



# Full Year 2019 Results

6 February 2020



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# Highlights

# Consistently delivering on guidance



## Continued strong fleet growth

Funded fleet showing strong dynamics, up 7.0%, driving Total Fleet growth of 6.1% to 1.76m vehicles

Unprecedented powertrain transformation:  
Diesel deliveries<sup>(1)</sup> at 43% in Q4 2019 down from 72% in Q4 2016

Private lease fleet passed the 150,000 target

Strong contribution from partnerships



## Financial performance

Record low Cost / Income (excl. Car Sales Result) ratio of 49.0% in line with guidance of c. 49%

Car Sales Result per unit<sup>(1)</sup> at EUR 254, comfortably in the upper part of the 100-300 EUR guidance

Solid Net Income (Group Share) EUR 564.2m, up 1.5% vs. 2018

EPS<sup>(2)</sup> at EUR 1.40 vs. EUR 1.37 in 2018

Proposed 2019 dividend per share EUR 0.63  
(45% pay out ratio within guidance of 40 to 50%)

Total Equity / Total Asset ratio at 15.7%

# Strategic initiatives

## Selected by Tesla as preferred operational leasing provider in Europe

- All Tesla models offered
- Targeting both corporate and private customers
- To be launched in 17 countries in Feb 2020



## Launch of digital offering with Polestar

- Fully digital online solution
- Targeting both corporate and private customers
- Roll out starting early Feb 2020



## ALD Demain

- Combining ALD France and Parcours to consolidate ALD's leading position on the French market
- Improving customer experience with a new, unified mobility offer throughout the French network
- Bringing significant efficiency gains in the medium term

## Sale of ALD Fortune Auto Leasing & Renting in China

- Administrative formalities completed
- Closing expected in February

# 2019: Continued strong fleet growth

## Funded fleet showing strong dynamics at +7.0%

Sustained growth in all regions, keeping the regional breakdown stable

- Wide distribution network in Western Europe
- New partnerships with innovative reference players (Amazon, Tesla, Polestar)
- Development of flexible products addressing new customer demands

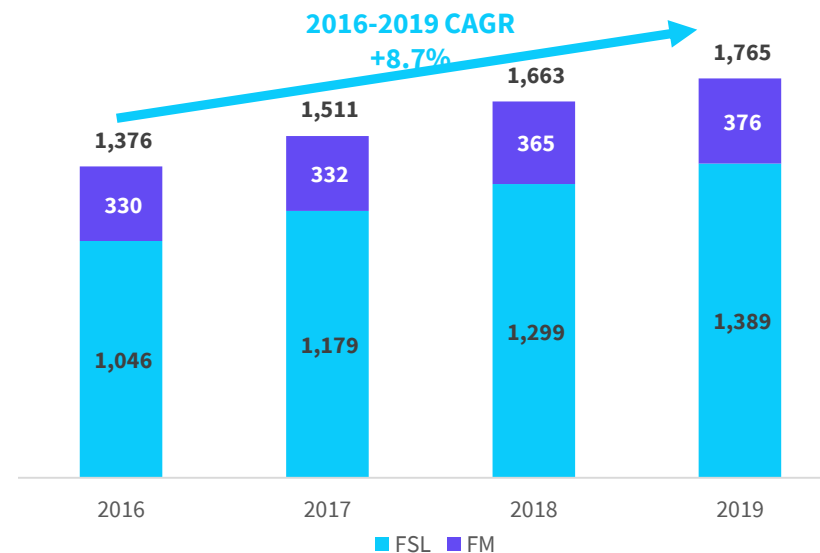
## Maintaining leading position in Europe with a Total fleet of 1.76m vehicles at end 2019, up 6.1%

### Successful acquisition of Stern Lease

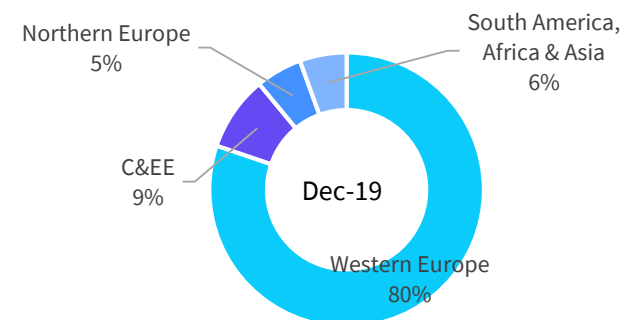
- Boosting total fleet by 0.9%
- Exclusive distribution agreement (through 85 outlets)

## Electric and hybrid fleet > 150k vehicles

Fleet evolution ('000)



Fleet distribution by geographies



# Fleet growth: Strong contribution from partnerships

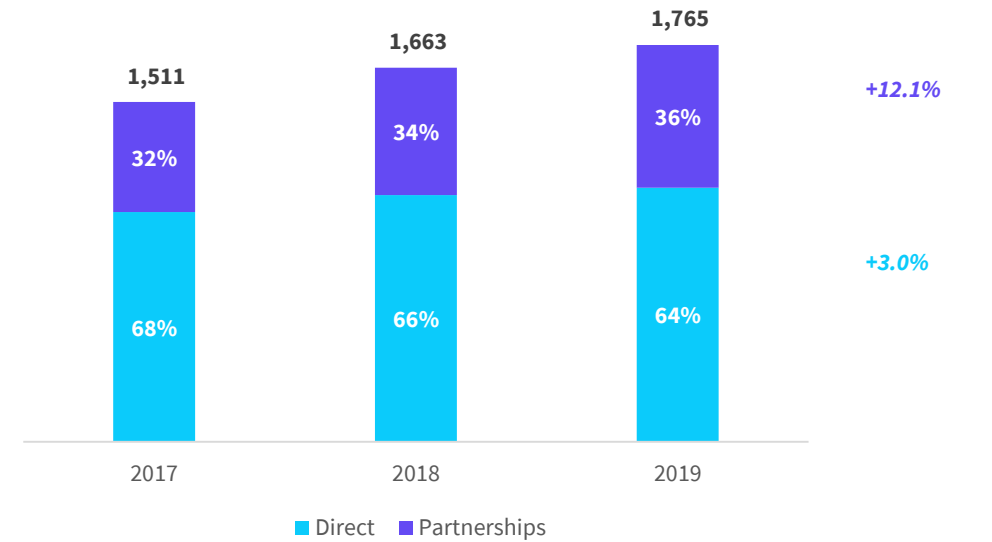
**Fleet sourced through partnerships continues to show strong growth (corporates and private lease)**

**Unique partnership model remains a key differentiator (now > 160 agreements)**

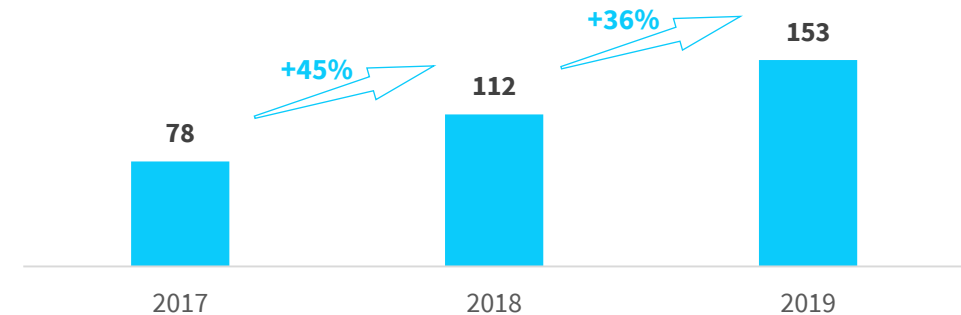
**Private lease fleet passed the 150K vehicles target**

- Extensive partnership network sustaining private lease development
- Expected to remain a key driver of total fleet growth supported by state-of-the-art online platform

