

# Annual report | 2021 2022



**Van Mossel**

*At the time of writing this preface, spring is in full swing. The energy is bursting. We are meeting up with people and once again gathering around the table uninhibited to forge and roll out our plans. Without press conferences or quarantines. Filled with passion and enthusiasm. Working together again, as it should be.*

*And although we enjoy it, we empathise immensely with the people in Ukraine and the unimaginable human suffering they endure. We hope for a quick end to this war.*

*And then there is the economic impact. Which also affects our industry with shortages and resulting delivery delays. The importance of capitalising on opportunities remains undiminished. As we have continued to do in the recent past. It provides a lasting foundation for the future.*

*We recently concluded the best year to date. Thanks to all our customers who opt for sustainable and innovative solutions and the end-to-end principle. It guarantees our staff a lasting future with a growing and healthy company. In addition to the importance of responsible mobility, we commit ourselves every day to improving the entire customer experience. We truly capitalise the word UNBURDENING. It is our focus and drive, aimed at each and every individual customer. We are rightfully proud of the wide range of customer satisfaction awards that came our way in 2021. And in 2022, we continue to commit to our customers with passion and enthusiasm. We expect to turn 2022 into yet another successful year.*

*Together.*



 Eric Berkhof

General Director  
Van Mossel Automotive Group



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# Profile

## Van Mossel Automotive Group

Over the course of almost 75 years, Van Mossel Automotive Group became a leader in the Dutch and Belgian automotive industry. The company has over 300 branches in the Netherlands, Belgium, Germany, Luxembourg and France. Van Mossel Automotive Group is a dealership representing dozens of leading makes. In addition, the company operates several Mega Occasion Centres and has its own nationally active chain of car repair companies. Furthermore, the group offers various services under a single umbrella, such as insurance, financing, signing/installation/bodywork and car rental. International Car Lease Holding operates a fleet of 100,000 vehicles, has risen to the top of leasing companies in the Netherlands and is also part of Van Mossel Automotive Group. With 4,800 employees, the group realises a revenue of € 3.7 billion annually. The core activities at Van Mossel Automotive Group can be divided into three distinct disciplines. In addition, the umbrella activities have been incorporated into the Shared Services unit, which will be discussed in greater detail in the Annual Report.

## Van Mossel Car Companies

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

Corvette, Maxus, Suzuki and Isuzu. These brands are sold both new and used in our showrooms. Our Mega Occasion Centres account for the majority of our used car figures both when it comes to our own leading brands and others.

## Van Mossel Car Repair Companies

Van Mossel Body Repair Group offers a network of 25 branches in the Netherlands and a growing number of branches in Belgium and Luxembourg.

## Van Mossel Leasing Companies

Van Mossel's leasing companies are united in International Car Lease Holding (ICLH). The branches focus on both business and private customers. They do this with an online proposition (know what to expect right away by making an online price calculation and guaranteed fast processing), a dealership-related proposition (short communication lines between the branches of our car company and our lease company) or a universal proposition (offering all brands). The leasing companies are represented in the Netherlands (Amsterdam, Goes, Groningen, Hengelo, Leeuwarden, Nijmegen, Rotterdam, Tilburg, Waalwijk, Weert and Zwolle), Belgium (Antwerp, Deerlijk and Namur), Germany (Düsseldorf), France (Lille) and Luxembourg (Bertrange and Kehlen). In addition to the independent branches, each branch of the car company is itself available to potential lease customers within the group.

# Core values



## Hospitality

Taking care of a customer/guest and giving them genuine attention, aiming to make the customer/guest feel as welcome as possible.



## Driven

Inspired, spirited, enthusiastic, passionate and motivated.



## Distinguishing

Offering more than expected, standing out in a positive way, creative and innovative.



## Customer-oriented

Identifying the needs and wishes of the customer, anticipating those wishes and acting on them.



## Result-oriented

Aiming actions and decisions at achieving your goal regardless of problems, diversions or setbacks. This also includes thinking in terms of solutions, cooperation and result obligation.



## Social Responsibility

A form of entrepreneurship focused on economic performance with respect for social aspects and within the scope of ecological preconditions.



## Honest and open

Being open minded, willing to change, vulnerable, willing to ask for help and curious.



# Our mission, vision and strategy

We aim to be the most highly recommended supplier of mobility solutions in the broadest sense of the word. Based on quality, operational perfection, sustainable financial results and customer satisfaction.

**Mission**  
Van Mossel Automotive Group is a family-controlled business with almost 75 years' experience and tons of ambition. It is our mission to make good on our promise 'Mobility for Everyone'. Personal attention, a wide range of mobility solutions and competitive rates 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 automotive retail, leasing and body repairs
- 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

# Mobility services

**New**  
Van Mossel Automotive Group's dealerships sell 34 leading brands. From private or business purchases of a new or used car to complete fleets for companies.

**Occasions**  
All Mega Occasion Centres, the Exclusive Occasions and Outdoor Occasions branches as well as the branches of the car company offer business and private customers a choice of all occasion brands.

**Lease**  
The Van Mossel Leasing Companies, united in International Car Lease Holding, offer all usual business lease solutions and various mobility solutions such as short lease, occasion lease, bicycle lease, flex lease and private lease.

**Maintenance**  
At our dealerships, Van Mossel Automotive Group offers maintenance for its own brands and others regardless of the car's age. Personalised maintenance advice is issued if applicable.

**Body repair**  
Van Mossel Body Repair Group is represented in 25 locations in the Netherlands and a growing number of locations in Belgium. In addition, all our dealerships offer body repair service points to both private and business customers. We repair any damage in all car brands and are affiliated with FOCWA/Eurogarant.

**Rental**  
Our sizeable and still growing fleet of over 3,500 vehicles offers a solution for the temporary mobility needs of our private and business clients. Whether it be short lease, rental, replacement transport or service rental. The fleet consists of cars supplied by the

group's car companies and is repaired and maintained within the network of our own branches.

**Fleet management**  
Within Van Mossel Automotive Group, Van Mossel Automotive Partner is the ultimate professional point of contact for the business Fleet and Lease market. Acting as the spider in our web, they facilitate the entire order process. In addition, they contribute to formulating our car policy, customer-specific delivery conditions with importers and to drafting Service Level Agreements (SLAs) for delivery and maintenance. And when it comes to export service, they act as the central point of contact both domestically and abroad.

**Financing**  
Thanks to its wide range of financing options, Van Mossel Financial Services always has a fitting proposal for both private and business clients when it comes to 'Revolving credit', 'Personal loan', 'Purchase in instalments' and 'Financial lease'.

**Insurance**  
With its complete range of insurance options, Van Mossel Financial Services always offers both private and business clients a fitting proposal when it comes to car insurance.

**Commercial vehicle customisation**  
Van Mossel's additional services include solutions for interior and bodywork customisation as well as lettering offered by Car Solutions. For company and passenger cars of all categories and brands.

# Portfolio

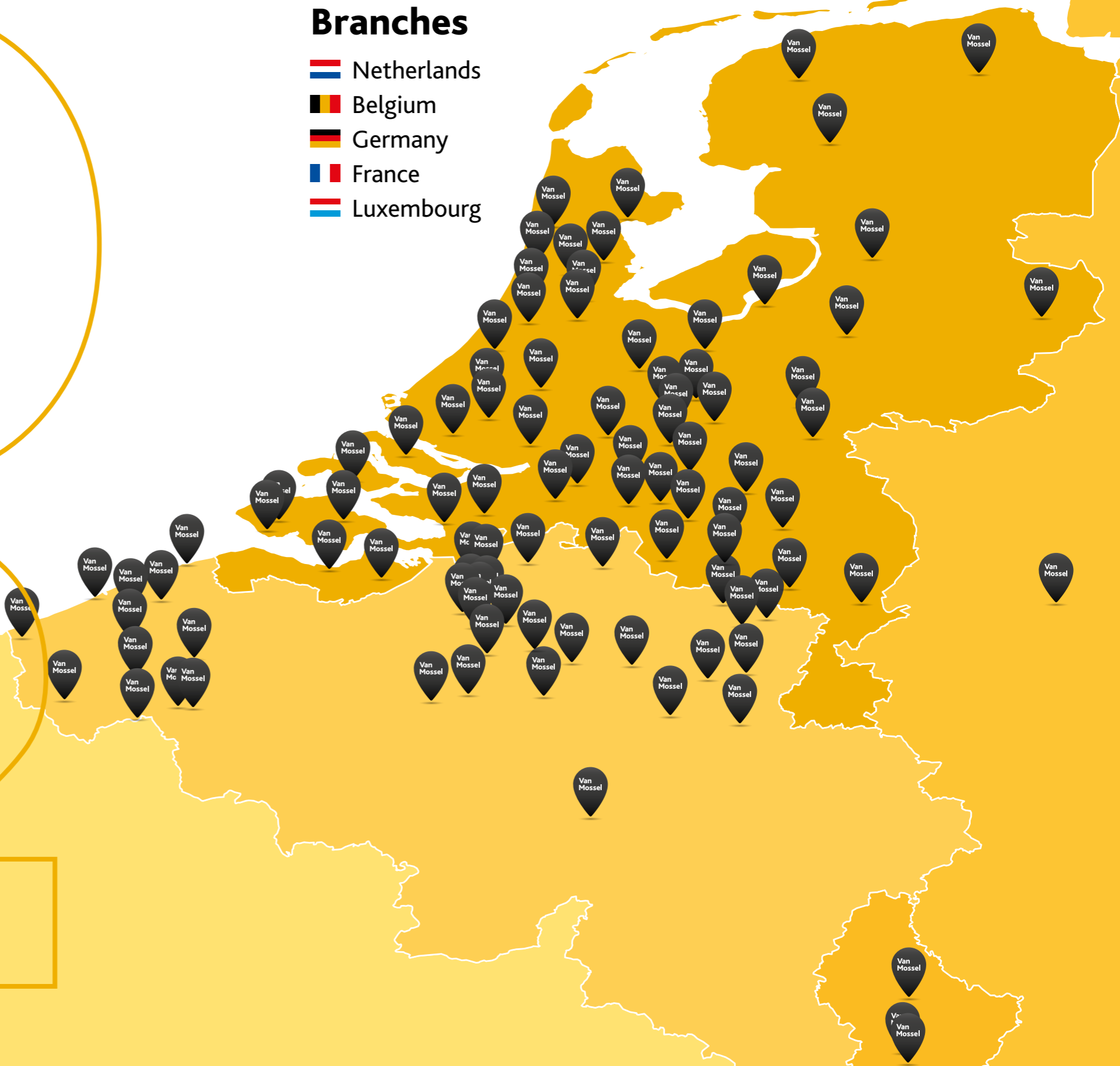


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# 20

## Branches

-  Netherlands
-  Belgium
-  Germany
-  France
-  Luxembourg



# Corporate Social Responsibility

## Corporate Social Responsibility (CSR)

The Van Mossel Automotive Group considers CSR a logical part of our business operations. The Van Mossel Automotive Group wants its stakeholders to see them as a professional automotive player who cares about people and the environment. As a leading automotive company, the Van Mossel Automotive Group has adopted a unilateral strategy for CSR which receives organisation-wide support. In addition, the Van Mossel Automotive Group communicates its clear CSR message to its customers.

## CSR vision

Our focus is on our customers. We are in the business of selling mobility; fossil fuels and emissions play an important role in this process. We at Van Mossel want to contribute to minimising our environmental impact and be a partner for our stakeholders in terms of involved entrepreneurship.

## 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 focus: we advise our customers about sustainable mobility solutions. Responsibility: based on concrete objectives, we take responsibility when it comes to minimising our own impact. Open and honest: we communicate with others about our Corporate Social Responsibility initiatives.

## CSR efforts

An overview of our CSR efforts:

### Mobility solutions

- Car-sharing concept
- Thinking along about EV charging stations and replacement car during holiday
- When advising our customers, we provide reports on CO2 consumption and arrange for charging facilities
- Bicycle lease
- Car sharing
- EV advice tool at J&T Autolease
- Our short lease fleet offers a wide range of Electric Vehicles

### Environment

- Van Mossel Automotive Group has mapped all its waste streams and separates its waste

- Power savings: various commercial properties have been fitted with motion sensors to save electricity and all main lighting in our buildings is turned off at night
- Maximum use of recycled parts
- Van Mossel Automotive Group meets legislation and regulations for separators and liquids on drip trays
- Construction projects are executed sustainably and with high-grade materials. This reduces the environmental impact. Environmentally friendly construction materials are used when building facilities. A lot of attention is paid to the sustainability of our buildings. When designing and realising new construction and renovation, we take into account sustainability and well-being in addition to operational functionality. This includes our consideration of a BREAAAM-NL certificate.

## Quality

Several Van Mossel Automotive Group business units are ISO 9001 certified. This means we meet legal quality requirements relevant to our products and services.

## Communication

- We offer stakeholders transparent insight into the social, ecological and economic impact of our operations
- Van Mossel Automotive Group communicates transparently about its SCR policy and results

## Involved entrepreneurship

- Van Mossel Automotive Group commits to the well-being of its staff by offering good working conditions and future perspectives
- Van Mossel Automotive Group is involved in various foundations including: Emmaus, Villa Pardoes, Stichting Doe een wens, KiKa and Alpe d'HuZes
- Because the share of EVs in our lease fleet has increased significantly, we are setting up a green financing tranche within the existing financing facilities.
- Van Mossel Automotive Group has a Horizontal Supervision covenant with the tax authority. We conduct our business based on mutual trust. Terms such as transparency and understanding play an important role as well
- More and more kilometres driven by our staff are accounted for by EVs

## SCR certification

- Van Mossel's repair companies are certified for the chain certification: ISO 14001, Duurzaam Repareren [Sustainable Repairs] and Erkend Duurzaam [Recognised Sustainable]
- All Van Mossel car companies are Erkend Duurzaam Plus certified





## Van Mossel Academy

Van Mossel values the development of our staff. To facilitate this even better, we operate our own Academy. It is important to us that our employees get the opportunity to develop themselves as much as possible and to support their passion for their work; everyone within the scope of their own ambition and desired field of expertise. With in person training (e.g. our courses for High Potentials and Mechanics) as well as e-learning (e.g. the Security Awareness course). For that reason, Van Mossel Academy is an important asset within the group. In addition, external domestic parties including VNA and FOCWA are involved.

The Academy is being developed on a continuous basis. An education advisor joined the team in 2022 and is broadly dedicated to 'learning and development' at Van Mossel. We have also increased our focus on pre- and onboarding, creating short videos to clarify work processes and other learning and development wishes.

### E-learning

Van Mossel Academy sets up and offers a growing number of learning tracks based on the education advisor's initiative or demand from within the organisation.

### Management Guide

Core concepts lived by the employees of our organisation are hospitable, socially responsible, distinguishing, driven, result-oriented, customer-oriented, honest and open. These values are in our DNA. The broad administrative and management levels propagate these concepts on a continuous basis, monitor the compliance among their own people and correct if necessary. In order to properly assure this within the organisation, we kicked off the 'Management Guide' course, one of the self-developing courses at Van Mossel Academy. Since 2017, over 230 managers successfully completed the course.

### Repairs: education and job guarantee

The Van Mossel Academy has its own practical repairs school where a certified trainer provides motivated staff with basic education to become a car mechanic in 10 weeks. In this unique and practical course, the employee is given responsibilities quickly and they get to perform tasks independently. After successful completion of the course, the employee moves on to work at one of our repair shops in the country. The Van Mossel Body Repair Group believes that one is never too old to learn and believes in retraining in the broadest sense of the word.

### Continued learning as a car mechanic

Van Mossel offers courses at the importer of the respective car brand. We strongly believe in the development and education of our car mechanics which is why we also founded our own practical school in Tilburg in 2018. Over a short, intense period, employees learn about complex diagnostics and brand-specific information led by an experienced trainer. Knowledge and experience is exchanged in an informal setting and everyone can master the new activities at their own pace.

### High Potentials Programme

In order to develop talent at Van Mossel further, we developed a varied and tailored programme in collaboration with a professional educational institute: the High Potential Programme. An intense programme teaches subjects such as People Management, Financial Management and Commercial Management. The course combines a generic programme with the individual objectives of the employee.

### VNA leasing

Car leasing and fleet management are each disciplines of their own. To assure proper knowledge at Van Mossel, we offer the VNA leasing 1 course. This accredited course was composed by the Association of Dutch Leasing Companies and contains a number of standard modules with predetermined graduation conditions.

## Trends and developments

The year of 2022 offers new opportunities for the automotive sector. For car brands and dealers as well as for the private or business buyer/driver. In addition, things are changing for the industry and we need to learn more about the potential car buyer to improve our reach. Furthermore, expectations and needs of private customers are changing and it is key to adapt our policy accordingly.

### Agency Model

One important market development is the so-called agency model. Most car manufacturers are making preparations but a lot of ambiguity remains at the moment. The essence of the agency model is that the sale of new cars will be at the expense and risk of the car manufacturers while dealerships receive a fee instead of the current margin. The intention is for dealerships to continue generating the same returns as they have been in the current model. Considering the complexity, we do not expect this model to be implemented any time soon.

### Scarcity on the automotive market

Delivery times are increasing for new cars. This is partially caused by the global chip shortage of the past two years. But the shortage of cable harnesses due to the war in Ukraine contributes as well. As a result, we see a shift from new car sales to young used car sales. Despite this shift, we are still selling a healthy number of new cars. This is causing our back-order position to grow. We are managing the scarcity development well and continue to meet our budgets due to our huge occasions sales, fewer days in the showroom per car and our business model with which we keep everything in-house.

### Unburdening

We are seeing some clear changes in our industry that are very positive for Van Mossel. These changes point to several strong players:

- Car manufacturers
- Large dealerships responsible for sales, after-sales, leasing, repairs, financing & insurance and car solutions.

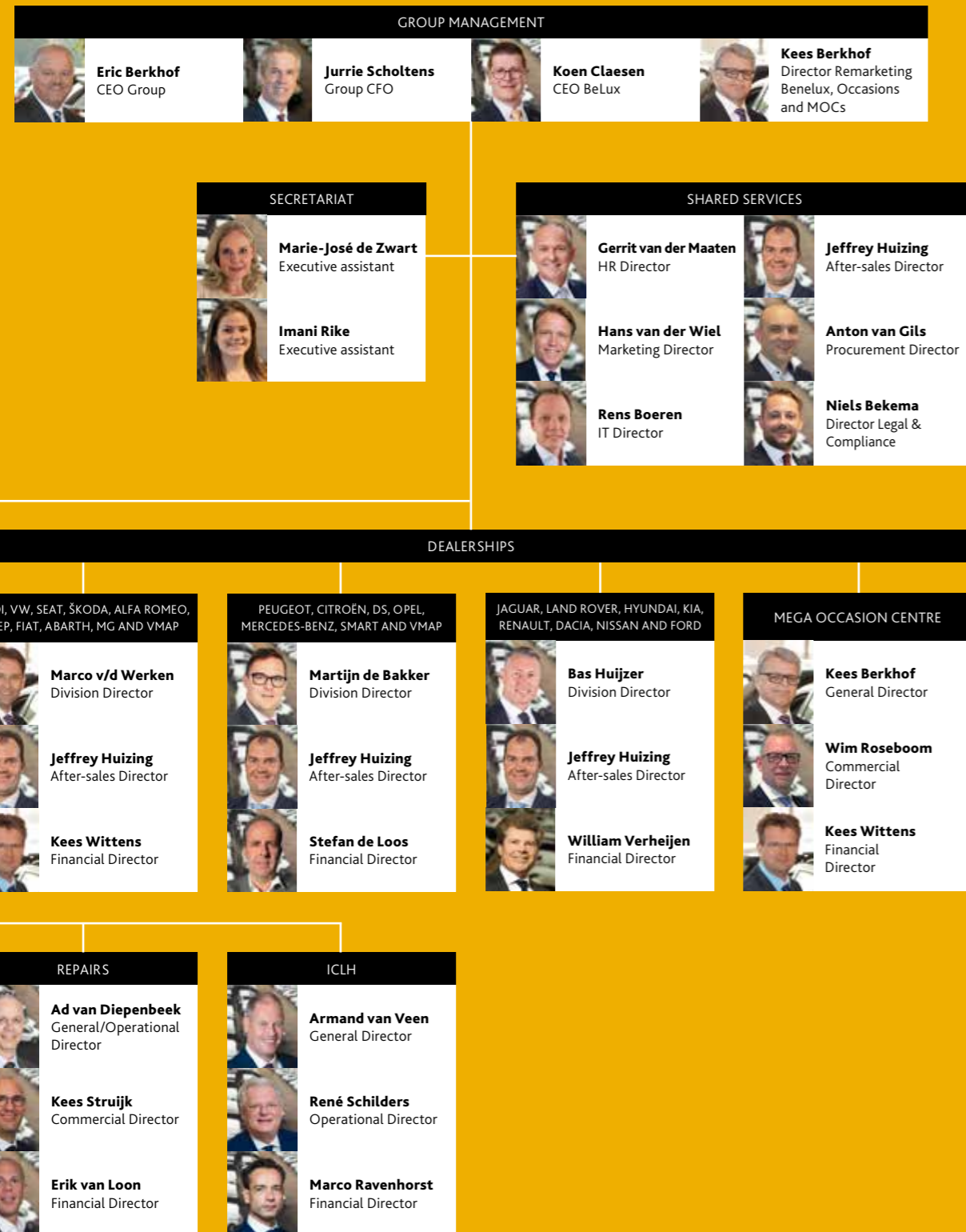
This is all about unburdening the customer. In addition, it involves scaling-up which generates revenue and margin improvement. Another positive development is that due to the expected replacement of fleets by EVs, we anticipate a lot of extra deliveries for that segment in the years ahead.

