

Q3 2022

REVENUES

JULY 27, 2022

Executive summary



SOLID REFURBISHED
VEHICLE SALES
GROWTH IN A MORE
DIFFICULT MARKET



MAINTAINING AN
ATTRACTIVE
OFFERING FOR
CUSTOMERS,
ACCELERATING STOCK
ROTATION AND
CONTAINING COSTS



CONTINUED
EXECUTION OF THE
STRATEGY TO
FURTHER CAPTURE
THE USED CAR
MARKET'S MASSIVE
POTENTIAL



Business highlights

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Established competitive advantages driving our revenue growth

VERTICALLY
INTEGRATED

EMPOWERED
MULTI-LOCAL TEAMS

100%
CUSTOMER-CENTRIC

2023
in-house
refurbishing
capacity ⁽¹⁾ **132,000**

E-NPS ⁽²⁾ **43**

NPS ⁽³⁾ **69**

ENABLED BY A TECH AND DATA DIGITAL PLATFORM

Q3 2022
REVENUES

€458m

+20%
YoY



Onlinecars, a strategic acquisition at the heart of Central Europe

- ✓ Austria's leading independent B2C used car retailer
- ✓ Strategic and operational alignment with Aramis Group
- ✓ Integration plan to be led by the current Management team
- ✓ Operation entirely financed through an increase in the credit lines made available to Aramis Group by Stellantis

2005

LAUNCH

150,000

VISITORS PER MONTH
ON AVERAGE

> 10,000

USED VEHICLES SOLD PER YEAR

3

CUSTOMER CENTERS

~ €200m

REVENUES

1

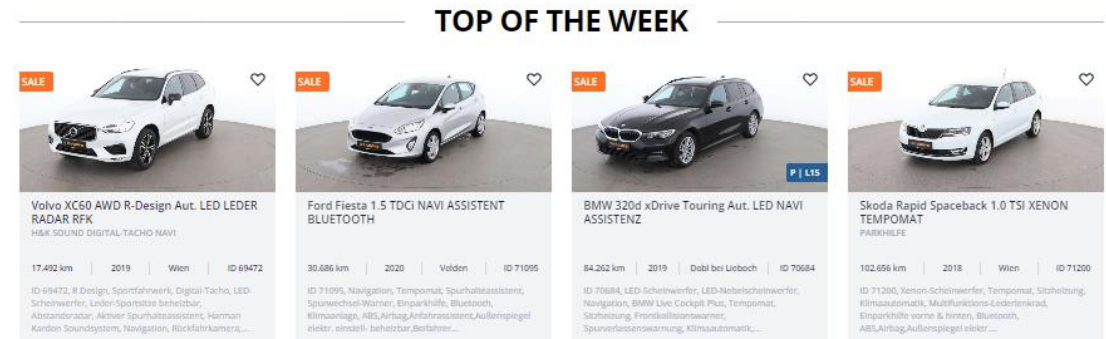
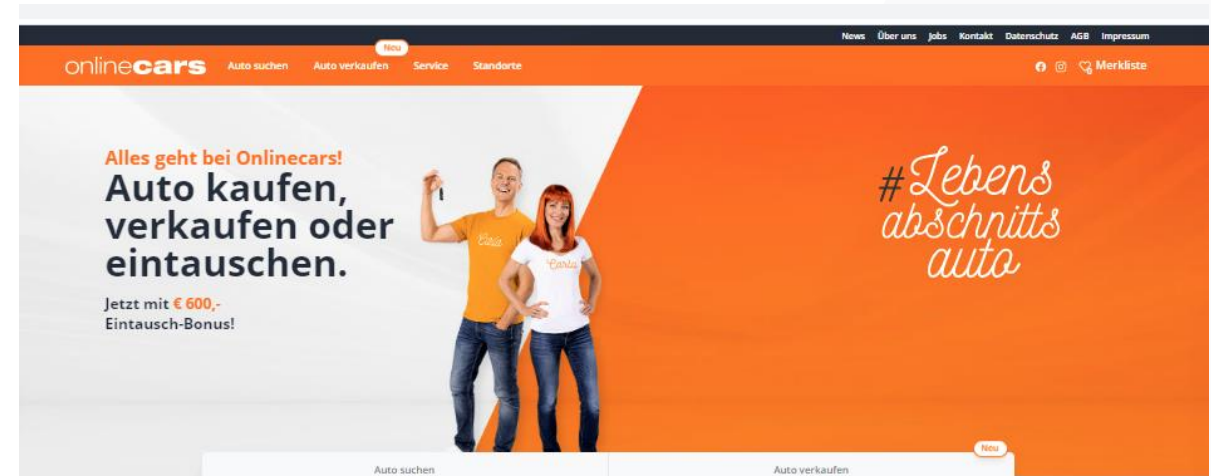
REFURBISHING CENTER

