

D'leteren Automotive

For the comfort of reading, D'leteren Automotive will be called by its commercial name, 'D'leteren'.

1. Business model and value creation

Leader in the mobility market in Belgium, D'leteren supports the transition to seamless and sustainable mobility for everyone. The company is actively engaged in implementing a sustainable business model. D'leteren recognizes its role and responsibility in addressing the challenges of climate change. The company understands the impact of its operations on the environment and is committed to reducing its carbon footprint and promoting sustainable mobility solutions. By aligning its operations with the goals of the Paris Agreement and the European Green Deal, D'leteren aims to contribute to the transition to a low-carbon, sustainable future, and help to achieve carbon neutrality in Europe by 2050. To this end:

- D'leteren is **promoting electromobility** in Belgium. It relies on its long term partnership with the Volkswagen Group brands – from the city car to the top-of-the-range sports car – and deploys complementary services integrating, among other things, the installation of charging stations together with photovoltaic panels and batteries with EDI-Electric by D'leteren, and financing solutions from Volkswagen D'leteren Finance.
- D'leteren is also extending its **expertise to the used vehicle market and across the whole lifecycle of the vehicles** with its brands My Way (used car), Wondercar (Bodyshop smart repair) and Wonderservice (Spare parts), thereby prolonging the life of these vehicles with adequate maintenance and repair activities.
- The company is **developing an extensive portfolio of new mobility services**: free-floating car sharing with Poppy, the management of autonomous vehicles with USH, paid passenger transport with Husk and Taxis Verts, a multimodal application Skipr for planning, booking, and paying for a journey, jockey services with Mobvious, etc.
- D'leteren is extending its **position in the (e)bike retail market** with Lucien to become a leading retailer offering new bikes, used bikes and after sales services.
- In 2022, D'leteren has entered, with Microlino, **into a new urban mobility segment** by plugging the gap between cars and two-wheeled vehicles. Microlino is a new kind of electric microcar enabling efficient, light urban CO₂-free mobility.

D'leteren today is composed of several businesses well placed to take an active role in developing a new all-inclusive mobility ecosystem. Together they can meet the needs of the majority of mobility-users, whether individuals or professionals. Moreover, they enable D'leteren to expand by effectively contributing to developing multimodal mobility policies for its B2B customers.

For all the ESG data except for the carbon footprint, the general scope for 2022 is provided in two scoping categories.

- D'leteren Automotive excluding its subsidiaries
- D'leteren Automotive including subsidiaries in which it has a majority ownership (D'leteren Mobility Company (previously Sopadis, D'leteren Centers, Porsche Centre Brussels, Porsche Centre Antwerp), Lab Box, Wondergroup, Lucien)

Geographies & Workforce	Excluding Subsidiaries			Including Subsidiaries		
	Unit	2021	2022	2021	2022	Change (2022 vs. 2021 Excl. Subsidiaries)
Total full-time equivalents (FTEs) as at 31 December	FTE	780.2	799.3	2,039.9	2,400.6	2.4%
Percentage of FTEs in the Eurozone (Belgium)	%	100%	100%	100%	100%	0.00p.p.

Additional background information on the calculations and formulas used for ESG data can be found at p.220

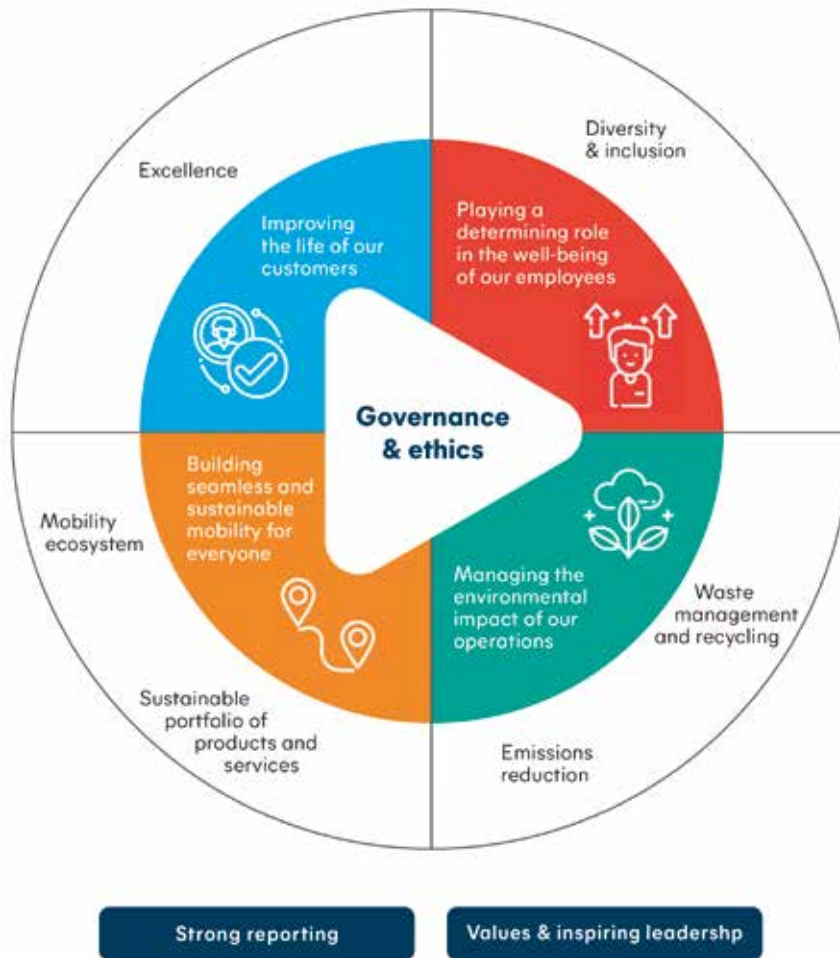
2. Sustainability strategy

2.1. Materiality

In 2020, D'leteren carried out a materiality analysis with the help of an external partner. A dialogue with a selection of stakeholders and the management team, in the form of an online survey and interviews, was set up. More than 200 customers, employees, dealers, shareholders, suppliers, and experts were invited to give their opinions. This analysis led to an identification and prioritization of the business's most critical non-financial (so-called 'material') aspects. The most material topics identified are 'alternative and flexible mobility solutions', 'customer care', and 'emissions from operations and from the sold & leased fleet'. In addition to these topics, D'leteren is committed to being an employer of choice in Belgium and has added 3 more topics: diversity and inclusion in the workplace, employee well-being, and responsible corporate governance.

