total contracts<sup>(1)</sup> stable in an adverse macroeconomic environment

Launch of ALD Flex in 19 countries in June 20 – Now live in 25 countries

Record productivity of remarketing operations

- Record volume of cars sold
- Decreased stock level over H2

Efficient support to long-term corporate clients

- Reinforcing win-win relationships
- Tailor-made payment arrangements

Flexible working arrangements fully operational



**1.76m contracts**

Stable vs. end 2019



**Used Car Sales result**

per unit at **EUR 201**  
above guidance range



**#ReadyToShapeTomorrow**

# Resilient business model in pandemic context

## Robust 2020 financial performance

Operating margins<sup>(1)</sup> growing faster than Total contracts

Cost income ratio (excl. UCS result) in line with guidance

Cost of risk under control at 34bps as a % of Average Earning Assets despite EUR 15.4m of forward looking provision

Solid Net Income, despite EUR 54m specific provisions and excess depreciation

Proposed dividend representing a 50% payout ratio



**+1.5%**

Operating margins<sup>(1)</sup>



**50.4%**

Cost income  
(excl. UCS) ratio

**EUR 509.8m**

Net income



**EUR 0.63**

Stable proposed  
dividend

# Best in class extra financial performance



**B**

Higher than the Europe regional average of C  
Higher than the rental & leasing sector average of C



**70/100 (Gold)**

**Top 3%**  
Group Gold rating renewed with improvement  
20 entities assessed of which 8 Gold and 4 Platinum



**'A' rating**

**Top 1/3**



**Advanced**

67/100  
**Top 3** within Business Support Services



**Low Risk (15.3)**

**Top 8%** on global Universe  
**Top 3%** within Transportation



**79/100**

**Top 15%**  
+3pts vs 2019  
+28pts vs average



FTSE4Good

**Included in FTSE4Good Index Series**

ESG Rating: 3.5  
(Percentile: 76)

# Key strategic initiatives

## Deployment of fully digital journeys

- **Tesla:** Now operating in 14 countries
- **Polestar:** Go live of the BtoB digital journey in Belgium, joining Germany, the Netherlands and UK
- **Ford Mach-e:** Operating in 4 countries
- **ALD direct digital offering:** Now accessible to private customers in 5 countries



## Selected by Lynk&Co as preferred mobility membership partner in 7 countries

- Initially targeting SMEs and larger corporates
- Fully digital online solution to be launched in Q2



## Ford Fleet Management UK open for business

- Reinforced strategic partnership between ALD and Ford
- Integrated one-stop shop offer for private and corporate customers
- Contributing to fleet growth by addressing new segments



## South-East Asian strategy

- Beginning of operations in Malaysia with first client win in Dec 2020
- Further expansion in South-East Asia under preparation



# Move 2025: Strengthening our competitive edge



Become a **fully integrated sustainable mobility provider** and **the global leader in our industry**.

## Four pillars to **Move** for

### Customers



Be recognised as the most innovative provider of mobility products and services.

### Growth



Be the global leader in sustainable mobility solutions.

### Good



Place people and corporate social responsibility at the heart of everything we do.

### Performance



Generate value over the economic cycle within a robust business operating framework.



# Stable total contracts in an adverse macroeconomic environment

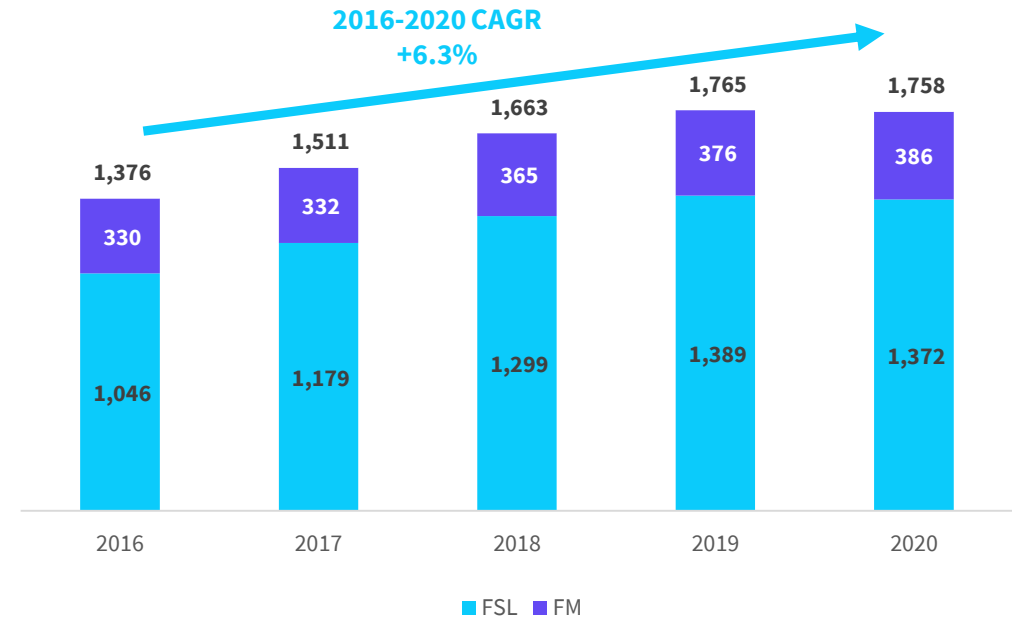
**Total contracts down -0.4%<sup>(1)</sup> vs. end December 2019**

## Resilient corporate segment

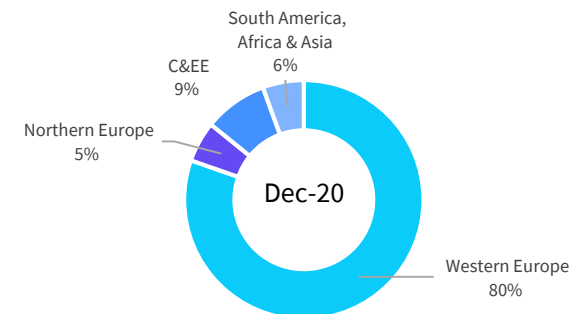
- Significant slow-down in deliveries and order taking in Q2 due to lockdowns
- Recovery in Q3
- Acceleration in order take in Q4
- Contract duration extensions
- Increased interest for multimodal mobility packages

**Private lease fleet growing despite difficult conditions in principal markets**

Total Contracts evolution ('000)



Contracts distribution by geographies



# A landmark year for green<sup>(1)</sup> powertrains

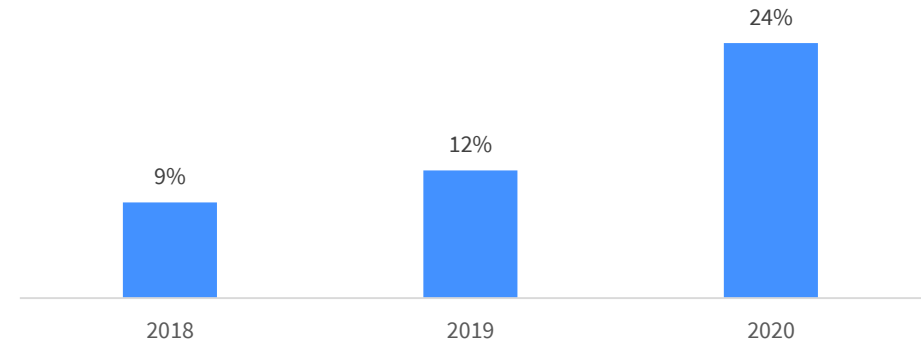
**EU-mandated CO2 emission targets for OEMs came into force in 2020**

