

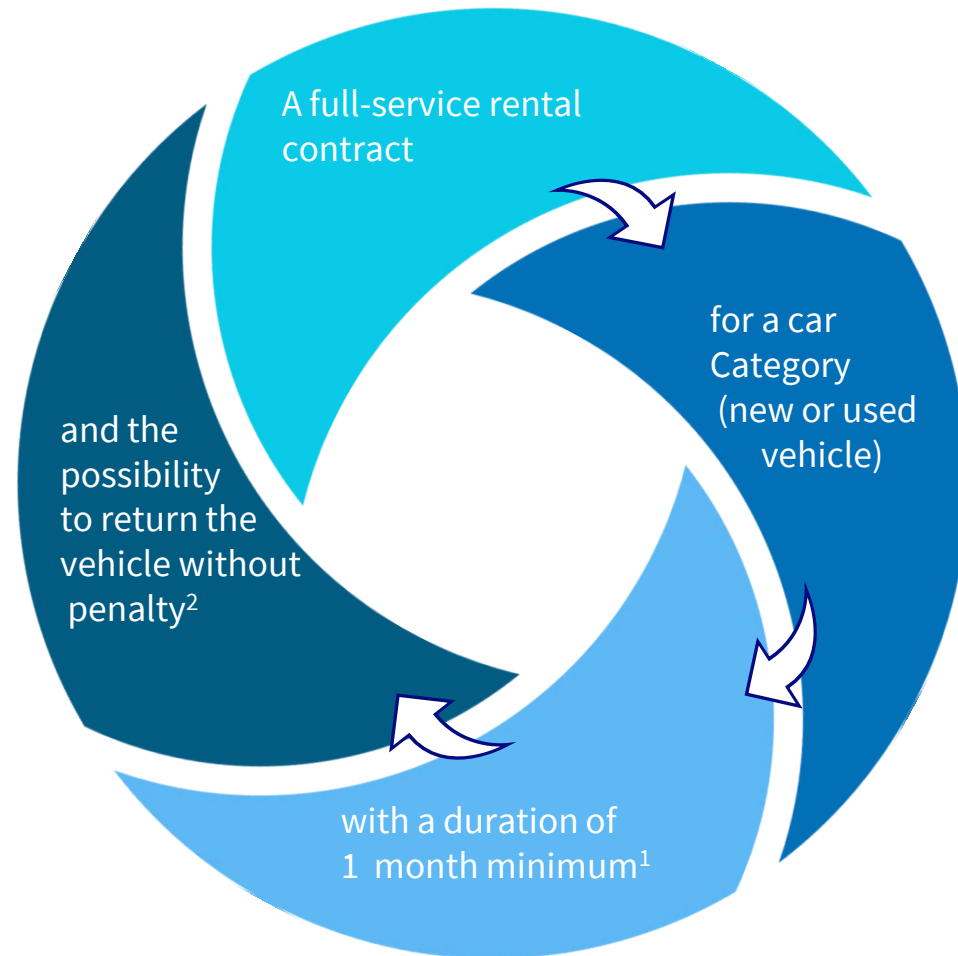


# ALD Flex

BofA European Autos and Future Car Conference



# What is ALD Flex?

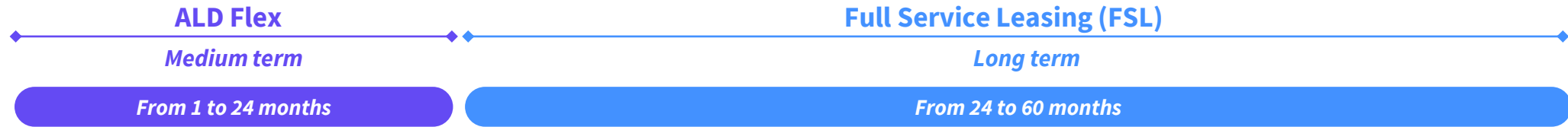


<sup>1</sup> No daily rental – **Contracts typically run from 1 to 24 months**

<sup>2</sup> After the minimum period - Damage fees may not be included

# The perfect answer to our clients' needs

In the long term, as a complement to full-service leasing



**NEW INITIATIVE/  
UNCERTAINTY**



**SEASONAL  
ACTIVITY**



**PROJECT**



**PROBATION  
PERIOD**








**ELECTRIC VEHICLE  
TRIAL**

# A seamless customer experience

Building on ALD's expertise



# Car categories

Junior	Sales	Senior Sales – Middle Management	Management	Executives
				
Mini Peugeot 108 or similar	Compact Ford Focus or similar	Sedan VW Passat or similar	SUV Kia Sportage or similar	Premium XC 60 or similar



**1 consistent and optimal price per category, whichever the model**

**ALD has the lead on sourcing the cars and assigning them to customers, thereby removing the complexity of model selection**

