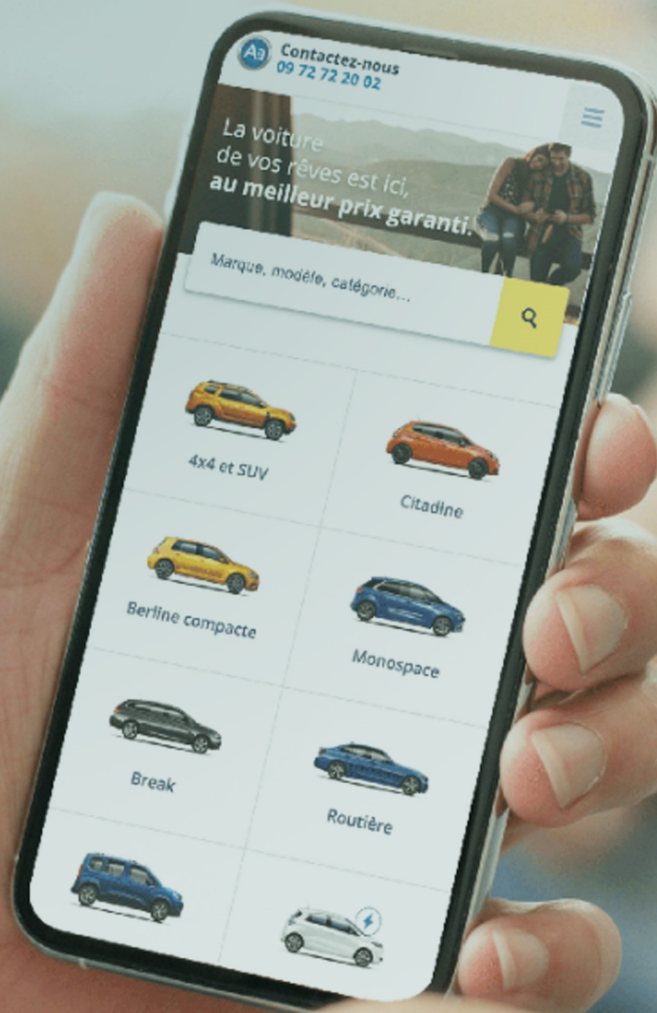


Q3 2021 Revenue

July 29th, 2021



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**THE PREFERRED EUROPEAN
PLATFORM TO BUY A USED CAR
ONLINE**

A strong track-record of profitable growth over the past 20 years



~30% Revenue CAGR FY2003-20⁽¹⁾



+25% refurbished used cars volumes CAGR FY2018-20



20 years of profitability

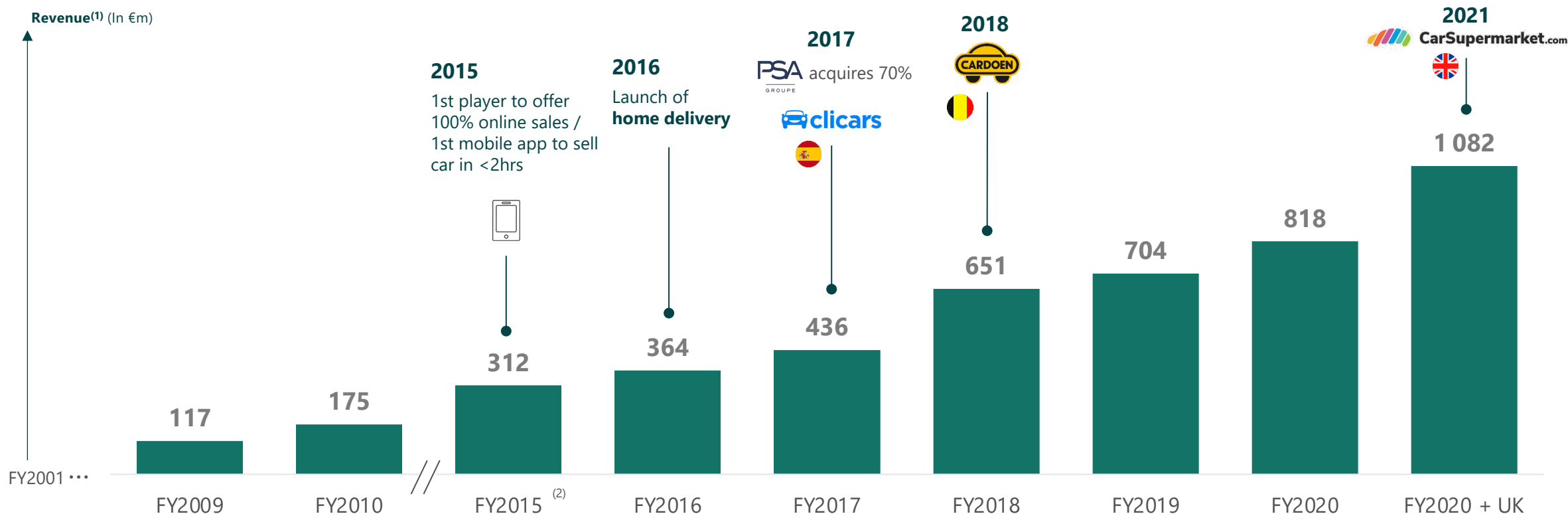


3 acquisitions

Digital Pre-Registered
Car Retailer

Moved into Refurbished Used Cars

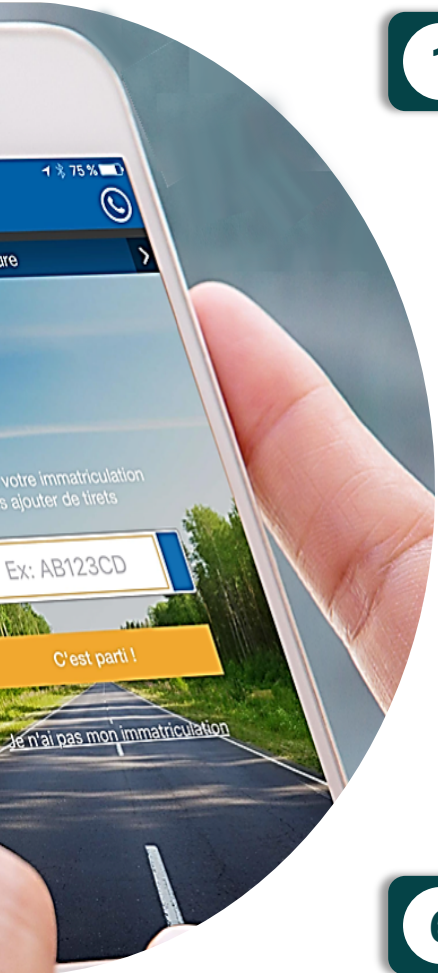
Acceleration of Refurbished Used Cars + European Expansion



