

# Annual Report <sup>25</sup>/<sub>26</sub>

Moving forward with confidence



**Van Mossel**



*Eric Berthof*

CEO Van Mossel Automotive Group

## Foreword

It is my pleasure to present the Van Mossel Automotive Group Annual Report for 2025/2026. In a market undergoing structural change, the past year has been characterised by further expansion, integration and the continued strengthening of our strategic position in Europe. At the same time, we have further professionalised our organisation in order to continue creating sustainable value for customers, manufacturers, partners and other stakeholders.

The European automotive market is characterised by increasing competition, changing subsidy schemes for electric vehicles, geopolitical uncertainties and ongoing pressure on prices and margins. At the same time, complexity is increasing due to stricter regulations, more onerous reporting requirements and the entry of new international players. In this context, the playing field is clearly shifting: scale, integration and execution capability are no longer differentiating factors, but prerequisites for remaining relevant. At the same time, this consolidation creates scope for further professionalisation, economies of scale and new growth opportunities for players with a strong market position. Consolidation within the dealer network is therefore continuing on a structural basis.

Within this context, we have consistently pursued our growth strategy. Through targeted acquisitions and the expansion of our brand portfolio, we are increasing our scale, strengthening our geographical reach and building on our position as an integrated partner for manufacturers in Europe. In 2025, we completed the integration of Nord Ostsee Automobile, continued the development of

the LöhrGruppe within the group and further strengthened our position in Germany. In addition, we have expanded our presence in the United Kingdom with Van Mossel Ocean and Van Mossel Breeze, thereby further extending our European coverage.

Our brand portfolio has also been expanded with the addition of Polestar, Maserati, Geely and BYD. This strengthens our position in both the electric and premium segments and underscores our role as a professional distribution partner for a wide range of manufacturers, each with its own positioning and requirements.

Our growth is closely linked to profitability and continuity. An increasing proportion of our activities consists of recurring revenue streams, such as leasing, after-sales services and damage repairs. This enhances the stability of our business model and makes us less reliant on new sales, which are sensitive to economic cycles. At the same time, we are making targeted investments in logistics, digitalisation and operational efficiency, in order to serve our customers and partners at scale with consistent quality.

Sustainability is not a separate issue, but an integral part of our business model. The transition to electric mobility, the development of charging infrastructure and growing ESG requirements call for scale, expertise and the ability to deliver. We are responding to this by expanding our range of services and providing comprehensive support to customers to meet their mobility needs. We are also actively committed to reducing our own CO<sub>2</sub> footprint through targets and measures.

As a family business, we are committed to continuity, stability and responsible business practices. This enables us to continue investing consistently, even in a market that is under pressure in the short term.

Our employees are at the heart of this development. Their expertise, dedication and professionalism enable us to effectively implement our strategy and support our partners on a daily basis.

We remain committed to building a scalable, integrated and future-proof organisation. We look forward with confidence to the continued development of the European mobility market and to the role we will continue to play in it, together with our manufacturers and other stakeholders.

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# General

## Profile

### Van Mossel Automotive Group

Over the past 75 years, Van Mossel Automotive Group has grown to become one of the largest players in the European automotive sector. With over 600 branches across Benelux, Germany, France, the United Kingdom and Denmark, the group generates a turnover of €8.8 billion and employs around 11,000 people. Van Mossel's strength lies in the combination of scale, geographical reach and an integrated business model.

The group combines automotive retail, leasing and damage repair with complementary services, such as financing, insurance and energy. This results in a comprehensive and cohesive range of services, enabling us to meet the full range of mobility needs of both private and business customers.

This integrated model ensures recurring revenue streams, higher customer retention and a more stable foundation in a market that is becoming increasingly competitive and complex. At the same time, the scale of the Van Mossel organisation enables it to support manufacturers by providing consistent quality, efficient distribution and professional execution across multiple European markets.

### Van Mossel Car Retail

Van Mossel Automotive Group represents 51 leading car brands and offers both new and used vehicles through its dealer network and Used Car Centres. This multi-brand strategy allows the company to respond flexibly to changing customer demand and market conditions.

### Van Mossel Body Repair

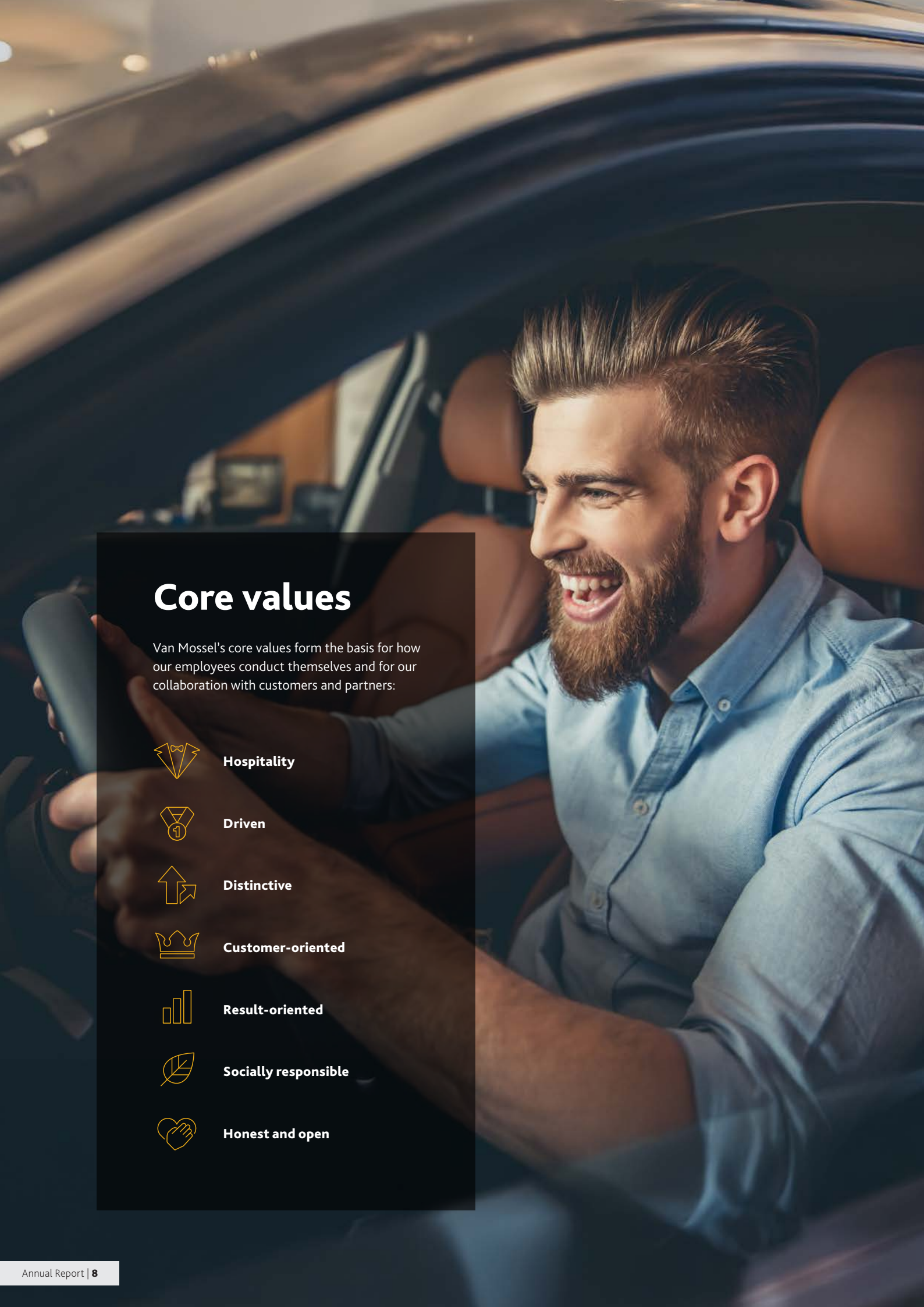
Van Mossel Autoschade Groep has a network of 61 branches across Benelux, Germany and Denmark. Repairs are carried out in accordance with the manufacturer's guidelines, thus maintaining the manufacturer's warranty. Integrating these activities within the group not only ensures quality, but also makes a significant contribution to customer retention and recurring revenue.

### Van Mossel Leasing Companies

The leasing operations are managed by International Car Lease Holding (ICLH), which has a portfolio of 133,050 vehicles. Van Mossel serves both business and private customers through a variety of offerings, ranging from fully digital solutions to dealer-integrated services.

The combination of retail and leasing ensures more efficient vehicle utilisation, stronger customer relationships and a stable, recurring revenue stream.

In addition, Van Mossel offers flexible mobility solutions for temporary needs through its Shortlease & Rent division. By utilising its own network, an efficient and scalable model is created in which vehicles are deployed within the group throughout their entire lifecycle.



## Core values

Van Mossel's core values form the basis for how our employees conduct themselves and for our collaboration with customers and partners:



**Hospitality**



**Driven**



**Distinctive**



**Customer-oriented**



**Result-oriented**



**Socially responsible**



**Honest and open**

## Our mission, vision and strategy

Van Mossel Automotive Group is developing into a leading, integrated mobility partner in Europe. The focus is on scale, quality and sustainable value creation for customers, manufacturers and other stakeholders.

### Mission

Van Mossel aims to make mobility accessible to a broad target group by combining accessibility, freedom of choice and competitive pricing, supported by a wide range of mobility solutions.

### Strategy

- Further (international) expansion in automotive retail, leasing and damage repair
- Active portfolio management and a focus on profitable growth

- Strengthening resilience and risk management by enhancing the organisation's robustness through diversification across markets and activities, sound governance, a strong balance sheet and a proactive approach to market fluctuations and supply chain risks.
- Integrating activities into a single, coherent and efficient whole, combining entrepreneurship and local market knowledge with central standards, systems and governance to achieve both economies of scale and agility
- Increasing recurring revenue streams, such as leasing, after-sales services and damage repair
- Strengthening relationships with manufacturers through scale, professionalism and consistent execution
- Investing in digitalisation, logistics and operational efficiency
- Developing and retaining qualified employees

## Mobility services

Van Mossel offers a wide range of mobility services, providing customers with comprehensive support for all their mobility needs.

### New and used vehicles

Through its dealer network and Used Car Centres, Van Mossel offers a wide range of new and used vehicles for both private and business customers.

### Leasing

Our leasing services cover both business and private solutions, including full operational leases, private leases, short-term leases and flexible mobility options. With a portfolio of 133,050 contracts, leasing is a key pillar of recurring revenue.

### Maintenance and after-sales services

Maintenance and servicing are carried out within our own network of dealerships. Thanks to our brand-agnostic expertise and nationwide coverage, we are able to serve a wide range of customers, regardless of the vehicle's make or age.

### Vehicle damage repair

Through our own network of damage repair companies, we ensure high-quality repairs in accordance with manufacturer standards. These activities help to retain customers and strengthen our integrated service offering.

### Fleet management

Van Mossel Automotive Partner (VMAP) supports corporate clients with the management of their vehicle fleets, including procurement, contract management and operational support. This makes Van Mossel the go-to mobility partner for larger customers.

### Financial and insurance services

Van Mossel Financial Services offers financing and insurance solutions tailored to both private and business customers. These services strengthen our integrated offering and help to build customer loyalty.

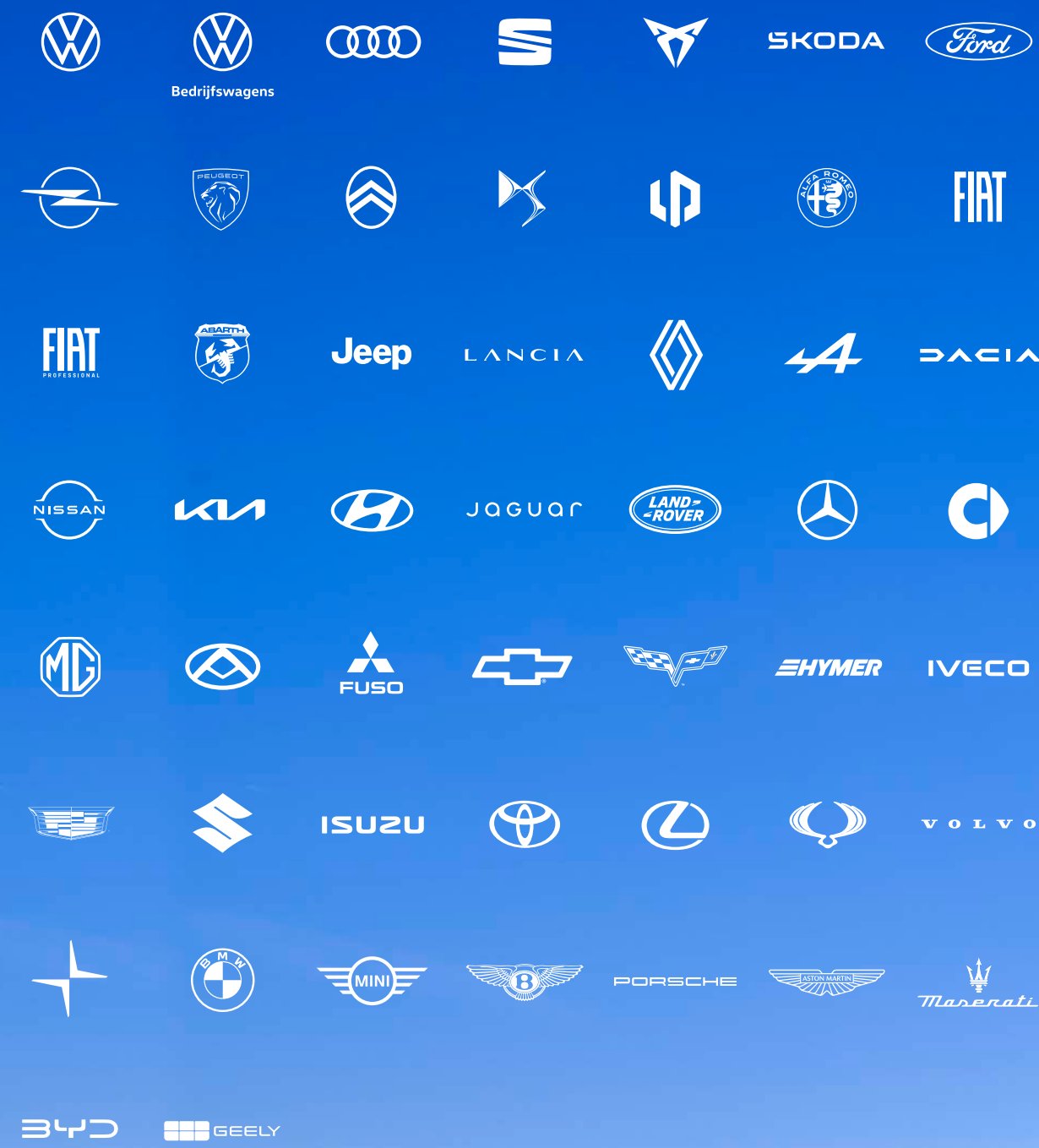
### Commercial vehicle outfitting

Van Mossel Car Solutions offers solutions for the fitting out and customisation of commercial vehicles, enabling customers to make the most of their vehicles for their business operations.

### Energy and e-mobility

Van Mossel Energy supports customers in the transition to electric mobility with charging solutions, charging passes and related services. This addresses the growing demand for integrated mobility and energy solutions.

# Portfolio



## Locations on the map

- 454** Dealer locations
- 40** Service locations
- 15** Used Car Centres
- 61** Damage repair locations
- 28** Leasing locations
- 14** Other services locations



## Trends and developments in the automotive market

The European automotive market continues to evolve, but the nature of the changes is shifting. Whereas recent years have been characterised by rapid transitions and strong growth in specific sectors, we are now seeing a more diverse and market-driven landscape. Economic conditions, changing regulations and more discerning consumer behaviour are having a direct impact on demand, pricing trends and margins. Electrification is a structural and irreversible trend in the European car market, driven by regulations and climate targets. The growth in electric vehicles is continuing, but is less linear and varies significantly from country to country. Following a period of stagnation in 2024, the market recovered in 2025, with around 2.6 million electric cars sold, representing a market share of approximately 20%. Subsidies are shifting from direct purchase support to tax and business incentives, with the business market in particular driving growth. The focus is shifting from adoption to economic viability, with an emphasis on residual values, batteries and total cost of ownership. Electrification calls for new business models and a repositioning within the supply chain.

### Increasing competition and price pressure

Competition in the European market is intensifying further, which is accelerating the pace of change and innovation within the sector. New entrants, particularly from China, are strengthening their position in the New Energy Vehicle (NEV) segment, which includes both fully electric vehicles and plug-in hybrids. They are doing this through competitive pricing and a rapidly evolving range of models. At the same time, established manufacturers are continuing to expand their portfolios and adjusting their pricing strategies, making the range of vehicles available to customers broader and more accessible. These developments are making the market more price-conscious, but they are also creating opportunities. Due to geopolitical developments and the growing focus on energy independence and sustainability, interest in electric mobility continues to grow. This is evident not only in new car sales, but also in the used car market, where electric vehicles are becoming increasingly popular. Although margins may be under pressure, the growth of the electric vehicle fleet and the higher turnover rate in the used EV segment are creating new commercial opportunities. The market is becoming more competitive, but at the same time offers opportunities for differentiation, economies of scale and

capitalising on a structurally growing demand for electric and plug-in hybrid vehicles.

### Consolidation of the dealer network

The European dealer network continues to consolidate. Growing investment in electrification, digitalisation and compliance means that scale and financial capacity are becoming increasingly important. Larger dealership groups are expanding their operations internationally in order to achieve economies of scale and strengthen their position vis-à-vis manufacturers. This development is leading to a structural shift in the market, with scale and professionalisation being key determinants of competitiveness and sustainability.

### Shift towards recurring revenue

The revenue model in the automotive retail sector is changing. Due to higher purchase prices and economic uncertainty, demand for predictable mobility solutions is growing. Leasing, after-sales services, financing and complementary services are becoming increasingly important as a stable source of income. The focus is therefore shifting from one-off transactions to long-term customer relationships and recurring revenue streams. After-sales remains a stable growth driver in this regard, partly due to the ageing vehicle fleet and increasing technical complexity.

### Distribution models under development

The development of the agency model is proving less straightforward than previously anticipated. Whilst some manufacturers are continuing with its implementation, others are opting for adaptation or hybrid approaches. The final structure of the distribution model is still under development. Successful implementation increasingly depends on cooperation between manufacturers and dealer organisations, with roles and responsibilities being redefined.

