

2021

RESULTS

DECEMBER 9, 2021

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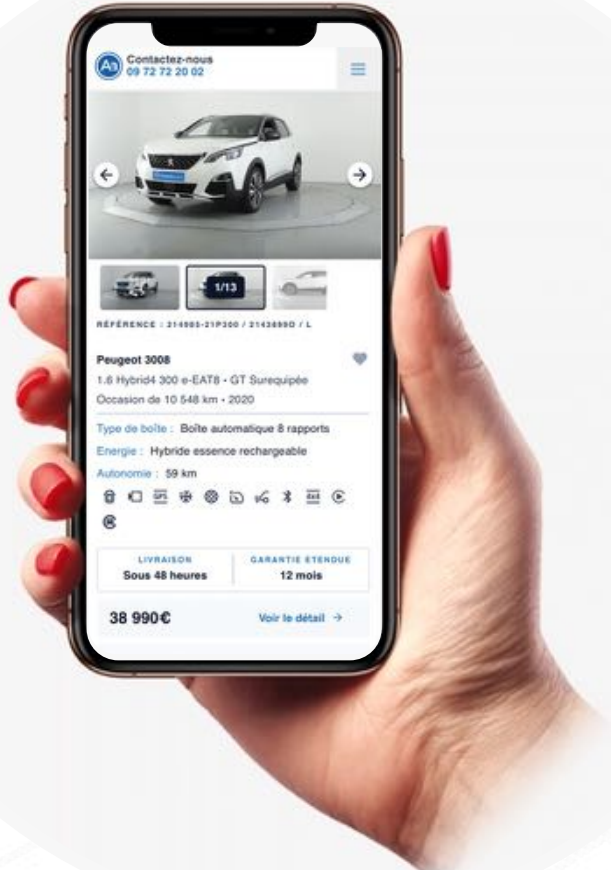
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Our Vision



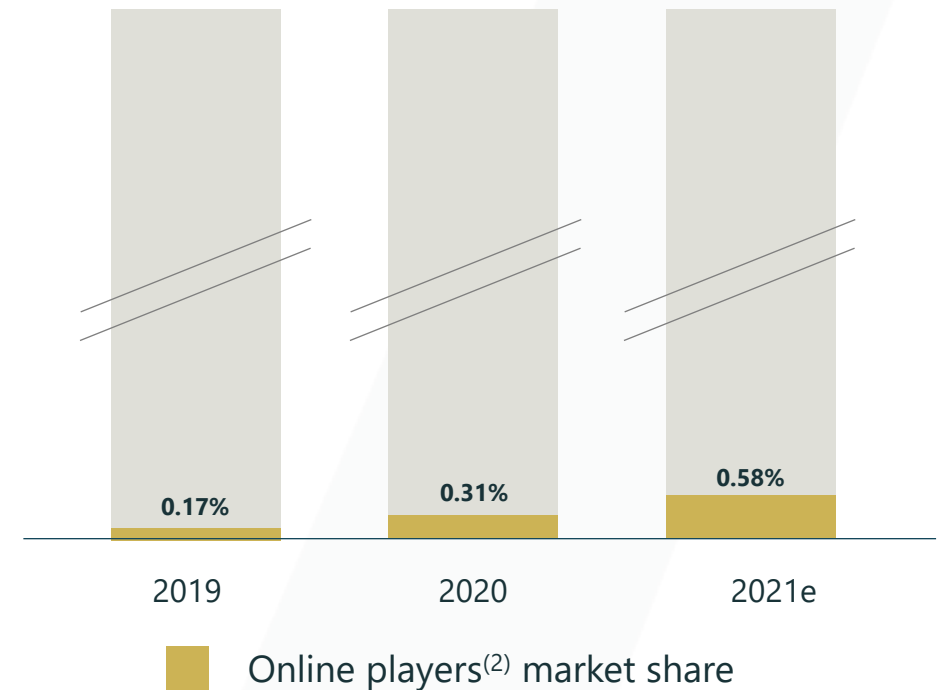
THE PREFERRED EUROPEAN
PLATFORM TO BUY A USED
CAR ONLINE

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

DIGITAL PLATFORM

- › 73M visits per year, #1 in Europe (+52% YoY)
- › Nationwide stock available 24/7
- › Best-in-class online car discovery experience
- › Full journey online, including trade-in through mobile app
- › Machine learning defects detection
- › Data-enabled marketing and sourcing decisions