We unburden our customers with our strong local presence. Both private and business clients conclude a (private) lease contract or buy a car after careful consideration; personal attention and service are paramount. Moreover, it is becoming increasingly important for the seller to be digitally savvy; e.g. chatting, deploying social media and video conferencing as well as receiving people in person. The online customer is becoming increasingly important, but we must be able to switch easily to customers who come in through the front door.

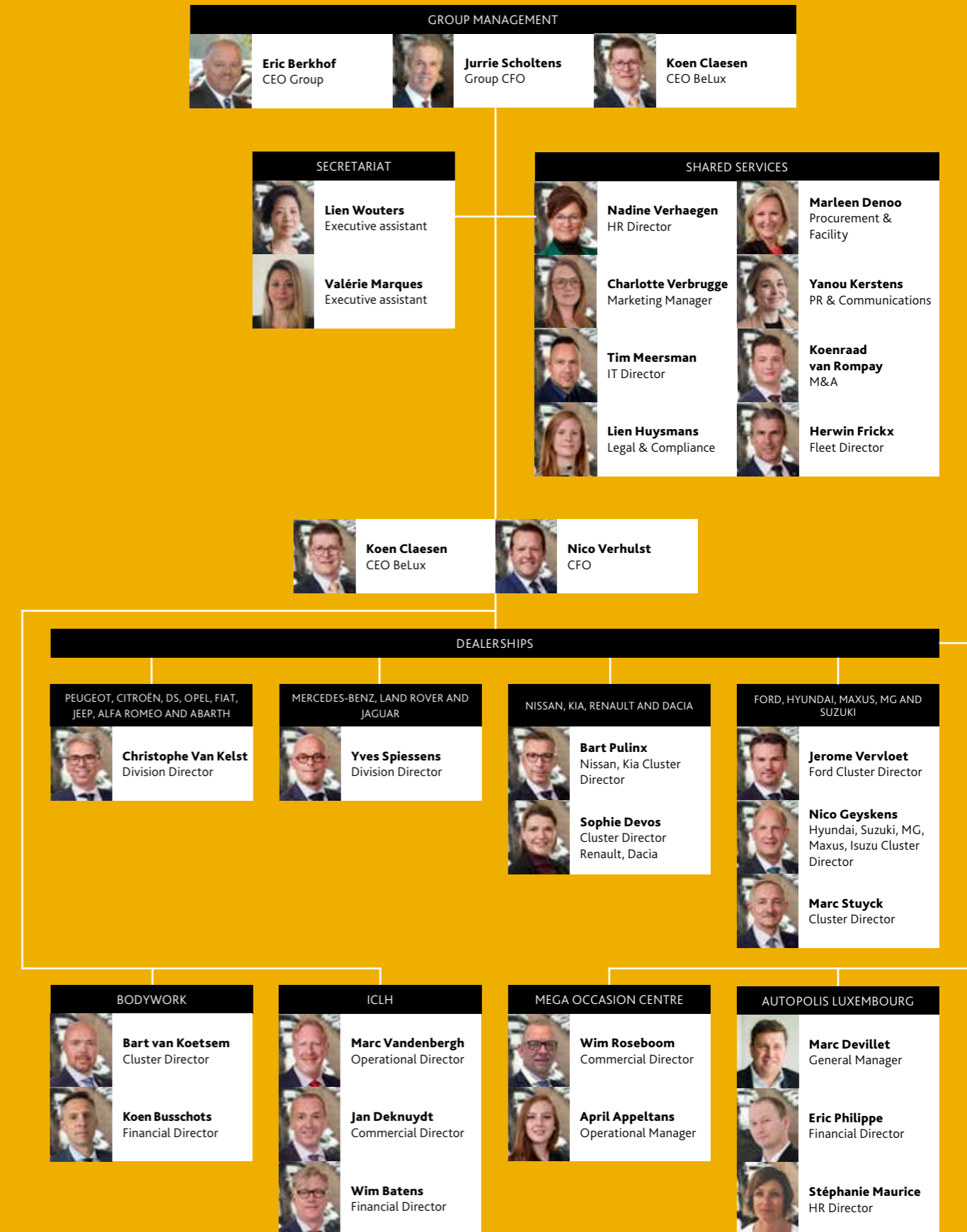
### European ambitions

In the past years, we have optimised our network. By ensuring our presence with a dealership in every important, strategic location. Via those branches, we sell new cars and perform maintenance. In a slightly larger radius, we are present with a repair company. And with a lease company in a slightly larger radius yet. These three allow us to unburden the automotive customer from A to Z. Of course, our extensive brand portfolio plays an important part. We represent all major brands which are key to our business model including the commercial vehicle brands. We have completed this optimisation for the Netherlands and almost entirely for Belgium and Luxembourg as well. In the near term, we will focus on several areas outside the Benelux where we will be implementing the same strategy.

# Organisational structure NL



# Organisational structure BE/LUX



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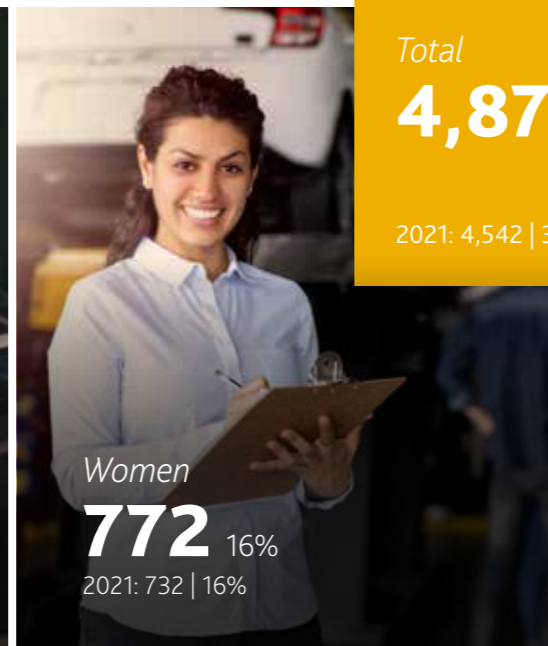
**FURRES**

## Transactions in 2022 (forecast)

New	Occasions	Lease	Total
<b>90,000</b>	<b>63,000</b>	<b>32,000</b>	<b>185,000</b>
2021: 79,000	2021: 58,000	2021: 31,000	2021: 168,000

**Fleet count 102,000**

## Employees in 2022



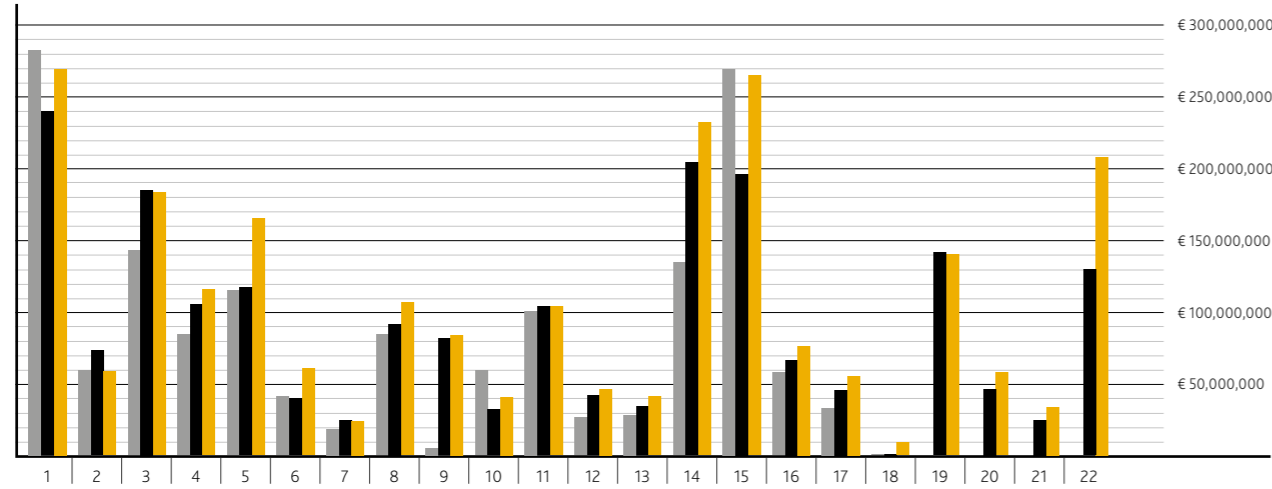
*Total*  
**4,875** | 4,334 FTE  
2021: 4,542 | 3,999 FTE



# Key figures

**Van Mossel Car Companies**  
Car sales revenue trend

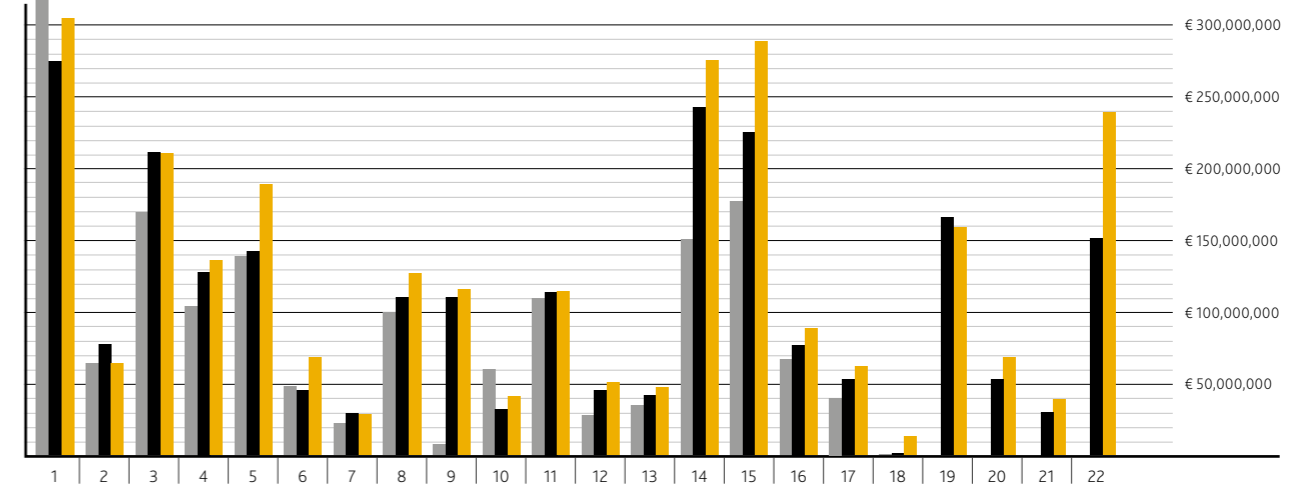
2020: € 1,545,379,244   2021: € 2,335,990,944   2022: € 2,635,946,624



- |                                       |   |   |
|---------------------------------------|---|---|
| 1 NL - Audi, Volkswagen               | 9 NL - Mercedes-Benz Vans & Trucks  | 16 BE - Opel                              |
| 2 NL - Seat, Škoda                    | 10 NL - MG  | 17 BE - Mercedes-Benz                     |
| 3 NL - Ford                           | 11 NL - Kia   | 18 BE - Mercedes-Benz Trucks              |
| 4 NL - Opel                           | 12 NL - Hyundai   | 19 BE - Ford                              |
| 5 NL - Peugeot                        | 13 NL - Jaguar, Land Rover  | 20 BE - Hyundai, Suzuki, MG, Maxus, Isuzu |
| 6 NL - Citroën, DS                    | 14 NL - Renault, Dacia, Nissan  | 21 BE - Jaguar, Land Rover                |
| 7 NL - Fiat, Jeep, Alfa Romeo, Abarth | 15 BE - Fiat, Jeep, Alfa Romeo, Abarth, Citroën, DS, Peugeot, Nissan, Kia | 22 LUX - Autopolis                        |
| 8 NL - Mercedes-Benz, Smart           |   |   |

**Van Mossel Car Companies**  
Total revenue trend

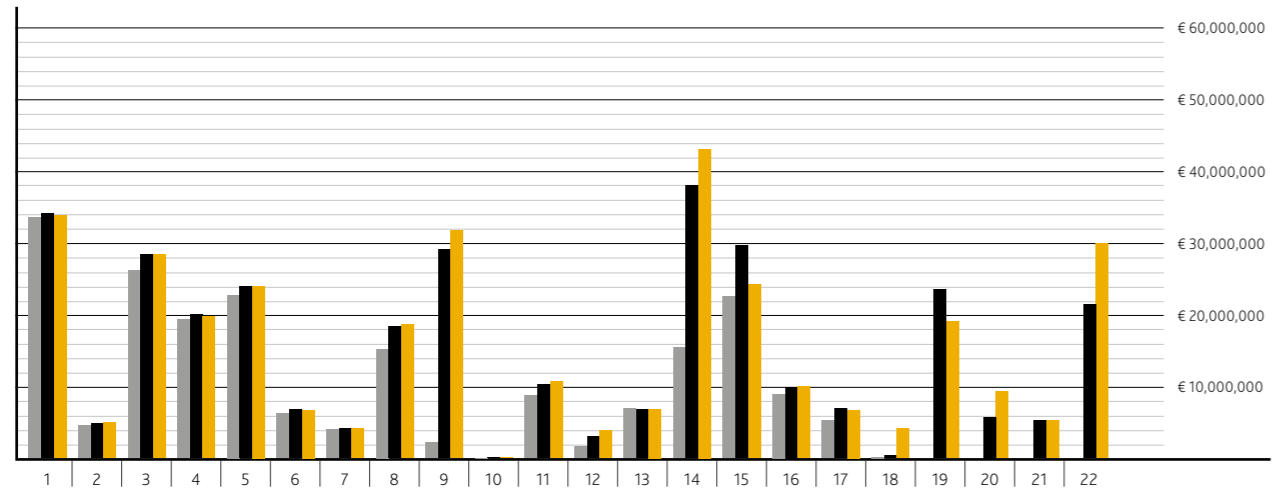
2020: € 1,759,699,104   2021: € 2,710,051,697   2022: € 3,015,535,603



- |                                       |   |   |
|---------------------------------------|---|---|
| 1 NL - Audi, Volkswagen               | 9 NL - Mercedes-Benz Vans & Trucks  | 16 BE - Opel                              |
| 2 NL - Seat, Škoda                    | 10 NL - MG  | 17 BE - Mercedes-Benz                     |
| 3 NL - Ford                           | 11 NL - Kia   | 18 BE - Mercedes-Benz Trucks              |
| 4 NL - Opel                           | 12 NL - Hyundai   | 19 BE - Ford                              |
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| 8 NL - Mercedes-Benz, Smart           |   |   |

**Van Mossel Car Companies**  
After-sales revenue trend

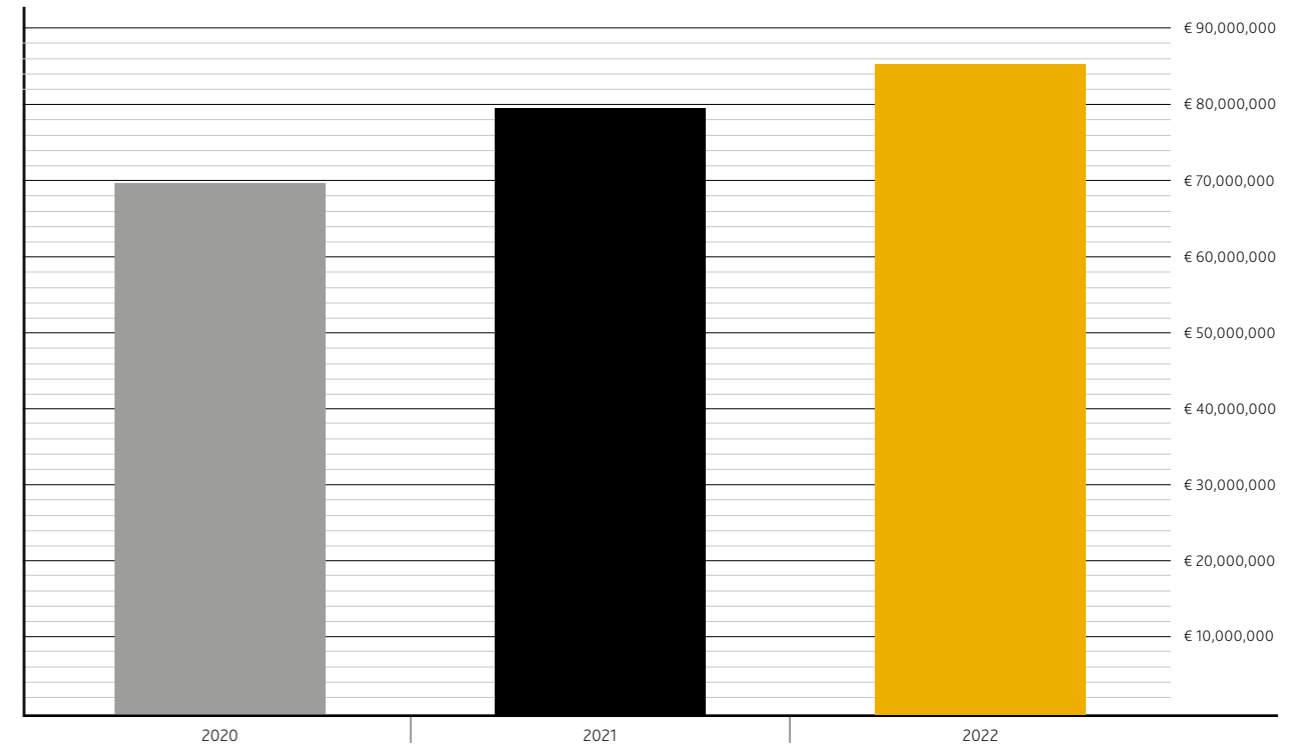
2020: € 214,319,860   2021: € 374,060,753   2022: € 379,588,979



- |                                       |   |   |
|---------------------------------------|---|---|
| 1 NL - Audi, Volkswagen               | 9 NL - Mercedes-Benz Vans & Trucks  | 16 BE - Opel                              |
| 2 NL - Seat, Škoda                    | 10 NL - MG  | 17 BE - Mercedes-Benz                     |
| 3 NL - Ford                           | 11 NL - Kia   | 18 BE - Mercedes-Benz Trucks              |
| 4 NL - Opel                           | 12 NL - Hyundai   | 19 BE - Ford                              |
| 5 NL - Peugeot                        | 13 NL - Jaguar, Land Rover  | 20 BE - Hyundai, Suzuki, MG, Maxus, Isuzu |
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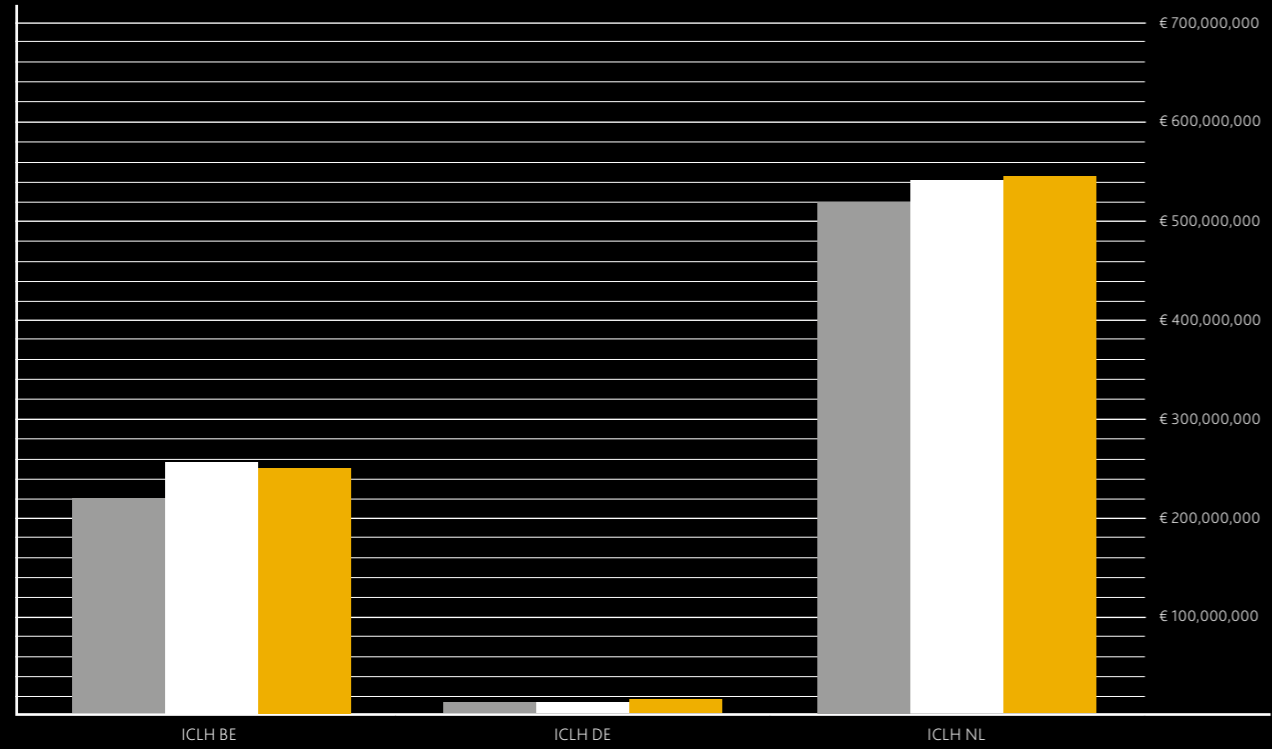
**Van Mossel Car Repair Companies**  
Total revenue trend