### Regulations and international differences

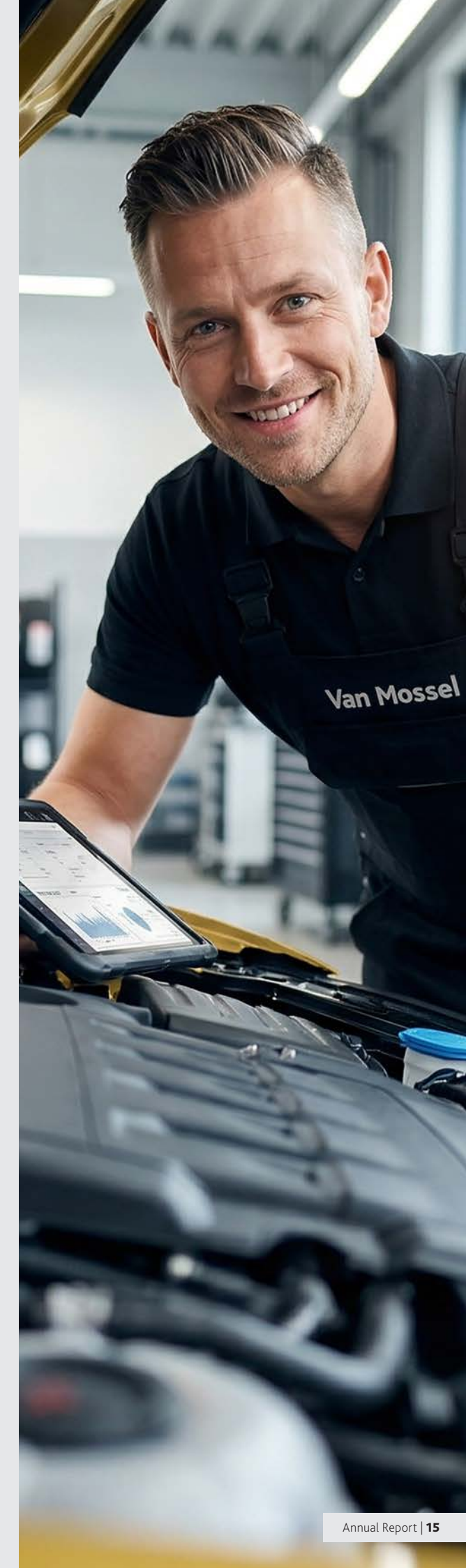
National regulations, tax measures and subsidies continue to have a significant impact on the automotive market. Differences between countries are growing, leading to variations in demand trends, pricing and residual values. For organisations operating internationally, this creates complexity on the one hand, but also provides scope to respond flexibly to local market conditions on the other.

### After-sales and maintenance trends

After-sales remains an important and steadily growing part of our business. The waiting time for customers at workshops is two weeks, which is a significant improvement on last year. The main challenge remains the shortage of qualified mechanics, which we are addressing through our successful "Mechanic of the Future" in-house training programme, which we are now also rolling out successfully in other countries. In 2025, we also began to organise some of the workshop activities, such as preparing vehicles for delivery, in a more centralised and efficient manner. Growth in the after-sales sector is also clearly evident, with a 69% increase in wages and a 52% rise in parts sales. These significant increases are partly due to a number of acquisitions that took place in 2025 in both Germany and the United Kingdom. With the growing number of battery electric vehicles (BEVs) and hybrids on the road, demand for maintenance is expected to change and increase, particularly in terms of battery-related services and warranty issues. Looking ahead to 2026, we expect a 15% increase in after-sales services. Our focus remains on customer retention and we facilitate this by providing high-quality maintenance services.

### Outlook:

Our strategic focus for 2026 will continue to be on strengthening recurring revenue streams, such as maintenance, leasing, damage repair, financing, insurance and energy. We are also investing in the digitalisation of our services to make all offline offers available online. A customer-focused approach and providing a comprehensive service from start to finish remain at the heart of our strategy, and we remain committed to innovating our services to keep pace with changing market conditions.



# Sustainable business

## Sustainability

Van Mossel Automotive Group is committed to building a sustainable future by incorporating environmental awareness into every aspect of our operations. As a leading European automotive group, we recognise our important role in reducing our environmental impact across all our operations, including our dealerships, damage repair companies, leasing operations as well as our entire supply chain. Our main focus is on reducing our carbon footprint and supporting the global transition to a low-carbon economy. Our efforts are in line with the European Union's two main legal frameworks: 1) Corporate Sustainability Reporting Directive (CSRD) and 2) EU Taxonomy (EUT) for sustainable economic activity.

### Strategy & policy



Licence to grow

Licence to operate

Foundation

### ESG strategy: the driving force behind sustainable mobility

Our ESG strategy is built on three strategic layers:

#### 1. Corporate Responsibility: foundation

Corporate Responsibility is the backbone of our sustainability strategy (first layer). It defines our commitment to responsible business practices, ensuring that we operate ethically while balancing economic growth with environmental and social impact.

#### 2. Sustainable operations and Health and Safety: Licence to Operate

The second layer of our framework, which underpins our ability to operate effectively, consists of two pillars:

- a. Health and Safety: a safe and healthy working environment is essential for maintaining our performance and reputation.
- b. Sustainable operations: reducing our carbon footprint in our own operations.

#### 3. Future-proof growth: Licence to Grow

The top layer of our strategy focuses on sustainable growth through innovation and adaptation to industry shifts. This layer comprises three key areas:

- a. Future-proof personnel: attracting, retaining and developing a diverse and skilled workforce is crucial for the transition to sustainable mobility. Low-emission mobility: as demand for sustainable transport grows, we offer a range of zero-emission vehicles, including cars, vans and bike leasing options. Van Mossel Energy also offers charging infrastructure solutions, making the transition to electric mobility more accessible.
- b. Circular solutions: our vision extends beyond vehicle ownership towards mobility as a service (MaaS). We develop innovative sharing and leasing concepts while integrating circularity into our operations to reduce raw material consumption and waste.

## ESG approach

Our ESG approach is based on three core principles.

1. **Business proposition:** With sustainable, low-emission solutions, we offer our customers a distinctive business proposition.
2. **Managing and reducing the environmental impact** of the group's activities across all our locations in 7 countries. This broadly outlines our strategy to reduce energy consumption, lower greenhouse gas emissions, promote the efficient use of raw materials and encourage collaboration with suppliers and customers to create a more sustainable mobility ecosystem.
3. **The group must comply with** all relevant national and international (EU) legislation relating to ESG, sustainability and the environment, including the CSRD, CSDDD, EU Taxonomy and EUDR guidelines.

## Principles



ESG integrated into our business strategy



Managing and reducing environmental impact



Complying with ESG regulations

## Climate change

### Mitigation and adaptation

The European Union has reaffirmed its commitment to climate neutrality by 2050, as set out in the Paris Climate Agreement. This goal requires significant reductions in greenhouse gas emissions, especially CO<sub>2</sub>.

Our business activities contribute to CO<sub>2</sub> emissions, including our own vehicle fleet, our own transport, the vehicles we sell or lease to customers, our consumption of gas and electricity (at our branches) and our waste management. We recognise this impact and take responsibility by ensuring full compliance with all relevant laws and regulations.

We are bound by both international (EU) and national regulations relating to ESG (Environmental, Social, Governance). This includes the EU Green Deal, with the following elements: CSRD – Corporate Sustainability Reporting Directive, CSDDD – Corporate Sustainability Due Diligence Directive and the EU Taxonomy (EUT).

## ESG policy

As part of our governance policy, we have various ESG policies. In this respect, we have developed company guidelines on the following themes, which can be found on our corporate website: [www.vanmossel.com/over-ons/mvo](http://www.vanmossel.com/over-ons/mvo)

- Sustainability (environment)
- Human rights
- Diversity & Inclusion
- Health & Safety
- Supplier code of conduct
- Employee code of conduct
- Whistleblower Policy

## Transition to low-emission mobility

### Our responsibility

As an automotive company and mobility provider, dealing with greenhouse gas emissions is a matter of course. Although we have limited influence on a car's environmental impact and market demand, we take our responsibility in the transition to sustainable mobility. We inform and advise both business and private customers on sustainable mobility and encourage the use of low-emission vehicles. In addition, we are constantly expanding our range to include alternative and sustainable mobility solutions, such as bike leasing, Mobility-as-a-Service apps and car-sharing.

### Sustainable mobility

We position ourselves as experts in sustainable mobility. In recent years, our role has shifted from a traditional leasing company to a broader mobility provider. Besides leasing, we advise customers on the electrification of their fleets. The proportion of electric vehicles in our short-lease fleet is growing and our mobility platform allows employers to choose sustainable mobility solutions for their employees. Our Mobility app helps users make more informed choices by providing an overview of the costs and CO<sub>2</sub> emissions per travel option.

### Green electricity

To manage the emissions associated with our electricity consumption, we began purchasing Guarantees of Origin (GoO) certificates at group level in 2026. These GoOs guarantee the origin of green electricity through our energy suppliers. The GoOs provide detailed information on exactly how and where

this green electricity was generated and whether it was actually produced using renewable methods. For more information, please refer to our 2025 Sustainability Report.

### Internal processes

Within our organisation, we encourage sustainable mobility among our own employees. In the Netherlands and Belgium, we offer lease bicycles with tax benefits.

### Sustainable transport

As a mobility company, transporting vehicles is simply unavoidable. This can lead to 'empty runs', which cause unnecessary CO<sub>2</sub> emissions. To reduce this, we have introduced an innovative planning system that analyses all transport movements. Our advanced dashboard provides insight into peak loads, allowing us to plan transport smarter and more sustainably. In addition, we have used biofuel (HVO100) for 20% of our own transport volume in the Netherlands, which can reduce CO<sub>2</sub> emissions by up to 90% compared to traditional diesel.

We are continuing to invest in sustainable mobility and innovative solutions to accelerate the transition to a zero-emission future.

For more information, visit: [www.vanmossel.com/over-ons/mvo](http://www.vanmossel.com/over-ons/mvo)





# Organisation

## One Van Mossel

Van Mossel's strong growth in Europe requires more than just an expansion of its activities. For scale to work effectively, it is essential that new and existing parts are integrated quickly and effectively into a single, cohesive organisation.

We are putting this into practice with 'One Van Mossel'. This approach is designed to integrate our operations, standardise processes and leverage economies of scale across countries and business units. In this way, we ensure that growth does not lead to fragmentation, but rather to greater effectiveness and consistency.

A key principle is that successful practices are not confined to a local level, but are actively shared and implemented across the entire group. This approach enables us to integrate new branches and acquired companies more quickly and ensure they comply with our operational standards straight away. This reduces implementation time, improves quality and makes our organisation more agile.

In addition, further standardisation of processes and management will lead to greater transparency and better management information. This will enable us to make adjustments more quickly, operate more efficiently and offer our customers and partners consistent quality in every country.

At the same time, integrating different business units requires a delicate balance. While scale does have its benefits, there must still be scope for local adaptation in order to respond effectively to market-specific conditions. 'One Van Mossel' therefore combines central direction with local initiatives.

Through this approach, we are evolving from a collection of strong companies into a single integrated and scalable organisation. This enables us to continue our growth strategy in a sustainable manner and further strengthen our position as a reliable and professional partner for manufacturers and other stakeholders.





## Legal & Compliance

Van Mossel Automotive Group's ongoing internationalisation and expansion are placing ever-greater demands on its governance, legal structure and compliance. Legal & Compliance plays a central role in this by ensuring manageability, transparency and compliance with laws and regulations in all countries in which the group operates.

The department supports the organisation in strategic and operational matters and ensures a consistent legal and governance structure that is commensurate with the size and complexity of the group. This involves working closely with the various national organisations to ensure that local laws and regulations are upheld within a uniform group-wide approach.

In addition, Legal & Compliance ensures compliance with relevant laws and regulations, including data protection legislation (GDPR), anti-money laundering regulations and other applicable national and international frameworks. This lays a solid foundation for reliable and sustainable business operations.

### Reflections on 2025

#### Legal proceedings

Van Mossel Automotive Group remains involved in ongoing diesel emissions claims against manufacturers and is monitoring these developments closely. The potential impact on the organisation is continuously monitored.

#### Restructuring and governance

The organisation's growth and its expansion into several European markets call for a clear and efficient group structure. In 2025, further steps were taken to simplify and strengthen the legal and governance structure, particularly in Germany, the United Kingdom and the British Crown Dependencies.

These restructuring measures enhance the organisation's manageability, improve transparency and ensure that Van Mossel remains well-positioned for further international expansion.

#### Compliance

In 2025, the compliance framework was further strengthened, with an emphasis on raising awareness and ensuring compliance across the entire organisation. Through targeted training and clear guidelines, employees are supported in acting in accordance with applicable laws and regulations.

In addition, the reporting process for (suspected) misconduct has been further strengthened, enabling risks to be identified and addressed at an early stage. This contributes to an ethical and transparent organisational culture.

### Outlook for 2026/2027

The continued growth of Van Mossel Automotive Group requires ongoing strengthening of governance and compliance. In the coming years, the focus will be on further structuring and managing risks within an increasingly international organisation.

Through close collaboration between central and local teams, we are working to establish a consistent approach that complies with both local laws and regulations and group-wide standards.

With this approach, Legal & Compliance continues to contribute to a solid legal and governance framework that supports the organisation's further growth and professionalisation.

## ICT & security awareness

### A year of further internationalisation of ICT

Van Mossel's European growth ambitions require an international IT strategy, supported by an IT organisation that operates on an international scale. In 2025, the international IT structure was further developed. For example, the new IT governance structure was further rolled out to cover the group-wide establishment of IT policy and IT investments. In addition, an IT infrastructure strategy was adopted for the entire group.

Work on implementing the data centre and workplace strategy began in 2024; this is being rolled out gradually across existing countries and will be applied immediately to (future) acquisitions. In light of this development, it has been decided to restructure the IT organisation. The new international IT organisation consists of a central Group IT team, supplemented by IT teams in each country. In 2025, Hugo Pfohe was acquired and fully migrated to the new group infrastructure. Work has also begun on the IT integration of Jacksons. Although Nord Ostsee still operates from its own data centre, it is fully integrated into Van Mossel's IT infrastructure.

### Economies of scale through collaboration

Van Mossel's IT strategy focuses on harmonising core processes across international operations, with group-wide applications being adopted as standard. The implementation of these group applications began in 2024 and continued in 2025. In addition, there was closer collaboration within the group to manage IT systems and applications in a more centralised, targeted and cost-efficient manner. IT processes were also further standardised and an IT Service Management tool was selected in which all IT teams can work collaboratively.

### Professionalisation through expansion and innovation

Business intelligence (BI) remains a key strategic issue for Van Mossel. Following the expansion of the team, in recent years Group IT has further standardised (master) data and BI reporting across the entire group. The application management, service desk and infrastructure departments have also focused on professionalising and standardising working practices, including the implementation of Freshdesk for the leasing environment.

### Focus on safety and compliance

The IT environment is fundamental to Van Mossel's strategic direction and has a crucial role to play in balancing its support

function for the business while also mitigating vulnerabilities. In 2025, Van Mossel further improved its information security to prevent fraud and cyber threats. Work also began on connecting divisions to the Security Operating Centre and on implementing DORA and NIS2.

The audits carried out in 2025 by various parties highlight our consistent adherence to high safety standards, with a score of 100%. In addition, Van Mossel took further steps towards ISO 27001 certification. It is expected that the certification process will be completed by mid-2026. Awareness campaigns were also organised in 2025 to inform employees about security risks.

Despite the measures taken, a minor IT incident occurred that year. This incident was detected quickly and resolved effectively, without any lasting impact on business operations or data integrity. As a result, security standards have been further tightened and additional technical and organisational measures have been implemented. All critical systems have undergone additional and thorough testing and, on this basis, are considered to be highly secure.

### 2026

This year, we are continuing our efforts to finalise our ISO 27001 certification and further implement our infrastructure strategy. This includes, amongst other things:

- Full IT integration of previously acquired organisations abroad;
- A continued focus on the security and stability of the IT organisation, whilst paying attention to market developments;
- Putting the collaboration and economies of scale within the group into practice in the field of IT;
- Continued rollout of group applications (such as Hubspot, Datalake, Carwise, SAM, LEF, Service Desk) and further internationalisation of the IT organisation.

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



## Finance

Finance, Treasury, Tax & Control determine the administrative and financial processes within Van Mossel Automotive Group and are accountable to its stakeholders. This includes the following duties and responsibilities:

- Providing timely and accurate (management) information to both internal and external stakeholders, such as shareholders, banks, auditors, tax authorities and regulators. This includes both active disclosure and compliance with mandatory reporting (e.g. financial statements and covenants).
- Budgeting, monitoring and analysing figures in management reports and other documents, enabling us to provide both solicited and unsolicited advice at all levels within the organisation.
- The timely and accurate processing of various financial transactions, and the management and planning of liquidity.
- Managing the administrative organisation and monitoring it through internal oversight, as well as compliance with applicable (tax) legislation, guidelines and codes of conduct.

In 2025, the various financing arrangements were expanded as a result of both organic growth and acquisitions. The Tagetik consolidation tool was rolled out to acquisitions, enabling monthly reporting (mostly with automated interfaces), which, among other benefits, provides better insight into local working capital. In the area of tax, the transfer pricing system was further developed and there was further professionalisation concerning Pillar 2 and other tax laws. The legal structure was simplified in collaboration with the Legal department. In 2026, we will further optimise the reporting for our most recent acquisitions and continue to work on tax management, including extending the Horizontal Monitoring covenant in the Netherlands.

## Operations

In 2025, Van Mossel took further steps within its Operations division to professionalise and internationalise the organisation. The combination of centralised management and local implementation forms the basis for this. This approach makes it possible to achieve economies of scale, harmonise processes and, at the same time, respond to local market conditions.

The focus was on improving operational efficiency, further digitalisation, sustainability and ensuring a consistent customer and employee experience across all countries. Operations therefore plays a key role in making the organisation scalable and supporting its continued growth.

### Property, facilities management & security

In 2025, further steps were taken to centralise and professionalise property and facilities management activities. Centralised coordination and standardisation provide greater control over costs, quality and risks within the international organisation.

The property strategy focuses on developing and modernising locations to meet the requirements of manufacturers and the expectations of customers and employees. In several countries, investments have been made in refurbishing showrooms, workshops and damage repair locations, with a focus on brand experience, sustainability and a consistent look and feel.

At the same time, the facilities management organisation has been further digitalised and standardised, making processes more efficient and easier to manage. This helps to ensure a safe and well-maintained working environment, with a systematic focus on inspection, maintenance and risk management.

In the area of Health, Safety & Environment, the focus has been further refined, partly due to increasing legislation and regulations. Thanks to improved record-keeping, monitoring and inter-departmental collaboration, risks can be identified more quickly and managed more effectively. The number of incidents and accidents fell significantly in 2025, contributing to a safe and responsible working environment.

### Logistics

In the logistics sector, the focus in 2025 was on further optimisation, making operations more sustainable and scaling up operations. Thanks to a reorganisation of the planning processes and further automation, the efficiency of transport movements has improved significantly.

The proportion of journeys that are automatically scheduled has risen sharply, leading to more efficient use of capacity and lower operating costs. At the same time, the use of our own fleet has been further expanded, giving us greater control over quality, planning and costs. In addition, targeted measures have been taken to reduce transport movements, resulting in both cost savings and a

lower environmental impact. A further step has also been taken towards making the fleet more sustainable through the use of alternative fuels.

### Procurement

In 2025, procurement continued to develop into a central, data-driven business function within the organisation. By pooling procurement volumes and harmonising supplier structures across countries, economies of scale are achieved and costs are kept under control.

The further development of centralised management information makes it possible to gain a better understanding of expenditure, suppliers and contracts. This leads to more informed decision-making, more efficient procurement processes and reduced operational risks.

European contracts and strategic supplier choices are designed not only to control costs, but also to ensure quality, security of supply and sustainability. In the coming years, the focus will be on further centralisation and professionalisation, particularly in the larger international markets.

### Human Resources & Development

Van Mossel's continued growth requires well-trained and versatile employees. We therefore continued to invest in training and development in 2025, including through the Van Mossel Academy.