**Sharp increase of green<sup>(1)</sup> powertrains within ALD passenger vehicles deliveries despite lower activity**

## **Strong demand for EV<sup>(2)</sup>**

- Acceleration of the sustainability agenda for corporates in the context of the pandemic
- Volumes expected to be driven by new partnerships with pure EV players
- Move 2025 target: 30% of new car deliveries<sup>(4)</sup> to be EV<sup>(2)</sup>

Share of green<sup>(1)</sup> powertrains within ALD Passenger vehicles deliveries  
Scope: Europe<sup>(3)</sup>





# Financial Results



# Strong momentum on used car markets

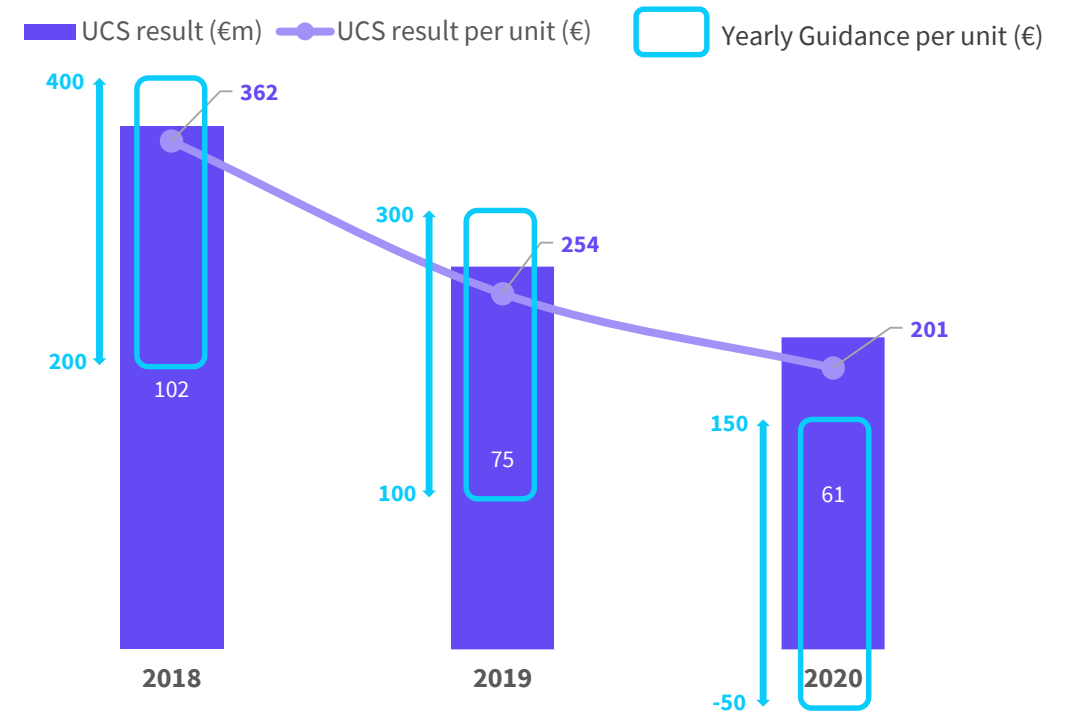
## Record volume of used cars sold<sup>(1)</sup> despite lockdowns: 305K, up 3.1% vs. 2019

- Supported by efficient digital remarketing platform
- Used car market recovered over the second half
  - › Cars preferred to public modes of transportation for pandemic reasons
  - › Strong demand and lack of supply
- Used Car stock at year end back to normal levels

## Average UCS result per unit<sup>(1)</sup> EUR 201 in 2020, above guidance

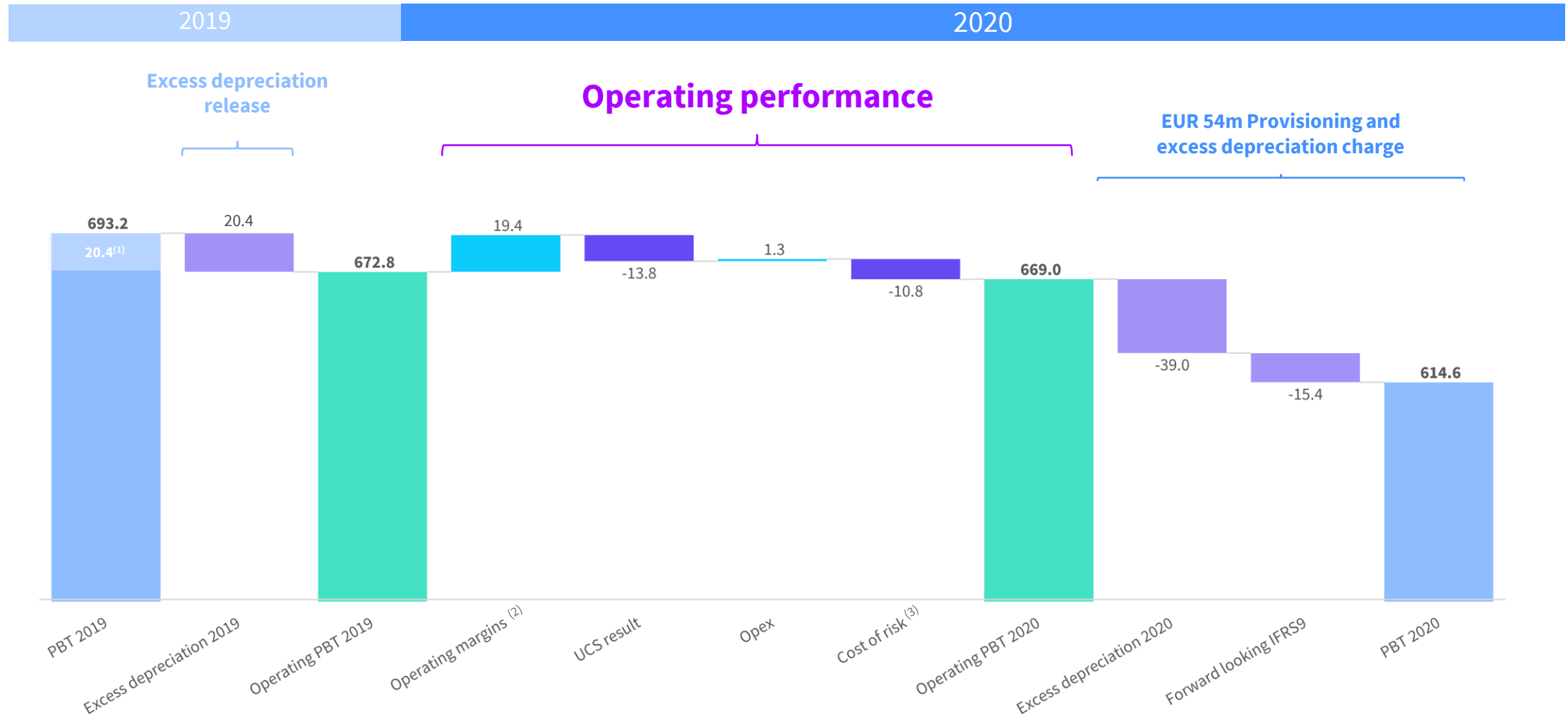
## Used Car Sales result at EUR 61.1m in 2020

