

Annual Report

2023/2024



Van Mossel



Eric Berkhof
General Manager
Van Mossel Automotive Group

Foreword

Unrestrained ambition, a clear vision, and rapid, decisive action have always defined us. These traits remained prominent in the past year.

2023 was undeniably exceptional, marked by numerous milestones. Firstly, our company celebrated its 75th anniversary. Secondly, from a personal perspective, I achieved 40 years of dedicated involvement, with 35 of those years as owner. Thirdly, another notable accomplishment was celebrating a decade of fruitful collaboration with my dear friend, Ben Mandemakers. Additionally, our outstanding team executed a magnificent Benelux strategy, paving the way for our expanding international endeavour. Lastly, all these noteworthy achievements were embodied by the inauguration of our new logistics centre/headquarters for Van Mossel Automotive Group in Waalwijk.

In 2023, our ambitious expansion beyond the Benelux was realised through substantial acquisitions of the multi-brand dealer groups Jacksons and Hugo Pfohe. Jacksons, a British dealer group operating across the Channel Islands, Isle of Man, and Isle of Wight, added 6 locations, 500 employees, 29 automotive brands, and €100 million in turnover. Similarly, Hugo Pfohe, a major player in northern Germany and Hamburg, contributed 9 locations, 700 employees, 7 automotive brands, and €300 million in turnover. Additionally, within the Benelux, we achieved a longstanding goal with the acquisition of the prominent Mertens Group in Belgium. This acquisition, including the Volkswagen brand, holds significant emotional value for us as our story began in the Netherlands with Volkswagen. Each acquisition strategically aligns with our planned geographic expansion, encompassing car dealerships, body repair companies, and leasing companies.

I am keenly aware of our fortune in pursuing our passion: sharing our expertise with our valued customers and partners, who serve as the driving force behind our existence. While I deeply appreciate the contributions of others, I wish to express heartfelt gratitude to our dedicated employees, my esteemed business partner Ben Mandemakers, my brother Kees, our trusted business advisors and friends, and, of course, my partner Corine and our children.

We are committed to strengthening Van Mossel, ensuring that our customers can always depend on us.



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An aerial photograph of a dense, lush green forest. A light-colored, unpaved road or path winds through the trees, starting from the top left and curving towards the bottom right. The trees are tightly packed, creating a textured green canopy.

General

Profile

Van Mossel Automotive Group

In approximately 75 years, Van Mossel Automotive Group has grown into a leading player in the automotive sector in Europe. With 438 branches across the Benelux, Germany, France, and the United Kingdom, the company serves as a dealer for numerous leading brands. Additionally, it operates multiple Mega Occasion Centres and maintains its own chain of body repair shops. The group also offers various services under one roof, such as insurance, financing, signing/installation/bodywork, and energy services. International Car Lease Holding, a part of Van Mossel Automotive Group, boasts a fleet of 120,000 vehicles and ranks among the top leasing companies in the Netherlands. With nearly 6,700 employees, the group achieves an annual turnover of €6.3 billion. Van Mossel Automotive Group's core activities can be divided into three different disciplines. In addition, there are umbrella activities and supporting activities, which will be discussed in greater detail later in the annual report.

Van Mossel Car Dealerships

Van Mossel Automotive Group represents 43 leading car brands. These are available both new and pre-owned in our showrooms. The Mega Occasion Centres mainly supply used cars, both the brands we represent and other brands.

Van Mossel Body Repair Companies

Van Mossel Autoschade Group is comprised of a network of 37 branches in the Benelux. Whether it concerns major damage, minor damage repair, paint damage or a broken window, every vehicle is repaired in accordance with the manufacturer's guidelines. The brand guarantee also applies, which prevents depreciation of the vehicle.

Van Mossel Leasing Companies

The Van Mossel Leasing Companies are united in International Car Lease Holding (ICLH). The branches specialise in both corporate and private customers through an online proposition (instantly knowing where you stand by immediately making an online price calculation and ensuring a guaranteed fast settlement), a dealer-related proposition (short lines between our car dealerships and our leasing company) or a universal proposition (offering all brands). The leasing companies are represented in the Benelux and Germany. The leasing customer can visit local leasing branches as well as any dealership.

Core values



Hospitality

Taking care of a customer/guest and offering them genuine attention, with the goal of making them feel as welcome as possible.



Driven

Inspired, animated, enthusiastic, fanatical and motivated.



Distinctive

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



Customer-centricity

Identifying, anticipating and acting on customer wishes and needs.



Result-orientated

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



Corporate responsibility

A form of doing business focused on economic performance with respect for social considerations and respecting ecological constraints.



Honest and open

Open-minded, willingness to change, exposing the vulnerable side, asking for help and being curious.



Our mission, vision and strategy

We strive to be the most recommended provider of mobility solutions in the broadest sense, based on our quality, operational perfection, sustainable financial results and customer satisfaction.

Mission

Van Mossel Automotive Group is a family business with nearly 75 years of experience and still plenty of ambition. We see it as our mission to deliver on our promise: 'For mobility, for everyone'. Personal attention, a wide range of mobility solutions and competitive prices are the foundation of our success.

Strategy

We achieve our goals through:

- A multi-brand strategy under the umbrella of our brand 'Van Mossel'
- Continued domestic and international growth in automotive retail, leasing and damage repair
- Optimisation of our relationship management through customer relationship management (CRM), online presence and social media
- Investments in the growth of our employees, organisation and services
- More competitive prices for customers through continuous cost reductions
- Being as close to the customer as possible

Mobility services

New

Van Mossel Automotive Group offers 43 leading brands at its branches, where everything from an individual new or used car for private or business purposes to complete fleets for companies can be purchased.

Used cars

All Mega Occasion Centres and Exclusive Occasions, Outdoor Occasions and our car dealer branches offer business and private customers a choice of all brands of used cars.

Leasing

The Van Mossel Leasing Companies, united in International Car Lease Holding, offer all the usual types of business leasing as well as other types of mobility solution such as short-term leasing, used car leasing, bicycle leasing, flex-leasing and private leasing.

Maintenance

At its dealerships, Van Mossel Automotive Group offers maintenance for its own and other brands of cars, irrespective of age. If applicable, personalised maintenance advice is provided.

Damage repair

Van Mossel Autoschade Groep is represented in 37 locations in the Benelux. In addition, private and business customers can visit all our dealer body shops. We repair all kinds of damage to all car brands and are affiliated with FOCWA/Eurogarant.

Rental

Thanks to our extensive and growing fleet of more than 5,100 vehicles, we have a solution for the temporary mobility needs of our private and business customers. This can take the form of short-term leasing, rental, replacement transport, or service rentals. The fleet consists of cars supplied by car dealerships in the group, which are repaired and maintained in our own network.

Fleet management

Van Mossel Automotive Partner is the professional point of contact in the Van Mossel Automotive Group for the business fleet and leasing market, where it operates like the hub of a wheel. It facilitates the complete order process. It shares its thoughts on company car policies, agreeing customer-specific delivery terms with importers, and drafting service level agreements (SLAs) for delivery and maintenance. It functions as the central point of contact inside and outside the Netherlands for the export department.

Financing

With a wide range of financing options, Van Mossel Financiële Diensten (financial services) always has a suitable proposal for both private and business customers in the areas of 'Continuous Credit', 'Personal Loan', 'Lease Purchase' and 'Financial Lease'.

Insurance

With a full range of insurance options, Van Mossel Financiële Diensten always provides both private and business customers with an appropriate car insurance proposal. Commercial vehicle personalisation
As one of its supplementary services, Van Mossel's Car Solutions division offers solutions for interior design, bodywork construction and lettering for all categories and brands of commercial and passenger vehicles.

Energy

Van Mossel Energie, operating as an e-Mobility Service Provider (eMSP), offers not only charging stations but also charging cards and subscriptions, all facilitated by a dedicated application. These services cater to both private and business customers. Additionally, Van Mossel Energie supports dealer companies and leasing companies with these solutions.



Portfolio



Branch overview



6 countries



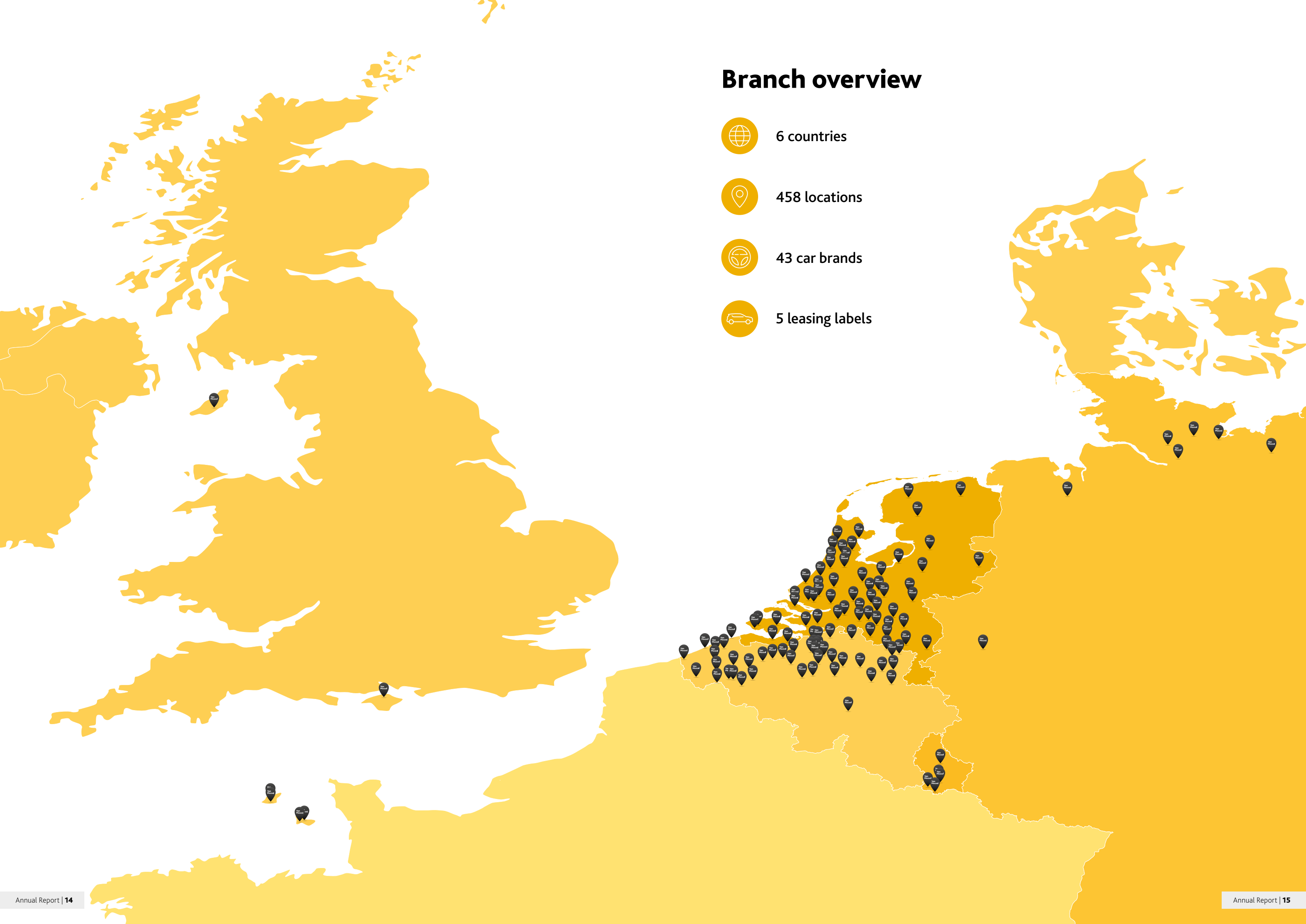
458 locations



43 car brands



5 leasing labels



An aerial photograph of a two-lane road stretching into the distance. The road is flanked by rows of trees on both sides. To the left of the road is a large, flat, brownish-green field. To the right is a body of water. The entire scene is shrouded in a thick mist or fog, creating a sense of depth and mystery. The lighting is soft, suggesting early morning or late afternoon.

Trends & developments

Trends & developments

The automotive market is a dynamic and rapidly evolving landscape. Numerous trends and developments shape the industry, and understanding these shifts is essential. Companies that proactively respond to these changes and offer innovative solutions will maintain a competitive advantage in this rapidly changing market.

Electrification

The shift to electric vehicles (EVs) is one of the most notable trends in the automotive sector. Stricter emission standards, technological advancements, and increasing environmental awareness are driving the adoption of electric propulsion systems. Both traditional automakers and new players are heavily investing in the development of EVs and the associated infrastructure.

Autonomous driving

The emergence of autonomous vehicles is changing the way we think about mobility. Continuous advancements in artificial intelligence, sensor technologies, and connectivity enable vehicles to become increasingly autonomous. This opens the door to new business models such as autonomous ride-sharing and self-driving logistics solutions.

Connectivity and digitalisation

Vehicles are more and more connected to the internet and to each other. This creates opportunities for advanced infotainment systems, over-the-air updates and advanced driver assistance systems. Moreover, the relationship between car manufacturers and consumers is shifting towards a more digital and service-oriented model, with data analytics and personalisation playing an important role.

Sustainability and circular economy

The automotive industry is under pressure to become more sustainable. This includes not only the transition to electric vehicles, but also the use of sustainable materials, parts recycling, and reducing the carbon footprint of production processes. Consumers are increasingly demanding eco-friendly options, forcing manufacturers to incorporate sustainability into their business strategies.

MaaS (Mobility as a Service)

Instead of owning a vehicle, consumers prefer to access mobility services on demand. MaaS platforms offer a wide range of transport options, including public transport, shared cars, bicycles and more, all accessible through one integrated app. This trend promotes multimodality and can reduce urban traffic.

Agency model

The traditional agency model in the automotive sector has undergone a shift. Previously, manufacturers often worked with agencies to market and sell their products. These agents acted as intermediaries between the manufacturer and dealers. However, the rise of digitalisation and direct-to-consumer (D2C) approaches has changed this model. Manufacturers are increasingly looking for ways to communicate directly with consumers, reducing the need for intermediaries. This has led to a shift where manufacturers have more control over their distribution channels and build a more direct relationship with their customers.

At the same time, there are challenges related to managing a direct sales infrastructure, such as setting up online platforms, customer service and after sales support. Finding a balance between direct sales and maintaining strong dealer relationships remains a very big challenge for many manufacturers.



























An aerial photograph of a dense forest with a river flowing through it. The trees are dark and dense, and the river is a lighter, straight line running vertically through the center of the image. The overall tone is dark and moody.

Acknowledgements

Acknowledgements 2023 & 2024

We are constantly striving to maintain a high level of service and quality. Below are some of the recognitions the companies in our group have received.