By Sales Channel ('000)  
(as at 31/12)



Private lease fleet ('000)



# Leading the powertrain transition

## Successful reduction in diesel share of passenger car deliveries in ALD fleet

### EU mandated CO2 emission targets for OEMs

- enforced from 2020 onwards
- driving wider take up of alternative technologies

### Increased share of low-emission vehicles in deliveries

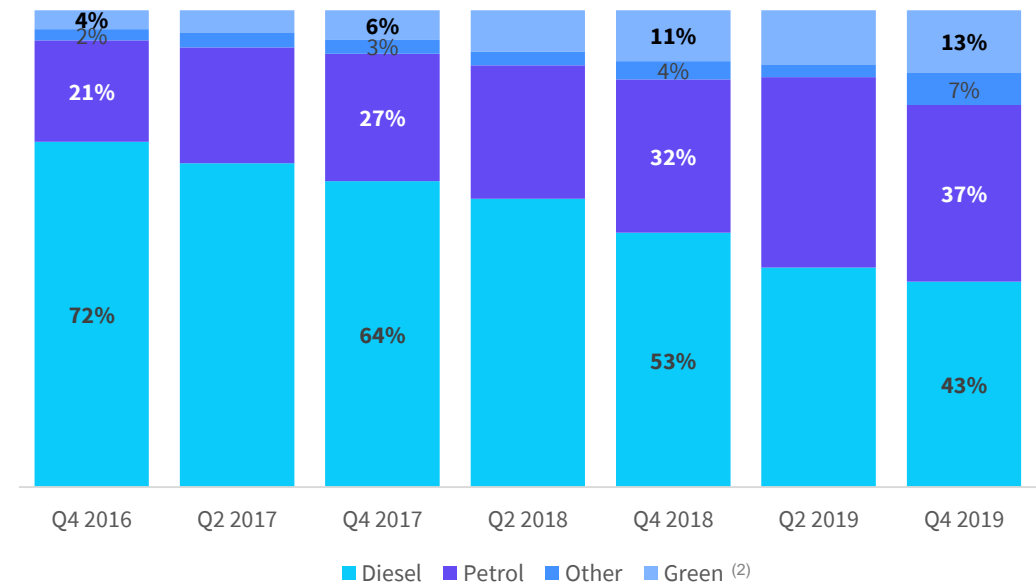
- “Green” passenger cars reach 13% of deliveries globally, close to 15% in Europe<sup>(3)</sup>
- Share of “green”<sup>(2)</sup> vehicles in ALD deliveries expected to rise to more than 20% in Europe<sup>(3)</sup> by end 2020

### Partnering with reference players in the EV ecosystem

- OEM FSL offering: Tesla, Polestar
- Charging infrastructure and support providers: Chargepoint, E.On, Enel

### Comprehensive ALD Electric offer with dedicated products (Switch, Car sharing,...)

Evolution of breakdown<sup>(1)</sup> of passenger car deliveries







# Financial Results



# Sustained improvement in operating leverage

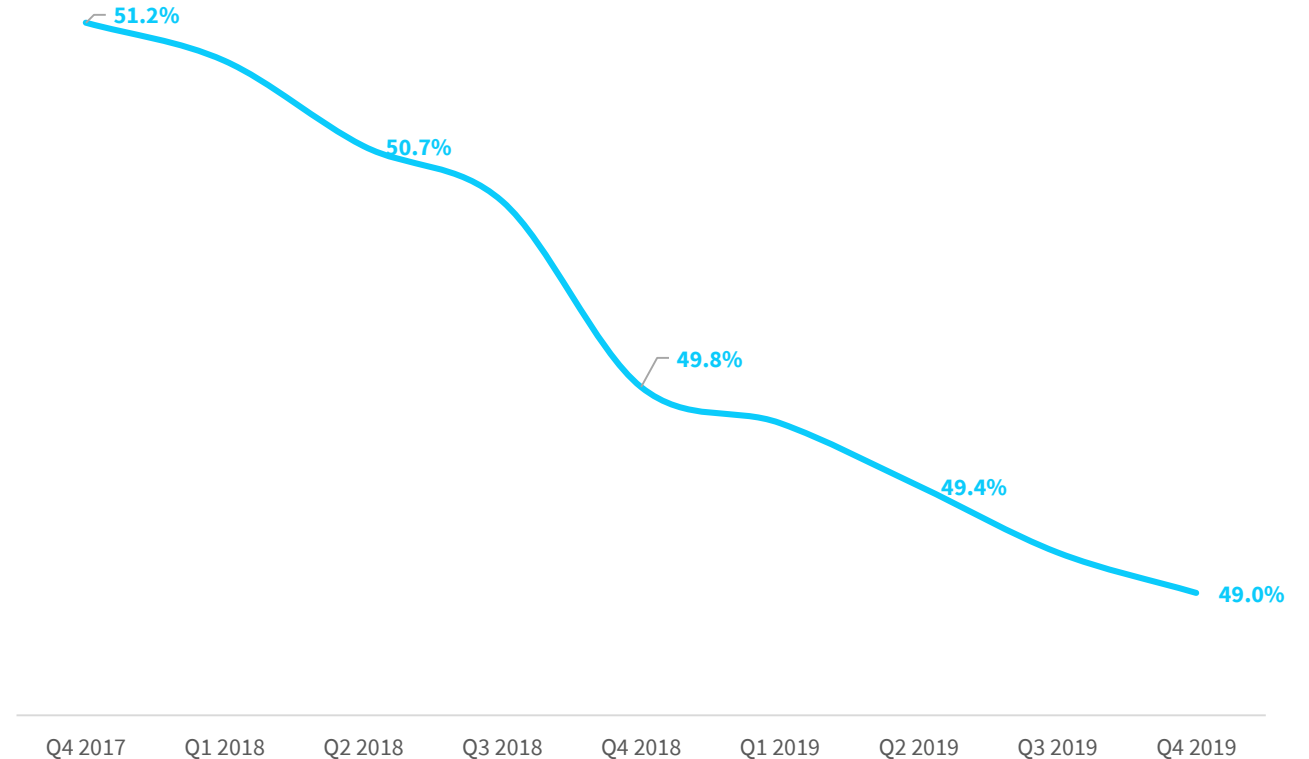
## Leasing contract and Services margins up 4.5%

- Progressive repricing of diesel residual values putting pressure on margins in a competitive commercial environment
- Stern Lease included from June 2019

## Controlled rise in Operating expenses up 2.8% in 2019 vs. 2018

## Cost Income (excl. Car Sales Result) ratio: 49.0%<sup>(1)</sup> in line with guidance

Operating leverage  
4-quarter rolling average



# Cost control permitting significant investments to sustain innovation

## Scale and process digitisation driving strong productivity gains

- Headcount rises structurally more slowly than Total Fleet

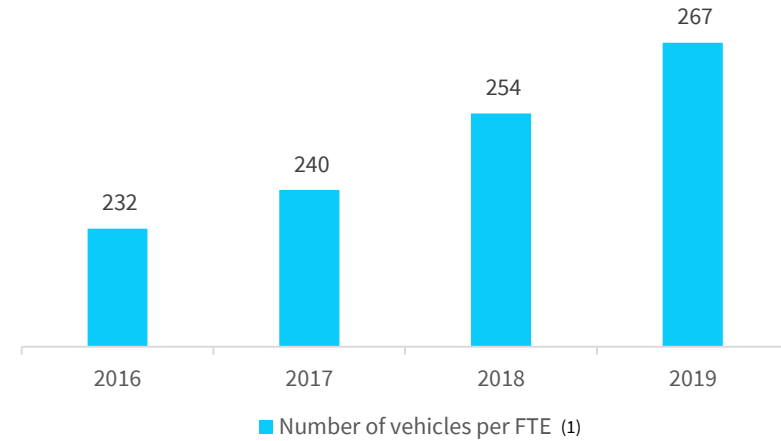
## Ongoing investment in IT

- Digital spend remains above 20% of total operating expenses
- Strategic projects behind increase in Depreciation and amortisation of EUR 8m<sup>(2)</sup>