Used Car Sales result



# Solid operating performance

In EURm



(1) EUR 20.4m Excess depreciation released in 2019  
 (2) Defined as Leasing contract and Services margins excluding Excess depreciation

(3) Excluding Forward looking IFRS 9 component

# Best in class Cost Income (excl. UCS)

## Leasing contract and Services margins at EUR 1,256.4m

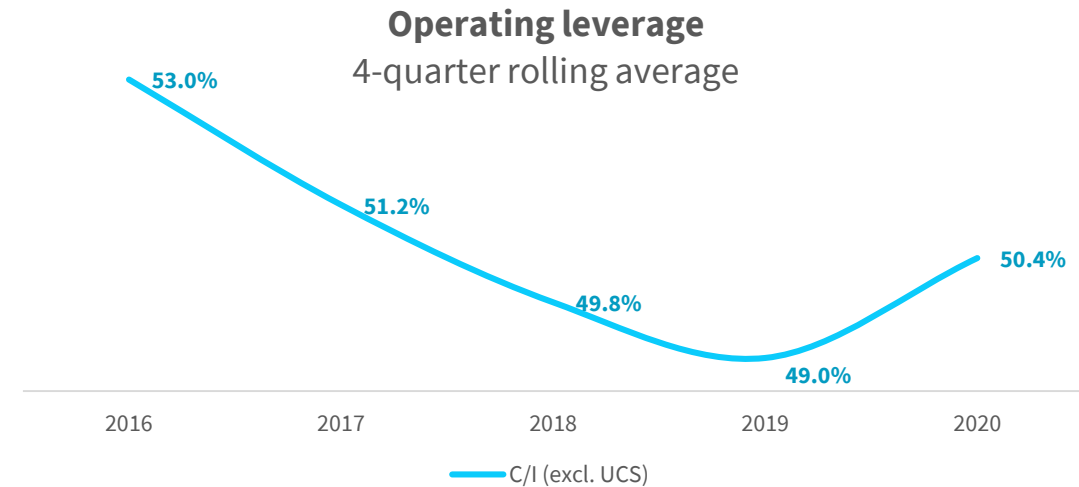
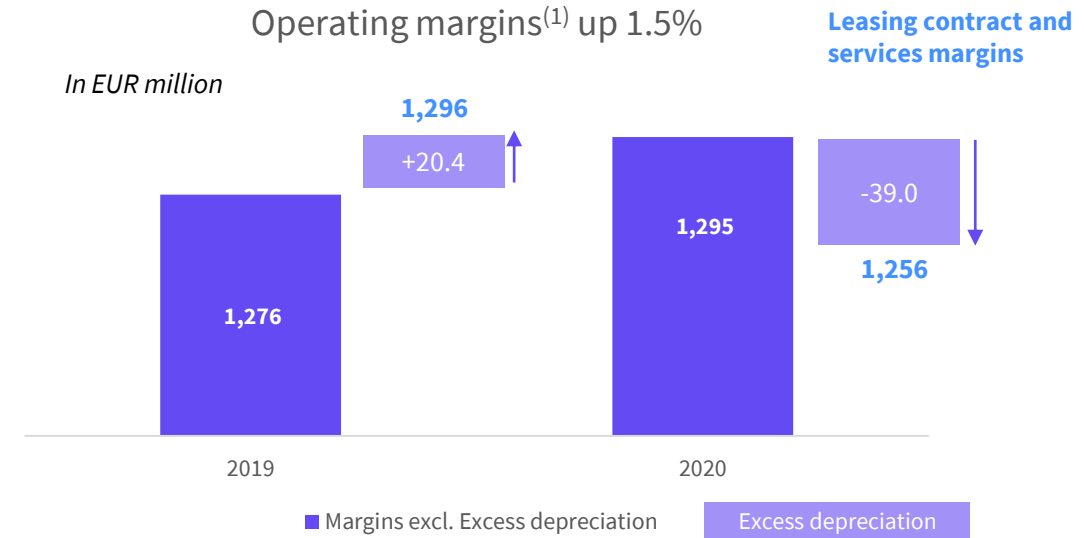
- Leasing contract margin at EUR 626.1m, down EUR 37.9m
  - EUR 59.4m negative variation in excess depreciation
- Services margin at EUR 630.3m, down EUR 2.0m
  - Benefits from lower accident and maintenance costs
  - Penalised by decrease in volume discounts and lower excess mileage revenue
- Margins excluding the effect of excess depreciation up 1.5%

## EUR 1.3m decrease in Operating expenses

- Continued investment in IT driving increased depreciation and amortisation
- Reduction in staff and General & Administrative expenses of EUR 5.4m vs. 2019
- Discretionary overheads under strict control

## Cost Income (excl. UCS) ratio: 50.4%<sup>(2)</sup> within guidance range

- Significantly impacted by excess depreciation charge
- Continuing downward trend excluding effect of excess depreciation





# Cost of risk remains under control

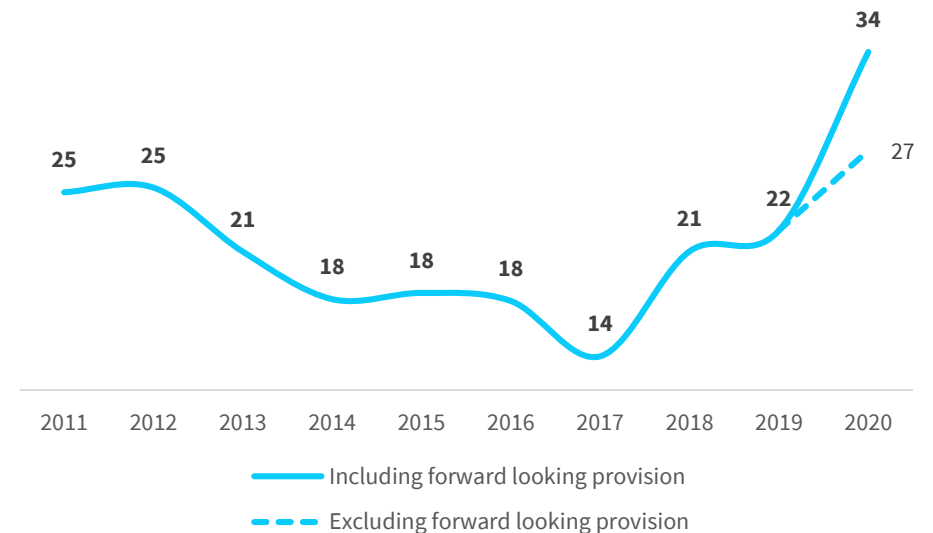
## Cost of risk at EUR 71.1m up from EUR 45.0m in 2019: 34bps as a % of Average Earning Assets

- Low exposure to clients in sectors directly affected by the pandemic
- Increased provisioning on vulnerable customers, of which EUR 15.4m forward looking provision reflecting anticipated increased risk
- Representing 27bps as a % of Average Earning Assets when excluding the forward looking provision

## Customer receivables balance unaffected by the pandemic at end 2020

- Successful payment plans implemented to support customer needs and be compliant with regulation where applicable
- Increased emphasis on invoiced payment collections

Evolution of cost of risk as a % of Average Earning Assets (bps)



