ARAMIS GROUP

2021 Full-Year Sales Presentation

November 9, 2021

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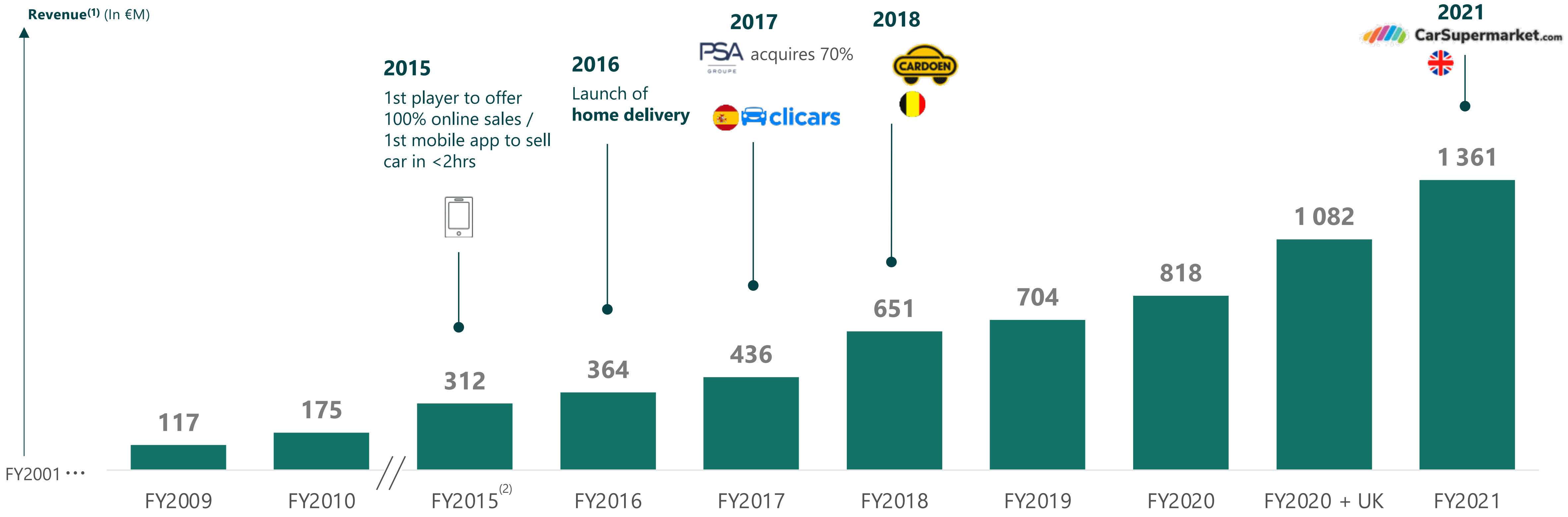
Our Vision

THE PREFERRED EUROPEAN PLATFORM TO BUY A USED CAR ONLINE

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

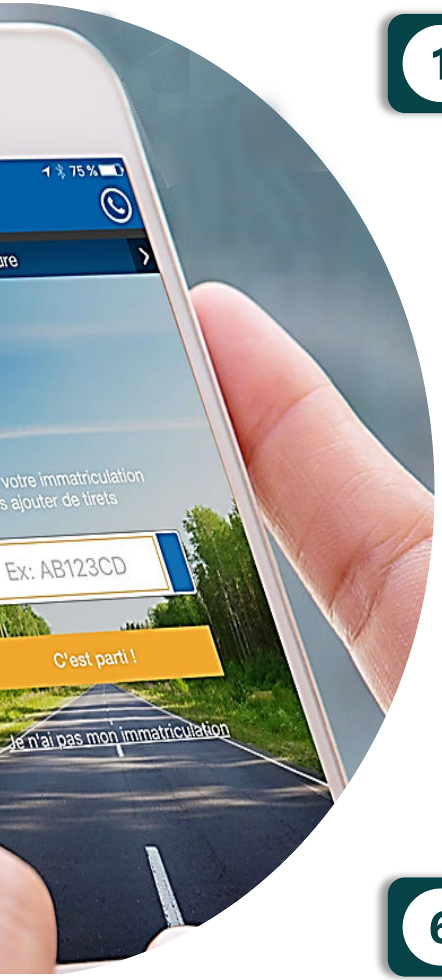
- **~30% Revenue CAGR FY2003-20[1]**
- **+25% refurbished used cars volumes CAGR FY2018-20**
- **20 years of profitability**
- **3 acquisitions**

Digital Pre-Registered Car Retailer	Moved into Refurbished Used Cars	Acceleration of Refurbished Used Cars + European Expansion



Notes:
1. Figures based on French GAAP from 2003 to 2010 and on IFRS from 2015 to 2020. In 2021, figures are combined including CarSupermarket acquisition (FYE September). Revenue excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.
2. 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**

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Business Highlights 2021 & Q4