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%

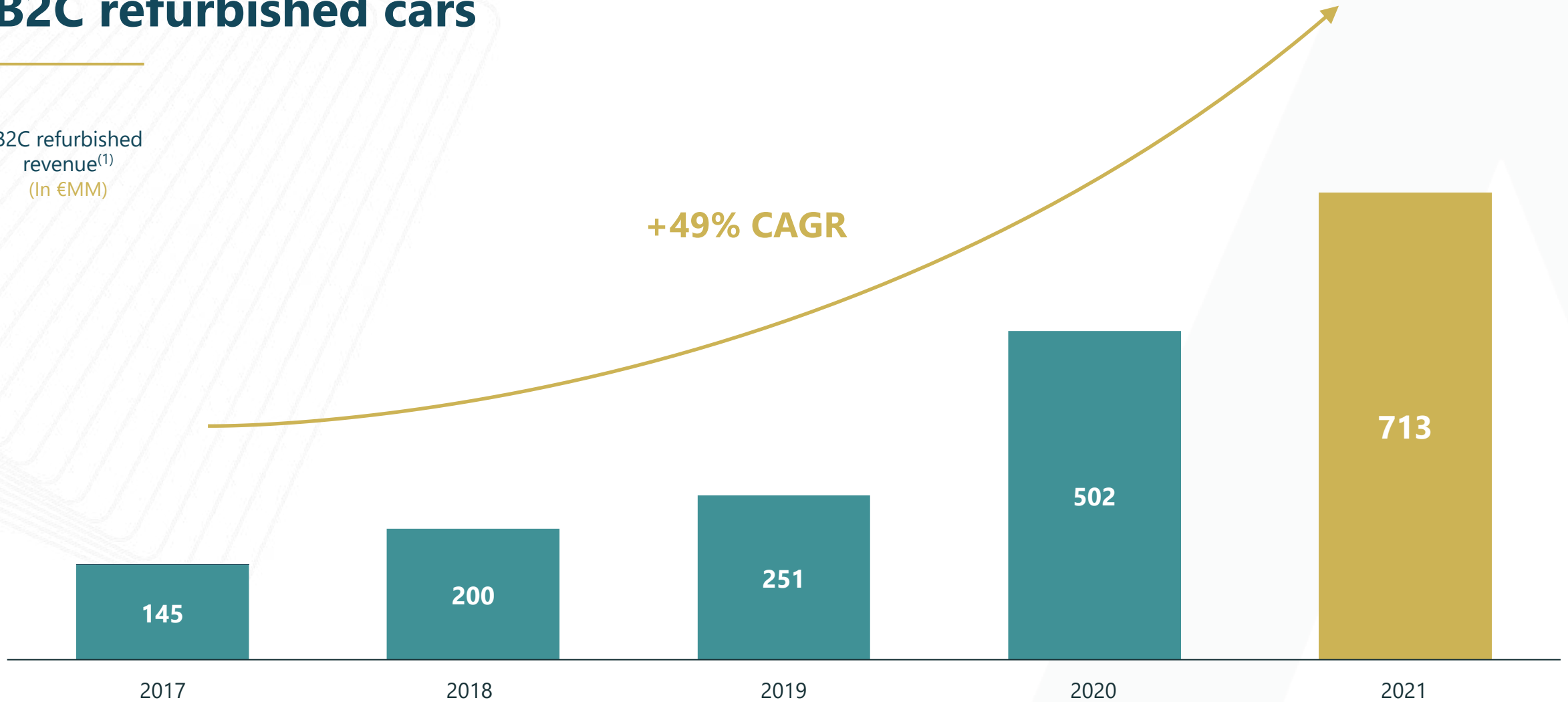
GREEN ELECTRICITY
CONTRACTS⁽⁴⁾



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

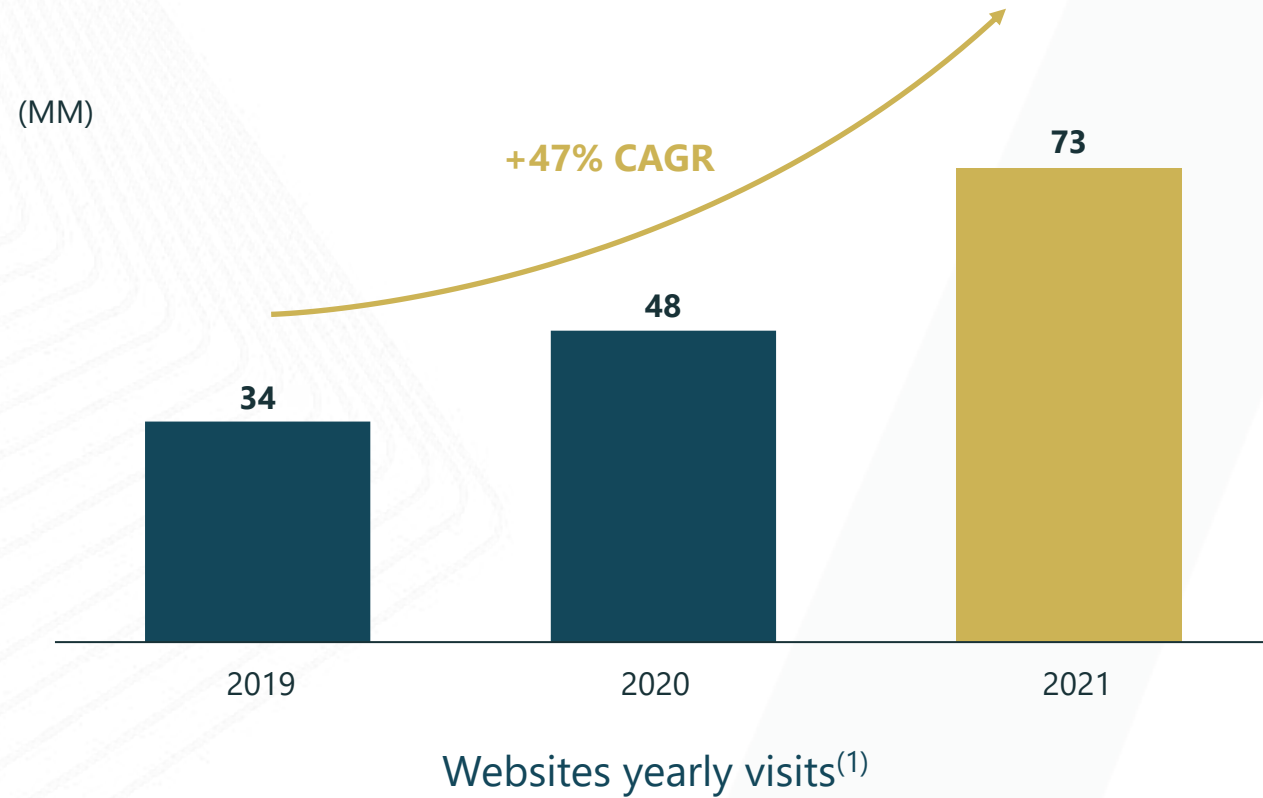
**STAFF
INCREASE +450**





1. DELIVER REFURBISHED USED CARS GROWTH IN EXISTING MARKETS

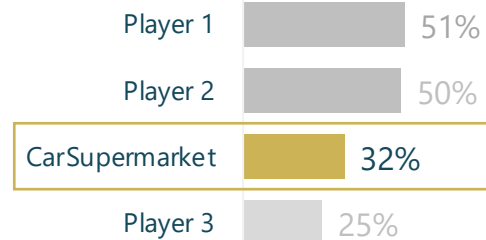
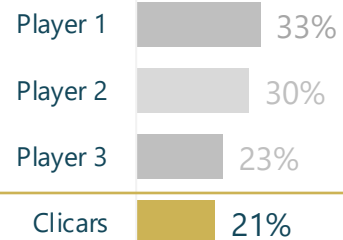
