

# Q1 2026 RESULTS

JANUARY 28, 2026



# Performance in line with expectations

## Key performance indicators

Revenues down -5% YoY as expected

Total B2C volumes down **-5.6%** YoY, in line with the market<sup>(2)</sup>

Very high customer satisfaction, with an NPS<sup>(3)</sup> of **75**



## Deployment of the strategy<sup>(1)</sup>

Convergence of our **Business model**

Leverage our **European scale**

**Raise the bar !**



## Outlook - FY 2026 confirmed

At least **115,000 total B2C vehicles sold**

At least **€55 million adjusted EBITDA**

Source: S&P Global, Aramis Group

(1) Strategy presented at the November 2024 Capital Markets Day (2) Used car market for vehicles under 8 years old across the Group's six geographies, sourced from S&P Global and Aramis Group (3) Net Promoter Score, a widely used indicator of customer satisfaction, as of December 31, 2025

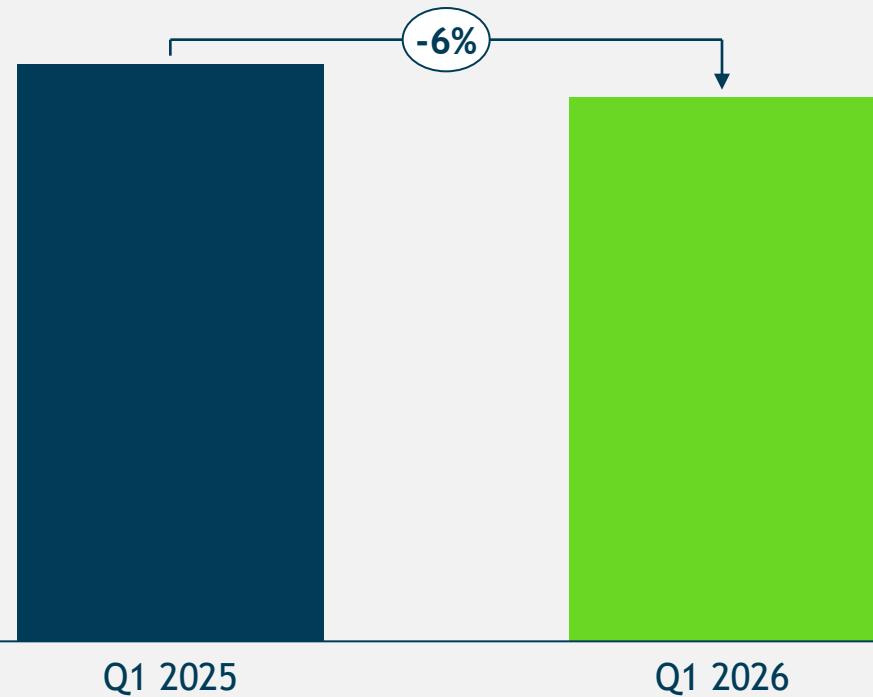
# 01

## Market & business highlights

# Market-aligned performance with stable market share amid a challenging environment and transitions in the UK and Austria

## Below 8 years used passenger car registrations

(Aramis Group 6 geographies, in millions of units)



## Aramis Group market share for < 8 years old used cars

(in %) — On its domestic market (6 countries) — On total EU27+UK market



Source: S&P Global IHS Markit, Aramis Group

# A unique value proposition driving record customer satisfaction

1

Vertical integration  
through the value chain



From sourcing to delivering  
cars to the client's home

2

Aramis Operating System



Fine-tuned over the years, enriched  
with our successive acquisitions

3

Aramis Performance Engine



People, Teams and Enterprise

NPS(1)

75

(1) Net Promoter Score, a widely used indicator measuring customer satisfaction, as of end-December 2025

