

Q1 2022

REVENUES

JANUARY 28, 2022

Aramis Group 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

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 ADDITIONAL
SIGNIFICANT GROWTH POTENTIAL**



ACCELERATE ON NEW
SERVICES



EXPAND OFFERING



MOBILITY ECOSYSTEM

LEVERAGE OUR PEOPLE KNOW-HOW AND TECH PLATFORM TO ACCELERATE GROWTH



Business Highlights

ARAMISGROUP

We deliver the best products & customer experience, thanks to a unique business model



UNIQUE VERTICAL INTEGRATION FROM SOURCING TO DELIVERY

- › Multichannel sourcing
- › 7 years of experience in industrial refurbishment
- › Next-day delivery
- › Home delivery



BEST-IN-CLASS CUSTOMER EXPERIENCE AND SATISFACTION

- › 100% Digitally-driven purchasing process
- › Best customer warranties with 30-Day 100% refund warranty and less than 2% return-rate
- › Best-in-class customer satisfaction



ENGAGED TEAMS WITH STRONG LOCAL KNOW-HOW

- › Seasoned local leaders with deep knowledge of local markets and customer needs
- › Locally adjusted offer of cars and services
- › 20 years of commercial relationships across Europe
- › Strong team commitment

TECH AND DATA ENABLED DIGITAL PLATFORM



Quarterly revenues boosted by a solid execution

**STRONG INCREASE
IN REVENUES⁽⁴⁾
IN Q1 2022**

**+47%
growth**

€396m

UNIQUE VERTICAL INTEGRATION FROM SOURCING TO DELIVERY	BEST-IN-CLASS CUSTOMER EXPERIENCE AND SATISFACTION	ENGAGED TEAMS WITH STRONG LOCAL KNOW-HOW
<ul style="list-style-type: none">➢ Increased refurbishing capacity:<ul style="list-style-type: none">- Antwerp center inaugurated in calendar Q4 2021- Google center productivity benefiting from Aramis model implementation	<ul style="list-style-type: none">➢ New and enhanced offering:<ul style="list-style-type: none">- In France: Aramis Flex (subscription offer)- In Spain and the UK: enhanced trade-in- In Belgium: extended warranties and home delivery	<ul style="list-style-type: none">➢ New long term incentive plan for our teams➢ Continuous investment in people (recognition, training, development)
2022 in-house⁽¹⁾ refurbishing capacity increase x1.7	NPS⁽²⁾ 67	E-NPS⁽³⁾ 51

