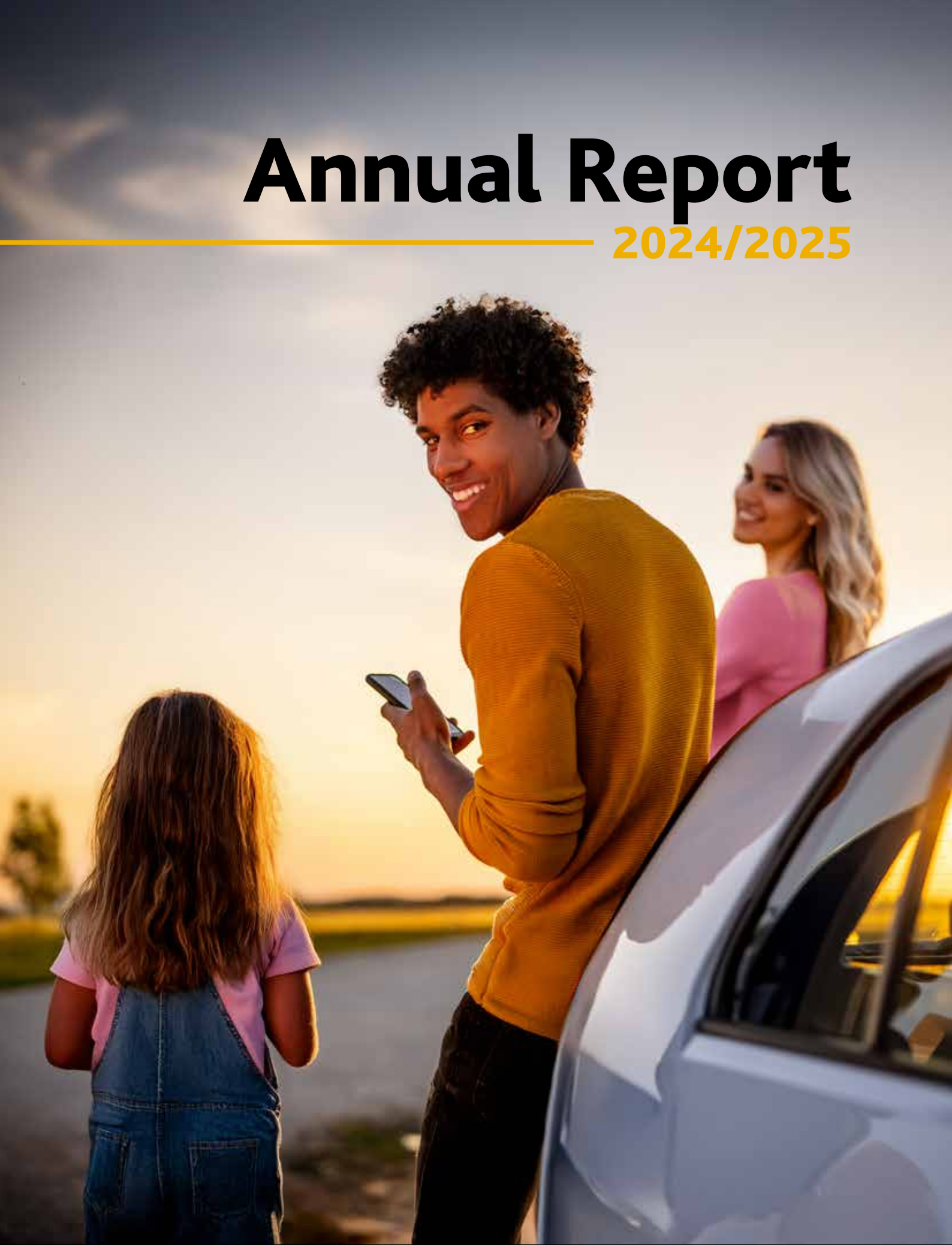
Annual Report

2024/2025



Van Mossel



Eric Berkhof
Chief Executive Officer
Van Mossel Automotive Group

Foreword

I am proud to present to you the 10th edition of our annual report, a special moment in our journey of more than 75 years. It is an opportunity not only to look back on the achievements of the past year, but also to look ahead towards a successful future, building on the solid foundation we have established over the past 75 years.

The past year has been one of rapid changes and new opportunities in the world of mobility. The automotive industry has faced global trends, geopolitical tensions and economic challenges, but the year also brought many opportunities. Sustainable mobility was at the heart of it all, and we took full advantage of that. The shift towards electric vehicles, stricter environmental regulations and changing consumer preferences are factors that influenced the market. Despite these dynamics, Van Mossel Automotive Group has maintained its course, continuing to grow as a leading mobility partner and as a result, achieving fourth position in Europe.

In a rapidly changing world, we have optimised our services. From expanding our supplier base to improving our logistics. This allows us to respond quickly to the changes that present themselves. We have also further expanded Van Mossel Energy, in order to provide the best possible support to our customers as they transition to sustainable mobility. This includes offering integrated charging solutions and renewable energy.

The past year also marked a number of important steps in our international growth. In July 2024, we expanded our presence to Denmark by acquiring Mercedes-Benz Copenhagen. This was an important milestone in our expansion, which also gives us a strategic position in Scandinavia. Van Mossel also further strengthened its position in West Flanders by acquiring two Renault-Dacia garages and increasing its stake in Devos-Capoen from 50% to 100%. These strategic moves represent important progress in our growth and have strengthened our presence in the region.

In early 2025, we completed another major acquisition: Nord-Ostsee Automobile in Germany. This acquisition includes as many as 40 branches across the regions of Hamburg, Schleswig-Holstein, Berlin/Brandenburg and Hanover. The acquisition includes 38 dealerships and 2 damage repair companies, establishing a firm presence in the German market.
Our biggest announced acquisition ever took place in spring 2025, when we added LöhrGruppe, one of the largest automotive groups in Germany, to our portfolio. LöhrGruppe, founded in 1892, is one of the ten largest car dealer groups in Germany and has an excellent reputation in Europe's largest car market. The company has 35 operating dealerships for the Volkswagen, Volkswagen

Commercial Vehicles, Audi, Porsche, Škoda, SEAT and CUPRA brands, spread over 14 locations. This acquisition significantly strengthens our position in Germany, a crucial market for our pan-European growth strategy. The transaction is now being submitted to the competition authorities and is expected to be completed in the summer of this year.

We also further strengthened our brand portfolio in the Netherlands. We are proud to have added the Alpine and the ever-popular Volvo to our range. Both brands contribute to the further growth of Van Mossel and strengthen our market position in the Benelux.

Our broad range of services and strategic acquisitions have enabled us to continue growing as Van Mossel, which in turn has led to a significant increase in sales and profits. We have noticed that an increasing proportion of our income now stems from recurring sources, such as leasing, after-sales services, and damage repairs, which provides more long-term stability.

In 2024, we also launched 'One Van Mossel', an initiative aimed at improving collaboration between our business units in Europe. This enables us to provide even better service to our customers and partners and respond faster to changes in the market. Behind the scenes, we have simplified our structure, which has made us more efficient and better prepared for future developments.

We are also investing in our staff, offering both technical and leadership training to keep us at the forefront of knowledge and expertise. And we are well prepared for the new EU regulations on sustainability and reporting.

The future of the automotive industry is in a state of flux and we are determined not only to keep up with these changes, but to actively lead them. We remain alert to opportunities and potential risks so that we can continue to operate flexibly and create value for our customers and partners. Sustainability and corporate responsibility remain our main focal points.

Being able to do what we love most every day is an enormous blessing: communicating our passion and expertise to our customers and business relations. After all, they are the reason we exist, and without them, Van Mossel would not be possible. I would therefore like to take a moment to thank all our employees for their tireless efforts. I am also hugely grateful to my business partner Ben Mandemakers, my brother Kees, our business advisers and friends. Of course, I would also like to thank my partner Corine and our children for their unconditional support.

Our mission is clear: we remain fully committed to a strong Van Mossel. Guided by our 'everything-under-one-roof formula', our aim is to offer total support to our customers from A to Z. Customer satisfaction is always our top priority and we want our customers to know that they can always rely on us for the best possible service and support.



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General

Profile

Van Mossel Automotive Group
Over the past 75 years, Van Mossel Automotive Group has grown to become a leading player in the automotive sector in Europe. Including the latest acquisition, the company has 567 branches in the Benelux, Germany, France, the UK and Denmark. Van Mossel Automotive Group is a dealer of dozens of leading brands. It also operates multiple Mega Used Car Centres (used car branches) and its own chain of damage repair companies. In addition, the group offers various services within our 'everything-under-one-roof formula', such as insurance, financing, signing/installation/bodywork and energy. International Car Lease Holding, one of the top leasing companies in the Netherlands with a fleet of 130,000 vehicles, is also part of Van Mossel Automotive Group. With more than 10,000 employees, the group's annual turnover is €8.5 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 this annual report.

Van Mossel Car Retail
Van Mossel Automotive Group represents 48 leading car brands. New as well as used vehicles of these brands are available in our showrooms. The Mega Used Car Centres supply used cars, both from the brands we represent as well as others.



Van Mossel Body Repair
Van Mossel Autoschade Groep comprises a network of 49 branches in the Benelux, Germany and Denmark. Whether it concerns major damage, minor damage, paint damage or a broken window, each vehicle is repaired in accordance with the manufacturer's guidelines. The brand warranty also always applies, ensuring that the value of the vehicle does not depreciate.

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. DirectLease does this by offering an internet proposition (providing an instant online price calculation and guaranteed fast turnaround so you know exactly where you stand).

Van Mossel Car Leasing does this through a dealer-related proposition (short lines between the branches of our car company and our leasing company) or a universal proposition by J&T Autolease (offering all brands). The leasing companies are represented in the Benelux and Germany. The leasing customer can visit local leasing branches as well as any dealership.

We also cater to short-term mobility needs through Van Mossel Shortlease & Rent. Thanks to our extensive rental fleet, we offer a solution for the temporary mobility needs of both our private and business customers. This may include short-term leasing, rental or loan cars. The fleet consists of cars supplied by the car dealers within our group, which are repaired and maintained within our own network.

Core values

Hospitality
Taking care of customers/guests and offering them genuine attention, with the aim of making them feel as welcome as possible.

Driven
Inspired, animated, enthusiastic, passionate and motivated.

Distinctive
Offering more than expected, making a positive impression; being creative and innovative.

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

Result-oriented
Actions and decisions focused on achieving goals despite problems, distractions or setbacks. This also includes thinking in terms of solutions, partnerships and commitment to achieving results.

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

Honest and open
Open-minded, a willingness to change, showing vulnerability, asking for help and embracing curiosity.



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 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 (international) growth in automotive retail, leasing and damage repair activities
- optimisation of our relationship management through customer relationship management (CRM), online presence and social media
- investment in the (personal) growth of our employees, organisation and services
- more competitive prices for customers through continuous cost reduction
- being as close to the customer as possible

Mobility services

New
At its branches, Van Mossel Automotive Group offers 48 leading brands, where everything can be acquired, from new or used cars for private or business purposes, to complete fleets for companies.

Used cars
All Mega Used Car Centres, the Exclusive Used Car and Outdoor Used Car locations, as well as our car dealer branches offer business and private customers a selection of used cars from every brand.

Leasing
The Van Mossel Leasing Companies, united under International Car Lease Holding, offer all the usual types of business leasing as well as other types of mobility solutions such as short-term leasing, used car leasing, bicycle leasing, flex-leasing and private leasing. The portfolio has grown to 130,000 contracts.

Maintenance
At its dealership locations, Van Mossel Automotive Group offers maintenance for its own and other brands of cars, irrespective of age. Personalised maintenance advice is provided if applicable.

Damage repair
Van Mossel Autoschade Groep is represented in 49 locations in the Benelux, Germany and Denmark. In addition, private and business customers can visit all our dealer body shops. We repair any type of damage to cars of all brands and are affiliated with FOCWA/Eurogarant.

Fleet management
Van Mossel Automotive Partner (VMAP) is the professional point of contact within the Van Mossel Automotive Group for the business fleet and leasing market. VMAP is the spider in the web, facilitating the complete order process. They also contribute their ideas on car policy, agree on customer-specific delivery conditions with importers and draw up service level agreements (SLAs) for delivery and maintenance. It serves as the central point of contact both inside and outside of the Netherlands for the Export Department.

Financing
With a wide range of services, Van Mossel Financial Services always has a suitable financing proposal for private and business customers in every country.
In order to offer our customers total support from A to Z, these services are offered based on the 'everything-under-one-roof formula'.

Insurance policies
With its extensive range of insurance options, Van Mossel Financial Services offers suitable car insurance solutions to both private and business customers in every country. With unique conditions for customers in partnership with Van Mossel Autoschade.

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

Energy
As an e-Mobility Service Provider (eMSP), Van Mossel Energy offers charging stations, as well as charging passes and subscriptions, supported by a corresponding application. These are available to both private and business customers. Van Mossel Energy also supports dealerships and leasing companies in these areas.

European ambitions

In 2023, we initiated the expansive international strategy outside the Benelux. This initiative was driven by the strengths of the current model, such as the 'everything-under-one-roof formula', customer focus and efficiency.

This was reflected in the excellent affiliations established with multi-brand dealer groups Jacksons and Hugo Pfohe in mid-2023. The English dealer group Jacksons, operating in the Channel Islands, Isle of Man and Isle of Wight, brought with it six locations, 500 employees, 29 car brands and a turnover of €100 million. Germany's Hugo Pfohe, one of the largest dealer groups in the North German region and Hamburg, in turn brought with it nine locations, 700 employees, 7 car brands and a turnover of €300 million. Each acquisition represents a piece of the puzzle in our geographically well thought-out geographical plan, which includes dealerships, damage repair companies and leasing companies.

And so the acquisition strategy forges ahead. In July 2024, we expanded our presence to Denmark through the acquisition of Mercedes-Benz Copenhagen, establishing a strategic position in Scandinavia. We also strengthened our position in West Flanders by acquiring two Renault-Dacia garages and increasing our stake in Devos-Capoen from 50% to 100%. These steps have contributed to the further expansion and strengthening of our presence in the region.

In early 2025, we acquired Nord-Ostsee Automobile in Germany, a major acquisition with 40 branches spread across the Hamburg, Schleswig-Holstein, Berlin/Brandenburg and Hanover regions. This acquisition, which includes 38 dealerships and 2 damage repair companies, has strengthened our position in the German market. The largest announced acquisition to date took place in spring 2025, with the addition of LöhrGruppe to our portfolio. LöhrGruppe, one of the largest automotive groups in Germany, has 35 multi-brand dealerships across 14 locations. This acquisition has significantly strengthened our position in Germany, a crucial market for our pan-European growth strategy. The transaction is now being submitted to the competition authorities and is expected to be completed in the summer of this year. The acquisitions over the past two years have grown the Van Mossel Automotive Group to more than 10,000 employees and an annual turnover of €8.5 billion across the Benelux, Denmark, Germany, France and the UK.

These ambitious steps not only reflect Van Mossel's vision and values, but also take into account the specific market conditions and cultural aspects of each region. While it is important to remain consistent with our existing business model, we recognise that each country comes with its own unique set of challenges and opportunities. For this reason, we adopt a flexible approach that allows for local adjustments and customisation. This could involve tailoring our services to local legislation, adapting our marketing messages to reflect cultural differences, and forming strategic partnerships with local businesses.



