



# Q3 2025 REVENUES

JULY 25, 2025



# Executive Summary



## Market slowdown in Q3 2025, moderate growth for Aramis Group

**Slowdown** in the market<sup>(1)</sup> volumes in Q3 2025, with a **-6% YoY** decrease in Aramis Group geographies

Aramis Group B2C volumes up **+2% YoY**, outperforming the market by **+8pp<sup>(1)</sup>**

Aramis Group customer satisfaction at a record level, with an NPS<sup>(2)</sup> of **75**, supported by continued team engagement, illustrated by a strong eNPS<sup>(3)</sup> of **52**



## Heterogeneous performance across Aramis Group countries

**France and Belgium** growing **double digit**

**Spain and Austria** facing specific operational challenges

Deliberate choice to focus on **unit profitability in the UK and in Italy**



## Profitable growth strategy

Continue our 2-pillar **profitable growth strategy** :

**1) Converge** and leverage our **European platform**

**2) “Raise the bar”**, empowering our customers and our teams

Source: S&P Global, Aramis Group

(1) Market for used vehicles less than eight years old in the Group's 6 geographies (2) Net Promoter Score, a widely used indicator measuring customer satisfaction, as of end-June 2025 (3) Employee Net Promoter Score, a widely used indicator measuring employee engagement

