



ARAMIS Q3 2025 Revenues

Friday, 25th July 2025

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Operator: Welcome to the Aramis Group Q3 2025 Conference Call. My name is Alan and I will be a coordinator for today's event. Please note this call is being recorded, and for the duration, your lines will be on listen-only. However, you will have the opportunity to ask questions at the end. This can be done by pressing star one on your telephone keypad. If you require assistance at any time, please press star zero, and you'll be connected to an operator.

I will now hand you over to your host, Fabien Geerolf, to begin today's conference. Thank you.

Fabien Geerolf: Good morning, everyone. Thank you for joining us today for Aramis Group's Q3 2025 revenues presentation. I'm Fabien Geerolf, Chief Financial Officer of the Group. And today with me to comment on this Q3 performance, Guillaume Paoli, co-founder and co-CEO of the company.

Before starting the usual reminders. This conference is recorded, accessible both over the phone and internet. A replay will be made available on the company's website at www.aramis.group. The slideshow is available on the website for download.

Let me also remind you that today's presentation contains forward-looking statements and that future results may differ materially from the statements or projections made on today's call. In particular, the risk factors that could affect those statements are described in our 2024 Universal Registration Document filed with the French Financial Markets Authority. This presentation will be, of course, followed by the usual Q&A session.

Finally, I remind you that Aramis Group has a non-calendar fiscal year with annual results closing at the end of September. As a consequence, the Q3 2025 revenues we are going to report today refer to the calendar period from 1 April 2025 to 30 June 2025.

I now leave the floor to Guillaume that will drive you through the main business and market highlights.

Guillaume, please go ahead.

Guillaume Paoli: Thank you, Fabien. Good morning, everyone, and thank you for being with us today. Well, it has been a more challenging quarter for the European used car market, which contracted by 6%. We're now on slide two.

Despite this headwind, Aramis Group delivered a +2% growth in retail volumes, representing an eight-point outperformance versus the market. Customer satisfaction, which is the core purpose of our group and key to long-term profitable growth, reached a new record high with an NPS of 75, thanks to our 2,400+ highly committed and engaged team members. These results are a combination of uneven performance across our geographies, with external factors playing[?] [03.04] in, local operational challenges, and also deliberate choice to improve, here and there, unit profitability to ensure healthy growth going forward.

Finally, we're continuing to execute our profitable growth strategy, as shared last November during our Capital Markets Day, built on strategic pillars. We are converging on our operating system, levelling up performance progressively across our geographies. We are leveraging

our European scale, bringing new benefits to customers and creating value for the group, and we are raising the bar, improving our model from sourcing to delivery.

Together, these pillars are helping us navigate a more volatile market environment while preparing the group for long-term success.

On slide number four now, let's begin with the broader market context. The European used car market for vehicles – slide number four, please, Operator. The European used car market for vehicles under eight years declined by 6% year-on-year in Q3. This is the result of continued macroeconomic uncertainty and pressure on consumer purchasing power. Despite this, we grew our B2C volumes. This is due to the resilience that comes from our flexible integrated vertical model, which allows us to adjust quickly to shifts in supply and demand. Also, our focus on short stock turn ensures that we can maintain a healthy margin structure.

So, while the context is somewhat difficult, our fundamentals are strong, and our outlook remains constructive for the quarter ahead.

Moving to slide number five, please. Let's now zoom in on our performance. Slide number five, please. Okay, I understand there's a kind of lag. Okay, sorry about that. In Q3, our retail volumes rose by 2%, an eight-point outperformance. This is absolutely not a one-off. Over the past three years, Aramis Group has consistently outperformed its reference market, both in terms of volume and revenue. This is made possible by our integrated model. As I said, we have diversified sourcing channels, giving us a steady supply of cars, even when others face shortages. Our refurbishment centre operates at industrial scale and enables us to turn around cars quickly and cost effectively. Our digital platform attracts more than 70 million visits per year, enabling us to serve customers at scale.

All this results in tangible growth. We delivered over 29,000 cars for private customers in Q3. We are not only gaining market share, we are doing so in a way that is disciplined and margin-aware, with a long-term focus on customer satisfaction.

