75 YEARS

Van Mossel

ANNUAL REPORT 22/23



Foreword

Van Mossel Automotive Group celebrates its 75th anniversary in 2023. Looking back, we have every reason to celebrate, as the figures in this annual report show. At the same time, we're aware of all the uncertain factors we're currently facing. Fellow Europeans are still having to live with war, historically high inflation and purchasing power falling sharply, and we're seeing a sharp increase in interest rates and overall cost increases. All these trends have a significant impact.

Nevertheless, we managed to post solid financial results last year, with group turnover exceeding €4 billion. This was achieved by focusing in the Benelux on autonomous growth combined with acquisitions of car dealerships and body repair companies. In addition, we benefited from favourable developments in the used car market that resulted in a higher turnover rate and a higher inventory position. Our Van Mossel Lease companies also enjoyed growth in both the Netherlands and Belgium.

This strong performance, which we achieved thanks to relentless operational excellence, had the customer in mind, whom we want to take full advantage of Van Mossel as a one-stop-shop. Customer satisfaction remains high on the agenda in all disciplines, with the goal of being a leading player in that area as well. We will achieve this by unanimously propagating our core values of hospitality and customer-centricity on the one hand, and innovative investments that provide customers with service and convenience on the other. Examples include our Premium Service and Van Mossel Energie as electrification approaches.

The first quarter of 2023 looks promising. We're looking forward to this year full of confidence, and building on our stable foundations to spread our wings across Europe together with our customers, employees and stakeholders. We'll face new challenges in a new age, from our new headquarters, but work with the same passion and drive as always.



Eric Berkhof

General Manager
Van Mossel Automotive Group

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General



Profile

Van Mossel Automotive Group
Over the past 75 years, Van Mossel Automotive Group has grown into a leading player in the automotive sector in the Netherlands and Belgium. The company has more than 350 branches in Belgium, Germany, France, Luxembourg and the Netherlands. Van Mossel Automotive Group is a dealer of dozens of leading brands. It also operates multiple Mega Occasion Centres (used car branches) and its own nationwide chain of body shops. In addition, the group offers various services under one roof, such as insurance, financing, signing/installation/bodywork and car rental. International Car Lease Holding, with a fleet of 110,000 vehicles and one of the top leasing companies in the Netherlands, is also part of Van Mossel Automotive Group. With 5,300 employees, the group's annual turnover is €4.5 billion. Van Mossel Automotive Group's core activities can be divided into three different disciplines. In addition, there are umbrella activities and supporting activities, which will be discussed in greater detail later in the annual report.

Van Mossel Car Retail
Van Mossel Automotive Group represents the leading brands of Abarth, Alfa Romeo, Audi, Cadillac, Citroën, Chevrolet, Corvette, Dacia, DS, Fiat, Fiat Professional, Ford, Fuso, Hyundai, Isuzu, Jaguar, Jeep, Kia, Land Rover, Maxus, Mercedes-Benz Passenger Cars and Vans & Trucks, MG, Nissan, Opel, Peugeot, Renault, Seat, Škoda, Smart, SsangYong, Suzuki, Volkswagen and Volkswagen Commercial Vehicles. Both new and used vehicles of these brands are sold in our showrooms. The Mega Occasion Centres mainly supply used cars, both the brands we represent and other brands.

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

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

Core values

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

Driven
Inspired, animated, enthusiastic, fanatical and motivated.

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

Customer-centricity
Identifying, anticipating and acting on customer wishes and needs.

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

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

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



Our mission, vision and strategy

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

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

Strategy
We achieve our goals through:
- a multi-brand strategy under the umbrella of our brand 'Van Mossel'
- continued domestic and international growth in automotive retail, leasing and damage repair
- optimisation of our relationship management through customer relationship management (CRM), online presence and social media
- investments in the growth of our employees, organisation and services
- more competitive prices for customers through continuous cost reductions
- being as close to the customer as possible

Mobility services

New
Van Mossel Automotive Group offers 34 leading brands at its branches, where everything from an individual new or used car for private or business purposes to complete fleets for companies can be purchased.

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

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

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

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

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

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

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

Insurance
With a full range of insurance options, Van Mossel Financiële Diensten always provides both private and business customers with an appropriate car insurance proposal.

Commercial vehicle personalisation
As one of its supplementary services, Van Mossel's Car Solutions division offers solutions for interior design, bodywork construction and lettering for all categories and brands of commercial and passenger vehicles.

Portfolio

Bedrijfswagens

Van Mossel OUTDOOR OCCASIONS
Van Mossel CLASSICS
Van Mossel USED CARS
Van Mossel AUTOSCHADE
Van Mossel CARROSSERIE
Van Mossel CAR SOLUTIONS
Van Mossel FINANCIËLE DIENSTEN

Van Mossel ENERGIE
Van Mossel AUTOLEASE
Van Mossel PRIVÉ LEASE
Van Mossel SHORTLEASE & RENT
Van Mossel WESTLEASE
J&T AUTOLEASE
DirectLease



Branch overview

5 countries

349 locations

34 car brands

5 leasing labels















Acknowledgements







Acknowledgements 2022/2023

Below are some of the recognitions the companies in our group have received.

Van Mossel Automotive Group
ISO 9001 & 14001

Van Mossel Automotive Group
Sustainable repairs

Van Mossel Automotive Group
Certificate Approved Sustainable Plus

International Car Lease Holding
Ecovadis

Ford
President's Award

Hyundai
Excellent Dealer Award

Seat
Dealer of the Year

Audi
Excellent Dealer

Mercedes-Benz
PartsPro audit

Mercedes-Benz Vans
Workshop certifications

Mercedes-Benz Vans
VanPro Advance certification attained

Mercedes-Benz Trucks
Workshop certifications

Mercedes-Benz Trucks Netherlands
2 nd prize highest customer satisfaction

MG4 Electric
Electric car of the year 2023

Van Mossel Volkswagen Waalwijk
Service Quality Award

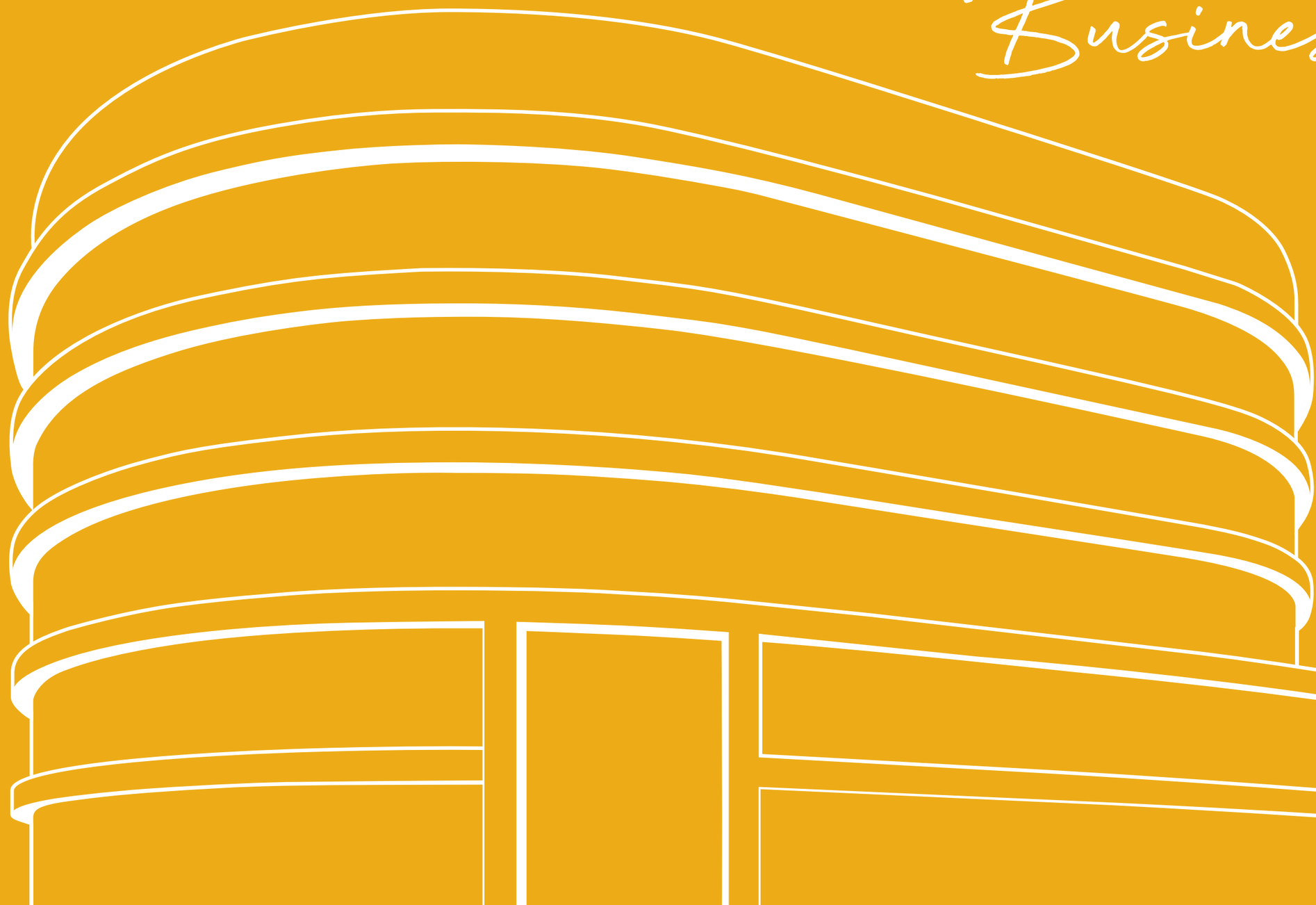
J&T Autolease
Nominated Trends Gazelles 2023

Van Mossel Carrosserie
Approved for Eurogarant

Van Mossel Carrosserie Leuven
Authorised JLR non-structural body and paint centre

Van Mossel Carrosserie Mechelen
Authorised JLR structural body and paint centre

Sustainable Business



Our sustainable ambitions

Our vision
At Van Mossel, the customer comes first. Alongside this pillar, we strive for mobility for everyone: whether a private customer or a business, Van Mossel fulfils the mobility needs. In meeting these needs, sustainability as a core value plays a central role in our actions. Van Mossel wants to help minimise our environmental impact and actively help our stakeholders achieve their sustainability goals.

Our Mission
To be a complete and sustainable mobility partner to our customers; mindful of our own social commitment and taking responsibility for people and the environment.

Our core values
At Van Mossel, sustainability is linked to four core values:
- Customer-centric: we provide our customers advice on sustainable mobility solutions and offer these solutions
- CSR: we do business based on the idea of creating value for people, the environment and society
- Open and honest: we communicate annually about our sustainability ambitions and results
- Responsible: based on concrete goals, we take responsibility for minimising our own negative impact and maximising our positive impact



Trends & developments

Shortages in the employment market
The demand for personnel continues to rise, with the demand for skilled personnel a real bottleneck. This applies to all sectors, and the automotive sector is no exception. Moreover, trends in electrification, hydrogen and sustainable mobility in a broad sense require our current and future employees to have different skills and knowledge.

Sustainability goals - customers
Clients are increasingly imposing sustainability requirements in areas such as in tenders, in both the public and private sectors. To gain better insight into how sustainability is being tackled, sustainability certifications and assessments such as Ecovadis are increasingly required. Furthermore, several customers have now set targets for a zero-emission vehicle fleet to limit CO^2.

Transition to low-emission mobility
Driven by the market and legislation, the transition to low-emission mobility is in full swing. The government and car manufacturers are currently primarily focusing on electric vehicles. Their popularity is increasing, partly due to the improving charging infrastructure and longer ranges. The increase in the number of publicly accessible fast-charging points is an additional incentive. Hydrogen fuel is still in its early stages of development. The ambition of the Climate Agreement is to have 50 hydrogen refuelling stations operational by 2025 to fuel 15,000 hydrogen cars.

Climate legislation
The Dutch government has set goals for both circularity and mobility. For example, the goal is to reduce the use of primary raw materials by 50% by 2030 and to be 100% circular by 2050. In addition, the government has drawn up a mobility plan to make mobility available to all in a sustainable manner. The focus here is on offering subsidies, facilitating charging infrastructure, and improving 'bike friendliness'. In addition, the Belgian government has chosen to strongly encourage bicycle leasing through tax breaks.

The EU, with its Green Deal and the 'Fit for 55' package as one of its parts, is pushing for sustainability in general and the transport sector in particular The Dutch government's goal of emitting 55% less CO^2 compared to 1990 stems from this. Furthermore, the Green Deal specifically states that the sale of petrol and diesel cars will no longer be permitted from 2035. HVO or other biofuels are not a solution, and no exception will be made for hybrid cars. The goal is to eliminate petrol and diesel cars from European roads by 2050.

More focus on digitalisation
The COVID-19 pandemic had a major impact on all sectors, and consequently on people's travel behaviour. Hybrid working has become the new norm at many employers of all sizes, changing the demand for mobility. Separate from this, digitalisation is playing an increasing role in business processes. Tenders, contracts and bids are sent and signed digitally, reducing paper consumption.