# 2020 Operating and financial results

In EUR million	FY 2020	FY 2019	Var FY '20/'19	Var % FY '20/'19
<b>Total contracts<sup>(1)</sup> ('000)</b>	<b>1,758</b>	<b>1,765</b>	<b>-7</b>	<b>-0.4%</b>
Leasing contract margin	626.1	664.1	(37.9)	-5.7%
Services margin	630.3	632.3	(2.0)	-0.3%
<b>Leasing contract &amp; Services margins</b>	<b>1,256.4</b>	<b>1,296.4</b>	<b>(40.0)</b>	<b>-3.1%</b>
Used Car sales result	61.1	75.0	(13.8)	-18.4%
<b>Gross Operating Income</b>	<b>1,317.5</b>	<b>1,371.4</b>	<b>(53.8)</b>	<b>-3.9%</b>
Total operating expenses	(633.7)	(635.0)	1.3	-0.2%
<i>Cost / Income ratio excl CSR</i>	<i>50.4%</i>	<i>49.0%</i>		
Cost of risk <sup>(2)</sup>	(71.1)	(45.0)	(26.2)	58.2%
<i>As % of Avg Earning Assets<sup>(3)</sup></i>	<i>34bps</i>	<i>22bps</i>		
<b>Operating result</b>	<b>612.7</b>	<b>691.4</b>	<b>(78.7)</b>	<b>-11.4%</b>
Share of profit of associates and jointly controlled entities	1.9	1.8	0.1	5.5%
<b>Profit before tax</b>	<b>614.6</b>	<b>693.3</b>	<b>(78.7)</b>	<b>-11.3%</b>
Income tax expense	(108.9)	(122.2)	9.2	-7.6%
Result from discontinued operations	10.0	0.0	10.0	
Non-controlling interests	(5.8)	(6.8)	1.0	-15.0%
<b>Net Income group share</b>	<b>509.8</b>	<b>564.3</b>	<b>(58.3)</b>	<b>-10.3%</b>

## Leasing contract and Services margins down EUR 40.0m:

- EUR 39.0m excess depreciation charge vs. EUR 20.4m release in 2019

## Operating expenses down EUR 1.3m reflecting strong cost control

## Cost of risk under control at 34bps as a % of Average Earning Assets

- Including a EUR 15.4m forward looking provision reflecting anticipated increased risk on exposed industries

## Effective tax rate of 17.7%

- Benefit of Italian Stability Law on income tax expense of EUR 37m, boosted by contract extensions

## Net Income (Group Share) of EUR 509.8m

## EPS<sup>(4)</sup> at EUR 1.26, proposed dividend EUR 0.63 representing a 50% payout ratio

# Balance sheet

In EUR million	FY 2020	FY 2019	Var FY 2020/FY 2019	Var % FY 2020/FY 2019
Earning assets	20,825	21,183	-357	-1.7%
<i>o/w Rental fleet</i>	20,077	20,337	-260	-1.3%
<i>o/w Financial lease receivables</i>	748	846	(98)	-11.5%
Long term invt. – Equity Reinvestment	387	469	(82)	-17.6%
Cash & Cash deposits	195	156	39	25.2%
Intangibles (incl. goodwill)	613	616	(4)	-0.6%
Other Assets <sup>1</sup>	3,068	3,164	(101)	-3.0%
<b>Total Assets</b>	<b>25,088</b>	<b>25,588</b>	<b>-500</b>	<b>-2.0%</b>
Shareholders' equity	4,164	3,993	171	4.3%
Minority interest	31	36	-5	-13.9%
Financial debt	17,646	18,395	-749	-4.1%
Other liabilities <sup>1</sup>	3,247	3,164	88	2.8%
<b>Total liabilities and equity</b>	<b>25,088</b>	<b>25,588</b>	<b>-500</b>	<b>-2.0%</b>

**Earning Assets decreased by 1.7% reflecting slight funded fleet decrease and contract extensions**

**Equity reinvestments in long-term amortising deposits with Societe Generale continuing to run off**

**Total Equity/Asset ratio at 16.7% at end 2020 vs. 15.7% in 2019**

# Outlook

# Confirmed 2025 ambitions

## Move for Customers

**c.2.3** million contracts 



## Move for Growth

 Up to **50** countries  
**c.15%** CAGR 19-25 private lease & new mobility contracts

## Move for Good

**-40%** CO<sub>2</sub> emissions for new contracts<sup>(1)</sup> in 2025  
**30%** of new car deliveries to be EV<sup>(2)</sup>  
Targeting 50% BEV in 2030 

## Move for Performance

 **Cost/income<sup>(3)</sup> ratio down to 46% to 48%**  
 **50-60% Dividend payout ratio<sup>(4)</sup>**



(1) Average emissions on new passenger car deliveries for EU + Norway + UK + Switzerland (CO<sub>2</sub> in g/km (NEDC norm))

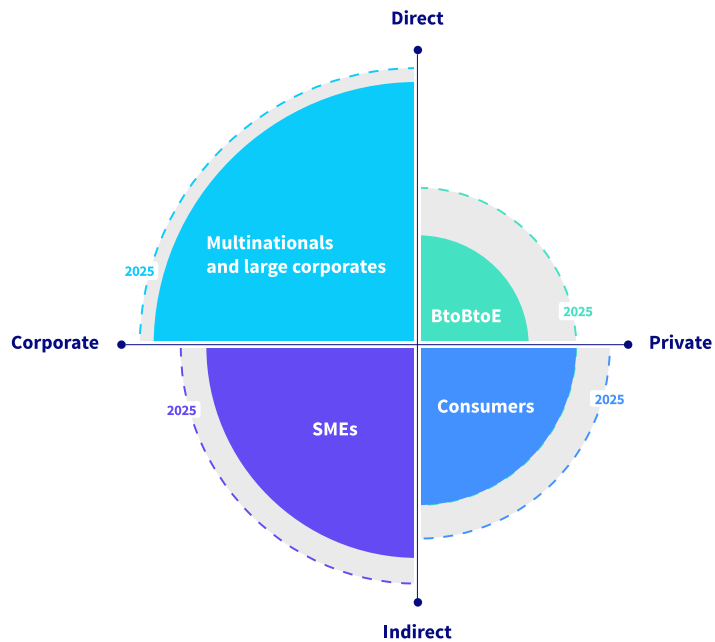
(2) EV defined as BEV and PHEV and Hydrogen Fuel Cell. BEV: Battery Electric Vehicle, PHEV: Plug-in Hybrid Electric Vehicle. Target set on new passenger car deliveries for EU + Norway + UK + Switzerland

(3) Excluding UCS result

(4) Maintaining Total Equity to Total Assets range in line with historical range thanks to strong capital generation

# ALD in 2025

## Addressing all markets...



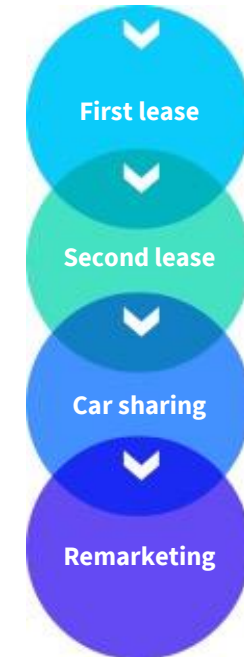
Digitally and globally

## ...with a broad product offer



Innovative and evolutive solutions for a changing market

## Extended asset lifecycle



Decreased RV risk

Driving...

