

Annual Report

2018/2019



Van Mossel



Foreword

Humble beginnings, bold growth!

2019 marks the 70th anniversary of the founding of W.B.J. van Mossel's company. From 'Automobilbedrijf W.B.J. van Mossel' in Den Bosch to over 130 branches spread out across the Netherlands, Belgium, Germany and Luxembourg. A lot has happened in the meantime. Back in the day, Mr. W.B.J. van Mossel operated a Volkswagen garage. Nowadays, the company offers everything in the area of mobility.

The past year marked the company's launch onto the Belgian dealer market. The takeover of Belgian dealer groups Bruyninx and GMAN expanded the company in one fell swoop with almost 20 dealerships and body shops. Furthermore, the joint venture with the VKV Group, the addition of 14 new dealer brands to our brand portfolio, the takeover of a third Belgian leasing company and the takeovers of body repair businesses, Peugeot and Kia dealerships, and a car rental company have created unparalleled dynamism in our group. This, together with the fact that we have achieved multiple customer satisfaction top positions and won three Online dealer awards, makes me incredibly proud.

Our goal? To always put the customer first. We want to make sure the best employees advise and support our customers in a client-friendly manner, in an environment which clearly reflects Van Mossel's high standards, one where our clients feel heard, one which offers the brands and services you would expect from a one-stop shop and one which is dynamic enough to respond to the implications of new technologies and services in the mobility sector. That is the cornerstone and strength of the family business. And we are not going to stop.

Eric Berkhof

*Managing Director
Van Mossel Automotive Group*



Profile

Van Mossel Automotive Group

Van Mossel Automotive Group has grown into a major player in the automotive sector in the Netherlands over the past 70 years. The company has more than 130 branches in the Netherlands, Belgium and Germany. Van Mossel Automotive Group is a dealer for a number of leading brands. The company also exploits three Mega Used Car Centres for used cars and also runs a national chain of body repair businesses. Additionally, the group offers a variety of services like insurance, financing, signing/installation/body work and car rental as a one-stop shop. International Car Lease Holding, with a fleet of approximately 78,000 vehicles and one of the top 5 leasing companies in the Netherlands, is also part of the Van Mossel Automotive Group. With over 3,000 employees, the group manages turnover on an annual basis of more than €2.5 billion. Van Mossel Automotive Group's core activities can be subdivided into three different disciplines. Please note that the umbrella activities have been included in the section Shared Services. This will be discussed in detail later in the Annual Report.

Van Mossel Dealerships

Van Mossel Automotive Group represents the following leading brands: Volkswagen, Volkswagen Commercial Vehicles, Audi, SEAT, ŠKODA, Fiat, Fiat Professional, Abarth, Alfa Romeo, Jeep, Peugeot, Citroën, DS, Kia, Jaguar, Land Rover, Ford, Opel, Mercedes, smart, Hyundai, Infiniti, Dacia, Renault and Nissan. We sell 'new' vehicles in our showrooms but also 'used cars'. The Mega Used Car Centres are responsible for the largest percentage of used car sales for both our own leading brands as well as 'foreign' brands.

Van Mossel Body Repair Businesses

Van Mossel Body Repair Group consists of 18 branches spread across the Netherlands. In addition to our standard body repair centres, we also operate one alternative body repair business ('paintless dent repair') and, if the weather demands it, a temporary hail damage repair business. Van Mossel Body Repair Group is domiciled in Alkmaar, Amsterdam-Lijnden, Bergschenhoek, Breda, Eindhoven, Groningen, Hapert, Hengelo, Nijmegen, Oirschot, Rotterdam, Sprang-Capelle, Tilburg, Utrecht, Waalwijk, Weert and Zwolle (this location also houses a High Tech branch in addition to the regular one).

Van Mossel Leasing companies

Van Mossel's leasing companies have been united in the International Car Lease Holding. The branches focus on both private and commercial customers. They do this using online propositions (know what to expect by performing an online calculation which will result in a guaranteed quick turnaround time), a dealership-related proposition (short lines of communication between our dealership and leasing companies) or a universal proposition (propositions which include all brands). The leasing companies in the Netherlands are located in Amsterdam-Lijnden, Groningen, Hellevoetsluis, Hengelo, Leeuwarden, Rotterdam, Tilburg, Waalwijk and Weert; in Belgium (Antwerp, Deerlijk and Namen), in Germany (Düsseldorf), in France (Lille) and in Luxembourg (Kehlen). In addition to independent branches, each dealership within the Group can also be approached by potential lease customers.

Mobility services

New

The Van Mossel Automotive Group offers 25 leading brands in its branches. From private or business purchases of new or used cars to complete commercial fleets.

Used cars

Our three Mega Used Car Centres for used cars and our dealerships offer private and business customers used car options from all brands.

Lease

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

Maintenance

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

Body Repairs

Van Mossel Body Repair Group is represented by independent branches in 18 locations. Additionally, private and business customers can also visit one of the dealer body repair shop service points in the Netherlands. We repair all types of damage for all car makes and we are affiliated with FOCWA.

Rental

Our extensive and still growing fleet of over 3,500 vehicles mean that business and private customers will always be able to find a solution for their temporary mobility needs.

Both in the form of short lease as well as rental, replacement vehicle and service rental. The fleet consists of vehicles which have been supplied by dealerships which are part of the Group and which are repaired and maintained by a network of affiliated branches.

Fleet management

Van Mossel Automotive Partner is the professional point of contact for the commercial Fleet and Leasing market of Van Mossel Automotive Group. They play a pivotal role. They facilitate the entire ordering process. Additionally, they advise on car policy, help make arrangements with importers relating to customer-specific delivery conditions and help create SLAs for delivery and maintenance. They are also the central point of contact for our export service, both at home and abroad.

Financing

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

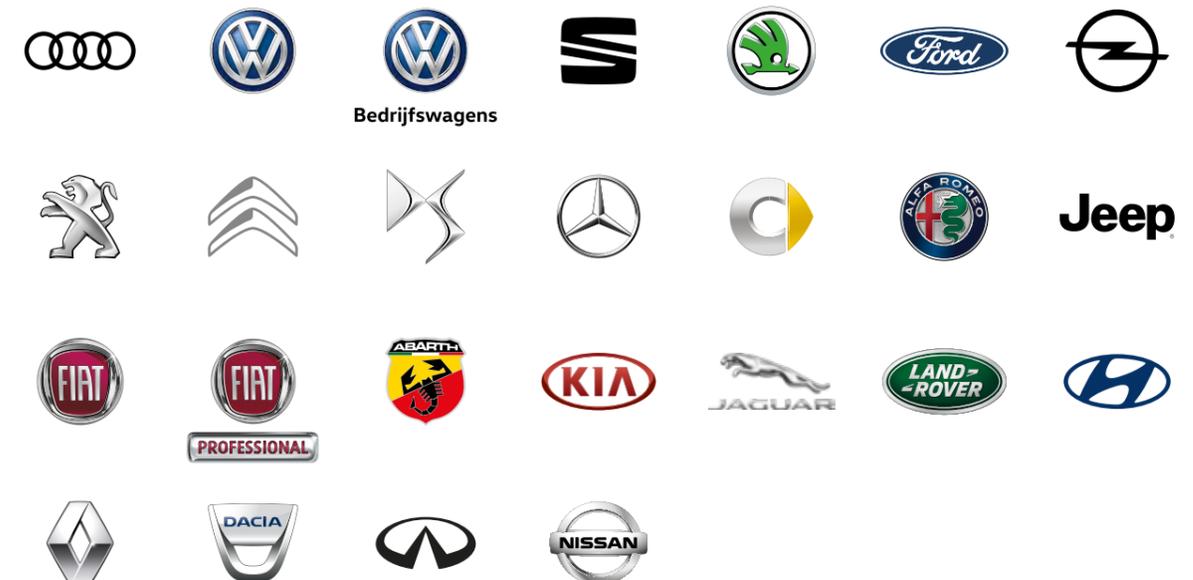
Insurance

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

Commercial vehicle personalisation

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

Brand portfolio



Branch overview

- Dealerships
- Mega Used Car Centre
- Body Repair Businesses
- Leasing Companies
- Umbrella Companies



Our vision

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



Mission

The Van Mossel Automotive Group is a family-controlled business with over 70 years' experience and tons of ambition. It is our mission to make good on our promise 'Van Mossel offers you more than you expect'. Personal attention, a wide range of mobility solutions and great prices are the cornerstones of our success.

Strategy

We achieve our goals by:

- implementing a multi-brand strategy under the 'Van Mossel' umbrella
- continued (international) growth in the automotive retail, leasing and body repair sectors
- optimising our relationship management by means of Customer Relationship Management (CRM), the internet and social media
- investing in the (personal) growth of our employees, organisation and services
- giving our customers great prices through continuous cost reduction
- not losing touch with our customers

Corporate Social Responsibility (CSR)

The Van Mossel Automotive Group believes that CSR is a logical part of our business operations. The Van Mossel Automotive Group wants interested parties to see them as a professional automotive player who cares about people and the environment.

As a leading automotive business, the Van Mossel Automotive Group has adopted a unilateral strategy for CSR which receives organisation-wide support. Furthermore, the Van Mossel Automotive Group communicates its clear CSR message to its customers.

CSR Vision

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

CSR Mission

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

CSR Core Values

The Van Mossel Automotive Group has divided CSR into the following three core values. Customer-focused: we advise our customers about sustainable mobility solutions. Responsibility: concrete objectives help us take responsibility when it comes to minimising our impact. Open and honest: we communicate with others about our Corporate Social Responsibility initiatives.

CSR efforts

A list of our CSR efforts can be found below:

Mobility solutions

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

Environment

- the Van Mossel Automotive Group has charted its waste streams and separates its waste
- energy conservation: movement sensors have been fitted in various commercial premises to help conserve energy and at night all main lightings is switched off in our buildings
- reusing used parts wherever possible
- the Van Mossel Automotive Group meets the demands made by legislation for separators and liquids on drip trays

Quality

The Van Mossel Automotive Group is largely ISO 9001 certified. This means that we meet the statutory quality requirements that are set for our products and services

Communication

- interested parties will receive transparent insight into the effects of our business operations on social, ecological and economical aspects
- Van Mossel Automotive Group provides transparent information about its CSR policy and results