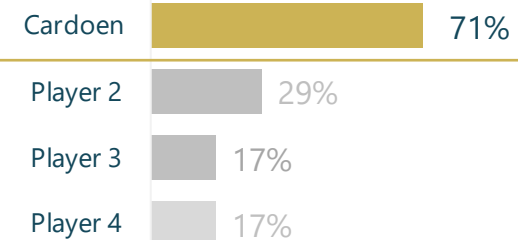
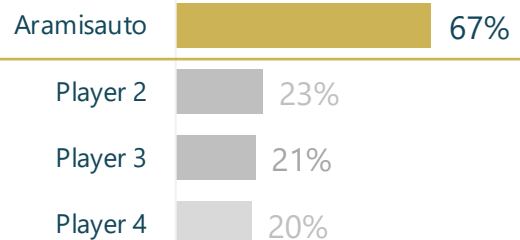
Through marketing, we drive impressive customer demand and strengthen our brands





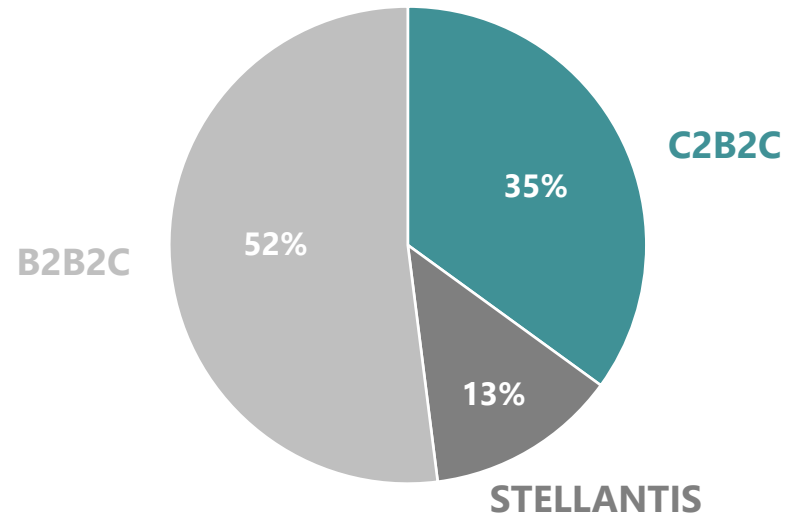
Customers love our local brands

BRAND AWARENESS⁽¹⁾



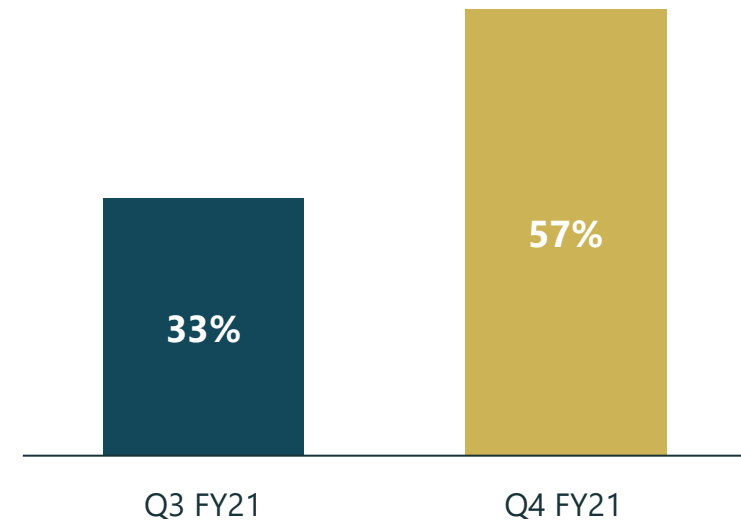
**With the agility and expertise of our sourcing teams,
we find the right cars for our customers**

A DIVERSIFIED SOURCING...