**The vehicle may be new or used (typically sold after 2-3 years in the standard model)**

# A plug and play solution

Everything is included



## Optional services:



Door-to-door delivery and pick up



Fuel card



Toll road management



Fine management

# Target segments



## Direct Channel

1

Leasing clients: IKAs and Large corporates

2

Leasing clients: SMEs

3

Exclusive clients: large corporates

4

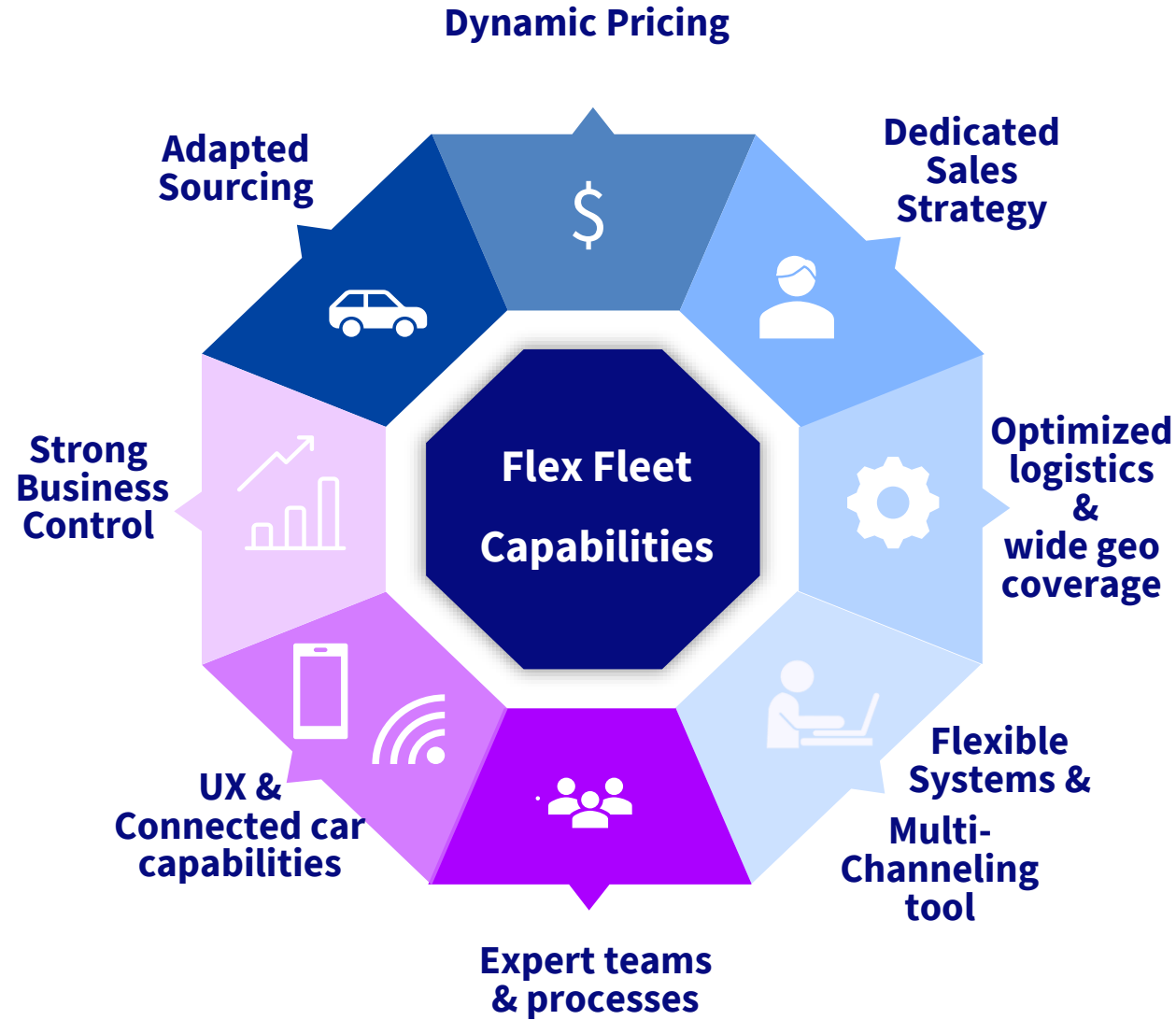
Exclusive clients: SMEs



## Indirect Channel

Leveraging on partners' customers (e.g. banks) or platforms (e.g. mobility players) to address a wide array of customer segments including private individuals, self-employed professionals, SMEs

# Flex Fleet capabilities





# Strategic Overview

## A key pillar of ALD Strategy



- Contribute to Fleet Growth
  - Leverage existing customer base
  - Tap new market segments
- Improve margins by securing rent a car discounts



- Develop operational capabilities
  - Prepare for new products
  - Improve operational efficiency
- Complement the leasing offer/widen the range of mobility offers

## A tactical response to the crisis



### Answer to customers' needs

- Uncertainty
- Alternative to common transportation
- Bridging period until new cars are available



### Answer to ALD needs

- Large stock of used cars
- Challenging remarketing context

## Wrap-up: ALD Flex value proposition

Value for customers	Value for ALD
<ul style="list-style-type: none"><li>▪ Hassle-free product</li></ul>	<ul style="list-style-type: none"><li>▪ Revenue optimisation by bundling all services into the offer</li></ul>
<ul style="list-style-type: none"><li>▪ Answering usage-based needs</li><li>▪ Vehicle available immediately</li><li>▪ Removing user/chooser complexity for corporates</li></ul>	<ul style="list-style-type: none"><li>▪ Possibility for ALD to select the cars and assign them to customers/drivers</li></ul>
	<ul style="list-style-type: none"><li>▪ Securing a minimum retention period and lower logistic costs</li></ul>
<ul style="list-style-type: none"><li>▪ Flexibility</li><li>▪ No need for commitment</li></ul>	<ul style="list-style-type: none"><li>▪ Flexibility key differentiating factor vs FSL</li><li>▪ Complementing ALD offering</li></ul>