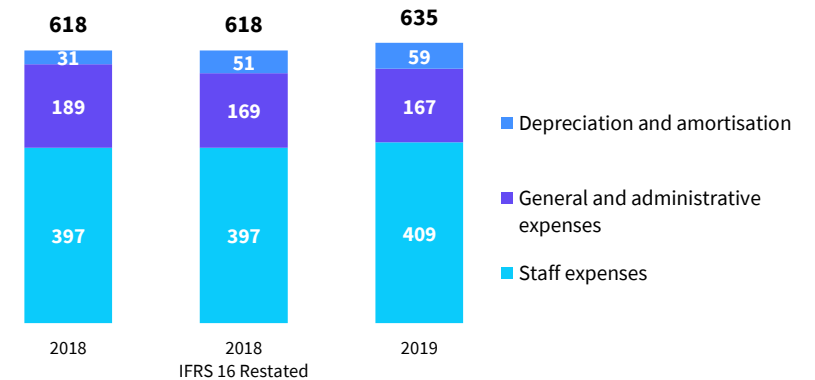
## Cost discipline culture embedded throughout the organisation

- General and administrative expenses decrease by EUR 2m<sup>(2)</sup>

Evolution of productivity



Evolution of total Operating Expenses (EURm)



# Car Sales Result in the upper part of 2019 guidance range

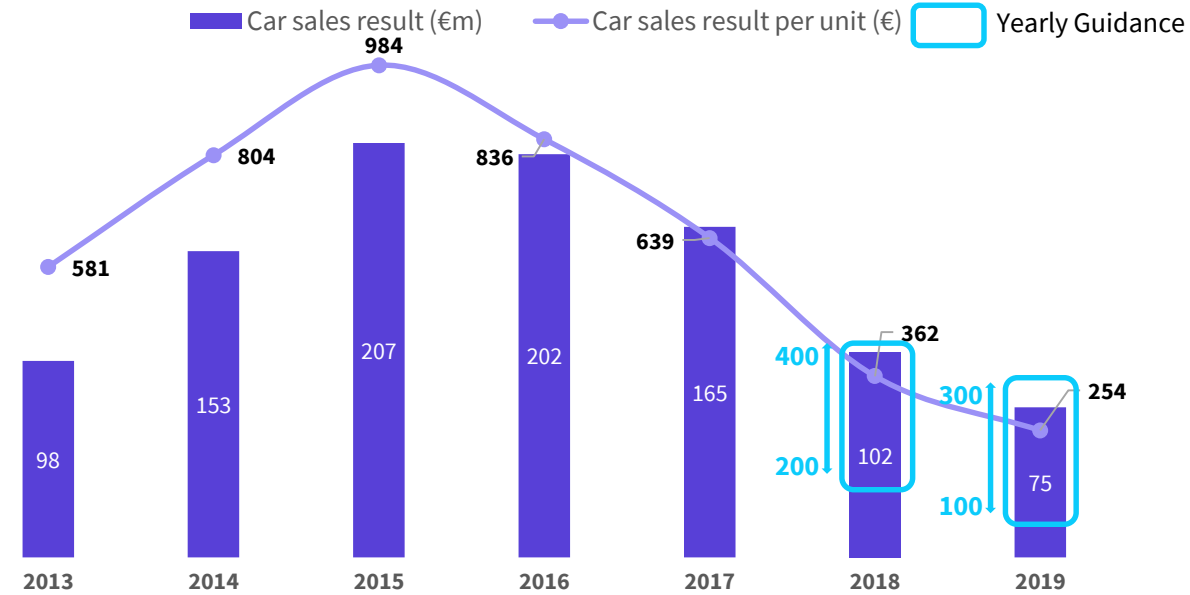
**Car Sales Result at EUR 75.0m in 2019, down 27% vs. 2018**

**Average CSR per unit<sup>(1)</sup> EUR 254 in 2019 confirming normalisation trend**

**Volume of used cars sold<sup>(1)</sup>: 296K, up 4.5%**

- More than 60% of cars sold via electronic platforms
- Strong development of second lease

Car Sales Result



<sup>(1)</sup> Management Information

# 2019 Operating and financial results

In EUR million	FY-2019	FY-2018	Var. FY '19 / '18 <sup>(4)</sup>	Var.% FY '19 / '18 <sup>(4)</sup>
<b>Total fleet<sup>(1)</sup> ('000 vehicles)</b>	<b>1,765</b>	<b>1,663</b>	<b>101</b>	<b>6.1%</b>
Leasing contract margin	664.1	623.8	40.2	6.5%
Services margin	632.3	616.7	15.7	2.5%
<b>Leasing contract &amp; Services margins</b>	<b>1,296.4</b>	<b>1,240.5</b>	<b>55.9</b>	<b>4.5%</b>
Car sales result	75.0	102.5	(27.5)	-26.8%
<b>Gross Operating Income</b>	<b>1,371.4</b>	<b>1,343.0</b>	<b>28.4</b>	<b>2.1%</b>
Total operating expenses	(635.0)	(617.6)	(17.4)	2.8%
<i>Cost / Income ratio excl CSR</i>	49.0%	49.8%		
Cost of risk <sup>(2)</sup>	(45.0)	(37.8)	(7.2)	19.0%
As % of Avg Earning Assets <sup>(3)</sup>	22bps	21bps		
<b>Operating result</b>	<b>691.4</b>	<b>687.6</b>	<b>3.9</b>	<b>0.6%</b>
Share of profit of associates and jointly controlled entities	1.8	1.5	0.3	20.9%
<b>Profit before tax</b>	<b>693.3</b>	<b>689.1</b>	<b>4.2</b>	<b>0.6%</b>
Income tax expense	(122.2)	(126.8)	4.7	-3.7%
Non-controlling interests	(6.8)	(6.6)	(0.2)	3.5%
<b>Net Income group share</b>	<b>564.2</b>	<b>555.6</b>	<b>8.6</b>	<b>1.5%</b>

**Leasing contract and Services margins up EUR 55.9m vs. Operating expenses up EUR 17.4m reflecting strong incremental operating leverage**

**Cost of risk contained: 22bps as a % of Average Earning Assets vs. 21bps in 2018**

**Effective tax rate of 17.6%: benefit of Italian Stability Law on income tax expense of EUR 49.6m**

**Net Income (Group Share) of EUR 564.2m, up 1.5%**

**EPS<sup>(4)</sup> at EUR 1.40, proposed dividend EUR 0.63 up from EUR 0.58 for 2018**

# Balance sheet

In EUR million	Dec-19	Dec-18	Var FY'19/FY'18	Var % FY'19/FY '18
Earning assets	21,183	19,101	2,081	10.9%
<i>o/w Rental fleet</i>	20,337	18,424	1,913	10.4%
<i>o/w Financial lease receivables</i>	846	678	168	24.9%
Long term invt. – Equity Reinvestment	469	602	(132)	-22.0%
Cash & Cash deposits	156	159	(3)	-2.1%
Intangibles (incl. goodwill)	616	575	42	7.2%
Other Assets <sup>1</sup>	3,164	2,818	347	12.3%
<b>Total Assets</b>	<b>25,588</b>	<b>23,254</b>	<b>2,334</b>	<b>10.0%</b>
Shareholders' equity	3,993	3,634	359	9.9%
Minority interest	36	34	2	4.8%
Financial debt	18,395	16,831	1,564	9.3%
Other liabilities <sup>1</sup>	3,164	2,755	409	14.8%
<b>Total liabilities and equity</b>	<b>25,588</b>	<b>23,254</b>	<b>2,334</b>	<b>10.0%</b>