	Van Mossel Automotive Group ISO 9001 & 14001	
	Van Mossel Automotive Group Erkend Duurzaam Plus	
	International Car Lease Holding EcoVadis bronze	
	Mercedes-Benz Mercedes-Benz Van Pro Advance 2 audit	
	Van Mossel Autoschade Tilburg MerkZeker damage repair	
	Van Mossel Automotive Group CX Award 3rd place dealer holdings	
	Audi Audi Excellent Dealer 2024	
	Alfa Romeo Retailer of the Year 2023	
	Peugeot, Opel and Alfa Romeo Stellantis Dealer Award	
	Van Mossel Car Solutions 3M Select Grafic Provider Platinum	
	Van Mossel body repair companies Belgium Sustainable repair	
	Van Mossel Kia Award best COI 2023	



	J&T Autolease Nomination Trends Gazelle 2023	
	Van Mossel Alfa Romeo Fleet Dealer of The Year 2023	
	Van Mossel Mercedes-Benz Trucks Highest Market share Normal Business	
	Van Mossel Mercedes-Benz Trucks Best selling dealer eActros	
	Van Mossel Mercedes-Benz Trucks T-Rex audit 3 eActros	
	Van Mossel Citroën Best LEV Performer	
	Van Mossel Hyundai Car-Pass Trusted Provider 2024	
	Van Mossel Mercedes-Benz 3rd place Best Van dealer 2023	
	Van Mossel Mercedes-Benz VanPro AdVANce certificate	
	Van Mossel Mercedes-Benz AMG Winter Experience incentive 2023	
	Van Mossel Mercedes-Benz 2nd place Sales - CS - MBFS Incentive 2023	

An aerial photograph showing a winding asphalt road that curves through a dense green forest. The road is bordered by a thick line of trees. To the right of the road, a dark, calm body of water reflects the sky. The overall scene is serene and natural, emphasizing sustainability.

Sustainable business

Sustainable ambitions

Our vision
'For mobility, for everyone'. This tagline reflects our mission to offer mobility solutions for both private and business customers, with an unwavering focus on customer-centricity. Sustainability stands as one of our core values, which manifests in two aspects: firstly, our commitment to maximum sustainability within our own operational activities, and secondly, our provision of sustainable mobility solutions to our customers.

Our mission
We aspire to be more than just a mobility provider for our customers. We aim to be their trusted partner and advisor, deeply engaged in social issues, recognised as an authority in the field of mobility, and fully informed about the latest legislative developments concerning fleet sustainability and related matters.

At Van Mossel, sustainability is linked to three core values:

- 1. Customer-centric**
We provide our customers advice on sustainable mobility solutions and offer these solutions
- 2. CSR**
We do business based on the idea of creating value for people, the environment and society
- 3. Open and honest**
We communicate annually about our sustainability ambitions and results

Sustainable trends & developments

Transition to low-emission mobility
In recent years, the transition to low-emission mobility has been in full swing, driven in part by government subsidies and lower addition tax rates. This development is expected to continue in the coming years, but at a slower pace due to the phasing out of subsidies and the increase in the additional tax rate for electric vehicles. Several car manufacturers are introducing new models of electric vehicles, including in the lower-priced segments. The improving public charging infrastructure and longer range are also contributing to acceptance.

Sustainability goals for customers
Especially larger organisations have committed to sustainability targets. The sustainability level of partners with whom they collaborate increasingly influences purchasing decisions, both in the public and private sectors. These clients are more and more requesting sustainability certifications and assessments to gain insights into sustainability throughout the entire value chain. Additionally, several clients have established goals for achieving a zero-emission fleet as part of their efforts to reduce CO2 emissions. In the Netherlands, the reporting requirement for work-related mobility of persons (WPM) in 2024 further emphasises the focus on enhancing the sustainability of business mobility.

Climate legislation
The Climate Agreement places significant emphasis on accessible sustainable mobility solutions. This includes promoting public transportation, providing subsidies, facilitating the development of electric vehicle charging infrastructure, and improving bike-friendliness. As part of these efforts, cycle highways are being constructed to encourage cycling as a viable commuting option. In Belgium, the government has taken proactive steps to promote bike leasing by offering fiscal incentives. Additionally, the EU's Green Deal aims to achieve a substantial reduction in CO2 emissions, with zero-emission vehicles playing a crucial role in this endeavour. Leading up to 2035, governments across Europe are implementing regulations and subsidies to phase out internal combustion engine vehicles. By 2035, the sale of petrol and diesel cars will be prohibited, with the ultimate goal of having no such vehicles on European roads by 2050. While hydrogen technology holds promise for clean emissions and is suitable for heavier vehicles like trucks and vans, its growth trajectory appears to be relatively slow. Challenges such as high costs of hydrogen fuel cell propulsion, limited availability of hydrogen refueling stations, and complexities in hydrogen production and distribution are impeding widespread adoption.

Circular economy and sharing economy
As a result of global conflicts and broader sustainability initiatives, raw material prices have become increasingly volatile. Furthermore, the list of scarce raw materials has expanded, exacerbating the scarcity of these resources. In industries reliant on materials, such volatility poses risks but also presents opportunities for the development of circular materials and products.

The Dutch government has emerged as a global leader in circularity, setting ambitious targets to reduce primary raw material usage by at least 50% by 2030, with the ultimate aim of achieving 100% circularity by 2050. The National Circular Economy Program addresses various aspects of production chains, focusing on optimising raw material flows, enhancing packaging sustainability, and minimising waste generation. The sharing economy represents a shift from ownership to usage. The sharing economy has gained popularity within various sectors in recent years. Consumers no longer always need to own a product; they focus on its use instead. This trend is particularly evident in the realm of mobility, where shared transportation options, including Mobility as a Service (MaaS), are steadily gaining popularity.

Sustainable buildings
In terms of real estate, there are increasing demands for transparency about energy consumption. The requirements concerning sustainability and associated certification for real estate are also becoming increasingly stringent. For example, office buildings of 100m² or more in the Netherlands must have at least energy label C by 1 January 2023, following the 2012 Building Code. This means a maximum value for primary fossil energy consumption of 225 kWh per m² per year.

Tight labour market
Despite economic growth levelling off, the labour market continues to remain tight, with a persistent demand for skilled workers. This trend is evident across all sectors, but particularly pronounced in the automotive industry. In addition to recruitment efforts, companies and organisations are increasingly focused on retaining employees. Offering attractive employment packages, which include sustainable and flexible mobility options, plays a crucial role in this endeavour. Furthermore, the ongoing developments in electrification, hydrogen technology, and sustainable mobility necessitate diverse skill sets and knowledge from both current and future employees.

Sustainability strategy

The 17 Sustainable Development Goals (SDGs), introduced by the United Nations in 2015, provide the framework for our sustainability strategy of Van Mossel.



The strategic pillar **Corporate Responsibility** forms the foundation of our sustainability strategy. As an organisation, we ensure that we comply with various ESG standards, societal expectations and rapidly changing domestic and international laws and regulations. For Van Mossel, CSR means fostering growth as a healthy organisation, being embedded in society, and ensuring sustainable employment.

The pillars **Sustainable operations** and **Health and safety** cover the second layer of our framework and safeguard our 'licence to operate'. Our employees are the main driver of our continued existence, growth and reputation. Without healthy employees who can work in a safe working environment, we cannot operate at the level we do today. In addition to ensuring a safe working environment, making our own operations more sustainable is crucial from both an environmental and financial perspective. We continuously assess how processes can be made more (energy) efficient and establish partnerships to make the value chain more sustainable.

Finally, the top three strategic pillars are responsible for our 'licence to grow'. **Future-proof personnel** is all about attracting, retaining and training a diverse and sustainable workforce. By continuously investing in training and development opportunities and a close collaboration with educational institutions, Van Mossel is prepared for the sustainable transition that we, our employees and the industry as a whole are about to undergo. This also means offering **Low-emission mobility** such as zero-emission vehicles in both the corporate and private markets. In addition to zero-emission vehicles, the service surrounding charging infrastructure with Van Mossel Energie is also a strategic choice.

The **Circular Solutions** pillar takes this a step further, looking at mobility even more broadly. By offering sustainable mobility solutions and innovative sharing and leasing concepts, such as Mobility as a Service, Van Mossel responds to the trend of 'from ownership to use'. Additionally, the focus is on integrating circularity into internal processes to reduce raw material use and manage waste, for example.

Underlying our sustainability strategy, we employ a strategic framework consisting of six strategic sustainability pillars, illustrated in a pyramid shape:



SDG's	Strategy	Objectives
	Sustainable operations 	Climate neutrality scope 1 & 2 by 2040
		Annual increase of 10% in green energy
		100% emission-free fleet by 2035 (employment-related lease cars Netherlands)
	Health and safety 	0 fatal accidents and a Lost Time Injury Frequency Rate (LTIFR*) <7 in 2025
		ISO 45001 certification in 2025
		Absenteeism rate <5% in 2025
	Low-emission mobility 	50% of lease car fleet low emission by 2030
		75% of new lease contracts are low emission in 2030
		65% of new vehicles delivered in 2030 will be low emission
	Future-proof personnel 	Minimum of 1,000 completed learning interventions per month in 2025
		Minimum of 45,000 initiated learning interventions per year in 2025

*the ratio between the number of accidents resulting in lost working time and the total number of hours worked in the company.

The Corporate Sustainability Reporting Directive

The European Commission established the European Sustainability Reporting Standards (ESRS) in 2023 as part of the Green Deal. Companies are required to report on their sustainability performance starting from 2025 through the Corporate Sustainability Reporting Directive (CSRD). The goal is to have companies report on their impact on people and the environment in a reliable and transparent way. Van Mossel will report on CSRD themes for the first time in 2026, reflecting on the CSRD themes of the fiscal year 2025.

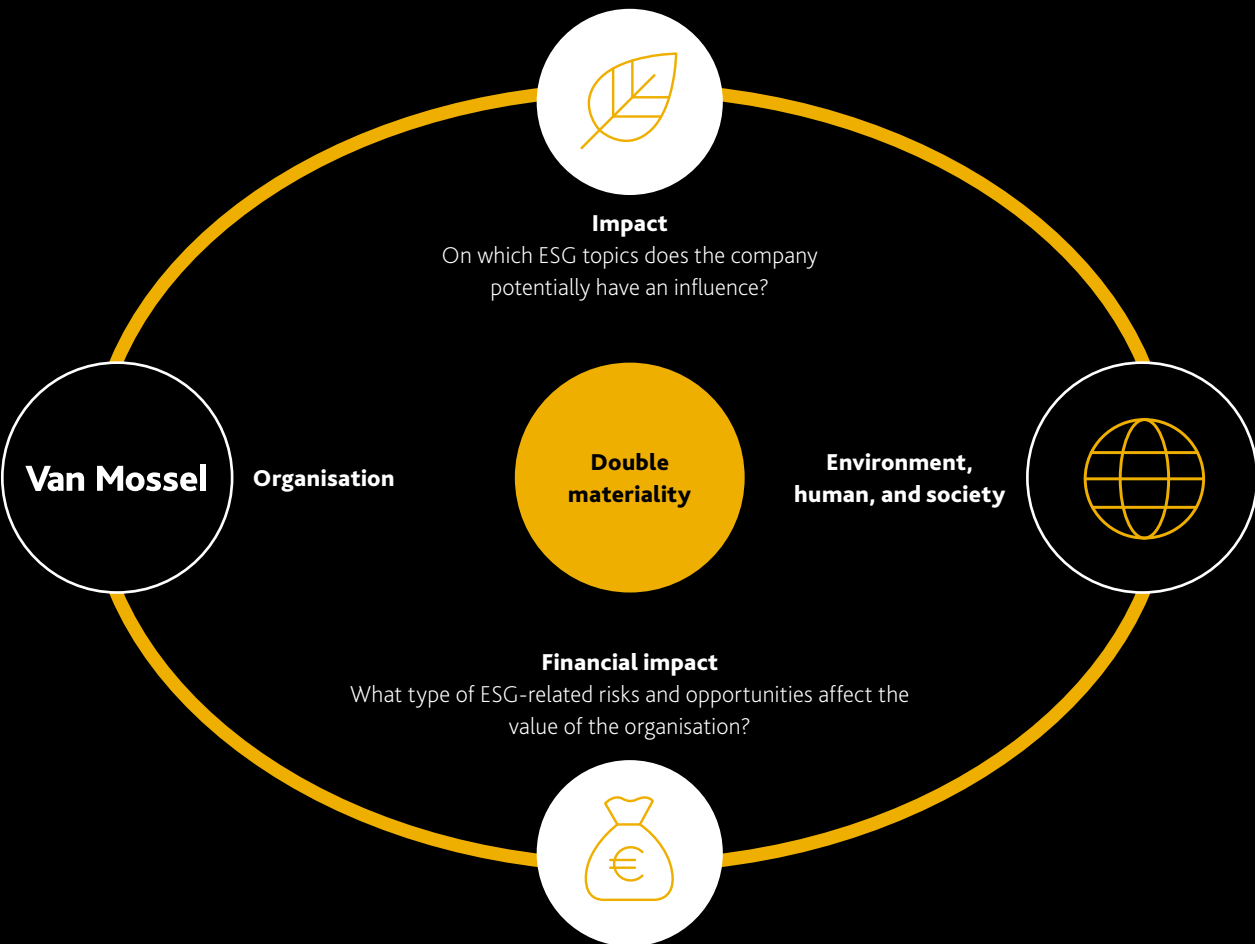
* ESG stands for Environment, Social, Governance.

Double materiality

In preparation for CSRD reporting, Van Mossel initiated a group-wide program in 2023. First, it was determined which of the ESRS themes are relevant to Van Mossel. From these themes, the impact, risks, and opportunities were identified, converging in the double materiality matrix. This double materiality matrix shows, on one hand, Van Mossel's impact on people and the environment (the inside-out perspective), and on the other hand, it describes ESG themes* that pose financial opportunities or risks for Van Mossel (the outside-in perspective).

Double materiality analysis

Two perspectives are central to double materiality
Inside-out (ESG) impact and outside-in (financial) impact of ESG themes



Corporate responsibility

Corporate social responsibility (CSR) begins with taking responsibility for the effects that business operations have on people, the environment and society. Additionally, it's important to collaborate with relevant stakeholders across the value chain to collectively explore how to conduct business responsibly, aiming to deliver better sustainability performance together in the long run and make a positive impact on the three themes of ESG policy.

Our ambition

In line with Van Mossel's core values, our ambition is to be transparent about our impact on people, the environment and society throughout the chain. We respect international standards of conduct and human rights and ensure that we operate in line with the latest laws and regulations. Our ambition is to meet at least the ESG standards and thus increase our positive societal impact. Furthermore, we want to create additional value for society by investing in social initiatives in the fields of sports, culture and support for charitable causes.