> 3%

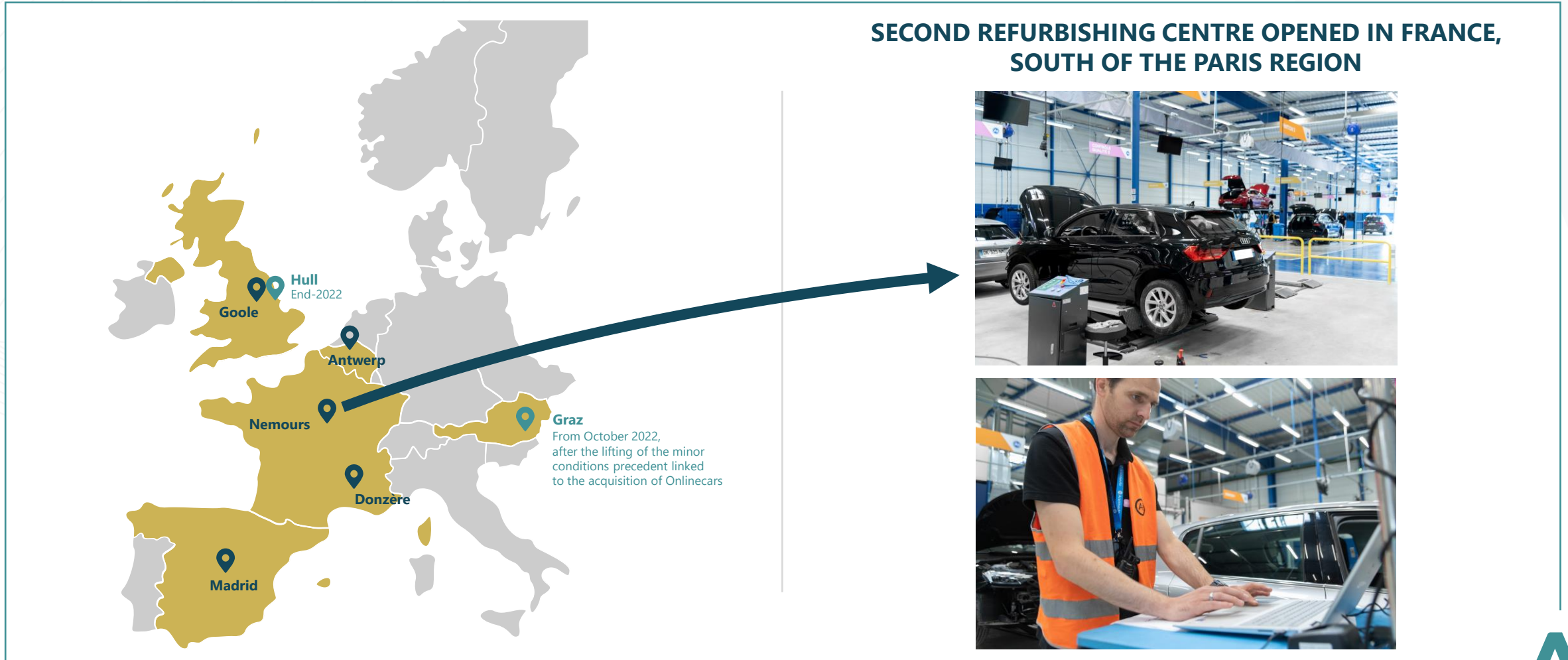
IFRS EBITDA margin

~ 80

EMPLOYEES



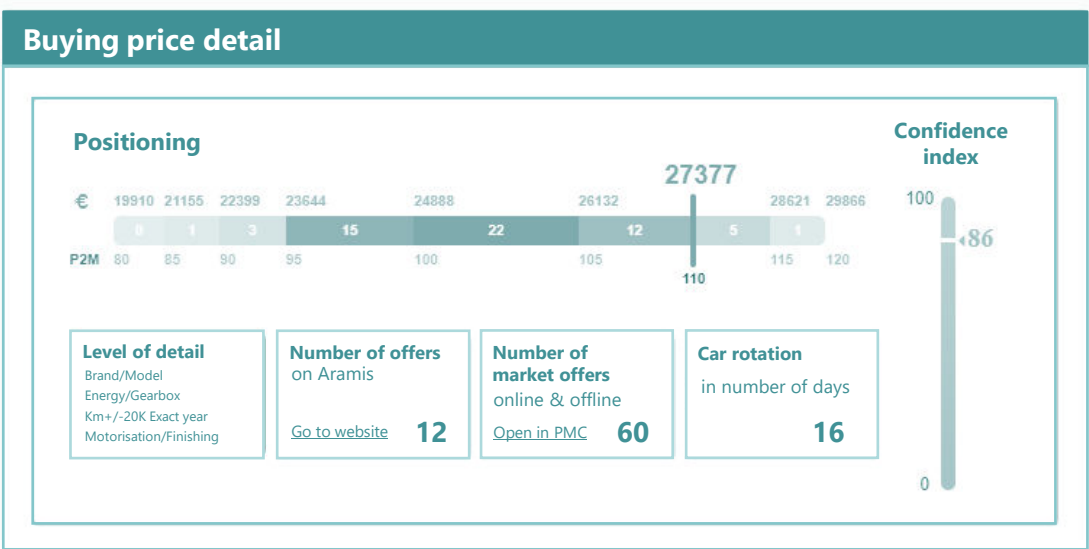
In-house refurbishing capacity at strategic locations across Europe to optimize our lead times, logistics costs and carbon footprint