2.2. Sustainability roadmap

Building on the materiality analysis, D'leteren developed a sustainability roadmap focusing on protecting the environment, customer excellence, well-being and diversity for its staff, responsible governance, and ethics.



To demonstrate its commitment to reduce the carbon footprint of its activities, D'leteren has linked its financial policy to its environmental commitment by signing a Sustainability-Linked Loan in December 2021. The financing conditions are indexed to its objective of reducing its emissions by 50% by 2025 and to D'leteren's active participation in the greening of the Belgian car fleet, committing to reach 28% of electric vehicles among its sales by 2025.

The ESG ambition is also translated through the integration of sustainability-linked KPIs in the Executive Committee's variable remuneration.

2.3. Sustainability governance

The Sustainability Manager, appointed in January 2023, is in charge of defining the sustainability strategy and roadmap, together with the Executive Committee. The Sustainability Manager is also at the forefront of the development and oversight of environmental, social and corporate governance policies and procedures as well as developing and supporting ESG strategic initiatives.

ESG initiative owners have been assigned within relevant departments to ensure the deployment of specific actions to achieve their objectives

- Employee well-being and Diversity & Inclusion: Human Resources
- Customer Satisfaction: Marketing Department
- As the environment and sustainable mobility topics are transversal to D'leteren and all its subsidiaries, the initiatives carried out on these subjects are monitored by the Sustainability manager.

The ESG initiative owners, the Sustainability Manager and the financial teams are also in charge of non-financial reporting. Therefore, they are regularly informed and trained on the legal framework and developments in ESG matters.

Two critical governance bodies review ESG status updates and have different roles:

- The Ethics Committee (once per quarter) serves as a Sounding Board to the Executive Committee, providing input to and new ideas on ESG strategic initiatives; it was composed in 2022 of the CEO, the Human Resources Director, the Sustainability Manager, representatives of the legal and audit department for D'leteren and representatives of subsidiaries;
- The Executive Committee takes strategic decisions linked to ESG topics and ensures progress is in line with the company's non-financial ambition and objectives.

The progress made on the main ESG initiatives is regularly communicated to the senior management teams of D'leteren and then relayed to all employees via its internal communication tools as well as to its external stakeholders.

In the summer 2022 an internal audit was carried out on the governance, risk assessment, KPI monitoring and reporting related to ESG. The main conclusions were the need to formalize internal procedures, implement ESG reporting tools and align the reporting scopes for the different KPIs. An action plan for improvement has been established, as well as responsibilities within a defined timeframe. Since 2020, D'leteren successfully passed the external assurance process for ESG strategic KPIs. In 2023, D'leteren will focus on a broader perimeter, including all its subsidiaries, confirming the company's commitment to improving the transparency and data quality of the ESG reporting process.

2.4. Connectivity table

ESG area	Strategic pillar	Impact on Society	Sustainability-related Risks/opportunities	KPI	2025 Ambition	Value in 2022	Policies & Action plans
Environment	Managing the environmental impact of our operations	D'leteren's activities and operations generate direct and indirect GHG emissions, which have an impact on climate change	Risk Climate change is a global emergency that requires urgent actions. D'leteren has a responsibility to monitor, manage and reduce its emissions.	% reduction GHG emissions (vs. 2019)	50%	42.5%	3.1.
				% GHG emissions offset (scopes 1,2 and limited scope 3)	100%	100%	
	Building seamless and sustainable mobility for everyone	New mobility patterns which are increasingly seamless and sustainable emerge, decreasing traffic and related CO ₂ emissions	Risk Decarbonizing individual mobility is essential for D'leteren to meet the growing pressure from a variety of stakeholder groups (regulators, public-interest groups, NGO's,...) and to retain customers looking for fiscally attractive mobility solutions Opportunity As new forms of mobility emerge, D'leteren is expanding into new, adjacent markets to its core business with the opportunity to build a long-lasting leadership position	Share of BEVs in registrations (% of volume) Share of Key Accounts to which D'leteren provides alternative mobility solutions	28%	11.3%	3.2.
					25%	6.8%	

ESG area	Strategic pillar	Impact on Society	Sustainability-related Risks/opportunities	KPI	2025 Ambition	Value in 2022	Policies & Action plans
Social	Playing a determining role in the well-being of our employees	D'leteren offers a workplace where people can grow, feel supported, and focuses on a good work-life balance which has been at the center of employees' needs since the pandemic	Opportunity Creating a positive working environment by minimizing stress levels, improving employee satisfaction and engagement, and ultimately helping employees thrive at work is essential for a better performance and a higher productivity as well as for the attraction and retention of talents	Employee engagement score	75%	84.5% ✓	3.3.
				Survey participation rate	66%	84%	
	Increasing diversity and inclusion in our workplace	D'leteren can have a positive impact on society by creating a workplace where everyone feels included and accepted	Risk Too much convergence of like-minded people can be dangerous for business and prevent it from flourishing Opportunity Diverse and inclusive workplaces earn deeper trust and more commitment from employees.	Percentage of women in CVs presented to the hiring manager for employee positions	50%	31%	3.4.
				Percentage of women in management committees	25%	23% ✓	
Improving the life of our customers	In a society where individuals face increasing challenges in balancing various aspects of their lives, the significance of fluid mobility cannot be overstated.	Opportunity Happy and satisfied customers are more likely to be loyal to D'leteren, strengthening its position as market leader	NPS for sales of new cars	62	61.5 ✓	3.5.	
			NPS for aftersales	54	51.2 ✓		
Governance	Implementing responsible corporate governance	It enables companies to focus on long-term sustainable value creation rather than short-term benefits	Risk A governance default could lead to adverse reputational and financial impacts, including claims and fines Opportunity The D'leteren values & ethics supported by its culture help to maintain its highly engaged workforce and supports the development and maintenance of talent	No strategic KPI	-	-	3.6.

Data marked with ✓ is in the scope of the independent limited assurance performance performed by PwC.

3. ESG Performance

3.1. Managing the environmental impact of our operations

D'leteren is striving to reduce the CO₂ emissions linked to its operations and has set itself the target of reducing the carbon footprint of its operations by 50% between 2019 and 2025.

At the end of 2022, D'leteren has already reduced its emissions by 42.5%, despite an expected rebound in 2022 due to a return to more normality following two years impacted by Covid-19. This evolution is explained by the success of the actions taken to achieve this target.