TECH AND DATA ENABLED DIGITAL PLATFORM

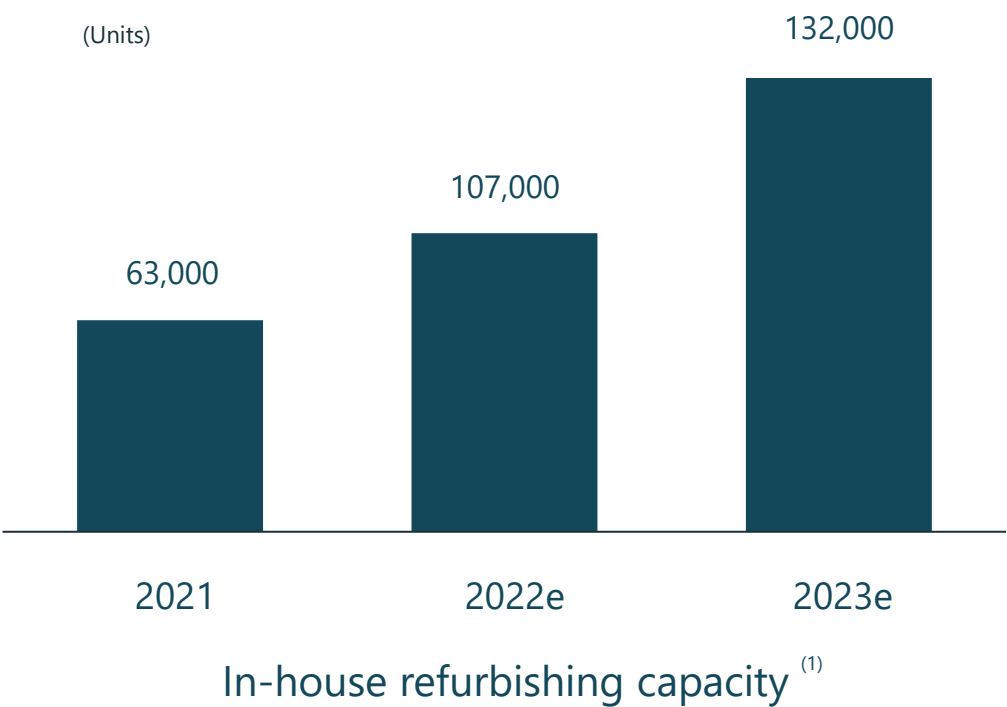


Refurbishing capacities expansion

NEW LOCAL REFURBISHING CENTRE IN BELGIUM



2 MORE CENTRES TO BE INAUGURATED THIS YEAR





Market & Performance review

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Automotive market environment: new vehicle production still low

NEW PASSENGER CARS REGISTRATIONS OVER THE Q4 2021 (Aramis Group's Q1 2022)⁽¹⁾

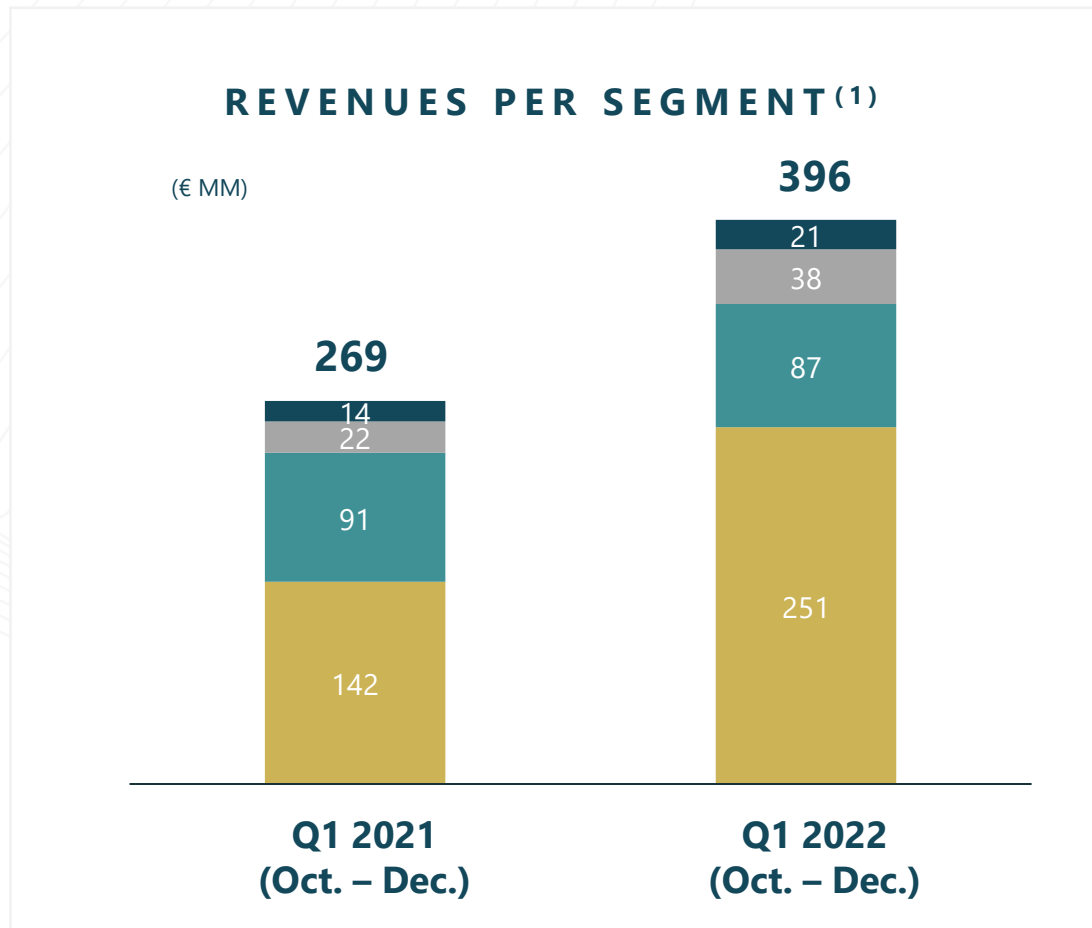
› France	-18%
› Benelux	-28%
› Spain	-17%
› United Kingdom	-15%