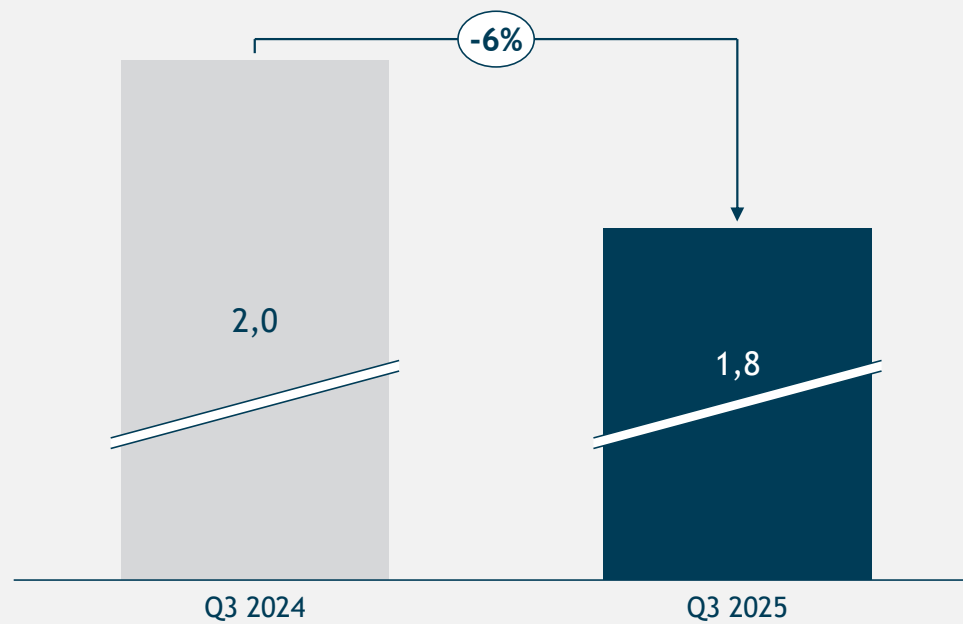
# 01

## Market & business highlights

## Market slowdown in Q3 2025

### Below 8 years used passenger car registrations

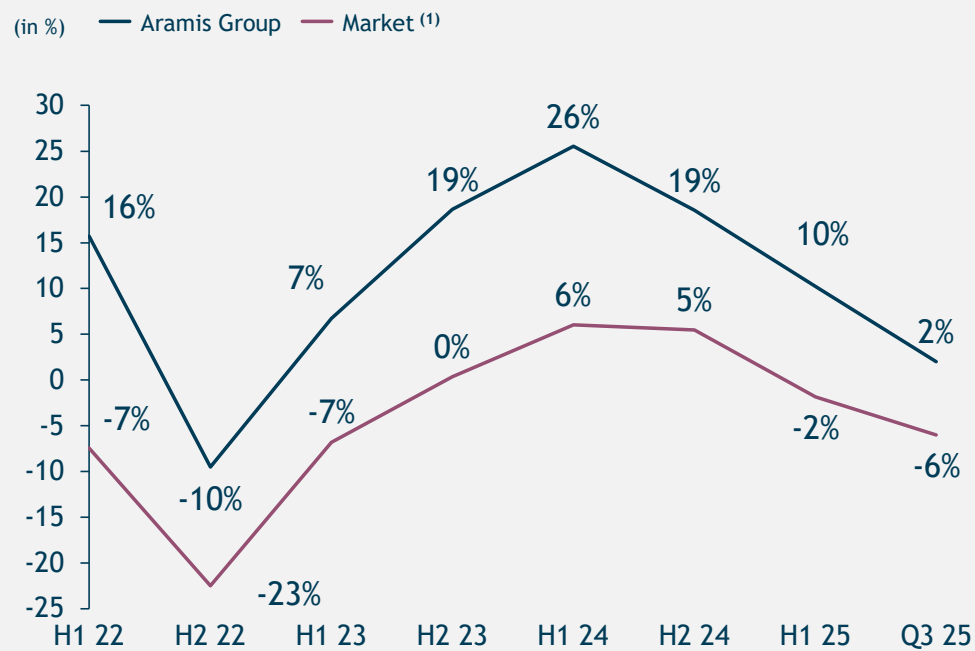
(Aramis Group 6 geographies, in millions of units)



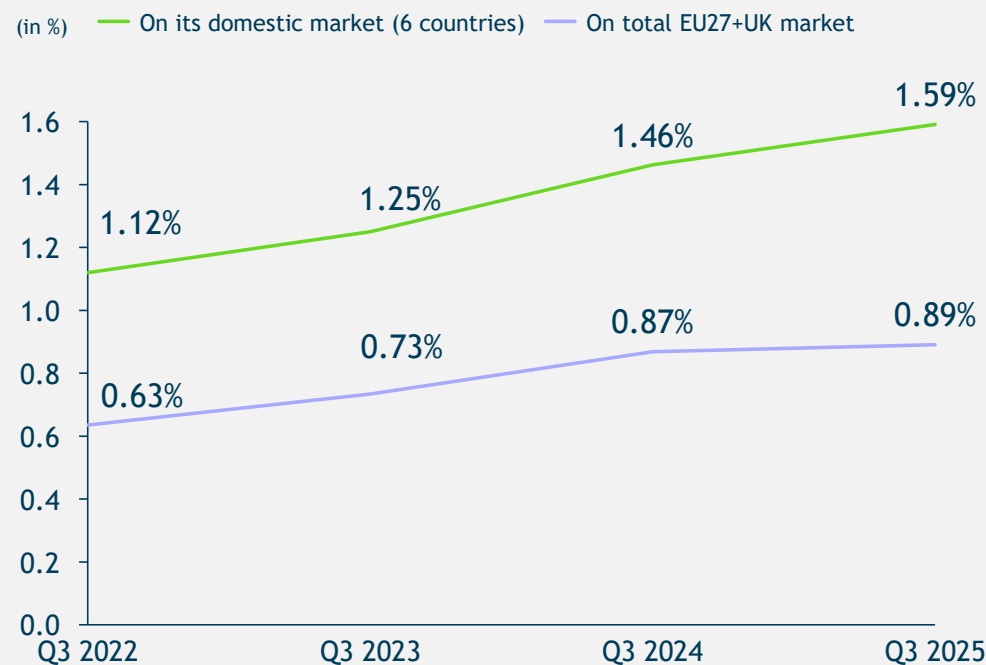
Source: S&P Global, Indicata, Aramis Group

