



ÅRSREGNSKAPET FOR REGNSKAPSÅRET 2020 - GENERELL INFORMASJON

Enheten

Organisasjonsnummer:	967 056 189
Organisasjonsform:	Aksjeselskap
Foretaksnavn:	ALD AUTOMOTIVE AS
Forretningsadresse:	Holtet 45 1368 STABEKK

Regnskapsår

Årsregnskapets periode:	01.01.2020 - 31.12.2020
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Konsern

Mørselskap i konsern:	Ja
Konsernregnskap lagt ved:	Ja

Regnskapsregler

Regler for små foretak benyttet:	Nei
Benyttet ved utarbeidelsen av årsregnskapet til selskapet:	Regnskapslovens alminnelige regler
Benyttet ved utarbeidelsen av årsregnskapet til konsernet:	-

Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet:	Aina Hegrestad
Dato for fastsettelse av årsregnskapet:	31.08.2021

Grunnlag for avgivelse

År 2020: Årsregnskapet er elektronisk innlevert
År 2019: Tall er hentet fra elektronisk innlevert årsregnskap fra 2020

Det er ikke krav til at årsregnskapet m.v. som sendes til Regnskapsregisteret er undertegnet. Kontrollen på at dette er utført ligger hos revisor/enhetens øverste organ. Sikkerheten ivaretas ved at innsender har rolle/rettighet for innsending av årsregnskapet via Altinn, og ved at det bekreftes at årsregnskapet er fastsatt av kompetent organ.

Brønnøysundregistrene, 07.08.2022



Resultatregnskap

Beløp i: NOK	Note	2020	2019
RESULTATREGNSKAP			
Inntekter			
Salgsinntekt	2	610 217 106	579 549 793
Annen driftsinntekt		-13 773 653	-3 951 804
Sum inntekter		596 443 453	575 597 989
Kostnader			
Varekostnad		46 929 412	39 137 085
Lønnskostnad	3	60 139 918	55 836 868
Avskrivning på varige driftsmidler og immaterielle eiendeler	4	400 364 871	360 640 643
Annen driftskostnad	3	23 870 364	19 809 912
Sum kostnader		531 304 565	475 424 508
Driftsresultat		65 138 888	100 173 481
Finansinntekter og finanskostnader			
Inntekt på investering i datterselskap og tilknyttet selskap		19 830 526	
Renteinntekt fra foretak i samme konsern		3 629 688	4 725 548
Annen finansinntekt		2 983 426	3 085 098
Sum finansinntekter		26 443 640	7 810 646
Rentekostnad til foretak i samme konsern		56 134 120	63 629 590
Annen finanskostnad		2 474 386	2 448 671
Sum finanskostnader		58 608 506	66 078 261
Netto finans		-32 164 866	-58 267 615
Ordinært resultat før skattekostnad		32 974 022	41 905 866
Skattekostnad på ordinært resultat	9	-15 067 519	9 243 260
Ordinært resultat etter skattekostnad		48 041 541	32 662 606
Årsresultat		48 041 541	32 662 606
Overføringer og disponeringer			
Ordinært utbytte		48 041 540	32 662 609
Sum overføringer og disponeringer		48 041 540	32 662 609



Resultatregnskap

Beløp i: NOK	Note	2020	2019
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Balanse

Beløp i: NOK	Note	2020	2019
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Varige driftsmidler			
Driftsløsøre, inventar, verktøy, kontormaskiner og lignende	4	2 781 720 863	3 028 098 940
Sum varige driftsmidler		2 781 720 863	3 028 098 940
Finansielle anleggsmidler			
Investering i datterselskap	11	7 040 000	7 040 000
Andre fordringer	5,8	38 553 405	83 761 267
Sum finansielle anleggsmidler		45 593 405	90 801 267
Sum anleggsmidler		2 827 314 268	3 118 900 207
Omløpsmidler			
Varer			
Varer	6	98 362 457	95 467 577
Sum varer		98 362 457	95 467 577
Fordringer			
Kundefordringer	7,8	110 107 640	125 680 761
Andre fordringer	8	254 732 979	203 178 909
Sum fordringer		364 840 619	328 859 670
Bankinnskudd, kontanter og lignende			
Bankinnskudd, kontanter og lignende	1	75 572 881	49 356 103
Sum bankinnskudd, kontanter og lignende		75 572 881	49 356 103
Sum omløpsmidler		538 775 957	473 683 350
SUM EIENDELER		3 366 090 225	3 592 583 557

BALANSE - EGENKAPITAL OG GJELD



Balanse

Beløp i: NOK	Note	2020	2019
Egenkapital			
Innskutt egenkapital			
Selskapskapital	12	24 559 753	24 559 753
Overkurs		102 500	102 500
Sum innskutt egenkapital		24 662 253	24 662 253
Opptjent egenkapital			
Annen egenkapital	10	160 165 476	160 165 476
Sum opptjent egenkapital		160 165 476	160 165 476
Sum egenkapital		184 827 729	184 827 729
Gjeld			
Langsiktig gjeld			
Utsatt skatt	9	115 335 480	130 402 999
Sum avsetninger for forpliktelser		115 335 480	130 402 999
Annen langsiktig gjeld			
Langsiktig konserngjeld	8	1 997 000 000	2 111 000 000
Sum annen langsiktig gjeld		1 997 000 000	2 111 000 000
Sum langsiktig gjeld		2 112 335 480	2 241 402 999
Kortsiktig gjeld			
Leverandørgjeld	8	34 256 583	41 816 943
Skyldige offentlige avgifter		658 632	3 356 069
Utbytte		48 041 540	32 662 609
Annen kortsiktig gjeld		985 970 262	1 088 518 208
Sum kortsiktig gjeld		1 068 927 017	1 166 353 829
Sum gjeld		3 181 262 497	3 407 756 828
SUM EGENKAPITAL OG GJELD		3 366 090 226	3 592 584 557



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Statsautoriserte revisorer
Ernst & Young AS

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Postboks 1156 Sentrum, NO-0107 Oslo

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www.ey.no
Medlemmer av Den norske revisorforening

UAVHENGIG REVISORS BERETNING

Til generalforsamlingen i ALD Automotive AS

Uttalelse om revisjonen av årsregnskapet

Konklusjon

Vi har revidert årsregnskapet for ALD Automotive AS som består av balanse per 31. desember 2020, resultatregnskap, og oppstilling over totalresultat, oppstilling av endringer i egenkapital og kontantstrømoppstilling for regnskapsåret avsluttet per denne datoen, og en beskrivelse av vesentlige anvendte regnskapsprinsipper og andre noteopplysninger.

Etter vår mening er årsregnskapet avgitt i samsvar med lov og forskrifter og gir et rettviseende bilde av selskapets finansielle stilling per 31. desember 2020, og av dets resultater og kontantstrømmer for regnskapsåret avsluttet per denne datoen i samsvar med regnskapslovens regler og god regnskapsskikk i Norge.

Grunnlag for konklusjonen

Vi har gjennomført revisjonen i samsvar med lov, forskrift og god revisjonsskikk i Norge, herunder de internasjonale revisjonsstandardene (ISA-ene). Våre oppgaver og plikter i henhold til disse standardene er beskrevet i avsnittet *Revisors oppgaver og plikter ved revisjonen av årsregnskapet*. Vi er uavhengige av selskapet i samsvar med de relevante etiske kravene i Norge knyttet til revisjon slik det kreves i lov og forskrift. Vi har også overholdt våre øvrige etiske forpliktelser i samsvar med disse kravene. Etter vår oppfatning er innhentet revisjonsbevis tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

Øvrig informasjon

Øvrig informasjon omfatter informasjon i selskapets årsrapport bortsett fra årsregnskapet og den tilhørende revisjonsberetningen. Styret og daglig leder (ledelsen) er ansvarlig for den øvrige informasjonen. Vår uttalelse om revisjonen av årsregnskapet dekker ikke den øvrige informasjonen, og vi attesterer ikke den øvrige informasjonen.

I forbindelse med revisjonen av årsregnskapet er det vår oppgave å lese den øvrige informasjonen med det formål å vurdere hvorvidt det foreligger vesentlig inkonsistens mellom den øvrige informasjonen og årsregnskapet eller kunnskap vi har opparbeidet oss under revisjonen, eller hvorvidt den tilsynelatende inneholder vesentlig feilinformasjon. Dersom vi konkluderer med at den øvrige informasjonen inneholder vesentlig feilinformasjon, er vi pålagt å rapportere det. Vi har ingenting å rapportere i så henseende.

Ledelsens ansvar for årsregnskapet

Ledelsen er ansvarlig for å utarbeide årsregnskapet i samsvar med lov og forskrifter, herunder for at det gir et rettviseende bilde i samsvar med regnskapslovens regler og god regnskapsskikk i Norge. Ledelsen er også ansvarlig for slik intern kontroll som den finner nødvendig for å kunne utarbeide et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller feil.

Ved utarbeidelsen av årsregnskapet må ledelsen ta standpunkt til selskapets evne til fortsatt drift og opplyse om forhold av betydning for fortsatt drift. Forutsetningen om fortsatt drift skal legges til grunn for årsregnskapet med mindre ledelsen enten har til hensikt å avvike selskapet eller legge ned virksomheten, eller ikke har noe annet realistisk alternativ.

Revisors oppgaver og plikter ved revisjonen av årsregnskapet

Vårt mål er å oppnå betryggende sikkerhet for at årsregnskapet som helhet ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller feil, og å avgi en revisjonsberetning som inneholder vår konklusjon. Betyggende sikkerhet er en høy grad av sikkerhet, men ingen garanti for at en revisjon utført i samsvar med lov, forskrift og god revisjonsskikk i Norge, herunder ISA-ene, alltid vil avdekke vesentlig feilinformasjon. Feilinformasjon kan skyldes misligheter eller feil og er å anse som vesentlig



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dersom den enkeltvis eller samlet med rimelighet kan forventes å påvirke de økonomiske beslutningene som brukerne foretar på grunnlag av årsregnskapet.

Som del av en revisjon i samsvar med lov, forskrift og god revisjonsskikk i Norge, herunder ISA-ene, utøver vi profesjonelt skjønn og utviser profesjonell skepsis gjennom hele revisjonen. I tillegg

- ▶ identifiserer og anslår vi risikoen for vesentlig feilinformasjon i årsregnskapet, enten det skyldes misligheter eller feil. Vi utformer og gjennomfører revisjonshandlinger for å håndtere slike risikoer, og innhenter revisjonsbevis som er tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon. Risikoen for at vesentlig feilinformasjon som følge av misligheter ikke blir avdekket, er høyere enn for feilinformasjon som skyldes feil, siden misligheter kan innebære samarbeid, forfalskning, bevisste utelatelser, uriktige fremstillinger eller overstyring av intern kontroll;
- ▶ opparbeider vi oss en forståelse av den interne kontrollen som er relevant for revisjonen, for å utforme revisjonshandlinger som er hensiktsmessige etter omstendighetene, men ikke for å gi uttrykk for en mening om effektiviteten av selskapets interne kontroll;
- ▶ vurderer vi om de anvendte regnskapsprinsippene er hensiktsmessige og om regnskapsestimaterne og tilhørende noteopplysninger utarbeidet av ledelsen er rimelige;
- ▶ konkluderer vi på om ledelsens bruk av fortsatt drift-forutsetningen er hensiktsmessig, og, basert på innhentede revisjonsbevis, hvorvidt det foreligger vesentlig usikkerhet knyttet til hendelser eller forhold som kan skape betydelig tvil om selskapets evne til fortsatt drift. Dersom vi konkluderer med at det foreligger vesentlig usikkerhet, kreves det at vi i revisjonsberetningen henleder oppmerksomheten på tilleggsopplysningene i årsregnskapet. Hvis slike tilleggsopplysninger ikke er tilstrekkelige, må vi modifisere vår konklusjon. Våre konklusjoner er basert på revisjonsbevis innhentet frem til datoen for revisjonsberetningen. Etterfølgende hendelser eller forhold kan imidlertid medføre at selskapets evne til fortsatt drift ikke lenger er til stede;
- ▶ vurderer vi den samlede presentasjonen, strukturen og innholdet i årsregnskapet, inkludert tilleggsopplysningene, og hvorvidt årsregnskapet gir uttrykk for de underliggende transaksjonene og hendelsene på en måte som gir et rettviseende bilde.

Vi kommuniserer med styret blant annet om det planlagte omfanget av revisjonen, tidspunktet for vårt revisjonsarbeid og eventuelle vesentlige funn i vår revisjon, herunder vesentlige svakheter i den interne kontrollen som vi avdekker gjennom vårt arbeid.

Uttalelse om øvrige lovmessige krav

Konklusjon om årsberetningen

Basert på vår revisjon av årsregnskapet som beskrevet ovenfor, mener vi at opplysningene i årsberetningen om årsregnskapet, forutsetningen om fortsatt drift og forslaget til disponering av resultatet er konsistente med årsregnskapet og i samsvar med lov og forskrifter.

Konklusjon om registrering og dokumentasjon

Basert på vår revisjon av årsregnskapet som beskrevet ovenfor, og kontrollhandlinger vi har funnet nødvendige i henhold til internasjonal standard for attestasjonsoppdrag (ISAE) 3000 «Attestasjonsoppdrag som ikke er revisjon eller forenklet revisorkontroll av historisk finansiell informasjon», mener vi at ledelsen har oppfylt sin plikt til å sørge for ordentlig og oversiktlig registrering og dokumentasjon av selskapets regnskapsopplysninger i samsvar med lov og god bokføringsskikk i Norge.

Oslo, 31. august 2021
ERNST & YOUNG AS

Revisjonsberetningen er signert elektronisk

Kjetil Rimstad
statsautorisert revisor

Uavhengig revisors beretning - ALD Automotive AS

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"Med min signatur bekrefter jeg alle datoer og innholdet i dette dokument."

Kjetil Rimstad

Oppdragsansvarlig partner

På vegne av: Ernst & Young AS

Serienummer: 9578-5999-4-1044102

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2021-08-31 15:06:40Z



Kjetil Rimstad

Statsautorisert revisor

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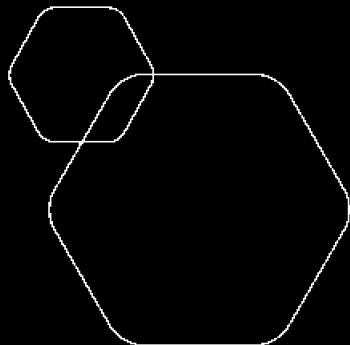
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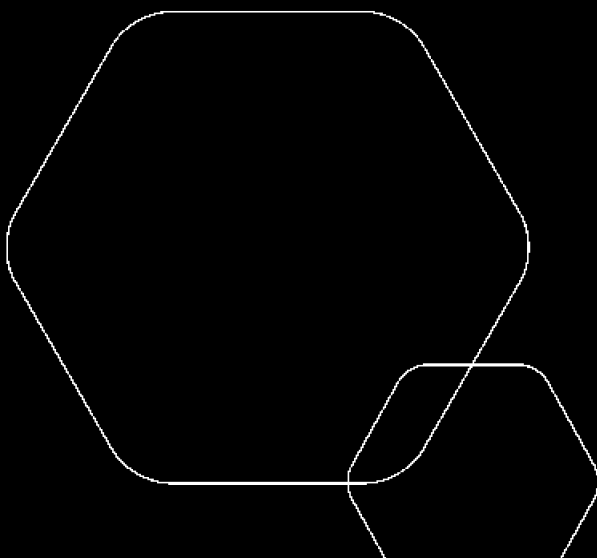


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Årsregnskap 2020 Ald Automotive AS

Styrets årsberetning
Resultatregnskap
Balanse
Kontantstrøm
Noter til regnskapet



Org.nr.: 967 056 189



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Årsberetning 2020 for Ald Automotive AS

VIRKSOMHETENS ART

Ald Automotive AS tilbyr langtidsleie av firmabiler. Selskapet er lokalisert i Bærum kommune.

FORTSATT DRIFT

I samsvar med regnskapslovens § 3-3a bekreftes det at forutsetningen om fortsatt drift er til stede og at denne forutsetningen er lagt til grunn ved utarbeidelsen av regnskapet. Bakgrunn for antagelsene er at selskapet har en solid og stabil kundemasse, god kostnadskontroll og en god lønnsomhetsutvikling.

REDEGJØRELSE FOR ÅRSREGNSKAPET

Styret kjenner ikke til noen forhold av viktighet for å bedømme selskapets stilling og resultat som ikke fremgår av regnskapet og balansen med noter. Det er heller ikke etter regnskapsårets utgang inntrådte forhold som etter styrets syn har betydning ved bedømmelse av regnskapet.

DRIFTSINNTEKTER

Selskapet hadde i 2020 driftsinntekter på MNOK 596,4, mot MNOK 575,6 i 2019. Økningen skyldes i hovedsak flåtevekst. Resultatet fra bruktbilsalg ga et underskudd på MNOK 7,6 i 2020, mot et underskudd på MNOK 4,0 i 2019.

RESULTAT ETTER SKATT

Resultat etter skatt for 2020 endte på MNOK 48,0 mot MNOK 32,7 for 2019. Økningen relateres i hovedsak til mottatt utbytte fra datterselskap på 19,8 MNOK. For 2021 forventes det en tilnærmet flat flåteutvikling, og fortsatt press på marginer og bruktbilfortjeneste. Styret vil likevel presisere at det er knyttet betydelig usikkerhet til vurdering av fremtidig forhold, ettersom bedriften er påvirket av konjunktur, bilavgifter, prisutvikling og konkurranse i leasingmarkedet, samt utvikling på bruktbilmarkedet.

KONTANTSTRØM

Kontantstrøm fra operasjonelle aktiviteter gav et positivt bidrag med MNOK 394,9. Investeringsaktivitetene ga en netto kontantstrøm på minus MNOK 131,3. Netto kontantstrøm fra finansieringsaktiviteter var MNOK -236,7. Totalt har netto likvider endret seg positivt med MNOK 27,0.

FINANSIELL RISIKO

Den finansielle risikoen i bransjen består hovedsakelig av to elementer: renterisiko og kredittrisiko.

RENTERISIKO

Selskapets utleieportefølje består av 37 % kontrakter med fast rente og 63 % kontrakter med flytende rente. Selskapets lån, for finansiering av bilene, gjenspeiler utleiekontraktene med tanke på både fast/flytende rente og varighet. Kontrakter med flytende rente justeres jevnlig i tråd med endringer i flytende rente på tilhørende lån.

KREDITTRISIKO

Risikoen for at motparter ikke har økonomisk evne til å oppfylle sine forpliktelser anses som moderat. Historiske tap på fordringer har vært lav i selskapet. I tillegg har det blitt fokusert mye på utvikling av gode kredittrutiner og oppfølging av kundemassen. Selskapet har merket forsvinnende lite til økning i antall konkurser. Selskapet har en diversifisert kundeportefølje, og anses ikke å være overeksponert i noen bransje eller geografisk region.

ARBEIDSMILJØ, LIKESTILLING OG DISKRIMINERING

Styret anser arbeidsmiljøet i selskapet som tilfredsstillende og dette følges opp av bedriftshelsetjeneste og bedriftens egne HMS-representanter. Bedriften gjennomfører årlig medarbeiderundersøkelse for alle ansatte. Totalt sykefravær siste år har vært på 1,64% i regnskapsåret.

Selskapet har som mål å være en arbeidsplass der det råder full likestilling mellom kvinner og menn, og har



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innarbeidet en personalpolitikk anses for å være kjønnsnøytral på alle områder. Selskapet hadde ved årets utløp 57 ansatte, 26 kvinner og 31 menn. Selskapets styre består av 3 personer, hvor alle er menn.

MILJØRAPPORTERING

Ald Automotive AS driver ikke virksomhet som forurenser det ytre miljøet. Selskapet har som mål å fremstå som en miljøbevisst bedrift og arbeider aktivt med sine kunder med å sette opp et rammeverk og aktiviteter som inspirerer medarbeiderne til å redusere sine drivstoffkostnader, CO2 utslippet, samt antallet skader gjennom deltakelse i aktiviteter som påvirker adferden. Selskapet ble miljøfyrtårn-sertifisert i 2016.

FORSKNINGS- OG UTVIKLINGSAKTIVITETER

Ald Automotive AS har 3 pågående prosjekter med støtte fra Skattefunn. Samlet kostnadsført beløp i 2020 tilhørende disse er 2,0 MNOK.

COVID-19

Viruset COVID-19 har spredt seg over hele verden, og flere land inkludert Norge har igangsatt strenge tiltak for å hindre spredning. En stor andel av de ansatte jobber hjemmefra for å unngå spredning av viruset. Det er også igangsatt beredskapstiltak for å sikre god operasjonell drift over lengre tid, med redusert tilgjengelig bemanning. Se note 13 for ytterlige kommentarer.

ÅRSRESULTAT OG DISPONERINGER

I 2020 hadde Ald Automotive AS et resultat etter skattekostnad på kr 48 041 540 som foreslås disponert slik:

Disponering	Beløp
Avsatt til utbytte	48 041 540

Stabekk, 20.08.2021
Styret i Ald Automotive AS

DocuSigned by:
John SAFFRETT
7F410C1840C248B

John Saffrett
Styreleder

DocuSigned by:
Pekka Tapani KIVINEN
A701E6670A9AA3

Pekka Tapani Kivinen
Styremedlem

DocuSigned by:
Tom PEDERSEN
8B2C3DA42E004D3

Tom Sture Pedersen
Styremedlem

DocuSigned by:
Anne-Cecile HUET
5C15F15B4CE7429

Anne-Cecile Michele Chantal Huet
Daglig leder



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RESULTATREGNSKAP

ALD AUTOMOTIVE AS

DRIFTSINNEKTER OG DRIFTSKOSTNADER	Note	2020	2019
Leieinntekter	2	610 217 106	579 549 793
Netto gevinst/tap ved salg av anleggsmidler		-13 773 653	-3 951 804
Sum driftsinntekter		596 443 453	575 597 989
Kostnader utleiebiler		46 929 412	39 137 085
Lønnskostnad	3	60 139 918	55 836 868
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Annen driftskostnad	3	23 870 364	19 809 912
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Driftsresultat		65 138 887	100 173 482
FINANSINNEKTER OG FINANSKOSTNADER			
Inntekt på investering i datterselskap		19 830 526	0
Renteinntekt fra foretak i samme konsern		3 629 688	4 725 548
Annen finansinntekt		2 983 426	3 085 098
Rentekostnad til foretak i samme konsern		56 134 120	63 629 590
Annen finanskostnad		2 474 386	2 448 671
Resultat av finansposter		-32 164 867	-58 267 613
Ordinært resultat før skattekostnad		32 974 021	41 905 869
Skattekostnad på ordinært resultat	9	-15 067 519	9 243 260
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Årsresultat	10	48 041 540	32 662 609
OVERFØRINGER			
Avsatt til utbytte		48 041 540	32 662 609
Sum overføringer		48 041 540	32 662 609

ALD AUTOMOTIVE AS

SIDE 4



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BALANSE			
ALD AUTOMOTIVE AS			
EIENDELER	Note	2020	2019
ANLEGGSMIDLER			
VARIGE DRIFTSMIDLER			
Utleiebiler, inventar og kontormaskiner	4	2 781 720 863	3 028 098 940
Sum varige driftsmidler	4	2 781 720 863	3 028 098 940
FINANSIELLE ANLEGGSMIDLER			
Investeringer i datterselskap	11	7 040 000	7 040 000
Andre langsiktige fordringer	5, 8	38 553 405	83 761 267
Sum finansielle anleggsmidler		45 593 405	90 801 267
Sum anleggsmidler		2 827 314 268	3 118 900 207
OMLØPSMIDLER			
Varer	6	98 362 457	95 468 577
FORDRINGER			
Kundefordringer	7, 8	110 107 640	125 680 761
Andre fordringer	8	254 732 979	203 178 909
Sum fordringer		364 840 620	328 859 670
INVESTERINGER			
Bankinnskudd	1	75 572 881	49 356 103
Sum omløpsmidler		538 775 958	473 684 350
Sum eiendeler		3 366 090 226	3 592 584 557

ALD AUTOMOTIVE AS

SIDE 5



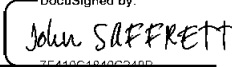
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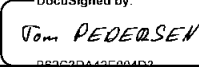
EGENKAPITAL OG GJELD	Note	2020	2019
EGENKAPITAL			
INNSKUTT EGENKAPITAL			
Aksjekapital	12	24 559 753	24 559 753
Overkurs		102 500	102 500
Sum innskutt egenkapital		24 662 253	24 662 253
OPPTJENT EGENKAPITAL			
Annen egenkapital	10	160 165 476	160 165 476
Sum opptjent egenkapital		160 165 476	160 165 476
Sum egenkapital	10	184 827 729	184 827 729
GJELD			
LANGSIKTIG GJELD			
Utsatt skatt	9	115 335 480	130 402 999
Sum avsetning for forpliktelser		115 335 480	130 402 999
Annen langsiktig gjeld	8	1 997 000 000	2 111 000 000
Sum langsiktig gjeld		1 997 000 000	2 111 000 000
KORTSIKTIG GJELD			
Leverandørgjeld	8	34 256 583	41 816 943
Skyldig offentlige avgifter		658 632	3 356 069
Utbytte		48 041 540	32 662 609
Annen kortsiktig gjeld	8	985 970 262	1 088 518 208
Sum kortsiktig gjeld		1 068 927 017	1 166 353 829
Sum gjeld		3 181 262 497	3 407 756 829
Sum egenkapital og gjeld		3 366 090 226	3 592 584 557

Stabekk, 20.08.2021
Styret i Ald Automotive AS

DocuSigned by:

7F449C1849C248D
John Saffrett
Styreleder

DocuSigned by:

A781E6878A9A4A3
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Tom Sture Pedersen
Styremedlem

DocuSigned by:

5C15F15B4CE7423
Anne-Cecile Michele Chantal Huet
Daglig leder



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INDIREKTE KONTANTSTRØM

ALD AUTOMOTIVE AS

	Note	2020	2019
KONTANTSTRØMMER FRA OPERASJONELLE AKTIVITETER			
Resultat før skattekostnad		32 974 021	41 905 869
Tap/gevinst ved salg av anleggsmidler		-12 202 353	26 343 347
Ordinære avskrivninger		400 364 871	360 640 643
Nedskrivning anleggsmidler		0	811 039
Endring i varelager		-2 893 880	-505 000
Endring i kundefordringer		15 573 121	-9 189 308
Endring i leverandørgjeld		-7 560 360	-2 934 975
Innbetalinger knyttet til finansiell leasing		45 207 862	-81 023 481
Endring i andre tidsavgrensningposter		-76 513 858	97 265 210
Netto kontantstrøm fra operasjonelle aktiviteter		394 949 423	433 313 344
KONTANTSTRØMMER FRA INVESTERINGSAKTIVITETER			
Innbetalinger ved salg av varige driftsmidler		539 509 922	369 354 117
Utbetalinger ved kjøp av varige driftsmidler		-670 825 939	1 418 324 921
Netto kontantstrøm fra investeringsaktiviteter		-131 316 017	1 048 970 804
KONTANTSTRØMMER FRA FINANSIERINGSAKTIVITETER			
Innbetalinger ved opptak av ny langsiktig gjeld		0	474 000 000
Innbetalinger ved opptak av ny kortsiktig gjeld		0	203 691 003
Utbetalinger ved nedbetaling av langsiktig gjeld		-114 000 000	0
Utbetalinger ved nedbetaling av kortsiktig gjeld		-90 000 000	0
Utbetalinger av utbytte		-32 662 609	-55 260 684
Netto kontantstrøm fra finansieringsaktiviteter		-236 662 609	622 430 319
Netto endring i kontanter og kontantekvivalenter		26 970 798	6 772 858
Beh. av kont. og kontantekvivalenter ved per. begynne		49 356 103	42 583 245
Beh. av kont. og kontantekvivalenter ved per. slutt		76 326 901	49 356 103



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Oppstilling over endringer i egenkapitalen

	Aksjekapital	Overkurs	Annen Innskutt Egenkapital	Annen Egenkapital	Sum Egenkapital
Egenkapital 31.12.2019	24 559 753	102 500	0	160 165 476	184 827 729
Årets resultat				48 041 540	48 041 540
Avsatt utbytte				-48 041 540	-48 041 540
Egenkapital 31.12.2020	24 559 753	102 500	0	160 165 476	184 827 729



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Regnskapsprinsipper

Årsregnskapet er satt opp i samsvar med regnskapslovens bestemmelser og god regnskapsskikk.