## Two strategic pillars to drive us towards our goals

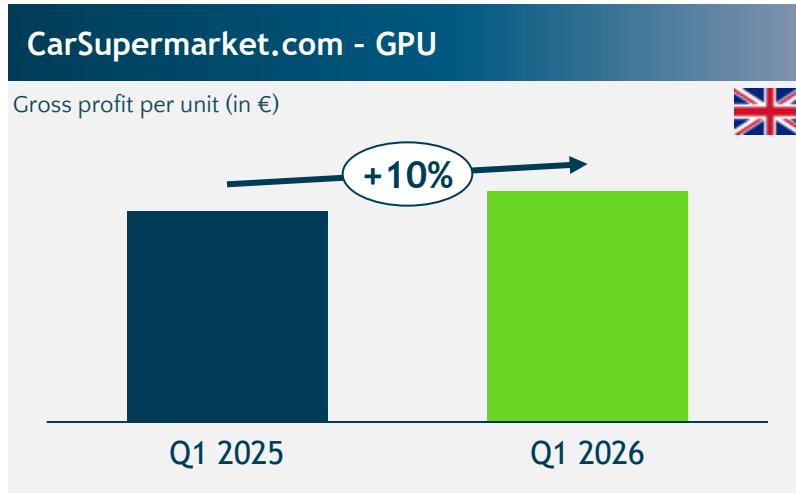
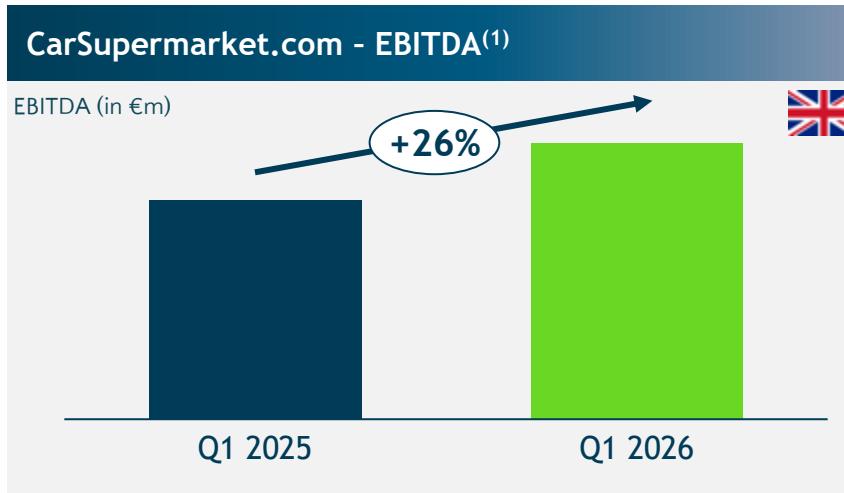
First  
pillar

Converge and leverage  
our European platform

Second  
pillar

Raise the bar

# UK focus - Strengthening fundamentals to drive profitability



➤

- 1 Discontinuation of low-margin sales
- 2 Rationalization of marketing expenses
- 3 Gradual recovery in volumes expected in coming months

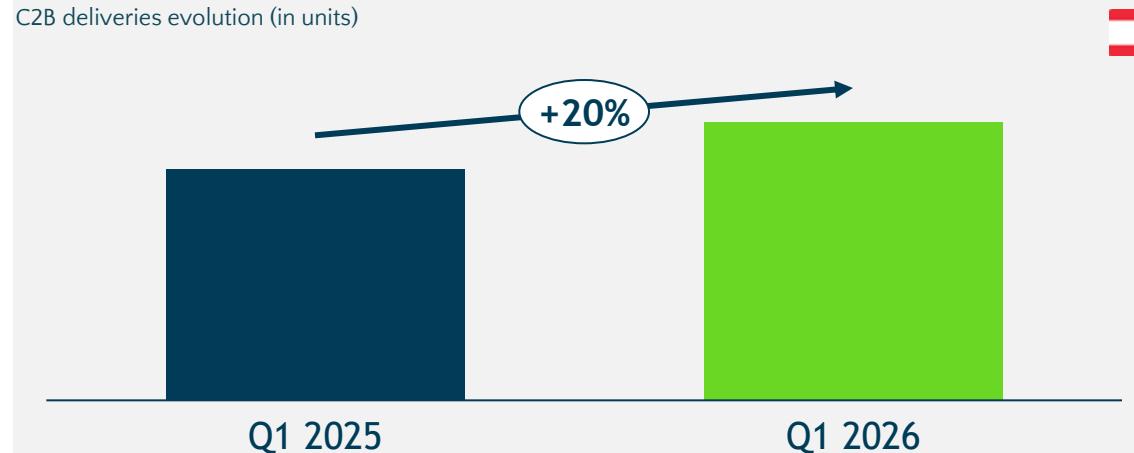
(1) EBITDA presented herein relates to UK ("Carsupermarket.com") and does not include Group-level corporate costs