Sustainable buildings
In terms of real estate, there are increasing demands for transparency about energy consumption. The requirements concerning sustainability and associated certification for real estate are also becoming increasingly stringent. For example, all offices in the Netherlands must have at least energy label C by 1 January 2023, according to the 2012 Building Code. This legislation applies to both Van Mossel's office buildings and showrooms.

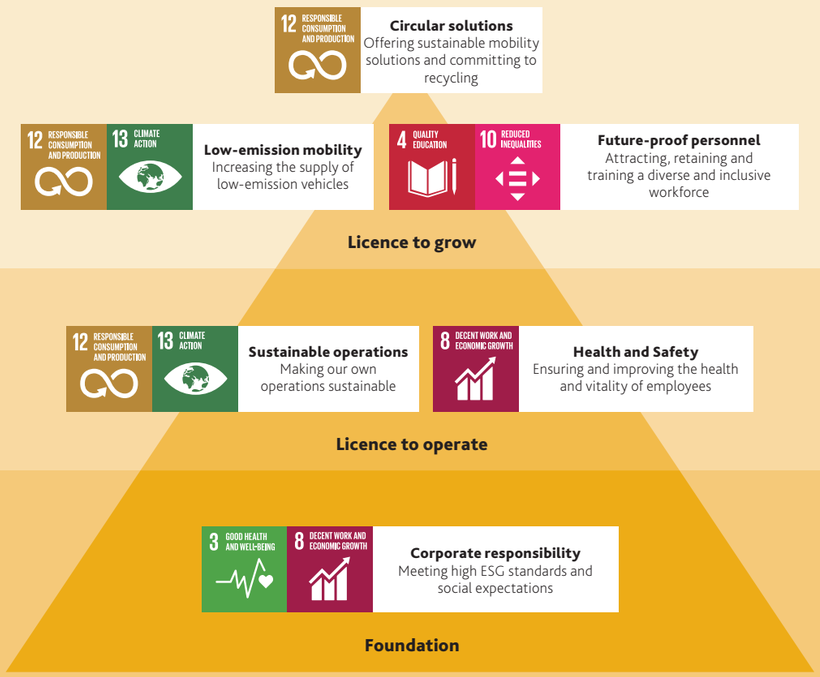
Rising raw material prices and scarce resources
The pandemic and conflicts around the world have caused raw material prices to rise rapidly. In addition, the list of scarce resources has grown and those already scarce have become even scarcer. In a material-intensive sector, this creates risks but also provides opportunities for circular materials and products.
From ownership to use: the 'sharing economy' has gained popularity in various sectors in recent years. Consumers no longer always need to own products, but instead focus on simply using them. This trend is also reflected in the area of mobility. The use of shared cars in various forms continued to increase in 2022, and the trend is particularly evident in urban areas.

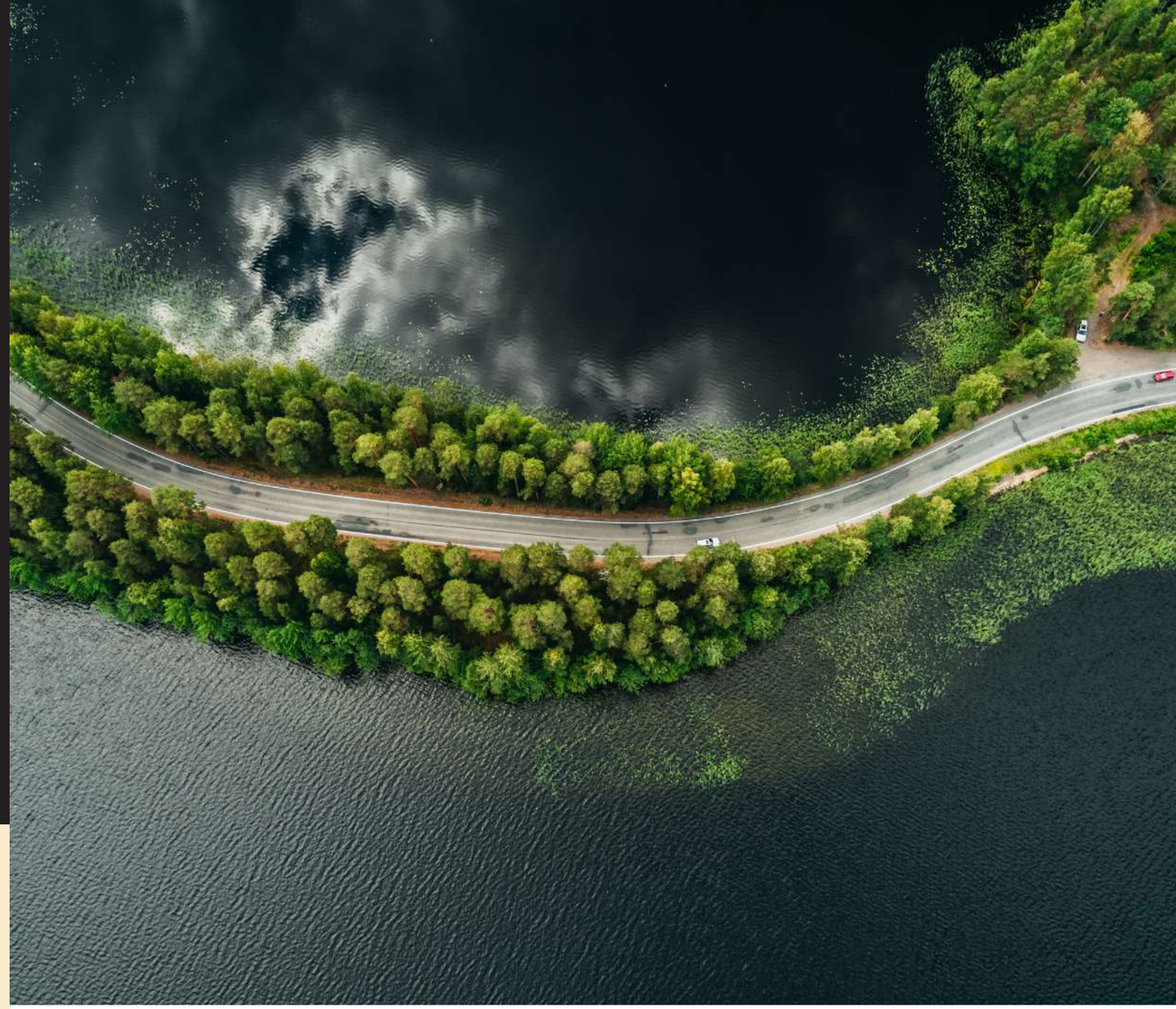
Our sustainability strategy

In 2015, the United Nations introduced the Sustainable Development Goals, a blueprint for achieving a better and more sustainable future for the world and its population by 2030.



We've linked all of our strategic pillars to the sustainable development goals (SDGs).
With our sustainability strategy, we make a positive contribution to the following goals: 3, 4, 8, 10, 12 and 13.





The choice of a pyramid construction is a conscious one. The strategic pillar **Corporate Responsibility** forms the foundation of our sustainability strategy. As an organisation, we ensure that we comply with various ESG standards, societal expectations and rapidly changing domestic and international laws and regulations.

The pillars **Sustainable Operations** and **Health and Safety** cover the second layer of our framework and safeguard our licence to operate. Our employees are the main driver of our continued existence, growth and reputation. Without healthy employees who can work in a safe working environment, we cannot operate at the level we do today. In addition to ensuring a safe working environment, making our own operations more sustainable is crucial from both an environmental and financial perspective. We're investing in making our offices, showrooms and workplaces more sustainable and looking at how processes can be made more efficient in terms of energy and other factors.

Finally, the top three strategic pillars are responsible for our 'licence to grow'. **Future-proof personnel** is all about attracting, retaining and training a diverse and sustainable workforce. By continuously investing in training and development opportunities, Van Mossel is prepared for the sustainable transition that we, our employees and the industry as a whole are about to undergo. This also means that offering **Low Emission Mobility**, such as bicycle leasing and EVs, is of great strategic importance. The **Circular Solutions** pillar takes this a step further, looking at mobility even more broadly. Through innovative sharing and leasing concepts, Van Mossel is capitalising on the 'from ownership to use' trend. In addition, the focus is on integrating circularity into internal processes to reduce raw material use, for example.

Corporate responsibility

At Van Mossel, we look at doing business, something that characterises the organisation, from a broad perspective. Van Mossel believes that corporate social responsibility (CSR) begins with taking responsibility for the effects that business operations have on people, the environment and society. As a company, we're in constant dialogue with all stakeholders to understand the impact we have on them and their environment. In the context of 'corporate responsibility', we consider meeting ESG standards to be the minimum requirement and seek to increase our positive social impact.

Our ambition

In line with Van Mossel's core values, our ambition is to be transparent about our impact on people, the environment and society throughout the chain. We try to represent the interests of all our stakeholders to the best of our ability. We respect international standards of conduct and human rights, and ensure that we operate in line with the latest laws and regulations. Furthermore, we create additional value for society by investing in social initiatives in the fields of sports, culture and road safety.

Our activities

Road safety

Despite technological advances in the automotive sector, the number of traffic accidents has only gone down slightly in recent years. Tragically, about 1,100 people were killed in traffic accidents in the Netherlands and Belgium in 2021 (source: Rijkswaterstaat & Statbel). Employers play an important role in safety and are partly responsible for ensuring a safe working environment, including on the road. Van Mossel supports its customers in bearing this responsibility. Van Mossel actively helps improve road safety by offering consultancy and damage prevention programmes, and sharing its expertise. In addition, we've been working intensively with the ANWB for several years to promote measures to increase road safety. These various initiatives are intended to raise awareness among our customers and their employees, so they behave more safely.

Sponsorship

Van Mossel has been providing funds for many years to sponsor social initiatives that help its own employees and stakeholders and initiatives outside the organisation. This sponsorship can consist of financing or providing cars, but our employees also regularly participate in the various initiatives. We give them the opportunity to support initiatives and causes that reflect their own standards, values and ideologies.
One example is Van Mossel's support for assistance provided by employees to victims of the war in Ukraine. Van Mossel focuses on a wide range of programmes in the fields of sports, culture and society.

Transparency in reporting

To gain insight into sustainable business practices, the European Union initiated the Corporate Sustainability Reporting Directive (CSRD). This European legislation is intended to ensure that the business world provides more transparency on its sustainability performance. The CSRD will become the leading sustainability reporting standard within Europe. Van Mossel is currently preparing for the CSRD. Starting in 2026, the organisation will publish an integrated annual report every year, in line with the CSRD, with a presentation of its financial and sustainability performance.

Part of the CSRD is reporting on the 'EU Taxonomy'. This EU legislation is intended to clarify what business activities can be considered 'sustainable'. Companies will have to be transparent about what part of their sales, capital expenditures and operational expenses may be labelled 'sustainable'. Van Mossel's goal is to have the percentage of our activities and expenses, both operating and capital, included in the Taxonomy by next year. As a follow-up, we will assess our activities against the sustainability criteria used in the Taxonomy.

Chain responsibility

Van Mossel is aware that sustainability goes beyond the actions and activities carried out within its own organisational boundaries. Obviously, we take responsibility for our own actions and activities, but we also look further down the chain. We want to involve our suppliers, customers and other business partners in our sustainability ambitions. To this end, we have various measures in mind. Firstly, we aim to introduce a Supplier Code of Conduct (SCoC) in 2023, with requirements in the areas of human rights, working conditions, environment and corruption. These themes are inspired by the OECD Guidelines for Multinational Enterprises. To establish an SCoC, we will begin by conducting an analysis in 2023 to identify the biggest sustainability risks in our value chains. Based on the outcomes of this process, Van Mossel will actively reduce these risks to achieve more sustainable value chains.



Health and safety

Working in a safe environment in good mental and physical health is very important. Satisfied and healthy employees are the driving force behind Van Mossel's success. Health and safety are important not only in the workplace, but also on the road and at home.

Our ambition
At Van Mossel, we value the safety, mental well-being and physical health of our employees. The organisation is responsible for safeguarding these aspects for our employees.

Our activities
Health & well-being
The mental well-being and physical health of our employees go hand in hand. Both aspects affect the performance of our employees, so
Van Mossel wants to enhance their general health.

For this purpose, principles and rules from the personnel manual are used to ensure a basic level of health. In addition, there are several ongoing initiatives. In monthly meetings, the absenteeism rate is discussed and the reasons behind absence are analysed in more detail. In spring 2022, the Special Support Team was established for employees to report if they have absenteeism, personal, financial or work-related problems they are unable to resolve.

To ensure that the needs of our employees continue to be met, we will further map out our wishes and expectations regarding vitality in the coming year. In 2022, we started the bicycle leasing option for all employees, but the longer-term goal is to roll out an organisation-wide vitality programme. The main responsibility for this will lie with HR. All the above initiatives together should substantially contribute to our goal of less than 5% absenteeism across all divisions by 2025.

