

2021

RESULTS

DECEMBER 9, 2021

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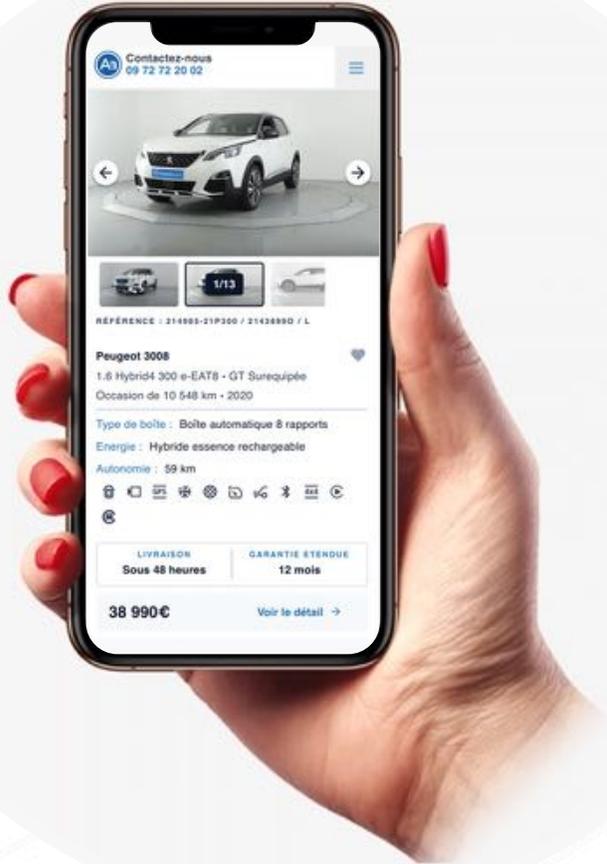
The pro forma financial information included in this presentation is presented for illustrative purposes only and does not represent the results that would have been produced if the Motordepot acquisition (CarSupermarket) had actually been completed on 1 October 2019 or 1 October 2020, as applicable.

In this presentation, any references to the 2021 financial year are to the fiscal year covered by the Company's annual financial statements, starting from 1st October 2020 and ending on 30 September 2021.

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Our Vision



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

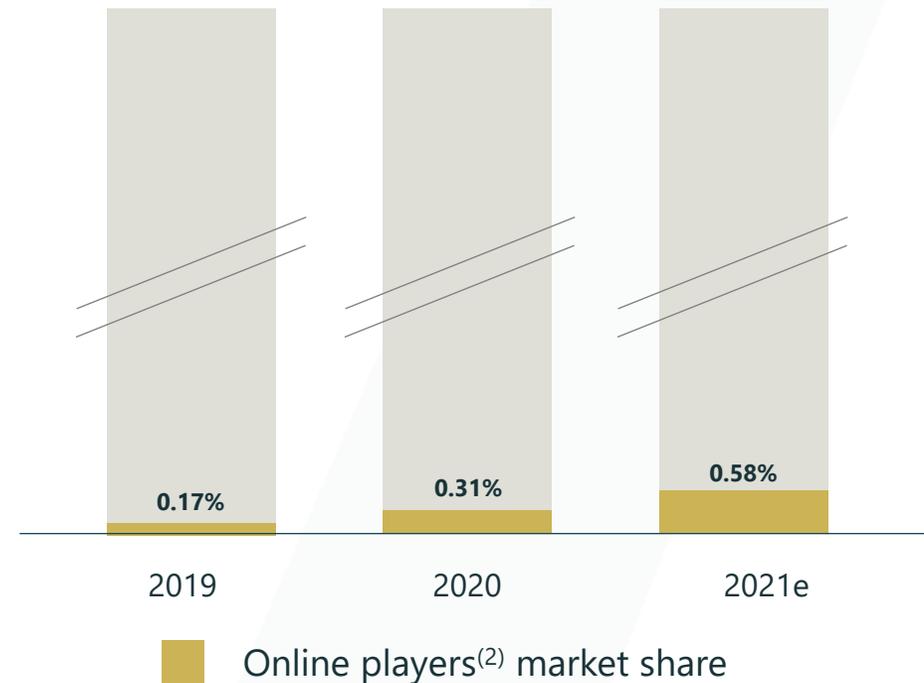


A massive and highly fragmented market undergoing online disruption

THE EUROPEAN USED CAR MARKET⁽¹⁾...

- > **~410 BILLION EUROS**
- > **GROWING AND RESILIENT**
- > **SUSTAINABLE**
- > **HIGHLY FRAGMENTED**

...IS BEING DISRUPTED BY ONLINE PLAYERS



The best products and services with best-in-class customer experience...

ULTRA-FAST DELIVERY AND GUARANTEED SATISFACTION

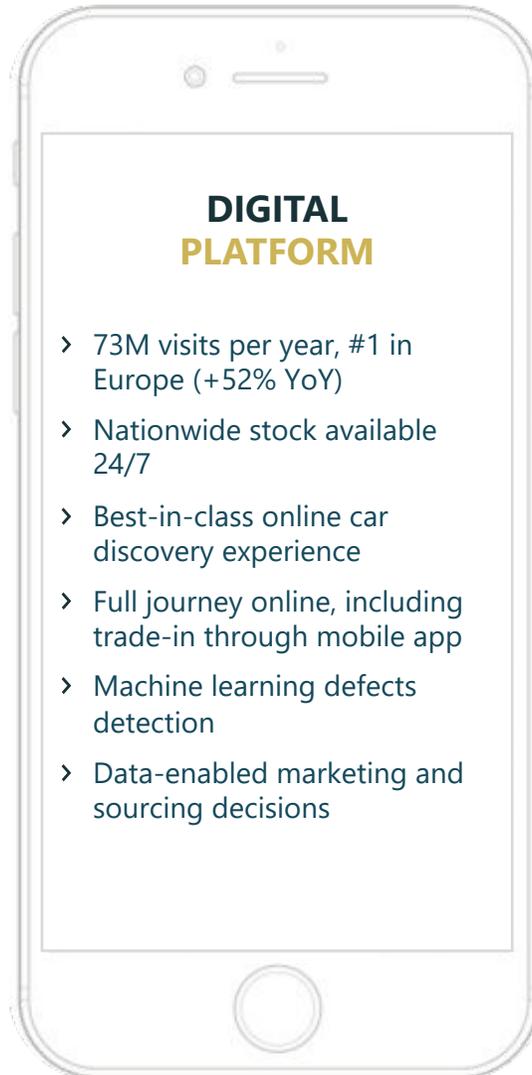


... enabled by a full digital journey, a vertically integrated platform and local know-how



UNIQUE VERTICAL INTEGRATION FROM SOURCING TO DELIVERY

- › Multichannel sourcing
- › 7 years of experience in industrial refurbishment
- › Next-day delivery
- › Home delivery
- › Less than 2% return-rate