Strategic KPI	2021 Value	2022 Value	Target 2025
% GHG reduction	32%	43%	50%

The scope was defined in the 2019 baselining exercise and include scope 1, 2 and specific elements of scope 3 (Logistics, Business travel and commuting). The scope includes the activities of D'leteren (excluding subsidiaries), Porsche Centre Brussels, Porsche Centre Antwerp, and D'leteren Centers. The reason of maintaining that scope is that D'leteren has committed externally to a target (-50% by 2025 vs. 2019) on this scope and the scope is used as part of the Sustainability-Linked Loan.

Several actions have been taken to decrease these emissions and the progress already made is greater than expected.

- Electric cars are largely offered as part of the mobility policy and their adoption rate will rise in the next few years. To further promote electromobility, D'leteren has taken on a significant part of the financing of charging stations at home for its employees who have a company car with more than 440 charging stations installed since 2021.
- Large projects aimed at optimizing the footprint, including the construction of new, low-emission buildings, are currently ongoing in collaboration with D'leteren Immo and results should be seen by 2025. Moreover, D'leteren has been sourcing most of its electricity from green suppliers since 2021.
- D'leteren encourages teleworking and remote conferencing, leading to less employee commuting and less business travel.
- The temperature in the offices was lowered to 19 degrees and the size of the headquarters was reduced to match the office occupancy rate, two initiatives contributing to the reduction of CO₂ emissions.

Additional measures will be taken by 2025 to ensure that the target is met. These will include an increase in the number of electric vehicles in the internal fleet, a possible switch to green gas, a strict monitoring of business travel, etc.

The next step is to establish an emissions reduction target for 2030 in line with the requirements of the Paris Agreement. As a result, the company will now extend the measurement of its emissions to Scope 3, including emissions related to the production, use and end of life of the products it market. This will enable D'leteren to submit an emission reduction target to SBTi for validation. In this context, D'leteren has also joined the Belgian Alliance for Climate Action, which brings together nearly 200 Belgian companies and organisations committed to the climate. An awareness and training program for senior management has been set up in parallel in order to align and get staff on board with the CO₂ emission reduction programs that will be implemented at all levels.

GHG emissions & energy consumption	KPI	Unit	Historical Scope			Change (2022 vs. 2021)
			2020	2021	2022	
Greenhouse gas emissions						
Greenhouse gas emissions (Scopes 1, 2 & 3)						
	Tonnes CO ₂ e		16,243	13,715	11,649 ✓	-15.1%
Greenhouse gas emissions scope 1						
	Tonnes CO ₂ e		6,760	7,204	5,486	-23.8%
Greenhouse gas emissions from cars	Tonnes CO ₂ e		2,576	2,452	2,688	9.6%
Greenhouse gas emissions from natural gas	Tonnes CO ₂ e		4,041	4,673	2,746	-41.2%
Greenhouse gas emissions from refrigerant leakage	Tonnes CO ₂ e		111	52	52	0.4%
Greenhouse gas emissions from owned logistics	Tonnes CO ₂ e		31	27	-	
Greenhouse gas emissions scope 2						
	Tonnes CO ₂ e		1,004	17	28	63.7%
Greenhouse gas emissions, market-based	Tonnes CO ₂ e		1,004	17	28	63.7%
Greenhouse gas emissions scope 3						
	Tonnes CO ₂ e		8,479	6,495	6,135	-5.5%
Greenhouse gas emissions from commuting	Tonnes CO ₂ e		1,142	638	566	-11.2%
Greenhouse gas emissions from business travel	Tonnes CO ₂ e		148	43	251	480.7%
Greenhouse gas emissions from upstream emissions, scope 1 & 2	Tonnes CO ₂ e		1,783	1,649	1,406	-14.7%
Greenhouse gas emissions from upstream logistics	Tonnes CO ₂ e		5,380	4,041	3,849	-4.8%
Greenhouse gas emissions from waste	Tonnes CO ₂ e		25	123	63	-49.2%

GHG emissions & energy consumption		Historical Scope			
KPI	Unit	2020	2021	2022	Change (2022 vs. 2021)
Greenhouse gas emission intensity					
Greenhouse gas emissions, scope 1 per FTE	Tonnes CO ₂ e	4.90	8.93	6.86	-23.1%
Greenhouse gas emissions, scope 2 per FTE	Tonnes CO ₂ e	0.73	0.02	0.03	59.8%
Greenhouse gas emissions, scope 1 & 2 per FTE	Tonnes CO ₂ e	5.63	8.95	6.90	-22.9%
Energy consumption					
Total car gasoline/petrol consumption	Liter	956,618	900,962	1,006,696	11.7%
Total car diesel consumption	Liter	169,189	195,215	190,057	-2.6%
Heating, natural gas consumption	MWh	21,845	25,260	14,843	-41.2%
Grey electricity consumption	MWh	5,939	106	131	24.1%
Renewable electricity consumption	MWh	4,340	6,075	5,000	-17.7%
Renewable electricity production	MWh	2,714	2,439	2,734	12.1%
Cogeneration electricity production	MWh	2,831	2,959	1,855	-37.3%

For the KPIs related to the carbon footprint and energy, the scope as reported since 2019 is kept (HISTORICAL SCOPE). The reason is that D'leteren has committed externally to a target (-50% by 2025 vs 2019) on this scope and the scope is used as part of our Sustainability-Linked Loan. This scope includes the activities of D'leteren (excluding subsidiaries), Porsche Center Brussels, Porsche Center Antwerp and D'leteren Car Centers.

A decrease in heating and the closure of sites explain the decreasing scope 1. For scope 3, the closure of sites led to decreasing waste emissions and business travel are increasing in a post-covid rebound.

D'leteren's Scope 2 emissions experienced a considerable reduction in 2021 as a result of the company's transition to green electricity. However, the emissions data for one of their sites still reflects the use of grey electricity, which contributes to the company's Scope 2 emissions.

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WASTE MANAGEMENT

In disposing of and recycling its waste, D'leteren collaborates with waste management companies, such as Veolia (for all waste), Oilco (for used oil), Dechamps (for scrap metal). A project coordinator from the main waste collection company (Veolia) makes regular site visits to monitor and optimize waste management on site. D'leteren also facilitates the recycling of used vehicles by offering an additional allowance to people who provide their vehicles for recycling. D'leteren works with Febelauto whose mission is to organize and monitor the management of end-of-life vehicles by the European Directive. Currently, Febelauto recycles around 97% of the weight of these vehicles in an approved and controlled way.