Our objectives

- 0 fatal accidents and accidents leading to absenteeism in 2025
- ISO 45001 certification in 2025
- Absenteeism rate of less than 5% by 2025

Low-emission mobility

Mobility accounts for much of the world's greenhouse gas emissions. As a sales and leasing company, we have limited influence when it comes to the environmental performance of cars, but we're also aware of the contribution we can make in our advisory and facilitative role. By increasing and promoting the supply of low-emission vehicles, we can accelerate the transition to sustainable mobility.

Our ambition
Our ambition is to make low-emission vehicles available to as many people as possible. We can achieve this by increasing our range and encouraging our customers to fully electrify their fleets in the coming years. Furthermore, we will continue to invest, both financially and intellectually, in alternative fuels with hydrogen being our major focus.

Our goals:

- 50% of customer fleet low-emission by 2030
- 75% of new contracts low-emission by 2030
- 50% of revenue from low-emission vehicles by 2030



Future-proof personnel

Due to its nature, the automotive industry has always been subject to a rapid succession of innovations. To seize the opportunities presented by these innovations, it is crucial to continue investing in the knowledge and skills of our people. Moreover, we live in an economy where the demand for skilled personnel continues to rise. From both a strategic and moral standpoint, we believe it's important for everyone to feel welcome at our company.

Our ambition

Our ambition is to have a diverse workforce that can operate in an inclusive working environment. We're committed to equal opportunities for all, regardless of their stage of life, disability, gender, ethnicity, creed, or sexual orientation. In addition, we want to give all our employees the opportunity for continued personal development. This means a workforce with future-proof skills active in an organisation with diverse opportunities to grow and advance.

Our activities

Employee development

At Van Mossel, we like to see everyone developing at their own pace, so we encourage our employees to go the extra mile to get the best out of themselves and push their limits. The Van Mossel Academy was created to facilitate this. The wide range of training programmes in the Academy allows everyone to continue to challenge themselves. The Academy is constantly evolving, with modules being added to match the trends and developments around us.

balance between strategic and personal relevance. Based on evaluations of ongoing training courses, the desires of our employees and developments in our industry, we continuously work on appropriate additions and improvements to our programme. Training courses, modules and other courses are then added, improved, or intensified.

Finally, Van Mossel believes in the power of working together, because together we're stronger than alone. For this reason, various partnerships with educational institutions are in place to attract young talent and offer opportunities at Van Mossel to further develop/specialise. In various learning and working paths, interns are intensively and personally supervised by our staff. For the future, we want to intensify partnerships with educational institutions, among others. We believe in the power of hands-on learning, and make our workshops available to the mechanics of the future. The possibilities are endless; one example is using a VR headset with a teacher supervising remotely.

Diversity and inclusion

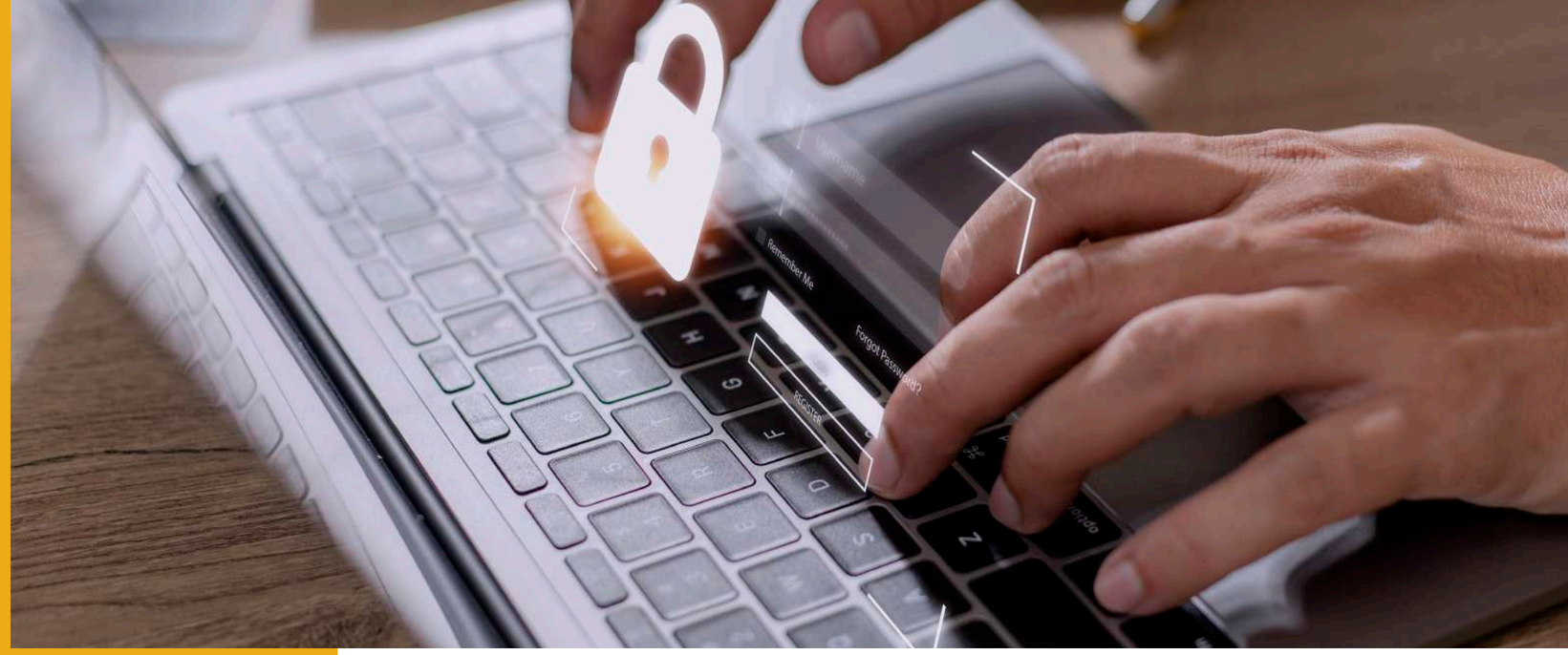
Van Mossel wants to be a representative reflection of society, because if employees feel at home, they can thrive, develop and perform at their best. The advantages of having a diverse and inclusive workforce, such as better decision-making and more innovation, have been amply demonstrated. To further promote diversity and inclusion at Van Mossel, we will explore internally in the coming year where opportunities exist. We also want to ensure inclusive amenities are facilitated at our locations, for example for people with physical disabilities.

Our objectives

- At least 1,000 completed learning interventions per month by 2025
- At least 45,000 learning interventions per year by 2025







Legal & Compliance

The Legal & Compliance Department is the legal hub at Van Mossel Automotive Group Nederland, providing a legal and moral compass and acting as a sparring partner on all fronts. It deals with everything from employment contracts in the HR Department to the structural design of Van Mossel companies, and from liability issues to resolving disputes with staff or customers. In addition, the Legal & Compliance Department provides guidance on real estate legal issues.

Our ambition

We want everyone in our organisation to work uniformly and compliantly, and to be aware of all our rules on managing customer data. As a department, we want to be an approachable point of contact for advice, support and questions concerning legally correct practices and internal processes, privacy issues and everything related to cybersecurity.

Our activities

Awareness campaigns

In 2022 and 2023, we supervised all legal matters surrounding the construction of the new headquarters at Jan Vestersstraat 1 in Waalwijk. This included contract negotiations and arrangements and agreements with third parties, such as the municipality, contractors, subcontractors and stakeholders.

Despite the major impact of this work, Legal & Compliance largely managed to meet the 2021/2022 goals. For example, we supported the Facility Department in implementing the contract management system. We expect to complete this operation by the end of 2023. We also updated the standard documents for HR and set up a lawyer pool with preferred suppliers entirely as planned. We also supervised various acquisition processes. Given recent experiences at other companies, increasing awareness is planned for 2023 in order to prevent, detect and report data breaches. We obviously follow internal procedure and maintain a separate privacy mailbox. Through training and awareness, we'll encourage our employees to report all possible risks.

Privacy compliance

Increasing the visibility of the Legal & Compliance team is scheduled for 2023/2024. As a team, we will visit our companies on site. Employees will get to know the team and we will stay in touch with the workplaces. In addition, Legal & Compliance supports the implementation of the contract management system for other departments, with the goal of working uniformly. We require new employees in the Learning Management System to study certain modules concerning privacy compliance. These mandatory modules will help new employees work entirely according to laws and regulations from the outset.

These activities are of a permanent nature. In cooperation with ICT and Marketing, we're maintaining a strong focus on privacy compliance and the way we handle our customer data. We will use a project group and special awareness campaigns to establish legal frameworks and make sure employees work in a compliant manner.

ICT & Security Awareness

The ICT Department at Van Mossel supports the business with a fast time-to-market. Thanks to its major flexibility, the department is able to realise all the requirements of Van Mossel's strategy for the IT landscape. Important tasks of ICT are to ensure that the IT landscape is set up uniformly and to reduce costs. The primary goal here is to create a stable, secure and viable ICT environment, with high customer satisfaction.

2022 was marked by the move to the new headquarters/ logistics centre in Waalwijk with the entire technical set-up on the agenda, from the IT environment to the display planning and signing. We also improved the IT structure and conducted a successful audit of IT security, including pen testing and ethical hacking.

Our ambition

We want to work safely, compliantly and efficiently at Van Mossel. In addition, we strive for as much uniformity as possible within the systems so that unambiguous, high-quality reports can be drawn up. We want to educate all our employees to a high level when it comes to security and privacy laws, with the goal of safeguarding customer data and company information.

Our activities

ISO 27100

We successfully conducted the IT audit. Our employees attended the mandatory training modules of the Security Awareness Programme, which had already been explained at the induction meeting. We draw attention here to the password policy, the danger of suspicious links and the requirement to lock computers at all times when absent. This programme will have a permanent place in our employees' training schedule. To reinforce this spearhead, ICT established a project group with Legal & Compliance and Marketing to actively discuss customer data management and the processes concerning suspicious reports and the dangers of data breaches.

In 2023, we have already made a start on achieving ISO 27100. We attach enormous importance to protecting both personal data and our own data. In the coming year, we will continue our efforts to achieve certification in order to demonstrate compliance with all information security requirements.

The BI team was expanded, including application administrators. This allows us to take steps toward uniformization of business reports. We're working hard to generate uniformity in dealer management systems. Other focus points for the coming year are the transition to AFAS Finance and setting up the Information Security Management System for compliancy in our work.

Our people

Conducting business successfully stands or falls on the qualities and drive of our employees, so being a good employer is crucial and something we take seriously.

Our ambition
We want to attract well-qualified employees who feel at home at an organisation like Van Mossel, and who embrace our core values. In addition, we want our employees to feel driven to contribute measurably and concretely to the group's results and organisational goals. We help them keep their knowledge up to date, and make sure there's a good working atmosphere.

Our activities
Onboarding programme
We give new employees a warm welcome before they even start work with the Van Mossel onboarding package, which includes a Pathé home film of their choice with popcorn. This symbolises the attitude of the organisation: after a hard day's work, it's time for relaxation.

Once employees join the company, they attend a comprehensive introductory meeting at headquarters with General Manager Eric Berkhof and HR Director Gerrit van der Maaten as speakers, who make presentations once every two months. New recruits are informed about the history of Van Mossel, its corporate culture, and how we operate in line with applicable laws and regulations. There's also a strong focus on the core values, as everything we do is based on these values.

Captivate and bind
We protect our talent. We want to keep our employees captivated and committed to Van Mossel in the long term. Obviously good pay is important, but for a good, long-lasting commitment, employees must feel engaged. We create these conditions by providing sufficient career opportunities. We encourage personal development and offer challenging tasks. In addition, we provide good working conditions and facilities, and make sure there's a good working atmosphere. We want our employees to enjoy coming to work, to feel engaged, and to be eager to work for our organisation.

Since the COVID-19 crisis, we've been working with the Special Support Team, through which we can offer coaching to employees experiencing an imbalance in their work/private life.

Van Mossel Academy
To realise personal ambitions, we have our own training centre: Van Mossel Academy. As well as the mandatory training and education that employees take online through Studytube, there's a wide choice of development opportunities with job-related courses or proficiency training. Employees can choose from a wide range of free training courses. In consultation with supervisors, employees can take personalised paid training or education courses to maximise their development.

High Potential Programme
We invite promising talent to participate in the High Potential Programme. This is a one-year programme in which different disciplines at Van Mossel get to know each other's fields, and participants consider interesting issues under the guidance of coaches. Apart from personal development, they also get to know themselves and their own motivations better. After completing the programme, participants are even more aware of their qualities and where their opportunities for growth lie.