Profitable growth

Resilience

Attractive dividend policy



# 2021 Outlook

*Assumption: impact of the COVID-19 pandemic gradually fades and economic conditions improve thanks to strong macroeconomic policy stimulus by governments*

Positive  
**Funded fleet<sup>(1)</sup>**  
growth vs. 2020

Positive  
**Used Car Sales**  
result per unit

Improvement in  
**Cost/income ratio**  
(excl UCS) vs. 2020

# Appendix

# Delivering on guidance despite the COVID crisis

	Guidance (Aug 2020)	Realised 2020 performance	Move 2025 Outlook
Fleet	<ul style="list-style-type: none"> <li>Total fleet growth (organic) close to 0%</li> </ul>	<ul style="list-style-type: none"> <li>Organic Total fleet growth of -0.25% → in line with guidance</li> </ul>	<ul style="list-style-type: none"> <li>Total Contracts to reach c. 2.3m by 2025</li> </ul>
Used Car Sales result	<ul style="list-style-type: none"> <li>UCS result per vehicle to average EUR -250 to EUR 0</li> <li>Updated to EUR -50 to EUR 150 in Nov 2020</li> </ul>	<ul style="list-style-type: none"> <li>Average UCS result per vehicle at EUR 201 → above guidance</li> </ul>	<ul style="list-style-type: none"> <li>To be provided on a yearly basis</li> </ul>
Operating leverage	<ul style="list-style-type: none"> <li>Cost/Income (excl. UCS result) ratio between 50% and 51%</li> </ul>	<ul style="list-style-type: none"> <li>Cost/Income (excl. CSR) ratio at 50.4% → in line with guidance</li> </ul>	<ul style="list-style-type: none"> <li>Cost/Income (excl. CSR) ratio between 46% and 48%</li> </ul>
Dividend Policy	<ul style="list-style-type: none"> <li>Updated in the context of the Capital Markets Day: Payout ratio between 50% and 60%</li> </ul>	<ul style="list-style-type: none"> <li>Proposed 2020 dividend per share EUR0.63 (50% payout ratio within guidance range)</li> </ul>	<ul style="list-style-type: none"> <li>Payout ratio between 50% and 60%</li> </ul>

# Q4 2020 Operating and financial results

In EUR million	Q4 2020	Q4 2019	Var Q4 '20/'19	Var % Q4 '20/'19
<b>Total contracts<sup>(1)</sup> ('000 vehicles)</b>	<b>1,758</b>	<b>1,765</b>	<b>-7</b>	<b>-0.4%</b>
Leasing contract margin	178.9	166.2	12.7	7.7%
Services margin	151.5	166.0	(14.4)	-8.7%
<b>Leasing contract &amp; Services margins</b>	<b>330.4</b>	<b>332.1</b>	<b>(1.7)</b>	<b>-0.5%</b>
Used Car sales result	43.1	10.5	32.7	312.2%
<b>Gross Operating Income</b>	<b>373.5</b>	<b>342.6</b>	<b>30.9</b>	<b>9.0%</b>
Total operating expenses	(166.3)	(159.4)	(6.9)	4.3%
<i>Cost / Income ratio excl CSR</i>	50.3%	48.0%		
Cost of risk <sup>(2)</sup>	(11.8)	(12.5)	0.8	-6.1%
<b>Operating result</b>	<b>195.5</b>	<b>170.7</b>	<b>24.8</b>	<b>14.5%</b>
Share of profit of associates and jointly controlled entities	0.4	0.5	(0.0)	-1.5%
<b>Profit before tax</b>	<b>196.0</b>	<b>171.2</b>	<b>24.8</b>	<b>14.5%</b>
Income tax expense	(32.2)	(31.3)	(0.8)	2.6%
Non-controlling interests	(1.4)	(2.4)	1.0	-40.1%
<b>Net Income group share</b>	<b>162.4</b>	<b>137.4</b>	<b>24.9</b>	<b>18.2%</b>

**Leasing Contract & Services Margins stable vs Q4 2019 at EUR 330.4m**

**Used Car Sales result at EUR 43.1m**

- UCS result per unit EUR 481
- EUR 357 when restated for the Used Car stock impairment provision release

**Cost/Income ratio excl. Car Sales Result at 50.3%**

**Impairment charges on receivables at EUR 11.8m**

**Net Income (Group Share) at EUR 162.4m in Q4 20, up 18.2% vs. Q4 2019**

# Quarterly series

(in EUR million) <sup>1</sup>	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
Leasing Contract Margin	165.2	165.1	167.6	166.2	165.1	130.5	151.7	178.9
Services Margin	148.1	159.5	158.7	166.0	158.0	162.4	158.3	151.5
<b>Leasing Contract and Services Margins</b>	<b>313.3</b>	<b>324.6</b>	<b>326.3</b>	<b>332.1</b>	<b>323.1</b>	<b>292.9</b>	<b>310.1</b>	<b>330.4</b>
Used Car Sales result	19.0	24.4	21.1	10.5	3.2	(14.9)	29.7	43.1
<b>Gross Operating Income</b>	<b>332.3</b>	<b>349.0</b>	<b>347.4</b>	<b>342.6</b>	<b>326.3</b>	<b>278.0</b>	<b>339.7</b>	<b>373.5</b>
Total Operating Expenses	(157.5)	(159.3)	(158.9)	(159.4)	(162.1)	(151.3)	(154.1)	(166.3)
Impairment Charges on Receivables	(10.4)	(11.4)	(10.6)	(12.5)	(17.8)	(29.8)	(11.8)	(11.8)
<b>Profit Before Tax</b>	<b>164.9</b>	<b>178.8</b>	<b>178.4</b>	<b>171.1</b>	<b>146.8</b>	<b>97.2</b>	<b>174.6</b>	<b>196.0</b>
<b>Net Income (Group share)</b>	<b>133.8</b>	<b>146.9</b>	<b>146.1</b>	<b>137.4</b>	<b>128.9</b>	<b>78.0</b>	<b>140.6</b>	<b>162.4</b>

(in '000 of vehicles)	31.03.2019	30.06.2019	30.09.2019	31.12.2019	31.03.2020	30.06.2020	30.09.2020	31.12.2020
<b>Total Contracts</b>	<b>1,682</b>	<b>1,700</b>	<b>1,734</b>	<b>1,765</b>	<b>1,777</b>	<b>1,765</b>	<b>1,762</b>	<b>1,758</b>

<sup>(1)</sup> 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) <sup>1</sup>	2015	2016	2017	2018	2019	2020
Leasing Contract Margin	431.6	514.1	574.5	623.8	664.1	626.1
Services Margin	534.0	528.6	593.0	616.7	632.3	630.3
<b>Leasing Contract &amp; Services Margins</b>	<b>965.6</b>	<b>1,042.7</b>	<b>1,167.5</b>	<b>1,240.5</b>	<b>1,296.4</b>	<b>1,256.4</b>
Used Car Sales Result	207.2	201.5	165.3	102.5	75.0	61.1
<b>Gross Operating Income</b>	<b>1,172.8</b>	<b>1,244.2</b>	<b>1,332.8</b>	<b>1,343.0</b>	<b>1,371.4</b>	<b>1,317.5</b>
Total Operating Expenses	(491.8)	(553.1)	(598.0)	(617.6)	(635.0)	(633.7)
Impairment Charges on Receivables	(20.9)	(23.8)	(22.4)	(37.8)	(45.0)	(71.1)
<b>Profit Before Tax</b>	<b>604.0</b>	<b>666.1</b>	<b>713.6</b>	<b>689.1</b>	<b>693.2</b>	<b>614.6</b>
<b>Net Income (Group share)</b>	<b>424.3</b>	<b>511.7</b>	<b>567.6</b>	<b>555.6</b>	<b>564.2</b>	<b>509.8</b>

