D'Ieteren Group

H1 2024 results

9 September 2024

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Main messages

- Solid performance with *adjusted* profit before tax, Group's share up by 6.4% to €585.5m
- The Group generated €540m of free cash flow (Group's share) in H1-2024, significantly higher than in the same period last year
- Outlook 2024 confirmed of a mid- to high- single-digit growth in the *adjusted* PBT, Group's share
- D'Ieteren Group is planning an Investor Day on May 14th, 2025

Key highlights on H1-2024 results

D'Ieteren Group posted a solid performance in the first semester of 2024…

- **Profit increased by 6.4% YoY** – as measured by *adjusted* consolidated profit before tax, Group's share – reaching €585.5m, reflecting organic growth and profitability improvements at most businesses, in particular D'Ieteren Automotive, PHE and TVH.
- **Free cash flow**, Group's share nearly tripled YoY, from €187.0m (with Belron at 50.3%) in H1-2023 to **€540.0m** in H1-2024, highlighting the solid operating performance at most businesses, as well as significant working capital improvements.

…driven by continued strong operational performance

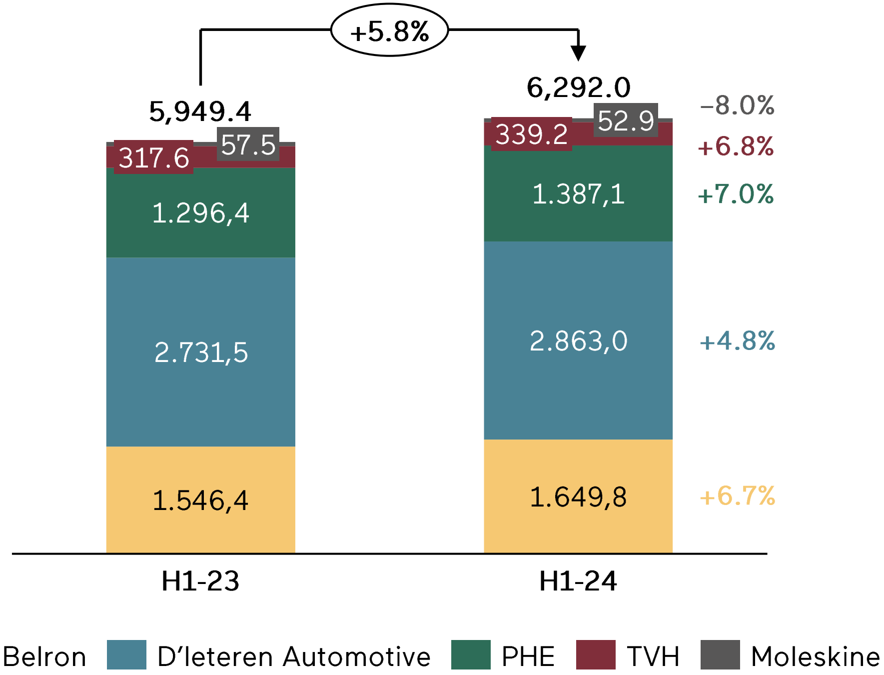
- **Belron's** *adjusted* profit before tax, g.s. reached €282.0m (-2.1% YoY), showcasing a 6.7% top-line growth, supported by double digit growth in the Eurozone, adjusted operating margin of 21.2%, and additional financial charges. Belron generated €360m of FCF in H1-2024.
- **D'Ieteren Automotive**, grew its *adjusted* probit before tax, g.s. by €6.4m (+4.5% YoY), reflecting a 4.8% sales growth largely driven by market share gains despite a 0.9% YoY decline of the Belgian new car market, a continued favourable pace of deliveries, and a slightly improved adjusted operating margin of 5.5%.
- **PHE** recorded an adjusted profit before tax, g.s. of €84.4m. This 8.2% YoY improvement is predominantly driven by solid top-line growth of 7.0% YoY highlighting market share gains in a context of declining pricing impact, as well as a stable *adjusted* operating margin.
- **TVH** saw its *adjusted* profit before tax, g.s. increase by 48.0% or €17.7m YoY. The H1-2023 financials had been negatively impacted by last year's cyberattack. This semester, TVH saw a sales growth of 6.8% YoY and an improved *adjusted* operating margin of 16.8% (+340 bps) YoY, further supported by strict cost containment.
- **Moleskine** was impacted in the US by the Q1-2024 prolonged effect of adverse policies at some e-commerce platforms and order timing from large wholesale account, while recording growth in its strategic direct-to-customer channels. *Adjusted* profit before tax, g.s. stood at -€7.1m, down from -€4.6m in H1-2023, mainly explained by a -8.0% YoY decrease in sales, while *adjusted* operating result was affected by negative operating leverage. Following an impairment test on Moleskine, the Group accounted for a net of tax impairment charge of €131.4m.

For 2024, D'Ieteren Group **confirms its guidance of a mid-to-high single digit growth YoY** of its *adjusted* profit before tax.