Corporate Involvement

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

CSR certification

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



Core Values



Hospitality



CSR



Customer-focused



Driven



Distinctive



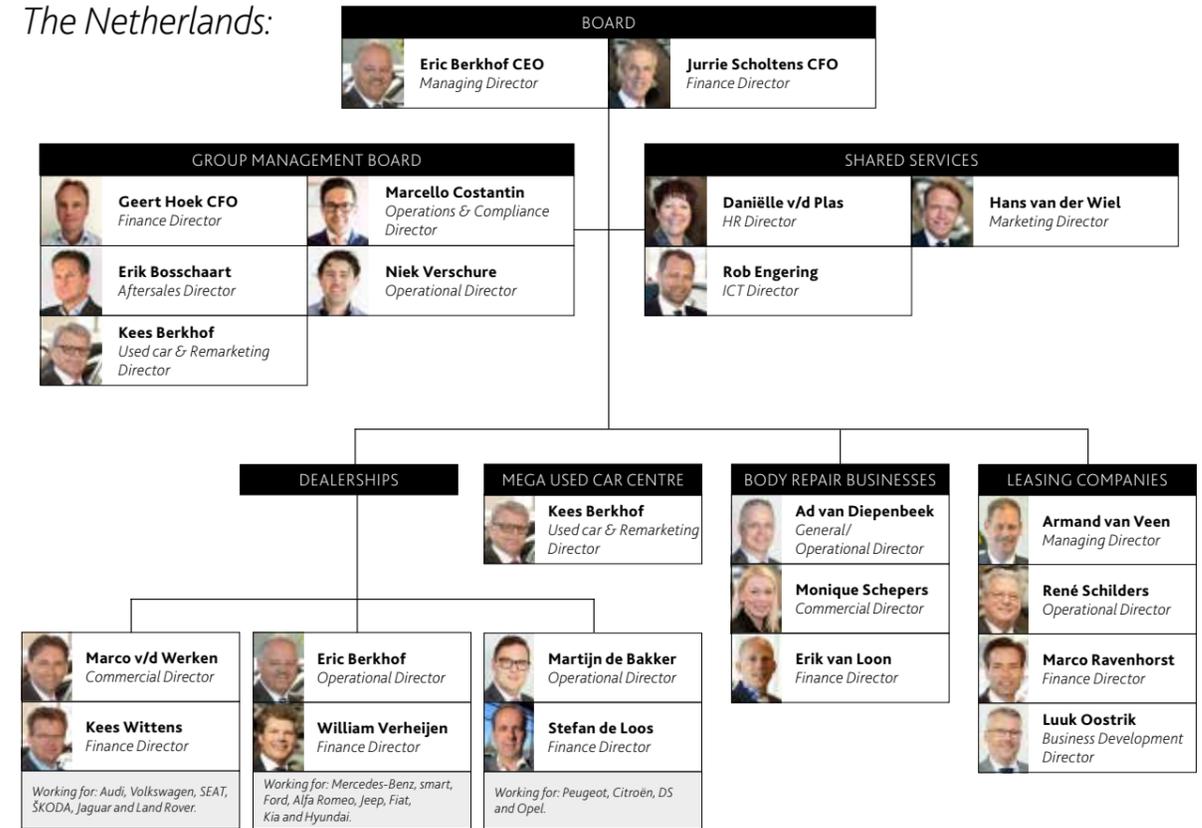
Open and honest



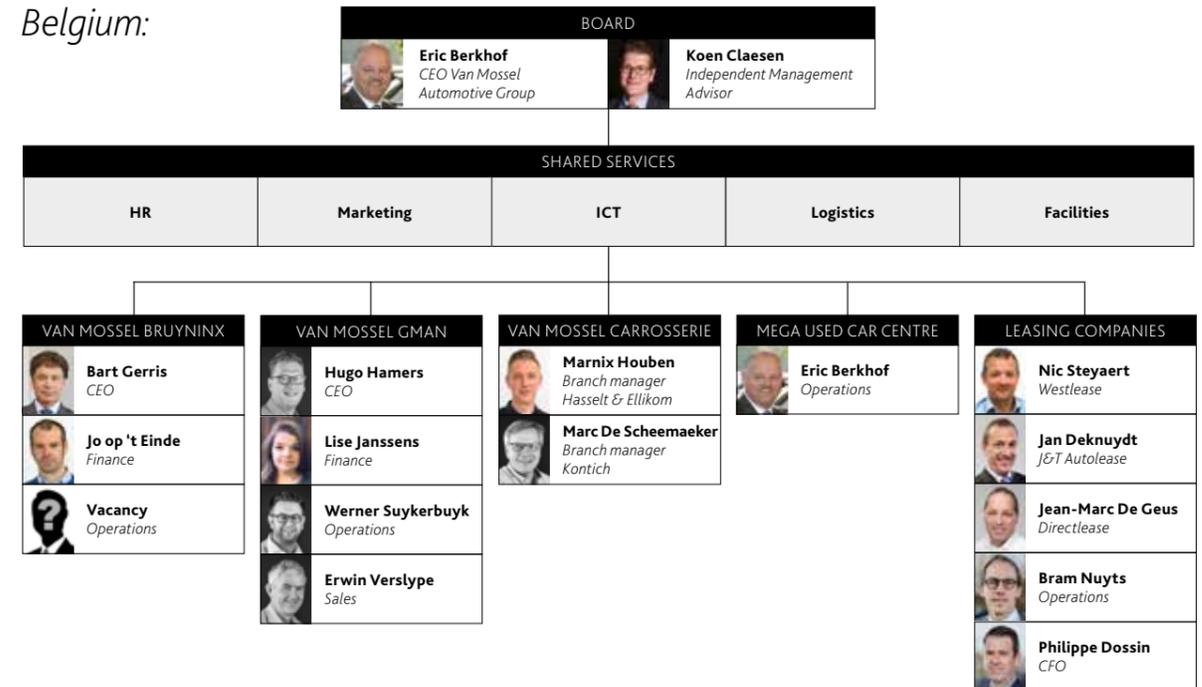
Results-oriented

Organisation structure

The Netherlands:



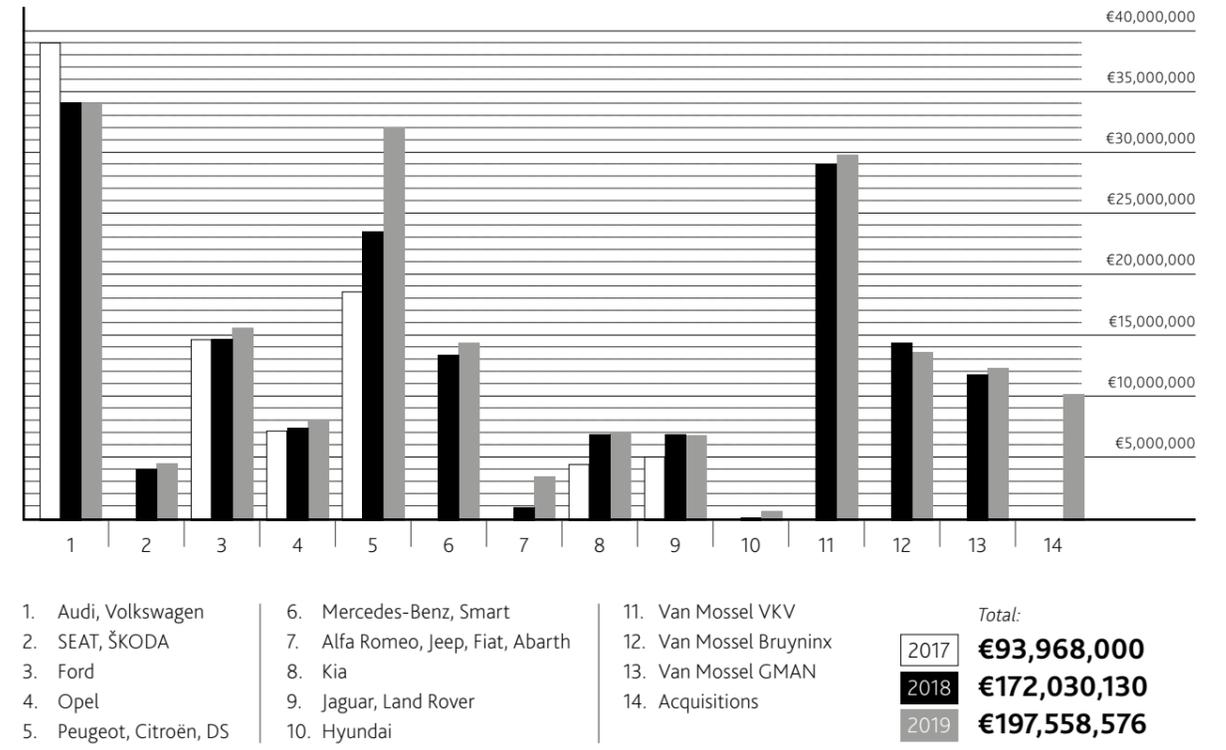
Belgium:



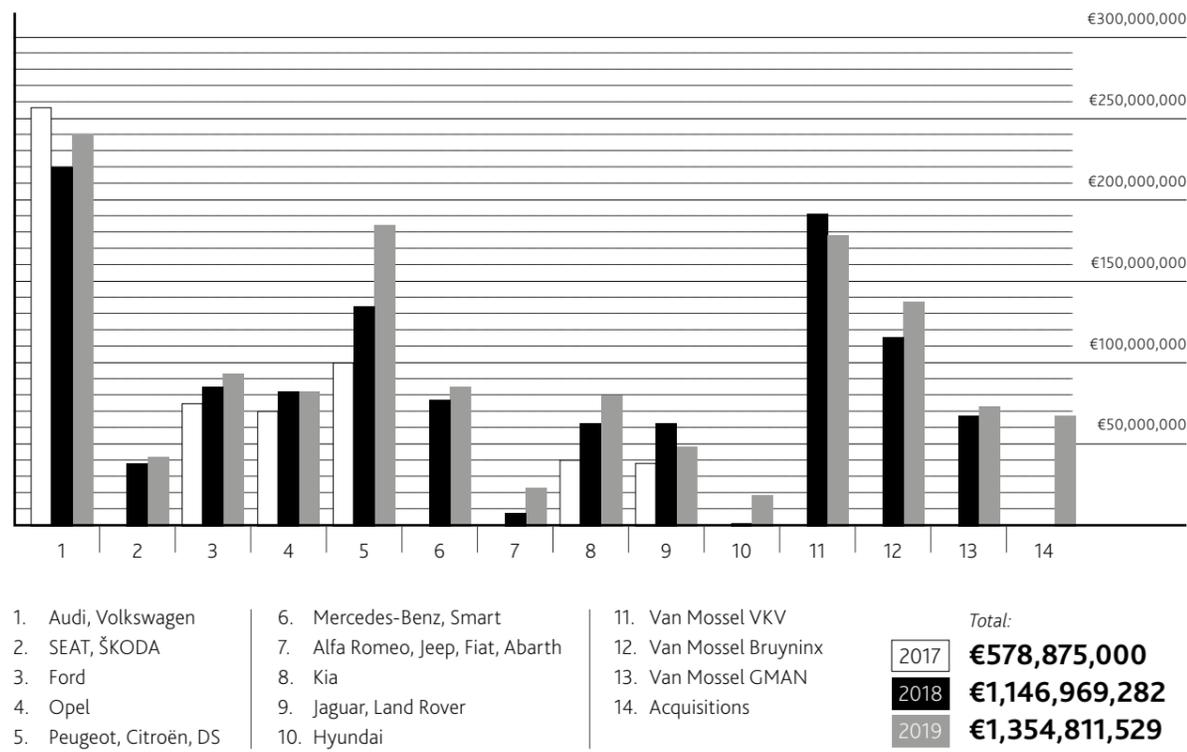
Key figures



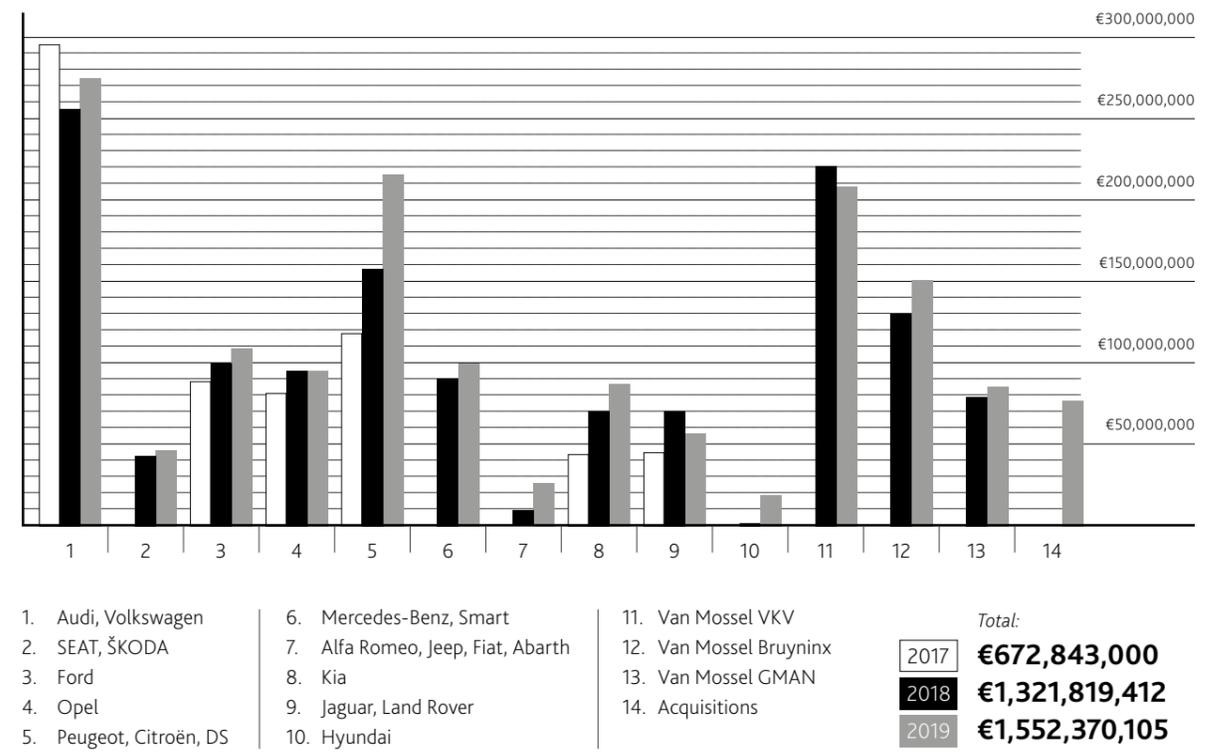
Van Mossel Dealerships | Turnover development aftersales



