



First half 2020 Results

3 August 2020



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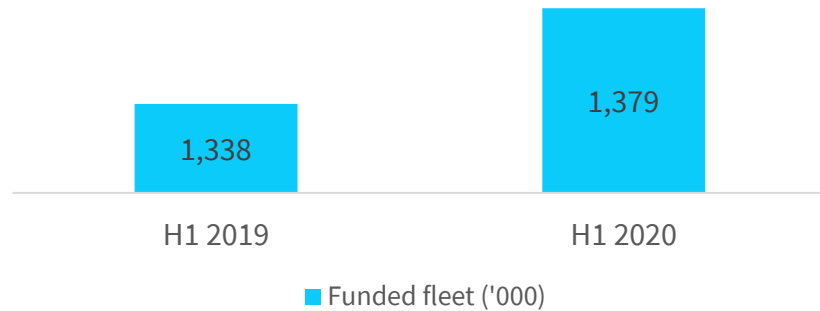
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The financial information presented for the half year ending 30 June 2020 was reviewed by the Board of Directors on 31 July 2020 and has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date.

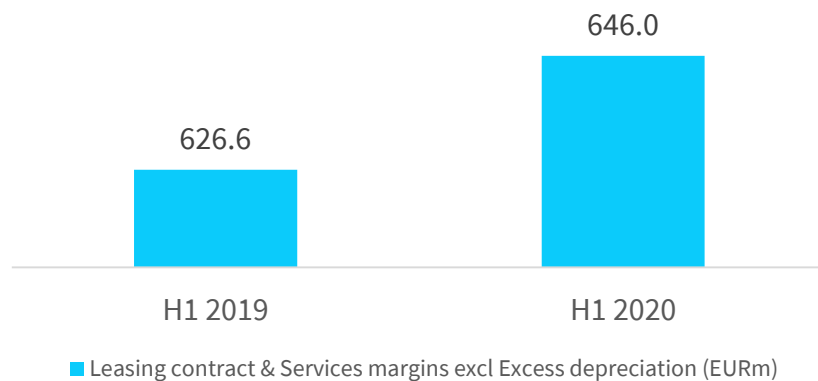
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Resilient business model and agile organisation

Funded Fleet up 3.1%



Operating margins up 3.1%



Tailored commercial solutions



19%
“Green” vehicles deliveries⁽¹⁾



EUR 62m
Specific provisions and excess depreciation



EUR -8m
overheads vs Q2 19



New guidance

EUR 206.8m
H1 2020 Net income

Tactical plan deployed to ensure business continuity

Adapted commercial strategy

Clients and partners

- › Support corporate client base and partners across geographies with tailor-made solutions

Products and channels

- › Actively promote contract extensions and push used car lease offer in all client channels
- › Accelerate the development of ALD Flex offering

Cost savings

Overheads

- › Hiring freeze
- › Travel, marketing
- › Review strategic projects portfolio

Direct Costs

- › Renegotiation with key suppliers
- › Focus on maintenance network optimisation
- › Strict monitoring of cost increases

Risk management

Cost of risk

- › Segmentation of customers with riskier profiles
- › Staff reallocation to secure efficient collection strategies

Remarketing

- › Diversified channels, including retail and export
- › Proprietary digital platforms
- › Adapted product offering (ALD Flex, ALD Swap, Used-car lease)

Key strategic initiatives

Launch of flexible offers



- ALD Flex full-service contract available in 19 countries
 - › Offer to be extended to 30 countries in 2021
- ALD Swap deployment in Norway
 - › Premium subscription contract with a fully digital process
 - › Flexible car selection by the customer, home delivery

ALD Carmarket new global brand identity

- Unified multi-channel remarketing brand

Ranked Platinum by Ecovadis in Poland and Luxembourg





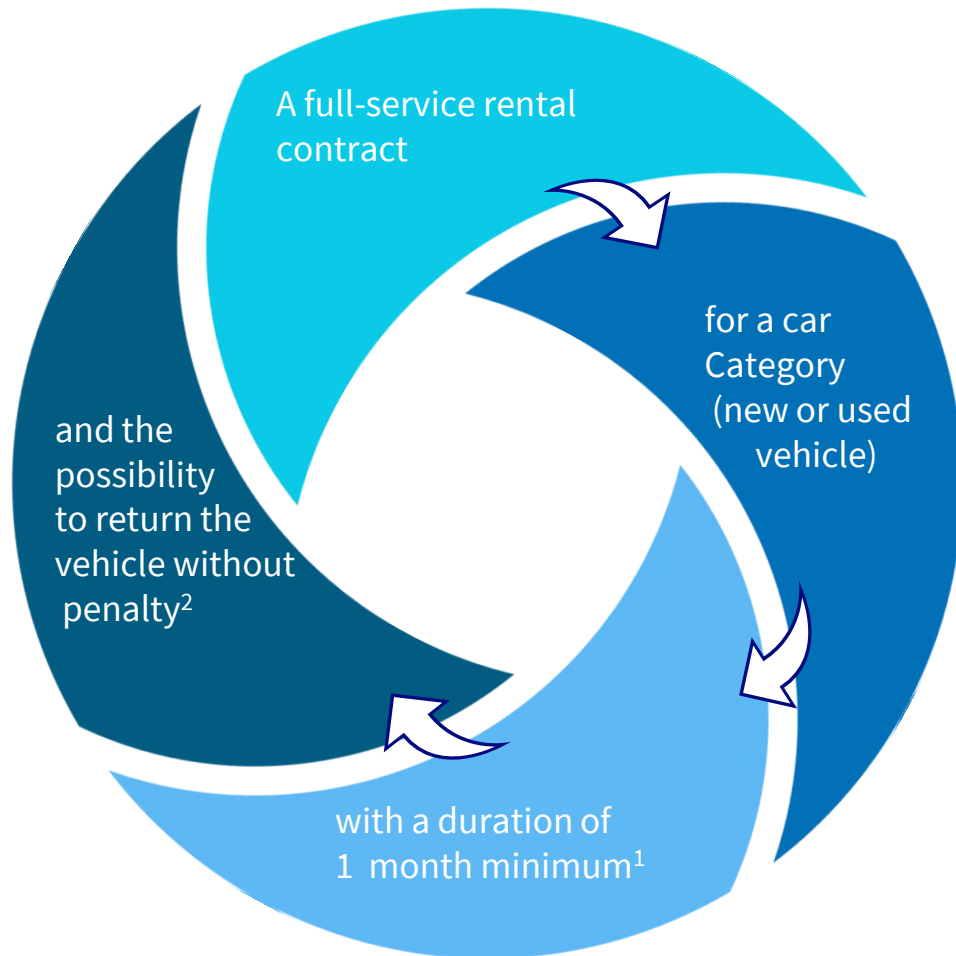
Launch of Ford Fleet Management



- Providing integrated solutions
- Integrated one-stop shop offer for private and corporate customers
- UK first market to launch in autumn