Continuous improvement of our price prediction algorithms through machine learning, for easier trade-ins and inventory management

SOURCING

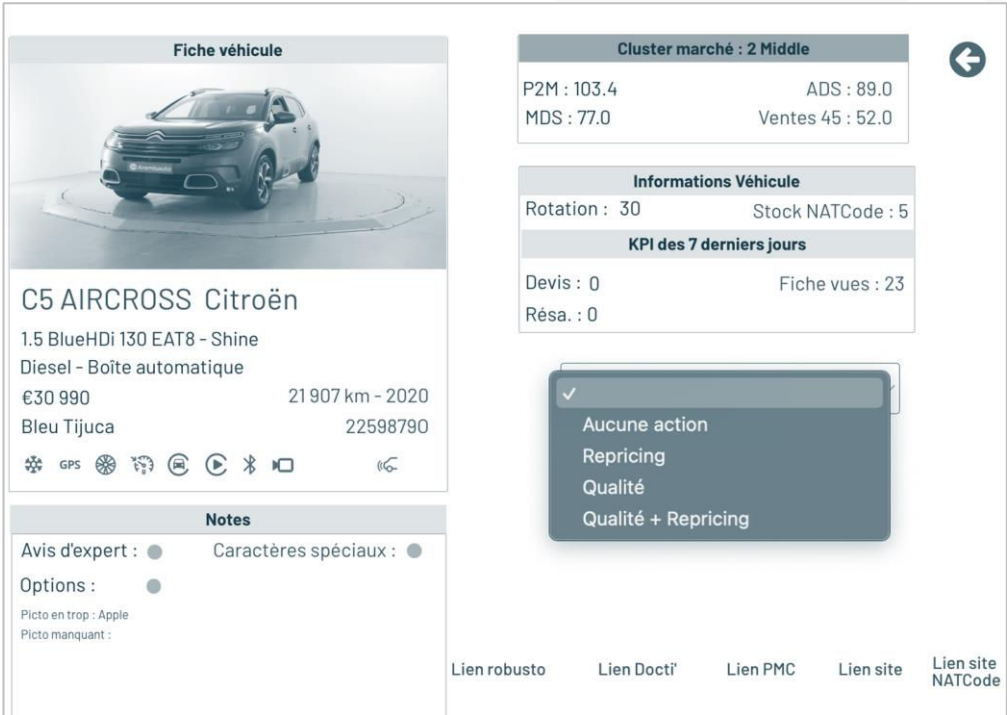
More accurate, faster and dynamic car pricing, with live recommendations on levels and trends delivered to purchasing teams across all our trade-in channels



