



Q3 2022 Earnings Presentation starts soon...

Earnings Presentation

Q3 2022

02 NOVEMBER 2022

Disclaimer

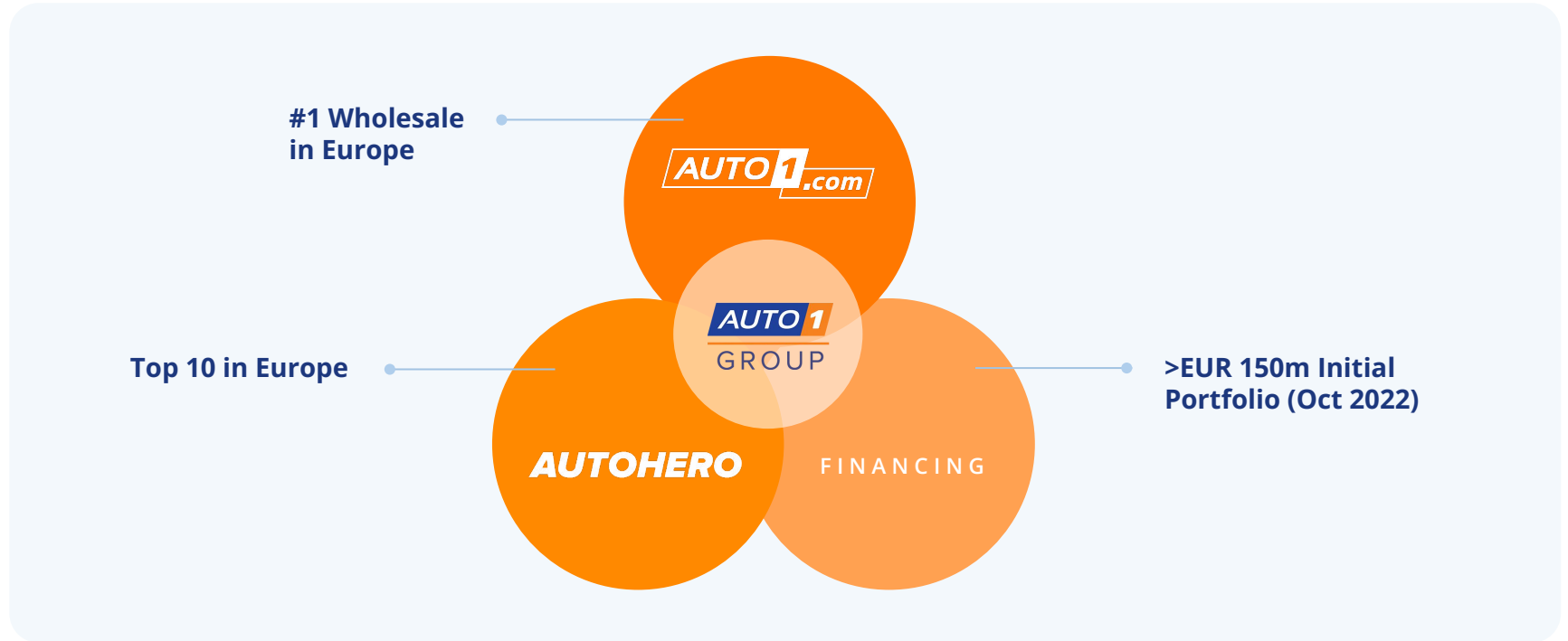
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