



Activity report
2019



Our mission

As a **specialized** investment firm, our mission is to **responsibly allocate** resources in well **understood businesses**

At a glance



In 1937, Albert and Constance Moorkens created a company to produce and distribute motorcycles. This spirit of initiative lives on today.



1937

Active for more than
80 years



100%

Family-owned
business



9

companies in
the portfolio



570M€

Assets under
management



60+

Presence in 60+
countries

ALCOPA
DEVELOPING TOGETHER

Message from the Managing Directors



Damien Heymans

Through all the massive changes that happen in the world, it is important to watch the underlying trends and to determine the best course of action. With businesses requiring ever more agility and long-term vision, Alcopa made the strategic choice to become an investment company that is both specialized and diversified. In 2019, we took action to further reinforce our positioning, and we believe the results we achieved proved that this is the right strategy for the group.

The role Alcopa plays with its portfolio companies is clearly defined. We act as a long-term partner for them, not only by providing them with patient capital, but also by working actively with them in the realization of their strategic objectives and their development goals. At the same time, we allow each of the firm's companies to determine the most appropriate course of action in an independent way; they are closest to the business, after all.

Overall, 2019 proved to be an excellent year for our portfolio companies. They pursued their development and continued to grow in their respective markets. We are proud to be able to highlight the many initiatives they took and their main achievements in the following sections of this activity report.

2019 also saw a new addition to our portfolio: Viata, a Belgian online pharmacy with international ambitions. In many respects, our investment in Viata emphasizes the kind of partnerships we aim to build: we are capitalizing on our 80-years expertise in distribution, co-investing alongside the three

founders, and stepping into the company's shareholding to support their growth strategy and international expansion.

Alcopa closed 2019 and entered 2020 with solid financials. While our recent divestments, primarily from industries generating high turnovers such as automotive, decreased the consolidated turnover to €1.6 billion, our EBITDA increased by 30% to €89 million. At the same time, we continued on our path to strengthen the group's financial structure, and our net debt decreased by 62%, landing at €48 million by year end. This strong position allows us to invest and pursue our ambition going forward.

A few months into 2020, we believe that the emergence of the Covid-19 crisis proves the validity of our approach. While impact on our economies will undoubtedly be staggering, our strong position when we entered the crisis allows us to maintain our role as a supportive and fully committed long-term shareholder for our portfolio companies.

We are determined to pursue this course of action in the foreseeable future, and we will continue to develop the companies of the group, with existing and new partners. 2020 will undoubtedly be another year of profound changes in our economies and for Alcopa, but we are confident we are well-equipped to face them, and we are glad to count on the support of our shareholders in executing this strategy.



Axel Moorkens

A handwritten signature in black ink, consisting of a stylized 'D' and 'H'.

Damien Heymans

A handwritten signature in black ink, consisting of a stylized 'A' and 'M'.

Axel Moorkens

What makes us unique

Long-term perspectives



We are family-owned and this allows us to provide long-term capital that favors the sustainable impact of our investments over time. We do not plan a finite investment horizon when investing.

Trust in management



We find our roots in entrepreneurship, we want to be the sparring partner of entrepreneurs looking to bring their company to the next stage. As such, we strongly favour investments where the management steps into the shareholding structure.

Down-to-earth



We favor straightforward structures and lean decision-making, because they enable us to be reactive when companies need it most.

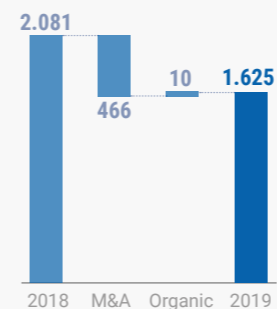
Deep industry expertise



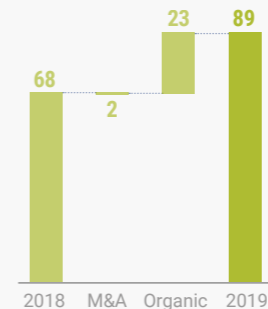
We bring our long-term expertise in international distribution to the companies we invest in.

