

# Annual Report

2020  
2021



**Van Mossel**

# Foreword

## The highest gear

Life after corona. We are all looking forward to it. At last, going to the theatre, a museum, dining in a restaurant with the whole family or going shopping without a care in the world. Just like it used to be.

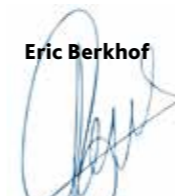
Although... of course, not everything will be as it used to be.

2020 put us into a different gear. Whereas the vast majority of companies were forced to downshift or were stuck in fourth gear, we quickly shifted up to the highest gear. As far as I am concerned, the key word of 2020 for Van Mossel is acceleration. This resulted in a new focus in 2021, in which the continuation of a strengthened online perspective plays a major role. At the same time, we noticed that our in-person role remains as important as ever for the customer. During the lockdown (even after the showrooms were allowed to reopen), it was greatly appreciated that we visited customers at home and extended the workshop hours. But our bricks and mortar branches have also proven to continue to play an indispensable role in the orientation and purchasing process of the customer.

The coronavirus made a big dent in the Dutch economy. However, compared to other countries, the economic damage hasn't been too severe. And compared to the sector, Van Mossel has managed to achieve its goals and performed well against the tide, partly thanks to its anti-cyclical investment policy. The EBITDA of the entire group increased by € 17 million to € 104 million in 2020 and the results before tax and amortisation of goodwill also showed an increase from € 52 million in 2019 to € 63 million in 2020. Both organically and through the recent acquisitions (Belgium/Luxembourg), we believe we can continue the upward trend in volume and results in 2021.

I am convinced that we can continue to show our added value to the customer in all the business units within the group. Together with the entire management team, I am incredibly proud of this. And that is why we can look forward to the post-corona period with great confidence.

**Eric Berkhof**



Managing Director  
Van Mossel Automotive Groep





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# General information

## Profile

### Van Mossel Automotive Groep

Over the past 70 years, the Van Mossel Automotive Groep has grown into a major player in the automotive industry in the Netherlands. The company has almost 300 branches in the Netherlands, Belgium, Germany, Luxembourg and France. Van Mossel Automotive Groep is a dealer for dozens of leading brands. It also operates various Mega Used Car Centres and has a national chain of body repair businesses. Additionally, the group offers a variety of services such as insurance, financing, signage/installation/body work and car rental as a one-stop shop. International Car Lease Holding has a fleet of more than 90,000 vehicles. It is one of the top leasing companies in the Netherlands and is part of the Van Mossel Automotive Groep. The group has around 4,700 employees and generates an annual turnover of € 3.5 billion. Van Mossel Automotive Groep's core activities can be subdivided into three different areas. Please note that the corporate activities have been included in the Shared Services section. This will be discussed in detail later in the Annual Report.

### Van Mossel Dealerships

Van Mossel Automotive Groep represents the leading brands Volkswagen, Volkswagen Commercial Vehicles, Audi, Peugeot, Citroën, DS, Opel, Ford, Hyundai, Kia, Jaguar, Land Rover, Mercedes-Benz cars and vans & trucks, Smart, Fuso, Seat, Škoda, Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional, Nissan, Dacia, Renault, MG,

Cadillac, Chevrolet, Corvette, Maxus, Suzuki and Isuzu. We sell 'new' vehicles in our showrooms, as well as 'used cars'. The Mega Used Car Centres are responsible for the largest percentage of used car sales for both our own leading brands as well as 'foreign' brands.

### Van Mossel Body Repair Businesses

The Van Mossel Autoschade Group offers a network of 25 branches in the Netherlands and a growing number in Belgium.

### Van Mossel Leasing Companies

The Van Mossel leasing companies are united in the International Car Lease Holding (ICLH). Our branches focus on both private and business customers. They do this online (an online calculator lets customers know what to expect, plus a guaranteed quick turnaround), through the dealer (short lines between our dealerships and our lease company) or with a universal inventory (offering all brands of vehicles). The lease companies are represented in the Netherlands (Amsterdam, Goes, Groningen, Hengelo, Leeuwarden, Rotterdam, Tilburg, Waalwijk, Weert and Zwolle), Belgium (Antwerp, Deerlijk and Namur), Germany (Düsseldorf), France (Lille) and Luxembourg (Bertrange, Kehlen). In addition to the independent branches, each dealership within the group can also be approached by potential lease customers.

## Core Values



### Hospitality

Taking care of a customer/guest and giving them sincere attention, with the aim of making them feel as welcome as possible.



### Driven

Passionate, enthusiastic, fanatical and motivated.



### Distinctive

Offering more than expected, standing out positively, creative and innovative.



### Customer-focused

Identifying the customer's wishes and needs, anticipating these wishes and acting accordingly.



### Results-oriented

Actions and decisions focused on achieving your goal despite problems, distractions or setbacks. Thinking in terms of solutions, cooperation and commitment to results are also included here.



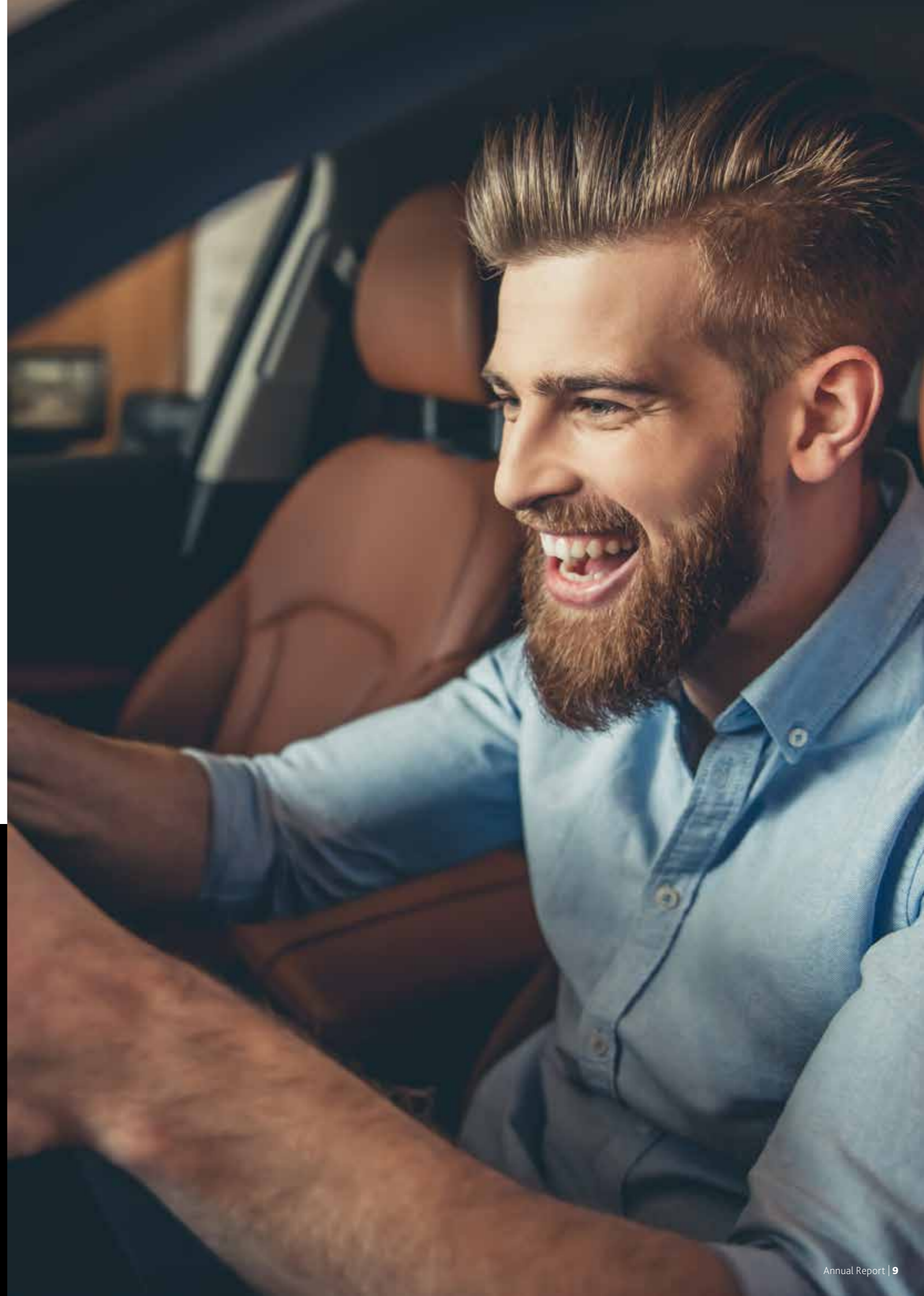
### Socially responsible

A form of doing business, focused on economic performance, with respect for the social aspect and within the prevailing ecological requirements.



### Open and honest

Open minded, willingness to change, making oneself vulnerable, asking for help and being curious.



# Our mission, vision and strategy

It is our goal to be the most highly recommended provider of mobility solutions in the broadest sense of the word. This will be founded on quality, operational perfection, sustainable financial results and customer satisfaction.

### Mission

The Van Mossel Automotive Groep is a family business with over 70 years' experience which still has a great deal of ambition. It is our mission to deliver on our promise of 'For mobility, for everyone'. Personal attention, a wide range of mobility solutions and great prices are the cornerstones of our success.

### Strategy

We will achieve our goals:

- by implementing a multi-brand strategy under the "Van Mossel" umbrella
- through continued (international) growth in the automotive retail, leasing and body repair sectors
- by optimising our relationship management by means of Customer Relationship Management (CRM), the internet and social media
- by investing in the (personal) growth of our personnel, organisation and services
- by offering our customers more competitive prices through ongoing cost reductions
- by not losing touch with our customers

# Mobility services

### New

The Van Mossel Automotive Groep offers 34 leading brands at its branches. From the private or business purchases of new or used cars to complete commercial fleets for companies.

### Used cars

All Mega Used Car Centres, the branches of Exclusive Used Cars and Outdoor Used Cars, and the dealerships offer private and business customers used car options from all brands.

### Leasing

The Van Mossel lease companies, united in International Car Lease Holding, offer all the usual types of business lease and also various forms of mobility such as short lease, used car lease, bicycle lease, flex lease and private lease.

### Maintenance

The dealerships which are part of the Van Mossel Automotive Groep offer maintenance services for both their own brands as well as 'foreign' brands; the age of the vehicle is not an issue. Personal maintenance advice will be given if applicable.

### Damage repair

The Van Mossel Autoschade Group is based at 25 locations in the Netherlands and an increasing number of locations in Belgium. Additionally, private and business customers can also visit one of the dealer body repair shop service points. We repair all types of damage for all car makes and are affiliated with FOCWA/Eurogarant.

### Rental

Our extensive and ever-expanding fleet of over 3,500 vehicles means that business and private customers will always be able to

find a solution for their temporary mobility needs. This is possible as either a short lease or a rental, for a replacement vehicle or service rental. The fleet consists of vehicles which have been supplied by dealerships from within the group and which are repaired and maintained by a network of our own branches.

### Fleet management

Van Mossel Automotive Partner is the professional point of contact for the commercial Fleet and Leasing market of the Van Mossel Automotive Groep. It plays a pivotal role. It facilitates the entire ordering process. Additionally, it advises on car policy, helps make arrangements with importers relating to customer-specific delivery conditions and helps create SLAs for delivery and maintenance. It is also the central point of contact for our export service, both at home and abroad.

### Financing

Van Mossel Financiële Diensten offers a wide range of financing options for both private and business customers and can always offer an appropriate proposal in the areas of 'Revolving Credit', 'Personal Loans', 'Hire Purchase' and 'Financial Leasing'.

### Insurance

A full range of insurance options means that Van Mossel Financiële Diensten can offer appropriate car insurance quotes to both private and business clients.

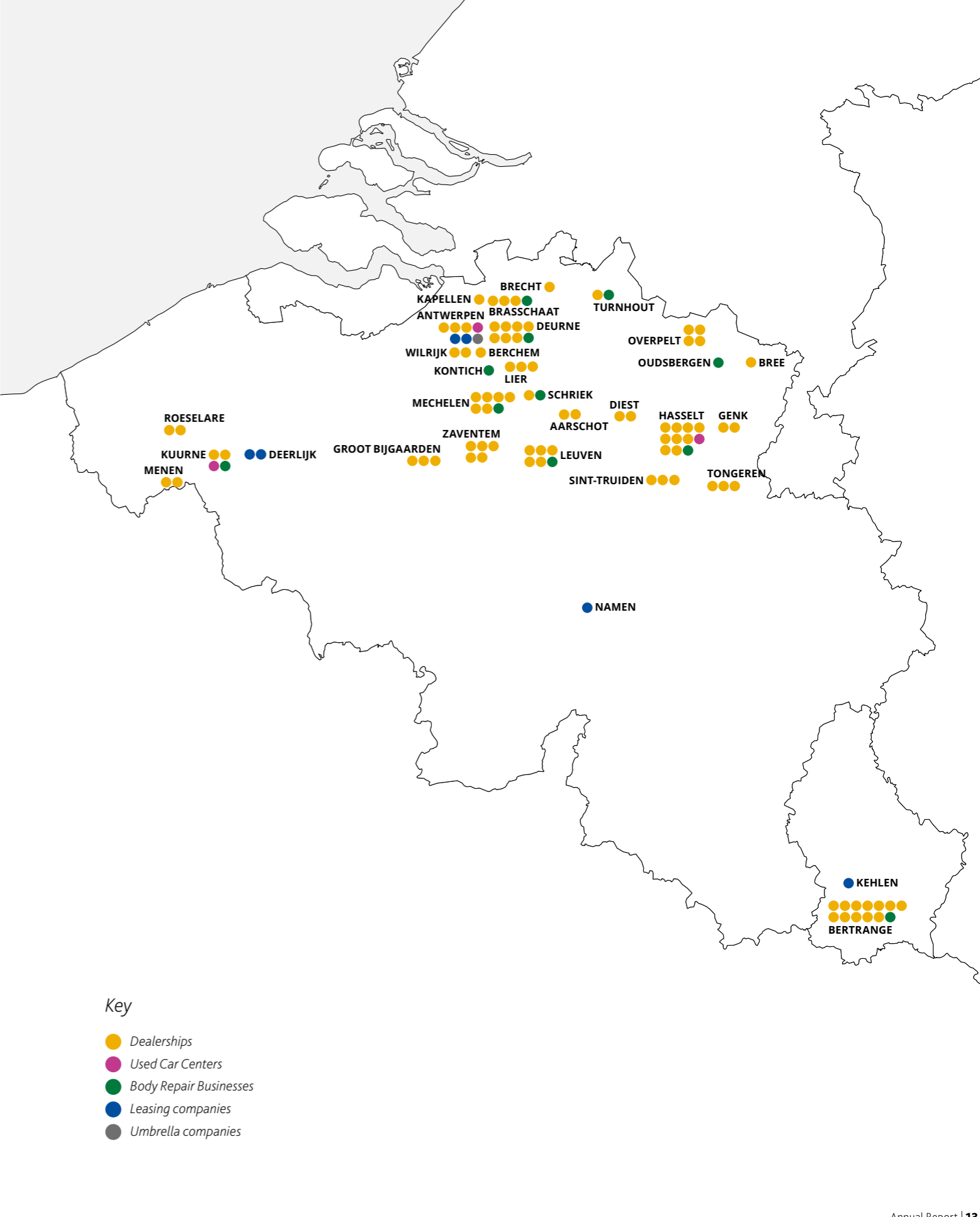
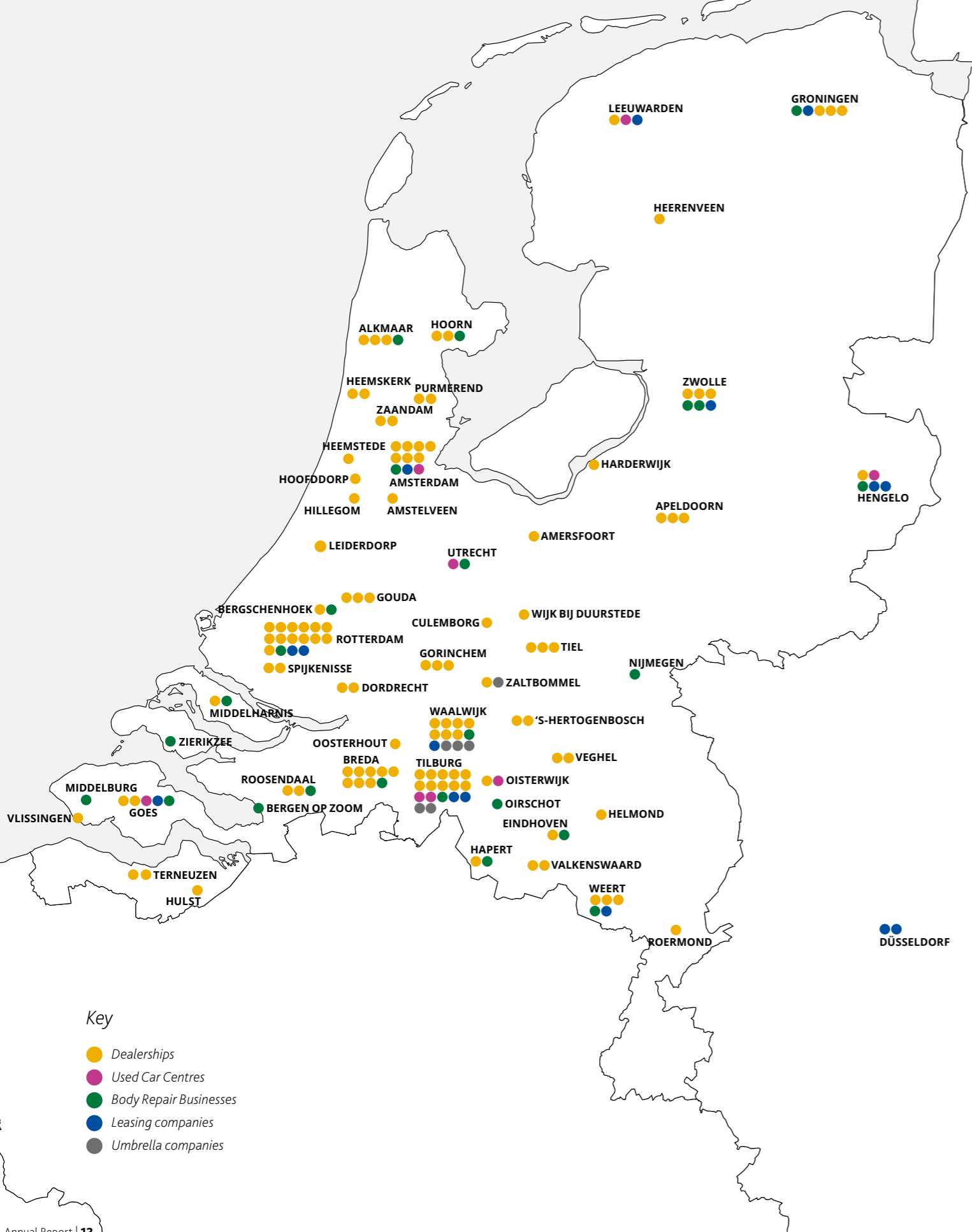
### Commercial vehicle personalisation

As one of the additional services, Van Mossel offers solutions for interior design, bodywork and lettering through the Car Solutions division. For all types and brands of private and commercial vehicles.

# Portfolio



# Branch overview



# Corporate Social Responsibility

## Corporate Social Responsibility (CSR)

CSR naturally plays an important part in business operations of the Van Mossel Automotive Groep. The Van Mossel Automotive Groep wants stakeholders to see them as a professional player in the automotive market who cares about people and the environment. As a leading automotive business, the Van Mossel Automotive Groep has adopted an unambiguous CSR strategy which receives organisation-wide support. Furthermore, the Van Mossel Automotive Groep clearly communicates its CSR message to its customers.

## CSR Vision

Our focus is on our customers. We offer mobility. Fossil fuels and emissions play an important role in this process. At Van Mossel, we want to contribute to minimising our environmental impact and be a partner in committed entrepreneurship for our stakeholders.

## CSR Mission

To be a comprehensive mobility partner for our customers; one who is aware of its social responsibility and who accepts responsibility for the environment.

## CSR Core Values

The Van Mossel Automotive Groep has divided CSR into the following three core values. Customer-focused: we advise our customers about sustainable mobility solutions. Responsibly: concrete objectives help us act responsibly in order to minimise our impact. Open and honest: we communicate about our Corporate Social Responsibility initiatives.

## CSR efforts

A list of our CSR efforts can be found below:

### Mobility solutions

- Car sharing concept
- Providing advice about charging points for electric vehicles and replacement vehicles during holidays
- When advising customers, we provide reports on CO2 usage and arrange charging facilities
- Bicycle lease
- Carsharing
- EV advice tool at J&T Autolease
- Our short lease fleet includes a wide range of Electric Vehicles

### Environment

- The Van Mossel Automotive Groep has analysed its waste flows and separates its waste
- Energy conservation: movement sensors have been fitted in

various commercial premises to help conserve energy and all the main lights are switched off in our buildings at night

- Reusing components wherever possible
- The Van Mossel Automotive Groep complies with the legal requirements for separators and liquids on drip trays
- Construction projects are built sustainably and using high-quality materials. This will reduce the impact on the environment. Environmentally friendly construction materials will be used during the construction/installation of the facilities. A lot of attention is paid to the sustainability of the buildings. During the design and construction of new and refurbished buildings, not only is the operational functionality taken into account, but attention is also given to sustainability and well-being. Part of this is the consideration regarding a BREEAM-NL certification.