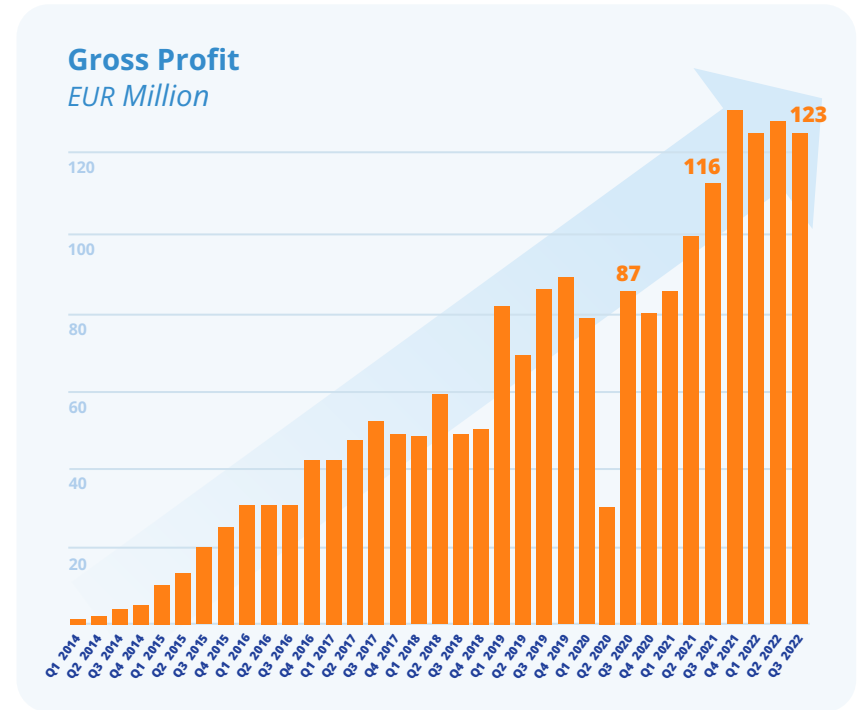
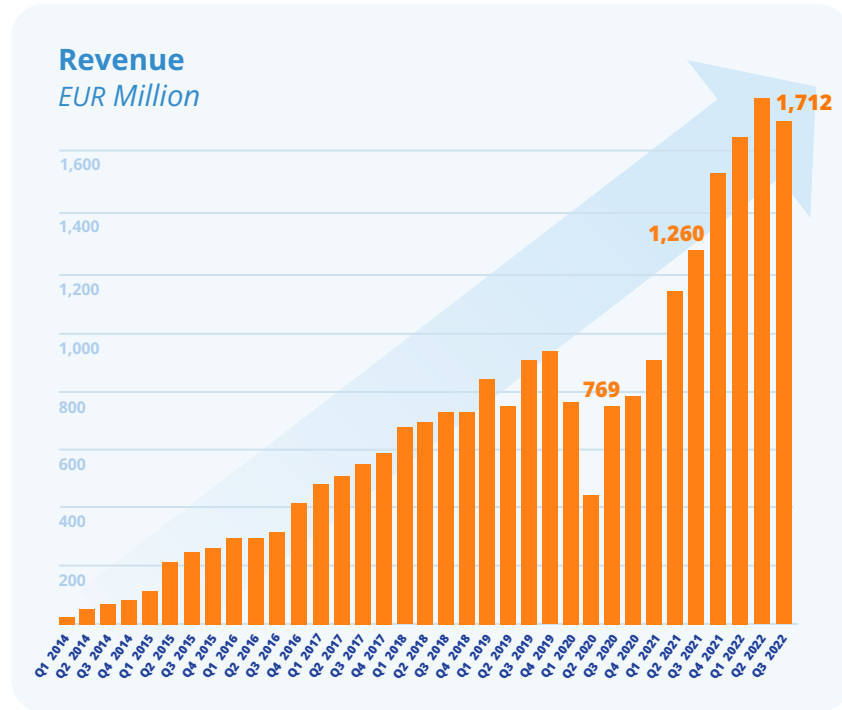
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We Are Building the Largest
and Most Profitable Car Dealer in the EU

