

CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2019

UNAUDITED FIGURES

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CONSOLIDATED INCOME STATEMENT AND STATEMENT OF COMPREHENSIVE INCOME

Consolidated income statement

(In EUR million)	Notes	Year ended December 31,	
		2019	2018
Leasing contract revenues	8a,8d	4,501.7	4,170.6
Leasing contract costs - depreciation	8a	(3,559.5)	(3,332.0)
Leasing contract costs - financing	8a	(294.9)	(234.1)
Unrealised gains/losses on financial instruments	8a	16.7	19.4
Leasing contract margin		664.1	623.8
Services revenues	8b,8d	2,178.4	1,987.2
Cost of services revenues	8b	(1,546.1)	(1,370.6)
Services margin		632.3	616.7
Proceeds of cars sold	8c,8d	3,097.4	2,814.3
Cost of cars sold	8c	(3,022.4)	(2,711.9)
Car sales result		75.0	102.5
GROSS OPERATING INCOME		1,371.4	1,343.0
Staff expenses	10	(409.3)	(397.2)
General and administrative expenses	11	(166.9)	(189.2)
Depreciation and amortisation	12	(58.8)	(31.2)
Total operating expenses		(635.0)	(617.6)
Impairment charges on receivables	9	(45.0)	(37.8)
Non-recurring income (expenses)		(0.0)	(0.0)
OPERATING RESULT		691.4	687.6
Share of profit of associates and jointly controlled entities		1.8	1.5
Profit before tax		693.2	689.1
Income tax expense	13	(122.2)	(126.8)
Net income		571.0	562.2
Net income attributable to:			
Owners of the Company		564.2	555.6
Non-controlling interests		6.8	6.6
Earnings per share for net income attributable to the owners of the parent:			
Basic earnings per share (in cents)	32	1.40	1.38
Diluted earnings per share (in cents)	32	1.40	1.37

Consolidated statement of comprehensive income

(in EUR million)	Notes	Year ended December 31,	
		2019	2018
Net income		571.0	562.2
Items that will not be reclassified subsequently to profit or loss		(1.4)	0.3
Changes in actuarial gain/(Loss) on retirement benefit, before tax		(1.9)	0.7
Deferred tax on actuarial gain/(Loss) on retirement benefit		0.5	(0.4)
Items that may be reclassified subsequently to profit or loss		31.3	(43.6)
Changes in cash flow hedges, before tax	18	(0.9)	(17.7)
Deferred tax on cash flow hedges		0.6	4.2
Currency translation differences		31.7	(30.1)
Other comprehensive income for the year, net of tax		29.9	(43.3)
Total comprehensive income for the period		600.9	518.9
Attributable to			
Owners of the Company		594.2	512.5
Non-controlling interests		6.7	6.4
Total comprehensive income attributable to owners of the parent arises from:			
- Continuing operations		594.2	512.5

CONSOLIDATED BALANCE SHEET

(in EUR million)	Notes	Year ended December 31,	
		2019	2018
ASSETS			
Rental fleet	14	20,336.7	18,423.9
Other property and equipment	15	118.2	106.5
Right-of-use assets	2.4.3	131.4	-
Goodwill	16	575.7	532.4
Other intangible assets	15	40.4	42.2
Investments in associates and jointly controlled entities	17	9.0	7.6
Derivative financial instruments	18	7.8	14.5
Deferred tax assets	13	170.3	171.3
Other non-current financial assets	19	469.3	601.5
Non-current assets		21,858.8	19,899.9
Inventories	20	371.6	264.3
Receivables from clients and financial institutions	21	1,734.7	1,584.2
Current income tax receivable		120.4	104.3
Other receivables and prepayments	22	957.3	872.9
Derivative financial instruments	18	10.9	26.3
Other current financial assets	19	326.3	343.6
Cash and cash equivalents	23	155.5	158.9
Current assets		3,676.7	3,354.3
Assets of disposal group classified as held-for-sale	7	52.3	-
Total assets		25,587.9	23,254.3
EQUITY AND LIABILITIES			
Share capital		606.2	606.2
Share premium		367.0	367.0
Other Equity		(9.0)	(5.8)
Retained earnings and other reserves		2,464.5	2,110.6
Net income		564.2	555.6
Equity attributable to owners of the parent		3,992.9	3,633.7
Non-controlling interests		35.9	34.2
Total equity	25	4,028.8	3,667.9
Borrowings from financial institutions	27	8,607.9	7,955.8
Bonds and notes issued	27	3,893.9	4,462.4
Derivative financial instruments	18	28.9	17.4
Deferred tax liabilities	13	390.3	293.5
Lease liabilities	2.4.3	111.5	-
Retirement benefit obligations and long term benefits	28	21.6	19.7
Provisions	29	118.8	105.9
Non-current liabilities		13,172.9	12,854.6
Borrowings from financial institutions	27	4,800.2	3,961.2
Bonds and notes issued	27	1,092.9	451.9
Trade and other payables	30	2,204.4	2,088.1
Lease liabilities	2.4.3	24.4	-
Derivative financial instruments	18	6.2	8.9
Current income tax liabilities		73.8	70.1
Provisions	29	143.8	151.5
Current liabilities		8,345.7	6,731.7
Liabilities of disposal group classified as held-for-sale	7	40.5	-
Total liabilities		21,559.1	19,586.4
Total equity and liabilities		25,587.9	23,254.3

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(in EUR million)	Attributable to equity holders of the company											Non-controlling interests	Total equity
	Share capital	Share premium	Other equity	Translation reserves	Hedging reserve	Actuarial gain/(loss) reserve	Other reserves	Retained earnings	Net income	Equity attributable to the owners of the parent			
Balance As at December 31, 2017 as originally presented	606.2	375.1	-	(111.0)	(12.5)	(3.7)	7.7	1,935.2	567.6	3,364.5	33.8	3,398.2	
Change in Accounting Policy*								(17.1)		(17.1)	(0.2)	(17.3)	
Balance as at January 1, 2018 (restated)*	606.2	375.1	-	(111.0)	(12.5)	(3.7)	7.7	1,918.1	567.6	3,347.4	33.6	3,381.0	
Changes in cash flow hedges	-	-	-	-	(13.5)	-	-	-	-	(13.5)	-	(13.5)	
Actuarial gain/(loss) on post employment benefit obligations	-	-	-	-	-	0.3	-	-	-	0.3	0.0	0.3	
Currency translation differences	0.0	-	-	(29.9)	-	-	-	-	-	(29.9)	(0.2)	(30.1)	
Other comprehensive income	0.0	-	-	(29.9)	(13.5)	0.3	-	-	-	(43.1)	(0.2)	(43.3)	
Net income	-	-	-	-	-	-	-	-	555.6	555.6	6.6	562.2	
Total comprehensive income for the period	0.0	-	-	(29.9)	(13.5)	0.3	-	-	555.6	512.5	6.4	518.9	
Proceeds from shares issued	-	-	-	-	-	-	-	-	-	-	-	-	
Acquisition of treasury shares	-	-	(5.8)	-	-	-	-	-	-	(5.8)	-	(5.8)	
Share-Based payments	-	-	-	-	-	-	1.7	-	-	1.7	-	1.7	
Dividends	-	(8.1)	-	-	-	-	-	(214.2)	-	(222.3)	(4.6)	(226.9)	
Scope changes	-	-	-	-	-	-	-	0.1	-	0.1	(1.1)	(1.0)	
Appropriation of net income	-	-	-	-	-	-	-	567.6	(567.6)	(0.0)	(0.0)	(0.0)	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Balance as at December 31, 2018	606.2	367.0	(5.8)	(140.9)	(26.1)	(3.4)	9.4	2,271.6	555.6	3,633.7	34.2	3,667.9	
Changes in cash flow hedges	-	-	-	-	(0.4)	-	-	-	-	(0.4)	-	(0.4)	
Actuarial gain/(loss) on post employment benefit obligations	-	-	-	-	-	(1.4)	-	-	-	(1.4)	-	(1.4)	
Currency translation differences	(0.0)	-	-	31.9	-	-	-	-	-	31.9	(0.1)	31.7	
Other comprehensive income	(0.0)	-	-	31.9	(0.4)	(1.4)	-	-	-	30.0	(0.1)	29.9	
Net income	-	-	-	-	-	-	-	-	564.21	564.2	6.8	571.0	
Total comprehensive income for the period	(0.0)	-	-	31.9	(0.4)	(1.4)	-	-	564.2	594.2	6.7	600.9	
Proceeds from shares issued	-	-	-	-	-	-	-	-	-	-	-	-	
Acquisition of treasury shares	-	-	(3.2)	-	-	-	-	-	-	(3.2)	-	(3.2)	
Share-Based payments	-	-	-	-	-	-	2.2	-	-	2.2	-	2.2	
Issue of treasury shares to employees	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends	-	-	-	-	-	-	-	(234.0)	-	(234.0)	(5.1)	(239.1)	
Scope changes	-	-	-	-	-	-	-	0.0	-	0.0	-	0.0	
Appropriation of net income	-	-	-	-	-	-	-	555.6	(555.6)	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Balance As at December 31, 2019	606.2	367.0	(9.0)	(109.1)	(26.5)	(4.8)	11.6	2,593.2	564.2	3,992.9	35.9	4,028.8	

* The Impacts presented in this line arose solely from the IFRS 9 provisions related to credit risk

CONSOLIDATED STATEMENT OF CASH FLOWS

(in EUR million)	Notes	For the twelve months period ended	
		2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax excluding discontinued operations		693.2	689.1
Adjustments for:			
Rental Fleet	14	3,686.1	3,430.1
Other property, equipment and right-of-use assets		49.3	21.4
Intangible assets		12.9	9.7
Financial assets		-	-
Regulated prov., contingency and expenses provisions		3.1	3.7
Depreciation and provision		3,751.3	3,464.9
(Profit)/loss on disposal of financial assets		0.0	-
(Profit)/loss on disposal of property and equipment		25.5	17.8
(Profit)/loss on disposal of intangible assets		0.0	0.0
(Profit)/loss on disposal of consolidated securities		-	0.3
Profit and losses on disposal of assets		25.6	17.8
Fair value of derivative financial instruments		14.7	(6.2)
Interest Charges		294.9	234.1
Interest Income		(918.8)	(824.0)
Net interest income		(623.9)	(589.9)
Other		0.9	0.4
Amounts received for disposal of rental fleet	14	3,044.4	2,583.7
Amounts paid for acquisition of rental fleet	14	(8,328.3)	(8,233.3)
Change in working capital		(266.5)	(44.2)
Interest Paid		(310.6)	(284.7)
Interest Received		952.6	853.7
Net interest paid		641.9	569.0
Income taxes paid		(34.0)	(104.4)
Cash generated from operations (continuing activities)		(1,080.7)	(1,652.7)
Net cash inflow/(outflow) from operating activities		(1,080.7)	(1,652.7)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of other property and equipment		-	-
Acquisition of other property and equipment		(62.5)	(51.8)
Divestments of intangible assets		-	-
Acquisition of intangible assets		(16.2)	(17.7)
Proceeds from sale of financial assets		0.1	-
Acquisition of financial assets (non-consolidated securities)		(0.0)	(0.0)
Effect of change in group structure		(93.2)	(9.2)
Dividends received		(0.0)	(0.0)
Long term investment		133.3	227.9
Loans and receivables from related parties		54.6	(64.8)
Other financial investment		20.6	(28.6)
Cash flows from investing activities (continuing activities)		36.6	55.8
Cash flows from investing activities (discontinued operations)		-	-
Net cash inflow/(outflow) from investing activities		36.6	55.8
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds of borrowings from financial institutions		7,283.3	10,152.0
Repayment of borrowings from financial institutions		(5,915.7)	(10,011.3)
Proceeds from issued bonds		501.2	2,726.0
Repayment of issued bonds		(620.8)	(1,086.2)
Payment of lease liabilities	2.4.3	(25.7)	-
Dividends paid to company's shareholders		(234.0)	(222.3)
Dividends paid to minority interest		(5.1)	(4.6)
Increase/decrease in capital		-	-
Increase/decrease in treasury shares		(3.2)	(5.8)
Other		-	-
Cash flows from financing activities (continuing activities)		980.0	1,547.9
Cash flows from financing activities (discontinued operations)		-	-
Net cash inflow/(outflow) from financing activities		980.0	1,547.9
Exchange gains/(losses) on cash and cash equivalents		0.2	(8.7)
Effect of change in accounting policies		-	-
Net increase/(decrease) in cash and cash equivalents		(63.9)	(57.6)
Cash & cash equivalents at the beginning of the period	23	(50.9)	6.7
Cash & cash equivalents at the end of the period	23	(114.9)	(50.9)

The format of consolidated statement of cash flows changed for the period ended December 31, 2019 due to implementation of a new standard. See Note 2.1 for further details.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1. GENERAL INFORMATION

ALD (“the Company”) and its subsidiaries (together “the Group”) is a service leasing and vehicle fleet management group with a fleet of around 1,765,000 vehicles. The Group provides financing and management services in 43 countries in the world including the following businesses:

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

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

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

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

The Group’s unaudited consolidated financial statements as at 31 December 2019 were examined by the Board of Directors on 5 February 2020. The audit procedures carried out by the Statutory Auditors on the consolidated financial statements are in progress.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

2.1. PRESENTATION FORMAT OF FINANCIAL STATEMENTS

Presentation of the consolidated statement of cash flows has been changed to a new format which is used to improve understanding of the Group's operating, investing and financing activities and to reflect changes brought by adoption of IFRS 16.

In operating activities adjustments to profit before tax for depreciation of leases which are in the scope of IFRS 16 have been added to Other property, equipment and right-of-use assets.

Adjustments which relate to profit or loss on disposal of various assets in operating activities have been presented as a subtotal of a net book value of the asset and proceeds from the sale of that asset. Proceeds from sale of assets and cash outflow from acquisition of assets are presented in investing activities.

Financing activities now reflect lease payments made during the period which is in line with IFRS 16 disclosures.

This new format was adopted for the first time in the interim consolidated financial statements for the period ended 30 June, 2019 and the comparative period of year ended December, 2018 has been restated accordingly to reflect the change in presentation.