Our 3-pillar growth strategy

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1 — DELIVER REFURBISHED UC GROWTH IN EXISTING MARKETS

- Increase traffic
- STELLANTIS — Increase sourcing and refurbishing
- Increase customer conversion

2 — CONTINUE EUROPEAN EXPANSION

- Pursue targeted M&A strategy
- Deepen integration

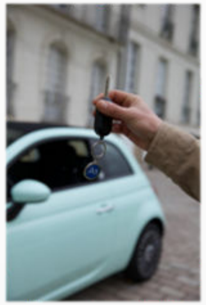
3 — CAPTURE THE SIGNIFICANT GROWTH POTENTIAL

- Accelerate Additional Services
- Expand Offering
- Mobility ecosystem

Leverage tech platform to accelerate growth

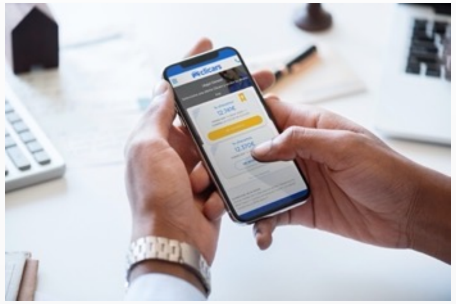
1 Deliver refurbished used cars growth in existing market (1/2)

Next-day delivery in France and Spain



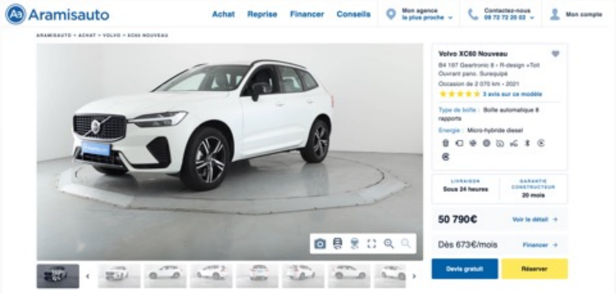
30-day warranty upgrade in France

100% online trade-in offering in Spain



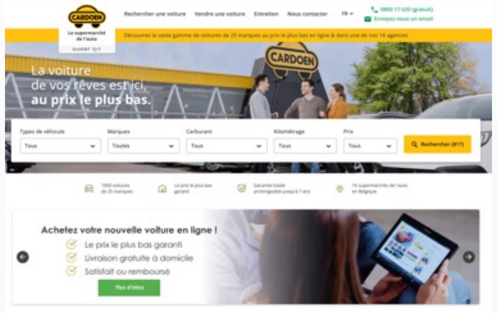
Q4

New product page on the French website



Q4

Belgian website revamping



New trade-in price machine learning algorithm

1 Deliver refurbished used cars growth in existing markets (2/2)

Increased marketing investments

Q4

New TV campaign in France with 50% increased efficiency

73M

visits

on the Group's websites in FY 2021[1]

Increased refurbishment capacity

Madrid site extension from 40,000 sqm to 70,000 sqm

NOW

Antwerp site opening early November 2021

+ 2 centres currently being built

Increased sourcing from individuals

+43%

refurbished cars sold from trade-ins between Q4 FY 2020 and Q4 FY 2021

1. Traffic data for France is adjusted from Q2 2021 on to take into account the user consent rate to cookies following the new CNIL regulation of April 1, 2021

2 Continue European expansion

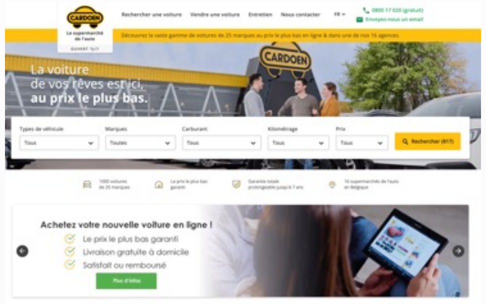
CarSupermarket acquisition in the UK

#1 Largest European UC market with Market Size of ~€76 Bn(1) in 2020

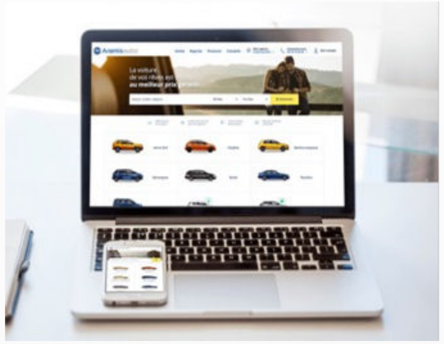
- Appealing brand with room for development
- Experienced management team, eager to accelerate growth
- B2C-focused with existing refurbished UC capabilities

Q4 Sourcing from individuals multiplied by 5 (>1000 per month in Q4) thanks to website redesign and marketing efforts