Portfolio

Bedrijfswagens

Van Mossel
OCCASIONS

Van Mossel
EXCLUSIEVE OCCASIONS

Van Mossel
BUDGET OCCASIONS

Van Mossel
OUTDOOR OCCASIONS

Van Mossel
CLASSICS

Van Mossel
USED CARS

Van Mossel
AUTOSCHADE

Van Mossel
CARROSSERIE

Van Mossel
CAR SOLUTIONS

Van Mossel
AUTOLEASE

Van Mossel
PRIVÉ LEASE

Van Mossel
SHORTLEASE & RENT

Van Mossel
WESTLEASE

Van Mossel
FINANCIAL SERVICES

Van Mossel
ENERGIE

J&T AUTOLEASE

DirectLease

Branches
on the map

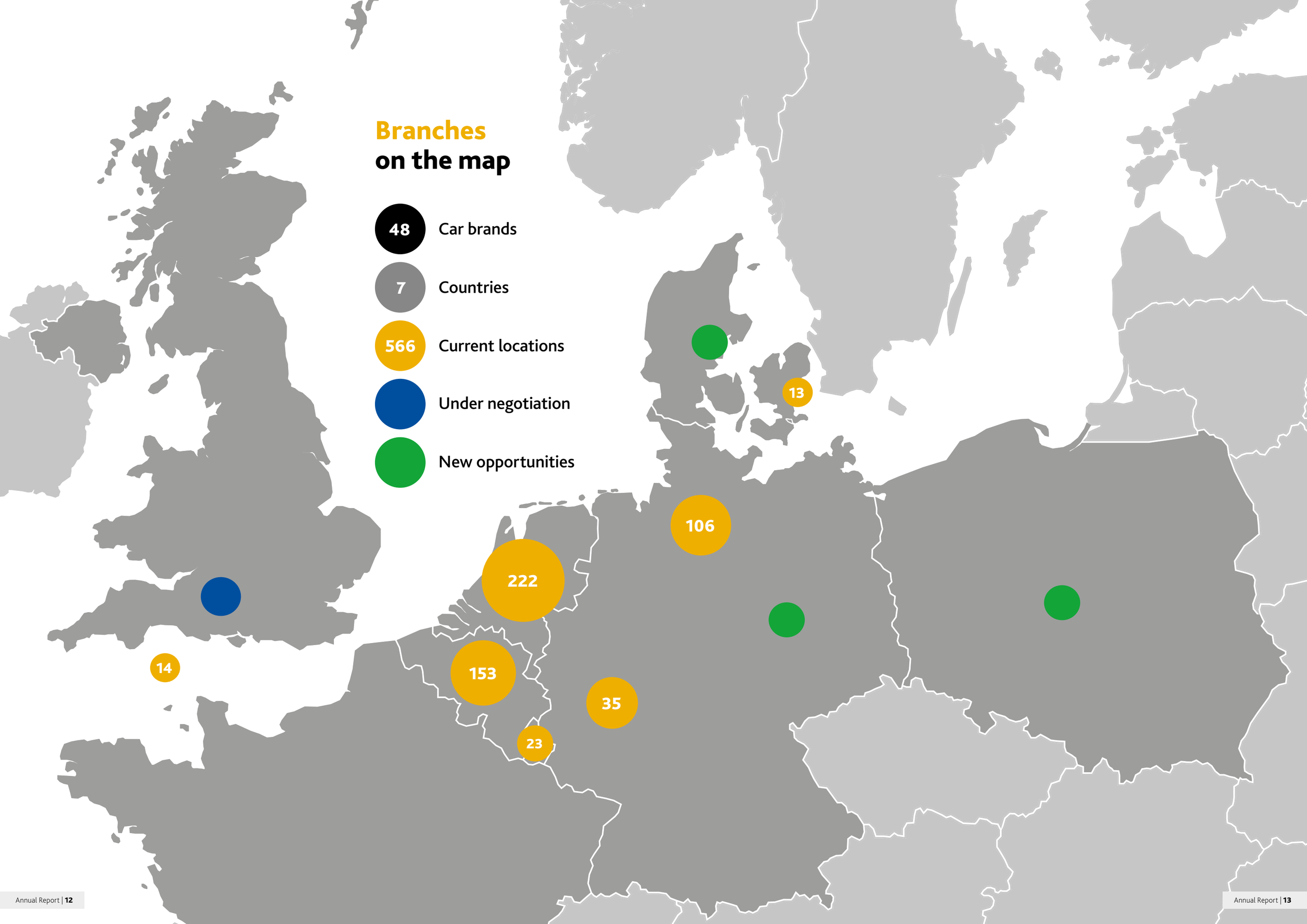
48 Car brands

7 Countries

566 Current locations

Under negotiation

New opportunities





Trends & developments

Over the past year, the automotive market in the Netherlands and Europe has experienced significant changes, influenced by various economic, regulatory and consumer developments. As we continue to adapt to these changes, it is important to reflect on broader market developments and the specific actions and strategies we are taking in response.

Sales of New Cars & Electrification
Car sales in Europe showed modest growth in 2024. Battery Electric Vehicles (BEV) have shown a notable increase in penetration in markets such as the Benelux, the UK and Denmark, but a significant decline in Germany. Meanwhile, hybrid vehicles are also gaining in popularity. Government subsidies and other measures are having a significant impact on the demand for electrified vehicles.

The trend of Chinese car companies entering the European market appears to be continuing. However, many European and Korean manufacturers are also offering BEVs at lower price levels, putting them in direct competition with Chinese manufacturers. Although the impact of import tariffs on Chinese BEVs has not led to a price increase, we are seeing a strategic shift by some Chinese brands towards (plug-in) hybrid electric vehicles. We are expecting a more stable regulatory framework in the future, possibly delaying the transition to full BEV adoption from 2035 to 2040.

Light commercial vehicle (LCV) market and tax changes
The LCV market in Europe saw significant growth in 2024, driven by strong performance in markets such as the Netherlands, Germany and Denmark. In the Netherlands, the significant increase in LCV registrations can be attributed to recent tax changes, which have led to price increases of up to €20,000 in 2025. Diesel remained the preferred choice for new LCV buyers in 2024, while the popularity of electrically rechargeable vans declined significantly. However, with a growing product range and the introduction of environmental legislation in many cities, electrically rechargeable LCVs, both hybrid and BEV, are expected to grow in popularity in the coming years.

Agency model
Many manufacturers have tested the agency model in Europe, especially in markets that are rapidly transitioning to electric mobility. In this model, the manufacturer determines the selling price and conditions, with the dealer acting solely as an intermediary, offering more transparency for consumers. The benefits of this model, such as a streamlined customer experience and consistent pricing, are often praised. This makes the model attractive to manufacturers who want more control over sales and customer service, especially given the increasing complexity of the market. Implementing this model is challenging, however, due to the important role dealers have and retain in a variety of mobility services, such as trade-in, aftersales, damage repair and financing. This is likely the reason why many manufacturers are now reconsidering the agency model. Some manufacturers are choosing to go ahead with the rollout, while others may adjust their plans or even abandon the initiative.

Used cars
The used car market continues to perform well and sales volume is above expectations. We are focusing more on expanding our used cars activities to private individuals outside the Netherlands, especially in Belgium, Denmark and Germany. We are also putting more emphasis on selling used electric vehicles (EVs). Demand for used EVs is lagging behind in some countries, but internationally, such as in Denmark, a favourable market for these cars appears to be emerging. In some countries, leasing and rental companies are pushing for large volumes of sales with buy-back obligations. In general, we are reluctant to agree to such terms, particularly given the fluctuating prices of new and used EVs.

The European used car market on the move
The used car market in Europe is undergoing remarkable development. With rising new car prices and economic uncertainty, more and more consumers are opting for used vehicles. In several countries – including Belgium and the UK – we see a clear growth in the number of transactions in the used segment. At the same time, electrification is also playing an increasing role in this market, driven in part by national subsidies and tax incentives.

In the UK, the used car market grew by 5.5% to 7.6 million vehicles in 2024. Used electric cars are particularly in demand: the number of used EVs sold there increased by some 57% compared to the previous year. Used car sales are also rising steadily in Belgium, thanks in part to new subsidies for used electric cars. In the Netherlands, demand for relatively new EVs remains stable, while for new car sales, the EV share is high due to the ESG goals of many business customers. Germany is lagging behind in sales of used electric cars after the government abruptly stopped subsidies for new EVs at the end of 2023.

Policies relating to electric mobility vary widely between countries and have a direct impact on new sales as well as the flow to the second-hand market:

- The Netherlands stopped the SEPP programme and partially suspended the road tax, leading to a decline in electric mobility among private individuals
- In 2024, Belgium (Flanders) introduced a subsidy of up to €3,000 for used EVs between 3 and 8 years old, provided the original list price was below €60,000.
- Luxembourg limited its EV subsidy to a maximum of €8,000 in March 2024 and continues to invest in charging infrastructure.
- Germany abolished the purchase subsidy for EVs at the end of 2023, resulting in reluctance among buyers and dealers alike.
- Denmark encourages EVs through tax incentives (no registration tax, CO_2-related discounts), but no longer has direct purchase subsidies.
- The UK foresees a significant change: from April 2025, electric vehicles will also be subject to Vehicle Excise Duty, ending their tax exemption.

Consumers have become more discerning. Reliability, availability and transparent maintenance history are more important than ever. Preference is given to relatively new cars with a warranty or from authorised dealers. Digital sales channels are becoming increasingly important here in providing the extra security consumers need.

The used car market in Europe is growing and changing rapidly. It is not only the supply, but also regulations and consumer behaviour that are shifting rapidly. For companies in the automotive sector, there is a clear opportunity here: those who know how to adapt to local regulations, take advantage of international price differences and respond to the need for affordable and reliable mobility will gain a strong position in this dynamic segment in the coming years.

Aftersales and maintenance trends
Aftersales remains an important and steadily growing part of our business. The waiting time for customers in workshops is four weeks and greatly improved from last year. The main bottleneck remains the shortage of qualified mechanics. We are addressing this issue with our successful 'Mechanic of the Future' in-house training programme, which we also plan to roll out in other countries. We will also centralise some of the workshop activities, such as delivery preparation, making them more efficient. Growth in the aftersales sector is also evident, with a 12% increase in wages and 18% in parts sales. The ageing fleet, including that in Belgium, has led to a growth in the supply of external parts and internal growth in body repair services in Belgium is also strong. With the increasing number of BEVs and hybrids on the road, the demand for maintenance is expected to change and increase, especially in terms of battery-related services and warranty issues. Looking ahead to 2025, we expect 11% growth in demand for aftersales services. Our focus remains on customer retention, which means providing quality maintenance services.

Outlook
Our strategic focus for 2025 will be on strengthening recurring revenue streams, such as maintenance, leasing, damage repair, financing, insurance and energy. We are also investing in the digitalisation of our services to make all offline offers available online. At the heart of our approach is a customer-focused, total support strategy from A to Z, and we remain committed to innovating our services and keeping pace with the changing market.

Sustainable business

Sustainability

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

Strategy & policy



Circular solutions
Offering sustainable mobility solutions and commitment to recycling



Future-proof personnel
Attracting, training and retaining a diverse and inclusive workforce



Low-emission mobility
Increasing the supply of low-emission vehicles



Health and safety
Ensuring and promoting the health and vitality of employees



Sustainable operations
Making our own operations more sustainable



Societal responsibility
Meeting high ESG standards and social expectations



Our sustainability strategy is founded on the strategic pillar of Corporate Social Responsibility. As an organisation, we ensure that we comply with various ESG standards, societal expectations and rapidly changing domestic and international laws and regulations. For
Van Mossel, corporate social responsibility means doing business with the aim of creating value for people, the environment and society. Specifically, this means healthy growth of the organisation, social commitment and sustainable employment.

The pillars of Sustainable Operations and Health and Safety form the second layer of our framework and safeguard our licence to operate. Our employees are the driving force behind our company, shaping its growth and reputation. Without healthy employees and a safe working environment, we would not be able to operate at the level we do today. Besides ensuring safety, making our own operations more sustainable is essential - both environmentally and financially. We are constantly looking for ways to improve the energy efficiency of our processes and collaborate with partners to make the entire value chain more sustainable.

And lastly, the top three strategic pillars are at the core of our licence to grow: 'Future-proof personnel' focuses on attracting, training and retaining a diverse and resilient workforce. By continuing to invest in training and development, and collaborating with educational institutions, Van Mossel is preparing itself – and its employees – for the sustainable transition that awaits us and the industry.

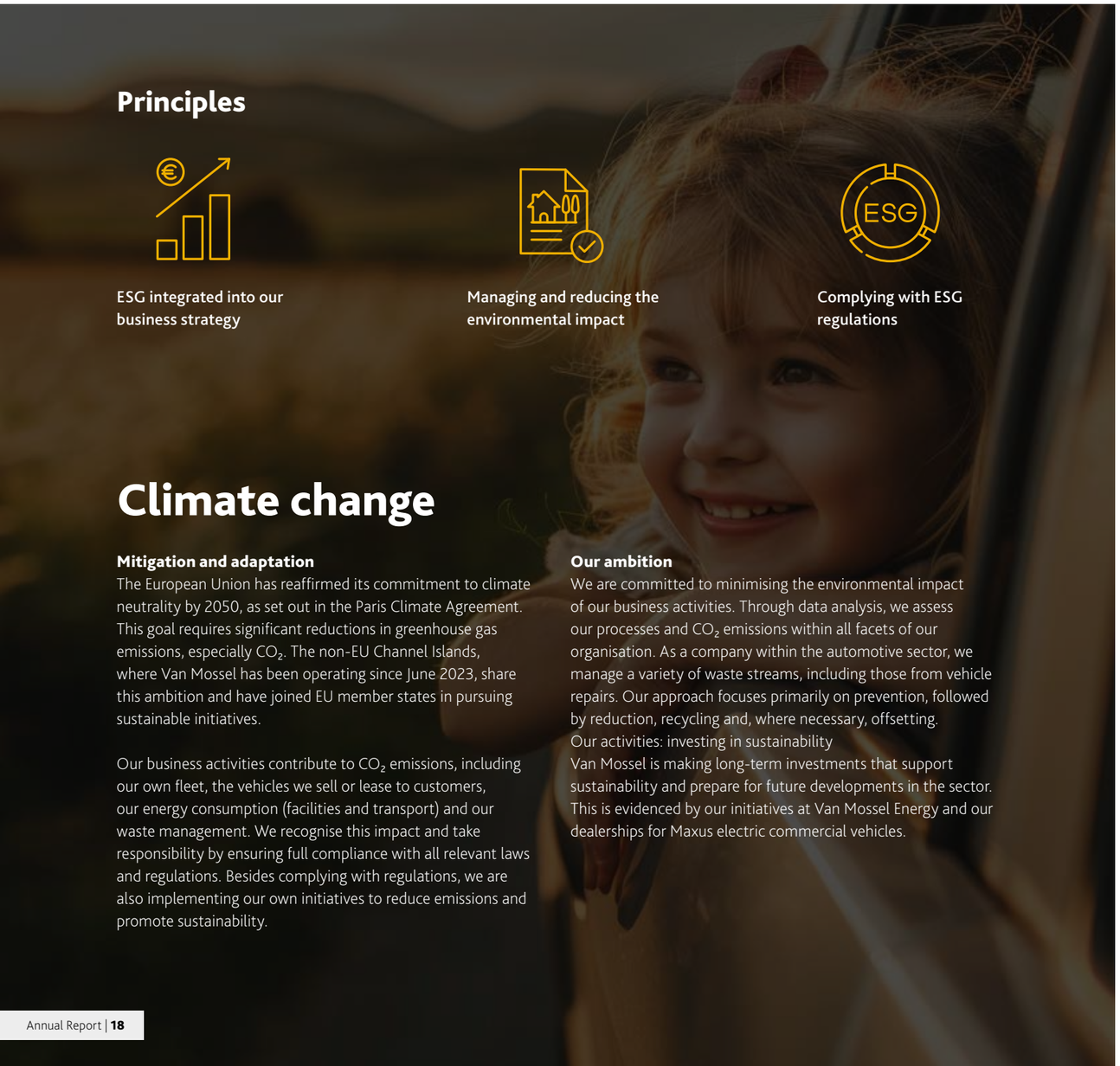
This includes offering low-emission mobility, such as zero-emission vehicles for both the business and private markets. In addition to these vehicles, another strategic choice is to offer services related to charging infrastructure through Van Mossel Energy.

The 'Circular solutions' pillar takes this a step further. By offering sustainable mobility solutions and innovative sharing and leasing models, such as 'Mobility as a Service', Van Mossel is responding to the shifting trend from owning to using. We are also focusing on applying circularity in our internal processes with the aim of reducing our use of resources and managing waste more effectively.

ESG approach

Our ESG approach is based on three core principles:

1. ESG is fully integrated into our business model. We offer our customers a distinctive range of sustainable, low-emission solutions.
2. We have established a formal sustainability policy (recently published on our website), which provides a clear framework for managing and reducing the environmental impact of our operations at all our locations in seven countries. This policy sets out our strategies for saving energy, reducing greenhouse gas emissions, using raw materials more efficiently and working with suppliers and customers to achieve a more sustainable ecosystem in the automotive sector.
3. Van Mossel is required to comply with all applicable national and international (EU) laws and regulations relating to ESG, sustainability, and the environment, including the CSRD, CSDDD, EU Taxonomy, and EUDR.



Principles

ESG integrated into our business strategy

Managing and reducing the environmental impact

Complying with ESG regulations

Climate change

Mitigation and adaptation

The European Union has reaffirmed its commitment to climate neutrality by 2050, as set out in the Paris Climate Agreement. This goal requires significant reductions in greenhouse gas emissions, especially CO_2. The non-EU Channel Islands, where Van Mossel has been operating since June 2023, share this ambition and have joined EU member states in pursuing sustainable initiatives.

Our business activities contribute to CO_2 emissions, including our own fleet, the vehicles we sell or lease to customers, our energy consumption (facilities and transport) and our waste management. We recognise this impact and take responsibility by ensuring full compliance with all relevant laws and regulations. Besides complying with regulations, we are also implementing our own initiatives to reduce emissions and promote sustainability.

Our ambition

We are committed to minimising the environmental impact of our business activities. Through data analysis, we assess our processes and CO_2 emissions within all facets of our organisation. As a company within the automotive sector, we manage a variety of waste streams, including those from vehicle repairs. Our approach focuses primarily on prevention, followed by reduction, recycling and, where necessary, offsetting.

Our activities: investing in sustainability

Van Mossel is making long-term investments that support sustainability and prepare for future developments in the sector. This is evidenced by our initiatives at Van Mossel Energy and our dealerships for Maxus electric commercial vehicles.

ESG legislation

We are bound by both international and national regulations relating to ESG (Environmental, Social, Governance). This includes the EU Green Deal, with the following elements:
CSRD – Corporate Sustainability Reporting Directive and the EU Taxonomy (EUT). To meet our CSRD reporting obligations, we have already conducted an initial Double Materiality Assessment (DMA). This process identifies the sustainability issues that are most relevant to our organisation, based on input from both internal and external stakeholders. The results of this analysis form the basis of our reporting under the CSRD. We have applied these materiality outcomes to all ESRS requirements and many of them are already reflected in our Sustainability Report 2024, which will be published in the second quarter of 2025. Our DMA process and results will be explained in detail in that report.

ESG policy

As part of our governance policy, we have a variety of ESG policies. In addition to our specific sustainability policy, which is published on our corporate website (https://www.vanmossel.com/en/about-us/csr), we have developed the following corporate guidelines:

- Human rights policy – This policy describes how we deal responsibly with human rights within our value chain and supply chain.
- Tax policy – This policy ensures the transparency of our tax procedures and reporting practices in every country in which we operate.
- Diversity & inclusion policy – We are committed to respecting and promoting diversity and inclusion within our organisation.
- Supplier code of conduct – We require all of our current and new suppliers to sign and comply with our ESG standards.
- Code of conduct – This sets out the corporate culture, rules of conduct and working standards that we maintain within our organisation and expect from all our employees.
- Whistleblower policy – A process and tool by which both internal and external complaints and concerns can be reported and followed up, including a speak-up policy and a complaints mechanism.

