

PRESENTATION OF ARVAL

CONFIDENTIAL
CONFIDENTIEL

March 2021



ARVAL
BNP PARIBAS GROUP

For the many journeys in life

PRESENTATION OF ARVAL

- Arval is a **full service leasing company** established in 1989
- It is **100% owned by BNPP Group and fully complies with BNPP Group's** processes and organization
- Arval has a **long track record of profitable operations** (combined net income of 519 M€ in 2020). Its organic fleet growth has been >7.5% per year since 2016, supported by a growing market both on corporate and individual segments
- **Strong resilience during the covid crisis** with fleet growth of 6.4% in 2020 and 3.9% increase of combined net income
- Arval is a long term lessor (average maturity of contracts of 42 months), **giving strong earnings visibility**
- **We are #1 overall** in the 28 countries where we operate with in particular #1 market positions in France, Italy, Spain and Belgium as well as #4 position in Germany and in the UK*. 90% of our fleet is leased in Developed European markets
- Arval risk profile benefits from **high diversification** in customers (300,000 customers with a strong degree of granularity: top 10 corporate exposures account only for 5.5% of exposure). High diversification as well on suppliers with no concentration on any OEM
- **Residual values are managed cautiously** based on robust procedures using large historical statistical data. Track record in managing residual values is strong
- Arval is rated since January 2021: **A / F1 with Fitch and A- / A2 with S&P****

* Multibrand full service leasing ; ** See ratings on our website Debt Investors

/// OUR BOARD OF DIRECTORS

Name	BNPP Entity	Job title
Emmanuelle BURY	AMERICAS	Chief Compliance Officer
Charlotte DENNERY	BNP PARIBAS LEASE GROUP	CEO
Sébastien DESSILLONS	CIB	Head of Industries Group EMEA
Louis-Michel DURAY	PERSONAL FINANCE	Head of Automotive Financial Services
Guyline DYEVE	GENERAL MANAGEMENT	General Secretary of Bnpp board
Sophie HELLER	DOMESTIC MARKETS	Chief Operating Officer Retail Banking
Thierry LABORDE	RETAIL BANKING	COO of BNPP
Sylviane LE CARRE	BNP PARIBAS CARDIF	Strategy & Development Director
Juan POSWICK	BNP PARIBAS FORTIS	Finance Manager
Piet VAN AKEN	BNP PARIBAS FORTIS	Chief Risk Officer
Alain VAN GROENENDAEL	ARVAL SERVICE LEASE	Chairman & CEO

/// OUR EXECUTIVE COMMITTEE



Alain Van Groenendael – Chairman & CEO



Bart Beckers – Chief Commercial Officer



Stefano Berlinghi – Global Operations Director



Bernard Blanco – Human Resources Director



Eric Boutilier – Chief Risk Officer



François-Xavier Castille – MD, International



Grégoire Chové – MD, Europe



C. Conégéro – Chief of staff and Business Transformation



Agnès Dutot – Head of Compliance



Jean-Baptiste Faure – Chief Information Officer



Thibault Lavigne – Dev & Strategic Partnerships Director



Grégory Libre – Commercial Performance Director



Stéphane de Marnhac – Chief Financial Officer



Lakshmi Moorthy – Retail Director



Christelle Paillès – Communications & CSR Director



Marie-Laure Soullaine – Head of Legal



Hugo Salaun – Chief Marketing & Digital Officer



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/// OUR KEY FIGURES

OUR TEAM'S ACHIEVEMENTS AT THE SERVICE OF OUR CUSTOMERS

OUR
PRESENCE

30 countries

#1

A confirmed
leadership
position in our
country scope

A € 10.7 billion
Turnover Company

OUR CUSTOMERS
WORLDWIDE
+ 300,000

OUR TEAM
+ 7,200 Staff
members gathered
by our EVP**:
"Arval, a place for
people in action"

OUR LEASED FLEET

≈ 1,4M vehicles

VEHICLES ORDERED

+ 380,000/year*

OUR ANNUAL GROWTH

6.4% (YE 2020 vs YE 2019)