INNETEKTER

Inntektsføring ved salg av varer skjer på leveringstidspunktet. Leie faktureres månedlig forskuddsvis basert på kontrakt og løpende gjennom kontraktperioden. Ved operasjonell leasing inntektsføres leien lineært over leieperioden. Ved finansiell leasing deles leien i de enkelte komponenter; rente, avdrag og annet. Leien inntektsføres over leieperioden basert på en effektiv rente metode. Renter beregnes av middelverdi mellom bilens kjøpspris og forventet restverdi basert på kalkulert rente med basis i NIBOR. Avskrivningselementet er en fast månedlig prosentsats av forskjellen mellom kjøpspris og forventet restverdi. Gevinst fra bruktbilsalg fremkommer av salgspris fratrukket bilens bokførte verdi og fratrukket klargjøringskostnader knyttet til bruktbilsalget.

SKATT

Skattekostnaden i resultatregnskapet omfatter både periodens betalbare skatt og endring i utsatt skatt. Utsatt skatt er beregnet med 22 % på grunnlag av de midlertidige forskjeller som eksisterer mellom regnskapsmessige og skattemessige verdier, samt ligningsmessig underskudd til fremføring ved utgangen av regnskapsåret. Skatteøkende og skattereduserende midlertidige forskjeller som reverserer eller kan reverseres i samme periode er utlignet og nettoført. Netto utsatt skattefordel balanseføres i den grad det er sannsynlig at denne kan bli utnyttet.

FINANSIELL- OG OPERASJONELL LEASING

Bilkjøp med gjenkjøpsavtale samt biler med uvesentlig restverdi er klassifisert som finansiell leasing. Biler uten gjenkjøpsavtale er klassifisert som operasjonell leasing. Se forøvrig Note 5.

KLASSIFISERING OG VURDERING AV ANLEGGSMIDLER

Anleggsmidler omfatter eiendeler bestemt til varig eie og bruk. Anleggsmidler er vurdert til anskaffelseskost, fratrukket avskrivninger og nedskrivninger. Langsiktig gjeld balanseføres til nominelt beløp på transaksjonstidspunktet.

Varige driftsmidler balanseføres og avskrives over driftsmidlets økonomiske levetid. Vesentlige driftsmidler som består av flere betydelige komponenter med ulik levetid er dekomponert med ulik avskrivningstid for de ulike komponentene. Direkte vedlikehold av driftsmidler kostnadsføres løpende under driftskostnader, mens påkostninger eller forbedringer tillegges driftsmidlets kostpris og avskrives i takt med driftsmidlet. Varige driftsmidler nedskrives til gjenvinnbart beløp ved verdifall som forventes ikke å være forbigående. Gjenvinnbart beløp er det høyeste av netto salgsverdi og verdi i bruk. Verdi i bruk er nåverdi av fremtidige kontantstrømmer knyttet til eiendelen. Nedskrivningen reverseres når grunnlaget for nedskrivningen ikke lenger er til stede.

KLASSIFISERING OG VURDERING AV OMLØPSMIDLER

Omløpsmidler og kortsiktig gjeld omfatter normalt poster som forfaller til betaling innen ett år etter balansedagen, samt poster som knytter seg til varekretsløpet. Omløpsmidler vurderes til laveste verdi av anskaffelseskost og virkelig verdi. Kortsiktig gjeld balanseføres til nominelt beløp på transaksjonstidspunktet.

DATTERSELSKAP OG TILKNYTTET SELSKAP

Datterselskap og tilknyttede selskaper vurderes etter kostmetoden i selskapsregnskapet. Investeringen er vurdert til anskaffelseskost for aksjene med mindre nedskrivning har vært nødvendig. Det er foretatt nedskrivning til virkelig verdi når verdifall skyldes årsaker som ikke kan forventes å være forbigående og det må anses nødvendig etter god regnskapsskikk. Nedskrivninger er reversert når grunnlaget for nedskrivning ikke lenger er til stede.

Utbytte, konsernbidrag og andre utdelinger fra datterselskap er inntektsført samme år som det er avsatt i givers regnskap. Overstiger utbytte / konsernbidraget andelen av opptjent resultat etter



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anskaffelsestidspunktet, representerer den overskytende del tilbakebetaling av investert kapital, og utdelingene er fratrukket investeringens verdi i balansen til morselskapet.

VARELAGER

Varelager består av utleiebiler hvor kontrakt er terminert og hvor bil klargjøres for salg. Varelager er vurdert til historisk kostpris fratrukket ordinær avskrivning.

FORDRINGER

Kundefordringer og andre fordringer oppføres til pålydende etter fradrag for avsetning til forventet tap. Avsetning til tap gjøres på grunnlag av en individuell vurdering av de enkelte fordringene. For øvrige kundefordringer utføres en uspesifisert avsetning for å dekke forventet tap på krav.

KONTANTSTRØMOPPSTILLING

Kontantstrømoppstillingen er utarbeidet etter den indirekte metoden. Kontanter og kontantekvivalenter omfatter kontanter, bankinnskudd og andre kortsiktige, likvide plasseringer.

Note 1 Bankinnskudd

Innestående midler på skattetrekkkonto (bundne midler) er på kr. 944 911.

Note 2 Driftsinntekter

Selskapet har ett virksomhetsområde. All utleievirksomhet foregår i Norge.

Note 3 Lønnskostnader og ytelser, godtgjørelser til daglig leder, styret og revisor

Lønnskostnader	2020	2019
Lønninger	49 567 845	43 871 593
Arbeidsgiveravgift	7 289 574	6 750 305
Pensjonskostnader	3 160 029	2 604 453
Andre ytelser	122 470	2 610 517
Sum	60 139 918	55 836 868

Selskapet har i 2020 sysselsatt 57 årsverk.

PENSJONSFORPLIKTELSE

Selskapet er pliktig til å ha tjenestepensjonsordning etter lov om obligatorisk tjenestepensjon. Selskapets pensjonsordninger tilfredsstiller kravene i denne lov.

Ytelser til ledende personer	Daglig leder
Lønn	2 127 899
Bonus	759 510
Pensjonskostnader	124 232
Annen godtgjørelse	451 437
Sum	3 463 078

Tidligere daglig leder gikk over til annen stilling i konsernet og ny daglig leder tiltrådte 1.9. Lønn og andre godtgjørelser for disse to er summert i noten.

Daglig leder har en bonusavtale som innebærer utbetaling av maksimalt 40 % av brutto årslønn ved



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oppnåelse av årets mål for flåtevekst, lønnsomhet, osv.

REVISOR

Kostnadsført revisjonshonorar for 2020 utgjør kr 460 000.

I tillegg kommer honorar for andre tjenester med kr 228 900.

Note 4 Varige driftsmidler

	Utleiebiler	Firmabiler	Inventar og kontorutstyr	Sum
Anskaffelseskost pr. 01.01.2020	3 748 595 125	2 387 748	4 451 758	3 755 434 631
Tilganger	739 843 427	1 466 290	8 182 995	749 492 712
Avganger	868 817 702	1 315 278	163 450	870 296 430
Anskaffelseskost 31.12.2020	3 619 620 850	2 538 760	12 471 303	3 634 630 913
Akkumulert avskrivninger pr. 01.01.2020	723 638 797	613 789	750 466	725 003 052
Tilganger	400 007 032	1 002 668	2 380 169	403 389 869
Avganger	277 139 927	675 583	0	277 815 510
Akkumulert avskrivning pr. 31.12.2020	846 505 902	940 874	3 130 635	850 577 411
Akkumulert avsetning til tap 01.01.2020	2 332 639	0	0	2 332 639
Akkumulert avsetning til tap 31.12.2020	2 332 639	0	0	2 332 639
Akkumulert av- og nedskrivning 31.12.2020	848 838 541	940 874	3 130 635	852 910 050
Bokført verdi 31.12.2020	2 770 782 309	1 597 886	9 340 668	2 781 720 863
Økonomisk levetid	3-5 år	3-5 år	3-5 år	
Avskrivningsplan	lineær	lineær	lineær	
Årets avskrivning i balansen	403 389 869			
Investeringsdifferanser	3 024 998			
Tapsavsetning				
Årets avskrivning i resultatet	400 364 871			

Note 5 Langsiktige finansiell fordring

Bilkjøp med gjenkjøpsavtale er behandlet som finansiell leasing og er klassifisert som langsiktig fordring, i stedet for varige driftsmidler. Renteinntektselementet i 2020 på disse avtalene, kr 2 476 336, er klassifisert som finansinntekt. Avskrivningselementet har redusert avskrivningskostnadene og leieinntektene med kr 2 636 142 i 2020. I 2019 utgjorde tilsvarende elementer kr 2 425 334 (renteinntekt) og kr 6 019 175 (avskrivning).

	2020	2019
Anskaffelsesverdi biler med gjenkjøpsavtale 31.12.	40 186 655	85 396 473
Avskrivning	1 633 250	1 635 207
Bokført verdi biler klassifisert som finansiell leasing 31.12.	38 553 405	83 761 266



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Note 6 Varelager

	2020	2019
Biler for salg	98 362 457	95 468 577

Note 7 Kundefordringer

	2020	2019
Kundefordringer til pålydende	117 313 705	116 829 166
Avsetning til tap	7 206 065	337 712
Balansført verdi av kundefordringer 31.12	110 107 640	116 491 454
Endring i avsetning til tap	4 643 292	2 225 061
Realiserte tap	6 648 198	5 057 708
Sum resultatførte tap på krav	11 291 490	7 282 769

Kostnadsført tap er klassifisert som annen driftskostnad i regnskapet.

Note 8 Mellomværende med selskap i samme konsern m.v.

	Kundefordringer		Andre fordringer	
	2020	2019	2020	2019
NF Fleet	0	0	220 998 500	138 360 807
Sum	0	0	220 998 500	138 360 807

	Leverandørgjeld / kortsiktig gjeld		Annen langsiktig gjeld	
	2020	2019	2020	2019
Axus Luxembourg SA	820 000 000	910 000 000	1 997 000 000	2 111 000 000
ALD Automotive SA	3 723 713	7 639 268	0	0
Sum	823 723 713	917 639 268	1 997 000 000	2 111 000 000

Det er kostnadsført renter på konsernmellomværende med kr 56 134 120 i 2020. Tilsvarende beløp for 2019 var kr 63 629 590. Det er inntektsført renter på konsernmellomværende med kr 3 629 688 i 2020. Tilsvarende beløp for 2019 var kr 4 725 548.



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Note 9 Skatt

Årets skattekostnad	2020	2019
Resultatført skatt på ordinært resultat:		
Betalbar skatt	0	0
Endring i utsatt skatt	-15 067 519	9 243 260
Skattekostnad ordinært resultat	-15 067 519	9 243 260
Skattepliktig inntekt:		
Ordinært resultat før skatt	32 974 021	41 905 869
Permanente forskjeller	-20 455 632	108 947
Endring i midlertidige forskjeller	-76 312 090	-139 084 355
Skattepliktig inntekt	-63 793 702	-97 069 539
Betalbar skatt i balansen:		
Betalbar skatt på årets resultat	0	0
Sum betalbar skatt i balansen	0	0
Beregning av effektiv skattesats		
Resultat før skatt	32 974 021	41 905 869
Beregnet skatt av resultat før skatt	7 254 285	9 219 291
Skatteeffekt av permanente forskjeller	-4 500 239	23 968
Sum	2 754 045	9 243 259
Effektiv skattesats	8,4 %	22,1 %

Skatteeffekten av midlertidige forskjeller og underskudd til fremføring som har gitt opphav til utsatt skatt og utsatte skattefordeler, spesifisert på typer av midlertidige forskjeller

	2020	2019	Endring
Varige driftsmidler	962 598 155	883 261 986	-79 336 169
Fordringer	-3 457 485	-299	3 457 186
Avsetninger mv	-15 611 429	-16 044 536	-433 107
Sum	943 529 241	867 217 151	-76 312 090
Akkumulert fremførbart underskudd	-419 277 061	-355 483 359	63 793 702
Grunnlag for utsatt skatt	524 252 180	511 733 792	-12 518 388
Utsatt skatt (22 %)	115 335 480	112 581 434	-2 754 045

Note 10 Egenkapital

	Aksjekapital	Overkurs	Annen Innskutt egenkapital	Annen egenkapital	Sum egenkapital
Pr. 31.12.2019	24 559 753	102 500	0	160 165 476	184 827 729
Pr 01.01.2020	24 559 753	102 500	0	160 165 476	184 827 729
Årets resultat				48 041 540	48 041 540
Avsatt utbytte				-48 041 540	-48 041 540
Pr 31.12.2020	24 559 753	102 500	0	160 165 476	184 827 729



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Note 11 Datterselskap

Ald Automotive AS eier 80% av aksjene i NF Fleet AS, som gir Ald Automotive AS 80% av stemmene i selskapet. NF Fleet AS har forretningskontor i Bærum kommune. Årsresultatet for perioden 01.01-31.12.2020 var på kr. 27 346 484. Balanseført egenkapital var pr 31.12.2020 kr. 126 577 604.

	NF Fleet AS	Totalt
Investeringer 1.1.2020	7 040 000	7 040 000
Tilganger	0	0
Avganger/Nedskrivning	0	0
Investeringer 31.12.2020	7 040 000	7 040 000

Ald Automotive AS har fakturert administrasjonshonorar til NF Fleet AS i 2020 med kr 23 308 051, tilsvarende beløp for 2019 utgjorde kr 24 975 328. Posten er klassifisert som kostnadsreduksjon under andre driftskostnader.

Note 12 Aksjonærer

AKSJEKAPITALEN I ALD AUTOMOTIVE AS PR. 31.12 BESTÅR AV:

	Antall	Pålydende	Bokført
Ordinære aksjer	11 163 524	2,2	24 559 753
Sum	11 163 524		24 559 753

EIERSTRUKTUR

De største aksjonærene i % pr. 31.12 var:

	Ordinære	Eierandel	Stemmeandel
ALD International GmbH	11 163 524	100,0	100,0

Det utarbeides ikke konsernregnskap for underkonsernet ALD Automotive AS. Dette er i samsvar med regnskapsloven § 3-7, da underkonsernet inngår i konsernregnskapet til ALD International GmbH. Konsernregnskapet kan fås på selskapets kontor Hamburg 22529- Nedderfeld 95, eller på hjemmesiden: www.aldautomotive.com

Note 13 Covid 19

ALD overvåker nøye COVID-19-situasjonen og har satt i verk de nødvendige tiltak for å sikre kontinuitet, med hensyn til personalets og klientens helse og sikkerhet som en prioritet.

Den viktigste faktoren som bestemmer den videre virkningen av Covid-19-pandemien på ALD forventes å være lengden på krisen og tilhørende tiltak i Norge.

Konsernet iverksetter tiltak for å dempe risikoen i den grad det er mulig. ALD opprettholder en sterk finansiell stilling, og virksomheten fortsetter å dra nytte av god tilgang til finansiering fra majoritetsaksjonæren, Société Generale.

ALD evaluerer potensielle effekter i form av kredittrisiko, salg av bruktbilsaktiviteter og flåteutvikling. Det er for tidlig å komme med spådommer om virkningen av den nåværende situasjonen på ALDs virksomhet, som har en tendens til å være robust når den opererer på en flerårig syklus.

ALD forventer at etterspørselen etter leasing vil avhenge av den økonomiske effekten av krisen på europeiske økonomier og størrelsen på støttetiltakene som gis av regjeringer og sentralbanker



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 ALD

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2020

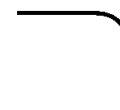
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SUMMARY

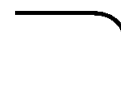
CONSOLIDATED INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME	4
CONSOLIDATED BALANCE SHEET	6
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	7
CONSOLIDATED STATEMENT OF CASH FLOWS	8
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS	10
NOTE 1. GENERAL INFORMATION	10
NOTE 2. MAJOR EVENTS OF THE PERIOD	10
NOTE 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES	16
NOTE 4. FINANCIAL RISK MANAGEMENT	40
NOTE 5. CRITICAL ACCOUNTING ESTIMATES, JUDGEMENTS	49
NOTE 6. SEGMENT INFORMATION	51
NOTE 7. CHANGES IN THE SCOPE OF CONSOLIDATION IN THE YEAR ENDED DECEMBER 31, 2020	53
NOTE 8. REVENUES AND COST OF REVENUES	54
NOTE 9. IMPAIRMENT CHARGES ON RECEIVABLES	56
NOTE 10. STAFF EXPENSES	56
NOTE 11. GENERAL AND ADMINISTRATIVE EXPENSES	56
NOTE 12. DEPRECIATION AND AMORTISATION	56
NOTE 13. INCOME TAX EXPENSE	57
NOTE 14. RENTAL FLEET	59
NOTE 15. OTHER PROPERTY AND EQUIPMENT AND OTHER INTANGIBLE ASSETS	60
NOTE 16. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES	62
NOTE 17. GOODWILL	62
NOTE 18. INVESTMENTS IN ASSOCIATES	64
NOTE 19. DERIVATIVE FINANCIAL INSTRUMENTS	65
NOTE 20. OTHER NON-CURRENT AND CURRENT FINANCIAL ASSETS	66
NOTE 21. INVENTORIES	66
NOTE 22. RECEIVABLES FROM CLIENTS AND FINANCIAL INSTITUTIONS	67
NOTE 23. OTHER RECEIVABLES AND PREPAYMENTS	70
NOTE 24. CASH AND CASH EQUIVALENTS	70
NOTE 25. FINANCIAL ASSETS AND LIABILITIES BY CATEGORY	71
NOTE 26. SHAREHOLDERS' EQUITY	72
NOTE 27. SHARE-BASED PAYMENTS	73
NOTE 28. BORROWINGS FROM FINANCIAL INSTITUTIONS, BONDS AND NOTES ISSUED	74
NOTE 29. RETIREMENT BENEFIT OBLIGATIONS AND LONGTERM BENEFITS	77
NOTE 30. PROVISIONS	81
NOTE 31. TRADE AND OTHER PAYABLES	82
NOTE 32. DIVIDENDS	82
NOTE 33. EARNINGS PER SHARE	82





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NOTE 34.	RELATED PARTIES	83
NOTE 35.	AUDITORS' FEES	87
NOTE 36.	EVENTS AFTER THE REPORTING PERIOD	87
NOTE 37.	SCOPE OF CONSOLIDATION	88





CONSOLIDATED INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME

Consolidated income statement

(In EUR million)	Notes	Year ended December 31,	
		2020	2019 ⁽¹⁾
Leasing contract revenues ⁽¹⁾	8a,8d	4,428.0	4,417.7
Leasing contract costs - depreciation	8a	(3,612.8)	(3,559.5)
Leasing contract costs - financing ⁽¹⁾	8a	(179.5)	(210.8)
Unrealised gains/losses on financial instruments	8a	(9.6)	16.7
Leasing contract margin		626.1	664.1
Services revenues	8b,8d	2,127.9	2,178.4
Cost of services revenues	8b	(1,497.6)	(1,546.1)
Services margin		630.3	632.3
Proceeds of cars sold	8c,8d	3,378.3	3,097.4
Cost of cars sold	8c	(3,317.1)	(3,022.4)
Used car sales result		61.1	75.0
GROSS OPERATING INCOME		1,317.5	1,371.4
Staff expenses	10	(408.4)	(409.3)
General and administrative expenses	11	(162.4)	(166.9)
Depreciation and amortisation	12	(62.9)	(58.8)
Total operating expenses		(633.7)	(635.0)
Impairment charges on receivables	9	(71.1)	(45.0)
OPERATING RESULT		612.7	691.4
Share of profit of associates and jointly controlled entities		1.9	1.8
Profit before tax		614.6	693.2
Income tax expense	13	(108.9)	(122.2)
Profit for the period from continuing operations		505.7	571.0
Profit after tax for the period from discontinued operations		10.0	
Net income		515.7	571.0
Net income attributable to:			
Owners of the Company		509.8	564.2
Non-controlling interests		5.8	6.8

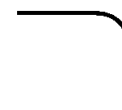
⁽¹⁾ Consolidated Income statement for the year ended December 31, 2019 has been restated due to reclassification of EUR 84 million between "Leasing contract revenues" and "Leasing contract costs - financing" for correct finance lease revenues presentation. Impact of this reclassification on "Leasing contract margin" is nil. Details of this restatement are disclosed in Note 8 Revenues and Cost of Revenues.

