



AUTO 1

BUILDING THE BEST WAY TO
BUY AND SELL CARS ONLINE

February 2021



“

Our mission
is to build the
best way to
buy and sell
cars online

”

#1

European Auto Platform

30+

Country Presence

No Direct Competition

Unique Offering

€3.5bn

Revenues in 2019

~93%

Revenue CAGR 2014–19

9.9%

Gross Profit Margin in 2019

60,000+

Active Dealers in 2019

615,000+

Cars Sold in 2019

400+

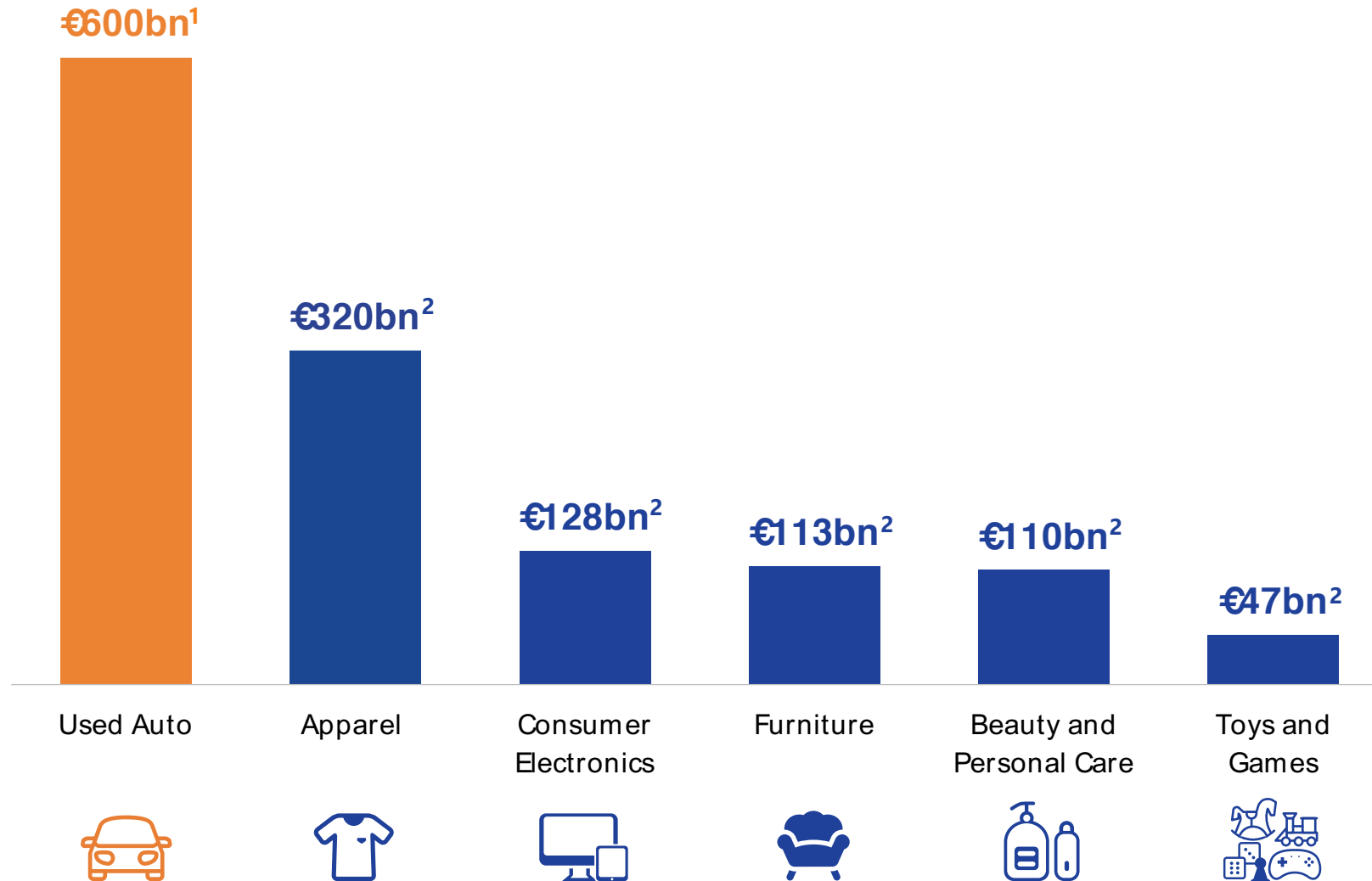
Drop-Off and Pick-Up
Locations across Europe

AUTO1: A Unique and Highly Compelling Story

- 1 Vast market opportunity with an accelerating offline to online shift
- 2 Clear leadership position in a highly fragmented market
- 3 Unique platform leveraging strong brands, proprietary technology and data to create a superior customer experience
- 4 Massive Autohero opportunity supported by the existing platform
- 5 Proven ability to scale the business and drive profitability



Used Auto Is a Huge Market in Europe...