AUTO1 is Europe's Used Car Powerhouse



2022 Remains on Track to be Our Highest Revenue and Gross Profit Year

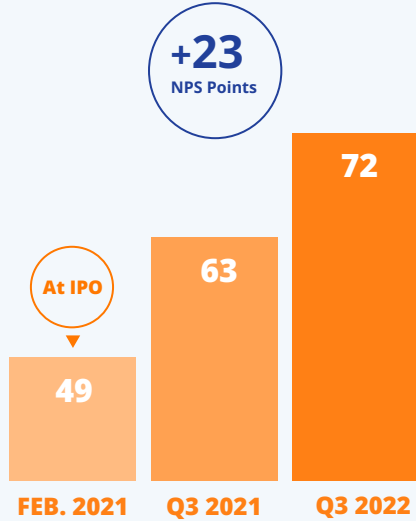


Our Strategic Goals

1. Create Outstanding Customer Experiences
2. Leverage our Platform to Gain Market Share

We Have Consistently Improved Our Customer Satisfaction to Strong and Sustainable Levels

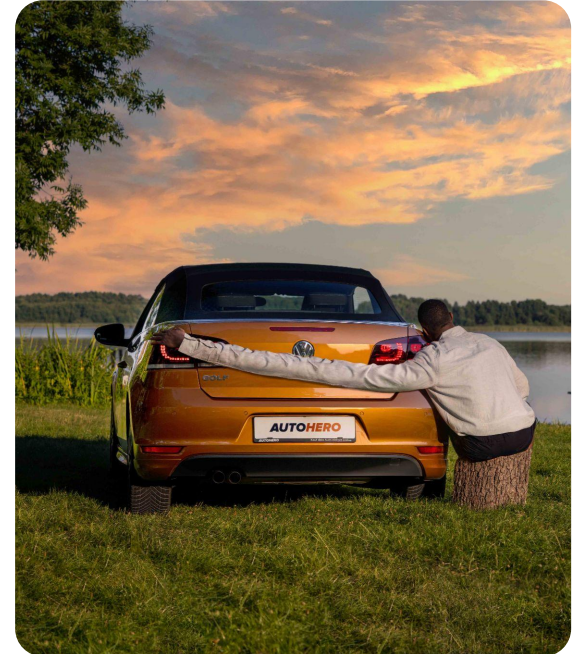
Autohero NPS All Markets



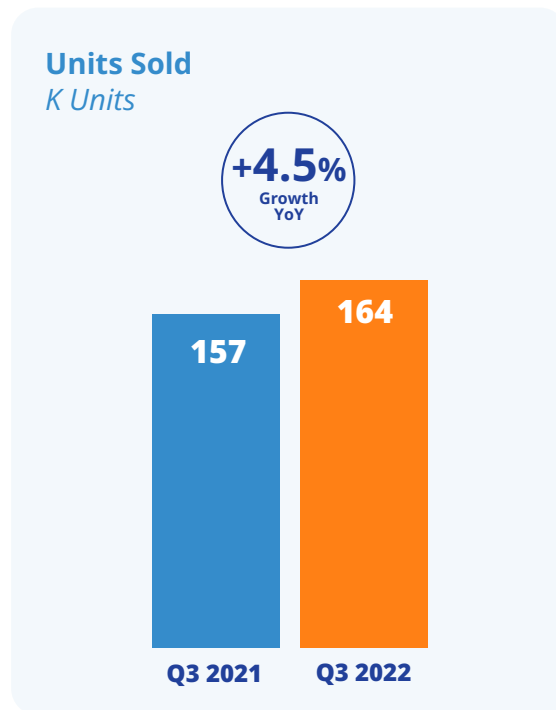
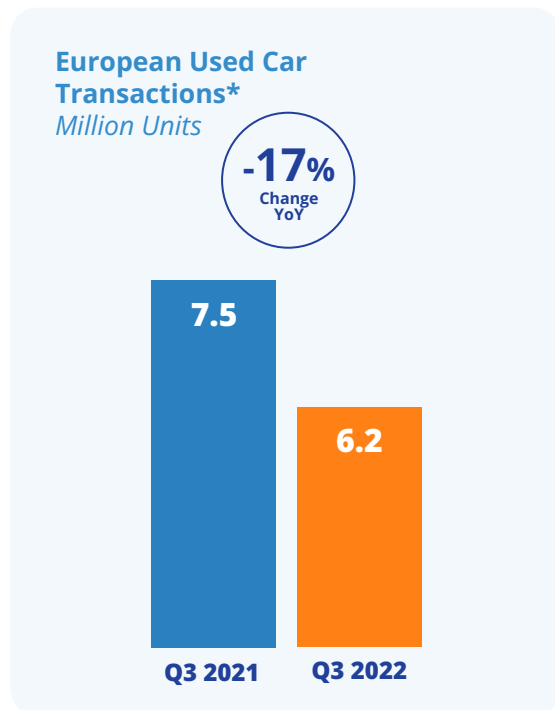
Autohero Trustpilot Score All Markets*