STRONG LOCAL KNOW-HOW

- › Seasoned local leaders
- › Deep knowledge of local markets and customer needs
- › Strong team commitment (e-NPS: 51)
- › Locally adjusted offer of cars and services
- › 20 years of commercial relationships across Europe





We are the best positioned company to capture a significant and long-lasting share of the market

#1 ONLINE B2C PLAYER IN EUROPE

80,000 B2C CARS SOLD IN FY21

UNIQUE MULTICHANNEL SOURCING

+41% TRADE-INS YoY

UNRIVALED KNOW-HOW IN REFURBISHMENT

3-DAY LEAD TIME

UNMATCHED IN-HOUSE LOGISTICS

>60% OF CARS AVAILABLE FOR NEXT-DAY DELIVERY⁽¹⁾

BEST-IN-CLASS CUSTOMER EXPERIENCE

NPS: 64

PROVEN M&A TRACK RECORD

3 ACQUISITIONS

1. In France and Spain



Act for Greener Driving

OBJECTIVES

- >75% REFURBISHED USED CARS BY 2025
- 40% REDUCTION ON SCOPES 1&2 BY 2030

« INCREASING THE LIFETIME OF NEW AND USED CARS COULD CONTRIBUTE SIGNIFICANTLY TO THE MITIGATION OF GLOBAL WARMING »

JOURNAL OF INDUSTRIAL ECOLOGY, 11/2021⁽¹⁾

« REFURBISHED CARS HAVE 19% LESS IMPACT ON MINERAL RESOURCE DEPLETION COMPARED TO NEW VEHICLES »

EcoAct, 03/2021⁽²⁾

110,000

REFURBISHED CARS
SINCE INCEPTION

9.3%

LOW-EMISSIONS⁽³⁾ VEHICLES
SOLD IN 2021 (X3 YoY)

76%

RECOVERED WASTE⁽⁴⁾

81%

RECYCLED PLASTIC⁽⁵⁾

-8%

REDUCTION IN CO2 EMISSIONS
PER VEHICLE SOLD
ON SCOPES 1&2 VS 2020

95%

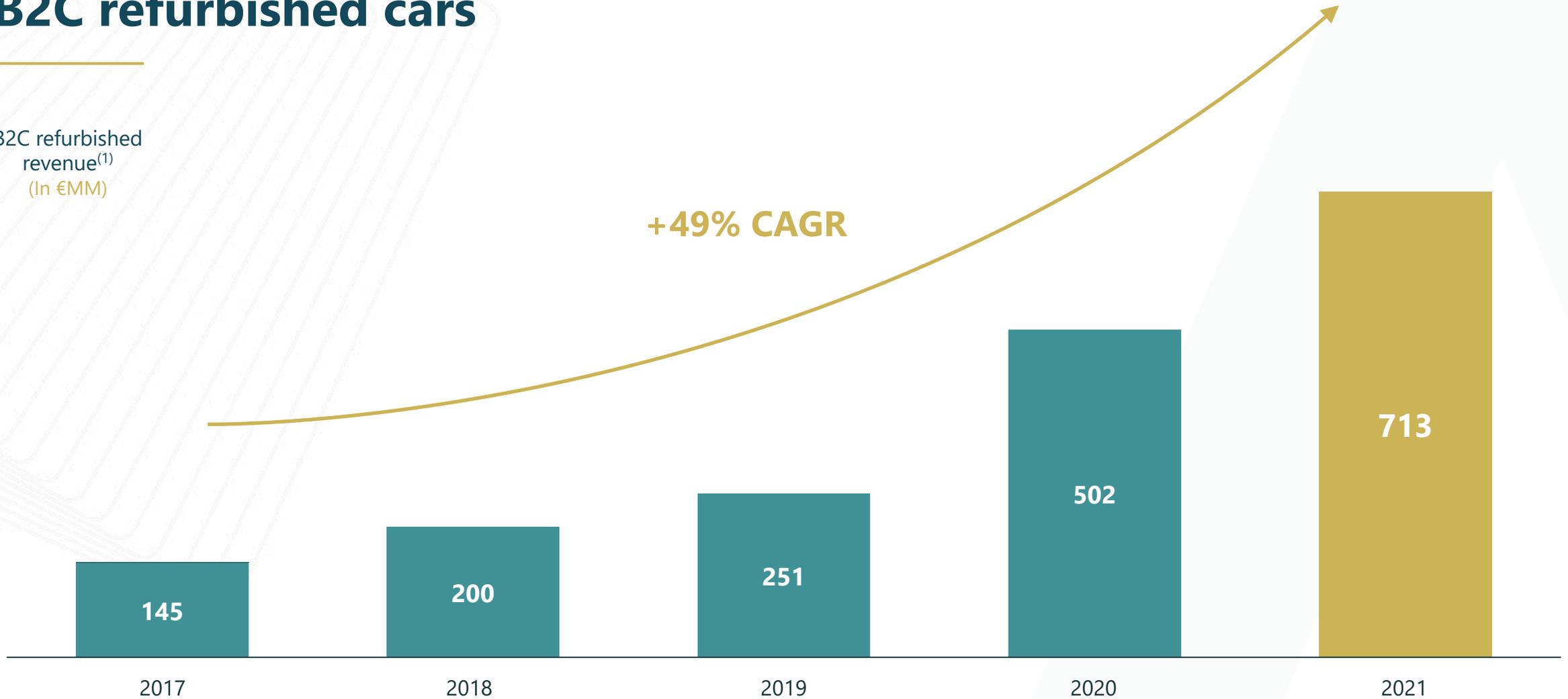
GREEN ELECTRICITY
CONTRACTS⁽⁴⁾



Revenue growth acceleration driven by B2C refurbished cars

B2C refurbished revenue⁽¹⁾
(In €MM)