Transition to low-emission mobility

Our ambition

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

Our activities

Sustainable mobility

We position ourselves as experts in sustainable mobility. In recent years, our role has shifted from a traditional leasing company to a broader mobility provider. Besides leasing, we advise customers on the electrification of their fleets. The proportion of electric vehicles in our short-lease fleet is growing and our mobility platform allows employers to choose sustainable mobility solutions for their employees. Our Mobility app helps users make more conscious choices by showing costs and CO_2 emissions per travel option.

Since the introduction of the work-related passenger mobility (WPM) reporting obligation on 1 July 2024 in the Netherlands, we have been actively supporting our customers in making their mobility more sustainable. In Belgium, tax measures have been in place since 2023 to encourage the switch to electric driving, leading to a sharp increase in sales of low-emission vehicles.

Commercial vehicle market

We see a strong shift towards electric in the European commercial vehicle market. Cities are introducing zero-emission zones and diesel vehicles are becoming more expensive due to higher taxes based on emissions. To capitalise on this shift, we have invested in an import and dealership partnership with Maxus, a brand that offers affordable electric commercial vehicles that comply with the latest regulations. Traditional providers of commercial vehicles are now also offering various electric models.

Within our commercial vehicle business, we are reducing transport movements by planning maintenance work more efficiently. Through better coordination, we significantly reduced transport movements last year. We are extending this approach to all of our commercial vehicle customers, including our operations in Belgium.

Finally, through Van Mossel Car Solutions, we offer customised interiors for commercial vehicles, working with high-quality, durable and lightweight materials that contribute to safety and durability.

Customer questions on sustainability

The energy transition affects us all. We support lease customers with quarterly reports that provide insight into actual CO_2 emissions. We also advise companies on making their fleets more sustainable and offer bicycle plans as an integral part of sustainable mobility.

Internal processes

Within our organisation, we encourage sustainable mobility among our own employees. In the Netherlands and Belgium, we offer lease bikes with tax benefits, including the Benefit Motivation Plan in Belgium.

More efficient transport

As a mobility company, transporting vehicles is simply unavoidable. This can lead to 'empty runs', which cause unnecessary CO_2 emissions. To reduce this, we have introduced an innovative planning system that analyses all transport movements. Our advanced dashboard provides insight into peak loads, allowing us to plan transport smarter and more sustainably. A similar system is used in our procurement department, where data-driven insights ensure more efficient and sustainable procurement decisions.
We are continuing to invest in sustainable mobility and innovative solutions to accelerate the transition to a zero-emission future.



Organisation

One Van Mossel

In 2024, we launched 'One Van Mossel': a strategic internal project that aims to position Van Mossel as a single, powerful and cohesive organisation. This initiative focuses on strengthening mutual cooperation between our various business units in Europe, sharing knowledge and making the best use of each other's expertise.

An important part of One Van Mossel is actively sharing best practices, both within national borders as well as internationally. Success stories from one country are shared with colleagues in other countries so that we can learn from each other, adopt successful approaches and apply them locally. This not only creates greater synergy, but also increases the efficiency and impact of the entire organisation.

To reinforce this initiative and make it internally visible, a recognisable One Van Mossel logo has been developed. This logo symbolises connectedness, unity and collective growth.

Case study from our Claims branch:
Way of Working
The aim of this project is to structure and translate the Van Mossel Way of Working into a digital environment that can be easily accessed by both new and existing branches, both nationally and internationally. In addition, an implementation plan is being drawn up for the new Van Mossel car repair companies, focusing on the actual distance between the new organisation and our Operational Excellence strategy.

one
Van Mossel



The product consists of a Microsoft SharePoint website in multiple languages, describing the Van Mossel blueprint through six building blocks. These building blocks form the core of our strategy and comprise:

- Operational strategy
- Numbers-driven management
- Optimal processes
- Organisational structure & communication
- Learning & development
- Continuous improvement

This project has resulted in the efficient implementation of the Van Mossel Way of Working at new branches, both in the Netherlands and abroad. In addition, the ongoing optimisation and assurance of our Operational Excellence strategy has provided a solid foundation, which is further strengthened through audits and our continuous Self-improvement Toolbox.

As an extension of One Van Mossel, work is currently underway on revamping the Van Mossel Awards. The aim is to better align these awards with One Van Mossel's core values and emphasis on connection. By making the awards more widely accessible – to all departments, at all levels and in every country – our aim is to make inspiring initiatives more visible and to highlight successful practices.

The new format is being rolled out both nationally and internationally and will help to strengthen cooperation, pride and the sharing of valuable experiences within the organisation. At the same time, the intention is also to make it fun and motivating to compete for an award. In addition to recognising the content of their work, we want to inspire our colleagues by making it something truly special – including a fabulous prize.

This is how we celebrate successes, encourage commitment and continue to build on One Van Mossel together in a positive way.

With One Van Mossel, we are continuing to build an organisation that is agile, reinforcing to each other and responding optimally to the changing needs of customers and stakeholders, both today and into the future.

Legal & Compliance

The Legal & Compliance department deals with legal advice, corporate governance, and compliance within Van Mossel Automotive Group. It supports all business units and coordinates cross-border cooperation in these areas. Its core tasks include maintaining the legal structure, advising at strategic and operational level, and guiding legal proceedings.

The department monitors compliance with laws and regulations such as the GDPR, anti-money laundering (AML) rules, whistleblowing laws, CSRD and DORA. The aim is to ensure that all employees are aware of the applicable rules and work in compliance with them.

Legal proceedings
In 2024, Van Mossel was not involved in any legal proceedings that had a direct impact on its operations. The group is still indirectly involved in ongoing diesel emission claims against manufacturers. These cases are being closely monitored.

Restructuring and governance
Due to the growth and complexity of the organisation, simplification of the legal structure was necessary in 2024. Steps have been taken in the Netherlands, Belgium and the UK to make the group structure more transparent and efficient. At the same time, the governance structure was strengthened by introducing uniform governance rules for foreign participation and a clear division of tasks within the organisation.

Compliance reinforcement
In 2024, the compliance structure was further extended with specialised project groups, continuous monitoring and employee training concerning privacy, integrity and information security, among others. Since 2024, employees and suppliers have been able to report suspected wrongdoing via the SpeakUp app, further supporting internal willingness to report.

Outlook 2025/2026
With the addition of several companies to the group in 2025, the focus is on implementation and risk management. Legal & Compliance is continuing their work on further standardising processes and early identification of risks and opportunities. This provides a solid legal and ethical basis for sustainable growth.

ICT & security awareness

A year of internationalising ICT
Van Mossel's European growth ambitions require an international IT strategy with an IT organisation that operates on an international scale. International configuration of IT started in 2024. Van Mossel has a new IT Governance structure for, among other aspects, the group-wide establishment of IT policies and IT investments. An IT infrastructure strategy was also adopted for the group. Implementation of the data centre and workplace strategy started in 2024 and will be rolled out incrementally across existing countries and applied directly to (future) acquisitions. Due to this change, Van Mossel decided to change its IT organisational structure. The new international IT organisation includes a Group IT team as well as teams in every country. In addition, Mercedes-Benz Denmark was acquired in 2024 and is fully running on the new group infrastructure in terms of IT. And the systems of the Van Mossel Autopolis cluster, Vandenbunder, Lagrou Ypres & Mertens, have all been integrated into Van Mossel IT.

Economies of scale through collaboration
Van Mossel's IT strategy is based on international standardisation of core processes with applications being adopted as standard for the group. The rollout of group applications started in 2024 and will continue in 2025. In 2024, the group also pursued collaborative efforts to manage IT systems and applications more effectively and efficiently. IT processes are also being standardised and an IT Service Management tool has been selected for use by all IT teams.

Professionalisation through expansion and innovation
Business intelligence (BI) remains a key strategic issue for Van Mossel. After expanding the team, Group IT further unified in 2024 in terms of (master) data and BI reporting for the entire group. The application management, service desk and infrastructure departments also focused on professionalising and standardising ways of working with, among other elements, implementing Freshdesk for the leasing environment.

Focus on safety and compliance
The IT environment is fundamental to Van Mossel's strategic direction and has a crucial role to play in balancing its support function for the business while also mitigating vulnerabilities. Van Mossel further improved its information security in 2024 to prevent fraud and cyber threats. Work also started on connecting divisions to the Security Operating Centre and implementing DORA and NIS2.

With a score of 100%, audits carried out in 2024 by various parties highlight our consistent compliance with high safety standards. In addition, Van Mossel took further steps towards ISO27001 certification. Certification is expected to be completed by 2025. Awareness campaigns were also organised in 2024 to inform employees about security risks.

Looking ahead to 2025
In the coming year, we will continue our efforts to complete ISO27001 certification and further fulfil the infrastructure strategy.
This includes:

- Full IT integration of Hugo Pfohe, Nord Ostsee Automobile and Jacksons.
- Substantiating cooperation and economies of scale within the group in terms of IT.
- Continued rollout of group applications (such as Hubspot, Datalake, Carwise, SAM, LEF, Service Desk) and further internationalisation of the IT organisation.

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



Finance

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

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

In 2024, the following tasks were achieved: Expansion of various financing arrangements took place as a result of both organic growth and acquisitions. The Tagetik consolidation tool was rolled out group-wide, enabling monthly reporting (mostly with automated interfaces), which, among other benefits, provides better insight into local working capital. In the area of tax, the transfer pricing system was further developed and there was further professionalisation concerning Pillar 2 and other tax laws. The legal structure was simplified in collaboration with the Legal department. In 2025, we will optimise reporting on our recent acquisitions and continue to work on tax management, including extending the Horizontal Monitoring covenant in the Netherlands.

Operations Group

General
In 2024, an international organisational structure was implemented within Van Mossel, marking an important step towards further professionalisation and economies of scale at the European level. Operational management now takes place from the head office in Waalwijk, where expertise is pooled.

At the same time, there is still room for decentralised implementation where this proves efficient and appropriate within the local context. This approach allows us to combine central management with local impact.

This new set-up provides a unified structure across every country, leading to greater clarity, shorter lines of communication and improved cooperation between all the different parts of our organisation.

Key priorities
- International cooperation (sharing expertise and synergy benefits);
- Collaboration between functional areas;
- Building up centralised expertise and making it available to the entire group;
- Organising operations so that the commercial organisation can grow without restriction.

Logistics
- Implementing a dashboard to gain full insight into all transport movements.
- Merging transport in Belgium and the Netherlands, which has led to economies of scale and better equipment utilisation.
- Further expansion of the parts line in order to increase availability and efficiency.
- Reduction of vehicle downtime and improvement of internal SLA: transport always takes place within one day – a significant improvement from the customer perspective.

Real estate & facilities
- Central management of all leases.
- Implementation of 'Humble': a ticketing system for branches and asset management, which allows us to better manage our assets and enhance workplace safety (such as securing annual inspections).
- Central control of insurance, with careful consideration of risk appetite and premium levels. Lessons learned from incidents are applied more widely in order to mitigate future risks within the group on a preventive basis.
- Start of a multi-year maintenance plan for the real estate within the organisation.
- Sustainability measures, including active energy management – both in gas and electricity procurement as well as in concrete actions to reduce consumption.
- The 'Erkend Duurzaam' sustainable mobility certification has been renewed successfully.

Human Resources
Learning & Development
Van Mossel Academy: investing in growth and development
Employee development is a priority at Van Mossel. Through the Van Mossel Academy, we offer a broad and accessible range of training – both online and in classrooms – for all positions and levels within our company. This is how we ensure that employees can continuously develop, in line with their role and ambitions.

Online training courses are available for both company-specific topics (such as internal systems and compliance) and general professional and personal growth (such as communication and time management).

We also offer a range of traditional and hybrid programmes:
- High Potential Programme – aimed at the leaders and specialists of the future.
- Classes for mechanics – hands-on technical training in cooperation with educational institutions.
- Classes for service advisors – for gaining technical and customer-oriented skills, with certification.
- Language classes – aimed at improving the Dutch language skills of non-native speaking colleagues.
- Leadership programme – for developing the management team, tailored to experience and position.

Finally, there is an extensive onboarding programme for new employees, with an online learning track as well as an introduction day in Waalwijk led by Eric Berkhof.
With the Van Mossel Academy, we are investing in sustainable employability, job satisfaction and achieving the full potential of our people.

Strategic projects
- Focus on increasing retention and reducing outflow during the first year of employment.
- Further development of recruitment: with a specific focus on employer branding aimed at mechanics and the transition from a functional to a specialised recruitment team.
- Continued rollout of AFAS within the organisation.

QHSE (Quality, Health, Safety & Environment)
- The RI&E (Risk Inventory & Evaluation) is fully up to date.
- International registration of occupational accidents and near misses has been implemented.
- The FAFS organisation has been fully set up and is running according to plan.
- Active exchange of best practices between countries.

Procurement
Our procurement organisation faces several challenges: inflationary pressures, tighter spending controls, labour market shortages and the need for more efficient procurement. In addition, the number of suppliers is increasing due to the acquisition of other companies.

To maintain control of this situation, we are continuing to build the spend cube – a central system in which we collect data on our suppliers and their spending. These suppliers are divided into the categories of Facility & Real Estate, Aftersales, HR, IT and Logistics & Remarketing.

By applying category management, linked to the spend cube, we have instant insight into the number of relevant suppliers per category. This gives us more control over spending and allows us to bundle the range of products and services we offer with a smaller number of suppliers. This is enabling us to achieve economies of scale, mitigate risks in the chain, and keep inflation and costs under control. Furthermore, we also have a more focused ability to collaborate with suppliers that align with our working methods and efficiency ambitions.

This approach also allows us to consciously choose suppliers that share our sustainability goals. We include sustainability as an important criterion in every selection process. For example, tyre brands that produce sustainably, coffee machine suppliers that make deliveries with an electric fleet or partners that are considerate in their treatment and payment of temporary staff.



At the heart of the customer

A brand needs to mean something, stand for something and evoke a certain feeling. The 'everything-under-one-roof formula' at Van Mossel is certainly unique, but the added value we offer is even more important. Our focus is on the mobility needs of our individual customers, not just on the car brands. Customer focus is the key; our goal is to offer our customers total support from A to Z. Whether visiting our showrooms and workshops or browsing our website, every customer deserves the same attention. Our website is not just an online platform. It is our largest virtual showroom where we take our online visitors on a digital customer journey. We want to make all of the products and services we offer offline also available online. Thanks to our data-driven approach, we know exactly what is happening online and can continuously improve the customer journey. In the future, we will be focusing even more on contact and connecting with our customers. As a family business, Van Mossel is 'close' both in a literal and figurative sense, because we believe this is the foundation for long-term relationships and customer satisfaction. After all, every customer is part of the family.

What we achieved in 2024

The Netherlands

- Positioning Van Mossel as a provider of carefree mobility with all services under one roof
- Complete redesign of vanmossel.com as an inspiring and informative corporate website in five languages.
- Further development and continuous optimisation of the vanmossel.nl/.be platforms to even better meet the needs of our (potential) customers
- Increased traffic and leads, such as through corporate campaigns.
  Leads increased significantly compared to 2023 and lead follow-up also improved significantly.
- Improved performance and focus on online reputation and customer satisfaction on Google and Trustpilot. Nearly all our branches and brands have good scores.

Belux

- Hubspot pilot and initial rollout
- VMAG: Integration of Garage Mertens – VW Group dealer in the Waasland area
- Procedures and tools to anticipate and improve customer reviews – implementation of Freshdesk
- Customer satisfaction at an above-average level. Increased focus on Google reviews, results and follow-up
- Structured measurement of campaign results with a view to optimisation
- Optimisation of the customer experience, with an emphasis on hospitality, both through the in-showroom experience and original event activations
- Compiling customer feedback, Google reviews and other online reviews. Proper follow-up is ensured through a concrete action plan and transparent dashboarding.

What we're focusing on in 2025

Group

- Coordination of Van Mossel internationalisation in marketing and online areas and creating synergy effects (One Van Mossel).
- Rollout of the new composable website platform in all countries for both dealerships and leasing companies.
- Implementation of central data warehouses for Hubspot and introduction of the new My Van Mossel environment (web and app).
- Harmonisation of the lead process in all countries and making optimal use of group applications.
- Creation of a unified 'way of working' with uniform reporting and dashboarding.