Tech and data synergies within the Group



Deployment of the Group's tech platform

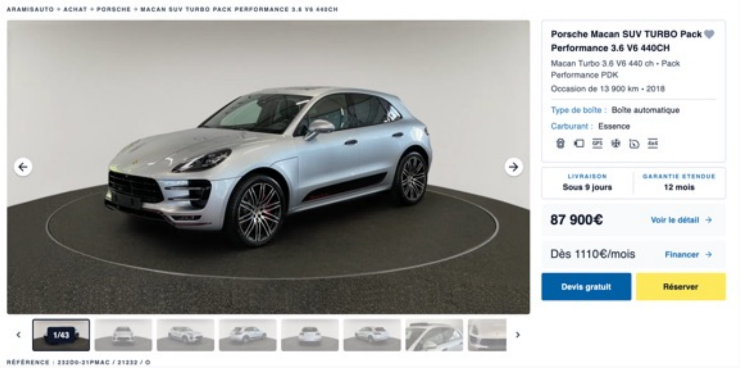


Mutualization of product offering across countries

1. UK used car market (< 8 years old)

3 Capture the significant growth potential

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

Strong acceleration of Services penetration

+23%

Services revenues per car sold between FY 2020 and FY 2021

Financing Services increasing in all geographies

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2021 FY Sales

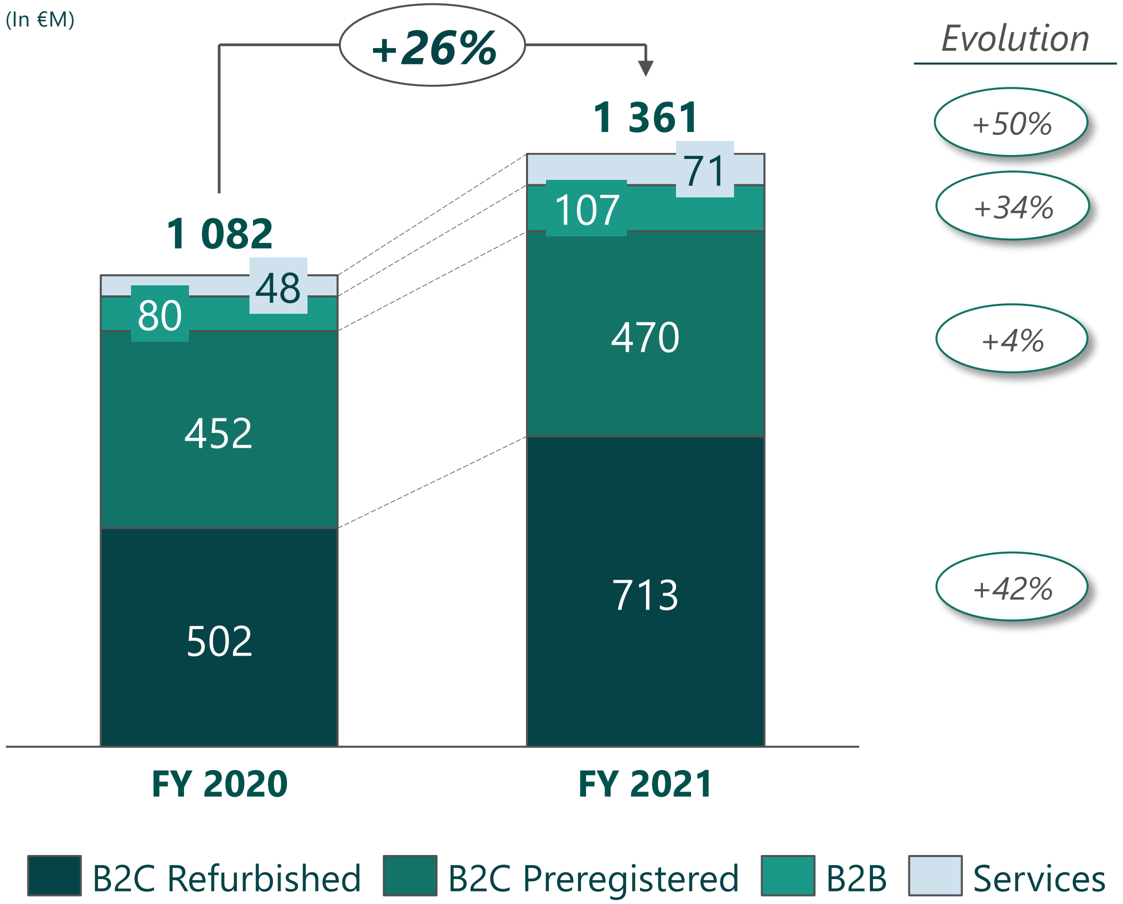
Full delivery of the upgraded guidance revised in September

	FY 2020[1]	Initial FY21 Guidance (IPO)	Upgraded FY21 Guidance on September 8th	FY 2021 Sales
B2C refurbished *(units / %)*	**36,477 units**	**~45,000 units** **+23% Organic growth**	**~50,000 units**	✓ **50,125 units** **+37% Organic growth**
Revenue *(€ Bn)*	**~ €1.08 Bn** Organic revenue	**>€1.25 Bn** **Organic revenue**	**~ €1.35 Bn**	✓ **€1.36 Bn** **Organic revenue**