Group

Sales, Group's share[1]: +5.8%

€m

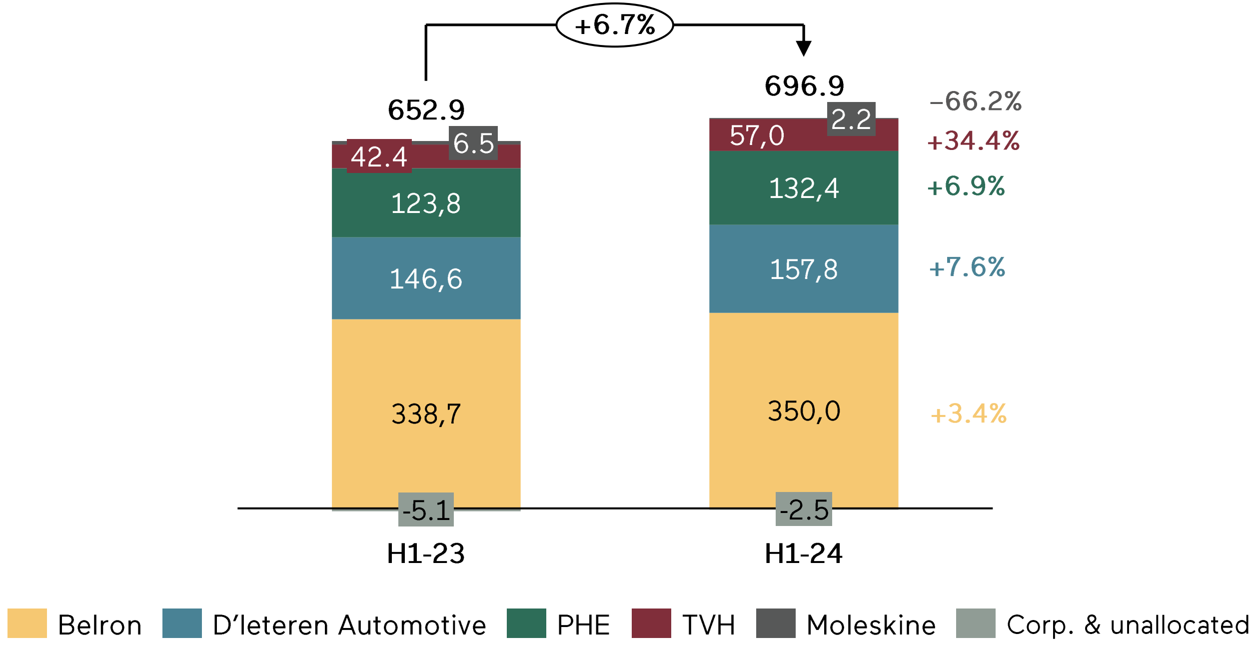


[1] Including 50.30% of Belron and 40% of TVH for both periods

Group

Adjusted operating result, Group's share[1]: +6.7%

€m



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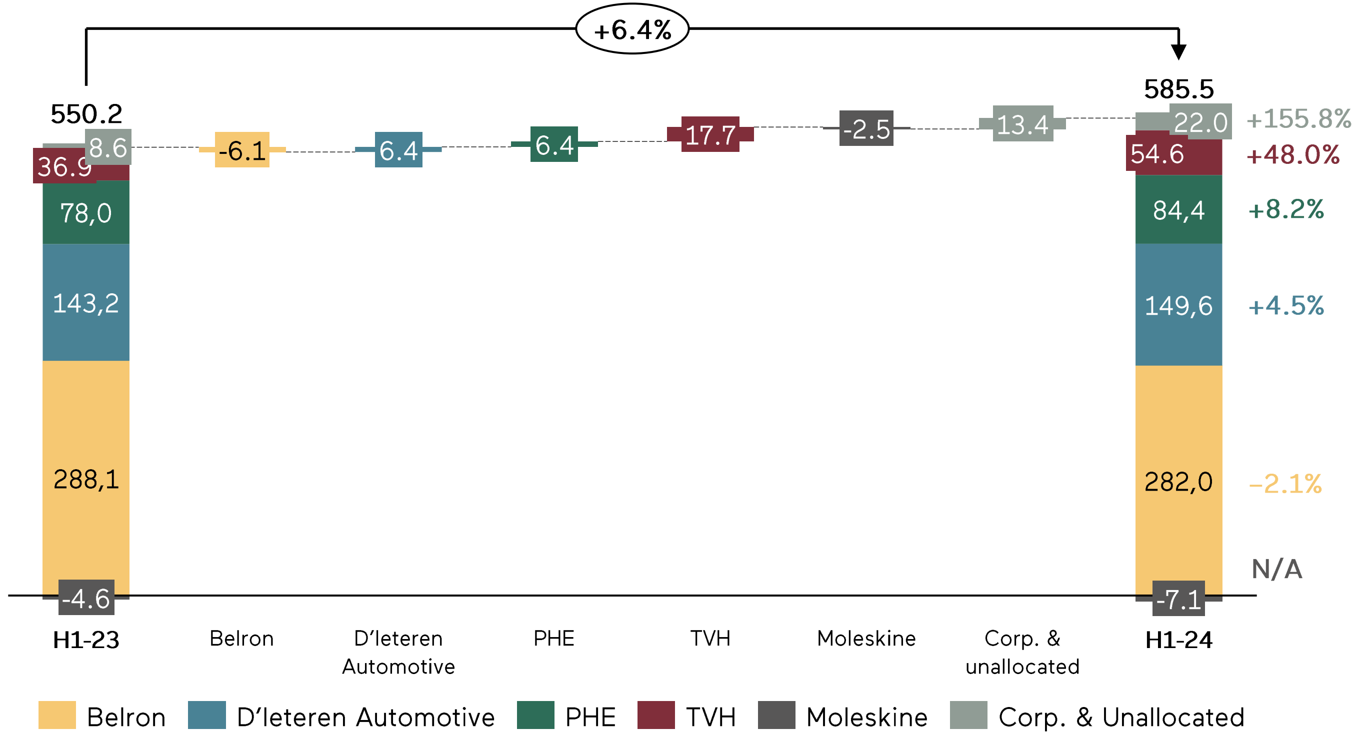
[1] Including 50.30% of Belron and 40% of TVH for both periods

Group

Adjusted PBT g.s.[1]: +6.4%

€m



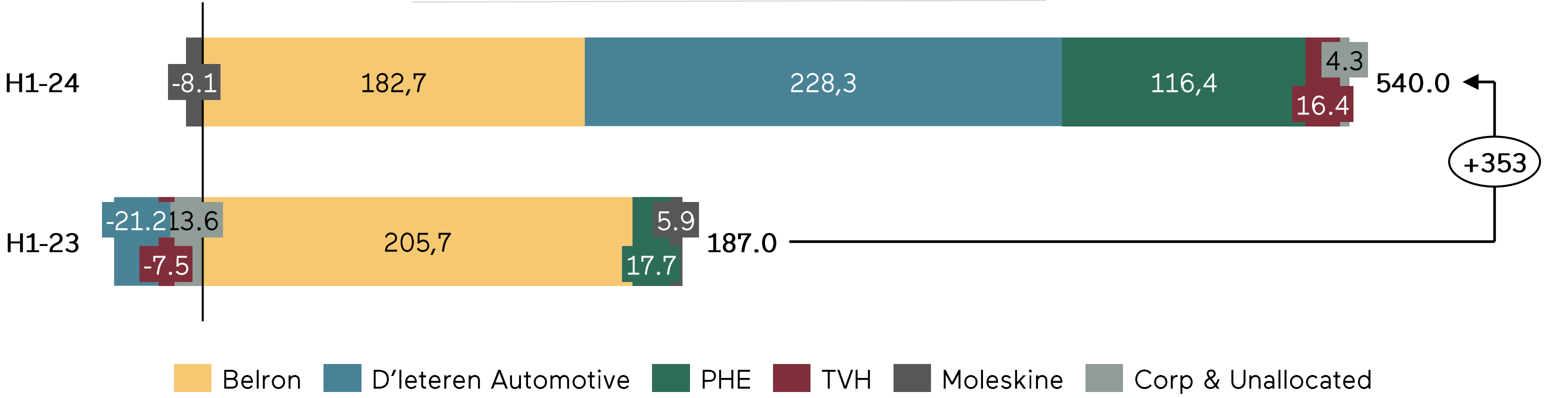
[1] Including 50.30% of Belron and 40% of TVH for both periods

Group

Strong free cash-flow[1] generation

- **Free cash flow[1], Group's share** nearly tripled YoY, from €187.0m (with Belron at 50.3%) in H1-2023 to €540.0m in H1-2024, highlighting the outstanding operating performance at most businesses, as well as significant working capital improvements partly offset by higher cash interests paid.
    - Strong operational results at Belron, D'Ieteren Automotive, PHE and TVH
    - Significant working capital improvements at Belron, D'Ieteren Automotive and PHE
    - Higher cash interests paid mainly at Belron, PHE and Moleskine (to the Group)

FCF[1], Group's share (in € million)



[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals – cash-flow from *adjusting* items +/- other cash items]
[2] Including 50.30% of Belron and 40% of TVH for both periods

