

Q1 2025 REVENUES

January 29, 2025



Executive summary



Solid performance in all geographies

Revenues up **+10% YoY**

B2C volumes up **+9% YoY**,
outperforming the market by **+12pp⁽¹⁾**

Sustainable growth, with a very high NPS⁽²⁾
of **73**



Deployment of the 2027 strategy

Progress achieved through **convergence** and
enhanced technology sharing

New **AI-powered sales agent** developed to
support commercial performance



2025 guidance confirmed

High single-digit organic growth in total B2C
volumes

Double-digit organic growth in B2C
refurbished volumes

Adjusted EBITDA **of over €65 million**

Continuous improvement in operating
working capital

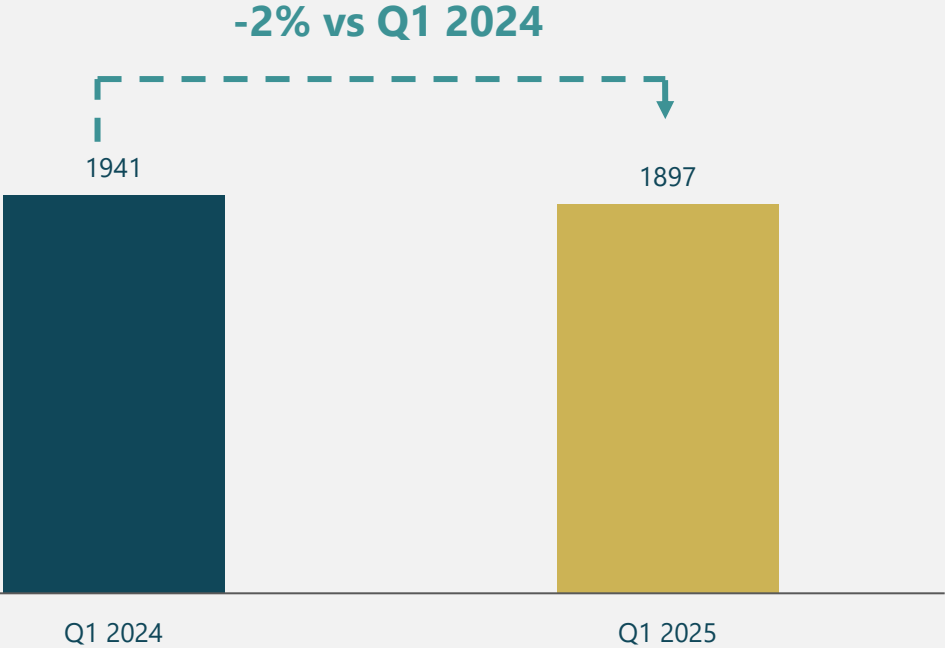


Market and business highlights

Stable market in terms of volumes and continued normalization of prices

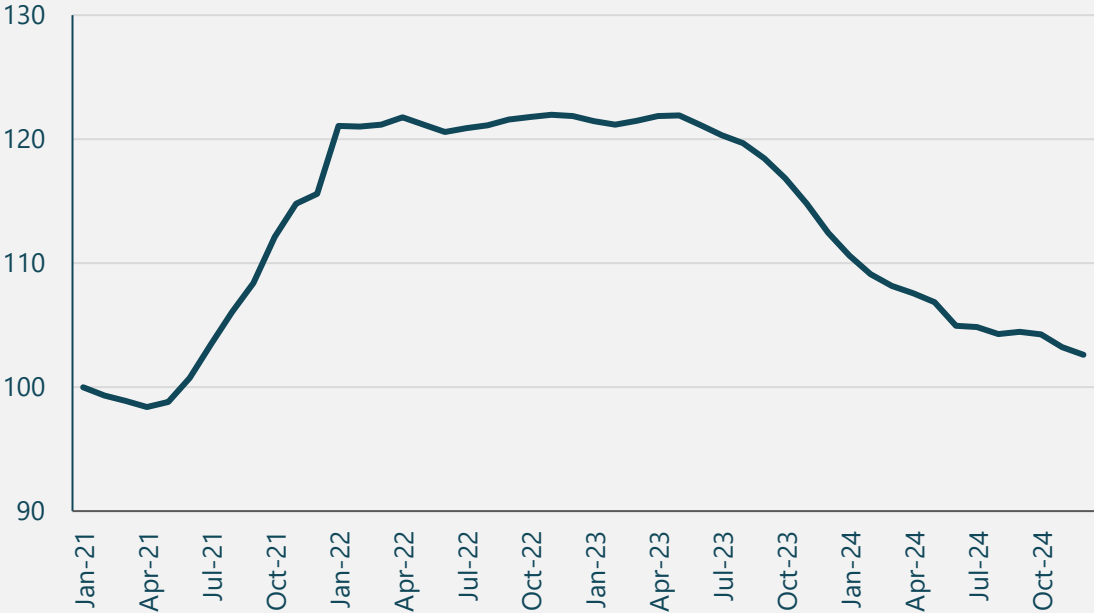
Below 8 years used passenger car registrations⁽¹⁾