Our activities

Van Mossel views entrepreneurship from a broad perspective. To gain insight into the sustainability effects and the impact we make on our environment through our business operations, we continuously engage in discussions with relevant stakeholders. Corporate responsibility is also evident at Van Mossel in our role as an employer. We provide employment opportunities, both nationally and internationally. Being a good employer is manifested through our commitment to sustainable employment relationships. We invest in safety, health, and well-being, offer equal development opportunities to all employees, and facilitate training opportunities.

Sponsorship

Sponsoring is a key pillar of our business operations and an integral part of Corporate Social Responsibility. Van Mossel aims to make a valuable contribution to society and build long-term relationships with customers, partners, and employees. We highlight two Dutch sponsorship activities:

De Nierstichting

In 2023 and 2024, Van Mossel Autolease Rotterdam is an official sponsor of De Nierstichting. Through various initiatives, we share knowledge and raise funds to support De Nierstichting in its work. One of the highlights of the sponsorship is the team's contribution to the Coast to Coast Challenge; a relay race from Zoutkamp to Zoutelande by bike.

Esther Vergeer Foundation

The Esther Vergeer Foundation ensures that children with physical disabilities and/or chronic conditions discover the power of self-confidence through sports. Van Mossel wholeheartedly supports the foundation by providing financial assistance as a partner and sharing expertise with the foundation.

Channel Islands

In June 2023, the acquisition of Jacksons Group on the Channel Islands took place. Various activities are organised in the field of corporate social responsibility. For example, Esplanade, part of the Jacksons Group, launched a partnership with The Mountbatten Hospice on the Isle of Wight. With a donation of £25 per car sold, they managed to donate £9,100 in 2023. The other three islands also raised funds for hospice partners. In total, these actions resulted in a sum of £246,832. Additionally, three local charities on the Isle of Wight were supported, including a gala evening organised by Esplanada. The proceeds of £21,000 were allocated to KissPuppy, The Sophie Rolf Trust, and Isle of Wight Sports Foundation.

Chain responsibility

Van Mossel is aware that sustainability goes beyond the actions and activities carried out within its own organisational boundaries. Obviously, we take responsibility for our own actions and activities, but we also look further down the chain. Upstream, we involve our suppliers and other business partners in our sustainability ambitions. Downstream, we involve our customers in our own ambitions and the developments around sustainability from both government initiatives and the objectives within the European Union. While we always seek synergy benefits, Van Mossel focuses on local entrepreneurship in collaborations. This is to maintain contact with the immediate environment and to prevent unnecessary transportation movements.

CSRD Working Group Bovag

In 2023, Bovag initiated an industry-wide project to collectively prepare Dutch dealership companies for the Corporate Sustainability Reporting Directive (CSRD). The aim of this collaboration is to pool resources and develop a uniform, efficient approach for gathering information across the value chain, both upstream and downstream.

Low-emission mobility

As an automotive company and mobility provider, we naturally deal with greenhouse gas emissions. We have limited control over the environmental performance of cars. Our influence on market demand, both corporate and private, is also limited. As mobility advisors, we conduct information sessions in various ways, providing advice on the sustainability of mobility. By increasing and promoting our range of low-emission vehicles, we contribute to the transition to sustainable mobility. Additionally, we continuously expand the product range with alternative and sustainable mobility solutions.

Our ambition

Our ambition is to make low-emission mobility accessible to as many people as possible, both for our customers and our own employees. We do this by expanding our offerings and assisting our customers - both leasing customers and customers of the dealer companies - in electrifying their vehicle fleets. Additionally, we aim to be a partner who shares knowledge and expertise regarding this transition. We also continue to invest in alternative fuels and alternative mobility, both financially and intellectually.

Our activities

Sustainable mobility

Van Mossel positions itself in the market as an expert in sustainable mobility. In 2023, we witnessed a clear shift from our role as a traditional leasing company to a broader mobility provider. In addition to vehicle leasing, we frequently advise on the electrification of customer vehicle fleets. The proportion of electric vehicles in our short-term lease fleet is also steadily increasing. In addition to the services around car leasing, our product range expanded with a mobility platform that allows employers to make choices in various sustainable mobility solutions for their employees. Part of this platform is the Mobility app, a way for employers to encourage employees to travel sustainably. Users of the app see at a glance the most sustainable option for traveling from A to B for each trip and it also shows alternatives. The costs and CO2 emissions per choice are mentioned, providing a level of awareness. In line with the current reporting obligation for work-related personal mobility (WPM, July 1, 2024) in the Netherlands, we actively advised clients on the sustainability of their mobility. The Belgian federal government also promotes low-emission mobility. Since July 1, 2023, a new fiscal framework has been in place where only electric vehicles are 100% fiscally deductible now and in the future. The other fuel types will become less fiscally attractive for companies over time. Due to these developments, Van Mossel has seen a significant increase in the sale of low-emission vehicles in Belgium since July 2023.

Another initiative in the context of low-emission mobility is a pilot project in several Belgian communes with a car-sharing system. Van Mossel is collaborating with the Belgian city of Kortrijk and a Belgian charging station company on this project. The shared cars are provided, including reserved parking spaces

with charging stations. With the intention of greening the city, 20 shared cars are initially being deployed, with plans to expand to 30 vehicles.

Van Mossel Energie

In 2022, Van Mossel Energie was established as a business unit to better assist customers with issues related to electric transportation and provide solutions for them. After a period of development, Van Mossel Energie officially launched in the Netherlands in 2023. It offers an accessible platform for users of electric vehicles, including charging solutions: charging stations and cards, infrastructure, and energy feedback. With this, Van Mossel Energie is not just about electric driving, but about the entire energy transition. A similar rollout for Belgium and Luxembourg is planned for 2024.

Van market

The expectation is that from 2025 onwards, the European van market will strongly shift towards electric. On the one hand, because entrepreneurs will face zero-emission zones in larger cities by 2025, and on the other hand, the cost for diesel vans will increase significantly as of January 1, 2025. At that time, a tax based on emission value will be charged, with the underlying principle being 'the polluter pays'. Anticipating this, we invested in establishing an importer and dealership partnership with the van brand Maxus. Maxus offers electric vans and cars from an affordable segment, fully compliant with electrification regulations. Within the van division, Van Mossel reduced transportation movements during maintenance activities. With approximately 4,500 contracts, these often occurred four times a year. Think of tire changes, damage repairs, inspections, and maintenance. By better coordination and combining tasks, transportation movements were reduced last year. Further rollout of this approach for Belgium is planned for 2024. With our business unit Van Mossel Car Solutions, we provide customised interiors for vans. We realise the van outfitting with suppliers who deliver high-quality and sustainable materials, lightweight. The sustainability aspect is also a safety aspect: lightweight installation is safer in collisions.

Customer inquiries about sustainability

The energy transition concerns us all. For customers, we provide sustainability reports on request every quarter, which make the actual emitted CO2 visible to them.

Organisations or companies wishing for sustainable mobility from their own philosophy are assisted by Van Mossel with advice on greening their fleet or offering a bicycle plan.

Internal processes

Within Van Mossel, we prominently offer (electric) lease bicycles to employees in the Netherlands and Belgium. For Dutch employees, the costs are fiscally beneficially deducted from their salary. In Belgium, the lease bicycle falls under the Benefit Motivation Plan (a personalised salary package). We encourage

employees of our leasing company with attractive conditions to switch to electric driving. Throughout the entire organisation, we have taken various steps to reduce our CO2 emissions. One of the actions we took in 2023 was the implementation of the sustainable business travel internal process in facility management. We combine the digital tickets, on which tasks, repairs, or disruptions are reported, as much as possible. This reduces transportation movements and resolves issues according to the first-time-fix principle. Business travel is significantly reduced in this way, automatically reducing CO2 emissions. We also consciously schedule certain meetings online to avoid unnecessary travel and work as much as possible with digital contracts to reduce paper usage. Additionally, we actively offer (electric) bicycles to Van Mossel customers at various locations as complimentary replacement transportation for repairs or maintenance.

Transportation planning system

As a mobility company, transporting vehicles to their destination is unavoidable. This includes deliveries, pickups, or vehicle relocations. A risk factor is what we call "empty trips": transports that, due to circumstances, cannot be completed but still involve kilometers driven. While not always preventable, these trips result in unnecessary CO2 emissions. In 2023, we innovated by registering and analysing all data related to these transport trips, including an advanced planning system. An extensive dashboard provides immediate visibility into peak loads. This enriched insight enables us to schedule transportation more effectively and efficiently. A similar dashboard has been implemented for the Procurement department. These data-driven insights demonstrate both the qualitative and quantitative aspects of procurement. Beyond commercial purposes, this efficiency improvement has a positive impact on sustainability.





Organisation



Legal & Compliance

The Legal & Compliance department serves as the primary advisor on legal and compliance issues within Van Mossel Automotive Group. The department provides advice to all business units of our company on a wide range of legal, compliance, and governance issues. This includes establishing and maintaining the legal structure of the company for the managing board, advising on employment law issues, as well as providing assistance in dispute resolution with customers and suppliers. Additionally, the department oversees and advises on compliance matters, such as GDPR (privacy), AML (anti-money laundering) regulations, Whistleblower legislation, CSRD (ESG), and other relevant laws and regulations for the activities of Van Mossel Automotive Group.

Our ambition

The goal of the Legal & Compliance department is to ensure that everyone within Van Mossel Automotive Group works in accordance with all applicable regulations and is aware of all rules regulating the activities. The department aims to serve as an accessible point of contact for advice and support in the domains of legal, governance, and compliance.

Our activities

Improving governance and (privacy) compliance

The past year has been dedicated to enhancing governance and (privacy) compliance. Consultation structures have been established in the areas of HR, Real Estate, and IT to address relevant topics for Van Mossel Automotive Group and to identify opportunities and risks. These meetings are attended

by representatives from the various involved departments, facilitating knowledge sharing and ensuring that each individual is involved in ongoing operations and projects based on their expertise.

Board regulations and procurement scheme

In the upcoming year, governance and compliance continue to be the key points of the Legal & Compliance department. The rapid growth of our company calls for structure, uniformity, and, wherever feasible, process standardisation. This approach facilitates the early identification of risks and opportunities and enables swift adjustments when needed. An example of this is the development and implementation of new board regulations and a revised procurement scheme. These frameworks provide clear guidelines for our directors in their decision-making. Moreover, the Privacy Steering Group, formed last year, will persist in its efforts to enhance awareness regarding the secure management of our customers' data, maintaining its firm dedication.

ICT & security awareness

A year of growth, innovation, and excellence in safety. In the past year, the ICT department has played a crucial role in supporting the company's international expansion, particularly in the United Kingdom and Germany. Significant progress has been made in fortifying the IT infrastructure and enhancing security measures. This has involved further segmentation and standardisation of the IT network, alongside the professionalisation of auditing and monitoring processes.

Focus on safety and compliance

Through the implementation of the Information Security Management System (ISMS) and advancements towards ISO27001 certification, our commitment to safety and compliance has further fortified the company. These initiatives culminated in a flawless 100% score in the latest audit, underscoring our dedication to protecting customer data and business information. Audits conducted by various entities highlight our consistent adherence to stringent security standards. We actively keep employees informed about risks through comprehensive user-awareness training sessions on privacy and security.

Professionalisation through expansion and innovation

The expansion of our Business Intelligence (BI) team has brought about greater professionalism and organisational structure in our reporting processes. This expansion has facilitated more consistency in our reports, which are crucial for supporting our customer interactions. Furthermore, we have bolstered our capabilities by adding expertise to the departments of

application management, service desk, and infrastructure, all aimed at sustaining the company's growth trajectory. Additionally, our Van Mossel Renault branches have transitioned to a new Dealer Management System, iCar. The lead and sales management system has been further implemented at the Belgian branches for the Mercedes-Benz, Kia & Stellantis brands.

Forecast for 2024

In the upcoming year, we will continue our efforts to complete the ISO27001 certification and develop a new international IT infrastructure. This will involve:

- Further expansion in Germany and the addition of Denmark to our international presence.
- Establishing a completely new dual data centre in Germany for the group and integrating acquisitions and branches in Germany, England, and Denmark into the data centre.

These projects align with Van Mossel's broader strategic goals and emphasise our commitment to providing a stable, secure, and efficient IT environment while supporting our international growth.

Working together healthily and safely

At Van Mossel, we adhere to a sustainable work environment policy with a paramount emphasis on safety and working conditions, whether in offices, on the road, or in workshops. Our mission is clear: safety is not just a requirement, but an inherent part of working at Van Mossel.

Investing in our employees

We strongly believe in investing in our employees, which includes raising awareness about the importance of working safely and encouraging them to report any potential risks or incidents. With support from the board, the management team, managers and supervisors at Van Mossel, the Health and Safety department is able to effectively carry out its responsibilities and make its presence felt. This is crucial as the automotive industry involves significant stakes, and while there is eagerness to accomplish tasks, safety and responsibility must always remain the top priorities.

Encouraging open communication

Regular risk assessments and workplace inspections are conducted with a focus on hazardous tasks, such as hydraulic lifts in workshops, working with electric vehicles, and handling dangerous substances. Cultivating a collegial work atmosphere and a strong company culture is crucial: it's important that we collaborate and feel comfortable addressing unsafe behaviour or practices together.

Work environment policy checklist

Ensuring a safe workplace is a top priority for us. We're selective about our business partners. Our suppliers must follow our safety guidelines. This ensures that all employees, including those from employment agencies and detachment agencies, receive high-quality working conditions like our permanent staff. We collaborate exclusively with a carefully selected group of approved partners who fully satisfy the criteria outlined in our work environment policy checklist. These encompass employee well-being, competitive remuneration, and a certificate of good conduct.

Comfortable working environment

Moreover, Van Mossel invests in high-quality, modern equipment and tools, essential for our employees to work comfortably. Retaining skilled professionals requires effort, so we meticulously design workspaces and prioritise employee well-being. Ideally, individuals should be eager to join our team from the moment they apply.

European ambitions

In 2023, we initiated the expansion of our international strategy beyond the Benelux region. The strengths of our current model, such as the one-stop-shop principle, customer-centricity, and efficiency, served as the foundation for this endeavour.

By mid-2023, we successfully acquired the multi-brand dealer groups Jacksons and Hugo Pfohe, marking significant milestones in our expansion efforts. Jacksons, a UK-based dealer group operating in the Channel Islands, Isle of Man, and Isle of Wight, brought along 6 locations, 500 employees, 29 automotive brands, and a turnover of €100 million. Similarly, Hugo Pfohe, a prominent German dealer group with operations in the northern region and Hamburg, contributed 9 locations, 700 employees, 7 automotive brands, and a turnover of €300 million. Each acquisition strategically fits into our meticulously planned geographic puzzle, encompassing dealerships, body repair companies, and leasing companies.