The Netherlands

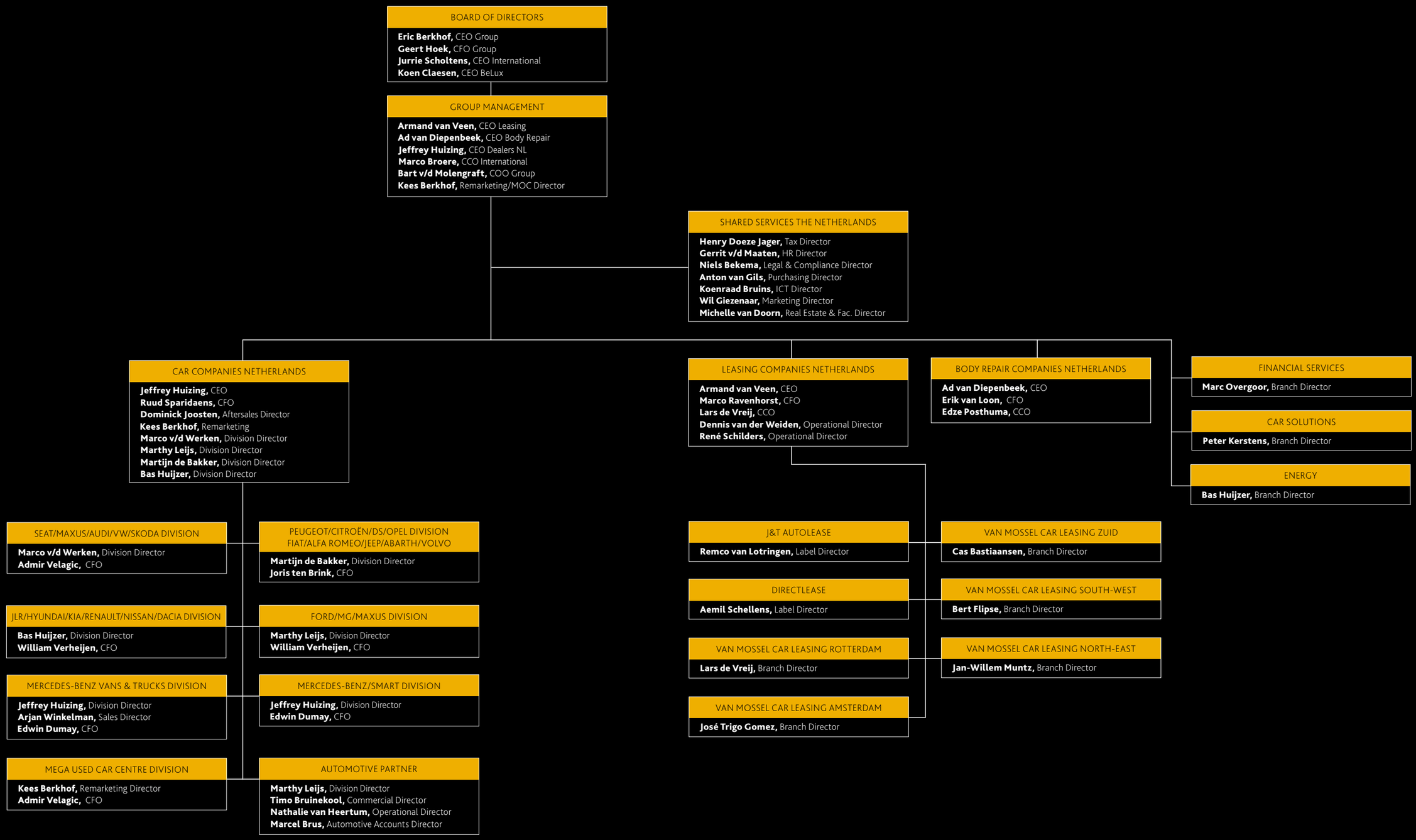
- Complete redesign of My Van Mossel (web and app), adding innovative features with the aim of maximising service to Van Mossel customers.
- Continuous strengthening of corporate campaigns to generate more leads while further improving lead follow-up and providing greater insight into the sales funnel.
- Further improvement of our complaints handling and increasing our Google and Trustpilot scores, in order to improve our online reputation and customer satisfaction.
- Successful integration of new brands and dealerships (Alpine Amsterdam/Rotterdam and Volvo Amsterdam/Mijdrecht) in our marketing organisation
- Further increase in service levels at customer contact centres by improving processes, schedules and systems, and setting up training.

Belux

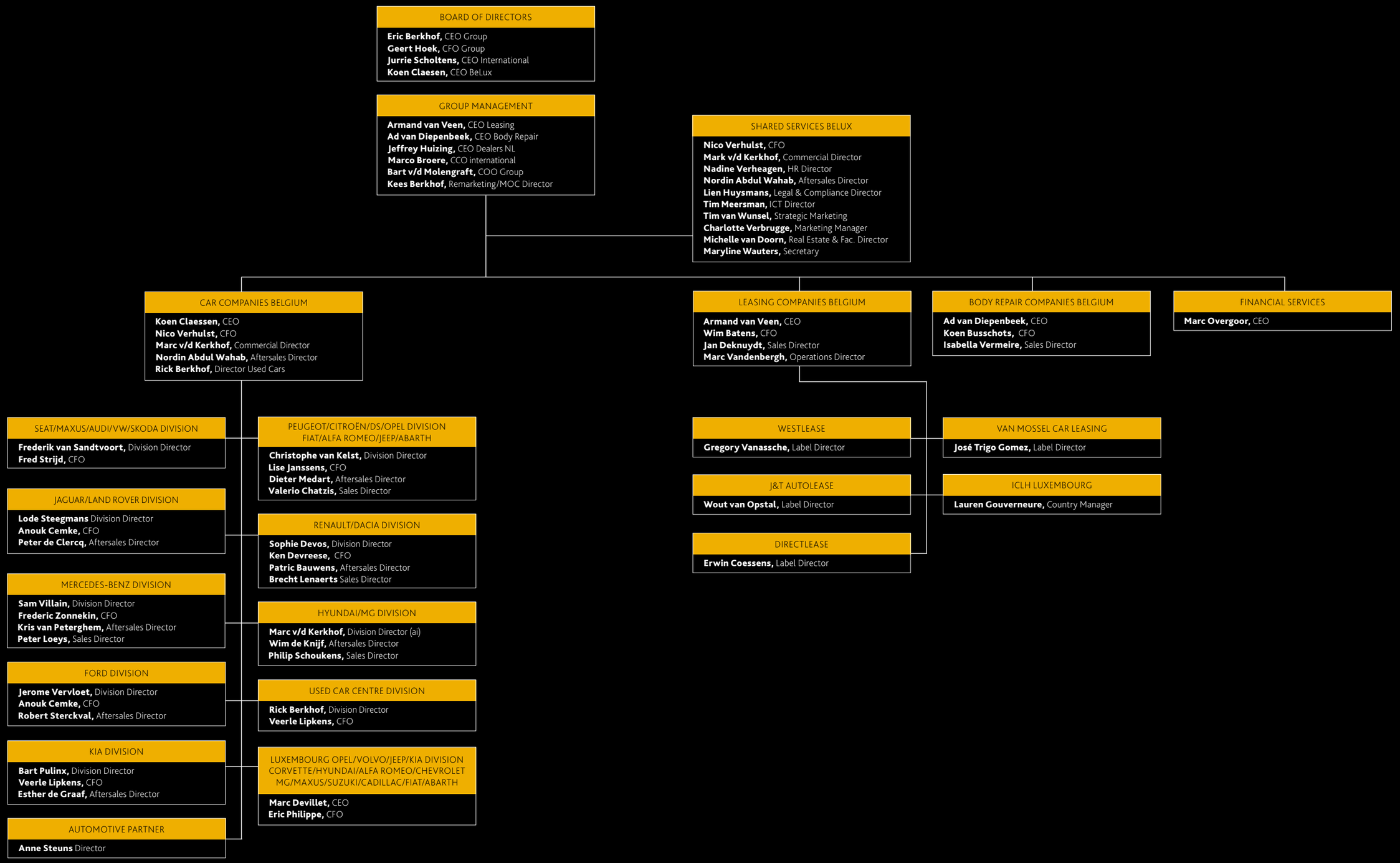
- Further implementation of Hubspot – automation of relevant customer contacts – increase in targeted communication
- Installation of a central data lake to make business information more complete and available faster
- Strengthening the offering of financial and insurance products: cooperation with insurer AXA for increased competitiveness and service
- Strengthening the utilisation of local market potential: substituting the sales structure for local private and business market according to measured potential
- Increase in used car sales: bigger selection, and expanded presentation in branches



Organisational structure the Netherlands



Organisational structure BeLux



Organisational structure International

BOARD OF DIRECTORS

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

GROUP MANAGEMENT

Armand van Veen, CEO Leasing
Ad van Diepenbeek, CEO Body Repair
Marco Broere, CCO International
Bart v/d Molengraft, COO Group
Kees Berkhof, Remarketing/MOC Director

MANAGEMENT INTERNATIONAL

Jurrie Scholtens, CEO
Mark Wiersma, CFO
Marco Broere, CCO
Marc Overgoor, CEO Financial Services
Edy Timmer, Purchase & Trading Int. Director

STAFF

Chris de Jonge, International Sales Manager
Wessel Abbink, Business Analyst

GERMANY

HUGO PFOHE

Sönke Freyer, CEO
Karsten Kalkstein, CEO
Tim Brinkmann, CFO

NORD-OSTSEE AUTOMOBILE

Christian Splett-Henning, CEO
Tarek Khalifa, CEO
Jörn Sander, CFO
Timo Formella, Head of Sales MB Cars
Tobias Hauser, Head of Sales Used Cars
Mandy Grahl, Head of Sales Vans
Sebastian Rother, Head of Sales Hyundai
Sönke Peters, Head of Aftersales

UNITED KINGDOM

JACKSONS

Paul Kell, CEO
John Davis, CFO
David Weston, Sales Director
Andrew Bibby, Aftersales Director

DENMARK

VAN MOSSEL COPENHAGEN

Lars Simper, CEO
Mette Tropp Hoffmann, CFO
Emil Max Moller, Controller
Johnny Bruun Pedersen, Head ofCar Sales
Mogens Lindahl, Head of Van Sales
Jan Friis Henningsen, Head of Used Car Sales
Jan Scheel, Head of Aftersales

Figures

Transactions

115,000
new sales

91,000
used sales

90,000
damage repairs

39,000
Leasing

Lease fleet 130,000

Employees

>10,000
employees

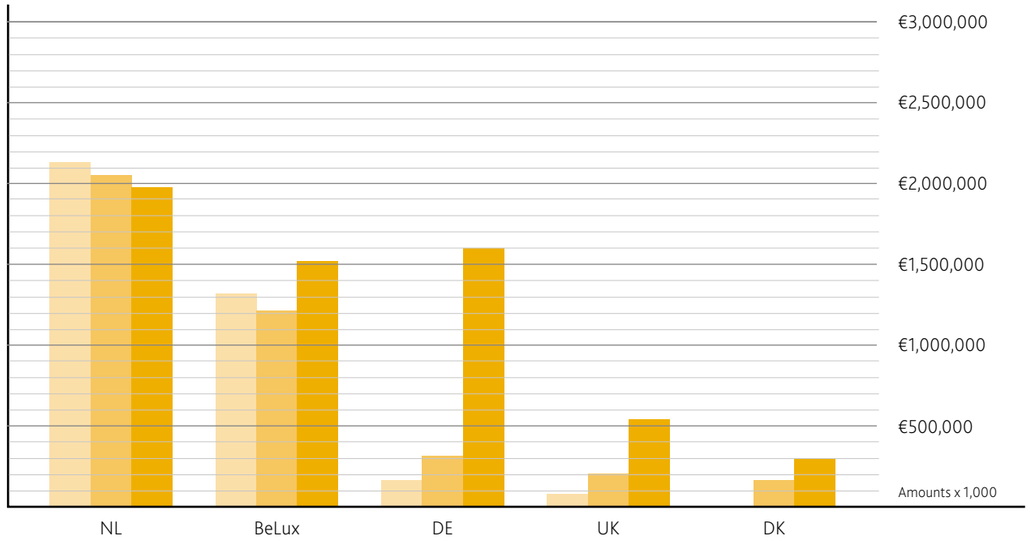
2024: **6,731**



Key figures

Van Mossel Car Retail*

Revenue development of car sales (including 2025 acquisitions on an annual basis)



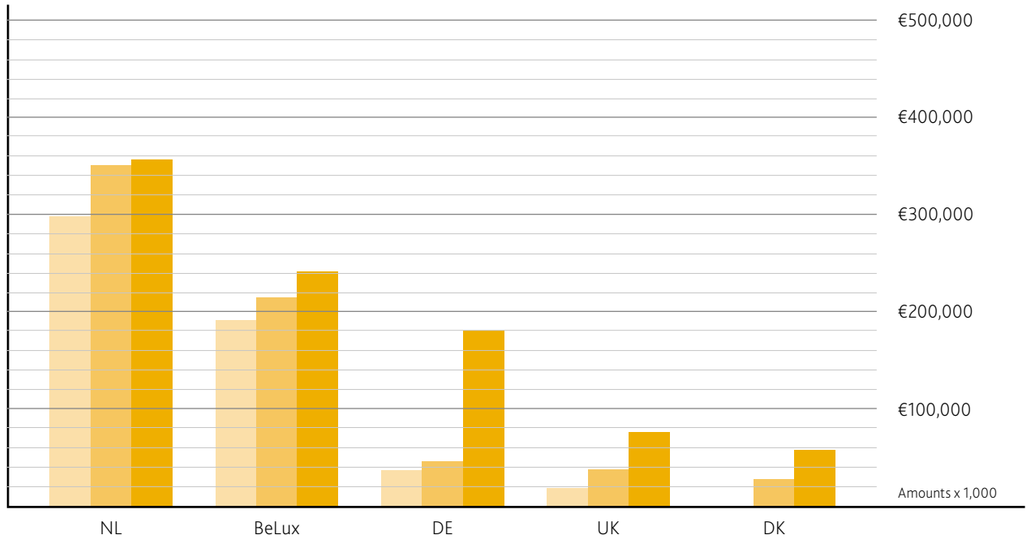
Total (x 1,000):

2023	€3,705,148	2024	€3,957,957	2025 (b)	€5,934,766

**In 2024 and 2025, more brands move to the Agency model, which reduced revenue.*

Van Mossel Car Retail

Revenue development of aftersales (including 2025 acquisitions on an annual basis)

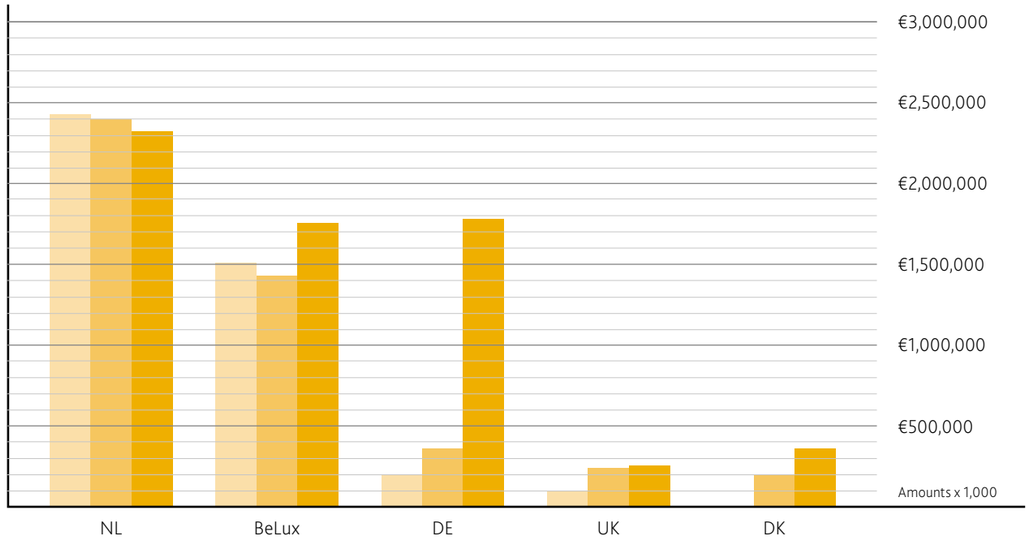


Total (x 1,000):

2023	€545,900	2024	€677,038	2025 (b)	€910,427

Van Mossel Car Retail

Revenue development total (including 2025 acquisitions on an annual basis)

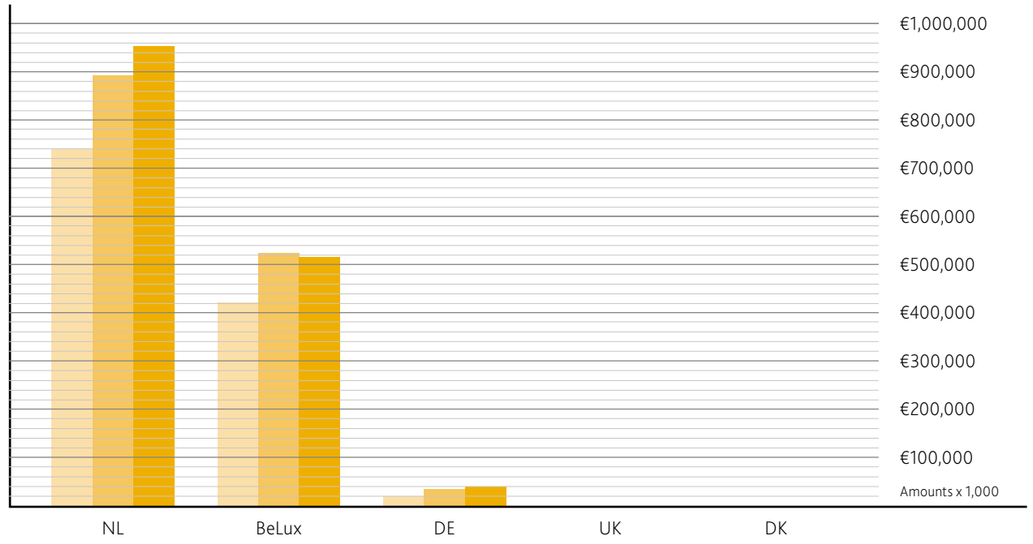


Total (x 1,000):

2023	€4,251,048	2024	€4,634,995	2025 (b)	€6,845,193

Van Mossel Leasing Companies

Revenue development total (including 2025 acquisitions on an annual basis)