USED CARS SOLD

+ 270,000/year*

NPS

34.0

Private Lease NPS

31.9

Client satisfaction

83.9%

Driver satisfaction

89.4%

A BNP PARIBAS GROUP COMPANY

Data reported at end December 2020

* 2019 data

**EVP: Employee Value Proposition: "Arval, a place for people in action"

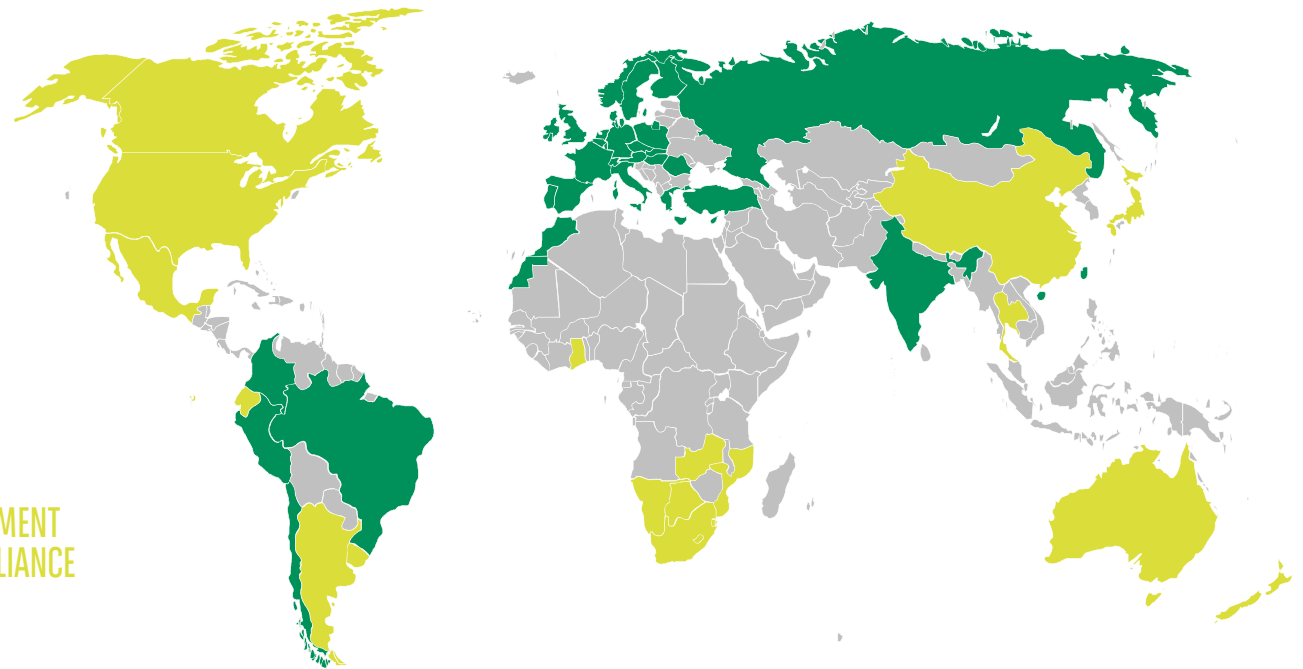
/// OUR PRESENCE IN THE WORLD

SERVING OUR CLIENTS ACROSS
THE 5 CONTINENTS THANKS TO
THE ELEMENT ARVAL GLOBAL
ALLIANCE

THE ELEMENT-ARVAL GLOBAL ALLIANCE
VALUE PROPOSITION:

- geographic presence,
- fleet consulting,
- global scale,
- common tools,
- global relationship management.

■ ARVAL
■ ARVAL-ELEMENT
GLOBAL ALLIANCE



1989
France
1991
Belgium
1995
Italy
1996
Spain

1997
Luxembourg
1998
Switzerland,
Portugal
1999
Netherlands,
Poland,
United-Kingdom

2000
Germany, Austria
2002
Morocco
2003
Czech Republic,
Hungary

2004
Slovakia
2005
Brazil, Russia
2006
Romania, Turkey

2007
India, Greece,
Ireland
2012
Denmark, Finland,
China
2015
Peru, Chile

2016
Sweden
2017
Norway
2020
Colombia



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For the many journeys in life

/// OUR CORE BUSINESS

OUR FULL SERVICE CAR LEASING OFFER

Our historical business is about car leasing with a range of various services. We support our customers throughout the life of their contract:

TO THE ROAD

WE ADVISE thanks to our consultative approach

WE SELECT & PROCURE vehicles and services

ON THE ROAD

WE DELIVER the best "on the road" service

WE REPORT main fleet kpis thanks to digital tools

OFF THE ROAD

WE SELL the vehicle

OUR CORE SERVICES

- FUNDING
- INSURANCE
- MAINTENANCE & TYRES
- ROAD SIDE ASSISTANCE
- FUEL MANAGEMENT
- REPAIR
- RELIEF VEHICLE



/// OUR BUSINESS MODEL

A UNIQUE COMPETITIVE ADVANTAGE

THE ACCOUNT TEAM: OUR CLIENT, AT THE HEART OF OUR ORGANISATION

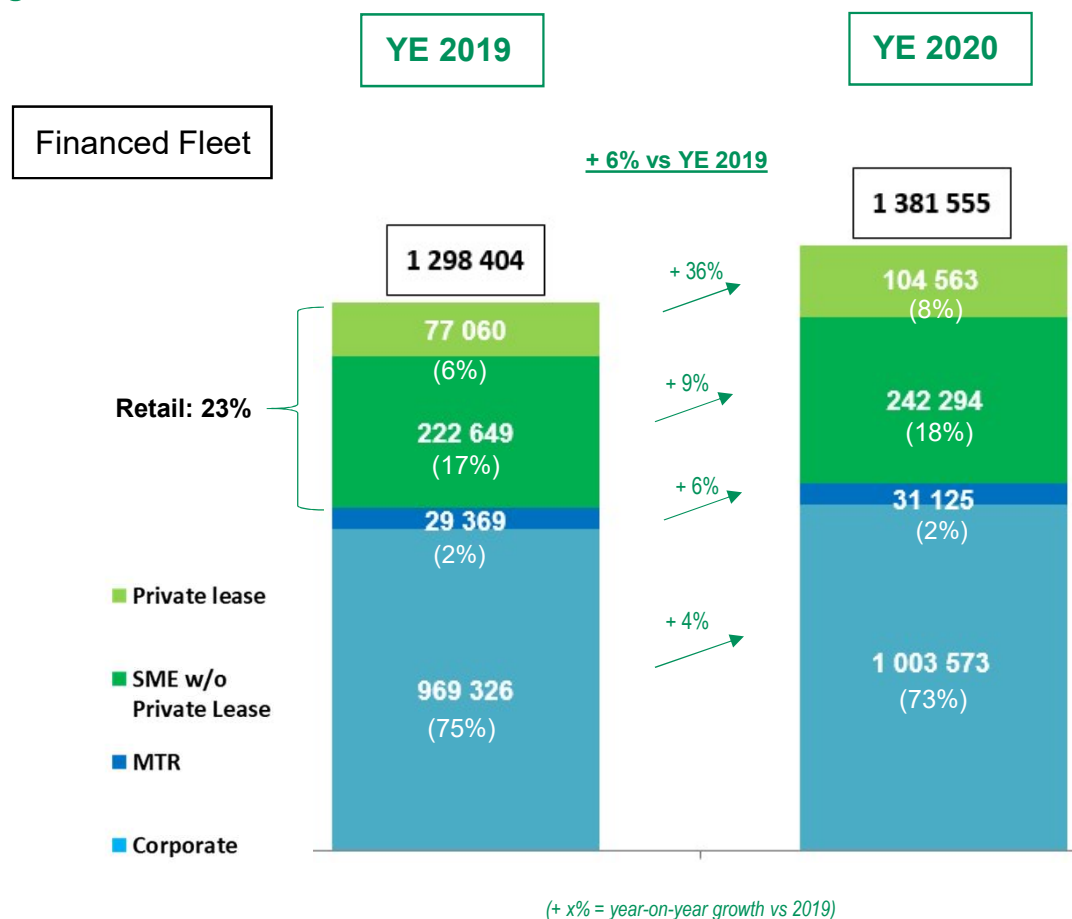
A DEDICATED TEAM OF EXPERTS BY YOUR SIDE, SERVING AS YOUR OWN "MINI LEASING COMPANY" WHO DELIVERS THE BEST PERSONALISED EXPERIENCE IN A CARING AND SIMPLE RELATIONSHIP.

- One common goal: satisfaction
- Team mindset
- Improved customer knowledge
- Increased understanding of client/business issues
- Better and faster response times through improved, direct internal communication
- Both Operations and Sales equally at the service of customers
- End to end customer experience cared for



FLEET PER CLIENTS PROFILE AS AT DECEMBER 2020

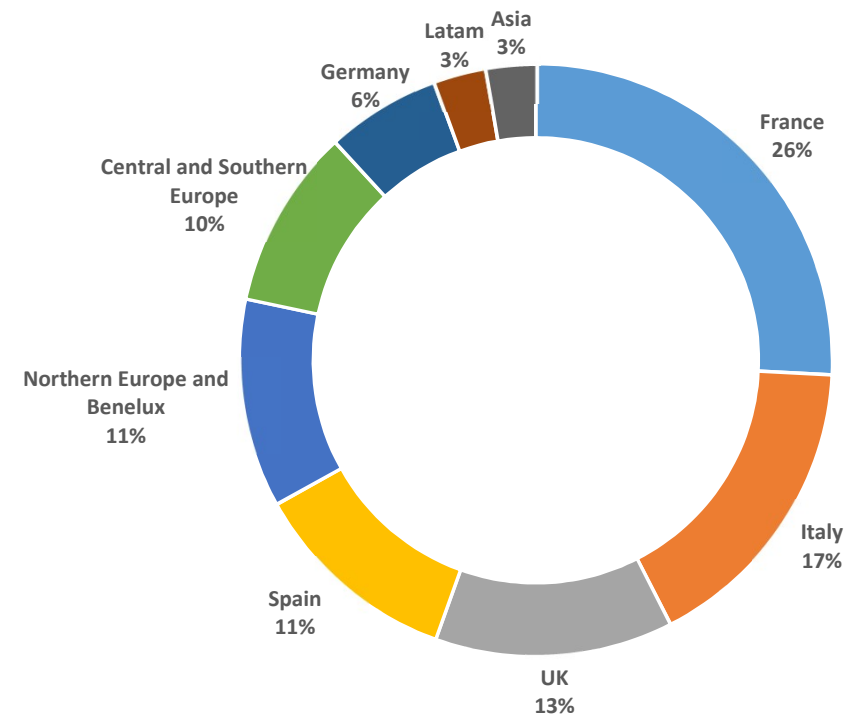
- Historical focus on large corporates
 - 73% of the fleet, of which:
 - ✓ 47% mid & large corporates
 - ✓ 26% large international clients
- Good development with SMEs
- Strong growth with individuals: private lease represents 8% of total fleet as of today