# Austria focus - Strengthening our fundamentals

## Onlinecars: Benefiting from group C2B purchasing know-how

C2B deliveries evolution (in units)



## Onlinecars: Reduction in inventory over 60 days

Inventories over 60 days evolution (in units)



### C2B as a % of total sourcing

16% in Q1 2026

vs. 5% in Q1 2025

- 1 **Management team is being rebuilt across key functions (CEO, Sales, Finance, HR, Marketing, ...)**
- 2 **Strategic & operational transformation with new purchase strategy, CRM, C2B platform, enhanced group support**
- 3 **Fundamentals strengthening with effects expected to materialize gradually over the coming months**

# Continuously enhancing the customer journey

Illustrative | Launch of our new Voice AI (October 2025)



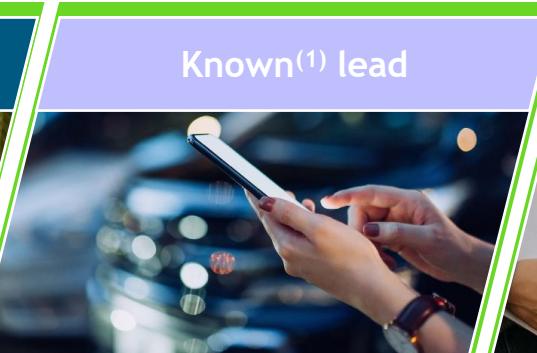
Enabling sales support by phone  