Earnings per share for net income attributable to the owners of the

Basic earnings per share (in EUR)	33	1.26	1.40
Diluted earnings per share (in EUR)	33	1.26	1.40

Earnings per share from continuing operations attributable to the

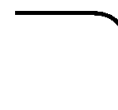
Basic earnings per share (in EUR)	33	1.24	1.40
Diluted earnings per share (in EUR)	33	1.24	1.40





Consolidated statement of comprehensive income

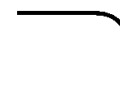
(in EUR million)	Notes	Year ended December 31,	
		2020	2019
Net income		515.7	571.0
Items that will not be reclassified subsequently to profit or loss		(0.6)	(1.4)
Changes in actuarial gain/(Loss) on retirement benefit, before tax		(0.8)	(1.9)
Deferred tax on actuarial gain/(Loss) on retirement benefit		0.2	0.5
Items that may be reclassified subsequently to profit or loss		(82.7)	31.3
Changes in cash flow hedges, before tax	19	2.8	(0.9)
Deferred tax on cash flow hedges		(0.5)	0.6
Currency translation differences		(85.0)	31.7
Other comprehensive income for the year, net of tax		(83.3)	29.9
Total comprehensive income for the period		432.3	600.9
Attributable to			
Owners of the Company		427.1	594.2
Non-controlling interests		5.2	6.7





CONSOLIDATED BALANCE SHEET

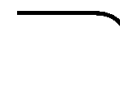
(in EUR million)	Notes	Year ended December 31,	
		2020	2019
ASSETS			
Rental fleet	14	20,077.0	20,336.7
Other property and equipment	15	122.8	118.2
Right-of-use assets	16	128.0	131.4
Goodwill	17	576.0	575.7
Other intangible assets	15	36.5	40.4
Investments in associates and jointly controlled entities	18	10.2	9.0
Derivative financial instruments	19	33.1	7.8
Deferred tax assets	13	195.2	170.3
Other non-current financial assets	20	391.6	469.3
Non-current assets		21,570.4	21,858.8
Inventories	21	324.6	371.6
Receivables from clients and financial institutions	22	1,582.6	1,734.7
Current income tax receivable		119.4	120.4
Other receivables and prepayments	23	913.9	957.3
Derivative financial instruments	19	31.6	10.9
Other current financial assets	20	350.4	326.3
Cash and cash equivalents	24	194.7	155.5
Current assets		3,517.2	3,676.7
Assets of disposal group classified as held-for-sale		-	52.3
Total assets		25,087.6	25,587.9
EQUITY AND LIABILITIES			
Share capital		606.2	606.2
Share premium		367.0	367.0
Other Equity		(12.9)	(9.0)
Retained earnings and other reserves		2,694.2	2,464.5
Net income		509.8	564.2
Equity attributable to owners of the parent		4,164.3	3,992.9
Non-controlling interests		30.9	35.9
Total equity	26	4,195.2	4,028.8
Borrowings from financial institutions	28	7,763.5	8,607.9
Bonds and notes issued	28	3,467.8	3,893.9
Derivative financial instruments	19	12.4	28.9
Deferred tax liabilities	13	452.8	390.3
Lease liabilities	16	108.6	111.5
Retirement benefit obligations and long term benefits	29	23.3	21.6
Provisions	30	125.2	118.8
Non-current liabilities		11,953.5	13,172.9
Borrowings from financial institutions	28	4,970.6	4,800.2
Bonds and notes issued	28	1,443.9	1,092.9
Trade and other payables	31	2,276.3	2,204.4
Lease liabilities	16	24.1	24.4
Derivative financial instruments	19	11.3	6.2
Current income tax liabilities		75.9	73.8
Provisions	30	136.8	143.8
Current liabilities		8,938.9	8,345.7
Liabilities of disposal group classified as held-for-sale		-	40.5
Total liabilities		20,892.4	21,559.1
Total equity and liabilities		25,087.6	25,587.9





CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to equity holders of the company											Non-controlling interests	Total equity
	Share capital	Share premium	Other equity	Translation reserves	Hedging reserve	Actuarial gain/(loss) reserve	Other reserves	Retained earnings	Net income	Equity attributable to the owners of the parent			
(in EUR million)													
Balance as at January 1, 2019	606.2	367.0	(5.8)	(140.9)	(26.1)	(3.4)	9.3	2,271.5	555.6	3,633.7	34.2	3,667.9	
Changes in cash flow hedges	-	-	-	-	(0.4)	-	-	-	-	(0.4)	-	(0.4)	
Actuarial gain/(loss) on post employment benefit obligations	-	-	-	-	-	(1.4)	-	-	-	(1.4)	(0.0)	(1.4)	
Currency translation differences	(0.0)	0.0	-	31.9	-	-	-	-	-	31.9	(0.1)	31.7	
Other comprehensive income	(0.0)	0.0	-	31.9	(0.4)	(1.4)	-	-	-	30.0	(0.1)	29.9	
Net income	-	-	-	-	-	-	-	-	564.2	564.2	6.8	571.0	
Total comprehensive income for the period	(0.0)	0.0	-	31.9	(0.4)	(1.4)	-	-	564.2	594.2	6.7	600.9	
Proceeds from shares issued	-	-	-	-	-	-	-	-	-	-	-	-	
Acquisition of treasury shares	-	-	(3.2)	-	-	-	-	-	-	(3.2)	-	(3.2)	
Share-Based payments	-	-	-	-	-	-	2.2	-	-	2.2	-	2.2	
Dividends	-	-	-	-	-	-	-	(234.0)	-	(234.0)	(5.1)	(239.1)	
Scope changes	-	-	-	-	-	-	-	0.0	-	0.0	(0.0)	0.0	
Appropriation of net income	-	-	-	-	-	-	-	555.6	(555.6)	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Balance as at December 31, 2019	606.2	367.0	(9.0)	(109.0)	(26.5)	(4.8)	11.5	2,593.2	564.2	3,992.9	35.9	4,028.8	
Changes in cash flow hedges	-	-	-	-	2.3	-	-	-	-	2.3	-	2.3	
Actuarial gain/(loss) on post employment benefit obligations	-	-	-	-	-	(0.6)	-	-	-	(0.6)	0.0	(0.6)	
Currency translation differences	0.0	(0.0)	-	(84.4)	-	-	-	0.0	(0.0)	(84.4)	(0.6)	(85.0)	
Other comprehensive income	0.0	(0.0)	-	(84.4)	2.3	(0.6)	-	0.0	(0.0)	(82.7)	(0.6)	(83.3)	
Net income	-	-	-	-	-	-	-	-	509.8	509.8	5.8	515.7	
Total comprehensive income for the period	0.0	(0.0)	-	(84.4)	2.3	(0.6)	-	0.0	509.8	427.1	5.2	432.3	
Proceeds from shares issued	-	-	-	-	-	-	-	-	-	-	-	-	
Acquisition of treasury shares	-	-	(4.1)	-	-	-	-	-	-	(4.1)	-	(4.1)	
Share-Based payments	-	-	-	-	-	-	2.4	-	-	2.4	-	2.4	
Issue of treasury shares to employees	-	-	0.1	-	-	-	-	(0.1)	-	-	-	-	
Dividends	-	-	-	-	-	-	-	(253.9)	-	(253.9)	(4.9)	(258.8)	
Scope changes	-	-	-	-	-	-	-	(0.1)	-	(0.1)	(5.3)	(5.4)	
Appropriation of net income	-	-	-	-	-	-	-	564.2	(564.2)	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	



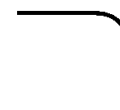


Balance as at December 31, 2020	606.2	367.0	(12.9)	(193.4)	(24.2)	(5.4)	13.9	2,903.3	509.8	4,164.3	30.9	4,195.2
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CONSOLIDATED STATEMENT OF CASH FLOWS

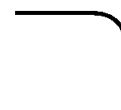
(in EUR million)	Notes	For the twelve months period ended	
		2020 ⁽¹⁾	2019 ⁽²⁾
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax excluding discontinued operations		614.6	693.2
Profit before tax from discontinued operations	7	10.1	0.0
Profit before tax		624.7	693.2
Adjustments for:			
Rental Fleet	14	3,824.3	3,686.1
Other property, equipment and right-of-use assets		51.4	49.3
Intangible assets		16.0	12.9
Financial assets		-	-
Regulated prov., contingency and expenses provisions		1.7	3.1
Depreciation and provision		3,893.4	3,751.3
(Profit)/loss on disposal of financial assets		-	0.0
(Profit)/loss on disposal of property and equipment		18.9	25.5
(Profit)/loss on disposal of intangible assets		2.5	0.0
(Profit)/loss on disposal of consolidated securities		-	-
(Profit)/loss on disposal of discontinued operation	7	(10.1)	-
Profit and losses on disposal of assets		11.4	25.6
Fair value of derivative financial instruments		(3.5)	14.7
Interest Charges ⁽²⁾	8a	179.5	210.8
Interest Income ⁽²⁾		(835.5)	(834.7)
Net interest income		(656.0)	(623.9)
Other		1.1	0.9
Amounts received for disposal of rental fleet	14	3,231.9	3,044.4
Amounts paid for acquisition of rental fleet	14	(7,195.6)	(8,328.3)
Change in working capital		292.9	(266.5)
Interest Paid		(265.3)	(310.6)
Interest Received		868.9	952.6
Net interest paid		603.6	641.9
Income taxes paid		(62.5)	(34.0)
Net cash inflow/(outflow) from operating activities		741.4	(1,080.8)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of other property and equipment		-	-
Acquisition of other property and equipment		(51.7)	(62.5)
Divestments of intangible assets		-	-
Acquisition of intangible assets		(14.0)	(16.2)
Proceeds from sale of financial assets		-	0.1
Acquisition of financial assets (non-consolidated securities)		(4.7)	(0.0)
Effect of change in group structure		0.1	(93.2)
Proceeds from sale of discontinued operations net of cash disposed	7	14.1	-
Dividends received		0.0	(0.0)
Long term investment		79.7	133.3
Loans and receivables from related parties		(1.1)	54.6
Other financial investment		(25.2)	20.6
Net cash inflow/(outflow) from investing activities		(2.7)	36.6
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds of borrowings from financial institutions		4,519.6	7,283.3
Repayment of borrowings from financial institutions		(4,918.0)	(5,915.7)
Proceeds from issued bonds		350.7	501.2
Repayment of issued bonds		(400.1)	(620.8)
Payment of lease liabilities	16	(27.2)	(25.7)
Dividends paid to company's shareholders	32	(253.9)	(234.0)
Dividends paid to minority interest		(4.9)	(5.1)
Increase/decrease in capital		-	-
Increase/decrease in treasury shares	26	(4.1)	(3.2)
Net cash inflow/(outflow) from financing activities		(737.9)	980.0
Exchange gains/(losses) on cash and cash equivalents		(6.8)	0.2
Net increase/(decrease) in cash and cash equivalents		(6.1)	(64.0)
Cash & cash equivalents at the beginning of the period	24	(114.9)	(50.9)
Cash & cash equivalents at the end of the period	24	(121.0)	(114.9)

⁽¹⁾The format of consolidated statement of cash flows changed in 2020 to reflect adjustments for a discontinued operation. Please see Note 7 for further details.





⁽²⁾Consolidated statement of cash flows for the twelve months period ended 2019 has been restated due to reclassification of EUR 84 million between Interest charged and Interest income. Impact of this reclassification on Net interest income is nil. Details of this restatement are disclosed in Note 8 Revenues and Cost of Revenues.





NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1. GENERAL INFORMATION

ALD ("the Company") and its subsidiaries (together "the Group") is a service leasing and vehicle fleet management group with a fleet of around 1,758,000 vehicles. The Group provides financing and management services in 43 countries in the world including the following businesses:

- Full service leasing: Under a full service lease, the client pays the leasing company a regular monthly lease payment to cover financing, depreciation of the vehicle and the cost of various services provided in relation to the use of the vehicle (such as maintenance, replacement car, tyre management, fuel cards and insurance).
- Fleet management: Fleet management services include the provision of outsourcing contracts to clients under which the vehicle is not owned by the Group but is managed by the Group and for which the client pays fees for the various fleet management services provided. These services are generally identical to those listed under the full-service leasing above, with the exception of the financing service, as the vehicle is owned by the client.

The company is a French « Société Anonyme » incorporated in Société Générale group. Its registered office is located at 1-3 Rue Eugène et Armand Peugeot, Le Corosa, 92500 Rueil-Malmaison, France.

The company is a subsidiary of the Société Générale group (79.82% ownership).

The consolidated financial statements are presented in millions of Euros, which is the Group's presentation currency and values are rounded to the nearest million, unless otherwise indicated. In certain cases, rounding may cause non-material discrepancies in the lines and columns showing totals.

The Group's unaudited consolidated financial statements as at December 31, 2020 were examined by the Board of Directors on February 9, 2021. The audit procedures carried out by the Statutory Auditors on the consolidated financial statements are in progress.

NOTE 2. MAJOR EVENTS OF THE PERIOD

2.1. COVID-19 PANDEMIC

The Coronavirus 2019 (Covid-19) pandemic is affecting economic and financial markets, and all industries are facing challenges associated with the economic conditions resulting from efforts to address it. It has triggered a global recession as countries have imposed, with varying degrees of stringency, policies of social distancing, including economy-wide lockdowns and travel restrictions to flatten the epidemiological curve.

Gauging the economic costs of Covid-19 still remains an uncertain exercise given the many unknowns as to how long it will take for countries' health authorities and partners to deliver the vaccination roll-out, when vaccines will become available in various countries, how long social distancing policies and





lockdown scenarios might remain in place and how consumers and businesses will adapt to the post-pandemic environment.

Given the still heightened uncertainty, both with respect to the near-term developments on the health crisis, consumer and business behaviours and the policy response, the assessment of the pandemic's impact has been based on a range of stressed (baseline) and severely stressed (adverse) scenarios taking into account country by country reviews. The stressed scenario which initially assumed a reduction of the remaining non-pharmaceutical interventions (NPI), such as limits on travel and social gatherings, and a more robust policy response has been updated to reflect the continuous intermittent nature of such NPIs and includes the anticipated roll-out of vaccines, which is key for the shape of recovery in 2021 and beyond. The severely stressed (adverse) scenario assumes a prolonged implementation of NPIs in response to new resistant variants of the virus, a slower roll-out of the vaccine, disinvestment behaviour, bankruptcies and a deep global economic recession. It is worth emphasising that the Group's outlook is based on the current available information which will be reviewed in case of a further deteriorated context.

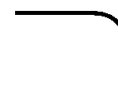
Given the uncertainty surrounding Covid-19, the Group has continually monitored developments and carefully considered its unique circumstances and risk exposures when analysing how recent events have affected its annual financial statements and disclosures related to several key areas:

Credit risk

In these unprecedented times, determining the recoverability of receivables has been a key source of estimation uncertainty for the Group due to the increase of customers likely to be facing financial difficulty or insolvency. Management has given careful consideration to indicators that the Group's customers may be experiencing financial difficulty, such as later than normal payments or partial payments and recognise impairment losses or make realistic provisions based on the losses expected. In the current financial year, mainly due to the introduction of government support programmes, the Group has not seen a significant deterioration in the recoverability of customer receivables.

Expected credit losses shall be reassessed at each reporting date and shall reflect all reasonable information that is available at the reporting date. Other than potential changes in the credit terms granted to its customers, given the potential changes in the debtors' risk profiles as a result of the disruptions caused by the Covid-19 outbreak, management has reviewed the Group's provision matrix used in determining the expected credit losses, including the revision of the expected loss rates and assessed the potential impairment or write-off of receivables. Due to greater volatility in potential economic conditions the Group has considered various factors and stresses in determining loss rates.

The Group applies the IFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all sound trade and lease receivables. These losses are measured based on a provision matrix for receivables associated with sound customers, as described below. Probability of Default (PD) rates are based on observed default rates over the life of the receivables (the average contract length in each entity). Specific PD rates are calculated for each entity. This process results in Probability of Default (PD) rates for each age of past-due receivables. The PD rates are applied to the aged receivables of the reporting period to arrive at a total provision. The final impairment allowance is also adjusted to consider Loss Given Default (LGD) specific to the entity.





Calculation of Expected Credit Losses

In light of the negative economic outlook and potential cash flow difficulties experienced by customers as a result of Covid-19, the Group booked the forward looking element as it is now considered to have a material impact on the Group financial statements. The increase in the provision reflects the greater probability of customer defaults and the higher magnitude of loss given default.

The main considerations in the forward looking provision calculation are:

-Analysis of customer portfolio to identify individual customers or sectors which are likely to be more significantly impacted by Covid-19. This resulted in the inclusion of small and medium entities, partnerships and private customers in the provision. The analysis was initially considered for the interim statements and has been updated for the full year as more data on customer activity and individual country economic situations became available.

- Availability of government support in each country in which the Group operates, the expected terms and duration of this support and the impact on the recoverability of receivables in future periods when the support is removed or reduced.

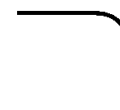
- Adjustment of the model described above used to calculate PD rates to reflect various stress impacts which can be classified as light, average or severe. These stress impacts have been applied by factoring in an additional uplift to PD rates. The range of the uplift factors applied were between 0% and 30% based on the individual country economic environment. Baseline scenario applied by the Group has a mixture of average and severe stress impacts and an additional global stress of a 20% uplift which has been applied to the PD rate for all other remaining sound customer balances. Adverse scenario has only severe stresses with the same additional uplift rate as the baseline scenario.

As at December 31, 2020 the forward looking provision booked is EUR 15.4 million based on the baseline scenario. The impact of various other scenarios is shown in the table below. If the adverse scenario was applied to all countries plus a 30% uplift was applied to all other sound balances the forward looking provision would increase by EUR 1.2 million to EUR 16.6 million. In the baseline scenario exclusion of the 20% uplift on all other sound customer balances would have decreased the provision by EUR 1.4 million; increase of the uplift on all other sound receivables to 30% would have increased the provision by EUR 0.7 million.

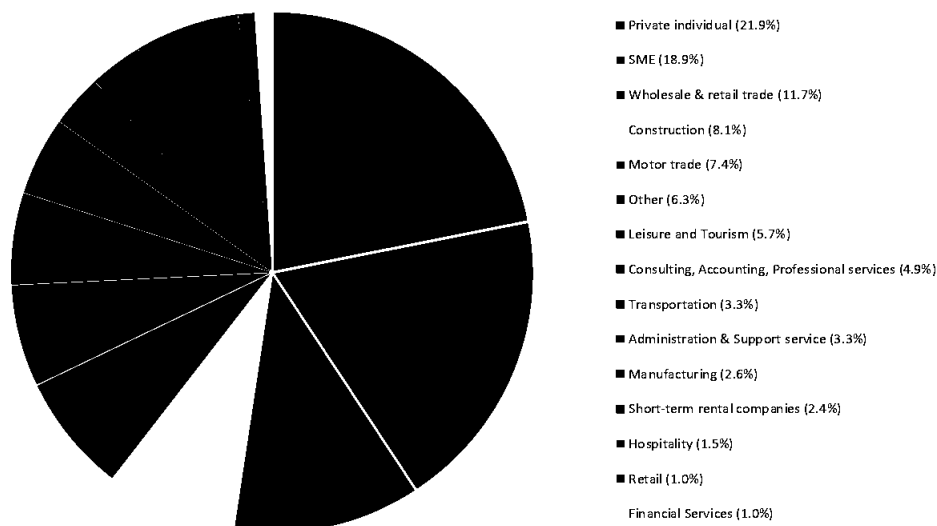
(in EUR million)	Baseline Scenario incl. +20% uplift
Total IFRS 9 provision	(34.6)
-of which forward looking provision	(15.4)

Scenario	Sensitivity Impact				
	Baseline	Baseline	Adverse	Adverse	Adverse
Change in uplift	-20%	+10%	0%	-20%	+10%
Impact on in Income statement (in EUR million)	+1.4	-0.7	-0.5	+0.9	-1.2

The graph below shows a breakdown of the forward looking provision by sector as at December 31, 2020



Forward Looking Provision by Sector December 2020



On average 19% (June 2020: 13%) of the total customer portfolio has been identified as at risk.

The evolution of the cost of risk (including the forward looking element) and the cost of risk as a percentage of the average net earning assets (NEA)⁽¹⁾ over the last two years is shown in the table below.

(in EUR million)	2020		2019	
	December YTD	June YTD	December YTD	June YTD
Cost of Risk	71.1	47.6	45.0	21.8
- of which forward looking provision charge	15.4	13.4	-	-
Average NEA	21,004	20,831	20,142	19,516
Cost of Risk as % of average NEA (bps)	34	46	22	22

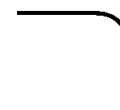
Although GDP has declined in all countries in which the Group operates in the current financial year, excluding the impact of the increase in the IFRS9 provision, there has not been a serious deterioration in the Cost of Risk. Management consider the current level of provision to be adequate.

For information, the overall impact of the most recent financial crisis in 2009 was a cost of risk of 45bps of the average earning assets⁽¹⁾. The Group will continue to monitor the provision parameters, including the relevance of the uplift factors, according to the pandemic evolution.

Detailed information regarding the receivables which are in and out of scope of the simplified approach of IFRS9 for sound customers and the loss provision matrix are shown in Note 22 Receivables from clients and financial institutions

⁽¹⁾ Annualised ratio, using the Impairment Charges on Receivables divided by the arithmetic average of Earning Assets at the beginning and end of the period. Earning asset is defined as either Rental Fleet or Finance lease receivable, net of associated provisions.

Lease payment deferrals





At the beginning of the Covid-19 pandemic, the Group granted lease payment deferrals to some of its customers where lease payments for the amounts invoiced can be deferred for up to six months. The Group entities considered such payment deferrals based on specific facts and circumstances of each customer. The majority of deferred lease payments related to the first semester of 2020. In cases where lease deferrals have been agreed there is a payment plan in place. The consideration for the majority of the leases remained unchanged and there was no lease modification, in the rare case of any lease modification there was no material impact for the Group. If the lessee fails to pay amount due under the lease contract or the Group is concerned that the lessee may be unable to pay amounts falling due in future periods, then the Group applies the credit management policy as described in note 4.1.1 Credit risk. Information regarding the maturity of receivables is shown in Note 22 Receivables from client and financial institutions.

Residual Value Risk

As a general rule, the Group retains the residual value risk on its leased vehicles and sells vehicles returned by its clients at the end of the lease, at a profit or loss.

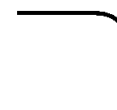
The Group is exposed to a potential loss in a financial year from (i) resale of vehicles related to leases which expire during the period whose resale value is lower than their net carrying amount and (ii) additional impairment during the lease period if residual value drops below contractual residual value. Profit from future sales and estimated losses are impacted by external factors such as macroeconomic conditions, government policies, tax and environmental regulations, consumer choices, new vehicle prices, technological changes, etc.

Despite several countries going into recession simultaneously because of the Covid-19 crisis, the demand for used vehicles and the resale values have not been negatively impacted. Residual value risk is mitigated by an active implementation of contract extensions with existing customers as well as by the development of the flexible lease product where used vehicles are reassigned to new contracts.

The Group has also performed a fleet revaluation (a new evaluation of the fleet residual values) in the second semester of 2020 on a country by country basis to identify and calculate any impacts of changes in the estimated residual value of the vehicles under operating leases. Any potential risks are provided for prospectively over the remaining estimated useful life and then released upon disposal. The Group considered different scenarios across all regions with an adapted stress per vehicle depending on the severity of the pandemic and the local used car sales markets. All stressed scenarios assume a negative impact on the used car sales prices in 2020 and 2021.

The results of these revaluations were reviewed centrally and as at December 31, 2020 the Group considers the baseline scenario which is equivalent to an average Covid-19 stress of EUR 171 per vehicle on the expected future resale price to be the most likely outcome and this has resulted in a net charge of EUR 39 million booked in the Depreciation costs in profit or loss (December 31, 2019: EUR 20.4 million net income).

	Baseline scenario
Stress per vehicle (in EUR)	171
Net provision in Income statement (in EUR million)	(39.0)





Sensitivity Impact	Without Covid stress	Adverse scenario
Change in stress per vehicle (in EUR)	-171	+171
Impact on Income statement (in EUR million)	+14	-18

Impairment of used car stock

The Group continues to state its inventories at the lower of cost and net realisable value where net realisable value is the estimated selling price less applicable variable selling expenses. The provision is calculated on a vehicle by vehicle basis.

The impact of lockdown restrictions on the used car market has been minimal and stock levels are under control. The Group has booked an additional EUR 3.4 million used car stock provision in order to anticipate a potentially longer sales process and reduction in prices in 2021 (December 31, 2019 charge of EUR 3.2 million).

Liquidity Risk

ALD Group is exposed to liquidity risk which is the risk of not being able to meet cash flow requirements when they fall due and at a reasonable price. A structural liquidity position is derived from the maturities of all outstanding balance sheet or off balance sheet positions according to their liquidity profile.

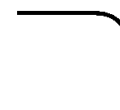
The risk of not finding financing in sufficient quantity or at a satisfactory price is increasing as a result of the tensions in the financial markets generated by the Covid-19 crisis. However, the Group remains supported by Société Générale for the financing of its development.

ALD Group limits its exposure to liquidity risks by financing the underlying asset over the same duration as the corresponding lease contract. The residual liquidity gap of each entity is measured on a monthly basis by assessing the matching of the run off of the existing leased assets with remaining liabilities. Any deviation from the sensitivity threshold is corrected under the supervision of the Group Central Treasury.

The funding arrangements have been regularly reviewed by the Group and there have been no significant impacts on the assessment of the liquidity risk.

Going concern

Covid-19 has heightened the inherent uncertainty in the Group's assessments of its future financial performance which is dependent upon the wider economic environments in which the Group entities operate. The management has been continually assessing all available information about the future and has been considering various possible outcomes of events and changes in conditions. Future years' forecasts have undergone significant revisions - e.g. forecast revenues, margins and changes in working capital - to be able to support management's assessment in the current environment. The management has also assessed what impacts the current and future events and conditions may have on the Group's operations considering different possible outcomes and applying downside scenarios, with the key





outcome that the Group has sufficient liquidity to continue to meet its obligations as they fall due and that the status of going concern has not been affected by Covid-19 pandemic.

2.2. SALE OF SUBSIDIARY IN CHINA

In 2019 ALD entered into an agreement to sell its 50% equity stake in ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd. in China, which was being sold along with the 50% equity stake held by its joint venture partner. The property rights transaction contract was signed on December 16, 2019 and the closing of the transaction took place on February 28, 2020.

This subsidiary meets the criteria of a discontinued operation and the details of its sale are presented in Note 7.

NOTE 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. All valuation methods are defined in the Notes describing the relevant categories. These policies have been consistently applied to all the years presented, unless otherwise stated.

3.1. PRESENTATION FORMAT OF FINANCIAL STATEMENTS

Presentation of the consolidated statement of cash flows has been changed in 2020 to reflect adjustments relating to the sale of a subsidiary. No restatement is required for the prior period.

3.2. BASIS OF PREPARATION

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the IFRS Interpretations Committee (IFRS IC) applicable to companies reporting under IFRS. The financial statements comply with IFRS as issued by the International Accounting Standards Board (IASB).

The standards comprise IFRS 1 to 16 and International Accounting Standards (IAS) 1 to 41, as well as the interpretations of these standards adopted by the European Union as at December 31, 2020.

3.3. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

New and amended standards and Interpretations applicable as January 1, 2020

The Group has adopted the following new standards, amendments and interpretations to published standards for the first time for the financial year January 1, 2020:





Accounting standards, amendments or Interpretations	Note	Adoption dates by The European Union
Amendments to IFRS 3: Definition of a Business	3.3.1	January 01, 2020
Amendments to IFRS 7, IFRS 9 and IAS 39: Interest Rate Benchmark Reform	3.3.2	January 01, 2020
Amendments to IAS 1 and IAS 8: Definition of Material	3.3.3	January 01, 2020
Conceptual Framework for Financial Reporting issued on 29 March 2018	3.3.4	January 01, 2020
Amendments to IFRS 16 'Leases' – Covid-19 Rent Concessions	3.3.5	January 01, 2020

3.3.1. Amendments to IFRS 3: Definition of a Business

The amendment to IFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarified that a business can exist without including all of the inputs and processes needed to create outputs. These amendments had no impact on the consolidated financial statements of the Group, but may impact future periods should the Group enter into any business combinations.

3.3.2. Amendments to IFRS 7, IFRS 9 and IAS 39: Interest Rate Benchmark Reform

The amendments to IFRS 9 and IAS 39 Financial Instruments: Recognition and Measurement provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument. These amendments had no impact on the consolidated financial statements of the Group as it does not have any benchmark-based interest rate hedge relationships.

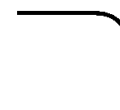
3.3.3. Amendments to IAS 1 and IAS 8: Definition of Material

The amendments provide a new definition of material that states “information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.”

The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the consolidated financial statements of the Group, nor is there expected to be any future impact to the Group.

3.3.4. Conceptual Framework for Financial Reporting issued on 29 March 2018

The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the IASB in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards. The revised Conceptual Framework includes some new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.





These amendments had no impact on the consolidated financial statements of the Group.

3.3.5. Amendments to IFRS 16 – Covid-19 Rent Concessions

The lessee perspective

IASB has issued amendments to IFRS 16 (the amendments) to provide practical relief for lessees in accounting for rent concessions. The amendment has been adopted by the Group from June 1, 2020.

Under the standard's previous requirements, lessees assess whether rent concessions are lease modifications and, if so, apply the specific guidance on accounting for lease modifications. This generally involves remeasuring the lease liability using the revised lease payments and a revised discount rate. In light of the effects of the Covid-19 pandemic, the Board has provided an optional practical expedient for lessees. Under the practical expedient, lessees are not required to assess whether eligible rent concessions are lease modifications, and instead are permitted to account for them as if they were not lease modifications.