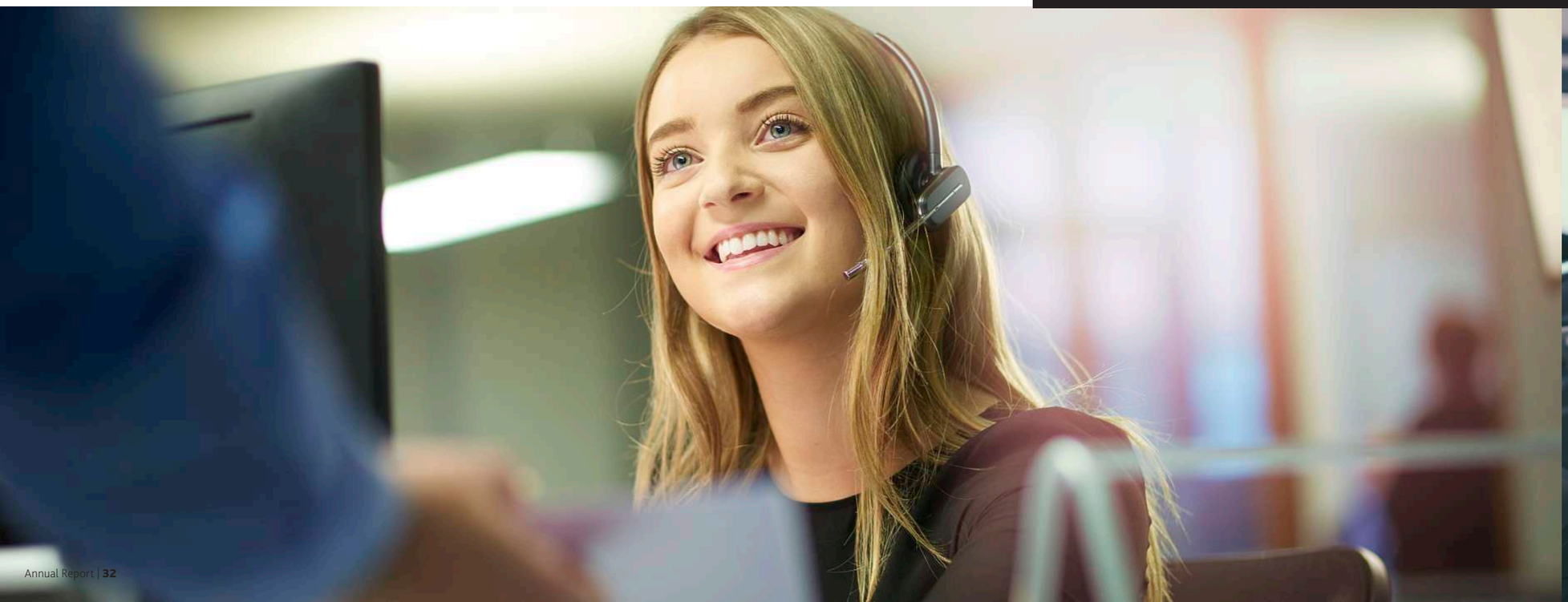
Mechanic of the Future
A unique, one-year course at Van Mossel: Mechanic of the Future. With a focus on the transition to electric vehicles, we train employees to become mechanics. Using new cars, they get to work on complex diagnostics and brand-specific information. Teachers watch via VR goggles.

Information sharing
At Van Mossel, events, developments and innovations take place in rapid succession. To keep everyone informed, employees receive a monthly newsletter highlighting relevant current events at Van Mossel. The newsletter features updates from Eric Berkhof, news about the dealerships, leasing and body repair companies, ongoing campaigns, a calendar of highlights, training courses, awards received and other human interest matters.

Annual Meeting
Every year, Van Mossel organises an annual meeting where colleagues from each country can meet in person. Through formal and informal programmes, directors present the current state of affairs and latest developments, and share other relevant news. Van Mossel also provides an informal, fun and well-provisioned programme with snacks and drinks.

Staff party
Once every two years, Van Mossel throws a big party for all employees and their partners to show appreciation for their hard work, and maintain strong links with each other. A moment of relaxation, conviviality and entertainment for all.

Personnel benefits
Permanent staff enjoy financial benefits, such as when purchasing a car, servicing, car insurance, group health insurance discounts and bicycle lease discounts.





European expansion

Our ambitions
In 2022, we pretty much completed the Benelux strategy. We're making a few final adjustments, but at the same time we're setting our sights on further expansion within Europe.

Our activities
We thoroughly researched the international market and conducted several studies. We examined whether we could also roll out the very successful Benelux synergy model in other countries, and whether we can realise the purchasing and sales advantages across national borders in terms of remarketing. We're thereby expanding our leasing activities internationally, so that international customers can also use a European Van Mossel network.

The positive outcome has already led to the first LOI and contract signing in the UK and Germany. The acquisitions account for a turnover of €203 million (491 FTE) and €266 million (711 FTE). There are also a number of ongoing projects in which we're in talks with interesting parties in Switzerland, France, Spain and Scandinavia.

We're focusing in particular on densely populated and economically strong regions, where there's plenty of business activity in B2B, among other areas. In Germany, this includes the Hamburg or Munich region, the Ruhr region, and in France and Spain the regions surrounding cities such as Paris and Barcelona.



At the heart of the customer

A brand name should mean something, stand for something and evoke a certain feeling. The one-stop-shop principle at Van Mossel is obviously unique, but what is important is the added value. How does the customer experience Van Mossel? Our focus is therefore on the needs of the individual customer rather than on a brand of car. You don't choose a brand, you choose what suits you.

Our work is largely data-driven, and we're steadily developing this working method. It requires us to work closely with our business analysts who understand the business well, and increasingly use dashboards where we can see what's happening online. Our origins are in showrooms, and we still focus on customers who visit them. However, website visitors deserve at least as much attention; after all, they visit our very largest showroom. We take online visitors on a digital customer journey. In the future, we will focus even more on connecting with our customers. As a family business, Van Mossel is literally and figuratively close.

What we achieved in 2021/2022:
Netherlands
- Introduction of cross-brand monthly themed campaigns
- Clear, high-quality brand image
- Hubspot implementation (completed June 2023)
- Insourcing of virtually all online campaigns

Belgium and Luxembourg
- Optimisation of the customer journey on the Dutch-language website of www.vanmossel.be
- National omnichannel media campaigns
- Expansion of the marketing team with overarching expertise and local strengthening of the various brand clusters
- Implementation and expansion of Van Mossel Financial Services with Van Mossel Insurance and Van Mossel Financing
- Focus on the local presence of Van Mossel België in Belgium through a strong, new branding campaign (completed 1st half of 2023)
- Strengthening of local anchoring by achieving more synergy between different clusters and car brands (completed 1st half of 2023)
- Further roll out of employer branding, working with materials in which our own employees are under the spotlight (completed 1st half of 2023)
- Optimisation of the customer experience with in-showroom experiences and original event activations (completed 1st half of 2023)

What we're focusing on in 2023/2024:
Netherlands
- Positioning Van Mossel as a provider of worry-free mobility
- Renewal of Van Mossel TV commercial
- Further development of Van Mossel websites
- Expansion of campaign flows in Hubspot (marketing automation)

Belgium and Luxembourg
- New vision for the vanmossel.be website, focusing on the online journey from a customer perspective. We will emphasise our role as an independent mobility advisor here
- Digitalisation of the customer journey through the further roll out of marketing automation, the implementation of a real-time planner for sales and after-sales, and distinguishing between MQL and SQL
- Integration of strong national partnerships in the activation campaigns using a clear strategy and approach
- Transparent customer communication as the first step to better service, with emphasis on the core value of hospitality

Organisational Structure Division Management

BOARD OF DIRECTORS

Eric Berkhof, CEO Group
Koen Claesen, CEO Belux
Geert Hoek, CFO Group
Jurrie Scholtens, CEO International

SECRETARIAT

Celine Kruk, Executive Secretary
Imani Rike, Executive Secretary
Marie-José de Zwart, Executive Secretary

GROUP MANAGEMENT

Bart van de Molengraft, COO Benelux
Armand van Veen, Director ICLH
Ad van Diepenbeek, Director Autoschade
Kees Berkhof, Director Remarketing/MOC

SHARED SERVICES NETHERLANDS

Mark Wiersma, CFO
Henry Doeze Jager, Tax Director
Gerrit van der Maaten, Director HR
Niels Bekema, Director Legal & Compliance
Anton van Gils, Director Purchasing
Rens Boeren, Director ICT
Wil Giezenaar, Director Marketing

NETHERLANDS

Eric Berkhof, CEO Group
Geert Hoek, CFO Group
Bart van de Molengraft, COO Benelux

FINANCIAL SERVICES

Marc Overgoor, General Director

ENERGY

Bas Huijzer, Division Director

CAR SOLUTIONS

Peter Kerstens, Branch Director

AUTOMOTIVE PARTNER

Timo Bruinekool, Commercial Director
Bertil Burgler, Commercial Director

BODY REPAIR COMPANIES NETHERLANDS

Ad van Diepenbeek, General/Operational Dir.
Edze Posthuma, Commercial Director
Erik van Loon, Finance Director

CAR RETAIL COMPANIES NETHERLANDS

Mark Wiersma, CFO
Kees Berkhof, Director Remarketing/MOC
Bas Huijzer, Division Director
Marco v/d Werken, Division Director
Martijn de Bakker, Division Director
Jeffrey Huizing, Director Aftersales

CAR LEASING COMPANIES NETHERLANDS

Armand van Veen, General Commercial Dir.
Dennis van der Weiden, Operational Dir.
René Schilders, Operational Director
Marco Ravenhorst, Finance Director

FORD/MG/SEAT/MAXUS/AUDI/VW/SKODA DIVISION

Marco v/d Werken, Division Director
Ruud Sparidaens, Finance Director
William Verheijen, Finance Director (Ford)

PEUGEOT/CITROËN/DS/OPEL/FIAT/ ALFA ROMEO/JEEP/ABARTH DIVISION

Martijn de Bakker, Division Director
Stefan de Loos, Finance Director

JLR/HYUNDAI/KIA/RENAULT/NISSAN/DACIA DIVISION

Bas Huijzer, Division Director
William Verheijen, Finance Director

MERCEDES-BENZ/SMART DIVISION

Jeffrey Huizing, General Director
Edwin Dumay, Finance Director

MEGA OCCASION CENTRE DIVISION

Kees Berkhof, Director Remarketing/MOC
Ruud Sparidaens, Finance Director

MERCEDES-BENZ VANS & TRUCKS DIVISION

Jeffrey Huizing, General Manager
Joris ten Brink, Finance Director

INTERNATIONAL

Jurrie Scholtens, CEO International

UNITED KINGDOM

Paul Collier, CEO
James Toothill, CFO

GERMANY

Philip Pfohe, CEO
Andreas Peschel, CFO

BELUX

Eric Berkhof, CEO Group
Koen Claesen, CEO Belux
Geert Hoek, CFO Group
Bart van de Molengraft, COO Benelux

SECRETARIAT

Lien Wouters, Executive Secretary
Valérie Marques, Executive Secretary

SHARED SERVICES BELUX

Nico Verhulst, CFO
Nadine Verhaegen, Director HR
Charlotte Verbrugge, Marketing Manager
Tim van Wunsel, Strategic Marketing
Tim Meersman, Director ICT
Lien Huysmans, Legal & Compliance
Marleen Denoo, Procurement & Facility
Koenraad van Rompay, M&A

FINANCIAL SERVICES

Marc Overgoor, General Director

AUTOMOTIVE PARTNER

Herwin Frickx, Fleet Director

BODY REPAIR COMPANIES BELGIUM

Ad van Diepenbeek, General/Operational Dir.
Bart van Koetsem, Operational Director
Koen Busschots, Finance Director

CAR RETAIL COMPANIES BELGIUM

Koen Claesen, General Manager
Nico Verhulst, CFO
Marc van den Kerkhof, Commercial Dir.
Nordin Abdul Wahab, Director Aftersales

CAR LEASING COMPANIES BELUX

Armand van Veen, General Director
Jan Deknuydt, Commercial Director
Marc Vandenbergh, Operations Director
Wim Batens, Finance Director

MAXUS/MG/NISSAN/SUZUKI/HYUNDAI/KIA DIVISION

Raf Gielis, Division Director
Maarten Jacobs, Finance Director
Veerle Lipkens, Finance Director

PEUGEOT/CITROËN/DS/OPEL ALFA ROMEO/FIAT/JEEP/ABARTH DIVISION

Christophe Van Kelst, Division Director
Rudy Detobel, Finance Director

MB TRUCKS DIVISION

Steven Hellemons, Division Director
Evi Michiels, Finance Director

RENAULT/DACIA DIVISION

Sophie Devos, Division Director
Vincent Rigole, Finance Director

MERCEDES-BENZ DIVISION

Sam Vilain, Division Director
Wendy Warnez, Finance Director

OPEL/VOLVO/JEEP/KIA/CORVETTE/HYUNDAI/ ALFA ROMEO/CHEVROLET MG/MAXUS/SUZUKI/ CADILLAC/ABARTH/FIAT DIVISION LUXEMBOURG

Marc Devillet, General Director
Eric Philippe, Finance Director

FORD/JLR DIVISION

Jerome Vervloet, Division Director
An Dams, Finance Director

USED CAR CENTRES DIVISION

Kees Berkhof, Director Remarketing/MOC
Nico Verhulst, CFO

Figures



Transactions in 2023 (forecast)