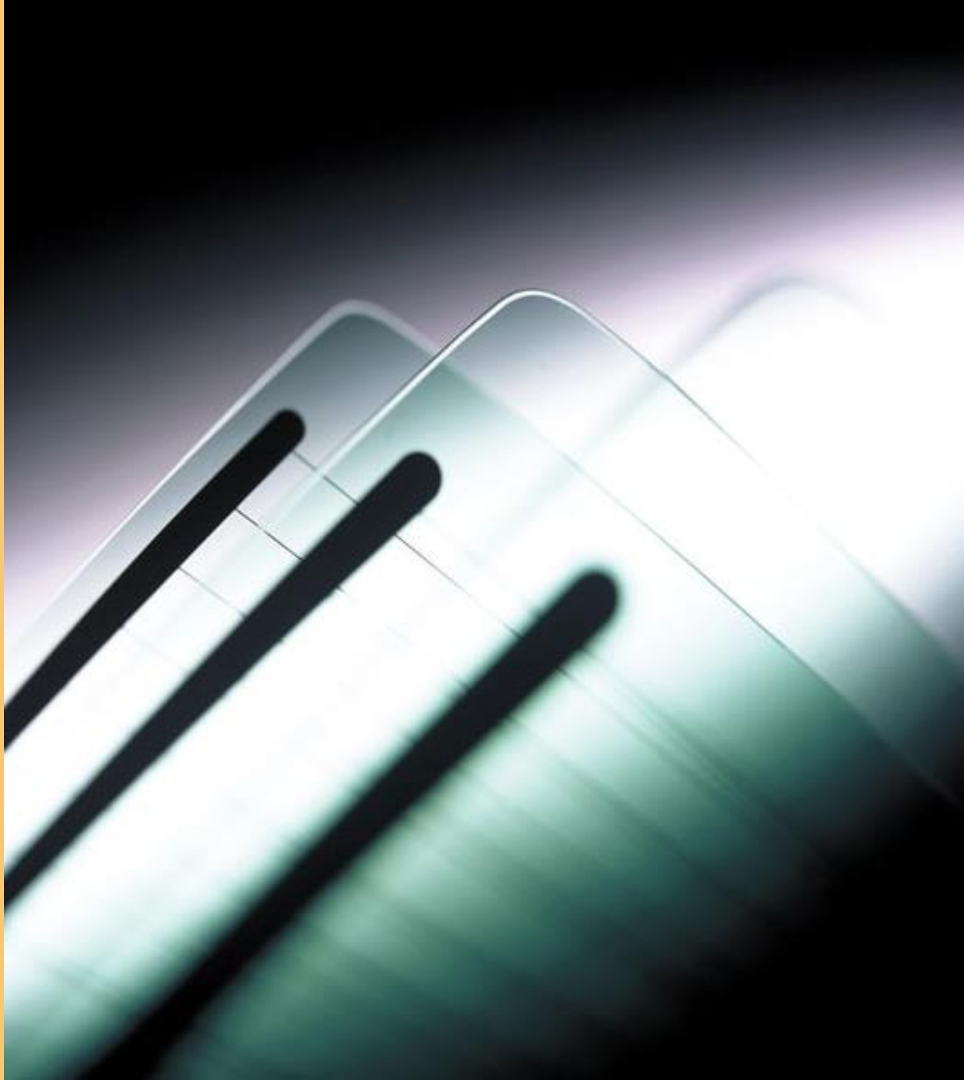
D'Ieteren Group's debt structure

€m	June 30th 2024					
	Auto	Belron (100%)	Moleskine	TVH (100%)	PHE	Corp & Unallocated
Loans, borrowings and lease liabilities	250.4	5,060.8	14.5	938.6	1,279.9	41.7
Inter-segment	-	-	272.4	-	-	-272.4
Gross debt	250.4	5,060.8	286.9	938.6	1,279.9	-230.7
Cash & cash equivalents	-162.8	-532.4	-7.6	-106.1	-186.1	-745.0
Current financial assets	-	-	-	-0.2	-	-79.7
Other receivables	-4.6	-	-	-	-	-3.6
Net debt in assets and liabilities held for sale	-	-	-	-	-	-
Total net debt	**83.0**	**4,528.4**	**279.3**	**832.3**	**1,093.8**	**-1,059.0**
Excluding inter-segment loans						**-786.6**

- The **net cash position** of "Corporate & Unallocated" decreased to **€1,059.0m** (from €1,188.3m as at 31 December 2023) or **€786.6m** excluding the inter-segment loan, primarily driven by the dividend (€200.8m) paid out the shareholders of D'Ieteren Group in June 2024, partially offset by the dividends received from D'Ieteren Automotive (€42.2m) and TVH (€29.2m) and the net disposal of treasury shares (€6.6m).
- In June 2024, UBS submitted an offer to all investors in the Supply Chain Finance Fund managed by Credit Suisse/UBS. The Group decided to accept this offer and, hence, recovered €79.7m on its outstanding investment in August 2024, leading to an additional impairment charge of €15.1m in 2024.
- The put options granted to PHE's minority investors as well as to PHE subsidiaries' minority investors are not included in PHE's net financial debt, which also excludes the deferred considerations on acquisitions.

Belron

Making a difference with real care



Belron

H1-2024 highlights

- Sales increased by €205.7m or 6.7% YoY, of which 5.9% organic. This was driven by a favourable price / mix effect and a positive contribution from ADAS[1] recalibrations (penetration rate of 41.3%) and VAPS[1] (attachment rate of 24.0%). Volumes were up by 0.4%.
- *Adjusted* operating result improved by 3.4% YoY to €659.9m, mainly reflecting top-line growth, especially in the Eurozone, and a slightly lower operating margin of 21.2%, largely explained by lower volume months in the US while technician capacity was available, and increased marketing expenses aimed at stimulating demand ahead of the summer peak.
- A series of initiatives are being undertaken across the company in order to increase profitability.
- The Belron-wide transformation programme incurred costs of €42.4m in H1-2024 of which €8.3m of adjusting items.
- *Adjusted* PBT, Group's share reached €282.0m (-2.1% YoY)[2], driven operating profit growth offset by higher interest charges (issuance of new debt in April 2023).
- Free cash flow amounted to €363.2m, slightly lower than in H1-2023, partly explained by higher cash interests following the issuance of new debt in April 2023.
- Senior Secured Net Leverage ratio[3] of 2.8x at the end of June 2024 compared to 2.95x at the end of December 2023.

[1] Advanced Driver Assistance Systems ('ADAS'); Value Added Products and Services ('VAPS')
[2] Assuming 50.30% stake in Belron in H1-2023 and H1-2024
[3] Senior secured indebtedness/pro forma EBITDA post-IFRS 16, as defined in Belron's Credit Agreement and Compliance Certificate for debt lenders

Belron

Sales evolution and growth drivers

- Belron's total sales increased by 6.7% to €3,280.0m in H1-24. The increase in sales is comprised of 5.9% organic growth, contribution from acquisitions of 0.7% and a positive currency effect of 0.1%.
- Geographic split:
  - North America (56% of sales): +0.7% organic
  - Eurozone (31% of sales): +18.1% organic
  - ROW (13% of sales): +9.5% organic
- Organic growth in North America was flat, with volumes slightly down YoY due to the mild weather conditions and increased insurance claims avoidance.
- The Eurozone showed a 16.9% organic[1] growth, driven by winter weather, increased mobility, higher levels of capacity in key markets and strong price/mix benefit
- Organic growth was at 9.2% in the Rest of World (13% of total).

Sales growth	Organic	Acquisitions	Forex	Total
North America	0.0%	0.6%	0.0%	**0.7%**
Eurozone	16.9%	1.1%	0.1%	**18.1%**
ROW	9.2%	0.1%	0.2%	**9.5%**
TOTAL	**5.9%**	**0.7%**	**0.1%**	**6.7%**

Belron

Summary of H1-24 results

€m	H1-23	H1-24	Δ (%) YoY
VGRR prime jobs[1]	6.7	6.7	*0.4%*
External sales	3,074.3	3,280.0	*6.7%*
***Adjusted* operating result**	**673.3**	**695.9**	***3.4%***
Adjusted operating margin	*21.9%*	*21.2%*	-68bps
Adjusted net finance costs	-100.8	-136.1	*35.0%*
Share in *adjusted* net profit of JV and associates	0.2	0.3	
Adjusted PBT	572.8	560.6	*-2.1%*
***Adjusted* PBT, group's share[2]**	**288.1**	**282.0**	***-2.1%***

- *Adjusted* operating result increased by 3.4% YoY to €695.9m, driven by the 6.7% sales growth, and marginally lower *adjusted* transformation programme costs, partly offset by spare capacity in the US and marketing expenses.
- As a result, *adjusted* operating margin decreased by 68bps YoY to 21.2%.
- *Adjusted* net finance costs increased by €35.3m YoY because of the new debt issuance in April 2023 and higher interest rates.
- *Adjusted* PBT, Group's share decreased by 2.1% YoY.

