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| Press release |  |
| Paris, 12 November 2020 |  |
| **ALD presents the new five-year strategic plan "MOVE 2025"** |  |

Today, ALD is making Capital Markets Day available to financial analysts and investors to present the new five-year strategic plan of “Move 2025” company. Tim Albertsen, CEO and member of the ALD Executive Committee, will provide a detailed overview of the main strategic operational and financial objectives in the context of its new strategic plan.

“Move 2025 is an ambitious project that takes advantage of the transformation we initiated 5 years ago to take advantage of the growth opportunities we see in the medium and long term future. With this new strategic plan, ALD is placed at the heart of the evolving world of mobility and strengthens its competitive advantage to become a fully integrated provider of sustainable mobility and the global leader in its sector”, says Tim Albertsen, CEO of ALD.

Four strategic pillars

ALD’s strategic development is based on four strategic pillars aimed at enhancing the company’s competitive advantage:

**• Move for Customers** - To be recognized as the most innovative provider of mobility products and services through digitalization, customization, flexibility, exceptional customer experience and a unique brand for mobility.

• **Move for Growth** - To become a world leader in sustainable mobility solutions, expanding geographic coverage and client reach with new partners in the mobility ecosystem, acquisitions of added value and new mobility solutions.

• **Move for Good** - To place people and corporate social responsibility at the heart of its business model.

• **Move for Performance** - To create value over the economic cycle within a strong operational framework for the company’s growth in a cost-effective way.

Move 2025’s ambitions translate into four key points to promote sustainable development

**Full-Service Leasing & Fleet Management**

We intend to further develop the offer of full-service operational leasing and fleet management as we see significant growth potential in all four segments of our customers: multinationals, large local and small and medium-sized enterprises, as well as individuals.

The number of "Total Contracts" managed by ALD is expected to reach 2.3 million by 2025, including growth through acquisitions. Both direct and indirect channels are expected to make a significant contribution to this growth, with a slightly faster growth rate for the latter, mainly thanks to ALD's leading private leasing digital platform.

ALD is the No. 1 provider in Europe with the widest direct coverage worldwide and intends to further expand its geographic presence, including Asia, targeting up to 50 countries, accompanying its major business customers.

Other main drivers of organic growth will be private leasing and new mobility products, which are expected to grow by approximately 15% CAGR (complex annual growth rate) from 2019 to 2025, especially in ALD Flex (units will double in approx. 60,000 by 2025) and used lease cars (reaching approx. 125,000 units by 2025).

**The future is multi-cycle and multi-channel**

Move 2025 will transform the ALD business model into a model where vehicles are leased for longer periods of time, in some cases for their entire life cycle, building an occasion selection process and a market-based pricing strategy for multi-cycle leasing, used car sales and multichannel distribution.

ALD expects that 30% of used vehicles will be sold or leased to retail customers by 2025, with leased used cars reaching a total of approximately 125,000 vehicles. This development will bring strong growth and margin opportunities, while at the same time reducing the residual value risk.

ALD Carmarket for consumers, based on a Clicks' n Bricks approach, will be implemented in 25 countries to support these ambitions, utilizing ALD’s advanced digital platforms and the network of physical showrooms.

**Driving investment in digital capabilities**

An additional budget of 66 million Euros will be allocated to digital investments in the next 5 years in all four strategic pillars, increasing the share of investments in digital capabilities from around 20% of operating costs for the period 2017-2019 to around 23% in 2020-2025.

**The electric mobility opportunity for ALD**

As a leader in the transition to the transmission system, ALD will continue to lead the market in switching to low emission vehicles, accompanying customers through a TCO-based approach, an all-inclusive EV offer, targeted EV partnerships and a global EV program.

The share of electric vehicles in new car deliveries is expected to rise to around 30% by 2025. By 2030, ALD aims at around 50% of its deliveries to be electric vehicles.