Notes:

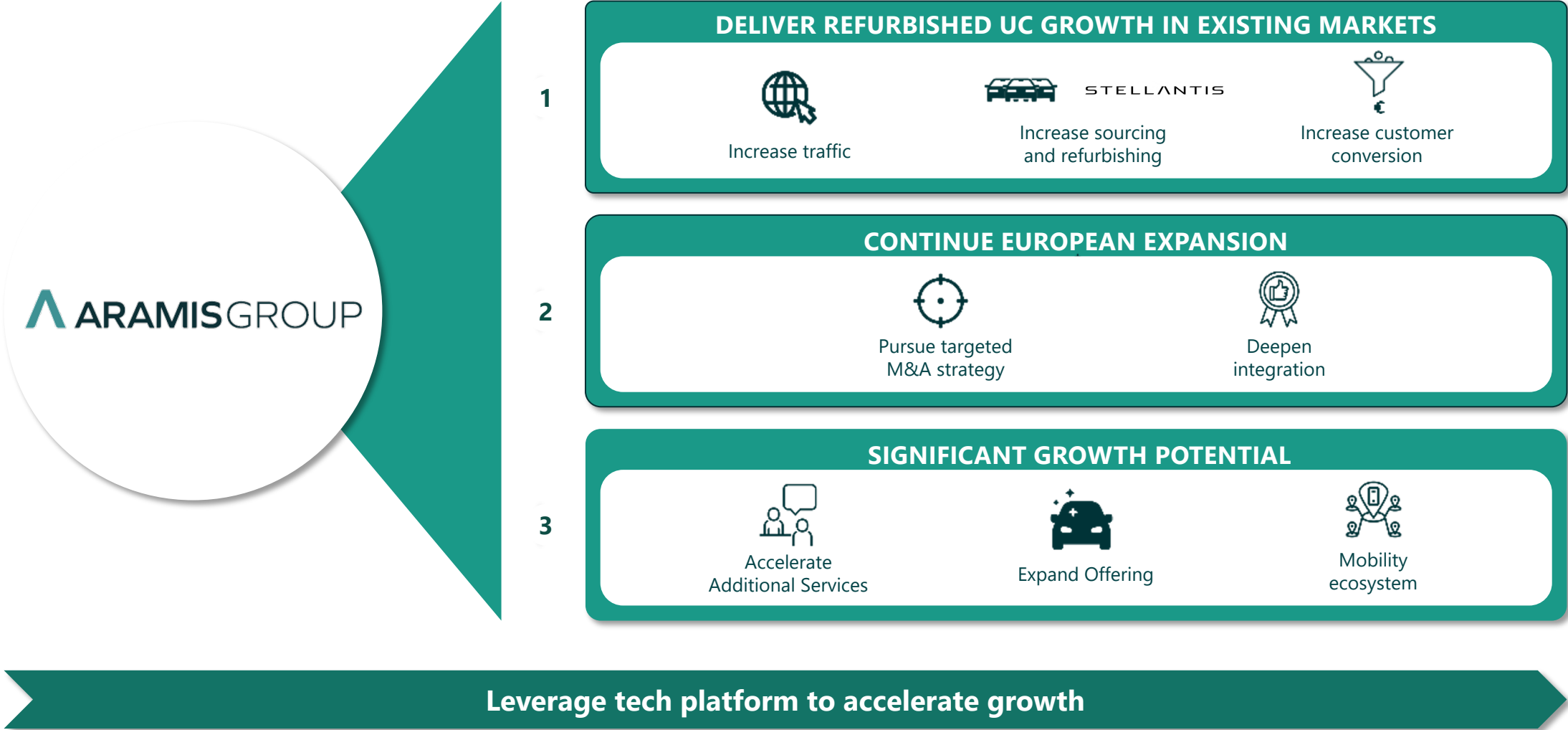
- Figures based on French GAAP from 2003 to 2010 and on IFRS from 2015 onwards (FYE September). Revenue excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.
- Revenue exclude Germany activities

Key Investment Highlights



- 1** **Massive and fragmented market** undergoing **online disruption**
- 2** **Strong customer value proposition** resulting in **market leadership** positions
- 3** **Highly efficient, scalable** and **vertically integrated** end-to-end platform
- 4** **Data-driven business approach** underpinned by **proprietary tech** and **digital tools**
- 5** Highly attractive combination of **accelerating growth** and **sustainable profitability**
- 6** **Founder-led, ESG responsible** team with an ambition to drive **long-term value creation**

Our 3-pillar growth strategy



IPO in June has provided the Group with significant firepower to fuel its expansion & accelerate its growth