Key figures

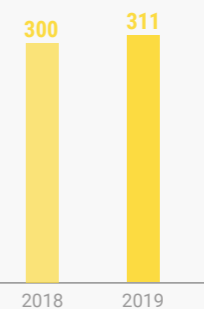
Revenues (M€)



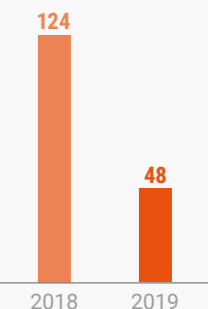
EBITDA (M€)



Equity (M€)

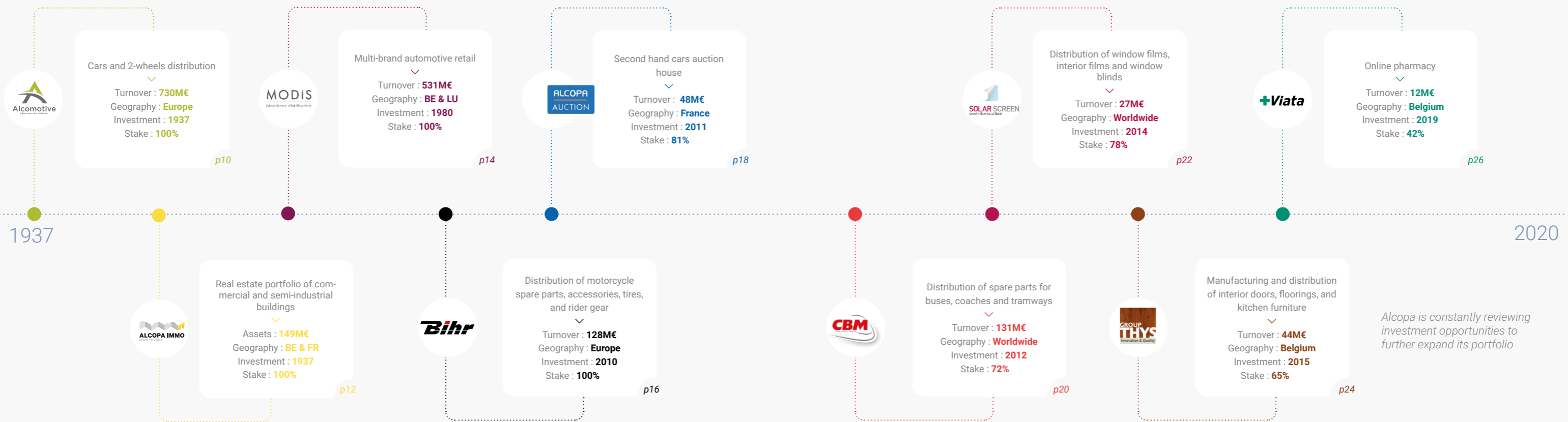


Net Financial Debt (M€)



- The difference in **revenues** is due to the recent sale of automotive-related activities
- The divestments were more than compensated at **EBITDA** level by an increase in the profitability of the portfolio companies
- The balance sheet position further improved in 2019 with a significantly lower **net financial debt** position, boosting the group's ability to invest

What we do





Alcomotive

Alcoa automotive distribution

Cars and 2-wheels distribution

Headquarters: Belgium



Turnover
730M€



Employees
~350



Investment
1937



Sales countries
8



Brands
11



Business description

Alcomotive distributes cars, motorcycles and scooters, selling eleven brands across eight countries. Its affiliates are the official distributors for Hyundai, Suzuki, Isuzu, SsangYong, MG, Maxus, SYM, Peugeot Scooters, Derbi, Benelli and Suzuki Marine and are active in Belgium, the Netherlands, Luxembourg, Germany, Poland, France, Switzerland and Portugal.



ISUZU



DERBI



Key highlights of the year

- Alcomotive distributed over 25,000 cars and 42,000 motorcycles and scooters through a network of more than 2,500 dealers
- New distribution contracts were signed with MG and Maxus, the award-winning Chinese producer of electric and diesel LCV, for Belux and Switzerland
- Hyundai distribution in Switzerland was sold to Bergé Auto, and SsangYong Poland to British Automotive Holding

www.alcomotive.com



Real estate portfolio of commercial and semi-industrial buildings

Headquarters: Belgium



Assets

149M€



Employees

7



Investment

1937



Footprint

BE & FR



Surface, m²

300,000 m²

Business description

Alcopa Immo manages a real estate portfolio of 300,000 m² of buildings in Belgium and France, the majority of which is rented to third parties.

One of its flagship projects is the redevelopment of the former Renault Vilvoorde site (Belgium), where 200,000 m² of industrial buildings have been transformed into warehouses rented to 30 tenants.

Key highlights of the year

- Assets reached a market value of 149M€
- The vacancy rate remains very low at 2.24%, one of the lowest ever achieved
- Key transactions in 2019 include property sales in Rosny, Forbach and Antwerp (Belgium) combined with the acquisition of an additional site in Vilvoorde

www.alcopaimmo.be

MODiS

Moorkens distribution

Multi-brand automotive retail

Headquarters: Belgium



Turnover
531M€



Employees
645+



Investment
1980



Sales countries
BE & LU



Brands
18

Business description

Modis is a multi-brand car retailer through two regional retail groups based in Belgium and Luxemburg.