### Quality

A number of business units within the Van Mossel Automotive Groep are ISO 9001 certified. This means that we meet the statutory quality requirements for our products and services.

### Communication

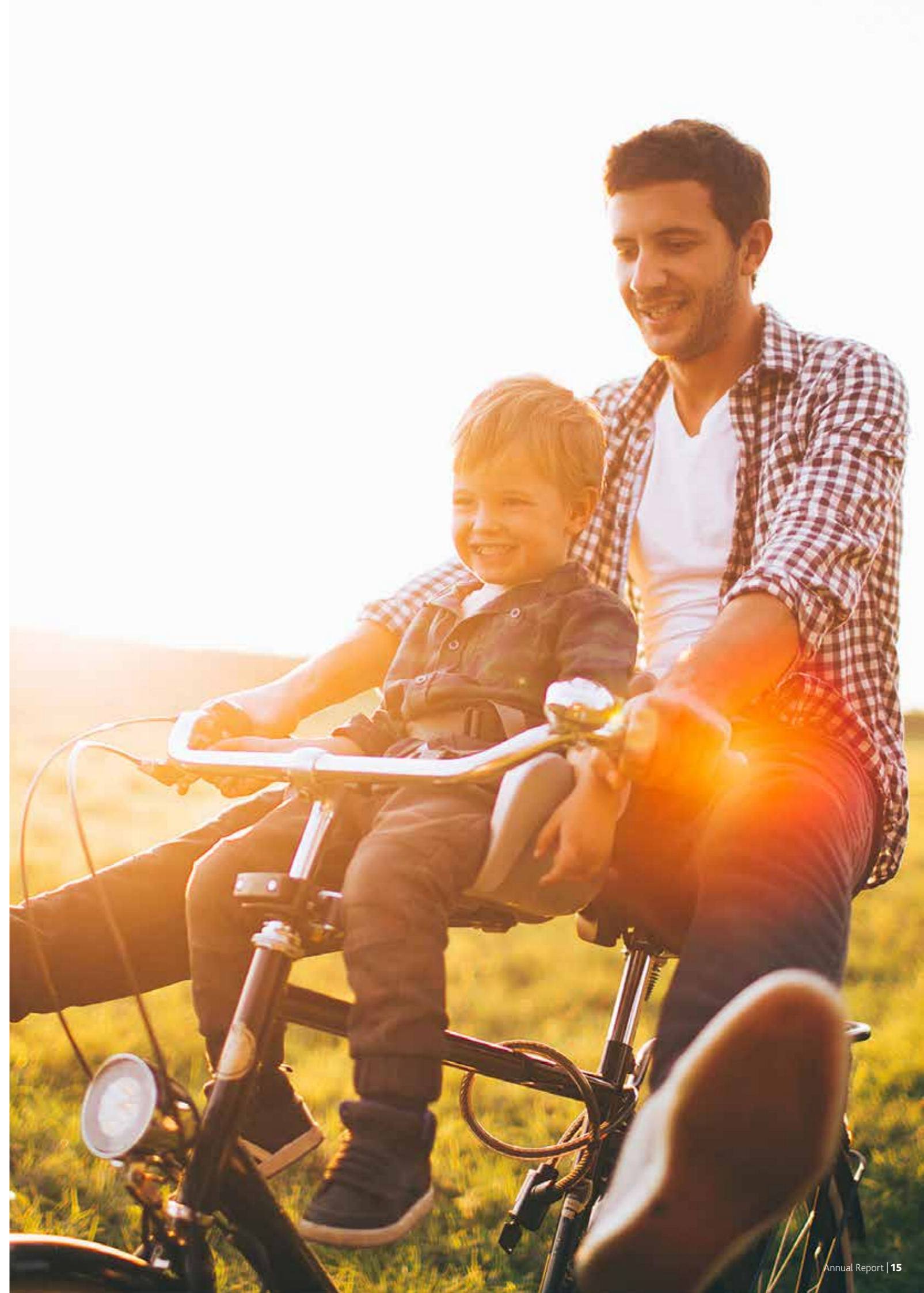
- We provide our stakeholders with transparent insight into the social, ecological and economical effects of our operations
- The Van Mossel Automotive Groep provides transparent information about its CSR policy and results

### Corporate Involvement

- The Van Mossel Automotive Groep takes the well-being of its employees into consideration by offering good working conditions and future career prospects
- The Van Mossel Automotive Groep is affiliated with a variety of foundations including: Emmaus, Villa Pardoos, Make a Wish Foundation, KiKa and Alpe d'HuZes
- As the share of EVs in the lease fleet has risen sharply, we are in the process of setting up a green financing tranche within the existing financing facilities
- The Van Mossel Automotive Groep has a covenant with the Dutch Tax and Customs Administration on Horizontal Supervision. Action is undertaken on the basis of mutual trust. Concepts such as transparency and understanding also play an important role.
- Our employees are increasing the mileage driven in EVs

### CSR certification

- The Van Mossel body repair businesses are accredited for chain certification: ISO 14001, Sustainable Repairs and Approved Sustainable
- All of the Van Mossel dealerships are Approved Sustainable Plus certified





## Van Mossel Academy

At Van Mossel, we attach a great deal of value to the development of our employees. In order to give tangible expression to this, we have our very own Academy. We believe it is important to support passion for and pleasure in work. We therefore encourage our employees to go the extra mile and push their limits. The Academy is constantly evolving and currently consists of the following programmes:

### **Body repair: training and job guarantee**

The Van Mossel Academy has its own car body repair school, where a certified trainer gives motivated employees a basic training to become car body repairers in 10 weeks. In this unique and practical training course, the employee is quickly given responsibility and carries out the work independently. After successful completion of the training, the employee moves on to one of our damage repair companies throughout the country. The Van Mossel Autoschade Group believes that you are never too old to learn and that retraining is possible in the broadest sense of the word.

### **Further training as a car mechanic**

Through Van Mossel, training courses can be undertaken at the importer of the car make in question. We strongly believe in the development and training of our car mechanics, which is why we also started our own practical school in Tilburg in 2018. For a short, intensive period, employees work under the guidance of an experienced trainer on complex diagnoses and brand-specific information. Knowledge and experience are exchanged in an informal setting where everyone can learn at their own pace about the new work activities.

### **High Potentials Programme**

In order to develop talents within Van Mossel further, a varied and customised programme has been developed in collaboration with a professional training institute. The High Potentials programme consists of two tracks: the College and the Business School.

The Business School is specifically designed to help (future) managers get the most out of themselves and their teams. The programme, consisting of 22 half-day sessions, covers subjects such as People Management, Financial Management and Commercial Management. During the training, there always is a combination of the generic programme and the individual goals of the employee.

The College is a tailor-made training programme based on preferences and skills, and starts with a number of assessments to identify competencies. In the subsequent meeting, a Personal Development Plan is drawn up and it is determined whether the person will continue their training in the field or take the first steps towards the Business School.

### **VNA leasing**

Car leasing and fleet management is a profession in its own right, and in order to guarantee the high level of knowledge within the Van Mossel organisation, we offer the VNA leasing 1 course. This accredited training course has been developed by the Association of Dutch Leasing Companies and contains a number of standard modules with set attainment targets.





## Trends and developments

The year 2020 was set to be a year of rapid innovative developments within the automotive industry. The Corona crisis turned the world upside down and also hit the automotive industry hard. Changing mobility preferences have made customer retention and satisfaction more important than ever. Here are some of the trends and developments and how Van Mossel is anticipating these.

### Electrification

It is no longer just passenger cars and vans which are electric. Larger trucks are also becoming more sustainable. In terms of infrastructure, this is now possible, as there is no other European country with as many charging points as the Netherlands. In time, the electrification of the fleet will also be noticeable in the workshops of the dealerships. Van Mossel offers a range of electric models by several brands. In addition to the current electric MG range, other brands will also move towards a 100% electric range. For this reason, complete efficiency and flexibility of the workshops is very important at Van Mossel. The 'Premium Service' has been developed as a counterpart in the Netherlands, so the workshop space which had been created can be used by a larger group of customers.

### Growing demand for used cars

As a result of the imbalance between supply and demand, there is a shortage of the right type of vehicles. With increased delays to the delivery of new cars and far fewer rental vehicles being used, prices are expected to remain high. Van Mossel is anticipating this with their range of used cars on offer at the car dealerships, the large selection at the existing Mega Used Car Centres, and the launch of a new Van Mossel Mega Used Commercial Vehicles Centre in the Netherlands.

### Greater focus on online

A development which was already underway, but which has been accelerated by Corona. What we also notice is the trend to

digitally offer all kinds of services. This includes a virtual tour of the showroom, video presentations of cars for sale and the test drive at home. Van Mossel already offered these services, but in 2020 they became indispensable for sales within the car dealerships.

### Sustainable Mobility

Sustainable mobility is about the challenge of achieving a balance between accessibility, economy, environment and the climate. Within Van Mossel Netherlands, all the car dealerships have Approved Sustainably Plus certification and the body repair businesses are certified for ISO 14001, Sustainable Repair and Approved Sustainably chain certification.

### From ownership to use

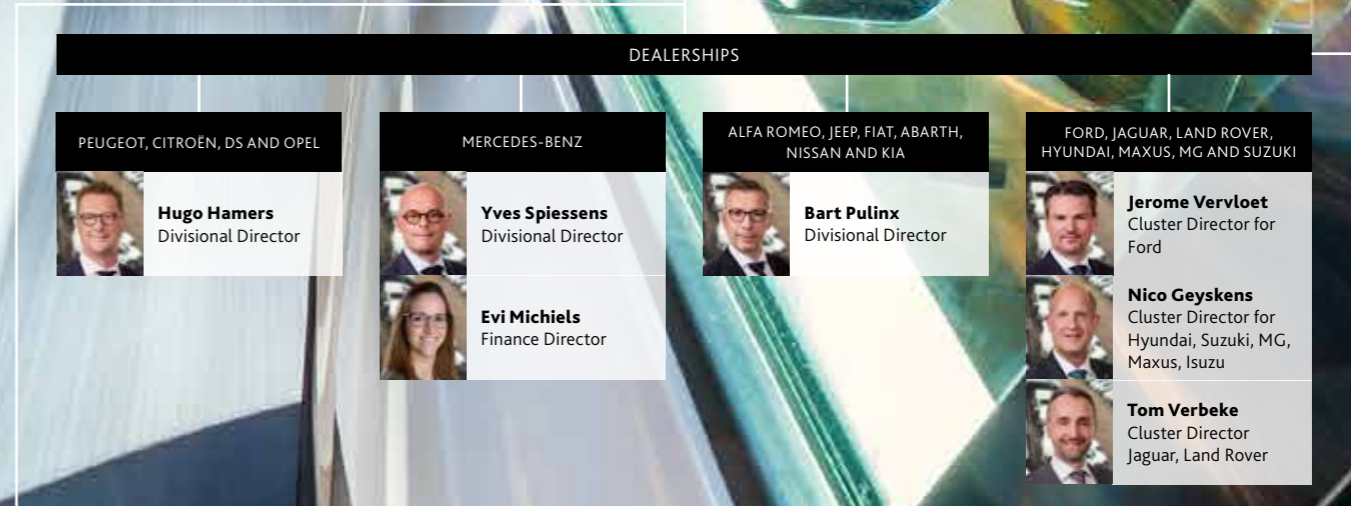
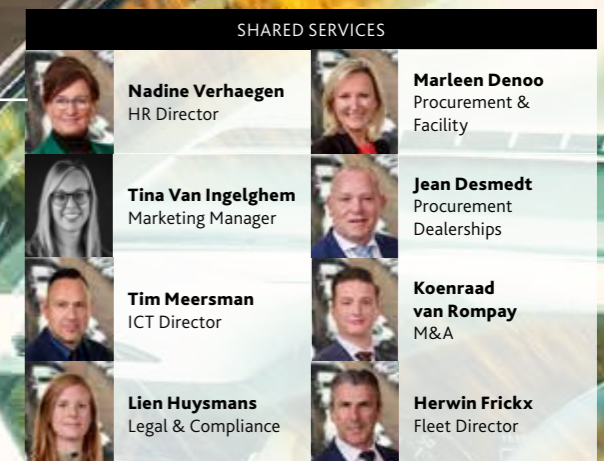
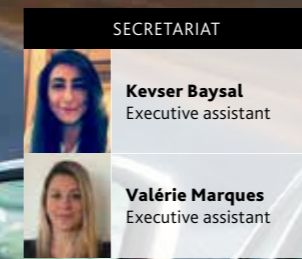
Private leasing is currently the lifeblood of the leasing industry. Due to the Corona crisis, there is greater reluctance to enter into new contracts. In addition, business lease contracts will not automatically be extended after the expiry of the current terms because of the high level of working from home. The private lease market, on the other hand, is growing enormously. Van Mossel is responding to this demand by offering private leasing to the various leasing companies and has also started doing so in Belgium.

### The car industry gets "connected"

"Connected" refers to the interconnection between cars on the road and between the driver and the car and its systems. The first development in the area of "connected" concerns communication between self-driving cars. When using self-driving cars, the cars must be able to exchange information with each other in order to respond to arising situations. The connection between driver and car is about media systems and navigation. The car is expected to become the second most widely used workplace after home and office. For this, interactive media systems will be introduced in the car. Within the total range of car brands at Van Mossel, the connected services will play an increasingly important role.

# Organisational structure in the Netherlands

# Organisational structure in Belgium/Luxembourg





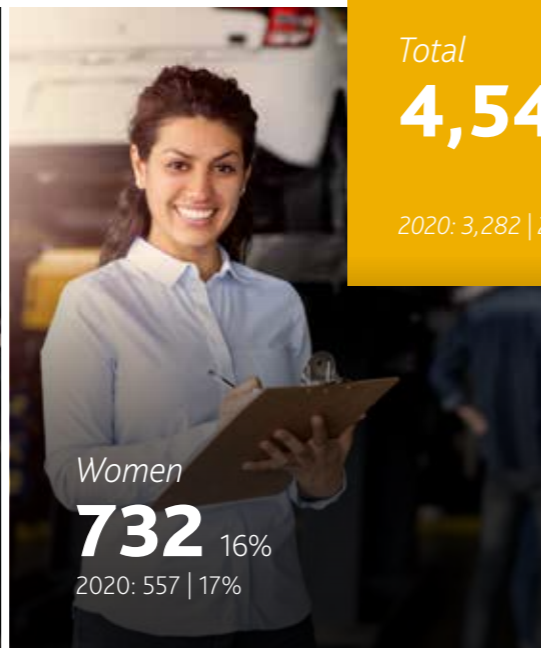
# Figures

## Transactions in 2021 (forecast)

<i>New</i> <b>71,500</b> 2020: 61,000	<i>Used cars</i> <b>59,000</b> 2020: 43,000	<i>Leasing</i> <b>29,000</b> 2020: 24,000	<i>Total</i> <b>159,500</b> 2020: 128,000
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Number of vehicles: 94,000 | 2020: 89,000

## Employees in 2021



*Total*  
**4,542** 3,999  
FTE

2020: 3,282 | 2,828 FTE

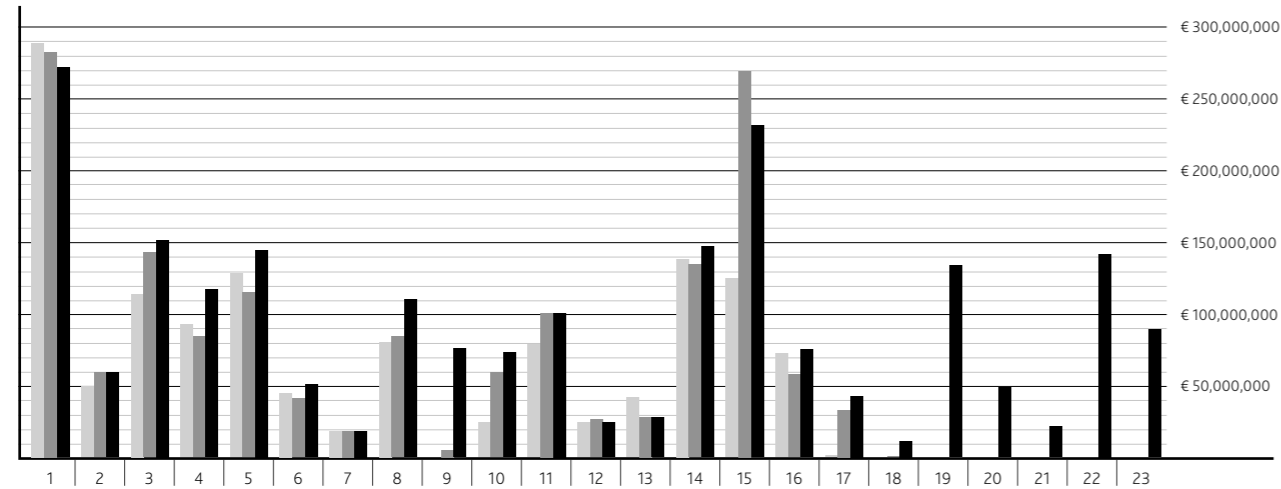


# Key figures

## Van Mossel Dealerships

Revenue development from car sales

2019: € 1,335,286,522 2020: € 1,545,379,244 2021: € 2,267,285,256

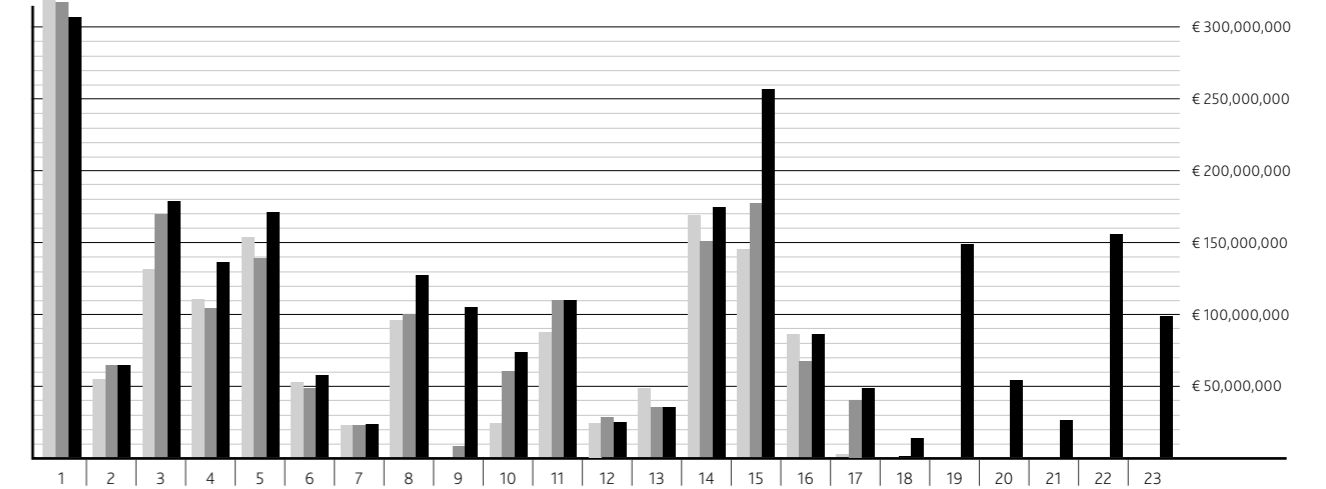


- |                                       |   |   |
|---------------------------------------|---|---|
| 1 NL - Audi, Volkswagen               | 9 NL - Mercedes-Benz Vans & Trucks  | 16 BE - Opel                              |
| 2 NL - Seat, Škoda                    | 10 NL - MG  | 17 BE - Mercedes-Benz                     |
| 3 NL - Ford                           | 11 NL - Kia   | 18 BE - Mercedes-Benz Trucks              |
| 4 NL - Opel                           | 12 NL - Hyundai   | 19 BE - Ford                              |
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| 7 NL - Fiat, Jeep, Alfa Romeo, Abarth | 15 BE - Fiat, Jeep, Alfa Romeo, Abarth, Citroën, DS, Peugeot, Nissan, Kia | 22 LUX - Autopolis                        |
| 8 NL - Mercedes-Benz, Smart           |   | 23 BE - Acquisitions                      |