Proceeds

€250m
IPO proceeds

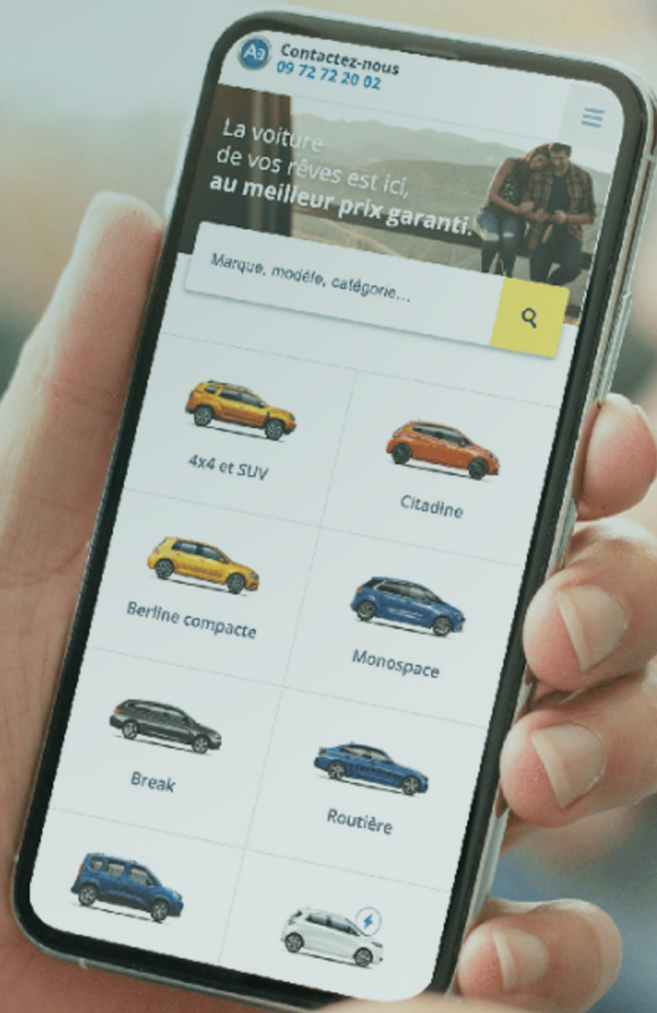
Diversified institutional shareholder base

~9k French retail investors participated to the offering

+ €200m new RCF



Q3 Revenue and Business Highlights



Key highlights: acceleration of revenue growth in Q3, driven by very strong B2C refurbished performance



Q3 revenue
vs 2020 ⁽¹⁾

+68%

Q3 Revenue⁽¹⁾

€377m

Q3 B2C refurbished
revenue vs. 2020⁽¹⁾

+116%

Q3 B2C refurbished
volume

14,346
units

- **Exceptional revenue growth** in all segments and geographies
- **Triple-digit growth of refurbished** used car sales
- **CarSupermarket** integration **fully on track**
- **Investing for growth:**
 - Significant progress in expanding refurbishment capabilities in Europe
 - Marketing efforts to strengthen our brands' leadership



2021 fiscal year guidance confirmed

1. Combined figures including CarSupermarket acquisition. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.



The UK : Highly Attractive Market



Largest European UC market with Market

Size of ~€76 Bn⁽¹⁾ in 2020



Fragmented

Market share of top 5 players in B2C pre-owned UC

13%



Under digitalisation

2020 online penetration

6.3%

Digitalisation potential by 2025

14.1%

Acquisition Rationale

- A **dynamic UK market**
- **Appealing brand** with room for development
- **Experienced management team**, eager to accelerate growth
- **B2C-focused** with existing refurbished UC capabilities

Acquisition completed in March 2021

Q3 2021 Highlights

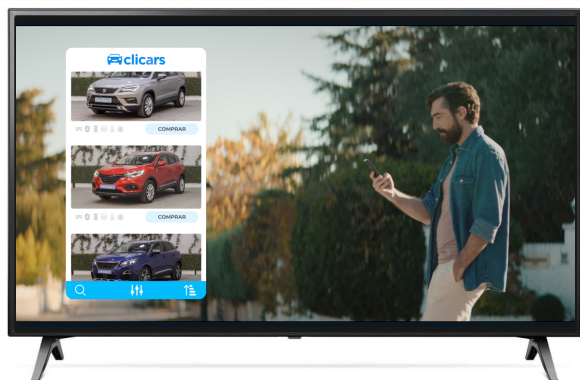
- Appointment of a **new CFO** who joined in July 2021
- Key priority set on **increasing refurbishment capacity** to brace for stronger growth: recruitment, increased productivity, new site in construction
- Further **developing the brand** and national sales through marketing

Post-Covid recovery: +94% revenue growth YoY

Key highlights: Increase traffic and brand recognition



New TV campaigns in Spain and Belgium



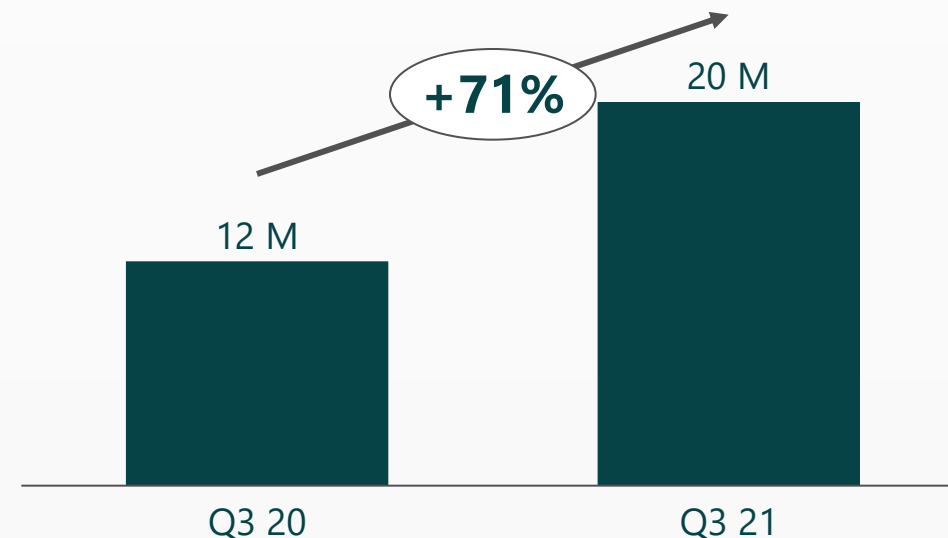
Increased media investments in TV advertising and online acquisition channels