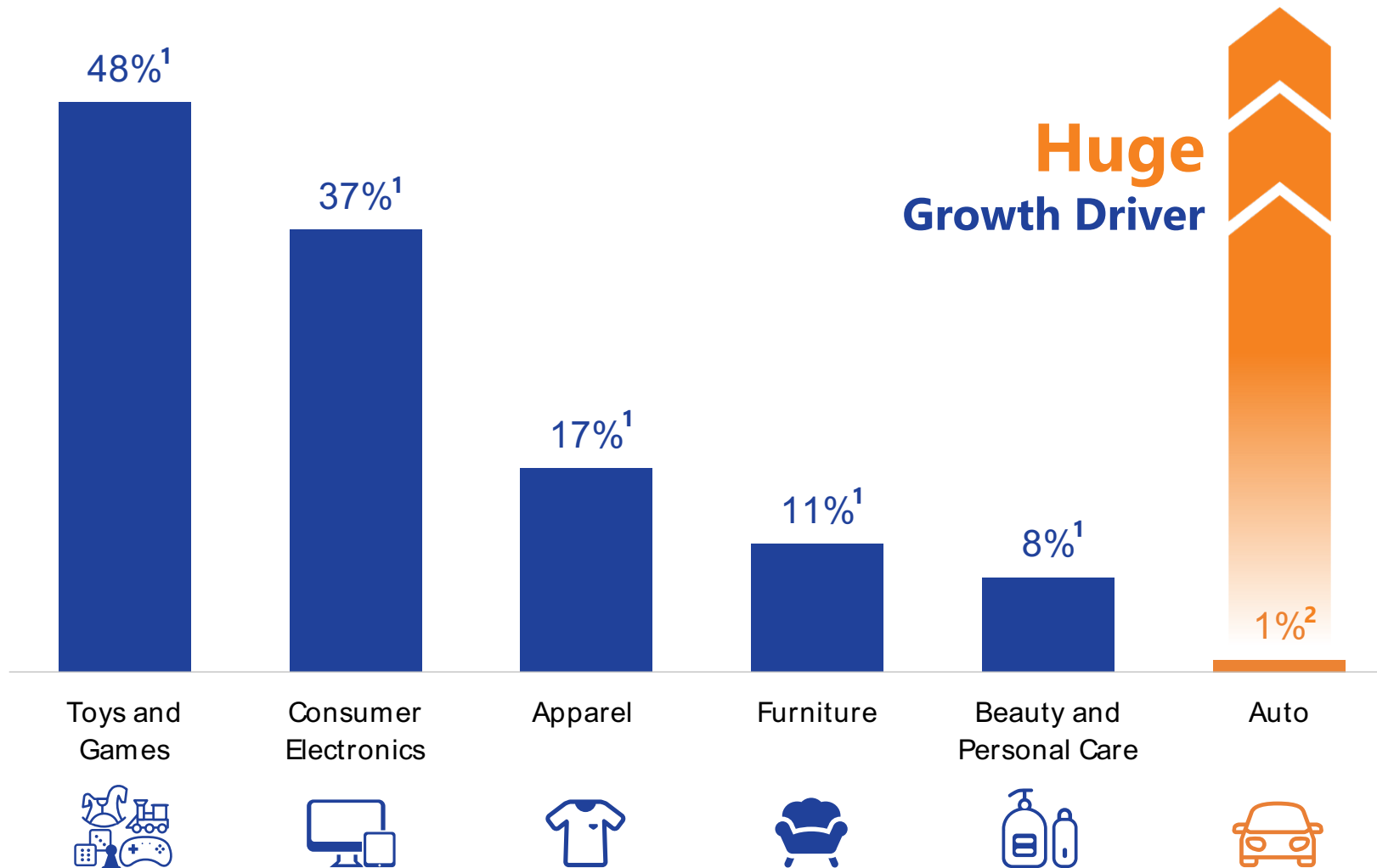
€600bn¹

Used Auto Is a Huge Commerce Vertical

Source: 1. OC&C market study "European Used Car & B2B Sourcing Market", from November 2020 ("OC&C"), including 2019 European (excl. UK) B2C and B2B transactions. 2. Euromonitor International Limited, Passport industries, data extracted November 2020, fixed exchange rate, "Furniture" as per "Indoor Furniture" definition.