2.2. BASIS OF PREPARATION

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

The standards comprise IFRS 1 to 16 and International Accounting Standards (IAS) 1 to 41, as well as the interpretations of these standards adopted by the European Union as at December 31, 2019.

2.3. CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

New and amended standards and Interpretations applicable as from January 1, 2019

The Group has adopted the following new standards, amendments and interpretations to published standards for the first time for the financial year beginning January 1, 2019:

Accounting standards, amendments or Interpretations	Note	Adoption dates by The European Union
IFRS 16 Leases	2.4	January 01, 2019
IFRIC Interpretation 23 Uncertainty over Income Tax Treatment	2.5	January 01, 2019

Accounting standards, amendments or Interpretations	Note	Adoption dates by The European Union
Amendments to IFRS 9: Prepayment Features with Negative Compensation	2.6	January 01, 2019
Amendments to IAS 19: Plan Amendment, Curtailment or Settlement	2.7	January 01, 2019
Amendments to IAS 28: Long-term interests in associates and joint ventures	2.8	January 01, 2019
Annual improvements 2015-2017 cycle: IFRS 3 Business Combinations IFRS 11 Joint Arrangements IAS 12 Income Taxes IAS 23 Borrowing Cost	2.9	January 01, 2019

2.4. IFRS 16 LEASES

2.4.1 Nature of the effect of adoption of IFRS 16

IFRS 16 supersedes IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases-Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for most leases under a single on-balance sheet model. For the first-time application of IFRS 16, the Group, as a lessee, chose to implement the modified retrospective approach proposed by the standard. The Group did not restate comparatives for the 2018 reporting period, as permitted under the specific transitional provisions in the standard. The reclassifications and the adjustments arising from the new leasing rules are therefore recognised in the opening balance sheet on January 1, 2019.

The Group, as a lessor, is not required to make any adjustments in respect of the leases in place at the date of transition, except for when it is an intermediate lessor (i.e. lessor with sub lease). As at January 1, 2019 and subsequently as at December 31, 2019 the Group did not have any subleases, therefore IFRS 16 did not have an impact for leases where the Group is a lessor.

First time application of the standard where the Group is a lessee

The Group leases various offices and other commercial office space as well as IT and office equipment. Rental contracts are typically made for fixed periods which may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. Before the adoption of IFRS 16, the Group classified each of its leases at the inception date as either an operating lease or finance lease. In an operating lease, the leased property was not capitalised and the lease payments were recognised as rent expense in the income statement on a straight-line basis over the lease term. Any prepaid rent and accrued rent were recognised under Other receivables and prepayments and Trade and other payables, respectively. Finance leases were

capitalised at the commencement of the lease at the inception date fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments were apportioned between interest (recognised as finance costs) and reduction of the lease liability. As at December 31, 2018 the Group did not have any finance leases as a lessee.

As at December 31, 2018 the Group had operating lease commitments, most of which related to building leases contracted for the lease of commercial and office space. On adoption of IFRS 16, the Group recognised lease liabilities in relation to these leases which had previously been classified as 'operating leases' under the principles of IAS 17 Leases. The amount of the lease liability on outstanding leases was calculated by discounting residual rental payments with the rate in effect on January 1, 2019, taking into account the residual maturity of the contracts (refer to section 2.4.2 Lease Term and Discount Rates).

The associated right-of-use assets for property leases were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at December 31, 2018. There were no onerous lease contracts that would have required an adjustment to the right-of-use assets at the date of the first-time application.

A number of practical expedients which are permitted by the modified retrospective approach have been applied to leases during the first time application of the standard.

- As at January 1, 2019 the Group recognised a lease liability at the present value of the lease payments remaining at that date adjusted for any prepaid or accrued lease payments. The discount rate used was either the interest rate implicit in the lease or, if that rate was not available, the lessee's incremental borrowing rate (refer to section 2.4.2 Discount Rates)
- For leases with a remaining term of less than one year at the first time application, the Group chose to apply the short-term lease exemption in IFRS 16 and expense lease payments rather than recognise right-of-use asset and a lease liability at January 1, 2019.
- IFRS 16 allows a lessee to exclude initial direct costs from the measurement of the right-of-use asset on transition. The Group applied this expedient on a lease by lease basis.

The Group applies a simplified measurement approach for all short-term leases i.e. those leases that have a lease term of 12 months or less from the commencement date including a renewal option. It also applies the lease of low-value assets recognition exemption to leases of furniture and office equipment that are considered of low value (i.e. below USD 5,000).

The first-time application of IFRS 16 had no impact on the amount of the Group shareholders' equity at January 1, 2019.

Opening balance sheet adjustments as at 1 January 2019

(in EUR million)	December 31, 2018	IFRS 16 First time application	January 1, 2019
ASSETS			
Rental fleet	18,423.9		18,423.9
Other property and equipment	106.5		106.5
Right-of-use assets	-	134.3 ¹	134.3
Goodwill	532.4		532.4
Other intangible assets	42.2		42.2
Investments in associates and jointly controlled entities	7.6		7.6
Derivative financial instruments	14.5		14.5
Deferred tax assets	171.3		171.3
Other non-current financial assets	601.5		601.5
Non-current assets	19,899.9	134.3	20,034.2
Inventories	264.3		264.3
Receivables from clients and financial institutions	1,584.2		1,584.2
Current income tax receivable	104.3		104.3
Other receivables and prepayments	872.9		872.9
Derivative financial instruments	26.3		26.3
Other current financial assets	343.6		343.6
Cash and cash equivalents	158.9		158.9
Current assets	3,354.3		3,354.3
Total assets	23,254.3	134.3	23,388.5
EQUITY AND LIABILITIES			
Share capital	606.2		606.2
Share premium	367.0		367.0
Other Equity	(5.8)		(5.8)
Retained earnings and other reserves	2,110.6		2,110.6
Net income	555.6		555.6
Equity attributable to owners of the parent	3,633.7		3,633.7
Non-controlling interests	34.2		34.2
Total equity	3,667.9		3,667.9
Borrowings from financial institutions	7,955.8		7,955.8
Bonds and notes issued	4,462.4		4,462.4
Derivative financial instruments	17.4		17.4
Deferred tax liabilities	293.5		293.5
Lease liabilities	-	113.5 ²	113.5
Retirement benefit obligations and long term benefits	19.7		19.7
Provisions	105.9		105.9
Non-current liabilities	12,854.6	113.5	12,968.1
Borrowings from financial institutions	3,961.2		3,961.2
Bonds and notes issued	451.9		451.9
Trade and other payables	2,088.1	(2.8) ³	2,085.3
Lease liabilities	-	23.6 ²	23.6
Derivative financial instruments	8.9		8.9
Current income tax liabilities	70.1		70.1
Provisions	151.5		151.5
Current liabilities	6,731.7	20.8	6,752.5
Total liabilities	19,586.4	134.3	19,720.6
Total equity and liabilities	23,254.3	134.3	23,388.5

¹ Right-of-use assets were recognised and presented separately in the balance sheet. The Group did not have lease assets recognised previously as finance leases, therefore no reclassification from Other property and equipment is required.

² Lease liabilities were recognised and presented separately in the balance sheet.

³ Adjustment for prepaid income linked to rent-free periods was formerly booked under Trade and other payables. They have been reclassified, as a component of right-of-use, under the rights-of-use category.

The lease liabilities as at 1 January 2019 can be reconciled to the operating lease commitments as of 31 December 2018 as follows:

Operating lease commitments as at 31 December, 2018 *	149.1
Discounted using the lessee's incremental borrowing rate at the date of initial application	138.7
(Less):	
Short-term leases recognised on a straight-line basis as an expense	(1.3)
Low value leases recognised on a straight-line basis as an expense	(0.3)
Lease liability recognised as at 1 January 2019	137.1
Of which are:	
Current lease liabilities	23.6
Non-current lease liabilities	113.5

* Operating lease commitments as at December 31, 2018 have been restated to reflect the same lease terms which have been applied to these leases under IFRS 16 – refer to section 2.4.2, paragraph Lease term. The increase is attributable to longer lease terms due to inclusion of renewal options reasonably expected to be exercised.

2.4.2 Summary of new accounting policies where the Group is a lessee

Set out below are the new accounting policies of the Group upon adoption of IFRS 16:

Definition of a lease

A lease is defined as a contract, or part of a contract that conveys the right to control the use an asset (the underlying asset) for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset.
- The Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use and
- The Group has the right to direct the use of the asset. The Group has the right when it has the decision making rights that are most relevant to changing how and for what purpose the asset is used.

Scope

IFRS 16 concerns any contract meeting the definition of a lease. There are exceptions in the standard which are not applicable to the Group.

Lessees are not required to apply this standard to intangible assets leases (software for example). In preparing the application of the standard, the Group uses this option.

Lease term

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

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

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

- the conditions for exercising these options (including measurement of the amount of the rental payments in case of an extension, or of the amount of penalties that may be imposed for early termination)
- substantial changes made to the leased premises (specific layouts)
- the costs associated with terminating the contract (negotiation costs, moving costs, research costs for a new asset that meets the lessee's requirements, etc.)
- the importance of the leased asset for the lessee, in view of its specific nature, its location, or the availability of substitute assets (specifically for branches located in commercially strategic sites, given their accessibility, expected traffic, or the prestige of the location)
- the history of renewals of similar contracts, as well as the strategy for the future use of the assets (based on the prospect of redeployment or rearrangement of a commercial branch network, for example).

If the lessee and the lessor each have the right to terminate the lease without the prior agreement of the other party and with no penalty other than a negligible one, the contract is no longer binding, and thus it no longer creates a lease liability.

Changing the lease term

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

The entity must also revise the term of the lease contract in any one of the following situations:

- the lessee exercises an option that had not been included when calculating the term of the lease
- the lessee does not exercise an option that had been included when calculating the term of the lease
- the lessee is contractually obliged, due to an event, to exercise an option that had not been included when calculating the term of the lease;
- the lessee is contractually prevented, due to an event, from exercising an option that had been included when calculating the term of the lease.

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

Right-of-use assets

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

Lease liabilities

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

Discount rates

The implicit contract rates are not generally known, nor can be easily determined.

Therefore, the Group has decided to use the lessees' incremental borrowing rate to discount rental payments as well as amount of lease liabilities.

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

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

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

Short-term leases and low-value assets

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

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

Income Taxes

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

2.4.3 Amounts recognised in the consolidated balance sheet and income statement (where the Group is a lessee)

Set out below, are the carrying amounts of the Group's right-of-use assets and lease liabilities and the movements in the period:

(in EUR million)	Right-of-use assets (property leases)	Lease liabilities
As at 1 January 2019	134.3	137.1
Additions	32.7	32.6
Disposals	(10.0)	(9.9)
Accumulated depreciation	(23.2)	
Transfer to assets held for sale	0.1	(0.1)
Transfer from trade and other payables	(2.5)	

Interest		1.9
Payments		(25.7)
As at December 31, 2019	131.4	135.9

The Group recognised rent expense from short-term leases of EUR 2.2 million for the twelve months ended December 31, 2019.

2.4.4 Changes to accounting policies where the Group is a lessor

IFRS 16 substantially carried forward the lessor accounting model in IAS 17 apart from changes in accounting for subleases and lessor disclosures. The Group currently does not have any subleases, however if the Group becomes an intermediate lessor, it will account for its interest in the head lease and the sub-lease separately. It will assess the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset.

Please see section 2.13 Lease operations for a detailed summary of accounting policies where the Group is a lessor.

2.5. IFRIC INTERPRETATION 23 UNCERTAINTY OVER INCOME TAX TREATMENT

The Interpretation addresses the accounting for income taxes when tax treatments involve uncertainty that affects the application of IAS 12 Income Taxes. It does not apply to taxes or levies outside the scope of IAS 12, nor does it specifically include requirements relating to interest and penalties associated with uncertain tax treatments. The Interpretation specifically addresses the following:

- Whether an entity considers uncertain tax treatments separately
- The assumptions an entity makes about the examination of tax treatments by taxation authorities
- How an entity determines taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates
- How an entity considers changes in facts and circumstances.

An entity has to determine whether to consider each uncertain tax treatment separately or together with one or more other uncertain tax treatments. The approach that better predicts the resolution of the uncertainty needs to be followed. The Group applies significant judgement in identifying uncertainties over income tax treatments. Since the Group operates in a complex multinational environment, it assessed whether the Interpretation had an impact on its consolidated financial statements. Upon adoption of the Interpretation, the Group considered whether it has any uncertain tax positions, particularly those relating to transfer pricing. The parent's and the subsidiaries' tax filings in different jurisdictions include deductions related to transfer pricing and the taxation authorities may challenge those tax treatments. The Group determined, based on its tax compliance that it is probable that its tax treatments (including those for the subsidiaries) will be accepted by the taxation authorities. The interpretation did not have an impact on the consolidated financial statements of the Group.

2.6. AMENDMENTS TO IFRS 9: PREPAYMENT FEATURES WITH NEGATIVE COMPENSATION

Under IFRS 9, a debt instrument can be measured at amortised cost or at fair value through other comprehensive income, provided that the contractual cash flows are ‘solely payments of principal and interest on the principal amount outstanding’ (the SPPI criterion) and the instrument is held within the appropriate business model for that classification. The amendments to IFRS 9 clarify that a financial asset passes the SPPI criterion regardless of an event or circumstance that causes the early termination of the contract and irrespective of which party pays or receives reasonable compensation for the early termination of the contract. At December 31, 2019 ALD Group holds long-term deposits at Société Générale in amount of EUR 581.1 million (2018: EUR 710.5 million) that according to the above amendment are classified as SPPI and measured at amortised cost instead of fair value.

2.7. AMENDMENTS TO IAS 19: PLAN AMENDMENT, CURTAILMENT OR SETTLEMENT

The amendments to IAS 19 address the accounting when a plan amendment, curtailment or settlement occurs during a reporting period. The amendments specify that when a plan amendment, curtailment or settlement occurs during the annual reporting period, an entity is required to determine the current service cost for the remainder of the period after the plan amendment, curtailment or settlement, using the actuarial assumptions used to remeasure the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event. An entity is also required to determine the net interest for the remainder of the period after the plan amendment, curtailment or settlement using the net defined benefit liability (asset) reflecting the benefits offered under the plan and the plan assets after that event, and the discount rate used to remeasure that net defined benefit liability (asset). These amendments had no impact on the consolidated financial statements of the Group as it did not have any plan amendments, curtailments, or settlements during the period.