(in '000 of vehicles)	2015	2016	2017	2018	2019	2020
<b>Total Contracts</b>	<b>1,207</b>	<b>1,376</b>	<b>1,511</b>	<b>1,663</b>	<b>1,765</b>	<b>1,758</b>

<sup>(1)</sup> 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	FY 2020	FY 2019	Var FY 2020/FY 2019	Var % FY 2020/FY 2019
<b>Funded fleet ('000)</b>	<b>1,372</b>	<b>1,389</b>	<b>-17</b>	<b>-1.2%</b>
Acquisition cost	27,749	27,563	186	0.7%
Accumulated depreciation & impairment	(7,672)	(7,227)	-446	6.2%
<b>Rental fleet</b>	<b>20,077</b>	<b>20,337</b>	<b>-260</b>	<b>-1.3%</b>
Financial lease receivables	748	846	-98	-11.5%
<b>Earning Assets</b>	<b>20,825</b>	<b>21,183</b>	<b>-357</b>	<b>-1.7%</b>

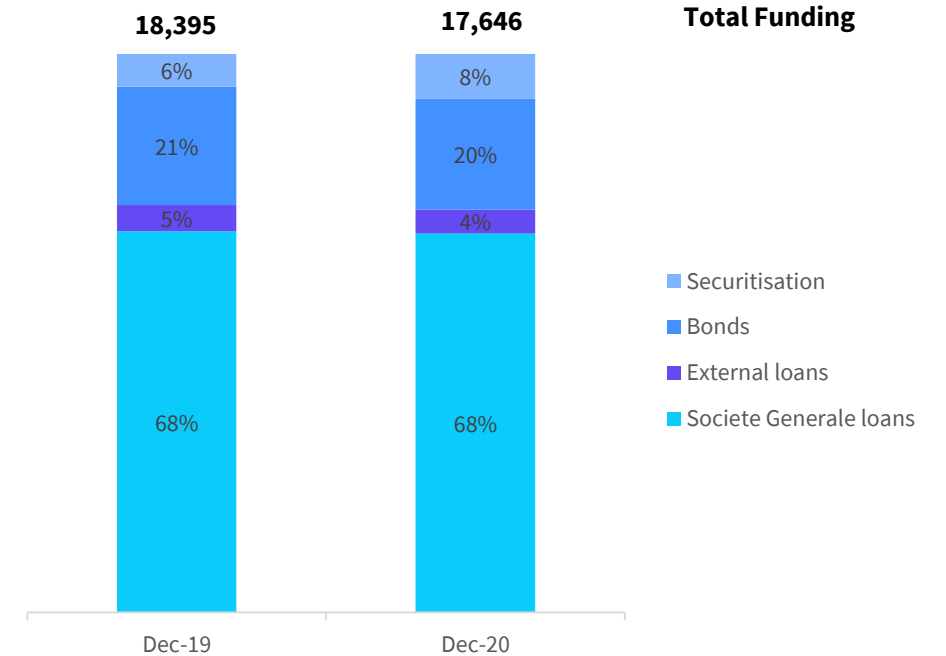
# Funding structure

## ALD has strong credit ratings

- BBB/A-2 by S&P with stable outlook
- BBB+/F1 by Fitch with stable outlook

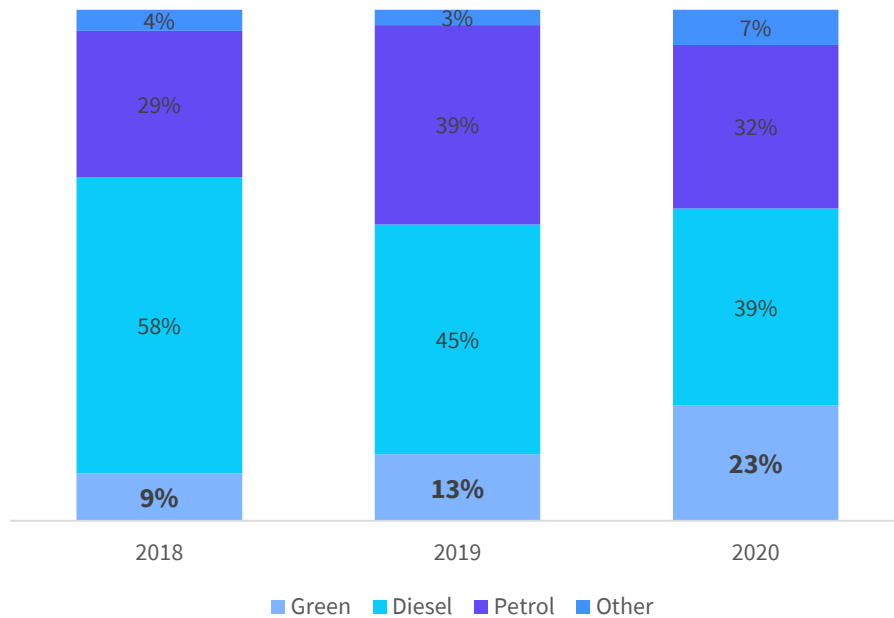
## Diversified funding sources providing flexibility and competitive terms

Evolution of ALD funding structure (%) (EURm)