On slide number six, Aramis Group achieved a +3% year-on-year revenue growth, despite this adverse market context I was discussing. Customer satisfaction reached a historic high, with a net promoter score of 75. So, our investments in experience, quality, and transparency are paying off. At the same time, our employee engagement, measured through Employee Net Promoter Scores, remains high at 52, well above industry benchmark. This dual satisfaction is not coincidental. It results from our unique three-fold model, with a vertical integration, a proper proprietary operating system, and a high-performance culture, customer-centric, with embedded lean principles and local empowerment.

And I'll now hand the floor over to Fabien for more details on the top-line results.

Fabien Geerolf: Thank you, Guillaume. I'm now on slide eight for more details on the revenues by segment.

Overall, our B2C sales are up by 3% versus left year in Q3. B2C refurbished volumes decreased by 2%, resulting from a combination of adverse factors during this quarter – an overall context of market slowdown in Q3, as explained by Guillaume earlier; our decision to prioritise unit profitability over growth, particularly in the UK and in Italy; temporary challenges in Spain and Austria. We will explain in more detail those country specifics in the next slide.

The refurb growth has also been slowed down in France and in Belgium by the dynamism of the pre-registered segments, which grew by 22% in the first quarter, above our expectations. This strong pre-registered growth demonstrates the group's know-how in seizing the opportunities in these specific market segments, and despite adverse market conditions.

B2B revenues increased by 2%. The B2B segment activity, which has been decreasing in the past two years, is now slightly growing again, driven by the volume of vehicles purchased from private customers as we are further developing this sourcing channel in several countries.

Finally, revenues from services increased by 6%, driven by the B2C volume growth and the increased penetration of financial services versus last year's Q3 from 42% to 44%.

I'm now on page nine, to take a closer look at the revenues by country.

During Q3, we had significantly divergent growth rates from one country to the other. In France, revenues were up by 11% in Q3, in a market declining by 5%. This growth is based on solid foundations all along the value chain, from sourcing to sales.

France has intensified the rollout of its point of sales, with four new locations open in the fiscal year. In Belgium, volumes increased by 10%, driven by both refurbished and pre-registered segments. This growth was also supported by the sales of cars coming from other countries of the group, through the internal marketplace, that the group continues to rollout and improve.

In Spain, volumes decreased by 11% versus 18% growth rate generated in the previous quarter as a result of two factors. First, we had a Q2/Q3 phasing effect, this year versus previous year, due to Easter period that was moved from Q2 to Q3 and had a specific impact in Spain. Second, the business is still impacted by the October 2024 floods in Spain, which delayed, by several months, the opening of our refurbishment centre in Valencia. Now that the reconditioning centre was finally opened in 5 May 2025, we experienced a more positive dynamic towards the end of the quarter.

UK slowed down by 15% – sorry, slowed down from 15% growth rate in H1 to 4% in Q3. And Austrian volumes decreased by 27% year-on-year. We will cover specifically these two specific situations in the next two slides. And finally, in Italy, B2C volumes went down by 11%. However, if we include the deliveries to other countries, the volumes are still growing by 17% year-on-year.

We have continued to improve the unit economics during the quarter in order to set a sound basis for future growth.

Page ten, let me deep dive on Austria before handing it over to Guillaume for the UK. In Austria, volumes in Q3 went down by 27% for two reasons. First, because 2024 was a non-normative year as Austria benefited from non-recurring deals that boosted our growth in this year, but has not been re-conducted in fiscal year 2025. Second, because 2025 is clearly a transition year, where first, our new management team is ramping up after the departure of the founder still deeply involved into business operations until January 2025; and second, because our sourcing channels are being diversified as the country was heavily relying on a limited number of significant suppliers, creating variability in the sourcing performance.

In the last six months, the sourcing has been consistently diversified, and the country will carry on in the next few months with, among other things, the development of C2B activities. You can see here on the graph that despite those very specific circumstances, Austria over the last two years has still been growing at a 9% average rate at Q3.