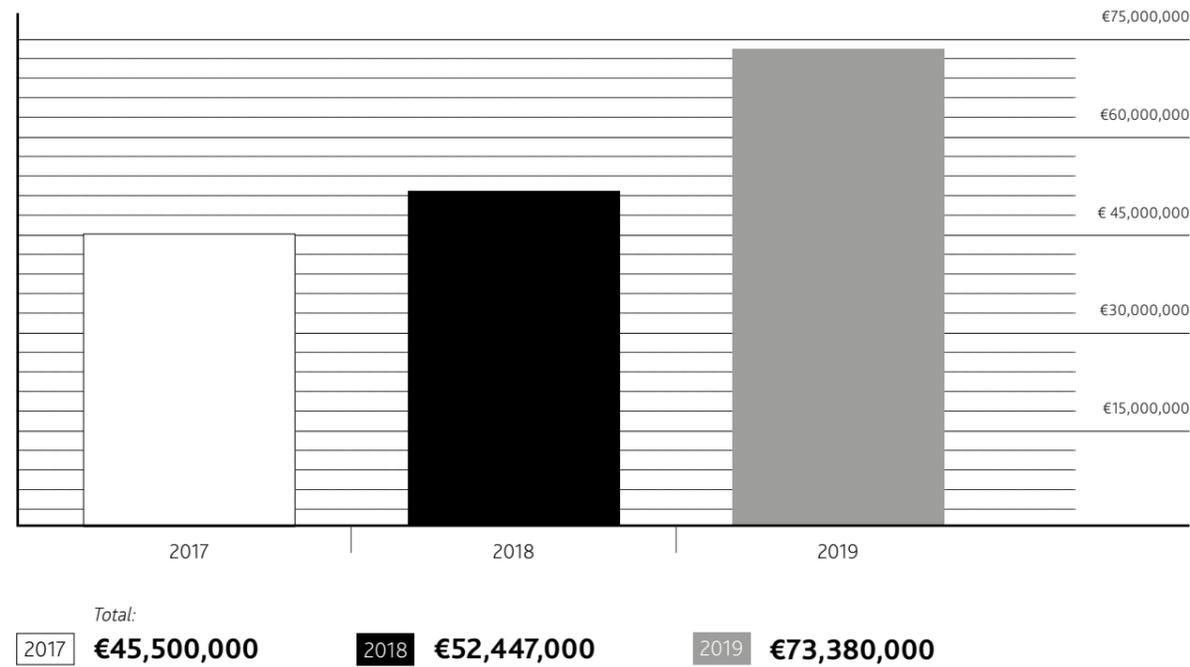
Van Mossel Dealerships | Turnover development car sales



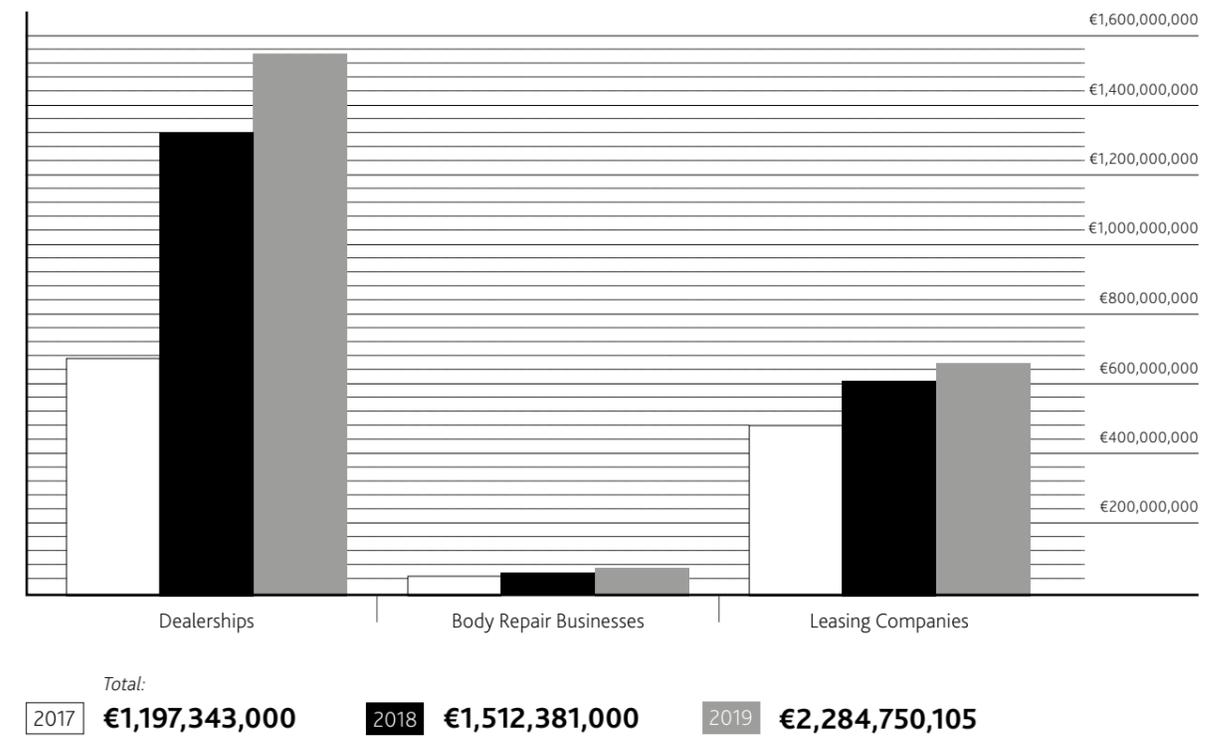
Van Mossel Dealerships | Turnover development total



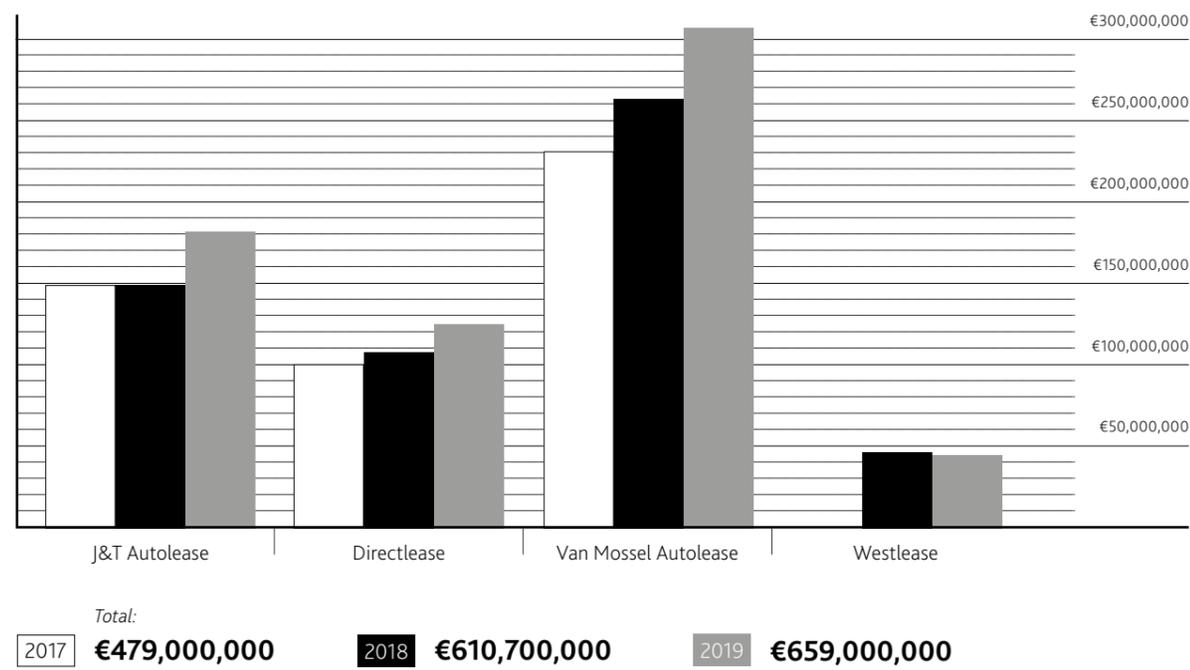
Van Mossel Body Repair Businesses | Turnover development total



Van Mossel Automotive Group
Turnover development Dealerships, Body Repair Businesses and Leasing Companies



Van Mossel Leasing Companies | Turnover development total



Employees



2018: 1,745

Men
2,606



Women
516

2018: 332

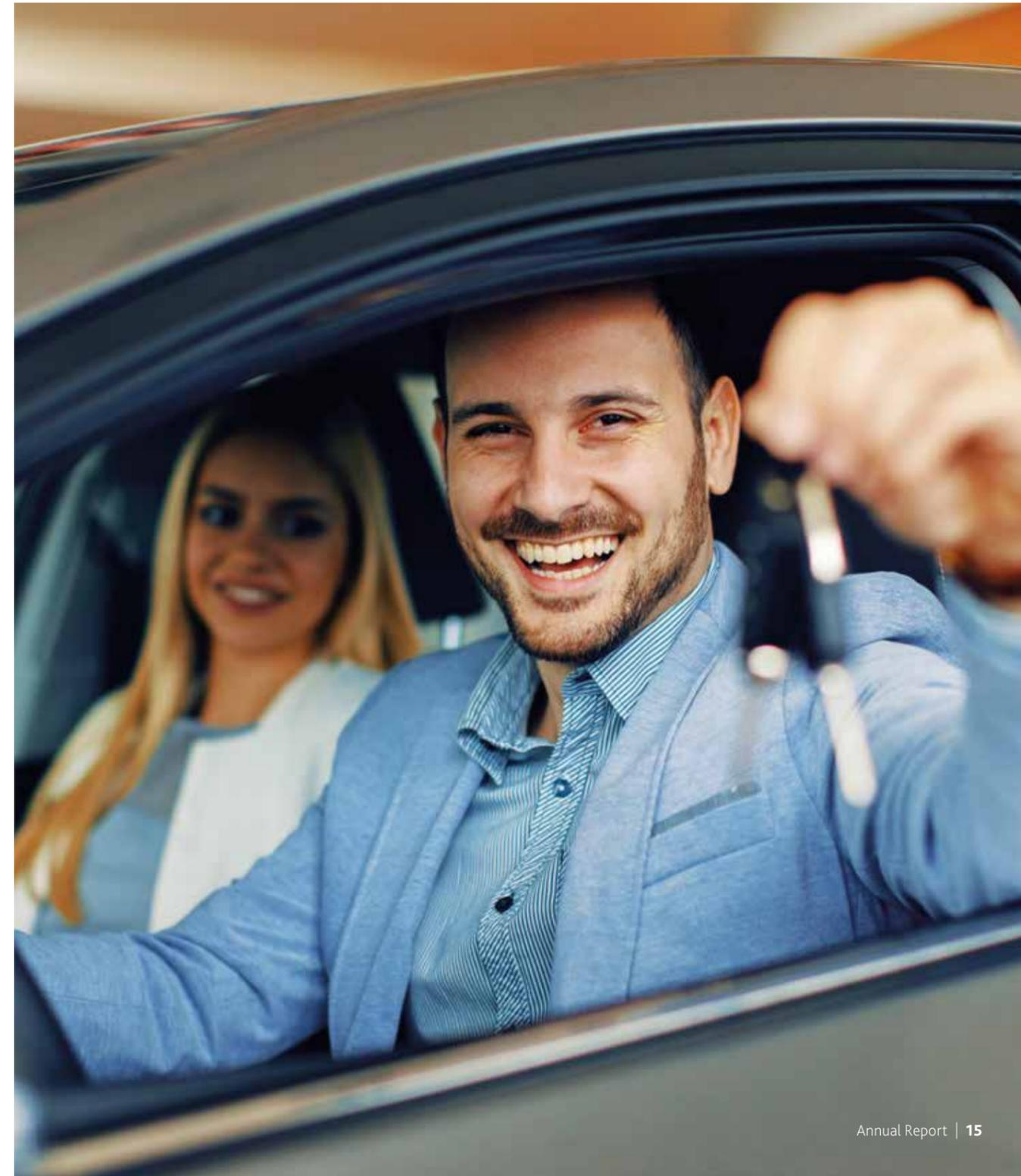


Total
3,122 (2,779 FTE)

2018: 2,077 (1,889 FTE)

Transactions

New	Used cars	Lease	Total
49,000	40,000	23,500	112,500
2018: 33,500	2018: 31,000	2018: 20,000	2018: 84,500