**FY21 GROUP
REFURBISHED CARS SOURCING**

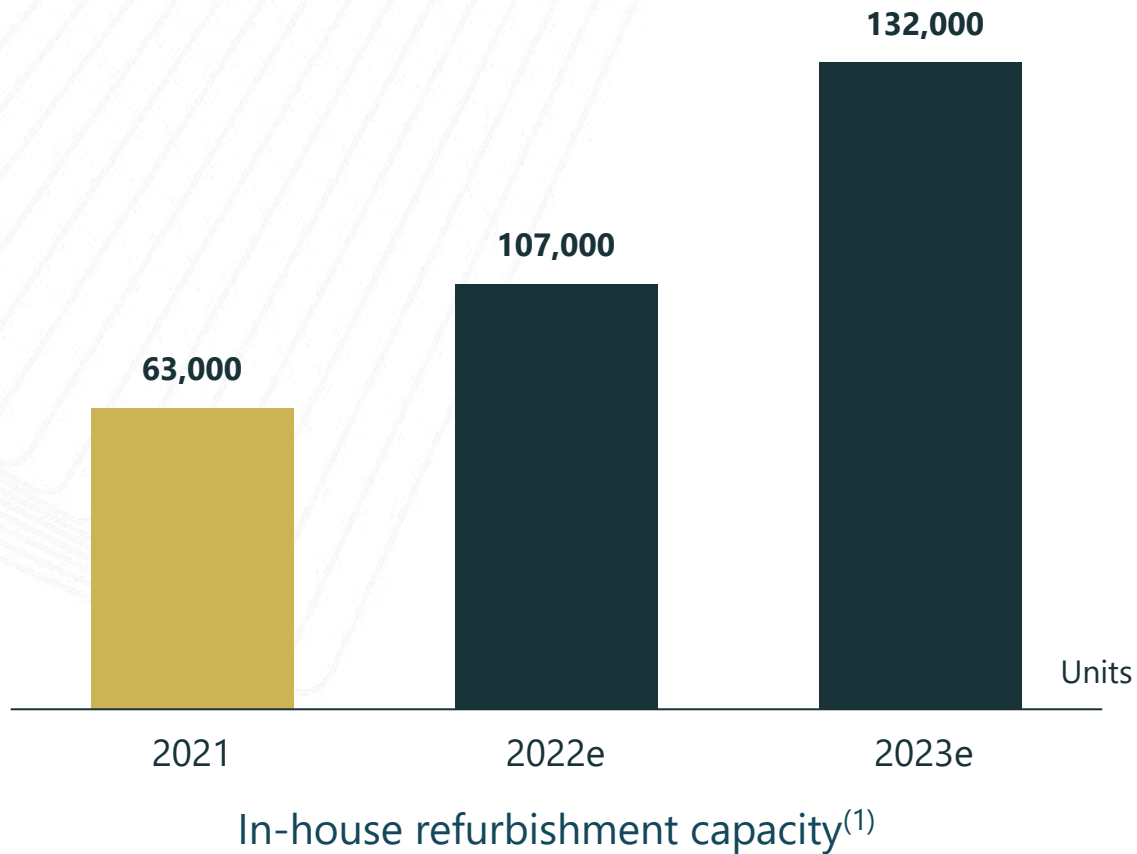
...WE CAN LEVERAGE RAPIDLY



**UK REFURBISHED CARS
C2B2C SOURCING SHARE**

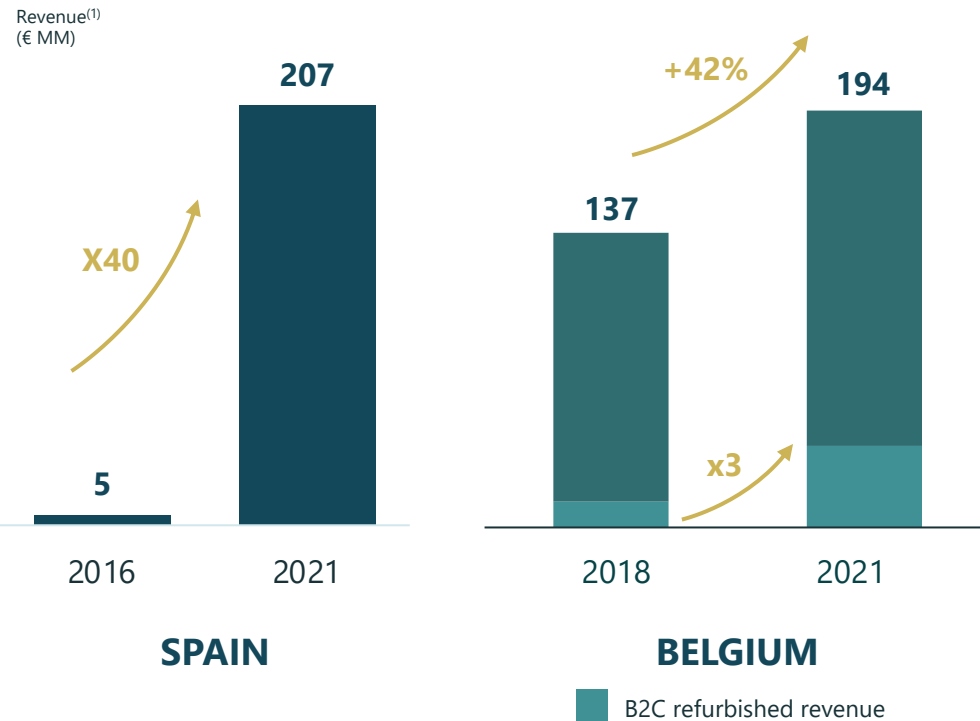


We are expanding our in-house refurbishment capacity to fuel growth



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

DEVELOPING OUR EXISTING GEOGRAPHIES



ACCELERATING OUR EUROPEAN EXPANSION

2021: CARSUPERMARKET 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

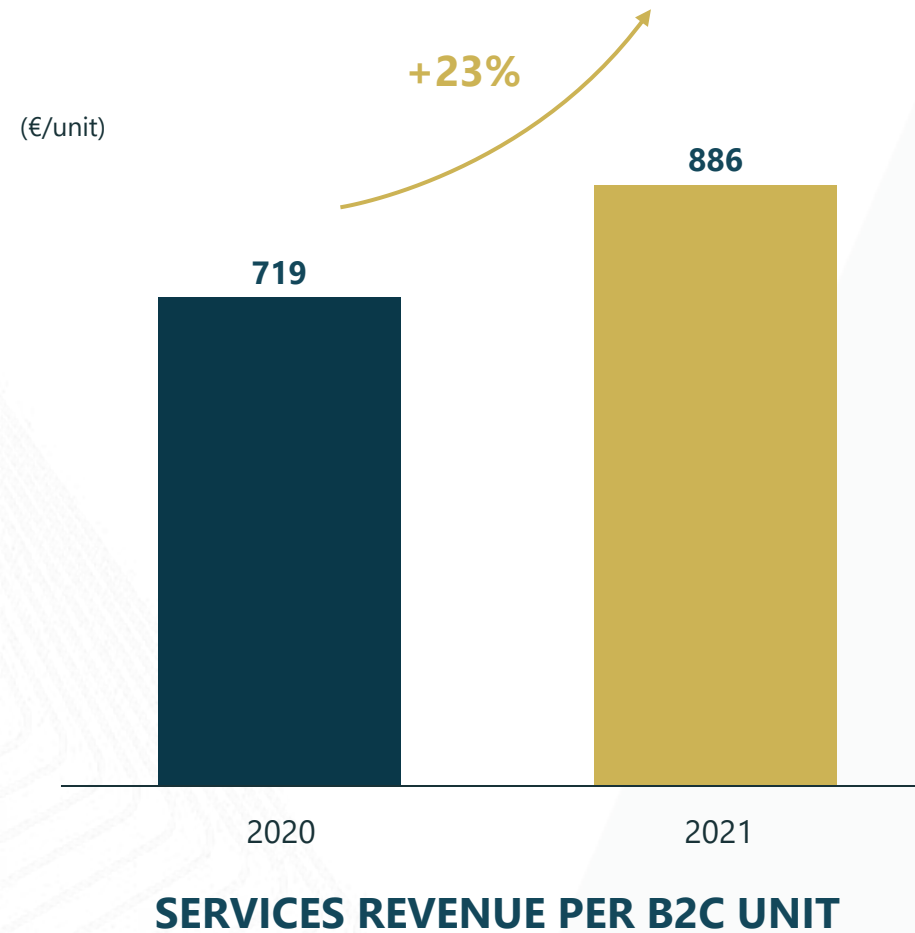
ACTIVELY WORKING TO EXPAND GEOGRAPHICAL FOOTPRINT IN EUROPE





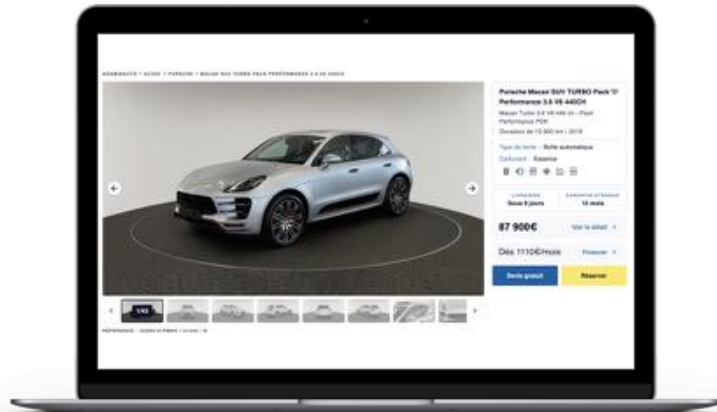
3. CAPTURE SIGNIFICANT GROWTH POTENTIAL

We are accelerating in services