GOOD DIVERSIFICATION BY GEOGRAPHY

WITH A FLEET ESSENTIALLY LOCATED IN DEVELOPED EUROPEAN COUNTRIES

- 90% of the fleet is currently located in Developed European economies
- 95% of the fleet is located in European countries
- Our Full Service Leasing strategy centres on new cars being leased in Developed markets

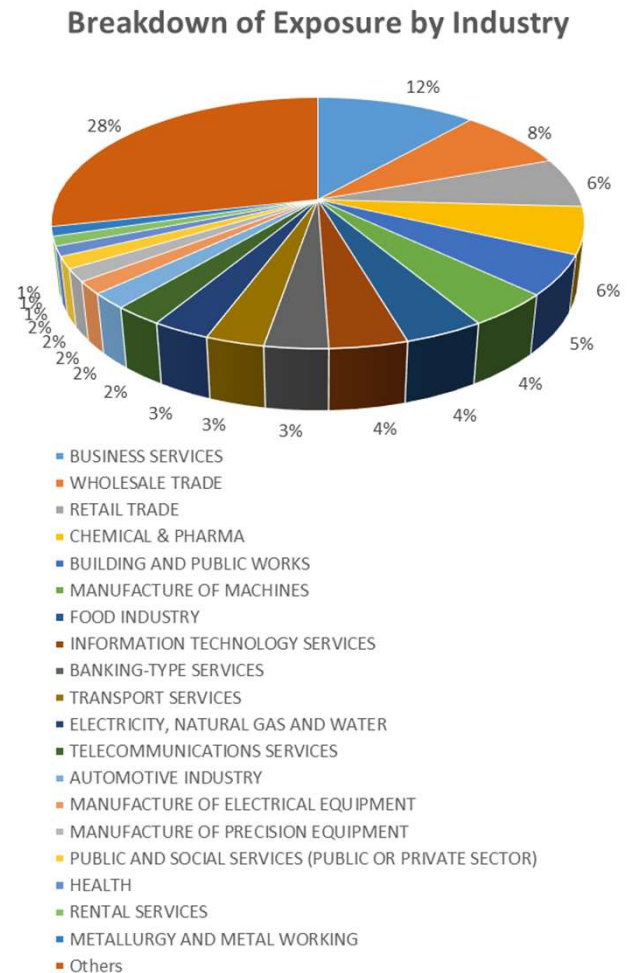


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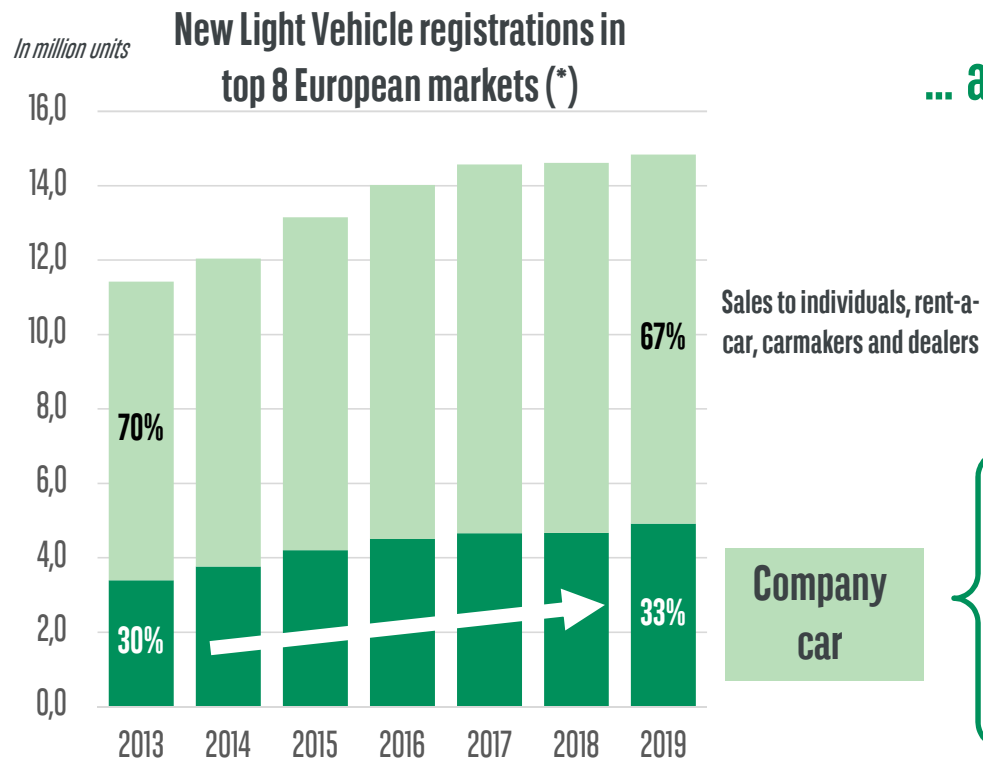
GOOD DIVERSIFICATION BY CLIENTS AND INDUSTRY

- 30 000 corporate clients and 270 000 Retail clients
 - Top 10 Business Groups (excl BNPP) represent only 5.5% of exposure
 - Top 20 Business Groups (excl BNPP) represent just a bit less than 10% of exposure
- Arval portfolio is well diversified by industry
- No large industry segment exceeds 13% of the portfolio.
- Sensitive industries to the Covid crisis only represent a very small part of the portfolio