These ambitious steps not only align with the vision and values of Van Mossel but also respect the local market context and cultural nuances. While maintaining consistency with our existing business model is crucial, we acknowledge the unique challenges and opportunities presented by each country. Therefore, we embrace a flexible approach that allows for local adaptations and customisation. This may involve tailoring our services to comply with local regulations, adjusting marketing messages to accommodate cultural differences, and forming partnerships with local businesses.

Looking ahead to 2024/2025, our international strategy includes expansion into Poland, Scandinavia, and Germany. We remain committed to our consistent approach, with a focus on densely populated and economically strong regions with thriving business activity, including B2B operations.

At the heart of the customer

A brand name should mean something, stand for something, and evoke a certain feeling. The one-stop-shop principle at Van Mossel is undoubtedly unique, but what truly matters is the additional value we offer. Our emphasis is on meeting the individual customer's needs rather than simply promoting a car brand. Customer-centricity is the key; we strive to provide our customers with end-to-end support. Whether they visit our showrooms and workshops or explore our website, every customer deserves undivided attention. Our website is not just an online platform; it's our largest virtual showroom, guiding our online visitors through a digital customer journey. Thanks to our data-driven approach, we gain insights into online activities, enabling us to continually enhance the customer experience.

Looking ahead, we will further emphasise fostering connections with our customers. As a family business, Van Mossel is not only geographically close but also emotionally connected because we believe this forms the foundation for long-term relationships and satisfaction. After all, every customer is part of our family.

What we achieved in 2023:

Netherlands

- Positioning Van Mossel as a provider of care-free mobility with all services under one roof
- Developing and optimising the vanmossel.nl/be platforms to better cater to the needs of our customers and prospects
- Implementing successful multimedia corporate campaigns to optimise traffic, leads, and sales.
- Improving integration touchpoints of Van Mossel services (such as financial services, after sales, and Private Lease) in the digital customer journey
- Responding to the energy transition by introducing Van Mossel Energie as a provider of charging solutions, fostering the growth of the MG brand, and introducing the commercial vehicle brand Maxus

Belgium & Luxembourg

- Continuing to establish Van Mossel dealerships as a specialist in the field of Used Cars – national campaigns aimed at highlighting the strengths of our car dealerships - large inventory, extensive brand knowledge, and widespread geographical coverage
- Launching new national campaigns with increased impact to further elevate Van Mossel's brand awareness
- Strengthening the local presence of Van Mossel Autopolis through a robust, new branding campaign
- Expanding Employer branding efforts by creating more original content featuring our own employees
- Incorporating strong national partnerships into activation campaigns with a clear strategy and approach

What we're focusing on in 2024:

Netherlands

- Developing and launching a new Van Mossel campaign that highlights the emotional aspect of care-free mobility and further boosts brand awareness
- Continuing to improve our online reputation and customer satisfaction, aiming for above-average ratings on Google and Trustpilot
- Creating and launching a Van Mossel commercial vehicles campaign in response to various regulatory changes
- Coordinating the internationalisation efforts of Van Mossel in marketing and online domains to generate synergy effects
- Further elevating the service levels of our customer contact centres by refining processes, schedules, and systems, and implementing training initiatives
- Exploring the expansion of HubSpot from a marketing automation tool to a CRM platform (360° customer view)

Belgium & Luxembourg

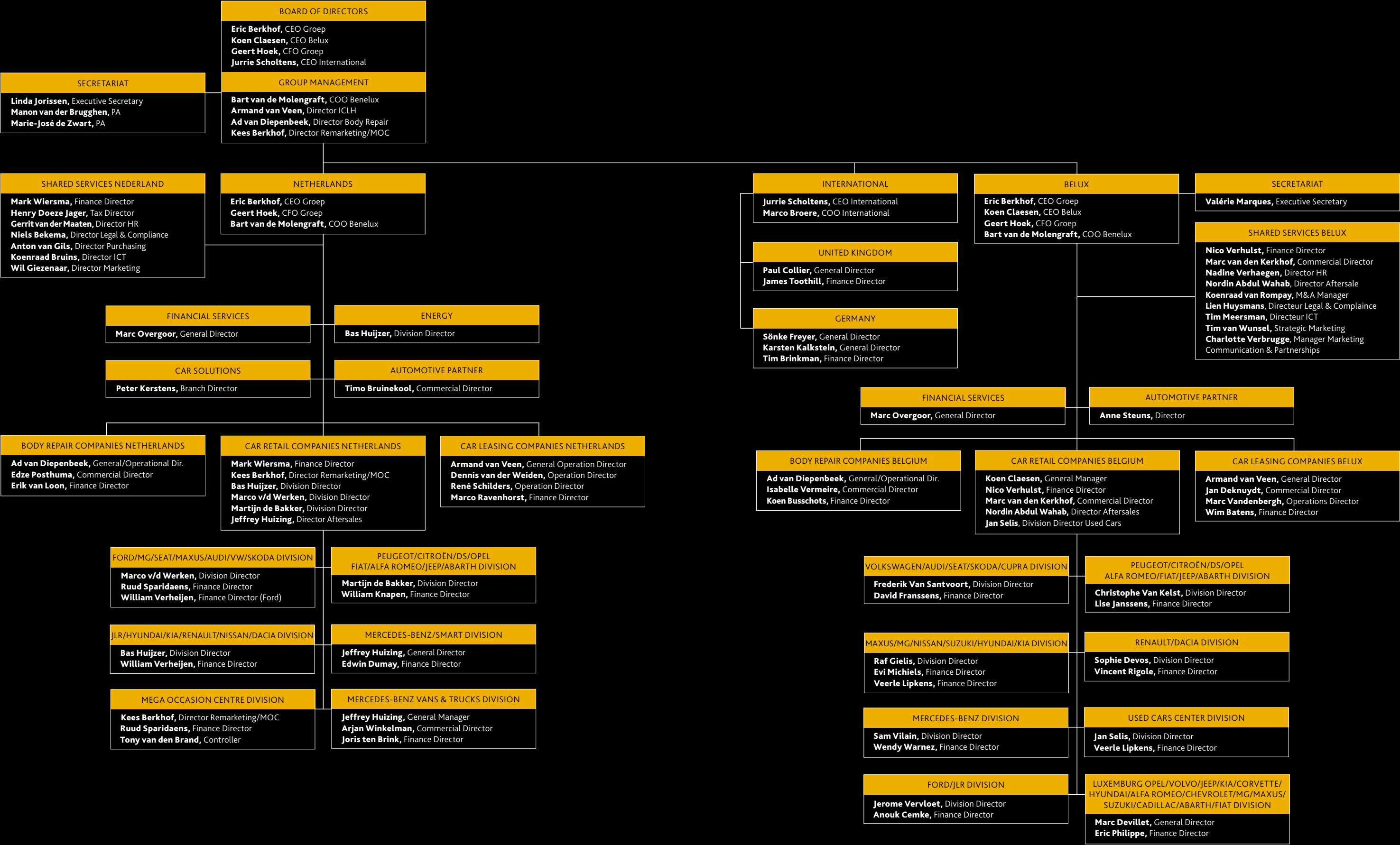
- Implementation of HubSpot
- Integration of Garage Mertens – VW Group dealer in Waasland
- Maintaining customer satisfaction levels above average. Implementation of an application for stringent monitoring of customer reviews
- Completion of the roadmap for the VanMossel.be / Autopolis.lu website, prioritising enhancements to the customer experience. Emphasising our independent role as mobility advisors
- Digitisation of the customer journey through expanded deployment of marketing automation, introduction of a real-time planner for (after)sales, and differentiation between Marketing Qualified Leads (MQL) and Sales Qualified Leads (SQL)
- Optimisation of the customer experience, focusing on hospitality, both in-showroom and through innovative event activations

Outside the Benelux

- Improving employee satisfaction
- Enhancing customer satisfaction
- Aligning branches with Van Mossel standards

Organisational structure

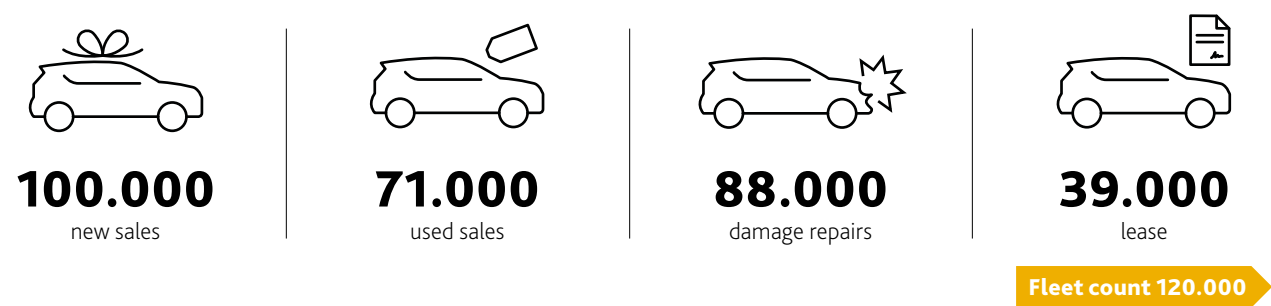
Division Management



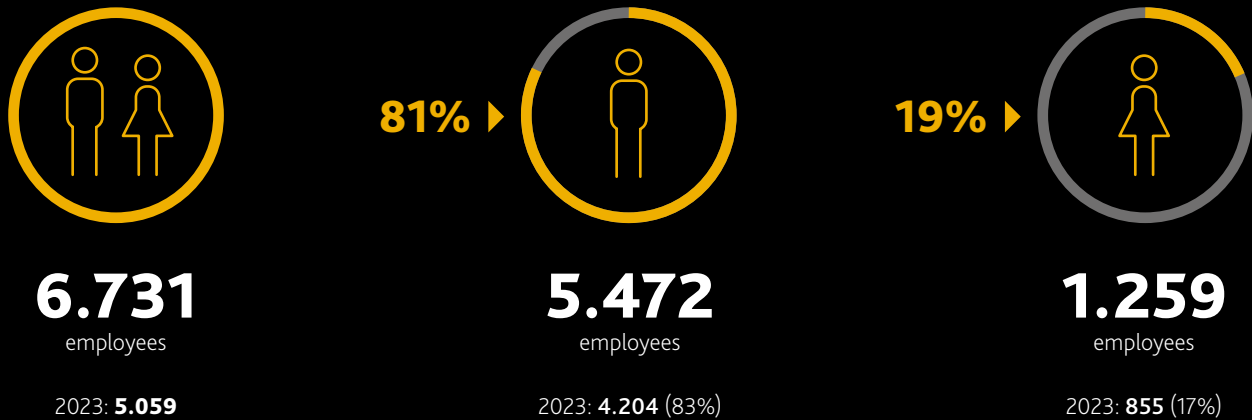


Figures

Transactions in 2024



Employees in 2024



Key figures

Van Mossel Car Retail

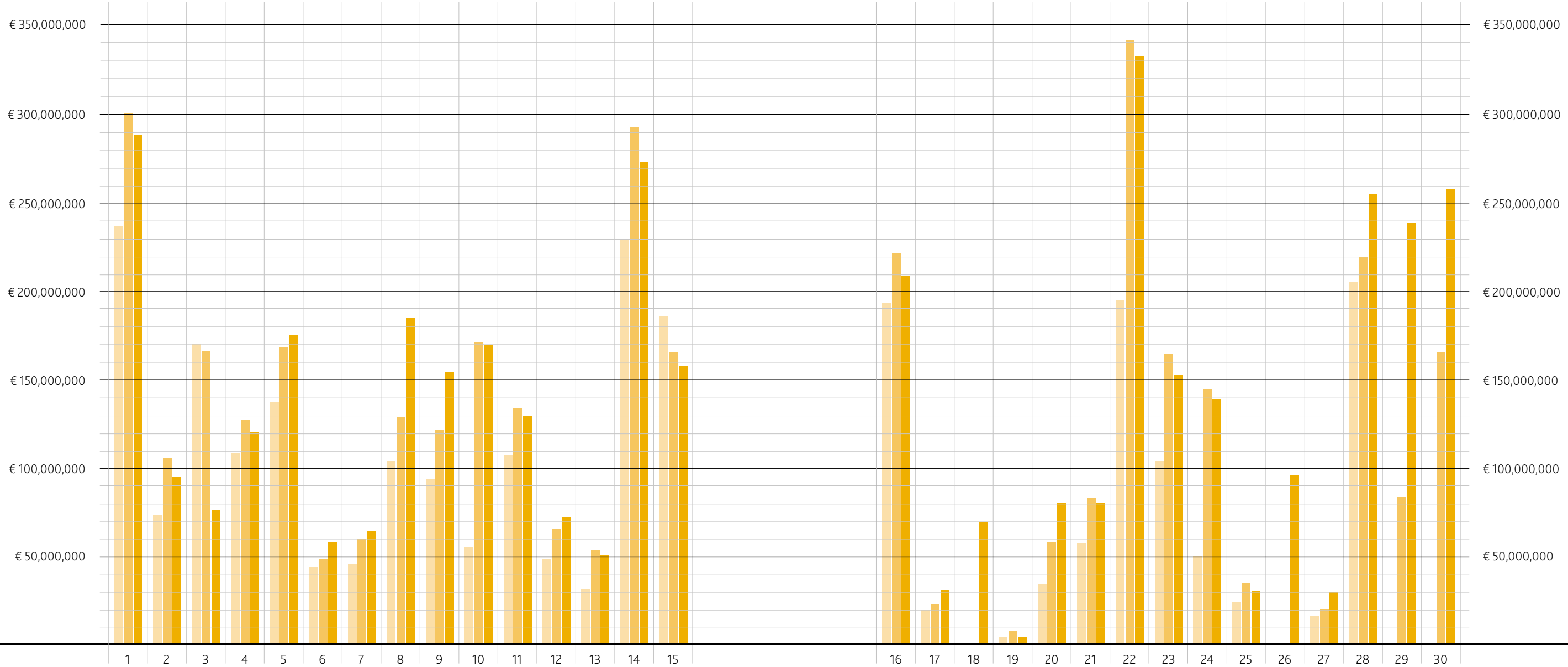
Revenue development in car sales

2022: € 2,703,805,007

2023: € 3,705,148,261

2024: € 4,141,469,102

1	Audi, Volkswagen		16	Peugeot, Citroen, DS	
2	Seat, Škoda		17	Fiat, Jeep, Alfa Romeo, Abarth	
3	Ford		18	Renault, Dacia	
4	Opel		19	Nissan	
5	Peugeot		20	Kia	
6	Citroën, DS		21	Opel	
7	Fiat, Jeep, Alfa Romeo, Abarth		22	Mercedes-Benz	
8	Mercedes-Benz, Smart		23	Ford	
9	Mercedes-Benz Vans & Trucks		24	Hyundai, Suzuki, MG, Maxus, Isuzu	
10	MG		25	Jaguar, Land Rover	
11	Kia		26	Volkswagen, Audi, Seat, Škoda	
12	Hyundai		27	Used Car Centres	
13	Jaguar, Land Rover		28	Luxembourg	
14	Renault, Dacia, Nissan		29	United Kingdom	
15	Mega Occasion Centres		30	Germany	