And now, I hand it over to Guillaume to dig deeper into the context in the UK.

Guillaume Paoli: Thank you, Fabien. We are now on slide 11, going to take a closer look at our UK business.

The UK has been growing at 20% in fiscal year 2024 and 15% in fiscal year 2025 H1, but without generating significant additional EBITDA for two main reasons. First, unit margins are clearly below what we can achieve elsewhere within the group. And second, this growth has been partially made through unproductive marketing investments. In the coming months, we will focus our efforts on the quality of our sourcing, which is a key component of the business, probably the most important part of the business. We want to progressively eliminate our lowest-margin sourcing channels and substantially accelerate the development of the most profitable sourcing channels, such as part[?] [13.30] exchange.

The quality of our pricing, we continue investing in our tools and our teams to improve the selection of cars and improve also our pricing and re-pricing discipline. We also intend to better rationalise our marketing expenses. We will cut some of the low value generating channels while concentrating and focussing our efforts on the most profitable one. As a side note, we have indicated that we have signed an agreement to purchase the remaining 40% of CarSupermarket's founder at a fixed price of £30 million, in line with our assumption in H1 2025 financial books.

At this occasion, I would like to warmly[?] [14.18] Phil Wilkinson, the founder, for the collaboration that we had during the last four years.

Now let's move on, on slide number 13. Let us now step back and summarise.

Well, the macro environment has become tougher than we anticipated at the start of the year. Demand in the used car market is down across Europe, and our six geographies are facing different local realities. In this context, we are adapting country by country, dealing with operational issues that are weighing in on volumes and profitability. But we are staying disciplined. The environment is more volatile, yes, and we see that we have a long-term upside, but the second half of the year will be a little more modest than the first.

Our priority remains unchanged: profitable growth and keep improving our operational model.

And to conclude, let's go now on slide number 14. Let's review our updated guidance for fiscal year 2025, which we announced on 7 July. In line with the Q3 trends, we now accept[?] [15.22] mid-single digit growth in refurbished car volumes; mid-single digit growth in total B2C volumes - previously it was high-single-digit; an adjusted EBITDA close to €65 million, previously was above €65 billion; and an unchanged target of continued and progressive improvement in operational working capital measured in days of revenue.

This guidance reflects short-term headwinds, but also our ability to remain on course. We are investing in the right priorities: brand, teams, digital platform, AI, to enhance customer experience and team efficiency. And we are managing with discipline, keeping SG&A under control, improving stock turns, and optimising capital use.

Our long-term ambition is unchanged: to build a European leader for used car mobility, both profitable and sustainable.

We thank you very much for your attention and for your continued support. And we can now move on to Q&A. We'll be happy to take your questions.

Questions and Answers

Operator: Thank you. If you'd like to ask a question or make a contribution on today's call, please press star one on your telephone keypad. To withdraw your question, please press star two. You will be advised when to ask your questions.

We will take our first question from Christophe Cherblanc, Bernstein. Your line is open. Please go ahead.

Christophe Cherblanc (Bernstein): Yes, good morning, Guillaume. Good morning, Fabien. Two questions from my side. The first one is on the UK market. You're announcing the buyout of the minorities in Motordepot. In the past, we've seen that such situations were creating a loss of momentum. So, are you concerned that's going to happen in the UK? And what can you do to avoid what we saw in other markets? That's the first question.

And the second one was on the internal marketplace. Can you update on the extent to which this is a big part of your setup? What is the share of the internal marketplace in the supply of France, UK, Belgium, etc.? That would be super helpful. Thank you.

Guillaume Paoli: Thank you, Christophe. Thank you for your question. So, regarding the UK, I would say that typically after the departure of a founder, it's true that there is a managerial transition that can give some turbulence regarding the operation, as we have seen in Austria. In this case, the founder was not really involved in day-to-day operations. So, we don't anticipate managerial turbulence. But as Fabien has explained, we really want to improve the unit profitability in the UK.