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

Strong top line growth mainly driven by B2C refurbished segment

Revenue by segment[1]

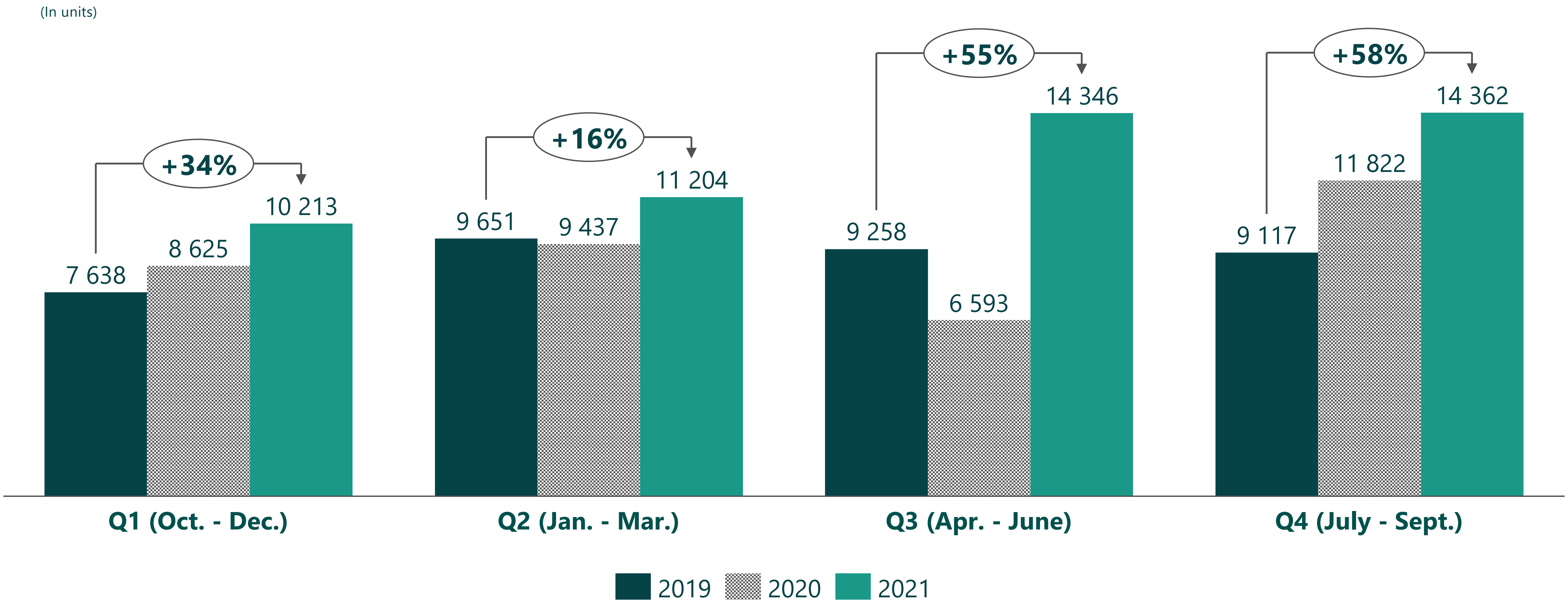


- **Refurbished used cars excellent performance** (+42%) supported by:
  - marketing investments made in all geographies
  - increase in the sourcing of vehicles from private individuals
  - increase in capacity in the Group's refurbishment centers
- **Slight increase of pre-registered used cars sales** (+4%) in a market context marked by a sharp decline in new car production
- **Strong performance of Services** segment (+50%) as a result of a combination of vehicle sales increase and improved efficiency
- **B2B strong results** (+34%) as a consequence of the increase in the sourcing of vehicles from individuals, part of which is resold to professionals