# Aramis Group outperforms the market despite a challenging environment

Aramis Group volume growth vs. the market<sup>(1)</sup>



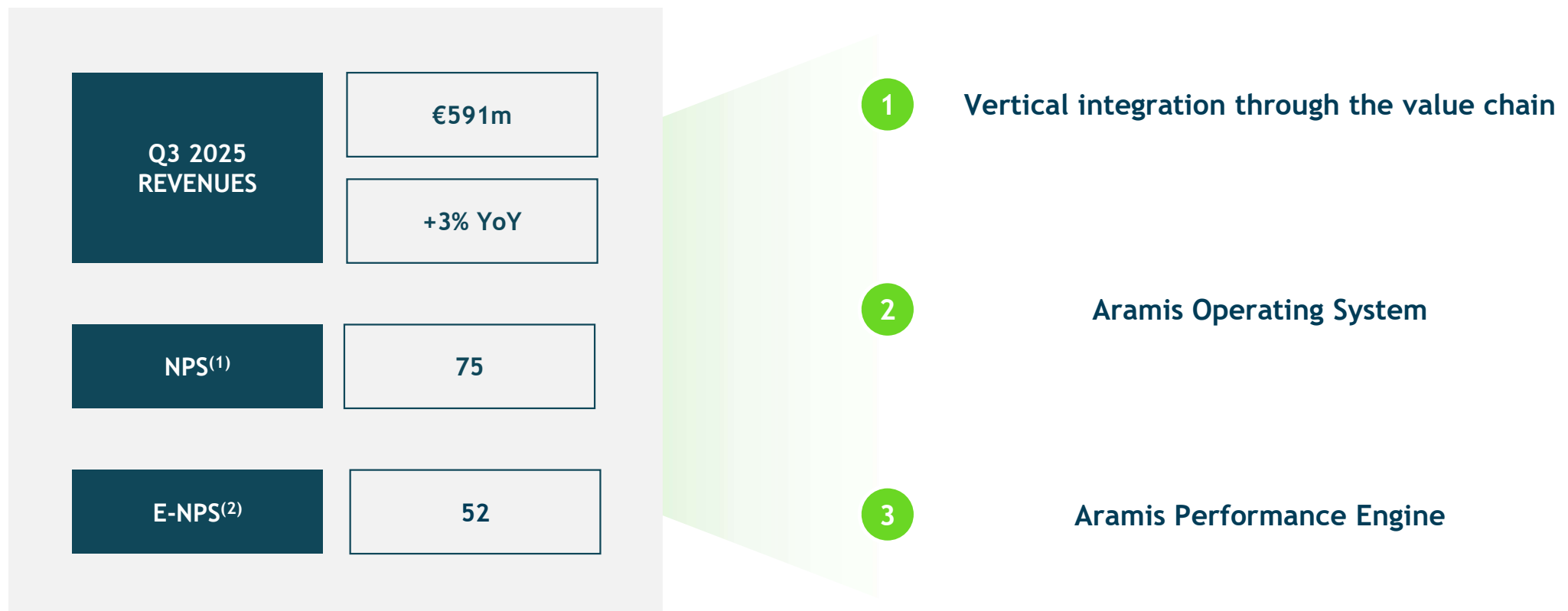
Aramis Group market share for < 8 years old used cars



Source: S&P Global, Aramis Group

(1) Market for used vehicles less than eight years old in the Group's 6 geographies

## Revenue growth at +3% YoY in challenging market conditions, while customer satisfaction reached record levels thanks to our unique three-fold model



Source: Aramis Group

(1) Net Promoter Score, a widely used indicator measuring customer satisfaction, as of end-June 2025 (2) Employee Net Promoter Score, a metric to measure employee engagement, as of end-June 2025

