

Annual Report | 2019 2020



Van Mossel

Foreword

Expectations met

The foreword in last year's Annual Report focused on the company's 70th anniversary. In that respect, the year 2019 marked a great milestone. If we look back on the targets set in regard to figures, turnover, profitability and especially important for us, customer satisfaction, we are very proud that we were able to achieve our goals. However, we continue to look at ourselves critically and have observed that we have not yet fulfilled our new development and construction plans. This is partly due to the nitrogen problem and partly due to insufficient contractor management on this point. Fortunately, we saw sales and turnover continue in the first quarter of 2020. The building and construction plans also proceeded at a faster rate.

What we couldn't have predicted in our anniversary year was that, less than one year later, the entire world would be struggling with COVID-19, commonly referred to as the coronavirus. This has added a new chapter to the corporate history of the Van Mossel Automotive Group. While part of the group was required to go into full lockdown (Belgium), the others remained fully operational. Although the virus had an impact on everyone in the company, it did not mean we were less busy. This is because we maximise our creativity, communicate effectively and act pro-actively, both for ourselves and our customers. This is sometimes noticeable and sometimes not, but it is always within the limits of what is acceptable. This has proven effective. As a result, we have managed to maintain customer confidence; our customers continue to find their way to us. Or us to them. This is partly due to specific 'corona' campaigns that we set up. For example, we highlighted our 'Driveway test drive' campaign, letting customers know that they don't even need to leave their homes to make a test drive - we will come to them. We provided dozens of cars for healthcare professionals who urgently needed transport; our employees even arranged cars for healthcare professionals in their own personal networks. For our lease customers, we emphasised that our doors were always open to them for the maintenance of their lease cars. We offered all healthcare workers free replacement vehicles if their cars needed repairs. And last but not least, we re-arranged our branches to comply with the new 1.5 metre distancing regulations and are using appropriate personal protective equipment. As the expression goes, it's important to practice what you preach.

And so, at this point, 12 weeks after the outbreak of the coronavirus and as this publication is going to press, we can cautiously say that we have gotten through the crisis well so far. We have managed to achieve 90% of our sales targets and have observed that society is getting used to this new 'temporary normal'. We are also expecting a strong second quarter, especially because of the combined efforts across our organisation. While some segments of the organisation have suffered due to the coronavirus, others have benefited. On the whole, the overall picture has remained about the same. Looking ahead toward the second half of the year - which is already starting with a great number of back orders and consumers are making less use of public transport and air travel - we can expect a market boost, with cars providing a good alternative.

We remain visible to our customers in an appropriate way at this time. So that we remain in the picture. We remain focused and draw strength from the past. We exude confidence and positive energy. By doing this, we will emerge from this challenge as a stronger brand. Because there are plenty of opportunities.

Eric Berkhof



Managing Director
Van Mossel Automotive Group





Contents

General information

Profile	7
Mobility services	8
Portfolio	9
Branch overview	10
Our vision	13
Organisational structure for the Netherlands	14
Organisational structure for Belgium	15

Figures

Transactions in 2020	16
Employees in 2020	16
Key figures	18
Balances	20
Income statement	21
Explanation of the figures	21

Developments in the Netherlands

Cluster Audi, Volkswagen, VW Commercial Vehicles, SEAT, ŠKODA (NL)	22
Cluster Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional (NL)	24
Cluster Peugeot, Citroën, DS (NL)	26
Cluster Opel (NL)	28
Cluster Hyundai (NL)	30
Cluster Kia (NL)	32
Cluster Jaguar, Land Rover (NL)	34
Cluster Mercedes-Benz, Smart (NL)	36
Cluster Ford (NL)	38
Cluster MG (NL)	40
Cluster Renault, Nissan, Dacia (NL)	42
Mega Used Car Centre (NL)	44
Leasing companies (NL)	45
Body repair businesses (NL)	46
Van Mossel Automotive Partner (NL)	49
Van Mossel Car Solutions (NL)	50
Van Mossel Financial Services (NL)	50
Marketing department (NL)	52
HR department (NL)	52
Purchasing, Facility, IT, Logistics, Safety, Property departments (NL)	55
Legal & Compliance department (NL)	56
Finance & Control department (NL)	56

Developments in Belgium

Cluster Bruyninx (BE)	58
Cluster GMAN (BE)	60
Cluster CAC (BE)	62
Body shops (BE)	65
Leasing companies (BE)	66
Marketing department (BE)	68
HR department (BE)	70
Purchasing & Facility department (BE)	73
IT department (BE)	73
Legal & Compliance department (BE)	74
Finance department (BE)	76

Construction projects realized

Realized in 2019	78
Realized in the first half of 2020	80

Branches

82



Profile

Van Mossel Automotive Group

In the space of 70 years, the Van Mossel Automotive Group has become a top player in the Dutch automotive market. The company has nearly 200 branches in Belgium, the Netherlands and Germany. Van Mossel Automotive Group is a dealer for a number 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 around 89,000 vehicles. It is one of the top leasing companies in the Netherlands and is part of the Van Mossel Automotive Group. The group has around 3,300 employees and generates an annual turnover of over €2.5 billion. Van Mossel Automotive Group'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 Group represents the leading brands Volkswagen, Volkswagen Commercial Vehicles, Audi, Peugeot, Citroën, DS, Opel, Ford, Hyundai, Kia, Jaguar, Land Rover, Mercedes-Benz, smart, SEAT, ŠKODA, Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional, Nissan, Dacia, Renault, Mitsubishi and MG. These are sold as 'new' vehicles in our showrooms but also 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 Body Repair Group offers a network of 25 branches in the Netherlands and three in Belgium. In addition to our standard body repair centres, we also operate one alternative body repair business ('paintless dent repair') and, depending on the weather, a temporary hail damage repair centre.

Van Mossel Leasing Companies

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



HOSPITALITY



DRIVEN



DISTINCTIVE



CUSTOMER-FOCUSED



RESULTS-ORIENTED



CSR



OPEN AND HONEST

Mobility services

New

The Van Mossel Automotive Group offers 26 leading brands at its branches. From the private or business purchases of new or used cars to complete commercial fleets.

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 leasing companies, united under the International Car Lease Holding umbrella, offer standard leasing arrangements as well as short leases, used car leases and private car leases.

Maintenance

The dealerships which are part of the Van Mossel Automotive Group 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.

Body Repairs

The Van Mossel Body Repair Group is based at 25 locations in the Netherlands and three locations in Belgium with one independent branch. 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 mean 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 affiliated 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 Group. They play a pivotal role. They facilitate the entire ordering process. Additionally, they advise on car policy, help make arrangements with importers relating to customer-specific delivery conditions and help create SLAs for delivery and maintenance. They are also the central point of contact for our export service, both at home and abroad.

Financing

Van Mossel Financial Services offers a wide range of financing options for both private and business customers and can always present 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 Financial Services can offer fitting car insurance quotes to both private and business clients.

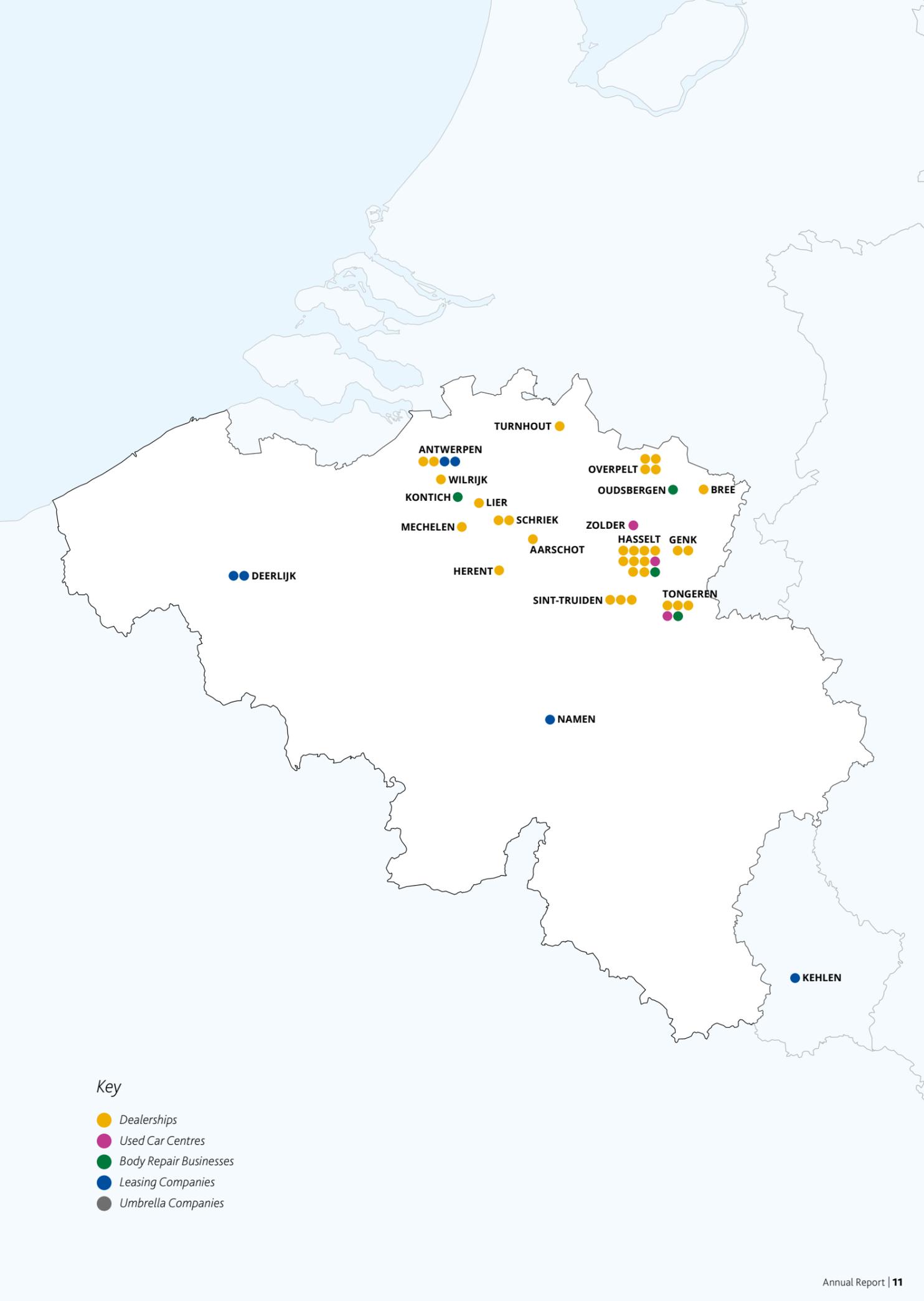
Commercial vehicle personalisation

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

Portfolio



Branch overview





Our vision

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

Mission

The Van Mossel Automotive Group is a family-controlled business with over 70 years of experience and plenty of ambition. It is our mission to deliver on our promise of '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

Corporate Social Responsibility (CSR)

CSR plays an important part in business operations at the Van Mossel Automotive Group. The Van Mossel Automotive Group wants interested parties to see them as a professional player in the automotive market which cares about people and the environment. As a leading automotive business, the Van Mossel Automotive Group has adopted an unambiguous CSR strategy which receives organisation-wide support. Furthermore, the Van Mossel Automotive Group communicates its clear 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 help minimise our environmental impact and to be a partner on 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 Group has divided CSR into the following three core values. Customer-focused: we advise our customers about sustainable mobility solutions. Responsibility: concrete objectives help us take responsibility when it comes to minimising our impact. Open and honest: we communicate with

others about our Corporate Social Responsibility initiatives.

CSR efforts

A list of our CSR efforts can be found below:

Mobility solutions

- free NS Business Card (Dutch train card) with a leasing contract from one of our lease companies
- fleet scan and fuel reports (including information about New Driving solutions)
- collaboration with Fleetlogic: black boxes/driving behaviour modules
- proactively measuring nitrogen in tyres and checking tyre pressures
- car share concept
- providing advice about charging points for electric vehicles and replacement vehicles during holidays

Environment

- the Van Mossel Automotive Group 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 main lights are switched off in our buildings at night
- reusing components wherever possible
- the Van Mossel Automotive Group complies with the legal requirements for separators and liquids on drip trays

Quality

The Van Mossel Automotive Group is largely ISO 9001 certified. This means that we meet the statutory quality requirements set 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 Group provides transparent information about its CSR policy and results