[1] VGRR jobs on passenger cars
[2] Assuming 50.30% stake in Belron in H1-2023 and H1-2024

Adjusting items

€m	H1-2024
At the operating result level	
Re-measurements of financial instruments	1.2
Amortisation of customer contracts	-16.9
Amortisation of brands & other intangibles with finite useful life	-3.2
Share-based payment and LTIP expenses	-17.9
Other *adjusting* items	-35.1
Total	**-71.9**
At the net finance costs level	
Other *adjusting* items	-3.3
Total	**-75.2**

- *Adjusting* items totalled -€71.9m at the operating result level.
- These mainly include:
  - -€35.1m of other *adjusting* items (including -€8.3m of fees from system integrators in relation to the business transformation program);
  - -€17.9m of share-based payment and LTIP expenses;
  - -€16.9m of amortisation of customer contracts (mainly in the United States).
- *Adjusting* items in net finance costs of -€3.3m relate to fees incurred though the renewal of the revolving credit facility.

Free cash flow[1] and net debt

- Free cash flow[1] generation was strong, at €363.2m in H1-24, the slight decrease YoY reflecting:
    - -€39.3m higher cash interests related to the issuance of new debt in April 2023;
    - - €36.6m higher cash taxes; and
    - -€46.7m higher cash outflow from *adjusting* items;

  Partly offset by:
    - +€55.3m positive working capital development; and
    - an increase of +€31.8m in *adjusted* EBITDA (+4.0% YoY).
- Trading cash flow conversion was at 88% (trading cash flow / *adjusted* EBITDA).
- Belron's net financial debt[2] reached €4,528.4m (100%) at the end of June 2024. The decrease of -€161.4m compared to December 2023 is mainly explained by a €363.2m free cash-flow generation partially offset notably by adverse foreign exchange impact on cash and external debt (-€90.3m), and the effect of change in lease liabilities (-€78.4m).
- Belron's Senior Secured Net Leverage Ratio post IFRS 16[2] reached 2.8x at the end of June 2024 compared to 2.95x at the end of December 2023.

€m	H1-23	H1-24
***Adjusted* EBITDA**	**803.2**	**835.0**
Change in working capital requirement	-11.9	43.4
Net capex	-46.3	-44.5
Capital paid on lease liabilities	-93.3	-98.7
Other	1.3	1.3
Trading cash-flow	653.0	736.4
CF from *adjusting* items	-33.8	-80.5
Acquisitions	-23.6	-30.1
Taxes paid	-88.9	-125.5
Net interest paid	-97.7	-137.0
Free cash flow	**409.0**	**363.2**
Net debt (June 30th)	**4,537.0**	**4,528.4**

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[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals –cash-flow from *adjusting* items +/- other cash items]
[2] As defined in Belron's Credit Agreement and Compliance Certificate for debt lenders

Belron

Latest developments

- The 12th edition of the Best of Belron competition, celebrating Belron's technicians ('heroes of the business'), successfully took place in Lisbon in June 2024 where over 1,500 people attended
- Continued achievements have been made with regards to the transformation programme. Belron has now built strong technical foundations, launched many global platforms and in-country programmes are live in the US, the UK while also intensifying in Europe and the RoW.
- Strong progress continues to be made in Responsible Business with a maintained 97% vehicle glass recycling rate, reduced general waste to landfill, increased electrification of the global fleet and active progress on Scope 1, 2 and 3 emissions and suppliers' audits.
- The new Global Trainee programme has been launched this summer in the US and UK with 17 participants joining the company across 7 functional streams

Outlook

- Belron expects a mid- to high single digit organic sales growth driven by price / mix and increased ADAS recalibration penetration, low single digit volume growth and a normalised inflation rate.
- Top-line trends, productivity improvements, transformation efficiency gains and lower costs related to the transformation programme should lead to a continued adjusted operating result margin improvement versus 2023 (20.5% in 2023), on track to reach the 23% 2025 ambition. Costs related to the transformation programme should amount to around €90m, of which c.€35m in adjusting items (2023: €124.1m of which €57.0m in adjusting items).
- Free cash flow is expected to remain at high levels.

D'Ieteren Automotive

Building seamless and sustainable mobility for everyone

D'Ieteren Automotive

H1-2024 highlights

- The Belgian new car market slightly declined in the first half of 2024 with a decrease of 0.9% YoY in net registrations in the first half of 2024 to 256,854 units.
- D'Ieteren Automotive's overall net market share increased by 97bps YoY to 23.8%. This was mainly driven by Skoda, VW and Audi.
- The number of new vehicles delivered by D'Ieteren Automotive in H1-2024 reached 68,168 units (+2.7% YoY).
- In this context, D'Ieteren Automotive's sales increased by 4.8% to €2,863.1m supported mainly by volumes, as well as price / mix and other mobility services.
- D'Ieteren Automotive's margin slightly increased YoY to 5.5% largely driven by the sales mix.
- The free cash flow[1] (after tax) equalled €228.3m in H1-2024 compared to -€21.2m in H1-2023.

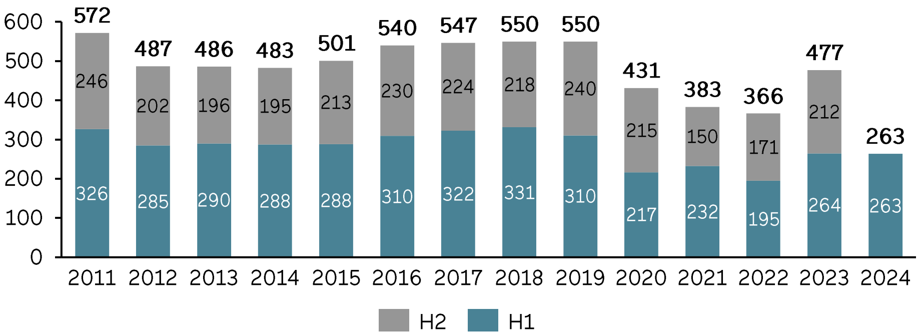
[1] Free cash flow is not an IFRS indicator. This APM measure is defined as [Adjusted EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – net interest paid – acquisitions + disposals – employee share plans – cash-flow from adjusting items +/- other cash items]

D'Ieteren Automotive

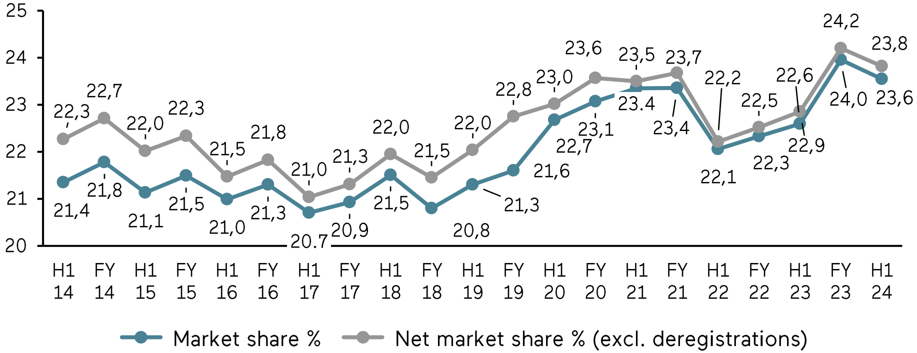
Belgian new car market[1]

- The Belgian net new car market slightly declined in the first half of 2024 (-0.9% YoY) as the first half 2023 was positively impacted by the change in fiscal regulation for hybrid vehicles as from July 1st 2023.
- D'Ieteren Automotive's overall net market share increased by 97bps YoY to 23.8%. This was mainly driven by the Skoda, VW and Audi brands.
- Commercial vehicles' gross registrations declined by -1.0% YoY. D'Ieteren Automotive's market share increased to 13.2% (+283bps) in the segment.

New car registrations[2]



D'Ieteren Automotive's market share (%)



[1] Market figures are those of the Febiac

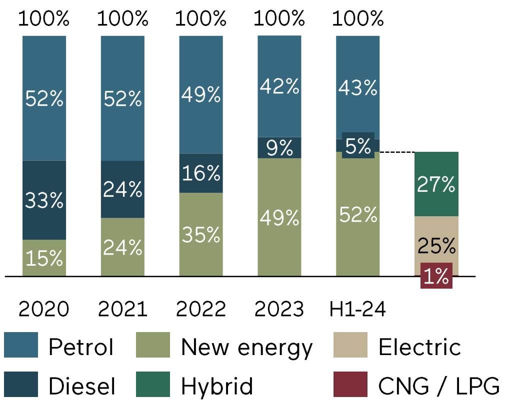
[2] The historical graph above contains gross figures only. In order to provide an accurate picture of the car market, Febiac publishes since mid-2013 market figures excluding registrations that were cancelled within 30 days.