... And Has the Lowest Online Penetration



1%²

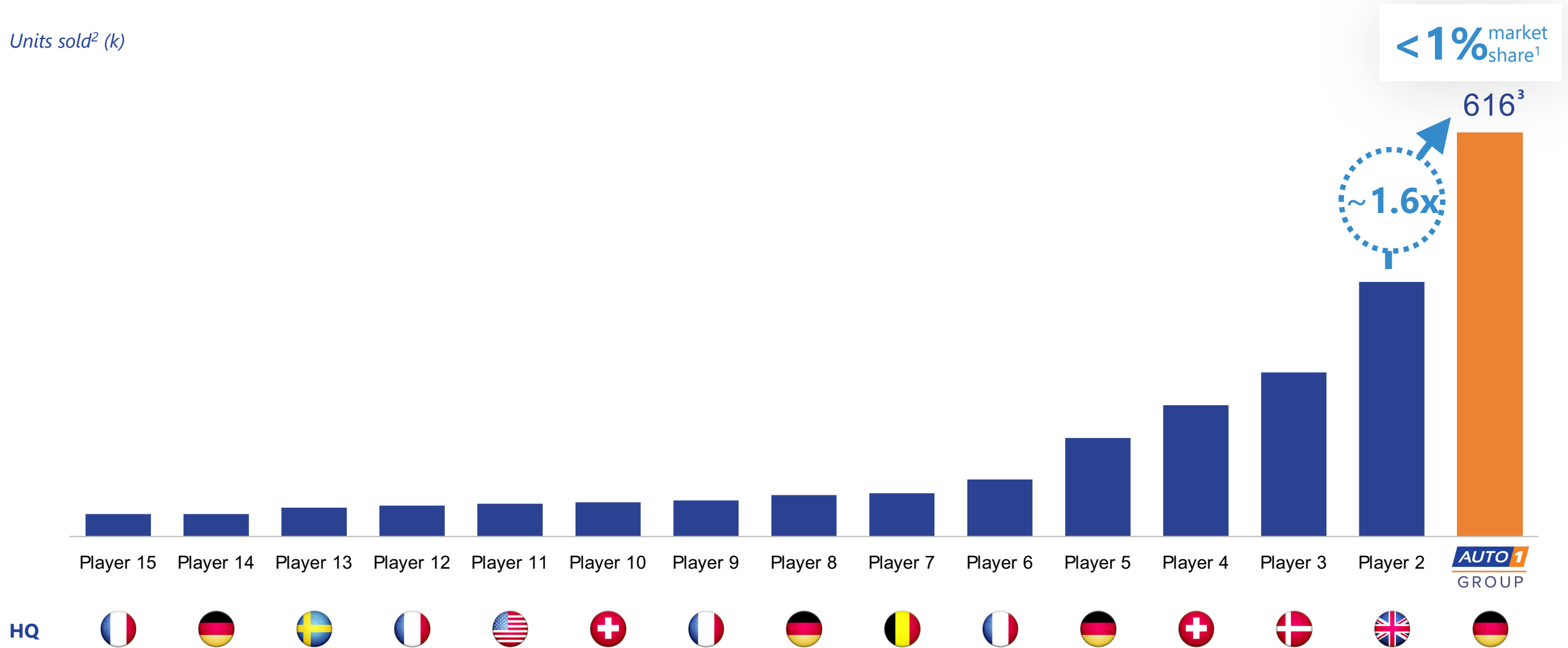
Auto has
Huge Upside

Source: 1. Euromonitor International Limited, Passport industries, data extracted November 2020, fixed exchange rate, "Furniture" as per "Indoor Furniture" definition. 2. Company estimate.



We Are the Clear Leader in a Fragmented Market

Units sold² (k)

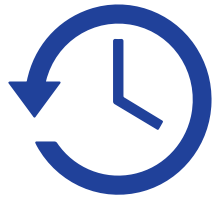


Source: OC&C. 1. Company estimate.

Notes: 2. Based on latest available sales of used cars (for dealerships in 2018, intermediaries in 2019), including LCVs and Passenger Cars, transacted in Europe from top 14 European dealers and intermediaries; excludes OEM-owned dealer groups (e.g. Porsche Holding Salzburg) and dealers focused on the UK, Russia, Ukraine, Belarus and Turkey. 3. Based on used cars sold by AUTO1 in 2019.

Consumers and Dealers are Currently Facing a Troublesome Car Trading Experience

CONSUMERS



Time
Consuming



Limited Local
Opportunities



Pricing
Uncertainty

“ I don't want to search forever or make compromises ”

“ I want to find the perfect car close to me ”

“ How can I ensure the best price for my car? ”

DEALERS

“ I lack the time to make proper inventory decisions ”

“ I wish I had more of that type of car to sell ”

“ How do I deal with trade-ins I cannot sell? ”



Our Platform Generates Superior Customer Experiences on All Sides of the Trade

WE BUY CARS

WE SELL CARS



Most buyers are also sellers

- ✓ Fully-Digitized
- ✓ Directly Transactional
- ✓ Haggles-Free
- ✓ Exceptional Fulfilment Experience

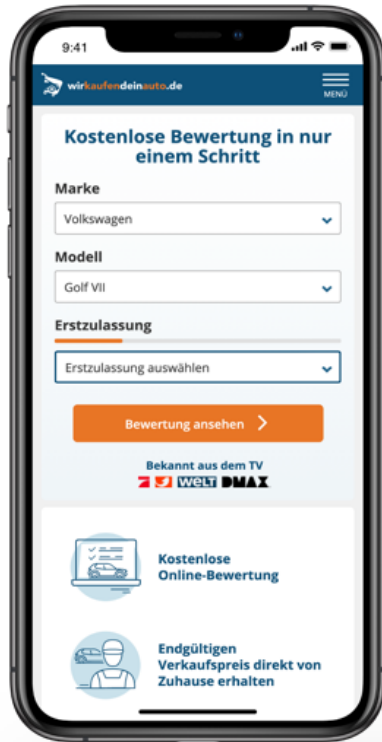
Note: Proportion of cars sourced and revenue split in Q3 2020.