(in thousands of units)



All ages used passenger car price index⁽²⁾

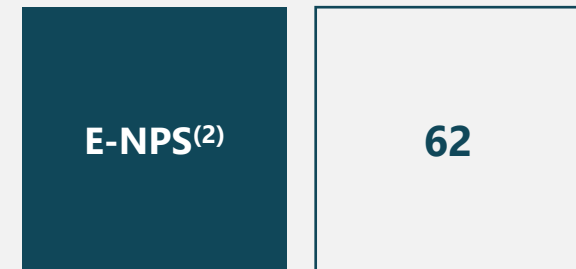
(100 basis in January 2021)



(1) On average across Aramis Group's 6 geographies, source: S&P Global, Aramis Group
 (2) Source: Indicata



Driving sound growth through our unique business model



5 (1) Net Promoter Score, a widely used indicator measuring customer satisfaction, as of end-December 2024

(2) Employee Net Promoter Score, a metric to measure employee engagement, as of end-December 2024



Strategy being rolled out: two pillars to propel our business to new heights

1 Converge and leverage our European platform

- Converge on our Operating System
- Leverage our European scale

2 “Raise the bar” (further improve our Operating System)

- Further improve our customer experience
- Further empower and enable our teams with tech and data



Use case: convergence in Belgium supporting success

Excellent Q1 2025
performance in
Belgium

+28%
of B2C volumes YoY

+6 points
of NPS YoY

+9 points
of E-NPS YoY

Multidimensional convergence

Adopted website and CRM
Group platform

Introduced telesales leveraging
the Group's expertise

Strengthened leadership
alignment with Group culture

Accelerated leveraging
of internal marketplace



New AI sales agent launched in France, boosting commercial performance

Identified opportunity

25% of customers share their contact details for a specific car but:

- Do not book an appointment with a salesperson
- Have no further contact with Aramis Group

Setting up an **automated AI sales agent** that:

- Recontacts leads untouched by the sales team
- Schedules a web callback following a brief discovery of the customer's project