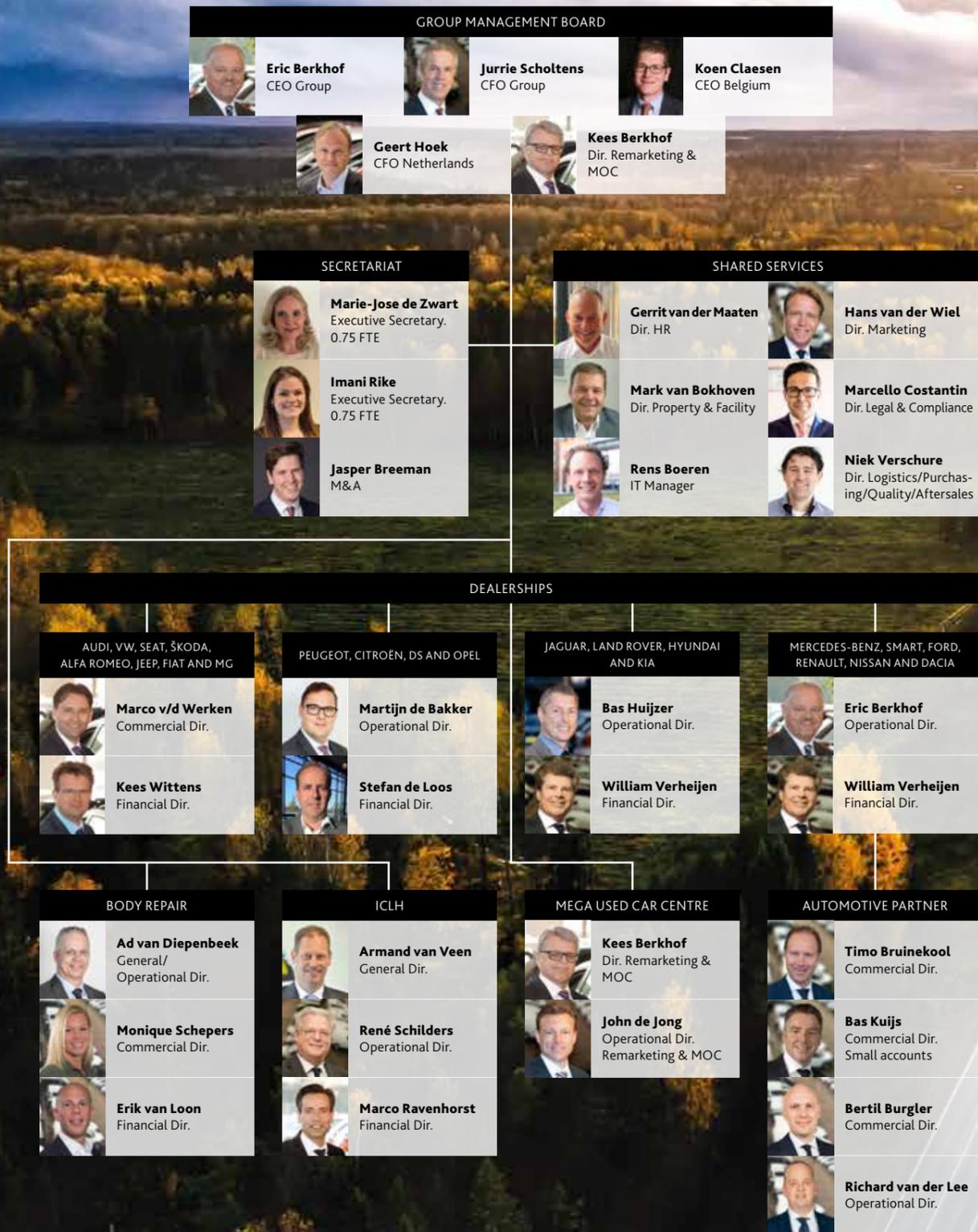
Corporate Involvement

- the Van Mossel Automotive Group takes the well-being of its employees into consideration by offering good working conditions and future career prospects
- the Van Mossel Automotive Group is affiliated with a variety of foundations including: Emmaus, Villa Pardoos, Make a Wish Foundation, KiKa and Alpe d'HuZes

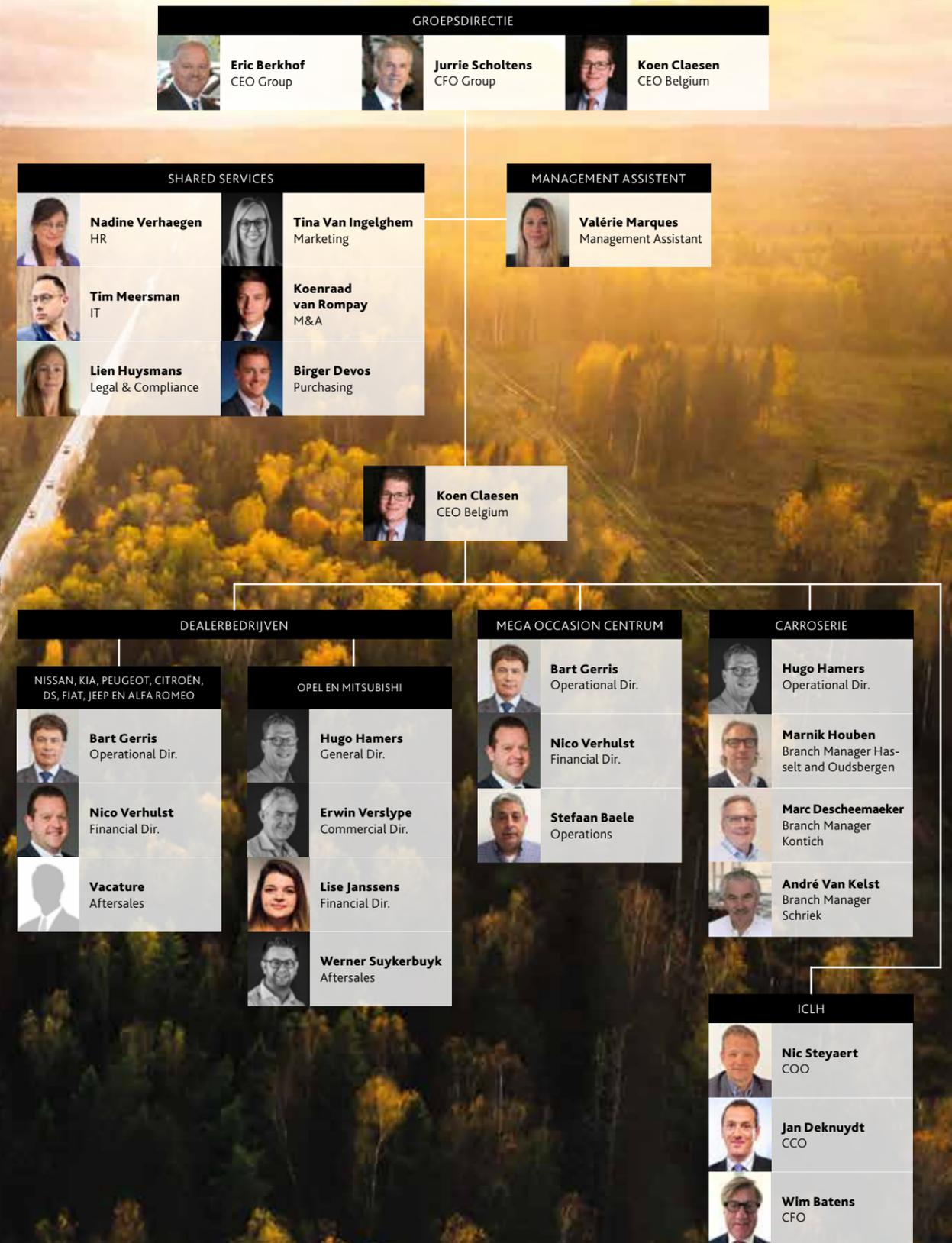
CSR certification

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

Organisational structure for the Netherlands



Organisational structure for Belgium



Transactions in 2020

New	Used cars	Leasing	Total
50,000	45,000	25,000	120,000
2019: 49,000	2019: 40,000	2019: 23,500	2019: 112,500



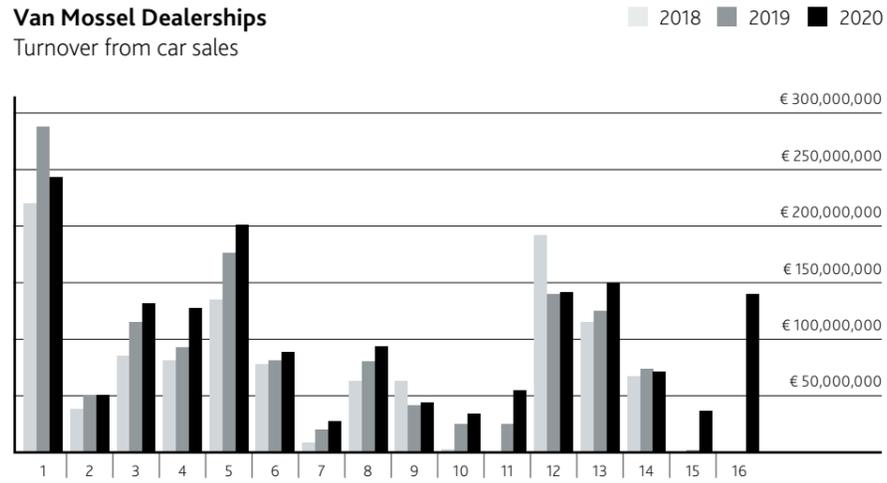
Employees in 2020



Key figures

Van Mossel Dealerships

Turnover from car sales

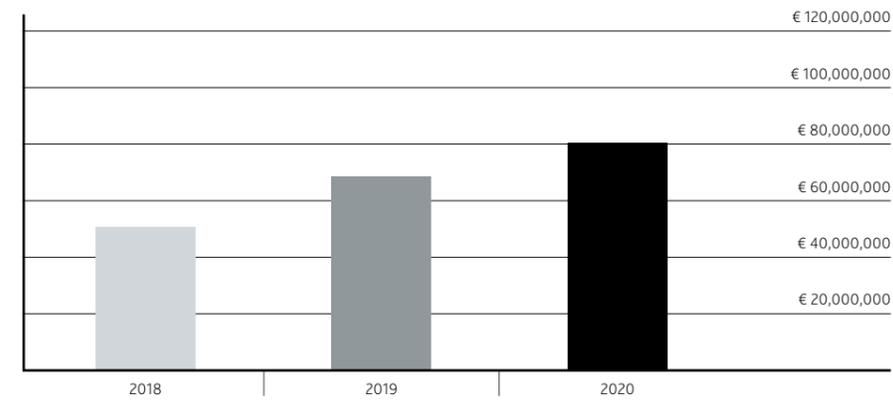


- 1 NL - Audi, Volkswagen
- 2 NL - SEAT, ŠKODA
- 3 NL - Ford
- 4 NL - Opel
- 5 NL - Peugeot, Citroën, DS
- 6 NL - Mercedes-Benz, Smart
- 7 NL - Alfa Romeo, Jeep, Fiat, Abarth
- 8 NL - Kia
- 9 NL - Jaguar, Land Rover
- 10 NL - Hyundai
- 11 NL - MG
- 12 NL - Renault, Dacia, Nissan
- 13 BE - Alfa Romeo, Jeep, Fiat, Abarth, Citroën, DS, Peugeot, Nissan and Kia
- 14 BE - Opel, Mitsubishi
- 15 BE - Mercedes-Benz
- 16 Acquisitions

Total:
 2018 €1,146,969,282
 2019 €1,335,286,522
 2020 €1,637,790,436

Van Mossel Body Repair Businesses

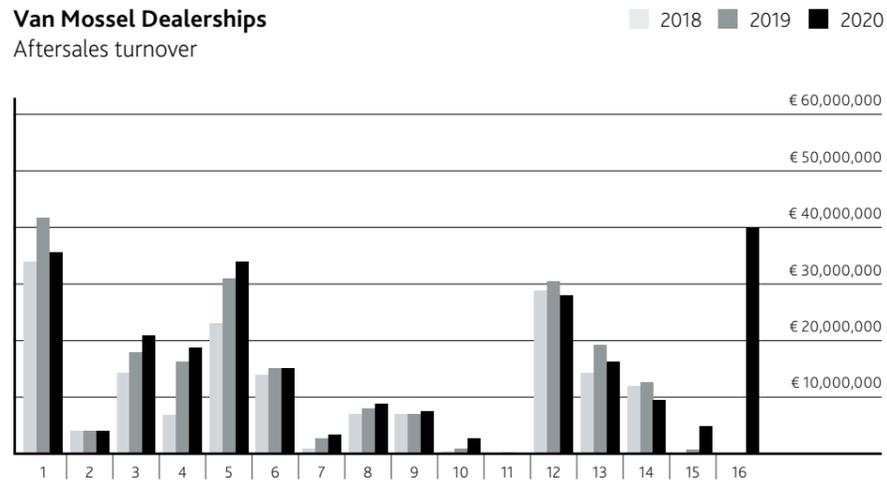
Total turnover



Total:
 2018 €52,447,000
 2019 €68,963,286
 2020 €80,129,537

Van Mossel Dealerships

Aftersales turnover

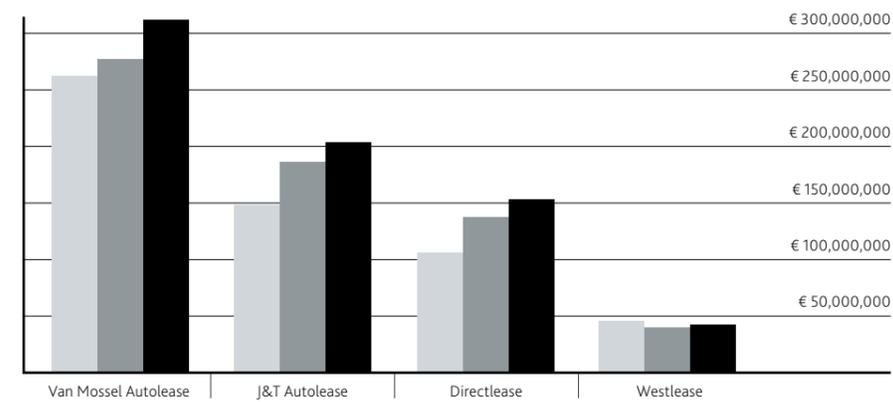


- 1 NL - Audi, Volkswagen
- 2 NL - SEAT, ŠKODA
- 3 NL - Ford
- 4 NL - Opel
- 5 NL - Peugeot, Citroën, DS
- 6 NL - Mercedes-Benz, Smart
- 7 NL - Alfa Romeo, Jeep, Fiat, Abarth
- 8 NL - Kia
- 9 NL - Jaguar, Land Rover
- 10 NL - Hyundai
- 11 NL - MG
- 12 NL - Renault, Dacia, Nissan
- 13 BE - Alfa Romeo, Jeep, Fiat, Abarth, Citroën, DS, Peugeot, Nissan and Kia
- 14 BE - Opel, Mitsubishi
- 15 BE - Mercedes-Benz
- 16 Acquisitions