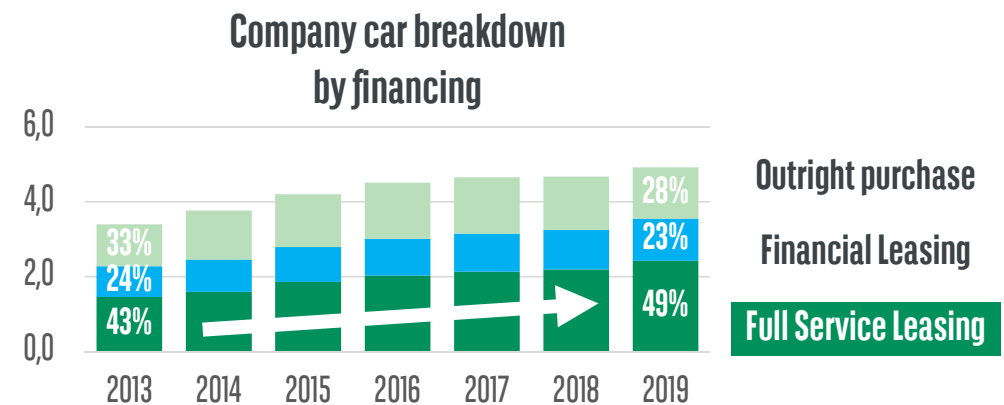


FULL SERVICE LEASING OUTPERFORMS THE AUTOMOTIVE MARKET

Increasing share of company cars ...



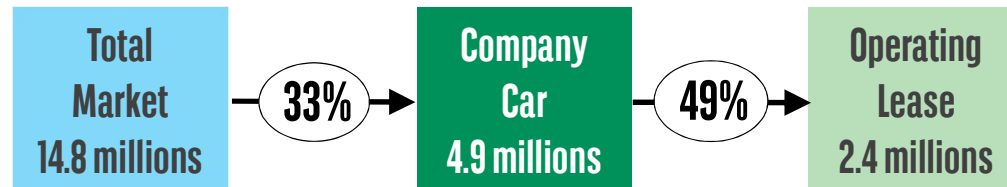
... and increasing share of FSL among company cars



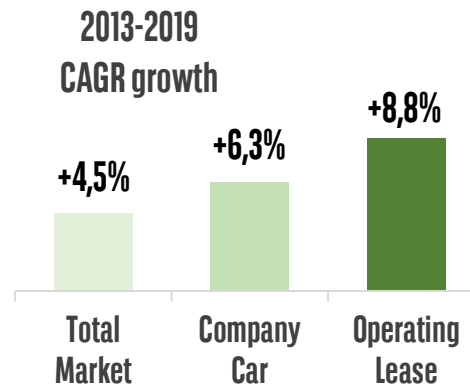
THE FULL SERVICE LEASING MARKET

A STRONG GROWTH SUPPORTED BY INCREASING VOLUMES OF COMPANY CARS AND PENETRATION OF FULL SERVICE LEASING

New registrations
in 2019 in top 8
European countries (*)



New registrations
in 2019 in top 8
European countries (*)



Sources: Frost & Sullivan, July 2020. (*) Top 8 countries: Germany, UK, France, Italy, Spain, Belgium, Poland, Netherlands