## Van Mossel Dealerships

Total turnover

2019: € 1,549,377,475 2020: € 1,759,699,104 2021: € 2,576,504,952

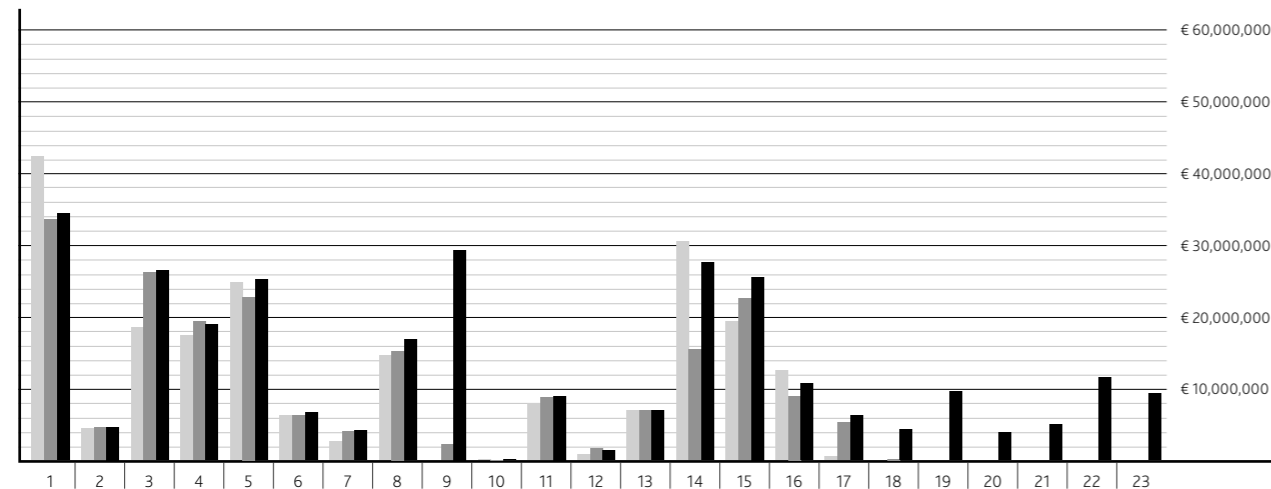


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## Van Mossel Dealerships

Aftersales revenue development

2019: € 214,090,953 2020: € 214,319,860 2021: € 309,219,696

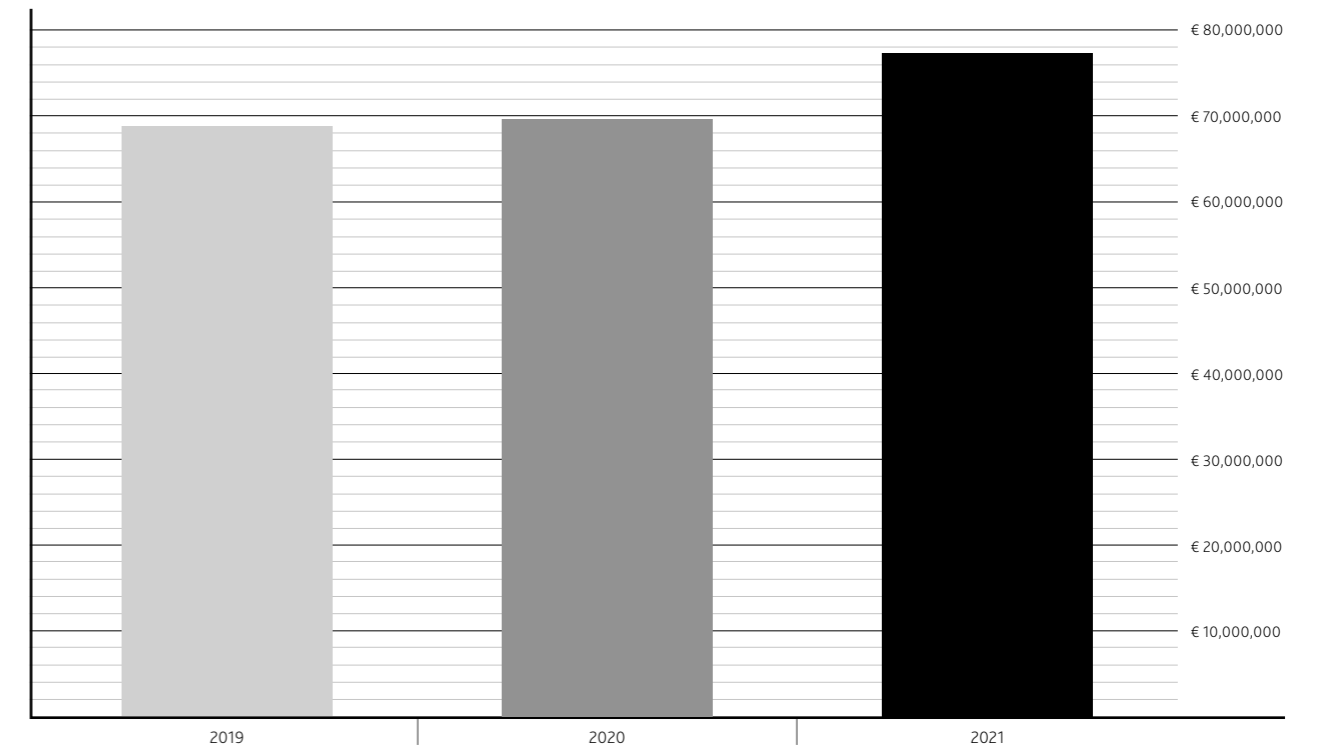


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## Van Mossel Body Repair Businesses

Total turnover

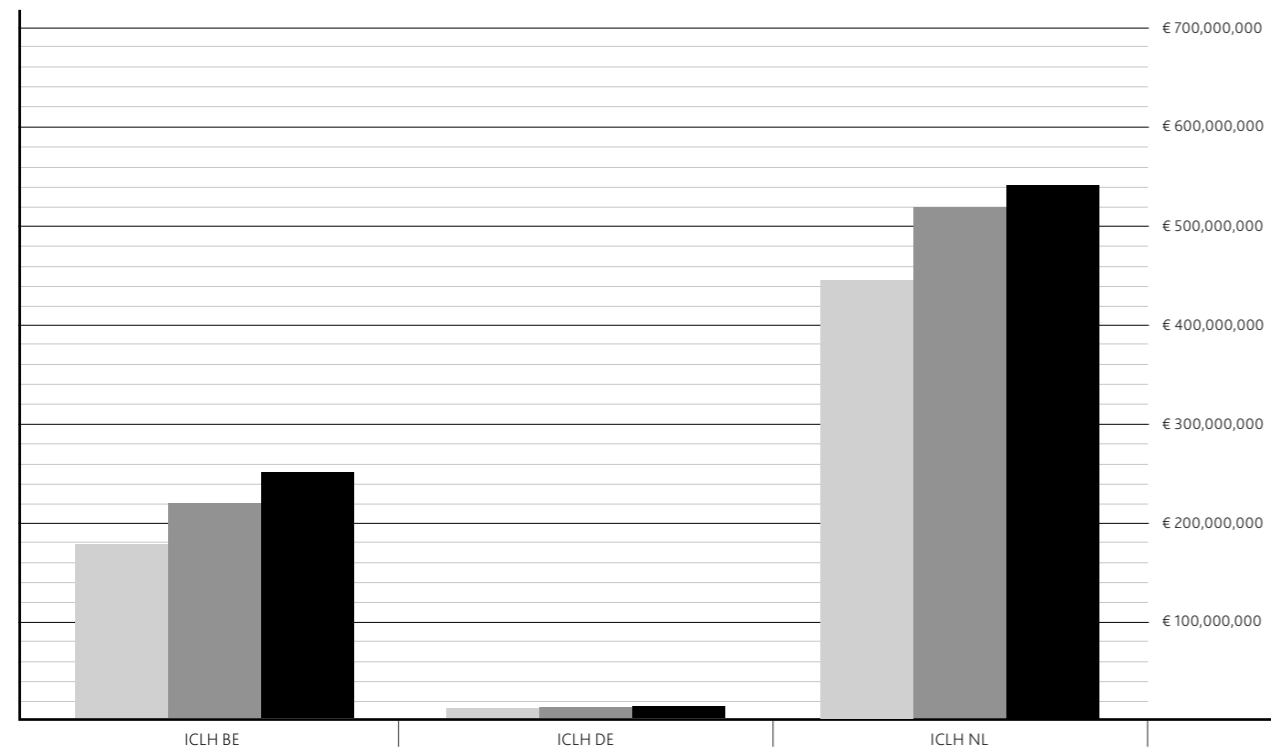
2019: € 68,963,286 2020: € 69,783,614 2021: € 77,541,242



### Van Mossel Leasing Companies

Total turnover

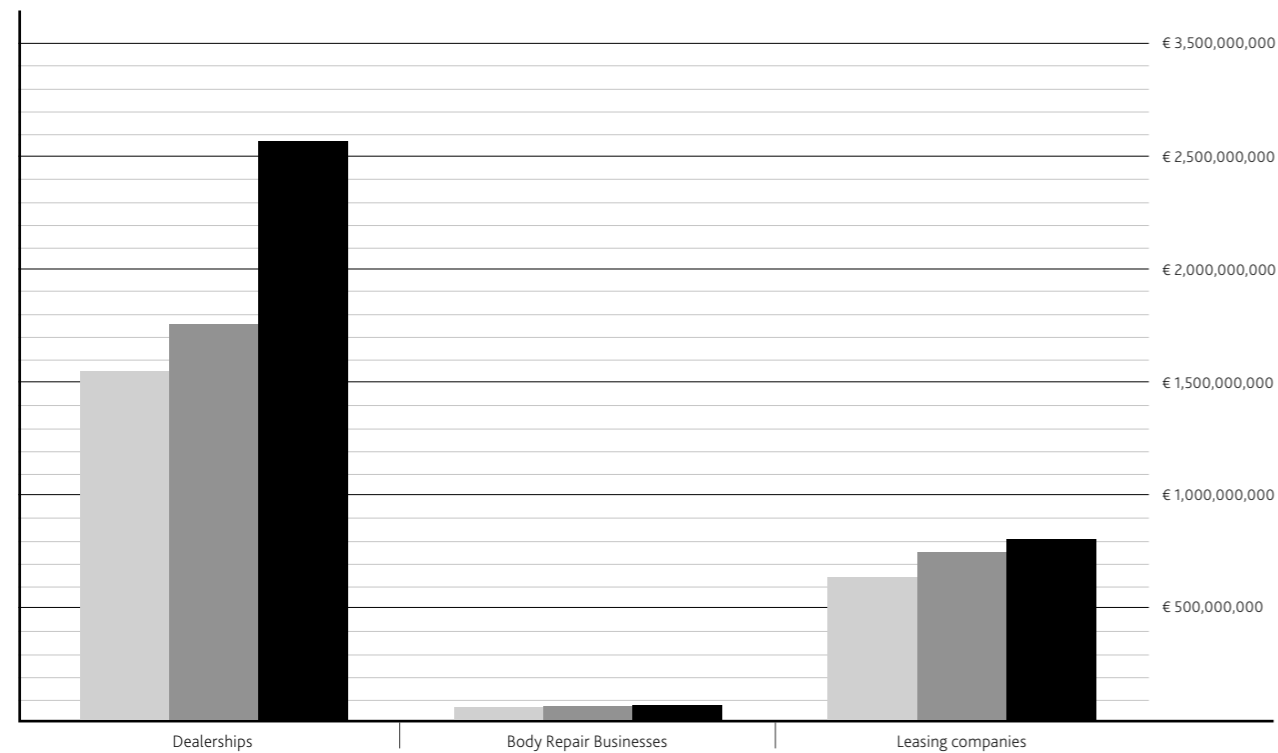
2019: € 639,746,403 2020: € 753,730,055 2021: € 808,754,247



### Van Mossel Automotive Groep

Total turnover

2019: € 2,258,087,163 2020: € 2,583,212,773 2021: € 3,462,800,441



## Balance sheets

BALANCE SHEET VAN MOSSEL DEALERSHIPS					
(x € 1,000)	2020	2019		2020	2019
Goodwill	41,346	34,770	Equity	279,344	244,527
Tangible fixed assets	95,194	94,447	Provisions	1,689	3,693
Financial fixed assets	124,049	111,932	Long-term debts	8,356	27,617
Inventories	301,320	258,820			
Debtors & other receivables	129,692	144,748	Trade payables & other debts	411,445	373,654
Cash & cash equivalents	9,233	4,774			
<b>Total assets</b>	<b>700,834</b>	<b>649,491</b>	<b>Total liabilities</b>	<b>700,834</b>	<b>649,491</b>
			Solvency	39.9%	37.6%

BALANCE SHEET VAN MOSSEL BODY REPAIR BUSINESSES					
(x € 1,000)	2020	2019		2020	2019
Goodwill	2,407	2,945	Equity	17,539	13,911
Tangible fixed assets	10,887	10,829	Provisions	471	339
Financial fixed assets	548	384	Long-term debts	-	-
Inventories	1,031	1,356			
Debtors & other receivables	6,258	10,570	Trade payables & other debts	12,062	13,853
Cash & cash equivalents	8,941	2,019			
<b>Total assets</b>	<b>30,072</b>	<b>28,103</b>	<b>Total liabilities</b>	<b>30,072</b>	<b>28,103</b>
			Solvency	58.3%	49.5%

BALANCE SHEET VAN MOSSEL LEASING COMPANIES (INTERNATIONAL CAR LEASE HOLDING)					
(x € 1,000)	2020	2019		2020	2019
Goodwill	27,812	32,079	Equity	234,306	211,873
Tangible fixed assets	1,401,272	1,267,197	Provisions	20,529	21,051
Financial fixed assets	22,569	15,480	Long-term debts	1,149,106	1,040,310
Inventories	16,056	18,899			
Debtors & other receivables	62,542	65,471	Trade payables & other debts	127,137	126,520
Cash & cash equivalents	828	627			
<b>Total assets</b>	<b>1,531,078</b>	<b>1,399,754</b>	<b>Total liabilities</b>	<b>1,531,078</b>	<b>1,399,754</b>
			Solvency	15.3%	15.1%

## Income statement

INCOME STATEMENT VAN MOSSEL AUTOMOTIVE GROEP		
(x € 1,000)	2020	2019
Net revenue	2,583,212	2,258,087
Cost of sales	2,270,243	1,963,605
<b>Gross revenue</b>	<b>312,969</b>	<b>294,482</b>
Operational costs	209,182	207,180
<b>Ebitda</b>	<b>103,787</b>	<b>87,302</b>
Depreciation tangible fixed assets	9,976	7,818
<b>Ebit</b>	<b>93,811</b>	<b>79,484</b>
Financial income and expenses	34,033	29,408
<b>Result before participation interest</b>	<b>59,777</b>	<b>50,077</b>
Share in result of participations	3,261	2,156
<b>Operational result before amortization of goodwill &amp; income</b>	<b>63,038</b>	<b>52,232</b>

DIVISION OF OPERATIONAL RESULT PER DIVISION		
(x € 1,000)	2020	2019
Van Mossel Dealerships	20,655	17,202
Van Mossel Body Repair Businesses	5,317	3,278
Van Mossel Leasing Companies (International Car Lease Holding)	37,066	31,752
<b>Operational result before amortization of goodwill &amp; income</b>	<b>63,038</b>	<b>52,232</b>

## Explanation of the figures

The figures in the Annual Report for the Van Mossel Automotive Groep are based on the formal annual financial statements which have been approved by EY. These have been filed and are available for inspection at our office. In deviation from these formal figures we have classified these balance sheets by activity: dealer-related, lease-related and body repair-related.

At year end 2020, the balance sheet total of Van Mossel Dealerships increased to € 701 million (2019: € 649 million). This increase (in balance sheet as well as result) is a consequence of the further growth (both autonomously as through acquisitions) of activities in BEE Dealer Holding Netherlands and the Belgian activities in Van Mossel Automotive Groep 4. The equity increased to € 279 million (2019: € 245 million) means solvency is now 40% and can be classified very good (2018: 38%).

The Van Mossel leasing companies, under the umbrella of the International Car Lease Holding and International Car Lease Holding Belgium, have a much higher balance sheet total due to the fleet investments. As a result of further growth of the leasing fleet in

2020, the balance sheet total increased from around €1,400 million to € 1,531 million. Solvency is at 15.3% with an Equity of € 234 million (2019: € 212 million), which is a little higher than in 2019.

The balance sheet total of the Van Mossel Body Repair Businesses has increased slightly to € 30 million. Due to a relatively high Equity of € 18 million (2019: € 14 million) solvency increased to 58% (2019: 50%), which is very high for this sector.

The EBITDA of the entire group increased in 2020 to € 104 million (2019: € 87 million) and the result before tax and amortization of goodwill also showed an increase from € 52 million in 2019 to € 63 million in 2020.

Up to and including April 2021, the turnover and results were around budget. Both organically and through the recent acquisitions (Belgium/Luxembourg), we believe we can continue the upward trend in volume and results in 2021.





# Developments in the Netherlands

# Developments

Cluster Volkswagen, Audi, Volkswagen Commercial Vehicles

### Strategy

With our brands Volkswagen, Volkswagen Commercial Vehicles and Audi, we are the most attractive mobility partner in the Netherlands. Investing in the relationship with both business and private customers is assured within our cluster. Fulfilment of customer promises and hospitality are the guiding principles which we follow and to which each of our departments has committed itself. The development of our employees, or Human Capital Development, is also integrated into our strategy and contributes to the constructive growth of our cluster.

### Achieved in 2020

- E-Tron dealer of the year
- ABT dealership acquired
- From monthly to weekly to daily reporting
- Optimisation of qualitative lead follow-up in combination with the introduction of Calldrip

### Achieved in 2021 (first half year)

- Cluster management at full strength
- Increased focus on NPS score. The goal is to move from a top 7 dealer position in 2021 to a top 3 dealer position in 2022
- Turnover rate of used cars increased from 4.5 to 5
- Rollout of MEB platform models including ID3, ID4, IDBuzz and Audi Q4

### Plans for 2021 (second half year)

- Rollout of SAM (Sales & Aftersales management). Optimise sales funnel management, 5 unique sales processes per sales consultant per working day
- New CI outside Van Mossel Audi premises including refurbishment of used car showroom
- Sales-oriented in-store customer events
- Setting up structural outbound calls for Aftersales
- Pilot for digital pricing of used cars

## Cluster Management



**Korstian van de Koevering**  
Commercial Director  
Audi



**Richard Vonk**  
Commercial Director  
Volkswagen



**Willem Kuijs**  
Commercial  
Director Volkswagen  
Commercial Vehicles



**Kees Wittens**  
Finance Director

“ The pandemic has taught us that, as an organisation, we have to respond quickly and appropriately to external factors. This has kept us on our toes and allowed us to grow in a shrinking market and to increase our market share.



# Developments

Cluster Seat, Škoda

### Strategy

With our brands Seat and Škoda, we are the most attractive mobility partner in the Netherlands. Investing in the relationship with both business and private customers is assured within our cluster. Fulfilment of customer promises and hospitality are the guiding principles which we follow and to which each of our departments has committed itself. The development of our employees, or Human Capital Development, is also integrated into our strategy and contributes to the constructive growth of our cluster.

### Achieved in 2020

- Škoda – Dealer of the year 2020
- From monthly to weekly to daily reporting
- Optimisation of qualitative lead follow-up in combination with the introduction of Calldrip
- New building for Used Cars at Kraaivenstraat 13 in partnership with Volkswagen/Audi
- Largest volume in nationwide numbers for Seat and Škoda

### Achieved in 2021 (first half year)

- Cluster management at full strength
- Rollout of the electric Skoda Enyaq
- Premium Dealer Škoda 2021
- Rollout of PHEV strategy for Seat and Škoda
- Branch managers participation in Management training

### Plans for 2021 (second half year)

- Rollout of SAM (Sales & Aftersales management). Optimise sales funnel management, 5 unique sales processes per sales consultant per working day
- Competing for Dealer of the Year 2021
- Additional Aftersales staff to be optimally trained in Electrification, ready for the future
- Rollout of Management Guide 2.0 in cluster
- Synergy between VAG brands and holding company

### Cluster Management



**Dave van Iersel**  
Commercial Director



**Raymond Kemmeren**  
Cluster Manager  
Aftersales



**Kees Wittens**  
Finance Director

“ We consider Seat and Škoda to be premier brands which our highly motivated team enjoys working with on a daily basis in order to stay at the top!





## Developments

Cluster Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional

### Strategy

Every visit to Van Mossel should be a pleasure. We do this with employees who fully embrace and promote the Van Mossel core values. By using scale and synergy within the group, every opportunity is maximised.

### Achieved in 2020

- Reduced debtors' outstanding debt
- Met the importer's sales target
- Sales Funnel Management improved through employing a lead team
- Expansion of the selection of Private Leases
- More grip on the small business market through collaboration with Van Mossel Autolease

### Achieved in 2021 (first half year)

- Appointment of Field Account Manager to get a better grip on the local business market
- Maximum synergy with all business units within Van Mossel
- Rollout of Ventavid for a more personal approach with our customers
- Improvement of cost structure
- Improved consultation structure within the cluster

### Plans for 2021 (second half year)

- Call training for higher conversion from lead to appointment to order
- Rollout of Rentwise for aftersales
- Improve market share of Private and Commercial vehicles within the region
- Improve customer satisfaction (goal: top 3 dealers in NL)
- Improving local awareness

## Cluster Management



**Rick Barmentlo**  
Commercial Director



**Sebastiaan de Leeuw**  
Cluster Manager  
Aftersales



**Kees Wittens**  
Finance Director

“ The road to success is always under construction. Last year was a year like never before, but also a year of new possibilities and opportunities. Through focus, flexibility and maximum effort, we have also managed to achieve a great result in 2020.

# Developments

Cluster Peugeot, Citroën, DS

### Strategy

2020 has brought us even closer to our customers and their needs. Arranging a test drive in the driveway, swift and appropriate response to online interest in our range of new and used cars, collection and delivery of cars to the workshop, also thanks to premium service. Day-to-day operations were sustained by our employees due to their great flexibility and ability to work within safe frameworks.