Total:
 2018 €172,030,130
 2019 €214,090,953
 2020 €253,727,603

Van Mossel Leasing Companies

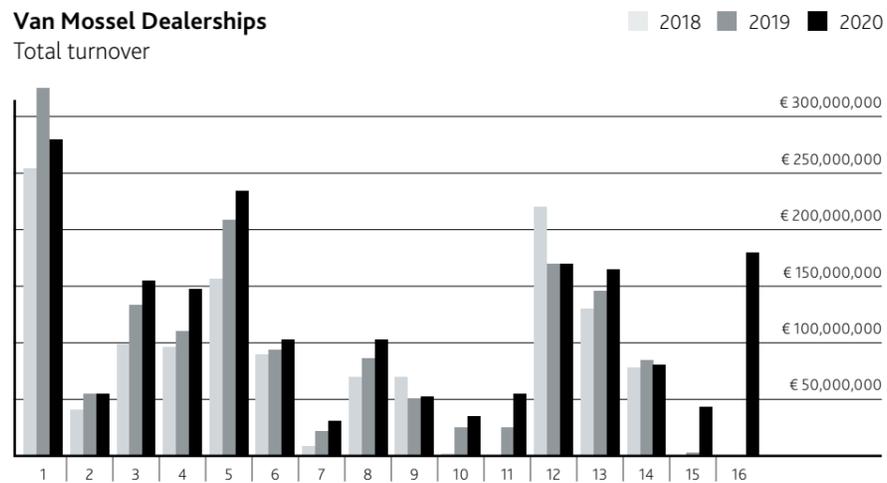
Total turnover



Total:
 2018 €479,000,000
 2019 €639,746,403
 2020 €714,028,598

Van Mossel Dealerships

Total turnover

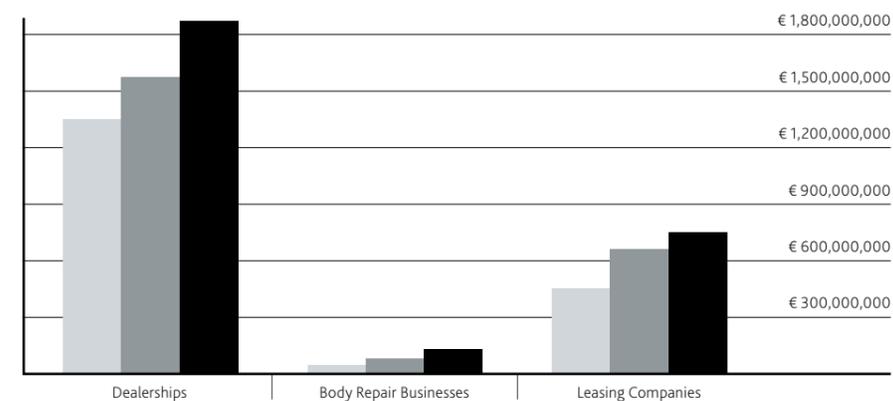


- 1 NL - Audi, Volkswagen
- 2 NL - SEAT, ŠKODA
- 3 NL - Ford
- 4 NL - Opel
- 5 NL - Peugeot, Citroën, DS
- 6 NL - Mercedes-Benz, Smart
- 7 NL - Alfa Romeo, Jeep, Fiat, Abarth
- 8 NL - Kia
- 9 NL - Jaguar, Land Rover
- 10 NL - Hyundai
- 11 NL - MG
- 12 NL - Renault, Dacia, Nissan
- 13 BE - Alfa Romeo, Jeep, Fiat, Abarth, Citroën, DS, Peugeot, Nissan and Kia
- 14 BE - Opel, Mitsubishi
- 15 BE - Mercedes-Benz
- 16 Acquisitions

Total:
 2018 €1,321,819,412
 2019 €1,549,377,475
 2020 €1,891,518,039

Van Mossel Automotive Group

Total turnover



Total:
 2018 €1,984,966,412
 2019 €2,258,087,163
 2020 €2,685,676,174*
 *excl. future acquisitions

Balances

BALANCE VAN MOSSEL DEALERSHIPS					
(x €1,000)	2019	2018		2019	2018
Goodwill	34,770	15,559	Equity Capital	244,527	174,225
Tangible fixed assets	94,447	62,696	Provisions	3,693	7,571
Financial fixed assets	111,932	102,338	Long-term debts	27,617	22,351
Stocks	258,820	191,492			
Debtors & other receivables	144,748	106,176	Creditors & other debts	373,654	274,113
Liquid assets	4,774	-			
Total assets	649,491	478,260	Total liabilities	649,491	478,260
			Solvency	37.6%	36.4%

BALANCE VAN MOSSEL BODY REPAIR BUSINESSES					
(x €1,000)	2019	2018		2019	2018
Goodwill	2,945	1,278	Equity Capital	13,911	9,791
Tangible fixed assets	10,829	8,676	Provisions	339	-
Financial fixed assets	384	761	Long-term debts	-	-
Stocks	1,356	1,915			
Debtors & other receivables	10,570	14,750	Creditors & other debts	13,853	17,863
Liquid assets	2,019	274			
Total assets	28,103	27,654	Total liabilities	28,103	27,654
			Solvency	49.5%	35.4%

BALANCE VAN MOSSEL LEASING COMPANIES (INTERNATIONAL CAR LEASE HOLDING)					
(x €1,000)	2019	2018		2019	2018
Goodwill	32,079	29,285	Equity Capital	211,873	178,999
Tangible fixed assets	1,267,197	1,047,746	Provisions	21,051	25,139
Financial fixed assets	15,480	10,615	Long-term debts	1,040,310	857,041
Stocks	18,899	13,897			
Debtors & other receivables	65,471	62,403	Creditors & other debts	126,520	105,171
Liquid assets	627	2,405			
Total assets	1,399,754	1,166,350	Total liabilities	1,399,754	1,166,350
			Solvency	15.1%	15.3%

Income statement

INCOME STATEMENT VAN MOSSEL AUTOMOTIVE GROUP		
(x €1,000)	2019	2018
Net turnover	2,258,087	1,512,381
Cost of goods sold	1,963,605	1,303,303
Gross turnover	294,482	209,078
Operational costs	207,180	138,242
EBITDA	87,302	70,836
Other depreciations	7,818	5,156
EBIT	79,484	65,680
Financial income and expenditure	29,408	25,405
Result before participation interest	50,077	40,275
Result of participation interest	2,156	1,955
Operational result including participation interests before goodwill depreciation & tax	52,232	42,230

DIVISION OF OPERATIONAL RESULT PER DIVISION		
(x €1,000)	2019	2018
Van Mossel Dealerships	17,202	12,102
Van Mossel Body Repair Businesses	3,278	765
Van Mossel Leasing Companies (International Car Lease Holding)	31,752	29,363
Operational result including participation interests before goodwill depreciation & tax	52,232	42,230

Explanation of the figures

The figures in the Annual Report for the Van Mossel Automotive Group 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 balances by activity: dealer-related, body repair-related and lease-related.

At year end 2019, the balance sheet total of Van Mossel Dealerships increased to €649 million (2018: €478 million). This increase 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 Group 4. The equity capital increase to €245 million (2018: €174 million) increases solvency to 38% and can be deemed very good (2018: 36%).

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 capitalised leasing fleet. As a result of further growth of the leasing fleet in 2019, the balance sheet total increased from around €1,166 million to €1,400 million. Solvency is at 15% due to an equity capital of €212 million (2018: €179 million), equal to that of 2018. The balance sheet total of the Van Mossel Body Repair Businesses,

amounting to €28 million, remains the same. Due to a relatively high equity capital of €14 million (2018: €10 million) solvency increased to 50% (2018: 35%), which is very high for our sector. The total group EBITDA in 2019 increased to €87 million (2018: €71 million), the result before taxes and goodwill depreciation increased from €42 million in 2018 to €52 million in 2019.

Up to and including April 2020, the turnover and results were on budget. The most recent developments concerning COVID-19 only had a limited negative effect. In spite of the lockdowns in the Netherlands and Belgium and the diffuse predictions on the duration and depth of a potential crisis, we expect to achieve at least the same result in 2020 as in 2019.

Developments

Cluster Audi, Volkswagen, VW commercial vehicles SEAT, ŠKODA (NL)

Strategy

We want to become the leading dealer for Audi, Volkswagen, SEAT and ŠKODA. We will achieve this by distinguishing ourselves with motivated employees who are willing to go that extra mile for our customers. Hospitality and customer-oriented services are the common denominators in everything we do. We can really offer the customer everything he/she wants for mobility and for his/her car. Together with our ability to offer our customers excellent conditions, this means that we are in the best position to build long-term relationships with our customers.

Realised in 2019

- filled the new position of used car cluster manager
- was awarded the title of Audi Excellent Dealer 2020
- was the leading Volkswagen dealer in the Netherlands for the 10th consecutive year
- refurbishment of SEAT/ŠKODA Waalwijk
- SEAT/ŠKODA dealer of the year 2020

Realised in 2020 (first half year)

- optimised the organisation structure
- cluster management of weekly reports
- rollout of NPS score quality programme
- set up a lead team to ensure that every lead is followed up qualitatively within 20 minutes, both during and outside of working hours
- rollout of Car Sales Tool (online configuration module) for Volkswagen Commercial Vehicles

Plans for 2020 (second half year)

- rollout of ID.3 First Edition, the first model of the electrical ID. models
- addition of a new property for used cars in Tilburg, including for SEAT/ ŠKODA
- optimise lead conversion
- introduce an improvement plan for used cars regarding turnover rate and return
- optimise the Premium Service and serve the local aftersales market



Developments

Cluster Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional (NL)

Strategy

Where Alfa Romeo, Jeep, Fiat, Abarth and Fiat Professional are concerned, the customer experience comes first. This is to be expected from these distinctive Italian brands. In the past year, we have focused on integrating this cluster into the Van Mossel group, whereby we have experienced positive developments both in regard to sales and aftersales. Our goal is to exceed the expectations of our customers. This is also reflected in our goal of becoming one of the top three dealers in the Netherlands where customer satisfaction is concerned.

Realised in 2019

- optimisation of the Premium Service
- deployment of sales and aftersales management (SAM)
- new property in Breda
- appointed a Fleet Sales Manager
- improved aftersales efficiency

Realised in 2020 (first half year)

- reduced debtors with outstanding debt
- met the importer's sales target, for Fiat even above target
- rollout of the Jeep Compass 2020 model
- appointed a lead team to improve Sales Funnel Management
- expanded the offering for private leases

Plans for 2020 (second half year)

- rollout of the Fiat 500 Electric & Ducato Electric and Jeep Renegade Hybrid & Compass Hybrid
- optimise sales funnel management
- improve the regional market share of Fiat commercial vehicles
- increase aftersales turnover by a greater focus on regional service centres
- maximum impact of Van Mossel Autolease in the small business market



Developments

Cluster Peugeot, Citroën, DS (NL)

Strategy

As a result of organic growth and Peugeot, Citroën and DS brand takeovers, we are able to be even closer to our customers. This means we can make even better purchases and can fine-tune our processes. These benefits are directly passed onto our customers with the goal of becoming the most recommended Peugeot, Citroën and DS dealer in the Netherlands.

Realised in 2019

- integration of takeovers, including harmonisation of business processes, methods and adoption of Van Mossel corporate culture
- refurbishment of property in Amstelveen, Heemstede and at Citroën Amsterdam
- started multiple training and education modules for employees
- commercial vehicle sales increased by 12.5%
- realised KTO sales above 90%; among the top 3 of the Netherlands

Realised in 2020 (first half year)

- increased KTO aftersales, well over 80%
- costs managed and turnover increased, including by:
 - optimising the rental fleet
 - went from external to internal tyre storage
 - lower transport and storage costs
 - upselling
- improvement of the stock management of used cars under the supervision of the used car manager
- refurbishment of property in Zaandam, Hoorn, Heemskerk and Purmerend

Plans for 2020 (second half year)

- organisation of the sale and aftersales processes, with the theme 'getting it right in one go'
- further centralise warehousing, mainly by focusing on central purchasing
- complete and commission the new building in Purmerend and complete the refurbishment of the property in Alkmaar
- achieve KTO sales and aftersales among the top 3 of the Netherlands
- become the best trainer in the region
- expand the offering of electrical vehicles
- optimisation network Citroën





Developments

Cluster Opel (NL)

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.

Realised in 2019

- acquired Automotions Group on 8 July 2019, including four Opel locations in Breda, Roosendaal, Goes and Middelharnis. This helps to create an even better adjacent market area in Central and East Brabant up to and including Zeeland and Zuid-Holland. We are thus able to offer our customers in the southern part of the Netherlands comprehensive service at eight full-service dealerships
- integrated the OPC Customer Contact Centre (KCC) with the Technical Planning Bureau (TPB), both centrally located in 's-Hertogenbosch. By bringing this knowledge and these departments together at the same location, we are able to respond faster and improve our customer-friendliness. The service advisors at our locations thus have more time to receive and advise customers, which in turn leads to higher customer satisfaction
- expansion of the used car section in terms of turnover and profitability, including by hiring a central used car manager
- realisation of a new delivery centre in Veghel for corporate sales
- conclusion of the 'cluster and branch management' management training

Realised in 2020 (first half year)

- installed charging points at all branches in both the workshop and at the demo/customer parking area
- refurbished Opel Breda: showroom, workshop and outside areas
- refurbished Opel Goes: showroom including integration of the Mega Used Car Centre
- new Distrigo section strategy for all eight locations
- Opel Terneuzen opened on 1 May at the same location as Van Mossel Ford, which means that we also represent Opel in Zeeuws-Vlaanderen

Plans for 2020 (second half year)

- continued development of aftersales customer satisfaction to be among the top 3 in the country
- refurbishment of Opel Terneuzen so this location fully reflects the Van Mossel and Opel house style
- determination of local business marketing, also for our new regions of West-Brabant, Zeeland and Zuid-Holland
- further optimisation of the Premium Service, also for our new locations
- exploration new construction Middelharnis

Developments

Cluster Hyundai (NL)

Strategy

After acquiring Galema at the end of 2018, Van Mossel fully restructured the company. A solid foundation has already been created and the company is showing steady growth. The focus is on a growth strategy. The wider availability of electric vehicles in 2020 will certainly contribute to this. The new branch in Groningen also has acquired the exclusive dealership for hydrogen vehicles (FCEV) in the Northeast Netherlands, which also offers new opportunities. Additionally, customer and employee satisfaction remain the most important pillars, while keeping a close eye on cost control. This year marks the first year that the cluster is at full strength, with the addition of locations in Heerenveen and Groningen.