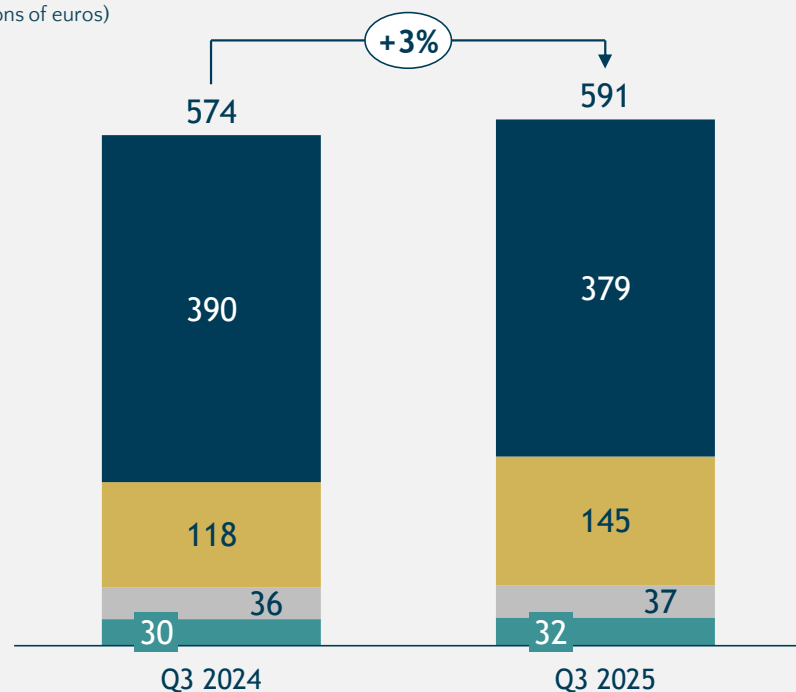
# 02

## Financial performance

## +3% growth supported by strong performance in pre-registered sales, partially offset by a less dynamic refurbished segment

### Revenue per segment

(in millions of euros)