2020: € 69,783,614   2021: € 79,757,298   2022: € 85,519,910



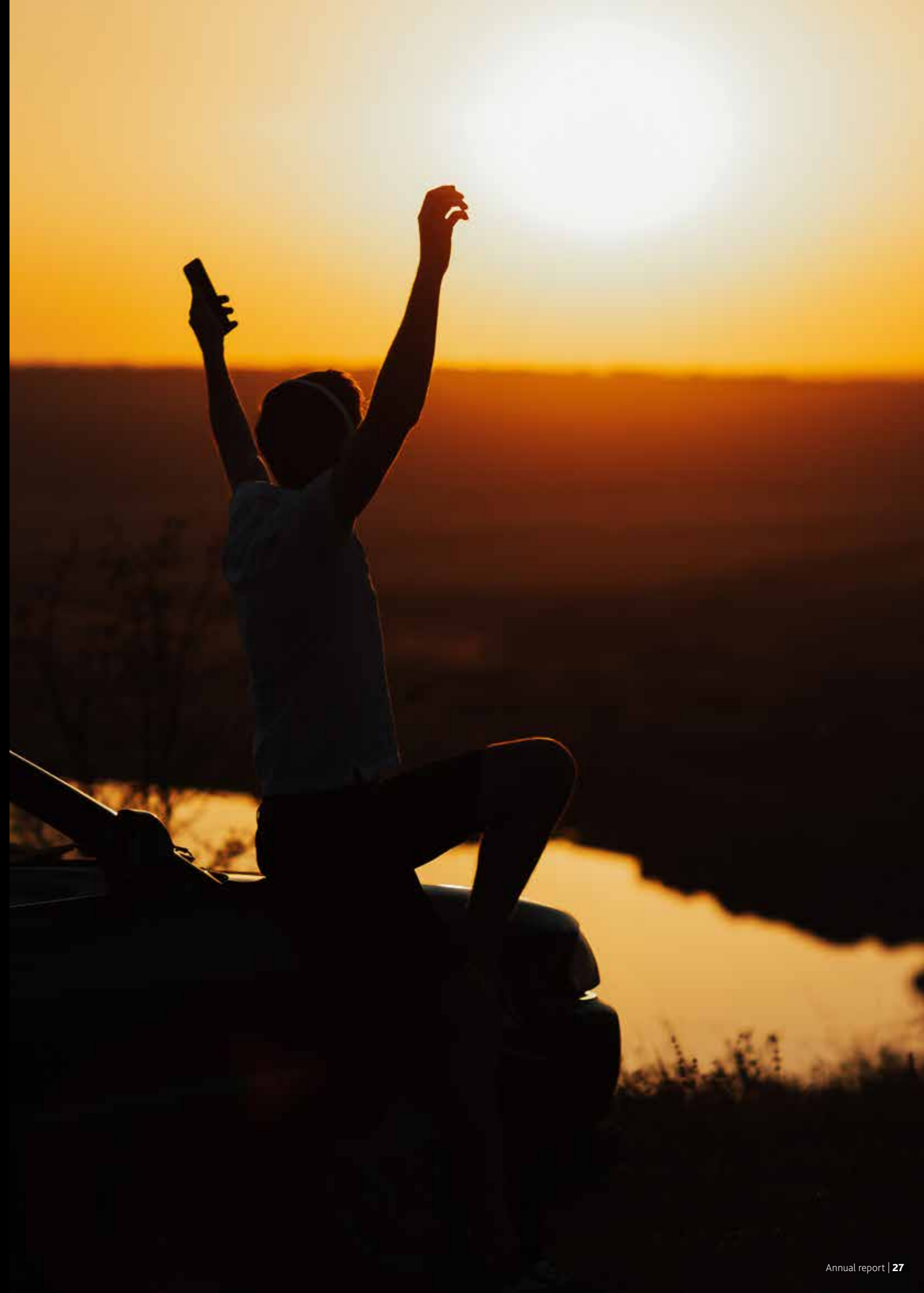
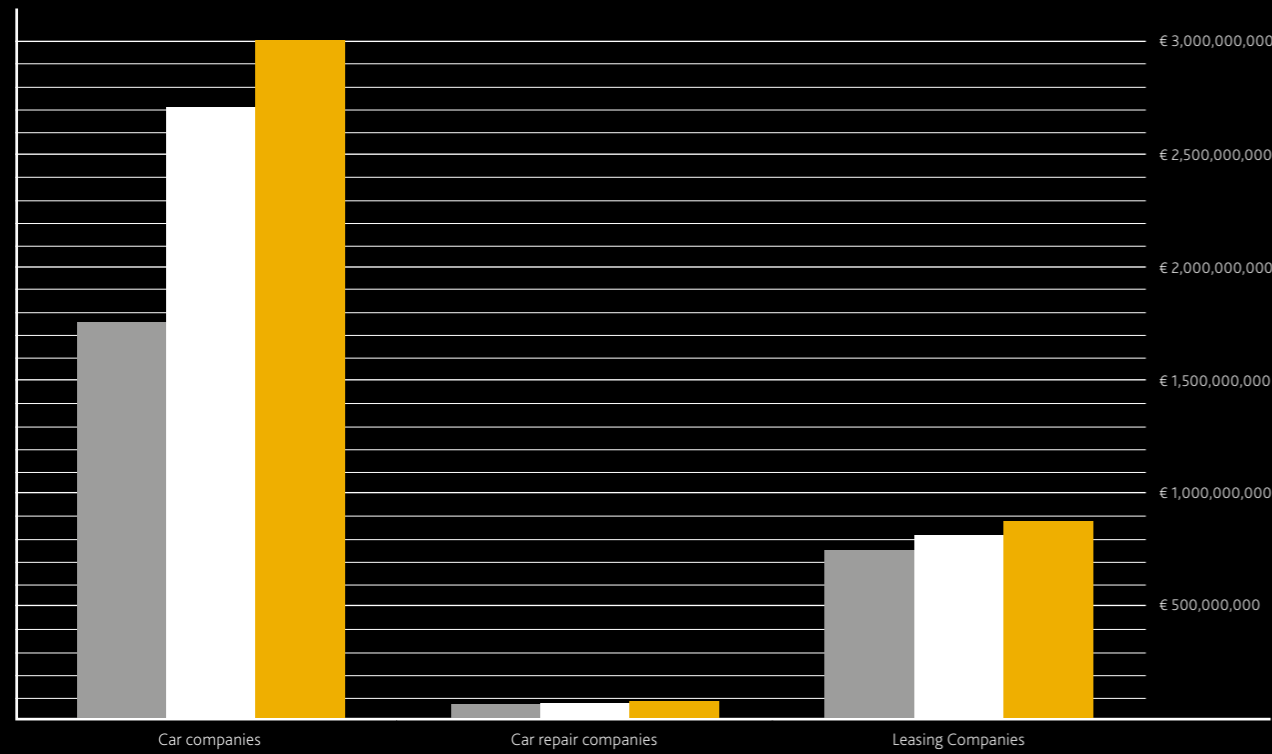
**Van Mossel Leasing Companies**  
Total revenue trend

■ 2020: € 753,730,055 ■ 2021: € 822,329,672 ■ 2022: € 880,312,299



**Van Mossel Automotive Group**  
Total revenue trend

■ 2020: € 2,583,212,773 ■ 2021: € 3,612,138,667 ■ 2022: € 3,981,367,811



## Balances

VAN MOSSEL CAR COMPANIES BALANCE					
(x € 1,000)	2021	2020		2021	2020
Goodwill	43,777	41,346	Equity capital	300,168	279,345
Material fixed assets	122,737	95,194	Provisions	3,590	1,689
Financial fixed assets	143,143	124,049	Long-term debt	4,307	8,356
Stock	318,411	301,320			
Debtors & other receivables	171,056	129,692	Creditors & other debts	491,059	411,444
Liquid assets	-	9,233			
<b>Total assets</b>	<b>799,124</b>	<b>700,834</b>	<b>Total liabilities</b>	<b>799,124</b>	<b>700,834</b>

VAN MOSSEL BODY REPAIR BUSINESSES BALANCE					
(x € 1,000)	2021	2020		2021	2020
Goodwill	2,086	2,407	Equity capital	21,518	17,539
Material fixed assets	13,108	10,887	Provisions	391	471
Financial fixed assets	389	548	Long-term debt	-	-
Stock	1,359	1,031			
Debtors & other receivables	7,060	6,258	Creditors & other debts	10,915	12,062
Liquid assets	8,822	8,941			
<b>Total assets</b>	<b>32,824</b>	<b>30,072</b>	<b>Total liabilities</b>	<b>32,824</b>	<b>30,072</b>

VAN MOSSEL LEASING COMPANIES ( INTERNATIONAL CAR LEASE HOLDING BALANCE)					
(x € 1,000)	2021	2020		2021	2020
Goodwill	22,590	27,812	Equity capital	244,081	234,306
Material fixed assets	1,560,899	1,401,272	Provisions	20,200	20,529
Financial fixed assets	36,842	22,569	Long-term debt	1,266,765	1,149,106
Stock	10,133	16,056			
Debtors & other receivables	61,320	62,542	Creditors & other debts	161,251	127,137
Liquid assets	512	828			
<b>Total assets</b>	<b>1,692,297</b>	<b>1,531,078</b>	<b>Total liabilities</b>	<b>1,692,297</b>	<b>1,531,078</b>

## Income Statement

INCOME STATEMENT VAN MOSSEL AUTOMOTIVE GROUP		
(x € 1,000)	2021	2020
Net turnover	3,612,139	2,583,212
Cost of goods sold	3,217,675	2,270,243
<b>Gross turnover</b>	<b>394,464</b>	<b>312,969</b>
Exploitation costs	274,225	209,181
<b>EBITDA</b>	<b>120,238</b>	<b>103,788</b>
Other depreciations	14,717	9,976
<b>EBIT</b>	<b>105,521</b>	<b>93,812</b>
Financial income and expenditure	35,092	34,033
<b>Results before participation interests</b>	<b>70,429</b>	<b>59,778</b>
Results participation interest	7,736	3,261
<b>Operational result including participation interests before goodwill &amp; VPB amortisation</b>	<b>78,165</b>	<b>63,039</b>

OPERATIONAL RESULT DISTRIBUTION PER DIVISION		
(x € 1,000)	2021	2020
Van Mossel Car Companies	28,033	20,656
Van Mossel Car Repair Companies	6,384	5,317
Van Mossel Leasing Companies (International Car Lease Holding)	43,748	37,066
<b>Operational result including participation interests before goodwill &amp; VPB amortisation</b>	<b>78,165</b>	<b>63,039</b>

## 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 review at our office. Notwithstanding these formal figures, we have classified these balances by activity: dealer-related, lease-related and body repair-related.

The balance-sheet total of Van Mossel Car Companies at year-end 2021 increased to € 799 million (2020: € 701 million). This balance sheet total (and result) increase is a consequence of continued growth (both autonomous and via acquisitions) of activities in BEE Dealer Holding Netherlands and the Belgian/Luxembourg-based activities of BEE Dealer Holding BeLux. With an Equity Capital increase to € 300 million (2020: € 279 million), solvency amounts to a very solid 38%.

The Van Mossel Leasing Companies, united in International Car Lease Holding and International Car Lease Holding Belgium, have a much higher balance total due to the activated lease fleet. As a result of continued growth of the lease fleet, the balance total grew in 2021 from over € 1,531 million to € 1,692 million. This brings the

solvency to 14% with an Equity Capital of € 244 million (2020: € 234 million).

Due to acquisitions/growth, the balance total of Van Mossel Car Repair Companies grew to € 33 million (2020: 30 million). Due to a relatively high Equity Capital of € 22 million (2020: € 18 million), solvency grew to 66%, excellent for this industry.

EBITDA of the entire group grew to € 120 million (2020: € 104 million) in 2021 and the result for taxes and goodwill depreciation increased from € 63 million in 2020 to € 78 million in 2021.

Through March 2022, revenues and results exceeded the budget, despite the shortage in the new car market and the war in Ukraine. This is due to activities other than new car sales (e.g. after-sales) as well as the excellent market for used cars which benefits both our dealerships and leasing companies. Despite the shortage in the new car market, we expect to exceed the result of 2021 in 2022 with a wide margin once again.

# DEVELOPMENT. OPPORTUNITIES

NETHERLANDS



# Developments

Volkswagen, Audi, Volkswagen Commercial Vehicle Cluster

## Strategy

Our Volkswagen, Audi and Volkswagen Commercial Vehicles brands have been a good match for the demand in the Dutch market for many years, resulting in market leadership in various areas. Despite production challenges in 2021, we were able to deliver good results, due in part to the increased focus on used car sales. In addition, we are proud of our Audi Excellent dealer title in 2022 which was granted based on excellent performance in 2021. With some exciting product introductions (E-tron, ID.) Buzz, ID.5) in the pipeline and by using the current working methods to keep the supply of used models up to standard, we expect to be able to continue this in 2022. When it comes to after-sales, much has been invested in high-voltage knowledge, and the ICE models continue to provide a good supply of work and spare parts.

## Realised in 2021

- Implemented the Dealer Management System SAM as a primary sales system throughout the entire Van Mossel organisation
- Increased turnover speed of occasions from 4 to over 5
- Implemented Digital Pricing Pilot at first branches for VW and Audi (online real-time price charts in occasions)
- Centralised parts supply for entire cluster in Tilburg (Ringbaan branch)
- Completed high-voltage centre VW-AUDI-BWG Weert

## Realised in 2022 (first semester)

- Custom training plan: Power courses, external OOMT courses and Online PON courses
- Increased the focus on customer satisfaction through KTV Roadshow at the branches with the aim of reaching the top of the Netherlands in 2022
- Renewed market operation plan with account managers from the cluster
- Expanded the high-voltage team with 8 mechanics
- Successful pilot Budget Occasions Hapert and managed to assure Van Mossel quality with streamlined after-sales processes

## Plans 2022 (second semester)

- Digitising the after-sales process; digital work order and online planner
- Renovation of the Waalwijk branch (integration of Volkswagen Commercial Vehicles) and Audi Centrum Tilburg with the aim of optimising our processes and customer experience.

## Cluster management



**Richard Vonk**  
Commercial Director



**Sebastiaan de Leeuw**  
Operational Director



**Hans Neeskens**  
Operational Director



**Kees Wittens**  
Financial Director

“ The past years have taught us that as an organisation, we need to respond to external factors quickly and adequately. This has kept us sharp, allowing us to grow amidst a shrinking market and realise a larger market share.



# Developments

Seat, Škoda Cluster

## Strategy

The strategy for our Seat and Škoda brands is to unburden the customer when it comes to their mobility needs. From procurement to after-sales and everything else involved such as repairs, insurance and leasing. This leads to great customer satisfaction and loyalty. We bind customers to our brand for the long term, both with sales and after-sales.

For some years now, Seat and Škoda have also had electric models in their product range, with the Škoda Enyaq becoming the best-selling electric car in 2021. This means we need to anticipate and focus on a sales and after-sales strategy specifically for electric models, both in the short and long term.

Furthermore, production scarcity forces our team to re-think their operation: offering alternatives, procurement/trade-in of occasions and focused marketing promotions, among other things. We involved our after-sales staff in the process in advance and provided our HVT (High-Voltage Technicians) with training and educational opportunities at an early stage. This resulted in an HVT location for Seat and Škoda at the Tilburg branch.

We were also the recipient of the Seat volume trophy for the second consecutive year.

## Realised in 2021

- Trained branch administration according to the Management Guide and expanded its reach within the organisation
- Implemented the Dealer Management system SAM in the cluster
- Prepared the Seat – Škoda high-voltage centre for the future
- Entered into a Cupra service contract
- Centralised VW/Audi/Seat/Škoda (VAG-cluster) cluster elements

## Realised in 2022 (first semester)

- Created a market operation plan with account managers from the cluster
- Extended the HVT training plan
- Full focus on customer satisfaction
- Implemented KPI dashboard within the cluster
- Implemented delivery specialist recruitment promotion with the aim of having the role grow in the organisation in the future

## Plans 2022 (second semester)

- Digitisation of after-sales process
- Cluster-wide joint approach to external events
- Continued optimisation; captivating and binding staff through monthly/quarterly meetings
- In the race for Dealer of 2022
- Digital handling process for license plate registration pilot

## Cluster management



**Dave van Iersel**  
Commercial Director



**Raymond Kemmeren**  
Operational Director



**Kees Wittens**  
Financial Director

“ We were able to navigate these difficult times as one team without losing sight of each other and with room for humour. We put our shoulders to the wheel together and maximised the outcome. You can get a lot done on your own but not as much as together!





## Developments

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

### Strategy

With a team of driven and result-oriented employees, we focus on the opportunities and possibilities in the market and are able to maximise our results every day. By exceeding our customers' expectations time and again, each and every visit to Van Mossel Alfa Romeo, Jeep, Fiat, Abarth, Fiat Professional turns into a party.

### Realised in 2021

- Strongly improved the average margin per car sold
- Implemented Rentwise for After-sales
- Improved the local market share of passenger cars and commercial vehicles
- Exceeded the target for new car order intake and wage revenue with a wide margin
- Improved customer satisfaction

### Realised in 2022 (first semester)

- Digitisation of work orders with Claire for After-sales
- Reduced vacancies by attracting new colleagues
- Wage revenue Q1 exceeded the results of 2021 with a wide margin
- Order intake new cars well above budget
- Extension of the sales team for the Tilburg and Breda branch

### Plans 2022 (second semester)

- Call training for higher lead-to-appointment conversion
- Further improve the NPS score (target: top 3 dealerships in the Netherlands)
- Further improve our local market share for passenger cars and commercial vehicles
- Continue optimising the customer experience by exceeding expectations in each instance
- Optimise our after-sales team with appropriate staffing and training of colleagues

### Cluster management



**Rick Barmantlo**  
Commercial Director



**Sebastiaan de Leeuw**  
After-sales Cluster Manager



**Kees Wittens**  
Financial Director

“ It is extremely energising to take these magnificent Italian brands to the next level with a great team. The past year was full of considerable challenges. By focusing on the opportunities and possibilities in the market, our team has once again delivered an admirable result. We are headed into the future with confidence!

# Developments

Peugeot, Citroën, DS Cluster

## Strategy

Continue to optimise the Van Mossel synergy and capitalise on the collaboration on all fronts when it comes to sales and after-sales. We want to be known in the region as the best mobility supplier by being close to our customers when it comes to sales, after-sales, leasing and financing. In 2022, we will train and coach our staff even better and give them the opportunity to grow and move up the ladder. This is how we develop the best teams as well as by sharpening our selection procedures, onboarding programmes and personal development plans.

## Realised in 2021

- Our new car back-order position grew to 4,500 units due to an order intake increase for new and used cars of 15%, particularly from the showroom.
- Increased the lead conversion ratio with continuous monitoring of the sales funnel
- Healthy and optimal occasions stock mix
- Met the customer satisfaction target
- Increased revenue per conversion by € 50

## Realised in 2022 (first semester)

- Largest in the country when it comes to new sales
- Optimal sales opportunities with the introduction of the new 308, 308SW, C5X, DS4, DS9 and others.
- Continued the implementation of onboarding and training of staff
- Improved our penetration of the small business market by collaborating with Van Mossel Autolease
- Sold more financing and insurance policies

## Plans 2022 (second semester)

- Introduction of the agency model in 2023. Align the current organisation to this change
- Further elaborate and implement the After-sales Support Team
- Maintain focus on the customer experience
- Convert even more data to information via IT applications
- Simplify processes with clear tasks and task monitoring

## Cluster management



**Jaap de Jong**  
Commercial Director



**Mark Besselink**  
After-sales Manager



**Stefan de Loos**  
Financial Director

“ Thanks to our clear vision and focus, our team is able to create a high-quality customer experience with a high yield. We do this by being close to our customers and staff every day.



# Developments

## Opel Cluster

### Strategy

Our strategy is to be and remain among the best of the country when it comes to yield, customer and staff satisfaction. We do this by giving our customers personal attention, listening well and aiming to exceed expectations.

### Realised in 2021

- Implemented new Dealer Management System Wincar and AFAS financial package in all locations
- Realised a newly constructed Opel branch in Terneuzen including a great team of colleagues
- Expanded the business market account team for improved penetration among our important local business clients
- Extended the media campaign on the presence of Van Mossel Opel in the important provinces of Zeeland and Zuid Holland

### Realised in 2022 (first semester)

- Realised a newly constructed location in Middelharnis in collaboration with Ford
- New Customer Contact Centre including front office for our workshops
- Strengthened our workshop and occasions department to compensate increasing delivery times for new cars
- Appointed Customer Satisfaction Champions for each location to improve focus on our customer approach

### Plans 2022 (second semester)

- Complete integration of digital work orders in the work process of our service teams to help our customers more quickly
- Digital Vehicle Health Check including photos for every customer visiting our workshop, making maintenance and repairs even more transparent to our customers

### Cluster management



**Bas Kuijs**  
General Director



**William Verheijen**  
Financial Director

“ Personal attention remains one of the organisation's key pillars. We are now able to provide every customer who approaches us online with a true answer to their question by telephone or online within 20 minutes. We do not work with selection menus, everyone is connected to a staff member within half a minute.





## Developments

Hyundai Cluster

### Strategy

In the past year, the Hyundai cluster was entirely focused on growth. A promise that was most certainly kept in the end. After a difficult start in the first quarter of 2021, Hyundai took off. The cluster has now obtained a serious position. Both within the Van Mossel Automotive Group and within the Hyundai Dealer network. More positive news came early 2022, when an agreement was reached with the manufacturer to add the Emmen-Hoogeveen region to the portfolio. Van Mossel Hyundai will serve this region from a new location in Emmen, establishing uninterrupted coverage for the north-east Netherlands. Finally, the brand has a young and fresh model range which makes for a bright future.