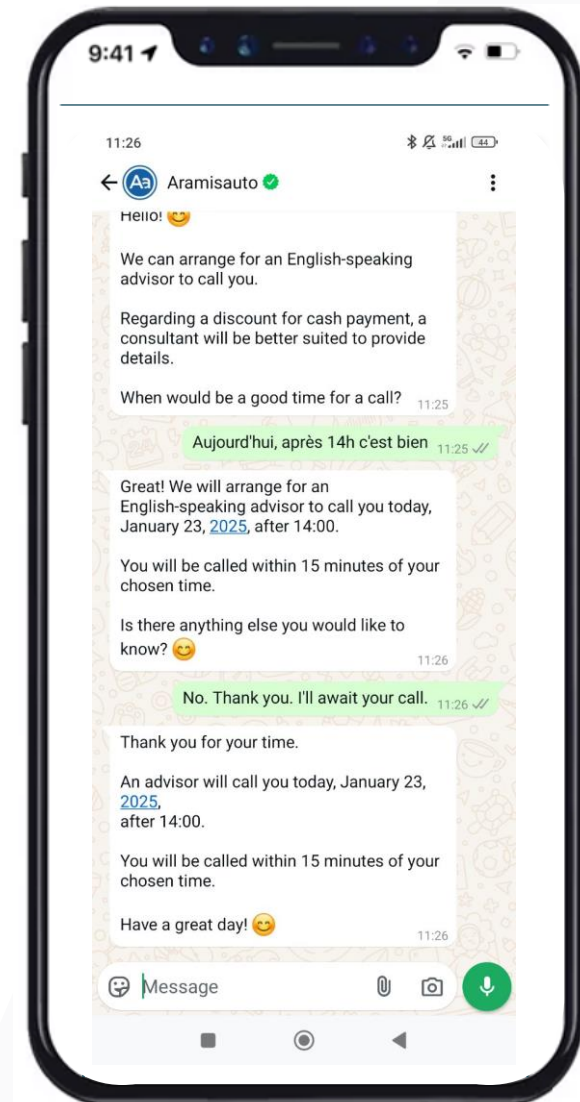
Over the last
3 months

Conversations
initiated

> 1,300

Incremental
sales

> 100

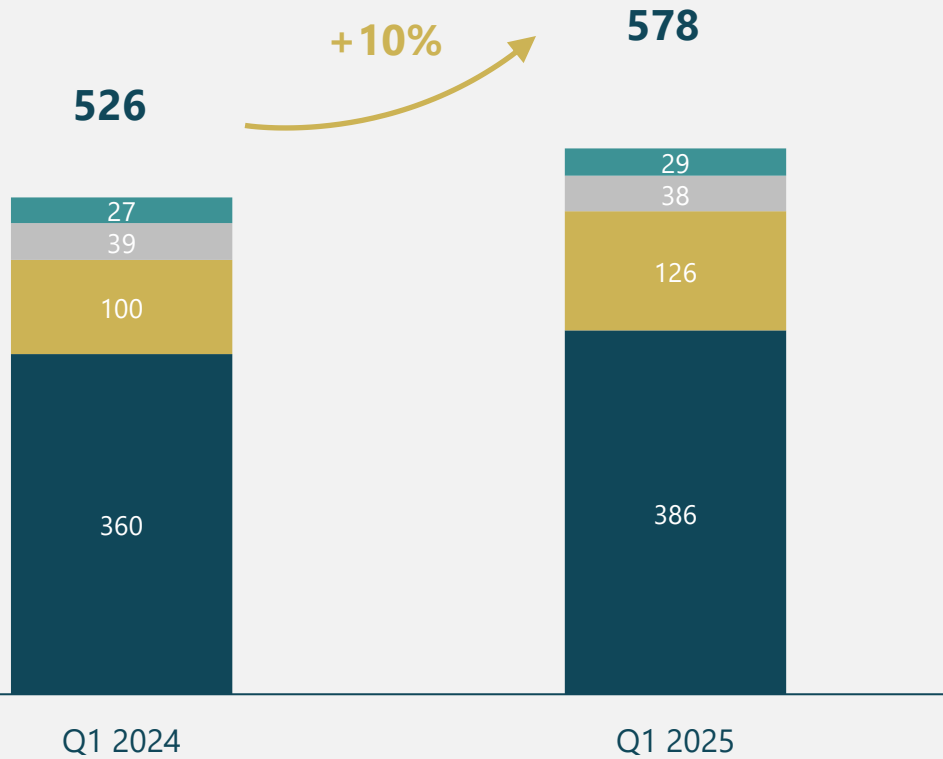


Financial performance review

Solid performance on both B2C segments

Revenues per segment

(in millions of euros)