**B2C refurbished -3%**

>Volumes -2%

>Prices / mix -1%

**B2C pre-registered +22%**

>Volumes +15%

>Prices / mix +6%

**B2B +2%**

**Services +6%**

>Financing penetration  
at 44%

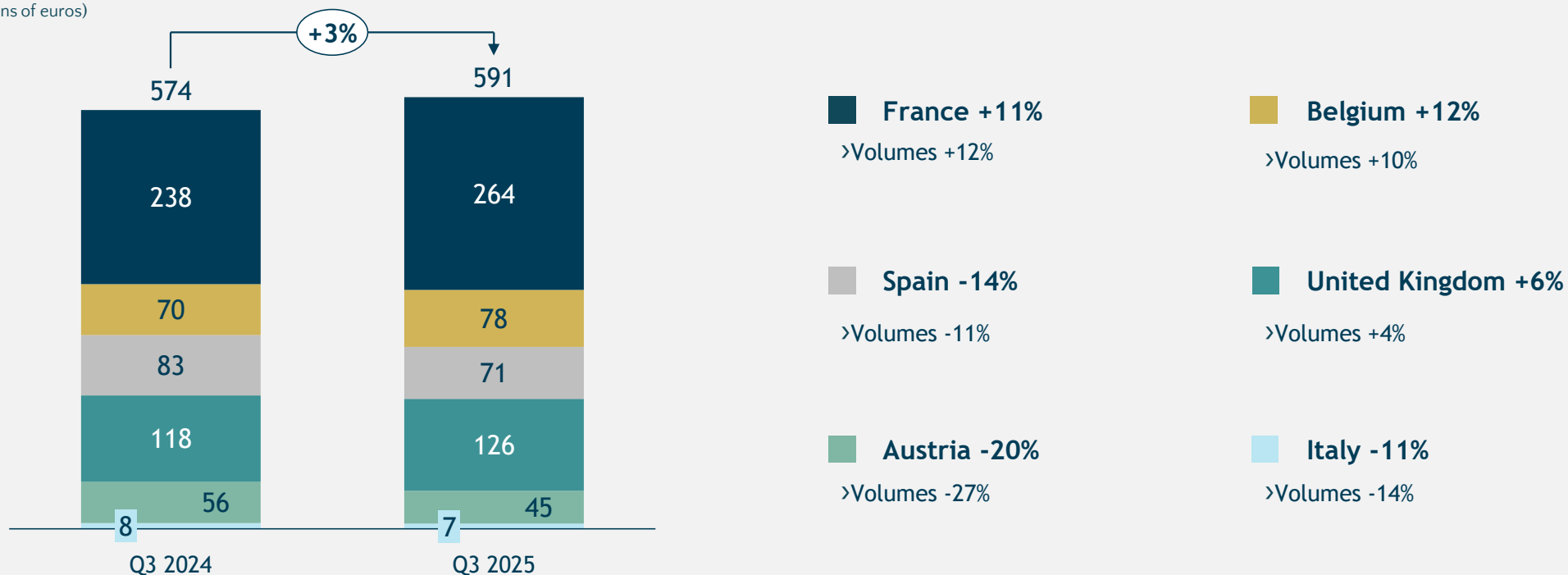
Source: Aramis Group



## A diversified European footprint enabling the Group to navigate heterogeneous local challenges

### Revenue per country

(in millions of euros)

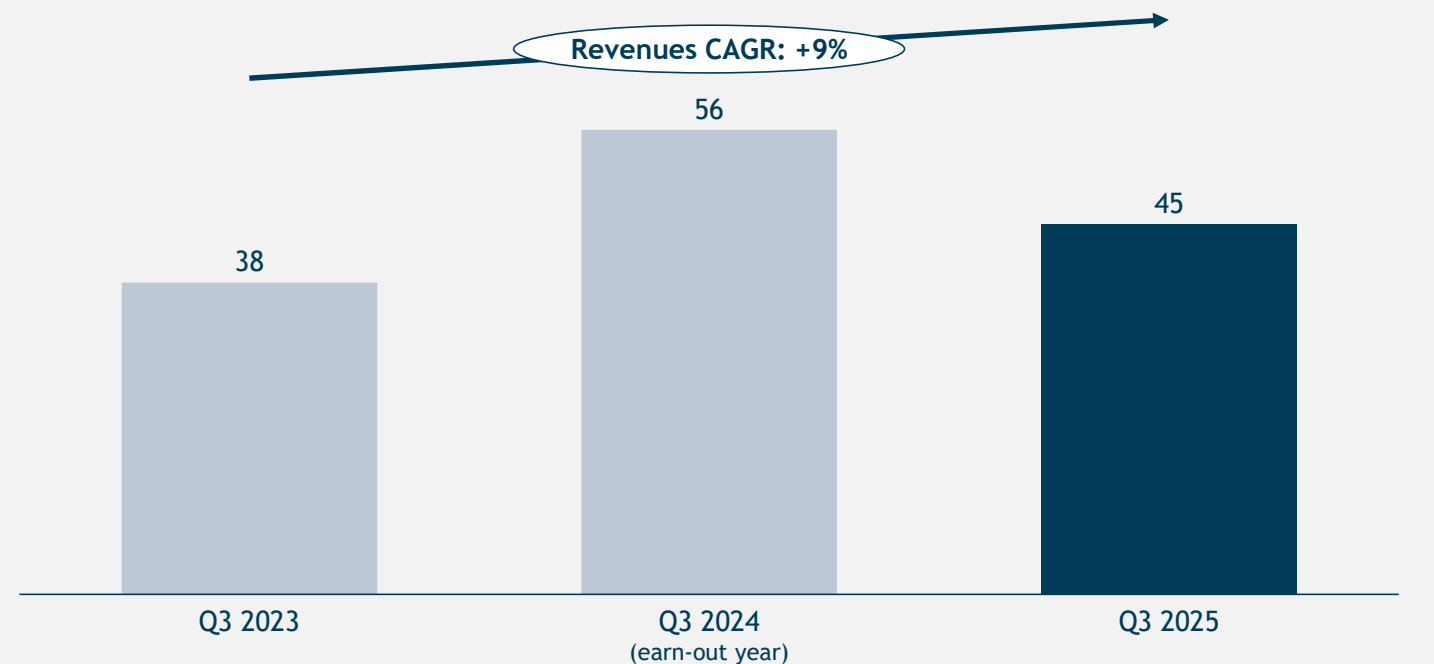


Source: Aramis Group

## Focus Austria - Negative base effect and ongoing transition

### Austria: unfavorable revenues base effect following an exceptional 2024 in an earn-out context

(in millions of euros)