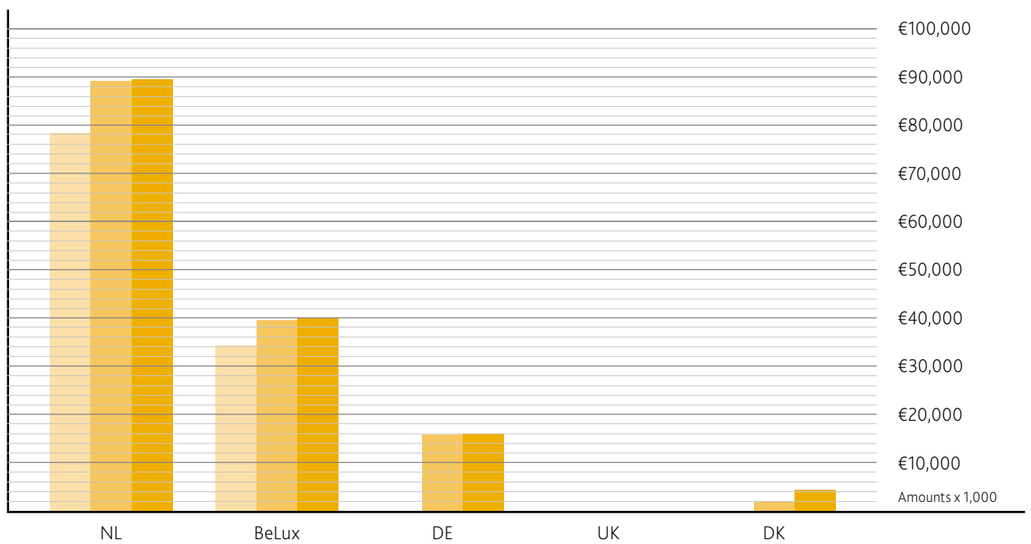


Total (x 1,000):

2023	€1,190,636	2024	€1,457,631	2025 (b)	€1,517,495

Van Mossel Body Repair

Revenue development total (including 2025 acquisitions on an annual basis)

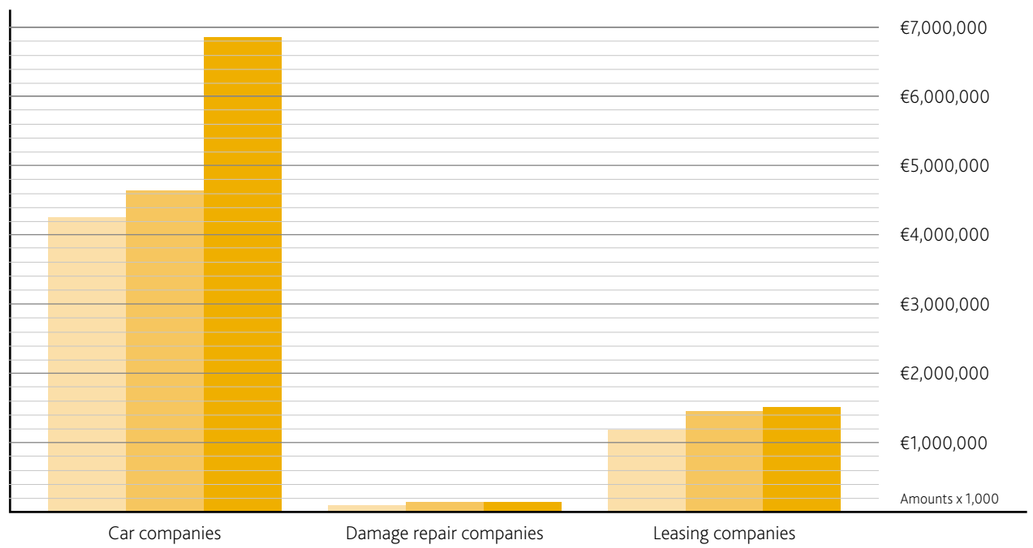


Total (x 1,000):

2023	€112,764	2024	€146,871	2025 (b)	€150,591

Van Mossel Automotive Group

Revenue development total (including 2025 acquisitions on an annual basis)



Total (x 1,000):

2023	€5,554,448	2024	€6,239,497	2025 (b)	€8,513,279

Balances

Van Mossel Retail companies balance sheet					
(x €1,000)	2024	2023		2024	2023
Goodwill	106,713	99,648	Equity	340,067	316,623
Tangible fixed assets	242,680	192,712	Provisions	8,543	9,924
Financial fixed assets	16,766	27,709	Long-term debt	294,566	273,319
Stock	651,622	622,556			
Debtors & other receivables	335,680	306,242	Creditors & other liabilities	736,670	682,734
Cash	26,384	33,732			
Total assets	**1,379,846**	**1,282,600**	**Total liabilities**	**1,379,846**	**1,282,600**

Van Mossel Leasing companies Balance Sheet					
(x €1,000)	2024	2023		2024	2023
Goodwill	9,853	13,078	Equity	389,526	338,345
Tangible fixed assets	2,620,353	2,299,951	Provisions	23,859	25,887
Financial fixed assets	49,023	50,190	Long-term debt	2,219,538	1,942,891
Stock	28,367	18,671			
Debtors & other receivables	109,396	104,589	Creditors & other liabilities	184,157	179,942
Cash	87	587			
Total assets	**2,817,079**	**2,487,065**	**Total liabilities**	**2,817,079**	**2,487,065**

Profit & loss statement

Profit & loss statement Van Mossel Automotive Group		
(x €1,000)	2024	2023
Revenue	6,239,497	5,554,448
Cost of goods sold	5,453,112	4,864,718
Gross margin	**786,385**	**689,730**
Operational costs	576,410	494,048
EBITDA	**209,975**	**195,682**
Depreciation	23,120	19,258
EBITDA	**186,855**	**176,424**
Financial income and expense	57,091	42,717
Results before participations	**129,763**	**133,707**
Results from participations	12,959	8,377
Operational result including participations before amortisation of goodwill & tax	**142,722**	**142,084**

Notes on the figures

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

Retail companies
The balance sheet total for Van Mossel retail companies increased to €1,380 million by the end of 2024 (2023: €1,283 million). This increase was driven by further growth, both organic and through acquisitions. The acquisitions were mainly at Van Mossel International (Denmark) and in Belgium and Luxembourg. The higher inventory position of used cars and the strategic focus on this segment contributed strongly to the positive results. Equity increased by €23 million.

Leasing companies
The Van Mossel leasing companies, united under International Car Lease Holding, have a high total balance sheet due to their capitalised lease fleet. Fleet growth amounted to €320 million (14%), significantly above the market average thanks to the inflow of new contracts and a higher average vehicle price (especially due to more expensive electric vehicles). The balance sheet total was €2.817 million (2023: €2,487 million). Equity grew to €390 million (2023: €338 million), keeping solvency at a healthy 14%.

Revenue and results
Group turnover increased by 12% to €6,239 million. EBITDA increased to €210 million (2023: €196 million). Earnings, including participating interests and before goodwill amortisation and tax, rose slightly to €143 million in 2024 (2023: €142 million).

Outlook
Up to and including the first quarter of this year, sales and results are above budget. Our focus on operational excellence and continued development of services that promote customer retention and cross-selling results in less fluctuation and dependency. Improving working capital should result in lower interest expenses. By 2025, we expect to further strengthen our cooperation within Van Mossel Automotive Group, including in the international used car market. This will be achieved through implementation of our damage repair concept and continued development of operational leasing outside Benelux. With our recent acquisitions in Germany, we will also be able to further optimise operations there through our successful synergy model.

Developments

Car companies
The Netherlands

What we achieved in 2024

- Cost savings through better cooperation and efficiency
- Improved onboarding of new employees
- Unified approach and nationwide rollout of commercial vehicle strategy
- Customer satisfaction in top 3 for many brands
- Improved workshop appointment ratio
- Better delivery lead times
- Further development of online opportunities from the website
- Shorter workshop planning through recruitment of more mechanics

What we're focusing on in 2025

- Connection and further development of electrification in the commercial vehicle market
- Further development of the Van Mossel App
- Workshop adoption 2.0 (online and ToGo version)
- Further development of new and used cross-border sales
- Optimisation and reduction of new stock as opposed to interest cost reduction
- Further rollout of our online reputation plan
- Further logistical expansion of the national parts line for multiple national damage repair chains
- Further development of Premium Service into one-stop shopping for all our customers
- Optimisation of cross-brand reporting to further exploit opportunities
- Reduction of waiting times by expanding team of mechanics

Damage repair companies the Netherlands

What we achieved in 2024

- Renovations at branches in The Hague and Waalwijk
- Maintaining focus on the right revenue mix
- Complaints greatly reduced and reviews at desired level
- Major step taken in uniformly establishing the ideal process in our digital platform 'Van Mossel Way of Working'
- Absenteeism sharply reduced
- Better retention of existing personnel and recruitment of new employees

What we're focusing on in 2025

- Deployment of smartboxes to repair minor damages and reduce losses incurred
- Total support of fleet owners by offering, among other features, damage recovery services
- Better organisation of minor damage repair and car glass repair departments
- Optimisation of cooperation within own dealer channel (including rim repair)
- Strengthening the power of the Dutch management team
- International cooperation between the damage repair divisions in different countries

Damage repair companies Germany & Denmark

What we achieved in 2024

- Germany: market study with proposal to develop a damage repair organisation along NL-BE lines
- Germany: choice made for Bodyshop Management System (BMS)
- Germany: focus on labour turnover transferred to the damage repair companies, thereby taking the first efficiency steps (repair instead of renewal)
- Germany: purchasing conditions for paint and auxiliary materials improved
- Denmark: market survey and proposal for a 'leaner' damage repair company
- Denmark: choice made for Bodyshop Management System (BMS)

What we're focusing on in 2025

- Germany: integration of the Hugo Pfohe and Nord Ostsee Automobile/Karo Plus Karosserie damage repair companies within an independent damage repair organisation
- Germany: renovation and new construction of a number of locations to eventually create five fully-fledged, independent damage repair companies in northern Germany
- Germany: implementation of a Bodyshop Management System (BMS) to transfer the 'Van Mossel Way of Working' to Germany
- Germany: launch consultations with key stakeholders in the German damages market
- Denmark: implementation of a Bodyshop Management System (BMS) to transfer the 'Van Mossel Way of Working' to Denmark
- Denmark: focus on labour turnover to improve efficiency and profitability
- Denmark: realisation of new damage repair company with increased capacity and integration of paint shop

Van Mossel Car Solutions

What we achieved in 2024

- Construction of two electric Mercedes-Benz Actros
- Construction of 110 loading platforms and tail lifts
- Wrapping and lettering of 180 passenger cars Equipping and lettering of 125 vans
- Equipping and lettering of 52 vans and installation of 230 double cabins
- Handling of 143 RDW inspections
- Market engagement plan for 2024 implemented and prepared for 2025
- Further implementation of 'Room for Growth' improvement plan
- New organisational structure, roles and division of tasks
- Organisation of Open Day

What we're focusing on in 2025

- Implementation of the 2025 market engagement plan
- Increasing the share of vans through Car Solutions within the Van Mossel Automotive Group
- Intensifying cooperation with commercial vehicle dealers in Belgium
- Development of an online facility for quotations and orders
- Continuation as authorised assembly company of double cabins by Snoeks
- Finalisation of 'Room for Growth' improvement plan
- Mechanic development in the fields of hydraulics, LPK, electrical and lettering
- Opening of additional branch(es)

Leasing companies The Netherlands & Germany

What we achieved in 2024

- Fleet growth in Netherlands +4.6% to 77,466 cars
- Fleet growth in Germany +9.1% to 2,158 cars
- Overall fleet growth grew to 128,000 cars (including Belgium)
- Order intake NL increased to 23,131; 445 orders per week on average
- Order intake DE increased to 850; 16 orders per week on average
- Top scores on Synergy Goals Deliveries, ROB and Damage Repair within Van Mossel Automotive Group
- Start of Van Mossel Car Leasing Germany with sales team in the Hamburg region; central ICLH back office in Düsseldorf.
- Central Driver's Desk and Telephony successfully implemented in the Netherlands
- Harmonisation and digitalisation of operational processes for higher customer satisfaction and improved internal efficiency
- Google scores for all leasing entities between 4.1 and 4.9.
- Implementation of damage platform Ubench and deployment of application Dely-App for quality improvement and higher efficiency

What we're focusing on in 2025

- Intensifying commercial cooperation between Van Mossel dealerships and Van Mossel Car Leasing and Private Leasing.
- Launch of Van Mossel Car Leasing Denmark.
- Continued high customer and driver satisfaction with minimum Google scores of 4.4.
- Focus on growth in SME segment
- Implementation of Leasewise in Germany
- Continuation of efficiency and quality programme operations
- Implementation of enhanced scanning module for higher efficiency in processing procurement invoices
- Completion of implementation of reporting software Hypoport for efficient, uniform financing reports.

Van Mossel Financial Services

What we achieved in 2024

- Launch of European CRM implementation F&I: Implementation of CRM system for F&I in Germany
- Acquisition of car insurance portfolio Hugo Pfohe Versicherungen (+ 6,000 policies)
- Digitalisation of work processes in Germany including integration of Nafi insurance platform
- Substantial growth of Van Mossel Car Insurance in BeLux
- Tender for Van Mossel Car Insurance in Denmark
- Sharing of best practices UK/Channel Islands
- Intensifying internal and external cooperation as One Van Mossel for F&I in Europe

What we're focusing on in 2025

- European CRM implementation F&I: CRM system implementation for F&I in BeLux
- Automation of links with DMS systems and F&I in Belgium and Germany
- Expansion of strategic collaborations with F&I partners in Europe - One Van Mossel
- Launch of Van Mossel Car Insurance in Denmark
- Optimisation of F&I reporting including real-time dashboard for all countries – One Van Mossel dashboard
- Focus on maximising customer loyalty by steering towards 'everything under one roof'

Van Mossel Energy

While 2023 was primarily focused on start-up and development, 2024 was the first year of full operation. The proprietary Van Mossel Energy charge card is being automatically sent to all Van Mossel customers who have bought a (PH)EV, resulting in steep growth in the number of users.

The proprietary Van Mossel Energie charging station has been well positioned in the market partly because of the unique 10-year warranty we provide and the attractive design. Customers are familiar with us and appreciate us, which has resulted in an excellent score on Trustpilot and in the various App stores.

What we achieved in 2024

- Introduction of Van Mossel Energy 22 kW charging station
- Introduction of Van Mossel Energy as charge point operator
- Launch of Van Mossel Energy in Belgium
- Best rated Van Mossel App in various app stores
- More than 54,000 notifications sent to mobile devices
- More than 860,000 connections to charging stations across Europe
- Use of the charge card throughout Europe from Norway to Spain
- Excellent Trustpilot score

What we're focusing on in 2025

- Growth in the private market
- Optimising sales processes
- Smart charging
- Launch in other European countries (Germany, Denmark, Luxembourg, UK)

Van Mossel Automotive Partner The Netherlands

What we achieved in 2024

- Professionalisation of internal and field service
- Further development of digitalisation of processes
- Training and courses to broaden knowledge
- Knowledge sharing and exchange with international colleagues
- Expansion within the commercial vehicle market up to a gross vehicle weight of 4250 kg

What we're focusing on in 2025

- Implementation of the Volvo brand
- Deliveries of new cars at headquarters both individually and in groups
- Expansion of pre delivery inspection workshop to all brands
- Establishment of tender desk

Car companies
Belgium & Luxembourg

What we achieved in 2024
- Van Mossel Automotive Partner scaled up: VMAP/ ICLH proposition in the business market for large fleets strengthened
- Garage Mertens integrated – VW Group dealer in the Waasland area
- Strengthened processes for managing working capital and handling sales through leasing companies
- Customer satisfaction maintained at above-average level. Freshdesk installed for tracking complaints
- Growth achieved in sales of insurance and financial products
- Strengthened cooperation with Van Mossel Car Leasing for small business customers
- Van Mossel Sales Academy launched with modules Business Market, Financial & Insurance Products, Leasing (in cooperation with ICLH)
- Customer satisfaction maintained at above national average
- SAM application further rolled out, now also for tracking and managing deliveries and administration
- Mobo uniform planning tool and digital work order system rolled out

Aftersales
- Revenue growth of 15% in aftersales in 2024
- Expansion of premium service network
- ICLH aftersales revenue increased to 20%
- Launch of Van Mossel Academy
- Van Mossel Parts launched
- Increase in preferred supplier procurement

What we're focusing on in 2025
- Further increase in the impact and results of Van Mossel Automotive Partner: Further coordination of customer acquisition and management in cooperation with ICLH, supporting dealerships in terms of sales to local businesses and the self-employed
- Wider adoption of SAM for both customer journey management and the administration of sales and deliveries
- Customer satisfaction maintained at above-average level. Increased focus on Google review results and actions
- Strengthening the Insurance and Financial Products offering through cooperation with insurer AXA
- Growth in sales of used cars: Increase selection and number of cars presented in branches, placement of central cell to support clusters in valuation and procurement
- Opening of Mega Used Car Centre in Lokeren
- Increased steering to Van Mossel Car Leasing for small business customers via VMAP's support to the clusters
- Expansion of Van Mossel Sales Academy offering – sales techniques
- Positioning of Van Mossel as a specialist in used cars and vans sales
- Central warehouse launch in different clusters

Aftersales
- Increase revenue/profitability per cycle
- Launch of Van Mossel Glass Repair
- Launch of central warehouses
- Marketing of Van Mossel maintenance contracts
- Directing ICLH tyres 100% to dealers
- Directing ICLH maintenance and repair to 30%

Body shops
Belgium

What we achieved in 2024
- Opening of Mobility House with a universal body and a high tech Mercedes-Benz body + implementation of automatic paint mixing machine
- Integration of Garage Mertens' two Wondercar branches
- New Oudenaarde construction project: universal bodywork for the Ghent region
- Customer satisfaction maintained at above-average levels via Google review
- Leads to dealer after total loss based on body (damage)
- Closer cooperation with AXA and Allianz for Van Mossel policy. This strengthens ties in the insurance sphere for cooperation with private customers outside the
- Van Mossel network
- Directing ICLH bodywork turnover increase to 85%
- Implementation of first financial and operational dashboard for better steering of operations