D'Ieteren Automotive

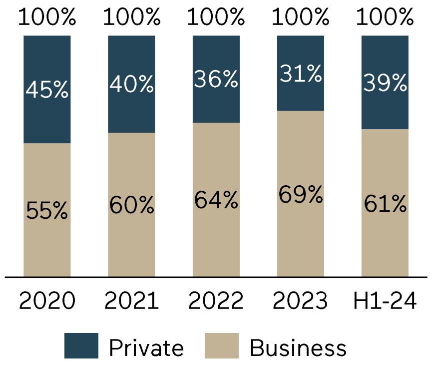
Belgian market: market driven by business segment and new energy

- Belgian new car gross registrations[1]:
  - New energy share in the market mix continued to increase from 49.1% in H1-2023 to 51.8% in H1-2024. D'Ieteren Automotive remains the leader in full electric vehicles in Belgium with a 20.8% market share.
  - The business segment's share in new car sales declined to 61.2% of total new car registrations signalling a return of the B2C customer to the market.

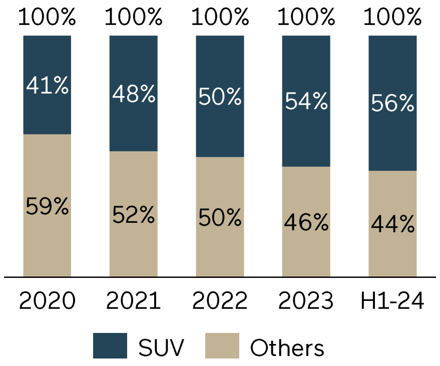
Fuel mix



Buyer mix



SUV mix[2]

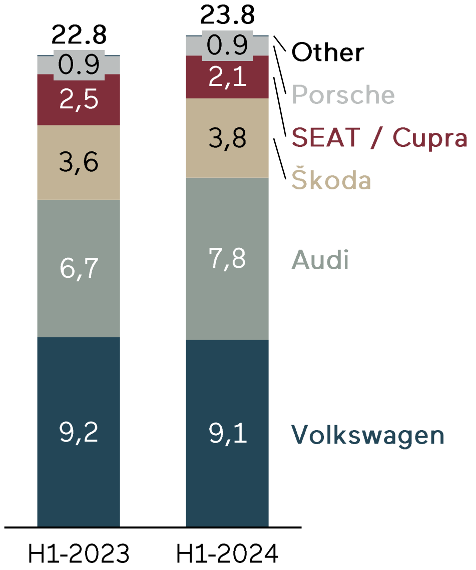


[1] Gross figures (including registrations that were cancelled within 30 days)
[2] Prior to 2021, aligned with Febiac's segmentation (excludes Audi Q2)

D'Ieteren Automotive

Overall net market share increased with a favorable mix

Breakdown of D'Ieteren Automotive's net market share per brand (%)



Brands

- VW (9.09%, -12bps) slight decrease in market share mainly due to the Passat.
- Audi's share (7.83%, +118bps) increased driven by the A3, Q3 and Q4 models.
- Škoda (3.84%, +23bps) gained share thanks to the Enyaq, Octavia and Kamiq.
- SEAT & Cupra (2.08%, -39bps) decreased market share due to Arona, Ateca and Leon.
- Porsche's share marginally increased (0.93%, +6bps) with the decrease in Taycan being offset by a strong pick-up in Cayenne.

Mix

- SUVs represent 56% of the market, and D'Ieteren Group's market share stood at 22.4%
- New Energy: D'Ieteren Automotive remains the leader in full electric vehicles in Belgium with a 20.8% market share.

D'Ieteren Automotive

Summary of H1-24 results – Market share gains and good sales mix drive strong results

	H1-23	H1-24	Δ (%) YoY
New vehicles delivered *(in units)*	66,362	68,168	*2.7%*
External sales	2,731.5	2,863.0	*4.8%*
***Adjusted* operating result**	**146.6**	**157.8**	***7.6%***
Adjusted operating margin (in %)	*5.4%*	*5.5%*	14bps
Adjusted net finance (costs)/income	-6.3	-8.0	*27.0%*
Share in *adjusted* net profit of JV and associates	1.2	-1.1	*-191.7%*
***Adjusted* PBT**	**141.5**	**148.7**	***5.1%***
***Adjusted* PBT g.s. (incl g.s. in equity-accounted entities' adj PBT)**	**143.2**	**149.6**	***4.5%***

- The total number of new vehicles reached 68,168 units (+2.7% YoY) (Passenger Vehicles: +0.9%; Light Commercial Vehicles: +16.7%.
- D'Ieteren Automotive's sales increased by 4.8% to €2,863.1m supported mainly by volumes, as well as price / mix and other mobility services.
- *Adjusted* operating result (€157.8m) increased by 7.6% leading to an adjusted operating result margin increase to 5.5% (from 5.4% in H1-2023). This evolution was largely driven by the sales mix.
- *Adjusting* items in operating result were at -€35.6m, primarily related to the cash-settled share-based payment expense recognised as part of the Long-Term Incentive Plan (LTIP).
- The contribution from the equity accounted entities declined essentially because of VDFin due to the increase in funding costs.

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D'Ieteren Automotive

Free cash flow[1] and net debt

- The free cash flow[1] (after tax) equalled €228.3m in H1-2024 compared to -€21.2m in H1-2023. The significant YoY increase mainly reflects:
  - a significant cash inflow from working capital versus an outflow in H1-2023, as last year saw increased inventory with an acceleration in deliveries from the factories and improved payables;
  - better operational results (*adjusted* EBITDA +11.2% YoY);
  - a decline in capital expenditures versus last year's investments in Poppy's fleet; and
  - less acquisitions spend (H1-2023 saw the acquisitions of Jennes and Lucien stores).
- Net financial debt decreased from €250.0m at the end of December 2023 to €83.0m at the end of June 2024. The decline since December 2023 is related to the strong free cash flow.

€m	H1-23	H1-24
***Adjusted* EBITDA**	**166.3**	**184.9**
Change in working capital requirement	-95.5	112.0
Net capex	-36.9	-12.3
Capital paid on lease liabilities	-10.0	-14.3
Other	3.6	4.7
Trading cash-flow	27.5	275.0
CF from *adjusting* items	-0.2	-5.6
Acquisitions	-24.4	-6.5
Taxes paid	-18.4	-26.6
Net interest paid	-5.7	-8.0
Free cash flow	**-21.2**	**228.3**
Net debt (June 30th)	**310.5**	**83.0**

[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals – cash-flow from *adjusting* items +/- other cash items]

D'Ieteren Automotive

Latest developments

- D'Ieteren Automotive's order book is normalising, at around 33,000 vehicles.
- With a 21% market share, D'Ieteren Automotive has positioned itself as the market leader in Electric Vehicles in H1-202
- In July 2024, D'Ieteren Automotive announced the acquisition of bodywork company De Smet – based in Drogenbos
- D'Ieteren Automotive obtained a gold medal (74/100) from Ecovadis for its overall approach to sustainability.
- D'Ieteren Automotive submitted its carbon emission reduction targets to SBTi. This commitment includes a near-term target to reduce the company's greenhouse gas emissions (scope 1,2,3) by at least 42% by 2030 (with a 2023 base year) and a long-term target to achieve net zero emissions across its value chain by 2050.