24/7



Allows appointment booking with the sales  
team to increase leads



Appointments booked



Known<sup>(1)</sup> lead



Unknown<sup>(2)</sup> lead

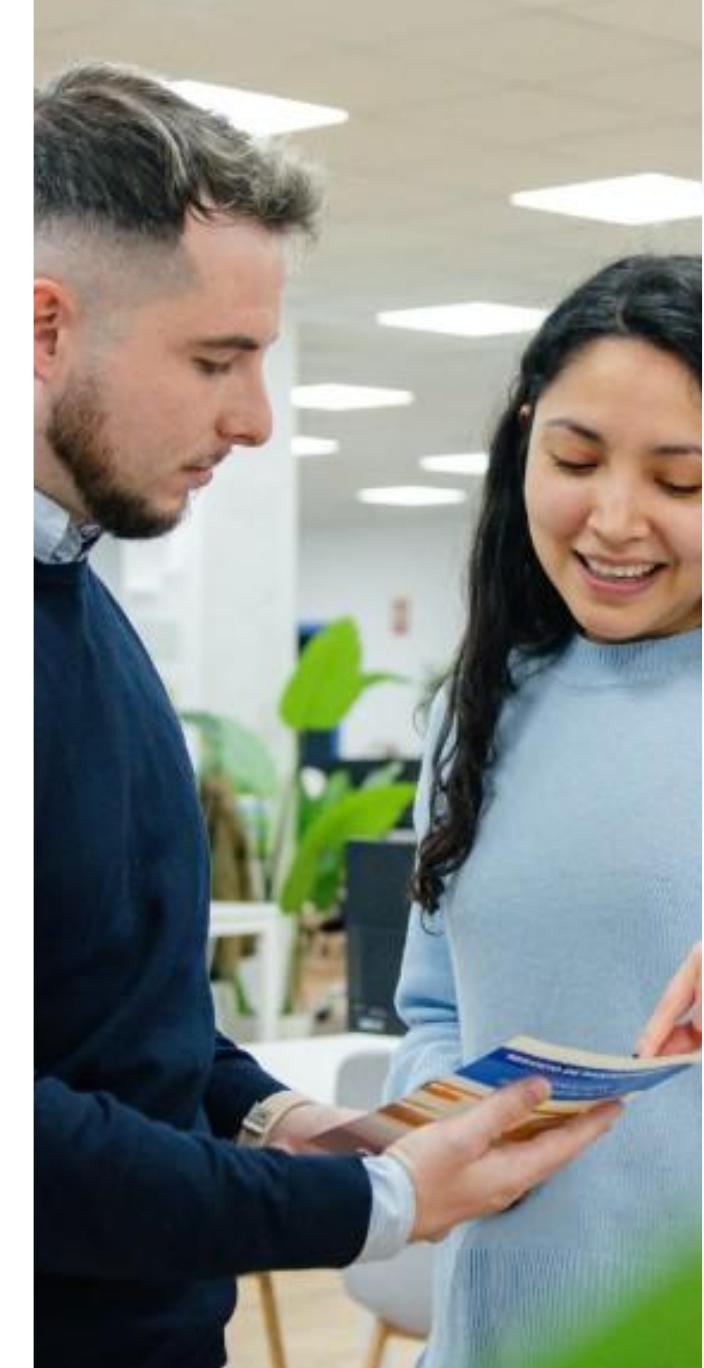
>800  
appointments

>160 ordered  
confirmed

c.24% conversion  
rate<sup>(3)</sup>

(1) A lead that has already called or met one of our agents previously (2) Either first-time caller or never contacted by our sales agents

(3) A confirmed order with the first interaction carried out through our Voice AI; conversion rate calculated based on unknown leads that attended the appointment booked by our voice AI (no-shows excluded)



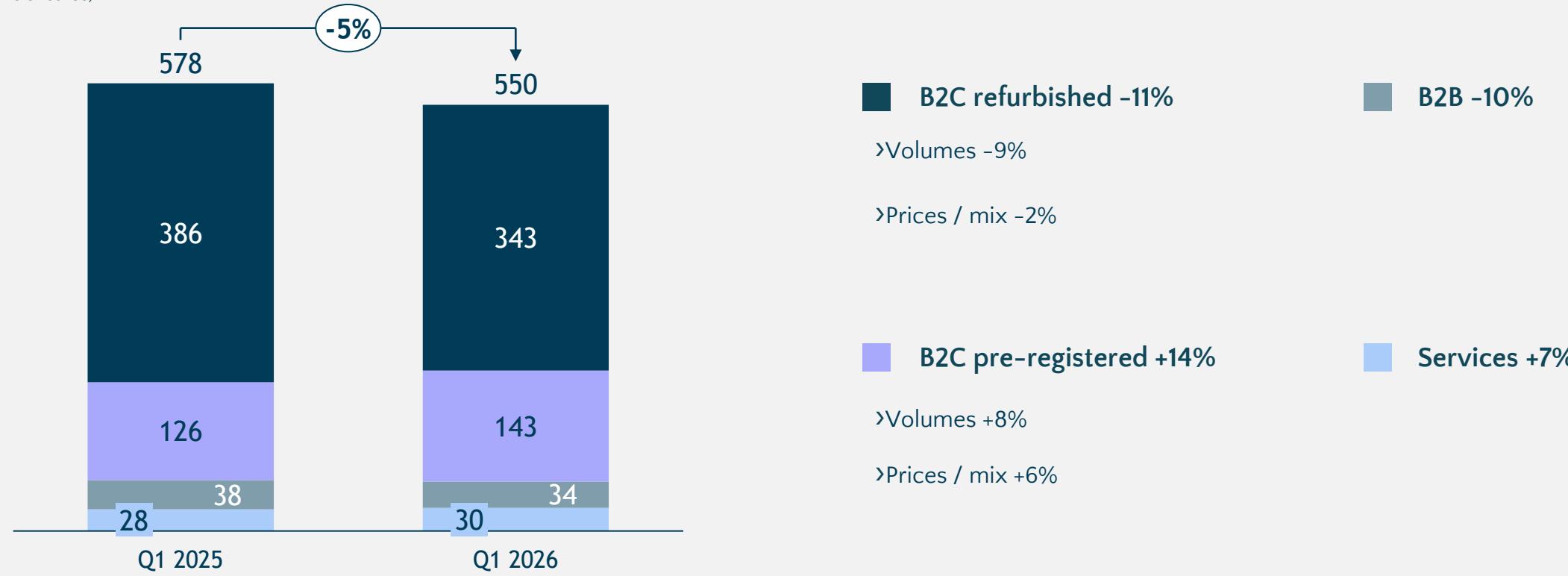
02

Financial performance

# Expected revenue decline of 5% in Q1 2026, driven by refurbished volumes

## Revenue per segment

(in millions of euros)