We see a lot of opportunities to buy in a more disciplined way, to understand better what we're doing in purchasing and pricing with better tools, better know-how, and we're sharing group expertise. This is going to take some time. So, the slowing of growth that we see in the UK is more or less unrelated with the departure of the founder.

So, long story short, you're right. Usually, we see some turbulence. In this case, we don't anticipate that, but we are working hard with the team to improve this unit profitability. And so, to resume as soon as possible, and I won't put a timestamp on that, growth in the UK, which is the market where we have – probably one of the markets we have the most potential. As you know, it's the largest market in Europe. Long answer.

And then on the internal marketplace, thank you for your question. As I said, during the H1, we are not disclosing any figures. What we said that if you combine the internal marketplace and the external marketplace, we are still below double-digit of our total sales. But we believe this is a very important asset for us, as we are the only ones, to my knowledge, to be able to share cars between geographies. And this is more complex than it seems.

So, for the moment, it's still not very large in the total mix. But what you have to understand is that we are sharing cars that have a typically lower turn – more expensive cars, more specific cars, cars that we know that in this geography or that geography, it takes a longer time to turn.

So even though, right now, the volumes are not huge, it really helps us to maintain our stock turns quick, as we are anticipating – and we're not sharing the whole of our inventory, actually, we're sharing the cars that we know take a little longer to retail. And we are still not yet – the routes are not open between all the different countries.

So long story short, still growing, the combination of marketplace is below 10% of the volume. But we see that as an asset and a unique asset for us going forward, enabling us to improve our gross profit per unit, sometimes there are some margin opportunities, and maintaining our stock turns quite fast.

Christophe Cherblanc: Thank you.

Operator: Once again, if you'd like to ask a question, please press star one on your telephone keypad. We will take our next question from Alexandre Raverdy, Kepler Cheuvreux. Your line is open. Please go ahead.

Alexandre Raverdy (Kepler Cheuvreux): Yes, good morning. Thanks for taking the questions. I have two quick questions, please. The first one on the average selling price of the pre-registered segment, I see it's up 6%. Is this just a result of mix, as you sometimes point out, or are there any other factors at play here?

Second question on – more strategically on Italy, I understand it remains an attractive sourcing market, and it was made at a financial bargain. But does it make sense for you to stay if there is no significant improvement? Do you have any internal KPIs or a timeline that you maybe could share with us on the trade-off of staying versus exiting the market?

Maybe a last one, I'm thinking about it as I speak, you mentioned that there won't be any change in terms of strategy from Stellantis following the departure of Carlos Tavares, but do you expect maybe any change in their stance regarding the ownership of your shares or not? Thank you.

Guillaume Paoli: Thank you, Alexandre. I'll take the two last ones. I left Fabien with the first one. I'm not sure there's a lot of good comments.

Regarding – I did not say there will be [inaudible] [22.33] change the strategy of Stellantis. There is a new boss, a new exec team. They are going probably to evolve on their overall strategy. But as of now, I'm not speaking of used cars [inaudible] [22.48], I'm speaking of the overall strategy, okay, which is not our concern today.

Regarding used cars, it's still an important part of the business. It's very connected to the new car business. As you know, having some kind of control on used cars is very important for the new car business. So, if you ask me, is there a little more uncertainty on what Stellantis will do regarding Aramis? Probably, yes, more than six months ago. But as of now, we are buying a lot of cars from them. Over 10% of our supply comes from Stellantis, with very good conditions. We have a very good relationship with the people that we work with. We have three standing members in our board. And we have no sign of any changing. So, we'll see going forward, but as of now, there is no change.

Regarding Italy, to be very clear, we are not happy at all with the way – the performance of the subsidiary over the last two years. And we have entered a few weeks ago a much more aggressive management of Italy.

Our Chief Revenue Officer for the Group, Alejandro Garcia Mella, is there very often every week. The Head of Strategy is supporting locally in the Italian. And we are seeing now, already after a few weeks, few months, some significant progress. So, I hope, I expect we'll have some good news for the Q4 to tell you at the FY. I've always believed that – and it's not just a belief, I see a few competitors that we know locally, that there is a good business to be made in Italy. So, it is more an execution problem.