Van Mossel
Car Retail
Revenue development aftersales

2022: € 436,499,815
2023: € 557,589,591
2024: € 641,112,155

- 1 Audi, Volkswagen

2 Seat, Škoda

3 Ford

4 Opel

5 Peugeot

6 Citroën, DS

7 Fiat, Jeep, Alfa Romeo, Abarth

8 Mercedes-Benz, Smart

9 Mercedes-Benz Vans & Trucks

10 MG

11 Kia

12 Hyundai

13 Jaguar, Land Rover

14 Renault, Dacia, Nissan

15 Mega Occasion Centres
- 16 Peugeot, Citroen, DS

17 Fiat, Jeep, Alfa Romeo, Abarth

18 Renault, Dacia

19 Nissan

20 Kia

21 Opel

22 Mercedes-Benz

23 Ford

24 Hyundai, Suzuki, MG, Maxus, Isuzu

25 Jaguar, Land Rover

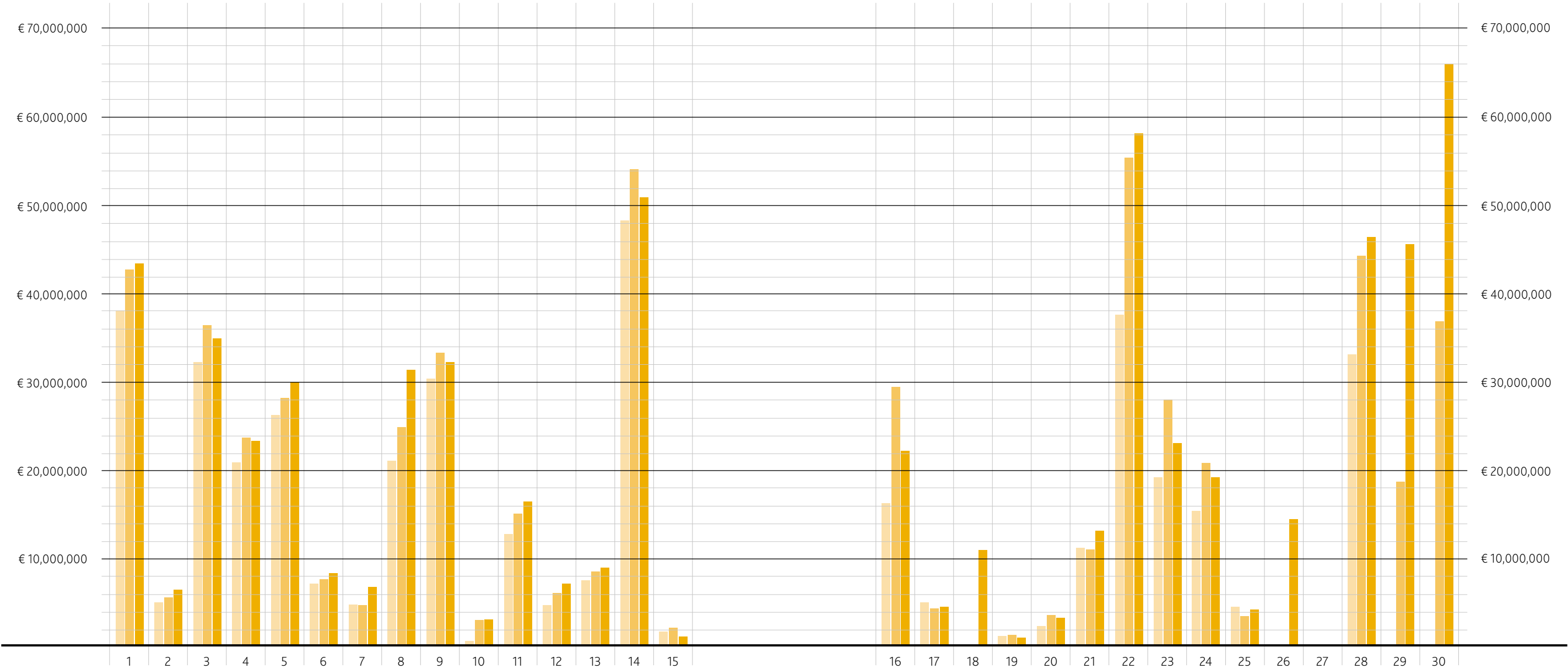
26 Volkswagen, Audi, Seat, Škoda

27 Used Car Centres

28 Luxembourg

29 United Kingdom

30 Germany



Van Mossel
Car Retail

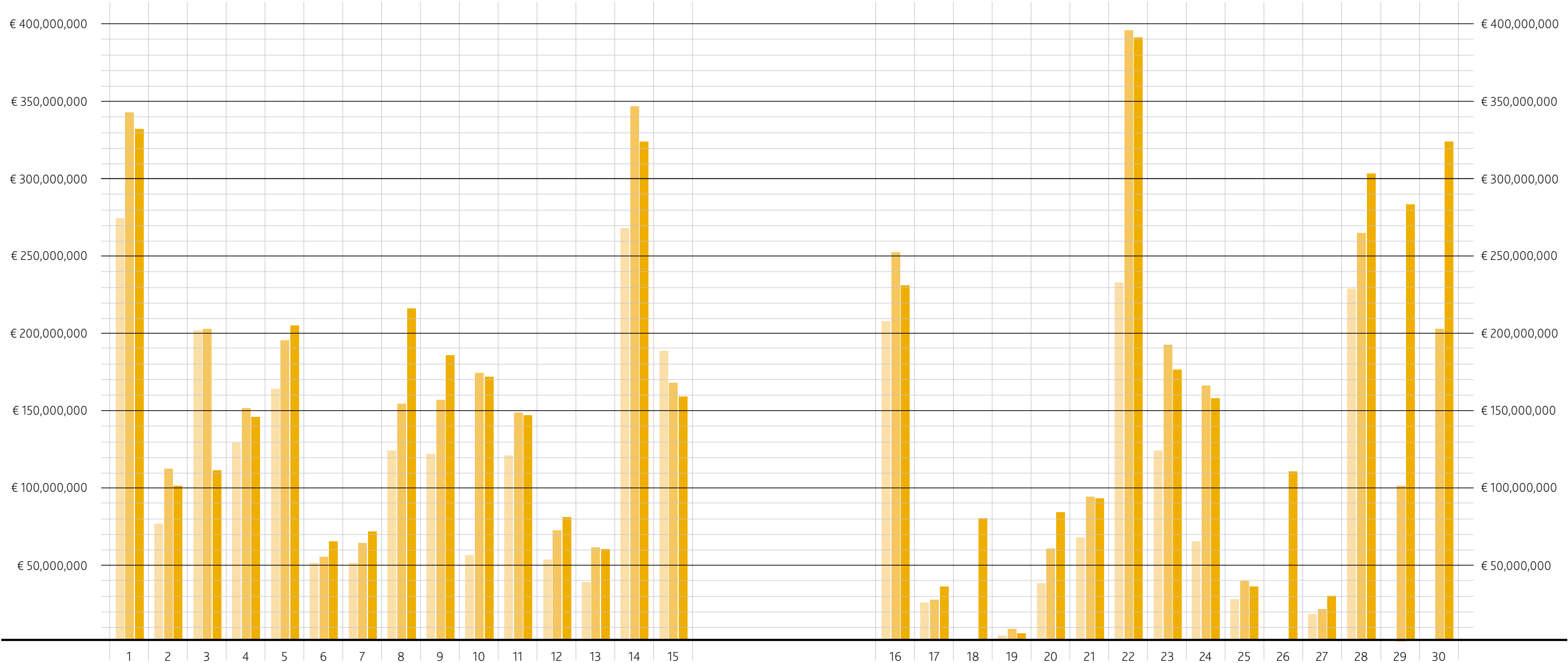
Overall revenue development



- 1 Audi, Volkswagen
- 2 Seat, Škoda
- 3 Ford
- 4 Opel
- 5 Peugeot
- 6 Citroën, DS
- 7 Fiat, Jeep, Alfa Romeo, Abarth
- 8 Mercedes-Benz, Smart
- 9 Mercedes-Benz Vans & Trucks
- 10 MG
- 11 Kia
- 12 Hyundai
- 13 Jaguar, Land Rover
- 14 Renault, Dacia, Nissan
- 15 Mega Occasion Centres



- 16 Peugeot, Citroen, DS
- 17 Fiat, Jeep, Alfa Romeo, Abarth
- 18 Renault, Dacia
- 19 Nissan
- 20 Kia
- 21 Opel
- 22 Mercedes-Benz
- 23 Ford
- 24 Hyundai, Suzuki, MG, Maxus, Isuzu
- 25 Jaguar, Land Rover
- 26 Volkswagen, Audi, Seat, Škoda
- 27 Used Car Centres
- 28 Luxembourg
- 29 United Kingdom
- 30 Germany