Balances

BALANCE VAN MOSSEL DEALERSHIPS					
(x €1,000)	2018	2017		2018	2017
Goodwill	15,559	2,312	Equity Capital	174,225	93,176
Tangible fixed assets	62,696	24,908	Provisions	7,571	-
Financial fixed assets	102,338	56,552	Long-term debts	22,351	6,625
Stocks	191,492	90,282			
Debtors & other receivables	106,176	64,490	Creditors & other debts	274,113	139,078
Liquid assets	-	335			
Total assets	478,260	238,879	Total liabilities	478,260	238,879
			Solvability	36.4%	39.0%

BALANCE VAN MOSSEL BODY REPAIR BUSINESSES					
(x €1,000)	2018	2017		2018	2017
Goodwill	1,278	809	Equity Capital	9,791	7,360
Tangible fixed assets	8,676	8,197	Provisions	-	-
Financial fixed assets	761	695	Long-term debts	-	-
Stocks	1,915	1,857			
Debtors & other receivables	14,750	10,960	Creditors & other debts	17,863	15,217
Liquid assets	274	59			
Total assets	27,654	22,577	Total liabilities	27,654	22,577
			Solvability	35.4%	32.6%

BALANCE VAN MOSSEL LEASING COMPANIES (INTERNATIONAL CAR LEASE HOLDING)					
(x €1,000)	2018	2017		2018	2017
Goodwill	29,285	21,509	Equity Capital	178,999	145,341
Tangible fixed assets	1,047,746	866,063	Provisions	25,139	16,904
Financial fixed assets	10,615	9,274	Long-term debts	857,041	698,743
Stocks	13,897	7,832			
Debtors & other receivables	62,403	48,987	Creditors & other debts	105,171	94,575
Liquid assets	2,405	1,898			
Total assets	1,166,350	955,563	Total liabilities	1,166,350	955,563
			Solvability	15.3%	15.2%

Income statement

INCOME STATEMENT VAN MOSSEL AUTOMOTIVE GROUP		
(x €1,000)	2018	2017
Net turnover	1,512,381	1,200,548
Cost of goods sold	1,303,303	1,030,005
Gross turnover	209,078	170,543
Exploitation costs	138,242	106,792
EBITDA	70,836	63,751
Other depreciations	5,156	3,942
EBIT	65,680	59,809
Financial income and expenditure	25,405	23,109
Results before participation interests	40,275	36,700
Results participation interest	1,955	1,180
Operational results including participation interests before goodwill & VPB amortisation	42,230	37,880

DIVISION OPERATIONAL RESULTS PER DIVISION		
(x €1,000)	2018	2017
Van Mossel Dealerships	12,102	10,371
Van Mossel Body Repair Businesses	765	1,054
Van Mossel Leasing Companies (International Car Lease Holding)	29,363	26,455
Operational results including participation interests before goodwill & VPB amortisation	42,230	37,880

Explanation of the figures

The figures in the Annual Report for the Van Mossel Automotive Group are based on the formal annual financial statements that have been approved by EY. These have been filed and are available for inspection at our office. Notwithstanding these formal figures we have classified these balances by activity: dealer-related, body repair-related and lease-related.

The balance sheet total of Van Mossel Car Companies at year-end 2018 is €478.3 million (2017: €238.9 million). This increase is a consequence of the further growth of activities in BEE Dealer Holding Netherlands and the new Belgian activities in Van Mossel Automotive Group 4. The Equity Capital increase to €174.2 million (2017: €93.2 million) increases solvability to 36.4% and can be deemed excellent (2017: 39.0%).

The Van Mossel Lease Companies, under the umbrella of the International Car Lease Holding and International Car Lease Holding Belgium, have a much higher balance sheet total due to the activated lease park. As a result of continued growth, the balance sheet total for the lease park has increased from more than €955 million to more than €1,166 million during 2018. The solvability is 15.3% due to an Equity Capital of €179.0 million (2017: €145.3 million).

This was 15.2% at the end of 2017. Furthermore, the provisions for International Car Lease Holding, determined at €25.1 million (2017: €16.9 million), are generous, offering a very comfortable position.

To conclude, the balance sheet total for the Van Mossel Body Repair Businesses has increased from €22.6 million to €27.7 million. Nevertheless, this is still a relatively small balance sheet total. The relatively high Equity Capital of €9.8 million (2017: €7.4 million) has increased solvability to 35.4% (2017: 32.6%), which is exceptionally high for this sector.

The total group EBITDA for 2018 amounted to €70.9 million (2017: €63.8 million); the result before taxes and amortisation of goodwill amounted to €42.2 million in 2018 (2017: €37.9 million). Up to and including the end of May 2019, the sales and results are above budget: the result before taxes and amortisation of goodwill amounts to €23.0 million. This was only €17.9 million at the end of May 2018. As a result of various acquisitions in the Netherlands and Belgium during the course of 2018, the total result for the year 2019 will amount to approximately €50 million, €8 million more than in 2018. All activities contribute to this result improvement.

Business unit developments

The strategy of the Van Mossel Automotive Group is based on a number of important principles: Our core focus is the customer; this means we need to supply items directly to end users. This is also the reason why we have accumulated a large lease portfolio. We want to provide the customer with all possible automotive services, so in addition to supplying and maintaining cars, also leasing, damage, financing, insurance, bodywork, lettering, etc. For the customer this means "One-stop shopping", minimising customer stress. Because of the resulting synergy, cost price is lowered and we can be more competitive in the market.

We are able to offer our customers a wide range of strong car brands. Our Leasing services have a number of labels: Van Mossel Autolease (linked to our dealerships), J&T Autolease (a universal leasing company, focused on large fleets, the Government and Electric Vehicle market), DirectLease (our online brand), Westlease and ZuidWest Lease. The national coverage provided by our lease companies, dealerships and body repair businesses means our customers receive optimal services. Furthermore, it also allows us to better communicate with our clients and means we can always realise regional solutions.

Our increased activities and the synergy between them means we are able to further lower our cost price and, as a result, we are able to make the best possible deals available to our customers. We have almost realised this strategy in the Netherlands. We achieved nationwide coverage in 2019 following the takeover of large parts of the Automotions Group in Zeeland and West-Brabant: the Opel and Ford activities, the Baarends Autoschade Groep and ZuidWest Lease.

Furthermore, we also took over WestLease in 2018, this means we have also been able to realise good lease coverage in Belgium and Luxembourg. In an attempt to achieve synergy in Belgium, we completed the takeover of automotive groups GMAN and Bruyninx from Alcopa at the end of 2018. This makes us a serious player with access to multiple brands in the Antwerp and Belgian Limburg regions, including 17 dealerships and 3 body repair businesses. We will continue to roll-out this strategy in 2019 and have planned a number of acquisitions for multiple brands. We expect to become active in the Kortrijk/Ghent, Brussels and Luxembourg regions. We aim to become a major player on the Belgian market.



Development clusters

Cluster Audi/Volkswagen/SEAT/ŠKODA

Strategy

We want to become the leading dealer for Audi, Volkswagen, SEAT and ŠKODA. We will distinguish ourselves using driven employees who are willing to go that extra mile for our customers. Hospitality and client-oriented services are the common denominators in everything we do. We can really offer the customer everything he/she wants for mobility and for his/her car. This fact together with our ability to offer our customers excellent conditions mean we are able to create long-term relationships.

Realised in 2018

- transfer Seat and Skoda
- integrating the new Dealer Management System (DMS) for SEAT and ŠKODA
- direct training and training high potentials
- iCertus rollout/Document Agreements and Procedures (DAP) and reporting system
- customer program for follow-ups (Lead & E-commerce Follow-up LEF) launched
- implementation brand directorates
- rollout Car Sales Tool
- 24-hour service optimised
- introduction of tablet check-in in the workshop reception
- introduction of the Van Mossel culture and working style
- training (junior) technicians
- introduction of one-stop shopping for commercial, modular vehicles
- optimising the delivery of commercial vehicles using trained delivery specialists
- rollout E-tron Concept Audi (Electrification Kick-off)
- Customer Contact Centre expansion and optimisation
- new automation for the Central invoicing system
- investigation regarding centralisation of warehouses
- implementing a mobile knowledge-team for engineers
- optimising Premium Service Audi
- creating the foundation for Sales Funnel Management
- Van Mossel Academy collaboration with ROC Tilburg
- appointing a trainer for (junior) technicians and expanding the Academy
- centralisation of warehouses Hapert, Valkenswaard and Weert
- P5 dealership (conversion work on commercial vehicles under licence from the manufacturer), by Pon Certified Business Center
- implementation Syntec and Intranet
- linking Van Mossel Automotive Partner and Van Mossel Autolease
- creating policies/implementing Van Mossel Automotive Group values, link to Van Mossel Shared Services

Realised in 2019 (first semester)

- rollout Parts Service for all PON brands
- launch ID. models by Volkswagen (complete range of >10 electric models in addition to the current range)
- rollout Car Sales Tool 2.0 for all brands within the cluster
- appointing a brand representative (direct management, closer to the customer)
- rollout 5-star quality program
- integration sales administration at Van Mossel Automotive Group 1, uniform methods
- renovation SEAT and ŠKODA Waalwijk
- launch of sales funnel management
- tablet check-in Aftersales

Plans 2019 (second semester)

- linking other Van Mossel brands to the Parts Service
- Launch High Voltage Centre at one location with multiple High Voltage Experts (accelerated course Wolfsburg)
- centralisation of warehouses Tilburg, Oisterwijk, Waalwijk
- further optimisation of Sales Funnel Management with project manager
- rollout of electric commercial vehicles (Caddy, Transporter and Crafter)
- accelerated program for aftersales employees including High Voltage Training
- centralising deliveries and preparation of vehicles for Van Mossel Automotive Partners
- continue sales funnel management
- centralisation of warehouses SEAT and ŠKODA Waalwijk
- E-Mobility SEAT and ŠKODA
- training plan E-Mobility
- expanding and renovating SEAT and ŠKODA Tilburg

Cluster Ford

Strategy

The benefits provided by scale and synergy within the group will allow the group to fully tap into the potential of Ford by working with employees who embrace Van Mossel's core values where the customer is always king.

Realised in 2018

- further rollout of lead follow-ups using video
- implementation of a lead follow-up system Lead & E-commerce Follow-up (LEF)
- increasing our market share and retail performance
- maintain high customer satisfaction for sales and continuing to improve our services
- dedicated Customer Contact Centre business unit for both outbound and inbound calls
- implementation of video inspections including digital approval quotation module

Realised in 2019 (first semester)

- opening new Ford location in Waalwijk including sales
- management training cluster management

- integrating importers website within our own online environment
- start-up real-time lead follow-up
- reorganisation of the aftersales management layer
- start-up express service

Plans 2019 (second semester)

- management training for branch managers
- further rollout of real-time lead follow-up for all locations
- brand transcending synchronizing parts routes and proactive marketing parts (wholesale)
- further investigate express service and rollout for other branches
- optimising the quantitative staffing of technicians
- integrating Automotions locations (Breda, Roosendaal)



Cluster Opel

Strategy

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

Realised in 2018

- Transformation of the Customer Contact Centre into a 'total' department where inbound/outbound calls as well as online aftersales appointments are processed quickly and efficiently.
- During working hours, personal contact with the customer within 1 hour for all online sales requests.
- Top 3 in the customer satisfaction index SALES in the Netherlands.
- Branch in Den Bosch is a certified RMAX location.

Realised in 2019 (first semester)

- at least 20% of all sales promotions by mail provided with personal Video message management training for cluster directors
- During working hours, personal contact with the customer within 1 hour for all online sales requests

Plans 2019 (second semester)

- customer satisfaction for aftersales should be ranked amongst the top 3 in the Netherlands
- start group 2 of the Young Potential program
- increase sales of commercial vehicles

Cluster Peugeot/Citroën/DS

Strategy

Due to the autonomous growth and the takeovers of the areas for the Peugeot, Citroen and DS brands in the northern part of Noorland and the Mijdrecht and Aalsmeer regions, we are even better able to close the gap between ourselves and our customers. This means we can make even better purchases and can fine-tune our processes. These benefits are directly passed onto our customers with the goal of becoming the most recommended dealer for Peugeot, Citroën and DS in the Netherlands.