We are testing and launching new innovative services to accelerate growth

SUCCESSFUL LAUNCH AND RAMP-UP OF A B2B2C MARKETPLACE IN FRANCE



- › Increasing our range and variety of available cars to increase customer satisfaction, test new segment potential and drive growth

LAUNCH OF A NEW SUBSCRIPTION OFFER IN FRANCE



- › Launch of a medium-term rental offer in France to provide an alternative to car purchase
- › 100% online subscription, all-inclusive service, easy delivery and wide car offering



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

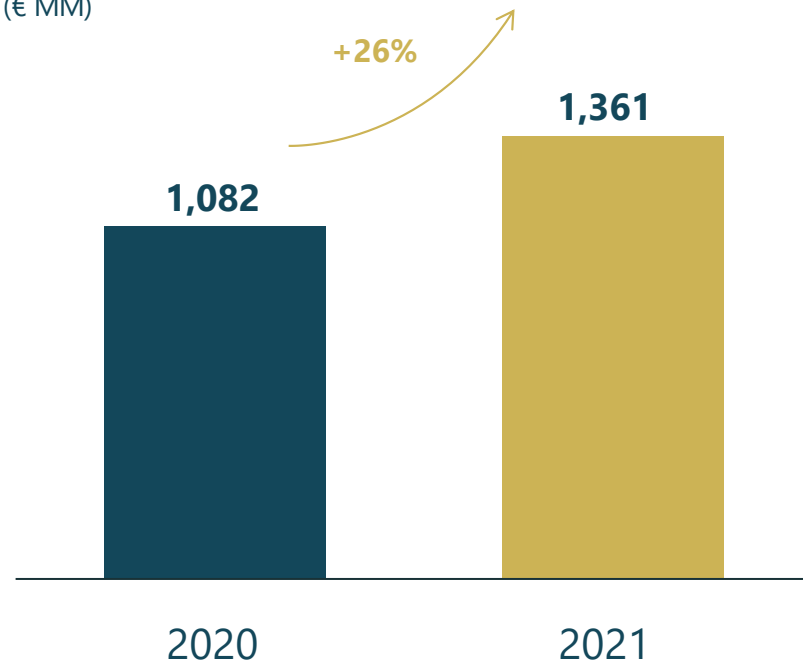
4. Defined as: Inventory (incl. minor adjustments)+ Adjusted Trade receivables (incl. minor adjustments) - Trade payables - VAT Payables