+49% CAGR



Our 3-pillar growth strategy

01

DELIVER REFURBISHED USED CAR GROWTH IN EXISTING MARKETS



INCREASE TRAFFIC



INCREASE SOURCING AND REFURBISHING



INCREASE CUSTOMER CONVERSION

02

CONTINUE EUROPEAN EXPANSION



PURSUE TARGETED M&A STRATEGY



DEEPEN INTEGRATION

03

CAPTURE SIGNIFICANT GROWTH POTENTIAL



ACCELERATE ADDITIONAL SERVICES



EXPAND OFFERING



MOBILITY ECOSYSTEM

LEVERAGE TECH PLATFORM TO ACCELERATE GROWTH



2021 Business Highlights

ARAMISGROUP



Our best-in-class customer experience drives high levels of satisfaction

NEW OFFERING IN FY21



**NEXT-DAY
DELIVERY**



**BEST TRADE-IN PRICE
GUARANTEED**



**30-DAY
REFUND WARRANTY**



**WEBSITES
REVAMPING**



GROUP NPS 64



Fostering teamwork to satisfy customers and learn together

THROUGH THEIR INITIATIVES,
OUR PEOPLE ARE BEHIND ALL
OUR 2021 ACHIEVEMENTS



GROUP e-NPS 51

STAFF INCREASE +450

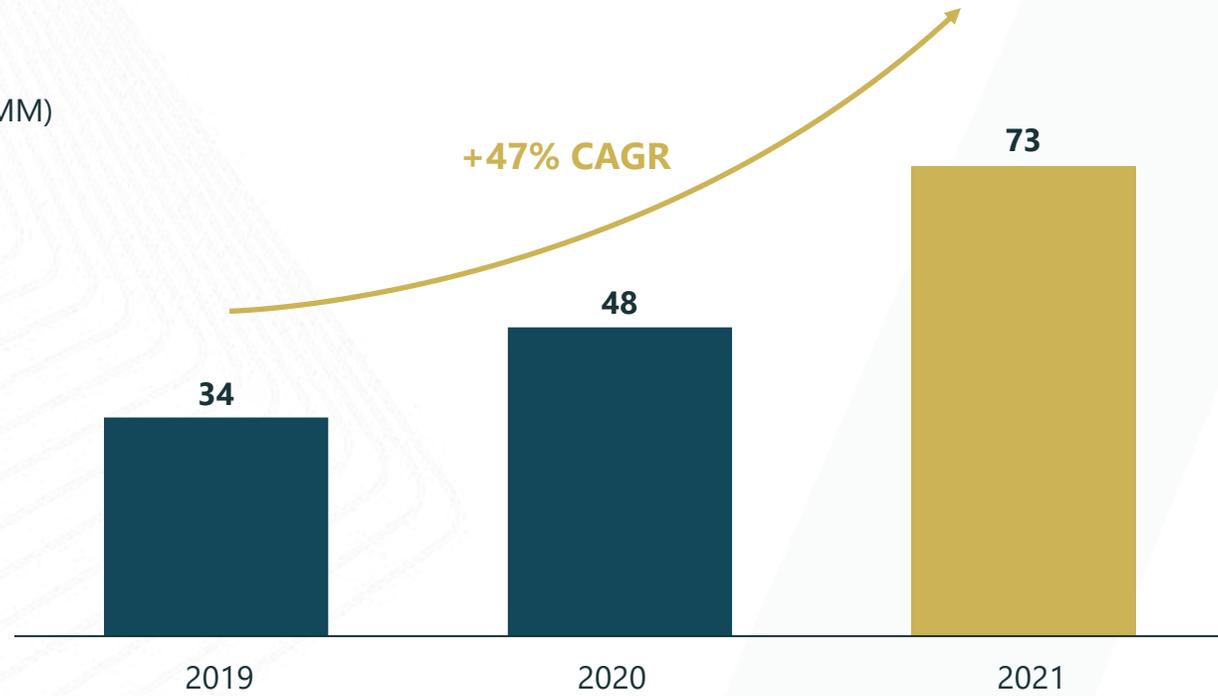




1. DELIVER REFURBISHED USED CARS GROWTH IN EXISTING MARKETS

Through marketing, we drive impressive customer demand and strengthen our brands

(MM)



Websites yearly visits⁽¹⁾

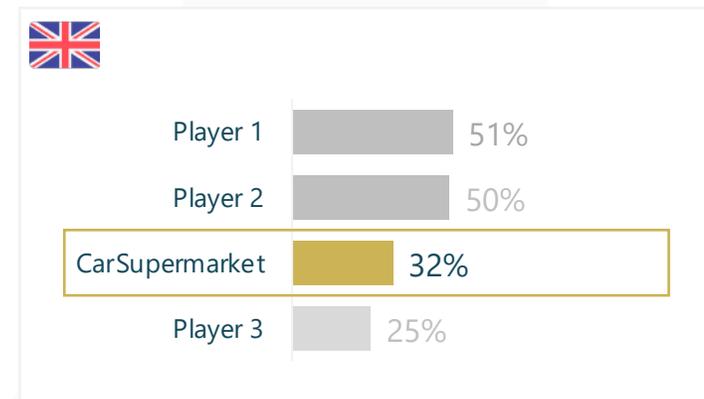
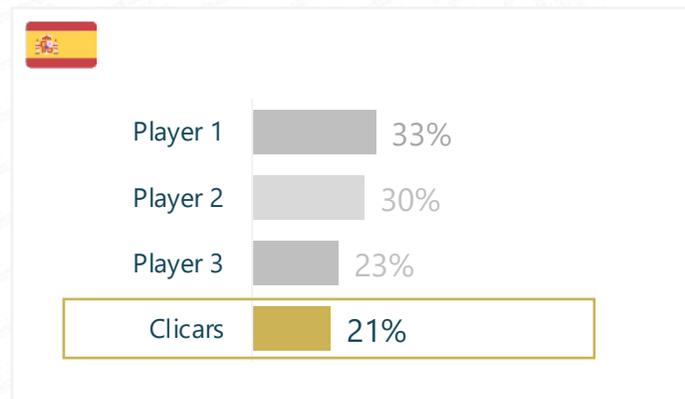
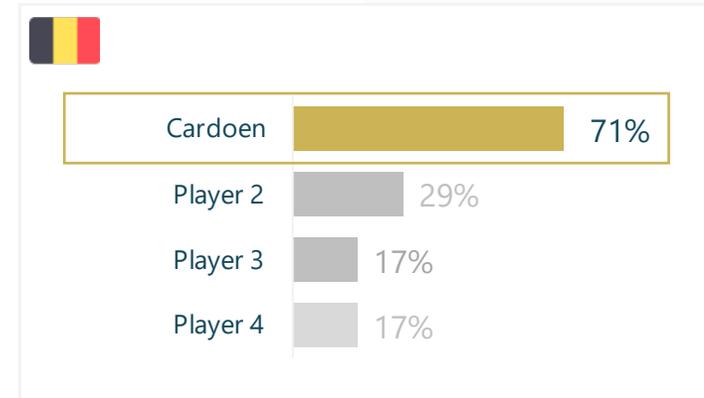
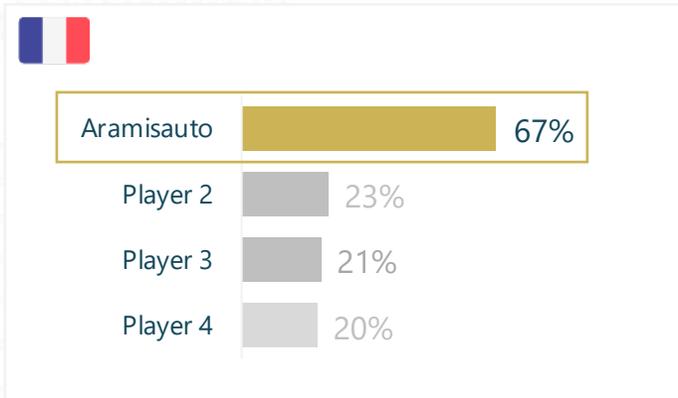
1. Source: Google Analytics, proforma of CarSupermarket acquisition – Aramisauto.com stats are adjusted starting April 1, 2021 to reflect the new CNIL regulation and impact on cookie acceptance rate