The academy offers a wide range of training courses and programmes, aimed at both professional and personal development. These initiatives support employees in their roles and prepare them for the increasing complexity within the organisation.

The international roll-out of training programmes helps to ensure a more consistent approach and higher quality standards across the group. At the same time, efforts are being made to attract and retain talent, which is essential in a tight labour market.

### In summary

Operations plays a crucial role in achieving economies of scale and supporting the international growth of Van Mossel Automotive Group. Further standardisation, digitalisation and professionalisation will result in an organisation that is efficient, manageable and future-proof.

# Marketing

At Van Mossel, customer relations are central to the organisation's further development. In a market that is becoming increasingly digital, transparent and competitive, the ability to build lasting customer loyalty is key to success. Marketing plays a key role in this by linking brand, data and channels into a single, cohesive customer approach.

Van Mossel's strength lies in combining a wide range of services with an integrated, data-driven approach. By serving customers throughout the entire mobility lifecycle – from purchase and leasing to maintenance, repairs and additional services – we build long-term relationships centred on relevance and ease of use.

A key priority is to create a single, consistent brand and customer experience across all countries and channels. By integrating acquisitions into Van Mossel's brand architecture and working methods, we create a recognisable and scalable proposition for customers and manufacturers.

## Digitalisation and data

Digitalisation forms the basis for further growth and scale in customer relations. The online environment is increasingly becoming the central platform in which information, purchasing and customer service come together.

In 2025, significant progress was made in standardising and further developing digital platforms and processes. Almost all country websites have been migrated to a single central platform, laying the foundations for greater scale and consistency in our digital customer engagement.

Further integration of systems and customer data is creating an increasingly comprehensive picture of the customer. This enables more targeted communication and more efficient follow-up, and ensures that marketing and sales activities are better aligned.

In addition, the lead process has been standardised to a greater extent, resulting in a further improvement in conversion rates and follow-up. Thanks to centralised management and standardised working methods, it is becoming increasingly possible to manage performance at group level.

## Customer relations and conversion

Marketing is playing an increasingly significant role in strengthening the organisation's commercial capabilities. Through the systematic implementation of campaigns and the continuous optimisation of the digital customer journey, further growth was achieved in both website traffic and lead volume in 2025.

At the same time, the efficiency of marketing activities has improved, partly due to a reduction in the cost per lead and better coordination between marketing and sales in the follow-up of leads.

The focus is not only on volume, but also in particular on the quality of the customer relationship. Through improved follow-up, consistent communication and an increasing focus on customer satisfaction, not only is the conversion rate higher, but customer loyalty is also strengthened.

Online reputation and customer feedback play a key role in this. Consistently high review scores were recorded in 2025, averaging 4.3 on Google and 4.4 on Trustpilot. This feedback is actively used to continuously improve our processes and services.

## Outlook for 2026

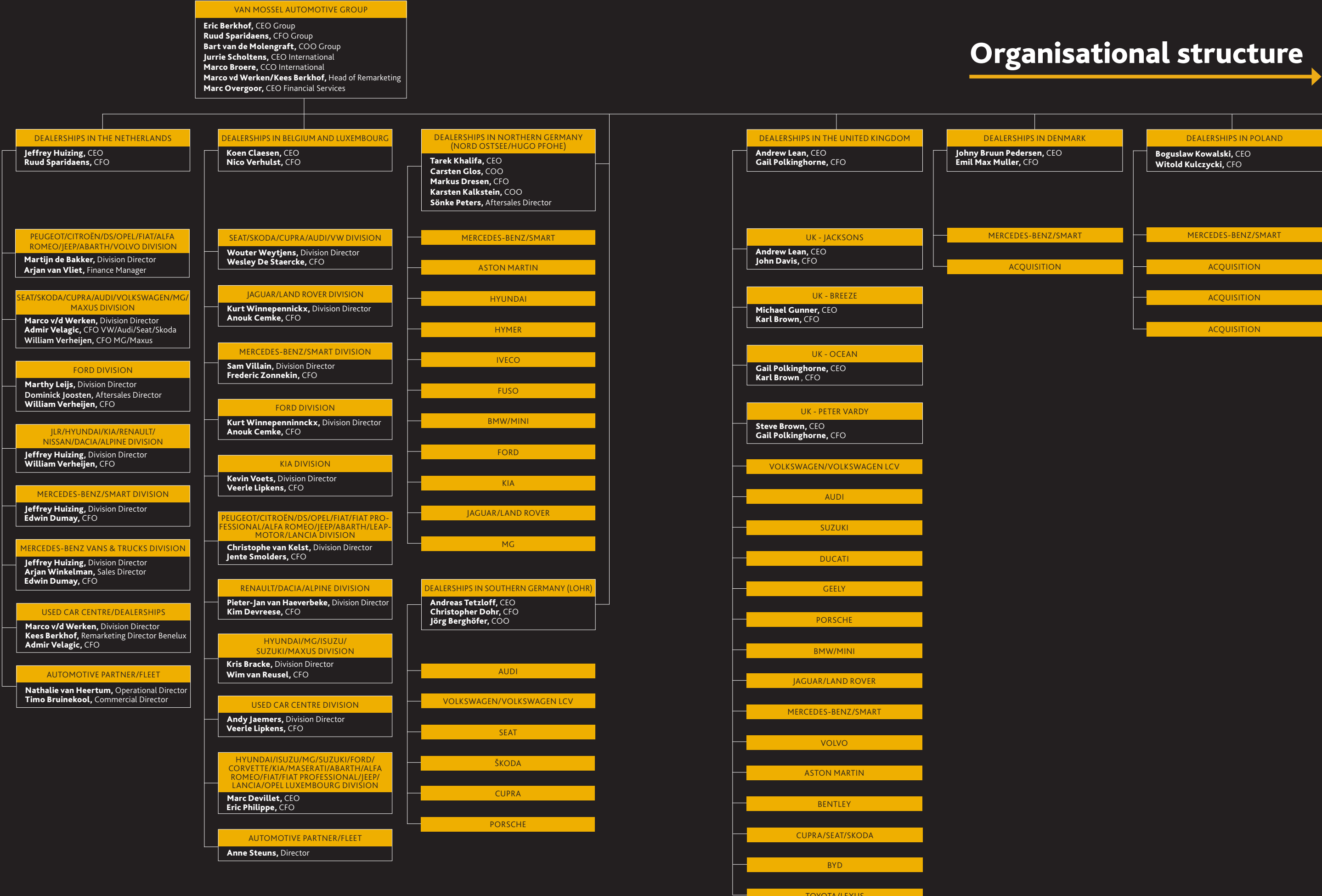
In the coming period, the focus will be on further strengthening our international marketing strategy and achieving economies of scale across countries and business units. Digitalisation and data remain key pillars in this regard.

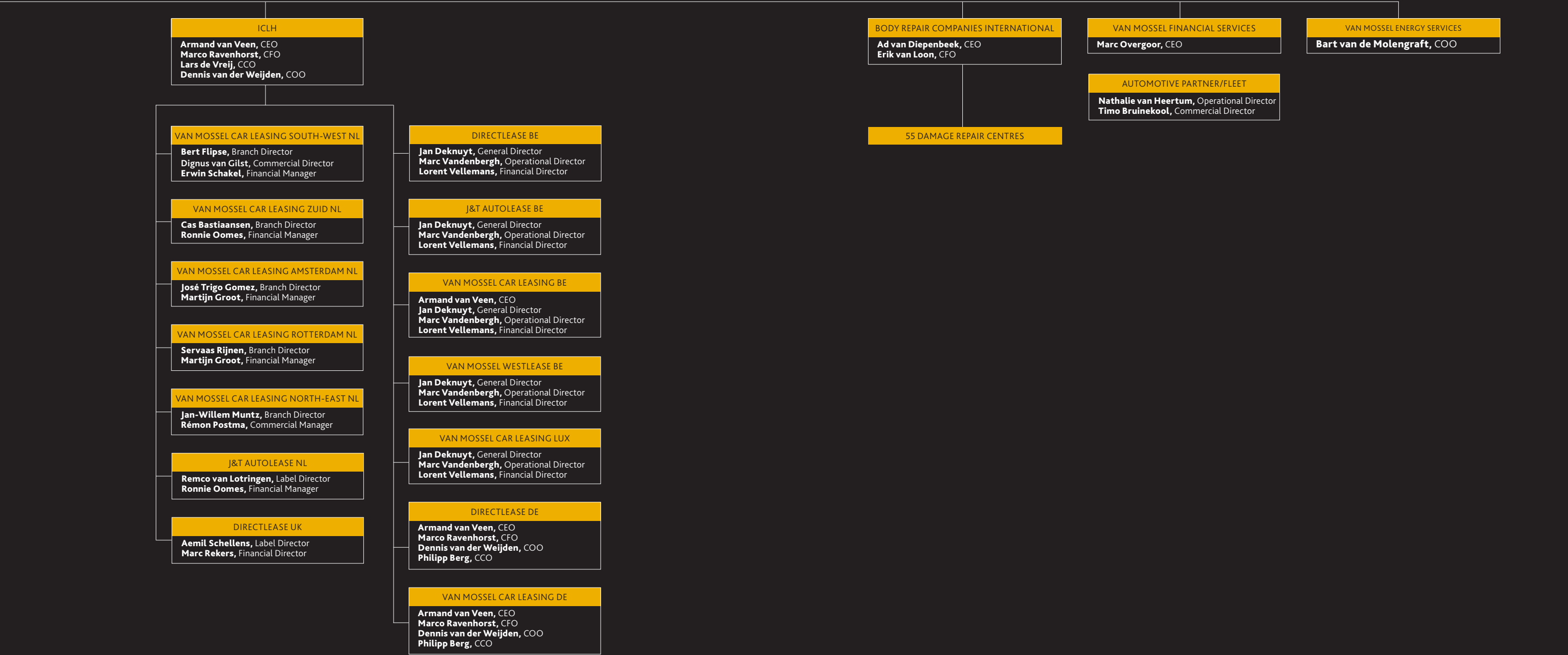
The further development of the online platform and the underlying data infrastructure will lead to an even more efficient and effective customer approach. The aim is to further standardise processes so that marketing, sales and service are optimally aligned.

In addition, the focus remains on enhancing customer satisfaction and reputation, including through further improvements to customer interaction and follow-up, with the aim of achieving a sustained increase in review scores.

As a result of these developments, Van Mossel is continuing to evolve into an integrated, data-driven mobility partner with strong and consistent customer relationships across all the markets in which it is active.

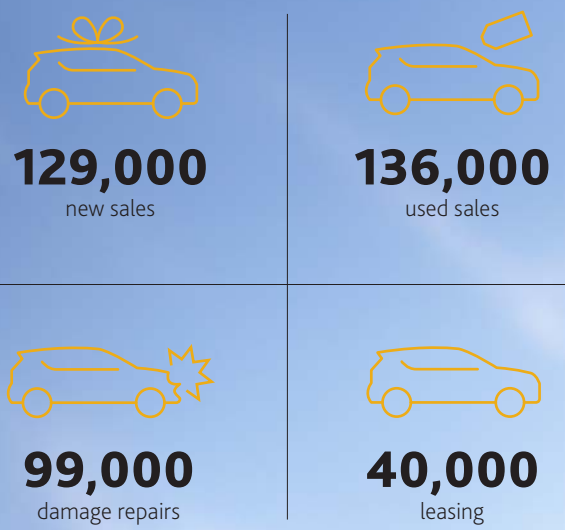






# Figures

## Transactions



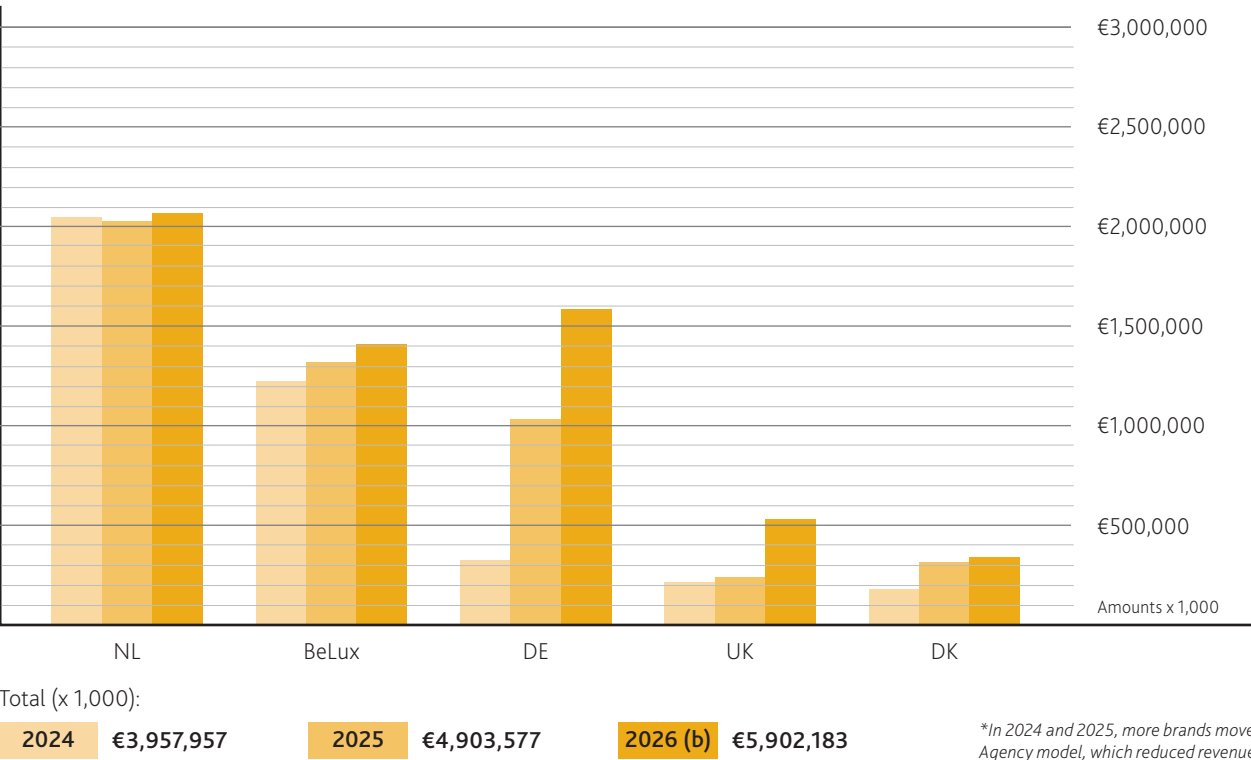
Lease fleet: 133,000

## Employees

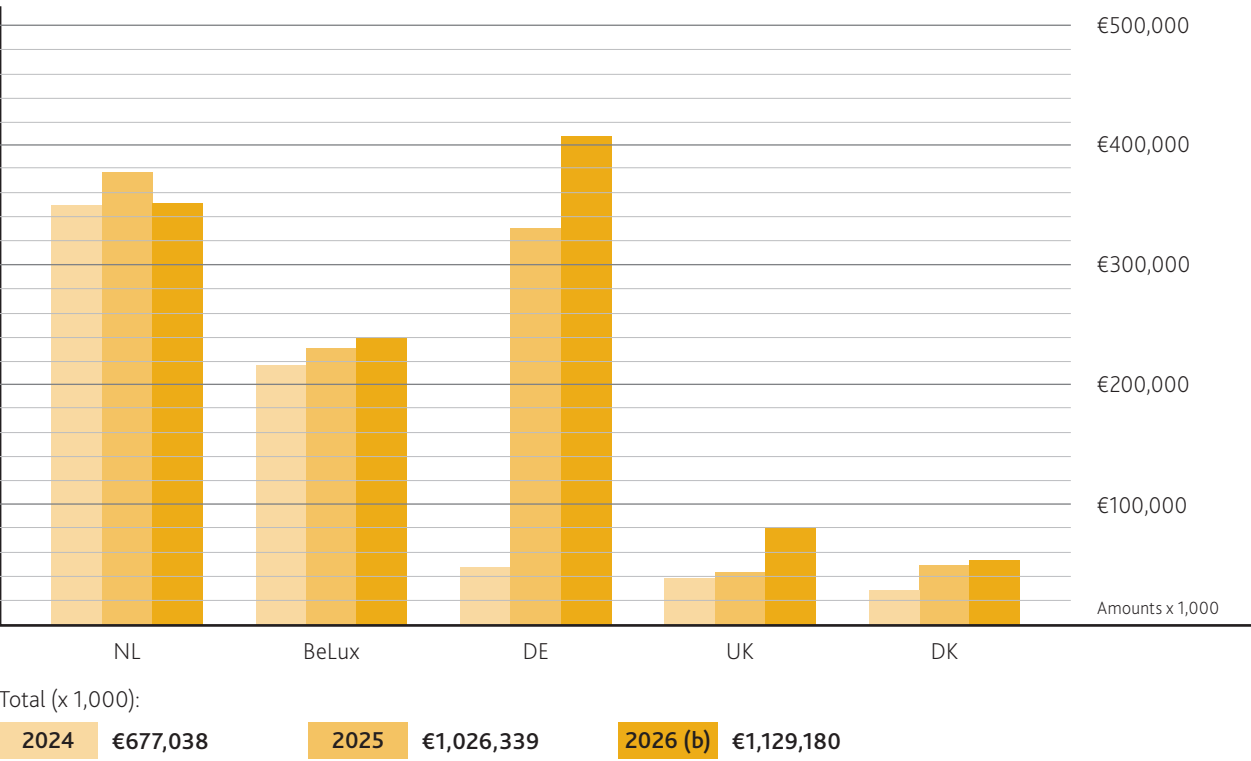


# Key figures

Van Mossel Car Retail\*  
Revenue development in car sales (including 2026 acquisitions on an annual basis)

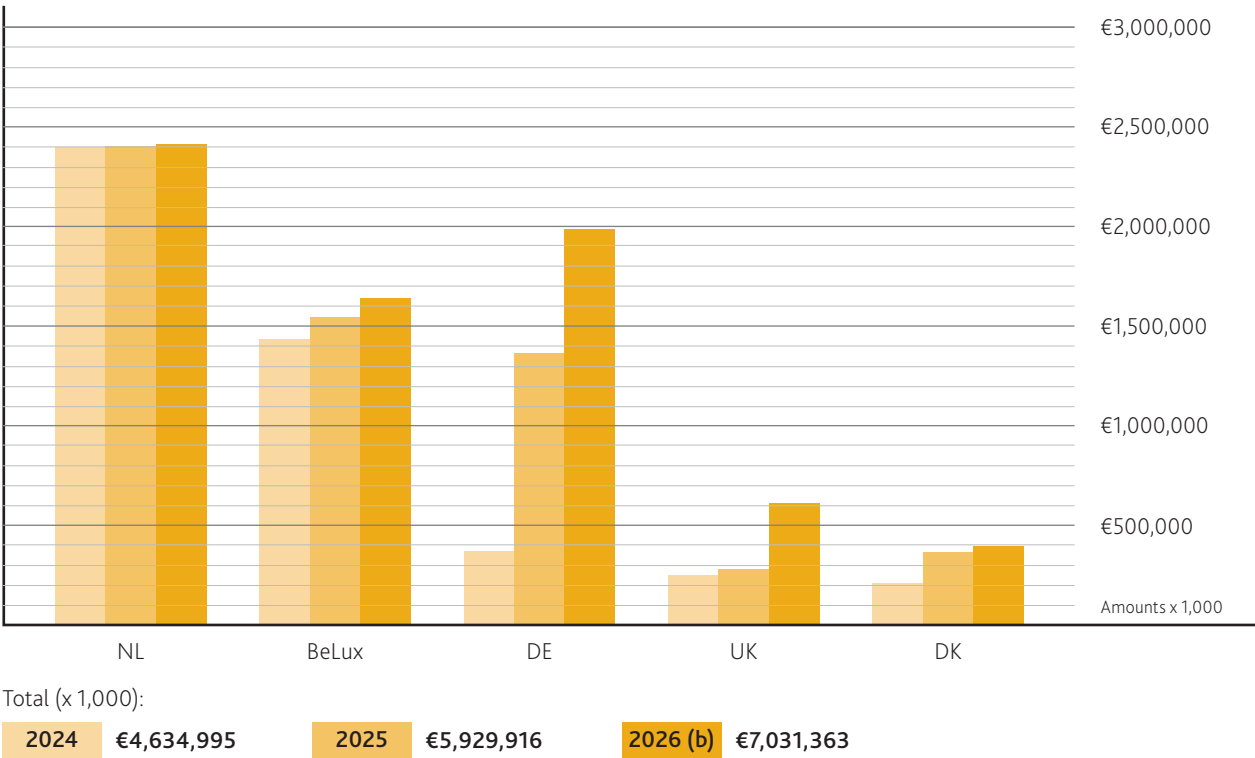


Van Mossel Car Retail  
Revenue development in after-sales (including 2026 acquisitions on an annual basis)