Rent concessions are eligible for the practical expedient if they occur as a direct consequence of the Covid-19 pandemic and if all of the following criteria are met:

- the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- any reduction in lease payments affects only payments originally due on or before 30 June 2021; and
- there is no substantive change to the other terms and conditions of the lease.

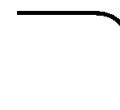
The Group has applied the practical expedient for rent concessions that meet the above criteria by derecognising a portion of the lease liability and recognising a negative variable lease payment in the profit or loss. Right-of-use asset continues to be depreciated without any changes and interest on the lease liability is accrued at the unchanged incremental borrowing rate.

A change in the scope of a lease, or the consideration of a lease, that was not part of the original terms and conditions meets the standard of a lease modification and the Group continues to apply IFRS 16 for accounting for such modifications.

The Group has assessed that the impacts of all rent concessions as at December 31, 2020 do not present material amounts in any of its subsidiaries.

The lessor perspective

The amendments do not include a practical expedient for lessors. Lessors are still required to assess whether a rent concession granted is a lease modification. If a lessor concludes that a rent concession is a lease modification, then it applies the specific guidance in the standard on accounting for both finance and operating lease modifications. The Group already adheres to the standard concerning lease modifications and no changes are required in the financial statements.



3.4. STANDARDS AND INTERPRETATIONS ADOPTED BY IASB BUT NOT YET APPLICABLE AT DECEMBER 31, 2020

IASB publishes accounting standards, amendments and interpretations, some of which have not been adopted by the European Union as at December 31, 2020. They are required to be applied from annual periods beginning on 1 January 2021 at the earliest or on the date of their adoption by the European Union. They were therefore not applied by the Group as at December 31, 2020.

IFRS 17 Insurance contracts

The Group will implement IFRS 17 'Insurance Contracts' including Amendments to IFRS 17 once it becomes effective after 1 January 2023. This new standard will replace IFRS 4 "Insurance Contracts" that was issued in 2004 and which currently allows entities to use national requirements for the accounting of insurance contracts.

IFRS 17 provides new rules for the recognition, measurement, presentation and disclosure of insurance contracts that belong to its application scope (insurance contracts issued, reinsurance contracts held and investment contracts issued with discretionary participation features). The underwriting reserves currently recognised among liabilities in the balance sheet will be replaced by a current value measurement of insurance contracts.

The general model provided for the measurement of insurance contracts in the balance sheet will be based on a building-blocks approach: a current estimate of future cash flows, a risk adjustment, and a contractual service margin.

Positive contractual service margins will be recognised as income over the duration of the insurance service, whereas negative margins will be immediately recognised as expense, as soon as the insurance contract is identified as onerous.

The general model will be the default measurement model for all insurance contracts.

However, IFRS 17 also provides a mandatory alternative model for insurance contracts with direct participation features. Under this model, called "variable fee approach", the measurement of the insurance contract liability shall take into account the obligation to pay to policyholders a substantial share of the fair value returns on the underlying items, less a fee for future services provided by the insurance contract (changes in the fair value of underlying items due to policyholders are then recognised as an adjustment of the contractual service margin).

A simplified measurement (premium allocation approach) is also allowed by the standard under conditions for short-term contracts (12 months or less) and contracts for which the result of premium allocation approach is closed to the general approach.

These measurement models will have to be applied to homogeneous portfolios of insurance contracts. The level of aggregation of these portfolios will be assessed considering:

- contracts that are subject to similar risks and managed together;
- the year during which contracts are issued; and





- at initial recognition, contracts that are onerous, contracts that have no significant possibility of becoming onerous subsequently, and the remaining contracts.

The Group is currently assessing the impact of IFRS 17 and will conclude on its materiality in 2022.

3.5. CONSOLIDATION

All Group entities are included within the scope, as described in Note 37 Scope of consolidation. Changes to the scope are presented in Note 7 Changes in the scope of consolidation in the year ended December 31, 2020.

3.5.1. Subsidiaries

Subsidiaries are all entities over which the Group has a controlling interest. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations.

The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the company acquired and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date in accordance with IFRS 3. The Group recognises any non-controlling interest in the company acquired on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

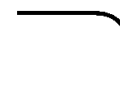
Acquisition-related costs are expensed as incurred.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

Non-controlling interests represent equity interests in subsidiaries owned by outside parties. The share of net assets of subsidiaries attributable to non-controlling interests is presented as a component of equity. Their share of net income and comprehensive income is recognised directly in equity. Changes in the parent company's ownership interest in subsidiaries that do not result in a loss of control are accounted for as equity transactions.

3.5.2. Associates

Associates are all entities over which the company has significant influence, but not control. The company accounts for its investment in associates using the equity method. The company's share of





profits or losses of associates is recognised in the consolidated statement of income and its share of other comprehensive income (loss) of associates is included in other comprehensive income.

Unrealised gains on transactions between the company and an associate are eliminated to the extent of the company's interest in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Dilution gains and losses arising from changes in interests in investments in associates are recognised in the consolidated statement of income.

Further details are provided in Note 18 Investments in associates.

3.5.3. Joint arrangements

The Group applies IFRS 11 to all joint arrangements. Under IFRS 11, investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income.

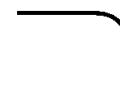
When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures are modified where necessary to ensure consistency with the policies adopted by the Group.

3.5.4. Special purpose companies

The asset-backed securitisation programme (described in Note 4 - Financial Risk Management) involved the sale of future lease receivables and related residual value receivables to special purpose companies. Special purpose companies are companies created to accomplish a narrow and well-defined objective, such as the securitisation of leased assets.

The financial statements of special purpose companies are included in the Group's consolidated financial statements where the substance of the relationship is that the Group continues to be exposed to risks and rewards from the securitised leased assets. The Group uses various legal entities, which have been incorporated specifically for the Group's securitisation transactions, and these companies are therefore regarded as subsidiaries and included in the consolidated financial statements of the Group.



3.6. FOREIGN CURRENCY TRANSLATION

3.6.1. Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in millions of Euros, which is the Group's presentation currency and it has been rounded to the nearest million, unless otherwise indicated. In certain cases, rounding may cause non-material discrepancies in the lines and columns showing totals.

3.6.2. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges. Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the income statement within "Interest income or charges". All other foreign exchange gains and losses are presented in the income statement within "Leasing contract margin".

3.6.3. Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each income statement are translated at weighted-average annual exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- All resulting exchange differences are recognised in other comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in comprehensive income.

The main exchange rates used in the consolidated financial statements for the years ended December 31, 2020 and December 31, 2019 are based on Paris stock exchange rates and are as follows:





	December 31, 2020		December 31, 2019	
	Period-end Rate	Average Rate	Period-end Rate	Average Rate
EUR / UK Pound:	0.8990	0.8892	0.8508	0.8773
EUR / Danish Krone:	7.4409	7.4544	7.4715	7.4661
EUR / Swedish Krona:	10.0343	10.4881	10.4468	10.5867
EUR / Russia Ruble:	91.4671	82.6454	69.9563	72.4593
EUR/Czech Koruna	26.2420	26.4555	25.4080	25.6698
EUR/Brazilian Real	6.3735	5.8900	4.5157	4.4135
EUR/Ukrainian Hryvnia	34.7501	31.2476	26.6894	28.7625

3.7. LEASE OPERATIONS

The Group classifies its leases as operating leases or finance leases under IFRS 16. The classification is based on the extent to which the lease transfers the risks and rewards resulting from ownership of an underlying asset. A lease is classified as a finance lease if it transfers substantially all the risks and rewards from ownership of an asset. Conversely, an operating lease is a lease that does not transfer substantially all the risks and rewards from ownership of an asset.

3.7.1. Operating lease portfolio

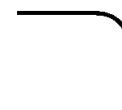
The Group's operating lease portfolio comprises cars leased under operating lease contracts.

The operating lease instalments are fully recognised on a straight-line basis over the lease term, normally 3 to 4 years duration, with the exception of that portion of the instalment that is considered to be services income. Services income is identified as a non-lease component and the Group applies IFRS 15 to allocate the consideration in the contract. The instalments are classified and presented in the following categories in the income statement: (i) Leasing contract revenues; and (ii) Services revenues.

The cost of the operating lease cars comprises of their purchase price and any incremental and directly attributable costs of bringing the assets held for use in operating leases to working condition for its intended use. Import duties and non-refundable purchase taxes are included in the purchase price and any trade discounts are deducted when calculating the purchase price. Furthermore, lease incentives and volume bonuses are also taken into account and depreciated over the expected lease term. The carrying amount of the Operating lease portfolio is presented in the category 'Rental Fleet' on the balance sheet. The depreciation policy relating to these assets is detailed in section 3.8.2 - Property and equipment under operating lease and rental fleet.

3.7.2. Finance lease portfolio

Finance leases are recognised as financial assets at an amount equal to the present value of the minimum lease payments (including guaranteed residual value) and the unguaranteed residual value accruing to the Group, after deduction of provisions deemed necessary in respect of bad and doubtful debts and any accumulated impairment losses. Initial direct costs are included in the initial measurement of the finance lease receivables. The assets are presented within the category 'Receivables from clients and financial institutions' on the balance sheet (See Note 22 for further details).





The finance lease instalments can comprise various components each having its own revenue recognition. The instalments are classified and presented in the following categories in the income statement: (i) interest income from finance lease (the difference between the gross receivable and the present value of the receivable is unearned finance income and is recognised over the term of the lease using the effective interest method); and (ii) revenues (to the extent that services are included in the lease).

Revenue recognition for operating and finance leases is disclosed in more detail in Note 3.24.

3.7.3. Fleet management services

These services include arranging for vehicle delivery and administration of the title and registration process, as well as tax and insurance requirements, ensuring maintenance of the vehicle, pursuing warranty claims, providing fleet policy analysis and recommendations, benchmarking, and providing vehicle recommendations. Vehicles classified under this category are featured within the Off-Balance Sheet fleet and their related revenue is recognised within the Services revenue line.

3.8. PROPERTY AND EQUIPMENT

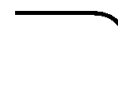
3.8.1. Other property and equipment

Other property and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the asset. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost can be measured reliably. Repairs and maintenance costs are charged to the statement of income during the period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

- Property: 30 - 50 years
- Furniture and fixtures: 3 - 12 years
- Hardware: 3 - 5 years
- Company cars: 3 - 4 years

The company allocates the amount initially recognised in respect of an item of property, plant and equipment to its significant parts and depreciates separately each such part. The carrying amount of a replaced part is derecognised when replaced. Residual values, method of amortisation and useful lives of the assets are reviewed annually and adjusted if appropriate. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.



3.8.2. Property and equipment under operating lease and rental fleet

This asset category includes mainly vehicles leased to third parties, but also include other properties owned by the Group (although not significant).

Property and equipment under operating lease and rental fleet are measured at cost less accumulated depreciation and impairment losses. Vehicles are capitalised based on (i) the acquisition price, (ii) all expenditures for items owned by the company and considered a permanent addition to the vehicle (e.g. radios, anti-theft devices, etc.) at the time of contract commencement, (iii) initial external direct costs including commissions and legal fees and (iv) delivery cost where material.

The assets subject to operating leases are presented in the balance sheet according to the nature of the asset. The leased assets are depreciated on a straight-line basis over its contract period to its residual value. The contract period ranges on average between 3 to 5 years.

The assets' residual values are reviewed and adjusted, if appropriate, at each balance sheet date.

Upon termination of the lease or rental contract the relevant assets are reclassified to the caption "Inventories" at their carrying amount, as per IAS 16 paragraph 68A recommendations. The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at each balance sheet date.

3.9. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (WHERE THE GROUP IS A LESSEE)

Scope

IFRS 16 concerns any contract meeting the definition of a lease. There are exceptions in the standard which are not applicable to the Group. Lessees are not required to apply this standard to intangible assets leases (software for example). In preparing the application of the standard, the Group uses this option. All of the Group's right-of-use assets relate to building leases contracted for the lease of commercial and office space.

Lease term

The lease period to be applied in determining the rental payments to be discounted will match the non-cancellable period of the lease adjusted for:

- options to extend the contract that the lessee is reasonably certain to exercise,
- and early termination options that the lessee is reasonably certain not to exercise.

The measurement of the reasonable certainty of exercising or not exercising the extension or early termination options shall take into account all the facts and circumstances that may create an economic incentive to exercise or not to exercise these options.

Changing the lease term

In the event of a change of circumstances of the lessee which has an impact on the certainty of exercise of an option that the lessee has or has not included in its calculation of the lease term, the term must be re-estimated.





Following a change in the lease term (re-estimate or revision), the lease obligation must be reassessed to reflect those changes. The revised rate is the interest rate implicit in the lease for the remaining term of the contract if it is possible to calculate this rate, otherwise the lessee must use its incremental borrowing rate on the date of modification of the lease term.

Right-of-use assets

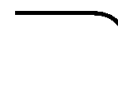
The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Depreciation expense is recorded in Depreciation and amortisation in the statement of profit or loss. The asset value may be adjusted later if the lease is amended, the lease period is re-estimated or to account for contractual changes in the rental payments related to application of indices or rates. Under IFRS 16, the cost of a right-of-use asset also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable and variable lease payments that depend on an index or a rate. The lease payments also include payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that are indexed based on the use of the leased asset (indexed to revenue or mileage, for example) are excluded from the measurement of lease liability. This variable portion of the rental payments is recorded in the net income over time according to fluctuations in contractual indexing. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to Leasing contract costs – financing in the statement of profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Discount rates

The implicit contract rates are not generally known, nor can be easily determined. Therefore, the Group has decided to use the lessees' incremental borrowing rate to discount rental payments as well as amount of lease liabilities.





The incremental borrowing rate is set by the lessee entity, not by the Group, in consideration of the borrowing terms and that entity's credit risk and the economic environment.

The discount rates used by the Group are then adjusted according to the currency and country of the location of the lessee entities.

The discount rate represents a risk free borrowing rate and liquidity spread by currency. The discount rate is also based on the duration of the lease term, where the duration of the lease is divided by two. Duration of the lease is the total lease term as described in section "Lease term" or remaining lease term for the first time application of the standard as at January 1, 2019.

Short-term leases and low-value assets

Lessees may choose not to apply the new lease treatment to contracts with a term of less than one year (including renewal options), nor to contracts on low-value items. This last simplification applies specifically to small equipment such as personal computers, tablets, telephones, and small items of office furniture.

Lease payments on short-term leases (less than one year) and leases of low-value assets are recognised as expense on a straight-line basis over the lease term and are disclosed in General and administrative expenses.

Income Taxes

Deferred tax will be recorded on the basis of the net amount of taxable and deductible temporary differences. On the date of the initial recording of the right-of-use and the lease liability, no deferred tax is recorded as the asset value is equal to the liability value. The net temporary differences that may result from subsequent changes in the right-to-use and lease liability will result in the recognition of deferred tax.

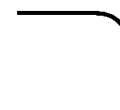
Further details are provided in Note 16 Right-of-use Assets and Lease Liabilities.

3.10. INTANGIBLE ASSETS

3.10.1. Goodwill

Goodwill arises on the acquisition of subsidiaries, associates and joint ventures and represents the excess of the consideration transferred over the Group's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquirer. Goodwill is measured at cost less any accumulated impairment losses. When the excess is negative (negative goodwill), it is recognised immediately in the statement of income.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash generating units ("CGUs"), or groups of CGUs, which is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored as follows:





- at a subsidiary level for all significant and independent countries; In these countries, the activity of the subsidiary is driven independently, either because the market is specific or because the organization has been built in order to drive the business on a standalone basis, helped with the technical support of the central functions of the headquarter; this is the case for most of the large subsidiaries in Europe (such as France, UK and Germany) and some medium and small subsidiaries in Asia;
- at an aggregated level (“hubs”) when internal management reporting is organised to measure performance (and prepare business plans) at a higher level (group of CGUs). The Group identified the 7 following hubs:
 - Benelux Hub: Belgium, Luxembourg, Netherlands
 - Nordics Hub: Denmark, Finland, Norway, Sweden
 - Central Europe Hub: Austria, Croatia, Czech Republic, Hungary, Serbia, Slovenia, Slovakia, Switzerland
 - North Eastern Europe Hub: Estonia, Latvia, Lithuania, Poland, Russia, Ukraine
 - South Eastern Europe Hub: Bulgaria, Greece, Romania, Turkey,
 - Mediterranean Hub: Algeria, Morocco, Portugal
 - South America, Africa and Asia: Brazil, Mexico, Chile, Peru, Colombia

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs to sell. Any impairment is recognised immediately as an expense and is not subsequently reversed.

Further details are provided in Note 5.1 Estimated impairment of goodwill.

3.10.2. Other intangible assets

Internal software development costs are capitalised during the application development stage. The costs capitalised relate to external direct costs of materials and services and employee costs related to the time spent on the project during the capitalisation period. Capitalised software is evaluated for impairment annually or when changing circumstances indicate that amounts capitalised may be impaired. Impaired items are written down to their estimated fair values at the date of evaluation. Internally developed software is normally depreciated over its useful life, generally 3 to 5 years; however in some instances this can be longer.

3.11. IMPAIRMENT OF NON-FINANCIAL ASSETS

Assets that have an indefinite useful life – for example, goodwill or intangible assets – are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill, that suffered impairment, are reviewed for possible reversal of the impairment at each reporting date.





Further details are presented in Note 14 Rental fleet.

3.12. NON –CURRENT ASSETS (OR DISPOSAL GROUPS) HELD FOR SALE AND DISCONTINUED OPERATIONS

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable and the asset or disposal groups is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale.

Assets and liabilities classified as held for sale are presented separately as current items in the consolidated balance sheet.

A disposal group qualifies as discontinued operation if it is a component of an entity that either has been disposed of, or is classified as held for sale, and:

- Represents a separate major line of business or geographical area of operations
- Is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations

Or

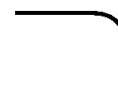
- Is a subsidiary acquired exclusively with a view to resale

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale. The results of discontinued operations are presented separately in the statement of profit or loss.

Additional disclosures relating to the Group's Discontinued Operations are provided in Note 7 Changes in the Scope of Consolidation.

3.13. FINANCIAL ASSETS

Classification





Following the adoption of IFRS 9, the Group classifies its financial assets in the following measuring categories

- a) Those to be measured subsequently at fair value through profit or loss
- b) Those to be measured subsequently at fair value through other comprehensive income, and
- c) Those to be measured at amortised cost

By default, derivative financial instruments will be classified as subsequently measured at fair value through profit or loss.

Recognition and measurement

Regular way purchases and sales of financial assets are recognised on a trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Debt instruments (loans, receivables and bonds) will be measured at amortised cost only if the objective of the entity (business model) is to collect the contractual cash-flows and if these cash flows consist solely of payments of principal and interest. Debt instruments will be measured at fair value through other comprehensive income (with cumulative gain or loss reclassified in profit or loss when the instruments are derecognised) if the objective of the entity (business model) is to collect the contractual cash-flows or to sell the instruments and if these contractual cash-flows consist solely of payments of principal and interest (SPPI).

Equity instruments will be measured at fair value through profit or loss except in case of irrevocable election made at initial recognition for measurement at fair value through other comprehensive income (provided these financial assets are not held for trading purposes and not classified as such in financial assets measured at fair value through profit or loss) without subsequent reclassification in income.

Embedded derivatives will no longer be recognised separately when their host contracts are financial assets and the hybrid instrument in its entirety in most cases will then be measured at fair value through profit or loss.

Impairment of financial assets

The Group assesses expected credit losses (ECL) associated with its assets carried at amortised cost. For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment when the impact of those factors is material to the financial statements.

Further disclosure relating to impairment of financial assets is also provided in Note 22 Receivables from Clients and Financial Institutions.



3.14. FINANCIAL LIABILITIES

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

Subsequent measurement

For purposes of subsequent measurement, financial liabilities are classified in two categories:

- a) Financial liabilities at fair value through profit or loss
- b) Financial liabilities at amortised cost (loans and borrowings)

Financial liabilities at fair value through profit or loss only include derivative financial instruments in the Group's financial statements. For further disclosures see Note 3.15 Derivative financial instruments and hedging activities and Note 19 Derivative financial instruments.

Financial liabilities at amortised cost (loans, borrowings, funds entrusted and bonds issued) is the category most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Any difference between cost and redemption value is recognised in the income statement over the term of the loans and borrowings.

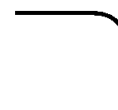
Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

For more information, refer to Note 28 Borrowings from financial institutions, bonds and notes issued.

3.15. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an





ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 25. Movements on the hedging reserve in other comprehensive income are shown in consolidated statement of changes in equity. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

The Group designates certain derivatives as either:

(a) Fair value hedge: hedges of the fair value of recognised assets or liabilities or a firm commitment.

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the income statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk. The Group only applies fair value hedge accounting for hedging fixed interest risk on borrowings. The gain or loss relating to fair value hedges is recognised in the income statement within “unrealised gains/losses on financial instruments”.

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to profit or loss over the period to maturity.

No fair value hedge instruments have been recorded by the Group for the year ended December 31, 2020.

(b) Cash flow hedge: hedges of a particular risk associated with a recognised asset or liability or a highly probable forecasted transaction.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the income statement within “unrealised gains/losses on financial instruments”.

Amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss. The gain or loss relating to the effective portion of interest rate swaps hedging variable rate borrowings is recognised in the income statement.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the income statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the income statement.

(c) Derivatives: Changes in the fair value of derivatives that are not designated as a hedging instrument are recognised immediately in the income statement in the caption “Unrealised gains/ (losses) on financial instruments”.





The types of risks that the Group is exposed to and derivatives used to hedge these risks can be found in section 4.1.2 Treasury Risk and Note 19 Derivative financial instruments.

3.16. INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Upon termination of the lease or rental contract the relevant assets are reclassified from the caption "Rental fleet" to the caption "Inventories" at their carrying amount. At this point no further depreciation is charged. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

3.17. RECEIVABLES FROM CLIENTS AND FINANCIAL INSTITUTIONS

This caption includes:

- lease instalments receivable from the finance and operating lease portfolio, from the rental portfolio and receivables arising from other business activities;
- amounts receivable from French and foreign credit institutions with fixed or determinable payments.

These receivable balances are shown after any accumulated impairment losses and are initially measured at fair value and subsequently at amortised cost using the effective interest method.

3.18. OTHER RECEIVABLES AND PREPAYMENTS

Other receivables and prepayments include prepayments in respect of expenses attributable to a subsequent period plus amounts still to be received.

3.19. CASH AND CASH EQUIVALENTS

In the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the consolidated balance sheet, bank overdrafts are shown within borrowings in current liabilities. Cash equivalents are defined as short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. The short-term characteristic of a cash equivalent is generally taken as a term of three months or less from the date of acquisition.

3.20. EMPLOYEE BENEFITS

The group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

3.20.1. Pension obligations

Group companies operate various pension' schemes. The Group has both defined benefit plans and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay





further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan.

Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period together with adjustments for unrecognised past-service costs. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income statement.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

Further details are provided in Note 29 Retirement benefit obligations and long term benefits.

3.20.2. Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to a termination when the entity has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

3.20.3. Profit-sharing and bonus plans

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.



3.21. PROVISIONS

Provisions for restructuring costs and legal claims are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Damage risk provision

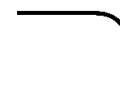
The Group provides customers with an own damage and repair cover in exchange of the payment of a monthly premium. Own damage revenues are recorded in the caption “Revenues”. Further details are provided in Note 8 Revenues and cost of revenues.

In parallel, the Group calculates the own damage reserve based on two elements:

- (i) Open claims reserve: this reserve corresponds to the amount required to meet the costs of future claims, net of recoverable amounts, which have already occurred and been reported. This reserve is determined as follows: an average cost is calculated on the basis of the incident type and past experience.
- (ii) Allowance for losses incurred but not yet reported (IBNR): the IBNR is determined based on the average delay between an incident occurring and the claim being reported, average claim frequency and the average cost per claim for the 12 previous months.

At the end of each month, the Group performs an adequacy test in respect of the level of the own damage reserve. In the event that the level of the reserve falls below the amount of open claims reserve plus IBNR, as determined above, then an immediate adjustment is made to adjust the reserve at this level. Open claims remain open so long as it is reasonably considered that the claim will be payable.

Where there is a stop-loss policy in place, limiting the risk of losses above a set level, open claims plus IBNR are booked only up to the level of the stop-loss. Beyond that level, all claims are debited to the reinsurance provider of the stop-loss cover. Any stop-loss cover on individual incidents is also taken into account in evaluation of claims plus IBNR. Gross claim costs are reduced to the level of cap per incident. Even where stop-loss cover is in place, if total claims are anticipated to be below the level of premium and stop-loss cover, then profit is booked in the normal way.





3.22. TRADE AND OTHER PAYABLES

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

3.23. CURRENT INCOME AND DEFERRED TAX

The tax expense for the period comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries where the company and its subsidiaries operate and generate taxable income.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.





3.24. REVENUE RECOGNITION

Revenue is recognised in accordance with the following standards:

- IFRS 16 "Leases"
- IFRS 15 "Revenue from contracts with customers"

The combined effect of the leases (IFRS 16) and revenues (IFRS 15) standards focus on the identification of lease and non-lease components in order to assess separate performance obligations. Both lessees and lessors consider the right to use an asset as a separate lease component if it meets the following criteria:

- the lessee can benefit from using that underlying asset either on its own or together with other resources that are readily available; and
- the asset is neither highly dependent on, nor highly inter-related with, the other assets in the contract.

Activities or costs that transfer a good or service to the lessee are identified as non-lease components.

Amounts payable for activities and costs that do not transfer a good or service are part of the total consideration and are allocated to the lease and non-lease components identified in the contract.

If a contract contains a lease component and one or additional lease or non-lease components, then IFRS 16 requires a lessor always to allocate the consideration in a contract following the approach in IFRS 15 Revenue recognition.

The 5 steps process required by IFRS 15 is summarised as follows:

Step 1: Identify the contract with customers

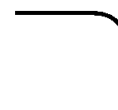
Each contract between the Group and the lessee is clearly identified.

Step 2: Identify the performance obligations in the contract

Identifying separate lease components in a lease contract under IFRS 16 is consistent with identifying performance obligations in a revenue contract under IFRS 15.