Brand recognition in Spain

+17 pts

Aided awareness from 3% to 20% in 5 months

Group websites visits



Key highlights: Improve customer satisfaction and conversion



Next-day delivery

Successful launch in **France and Spain**



> 60%

of cars available for next day delivery
in France and in Spain as of June 21

Best in class warranties

Successful upgrade in **France**



30-day

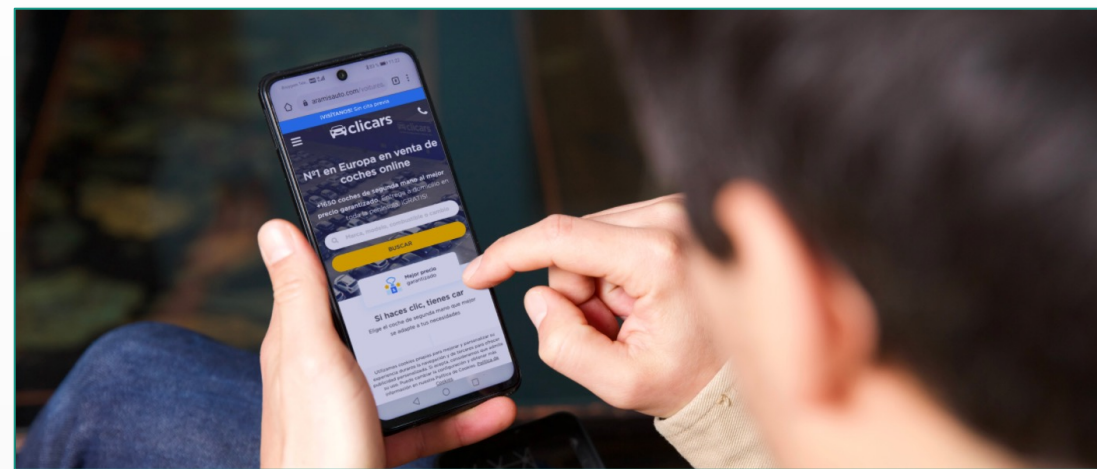
return or money-back guarantee
(previously 15 days)

Key highlights: Increase sourcing and refurbishing



Clicars: Villaverde (Spain) site extension from 40,000m² to 70,000m² – in construction

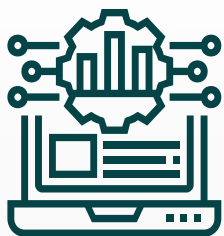
Increased productivity in all countries



Acceleration of C2B procurement

x2 cars purchased C2B vs previous quarter in UK and **successful launch in Spain**

**Tech &
Data**



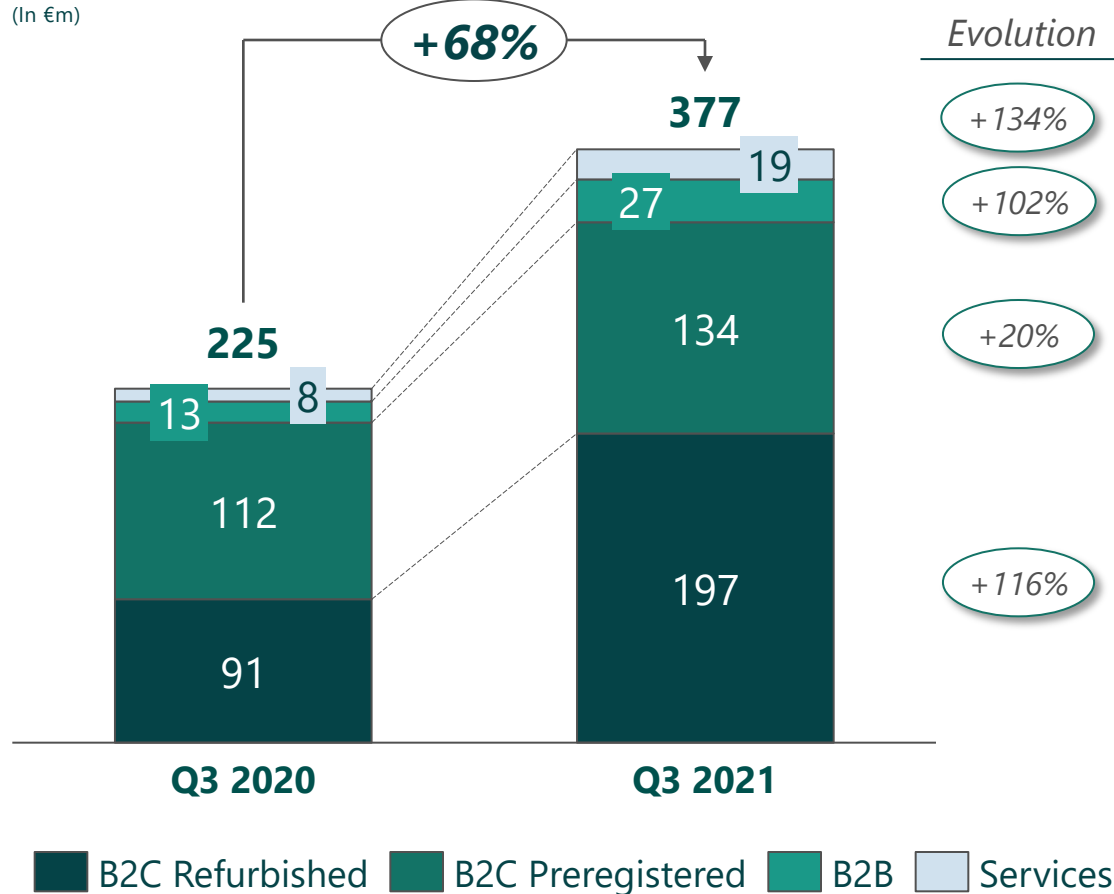
95% of car body defects detected with AI-enabled defect detector (85% previously)

New automated **machine learning pricing algorithm** with latest cloud technologies

Strong acceleration of revenue in Q3 across all segments, far exceeding pre-covid levels