Better ability to identify cars "to buy" and to offer the most accurate trade-in price to customers

INVENTORY MANAGEMENT

New merchandising tool, which automatically flags up cars with low turnover, low customer interest and potentially out-of-market prices



Faster identification of "bad stock" and more-informed scientifically-based repricing decisions by the teams



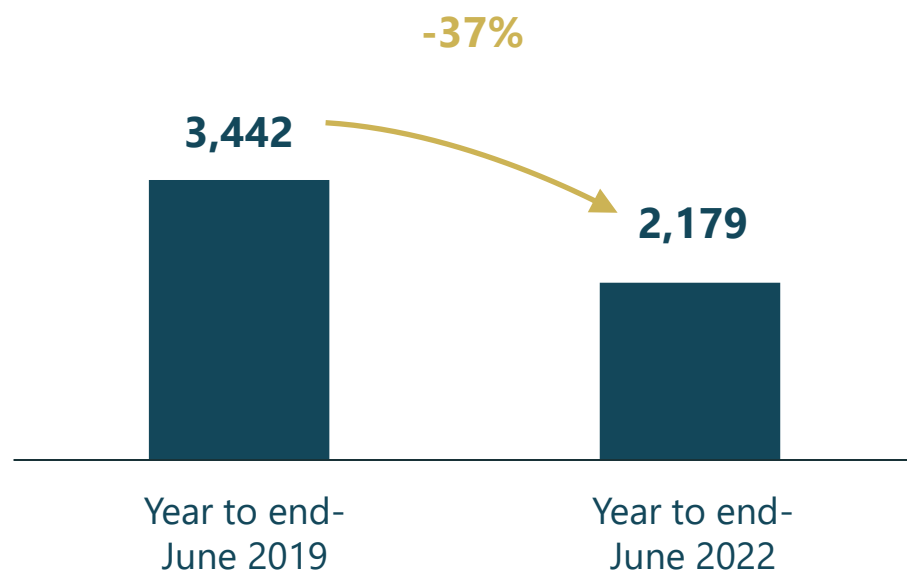
Financial performance review

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Car market even more complex than expected

