



H1 2026 RESULTS

MAY 20, 2026



H1 performance in line with expectations – FY26 objectives adjusted, medium-term targets confirmed



Key performance indicators

56,444 B2C units and €1,134M in revenues, at -7% YoY and in line with Group expectations

France outperforming the market⁽²⁾ by +8.7pp in a market down by -7.8%

GPU up +0.6% vs H1 FY25, demonstrating resilience of unit margins

Very high customer satisfaction, with an NPS⁽³⁾ of 74



Deployment of the strategy⁽¹⁾

Convergence of our **Business model**

Leverage our **European scale**

Raise the bar !



Outlook - FY 2026 adjusted

Middle East conflict accelerating EV demand shift, significantly impacting pre-registered segment in H2

At least **110,000 total B2C vehicles sold**

Between **€35-45 million adjusted EBITDA**

Medium-term targets confirmed

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 March 31, 2026

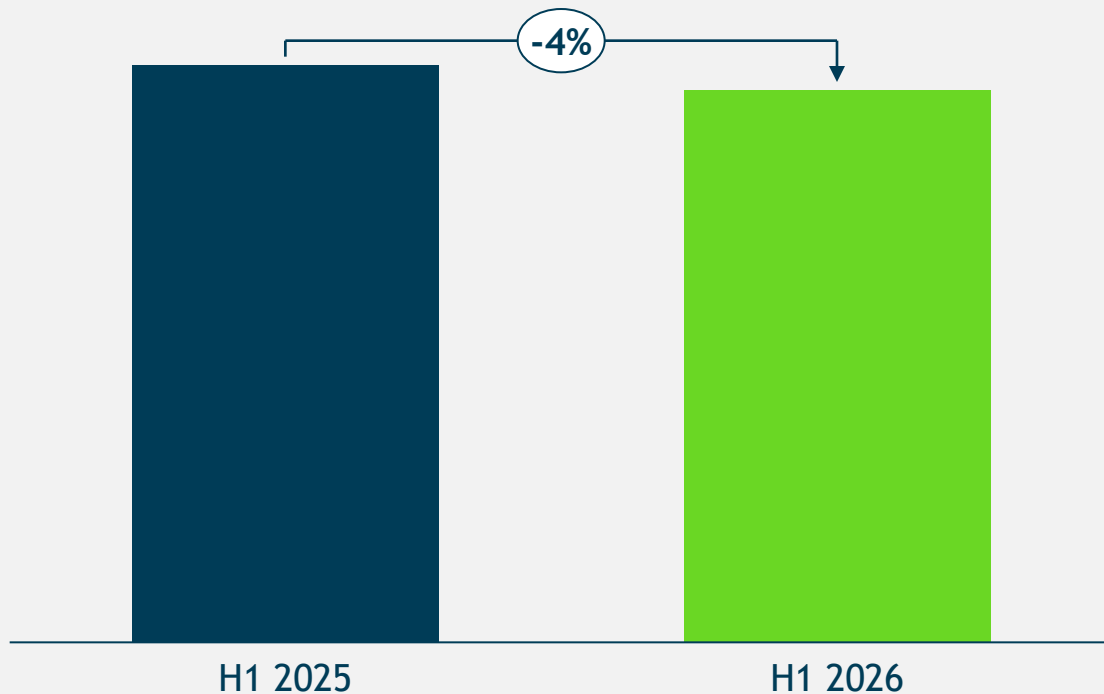
01

Market & business highlights

Market-share gains in France and Italy, transitions in the UK and Austria

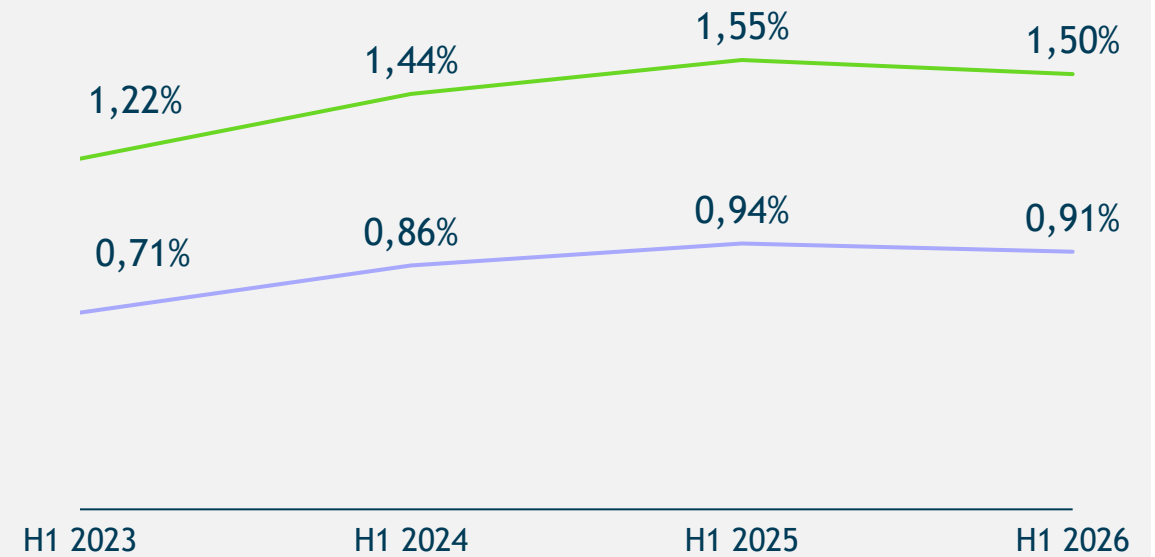
Below 8 years used passenger car registrations