Revenue Evolution by segment⁽¹⁾



- **Triple-digit growth (+116%) of refurbished** used car sales mainly driven by:
 - Increase of our sourcing and refurbishment capacities
 - Successful online and offline marketing campaigns
- B2C refurbished car volumes **far exceeding pre-covid levels** (+66%⁽¹⁾ versus Q1 2020, i.e oct-dec 2019)
- Solid **+20% growth of B2C preregistered sales amid challenging new car market**
- **Triple-digit** growth of both **Services and B2B sales**

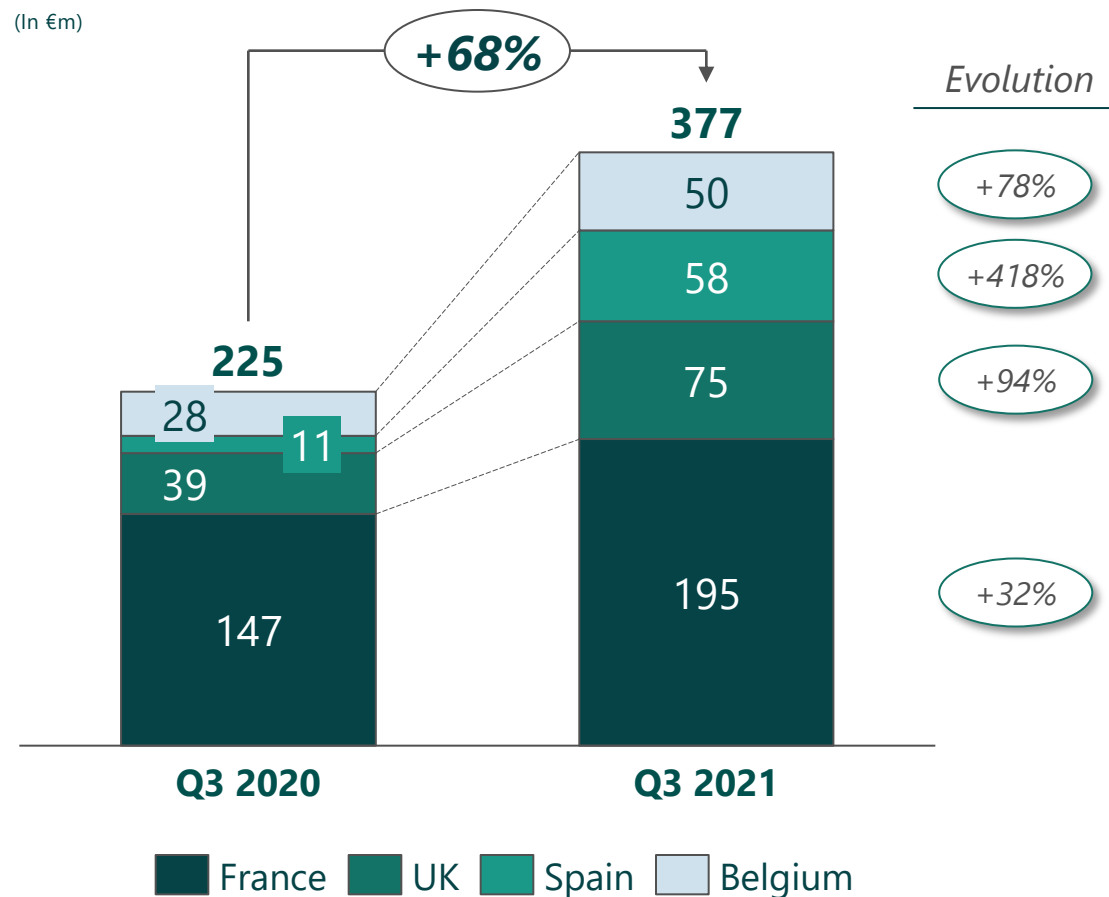
1. Combined figures including CarSupermarket acquisition. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.

Strong revenue performance across all geographies



Revenue by country⁽¹⁾

(In €m)



- **France:**
 - solid performance of the B2C refurbished used car
 - gain of market shares in the preregistered segment despite a challenging new car market
- **UK:** strong recovery from Covid period
- **Spain:** exceptional momentum and taking leadership position with successful offline and online marketing campaign & improved refurbishment center productivity
- **Belgium:** significant growth in refurbished cars sales and ramp up in digitalization

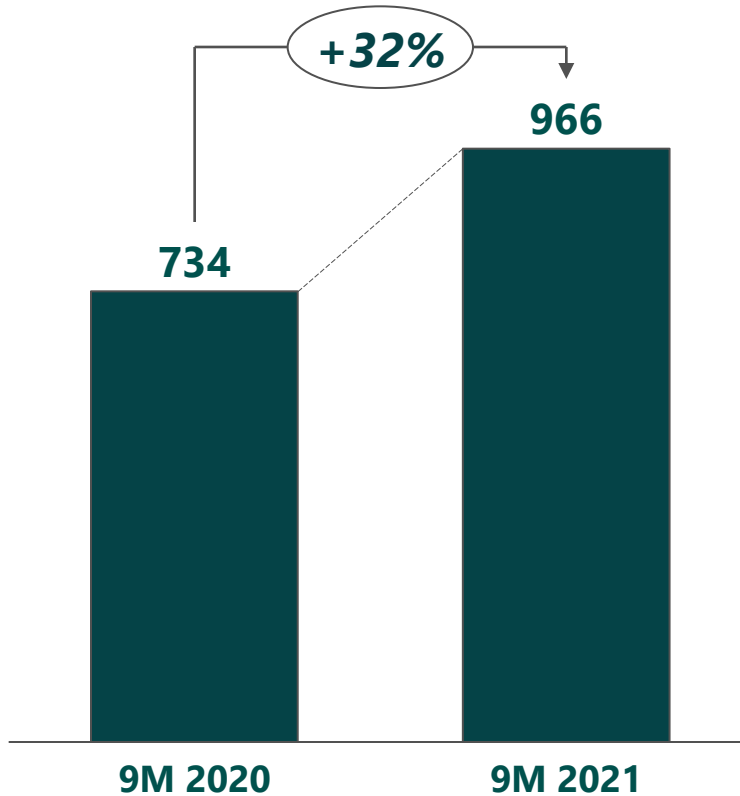
1. Combined figures including acquisition of CarSupermarket. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.