We Source From Consumers in a Fast, Easy & Reliable Way

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CONSUMER SELLERS

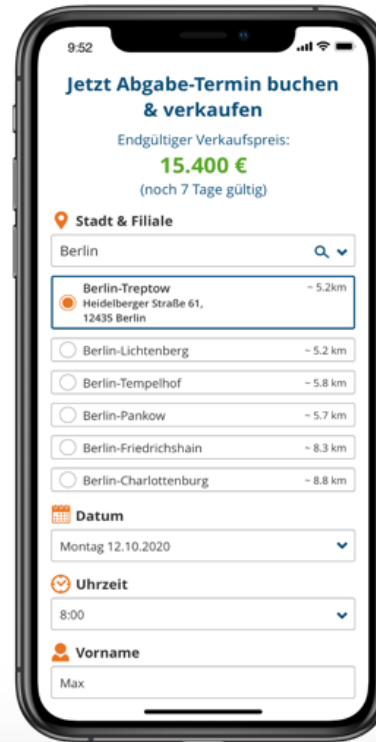
Enter car



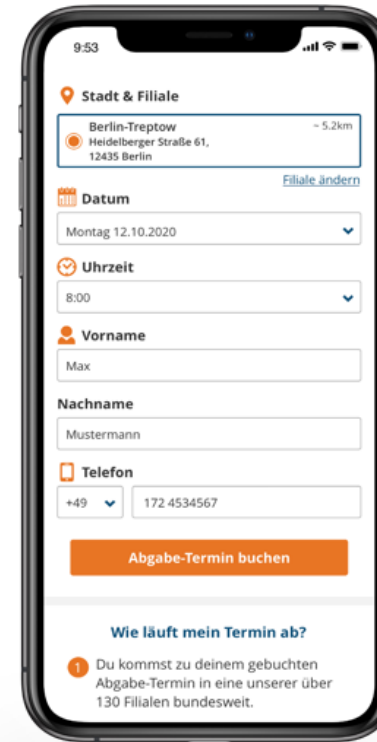
Enrich details



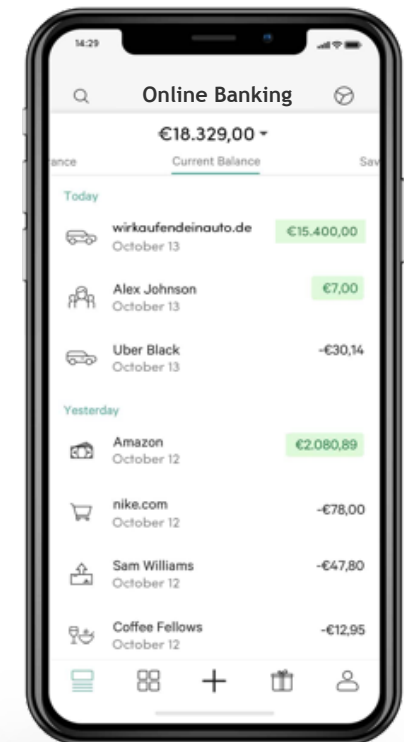
Get price



Book drop-off



Receive payment



Get a binding price in minutes

Book at own convenience

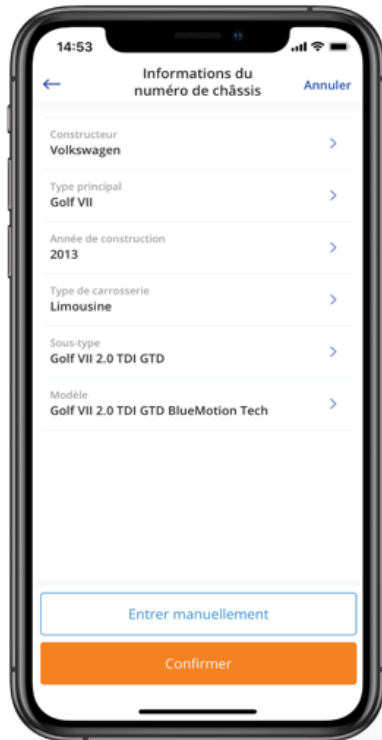
Instant and reliable completion

We Also Source From B2B Sellers in a Fast, Easy & Reliable Way

Remarketing

B2B SELLERS

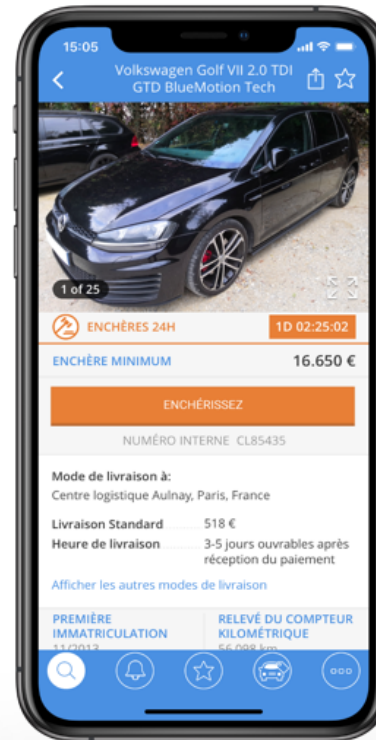
Submit car



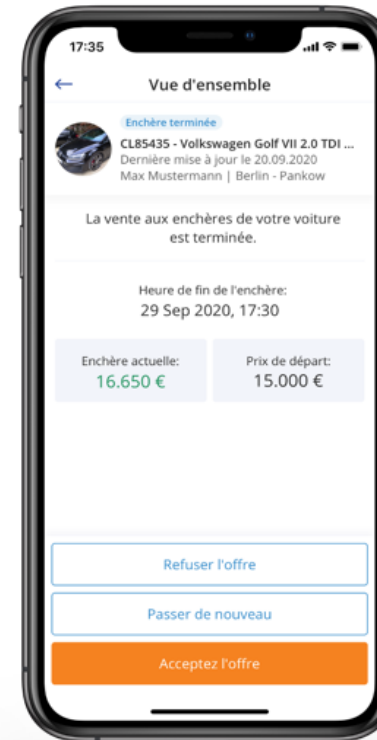
Confirm details



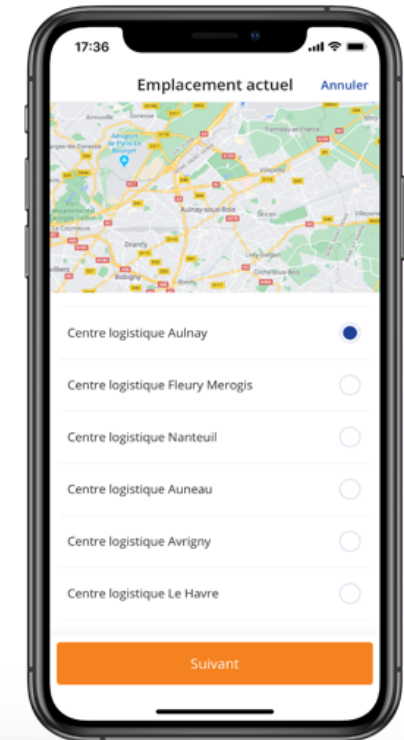
Auction car



Decide on sale