Source: Aramis Group

### Context : ongoing transition

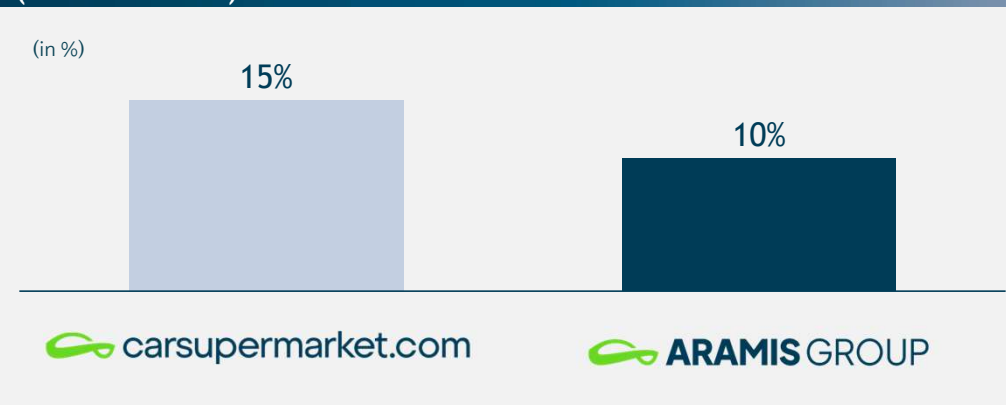
- July 2024: appointment of **new Austria co-CEO**, after departure of incumbent co-CEO
- January 2025: **departure** as planned of the **founder** in January 2025

### Main areas of focus

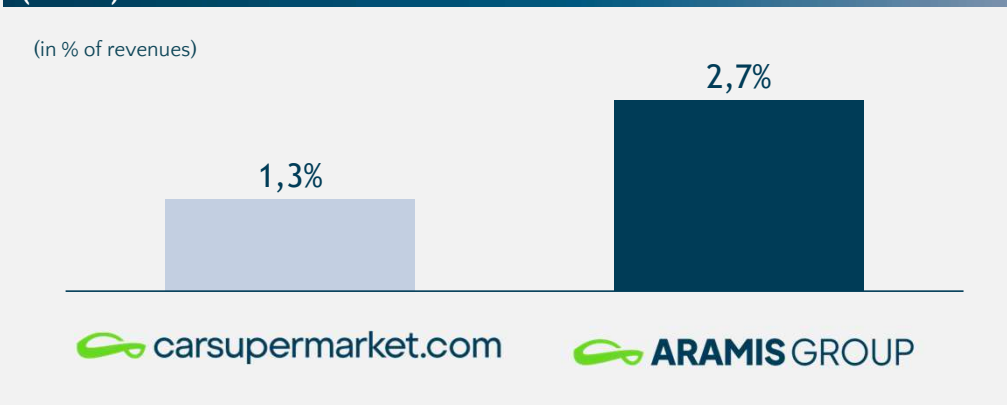
- 1 Consolidate management team
- 2 Diversify sourcing channels

## Focus UK - Priority on unit profitability in the short term

B2C volumes growth CarSupermarket.com vs. Aramis Group  
(H1-25 vs H1-24)



EBITDA margin CarSupermarket.com vs. Aramis Group  
(H1-25)



### Main areas of focus

1

Quality of sourcing and pricing

2

Customer acquisition

Source: Aramis Group

# 03

## Outlook

## In a nutshell

- 1 Moderate **growth driven by France and Belgium** amid a Q3 market slowdown
- 2 Targeted efforts to navigate operational challenges in **Austria and Spain**
- 3 Prioritization of **unit profitability** in the **UK** in the short term