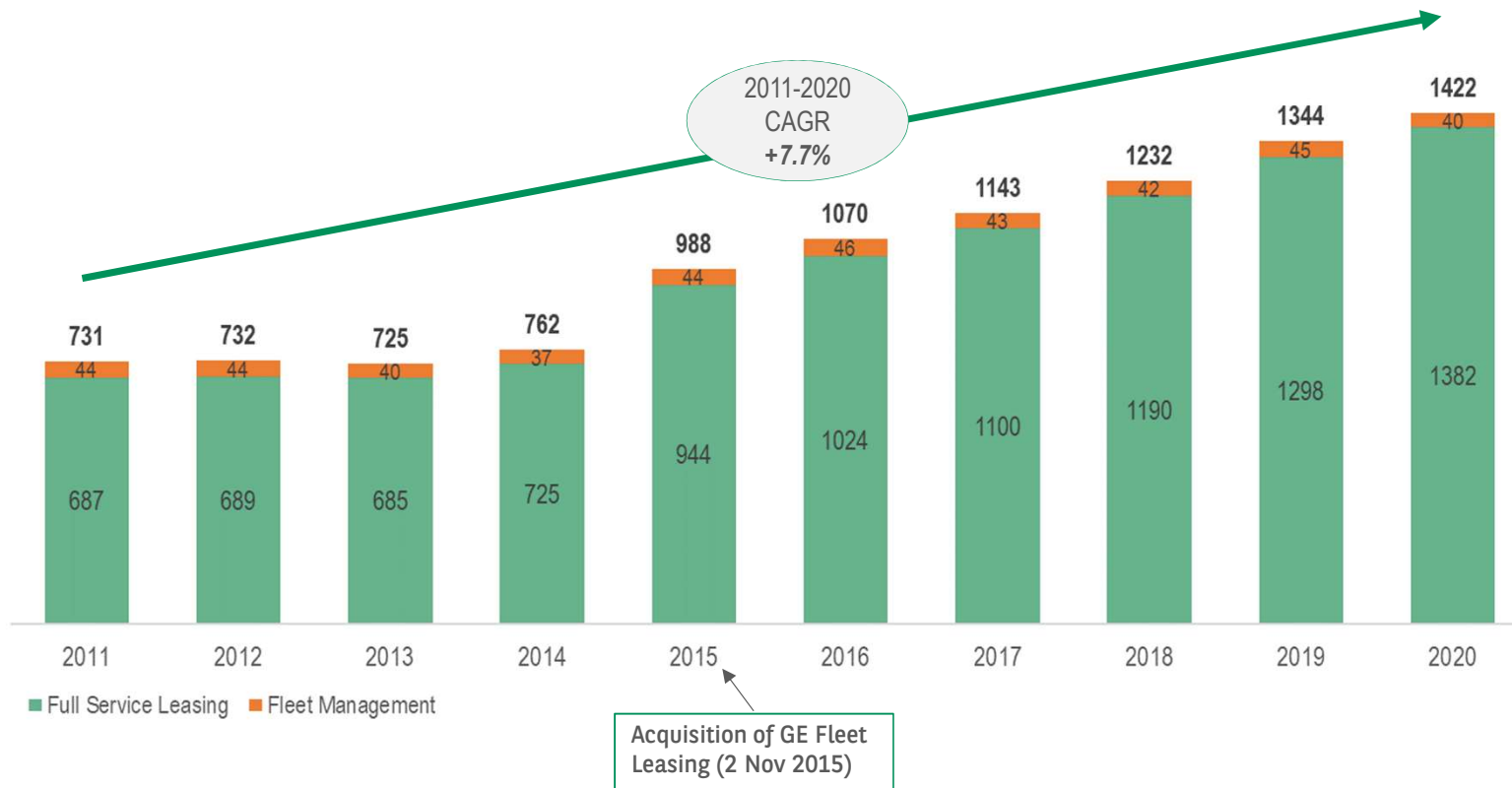


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/// ARVAL LAST DECADE FLEET EVOLUTION

Total Managed Fleet evolution ('000)



PRIVATE LEASE: A NEW SEGMENT DRIVING ADDITIONAL GROWTH SINCE 2016 ('000)



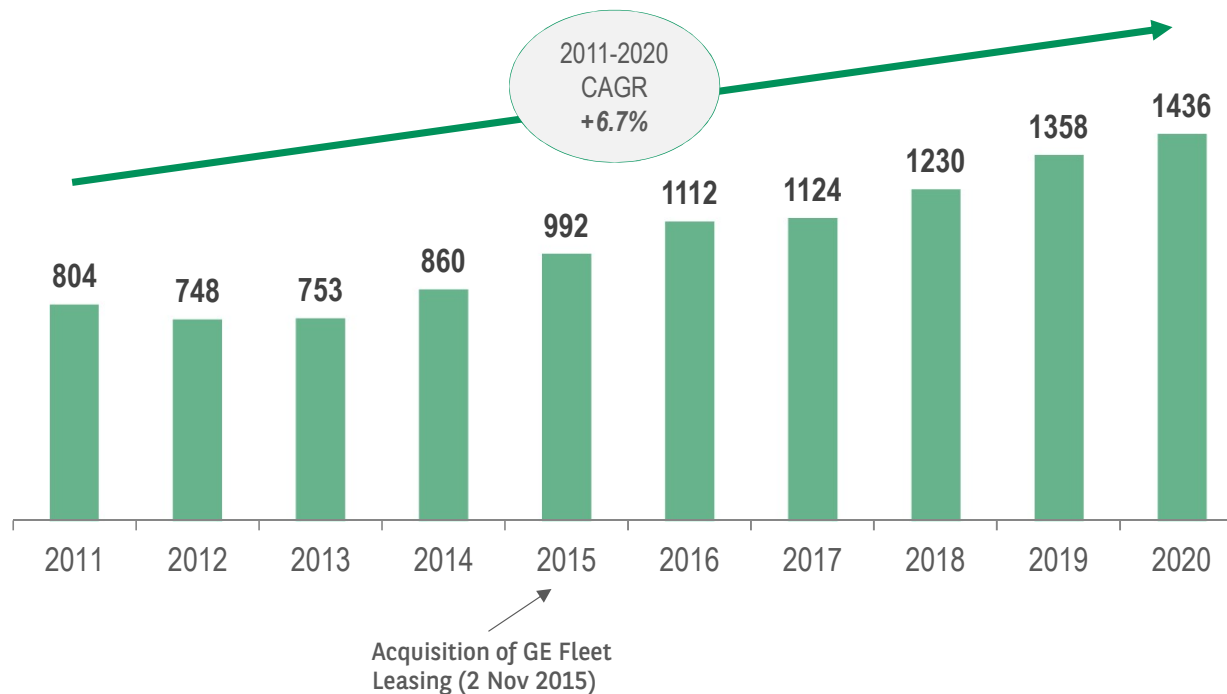
#1 position in Full Service Leasing in most of its key markets