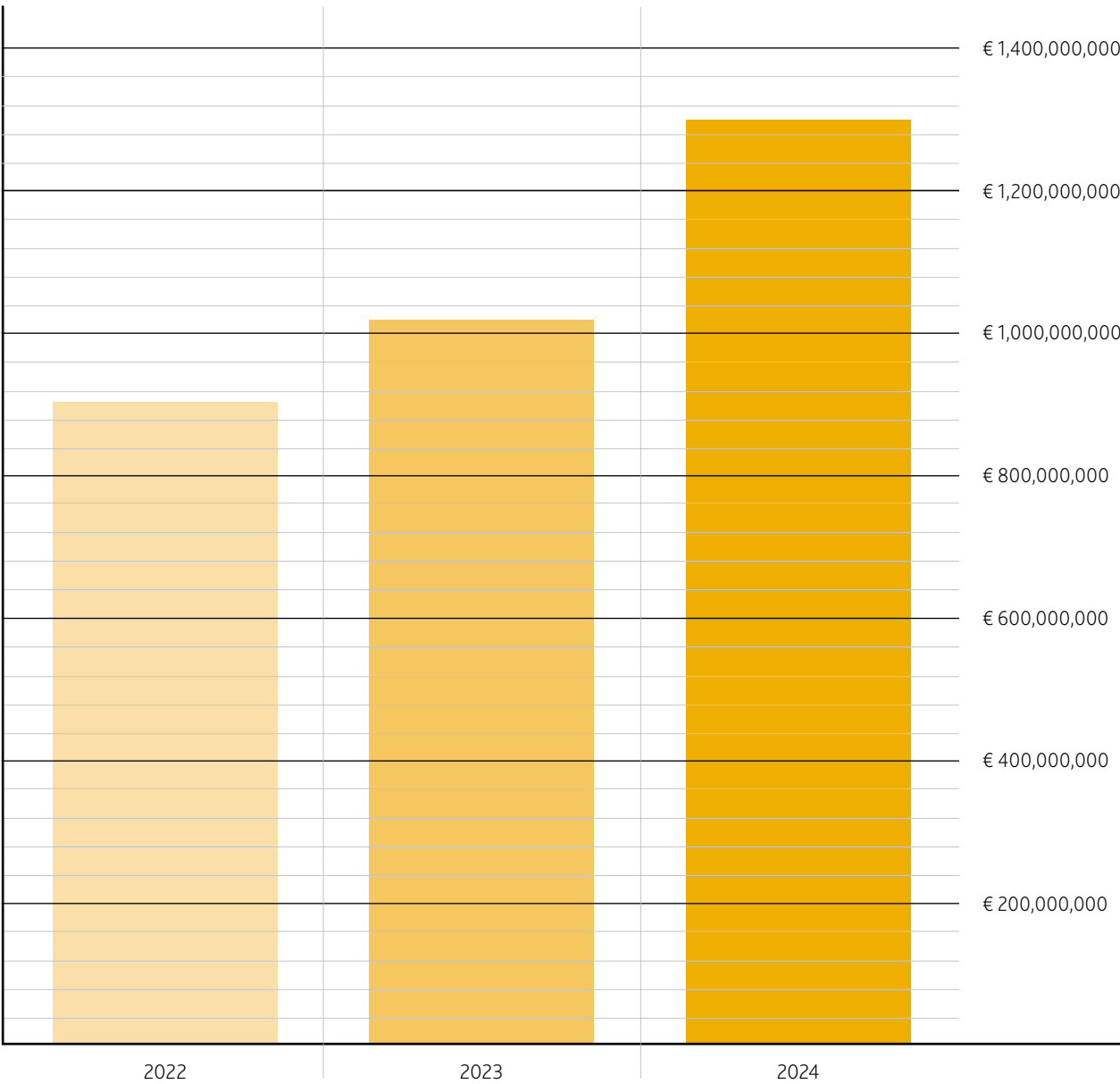
Van Mossel Body Repair

Overall revenue development



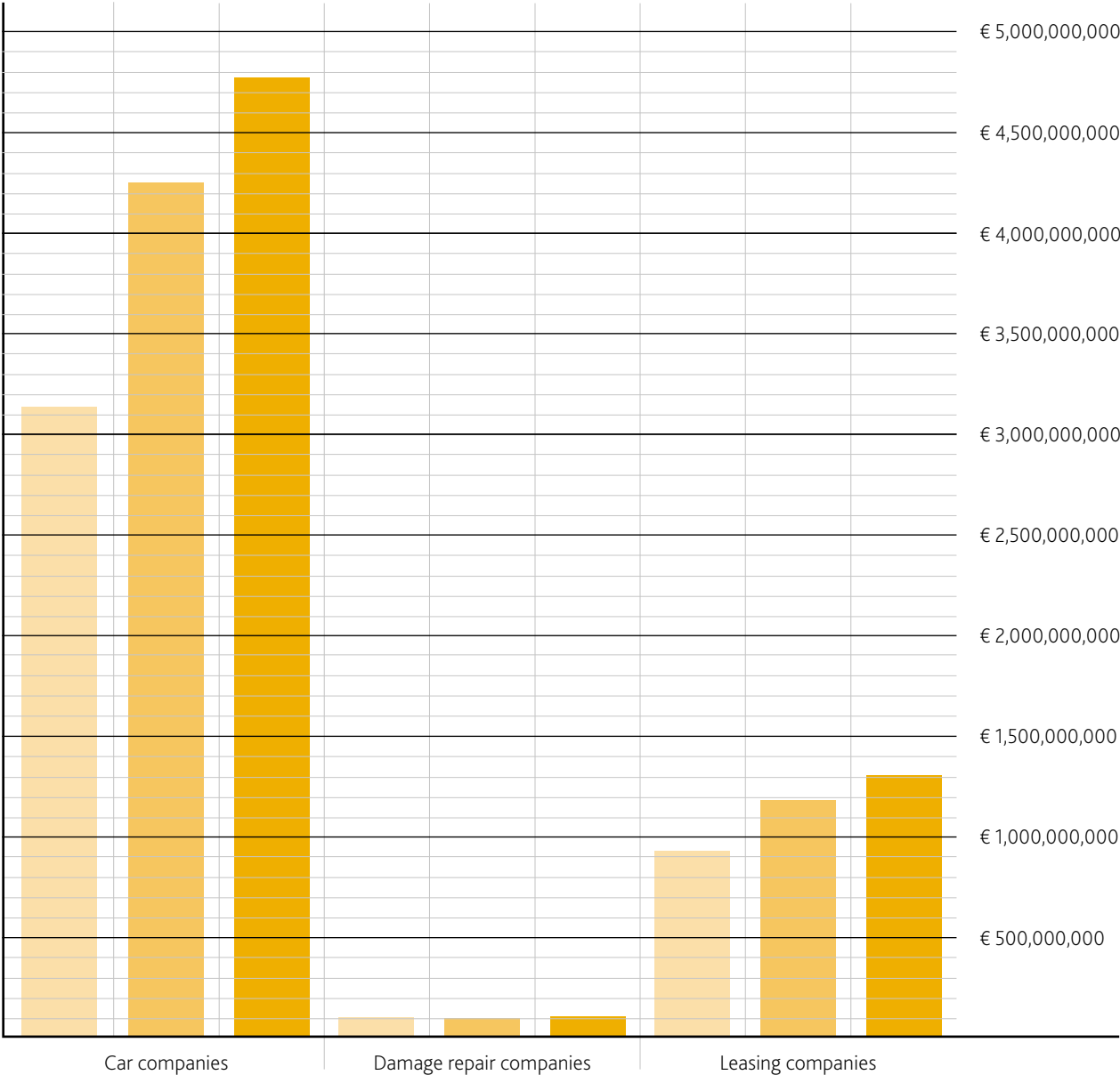
Van Mossel Leasing Companies

Overall revenue development



Van Mossel
Automotive Group

Overall revenue development



Balances

VAN MOSSEL CAR RETAIL BALANCE SHEET					
(x €1,000)	2023	2022		2023	2022
Goodwill	98,033	73,270	Equity	281,873	233,928
Tangible fixed assets	175,743	145,401	Provisions	9,614	1,992
Financial fixed assets	27,641	18,341	Long-term debt	273,319	136,212
Stock	620,886	370,399			
Debtors & other receivables	296,184	178,734	Creditors & other liabilities	665,401	428,638
Cash	11,721	14,625			
Total assets	1,230,207	800,770	Total liabilities	1,230,207	800,770

VAN MOSSEL BODY REPAIR BALANCE SHEET					
(x €1,000)	2023	2022		2023	2022
Goodwill	1,615	1,952	Equity	34,750	27,160
Tangible fixed assets	16,969	14,208	Provisions	310	351
Financial fixed assets	68	83	Long-term debt		
Stock	1,670	2,143			
Debtors & other receivables	10,058	19,437	Creditors & other liabilities	17,333	14,143
Cash	22,012	3,831			
Total assets	52,393	41,654	Total liabilities	52,393	41,654

VAN MOSSEL LEASING COMPANY (INTERNATIONAL CAR LEASE HOLDING) BALANCE SHEET					
(x €1,000)	2023	2022		2023	2022
Goodwill	13,078	17,002	Equity	338,345	280,008
Tangible fixed assets	2,299,951	1,801,631	Provisions	25,887	29,594
Financial fixed assets	50,190	47,861	Long-term debt	1,942,891	1,495,110
Stock	18,671	12,270			
Debtors & other receivables	104,589	70,792	Creditors & other liabilities	179,942	145,100
Cash	587	257			
Total assets	2,487,065	1,949,812	Total liabilities	2,487,065	1,949,812

Profit & Loss Statement

PROFIT & LOSS STATEMENT VAN MOSSEL AUTOMOTIVE GROUP			
(x €1,000)	2023	2022	2021
Net turnover	5,554,448	4,182,061	3,612,139
Cost of goods sold	4,855,571	3,690,194	3,217,675
Gross margin	698,877	491,867	394,464
Operational costs	439,256	320,333	274,225
EBITDA	259,621	171,533	120,238
Depreciation	19,258	16,029	14,717
EBITDA	240,363	155,504	105,521
Financial income and expense	106,656	41,282	35,092
Results before participations	133,707	114,223	70,429
Results from participations	8,377	6,126	7,736
Operational result including participations before amortisation of goodwill & tax	142,084	120,349	78,165

BREAKDOWN OPERATIONAL RESULT PER DIVISION			
(x €1,000)	2023	2022	2021
Van Mossel Car Retail	49,984	40,175	28,033
Van Mossel Body Repair	11,760	6,519	6,384
Van Mossel Leasing Companies (International Car Lease Holding)	80,340	73,655	43,748
Operational result including participations before amortisation of goodwill & tax	142,084	120,349	78,165

Notes on the figures

The figures in the annual report are based on the statutory financial statements approved by EY, which have been filed with the Chamber of Commerce and are also available for inspection at our office. Deviating from the legal and statutory structure of the organisation, for presentation purposes, we have classified our balance sheets by activity: car dealerships, damage repair companies, and leasing companies.

Car dealerships

The total assets of the Van Mossel car dealerships increased to €1.230 million as of the end of 2023 (2022: €810 million). This rise in total assets (and consequently in profit) is attributed to further growth, both organically and through acquisitions, in our operations. The acquisitions primarily took place within Van Mossel Automotive International (Germany and the United Kingdom) and in Van Mossel Belux. The higher inventory of used cars and the business focus on used cars have greatly contributed to the positive outcome. Equity increased by €48 million.

Damage repair companies

The damage repair companies have a total asset of €52 million (2022: €42 million). The working capital improved, and the equity increased to €35 million, maintaining high solvency at 66%.

Leasing companies

The Van Mossel leasing companies, united under International Car Lease Holding, have a high total asset due to the activated lease fleet. The growth in the fleet (€498 million in 2023) was driven by a significant influx of new contracts and a higher average vehicle price. The total assets amount to €2.487 million (2022: €1.950 million). Equity has increased to €338 million (2022: €280 million), maintaining a healthy solvency at 14%.

Revenue and performance

The group's revenue has increased by 33%, reaching €5.554 million. EBITDA has risen by 52% to €260 million (2022: €172 million). The result, including participations, before goodwill depreciation and tax, has climbed to €142 million in 2023 (2022: €120 million).

Outlook

Through the first quarter, revenues and results are in line with budget expectations. Our focus on operational excellence and the continued development of services to enhance customer retention aim to reduce fluctuation and dependence. Improvement in working capital should result in reduced interest expenses. In 2024, we anticipate further optimisations in the Benelux region and expansion of our group within Van Mossel Automotive International.

An aerial photograph of a multi-lane highway bridge spanning a large body of water. The bridge is flanked by dense green forests. In the background, there are rolling hills under a dramatic, cloudy sky at dusk or dawn. The word "Developments" is overlaid in large white text on the left side of the image.

Developments



Developments

Car dealerships Netherlands

What we achieved in 2023:

- Rollout of a nationwide company car plan, offering the right solution for every customer
- Customer satisfaction in the top 3 for many brands
- Improved (telephone) accessibility for all brands
- Enhanced appointment ratio
- Cost savings achieved through improved collaboration and more efficient operations
- Reduction in lead time
- Increased customer use of our online facilities
- Reduction in workplace scheduling through the hiring of more mechanics

What we're focusing on in 2024:

- Further development of our employees under the theme 'From customer contact to customer ownership'
- Optimising inventory to improve turnover rate
- Maximising utilisation of changing government regulations concerning commercial vehicles in 2024
- Further rollout of our online reputation plan
- Further logistical expansion of the national parts line to accommodate multiple national damage repair chains
- Continued development of Premium Service into one-stop-shopping destination for all our customers
- Encouraging the use of the Van Mossel Academy for all employees (offline and online)
- Optimising cross-brand reporting to capitalise on opportunities even better



Developments

Damage repair companies Netherlands

What we achieved in 2023:

- Realisation of new construction site in Utrecht and renovations in Middelburg and Goes
- Further optimisation of turnover mix
- Healthy operation of our wheel rim repair department
- Improved collaboration with dealers through dealer portal
- Better employee retention and successful recruitment of new staff
- Well-functioning Customer Contact Centre department

What we're focusing on in 2024:

- Even further optimisation of the turnover mix
- Achieving optimal customer satisfaction, complaint resolution, and positive customer reviews online
- Implementing the ideal process in all branches
- Developing an online platform outlining the complete "way of working" of Van Mossel, for effective implementation abroad
- Reducing environmentally harmful products and activities
- Using smart boxes for repairing minor damages
- Providing total care for fleet owners, including offering a damage repair service





Developments

Leasing companies Netherlands & Germany

What we achieved in 2023:

- Introduction of Mobility Platform and Mobility Budget
- Strong growth in bicycle leasing
- 9% fleet growth across all labels and order intake growth to 24,200 (+12.2%)
- Higher efficiency (car-to-staff ratio) partly due to further digitalisation
- Stronger advising role in the field of company vehicles (electrification, environmental zones) partly due to major customer events
- Webinars for customers on CO2 reporting regulations
- Launch of new Van Mossel Autolease website
- Substantial growth in private lease through continued strong campaign periods of DirectLease & Van Mossel Privé Lease
- Further process optimisation in short lease and pool management contributed to strong results

What we're focusing on in 2024:

- Further rollout of efficiency programs (increasing car-to-staff ratio)
- Further international expansion through the establishment of Van Mossel Autolease Deutschland GmbH
- Intensify advisory role for our customers in the domains of electrification, commercial vehicles, CO2, CSR reporting and mobility solutions
- Strong focus and additional actions for customer satisfaction
- Implementation of new damage platform
- Profitable growth and optimisation of synergy



Developments

Overarching services Van Mossel Car Solutions Netherlands

What we achieved in 2023:

- Construction and lettering of more than 180 refrigerated trucks
- Construction and lettering of 6 box trucks for Keukenloods
- Construction and lettering of 5 box trucks for De Mandemakers Groep
- Construction and lettering of 2 complete LHV combinations for Home Fashion Groep
- Intensified collaboration with colleague bodywork company
- Intensified collaboration with commercial vehicle dealers in the Netherlands and Belgium.
- Substantial expansion of signing activities
- Market development plan 2024 formulated
- Improvement plan 'room for growth' drawn up and implementation started

What we're focusing on in 2024:

- Execution of market development plan 2024
- Development of an online platform for quotes and orders
- Exploration of potential for on-site assembly
- Promotion through participation in selected trade shows
- Participation in the commercial vehicle community of Van Mossel Group
- Continuation of the 'room for growth' improvement plan
- Adjustment of organisational structure, responsibilities, and tasks
- Expansion of the number of LPK inspectors among employees
- Proactive recruitment of technical personnel through collaboration with educational institutions
- Opening of additional branches





Developments

Overarching services Van Mossel Financiële Diensten (financial services) BENELUX

What we achieved in 2023:

- Further growth of Financial Services in the Netherlands, Belgium, and Luxembourg
- Improved strategic partnership agreements with (international) partners
- Successful social media campaigns for Financial Lease and insurance
- Acquisition of insurance portfolio from Hugo Pfohe Versicherungsagentur (+ 6,300 customers)
- Significant increase in damage revenue from Van Mossel Autoverzekeringen

What we're focusing on in 2024:

- Maximising the synergy of Financial Services activities in Belgium, Luxembourg, the Netherlands, United Kingdom, and Germany
- Optimising the customer journey for financial services (each customer receives a proposal for insurance and financing)
- Leveraging European scale for even better products for our customers
- Expanding commercial strength in Belgium and Germany
- Expanding online activities combined with active marketing automation initiatives



Developments

Overarching services Van Mossel Energie Netherlands

The past year has been dedicated to laying a solid foundation for Van Mossel Energie, the newest addition to the Van Mossel Automotive Group. We've successfully provided tailored advice and (charging) solutions to numerous private and business customers. Looking ahead, our primary focus will be on further expansion within the Netherlands and extending our reach to other countries where Van Mossel operates, starting with Belgium and Luxembourg. Throughout this expansion, our unwavering commitment remains to achieve the highest levels of customer satisfaction. In an industry where this isn't always assured, it allows us to stand out. With the market showing robust growth, Van Mossel Energie is poised to establish its presence and capitalise on the immense potential. Through its initiatives, Van Mossel Energie actively contributes to the sustainable goals of the Van Mossel Automotive Group.