Fulfilment



Submitting car only takes minutes

Dealers bid in 24h auction

Sign off trades, book fulfilment, receive payment

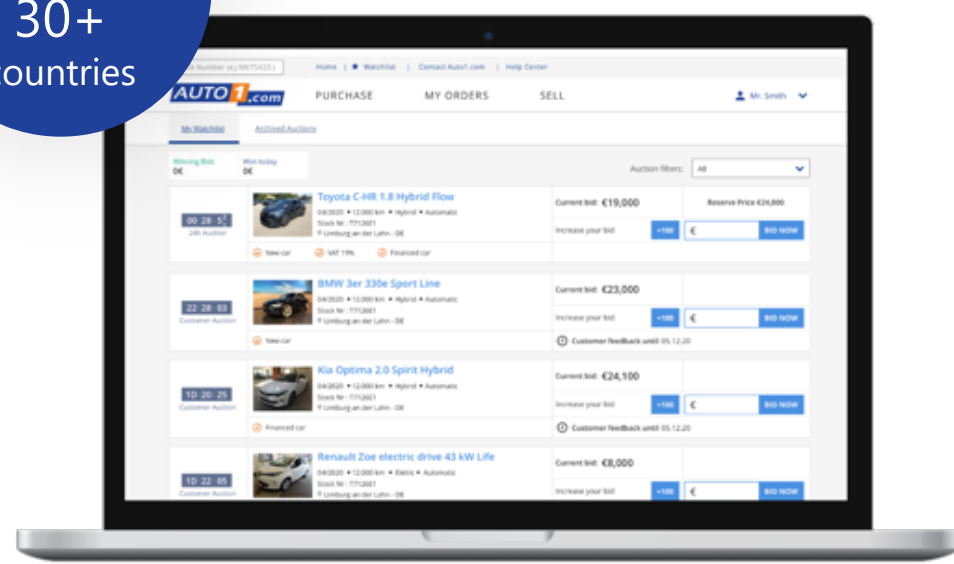


We Offer the Easiest Way for Dealers to Purchase Their Desired Inventory



60,000+ dealers in 30+ countries

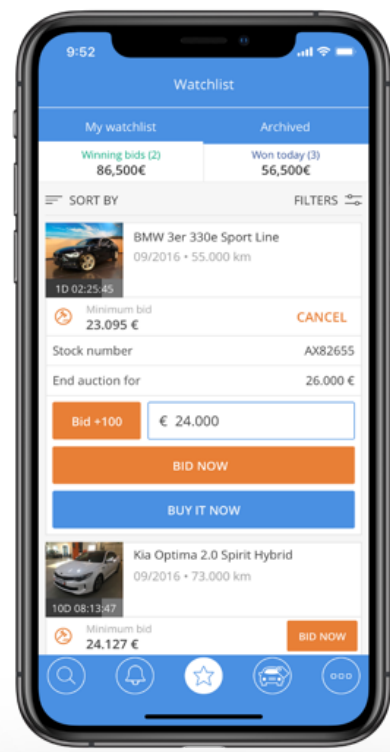
Select car or watchlist



Entering car or watchlist only takes seconds

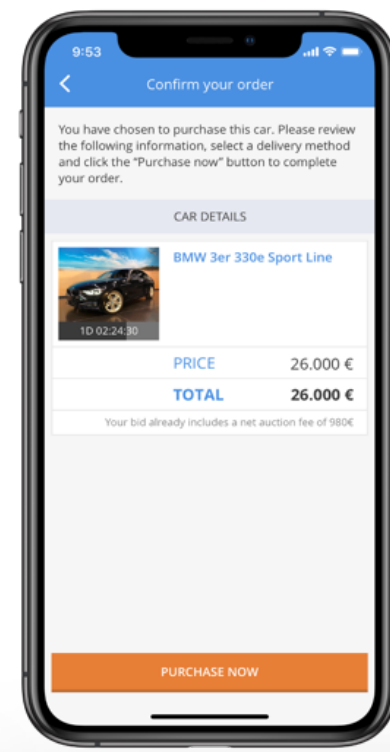
B2B BUYERS

Bid for car



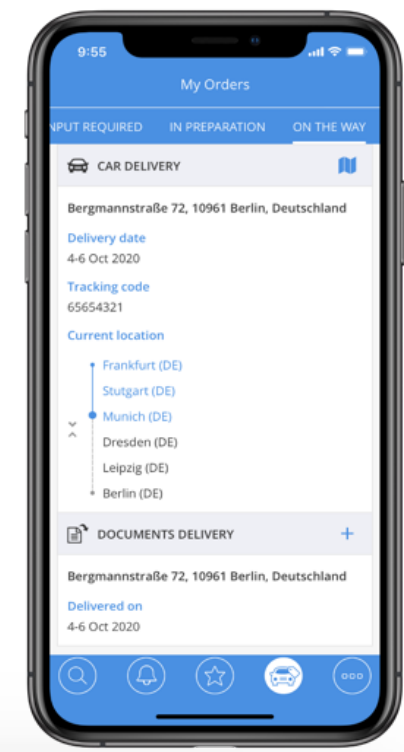
Dealers bid in 24h auction

Pay



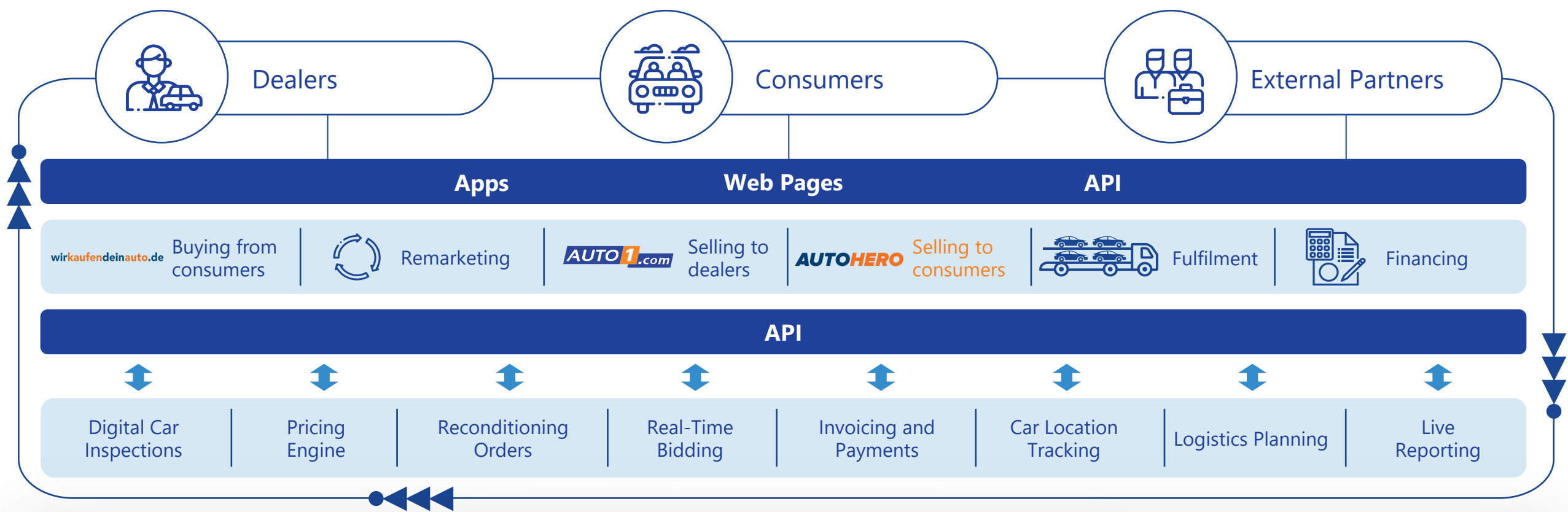
Pay and order fulfilment within minutes

Order logistics





The Heart of Our Platform Is Our Proprietary, Data-Driven Technology Stack