(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

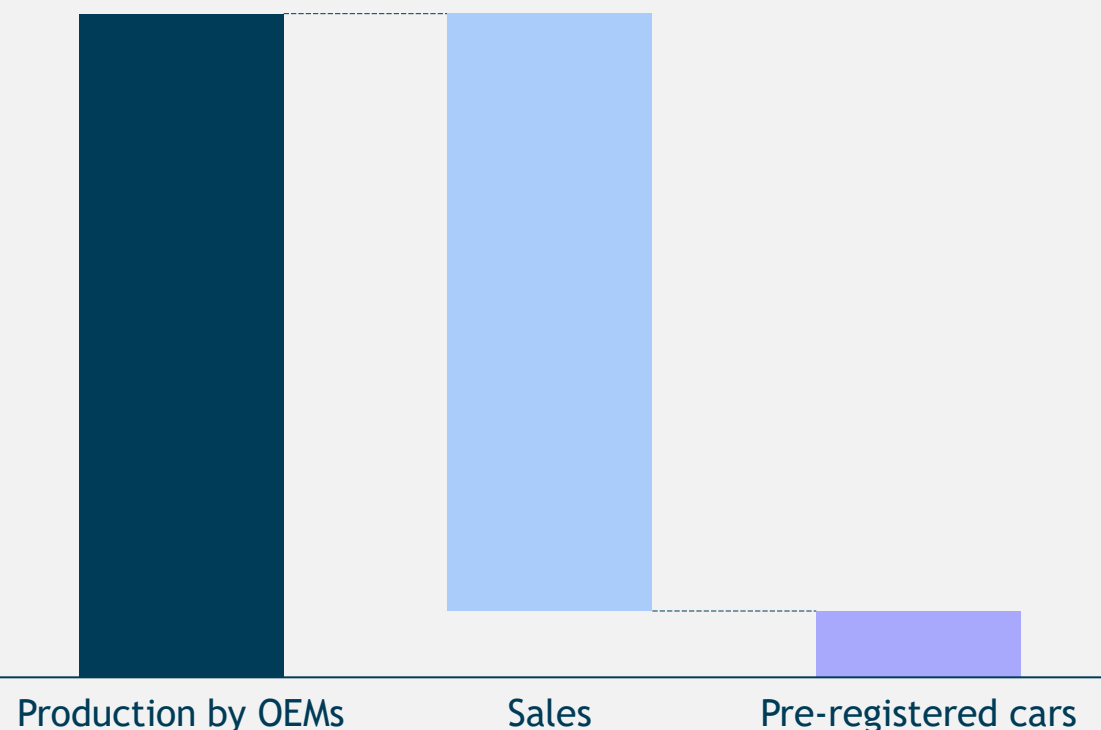


Source: S&P Global IHS Markit, Aramis Group

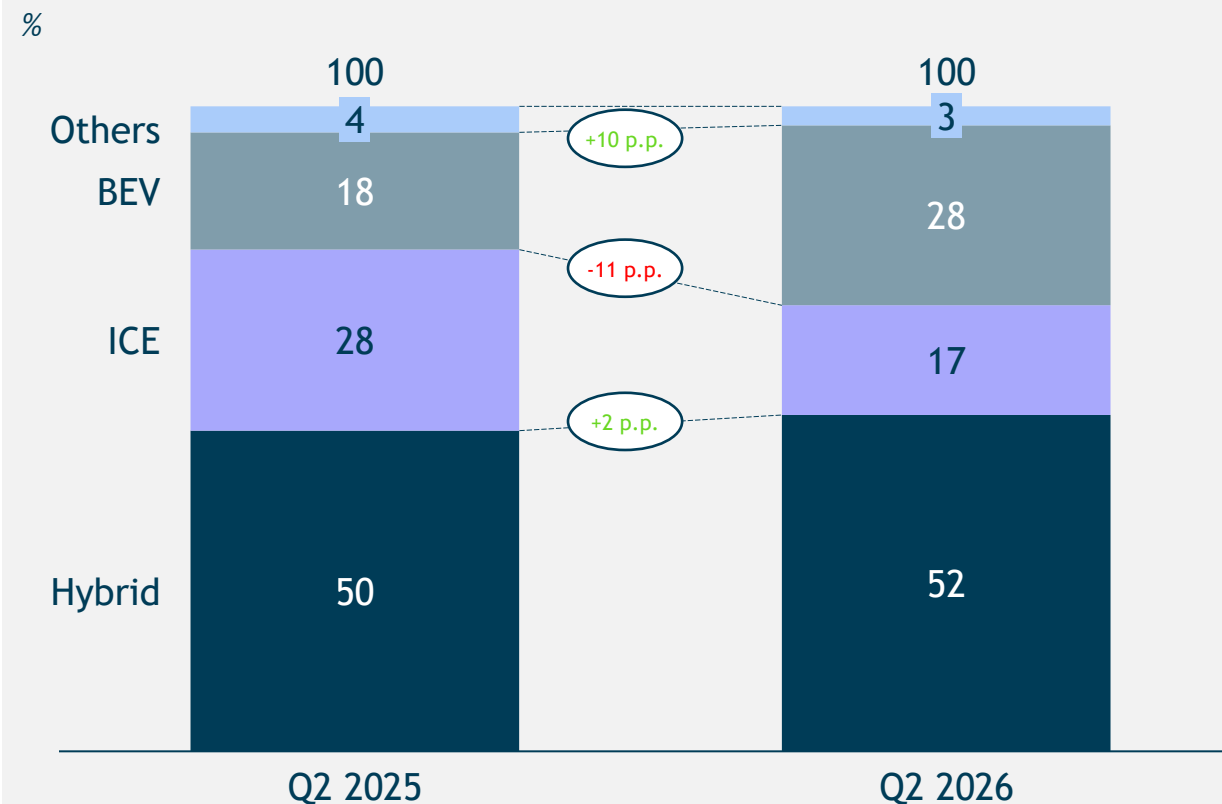
New cars | French EV penetration surged to 28%, limited Aramis' pre-registered sourcing as eco-bonus⁽¹⁾ ineligibility eliminates the price advantage on EVs

Aramis Group new car market | Pre-registered cars

ILLUSTRATIVE



France new car market penetration by energy type



Source: Autoactu, Ganvam, Traxio.be, Statistik.at, UNRAE, SMMT, Aramis Group

(1) As these pre-registered vehicles were already registered by OEMs or dealers before being sold to Aramis Group, they are no longer considered “new” and are consequently ineligible for the €3,500 to €7,700 government bonus

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⁾

74

E-NPS⁽²⁾

48

(1) Net Promoter Score, a widely used indicator measuring customer satisfaction, as of end-March 2026(2)

Two strategic pillars to drive us towards our goals

1

First
pillar

Converge

Leverage our European platform at scale

2

Second
pillar

Raise the bar

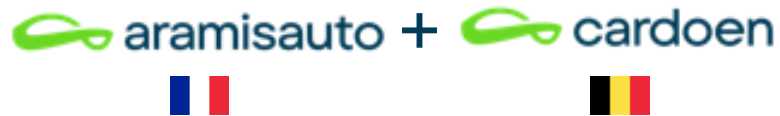
Improve our model across all dimension



Clustering our markets to accelerate European convergence



Romain Boscher
In the Group since 2016



Alejandro Garcia-Mella
In the Group since 2010



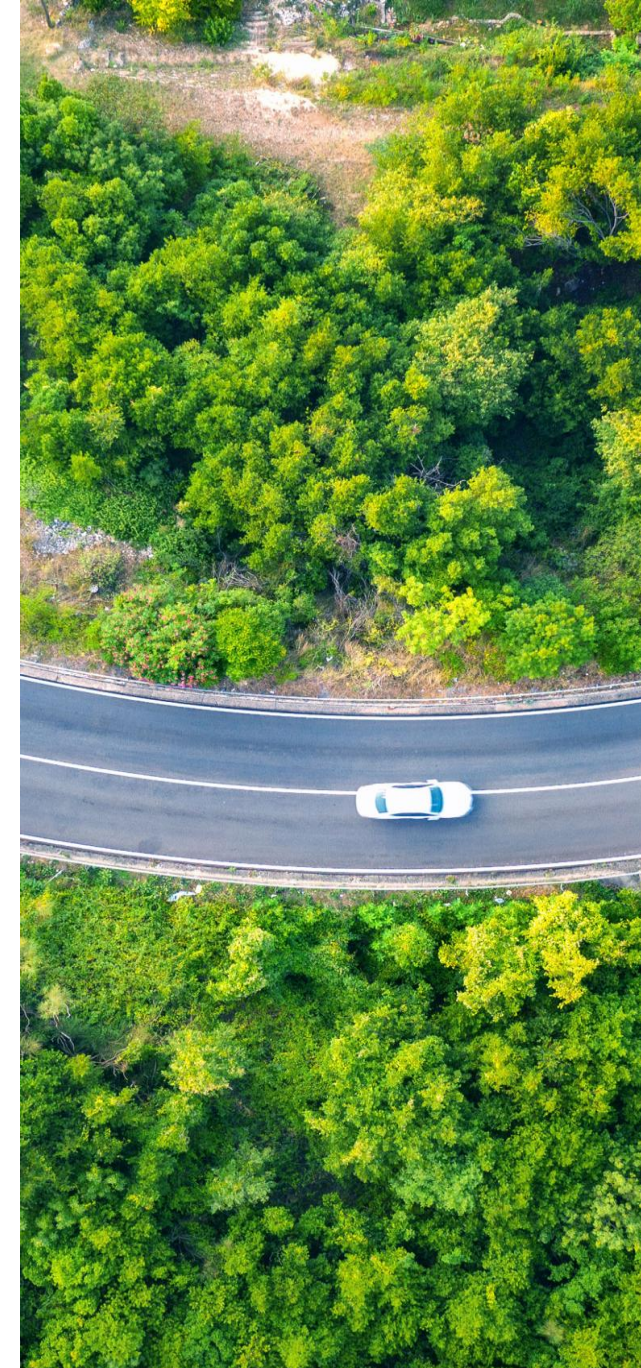
Capitalizing on the Group's most experienced leaders to drive transformation