### Realised in 2021

- No. 1 position in customer satisfaction (Sales Heerenveen)
- Extremely successful delivery of the new electric model: the Ioniq5
- Hydrogen dealer contract won
- Heerenveen and Leeuwarden now penetrated the top 5 of the local Private Small Business Market
- Volume target exceeded by a wide margin

### Realised in 2022 (first semester)

- All locations rated with at least 4.6 stars on Google and 4.5 stars on Trustpilot
- Completed the necessary hydrogen adjustments to the workshop
- Implemented Van Mossel Commercial Vehicle programme
- Increased control rate for Van Mossel Premium Service
- Kicked off new construction Emmen

### Plans for 2022 (second semester)

- Launch the Emmen branch (temporary location until new construction delivery)
- Extend low-paper work process
- Increase MOT checks penetration rate
- Win Excellent Dealer Award
- Maximise on the growth potential of Groningen and enter the top 5 for the local Private Small Business Market

### Cluster management



**Huub van Jaarsveld**  
Commercial Director



**Marcel Koldewijn**  
After-sales Director



**William Verheijen**  
Financial Director

“ Hyundai is one of the brands with the highest potential for the future.

# Developments

Kia Cluster

## Strategy

We continued to build on the success of the past years. The Kia brand achieved an impressive 2nd place nationally when it comes to sales statistics and can be rightfully called the moral winner. The Van Mossel Kia cluster absolutely joined this trend. It was also helpful that the brand suffered relatively little semiconductor (chips) shortages in 2021. Still, the year of 2021 did present the necessary challenges. Especially when it comes to CO2, the manufacturer imposed strict regulations to achieve its targets. These targets did not quite match the market demand and we had to pull the brakes at times, which felt highly unnatural considering the unbridled ambition of the cluster. The latter will continue to affect the first semester of 2022. Customer satisfaction remains at an exceptional level and after-sales revenues are growing along with the brand. Finally, the new model, the entirely electric EV6, had a flying start at the end of the year and was named Car of the Year last March.

## Realised in 2021

- Renovation of the Zwolle branch, completed the addition of the office wing
- Despite corona, organised a successful 2nd edition of the "Van Mossel Kia Dutch Open" tennis tournament
- Successful introduction of the Kia EV6 incl. Virtual Reality event in person for prospects
- Introduction of new Kia logo design and slogan 'Movement that inspires'
- Ended with a top-3 position in the local Private Small Business Market

## Realised in 2022 (first semester)

- All locations rated with at least 4.5 stars on Google and Trustpilot
- Introduction of the new Kia Sportage (now available in a Plug-In Hybrid version)
- Introduction of the new Kia (e-)Niro
- Various events around themes such as 150 years Mondrian
- (Partially) renovated the Hengelo workshop

## Plans for 2022 (second semester)

- 3rd edition of "Van Mossel Kia Dutch Open" tennis tournament
- Maximise on opportunities presented by Electronic Vehicle Health Check system "Claire"
- Extend low-paper work process
- Win Kia Top Dealer Award
- Fit buildings with new CI (Corporate Identity)

## Cluster management



**Frank Daalhuisen**  
Commercial Director



**Marcel Koldewijn**  
After-sales Director



**William Verheijen**  
Financial Director

“ Kia did more than conquer the private market alone. The brand has now obtained a serious position in the business market as well.



# Developments

Jaguar, Land Rover Cluster

## Strategy

The cluster now rests on a solid organisational foundation. However, both brands are facing certain challenges. The Jaguar portfolio is somewhat outdated and only the F-Pace model, especially the plug-in hybrid version, is still in tune with the market. We have to wait until 2025, which is when the brand will dedicate its entire production to fully electric models only. The Land Rover brand, on the other hand, is still very popular. The manufacturer's promises concerning delivery allocations, however, have not been met. As a result, Van Mossel was not able to realise the number of invoices relative to its budget. Still, the yield per transaction is increasing rapidly and the lack of new allocations is partially compensated by the occasions department. Furthermore, 2021 was a year of growth for the workshop. It is of great importance to grow the number of workshop technicians in order to retain that trend.

## Realised in 2021

- Renovation of the Zwolle branch, completed the addition of the office wing
- Successful partner event: film premiere 007/James Bond
- Realised growth of the Approved Occasion label
- Invested in staff training
- Introduction of the new flagship Range Rover model

## Realised in 2022 (first semester)

- Service desk staffing raised to standard
- Deliveries first new Range Rover models
- Land Rover Driving Experience with customers/partners
- Maximise on opportunities presented by Electronic Vehicle Health Check system "Claire"
- Customer trip to Formula 1 Barcelona (postponed since 2019 due to corona)

## Plans for 2022 (second semester)

- Raise workshop staffing to standard
- Land Rover Driving Experience with customers/partners
- Introduce new Range Rover Sport
- Catch up on back-order portfolio deliveries

## Cluster management



**Jeroen Buter**  
Commercial Director



**Marcel Koldewijn**  
After-sales Director



**William Verheijen**  
Financial Director

“ Once the allocation of new cars gets going, a healthy business case will emerge.







## Developments

Mercedes-Benz, Smart Cluster

### Strategy

The strategy for 2022 is mostly aimed at continued professionalisation of business processes and retaining maximum customer satisfaction. In addition, we continue to build out our Premium Service label and with the freshening up of our branch in the Spaanse Polder, all our buildings will meet the high Van Mossel standard.

### Realised in 2021

- Made Van Mossel the best Mercedes-Benz dealership in the Netherlands!
- Sales and after-sales targets were exceeded by a wide margin
- Completed the newly constructed branch in Charlois, allowing us to offer the customer an integral car formula from a single branch with Van Mossel Autolease, Van Mossel Autoschade and Van Mossel Autoschade Hightech
- Further professionalisation of used Mercedes-Benz model procurement
- All workshops have attained the workshop quality certificate by Mercedes-Benz including a certificate for the Customer Contact Centre

### Realised in 2022 (first semester)

- Changed the organisational structure with the implementation of branch administrations
- Extended the after-sales team with an After-sales Manager
- Each branch now has its own branch director
- Implemented a new CRM package (SAM)
- Integration of combined parts delivery with Van Mossel Mercedes-Benz Vans & Trucks
- Kicked off sales of older occasion models

### Plans 2022 (second semester)

- Relocate the central warehouse to the Bergschenhoek location
- Renovate the Rotterdam Spaanse Polder branch to the new concept
- Transition from CareMail to HubSpot to make our marketing efforts even more targeted/personalised
- Kickoff active sales of service contracts and maintenance subscriptions
- Roll-out of new Smart brand

### Cluster management



**Jeffrey Huizing**  
General Director



**Stefan de Loos**  
Financial Director

“ We are proud to have obtained the highest score as ‘Best Dealer 2021’ in categories including sales, service and customer satisfaction.

# Developments

Mercedes-Benz Vans & Trucks Cluster

## Strategy

As the Van Mossel Mercedes-Benz Vans & Trucks cluster, we pursue all possible solutions every day in order to meet any transportation demand among our B2B and industrial clients with regards to their own transportation, commercial goods transport and government services in order to realise maximum uptime for our customers.

## Realised in 2021

- Legal merger (and full system integration)
- Migration of the IT infrastructure, integration of the dealer management system and centralisation of the staff services headquarters in Bergschenhoek
- Successfully implemented a recruitment campaign for commercial vehicle and truck technicians
- All branches have attained the workshop quality certificate by Mercedes-Benz
- Established an expertise centre for special vehicles

## Realised in 2022 (first semester)

- Combined parts delivery with sister company Van Mossel Mercedes-Benz passenger cars
- Kicked off the digital work order process and sales files
- Optimised and intensified the collaboration with other Van Mossel clusters

## Plans 2022 (second semester)

- Kickoff VanPro Advanced and T-Rex excellence programmes
- Roll-out after-sales KCC
- Implement the digital work order process and sales files
- Start construction of the new Vans & Trucks branches in Dordrecht and Bergschenhoek

## Cluster management



**Robert Hogenbirk**  
General Director



**Robert-Jan Tros**  
Commercial Director  
Trucks



**Arjan Winkelman**  
Commercial Director  
Vans



**Erik van der Helm**  
Operational Director



**Joris ten Brink**  
Financial Director

“ *Integrated business is lodged in our commercial vehicle dealer DNA. Strengthened by the intense collaboration with Van Mossel Autolease and Van Mossel Car Solutions, we are a driving force in unburdening every customer.* ”



# Developments

Ford Cluster

## Strategy

Capitalising on the benefits of economy of scale and synergy within the group, maximise on the opportunities for the Ford brand with employees who embrace and champion the Van Mossel core values with customer satisfaction as our top priority.

## Realised in 2021

- Winner of the Sales Chairman's Award 2021
- Standardised the uniform working method after a period of growth
- Completed the renovation of Van Mossel Ford Terneuzen and Hulst
- Implemented the electric transition of the workshop

## Realised in 2022 (first semester)

- Completed the acquisition and opening of the newly constructed Van Mossel Ford Middelharnis location
- Kicked off the Van Mossel Ford sales talent programme
- Implemented the Van Mossel Ford commercial vehicles plan

## Plans 2022 (second semester)

- Open newly constructed Van Mossel Ford Roosendaal location
- Expand local business market team
- Scale-up KCC capacity for all in and outbound activities
- Kickoff Van Mossel Ford Service Academy (Connection and training with all after-sales disciplines)

## Cluster management



**Marthy Leijs**  
Commercial Director



**Dominick Joosten**  
Operational Director



**William Verheijen**  
Financial Director

“ Realised a strong Ford position in the market with involved employees after intense growth!





## Developments

MG Cluster

### Strategy

MG aims to become known as the best choice for an affordable electric car and become a standard part of the streetscape. As such, it is Van Mossel MG's ambition to make electric mobility accessible to all. MG's product range is expanding with the arrival of the MG5 Electric, the first fully electric station wagon. In the near future, the focus will remain on the business market to ensure that MG is seen as the best choice in that segment as well. The MG5 will prove a great addition in this regard.

### Realised in 2021

- Introduced 2 new models
- MG ZS EV renewed
- Added the pop-up store in the Mall of the Netherlands
- Switched to 1 central pre-delivery inspection location to reduce the lead time between unloading the car and delivery to the customer
- Improved collaboration with the manufacturer

### Realised in 2022 (first semester)

- Launched the Nijmegen branch (Oosterhout, Gelderland)
- Introduced the MG5
- Managed to reach the business market in addition to the consumer
- Better stock management and sales from available stock
- First tenders won and delivered

### Plans 2022 (second semester)

- Specialise the Nijmegen workshop into an e-workshop
- Introduce another new model
- Make optimal use of vehicle availability
- Expand the sales team

### Cluster management



**Gijs van de Ven**  
Branch Director



**Jeffrey Huizing**  
Operational Director



**Kees Wittens**  
Financial Director

“ Early 2022, we opened our first location where after-sales is part of the brand itself. In this magnificent building in Nijmegen, which was built with attention to sustainability and is set to operate as an energy-neutral building in the future, the mission of the MG brand and Van Mossel enter into a natural marriage.

# Developments

Renault, Nissan, Dacia Cluster

## Strategy

Following our completed acquisitions, we want to deploy a company with a single philosophy, optimising on the synergy benefits and clout of our brands with the overarching opportunities presented to us by Van Mossel. The goal is to unburden our customers entirely and fulfil all their mobility-related needs.

## Realised in 2021

- Acquisition and integration of Auto Indumij and Automobielbedrijf Dorzo
- Completion of the renovation in Rotterdam Alexander, Zaltbommel and Gorinchem
- Generated a high yield on occasions with stock levels maintained
- Continued the expansion of the revenue premium service

## Realised in 2022 (first semester)

- Implemented new administrative structure
- Completed renovations in Breda, Dordrecht, Vlaardingen and Spijkenisse (relocation)
- Realised new orders above budget
- Introduced fully electric Megane E-tech and Nissan Ariya

## Plans 2022 (second semester)

- Relocation Culemborg including overhead
- Renovations in Roosendaal and Barendrecht
- Merger of BVs
- Implementation of nation-wide parts route
- Deliver on our large back-order position

## Cluster management



**Jean-Paul van Gurp**  
General Director



**Bianca Slotboom**  
Commercial Director  
Renault Dacia



**Iwan Bender**  
Commercial Director  
Renault Dacia



**Lennart Willems**  
Commercial Director  
Nissan



**Walter Sontrop**  
Operational Director



**John Koning**  
Financial Director

“By focusing on the customer as a team, we will bind them to us for the present and the future. “Teamwork makes the dream work”



# Developments

## Mega Occasion Centre Cluster

### Strategy

- Expand the number of Mega Occasion Centre branches for larger national reach and to realise higher sales figures to end/private users
- Increase the number of private sales for the Van Mossel Car and Leasing companies via the Van Mossel Occasion Centre/dealerships
- Generate the highest possible revenue in used cars against the lowest possible costs
- Maximise the turnaround of used cars by optimising stock management

### Realised in 2021

- Renovated the Mega Occasion Centre in Tilburg and Outdoor Oisterwijk according to MOC Standard
- Increased average profit per car
- Purchased cars from other clusters are centrally readied in our PDI centre in order to reduce the costs of preparation. By performing inspections in advance, occasions now reach the showroom with an even higher quality level
- Implemented dashboard accessible at the cluster, branch and seller level
- Improved service packages and implemented the 7-certainties (largest selection, reliable, most competitive price, everything under one roof, maintenance, family pass, warranty)
- Completed the customer satisfaction survey with an action plan

### Realised in 2022 (first semester)

- Realised the budget and steered towards an over-score
- Improvement plan for the online lead follow-up/Calldrip quality of follow-up; the aim is to close the meeting, and close the transaction only during the in person visit
- Realised growth in cross-sales of F&I products
- Expanded electric occasion sales, centralisation from the Utrecht branch

### Plans 2022 (second semester)

- Make the MOC Rotterdam branch operational
- Implement Trustpilot as per 1 June; measure customer experience and satisfaction for all MOC.
- Implement 1-year warranty on occasions
- Include a replacement vehicle in maintenance packages sold

### Cluster management



**Kees Berkhof**  
General Director



**Wim Roseboom**  
Commercial Director



**Kees Wittens**  
Financial Director

“ Once again, the 7 assurances gave many customers an extra sense of certainty this year.”





## Developments

Car repair companies Cluster

### Strategy

Van Mossel Body Repair Group wants more than satisfied customers alone and offers mobility to all. As far as the customer is concerned, nothing beats having their own car back. It feels like coming home and marks the moment when all the 'hassle' is behind them.

Hospitality and speed are expressions of customer focus and match our strategy. We lead the pack with smart processes and attention to detail. We want to be the national repairs partner for both our own workflow and external customers. We improve customer satisfaction with shorter lead times, brand-recognised repairs to assure quality and safety, and optimal accessibility with a Customer Contact Centre where the customer is unburdened immediately. In addition, any customer with a damaged car can visit one of our dealership-based repair service points all across the Netherlands

### Realised in 2021

- Delivered newly constructed branches in Rotterdam and The Hague
- We have exposure on social media (videos) and on the dealership channels (commerce). We emphasise the image of being a safe repairer, technological innovator and good employer. A lot of opportunity remains in this space and this will have to be expanded
- Optimised our hard push for a number of brands due to specialisation and set up a number of branches for these brands
- Trained at least two employees per branch with car repair technician courses
- Hybrid units for EV vehicle repairs proved sufficient within an existing company to perform EV vehicle repairs

### Realised in 2022 (first semester)

- New construction Nijmegen
- Changed the "hostess" role to "work planner"
- New working method for dealer repairs counter. New online intake method from an offline paper-based process to an online digital process

### Plans 2022 (second semester)

- Implement and realise a new construction in Culemborg and Utrecht
- Convert Van Mossel Autoschade Hapert to Velgenherstel Hapert
- Retain staff through e.g. training, increased involvement (newsletter, etc.)
- Convert the role of several branch managers to branch director
- Complete various online platforms for efficient intake and registration of repairs for minor damage repairs, remarketing and fleet owners

### Cluster management



**Ad van Diepenbeek**  
General Director



**Kees Struijk**  
Commercial Director



**Erik van Loon**  
Financial Director

“ We are proud to have exceeded our targets together in 2021, despite yet another year of pressure due to limited revenue supply, labour market shortage and increasing energy costs. One reason why we managed to succeed is because we reduced staff turnover by focusing on our people in 2021.

# Developments

Leasing companies Cluster

## Strategy

The strong brands of International Car Lease Holding are the ultimate mobility partner for its private and business customers with a focus on customer orientation, a personal approach and offering end-to-end solutions. Thanks to intense collaboration with the other Van Mossel Automotive Group clusters, we always offer our customers an end-to-end car mobility solution. We introduce new, broader mobility services and online applications to fulfil the present and future market demand. We are also able to serve our customers abroad with branches in Belgium, Germany and Luxembourg. With our wide assortment of lease products, we anticipate the demand for shorter lead times and far-reaching flexibility. The combination of an expert, personal and quick approach with competitive pricing remains an important driver for future growth.

## Realised in 2021

- Introduced new mobility services: bicycle lease, mobility card, commercial car parts and holiday cars and further intensified the Financial Lease approach
- Extended and increased private securitisation financing
- Introduced Commercial car lease including a distinguishing after-sales approach for large clients
- Autonomous fleet growth at International Car Lease considerably higher than overall market growth in the Netherlands for both business and private lease
- Implemented short lease efficiency and an organisation plan resulting in higher revenue and margin, lower costs and higher occupancy (>92%)

## Realised in 2022 (first semester)

- New website Van Mossel Privé Lease
- Introduced Mobility budget (car+bicycle+pass)
- Agenda and implementation of social media expressions for all brands; strong focus on fuel
- EV campaigns Privé Lease at Van Mossel and DirectLease
- Opening Van Mossel Autolease Nijmegen

## Plans 2022 (second semester)

- New websites for Van Mossel Autolease and Van Mossel Bedrijfswagenlease; Preparation activities for Shortlease and J&T Autolease
- Renewed the lease drivers' app
- Development of Mobility platform (planning, booking, payment, facilitation and administration of all forms of mobility in 1 online platform)
- Commercial vehicle knowledge event for customers and prospects of Van Mossel Autolease
- Implementation of a new form of credit assessment for private lease where information is supplied via an app

## Cluster management



**Armand van Veen**  
General Director



**Rene Schilders**  
Operational Director



**Marco Ravenhorst**  
Financial Director

“ We make a difference in this competitive market with good car lease solutions but above all with our expert advice and the quick, solution-oriented service of our employees.”





# Developments

## Van Mossel Car Solutions

### Strategy

Car Solutions is the ultimate installation partner for all parts at Van Mossel Automotive Group when it comes to commercial vehicles. By entering into partnerships with external partners, we offer all facilities for bodywork, commercial car interior and signing/car wraps under one roof to make the service offering of the entire group even more appealing. Together with the dealerships, we guarantee mobility for our customers and make their work as an entrepreneur easier and more efficient by providing vehicles with just the right equipment. Customised and geared towards their transportation and user needs.

### Realised in 2021

- Increased quotations by 24%, increased orders by 19%
- Constructed >120 refrigerated trucks under own management
- Realised a large assignment for De Mandemakers Groep for expanding the car fleet of "De Meubelman"
- Expanded current VW DC certification (Double Cabins) with brands MB, Open, Fiat, Renault, Peugeot, Citroen, Ford, MAN and Toyota
- Increased focus on commercial car dealerships in both the Netherlands and Belgium and provided new demo material to various dealerships

### Realised in 2022 (first semester)

- Extended the workshop storage capacity for quicker and more efficient order processing
- Obtained a Gold Partner 3M certificate with the Signing department
- Successfully completed the recertification for Snoeks double cabins
- Added several large transportation companies to the client base for damage repairs
- Extended the Signing office space and production area

### Plans 2022 (second semester)

- Continue the development of "Taxi conversion" sales; extra unburdening for the dealerships
- Continue elaborating the plan for expansion of Car Solutions in the Rotterdam area
- Extend electric vehicle competencies among staff via training
- Construct >250 refrigerated trucks under own management
- Continue working on the Webshop 3D configuration tool

### Cluster management



**Niek Aarts**  
Branch Director

“Despite challenges posed by COVID-19, we were able to continue to help our customers and once again managed to hit all financial targets.”





## Developments

Van Mossel Financial Services

### Strategy

Van Mossel Financial Services strengthens the Van Mossel brand with its proactive, Customer-oriented and driven attitude and proudly supports the mission and vision of Van Mossel Automotive Group. In close collaboration with the group, we offer customer-specific financial services to unburden the customer based on a one-stop-shop philosophy. An ambitious strategy has been formulated for the coming years 2021-2024 called Factor 4. Based on 7 sub-strategies with accompanying SMART dashboards and 24 concretely defined initiatives, Van Mossel Financial Services fully commits to maximum support for the customer and the sales organisation.