Outlook

- The Belgian market is now expected to slightly decline compared to 2023, at 460,000 new registrations (versus gross registrations of 476,675 in 2023).
- After a record 2023, D'Ieteren Automotive's sales are expected to be broadly flat versus 2023.
- *Adjusted* operating result margin is expected to slightly increase versus 4.2% reported in 2023, supported by the sales mix.
- Free cash flow is expected to improve further from 2023 level of €139.2m.

Support affordable and sustainable mobility

PHE[1]

H1-24 highlights

- PHE's H1-2024 total sales, were at €1,387.1m (+7.0% versus H1-2023). This strong performance comprises a 4.2% organic growth and 2.8% from acquisitions and is primarily driven by continued market share gains and increasing international contribution.
- Adjusted operating profit margin was at 9.5%, in line with H1-2023, resulting from the positive top-line developments, profitability improvement in international activities, as well as cost containment initiatives.
- *Adjusted* PBT, Group's share amounted to €84.4m, increasing by 8.2% YoY.
- PHE's free cash flow benefited from the strong operational results as well as a non-recourse factoring reserve drawdown.
- Net debt decreased versus December 2023 to €1,093.8m thanks to the positive FCF generation. The leverage ratio as per lender's definition[2] is at 3.2x in Jun-23 down compared to 3.6x at end of 2023.

[1] NB: The figures represent D'Ieteren Group's PHE segment, composed of PHE operating company and PHE's holding company.
2. Net financial debt / Post-IFRS 16 EBITDA

PHE

Summary of H1-24 results – Sustained performance

€m	H1-23	H1-24	Δ (%) YoY
Sales	1,296.4	1,387.1	7.0%
***Adjusted* operating result**	**123.8**	**132.4**	**6.9%**
Adjusted operating margin (in %)	*9.5%*	*9.5%*	*0bps*
Adjusted net finance (costs)/income	-41.7	-44,2	6.0%
***Adjusted* PBT**	**82.2**	**88.2**	**7.3%**
***Adjusted* PBT g.s.**	**78.0**	**84.4**	**8.2%**

- Sales increased by 7.0% YoY driven by 4.2% organic growth and 2.8% from acquisitions.
- France represents 64.9% of sales and grew by 3.7% YoY organically, while international activities represent 35.1% of total and showed organic growth of 5.3% YoY.
- *Adjusted* operating result came in at €132.4m, representing a strong adjusted operating margin of 9.5%, in line with H1-2023. This performance is resulting from the positive top-line developments, profitability improvement in international activities, as well as cost containment initiatives in the context of remaining cost inflationary pressure (mainly personnel and building rental costs).
- *Adjusting* items of -€33.6m at the operating result level primarily reflect the amortisation of customer relationships recognised as intangibles (-€12.9m) following the purchase price allocation finalised by the Group and the cash-settled share-based payment expense of -€14.1m.
- Non-controlling interests related to some of PHE's acquisitions were at -€3.8m
- PHE contributed to €84.4m to the *adjusted* PBT, which represents a +8.2% YoY change.

PHE

Free cash flow[1] and net debt

- Free cash flow was at €116.4m driven by the strong operational results and a working capital reduction related to +€89.8m of non-recourse factoring reserve drawdown.
- These effects were partly offset by higher cash interest paid of -€52.6m versus -€40.4m in H1-2023, and slightly higher capital expenditures (1.8% of sales).
- Net debt declined versus H1-23 to €1,093.8m thanks to cash flow generation. The leverage ratio as per lender's definition[2] is at 3.2x in Jun-23 down compared to 3.6x at end of 2023.
- Net debt as per D'Ieteren Group's definition doesn't include the put options granted to non-controlling shareholders of PHE's subsidiaries as well as the put options granted to minority investors who invested alongside D'Ieteren Group in the holding company of PHE. It also excludes the deferred considerations on acquisitions.

PHE segment (D'Ieteren Group's definitions)		
€m	H1-23	H1-24
***Adjusted* EBITDA**	**167.8**	**181.6**
Change in working capital requirement	-126.0	78.3
of which undrawn non-recourse factoring impact	*-103.8*	*89.8*
Net capex	-22.5	-24.6
Capital paid on lease liabilities	-23.8	-22.0
Other	-7.8	-0.3
Trading cash-flow	-12.3	213.0
CF from *adjusting* items	-3.4	-7.3
Taxes paid	-11.8	-21.6
Net interest paid	-40.4	-52.6
Acquisitions	-6.5	-15.1
Disposal of Mondial Pare-Brise	92.1	0.0
Free cash flow	**17.7**	**116.4**
Net debt (June 30th)	**1,203.0**	**1,093.8**
Note: Trading cash flow before undrawn non-recourse factoring impact	*91.5*	*123.2*

[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals – cash-flow from *adjusting* items +/- other cash items].

PHE

Latest developments

- In January 2024, PHE refinanced its outstanding bonds with a €960m TLB, 7-Y maturity.
- S&P has upgraded PHE's credit rating to BB-, outlook stable and Moody's has confirmed the B2 rating and upgraded the outlook to positive.
- D'Ieteren Group held a PHE Day at its state-of-the-art logistic center Logisteo at the end of June 2024.
- PHE hired a new Environmental Director PHE, paving the way for a group-wide environmental approach starting with a phased measurement of its carbon footprint and a new assessment of its financial risks and opportunities related to climate change.
- The company completed its double materiality assessment, involving key stakeholders, as part of a process aimed to prepare for a CSRD-aligned ESG reporting. The results of this assessment will be used to define the priorities of a new integrated sustainability strategy.

Outlook

- PHE expects a mid-single digit organic sales growth driven by market share gains and a normalised pricing environment.
- *Adjusted* operating result margin is expected to remain stable compared to 2023 (9.1%) as higher sales might be fully offset by some variable costs inflation.
- Non-controlling interests related to some of PHE's acquisitions should represent around €10m of PHE's *adjusted* profit before tax, Group's share (€8.9m in 2023).

TVH

We keep you going and growing

H1-24 highlights

- TVH's results reflect the cyberattack incurred last year.
- Underlying activity levels in H1-2024 have been faced with a softer market environment resulting in slower growth.
- TVH posted total sales of €848.0m in H1-2024, which represents a 6.8% YoY growth, of which 6.5% organic, 0.3% external and 0.0% related to currency translation impact.
- *Adjusted* operating result came in at €142.6m (+34.4% YoY), representing an adjusted operating margin of 16.8% from 13.4% in H1-2023, thanks to the revenue growth and strict containment efforts in operating expenses, as well as an insurance payment following the cyberattack in 2023.
- *Adjusted* profit before tax, Group's share amounted to €54.6m, a 48.0% increase compared to the same period last year, also helped by lower financial charges driven by exchange gains.
- Free cash flow generation of €41m improved compared to the same period last year. This evolution was mainly driven by a strong improvement in operational results, lower cash taxes, and lower capital expenditures offset by a higher acquisitions spend (notably in Turkey).
- Net financial debt slightly increased compared to December 2023, this is mainly explained by the dividend paid, and partially compensated by the free cash-flow generated over the period.

Summary of H1-24 results – Strong profitability

€m	H1-23	H1-24	Δ (%) YoY
External sales	794.0	848.0	*6.8%*
***Adjusted* operating result**	**106.1**	**142.6**	***34.4%***
Adjusted operating margin	*13.4%*	*16.8%*	*345bps*
Adjusted net finance costs	-13.9	-6.2	*-55.4%*
Adjusted PBT	92.2	136.4	*47.9%*
***Adjusted* PBT, group's share**	**36.9**	**54.6**	***48.0%***

- Sales came in at €848.0m in H1-2024, +6.8 YoY, of which:
  - 6.5% organic growth, driven by the recovery from last year's cyberattack;
  - 0.3% external; and
  - 0.0% related to currency translation impact.
- *Adjusted* operating result was at €142.6m (+34.4% YoY), representing an adjusted operating margin of 16.8% from 13.4% in H1-2023, thanks to the revenue growth and strict containment efforts in operating expenses, as well as a €4.1m insurance indemnity related to the cyberattack.
- *Adjusting* items at the operating result level totalled -€52.0m, primarily related to the PPA finalised in the second half of 2022. It also includes the -€6.4m of fees to system integrators from the transformation programme.
- The *adjusted* profit before tax, Group's share amounted to €54.6m, a 48.0% increase compared to the same period last year.