South East Asian strategy

- JV with Mitsubishi UFJ Lease & Finance for operations in Malaysia
- Partnership with Mitsubishi Auto Leasing in Japan 
- Partnership with Shouqi to provide FSL in China 



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

¹ No daily rental – Contracts typically run from 1 to 24 months

² After the minimum period - Damage fees may not be included

Already in line with “green”⁽²⁾ vehicles target

Breakthrough of “green”⁽²⁾ despite reduced delivery volumes

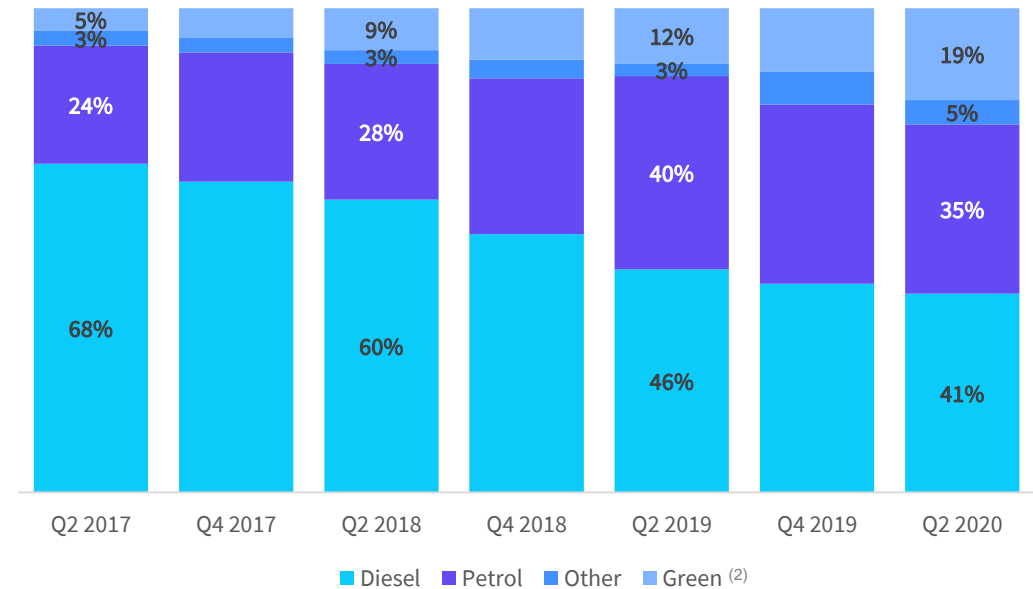
- “Green” passenger cars reach 19% of deliveries globally in Q2 20, close to 21% in Europe⁽³⁾
- Target of “green”⁽²⁾ passenger cars in ALD deliveries of more than 20% in Europe⁽³⁾ by end 2020

Strong partnership network with reference players

- 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⁽¹⁾ of passenger car deliveries





Financials



Fleet evolution

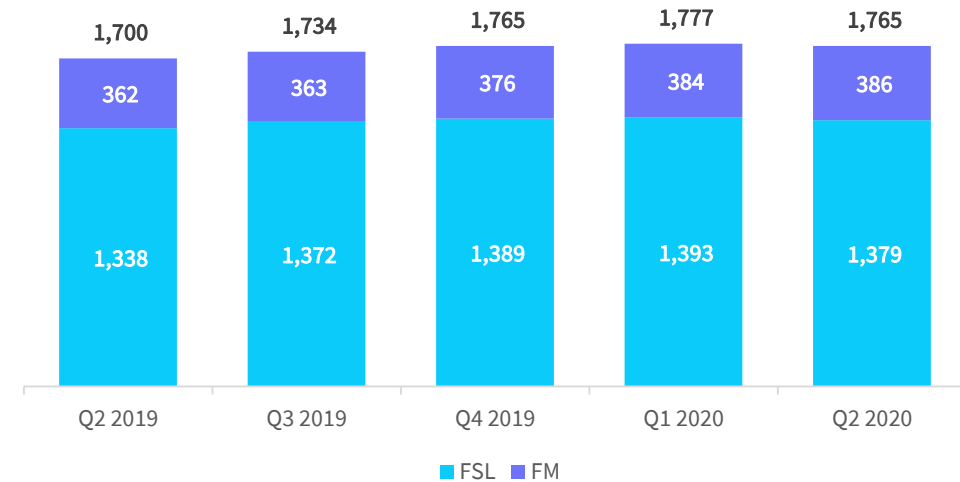
Organic total fleet growth + 3.1%⁽¹⁾ vs. end June 2019

- Total Fleet growth +3.8%

Slight decrease in fleet over the quarter caused by severe lockdowns in Western Europe

Maintaining leading position in Europe with a Total fleet of 1.76m vehicles at end June 2020

Fleet evolution ('000)



Used Car Sales result reflecting COVID impact

Used Car Sales result at EUR -12m in H1 2020

- including EUR 19m used car stock impairment charge recorded in H1 results, reflecting delays in sales and potential price reduction
 - EUR 9m in Q1, EUR 10m in Q2

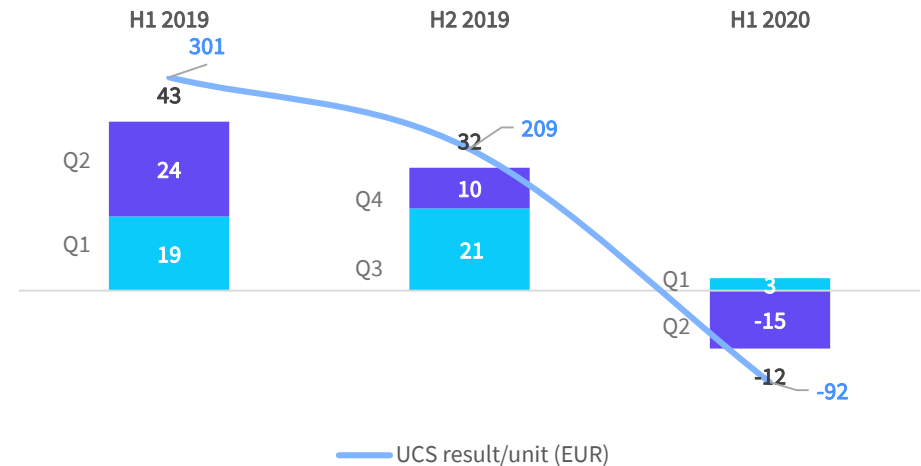
Average UCS result per unit⁽¹⁾ EUR -92 in H1 2020, EUR -284 in Q2 2020