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

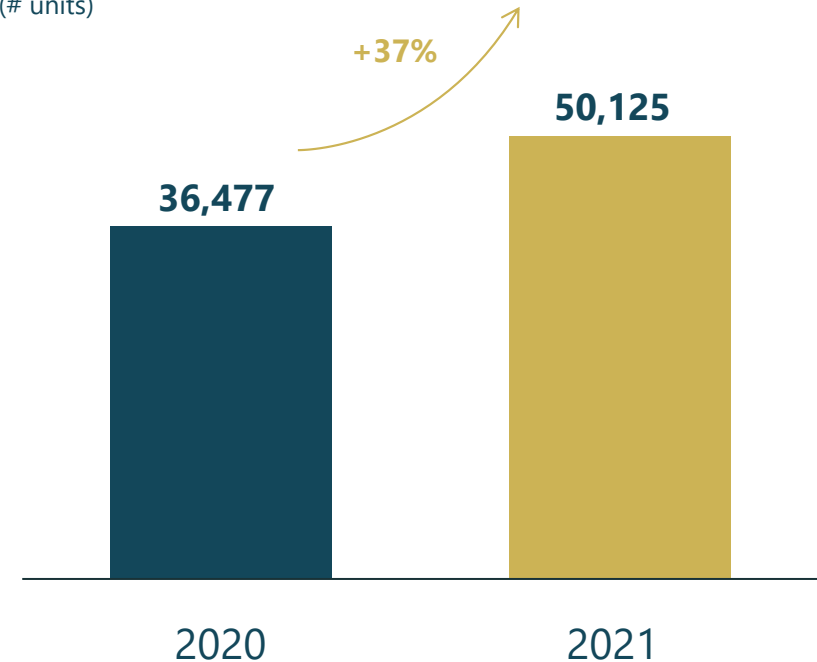
REVENUE EVOLUTION⁽¹⁾

(€ MM)



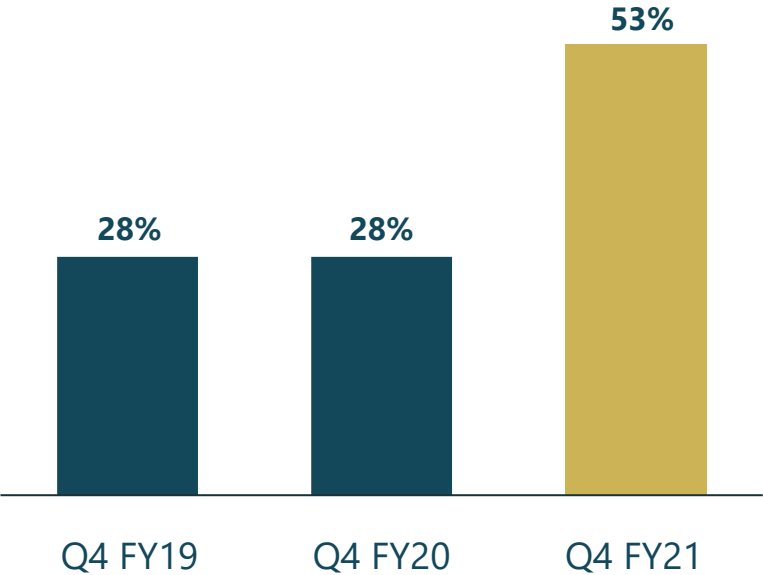
B2C REFURBISHED VOLUMES⁽¹⁾

(# units)