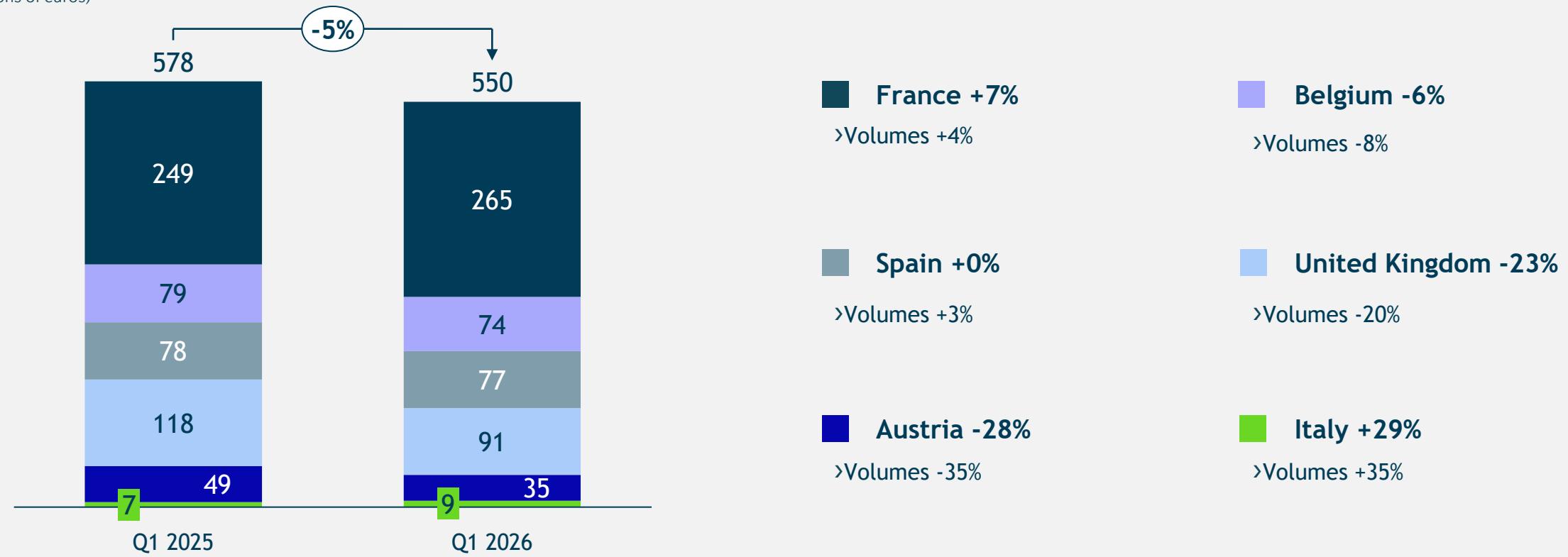


Source: Aramis Group

# France still outperforming the market while transition phases are under way in the UK and Austria

## Revenue per country

(in millions of euros)