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

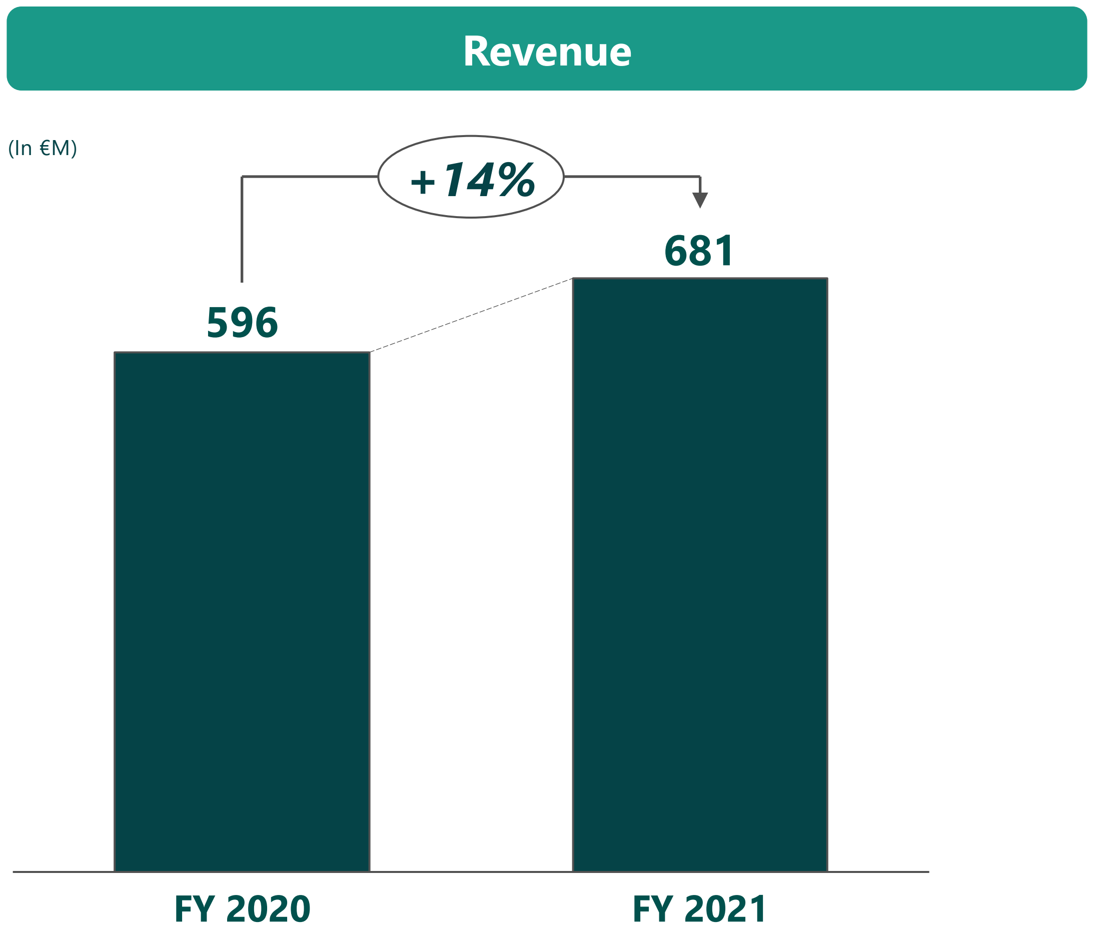
Refurbished cars growth accelerating in Q3 and Q4

Refurbished cars units growth between 2019 and 2021[1]



1. Combined figures including CarSupermarket, fiscal quarters

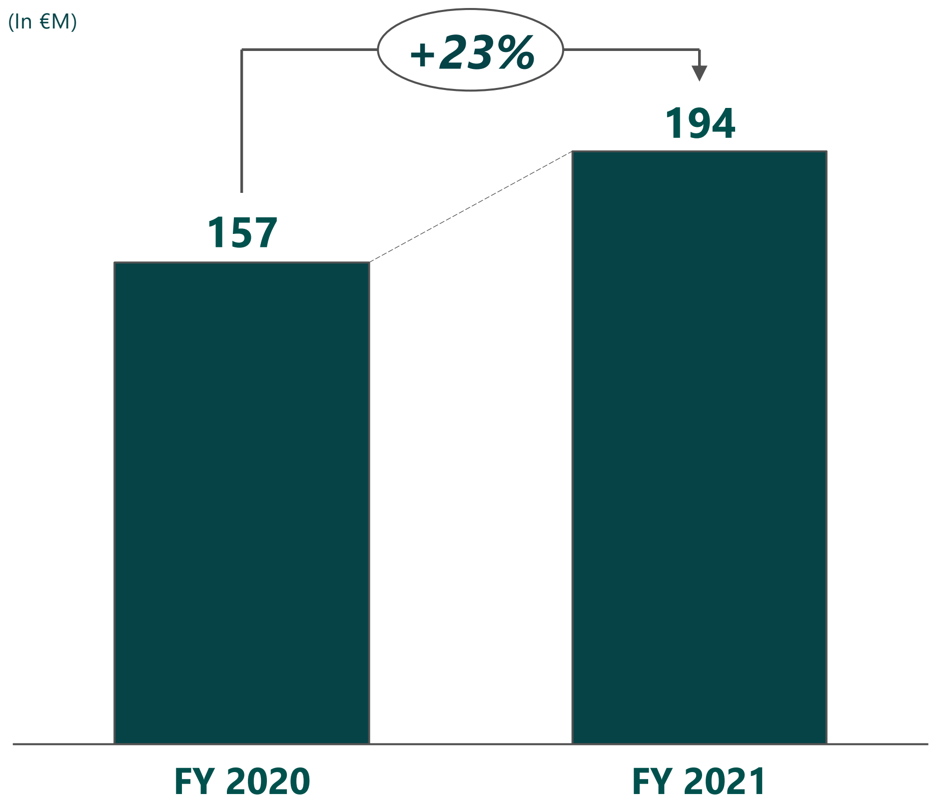
France – Solid performance supported by double-digit growth in refurbished vehicles segment