**Earning Assets rose 10.9% underpinned by funded fleet growth, and an evolving vehicle mix towards higher value models (SUV, EV) and countries with higher prices**

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

**Other assets increase reflecting IFRS16 impact**

**Total Equity/Asset ratio at 15.7% at end 2019**

# 2019 Performance in line with guidance

	Guidance	Realised 2019 performance
Fleet	<ul style="list-style-type: none"><li>Total fleet growth (organic) of 5 to 7% versus 2018, plus bolt-on acquisitions as opportunities arise</li></ul>	<ul style="list-style-type: none"><li>Organic Total fleet growth of 5.2% → in line with guidance</li></ul>
Car Sales Result	<ul style="list-style-type: none"><li>CSR per vehicle between EUR 100 and EUR 300 on average</li></ul>	<ul style="list-style-type: none"><li>Average CSR per vehicle at EUR 254 → inside the guidance range</li></ul>
Operating leverage	<ul style="list-style-type: none"><li>Cost/Income (excl. CSR) ratio to improve to c. 49%</li></ul>	<ul style="list-style-type: none"><li>Cost/Income (excl. CSR) ratio at 49.0% → in line with guidance</li></ul>
Capital and Dividend Policy	<ul style="list-style-type: none"><li>Maintain Total Equity / Total Assets ratio stable between 15% and 17%: end of 2019 ratio at 15.8%</li><li>Target payout ratio between 40% and 50% : proposed dividend of EUR 0.63, payout ratio of 45%</li></ul> → in line with guidance	

# Outlook



# Key drivers to future growth



## Outsourcing trend

- Widest geographical coverage
- Unique partnership distribution model



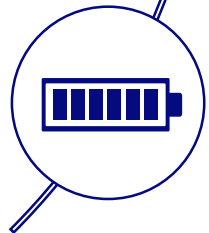
## Digitisation

- State-of-the-art digital tools
  - Optimising customer experience
  - Providing new mobility products (ALD Move)
- Technology partnerships with start-ups providing innovative solutions



## Shift of focus to asset usage

- Car sharing solution for corporates
- Development of flexible leasing solutions
- Mobility as a Service



## Electric and hybrid vehicles

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



# 2020 Guidance

**Total fleet growth (organic) of 5 to 7% versus 2019, plus bolt-on acquisitions as opportunities arise**

- FSL growth drivers remain in place
- ALD well positioned as a market leader
- Relevant tools and partnerships
- Proven track record in bolt on acquisitions

**Car Sales Result per vehicle to be between EUR 100 and 300, on average**

- Normalisation trend ending

**Cost/Income (excl. Car Sales Result) ratio to improve by at least 0.5 percentage point**

- Scale effects and cost control culture

**Payout ratio between 40% and 50%**

- Rising dividend trend



# Appendix



# Our CSR strategy



## SUSTAINABLE MOBILITY

Low emission vehicles  
(powertrain shift +  
electrification).  
New types of usage  
Driver safety



## RESPONSIBLE EMPLOYER

People development,  
Well being at work,  
Gender equality,  
diversity,  
Social commitment



## RESPONSIBLE BUSINESS CULTURE & PRACTICES

Business ethics (C&C)  
Positive Sourcing  
Customer satisfaction  
Ratings & External benchmarks  
Internal CSR community

## TOWARDS CARBON NEUTRALITY IN OUR OPERATIONS



Reduce our own  
Greenhouse Gas footprint  
Test and apply on our everyday behaviour

# Q4 2019 Operating and financial results

In EUR million	Q4-2019	Q4-2018	Var. Q4 '19 / '18 <sup>(1)</sup>	Var.% Q4 '19 / '18
<b>Total fleet</b> <sup>(1)</sup> ('000 vehicles)	<b>1,765</b>	<b>1,663</b>	<b>101</b>	<b>6.1%</b>
Leasing contract margin	166.2	157.8	8.4	5.3%
Services margin	166.0	163.0	3.0	1.8%
<b>Leasing contract &amp; Services margins</b>	<b>332.1</b>	<b>320.8</b>	<b>11.3</b>	<b>3.5%</b>
Car sales result	10.5	17.1	(6.6)	-38.6%
<b>Gross Operating Income</b>	<b>342.6</b>	<b>337.8</b>	<b>4.8</b>	<b>1.4%</b>
Total operating expenses	(159.4)	(155.9)	(3.5)	2.2%
<i>Cost / Income ratio excl CSR</i>	48.0%	48.6%		
Cost of risk <sup>(2)</sup>	(12.5)	(11.1)	(1.4)	12.6%
Non-recurring income (expenses)	(0.0)	(0.0)	(0.0)	29.3%
<b>Operating result</b>	<b>170.7</b>	<b>170.8</b>	<b>(0.1)</b>	<b>-0.1%</b>
Share of profit of associates and jointly controlled entities	0.5	0.4	0.0	8.8%
<b>Profit before tax</b>	<b>171.2</b>	<b>171.2</b>	<b>(0.1)</b>	<b>0.0%</b>
Income tax expense	(31.3)	(29.2)	(2.2)	7.5%
Non-controlling interests	(2.4)	(1.9)	(0.5)	29.0%
<b>Net Income group share</b>	<b>137.4</b>	<b>140.2</b>	<b>(2.8)</b>	<b>-2.0%</b>

**Leasing Contract & Services Margins together up 3.5% vs. Q4 18**

**Cost/Income ratio excl. Car Sales Result at 48.0%**

**Impairment charges on receivables at EUR 12.5m**

**Effective tax rate of 18.3%**

- Income tax expense still benefiting from Italian Stability Law

**Net Income (Group Share) at EUR 137.4m in Q4 19**

Note:

<sup>(1)</sup> On and off balance sheet

<sup>(2)</sup> Impairment charges on receivables

<sup>(3)</sup> Average Earning Assets and Average Equity: arithmetic average of the amount at beginning and end of the period

<sup>(4)</sup> Adjusted for Q1 17 one-off impacts of Italian anti-trust provisions and unwinding of equity swaps

<sup>(5)</sup> Diluted Earnings per share, calculated according to IAS33. Basic EPS for 2018 at EUR 1.38

# Quarterly series

(in EUR million) <sup>1</sup>	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Leasing Contract Margin	146.9	163.0	156.1	157.8	165.2	165.1	167.6	166.2
Services Margin	152.2	148.9	152.6	163.0	148.1	159.5	158.7	166.0
<b>Leasing Contract and Services Margins</b>	<b>299.1</b>	<b>311.9</b>	<b>308.6</b>	<b>320.8</b>	<b>313.3</b>	<b>324.6</b>	<b>326.3</b>	<b>332.1</b>
Car Sales Result	29.6	30.2	25.7	17.1	19.0	24.4	21.1	10.5
<b>Gross Operating Income</b>	<b>328.7</b>	<b>342.1</b>	<b>334.3</b>	<b>337.8</b>	<b>332.3</b>	<b>349.0</b>	<b>347.4</b>	<b>342.6</b>
Total Operating Expenses	(152.2)	(156.1)	(153.5)	(155.9)	(157.5)	(159.3)	(158.9)	(159.4)
Impairment Charges on Receivables	(6.4)	(7.0)	(13.2)	(11.1)	(10.4)	(11.4)	(10.6)	(12.5)
<b>Profit Before Tax</b>	<b>170.5</b>	<b>179.4</b>	<b>168.0</b>	<b>171.2</b>	<b>164.9</b>	<b>178.8</b>	<b>178.4</b>	<b>171.2</b>
<b>Net Income (Group share)</b>	<b>136.7</b>	<b>143.3</b>	<b>135.4</b>	<b>140.2</b>	<b>133.8</b>	<b>146.9</b>	<b>146.1</b>	<b>137.4</b>