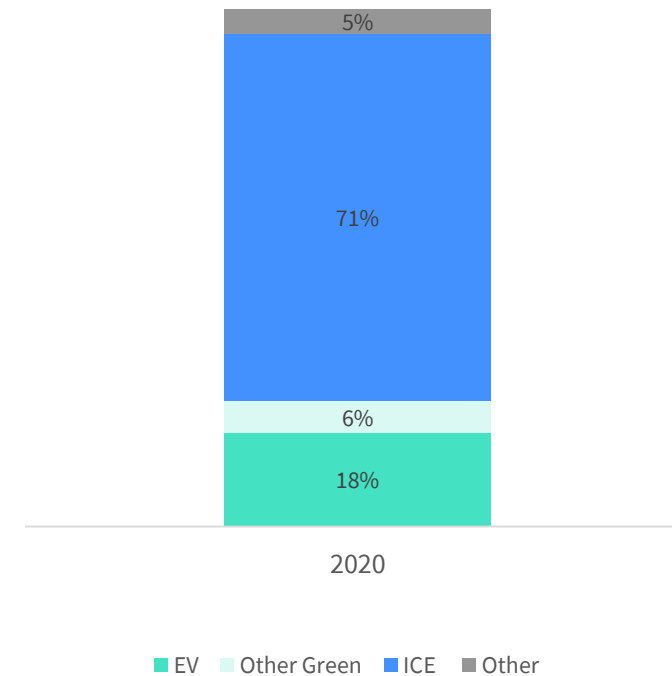


# Powertrain shift

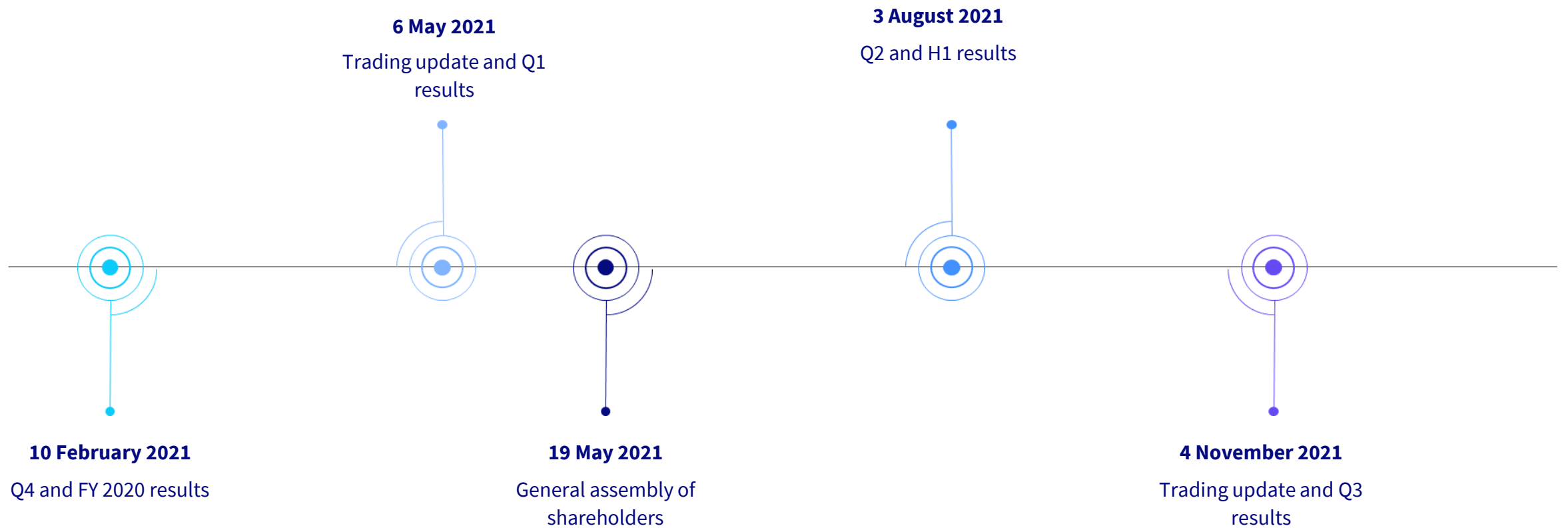
Evolution of ALD Passenger vehicles deliveries



ALD passenger vehicles deliveries breakdown  
Scope: Europe<sup>(1)</sup>



# Agenda 2021



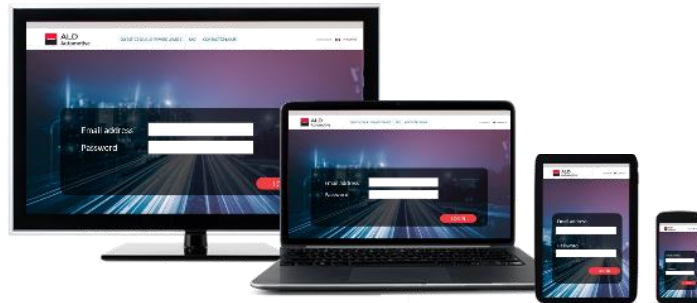
# International Digital Framework: key differentiator for entering into new partnerships

## State-of-the art customisable and modular digital framework

- Recognised adaptable technology, putting us ahead of competition
- Enabled ALD to become the first choice provider for **Ford, Tesla** and **Polestar** with other reference innovative players to be announced soon
- Already integrated in 5 countries, 5 more in 2021

## Tailored solutions for each country, partner, product

- Bespoke customer journey for each partner
- Integrated to any back office systems
- Secure, performant integration with other applications



## Polestar base case, leading high-end BEV brand

### What Polestar wanted

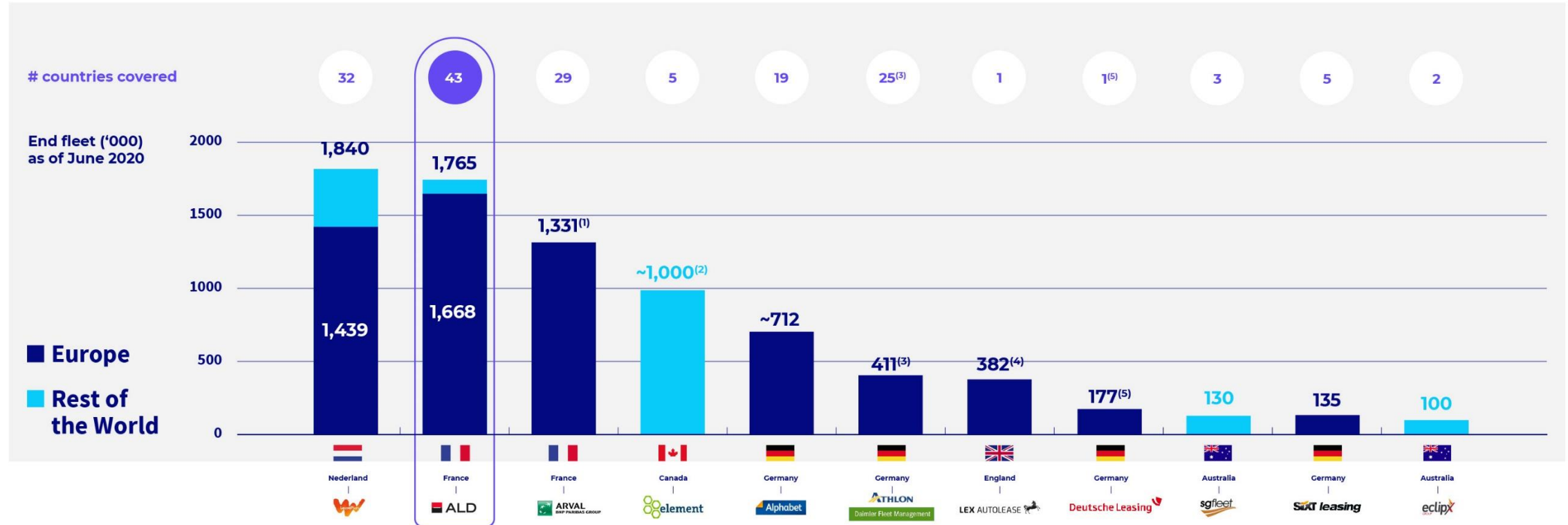
- Own the customer and user experience
- 100% digital journey
- Start and end on Polestar website
- Same journey in all countries

### Our answer

- White-labelled solution
- Seamless switch to ALD environment (branded Polestar)
- Customer acquisition and management process, front to back
- Live quotations on Polestar website across multiple geographies