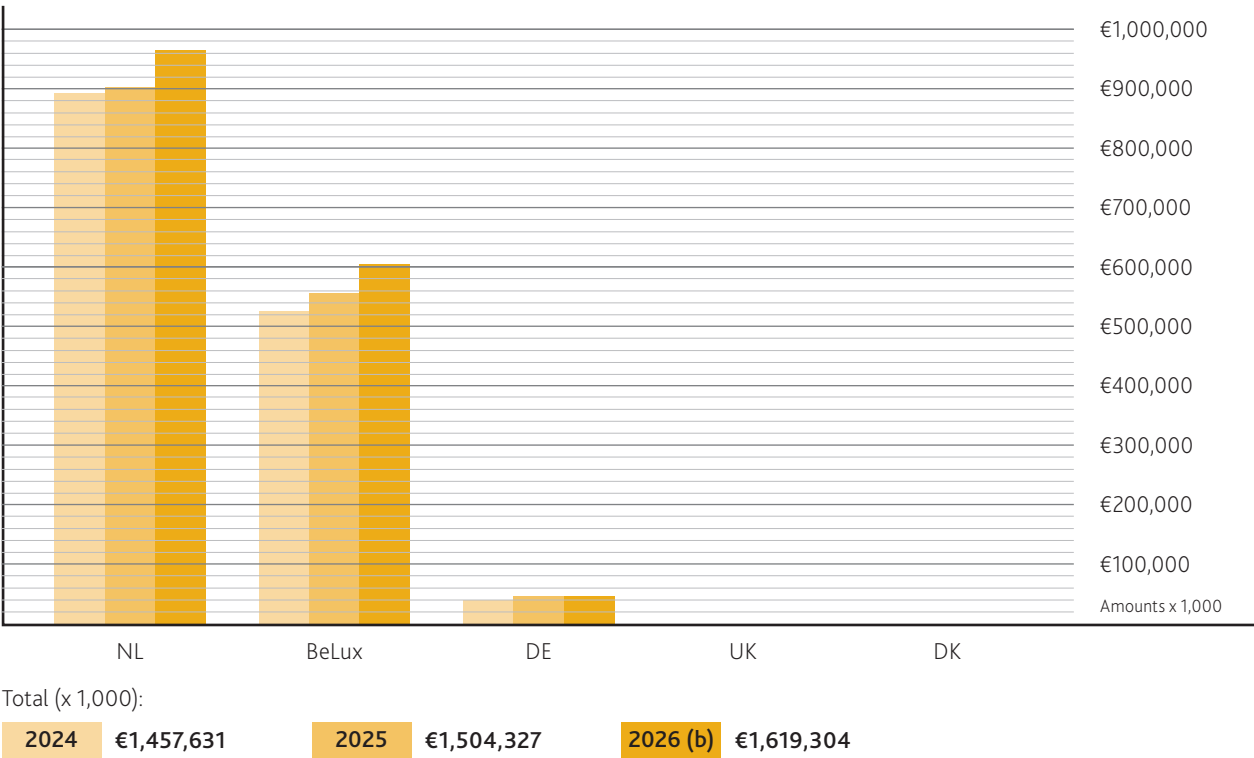
Van Mossel Car Retail

Revenue development total (including 2026 acquisitions on an annual basis)



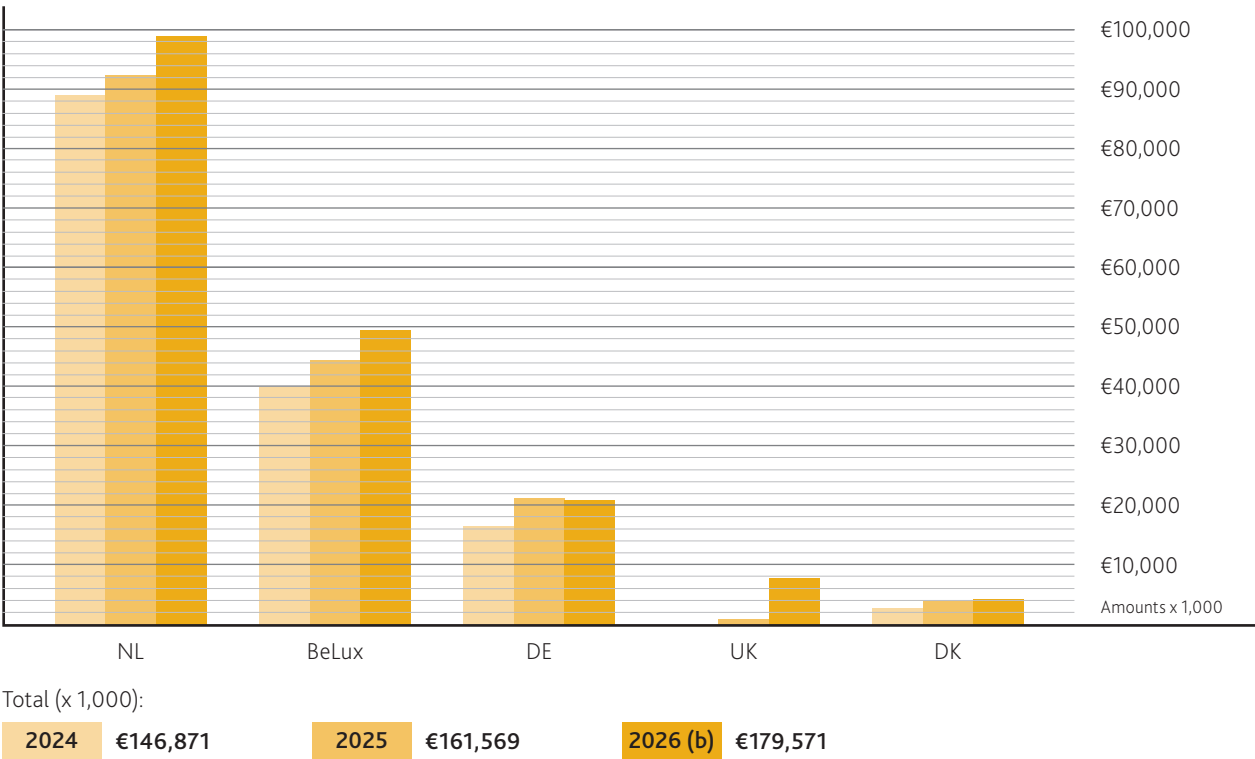
Van Mossel Leasing Companies

Revenue development total (including 2026 acquisitions on an annual basis)



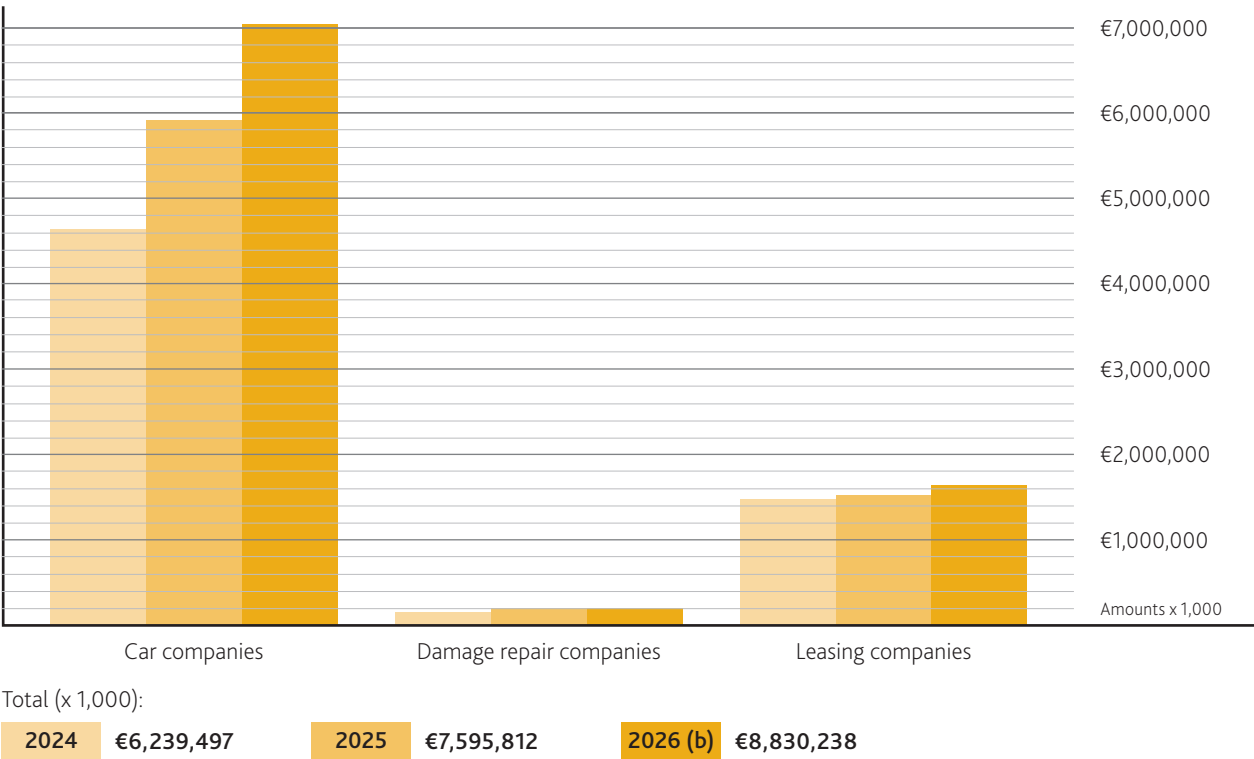
Van Mossel Body Repair

Revenue development total (including 2026 acquisitions on an annual basis)



Van Mossel Automotive Group

Revenue development total (including 2026 acquisitions on an annual basis)



# Balances

| Van Mossel Retail companies balance sheet |           |           |                               |           |           |
|-------------------------------------------|-----------|-----------|-------------------------------|-----------|-----------|
| (x €1,000)                                | 2025      | 2024      |                               | 2025      | 2024      |
| Goodwill                                  | 129,390   | 106,713   | Equity                        | 394,097   | 340,067   |
| Tangible fixed assets                     | 488,700   | 242,680   | Provisions                    | 23,909    | 8,543     |
| Financial fixed assets                    | 27,393    | 16,766    | Long-term debt                | 469,019   | 294,566   |
| Stock                                     | 935,747   | 651,622   |                               |           |           |
| Debtors & other receivables               | 470,978   | 335,680   | Creditors & other liabilities | 1,174,140 | 736,670   |
| Cash                                      | 8,958     | 26,384    |                               |           |           |
| Total assets                              | 2,061,165 | 1,379,846 | Total liabilities             | 2,061,165 | 1,379,846 |

| Van Mossel Leasing companies Balance Sheet |           |           |                               |           |           |
|--------------------------------------------|-----------|-----------|-------------------------------|-----------|-----------|
| (x €1,000)                                 | 2025      | 2024      |                               | 2025      | 2024      |
| Goodwill                                   | 6,896     | 9,853     | Equity                        | 417,352   | 389,526   |
| Tangible fixed assets/leasing fleet        | 2,831,397 | 2,620,353 | Provisions                    | 19,164    | 23,859    |
| Financial fixed assets                     | 41,657    | 49,023    | Long-term debt                | 2,419,321 | 2,219,538 |
| Stock                                      | 47,819    | 28,367    |                               |           |           |
| Debtors & other receivables                | 126,813   | 109,396   | Creditors & other liabilities | 198,985   | 184,157   |
| Cash                                       | 240       | 87        |                               |           |           |
| Total assets                               | 3,054,822 | 2,817,079 | Total liabilities             | 3,054,822 | 2,817,079 |

# Profit & loss statement

| Profit & loss statement Van Mossel Automotive Group                               |           |           |
|-----------------------------------------------------------------------------------|-----------|-----------|
| (x €1,000)                                                                        | 2025      | 2024      |
| Revenue                                                                           | 7,595,812 | 6,239,497 |
| Cost of goods sold                                                                | 6,582,946 | 5,453,112 |
| Gross margin                                                                      | 1,012,866 | 786,385   |
| Operational costs                                                                 | 783,026   | 576,410   |
| EBITDA                                                                            | 229,840   | 209,975   |
| Depreciation                                                                      | 30,014    | 23,120    |
| EBITDA                                                                            | 199,826   | 186,855   |
| Financial income and expense                                                      | 55,240    | 57,091    |
| Results before participations                                                     | 144,587   | 129,763   |
| Results from participations                                                       | 1,464     | 12,959    |
| Operational result including participations before amortisation of goodwill & tax | 146,050   | 142,722   |

# Notes on the figures

The figures in this annual report are based on the statutory financial statements approved by EY, which have since been filed with the Chamber of Commerce and are also available for inspection at our office. In derogation from the statutory and legal classification of the organisation, we have classified our balance sheets by activity for presentation purposes: Retail (including car dealership and damage repair) and leasing-related.

## Retail companies

The balance sheet total for Van Mossel retail companies increased to €2,061 million by the end of 2025 (2024: €1,380 million). This increase was driven by further growth, both organic and through acquisitions. The acquisitions were mainly at Van Mossel International through the takeovers of Nord Ostsee Automobile and LöhrGruppe (Germany), and Breeze & Ocean (United Kingdom). Equity increased by €54 million.

## Leasing companies

The Van Mossel leasing companies, united under International Car Lease Holding, have a high total balance sheet due to their capitalised lease fleet. Fleet growth amounted to €211 million (8%), significantly above the market average, thanks to the influx of new contracts and a higher average vehicle price (primarily due to more expensive electric vehicles). The balance sheet total amounts to

€3,054 million (2024: €2,817 million). Equity grew to €417 million (2024: €390 million), maintaining a healthy solvency ratio of 14%.

## Revenue and results

Group turnover increased by 22% to €7,595 million. EBITDA increased to €230 million (2024: €210 million). Earnings, including participating interests and before goodwill amortisation and tax, rose slightly to €146 million in 2025 (2024: €143 million).

## Outlook

Up to and including the first quarter of this year, sales and results are above budget. Our focus on operational excellence and continued development of services that promote customer retention and cross-selling results in less fluctuation and dependency. Improving working capital should result in lower interest expenses. In 2026, we expect to further strengthen our cooperation within the group, including in the international used car market, through the implementation of our damage repair concept and continued development of operational leasing outside Benelux. With our recent acquisitions in the United Kingdom and Poland, we will continue to optimise our operations there through our successful synergy model.



# Developments

## Car companies

Together with our operations in Belgium and Luxembourg, our Dutch dealership activities form a key pillar of Van Mossel Automotive Group's commercial core and play a central role in building and maintaining customer relationships. In a challenging market, Van Mossel delivered a stable performance in 2025 and outperformed the market in several areas.

### Commercial development

In 2025, further growth was achieved in both new and used vehicles, with the used car segment in particular showing strong growth. In addition, significant progress was made in leveraging international scale, including the successful launch of cross-border sales of new lease cars. Further steps were also taken towards the centralisation and data-driven management of used car operations, enabling stock management, valuations and cross-border sales to be organised ever more efficiently.

The brand portfolio was further strengthened by the addition of Volvo, Polestar and Maserati, thereby further expanding our position in both the volume and premium segments. Within our Luxembourg operations, too, further steps were taken towards the integration of premium brands and the further development of multi-brand activities.

### Operational improvement

In addition to commercial growth, the focus in 2025 was firmly on improving operational performance. Through further optimisation of inventory levels and a comprehensive approach to working capital, in close collaboration with the leasing operations, efficiency within the organisation was further improved.

Significant improvements were also made in the field of after-sales. Thanks to a targeted focus on returns and processes, profitability within this segment continued to increase, despite challenging market conditions.

### Organisation and customer

The organisation's ongoing professionalisation took shape in 2025 through a revised organisational structure and the strengthening of the management team with experienced professionals from the field.

In addition, we have continued to invest in customer satisfaction and our online reputation. The full roll-out of a structured approach to customer reviews and feedback is contributing to a consistent and measurable improvement in the customer experience.

### Outlook for 2026

In 2026, the focus will be on further improving customer satisfaction, increasing operational efficiency and achieving further commercial growth at each branch. Key priorities remain the further improvement of operational performance, the reduction of lead times and the strengthening of the organisation's commercial capabilities.

# Leasing

Van Mossel's leasing activities form a key pillar of its business model and are increasingly contributing to stable, recurring revenue and long-term customer relationships. By integrating leasing with retail, after-sales and damage repair services, an efficient and scalable model is created in which customers are served throughout the entire lifecycle.

### Developments in 2025

In 2025, further growth was achieved in the leasing business, both in the Netherlands and internationally. The total fleet grew to more than 133,050 contracts, with strong growth in several markets. In Germany in particular, there was significant growth following the first full year of operations, whilst in the Benelux region too, the number of contracts and the influx of orders continued to rise, with the fleet now comprising more than 50,000 contracts.

Commercial performance remained at a consistently high level, with an annual order intake of around 37,000 vehicles. At the same time, leasing activities continued to expand, partly through growth in used car leasing and bicycle leasing, with more than 2,600 active bicycle leasing contracts now in place in the Netherlands.

### Synergy and integration

A key feature of the leasing operations is their close integration with other parts of Van Mossel. A large proportion of deliveries, maintenance work and repairs is carried out within our own network. This leads to greater efficiency, better cost control and a consistent standard of service.

This integration is increasingly being actively driven, with leasing activities and the dealer and damage repair network becoming ever more closely aligned.

In addition, further steps were taken to harmonise and centralise processes, with the aim of making the organisation more scalable and efficient. This approach enables better management of performance and customer satisfaction at a group level.



# Large corporate customers and fleet (VMAP)

Within its leasing operations, Van Mossel Automotive Partner (VMAP) plays a key role in serving large corporate clients. By combining central management with local expertise, we offer an integrated approach for multi-brand and fleet customers.

In 2025, further investment was made in professionalising these services, including by deepening customer knowledge, strengthening the commercial organisation and further digitalisation of processes. In addition, we have started to centralise the organisation of deliveries at our head office, thereby further improving the customer experience and consistency in delivery.