(in '000 of vehicles)	31.03.2018	30.06.2018	30.09.2018	31.12.2018	31.03.2019	30.06.2019	30.09.2019	31.12.2019
<b>Total Fleet</b>	<b>1,538</b>	<b>1,587</b>	<b>1,626</b>	<b>1,663</b>	<b>1,682</b>	<b>1,700</b>	<b>1,734</b>	<b>1,765</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>	2014	2015	2016	2017	2018	2019	CAGR 2014 - 2019
Leasing Contract Margin	381.1	431.6	514.1	574.5	623.8	664.1	11.7%
Services Margin	445.4	534.0	528.6	593.0	616.7	632.3	7.3%
<b>Leasing Contract &amp; Services Margins</b>	<b>826.5</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>9.4%</b>
Car Sales Result	153.1	207.2	201.5	165.3	102.5	75.0	-13.3%
<b>Gross Operating Income</b>	<b>979.7</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>7.0%</b>
Total Operating Expenses	(448.7)	(491.8)	(553.1)	(598.0)	(617.6)	(635.0)	7.2%
Impairment Charges on Receivables	(18.4)	(20.9)	(23.8)	(22.4)	(37.8)	(45.0)	19.6%
<b>Profit Before Tax</b>	<b>513.2</b>	<b>604.0</b>	<b>666.1</b>	<b>713.6</b>	<b>689.1</b>	<b>693.3</b>	<b>6.2%</b>
<b>Net Income (Group share)</b>	<b>375.5</b>	<b>424.3</b>	<b>511.7</b>	<b>567.6</b>	<b>555.6</b>	<b>564.2</b>	<b>8.5%</b>

(in '000 of vehicles)	2014	2015	2016	2017	2018	2019	CAGR 2014 - 2019
<b>Total Fleet</b>	<b>1,107</b>	<b>1,207</b>	<b>1,376</b>	<b>1,511</b>	<b>1,663</b>	<b>1,765</b>	<b>9.8%</b>

<sup>(1)</sup> The sum of rounded values contained in the table may differ slightly from the totals reported, due to rounding rules.

# Stable funding structure

## 2019 financing

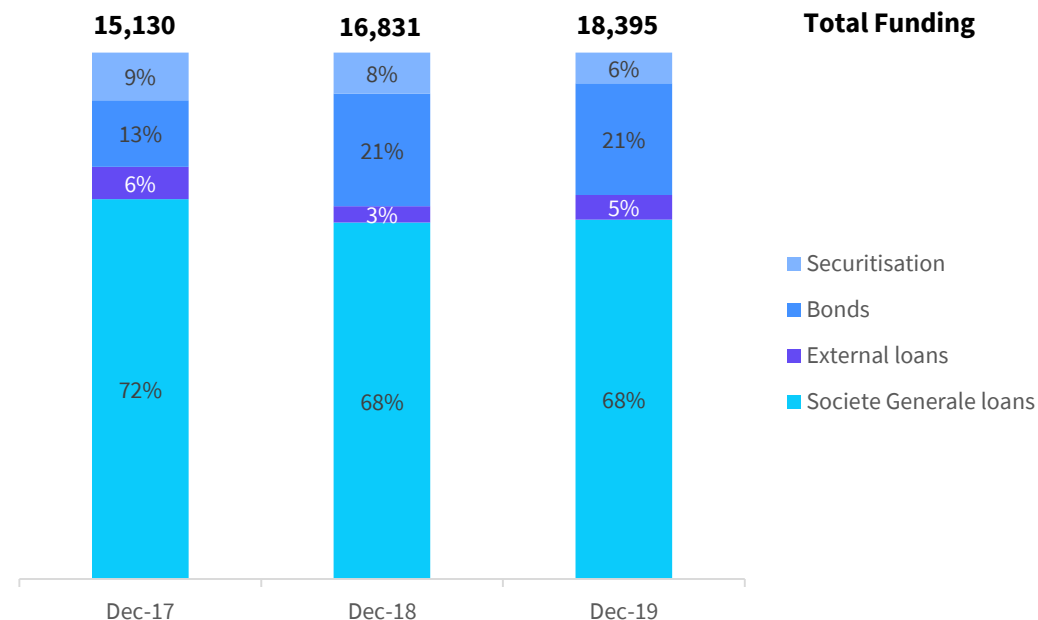
- July 2019: EUR 500m senior unsecured
- September 2019: EUR 250m EIB financing