*Weighted Average based on avg. Trustpilot score per market (as of 12 October 2022)



We Increased Our European Market Share by 24% Year Over Year



*Sources: official statistics website (open data + country), national car registration office statistics, statistics released by newspapers, estimations made by used car dealers.

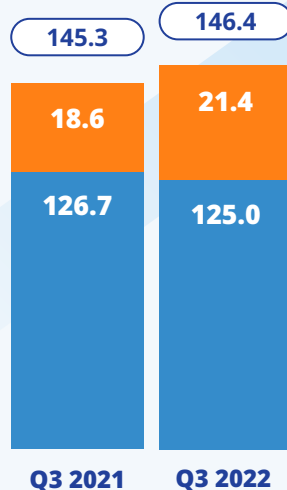
Our Financial Goals

1. Grow Merchant and Retail Units
2. Grow Total Gross Profit
3. Execute Plan to Group Profitability

Our Merchant Business Performed Strongly Given the Market Backdrop

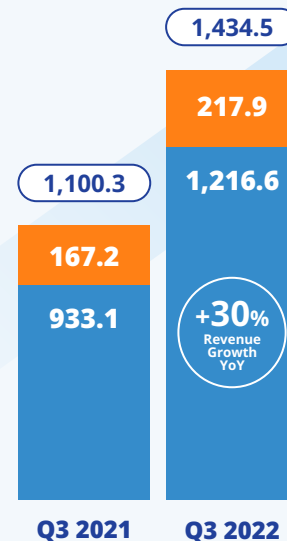
Merchant Units *K Units*

- Remarketing
- C2B

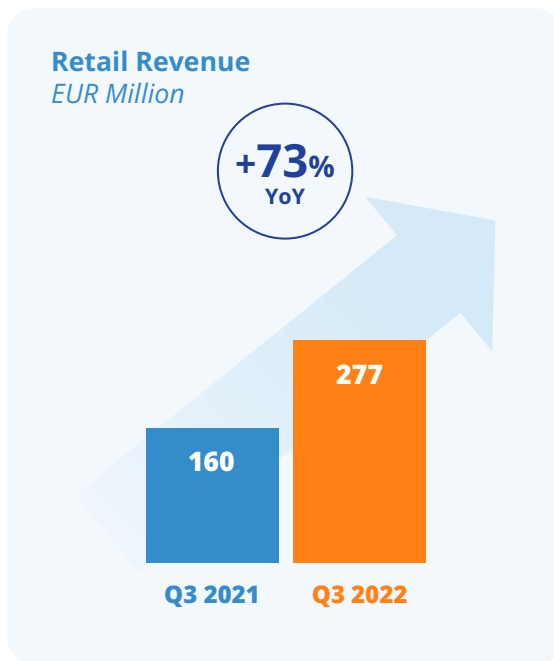
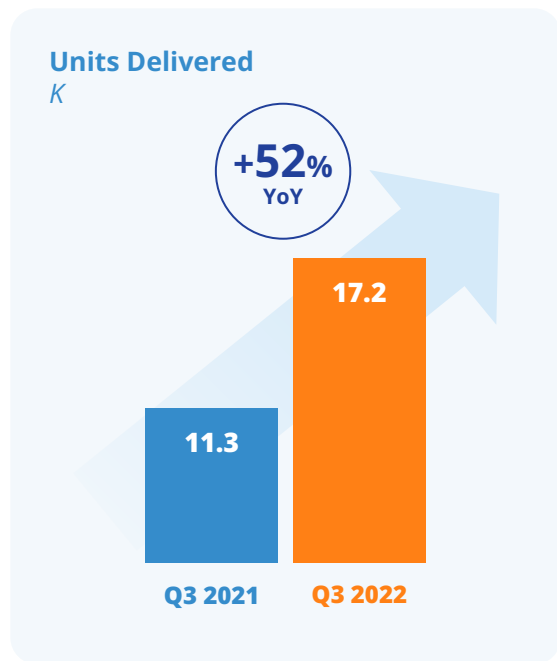