- Strong and improving competitive position in full service leasing*
- Leading market shares in full service leasing* in its core countries:
 - ~20% in France, Italy and Spain and ~10% in the UK which altogether represent 65% of Arval's fleet and business
 - ~15% in Belgium and Poland and 4% to 5% in the Netherlands and Germany
 - These 8 countries represent 85% of Arval's fleet
- Arval is a top player in full service leasing* in its main countries:
 - #1 in France
 - #1 in Italy
 - #1 in Spain
 - #1 in Belgium
 - #1 in Poland
 - #3 in the UK

(*) Multibrand full service leasing; LeasePlan's FSL fleet volume estimated based on total fleet volume
Source: Company reports, Arval's estimations, FN 50, Frost & Sullivan

/// ARVAL LAST DECADE RESULTS*: STEADY INCREASE OF GOI

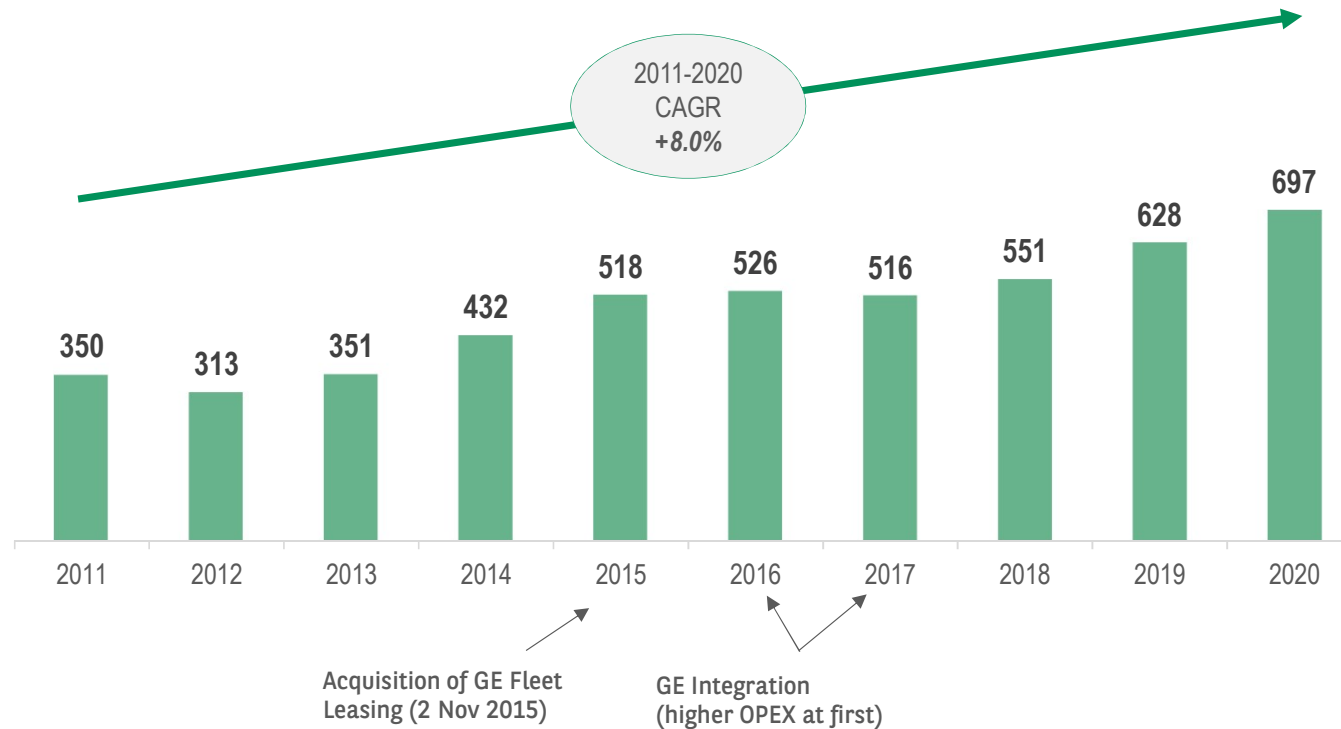
Gross Operating Income** in M€



* Pro forma accounts (combined accounts for 2018, 2019 and 2020) ; ** Equivalent to net banking income