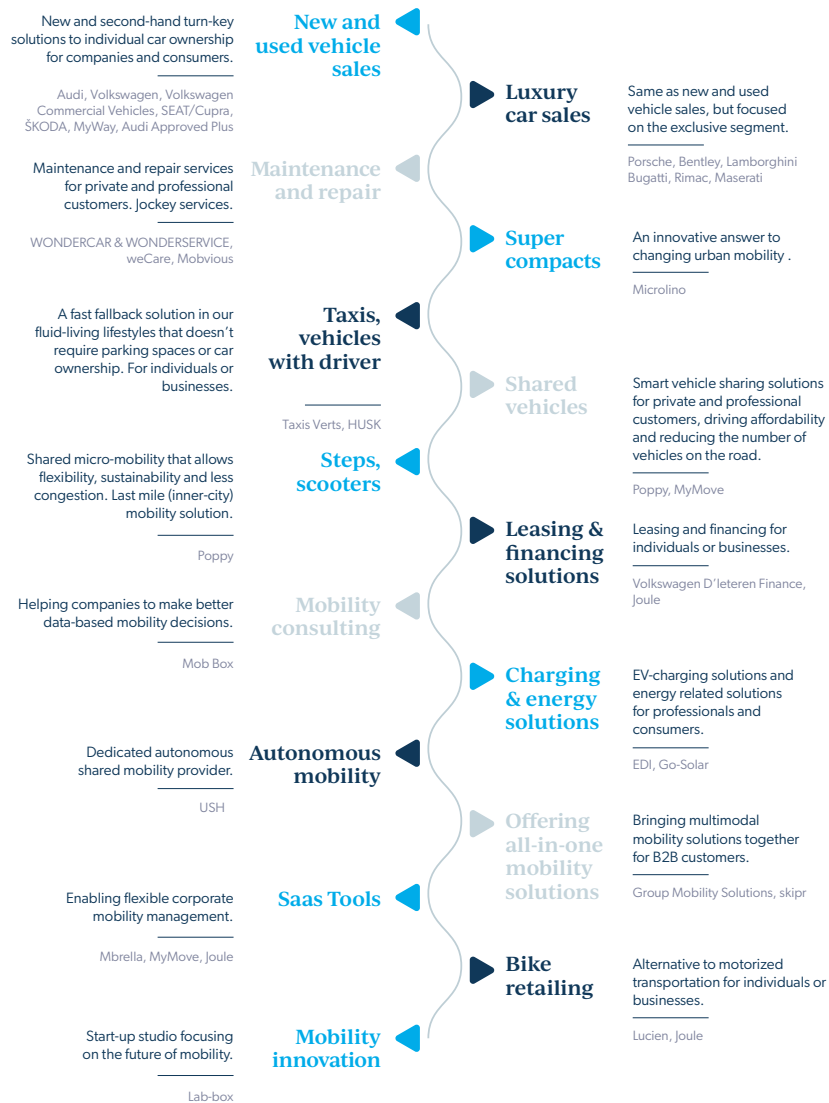
Waste-related data	Unit	Excluding Subsidiaries		Including Subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
		2021	2022	2021	2022	
Total waste generated	Tonnes	512	494 ✓	1,795	1,666	-3.5%
Total hazardous waste generated	Tonnes	13	8	416	454	-36.5%
Total hazardous waste directed to landfill	Tonnes	0	0	12	0	
Total hazardous waste directed to incineration (without energy recovery)	Tonnes	0	0	0	0	-
Total hazardous waste directed to incineration (with energy recovery)	Tonnes	1	1	31	20	48.3%
Total hazardous waste diverted from disposal to re-use	Tonnes	2	1	72	179	-28.1%
Total hazardous waste diverted from disposal to recycling	Tonnes	11	6	302	255	-44.8%
Total non-hazardous waste generated	Tonnes	498	485	1,379	1,211	-2.6%
Total non-hazardous waste directed to landfill	Tonnes	0	0	20	16	-
Total non-hazardous waste directed to incineration (without energy recovery)	Tonnes	0	0	72	152	-
Total non-hazardous waste directed to incineration (with energy recovery)	Tonnes	89	79	264	219	-10.7%
Total non-hazardous waste diverted from disposal to re-use	Tonnes	0	0	115	47	-
Total non-hazardous waste diverted from disposal to recycling	Tonnes	409	406	909	777	-0.8%

Note that D'leteren Immo and D'leteren Group Holding's waste data are included in the waste data of D'leteren. Maintenance parts are not included in the waste reported for D'leteren. Hazardous waste directed to landfill is assumed to be 0 for D'leteren Mobility Company and Lab Box due to their size and type of activities.

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3.2. Building seamless and sustainable mobility for everyone

D'leteren is not only Belgium's largest vehicle distributor. The company has transformed itself over the last 4 years to offer a holistic approach to mobility and meet the needs of all mobility-users, both individuals or professionals. D'leteren offers a wide range of diversified mobility solutions.



This portfolio of activities has been built on the results of the Polaris mobility survey conducted by D'leteren in 2021, targeting professional customers. This survey showed that B2B customers will be catalysts for adopting new mobility patterns, for example, by offering mobility budgets to their employees who wish to travel or commute with alternatives to company cars.

Given the importance of B2B customers, D'leteren has set up a 'Group Mobility Solutions' team to inform B2B customers of the new mobility possibilities for companies and to offer B2B customers a one-stop-shop solution for all their mobility solutions. A web platform has been developed to provide customers with regularly updated information on electrification, taxation and new mobility solutions.

3.2.1. ELECTRIFICATION OF THE CAR FLEET

D'leteren is leader in this segment in Belgium with 11.3% of its volume of registrations being electric vehicles (vs 7.4% in 2021). This demonstrates the relevance of its strategy focusing among others on fleet customers with Group Mobility Solutions helping them to shape new electric mobility policies, with an array of Battery Electric Vehicles (BEV) products and solutions provided by EDI-Electric by D'leteren.

Founded 3 years ago, EDI is now the leader in Belgium, with 6,783 charging stations installed in 2022 and the ambition to double this figure in 2023. In addition to the sales and installation of charging stations, EDI Network has been created to promote the development of electrical infrastructure in private facilities accessible to the public. This allows companies, commercial spaces, sports centers, etc. to offer charging solutions to their customers, with EDI Network taking care of all the billing aspects. In 2022, EDI also entered the green energy market by acquiring GO SOLAR, a key player in Belgium installing photovoltaic panels and home batteries. This acquisition is a strategic operation that simplifies the customer experience by providing a complete electromobility offer.

Strategic KPI	2021 Value	2022 Value	Target 2025
Percentage of Battery Electric Vehicles (BEV) in registrations (% of volume imported by D'leteren)	7.4%	11.3%	28%

Scope: 6 main brands in the passenger car segment (Volkswagen, SEAT, CUPRA, Audi, SKODA and Porsche)

3.2.2. ALTERNATIVE AND FLEXIBLE MOBILITY SOLUTIONS

While individual cars remain the most important mode of transport, other forms of mobility are growing and D'leteren is taking a series of initiatives to shape their respective markets.