Merchant Revenue *EUR Million*

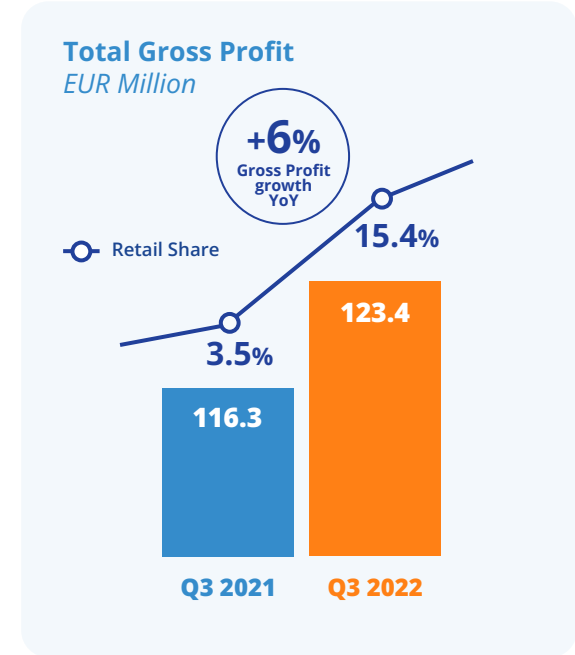
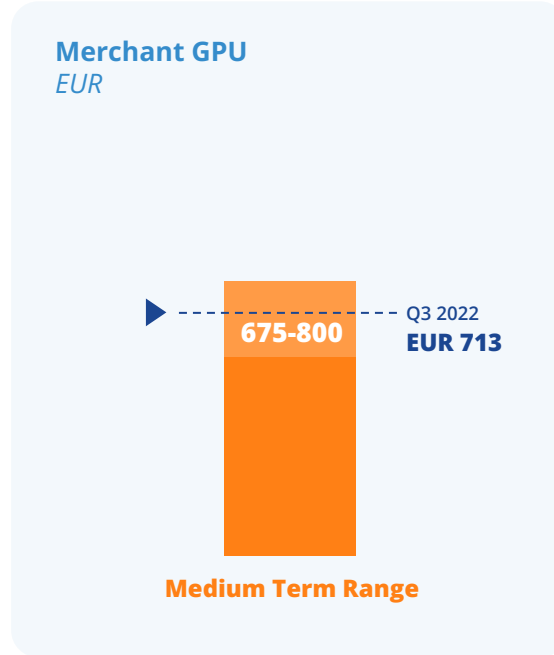
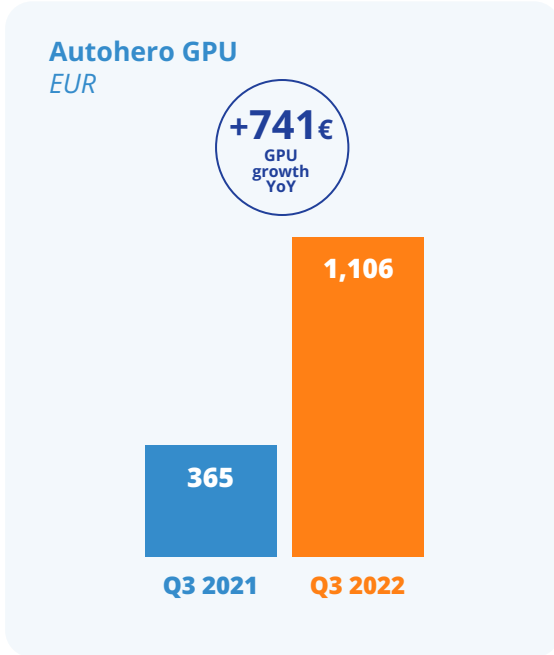
- Remarketing
- C2B