- UCS result per unit of EUR 55 for H1 2020 excluding used car stock impairment charge

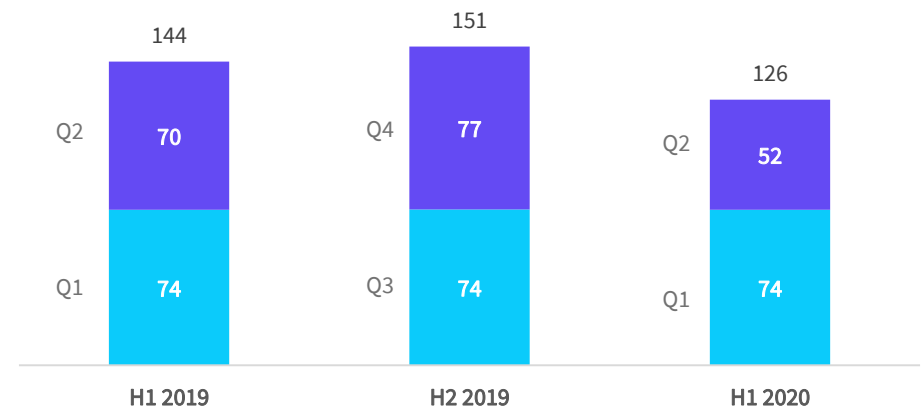
Volume of used cars sold⁽¹⁾: 126K in H1 2020

- Market volumes affected by lockdowns in March and April, progressive rebound of activity from mid-May
- Increase in stock levels at end June 2020 mitigated by
 - active promotion of contract extensions
 - used car lease
 - flexible product offering
 - efficient electronic remarketing platforms

Used Car Sales result (EURm)



Cars sold ('000)



Provisions anticipating increased pressure on weaker sectors

Cost of risk expected to improve in H2

Cost of risk at EUR 47.6m up from EUR 21.8m in H1 2019

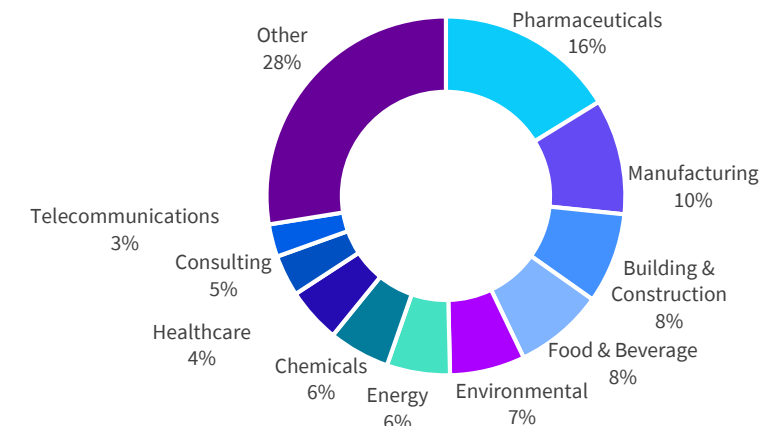
- Increased provisioning on vulnerable customers
- Of which EUR 13.4m forward looking provision reflecting anticipated increased risk on exposed industries
- Representing 46bps⁽¹⁾ as a % of Average Earning Assets

Prudent guidelines during the crisis

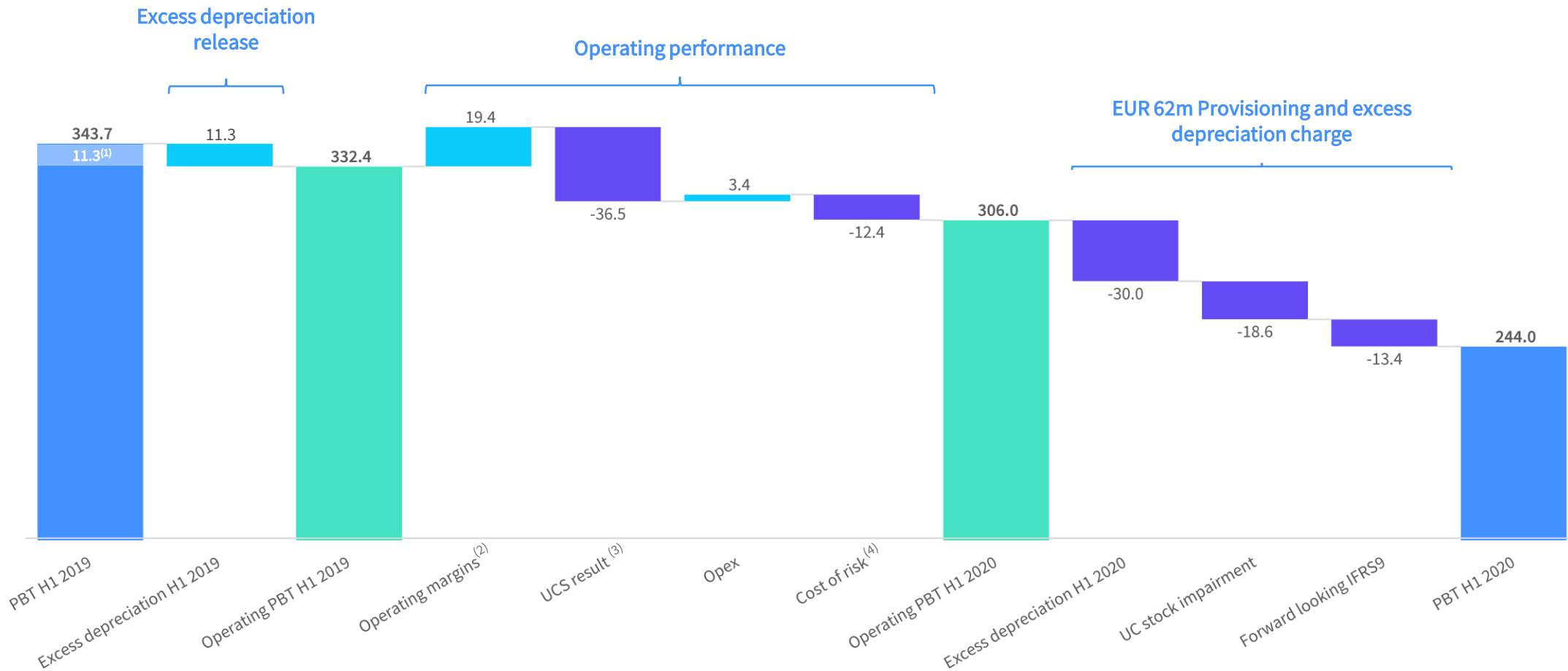
- Extended payment terms bundled with contract extensions
- Origination stopped on risky sectors
- Strengthening of granting criteria and collection capabilities