Realised in 2018

- Integrating 5 new branches into the Van Mossel structure and working methods
- aftersales processes streamlined across cluster
- aftersales performance greatly improved
- 87% of all our customers rate the purchase of their car a 9 or higher
- the internal training of employees has resulted in better career opportunities

Realised in 2019 (first semester)

- renovations and relocation: Peugeot Heemstede and Amstelveen Citroën/DS Amsterdam
- best performance DS dealer in the Netherlands
- strong growth volume Citroën commercial market
- Peugeot clear growth in commercial vehicle sales of 6%
- 90% of our customers rated the purchase of their new vehicle a 9 or higher

Plans 2019 (second semester)

- optimising customer experience through smooth cooperation between the Customer Contact Centre, service advisers and the workshop
- introducing induction and training modules for service advisers
- become the most highly recommended dealer in the Netherlands
- increase volume for DS with the DS3 Crossback
- continue to increase our private market share to 10% for Peugeot and Citroën
- continue the growth of Peugeot commercial vehicle sales
- realise new building and renovations

Cluster Mercedes-Benz/smart

Strategy

Our goal for 2019 is to achieve further integration in the group so that we can benefit from increased synergy benefits. Furthermore, business processes will be optimised where necessary. We will also focus on further professionalising our organization and employees with regard to Mercedes-Benz and smart. Furthermore, a range of electric cars ('EQ models') will be launched in 2019. To conclude, our focus in 2019 is to implement a premium service label for all the other brands which are part of our group.

Realised in 2018

- the goals for sales and aftersales were amply exceeded
- account managers have been integrated into business teams with Van Mossel Automotive Partner
- introduction of the sales and aftersales employees to the International Car Lease Holding and damage labels
- locally geared marketing activities were carried out which focused on increasing brand awareness for Van Mossel Mercedes-Benz
- provide all properties with a new dealer name in accordance with Corporate Identity from Mercedes-Benz
- rollout media and presentation system for sales employees to help improve the product experience
- national delivery of Mercedes-Benz parts to Van Mossel Body Repair Businesses

Realised in 2019 (first semester)

- modifying the showroom in Gouda to the Van Mossel standard

- integrating IT infrastructure (telephones, application management, etc.) to Van Mossel
- rollout premium service label
- implementation of digital workshop file to increase efficacy and efficiency
- integration workshop planning on the Van Mossel websites and in the connected car environment of Mercedes-Benz

Plans 2019 (second semester)

- modifying Autostrada showroom so it meets Mercedes-Benz new standards ('Mar2020')
- start new building Charlois
- new electric brand Mercedes-Benz 'EQ models'
- project-based initiatives to improve customer satisfaction
- optimising parts logistics by means of warehouse centralisation and the national supply of universal body repair businesses and garages

Cluster Alfa Romeo/Jeep/Fiat/Abarth

Strategy

We were able to add the Fiat, Fiat Professional, Alfa Romeo and Jeep brands to Van Mossel Automotive Group's brand portfolio as a result of the takeover of Autobedrijf Otten in Breda in September 2018. We want to offer the ultimate customer experience for these amazing Italian brands. Our first step was to launch a state-of-the-art branch in Tilburg in October 2018. The brands really come into their own in this predominantly black showroom. Combined with an amazingly hospitable and driven team this has resulted in an unforgettable experience. We want to achieve a minimum of 10% market share in the Netherlands via our branches in Breda and Tilburg. We also want to make sure we remain part of the top 3 for customer satisfaction.

Realised in 2018

- addition of FCA brands to the group (Breda branch)
- state-of-the-art branch opened in Tilburg
- 130% realisation of the sales targets
- top 3 for customer satisfaction
- Lead & E-commerce Follow-up (LEF) launched for FCA brands
- no. 1 Private Lease dealer

Realised in 2019 (first semester)

- 160% of the sales targets
- 100% of the aftersales targets
- top 3 for customer satisfaction

- Introduction of Software for Sales and Aftersales Management (SAM)
- rollout Premium Service for both branches
- central supply for all Van Mossel body repair businesses

Plans 2019 (second semester)

- new building in Breda
- introduction of new Dealer Management System (DMS)
- appointment of dedicated fleet sales manager
- introduction of Customer Contact Centre
- further expansion of Private Lease success
- project to help improve efficiency and rentability; especially for aftersales



Cluster Kia

Strategy

Van Mossel Kia has grown significantly since its launch at the end of 2014. This growth is applicable, without any exceptions, to all of the company's facets. The most important pillars for a business case include customer and employee satisfaction. Furthermore, cost management, and any savings achieved, are factors which are constantly monitored. Further expansion of the cluster, which currently consists of 5 branches, with an allocated 11.38% catchment area in the Netherlands has yet to be achieved. The focus for the coming period is on optimising processes, further increasing the market share for private customers/small businesses and maintaining and, wherever possible, improving company results. Making sure we were visible at strategically determined times and in strategically located places has helped us achieve steady growth.

Realised in 2018

- takeover of the Kia dealer Blokhuis Amersfoort and Harderwijk which means we now have 5 branches in adjacent areas
- 2nd (brand) dedicated account manager fleet sales for proactive marketing support appointed
- customer satisfaction score for both sales and aftersales are some of the best in Europe
- massively exceeded both our own and the importer's goals
- Van Mossel Premium Service was rolled out at all branches
- loyal customer base has increased nicely
- extended the "Kia Top Dealer" for the third time in our 4-year existence
- winner of the "Platinum Prestige Award" which is synonymous with being the best dealer in NL and one of the top 10 in Europe!

Realised in 2019 (first semester)

- renovation of the buildings in Amersfoort and Harderwijk have been completed so they now meet the Van Mossel high standard
- increase in the number of direct employees (read: fitters) with a

- higher turnover in wages as a direct positive consequence
- ample lead in relation to the importer's objective with the result that all eventual bonuses achieved will be at the highest level
- company results exceed the ambitious budget invested
- use of electric bicycles (CRS) as replacement vehicles in collaboration with Stella Fietsen and Van Mossel Autolease
- main sponsor and also name giver of the prestigious tennis tournament "Dutch Open", now called the "Van Mossel Kia Dutch Open"

Plans 2019 (second semester)

- expansion of site and workshop at the Apeldoorn branch
- making necessary adjustments to the charging infrastructure in the Apeldoorn, Hengelo and Zwolle branches
- optimisation of aftersales processes
- rollout of training program for employees starting with management
- facilitating the growth of the Van Mossel Premium Service

Cluster Jaguar/Land Rover

Strategy

With the new building in Groningen and the existing dual branded dealerships in Apeldoorn and Zwolle, the Overijssel, Drenthe and Groningen territories are optimally served. This new building will also allow Groningen to further embody the growth and atmosphere of Jaguar and Land Rover. Active purchase of young used Jaguar and Land Rover products. We are focused on growth in our own territories (especially aftersales) and on using the synergy resulting from linking these territories together.

Realised in 2018

- more than 10% market share
- campaign/outlet website new Jaguar Land Rover
- extremely successful launch of the Jaguar I-PACE
- realising the central electronic invoicing system and Customer Contact Centre
- delivery of over 300 fully electric Jaguar I-PACE models
- appointing a user car manager, better offers
- achieved 1st place for customer satisfaction sales in Apeldoorn and Zwolle
- high synergy for sales and aftersales in Apeldoorn, Tynaarlo and Zwolle
- successful launch of Jaguar Land Rover Approved, used car label
- appointing an operational aftersales manager
- 36% increase in aftersales turnover

Realised in 2019 (first semester)

- customer satisfaction exceeds the national average
- start new building Groningen (moving from Tynaarlo)
- successful launch of the new Range Rover Evoque

Plans 2019 (second semester)

- launch of the Land Rover Defender
- expansion of the workshop in Apeldoorn
- achieving a top 5 position for customer satisfaction in all divisions
- continued aftersales growth
- the extremely active purchase of young used Jaguar Land Rover products



Cluster Hyundai

Strategy

On 1 December, following the takeover of Galema, Van Mossel Hyundai started in an area that was still unexplored in terms of dealerships for Van Mossel Automotive, namely in the northeast of the Netherlands. This is managed by largely the same management team as the Kia Cluster. The aim is to set up the Hyundai cluster in a similar form, where customer and employee satisfaction are key. Additionally, our focus over the coming period will be devoted in creating a solid foundation for the future and to focus on growth. Finally, the manufacturer has started a model offensive when it comes to electric and hydrogen cars.

Realised in 2019 (first semester)

- branch in Leeuwarden opened
- employee base restructured and strengthened
- first growth in aftersales turnover visible
- sales volume raised to a level worthy of the Van Mossel name
- Van Mossel Premium Service introduced
- Electronic Vehicle Health Check implemented
- use of electric bicycles (CRS) as replacement vehicles in collaboration with Stella Fietsen and Van Mossel Autolease

Plans 2019 (second semester)

- renovation of the building and restructuring of the site at the Leeuwarden branch
- start-up and new building Groningen in connection with the Jaguar/Land Rover cluster
- start-up and renovation Heerenveen
- Groningen will be granted a dealership for hydrogen cars (FCEV)
- appointment of a dedicated account manager fleet sales for proactive marketing support
- rollout of targeted campaigns to help increase brand awareness in the region

Cluster Van Mossel VKV (Renault/Dacia/Nissan/Infiniti)

Strategy

We are an official dealer of Renault, Dacia, Nissan and INFINITI vehicles. With over 14 locations spread out from Rotterdam to Tiel and from Amsterdam to Waalwijk, we provide coverage for most of the Central Netherlands. We are passionate about people, cars and the service we provide and it is our goal to exceed our customer's expectations when it comes to making solutions available. Our clients and employees take centre stage and make the difference for all interested parties. This means we can give the client what he/she wants, what he/she is entitled to, and we do what we promise. This is something our customers can rely on.

Realised in 2018

- renovation of the Culemborg branch
- expansion and professionalisation of the use of lead follow-up system (Lead & E-commerce Follow-up (LEF))
- increase number of used cars available
- expansion of Fleetsales team for proactive business marketing
- implementation of GDPR - new European privacy legislation
- bonus and volume targets achieved
- rollout new 'working for' website
- start new waste management system
- introduction of training tool for employees - Good Habitz
- the EVHC project was completed, all the technicians now have a tablet which can be used to inspect vehicles

Realised in 2019 (first semester)

- joint venture with Van Mossel Automotive Group
- preparation of Renault/Nissan strategic plan
- preparation of accommodation adjustments
- acquisition of Hardinxveld Giessendam market area
- implementation of central warehouse for 7 branches

- rollout Premium Service
- training commercial vehicle specialists and training managers
- pilot customer communication via WhatsApp
- increasing customer satisfaction to +10% above national average
- Obtain certification Approved Sustainability Plus for all branches

Plans 2019 (second semester)

- introduction of new models; including the Renault Twingo, Renault Clio and Nissan LEAF
- renovation and new buildings all branches
- central warehouse Rotterdam
- reorganising management structure
- increasing brand awareness for Van Mossel VKV
- increasing market share/Focus on increasing the number of private/small business customers market share sale of new vehicles
- improving internal transport by joining Van Mossel Transport
- Customer Contact Centre expansion and optimisation
- investigate where more synergy can be gained from a joint venture with Van Mossel



Cluster Van Mossel Bruyninx

Strategy

Integrating the Bruyninx employees into the Van Mossel Automotive Group and training them so they become familiar with and can offer the processes and products of the group. Adjusting the Bruyninx structure to match Van Mossel's 'cluster' structure so that optimal communication and synergy can be achieved across borders. We want to become a stable basis in the region from which we can further implement our takeover strategy and increase our impact on the Belgian market relating to the sale of new vehicles, for body work and sale of used cars.

The branches in Hasselt were recently fully renovated and our focus is now on our presence in the surrounding cities of Genk, Sint Truiden and Tongeren. Extensive renovation work and newly built branches will be realised for the Peugeot, Citroën and Opel brands. The existing Nissan/Kia branch will also be tackled. The current dealerships, two body repair businesses and a Used Car Centre will be expanded with a lease business.

Realised in 2019 (first semester)

- relocating FCA activities to the new branch in Hasselt
- implementation of a uniform structure for all multi-brand branches in the cluster environment
- entering into structural agreements with the PSA, FCA and Kia importers
- starting up Claire (PSA) and PlanIT (PSA)

Plans 2019 (second semester)

- focus on realising the volume targets for new vehicles

- continuation structural improvements to quality scores for all brands, for both sales and aftersales, so that they exceed the national averages in all branches
- gaining planning permission for 4 renovation/building projects
- realising a Client Contact Centre for PSA
- finalising the transition to a cluster structure for all brands and for body repairs
- starting up the test phase Software for Sales and Aftersales Management (SAM)/Lead & E-commerce Follow-up (LEF) for FCA
- intensifying the collaboration with local dealerships for leasing activities

Cluster Van Mossel GMAN/Van Mossel Leysen-Carosserie

Strategy

Integrating GMAN employees into the Van Mossel Automotive Group and training them so they become familiar with and can offer the processes and products of the group. Adjusting the GMAN and Leysen structure to match the Van Mossel 'cluster' structure so that optimal communication and synergy can be achieved across borders. We want to become a stable basis in the region from which we can further implement our takeover strategy and increase our impact on the Belgian market relating to the sale of new vehicles, for body work and sale of used cars.