Source: Aramis Group

# 03

## Outlook

## Guidance confirmed

FY 2026

Total B2C volumes

At least 115,000 units

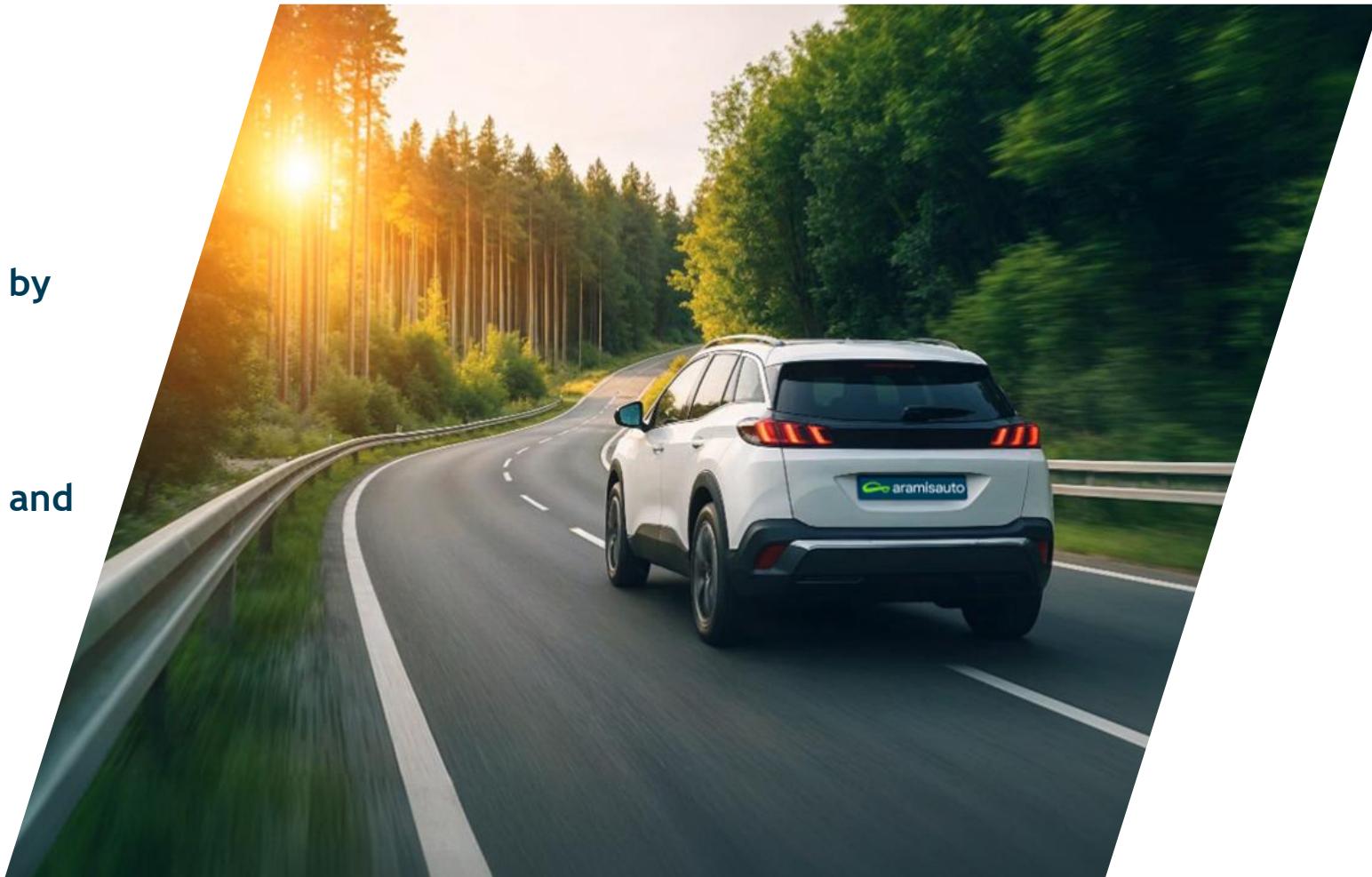
Adjusted EBITDA

At least €55 million



# Conclusion

- 1 **Performance in line with expectations**
- 2 **A strong core business model illustrated by France's outperformance**
- 3 **Focus on fundamentals in two countries undergoing management transitions (UK and Austria)**
- 4 **Continued execution of the overall strategy presented at the Capital Markets Day**



04

Q&A

## Appendices

# Financial calendar

January 27, 2026 (after market)

**Q1 2026 revenues**

May 19, 2026 (after market)

**H1 2026 results**

July 23, 2026 (after market)

**Q3 2026 results**

November 25, 2026 (after market)