Customers love our local brands

BRAND AWARENESS⁽¹⁾

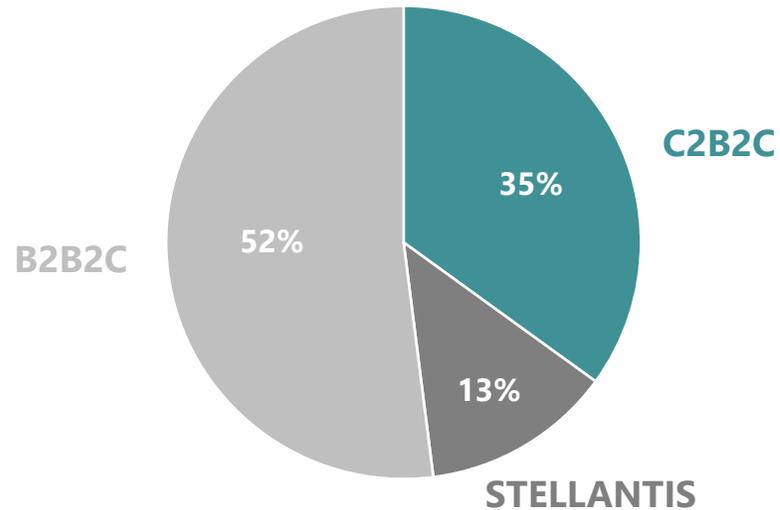


1. Source: Yougov, aided awareness. Survey conducted from the 25th to the 29th of November 2021 on 1029 people representative of the French national population, 2161 people representative of the British national population, 1001 people representative of the Belgian national population and 1130 people representative of the Spanish national population, all aged 18 and over.



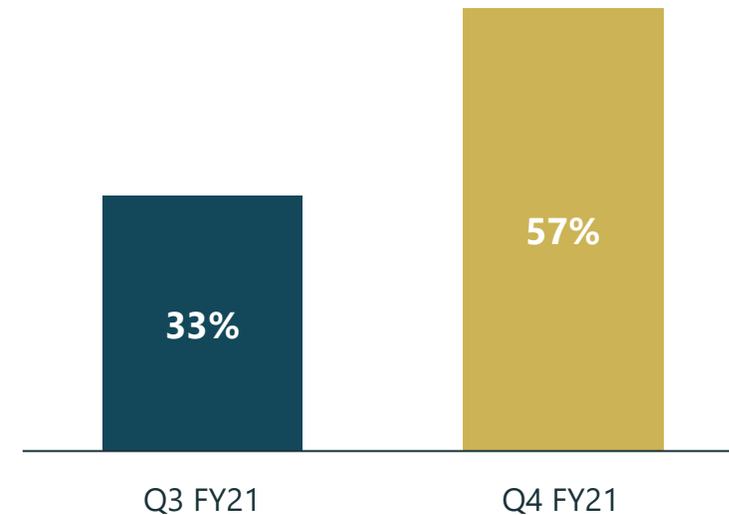
With the agility and expertise of our sourcing teams, we find the right cars for our customers

A DIVERSIFIED SOURCING...