■ B2C refurbished +7%

- > Volumes +8%
- > Prices / mix -1%

■ B2C pre-registered +27%

- > Volumes +14%
- > Prices / mix +11%

■ B2B -4%

- > Direct impact of evolving sourcing mix

■ Services +7%

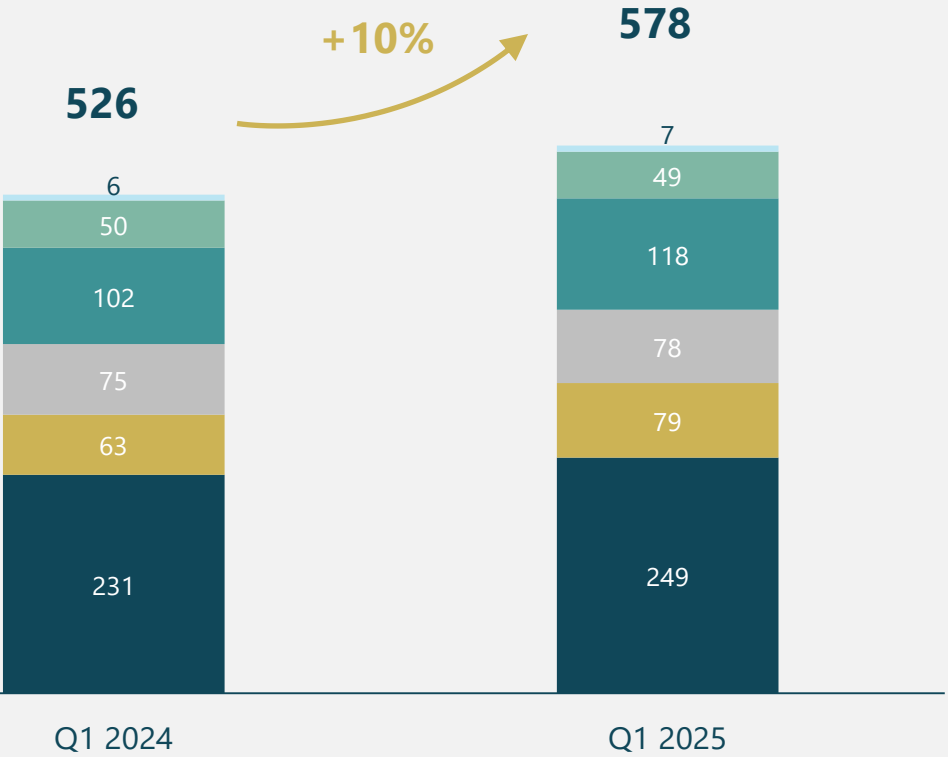
- > 44% financing solutions penetration rate



All countries contributing to volume growth

Revenues per country

(in millions of euros)



- France +8%**
 > Volumes +8%
- Spain +4%**
 > Volumes stable
- Austria -2%**
 > Volumes +3%
- Belgium +24%**
 > Volumes +28%
- United Kingdom +16%**
 > Volumes +12%
- Italy +10%**
 > Volumes +5%



Outlook

Paving the way for profitable growth

	2025	2027
Refurbished volumes	Double-digit organic growth	Double-digit organic CAGR growth for 2024-2027
Total B2C volumes	High single-digit organic growth	High single-digit organic CAGR growth for 2024-2027
Adjusted EBITDA	> €65 million	c.5% of revenues
Operating working capital (in days of revenues)	Continuous improvement	



Q&A

Appendices

Financial calendar

February 4, 2025

Annual General Meeting

May 19, 2025 (after market)

H1 2025 results

July 24, 2025 (after market)

Q3 2025 revenues

November 26, 2025 (after market)

FY 2025 results



Business at the heart of the circular economy, further enhanced by an effective 3-pillar CSR strategy



Act for Greener Driving

Provide environmentally efficient used cars, leveraging refurbishing to contribute to the circular economy