We own the leading data set for the European used car trade

✓ **5m** data points collected daily¹

✓ **1m+** daily website / app views²

✓ **€9.5m** car sales transacted daily^{2,3}

Note: 1. Average in January 2020 (undisturbed pre-COVID-19). 2. Average in 2019. 3. Refers to average number of cars per day x average price per car.

Our Fulfilment Infrastructure Completes Our Superior Customer Experience



400+ own-operated consumer drop-off and pick-up locations in 10 countries

150+ third-party logistics compounds across Europe

47% of all cars for which we arranged delivery were delivered cross-border in 2019

Expanding own fleet for Autohero

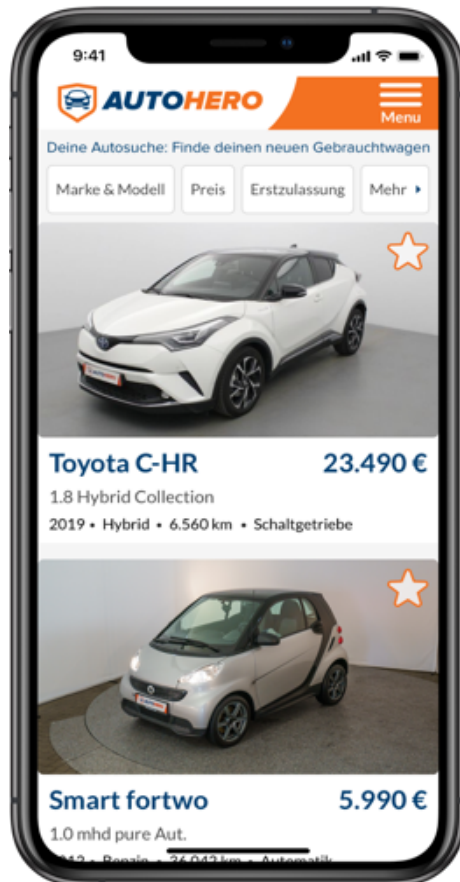
Expanding refurbishment capacity for Autohero