2.8. AMENDMENT TO IAS 28: LONG-TERM INTERESTS IN ASSOCIATES AND JOINT VENTURES

The amendments clarify that an entity applies IFRS 9 to long-term interests in an associate or joint venture to which the equity method is not applied but that, in substance, form part of the net investment in the associate or joint venture (long-term interests). This clarification is relevant because it implies that the expected credit loss model in IFRS 9 applies to such long-term interests. The amendments also clarified that, in applying IFRS 9, an entity does not take account of any losses of the associate or joint venture, or any impairment losses on the net investment, recognised as adjustments to the net investment in the associate or joint venture that arise from applying IAS 28 Investments in Associates and Joint Ventures. These amendments had no impact on the consolidated financial statements as the Group does not have such long-term interests in its associate and joint venture.

2.9. ANNUAL IMPROVEMENTS 2015 – 2017 CYCLE

IFRS 3 Business Combinations

The amendments clarify that, when an entity obtains control of a business that is a joint operation, it applies the requirements for a business combination achieved in stages, including remeasuring previously held interests in the assets and liabilities of the joint operation at fair value. In doing so, the acquirer remeasures its entire previously held interest in the joint operation. An entity applies those amendments to business combinations for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after 1 January 2019, with early application permitted. These amendments had no impact on the consolidated financial statements of the Group as there is no transaction where a joint control is obtained.

IFRS 11 Joint Arrangements

A party that participates in, but does not have joint control of, a joint operation might obtain joint control of the joint operation in which the activity of the joint operation constitutes a business as defined in IFRS 3. The amendments clarify that the previously held interests in that joint operation are not remeasured. An entity applies those amendments to transactions in which it obtains joint control on or after the beginning of the first annual reporting period beginning on or after 1 January 2019, with early application permitted. These amendments had no impact on the consolidated financial statements of the Group as there is no transaction where a joint control is obtained.

IAS 12 Income Taxes

The amendments clarify that the income tax consequences of dividends are linked more directly to past transactions or events that generated distributable profits than to distributions to owners. Therefore, an entity recognises the income tax consequences of dividends in profit or loss, other comprehensive income or equity according to where it originally recognised those past transactions or events. An entity applies the amendments for annual reporting periods beginning on or after 1 January 2019, with early application permitted. When the entity first applies those amendments, it applies them to the income tax consequences of dividends recognised on or after the beginning of the earliest comparative period. Since the Group's current practice is in line with these amendments, they had no impact on the consolidated financial statements of the Group.

IAS 23 Borrowing Costs

The amendments clarify that an entity treats as part of general borrowings any borrowing originally made to develop a qualifying asset when substantially all of the activities necessary to prepare that asset for its intended use or sale are complete. The entity applies the amendments to borrowing costs incurred on or after the beginning of the annual reporting period in which the entity first applies those amendments. An entity applies those amendments for annual reporting periods beginning on or after 1 January 2019, with early application permitted. Since the Group does not have borrowings to develop qualifying assets, they had no impact on the consolidated financial statements of the Group.

2.10. STANDARDS AND INTERPRETATIONS ADOPTED BY IASB BUT NOT YET APPLICABLE AT DECEMBER 31, 2019

A number of new standards and amendments to standards and interpretations are non-effective for annual periods beginning after 1 January 2019, and have not been applied in preparing these consolidated financial statements. None of these are expected to have a significant effect on the consolidated financial statements of the Group.

Amendments to IFRS 3: Definition of a Business

In October 2018, the IASB issued amendments to the definition of a business in IFRS 3 Business Combinations to help entities determine whether an acquired set of activities and assets is a business or not. They clarify the minimum requirements for a business, remove the assessment of whether market participants are capable of replacing any missing elements, add guidance to help entities assess whether an acquired process is substantive, narrow the definitions of a business and of outputs, and introduce an optional fair value concentration test.

Since the amendments apply prospectively to transactions or other events that occur on or after the date of first application, the Group will not be affected by these amendments on the date of transition.

Amendments to IAS 1 and IAS 8 Definition of Material

In October 2018, the IASB issued amendments to IAS 1 Presentation of Financial Statements and

IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to align the definition of 'material' across the standards and to clarify certain aspects of the definition. The new definition states that, 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.' The amendments to the definition of material is not expected to have a significant impact on the Group's consolidated financial statements.

IFRS 17 Insurance Contracts

IFRS 17 is effective for reporting periods beginning on or after 1 January 2021, with comparative figures required.

This new standard will replace IFRS 4 "Insurance Contracts" that was issued in 2004 and which currently allows entities to use national requirements for the accounting of insurance contracts.

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

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

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

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

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

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

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

- contracts that are subject to similar risks and managed together;
- the year during which contracts are issued; and
- at initial recognition, contracts that are onerous, contracts that have no significant possibility of becoming onerous subsequently, and the remaining contracts.

The Group has started assessing implementation of this standard and will conclude on the potential impacts in 2020.

2.11. CONSOLIDATION

All Group entities are included within the scope, as described in Note 37 Scope of consolidation. Changes to the scope are presented in Note 6 Changes in the scope of consolidation in the year ended December 31, 2019.

2.11.1. Subsidiaries

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

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

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

Acquisition-related costs are expensed as incurred.

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

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

2.11.2. Associates

Associates are all entities over which the company has significant influence, but not control. The company accounts for its investment in associates using the equity method. The company's share of profits or losses of associates is recognised in the consolidated statement of income and its share of other comprehensive income (loss) of associates is included in other comprehensive income.

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

Further details are provided in Note 17 Investments in associates.

2.11.3. Joint arrangements

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

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

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

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

2.11.4. Special purpose companies

The asset-backed securitisation programme (described in Note 3 - Financial Risk Management) involved the sale of future lease receivables and related residual value receivables to special purpose companies. Special purpose companies are companies created to accomplish a narrow and well-defined objective, such as the securitisation of leased assets.

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

2.12. FOREIGN CURRENCY TRANSLATION

2.12.1. Functional and presentation currency

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

2.12.2. Transactions and balances

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

2.12.3. Group companies

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

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

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

The main exchange rates used in the consolidated financial statements for the years ended December 31, 2019 and December 31, 2018 are based on Paris stock exchange rates and are as follows:

	December 31,2019		December 31,2018	
	Period-end Rate	Average Rate	Period-end Rate	Average Rate
EUR / UK Pound:	0.8508	0.8773	0.8945	0.8847
EUR / Danish Krone:	7.4715	7.4661	7.4673	7.4532
EUR / Swedish Krona:	10.4468	10.5867	10.2548	10.2569
EUR / Russian Ruble:	69.9563	72.4593	79.7153	74.0549

2.13. LEASE OPERATIONS

Under IFRS 16 definition of a lease is the same for lessees and lessors (refer to note 2.4.2, paragraph Definition of a lease).

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

2.13.1. Operating lease portfolio

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

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

The cost of the operating lease cars comprise their purchase price and any incremental and directly attributable costs of bringing the assets held for use in operating leases to working condition for its intended use. Import duties and non-refundable purchase taxes are included in the purchase price and any trade discounts are deducted when calculating the purchase price. Furthermore, lease incentives and volume bonuses are also taken into account and depreciated over the expected lease term. The carrying amount of the Operating lease portfolio is presented in the category 'Rental Fleet' on the balance sheet. The depreciation policy relating to these assets is detailed in section 2.14.2 - Property and equipment under operating lease and rental fleet.

2.13.2. Finance lease portfolio

Finance leases are recognised as financial assets at an amount equal to the present value of the minimum lease payments (including guaranteed residual value) and the unguaranteed residual value accruing to the Group, after deduction of provisions deemed necessary in respect of bad and doubtful debts and any accumulated impairment losses. Initial direct costs are included in the initial measurement of the finance lease receivables. The assets are presented within the category 'Receivables from clients and financial institutions' on the balance sheet (See Note 21 for further details).

The finance lease instalments can comprise various components each having its own revenue recognition. The instalments are classified and presented in the following categories in the

income statement: (i) interest income from finance lease (the difference between the gross receivable and the present value of the receivable is unearned finance income and is recognised over the term of the lease using the effective interest method); and (ii) revenues (to the extent that services are included in the lease).

Revenue recognition for operating and finance leases is disclosed in more detail in Note 2.29.

2.13.3. Fleet management services

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

2.14. PROPERTY AND EQUIPMENT

2.14.1. Other property and equipment

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

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

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

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

2.14.2. Property and equipment under operating lease and rental fleet

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

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

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

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

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

2.15. INTANGIBLE ASSETS

2.15.1. Goodwill

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

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

- at a subsidiary level for all significant and independent countries; In these countries, the activity of the subsidiary is driven independently, either because the market is specific or because the organization has been built in order to drive the business on a standalone basis, helped with the technical support of the central functions of the headquarter; this is the case for most of the large subsidiaries in Europe (such as France, UK and Germany) and some medium and small subsidiaries in Asia;

- at an aggregated level (“hubs”) when internal management reporting is organised to measure performance (and prepare business plans) at a higher level (group of CGUs). The Group identified the 7 following hubs:
 - Benelux Hub: Belgium, Luxembourg, Netherlands
 - Nordics Hub: Denmark, Finland, Norway, Sweden
 - Central Europe Hub: Austria, Croatia, Czech Republic, Hungary, Serbia, Slovenia, Slovakia, Switzerland
 - North Eastern Europe Hub: Estonia, Latvia, Lithuania, Poland, Russia, Ukraine
 - South Eastern Europe Hub: Bulgaria, Greece, Romania, Turkey,
 - Mediterranean Hub: Algeria, Morocco, Portugal
 - South America, Africa and Asia: Brazil, Mexico, Chile, Peru, Colombia

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

Further details are provided in Note 4.1 Estimated impairment of goodwill.

2.15.2. Other intangible assets

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

2.16. IMPAIRMENT OF NON-FINANCIAL ASSETS

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

Further details are presented in Note 14 Rental fleet.

2.17. NON –CURRENT ASSETS (OR DISPOSAL GROUPS) HELD FOR SALE

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

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

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

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

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

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

Or

- Is a subsidiary acquired exclusively with a view to resale

Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as profit or loss after tax from discontinued operations in the statement of profit or loss.

Additional disclosures relating to the Group's assets held for sale are provided in Note 7.

2.18. FINANCIAL ASSETS

Classification

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

- (a) Those to be measured subsequently at fair value through profit or loss

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

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

Recognition and measurement

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

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

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

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

Impairment of financial assets

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

Further disclosure relating to impairment of financial assets is also provided in Note 21 Receivables from Clients and Financial Institutions.

2.19. FINANCIAL LIABILITIES

Initial recognition and measurement

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

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

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

Subsequent measurement

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

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

Financial liabilities at fair value through profit or loss only include derivative financial instruments in the Group's financial statements. For further disclosures see Note 2.20 Derivative financial instruments and hedging activities and Note 18 Derivative financial instruments.

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

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

For more information, refer to Note 27 Borrowings from financial institutions, bonds and notes issued.

2.20. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES

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

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

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

The fair values of various derivative instruments used for hedging purposes are disclosed in Note 24. Movements on the hedging reserve in other comprehensive income are shown in consolidated statement of changes in equity. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining hedged item is more than 12 months and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

The Group designates certain derivatives as either:

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

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

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

No fair value hedge instruments have been recorded by the Group for the year ended December 31, 2019.

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

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

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

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

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

The types of risks that the Group is exposed to and derivatives used to hedge these risks can be found in section 3.1.2 Treasury Risk and Note 18 Derivative financial instruments.

2.21. INVENTORIES

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

2.22. RECEIVABLES FROM CLIENTS AND FINANCIAL INSTITUTIONS

This caption includes:

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

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

2.23. OTHER RECEIVABLES AND PREPAYMENTS

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

2.24. CASH AND CASH EQUIVALENTS

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

2.25. EMPLOYEE BENEFITS

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

2.25.1. Pension obligations

Group companies operate various pension' schemes. The Group has both defined benefit plans and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan.

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

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

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

Past-service costs are recognised immediately in income statement.

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

Further details are provided in Note 28 Retirement benefit obligations and long term benefits.

2.25.2. Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to a termination when the entity has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are

measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

2.25.3. Profit-sharing and bonus plans

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

2.26. PROVISIONS

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

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

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

Damage risk provision

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

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

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

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

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

2.27. TRADE AND OTHER PAYABLES

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

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

2.28. CURRENT INCOME AND DEFERRED TAX

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

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

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

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business

combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

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

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

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

2.29. REVENUE RECOGNITION

Revenue is recognised in accordance with the following standards:

- IFRS 16 “Leases”
- IFRS 15 “ Revenue from contracts with customers”

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

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

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

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

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

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

Step 1: Identify the contract with customers

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

Step 2: Identify the performance obligations in the contract

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

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

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

Step 3: Determination of transaction price

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

Step 4: Allocation of transaction price

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

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

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

(a) Operating leases

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

(b) Finance leases

Regarding finance leases, IFRS 16 standard is applied and the earnings are allocated between the capital amount and finance income. The capital amount is used to reduce the receivable balance and the income is recognised in the profit and loss in each period so as to give a

constant periodic rate of return on the net investment in the lease. The Group uses the net investment method to allocate gross earnings, which excludes the effect of cash flows arising from taxes and financing relating to a lease transaction. In addition:

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

Amounts receivable from finance lease contracts are disclosed in Note 21.