Commit to affordable and responsible online car retail

Offer customers a reliable, cost-effective and safe alternative



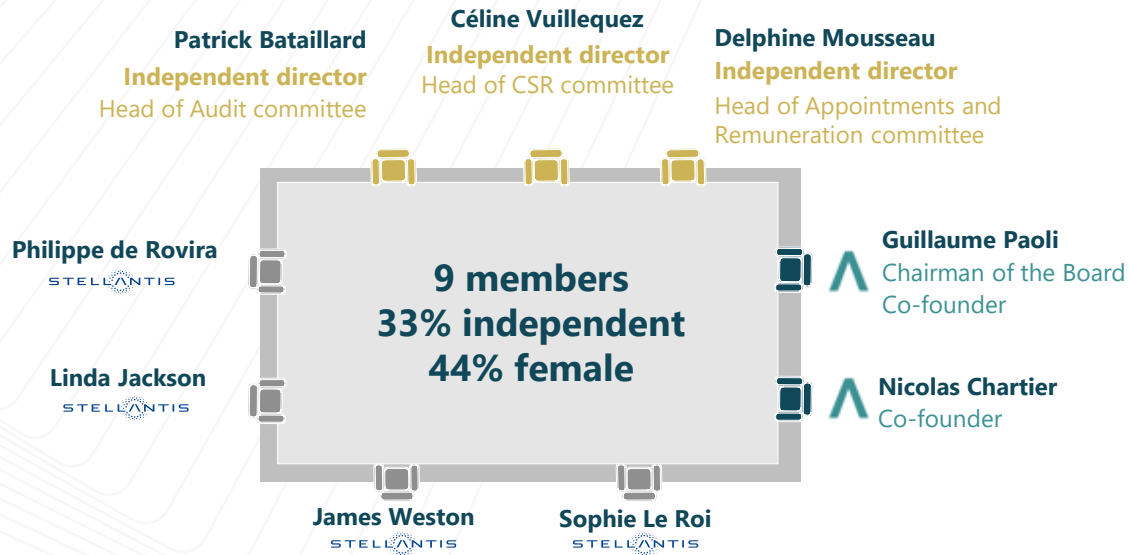
Promote people: respect & development

Develop and promote our leadership model: "Driving together, people are the solution"



Governance bodies that combine operational excellence with a sustainable development approach

Board of Directors composition



Governance structure

- Governance principles aligned with AFEP-MEDEF recommendations
- One single class of listed shares