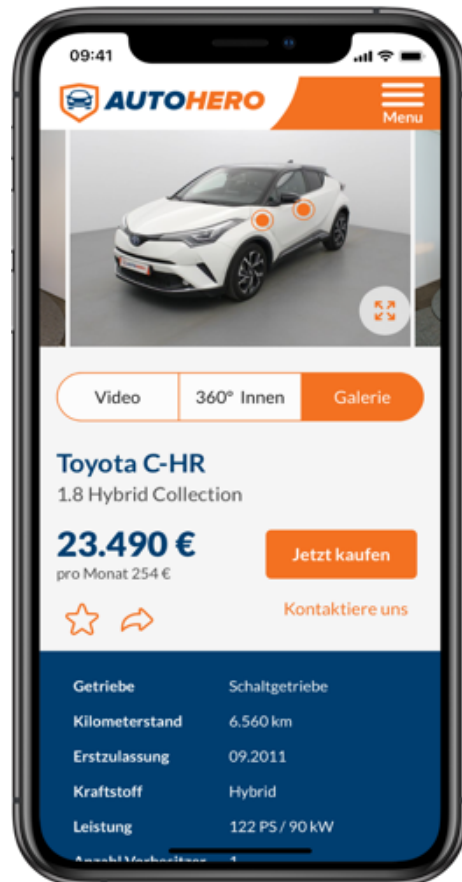
4

Autohero Is Creating the Best Online Car Buying Experience

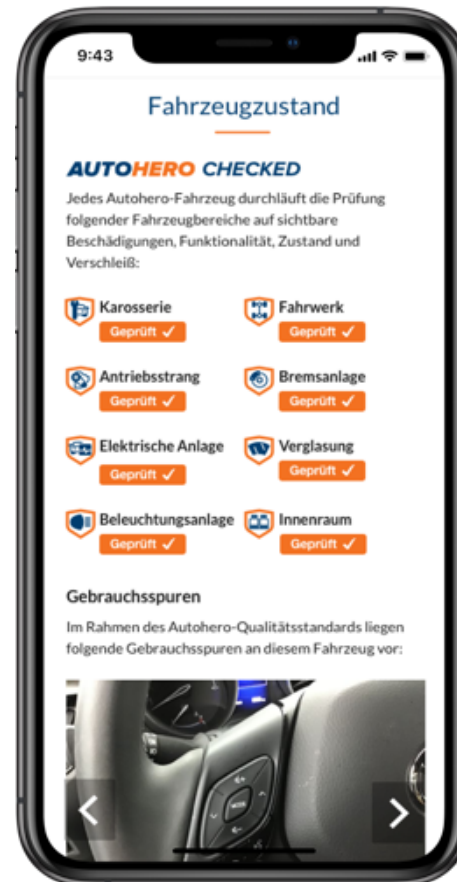
Superior selection



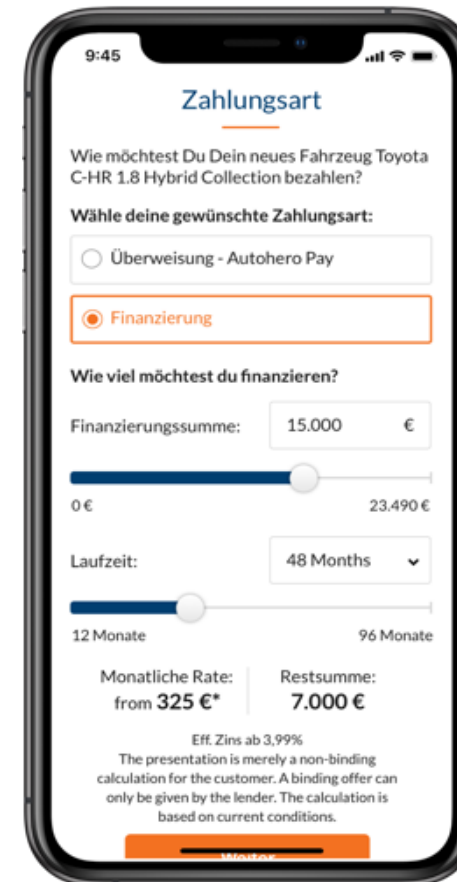
Immersive experience



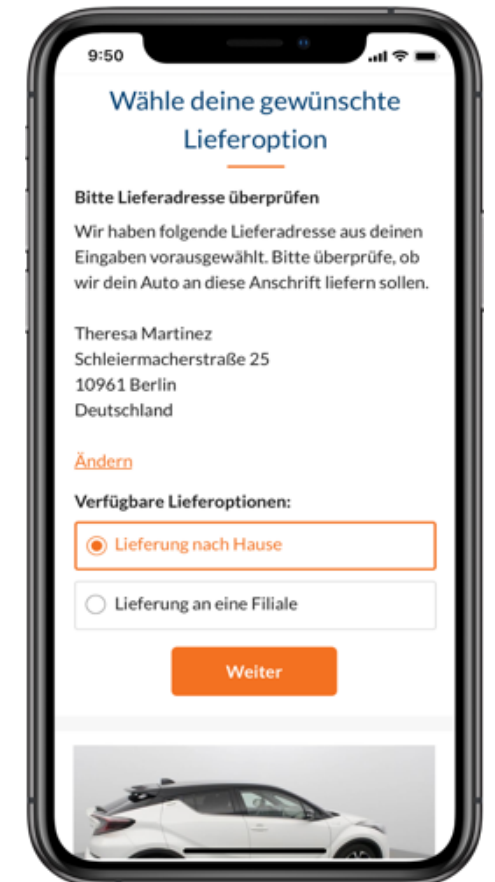
Guaranteed quality

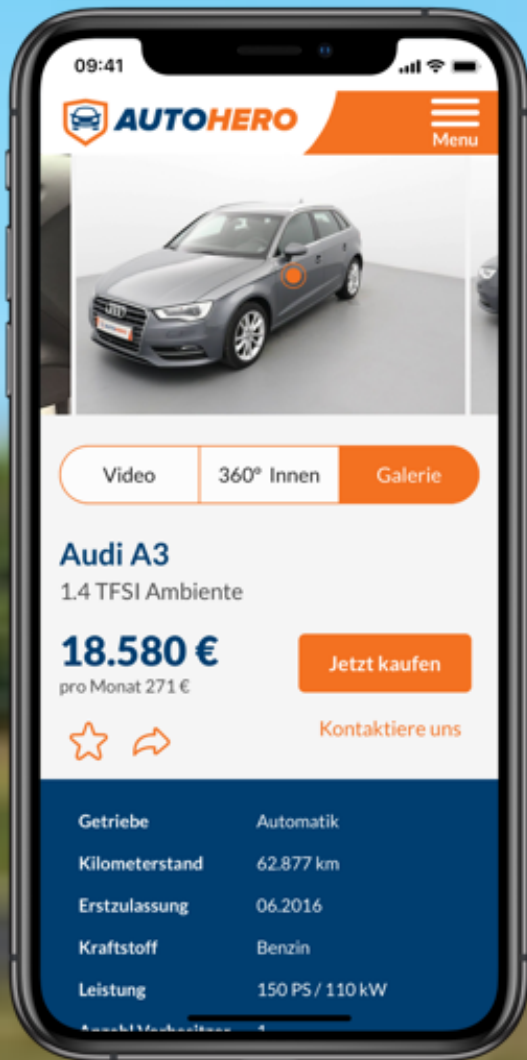


Integrated financing



Immediate fulfilment







We Combine All the Ingredients to Be Europe's #1 Auto Retailer



Leading Automotive Dataset

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GROUP

Broad Sourcing Capacity

Remarketing 
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Connected Refurbishment Facilities