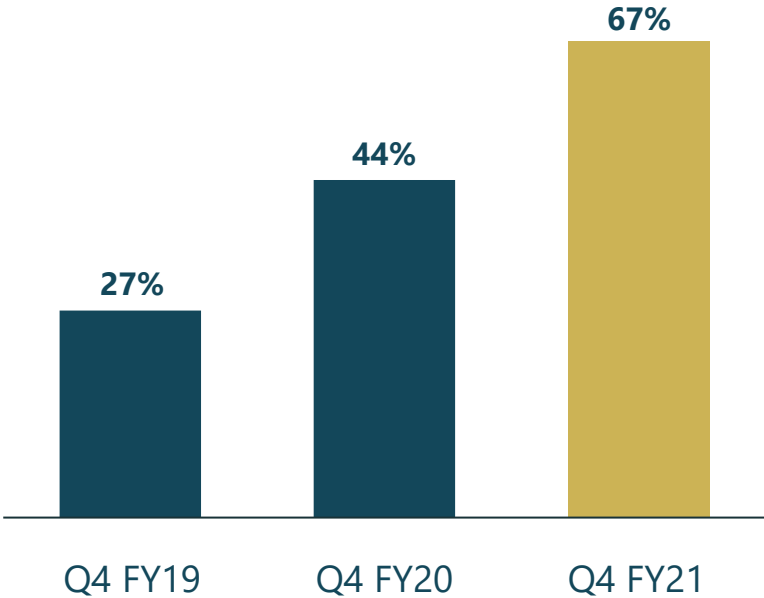


A pan-European player focused on refurbished used cars

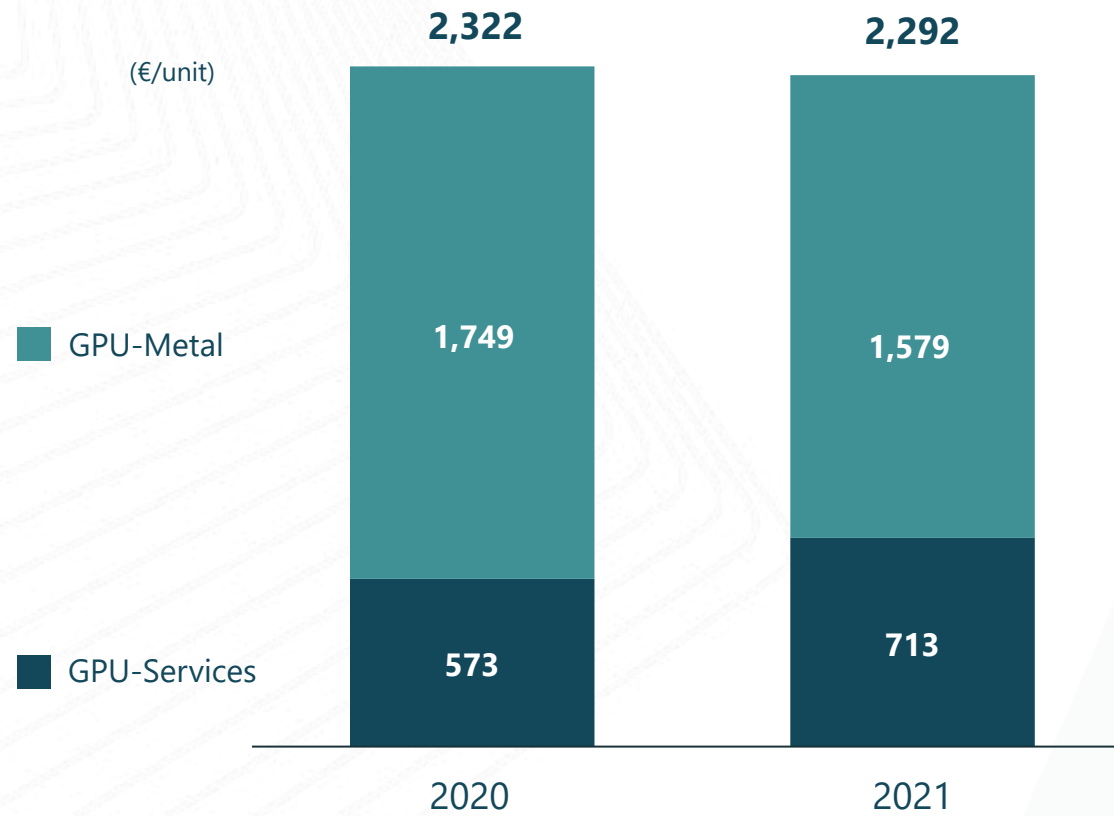
SHARE OF REVENUE
OUTSIDE OF FRANCE ⁽¹⁾



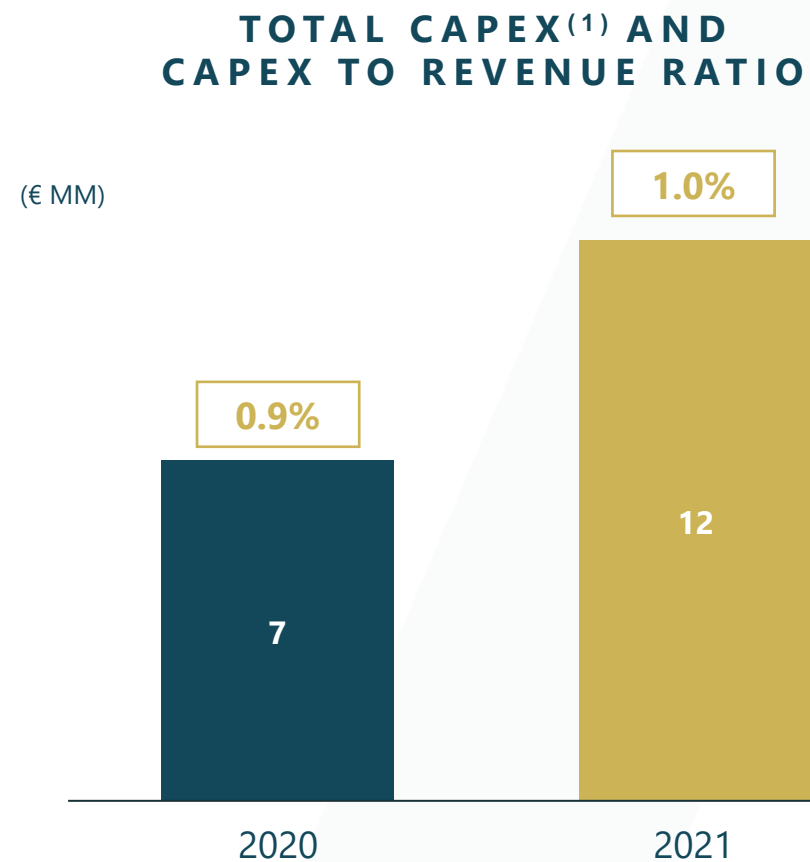
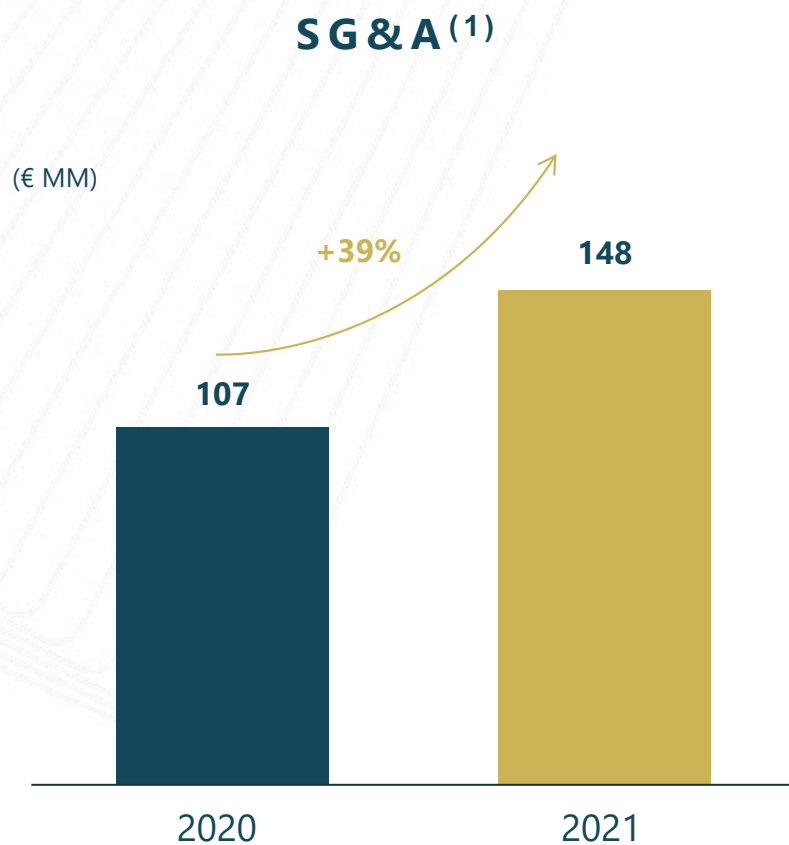
SHARE OF REFURBISHED CARS IN
THE TOTAL B2C UNITS ⁽¹⁾