Revenues also include the various non-lease components of the lease instalment, such as repair, maintenance and tyres, damage risk retention, replacement vehicle etc. Revenues relating to lease components are described in sections (a) and (b) below.

The different services offered by the Group are considered as distinct as they are sold separately and they are separately disclosed in the contract (non-lease components). Each service is priced separately and each contract is built with a basic service and additional options which could be elected by the customer.





Step 3: Determination of transaction price

Transaction price is easily determined as there the Group has no variable consideration at closing of the contract.

Step 4: Allocation of transaction price

A lessor allocates consideration in a contract to the separate lease and non-lease components by applying IFRS 15. The Group allocates transaction prices by estimating standalone selling prices of each performance obligation as each service rendered to the customer has a separate price.

Step 5: Recognise revenue when (or as) a performance obligation is satisfied

All services provided by the Group are considered as performance obligations satisfied over time as customers simultaneously receive and consume all of the benefits provided by the company.

a) Operating leases

On operating leases, lease rental revenue (depreciation and interest) is recognised in accordance with IFRS 16 on a straight-line basis over the lease term based on the total of the contractual payments divided by the number of months of the lease term.

b) Finance leases

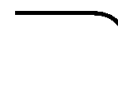
Regarding finance leases, IFRS 16 standard is applied and the earnings are allocated between the capital amount and finance income. The capital amount is used to reduce the receivable balance and the income is recognised in the profit and loss in each period so as to give a constant periodic rate of return on the net investment in the lease. The Group uses the net investment method to allocate gross earnings, which excludes the effect of cash flows arising from taxes and financing relating to a lease transaction. In addition:

- (i) The amount due from the lessee under a finance lease is recognised in the balance sheet as a receivable at an amount equal to the net investment in the lease. Over the lease term, rentals are apportioned between a reduction in the net investment in the lease and finance income. The net investment in a lease is equivalent to the gross investment discounted at the interest rate implicit in the lease.
- (ii) At any point in time during the lease term, the net investment is represented by the remaining minimum lease payments, less that part of the minimum lease payments that is attributable to interest.

Amounts receivable from finance lease contracts are disclosed in Note 22.

c) Other operating revenue for services

- (i) *Proceeds of cars sold*: Revenues also include the proceeds of the sale of vehicles from terminated lease contracts and rental revenues from end of contract billing such as repair costs recharged





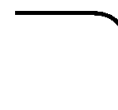
- to the customer. The proceeds from the sale of vehicles are recognised when the vehicles are sold.
- (ii) *Intermediation fees*: In some instances of service provision, an entity of the Group may be acting as an intermediary between a customer and a third party. Examples of such services include the provision of fuel cards, road taxes, the re-bill of maintenance charges to customers who have chosen not to include maintenance in their leasing contracts, etc. Since no value is added by the Group, they are therefore not presented as revenues.
 - (iii) *Informal extensions*: where a customer retains the car for a period beyond the normal return date (informal extension), the rent continues to be charged to the customer and the related contractual depreciation will continue to be recognised.
 - (iv) *Up Front payments*: Regarding operating leases, where significant up front (“balloon”) payments (greater than 10% of list price of vehicle) are made by customers at the beginning of the lease agreement, the payments are recognised in the balance sheet and amortised on a straight-line basis over the period of the lease agreement. Regarding finance leases, upfront payments and initial direct costs are taken into consideration in calculating the implicit interest rate in the lease and recognised evenly over the life of the lease as an adjustment of yield.
 - (v) *Lease incentives*: where incentives are provided to the lessee when negotiating a new or renewed lease (e.g. upfront cash payments to the lessee, reimbursement or absorption of costs by the lessor or free or reduced rents given at the beginning of the lease term), such incentives are recognised as a reduction of rental income over the lease term on a straight line basis.
 - (vi) *Interest on Late Payment*: Where interest on late payment is billed to customers, the related revenue is only recognised when settlements are made by customers.
 - (vii) *Lease Deposits*: Lease payment advances received in the form of deposits are held on the Balance Sheet and released in accordance with the relevant contractual agreements.
 - (viii) *Maintenance*: In order to recognize revenue in a pattern that reflects the transfer of control of the services provided, maintenance and tyre income is recognised in line with the normal maintenance cost profile; the resulting ‘cost curves’ are reviewed periodically in order to match local actual historical maintenance expenditures with the expected cost profiles. As a result of application of this policy, the deferred maintenance revenue is recognised in a maintenance income reserve during the early part of the contract, and released from this reserve during the latter part. Maintenance profit or loss on the contract will be recognised during the life of the contract. The monthly profit and loss result will be the difference between the profiled revenue and actual costs.

3.25. COST OF SERVICES REVENUES

Cost of revenues comprises the cost associated with providing the above-mentioned service components of the lease instalment (including: vehicle maintenance, replacement and winter tyres, insurance premiums, accident repair and the provision of short term replacement vehicles).

3.26. INTEREST INCOME AND INTEREST CHARGES

Interest income, interest charges and similar charges for all interest-bearing assets and liabilities are recognised in the income statement on an accrual basis using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability to the carrying amount of the financial asset or liability.





The interest income component in operating lease instalments, which is charged on a straight-line basis to the client, is recognised in the “Leasing contract revenue – operating lease” based on the effective interest method in interest income using the interest rate included in the lease contract and based on the net investment value of the leased asset.

Interest income on finance lease contracts is recognised in the income statement on the basis of accruing interest income on the net investment (using the effective interest method). The receipts under the lease are allocated by the lessor between reducing the net investment and recognising interest income, so as to produce a constant rate of return on the net investment.

3.27. GENERAL AND ADMINISTRATIVE EXPENSES

This item includes office overheads, automation costs, advertising costs, professional fees and other general expenses.

3.28. SHARE-BASED PAYMENTS

Share-based compensation benefits are provided to employees via the ALD long-term incentive plans, employee share schemes. Information relating to these schemes is set out in Note 27.

The fair value of shares granted under the ALD long-term incentive plan is recognised as an employee benefits expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the shares granted. The total expense is recognised over the vesting period, which is the period when all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of shares that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

NOTE 4. FINANCIAL RISK MANAGEMENT

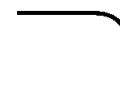
4.1. FINANCIAL RISK FACTORS

4.1.1. Credit risk

The credit risk is the risk of losses arising from the inability of the Group’s customers to meet their financial commitments. Credit risk includes the counterparty risk. In addition, credit risk may be further amplified by concentration risk, which arises from a large exposure to a given risk, to one or a few counterparties.

Credit risk management policy

Credit risk is the risk that a customer is not able to fulfil its financial obligations towards ALD. All ALD entities have to comply with risk procedures issued centrally which define the way credit requests have to be studied and validated, as well as the roles and responsibilities of all staff involved in the credit vetting process. Each subsidiary has a specific credit authority approved by ALD General Management and the Risk Department of Société Générale Group, and determined according to the size of the fleet, the maturity of the subsidiary and the type of customer concerned (corporate, retail, financial institution





etc.). Within its credit limit, each subsidiary can decide directly on its counterparty risk. Above this threshold, credit acceptance is made at central level jointly with the Risk Department of Société Générale.

Regular risk committees are held by ALD in order to review all potential risk issues and to ensure the credit risk procedures are properly applied. All standard risk indicators (arrears / default / cost of risk) are also monitored centrally. All ALD entities are applying the same process locally.

The primary responsibility for debt collection remains under the direct responsibility of ALD's subsidiaries with dedicated teams in charge of recovering unpaid invoices in compliance with local regulations and market practices. Local processes need, however, to be compliant with the corporate instructions and guidelines distributed to the whole network. Central monitoring of all ageing balances is performed on a monthly basis as part of the regular risk reviews, and actions plans are set up whenever necessary under the supervision of the Country Manager.

Impairment charges on receivables (cost of risk) has historically remained very low due to the nature of the products proposed by ALD, a strict control of the risk assessment process and a very diversified customer portfolio.

Credit risk measurement

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all sound trade and lease receivables.

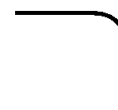
For not in default trade receivables and finance lease receivables, the Group does not track changes in credit risk, but instead recognises a loss allowance based on expected lifetime losses from initial recognition of the receivables. These losses are measured based on a provision matrix for receivables associated with sound customers, as described below. Probability of Default (PD) rates are based on observed default rates over the life of the receivables (the average contract length in each entity). Specific PD rates are calculated for each entity and each customer type. This process results in Probability of Default (PD) rates for each age of past-due receivables. The PD rates are applied to the aged receivables of the reporting period to arrive at a total provision. The final impairment allowance is also adjusted to consider Loss Given Default (LGD) specific to the entity.

The historical loss rates are adjusted to reflect current and forward looking information on specific local economies affecting the ability of the customers to settle the receivables.

Expected credit losses and provision matrix are disclosed in Note 22 "Receivables from clients and financial institutions".

There is no change in the definition or policy for provisions on doubtful exposure under IFRS 9. The definition of default exposure remains unchanged.

The Group considers that a customer is in default as soon as one of the three following conditions applies:





- Legal proceedings (or a similar event in accordance to local legislation) are in progress which has resulted in the customer being placed either in bankruptcy or legal liquidation or receivership;
- One or several overdue invoices for more than 90 days (270 days in the case of public or sovereign counterparties) have been recorded and a settlement procedure has been initiated;
- A significant degradation of the customer's financial situation has taken place, making it likely that the customer will be unable to fulfil its overall commitments and there is therefore a high probability of losses.

When a credit risk emerges, the following processes take place:

- Reclassification of the sound outstanding as a doubtful debt
- Impairment made for probable credit loss

Where the customer is in default, the whole of the customer balance is classified as doubtful as a result of the "contagion principle". The application of this principle leads to the classification as doubtful of all outstanding amounts relating to a customer that is deemed to be in default regardless of the age of the invoice (i.e. a customer is either solvent or not).

If the customer belongs to a group of companies, or in cases where the parent company has been classified as being in default, a case-by-case study is undertaken to establish whether it is necessary to apply the same treatment to all the legal entities included in that group. This "contagion principle" does not apply, however, in the following cases:

- Receivables subject to a risk of non-recovery which are affected by isolated legal disputes not related to the solvency of the counterparty
- Credit risk dependent on the solvency of a third party and not the counterparty

Impairment is only made in respect of customer receivables where the customer is considered to be in default (receivable is impaired). The impairment made for risk of default is consistent with the credit rating of each customer. The impairment must be sufficient to cover the entire probable loss in total or partial non-recovery of the loan.

The impairment is based upon the full amount outstanding for the customer in default.

Generally, ALD remains the owner of the vehicle and impairment is made against the recorded receivables relating to issued invoices. In addition, where it is considered likely that the vehicles will be returned, a further provision is required for the amount of the likely shortfall from the sale of the asset.

Where there are guarantees from the customer providing the right of offset in the event of a default, these amounts are taken into account in assessing the impairment on a customer by customer basis.

Derivative financial instruments

In addition to its natural exposure to credit risk in the leasing of vehicles, the Group is also exposed to credit risk because of its use of derivative financial instruments and because of excess cash being deposited with banks. The Group controls this risk by requiring minimum external rating grades that such external counterparties are assigned.





4.1.2. Treasury risk

Treasury risk entails 3 types of risk: liquidity risk, interest rate risk and foreign exchange risk.

- Interest rate risk is the risk that the profitability of the Group is affected by movements in interest rates.
- Foreign exchange risk is the risk that the profitability is affected by currency fluctuations.
- Liquidity risk is the risk that the Group is not able to meet its cash outflow obligations when they fall due, because of a mismatch between its assets and liabilities.

Group Treasury risk management policy consists in matching assets and liabilities in terms of maturities, currencies, and interest rate exposure. Group procedures defining the sensitivity measurement of such risks and tolerance levels are applied across the group to allow a close monitoring of the treasury risk. These risks are monitored on a group level by the Group's central Treasury, which reports on a quarterly basis to the management team of ALD during a dedicated committee. This committee is informed about all relevant developments with regards to the Group's treasury risk profile and decides any action to mitigate the risks when necessary.

Interest rate risk

ALD policy consists of financing the underlying assets with fixed rate loans as lease contracts are mostly priced at fixed rates, in order to avoid any interest rate mismatch between assets and liabilities. Structural interest rate risk arises from the residual gap (surplus or deficit) in each entity's fixed-rate forecast position. To this end, any residual interest rate risk exposure must comply with the sensitivity limits set for each entity. The sensitivity is defined as the variation in the net present value of the future residual fixed-rate positions (surplus or deficit) for non-stressed shocks of +100 bps and -100 bps in the yield curve.

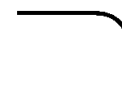
The ALD Group Central Treasury monitors the Group's interest rate risk exposure and advises subsidiaries to implement adequate hedging operations. A monthly report measuring interest risk exposure is produced by each entity to be reviewed and consolidated by the ALD Group Central Treasury department.

Each entity and the Group as a whole are subject to sensitivity thresholds and limits validated by the ALM committee (ALCO). The Group structural risks are discussed on a quarterly basis during ALCO meetings.

Thanks to this close follow up of the interest rate risk exposure by subsidiaries and the supervision of asset and liability monitoring performed at central level, ALD Group interest rate sensitivity has always remained limited.

Measurement of the Group sensitivity to an interest rate shift

Range Movement	Income Statement Impact (in EUR million)
+100 bps	- 6.49
-100 bps	+ 6.49





Foreign exchange risk

ALD Group is present in 26 countries outside the Euro zone and is therefore exposed to foreign exchange risks related to cash inflows and outflows from daily business activities as well as participations in subsidiaries outside the Euro zone.

Currency risks related to the current business activities are very limited as there are no cross-border leasing activities. ALD Group policy consists of financing the underlying asset in the same currency as the corresponding lease contract.

The residual foreign exchange risk is managed in order to minimise the impact to the Group due to fluctuations in the currencies it operates.

To achieve this goal, ALD quantifies its exposure to structural exchange rate risks for each subsidiary by analysing all assets and liabilities arising from commercial operations and proprietary transactions. The risk sensitivity is measured by quantifying the impact of a variation of 10% of the exchange rate (hard currencies against local currency) and a threshold is defined for each subsidiary. ALD Group Treasury department is responsible for monitoring structural foreign exchange risk positions and manages the impact on profitability due to foreign exchange rate fluctuations.

Currency risks related to equity invested in foreign currencies are not hedged at a group level, as the risk exposure has been considered insignificant.

Liquidity risk

ALD Group is exposed to liquidity risk which is the risk of not being able to meet cash flow requirements when they fall due. A structural liquidity position is defined as resulting from the maturities of all balance sheet or off-balance sheet outstanding positions according to their liquidity profile.

ALD Group's exposure to liquidity risk is limited as the group policy consists of financing the underlying asset over the same duration as the corresponding lease contract. A residual liquidity gap is measured on a monthly basis, under the supervision of ALD Group Treasury department, by assessing the matching of the run-off of the existing leased assets with the remaining liabilities.

The liquidity position measured is then reviewed and consolidated at a group level. Any deviation from the sensitivity threshold is corrected under the supervision of the Group central Treasury.

As part of the funding plan the ALD Group raises external funds through both asset-backed securitisation programmes and the EMTN bonds programme described below.

Most of the funding provided by SG Group is granted through Société Générale Luxembourg based in Luxembourg. SG Luxembourg funds ALD Group Central Treasury which then grants loans in different currencies to 19 ALD subsidiaries as well as to the holding companies. The total amount of loans granted by SG Luxembourg amounted to 8,550 million at December 31, 2020 for an average maturity of 1.85 years.





The remaining SG funding is provided either from local SG branches or SG Group Central Treasury in Paris, representing EUR 3,421 million at December 31, 2020.

32.2% of fiscal year 2020 funding is provided from local external banks or third parties, representing EUR 5,675 million at December 31, 2020.

The following funding arrangements concluded by the Group impacted the assessment of liquidity risk:

Securitisation

As at December 31, 2020, the Group has asset-backed securitisation programmes in four European countries.

These transactions involve the sale of future lease receivables and (for only three of them) related residual value receivables to securitisation special purpose companies. Debt securities were issued by those special purpose companies and sold to external investors. The special purpose companies are responsible for making interest and principal payments to the note-holders. The note-holders do not have any recourse on the Group in case of default of the originating ALD entity or default of the Group.

These funds were all raised with a floating-to-fixed rate hedge (UK, Belgium, Netherlands and Germany).

For further details on the transactions reference is made to Notes 14 and 28.

Corporate bond

The Group is also engaged in a Euro Medium Term Notes (EMTN) programme. The EMTN programme limit is set at EUR 6 billion for the aggregate nominal amount of notes outstanding at any one time. An application has been filed with the Luxembourg Stock Exchange in order for the notes issued under the programme to be listed on the official list and admitted to trading on the Regulated Market of the Luxembourg Stock Exchange. The programme is rated BBB by Standard & Poor's and BBB+ by Fitch Ratings.

Other bonds

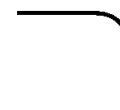
In 2018 ALD SA issued an inaugural Positive Impact Bond (Green Bond) demonstrating its commitment to implementing innovative financial solutions to fund clean transportation and promote the transition to a low carbon future. The proceeds of the bond are exclusively used to finance or refinance eligible vehicles.

The presentation of financial borrowings by maturity and further information on bonds issued by the Group is provided in Note 28.

Capital Management

ALD is a commercial company and as such does not have any regulatory capital requirement.

The Group's objectives when managing capital are to:





- safeguard its ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to minimise the cost of capital.

To achieve these objectives the Group carefully monitors its leverage ratio, defined as the ratio of Total Equity to Total Assets, for which it has set a target range in its public communications to investors and rating agencies.

The ratio as at December 31, 2020 and December 31, 2019 is as follows:

(in EUR million)	As at December 31,	
	2020	2019
Total Equity	4,195.2	4,028.8
Total Assets	25,087.6	25,587.9
Leverage ratio	16.7%	15.7%

In the management of capital and in its definition the instruments at the Group's disposal are:

- annual dividend pay-out policy
- exceptional dividend returning capital to shareholders
- new share issuance
- new debt issuance, including to replace existing debt with difference characteristics.

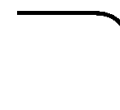
In addition the Group can effect changes to its asset growth rate in order to modify the denominator of this ratio.

4.1.3. Asset risk

The Group is exposed to asset risk, which can be split into two main underlying risk components: the residual value risk and the risk related to service maintenance.

Residual value risk

The residual value, defined as the value of the vehicle at the end of the lease as estimated by ALD at inception of the lease, may differ from the future market value of the car at the end of the contract. This difference is a part of the global risk on used car sales and is managed in ALD Group through robust internal procedures applied to all ALD subsidiaries in order to set, control and reevaluate the residual values on the running fleet. The residual value setting procedure defines the processes, roles and responsibilities involved in the definition of residual values that will be used for the quotation of future contracts. Residual value setting is performed locally as the expertise in used car market is local and controlled and approved centrally. Calculation is based on refined market segmentation and on a statistical model using internal used car sales data for each market segment as well as Trade Guides references and country specific factors (inflation, market sector adjustments, life cycle etc.). As part of this process, current external issues are analysed in order to apply a stress factor to the valuation of the current fleet. Residual value setting is reviewed by local general management during a local pricing committee held at least twice a year (quarterly for larger subsidiaries), and then controlled and validated at an ALD Group level.





Residual values of the current running fleet are reviewed at least yearly (twice a year for the entities with more than 5,000 vehicles, one in each semester). It is performed at a local level through a revaluation process which is reviewed and approved at ALD level. The current residual value embedded in the contract is compared with the expected market value on a car by car basis.

Revaluation adjustments are accounted for on a portfolio basis whenever necessary, in order to match the expected market value at contract ending and mitigate any market risk.

In accordance with IAS 8, a residual value is treated as an accounting estimate; as such, all potential car sales losses are recognised on a straight line basis between the date of the revaluation and the end of the contract; where the revaluation in a country produces an overall profit, no adjustment is made. The residual value of the total lease portfolio at December 31, 2020 amounts to EUR 14,039 million.

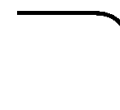
Risk related to services maintenance and tyres

The maintenance risk is the risk that the actual costs of maintenance incurred during the contract life are greater than the costs forecasted and included in the quotation at the beginning of the contract. Maintenance pricing setting is done locally using local historical statistics, under the supervision of ALD Group. A global review of the maintenance margins is done for each country on a regular basis in order to back test the pricing assumptions in terms of costs and frequencies.

4.1.4. Insurance risk

The Group is exposed to the risk of damage to vehicles within its fleet and also to liability to third parties arising from accidents involving vehicles in its fleet. This risk can take the form of third party liability (TPL), legal defence, material damage or passenger indemnity. Where the Group decides not to retain this risk or is legally obliged to buy insurance, this risk is placed through local insurance companies. However, for some local ALD entities, the Group has selectively decided that the entity should retain the material damage risk to its own vehicles, where it is justified by the fleet size, the fleet risk profile and local market conditions. The entity managing this material damage risk must comply with strict internal procedures in terms of pricing setting, risk selection, and reserve setting. Material own damages reserves are a combination of the estimated amount required to meet the costs of future claims plus an estimation of future claims costs which have been incurred but not reported (IBNR). This IBNR is based on statistical analysis of damage frequency and amounts.

The Group also selectively retains some motor risks (material damages, passenger insurance and TPL risks) within its own reinsurance company, ALD Re DAC (ALD Re). ALD Re is based in Ireland and is regulated by the Central Bank of Ireland. The company reinsures TPL, material damages and related ancillary covers for approximately 500,000 vehicles and has reinsurance liabilities covering 25 entities within the Group. ALD Re strictly monitors its risk universe, including underwriting, market, credit and operational risk, via a strong corporate governance structure, a clearly defined risk appetite and a developed risk monitoring process. In addition, in order to minimize the financial impact of a single event, ALD Re purchases reinsurance protection for claims above a specified amount. This reinsurance strategy is reviewed at least annually.





In addition, every year, an external independent actuary must opine on whether the level of technical reserves held by ALD Re are considered adequate to meet its future obligations as determined by that independent actuary.

4.2. FAIRVALUE ESTIMATION

The Group analyses financial assets and liabilities by various valuation methods. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The fair value of financial assets and liabilities is measured at amortised cost, except for receivables for which fair value is deemed to be the nominal amount.

Financial instruments in level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the group is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily cash and cash equivalents and long-term investments (please refer to note 20 "Other non-current and current financial assets")

Financial instruments in level 2

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments;
- The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves;
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at the balance sheet date, with the resulting value discounted back to present value;





- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

Refer to note 25 “Financial assets and liabilities by category”.

NOTE 5. CRITICAL ACCOUNTING ESTIMATES, JUDGEMENTS

The preparation of the Group’s consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

In preparing the Group’s consolidated financial statements, the significant judgements made by management in applying the Group’s accounting policies and the key sources of estimation uncertainty were largely the same as those that applied to the consolidated financial statements for the year ended December 31, 2019. However, as a result of the uncertainty associated with the unprecedented nature of the Covid-19 pandemic, the Group has continually reviewed its selection of appropriate assumptions and development of reliable estimates that underlie various accounting conclusions. The main assumptions and estimates that have undergone significant revision are those concerning expected credit losses and residual value risk management. Further details can be found in Note 2.1 Covid-19 Pandemic.

5.1. ESTIMATED IMPAIRMENT OF GOODWILL

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated presented in Note 3.10.1 of these consolidated financial statements. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates. The key assumptions calculating the value in use are those regarding discount rates, growth rates and other expected changes in cash flows. The Group uses a five-year business plan for each of the CGUs or group of CGUs identified. The business plans used incorporated assumptions relevant to the current economic climate such as fleet growth, used car market and credit risk.

Based on all the assumptions made by the Group, no need for impairment on goodwill has been identified.

Sensitivity tests are carried out to measure the impact on each CGU’s recoverable value based on certain assumptions. At December 31, 2020, sensitivities to variations in the cash flows and discount rates were measured.

According to the results in these tests:

- a decrease in operating cash flows by 10% compared to management’s estimates would lead to a decrease of 10% in recoverable value and would not generate any additional impairment
- an increase of 50 basis points applied to all discount rates estimated by management would lead to a decrease of 7.1% in recoverable value and would not generate any additional impairment.





Further details are provided in Note 17 Goodwill.

5.2. IMPAIRMENT OF RENTAL FLEET

In the annual assessment of whether there is any indication that an asset may be impaired, the Group considers both external as well as internal sources of information. If such indication for impairment exists, an analysis is performed to assess whether the carrying value of the asset or cash generating unit under an operating lease exceeds the recoverable amount, being the higher of the fair value less costs to sell and the value in use. The value in use is determined at the present value of the future cash flows expected to be derived from the object or cash generating unit. The management closely monitors residual values, which are reviewed internally at least each financial year, in accordance with internal procedures. The original residual values within internal systems will be compared to the revised residual values expected at contract termination, following a review. The results of this exercise will be used to assess the level of exposure, reserves held and potential impairment required. To prevent impairment on residual values, each country completes a minimum of one annual review of pricing under the supervision of the Group to ensure that assumptions used in pricing reflect expected future market conditions, thus ensuring residual values are predicted with a reasonable degree of accuracy and on a consistent basis going forward.

At the end of 2020, no provision for impairment on rental fleet was required.

5.3. FAIR VALUE OF DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

The fair value of certain financial instruments is determined by using valuation techniques. The Group uses its judgment to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. The Group has used discounted cash flow analysis for various available-for-sale financial assets that are not traded in active markets. Such assets do not present material amounts in the financial statements.

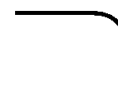
5.4. PENSION BENEFITS

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/ (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that is used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.

If the discount rate used were to differ by +0.5 % from management's estimates, the carrying amount of pension obligations would be an estimated EUR 1.7 million lower.

Further details are provided in Note 29 Retirement benefit obligations and long term benefits.



5.5. INCOME TAXES

The Group is subject to income taxes in numerous jurisdictions. Significant judgment is required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

5.6. OWN DAMAGE RESERVE

The own damage reserve is based on assumptions such as technical damage risk principles, policyholder behaviour, inflation and court decisions. The assumptions may differ from the actual data as a result of changes in economic and market conditions.