**Inventories at historical lows
at both OEMs and dealers**

**Negative impact on the
capacity of sourcing
pre-registered cars**



All business segments performing strongly, except B2C preregistered reflecting the decline of new car manufacturing



B2C refurbished +76%

- › Volumes up +48%, proving Aramis Group's offer attractiveness and reconditioning capacities
- › Prices up +20%, as an impact of the currently stretched new car market

B2C preregistered -5%

- › Volumes down -27%, due to the sourcing shortage
- › Prices up +31%

B2B +74%

- › Mechanical increase in volumes, part of the vehicles sourced from private individuals being resold to professionals
- › Prices up consistently with the overall market

Services +46%

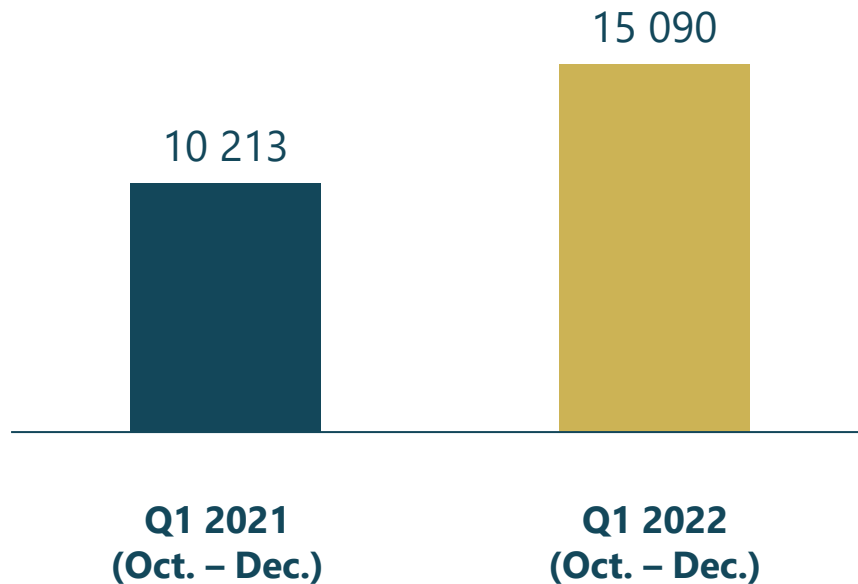
- › Increase of the number of vehicles sold and improvement of penetration rate, particularly on financing