So, we will get back to you, hopefully, with some good news at the Q4. We see some positive signs. It's too early to give you KPIs, Alexandre.

On the last point, I let maybe Fabien say.

Fabien Geerolf: Yeah, Alexandre, on the last point, on the average selling price of the pre-reg. Well, so yes, I confirm it's really mainly a mix impact, a mix effect. You know that on this market, we are being opportunistic. What we want is to select the best cars for our customers. And of course, there are a lot of – by definition, there are a lot of changes in mix from one quarter to another, but we don't see that as a long-lasting trend.

Alexandre Raverdy: *Merci beaucoup.*

Operator: Thank you. Now, I will hand over the floor back to the host for web questions. Please proceed.

Fabien Geerolf: Well, we don't see any question right now, any written question. Do you see any written question, Operator?

Speaker: If you can check your Teams chat, please.

Fabien Geerolf: Okay, sorry about that. Okay. Okay, thank you.

So, we have a question about Austria. Can you elaborate on the non-normative operations in 2024? With the sharp increase in sales of pre-registered vehicles concentrated at some point in the quarter, what can we expect in Q4? Can you comment on price trends? So, it's a lot of questions. So, yes, I can elaborate on the non-normative operations in 2024.

Austria was operated by its founder and had some special relationship with some of its suppliers. And it's true that in 2024, we had some large deals which are very unusual, even in the industry. Very large deals with a lot of cars that were purchased at a rather low price. That's something that is directly related to the context of this supplier. And of course, the context has changed compared to last year. So, we did not have these significant deals this year. This year, we are doing a lot of small deals, which is also more, probably, robust and sustainable for the future.

On the sharp increase in sales of pre-registered vehicles, no, it was not concentrated on the specific months, or it was not a one-off deal that we have observed. In fact, if you look at the trend of pre-registered, we had quite similar volumes to the previous quarter. So, we continue. Whereas last year, there was a decline during Q3. So, there is also, embedded in the high growth that we are doing here, a positive base effect on the pre-registered segment in Q3.

You had a very general question on what can we expect in Q4. So, we are not – we have updated our guidance, and you see that we have updated our guidance for the full year. So, if you incorporate the numbers that we are publishing today, you have more or less a bracket on what to expect at Q4.

In fact, we see that the contexts are very different from one country to the other. For sure, we would still have the negative base effect. For example, in Austria, it will not change because we had a very high Q4 last year, a very high Q3 as well. And so, the negative base effect in Austria will continue.

In some other countries, we see more positive trends. I said that, for example, for Spain, where we have reopened our reconditioning centre here, where our point of sale, which was the second biggest point of sale for Spain, has fully reopened, and where, of course, we expect a more rapid recovery.

So, and the last question, I think I addressed it. Can you comment on the price trends? I think that what we know is that what we see on the pre-registered is mainly a mix effect.

Maybe you want to comment a little bit on the reserve?

Guillaume Paoli: On the used car business, we see there was a slight decrease by 2% of the price last quarter, but we expect now more or less a stabilisation. And as we have said since the Capital Markets Day, it's [inaudible] [30.19] offer[?] on[?] demand[?]. We believe it's going to be stable.

I don't know if we have any other questions, either on the phone or by – okay.

So, thank you all for your attention. I think we are on a – even though I understand that this quarter has been a disappointment – for us as well, we would have preferred to do more growth. But, I mean, this is also the nature of the business. Sometimes, some quarters are a little less good in terms of growth. We want to build a sustainable business. Okay? This is why we are working hard – and Fabien, in particular, and with the teams – on unique profitability. We're not interested in diluted growth.

This is probably the easiest business in the world to grow, losing money. You just need to buy a car and sell them more or less the same price that you bought them. You're going to do a lot of growth, but it's not good growth. So, we're looking for a sustainable business. We've been in this business for 24 years now. We know this is the right thing to do. So, bear with us.

Thank you for your attention, and speak to you soon. And happy holidays for all the ones that are taking holidays. Thank you.

Fabien Geerolf: Thank you.

[END OF TRANSCRIPT]