(c) Other operating revenue for services

- (i) *Proceeds of cars sold*: Revenues also include the proceeds of the sale of vehicles from terminated lease contracts and rental revenues from end of contract billing such as repair costs recharged to the customer. The proceeds from the sale of vehicles are recognised when the vehicles are sold.
- (ii) *Intermediation fees*: In some instances of service provision, an entity of the Group may be acting as an intermediary between a customer and a third party. Examples of such services include the provision of fuel cards, road taxes, the re-bill of maintenance charges to customers who have chosen not to include maintenance in their leasing contracts, etc. Since no value is added by the Group, they are therefore not presented as revenues.
- (iii) *Informal extensions*: where a customer retains the car for a period beyond the normal return date (informal extension), the rent continues to be charged to the customer and the related contractual depreciation will continue to be recognised.
- (iv) *Up Front payments*: Regarding operating leases, where significant up front (“balloon”) payments (greater than 10% of list price of vehicle) are made by customers at the beginning of the lease agreement, the payments are recognised in the balance sheet and amortised on a straight-line basis over the period of the lease agreement. Regarding finance leases, upfront payments and initial direct costs are taken into consideration in calculating the implicit interest rate in the lease and recognised evenly over the life of the lease as an adjustment of yield.
- (v) *Lease incentives*: where incentives are provided to the lessee when negotiating a new or renewed lease (e.g. upfront cash payments to the lessee, reimbursement or absorption

of costs by the lessor or free or reduced rents given at the beginning of the lease term), such incentives are recognised as a reduction of rental income over the lease term on a straight line basis.

- (vi) *Interest on Late Payment*: Where interest on late payment is billed to customers, the related revenue is only recognised when settlements are made by customers.
- (vii) *Lease Deposits*: Lease payment advances received in the form of deposits are held on the Balance Sheet and released in accordance with the relevant contractual agreements.
- (viii) *Maintenance*: In order to recognize revenue in a pattern that reflects the transfer of control of the services provided, maintenance and tyre income is recognised in line with the normal maintenance cost profile; the resulting 'cost curves' are reviewed periodically in order to match local actual historical maintenance expenditures with the expected cost profiles. As a result of application of this policy, the deferred maintenance revenue is recognised in a maintenance income reserve during the early part of the contract, and released from this reserve during the latter part. Maintenance profit or loss on the contract will be recognised during the life of the contract. The monthly profit and loss result will be the difference between the profiled revenue and actual costs.

2.30. COST OF SERVICES REVENUES

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

2.31. INTEREST INCOME AND INTEREST CHARGES

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

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

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

2.32. GENERAL AND ADMINISTRATIVE EXPENSES

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

2.33. SHARE-BASED PAYMENTS

Share-based compensation benefits are provided to employees via the ALD long-term incentive plans, employee share schemes. Information relating to these schemes is set out in Note 26.

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

NOTE 3. FINANCIAL RISK MANAGEMENT

3.1 FINANCIAL RISK FACTORS

3.1.1 Credit risk

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

Credit risk management policy

Credit risk is the risk that a customer is not able to fulfil its financial obligations towards ALD. All ALD entities have to comply with risk procedures issued centrally which define the way credit requests have to be studied and validated, as well as the roles and responsibilities of all staff involved in the credit vetting process. Each subsidiary has a specific credit authority approved by ALD General Management and the Risk Department of Société Générale Group, and determined according to the size of the fleet, the maturity of the subsidiary and the type of customer concerned (corporate, retail, financial institution etc.). Within its credit limit, each subsidiary can decide directly on its counterparty risk. Above this threshold, credit acceptance is made at central level jointly with the Risk Department of Société Générale.

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

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

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

Credit risk measurement

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

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

Expected credit losses and provision matrix are disclosed in Note 21 "Receivables from clients and financial institutions".

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

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

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

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

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

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

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

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

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

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

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

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

Derivative financial instruments

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

3.1.2 Treasury risk

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

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

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

Interest rate risk

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

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

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

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

Measurement of the Group sensitivity to an interest rate shift

Range Movement	Income Statement Impact (in EUR million)
+100 bps	- 0.47
-100 bps	+ 0.47

Foreign exchange risk

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

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

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

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

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

Liquidity risk

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

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

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

The ALD Group was mainly funded through Société Générale group (94% of the funding) until December 31, 2012, and started to raise external funds in 2013 through asset-backed securitisation programmes and the EMTN bonds programme described below.

Most of the funding provided by SG Group is granted through Société Générale Bank and Trust (SGBT) based in Luxembourg. SGBT funds ALD Group Central Treasury which then grants loans in different currencies to 19 ALD subsidiaries as well as to the holding companies. The total amount of loans granted by SGBT amounted to 8,598 million as of December 31, 2019 for an average maturity of 1.82 years.

The remaining SG funding is provided either from local SG branches or SG Group Central Treasury in Paris, representing EUR 3,972 million as of December 31, 2019.

31.7% of fiscal year 2019 funding is provided from local external banks or third parties, representing EUR 5,826 million as of December 31, 2019.

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

Securitisation

As at December 31, 2019, the Group has asset-backed securitisation programmes in three European countries.

These transactions involve the sale of future lease receivables and related residual value receivables to special purpose companies. Debt securities were issued by those special purpose companies and sold to external investors. The special purpose companies are responsible for making interest and principal payments to the note-holders. The note-holders do not have recourse on the Company or other Group companies in case of non-performance or default by the special purpose companies.

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

For further details on the transactions reference is made to Notes 14 and 27.

Corporate bond

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

Other bonds

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

The Group also issued a private bond in June 2018.

The presentation of financial borrowings by maturity and further information on bonds issued by the Group is provided in Note 27.

Capital Management

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

The Group's objectives when managing capital are to:

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

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

The ratio as at December 31, 2019 and December 31, 2018 is as follows:

(in EUR million)	As at December 31,	
	2019	2018
Total Equity	4,028.8	3,667.9
Total Assets	25,587.9	23,254.3
Leverage ratio	15.7%	15.8%

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

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

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

3.1.3 Asset risk

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

Residual value risk

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

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

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

In accordance with IAS 8, a residual value is treated as an accounting estimate; as such, all potential car sales losses are recognised on a straight line basis between the date of the revaluation and the end of the contract; where the revaluation in a country produces an overall profit, no adjustment is made. The residual value of the total lease portfolio at December 31, 2019 amounts to EUR 13,917 million.

Risk related to services maintenance and tyres

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

3.1.4 Insurance risk

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

The Group also selectively retains some motor risks (material damages, passenger insurance and TPL risks) within its own reinsurance company, ALD Re DAC (ALD Re). ALD Re is based in Ireland and is regulated by the Central Bank of Ireland. The company reinsures TPL, material damages and related ancillary covers for approximately 500,000 vehicles and has reinsurance liabilities covering 24 entities within the Group. ALD Re strictly monitors its risk universe, including underwriting, market, credit and operational risk, via a strong corporate governance structure, a clearly defined risk appetite and a developed risk monitoring process. In addition, in order to minimize the financial impact of a single event, ALD Re purchases reinsurance protection for claims above a specified amount. This reinsurance strategy is reviewed at least annually.

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

3.2 FAIR VALUE ESTIMATION

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

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

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

Financial instruments in level 1

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the group is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily cash and cash equivalents and long-term investments (please refer to note 19 "Other non-current and current financial assets")

Financial instruments in level 2

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

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

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments;
- The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves;

- The fair value of forward foreign exchange contracts is determined using forward exchange rates at the balance sheet date, with the resulting value discounted back to present value;
- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

Refer to note 24 “Financial assets and liabilities by category”.

NOTE 4. CRITICAL ACCOUNTING ESTIMATES, JUDGEMENTS

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

4.1 ESTIMATED IMPAIRMENT OF GOODWILL

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated presented in note 2.15.1 of these consolidated financial statements. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of estimates. The key assumptions calculating the value in use are those regarding discount rates, growth rates and other expected changes in cash flows. The Group uses a five-year business plan for each of the CGUs or group of CGUs identified.

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

Sensitivity tests are carried out to measure the impact on each CGU’s recoverable value based on certain assumptions. At 31 December 2019, sensitivities to variations in the cash flows and discount rates were measured.

According to the results in these tests:

- a decrease in operating cash flows by 10% compared to management’s estimates would lead to a decrease of 10% in recoverable value and would not generate any additional impairment
- an increase of 50 basis points applied to all discount rates estimated by management would lead to a decrease of 6.4% in recoverable value and would not generate any additional impairment.

Further details are provided in Note 16 Goodwill.

4.2 IMPAIRMENT OF RENTAL FLEET

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

At the end of 2019, no provision for impairment on rental fleet was required.

4.3 FAIR VALUE OF DERIVATIVES AND OTHER FINANCIAL INSTRUMENTS

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

4.4 PENSION BENEFITS

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

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

If the discount rate used were to differ by +0.5 % from management's estimates, the carrying amount of pension obligations would be an estimated EUR 1.6 million lower.

Further details are provided in Note 28 Retirement benefit obligations and long term benefits.

4.5 INCOME TAXES

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

4.6 OWN DAMAGE RESERVE

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

NOTE 5. SEGMENT INFORMATION

Geographically, management considers the performance in Western Europe, Central and Eastern Europe, Northern Europe and South America, Africa and Asia.

The central treasury function based in Luxembourg provides funding to 19 ALD entities located in 13 countries. The total loans in place to these entities amounts to EUR 13.8 billion.

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

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

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

Revenue and Profit before tax

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

Revenue and Profit before tax

	Year ended December 31, 2019		Year ended December 31, 2018		
	(in EUR million)	Profit before tax	Revenue from external customers	Profit before tax	Revenue from external customers
Western Europe		474.0	7,463.0	498.6	6,835.4
Nordic		79.9	898.1	83.7	872.1
Continental & Eastern Europe		101.9	981.0	86.2	889.7
LatAm, Africa, Asia & Rest of world		37.4	435.4	20.6	374.9
TOTAL		693.2	9,777.6	689.1	8,972.1

	Year ended December 31, 2019		Year ended December 31, 2018	
	(in EUR million)	Revenue from external customers	Revenue from external customers	Revenue from external customers
Leasing contract revenues		4,501.7	4,170.6	4,170.6
Service revenues		2,178.4	1,987.2	1,987.2
Proceeds of cars sold		3,097.4	2,814.3	2,814.3
TOTAL		9,777.6	8,972.1	8,972.1

Other disclosures

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

(*) Net financial debt is defined as the sum of Borrowings from financial institutions (non-current and current) minus cash and cash equivalents, as presented in the Group's consolidated balance sheet

(**) Balances include assets/liabilities of disposal group classified as held for sale (See Note 7)

December 31, 2018			
(in EUR million)	Rental fleet	Total assets	Net financial debt (*)
Western Europe	14,377.3	18,728.2	14,528.3
Nordic	1,615.8	1,772.7	77.4
Continental & Eastern Europe	1,743.6	1,912.0	1,335.5
LatAm, Africa, Asia & Rest of world	687.2	841.5	731.1
TOTAL	18,423.9	23,254.3	16,672.3

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

	Year ended December 31, 2019	Year ended December 31, 2018	Year ended December 31, 2019	Year ended December 31, 2018
	Revenue from external customers (EUR million)	Revenue from external customers (EUR million)	Rental Fleet (EUR million)*	Rental Fleet (EUR million)
France	2,074.8	1,933.1	4,571.5	4,341.3
Italy	1,546.6	1,449.2	2,824.8	2,944.3
UK	987.6	901.8	1,875.5	1,568.9
Germany	696.1	623.7	1,535.1	1,215.4
Spain	687.3	669.9	1,711.2	1,549.7
Belgium	571.0	531.6	1,243.9	1,149.6
Netherlands	561.1	420.0	1,343.9	956.4
Other Countries	2,653.0	2,442.8	5,259.9	4,698.2
	9,777.6	8,972.1	20,365.8	18,423.9

* Including rental fleet of the disposal group classified as held for sale

NOTE 6. CHANGES IN THE SCOPE OF CONSOLIDATION IN THE YEAR ENDED DECEMBER 31, 2019

At December 31, 2019, all companies are fully consolidated, except 2 companies accounted using the equity method. Changes in the scope of consolidation compared to December 2018 are as follows:

Acquisition of Stern Lease and partnership agreement in the Netherlands

On 3 June 2019, ALD finalised its acquisition of SternLease B.V. (13,000 vehicles), the leasing arm of Stern Group, the Dutch listed market leader in automotive retail, following the signing of an acquisition agreement on 1 March 2019. On top of the acquisition, a dedicated distribution agreement has been signed to provide access to this local dealership network for the exclusive distribution of ALD leasing services for SMEs and private individuals. This transaction strengthens ALD's SME and Private Lease offering in the Netherlands, positioning the company as the 5th largest player in the market, while expanding the commercial reach of its solutions.

NOTE 7. ASSETS HELD FOR SALE (DISPOSAL GROUP)

ALD has entered into an agreement to sell its 50% equity stake in ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd. in China, which is being sold along with the 50% equity stake held by its joint venture partner. The property rights transaction contract was signed on December

16, 2019 and the closing of the transaction is expected to take place in early 2020, subject to receipt of clearances from the relevant antitrust authorities.

The Group considered the subsidiary to meet the criteria to be classified as held for sale for the following reasons:

- ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd. in China is available for immediate sale and will be sold to the buyer in its current condition
- The actions to complete the sale were initiated and are expected to be completed within one year from the date of classification.
- The buyer has been identified and negotiations as at the reporting period are at an advanced stage
- The shareholders approved the plan to sell.

The subsidiary is not classified as a discontinued operation as at December 31, 2019 as it does not meet the criteria of being a major line of business or geographical area of operations.

The major classes of assets and liabilities of ALD Fortune Auto Leasing & Renting (Shanghai) Co. Ltd are measured at their carrying amount and are as follows:

(in EUR million)	2019
Assets	
Rental fleet	29.1
Other Intangible assets	11.1
Other*	12.1
<hr/>	
Assets of disposal group classified as held for sale	52.4
 Liabilities	
Borrowings from financial institutions	37.7
Other	2.8
<hr/>	
Liabilities of disposal group classified as held for sale	40.5
 Net assets directly associated with disposal group	
	11.9
<i>*of which cash and cash equivalents are EUR 1.9 million</i>	

All disclosures relating to the Group's assets and liabilities exclude assets and liabilities of the disposal Group unless stated otherwise.