We already operate an Opel network consisting of three dealerships, one central body repair business and one Used Car Centre on the Antwerp-Brussels axis. Leasing activity still needs to be developed.

Realised in 2019 (first semester)

- integrating Van Mossel culture at Leysen and GMAN
- centralisation of administrative services
- entering into structural agreements with Opel Belgium
- integration into one Dealer Management System (DMS) platform for all Opel entities

Plans 2019 (second semester)

- focus on realising the volume targets for new vehicles
- renovating the buildings on the Noorderlaan and Jubellaan
- launching a Used Car Centre
- launch of the Customer Contact Centre
- finalising the transition to a cluster structure for all brands and for body repairs
- intensifying our collaboration with local dealerships for leasing activities

Cluster Mega Used Car Centre

Strategy

- expanding our trade relations data base. No brokering but car companies that sell to the end user, which means we can achieve even higher revenue
- increasing the number of private sales achieved by the Van Mossel dealerships and lease companies via the Van Mossel Mega Used Car Centre
- continuing to benchmark our revenues based on Autotelex
- generating the highest possible revenues for used cars at the lowest possible cost
- keeping the turnaround time of used cars as high as possible

Realised in 2018

- we now provide in-house warranties for all used cars. For the Van Mossel Mega Used Car Centre and for all other brands. Family pass which can be used at all the service outlets which are part of the Van Mossel Automotive Group
- new Customer Relationship Management (CRM) package Software for Sales and Aftersales Management (SAM) for the Van Mossel Mega Used Car Centre
- being connected to the remarketing platform so that all cars accepted at the Duikerweg are visible
- opening foreign purchasing channels to help guarantee the continuity of the availability of used vehicles
- purchasing vehicles in the Netherlands by means of a variety of purchasing combinations
- actively using a discount table to help prevent unnecessarily low revenues

Realised in 2019 (first semester)

- new strategy developed to expand from four to ten Mega Used Car Centres for used cars

- Activate a Van Mossel family pass for each car sold
- faster delivery times for all used cars (accepted at the Duikerweg and then sent to the showroom ready for delivery and in showroom condition)
- Ascension day show via Automotive Sales Event. Sale of 100 cars in three days

Plans 2019 (second semester)

- rollout strategic plan Mega Used Car Centre
- 'Van Mossel Exclusive Used Cars' will be opened in Amsterdam
- research into a Mega Used Car Centre for commercial vehicles and budget cars
- increasing the turnover rate in our showrooms
- freeing the Mega Used Car Centre from the Van Mossel Automotive Group 1. All Mega Used Car Centres for used cars will become financially independent
- realising newly built Mega Used Car Centres in Hasselt, Oldenzaal, Rotterdam, Utrecht; renovating the Mega Used Car Centres in Leeuwarden, Goes and Antwerp

Leasing companies

Strategy

Thanks to a differentiated market approach, positioning and product offering, the lease labels of International Car Lease Holding always have suitable advice and the right solution for private customers and businesses. With branches in the Netherlands, Belgium, Luxembourg, Germany and France, we are also able to offer international services to our customers. Through intensive cooperation between International Car Lease Holding and the other parts of the Van Mossel Automotive Group, we achieve optimum synergy and we always have an in-house complete mobility solution for our customers. We distinguish ourselves by our personal, expert and fast approach and continuously competitive rates and investment in new mobility solutions and online tools to bond our customers to us, now and in the future.

Realised in 2018

- repositioning and re-branding of J&T Autolease including brand new websites
- integrating Lease Performance and new name: Van Mossel Autolease Amsterdam
- new website for Van Mossel Private Lease
- Van Mossel Private Lease has gained Privé Lease certification
- implementation of digital signatures for customers
- driver App for J&T Autolease NL and Van Mossel Autolease
- introduction of a new customer and driver satisfaction system Feeddex
- conversion to Leasewise for Belgian J&T Autolease and DirectLease
- club deal financing achieved for the Belgian portfolio
- successful upgrade of Direct Drive vehicles on all sites
- collaboration between DirectLease NL and Snappcar for car sharing
- launch of J&T Autolease Germany
- large Electric Vehicle Congress organised by J&T Autolease the Netherlands
- international partnership agreement with Sixt Leasing
- acquisition of Westlease with branches in Deerlijk (B), Namen (B) and Luxembourg
- centralisation of remarketing for Belgium in Deerlijk

Realised in 2019 (first semester)

- implementation of an Automatic Credit Rating System

- launch of Bicycle lease solutions in collaboration with Stella Fietsen for our commercial customers
- Auto Verhuur Rijnmond will become: Van Mossel Shortlease & Rent Rotterdam
- expansion of footprint by launching DirectLease Luxembourg
- harmonisation of processes within all Van Mossel Autolease entities
- intensifying customer approach Premium Service
- launch of Van Mossel Autolease Belgium
- Van Mossel Private Lease

Plans 2019 (second semester)

- launch of the new and improved private lease website for DirectLease NL and Belgium
- launch of Stella Private Lease for DirectLease NL customers
- opening the first Direct Lease Private Lease Experience Center in Hengelo
- introduction of a mobility concept for the Netherlands and Belgium
- Financial Lease has been included in the standard NL product range
- implementation Dealer Calculator business lease at Van Mossel's dealerships
- rollout Payt debtor package
- rollout product 'flexible leasing from DirectLease'. Private Lease cars can be returned for free after a 12-month period
- expanding the DirectLease Belgium branch



Body repair businesses

Strategy

The Van Mossel Body Repair Group wants more than satisfied customers. After all, Van Mossel exceeds your expectations! Nothing makes a customer feel better than getting their own car back. It feels familiar and it is a sign that the "hassle" caused has been resolved. Hospitality and speed are expressions of customer focus and, when combined with attention to detail, perfectly match our strategy. We are at the forefront with smart processes, an eye for detail and with extended production times! We want to become the national damage repair partner for both our own work flow and external clients. We increase customer focus through faster turnaround times, brand recognized damage repair to ensure safety and quality and optimal accessibility with a Customer Contact Centre with minimal stress for the customer. Furthermore, all customers with car damage can visit any one of our dealer service points throughout the Netherlands.

Realised in 2018

- The Van Mossel Body Repair Group has managed to increase brand awareness and its profile as a full-service body repair business (Standard, Complex, Minor Damage Repairs, Glass, Client Contact Centre).
- We have made major strides in the following areas:
- processes, planning, structure and dashboards.
- We have partially prepared for expansion in the Netherlands and Belgium.
- Strong branch management has been achieved. Most managers have combined craftsmanship and result orientation.
- E-learning modules have been developed and this contributes to the professional competence of the employees.
- All inbound and outbound calls from body repair businesses have been integrated into the Client Contact Centre;

Realised in 2019 (first semester)

- Integration of 2 new branches (Alkmaar and Nijmegen)
- dashboards have been created with which we can follow our business case at day level
- On-site Minor Damage Repairs for our own dealers, maximized for own used cars

- expansion of production times at a number of branches through the integration of an evening shift
- efficient planning for on-site glass fitters and the creation of a new team

Plans 2019 (second semester)

- organise internal organisation for growth towards 25-30 branches
- new construction Rotterdam branch and new construction Laurens Body Repair; Kontich branch
- renovation of the branches in Alkmaar and Nijmegen
- investing in equipment (electric transport) and in brand recognition
- rebranding 6 Automotions body repair businesses
- expand final inspection zone and guarantee safety and quality
- optimise occupancy rate of replacement vehicles
- optimise synergy with Van Mossel Dealer Service Punten;
- expanding brand specialisation
- Maximise on-site Minor Damage Repairs for private customers (aftersales)
- optimise Client Contact Centre, Transport and Fleet Management

Van Mossel Car Solutions

Strategy

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

Realised in 2018

- improved purchasing conditions
- current Dealer Management System (DMS) improved and further developed
- appointment of draughtsman and work planner
- numerous large projects where fleets were replaced for existing and new customers for Sign and small bodyworks
- renovation of the 2nd floor and its commissioning as a knowledge centre for small and large bodyworks

Realised in 2019 (first semester)

- reinforcement of Sign and Sales department and a new company director

- construction of refrigerated and freezing vans now fully taken care of in-house
- further development of the construction of special vehicles small and large bodyworks

Plans 2019 (second semester)

- realisation of a web shop for internal and external customers
- joining forces with a body repair chain for damage repairs small and large bodyworks
- realisation of a large order by De Mandemakers Group relating to replacement/expansion of fleet
- various certifications to carry out technical inspections internally

Van Mossel Automotive Partner

Strategy

Realising maximum client satisfaction by making a multi-brand mobility package available in accordance with a one-stop-shop principle. With a sales force that operates nationally, the objective is primarily to reach that customer who does not go to a showroom or leasing office (large accounts). Additionally, Van Mossel Automotive Partner manages the relationships between leasing companies, rental companies and universal dealerships (automotive accounts). Van Mossel Automotive Partner is the point of contact when it comes to our core values and acts as an intermediary between all activities within the Van Mossel Automotive Group and its customer relationships.

Realised in 2018

- expansion of client portfolio by means of a national team of sales representatives
- optimisation of the internal sales team which facilitates a faster delivery of items to internal and external customers
- implementation drivers desk
- new brands added

Realised in 2019 (first semester)

- realisation of delivery hubs and sub-hubs
- optimisation of external sales team for both large and automotive accounts
- improved restructuring of the external team by target
- Customer Relationship Management (CRM) system
- professionalisation of services, anticipating market developments

- optimisation of process controls where efficient working and customer requirements are central
- further safeguarding of existing and new customer relationships (both large and automotive accounts)

Plans 2019 (second semester)

- rollout of national coverage for hubs and sub-hubs (including commercial vehicle hubs)
- volume growth numbers
- integration of commercial internal services employees for all of Van Mossel's brands
- increase the market share for all own brands
- improve customer loyalty by intensifying contact by means of customer events

Van Mossel Financiële Diensten

Strategy

Helping sales reps by making private financing requests as easy as possible and doing the same for Financial Lease requests and private and commercial car insurance.

Realised in 2018

- growth achieved over the past few years continued in 2018
- increase in the number of financing contracts by 13% in comparison to 2017
- higher conversion of insurance policies "quotes to policies" of 32%
- creation of a "Compliance Portal" for financing and insurance activities which reflect changing legislation
- development of the "Real Time Results Dashboard" to help monitor results per cluster and per employee
- attract a Van Mossel Financiële Diensten Cluster Manager to help support the network

Realised in 2019 (first semester)

- financing contracts +31% | insurance policies +15% compared to 2018
- constant competitive pricing in comparison to other providers
- constant high conversion rate of insurance quotes into policies

Plans 2019 (second semester)

- retain growth figures for financing and increase insurance growth
- implementation Van Mossel Autoverzekering over all clusters
- implementation "Compliance Portal" for financing and insurance
- further development "Real Time Results Dashboard"



Van Mossel Online

Strategy

The strategy adopted by Van Mossel Online is to ensure we are always connected to our customers via the digital highway. The online applications allow us to offer personalised communication, services and ease-of-use which all increase customer loyalty. The online functions form a digital butler who serves the customer. Van Mossel's back-office gains access to useful information by tapping into the data collected, which allows them to approach customers proactively and to almost predict which services they will need. This approach will lead to a strong sense of the 'offer more than expected' core value. In addition, it brings many efficiency benefits to the organization and the 'digital butler' maintains a strong and, above all, permanent bond with the customer.