D'leteren continues to invest in Lab Box, its mobility start-up studio that develops and supports ventures covering a wide-range of new mobility activities, with the ambition to make cities more livable and enjoyable in the future.

- Poppy is a shared mobility platform with over 200,000 users to date and currently offers 1,000 cars, 50 vans, 2,000 e-scooters and 160 e-bikes. In order to meet the growing demand, Poppy Mobility will progressively expand its fleet in 2023 with 2,000 new cars. The shared mobility app is available in Brussels, Antwerp, Mechelen, Ghent, Liège, Lier and at Belgian airports.
- The Brussels cab company Taxis Verts joined D'leteren in 2022. With this acquisition, Lab Box and D'leteren want to make Taxis Verts the national champion in its field and take initiative to electrify the taxi fleet and digitalize the offering
- Mob Box supports companies to make better data-driven mobility decisions with better environmental impact and user satisfaction.
- Mbrella is an HR platform to manage flexible mobility including public transport subscriptions, commuting allowance, mobility budgets etc.
- USH is the company behind the first autonomous vehicle on open roads in Wallonia and, since 2022, in Flanders.
- Skipr is a Mobility-as-a-Service application enabling the deployment of a mobility budget for employers.

2022 was marked by D'leteren's entry into the e-bike retail market with Lucien and its chain of more than 10 stores in the Brussels and Antwerp regions. D'leteren wants to promote this active and emission-free mode of transportation in cities across Belgium.

End of 2022, D'leteren announced the marketing in Belgium of Microlino, underlining its willingness to promote environmentally friendly modes of travel that are convenient for urban mobility.

Consequently, D'leteren has a wide range of complementary or alternative mobility solutions to the car. These offers are welcomed with success, especially by B2B customers. More than 6% of them now include one of these solutions in their mobility policy. D'leteren intends to promote them as much as possible in order to reach its objective of 25% integration of these solutions in the purchases of professional customers by 2025.

Strategic KPI	2021 Value	2022 Value	Target 2025
Percentage of Key Accounts to which D'leteren provides alternative mobility solutions	<1%	6.8%	25%

Scope: excluding Lucien & EDI

3.3. Playing a determining role in the well-being of its employees

D'leteren is creating a great place to work where everyone is able to perform to the best of their abilities. The company's performance depends on its employees and their involvement in improving their personal and collective performance.

Therefore, two main initiatives were pursued in 2022: the 'Living our Values' programme and the well-being programme. As part of the 'Living our Values' programme, every employee participated in workshops to share how they can apply the D'leteren values in their day-to-day work. The well-being programme involves various training opportunities throughout the year on managing energy, teleworking, healthy food, etc.

Moreover, in a rapidly changing sector, D'leteren takes its responsibilities for preparing its employees to meet future challenges and gives them the opportunity to develop themselves. Its D'leteren Academy plays an active role in developing skills internally and throughout the dealership network. Its transversal platform, named MyAcademy, provides easy access to a large set of learning solutions, both digital and in-person. The offer is constantly renewed and structured into a diversified portfolio of training sessions linked directly to the company's strategy and needs, for example, inducting newcomers, a leadership curriculum, developing their transversal strategic skills and talent development programmes.

D'leteren is also taking care to foster the gathering of teams after many months of teleworking and social distancing linked to the Covid years. For the first time in 2022, the company organized the D'leteren Festival for its 2,300 employees in a spirit of celebration and entertainment. The company also regularly organizes general information meetings for all its teams to reinforce alignment team cohesion.

D'leteren has furthermore entered a vast plan for converting its offices into a great place to work. D'leteren Park should be completed by the end of 2024 and will bring together the majority of D'leteren and Volkswagen D'leteren Finance employees in a single location. D'leteren Park is much more than just offices. It is a whole new way of working that will be promoted to stimulate collaboration, curiosity, exchange and innovation. This project is being developed in close collaboration with the staff, particularly with some of them whose role is to participate in the organizational choices and to communicate on these topics to their respective teams.

Every year in November, D'leteren measures employee engagement through a specific survey. Other surveys are also deployed and the results were shared in teams in order to identify and implement any necessary actions. Although employee engagement remained very high, the high workload was highlighted by . The Executive Team is taking appropriate measures to manage this situation, including offering 1 day of rest to every employee during the holiday season and prioritizing projects by entities, as well as organizing sessions with Executive Committee members for the whole organization to strengthen the proximity with and clarity on the company's vision and 5-year plan.

Strategic KPI	2021 Value	2022 Value	Target 2025
Employee engagement score	88%	84.5% ✓	75%
Survey participation rate	88%	84%	66%

Scope: D'leteren and all subsidiaries; 2021 and 2022 scope excluded D'leteren Mobility company following the restructuring plan.

Engagement score is defined as the percentage of employees answering "agree" or "rather agree" across 4 statements : "I am committed to supporting my department's vision and plans for the coming years", "I am proud to work for my company", "I am motivated to invest in my work to build our future" and "My work gives me a sense of personal accomplishment".

Data marked with ✓ is in the scope of the independent limited assurance performed by PwC

Training	KPI	Unit	Excluding Subsidiaries			Including Subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
			2020	2021	2022	2021	2022	
Average number of training hours by FTE	Hours/FTE	7.8	18.9	23.8	12.7	14.5	26.1%	

Health & safety data	KPI	Unit	Excluding Subsidiaries			Including subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
			2020	2021	2022	2021	2022	
Lost time injury (LTI) at the workplace								
Total number of lost time injuries	Number	32	10	11 ✓	66	30	10.0%	
Frequency rate	LTI/1,000,000 Hours worked	16.68	8.60	9.3 ✓	21.96	9.71	7.9%	
Work-related fatalities								
Total number of work-related fatalities	Number	0	0	0	0	0	-	
Lost time in days at the workplace (LTD)								
Lost time in days due to work accidents	Days	901	210	113	1,210	251	-46.2%	
Severity rate	LTD/1,000 Hours worked	0.47	0.18	0.10 ✓	0.40	0.08	-47.2%	
Absenteeism (illness and lost time injuries)								
Total days absent because of illness, lost time injuries or unknown reasons	Days	21,493	11,809	12,323	49,499	37,217	4.3%	
Absenteeism rate	%	6.13%	5.96%	6.07%	9.55%	6.10%	0.11p.p.	
Health and safety training								
Total health and safety training hours	Hours	1,282	1,434	1,574	1,840	2,399	9.8%	

Definitions and formulas for LTI, frequency rate and severity rate can be found at the end of the NFDs (p.221).