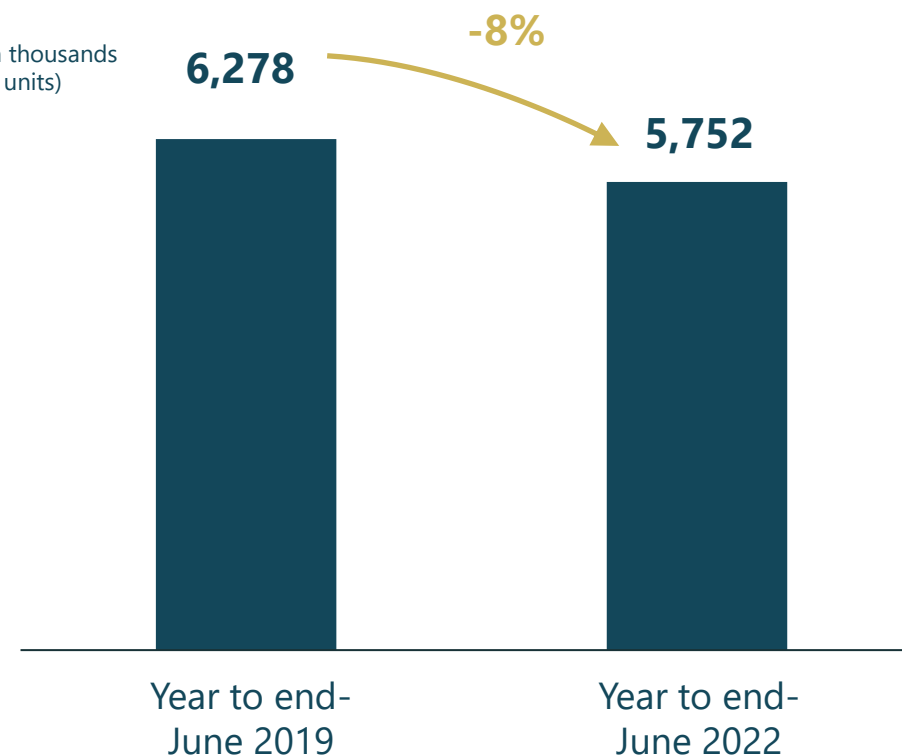
SALES OF NEW PASSENGER CARS ⁽¹⁾

(in thousands of units)



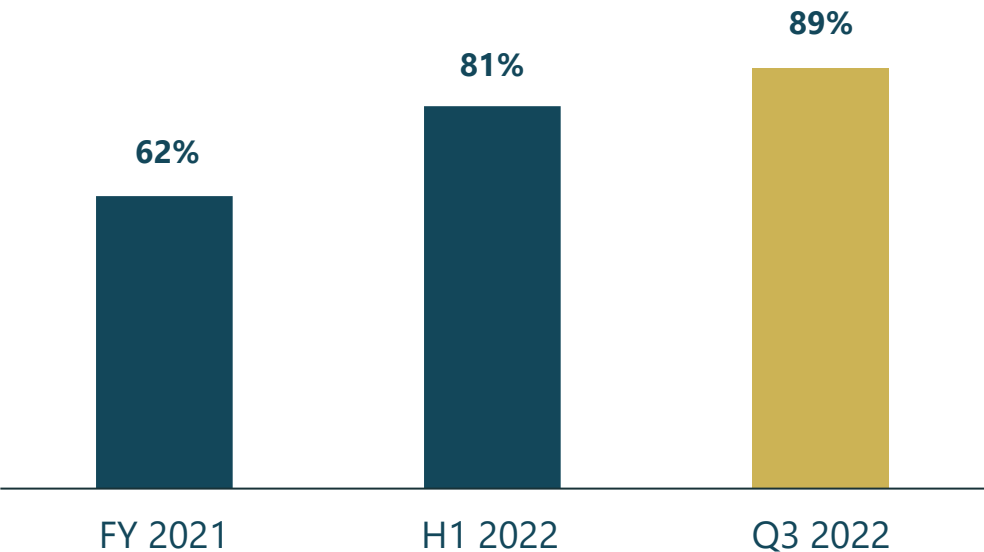
SALES OF USED PASSENGER CARS ⁽¹⁾

(in thousands of units)