What we're focusing on in 2025
- Focus on labour revenue, including through further rollout of recovery in smart boxes
- Temse bodywork conversion
- Focus on safety with rollout of automatic final inspection zones
- Expansion in Wallonia with two body shops

Leasing companies
Belgium

What we achieved in 2024
- Portfolio growth more than twice as strong as the market
- Successful rollout of Private Lease and Private Lease PRO within the Van Mossel network
- Introduction of 'Service Coordination' for optimal management of van fleets
- Further digitalisation and process optimisation in the ordering process
- Launch of new form of digital newsletters
- Intensification of cooperation with newly affiliated dealers within Van Mossel Automotive Group
- Strong focus on B2B in Luxembourg and introduction of new brands in car policies
- Achieved an even better customer satisfaction score through consistent focus
- Strengthening of cooperation with Van Mossel Body Shop
- Introduction of a ticketing tool to better track incoming emails and better serve our customers
- Going live with digital signing for private lease contracts

What we're focusing on in 2025
- Further increase in the proportion of vans within the overall portfolio
- Launch of the new app for our drivers
- Relocation of Van Mossel Westlease to new premises in Roeselare
- Digitalisation and workflow management of the invoice flow
- Optimisation and efficiency in the use of existing IT systems in cooperation with Carwise
- Automation of KPI reporting via BI tool Qlik Sense
- Even closer cooperation with our dealers in terms of aftersales (maintenance and tyres)
- Start-up of a Customer Contact Centre to quickly respond to first-line questions

Van Mossel Automotive Partner
Belgium

What we achieved in 2024
- Integration of the VW Group cluster within VMAP
- CRM tool Tharkay rolled out at dealers across departments, including registration of acquired business
- Introduction of LCV specialisation within VMAP
- Uniform approach and operation of system order management ORD within our clusters, in cooperation with ICLH
- Professionalisation & expansion of VMAP team

What we're focusing on in 2025
- Increasing volume through strong integration of the commercial operation with ICLH, increase in number of visits to customers and prospects
- Organisation of a customer event at the Brussels Motor Show – presenting new developments and improved VMAP/ICLH operations
- Fleet Account Managers will also act as brand ambassadors, establishing an optimal link between the clusters and VMAP
- Development of structured solutions and cooperation on LCV conversions
- Specific action plan for the East and West Flanders region to increase Van Mossel's share
- Improvement of customer service by further implementing and broadening the Premium Delivery offering
- Improvement of sales to local business customers through a structured approach across clusters

Car companies
outside the Benelux

What we achieved in 2024
- Successful implementation of the Van Mossel strategy at acquired branches
- Budgets were consistently met
- Employee satisfaction demonstrably increased
- Strategic location redesigns were prepared

What we're focusing on in 2025
- Further redesign to brand and Van Mossel standards
- Increasing employee satisfaction and customer focus
- Expansion of the customer base
- Strengthening of brand responsibility in management

Outlook
In 2025, further integration and professionalisation of international activities will be the focus. With an eye for local market dynamics and using economies of scale and central support, Van Mossel International will continue to build up sustainable growth and strong brand representation. Van Mossel's international strategy remains focused on long-term value creation, operational excellence and close cooperation with manufacturers, importers and other strategic partners.

United Kingdom
Jacksons Group

In 2024, Jacksons Group achieved improvements through streamlined inventory management, digitalisation and customer-focused service.

Highlights
- Vehicle stock reduced by £12 million, with over £1 million interest advantage
- Structural savings of £2 million annually
- New websites launched for all branches
- Esplanade Isle of Wight sold more cars than ever before
- Highest customer rating ever through Google (5 stars)
- Record results in sales and service. Delivery
- Improvement of sales to local business customers through a structured approach across clusters

Germany
Hugo Pfohe

2024 was a year of transition and stability for Hugo Pfohe, which has been part of Van Mossel since 2023.

Highlights
- Despite macroeconomic pressures, Hugo Pfohe outperformed the market
- Results were boosted by solid operations
- Joint procurement, addition of MG as a brand in 2025
- First joint conversion completed: underground premium garage in Hamburg
- Remodelling of almost all locations is planned for 2025, in line with Van Mossel and brand standards

Denmark
Mercedes-Benz Copenhagen

With the acquisition of six Mercedes-Benz locations in the Copenhagen region, Van Mossel entered the Danish market.

Highlights
- Takeover successfully completed
- Implementation of Van Mossel strategy started immediately
- Sales results rose rapidly, resulting in strong positioning within Mercedes-Benz network
- Refurbishment plans in preparation



Acknowledge-ments

Acknowledgements 2024 & 2025

The Netherlands		
The Netherlands	Van Mossel Vehicle Repair Waalwijk	Certified High End Damage Repairer Volkswagen/Audi
The Netherlands	Van Mossel Car Leasing	Innovation Award at Leasing Company of the Year selection for After Sales Coordination
The Netherlands	Van Mossel Private Lease	First prize in Leasing Company of the Year selection in the Private Lease category
The Netherlands	Van Mossel Car Leasing	Second prize in Leasing Company of the Year selection in the Business Lease category
The Netherlands	Van Mossel Automotive Group	Approved Sustainable Plus
The Netherlands	Van Mossel Opel	Retailer of the Year Netherlands Stellantis Dealer Awards
The Netherlands	Van Mossel Citroën	Best Customer Satisfaction Netherlands Stellantis Dealer Awards
The Netherlands	Van Mossel Audi	Audi Excellent Dealer 2025
The Netherlands	Van Mossel Kia	Kia Top Dealer Award 2025
The Netherlands	International Car Lease Holding	EcoVadis bronze
The Netherlands	Van Mossel Vehicle Repair	ISO 9001 & 14001
The Netherlands	Van Mossel Mercedes-Benz passenger cars + Vans & Trucks	ISO 9001 & 14001
The Netherlands	Van Mossel Volkswagen, Audi, Seat, Škoda and Cupra	ISO 9001
The Netherlands	Van Mossel Volkswagen, Audi, Seat, Škoda and Cupra	Privacy and Security Audit certificate
The Netherlands	Van Mossel Škoda	Škoda Premium Dealer 2025
The Netherlands	Van Mossel Parts Service	Second prize in Parts Service of the Year 2025 selection
The Netherlands	Van Mossel Commercial Vehicle Centre Tilburg	Volkswagen BWG ServicePlus certificate
The Netherlands	Van Mossel Volkswagen	GoTOzero RETAIL project Pon successfully completed

Belgium

Belgium	Van Mossel Body Shops Belgium	GroenGedaan | Sustainable repairs
Belgium	Van Mossel Body Shops Belgium	EuroGarant | Sustainable repairs
Belgium	Van Mossel Mercedes-Benz	VanPro adVANce 2nd certification
Belgium	Van Mossel Mercedes-Benz	MS360 Veurne CARS certification
Belgium	Van Mossel Mercedes-Benz	PARTS pro certification 3
Belgium	Van Mossel Mercedes-Benz	T-rex Certification Audit 3 and 4
Belgium	Van Mossel Kia	Award best COI 2024
Belgium	Van Mossel Mercedes-Benz	Nominated for Trends Gazelles 2025 West Flanders
Belgium	Van Mossel Ford	Nominated for Trends Gazelles 2025 Antwerp
Belgium	Van Mossel Automotive Group Belux	Nominated for Trends Gazelles 2025 Antwerp
Belgium	Van Mossel Kia Belgium	Nominated for Trends Gazelles 2025 Limburg

Luxembourg

Luxembourg	Van Mossel Jeep Luxembourg	Compact SUV and Crossover 2024 (Jeep Avenger)
Luxembourg	Van Mossel Kia BeLux	HIGHEST EV COI National Point of sale, selling the most electric vehicles
Luxembourg	Van Mossel Fiat Luxembourg	Winner Best Retail 2024 Fiat

Germany

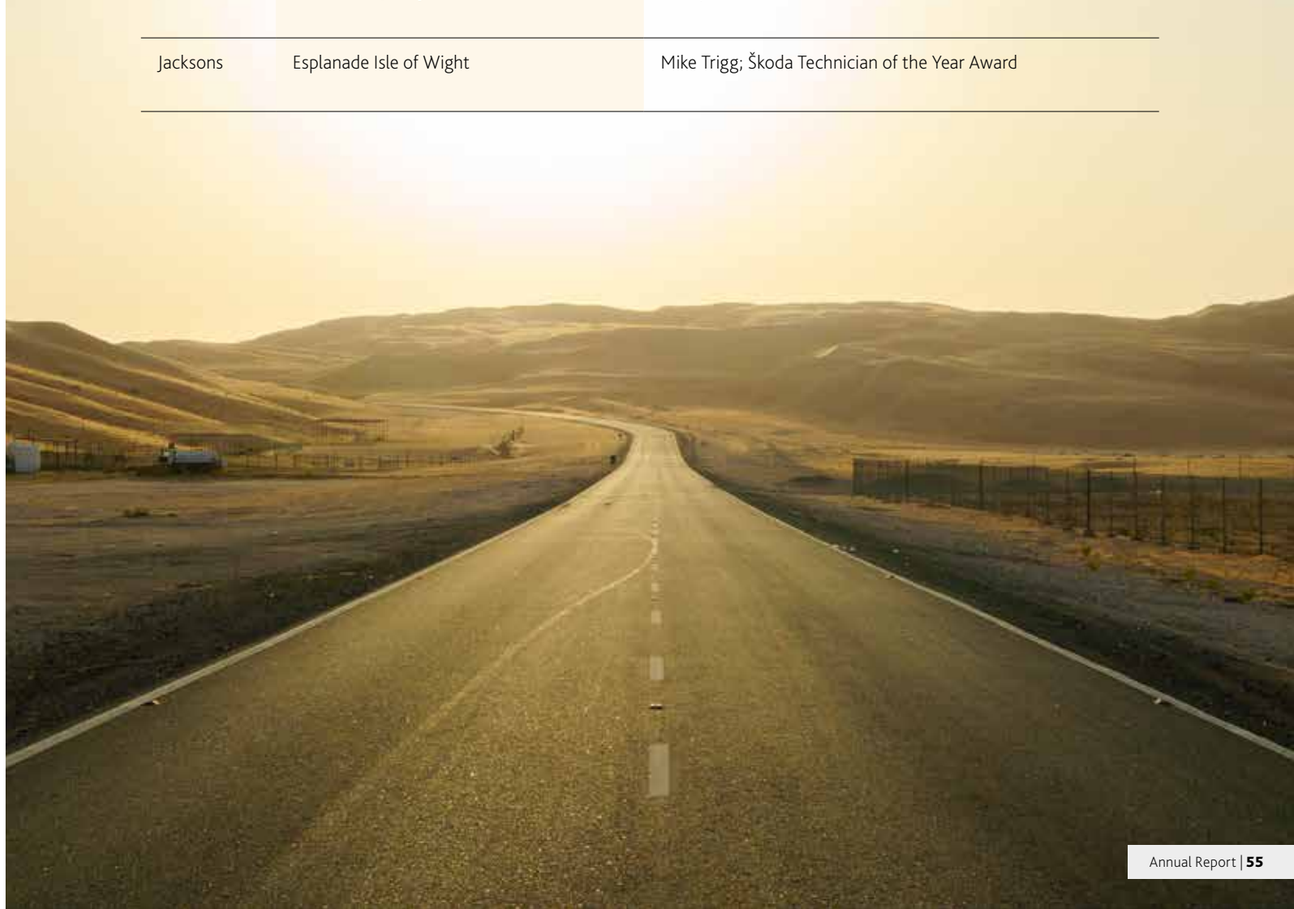
Germany	Hugo Pfohe	Certified Brand Damage Repairer certificate for Jaguar/Land Rover
Germany	Nord-Ostsee Automobile	Autobild: Best Car Dealers 2025
Germany	Nord-Ostsee Automobile	Deutschland Test: Award for Best Car Dealers in Germany 2024
Germany	Nord-Ostsee Automobile	Autohauskenner: Award 2024 and 2025 'very good' in customer survey on sales and service
Germany	Nord-Ostsee Automobile	Germany's most popular training companies 2024
Germany	Nord-Ostsee Automobile	Kununu: Top Company 2024
Germany	Nord-Ostsee Automobile	Mercedes-Benz Van: Customer Satisfaction Index CLI
Germany	Nord-Ostsee Automobile	Company of the future / award from DER UNTERNEHMER
Germany	Nord-Ostsee Automobile	Mercedes-Benz Service: BEST OF SERVICE24H VAN
Germany	Nord-Ostsee Automobile	Mercedes-Benz Club of the Best CLI 1st place 2024

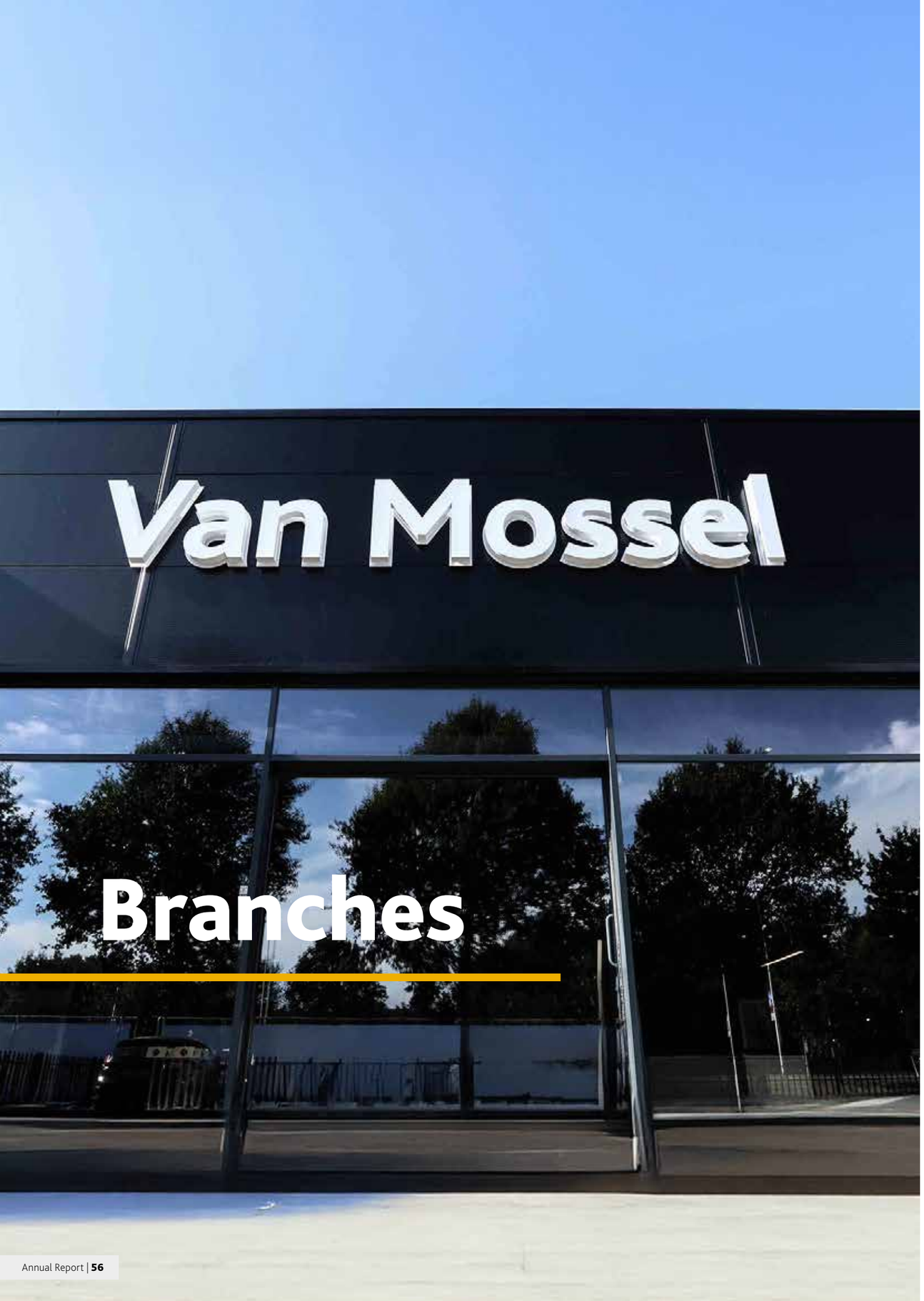
Denmark

Denmark	Van Mossel Mercedes-Benz	ISO 9001 & 9002
Denmark	Van Mossel Greve	Mercedes-Benz Vans Workshop of the Year

United Kingdom

Jacksons	Motor Mall Jersey	Group Balanced Scorecard Award 2024
Jacksons	Esplanade Isle of Wight	Mike Trigg; Škoda Technician of the Year Award