- **Sales growth +14% in FY 2021**:
  - Continued strong growth in sales of refurbished vehicles, supported by a sharp increase of C2B sourcing, increased capacity in Donzère refurbishment centre, and a step up in marketing investments
  - Pre-registered car business at the same level in FY 2021 as FY 2020, in a context of very tight sourcing conditions
- **Q4 revenues down -4%** largely due to:
  - Negative base effect compared to Q4 2020 (very high sales in summer 2020 following the end of the first lock-down)
  - Decline in the pre-registered car segment as sourcing is affected by tensions in the new vehicle production chain
  - Partially compensated by a double-digit growth in the refurbished car segment

Belgium – strong performance driven by refurbished cars segment

Revenue[1]

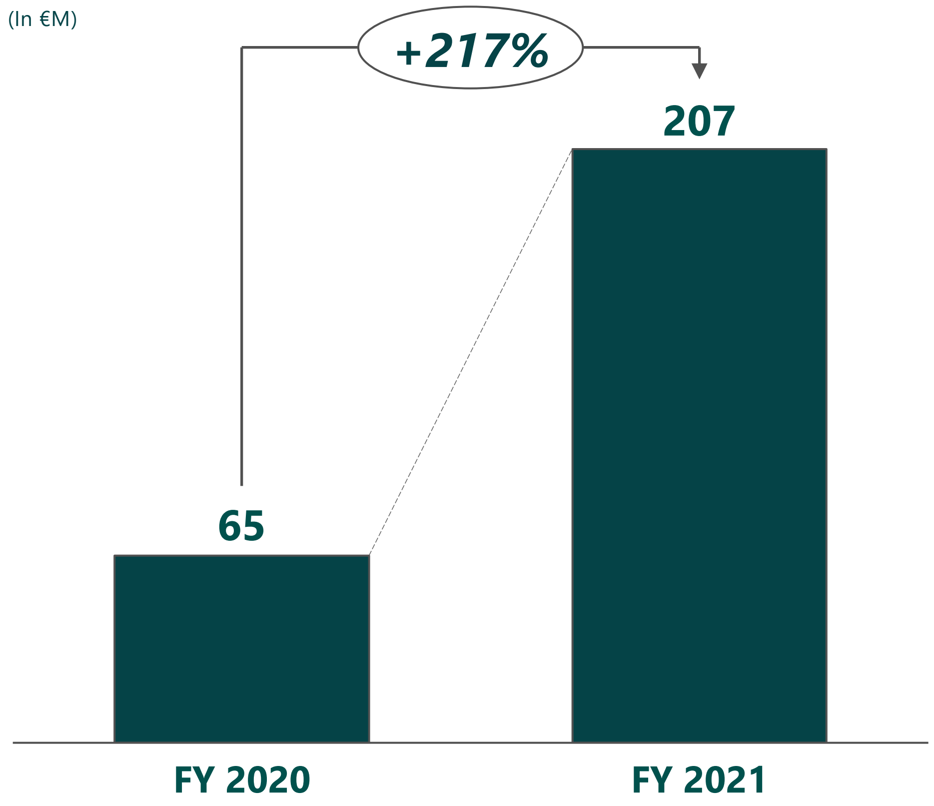


- **Sales growth +23% in FY2021**:
  - driven by the strong increase in sales of refurbished cars
  - partly affected by the slowdown in sales of pre-registered vehicles linked to the decline in new vehicle production in Europe.
- **Sales growth accelerated in Q4 to +31%** with the increase in the supply of refurbished used cars
  - This trend is expected to continue with the opening of the new refurbishing centre in Antwerp in November 2021