**FY21 GROUP
REFURBISHED CARS SOURCING**

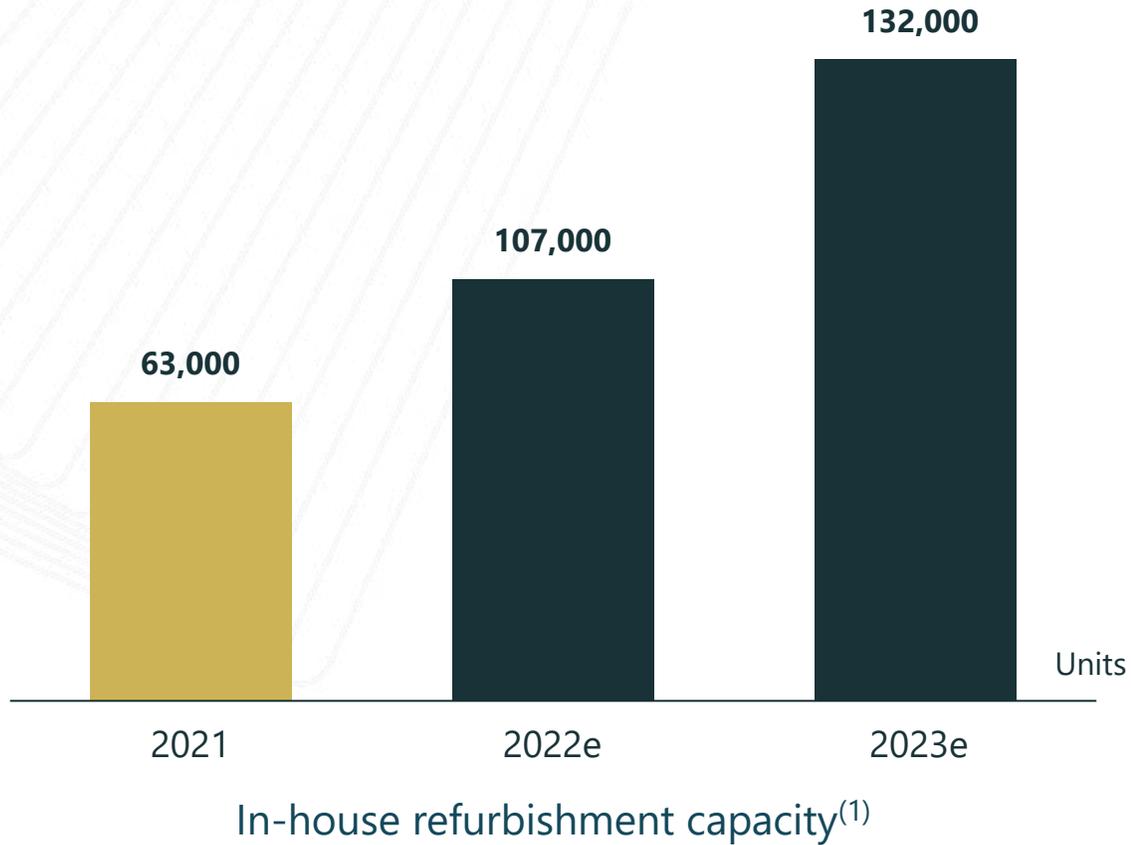
...WE CAN LEVERAGE RAPIDLY



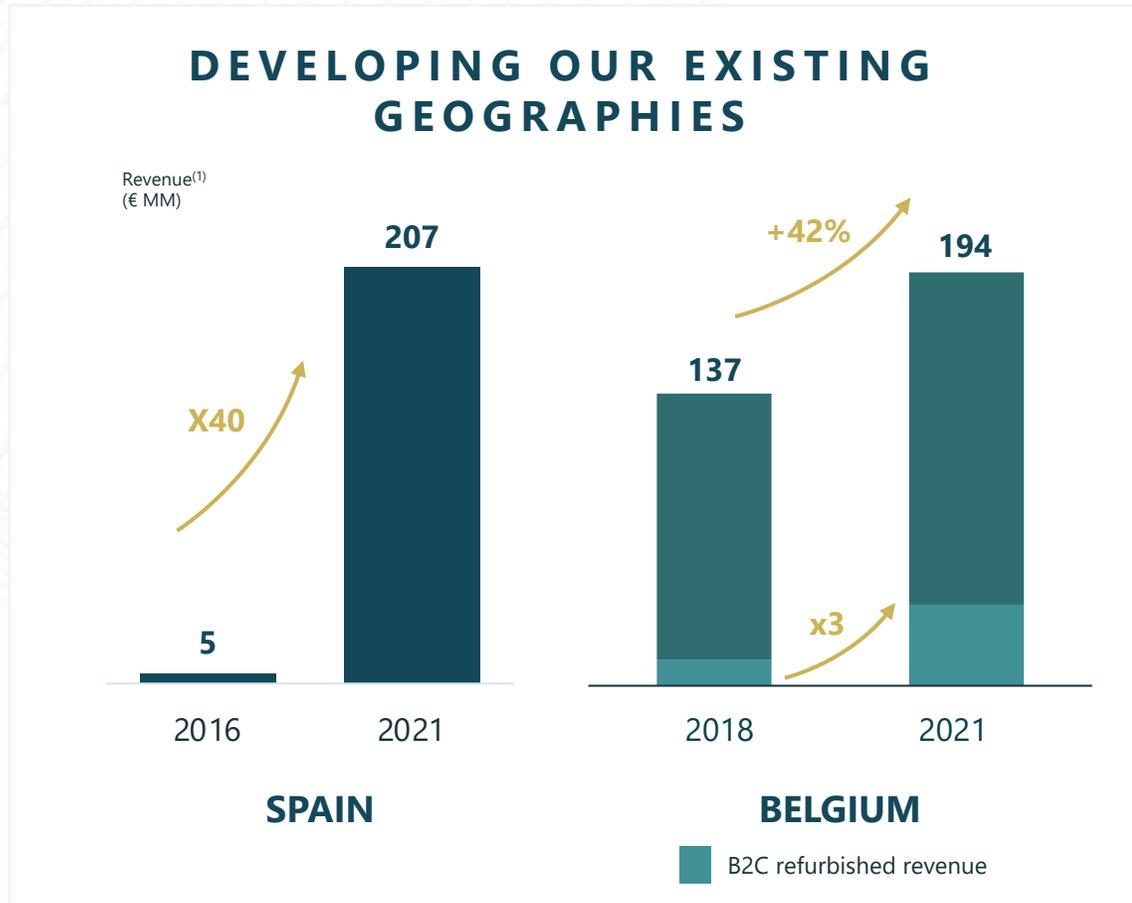
**UK REFURBISHED CARS
C2B2C SOURCING SHARE**



We are expanding our in-house refurbishment capacity to fuel growth



Through acquisitions, we deploy our know-how and customer experience to satisfy more clients across Europe



ACCELERATING OUR EUROPEAN EXPANSION

2021: CAR SUPERMARKET ACQUISITION IN THE UK

Largest European used cars market with a market size of ~€76 Bn⁽²⁾ in 2020

- › Appealing brand with room for development
- › Experienced management team, eager to accelerate growth
- › B2C-focused with existing refurbishment capacity

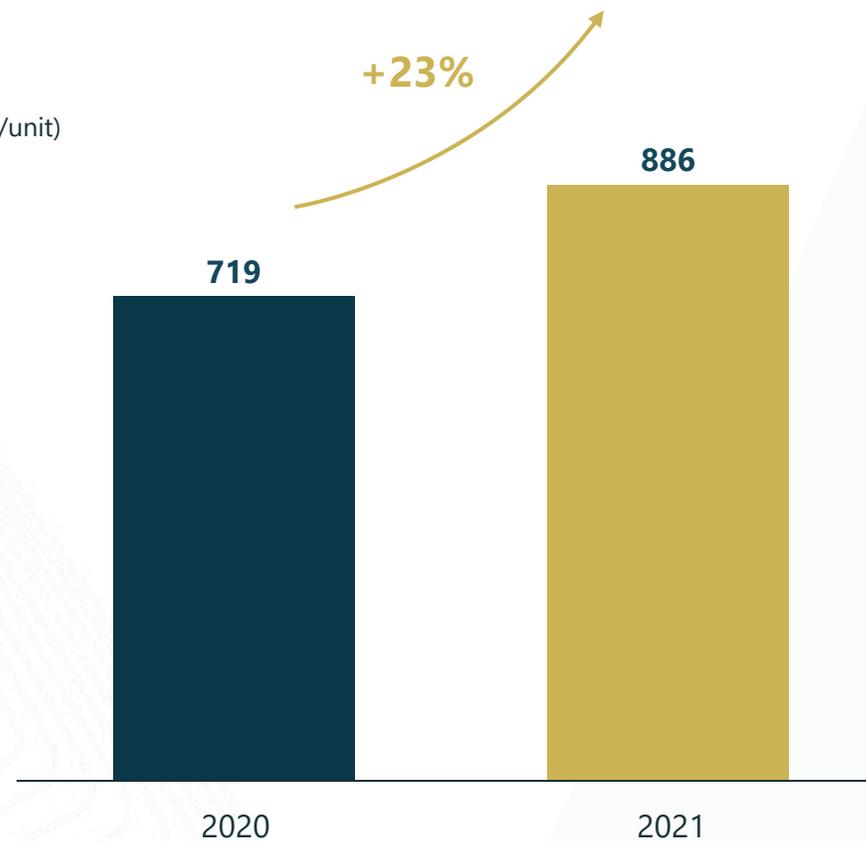
ACTIVELY WORKING TO EXPAND GEOGRAPHICAL FOOTPRINT IN EUROPE



We are accelerating in services

Votre projet
auto
COMMENCE ICI !

(€/unit)