Branches

Address list

Van Mossel Automotive Group B.V.	Jan Vestersstraat	1	5145 MA	Waalwijk	The Netherlands
Remarketing	Jan Vestersstraat	1	5145 MA	Waalwijk	The Netherlands
Van Mossel Financial Services	Jan Vestersstraat	1	5145 MA	Waalwijk	The Netherlands
Van Mossel Automotive Partner	Jan Vestersstraat	1	5145 MA	Waalwijk	The Netherlands
Van Mossel Logistics	Van Iersel en Witloxweg	2	5145 MB	Waalwijk	The Netherlands
Alpine Store Amsterdam	Schepenbergweg	43	1105 AS	Amsterdam	The Netherlands
Alpine Store Rotterdam	Koperstraat	16	3067 GL	Rotterdam	The Netherlands
rnlt. Rotterdam by Van Mossel Renault	Kruiskade	57	3012 EH	Rotterdam	The Netherlands
Van Mossel Nissan Amsterdam	Schepenbergweg	43	1105 AS	Amsterdam	The Netherlands
Van Mossel Renault Dacia Barendrecht	Krakau	3	2993 LV	Barendrecht	The Netherlands
Van Mossel Renault Dacia Breda	Huifakkerstraat	3	4815 PN	Breda	The Netherlands
Van Mossel Renault Dacia Culemborg	Pascalweg	29	4101 BE	Culemborg	The Netherlands
Van Mossel Renault Dacia Nissan Dordrecht	Mijlweg	71	3316 BE	Dordrecht	The Netherlands
Van Mossel Renault Dacia Nissan Gorinchem	Edisonweg	7	4207 HE	Gorinchem	The Netherlands
Van Mossel Renault Dacia Nissan Rotterdam	Koperstraat	16-18	3067 GL	Rotterdam	The Netherlands
Van Mossel Renault Dacia Nissan Vlaardingen	Hoogstad	101	3131 KX	Vlaardingen	The Netherlands
Van Mossel Renault Dacia Roosendaal	Belder	34	4704 RK	Roosendaal	The Netherlands
Van Mossel Renault Dacia Rotterdam (South)	Charloisse Lagedijk	946	3088 LA	Rotterdam	The Netherlands
Van Mossel Renault Dacia Spijkenisse	Maaswijkweg	1	3203 LG	Spijkenisse	The Netherlands
Van Mossel Renault Dacia Wijk bij Duurstede	Graaf van Lynden van Sandenburgweg	2A	3962 RB	Wijk bij Duurstede	The Netherlands
Van Mossel Renault Dacia Zaltbommel	Van Voordenpark	18	5301 FP	Zaltbommel	The Netherlands
Van Mossel Renault Nissan Dacia Tiel	Stephensonstraat	1-3	4004 JA	Tiel	The Netherlands
Van Mossel Maxus Tilburg	Kraaivenstraat	4	5048 AB	Tilburg	The Netherlands
Van Mossel MG Amersfoort	Maanlander	12	3824 MP	Amersfoort	The Netherlands
Van Mossel MG Amsterdam	Pieter Braaijweg	2	1114 AJ	Amsterdam	The Netherlands
Van Mossel MG Maxus Den Bosch	Afrikalaan	2	5232 BD	s-Hertogenbosch	The Netherlands
Van Mossel MG Den Haag	Kerketuinenweg	36	2544 CW	The Hague	The Netherlands
Van Mossel MG Hengelo	Höltersweg	30	7556 BX	Hengelo	The Netherlands
Van Mossel MG Maxus Breda	Minervum	7001 B	4817 ZL	Breda	The Netherlands
Van Mossel MG Maxus Goes	Eberhardtweg	2	4462 HH	Goes	The Netherlands
Van Mossel MG Maxus Nijmegen	Rietgraaf	5	6678 PJ	Oosterhout GLD	The Netherlands
Van Mossel MG Maxus Purmerend	Vleetstraat	15-17	1446 AP	Purmerend	The Netherlands
Van Mossel MG Maxus Roermond	Sodaweg	3	6049 CM	Roermond/Herten	The Netherlands
Van Mossel MG Maxus Rotterdam	Bergweg-Zuid	102	2661 CV	Bergschenhoek	The Netherlands
Van Mossel MG Tynaarlo	Handelsweg	18	9482 WE	Tynaarlo	The Netherlands
Van Mossel MG Utrecht	Kate Ter Horstsingel	1	3543 WB	Utrecht	The Netherlands
Van Mossel MG Zwolle	Oude Meppelerweg	2	8024 AB	Zwolle	The Netherlands
Van Mossel Volkswagen Hapert	Oude Provincialeweg	84	5527 AH	Hapert	The Netherlands
Van Mossel Volkswagen/Audi Weert	Edisonlaan	1	6003 DB	Weert	The Netherlands
Van Mossel Volkswagen Audi Valkenswaard	Dragonder	16	5554 GM	Valkenswaard	The Netherlands
Van Mossel Volkswagen Oisterwijk	Bedrijfsweg	17	5061 JX	Oisterwijk	The Netherlands
Van Mossel Volkswagen Waalwijk	Van Andelstraat	1	5141 PB	Waalwijk	The Netherlands
Van Mossel Audi Tilburg	Kraaivenstraat	14	5048 AB	Tilburg	The Netherlands
Van Mossel Volkswagen Tilburg	Ringbaan Noord	65	5046 AA	Tilburg	The Netherlands
Van Mossel Commercial Vehicle Centre Tilburg	Kraaivenstraat	4	5048 AB	Tilburg	The Netherlands
Cupra Garage Tilburg	Kraaivenstraat	13	5048 AB	Tilburg	The Netherlands
Van Mossel Mega Used Car Centre Tilburg	Kraaivenstraat	13	5048 AB	Tilburg	The Netherlands
Van Mossel Seat Škoda Tilburg	Kraaivenstraat	13	5048 AB	Tilburg	The Netherlands
Van Mossel Seat Škoda Waalwijk	Van Andelstraat	11	5141 PB	Waalwijk	The Netherlands
Van Mossel Fiat / Jeep / Alfa Romeo Breda	Minervum	7001 C	4817 ZL	Breda	The Netherlands
Van Mossel Fiat Jeep Alfa Romeo Tilburg	Kraaivenstraat	20	5048 AB	Tilburg	The Netherlands
Van Mossel Fiat Jeep Opel Goes	Pearyweg	19	4462 GT	Goes	The Netherlands

Van Mossel Fiat Jeep Opel Middelharnis	De Hofjes	42	3241 ML	Middelharnis	The Netherlands
Van Mossel Fiat Jeep Opel Oosterhout	De Boedingen	8	4906 BA	Oosterhout	The Netherlands
Van Mossel Fiat Jeep Opel Roosendaal	Bredaseweg	243	4705 RN	Roosendaal	The Netherlands
Van Mossel Fiat Jeep Opel Terneuzen	Handelspoort	8	4538 BN	Terneuzen	The Netherlands
Van Mossel OPC Opel Breda	Minervum	7001 A	4817 ZL	Breda	The Netherlands
Van Mossel OPC Opel Den Bosch	Afrikalaan	2	5232 BD	's-Hertogenbosch	The Netherlands
Van Mossel OPC Opel Tilburg	Kraaivenstraat	8	5048 AB	Tilburg	The Netherlands
Van Mossel OPC Opel Veghel	Vanderlandelaan	1	5466 RE	Veghel	The Netherlands
Van Mossel Ford Breda	Minervum	7001 C	4817 ZL	Breda	The Netherlands
Van Mossel Ford Den Bosch	Afrikalaan	2	5232 BD	's-Hertogenbosch	The Netherlands
Van Mossel Ford Eindhoven	Meerenakkerweg	3A	5652 AR	Eindhoven	The Netherlands
Van Mossel Ford Goes	Eberhardtweg	2	4462 HH	Goes	The Netherlands
Van Mossel Ford Helmond	Varenschut	17J	5705 DK	Helmond	The Netherlands
Van Mossel Ford Hulst	Evenaar	1	4561 PG	Hulst	The Netherlands
Van Mossel Ford Middelharnis	De Hofjes	42	3241 ML	Middelharnis	The Netherlands
Van Mossel Ford Roermond	Sodaweg	3	6049 CM	Roermond/Herten	The Netherlands
Van Mossel Ford Roosendaal	Belder	34	4704 RK	Roosendaal	The Netherlands
Van Mossel Ford Terneuzen	Handelspoort	8	4538 BN	Terneuzen	The Netherlands
Van Mossel Ford Tilburg	Kraaivenstraat	20	5048 AB	Tilburg	The Netherlands
Van Mossel Ford Veghel	Vanderlandelaan	1	5466 RE	Veghel	The Netherlands
Van Mossel Ford Weert	Edisonlaan	5	6003 DB	Weert	The Netherlands
Van Mossel Jaguar Land Rover Apeldoorn	Oude Apeldoornseweg	40A	7333 NS	Apeldoorn	The Netherlands
Van Mossel Jaguar Land Rover Groningen	Odenseweg	1	9723 HA	Groningen	The Netherlands
Van Mossel Jaguar Land Rover Zwolle	Oude Meppelerweg	2	8024 AB	Zwolle	The Netherlands
Van Mossel Hyundai Emmen	Orionweg	51	8938 AG	Leeuwarden	The Netherlands
Van Mossel Hyundai Groningen	Odenseweg	1	9723 HA	Groningen	The Netherlands
Van Mossel Hyundai Heerenveen	Businesspark Friesland-West	53-1	8447 SL	Heerenveen	The Netherlands
Van Mossel Hyundai Leeuwarden	Nijlbracht	50	7821 CA	Emmen	The Netherlands
Van Mossel Citroën DS Amsterdam	Pieter Braaijweg	2	1114 AJ	Amsterdam	The Netherlands
Van Mossel Peugeot Amstelveen	Bouwerij	6	1185 XX	Amstelveen	The Netherlands
Van Mossel Peugeot Amsterdam Noord	Johan van Hasseltweg	65	1021 KN	Amsterdam	The Netherlands
Van Mossel Peugeot Amsterdam Zuid-Oost	Klokkenbergweg	29	1101 AK	Amsterdam	The Netherlands
Van Mossel Peugeot Citroën Heemskerk	Cruquiusweg	37 C	2102 LS	Heemstede	The Netherlands
Van Mossel Peugeot Citroën Purmerend	Vleetstraat	15-17	1446 AP	Purmerend	The Netherlands
Van Mossel Peugeot Citroën Zaandam	Kleine Tocht	22	1507 CB	Zaandam	The Netherlands
Van Mossel Peugeot Citroën Zwaag/Hoorn	De Marowijne	59	1689 AR	Zwaag	The Netherlands
Van Mossel Peugeot DS Citroën Alkmaar	Helderseweg	55B	1817 BB	Alkmaar	The Netherlands
Van Mossel Peugeot Heemstede	Cruquiusweg	37 C	2102 LS	Heemstede	The Netherlands
Van Mossel Peugeot Leiden-Leiderdorp	Van der Valk Boumaweg	2	2352 JC	Leiderdorp	The Netherlands
Van Mossel Peugeot Lisse-Hillegom	Arnoudstraat	18	2182 DZ	Hillegom	The Netherlands
Van Mossel Kia Amersfoort	Maanlander	12	3824 MP	Amersfoort	The Netherlands
Van Mossel Kia Apeldoorn	Oude Apeldoornseweg	40B	7333 NS	Apeldoorn	The Netherlands
Van Mossel Kia Harderwijk	Lorentzstraat	25	3846 AV	Harderwijk	The Netherlands
Van Mossel Kia Hengelo	Holtersweg	30	7556 BX	Hengelo	The Netherlands
Van Mossel Kia Zwolle	Oude Meppelerweg	2	8024 AB	Zwolle	The Netherlands
Van Mossel Isuzu Goes	Eberhardtweg	2	4462 HH	Goes	The Netherlands
Van Mossel Dordrecht	Mijlweg	81	3316 BE	Dordrecht	The Netherlands
Van Mossel Gouda	Grote Esch	50	2841 MJ	Gouda	The Netherlands
Van Mossel Hellevoetsluis	Rijksstraatweg	38	3223 KA	Hellevoetsluis	The Netherlands
Van Mossel Oud-Beijerland	Jan van der Heijdenstraat	29	3261 LE	Oud-Beijerland	The Netherlands
Van Mossel Rotterdam (Autostrada)	Autolettestraat	4	3063 NP	Rotterdam	The Netherlands
Van Mossel Rotterdam (Charlois)	Driemanssteeweg	690A	3084 CB	Rotterdam	The Netherlands
Van Mossel Rotterdam (Spaanse Polder)	Schuttevaerweg	20	3044 BB	Rotterdam	The Netherlands
Van Mossel Vans & Trucks Bergschenhoek	Bergweg-Zuid	102	2661 CV	Bergschenhoek	The Netherlands
Van Mossel Vans & Trucks Dordrecht	Heliotroopring	40	3316 KG	Dordrecht	The Netherlands
Van Mossel Vans & Trucks Gouda	Grote Esch	46	2841 MJ	Gouda	The Netherlands
Van Mossel Vans & Trucks Rotterdam (Charlois)	Driemanssteeweg	20	3084 CB	Rotterdam	The Netherlands
Van Mossel Vans & Trucks Rotterdam (Spaanse Polder)	Schuttevaerweg	18	3044 BB	Rotterdam	The Netherlands
Van Mossel Volvo Amsterdam	Krollenbergweg	15	1101 AR	Amsterdam	The Netherlands
Van Mossel Volvo Mijdrecht	Communicatieweg	9	3641 SG	Mijdrecht	The Netherlands
Van Mossel Exclusive Used Cars	Pieter Braaijweg	2	1114 AJ	Amsterdam	The Netherlands
Van Mossel Mega Used Car Centre Budget Cars	Havenweg	21	5145 NJ	Waalwijk	The Netherlands
Van Mossel Mega Used Car Centre Goes	Pearyweg	19	4462 GT	Goes	The Netherlands
Van Mossel Mega Used Car Centre Hengelo	Goudstraat	70	7554 NE	Hengelo	The Netherlands
Van Mossel Mega Used Car Centre Leeuwarden	Orionweg	51	8938 AG	Leeuwarden	The Netherlands
Van Mossel Mega Used Car Centre Tilburg	Kraaivenstraat	6	5048 AB	Tilburg	The Netherlands
Van Mossel Mega Used Car Centre Utrecht	Kate Ter Horstsingel	1	3543 WB	Utrecht	The Netherlands
Van Mossel Outdoor Used Cars	Bedrijfsweg	17	5061 JX	Oisterwijk	The Netherlands
Van Mossel Vehicle Repair Alkmaar	Koelmalaan	67	1812 PR	Alkmaar	The Netherlands
Van Mossel Vehicle Repair Amsterdam - Lijnden	Sydneystraat	12	1175 GN	Lijnden	The Netherlands
Van Mossel Vehicle Repair Bergen op Zoom	Marconilaan-North	63	4614 HB	Bergen op Zoom	The Netherlands
Van Mossel Vehicle Repair Breda	Konijnenberg	101	4825 BC	Breda	The Netherlands
Van Mossel Vehicle Repair Culemborg	Pascalweg	29	4104 BE	Culemborg	The Netherlands
Van Mossel Vehicle Repair The Hague	Vrij-Harnasch	118	2635 BZ	The Hague	The Netherlands
Van Mossel Vehicle Repair Eindhoven	Steenoven	7	5626 DK	Eindhoven	The Netherlands
Van Mossel Vehicle Repair Goes	Scottweg	2	4462 GS	Goes	The Netherlands
Van Mossel Vehicle Repair Group	Jan Vestersstraat	1	5145 MA	Waalwijk	The Netherlands
Van Mossel Vehicle Repair Groningen	Osloweg	122/A	9723 BX	Groningen	The Netherlands
Van Mossel Vehicle Repair Hengelo	Binnenhavenstraat	87	7553 GH	Hengelo	The Netherlands
Van Mossel Vehicle Repair High Tech Rotterdam	Driemanssteeweg	690C	3084 CB	Rotterdam	The Netherlands
Van Mossel Vehicle Repair High Tech Zwolle	Nervistraat	3	8013 RS	Zwolle	The Netherlands
Van Mossel Vehicle Repair Hoorn	De Marowijne	55	1689 AR	Zwaag	The Netherlands
Van Mossel Vehicle Repair Middelburg	Klarinetweg	4	4337 RA	Middelburg	The Netherlands
Van Mossel Vehicle Repair Nijmegen	Rietgraaf	5A	6678 PJ	Oosterhout GLD	The Netherlands
Van Mossel Vehicle Repair Oirschot	De stad	1C	5688 NX	Oirschot	The Netherlands
Van Mossel Vehicle Repair Roosendaal	Belder	100	4704 RK	Roosendaal	The Netherlands
Van Mossel Vehicle Repair Rotterdam	Driemanssteeweg	690D	3084 CB	Rotterdam	The Netherlands
Van Mossel Vehicle Repair Tilburg	Ringbaan Noord	65	5046 AA	Tilburg	The Netherlands
Van Mossel Vehicle Repair Utrecht	Reactorweg	13	3542 AD	Utrecht	The Netherlands
Van Mossel Vehicle Repair Waalwijk	Zinkerweg	7	5145 NL	Waalwijk	The Netherlands
Van Mossel Vehicle Repair Weert	Edisonlaan	10	6003 DB	Weert	The Netherlands
Van Mossel Vehicle Repair Zwolle	Simon Stevinweg	1 & 3	8013 NA	Zwolle	The Netherlands
Van Mossel Rim Repair Hapert	Energieweg	5	5527 AH	Hapert	The Netherlands
Van Mossel Car Solutions	Hectorstraat	7	5047 RE	Tilburg	The Netherlands
DirectLease B2B Belgium	Noordersingel	19	B-2140	Antwerp	Belgium
DirectLease B2C Belgium	Noordersingel	19	B-2140	Antwerp	Belgium
DirectLease Germany	Am Seestern	4	D-40547	Düsseldorf	Germany
DirectLease Netherlands	Goudstraat	70	7554 NE	Hengelo	The Netherlands
DirectLease Luxembourg	Zone d'activités Bourmicht		L-8070	Bertrange	Luxembourg
J&T Autolease Belgium	Noordersingel	19	B-2140	Antwerp	Belgium
J&T Autolease Germany	Am Seestern	4	D-40547	Düsseldorf	Germany
J&T Autolease Netherlands	Kraaivenstraat	4	5048 AB	Tilburg	The Netherlands
Van Mossel Car Leasing Tilburg	Kraaivenstraat	4	5048 AB	Tilburg	The Netherlands
Van Mossel Car Leasing The Hague	Vrij-Harnasch	118	2635 BZ	Den Hoorn	The Netherlands
Van Mossel Car Leasing Amsterdam	Pieter Braaijweg	2	1114 AJ	Amsterdam	The Netherlands
Van Mossel Car Leasing Groningen	Wismarweg	9	9723 HC	Groningen	The Netherlands
Van Mossel Car Leasing Hengelo	Holtersweg	30	7556 BX	Hengelo	The Netherlands
Van Mossel Car Leasing Leeuwarden	Orionweg	51	8938 AG	Leeuwarden	The Netherlands
Van Mossel Car Leasing Rotterdam	Driemanssteeweg	690B	3084 CB	Rotterdam	The Netherlands
Van Mossel Car Leasing Weert	Edisonlaan	10	6003 DB	Weert	The Netherlands