### Achieved in 2020

- Optimisation of processes including the right person in the right place
- Maintaining profitability by ensuring added value at low cost
- Customer satisfaction for aftersales service well above national average
- Management team has been fine-tuned
- The renovations of Zaandam and Heemskerk branches were completed and new Purmerend building finished

### Achieved in 2021 (first half year)

- More showroom sales, average increase of 35 cars per week
- Sales of company cars and used cars up by 15%
- Onboarding and training of sales staff
- In-house training started for sales staff and service advisers
- Revenue per aftersales event strongly increased

### Plans for 2021 (second half year)

- Exploiting opportunities to sell electric cars in 2021
- Customer satisfaction in sales and aftersales Top 3 in NL
- Further expansion of the aftersales team
- Further optimising the customer experience through training and coaching our people
- Start upselling programme for further improvement of profitability per event

## Cluster Management



**Jaap de Jong**  
Commercial Director  
Peugeot



**Michael Meijer**  
Commercial Director  
Citroën



**Mark Besselink**  
Aftersales Manager



**Stefan de Loos**  
Finance Director

“ By having a clear vision and a lot of focus, we, as a team, are able to create a high-quality customer experience with great profitability. We do this by being close to our customers and close to our employees each and every day.



# Developments

## Cluster Opel

### Strategy

Our strategy is to be among the top players in the country in terms of profitability, customer and employee satisfaction. We do this by giving our customers personal attention, listening carefully, and trying to exceed expectations.

### Achieved in 2020

- Charles van der Geest started as Operational Director for the Opel Cluster
- Refurbishment OPC Opel Goes completed
- All branch managers have successfully followed and completed the Van Mossel Management Guide training course
- First full year within OPC Opel of the Breda, Roosendaal, Goes, and Middelharnis locations, integration successfully completed
- Increase in volume of our used car department through optimisation of the internet presentation, turnover rate, and used car specialist per location

### Achieved in 2021 (first half year)

- Central Technical Planning Bureau is now operational in Den Bosch for Aftersales back office activities, allowing our aftersales teams at locations to have less administrative tasks and therefore more time for our customers
- New Dealer Management System Wincar and AFAS financial package implemented at our 10 Opel locations
- Acquisition of Opel Kerckhaert Hulst and integration into our Ford location in Hulst
- New OPC Opel Terneuzen building is ready

### Plans for 2021 (second half year)

- Introduction of the Van Mossel Commercial Vehicles Campaign, with the aim of further expanding our Aftersales service specifically for commercial vehicle customers. Expanding the Sales account team for local business operations in the business market
- Construction of new building in Middelharnis at new location, in combination with Van Mossel Ford
- Intensify brand recognition of Van Mossel OPC Opel in West-Brabant, Zeeland and Zuid-Holland by active marketing and network use
- Customer satisfaction with Sales and Aftersales to become Top 3 in the Netherlands by turning our customers into ambassadors. Operational uniformity of the newly acquired branches

## Cluster Management



**Bas Kuijs**  
Commercial/Managing  
Director

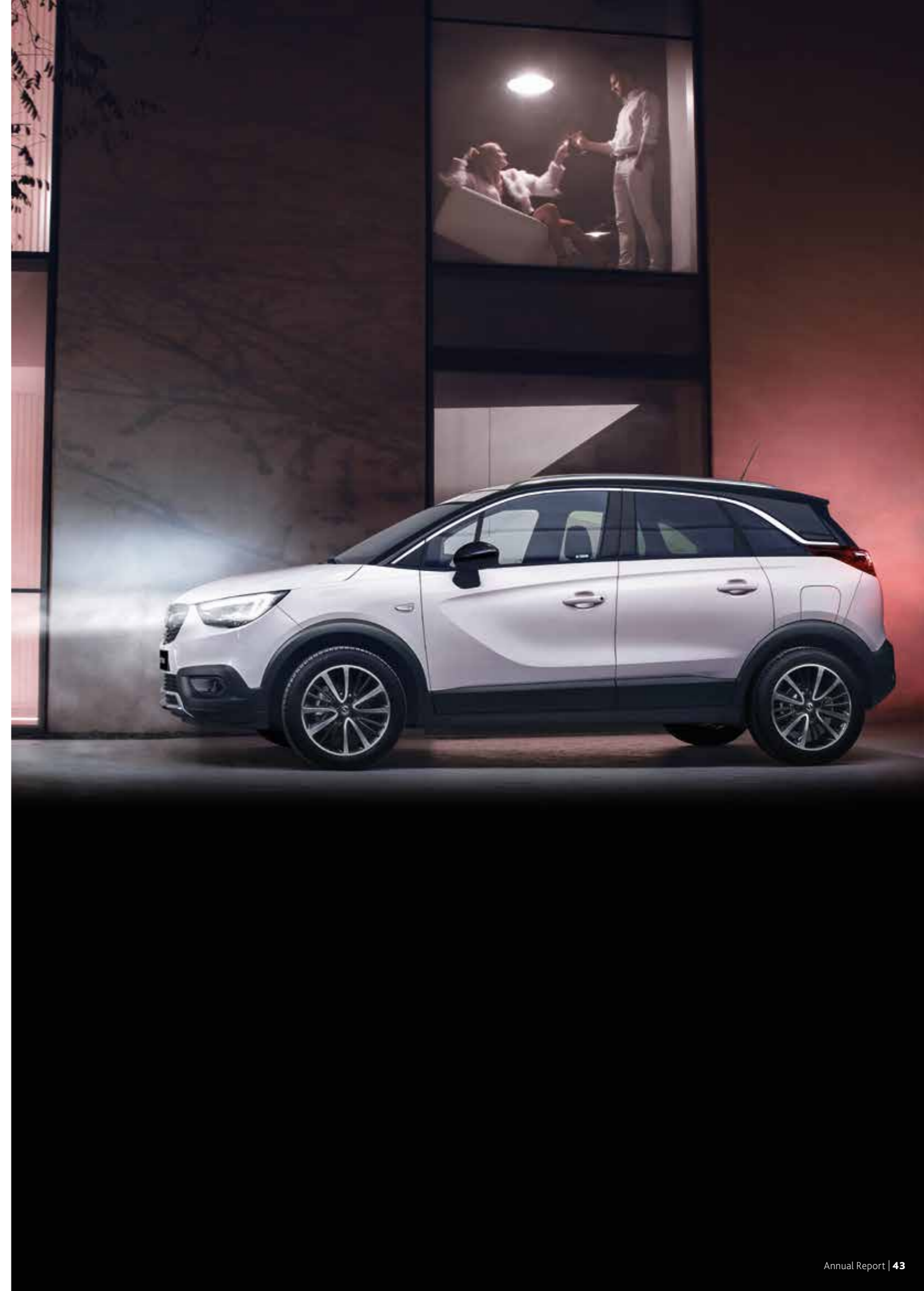


**Charles van der Geest**  
Operational Director



**William Verheijen**  
Finance Director

“ Every customer who has purchased a product or service from OPC Opel is personally followed up by our sales and service teams by telephone to ensure that the customer is satisfied with their purchase or maintenance/repair. Our customers experience personal contact as the best way to stay in touch with our organisation. This was already implemented for sales, but by mid-2021 it will also be implemented for every service customer.





## Developments

Cluster Hyundai

### Strategy

After starting in Leeuwarden at the end of 2018, the locations in Heerenveen (March) and Groningen (July) were added during the past year, bringing both the brand and Van Mossel to full strength in the Northeast Netherlands area. The (CO2) policy pursued by the Dutch Hyundai importer has not done the brand any good over the past year or at the beginning of this year. Together with a new management at the importer, a fresh model line on all fronts and the plans for further electrification of the brand, the tide seems to have turned. The focus for Van Mossel Hyundai is entirely on growth, without losing sight of the most important pillars, specifically customer/employee satisfaction and cost control.

### Achieved in 2020

- Completed migration to the new Dealer Management System package
- Takeover of Tolman Drachten and relocation of activities to the new location in Heerenveen
- Completed the new construction project in Groningen in combination with the cluster Jaguar/Land Rover
- Further implementation of the Van Mossel Premium Service in Heerenveen and Groningen
- Increase in market share in own region above set target

### Achieved in 2021 (first half year)

- Introduction of new models including Bayon, Tucson, Ioniq 5, Santa Fe
- Service level of Customer Contact Centre structurally above target of 95%
- Ambitious budget set for aftersales service almost reached
- More large fleet orders
- Number 1 position in customer satisfaction (Sales Heerenveen)

### Plans for 2021 (second half year)

- Goal to be Top 5 in customer satisfaction nationwide
- Further progress in switch to electrification
- Contract maintenance and sale of hydrogen vehicles (Groningen)
- Percentage of regional market share above national average

### Cluster Management



**Huub van Jaarsveld**  
Commercial Director



**Marcel Koldewijn**  
Aftersales Manager



**William Verheijen**  
Finance Director

“ After a relatively tough 2020, Van Mossel Hyundai is now really going full steam ahead.

# Developments

## Cluster Kia

### Strategy

The year 2020 was more than successful for Van Mossel Kia. The five-strong cluster was able to achieve virtually all its ambitious targets. Van Mossel Kia is still one of those at the top in terms of volume, but certainly also in terms of customer satisfaction. Last year, the topic of strategy was closed with the words that it was important to maintain the (high) level for the future. So far, thanks to a fantastic and passionate team of employees, this has once again been achieved. It will not have escaped anyone's attention that the Kia brand is also doing extremely well in the Netherlands. This is partly due to a product portfolio that meets the needs of the market. For the coming period we will continue to aim for growth.

### Achieved in 2020

- Completed migration to the new Dealer Management System package
- Expanded the site and workshop (including car wash) at the Apeldoorn branch
- Strengthened the management structure
- Automation of administrative processes, such as bonus and (credit) invoice processing
- Selected as the "Kia Top Dealer" for the 5th consecutive year

### Achieved in 2021 (first half year)

- Expansion of workshop in Amersfoort branch
- Digitalisation of warranty files
- Efficiency gains made by implementing Dealer Tyre Management in Electronic Vehicle Health Check software
- Pre-introduction of new electric model, the EV6 with revolutionary technology
- Additional car mechanics hired to reduce waiting times and generate more revenue

### Plans for 2021 (second half year)

- Top 3 position in local private small business market
- Main sponsor and name sponsor of prestigious tennis tournament "Van Mossel Kia Dutch Open" for the 2nd time
- Refurbishment of Zwolle branch, addition of office wing
- Maximise use of the momentum surrounding electric models
- Maintaining the title of "Kia Top Dealer"

### Cluster Management



**Frank Daalhuisen**  
Commercial Director



**Marcel Koldewijn**  
Aftersales Manager



**William Verheijen**  
Finance Director

“ We like to take our customers and business associates with us on our inspiring journey!





# Developments

Cluster Jaguar, Land Rover

### Strategy

Many changes took place within the cluster during the last year. Among other things, all three locations have a new branch manager, and a new commercial director has been recruited. In 2020, many models unfortunately did not fit in with the Dutch market, which is mainly CO2-driven. As a result, the price level of the cars was disproportionately high. In addition, there was only a limited allocation available. In the meantime, almost all models are now available in a Plug-In Hybrid version, which has resulted in a more attractive (price) proposition. Any shortfall in allocation is compensated by the purchase and sale of lightly used Approved used cars of both brands.

### Achieved in 2020

- Expanded the site and workshop (including car wash) at the Apeldoorn branch
- Branch and cluster management refreshed
- Completed the new construction project in Groningen in combination with the cluster Hyundai
- Introduction of the New Defender
- Drive-in movie event exclusively for customers

### Achieved in 2021 (first half year)

- Intake of new car orders above budget
- Aftersales revenue on budget
- New mechanics recruited
- Social media activities intensified
- Appointment of used car manager

### Plans for 2021 (second half year)

- Additional production allocation available from 3rd quarter
- Further digitalisation of workshop process
- Refurbishment of Zwolle branch, addition of office wing
- Further expansion of the Approved Used Car label
- Investment in staff training

### Cluster Management



**Jeroen Buter**  
Commercial Director



**Arie Oudesluijs**  
Operational Manager



**William Verheijen**  
Finance Director

“ Our shared motto is  
"Passion to Perform".





## Developments

Cluster Mercedes-Benz, Smart

### Strategy

In 2021, the strategy focuses on being able to further professionalise the business processes and take the next step towards maximum customer satisfaction. In addition, we are stepping up in volume in terms of sales and aftersales with the help of the new branch in Rotterdam Charlois. Finally, we are continuing to build on the Premium Service label.

### Achieved in 2020

- Largely exceeded goals for sales and aftersales
- Refurbishment of Autostrada branch completed with an exclusive AMG delivery area (AMG Performance Centre)
- Further professionalisation of purchase of used Mercedes-Benz models
- All branches have achieved the Mercedes-Benz workshop quality certification
- Combined parts delivery in co-operation with Van Mossel Renault/Nissan

### Achieved in 2021 (first half year)

- Opening and start-up of our newest flagship store Van Mossel Mercedes-Benz in Rotterdam Charlois
- Centralisation of the (sales) administration, marketing and management departments at the new Charlois branch
- Fleet sales team at full strength and strengthening of the collaboration with Van Mossel Autolease Rotterdam
- Connecting Mercedes-Benz cluster to national parts logistics

### Plans for 2021 (second half year)

- Rollout of older used cars in consultation with Mercedes-Benz as an addition to certified
- Rollout of the Mercedes-Benz EQ brand
- Implementation of one-stop-shop concept. All Van Mossel mobility solutions at location
- 5-Star rating project rolled out with the goal of maximising our customer satisfaction in the areas of sales and aftersales
- Start of combined parts delivery with sister company Van Mossel Mercedes-Benz Vans & Trucks

### Cluster Management



**Jan Bas Veltman**  
Managing/Commercial  
Director



**Jeffrey Huizing**  
Operational Director



**Stefan de Loos**  
Finance Director

“ We are very proud that, with our beautiful new branch, we can now truly offer the complete Van Mossel mobility package to every customer. All while maintaining our renowned customer focus and hospitality.

# Developments

Cluster Mercedes-Benz Vans & Trucks

## Strategy

With the takeover on 1 December 2020 of the Mercedes-Benz commercial vehicle dealers Hogenbirk Bedrijfswagens and Rogam Bedrijfswagens, Van Mossel Automotive Groep now has the last missing product group, trucks, in its portfolio, right in the heart of the logistical Netherlands, the Greater Rotterdam Area. As a Vans & Trucks cluster, we strive every day to find every conceivable solution to meet the transport needs of our B2B and industrial customers in the private transport, commercial goods transport and public services sectors.

## Achieved in 2020

- Integration of sales and service teams Van Mossel Hogenbirk and Van Mossel Rogam
- Connecting and consolidating the financial reporting, HR and salary administration at Van Mossel Automotive Groep

## Achieved in 2021 (first half year)

- Crowned Best Truck Dealer in the Netherlands by Mercedes-Benz Nederland
- Migration of IT infrastructure and dealer management system
- Legal merger of Van Mossel Hogenbirk and Van Mossel Rogam to form Van Mossel MB Vans & Trucks B.V.
- Centralisation of staff services at head office in Bergschenhoek

## Plans for 2021 (second half year)

- Recruitment campaign for commercial vehicle and truck mechanics
- Rollout of complete eVans model range
- Marketing strategy for Van Mossel Trucks and expertise centre for special trucks
- Various renovation projects for the branches
- Optimising collaboration with other companies within the group

## Cluster Management



**Robert Hogenbirk**  
Managing Director



**Robert-Jan Tros**  
Commercial Director  
Trucks



**Arjan Winkelman**  
Commercial Director  
Vans



**Erik van der Helm**  
Operational Director



**Joris ten Brink**  
Finance Director

“ It is extremely energising to see the effect of transforming the rivalries of the original companies into the strong alliance which has now emerged. This gives both customers and employees confidence for the future!



# Developments

Cluster Ford

## Strategy

The benefits provided by scale and synergy within the group will allow fully tapping into the potential of the Ford brand by working with employees who embrace and implement the Van Mossel core values, centred around customer satisfaction.

## Achieved in 2020

- Integration of new Zeeland locations within the Ford Cluster
- Filled (key) positions in branch management and embedded the Management Guide
- Reduced lead follow-up time including ensuring in the evenings and during weekends
- Rollout of project: 'Boost your productivity' project and express service
- Digitalising the work order process

## Achieved in 2021 (first half year)

- Growth in market share through intensified local marketing
- Broadening of services where and when it is convenient for the customer
- Unique nationwide Ford campaign in collaboration with International Car Lease Holding
- Transition to an electric workshop is underway
- Training and first visible growth in aftersales customer satisfaction

## Plans for 2021 (second half year)

- Completion of acquisition and new construction projects
- Intensify proactive local business marketing from the branches
- Further expansion of our customer approach with the use of the virtual showroom
- Professionalise the Customer Contact Centre through dedicated management and increase the grip on new and existing clients
- Operational uniformity of the newly acquired branches

## Cluster Management



**Marthy Leijs**  
Commercial Director



**Dominick Joosten**  
Operational Director



**William Verheijen**  
Finance Director

“ After intensive growth with committed employees, we have achieved a strong Ford position in the market!





## Developments

### Cluster MG

#### Strategy

In 2019, Van Mossel was able to add the MG brand to its brand portfolio. In addition to the role of supplying dealer, we are also performing the role of exclusive distributor for this new brand within the group. We have reinforced this in 2020 through various national radio and TV campaigns. We are fulfilling this role with superior customer satisfaction and operational excellence. Partly because of this and the introduction of new models, we expect to be able to continue the successful launch of MG in the coming years.

#### Achieved in 2020

- Best-selling B2C EV in the Netherlands
- Addition of a new branch in Rotterdam
- Relocation and renovation of sales point in Amsterdam
- Implementation of MG team in the Netherlands with a clear management structure
- Improved processes, resulting in more structure and clearer responsibilities

#### Achieved in 2021 (first half year)

- Improvement in market share and numbers compared to last year
- Opening of a retail location in the largest mall in the Netherlands in Leidschendam
- Renovation of the Rotterdam location completed
- Once again, we were able to offer a competitive private leasing rate
- Added the EHS to the model programme

#### Plans for 2021 (second half year)

- Adding the Marvel R to the models range
- Make better use of B2B market opportunities, especially for the new models
- MG promotional tour through the Netherlands to increase the visibility of our national MG network
- Improve the aftersales structure and thus become a more reliable supplier for our service branches

### Cluster Management



**Gijs van de Ven**  
Branch Manager



**Jeffrey Huizing**  
Operational Director



**Kees Wittens**  
Finance Director

“ A new brand with its associated challenges - that's what we enjoy every day. Thanks to the efforts of our entire team, it is now impossible to imagine the EV market without MG.

# Developments

Cluster Renault, Nissan, Dacia

## Strategy

We are the official dealer of the Renault, Dacia and Nissan brands. With 16 locations, from Rotterdam to Tiel and from Amsterdam to Waalwijk, we cover virtually the whole of the central Netherlands. We are a proactive dealer organisation with a passion for people, cars and service. Our goal is to exceed our customer's expectations with the solutions that we provide. Our customers and employees come first and this is what makes the difference. It means that we can give the customers what they want, what they are entitled to, and we demonstrate that we keep our word. This is something our customers can rely on.

## Achieved in 2020

- Renovation of Nissan Amsterdam
- Expansion of Nissan territory with Hoofddorp branch
- Branch managers completed management training
- Van Mossel house style fully implemented
- A very high share of premium service revenue

## Achieved in 2021 (first half year)

- Joint venture converted to 100% Van Mossel
- Introduction of new Nissan QASHQAI
- Renovation of Renault Rotterdam Zuid
- Expansion of management team
- Highest aftersales customer satisfaction rating achieved

## Plans for 2021 (second half year)

- Takeover of Indumij
- Completing renovations in Rotterdam, Zaltbommel, Gorinchem
- Relocation of Renault Spijkenisse
- Further integration with ICT
- Introduction of Renault Arkana

## Cluster Management



**Jean-Paul van Gorp**  
Managing Director



**Bas Bijl**  
Commercial Director  
Renault



**Astrid Karthaus**  
Operational Director



**John Koning**  
Finance Director

“ In 2021, we will become the largest Renault dealer, with customer satisfaction, market share and service remaining our top priorities. Our greatest focus will be on the local market. We will do everything possible to be visible for Renault, Dacia and Nissan in our regions the Betuwe, Rotterdam, the ports and Greater Amsterdam, both in terms of sales and aftersales.



# Developments

## Cluster Mega Used Car Centre

### Strategy

- Expansion of the number of Mega Used Car Centres to achieve higher nationwide coverage and a higher amount of sales to end users and private individuals
- Increase the amount of private sales made by the Van Mossel dealerships and leasing companies via the Van Mossel Mega Used Car Centre/dealerships
- Generate the highest possible revenues for used cars at the lowest possible cost
- Keep the turnaround time of used cars as high as possible by optimising stock management

### Achieved in 2020

- Completely renovated: Hengelo, Goes, Leeuwarden and Antwerp; new construction: Utrecht
- Grouping of all 'Van Mossel Mega Used Car Centre' branches into an adapted financial structure
- Technical diagnosis, minor damage repairs, polishing and photo reports all at one location
- Activation of a Van Mossel Family Pass for each car sold
- Introduced uniform new prices for all used cars in the Van Mossel Group. Including a monthly amount for financial lease and financing

### Achieved in 2021 (first half year)

- Start of renovation for Mega Used Car Centre Tilburg and Outdoor Oisterwijk
- Achieved higher average profit per car
- Cars purchase from other clusters are prepared centrally in our PDI centre to reduce the preparation costs. By carrying out inspections in advance, the used cars on offer go to the showrooms with improved quality
- Accessible dashboard implemented at cluster, branch and vendor level
- Service packages improved and 7 certainties introduced (Widest choice, Reliability, Best price, All under one roof, Maintenance, Family Pass, Warranty)

### Plans for 2021 (second half year)

- Reduce warranty costs by 15% to lower subsequent costs
- Increase the sales of service packages from 45% to 65% to benefit the average profit per car
- Improve quality plan per salesperson to realise the right level in numbers, gross profit and sales of finance and insurance
- Create induction video for new employees MOC and valuation video for new and current employees (learn how to value)

### Cluster Management



**Kees Berkhof**  
Managing Director



**John de Jong**  
Operational Director



**Kees Wittens**  
Finance Director



**Wim Roseboom**  
Commercial Director

“ The 7 securities have allowed us to offer many customers an extra sense of security, especially in this extraordinary year.