What we achieved in 2023:

- Start as eMSP (eMobility Service Provider)
- Launch of our own charging card and a convenient app, available for both Apple and Android
- Introduction of our own Van Mossel Energie charging station
- Daily installation of AC and DC charging stations
- Launch of our own website www.vanmossel.nl/energie
- Links with LMS (Lead Management Systems) and integration into our quotation program SAM/GSF
- Rollout of efficient training program for all sales advisors through our own podcast

What we're focusing on in 2024:

- Own CPO (Charge Point Operator) platform
- Focus on smart charging
- Increased sales numbers of both charging cards and charging stations
- Product development
- Internal data links
- Rollout to Van Mossel BeLux followed by other European countries





Developments

Car dealerships Belgium and Luxembourg

What we achieved in 2023:

- Growth in insurance sales
- Further rollout of improved sales management. Implementation of LEF (application to track leads) and SAM (application to track sales processes)
- Customer focus: customer satisfaction at or above market average
- Integration of the dealerships of the Stellantis, Astara, and Mercedes-Benz divisions in terms of sales administration and legal entities
- Scaling up delivery capacity to handle delivery of customer-sold vehicles
- Launch of parts delivery to our body shops via own dealerships
- Establishment of the Van Mossel Academy Aftersales
- Premium service further deployed, a total of 39 Premium Service branches

What we're focusing on in 2024:

- Strengthening the VMAP / ICLH proposition in the corporate market for large fleets, supporting dealer companies regarding sales to local companies and independent professionals
- Integration of Garage Mertens - VW Group dealer in Waasland
- Maintaining customer satisfaction at above-average levels. Implementation of application for strict monitoring of customer reviews
- Further growth in the insurance and financial product sale
- Launch of Van Mossel Sales Academy
- Initiation of central warehouse
- Increase ICLH ROB costs share from 10% to 60% within own dealers
- Deployment of uniform planning tool and digital work order system Mobo



Developments

Overarching services Van Mossel Automotive Partner Netherlands

What we achieved in 2023:

- 25,000 sales orders
- Optimisation of organisational structure for field and internal services
- Expansion of both field and internal teams
- Implementation of the Maxus commercial vehicle brand
- Successful customer events and knowledge sessions on fleet sustainability and transition to electric transportation
- Optimisation of collaboration between VMAP departments in Benelux and Germany

What we're focusing on in 2024:

- Commercial vehicle market up to a GVW of 4250 kg
- Improving (real-time) information facilities to customers on delivery times, stock and progress of the order process
- Collaboration with Van Mossel Energie
- Customer satisfaction for every brand in the top 3 Netherlands
- Employee satisfaction



Developments

Damage repair companies Belgium & Luxembourg

What we achieved in 2023:

- Centralisation of individual databases into one Body Shop management system
- Centralisation of administrative organisation
- New construction of Van Mossel Body Repair Aartselaar branch; relocation of Van Mossel Body Repair Kontich branch
- Renovation of Van Mossel Body Repair Jabbeke branch
- Optimising collaboration with our own lease and dealer companies
- Initiating implementation of air-drying paints to reduce energy costs

What we're focusing on in 2024:

- Further optimisation of workshop occupancy
- Retention of existing staff and recruitment of new staff
- Optimisation of fleet management to reduce costs
- Digitisation of reports
- Further expansion of the Customer Contact Centre
- Renovations of other branches
- Integration of new branches
- Synergy between Dutch and Belgian damage repair companies



Developments

Leasing companies Belgium & Luxembourg

What we achieved in 2023:

- Milestone of reaching 120,000 lease contracts across the entire group
- Very strong growth in 2023 and strong backorder position
- New business in 2024: > 2000 orders
- Orientation towards own dealer network increased to 70% in BeLux
- Close collaboration between leasing and fleet teams
- Driving fleet in Luxembourg exceeds 4,000 contract
- Steering toward Van Mossel Body Repair for body repairs over 80%
- Growth of Shortlease & Rent to 1,500 vehicles

What we're focusing on in 2024:

- Optimisation of our processes and increase in profitability of our Luxembourg activities
- Initiation of "Service Coordination" for optimal follow-up of van fleets
- Launch of Van Mossel Private Lease in collaboration with our dealerships
- Further steering towards our Van Mossel dealers (Premium Service) for maintenance and tire changes
- Further digitalisation of our services through a new app
- Launch of our own charging solutions under the name Van Mossel Energie
- Implementation of a ticketing tool to serve our customers better and faster
- Launch of a driver support desk
- Relocation of Van Mossel Westlease from Deerlijk to a new building in Roeselare





Developments

Overarching services Van Mossel Automotive Partner Belgium

What we achieved in 2023:

- Realisation of 94 new customers with a purchase volume of 1,178 new cars
- Premium Service successfully introduced to automotive customers
- Segmentation of customer portfolio into Key Accounts (customers under maximum management and optimal multi-brand collaboration) and Focus Accounts (customers with growth potential and to be further developed)
- Completion of the One Voice project, including the creation of a modular PowerPoint presentation for prospecting purposes
- Further development of the CRM tool Tharkay, completed by its launch at pilot dealerships in sales and after sales

What we're focusing on in 2024:

- Integration of Garage Mertens - VW Group dealer in Waasland
- Further rollout of Tharkay at dealerships across different departments, including registration of acquired business
- Introduction of LCV specialisation within VMAP
- Further development of newly acquired customers from 2023
- Unified approach and operation of system order management (ORD) within our clusters, in collaboration with ICLH
- Professionalisation & expansion of VMAP team to serve customers even better



Developments

Damage repair companies outside the Benelux

The focus for the German companies is on developing a strategy to separate the current body repair activities from the dealership businesses and establish them as an independent entity.



Developments

Car dealerships outside the Benelux

What we achieved in 2023:

- Successful integration into the Van Mossel family
- Adoption of the Van Mossel strategy
- Consistent achievement of budgets
- Increase in employee satisfaction
- Discussed and planned strategy for restructuring locations
- United Kingdom: agreement on rebranding strategy (name change)

What we're focusing on in 2024:





























































- Restructuring locations to Van Mossel standards
- Continuously increasing employee satisfaction
- Expanding employees because of growing customer base
- Improving brand accountability through management
- United Kingdom: implementing rebranding at all locations in Q2 2024
- Expansion in the United Kingdom with OEM approval






Branches
















































Address list

Van Mossel Automotive Group	Jan Vestersstraat 1	5145 MA Waalwijk		Van Mossel Ford Helmond	Varenschut 17J	5705 DK Helmond	
Van Mossel Shared Services	Jan Vestersstraat 1	5145 MA Waalwijk		Van Mossel Ford Roermond	Sodaweg 3	6049 CM Roermond/Herten	
Van Mossel Financiële Diensten	Jan Vestersstraat 1	5145 MA Waalwijk		Van Mossel Ford Tilburg	Kraaivenstraat 20	5048 AB Tilburg	
Van Mossel Automotive Partner	Jan Vestersstraat 1	5145 MA Waalwijk		Van Mossel Ford Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel Logistiek	Van Iersel en Witloxweg 2	5145 MB Waalwijk		Van Mossel Ford Weert	Edisonlaan 5	6003 DB Weert	
Van Mossel Car Solutions	Hectorstraat 7	5047 RE Tilburg		Van Mossel Ford Roosendaal	Belder 34	4704 RK Roosendaal	
Van Mossel Audi Tilburg	Kraaivenstraat 14	5048 AB Tilburg		Van Mossel Ford Breda	Minervum 7001C	4817 ZL Breda	
Volkswagen Bedrijfswagens Centrum Tilburg	Kraaivenstraat 4	5048 AB Tilburg		Van Mossel Ford Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel Waalwijk	Van Andelstraat 1	5141 PB Waalwijk		Van Mossel Ford Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Weert	Edisonlaan 1	6003 DB Weert		Van Mossel Ford Goes	Eberhardtweg 2	4462 HH Goes	
Van Mossel Valkenswaard	Dragonder 16	5554 GM Valkenswaard		Van Mossel Ford Middelharnis	De Hofjes 42	3241 ML Middelharnis	
Van Mossel Tilburg	Ringbaan Noord 65	5046 AA Tilburg		Van Mossel Isuzu Goes	Eberhardtweg 2	4462 HH Goes	
Van Mossel Hapert	Oude Provincialeweg 84	5527 AH Hapert		Van Mossel Isuzu Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel Oisterwijk	Bedrijfsweg 17	5061 JX Oisterwijk		Van Mossel Isuzu Rotterdam	Driemanssteeweg 20	3084 CB Rotterdam	
Van Mossel Seat Škoda Tilburg	Kraaivenstraat 13	5048 AB Tilburg		Van Mossel Isuzu Dordrecht	Pieter Zeemanweg 50	3316 GZ Dordrecht	
Van Mossel Seat Škoda Waalwijk	Van Andelstraat 11	5141 PB Waalwijk		Van Mossel Opel Den Bosch	Afrikalaan 2	5232 BD 's-Hertogenbosch	
Van Mossel Occasions Tilburg	Kraaivenstraat 13	5048 AB Tilburg		Van Mossel Fiat Jeep Opel Oosterhout	De Boedingen 8	4906 BA Oosterhout	
Van Mossel Breda	Minervum 7001C	4817 ZL Breda		Van Mossel Opel Tilburg	Kraaivenstraat 8	5048 AB Tilburg	
Van Mossel Tilburg	Kraaivenstraat 20	5048 AB Tilburg		Van Mossel Opel Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel Citroën DS Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam		Van Mossel Fiat Jeep Opel Middelharnis	De Hofjes 42	3241 ML Middelharnis	
Van Mossel Peugeot Amstelveen	Bouwerij 6	1185 XX Amstelveen		Van Mossel Fiat Jeep Opel Roosendaal	Bredaseweg 243	4705 RN Roosendaal	
Van Mossel Peugeot Amsterdam Noord	Johan van Hasseltweg 65	1021 KN Amsterdam		Van Mossel Fiat Jeep Opel Goes	Pearyweg 19	4462 GT Goes	
Van Mossel Peugeot Amsterdam Zuid-Oost	Klokkenbergweg 29	1101 AK Amsterdam		Van Mossel Opel Breda	Minervum 7001A	4817 ZL Breda	
Van Mossel Peugeot Heemstede	Cruquiusweg 37 C	2102 LS Heemstede		Van Mossel Fiat Jeep Opel Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel Peugeot Leiden-Leiderdorp	Van der Valk Boumaweg 2	2352 JC Leiderdorp		Van Mossel Opel Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Peugeot Lisse-Hillegom	Arnoudstraat 18	2182 DZ Hillegom		Van Mossel Occasions Breda	Minervum 7001	4817 ZL Breda	
Van Mossel Peugeot Citroën Heemskerk	Rijksstraatweg 54	1964 LK Heemskerk		Van Mossel MG Tynaarlo	Handelsweg 18	9482 WE Tynaarlo	
Van Mossel Peugeot Citroën Purmerend	Vleetstraat 15-17	1446 AP Purmerend		Van Mossel MG Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Peugeot Citroën Zaandam	Kleine Tocht 22	1507 CB Zaandam		Van Mossel MG Maxus Breda	Minervum 7001B	4817 ZL Breda	
Van Mossel Peugeot Citroën Zwaag/Hoorn	De Marowijne 59	1689 AR Zwaag		Van Mossel MG Rotterdam	Koperstraat 18	3067 GL Rotterdam	
Van Mossel Peugeot Citroën DS Alkmaar	Helderseweg 55B	1817 BB Alkmaar		Van Mossel MG Den Haag (Westfield Mall)	Liguster 202	2262 AC Leidschendam	
Van Mossel Hyundai Leeuwarden	Orionweg 51	8938 AG Leeuwarden		Van Mossel MG Maxus Nijmegen	Rietgraaf 5	6678 PJ Oosterhout GLD	
Van Mossel Hyundai Groningen	Odenseweg 1	9723 HA Groningen		Van Mossel MG Maxus Goes	Eberhardtweg 2	4462 HH Goes	
Van Mossel Hyundai Heerenveen	Businesspark Friesland-West 53-1	8447 SL Heerenveen		Van Mossel MG Maxus Den Bosch	Afrikalaan 2	5232 BD s-Hertogenbosch	
Van Mossel Hyundai Emmen	Phileas Foggstraat 33	7825 AK Emmen		Van Mossel MG Groningen	Odenseweg 1	9723 HA Groningen	
Van Mossel Kia Amersfoort	Maanlander 12	3824 MP Amersfoort		Van Mossel MG Maxus Purmerend	Vleetstraat 15-17	1446 AP Purmerend	
Van Mossel Kia Apeldoorn	Oude Apeldoornseweg 40B	7333 NS Apeldoorn		Van Mossel MG Roermond	Sodaweg 3	6049 CM Roermond/Herten	
Van Mossel Kia Harderwijk	Lorentzstraat 25	3846 AV Harderwijk		Van Mossel Maxus Rotterdam	Bergweg-Zuid 102	2661 CV Bergschenhoek	
Van Mossel Kia Hengelo	Holtersweg 30	7556 BX Hengelo		Van Mossel Maxus Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Kia Zwolle	Oude Meppelerweg 2	8024 AB Zwolle		Van Mossel Maxus Utrecht	Kate Ter Horstsingel 1	3543 WB Utrecht	
Van Mossel Jaguar Land Rover Apeldoorn	Oude Apeldoornseweg 40A	7333 NS Apeldoorn		Van Mossel Nissan Amsterdam	Schepenbergweg 43	1105 AS Amsterdam	
Van Mossel Jaguar Land Rover Zwolle	Oude Meppelerweg 2	8024 AB Zwolle		Van Mossel Renault Dacia Nissan Rotterdam	Koperstraat 16-18	3067 GL Rotterdam	
Van Mossel Jaguar Land Rover Groningen	Odenseweg 1	9723 HA Groningen		Van Mossel Renault Dacia Nissan Gorinchem	Edisonweg 7	4207 HE Gorinchem	
Van Mossel Gouda	Grote Esch 50	2841 MJ Gouda		Van Mossel Renault Dacia Spijkenisse	Maaswijkweg 1	3203 LG Spijkenisse	
Van Mossel Rotterdam (Autostrada)	Autolettestraat 4	3063 NP Rotterdam		Van Mossel Renault Dacia Nissan Tiel	Stephensonstraat 1-3	4004 JA Tiel	
Van Mossel Rotterdam (Charlois)	Driemanssteeweg 690A	3084 CB Rotterdam		Van Mossel Renault Dacia Waalwijk	Van Andelstraat 3	5141 PB Waalwijk	
Van Mossel Rotterdam (Spaanse Polder)	Schuttevaerweg 20	3044 BB Rotterdam		Van Mossel Renault Culemborg	Pascalweg 29	4101 BE Culemborg	
Van Mossel Dordrecht	Mijlweg 81	3316 BE Dordrecht		Van Mossel Renault Rotterdam (Zuid)	Charloisse Lagedijk 946	3088 LA Rotterdam	
Van Mossel Hellevoetsluis	Rijksstraatweg 38	3223 KA Hellevoetsluis		Van Mossel Renault Wijk bij Duurstede	Graaf van Lynden van Sandenburgweg 2A	3962 RB Wijk bij Duurstede	
Van Mossel Oud-Beijerland	Jan van der Heijdenstraat 29	3261 LE Oud-Beijerland		Van Mossel Renault Zaltbommel	Van Voordenpark 18	5301 KP Zaltbommel	
Van Mossel Vans & Trucks Dordrecht	Heliotrooping 40	3316 KG Dordrecht		Van Mossel Renault Dacia Nissan Vlaardingen	Hoogstad 101	3131 KX Vlaardingen	
Van Mossel Vans & Trucks Rotterdam (Charlois)	Driemanssteeweg 20	3084 CB Rotterdam		Van Mossel Renault Dacia Barendrecht	Krakau 3	2993 LV Barendrecht	
Van Mossel Vans & Trucks Bergschenhoek	Bergweg-Zuid 102	2661 CV Bergschenhoek		Van Mossel Renault Dacia Breda	Huifakkerstraat 3	4815 PN Breda	
Van Mossel Vans & Trucks Rotterdam (Spaanse Polder)	Schuttevaerweg 18	3044 BB Rotterdam		Van Mossel Renault Dacia Nissan Dordrecht	Mijlweg 71	3316 BE Dordrecht	
Van Mossel Vans & Trucks Gouda	Grote Esch 46	2841 MJ Gouda		Van Mossel Renault Roosendaal	Belder 34	4704 RK Roosendaal	
Van Mossel Ford Den Bosch	Afrikalaan 2	5232 BD 's-Hertogenbosch		Van Mossel Mega Occasion Centrum Tilburg	Kraaivenstraat 6	5048 AB Tilburg	
Van Mossel Ford Eindhoven	Meerenakkerweg 3A	5652 AR Eindhoven		Van Mossel Mega Occasion Centrum Utrecht	Kate Ter Horstsingel 1	3543 WB Utrecht	