Social data		Excluding Subsidiaries			Including Subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
KPI	Unit	2020	2021	2022	2021	2022	
Hours worked, subcontractor staff							
Total number of hours worked by subcontractor staff during the reporting period	Hours	0.00	53,989	47,136	109,758	144,924	-12.7%
Headcount, own employees							
Total headcount as at 31 December	Number	1,388	787	806	2,081	2,499	2.4%
Percentage of male headcount as at 31 December	%	80%	74%	74%	82%	80%	-0.14p.p.
Percentage of female headcount as at 31 December	%	20%	26%	26%	18%	20%	0.14p.p.
Headcount by contract (fixed-term/open-ended)							
Total headcount with fixed term contracts as at 31 December	Number	25	10	13	18	106	30.0%
Percentage of male headcount with fixed term contracts	%	80%	100%	92%	100%	91%	-7.69p.p.
Percentage of female headcount with fixed term contracts	%	20%	0%	8%	0%	9%	8.00p.p.
Total headcount with open-ended contracts as at 31 December	Number	1,363	777	793	2,063	2,322	2.1%
Percentage of male headcount with open-ended contracts	%	80%	74%	74%	82%	80%	-0.11p.p.
Percentage of female headcount with open-ended contracts	%	20%	26%	26%	18%	20%	0.11p.p.
Headcount full-time/part-time							
Total headcount contracted on a full-time basis as at 31 December	Number	1258	706	720	1931	2245	2.0%
Total headcount contracted on a part-time basis as at 31 December	Number	130	81	86	150	210	6.2%
Own employee turnover							
Turnover rate	%	6.38%	7.54%	8.16%	16.60%	16.25%	0.62p.p.

Data marked with ✓ is in the scope of the independent limited assurance performed by PwC

3.4. Increasing diversity and inclusion in the workplace

The importance of inclusion and diversity at D'Ieteren is based on the belief that a diverse and inclusive workplace can lead to better business results and a more positive work environment. A diverse and inclusive workplace can bring a wider range of perspectives and ideas to the table, leading to more innovative solutions and a more engaged workforce. In addition, promoting inclusion and diversity helps to create a positive company culture and reputation, and can improve employee satisfaction and retention. Overall, D'Ieteren considers inclusion and diversity to be a key factor in its success and continues to take steps to ensure that all employees feel valued and respected in the workplace. Consequently, all decisions relating to employment, including hiring, performance appraisal, promotion, training, remuneration and development, are made solely on the basis of objective factors such as skills, qualifications, merit, performance and other professional considerations. As mentioned in its Code of Conduct, D'Ieteren prohibits any form of discrimination based on age, gender, ethnic origin, nationality, religion etc.

Along with the initiatives taken in terms of professional development or regular measurements of employee satisfaction, D'Ieteren has decided to set up a programme to foster gender diversity in the company, from recruiting, training and mentoring women, to increase their representation in the company's management committees. This programme includes:

- Training the recruiting team and hiring managers on the biases that can exist
- Reviewing the website's career page to align it with D'Ieteren's values and highlight initiatives to support female employees
- A leadership programme for women, including group and peer-to-peer coaching to support them in their personal and professional development
- Internal networking events to encourage women to meet each other to create a real network of women in mobility

Strategic KPI	2021 Value	2022 Value	Target 2025
Percentage of CVs from women presented to the hiring manager for an employee position	33%	31%	50%
Percentage of women in management committees	23%	23% ✓	25%

Scope : D'Ieteren Automotive (excluding subsidiaries).

The share of women in management committees covers D'Ieteren Automotive (excluding subsidiaries). Management Committees are defined as the leadership teams of the departments. They are made of directors and direct reports collectively in charge of the deployment of the strategy.

Data marked with ✓ is in the scope of the independent limited assurance performed by PwC.

Diversity & Inclusion		Excluding Subsidiaries		Including Subsidiaries	
KPI	Unit	2021	2022	2021	2022
Diversity in executive level positions					
Total headcount in executive level positions as at 31 December	Number	7	6	9	41
Percentage of male headcount in executive level positions as at 31 December	%	86%	83%	89%	85%
Percentage of female headcount in executive level positions as at 31 December	%	14%	17%	11%	15%
Diversity on the Board of Directors					
Total headcount on the Board of Directors	Number	6	6	-	-
Percentage of male directors on the Board of Directors	%	83%	83%	-	-
Percentage of female directors on the Board of Directors	%	17%	17%	-	-

3.5. Improving the life of its customers

Improving the life of its customers, by aiming for excellence in the services provided throughout each customer journey, is one of the strategic axes on which D'leteren is working to achieve its mission to be a leader in the mobility market with a wide offering to offer fluid and sustainable mobility for all.

D'leteren is using the Net Promoter Score (NPS) as main KPI to measure customer satisfaction at several moments in a customer journey: the website visit, the offer request, the delivery of the car, maintenance, etc. The results from these surveys are used in several ways. Unsatisfied customers are called back by their dealer, who investigate the issue and suggest possible solutions. Customer feedback is also analyzed by the importer team to identify any structural pain points in the customer journey and to implement projects to improve the overall customer experience. For example, on the basis of similar analysis, new procedures have been implemented to ensure customers receive an answer to their sales requests more rapidly. Finally, the NPS is also used to support their dealers in benchmarking themselves against their peers and improving their customer service.

To raise awareness among its staff, D'leteren has set up in 2022 training modules to explain why the company places the customer at the heart of its strategy and how each of them can contribute to it on a daily basis. The modules deal with customer centricity, customer satisfaction, the customer journey, customer profiles and everybody's contribution. In 2022, more than 120 D'leteren employees were trained on that topic. This training is now integrated into the onboarding program for new employees and will be intensified in 2023, particularly for people working in the after-sales service.

Strategic KPI	2021 Value	2022 Value	Target 2025
NPS for sales of new cars	60	61.5 ✓	62
NPS for aftersales	53	51.2 ✓	54

Net Promoter Score given by customers visiting the official network for buying a new car or visiting their mechanical or bodywork aftersales workshops. For the calculation of the scores weights were used based on forecasted sales.

Data marked with ✓ is in the scope of the independent limited assurance performed by PwC.

3.6. Governance and business ethics

D'leteren is committed to apply the highest ethical standards and comply with all applicable laws.