## Developments

### Cluster Body Repair Businesses

#### Strategy

The Van Mossel Autoschade Group wants more than just satisfied customers; we offer mobility for everyone. Nothing makes a customer feel better than getting their own car back. It feels familiar and it is a sign that the "hassle" is over. Hospitality and speed are ways of expressing a focus on the customer, which perfectly match our strategy. We are at the forefront with smart processes and an eye for detail. We want to become the national damage repair partner for both our own work flow and external clients. We increase customer satisfaction through faster turnaround times, brand-recognised damage repair guaranteeing safety and quality, and optimal accessibility with a Customer Contact Centre where we immediately respond to the customer's needs. Additionally, any customer with car damage can also contact any one of our dealer damage service points throughout the Netherlands.

#### Achieved in 2020

- Refurbished the Hoorn and Alkmaar branches
- Adaptation of signage and appearance of branches in Goes, Roosendaal, Middelburg and Zierikzee
- Set up a separate PDI centre for remarketing vehicles
- Achievement of various cost savings through efficiency (e.g. on fleet, logistics and repair methods)
- Optimisation of revenue steering from leasing to own body repair branches

#### Achieved in 2021 (first half year)

- Completion and commissioning of new Van Mossel Autoschade High Tech Rotterdam and Van Mossel Autoschade Rotterdam branches, with successful implementation of a new workshop layout with a lean process
- Improvements to the logistics department: more efficient planning with a new planning tool and adjustments to vehicle logistics
- Ensure the quality and safety of damage repairs by, among other things, completing final inspection zones at all branches and introducing quality apps
- Better coaching of employees by introducing quarterly performance reviews
- New Commercial Director started

#### Plans for 2021 (second half year)

- Closer collaboration with the dealerships in the group and resultant brand recognition. This will be tied in with three major themes for the future of body repair work: Safe Repairs, a service-based fee (rather than on the basis of GSB) and the restructuring of the sector
- Construction of new branches in Nijmegen, Utrecht and The Hague
- Optimisation of intensive management of a number of brands due to the specialisation and set-up of a number of branches for these brands
- Provide car body repair technician training for at least two employees per branch
- Set up E-department, which structures electric vehicle repairs in branches

### Cluster Management



**Ad van Diepenbeek**  
Managing Director



**Kees Struijk**  
Commercial Director



**Erik van Loon**  
Finance Director

“ We are extremely proud that together, in a year with corona and realised revenue of approximately 92% of our budget, we were still able to more than realise our objectives. Despite the size of our organisation, we have shown that we are very capable of adapting quickly to bring costs in line with revenue if necessary. We are also proud that we were able to do this while retaining all employment contracts.



# Developments

Cluster Leasing companies

## Strategy

With their differentiated market approach, positioning and product offering, the strong brands of International Car Lease Holding always have good recommendations and the right solution for private customers and businesses. With branches in the Netherlands, Belgium, Luxembourg, Germany and France, we are also able to offer international services to our customers. Through the intensive collaboration between International Car Lease Holding and the other sections of the Van Mossel Automotive Groep, we achieve optimum synergy and always have a complete in-house mobility solution for our customers. We distinguish ourselves by our personal, professional and fast approach, continuously competitive rates and investment in new mobility solutions and online tools to retain customers, both now and in the future.

## Achieved in 2020

- Introduction of Bike Lease (in cooperation with Stella e-bikes), Flex Lease and Used Car Lease
- Implementation of dealer lease calculator for all showrooms
- Optimised market approach, website and service offering in the area of company car leasing
- Opened the new DirectLease head office and the Experience Centre in Hengelo
- Autonomous fleet growth strongly outpaces leasing market growth in the Netherlands for both business and private leases

## Achieved in 2021 (first half year)

- Joint market approach with Van Mossel Financiële Diensten in the field of Financial Lease
- ISO 9001 recertification completed successfully
- New website for DirectLease Germany and Belgium and private leasing offer for Luxembourg
- Rollout of Digital Signing at all lease entities
- Relocation of Van Mossel Autolease Rotterdam to new flagship store in Rotterdam
- Successful extension and expansion of funding for ICLH Netherlands

## Plans for 2021 (second half year)

- Development of a broader mobility range with Mobility Card, B2B carsharing and Mobility Budget
- Further professionalisation and expansion of the Bicycle Lease offering
- New websites and e-commerce approach for Van Mossel Autolease, Van Mossel Privé Lease, J&T Autolease and Van Mossel Shortlease & Rent
- Opening of Van Mossel Autolease Arnhem-Nijmegen
- Implementation of Ubench claims platform and customer service tool Freshdesk

## Cluster Management



**Armand van Veen**  
Managing Director



**Rene Schilders**  
Operational Director



**Marco Ravenhorst**  
Finance Director

“ Especially in these uncertain times, we want to stay close to our customers and help them where we can. That's what we've done and will continue to do.



# Developments

Van Mossel Car Solutions

## Strategy

Car Solutions is the logical installation partner for all car parts of the Van Mossel Automotive Groep related to commercial vehicles. Entering into partnerships with external partners makes our range of services even more attractive as we are able to offer all the necessary facilities in one place.

Together with the dealers, we guarantee mobility for the customers and make their work as an entrepreneur easier and more efficient by equipping their vehicle with the right equipment. Tailor-made and adapted to the transport and usage needs of the customer.

## Achieved in 2020

- Implementation of Quotation overview tool
- Number of quotations increased by 25%, number of orders increased by 23%
- Top 5 CityBox dealer
- Visibility increased through upgraded advertising on the building and pillar and through active management of Facebook and Instagram account
- Realisation of >200 refrigerated vehicles under own management and large order from the De Mandemakers Groep

## Achieved in 2021 (first half year)

- Uniform equipment set-up of installation locations for commercial vehicles, making work more efficient
- Article management system introduced
- LPK certification (Periodic Tail Lift Inspection) obtained by two technicians
- Current VW DC (Double Cab) certification extended to include Opel, Fiat, Renault, Peugeot, Citroën, Ford, MAN and Toyota brands
- Recognised BBL training company for Installation and construction technology and Electrotechnical systems

## Plans for 2021 (second half year)

- Create an online shop with attractive purchasing benefits for dealers
- Another major order from the De Mandemakers Groep for the replacement of the De Meubelman fleet among others
- Introduction of the product "Taxi conversion" and expansion of the current product "Double Cab Fitting"
- Expansion of Sign workshop and office in Tilburg and investigation of the possibilities for expansion of Car Solutions in the Rotterdam/Amsterdam area
- Broadening staff competencies through training

## Cluster Management



**Niek Aarts**  
Branch Manager

“ We are proud to have more than achieved the turnover and profit targets despite a very quiet start due to Covid-19.





## Developments

Van Mossel Financiële Diensten

### Strategy

Van Mossel Financiële Diensten strengthens the Van Mossel brand through its proactive, customer-focused and driven approach, and is proud to stand behind the mission and vision of Van Mossel Automotive Groep. In close collaboration within the Group, customers are offered the benefits of a one-stop shop for tailored financial services.

An ambitious strategy called Factor 4 has been adopted for the coming years 2021-2024. Based on seven sub-strategies with SMART dashboards and 24 clearly defined initiatives, Van Mossel Financiële Diensten is fully committed to providing maximum support to the customer and the sales organisation.

### Achieved in 2020

- Financial services integrated further into (online) sales processes, including digital hire purchase and financial lease application process on vanmossel.nl
- Introduction of the new Van Mossel Car Insurance and new POS material
- + 250 salespersons trained and certified for Lindenhaeghe VFN courses Car Financing and Car Insurance + Collective AFM license for Van Mossel Financiële Diensten
- Introduction of funding for Financial Lease via Van Mossel Autolease

### Achieved in 2021 (first half year)

- Introduction of My Client digital environment for uploading (financial) information
- Strategic partnerships reviewed and improved
- Deployment of KCC for active offering of financial services - 100% focus on offering F&I
- Renewed sales strategy based on ABC rating of sales organisation
- Development of the Van Mossel request/customer database in order to improve quality, service and speed

### Plans for 2021 (second half year)

- Launch pilot of 100% digital financing process - from application to payment within 8 minutes - based on PSD 2, iDIN and QR codes
- Expansion of field service to realise the sales strategy based on the ABC rating
- Uniform contracts, conditions and processes with financial partners towards 1 Van Mossel standard/label
- Optimising KCC financial services activities in cooperation with the sales organisation
- Introduction of new online car insurance calculator + new dealer calculators for financing

### Cluster Management



**Marc Overgoor**  
Managing Director

“ 2020 was a year in which the sales organisation acted in an innovative and anti-cyclical manner in order to be very successful. It was an interesting challenge for us to be able to contribute to this and to make mobility a reality for everyone through financial services.”

# Developments

Van Mossel Automotive Partner

### Strategy

Van Mossel Automotive Partner manages the relationships with small and large leasing companies, rental companies and universal dealerships (automotive accounts). In addition, the nationwide field sales tries to reach those who do not visit a showroom or leasing office in the normal way (large accounts). This is achieved according to the one-stop-shop principle, operating as an intermediary between all the activities within the Van Mossel Automotive Groep and its customers. Customer satisfaction is our central priority, which we strive to achieve by actively engaging with the customer and ensuring that the process from A to Z is effective, efficient and communicated clearly.

### Achieved in 2020

- 37.5% growth in deliveries via the hub and sub-hub delivery locations
- Expansion of in-house brand portfolio to 26 brands
- Many new customers added to the VMAP portfolio, both locally and nationally
- Growth Buddy project (personal contact point for the customer)

### Achieved in 2021 (first half year)

- Rollout of ticket system to improve internal workflow
- Achieving real-time delivery times overviews
- Optimising the Buddy project
- Stable volume growth

### Plans for 2021 (second half year)

- Optimising the organisational structure
- Local and national volume growth in numbers
- Increase customer satisfaction by enhancing communication with the customer
- Integration of Renault, Dacia, Nissan

### Shared Services management



**Bertil Burgler**  
Commercial Director



**Timo Bruinekool**  
Commercial Director



**Bas Kuijs**  
Commercial Director  
Small accounts



**Richard v/d Lee**  
Operational Director

“ Every customer in the country can now be a Van Mossel Automotive Partner customer.”



# Developments

## HR department

### Strategy

The HR department's goal is to attract well qualified employees to the organisation, to maintain their knowledge and to use it in the most effective way possible with the goal of contributing to the organisation's goals in a concrete and measurable way. The HR department is responsible for development of the strategic employee policy, the execution of the employee policy and employee management.

### Achieved in 2020

- Rollout of new recruitment system (Recruitee)
- Introduction of own risk health insurance
- Recruitment campaign Mercedes-Benz
- New mutation programme for the demo cars
- Takeovers (guidance, implementation, harmonisation)

### Achieved in 2021 (first half year)

- Completion of High Potential programme
- Completion of pilot for alternative occupational health and safety service
- Relaunch of the Management Guide
- Integration of new and existing corporate entities (private companies) into salary and personnel administration
- Reduced employee outflow in 1st year

### Plans for 2021 (second half year)

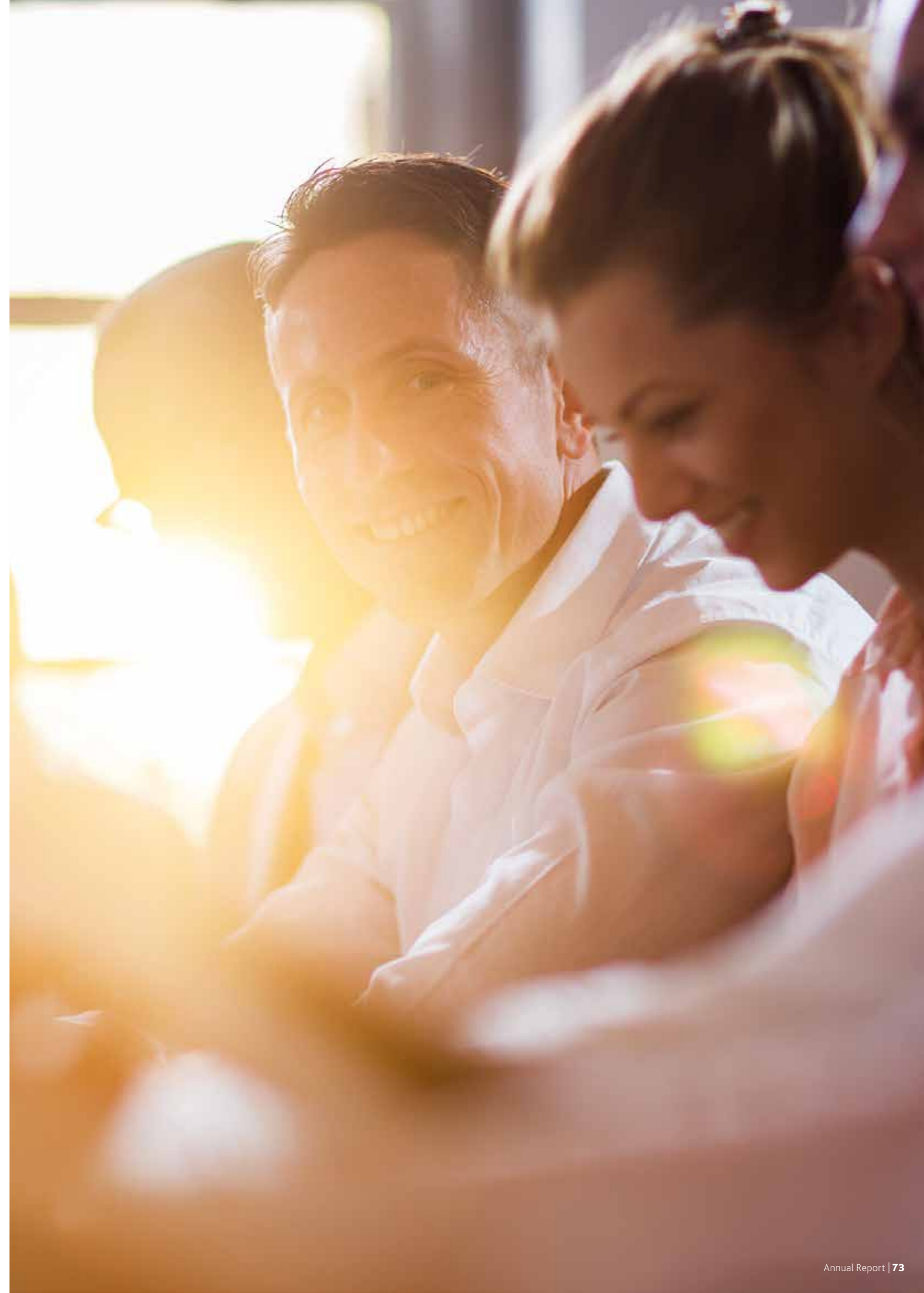
- Providing professional content to an in-house academy that includes onboarding
- Optimisation of the "working at Van Mossel website" with videos, interviews and a new layout
- Digitalisation of all paper records
- Process improvements in payroll administration: setting up new workflows
- Gaining insight into HR steering metrics

### Shared Services management



**Gerrit van der Maaten**  
HR Director

“ Everything was very different in the past year and yet the employees of Van Mossel have shown how well we were able to cope with this. That's what I'm really proud of!





## Developments

ICT department

### Strategy

A strong ICT architecture as a foundation for the ambitions of Van Mossel. ICT is organised in such a way that it supports the business with a fast time-to-market and offers sufficient flexibility to realise the consequences of the Van Mossel strategy for the IT landscape. ICT is in control by standardising the set-up and reducing costs. The primary focus is on a stable, secure and workable IT environment which provides high levels of customer satisfaction.

### Achieved in 2020

- Improvement of network security through new redundant firewalls and implementation of work-Access-Control
- Data centre fully redundant, and all branches redundantly connected via Vodafone landlines and 4G back-up
- ICT team expansion, now fully staffed by own employees
- All sources linked to Datawarehouse and now fully in-house

### Achieved in 2021 (first half year)

- Migration of 15 acquired branches to Van Mossel ICT environment (VKV - Hogenbirk)
- Rollout of Security Awareness training for employees
- Start with simplification of application landscape
- Expansion of server park

### Plans for 2021 (second half year)

- Migration of 12 acquired branches
- Move 1 of the 2 data centres to a new location
- Implementation of ISMS (Information Security Management System)

### Shared Services management



**Rens Boeren**  
ICT Director

“ 2020 was a year of adaptations. Not only due to the Corona crisis, but also due to increasingly frequent phishing and ransomware attacks on companies. Through a year of awareness and flexibility, we were able to contribute to a great company-wide result across the enterprise.”

# Developments

Property and Facility department

## Strategy

Property and Facility is shifting its focus from an individual to an integrated project approach, seeking even greater standardisation, optimisation and synergy in construction plans and subsequent management with the aim of increasing customer satisfaction and saving costs.

## Achieved in 2020

- Strengthening the safety and environmental policy (iso14001)
- Better registration and follow-up of reports in the ticket system
- Data rental agreements structured
- Completed various real estate, renovation and new construction projects in the Netherlands

## Achieved in 2021 (first half year)

- Safety: obtained the Approved Sustainable plus certificate (ED+) for the entire group
- Faster handling of faults
- Reallocation of Facility Department activities
- Delivery of Real Estate projects in the Netherlands and Belgium

## Plans for 2021 (second half year)

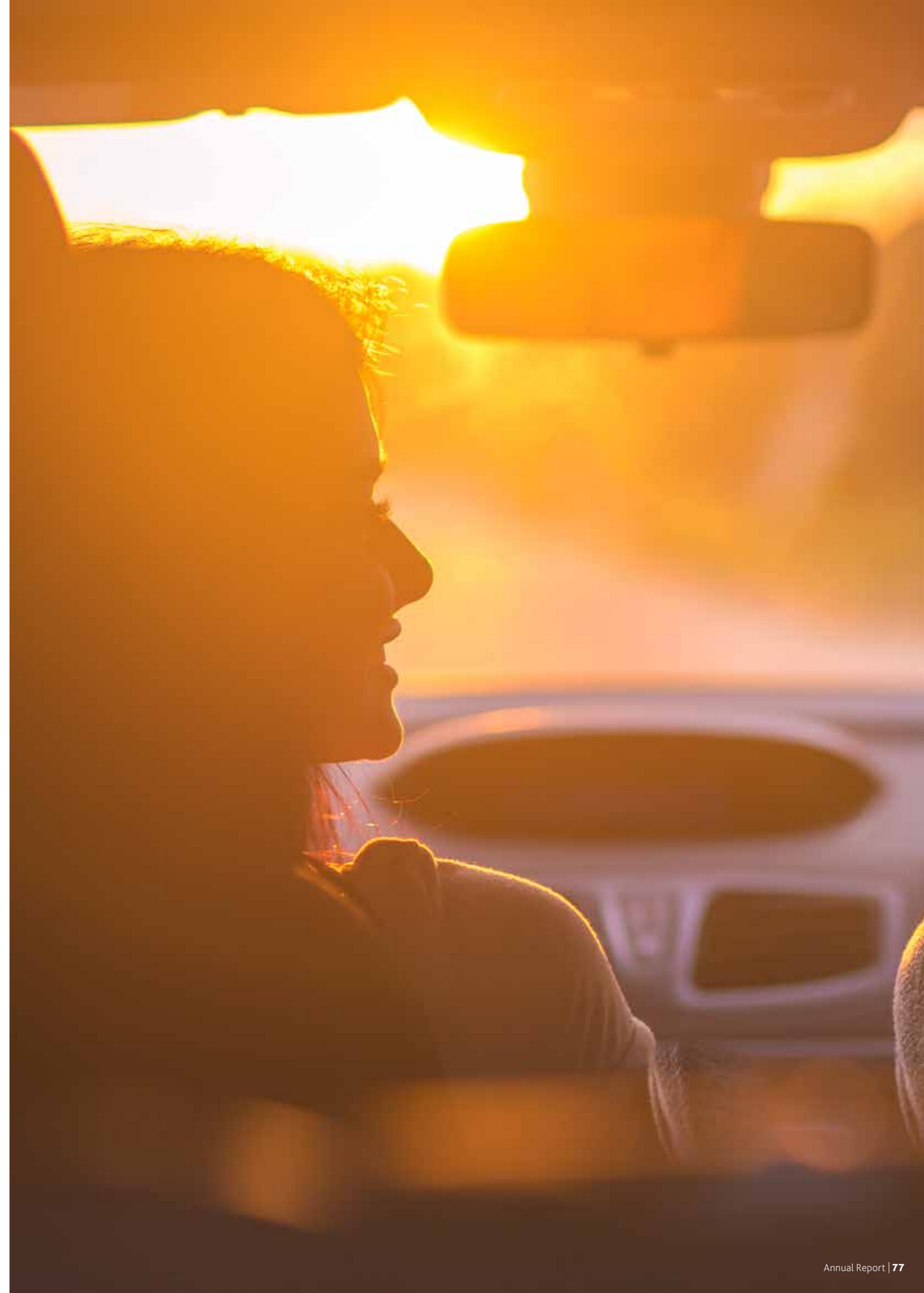
- Setting up a management system to automate, safeguard and improve safety and business processes
- Implementing e-learning for training and knowledge enhancement of staff (as an incentive to improve the safety culture)
- Conducting branch inventory in order to achieve greater synergy in the areas of safety, procurement and quality
- Start construction of new headquarters Haven 8 in Waalwijk

## Shared Services management



**Mark van Bokhoven**  
Property & Facility  
Director

“ *The pandemic initially caused uncertainty in the execution and delivery of our real estate projects. Through good cooperation with all people within Van Mossel and respect for each other's opinions, our many real estate projects were still delivered on time.* ”



# Developments

## Purchasing department

### Strategy

The Purchasing Department focuses on further professionalising the central purchasing function and achieving cost reductions while maintaining quality, sustainability and customer satisfaction. This centralised approach improves competitiveness by bundling and optimising procurement contracts and operational processes in cooperation with other departments such as Facility, Marketing, ICT and Property.