Autohero Continues to Grow Strongly While Significantly Improving its Unit Economics

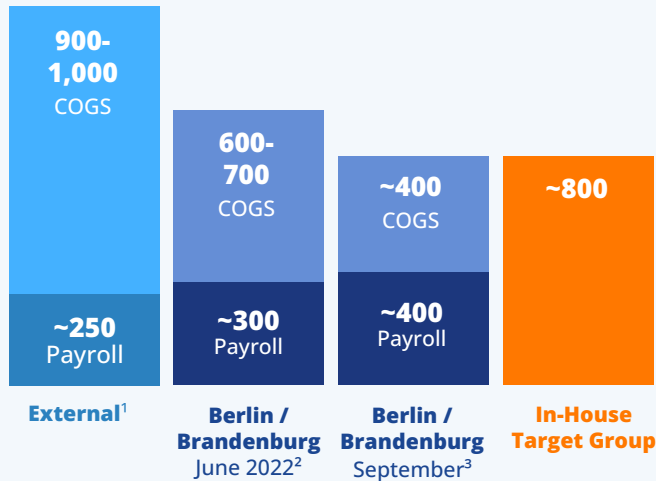


Autohero GPU is Growing by EUR 741 Year on Year and Becoming a Meaningful Contributor of Total Gross Profit for the Group

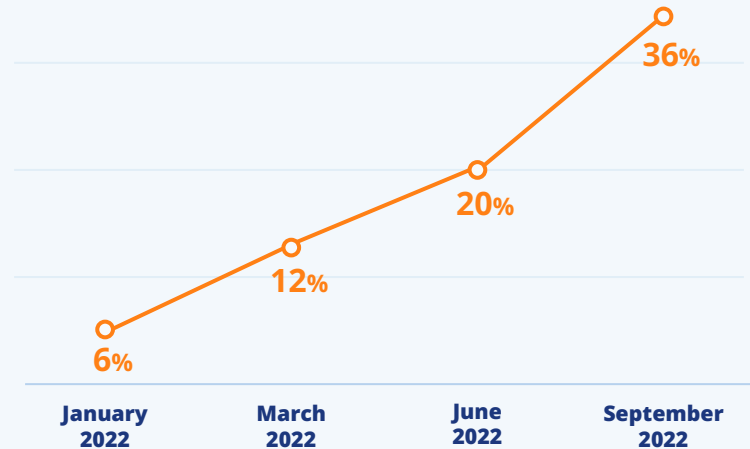


Our Production Center in Berlin/Brandenburg Reached the Group Cost Target for the First Time in September

Production Costs, Berlin/Brandenburg Center
EUR / Unit



Share of Inhouse Used Car Production
%



¹Average external production costs Germany in September 2022.

²In-house production costs at Berlin/Brandenburg Production Center in June 2022.

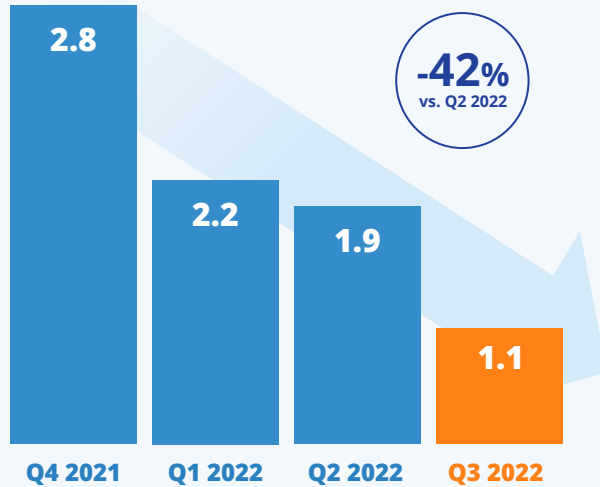
³In-house production costs at Berlin/Brandenburg Production Center in September 2022.