Accelerating the deployment of the Group's proven operating model across Europe



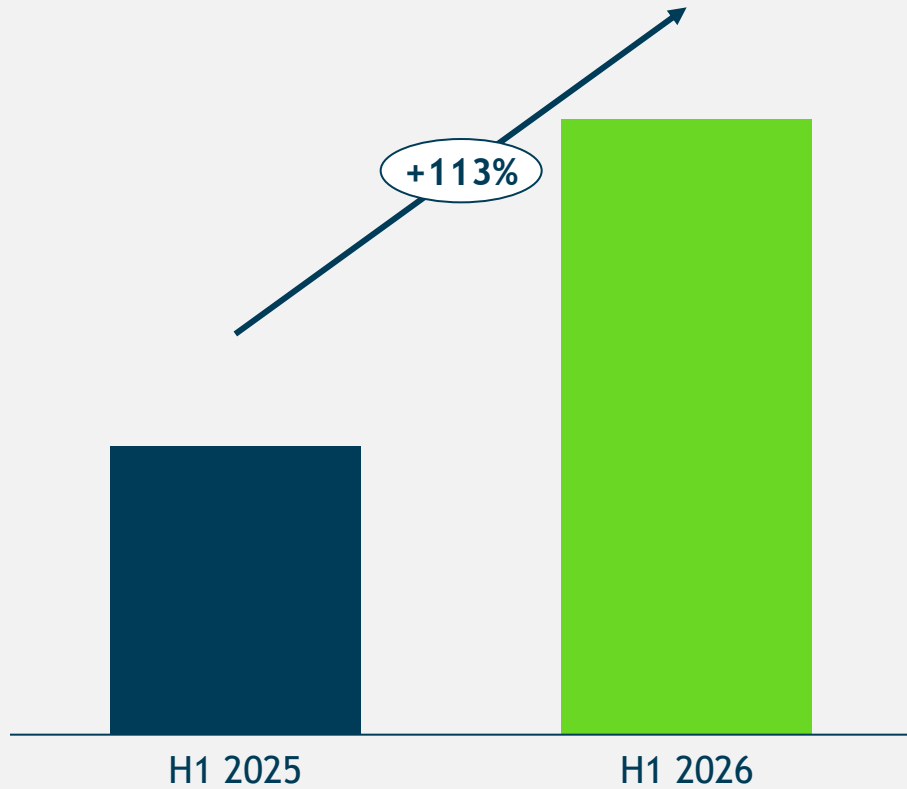
Maximizing synergies between complementary markets



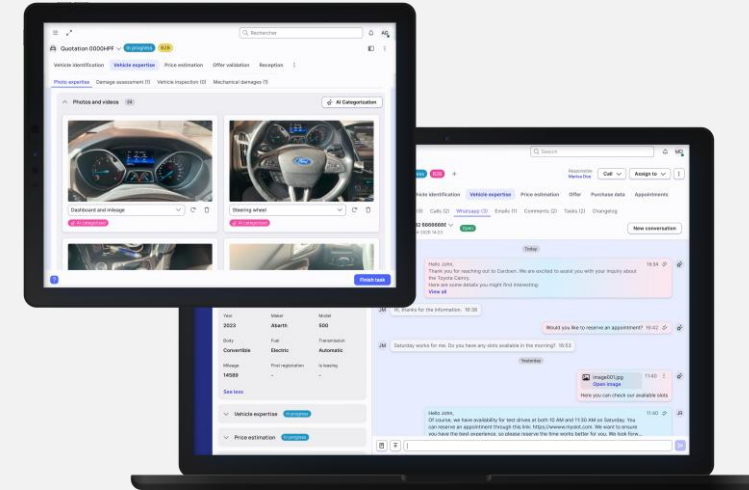
Case study : Scaling C2B sourcing across the Group through shared expertise, teamwork and technology

Clicars - C2B penetration

C2B2C deliveries as % of total refurbished volumes



Polaris C2B Module



Proprietary technology to drive structural competitive edge

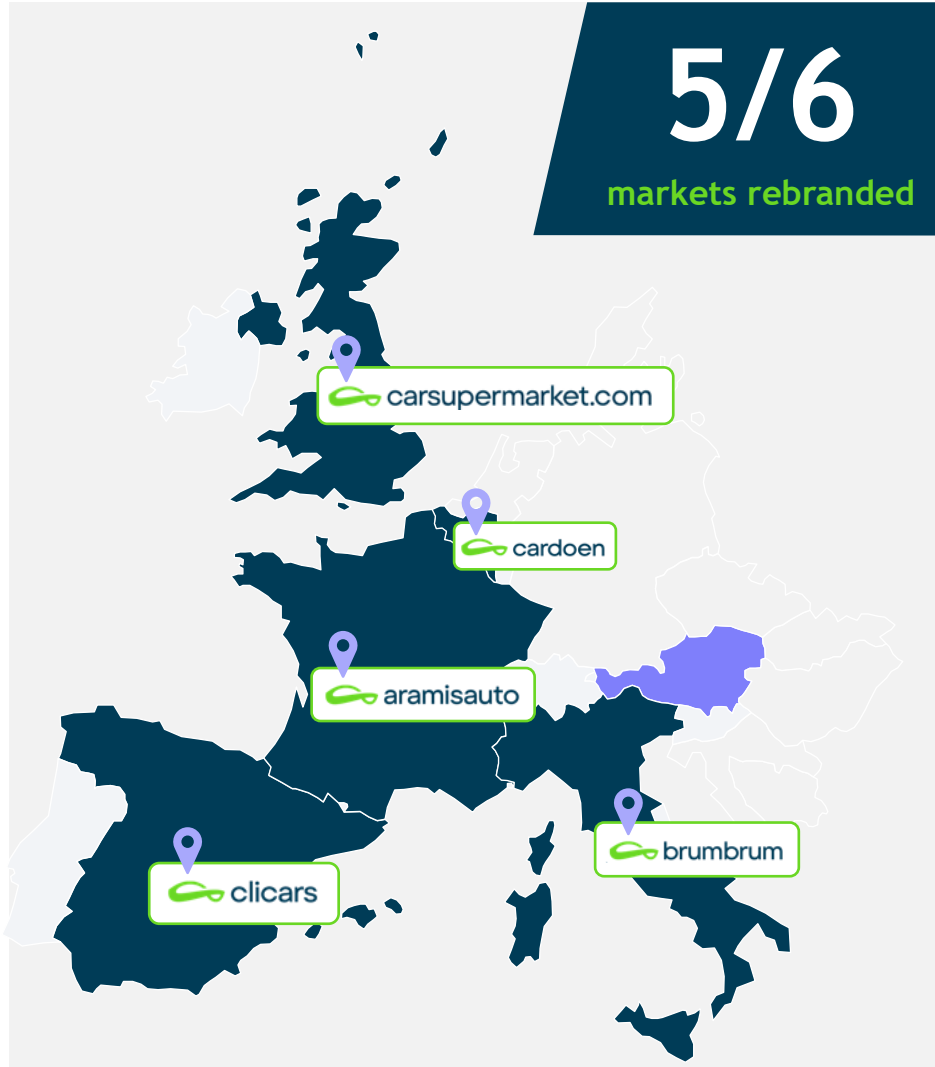


Cross-border teamwork accelerating Group-wide rollouts





Shared knowledge and best practices across all markets

Successful rollout of our new unified brand identity across Europe, Austria remains the final step



Strengthening value proposition and marketing efficiency

 Improved and new unified brand platform and visual identity to improve marketing efficiency

 Synergies in marketing costs through shared advertising and promotional assets

Introducing Aramis FlexiFi: Extending PCP-like financing to most of our vehicle portfolio

BALLOON CREDIT

Available in 



Pay for Usage & ownership



Duration 36-60 months



Seamless Vehicle Renewal cycle

KEY BENEFITS



Broader Customer Eligibility
Reaching buyers underserved by traditional financing solutions



Enhanced Affordability
Unlocking access to a higher vehicle range for customers



Customer Acquisition & Retention
Driving long-term repeat business and loyalty



Distinctive Value Proposition
Positioning Aramis Group outside direct competition with retail banks

FlexiFi combines the best of PCP financing with Aramis Group's unique vehicle sourcing capabilities, creating a powerful flywheel for growth.