### Achieved in 2020

- Centralised purchasing arrangements added and improved for, among others: mobile telephony, workshop supplies, work clothing, waste, liquids and charging stations for various clusters
- Hired new Purchasing Manager

### Achieved in 2021 (first half year)

- Improved insight into purchasing spend and contract status
- Intensification of collaboration with Van Mossel Automotive Groep Belgium and bundling of purchasing agreements
- Centralised purchasing arrangements added and improved for, among others: workshop equipment, tyres, accessories, batteries, keys/locks, liquids & gases

### Plans for 2021 (second half year)

- Improving contracts for, among others: marketing and ICT suppliers, hygiene products, technical maintenance and parts
- Selecting and contracting suppliers for in-vehicle equipment and accessories, charging stations for dealer sales, in-store media, compressor maintenance
- Bundling requirements, selecting and contracting suppliers for construction activities including the new headquarters

### Shared Services management



**Jean-Pierre van Lankveld**  
Purchasing Director

“ *In the short time that I have been in this position, I have experienced that the decisiveness and scale of the group has enabled us to achieve good purchasing results in the past year. There is, however, still plenty of room for further improvement.* ”







## Developments

Marketing department

### Strategy

- Position the Van Mossel Automotive Groep as the go-to mobility partner in the Netherlands
- Put the customer first by constantly sending the right message, at the right time, through the right channel to the right customer
- Set up a Marketing department where Online marketing, Campaign management and Brand activation are optimally aligned with each other and where interaction between clusters is encouraged
- Improve the Van Mossel image and increase the relevance of customer contact

### Achieved in 2020

- Deploying Van Mossel Data Warehouse for data collection
- Optimised lead follow-up and availability by phone
- Mass media campaigns (TV, radio, online)
- Started implementation of marketing automation

### Achieved in 2021 (first half year)

- Started internal Van Mossel NL newsletter
- Started to reactivate lost sales processes with marketing automation
- Development of new concepts such as Van Mossel Monthly Price Comparer
- Launched the Van Mossel app 2.0
- New functionalities in Mijn Van Mossel (push notifications, charge points, vouchers, etc.)

### Plans for 2021 (second half year)

- Launching new website [www.vanmossel.nl](http://www.vanmossel.nl)
- Uniform dashboarding of sales funnel and lead follow-up
- Retargeting with marketing automation throughout the entire customer journey
- Further rollout of Van Mossel house style at organisational units and locations
- Launching Van Mossel app 3.0 and individual interaction regarding maintenance status including payment of invoice via Van Mossel app

### Shared Services management



**Hans van der Wiel**  
Marketing Director

“ By showing flexibility, creativity and a lot of focus, we were able to do a lot with our customers, close and remote, in this exceptional year. A big step in Mijn Van Mossel and the app has helped us a lot.

## Developments

Legal & Compliance department

### Strategy

The Legal & Compliance department's goal is twofold:

- assessing, controlling and providing advice on all legal aspects of the Van Mossel Automotive Groep
- ensure that the organisation is aware of, complies with and adheres to applicable laws and regulations, internal rules and standards as well as safeguarding integrity.

With the first goal in mind, the department acts as the first point of contact for all legal issues that may arise within the Van Mossel Automotive Groep for both the Netherlands and Belgium. The department advises various companies on their day-to-day business activities and their growth strategy, and coordinates the legal services provided by third parties (lawyers and other advisors).

For the second goal, the department and the Finance department are involved in managing the risks of the organisation. Part of this is compliance with privacy regulations (GDPR), as well as but not limited to the various regulations in the field of financial and/or fiscal supervision.

In 2020, contract management was fully automated. For 2021, the key issues of Security Awareness and Internal Audit are planned for further development.

### Shared Services management



**Lieke Brugmans**  
Legal & Compliance

“ *Knowledge is power, but sharing knowledge is strength.* ”



# Developments

## Finance department

### Strategy

Finance & Control manages the administrative and financial processes within the Van Mossel Automotive Groep. This includes the following tasks and responsibilities:

- The correct and timely provision of (guidance) information to both internal and external stakeholders such as shareholders, banks, accountants, tax authorities and regulators. This includes actively providing information as well as compliance with mandatory reporting (such as annual reports, covenants)
- Budgeting, monitoring, analysis of data in, for example, management reports, with which solicited and unsolicited advice can be given at all levels within the organisation
- The timely and correct processing of various financial transactions and the management and planning of liquidity
- Ensuring control of the administrative organisation and the monitoring thereof through Internal Control as well as compliance with applicable (fiscal) legislation, guidelines and codes of conduct

### Achieved in 2020

- Incorporated the Belgian lease activities into the Belgian holding
- Strengthened the financial function in the Netherlands and Belgium
- Expansion of financing as a result of acquisitions at BEE Dealer Holding NL
- Implementation of the Business and Tax Control Framework at the NL dealerships
- Migration of various dealerships to AFAS

### Achieved in 2021 (first half year)

- Annual reports for subsidiaries and holding were completed on 30 April
- Renewal of financing at Lease NL and expansion of financing at dealer activities in NL and BE in particular as a result of acquisitions
- Merger and integration at Van Mossel Mercedes-Benz Vans & Trucks
- Carrying out internal tax audits at the dealerships and the car body repair companies and drafting a tax strategy

### Plans for 2021 (second half year)

- Reduce the number of financial packages available at dealerships in the Netherlands (including the Autoline companies)
- Continued development of Business Intelligence, including preparing reports on working capital
- Financial integration of the acquisitions (NL Renault and various BeLux)
- Continue to develop horizontal monitoring with the tax authorities and continue with internal audits on sales, procurement and tax (VAT, wage tax)
- Adapt the financial structure and reporting to the planned changes in management structure at the Dutch dealerships

### Shared Services management



**Jurrie Scholtens**  
CFO

“ With our strong business model and the proven successful Van Mossel approach, we have shown that we can deliver a fantastic result even in difficult times. Thanks to all stakeholders!





# Developments in Belgium

# Developments

Cluster Citroën, DS, Peugeot, Opel

## Strategy

In 2020, we were challenged to go through life as one single cluster as Opel was fully incorporated into the current "Stellantis organisation". At the same time, Van Kelst was taken over by Van Mossel and an integration followed within the PCDO Van Mossel Cluster. Our strategy for 2021 is to grow this cluster further with a focus on customer satisfaction and operationally managed with one DMS and uniform reporting so that we can compare all branches.

## Achieved in 2020

- Van Mossel Van Kelst integrated within PCDO Van Mossel
- All branches have been equipped with charging stations to take care of our electric and hybrid car customers
- All Van Kelst branches were renamed Van Mossel Van Kelst branches.
- Harmonisation of business processes within the cluster

## Achieved in 2021 (first half year)

- Centralisation of vehicle administration and accounting
- Recruiting Used Car Manager for Peugeot-Citroën-DS
- Introduction of Mobo (Digital Work Order) for the workshops
- Renovation of Opel (Wilrijk and Antwerp) and Peugeot-Citroën (Genk) completed

## Plans for 2021 (second half year)

- KCC start-up for Peugeot - Citroën - DS
- Launch of Premium Service in Leuven, Hasselt, Bree, Mechelen, Antwerp
- Centralisation of the used car department
- Refurbishment of the Mechelen, Bree, Lier (Opel) and Leuven, Diest, Tongeren and Sint-Truiden (Peugeot/Citroën) branches
- Sales force focus on the small business market in the various branches

## Cluster Management

### Opel



**Erwin Verslype**  
General/Sales Manager



**Werner Suykerbuyk**  
Operations/Aftersales  
Manager



**Lise Janssens**  
Finance Director

### Citroën, DS, Peugeot



**Christophe Van Kelst**  
Cluster Director PSA



**Maarten Goyvaerts**  
Aftersales Manager



**Rudy Detobel**  
Finance Manager

“Customers are the very reason for our existence, so give your customer a smile and you'll have a reason to carry on!”



# Developments

Cluster Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional

### Strategy

Seek and develop synergies with the Nissan/Kia cluster. This was done by merging the accounting and sales administration teams of both clusters, and by centrally managing both aftersales departments.

### Achieved in 2020

- Introduction of aftersales manager for FCA/Nissan/Kia division
- Rollout of the first phase of the used car department in our showrooms at Hasselt and Pelt
- Launch of Test Purchase campaign in cooperation with DirectLease

### Achieved in 2021 (first half year)

- Merged accounting and sales administration of the FCA and Nissan/Kia clusters
- Further rollout of used cars organisation

### Plans for 2021 (second half year)

- Build a better fleet operation by integrating FCA within Stellantis
- Additional support for the local resellers in their sales and aftersales processes
- Focus on sales and aftersales customer satisfaction so all branches move up in the national rankings and are at least equal to the national average

## Cluster Management



**Geert Bruyninx**  
Sales/General manager



**Bram Bas**  
Aftersales Manager



**Veerle Lipkens**  
Finance

“As a small cluster, with the nicest brands, within the large Van Mossel Automotive Groep, we are the team that comes up with the most creative ideas.”





## Developments

Cluster Nissan, Kia

### Strategy

The further rollout of the revised business processes that have proven their effectiveness in 2020. Central control of the sites from the Hasselt headquarters. Thanks to this uniformity, we are able to manage costs as efficiently as possible. For both sales and aftersales, we are aiming for growth in revenue and volume in 2021, with a focus on customer satisfaction and healthy returns.

### Achieved in 2020

- Improved the financial health of the Nissan-Kia Cluster
- Complete transformation of the Sales team within the Cluster
- Integration of the Aarschot and Tienen branches within the Van Mossel organisation
- Redesign and optimisation of the Sales and Aftersales business processes
  - Planning aftersales: introduction of Plan-it
  - Centralisation of Sales Admin
- Renovation of showroom in Hasselt

### Achieved in 2021 (first half year)

- Centralisation of the entire Kia operation within 1 enterprise
- Introduced Premium Service within the Nissan-Kia Cluster
- Renewal of Aftersales Hasselt
- Rollout of Van Mossel Autolease and Van Mossel Financial Services
- Optimised cooperation with ICLH

### Plans for 2021 (second half year)

- Renovation of St-Truiden property
- Further development of used car activity within the cluster
- Follow-up of leads outside normal opening hours
- Focus on development of the local and small business market
- Achieving a Top 3 position for volume and customer satisfaction

### Cluster Management



**Bart Pulinx**  
General/Sales Manager



**Bram Bas**  
Aftersales Manager

“ Within our cluster, we expect another 5 new models before the end of 2021, which means that with as many as 8 LEV models in our range, we are in pole position in the increasingly electrified market.”

# Developments

## Cluster Mercedes-Benz

### Strategy

In 2020, the Mercedes-Benz cluster were given further shape, partly thanks to the acquisition of the Pans garage in Brecht. The evolution started from a stand-alone dealership to a dealership integrated within the Van Mossel Automotive Groep. We want to further develop this integration by, on the one hand, putting maximum effort into finding additional synergies and process optimisations and, on the other hand, by offering mobility solutions and financial services available within the group. This will lead to an optimisation of our profitability and an increase in customer satisfaction and loyalty.

Further expansion through strategic acquisitions is in scope.

In terms of product technology, the shift to plug-in hybrid and electric has definitively been realised. Both in terms of infrastructure and know-how, our dealerships are fully adapted for this.

### Achieved in 2020

- Start of Mercedes-Benz Van Mossel Used Cars at our location in Turnhout
- Collaboration with Van Mossel Autolease
- Acquisition of Garage Constant PANS and full administrative and financial integration within the MB cluster
- Implementation of new DMS system in both branches
- Adjustment of the Divisional and Cluster management structure

### Achieved in 2021 (first half year)

- Harmonisation of aftersales processes in Brecht & Turnhout
- Start of pilot project for digitalisation of work orders in cooperation with Mercedes-Benz (Turnhout)
- Digitalisation of sales administration
- Integration of HR policy within the Van Mossel Groep
- Successful extension of Mercedes-Benz Van Mossel Used Cars

### Plans for 2021 (second half year)

- Refurbishment of CAC Turnhout to new Mercedes-Benz "MAR2020" standard
- New Pans building in Brecht to create a fully-fledged Mercedes-Benz used car centre
- Further expansion of centralisation of administrative services
- Centralisation of warehouses between the various branches
- Expansion of the Customer Contact Centre in cooperation with Mercedes-Benz

## Cluster Management



**Yves Spiessens**  
General/Sales Manager



**Carlo Marchand**  
Aftersales Manager



**Evi Michiels**  
Finance Director

“ Despite the difficult market conditions, we managed to successfully end 2020 and start 2021 with significant growth compared to 2019, 2020 and the national average. I am proud of the team for achieving this day after day with their focus on customer experience and satisfaction. We will continue on this course and, with the expansion of our used car activities, increase the range available to our customers.”





# Developments

## Cluster Mercedes-Benz Trucks

### Strategy

In the autumn of 2020, the final decision was taken to represent Mercedes-Benz Trucks as authorised dealer for sales and service in the Antwerp and Mechelen region. To achieve this, initially the investment project at Bisschoppenhoflaan in Deurne was launched and implemented. In the interim, it was decided to open a second branch in Duffel in an existing building. Our goal is to quickly increase the market share of Mercedes-Benz Trucks in the wider Antwerp/Mechelen region to a market standard level. In addition, we aim to offer the existing fleet of Mercedes-Benz Trucks in this region the service which reflects the image of the brand.

### Achieved in 2020

- Decision to start up Truck operations
- Establishing the location at the Bisschoppenhoflaan
- Plans drawn up for the workshop and office space

### Achieved in 2021 (first half year)

- Renovation of the Deurne site
- Launch of sales activities
- Team expansion

### Plans for 2021 (second half year)

- Starting service activities in Deurne and Duffel
- Starting service activities for buses in Deurne
- Creation of Electric Trucks Hub in Deurne (1 of 4 hubs in Belgium)

### Cluster Management



**Yves Spiessens**  
General/Sales Manager



**Steven Hellemans**  
Operational Director



**Evi Michiels**  
Finance Director

“ Starting from scratch and starting up not one, but two Truck branches in about 10 months' time, can definitely be called a daring exploit. Our ambition, of course, goes beyond that. Together with our team, we want to put Mercedes-Benz Trucks back on the map in the Antwerp/Mechelen region and become one of the benchmark Truck dealerships in Belgium.





## Developments

Cluster Hyundai, Suzuki, Isuzu, MG, Maxus

### Strategy

Become a leading dealer within Hyundai through a customer-oriented approach. Achieve this through mutual respect, building long-term relationships with our customers, suppliers, partners and shareholders. This will automatically lead to better cooperation and results, in order to sustain the projected long-term growth.

### Achieved in 2021 (first half year)

- Integration in the Van Mossel Automotive Groep
- Integration of BCD with its two garages in Zaventem and Groot-Bijgaarden into the existing organisation in Antwerp
- Centralisation of accounting and sales administration
- Focus on customer satisfaction, sales and aftersales
- New premises in Antwerp for the MG brand

### Plans for 2021 (second half year)

- Strengthening/development of the sales team
- Relocation of the Berchem dealership to Wilrijk (Boomsesteenweg)
- Rollout of Van Mossel corporate identity and adjustment of the showroom based on Van Mossel standards
- Development of the lead conversion process
- Rollout of premium service (Berchem-Wilrijk)

### Cluster Management



**Nico Geyskens**  
General/Sales Manager



**Glenn De Mondt**  
Aftersales Manager



**Maarten Jacobs**  
Finance Director

“ I return satisfied.

# Developments

## Cluster Ford

### Strategy

Early in 2021, Van Mossel Automotive Groep completed the acquisition of Fidenco N.V. Today, we have 8 Ford dealerships spread geographically between the east of Brussels and extend all the way to the north of Antwerp. With this strategic distribution, we can provide excellent service throughout the Flemish Brabant and Antwerp regions. Of course, our aim is to provide mobility for all our customers. We do this by offering a wide range of passenger cars as well as commercial vehicles. It is worth pointing out that we are Ford's number 1 supplier of commercial vehicles in Belgium.

### Achieved in 2020

- Completion of the Fidenco NV takeover
- Preparations for the transition to the Van Mossel cluster structure

### Achieved in 2021

- Established a strong cluster management
- Start of a consistently implemented transition of the various branches into a single group
- Implementation of personalised customer service through economies of scale
- Built up a permanent substantial stock of commercial vehicles

### Plans for 2021

- Converting the existing branches to the Van Mossel look and feel, for an optimal customer experience
- Furnishing several Transit Centers for the benefit of our professional customers
- Establishing a central parts distribution centre
- Setting up a Customer Contact Centre
- Centralisation of administrative services
- All branches 100% EV ready
- Further develop cluster synergy

## Cluster Management



**Jerome Vervloet**  
General/Sales Manager



**Jean Desmedt**  
Aftersales Manager



**Sven Everaerts**  
Finance Director

“Economies of scale are the key to success in the automotive sector today, and with the Ford cluster we are focusing 200% on this. This will benefit all our customers, partners and suppliers. With customer satisfaction as our absolute priority, we promise our customers excellent service and advice for a mobility for the future.”



# Developments

Cluster Jaguar, Land Rover

## Strategy

The focus is on integration within the Van Mossel Automotive Groep, optimising business processes and seeking out synergies. Customer satisfaction combined with good profitability remain our priorities. Furthermore, the purchase of young Jaguar and Land Rover products is hugely important in order to grow used car sales by 40% by 2021.

## Achieved in 2021 (first half year)

- Stability in the sales team
- Good sales results in Q1 despite no official car show
- Adjustment of the Cluster management structure
- Reorganisation of the aftersales department (ongoing)
- Integration of the Van Mossel corporate identity (ongoing)

## Plans for 2021 (second half year)

- Anticipate the workshop planning, increase the number of workshop throughputs
- Improve the process of integrating the results in the Van Mossel reporting
- Increasing customer satisfaction, measured through NPS scores
- Start of work in Mechelen on a totally new Approved showroom
- Networking and marketing deals, looking for new collaborations

## Cluster Management



**Tom Verbeke**  
General/Sales Manager



**Jean Desmedt**  
Aftersales Manager



**Sven Everaerts**  
Finance Director

“ Together with our team, we strive to provide our customers with carefree driving pleasure in one of our beautiful Jaguar or Land Rover products.





## Developments

### Mega Used Cars Centre

#### Strategy

Expansion of the number of used car centres with a new branch in Antwerp. The Hasselt and Antwerp branches should contribute to increased sales of used cars. The aim is to provide remarketing from leasing to private customers, to provide a better return on investment and to bind the customer to the van Mossel brand in Belgium. In addition, from our own purchasing, the market will be searched to bind customers. These branches must develop their own revenue model.

This means the best return for all parties, which will make a positive contribution to the result. And that this will contribute to more customers staying connected within the circle envisaged by Van Mossel through lead tracking, sales, warranty processing, optical and technical service. This is all done to optimally serve the customer. The goal is to take the burden off the customer, both now and in the future.

#### Achieved in 2020

- Applied the Van Mossel house style used in the Netherlands to the new building in Antwerp
- All the Van Mossel Mega Used Car Centre branches grouped into one independent financial cluster
- Increased the turnover rate in the showrooms

#### Achieved in 2021 (first half year)

- Completed Antwerp renovation and new branch team
- Renovation in Hasselt
- Introduced narrowcasting
- Own marketing department for UCC
- Unified working methods and aligned them with the working methods in the Netherlands

#### Plans for 2021 (second half year)

- More sales and gross profit per transaction
- Optimising the right stock mix to better serve the region
- Increase the brand recognition of Van Mossel through more marketing
- Set up administration and operational department to work independently

#### Cluster Management



**Wim Roseboom**  
Commercial Director



**April Appeltans**  
Finance Director



**Nico Verhulst**  
CFO

“ Through growth with committed employees, a strong position in the market will gradually be realised! ”

# Developments

## Body shops

### Strategy

In 2020, the "Van Mossel Carrosserie België" network was launched to form a strong link within the Van Mossel "For mobility, for everyone" strategy. Customer focus and hospitality are central to this. In this context, we are aiming for a network that covers the entire country, in order to be able to take care of all Van Mossel customers in their own area. In order to optimise accessibility for our customers, they can also be accommodated by our dealerships in the event of damage to their car and are offered the same professionalism everywhere.