## 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 (%) (EURm)



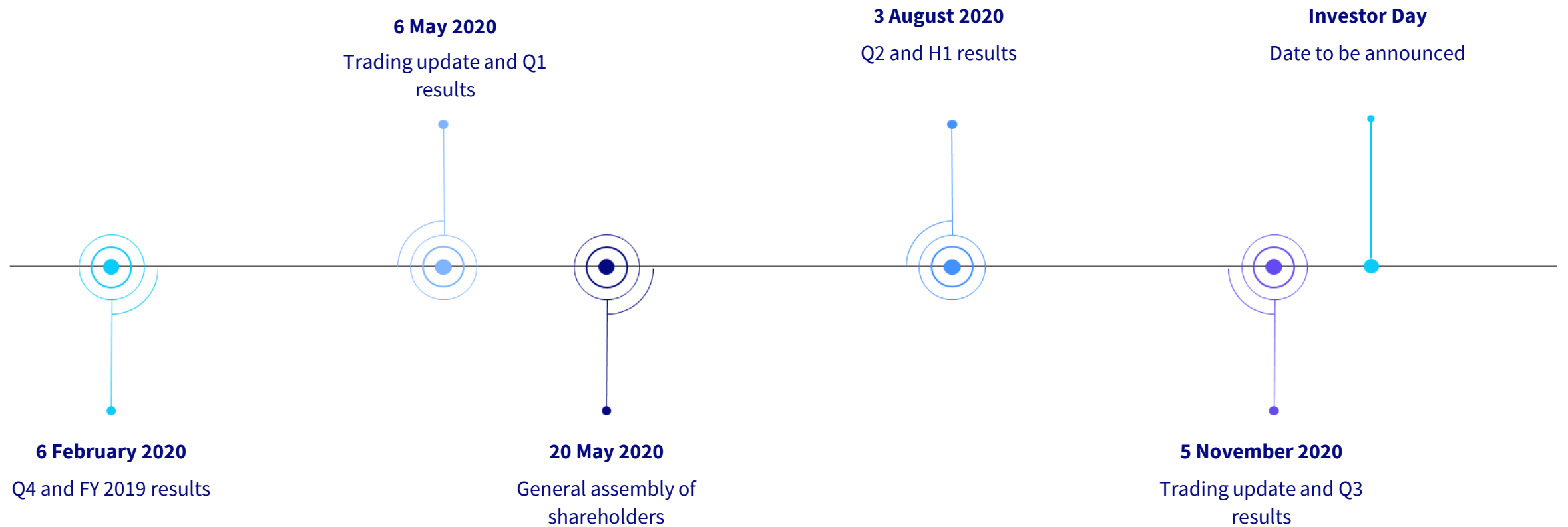


# Earning assets

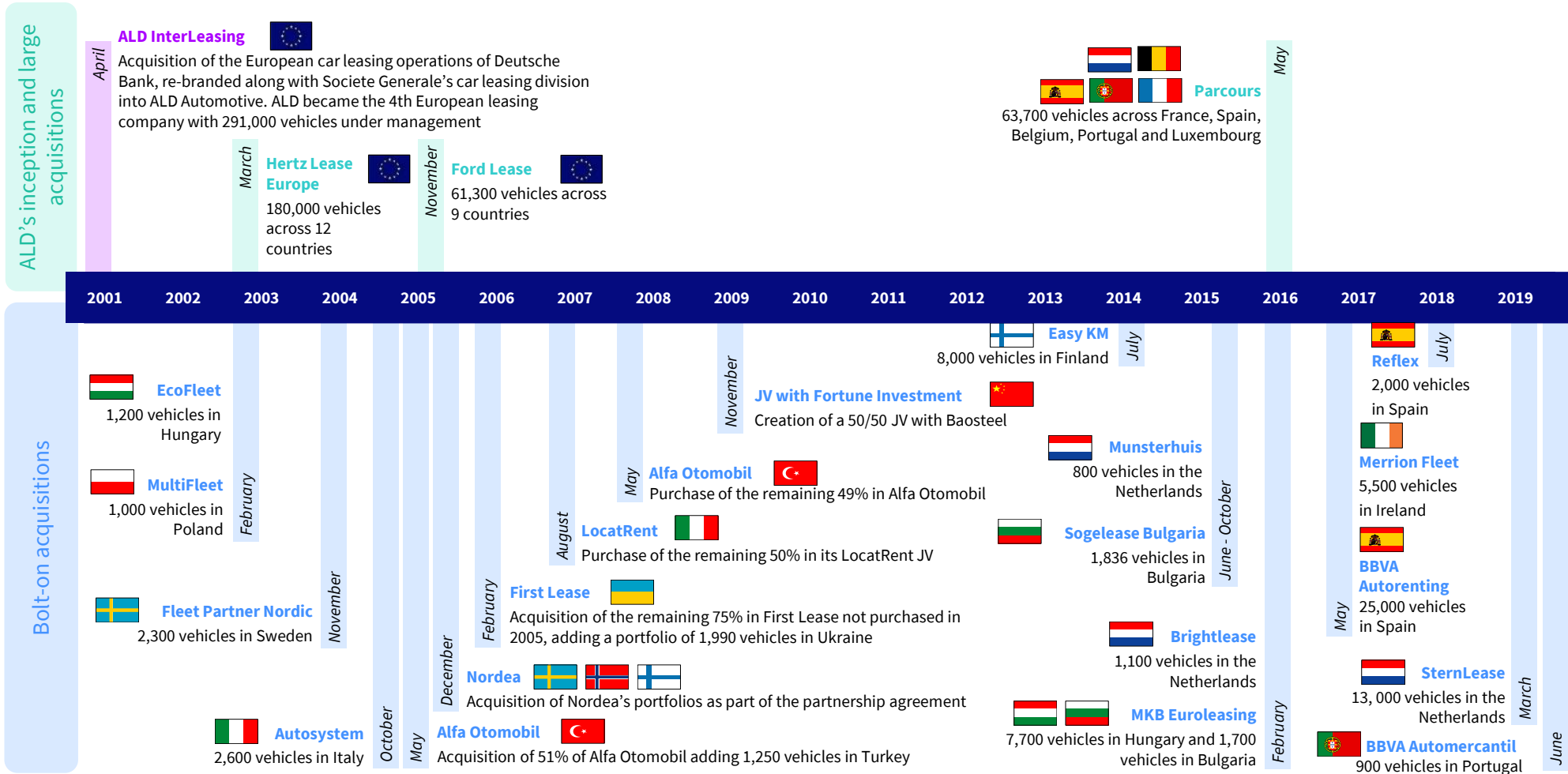
In Euro million	Dec-2019	Dec-2018	Var FY '19/FY '18	Change in % FY '19/FY '18
<b>Total fleet ('000 vehicles)</b>	<b>1,765</b>	<b>1,663</b>	<b>101</b>	<b>6.1%</b>
<i>o/w funded fleet</i>	1,389	1,299	90	7.0%
<i>o/w off-balance sheet fleet</i>	376	365	11	3.1%
Acquisition cost	27,563	25,063	2,501	10.0%
Accumulated depreciation & impairment	(7,227)	(6,639)	-588	8.9%
<b>Rental fleet</b>	<b>20,337</b>	<b>18,424</b>	<b>1,913</b>	<b>10.4%</b>
Financial lease receivables	846	678	168	24.9%
<b>Earning Assets</b>	<b>21,183</b>	<b>19,101</b>	<b>2,081</b>	<b>10.9%</b>
<u>Other data</u>				
<i>Average Earning Assets</i>	20,142	18,016	2,126	11.8%

# Agenda 2020

Subtitle



# Proven track record of bolt-on acquisitions



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

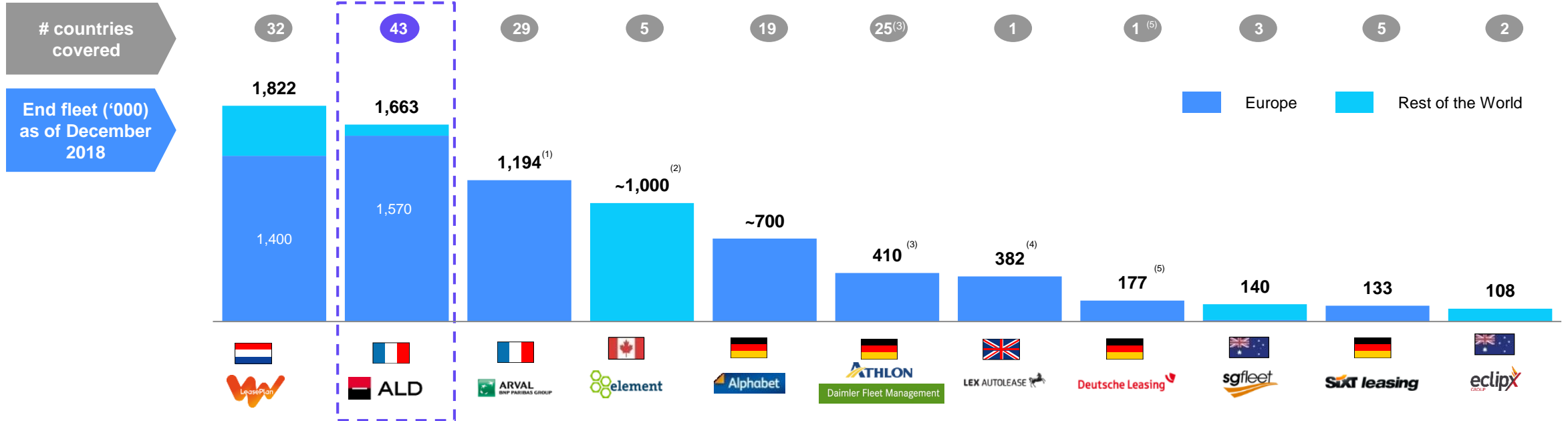
Acquisitions responds to 2 major strategic targets:

- 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



# ALD: A Leader in Full Service Leasing



**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

Breakdown of fleet, market share and ranking by country as at 31/12/19

Western Europe	Fleet	Market share	Ranking
France	553,237	28%	1
Germany	185,974	5%	5
Italy	194,870	22%	1
U.K.	157,457	8%*	6*
Spain	119,517	18%	3
Belgium	81,479	16%	1
Netherlands	75,226	6%	6
Portugal	23,697	15%	2
Luxembourg	14,680	30%	1
Ireland	9,242	19%	2
<b>Total</b>	<b>1,415,379</b>	<b>(80% total fleet)</b>	

South America, Africa & Asia	Fleet	Market share	Ranking
Mexico	24,025	21%	2
Brazil	32,939	6%	3
India	14,872	28%	2
Morocco	10,823	26%	1
Algeria	4,087	32%	1
China	2,384	8% <sup>(5)</sup>	8 <sup>(5)</sup>
Chile	4,045	4%	6
Peru	2,237	11%	5
Colombia	2,141	4%	6
<b>Total</b>	<b>97,553</b>	<b>(6% total fleet)</b>	