Realised in 2019

- brand awareness marketing campaign
- implementation of the Electronic Vehicle Health Check
- centralised delivery of parts to Van Mossel body repair businesses
- completed the major refurbishment of Leeuwarden property (together with the Van Mossel Autolease and Mega Used Cars Centre)
- achieved full capacity in staffing

Realised in 2020 (first half year)

- completed migration to a new DMS (Dealer Management System) package
- takeover of Tolman Drachten and relocation of activities to the new location in Heerenveen
- refurbished Heerenveen / Leeuwarden
- completed the new development project in Groningen in combination with the cluster Jaguar/Land Rover
- increased market share in our own territory

Plans for 2020 (second half year)

- optimisation of aftersales processes
- generate more local brand awareness
- further implementation of the Van Mossel Premium Service in Heerenveen and Groningen
- expansion of fleet sales activities
- maximise utilisation of the transition to a higher addition on 1 January 2021, with the delivery of 2020 electric models



Developments

Cluster Kia (NL)

Strategy

Van Mossel Kia was established at the end of 2014. The latest acquisitions in Amersfoort and Harderwijk date back to 2018 and since then a strong foundation has been built, with five branches in one contiguous territory. Over the past period, the focus lay on optimising processes and positioning the company even more strongly in the market. Van Mossel Kia is now among the biggest Kia dealers in the Netherlands in terms of volume, and a leading player with regard to customer satisfaction. In the end, all our efforts have resulted in a very positive result. The challenge is to maintain this level; this also remains the goal for the future.

Realised in 2019

- refurbished properties in Amersfoort and Harderwijk
- successful first edition and name sponsor of the prestigious 'Van Mossel Kia Dutch Open' tennis tournament
- increase in the number of technicians, also resulting in a direct increase in turnover and result
- amply achieved and/or exceeded the importer's targets. selected as the 'Kia Top Dealer' for the 4th consecutive time
- successful optimisation of the aftersales processes

Realised in 2020 (first half year)

- completed migration to a new DMS (Dealer Management System) package
- expanded the site and workshop (including car wash) at the Apeldoorn branch
- running start in turnover, sales volumes and result
- commenced project to reduce paper usage and switch to digital work orders
- strengthened the management structure
- improvement aftersales turnover

Plans for 2020 (second half year)

- participating as manufacturer's pilot dealer for digitalisation of the warranty process
- further automation of administrative processes, such as bonus and (credit) invoice processing
- facilitating growth of the Van Mossel Premium Service
- consolidating the targeted result



Developments

Cluster Jaguar, Land Rover (NL)

Strategy

Active purchase of lightly used Jaguar and Land Rover products. We are focused on growth in our own territories (especially aftersales) and on using the synergy resulting from linking these territories together.

Realised in 2019

- workshop expansion to 400m², car wash and 2000m² parking facility at Jaguar Land Rover in Apeldoorn
- expansion of fast charging stations for electrical cars
- new construction in Groningen
- actively purchased used Jaguars and Land Rovers
- introduction of the Range Rover and Range Rover Sport hybrid models

Realised in 2020 (first half year)

- improved cost and employee organisation structures
- improved use of internal transport
- opened a property in Groningen
- workshop in Apeldoorn went into operation

Plans for 2020 (second half year)

- growth of the Groningen territory through better positioning through new property
- customer satisfaction in the top 5
- introduction of the Defender, hybrid models and the fully electric Jaguar XJ
- further optimisation of cost-savings
- further turnover growth from aftersales



Developments

Cluster Mercedes-Benz, Smart (NL)

Strategy

In 2020 the strategy will mainly focus on implementing Mercedes-Benz' new showroom concept (Market Approach Retail 2020) at our branches. This is to be achieved by optimising the buildings with a new development (Charlois) and a refurbishment (Autostrada). This is another step in further professionalising the business processes and striving to achieve maximum customer satisfaction. We will also continue to build on the Premium Service label, which was successfully introduced in 2019.

Realised in 2019

- largely exceeded goals for sales and aftersales
- complete modernisation of the Gouda branch to the Van Mossel standard, including a successful change in sales training
- the fleet sales team joined the 010 region in co-operation with Van Mossel Renault/Nissan
- implemented the digital workshop dossier at all branches after a successful pilot, to increase the effectivity of workshops
- integration of workshop planning on the Van Mossel website and Mercedes-Benz's ConnectedCar ('Mercedes-Me') environment

Realised in 2020 (first half year)

- opened the completely refurbished Autostrada branch with implementation of the new Mercedes-Benz showroom concept 'MAR 2020' and refurbishment of Gouda
- new lead follow-up process, also in the evenings, with a maximum response time of 20 minutes
- rollout of the 'improving aftersales customer satisfaction' project at all branches. In particular at Rotterdam Autostrada as support for the new showroom concept
- began combined parts delivery in co-operation with Van Mossel Renault/Nissan
- implementation of the Mercedes-Benz Repair & Reconnect label in co-operation with Van Mossel Body Repair and the introduction of an improved body repair service point through the dealership

Plans for 2020 (second half year)

- development of a new building for Van Mossel Rotterdam Charlois including implementation of the MAR2020 showroom concept
- integration of Van Mossel Autolease Rotterdam and Van Mossel Body Repair at the new building in Rotterdam Charlois
- further rollout of the Mercedes EQ models, Mercedes-Benz's electric label
- attaining workshop quality certification at Rotterdam Autostrada
- following warehouse centralisation for customers at the counter, the warehouse will be centralised for the workshops





Developments

Cluster Ford (NL)

Strategy

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

Realised in 2019

- opening of the Ford Waalwijk location and takeover of Automotions locations in Breda and Roosendaal
- branch managers completed management training
- cross-brand synchronisation of parts routes and proactive marketing of (wholesale) parts
- optimised quantitative technician staffing

Realised in 2020 (first half year)

- acquisition of four Van Putten locations in Zeeland and Luijbregts in Valkenswaard
- integration of Automotions branches in Breda and Roosendaal
- stock optimisation
- filled (key) positions in branch management and provided management training
- reduced lead follow-up time including following up in the evenings and on weekends

Plans for 2020 (second half year)

- integration of the new Zeeland locations in the cluster; after growth, creating stability for the whole cluster
- stock interest reduction and stock optimisation including storage and handling
- optimisation of local business marketing for the entire region
- rollout of the 'Boost your productivity' project and express service
- digitalising the work order process
- refinement rebuildings (corporate identity / corporate design)

Developments

Cluster MG (NL)

Strategy

In 2019, Van Mossel added the MG brand to its range. This is a new brand for the group and a new role as distributor. A main feature of 2019 was the rollout of MG in the Netherlands. This was promoted in a TV and radio commercial, for example. Superior customer satisfaction and operational excellence are two key factors in the dual role that Van Mossel fulfils for MG. Over the coming years, we aim to follow up on the successful introduction in 2019 with a healthy and constant growth of the MG brand in the Netherlands.

Realised in 2019

- successful introduction of MG in the Netherlands
- rollout of TV and radio commercials
- opened branches in Amsterdam and Breda
- appointed a completely new MG team, including the back office
- integration within the Van Mossel Automotive Group

Realised in 2020 (first half year)

- achieved growth in the first months / increased sales results
- focused on marketing activities and started online lead follow-ups
- relocated the Amsterdam branch
- improvements to the sales team
- expansion of the national aftersales process

Plans for 2020 (second half year)

- improve Sales Funnel Management
- new marketing promotions
- improved management of Amsterdam-Breda
- upgrade MG management
- make customer satisfaction more easily measurable



Developments

Cluster Renault, Nissan, Dacia (NL)

Strategy

We are the official dealer of the Renault, Dacia and Nissan brands. With 14 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 customer what he/she wants, what he/she is entitled to, and that we keep our word. This is something our customers can rely on.

Realised in 2019

- joint venture with the Van Mossel Automotive Group
- refurbishment of the Tiel branch
- implementation of a central warehouse for 7 branches
- introduced the Premium Service
- introduced the new Renault Twingo, Renault Clio, Renault Zoe R135, Nissan Leaf e+ 62kWh and Nissan Juke

Realised in 2020 (first half year)

- refurbishment of the Waalwijk branch
- assessed possibilities for refurbishing the branches in Amsterdam, Rotterdam Alexander, Rotterdam Zuid and Spijkensisse
- conclusion of the importation of Infiniti
- follow-up on leads outside of opening hours
- introduced the Renault Clio HEV, Renault Captur PHEV and Renault Espace phase 2, Dacia Bi-fuel

Plans for 2020 (second half year)

- assess possibilities to optimise the Nissan and Renault/Dacia area
- commence the refurbishment of the Amsterdam, Rotterdam Alexander, Rotterdam Zuid and Spijkensisse branches
- introduce the Renault Megane Estate Phase 2 and PHEV
- optimise the Customer Contact Centre (KCC)
- improve brand awareness via targeted campaigns



Developments

Mega Used Car Centre (NL)

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

Realised in 2019

- expanded the number of branches with the Goes, Leeuwarden and Hasselt Mega Used Car Centre and relocated the Mega Used Car Centre Oldenzaal to Hengelo
- introduction of the new formula 'Van Mossel Exclusive Used Cars' in Amsterdam
- provision of in-house warranties for all used cars. For the Van Mossel Mega Used Car Centre and for all other brands. A family pass which can be used at all Van Mossel Automotive Group service outlets
- all branches are connected to the Remarketing platform so that the branches can see all cars that are intended for private sales
- opened foreign purchasing channels to guarantee the continuity of the supply of used vehicles in addition to the purchase of vehicles in the Netherlands via various purchasing combinations

Realised in 2020 (first half year)

- grouping of all 'Van Mossel Mega Used Car Centre' branches into one independent financial cluster
- setup of a photo box for the creation of 3D photo reports for use in internal and external used car portals
- implementation of the new Remarketing stock management process at Havenweg in Waalwijk
- technical diagnosis, minor damage repairs, polishing and photo reports all at one location
- new CRM package and software for Sales and Aftersales Management (SAM)
- activation of a Van Mossel family pass for each car sold

Plans for 2020 (second half year)

- opening of the refurbished Hengelo, Goes and Leeuwarden Mega Used Car Centre on 1 July 2020; start new building of the Utrecht and Hasselt Mega Used Car Centre; corporate identity check for Tilburg and Oisterwijk
- introduce uniform new prices for all used cars in the Van Mossel Group. Including a monthly amount for a used car lease, financial lease and financing
- research into a Mega Used Car Centre for commercial vehicles and budget cars
- increase turnover rate in our showrooms
- evaluate the trade-in app 'Autotaxatie Partners' and assess possibilities to replace it with Autotelex
- building projects Leeuwarden / Goes / Hengelo / Utrecht / Rotterdam

Developments

Leasing companies (NL)

Strategy

With their differentiated market approach, positioning and product offering, the lease labels 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 co-operation between International Car Lease Holding and the other sections of the Van Mossel Automotive Group, we achieve optimum synergy and always have an in-house complete mobility solution for our customers. We distinguish ourselves by our personal, professional and fast approach, always competitive rates and our investment in new mobility solutions and online tools to retain customers, both now and in the future.

Realised in 2019

- successful introduction of the Flexible Lease product at DirectLease
- acquisition of ZuidWestLease in Goes
- 2nd place for Van Mossel Autolease and 4th place for DirectLease at the VZR awards for leasing company of the year
- new website, group offers and major process improvements for Van Mossel Privé Lease
- opened J&T Autolease Germany in order to expand international services for our customers
- implemented the Automatic Credit Scoring System

Realised in 2020 (first half year)

- introduction of bicycle leasing for all labels together with Stella E-bikes for our customers and their employees
- introduction of OccasionLease in order to supply the entire Van Mossel Automotive Group
- Dealer Lease calculator made available for all showrooms
- inclusion of commercial vehicle leasing and promotional offers on the Van Mossel Autolease website
- integration of ZuidWestLease in Goes under a new name: 'Van Mossel Autolease ZuidWest'

Plans for 2020 (second half year)

- complete update of the website, major commercial campaign and operational & commercial improvement programme for Shortlease & Rent
- opening of the new DirectLease head office and first Experience Centre in Hengelo
- update the J&T Autolease website
- introduction of a vehicle self scan for private leasing in order to simplify the process of returning of cars
- after a successful start, further rollout of Digital Signatures and Payt for debtors and all labels

Developments

Body repair businesses (NL)

Strategy

The Van Mossel Body Repair 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 service points throughout the Netherlands.

Realised in 2019

- growth and integration of nine new body repair branches to ensure even better coverage throughout the Netherlands
- improved internal processes. For example, improvements to the administrative organisation and the dashboard with KPIs. As a result, we are able to see where we stand on a daily basis and make adjustments where necessary
- completion of High Tech training by the first batch of employees
- optimised the internal fleet of 650 vehicles (replacement vehicle fleet)

Realised in 2020 (first half year)

- start of Van Mossel Body Repair High Tech Rotterdam (former known as Laurens Autoschade)
- refurbished the Hoorn and Alkmaar branches and start Alkmaar branche
- set up a separate branch for damage repairs on remarketing vehicles
- expanded the dashboards of the body repair businesses. This makes it possible to better manage priorities, visualising not only the realisation, but also future plans
- use of 'intensive direction' of the Mercedes-Benz and Jaguar Land Rover brands to the High Tech branches in Zwolle and Rotterdam. This is due to these branches' specialisation in these brands

Plans for 2020 (second half year)

- closer co-operation with the dealerships 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
- complete the development of Van Mossel Body Repair High Tech Rotterdam and Van Mossel Body Repair Rotterdam
- improvements to the logistics department: more efficient planning with a new planning tool and vehicle adjustments
- set up a separate PDI centre for remarketing vehicles
- safeguard the quality and safety of damage repairs and complete final inspection zones at all branches
- new building at Nijmegen branch





Developments

Van Mossel Automotive Partner (NL)

Strategy

Achieving maximum customer satisfaction by making a multi-brand mobility package available as a one-stop shop. With a nationally-operating sales force, the objective is primarily to reach customers who do not arrive at a showroom or leasing office in the normal way (large accounts). Additionally, Van Mossel Automotive Partner manages the relationships between small and large leasing companies, rental companies and universal dealerships (automotive accounts). Van Mossel Automotive Partner is the point of contact when it comes to our core values and acts as an intermediary between all activities within the Van Mossel Automotive Group and its customer relationships.