**FY 2026 results**

# Our purpose and ambition

## PURPOSE

Provide affordable, sustainable individual mobility to all Europeans

## AMBITION

Be the preferred platform for buying used cars in Europe

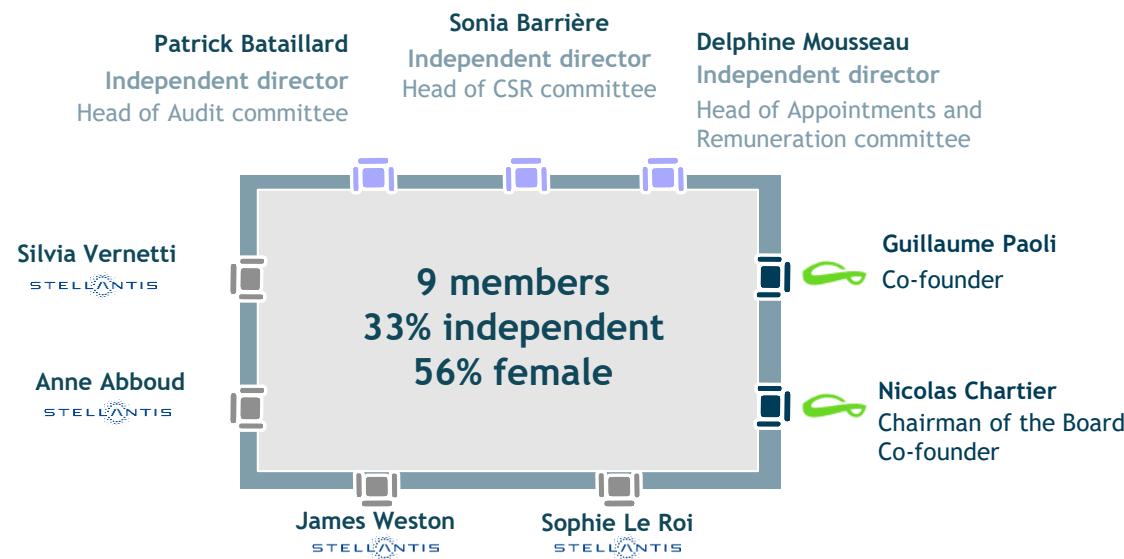


# One North Star



# 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

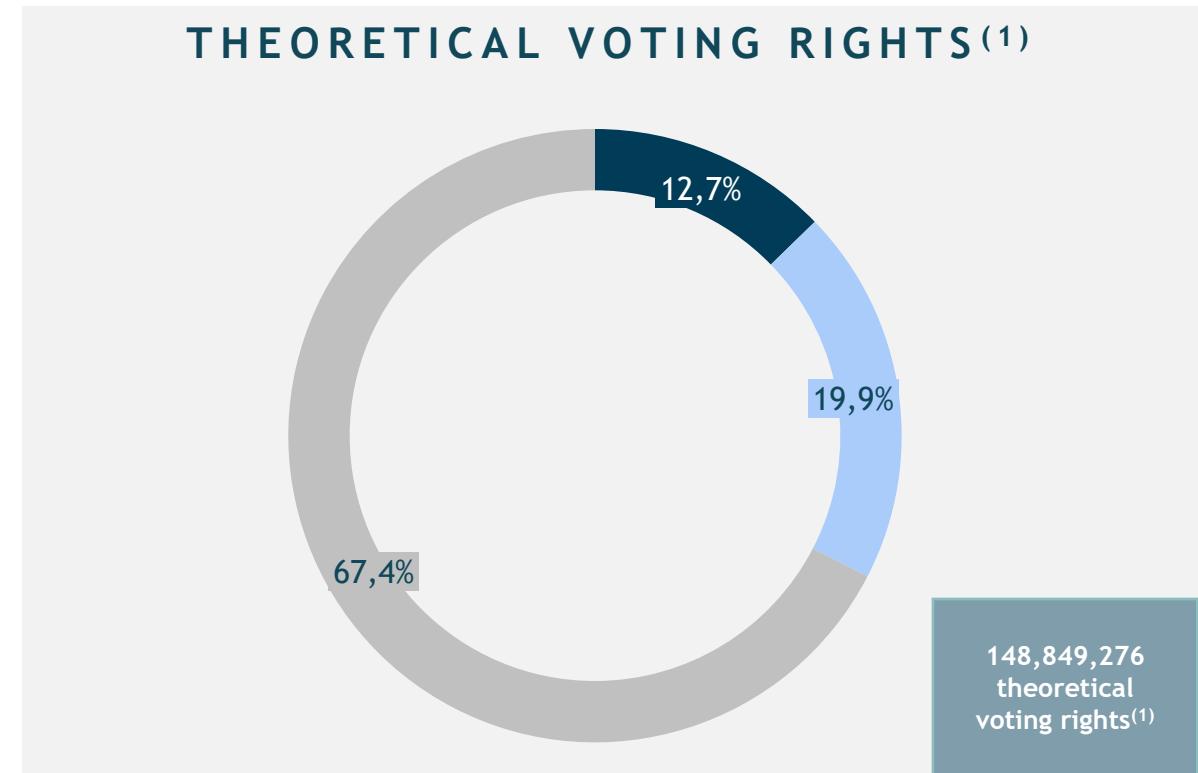