NOTE 8. REVENUES AND COST OF REVENUES

8a. Leasing contract margin

(in EUR million)	Year ended December 31,	
	2019	2018
Leasing contract revenue -operating leases	4,370.2	4,060.2
Interest income from finance lease	119.9	97.3
Other Interest income	11.6	13.1
Leasing contract revenues	4,501.7	4,170.6
Leasing contract costs - depreciation	(3,559.5)	(3,332.0)
Leasing contract costs - financing:		
Interest charges on loans from financial institutions	(249.9)	(190.7)
Interest charges on issued bonds	(13.5)	(6.9)
Other interest charges	(31.5)	(36.4)
Total interest charges	(294.9)	(234.1)
Leasing contract costs - depreciation and financing	(3,854.3)	(3,566.1)
Trading derivatives	(14.3)	6.4
Imperfectness of derivatives at fair value hedges	-	-
Imperfectness of derivatives at cash flow hedges	(0.4)	(0.2)
Unrealised gains/losses on derivative financial instruments	(14.7)	6.2
Unrealised Foreign Exchange Gains or Losses	31.3	13.2
Total Unrealised gains/losses on financial instruments	16.7	19.4
Leasing contract margin	664.1	623.8

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

Leasing contract costs - depreciation is comprised of both regular depreciation costs and it also includes movement in the provision for excess depreciation which is booked in each entity following the fleet revaluation process which detailed in section 3.1.3.

On a periodic basis, the Group performs fleet revaluations to identify and calculate any impacts of changes in the estimated residual value of the vehicles under operating leases. Any potential risks are provided for prospectively over the remaining estimated useful life and then released upon disposal. The net impact of this provisioning is included within the Depreciation cost. In 2019 the impact of the movement in excess depreciation was a net release of EUR 20.4 million (2018: EUR 10.7 million net release).

8b. Service margin

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

(in EUR million)	Year ended December 31,	
	2019	2018
Services revenue	2,178.4	1,987.2
Cost of services revenues	(1,546.1)	(1,370.6)
Services margin	632.3	616.7

8c. Car sales result

(in EUR million)	Year ended December 31,	
	2019	2018
Proceeds of cars sold	3,097.4	2,814.3
Cost of cars sold	(3,022.4)	(2,711.9)
Car sales result	75.0	102.5

For details in relation to Proceeds of cars sold, refer to note 2.29 (c)(i).

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

The decrease in Car sales profit per unit has been steady over the last two years and is coming from a normalisation of the Car Sales profit mainly in Western Europe.

The on-going concern around Diesel is continuing to have a negative impact on the Used Car Sales margin.

8d. Revenues

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

(in EUR million)	Year ended December 31,	
	2019	2018
Services Revenues	2,178.4	1,987.2
Leasing contract revenue - operating leases	4,370.2	4,060.2
Interest revenue	131.5	110.4
Leasing contract revenues	4,501.7	4,170.6
Sub-Total - Revenues from Rental Activity	6,680.2	6,157.8
Proceeds of Cars Sold	3,097.4	2,814.3
Total Revenues	9,777.6	8,972.1
Total Revenues excluding Interest Income	8,858.8	8,148.1

NOTE 9. IMPAIRMENT CHARGES ON RECEIVABLES

(in EUR million)	Note	Year ended December 31,	
		2019	2018
Impairment		(101.5)	(95.0)
Reversal of impairment*		56.5	57.2
Impairment charges on receivables	21	(45.0)	(37.8)

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

NOTE 10. STAFF EXPENSES

(in EUR million)	Year ended December 31,	
	2019	2018
Wages and salaries	(312.6)	(299.0)
Social security charges	(65.2)	(63.6)
Defined benefit post-employment costs	(1.8)	(3.0)
Other staff costs	(29.7)	(31.6)
Total	(409.3)	(397.2)

The average number of staff employed (including temporary staff) by the Group during the year was 6,626 (2018: 6,520). At year-end, the full time equivalent number of staff employed by the Group was 6,715 (2018: 6,542).

NOTE 11. GENERAL AND ADMINISTRATIVE EXPENSES

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

NOTE 12. DEPRECIATION AND AMORTISATION

(in EUR million)	Notes	Year ended December 31,	
		2019	2018
Depreciation of other property and equipment	15	(26.2)	(21.4)
Depreciation of intangible assets	15	(12.9)	(9.7)
Depreciation of right of use asset		(19.8)	-
Total		(58.8)	(31.2)

NOTE 13. INCOME TAX EXPENSE

Income tax expense

(in EUR million)	Year ended December 31,	
	2019	2018
Current tax	(22.1)	(92.2)
Deferred tax	(100.1)	(34.6)
Income tax expense	(122.2)	(126.8)

In 2019 there was a EUR 49.6 million benefit (EUR 52.8 million in 2018) in the current tax due to the 2016 and 2017 Stability Law introduced in Italy which provides a tax benefit to encourage the purchase of new tangible assets. This benefit allows an additional 40% increase of depreciation that can be deducted from the taxable base and is only available to businesses receiving income and not individuals.

ALD Automotive Italia s.r.l (Italy) had joined Société Générale tax consolidation group in Italy in 2016. This regime allows the determination of a single IRES taxable base comprised of the taxable income and losses of each of the participating entities. There has been a reclassification between deferred and current tax for the amount of EUR 65.1 million due to group relief which resulted in transfer of Italy's tax losses to another tax group entity. Reclassification of tax benefit relating to 2019 amounted to EUR 31.9 million and tax benefit relating to 2018 was EUR 33.2 million. Payment for group relief is made equal to the tax benefit and amounts are included in current tax.

Effective tax rate reconciliation

(in € million)	Year ended December 31,	
	2019	2018
Profit before tax	693.2	689.1
Standard tax rate in France	34.43%	34.43%
Tax expense at standard rate	(238.7)	(237.2)
Tax calculated at domestic tax rates applicable to profits in the respective countries	74.6	75.1
Tax effects of:		
Associates' results reported net of tax	0.6	0.5
Income not subject to tax	0.5	(3.9)
Expenses not deductible for tax purposes	33.2	34.1
Utilisation of previously unrecognised tax losses	0.2	0.5
Tax losses for which no deferred income tax asset was recognised	-	(0.1)
Re-measurement of deferred tax	(36.6)	12.5
Adjustment in respect of prior years	35.9	(2.1)
Other	8.2	(6.2)
Total	(122.2)	(126.8)
Effective rate of income tax	17.62%	18.41%

Of the tax calculated at domestic rates applicable to profits in the respective countries in 2019, the major contributors are Luxembourg, UK, Ireland, Italy, Belgium and Spain where effective tax rates are lower than in France (with applicable tax rates of 18.2%, 19%, 12.5%, 24%, 29.6% and 25.0% respectively).

The positive impact in expenses not deductible for tax purposes is mainly driven by the benefit of the Stability Law in Italy which is also the main driver behind the reduction in the effective rate of income tax.

Net deferred tax variation

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

(in € million)	As at December 31,	
	2019	2018
Net deferred tax liabilities at 1 January	(122.2)	(99.8)
Income statement charge	(100.1)	(34.6)
Tax charged/(credited) directly to equity	1.0	3.8
Exchange differences	1.2	1.1
Scope changes	0.4	1.4
Transfer to assets held for sale	(0.4)	-
Other	0.0	5.9
Net deferred tax liabilities at 31 December	(220.0)	(122.2)

Deferred income tax by nature

(in € million)	As at December 31,	
	2019	2018
Accelerated tax depreciation	(457.1)	(363.3)
Provisions	145.0	142.4
Impairment losses	-	-
Tax losses	44.0	49.4
Fair value gains	11.4	4.9
Retirement benefit obligation	4.2	4.3
Other timing differences	32.3	39.7
Other	0.3	0.4
Net deferred tax asset/(liability)	(220.0)	(122.2)

The majority of the 2019 tax losses EUR 44 million (2018: EUR 49.4 million) are attributable to Norway EUR 18.8 million (2018: EUR 7.5 million) and France EUR 23.9 million (2018: EUR 6.3 million). Both entities utilised the strategy of accelerated depreciation which lead to the recognition of fiscal losses and deferment of tax liabilities. No significant unrecognised accumulated tax losses have been incurred over the last two financial years.

NOTE 14. RENTAL FLEET

(in EUR million)	Rental fleet
At 1 January 2018	
Cost	22,393.8
Accumulated depreciation & impairment	(6,057.7)
Carrying amount As at 1 January 2018	16,336.1
Year ended 31 December 2018	
Opening net book amount	16,336.1
Additions	8,233.4
Disposals	(2,583.7)
Acquisition of a subsidiary	18.6
Depreciation charge	(3,430.1)
Transfer (included transfer to inventories)	-
Currency translation differences	(150.4)
Closing net book amount as at December 31, 2018	18,423.9
At 31 December 2018	
Cost	25,063.0
Accumulated depreciation & impairment	(6,639.1)
Carrying amount as at December 31, 2018	18,423.9
Year ended 31 December, 2019	
Opening net book amount	18,423.9
Additions	8,328.3
Disposals	(3,044.4)
Acquisition of a subsidiary	239.6
Depreciation charge	(3,686.1)
Transfer to assets qualified as held-for-sale	(29.1)
Currency translation differences	104.5
Closing net book amount as at December 31, 2019	20,336.7
At 31 December 2019	
Cost	27,563.4
Accumulated depreciation & impairment	(7,226.7)
Carrying amount as at December 31, 2019	20,336.7

At the December 31, 2019 and December 31, 2018 there were no impairments on the “Rental fleet”.

ALD continues to retain substantially all of the risks and rewards of the lease receivables as in all asset-backed securitisation programmes they subscribed to the first class of notes which will result in ALD bearing any realised losses. Therefore ALD continues to recognise the transferred lease receivables in their entirety for a present value of EUR 1.459 million and a net book value of EUR 1.410 million at December 31, 2019. The transferred lease receivables cannot be sold.

At December 31, 2019, the accounting value of the associated liabilities is GBP 414 million in the UK, EUR 360 million Belgium and EUR 236 million in the Netherlands.

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

NOTE 15. OTHER PROPERTY AND EQUIPMENT AND OTHER INTANGIBLE ASSETS
Other property and equipment:

(in EUR million)

	Note	Land	Property	Equipment	Total
At 1 January 2018					
Cost		6.9	61.8	117.8	186.5
Accumulated depreciation & impairment			(25.4)	(66.6)	(92.1)
Carrying amount As at 1 January 2018		6.9	36.4	51.1	94.4
Year ended 31 December 2018					
Opening net book amount		6.9	36.4	51.1	94.4
Additions		-	16.6	35.1	51.8
Disposals		(0.1)	(5.3)	(12.5)	(17.8)
Depreciation charge	12	-	(6.0)	(15.4)	(21.4)
Transfer to assets qualified as held-for-sale		-	-	-	-
Transfer to Rental Fleet				(0.0)	(0.0)
Transfer from intangible assets		-	0.0	(0.0)	(0.0)
Scope changes		-	0.1	0.2	0.3
Currency translation differences		0.0	(0.1)	(0.6)	(0.6)
Closing Net book amount As at December 31, 2018		6.8	41.7	58.0	106.5
At 31 December 2018					
Cost		6.8	70.0	124.4	201.2
Accumulated depreciation & impairment			(28.3)	(66.4)	(94.7)
Carrying amount As at December 31, 2018		6.8	41.7	58.0	106.5
Opening net book amount		6.8	41.7	58.0	106.5
Additions		0.0	17.6	44.8	62.5
Disposals		(2.3)	(7.5)	(15.7)	(25.5)
Depreciation charge	12	-	(6.0)	(20.2)	(26.2)
Transfer to assets qualified as held-for-sale		-	-	(0.1)	(0.1)
Transfer from intangible assets		-	0.0	0.0	0.1
Scope changes		-	-	0.1	0.1
Currency translation differences		-	0.2	0.7	0.9
Closing Net book amount As at December 31, 2019		4.5	46.1	67.6	118.2
At 31 December 2019					
Cost		4.5	72.7	144.2	221.4
Accumulated depreciation & impairment			(26.6)	(76.6)	(103.2)
Carrying amount As at December 31, 2019		4.5	46.1	67.6	118.2

Other intangible assets:

(in EUR million)	Note	Software	Other	Total
At 1 January 2018				
Cost		61.0	12.3	73.2
Accumulated amortisation and impairment		(38.1)	(0.8)	(38.9)
Carrying amount As at December 31, 2018		22.9	11.5	34.4
Year ended 31 December 2018				
Opening net book amount		22.9	11.5	34.4
Additions		14.0	3.7	17.7
Divestments		(0.0)	-	(0.0)
Amortisation	12	(9.3)	(0.4)	(9.7)
Transfer to other property and equipment		(0.0)	-	(0.0)
Scope changes		0.0	-	0.0
Currency translation differences		(0.1)	(0.1)	(0.2)
Closing net book amount As at December 31, 2018		27.6	14.6	42.2
At 31 December 2018				
Cost		70.2	15.6	85.9
Accumulated amortisation and impairment		(42.7)	(1.0)	(43.7)
Carrying amount As at December 31, 2018		27.6	14.6	42.2
Year ended 31 December 2018				
Opening net book amount		27.6	14.6	42.2
Additions		13.2	1.3	14.5
Divestments		(0.0)	(0.0)	(0.0)
Amortisation	12	(11.8)	(1.0)	(12.9)
Transfer to other property and equipment		(0.1)	-	(0.1)
Transfer to assets qualified as held-for-sale		(0.0)	(11.1)	(11.1)
Scope changes		-	7.6	7.6
Currency translation differences		0.0	0.1	0.1
Closing net book amount As at December 31, 2019		28.8	11.5	40.4
At 31 December 2019				
Cost		77.3	12.7	90.0
Accumulated amortisation and impairment		(48.4)	(1.2)	(49.6)
Carrying amount As at December 31, 2019		28.8	11.5	40.4

NOTE 16. GOODWILL

(in EUR million)	Goodwill
At 1 January 2018	
Cost	528.8
Accumulated impairment	-
Carrying amount As at January 1, 2018	528.8
Year ended 31 December 2018	
Opening net book amount	528.8
Additions	-
Divestments	-
Impairment	-
Transfer to other property and equipment	-
Scope changes	3.6
Currency translation differences	-
Closing net book amount As at December 31, 2018	532.4
At 31 December 2018	
Cost	532.4
Accumulated impairment	-
Carrying amount As at December 31, 2018	532.4
Year ended 31 December 2019	
Opening net book amount	532.4
Additions	1.7
Divestments	-
Impairment	-
Amortisation	-
Transfer to assets qualified as held-for-sale	-
Scope changes	41.6
Currency translation differences	-
Closing net book amount As at December 31, 2019	575.7
At 31 December 2019	
Cost	575.7
Accumulated impairment	-
Carrying amount As at December 31, 2019	575.7

Goodwill by cash-generating units:

(in EUR million)	As at January 1, 2019	Addition	Decrease	Divestment s	Impairment losses	IFRS5 Impact	As at December 31, 2019
France	212.0	-	-	-	-	-	212.0
Germany D	37.9	-	-	-	-	-	37.9
Italy	50.2	-	-	-	-	-	50.2
Spain	109.1	-	-	-	-	-	109.1
UK	22.6	-	-	-	-	-	22.6
Ireland	24.1	-	-	-	-	-	24.1
Benelux	13.3	41.6	-	-	-	-	54.9
Mediterranean Hub	2.5	1.7	-	-	-	-	4.2
Nordics hub	18.3	-	-	-	-	-	18.3
South Eastern Europe Hub	9.5	-	-	-	-	-	9.5

(in EUR million)	As at January 1, 2019	Addition	Decrease	Divestment s	Impairment losses	IFRS5 Impact	As at December 31, 2019
North Eastern Europe Hub	1.4	-	-	-	-	-	1.4
Central Europe Hub	31.5	-	-	-	-	-	31.5
Total	532.4	43.3					575.7

The additional goodwill in Benelux and Mediterranean Hub is subject to potential change once finalised.