Realised in 2018

- Going live of J&T Autolease websites (NL+BE)
- Werkenbij (Working For) website
- news module Van Mossel Autolease
- online marketing dashboards
- Mijn Van Mossel app
- Online Damage reporting
- continued development Mijn Van Mossel
- changes regarding GDPR legislation
- realisation Family pass
- expansion of Hexon integration (Vivition implementation)
- Workshop planner for commercial vehicles
- Implementation Lead & E-commerce Follow-up (LEF) Application Programming Interface (API)

Realised in 2019 (first semester)

- Extension of J&T Autolease to Germany
- Registration plate check on J&T Autolease website
- link between Car & Tax Authority and Van Mossel Autolease
- push notification & message box Mijn Van Mossel
- continued development Mijn Van Mossel
- continued development Family pass
- Premium Service available via Mijn Van Mossel
- Van Mossel Private Lease updated
- Van Mossel Belgium
- Van Mossel Carrosserie (BE)
- AFAS link for the benefit of Mijn Van Mossel App service advisors
- Hexon supplies Belgium

- development of workshop planner 2.0
- development of Van Mossel 70 year anniversary vouchers in app
- Implementation Ford Star rating
- Van Mossel Classics
- Van Mossel Outdoor
- realisation of International Car Lease Holding website
- review functionality for e-mail marketing
- family pass management environment

Plans 2019 (second semester)

- realisation J&T Autolease drivers app
- realisation DirectLease drivers app
- realisation Van Mossel Private Lease lease request app
- continued development Mijn Van Mossel website & app
- continued development of Family pass management environment
- implementation overview of petrol stations & prices
- Van Mossel Exclusive Used Cars
- implementation Lead & E-commerce Follow-up (LEF) Application Programming Interface (API) 3.0
- Mijn Van Mossel management environment
- AORTA customer data implementation
- realisation insurance module
- smart search bar function
- review of contact & e-mail preferences
- Werkenbij website (BE)
- Continued development of Van Mossel Private Lease
- research into/pilot for smart car connection using the app

HRM Department

Strategy

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

Realised in 2018

- guidance of 5 takeovers
- adjustment and harmonisation of employment conditions and pensions
- update employment conditions International Car Lease Holding
- update the staff manual
- harmonisation of non-competition clauses and non-solicitation clauses
- implementation Certificates of Good Behaviour (VOG)
- development of management guide
- collaboration with D.O.E.N./Fitland bedrijfssporten (company fitness)
- development vocational education for dealerships
- subsidies for vocational training
- collaboration with the municipality of Waalwijk to help train individuals with residence permits
- revamping werkenbijvanmossel.nl
- optimise communication with the labour market (employer branding)
- optimise applicant self-service options
- development program for (high) potentials
- further development reporting/dashboards
- improving HR processes and optimising AFAS (digital process for recording overtime and on-call hour)
- further rollout digital signatures and digitalisation of employee files
- updating intranet/InSite (employee portal)
- the development and rollout of AFAS Pocket App
- introduction of new staff discount scheme

Realised in 2019 (first semester)

- guidance of 3 takeovers
- expansion of recruitment capacity
- available premium scheme International Car Lease Holding (Zwitsersleven)

- analysis launched for Pre- and onboarding (tool, Employee Journey, E-learning, introduction plan)
- start AFAS application management, further digitalisation of processes
- expansion of the HR team in Belgium
- issuing a tender for one social security service in Belgium
- expansion of Werken bij website with employees being interviewed
- merging body repair limited companies
- pilot HR Marketing
- launch of Benefits at Work platform (NL + BE)
- further rollout management training of cluster and branch management
- introduction of new CLA Automotive Companies & Bicycle Companies
- Pilot Argo Advies (occupational health and safety service) for body repair businesses

Plans 2019 (second semester)

- guidance of takeovers
- adjustment and harmonisation of employment conditions and pensions (NL + BE)
- Implementation AFAS Belgium
- preparing to implement a social security service (Acerta)
- team development HR
- preparing social elections in Belgium
- community building, contacting schools
- improving HR processes and reporting
- developing HR Workshops
- implementation pre- and onboarding
- pilot employee satisfaction survey (MTO)
- planning a project relating to increased responsibility



Purchasing, Facility, ICT, Logistics, Safety & Real Estate Department

Strategy

The powerful collaboration with our partners forms the basis which allows us to fulfil our promises and achieve our ambitions in the field of Purchasing and Facility Services. We do this by focusing on quality, sustainability and quick turnaround times which constantly focus on customer satisfaction.

ICT has been created in such a way that the business is supported by a Skilled Service Desk on the one hand and project-teams on the other hand. Costs and clarity are achieved by standardising layout and hardware. The primary focus is on a stable and workable ICT environment which provides high levels of customer satisfaction.

Logistics aims to achieve the seamless flow of cars through the organisation. Both new and used cars, purchased by private individuals and leased at one of our companies. We collaborate with all parts of the business to help achieve even more synergy benefits. The department tends to use its own drivers, but we also work together with partners to help create a flexible back-up whenever necessary.

Safety will focus on the internal execution and compliance with mandatory RA&Es over the course of the coming year. This improves the quality of controls and follow-up of any findings with regard to a broad package of safety aspects.

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

Realised in 2018/realised in 2019 (first semester)

- ICT: simplification of the network environment and a reduction in the number of domains
- ICT: national rollout of Wifi, integration of new branches in our ICT infrastructure
- Purchasing: improved contracts for Lubricants, Landscaping Services, Waste Management and energy Metering Services.
- Facility: expansion of team which improved response times, implementation of new methods and a management system contract
- Logistics: expansion of planning department professionalisation
- Safety: internal safety expert appointed
- Real estate: guidance of a variety of new construction projects and the realisation of renovation work at FJAM and Ford Breda, Kia Amersfoort and Harderwijk, SEAT/SKODA/Ford Waalwijk

Plans 2019 (second semester)

- ICT: reduce response times, a shift from hiring temporary labour toward permanent staff, transferring part of the server park to the cloud, data warehouse implementation
- Purchasing: improving contracts for tyres, solar panels, internet connections
- Facility: integrate VKB facility, software implementation for registration and follow-up (mandatory) inspections and maintenance and implementation of any changes required by new legislation and regulations
- Logistics: increased control of logistics movement (efficiency), investigating the best solution for the Bandenhotel
- Safety: internal execution of all risk assessments & evaluations (RA&E) including a follow-up based on priorities
- Real estate: guidance of new construction projects and renovation activities



Marketing Department

Strategy

- Position the Van Mossel Automotive Group as the go-to mobility partner in the Netherlands
- put the customer first by continuously sending the right message, at the right time, through the right channel to the right customer
- set up a Marketing department where Online marketing, Campaign management and Brand activation are optimally aligned with each other and where cross-pollination between clusters is encouraged
- improve Van Mossel's image and increase the relevance of customer contact

Realised in 2018

- Business Intelligence Tool table
- Mijn Van Mossel app
- Premium service
- social media increased to 50,000 followers on Facebook
- video check Ford and Opel (sales/aftersales)
- promotional video check aftersales film
- update Ford maintenance website
- industry and public award in the category 'Most successful data driven car company'
- professional jury award in the category 'Most original campaign'
- client events per brand and at a corporate level

Realised in 2019 (first semester)

- new e-mail marketing system (Contact Care)
- workshop planner
- Van Mossel database
- lead generation via social media
- Ford dealer website converted to vanmossel.nl
- Opel and Ford service messages (DM, eDM, call lists) reorganised and live (Tripolis look)
- first mass media campaign including radio and TV

- introduction of a new house style including a manual
- opening new branch for Ford, SEAT and ŠKODA in Waalwijk
- start mailing informational newsletters
- guidance of joint venture Van Mossel VKV
- guidance of takeover of the first Belgian dealerships
- client events per brand and at a corporate level

Plans 2019 (second semester)

- Marketing Automation
- Corporate Customer Relationship Management (CRM)
- Business Intelligence Tool table
- further development of leads + personalising the online trajectory (by means of connecting to the Lead & E-commerce Follow-up (LEF) and Software for Sales and Aftersales Management (SAM), dynamic remarketing etc.)
- deploy EDMS with decision node. Increase relevance.
- clean up the Dealer Management System (DMS) data and add more mandatory fields
- group-wide new workshop planner
- mass media campaigns (TV, radio, online)
- guidance of takeovers

Legal & Compliance Department

Strategy

The Legal & Compliance department's goal is twofold:

- assessing, controlling and advising people about all legal aspects of the Van Mossel Automotive Group
- Ensure that the organisation is aware of, adheres to and complies with applicable laws and regulations, internal rules and standards as well as safeguarding integrity

With the first goal in mind, the department acts as the first point of contact for all legal issues that may arise within the Van Mossel Automotive Group. The department advises the various companies in their daily business activities as well as on the growth strategy and coordinates the legal services provided by third parties. In the context of the second goal, the department and the Finance department are involved in controlling the risks of the organisation. Part of this is compliance with privacy regulations (GDPR) as well as but not limited to the various regulations in the field of financial and/or fiscal supervision.

Given their confidential nature, the other activities of the department are not suitable for public publication.

Finance & Control Department

Strategy

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

- correct and timely provision of (guidance) information to both internal and external stakeholders such as shareholders, banks, accountants, tax authorities and regulators. Active information as well as compliance with mandatory reporting (such as annual reports, covenants)
- budgeting, monitoring, analysis of figures in, among other things, management reports, with which solicited and unsolicited advice can be given at all levels within the organisation.
- perform timely and correct processing of various financial transactions and manage and plan liquidity
- ensuring control of the administrative organization and monitoring thereof through Internal Control as well as compliance with applicable (fiscal) legislation, guidelines and codes of conduct

Realised in 2018

- adjustments were made to the structure for, among other things, the Belgian activities
- strengthening Finance & Control both centrally and in the subsidiaries
- new management reporting, strengthening of the financial function, improved reporting, implementation of Exact Globe at the
- body repair businesses
- delivery of a Tax and Business Control Framework.
- has implemented Horizontal Supervision (such as transfer pricing, employee schemes).
- supporting research into acquisitions
- facilitating the financial integration of the acquisitions (Noordhoek, Blokhuis, Rogam, van Zwiene, Otten, Galema in the Netherlands and GMan and Bruyninx in Belgium)
- conversion of the ERP application Navision for our lease activities in Belgium into Leasewise. This means both our labels use the same platform
- signed a covenant with the Inland Revenue Service within the framework of Horizontal Supervision

Realised in 2019 (first semester)

- finalising the Tax and Business Control Framework including an audit plan.
- bolstering financial management by appointing a CFO for the Netherlands and a CFO for Belgium.

- various adjustments to our company structure, partially prompted by the acquisitions made. We also set up a new structure for Belgium, this includes a Belgian holding (BEE Holding België NV), a lease holding and a dealership holding which matches the structure adopted in the Netherlands
- annual reports for subsidiaries and holding were completed on the 1st of May (6 weeks earlier than in 2018)
- refinancing International Car Lease Holding Belgium

Plans 2019 (second semester)

- refinancing of the recently acquired dealership activities in Belgium, possible expansion of the financing in the Netherlands including project financing of new construction and renovation activities
- reinforcement with a central internal audit department for the implementation of the Tax and Business Control Framework, among other things for the horizontal supervision of the Tax Authorities strengthening the company with a central internal audit department for the implementation of the Tax and Business Control Framework within the framework of the horizontal monitoring by the Inland Revenue Service
- further develop KPI reporting; the existing BI tool will play an important role in this process.
- further investigate possible public securitisation for leasing
- set up of 1 complete data warehouse for KPI group-wide reporting
- realise the simplification and reduction of the number of financial systems for dealerships
- investigate possible expansion of the dealership activities in the Netherlands and Belgium by means of acquisitions
- financial integration of upcoming acquisitions



Branches

Van Mossel Automotive Group

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

Cluster Audi/Volkswagen/SEAT/ŠKODA

	Audi Centrum Tilburg	Kraaivenstraat 14, 5048 AB Tilburg	
	Van Mossel Hapert	Oude Provincialeweg 84, 5527 AH Hapert	
	Van Mossel Oisterwijk	Bedrijfsweg 17, 5061 JX Oisterwijk	
	Van Mossel Tilburg	Ringbaan Noord 65, 5046 AA Tilburg	
	Van Mossel Valkenswaard	Dragonder 16, 5554 GM Valkenswaard	
	Van Mossel Waalwijk	Van Andelstraat 1, 5141 PB Waalwijk	
	Van Mossel Weert	Edisonlaan 1, 6003 DB Weert	
	Bedrijfswagencentrum Tilburg	Kraaivenstraat 4, 5048 AB Tilburg	
	Bedrijfswagencentrum Waalwijk	Kleiweg 5, 5145 NA Waalwijk	
	Van Mossel SEAT Tilburg	Kraaivenstraat 13, 5048 AB Tilburg	
	Van Mossel ŠKODA Tilburg	Kraaivenstraat 13, 5048 AB Tilburg	
	Van Mossel SEAT Waalwijk	Van Andelstraat 11, 5141 PB Waalwijk	

 Van Mossel ŠKODA Waalwijk	 Van Andelstraat 11, 5141 PB Waalwijk	
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Cluster **Ford**