Source: Aramis Group

## Mid & long-term guidance

	2025 <i>(updated on July 7th)</i>	2027
Refurbished volumes	Mid single digit organic growth	Double-digit organic CAGR growth for 2024-2027
Total B2C volumes	Mid single digit organic growth	High single-digit organic CAGR growth for 2024-2027
Adjusted EBITDA	Close to €65 million	c.5% of revenues
Operating working capital (in days of revenues)	Continuous improvement	

Source: Aramis Group



# 04

## Q&A

## Appendices



## Financial calendar

November 26, 2025 (after market)

**FY 2025 results**

## Aramis Group's key investment highlights

- 1 Bold, entrepreneurial vision, drive and team
- 2 Vast, resilient and fragmented market offering boundless growth potential
- 3 Future-proof value proposition that customers love
- 4 Unique business model, Operating System and Performance Engine enabling profitable scale
- 5 Clear strategy for profitable growth: converging, leveraging our scale and raising the bar to further enhance operations



## Our model is sustainable by design

### For our customers

we provide **affordable and lower-impact** mobility options

### For public stakeholders

we offer **scalable answers** to challenges in ecological transition

### For our teams

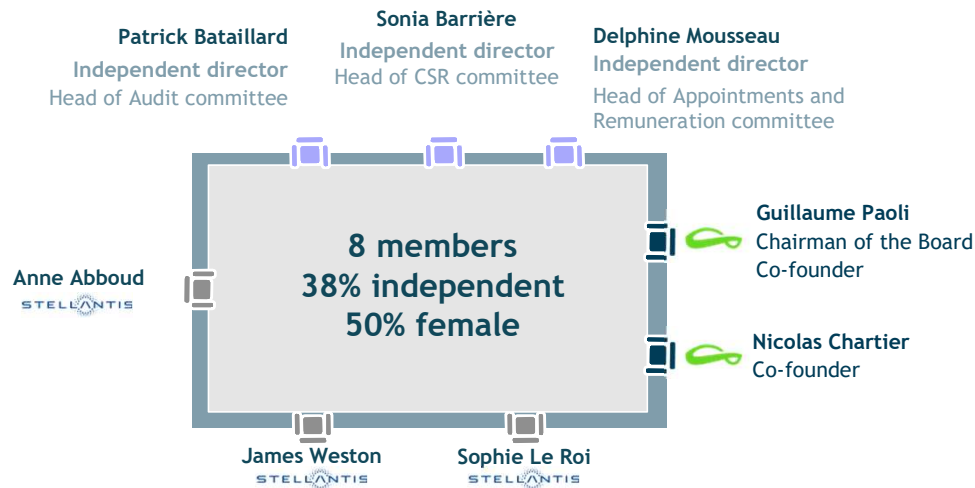
we foster **personal growth and meaningful work** aligned with the green transition

### For investors

we bring **measurable impact, pragmatic transparency, and long-term value**

# Governance bodies that combine operational excellence with a sustainable development approach

## Board of Directors composition



## Governance structure

- Governance principles aligned with AFEP-MEDEF recommendations
- One single class of listed shares