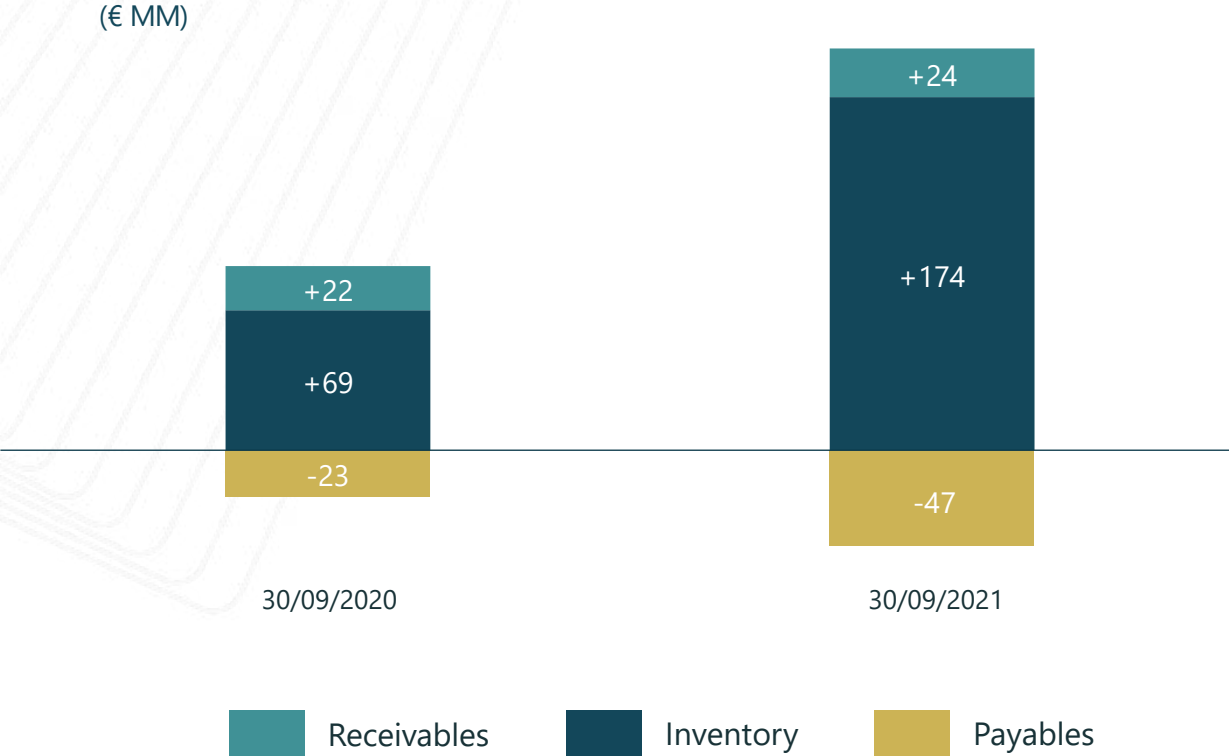
Best-in-class Gross Profit per Unit⁽¹⁾ in Europe



Investing for growth



Increased inventory to support growth in the current supply environment



**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	✓
	GP MARGIN	✓
ADJ. EBITDA MARGIN (IFRS)	>€2,150	€2,292 ✓
	13.0%	13.5% ✓
CAPEX	2.7-2.9%	2.7% ✓
OPERATIONAL WORKING CAPITAL ⁽¹⁾	1% CapEx to revenue ratio	1% CapEx to revenue ratio ✓
	~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