(in EUR million)	As at January 1, 2018	Addition	Decrease	Divestments	Impairment losses	IFRS5 Impact	As at December 31, 2018
France	212.0	-	-	-	-	-	212.0
Germany D	37.9	-	-	-	-	-	37.9
Italy	50.2	-	-	-	-	-	50.2
Spain	104.9	4.2	-	-	-	-	109.1
UK	22.6	-	-	-	-	-	22.6
Ireland	24.4	-	(0.3)	-	-	-	24.1
Benelux	13.3	-	-	-	-	-	13.3
Mediterranean Hub	2.5	-	-	-	-	-	2.5
Nordics hub	18.6	-	(0.3)	-	-	-	18.3
South Eastern Europe Hub	9.5	-	-	-	-	-	9.5
North Eastern Europe Hub	1.4	-	-	-	-	-	1.4
Central Europe Hub	31.5	-	-	-	-	-	31.5
Total	528.8	4.2	(0.6)				532.4

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

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

The recoverable amount of cash-generating unit is calculated using the most appropriate method, generally the discounted cash flow (DCF). Cash flows were projected on actual financial results and the 5-year business plans, for which Management has assessed and approved the reasonableness of its assumptions by examining the causes of differences between past cash flow projections and actual cash flows.

A discount rate was applied which is built up of a risk-free interest, a market premium multiplied by a market specific beta. There was no impairment recognised in 2019 and 2018.

The key assumptions used for value-in-use calculations in 2019 and 2018 are as follows:

Assumptions in 2019 and 2018:

	Discount Factor 2019	Discount Factor 2018	Perpetuity rate (2019 and 2018)
France	9.20%	9.60%	2.00%
Germany D	9.20%	9.60%	2.00%
Italy	9.20%	9.60%	2.00%
Spain	9.20%	9.60%	2.00%
UK	9.20%	9.60%	2.00%
Ireland	9.20%	9.60%	2.00%
Benelux	9.20%	9.60%	2.00%
Mediterranean Hub	9.20%	9.60%	2.00%
Nordics Hub	9.20%	9.60%	2.00%
South Eastern Europe Hub	15.42%	13.66%	2.00%
North Eastern Europe Hub	9.20%	9.60%	2.00%
Central Europe Hub	11.63%	10.35%	2.00%

NOTE 17. INVESTMENTS IN ASSOCIATES

(in EUR million)	Year ended December 31,	
	2019	2018
Balance as at 1 January	7.6	6.8
Change in accounting policy*		(0.6)
Share of results	1.3	1.2
Currency translation differences	0.1	0.3
Balance as at 31 December,	9.0	7.6

* In 2018 the Impacts presented in this line arose solely from the IFRS 9 provisions related to credit risk

Name	Country of incorporation	Assets	Liabilities (*)	Revenues	Profit/ (Loss)	% interest held
As at January 1, 2018						
ALD Automotive SA Morocco	MOROCCO	50.6	45.1	19.8	1.2	35%
Nedderfeld 95 Immobilien Gmbh & Co. KG	GERMANY	1.2	0.0	-	(0.0)	35%
Total		51.8	45.1	19.8	1.2	
As at December 31, 2018						
ALD Automotive SA Morocco	MOROCCO	50.7	44.3	20.7	1.5	35%
Nedderfeld 95 Immobilien Gmbh & Co. KG	GERMANY	1.2	0.0	-	-	35%
Total		51.9	44.3	20.7	1.5	
As at December 31, 2019						
ALD Automotive SA Morocco	MOROCCO	58.3	50.5	21.5	1.8	35%
Nedderfeld 95 Immobilien Gmbh & Co. KG	GERMANY	1.2	0.0	-	-	35%
Total		59.5	50.5	21.5	1.8	

(*) Excluding net equity

NOTE 18. DERIVATIVE FINANCIAL INSTRUMENTS

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

(in EUR million)	December 31, 2019		December 31, 2018	
	Assets	Liabilities	Assets	Liabilities
Interest rate swaps - cash flow hedge	0.8	14.4	1.2	11.7
Interest rate swaps - fair value hedge	0.0	0.0	0.0	0.0
Foreign Exchange swaps	5.2	14.4	14.7	10.8
Trading derivatives	12.8	6.3	24.9	3.7
Total	18.7	35.1	40.8	26.3
Less non-current portion:				
Interest rate swaps - cash flow hedge	0.7	12.8	1.2	11.7
Interest rate swaps - fair value hedge	0.0	0.0	0.0	0.0
Foreign Exchange swaps	3.7	12.0	6.1	3.7
Trading derivatives	3.4	4.2	7.1	2.0
Total non-current portion	7.8	28.9	14.5	17.4
Current portion	10.9	6.2	26.3	8.9

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

Foreign exchange swaps

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

The notional principal amounts of the foreign exchange swaps contracts at December 31, 2019 were EUR 316.7 million (2018: EUR 307 million).

The hedged, highly probable forecast transactions denominated in foreign currency are expected to occur at various dates during the next 12 months. Gains and losses recognised in the hedging reserve in equity on forward foreign exchange contracts as of December 31, 2019 are recognised in the income statement in the period or periods during which the hedged forecast transaction affects the income statement. This is generally within 12 months of the end of the reporting period.

Interest rate swaps

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

The notional principal amounts of the outstanding interest rate swap contracts at December 31, 2019 were EUR 2,566 million (2018: EUR 3,006 million).

At December 31, 2019, the main floating rates are EURIBOR, NIBOR (Norway) and STIBOR (Sweden). Gains and losses recognised in the hedging reserve in equity on interest rate swap contracts as of December 31, 2019 will be continuously released to the income statement within finance charges until the repayment of the financial debt.

NOTE 19. OTHER NON-CURRENT AND CURRENT FINANCIAL ASSETS

(in EUR million)	Year ended December 31,	
	2019	2018
Long-term investments (10 years)	469.1	601.2
Other current financial assets	326.3	343.6
Other	0.1	0.3
Total	795.5	945.1

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

NOTE 20. INVENTORIES

(in EUR million)	As at December 31,	
	2019	2018
Inventories - gross value	392.3	282.1
Valuation allowance	(20.7)	(17.9)
Inventories net	371.6	264.3

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

NOTE 21. RECEIVABLES FROM CLIENTS AND FINANCIAL INSTITUTIONS

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

(in EUR million)	As at December 31,	
	2019	2018
Amounts receivable under finance lease contracts	856.6	687.3
Provision for impairment of Finance lease receivables	(10.7)	(9.8)
Amounts receivable from credit institutions (*)	32.3	89.0
Trade receivables	993.1	935.8
Provision for impairment of trade receivables	(136.6)	(118.2)
Total receivables	1,734.7	1,584.2

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

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

Expected Credit Losses

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

(in EUR million)	December 31, 2019			December 31, 2018		
	In scope	Out of scope	Total	In scope	Out of scope	Total
Amounts receivable under finance lease contracts	846.8 *	9.9 **	856.6	679.9 *	7.4 **	687.3
Amounts receivable from credit institutions		32.3	32.3	-	89.0	89.0
Trade receivables	643.4	349.7 **	993.1	649.9	285.9 **	935.8
Provision for impairment of finance lease receivables	(4.8)	(5.9)	(10.7)	(3.8)	(6.0)	(9.8)
Provision for impairment of trade receivables	(15.5)	(121.1)	(136.6)	(18.9)	(99.2)	(118.1)
Total receivables	1,469.9	264.8	1,734.7	1,307.2	277.1	1,584.2

* Including remaining capital

** These amounts represent doubtful and non-lease receivables

Based on the receivables which are in the scope, the loss allowance as at 31 December, 2019 and 31 December 2018 was determined as follows for both trade and finance lease receivables:

Provision Matrix December 31, 2019

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

Provision Matrix December 31, 2018

(in EUR million)	Not past due	0 -30 days past due	31 - 60 days past due	61 - 90 days past due	> 90 days past due	Total
Probability of Default (PD) rate	1%	4%	5%	8%	12%	
Gross carrying amount of receivables in IFRS 9 scope	1,112.3	105.5	41.5	19.3	51.4	1,329.9
Loss Allowance	(9.0)	(4.0)	(2.0)	(1.6)	(6.1)	(22.7)
Net carrying amount of receivables in IFRS 9 scope	1,103.3	101.5	39.5	17.7	45.3	1,307.2

Information on past due and impaired finance lease receivables

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

(in EUR million)	Year ended December 31, 2019						Total
	Banks	Corporates	Small and medium enterprises*	Specialised lending	Credit to individuals	Very small companies *	
Amounts not past due	6.8	80.4	401.2		118.2	158.0	764.6
Amounts including past due between 1 to 30 days	0.1	5.1	42.6		1.9	4.3	54.1
Amounts including past due between 31 to 60 days	0.0	0.9	16.5		0.2	2.2	19.9
Amounts including past due between 61 to 90 days	0.0	0.5	1.9		0.1	0.3	2.8
Amounts including past due between 91 to 180 days	-	0.1	2.7		0.3	1.0	4.1
Amounts including past due between 181 days to 1 year	-	0.2	0.6		-	0.3	1.0
Amounts including past due over 1 year	-	0.0	0.0		(0.0)	0.2	0.2
Total	7.0	87.2	465.5	-	120.7	166.4	846.8

*There has been a reclassification between customer portfolios in 2019

(in EUR million)	Year ended December 31, 2018						Total
	Banks	Corporates	Small and medium enterprises	Specialised lending	Credit to individuals	Very small companies	
Amounts not past due	5.8	81.3	162.5		58.8	316.3	624.6
Amounts including past due between 1 to 30 days	0.0	5.8	9.1		1.1	19.4	35.4
Amounts including past due between 31 to 60 days	0.0	3.4	1.6		0.1	1.2	6.3
Amounts including past due between 61 to 90 days	0.0	0.1	0.7		0.2	0.7	1.7
Amounts including past due between 91 to 180 days		0.2	1.9		0.2	8.9	11.2
Amounts including past due between 181 days to 1 year		0.5	0.1		-	0.1	0.7
Amounts including past due over 1 year		0.0	0.0		(0.0)	0.1	0.1
Total	5.9	91.1	176.0	-	60.3	346.7	679.9

The increase in amounts not past due is related to fleet growth.

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

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

(in EUR million)	Note	As at December 31,	
		2019	2018
Balance at January 1 (*)		(118.2)	(109.9)
Net Impairment charges	9	(45.0)	(37.8)
Receivables written off		23.0	25.5
Movement in Finance Lease Provision		0.9	1.1
Other and currency translation differences		2.7	2.8
Balance at December 31		(136.5)	(118.2)

* Balance from January 1, 2018 includes expected credit losses on trade receivables

The maturity analysis is as follows:

(in EUR million)	As at December 31,	
	2019	2018
Trade receivables not overdue	638.4	612.0
Past due up to 90 days	194.7	185.6
Past due between 90 - 180 days	35.1	39.4
Past due over 180 days	124.9	98.8
Total	993.1	935.8

NOTE 22. OTHER RECEIVABLES AND PREPAYMENTS

(in EUR million)	As at December 31,	
	2019	2018
VAT and other taxes	276.7	293.8
Prepaid motor vehicle tax and insurance premiums	116.2	103.5
Reclaimable damages	14.8	12.0
Prepaid expenses	305.6	273.1
Other	244.0	190.5
Other receivables and prepayments	957.3	872.9

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

The other receivables balance includes EUR 132.5 million (2018: EUR 118.9 million) relating to rebates receivable from dealers and manufacturers.

NOTE 23. CASH AND CASH EQUIVALENTS

(in EUR million)	As at December 31,	
	2019	2018
Cash at bank and on hand	117.3	127.6
Short-term bank deposits	38.2	31.3
Cash and cash equivalents excl. bank overdrafts	155.5	158.9
Bank overdrafts	(272.2)	(209.8)
Cash and cash equivalents, net of bank overdrafts	(116.7)	(50.9)

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at December 31, 2019:

(in EUR million)	As at December 31,	
	2019	2018
Cash at bank and on hand	117.3	127.6
Short-term bank deposits	38.2	31.3
Cash at bank and short-term bank deposits attributable to disposal group	1.9	
Cash and cash equivalents excl. bank overdrafts	157.4	158.9
Bank overdrafts	(272.2)	(209.8)
Cash and cash equivalents, net of bank overdrafts	(114.9)	(50.9)

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

NOTE 24. FINANCIAL ASSETS AND LIABILITIES BY CATEGORY

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

Financial assets

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

(*) Refers to valuation method

As at December 31, 2018 (EUR million)	Financial asset category					
	Assets at amortised cost	Assets at fair value through profit and loss	Assets at fair value through OCI	Total net book value per balance sheet	Fair value	Level (*)
Derivative financial instruments		24.9	15.9**	40.7	40.7	Level 2
Receivables from clients and from financial institutions	1,584.2			1,584.2	1,584.2	Level 2
Other non current and current financial assets		945.1		945.1	945.1	Level 1 and level 2
Cash and cash equivalents		158.9		158.9	158.9	Level 1
Total	1,584.2	1,128.9	15.9	2,728.9	2,728.9	

(*) Refers to valuation method

(**) Asset valuation through other comprehensive income was not identified separately from the valuation through profit or loss in Note 23 of Financial Statements as at December 31, 2018. All other statements and notes which contain information about derivatives were correctly reported as at December 31, 2018.