Van Mossel Mega Occasion Centrum Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Mega Occasion Centrum Goes	Pearyweg 19	4462 GT Goes	
Van Mossel Mega Occasion Centrum Hengelo	Goudstraat 70	7554 NE Hengelo	
Van Mossel Mega Occasion Centrum Budget Cars Waalwijk	Havenweg 21	5145 NJ Waalwijk	
Van Mossel Outdoor Occasions	Bedrijfsweg 17	5061 JX Oisterwijk	
Van Mossel Exclusieve Occasions	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Autoschade Middelburg	Klarinetweg 4	4337 RA Middelburg	
Van Mossel Autoschade Alkmaar	Koelmalaan 67	1812 PR Alkmaar	
Van Mossel Autoschade Amsterdam - Lijnden	Sydneystraat 12	1175 GN Lijnden	
Van Mossel Autoschade Goes	Scottweg 2	4462 GS Goes	
Van Mossel Autoschade Breda	Konijnenberg 101	4825 BC Breda	
Van Mossel Autoschade Den Haag	Vrij-Harnasch 118	2635 BZ Den Hoorn	
Van Mossel Autoschade Eindhoven	Steenoven 7	5626 DK Eindhoven	
Van Mossel Autoschade Groningen	Osloweg 122A	9723BX Groningen	
Van Mossel Velgenherstel	Energieweg 5	5527 AH Hapert	
Van Mossel Autoschade Hengelo	Binnenhavenstraat 87	7553 GH Hengelo	
Van Mossel Autoschade High Tech Rotterdam	Driemanssteeweg 690C	3084 CB Rotterdam	
Van Mossel Autoschade High Tech Zwolle	Nervistraat 3	8013 RS Zwolle	
Van Mossel Autoschade Hoorn	De Marowijne 55	1689 AR Zwaag	
Van Mossel Autoschade Nijmegen	Rietgraaf 5A	6678 PJ Oosterhout GLD	
Van Mossel Autoschade Oirschot	De stad 1C	5688 NX Oirschot	
Van Mossel Autoschade Roosendaal	Belder 100	4704 RK Roosendaal	
Van Mossel Autoschade Rotterdam	Driemanssteeweg 690D	3084 CB Rotterdam	
Van Mossel Autoschade Tilburg	Ringbaan Noord 65	5046 AA Tilburg	
Van Mossel Autoschade Bergen op Zoom	Marconilaan-Noord 63	4614 HB Bergen op Zoom	
Van Mossel Autoschade Utrecht	Reactorweg 13	3542 AD 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	
Van Mossel Autoschade Culemborg	Pascalweg 29	4104 BE Culemborg	
Van Mossel Autoschade Waalwijk (intern - remarketing)	Jan Vestersstraat 1	5145 MA Waalwijk	
Van Mossel Shared Services	Noordersingel 19	B-2140 Antwerpen	
Van Mossel Shared Services	Bisschoppenhoflaan 515	2100 Deurne	
DirectLease B2B België	Noordersingel 19	B-2140 Antwerpen	
DirectLease B2C België	Noordersingel 19	B-2140 Antwerpen	
DirectLease Duitsland	Am Seestern 4	D-40547 Düsseldorf	
DirectLease Nederland	Goudstraat 70	7554 NE Hengelo	
DirectLease Luxemburg	Zone d'activités Bourmicht	L-8070 Bertrange	
J&T Autolease België	Noordersingel 19	B-2140 Antwerpen	
J&T Autolease Duitsland	Am Seestern 4	D-40547 Düsseldorf	
J&T Autolease Nederland	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Den Haag	Vrij-Harnasch 118	2635 BZ Den Hoorn	
Van Mossel Autolease Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Autolease Groningen	Wismarweg 9	9723 HC Groningen	
Van Mossel Autolease Hengelo	Holtersweg 30	7556 BX Hengelo	
Van Mossel Autolease Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Autolease Nijmegen	Rietgraaf 5A	6678 PJ Oosterhout GLD	
Van Mossel Autolease Rotterdam	Driemanssteeweg 690B	3084 CB Rotterdam	
Van Mossel Autolease Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autolease ZuidWest	Pearyweg 19	4462 GT Goes	
Van Mossel Autolease Zwolle	Simon Stevinweg 1 & 3	8013 NA Zwolle	
Van Mossel Autolease Luxemburg	Zone d'activités Bourmicht	L-8070 Bertrange	
Van Mossel Shortlease & Rent Waalwijk	Schutweg 6a	5145 NP Waalwijk	
Van Mossel Shortlease & Rent Rotterdam	Driemanssteeweg 690B	3084 CB Rotterdam	
Van Mossel Shortlease & Rent Groningen	Handelweg 18	9482 WE Tynaarlo	
Van Mossel Westlease Deerlijk	Kleine Tapuitstraat 18	B-8540 Deerlijk	
Van Mossel Westlease Namen	Avenue d'Ecolys 2 Bte 20	B-5020 Suarlée (Namen)	
Van Mossel Westlease Luxemburg	Zone d'activités Bourmicht	L-8070 Bertrange	
Van Mossel Westlease France	Rue Michel Servet 10	Lille	

Van Mossel Volkswagen, Seat, Skoda, Cupra, VW Bedrijfswagens Sint Niklaas	Grote Baan 80	9100 Sint-Niklaas	
Van Mossel Audi Sint Niklaas	Europark Zuid 1	9100 Sint-Niklaas	
Van Mossel Volkswagen, Audi, Seat, Skoda Lokeren	Brandstraat 19	9160 Lokeren	
Van Mossel Volkswagen, Skoda, VW Bedrijfswagens Dendermonde	Korte Dijkstraat 75	9200 Dendermonde	
Van Mossel Opel Antwerpen	Noorderlaan 32	2060 Antwerpen	
Van Mossel Opel Wilrijk	Boomsesteenweg 501	2610 Wilrijk	
Van Mossel Opel Mechelen	Jubellaan 82	2800 Mechelen	
Van Mossel Opel Bree	Meeuwerkiezel TZ null	3960 Bree	
Van Mossel Opel Lier	Marnixdreef 2	2500 Lier	
Van Mossel FCA Hasselt (Alfa Romeo/Abarth/Fiat/Jeep)	Hellebeemden 2	3500 Hasselt	
Van Mossel FCA Overpelt (Alfa Romeo/Fiat/Jeep)	Lindelsebaan 110	3900 Overpelt	
Van Mossel Citroën Genk	Evence Coppéelaan 90	3600 Genk	
Van Mossel Peugeot, Citroen, DS Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Kia Lier	Marnixdreef 2	2500 Lier	
Van Mossel Nissan Kia Hasselt	Hellebeemden 4	3500 Hasselt	
Van Mossel Citroën, Peugeot, Kia Sint-Truiden	Luikersteenweg 94	3800 Sint-Truiden	
Van Mossel Citroen, Peugeot Tongeren	Maastrichtersteenweg 463	3700 Tongeren	
Van Mossel Peugeot Genk	Evence Coppéelaan 90	3600 Genk	
Van Mossel Citroën Peugeot Schriek	Schriekstraat 114	2223 Schriek (Heist op den Berg)	
Van Mossel Citroën Peugeot Leuven	Brusselsesteenweg 31	3020 Herent (Leuven)	
Van Mossel Citroën Peugeot Kia Aarschot	Betekomsesteenweg 114-116	3200 Aarschot	
Van Mossel Citroën Peugeot Diest	Leuvensesteenweg 160	3290 Diest	
Van Mossel Nissan Tongeren	Maastrichtersteenweg 465	3700 Tongeren	
Van Mossel Peugeot, Citroen Zonhoven	Waardstraat 6	3520 Zonhoven	
Van Mossel Used Cars Center Hasselt	Hellebeemden 12	3500 Hasselt	
Van Mossel Used Cars Center Antwerpen	Noorderlaan 32	2060 Antwerpen	
Van Mossel Mercedes-Benz C.A.C.Turnhout	Steenweg op Gierle 355	2300 Turnhout	
Van Mossel Mercedes-Benz Trucks Duffel	A. Stocletlaan 204	2570 Duffel	
Van Mossel Trucks Mercedes-Benz Belgium	Bisschoppenhoflaan 275	2100 Deurne	
Van Mossel Mercedes-Benz Brecht	D'Hoef 2	2960 Brecht	
Van Mossel Vereenoooghe Roeselare	Hoge Barrièrestraat 10	8800 Roeselare	
Van Mossel Vereenoooghe Brugge	Pathoekeweg 40	8000 Brugge	
Van Mossel Vereenoooghe Ieper	Zwaanhofweg 8	8900 Ieper	
Van Mossel Vereenoooghe Tielt	Szamotołystraat 19	8700 Tielt	
Van Mossel Vereenoooghe Torhout	Bruggestraat 96	8820 Torhout	
Van Mossel Vereenoooghe Oostende	Marconistraat 1	8400 Oostende	
Van Mossel Vereenoooghe Veurne	Duvenkot 8	8630 Veurne	
Van Mossel Vereenoooghe Knokke	Natiënlaan 167	8300 Knokke-Heist	
Van Mossel Carrosserie Aartselaar	Boomsesteenweg 39	2630 Aartselaar	
Van Mossel Carrosserie Oudsbergen	Betonweg 12	3670 Oudsbergen	
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 (Heist op den Berg)	
Van Mossel Carrosserie Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Carrosserie Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Carrosserie Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Carrosserie Sint-Niklaas	Europark-Zuid 12	9100 Sint-Niklaas	
Van Mossel Vereenoooghe Carrosserie Brugge	Pathoekeweg 40	8000 Brugge	
Van Mossel Vereenoooghe Carrosserie Ieper	Zwaanhofweg 8	8900 Ieper	
Van Mossel Vereenoooghe Carrosserie Jabbeke	Vlamingveld 5	8490 Jabbeke	
Van Mossel Ford Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Ford Antwerpen	Boomsesteenweg 375	2610 Wilrijk	
Van Mossel Ford Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Ford Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Ford Kapellen	Starrenhoflaan 1	2950 Kapellen	
Van Mossel Autopolis Ford Leuven	Brusselsesteenweg 57	3020 Leuven	
Van Mossel Autopolis Ford Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Van Mossel Ford Lier	Mechelsesteenweg 258	2500 Lier	

Van Mossel Hyundai Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Hyundai, Maxus, MG Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Hyundai Wilrijk	Boomsesteenweg 501	2610 Wilrijk	
Van Mossel Hyundai, Maxus Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Hyundai, Maxus, MG, Suzuki Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Van Mossel Hyundai, Suzuki, Isuzu Groot Bijgaarden	Pastoor Cooremansstraat 1	1702 Groot Bijgaarden	
Van Mossel MG Antwerpen	Ijzerlaan 1	2060 Antwerpen	
Van Mossel AGS Oudenaarde	Industriepark de Bruwaan 55	9700 Oudenaarde	
Van Mossel AGS Zwevegem	Avelgemstraat 107b	8550 Zwevegem	
Van Mossel AGS Zwevegem	Avelgemstraat 158	8550 Zwevegem	
Van Mossel AGS Gent	Achilles Heyndrickxlaan 1	9050 Gent	
Van Mossel AGS Deinze	Emiel Clauslaan 45	9800 Deinze	
Van Mossel AGS Menen	Bruggestraat 568	8930 Menen	
Van Mossel Jaguar Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Jaguar Mechelen	Antwerpsesteenweg 277	2800 Mechelen	
Van Mossel Renault Kuurne	Brugsesteenweg 30	8520 Kuurne	
Van Mossel Renault Dacia Menen	Kortrijksestraat 269	8930 Menen	
Van Mossel Renault Dacia Roeselare	Diksmuidsesteenweg 343	8800 Roeselare	
Van Mossel Used Cars	Brugsesteenweg 40	8520 Kuurne	
Polestar Antwerpen	Hopland 14	2000 Antwerpen	
Scancar Volvo Deurne	Bisschoppenhoflaan 525	2100 Deurne	
Scancar Volvo Wilrijk	Boomsesteenweg 505	2610 Wilrijk	
Scancar Volvo Lier	Mechelsesteenweg 258	2500 Lier	
Scancar Volvo Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Autopolis S.A., Multibrand	Rue des Mérovingiens, Z.A.I. Bourmicht 9	L-8070 Bertrange	
Autopolis S.A. Schadebedrijf/Carrosserie	Rue du Puits Romain 4	L-8070 Bertrange	
Autopolis	Fridhaff 9	L-9379 Diekirch	
Autodis	ZI Um Monkeler - Op Den Drieschen 18	L-4149 Esch-sur-Alzette	
Collé	Route de Bascharage	L-4513 Niederkorn	
Motor Mall Jersey	La Grande Route de St Jean	JE1 3US St Helier	
Motor Mall Guernsey	La Grande Rue	GY4 6RU St Martin	
Motor Mall Isle of Man	Cooil Road	IM4 2AZ Braddan	
Jacksons Isle of Man	Cooil Road	IM4 2AZ Braddan	
Jacksons CI Jersey	La Rue Fondon	JE3 7BF St Peter	
Jacksons CI Guernsey	Airport Forecourt	GY8 0DD Forest Guernsey	
Esplanade Isle of Wight	Airfield Way	PO318BF Cowes	
Hugo Pfohe Hamburg-Fuhlsbüttel	Alsterkrugchaussee 355	22335 Hamburg	
Hugo Pfohe Hamburg-Fuhlsbüttel	Hindenburgstraße 167	22297 Hamburg	
Hugo Pfohe Hamburg-Wandsbek	Friedrich-Ebert-Damm 190	22047 Hamburg	
Hugo Pfohe Norderstedt	Niendorfer Straße 147	22848 Norderstedt	
Hugo Pfohe Bad Segeberg	Esmarchstraße 13-15	23795 Bad Segeberg	
Hugo Pfohe Lübeck	Am Spargelhof 10	23554 Lübeck	
Hugo Pfohe Oldenburg i.H.	Am Voßberg 7	23758 Oldenburg i.H.	
Hugo Pfohe Schwerin-Krebsförden	Pampower Straße 1	19061 Schwerin	
Hugo Pfohe Schwerin-Margaretenhof	Kirschenhöfer Weg 78	19057 Schwerin	

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