Raising the bar on customer experience: pioneering AI integration in the used-car journey



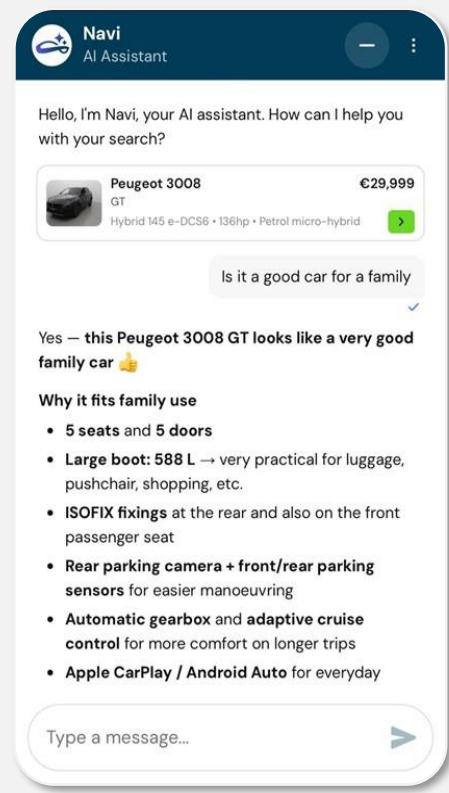
Navi: AI-Powered Car Expert

Empowering customers through real-time assistance

1 Interactive chat

2 Contextual assistance

3 On-demand technical & equipment insights



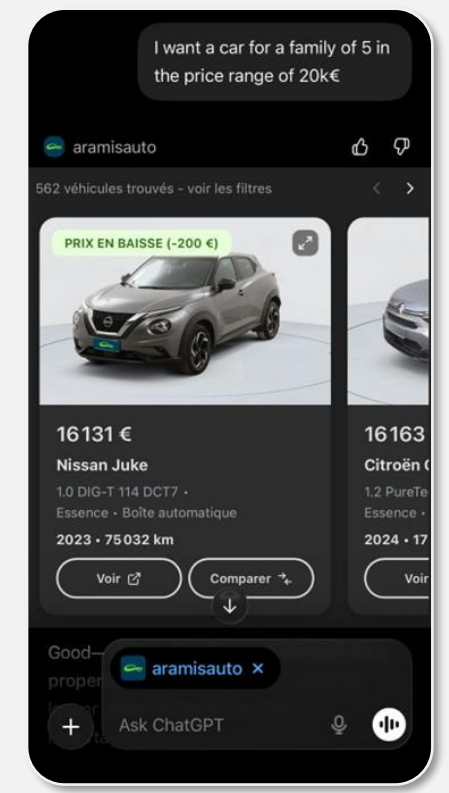
ChatGPT Agent

First French automotive player to launch a ChatGPT integrated application

1 Personalized & seamless car buying journey

2 Built into a platform with millions of daily users

3 Clearer, faster decision making for customers



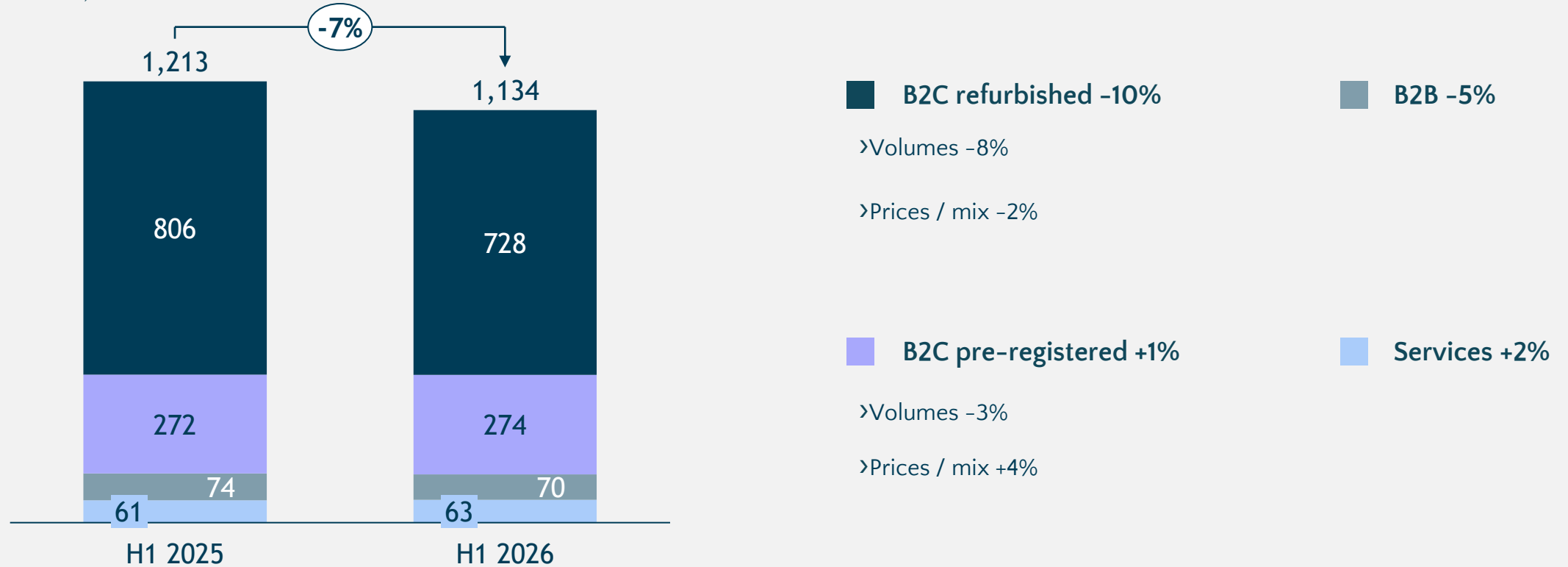
02

Financial performance

As expected, revenue decreased by -7% in H1 2026

Revenue per segment

(in millions of euros)

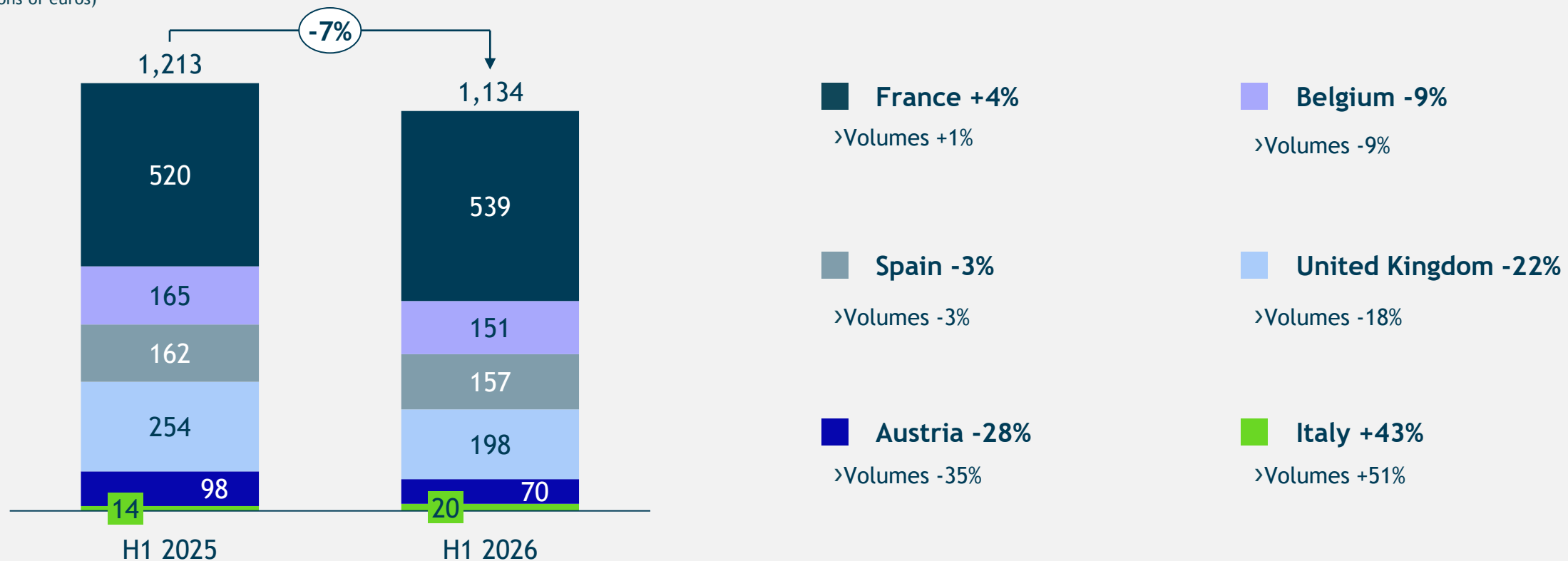


Source: Aramis Group

France and Italy outperforming the market, while transition phases are under way in the UK and Austria

Revenue per country

(in millions of euros)