Van Mossel Car Leasing ZuidWest	Pearyweg	19	4462 GT	Goes	The Netherlands
Van Mossel Car Leasing Zwolle	Simon Stevinweg	1 & 3	8013 NA	Zwolle	The Netherlands
Van Mossel Car Leasing Luxembourg	Zone d'activités Bourmicht		L-8070	Bertrange	Luxembourg
Van Mossel Car Leasing Nijmegen	Rietgraaf	5A	6678 PJ	Oosterhout GLD	The Netherlands
Van Mossel Shortlease & Rent Waalwijk	Schutweg	6a	5145 NP	Waalwijk	The Netherlands
Van Mossel Shortlease & Rent Rotterdam	Driemanssteeweg	690B	3084 CB	Rotterdam	The Netherlands
Van Mossel Shortlease & Rent Groningen	Handelweg	18	9482 WE	Tynaarlo	The Netherlands
Van Mossel Vandenbunder Diksmuide	Wagenmakerijstraat	2	8600	Diksmuide	Belgium
Van Mossel Vandenbunder Diksmuide	Wagenmakerijstraat	2	8600	Diksmuide	Belgium
Van Mossel Lagrou Ypres	Veurnseweg	6	8900	Ypres	Belgium
Van Mossel Lagrou Ypres	Veurnseweg	6	8900	Ypres	Belgium
Van Mossel Renault Kuurne	Brugsesteenweg	30	8520	Kuurne	Belgium
Van Mossel Dacia Kuurne	Brugsesteenweg	30	8520	Kuurne	Belgium
Van Mossel Renault Roeselare	Diksmuidsesteenweg	343	8800	Roeselare	Belgium
Van Mossel Dacia Roeselare	Diksmuidsesteenweg	343	8800	Roeselare	Belgium
Van Mossel Ford Brasschaat	Kapelsesteenweg	76	2930	Brasschaat	Belgium
Van Mossel Ford Deurne	Bisschoppenhoflaan	515	2100	Deurne	Belgium
Van Mossel Ford Lier	Mechelsesteenweg	258	2500	Lier	Belgium
Van Mossel Ford Mechelen	Antwerpsesteenweg	273	2800	Mechelen	Belgium
Van Mossel Ford Wilrijk	Boomsesteenweg	375	2610	Wilrijk	Belgium
Van Mossel Ford Leuven	Brusselsesteenweg	57	3020	Herent	Belgium
Van Mossel Ford Zaventem	Leuvensesteenweg	438	1930	Zaventem	Belgium
Van Mossel Hyundai Brasschaat	Kapelsesteenweg	76	2930	Brasschaat	Belgium
Van Mossel Hyundai Deurne	Bisschoppenhoflaan	515	2100	Deurne	Belgium
Van Mossel Hyundai Mechelen	Antwerpsesteenweg	273	2800	Mechelen	Belgium
Van Mossel VMA Wilrijk	Boomsesteenweg	501	2610	Wilrijk	Belgium
Van Mossel VMA Deinze	EmielClauslaan	45	9800	Deinze	Belgium
Van Mossel VMA Ghent	AchillesHeyndrickxlaan	1	9050	Ghent	Belgium
Van Mossel VMA Oudenaarde	Industriepark de Bruwaan	55	9700	Oudenaarde	Belgium
Van Mossel VMA Groot-Bijgaarden	Pastoor Cooremansstraat	1	1702	Groot-Bijgaarden	Belgium
Van Mossel VMA Zaventem	Leuvensesteenweg	438	1930	Zaventem	Belgium
Van Mossel VMA Menen	Bruggestraat	568	8930	Menen	Belgium
Van Mossel VMA Zwevegem	Avelgemstraat	158	8550	Zwevegem	Belgium
Van Mossel Jaguar Mechelen	Antwerpsesteenweg	277	2800	Mechelen	Belgium
Van Mossel Land Rover Mechelen	Antwerpsesteenweg	277	2800	Mechelen	Belgium
Van Mossel Jaguar Leuven	Brusselsesteenweg	57	3020	Herent	Belgium
Van Mossel Land Rover Leuven	Brusselsesteenweg	57	3020	Herent	Belgium
Van Mossel Mercedes-Benz Brecht	D'hoef	2	2960	Brecht	Belgium
Van Mossel Trucks Deurne	Bisschoppenhoflaan	275	2100	Antwerp	Belgium
Van Mossel Mercedes-Benz Turnhout	SteenwegopGierle	355	2300	Turnhout	Belgium
Van Mossel Trucks Duffel	A.Stocletlaan	204	2570	Duffel	Belgium
Van Mossel Mercedes-Benz Bruges	Pathoekeweg	40	8000	Bruges	Belgium
Van Mossel Mercedes-Benz Ypres	Zwaanhofweg	8	8900	Ypres	Belgium
Van Mossel Mercedes-Benz Knokke	Natiënlaan	167	8300	Knokke	Belgium
Van Mossel Mercedes-Benz Oostende	Marconistraat	1	8400	Oostende	Belgium
Van Mossel Mercedes-Benz Roeselare	Hoge-Barrièrestraat	10	8800	Roeselare	Belgium
Van Mossel Mercedes-Benz Tielt	Szamotulystraat	19	8700	Tielt	Belgium
Van Mossel Mercedes-Benz Torhout	Bruggestraat	96	8820	Torhout	Belgium
Van Mossel Mercedes-Benz Veurne	Duvenkort	8	8630	Veurne	Belgium
Van Mossel MG Antwerp	Noorderlaan	32	2060	Antwerp	Belgium
Van Mossel MG Mechelen	Jubellaan	82	2800	Mechelen	Belgium
Van Mossel Opel Antwerp	Noorderlaan	32	2060	Antwerp	Belgium
Van Mossel Opel Lier	Marnixdreef	2	2500	Lier	Belgium
Van Mossel VMS Mechelen	Jubellaan	82	2800	Mechelen	Belgium
Van Mossel Opel Wilrijk	Boomsesteenweg	501	2610	Wilrijk	Belgium

Van Mossel VMS Bree	Meeuwerkiezel		3960	Bree	Belgium
Van Mossel Kia Lier	Marnixdreef	2	2500	Lier	Belgium
Van Mossel Kia Hasselt	Hellebeemden	4	3500	Hasselt	Belgium
Van Mossel Kia Sint-Truiden	Lichtenberglaan	2010	3800	Sint-Truiden	Belgium
Van Mossel Kia Aarschot	Betekomsesteenweg	114	3200	Aarschot	Belgium
Van Mossel Kia Diest	Leuvensesteenweg	160	3290	Diest	Belgium
Van Mossel VAG Dendermonde	KorteDijkstraat	75	9200	Dendermonde	Belgium
Van Mossel VAG Lokeren	Brandstraat	19	9160	Lokeren	Belgium
Van Mossel Audi Sint-Niklaas	Europark-Zuid	1	9100	Sint-Niklaas	Belgium
Van Mossel VAG Sint-Niklaas	GroteBaan	80	9100	Sint-Niklaas	Belgium
Van Mossel VMS Aarschot	Betekomsesteenweg	114	3200	Aarschot	Belgium
Van Mossel Used Car Centre Antwerp	Noorderlaan	32	2060	Antwerp	Belgium
Van Mossel Used Car Centre Hasselt	Hellebeemden	12	3500	Hasselt	Belgium
Van Mossel VMS Schriek	Schriekstraat	114	2223	Schriek	Belgium
Van Mossel VMS Genk	EvenceCoppéelaan	90	3600	Genk	Belgium
Van Mossel VMS Hasselt	Hellebeemden	2	3500	Hasselt	Belgium
Van Mossel VMS Hasselt	Hellebeemden	2:00 AM	3500	Hasselt	Belgium
Van Mossel VMS Sint-Truiden	Lichtenberglaan	2010	3800	Sint-Truiden	Belgium
Van Mossel VMS Tongeren	Maastrichtersteenweg-	463-465	3700	Tongeren	Belgium
Van Mossel VMS Zonhoven	Waardstraat	6	3520	Zonhoven	Belgium
Van Mossel VMS Diest	Leuvensesteenweg	160	3290	Diest	Belgium
Van Mossel VMS Leuven	Brusselsesteenweg	31	3020	Herent	Belgium
Van Mossel Used Cars	Brugsesteenweg	40	8520	Kuurne	Belgium
Van Mossel Body Shop Oudsbergen	Betonweg	12	3670	Oudsbergen	Belgium
Van Mossel Body Shop Hasselt	Hellebeemdena	6a	3500	Hasselt	Belgium
Van Mossel Body Shop Turnhout	SteenwegopGierle	355	2300	Turnhout	Belgium
Van Mossel Body Shop Schriek	Schriekstraat	114	2223	Heist op den Berg	Belgium
Van Mossel Body Shop Brasschaat	Kapelsesteenweg	76	2930	Brasschaat	Belgium
Van Mossel Body Shop Mechelen	Antwerpsesteenweg	273	2800	Mechelen	Belgium
Van Mossel Body Shop Leuven	Brusselsesteenweg	57	3020	Herent	Belgium
Van Mossel Body Shop Aartselaar	Boomsesteenweg	39	2630	Aartselaar	Belgium
Van Mossel Vereenooghe Body Shop Roeselare	HogeBarrièrestraat	10	8800	Roeselare	Belgium
Van Mossel Vereenooghe Body Shop Ypres	Zwaanhofweg	8	8900	Ypres	Belgium
Van Mossel Vereenooghe Body Shop Jabbeke	Vlamingveld	5	8490	Jabbeke	Belgium
Mertens Body Shop Sint-Niklaas	Europark-Zuid	12	9100	Sint-Niklaas	Belgium
Van Mossel Westlease Deerlijk	KleineTapuitstraat	18	B-8540	Deerlijk	Belgium
Van Mossel Westlease Namur	Avenued'Ecolys	2	B-5020	Suarlée (Namur)	Belgium
Van Mossel Car Leasing Belgium	Noordersingel	19	B-2140	Antwerp	Belgium
Van Mossel Westlease Luxembourg	Zone d'activités Bourmicht		L-8070	Bertrange	Luxembourg
Autopolis S.A., Multibrand	Rue des Mérovingiens, Z.A.I. Bourmicht	9	L-8070	Bertrange	Luxembourg
Autopolis S.A. Damage/Body repair shop	Rue du Puits Romain	4	L-8070	Bertrange	Luxembourg
Autopolis	Fridhaff	9	L-9379	Diekirch	Luxembourg
Autodis	Zl Um Monkeler - On Den Drieschen	18	L-4149	Esch-sur-Alzette	Luxembourg
Collé	Route de Bascharage	140	L-4513	Niederkorn	Luxembourg
Van Mossel Car Leasing France	Rue Michel Servet	10		Lille	France
Hugo Pfohe Hamburg-Fuhlsbüttel	Alsterkrugchaussee	355	22335	Hamburg	Germany
Hugo Pfohe Hamburg-Fuhlsbüttel	Hindenburgstraße	167	22297	Hamburg	Germany
Hugo Pfohe Hamburg-Wandsbek	Friedrich-Ebert-Damm	190	22047	Hamburg	Germany
Hugo Pfohe Norderstedt	Niendorfer Strasse	147	22848	Norderstedt	Germany
Hugo Pfohe Bad Segeberg	Esmarchstraße	13-15	23795	Bad Segeberg	Germany
Hugo Pfohe Lübeck	Am Spargelhof	10	23554	Lübeck	Germany
Hugo Pfohe Oldenburg i.H.	Am Voßberg	7	23758	Oldenburg i.H.	Germany
Hugo Pfohe Schwerin-Krebsförden	Pampower Strasse	1	19061	Schwerin	Germany
Hugo Pfohe Schwerin-Margaretenhof	Kirschenhöfer Weg	78	19057	Schwerin	Germany
Brandstore Aston Martin Hamburg	Dammtorstrasse	1	20354	Hamburg	Germany

Ahrensburg Centre	Kurt-Fischer-Straße	17-19	22926	Ahrensburg	Germany
Bad Belzig Centre	Im Gewerbepark Seedoche	1	14806	Bad Belzig	Germany
Brandenburg Centre	Friedrichshafener Str.	23	14772	Brandenburg	Germany
Eckernförde Centre	Rendsburger Straße	54-56	24340	Eckernförde	Germany
Flensburg Centre	Zur Bleiche	46	24941	Flensburg	Germany
Garbsen/Hanover Centre	Im Bahlbrink	1	30827	Garbsen	Germany
Goslar IVECO Centre	Vor dem Nordhees	4	38644	Goslar	Germany
Hamburg-Alstertal Centre	Poppenbütteler Weg	5	22339	Hamburg	Germany
Hamburg-Am Rothenbaum Centre	Rothenbaumchaussee	144	20149	Hamburg	Germany
Hamburg-Bergedorf Hyundai Centre	Reinbeker Redder	88	21031	Hamburg	Germany
Hamburg-Bergedorf Centre	Lehfeld	6	21029	Hamburg	Germany
Hamburg-Elbe Centre	Nienstedtener Marktplatz	30-34	22609	Hamburg	Germany
Hamburg-Harburg Centre	Winsener Str.	185	21077	Hamburg	Germany
Heide Hyundai Centre	Meldorfer Strasse	103	25746	Heide	Germany
Heide Centre	Lise-Meitner-Straße	1-3	25746	Heide	Germany
Hildesheim IVECO Centre	Junkersstraße	8	31137	Hildesheim	Germany
Husum Centre	Schleswiger Chaussee	98	25813	Husum	Germany
Itzehoe Centre	Lise-Meitner-Straße	19	25524	Itzehoe	Germany
Marne Centre	Hafenstraße	78	25709	Marne	Germany
Neumünster Centre	Friedrich Wöhler Str.	40	24536	Neumünster	Germany
Neuruppin Centre	Bechliner Chaussee	25b	16816	Neuruppin	Germany
Northeim IVECO & Bosch Car Service Centre	Robert-Bosch-Straße	2	37154	Northeim	Germany
Pattensen/Hanover Centre	Johann-Koch-Straße	3	30982	Pattensen	Germany
Reinbek Centre	Gutenbergstraße	26	21465	Reinbek	Germany
Reinfeld/Lübeck Centre	Stubbendorfer Ring	13	23858	Reinfeld	Germany
Schleswig Hyundai Centre	Busdorfer Strasse	10	24837	Schleswig	Germany
Schleswig Centre	Schulstraße	34	24866	Schleswig-Busdorf	Germany
Schwarzenbek Centre	Hamburger Strasse	96-98	21493	Schwarzenbek	Germany
Trittau Centre	Bahnhofstraße	48	22946	Trittau	Germany
Wittstock Centre	Prignitzer Strasse	12	16909	Wittstock	Germany
Transporter Kompetenz Centre Hamburg-Bergedorf	Curslacker Neuer Deich	35	21029	Hamburg	Germany
Transporter Kompetenz Centre Heide	Lise-Meitner-Straße	1-3	25746	Heide	Germany
Karo Plus Centre Hamburg damage repair & painting centre	Lademannbogen	145	22339	Hamburg	Germany
Karo Plus Centre Heide damage repair & painting centre	Schanzenstraße	4	25746	Heide	Germany
Werbung & Design	Lise-Meitner-Straße	4	25746	Heide	Germany
Verwaltung 1 (Buchaltung/Personalabteilung)	Curslacker Neuer Deich	44	21029	Hamburg	Germany
Verwaltung 2 (Dialogteam/CRM Team/Marketing/IT/ DigitalExoerts/Gebäidemanagement)	Lehfeld	1	21029	Hamburg	Germany
Van Mossel - Mercedes-Benz Copenhagen	Sydhavnsgade	16	2450	Copenhagen	Denmark
Van Mossel - Mercedes-Benz Søborg	Dynamovej	7	2860	Søborg	Denmark
Van Mossel - Mercedes-Benz Hørsholm	Ådalsvej	54	2970	Hørsholm	Denmark
Van Mossel - Mercedes-Benz Hillerød	Heimdalsvej	2	3400	Hillerød	Denmark
Van Mossel - Mercedes-Benz Greve	Ventrupparken	12	2670	Greve	Denmark
Van Mossel - Mercedes-Benz Skovlunde	Tonsbakken	1	2740	Skovlunde	Denmark
Van Mossel Jacksons Jersey	La Rue Fondon		JE3 7BF	St Peter	Jersey
Van Mossel Jacksons Guernsey	Airport Forecourt		GY8 0DD	Forest	Guernsey
Van Mossel Jacksons Isle of Man	Cooil Road		IM4 2AZ	Braddan	Isle of Man
Van Mossel MotorMall Jersey	La Grande Route De St Jean		JE1 3US	St Helier	Jersey
Van Mossel MotorMall Guernsey	La Grand Rue		GY4 6RU	St Martin	Guernsey
Van Mossel MotorMall Isle of Man	Cooil Road		IM4 2AZ	Braddan	Isle of Man
Van Mossel Esplanade	Airfield Way		PO31 8BF	Cowes	Isle of Wight
Isle of Man Motorcycles	Cooil Road		IM4 2AZ	Braddan	Isle of Man

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