### Achieved in 2020

- Consolidated the existing branches under one banner: Van Mossel Carrosserie Kontich – Hasselt – Turnhout – Oudsbergen - Schriek
- Appointed an Operations Manager and Finance Manager
- Started harmonisation of business processes

### Achieved in 2021 (first half year)

- Implemented and monitored KPIs to measure profitability and progress
- Integrated a continuous improvement philosophy
- Set up partnership with own leasing division International Car Lease Holding
- Enhanced cooperation with the largest national insurance companies in terms of service and remuneration
- Start-up of bodywork desk concept, taking care of customers with damage at our dealerships as well

### Plans for 2021 (second half year)

- Growth by integrating 4 new branches into Van Mossel Carrosserie België network: Brasschaat, Deurne, Mechelen and Herent
- Network expansion in the southern part of Belgium and East Flanders
- Merging individual Body Shop Management Systems into one central Database
- Developing Body Shop Customer Contact Centre
- Automation of KPI monitoring to measure and adjust profitability and progress in real time.

## Cluster Management



**Hugo Hamers**  
Divisional Director



**Bart van Koetsem**  
Operational Director



**Lise Janssens**  
Finance Director

“ Providing peace of mind is the source of high customer satisfaction and loyalty!



# Developments

Leasing companies

## Strategy

International Car Lease Holding with the brands Directlease, J&T Autolease, Van Mossel Autolease and Westlease is the mobility partner par excellence for every customer. From a private individual with one car to a multinational with a large fleet of several hundred vehicles. Customer satisfaction, a personal approach and offering total solutions are always central to this. Our purchasing power and synergies with the other Van Mossel companies ensure a unique and competitive proposition in the market.

## Achieved in 2020

- Successful introduction of Van Mossel Autolease on the Belgian market as a leasing partner who fits seamlessly with the dealer group
- Opening the new leasing office in Wallonia, located in Namur
- Refinanced in the form of a securitisation agreement
- Harmonisation of approach and the service providers at J&T Autolease and Westlease
- Optimisation of the collaboration with dealers from the Van Mossel own network and anchoring of synergies

## Achieved in 2021 (first half year)

- Launched the new DirectLease website
- Far-reaching optimisation of the insurance approach in partnership with Vanbreda Risk & Benefits and Vivium
- Relaunch of our leasing activities in the Grand Duchy of Luxembourg
- Acquisition and integration of the Amec lease fleet, which was part of the Fidenco organisation
- Rollout of a user-friendly lease calculator in the Van Mossel dealer network

## Plans for 2021 (second half year)

- Offering Premium Service, multi-brand maintenance through its own dealer network
- Setting up a custom-built tool to accurately measure customer satisfaction with various interventions
- Digitalisation of the invoice flow, linked to workflow management
- Establishment of a mobility department, which in addition to short lease & rent activities also accommodates new forms of mobility and charging infrastructure solutions
- Introduction of a new, interactive app for our lease drivers

## Cluster Management



**Marc Vandenberghe**  
Operational Director



**Jan Deknuydt**  
Commercial Director



**Wim Batens**  
Finance Director

“ Without losing sight of our customers and employees, we have used the strange pandemic year 2020 to take the lead in a turbulent market by optimising our organisation.





## Developments

Van Mossel Automotive Partner

### Strategy

Proactively offering a wide range of mobility solutions in a multi-brand environment according to the one-stop-shopping principle.

The target groups are, on the one hand, fleet owners with fleets of 20 vehicles or more and, on the other hand, the leasing and short-term rental companies, including intermediaries. Van Mossel Automotive Partner is the linchpin within the entire Van Mossel Automotive Groep for the management of relationships with professional customers.

### Achieved in 2020

- Assigned the regions and positioned the external Fleet Advisors within these regions
- Identified and distributed the active professional clients among the Fleet Advisors
- Uploaded all customer data (names, contacts, visit reports, deals) into a central CRM system
- Started active cooperation with the company's own internal leasing companies
- Set up a structure for serving public sector organisations, including the signing a first deal for 50 vehicles

### Achieved in 2021 (first half year)

- Convinced the Fleet Advisors to work both multi-brand and cross-departmentally (including the leasing branch)
- Set up a monthly reporting system by the different clusters in terms of number of orders from professional clients
- Guest speaker at a Link2Fleet webinar on PHEV and EV for over 500 participants
- The first large batch deals with 2 external short-term rental companies
- A first major deal with a customer for +500 cars for both the dealer and leasing branch, with full exclusivity

### Plans for 2021 (second half year)

- Develop and implement an ambitious acquisition plan for Van Mossel Automotive Partner
- The further integration of the members and their activities of the newly affiliated concessions
- Continue to implement the organisational structure by recruiting a first Fleet Executive
- Increasing the numbers (volume)
- Proactively offering and marketing our Premium Fleet Service to professional clients

### Shared Services management



**Herwin Frickx**  
Fleet Director

“ During the first six months of Van Mossel Automotive Partner (VMAP) in Belgium, we have already made great strides as a team, both in terms of organisational structure and commercial results. The challenge now is to continue this trend to put VMAP BE even more firmly on the map.



# Developments

## HR department

### Strategy

The HR department's goal is to attract human capital for the organisation, to maintain it and to use it in the most effective way possible with the aim of contributing to the organisation's goals in a concrete and measurable way. The HR department is responsible for development of the strategic employee policy, the execution of the employee policy and employee management.

### Achieved in 2020

- Social elections 2020
- Takeovers (guidance, implementation and harmonisation)
- Establishment of own Van Mossel Recruitment department
- Introduction of pay plans for sales teams
- Transition from AFAS to Acerta Connect for all Van Mossel entities (with the exception of Fidenco), both for payroll administration and for the employee attendance and absences platform

### Achieved in 2021 (first half year)

- Successful start-up and recruitment of first employee for Van Mossel Financial Services in conjunction with Bank Van Breda
- Integration of the Amec staff at Van Mossel Autolease
- Rollout of evaluation process
- Staff leasing for employees
- Car policy developed for the dealers

### Plans for 2021 (second half year)

- Van Mossel Employment Regulations and expansion of onboarding and training programme for new employees
- Further integration and guidance of the acquired companies in the Van Mossel structure
- Internal prevention advisor for all Van Mossel entities and further roll out of a company-wide prevention policy
- Further optimisation of the recruitment and selection process (Employer branding)
- Bicycle lease for employees

### Shared Services management



**Nadine Verhaegen**  
HR manager

“ *Work hard, play hard!* ”



# Developments

ICT department

### Strategy

The independent autonomous ICT service provision has been implemented. The new objective for the coming year is the creation of an autonomous data centre with its own hosting for Belgium.

### Achieved in 2021 (first half year)

- Expansion of the autonomous Belgian helpdesk service department
- Creation of own ICLH/Lease business application team for Belgium
- Aligning the telecom providers and obtaining significant savings on telecom costs
- Successful DMS migration of the Van Kelst environments to i'Car
- Standardisation of the network infrastructure at the various Belgian sites

### Plans for 2021 (second half year)

- Acquisition and set-up of the Belgian data centre and mail-tenant
- Centralisation of various telephone exchanges
- Further roll out of fast internet and telecom lines for all branches
- Autonomous creation of the Carwise environment in own hosting
- Autonomous creation of the DMS environment in own hosting

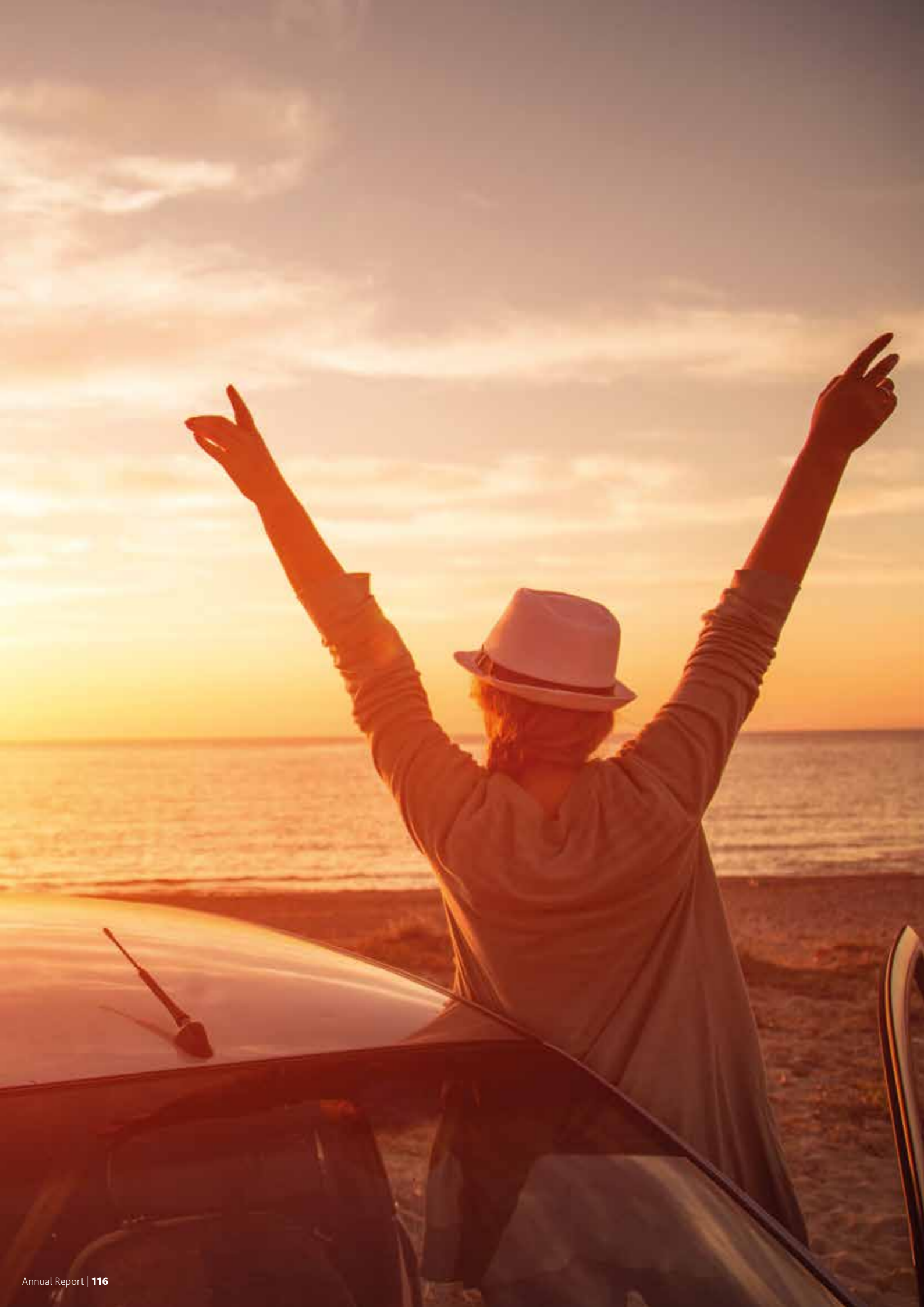
### Shared Services management



**Tim Meersman**  
ICT manager

“ *The biggest risk in ICT is not taking any risk at all. In a digital world that is changing very rapidly, not taking risks is the only strategy guaranteed to fail.* ”





## Developments

Procurement & Facility department

### Strategy

The objective for setting up a central procurement & facility team is to bundle the procurement contracts across the group (dealers, leasing, bodywork, etc.) to obtain better purchasing conditions, to professionalise the procurement process and also to negotiate more reciprocity.

### Achieved in 2021 (first half year)

- Concluded annual leasing agreements with the OEMs (cars and tyres), tyre fitters, and other partners
- Tender and contract awarded for inspections resulting in standardisation of these processes across the various lease labels
- Centralised existing contracts in a contract database (in cooperation with legal)
- Grouping of local agreements of existing and newly acquired dealerships to negotiate better terms and formalise them in our contract templates
- Support the purchasing process of requesting multiple quotations by concluding framework contracts for items such as workshop equipment

### Plans for 2021 (second half year)

- Overarching tender (dealers & leasing) for charging infrastructure
- Tender for roadside assistance and process optimisation of these services for leasing customers
- Centralising procurement; developing the team and division of roles between facility, aftersales and leasing
- Setting up market consultations for annually recurring costs such as maintenance and other facilitating services
- Evaluate and implement a facility management tool with helpdesk support

### Shared Services management



**Marleen Denoo**  
Procurement & Facility  
Manager



**Jean Desmedt**  
Procurement  
Dealerships

“Why fight when you can negotiate” – creating partnerships at Van Mossel whereby necessary innovation and process optimisation are central.

# Developments

Marketing department

### Strategy

We want the customer to see Van Mossel as the most obvious choice as their mobility partner. We want to make it clear to customers that we can provide total peace of mind because we are a one-stop shop where customer satisfaction is key. We will focus even more on the various synergies that are possible between the different clusters and business units, which will allow us to reduce costs and thus position ourselves competitively in the market.

### Achieved in 2020

- New website for Van Mossel Belgium
- Possibility for online sales
- Set up a lead management system for Van Mossel Belgium and implement it for half of our brands
- Possibility of making showroom appointments directly in the central calendar
- Unified the social media channels of the Belgian dealers

### Achieved in 2021 (half year)

- 2 national mass media campaigns
- Launched the Van Mossel Newsletter
- Assisted in the acquisition of the Fidenco group and the Devos-Capoen joint venture, whereby the Van Mossel house style and working method were implemented
- Implemented lead management system for remaining brands
- French-language version of website and lead management system

### Plans for 2021 (second half year)

- Set up national CRM system
- Optimise lead follow-up
- Set up uniform quotation system linked to the lead management system
- Roll out Van Mossel app and Mijn Van Mossel environment
- National mass media campaigns

### Shared Services management



**Tina van Ingelghem**  
Marketing Manager

“ This year, we will ensure that Van Mossel is seen as the foremost mobility partner in Belgium.



# Developments

## Legal & Compliance department

### Strategy

The Legal & Compliance department is primarily a first point of contact for the employees of the Van Mossel Automotive Groep, consisting of the various dealerships, lease companies and body repair businesses, and offers first-line solutions for urgent and less urgent issues; accessibility and availability are important in this regard, with a quick and efficient response to legal issues of any kind which are present.

The Legal & Compliance Department also takes care of:

- support in dealing with disputes with customers and/or third parties
- guidance in the drafting of various types of contracts
- coordination of legal services provided by third parties such as solicitors and consultants
- keeping company law obligations up to date.

### Achieved in 2020

- Increased the visibility of the own legal department within Van Mossel Automotive Groep Belgium so that legal issues are initially submitted and dealt with internally;
- Amended the articles of association of the different companies in accordance with the new Belgian Company Code (Wetboek van Vennootschappen en Verenigingen);
- Legal support for the various Van Mossel acquisitions;
- Inspection and optimisation of contracts and general conditions to keep any disputes to a minimum.

### Achieved in 2021 (first half year)

- Implementation of new lease contracts and conditions at the various leasing companies, focussing on clarity and uniformity
- Recognition by the FSMA of the dealerships and leasing companies as ancillary insurance intermediaries for the purpose of offering insurance to customers
- Elaboration of management regulations with a specific description of various authorisations
- Legal support for the various acquisitions within Van Mossel and following up the closing obligations

### Plans for 2021 (second half year)

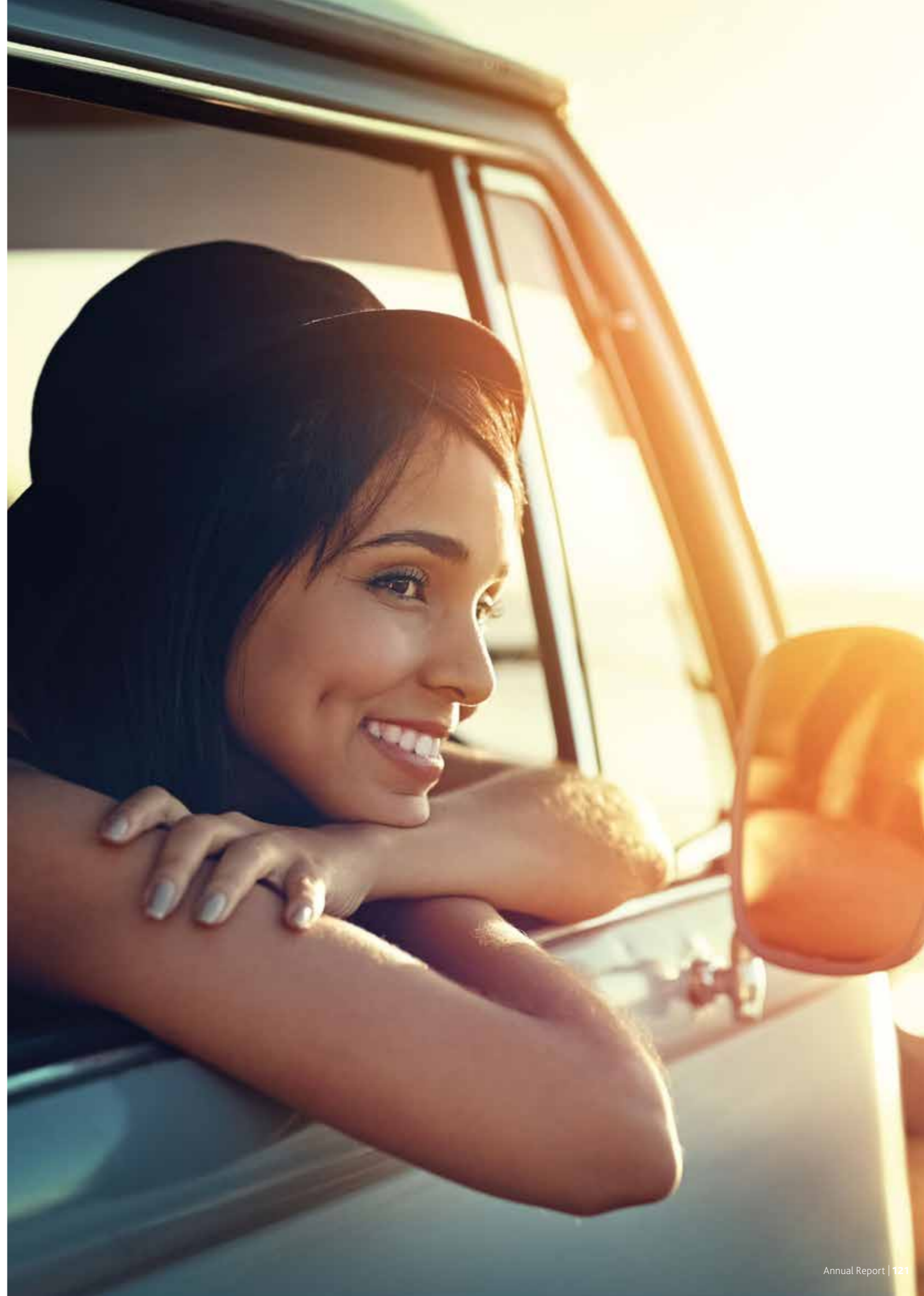
- Further optimisation of collection and recovery procedures at both leasing companies and dealerships and collaboration with various law firms
- Further work on the GDPR issue, specifically for the Belgian entities
- Revision of employment contracts and regulations within the various Van Mossel entities
- Centralisation of all contracts within Van Mossel through optimisation of the Legisway database
- Assisting in future acquisitions

### Shared Services management



**Lien Huysmans**  
Legal Manager

“ *Shared knowledge is knowledge doubled. As one team we stand strong within Van Mossel.* ”





## Developments

### Finance department

#### Strategy

Finance & Control provides functional guidance to the administrative and financial processes within Van Mossel Automotive Groep. This includes the following tasks and responsibilities:

- Accurate reporting on the company's performance to both internal and external stakeholders such as shareholders, banks and (group) management
- Drawing up clear and correct reports of the KPIs for the (cluster) management so they are able to direct the activities in the right way
- Monitoring and controlling working capital
- Optimisation of financial processes
- Managing the financing facilities as well as reporting to the banks in this regard
- Follow-up of governmental controls (direct and indirect taxes)
- Controlling and organising the audit process

#### Achieved in 2020

- Strengthened financial management by attracting financial profiles
- Took care of the financial integration of the acquisitions (Van Mossel Van Kelst, Van Mossel Pans, Van Mossel Diest, Van Mossel Lier)
- Working capital optimisation
- Various adjustments to our company structure, partially prompted by the acquisitions made
- Establishment of Van Mossel Financial Services Belgium, which will offer insurance and financing for customers in the dealerships

#### Achieved in 2021 (first half year)

- Oversaw the financial integration of the acquisitions (Fidenco en Autopolis)
- Further development of the financial teams within the framework of the cluster structure (both in the existing and the acquired companies)
- Obtained additional financing for both leasing and the dealer network to finance internal growth and (re)financing of acquisitions
- Public securitisation of leasing

#### Plans for 2021 (second half year)

- Oversaw the financial integration of the acquisitions (including Devos Capoen)
- Centralisation of Finance departments in various clusters within the acquisitions
- Implementation of scanning system
- Set up central credit control team incl. implementation of credit control tool
- Further optimisation of the legal structure of the companies

#### Shared Services management



**Nico Verhulst**  
CFO

“ Good financial reporting gives the business the means to steer the company in the right direction.



# Developments Luxembourg

# Developments

Cluster Volvo, Opel, Fiat, Jeep, Alfa Romeo, Abarth, Hyundai, Suzuki, MG

## Strategy

Our strategy is to offer our Luxembourgish customers a wide choice of car brands, mobility and financing services. Our motto "You drive, we care" drives us every day towards excellence in customer service and comfort in all aspects of mobility.