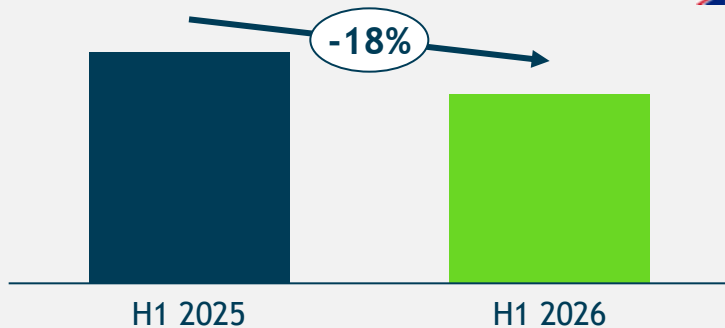


Source: Aramis Group

UK focus - On track to profitable growth

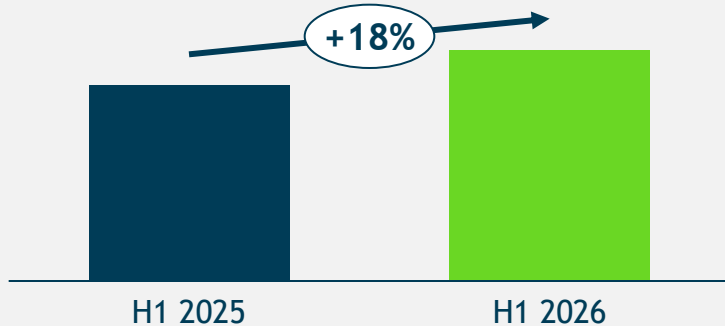
CarSupermarket.com - Retail volumes

B2C deliveries evolution (in units)



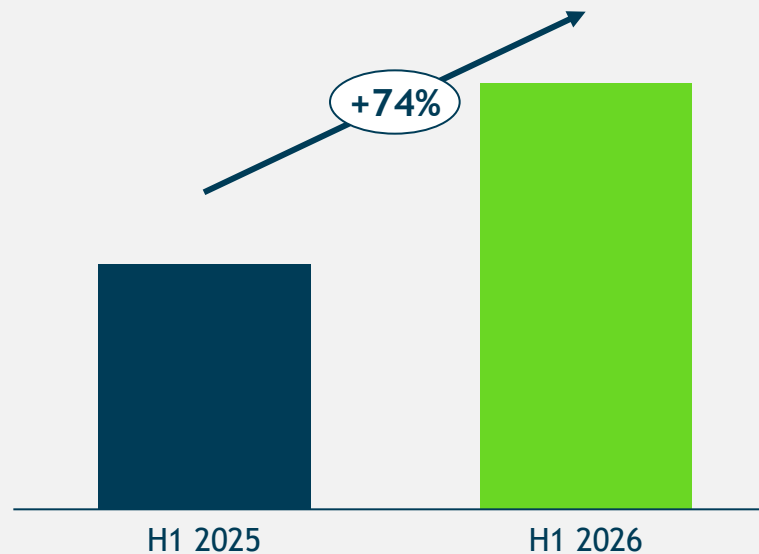
CarSupermarket.com - GPU

Gross profit per unit (in €)



CarSupermarket.com - EBITDA⁽¹⁾

EBITDA (in €m)



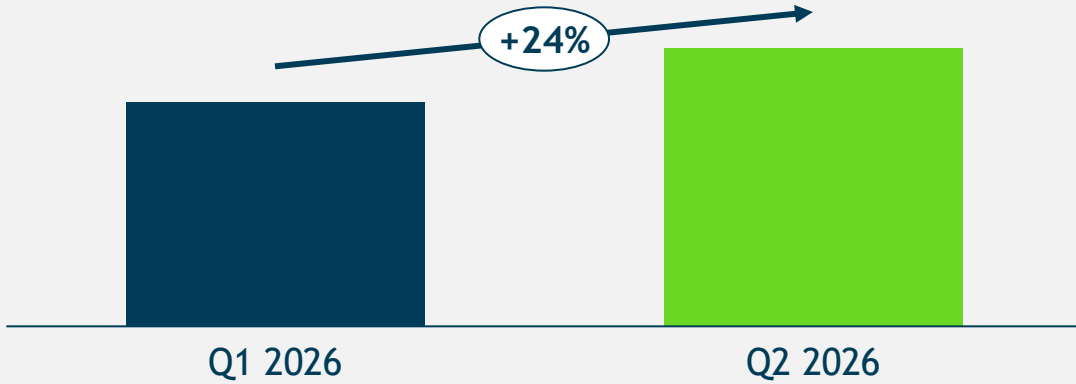
(1) EBITDA presented herein relates to UK ("Carsupermaket.com") and does not include Group-level corporate costs



Austria focus - Strengthening fundamentals to drive profitability

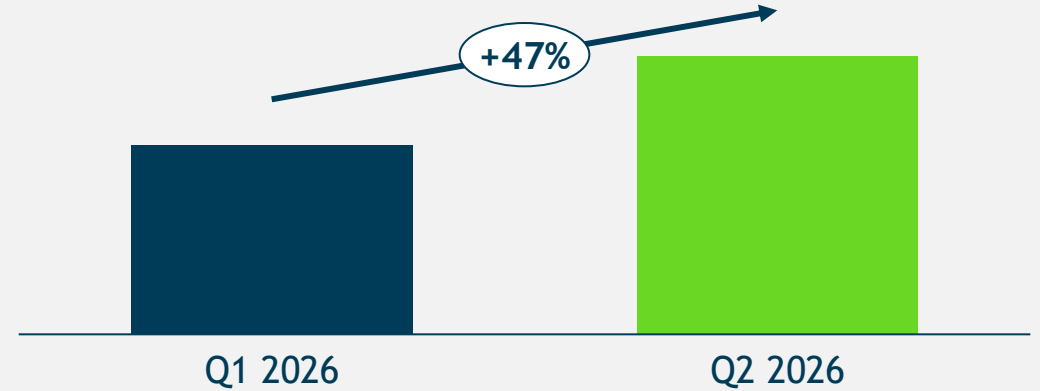
Onlinecars: Benefiting from group C2B purchasing know-how

C2B deliveries evolution (in units)



Onlinecars: GPU evolution

Gross profit per unit (in €)



C2B as a % of total sourcing

16% in H1 2026

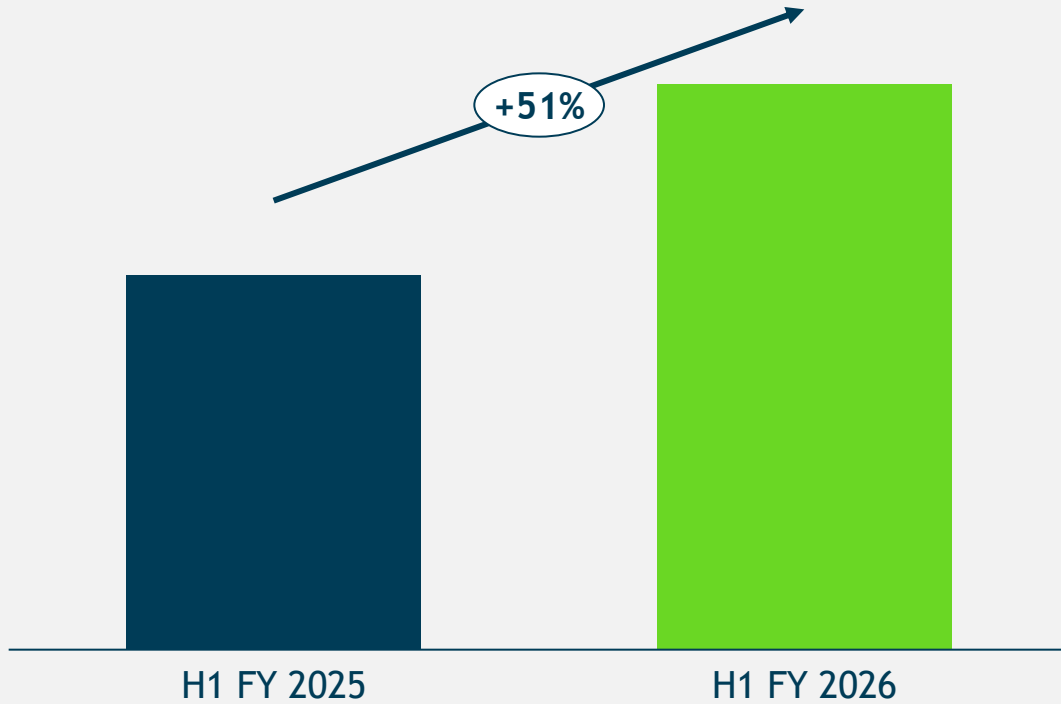
vs. 5% in H1 2025

- 1 Management team strengthened across key functions
- 2 Strategic & operational transformation with new purchase strategy, CRM, C2B platform