The brands distributed by its affiliates Fidenco with Brussels Car Distribution and Autopolis include Volvo, Ford, Opel, Hyundai, Jaguar, Land Rover, Fiat, Alfa Romeo, Suzuki, Isuzu, Maxus, MG and Polestar. It aims at offering superior service in sales and after-sales to its private and professional clients.



Key highlights of the year

- More than 16,000 cars were sold through a network of 18 dealerships in Belgium and Luxemburg
- Modis made real estate and equipment investments in several sites
- It also prepared for the launch of the new electric vehicle brand, Polestar, by building a new store in Antwerp

www.fidenco.be, www.autopolis.lu



Distribution of motorcycle spare parts, accessories, tires, and rider gear

Headquarters: France



Turnover
128M€



Employees
375+



Investment
2010



Sales countries
10+



References
150,000+



Business description

Bihr distributes motorcycle spare parts, accessories, tires, rider gear and workshop equipment. The company has offices in Belgium, France, Germany, the Netherlands, Spain and Switzerland.

Its distribution centers are based in France and Spain. It predominantly serves professional clients in over ten countries, providing them with 24-hour delivery. Its broad range includes premium brands as well as house brand products.

Key highlights of the year

- Sales grew by 8% in 2019 thanks to positive developments in all its key markets and to the opening of new countries, including Germany and Austria
- At the end of 2019, Bihr and MotoDirect announced their ambition to join forces to accelerate growth of the RST clothing brand and become the leading integrated manufacturer and distributor of rider gear in Europe. The deal was successfully closed in January 2020.

www.bih.eu

Turnover
48M€

Employees
200+

Investment
2011

Auction sites
7

Cars sold
86,500+

Business description

Alcoba Auction is a second-hand cars auctioneer with a network of seven sites in France complemented by an online sales platform.

It organizes more than 250 physical and 300 online auction sessions per year and provides its customers and partners with an efficient, transparent and reliable way to buy and sell cars.

Key highlights of the year

- Turnover increased by 25% in 2019, as the company auctioned more than 86,500 cars for a total value of 360M€
- Alcoba Auction continued to expand its footprint by acquiring an auctioning company in the south of Paris
- It further extended its Beauvais site by investing in new offices and car preparation facilities

www.alcoba-auction.fr



Distribution of spare parts for buses, coaches and tramways

Headquarters: France



Turnover
131M€



Employees
140+



Investment
2012



Sales countries
50+



References
50,000+



Business description

CBM distributes spare parts for buses, coaches and tramways. Headquartered in France, the company operates in more than 50 countries in Europe, North America, Asia and Australia.

Thanks to a deep understanding of its customers' specific needs, it offers a superior range of spare parts that are immediately available at favorable prices.

Key highlights of the year

- Sales grew by 4% thanks to strong activity across geographies, particularly in North America
- CBM inaugurated its new headquarters and warehouses with state-of-the-art facilities in Le Mans, France in the second half of 2019

www.cbmcompany.com



Distribution of window films, interior films and window blinds

Headquarters: Luxembourg



Turnover
27M€



Employees
70+



Investment
2014



Sales countries
Worldwide



References
2,000+



Business description

Solar Screen distributes window films, architectural interior films and window blinds. Besides its headquarters in Luxemburg, the company has offices in France and distributes its products in more than 70 countries worldwide, of which a majority in Europe.

Key highlights of the year

- Solar Screen had a record year with turnover increasing by 21% thanks to the exponential growth in architectural interior films and a strong contribution from window films and blinds.
- Solar Screen continues to benefit from the need to reduce consumption from air conditioning by installing window films
- Solar Screen further builds on the success of architectural films in the hospitality sector thanks to its European accreditation as official supplier for Accor Hotels

www.solarscreen.eu



Manufacturing and distribution of interior doors, floorings, and kitchen furniture