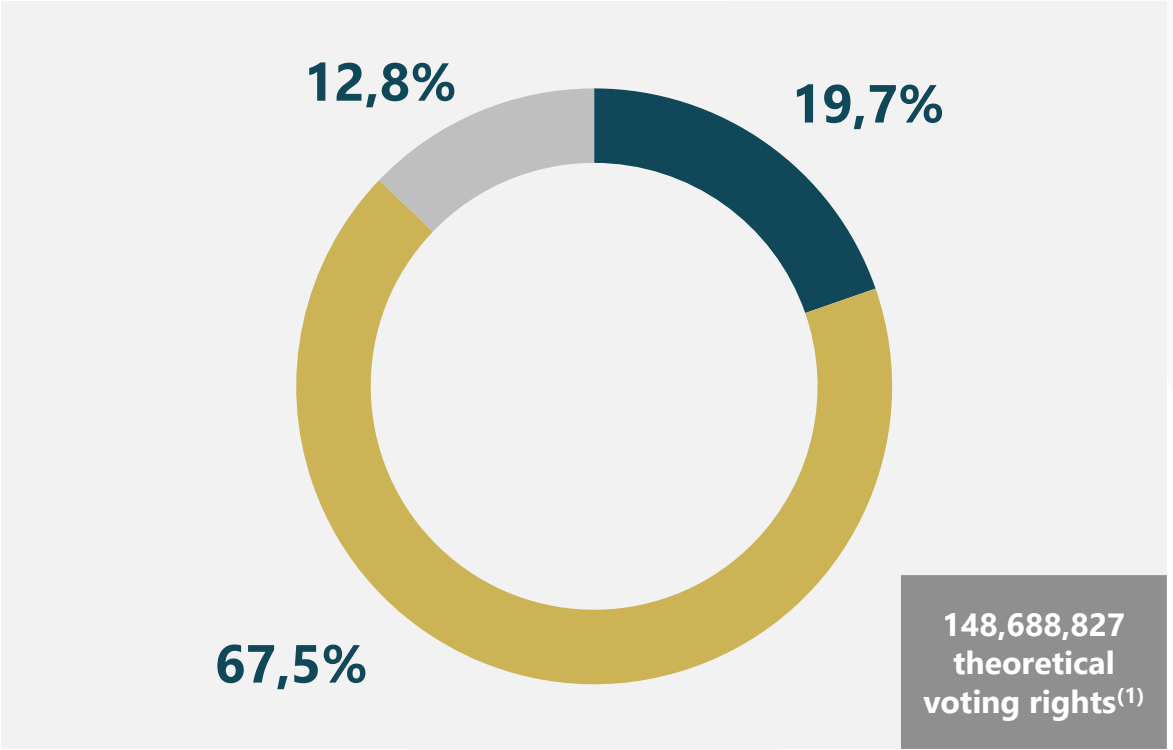
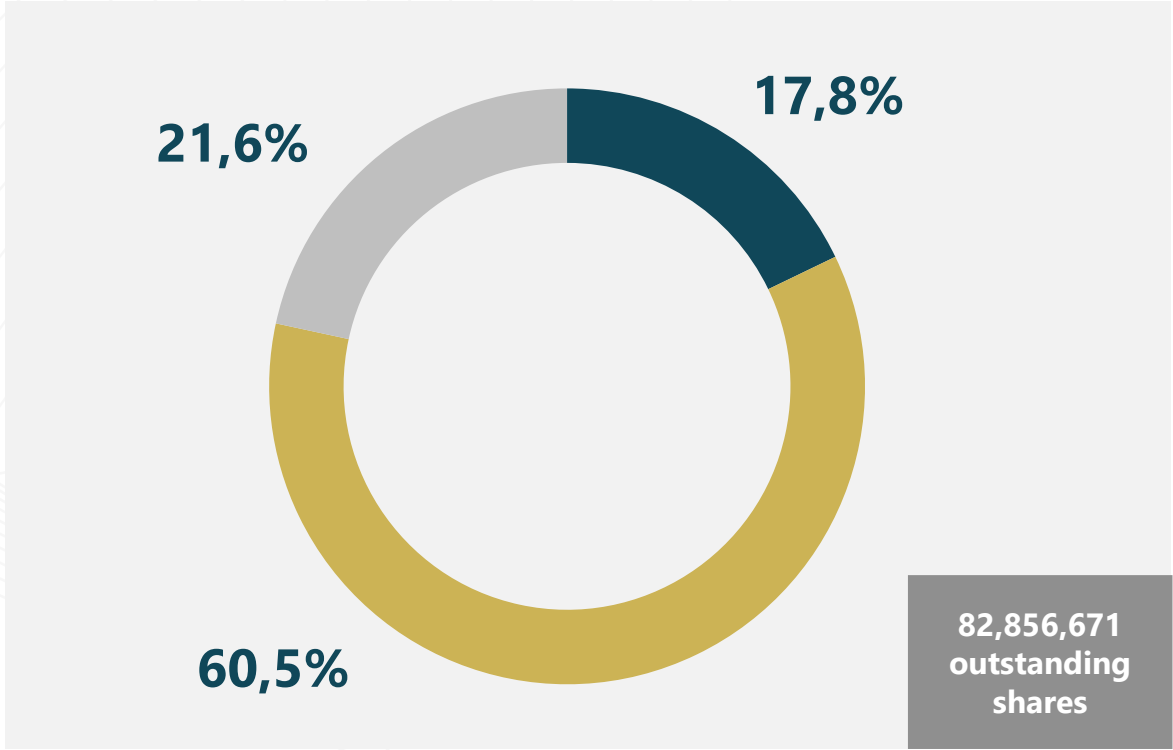
Specialized committees

Board of Directors



Shareholding structure with deep car market expertise and insights

As at December 31, 2024



Founders Stellantis Public

(1) The theoretical total number of voting rights is calculated based on all of the shares that rights are associated with, including the shares not entitled to voting rights. The total number of voting rights that may be exercised at a general meeting is calculated after deducting the shares not entitled to voting rights (shares included in the balance of the liquidity agreement)



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The logo for Aramis Group features a stylized teal triangle icon to the left of the text "ARAMISGROUP". The text is in a dark teal, sans-serif font, with "ARAMIS" in a larger weight than "GROUP".

ARAMISGROUP