Italy focus - Priority on reaching scale and profitability in the short term

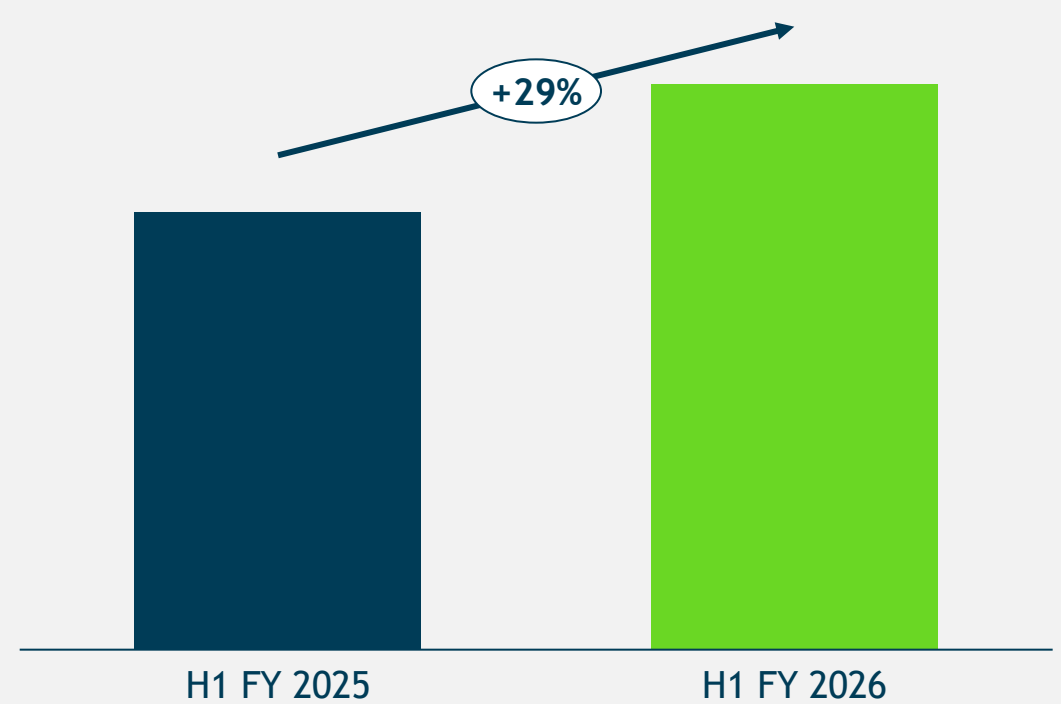
brumbrum - Retail volumes

B2C deliveries evolution (in units)



brumbrum - GPU

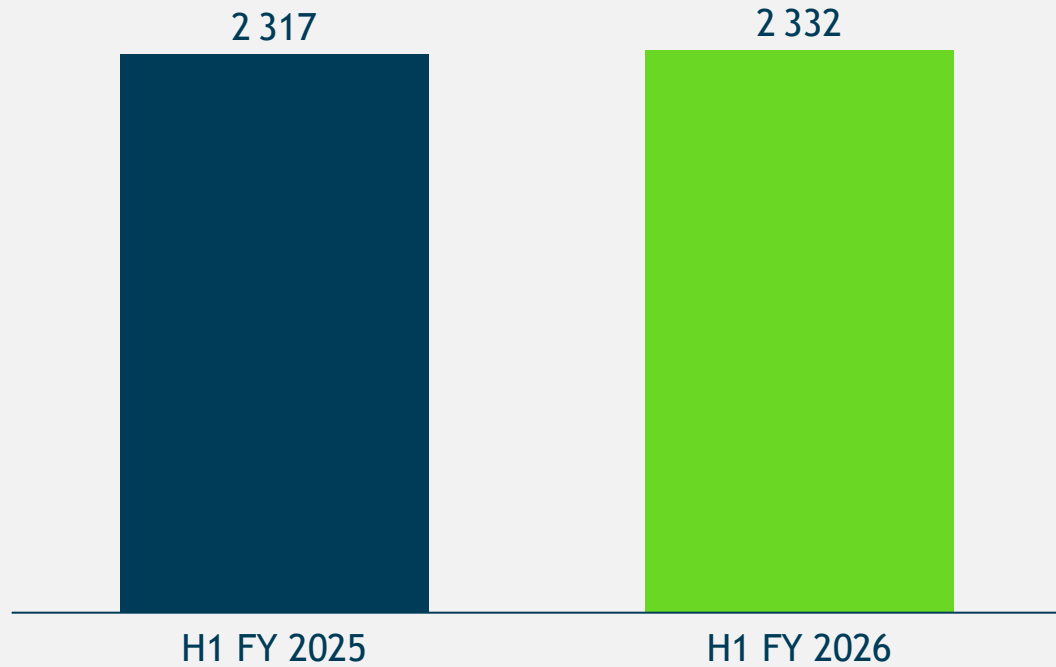
Gross profit per unit (in €)



Maintained discipline on GPU and SG&A

GPU

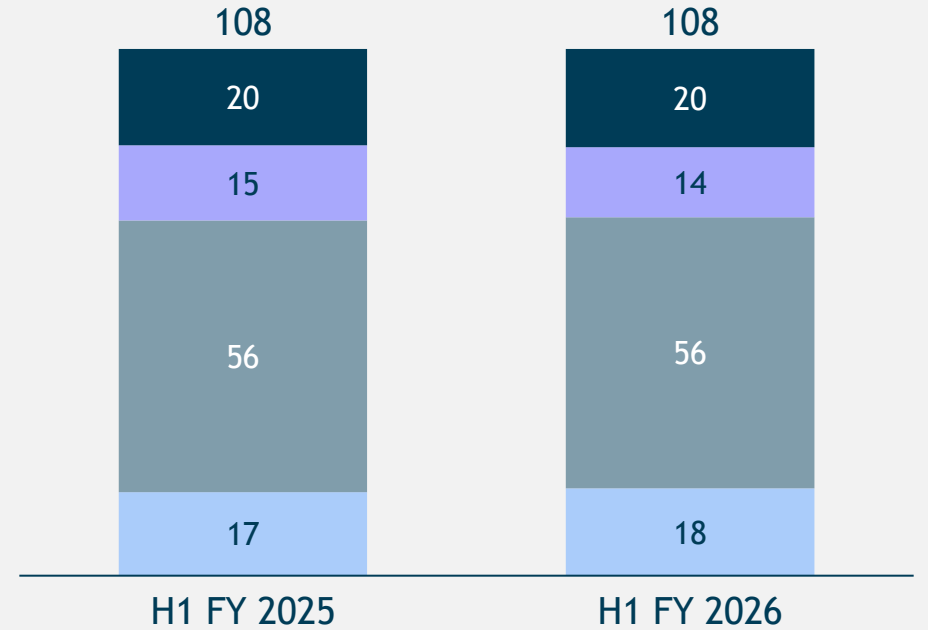
(in euro per B2C vehicle sold)



SG&A

(in m€)