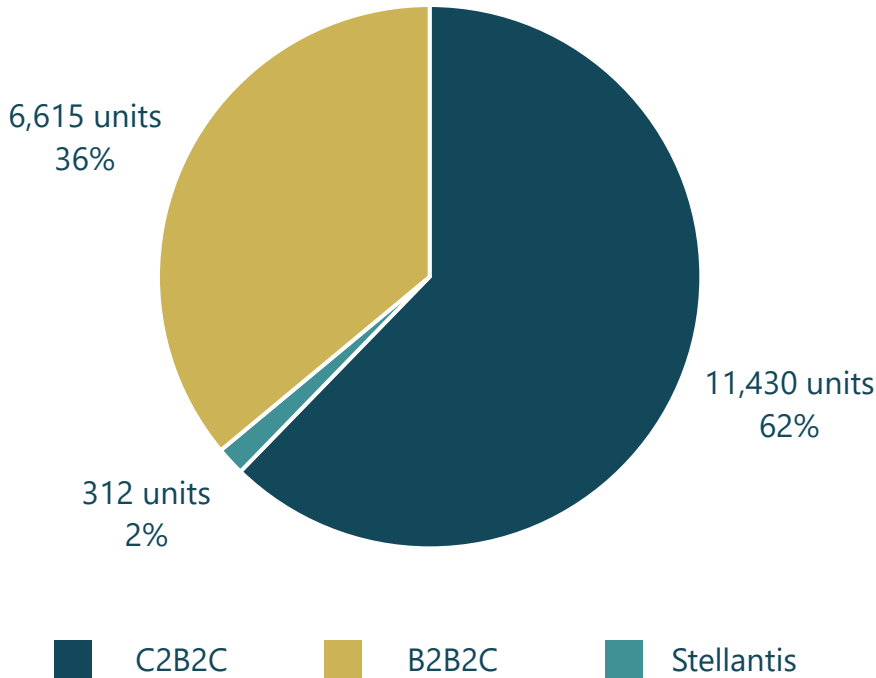


Focus on refurbished cars and sourcing from private customers

PERCENTAGE OF REFURBISHED CARS IN THE TOTAL VOLUME OF B2C CARS SOLD



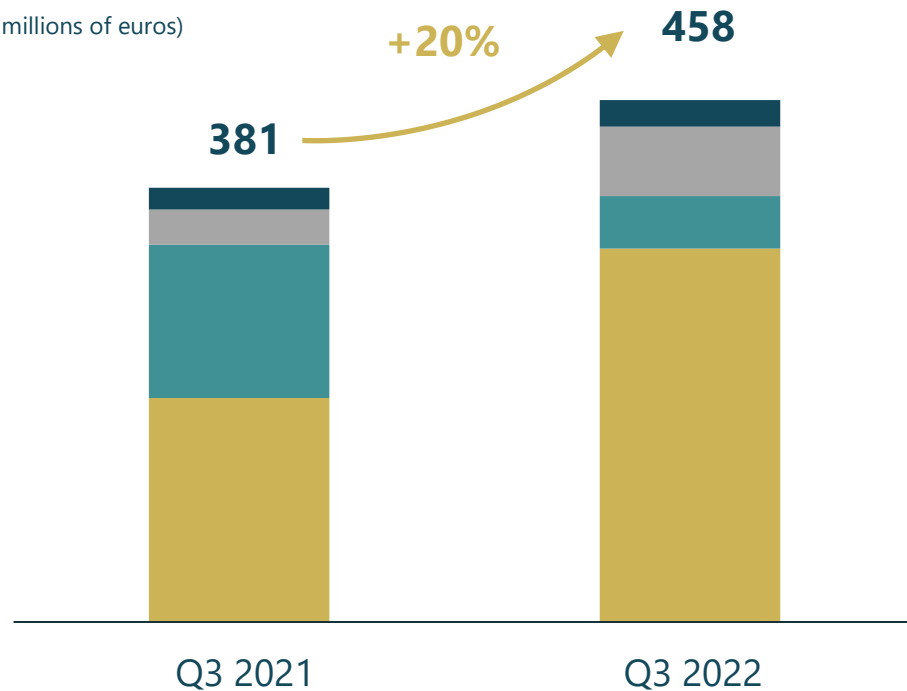
ORIGINS OF THE B2C REFURBISHED CARS SOLD IN Q3 2022



Continued strong growth in refurbished vehicles, but accelerating decline in pre-registered vehicles

REVENUES PER SEGMENT

(in millions of euros)