Fleet count:
110,000

New	*Used*	*Damage repairs*	*Lease*
92,000	**62,000**	**70,000**	**36,000**

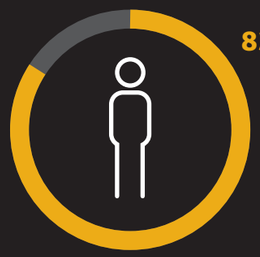


Employees in 2023



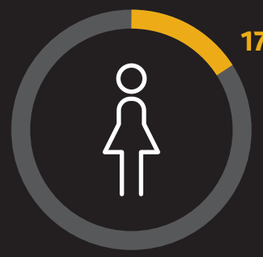
5,059 employees

2022: 4,875



4,204 male

2022: 4,103 | 84%



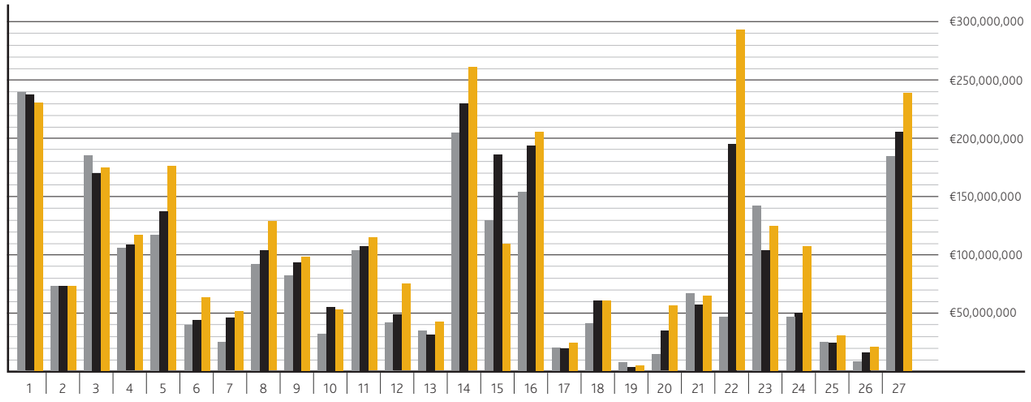
855 female

2022: 772 | 16%

Key figures

Van Mossel Car Retail
Revenue development in car sales

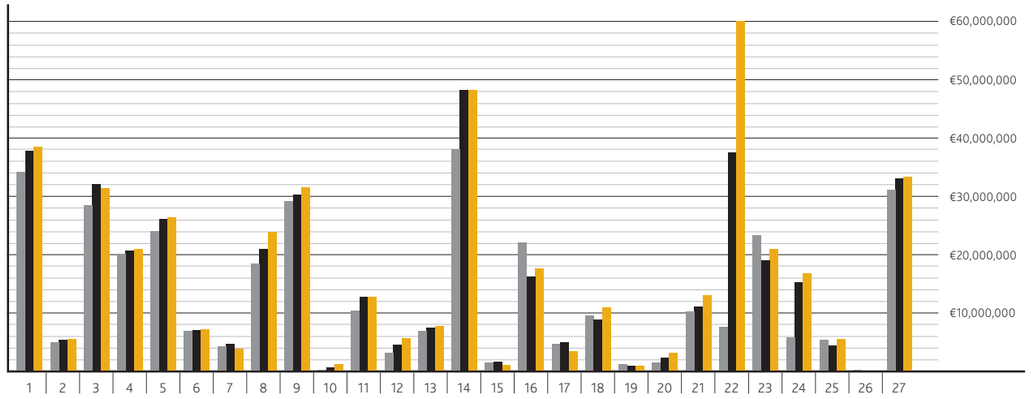
2021: **€ 2,335,990,944** 2022: **€ 2,703,805,007** 2023: **€ 3,158,473,372**



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

Van Mossel Car Retail
Revenue development aftersales

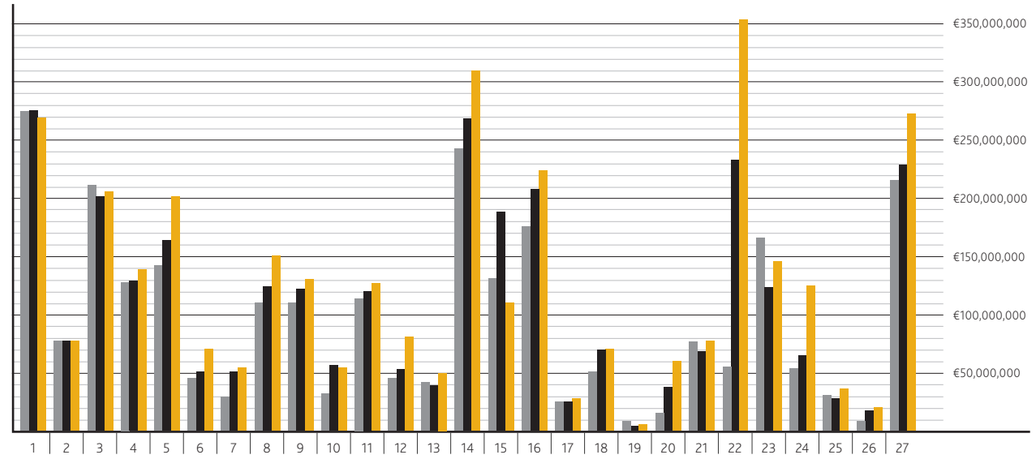
2021: **€ 374,060,753** 2022: **€ 436,499,815** 2023: **€ 473,799,105**



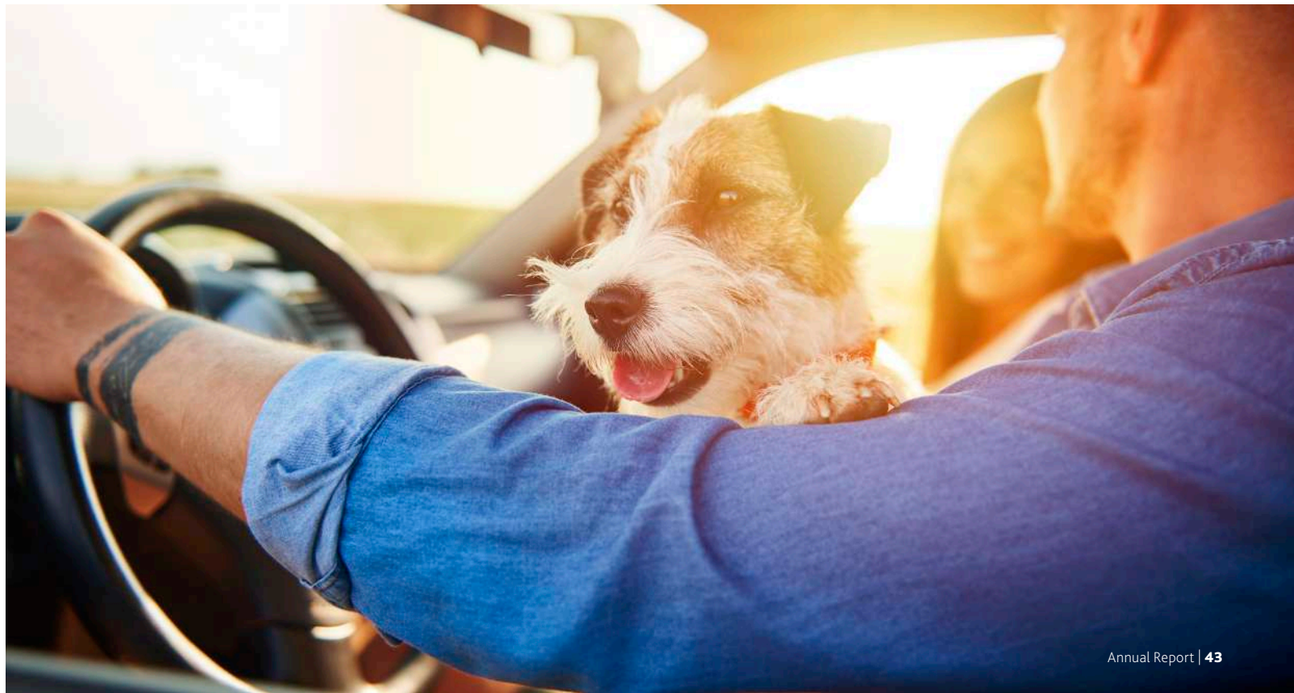
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8 Mercedes-Benz, Smart
9 Mercedes-Benz Vans & Trucks
10 MG
11 Kia
12 Hyundai
13 Jaguar, Land Rover
14 Renault, Dacia, Nissan
15 Mega Occasion Centres
1 6 Peugeot, Citroën, DS
17 Fiat, Jeep, Alfa Romeo, Abarth
18 Renault, Dacia
19 Nissan
20 Kia
21 Opel
22 Mercedes-Benz
23 Ford
24 Hyundai, Suzuki, MG, Maxus, Isuzu
2 5 Jaguar, Land Rover
26 Used Car Centres
2 7 Autopolis

Van Mossel Car Retail
Overall revenue development

2021: **€ 2,710,051,697** 2022: **€ 3,140,304,822** 2023: **€ 3,632,272,477**

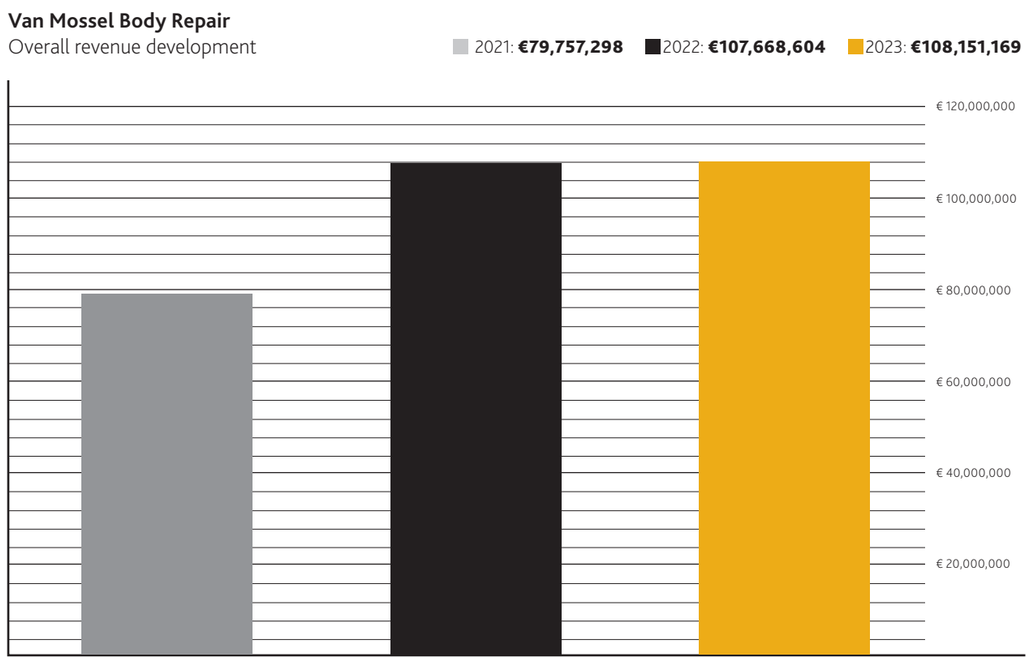


1 Audi, Volkswagen
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3 Ford
4 Opel
5 Peugeot
6 Citroën, DS
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8 Mercedes-Benz, Smart
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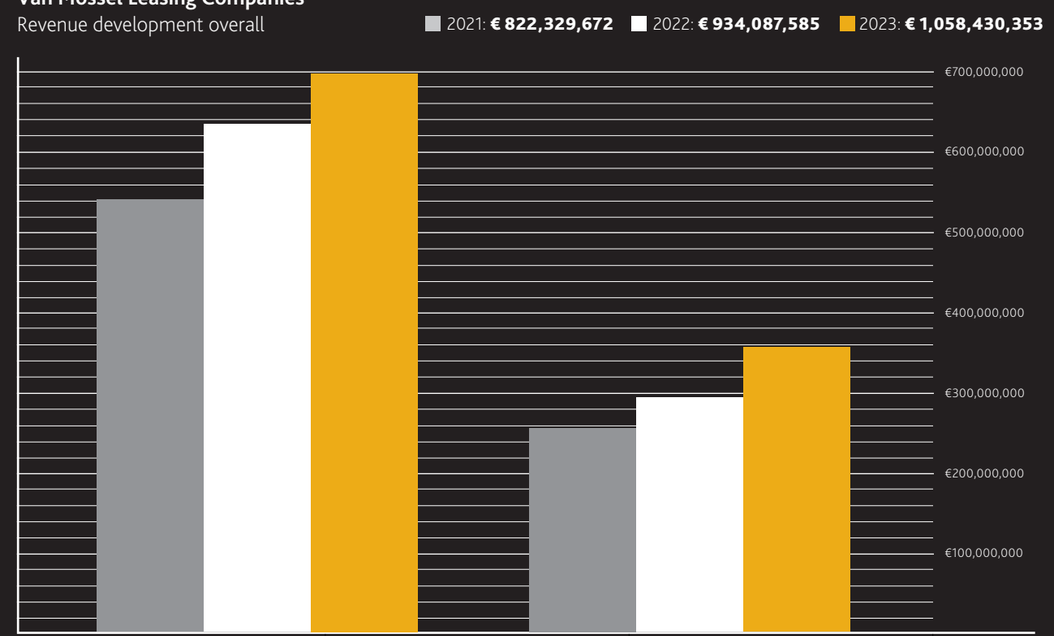