### Quality and market position

The quality of our services was once again confirmed through external recognition in 2025. Van Mossel Autolease was named 'Leasing Company of the Year' and also received an innovation award within the sector. Strong results were also achieved in the private lease segment, with high rankings in market comparisons. These accolades underscore the professional development of the leasing business and Van Mossel's position as a leading player in the market.

### Outlook for 2026

In the coming period, the focus will be on further growth and the international expansion of our leasing activities. Efforts are being made to strengthen our position in existing markets, expand into new countries and further develop international leasing solutions.

In addition, we remain focused on improving and harmonising processes, enhancing our commercial strength and further expanding our product range, including in the area of flexible mobility solutions. As a result of these developments, the leasing business remains a key driver of growth and value creation within Van Mossel Automotive Group.

# Vehicle damage repair

Van Mossel's vehicle repair services form an important part of its integrated business model and contribute to stable revenue streams and long-term customer relationships. By carrying out damage repairs in-house, Van Mossel retains control over quality, turnaround times and the customer experience.

### Developments in 2025

In 2025, the vehicle repair business achieved strong results, largely due to a targeted focus on returns and efficiency. By optimising the ratio between revenue and labour costs, profitability has improved further, despite challenging market conditions.

In addition, a significant step was taken towards the further standardisation of processes. The development and implementation of a standardised approach ensure greater consistency in execution, improved manageability and a more efficient organisation.

This development has also led to improvements in operational performance, including shorter lead times and lower costs for alternative transport. Progress has also been made in the field of accommodation. Various branches in the Netherlands and Belgium have been

modernised and now meet Van Mossel's standards, which helps to create a professional working environment and ensures a consistent image for customers.

### Outlook for 2026

In the coming period, the focus will be on further optimising processes and capitalising on growth opportunities within the vehicle repair sector. The focus is on increasing operational efficiency and further improving capacity utilisation and lead times.

In addition, the focus remains on strengthening the organisation, including by further developing and stabilising management teams in the various countries. This contributes to a more autonomous and scalable management of operations.

Innovation is also once again a key focus, with the aim of maintaining our current market position and, where possible, further strengthening it.

# Car Solutions

Van Mossel Car Solutions specialises in modifying, fitting out and customising commercial vehicles. This service therefore serves as an important supplement to our dealership operations, helping customers to ensure their vehicles are fully operational for everyday use.

### Developments in 2025

In 2025, Car Solutions' share within the group grew further, partly due to closer collaboration with commercial vehicle dealers in the Netherlands and Belgium. This integration broadens the range of services and creates greater added value per vehicle delivered.

The activities are characterised by a combination of scale and customisation. In 2025, more than 2,000 vehicles were supplied with corporate branding, and various projects were completed in the areas of fitting out, bodywork and vehicle modifications for business customers.

In addition, the firm's position as a specialist was further strengthened, partly through the maintenance of accreditations and certifications within the field.

### Outlook for 2026

In the coming period, the focus will be on further increasing the share of Car Solutions within the group and strengthening our partnership with (commercial vehicle) dealers in several countries.

In addition, the focus is on further professionalising the organisation, including by expanding installation capacity, developing technical expertise and digitalising processes, such as offering online quotes and ordering options.

# Shared services

Van Mossel Automotive Group's shared services reinforce the integrated mobility model by offering complementary services relating to finance, insurance and energy. These activities help to increase customer loyalty, generate added value per customer and further expand the range of services offered within the group.

### Van Mossel Financial Services

Van Mossel Financial Services (VMFS) supports clients with financing and insurance solutions, integrated within the group's overall range of services. Closely integrating these services with our dealership and leasing operations creates an efficient and customer-focused approach that prioritises speed and ease of use.

### Developments in 2025

In 2025, significant progress was made in the further integration and internationalisation of our activities. By implementing a centralised CRM strategy and connecting with systems across multiple countries, the foundations have been laid for a more consistent and scalable service offering.

In addition, the range of services has been further expanded, such as through the introduction of Van Mossel Car Insurance in Denmark and the expansion of our network of insurance partners in Belgium. This further reinforces our 'everything under one roof' principle.

A key development is the use of innovative solutions within the financing process. The application of open banking technology has significantly reduced the processing time for consumer credit in the Netherlands: from several working days to an average of around 12 minutes. This directly contributes to a better customer experience and higher conversion rates.

Customer satisfaction remained high, with an average rating of 4.8, which underscores the quality of service provision.

### Outlook for 2026

In the coming period, the focus will be on the further international roll-out and standardisation of our services. Efforts will be made to strengthen the cooperation between countries, further integrate systems and expand the service offering.

These developments will strengthen the role of Financial Services within the group, with the aim of serving customers even better and more efficiently throughout the entire customer journey.

### Van Mossel Energy

Van Mossel Energy specialises in charging solutions and energy supply for electric mobility, and therefore plays a key role in making our service offering more sustainable.

### Developments in 2025

Following the development phase in previous years, 2025 was marked by further professionalisation and positioning. The company's own charging solutions have established a clear position in the market, partly due to their combination of quality, ease of use and long warranty periods.

The service is specifically designed to facilitate home charging for both business and private customers. As well as being user-friendly, this also offers financial benefits, as charging costs can be settled efficiently.

A key development is the use of so-called energy certificates (EREs), which can help reduce the cost of electric charging for customers. This could result in a saving of around €0.10 per kWh, which amounts to an annual average saving of approximately €500 per charging point.

In addition, further progress has been made in developing the digital customer journey and positioning the company as a provider of charging solutions and charging infrastructure.

### Outlook for 2026

In 2026, the focus will be on further growth and specialisation, particularly in the field of smart charging solutions and maximising financial benefits for customers.

At the same time, clear decisions will be made regarding the portfolio, with activities that lack distinctive characteristics being phased out. It has therefore been decided to discontinue charging cards, so that capacity and investment can be focused on core activities with the greatest growth potential.

Thanks to this targeted approach, Van Mossel Energy is continuing to develop as a specialist in charging solutions within the group's wider mobility offering.





## Van Mossel Automotive International

Van Mossel Automotive Group's international operations are becoming an increasingly important part of its growth strategy. Through targeted acquisitions and the further integration of existing activities, we are working to establish a scalable and professionally managed organisation across multiple European markets.

### Developments in 2025

In 2025, further significant steps were taken towards the continued expansion of the company's international operations. The acquisition of Nord Ostsee Automobile in Germany, which operates in the Hamburg, Berlin and Hanover regions, has significantly strengthened our position in northern Germany. This organisation, with a turnover of approximately €800 million and around 1,300 employees, represents several brands, including Mercedes-Benz, Smart, Hyundai and Aston Martin.

In addition, the LöhrGruppe, which operates in the Mainz, Koblenz and Trier regions, was acquired in August 2025. With a turnover of approximately €1.1 billion and around 1,700 employees, this is one of the larger dealership networks in Germany, with a broad portfolio of brands within the Volkswagen Group, including Porsche.

In the United Kingdom, the company has further expanded its presence with the acquisition of Breeze and Ocean, which mainly operates in Southampton, Portsmouth and Poole. Breeze and Ocean's activities generate a turnover of approximately GBP 350 million and the company employs around 460 people, representing brands such as Volkswagen, Audi, Volvo and Suzuki.

These acquisitions have further expanded the international reach of the Van Mossel Automotive Group, both in terms of size and geographical coverage.

### Integration and professionalisation

In addition to growth, the focus in 2025 was firmly on the further integration of the company's international operations. Efforts have been made to standardise reporting, strengthen cooperation between countries and leverage economies of scale, for example by stepping up cross-border activities in the used vehicle sector and further integrating leasing and damage repair activities within the group.

At the same time, the focus on financial performance has been further refined, with an emphasis on optimising monthly results, reducing working capital and managing balance sheet positions.

Steps have also been taken to simplify and optimise the legal and organisational structure, particularly in the United Kingdom and Germany, in order to support further growth and decision-making.

## Developments by country

### United Kingdom

In the United Kingdom, operations have been further consolidated within a single structure, laying the foundations for further growth and integration. Within the existing and recently acquired companies, efforts have been made to improve operational performance, reduce costs and further optimise working capital.

In addition, efforts have been made to further integrate the various business units, including in the areas of used vehicles, damage repairs and support processes. This will strengthen cooperation between the business units and enable better use of economies of scale within the group.

### Germany

In Germany, the scale of operations increased significantly in 2025 with the addition of Nord Ostsee Automobile and LöhrGruppe. At the same time, Nord Ostsee Automobile and Hugo Pfohe are being further integrated, with the two companies being brought under a single management team. In addition, the partnership with LöhrGruppe will be further strengthened, particularly in the areas of used vehicles and fleet operations.

Within our existing operations, further steps have been taken to expand and introduce new brands, alongside investments in the modernisation of our locations. Despite challenging market conditions, solid results have been achieved.

### Denmark

In Denmark, the further integration of activities has continued. Sales figures showed a positive development trend and after-sales activities also recorded strong growth. At the same time, preparations have been made for the further modernisation of locations and the expansion of activities.

### Outlook for 2026

The international growth strategy will continue in 2026, with a focus on exploring acquisition opportunities in Poland, expanding operations in the United Kingdom and achieving further growth in existing markets, such as Germany and Denmark.

An additional focus will be on further integrating the recently acquired companies, strengthening collaboration between them and achieving additional efficiency improvements. This approach is helping to build an increasingly robust, scalable and manageable international network, in which growth goes hand in hand with greater professionalisation and financial control.

# Acknowledgements



## Acknowledgements 2025 & 2026

|                 |                                                         |                                                                                                         |
|-----------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| The Netherlands | Van Mossel Private Lease                                | Second place in the 'Leasing Company of the Year' awards in the Private Lease category                  |
| The Netherlands | Van Mossel Car Leasing                                  | First prize in the 'Leasing Company of the Year' awards in the 'Business Lease Fleet Managers' category |
| The Netherlands | DirectLease                                             | Third place in the 'Leasing Company of the Year' awards in the Private Lease category                   |
| The Netherlands | Van Mossel Automotive Group                             | Approved Sustainable Plus (2024–2026)                                                                   |
| The Netherlands | Van Mossel Automotive Group                             | PSO ladder, step 2 (sROI)                                                                               |
| The Netherlands | Van Mossel Opel                                         | Retailer of the Year Netherlands, Stellantis Dealer Awards 2025                                         |
| The Netherlands | Van Mossel Citroën                                      | Best Customer Satisfaction Netherlands, Stellantis Dealer Awards 2025                                   |
| The Netherlands | Van Mossel Audi                                         | Audi Excellent Dealer 2025                                                                              |
| The Netherlands | Van Mossel Kia                                          | Kia Top Dealer Award 2025                                                                               |
| The Netherlands | International Car Lease Holding                         | EcoVadis bronze                                                                                         |
| The Netherlands | Van Mossel Automotive Group                             | EcoVadis Committed Badge                                                                                |
| The Netherlands | Van Mossel Vehicle Repair                               | ISO 9001 & 14001 (2024 to 2027)                                                                         |
| The Netherlands | Van Mossel Mercedes-Benz passenger cars + Vans & Trucks | ISO 9001 & 14001 (2025)                                                                                 |
| The Netherlands | Van Mossel Mercedes-Benz passenger cars                 | Workshop certification                                                                                  |
| The Netherlands | Van Mossel Volkswagen, Audi, Seat, Škoda and Cupra      | ISO 9001 (2025/2026)                                                                                    |
| The Netherlands | Van Mossel Volkswagen, Audi, Seat, Škoda and Cupra      | Privacy and Security Audit certificate (2025/2026)                                                      |
| The Netherlands | Van Mossel Škoda                                        | Škoda Premium Dealer 2025                                                                               |
| The Netherlands | Van Mossel Commercial Vehicle Centre Tilburg            | Volkswagen BWG ServicePlus certificate (2025/2026)                                                      |
| The Netherlands | Van Mossel Volkswagen, Audi, Seat, Škoda and Cupra      | GoTozero RETAIL project Pon successfully completed (2025/2026)                                          |
| The Netherlands | Van Mossel Nissan Tiel                                  | Award for Highest Customer Satisfaction Q4-FY2024 QVOC Service                                          |
| The Netherlands | Van Mossel Mercedes-Benz                                | Best dealer in the Netherlands                                                                          |

|                 |                                   |                                                                           |
|-----------------|-----------------------------------|---------------------------------------------------------------------------|
| The Netherlands | Van Mossel Alfa Romeo             | Retailer of the Year 2025                                                 |
| The Netherlands | Van Mossel Leapmotor              | Retailer of the Year 2025                                                 |
| Belgium         | Van Mossel Mercedes-Benz Ostend   | 1st place CSI CARS & VANS Belgium 2025                                    |
| Belgium         | Van Mossel Mercedes-Benz Ostend   | 2nd place CSI CARS & VANS BELUX 2025                                      |
| Belgium         | Van Mossel Mercedes-Benz Belgium  | MS 360 Certification – CARS                                               |
| Belgium         | Van Mossel Mercedes-Benz Belgium  | MS 360 Certification – VANS                                               |
| Belgium         | Van Mossel Mercedes-Benz Belgium  | Van Pro Advance certification                                             |
| Belgium         | Van Mossel Mercedes-Benz Torhout  | Van Pro (after-sales)                                                     |
| Belgium         | Van Mossel Mercedes-Benz Bruges   | Van Pro (all van locations)                                               |
| Belgium         | Van Mossel Mercedes-Benz Bruges   | MS360 certification – Cars workshop                                       |
| Belgium         | Van Mossel Mercedes-Benz Tielt    | Van Pro Advance (cluster)                                                 |
| Belgium         | Van Mossel Mercedes-Benz Turnhout | Van Pro and PARTSpro+                                                     |
| Belgium         | Van Mossel Mercedes-Benz Belgium  | PARTSpro+ certification – 98% score in audit                              |
| Belgium         | Van Mossel Alfa Romeo Belgium     | Best Alfa Romeo Electric Sales Mix 2025                                   |
| Belgium         | Van Mossel AIK Belgium            | Nominated for Trends Gazelles 2025 Limburg                                |
| Belgium         | J&T Autolease Belgium             | Nominated for Trends Gazelles 2025 Antwerp                                |
| Belgium         | Van Mossel VMF Belgium            | Nominated for Trends Gazelles 2025 Antwerp                                |
| Belgium         | Van Mossel Mercedes-Benz Belgium  | Nominated for Trends Gazelles 2025 West Flanders                          |
| Luxembourg      | Van Mossel Jeep Luxembourg        | Compact SUV and Crossover 2024 (Jeep Avenger)                             |
| Luxembourg      | Van Mossel Kia BeLux              | HIGHEST EV COI National Point of sale, selling the most electric vehicles |
| Luxembourg      | Van Mossel Fiat Luxembourg        | Winner Best Retail 2024 Fiat                                              |
| Germany         | Hugo Pfohe                        | Certified Brand Damage Repairer certificate for Jaguar/Land Rover         |

|                |                                   |                                                                                                                       |
|----------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Germany        | Nord Ostsee Automobile            | Autobild: Best Car Dealers 2025                                                                                       |
| Germany        | Nord Ostsee Automobile            | Deutschland Test: Award for Best Car Dealers in Germany 2024                                                          |
| Germany        | Nord Ostsee Automobile            | Autohauskenner: Award 2024 and 2025 'very good' in customer survey on sales and service                               |
| Germany        | Nord Ostsee Automobile            | Germany's most popular training companies 2024                                                                        |
| Germany        | Nord Ostsee Automobile            | Kununu: Top Company 2024                                                                                              |
| Germany        | Nord Ostsee Automobile            | Mercedes-Benz Van: Customer Satisfaction Index (CLI)                                                                  |
| Germany        | Nord Ostsee Automobile            | Company of the Future award from DER UNTERNEHMER                                                                      |
| Germany        | Nord Ostsee Automobile            | Mercedes-Benz Service: BEST OF SERVICE24H VAN                                                                         |
| Germany        | Nord Ostsee Automobile            | Mercedes-Benz Club of the Best CLI – 1st place 2024                                                                   |
| Germany        | LöhrGruppe (Autohaus Pretz)       | Top Car Dealer 2026 by *Auto Motor Sport* magazine                                                                    |
| Germany        | LöhrGruppe (Audi Centre Mainz)    | 2025 Audi Sales Cup, winning team for retail customers (for the top 10 Audi dealerships in Germany)                   |
| Germany        | LöhrGruppe (Audi Centre Trier)    | 2025 Audi Service Cup (for the 25 most successful Audi service centres out of 1,248 in Germany)                       |
| Germany        | LöhrGruppe (Audi Centre Trier)    | 2026 Audi Service Cup (for the 25 most successful Audi service centres out of 1,248 in Germany)                       |
| Germany        | LöhrGruppe (Porsche Centre Mainz) | Porsche After Sales World Challenge 2025 Top 14                                                                       |
| Germany        | LöhrGruppe (Porsche Centre Trier) | 2025 Porsche Sales Competition (the evaluation took into account order intake, invoiced deliveries and net inventory) |
| Denmark        | Van Mossel Mercedes-Benz          | ISO 9001 & 9002                                                                                                       |
| Denmark        | Van Mossel Mercedes-Benz          | Mercedes-Benz Denmark Vans Sales Award: Martin Navrsted – Electric Star of the Year                                   |
| United Kingdom | Motor Mall Jersey                 | Group Balanced Scorecard Award 2024                                                                                   |
| United Kingdom | Jacksons Jersey                   | Alan Ryan – 2025 JLR Technician of the Year (2nd place)                                                               |
| United Kingdom | Esplanade, Isle of Wight          | Mike Trigg – 2025 UK No. 1 Skoda Technician and winner of the Skoda Challenge UK Final                                |
| United Kingdom | Esplanade, Isle of Wight          | Mike Trigg – 2025 Skoda Challenge International Final, 2nd Place – Technical Category                                 |
| United Kingdom | Esplanade, Isle of Wight          | Mike Trigg – 2026 UK No. 1 Skoda Technician and winner of the Skoda Challenge UK Final                                |