AUTO 1
GROUP

Integrated Financing

AUTO 1
GROUP

Pan-European Fulfilment Infrastructure

AUTO 1
GROUP



Autohero Is Based on a Proven Model and Delivering Strong Growth Already

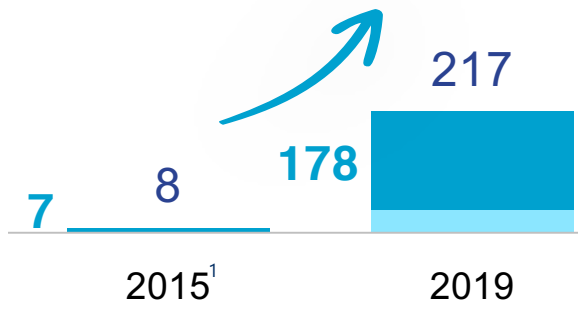
Market Cap

~\$50bn

Retail units sold (k)



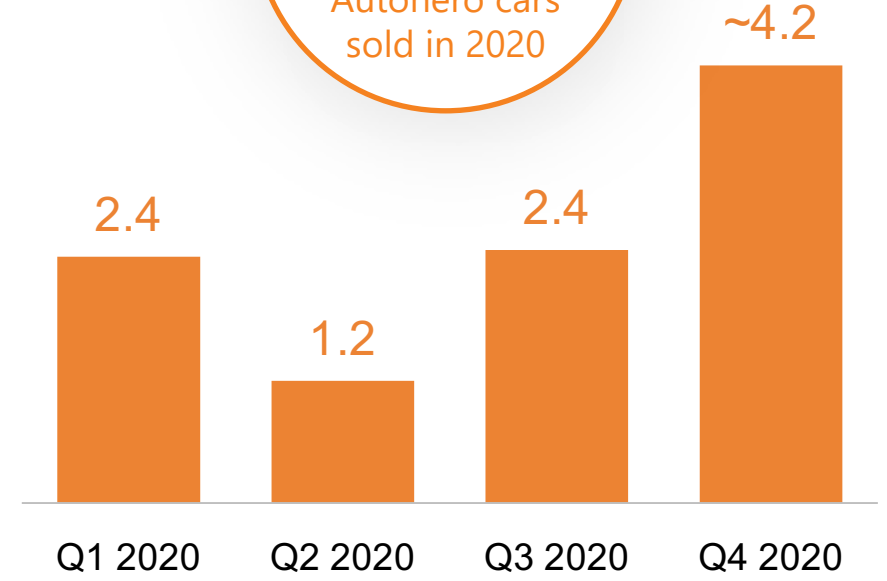
Wholesale units sold (k)



Massive Opportunity



~10.2
k
Autohero cars sold in 2020



Source: Carvana filings.
Note: Market capitalisation as of 08 January 2021. 1. Two years prior to IPO.

Our Superior Customer Experience Is Driven by Difficult to Replicate Competitive Advantages



Large-Scale Sourcing Capabilities

> 1,600

Average New Cars Daily in 2019

€0.5bn

ABS Facility



Broadest Offering

30k+

Quality Cars Offered in 2019

78

Manufacturers Sold¹



Strong Brands

69m+

Visitors in 2019

3

Brand Families

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AUTOHERO AUTO1.com



Leading Tech

4m+

Fully-Digitized Transactions Completed

160TB

Car Data



Pan-European Fulfilment

400+

Locations

1m+²

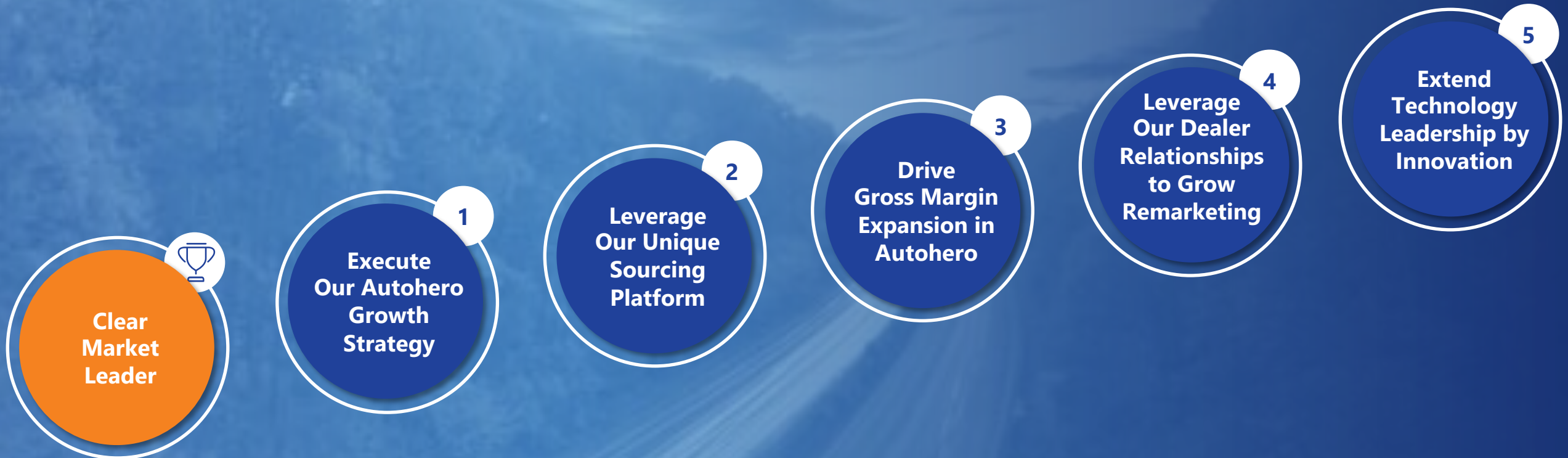
Car Movements p.a.

Note: 1. Since January 2019. 2. Comprises transports arranged by us and cars picked up by professional dealers.

We Are Just at the Beginning of Digitally Disrupting the Used Car Market

TODAY

TOMORROW



Our strategy is to use our technology, data, brands and unique sourcing capability to capture a significant portion of the €700bn¹ European used car market

Source: OC&C.
Note: 1. Includes European (excl. UK) B2C and B2B transactions, as well as consumer financing (2019).

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