B2C refurbished +67%

> Volumes +28%

> Prices +30%

B2C pre-registered -66%

> Volumes -75%

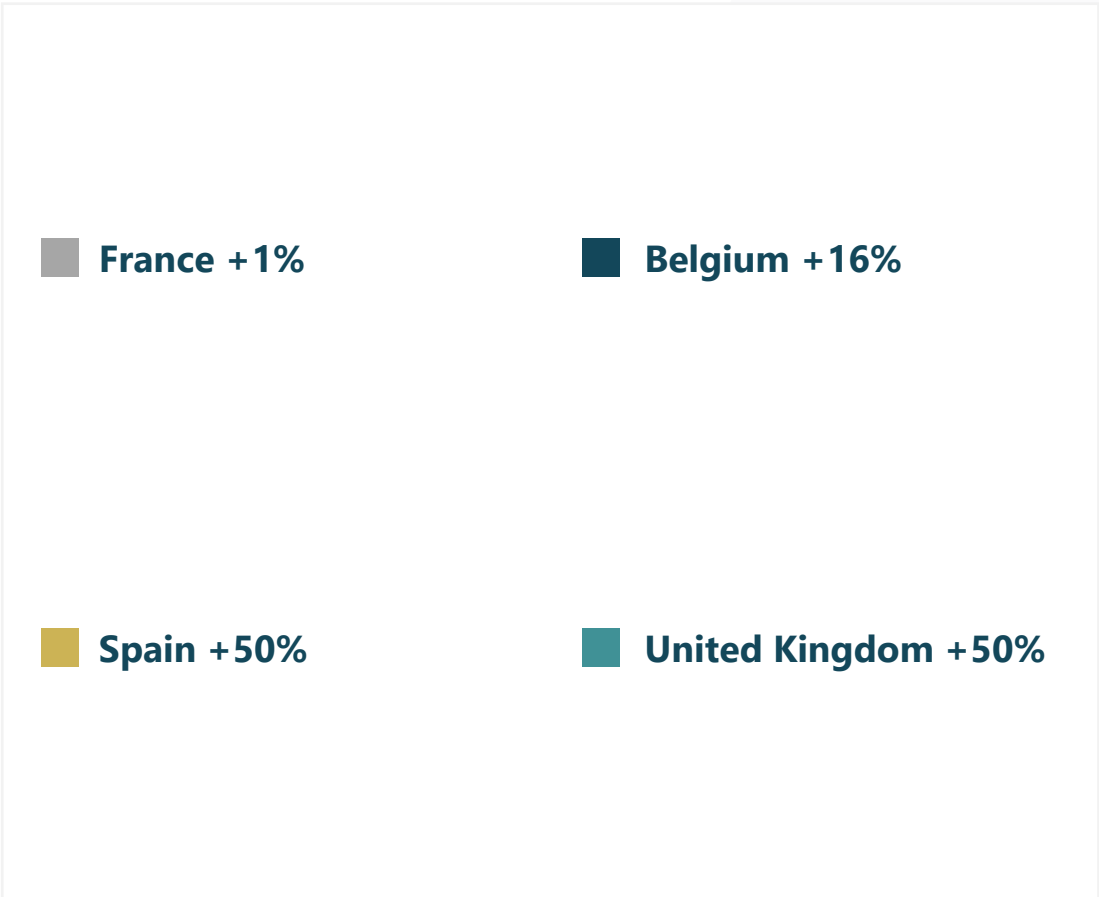
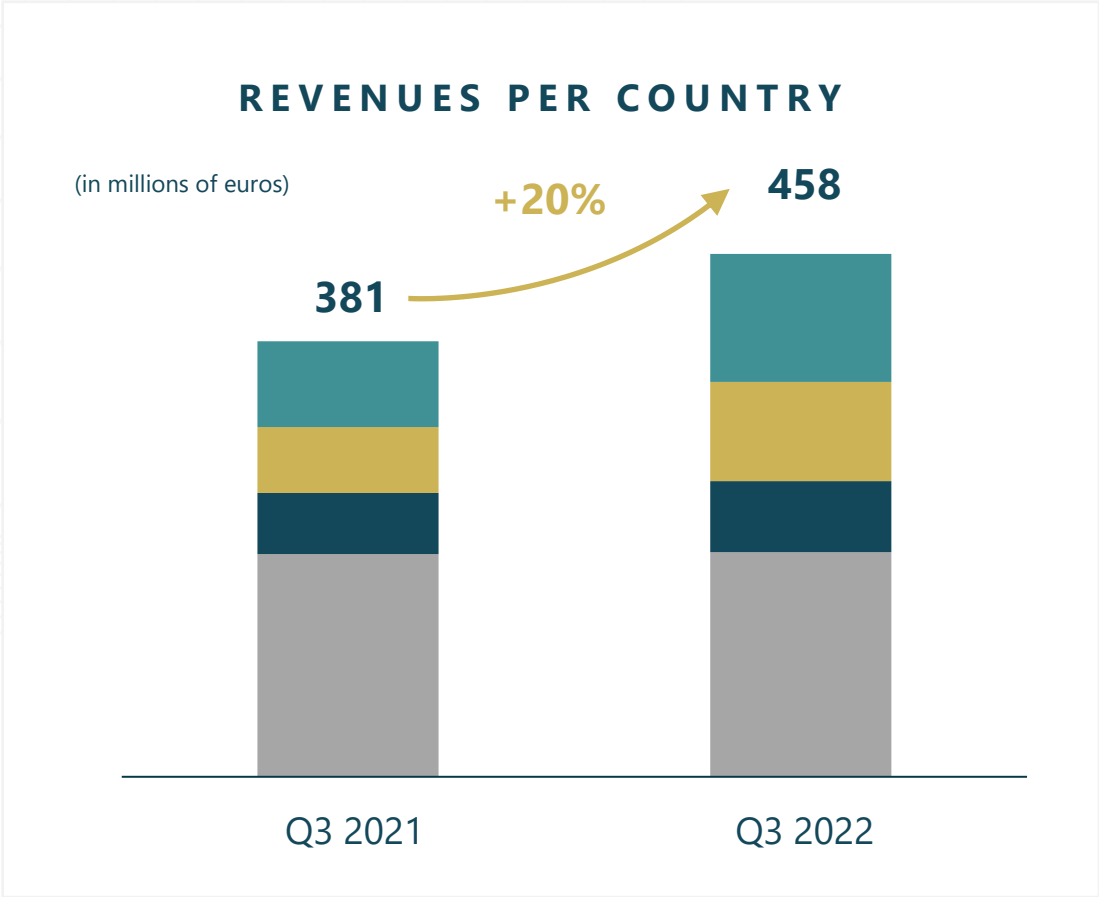
> Prices +36%