|                |                          |                                                                                                                                             |
|----------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| United Kingdom | Esplanade, Isle of Wight | Mike Trigg and Matt Williams – Best Volvo Service & Repair Core Team in the world – 2025 VISTA (Volvo International Service Training Award) |
| United Kingdom | Esplanade, Isle of Wight | Nigel Smith – 50 years of service (Spare parts, Car hire, Body shop repairs, Delivery driver)                                               |
| United Kingdom | Esplanade, Isle of Wight | Mark Lovett – 30 years of service (Sales Executive)                                                                                         |
| United Kingdom | Volvo Cars Poole         | Ade Poore – 30 years of service (Vehicle Technician)                                                                                        |
| United Kingdom | Volvo Cars Poole         | Jaime Husher – Distinction in Service Advisor Accreditation                                                                                 |
| United Kingdom | Volvo Cars Poole         | Sue Batterson & Jonathan Powell – Autotrader Sustainability Award for Volvo Cars Poole                                                      |
| United Kingdom | Volvo Cars Poole         | Jonathan Powell – Volvo Head of Business Award nomination (2025 and 2026)                                                                   |
| United Kingdom | Volvo Cars Poole         | Richard Ireson – Master Technician Status                                                                                                   |
| United Kingdom | Volvo Cars Poole         | Leanner Ledger – 10 years of service (After-sales Manager)                                                                                  |
| United Kingdom | Volvo Cars Poole         | Kiron Majumdar – 10 years of service (Parts Manager)                                                                                        |
| United Kingdom | Volvo Cars Poole         | Adam Paul – Volvo Service Technician Accreditation                                                                                          |
| United Kingdom | Poole Audi               | Mark Helps – Audi Vorsprung Recognition Award                                                                                               |
| United Kingdom | Poole Audi               | Elliot Onaran – Carwow Top Rated Certification                                                                                              |
| United Kingdom | Poole Audi               | Mark Sheldrake – Audi UK Used Electric Car Sales Award (3 times)                                                                            |
| United Kingdom | Poole Audi               | Matthew Osborne – Audi UK Used Electric Car Sales Award                                                                                     |
| United Kingdom | Poole Audi               | Luke Stacey – Audi UK Used Electric Car Sales Award                                                                                         |
| United Kingdom | Poole Audi               | Alasdair Bone – GT e-tron Battery Accredited                                                                                                |
| United Kingdom | Poole Audi               | Adam Harper - Service Technician Accreditation                                                                                              |
| United Kingdom | Poole Audi               | Mikaela Cortez – Apprentice of the Year Nomination (Vehicle Technician)                                                                     |
| United Kingdom | Poole Audi               | Richard Baldwin – 10 years of service – MOT Tester                                                                                          |
| United Kingdom | Poole Audi               | Nicky Clarke – 10 years of service – Warranty Controller                                                                                    |
| United Kingdom | Poole Audi               | Neil Robinson – 10 years of service – Clever Repair Supervisor                                                                              |

|                |                              |                                                                                                 |
|----------------|------------------------------|-------------------------------------------------------------------------------------------------|
| United Kingdom | Poole Audi                   | Leon Edwards – 10 years of service – PDI Technician                                             |
| United Kingdom | Poole Audi                   | Vicky Fowler – 10 years of service – Senior Centre Host                                         |
| United Kingdom | Poole Audi                   | James Julian – 10 years of service – Service Technician                                         |
| United Kingdom | Poole Audi                   | Luke Spyers – 10 years of service – Service Technician                                          |
| United Kingdom | Poole Audi                   | Cavin Sewall - New and Used Sales Accreditation                                                 |
| United Kingdom | Poole Audi                   | Matthew Osborne – New and Used Sales Accreditation                                              |
| United Kingdom | Poole Audi                   | Gary Pont – Service Manager Accreditation                                                       |
| United Kingdom | Poole Audi                   | Nicky Clarke - Warranty Accreditation                                                           |
| United Kingdom | Poole Audi                   | Jack Davies – Workshop Manager Accreditation                                                    |
| United Kingdom | Yeovil Audi                  | Dylan Fennell – Carwow Top Rated Certification                                                  |
| United Kingdom | Yeovil Audi                  | Simon Tombs – Audi UK Used Electric Car Sales Award                                             |
| United Kingdom | Yeovil Audi                  | Steve Brant – 30 years of service (Vehicle Technician)                                          |
| United Kingdom | Van Mossel Breeze            | Michael Gunner, Group Operations Director – Volkswagen Gold Pin Award 2025                      |
| United Kingdom | Ducati Bournemouth           | Ducati Dealer of the Year 2024 – Southern Region (awarded in 2025)                              |
| United Kingdom | Ducati Bournemouth           | Global Online Retailer – 2nd place                                                              |
| United Kingdom | Breeze Van Centre Portsmouth | Aftersales Award at the Volkswagen Commercial Vehicles Annual Performance Awards – Top 3        |
| United Kingdom | VWFS Rent-a-Car              | Portsmouth, Poole and Southampton ranked in the top 4 of the national VWFS Rent-a-Car scorecard |



## Address list

|                                               |                          |        |         |                |                 |
|-----------------------------------------------|--------------------------|--------|---------|----------------|-----------------|
| Alpine Store Amsterdam                        | Schepenbergweg           | 43     | 1105 AS | Amsterdam      | The Netherlands |
| Alpine Store Rotterdam                        | Koperstraat              | 16     | 3067 GL | Rotterdam      | The Netherlands |
| Audi Centre Tilburg                           | Kraaivenstraat           | 14     | 5048 AB | Tilburg        | The Netherlands |
| CUPRA Garage Tilburg                          | Kraaivenstraat           | 13     | 5048 AB | Tilburg        | The Netherlands |
| Directlease                                   | Holtersweg               | 30     | 7556 BX | Hengelo        | The Netherlands |
| International Car Lease Holding B.V.          | Kraaivenstraat           | 4      | 5048 AB | Tilburg        | The Netherlands |
| rnlt. Store Rotterdam                         | Kruiskade                | 57     | 3012 EH | Rotterdam      | The Netherlands |
| Van Mossel Audi/Volkswagen Valkenswaard       | Dragonder                | 16     | 5554 GM | Valkenswaard   | The Netherlands |
| Van Mossel Audi/Volkswagen Weert              | Edisonlaan               | 1      | 6003 DB | Weert          | The Netherlands |
| Van Mossel Car Leasing Groningen              | Wismarweg                | 9      | 9723 HC | Groningen      | The Netherlands |
| Van Mossel Car Leasing Nijmegen               | Rietgraaf                | 5A     | 6678 PJ | Oosterhout GLD | The Netherlands |
| Van Mossel Car Leasing Rotterdam              | Driemanssteeweg          | 690B   | 3084 CB | Rotterdam      | The Netherlands |
| Van Mossel Car Leasing Zwolle                 | Simon Stevinweg          | 1 & 3  | 8013 NA | Zwolle         | The Netherlands |
| Van Mossel Automotive Group                   | Jan Vestersstraat        | 1      | 5145 MA | Waalwijk       | The Netherlands |
| Van Mossel Automotive Group   Logistics       | Van Iersel and Witloxweg | 2      | 5145 MB | Waalwijk       | The Netherlands |
| Van Mossel Automotive Partner                 | Jan Vestersstraat        | 1      | 5145 MA | Waalwijk       | The Netherlands |
| Van Mossel Vehicle Repair Alkmaar             | Koelmalaan               | 67     | 1812 PR | Alkmaar        | The Netherlands |
| Van Mossel Vehicle Repair Amsterdam - Lijnden | Sydneystraat             | 12     | 1175 GN | Lijnden        | The Netherlands |
| Van Mossel Vehicle Repair Bergen op Zoom      | Marconilaan-North        | 63     | 4614 HB | Bergen op Zoom | The Netherlands |
| Van Mossel Vehicle Repair Breda               | Konijnenberg             | 101    | 4825 BC | Breda          | The Netherlands |
| Van Mossel Vehicle Repair Culemborg           | Pascalweg                | 29     | 4104 BE | Culemborg      | The Netherlands |
| Van Mossel Vehicle Repair The Hague           | Vrij-Harnasch            | 118    | 2635 BZ | The Hague      | The Netherlands |
| Van Mossel Vehicle Repair Eindhoven           | Steenoven                | 7      | 5626 DK | Eindhoven      | The Netherlands |
| Van Mossel Vehicle Repair Goes                | Scottweg                 | 2      | 4462 GS | Goes           | The Netherlands |
| Van Mossel Vehicle Repair Groningen           | Osloweg                  | 122/A  | 9723 BX | Groningen      | The Netherlands |
| Van Mossel Vehicle Repair Hengelo             | Binnenhavenstraat        | 87     | 7553 GH | Hengelo        | The Netherlands |
| Van Mossel Vehicle Repair High Tech Rotterdam | Driemanssteeweg          | 690C   | 3084 CB | Rotterdam      | The Netherlands |
| Van Mossel Vehicle Repair Hoorn               | De Marowijne             | 55     | 1689 AR | Hoorn          | The Netherlands |
| Van Mossel Vehicle Repair Middelburg          | Klarinetweg              | 4      | 4337 RA | Middelburg     | The Netherlands |
| Van Mossel Vehicle Repair Nijmegen            | Rietgraaf                | 5A     | 6678 PJ | Oosterhout GLD | The Netherlands |
| Van Mossel Vehicle Repair Oirschot            | De stad                  | 1C     | 5688 NX | Oirschot       | The Netherlands |
| Van Mossel Vehicle Repair Roosendaal          | Belder                   | 100    | 4704 RK | Roosendaal     | The Netherlands |
| Van Mossel Vehicle Repair Rotterdam           | Driemanssteeweg          | 690D   | 3084 CB | Rotterdam      | The Netherlands |
| Van Mossel Vehicle Repair Tilburg             | Ringbaan Noord           | 65     | 5046 AA | Tilburg        | The Netherlands |
| Van Mossel Vehicle Repair Tilburg 'Spuigroep' | Mascagnistraat           | 533    | 5049 BL | Tilburg        | The Netherlands |
| Van Mossel Vehicle Repair Utrecht             | Reactorweg               | 13     | 3542 AD | Utrecht        | The Netherlands |
| Van Mossel Vehicle Repair Waalwijk            | Jan Vestersstraat        | 1      | 5145 MA | Waalwijk       | The Netherlands |
| Van Mossel Vehicle Repair Waalwijk            | Zinkerweg                | 7      | 5145 EN | Waalwijk       | The Netherlands |
| Van Mossel Vehicle Repair Weert               | Edisonlaan               | 10     | 6003 DB | Weert          | The Netherlands |
| Van Mossel Vehicle Repair Weert               | Edisonlaan               | 10     | 6003 DB | Weert          | The Netherlands |
| Van Mossel Vehicle Repair Zwolle              | Nervistraat              | 3      | 8013 RS | Zwolle         | The Netherlands |
| Van Mossel Vehicle Repair Zwolle              | Simon Stevinweg          | 1 & 3  | 8013 NA | Zwolle         | The Netherlands |
| Van Mossel Commercial Vehicle Centre Waalwijk | Kraaivenstraat           | 4      | 5048 AB | Tilburg        | The Netherlands |
| Van Mossel Commercial Vehicle Centre Waalwijk | Van Andelstraat          | 1      | 5141 PB | Waalwijk       | The Netherlands |
| Van Mossel Budget Cars                        | Havenweg                 | 21     | 5145 NJ | Waalwijk       | The Netherlands |
| Van Mossel Car Solutions                      | Hectorstraat             | 7      | 5047 RE | Tilburg        | The Netherlands |
| Van Mossel Citroën/DS Amsterdam               | Pieter Braaijweg         | 2      | 1114 AJ | Amsterdam      | The Netherlands |
| Van Mossel Citroën/Peugeot Heemstede          | Cruquiusweg              | 37 C   | 2102 LS | Heemstede      | The Netherlands |
| Van Mossel Citroën/Peugeot Hoorn              | De Marowijne             | 59     | 1689 AR | Hoorn          | The Netherlands |
| Van Mossel Citroën/Peugeot Purmerend          | Vleetstraat              | 15-17  | 1446 AP | Purmerend      | The Netherlands |
| Van Mossel Citroën/Peugeot Zaandam            | Kleine Tocht             | 22     | 1507 CB | Zaandam        | The Netherlands |
| Van Mossel Citroën/Peugeot/DS Alkmaar         | Helderseweg              | 55B    | 1817 BB | Alkmaar        | The Netherlands |
| Van Mossel Energy                             | Jan Vestersstraat        | 1      | 5145 MA | Waalwijk       | The Netherlands |
| Van Mossel Exclusive Used Cars                | Pieter Braaijweg         | 2      | 1114 AJ | Amsterdam      | The Netherlands |
| Van Mossel Fiat/Jeep/Alfa Romeo Breda         | Minervum                 | 7001 C | 4817 ZL | Breda          | The Netherlands |
| Van Mossel Fiat/Jeep/Alfa Romeo Tilburg       | Kraaivenstraat           | 20     | 5048 AB | Tilburg        | The Netherlands |
| Van Mossel Fiat/Jeep/Opel Goes                | Pearyweg                 | 19     | 4462 GT | Goes           | The Netherlands |
| Van Mossel Fiat/Jeep/Opel Middelharnis        | De Hofjes                | 42     | 3241 ML | Middelharnis   | The Netherlands |
| Van Mossel Fiat/Jeep/Opel Oosterhout          | De Boedingen             | 8      | 4906 BA | Oosterhout     | The Netherlands |
| Van Mossel Fiat/Jeep/Opel Roosendaal          | Bredaseweg               | 243    | 4705 RN | Roosendaal     | The Netherlands |
| Van Mossel Fiat/Jeep/Opel Terneuzen           | Handelspoort             | 8      | 4538 BN | Terneuzen      | The Netherlands |
| Van Mossel Financial Services                 | Jan Vestersstraat        | 1      | 5145 MA | Waalwijk       | The Netherlands |

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|-----------------------------------------------------------------|-----------------------------|--------|---------|---------------------|-----------------|
| Van Mossel Ford Breda                                           | Minervum                    | 7001 C | 4817 ZL | Breda               | The Netherlands |
| Van Mossel Ford Den Bosch                                       | Afrikaaan                   | 2      | 5232 BD | 's-Hertogenbosch    | The Netherlands |
| Van Mossel Ford Eindhoven                                       | Meerenakkerweg              | 3A     | 5652 AR | Eindhoven           | The Netherlands |
| Van Mossel Ford Goes                                            | Eberhardtweg                | 2      | 4462 HH | Goes                | The Netherlands |
| Van Mossel Ford Helmond                                         | Varenschut                  | 17J    | 5705 DK | Helmond             | The Netherlands |
| Van Mossel Ford Hulst                                           | Evenaar                     | 1      | 4561 PG | Hulst               | The Netherlands |
| Van Mossel Ford Middelharnis                                    | De Hofjes                   | 42     | 3241 ML | Middelharnis        | The Netherlands |
| Van Mossel Ford Roermond                                        | Sodaweg                     | 3      | 6049 CM | Roermond/<br>Herten | The Netherlands |
| Van Mossel Ford Roosendaal                                      | Belder                      | 34     | 4704 RK | Roosendaal          | The Netherlands |
| Van Mossel Ford Terneuzen                                       | Handelspoort                | 8      | 4538 BN | Terneuzen           | The Netherlands |
| Van Mossel Ford Tilburg                                         | Kraaivenstraat              | 20     | 5048 AB | Tilburg             | The Netherlands |
| Van Mossel Ford Veghel                                          | Vanderlandelaan             | 1      | 5466 RE | Veghel              | The Netherlands |
| Van Mossel Ford Weert                                           | Edisonlaan                  | 5      | 6003 DB | Weert               | The Netherlands |
| Van Mossel Hyundai Emmen                                        | Nijlbracht                  | 50     | 7821 CA | Emmen               | The Netherlands |
| Van Mossel Hyundai Groningen                                    | Odenseweg                   | 1      | 9723 HA | Groningen           | The Netherlands |
| Van Mossel Hyundai Heerenveen                                   | Businesspark Friesland-West | 53-1   | 8447 SL | Heerenveen          | The Netherlands |
| Van Mossel Hyundai Leeuwarden                                   | Orionweg                    | 51     | 8938 AG | Leeuwarden          | The Netherlands |
| Van Mossel Jaguar/Land Rover Apeldoorn                          | Oude Apeldoornseweg         | 40A    | 7333 NS | Apeldoorn           | The Netherlands |
| Van Mossel Jaguar/Land Rover Groningen                          | Odenseweg                   | 1      | 9723 HA | Groningen           | The Netherlands |
| Van Mossel Jaguar/Land Rover Zwolle                             | Oude Meppelerweg            | 2      | 8024 AB | Zwolle              | The Netherlands |
| Van Mossel Kia Amersfoort                                       | Maanlander                  | 12     | 3824 MP | Amersfoort          | The Netherlands |
| Van Mossel KIA Apeldoorn                                        | Oude Apeldoornseweg         | 40B    | 7333 NS | Apeldoorn           | The Netherlands |
| Van Mossel KIA Harderwijk                                       | Lorentzstraat               | 25     | 3846 AV | Harderwijk          | The Netherlands |
| Van Mossel KIA Hengelo                                          | Holtersweg                  | 30     | 7556 BX | Hengelo             | The Netherlands |
| Van Mossel KIA Zwolle                                           | Oude Meppelerweg            | 2      | 8024 AB | Zwolle              | The Netherlands |
| Van Mossel Maserati Amsterdam                                   | Pieter Braaijweg            | 2      | 1114 AJ | Amsterdam           | The Netherlands |
| Van Mossel Maserati Breda                                       | Minervum                    | 7001 C | 4817 ZL | Breda               | The Netherlands |
| Van Mossel Mega Used Car Centre Goes                            | Pearyweg                    | 19     | 4462 GT | Goes                | The Netherlands |
| Van Mossel Mega Used Car Centre Hengelo                         | Goudstraat                  | 70     | 7554 NE | Hengelo             | The Netherlands |
| Van Mossel Mega Used Car Centre Leeuwarden                      | Orionweg                    | 51     | 8938 AG | Leeuwarden          | The Netherlands |
| Van Mossel Mega Used Car Centre Tilburg                         | Kraaivenstraat              | 6      | 5048 AB | Tilburg             | The Netherlands |
| Van Mossel Mega Used Car Centre Utrecht                         | Kate Ter Horstsingel        | 1      | 3543 WB | Utrecht             | The Netherlands |
| Van Mossel Mercedes-Benz Dordrecht                              | Mijlweg                     | 81     | 3316 BE | Dordrecht           | The Netherlands |
| Van Mossel Mercedes-Benz Gouda                                  | Grote Esch                  | 50     | 2841 MJ | Gouda               | The Netherlands |
| Van Mossel Mercedes-Benz Hellevoetsuis                          | Rijksstraatweg              | 38     | 3223 KA | Hellevoetsluis      | The Netherlands |
| Van Mossel Mercedes-Benz Oud-Beijerland                         | Jan van der Heijdenstraat   | 29     | 3261 LE | Oud-Beijerland      | The Netherlands |
| Van Mossel Mercedes-Benz Rotterdam Autostrada                   | Autolettestraat             | 4      | 3063 NP | Rotterdam           | The Netherlands |
| Van Mossel Mercedes-Benz Rotterdam Charlois                     | Driemanssteeweg             | 690A   | 3084 CB | Rotterdam           | The Netherlands |
| Van Mossel Mercedes-Benz Rotterdam Spaanse Polder               | Schuttevaerweg              | 20     | 3044 BB | Rotterdam           | The Netherlands |
| Van Mossel Mercedes-Benz Vans & Trucks Bergschenhoek            | Bergweg-Zuid                | 102    | 2661 CV | Bergschenhoek       | The Netherlands |
| Van Mossel Mercedes-Benz Vans & Trucks Dordrecht                | Heliotrooping               | 40     | 3316 KG | Dordrecht           | The Netherlands |
| Van Mossel Mercedes-Benz Vans & Trucks Gouda                    | Grote Esch                  | 46     | 2841 MJ | Gouda               | The Netherlands |
| Van Mossel Mercedes-Benz Vans & Trucks Rotterdam Charlois       | Driemanssteeweg             | 20     | 3084 CB | Rotterdam           | The Netherlands |
| Van Mossel Mercedes-Benz Vans & Trucks Rotterdam Spaanse Polder | Schuttevaerweg              | 18     | 3044 BB | Rotterdam           | The Netherlands |
| Van Mossel MG Amsterdam                                         | Pieter Braaijweg            | 2      | 1114 AJ | Amsterdam           | The Netherlands |
| Van Mossel MG Breda                                             | Minervum                    | 7001 B | 4817 ZL | Breda               | The Netherlands |
| Van Mossel MG Den Bosch                                         | Afrikaaan                   | 2      | 5232 BD | 's-Hertogenbosch    | The Netherlands |
| Van Mossel MG The Hague                                         | Kerketuinenweg              | 36     | 2544 CW | The Hague           | The Netherlands |
| Van Mossel MG Goes                                              | Eberhardtweg                | 2      | 4462 HH | Goes                | The Netherlands |
| Van Mossel MG Nijmegen                                          | Rietgraaf                   | 5      | 6678 PJ | Nijmegen            | The Netherlands |
| Van Mossel MG Purmerend                                         | Vleetstraat                 | 15–17  | 1446 AP | Purmerend           | The Netherlands |
| Van Mossel MG Roermond                                          | Sodaweg                     | 3      | 6049 CM | Roermond/<br>Herten | The Netherlands |
| Van Mossel MG Service Centre Amersfoort                         | Maanlander                  | 12     | 3824 MP | Amersfoort          | The Netherlands |
| Van Mossel MG Service Centre Hengelo                            | Holtersweg                  | 30     | 7556 BX | Hengelo             | The Netherlands |
| Van Mossel MG Service Centre Zwolle                             | Oude Meppelerweg            | 2      | 8024 AB | Zwolle              | The Netherlands |
| Van Mossel MG Tynaarlo                                          | Handelsweg                  | 18     | 9482 WE | Tynaarlo            | The Netherlands |
| Van Mossel Nissan Amsterdam                                     | Schepenbergweg              | 43     | 1105 AS | Amsterdam           | The Netherlands |
| Van Mossel Mega Used Car Centre Tilburg                         | Kraaivenstraat              | 13     | 5048 AB | Tilburg             | The Netherlands |
| Van Mossel Opel Alkmaar                                         | Helderseweg                 | 55b    | 1817 BB | Alkmaar             | The Netherlands |
| Van Mossel Opel Breda                                           | Minervum                    | 7001 A | 4817 ZL | Breda               | The Netherlands |
| Van Mossel Opel Den Bosch                                       | Afrikaaan                   | 2      | 5232 BD | 's-Hertogenbosch    | The Netherlands |
| Van Mossel Opel Tilburg                                         | Kraaivenstraat              | 8      | 5048 AB | Tilburg             | The Netherlands |
| Van Mossel Opel Veghel                                          | Vanderlandelaan             | 1      | 5466 RE | Veghel              | The Netherlands |
| Van Mossel Outdoor Used Cars Oisterwijk                         | Bedrijfsweg                 | 17     | 5061 JX | Oisterwijk          | The Netherlands |