NOTE 6. SEGMENT INFORMATION

Geographically, management considers the performance in Western Europe, Continental and Eastern Europe, Nordic and South America, Africa, Asia and rest of the world.

The central treasury function based in Luxembourg provides funding to 19 ALD entities located in 13 countries. The total loans in place to these entities amounts to EUR 13.5 billion.

Loans by the central treasury to ALD entities are at arm's length according to OECD guidelines and supported by relevant transfer pricing documentation.

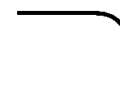
This department is responsible for monitoring the funding requirements and structural risks of the Group. Furthermore, it provides technical advice on financial instruments, including derivatives and on the various securitisations and bond issue program of the Group.

The Group's Management assesses the performance of the operating segments based on a measure of revenue and profit before tax as presented in consolidated financial statements. They also check to ensure that no customer represents more than 10 % of the total revenue.

Revenue and Profit before tax

Sales between segments are carried out at arm's length. The revenue from external parties reported to the Board of Directors is measured in a manner consistent with that in the income statement.

(in EUR million)	Year ended December 31, 2020		Year ended December 31, 2019	
	Profit before tax	Revenue from external customers	Profit before tax	Revenue from external customers ⁽¹⁾
Western Europe ⁽¹⁾	364.9	7,596.8	474.0	7,378.9
Nordic	73.8	953.2	79.9	898.1
Continental & Eastern Europe	135.2	1,023.3	101.9	981.0





LatAm, Africa, Asia & Rest of world	40.8	361.0	37.4	435.4
TOTAL	614.6	9,934.2	693.2	9,693.5

(in EUR million)	Year ended December 31, 2020	Year ended December 31, 2019
	Revenue from external customers	Revenue from external customers ⁽¹⁾
Leasing contract revenues ⁽¹⁾	4,428.0	4,417.7
Service revenues	2,127.9	2,178.4
Proceeds of cars sold	3,378.3	3,097.4
TOTAL	9,934.2	9,693.5

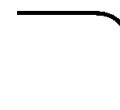
Other disclosures

Year ended December 31, 2020			
(in EUR million)	Rental fleet	Total assets	Net financial debt ⁽²⁾
Western Europe	15,871.9	20,401.6	15,509.4
Nordic	1,817.7	1,981.8	85.5
Continental & Eastern Europe	1,797.0	1,934.5	1,235.7
LatAm, Africa, Asia & Rest of world	590.4	769.6	620.3
TOTAL	20,077.0	25,087.6	17,451.0

Year ended December 31, 2019			
(in EUR million)	Rental fleet ⁽³⁾	Total assets ⁽³⁾	Net financial debt ⁽²⁾
Western Europe	15,870.6	20,547.9	16,027.1
Nordic	1,811.2	1,999.8	70.9
Continental & Eastern Europe	1,928.6	2,109.3	1,412.6
LatAm, Africa, Asia & Rest of world ⁽³⁾	755.5	930.9	764.7
TOTAL	20,365.8	25,587.9	18,275.2

Revenue from external customers and Rental Fleet by countries with Revenues in excess of €500 million are detailed below:

	Year ended December 31, 2020	Year ended December 31, 2019	Year ended December 31, 2020	Year ended December 31, 2019
	Revenue from external customers (EUR million)	Revenue from external customers (EUR million) ⁽¹⁾	Rental Fleet (EUR million)	Rental Fleet (EUR million) ⁽⁴⁾
France	2,053.4	2,074.8	4,630.6	4,571.5
Italy	1,524.2	1,546.6	2,397.7	2,824.8
UK	900.7	903.6	1,677.4	1,875.5
Germany	788.9	696.1	1,972.4	1,535.1
Spain	716.3	687.3	1,700.1	1,711.2
Netherlands	661.7	561.1	1,374.3	1,343.9





Belgium	590.4	571.0	1,340.3	1,243.9
Other Countries	2,698.6	2,653.0	4,984.2	5,259.9
	9,934.2	9,693.5	20,077.0	20,365.8

- (1) Revenues from external customers for the year ended December 31, 2019 have been restated due to reclassification of EUR 84 million between "Leasing contract revenues" and "Leasing contract costs – financing" for correct presentation of finance lease revenue. Impact of this reclassification on "Leasing contract margin" is nil. Details of this restatement are disclosed in Note 8 Revenues and Cost of Revenues.
- (2) Net financial debt is defined as the sum of Borrowings from financial institutions (non-current and current) minus cash and cash equivalents, as presented in the Group's consolidated balance sheet
- (3) Balances include assets/liabilities of the disposal group held-for-sale
- (4) Including rental fleet of the disposal group classified as held for sale

NOTE 7. CHANGES IN THE SCOPE OF CONSOLIDATION IN THE YEAR ENDED DECEMBER 31, 2020

At December 31, 2020, all companies are fully consolidated, except 2 companies accounted using the equity method (Note 18). Changes in the scope of consolidation compared to December 2019 are as follows:

Discontinued operation – ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd.

On February 28, 2020 ALD disposed of its 50% equity stake in ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd. in China, which was sold along with the 50% equity stake held by its joint venture partner. The entity was deconsolidated from the Group's financial statements from January 1, 2020.

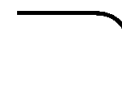
Financial information relating to the discontinued operation is set out below.

	(in EUR million)
Disposal consideration received (cash)	16.0
Carrying amount of net assets sold	(5.3)
Gain on sale before income tax and reclassification of foreign currency translation reserve	10.7
Reclassification of foreign currency translation reserve	(0.6)
Income tax expense on gain	(0.1)
Gain on sale after income tax	10.0

The net cash flows generated from the sale of subsidiary are as follows:

Cash received from sale of the discontinued operations	16.0
Cash sold as a part of discontinued operations	(1.9)
Net cash inflow on date of disposal	14.1

Basic earnings per share from discontinued operations (in cents)	0.02
Diluted earnings per share from discontinued operations (in cents)	0.02



NOTE 8. REVENUES AND COST OF REVENUES
8a. Leasing contract margin

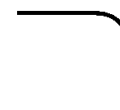
(in EUR million)	Year ended December 31,	
	2020	2019 ⁽¹⁾
Leasing contract revenue - operating leases	4,376.6	4,370.2
Interest income from finance lease ⁽¹⁾	39.0	35.8
Other interest income	12.4	11.6
Leasing contract revenues⁽¹⁾	4,428.0	4,417.7
Leasing contract costs - depreciation	(3,612.8)	(3,559.5)
Leasing contract costs - financing:		
Interest charges on loans from financial institutions ⁽¹⁾	(156.2)	(165.9)
Interest charges on issued bonds	(14.5)	(13.5)
Other interest charges	(8.8)	(31.5)
Total interest charges⁽¹⁾	(179.5)	(210.8)
Leasing contract costs - depreciation and financing	(3,792.3)	(3,770.3)
Trading derivatives	4.7	(14.3)
Imperfectness of derivatives at fair value hedges	-	-
Imperfectness of derivatives at cash flow hedges	(1.2)	(0.4)
Unrealised gains/losses on derivative financial instruments	3.5	(14.7)
Unrealised Foreign Exchange Gains or Losses	(13.1)	31.3
Total Unrealised gains/losses on financial instruments	(9.6)	16.7
Leasing contract margin	626.1	664.1

⁽¹⁾ Reclassification of EUR 84 million between “Leasing contract revenues” and “Leasing contract costs – financing” was required to present revenues from finance leases correctly in the Group’s subsidiary in the UK. In the 2019 income statement the full amount of the lease instalment was allocated to finance lease revenue. In order to reduce the capital amount of the finance lease receivable, a charge was posted in the income statement in the “Leasing contract costs – financing”. Subsequently, grossing up the revenue resulted in the interest income and interest charges to be overstated by the same amount. After reclassification, the earnings from finance leases are now allocated directly between the capital amount in the finance lease receivable and finance lease revenue. There has been no change in the “Leasing contract margin” after this reclassification.

“Other interest income” comprises of income received from financial instruments and also income received for cash deposits with third party counterparts.

Leasing contract costs - depreciation is comprised of both regular depreciation costs and it also includes movement in the provision for excess depreciation which is booked in each entity following the fleet revaluation process which detailed in Note 4.1.3 Asset Risk.

On a periodic basis, the Group performs fleet revaluations to identify and calculate any impacts of changes in the estimated residual value of the vehicles under operating leases. Any potential risks are provided for prospectively over the remaining estimated useful life and then released upon disposal. The net impact of this provisioning is included within the Depreciation cost. In 2020 the impact of the movement in excess depreciation was a net cost of EUR 39 million (2019: EUR 20.4 million net release). See Note 2.1 Covid 19 Pandemic for further details.





8b. Service margin

Revenues and costs are derived from the various service components included within the contractual lease instalments, such as maintenance and tyres, damage risk retention and replacement vehicles.

(in EUR million)	Year ended December 31,	
	2020	2019
Services revenue	2,127.9	2,178.4
Cost of services revenues	(1,497.6)	(1,546.1)
Services margin	630.3	632.3

8c. Car sales result

(in EUR million)	Year ended December 31,	
	2020	2019
Proceeds of cars sold	3,378.3	3,097.4
Cost of cars sold	(3,317.1)	(3,022.4)
Used car sales result	61.1	75.0

For details in relation to Proceeds of cars sold, refer to note 3.24 (c)(i).

Cost of cars sold represents the written down value of the vehicle and any additional disposal costs.

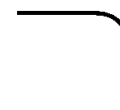
The reduction in the used car sales result is driven by the anticipated decrease in the car sales profit per unit, however this decrease was limited by the shortage of supply and increased demand experienced during the Covid-19 pandemic.

8d. Revenues

Revenues that are included within the margins analysed in 8a, 8b and 8c are shown in the following table. They are analysed into Revenues derived from the Rental activity and Proceeds of Cars sold at the end of the leasing period.

(in EUR million)	Year ended December 31,	
	2020	2019 ⁽¹⁾
Services Revenues	2,127.9	2,178.4
Leasing contract revenue - operating leases	4,376.6	4,370.2
Interest revenue ⁽¹⁾	51.5	47.4
Leasing contract revenues⁽¹⁾	4,428.0	4,417.7
Sub-Total - Revenues from Rental Activity	6,555.9	6,596.1
Proceeds of Cars Sold	3,378.3	3,097.4
Total Revenues	9,934.2	9,693.5
Total Revenues excluding Interest Income	9,098.7	8,858.8

⁽¹⁾ See Note 8a.





NOTE 9. IMPAIRMENT CHARGES ON RECEIVABLES

(in EUR million)	Note	Year ended December 31,	
		2020	2019
Impairment		(142.0)	(101.5)
Reversal of impairment *		70.9	56.5
Impairment charges on receivables	2.1, 22	(71.1)	(45.0)

* Reversal of impairment represents doubtful receivables recovered in the year and the movement in IFRS9 provision.

NOTE 10. STAFF EXPENSES

(in EUR million)	Year ended December 31,	
	2020	2019
Wages and salaries	(316.7)	(312.6)
Social security charges	(65.0)	(65.2)
Defined benefit post-employment costs	(2.3)	(1.8)
Other staff costs	(24.4)	(29.7)
Total	(408.4)	(409.3)

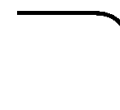
The average number of staff employed (including temporary staff) by the Group during the year was 6,543 (2019: 6,626). At year-end, the full time equivalent number of staff employed by the Group was 6,606 (2019: 6,715).

NOTE 11. GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses mainly include IT costs, professional fees and marketing. ALD continues to accelerate the IT investment programme as part of the Group's commitment to be the preferred choice for mobility solutions within the market. There has been a specific focus on digital solutions in order to further enhance customer experience, including fleet manager and driver web portals as well as investment in the development of new flexible products for our customers. Due to implementation of IFRS 16 in 2019, rental charges are no longer reported in general and administrative expenses. Rental charges have been replaced with depreciation of right-of-use assets which are reported under the heading Depreciation and amortisation (See Note 12) and interest costs which are reported in Leasing contract margin.

NOTE 12. DEPRECIATION AND AMORTISATION

(in EUR million)	Notes	Year ended December 31,	
		2020	2019
Depreciation of other property and equipment	15	(25.7)	(26.2)
Depreciation of intangible assets	15	(16.0)	(12.9)
Depreciation of right of use asset	16	(21.1)	(19.8)
Total		(62.9)	(58.8)





NOTE 13. INCOME TAX EXPENSE

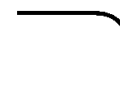
(in EUR million)	Year ended December 31,	
	2020	2019
Current tax	(64.6)	(22.1)
Deferred tax	(44.3)	(100.1)
Income tax expense	(108.9)	(122.2)

In 2020 there was a EUR 37 million benefit (EUR 49.6 million in 2019) in the current tax due to the 2016 and 2017 Stability Law introduced in Italy which provides a tax benefit to encourage the purchase of new tangible assets. This benefit allows an additional 40% increase of depreciation that can be deducted from the taxable base and is only available to businesses receiving income and not individuals.

ALD Automotive Italia s.r.l (Italy) had joined Société Générale tax consolidation group in Italy in 2016. This regime allows the determination of a single IRES taxable base comprised of the taxable income and losses of each of the participating entities. In 2019 there was a reclassification between deferred and current tax for the amount of EUR 65.1 million due to group relief which resulted in transfer of Italy's tax losses to another tax group entity. No such reclassification is required in 2020 as the tax benefit is recorded in current tax. Payment for group relief is made equal to the tax benefit and amounts are included in current tax.

Effective tax rate reconciliation

(in € million)	Year ended December 31,	
	2020	2019
Profit before tax	614.6	693.2
Standard tax rate in France	32.02%	34.43%
Tax expense at standard rate	(196.8)	(238.7)
Tax calculated at domestic tax rates applicable to profits in the respective countries	62.0	74.6
Tax effects of:		
Associates' results reported net of tax	0.6	0.6
Income not subject to tax	(12.3)	0.5
Expenses not deductible for tax purposes	23.4	33.2
Utilisation of previously unrecognised tax losses	0.3	0.2
Tax losses for which no deferred income tax asset was recognised	(1.5)	-
Re-measurement of deferred tax	22.6	(36.6)
Adjustment in respect of prior years	(0.7)	35.9
Other	(6.6)	8.2
Total	(108.9)	(122.2)
Effective rate of income tax	17.73%	17.62%





Increase in income not subject to tax is due to deductible capital gains as a result of the group restructuring (intercompany sale of subsidiaries).

The positive impact in expenses not deductible for tax purposes continues to be driven by the benefit of the Stability Law in Italy.

Significant positive impact in re-measurement of deferred tax in 2020 in comparison to 2019 is explained as follows:

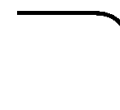
- In 2019 there was a reclassification between deferred and current tax for the amount of EUR 31.9 million due to group relief which resulted in transfer of Italy's tax losses to another tax group entity
- EUR 25 million is attributable to a decrease in future tax rate for the French subsidiaries

Of the tax calculated at domestic rates applicable to profits in the respective countries in 2020, the major contributors are Luxembourg, UK, Ireland, Italy, Belgium, Spain, Netherlands and Russia where effective tax rates are lower than in France (with applicable tax rates of 18.9%, 19%, 12.5%, 24%, 25%, 25%, 25% and 20% respectively).

Net deferred tax variation

The gross movement on the net deferred tax account is as follows:

(in € million)	As at December 31,	
	2020	2019
Net deferred tax liabilities at 1 January	(220.0)	(122.2)
Income statement charge	(44.3)	(100.1)
Tax charged/(credited) directly to equity	(0.3)	1.0
Exchange differences	9.0	1.2
Scope changes	(2.0)	0.4
Transfer to assets held for sale	-	(0.4)
Other	-	0.0
Net deferred tax liabilities at 31 December	(257.6)	(220.0)





Deferred income tax by nature

(in € million)	As at December 31,	
	2020	2019
Accelerated tax depreciation	(511.0)	(457.1)
Provisions	143.9	145.0
Impairment losses	–	–
Tax losses	76.0	44.0
Fair value gains	(1.6)	11.4
Retirement benefit obligation	4.1	4.2
Other timing differences	30.7	32.3
Other	0.3	0.3
Net deferred tax asset/(liability)	(257.6)	(220.0)

Due to the current adverse challenges caused by Covid-19 the Group has considered the effect of changes to the projections and probability of future taxable profits on the recognition and subsequent recoverability of deferred tax assets. There have been no indicators to suggest that availability of qualifying taxable temporary differences, as well as future taxable profits, have been impacted and deferred tax assets will not be recoverable in the future.

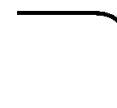
The Group's subsidiaries locally monitor developments in the income tax law introduced as part of a government's measures in response to Covid-19 – e.g. tax reliefs for certain types of income, additional tax deductions, a reduced tax rate or an extended period to use tax losses carried forward. As at December 31, 2020 there has been no substantively enacted changes which had material impacts on the Group's statements.

Tax losses

The majority of the 2020 tax losses EUR 76 million (2019: EUR 44 million) are attributable to Norway EUR 23 million (2019: EUR 18.8 million), France EUR 40.1million (2019: EUR 23.9 million) and Belgium EUR 9.7 million. These entities utilised the strategy of accelerated depreciation which lead to the recognition of fiscal losses and deferment of tax liabilities. No significant unrecognised accumulated tax losses have been incurred over the last two financial years.

NOTE 14. RENTAL FLEET

(in EUR million)	Rental fleet
At January 1, 2019	
Cost	25,062.9
Accumulated depreciation & impairment	(6,639.1)
Carrying amount as at January 1, 2019	18,423.9
Year ended December 31, 2019	
Opening net book amount	18,423.9
Additions	8,328.3
Disposals	(3,044.4)
Acquisition of a subsidiary	239.6
Depreciation charge	(3,686.1)





Transfer to assets qualified as held-for-sale	(29.1)
Currency translation differences	104.5
Closing net book amount as at December 31, 2019	20,336.7
At December 31, 2019	
Cost	27,563.4
Accumulated depreciation & impairment	(7,226.7)
Carrying amount as at December 31, 2019	20,336.7
Year ended December 31, 2020	
Opening net book amount	20,336.7
Additions	7,195.6
Disposals	(3,231.9)
Depreciation charge	(3,824.3)
Transfer from goodwill	0.9
Currency translation differences	(400.1)
Closing net book amount as at December 31, 2020	20,077.0
At December 31, 2020	
Cost	27,749.3
Accumulated depreciation & impairment	(7,672.3)
Carrying amount as at December 31, 2020	20,077.0

At the December 31, 2020 and December 31, 2019 there were no impairments on the "Rental fleet".

ALD continues to retain substantially all of the risks and rewards of the lease receivables as in all asset-backed securitisation programmes they subscribed to the first class of notes which will result in ALD bearing any realised losses. Therefore ALD continues to recognise the transferred lease receivables in their entirety for a present value of EUR 1.852 million and a net book value of EUR 1.801 million at December 31, 2020. The transferred lease receivables cannot be sold.

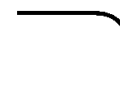
At December 31, 2020, the accounting value of the associated liabilities is GBP 414 million in the UK, EUR 360 million Belgium, EUR 236 million in the Netherlands and EUR 350 million in Germany.

For further details on the transactions reference is made to the Financial Risks Management Section (Liquidity risks).

NOTE 15. OTHER PROPERTY AND EQUIPMENT AND OTHER INTANGIBLE ASSETS

Other property and equipment:

(in EUR million)	Note	Land	Property	Equipment	Total
At January 1, 2019					
Cost		6.8	70.0	124.4	201.2
Accumulated depreciation & impairment			(28.3)	(66.4)	(94.7)
Carrying amount As at January 1, 2019		6.8	41.7	58.0	106.5
Year ended December 31, 2019					
Opening net book amount		6.8	41.7	58.0	106.5
Additions		0.0	17.6	44.8	62.5
Disposals		(2.3)	(7.5)	(15.7)	(25.5)
Depreciation charge	12	-	(6.0)	(20.2)	(26.2)
Transfer to assets qualified as held-for-sale		-	-	(0.1)	(0.1)
Transfer from intangible assets		-	0.0	0.0	0.1
Scope changes		-	-	0.1	0.1
Currency translation differences		-	0.2	0.7	0.9

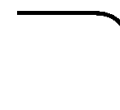




Closing Net book amount As at December 31, 2019	4.5	46.1	67.6	118.2
At December 31, 2019				
Cost	4.5	72.7	144.2	221.4
Accumulated depreciation & impairment		(26.6)	(76.6)	(103.2)
Carrying amount As at December 31, 2019	4.5	46.1	67.6	118.2
Opening net book amount	4.5	46.1	67.6	118.2
Additions	-	18.1	33.5	51.7
Disposals	-	(7.3)	(11.7)	(18.9)
Depreciation charge	12	(6.3)	(19.4)	(25.7)
Currency translation differences	-	(0.6)	(1.9)	(2.4)
Closing Net book amount As at December 31, 2020	4.5	50.1	68.2	122.8
At December 31, 2020				
Cost	4.5	80.9	152.3	237.6
Accumulated depreciation & impairment		(30.8)	(84.1)	(114.9)
Carrying amount As at December 31, 2020	4.5	50.1	68.2	122.8

Other intangible assets:

(in EUR million)	Note	Software	Other	Total
At January 1, 2019				
Cost		70.2	15.6	85.9
Accumulated amortisation and impairment		(42.7)	(1.0)	(43.7)
Carrying amount As at December 31, 2019		27.6	14.6	42.2
Year ended December 31, 2019				
Opening net book amount		27.6	14.6	42.2
Additions		13.2	1.3	14.5
Divestments		(0.0)	(0.0)	(0.0)
Amortization	12	(11.8)	(1.0)	(12.9)
Transfer to other property and equipment		(0.1)	(11.1)	(11.2)
Scope changes		-	7.6	7.6
Currency translation differences		0.0	0.1	0.1
Closing net book amount As at December 31, 2019		28.8	11.5	40.4
At December 31, 2019				
Cost		77.3	12.7	90.0
Accumulated amortisation and impairment		(48.4)	(1.2)	(49.6)
Carrying amount As at December 31, 2019		28.8	11.5	40.4
Year ended December 31, 2020				
Opening net book amount		28.8	11.5	40.4
Additions		10.3	3.7	14.0
Divestments		(0.3)	(2.2)	(2.5)
Amortization	12	(14.6)	(1.5)	(16.0)
Transfer from goodwill		-	0.8	0.8
Currency translation differences		(0.1)	(0.0)	(0.1)
Closing net book amount As at December 31, 2020		24.1	12.4	36.5
At December 31, 2020				
Cost		85.3	15.0	100.3
Accumulated amortisation and impairment		(61.2)	(2.6)	(63.9)
Carrying amount As at December 31, 2020		24.1	12.4	36.5



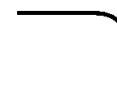


NOTE 16. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(in EUR million)	Right-of-use assets (property leases)	Lease liabilities
As at January 1, 2019	134.3	137.1
Additions	32.7	32.6
Disposals	(10.0)	(9.9)
Accumulated depreciation	(23.2)	-
Transfer to assets held for sale	0.1	(0.1)
Transfer from trade and other payables	(2.5)	-
Interest	-	1.9
Payments	-	(25.7)
As at December 31, 2019	131.4	135.9
As at January 1, 2020	131.4	135.9
Additions	30.1	30.7
Disposals	(8.5)	(8.5)
Accumulated depreciation	(24.9)	-
Interest	-	1.8
Payments	-	(27.2)
As at December 31, 2020	128.0	132.7

NOTE 17. GOODWILL

(in EUR million)	Goodwill
At January 1, 2019	
Cost	532.4
Accumulated impairment	-
Carrying amount As at January 1, 2019	532.4
Year ended December 31, 2019	
Opening net book amount	532.4
Additions	1.7
Divestments	-
Impairment	-
Scope changes	41.6
Currency translation differences	-
Closing net book amount As at December 31, 2019	575.7
At December 31, 2019	
Cost	575.7
Accumulated impairment	-
Carrying amount As at December 31, 2019	575.7
Year ended December 31, 2020	
Opening net book amount	575.7
Additions	2.0
Divestments	-
Impairment	-
Transfer to rental fleet	(0.9)
Transfer to other intangibles	(0.8)
Scope changes	-
Currency translation differences	-
Closing net book amount As at December 31, 2020	576.0
At December 31, 2020	
Cost	576.0





Accumulated impairment	-
Carrying amount As at December 31, 2020	576.0

Goodwill by cash-generating units:

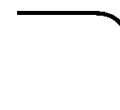
(in EUR million)	As at January 1, 2020	Addition	Decrease	Scope changes	As at December 31, 2020
France	212.0	-	-	-	212.0
Germany	37.9	-	-	(2.7)	35.2
Italy	50.2	-	-	-	50.2
Spain	109.1	-	-	-	109.1
UK	22.6	-	-	-	22.6
Benelux	54.9	2.0	-	-	56.9
Ireland	24.1	-	-	-	24.1
Mediterranean Hub	4.2	-	(1.7)	-	2.5
Nordics Hub	18.3	-	-	-	18.3
South Eastern Europe Hub	9.5	-	-	-	9.5
North Eastern Europe Hub	1.4	-	-	2.7	4.1
Central Europe Hub	31.5	-	-	-	31.5
Total	575.7	2.0	(1.7)	-	576.0

(in EUR million)	As at January 1, 2019	Addition	Decrease	Scope changes	As at December 31, 2019
France	212.0	-	-	-	212.0
Germany	37.9	-	-	-	37.9
Italy	50.2	-	-	-	50.2
Spain	109.1	-	-	-	109.1
UK	22.6	-	-	-	22.6
Benelux	13.3	-	-	41.6	54.9
Ireland	24.1	-	-	-	24.1
Mediterranean Hub	2.5	1.7	-	-	4.2
Nordics Hub	18.3	-	-	-	18.3
South Eastern Europe Hub	9.5	-	-	-	9.5
North Eastern Europe Hub	1.4	-	-	-	1.4
Central Europe Hub	31.5	-	-	-	31.5
Total	532.4	1.7	-	41.6	575.7

On an annual basis, ALD performs an impairment test for each cash-generating unit (CGU) to which goodwill has been allocated.

An impairment loss is recognised in the income statement if the carrying amount of CGU, including its allocated goodwill, is higher than its recoverable amount. This impairment loss is then allocated first to reduce the carrying amount of goodwill.