Realised in 2019

- 1700 deliveries via the hub and sub-hub delivery locations
- large increase in customer satisfaction while also achieving volume growth with regard to the figures
- expansion of the external sales force (automotive accounts) to better approach and work with the universal dealerships and small leasing companies
- expansion of the range of brands in the internal sales department
- optimisation of process controls where efficiency and the customer's requirements are central

Realised in 2020 (first half year)

- incorporated brands that are not yet affiliated with Van Mossel into the hubs and sub-hubs
- established account teams by customer
- volume growth numbers

Plans for 2020 (second half year)

- optimise delivery turnaround times
- improve customer loyalty by using customer events to intensify contact
- further expansion of the field sales department
- connecting other leasing companies to hubs and sub-hubs
- volume growth numbers, whereby a large part will be achieved by the universal dealerships and a smaller part by small leasing companies

Developments

Van Mossel Car Solutions (NL)

Strategy

Car Solutions is the logical installation partner for all segments of the Van Mossel Automotive Group 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.

Realised in 2019 and 2020 (first half year)

- in-house construction of refrigerated and freezer trucks, resulting in a significantly higher turnover and margin
- replaced sales manager and operations manager with a Workshop Manager
- strengthened electronic skills among the body work technicians
- improvements in the Signage department
- increased the efficiency of internal processes and improvements to the administrative process
- increased co-operation within the Group to ensure a more efficient flow of vehicles

Plans for 2020 (second half year)

- create a web shop with strong purchasing benefits for dealers
- realisation of a large order by the De Mandemakers Group for a fleet replacement/expansion
- investment in Periodical Loading Flap Inspections for customers with vehicles with loading flaps
- website upgrade
- intensify ties among dealers / support the customer-dealer connection
- implement a stock management system
- organise an open house for customers and other interested parties
- create dealer and/or leasing incentives for sellers

Developments

Van Mossel Financial Services (NL)

Strategy

Van Mossel Financial Services strengthens the Van Mossel brand through its pro-active, customer-focused and driven approach, and is proud to stand behind the mission and vision of Van Mossel Automotive Group. In close co-operation within the Group, customers are offered a one-stop shop for tailored financial services. With its services, Van Mossel Financial Services stimulates car sales and body repairs within the Van Mossel chain. Based on the company vision, it facilitates financing and insurance for both business and private customers.

Realised in 2019

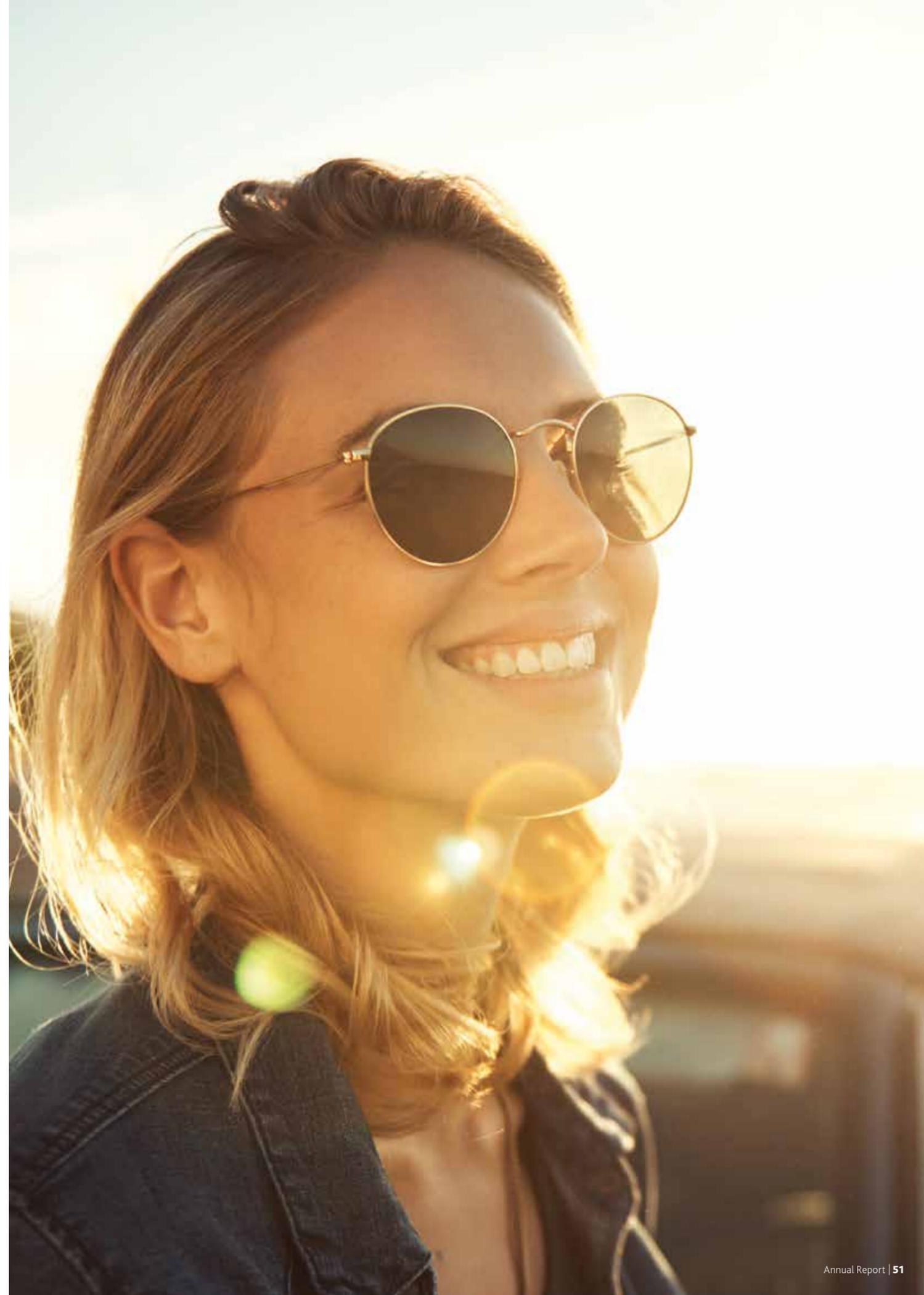
- growth in the hire-purchase portfolio
- growth in the financial lease portfolio
- growth in the car insurance portfolio
- substantial increase in direction of repairs to the Group's own body repair businesses

Realised in 2020 (first half year)

- integration within the Van Mossel Automotive Group (100% VMAG)
- agreement with a new insurer
- introduction of the new Van Mossel Car Insurance
- expansion of dashboard results
- activities fully geared towards the internal sections and the customers of the Van Mossel Automotive Group

Plans for 2020 (second half year)

- increased visibility of Van Mossel Financial Services
- optimised and expanded co-operation with the VMAG dealer organisation
- further integration of Financial Services in the VMAG (online) sales processes
- optimised (IT) processes to increase service and efficiency
- active follow-up on overdue financing contracts in co-operation with the sales organisation
- introduction sharp offer insurance for the dealers



Developments

Marketing department (NL)

Strategy

- position the Van Mossel Automotive Group 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

Realised in 2019 and 2020 (first half year)

- new e-mail marketing system (Contact Care)
- workshop planner
- Van Mossel database
- lead generation via social media
- Ford dealer website converted to vanmossel.nl
- Opel and Ford service messages (DM, eDM, call lists) reorganised and live (Tripolis look)
- first mass media campaign including radio and TV
- introduction of a new house style including a manual
- supervised takeovers (including Van Mossel VKV, Belgian dealership groups, Ford, SEAT, ŠKODA)
- customer brand events at a corporate level (temporarily halted in the spring of 2020 per government policy)

Plans for 2020 (second half year)

- launch of the Van Mossel NL newsletter (in co-operation with Van Mossel BE)
- implement the new corporate sponsoring policy
- use the Van Mossel Data Ware House for data collection and respond to DMS directly in the app
- further lead development + personalisation of online trajectory (by connecting to the Lead & E-commerce Follow-up (LEF) and Software for Sales and Aftersales Management (SAM), dynamic remarketing etc.)
- optimise lead follow-up and telephone availability
- mass media campaigns (TV, radio, online)

Developments

HR department (NL)

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 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.

Realised in 2019

- new pension scheme for the leasing companies (ICLH)
- takeovers (supervision, implementation, harmonisation)
- implementation of new legislation and regulations (EPL, practical guide on labour law) and new collective labour agreements
- merged the damage repair companies
- subsidy scheme for vocational secondary school (BBL) apprentices

Realised in 2020 (first half year)

- new pension scheme for Shared Services
- integration and harmonisation (new and existing) of private limited companies within the personnel and salary administration
- implementation of new legislation and regulations (transitional compensation scheme for long-term illness, maternity leave)
- 'Shift your career into the next gear' campaign
- updated InSite (employer and employee portal)

Plans for 2020 (second half year)

- digitising of the recruitment process
- self-employer for employee insurance status (ERD) under the Return to Work Act (WGA) and Sickness Benefits Act
- launch of the 'Van Mossel Business School' for vocational secondary school (BBL) apprentices in the dealership
- implementation of a new ATS (applicant tracking system)
- connect, encourage and retain employees (pre/onboarding & e-learning)





Developments

Purchasing, Facility, IT, Logistics, Safety, Property departments (NL)

Strategy

In the field of Purchasing and Facility Services, we are able to keep our promises and achieve our goals on the basis of our strong collaborations with our partners. We do this by focusing on quality, sustainability and quick turnaround times, with the focus constantly on customer satisfaction.

Our IT is set up in such a way that the business is supported by a Skilled Service Desk on the one hand and a project team on the other hand. Costs are limited and uniformity is achieved by standardising the design and hardware. The primary focus is on a stable and workable IT environment which provides high levels of customer satisfaction.

Logistics aims to achieve a seamless flow of cars within the organisation. This includes both new and used cars, either purchased by private individuals or leased from one of our companies. We collaborate with all internal sections to help achieve even more synergy benefits. The department tends to use its own drivers, but we also work together with partners to help create a flexible back-up whenever necessary.

Safety will focus on the internal execution and compliance with mandatory RA&Es over the coming year. This will improve the quality of controls and follow-up on any observations with regard to a wide range of safety aspects.

Property focuses on the entire process from design phase to completion for renovation, refurbishment as well as newly built projects. A great deal of cooperation with partners is involved and coordination and management of these partners is the primary task of this department.

Realised in 2019 and 2020 (first half year)

- Purchasing: improved contracts, including for tools (manual and electrical), charging points, security services, fluids & additives
- Facility: Work structure, internal implementation of statutory inspections of electrical tools, implementation of NEN3140 inspections, national surveys and implementation of EML measures
- IT: - hired a new IT manager with a technical background
 - reduced service desk response times and the number of open tickets
 - replaced and expanded the server park hardware
 - implementation of Datawarehouse to combine data from different systems
 - began migration of fixed internet lines with 4G backup to Vodafone
 - set up a separate Van Mossel IT department
- Logistics: expanded the planning department, renewed the fleet of cars and trucks, began improvement processes for the planning software
- Safety: internal implementation of all risk assessment & evaluations (RA&E)
- Property: guidance of a variety of new construction projects and the realisation of refurbishment work at Fiat/Jeep/Alfa Romeo/Abarth Tilburg, Ford Breda, Citroën Amsterdam, Kia Amersfoort and Harderwijk, SEAT/SKODA/Ford Waalwijk, MOC Hengelo

Plans for 2020 (second half year)

- Purchasing: improve contracts, including for contractors/refurbishments, mobile telephony, charging points for various clusters, rim and cleaning firms
- Facility: integrate VKV facility, publish agreements and working methods on the intranet, register and monitor (statutory) inspections and maintenance
- IT: - more focus on security, including the use of new redundant firewalls, implementation of Network-Access-Control, updated virus scan software
 - supervise the IT team start-up, bring networks together and harmonise the structures and working methods of Van Mossel Netherlands & Belgium
 - migrate all the Belgian branches to Van Mossel structures and equipment
 - complete major internal projects to improve IT efficiency and stability
 - limit the hiring of personnel, focus on working with the own team
- Logistics: improve control of logistics movements (efficiency) and costs, professionalise the management of the central car parks and incorporate this under logistics, complete the survey of tyres storage facilities and parts routes, and begin implementing the recommendations
- Safety: focus on follow-up on RA&E improvement areas and implementation of RA&Es for new branches
- Property: supervise new developments and execute the refurbishment of the Rotterdam Charlois, MOC Utrecht, Hyundai Heerenveen, Kia Apeldoorn, Haven 8 Waalwijk, VKV Waalwijk, Tiel, Amsterdam and various VKV branches, among others

Developments

Legal & Compliance department (NL)

Strategy

The Legal & Compliance department's goal is twofold:

- assessing, controlling and providing advice on all legal aspects of the Van Mossel Automotive Group
- 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 Group for both Belgium and the Netherlands. 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 controlling 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. Given their confidential nature, the other activities of the department are not suitable for public publication.