B2B +98%

Services +20%



Performance by country reflects the relative exposure to pre-registered vehicles



Outlook

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FY 2022 guidance updated

	FY 2022 (old)	FY 2022 (new)	
REVENUES	> €1.7 billion Organic revenues	> €1.7 billion Organic revenues	Unchanged
B2C REFURBISHED CAR VOLUMES	> +45% YoY Organic growth	c.+40% YoY Organic growth	Updated
ADJUSTED EBITDA (IFRS)	Positive	-€10 to -€12 million	Updated



Q&A

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Appendices

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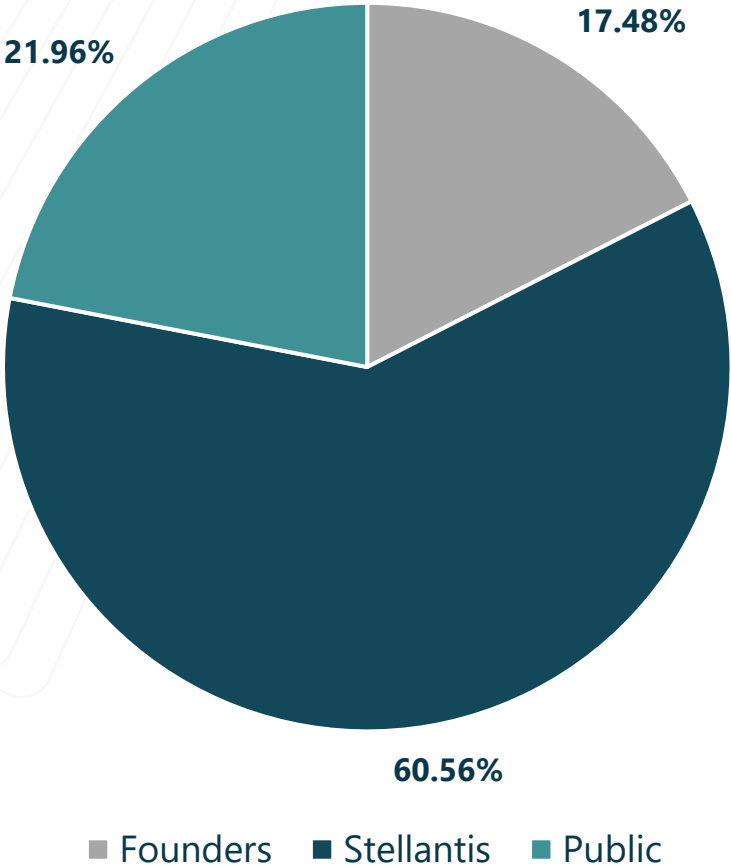
Financial calendar

December 1, 2022 after market
FY 2022 results



Shareholding structure with deep car market expertise and insights

At June 30, 2022



82,856,671
outstanding shares
and theoretical voting rights ⁽¹⁾

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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