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

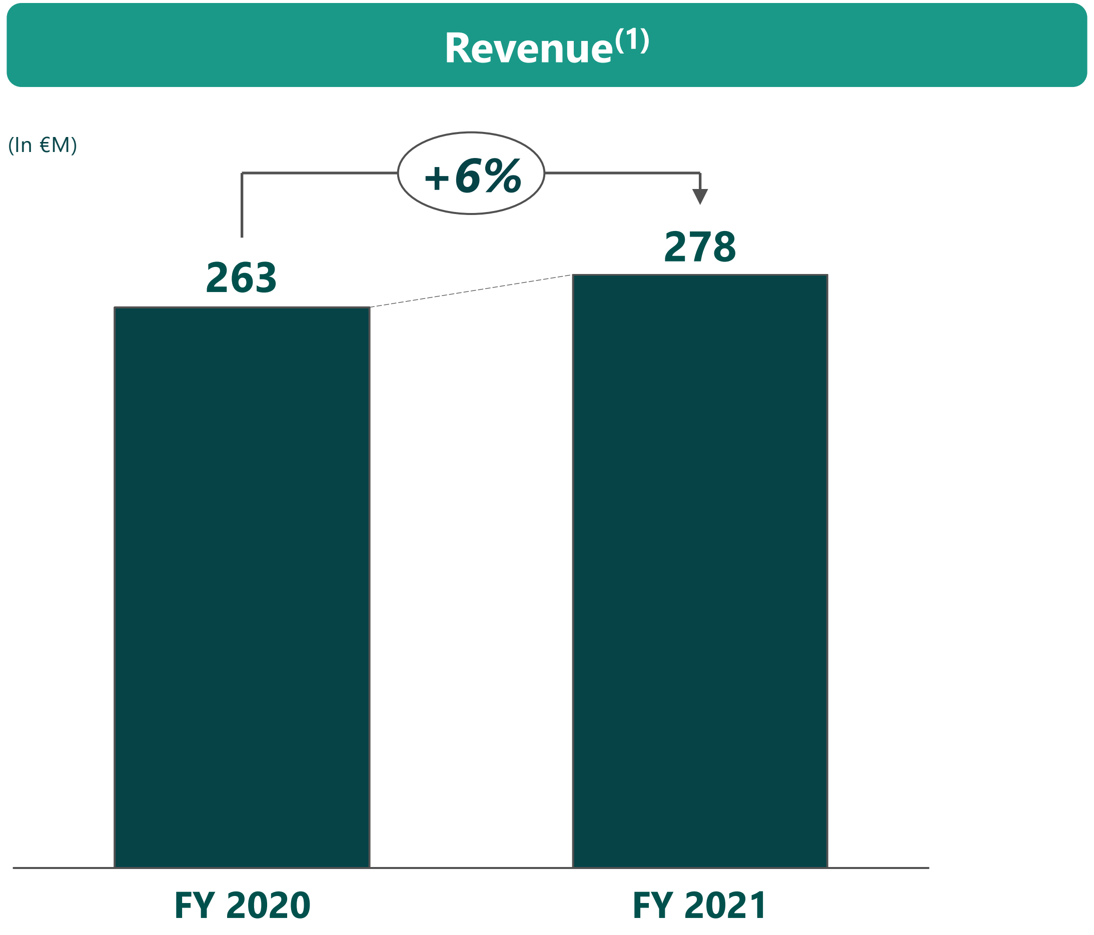
Spain – Outstanding performance driven by gain in market share and expanded capacities

Revenue



- **Outstanding sales growth in FY 2021 at +217%:**
  - increased reconditioning capacity with the expansion of Madrid site at the beginning of the year
  - acceleration of sourcing from individuals
  - development of customer base with the increase in marketing investments
- **Q4 sales growth up sharply at +150%**, despite a negative base effect compared to Q4 2020 (very high sales in summer 2020 following the end of the first lock-down)