CEE	Fleet	Market share	Ranking
Cz. Rep.	26,793	12%*	4*
Russia	22,542 <sup>(2)</sup>	36% <sup>*(3)</sup>	1 <sup>*(3)</sup>
Hungary	15,576	25%	1
Turkey	12,448	4%	9
Poland	14,136	9%	6
Romania	11,280	13%	3
Austria	8,339	9%	4
Ukraine	4,879	55%	1
Switzerland	5,268	8%	5
Croatia	7,562	27%	1
Bulgaria	4,047	25%	1
Slovakia	5,489	12%	3
Greece	4,666	5%	5
Serbia	3,946	20%	2
Lithuania	2,544	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Slovenia	2,381	26%	2
Estonia	1,601	37% <sup>(4)</sup>	1 <sup>(4)</sup>
Latvia	1,894	37% <sup>(4)</sup>	1 <sup>(4)</sup>
<b>Total</b>	<b>155,391</b>	<b>(9% total fleet)</b>	

Northern Europe	Fleet	Market share	Ranking
Sweden	31,246	32%	1
Finland	22,691	34%	1
Denmark	25,180	9%*	3*
Norway	17,325	14%	3
<b>Total</b>	<b>96,442</b>	<b>(5% total fleet)</b>	

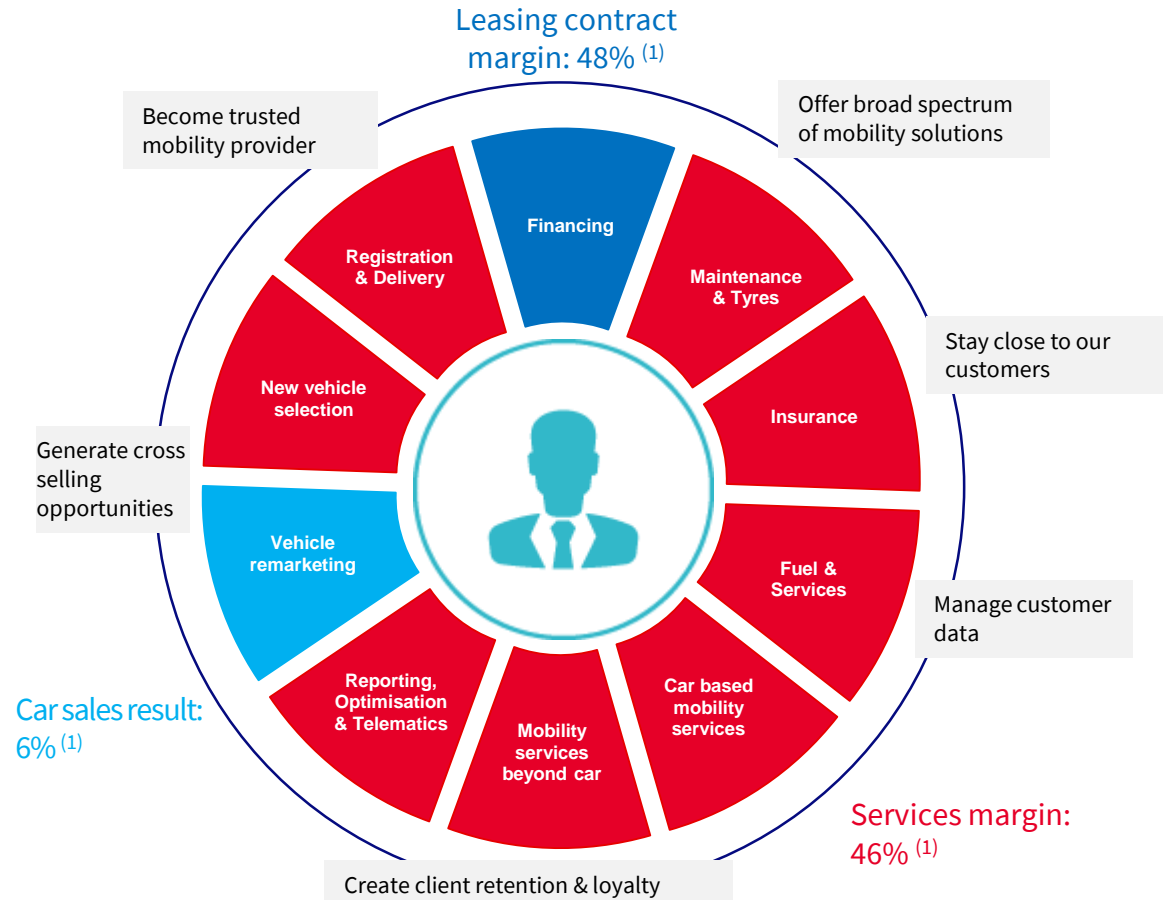
Source: Company information and local industry associations/publications

- (1) Among players with more than 1,000 vehicles
- (2) Including Kazakhstan and Belarus
- (3) Russia only
- (4) Baltic car leasing market





- (5) ALD has entered into an agreement to sell its 50% equity stake in ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd. in China. Transaction be reflected in the Group's financial results in Q1 2020.
- \* Full Service Leasing only