"One-stop shopping" has been developed by our dedicated and fully committed teams around the following elements:

- Sales of new cars from the Stellantis Group, which sells the brands Opel, Fiat, Abarth, Alfa Romeo and Jeep; but also Volvo, Hyundai, Suzuki, MG, Corvette, Chevrolet and Cadillac.
- Sale of Opel, Maxus, and Fiat commercial vehicles
- Maintenance and repair of our brands by qualified experts
- Various services to make life easier for our customers, such as "Key & Go", pit stop service and wheel protection
- Financing and operational leasing
- A wide range of certified used cars and "exclusive" used cars of our brands and other brands on the market

Our market share of 10.5% of new cars registered in Luxembourg is proof of our strategy to take the biggest share of our brands and offer our importers an important and dedicated partner in their brand.

Since 8 January, our integration into Van Mossel Automotive Groep has allowed us to move forward with a central element of our "One-stop-shopping" strategy through the creation of Van Mossel Autolease Luxembourg SA and the opportunity to benefit from the significant experience of the leasing companies within Van Mossel. Thanks to this leasing company, Autopolis can offer its private and B2B customers a very high level of service. Our "You drive, we care" philosophy can now be fully realised.

## Achieved in 2021 (first half year)

- Integration of the Autopolis management with the norms and standards of the Van Mossel Automotive Groep:
  - Alignment of financial reporting and other KPIs
  - Alignment of HR standards
  - Alignment of management structures
  - Alignment of indirect cost ratios
  - Development of trade relationships for used car inventory.
- Brand Volvo
  - At the end of June, the construction of a modern Volvo dealership in Fridhaff/Diekirch will provide a beautiful setting for our customers in the north of the country. This dealership replaces the dealership in Ettelbruck which no longer meets the standards of Volvo and the Van Mossel Group
  - New organisation of the B2B department, more focused on prospection with SMEs
- Brands Opel, Fiat, Jeep, Alfa Romeo and FCA
  - Adapting to the integration of all these brands into the Stellantis Group
  - Find leverage to generate profitability and more volumes.
  - B2B focus for the LCV
  - Update the Opel Showroom
- Brands Hyundai - Suzuki - MG
  - Focus EV
  - Update the Van Mossel showrooms

## To be realised in 2021 (second half year)

- Refurbishment of the Autopolis building in Bertrange (head office) to offer our customers, employees, importers, and shareholders an experience at the level of the Van Mossel Automotive Groep norms and standards
- Launch of Volvo dealership in Fridhaff/Diekirch in July 2021
- Establishment of a large used car sales centre at the Fridhaff/Diekirch site next to the Volvo dealer. Site to showcase 120 used cars; Intensified sourcing becomes strategic for used cars and exclusive used cars
- More efficient lead management thanks to the Van Mossel group management system "LEF"

## Cluster Management



**Marc Devillet**  
General Manager



**Eric Philippe**  
Finance Director



**Stephanie Maurice**  
Marketing Director

“ You drive, we take care of the rest.”











# Branches

# List of addresses




## Shared Services and overarching services

Van Mossel Shared Services	Biesbosweg 14	5145 PZ Waalwijk	
Van Mossel Financiële Diensten	Biesbosweg 14	5145 PZ Waalwijk	
Van Mossel Automotive Partner	Kleiweg 5	5145 NA Waalwijk	
Van Mossel Car Solutions	Hectorstraat 7	5047 RE Tilburg	



## Cluster Volkswagen / Audi

Audi Centrum Tilburg	Kraaivenstraat 14	5048 AB Tilburg	
Volkswagen Bedrijfswagens Centrum Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Bedrijfswagencentrum Waalwijk	Kleiweg 5	5145 NA Waalwijk	
Van Mossel Waalwijk	Van Anselstraat 1	5141 PB Waalwijk	
Van Mossel Weert	Edisonlaan 1	6003 DB Weert	
Van Mossel Valkenswaard	Dragonder 16	5554 GM Valkenswaard	
Van Mossel Tilburg	Ringbaan Noord 65	5046 AA Tilburg	
Van Mossel Hapert	Oude Provincialeweg 84	5527 AH Hapert	
Van Mossel Oisterwijk	Bedrijfsweg 17	5061 JX Oisterwijk	

## Cluster Seat/ Skoda

Van Mossel Seat/Skoda Tilburg	Kraaivenstraat 13	5048 AB Tilburg	
Van Mossel Seat/Skoda Waalwijk	Van Anselstraat 11	5141 PB Waalwijk	
Van Mossel Occasions Tilburg	Kraaivenstraat 13	5048 AB Tilburg	




## Cluster Alfa Romeo/Jeep/Fiat/Abarth/Fiat Professional

Van Mossel Breda	Minervum 7001 C	4817 ZL Breda	
Van Mossel Tilburg	Kraaivenstraat 20	5048 AB Tilburg	






## Cluster Van Mossel Peugeot / Citroën / DS

Van Mossel Citroën, DS Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Peugeot Amstelveen	Bouwerij 6	1185 XX Amstelveen	
Van Mossel Peugeot Amsterdam Noord	Johan van Hasseltweg 65	1021 KN Amsterdam	
Van Mossel Peugeot Amsterdam Zuid-Oost	Klokkenbergweg 29	1101 AK Amsterdam	
Van Mossel Peugeot Heemstede	Cruquiusweg 37 C	2102 LS Heemstede	
Van Mossel Peugeot Leiden-Leiderdorp	Van der Valk Boumaweg 2	2352 JC Leiderdorp	
Van Mossel Peugeot Lisse-Hillegom	Arnoudstraat 18	2182 DZ Hillegom	
Van Mossel Peugeot, Citroën Heemskerk	Rijksstraatweg 54	1964 LK Heemskerk	
Van Mossel Peugeot, Citroën Purmerend	Vleetstraat 15-17	1446 AP Purmerend	
Van Mossel Peugeot, Citroën Zaandam	Kleine Tocht 23	1507 CB Zaandam	
Van Mossel Peugeot, Citroën Zwaag/Hoorn	De Marowijne 59	1689 AR Zwaag	
Van Mossel Peugeot, Citroën, DS Alkmaar	Helderseweg 55B	1817BB Alkmaar	




## Cluster Van Mossel Hyundai

Van Mossel Hyundai Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Hyundai Groningen	Odenseweg 1	9723 HA Groningen	
Van Mossel Hyundai Heerenveen	Businesspark Friesland-West 53-1	8447 SL Heerenveen	





## Cluster Van Mossel Kia

Van Mossel Kia Amersfoort	Maanlander 12	3824 MP Amersfoort	
Van Mossel Kia Apeldoorn	Oude Apeldoornseweg 40B	7333 NS Apeldoorn	
Van Mossel Kia Harderwijk	Lorentzstraat 25	3846 AV Harderwijk	
Van Mossel Kia Hengelo	Holtersweg 30	7556 BX Hengelo	
Van Mossel Kia Zwolle	Oude Meppelerweg 2	8024 AB Zwolle	







## Cluster Van Mossel Jaguar Landrover

Van Mossel Jaguar, Land Rover Apeldoorn	Oude Apeldoornseweg 40A	7333 NS Apeldoorn	
Van Mossel Jaguar, Land Rover Zwolle	Oude Meppelerweg 2	8024 AB Zwolle	
Van Mossel Jaguar, Land Rover Groningen	Odenseweg 1	9724 HA Groningen	

## Cluster Van Mossel Mercedes-Benz / smart

Van Mossel Gouda	Grote Esch 50	2841 MJ Gouda	
Van Mossel Rotterdam (Autostrada)	Autolettestraat 4	3063 NP Rotterdam	
Van Mossel Rotterdam (Charlois)	Driemanssteeweg 690A	3084 CB Rotterdam	
Van Mossel Rotterdam (Spaanse Polder)	Schuttevaerweg 18	3044 BB Rotterdam	

## Cluster Van Mossel Mercedes-Benz bedrijfswagens

Van Mossel Vans & Trucks Dordrecht (Dordtse Kil)	Olivijn 500	3316 KH Dordrecht	
Van Mossel Vans & Trucks Dordrecht	Pieter Zeemanweg 50	3316 GZ Dordrecht	
Van Mossel Vans & Trucks Rotterdam (Charlois)	Driemanssteeweg 20	3084 CB Rotterdam	
Van Mossel Vans & Trucks Bergschenhoek	Bergweg-Zuid 102	2661 CV Bergschenhoek	
Van Mossel Vans & Trucks Rotterdam (Spaanse Polder)	Schuttevaerweg 18	3044 BB Rotterdam	
Van Mossel Vans & Trucks Gouda	Grote Esch 46	2841 MJ Gouda	





## Cluster Van Mossel Ford

Van Mossel Ford Den Bosch	Afrikalaan 2	5232 BD s Hertogenbosch	
Van Mossel Ford Eindhoven	Meerenakkerweg 3A	5652 AR Eindhoven	
Van Mossel Ford Helmond	Varenschut 17J	5705 DK Helmond	
Van Mossel Ford Roermond	Sodaweg 3	6049 CM Roermond/Herten	
Van Mossel Ford Tilburg	Kraaivenstraat 20	5048 AB Tilburg	
Van Mossel Ford Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel Ford Waalwijk	Van Anselstraat 11	5141 PB Waalwijk	
Van Mossel Ford Weert	Edisonlaan 5	6003 DB Weert	
Van Mossel Ford Roosendaal	Belder 34	4704 RK Roosendaal	
Van Mossel Ford Breda	Minervum 7001 C	4817 ZL Breda	
Van Mossel Ford Vlissingen	Marie Curieweg 5	4389 WB Ritthem	
Van Mossel Ford Terneuzen	Handelsspoort 8	4538 BN Terneuzen	
Van Mossel Ford Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Ford Goes	Eberhardtweg 2	4462 HH Goes	

## Cluster Van Mossel Opel

Van Mossel OPC Opel Den Bosch	Afrikalaan 2	5232 BD s-Hertogenbosch	
Van Mossel OPC Opel Oosterhout	De Boedingen 8	4906 BA Oosterhout	
Van Mossel OPC Opel Tilburg	Kraaivenstraat 8	5048 AB Tilburg	
Van Mossel OPC Opel Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel OPC Opel Middelharnis	Langeweg 113	3245 KG Sommersdijk	
Van Mossel OPC Opel Roosendaal	Bredaseweg 243	4705 RN Roosendaal	
Van Mossel OPC Opel Goes	Pearyweg 19	4462 GT Goes	
Van Mossel OPC Opel Breda	Minervum 7001 A	4817 ZL Breda	
Van Mossel OPC Opel Terneuzen	Handelsspoort 8	4538 BN Terneuzen	
Van Mossel OPC Opel Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Occasions Breda	Minervum 7001	4817 ZL Breda	





## Cluster Van Mossel MG




Van Mossel MG Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel MG Breda	Minervum 7001 B	4817 ZL Breda	
Van Mossel MG Rotterdam	Koperstraat 18	3067 GL Rotterdam	
Van Mossel MG Den Haag (pop-up store Westfield Mall)	Liguster 202	2262 AC Leidschendam	

## Cluster Van Mossel VKV Groep

Van Mossel Nissan Amsterdam	Schepenberweg 42	1105 AS Amsterdam	
Van Mossel Renault/Dacia/Nissan Rotterdam	Koperstraat 16-18	3067 GL Rotterdam	
Van Mossel Renault/Dacia/Nissan Gorinchem	Edisonweg 7	4207 HE Gorinchem	
Van Mossel Renault/Dacia Spijkensisse	Groenoordweg 4	3201 LV Spijkensisse	
Van Mossel Renault/Dacia/Nissan Tiel	Stephensonstraat 1-3	4004 JA Tiel	
Van Mossel Renault/Dacia Waalwijk	Van Anselstraat 3	5141 PB Waalwijk	
Van Mossel Renault Culemborg	Ant. Van Diemenstraat 40	4104 AE Culemborg	
Van Mossel Renault Rotterdam (Zuid)	Charloisse Lagedijk 946	3088 LA Rotterdam	
Van Mossel Renault Wijk bij Duurstede	Graaf van Lynden van Sandenburgweg 2A	3962 RB Wijk bij Duurstede	
Van Mossel Renault Zaltbommel	Van Voordenpark 18	5301 KP Zaltbommel	
Van Mossel Nissan Hoofddorp	Robijnlaan 2	2132 WX Hoofddorp	
Dorzo Renault, Dacia & Nissan (50%)	Hoogstad 101	3131 KX Vlaardingen	

## Cluster Van Mossel Occasion Centrum

Van Mossel Mega Occasion Centrum Tilburg	Kraaivenstraat 6	5048 AB Tilburg	
Van Mossel Mega Occasion Centrum Utrecht	Proostwetering 61	3543 AC Utrecht	
Van Mossel Mega Occasion Centrum Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Mega Occasion Centrum Goes	Pearyweg 19	4462 GT Goes	

Van Mossel Outdoor Occasions	Bedrijfsweg 17	5061 JX Oisterwijk	
Van Mossel Exclusieve Occasions	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Mega Occasion Centrum Hengelo	Goudstraat 70	7554 NE Hengelo	

#### Van Mossel Autoschade Groep

Van Mossel Autoschade Middelburg	Klarinetweg 4	4337 RA Middelburg	
Van Mossel Autoschade Alkmaar	Koelmalaan 67	1812 PR Alkmaar	
Van Mossel Autoschade Amsterdam - Lijnden	Sydneystraat 12	1175 GN Lijnden	
Van Mossel Autoschade Baarends	Scottweg 2	4462 GS Goes	
Van Mossel Autoschade Breda	Konijnenberg 101	4825 BC Breda	
Van Mossel Autoschade Eindhoven	Steenoven 7	5626 DK Eindhoven	
Van Mossel Autoschade Groningen	Osloweg 122/A	9723BX Groningen	
Van Mossel Autoschade Hapert	Energieweg 5	5527 AH Hapert	
Van Mossel Autoschade Hengelo	Binnenhavenstraat 87	7553 GH Hengelo	
Van Mossel Autoschade High Tech Rotterdam	Driemanssteeweg 690C	3084 CB Rotterdam	
Van Mossel Autoschade High Tech Zwolle	Nervistraat 3	8013 RS Zwolle	
Van Mossel Autoschade Hoorn	De Marowijne 55	1689 AR Hoorn	
Van Mossel Autoschade Kort	Banninklaan 8	4301 NN Zierikzee	
Van Mossel Autoschade Goeree	Langeweg 113	3245 KG Sommeldijk	
Van Mossel Autoschade Nijmegen	Lagelandseweg 52	6545 CG Nijmegen	
Van Mossel Autoschade Oirschot	De stad 1C	5688 NX Oirschot	
Van Mossel Autoschade Roosendaal	Belder 100	4704 RK Roosendaal	
Van Mossel Autoschade Rotterdam	Driemanssteeweg 690D	3084 CB Rotterdam	
Van Mossel Autoschade Tilburg	Ringbaan Noord 65	5046 AA Tilburg	
Van Mossel Autoschade Touw	Marconilaan-Noord 63	4614 HB Bergen op Zoom	
Van Mossel Autoschade Utrecht	Perronlaan 2	3534 BG Utrecht	
Van Mossel Autoschade Waalwijk	Zinkerweg 7	5145 NL Waalwijk	
Van Mossel Autoschade Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autoschade Zwolle	Simon Stevinweg 1 & 3	8013NA Zwolle	
Autoschade Visscher (50%)	Rijksstraatweg 9A	4197 BA Buurmalsen	



#### International Car Lease Holding

DirectLease België	Noordersingel 19	B-2140 Antwerpen	
DirectLease Duitsland	Am Seestern 4	D-40547 Düsseldorf	
DirectLease Nederland	Goudstraat 70	7554 NE Hengelo	
DirectLease Luxemburg	Zone d'activités Bourmicht	L-8070 Bertrange	
J&T Autolease België	Noordersingel 19	B-2140 Antwerpen	
J&T Autolease Duitsland	Am Seestern 4	D-40547 Düsseldorf	
J&T Autolease Nederland	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease België	Kleine Tapuitstraat 18	B-8540 Deerlijk	
Van Mossel Autolease Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Autolease Groningen	Wismarweg 9	9723 HC Groningen	
Van Mossel Autolease Hengelo	Holtersweg 30	7556 BX Hengelo	
Van Mossel Autolease Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Autolease Rotterdam	Driemanssteeweg 690B	3084 CB Rotterdam	
Van Mossel Autolease Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autolease ZuidWest	Pearyweg 19	4462 GT Goes	
Van Mossel Autolease Zwolle	Simon Stevinweg 1 & 3	8013NA Zwolle	
Van Mossel Shortlease & Rent Waalwijk	Schutweg 6a	5145 NP Waalwijk	
Van Mossel Shortlease & Rent Rotterdam	Christiaan Huygensweg 14	3225 LD Hellevoetsluis	
Van Mossel Shortlease & Rent Groningen	Wismarweg 9	9723 HC Groningen	
Westlease Kuurne	Kleine Tapuitstraat 18	B-8540 Deerlijk	
Westlease Namur	Chaussée de Marche 935	B-5100 Wierde (Namur)	
Westlease Luxemburg	11, Zone Industrielle	L-8287 Kehlen	

#### Cluster Van Mossel Opel

Van Mossel Opel Antwerpen	Noorderlaan 32	2060 Antwerpen	
Van Mossel Opel Wilrijk	Boomssesteenweg 501	2610 Wilrijk	
Van Mossel Opel Mechelen	Jubellaan 82	2800 Mechelen	
Van Mossel Opel Bree	Meeuwkerkezel TZ 24	3960 Bree	
Van Mossel Vervloet Opel Lier	Marnixdreef 2	2500 Lier	




#### Cluster Van Mossel FCA

Van Mossel Bruyninx FCA Hasselt	Hellebeemden 2	3500 Hasselt	
Van Mossel Bruyninx FCA Overpelt	Lindelsebaan 110	3900 Overpelt	



#### Cluster Van Mossel PSA

Van Mossel Citroën Genk	Evence Coppélaan 40	3600 Genk	
Van Mossel Peugeot, Citroen, DS Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Nissan Kia Hasselt	Hellebeemden 4	3500 Hasselt	
Van Mossel Citroën Sint-Truiden	Luikersteenweg 94-96	3800 Sint-Truiden	
Van Mossel Citroen, Peugeot Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Peugeot Genk	Evence Coppélaan 90	3600 Genk	
Van Mossel Van Kelst Citroen, Peugeot Schriek	Schriekstraat 114	2223 Schriek	
Van Mossel Van Kelst Citroën, Peugeot Leuven	Brusselsesteenweg 31	3020 Herent (Leuven)	
Van Mossel Van Kelst Citroën, Peugeot, Kia Aarschot	Betekomssesteenweg 114-116	3200 Aarschot	
Van Mossel Van Kelst Citroën, Peugeot Diest	Leuvensesteenweg 160	3290 Diest	


#### Van Mossel Used Cars België

Van Mossel Used Cars Hasselt	Hellebeemden 12	3500 Hasselt	
Van Mossel Used Cars Opel	Noorderlaan 32	2060 Antwerpen	
Van Mossel Used Cars Antwerpen	Noorderlaan 32	2060 Antwerpen	






#### Van Mossel CAC Mercedes Benz

Van Mossel Mercedes-Benz Turnhout	Steenweg op Gierle 355	2300 Turnhout	
Van Mossel Pans Mercedes-Benz Brecht	D'Hoef 2	2960 Brecht	







#### Cluster Van Mossel Carrosserie België

Van Mossel Carrosserie Kontich	Pierstraat 237	2550 Kontich	
Van Mossel Carrosserie Oudsbergen	Betonweg 10-12	3670 Meeuwen (Ellikom)	
Van Mossel Carrosserie Hasselt	Hellebeemden 6A	3500 Hasselt	
Van Mossel Carrosserie Turnhout	Steenweg op Gierle 355	2300 Turnhout	
Van Mossel Carrosserie Schriek	Schriekstraat 114	2223 Schriek	
Van Mossel Carrosserie Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Carrosserie Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Carrosserie Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Carrosserie Leuven	Brusselsesteenweg 57	3020 Herent	





#### Cluster Van Mossel Ford België

Van Mossel Denayer Ford Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Permeke Ford Antwerpen	Jan Van Rijswijcklaan 298	2020 Antwerpen	
Van Mossel Gonthier Ford Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel De Kort Ford Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel van de Ven Ford Kapellen	Starrenhoflaan 1	2950 Kapellen	
Van Mossel Autopolis Ford Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Autopolis Ford Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Deprince Ford Lier	Mechelsesteenweg 258	2500 Lier	



#### Cluster Van Mossel Hyundai België

Van Mossel Hyundai Berchem	Grote Steenweg 571	2060 Berchem	
Van Mossel Hyundai Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Hyundai, Maxus, MG Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Hyundai, Maxus Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Hyundai Groot Bijgaarden	Pastoor Cooremansstraat 1	1702 Groot Bijgaarden	
Van Mossel Hyundai, Maxus, MG, Suzuki Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Van Mossel Suzuki Groot Bijgaarden	Pastoor Cooremansstraat 1	1702 Groot Bijgaarden	

#### Cluster Van Mossel Jaguar Landrover België

Van Mossel Jaguar Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Jaguar Mechelen	Antwerpsesteenweg 277	2800 Mechelen	
Van Mossel Land Rover Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Land Rover Mechelen	Antwerpsesteenweg 277	2800 Mechelen	

#### Cluster Luxemburg

Autopolis S.A. (multibrand)	Rue des Mérovingiens, Z.A.I. Bourmicht 9	L-8070 Bertrange	
Autopolis S.A. (carrosserie)	Rue du Puits Romain 4	L-8070 Bertrange	

*FOR MOBILITY, FOR EVERYONE*