Solid 9 months revenue performance



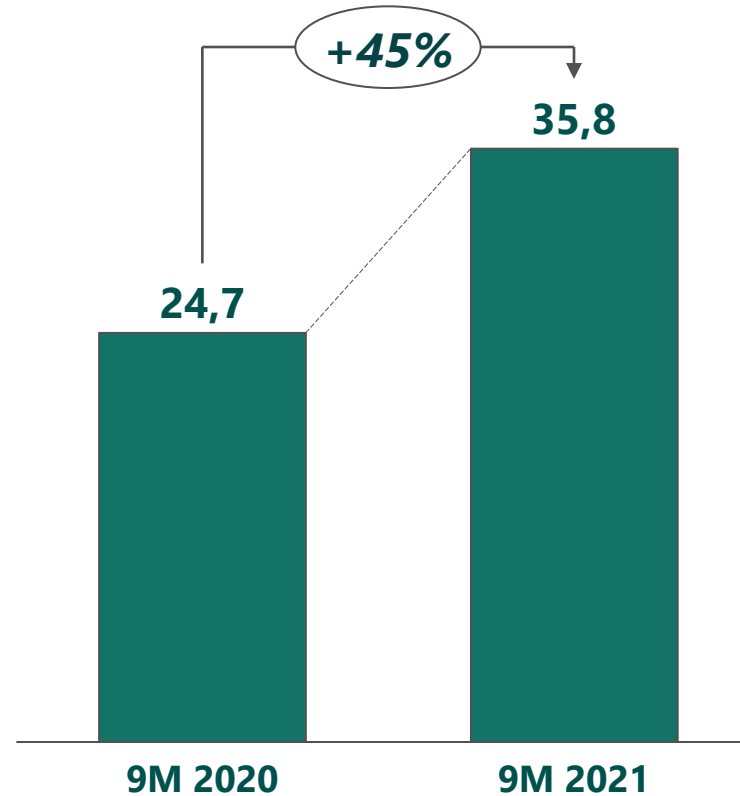
Revenues⁽¹⁾

(In €m)



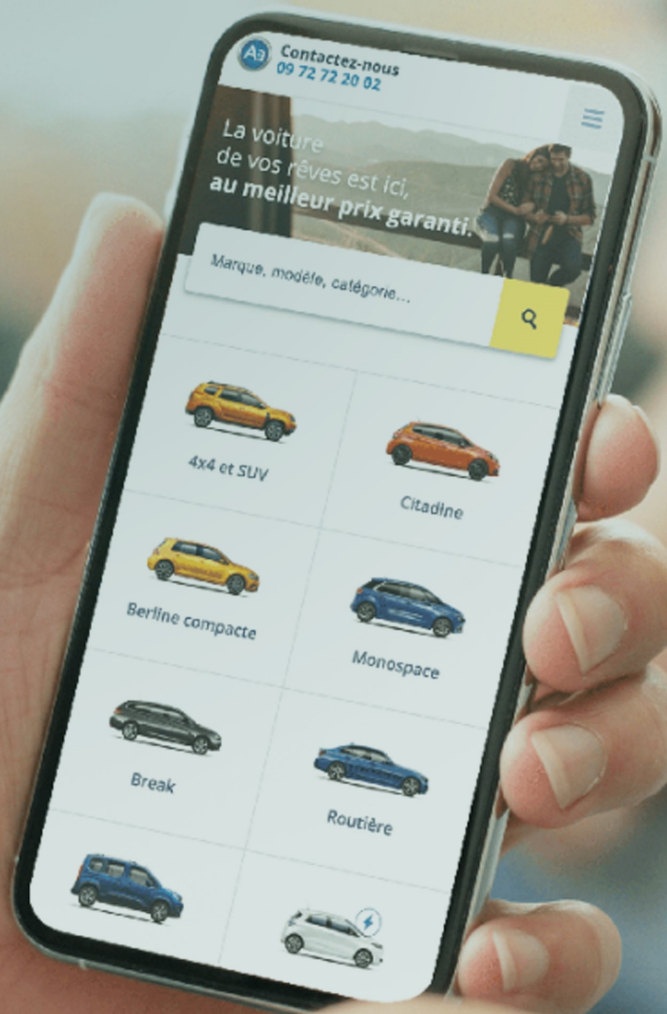
B2C refurbished used car volumes⁽¹⁾

(In '000 units)



- **Strong profitable overall revenues** growth in all segments and all countries
- **Driven by** continued acceleration of our strategic **refurbished used car** segment

1. Combined figures including CarSupermarket acquisition. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.



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Outlook

All guidance confirmed for fiscal year 2021



Volumes and Revenue

B2C Refurbished:
c. 45,000 units
+35% organic growth (YoY)

Total Revenue:
>€1.25Bn

Gross Profit and Adj. EBITDA margin

>€2,150 GP/unit
13% GP margin

2.7% - 2.9%
Adj. EBITDA margin (IFRS)

Capex and Working Capital

1%
Capex to revenue ratio

c. 25 days of revenue
Operational working capital

Notes: all guidance elements are provided at current perimeter (including the UK) as well as constant FX, and assumes no major sanitary measures

Q3 2021 closing remarks



Strong acceleration of revenue growth, especially in the B2C refurbished used cars segment



CarSupermarket integration well on track: well positioned to accelerate revenues



On track to deliver our growth strategy thanks to our sourcing, refurbishment, brand and customer satisfaction initiatives