SERVICES REVENUE PER B2C UNIT





FY 2021 **Financials**

ARAMISGROUP

2021 Financials highlights⁽¹⁾

STRONG ORGANIC TOP-LINE GROWTH

Accelerating B2C refurbished segment

+37%

YoY Volumes growth

Scalable business model

+26%

YoY Revenue growth⁽²⁾

PROVEN PROFITABILITY

Best-in-class Gross Profit per Unit

€2,292

Unique profitability profile in the sector

2.7%

EBITDA margin⁽³⁾

ASSET LIGHT PLATFORM

Limited CapEx level

1%

Capex to Revenue ratio

Efficient Operational Working Capital⁽⁴⁾

34 days

of revenue

1. Proforma of CarSupermarket acquisition

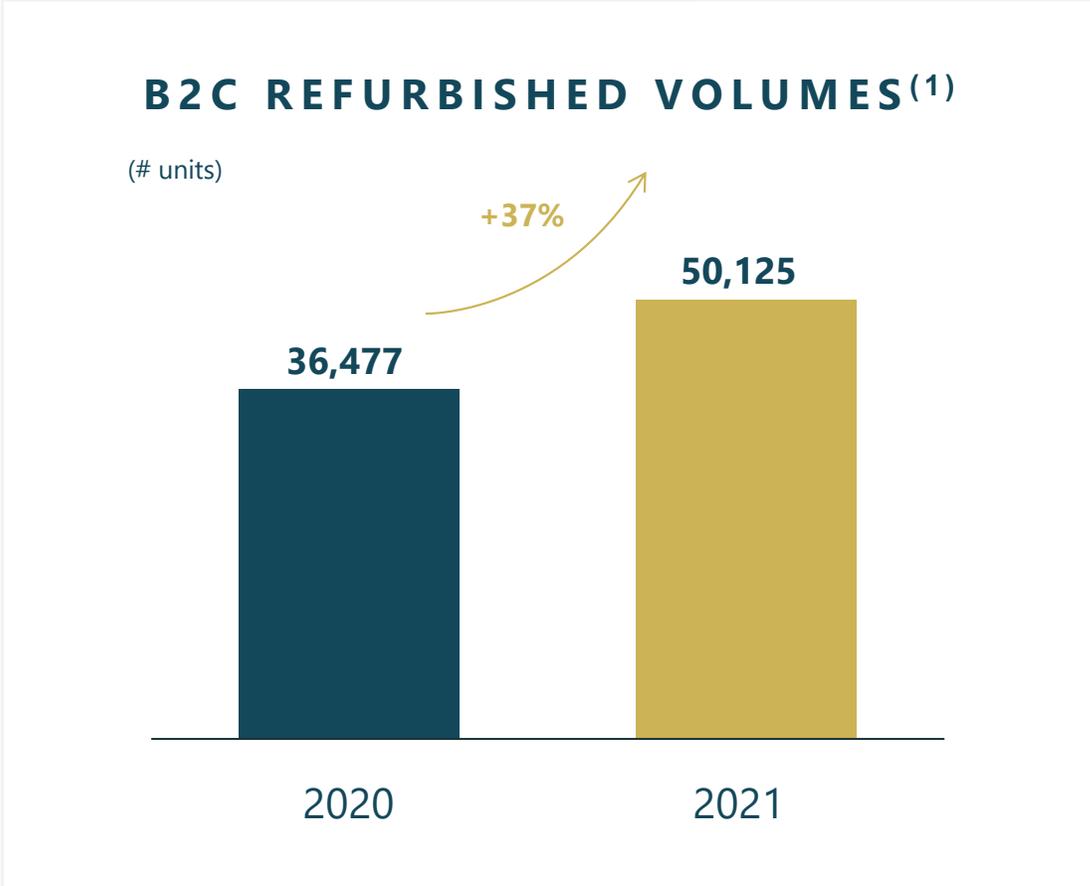
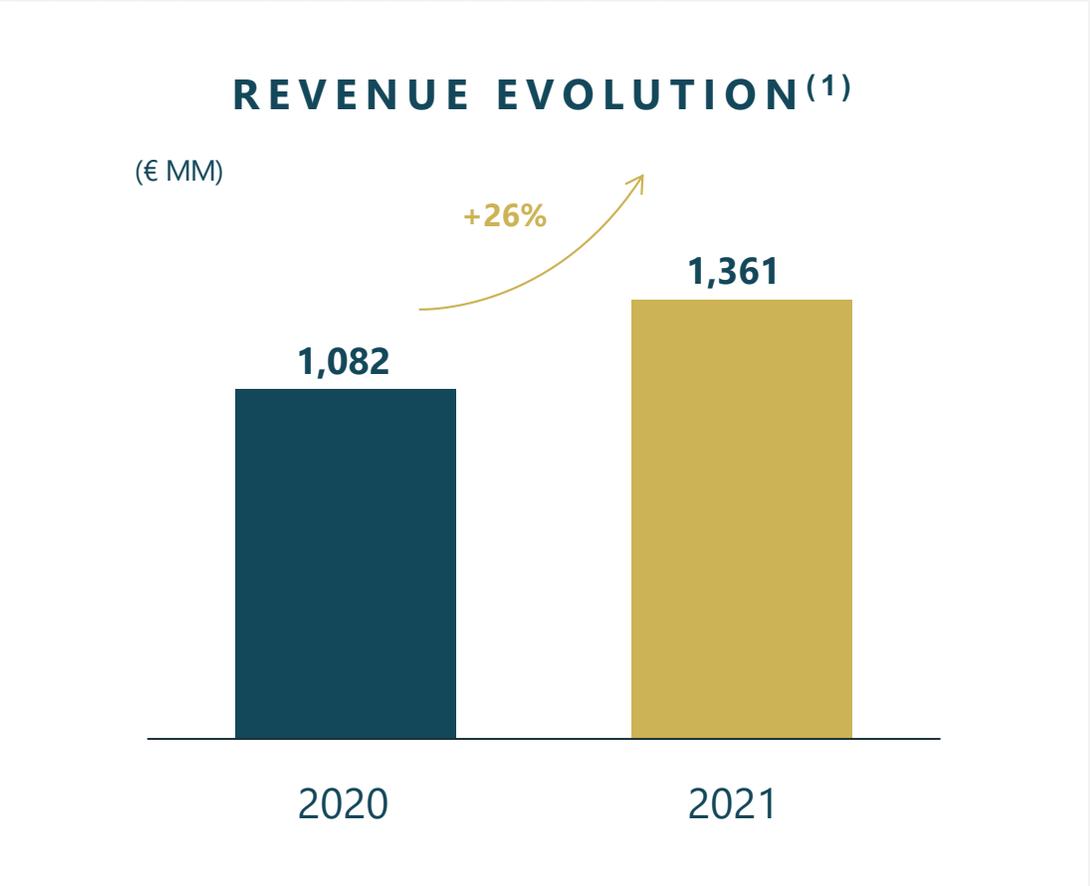
2. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term

3. Adjusted EBITDA

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

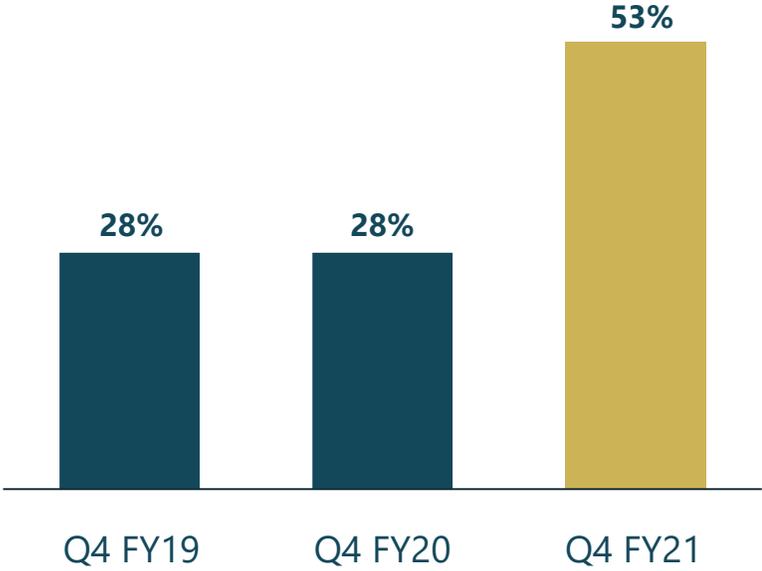


Strong top line growth, driven by acceleration of the refurbished used cars segment