/// ARVAL LAST DECADE RESULTS *

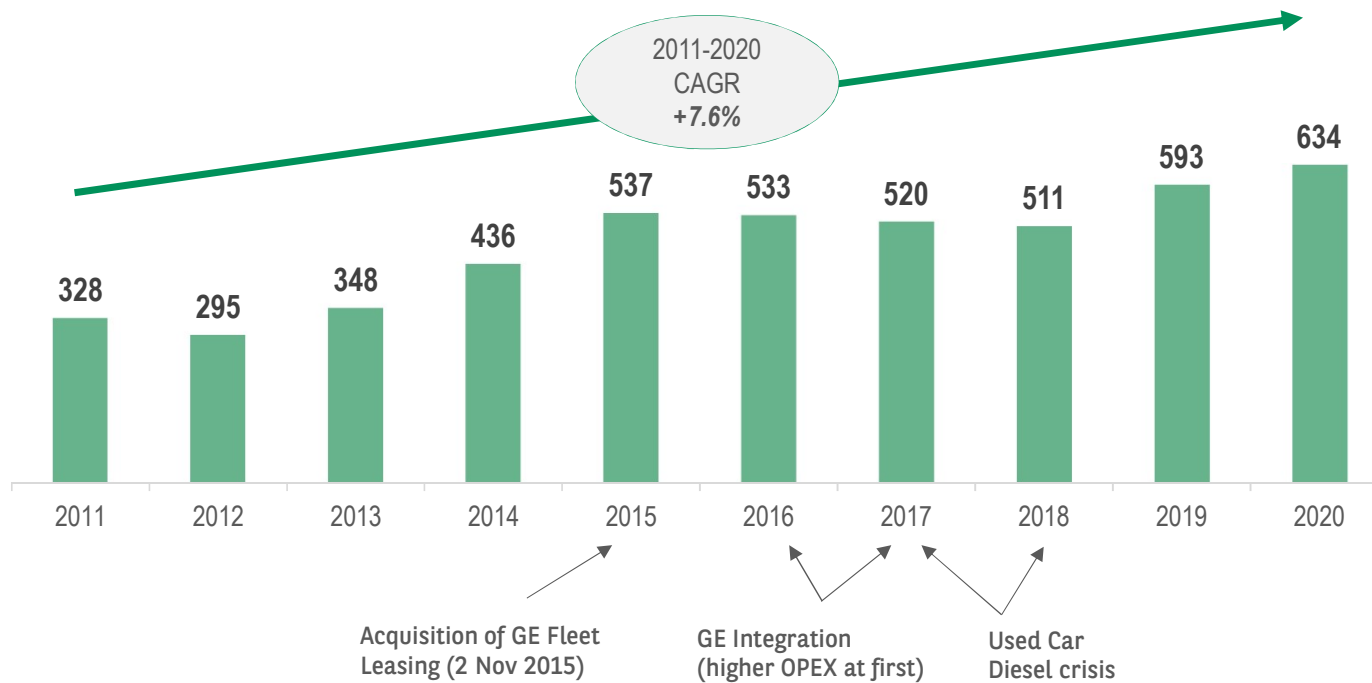
Gross Operating Result in M€**



* Pro forma accounts (combined accounts for 2018, 2019 and 2020); ** Gross Operating Income minus Operating Expenses

/// ARVAL LAST DECADE RESULTS *

NIBT in M€



* Pro forma accounts (combined accounts for 2018, 2019 and 2020)

/// ARVAL BEYOND

AN "E-4X4" STRUCTURE : FROM FULL SERVICE CAR LEASING TO MOBILITY INCLUDING THE CAR



OFFERS

- 360° Mobility
- Flexible & Augmented Cars
- Good for you, good for all
- Arval Inside

CUSTOMERS

- Corporate
- Retail
- International
- Partners

LEVERS

- Data
- Process
- Digital
- People

PASSIONS

- People Engagement
- Customer satisfaction
- Efficiency & Agility
- Sustainability & Responsibility



/// OUR CSR STRATEGY 2021 - 2025

4 PILLARS – 12 ENGAGEMENTS

Arval endorses the BNP Paribas Group commitments, and transposes the Group objectives into local objectives.

OUR CSR OBJECTIVES IN 2025

500,000

Electrified* Vehicles in our leased fleet
(10% Vehicle to Grid)

30,000

Volunteering hours accomplished by Arval employees
One Million Hours to Help

40%

Women in Arval COMEXes

0g

Compensation of the CO₂ emissions of own operations
(building, travels & own employees fleet)

100%

Of our Countries proposing sustainable mobility offers to our clients

30%

reduction on CO₂ emissions vs 2020 on leased fleet

THE ECONOMY

Developing our business in ethical and sustainable way

1. Promote Sustainable Mobility with a positive impact
2. Ethics of the highest standard
3. Include responsible sourcing in our contracts with suppliers

OUR PEOPLE

Developing and engaging our people responsibly

4. Promote diversity & inclusion in the workplace
5. Be a good place to work with responsible employment management
6. Be a learning company supporting dynamic career management

THE COMMUNITY

Being a positive agent for change

7. Influence & act for road safety
8. Finance & support R&D on mobility's future
9. Sustain corporate philanthropy actions related to our core business

THE ENVIRONMENT

Combatting climate change

10. Partnering with our clients in the transition to a low-carbon mobility
11. Reduce the environmental impact of our operations
12. Advance awareness and sharing of best environmental practices

Contributing to all United Nations 17 Sustainable Development Goals



ARVAL BEYOND'S 10 KPIS FOR 2025



€1 billion
net income
before tax



2 million
leased
vehicles



Return
on Notional
Equity



Cost / income
ratio



500,000
electrified vehicles
in our leased fleet



100%
of countries offering
sustainable mobility
solutions



reduction in
CO₂ emissions
vs. 2020 for our total
leased fleet



CO₂ emissions
for our own
operations



20
Net Promoter
Employee Score



40
Net Promoter
Score