Financial liabilities

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

As at December 31, 2018 (EUR million)	Financial liability category			Total net book value per balance sheet	Fair value	Level
	Liabilities at amortised cost	Liabilities at fair value through profit and loss	Liabilities at fair value through OCI			
Bank borrowings	11,917.0		-	11,917.0	11,917.0	Level 2
Bonds issued	4,914.3		-	4,914.3	4,872.8	Level 2
Derivative financial instruments		3.7	22.5 ^{***}	26.2	26.2	Level 2
Trade payables	710.1	-	-	710.1	710.1	Level 2
Total	17,541.3	3.7	22.5	17,567.5	17,526.1	

(^{***}) Liabilities valuation through other comprehensive income was not identified separately from the valuation through profit or loss in Note 23 of Financial Statements as at December 31, 2018. All other statements and notes which contain information about derivatives were correctly reported as at December 31, 2018.

There were no transfers between levels 1 and 2.

NOTE 25. SHAREHOLDERS' EQUITY

Share Capital and Share Premium

At December 31, 2019, the authorised capital amounted to EUR 606.2 million (2018: EUR 606.2 million), divided into 404,103,640 ordinary shares with a nominal value of EUR 1.5 each.

At December 31, 2019, share premium amounted to EUR 367 million (2018: EUR 367 million).

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

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

Other Equity – Treasury Shares

Following the combined General Meeting held on May 22, 2019 and 2018, ALD SA was authorised to purchase its own shares for the purposes of attributing, covering and paying off any scheme for the allocation of free shares, employee savings scheme and any other form of allocation to employees and executive directors of the Company or of companies related to it under the conditions set out in applicable legislative and regulatory provisions, in particular in terms of sharing in the benefits of the Company's expansion, the allocation of free shares, all schemes for employee shareholding and to carry out all hedging operations relating to the said employee shareholding schemes.

	Number of shares	EUR million
Opening balance 1 January, 2018		
Acquisition of treasury shares employee share schemes	302,794	(4.6)
Employee share scheme issue	-	-
Liquidity contracts	86,259	(1.2)
Balance at December 31, 2018	389,053	(5.8)
Opening balance 1 January, 2019	389,053	(5.8)
Acquisition of treasury shares employee share schemes	260,104	(3.2)
Employee share scheme issue	-	-
Liquidity contracts	1,427	0.0
Balance at December 31, 2019	650,584	(9.0)

Retained earnings and other reserves

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

NOTE 26. SHARE-BASED PAYMENTS

In 2019 three new equity-settled share based payment plans were approved by the ALD Board of Directors. The plans are designed to provide long-term incentives for selected employees across the Group to deliver long-term shareholder returns. Under the plans, participants are granted free shares in the parent company ALD SA which will only vest if certain performance and service conditions are met. Participation in the plan is at the Board's discretion and no individual has a contractual right to participate in the plan or to receive any guaranteed benefits. Shares are granted under the plans for no consideration and carry no dividend or voting rights. Prior to approval of the plans ALD SA did not hold any shares bound to be distributed to own employees, therefore ALD SA can either issue new shares or acquire its own shares on the market between the grant date and vesting date in order to settle the obligation to its employees.

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

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

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

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

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

At December 31, 2019 286 employees (191 employees as at December 31, 2018) benefit from the long-term incentives plans.

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

	Number of shares
As at January 1, 2018	-
Granted during the year	302,794
Vested during the year	-
Forfeited during the year	(5,984)
As at December 31, 2018	296,810
As at January 1, 2019	296,810
Granted during the year	268,706
Vested during the year	-
Forfeited during the year	(10,288)
As at December 31, 2019	555,228

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

The Group is involved in another free share plan as of December 31, 2019 granted by the parent company Société Générale.

Free shares plan (“AGA”) is granted to a limited number of managers, subject to attendance conditions. At December 31, 2019, 163 employees benefit from 26,600 shares in all existing plans (172 employees benefit from 108,786 shares at December 31, 2018).

Société Générale grants rights to its equity instruments directly to the employees of the company: the parent (not the subsidiary) provides these employees of the company with the equity instruments. Therefore, in accordance with IFRS 2, the company shall measure the services received from its employees in accordance with the requirements applicable to equity-settled share-based payment transactions, and recognise a corresponding increase in equity as a contribution from the parent.

Expenses recorded in the income statement

(in EUR Million)	December 31, 2019	December 31, 2018
Net expenses from free share ALD plans	(1.8)	(0.9)
Net expenses from free share Société Générale plan	(0.4)	(0.8)
Total Expense	(2.2)	(1.7)

NOTE 27. BORROWINGS FROM FINANCIAL INSTITUTIONS, BONDS AND NOTES ISSUED

(in EUR million)	As at December 31,	
	2019	2018
Bank borrowings	8,607.9	7,955.8
Non-current borrowings from financial institutions	8,607.9	7,955.8
Bank overdrafts	272.2	209.8
Bank borrowings	4,528.0	3,751.3
Current borrowings from financial institutions	4,800.2	3,961.2
Total borrowings from financial institutions	13,408.1	11,917.0
Bonds and notes-originated from securitisation transactions	993.9	1,058.1
Bonds and notes-originated from EMTN programme	2,900.0	3,404.2
Other non-current bonds issued	-	-
Non-current bonds and notes issued	3,893.9	4,462.4
Bonds and notes-originated from securitisation transactions	88.0	251.9
Bonds and notes-originated from EMTN programme	1,004.9	200.0
Other current bonds issued	-	-
Current bonds and notes issued	1,092.9	451.9
Total bonds and notes issued	4,986.8	4,914.3
Total borrowings from financial institutions and bonds	18,394.9	16,831.3

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

Maturity of borrowings and bonds

(in EUR million)	As at December 31,	
	2019	2018
Less than 1 year	5,893.1	4,413.1
1-5 years	12,216.8	12,155.5
Over 5 years	285.0	262.6
Total borrowings and bonds	18,394.9	16,831.3

Currencies

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

Borrowings by currency

(in EUR million)	As at December 31,	
	2019	2018
Euro	13,540.3	12,536.0
UK Pound	2,248.6	1,775.4
Danish Krone	339.4	309.0
Swedish Krona	396.7	373.4
Other currencies	1,870.0	1,837.4
Total borrowings and bonds	18,394.9	16,831.3

External funding

Local external banks and third parties provide 31.7% of total funding, representing EUR 5,826 million at December 31, 2019 (32.3% and EUR 5,434 million at December 31, 2018).

An amount of EUR 839 million or 5% of total funding is provided by external banks. The residual external funding (EUR 4,987 million) has been raised through asset-backed securitisations and unsecured bonds.

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

Asset-backed securitisation programme

In 2015 a securitisation deal took place in Belgium for EUR 300 million. The deal was renewed and increased by EUR 60 million in 2018.

The Netherlands deal was renewed for EUR 236 million for two additional years in 2018.

A securitisation deal took place in the UK in December 2018 for GBP 414 million for the revolving period of 1 year. The deal has been renewed in December 2019 for additional two years.

The following debt securities are currently issued:

Programme	Originator	Country	Special purpose company	Currency	Transaction value (*)
ALD Funding Limited	ALD	UK	ALD Funding Limited	GBP	414 million
Axus Finance NL B	ALD	Netherlands	Axus Finance NL B	EUR	236 million
Axus Finance SPRL	ALD	Belgium	Axus Finance SPRL	EUR	360 million

(*) Transaction value at issue date

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

(in EUR million)	December 31,2019	December 31,2018
Less than 1 year	88.0	251.9
1-5 years	993.9	1058.1
Over 5 years	0.0	0.0
Total securitisation programme	1,082.0	1,310.1

The Group has deposited cash collateral (reserves) for these securitisation transactions for a total amount of EUR 17.5 million as at December 31, 2019.

EMTN programme

Within this programme, the group has the following bonds in issue:

- A bond in July 2017 for an amount of EUR 600 million maturing in July 2022 at a fixed rate of 0.875% and in November 2017 another bond for an amount of EUR 600 million maturing in November 2020 at a floating rate of Euribor 3M + 43 bps.
- a bond in February 2018 for an amount of EUR 800 million maturing in February 2021 at floating rate of Euribor 3M + 34 bps
- a bond in July 2018 for an amount of EUR 500 million maturing in July 2021 at floating rate of Euribor 3M + 62 bps
- in July 2019, the Group issued a bond under EMTN programme for an amount of EUR 500 million at a fixed rate of 0.375% maturing in July 2023.

Other bonds

- In 2018 the Group issued an inaugural Positive Impact Bond (Green Bond), a EUR 500m 4-years senior note at a fixed rate of 1.250%.
- In June 2018 the Group issued a private bond for EUR 400 million.

Société Générale funding

Following the external funding raised in recent years, the funding raised through Société Générale has remained stable at 68 % as at December 31, 2019.

Most of the funding provided by the SG group is granted through Société Générale Bank and Trust (SGBT) based in Luxembourg. SGBT provides funds to the ALD Group Central Treasury which then grants loans in different currencies to 19 ALD subsidiaries as well as to the holding companies. The total amount of loans granted by SGBT amounted to EUR 8,598 million at December 31, 2019 (EUR 8,227 million at December 31, 2018) with an average maturity of 1.85 years.

The remaining SG funding is provided either by local SG branches or SG group Central Treasury in Paris, representing EUR 3,972 million at December 31, 2019 (EUR 3,170 million at December 31, 2018).

At December 31, 2019 the Group has undrawn borrowing facilities of EUR 2,8 billion (EUR 3.4 billion at December 31, 2018).

Guarantee given

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

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

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

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

NOTE 28. RETIREMENT BENEFIT OBLIGATIONS AND LONG TERM BENEFITS

Defined contribution plans

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

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

Post-employment benefit plans (Defined benefit plans)

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

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

Reconciliation of assets and liabilities recorded in the balance sheet

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

(In EUR million)	31 December 2019	31 December 2018
A - Present value of defined benefit obligations	23.4	20.7
B - Fair value of plan assets	(13.3)	(12.3)
C - Fair value of separate assets	-	-
D - Change in asset ceiling	-	-
A + B - C + D = Net balance recorded in the balance sheet	10.1	8.4

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

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

Components of the cost of the defined benefits

(In EUR million)	Year ended December 31,	
	2019	2018
Current service cost including social security contributions	1.0	1.1
Employee contributions	(0.2)	(0.2)
Past service cost / curtailments	-	-
Transfer via the expense	-	-
Net interest	0.1	0.1
<i>Components recognised in income statement</i>	<i>1.0</i>	<i>1.0</i>
Actuarial gains and losses due to assets (*)	(0.2)	0.2
Actuarial gains and losses due to changes in demographic assumptions	-	-
Actuarial gains and losses due to changes in economical and financial assumptions	2.3	(0.4)
Actuarial gains and losses due to experience	(0.1)	(0.5)
Change in asset ceiling	-	-
<i>Components recognised in unrealised or deferred gains and losses</i>	<i>2.0</i>	<i>(0.7)</i>
Total components of the cost of the defined benefits	3.0	0.3

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

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

Changes in the present value of defined benefit obligations:

(In EUR million)

	2019	2018
Balance at January 1,	20.7	20.9
Current service cost including social security contributions	1.0	1.1
Employee contributions	-	-
Past service cost / curtailments	-	-
Settlement	-	-
Net interest	0.3	0.3
Actuarial gains and losses due to changes in demographic assumptions	-	-
Actuarial gains and losses due to changes in economic and financial assumptions	2.3	(0.4)
Actuarial gains and losses due to experience	(0.1)	(0.5)
Foreign exchange adjustment	0.1	-
Benefit payments	(0.8)	(0.7)
Acquisition/(Sale) of subsidiaries	-	-
Transfers and others	-	-
Balance at December 31,	23.5	20.7

Changes in fair value of plan assets and separate assets:

(In EUR million)

	2019	2018
Balance at January 1,	12.3	12.0
Expected return on plan assets	0.2	0.2
Expected return on separate assets	-	-
Actuarial gains and losses due to assets	0.2	(0.2)
Foreign exchange adjustment	-	-
Employee contributions	0.2	0.2
Employer contributions to plan assets	0.6	0.5
Benefit payments	(0.2)	(0.3)
Acquisition/(Sale) of subsidiaries	-	-
Transfers and others	-	-
Balance at December 31,	13.3	12.3

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

The breakdown of the fair value of plan assets is as follows: 5 % bonds, 7 % equities, 84 % money market instruments and 4 % others.

Employer contributions to be paid to post-employment defined benefit plans for 2020 are estimated at EUR 0.6 million.