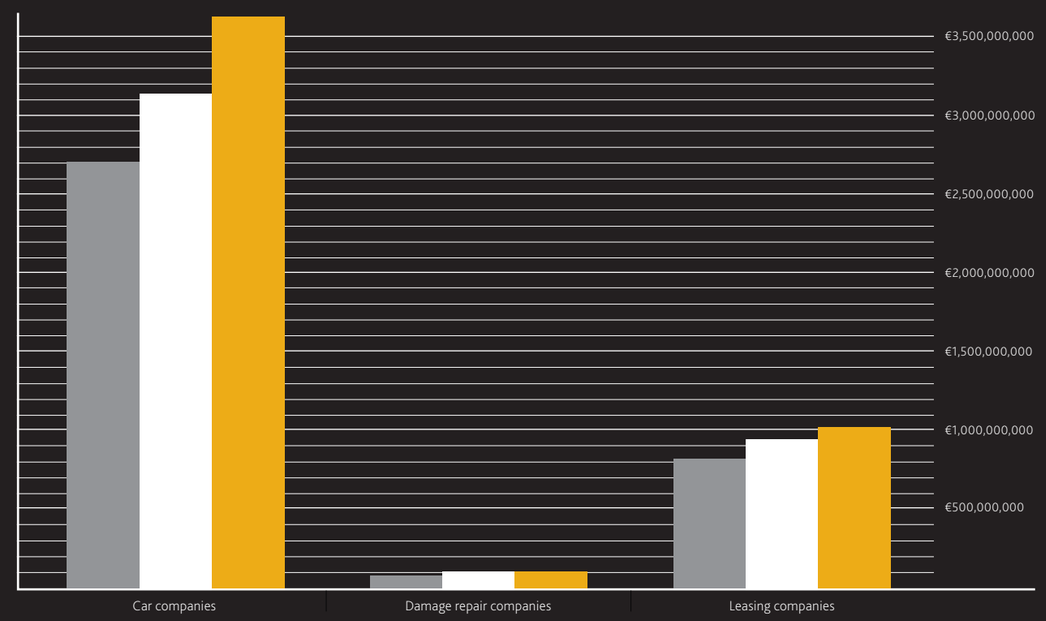
Van Mossel Body Repair
Overall revenue development



Van Mossel Leasing Companies
Revenue development overall



Van Mossel Automotive Group
Overall revenue development



Balances

VAN MOSSEL CAR RETAIL BALANCE SHEET					
(x €1,000)	2022	2021		2022	2021
Goodwill	73,270	43,777	Equity	373,932	300,168
Tangible fixed assets	145,401	122,737	Provisions	1,992	3,590
Financial fixed assets	158,346	143,143	Long-term debt	136,212	126,891
Stock	370,399	318,411			
Debtors & other receivables	178,734	171,056	Creditors & other liabilities	428,638	402,779
Cash	14,625	34,304			
Total assets	**940,774**	**833,428**	**Total liabilities**	**940,774**	**833,428**

VAN MOSSEL BODY REPAIR BALANCE SHEET					
(x €1,000)	2022	2021		2022	2021
Goodwill	1,952	2,086	Equity	27,160	21,518
Tangible fixed assets	14,208	13,108	Provisions	351	391
Financial fixed assets	83	389	Long-term debt	-	-
Stock	2,143	1,359			
Debtors & other receivables	19,437	7,060	Creditors & other liabilities	14,143	10,915
Cash	3,831	8,822			
Total assets	**41,655**	**32,824**	**Total liabilities**	**41,654**	**32,824**

VAN MOSSEL LEASING COMPANY (INTERNATIONAL CAR LEASE HOLDING) BALANCE SHEET					
(x €1,000)	2022	2021		2022	2021
Goodwill	17,002	22,590	Equity	280,008	244,081
Tangible fixed assets	1,801,631	1,560,899	Provisions	29,594	20,200
Financial fixed assets	47,861	36,842	Long-term debt	1,495,110	1,266,765
Stock	12,270	10,133			
Debtors & other receivables	70,792	61,320	Creditors & other liabilities	145,100	161,251
Cash	257	512			
Total assets	**1,949,812**	**1,692,297**	**Total liabilities**	**1,949,812**	**1,692,297**



Profit & Loss Statement

PROFIT & LOSS STATEMENT VAN MOSSEL AUTOMOTIVE GROUP		
(x €1,000)	2022	2021
Net turnover	4,182,061	3,612,139
Cost of goods sold	3,690,194	3,217,675
Gross margin	**491,867**	**394,464**
Operational costs	320,333	274,225
EBITDA	**171,533**	**120,238**
Depreciation	16,029	14,717
EBITDA	**155,504**	**105,521**
Financial income and expense	41,282	35,092
Results before participations	**114,223**	**70,429**
Results from participations	6,126	7,736
Operational result including participations before amortisation of goodwill & tax	**120,349**	**78,165**

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

Notes on the figures

The figures in the annual report are based on the statutory financial statements approved by EY, which have since been filed with the Chamber of Commerce and are also available for inspection at our office. In derogation from the statutory and legal classification of the organisational chart, we have classified our balance sheets by activity for publication and presentation purposes: car dealer-related, lease-related and damage-related.

The balance sheet total for Van Mossel Car Retail increased to €941 million by the end of 2022 (2021: €833 million). This increase in the balance sheet total (and also in earnings) is mainly due to the continued growth (both autonomous and through acquisitions) of activities in Van Mossel Dealer Holding Nederland and the Belgian/Luxembourg activities in Van Mossel Dealer Holding Belux. In addition, the used car market has been developing very well in recent years so that with a higher turnover rate, a higher inventory position is also maintained. With an increase in Equity to €373 million (2021: €300 million), solvency is at 40%, making it extremely healthy and very stable (2021: 36%).

The Van Mossel Lease Companies, united in International Car Lease Holding and International Car Lease Holding Belgium, have a much higher balance sheet total due to the capitalised lease fleet. The balance sheet total increased from over €1,692 million to nearly €1,950 million by 2022 due to the continued growth of the lease fleet. Solvency here, with Equity of €280 million (2021: €244 million), comes in at 14% (2021: 14%) and thus remains at a constant and healthy level.

The balance sheet total of Van Mossel Body Repair increased sharply to €41.6 million (2021: 33 million) due to acquisitions/ growth. Despite the increases in the balance sheet, equity remains relatively high at €27 million (2021: €22 million) and remains in line with the previous year with a solvency of 66%.

Group-wide turnover exceeded €4 billion with EBITDA increasing to €171 million in 2022 (2020: €120 million). Earnings before tax and goodwill amortisation also showed an increase from €78 million in 2021 to over €120 million in 2022.

Up to April 2023, sales and results are above budget due to many back order deliveries, continued growth of our lease fleet and continued operational excellence. This is offset by the sharp increase in interest costs and cost increases. Previous developments combined with an excellent used car market, as in 2022, give management great confidence that 2023 results will match those achieved in 2022.

Developments



Developments

Car companies Netherlands

What we achieved in 2021/2022:

- Stable team, staffing at branches in order and a pleasant working atmosphere
- Full integration of SAM within all brands
- National coverage Premium Service roll out completed
- Roll out of personal learning lines through Van Mossel Academy
- Exploitation of local market by branch management
- Customer satisfaction on target: importer and Subtop country goals achieved, on way to TOP country
- Staff Development: High Potential, Management Guide, advancement
- Process in place to take appearance of branches to next level
- Implementation online tyre shop

What we're focusing on in 2023/2024:

- Customer satisfaction with Aftersales on target, now on way to TOP country
- Improve workplace scheduling to reduce waiting times
- Optimise phone accessibility of branches
- More focus on the Van Mossel App
- Call drip optimisation, 'Called' has been improved. Now full focus on 'Goal' (appointment ratio).
- Cost reduction through efficient cluster cooperation
- Extended commercial vehicle branch opening hours
- Shorter lead time on commercial vehicle deliveries



Developments

Damage repair companies Netherlands

What we achieved in 2021/2022:

- Purchased 100% of two holdings (Bergen op Zoom, Buurmalsen)
- Optimisation of a healthy turnover mix in planning and in work
- Realisation of new branch buildings in Culemborg and start renovation of new Utrecht location
- All locations equipped with new, uniform signage
- Implementation of various innovations such as check wheel geometry, paint mixing machine and implementation of new body shop layout
- Maintaining our lead in the general damages market through investments in companies, equipment and employees
- Training a high number of employees to become car body repair technicians
- Launch of programme 'Enjoyable to work at Van Mossel Body Repair'

What we're focusing on in 2023/2024:

- Optimisation of cooperation within own dealer channel (including wheel repair)
- Retaining staff, recruiting new staff
- Organisation of Small Damage Repair Department and KCC
- Improve lead time for damage repair, especially back orders
- Further optimisation of revenue mix by creating space for fleet owners, among others





Developments

Leasing companies Netherlands & Germany

What we achieved in 2021/2022:

- Milestone: 100,000th lease contract for the leasing companies across the group
- Growth of 9% of International Car Lease Holding (ICLH) fleet in Netherlands
- Growth in order intake ICLH to 21,750 orders (8% higher than peak year 2021)
- High back order positions due to high order intake (combined with longer delivery times)
- Growth of portfolios of SMEs, Van Mossel Privé Lease and large corporate market
- Launch of new website Van Mossel Privé Lease
- Ongoing successful promotions DirectLease Nederland and Van Mossel Privé Lease
- Score of 8 on customer satisfaction survey of customers & company car drivers
- Sharp increase in synergy for maintenance, damage repair, delivery within the group (Premium Service)
- Fleet growth Shortlease; utilisation rate >90% due to commercial successes, strong operation and good purchasing
- Successful partnership with Van Mossel Financiële Diensten, especially Financial Lease
- Commercial Vehicle Lease: successful boost with Aftersales Coordinator
- Successful customer events/knowledge sessions on transition to EVs
- Presenting customers new mobility solutions: Bicycle Lease, Mobility Card and Budget
- Opening and immediate growth of Van Mossel Autolease branch in Nijmegen
- Strong growth in Germany from stable organisation with high customer satisfaction

What we're focusing on in 2023/2024:

- Accelerating the many initiatives and projects to become faster, more efficient and more customer-friendly
- Improving information to customers about long delivery times of new cars and waiting times for repair, maintenance and damage repair

Developments

Overarching services Van Mossel Car Solutions Nederland

What we achieved in 2021/2022:

- Construction of >120 refrigerated trucks in•house
- Increased focus on commercial vehicle dealers in both the Netherlands and Belgium, provided various dealers with training and demo materials
- Cooperation with Van Mossel Vans & Trucks intensified
- Recertification Gold Partner 3M successfully completed
- Recertification PON and Snoeks "Double Cabs" successfully completed
- Some large transportation companies added as new customers for damage repair
- Mechanics trained in working with electric vehicles

What we're focusing on in 2023/2024:

- Further elaboration of Car Solutions expansion plan in Rotterdam region
- Expanding staff competencies on EVs with training
- Construction of >250 refrigerated trucks in•house
- Upgrade/replace ERP package for more automated planning, including e-store configuration tool
- Major construction order from De Mandemakers Groep (DMG) to expand the De Keukenman fleet
- Construction of two complete LHV combinations for Home Fashion Group
- Investment in machinery: one new saw/milling machine replacing four old machines
- Building body work for the first Electric Actros Truck for DMG