Its Code of Conduct, The WayWeWork, is the company's set of values and ethics that provides clarity on acceptable behavior across the company. It applies to every staff member from all D'leteren subsidiaries. The WayWeWork provides general guiding principles regarding the values the organization believes in, day-to-day business practices and how staff member must interact with colleagues as well as with external parties. These principles also form the basis for company policies and procedures. In 2021, D'leteren published a third version of its Code of Conduct and in order to ensure that staff members adhere and understand the Code's contents, D'leteren organized compulsory training sessions on the main ethical principles. In addition, the company continued to promote its whistleblowing procedure with the belief that transparency and the opportunity to remedy any ethical fault are key to the success of its ethical approach. Whether the alert is confirmed or not, D'leteren ensures in each case that its internal procedures are applied if necessary.

D'leteren also expects third parties acting on behalf of its businesses to follow the principles set out in this Code of Conduct. A specific Code of Conduct for suppliers has been developed in 2022 and will be released in 2023 to engage them more actively in achieving the highest levels of ethical, social and environmental performance. When contracting with D'leteren, suppliers will commit in particular to training and raising the awareness of their teams regarding the principles of integrity, taking any reasonable measures to prevent, detect and remedy breaches, notifying D'leteren immediately of any identified risks or breaches, agreeing to record-based or on-the-spot integrity checks conducted by D'leteren and informing their teams about D'leteren Integrity Alert System. This allows them to report in good faith any dilemma or suspicion of any breach of ethical and compliance principles.

Governance		Excluding Subsidiaries			Including Subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
KPI	Unit	2020	2021	2022	2021	2022	
Ethics							
Percentage of headcount that received training on business ethics (e.g. on the Code of Conduct)	%	0%	94%	85%	42%	37%	-9.29p.p.
Number of registered incidents on unethical workplace behaviour or discrimination	Number	0	2	2	2	3	0.0%
Anti-bribery & anti-corruption							
Monetary amount of legal and regulatory fines and settlements (over €10,000) connected with:	€	0	0	0	0	0	-
- Breaches of bribery, corruption or anti-competitive standards							
- Environmental, ecological or social issues							
- Data security breaches							
Number of confirmed incidents of corruption and bribery	Number	0	0	0	0	0	-
Non-monetary sanctions							
Number of instances of non compliance with laws and regulations for which non-monetary sanctions were incurred	Number	-	-	0	-	0	-
Collective bargaining agreement							
Percentage of headcount bound by a collective bargaining agreement (CBA)	%	99%	99%	99%	88%	89%	0.02p.p.

3.7. Community engagement

Community engagement is important for D'leteren as it provides an opportunity for the company to give back to society and make a positive impact.

To raise awareness of road safety among the youngest, Wondercar and the Vias Insitute, the Belgium Institute for Road Safety, the Belgium Institute for Road Safety, have joined forces through a new campaign called "Wonder Robot". This kids-friendly character was created to help and assist parents and teachers in educating children about road safety via a playful and entertaining learning. The initiative was completed with the equipment of "Wonder Robot" safety vest for about 10,000 kids across Belgium.

Furthermore, D'leteren pursues its 'Give & Gain' charity programme that reflects not only the company's full commitment to causes that are close to its businesses but also the commitment of its employees.

In 2022, sport and well-being sessions were completed by more than 200 participants to raise money for programs to protect the environment, notably in collaboration with WWF. The commitment of D'leteren 's employees has also resulted in the distribution of kid trolleys to hospitals and nursing homes.

In addition to its recurring actions, D'leteren supported people impacted by the via Consortium 12-12.

In line with its mission to work towards fluid and sustainable mobility, D'leteren decided to support a mobility study, conducted by Mob Box for the Cliniques Universitaires Saint Luc in Brussels, one of the largest hospitals in Brussels. This support aims at facilitating access to the hospital and, therefore, to the health care for all patients and staff working there. The analysis will be conducted in 2023.

Community engagement		Excluding Subsidiaries		Including Subsidiaries		Change (2022 vs. 2021 Excl. Subsidiaries)
KPI	Unit	2021	2022	2021	2022	
Donations						
Total donations	€	145,262	94,847	163,712	97,297	-34.7%

4. EU Taxonomy

D'leteren's major economic activity is the sale of motor vehicles which, currently, is not included in the EU Taxonomy. The Taxonomy description only includes the purchase, financing, leasing, rental, and operation of vehicles and excludes selling as an eligible activity. Since D'leteren is the largest provider of new vehicles in Belgium, D'leteren believes it plays a crucial role in the transition from fossil-fuel-driven motor vehicles to electric motor vehicles. D'leteren Automotive is also playing a role in offering a wide range of alternative mobility services.

All the initiatives clustered under Lab Box, which is D'leteren's research and development entity that focuses on the future of mobility, are included this year as eligible. Indeed, those activities help mitigate climate change, by promoting and developing new sustainable mobility solutions.

In comparison to last year's Taxonomy disclosures, D'leteren has extended its eligible Turnover, CapEx, and OpEx. The increased eligibility is mainly due to the extra guidance given by the EU on the 'manufacture of low-carbon technologies for transport'. This additional guidance¹ mentions the following:

'The qualifiers, such as 'low-carbon' vehicles or 'low-carbon' vessels for the purpose of Section 3.3 in Annex I to the Climate Delegated Act (manufacture of low-carbon technologies for transport)', which are not defined in a clear way, should only be considered for the purposes of determining compliance with the technical screening criteria and are, therefore, not relevant for the reporting on eligibility.'

This extra guidance extends the description of activity 3.3, which is the "Manufacture, repair, maintenance, retrofitting, repurposing, and upgrade of low-carbon transport vehicles, rolling stock and vessels"¹ to all rolling stock and vessels, regardless of their low-carbon character. Hence all of D'leteren's repair, maintenance, retrofitting, repurposing, and upgrading activities can also be deemed eligible. Given the guidance, D'leteren feels confident about including an additional eligible segment of mechanical and bodyshop repair (WonderGroup and Retail).

Other additional economic activities in comparison to last year's analysis are the renewable energy activities that have grown strongly (EDI, EDI Network, and GoSolar).