 Van Mossel Ford Den Bosch	 Afrikalaan 2, 5232 BD s Hertogenbosch	
 Van Mossel Ford Eindhoven	 Meerenakkerweg 3A, 5652 AR Eindhoven	
 Van Mossel Ford Helmond	 Varenschut 17J, 5705 DK Helmond	
 Van Mossel Ford Roermond	 Sodaweg 3, 6049 CM Roermond/Herten	
 Van Mossel Ford Tilburg	 Kraaivenstraat 20, 5048 AB Tilburg	
 Van Mossel Ford Veghel	 Vanderlandelaan 1, 5466 RE Veghel	
 Van Mossel Ford Waalwijk	 Van Andelstraat 11, 5141 PB Waalwijk	
 Van Mossel Ford Weert	 Edisonlaan 5, 6003 DB Weert	

Cluster **Opel**

 Van Mossel OPC Opel Den Bosch	 Afrikalaan 2, 5232 BD 's-Hertogenbosch	
 Van Mossel OPC Opel Oosterhout	 De Boedingen 8, 4906 BA Oosterhout	
 Van Mossel OPC Opel Tilburg	 Kraaivenstraat 8, 5048 AB Tilburg	
 Van Mossel OPC Opel Veghel	 Vanderlandelaan 1, 5466 RE Veghel	

Cluster **Peugeot/Citroën/DS**

 Van Mossel Peugeot/Citroën/DS Alkmaar	 Helderseweg 55B, 1817BB Alkmaar	
 Van Mossel Citroën/DS Amsterdam	 Pieter Braaijweg 2, 1114 AJ Amsterdam	
 Van Mossel Peugeot/Citroën Heemskerk	 Rijkstraatweg 54, 1964 LK Heemskerk	

 Van Mossel Peugeot/Citroën Purmerend	 Component 84, 1446 WP Purmerend	
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 Van Mossel Peugeot/Citroën Zaandam	 Kleine Tocht 23, 1507 CB Zaandam	
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 Van Mossel Peugeot Amsterdam Noord	 Johan van Hasseltweg 65, 1021 KN Amsterdam	
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 Van Mossel Peugeot Amsterdam Zuid-Oost	 Klokkenbergweg 29, 1101 AK Amsterdam	
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 Van Mossel Peugeot Heemstede	 Cruquiusweg 37 C, 2012 LS Heemstede	
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 Van Mossel Peugeot Hoorn	 De Marowijne 51, 1689 AR Hoorn	
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 Van Mossel Peugeot Leiderdorp	 Van der Valk Boumaweg 2, 2352 JC Leiderdorp	
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 Van Mossel Peugeot Lisse-Hillegom	 Arnoudstraat 18, 2182 DZ Hillegom	
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Cluster **Mercedes-Benz/smart**

 Van Mossel Gouda	 Grote Esch 50, 2841 MJ Gouda	
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 Van Mossel Rotterdam (Autostrada)	 Autolettestraat 4, 3063 NP Rotterdam	
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 Van Mossel Rotterdam (Charlois)	 Driemanssteeweg 40, 3084 CB Rotterdam	
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 Van Mossel Rotterdam (Spaanse Polder)	 Schuttevaerweg 18, 3044 BB Rotterdam	
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Cluster **Alfa Romeo/Jeep/Fiat/Abarth**

 Van Mossel Breda	 Beverweg 4, 4817 LL Breda	
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 Van Mossel Tilburg	 Kraaivenstraat 20, 5048 AB Tilburg	
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Cluster **Kia**

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

Cluster **Jaguar/Land Rover**

 Van Mossel Jaguar Land Rover Apeldoorn	 Oude Apeldoornseweg 40A, 7333 NS Apeldoorn	
 Van Mossel Jaguar Land Rover Groningen	 Handelsweg 18, 9482 WE Tynaarlo	
 Van Mossel Jaguar Land Rover Zwolle	 Oude Meppelerweg 2, 8024 AB Zwolle	

Cluster **Hyundai**

 Van Mossel Hyundai Groningen	 Handelsweg 18, 9482 WE Tynaarlo	
 Van Mossel Hyundai Leeuwarden	 Orionweg 51, 8938 AG Leeuwarden	

Cluster **Mega Used Car Centre**

 Van Mossel Mega Occasion Centrum Oldenzaal	 Kelvinstraat 1B, 7575 AS Oldenzaal	
 Van Mossel Mega Occasion Centrum Tilburg	 Kraaivenstraat 6, 5048 AB Tilburg	
 Van Mossel Mega Occasion Centrum Utrecht	 Proostwetering 61, 3543 AC Utrecht	

Cluster **Van Mossel VKV (Renault/Dacia/Nissan/Infiniti)**

 Van Mossel VKV Renault/Dacia Gorinchem	 Edisonweg 7, 4207 HE Gorinchem	
 Van Mossel VKV Renault/Dacia Rotterdam	 Koperstraat 16, 3067 GL Rotterdam	
 Van Mossel VKV Renault/Dacia Spijkenisse	 Groenordweg 4, 3201 LV Spijkenisse	
 Van Mossel VKV Renault/Dacia Tiel	 Stephensonstraat 3, 4004 JA Tiel	

 Van Mossel VKV Renault/Dacia Waalwijk	 Van Andelstraat 3, 5141 PB Waalwijk	
 Van Mossel VKV Renault Culemborg	 Ant. van Diemenstraat 40, 4104 AE Culemborg	
 Van Mossel VKV Renault Rotterdam Zuid	 Charloisse Lagedijk 946, 3088 LA Rotterdam Zuid	
 Van Mossel VKV Renault Wijk bij Duurstede	 Graaf van Lynden van Sandenburgweg 2a 3962 RB Wijk bij Duurstede	
 Van Mossel VKV Renault Zaltbommel	 Van Voordenpark 18, 5301 KP Zaltbommel	
 Van Mossel VKV Nissan Amsterdam	 Schepenbergweg 43, 1105 AS Amsterdam	
 Van Mossel VKV Nissan Gorinchem	 Edisonweg 7a, 4207 HE Gorinchem	
 Van Mossel VKV Nissan Rotterdam	 Koperstraat 18, 3067 GL Rotterdam	
 Van Mossel VKV Tiel	 Stephensonstraat 1, 4004 JA Tiel	
 Infiniti Center Amsterdam	 Schepenbergweg 43, 1105 AS Amsterdam	
 Infiniti Used Car Center Rotterdam	 Koperstraat 18, 3067 GL Rotterdam	

Cluster **Van Mossel Bruyninx**

 Van Mossel Bruyninx Genk (Citroën)	 Evence Coppéelaan 40, 3600 Genk	
 Van Mossel Bruyninx Genk (Peugeot)	 Evence Coppéelaan 90, 3600 Genk	
 Van Mossel Bruyninx Hasselt (Citroën)	 Hellebeemden 2A, 3500 Hasselt	
 Van Mossel Bruyninx Hasselt (DS)	 Hellebeemden 2A, 3500 Hasselt	
 Van Mossel Bruyninx Hasselt (Nissan, Kia)	 Hellebeemden 4, 3500 Hasselt	
 Van Mossel Bruyninx Hasselt (FCA, Peugeot)	 Hellebeemden 2, 3500 Hasselt	
 Van Mossel Bruyninx Pelt (FCA)	 Lindelsebaan 110, 3900 Pelt	

 Van Mossel Bruyninx Sint-Truiden (Peugeot, Citroen, Kia)	 Luikersteenweg 94-96, 3800 Sint-Truiden	
 Van Mossel Bruyninx Tongeren (Citroën)	 Bilzersteenweg, 2963700 Tongeren	
 Van Mossel Bruyninx Tongeren (Nissan, Peugeot)	 Maastrichtersteenweg 463-465, 3700 Tongeren	
 Van Mossel Bruyninx Used Cars Hasselt	 Hellebeemden 12, 3500 Hasselt	
 Van Mossel Bruyninx Used Cars Tongeren	 Maastrichtersteenweg 463, 3700 Tongeren	
 Van Mossel Carrosserie Hasselt	 Hellebeemden 6A, 3500 Hasselt	
 Van Mossel Carrosserie Oudsbergen	 Betonweg 10, 3670 Oudsbergen (Ellikom)	

Cluster **Van Mossel GMAN**

 Van Mossel GMAN Antwerpen (Opel)	 Noorderlaan 32, 2060 Antwerpen	
 Van Mossel GMAN Mechelen (Opel)	 Jubellaan 82, 2800 Mechelen	
 Van Mossel GMAN Wilrijk (Opel)	 Boomsesteenweg 501, 2610 Wilrijk	
 Van Mossel Leyssen Bree (Opel)	 Meeuwkerkezel TZ 24, 3960 Bree	
 Van Mossel Carrosserie Kontich	 Pierstraat 237, 2550 Kontich	

Van Mossel Body Repair Group

 Alternative Car Repair	 Berkhaag 16, 5161 CC Sprang-Capelle	
 Laurens Autoschade	 Weg en Bos 124, 2661 GX Bergschenhoek	
 Van Mossel Autoschade Alkmaar	 Koelmalaan 67, 1812 PR Alkmaar	
 Van Mossel Autoschade Amsterdam	 Sydneystraat 12, 1175 RN Lijnden	
 Van Mossel Autoschade Breda	 Konijnenberg 101, 4825 BC Breda	

 Van Mossel Autoschade Eindhoven	 Steenoven 7, 5626 DK Eindhoven	
 Van Mossel Autoschade Groningen	 Osloweg 122/A, 9723BX Groningen	
 Van Mossel Autoschade Hapert	 Energieweg 5, 5527 AH Hapert	
 Van Mossel Autoschade Hengelo	 Binnenhavenstraat 87, 7553 GH Hengelo	
 Van Mossel Autoschade Nijmegen	 Lagelandseweg 52, 6545 CG Nijmegen	
 Van Mossel Autoschade Oirschot	 De stad 1C, 5688 NX Oirschot	
 Van Mossel Autoschade Rotterdam	 Soerweg 19, 3088 GR Rotterdam	
 Van Mossel Autoschade Tilburg	 Ringbaan Noord 65, 5046 AA Tilburg	
 Van Mossel Autoschade Utrecht	 Perronlaan 2, 3534 BG Utrecht	
 Van Mossel Autoschade Waalwijk	 Zinkerweg 7, 5145 NL Waalwijk	
 Van Mossel Autoschade Weert	 Edisonlaan 10, 6003 DB Weert	
 Van Mossel Autoschade High Tech (Zwolle)	 Nervistraat 3, 8013 RS Zwolle	
 Van Mossel Autoschade Zwolle	 Simon Stevinweg 3, 8013NA Zwolle	

International Car Lease Holding

 DirectLease Nederland	 Kelvinstraat 1B, 7575 AS Oldenzaal	
 DirectLease België	 Noordersingel 19, B-2140 Antwerpen	
 DirectLease Duitsland	 Am Seestern 4, D-40547 Düsseldorf	
 J&T Autolease Nederland	 Kraaivenstraat 4, 5048 AB Tilburg	
 J&T Autolease België	 Noordersingel 19, B-2140 Antwerpen	

 J&T Autolease Duitsland	 Am Seestern 4, D-40547 Düsseldorf	
 Van Mossel Autolease	 Kraaivenstraat 4, 5048 AB Tilburg	
 Van Mossel Autolease Amsterdam	 Pieter Braaijweg 2, 1114 AJ Amsterdam	
 Van Mossel Autolease Groningen	 Wismarweg 9, 9723 HC Groningen	
 Van Mossel Autolease Hengelo	 Holtersweg 30, 7556 BX Hengelo	
 Van Mossel Autolease Leeuwarden	 Francios HaverSchmidtwei 5, 8914 BC Leeuwarden	
 Van Mossel Autolease Rotterdam	 Christiaan Huygensweg 14, 3225 LD Hellevoetsluis	
 Van Mossel Autolease Weert	 Edisonlaan 10, 6003 DB Weert	
 Van Mossel Autolease Zwolle	 Simon Stevinweg 1, 8013NA Zwolle	
 Westlease Kuurne	 Kleine Tapuitstraat 18, B-8540 Deerlijk	
 Westlease Namur	 Chaussée de Marche 935, B-5100 Wierde (Namur)	
 Westlease Luxemburg	 11, Zone Industrielle, L-8287 Kehlen	
 Van Mossel Shortlease & Rent Groningen	 Wismarweg 9, 9723 HC Groningen	
 Van Mossel Shortlease & Rent Waalwijk	 Schutweg 6a, 5145 NP Waalwijk	
 Van Mossel Shortlease & Rent Rotterdam	 Christiaan Huygensweg 14, 3225 LD Hellevoetsluis	



Van Mossel exceeds your expectations!

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