Developments

Overarching services Van Mossel Financiële Diensten Nederland

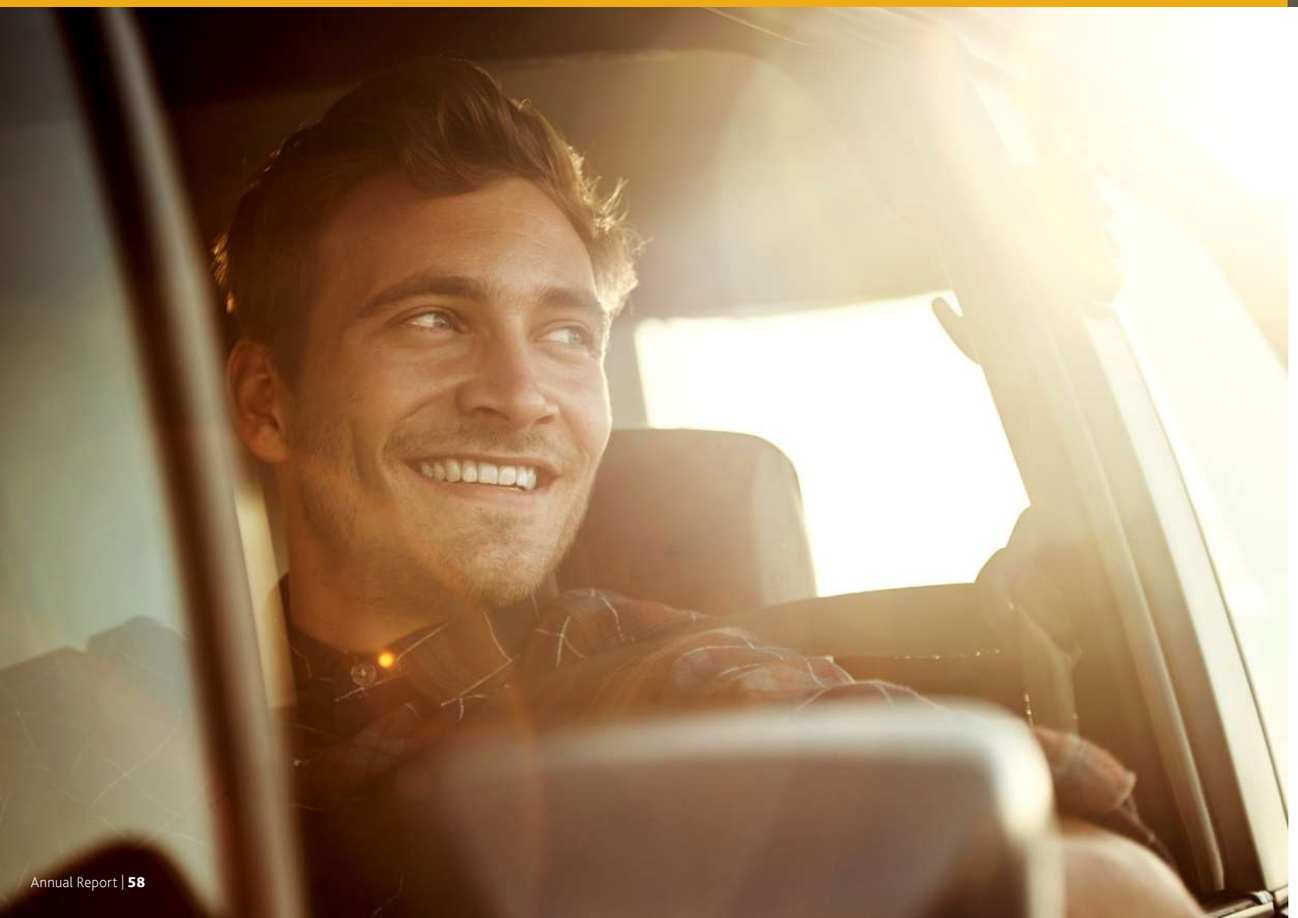
What we achieved in 2021/2022:

- Significant growth in quotations and financing portfolios (Financial Lease and instalment plan)
- Explosive growth in the number of new Van Mossel car insurance policies taken out
- Significant growth in the volume of claims work transferred from Van Mossel Car Insurance to Van Mossel Autoschade Groep
- Operational Excellence: increased efficiency, including the number of contracts per FTE, first time right percentage and straight through processing
- Linked the Van Mossel Financial Services contract management system with the Van Mossel Automotive Group data warehouse
- Set up Hubspot in collaboration with Marketing Department for existing customer propositions

What we're focusing on in 2023/2024:

- Further integration of strategic partners' processes and systems
- Active acquisition within the existing customer portfolio for financial service products, optimisation of Marketing Automation
- Expansion of online sales channel based on financial services propositions
- Unification and automation of status updates for financing requests to the sales organisation
- Increase volume and conversion of online leads





Developments

Overarching services Van Mossel Energie Nederland

Van Mossel is adding new expertise to its activities with the new business unit 'Van Mossel Energie' as of 2023. Rapid electrification requires modifications to the infrastructure of public charging stations. Van Mossel is fulfilling its role.

Ambition

Van Mossel is in favour of mobility for everyone. The final missing link is the facilitation of charging infrastructure and solutions. Van Mossel Energie's ambition is to completely unburden consumers in the field of electric vehicles. It has to be worry-free, and remain so. We will do this by putting the user first. Everything will be approached from the customer's perspective and their ideal and personal customer journey. Van Mossel Energie both caters to private customers and unburdens its corporate clients and business drivers.

Our activities

In May 2023, the business unit was launched. The customer is given all the information related to a charging solution, with national coverage and transparency throughout the process. From the physical showrooms, the business field service and Van Mossel Leasing Companies, the customer is guided throughout the entire process. The virtual showroom and online selection tool on the website enable customers to find a suitable charging solution.



Developments

Overarching services Van Mossel Automotive Partner Nederland

What we achieved in 2021/2022:

- Integration of Renault, Dacia, Nissan & Hyundai brands
- 10% volume growth
- Collaboration between brand managers improved
- Expansion of growth potential in partnership with VMAP Belux

What we're focusing on in 2023/2024:

- Implementing the Maxus Commercial Vehicles brand
- Further expansion of the Large & Automotive Accounts team
- Automation of delivery times in leasing systems
- Optimisation of order process and delivery process
- Reduce response time to <4.5 hours
- Optimisation of SAM/CRM process

Developments

Car dealerships Belgium & Luxembourg

What we achieved in 2021/2022:

- More focus on used cars and used cars organisation
- Customer satisfaction with sales and aftersales on the rise
- Increase in productivity at workplaces
- Start-up of Premium Service in 13 workshops
- Optimisation of cluster and divisional structure
- Digitalisation of various processes
- Finalisation and start-up of numerous remodelling projects

What we're focusing on in 2023/2024:

- Improving used cars supply & sales in a number of clusters
- Achieving customer satisfaction scores within the top 3 for each brand
- Actively offering our insurance, financing and maintenance contracts when selling both new and used cars
- Central warehouse configuration
- Local marketing by branch management
- Increase delivery speed of new and used cars

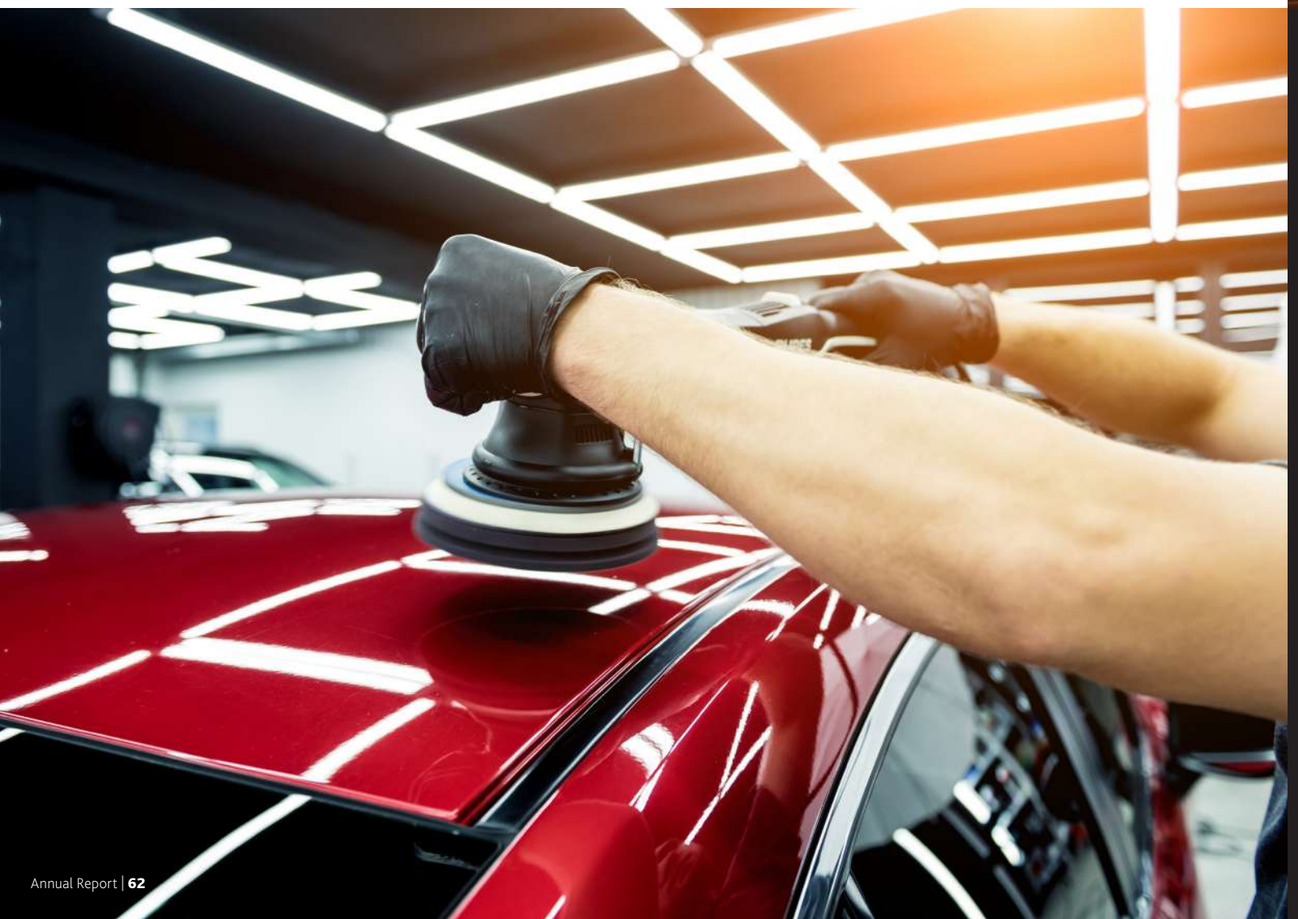


Developments
Body shops Belgium & Luxembourg

What we achieved in 2021/2022:
- Centralisation of individual databases into one Body Shop Management System
- Centralisation of administrative organisation
- New construction of Van Mossel Body Repair Aarselaar branch; relocation of Van Mossel Body Repair Kontich branch
- Remodelling of Van Mossel Body Repair branch
- Optimisation of cooperation with in-house leasing companies
- Strengthening of cooperation with own dealer network
- Start-up of implementation of air-drying paints to reduce energy costs

What we're focusing on in 2023/2024:
- Further optimisation of workplace utilisation
- Retention of existing staff and recruitment of new staff
- Optimisation of fleet management to reduce costs
- Digitalisation of reports
- Start-up of Customer Contact Centre
- Remodelling of other branches
- Integration of new branches
- Achieving cooperation/synergy between Dutch and Belgian body shops





Developments
Leasing companies Belgium & Luxembourg

What we achieved in 2021/2022:
- Milestone: 100,000th lease contract for the leasing companies across the group
- Very strong growth in 2022 and good projections due to strong backorder position
- New business 2022: >415 customers, accounting for >1,950 orders
- Orientation toward own dealer network increased to 63.5% in BeLux
- Close cooperation between Lease and Fleet teams
- Driving fleet in Luxembourg exceeds 1,700 contracts
- Steering toward Van Mossel Body Repair for body repairs over 80%
- Growth in Short lease & Rent to 1,500 vehicles
- Opening of Remarketing and Rental hub at Van Mossel Body Repair Aartselaar to strengthen synergy
- Roll out of product Warranty and Assistance for used cars and Maintenance Contracts

What we're focusing on in 2023/2024:
- Focus on delivery vehicles
- Collaboration with our dealerships
- Push reporting and proactive communication to customers
- Further focus on customer orientation across all departments
- Further direction to our Van Mossel Dealers (Premium Service) on maintenance and tyre changes
- Further digitalisation of our services through the Van Mossel app

Developments

Overarching services Van Mossel Automotive Partner Belgium & Luxembourg

What we achieved in 2021/2022:

- Expansion of the East and West Flanders branches of the team
- Optimisation of team collaboration internally (internal sales) and externally (external sales)
- Continued development of customers acquired in 2021 and 2022
- Optimisation of cooperation with in•house clusters and dealers
- Introduction of Premium Service on the market and offering it to large fleet owners

What we're focusing on in 2023/2024:

- Integration of colleagues from East and West Flanders in the team
- Continued development of the new CRM tool Tharkay
- Further development of newly acquired customers in 2021 and 2022
- Segmentation of existing customers into Key and Focus Accounts
- Proactively offering Premium Service to large fleet owners
- Finalising the 'One Voice' Project

Branches



Address list

Van Mossel Automotive Group

Van Mossel Shared Services	Jan Vestersstraat 1	5145 MA Waalwijk
Van Mossel Financiële Diensten	Jan Vestersstraat 1	5145 MA Waalwijk
Van Mossel Automotive Partner	Van Iersel en Witloxweg 2	5145 MB Waalwijk
Van Mossel Logistiek	Van Iersel and Witloxweg 2	5145 MB Waalwijk
Van Mossel Car Solutions	Hectorstraat 7	5047 RE Tilburg

Cluster Volkswagen/Audi

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

Cluster Seat/Škoda

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

Cluster Alfa Romeo/Jeep/Fiat/Abarth/Fiat Professional

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

Cluster Van Mossel Peugeot/Citroën/DS

Van Mossel Citroën DS Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam
Van Mossel Peugeot Amstelveen	Bouwerij 6	1185 XX Amstelveen
Van Mossel Peugeot Amsterdam North	Johan van Hasseltweg 65	1021 KN Amsterdam
Van Mossel Peugeot Amsterdam Zuid-Oost	Klokkenbergweg 29	1101 AK Amsterdam
Van Mossel Peugeot Heemstede	Cruquiusweg 37C	2102 LS Heemstede
Van Mossel Peugeot Leiden-Leiderdorp	Van der Valk Boumaweg 2	2352 JC Leiderdorp
Van Mossel Peugeot Lisse-Hillegom	Arnoudstraat 18	2182 DZ Hillegom
Van Mossel Peugeot Citroën Heemskerk	Rijksstraatweg 54	1964 LK Heemskerk
Van Mossel Peugeot Citroën Purmerend	Vleetstraat 15-17	1446 AP Purmerend
Van Mossel Peugeot Citroën Zaandam	Kleine Tocht 22	1507 CB Zaandam
Van Mossel Peugeot Citroën Hoorn	De Marowijne 59	1689 AR Zwaag
Van Mossel Peugeot Citroën DS Alkmaar	Helderseweg 55B	1817 BB Alkmaar