Leasing activity secured by asset ownership

Diversified customer portfolio (as at end-19)



Significant provisioning penalising PBT by EUR 62m



First half financial results

Net Income (Group Share) at EUR 206.8 million

In EUR million	H1-2020	H1-2019	Var H1 '20/'19	Var % H1 '20/'19
Total fleet⁽¹⁾ ('000 vehicles)	1,765	1,700	64	3.8%
Leasing contract margin	295.5	330.3	(34.8)	-10.5%
Services margin	320.4	307.6	12.8	4.2%
Leasing contract & Services margins	615.9	638.0	(22.0)	-3.4%
Used Car sales result	(11.6)	43.4	(55.1)	ns
Gross Operating Income	604.3	681.4	(77.1)	-11.3%
Total operating expenses	(313.4)	(316.8)	3.4	-1.1%
<i>Cost / Income ratio excl CSR</i>	50.9%	49.7%		
Cost of risk ⁽²⁾	(47.6)	(21.8)	(25.8)	118.6%
Operating result	243.3	342.8	(99.4)	-29.0%
Share of profit of associates and jointly controlled entities	0.7	0.9	(0.2)	-19.3%
Profit before tax	244.0	343.7	(99.6)	-29.0%
Income tax expense	(44.6)	(59.7)	15.2	-25.4%
Result from discontinued operations	10.0	0.0	10.0	ns
Non-controlling interests	(2.6)	(3.3)	0.6	-19.6%
Net Income group share	206.8	280.7	(73.8)	-26.3%

Leasing contract and Services margins down EUR 22.0m

- EUR 30.0m excess depreciation charge recorded in June results, vs. EUR 11.3m release in H1 2019
 - › result of the fleet revaluation process
 - › reflecting expected evolution of leased vehicles sale prices
- Resilient services margin in spite of difficult market conditions

Operating expenses down EUR 3.4m

- Demonstrated ability to control costs in difficult times
 - › EUR -8.0m vs Q2 2019

Cost of risk up EUR 25.8m

- Including EUR 13.4m forward looking provision reflecting an increase in probability of default , esp. on high risk industries

EUR 10m post-tax profit on disposal of stake in ALD Fortune (China) recorded in Q1 2020

Balance sheet

In EUR million	June 2020	Dec 2019	Var H1 '20/FY '19	Var % H1 '20/FY '19
Earning assets	20,480	21,183	-702	-3.3%
<i>o/w Rental fleet</i>	19,705	20,337	-631	-3.1%
<i>o/w Financial lease receivables</i>	775	846	(71)	-8.4%
Long term invt. – Equity Reinvestment	430	469	(39)	-8.4%
Cash & Cash deposits	326	156	171	109.7%
Intangibles (incl. goodwill)	618	616	2	0.4%
Other	3,163	3,164	(1)	0.0%
Total Assets	25,018	25,588	-570	-2.2%
Shareholders' equity	3,879	3,993	-113	-2.8%
Minority interest	32	36	-4	-10.2%
Financial debt	17,905	18,395	-490	-2.7%
Other liabilities	3,201	3,164	37	1.2%
Total liabilities and equity	25,018	25,588	-570	-2.2%

Earning Assets decreased by 3.3% reflecting slight decrease in funded fleet, effect of contract extensions, and FX translation impacts

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

EUR 400m bonds matured in June not refinanced in the context of limited funding needs in 2020 due to contract extensions and limited funded fleet growth

Total Equity/Asset ratio at 15.6% at end June 2020 (following dividend payment of EUR 254m in Q2 2020) up from 15.2% in June 2019



Outlook

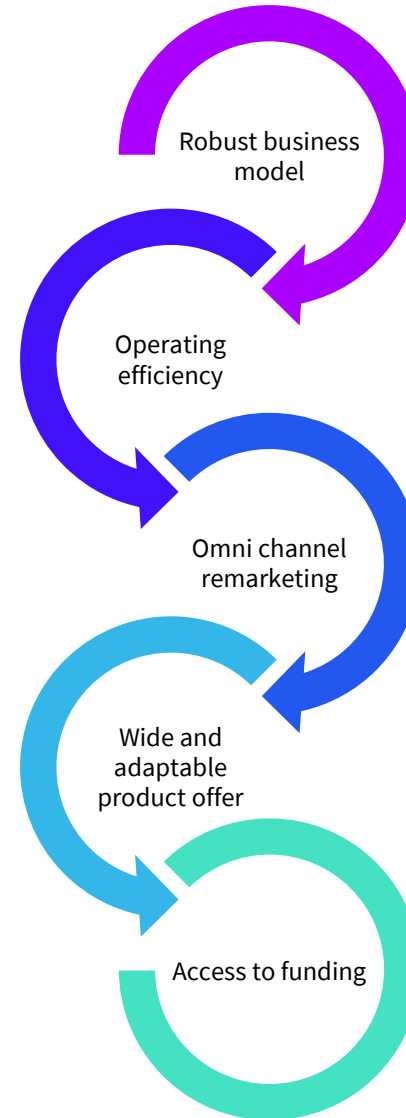


Ready to rebound

And seize opportunities

Track record of cost control through the cycle

Full Service Lease
ALD Swap
ALD Flex
Used-car lease



Leader in Europe, #2 worldwide
Diversified customer exposure by type, sector and size
Multi-year contracts
Unrivalled partnership network

Digital platforms matching shifting market practices (BtoB & BtoC)
Export sales

Strong ratings
Solid and adaptable funding structure

2020 New guidance⁽¹⁾



Total fleet growth (organic) close to 0% versus 2019, plus bolt-on acquisitions as opportunities arise

Used Car Sales result per vehicle to average EUR -250 to EUR 0



Cost/income ratio (excl UCS result) between 50% and 51%



CAPITAL MARKETS DAY

Update on business strategy

12 November 2020

Appendix

Second quarter financial results

In EUR million	Q2-2020	Q2-2019	Var Q2 '20/'19	Var % Q2 '20/'19
Total fleet ⁽¹⁾ ('000 vehicles)	1,765	1,700	65	3.8%
Leasing contract margin	130.5	165.1	(34.7)	-21.0%
Services margin	162.4	159.5	2.9	1.8%
Leasing contract & Services margins	292.9	324.6	(31.8)	-9.8%
Used Car sales result	(14.9)	24.4	(39.2)	ns
Gross Operating Income	278.0	349.0	(71.0)	-20.3%
Total operating expenses	(151.3)	(159.3)	8.0	-5.0%
<i>Cost / Income ratio excl CSR</i>	<i>51.7%</i>	<i>49.1%</i>		
Cost of risk ⁽²⁾	(29.8)	(11.4)	(18.4)	161.7%
Operating result	96.9	178.3	(81.4)	-45.6%
Share of profit of associates and jointly controlled entities	0.3	0.5	(0.2)	-32.7%
Profit before tax	97.2	178.8	(81.5)	-45.6%
Income tax expense	(17.9)	(30.7)	12.7	-41.6%
Result from discontinued operations	(0.0)	0.0	(0.0)	
Non-controlling interests	(1.3)	(1.2)	(0.1)	7.8%
Net Income group share	78.0	146.9	(68.9)	-46.9%