|                                                                                          |                                    |       |         |                             |                 |
|------------------------------------------------------------------------------------------|------------------------------------|-------|---------|-----------------------------|-----------------|
| Van Mossel Peugeot Amstelveen                                                            | Bouwerij                           | 6     | 1185 XX | Amstelveen                  | The Netherlands |
| Van Mossel Peugeot Amsterdam North                                                       | Johan van Hasseltweg               | 65    | 1021 KN | Amsterdam                   | The Netherlands |
| Van Mossel Peugeot Amsterdam South-East                                                  | Klokkenbergweg                     | 29    | 1101 AK | Amsterdam                   | The Netherlands |
| Van Mossel Peugeot Heemstede                                                             | Cruquiusweg                        | 37 C  | 2102 LS | Heemstede                   | The Netherlands |
| Van Mossel Peugeot Leiderdorp                                                            | Van der Valk Boumaweg              | 2     | 2352 JC | Leiderdorp                  | The Netherlands |
| Van Mossel Peugeot Lisse-Hillegom                                                        | Arnoudstraat                       | 18    | 2182 DZ | Hillegom                    | The Netherlands |
| Van Mossel Private Lease                                                                 | Kraaivenstraat                     | 4     | 5048 AB | Tilburg                     | The Netherlands |
| Van Mossel Renault/Dacia Barendrecht                                                     | Krakau                             | 3     | 2993 LV | Barendrecht                 | The Netherlands |
| Van Mossel Renault/Dacia Breda                                                           | Huifakkerstraat                    | 3     | 4815 PN | Breda                       | The Netherlands |
| Van Mossel Renault/Dacia Culemborg                                                       | Pascalweg                          | 29    | 4101 BE | Culemborg                   | The Netherlands |
| Van Mossel Renault/Dacia Roosendaal                                                      | Belder                             | 34    | 4704 RK | Roosendaal                  | The Netherlands |
| Van Mossel Renault/Dacia Rotterdam South                                                 | Charloisse Lagedijk                | 946   | 3088 LA | Rotterdam Zuid              | The Netherlands |
| Van Mossel Renault/Dacia Spijkenisse                                                     | Maaswijkweg                        | 1     | 3203 LG | Spijkenisse                 | The Netherlands |
| Van Mossel Renault/Dacia Wijk bij Duurstede                                              | Graaf van Lynden van Sandenburgweg | 2A    | 3962 RB | Wijk bij Duurstede          | The Netherlands |
| Van Mossel Renault/Dacia Zaltbommel                                                      | Van Voordenpark                    | 18    | 5301 KP | Zaltbommel                  | The Netherlands |
| Van Mossel Renault/Dacia/Nissan Dordrecht                                                | Mijlweg                            | 71    | 3316 BE | Dordrecht                   | The Netherlands |
| Van Mossel Renault/Dacia/Nissan Gorinchem                                                | Edisonweg                          | 7     | 4207 HE | Gorinchem                   | The Netherlands |
| Van Mossel Renault/Dacia/Nissan Rotterdam Alexander                                      | Koperstraat                        | 16–18 | 3067 GL | Rotterdam                   | The Netherlands |
| Van Mossel Renault/Dacia/Nissan Tiel                                                     | Stephensonstraat                   | 1–3   | 4004 JA | Tiel                        | The Netherlands |
| Van Mossel Renault/Dacia/Nissan Vlaardingen                                              | Hoogstad                           | 101   | 3131 KX | Vlaardingen                 | The Netherlands |
| Van Mossel SEAT/SKODA Tilburg                                                            | Kraaivenstraat                     | 13    | 5048 AB | Tilburg                     | The Netherlands |
| Van Mossel SEAT/SKODA Waalwijk                                                           | Van Andelstraat                    | 11    | 5141 PB | Waalwijk                    | The Netherlands |
| Van Mossel Short-Term Leasing & Rental Groningen                                         | Handelweg                          | 18    | 9482 WE | Tynaarlo                    | The Netherlands |
| Van Mossel Short-Term Leasing & Rental Rotterdam                                         | Driemanssteeweg                    | 690B  | 3084 CB | Rotterdam                   | The Netherlands |
| Van Mossel Short-Term Leasing and Rentals                                                | Schutweg                           | 6a    | 5145 NP | Waalwijk                    | The Netherlands |
| Van Mossel Rim Repair Hapert                                                             | Energieweg                         | 5     | 5527 AH | Hapert                      | The Netherlands |
| Van Mossel Volkswagen Hapert                                                             | Oude Provincialeweg                | 84    | 5527 AH | Hapert                      | The Netherlands |
| Van Mossel Volkswagen Oisterwijk                                                         | Bedrijfsweg                        | 17    | 5061 JX | Oisterwijk                  | The Netherlands |
| Van Mossel Volkswagen Tilburg                                                            | Ringbaan Noord                     | 65    | 5046 AA | Tilburg                     | The Netherlands |
| Van Mossel Volvo Amsterdam                                                               | Krollenbergweg                     | 15    | 1101 AR | Amsterdam                   | The Netherlands |
| Van Mossel Volvo Mijdrecht                                                               | Communicatieweg                    | 9     | 3641 SG | Mijdrecht                   | The Netherlands |
| Alpine Discovery Kuurne                                                                  | Brugsesteenweg                     | 30    | 8520    | Kuurne                      | Belgium         |
| DirectLease                                                                              | Noordersingel                      | 19    | 2140    | Antwerp                     | Belgium         |
| J&T Autolease                                                                            | Noordersingel                      | 19    | B-2140  | Antwerp                     | Belgium         |
| Van Mossel Abarth, Alfa Romeo, Fiat, Fiat Professional, Jeep, Lancia Hasselt             | Hellebeemden                       | 2     | 3500    | Hasselt                     | Belgium         |
| Van Mossel Abarth, Citroën, Fiat, Fiat Professional, Opel, Peugeot Sint-Truiden          | Lichtenberglaan                    | 2010  | 3800    | Sint-Truiden                | Belgium         |
| Van Mossel Abarth, Citroën, Fiat, Jeep, Peugeot Aarschot                                 | Betekomssteenweg                   | 114   | 3200    | Aarschot                    | Belgium         |
| Van Mossel Abarth, Fiat, Fiat Professional, Jeep, Opel Bree                              | Meeuworkiezel                      | TZ    | 3960    | Bree                        | Belgium         |
| Van Mossel Audi Sint-Niklaas                                                             | Europark-Zuid                      | 1     | 9100    | Sint-Niklaas                | Belgium         |
| Van Mossel Audi, Volkswagen, VW Commercial Vehicles, Seat Service, Skoda Service Lokeren | Brandstraat                        | 19    | 9160    | Lokeren                     | Belgium         |
| Van Mossel Car Leasing                                                                   | Noordersingel                      | 19    | B-2140  | Antwerp                     | Belgium         |
| Van Mossel Car Leasing                                                                   | Noordersingel                      | 19    | 2140    | Antwerp                     | Belgium         |
| Van Mossel Automotive Group                                                              | Noordersingel                      | 19    | 2140    | Antwerp                     | Belgium         |
| Van Mossel Body Shop Aartselaar                                                          | Boomsesteenweg                     | 39    | 2630    | Aartselaar                  | Belgium         |
| Van Mossel Body Shop Brasschaat                                                          | Kapelsesteenweg                    | 76    | 2930    | Brasschaat                  | Belgium         |
| Van Mossel Body Shop Hasselt                                                             | Hellebeemden                       | 6a    | 3500    | Hasselt                     | Belgium         |
| Van Mossel Body Shop Ypres                                                               | Zwaanhofweg                        | 8     | 8900    | Ypres                       | Belgium         |
| Van Mossel Body Shop Jabbeke                                                             | Vlamingveld                        | 5     | 8490    | Jabbeke                     | Belgium         |
| Van Mossel Body Shop Leuven                                                              | Brusselsesteenweg                  | 57    | 3020    | Herent                      | Belgium         |
| Van Mossel Body Shop Mechelen                                                            | Antwerpsesteenweg                  | 273   | 2800    | Mechelen                    | Belgium         |
| Van Mossel Body Shop Oudenaarde                                                          | Industriepark De Bruwaan           | 55A   | 9700    | Oudenaarde                  | Belgium         |
| Van Mossel Body Shop Oudsbergen                                                          | Betonweg                           | 12    | 3670    | Oudsbergen                  | Belgium         |
| Van Mossel Body Shop Roeselare                                                           | Hoge-Barrièrestraat                | 10    | 8800    | Roeselare                   | Belgium         |
| Van Mossel Body Shop Roeselare HT                                                        | Hoge-Barrièrestraat                | 10    | 8800    | Roeselare                   | Belgium         |
| Van Mossel Body Shop Schriek                                                             | Schriekstraat                      | 114   | 2223    | Schriek (Heist op den Berg) | Belgium         |
| Van Mossel Body Shop Sint-Niklaas                                                        | Europark-Zuid                      | 12    | 9100    | Sint-Niklaas                | Belgium         |
| Van Mossel Body Shop Turnhout                                                            | Steenweg op Gierle                 | 355   | 2300    | Turnhout                    | Belgium         |
| Van Mossel Citroën, DS, Leapmotor, Peugeot, Opel Hasselt                                 | Hellebeemden                       | 2 A   | 3500    | Hasselt                     | Belgium         |
| Van Mossel Citroën, DS, Peugeot Leuven                                                   | Brusselsesteenweg                  | 31    | 3020    | Herent                      | Belgium         |
| Van Mossel Citroën, Opel, Peugeot Diest                                                  | Leuvensesteenweg                   | 160   | 3290    | Diest                       | Belgium         |
| Van Mossel Citroën, Opel, Peugeot Schriek                                                | Schriekstraat                      | 114   | 2223    | Schriek                     | Belgium         |

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| Van Mossel Citroën, Opel, Peugeot Tongeren                                     | Maastrichtersteenweg       | 463–465 | 3700   | Tongeren         | Belgium    |
| Van Mossel Citroën, Peugeot Zonhoven                                           | Waardstraat                | 6       | 3520   | Zonhoven         | Belgium    |
| Van Mossel Cupra, Seat, Skoda, Volkswagen, VW Commercial Vehicles Sint-Niklaas | Grote Baan                 | 80      | 9100   | Sint-Niklaas     | Belgium    |
| Van Mossel Dacia Kuurne                                                        | Brugsesteenweg             | 30      | 8520   | Kuurne           | Belgium    |
| Van Mossel Dacia Roeselare                                                     | Diksmuidsesteenweg         | 343     | 8800   | Roeselare        | Belgium    |
| Van Mossel Ford Brasschaat                                                     | Kapelsesteenweg            | 76      | 2930   | Brasschaat       | Belgium    |
| Van Mossel Ford Deurne                                                         | Bisschoppenhoflaan         | 515     | 2100   | Deurne           | Belgium    |
| Van Mossel Ford Leuven                                                         | Brusselsesteenweg          | 57      | 3020   | Herent           | Belgium    |
| Van Mossel Ford Mechelen                                                       | Antwerpsesteenweg          | 273     | 2800   | Mechelen         | Belgium    |
| Van Mossel Ford Wilrijk                                                        | Boomsesteenweg             | 375     | 2610   | Wilrijk          | Belgium    |
| Van Mossel Ford Zaventem                                                       | Leuvensesteenweg           | 438     | 1930   | Zaventem         | Belgium    |
| Van Mossel Hyundai Brasschaat                                                  | Kapelsesteenweg            | 76      | 2930   | Brasschaat       | Belgium    |
| Van Mossel Hyundai Deurne                                                      | Bisschoppenhoflaan         | 515     | 2100   | Deurne           | Belgium    |
| Van Mossel Hyundai Mechelen                                                    | Antwerpsesteenweg          | 273     | 2800   | Mechelen         | Belgium    |
| Van Mossel Hyundai, Isuzu, Maxus, MG, Suzuki Groot-Bijgaarden                  | Pastoor Cooremansstraat    | 1       | 1702   | Groot-Bijgaarden | Belgium    |
| Van Mossel Hyundai, Maxus Wilrijk                                              | Boomsesteenweg             | 501     | 2610   | Wilrijk          | Belgium    |
| Van Mossel Hyundai, Maxus, MG Ghent                                            | Achilles Heyndrickxlaan    | 1       | 9050   | Ghent            | Belgium    |
| Van Mossel Hyundai, MG Deinze                                                  | Emiel Clauslaan            | 45      | 9800   | Deinze           | Belgium    |
| Van Mossel Hyundai, MG Oudenaarde                                              | Industriepark de Bruwaan   | 55      | 9700   | Oudenaarde       | Belgium    |
| Van Mossel Hyundai, MG, Suzuki Menen                                           | Bruggestraat               | 568     | 8930   | Menen            | Belgium    |
| Van Mossel Hyundai, MG, Suzuki Zaventem                                        | Leuvensesteenweg           | 438     | 1930   | Zaventem         | Belgium    |
| Van Mossel Jaguar Leuven                                                       | Brusselsesteenweg          | 57      | 3020   | Herent           | Belgium    |
| Van Mossel Jaguar Mechelen                                                     | Antwerpsesteenweg          | 277     | 2800   | Mechelen         | Belgium    |
| Van Mossel Kia Aarschot                                                        | Betekomsesteenweg          | 114     | 3200   | Aarschot         | Belgium    |
| Van Mossel Kia Diest                                                           | Leuvensesteenweg           | 160     | 3290   | Diest            | Belgium    |
| Van Mossel Kia Hasselt                                                         | Hellebeemden               | 4       | 3500   | Hasselt          | Belgium    |
| Van Mossel Kia Lier                                                            | Marnixdreef                | 2       | 2500   | Lier             | Belgium    |
| Van Mossel Kia Sint-Truiden                                                    | Lichtenberglaan            | 2010    | 3800   | Sint-Truiden     | Belgium    |
| Van Mossel Lagrou Dacia Ypres                                                  | Veurneweg                  | 6       | 8900   | Ypres            | Belgium    |
| Van Mossel Lagrou Renault Ypres                                                | Veurneweg                  | 6       | 8900   | Ypres            | Belgium    |
| Van Mossel Land Rover Leuven                                                   | Brusselsesteenweg          | 57      | 3020   | Herent           | Belgium    |
| Van Mossel Land Rover Mechelen                                                 | Antwerpsesteenweg          | 277     | 2800   | Mechelen         | Belgium    |
| Van Mossel Mercedes-Benz Brecht                                                | D'hoef                     | 2       | 2960   | Brecht           | Belgium    |
| Van Mossel Mercedes-Benz Bruges                                                | Pathoekeweg                | 40      | 8000   | Bruges           | Belgium    |
| Van Mossel Mercedes-Benz Ypres                                                 | Zwaanhofweg                | 8       | 8900   | Ypres            | Belgium    |
| Van Mossel Mercedes-Benz Knokke                                                | Natiënlaan                 | 167     | 8300   | Knokke           | Belgium    |
| Van Mossel Mercedes-Benz Ostend                                                | Marconistraat              | 1       | 8400   | Ostend           | Belgium    |
| Van Mossel Mercedes-Benz Roeselare                                             | Hoge-Barrièrestraat        | 10      | 8800   | Roeselare        | Belgium    |
| Van Mossel Mercedes-Benz Tielt                                                 | Szamotołystraat            | 19      | 8700   | Tielt            | Belgium    |
| Van Mossel Mercedes-Benz Torhout                                               | Bruggestraat               | 96      | 8820   | Torhout          | Belgium    |
| Van Mossel Mercedes-Benz Turnhout                                              | Steenweg op Gierle         | 355     | 2300   | Turnhout         | Belgium    |
| Van Mossel Mercedes-Benz Veurne                                                | Duvenkort                  | 8       | 8630   | Veurne           | Belgium    |
| Van Mossel MG Antwerp                                                          | Noorderlaan                | 32      | 2060   | Antwerp          | Belgium    |
| Van Mossel MG Mechelen                                                         | Jubellaan                  | 82      | 2800   | Mechelen         | Belgium    |
| Van Mossel Opel Antwerp                                                        | Noorderlaan                | 32      | 2060   | Antwerp          | Belgium    |
| Van Mossel Opel Lier                                                           | Marnixdreef                | 2       | 2500   | Lier             | Belgium    |
| Van Mossel Opel Wilrijk                                                        | Boomsesteenweg             | 501     | 2610   | Wilrijk          | Belgium    |
| Van Mossel Opel, Leapmotor Mechelen                                            | Jubellaan                  | 82      | 2800   | Mechelen         | Belgium    |
| Van Mossel Peugeot, Citroën Genk                                               | Evence Coppélaan           | 90      | 3600   | Genk             | Belgium    |
| Van Mossel Renault Kuurne                                                      | Brugsesteenweg             | 30      | 8520   | Kuurne           | Belgium    |
| Van Mossel Renault Roeselare                                                   | Diksmuidsesteenweg         | 343     | 8800   | Roeselare        | Belgium    |
| Van Mossel Skoda, Volkswagen, VW Commercial Vehicles Dendermonde               | Korte Dijkstraat           | 75      | 9200   | Dendermonde      | Belgium    |
| Van Mossel Trucks Deurne                                                       | Bisschoppenhoflaan         | 275     | 2100   | Antwerp          | Belgium    |
| Van Mossel Trucks Duffel                                                       | A. Stocletlaan             | 204     | 2570   | Duffel           | Belgium    |
| Van Mossel Used Cars Antwerp                                                   | Noorderlaan                | 32      | 2060   | Antwerp          | Belgium    |
| Van Mossel Used Cars Hasselt                                                   | Hellebeemden               | 12      | 3500   | Hasselt          | Belgium    |
| Van Mossel Used Cars Kuurne                                                    | Brugsesteenweg             | 40      | 8520   | Kuurne           | Belgium    |
| Van Mossel Used Cars Lokeren                                                   | Brandstraat                | 20      | 9160   | Lokeren          | Belgium    |
| Van Mossel Vandenbunder Dacia Diksmuide                                        | Wagenmakerijstraat         | 2       | 8600   | Diksmuide        | Belgium    |
| Van Mossel Vandenbunder Renault Diksmuide                                      | Wagenmakerijstraat         | 2       | 8600   | Diksmuide        | Belgium    |
| Van Mossel Westlease Namur                                                     | Avenue d'Ecolys            | 20      | 5020   | Suarlée (Namur)  | Belgium    |
| Van Mossel Westlease                                                           | Hoge-Barrièrestraat        | 11      | 8800   | Roeselare        | Belgium    |
| Autopolis Bertrange                                                            | Zone d'activités Bourmicht |         | L-8070 | Bertrange        | Luxembourg |