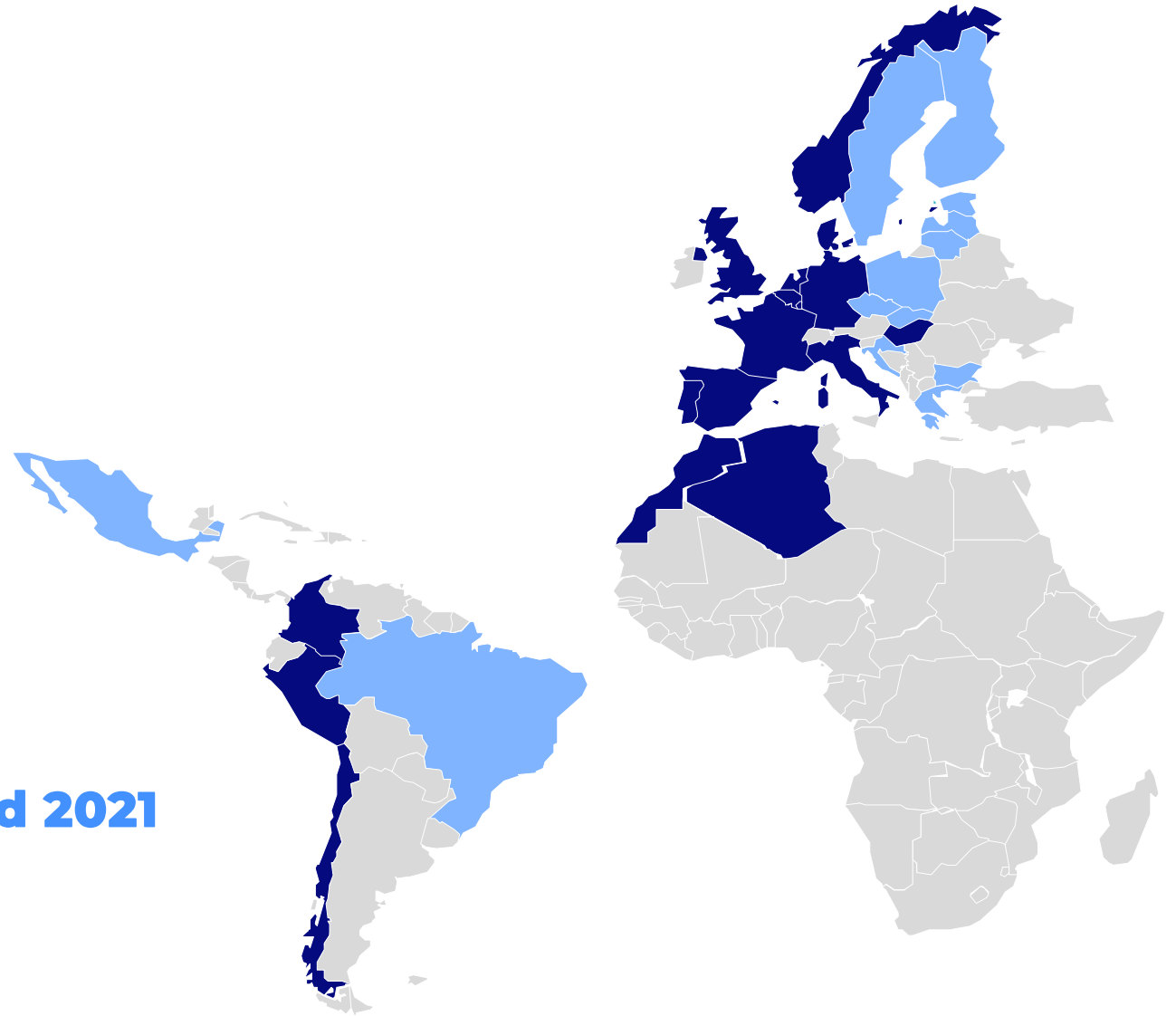
# 30 countries with ALD Flex

## 19 available June 2020

Belgium		Chile	
Denmark		Colombia	
Finland		Peru	
France		Algeria	
Germany		Morocco	
Hungary			
Italy			
Luxemburg			
Netherlands			
Norway			
Poland			
Portugal			
Spain			
UK			

## 11 under development by mid 2021

Brazil		Latvia	
Czech Republic		Lithuania	
Slovakia		Estonia	
Greece		Croatia	
Mexico		Bulgaria	
Sweden			