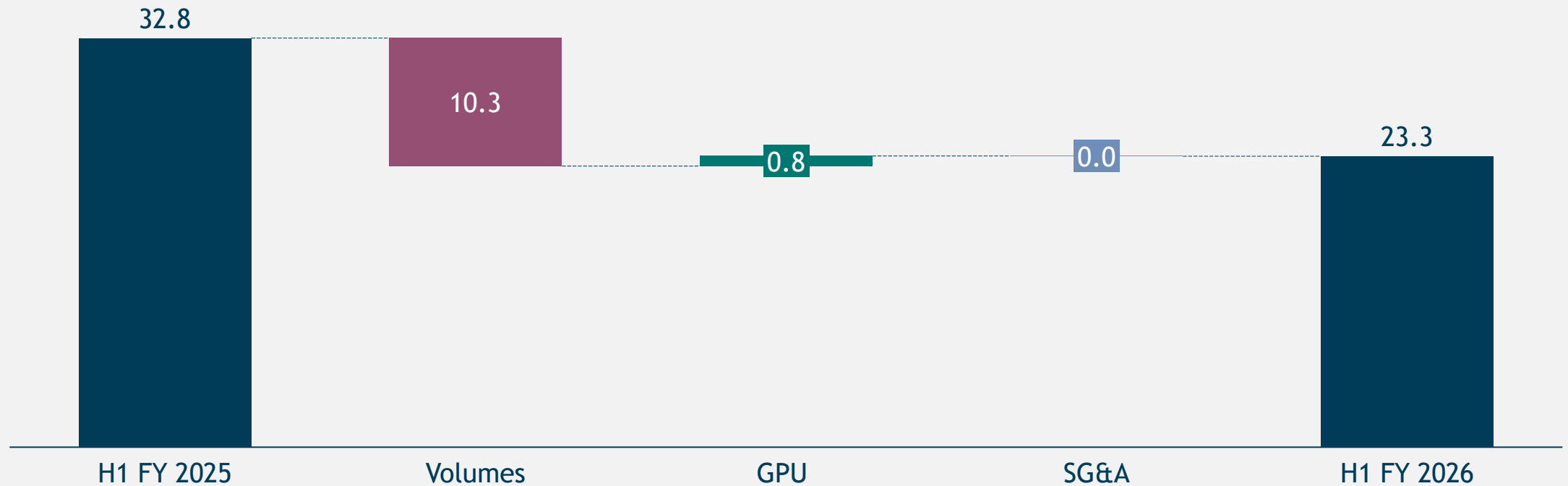
Marketing costs Downstream logistics costs
 Labor costs in SG&A Other costs



GPU and SG&A well under control in the context of volume decrease

Adjusted EBITDA bridge

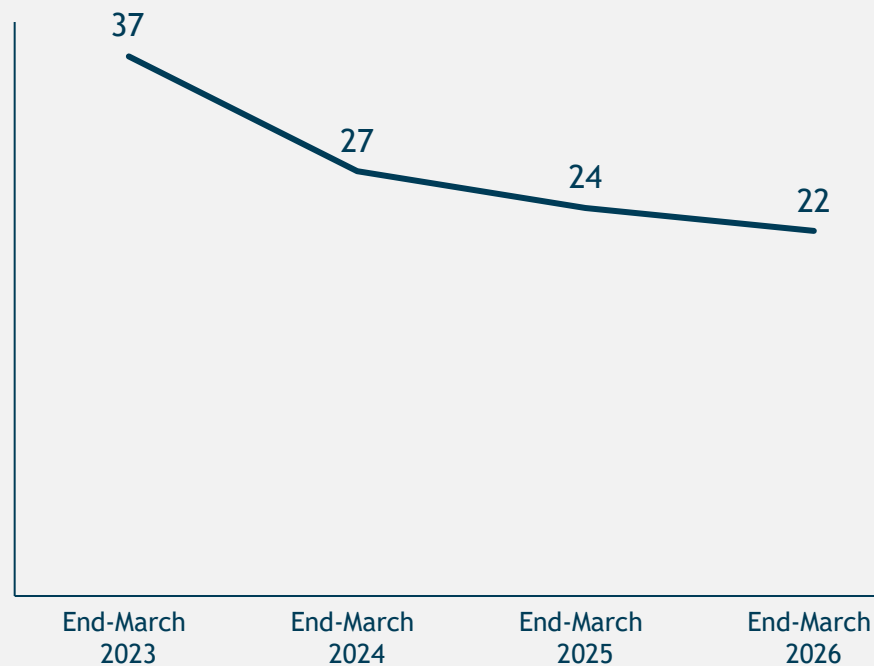
(in millions of euros)



Positive cash generation resulting from disciplined control of inventory and working capital

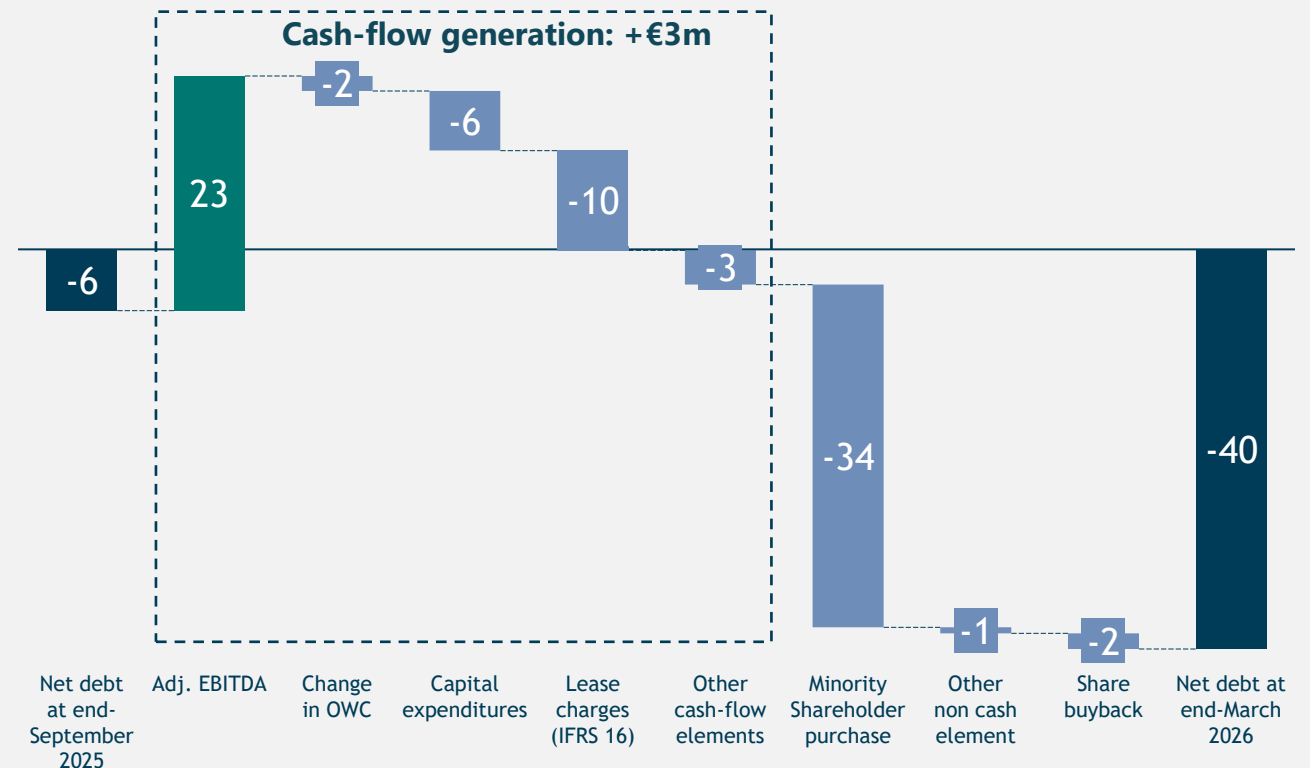
Operating Working Capital requirements⁽¹⁾

(in days of revenue)



Change in net debt⁽²⁾

(in millions of euros)



(1) Defined as: Inventory (incl. minor adjustments) + Adjusted trade receivables (incl. minor adjustments) - Trade payables - VAT payables (2) Net financial debt excluding lease liabilities (IFRS 16) and minority shareholder put options Carsupermarket.com

03

Outlook

Updated guidance

Total B2C volumes

FY 2026 (updated on May 12th)

At least 110,000 units

Mid-term

High single-digit organic CAGR growth

Adjusted EBITDA

Between €35 and €45 million

c.5% of revenues



Conclusion

- 1 H1 performance in line with expectations, with first positive signs from UK and Austria transitions
- 2 A strong core business model: France significantly outperforming, solid dynamics in Spain and Italy
- 3 FY26 objectives revised reflecting the impact of the Middle East conflict on pre-registered vehicles
- 4 Continued execution of the overall strategy and medium-term targets confirmed