Developments

Finance & Control department (NL)

Strategy

Finance & Control manages the administrative and financial processes within the Van Mossel Automotive Group. 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 figures 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 organization and the monitoring thereof through Internal Control as well as compliance with applicable (fiscal) legislation, guidelines and codes of conduct

Realised in 2019

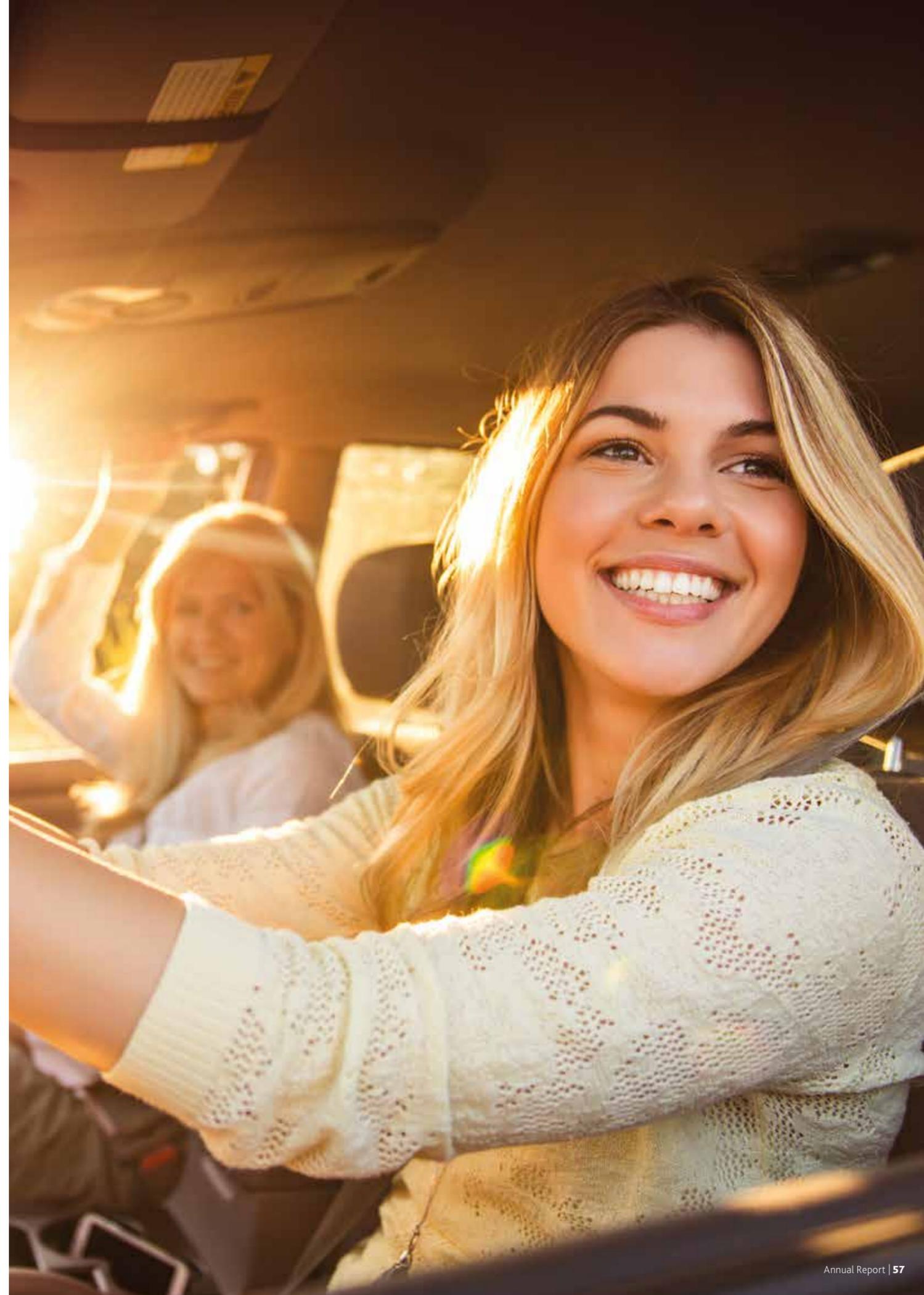
- revised the subsidiary structure in the Netherlands to a clear group of dealerships and damage repair businesses
- strengthened the financial position in the Netherlands and Belgium
- expanded financing as a result of structure changes and acquisitions by the Van Mossel Automotive Group 1, BEE Dealer Holding NL
- obtained financing for future takeovers in the Netherlands and Belgium
- obtained bridge financing for various Dutch property projects for new branches
- expanded financing for the dealerships in Belgium
- commenced the central internal departmental audit for the implementation of the Business and Tax Control Framework
- conducted internal audits, including of the dealers' process for new sales
- implemented a new tool for liquidity planning for dealers in the Netherlands
- migration of various dealerships (Fiat/Jeep/Alfa Romeo, MG, Kia, Hyundai, JLR) to a new dealer management system: WinCar
- integration of the acquisitions into the car, body repair and leasing companies

Realised in 2020 (first half year)

- annual reports for subsidiaries and holding were completed on 30 April
- conducted internal audits of dealers on export and sale of used vehicles
- further development of various BI reports

Plans for 2020 (second half year)

- implementation of a new consolidation package (Prevero)
- finalise conduit securitisation in Belgium with expansion of borrowing base facilities
- incorporate the Belgian lease activities into the Belgian holding
- reduce the number of financial packages available at dealerships in the Netherlands
- continued development of Business Intelligence, including by preparing reports on working capital
- financial integration of current acquisitions
- conduct internal audits on used export vehicles and aftersales (workplace and desk sales)
- create and implement a fraud risk model
- adapt the financial structure to the planned changes in management structure at the Dutch dealerships
- strengthen the financial position within the Belgian holding



Developments

Cluster Alfa Romeo, Jeep, Fiat, Abarth, Citroën, DS, Peugeot, Nissan and Kia (BE)

Strategy

The combination of all dealer/distributor activities into a single cluster, thus achieving synergy and financial benefits by means of best practices, centralisation of services, and gaining a stronger position with regard to the importer.

Realised in 2019 and 2020 (first half year)

- reduced the fleet of replacement and demo vehicles
- began the sale of used cars at all branches and the reorganisation of the used car centre in Hasselt
- improved the financial health of aftersales in the PSA cluster
- appointed a branch manager for every branch

Plans for 2020 (second half year)

- merging the Citroën and Peugeot branch in Genk at a new location
- integrate the Van Mossel Van Kelst organisation into the Van Mossel Bruyninx PSA organisation and harmonisation/optimisation within the new Van Mossel PSA cluster by aligning processes, using synergies and joining forces with the importer
- focus on customer satisfaction for sales and aftersales so that all sites/branches move up in the national ranking and are at least equal to the national average
- implement a joint Van Mossel Used Cars policy in the used car centres and at the dealerships
- greater focus on fleet sales according to the Van Mossel Automotive Partner model in the Netherlands
- further expansion of co-operation with the leasing companies



Developments

Cluster Opel, Mitsubishi (BE)

Strategy

The outlined strategy for 2019 has achieved its first success. After integration into the Van Mossel Automotive Group and the resultant focus on customer satisfaction and profitability, in 2019 we were awarded the title "Best Opel Dealer of the Year". A constant focus on customer satisfaction and profitability remains our top priority in 2020.

Realised in 2019 and 2020 (first half year)

- winner of the 'Best Opel Dealer of the Year' award
- operational call centre for both sales and aftersales activities
- centralisation of administrative services
- centralisation of all support services, including cluster management

Plans for 2020 (second half year)

- complete the refurbishment projects in Antwerp and Wilrijk and start the new development in Mechelen
- implement a joint Van Mossel Used Cars policy in the used car centres and at the dealerships
- integration of the new dealership in Lier and its associated agents
- greater focus on fleet sales according to the Van Mossel Automotive Partner model in the Netherlands
- further expansion of co-operation with the leasing companies



Developments BE

Cluster Mercedes-Benz (BE)

Strategy

As the first Mercedes-Benz dealer within the Group in Belgium, the focus lies on optimal integration. The business processes have been optimised, while pursuing synergies.

As a premium brand, we accommodate every demand for mobility, establishing long-term relationships with both old and new customers. Various fully electric vehicles (EQ models) and more hybrid diesel models will be offered within the portfolio, topped off by the new S class as an extra highlight in 2020.

Realised in 2019

- earned the Mercedes Pro Body Shop label
- further site/branch development with rooftop parking and the creation of an extra sales area
- rollout of electrical chargers and fast chargers at our business site to be prepared for the future
- rollout of 5 star customer satisfaction surveys

Realised in 2020 (first half year)

- Van Mossel corporate identity and other adjustments to the showroom based on Van Mossel standards
- upgraded the DMS system and new MB POS systems to serve our customers even better and faster
- integration of workshop planning with Mercedes-Benz's MeConnect systems
- rollout of electric commercial vehicles (e-Vito & EQV)

Plans for 2020 (second half year)

- start offering used and lightly used vehicles in the internal part of the showroom with a surface area of 1,500m²
- reorganisation of the workshop and expansion of the body shop department
- integration ('MAR2020') to optimise the customer experience via digitalisation
- establish close co-operation with the leasing companies within the Group





Developments

Body shops (BE)

Strategy

The main strategic goals of the Van Mossel Body Shops are to:

- create a network of body shops to provide complete coverage in Flanders and Brussels
- optimise and expand partnerships with the Belgian leasing companies and to ensure that the leasing companies make optimal use of the Group's body shops

Realised in 2019 and 2020 (first half year)

- consolidated the central services and management of body shops in Hasselt and Oudsbergen
- central database for Hasselt and Oudsbergen in preparation for the body shops cluster
- took the first steps in the partnership between the leasing companies and body shops in Kontich, Hasselt and Oudsbergen
- added an additional body shop in Turnhout (takeover CAC)

Plans for 2020 (second half year)

- further expand the network through takeovers. In Q1 2020, a body shop in Schriek was added via the takeover of Van Kelst
- enter into central purchase agreements with suppliers
- focus on targets for both private customer and leasing companies
- increase co-operation between the leasing companies and body shops within the Group. In Q1 an SLA was drawn up, in which the necessary price agreements were set
- begin development of a real-time results dashboard from central database

Developments

Leasing companies (BE)

Strategy

Both J&T Autolease and Westlease are 'à la carte' labels (as opposed to the more standard approach via DirectLease), which complement each other in terms of operating area and the size of the target group. Westlease focuses more on small to medium-size enterprises, J&T Autolease focuses more on medium-sized to large enterprises. Further promote the company's unique offer as a mobility provider that manages all the elements of the chain by itself.

Realised in 2019

- launched the J&T Autolease label in Germany, whereby sales force discussions were held with local customers; this is repeatedly put on the agenda to support the business there
- implementation of CarWise at Westlease, whereby everyone in Belgium now uses the same software
- established an ICLH holding and filled the (management) positions and leadership roles by domain
- jointly managed Operations for ICLH

Realised in 2020 (first half year)

- prepared the market introduction of the Van Mossel Autolease and the Van Mossel Shortlease & Rent label
- harmonisation of the internal system design (master design) to find an optimal balance between market orientation and profitability for each segment
- created a new tool to support the activities of Mazda lease
- created a uniform cross-label platform to again offer anticipated termination
- introduced direct debit as an element when approving new customers

Plans for 2020 (second half year)

- implementation of a tool to measure customer satisfaction
- introduction of a range of mobility solutions as part of the leasing service package
- add a subtitle under Westlease and J&T Autolease (a division of Van Mossel) to commence the transition to the Van Mossel label in the Belgian landscape
- occupancy of a new office in Walloon
- refine the strategy to further optimise co-operation with our dealers and solidify synergies within our growing organisation
- introduce a tailor-made online calculator for J&T Autolease and Westlease, which is to be installed on our dealer network and which is also to be used as a sales channel



Developments

Marketing department (BE)

Strategy

Firstly, it is important to increase brand recognition in the Belgian market to ensure that Van Mossel is considered the most evident choice as a mobility partner. The focus is on customer satisfaction. To this end, we are developing various tools to help customers in the best way possible and to relieve them of any worries. Furthermore, we aim to create synergies between the different clusters and business units. We also focus on cost reduction and positioning ourselves competitively in the market.

Realised in 2019

- implemented the Van Mossel house style and methods in the cluster Opel, Mitsubishi (GMAN) and the cluster Alfa Romeo, Jeep, Fiat, Abarth, Citroën, DS, Peugeot, Nissan and Kia (Bruyninx)
- a single online supply location for Belgian dealers at vanmossel.be
- introduced new car brands: Mitsubishi and Mercedes-Benz
- hosted the annual Renta happening

Realised in 2020 (first half year)

- managed the takeovers of CAC, Van Kelst, Serneels, Panken and Hens, and implemented the Van Mossel house style and methods
- centralised management of acquired and used cars for Van Mossel Automotive Belgium
- new website for Van Mossel Belgium with a focus on online stock
- common workshop planner
- began development of the Van Mossel Belgium app

Plans for 2020 (second half year)

- expansion of the customer contact centres
- rollout of a clear lead management system
- merge the social media of the Belgian dealers to achieve maximum coverage
- operate more effectively online through marketing automation
- launch of the Van Mossel Belgium newsletter
- national campaign



Developments

HR department (BE)

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 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.

Realised in 2019

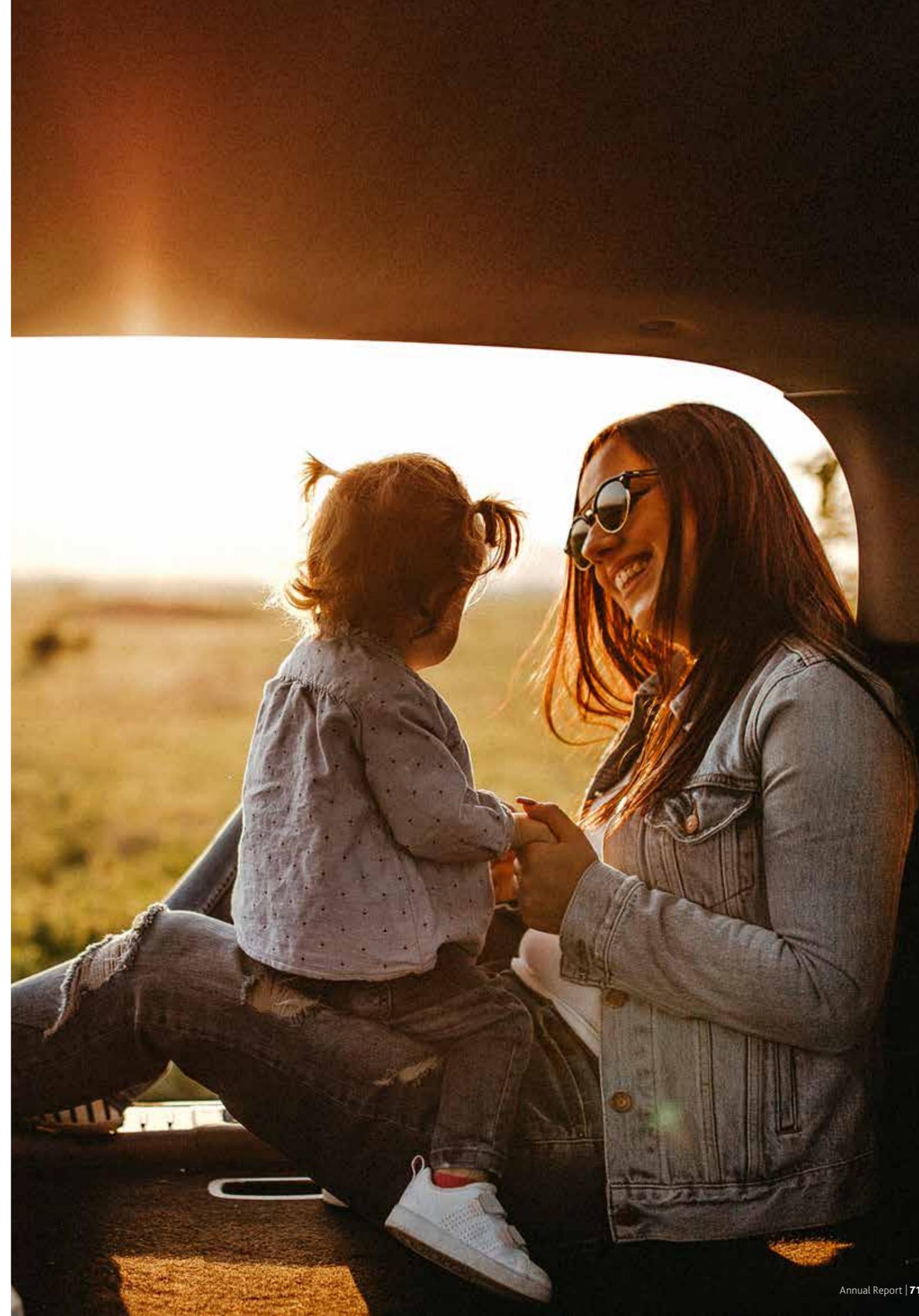
- takeovers (supervision, implementation, harmonisation)
- prepared the AFAS implementation / one social ACERTA secretariat
- created a national HR department
- implemented and clarified new HR processes