B2C volume growth driven by refurbished cars, our strategic segment

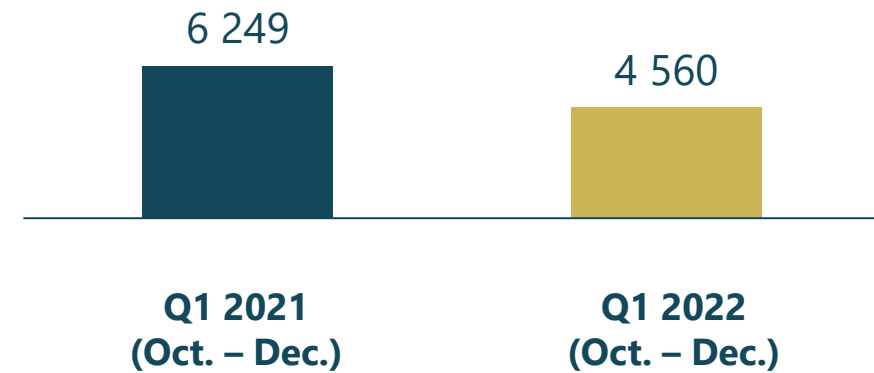
B2C REFURBISHED CARS

Units ⁽¹⁾



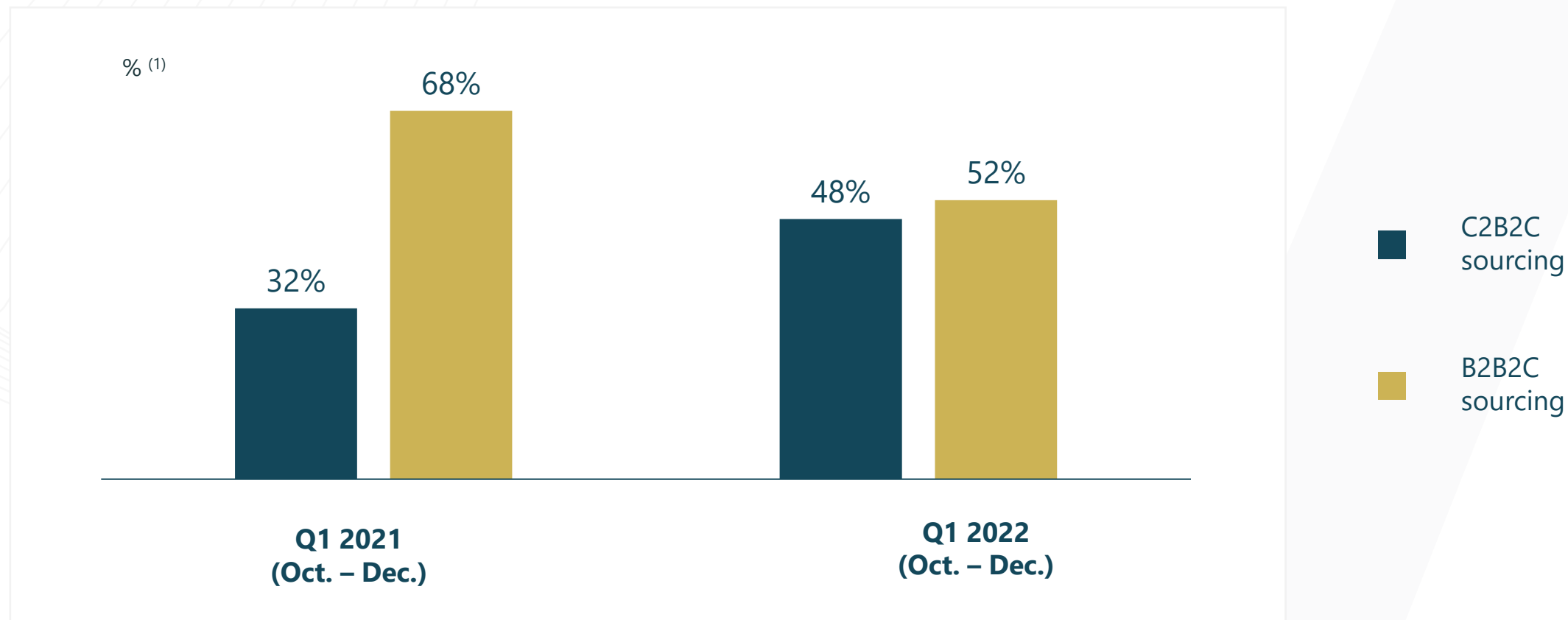
B2C PRE-REGISTERED CARS

Units ⁽¹⁾

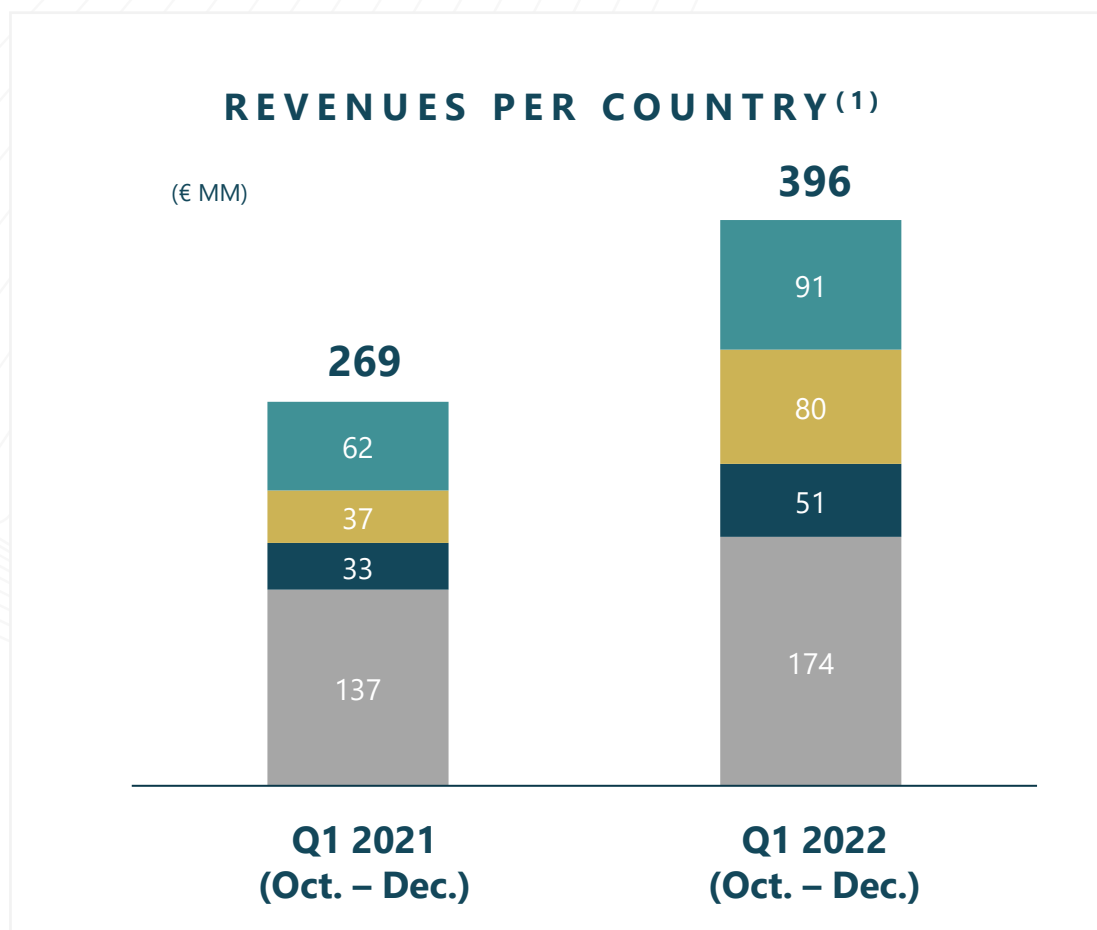


Sourcing of refurbished cars now evenly distributed between B2B2C and C2B2C

ORIGIN OF THE REFURBISHED CARS SOLD B2C OVER THE PERIOD



All geographies growing sustainably



■ **France +27%**

- › Strong growth on the refurbished car segment, offsetting the slowdown on pre-registered car one
- › Meaningful exposure to pre-registered car business

■ **Belgium +56%**

- › Refurbished car business deployed a few quarters ago, with massive increase in related volumes (x3 yoy) offsetting the pre-registered car segment weakness
- › Meaningful exposure to pre-registered car business

■ **Spain +117%**

- › Outstanding performance on refurbished car segment, enabled by a massive acceleration of C2B2C sourcing (4x yoy) and expansion of local refurbishing capacities
- › Marginal exposure to pre-registered car business

■ **United Kingdom +46%**

- › Performance on refurbished car segment enhanced by Aramis Group's methods implementation to the local operations
- › No exposure to pre-registered car business



Outlook

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FY2022 guidance reiterated

**B2C REFURBISHED CAR
VOLUMES**

REVENUES

**ADJ. EBITDA MARGIN
(IFRS)**

FY2022

**> +45% YoY
Organic growth**

**>€1.6 Bn
Organic revenues**

~ 1.5%

FY2025
(given at IPO)