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

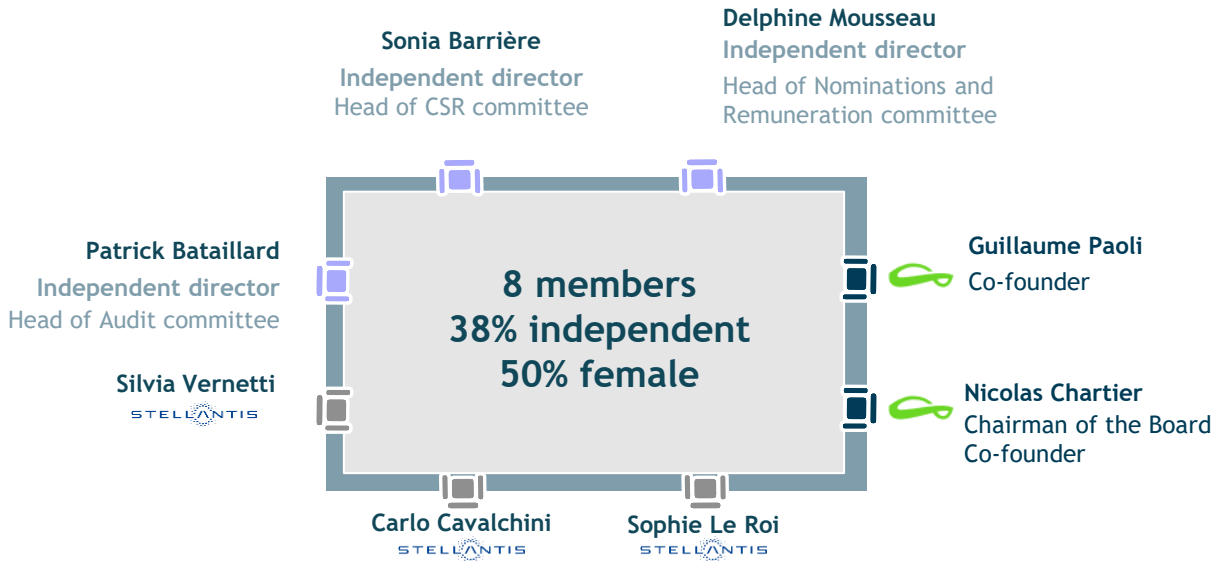


One North Star



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



Nominations and Remuneration committee

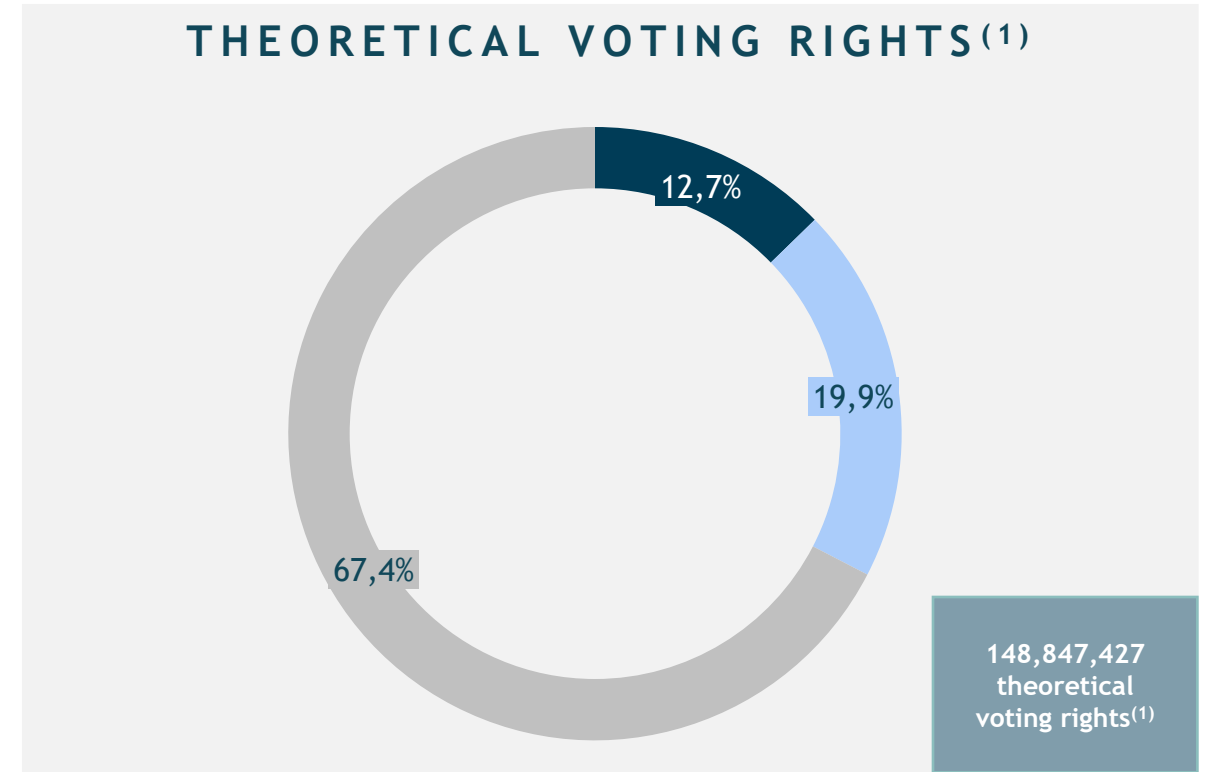
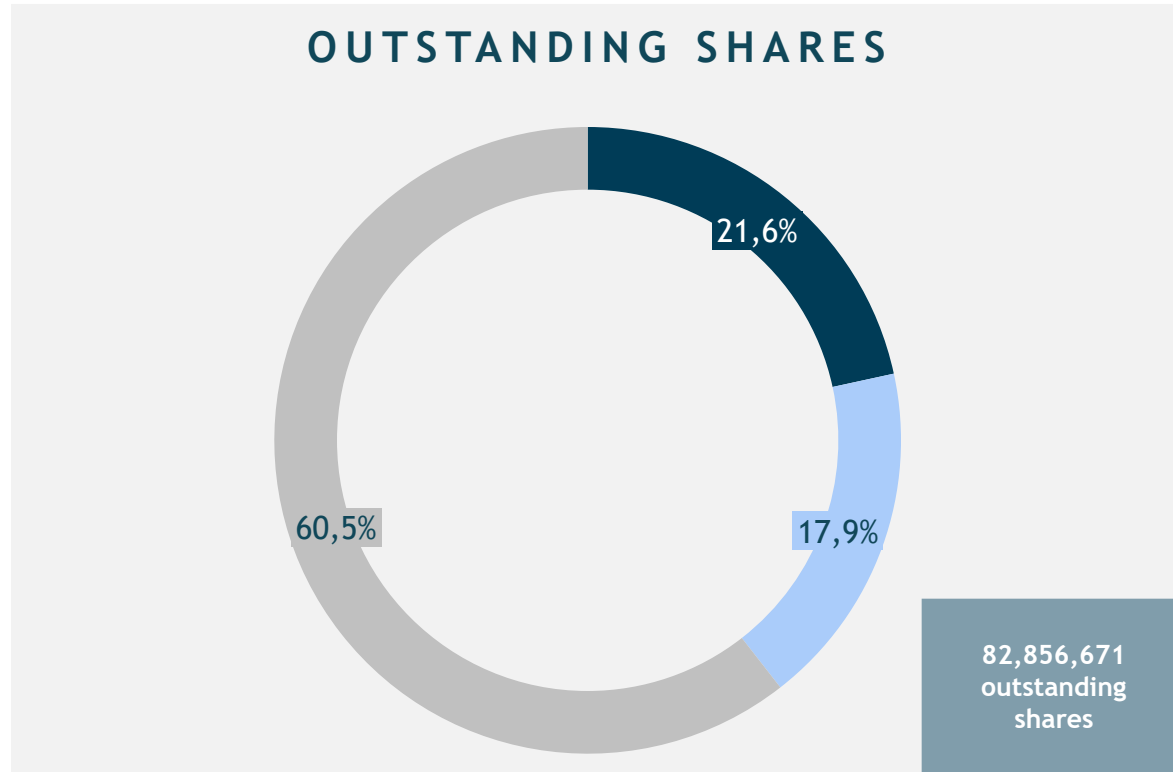
Audit committee

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 March 31, 2026



Public Founders⁽²⁾ 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) (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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