Leasing contract and Services margins down EUR 31.8m

- EUR 30m excess depreciation recorded in June results
 - › result of the fleet revaluation process
 - › reflecting expected evolution of leased vehicles sale prices
- Resilient services margin in spite of difficult market conditions

Operating expenses down EUR 8.0m

- Demonstrated ability to control costs in difficult times

Cost of risk up EUR 18.4m

- Including EUR 10m forward looking IFRS9 provision reflecting expected increase in probability of default linked to COVID-19 crisis

Net Income (Group Share) of EUR 78.0m

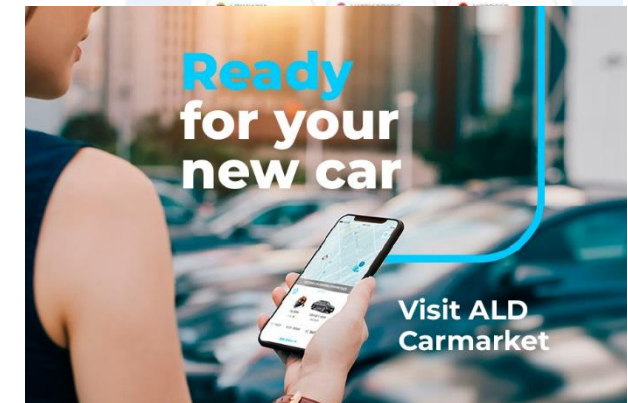
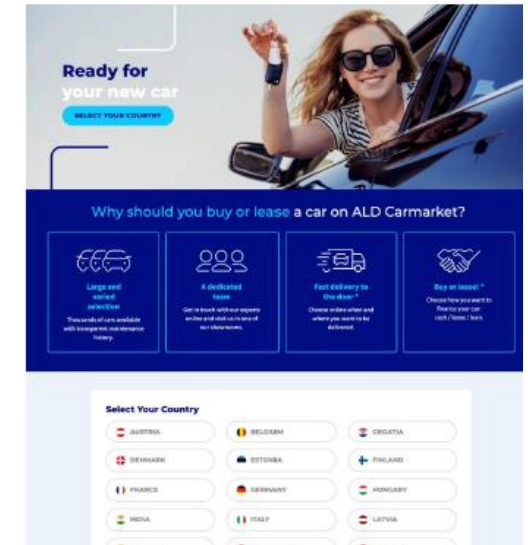
ALD Carmarket: a unified multi-channel remarketing brand

Retail strategy: “Bricks ‘n Clicks”

- Strategy combining online and on-site customer experience
- 50 branded used car retail outlets operating across 19 countries
- Fully digital platform: e-signature, online payment
- Used car lease and purchase offering included

BtoB

- Use of artificial intelligence for rapid time to market, low cost and good performance vs. market prices
- Increasingly offering remarketing services (vehicle transportation solutions) to third parties, including manufacturer partners in Europe



Corporate Social Responsibility (CSR) at ALD

General principles

Shape the future of sustainable mobility

Low emission fleet

- CO₂ emissions down
- Powertrain shift
- Leader in alternative powertrains incl. EVs

New types of usage

- New types of usage
- Sharing, MaaS, new partnerships in the mobility ecosystem

Safety

- Driver training offers, car policy advice



Responsible employer

- Attract, retain employees (employee engagement)
- Develop employability and “agility”
- Promote the diversity of our talent inc. gender equality
- Social commitment

Responsible business culture & practices

- Business ethics
- Responsible Sourcing
- Customer satisfaction
- Ratings & External benchmarks
- International CSR community



Towards carbon neutrality in our operations

- Reduce our internal Greenhouse Gas footprint
- Test and apply on ourselves, everyday



Extra financial assessments

CSR maturity assessment provided by independent third parties



Ecovadis:

Group Gold rating renewed (2019) with improvement (top 4%)
18 entities assessed of which 9 Gold and 2 Platinum



MSCI: 'A' rating

Top 1/3



Vigeo Eiris

67/100, 'Advanced' status

Top 3 within Business Support Services



Gaïa index

76pts (+28pts vs 2018), +18pts vs panel

Top 25%



ALD France awarded "engagé RSE"



FTSE4Good

Included in FTSE4Good Index Series

ESG Rating: 3.3 (Percentile: 59)

Solid and adaptable funding structure

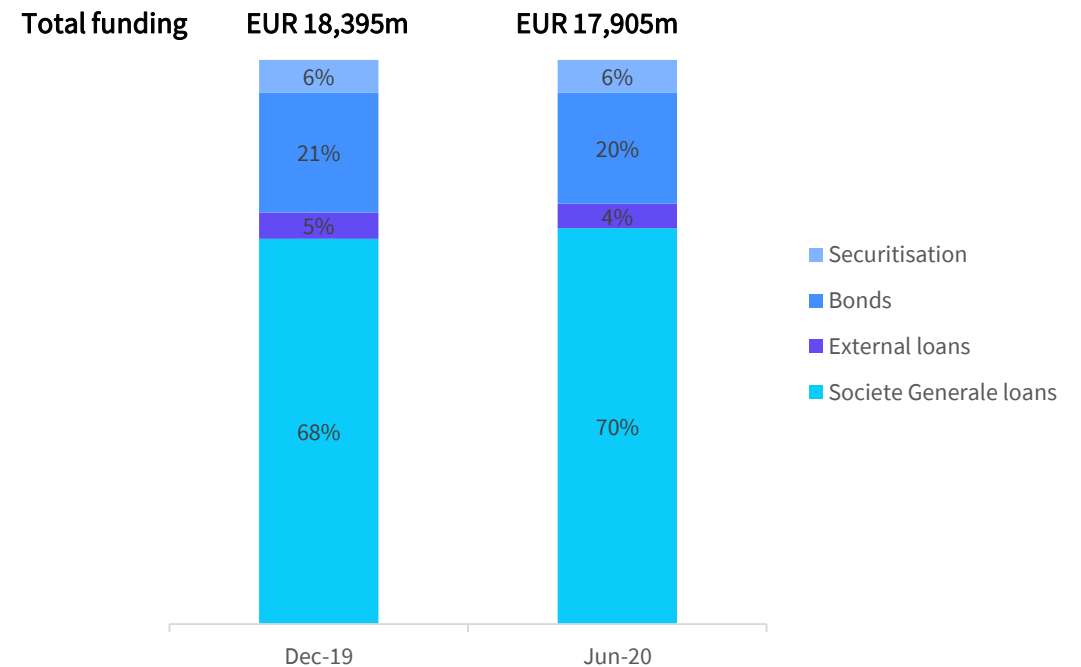
Systematic match-funding policy

- Assets and liabilities matched in terms of duration, currency and interest rate
- Strict management of liquidity gaps