# N°1 in Europe and widest coverage



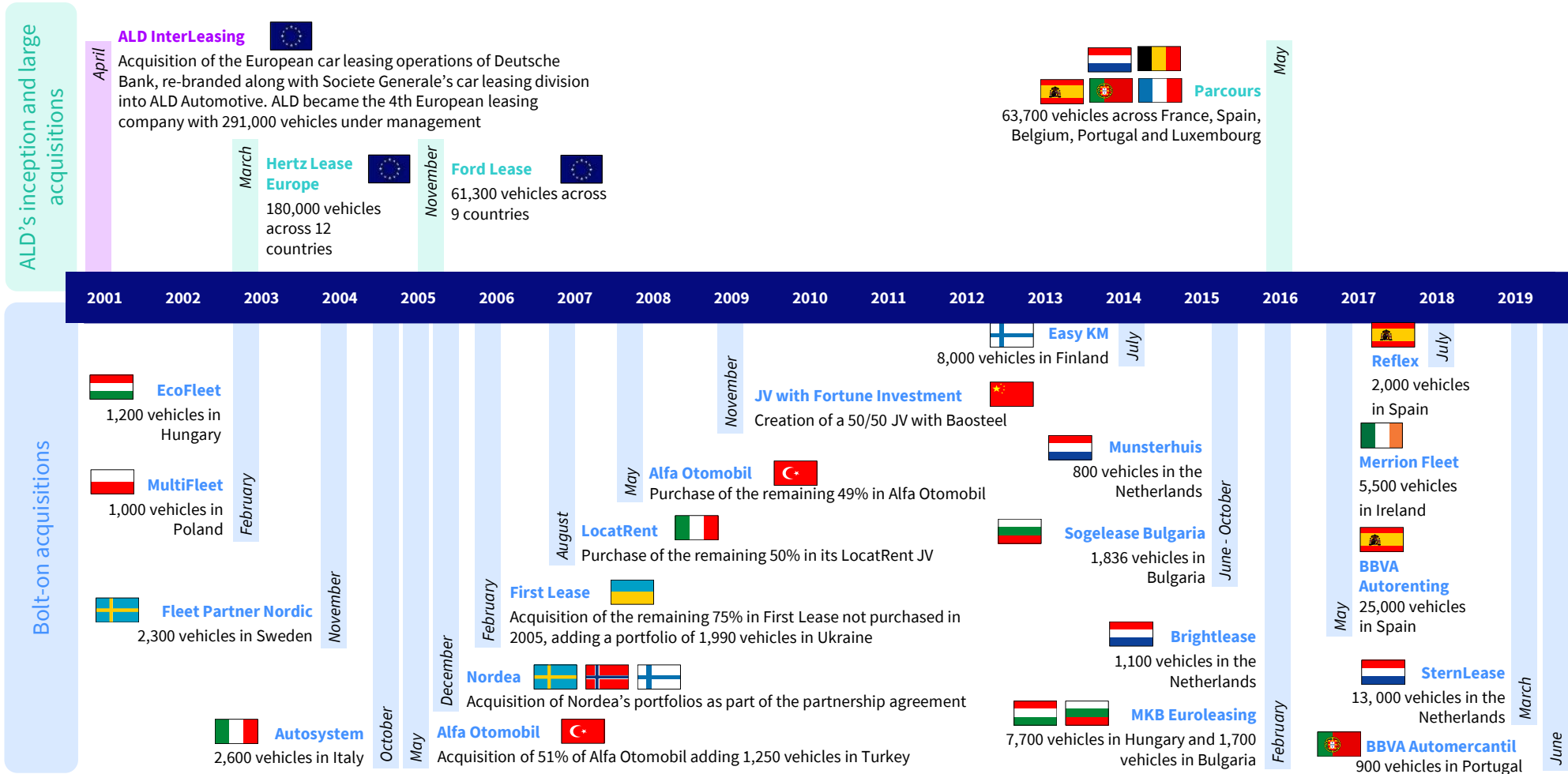
**Strong scale effect throughout the value chain**

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

Note : Peers shown are international, multi-brand players. Fleet figures include Full Service Leasing and Fleet Management.  
 Source: (1) Company data as of 31/12/2018, except where stated otherwise. Fleet News. Funded fleet. (2) Approximate figure, 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.



# Proven track record of bolt-on acquisitions



Highly synergetic acquisitions historically accounted on average for ~1.5% of annual fleet growth

Acquisitions responds to 2 major strategic targets:

- 1) **Acquire / consolidate Top 3 ranking** through the acquisition of mature companies in Europe
- 2) **Enlarge global presence and accelerate growth** through bolt-on acquisitions in mature/non-mature countries

Note: Data as of acquisition date



# A global footprint and leading position

Breakdown of fleet, market share and ranking by country as at 31/12/20

Western Europe	Fleet	Market share	Ranking
France	559,936	29%	1
Germany	199,132	5%	5
Italy	177,286	11%	4
U.K.	149,186	9%	5
Spain	120,717	17%	2
Belgium	84,778	13% <sup>(1)</sup>	1 <sup>(1)</sup>
Netherlands	75,712	6%	6
Portugal	21,709	18%	2
Luxembourg	15,164	30%	1
Ireland	8,909	25%	2
<b>Total</b>	<b>1,412,529</b>	<b>(80% total fleet)</b>	

South America, Africa & Asia	Fleet	Market share	Ranking
Mexico	23,840	12%	3
Brazil	36,234	6%	4
India	14,679	28%	2
Morocco	10,091	25%	1
Algeria	3,702	32%	1
Chile	4,045	4%	6
Peru	2,447	15%	3
Colombia	3,004	11%	2
Malaysia	N.M.	N.M.	N.M.
<b>Total</b>	<b>98,042</b>	<b>(6% total fleet)</b>	

Northern Europe	Fleet	Market share	Ranking
Sweden	30,316	14%	3
Finland	21,831	34%	1
Denmark	27,177	10%	3
Norway	16,602	14%	3
<b>Total</b>	<b>95,926</b>	<b>(5% total fleet)</b>	

CEE	Fleet	Market share	Ranking
Cz. Rep.	25,250	16%	2
Russia	21,918 <sup>(2)</sup>	38% <sup>(3)</sup>	1 <sup>(3)</sup>
Hungary	14,501	16%	2
Turkey	11,039	7%	8
Poland	14,064	7%	6
Romania	10,589	12%	3
Austria	7,985	8%	4
Ukraine	5,039	38%	1
Switzerland	5,283	9%	4
Croatia	7,845	44%	1
Bulgaria	4,128	21%	1
Slovakia	5,431	17%	4
Greece	4,970	5%	5
Serbia	4,714	20%	2
Lithuania	2,455	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Slovenia	2,442	23%	2
Estonia	1,466	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Latvia	1,888	37% <sup>(4)</sup>	1 <sup>(4)</sup>
<b>Total</b>	<b>151,007</b>	<b>(9% total fleet)</b>	

Source: Company information and local industry associations/publications

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

(2) Including Kazakhstan and Belarus

(3) Russia only

(4) Baltic car leasing market



# 2020

# A successful year



## Corporate & Social Responsibility

### AUSTRIA

EcoVadis Gold - Dec 2020  
EcoVadis

### GERMANY

EcoVadis Silver - March 2020  
EcoVadis

### ITALY

EcoVadis Silver - Feb 2020  
EcoVadis

### LUXEMBOURG

EcoVadis Platinum - April 2020  
EcoVadis

### POLAND

EcoVadis Platinum - June 2020  
EcoVadis

### SLOVENIA

EcoVadis Gold - June 2020  
EcoVadis

### SPAIN

ISO14001 - March 2020  
Adok Certificación  
Top Employer 2020 - Jan 2020  
Top Employer Institute  
Garantía Madrid - June 2020  
Fundación Madrid  
EcoVadis Platinum - Nov 2020  
EcoVadis  
100 Mejores Ideas del Año - Dec 2020  
El Mundo

### SWITZERLAND

EcoVadis Gold - Nov 2020  
EcoVadis

### UNITED KINGDOM

EcoVadis Platinum - Nov 2020  
EcoVadis

### ALD S.A. (Holding)

EcoVadis Gold - Jan 2021  
EcoVadis



## Products & Services

### CZECH REPUBLIC

Gold Crown (Leasing category) - June 2020  
pdMedia s.r.o.

### NETHERLANDS

2<sup>nd</sup> place (Automotive industry) - Oct 2020  
Management Team Best Companies



## Best Leasing Company

### NETHERLANDS

1<sup>st</sup> place (Business Lease category) - Dec 2020  
3<sup>rd</sup> place (Private Lease category) - Dec 2020  
VZR (Vereniging Zakelijke Rijders)



ALD