Cluster Van Mossel Hyundai

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 Hyundai Emmen	Phileas Foggstraat 33	7825 AK Emmen

Cluster Van Mossel Kia

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

Cluster Van Mossel Jaguar/Land Rover

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

Cluster Van Mossel Mercedes-Benz/Smart

Van Mossel Gouda	Grote Esch 50	2841 MJ Gouda
Van Mossel Rotterdam (Autostrada)	Autolettestraat 4	3063 NP Rotterdam
Van Mossel Rotterdam (Charlois)	Driemanssteeweg 690A	3084 CB Rotterdam
Van Mossel Rotterdam (Spaanse Polder)	Schuttevaerweg 20	3044 BB Rotterdam

Cluster Van Mossel Mercedes-Benz commercial vehicles

Van Mossel Vans & Trucks Dordrecht	Heliotroopring 40	3316 KG 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

Cluster Van Mossel Ford

Van Mossel Ford Den Bosch	Afrikalaan 2	5232 BD 's-Hertogenbosch
Van Mossel Ford Eindhoven	Meerenakkerweg 3A	5652 AR Eindhoven
Van Mossel Ford Helmond	Varenschut 17J	5705 DK Helmond
Van Mossel Ford Roermond	Sodaweg 3	6049 CM Roermond/Herten
Van Mossel Ford Tilburg	Kraaivenstraat 20	5048 AB Tilburg
Van Mossel Ford Veghel	Vanderlandelaan 1	5466 RE Veghel
Van Mossel Ford Waalwijk	Van Andelstraat 11	5141 PB Waalwijk
Van Mossel Ford Weert	Edisonlaan 5	6003 DB Weert
Van Mossel Ford Roosendaal	Belder 34	4704 RK Roosendaal
Van Mossel Ford Breda	Minervum 7001C	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

Cluster Van Mossel Isuzu

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

Cluster Van Mossel Opel

Van Mossel Opel Den Bosch	Afrikalaan 2	5232 BD 's-Hertogenbosch
Van Mossel Opel Oosterhout	De Boedingen 8	4906 BA Oosterhout
Van Mossel Opel Tilburg	Kraaivenstraat 8	5048 AB Tilburg
Van Mossel Opel Veghel	Vanderlandelaan 1	5466 RE Veghel
Van Mossel Opel Middelharnis	De Hofjes 42	3241 ML Middelharnis
Van Mossel Opel Roosendaal	Bredaseweg 243	4705 RN Roosendaal
Van Mossel Opel Goes	Pearyweg 19	4462 GT Goes
Van Mossel Opel Breda	Minervum 7001A	4817 ZL Breda
Van Mossel Opel Terneuzen	Handelspoort 8	4538 BN Terneuzen
Van Mossel Opel Hulst	Evenaar 1	4561 PG Hulst
Van Mossel Occasions Breda	Minervum 7001	4817 ZL Breda

Cluster Van Mossel MG/Maxus

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 GLD
Van Mossel Maxus Amsterdam	Pieter Braaijweg 2	1114 AJ Amsterdam
Van Mossel Maxus Breda	Minervum 7001 B	4817 ZL Breda
Van Mossel Maxus Nijmegen	Rietgraaf 5	6678 PJ Oosterhout GLD
Van Mossel Maxus Rotterdam	Bergweg-Zuid 102	2661 CV Bergschenhoek
Van Mossel Maxus Goes	Eberhardtweg 2	4462 HH Goes
Van Mossel Maxus Groningen	Odenseweg 1	9723 HA Groningen
Van Mossel Maxus Nijmegen	Rietgraaf 5	6678 PJ Oosterhout (GLD)
Van Mossel Maxus Purmerend	Vleetstraat 15-17	1446 AP Purmerend
Van Mossel Maxus Roermond	Sodaweg 3	6049 CM Roermond/Herten
Van Mossel Maxus Rotterdam	Koperstraat 18	3067 GL Rotterdam
Van Mossel Maxus Tilburg	Kraaivenstraat 4	5048 AB Tilburg
Van Mossel Maxus Utrecht	Kate Ter Horstsingel 1	3543 WB Utrecht
Van Mossel Maxus Zwolle	Oude Meppelerweg 2	8024 AB Zwolle

Cluster Van Mossel Renault/Dacia/Nissan

Van Mossel Nissan Amsterdam	Schepenbergweg 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 (South)	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	Krakow 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 Roosendaal	Belder 34	4704 RK Roosendaal

Cluster Van Mossel Occasion Centrum

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

Cluster Van Mossel Autoschade

Van Mossel Autoschade Middelburg	Klarinetweg 4	4337 RA Middelburg
Van Mossel Autoschade Alkmaar	Koelmalaan 67	1812 PR Alkmaar
Van Mossel Autoschade Amsterdam - Lijnden	Sydneystraat 12	1175 GN Lijnden
Van Mossel Autoschade Goes	Scottweg 2	4462 GS Goes
Van Mossel Autoschade Breda	Konijnenberg 101	4825 BC Breda
Van Mossel Autoschade Den Haag	Vrij-Harnasch 118	2635 BZ Den Hoorn
Van Mossel Autoschade Eindhoven	Steenoven 7	5626 DK Eindhoven
Van Mossel Autoschade Groningen	Osloweg 122A	9723 BX Groningen
Van Mossel Velgenherstel	Energieweg 5	5527 AH Hapert
Van Mossel Autoschade Hengelo	Binnenhavenstraat 87	7553 GH Hengelo
Van Mossel Autoschade High Tech Rotterdam	Driemanssteeweg 690C	3084 CB Rotterdam
Van Mossel Autoschade High Tech Zwolle	Nervistraat 3	8013 RS Zwolle
Van Mossel Autoschade Hoorn	De Marowijne 55	1689 AR Zwaag
Van Mossel Autoschade Nijmegen	Rietgraaf 5A	6678 PJ Oosterhout GLD
Van Mossel Autoschade Oirschot	De stad 1C	5688 NX Oirschot
Van Mossel Autoschade Roosendaal	Belder 100	4704 RK Roosendaal
Van Mossel Autoschade Rotterdam	Driemanssteeweg 690D	3084 CB Rotterdam
Van Mossel Autoschade Tilburg	Ringbaan Noord 65	5046 AA Tilburg
Van Mossel Autoschade Bergen op Zoom	Marconilaan-Noord 63	4614 HB Bergen op Zoom
Van Mossel Autoschade Utrecht	Kernkade 36	3542 CH 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	8013 NA Zwolle
Van Mossel Autoschade Culemborg	Pascalweg 29	4104 BE Culemborg

Cluster International Car Lease Holding

DirectLease Belgium	Noordersingel 19	B-2140 Antwerp
DirectLease Germany	Am Seestern 4	D-40547 Düsseldorf
DirectLease Nederland	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 Belgium	Noordersingel 19	B-2140 Antwerp
J&T Autolease Nederland	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 Deerlijk	Kleine Tapuitstraat 18	B-8540 Deerlijk
Westlease Namur	Avenue d'Ecolys 2Bte 20	B-5020 Suarlée (Namur)
Westlease Luxembourg	Zone d'activités Bourmicht	L-8070 Bertrange

Cluster Van Mossel Automotive Group Belux

Van Mossel Shared Services	Noordersingel 19	B-2140 Antwerp
Van Mossel Shared Services	Bisschoppenhoflaan 515	2100 Deurne

Cluster Van Mossel Opel

Van Mossel Opel Antwerp	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	3960 Bree
Van Mossel Vervloet Opel Lier	Marnixdreef 2	2500 Lier

Cluster Van Mossel Alfa Romeo/Jeep/Fiat/Abarth/Fiat Professional

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

Cluster Van Mossel Peugeot/Citroën/DS/Kia/Nissan

Van Mossel Citroën Genk	Evence Coppéelaan 90	3600 Genk
Van Mossel Peugeot Citroën DS Hasselt	Hellebeemden 2A	3500 Hasselt
Van Mossel Kia Lier	Marnixdreef 2	2500 Lier
Van Mossel Nissan Kia Hasselt	Hellebeemden 4	3500 Hasselt
Van Mossel Citroën Peugeot, Kia Sint-Truiden	Luikersteenweg 94	3800 Sint-Truiden
Van Mossel Citroën Peugeot Tongeren	Maastrichtersteenweg 463	3700 Tongeren
Van Mossel Peugeot Genk	Evence Coppéelaan 90	3600 Genk
Van Mossel Van Kelst Citroën 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	Betekomsesteenweg 114-116	3200 Aarschot
Van Mossel Van Kelst Citroën Peugeot Diest	Leuvensesteenweg 160	3290 Diest
Van Mossel Nissan Tongeren	Maastrichtersteenweg 465	3700 Tongeren
Van Mossel Peugeot Citroën Zonhoven	Waardstraat 6	3520 Zonhoven

Cluster Van Mossel Used Cars

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

Cluster Van Mossel Mercedes-Benz/Smart

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

Cluster Van Mossel Carrosserie

Van Mossel Carrosserie Aartselaar	Boomsesteenweg 39	2630 Aartselaar
Van Mossel Carrosserie Oudsbergen	Betonweg 12	3670 Oudsbergen
Van Mossel Carrosserie Hasselt	Hellebeemden 6A	3500 Hasselt
Van Mossel Carrosserie Turnhout	Steenweg op Gierle 355	2300 Turnhout
Van Mossel Carrosserie Schriek	Schriekstraat 114	2223 Schriek (Heist op den Berg)
Van Mossel Carrosserie Brasschaat	Kapelsesteenweg 76	2930 Brasschaat
Van Mossel Carrosserie Deurne	Bisschoppenhoflaan 515	2100 Deurne
Van Mossel Carrosserie Mechelen	Antwerpsesteenweg 273	2800 Mechelen
Van Mossel Carrosserie Leuven	Brusselsesteenweg 57	3020 Herent
Van Mossel Vereenooghe Carrosserie Bruges	Pathoekeweg 40	8000 Bruges
Van Mossel Vereenooghe Carrosserie Ypres	Zwaanhofweg 8	8900 Ypres
Van Mossel Vereenooghe Carrosserie Jabbeke	Vlamingveld 5	8490 Jabbeke

Cluster Van Mossel Ford

Van Mossel Denayer Ford Deurne	Bisschoppenhoflaan 515	2100 Deurne
Van Mossel Permeke Ford Antwerp	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 Leuven
Van Mossel Autopolis Ford Zaventem	Leuvensesteenweg 438	1930 Zaventem
Van Mossel Deprince Ford Lier	Mechelsesteenweg 258	2500 Lier

Cluster Van Mossel Hyundai/Maxus/MG/Suzuki

Van Mossel Hyundai Brasschaat	Kapelsesteenweg 76	2930 Brasschaat
Van Mossel Hyundai Maxus MG Deurne	Bisschoppenhoflaan 515	2100 Deurne
Van Mossel Hyundai Wilrijk	Boomsesteenweg 501	2610 Wilrijk
Van Mossel Hyundai Maxus Mechelen	Antwerpsesteenweg 273	2800 Mechelen
Van Mossel Hyundai Maxus MG Suzuki Zaventem	Leuvensesteenweg 438	1930 Zaventem
Van Mossel Hyundai Suzuki Isuzu Groot Bijgaarden	Pastoor Cooremansstraat 1	1702 Groot Bijgaarden
Van Mossel MG Antwerp	Ijzerlaan 1	2060 Antwerp
Van Mossel Servayge Oudenaarde	Industriepark de Bruwaan 55	9700 Oudenaarde
Van Mossel Servayge Zwevegem	Avelgemstraat 107b	8550 Zwevegem
Van Mossel Servayge Zwevegem	Avelgemstraat 158	8550 Zwevegem
Van Mossel Servayge Gent	Achilles Heyndrickxlaan 1	9050 Gent
Van Mossel Servayge Deinze	Emiel Clauslaan 45	9800 Deinze
Van Mossel Servayge Menen	Bruggestraat 568	8930 Menen

Cluster Van Mossel Jaguar/Land Rover

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

Cluster Van Mossel Renault/Dacia

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 Used Cars	Brugsesteenweg 40	8520 Kuurne

Cluster Luxembourg

Autopolis S.A., Multibrand	Rue des Mérovingiens, Z.A.I. Bourmicht 9	L-8070 Bertrange
Autopolis S.A. Schadebedrijf/Carrosserie	Rue du Puits Romain 4	L-8070 Bertrange
Autodis	ZI Um Monkeler - Op Den Drieschen 18	L-4149 Esch-sur-Alzette



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