# Appendix

ALD Flex

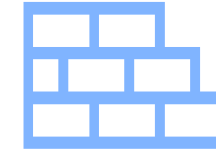


# Competitive advantages vs Rent a Car



## BETTER OFFER TO THE MARKET

- CONTRACTS WITH MORE INCLUSIONS
- VEHICLES WITH BETTER EQUIPMENT
- ONE SUPPLIER FOR ALL CAR-RELATED NEEDS
- REPORTING



## KEY COMPETITIVE ADVANTAGES

- CARS
- CUSTOMER BASE
- NO LEGACY
- “CLEANER” CHANNEL FOR OEMs

# Personas - Corporate



## Demographics

Heather, 58  
London  
Sourcing director of a  
large company  
27 000 employees

## Goals

- Optimize TCO
- Answer punctual needs for consultants and employees on probation period
- Motivate her employees with attractive benefits in kind
- Reduce the time spent on fleet management (car policy, orders etc.)
- Deal with a single supplier for all car related needs
- Have access to good reporting tools

## Frustrations

Hard to follow-up all suppliers  
Impossibility to precisely monitor costs  
Lack of time



## Demographics

Susanna, 45  
Mexico  
CFO of a SME  
250 employees

## Goals

- Find short-term solutions without commitment as her business is very seasonal (delivery during Christmas season)
- Flexibility since the season never starts or fully ends at the same time

## Frustrations

Hard to get same day van delivery at a reasonable price  
Too many hidden fees by RAC (insurance, multiple drivers fees)



## Demographics

Baptiste, 32  
Toulouse  
Solar Panel technician  
Self-employed

## Goals

- Get a car when he wins a contract and return it when the construction work is completed
- Be able to switch van size depending on the project

## Frustrations

Hard to get a vehicle with sufficient equipment with RAC  
Need for a reporting on his costs for tax deductions purposes

# Personas - Private



## Demographics

Paul, 25  
Valencia  
Free lancer  
Single

## Personality/Needs

- Tech savvy - Loves trying new services and apps
- Dislikes commitment
- Very sensitive to good customer service

## Frustrations

Hard to find a user-friendly solution to get access to a car and swap/return it upon need for a reasonable price



## Demographics

Karin, 36  
Stockholm  
Divorced, 2 kids

## Personality/Needs

- Divorcing and might need to relocate to Copenhagen for the kids
- Environmentally conscious

## Frustrations

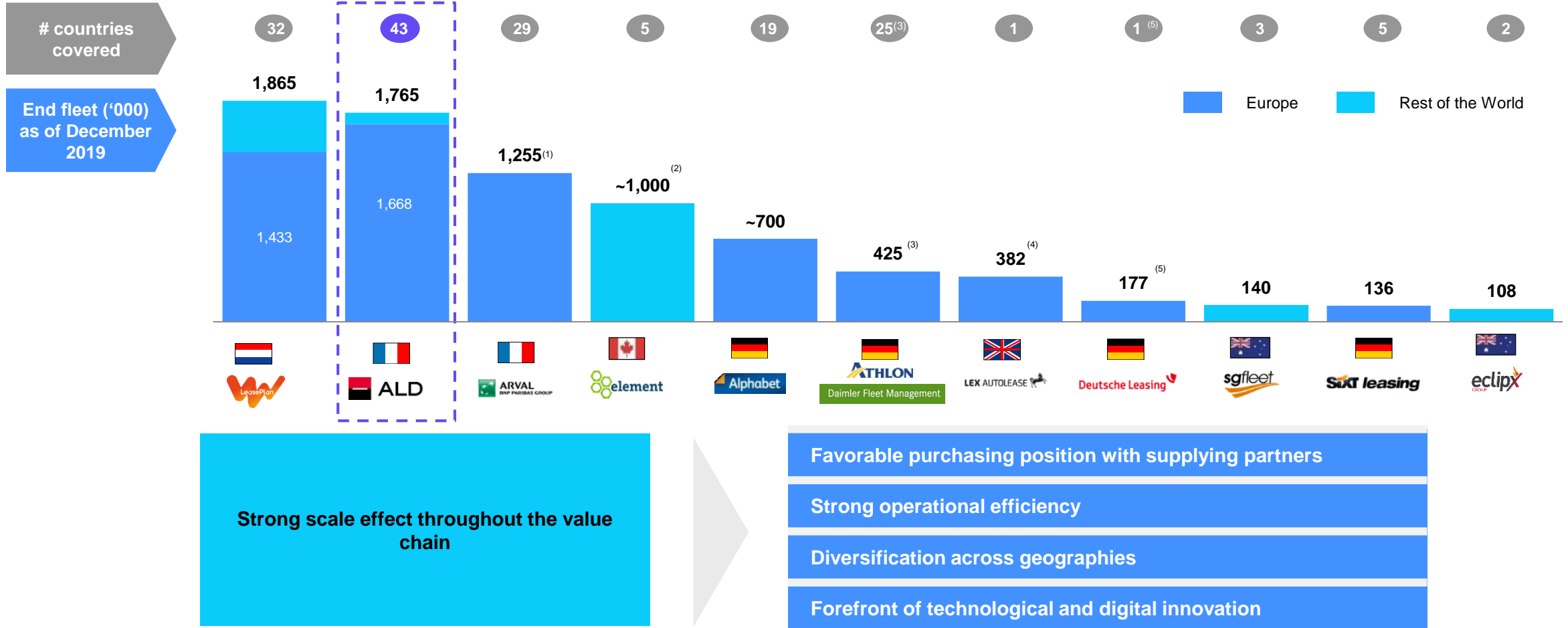
Never dared buying or leasing an electric vehicle for fear it will not fulfil her needs/too many constraints  
She cannot find a good alternative to daily rental or buying/leasing a car