Full-year 2021 guidance confirmed



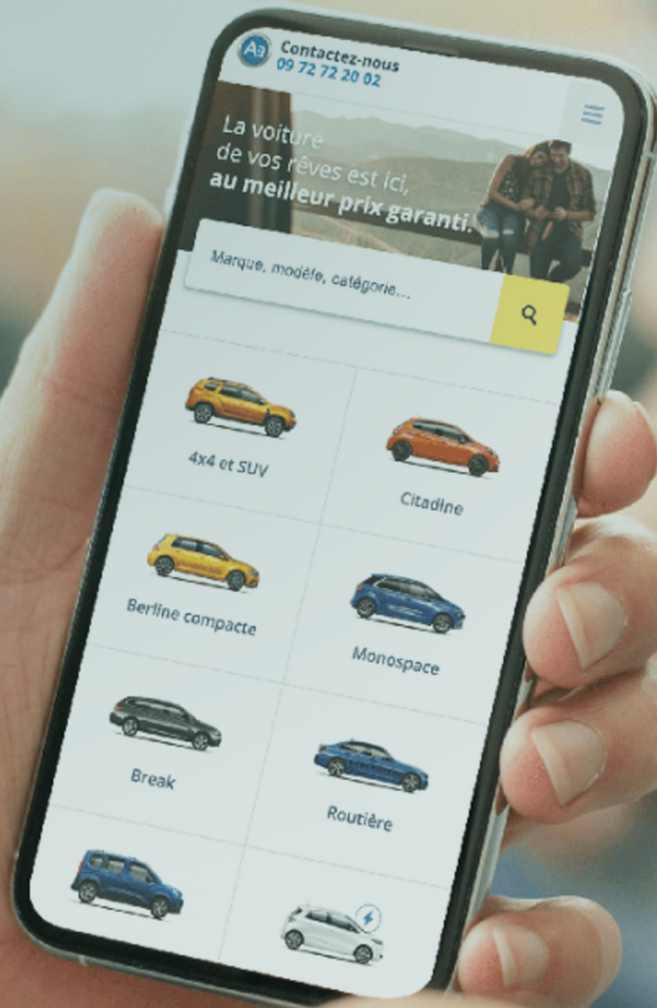
FY21 & Q4 21 revenue publication on November 9th



Λ ARAMISGROUP

Q&A

Appendices



Our Vision: 3 Pillars to Make a Positive Environmental & Social Impact



1 Act for Greener Driving

Provide Environmentally Efficient Used Cars, Using Refurbishment as a Lever to Contribute to the Circular Economy



2 Commit to Affordable and Responsible Online Car Retail

Offer Customers a Reliable, Cost-Effective and Safe Alternative



3 Promote People: Respect and Development

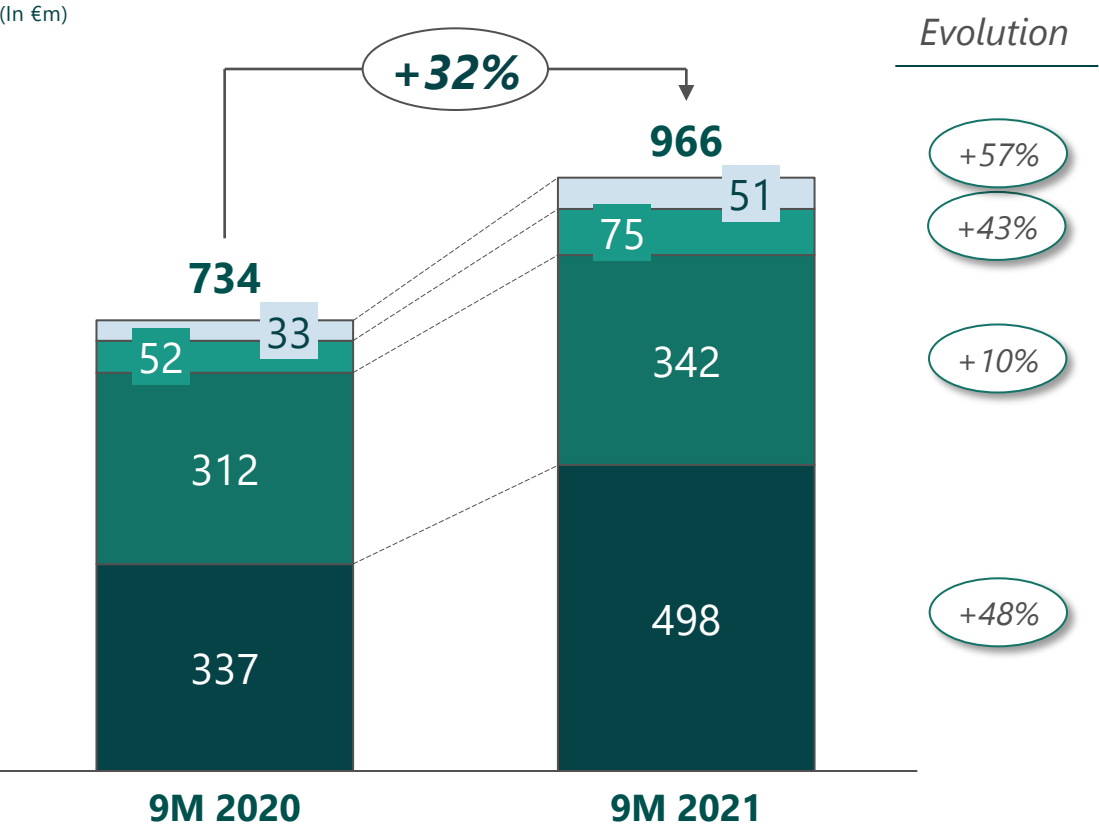
Develop and Promote our Leadership Model: 'Driving Together, People are the Solution'

Circular Economy is at the Heart of Aramis Group's Business Model and is a Strong Driver of our Growth