[1] 40%

Free cash flow[1] and net debt

- Free cash flow generation improved compared to the same period last year, from -€18.7m in H1-2023 to €41.0m in H1-2024.
- This evolution was mainly driven by a strong improvement in operational results (*adjusted* EBITDA +31.4% YoY), lower cash taxes, and lower capital expenditures at 3.4% of sales. These elements were partly offset by a higher acquisitions spend (notably in Turkey).
- TVH net financial debt was at €832.3m, slightly increasing compared to December 2023, mainly due by the dividend paid (€73.0m, of which €29.2 to the Corporate & unallocated segment), partially compensated by the free cash-flow generated over the period.

€m	H1-23	H1-24
***Adjusted* EBITDA**	**125.4**	**164.8**
Change in working capital requirement	-50.4	-48.8
Net capex	-47.5	-28.9
Capital paid on lease liabilities	-6.3	-7.1
Other	4.4	0.0
Trading cash-flow	25.6	80.0
CF from *adjusting* items	-6.7	-6.4
Acquisitions	-0.2	-21.4
Taxes paid	-26.9	-6.5
Net interest paid	-10.5	-9.5
Other	-	4.8
Free cash flow	**-18.7**	**41.0**
Net debt (June 30th)	**907.2**	**832.3**

[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals – cash-flow from *adjusting* items +/- other cash items]

TVH

Latest developments

- TVH has formalised its environmental commitment by approving its Environmental Charter.
- TVH has approved its Global Health & Safety Roadmap which aims to further enhance safety performance.
- TVH kept investing significantly in its global logistics footprint, with the construction of Plant T (Waregem) progressing well. This new 50k m2 DC is planned to be operational in H1-26.
- TVH has continued to execute its M&A strategy, with the acquisition of a sizeable Turkish player in the agriculture equipment parts. Overall, the pipeline remains well filled with strategic add-on opportunities.

Outlook

- Organic top-line is expected to grow by a mid-single digit percentage, reflecting restored volume lost due to the cyberattack in 2023, partly offset by a normalised inflationary environment and a slower activity level.
- For the same reasons, together with tight cost management, *adjusted* operating result margin is expected to improve by around 150bps versus 2023 (13.6%).
- Free cash flow generation is expected to remain strong, though somewhat lower than the €85.6m generated in 2023, due to growth-related investments.

Moleskine

Unleash the human genius through hands on paper

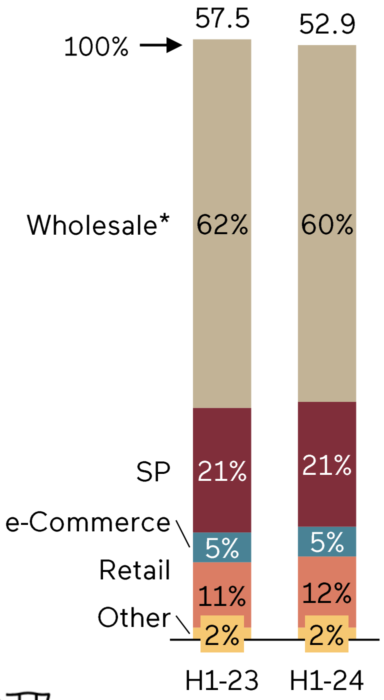
Moleskine

H1-24 highlights

- Moleskine was impacted in the US by the Q1-2024 prolonged effect of adverse policies at some e-commerce platforms and order timing from large wholesale account, while recording growth in its strategic direct-to-customer channels.
- Moleskine's sales declined by -8.0% YoY in H1-2024 to €52.9m.
- *Adjusted* operating result stood at €2.2m, reflecting a negative operating leverage and some front-loaded brand campaign costs, leading to an adjusted operating margin at 4.2%.
- Financial charges of €9.4m relate to the intercompany loan.
- *Adjusted* PBT, Group's share came in at -€7.1m versus -€4.6m in H1-2023.
- Free cash flow declined from €5.9m in H1-2023 to -€8.1m in H1-2024, as a result of a decline in adjusted EBITDA, Cash interests paid to the Corporate & unallocated segment on the inter-segment financing in 2024, as well as the cash payout related to an adjusting provision from last year.
- Excluding that outflow, trading cash conversion was above 80%.
- Net financial debt slightly increased to €279.3m versus (of which €272.4m of inter-segment financing), compared to €269.3m (of which €272.4m of inter-segment financing) at the end of December 2023.

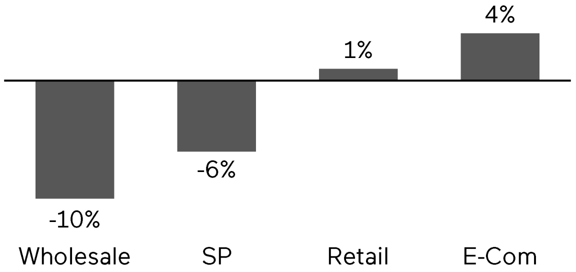
Moleskine

Sales impacted by adverse policies at e-commerce platforms

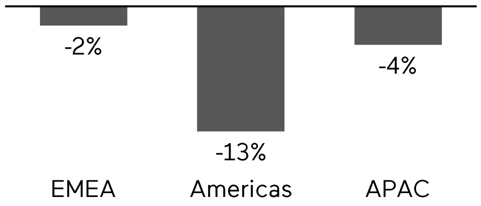


- **Wholesale** (60% of total): sales were impacted by the sell-in pressure from price- and volume-driven destocking at some large wholesale accounts, especially in the US and order timing from a large wholesale account.
- **Strategic Partnerships** (21% of total): declined due to economic uncertainty inducing restrictions on corporate gifting budgets.
- **Retail** (12% of total): showed a solid growth in Americas and APAC.
- **e-Commerce** (5% of total): increased by 4% YoY mostly driven by APAC and EMEA.
- **Geographies:** Americas and APAC declined mostly due to indirect channels. EMEA was impacted by a negative retail performance.

Sales growth per channel



Sales growth per region



* Includes Online Wholesale

Moleskine

Summary of H1-24 results – Results impacted by adverse wholesale and negative operating leverage

€m	H1-23	H1-24	% change
Sales	57.5	52.9	*-8.0%*
Adjusted operating result	6.5	2.2	*-66.2%*
Adjusted operating margin (in %)	*11.3%*	*4.2%*	
Adjusted net finance (costs)/income	-11.1	-9.4	*-15.3%*
Adjusted PBT	-4.6	-7.2	
Adjusted PBT g.s.	-4.6	-7.1	

- Moleskine's sales declined by -8.0% YoY in H1-2024 to €52.9m. Currency impact was insignificant on the period.
- This performance resulted from a context of prolonged adverse policies at some e-commerce platforms and order timing from a large wholesale account.
- Direct-to-customer channels (retail & e-commerce) recorded growth.
- *Adjusted* operating result stood at €2.2m, reflecting a negative operating leverage and some front-loaded brand campaign costs, leading to an adjusted operating margin at 4.2%.
- *Adjusting* items at the operating result level amounted to -€163.1m in H1-2024 as following the impairment test performed on Moleskine, the Group accounted for a net of tax impairment charge of -€131.4m.
- The *adjusted* profit before tax, Group's share stood at -€7.2m, down from -€4.6m in H1-2023.