## Specialized committees

### Board of Directors



### Appointments and Remuneration committee

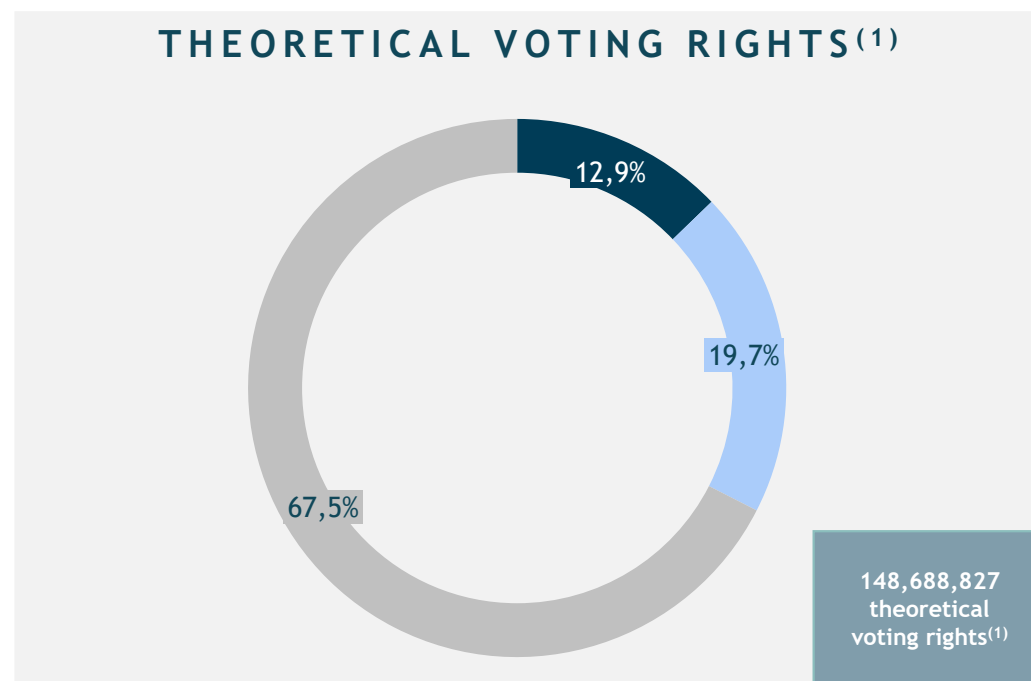
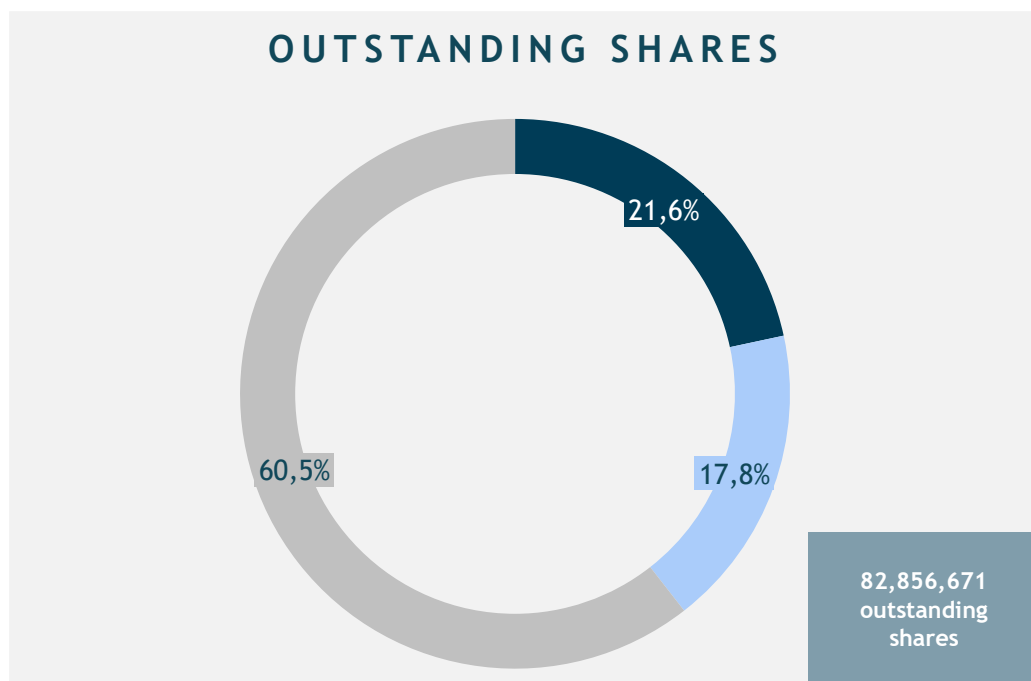
### Audit committee

### CSR committee

- **Oversee** the Group's sustainable development plan
- **Assess** CSR risks and refine non-financial KPIs and reporting
- **Review** the Non-Financial Performance Statement and track CSR governance indicators
- **Ensure** CSR regulatory compliance and evaluate multi-year strategic initiatives

## Shareholding structure with deep car market expertise and insights

As of June 30, 2025



Public Founders Stellantis

(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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