The recoverable amount of cash-generating unit is calculated using the most appropriate method, generally the discounted cash flow (DCF). Cash flows were projected on actual financial results and the





5-year business plans, for which Management has assessed and approved the reasonableness of its assumptions by examining the causes of differences between past cash flow projections and actual cash flows.

A discount rate was applied which is built up of a risk-free interest, a market premium multiplied by a market specific beta.

Due to the potential reduced demand for leasing and fleet management services worldwide and other uncertainties regarding the resale value of vehicles the Group has performed additional “stressed” scenario for the future cashflow projections on the 7 cash generating units which represent 88% of the total goodwill. The scenario had the following stresses:

- 10% decrease in expected fleet growth in 2021-2025
- 10% reduction in proceeds from used car sales in 2021 and 2022

Historically, the greatest reduction in our sales proceeds on a per vehicle basis was just over 7% in the 2009 financial crisis compared to the pre-crisis levels.

Based on the assumptions made by the Group, even with these severe stresses, no need for impairment of goodwill has been identified in 2020. There was no impairment recognised in 2019.

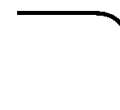
The key assumptions used for value-in-use calculations in 2020 and 2019 are as follows:

Assumptions in 2020 and 2019:

	Discount Factor 2020	Discount Factor 2019	Perpetuity rate (2020 and 2019)
France	9.30%	9.20%	2.00%
Germany	9.30%	9.20%	2.00%
Italy	9.30%	9.20%	2.00%
Spain	9.30%	9.20%	2.00%
UK	9.30%	9.20%	2.00%
Ireland	10.39%	9.20%	2.00%
Benelux	9.30%	9.20%	2.00%
Mediterranean Hub	9.30%	9.20%	2.00%
Nordics Hub	9.30%	9.20%	2.00%
South Eastern Europe Hub	16.90%	15.42%	2.00%
North Eastern Europe Hub	9.60%	9.20%	2.00%
Central Europe Hub	11.92%	11.63%	2.00%

NOTE 18. INVESTMENTS IN ASSOCIATES

(in EUR million)	Year ended December 31,	
	2020	2019
Balance as at 1 January	9.0	7.6
Share of results	1.2	1.3
Currency translation differences	(0.1)	0.1
Balance as at 31 December,	10.2	9.0





Name	Country of incorporation	Assets	Liabilities ⁽¹⁾	Revenues	Profit/(Loss)	% interest held
As at January 1, 2019						
ALD Automotive SA Morocco	MOROCCO	50.7	44.3	20.7	1.5	35%
Nedderfeld 95 Immobilien Gmbh & Co.	GERMANY	1.2	0.0	-	-	35%
Total		51.9	44.3	20.7	1.5	
As at December 31, 2019						
ALD Automotive SA Morocco	MOROCCO	58.3	50.5	21.5	1.8	35%
Nedderfeld 95 Immobilien Gmbh & Co.	GERMANY	1.2	0.0	-	-	35%
Total		59.5	50.5	21.5	1.8	
As at December 31, 2020						
ALD Automotive SA Morocco	MOROCCO	53.2	44.2	22.3	1.9	35%
Nedderfeld 95 Immobilien Gmbh & Co.	GERMANY	1.2	0.0	-	-	35%
Total		54.4	44.3	22.3	1.9	

⁽¹⁾ Excluding net equity

NOTE 19. DERIVATIVE FINANCIAL INSTRUMENTS

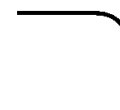
Derivative instruments are used as part of the overall strategy to manage exposure to market risks primarily associated with fluctuations in interest rates and foreign exchange rates through interest rate and currency swaps respectively. As a matter of policy, derivatives are not used for speculative purposes. Derivative instruments that are measured at fair value on a recurring basis are included in the caption "Derivative financial instruments" in the consolidated balance sheet.

(in EUR million)	Year ended December 31, 2020		Year ended December 31, 2019	
	Assets	Liabilities	Assets	Liabilities
Interest rate swaps - cash flow hedge	0.5	10.2	0.8	14.4
Interest rate swaps - fair value hedge	-	-	-	-
Foreign Exchange swaps	47.4	4.1	5.2	14.4
Trading derivatives	16.9	9.4	12.8	6.3
Total	64.7	23.7	18.7	35.1
Less non-current portion:				
Interest rate swaps - cash flow hedge	0.1	7.3	0.7	12.8
Interest rate swaps - fair value hedge	-	-	-	-
Foreign Exchange swaps	24.4	2.8	3.7	12.0
Trading derivatives	8.6	2.4	3.4	4.2
Total non-current portion	33.1	12.4	7.8	28.9
Current portion	31.6	11.3	10.9	6.2

The full fair value of a hedging derivative is classified as a non-current asset or liability if the remaining maturity of the hedged item is more than 12 months and, as a current asset or liability, if the maturity of the hedged item is less than 12 months.

Foreign exchange swaps

Foreign exchange swaps are used as hedging instruments for financial debt.





The notional principal amounts of the foreign exchange swaps contracts at December 31, 2020 were EUR 320.8 million (2019: EUR 316.7 million).

The hedged, highly probable forecast transactions denominated in foreign currency are expected to occur at various dates during the next 12 months. Gains and losses recognised in the hedging reserve in equity on forward foreign exchange contracts as of December 31, 2020 are recognised in the income statement in the period or periods during which the hedged forecast transaction affects the income statement. This is generally within 12 months of the end of the reporting period.

Interest rate swaps

Interest rate swaps are concluded to cover cash-flows or fair value of its main borrowings.

The notional principal amounts of the outstanding interest rate swap contracts at December 31, 2020 were EUR 2,294 million (2019: EUR 2,566 million).

At December 31, 2020, the main floating rates used are EURIBOR, GBP LIBOR, NIBOR (Norway) and STIBOR (Sweden). Gains and losses recognised in the hedging reserve in equity on interest rate swap contracts as of December 31, 2020 will be continuously released to the income statement within finance charges until the repayment of the financial debt.

NOTE 20. OTHER NON-CURRENT AND CURRENT FINANCIAL ASSETS

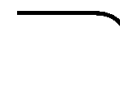
(in EUR million)	Year ended December 31,	
	2020	2019
Long-term investments (10 years)	386.9	469.1
Other current financial assets	350.4	326.3
Other	4.7	0.1
Total	742.0	795.5

Long-term investments are a resource resulting from the policy of the Group and of its main shareholder, Société Générale, to monitor the Group's interest rate risk through the matching of assets and liabilities by maturity. Available equity is considered as a long term resource which needs to be matched with long-term assets (refer to Interest rate risks management in financial risk management section above). Equity reinvestments are made in long term amortising deposits within Société Générale in order to remain within the interest rate sensitivity limit set for each entity (variation in the net present value of the future residual fixed rate positions, surplus or deficit, for a 1% parallel increase in the yield curve). These deposits will roll-out in approximately 6 years' time and will not be renewed.

NOTE 21. INVENTORIES

(in EUR million)	As at December 31,	
	2020	2019
Inventories - gross value	348.5	392.2
Valuation allowance	(23.9)	(20.7)
Inventories net	324.6	371.6

Inventories are stated at the lower of cost or net realisable value.





NOTE 22. RECEIVABLES FROM CLIENTS AND FINANCIAL INSTITUTIONS

This item includes amounts receivable under lease contracts and trade receivables, after deduction of allowances for debtor risks, where necessary.

(in EUR million)	As at December 31,	
	2020	2019
Amounts receivable under finance lease contracts	762.5	856.6
Provision for impairment of Finance lease receivables	(14.2)	(10.7)
Amounts receivable from credit institutions ⁽¹⁾	35.3	32.3
Trade receivables	977.2	993.1
Provision for impairment of trade receivables	(178.1)	(136.6)
Total receivables	1,582.6	1,734.7

⁽¹⁾ Mainly towards Société Générale – no impairment provision has been calculated on these receivables due to their inter-group nature and immaterial size.

The fair value of receivables is equivalent to the carrying value.

Expected Credit Losses

The below table presents analysis of receivables which are in and out of scope of the simplified approach of IFRS 9 for sound customers.

(in EUR million)	December 31, 2020			December 31, 2019		
	In scope	Out of scope	Total	In scope	Out of scope	Total
Amounts receivable under finance lease contracts	749.3 ⁽¹⁾	13.2 ⁽²⁾	762.5	846.8 ⁽¹⁾	9.9 ⁽²⁾	856.6
Provision for impairment of receivables under finance lease contracts	(4.7)	(6.7)	(11.4)	(4.8)	(5.9)	(10.7)
Provision for impairment of receivables under finance lease contracts - forward looking	(2.7)	-	(2.7)	-	-	-
Amounts receivable from credit institutions	-	35.3	35.3	-	32.3	32.3
Trade receivables	580.4	396.7 ⁽²⁾	977.2	643.4	349.7 ⁽²⁾	993.1
Provision for impairment of trade receivables	(14.5)	(150.9)	(165.4)	(15.5)	(121.1)	(136.6)
Provision for impairment of trade receivables - forward looking	(12.7)	-	(12.7)	-	-	-
Total receivables	1,295.1	287.6	1,582.7	1,469.9	264.8	1,734.7

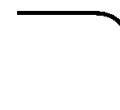
⁽¹⁾ Including remaining capital

⁽²⁾ These amounts represent doubtful and non-lease receivables

Based on the receivables which are in the scope, the loss allowance as at December 31, 2020 and December 31, 2019 was determined as follows for both trade and finance lease receivables:

Provision Matrix December 31, 2020

(in EUR million)	Not past due	0 - 30 days past due	31 - 60 days past due	61 - 90 days past due	> 90 days past due	Total
Loss rate	1%	5%	11%	17%	21%	





Gross carrying amount of receivables in IFRS 9 scope	1,139.5	98.3	33.0	14.3	44.6	1,329.7
Loss Allowance	(14.7)	(4.5)	(3.5)	(2.4)	(9.6)	(34.6)
Net carrying amount of receivables in IFRS 9 scope	1,124.8	93.8	29.5	12.0	35.1	1,295.1

Provision Matrix December 31, 2019

(in EUR million)	Not past due	0 - 30 days past due	31 - 60 days past due	61 - 90 days past due	> 90 days past due	Total
Loss rate	1%	2%	4%	8%	13%	
Gross carrying amount of receivables in IFRS 9 scope	1,248.7	134.4	52.8	15.6	38.5	1,490.1
Loss Allowance	(8.9)	(3.2)	(2.0)	(1.2)	(5.0)	(20.3)
Net carrying amount of receivables in IFRS 9 scope	1,239.8	131.2	50.8	14.4	33.5	1,469.9

The increase in the provision for impairment of receivables under finance lease contracts and trade receivables is due to the forward looking provision. For further details see Note 2.1 Covid-19 Pandemic.

Information on past due and impaired finance lease receivables

The amounts presented in the tables below include loans and finance receivables by Basel II portfolio that are not past due and that are past due but not individually impaired.

Year ended December 31, 2020 Loans and receivables to customers

(in EUR million)	Banks	Corporates	Small and medium enterprises ⁽¹⁾	Credit to individuals	Very small companies	Total
Amounts not past due	3.6	300.7	64.3	106.4	214.6	689.5
Amounts including past due between 1 to 30 days	0.1	11.0	8.6	0.1	4.4	24.1
Amounts including past due between 31 to 60 days	–	2.5	2.5	0.0	5.3	10.4
Amounts including past due between 61 to 90 days	–	1.7	3.5	0.1	1.6	6.9
Amounts including past due between 91 to 180 days	0.3	4.3	1.0	0.1	1.0	6.8
Amounts including past due between 181 days to 1 year	0.8	4.6	0.7	0.2	2.7	9.0
Amounts including past due over 1 year		2.2	0.1	0.0	0.2	2.6
Total	4.8	327.0	80.7	107.0	229.7	749.3

⁽¹⁾ There has been a reclassification between portfolios in 2020





Year ended December 31, 2019
Loans and receivables to customers

(in EUR million)	Banks	Corporates	Small and medium enterprises	Credit to individuals	Very small companies	Total
Amounts not past due	6.8	80.4	401.2	118.2	158.0	764.6
Amounts including past due between 1 to 30 days	0.1	5.1	42.6	1.9	4.3	54.1
Amounts including past due between 31 to 60 days	0.0	0.9	16.5	0.2	2.2	19.9
Amounts including past due between 61 to 90 days	0.0	0.5	1.9	0.1	0.3	2.8
Amounts including past due between 91 to 180 days	-	0.1	2.7	0.3	1.0	4.1
Amounts including past due between 181 days to 1 year	-	0.2	0.6	-	0.3	1.0
Amounts including past due over 1 year	-	0.0	0.0	(0.0)	0.2	0.2
Total	7.0	87.2	465.5	120.7	166.4	846.8

The decrease in amounts not past due is related to fleet decrease.

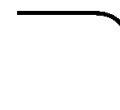
A full description of the impairment policy is contained in the Credit Risk Measurement section of the Financial Risk Factors.

The movement in impairment of trade lease receivables is as follows:

(in EUR million)	Note	As at December 31,	
		2020	2019
Balance at January 1		(136.5)	(118.2)
Net Impairment charges	9	(71.1)	(45.0)
Receivables written off		20.7	23.0
Movement in Finance Lease Provision		3.5	0.9
Other and currency translation differences		5.4	2.7
Balance at December 31		(178.1)	(136.5)

The maturity analysis is as follows:

(in EUR million)	As at December 31,	
	2020	2019
Trade receivables not overdue	623.3	638.4
Past due up to 90 days	160.8	194.7
Past due between 90 - 180 days	41.5	35.1
Past due over 180 days	151.6	124.9





Total	977.2	993.1
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The deterioration in the maturity profile in 2020 is due to the impact of the Covid-19 pandemic and the associated economic decline. The main impact on customer payments has been in the private individual, sole trader and small and medium enterprise sectors. In response to this situation entities have mitigated the impact by focusing on collection procedures, outsourcing of payment collections and direct debit payments. The result of these methods is seen in the reduction of past due up to 90 days and not due receivables.

NOTE 23. OTHER RECEIVABLES AND PREPAYMENTS

(in EUR million)	As at December 31,	
	2020	2019
VAT and other taxes	237.1	276.7
Prepaid motor vehicle tax and insurance premiums	108.1	116.2
Reclaimable damages	8.5	14.8
Prepaid expenses	296.4	305.6
Other	263.7	244.0
Other receivables and prepayments	913.9	957.3

The majority of the other receivables and prepayments have a maturity of less than one year.

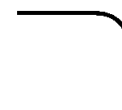
The other receivables balance includes EUR 105.8 million (2019: EUR 132.5 million) relating to rebates receivable from dealers and manufacturers.

NOTE 24. CASH AND CASH EQUIVALENTS

(in EUR million)	As at December 31,	
	2020	2019
Cash at bank and on hand	122.6	117.3
Short-term bank deposits	72.1	38.2
Cash and cash equivalents excl. bank overdrafts	194.7	155.5
Bank overdrafts	(315.7)	(272.2)
Cash and cash equivalents, net of bank overdrafts	(121.0)	(116.7)

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at December 31, 2020:

(in EUR million)	As at December 31,	
	2020	2019
Cash at bank and on hand	122.6	117.3
Short-term bank deposits	72.1	38.2
Cash at bank and short-term bank deposits attributable to disposal group	-	1.9
Cash and cash equivalents excl. bank overdrafts	194.7	157.4
Bank overdrafts	(315.7)	(272.2)
Cash and cash equivalents, net of bank overdrafts	(121.0)	(114.9)





As ALD operates its own re-insurance program the cash balance includes funds required for this business.

NOTE 25. FINANCIAL ASSETS AND LIABILITIES BY CATEGORY

The company's financial assets and liabilities are categorised as follows:

Financial assets

As at December 31, 2020 (EUR million)	Assets at amortised cost	Assets at fair value through profit and loss	Assets at fair value through OCI	Total net book value per balance sheet	Fair value	Level ⁽¹⁾
Derivative financial instruments		16.9	47.8	64.7	64.7	Level 2
Receivables from clients and from financial institutions	1,582.6			1,582.6	1,582.6	Level 2
Other non current and current financial assets	-	742.0		742.0	742.0	Level 1 and level 2
Cash and cash equivalents		194.7		194.7	194.7	Level 1
Total	1,582.6	953.5	47.8	2,584.0	2,584.0	

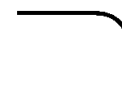
⁽¹⁾ Refers to valuation method

As at December 31, 2019 (EUR million)	Assets at amortised cost	Assets at fair value through profit and loss	Assets at fair value through OCI	Total net book value per balance sheet	Fair value	Level ⁽¹⁾
Derivative financial instruments		12.8	6.0	18.7	18.7	Level 2
Receivables from clients and from financial institutions	1,734.7			1,734.7	1,734.7	Level 2
Other non current and current financial assets	-	795.5		795.5	795.5	Level 1 and level 2
Cash and cash equivalents		155.5		155.5	155.5	Level 1
Total	1,734.7	963.8	6.0	2,704.5	2,704.5	

⁽¹⁾ Refers to valuation method

Financial liabilities

As at December 31, 2020 (EUR million)	Liabilities at amortised cost	Liabilities at fair value through profit and loss	Liabilities at fair value through OCI	Total net book value per balance sheet	Fair value	Level
Bank borrowings	12,734.1			12,734.1	12,734.1	Level 2
Bonds issued	4,911.6			4,911.6	4,946.2	Level 2
Derivative financial instruments		9.4	14.3	23.7	23.7	Level 2
Trade payables	757.2			757.2	757.2	Level 2
Total	18,402.9	9.4	14.3	18,426.6	18,461.2	





As at December 31, 2019 (EUR million)	Liabilities at amortised cost	Liabilities at fair value through profit and loss	Liabilities at fair value through OCI	Total net book value per balance sheet	Fair value	Level
Bank borrowings	13,408.1		-	13,408.1	13,408.1	Level 2
Bonds issued	4,986.8		-	4,986.8	5,023.0	Level 2
Derivative financial instruments		6.3	28.9	35.1	35.1	Level 2
Trade payables	778.6	-	-	778.6	778.6	Level 2
Total	19,173.5	6.3	28.9	19,208.7	19,244.9	

There were no transfers between levels 1 and 2.

NOTE 26. SHAREHOLDERS' EQUITY

Share Capital and Share Premium

At December 31, 2020, the authorised capital amounted to EUR 606.2 million (2019: EUR 606.2 million), divided into 404,103,640 ordinary shares with a nominal value of EUR 1.5 each.

At December 31, 2020, share premium amounted to EUR 367 million (2019: EUR 367 million).

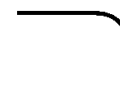
All shares issued by ALD S.A. were fully paid.

The holders of the shares are entitled to receive dividend as declared at Annual General Meetings and are entitled to vote per share at meetings of the Company.

Other Equity – Treasury Shares

Following the combined General Meeting held in 2020, 2019 and 2018, ALD SA was authorised to purchase its own shares for the purposes of attributing, covering and paying off any scheme for the allocation of free shares, employee savings scheme and any other form of allocation to employees and executive directors of the Company or of companies related to it under the conditions set out in applicable legislative and regulatory provisions, in particular in terms of sharing in the benefits of the Company's expansion, the allocation of free shares, all schemes for employee shareholding and to carry out all hedging operations relating to the said employee shareholding schemes.

	Number of shares	EUR million
Opening balance January 1, 2019	389,053	(5.8)
Acquisition of treasury shares employee share schemes	260,104	(3.2)
Employee share scheme issue	-	-
Liquidity contracts	1,427	0.0
Balance at December 31, 2019	650,584	(9.0)
Opening balance January 1, 2020	650,584	(9.0)
Acquisition of treasury shares employee share schemes	383,314	(3.6)
Employee share scheme issue	(12,907)	0.1
Liquidity contracts	41,914	(0.5)
Balance at December 31, 2020	1,062,905	(12.9)





Retained earnings and other reserves

Movements in retained earnings and other reserves are presented in the Statement of changes in equity.

NOTE 27. SHARE-BASED PAYMENTS

In 2020 three new equity-settled share-based payment plans were approved by the ALD Board of Directors. The plans are designed to provide long-term incentives for selected employees across the Group to deliver long-term shareholder returns. Under the plans, participants are granted free shares in the parent company ALD SA which will only vest if certain performance and service conditions are met. Participation in the plan is at the Board's discretion and no individual has a contractual right to participate in the plan or to receive any guaranteed benefits. Shares are granted under the plans for no consideration and carry no dividend or voting rights. Prior to approval of the plans ALD SA did not hold any shares bound to be distributed to own employees, therefore ALD SA can either issue new shares or acquire its own shares on the market between the grant date and vesting date in order to settle the obligation to its employees.

Summary of 2020 long-term incentives plans approved by ALD Board of Directors

	Plan 5	Plan 6.A	Plan 6.B
Date of Board meeting	March 27, 2020	March 27, 2020	March 27, 2020
Total number of shares granted	353,281	17,316	17,319
Vesting date	March 31, 2023	March 31, 2022	March 31, 2023
Holding period end date	no holding period	September 30, 2022	September 30, 2023
Fair value (in EUR)	7.25	7.25	7.25
Number of employees in the plan	264	5	5

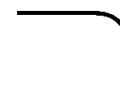
Summary of 2019 long-term incentives plans approved by ALD Board of Directors

	Plan 3	Plan 4.A	Plan 4.B
Date of Board meeting	March 28, 2019	March 28, 2019	March 28, 2019
Total number of shares granted	235,475	16,614	16,617
Vesting date	March 31, 2022	March 31, 2021	March 31, 2022
Holding period end date	no holding period	September 30, 2021	September 30, 2022
Fair value (in EUR)	10.16	10.16	10.16
Number of employees in the plan	229	6	6

Summary of 2018 long-term incentives plans approved by ALD Board of Directors

	Plan 1	Plan 2.A	Plan 2.B
Date of Board meeting	March 29, 2018	March 29, 2018	March 29, 2018
Total number of shares granted	276,980	12,907	12,907
Vesting date	March 31, 2021	March 31, 2020	March 31, 2021
Holding period end date	no holding period	September 30, 2020	September 30, 2021
Fair value (in EUR)	11.31	11.31	11.31
Number of employees in the plan	195	4	4

Vesting conditions are based on ALD's profitability, as measured by the average Group Net Income over the 3 or 2 years of the vesting period. The ALD Group Net Income corresponds to the published ALD Group Net Income.





At December 31, 2020 403 employees (286 employees as at December 31, 2019) benefit from the long-term incentives plans.

The following table shows the shares granted and outstanding at the beginning and end of the reporting period.

	Number of shares
As at January 1, 2019	296,810
Granted during the year	268,706
Vested during the year	-
Forfeited during the year	(10,288)
As at December 31, 2019	555,228
As at January 1, 2020	555,228
Granted during the year	387,916
Vested during the year	(12,907)
Forfeited during the year	(58,674)
As at December 31, 2020	871,563

For equity settled share-based payments, the fair value of these instruments, measured at the grant date, is spread over the vesting period and recorded in shareholders' equity under Retained earnings and other reserves. At each accounting date, the number of these instruments is revised in order to take into account vesting conditions and adjust the overall cost of the plan as originally determined. Expenses recognised under Staff expenses from the start of the plan are then adjusted accordingly.

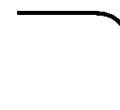
The Group was involved in another free share plan as of December 31, 2019 granted by the parent company Société Générale. Free shares plan ("AGA") was granted to a limited number of managers, subject to attendance conditions. At December 31, 2019 163 employees benefited from 26,600 shares in all existing plans. All shares in these plans have vested in March 2020 and no new plans have been issued.

Expenses recorded in the income statement

(in EUR Million)	December 31, 2020	December 31, 2019
Net expenses from free share ALD plans	(2.3)	(1.8)
Net expenses from free share Societe Generale plan	(0.0)	(0.4)
Total Expense	(2.3)	(2.2)

NOTE 28. BORROWINGS FROM FINANCIAL INSTITUTIONS, BONDS AND NOTES ISSUED

(in EUR million)	As at December 31,	
	2020	2019
Bank borrowings	7,763.5	8,607.9
Non-current borrowings from financial institutions	7,763.5	8,607.9
Bank overdrafts	315.7	272.2
Bank borrowings	4,655.0	4,528.0
Current borrowings from financial institutions	4,970.6	4,800.2
Total borrowings from financial institutions	12,734.1	13,408.1
Bonds and notes-originated from securitisation transactions	1,267.8	993.9
Bonds and notes-originated from EMTN programme	2,200.0	2,900.0





Other non-current bonds issued	-	-
Non-current bonds and notes issued	3,467.8	3,893.9
Bonds and notes-originated from securitisation transactions	138.7	88.0
Bonds and notes-originated from EMTN programme	1,305.2	1,004.9
Other current bonds issued	-	-
Current bonds and notes issued	1,443.9	1,092.9
Total bonds and notes issued	4,911.6	4,986.8
Total borrowings from financial institutions and bonds	17,645.7	18,394.9

There are no non-cash items from all outstanding sources of borrowings.

Maturity of borrowings and bonds

(in EUR million)	As at December 31,	
	2020	2019
Less than 1 year	6,414.5	5,893.1
1-5 years	11,106.8	12,216.8
Over 5 years	124.4	285.0
Total borrowings and bonds	17,645.7	18,394.9

Currencies

The carrying amounts of the Group's borrowings are denominated in the following currencies:

(in EUR million)	As at December 31,	
	2020	2019
Euro	13,268.0	13,540.3
UK Pound	2,052.7	2,248.6
Danish Krone	363.3	339.4
Swedish Kronor	424.6	396.7
Other currencies	1,537.1	1,870.0
Total borrowings and bonds	17,645.7	18,394.9

External funding

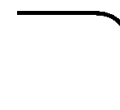
Local external banks and third parties provide 32.2% of total funding, representing EUR 5,675 million at December 31, 2020 (31.7% and EUR 5,826 million at December 31, 2019).

An amount of EUR 764 million or 4% of total funding is provided by external banks. The residual external funding (EUR 4,912 million) has been raised through asset-backed securitisations and unsecured bonds.

Included within this amount is loan of EUR 250 million granted by the European Investment Bank in September 2019. This will enable the Group to develop its range of hybrid and electric vehicles across the EU, particularly in France, Germany, Italy, Spain, Belgium and the Netherlands.