**30-35% Organic
CAGR 2021-2025**

**>€3.0 Bn
Organic revenues**

>3.0%



Closing remarks

**VERY STRONG
PERFORMANCE
OF REFURBISHED
CAR BUSINESS**

**ALL GEOGRAPHIES
PERFORMING**

**REFURBISHING CAPACITIES
RAMPING UP**

GUIDANCE REITERATED

MAY 16th, 2022

H1 2022 results



Q&A

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Appendices

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Financial calendar

March 25, 2022
Annual General meeting

May 16, 2022 after market
H1 2022 results

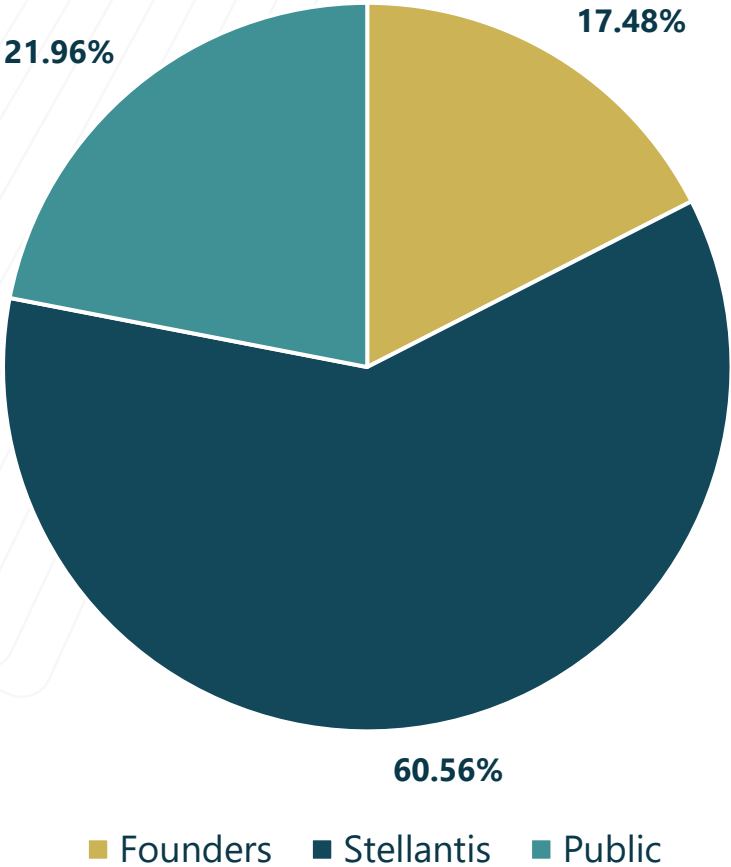
July 26, 2022 after market
Q3 2022 revenues

December 1, 2022 after market
FY 2022 results



Shareholding structure

As at September 30, 2021

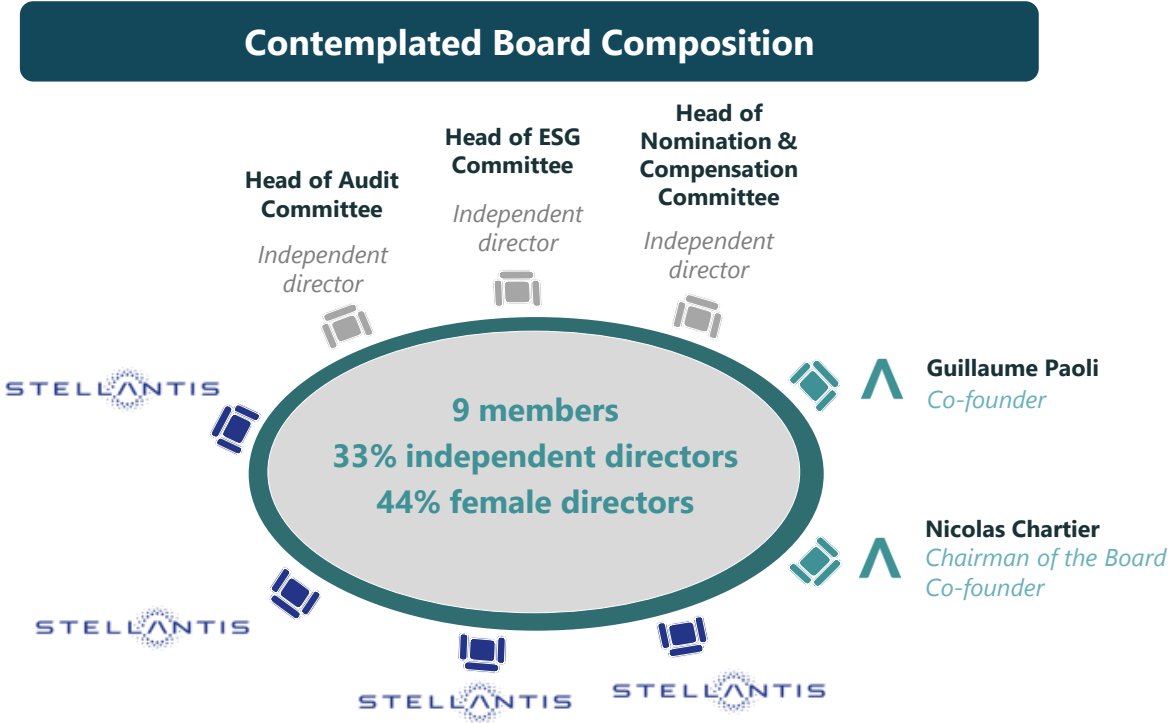


82 828 345
outstanding shares
and voting rights

1 share = 1 vote



Our governance combines CSR and business excellence, to ensure best practices deployment



Governance Structure

- » Governance principles in line with AFEP-MEDEF recommendations at IPO
- » One single class of listed shares



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In this presentation, any references to the Q1 are to the fiscal quarter covered by the Company's quarterly financial statements, starting from 1st October and ending on 31st December.

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