# A customer centric ecosystem for mobility solutions

## A broad range of services

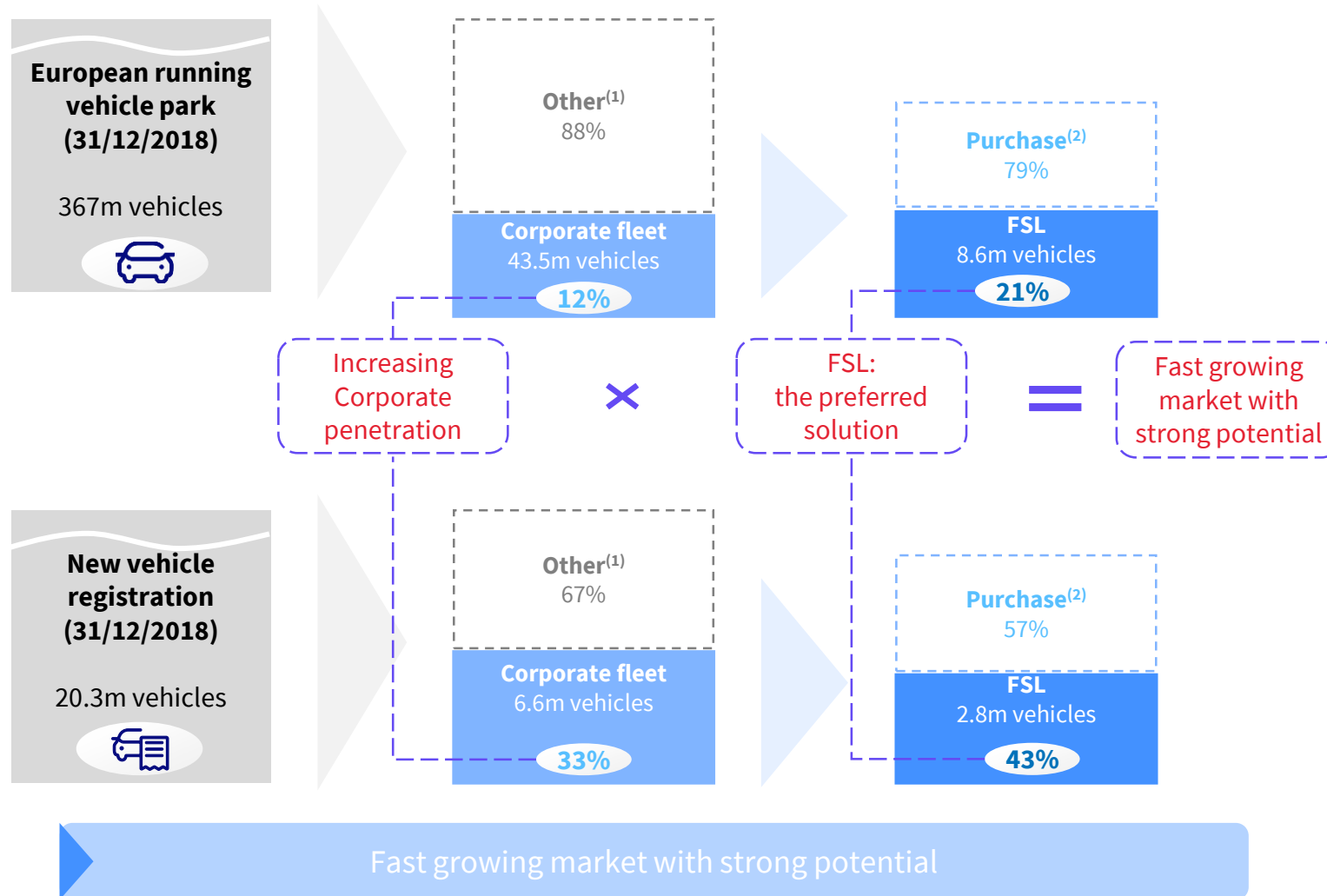


## Benefits for clients

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

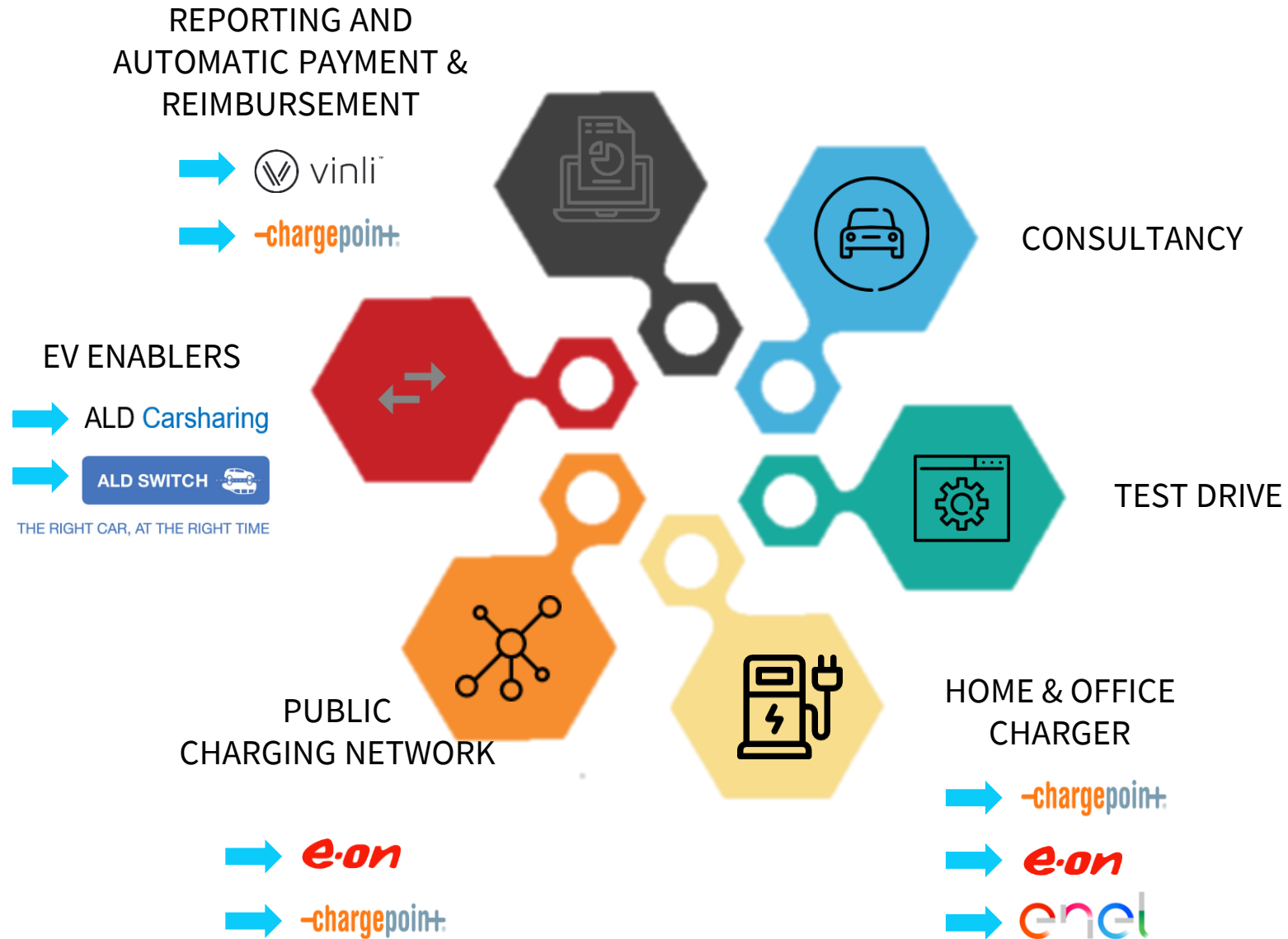
<sup>(1)</sup> Based on breakdown of FY 2019 Gross Operating Income of EUR 1,371.4m

# Continuing outsourcing trend



(1) Source: Frost & Sullivan: Corporate running fleet excludes direct B2C retail, rental car companies, dealers. Corporate FSL registrations excludes all types of financing (cash, loan, financial lease, etc.). Europe: France, Germany, Italy, United Kingdom, Spain, Belgium, Netherlands, Denmark, Norway, Sweden, Austria, Croatia, Czech Republic, Finland, Greece, Hungary, Ireland, Luxembourg, Poland, Portugal, Romania, Russia, Slovakia, Switzerland, Turkey and Ukraine  
 (2) Including all types of financing (cash, loan, financial lease etc.)

# ALD Electric offer - Service proposal





# 2019 A successful year



## Corporate & Social Responsibility

### Austria

EcoVadis CSR Silver - July 2019  
EcoVadis

### Belgium

Learning Award 2019 - Feb 2019  
Epsilon

### Croatia

EcoVadis CSR - Gold - Dec 2019  
EcoVadis

### Finland

Responsible employer, summer job  
Oct 2019  
Oikotie

### Luxembourg

Best Place to Work - March 2019  
Great Place to work  
Renewal ISO9001 Feb 2019  
Euroquality System  
EcoVadis CSR Gold - March 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

EcoVadis CSR Gold - Sept 2019  
EcoVadis  
Top Employer - Feb 2019  
Top Employer

### Switzerland

EcoVadis CSR Gold - Sept 2019  
EcoVadis

### United Kingdom

EcoVadis CSR Gold - Sept 2019  
EcoVadis  
Best Travel and Mobility Initiative -  
March 2019  
Fleet News

### ALD S.A. (Holding)

EcoVadis CSR Gold - Sept 2019  
EcoVadis



## Client Satisfaction

### FRANCE

Customer service of the year 2020 - Oct 2019  
Customer service of the year - ESCDA

### SPAIN

Servicert - April 2019  
SGS



## Best Leasing Company

### FRANCE

Top Com d'Or - March 2019  
Top Com

### GERMANY

"Für Flottenmanager empfohlen" - Sept 2019  
News magazine FOCUS and business magazine FOCUS MONEY

### UNITED KINGDOM

European Fleet Management and Finance Organisation of the Year - June 2019  
International Asset Finance Network  
Fleet Operator of the Year - Nov 2019  
TransTECH Awards - Landor Links



## 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

### United Kingdom

Ultra-Low Emission Fleet - March 2019  
Fleet News

### Netherlands

Fleet Europe innovation Award - Nov 2019  
Fleet Europe

### Romania

True Leader Award - Oct 2019  
ICAP Romania



ALD