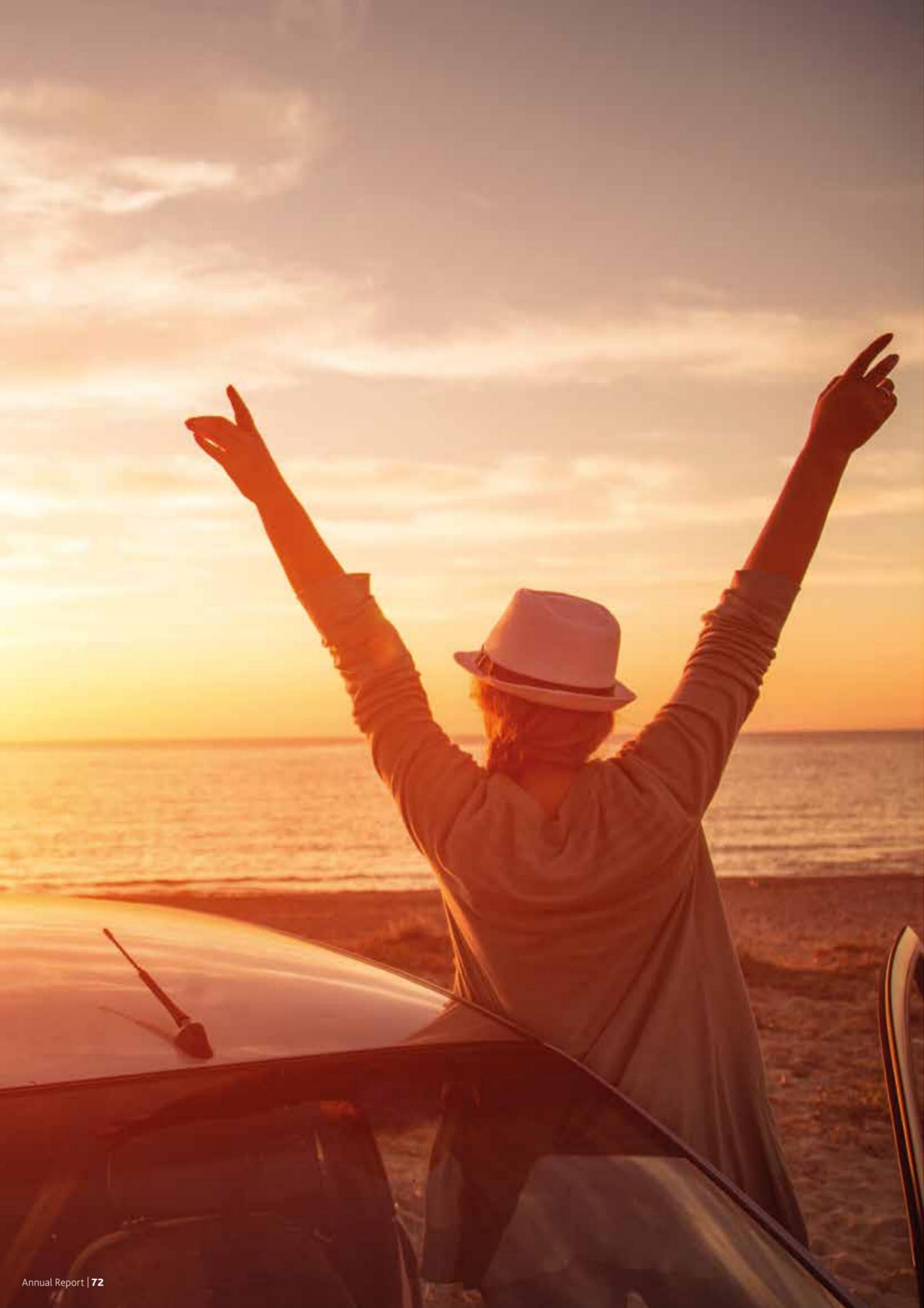
Realised in 2020 (first half year)

- launched AFAS Belgium together with the implementation of one social secretariat for all Belgian entities
- started management training for the cluster managements
- integrated and harmonised the employment conditions
- started the procedure for social elections 2020
- implemented national car/mobile phone/reimbursement policy

Plans for 2020 (second half year)

- takeovers (supervision, implementation, harmonisation)
- improve HR processes and optimise the use of AFAS
- create job profiles with associated competencies
- further develop Talent management to connect, encourage and retain employees
- social elections 2020
- further rollout of management training
- expand and implement the evaluation process





Developments

Purchasing & Facility department (BE)

Strategy

The goal of the central purchasing and facility service is to optimise and centralise the purchase contracts throughout the group (dealers and leasing) to minimise the costs and optimise the procurement process.

Realised in 2019 and 2020 (first half year)

- centralised the Facility department
- grouped the insurance contracts (dealers and leasing)
- cessation of the Group's Opel warehouse and cooperation with one partner
- harmonised purchase contracts for Belgium and the Netherlands

Plans for 2020 (second half year)

- tender civil liability insurance for leasing
- recruit a purchasing manager
- issue tenders for general costs (e.g. maintenance)
- begin project administration (new development and renovation projects)

Developments

IT department (BE)

Strategy

Set up an independent autonomous IT service for Belgium to manage all Belgian Van Mossel branches inhouse.

Realised in 2020 (first half year)

- set up the Belgian helpdesk department for Belgium
- determined IT roles by dividing tasks and allocating responsibilities within the IT team

Plans for 2020 (second half year)

- continue establishing the Belgian autonomous helpdesk service department
- map and evaluate the different IT environments, assets and systems within the Belgian organisation
- establish control and manageability of the different IT environments and phase out the current IT service contracts with the current IT partners of the different branches

Developments

Legal & Compliance department (BE)

Strategy

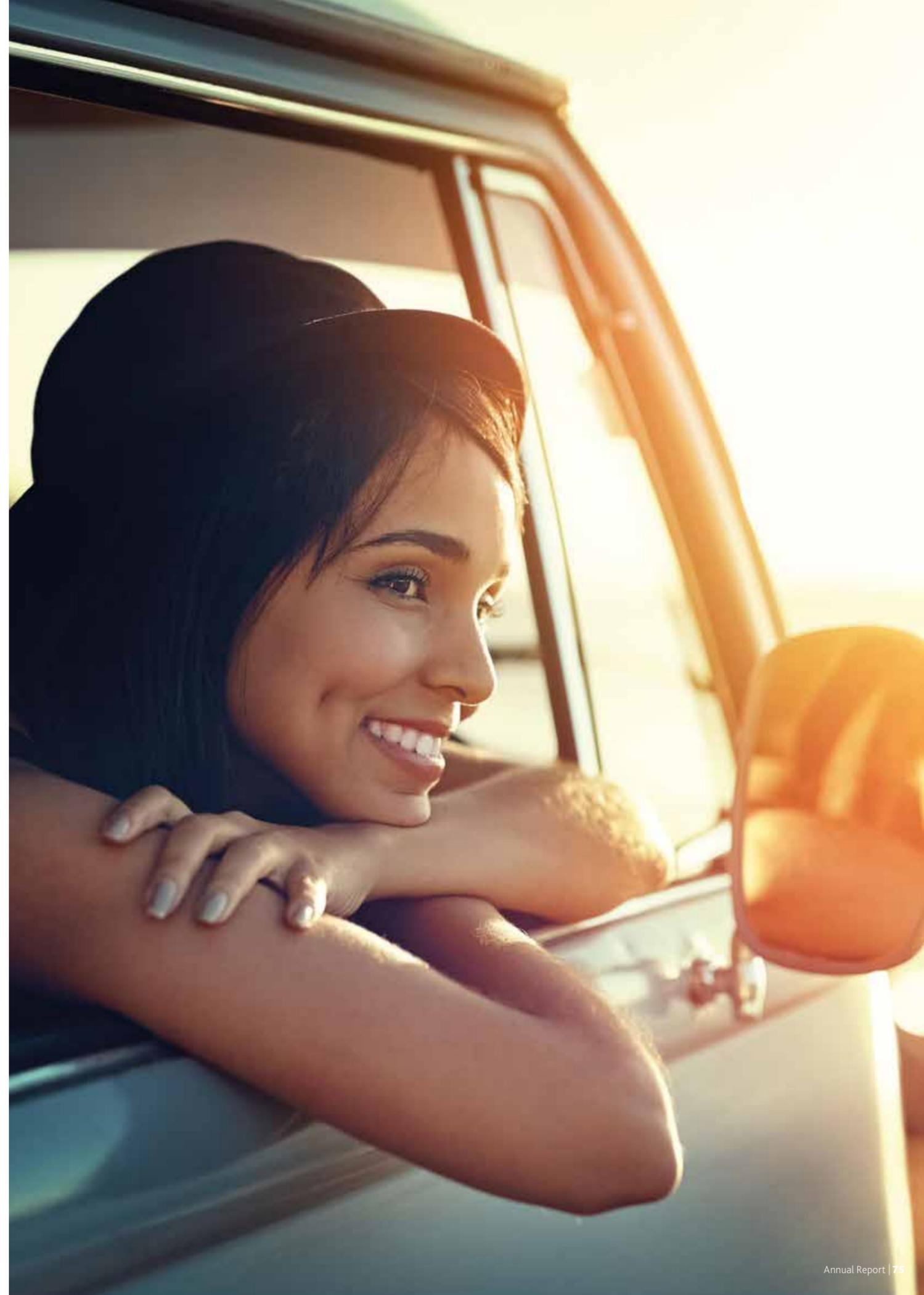
To serve as a contact point for the different Van Mossel entities, dealers, leasing companies and damage repair business and to offer first line solutions for both urgent and less urgent problems. Accessibility and availability are important here, whereby answers to legal issues of any nature whatsoever are found fast and efficiently.

Realised in 2020 (first half year)

- increased visibility of the legal service within the Belgian Van Mossel Automotive Group to present and handle legal issues internally
- amended the articles of association of the different companies in accordance with the new Belgian Company Code (Wetboek van Vennootschappen and Verenigingen)
- legal support in the different Van Mossel acquisitions
- inspection and optimisation of contracts and general conditions to limit any disputes to a minimum

Plans for 2020 (second half year)

- further optimise debt collection and recovery procedures at the leasing companies and dealers and continue to improve co-operation with law firms
- evaluate Van Mossel's possibilities of becoming an insurer/ insurance intermediary and offer support for obtaining accreditations
- obtain accreditation for financial leasing
- further work on the GDPR/AVG issue, specifically for the Belgian entities
- supervision of future acquisitions



Developments

Finance department (BE)

Strategy

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

- correct and timely provision of (guidance) information to both internal and external stakeholders such as shareholders, banks, accountants, the 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 figures 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 its supervision