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| Autopolis Body Shop                                                                                                           | Rue du Puits Romain                  | 4   | L-8070  | Bertrange              | Luxembourg |
| Autopolis Fiat Professional, Hyundai, Suzuki, MG, Corvette, Opel, Fiat, Abarth, Alfa Romeo, Jeep, Kia, Ford, Lancia, Maserati | Rue des Mérovingiens, Z.A. Bourmicht | 9   | L-8070  | Bertrange              | Luxembourg |
| Autopolis Ford, Body Shop, Breakdown Assistance                                                                               | Route de Bascharage                  | 173 | L-4513  | Niederkorn             | Luxembourg |
| Autopolis Hyundai, Isuzu, Suzuki, MG                                                                                          | ZI Um Monkeler - On Den Drieschen    | 18  | L-4149  | Esch-sur-Alzette       | Luxembourg |
| Van Mossel Westlease Luxembourg                                                                                               | Zone d'activités Bourmicht           |     | L-8070  | Bertrange              | Luxembourg |
| Aston Martin Hamburg                                                                                                          | Poppenbütteler Weg                   | 5   | 22339   | Hamburg                | Germany    |
| Audi Used Cars plus Mainz                                                                                                     | Hechtsheimer Straße                  | 27  | 55131   | Mainz                  | Germany    |
| Audi Centre Koblenz                                                                                                           | Andernacher Straße                   | 205 | 56070   | Koblenz                | Germany    |
| Audi Centre Mainz                                                                                                             | Hechtsheimer Straße                  | 23  | 55131   | Mainz                  | Germany    |
| Audi Centre Trier                                                                                                             | Rudolf-Diesel-Straße                 | 17  | 54292   | Trier                  | Germany    |
| Kempen Car Dealership Bad Neuenahr                                                                                            | Ringener Straße                      | 45  | 53474   | Bad Neuenahr-Ahrweiler | Germany    |
| Kempen Car Dealership Meckenheim                                                                                              | Bergerwiesenstraße                   | 4   | 53340   | Meckenheim             | Germany    |
| Kempen Car Dealership Meckenheim                                                                                              | Bergerwiesenstraße                   | 4   | 53340   | Meckenheim             | Germany    |
| Pretz Car Dealership                                                                                                          | Im Plonzert                          | 2   | 56076   | Koblenz                | Germany    |
| Directlease                                                                                                                   | Am Seestern                          | 4   | D-40547 | Düsseldorf             | Germany    |
| Hugo Pfohe Bad Segeberg                                                                                                       | Esmarchstraße                        | 13  | 23795   | Bad Segeberg           | Germany    |
| Hugo Pfohe GmbH                                                                                                               | Sportallee                           | 58  | 22335   | Hamburg                | Germany    |
| Hugo Pfohe Hamburg-Fuhlsbüttel Ford/KIA                                                                                       | Alsterkrugchaussee                   | 355 | 22335   | Hamburg                | Germany    |
| Hugo Pfohe Hamburg-Wandsbek Ford/KIA                                                                                          | Friedrich-Ebert-Damm                 | 190 | 22047   | Hamburg                | Germany    |
| Hugo Pfohe Land Rover Hamburg                                                                                                 | Traute-Lafrenz-Straße                | 167 | 22297   | Hamburg                | Germany    |
| Hugo Pfohe Lübeck Ford/MG                                                                                                     | Am Spargelhof                        | 10  | 23554   | Lübeck                 | Germany    |
| Hugo Pfohe Norderstedt Ford/KIA                                                                                               | Niendorfer Strasse                   | 147 | 22848   | Norderstedt            | Germany    |
| Hugo Pfohe Oldenburg i.H.                                                                                                     | Am Voßberg                           | 7   | 23758   | Oldenburg i.H.         | Germany    |
| Hugo Pfohe Schwerin-Krebsförden Ford/KIA                                                                                      | Pampower Strasse                     | 1   | 19061   | Schwerin               | Germany    |
| Hugo Pfohe Schwerin-Margaretenhof                                                                                             | Kirschenhöfer Weg                    | 78  | 19057   | Schwerin               | Germany    |
| Karo Plus Centre Hamburg damage repair & painting centre                                                                      | Lademannbogen                        | 145 | 22339   | Hamburg                | Germany    |
| Damage Repair & Painting Centre Hamburg Bergedorf – Schleede                                                                  | Curslacker Deich                     | 33  | 21029   | Hamburg                | Germany    |
| Damage Repair & Painting Centre Mainz                                                                                         | Hechtsheimer Straße                  | 27  | 55131   | Mainz                  | Germany    |
| Löhr & Becker AG                                                                                                              | Carl-Löhr-Straße                     | 2   | 56070   | Koblenz                | Germany    |
| Löhr Automobile Andernach                                                                                                     | Koblenzer Straße                     | 77  | 56626   | Andernach              | Germany    |
| Löhr Automobile Bendorf                                                                                                       | Dieter-Trennheuser-Straße            | 8   | 56170   | Bendorf                | Germany    |
| Löhr Automobile Daun                                                                                                          | Bitburger Straße                     | 4   | 54550   | Daun                   | Germany    |
| Löhr Automobile Höhr-Grenzhausen                                                                                              | Auf der Haide                        | 28  | 56203   | Höhr-Grenzhausen       | Germany    |
| Löhr Automobile Neuwied                                                                                                       | Stettiner Straße                     | 4   | 56564   | Neuwied                | Germany    |
| Löhr Automobile Neuwied                                                                                                       | Stettiner Straße                     | 4   | 56564   | Neuwied                | Germany    |
| Löhr Automobile Worms                                                                                                         | Mainzer Straße                       | 86  | 67547   | Worms                  | Germany    |
| LöhrGruppe Services                                                                                                           | Andernacher Straße                   | 200 | 56070   | Koblenz                | Germany    |
| Nord Ostsee Automobile – Mercedes-Benz Centre Reinfeld – CharterWay                                                           | Stubbendorfer Ring                   | 13  | 23858   | Reinfeld               | Germany    |
| Nord Ostsee Automobile Centre Ahrensburg                                                                                      | Kurt-Fischer-Straße                  | 17  | 22926   | Ahrensburg             | Germany    |
| Nord Ostsee Automobile Centre Bad Belzig                                                                                      | Im Gewerbepark Seedoche              | 1   | 14806   | Bad Belzig             | Germany    |
| Nord Ostsee Automobile Centre Brandenburg                                                                                     | Friedrichshafener Str.               | 23  | 14772   | Brandenburg            | Germany    |
| Nord Ostsee Automobile Centre Eckernförde                                                                                     | Rendsburger Straße                   | 54  | 24340   | Eckernförde            | Germany    |
| Nord Ostsee Automobile Centre Garbsen/Hanover                                                                                 | Im Bahlbrink                         | 1   | 30827   | Garbsen                | Germany    |
| Nord Ostsee Automobile Centre, Hamburg-Am Rothenbaum                                                                          | Rothenbaumchaussee                   | 144 | 20149   | Hamburg                | Germany    |
| Nord Ostsee Automobile Centre Hamburg-Bergedorf Used Cars                                                                     | Lehfeld                              | 6   | 21029   | Hamburg                | Germany    |
| Nord Ostsee Automobile Centre Hamburg-Elbe                                                                                    | Nienstedtener Marktplatz             | 30  | 22609   | Hamburg                | Germany    |
| Nord Ostsee Automobile Centre Heide                                                                                           | Lise-Meitner-Straße                  | 1   | 25746   | Heide                  | Germany    |
| Nord Ostsee Automobile Centre Heide                                                                                           | Lise-Meitner-Straße                  | 1   | 25746   | Heide                  | Germany    |
| Nord Ostsee Automobile Centre Marne                                                                                           | Hafenstraße                          | 78  | 25709   | Marne                  | Germany    |
| Nord Ostsee Automobile Centre Neuruppin                                                                                       | Bechliner Chaussee                   | 25b | 16816   | Neuruppin              | Germany    |
| Nord Ostsee Automobile Centre Reinbek                                                                                         | Gutenbergstraße                      | 26  | 21465   | Reinbek                | Germany    |
| Nord Ostsee Automobile Centre Schleswig                                                                                       | Schulstraße                          | 34  | 24866   | Schleswig              | Germany    |
| Nord Ostsee Automobile Centre Trittau                                                                                         | Bahnhofstraße                        | 48  | 22946   | Trittau                | Germany    |
| Nord Ostsee Automobile Centre Wittstock                                                                                       | Prignitzer Strasse                   | 12  | 16909   | Wittstock              | Germany    |
| Nord Ostsee Automobile GmbH & Co. KG                                                                                          | Schleswiger Chaussee                 | 98  | 25813   | Husum                  | Germany    |
| Nord Ostsee Automobile Hamburg-Alster                                                                                         | Poppenbütteler Weg                   | 5   | 22339   | Hamburg                | Germany    |
| Nord Ostsee Automobile Hyundai Centre Bergedorf                                                                               | Reinbeker Redder                     | 88  | 21031   | Hamburg                | Germany    |
| Nord Ostsee Automobile Hyundai Centre Flensburg                                                                               | Zur Bleiche                          | 46  | 24941   | Flensburg              | Germany    |
| Nord Ostsee Automobile Hyundai Centre Hamburg-Harburg                                                                         | Winsener Str.                        | 185 | 21077   | Hamburg                | Germany    |
| Nord Ostsee Automobile Hyundai Centre Heide                                                                                   | Meldorfer Strasse                    | 103 | 25746   | Heide                  | Germany    |
| Nord Ostsee Automobile Hyundai Centre Itzehoe                                                                                 | Lise-Meitner-Straße                  | 19  | 25524   | Itzehoe                | Germany    |

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| Nord Ostsee Automobile Hyundai Centre Neumünster                       | Friedrich Wöhler Str.      | 40               | 24536    | Neumünster     | Germany          |
| Nord Ostsee Automobile Hyundai Centre Schleswig                        | Busdorfer Strasse          | 49               | 24837    | Schleswig      | Germany          |
| Nord Ostsee Automobile Hyundai Centre Schwarzenbek                     | Hamburger Strasse          | 96               | 21493    | Schwarzenbek   | Germany          |
| Nord Ostsee Automobile SE & Co. KG in Pattensen                        | Johann-Koch-Straße         | 3                | 30982    | Pattensen      | Germany          |
| Nord Ostsee Automobile Transporter Competence Centre Ahrensburg        | Kurt-Fischer-Straße        | 17               | 22926    | Ahrensburg     | Germany          |
| Nord Ostsee Automobile Transporter Competence Centre Hamburg-Bergedorf | Curslacker Neuer Deich     | 35               | 21029    | Hamburg        | Germany          |
| Nord Ostsee Automobile Advertising & Design                            | Lise-Meitner-Straße        | 4                | 25746    | Heide          | Germany          |
| Nord Ostsee Trucks Centre Goslar Iveco                                 | Vor dem Nordhees           | 4                | 38644    | Goslar         | Germany          |
| Nord Ostsee Trucks Centre Northeim                                     | Robert-Bosch-Straße        | 2                | 37154    | Northeim       | Germany          |
| Nord Ostsee Trucks Ltd                                                 | Junkersstraße              | 8                | 31137    | Hildesheim     | Germany          |
| Porsche Centre Kaiserslautern                                          | Europaallee                | 37               | 67657    | Kaiserslautern | Germany          |
| Porsche Centre Koblenz                                                 | Andernacher Straße         | 210              | 56070    | Koblenz        | Germany          |
| Porsche Centre Mainz                                                   | Hechtsheimer Straße        | 25               | 55131    | Mainz          | Germany          |
| Porsche Centre Trier                                                   | Metternichstraße           | 7                | 54292    | Trier          | Germany          |
| Seat Löhr & Becker Koblenz                                             | Andernacher Straße         | 200              | 56070    | Koblenz        | Germany          |
| SEAT Löhr Automobile Wiesbaden                                         | Mainzer Straße             | 130              | 65189    | Wiesbaden      | Germany          |
| Škoda Löhr Automobile Mainz                                            | Rheinallee                 | 195              | 55120    | Mainz          | Germany          |
| Škoda Centre Koblenz                                                   | Andernacher Straße         | 226              | 56070    | Koblenz        | Germany          |
| Škoda Centre Trier                                                     | Loebstraße                 | 5                | 54292    | Trier          | Germany          |
| Škoda Centre Wiesbaden                                                 | Mainzer Straße             | 130              | 65189    | Wiesbaden      | Germany          |
| Tesla Düsseldorf                                                       | Ratinger Strasse           | 9                | 40213    | Düsseldorf     | Germany          |
| Van Mossel Damage Repair & Painting Hamburg                            | Friedrich-Ebert-Damm       | 190              | 22047    | Hamburg        | Germany          |
| Van Mossel Damage Repair & Painting Hamburg                            | Alsterkrugchaussee         | 355              | 22335    | Hamburg        | Germany          |
| Van Mossel Damage Repair & Painting Hamburg                            | Curslacker Neuer Deich     | 33               | 21029    | Hamburg        | Germany          |
| Van Mossel Damage Repair & Painting Heide                              | Schanzenstraße             | 4                | 25746    | Heide          | Germany          |
| Van Mossel Damage Repair & Painting Schwerin                           | Pampower Strasse           | 1                | 19061    | Schwerin       | Germany          |
| Volkswagen Centre Koblenz                                              | Andernacher Straße         | 210              | 56070    | Koblenz        | Germany          |
| Volkswagen Centre Mainz                                                | Hechtsheimer Straße        | 21               | 55131    | Mainz          | Germany          |
| Volkswagen Centre Trier                                                | Loebstraße                 | 5                | 54292    | Trier          | Germany          |
| Van Mossel Jacksons St. Peter Jersey                                   | La Rue Fondon              |                  | JE3 7BF  | St Peter       | Jersey           |
| Van Mossel Jacksons Forest Guernsey                                    | Airport forecourt          |                  | GY8 0DD  | Forest         | Guernsey         |
| Van Mossel Jacksons Braddan Isle of Man                                | Cool Road                  |                  | IM4 2AZ  | Braddan        | Isle of Man      |
| Van Mossel Jacksons St. Helier Jersey                                  | La Grande Route De St Jean |                  | JE1 3US  | St Helier      | Jersey           |
| Van Mossel Jacksons St. Martin Guernsey                                | La Grand Rue               |                  | GY4 6RU  | St Martin      | Guernsey         |
| Van Mossel Jacksons Braddan Isle of Man                                | Cool Road                  |                  | IM4 2AZ  | Braddan        | Isle of Man      |
| Van Mossel Jacksons Cowes Isle of Wight                                | Airfield Way               |                  | PO31 8BF | Cowes          | Isle of Wight UK |
| Van Mossel Jacksons Braddan Isle of Man                                | Cool Road                  |                  | IM4 2AZ  | Braddan        | Isle of Man      |
| Breeze Volkswagen                                                      | Yarrow Road                |                  | BH12 4QY | Poole          | United Kingdom   |
| Breeze Van Centre Poole                                                | Yarrow Road                |                  | BH12 4QY | Poole          | United Kingdom   |
| Breeze Volkswagen Van Centre Southampton                               | Salisbury Road             | 331              | SO40 3ZU | Totton         | United Kingdom   |
| Breeze Van Centre Portsmouth                                           | Garwood Road               | Unit 4           | PO9 4FE  | Havant         | United Kingdom   |
| Geely Poole   Breeze                                                   | West Quay Road             |                  | BH15 1JF | Poole          | United Kingdom   |
| Ducati Bournemouth                                                     | Vulcan Way                 | Unit 4           | BH21 7BU | Wimborne       | United Kingdom   |
| TPS Bournemouth                                                        | Stanley Green Road         | 132–134 (Unit 8) | BH15 3AE | Poole          | United Kingdom   |
| Poole Audi                                                             | Old Wareham Road           |                  | BH12 4QN | Poole          | United Kingdom   |
| Yeovil Audi                                                            | Mead Avenue                |                  | BA22 8RT | Yeovil         | United Kingdom   |
| Volvo Cars Poole                                                       | Ringwood Road              | 582–602          | BH12 4LY | Poole          | United Kingdom   |
| Poole Accident Repair                                                  | Vantage Way                | Unit 1 & Unit 4  | BH12 4NU | Poole          | United Kingdom   |
| Yeovil Accident Repair                                                 | Scimitar Road              |                  | BA22 8XJ | Yeovil         | United Kingdom   |
| Porsche Centre Aberdeen                                                | Wellington Road            |                  | AB12 3TY | Aberdeen       | Scotland         |
| Porsche Centre Perth                                                   | Tweed Road                 |                  | PH1 1TJ  | Perth          | Scotland         |
| Van Mossel Mercedes-Benz Copenhagen                                    | Sydhavnsgade               | 16               | 2450     | Copenhagen     | Denmark          |
| Van Mossel Mercedes-Benz Søborg                                        | Dynamovej                  | 7                | 2860     | Søborg         | Denmark          |
| Van Mossel Mercedes-Benz Hørsholm                                      | Ådalsvej                   | 54               | 2970     | Hørsholm       | Denmark          |
| Van Mossel Mercedes-Benz Hillerød                                      | Heimdalsvej                | 2                | 3400     | Hillerød       | Denmark          |
| Van Mossel Mercedes-Benz Greve                                         | Ventrupparken              | 12               | 2670     | Greve          | Denmark          |
| Van Mossel Mercedes-Benz Autoskad                                      | Tonsbakken                 | 1                | 2740     | Skovlunde      | Denmark          |
| International Car Lease Holding                                        | Rue Michel Servet          | 10               | 59000    | Lille          | France           |
| Auto Idea Łomianki                                                     | Brukowa                    | 46               | 05-092   | Łomianki       | Poland           |
| Auto Idea Białystok                                                    | Narodowych Sił Zbrojnych   | 9                | 15-690   | Białystok      | Poland           |

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