Actual returns on funding assets

The actual returns on plan and separate assets were:

(In EUR million)	31 December 2019	31 December 2018
Plan assets	0.4	-
Separate assets	-	-

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

Main assumptions detailed by geographical area

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

	31 December 2019	31 December 2018
Discount rate		
Europe	0.7%	1.5%
Long-term inflation		
Europe	1.2%	1.5%
Future salary increase		
Europe	1.4%	1.4%
Average remaining working lifetime of employees (in years)		
Europe	14.7	14.6
Duration (in years)		
Europe	11.9	12.5

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

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

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

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

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

Obligations sensitivities to main assumptions ranges

(Percentage of item measured)	31 December 2019 (*)	31 December 2018 (*)
Variation in discount rate		
Impact on the present value of defined benefit obligations at December 31, N	(7.0)%	(6.9)%
Variation in long term inflation		
Impact on the present value of defined benefit obligations at December 31 N	3.1%	3.1%
Variation in future salary increases		
Impact on the present value of defined benefit obligations at December 31 N	8.5%	8.8%

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

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

Breakdown of future payments

(In EUR million)	2019	2018
N+1	0.4	0.4
N+2	0.5	0.4
N+3	0.3	0.5
N+4	0.4	0.3
N+5	0.9	0.4
N+6 to N+10	6.3	5.8

Other long-term benefits

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

The net balance of other long-term benefits is EUR 11.4 million. The total amount of charges for other long-term benefits is EUR 0.8 million.

NOTE 29. PROVISIONS

(in EUR million)	Damage risk retention	Other	Total
As at January 1, 2018	187.8	67.4	255.2
Additions	66.1	8.5	74.6
Reversal (utilisation)	(55.9)	(16.3)	(72.2)
Currency translation differences	(0.0)	(0.4)	(0.4)
Scope changes	0.1	-	0.1
As at December 31, 2018	198.1	59.3	257.4

(in EUR million)	Damage risk retention	Other	Total
Of which current	101.1	50.4	151.5
As at January 1, 2019	198.1	59.3	257.4
Additions	93.2	7.2	100.5
Reversal (utilisation)	(82.5)	(14.7)	(97.2)
Currency translation differences	0.1	1.0	1.1
Scope changes	0.8	0.1	0.9
As at December 31, 2019	209.7	52.9	262.6
Of which current	104.6	39.2	143.8

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

NOTE 30. TRADE AND OTHER PAYABLES

(in EUR million)	As at December 31,	
	2019	2018
Trade payables	778.6	710.1
Deferred leasing income *	411.8	426.0
Other accruals and other deferred income	418.7	397.6
Advance lease instalments received	315.6	278.6
Accruals for contract settlements	84.9	83.8
VAT and other taxes	194.3	191.4
Other	0.5	0.6
Trade and other payables	2,204.4	2,088.1

**Deferred leasing income relates to maintenance and tyre revenue which is profiled in line with historical maintenance expenditure in order to match revenue and costs. This policy is explained further in Note 3 Financial Risk Management.*

NOTE 31. DIVIDENDS

A dividend that related to the period ended December 31, 2018 for an amount of EUR 234 million (EUR 222.3 million to the period ended December 31, 2017) was paid to ALD shareholders on May 31, 2019 of which dividend paid to Société Générale is EUR 187 million (EUR 177.4 million to the period ended December 31, 2017). Dividend per share relating to the period ended December 31, 2018 is EUR 0.58 (EUR 0.55 to the period ended December 31, 2017).

NOTE 32. EARNINGS PER SHARE

Basic earnings per share

(in EUR million)	As at December 31,	
	2019	2018
Net income attributable to owners of the parent	564.2	555.6
Weighted average number of ordinary shares with voting rights (in thousands)	403,584	403,909
Total basic earnings per share (in cents)	1.40	1.38

Following the combined General Meetings held in 2019 and 2018, ALD SA was authorised to purchase its own shares for the purposes of attributing, covering and paying off any scheme for the allocation of free shares, employee savings scheme and any other form of allocation to employees and executive directors of the Company or of companies related to it under the conditions set out in applicable legislative and regulatory provisions. Total number of shares making up current share capital 404,103,640. As at December 31, 2019 total number of shares to which voting rights are attached, excluding shares without voting rights (treasury shares, etc.) is 403,453,056. Weighted average number of ordinary shares with voting rights is 403,583,822.

Diluted earnings per share

(in EUR million)	As at December 31,	
	2019	2018
Net income attributable to owners of the parent	564.2	555.6
Weighted average number of ordinary shares (in thousands)	404,104	404,104
Total diluted earnings per share (in cents)	1.40	1.37

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

NOTE 33. COMMITMENTS

Following adoption of IFRS 16, the Group has recognised future lease liabilities on its balance sheet for those contracts that meet the definition of a lease and have a lease term of more than one year.

Non-cancellable lease commitments which relate to short-term and low value leases are not material to the Group.

NOTE 34. RELATED PARTIES

Identity of related parties

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

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

This member was also a Non-Executive Director at CarTime Technologies A/S from April 1, 2017 until June 1, 2018, a company based in Denmark, specialised in road pricing and digital parking. There was no business relationship between CarTime Technologies and ALD Group.

Key management compensation

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

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

(in EUR million)	As at December 31,	
	2019	2018*
Salaries and other short-term employment benefits	2.7	2.0
Attendance fees for the Board members	0.2	0.2
Other long-term benefits	0.9	0.6
Total	3.8	2.8

* Comparative information has been restated to reflect the compensation of the key management who have the authority to directly and indirectly plan and control business operations.

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

Sales of goods and services

Société Générale (“SG”) and its subsidiaries are customers of ALD Group. Total fleet leased to SG and its subsidiaries amounts to 7,417 cars in 24 countries. Rentals have been priced at normal market conditions. More than 50% of the total fleet leased to SG Group is leased by ALD France. Rental paid by SG Group to ALD France accounts for EUR 18.1 million and EUR 17.7 million in the years ended December 31, 2019 and December 31, 2018, respectively.

Purchases of goods and services

Information Technology ("IT") Services

ALD Group has a contract with SG Global Services centre (India), with which ALD subcontracted IT services including development, maintenance and support of international applications. The main advantage is to facilitate the roll out of common tools to all subsidiaries while ALD IT teams at a Group level still keep the knowledge of each project, train users and follow up the set-up, usage and evolution locally. ALD has also subcontracted some technical infrastructure services to SG, mainly in France. Overall amount of IT services subcontracted to SG and its subsidiaries amounts to EUR 20.62 million in fiscal year 2019 (2018: EUR 18.75 million).

Premises

Some Group entities share premises with SG or with SG business divisions in some countries (mainly ALD France and ALD Denmark which represent around 70 % of the total rentals paid to SG). Rentals have been priced at arm's length and amounted to EUR 0.5 million in fiscal year 2019 (2018: EUR 0.7 million) for ALD France and ALD Denmark.

Brokerage

Société Générale retail banking network sells long term rental contracts to customers on behalf of ALD against a commission for each contract sourced. In year 2019, around 15,000 contracts have been signed through Société Générale distribution network in 4 different countries. 80% of contracts originated through this channel come from the French banking networks of SG Group. The commission paid to SG by ALD France represented EUR 2.9 million for the year ended December 31, 2019 (2018: EUR 2.54 million).

Third Party Liabilities (TPL) Insurance policy

ALD Italy has subscribed to a TPL insurance policy for part of their fleet through Sogessur, the Car insurance company of Société Générale Group. Sogessur acts as a frontier and is reinsured through ALD Re, the reinsurance company of ALD Group. Insurance premiums have been fixed at arm's length. The overall amount of insurance premium paid by ALD Italy to Sogessur amount EUR 80.4 million in fiscal year 2019 (2018: EUR 76.3 million).

Corporate services

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

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

These Corporate services provided by Société Générale have been subject to compensation of EUR 9.5 million (estimated) in fiscal year 2019 (2018 Actual: EUR 6.8 million (12.2 million disclosed in Financial Statements for the Year Ended December 31, 2018 was estimated)) .

In addition, in fiscal year 2019, there were 65 employees coming from SG (69 in 2018) with a temporary detachment contract in ALD Group with duration of 3 to 5 years; they are part of the local management teams and most of them are included in ALD payroll during the detachment period and are therefore not re-billed to SG. Only the employees based in ALD France and ALD S.A. are still paid by SG and re-billed to ALD; the amount re-billed by SG was EUR 12.1 million in 2019 and 12.8 million in 2018.

Loans with related parties

Société Générale and its affiliates provide ALD Group with funding either through ALD Treasury centre or directly to ALD subsidiaries at a market rate. 68 % of the Group's funding was provided through SG in fiscal year 2019, i.e. EUR 12,569 million.

Société Générale provides also bank guarantees on behalf of ALD and its subsidiaries in case of external funding. Overall guarantees released by SG Group amounted up to EUR 1,057.7 million as of December 31, 2019 (2018: EUR 957.2 million).

Société Générale also provides ALD Group with derivatives instruments which have a nominal amount of EUR 3,833.8 million, and are represented on the balance sheet for a total amount of EUR 7.6 million in assets and EUR 28 million in liabilities.

In compliance with the Asset Liability Management policies of Société Générale, ALD Group reinvested its equity in long term assets in the form of deposits with the central treasury of Société Générale. These deposits will roll-out in approximately 6 years' time from now on and will not be renewed. All of the interest rate swaps were cancelled in Q1 2017 and the decision was made not to renew any of the deposits as they mature. At December 31, 2019 the total amount of long term deposits was EUR 581.1 million (2018: EUR 710.5 million).

Tax consolidation agreement

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

- ALD Automotive A/S (Denmark) had signed a tax consolidation agreement with SG Group in 2005 (ALD and SG Finans), with Denmark NF Fleet joining in 2006. Danish companies, regarded

as separate taxable entities, are covered by the rules of national joint taxation which implies that the loss in one company can be set off against the taxable income in another company.

- ALD Automotive Italia s.r.l had joined SG tax consolidation group in Italy in 2016. This regime allows the determination of a single IRES taxable base comprised of the taxable income and losses of each of the participating entities.
- ALD Automotive Group PLC (UK) had joined SG Group relief in 2001, allowing members of the group of companies to transfer certain Corporate Tax losses to other members of the Group.
- Merrion Fleet Management Ltd and Merrion Fleet Finance Ltd (Ireland) had joined SG group relief in 2017, allowing members of the group of companies to transfer certain Corporate Tax losses to other members of the Group.

NOTE 35. AUDITORS' FEES

The total fees of the Company's auditors, as charged to the consolidated income statement for the year ended December 31, 2019, amounted to:

- For Deloitte & Associés: EUR 1.5 million for the certification of the accounts
- For Ernst & Young & Associés: EUR 1.9 million for the certification of the accounts

NOTE 36. EVENTS AFTER THE REPORTING PERIOD

There are no events after the reporting period for the year ending December 31, 2019.

NOTE 37. SCOPE OF CONSOLIDATION

(in %)	As at December 31,	
	2019	2018
ALD International SA	Parent company	Parent company
Consolidated companies under global integration	interest %	interest %
ALD Autoleasing D GmbH - GERMANY (*)	100.00	100.00
ALD Automotive OOO - RUSSIA	100.00	100.00
ALD Automotive A/S - DENMARK	100.00	100.00
ALD Automotive AB - SWEDEN	100.00	100.00
ALD Automotive AG - SWITZERLAND	100.00	100.00
ALD Automotive AS - NORWAY	100.00	100.00
ALD Automotive D.O.O. BEOGRAD - SERBIA	100.00	100.00
ALD Automotive D.O.O. ZA. Operativni i Financijski Leasing - CROATIA (*)	100.00	100.00
ALD Automotive for Cars Rental and Fleet Management S.A.E. - EGYPT	100.00	100.00
ALD Automotive Fuhrparkmanagement und Leasing GmbH - AUSTRIA	100.00	100.00
ALD Automotive Group Limited - UK (*)	100.00	100.00
ALD Automotive S.A. - BRAZIL	100.00	100.00
ALD Automotive Magyarorszag Autopark - kezelo es Finanszirozo KFT - HUNGARY (*)	100.00	100.00
ALD Automotive Operational Leasing DOO - SLOVENIA	100.00	100.00
ALD Automotive Polska Sp z o.o. - POLAND	100.00	100.00
ALD Automotive Private Limited - INDIA	100.00	100.00
ALD Automotive Russie SAS	100.00	100.00
ALD Automotive S.A. de C.V. - MEXICO	100.00	100.00
ALD Automotive S.A. Lease of Cars - GREECE	100.00	100.00
ALD Automotive S.A.U - SPAIN (*)	100.00	100.00
ALD Automotive SRO - CZECH REPUBLIC	100.00	100.00
ALD Automotive Turizm Ticaret Anonim Sirketi - TURKEY	100.00	100.00
ALD Fleet SA de CV SOFOM ENR	100.00	100.00
ALD International Participations SAS	100.00	100.00
ALD International SAS & CO KG (*)	100.00	100.00
ALD Re Designated Activity Company - IRELAND	100.00	100.00
Axus Finland OY	100.00	100.00
ALD Automotive Italia s.r.l	100.00	100.00
Axus Luxembourg SA	100.00	100.00
Axus Nederland BV (*)	100.00	100.00
AXUS SA NV - BELGIUM (*)	100.00	100.00
ALD Automotive Ukraine Limited Liability Company	100.00	100.00
SG ALD Automotive Sociedade Geral de Comercio e Aluguer de Benz sa - PORTUGAL	100.00	100.00
TEMSYS - France (*)	100.00	100.00
ALD Automotive Algerie SPA	99.99	99.99
ALD Automotive SRL - ROMANIA	80.00	80.00
NF Fleet A/S - DENMARK	80.00	80.00
NF Fleet OY - FINLAND	80.00	80.00
NF fleet AB - SWEDEN	80.00	80.00
NF Fleet AS - NORWAY	80.00	80.00
ALD Automotive Eesti AS - ESTONIA	75.01	75.01
ALD Automotive SIA - LATVIA	75.00	75.00
UAB ALD Automotive - LITHUANIA	75.00	75.00
ALD Automotive EOOD - BULGARIA	100.00	100.00
ALD Fortune Auto Leasing and Renting ShanghaiCo. Ltd - CHINA	50.00	50.00
ALD Automotive Limitada - CHILE	100.00	100.00
ALD Automotive Peru S.A.C.	100.00	100.00
ALD Automotive S.A.S - COLOMBIA	100.00	100.00
Merrion Fleet Management Limited (*)	100.00	100.00
ALD Automotive Slovakia S.R.O	100.00	100.00
Consolidated companies under equity method		
ALD Automotive SA Maroc	35.00	35.00
Nedderfeld 95 Immobilien GmbH & Co. KG	35.00	35.00
(*) Including subsidiaries		