### Realised in 2021

- Increased funding of Financial lease contracts via Van Mossel Autolease
- Expanded our field service and successfully deployed the ABC Rating Sales approach
- Growth in the financing and car insurance portfolio
- Increased the repairs flow to Van Mossel Body Repair Group from the insurance portfolio
- Optimised processes in collaboration with strategic partners incl. car insurance and financing calculator incl. order street for each car at [www.vanmossel.nl](http://www.vanmossel.nl)

### Realised in 2022 (first semester)

- Introduced the 'Van Mossel Pole Position' incentive programme for the sales organisation
- Exceptional growth (+ 120%) in the number of car insurances sold and the number of activated car financing purchases (+35%) compared to the first semester of 2021
- Considerable increase in dealership commissions for the dealership organisation
- Improved partnership contracts with strategic partners (banks/insurance companies)
- Optimised the ABC rating for the field sales approach: offering support to the right person in the right place more effectively and efficiently
- Revamped the Van Mossel Financial Services website

### Plans 2022 (second semester)

- Continue successful deployment of the Van Mossel Pole Position incentive
- Expand the commercial sales office
- Actively approach existing customer portfolios of Van Mossel Automotive Group where the customer does not yet have an F&I product by Van Mossel Financial Services
- Continued implementation of strategic initiatives based on the Factor 4 strategy

### Cluster management



**Marc Overgoor**  
General Director

“The synergy of the Van Mossel house is more tangible than ever and allows us to completely unburden our customers. In line with our Factor 4 strategy and full of energy, we continue to raise the bar when it comes to unburdening our customers and adding value!”

# Developments

Van Mossel Automotive Partner

### Strategy

Van Mossel Automotive Partner (VMAP) manages the relationship with small and large lease, rental and universal dealerships (automotive accounts). In addition, the nationally operating field sales team aims to reach customers who will not come in through a regular showroom or lease office door (large accounts). All according to the one-stop-shop principle, as an intermediary operating between all activities at Van Mossel Automotive Group and its relations. In addition, we are committed to customer satisfaction by taking a pro-active approach to our customers and ensuring the process is effective, efficient and clearly communicated from A to Z.

### Realised in 2021

- Expanded the sales office brand portfolio to 28 brands
- Added many new customers to the VMAP portfolio both locally and nationally
- Implemented and optimised the ticket system at the sales office
- Reduced the partner order system response time to <8 hours
- Expanded the Large Accounts team

### Realised in 2022 (first semester)

- Integrated the brands Renault, Dacia, Nissan & Hyundai
- Realised 10% volume growth
- Improved collaboration brand managers
- Expanded our growth potential in collaboration with VMAP BeLux

### Plans 2022 (second semester)

- Implement the brand Maxus Commercial Vehicles
- Further expand the Large & Automotive Accounts team in 2022
- Automate delivery times in lease systems
- Optimise the order and delivery process
- Reduce response time to <4.5 hours
- Optimise the SAM/CRM process

### Cluster management



**Bertil Burgler**  
Commercial Director



**Timo Bruinekool**  
Commercial Director

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



# Developments

## HR Department

### Strategy

The HR department aims to attract qualified staff to the organisation, keep their knowledge up to date and effectively deploy it in order to make a concrete and measurable contribution to the organisational targets. The HR Department is responsible for strategic human resources policy, human resources policy execution and staff administration.

### Realised in 2021

- Digitised all paper-based personnel files
- Insight in HR control figures
- Acquisitions (support, implementation, harmonisation)
- Purchased a learning management system
- Kicked off the online strategy with more applicants as a result

### Realised in 2022 (first semester)

- Fully digitised the onboarding process
- Launched the new 'Working at Van Mossel' website
- Kicked off stage 2 of recruitment: focus on passive job seekers
- Education advisor started work
- Internal educational programme diagnosis specialist started work

### Plans 2022 (second semester)

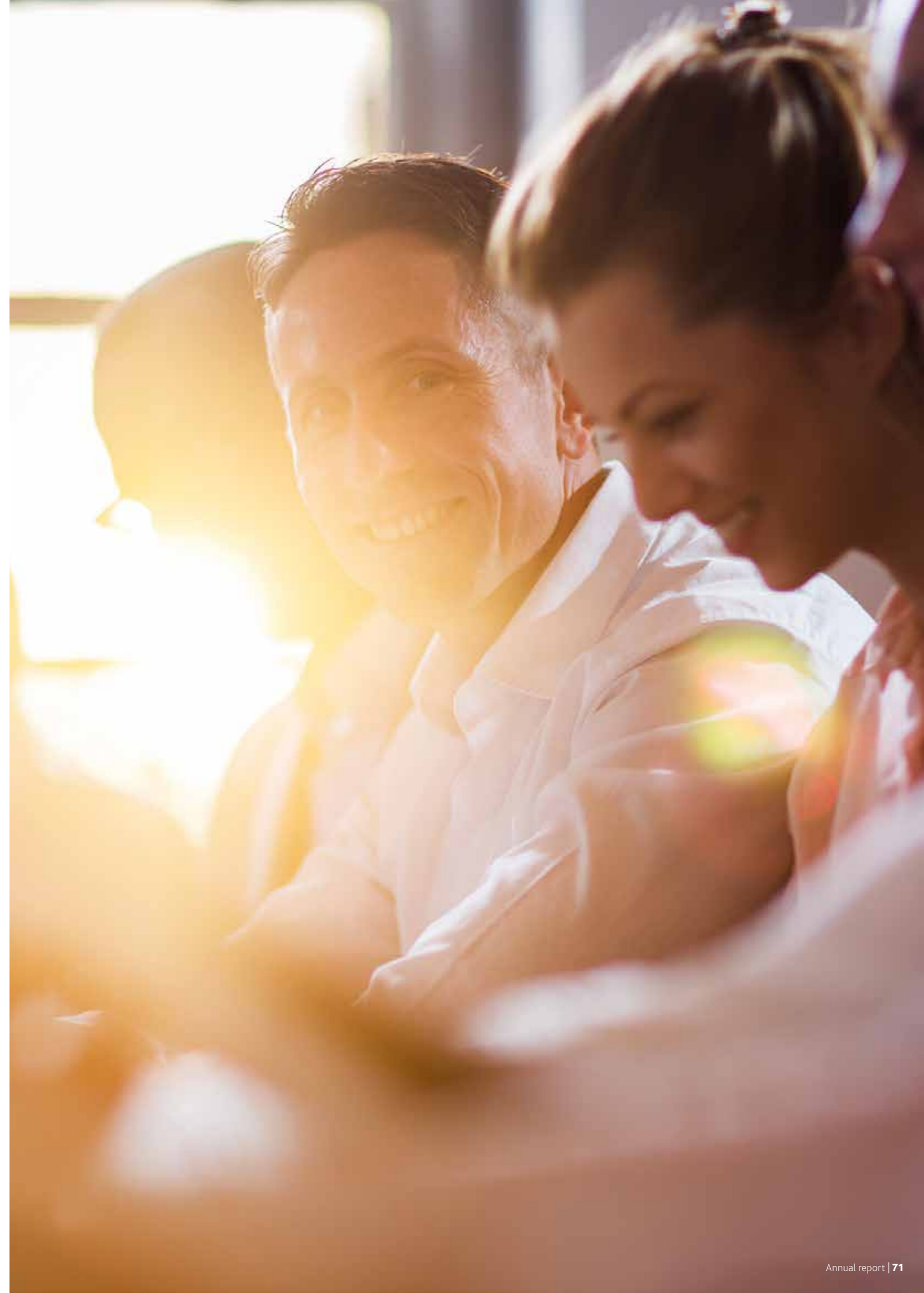
- Adjust labour market communication to improve applicant quality
- Kickoff of the new High Potential Programme
- Visibility and launch of the Van Mossel Academy including onboarding
- Centrally organised training in person for working with our uniform sales system
- Online introduction process for the most common roles

### Shared Services management



**Gerrit van der Maaten**  
HR Director

“ With our vision on learning, HR gives direction and makes room for the development of Van Mossel employees. We are making great strides and I am very pleased with that!





## Developments

ICT Department

### Strategy

A strong IT architecture as a foundation for Van Mossel's ambitions. IT is organised in such a way that it supports the business with quick time-to-market and offers sufficient flexibility to be able to realise the consequences of the Van Mossel strategy for the IT landscape. IT is in control by standardising the set-up and reducing costs. With a primary focus on a stable, secure and workable IT environment with great customer satisfaction.

### Realised in 2021

- Migrated 26 branches to the Van Mossel IT environment (Indumij, VKV, Rogam, Hogenbirk)
- Delivered a redundant back-up solution
- Kicked off a security awareness programme
- Made 126 databases accessible in the Van Mossel data warehouse
- Expanded our own data centre to facilitate growth and acceleration

### Realised in 2022 (first semester)

- Relocated the last data centre. Now both data centres are fully Tier3+
- Migrated Van Mossel Financial Services to the Van Mossel IT environment
- Migrated Van Mossel Autolease Noord-Oost to the Van Mossel IT environment
- Successful data centre fall-back test, temporary operation on 1 data centre

### Plans 2022 (second semester)

- New digital work environment Van Mossel
- Add a BI development environment
- Technical set up of the new Van Mossel headquarters
- POC new telephone environment

### Shared Services management



**Rens Boeren**  
ICT Director

“2021 was a year of hard work and chip shortages. We migrated 26 branches and executed multiple successful projects. Through creativity, flexibility and cooperation with the business, we were once again able to contribute to the great Van Mossel result.”

# Developments

Facility & HSE Department

## Strategy

By creating insights and overviews, we aim to serve our internal clients even better in order to offer a constant flow based on cost reduction, administration and maintenance in the future. With a primary focus on communication optimisation and synergy between departments, internal clients and suppliers.

## Realised in 2021

- Separate focus on Real Estate, Procurement and Facility with a strong synergy for optimal results
- Took various new and renovated buildings into management
- Implemented 'Erkende Maatregelenlijst Energiebesparing (EML) [Approved Energy Saving Measures List] in various buildings

## Realised in 2022 (first semester)

- Extended the Facility coordinator team
- Recorded processes and optimised reports in the ticket system
- Focus on assurance and inventory of hard and soft assets within the portfolio
- Developed Learning Management System training for safety (safe workplace, in-house emergency services, e-mobility)
- Updated outdated documentation on safety (risk inventories and adding new branches)

## Plans 2022 (second semester)

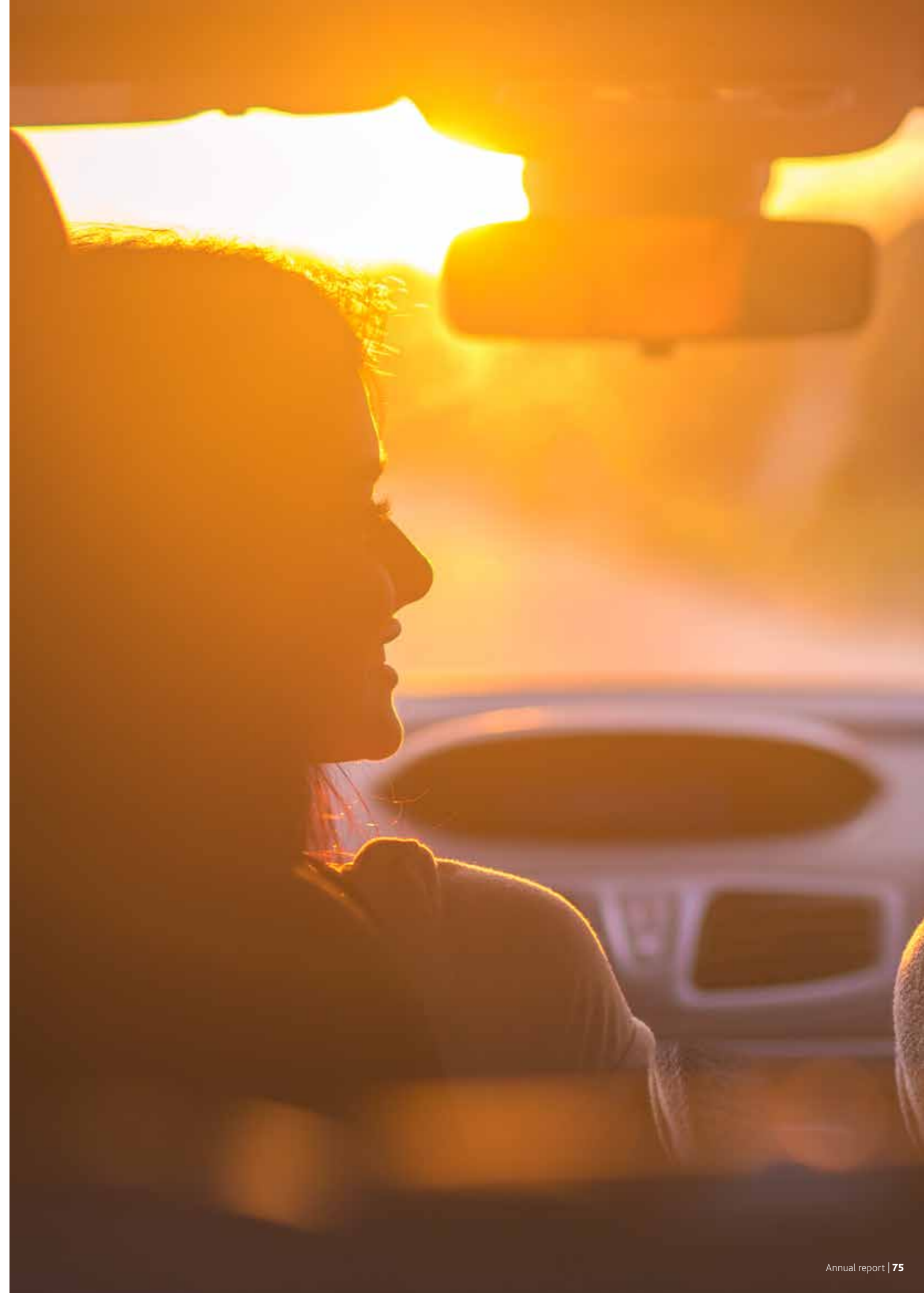
- FMIS (Facility Management Information System) implementation
- Preparations for the commissioning of headquarters Haven 8 in Waalwijk
- Drafted and recorded the standard Facility processes
- Connected in-house emergency services and AFAS
- Deployed the complete working conditions e-learning package to all staff

## Shared Services management



**Joris van Lieverloo**  
Facility Team Leader

“ 2021 was a year of adapting and stabilising. By monitoring the primary processes and through good mutual collaboration throughout the Van Mossel organisation, this year offers opportunities to take the next steps forward.”



# Developments

## Procurement Department

### Strategy

The Procurement department focuses on the continued professionalisation of the central procurement function and on realising cost reductions while retaining quality, durability and customer satisfaction. The central approach improves our competitive position through bundling and optimisation of procurement contracts and operational processes in collaboration with other departments such as Facility, Marketing, IT and Real Estate.

### Realised in 2021

- Improved insight into procurement spend and contract status
- Intensified the collaboration with Van Mossel Automotive Group Belgium and bundled procurement agreements
- Added centralised procurement agreements and improved them for: workshop equipment, tyres, accessories, batteries, keys/locks, liquids & gases

### Realised in 2022 (first semester)

- Improved contracts including: marketing and IT suppliers, hygiene products, technical maintenance and parts
- Selected and contracted suppliers for commercial vehicle interior and accessories, charging stations for dealer sales, in-store media, compressor maintenance
- Bundled needs, selected and contracted suppliers for construction activities

### Plans 2022 (second semester)

- Continue the improvement of contract management and administration of contracts with improved insight into requirements and risks
- Routine update of spend analysis with improved insight into expenditures and cost development in the future per department such as logistics, IT, Facility
- Increase capitalisation on the European after-sales volume of Van Mossel with preferred suppliers
- Reduce energy consumption by improving the sustainability of branches with e.g. solar panels, lighting and charging station infrastructure
- Complete the new construction project procurement

### Shared Services management



**Anton van Gils**  
Procurement Director

“ We consider it our primary challenge to keep the cost increase caused by inflation under control in 2022.





## Developments

### Marketing Department

#### Strategy

- Position Van Mossel Automotive Group as the ultimate national mobility partner that unburdens customers from A to Z
- Organise our data: uniform knowledge of our customers throughout the entire organisation. Know your customer
- Increase relevance: Putting the customer first by continuously sending the right message at the right time via the right channel to the right customer
- Strengthen our image: expand the Van Mossel brand and increase relevance in customer contact
- Organise the Marketing Department so that Online marketing, Campaign management and Brand activation are optimally aligned and cross-pollination between clusters is promoted

#### Realised in 2021

- Internal Van Mossel NL newsletter
- Reactivated lost sales with marketing automation
- Launched My Van Mossel app 2.0 with new functionality (push notifications, charging stations, value cheques, etc.)
- National mass media campaign for Van Mossel Commercial Vehicles
- Launched the new [www.vanmossel.nl](http://www.vanmossel.nl) website

#### Realised in 2022 (first semester)

- Transitioned from CaReMail to Hubspot (first brands)
- Introduced the annual calendar rolling campaign
- Included Van Mossel stock in My Van Mossel app
- End of lockdown campaign: Welcome back

#### Plans 2022 (second semester)

- Retargeting with marketing automation in the entire customer journey
- Complete the Van Mossel image strategy
- Launch My Van Mossel app 3.0 and individual interaction about maintenance status incl. invoice payment via the Van Mossel app
- Intensify the local market operation
- Mass media campaigns (TV, radio, online)

### Shared Services management



**Hans van der Wiel**  
Marketing Director

“With a strong image and our data in order, we manage to reach our customers at the right moment.”



# Developments

## Legal & Compliance Department

### Strategy

The Legal & Compliance department team provides legal services within the entire Van Mossel Automotive Group in the Netherlands. It also acts as a sparring partner for all clusters within the group. The department advises the different companies in their everyday operations and coordinates legal services by third parties (lawyers and other advisors). In addition, it is their task to make the organisation aware of regulatory frameworks and ensure these frameworks are adhered to. In view of the second focal point, the department is involved in controlling financial and reputational risks of the organisation together with the Finance department.

### Realised in 2021

- Provided legal support in Van Mossel's acquisitions
- Increased awareness of information security in collaboration with the IT department
- Legal support in the creation of various sale and lease back transactions with real estate investor(s)
- Realised further simplification of the corporate structure
- Increased the visibility of the Legal & Compliance Department

### Realised in 2022 (first semester)

- Provided legal guidance in the procurement and sales of (shares of) car repair activities
- Provided legal guidance for entering into distribution agreement(s)
- Handled UBO registry registrations
- Provided legal guidance in real estate acquisitions

### Plans 2022 (second semester)

- Provide guidance to the Facility Department for the implementation of the contract management system
- Update all standard documents used by the HR department
- Organise a lawyer pool with preferred suppliers
- Provide guidance for future acquisitions
- Further improve Legal's visibility and Compliance awareness

### Shared Services management



**Niels Bekema**  
Director Legal & Compliance

“As the Legal & Compliance department, we are Van Mossel's legal and moral compass.”



# Developments

## Finance Department

### Strategy

Finance & Control directs the administrative and financial processes at Van Mossel Automotive Group. This includes the following tasks and responsibilities:

- Providing correct and timely (management) information to both internal and external stakeholders such as shareholders, banks, accountants, tax authority, supervisors. Actively informing as well as adhering to mandatory reports (e.g. annual accounts, covenants)
- Budgeting, monitoring, analysis of figures in e.g. management reports to provide both solicited and unsolicited advice at all levels of the organisation
- Timely and correct processing of various financial transactions and managing and planning liquidity
- Ensuring control of and supervision on the administrative organisation with internal Control as well as compliance with applicable (fiscal) legislation, guidelines and behavioural codes

### Realised in 2021

- Reduced the number of financial packages among dealerships in the Netherlands
- Continued the development of Business Intelligence, e.g. by further elaborating reports within the dealership
- Financial integration of acquisitions (NL Renault and various BeLux branches)
- Aligned the financial structure and reporting with upcoming changes in the management structure among the Dutch dealerships
- Completed the merger between VMAG2 and VMAG3

### Realised in 2022 (first semester)

- Expanded Borrowing Base Facility Bee Dealer Holding Nederland (BDHNL) as a consequence of growth and expansion of Renault/Nissan with the Indumij branch
- Refinanced the VW/Audi activities
- Continued expanding the financial department in terms of staffing both at headquarters BeLux and in NL
- Continued expanding the internal audit department

### Plans 2022 (second semester)

- Further expansion of the various financing facilities at International Car Lease Holding due to persistent growth
- Continue the development of horizontal supervision tax authority
- Migrate the various applications to a new data centre in Belgium
- Simplify the corporate structure in Belgium and Luxembourg following the acquisitions of Fidenco and Autopolis
- Implement name changes for all entities relevant to branding of the group to "Van Mossel" and the merger between VMAG1 and Shared Services 2

### Shared Services management



**Jurrie Scholtens**  
Group CFO

“Managed to make a lot of progress in a difficult year in terms of communicating with our stakeholders quickly and transparently, allowing us to confidently implement our plans”



# BELGIUM

# WE'RE HERE

*I look back with pride at the course we have taken in Belgium and Luxembourg over the past 3.5 years. Early 2019, Bruyninx and MAN were the first dealership and body repair shop to be added to the Van Mossel network in Belgium and barely four years later we were already the largest automotive group in BeLux.*

*To become the largest was not a goal in and of itself but to be the best most certainly was. We achieve this with a top-notch team of staff on the one hand, who champion our core values every day to deliver excellent service. And on the other hand with our customers who continue to choose our tailored mobility solutions every day.*

*We are immensely proud to have achieved the milestone of 30,000 lease contracts in BeLux in 2021 as well as the sales of over 32,500 new cars and 6,000 used cars to the end user. In 2022, we will continue to expand with special attention to the offering and sales of used cars as well as our own insurances, financing and charging solutions. In addition, it is our ambition to offer premium service in as many workshops as possible.*

*Without a doubt, the strategic highlight of 2022 is the addition of Group Vereenooqhe with 9 Mercedes-Benz branches, adding total coverage in West Flanders. We are hopeful that we will be able to eliminate the final blind spots in Flanders, Wallonia and Luxembourg by the end of 2022 in order to fulfil our mission in the whole of Belgium and Luxembourg: to unburden every customer and provide mobility to all!*

*Koen Claesen*

Van Mossel Automotive Group CEO  
Belgium/ Luxembourg



# Developments

Citroën, DS, Peugeot Cluster

## Strategy

2021 was the transition year for general cluster reporting, which will further enable us to manage our various locations efficiently in 2022. The entrepreneurship of our branch directors is put into further practice, including by starting up our monthly branch team meetings.