Secure funding sources providing flexibility

- Bonds maturing in 2020: EUR 400m in June (not refinanced) + EUR 600m in November
 - › Funding needs in 2020 limited due to contract extensions and limited funded fleet growth
- Access to capital markets backed by strong ratings
 - › BBB/A-2 by S&P with stable outlook
 - › BBB+/F1 by Fitch with stable outlook
- Societe Generale funding support guaranteed

Funding mix evolution



Quarterly series

(in EUR million) ¹	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020
Leasing Contract Margin	165.2	165.1	167.6	166.2	165.1	130.5
Services Margin	148.1	159.5	158.7	166.1	158.0	162.4
Leasing Contract and Services Margins	313.3	324.6	326.3	332.1	323.1	292.9
Used Car Sales result	19.0	24.4	21.1	10.5	3.2	(14.9)
Gross Operating Income	332.3	349.0	347.4	342.6	326.3	278.0
Total Operating Expenses	(157.5)	(159.3)	(158.9)	(159.4)	(162.1)	(151.3)
Impairment Charges on Receivables	(10.4)	(11.4)	(10.6)	(12.5)	(17.8)	(29.8)
Profit Before Tax	164.9	178.8	178.4	171.1	146.8	97.2
Net Income (Group share)	133.8	146.9	146.1	137.4	128.9	78.0

(in '000 of vehicles)	31.03.2019	30.06.2019	30.09.2019	31.12.2019	31.03.2020	30.06.2020
Total Fleet	1,682	1,700	1,734	1,765	1,777	1,765

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

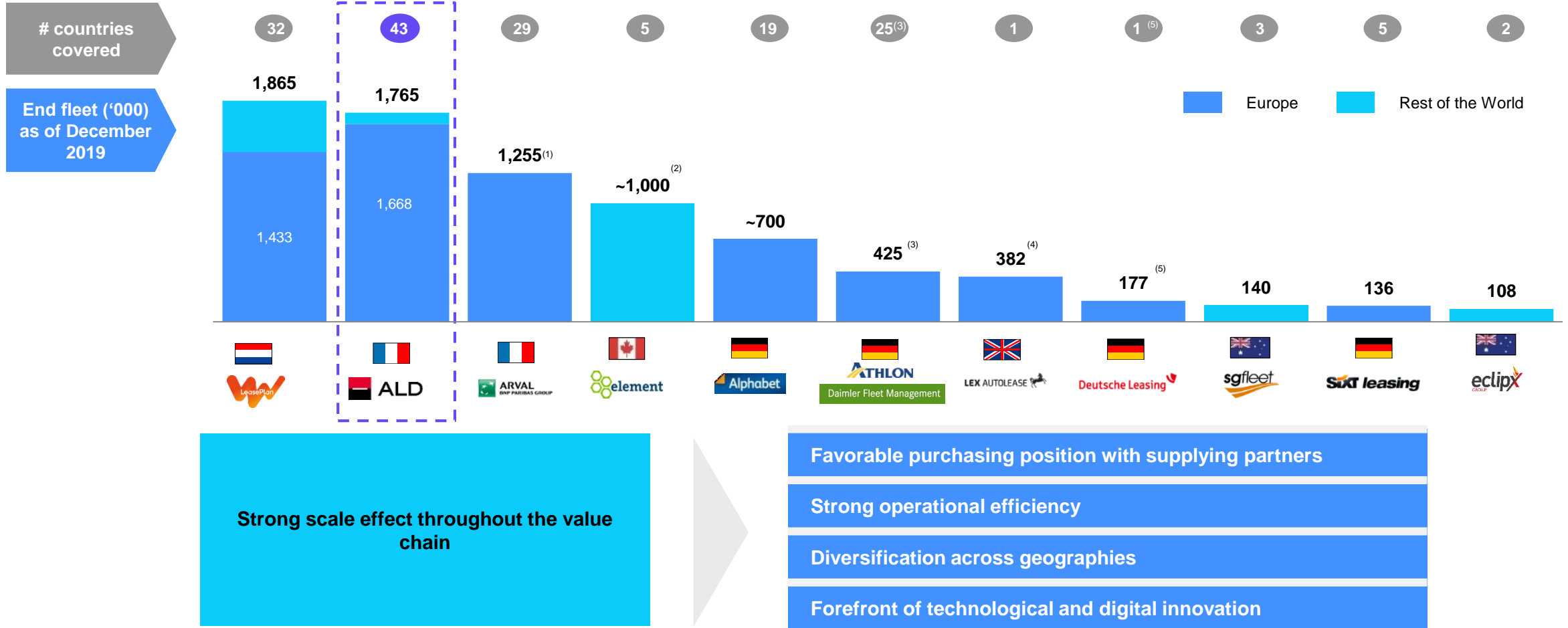
Yearly series

(in EUR million) ¹	2014	2015	2016	2017	2018	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%
Leasing Contract & Services Margins	826.5	965.6	1,042.7	1,167.5	1,240.5	1,296.4	9.4%
Used Car Sales result	153.1	207.2	201.5	165.3	102.5	75.0	-13.3%
Gross Operating Income	979.7	1,172.8	1,244.2	1,332.8	1,343.0	1,371.4	7.0%
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%
Profit Before Tax	513.2	604.0	666.1	713.6	689.1	693.2	6.2%
Net Income (Group share)	375.5	424.3	511.7	567.6	555.6	564.2	8.5%

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

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

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
Total	1,417,616	(80% total fleet)	

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
Total	96,984	(6% total fleet)	

CEE	Fleet	Market share	Ranking
Cz. Rep.	26,028	12%*	4*
Russia ⁽²⁾	22,589	36% ^{*(3)}	1 ^{*(3)}
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% ⁽⁴⁾	1 ⁽⁴⁾
Slovenia	2,392	26%	2
Estonia	1,529	37% ⁽⁴⁾	1 ⁽⁴⁾
Latvia	1,885	37% ⁽⁴⁾	1 ⁽⁴⁾
Total	152,813	(9% total fleet)	