UK – Ramp-up of CarSupermarket

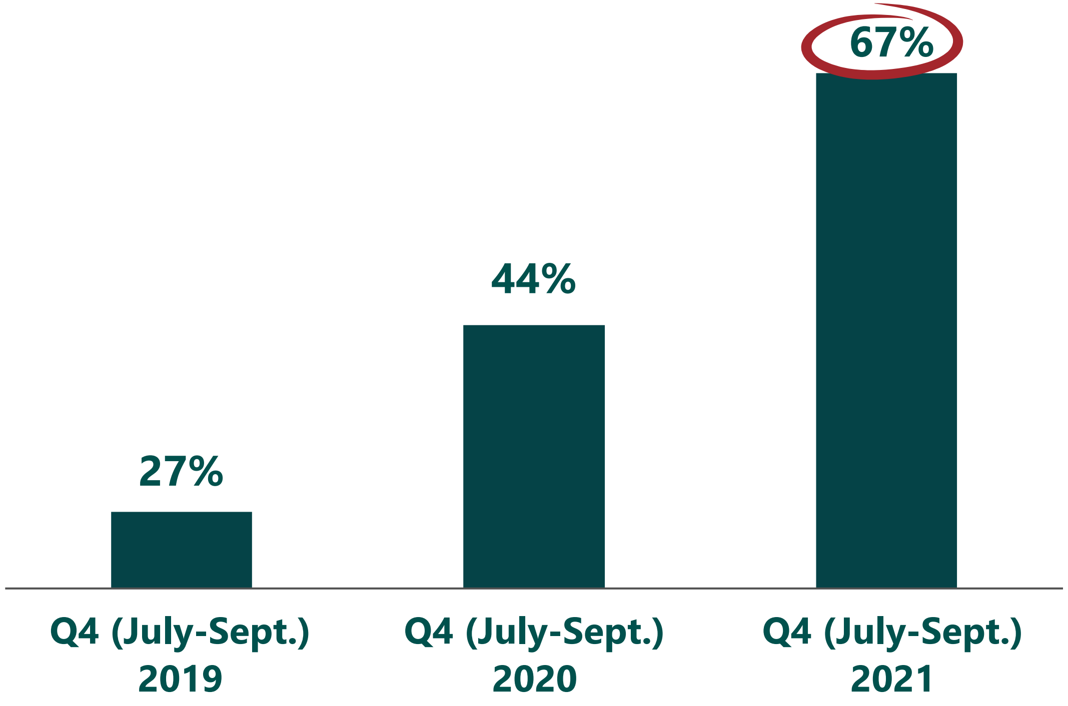


- **FY 2021 revenue up +6%**
  - Integration of CarSupermarket is fully on track
  - Deployment of our methods and best practices all along the year
  - Improvement of sourcing from private individuals (x5 during FY 2021)
  - Expected increase of refurbishing capacity with the opening of a new center scheduled for 2022
- **Q4 2021 revenue down -6%**, largely due to a negative base effect compared to Q4 2020 (very high sales in summer 2020 following the end of the first lock-down)

1. Pro forma figures

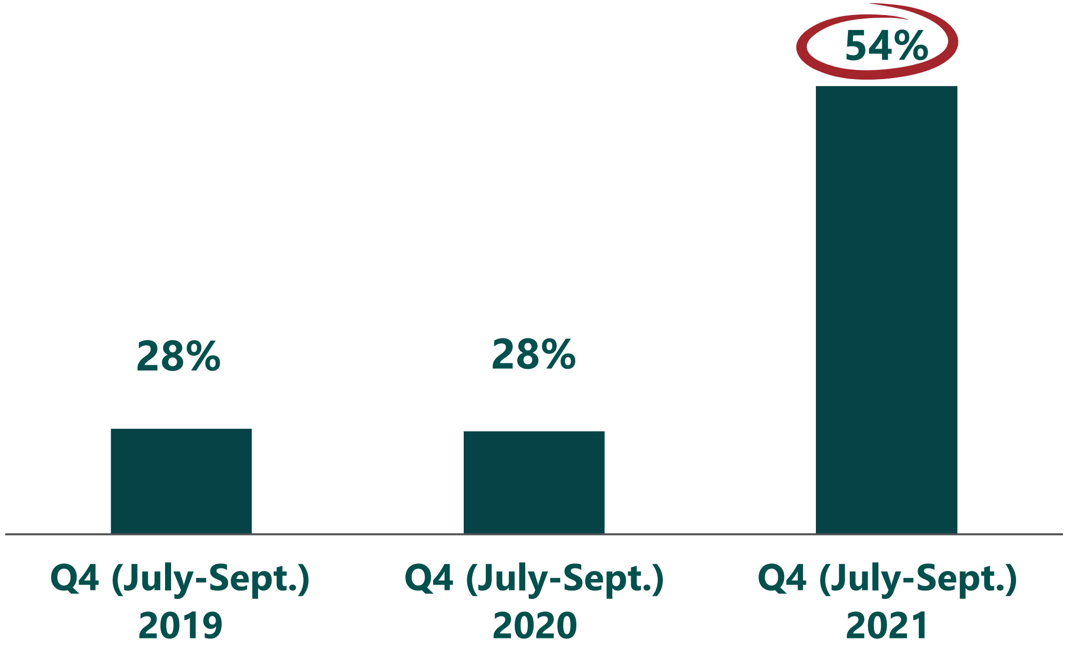
Refurbished & International : key drivers of Aramis Group performance

Share of refurbished cars in the total B2C units[1]



Total B2C units growth has been driven by refurbished used cars that account for 67% of total B2C units in Q4 21

Share of international revenues in the total revenues[2]



European expansion has been a key growth driver and international revenues represent 53% of total revenues in Q4 21

1. Excluding CarSupermarket for 2019 and 2020 data
2. Excluding vehicle purchase/resale export B2B activities, which the Group does not plan to continue in the medium term.

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Outlook

Confirmation of the upgraded guidance revised in September

		Upgraded FY21 Guidance on September 8th	FY 2021 Sales	
B2C refurbished *(units / %)*		~50,000 units	50,125 units +37% Organic growth	✓
Revenue *(€ Bn)*		~ €1.35 Bn Organic revenue	€1.36 Bn Organic revenue	✓
Gross Profit	GP / unit *(€)*	>€2,150	>€2,150	Confirmed
	GP margin *(%)*	13%	13%	Confirmed
Adj. EBITDA Margin (IFRS) (%)		2.7-2.9%	2.7-2.9%	Confirmed
Capex (%)		1% Capex to revenue ratio	1% Capex to revenue ratio	Confirmed
Operational Working Capital[1] (Days)		~35 Days of revenue	~35 Days of revenue	Confirmed

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

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

Closing remarks

Strong revenue performance in 2021

Refurbished car segment acceleration

Strong delivery on our strategy plan: increase in multichannel sourcing, refurbishing capacity and marketing investments

Strong growth in all geographies: international business accounting for more than 50% of total revenue

2021 Annual Results and 2022 Outlook

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December 9th

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Q&A

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