Headquarters: Belgium



Turnover
44M€



Employees
60+



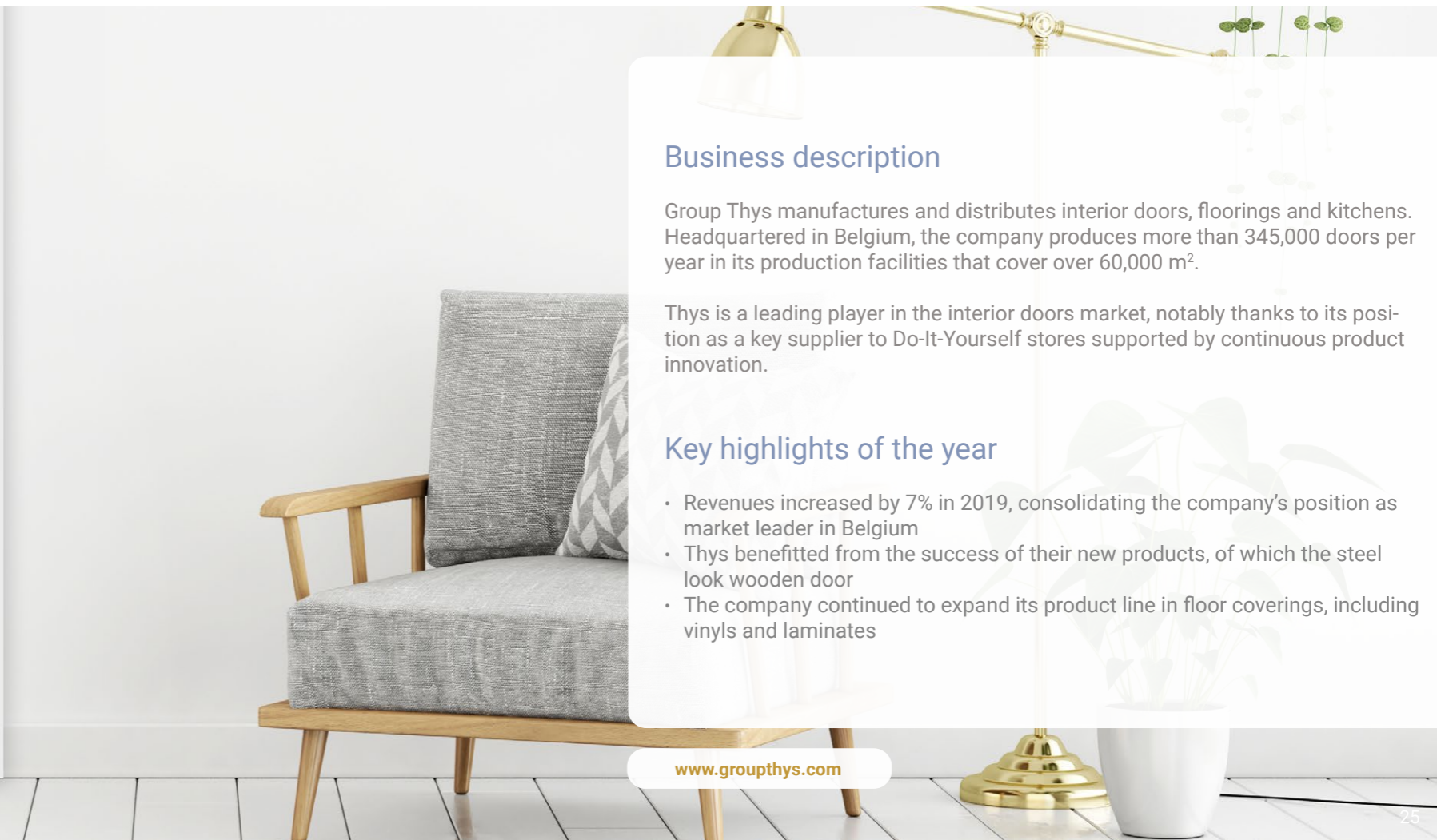
Investment
2015



Sales countries
5+



Doors produced
345,000+



Business description

Group Thys manufactures and distributes interior doors, floorings and kitchens. Headquartered in Belgium, the company produces more than 345,000 doors per year in its production facilities that cover over 60,000 m².

Thys is a leading player in the interior doors market, notably thanks to its position as a key supplier to Do-It-Yourself stores supported by continuous product innovation.

Key highlights of the year

- Revenues increased by 7% in 2019, consolidating the company's position as market leader in Belgium
- Thys benefitted from the success of their new products, of which the steel look wooden door
- The company continued to expand its product line in floor coverings, including vinyls and laminates

www.groupthys.com



Online pharmacy

Headquarters: Belgium



Turnover
12M€



Employees
20+



Investment
2019



Sales countries
7+



References
2,000+

Business description

Viata is an online pharmacy that sells health, beauty and personal care products and OTC (over-the-counter) medicines directly to consumers.

The company is active in several countries within Europe. Local websites are operated in Belgium, the Netherlands, France, Germany and Spain.