Realised in 2019

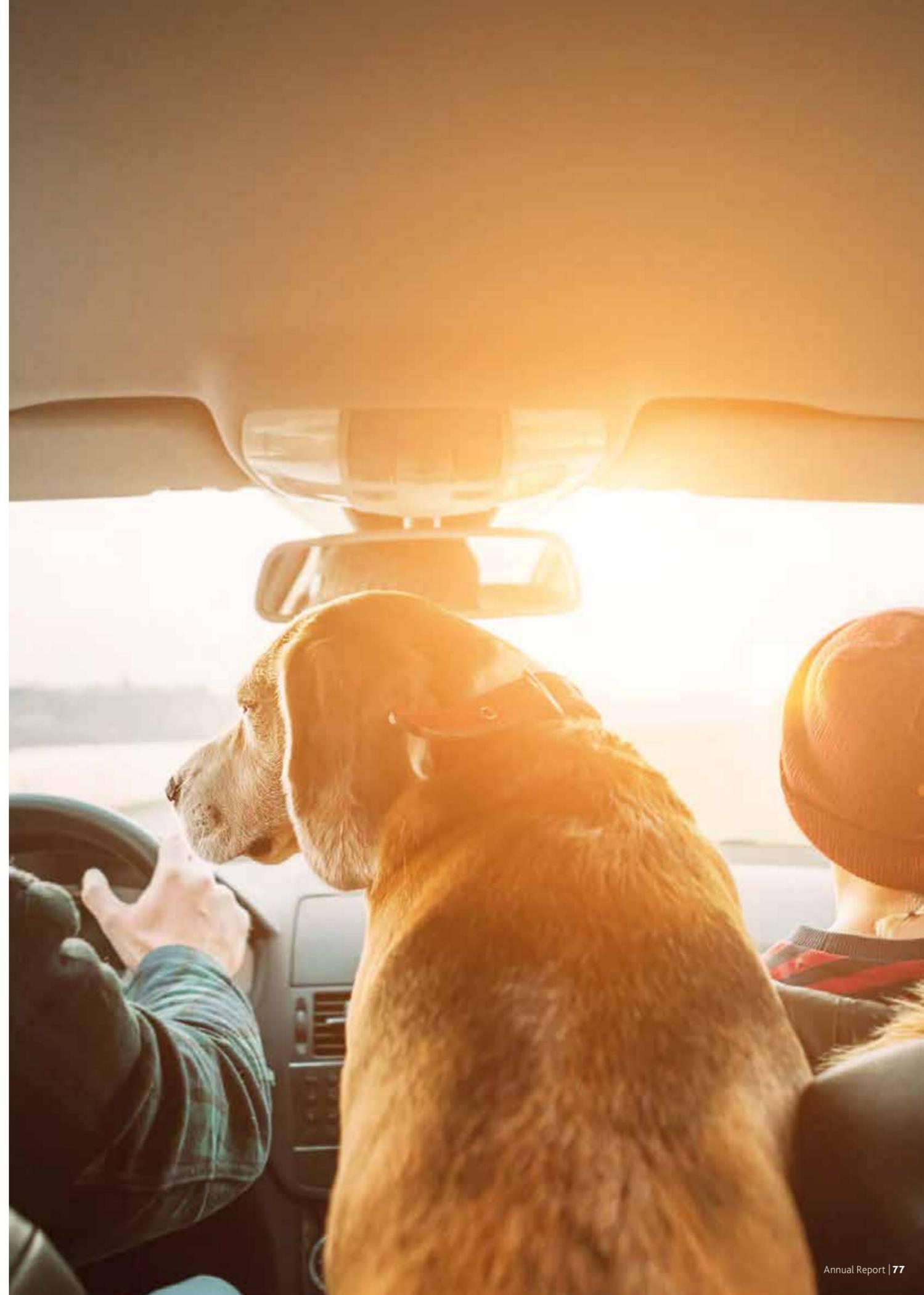
- strengthened financial management by attracting financial profiles
- oversaw financial integration of the acquisitions (GMAN and Bruyninx)
- converted the ERP application Navision for lease activities in Belgium to CarWise. This means that both our labels use the same platform
- obtain financing at Van Mossel Automotive Group 4 (dealer holding) level to refinance the current credit facilities in these clusters
- optimisation of the working capital to improve the consolidated balance sheets in preparation for planned acquisitions.

Realised in 2020 (first half year)

- various adjustments to our company structure, partially prompted by realisation of acquisitions
- oversaw financial integration of the acquisitions (CAC, Van Kelst, Serneels)
- further formulation and implementation of the action plan on the company's own properties
- implemented a cash management system to centralise the assets of dealerships in Belgium
- increased the group's financing capacity as part of the acquisitions (CAC, Van Kelst, Serneels, Hens) and to prepare for planned acquisitions later in the year.

Plans for 2020 (second half year)

- public securitisation leasing
- increase financial insight into cluster responsibilities
- expand dealer activities in Belgium through various acquisitions
- further restructuring of the company's legal structure within the framework of the desired structure, taking into account planned takeovers
- establishment of Van Mossel Financial Services Belgium, which will offer insurance and financing for customers in the dealerships



Construction projects realized in 2019



**Van Mossel
Waalwijk ŠKODA**



**Van Mossel Autolease
Groningen**



**Van Mossel Autolease
Groningen**



**Van Mossel
Waalwijk Ford**



**Van Mossel
Waalwijk SEAT**



Van Mossel Zwolle
Cluster office Jaguar
Land Rover and Kia



**Van Mossel Peugeot
Heemstede**
New interior concept



Van Mossel Amsterdam
Citroën, DS and Exclusieve
Occasions



**Van Mossel Peugeot
Amstelveen**



**Van Mossel Kia
Harderwijk**



**Van Mossel Kia
Amersfoort**

Construction projects realized in the first half of 2020



Van Mossel Purmerend
Peugeot, Citroën and Occasions



Van Mossel Heemskerk



Van Mossel Hyundai Heerenveen



Van Mossel Apeldoorn
Kia, Jaguar and Land Rover



Van Mossel Groningen
Hyundai, Jaguar and Land Rover



Van Mossel Leeuwarden
Hyundai and Mega Occasion Centrum



Van Mossel Mega Occasion Centrum Hengelo / Directlease



Van Mossel Directie BE / DirectLease



Van Mossel Autolease ZuidWest Goes



Van Mossel Zaandam
Citroën, DS and Occasions



Van Mossel Breda
Project A27



Van Mossel Hoorn



Van Mossel Mega Occasion Centrum Goes



Van Mossel Rotterdam (Autostrada)



Van Mossel Tilburg
Occasions

Branches

Van Mossel Automotive Groep	Biesbosweg 14	5145 PZ Waalwijk	
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 Andelstraat 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/ŠKODA

Van Mossel SEAT/ŠKODA Tilburg	Kraaivenstraat 13	5048 AB Tilburg	
Van Mossel SEAT/ŠKODA Waalwijk	Van Andelstraat 11	5141 PB Waalwijk	

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 (Tynaarlo)	Handelsweg 18	9482 WE Tynaarlo	
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 Groningen	Odenseweg 1	9723 HA Groningen	
Van Mossel Jaguar Land Rover Zwolle	Oude Meppelerweg 2	8024 AB Zwolle	

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 40	3084 CB Rotterdam	
Van Mossel Rotterdam (Spaanse Polder)	Schuttevaerweg 18	3044 BB Rotterdam	

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 Andelstraat 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	Handelspoort 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 Den Bosch	Afrikalaan 2	5232 BD s-Hertogenbosch	
Van Mossel OPC Oosterhout	De Boedingen 8	4906 BA Oosterhout	
Van Mossel OPC Tilburg	Kraaivenstraat 8	5048 AB Tilburg	
Van Mossel OPC Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel OPC Middelharnis	Langeweg 113	3245 KG Sommeldijk	
Van Mossel OPC Roosendaal	Bredaseweg 243	4705 RN Roosendaal	
Van Mossel OPC Goes	Pearyweg 19	4462 GT Goes	
Van Mossel OPC Breda	Minervum 7001 A	4817 ZL Breda	

Cluster Van Mossel MG

Van Mossel MG Amsterdam	Schepenberweg 43	1105 AS Amsterdam	
Van Mossel MG Breda	Minervum 7001 B	4817 ZL Breda	
Van Mossel MG Tilburg	Kraaivenstraat 20	5048 AB Tilburg	

Cluster Van Mossel VKV Groep

Van Mossel VKV Infiniti Center Amsterdam	Schepenberweg 42	1105 AS Amsterdam	
Van Mossel VKV Infiniti Used Car Center Rotterdam	Koperstraat 18	3067 GL Rotterdam	
Van Mossel VKV Dacia Gorinchem	Edisonweg 7	4207 HE Gorinchem	
Van Mossel VKV Dacia Rotterdam (Alexander)	Koperstraat 16	3067 GL Rotterdam	
Van Mossel VKV Dacia Spijkenisse	Groenordweg 4	3201 LV Spijkenisse	
Van Mossel VKV Dacia Tiel	Stephensonstraat 3	4004 JA Tiel	
Van Mossel VKV Dacia Waalwijk	Van Andelstraat 3	5141 PB Waalwijk	
Van Mossel VKV Nissan Amsterdam	Schepenberweg 42	1105 AS Amsterdam	
Van Mossel VKV Nissan Gorinchem	Edisonweg 7A	4207 HE Gorinchem	
Van Mossel VKV Nissan Rotterdam	Koperstraat 18	3067 GL Rotterdam	
Van Mossel VKV Nissan Tiel	Stephensonstraat 1	4004 JA Tiel	
Van Mossel VKV Renault Culemborg	Ant. Van Diemenstraat 40	4104 AE Culemborg	
Van Mossel VKV Renault Gorinchem	Edisonweg 7	4207 HE Gorinchem	
Van Mossel VKV Renault Rotterdam (Alexander)	Koperstraat 16	3067 GL Rotterdam	
Van Mossel VKV Renault Rotterdam (Zuid)	Charloisse Lagedijk 946	3088 LA Rotterdam	
Van Mossel VKV Renault Spijkenisse	Groenordweg 4	3201 LV Spijkenisse	
Van Mossel VKV Renault Tiel	Stephensonstraat 3	4004 JA Tiel	

Van Mossel VKV Renault Waalwijk	Van Andelstraat 3	5141 PB Waalwijk	
Van Mossel VKV Renault Wijk bij Duurstede	Graaf van Lynden van Sandenburgweg 2A	3962 RB Wijk bij Duurstede	
Van Mossel VKV Renault Zaltbommel	Van Voordenpark 18	5301 KP Zaltbommel	
Dorzo Renault, Dacia & Nissan	Hoogstad 101	3131 KX Vlaardingen	

Cluster Van Mossel Occasion Centers

Van Mossel Occasioncentrum Oldenzaal	Elsmorsweg 2	7575 PD Oldenzaal	
Van Mossel Occasioncentrum Tilburg	Kraaivenstraat 6	5048 AB Tilburg	
Van Mossel Occasioncentrum Utrecht	Proostwetering 61	3543 AC Utrecht	
Van Mossel Occasioncentrum Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Occasioncentrum Goes	Pearyweg 19	4462 GT Goes	
Van Mossel Occasioncentrum Oisterwijk (Outdoor)	Bedrijfsweg 17	5061 JX Oisterwijk	
Van Mossel Exclusieve Occasions	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Occasioncentrum Rotterdam (coming soon)	Giessenweg 77-79	3044 AK Rotterdam	
Van Mossel Occasioncentrum Hengelo (coming soon)	Goudstraat 70	7554 NE Hengelo	

Van Mossel Autoschade Groep

Alternative Car Repair	Berkhaag 16	5161 CC Sprang-Capelle	
Autoschadeteam 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	Oslogew 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	Weg en Bos 124	2661 GX Bergschenhoek	
Van Mossel Autoschade High Tech Zwolle	Nervestraat 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 Middelharnis / Goeree	Langeweg 113	3245 KG Sommelsdijk	
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	Soerweg 19	3088 GR 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	

International Car Lease Holding

DirectLease België	Noordersingel 19	B-2140 Antwerpen	
DirectLease Duitsland	Am Seestern 4	D-40547 Düsseldorf	
DirectLease Nederland	Kelvinstraat 1B	7575 AS Oldenzaal	
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 Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Amsterdam	Melbournestraat 9	1175 RM Lijnden	
Van Mossel Autolease Groningen	Wismarweg 9	9723 HC Groningen	
Van Mossel Autolease Hengelo	Holtersweg 30	7556 BX Hengelo	
Van Mossel Autolease Leeuwarden	Francios HaverSchmidtwei 5	8914 BC Leeuwarden	
Van Mossel Autolease Rotterdam	Christiaan Huygensweg 14	3225 LD Hellevoetsluis	
Van Mossel Autolease Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autolease Zwolle	Simon Stevinweg 1 & 3	8013NA Zwolle	

Van Mossel Shortlease & Rent Waalwijk	Westlease Kuurne
Van Mossel Shortlease & Rent Rotterdam	Westlease Namur
Van Mossel Shortlease & Rent Groningen	Westlease Luxemburg
Van Mossel Autolease ZuidWest	

5145 NP Waalwijk	
3225 LD Hellevoetsluis	
9723 HC Groningen	
B-8540 Deerlijk	
B-5100 Wierde	
L-8287 Kehlen	
4462 GT Goes	

Cluster Van Mossel GMAN

Van Mossel GMAN Opel Antwerpen	Noorderlaan 32	2060 Antwerpen	
Van Mossel GMAN Opel Wilrijk	Boomseseesteenweg 501	2610 Wilrijk	
Van Mossel GMAN Opel Mechelen	Jubellaan 82	2800 Mechelen	
Van Mossel Leyssen Opel Bree	Meeuwkerkiesel TZ 24	3960 Bree	
Van Mossel Opel Lier	Marnixdreef 2	2500 Lier	

Cluster Van Mossel Bruyninx

Van Mossel Bruyninx FCA Hasselt	Hellebeemden 2	3500 Hasselt	
Van Mossel Bruyninx FCA Overpelt	Lindelsebaan 110	3900 Overpelt	
Van Mossel Bruyninx Citroën Genk	Evence Coppéelaan 40	3600 Genk	
Van Mossel Bruyninx Peugeot Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Bruyninx Citroën Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Bruyninx DS Store Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Bruyninx Nissan Hasselt	Hellebeemden 4	3500 Hasselt	
Van Mossel Bruyninx Kia Hasselt	Hellebeemden 4	3500 Hasselt	
Van Mossel Bruyninx Citroën Sint-Truiden	Luikersteenweg 94-96	3800 Sint-Truiden	
Van Mossel Bruyninx Kia Sint-Truiden	Luikersteenweg 94-96	3800 Sint-Truiden	
Van Mossel Bruyninx Peugeot Sint-Truiden	Luikersteenweg 94-96	3800 Sint-Truiden	
Van Mossel Bruyninx Peugeot Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Bruyninx Citroën Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Bruyninx Nissan Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Bruyninx Peugeot Genk	Evence Coppéelaan 90	3600 Genk	

Van Mossel Used Cars

Van Mossel Bruyninx Used Cars Hasselt	Hellebeemden 12	3500 Hasselt	
Van Mossel Bruyninx Used Cars Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Bruyninx Used Cars Zolder	Koolmijnlaan 398	3550 Zolder	

CAC Mercedes Benz

Van Mossel Mercedes Benz Turnhout	Steenweg op Gierle 355	2300 Turnhout	
-----------------------------------	------------------------	---------------	---

Cluster Van Mossel Carrosserie

Van Mossel Carrosserie Oudsbergen	Betonweg 10	3670 Oudsbergen	
Van Mossel Carrosserie Kontich	Pierstraat 237	2550 Kontich	
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 Kelst

Van Mossel Van Kelst Citroën, Peugeot	Schriekstraat 114	2223 Schriek	
Van Mossel Van Kelst Peugeot	Brusselsesteenweg 31	3020 Herent	
Van Mossel Citroën, Peugeot Diest	Leuvensesteenweg 160	3290 Diest	
Van Mossel Automotive Aarschot	Betekomseseesteenweg 114-116	3200 Aarschot	

FOR MOBILITY, FOR EVERYONE