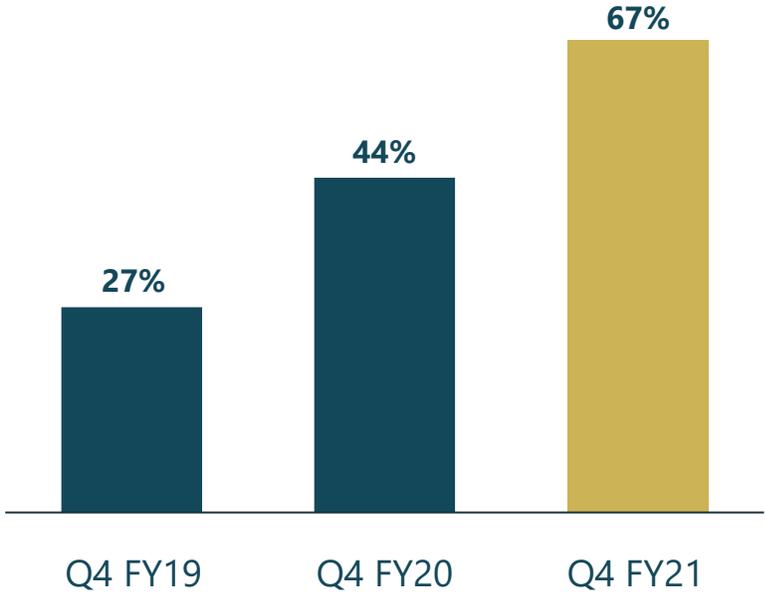


A pan-European player focused on refurbished used cars

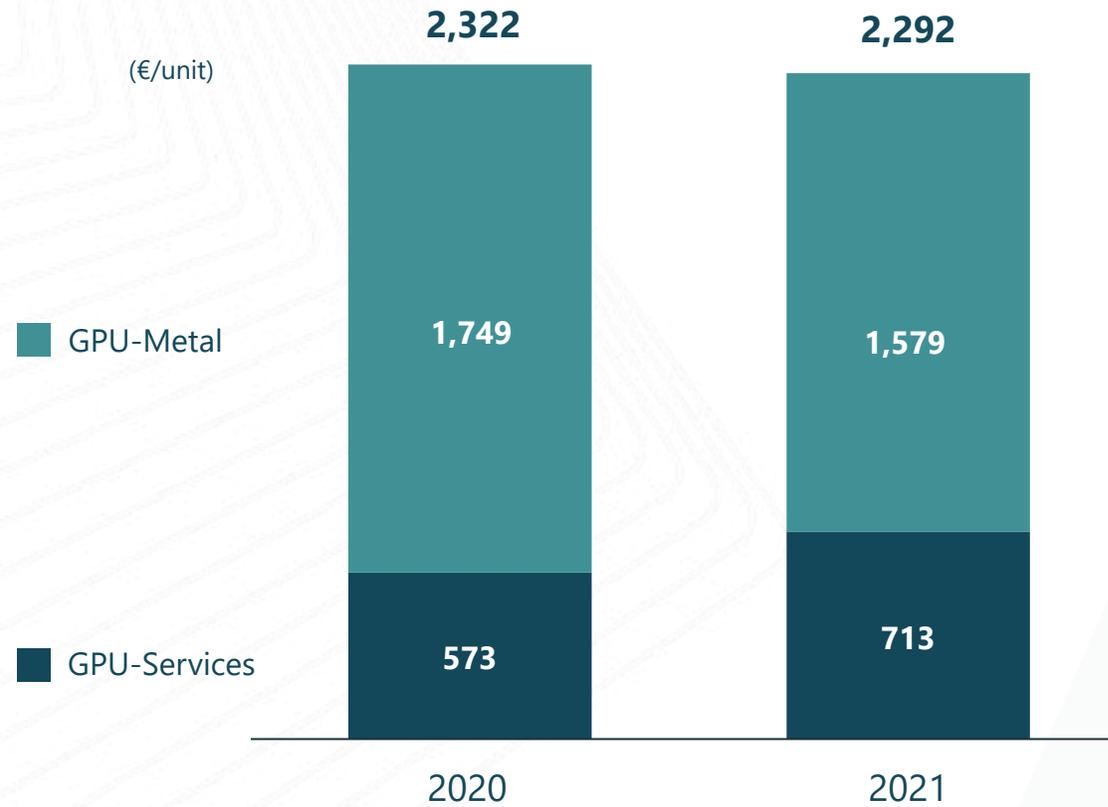
SHARE OF REVENUE OUTSIDE OF FRANCE⁽¹⁾



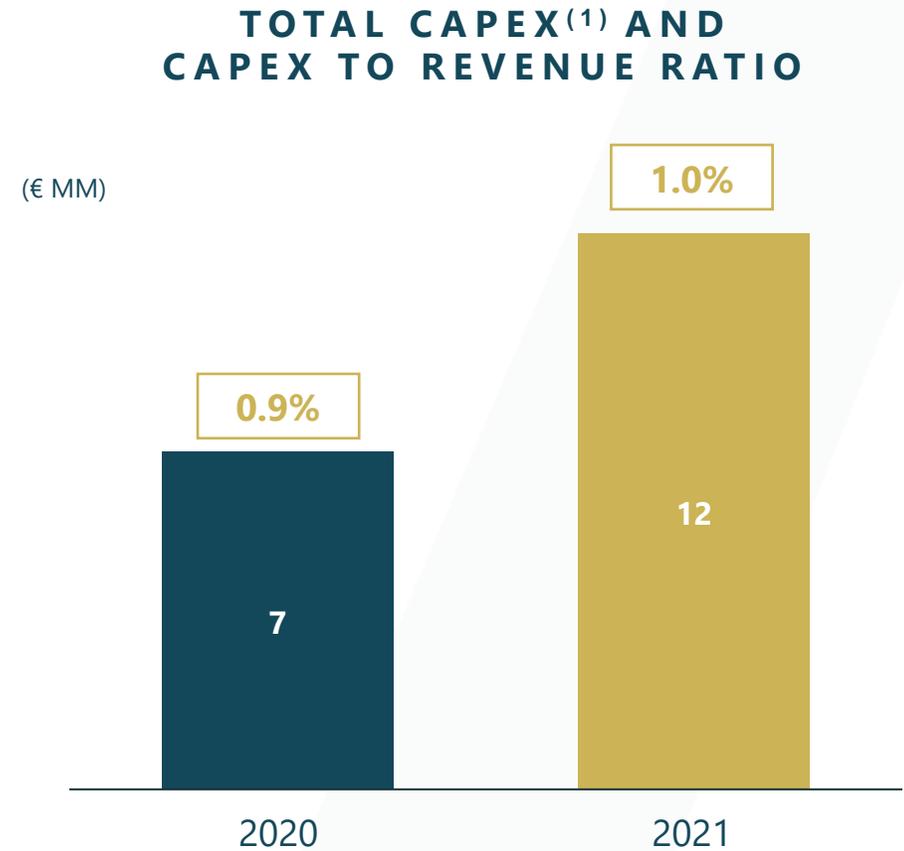
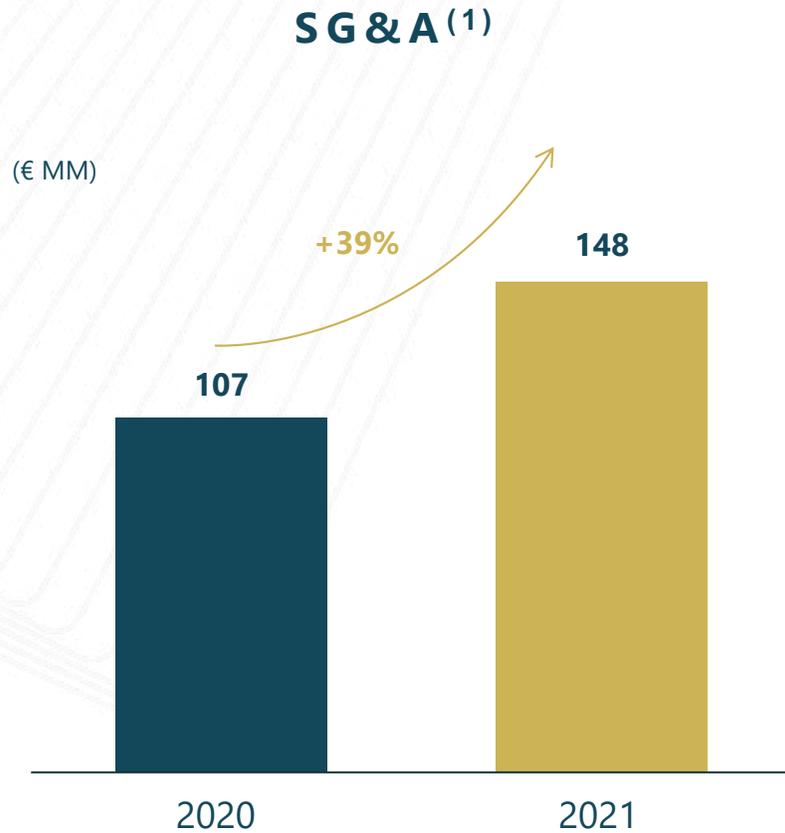
SHARE OF REFURBISHED CARS IN THE TOTAL B2C UNITS⁽¹⁾



Best-in-class Gross Profit per Unit⁽¹⁾ in Europe

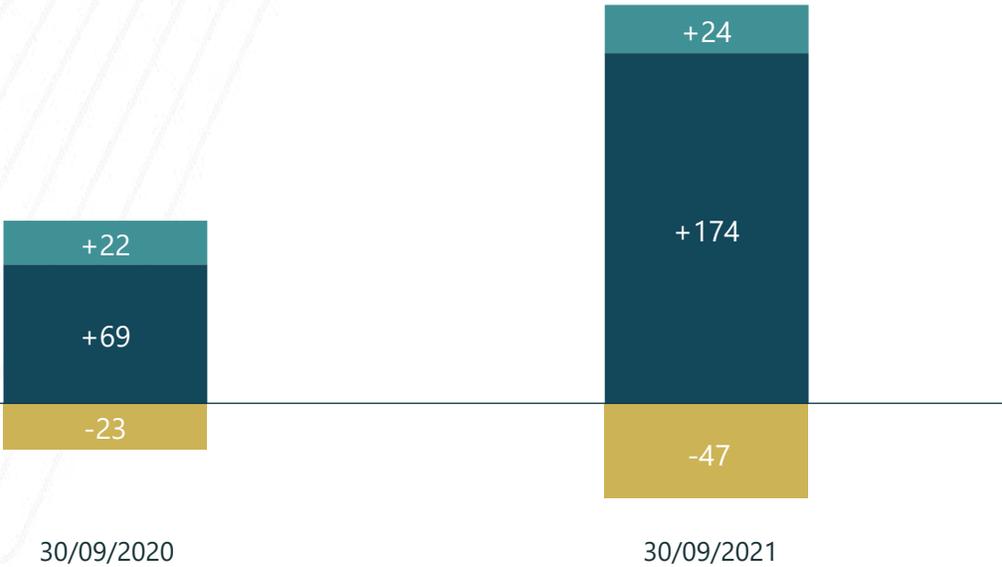


Investing for growth



Increased inventory to support growth in the current supply environment

(€ MM)



Receivables Inventory Payables

OPERATING WORKING CAPITAL IN DAYS OF SALES OUTSTANDING⁽¹⁾

34

1. Defined as: Inventory (incl. minor adjustments)+ Adjusted Trade receivables (incl. minor adjustments) - Trade payables - VAT Payables ; DSOs calculated on pro forma 2021 revenue



Last September upgraded guidance fully delivered

	UPGRADED FY21 GUIDANCE <i>on 8 September 2021</i>	FY21 RESULTS
B2C REFURBISHED	~50,000 units	50,125 units +37% YoY organic growth ✓