# Appendix

Core slides



# ALD: A Leader in Full Service Leasing



Note : Players shown are international, multi-brand players. Fleet figures include Full Service Leasing and Fleet Management.

Source: Company data as of 31/12/2019, 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

Breakdown of fleet by country as at 30/06/20, market share and ranking as at 2019

Western Europe	Fleet	Market share	Ranking
France	560,736	28%	1
Germany	190,119	5%	5
Italy	189,173	22%	1
U.K.	153,684*	8%*	6*
Spain	120,355	18%	3
Belgium	82,545	16%	1
Netherlands	74,950	6%	6
Portugal	22,404	15%	2
Luxembourg	14,923	30%	1
Ireland	8,727	19%	2
<b>Total</b>	<b>1,417,616</b>	<b>(80% total fleet)</b>	

South America, Africa & Asia	Fleet	Market share	Ranking
Mexico	25,222	21%	2
Brazil	33,774	6%	3
India	14,803	28%	2
Morocco	10,472	26%	1
Algeria	3,960	32%	1
Chile	3,986	4%	6
Peru	2,333	11%	5
Colombia	2,434	4%	6
<b>Total</b>	<b>96,984</b>	<b>(6% total fleet)</b>	

Northern Europe	Fleet	Market share	Ranking
Sweden	31,166	32% <sup>(1)</sup>	1
Finland	22,235	34%	1
Denmark	26,705*	9%*	3*
Norway	17,437	14%	3
<b>Total</b>	<b>97,543</b>	<b>(5% total fleet)</b>	

CEE	Fleet	Market share	Ranking
Cz. Rep.	26,028	12%*	4*
Russia <sup>(2)</sup>	22,589	36%* <sup>(3)</sup>	1* <sup>(3)</sup>
Hungary	15,105	25%	1
Turkey	11,168	4%	9
Poland	13,980	9%	6
Romania	11,106	13%	3
Austria	8,256	9%	4
Ukraine	4,894	55%	1
Switzerland	5,362	8%	5
Croatia	7,652	27%	1
Bulgaria	3,946	25%	1
Slovakia	5,391	12%	3
Greece	4,731	5%	5
Serbia	4,365	20%	2
Lithuania	2,434	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Slovenia	2,392	26%	2
Estonia	1,529	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Latvia	1,885	37% <sup>(4)</sup>	1 <sup>(4)</sup>
<b>Total</b>	<b>152,813</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