Free cash flow[1] and net debt

- Free cash flow declined from €5.9m in H1-2023 to -€8.1m in H1-2024 as a result of:
  - the decline in *adjusted* EBITDA;
  - €9.6m cash interests paid to the Corporate & unallocated segment on the inter-segment financing in 2024 (versus none in H1-2023); and
  - the cash payout of €1.9m related to an *adjusting* provision from last year.
- Excluding the latter, trading cash conversion (defined as trading cash flow / *adjusted* EBITDA) was above 80%.
- Net financial debt reached €279.3m versus (of which €272.4m of inter-segment financing), compared to €269.3m. The increase is essentially attributable to the negative cash flow generation.

€m	H1-23	H1-24
***Adjusted* EBITDA**	**11.2**	**6.6**
Change in working capital requirement	0.8	3.4
Net capex	-1.5	-2.3
Capital paid on lease liabilities	-2.5	-2.4
Other	-0.9	-1.9
Trading cash-flow	7.1	3.4
Taxes paid	-0.7	-1.9
Net interest paid	-0.5	-9.6
Free cash flow	5.9	-8.1
Net debt (June 30th)	278.5	279.3

[1] Free Cash Flow = [*Adjusted* EBITDA +/- other non-cash items – change in working capital – capital expenditures – capital paid on lease liabilities – taxes paid – interest paid – acquisitions + disposals – cash-flow from *adjusting* items +/- other cash items]

Moleskine

Latest developments

- Several brand-elevation initiatives have been successfully executed, with the most successful to date 'Detour' exhibition in Milan, combined with a purpose-led communication campaign on the scientific benefits of handwriting.
- Moleskine direct-to-consumer strategy is being rolled-out with several acclaimed new stores openings since June 2023 across key APAC and America's markets.
- Van Gogh museum's and Moleskine partnership were awarded the 'Licensing International Excellence Award' in Las Vegas, USA, another success from the limited editions product strategy, base for a further international roll out of the partnership.
- Moleskine continued to implement its sustainable roadmap with a focus on recycling and upcycling.

Outlook

- Sales are expected to grow by a mid- to high- single digit percentage compared to 2023, skewed towards the second half of the year.
- *Adjusted* operating result margin should slightly increase versus 2023.

Corporate & Unallocated

Corporate & Unallocated

€m	H1-23	H1-24	% change
***Adjusted* operating result**	-5.1	-2.5	
Adjusted net finance (costs)/income	13.7	24.5	*78.8%*
***Adjusted* PBT**	8.6	22.0	*155.8%*
***Adjusted* PBT g.s.**	8.6	22.0	*155.8%*

- "Corporate & Unallocated" mainly includes the corporate and real estate activities.
- *Adjusted* operating result improved from -€5.1m in H1-2023 to -€2.5m in H1-2024. This is primarily due to higher management fees.
- *Adjusting* items at the operating result level of -€2.7m relate to the equity-settled share-based payment scheme.
- *Adjusted* net financial income evolution (+78.8%) is notably related to the higher return on cash.
- *Adjusting* items at the level of finance costs includes an impairment charge of -€15.1m in 2024 related to the investment in Crédit Suisse's Supply Chain Finance Fund

Closing remarks

- H1-2024 results showed solid growth and highlighted the strong FCF generation potential of our businesses
- 2024 outlook is confirmed
- D'Ieteren Group will hold an Investor Day on May 14th, 2025
- All our businesses are demonstrating a strong commitment on the ESG front

Appendix

Summary

Strong H1-2024 results and confirmed Group 2024 guidance

Group H1-2024

Sales, Group's share
€6,292.0m (+5.8%)

Adjusted profit before tax, Group's share[2]
€585.5m (+6.4%)

Net cash position (Corp & Unallocated)
€1,059.0m (€786.6m excluding inter-segment loan)

Group 2024 outlook

For 2024, D'Ieteren Group confirms its guidance of a mid- to high- single-digit growth YoY in its *adjusted* profit before tax, Group's share.

This improvement is expected to be driven by the continued growth from the businesses, and assumes no further escalation in geopolitical tensions nor other major unforeseen events.

It assumes foreign exchange rates that are in line with the rates that prevailed on December 31st, 2023 and a 50.3% stake in Belron for both periods.

The comparative figure for 2023 is €962.4m.

Belron

Revenues[1]
€3,280.0m (+6.7%)
- Organic sales growth of 5.9%
- Volume growth of 0.4%, affected in the US by mild weather and increased claims avoidance
- Positive price/mix and continued positive contribution from ADAS recalibration and VAPS

Adj. operating result[1]
€695.9m (+3.4%)
- Supported by top-line trends at a margin of 21.2%

Adj. PBT Group's share (50.30%)
€282.0m (-2.1%) due to higher interest charges

2024 outlook
- Mid- to high single digit organic sales growth
- *Adjusted* operating result margin to improve, on track to reach the 23% 2025 ambition
- Free cash flow is expected to remain at high levels

Automotive

Revenues
€2,863.0m (+4.8%)
- Strong growth mainly supported by volumes, positive price / mix and other mobility services

Adj. operating result
€157.8m (+7.6%)
- Evolution driven by the sales mix
- Margin of 5.5%

Adj. PBT Group's share
€149.6m (+4.5%)

2024 outlook
- The Belgian new car registration market expected to slightly decline (at 460,000 new registrations)
- Sales to be broadly flat versus 2023
- *Adjusted* operating result margin expected to slightly increase
- FCF is expected to improve further

PHE

Revenues
€1,387.1m (+7.0%)
- Organic sales growth of 4.2% highlighting continued market share gains in a context of declining inflation
- 2.8% growth from acquisitions

Adj. operating result
€132.4m (+6.9%)
- Supported by top-line developments, profitability improvement in international activities and cost containment initiatives
- Margin of 9.5%

Adj. PBT Group's share
€84.4m (+8.2%)

2024 outlook
- Mid-single digit organic sales growth
- *Adjusted* operating result margin to remain stable
- NCI of around €10m

TVH

Revenues[1]
€848.0m (+6.8%)
- 6.5% organic growth driven by recovery from cyberattack
- 0.3% external
- 0.0% currency translation impact

Adj. operating result[1]
€142.6m (+34.4%)
- Mainly driven by revenue growth and strict containment efforts in operating expenses

Adj. PBT Group's share (40%)
€54.6m (+48.0%)

2024 outlook
- Organic top-line to improve by mid-single digit percentage
- *Adjusted* operating result margin expected to improve by around 150bps versus 2023
- FCF generation strong, but somewhat lower than 2023

Moleskine

Revenues
€52.9m (-8.0%)
- Prolonged effect of adverse policies at some e-commerce platforms and order timing from a large wholesale account
- Direct-to-cutomer channels recorded growth
- Insignificant currency impact on the period.

Adj. operating result
€2.2m (-66.2%)
- Negative operating leverage and some front-loaded brand campaign costs

Adj. PBT Group's share
-€7.1m

2024 outlook
- Sales expected to grow by a mid- to high- single digit percentage, skewed towards the second half of the year
- *Adjusted* operating result margin should slightly increase versus 20230

[1] at 100%
[2] Assuming a 50.3% stake in Belron and a 40.0% stake in TVH in H1-2023 and H1-2024

Forward-looking statement

“To the extent that any statements made in this presentation contain information that is not historical, these statements are essentially forward-looking. The achievement of forward-looking statements contained in this presentation is subject to risks and uncertainties because of a number of factors, including general economic factors, interest rate and foreign currency exchange rate fluctuations; changing market conditions, product competition, the nature of product development, impact of acquisitions and divestitures, restructurings, products withdrawals; regulatory approval processes and other unusual items. Consequently, actual results may differ materially from those expressed or implied by such forward-looking statements. Forward-looking statements can be identified by the use of words such as "expects", "plans", "will", "believes", "may", "could", "estimates", "intends", "targets", "objectives", "potential", and other words of similar meaning. Should known or unknown risks or uncertainties materialize, or should our assumptions prove inaccurate, actual results could vary materially from those anticipated. The Company undertakes no obligation to publicly update any forward-looking statements.”

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