Key highlights of the year

- Business grew by 11% in 2019
- Viata launched a new branding campaign in Belgium, "Ask Viata", oriented around their core purpose of exceeding the traditional pharmacy experience
- Viata is actively pursuing international expansion plans expected to launch in 2020

www.viata.be

Alcopa complies with the corporate governance obligations of the Belgian Companies Code and is proud to apply a governance structure that is clear and transparent. Our corporate governance rests on three pillars:

The CAF (Conseil de l'Actionariat Familial) represents the family shareholding and comprises 7 representatives elected by the shareholders' assembly. The CAF acts as a guardian of company values, handles shareholders issues and takes action to nurture the shareholders' *affectio societatis*.

The Board of Directors is chaired by independent director Hugues Delpire, and comprises Philippe Moorkens (chairman of the CAF), Christophe Vandoorne (independent director), Axel Moorkens and Damien Heymans (managing directors).

The Executive Committee handles the day-to-day management of the firm. Its members are Damien Heymans, Axel Moorkens, Laurent-Paul Van Steirtegem (investment director), Kurt Heene (finance director) and Laurence Jacqmain (general counsel).

Each company in the portfolio has its own board of directors, responsible for strategy and overall guidance. There is at least one member of Alcopa's executive committee sitting in each board, with independent directors and members of the management completing the membership.



The CAF, Conseil de l'Actionariat Familial

From left to right: Joachim Wauters - Frédéric Heymans - Caroline Wauters - Axel Moorkens - Philippe Moorkens - Pénélope Moorkens - Olivier Heymans



The Board of Directors

From left to right: Philippe Moorkens - Christophe Vandoorne - Damien Heymans - Hugues Delpire - Axel Moorkens



The Executive Committee

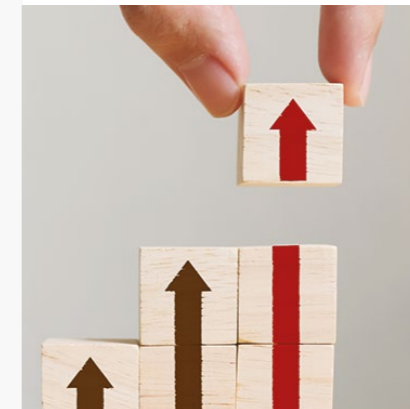
From left to right: Axel Moorkens - Laurence Jacqmain - Damien Heymans - Kurt Heene - Laurent-Paul Van Steirtegem -

Entrepreneurship



Entrepreneurship is in Alcopa's DNA. It determines the decentralized way we work, the spirit of the men and women that work here and our culture of development.

Performance



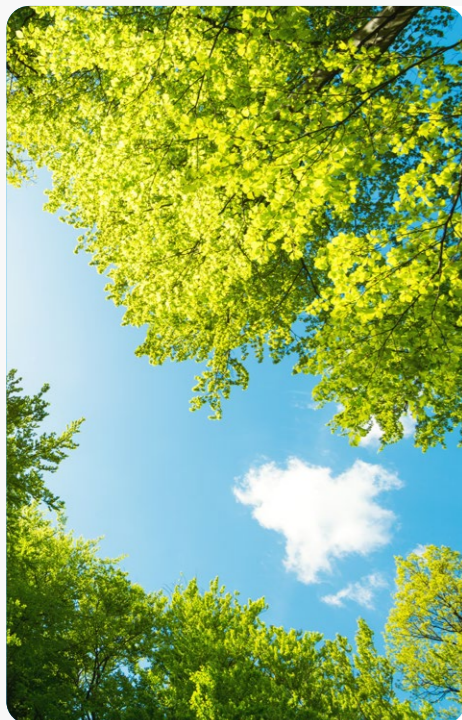
Performance is key to Alcopa's development and goes hand in hand with ambitious targets that secure growth, develop pride of managers and satisfaction with shareholders.

Respect



Respect is a major component of our family group's human dimension. It helps build long-lasting relationships with our clients, suppliers, partners and shareholders.

Our commitment to sustainability



As a long-term investor, Alcopa proudly supports the companies it invests in along their Environmental Social and Governance initiatives, among which:



Thys is now self-sufficient in energy thanks to the installation of 6,282 solar panels on the roof of their plant close to Antwerp. This covers an area of 20,000m² or the equivalent of three football fields.



Solar Screen is now certified as a “CO2 Neutral Inbound Logistics” company. 100% of the CO2 rejected by the inbound transportation is now compensated: an offset of 1.151 Ton of CO2 for 2019.



Bihr, through its RST brand, launched a new airbag suit for motorcyclists. Being more affordable than other similar solutions, this innovative product aims at improving safety for everyday riders.



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