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

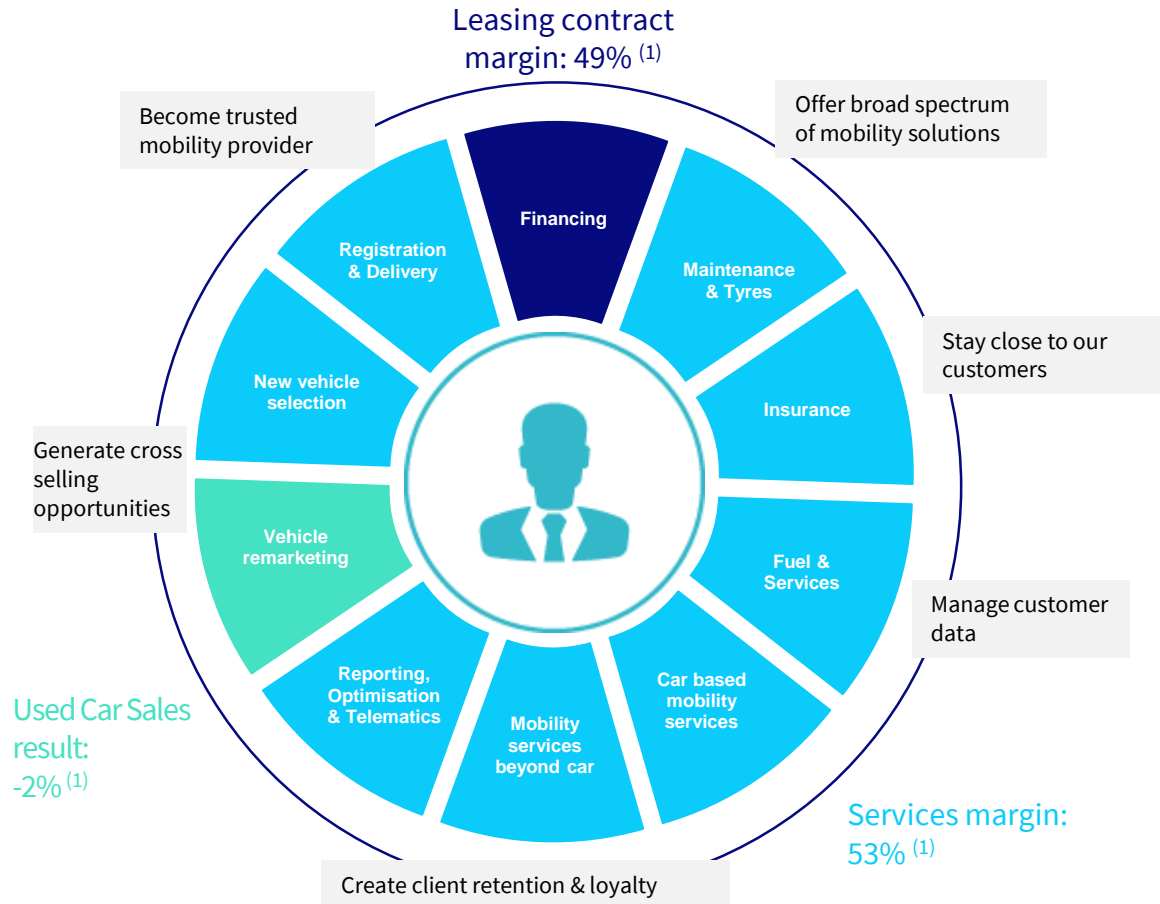
Source: Company information and local industry associations/publications