## Realised in 2021

- Activated the Stellantis My Organiser system to record meetings with customers at all sites
- Switched from Multi Services to Customer First (Salesforce)
- Continued the centralisation of the financial and sales administration back-office services to a single location
- Started simplifying and optimising the legal structure of the various entities (kicked off Tongeren and Genk)
- Kicked off Premium Service in Diest
- Merged the Citroën and Peugeot locations in Genk in the buildings of Peugeot

## Realised in 2022 (first semester)

- Kicked off KCC for the Aarschot branch
- Made the Stellantis My Organiser system operational
- Kicked off Premium Service in Tongeren
- Central management of the occasion teams and collaboration with the Spoticar Stellantis label
- Further elaboration of the simplification and optimisation of the legal structure of the various entities (Hasselt)

## Plans 2022 (second semester)

- Kicked off KCC for the Leuven and Hasselt branches
- Relocated central services (finance and sales administration) to the new buildings in Diest
- Established Diest as the central hub for our cluster

## Cluster management



**Christophe Van Kelst**  
Division Director



**Maarten Goyvaerts**  
After-sales Manager



**Rudy Detobel**  
Finance Manager

“ A great customer experience spreads like wildfire. Word of mouth is extremely powerful.”



# Developments

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

## Strategy

In response to the diminishing demand from private customers and the reduced product range, we sought extra opportunities and customers together with the fleet department and the Van Mossel Leasing Companies. This allows us to truly distinguish ourselves from our colleague dealership FCA.

Furthermore, we changed our procurement strategy for Used Cars. In addition to buying from traders and the importer, we also buy from other (non-Van Mossel) dealerships of all brands all across Belgium.

## Realised in 2021

- Continued the implementation of the Used Cars department in both Hasselt and Pelt
- Intensified the collaboration with DirectLease
- Restructured and changed the sales administration procedures
- Large improvement in customer satisfaction both with regards to sales and after-sales

## Realised in 2022 (first semester)

- Scaled up the procurement of used cars
- Extreme growth in used cars sales
- Lasting improvement in customer satisfaction

## Plans 2022 (second semester)

- Integrate FCA into the Van Mossel Stellantis division
- Intensify the collaboration with Stellantis internal marketing team

## Cluster management



**Geert Bruyninx**  
General/Sales Manager



**Bram Bas**  
After-sales Manager



**Veerle Lipkens**  
Finance Manager

“ With the creation of the Stellantis division within Van Mossel, many opportunities will come our way. Together, we are stronger and smarter and we will expand Van Mossel to become the absolute number 1 Stellantis dealership in Belgium!





## Developments

Nissan, Kia Cluster

### Strategy

The strategy for 2022 is all about continuing the design and professionalisation of the structure within the growing Kia Cluster. Thanks to the centrally managed business processes, we can make strides in volume sales and after-sales and continue to work on the next important step towards maximum customer satisfaction. In addition, we aim to expand our presence in the market with Kia in 2022.

### Realised in 2021

- Exceeded initial projections in terms of orders, invoicing and end result
- Realised used car sales revenue growth
- Opened a new Kia location in Lier (December 2021)
- Continued the centralisation and expansion of the sales administration and finance cluster
- Created a highly competitive and successful Private Lease offering in collaboration with DirectLease

### Realised in 2022 (first semester)

- Renovated our real estate in Lier
- Recruited a Cluster Marketing Officer
- Continued the expansion of the Private Lease offering
- Visible improvement in customer satisfaction measurements

### Plans 2022 (second semester)

- Renovated the real estate in Sint-Truiden
- Opened a new location (Van Mosselt Kia Diest)
- Centralised the warranty cell at the cluster level
- Launched the Nissan Ariya
- Kickoff Calltrip

### Cluster management



**Bart Pulinx**  
General/  
Sales Manager



**Bram Bas**  
After-sales Manager



**Joke Kerkhofs**  
Financial Director

“ Thanks to the wide variety of models and powertrains available, the Kia-Nissan Cluster has everything it needs to respond appropriately and quickly to changes in the market.”

# Developments

Mercedes-Benz Cluster

## Strategy

In the second semester, we were able to reap the benefits of the successful integration of the various sites/branches within our Mercedes-Benz Cluster at the beginning of 2021 and of the optimisation regarding cooperation with the various departments within Van Mossel Automotive Group (including Fleet, Lease and Procurement). This resulted in a more efficient operation and sophisticated process optimisation. In 2022, we will continue on this path with a focus on integrating the Group Vereenooghe into Van Mossel and expanding our Used Car activities in Turnhout.

## Realised in 2021

- Kicked off a used car department in Turnhout
- Optimised the sales administration and service department structure
- Sales administration process improvement
- Improved warranty handling
- Parts delivery service

## Realised in 2022 (first semester)

- Expanded the sales team
- Installed a new dealer management system
- Improved synergy between workshops Brecht and Turnhout
- More efficient collaboration with Van Mossel Fleet Team
- Saved procurement costs through Van Mossel economy of scale

## Plans 2022 (second semester)

- Integrate Group Vereenooghe into Van Mossel
- Establish a Customer Contact Centre for Turnhout and Brecht
- Recruit a Used Cars Buyer
- Renovate the Turnhout site
- New construction of the Brecht site

## Cluster management



**Yves Spiessens**  
General/  
Sales Manager



**Carlo Marchand**  
After-sales Manager



**Evi Michiels**  
Financial Director

“ In 2021, we succeeded in consolidating the growth trend that started in 2020 within the Mercedes-Benz cluster. This resulted in significant growth in all market segments, rewarded with the “Best Dealer in Belgium” recognition by Mercedes-Benz in quarters 3 and 4. Our workshops also grew both in terms of number of passages and revenue while improving customer satisfaction and retention simultaneously. In short: an achievement that the entire team should be proud of.



# Developments

## Mercedes-Benz Trucks Cluster

### Strategy

After the successful launch of our truck branch in 2021 and the opening of our additional Service Point in Duffel, this year's focus in the Antwerp region is on the further expansion of both sites/branches in terms of both sales and service. When it comes to sales, we focus on three points: attracting existing Mercedes-Benz Truck customers to our workshops, kicking off the service activities for MB buses in Deurne and developing the service activities for MB Vans in Deurne. For sales, we focus on expanding the market share of MB Trucks in the Antwerp/Mechelen region, e.g. by deploying our sizeable demo fleet. Finally, the focus for the second semester will be on assessing our existing processes and analysing synergies with Group Vereenoooghe.

### Realised in 2021

- Opened a Truck branch in Deurne
- Further expansion of the sales and service Team Trucks Deurne
- Implemented a training programme for new employees
- Integrated the Truck department into Van Mossel Automotive Group and the MB cluster

### Realised in 2022 (first semester)

- Opened a Truck branch in Duffel
- Launched a bus service point Bus in Deurne
- Process optimisation in the service department
- Installed a new dealer management system

### Plans 2022 (second semester)

- Launch a Vans service point in Deurne
- Assess the service and sales processes
- Marketing campaign with regards to the deployment of the demo fleet for new customers
- Establish synergies between Van Mossel Trucks Deurne/Duffel and Group Vereenoooghe

## Cluster management



**Yves Spiessens**  
General/  
Sales Manager



**Steven Hellemans**  
Operational Director



**Evi Michiels**  
Financial Director

“ Initial results prove there was indeed a need for a new truck concession for Mercedes-Benz Trucks in the Antwerp/Mechelen region. Our teams in both Deurne and Duffel went on to establish two fully operational Truck branches in less than two years, which deserves nothing less than praise and congratulations.”







## Developments

Hyundai, Suzuki, Isuzu, MG, Maxus Cluster

### Strategy

We aim to grow into a leading dealership within the Hyundai network with a personal and customer-oriented approach.

Via mutual respect, we build a long-term relationship with our customers, suppliers, partners and shareholders. This will help sustain the projected growth through improved collaboration and results.

### Realised in 2021

- Relocated the dealership in Berchem to Wilrijk (Boomssteenweg)
- Adapted the dealerships in Mechelen and Zaventem and the MG Brand Store to the Van Mossel standards
- Opened an MG dealership in Antwerp

### Realised in 2022 (first semester)

- Centralised and expanded accounting and sales administration
- Implemented Premium Service in Deurne and Groot-Bijgaarden

### Plans 2022 (second semester)

- Adapt the dealerships in Deurne, Brasschaat and Groot-Bijgaarden to the Van Mossel standards
- Integrate Maxus into the dealerships in Antwerp, Mechelen, Zaventem and Groot-Bijgaarden in order to take this product to market
- Focus on customer satisfaction in both sales and after-sales via a highly personal approach and contact of all our employees with our customers

### Cluster management



**Nico Geyskens**  
General/  
Sales Manager



**Glenn De Mondt**  
After-sales Manager



**Maarten Jacobs**  
Financial Director

“ Dear customer:  
we would love to welcome  
you back!

# Developments

## Ford Cluster

### Strategy

Following the acquisition of Fidenco by Van Mossel Automotive Group early 2021, the transformation towards a single united Ford cluster existing of 8 branches on the commercial Brussels – Antwerp axis started almost immediately. From there, we serve Flemish Brabant and the greater Antwerp region up until the Dutch border. It is our mission to offer each customer a fitting mobility solution whether it be a new or a used car. We offer complete unburdening via all of Van Mossel's in-house services. This allows us to offer the right vehicle ranging from compact passenger cars to spacious family cars, robust pick-up trucks for a workhorse and all types and sizes of vans. All of that with our own Van Mossel financing, leasing or renting offering supplemented with services such as our Van Mossel branded charging infrastructure and Van Mossel insurances.

### Realised in 2021

- Implemented a strong cluster management
- Appointed a branch director for each site with strong local ties
- Centralised and unified all back-office administrative services
- Established and set up a Customer Contact Centre cluster

### Realised in 2022 (first semester)

- Kicked off a thorough transition of the various branches into a single group
- Implemented personalised customer service through scaling
- Established a Transit Centre for our professional clients
- Upgraded the branch infrastructure to the standards and norms of Ford and Van Mossel
- Relocated one of the largest branches of Antwerp to a completely new one in Wilrijk

### Plans 2022 (second semester)

- Kick off and continue the implementation of a dedicated Used Car department for the cluster
- Continue the transition of the last 2 branches to the Van Mossel look and feel
- 100% completion of the preparation of the Van Mossel EV branches
- Continue the development of cluster synergy

### Cluster management



**Jerome Vervloet**  
General/  
Sales Manager



**Jean Desmedt**  
After-sales Manager



**An Dams**  
Financial Director

“ Hospitality and total unburdening of the customer is what the Van Mossel Ford cluster is committed to 200%. With customer satisfaction as our absolute top priority, we guarantee our customers excellent service and advice for mobility for the future.



# Developments

Opel Cluster

## Strategy

The entrepreneurship of our branch directors is put into further practice, including by starting up our monthly branch team meetings.

## Realised in 2021

- Switched from Lead Manager to Customer First (Salesforce)
- Continued the centralisation of the financial and sales administration back-office services at a single location
- Launched Premium Service in Antwerp, Mechelen and Bree
- Integrated the activities of our former agent Vervloet into Van Mossel Lier
- Kickoff Customer Contact Centre for the branches in Bree and Lier

## Realised in 2022 (first semester)

- Recruited a new cluster director, Hilde De Keyser
- Activated the Stellantis My Organiser system to record meetings with customers at all sites
- Made the Stellantis My Organiser system operational

## Plans 2022 (second semester)

- Decentralised the preparation of new and occasion vehicles
- Additional focus on customer satisfaction
- Continued the digitisation of the financial and sales administration back-office services

## Cluster management



**Erwin Verslype**  
General/  
Sales Manager



**Werner Suykerbuyk**  
Operations/After-sales  
Manager



**Lise Janssens**  
Financial Director

“ Hospitality should be more than just a word. It is something that we all represent, every day, something we emanate with a smile in everything we do.





## Developments

Jaguar, Land Rover Cluster

### Strategy

With the right people in the right place and our team spirit, we are making great strides towards growth and the premium experience our customers expect of us. We aim to go the extra mile compared to our competitors.

### Realised in 2021

- Ordered the financial aspects and strengthened the team spirit and internal cohesion
- Elaborated the plans for 2022
- Delivered on our budgets and objectives
- Strengthened the good relationship between the importer and the dealership

### Realised in 2022 (first semester)

- Drafted and monitored the budgets
- Streamlined the recruitment process
- Measurable progress in after-sales NPS and results, stable sales figures and deliberate monitoring of targets and objectives
- Insightful monitoring and steering from finance

### Plans 2022 (second semester)

- A stable team, results and objectives achieved and a healthy balance by the end of the year

### Cluster management



**Frederik Franssens**  
General/  
Sales Manager



**Jean Desmedt**  
After-sales Manager



**Maarten Jacobs**  
Financial Director

“ T.E.A.M” - Together  
Everyone Achieves More.

# Developments

Renault, Dacia Cluster

## Strategy

In 2021, Devos-Capoen became part of Van Mossel via a joint venture and forms a strategic addition to the Belgian brand portfolio with Renault and Dacia. With 3 own sites/branches, a Used Car Centre and a network of distributors and agents, we cover the South West Flanders region. In 2022, we strive to a correct return through proper cost control and strong performance in sales, after-sales and high-quality services. In addition, we are working on optimal coverage of the territory with eventually sites/branches at strategic locations only, under own management as much as possible.

## Realised in 2021

- Composed the cluster management
- Launched the Van Mossel Devos-Capoen branding (logo, website, socials)
- Improved the reporting rhythm in line with the Van Mossel standard
- Took replacement vehicles off-balance and reduced the size of the fleet

## Realised in 2022 (first semester)

- Integrated the Dacia Centre Kortrijk into the site/branch in Kuurne
- Increased our used cars stock and activated used cars sales at our sites in Roeselare and Menen
- Optimised the HR policy within the cluster (transition to Acerta, centralisation of tasks)
- Transitioned to a new DMS system - l'Car - for better functioning and reporting
- Merged the 3 Devos-Capoen companies into a simplified structure

## Plans 2022 (second semester)

- Continued optimisation of the synergies with Van Mossel
- Improve the return thanks to cost control, strong performance and more analytical reporting
- Improve staff involvement in the organisation's KPIs
- Improve the performance of the Roeselare site by deploying a fleet salesperson
- Implement the strategy for network distributors and agents

## Cluster management



**Sophie Devos**  
Cluster Director



**Olivier Vandeplassche**  
After-sales Manager



**Koen Baes**  
Financial Director

“ *The foundation was laid last year. In 2022, we will shift up a gear towards our goals.* ”





## Developments

### Mega Used Car Centre Cluster

#### Strategy

Expand the number of Used Cars Centres with a new branch in Antwerp. The Hasselt and Antwerp branches will contribute to the sales of more occasion vehicles. The goal is to provide remarketing from leasing to the private customer in order to improve returns and bind the customer to the Van Mossel brand in Belgium. The market will also be approached from our own procurement to bind customers. A revenue model must be created from these branches, resulting in the best return for all parties while making a positive contribution to the result. It also guarantees that more customers remain connected within the circle that Van Mossel has in mind via lead follow-up, sales, warranty handling, optical and technical service. To ensure the customer is optimally served and unburdened, both today and in the future.

#### Realised in 2021

- Aligned working method to Van Mossel in the Netherlands
- Increased sales figures
- Optimised the procurement department to the benefit of the stock mix
- Implemented various marketing campaigns to the benefit of brand awareness
- Independent organisation of the department for MUC

#### Realised in 2022 (first semester)

- Completed the Hasselt branch renovation
- Increased sales figures with the associated margins
- Implemented the service packages to the benefit of the result
- Pilot opening on Easter Monday
- Adapted conversational structure with salespeople and included the start of day, one-on-one monthly interviews in the KPI

#### Plans 2022 (second semester)

- Expand the offering in Antwerp with the sales of exclusive vehicles from the current Used Car Centre
- Implement new programmes including SAM and Calldrip
- Optimise lead follow-up process LEF

#### Cluster management



**Wim Roseboom**  
Commercial Director



**April Appeltans**  
Operational Manager



**Nico Verhulst**  
Financial Director

“ You don't have to be a major player to start with progress, but you do need to start with progress to become a major player.”

# Developments

## Body Repair Cluster

### Strategy

Van Mossel Body Repair Group Belgium is fully committed to unburdening the client with customer focus and hospitality as our top priorities. Delivering service and quality are the foundations of high customer satisfaction. We aim for a modern network of body repair shops with national coverage to unburden all Van Mossel customers at the regional level. In that regard, our customers are currently served by our dealerships in the event of any damage where they are also being unburdened with the necessary expertise.

### Realised in 2021

- Integrated Van Mossel Body Repair Brasschaat, Deurne, Mechelen and Leuven into the Van Mossel Body Repair cluster
- Branding of Van Mossel Body Repair in the insurance market
- Partnership with Van Mossel Lease labels (International Car Lease Holding)
- Implementation of the Body Repair Desk Concept (in collaboration with Van Mossel dealerships)

### Realised in 2022 (first semester)

- Centralised the body shop activities into a single company: Van Mossel Carrosserie NV
- Centralised the individual Body Shop Management systems into a single database
- Implemented uniform administration processes in view of a unique customer experience
- Renovated VMC Leuven (modern layout, tooling and equipment)

### Plans 2022 (second semester)

- Launch the Body Shop Customer Contact Centre
- Implement central planning and fleet management
- Renovate VMC Brasschaat and new construction of VMC Aartselaar and Mechelen
- Integrate Van Mossel Carrosserieën Jabbeke, Leper and Roeselare
- Continue expansion of Van Mossel Carrosserie NB to national coverage

### Cluster management



**Bart van Koetsem**  
Cluster Director & Operations



**Koen Busschots**  
Financial Director

“ *The driven Van Mossel Body Repair team is building optimal customer satisfaction and growing our organisation every day.* ”



# Developments

## Leasing companies Cluster

### Strategy

More than ever before, International Car Lease Holding (ICLH) is the most highly recommended mobility partner for companies and private customers with the DirectLease, J&T Autolease, Van Mossel Autolease and Westlease brands. The permanent synergy between our lease departments, our dealership networks and our body shops provides maximum unburdening for our customers combined with an optimal customer journey.

This unique proposition positions us to retain and expand this advantage in the current transition period from traditional engines to electric mobility. International Car Lease Holding is not just focused on passenger cars and vans, but bicycles and electric bicycles are part of our extensive product range as well.

### Realised in 2021

- Remarkably successful start of our Van Mossel Autolease activity in the Autopolis branch in Luxembourg for both the B2B and B2C segments.
- Continued optimisation of the mutual collaboration between the lease branch, the fleet team, our own dealerships and our body repair shops
- Integrated the Amec fleet and customer guidance into the large Van Mossel organisation
- Launched the new B2B website for DirectLease with additional modalities
- Added Caisse d'Epargne to our structure of credit providers

### Realised in 2022 (first semester)

- Implemented a high-performance tool for objective measurement of our customer satisfaction throughout different stages of the lease cycle
- Implemented additional facility support at our clients after selecting the charging infrastructure partner
- Introduced the Premium Service concept to our customers where drivers are unburdened across brands
- Organised a successful insurance training for staff from the lease organisation
- Expanded our own short lease & rent fleet to guarantee maximum mobility and compensate longer delivery times

### Plans 2022 (second semester)

- Connect the first customers to the Holiday Car product where an electric vehicle is temporarily supplemented with a conventional holiday car
- Expand the financing facility in Luxembourg to optimally support the strong local growth
- Continue the development of digital communication both towards fleet managers and individual drivers
- Develop an online selection aid for customers to optimally support the transition to green fleets as well as our own digital communication towards fleet managers and individual drivers
- Expand the short lease & rent hubs to continue to support continuous growth and centralise our Car Remarketing activities in a single location in Antwerp at Van Mossel Carrosserie

### Cluster management



**Jan Deknuydt**  
Commercial Director



**Marc Vandenberg**  
Operational Director



**Wim Batens**  
Financial Director

“ We managed to realise a nice growth rate and lay the foundations for future growth. We did so in a rapidly changing and challenging market while retaining a strong focus on customer and employee satisfaction.







## Developments

Van Mossel Automotive Partner

### Strategy

Van Mossel Automotive Partner will become the most highly recommended fleet business team in the Belgian market in terms of results, quality and customer satisfaction. We will achieve this with our multi-brand approach and the availability of our staff in collaboration with our internal lease partners. To that end, we identified 5 pillars:

1. Implement an acquisition strategy for new customers
2. Expand activities for existing customers
3. Continue optimising the collaboration with our own lease labels
4. Improve quality
5. The One Voice project

### Realised in 2021

- Recruited 150 new fleet customers who ordered 1,099 new vehicles combined
- Implemented an internal team that successfully approaches and operates the public sector
- Integrated Fidenco and Autopolis within the team of fleet employees
- Increased B2B sales by over 20% relative to 2020
- Continued the implementation of the organisational structure by recruiting our first Fleet Executive

### Realised in 2022 (first semester)

- Recruited 37 new customers with an order volume of 174 vehicles (late March 2022)
- 2 large bulk deals (100 + 600 vehicles) with a short-term rental company
- Signed 2 new framework contracts for 4 years for Mechelen City and IGEMO (both public sector)
- Renegotiated the collaboration with Arval which leads to better steering towards sales and after-sales
- Launched the first charging infrastructure projects with our new partner

### Plans 2022 (second semester)

- Final implementation of a prospecting plan for Van Mossel Automotive Partner
- Implement an effective CRM tool
- Implement a new TCO tool
- Develop a modular SLA in sales and after-sales
- Develop a presentation of VMAP in Belgium with a uniform message for the market

### Shared Services management



**Herwin Frickx**  
Fleet Director

“ The mission of VMAP in Belgium is to plant seeds in the relatively short term in order to create a client portfolio with a good outlook for the long term.