This leads to the following list of Taxonomy activities from the climate objectives that are applicable to D'leteren's activities:

#	D'leteren economic activity	Taxonomy activity
1	Sale of bicycles & accessories (Lucien)	6.4. Operation of personal mobility devices, cycle logistics (CCM & CCA)
2	Leasing of bicycles (Joule)	6.4. Operation of personal mobility devices, cycle logistics (CCM & CCA)
3	Shared mobility services (Poppy)	6.5. Transport by motorbikes, passenger cars and light commercial vehicles (CCM & CCA)
4	Mechanical & Body shop repair (WonderGroup, Retail)	3.3. Manufacture of low-carbon technologies for transport
5	Sale & installation of BEV charging stations (EDI)	6.15. Infrastructure enabling low-carbon road transport and public transport
6	Operation of BEV charging stations i.e. selling kWh's (EDI Network)	6.15. Infrastructure enabling low-carbon road transport and public transport
7	Sale & installation of PV panels and stationary batteries (GoSolar)	7.6. Installation, maintenance and repair of renewable energy technologies (CCM & CCA)
8	Mobility as a Service (Mbrella)	8.2 Data-driven solutions for GHG emissions reductions (CCM)
9	Taxi dispatching (Taxi Verts, Husk)	8.2 Data-driven solutions for GHG emissions reductions (CCM)
10	Lab Box SA	8.2 Data-driven solutions for GHG emissions reductions (CCM)

In total, this year's eligible turnover has increased from 0.5% to 6.6%. The reason for this is threefold:

1. Increased granularity in the link between the economic activities and the link to the EU Taxonomy
2. Improved data management systems to link the EU Taxonomy's data requirements to internal data systems
3. Improved EU guidance on certain interpretations of the EU Taxonomy

The biggest change (4.4% increase of total eligibility) is due to the inclusion of certain activities under activity 3.3, the 'Manufacture of low-carbon technologies for transport'.

The eligible CapEx this year almost doubled from 16.3% to over 35.2%. This is due to the increased scope of eligible activities, improved data collection, as well as the increased expenditures within Poppy (fleet expansion).

The eligible OpEx decreased from 39.1% to 19.2%, mainly driven by higher granularity in the different business activities and more granular data systems which, together, caused a reallocation of certain costs to become non eligible.

D'leteren has not been able to gather all the necessary information to assess its alignment. It will work towards improving data collection in the years to come and, therefore, D'leteren will report 0% aligned turnover, CapEx and OpEx for this financial year.

1. Q9, FAQ (originally published in February 2022) [https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52022XC1006\(01\)&from=EN](https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52022XC1006(01)&from=EN)

TURNOVER

Economic activity	Absolute turnover (in millions)	Proportion of turnover	Substantial contribution to climate change mitigation	Substantial contribution to climate change adaptation	DNSH-criteria (does not significantly harm)	Minimal safeguards	Taxonomy aligned proportion of turnover for 2022	Taxonomy aligned proportion of turnover for 2021	Category (Enabling activity)	Category (Transitional activity)
	€	%	%	%	Y/N	Y/N	%	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES										
A.1. Environmentally sustainable activities (Taxonomy-aligned)										
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	0.0	0.0%								
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)										
3.3. Manufacture of low-carbon technologies for transport	157.3	4.4%								
6.4 Operation of personal mobility devices, cycle logistics (CCM)	22.5	0.6 %								
6.5. Transport by motorbikes, passenger cars and light commercial vehicles (CCM & CCA)	8.0	0.2%								
6.15 Infrastructure enabling low-carbon road transport and public transport (CCM)	12.9	0.4%								
7.6. Installation, maintenance and repair of renewable energy technologies (CCM)	24.4	0.7%								
8.2 Data-driven solutions for GHG emissions reductions (CCM)	12.1	0.3%								
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	237.2	6.6%								
Total (A.1. + A.2.)	237.2	6.6%								
B. TAXONOMY NON-ELIGIBLE ACTIVITIES										
Turnover of Taxonomy-non-eligible activities (B)	3,372.4	93.4%								
Total (A + B)	3,609.6	100%								

CAPEX

Economic activity	Absolute CapEx (in millions)	Proportion of CapEx	Substantial contribution to climate change mitigation	Substantial contribution to climate change adaptation	DNSH-criteria (does not significantly harm)	Minimal safeguards	Taxonomy aligned proportion of CapEx for 2022	Taxonomy aligned proportion of CapEx for 2021	Category (Enabling activity or)	Category (Transitional activity)
	€	%	%	%	Y/N	Y/N	%	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES										
A.1. Environmentally sustainable activities (Taxonomy-aligned)										
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	0.0	0.0%								
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)										
3.3. Manufacture of low-carbon technologies for transport	2.6	3.8%								
6.4 Operation of personal mobility devices, cycle logistics (CCM)	5.7	8.5%								
6.5. Transport by motorbikes, passenger cars and light commercial vehicles (CCM & CCA)	11.3	16.7%								
6.15 Infrastructure enabling low-carbon road transport and public transport (CCM)	0.4	0.6%								
7.6. Installation, maintenance and repair of renewable energy technologies (CCM)	1.5	2.2%								
8.2 Data-driven solutions for GHG emissions reductions (CCM)	2.3	3.4%								
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	23.8	35.2%								
Total (A.1. + A.2.)	23.8	35.2%								
B. TAXONOMY NON-ELIGIBLE ACTIVITIES										
CapEx of Taxonomy-non-eligible activities (B)	43.8	64.8%								
Total (A + B)	67.6	100%								

OPEX

Economic activity	Absolute OpEx (in millions)	Proportion of OpEx	Substantial contribution to climate change mitigation	Substantial contribution to climate change adaptation	DNSH-criteria (does not significantly harm)	Minimal safeguards	Taxonomy aligned proportion of OpEx for 2022	Taxonomy aligned proportion of OpEx for 2021	Category (Enabling activity or)	Category (Transitional activity)
	€	%	%	%	Y/N	Y/N	%	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES										
A.1. Environmentally sustainable activities (Taxonomy-aligned)										
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	0.0	0.0%								
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)										
3.3. Manufacture of low-carbon technologies for transport	2.4	5.6%								
6.4 Operation of personal mobility devices, cycle logistics (CCM)	0.8	2.0%								
6.5. Transport by motorbikes, passenger cars and light commercial vehicles (CCM & CCA)	0.2	0.6%								
6.15 Infrastructure enabling low-carbon road transport and public transport (CCM)	0.5	1.2%								
7.6. Installation, maintenance and repair of renewable energy technologies (CCM)	0.1	0.3%								
8.2 Data-driven solutions for GHG emissions reductions (CCM)	4.0	9.5 %								
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	8.1	19.2%								
Total (A.1. + A.2.)	8.1	19.2%								
B. TAXONOMY NON-ELIGIBLE ACTIVITIES										
OpEx of Taxonomy-non-eligible activities (B)	34.3	80.8%								
Total (A + B)	42.4	100%								