Solid 9 months revenue performance with growth in all segments and geographies

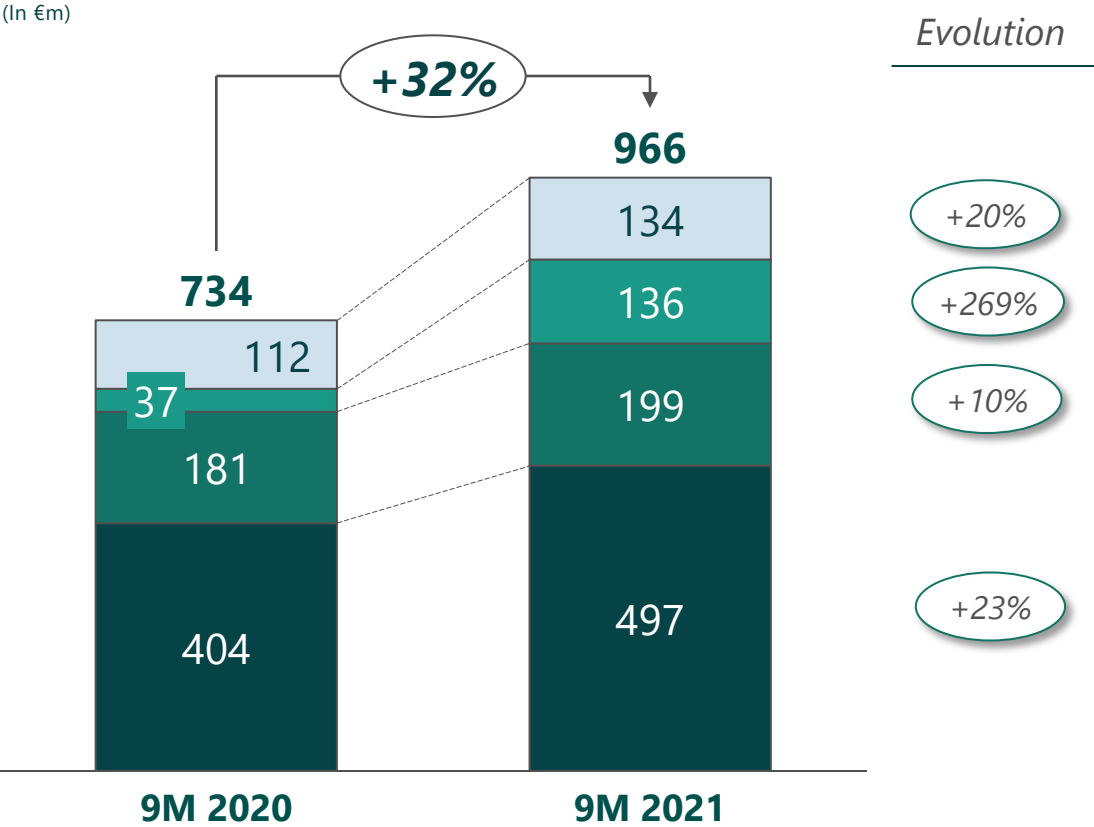


Revenue by segment ⁽¹⁾



B2C Refurbished
 B2C Preregistered
 B2B
 Services

Revenue by country ⁽¹⁾



France
 United Kingdom
 Spain
 Belgium

1. Combined figures including CarSupermarket acquisition. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.

Financial Guidance disclosed at the IPO



		FY2021PF	FY2022	Mid-Term (FY2025)	Long-term (FY2030)
Volumes (units / %)	B2C refurbished (units / %)	~45,000 units +35% Organic growth (YoY)	> +30% Organic growth (YoY)	30-35% Organic CAGR 2021E-2025E	-
	B2C ⁽¹⁾ (units / %)	-	-	~75% B2C volume mix	-
	Group (units / %)	-	-	~25% CAGR 2021E-2025E	-
Revenue (€ MM)		>€1.25 Bn Organic revenue (assuming no extra disruption from COVID-19 on current level of activity)	>€1.5 Bn Organic revenue	>€3 Bn Organic revenue "We plan to actively continue our value-enhancing M&A strategy at a similar pace that the one experienced during the last 4 years"	€6 Bn Organic revenue "Besides, Aramis Group will consider additional external growth opportunities to reinforce its leading pan-European footprint"
Gross Profit	GP / unit (€)	>€2,150	-	Stable vs. 21E	-
	GP margin (%)	13%	-	13.0-13.5%	-
Adj. EBITDA Margin (IFRS) (%)		2.7-2.9%	"Aramis Group's investments to accelerate growth would weigh on margin profile in the next few years"	>3%	8-9% (organic)
Capex (%)		1% Capex to revenue ratio	-	"We expect to keep a stable Capex to revenue ratio vs. 2021"	-
Operational Working Capital ⁽²⁾ (Days)		~25 Days of revenue	-	"We will remain best-in-class player in terms of WC management"	-

Notes: all guidance elements are provided at current perimeter (including the UK) as well as constant FX, and assumes no major sanitary measures

1. B2C segment includes refurbished B2C and pre-registered cars

2. Defined as: Inventory (incl. minor adjustments)+ Adjusted Trade receivables (incl. minor adjustments) - Trade payables - VAT Payables

Volumes and revenue by country



	Q3 2021	Q3 2020 Combined	Growth	9M 2021 Combined	9M 2020 Combined	Growth
Volumes B2C (in units)	23,197	13,806	+68%	58,818	45,424	+29%
Refurbished	14,346	6,593	+118%	35,763	24,655	+45%
Pre-registered	8,851	7,213	+23%	23,055	20,769	+11%
Revenue by segment (in million euros)						
B2C	331.0	203.5	+63%	840.5	649.0	+30%
<i>Refurbished</i>	<i>196.6</i>	<i>91.1</i>	<i>+116%</i>	<i>498.0</i>	<i>337.2</i>	<i>+48%</i>
<i>Pre-registered</i>	<i>134.4</i>	<i>112.4</i>	<i>+20%</i>	<i>342.4</i>	<i>311.8</i>	<i>+10%</i>
B2B	27.2	13.5	+102%	74.6	52.0	+43%
Services	19.3	8.2	+134%	51.2	32.6	+57%
Revenue by country (in million euros)						
France	194.9	147.4	+32%	496.9	403.8	+23%
United Kingdom	75.0	38.7	+94%	199.4	181.3	+10%
Belgium	49.8	27.9	+78%	133.7	111.6	+20%
Spain	57.8	11.2	+418%	136.4	37.0	+269%
Total revenue² (in million euros)	377.5	225.2	+68%	966.3	733.6	+32%

Comment: Combined figures including CarSupermarket acquisition. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.

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