As a result, average CO2 emissions per vehicle for new contracts by 2025 are expected to be at least 40% lower than in 2019.

Move 2025: Shift the strategic operational and financial objectives of 2025

* The number of "Total Contracts" is expected to reach 2.3 million by 2025, including acquisitions
* In Total Contracts, the share of Funded Fleet is expected to reach 80-85% by 2025
* Leasing Contract & Services Margins, together, will increase at least in line with the total number of contracts in the period 2019-2025, thanks to increased service penetration and scale benefits
* Cost/Income (excluding the result of used cars sales) will improve to between 46% and 48% by 2025, while additional digital investments of 66 million euros will be absorbed in the period 2020-2025
* The dividend payout ratio will increase to between 50% and 60% for the period 2020-2025, keeping equity to total assets

in line with the historical range thanks to the strong capital formation.

Sustainable and extra-financial objectives for 2025

ALD has adopted a three-dimensional sustainability approach to support the corporate social responsibility strategy and ensure that its business activities have a positive impact on society.

• **Shaping the future of sustainable mobility**:

low emission fleet: 40% less CO2 emissions compared to 2019

• **Being a committed and responsible employer**:

achieving an employee engagement rate of 80%

increasing to 35% the proportion of women in the management bodies

• **Applying responsible corporate culture and practices**

ESG criteria embedded in 100% of policies, procedures and controls with external stakeholders

increasing NPS customers > 40%

• **Reducing the company's own environmental footprint** by 30% compared to 2019

**About the ALD’s Capital Markets Day**

ALD’s Capital Markets Day is available online in English today from 7:30 a.m. via a pre-recorded online broadcast at [www.aldautomotive.com](http://www.aldautomotive.com). You can find a full copy of the presentation through the Investors Relations section of the ALD’s corporate site.

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About

ALD

ALD is a global leader in mobility solutions that provides full-service operational leasing and fleet management in 43 countries on a customer base of large companies, SMEs, professionals and individuals. Being a leader in its sector, ALD places sustainable mobility at the heart of its strategy, providing innovative mobility solutions and technology services to its customers and helping them to focus on their day-to-day business.

With 6,700 employees worldwide, ALD manages 1.76 million vehicles (at the end of September 2020).

ALD is listed in Division A of Euronext Paris (ISIN: FR0013258662; Ticker: ALD) and is included in the SBF120 index. Société Générale is a majority shareholder of ALD.

This document contains future statements on the objectives and strategies of ALD SA (the "Company") and its subsidiaries (together with the Company, the "Group"). These future statements are based on a number of assumptions, both general and specific, namely the application of accounting principles and methods in accordance with IFRSs (International Financial Reporting Standards) as adopted in the European Union. These future statements have also been developed from scenarios based on a series of economic assumptions in a given competitive and regulatory environment. The Group may not be able to: - anticipate all risks, uncertainties or other factors that may affect its business and assess their potential consequences; - make an assessment of the extent to which the occurrence of a risk or a combination of risks could produce substantially different results than those provided in this document and the relevant presentation. Therefore, although the Company believes that these statements are based on reasonable assumptions, these future statements are subject to many risks and uncertainties, including issues that are not yet known to it or its management or are not currently considered substantial, and there can be no assurance that the expected events will occur or that the objectives set will actually be achieved. Important factors that could make the actual results substantially different from the results expected in future statements include, inter alia, the general trends of the general economic activity and in particular the Group’s markets, the regulatory changes and the success of the Company’s strategic, operational and financial initiatives. More detailed information on the potential risks that could affect the Company’s financial results can be found in the Registration Document and in the Last Financial Report submitted to the French Autorité des Marchés Financiers. It is recommended that investors take into account the uncertainty and risk factors that may affect the Group’s activities when examining the information contained in such prospects. Apart from what is required by applicable law, the Company does not undertake any obligation to update or revise any future information or statements. Unless otherwise specified, the sources for business classification and market positions are internal. The numbers in this presentation have not been checked.