- (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

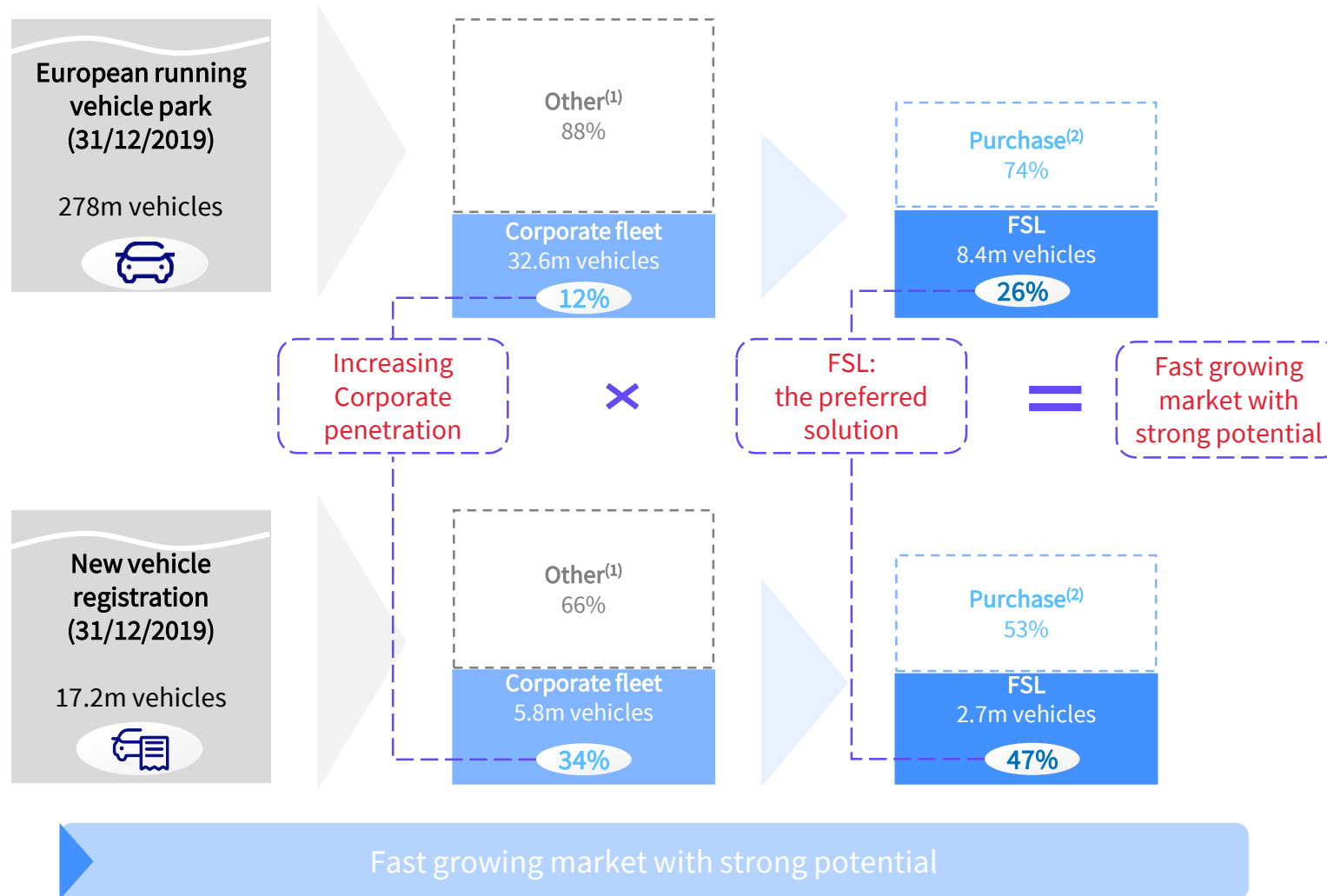


Benefits for clients

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

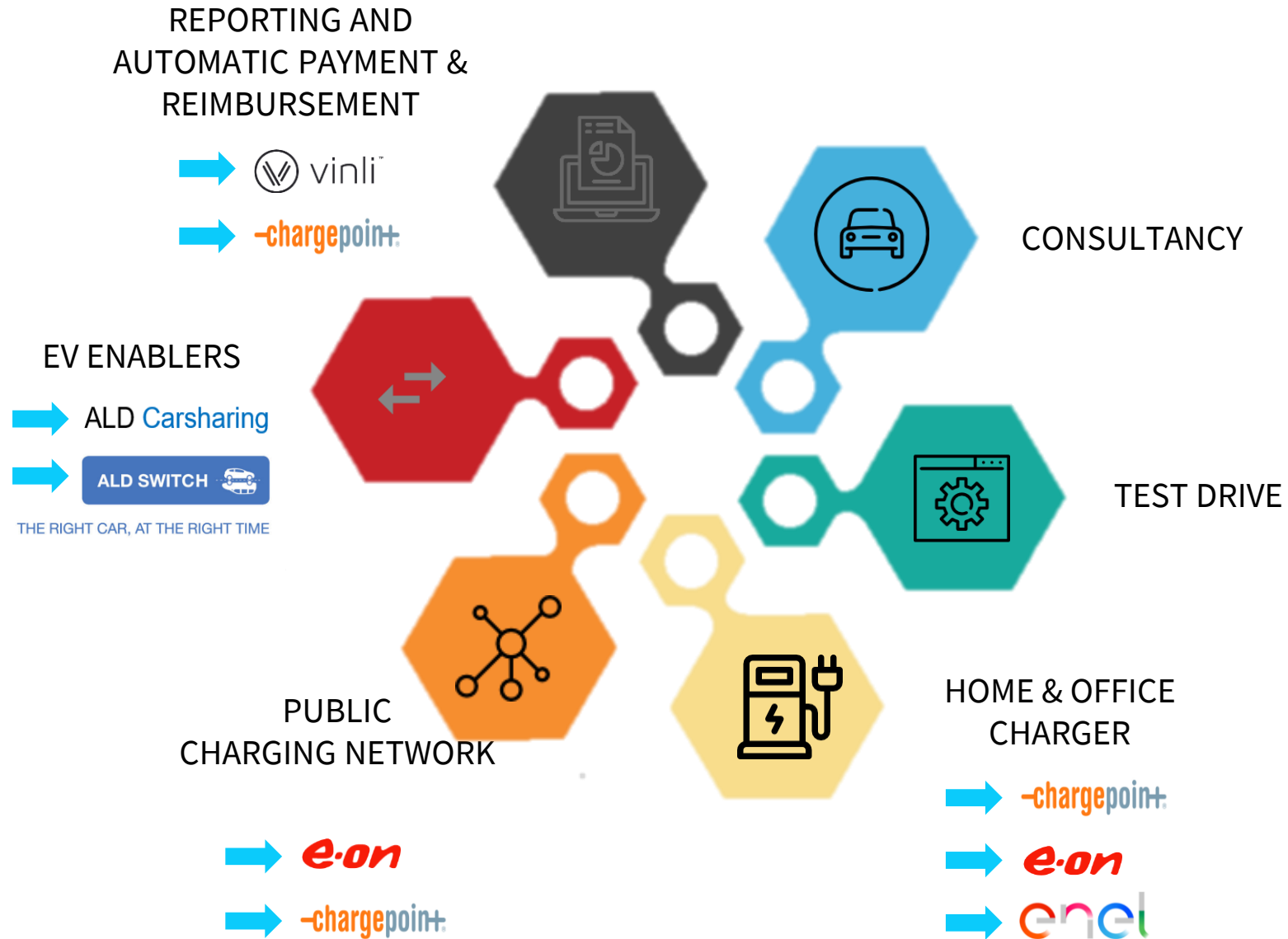
⁽¹⁾ Based on breakdown of H1 2020 Gross Operating Income of EUR 604.3m

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: Germany, France, United Kingdom, Italy, Spain, Belgium, Netherlands, Turkey, Sweden, Austria, Switzerland, Denmark, Portugal, Hungary, Norway, Romania, Ireland, Finland and Luxemburg
 (2) Including all types of financing (cash, loan, financial lease etc.)

ALD Electric offer - Service proposal



#ALDSolidarityPlan

Ready to help: supporting stakeholders in times of crisis

A Group approach onboarding all ALD affiliates, relying on 3 pillars:

Loan of vehicles to those fighting in the frontline (*ca. 800 vehicles*)

- 20+ countries put cars at disposal of healthcare professionals. In Spain alone, 500 cars were offered to the front line, with a high take-up rate. Several countries also contributed to the #WeAllMove alliance, a mobility platform connecting mobility users and providers.

Financial and in-kind donations (*ca. 400,000€*)

- Donation of 100,000€ to the **One O One** Fund in support of intensive care research and launch of an internal fundraising platform (ca. 20,000€ collected)
- Numerous other local donations to support NGOs (for example ALD Italy 50,000€ donation to ANIASA/Ospedali di Roma, ALD France 50,000€ donation to APHP and Institut Pasteur alliance, ALD UK£50,000 to charities in South West England, numerous other local donations to support local NGOs.
- 40,000 masks given to healthcare professionals, ALD Spain in partnership with Gate Gourmet and Caritas distributing 70,000+ meals to those in need

Supporting vulnerable suppliers and customers

- Payment discipline towards suppliers, payment delays and/or preferred terms on contract extensions to most vulnerable clients (SMEs mainly, on a selective basis).
- Ensure deliveries and customer support to essential activities.



ONE | O | ONE



+ with our staff: protect health as a priority, maintain the human link

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