# Developments

## HR Department

### Strategy

The HR department aims to attract, retain and effectively deploy the right staff for the organisation in order to make a concrete and measurable contribution to the organisational targets. The HR Department is responsible for the strategic human resources policy, the execution of the human resources policy and staff administration.

### Realised in 2021

- Implemented HR Dashboard (insight in HR control figures)
- Supported and implemented acquisitions
- Implemented staff lease
- Implemented a company-wide prevention policy
- Recruitment Marketing

### Realised in 2022 (first semester)

- Elaborated uniform Van Mossel BE Employment Regulations
- Onboarding and training programmes for new staff
- Management training for all managers
- Drafted educational plans versus educational subsidies
- Expanded Campus Recruitment (forged a collaboration with the most important schools in Belgium)

### Plans 2022 (second semester)

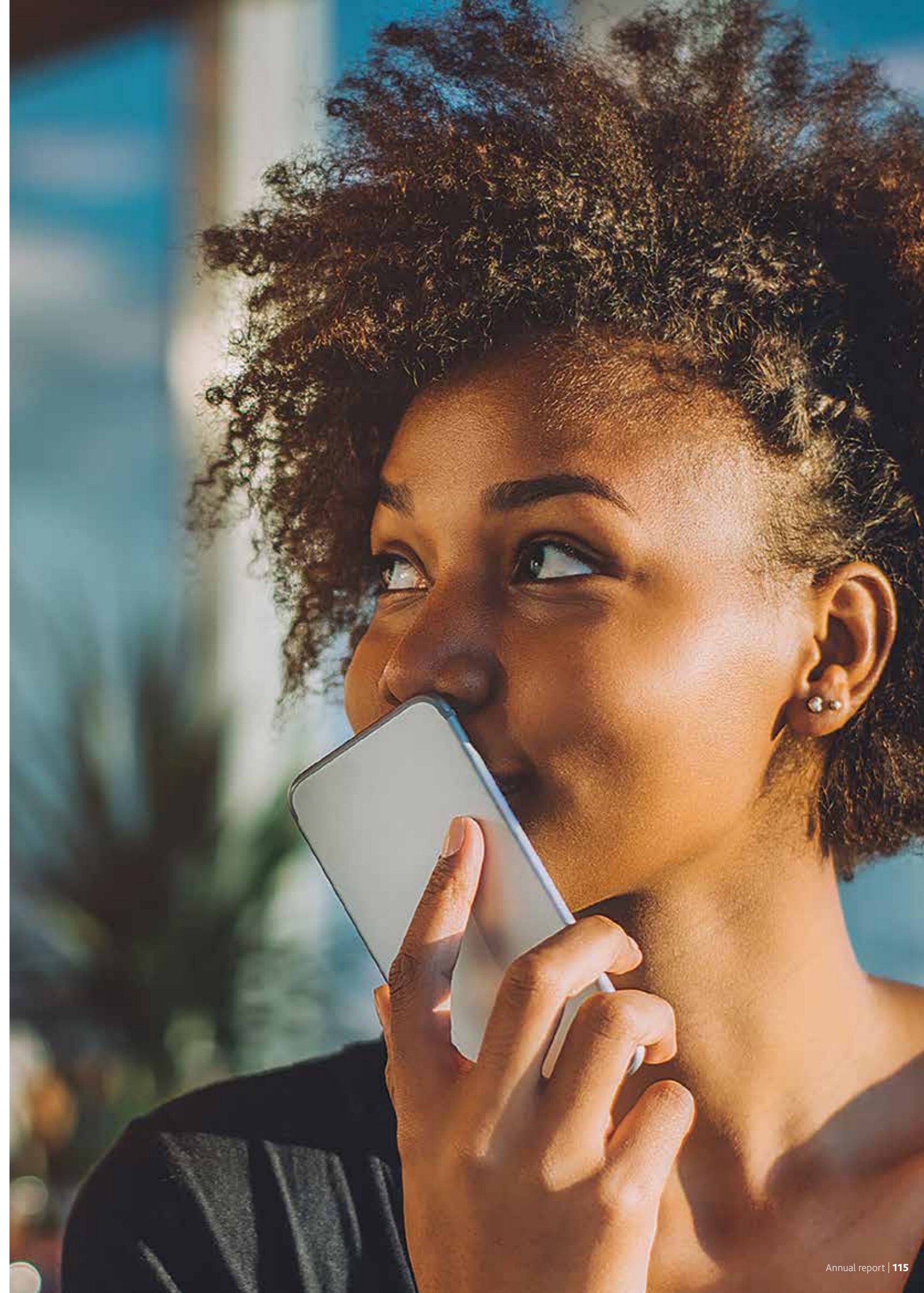
- Continue the integration and guidance of acquisition companies in the Van Mossel structure
- Implement a new recruitment system (Talentfinder)
- Continue to expand Employer Branding (establish Brand Ambassadors, make video vacancies, etc.)
- Implement Bicycle lease employees
- Expand the recruitment team for improved response speed on vacancies and applicants at Van Mossel

### Shared Services management



**Nadine Verhaegen**  
HR Manager

“ At times of constant HR innovation and change, we focus on human capital and aim to be the best in our field by working hard and achieving results together in an entrepreneurial culture and a positive work climate.



# Developments

ICT Department

## Strategy

In addition to implementing our new redundant data centre and our increased focus on quick migrations of new acquisitions, 2021 was the year of IT security. IT security will remain our top priority in 2022 as well.

We achieve this by organising the new digital workplace in a segmented fashion just like we did with our data centre and company network. This ensures that our business continuity remains optimally guaranteed in the event of any calamities.

In addition, we focus our security efforts for 2022 on user awareness and train our own Van Mossel employees to better recognise phishing messages and malware and anticipate them appropriately.

## Realised in 2021

- Purchased and set up the Belgian data centre and mail tenant
- Centralised our telephone exchanges
- Implemented quick redundant internet & telecommunication lines
- Autonomous creation of in-house DMS systems

## Realised in 2022 (first semester)

- Full migration of 15 new branches to the Van Mossel standard
- Integrated all Belgian branches into the new mail tenant with MFA
- Integrated an autonomous cyber attack back-up system in a dedicated data centre
- Set up Customer Contact Centres for the various clusters

## Plans 2022 (second semester)

- Migrate International Car Lease Holding
- Continue the migration of the remaining and new branches in terms of Infra & DMS systems
- Create VLAN DMZ segmentation with extra (non-Van Mossel) systems and active network analysis monitoring and control
- Secure Dynamic Intranet (also accessible to our off-screen workers)
- Implement a DMD security solution

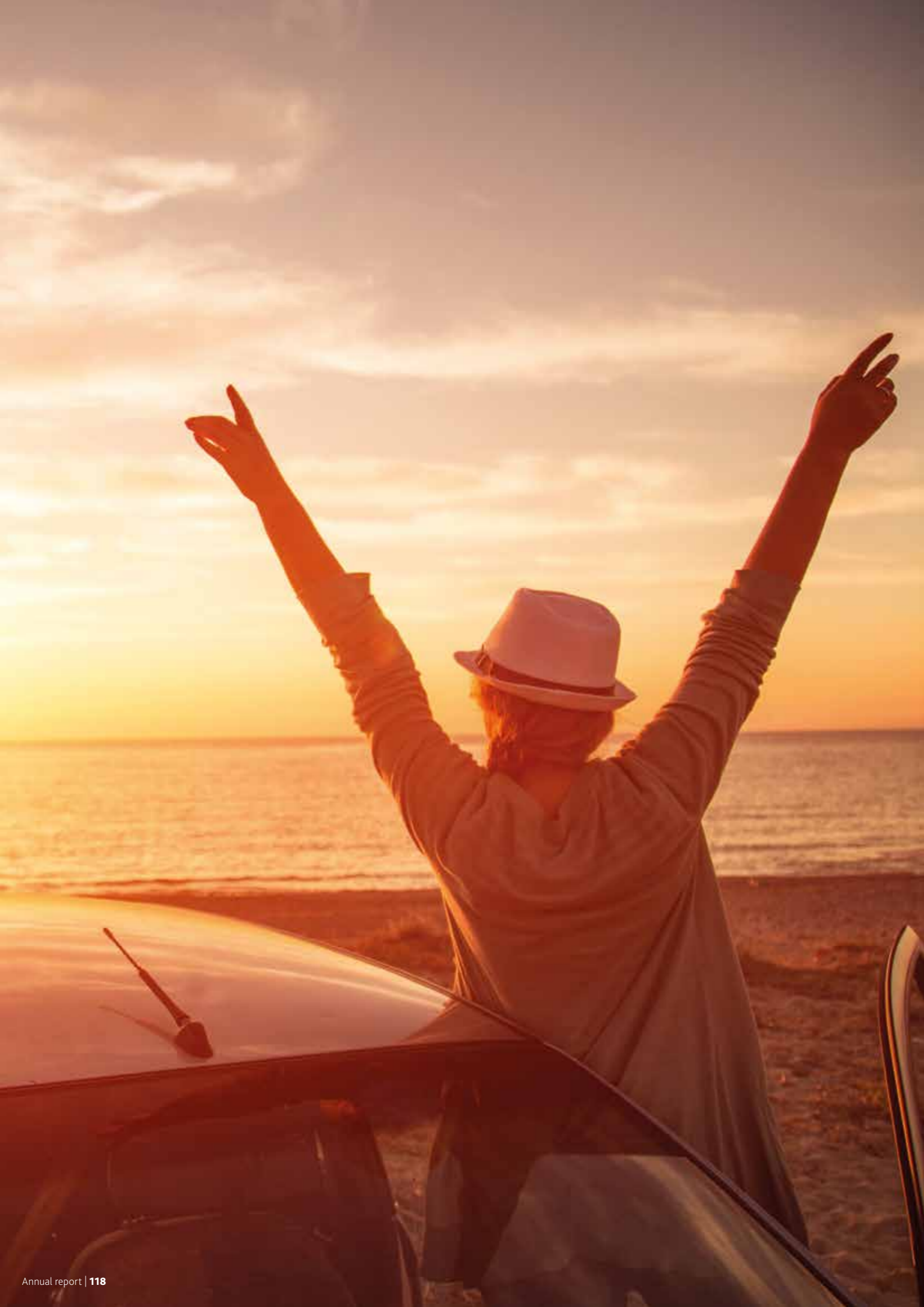
## Shared Services management



**Tim Meersman**  
ICT Manager

“Businesses spend a lot of money on the latest technologies, firewalls, encryption and security devices for safe access. But none of these measures address the weakest link in the security chain. IT security starts with the human element.”





## Developments

Procurement & Facility Department

### Strategy

The selected strategy of centralising the procurement & facility team is furthered in 2022: bundling existing procurement contracts throughout the group (dealerships, leasing, body repairs, headquarters, etc.) in order to standardise procurement terms and optimise conditions, test existing procurement terms against the market, professionalise the procurement process and realise more reciprocity.

### Realised in 2021

- Concluded the annual agreements for leasing with the OEMs (cars and tyres), tyre dealers and other partners
- Finalised overarching tender (dealerships & leasing) for total unbundling for charging infrastructure and continuous support throughout the implementation of this project
- Issued a price request for the procurement of payment terminals with technical support and transaction processing which resulted in 2 new contracts with major cost savings
- Concluded a framework rental contract for coffee machines and the purchase of coffee and accessories with contractual reciprocity
- Created a sourcing plan with input from the various internal clients and created synergies between dealerships & leasing as well as expanded the collaboration with Van Mossel Netherlands

### Realised in 2022 (first semester)

- Monitoring of the 2021 bonus agreement payouts and renewal of the bonus agreements for 2022 for International Car Lease Holding and the Van Mossel Automotive Group network
- Finalised the tender for regular housekeeping for the dealerships and body repair shops for the Van Mossel Automotive Group sites with contracts granted to a single supplier per region for the 3 defined regions
- Set up BeNe contracts for the fixed identical suppliers for e.g. small material, artificial plants, music, etc.
- Set up a facility mailbox with ticket management, facility organisation with region distribution and link with the real estate team
- Collaborated with Facilities & Procurement Netherlands in the choice of an overarching facilities tool for the centralisation of building info, service desk support, administration & maintenance, QSHE and supplier & contract management

### Plans 2022 (second semester)

- Launching a tender for window washers at the Van Mossel Automotive Group sites and a separate tender for cleaning before the delivery of construction projects
- Benchmarking of work clothes as well as for sanitary accessories within the Van Mossel Automotive Group network
- Systematic price enquiry for maintenance and facility services
- Launching a tender for International Car Lease Holding assistance
- Support in setting up a logistic cell and grant contracts to transport partners following a tender

### Shared Services management



**Marleen Denoo**  
Procurement &  
Facility Manager



**Jean Desmedt**  
Procurement  
Dealerships

“Measuring is knowing”  
- at Van Mossel, we strive  
for accurate data and insight  
rather than assumptions as a  
foundation for a dialogue with  
partners.

# Developments

Marketing Department

### Strategy

- Putting Van Mossel Automotive Group on the map in Belgium as the ultimate point of reference in the mobility landscape. For our customers by committing to customer satisfaction and for our staff thanks to our focus on Employer Branding and transparent communication.
- Bringing the marketing departments of the various clusters and shared services together for maximum cross-pollination and strengthening of the Van Mossel spirit.
- Furthering the digital transformation by connecting the different (digital) partners with each other in order to approach and capture our customers and prospects more efficiently. Within the 'Always On' strategy, we want to make Van Mossel Belgium top of mind.

### Realised in 2021

- Optimised the customer journey on the Dutch [www.vanmossel.be](http://www.vanmossel.be) website
- National mass media campaigns
- Expanded the marketing team with (digital) expertise and strengthened the various brand clusters for local anchoring
- Launch of shared service: Premium Service, Premium Warranty, Premium Assistance and Van Mossel Insurance
- Strengthened PR and Communication with a strong organic presence in the Belgian press

### Realised in 2022 (first semester)

- Set up a French website for Van Mossel Belgium
- Launched a Van Mossel Belgium branding campaign
- Elaborated Van Mossel Universe as a first step in the digital transformation
- 'Always On' digital strategy by optimising SEO and launching digital campaigns

### Plans 2022 (second semester)

- Launching the virtual showroom where the entire Belgian stock of new and used cars will be bundled
- Launching Van Mossel Employer Branding with a video campaign and an internal communication platform
- National mass media campaigns to strengthen Van Mossel branding and brand awareness
- Continued implementation of Van Mossel CI and corporate identity and implementation in various locations and products for uniformity purposes

### Shared Services management



**Charlotte Verbrugge**  
Marketing Director

“ This year, we are immersing Belgium in the Van Mossel Universe. Thanks to strong national branding and smart local anchoring, we will become top-of-mind as the ultimate mobility partner.”



## Developments

### Legal & Compliance Department

#### Strategy

The Legal & Compliance Department is and remains a point of contact for all employees of the Van Mossel Automotive Group, comprised of the different dealerships, leasing companies and body repair companies, and offers first-line solutions for urgent and less urgent questions. Accessibility and availability are key, offering answers to legal issues of any nature quickly and efficiently.

The Legal & Compliance Department also provides:

- Support in handling conflicts with customers and/or third parties
- Guidance in the establishment of various types of contracts
- Coordination of legal services provided by third parties such as lawyers and advisers
- Keeping the company law-related obligations up to date

#### Realised in 2021

- Increased the visibility of our own legal services within the Belgian Van Mossel Automotive Group to ensure that legal issues are presented and handled internally first.
- Provided legal support in Van Mossel's acquisitions
- Provided legal support in Van Mossel's real estate transactions
- Editing, monitoring and optimisation of contracts and general terms and conditions in order to limit disputes to a minimum
- Recognition of the car companies and leasing companies as ancillary insurance intermediaries by FSMA in view of offering insurance to customers

#### Realised in 2022 (first semester)

- Implemented new lease contracts and Shortlease & Rent terms and conditions
- Provided legal support in Van Mossel's acquisitions and real estate transactions as well as monitored the resulting closing obligations
- Updated the privacy policy and other GDPR-related documents
- Revised employment contracts and regulations within the various Van Mossel entities

#### Plans 2022 (second semester)

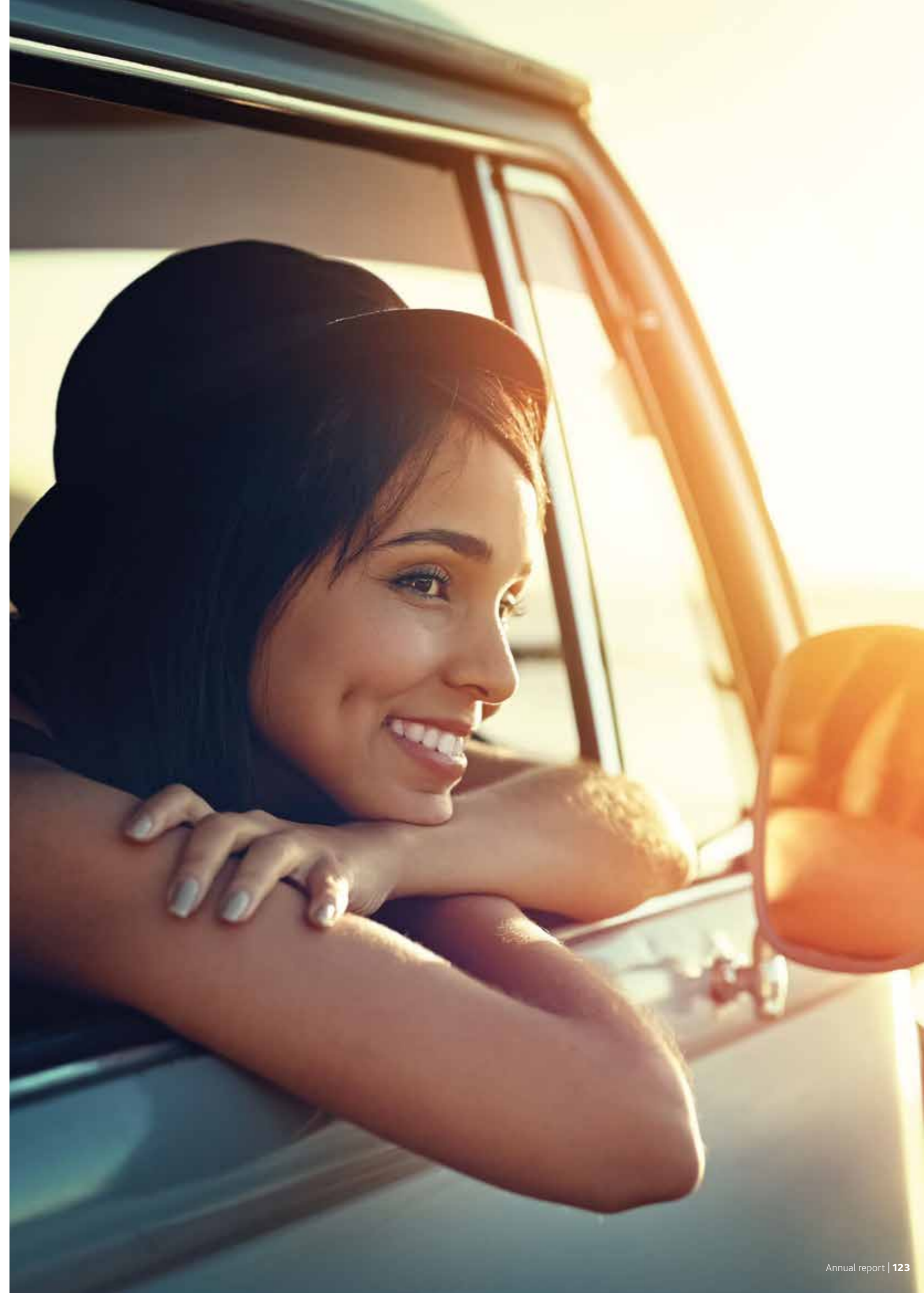
- Further optimise collection and recovery procedures at both leasing companies and dealerships, and collaborate with different law firms
- Further elaborate the GDPR issue, specifically for the Belgian entities
- Centralise all Van Mossel contracts by optimising the Legisway database
- Provide guidance in future acquisitions and real estate transactions
- Elaborate administrative regulations with a concrete description of various competencies

### Shared Services management



**Lien Huysmans**  
Legal Manager

“ Each individual part is important in making the whole function properly. All dealerships, used cars centres, body repair businesses and leasing companies combined, connected via Shared Services, make Van Mossel into the family it is today.