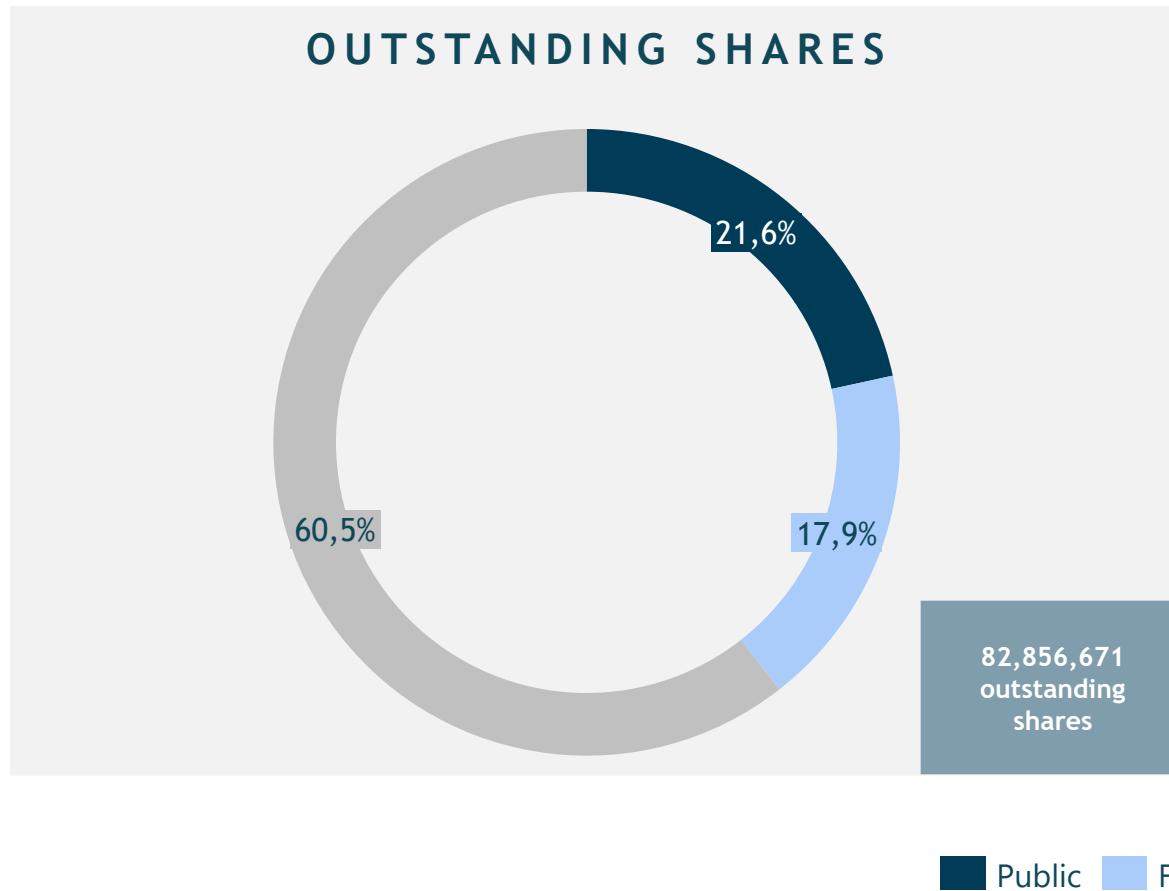
### Audit committee

### 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 December 31, 2025



(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) (2) The shares held by the founders also include shares held in their own name under the LTIP (Long-Term Incentive Plan)

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