REVENUE	~ €1.35 Bn Organic revenue	€1.36 Bn Organic revenue ✓
GROSS PROFIT	GP / UNIT	€2,292 ✓
	GP MARGIN	13.5% ✓
ADJ. EBITDA MARGIN (IFRS)	2.7-2.9%	2.7% ✓
CAPEX	1% CapEx to revenue ratio	1% CapEx to revenue ratio ✓
OPERATIONAL WORKING CAPITAL ⁽¹⁾	~35 days of revenue	~34 days of revenue ✓



Outlook

ARAMISGROUP

FY2022 guidance upgraded

	FY2022 (given at IPO)	FY2022 UPGRADED	FY2025
B2C REFURBISHED	> +30% YoY Organic growth	> +45% YoY Organic growth	30-35% Organic CAGR 2021-2025
REVENUE	>€1.5 Bn Organic revenue	>€1.6 Bn Organic revenue	>€3.0 Bn Organic revenue
ADJ. EBITDA MARGIN (IFRS)	-	~ 1.5%	>3%



Closing remarks

**2021 UPGRADED
GUIDANCE DELIVERED**

**A UNIQUE MODEL
PROVIDING VERY STRONG
PROFITABLE GROWTH**

**CONTINUED INVESTMENTS
TO EXPAND OUR
REFURBISHED CAR BUSINESS**

**2022 GROWTH
GUIDANCE UPGRADED**

JANUARY 27th, 2022

Q1 2022 revenue



Q&A

ARAMISGROUP

Votre projet
auto
COMMENCE ICI !

 ARAMISGROUP