## Developments

### Finance 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:

- Drafting accurate reports on the company's performance to both internal and external stakeholders such as shareholders, banks and (group) management
- Drafting clear and accurate reports on KPIs for the (cluster) management, allowing them to manage the activities correctly
- Monitoring and controlling the working capital
- Optimisation of financial process
- Administration of financing facilities as well as reporting to the banks in this context
- Monitoring government audits (direct and indirect taxes)
- Controlling and organising the audit process

#### Realised in 2021

- Provided financial integration of the Fidenco Group, Autopolis (Lux) and Van Mossel Devos-Capoen acquisitions
- Centralised the overarching services within the clusters of the acquired companies
- Set up cluster structures within the ex-Fidenco group with clearly demarcated financial and administrative processes
- Expanded the financial teams in the context of the cluster and division structure
- Expanded the financing facilities in the context of the acquisitions (dealer holding) and organic growth (leasing)

#### Realised in 2022 (first semester)

- Further expanded the shared services finance team BeLux
- Optimised working capital by taking buildings and rented property interior off-balance
- Set up more intense daily reports in the context of the expansion of Van Mossel Financial Services and the sales of Van Mossel Insurance and Financing
- Set up the Leasing Luxembourg financing facility to support the rapidly growing activities
- Further simplification of the corporate structure by merging companies and consolidating importer sales contracts

#### Plans 2022 (second semester)

- Manage the financial integration of the acquisitions (incl. Group Vereenoghe)
- Expand the Van Mossel Financial Services BeLux organisation as part of the Van Mossel Financial Services group organisation
- Expand the financing facilities in the context of the acquisitions (incl. Group Vereenoghe)
- Set up detailed working capital reporting in the BI tool for all clusters
- Implement new consolidation package including management reporting

### Shared Services management



Nico Verhulst  
CFO

“ Detailed, accurate data bring order to an organisation and allow for the right decisions to be made.

# DEVELOP- MENT OPPORTUNITIES

LUXEMBOURG



# Developments

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

## Strategy

Our strategy is to offer our Luxembourg customers a wide choice of car brands and mobility and financing services. Our motto "You drive, we care" drives us every day to excel with customer service and comfort in all aspects of mobility. Our dedicated and fully committed teams elaborated the "one-stop-shop" around the following elements:

- Sales of new cars of the Stellantis Group, who represent the following brands: Opel, Fiat, Abarth, Alfa Romeo, Jeep, Hyundai, Suzuki, MG, Corvette, Chevrolet and Cadillac
- Sales of Opel, Maxus and Fiat vans
- Maintenance and repairs for our brands by qualified professionals
- Various services to make the lives of our customers easier, such as "Key & Go", a storage service for tyres
- Financing and operational leasing (Van Mossel Autolease Luxembourg)
- A wide range of certified used cars and "exclusive" used cars from our brands and other brands on the market

Our market share of 10,5% of all new cars registered in Luxembourg proves our strategy of gaining control of the lion's share of our brands and offering our importers an important and dedicated partner for their brand.

## Realised in 2021

- Integrated Autopolis management according to the norms and standards of the Van Mossel Automotive Group:
  - Aligned financial reports and other KPIs
  - Aligned HR standards
  - Aligned management structures
  - Aligned indirect cost relations
  - Developed commercial relations for the procurement of used cars
- STELLANTIS: organised the FCA and Opel brands around the new Stellantis strategy:
  - Strategy for lightweight commercial vehicles
  - Upgrade of the Opel showroom
  - Emphasis on electric vehicles
- Developed our strategy for used car sales in the north of the country in Fridhaff/Diekirch. This allows us to offer our customers in the north of the country a choice of 180 selected and insured used cars.

## Realised in 2022 (first semester)

- Renovated the Autopolis building in Bertrange (headquarters) in order to offer our customers, employees, importers and shareholders an experience up to par with the norms and standards of the Van Mossel Automotive Group.
- Developed an "Exclusive Cars" sales department in order to offer our customers luxurious and sports car brands.
- Strategic development of Operational Leasing for our private and B2B customers. The aim is to make the mobility experience of our customers easier and more comfortable while offering them a single point of contact in the showroom.

## Plans 2022 (second semester)

In order to significantly improve both our customer and employee experience, we kicked off a process of digital innovation for our global activities. This strategic project is supported by a partnership with Luxinnovation and the Luxembourg Ministry of the Economy. The project will have a positive impact on each department within our organisation and will allow us to stimulate and streamline our everyday activities with the aim of offering our customers a much better service and much higher effectiveness for their satisfaction.

## Cluster management



**Marc Devillet**  
General Manager



**Eric Philippe**  
Financial Director



**Stéphanie Maurice**  
HR Director

“ More than ever before, “You drive, we care” is our ambition. Thanks to the strength of the Van Mossel Automotive Group and the professionalism of our employees, we are able to offer our customers a modern and efficient mobility service.



**BRAN-**

**CHIES**

# Address List




## Van Mossel Automotive Group

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

## Cluster Volkswagen/Audi

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

## SEAT/SKODA Cluster

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




## Alfa Romeo/Jeep/Fiat/Abarth/Fiat Professional/Mopar Cluster (parts service)

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






## Van Mossel Peugeot / Citroën / DS Cluster

Van Mossel Citroën DS Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Peugeot Amstelveen	Bouwerij 6	1185 XX Amstelveen	
Van Mossel Peugeot Amsterdam Noord	Johan van Hasseltweg 65	1021 KN Amsterdam	
Van Mossel Peugeot Amsterdam Zuid-Oost	Klokkenbergweg 29	1101 AK Amsterdam	
Van Mossel Peugeot Heemstede	Cruquiusweg 37 C	2102 LS Heemstede	
Van Mossel Peugeot Leiden-Leiderdorp	Van der Valk Boumaweg 2	2352 JC Leiderdorp	
Van Mossel Peugeot Lisse-Hillegom	Arnoudstraat 18	2182 DZ Hillegom	
Van Mossel Peugeot Citroën Heemskerk	Rijksstraatweg 54	1964 LK Heemskerk	
Van Mossel Peugeot Citroën Purmerend	Component 84	1446 WP Purmerend	
Van Mossel Peugeot Citroën Zaandam	Kleine Tocht 23	1507 CB Zaandam	
Van Mossel Peugeot Citroën Zwaag/Hoorn	De Marowijne 59	1689 AR Zwaag	
Van Mossel Peugeot Citroën DS Alkmaar	Helderseweg 55B	1817BB Alkmaar	




## Van Mossel Hyundai Cluster

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





## Van Mossel Kia Cluster

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






## Van Mossel Jaguar Landrover Cluster

Van Mossel Jaguar Land Rover Apeldoorn	Oude Apeldoornseweg 40A	7333 NS Apeldoorn	
Van Mossel Jaguar Land Rover Zwolle	Oude Meppelerweg 2	8024 AB Zwolle	
Van Mossel Jaguar Land Rover Groningen	Odenseweg 1	9723 HA Groningen	

## Van Mossel Mercedes-Benz/smart Cluster

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

## Van Mossel Mercedes-Benz Commercial Vehicles Cluster

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

## Van Mossel Ford Cluster

Van Mossel Ford Den Bosch	Afrikalaan 2	5232 BD s Hertogenbosch	
Van Mossel Ford Eindhoven	Meerenakkerweg 3A	5652 AR Eindhoven	
Van Mossel Ford Helmond	Varenschut 17J	5705 DK Helmond	
Van Mossel Ford Roermond	Sodaweg 3	6049 CM Roermond/Herten	
Van Mossel Ford Tilburg	Kraaivenstraat 20	5048 AB Tilburg	
Van Mossel Ford Veghel	Vanderlandelaan 1	5466 RE Veghel	
Van Mossel Ford Waalwijk	Van Andelstraat 11	5141 PB Waalwijk	
Van Mossel Ford Weert	Edisonlaan 5	6003 DB Weert	
Van Mossel Ford Roosendaal	Belder 34	4704 RK Roosendaal	
Van Mossel Ford Breda	Minervum 7001 C	4817 ZL Breda	
Van Mossel Ford Vlissingen	Marie Curieweg 5	4389 WB Ritthem	
Van Mossel Ford Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel Ford Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Ford Goes	Eberhardtweg 2	4462 HH Goes	
Van Mossel Ford Middelharnis	De Hofjes 42	3241 ML Middelharnis	






## Van Mossel Isuzu Cluster

Van Mossel Isuzu Goes	Eberhardtweg 2	4462 HH Goes	
Van Mossel Isuzu Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel Isuzu Rotterdam	Driemanssteeweg 20	3084 CB Rotterdam	
Van Mossel Isuzu Dordrecht	Pieter Zeemanweg 50	3316 GZ Dordrecht	

## Van Mossel Opel Cluster

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	5466 RE Veghel	5466 RE Veghel	
Van Mossel OPC Opel Middelharnis	De Hofjes 42	3241 ML Middelharnis	
Van Mossel OPC Opel Roosendaal	Bredaseweg 243	4705 RN Roosendaal	
Van Mossel OPC Opel Goes	Pearyweg 19	4462 GT Goes	
Van Mossel OPC Opel Breda	Minervum 7001 A	4817 ZL Breda	
Van Mossel OPC Opel Terneuzen	Handelspoort 8	4538 BN Terneuzen	
Van Mossel OPC Opel Hulst	Evenaar 1	4561 PG Hulst	
Van Mossel Occasions Breda	Minervum 7001	4817 ZL Breda	


## Van Mossel MG Cluster

Van Mossel MG Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel MG Breda	Minervum 7001 B	4817 ZL Breda	
Van Mossel MG Rotterdam	Koperstraat 18	3067 GL Rotterdam	
Van Mossel MG The Hague (Westfield Mall)	Liguster 202	2262 AC Leidschendam	
Van Mossel MG Nijmegen	Rietgraaf 5	6678 PJ Oosterhout	

## Cluster Van Mossel Renault/Dacia/Nissan

Van Mossel Nissan Amsterdam	Schepenberweg 43	1105 AS Amsterdam	
Van Mossel Renault Dacia Nissan Rotterdam	Koperstraat 16-18	3067 GL Rotterdam	
Van Mossel Renault Dacia Nissan Gorinchem	Edisonweg 7	4207 HE Gorinchem	
Van Mossel Renault Dacia Spijkenisse	Maaswijkweg 1	3203 LG Spijkenisse	
Van Mossel Renault Dacia Nissan Tiel	Stephensonstraat 1-3	4004 JA Tiel	
Van Mossel Renault Dacia Waalwijk	Van Andelstraat 3	5141 PB Waalwijk	
Van Mossel Renault Culemborg	Ant. Van Diemenstraat 40	4104 AE Culemborg	
Van Mossel Renault Rotterdam (Zuid)	Charloisse Lagedijk 946	3088 LA Rotterdam	
Van Mossel Renault Wijk bij Duurstede	Graaf van Lynden van Sandenburgweg 2A	3962 RB Wijk bij Duurstede	
Van Mossel Renault Zaltbommel	Van Voordenpark 18	5301 KP Zaltbommel	
Van Mossel Dorzo Renault Dacia Nissan Vlaardingen	Hoogstad 101	3131 KX Vlaardingen	
Van Mossel Renault Dacia Barendrecht	Krakau 3	2993 LV Barendrecht	
Van Mossel Renault Dacia Breda	Huifakkerstraat 3	4815 PN Breda	
Van Mossel Renault Dacia Nissan Dordrecht	Mijlweg 71	3316 BE Dordrecht	
Van Mossel Renault Dacia Etten-Leur (will close in Q2/Q3)	Ecustraat 5	4879 NP Etten-Leur	
Van Mossel Renault Roosendaal (under construction)	Vlierwerf 7	4704 SB Roosendaal	


## Van Mossel Occasion Centre Cluster

Van Mossel Mega Occasion Centrum Tilburg	Kraaivenstraat 6	5048 AB Tilburg	
Van Mossel Mega Occasion Centrum Utrecht	Kate Ter Horstingel 1	3543 WB Utrecht	
Van Mossel Mega Occasion Centrum Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Mega Occasion Centrum Goes	Pearyweg 19	4462 GT Goes	
Van Mossel Outdoor Occasions	Bedrijfsweg 17	5061 JX Oisterwijk	
Van Mossel Exclusieve Occasions	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Mega Occasion Centrum Hengelo	Goudstraat 70	7554 NE Hengelo	






**Van Mossel Body Repair Group**

Van Mossel Autoschade Middelburg	Klarinetweg 4	4337 RA Middelburg	
Van Mossel Autoschade Alkmaar	Koelmalaan 67	1812 PR Alkmaar	
Van Mossel Autoschade Amsterdam - Lijnden	Sydneystraat 12	1175 GN Lijnden	
Van Mossel Autoschade Goes	Scottweg 2	4462 GS Goes	
Van Mossel Autoschade Breda	Konijnenberg 101	4825 BC Breda	
Van Mossel Autoschade The Hague	Vrij-Harnasch 118	2635 BZ Den Hoorn	
Van Mossel Autoschade Eindhoven	Steenoven 7	5626 DK Eindhoven	
Van Mossel Autoschade Groningen	Osloweg 122/A	9723BX Groningen	
Van Mossel Autoschade Hapert	Energieweg 5	5527 AH Hapert	
Van Mossel Autoschade Hengelo	Binnenhavenstraat 87	7553 GH Hengelo	
Van Mossel Autoschade High Tech Rotterdam	Driemanssteeweg 690C	3084 CB Rotterdam	
Van Mossel Autoschade High Tech Zwolle	Nervistraat 3	8013 RS Zwolle	
Van Mossel Autoschade Hoorn	De Marowijne 55	1689 AR Zwaag	
Van Mossel Autoschade Nijmegen	Rietgraaf 5A	6678 PJ Oosterhout GLD	
Van Mossel Autoschade Oirschot	De stad 1C	5688 NX Oirschot	
Van Mossel Autoschade Roosendaal	Belder 100	4704 RK Roosendaal	
Van Mossel Autoschade Rotterdam	Driemanssteeweg 690D	3084 CB Rotterdam	
Van Mossel Autoschade Tilburg	Ringbaan Noord 65	5046 AA Tilburg	
Van Mossel Autoschade Bergen op Zoom	Marconilaan-Noord 63	4614 HB Bergen op Zoom	
Van Mossel Autoschade Utrecht	Perronlaan 2	3534 BG Utrecht	
Van Mossel Autoschade Waalwijk	Zinkerweg 7	5145 NL Waalwijk	
Van Mossel Autoschade Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autoschade Zwolle	Simon Stevinweg 1 & 3	8013NA Zwolle	
Van Mossel Autoschade Buurmalsen	Rijksstraatweg 9A	4197 BA Buurmalsen	



**International Car Lease Holding**

DirectLease Belgium	Noordersingel 19	B-2140 Antwerp	
DirectLease Germany	Am Seestern 4	D-40547 Düsseldorf	
DirectLease Netherlands	Goudstraat 70	7554 NE Hengelo	
DirectLease Luxembourg	Zone d'activités Bourmicht	L-8070 Bertrange	
J&T Autolease Germany	Am Seestern 4	D-40547 Düsseldorf	
J&T Autolease Netherlands	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Tilburg	Kraaivenstraat 4	5048 AB Tilburg	
Van Mossel Autolease Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam	
Van Mossel Autolease Groningen	Wismarweg 9	9723 HC Groningen	
Van Mossel Autolease Groningen	Wismarweg 9	9723 HC Groningen	
Van Mossel Autolease Hengelo	Holtersweg 30	7556 BX Hengelo	
Van Mossel Autolease Leeuwarden	Orionweg 51	8938 AG Leeuwarden	
Van Mossel Autolease Rotterdam	Driemanssteeweg 690B	3084 CB Rotterdam	
Van Mossel Autolease Weert	Edisonlaan 10	6003 DB Weert	
Van Mossel Autolease ZuidWest	Pearyweg 19	4462 GT Goes	
Van Mossel Autolease Zwolle	Simon Stevinweg 1 & 3	8013NA Zwolle	
Van Mossel Autolease Luxembourg	Zone d'activités Bourmicht	L-8070 Bertrange	
Van Mossel Shortlease & Rent Waalwijk	Schutweg 6a	5145 NP Waalwijk	
Van Mossel Shortlease & Rent Rotterdam	Driemanssteeweg 690B	3084 CB Rotterdam	
Van Mossel Shortlease & Rent Groningen	Handelweg 18	9482 WE Tynaarlo	
Van Mossel Autolease Nijmegen	Rietgraaf 5A	6678 PJ Oosterhout GLD	
Westlease Kuurne	Kleine Tapuitstraat 18	B-8540 Deerlijk	
Westlease Namur	Avenue d'Ecolys 2 Bte 20	B-5020 Suarlée (Namur)	
Westlease Luxembourg	Zone d'activités Bourmicht	L-8070 Bertrange	











**Van Mossel Opel Cluster**

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



**Van Mossel Fiat/Jeep/Alfa Romeo Belgium Cluster**

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

**Van Mossel PSA Cluster**

Van Mossel Citroën Genk	Evence Coppélaan 90	3600 Genk	
Van Mossel Peugeot, Citroen, DS Hasselt	Hellebeemden 2A	3500 Hasselt	
Van Mossel Nissan Kia Hasselt	Hellebeemden 4	3500 Hasselt	
Van Mossel Citroën, Peugeot, Kia Sint-Truiden	Luikersteenweg 94-96	3800 Sint-Truiden	
Van Mossel Citroen, Peugeot, Nissan Tongeren	Maastrichtersteenweg 465	3700 Tongeren	
Van Mossel Peugeot Genk	Evence Coppélaan 90	3600 Genk	
Van Mossel Van Kelst Citroen Peugeot Schriek	Schriekstraat 114	2223 Schriek (Heist op den Berg)	
Van Mossel Van Kelst Citroën Peugeot Leuven	Brusselsesteenweg 31	3020 Herent (Leuven)	
Van Mossel Van Kelst Citroën Peugeot Kia Aarschot	Betekomssteenweg 114-116	3200 Aarschot	
Van Mossel Van Kelst Citroën Peugeot Diest	Leuvensesteenweg 160	3290 Diest	









**Van Mossel Used Cars Belgium**

Van Mossel Used Cars Center Hasselt	Hellebeemden 12	3500 Hasselt	
Van Mossel Used Cars Centre Antwerp	Noorderlaan 32	2060 Antwerp	





**Van Mossel Mercedes Benz**

Van Mossel C.A.C. Mercedes-Benz Turnhout	Steenweg op Gierle 355	2300 Turnhout	
Van Mossel Pans Mercedes-Benz Brecht	D'Hoef 2	2960 Brecht	
Van Mossel Mercedes-Benz Trucks Belgium	Bisschoppenhoflaan 275	2100 Deurne	
Van Mossel Mercedes Benz Trucks Duffels	A. Stocletlaan 204	2570 Duffel	
Van Mossel Vereenoghe Mercedes-Benz Bruges	Pathoekeweg 40	8000 Bruges	
Van Mossel Vereenoghe Mercedes-Benz Ieper	Zwaanhofweg 8	8900 Ieper	
Van Mossel Vereenoghe Mercedes-Benz Jabbeke	Vlamingveld 5	8490 Jabbeke	
Van Mossel Vereenoghe Mercedes-Benz Knokke-Heist	Natiënlaan 167	8300 Knokke-Heist	
Van Mossel Vereenoghe Mercedes-Benz Oostende	Marconistraat 1	8400 Oostende	
Van Mossel Vereenoghe Mercedes-Benz Roeselare	Hoge Barrièrestraat 10	8800 Roeselare	
Van Mossel Vereenoghe Mercedes-Benz Tielt	Szamotojlystraat 19	8700 Tielt	
Van Mossel Vereenoghe Mercedes-Benz Torhout	Bruggestraat 96	8820 Torhout	
Van Mossel Vereenoghe Mercedes-Benz Veurne	Duvenkot 8	8630 Veurne	








**Cluster Van Mossel Carrosserie Belgium**

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



**Van Mossel Ford Belgium Cluster**

Van Mossel Denayer Ford Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Permeke Ford Antwerpen	Boomsesteenweg 375	2610 Wilrijk	
Van Mossel Gonthier Ford Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel De Kort Ford Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Van de Ven Ford Kapellen	Starrenhoflaan 1	2950 Kapellen	
Van Mossel Autopolis Ford Leuven	Brusselsesteenweg 57	3020 Herent	
Van Mossel Autopolis Ford Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Van Mossel Deprince Ford Lier	Mechelsesteenweg 258	2500 Lier	






**Van Mossel Hyundai Belgium Cluster**

Van Mossel Hyundai Berchem	Grote Steenweg 571	2600 Berchem	
Van Mossel Hyundai Brasschaat	Kapelsesteenweg 76	2930 Brasschaat	
Van Mossel Hyundai, Maxus Deurne	Bisschoppenhoflaan 515	2100 Deurne	
Van Mossel Hyundai, Maxus Mechelen	Antwerpsesteenweg 273	2800 Mechelen	
Van Mossel Hyundai, Maxus, MG, Suzuki Zaventem	Leuvensesteenweg 438	1930 Zaventem	
Van Mossel Hyundai, Suzuki, Isuzu, MG Groot Bijgaarden	Pastoor Cooremansstraat 1	1702 Groot Bijgaarden	
Van Mossel MG Antwerpen	Ijzerlaan 1	2060 Antwerp	

**Van Mossel Jaguar Landrover Belgium Cluster**

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

**Renault/Dacia (Devos-Capoen) Cluster**

Van Mossel Devos-Capoen Renault Kuurne	Brugsesteenweg 30	8520 Kuurne	
Van Mossel Devos-Capoen Renault Dacia Menen	Kortrijksestraat 269	8930 Menen	
Van Mossel Devos-Capoen Renault Dacia Roeselare	Diksmuidsesteenweg 343	8800 Roeselare	
Van Mossel Devos-Capoen Dacia Kortrijk	Marksesteenweg 23	8500 Kortrijk	
Van Mossel Devos-Capoen Used Cars	Brugsesteenweg 30	8520 Kuurne	

**Luxembourg Cluster**

Autopolis S.A., Multibrand	Rue des Mérovingiens, Z.A.I. Bourmicht 9	L-8070 Bertrange	
Autopolis S.A. Body Repair Company	Rue du Puits Romain 4	L-8070 Bertrange	

# Impression of the New Headquarters

Haven 8, Waalwijk

*Expected delivery Q1 2023*