Asset-backed securitisation programme

In June 2015 a private securitisation deal was set up in Belgium for EUR 300 million. This deal was renewed and increased by EUR 60 million in June 2018. In June 2020 this EUR 360 million deal was renewed for two additional years.





The private securitisation deal set up in December 2013 in the Netherlands was renewed for EUR 236 million in December 2020 for 6 additional months.

A private securitisation deal was set up in the UK in December 2018 for GBP 414 million with a revolving period of 1 year. The deal has been renewed in December 2019 for two additional years.

A public securitisation deal has been set up in Germany in October 2020 for EUR 350 million with a revolving period of 1 year.

The following debt securities are currently issued:

Programme and special purpose company	Originator	Country	Currency	Amount ⁽¹⁾
ALD Funding Limited	ALD	UK	GBP	414 million
Axus Finance NL B	ALD	Netherlands	EUR	236 million
Axus Finance SPRL	ALD	Belgium	EUR	360 million
Red & Black Auto Lease Germany SA, compartment 3	ALD	Germany	EUR	350 million

⁽¹⁾ Transaction outstanding amount at 31 December 2020

The maturity of the asset-backed securitisation programmes is as follows:

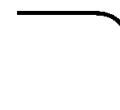
(in EUR million)	December 31, 2020	December 31, 2019
Less than 1 year	138.7	88.0
1-5 years	1,267.8	993.9
Over 5 years	-	-
Total securitisation programme	1,406.4	1,082.0

The Group has deposited cash collateral (reserves) for these securitisation transactions for a total amount of EUR 56.1 million as at December 31, 2020.

EMTN programme

Within this programme, the Group has the following outstanding bonds issued as at December 31, 2020:

- a bond in July 2017 for an amount of EUR 600 million maturing in July 2022 at a fixed rate of 0.875%
- a bond in February 2018 for an amount of EUR 800 million maturing in February 2021 at floating rate of Euribor 3M + 34 bps
- a bond in July 2018 for an amount of EUR 500 million maturing in July 2021 at floating rate of Euribor 3M + 62 bps
- a bond in July 2019 for an amount of EUR 500 million maturing in July 2023 at a fixed rate of 0.375%
- a bond in October 2020 for an amount of EUR 600 million maturing in October 2023 at a fixed rate of 0.375%





In addition, in October 2018 the Group issued an inaugural Positive Impact Bond (Green Bond), a EUR 500m 4-years senior note at a fixed rate of 1.250%.

Société Générale funding

Following the external funding raised in recent years, the funding raised through Société Générale has remained stable at 68 % as at December 31, 2020.

Most of the funding provided by the SG group is granted through Société Générale Luxembourg. SG Luxembourg provides funds to the ALD Group Central Treasury which then grants loans in different currencies to 19 ALD subsidiaries as well as to the holding companies. The total amount of loans granted by SG Luxembourg amounted to EUR 8,550 million at December 31, 2020 (EUR 8,598 million at December 31, 2019) with an average maturity of 1.85 years.

The remaining SG funding is provided either by local SG branches or SG group Central Treasury in Paris, representing EUR 3,421 million at December 31, 2020 (EUR 3,972 million at December 31, 2019).

At December 31, 2020 the Group has undrawn borrowing facilities of EUR 3,7 billion (EUR 2,8 billion at December 31, 2019) of which EUR 549 million are committed undrawn borrowing facilities. Providing there is a market liquidity, these facilities are readily available to ALD entities.

Guarantee given

A first demand guarantee has been granted to an English Financial institution for an amount of GBP 120 million on behalf of ALD Automotive UK, under the conditions negotiated in the frame of the distribution agreement concluded with this financial institution.

A first demand guarantee has been granted to ING Luxembourg for an amount of EUR 52 million on behalf of Axus Luxembourg SA, under the condition negotiated in the frame of the distribution agreement concluded with this financial institution.

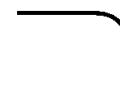
A first demand guarantee has been granted to Banque Internationale à Luxembourg for an amount of EUR 20 million on behalf of Axus Luxembourg SA, under the conditions negotiated in the frame of the distribution agreement concluded with this financial institution.

A first demand guarantee has been granted to a landlord for an amount of EUR 6.5 million on behalf of ALD RE DAC Ireland, under the conditions negotiated in the frame of the premises rental agreement concluded with this landlord.

NOTE 29. RETIREMENT BENEFIT OBLIGATIONS AND LONG TERM BENEFITS

Defined contribution plans

Defined contribution plans limit ALD's liability to contributions paid to the plan but do not commit ALD to a specific level of future benefits.





Main defined contribution plans provided to employees of the Group are located in France. They include state pension plans and other national pension plans such as ARRCO and AGIRC, as well as pension schemes put in place by some entities of the Group for which the only commitment is to pay annual contributions (PERCO).

Post-employment benefit plans (Defined benefit plans)

Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Main defined benefit plans provided to employees of the Group are located in Belgium, Germany, Italy and Switzerland.

Reconciliation of assets and liabilities recorded in the balance sheet

The amount recognised in the balance sheet is determined as follows:

(In EUR million)	December 31, 2020	December 31, 2019
A - Present value of defined benefit obligations	24.7	23.4
B - Fair Value of plan assets	(13.5)	(13.3)
C - Fair value of separate assets	-	-
D - Change in asset ceiling	-	-
A + B - C + D = Net balance recorded in the balance sheet	11.2	10.1

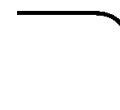
Post-employment benefit plans include annuity payments, end-of-career indemnities as well as mixed plans (cash balance). Annuity payments are added to pension plans paid by state and mandatory benefit plans.

The present values of defined benefit obligations have been valued by independent qualified actuaries.

Components of the cost of the defined benefits

(In EUR million)	2020	2019
Current service cost including social security contributions	1.1	1.0
Employee contributions	(0.2)	(0.2)
Past service cost / curtailments	-	-
Transfer via the expense	-	-
Net interest	0.1	0.1
<i>Components recognised in income statement</i>	<i>1.0</i>	<i>1.0</i>
Actuarial gains and losses due to assets (*)	0.1	(0.2)
Actuarial gains and losses due to changes in demographic assumptions	-	-
Actuarial gains and losses due to changes in economical and financial assumptions	1.3	2.3
Actuarial gains and losses due to experience	(0.7)	(0.1)
Change in asset ceiling	-	-
<i>Components recognised in unrealised or deferred gains and losses</i>	<i>0.7</i>	<i>2.0</i>
Total components of the cost of the defined benefits	1.7	3.0

() Actuarial gains and losses due to assets from which the actuarial gains and losses due to assets included in the net interest cost is deducted*





Changes in net liabilities of post-employment benefit plans recorded in the balance sheet

Changes in the present value of defined benefit obligations:

(In EUR million)	2020	2019
Balance at January 1,	23.5	20.7
Current service cost including social security contributions	1.1	1.0
Employee contributions	-	-
Past service cost / curtailments	-	-
Settlement	-	-
Net interest	0.2	0.3
Actuarial gains and losses due to changes in demographic assumptions	-	-
Actuarial gains and losses due to changes in economical and financial assumptions	1.3	2.3
Actuarial gains and losses due to experience	(0.7)	(0.1)
Foreign exchange adjustment	-	0.1
Benefit payments	(0.7)	(0.8)
Acquisition/(Sale) of subsidiaries	-	-
Transfers and others	-	-
Balance at December 31,	24.7	23.5

Changes in fair value of plan assets and separate assets:

(In EUR million)	2020	2019
Balance at January 1,	13.3	12.3
Expected return on plan assets	0.1	0.2
Expected return on separate assets	-	-
Actuarial gains and losses due to assets	(0.1)	0.2
Foreign exchange adjustment	-	0.0
Employee contributions	0.2	0.2
Employer contributions to plan assets	0.6	0.6
Benefit payments	(0.5)	(0.2)
Acquisition/(Sale) of subsidiaries	-	-
Transfers and others	-	-
Balance at December 31,	13.5	13.3

Information regarding funding assets (for all benefits and future contribution)

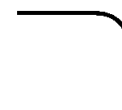
The breakdown of the fair value of plan assets is as follows: 37 % bonds, 44 % equities, 4 % money market instruments and 15 % others.

Employer contributions to be paid to post-employment defined benefit plans for 2021 are estimated at EUR 0.6 million.

Actual returns on funding assets

The actual returns on plan and separate assets were:

(In EUR million)	2020	2019
-------------------------	-------------	-------------





Plan assets	0.0	0.4
Separate assets	-	-

The assumptions on return on assets are presented in the following section.

Main assumptions detailed by geographical area

The significant actuarial assumptions used to determine the pension benefit obligation amount are as follows:

	2020	2019
Discount rate		
Europe	0.3%	0.7%
Long-term inflation		
Europe	1.2%	1.2%
Future salary increase		
Europe	1.4%	1.4%
Average remaining working lifetime of employees (in years)		
Europe	14.5	14.7
Duration (in years)		
Europe	12.0	11.9

The assumptions by geographical area are averages weighted by the present value of the liabilities (DBO).

The yield curves used to discount the liabilities are corporate AA yield curves (source: Merrill Lynch) observed in the end of October for GBP and EUR, and corrected at the end of December if the decrease in discount rates had a significant impact.

Inflation rates used are the long-term targets of the central banks of the monetary areas above.

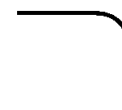
The average remaining working lifetime of employees is calculated taking into account withdrawal assumptions.

The assumptions described above have been applied on post-employment benefit plans.

Obligations sensitivities to main assumptions ranges

(Percentage of item measured)	December 31, 2020 (*)	December 31, 2019 (*)
Variation of +1% in discount rate		
Impact on the present value of defined benefit obligations at December 31, N	(6.9)%	(7.0)%
Variation of +1% in long term inflation		
Impact on the present value of defined benefit obligations at December 31 N	3.0%	3.1%
Variation of +1% in future salary increases		
Impact on the present value of defined benefit obligations at December 31 N	7.4%	8.5%

(*) Variation of +0.5% in the measured item



The disclosed sensitivities are averages of the variations weighted by the present value of defined benefit obligations.

Breakdown of future payments

(In EUR million)	2020	2019
N+1	0.5	0.4
N+2	0.4	0.5
N+3	0.4	0.3
N+4	1.0	0.4
N+5	1.2	0.9
N+6 to N+10	5.7	6.3

Other long-term benefits

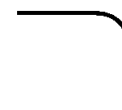
Some entities of ALD may award their employees other long-term benefits, like long-term deferred variable remunerations, time saving accounts (French Term) “Comptes Epargne Temps” or long service awards. They are different from post-employment benefits and termination benefits, which are not fully due within twelve months following the financial year during which the services are rendered by the employees.

The net balance of other long-term benefits is EUR 12 million. The total amount of charges for other long-term benefits is EUR 1.3 million.

NOTE 30. PROVISIONS

(in EUR million)	Damage risk retention	Other	Total
At January 1, 2019	198.1	59.3	257.4
Additions	93.2	7.2	100.5
Reversal (utilisation)	(82.5)	(14.7)	(97.2)
Currency translation differences	0.1	1.0	1.1
Scope changes	0.8	0.1	0.9
At December 31, 2019	209.7	52.9	262.6
Of which current	104.6	39.2	143.8
As at January 1, 2020	209.7	52.9	262.6
Additions	82.4	7.3	89.7
Reversal (utilisation)	(84.9)	(4.1)	(89.0)
Currency translation differences	(0.1)	(1.2)	(1.3)
Scope changes	-	-	-
As at December 31, 2020	207.2	54.8	262.0
Of which current	97.6	39.2	136.8

Other provisions relate mainly to provisions made against disputed invoices. These are considered separately to impairment of receivables and do not represent a credit risk.




NOTE 31. TRADE AND OTHER PAYABLES

(in EUR million)	As at December 31,	
	2020	2019
Trade payables	757.2	778.6
Deferred leasing income ⁽¹⁾	404.5	411.8
Other accruals and other deferred income	429.1	418.7
Advance lease instalments received	336.4	315.6
Accruals for contract settlements ⁽²⁾	132.8	84.9
VAT and other taxes	215.9	194.3
Other	0.2	0.5
Trade and other payables	2,276.3	2,204.4

⁽¹⁾Deferred leasing income relates to maintenance and tyre revenue which is profiled in line with historical maintenance expenditure in order to match revenue and costs. This policy is explained further in Note 4 Financial Risk Management.

⁽²⁾The increase in accruals for contract settlements is due to a balance sheet reclassification between this account and trade notes and accounts receivables.

NOTE 32. DIVIDENDS

A dividend related to the period ended December 31, 2019 for an amount of EUR 253.9 million (EUR 0.63 per share) was paid to ALD shareholders on June 3rd, 2020 of which dividend paid to Société Générale is EUR 203.2 million (a dividend related to the period ended December 31, 2018 for an amount of EUR 234 million (EUR 0.58 per share) was paid to ALD shareholders on May 31, 2019 of which dividend paid to Société Générale was EUR 187 million).

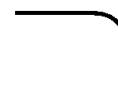
NOTE 33. EARNINGS PER SHARE
Basic earnings per share

	As at December 31,	
	2020	2019
Net income attributable to owners of the parent (in EUR million) ⁽¹⁾	509.8	564.2
Weighted average number of ordinary shares with voting rights (in thousands)	403,247	403,584
Total basic earnings per share (in EUR)	1.26	1.40

⁽¹⁾ Net income includes continuing and discontinued operations

	As at December 31,	
	2020	2019
Profit for the period from continuing operations attributable to the owners of the parent (in EUR million)	499.9	564.2
Weighted average number of ordinary shares with voting rights (in thousands)	403,247	403,584
Total basic earnings per share from continuing operations (in EUR)	1.24	1.40

Following the combined General Meetings held in 2020, 2019 and 2018, ALD SA was authorised to purchase its own shares for the purposes of attributing, covering and paying off any scheme for the allocation of free shares, employee savings scheme and any other form of allocation to employees and executive directors of the Company or of companies related to it under the conditions set out in





applicable legislative and regulatory provisions. Total number of shares making up current share capital 404,103,640. As at December 31, 2020 total number of shares to which voting rights are attached, excluding shares without voting rights (treasury shares, etc.) is 403,040,735. Weighted average number of ordinary shares with voting rights is 403,246,896.

Diluted earnings per share

	As at December 31,	
	2020	2019
Net income attributable to owners of the parent (in EUR million) ⁽¹⁾	509.8	564.2
Weighted average number of ordinary shares (in thousands)	404,104	404,104
Total diluted earnings per share (in EUR)	1.26	1.40

⁽¹⁾ Net income includes continuing and discontinued operations

	As at December 31,	
	2020	2019
Profit for the period from continuing operations attributable to the owners of the parent (in EUR million)	499.9	564.2
Weighted average number of ordinary shares (in thousands)	404,104	404,104
Total diluted earnings per share from continuing operations (in EUR)	1.24	1.40

Rights to free shares granted to employees will be settled with treasury shares under the long-term incentives employee plans. Treasury shares are included in the calculation of diluted earnings per share assuming all outstanding rights will vest.

NOTE 34. RELATED PARTIES

Identity of related parties

The Group is controlled by Société Générale Group. Transactions with Société Générale and its subsidiaries have been identified as related party transactions. All business relations with Société Générale Group are handled at normal market conditions.

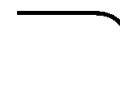
In addition, one member of ALD board of Directors was also a Non-Executive Director at the Supervisory Board of a company based in the US, MT Americas (Virginia, US) until March 2020. The company operates within the recycling industry in the US and South America. There is no business relationship between MT Americas and ALD Group.

Key management compensation

Key management includes the following members of the Executive Committee: Chief Executive Officer, two Deputy Chief Executive Officers, Chairman of the Board and the Board directors.

The compensation paid or payable to key management for employee services is shown below:

(in EUR million)	As at December 31,	
	2020	2019
Salaries and other short-term employment benefits	2.5	2.7
Post employment benefits	1.2	-
Attendance fees for the Board members	0.2	0.2





Other long-term benefits	0.7	0.9
Total	4.6	3.8

Since the listing of the company in June 2017, ALD S.A. is supervised by a new Board Committee which has been implemented according to the AFEP-MEDEF rules. The board is composed of employees and Executive Directors of ALD S.A. and Société Générale as well as independent board members who benefit from a compensation.

Sales of goods and services

Société Générale (“SG”) and its subsidiaries are customers of ALD Group. Total fleet leased to SG and its subsidiaries amounts to 7,246 cars in 22 countries. Rentals have been priced at normal market conditions. More than 50% of the total fleet leased to SG Group is leased by ALD France. Rental paid by SG Group to ALD France accounts for EUR 17 million and EUR 18.1 million in the years ended December 31, 2020 and December 31, 2019, respectively.

Purchases of goods and services

Information Technology (“IT”) Services

ALD Group has a contract with SG Global Services centre (India), with which ALD subcontracted IT services including development, maintenance and support of international applications. The main advantage is to facilitate the roll out of common tools to all subsidiaries while ALD IT teams at a Group level still keep the knowledge of each project, train users and follow up the set-up, usage and evolution locally. ALD has also subcontracted some technical infrastructure services to SG, mainly in France. Overall amount of IT services subcontracted to SG and its subsidiaries amounts to EUR 20.55 million in fiscal year 2020 (2019: EUR 20.62 million).

Premises

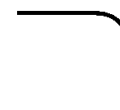
Some Group entities share premises with SG or with SG business divisions in some countries (mainly ALD France and ALD Denmark which represent around 90 % of the total rentals paid to SG). Rentals have been priced at arm’s length and amounted to EUR 0.7 million in fiscal year 2020 (2019: EUR 0.5 million) for ALD France and ALD Denmark.

Brokerage

Société Générale retail banking network sells long term rental contracts to customers on behalf of ALD against a commission for each contract sourced. In year 2020, around 12,000 contracts have been signed through Société Générale distribution network in 3 different countries. 78% of contracts originated through this channel come from the French banking networks of SG Group. The commission paid to SG by ALD France represented EUR 3 million for the year ended December 31, 2020 (2019: EUR 2.9 million).

Third Party Liabilities (TPL) Insurance policy

ALD Italy has subscribed to a TPL insurance policy for part of their fleet through Sogessur, the Car insurance company of Société Générale Group. Sogessur acts as a frontier and is reinsured through ALD





Re, the reinsurance company of ALD Group. Insurance premiums have been fixed at arm's length. The overall amount of insurance premium paid by ALD Italy to Sogessur amount EUR 66.5 million in fiscal year 2020 (2019: EUR 80.4 million).

Corporate services

Société Générale Group, as a shareholder, provides ALD Group with the following intercompany corporate services:

- Providing support and advice regarding general secretary, tax or compliance matters at a holding level;
- Performing periodical audits in order to verify the effectiveness of governance, risk management, and permanent control;
- Supervising the Human Resources departments of the subsidiaries.

These Corporate services provided by Société Générale have been subject to compensation of EUR 9.5 million (estimated) in fiscal year 2020 (2019 Actual: EUR 7.9 million (9.5 million disclosed in Financial Statements for the Year Ended December 31, 2019 was estimated)) .

In addition, in fiscal year 2020, there were 59 employees coming from SG (65 in 2019) with a temporary detachment contract in ALD Group with duration of 3 to 5 years; they are part of the local management teams and most of them are included in ALD payroll during the detachment period and are therefore not re-billed to SG. Only the employees based in ALD France and ALD S.A. are still paid by SG and re-billed to ALD; the amount re-billed by SG was EUR 13.9 million in 2020 and 12.1 million in 2019.

Loans with related parties

Société Générale and its affiliates provide ALD Group with funding either through ALD Treasury centre or directly to ALD subsidiaries at a market rate. 68 % of the Group's funding was provided through SG in fiscal year 2020, i.e. EUR 11,970 million.

Société Générale provides also bank guarantees on behalf of ALD and its subsidiaries in case of external funding. Overall guarantees released by SG Group amounted up to EUR 1,015.5 million as of December 31, 2020 (2019: EUR 1057.7 million).

Société Générale also provides ALD Group with derivatives instruments which have a nominal amount of EUR 3,860.4 million, and are represented on the balance sheet for a total amount of EUR 50.9 million in assets and EUR 12.6 million in liabilities.

In compliance with the Asset Liability Management policies of Société Générale, ALD Group reinvested its equity in long term assets in the form of deposits with the central treasury of Société Générale. These deposits will roll-out in approximately 6 years' time from now on and will not be renewed. All of the interest rate swaps were cancelled in Q1 2017 and the decision was made not to renew any of the deposits as they mature. At December 31, 2020 the total amount of these long term deposits was EUR 455.0 million (2019: EUR 581.1 million).

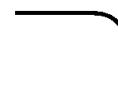
Tax consolidation agreement





Several ALD entities have entered into tax consolidation agreements or group relief with Société Générale entities:

- ALD Automotive A/S (Denmark) had signed a tax consolidation agreement with SG Group in 2005 (ALD Automotive A/S Denmark and SG Finans), with Denmark NF Fleet joining in 2006. Danish companies, regarded as separate taxable entities, are covered by the rules of national joint taxation which implies that the loss in one company can be set off against the taxable income in another company. SG Finans has been sold in October 2020.
- ALD Automotive Italia s.r.l had joined SG tax consolidation group in Italy in 2016. This regime allows the determination of a single IRES taxable base comprised of the taxable income and losses of each of the participating entities.
- ALD Automotive Group PLC (UK) had joined SG Group relief in 2001, allowing members of the group of companies to transfer certain Corporate Tax losses to other members of the Group.
- Merrion Fleet Management Ltd and Merrion Fleet Finance Ltd (Ireland) had joined SG group relief in 2017, allowing members of the group of companies to transfer certain Corporate Tax losses to other members of the Group. Merrion Fleet Finance Ltd has been merged in Merrion Fleet Management Ltd in December 2020.





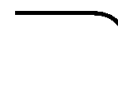
NOTE 35. AUDITORS' FEES

The total fees of the Company's auditors, as charged to the consolidated income statement for the year ended December 31, 2020, amounted to:

- For Deloitte & Associés: EUR 1.4 million for the certification of the accounts
- For Ernst & Young & Associés: EUR 2.1 million for the certification of the accounts

NOTE 36. EVENTS AFTER THE REPORTING PERIOD

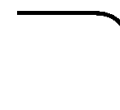
There are no events after the reporting period for the year ending December 31, 2020.





NOTE 37. SCOPE OF CONSOLIDATION

(in %)	As at December 31,	
	2020	2019
ALD International SA	Parent company	Parent company
Consolidated companies under global integration	interest %	interest %
ALD Autoleasing D GmbH - GERMANY (*)	100.00	100.00
ALD Automotive OOO - RUSSIA	100.00	100.00
ALD Automotive A/S - DENMARK	100.00	100.00
ALD Automotive AB - SWEDEN	100.00	100.00
ALD Automotive AG - SWITZERLAND	100.00	100.00
ALD Automotive AS - NORWAY	100.00	100.00
ALD Automotive D.O.O. BEOGRAD - SERBIA	100.00	100.00
ALD Automotive D.O.O. ZA. Operativni i Financijski Leasing - CROATIA (*)	100.00	100.00
ALD Automotive for Cars Rental and Fleet Management S.A.E. - EGYPT	100.00	100.00
ALD Automotive Fuhrparkmanagement und Leasing GmbH - AUSTRIA	100.00	100.00
ALD Automotive Group Limited - UK (*)	100.00	100.00
ALD Automotive S.A. - BRAZIL	100.00	100.00
ALD Automotive Magyarorszag Autopark - kezeles es Finanszirozo KFT - HUNGARY (*)	100.00	100.00
ALD Automotive Operational Leasing DOO - SLOVENIA	100.00	100.00
ALD Automotive Polska Sp z o.o. - POLAND	100.00	100.00
ALD Automotive Private Limited - INDIA	100.00	100.00
ALD Automotive Russie SAS	100.00	100.00
ALD Automotive S.A. de C.V. - MEXICO	100.00	100.00
ALD Automotive S.A. Lease of Cars - GREECE	100.00	100.00
ALD Automotive S.A.U - SPAIN (*)	100.00	100.00
ALD Automotive SRO - CZECH REPUBLIC	100.00	100.00
ALD Automotive Turizm Ticaret Anonim Sirketi - TURKEY	100.00	100.00
ALD Fleet SA de CV SOFOM ENR	100.00	100.00
ALD International Participations SAS	100.00	100.00
ALD International SAS & CO KG (*)	100.00	100.00
ALD Re Designated Activity Company - IRELAND	100.00	100.00
Axus Finland OY	100.00	100.00
ALD Automotive Italia s.r.l	100.00	100.00
Axus Luxembourg SA	100.00	100.00
Axus Nederland BV (*)	100.00	100.00
AXUS SA NV - BELGIUM (*)	100.00	100.00
ALD Automotive Ukraine Limited Liability Company	100.00	100.00
SG ALD Automotive Sociedade Geral de Comercio e Aluguer de Benz sa - PORTUGAL	100.00	100.00
TEMSYS - France (*)	100.00	100.00
ALD Automotive Algerie SPA	99.99	99.99
ALD Automotive SRL - ROMANIA	80.00	80.00
NF Fleet A/S - DENMARK	80.00	80.00
NF Fleet OY - FINLAND	80.00	80.00
NF fleet AB - SWEDEN	80.00	80.00
NF Fleet AS - NORWAY	80.00	80.00
ALD Automotive Eesti AS - ESTONIA	75.01	75.01
ALD Automotive SIA - LATVIA	75.00	75.00
UAB ALD Automotive - LITHUANIA	75.00	75.00
ALD Automotive EOOD - BULGARIA	100.00	100.00
ALD Fortune Auto Leasing and Renting ShanghaiCo. Ltd - CHINA	-	50.00
ALD Automotive Limitada - CHILE	100.00	100.00
ALD Automotive Peru S.A.C.	100.00	100.00
ALD Automotive S.A.S - COLOMBIA	100.00	100.00
Merrion Fleet Management Limited (*)	100.00	100.00
ALD Automotive Slovakia S.R.O	100.00	100.00
Consolidated companies under equity method		
ALD Automotive SA Maroc	35.00	35.00
Nedderfeld 95 Immobilien GmbH & Co. KG	35.00	35.00
(*) Including subsidiaries		





 ALD