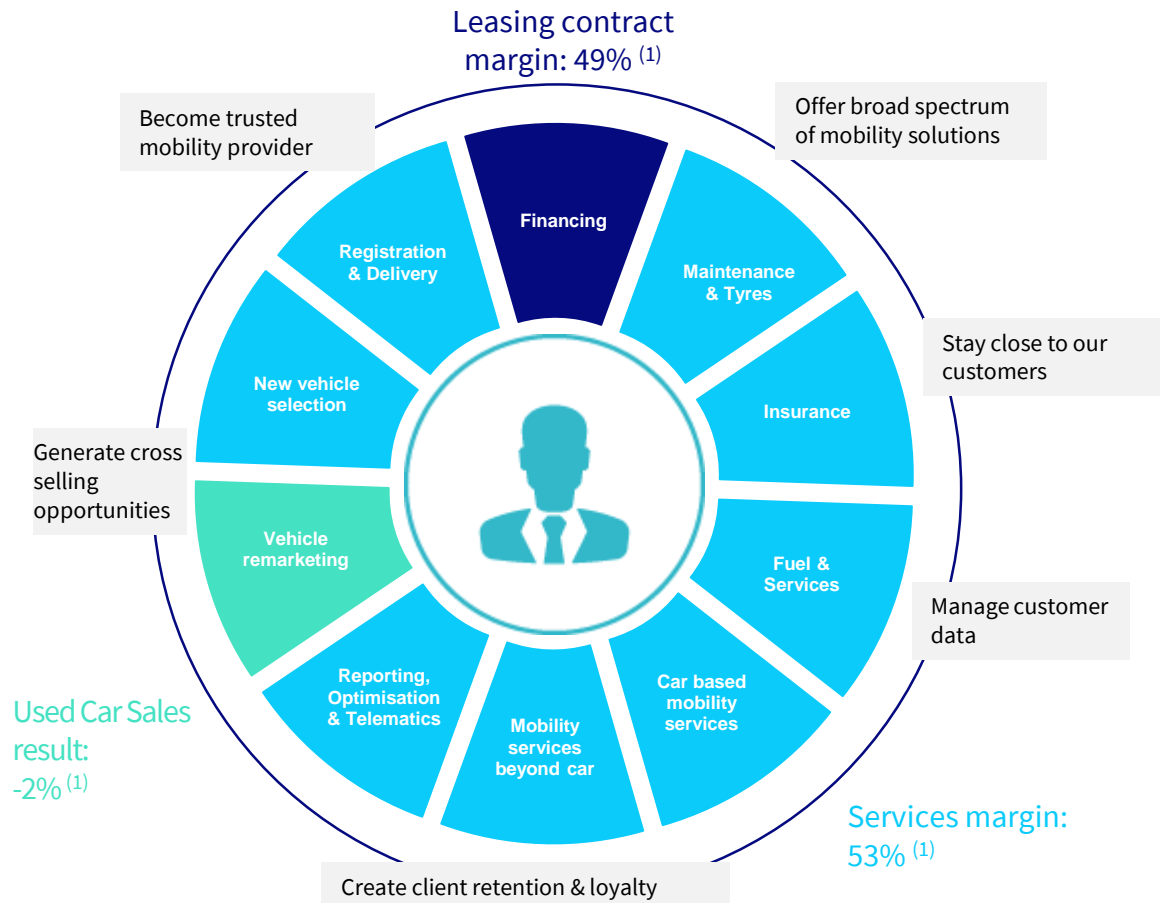
(3) Russia only

(4) Baltic car leasing market






\* Full Service Leasing only

# A customer centric ecosystem for mobility solutions

## A broad range of services



## Benefits for clients

- Greater flexibility and focus on core business 
- Cost reduction 
- Balance sheet optimisation 
- Process simplification (reporting, transparency etc.) 
- Benefits from digital services 

<sup>(1)</sup> Based on breakdown of H1 2020 Gross Operating Income of EUR 604.3m

# 2020 half-year awards



## Corporate & Social Responsibility

### 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 - Jan 2020  
Top Employer institute  
Garantía Madrid - June 2020  
Fundación Madrid





ALD