Our Inhouse Production Rollout Continues to be on Track

Announced Production Center	Maximum Capacity <i>cars p.a.</i>	Status
Hemau, DE	27,000 (Expanded by 11k)	Production
Warsaw, PL	18,000	Production
Toledo, ES	21,000	Production
Berlin/Brandenburg, DE	35,000	Production
Pizzale/Oriolo, IT	23,800	Production
Ath, BE	18,500	Production Start in Q4 2022
	Total Capacity: 143,300	

We Continued to Improve Marketing Cost per car Delivered

Retail Marketing Cost
per Car Delivered
KEUR



We are Progressing as Planned Towards Our Goal of Adjusted EBITDA Profitability by Q4 2023

+12
Million
EUR

+25%

Adjusted EBITDA
Improvement
Vs. Q2 2022

Current Adjusted EBITDA

-€35m in Q3 2022

Autohero In-House Production

Scale Inhouse Share to 90%

Autohero Marketing

Continue Track of Decreasing Marketing Cost per Unit

Autohero Logistics

Optimize Route Network and Share of Full Truck Loads

Autohero Opex

Rationalise Sales and Operations Efforts

Grow Autohero GPU

Speed up Inventory Turns, Autopricing for Retail, Higher Financing and Product Attach Rates

Grow Merchant GP Base

Grow Faster Than Market, Maintain GPU

Overhead Expenses

Productivity Enhancements

Adjusted EBITDA Q4 2023

Slightly Positive

Q3 2022 Financials and Full Year Guidance Update

Smart Opex Management Allowed us to Improve Adjusted EBITDA Despite Merchant Headwinds

EUR million



We Maintain a Strong Balance Sheet with no Corporate Debt



We are Reducing our Capex Guidance While Maintaining our Goal of 90% Inhouse Refurbishment

CapEx
EUR million



Production Centers

- Assumes ~210,000 Cars Max. Annual Capacity by YE 2023
- Most facilities rented, projecting ~€1.3mn/quarter by Q4 2023



We Substantiate Our Financial Targets for 2022, Reflecting Our Path to Profitability

Revenue

EUR 6.5-6.7bn

Q2 2022 Guidance: 6.0-7.0bn

Gross Profit

EUR 485-505m

Q2 2022 470-580m

Adj. EBITDA Margin

(2.0%)-(3.0%)

Q2 2022 Guidance: (2.0%)-(3.0%)
Implied range: (€155mm)-(€175mm)

Units Group

~655k

Q2 2022 Guidance: 655-725k

Units Merchant

~590k

Q2 2022 Guidance: 590-650

Units Autohero

~65k

Q2 2022 Guidance: 65-75k

Q&A

Thanks

AUTOHERO

Q3 Demonstrated Top-line Growth and Ongoing Cost Control

	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q3 YoY
Cars Sold, #k	157	167	597	170	166	164	4.5%
<i>Merchant: C2B</i>	127	132	481	131	127	125	(1.3%)
<i>Merchant: Remarketing</i>	19	21	74	24	23	21	15.1%
<i>Retail (Autohero)</i>	11.3	13.9	41.4	14.6	15.8	17.2	52.5%
Revenue (EUR million)	1,260.2	1,550.2	4,775.0	1,637.9	1,737.2	1,711.7	35.8%
<i>Merchant: C2B</i>	933.1	1,140.9	3,544.7	1,163.9	1,234.9	1,216.6	30.4%
<i>Merchant: Remarketing</i>	167.3	200.7	651.3	229.6	232.4	217.9	30.3%
<i>Retail (Autohero)</i>	159.8	208.6	579.0	244.4	269.9	277.2	73.4%
Gross Profit (EUR million)	116.3	128.9	430.9	124.0	126.4	123.4	6.1%
GPU (EUR)	743	772	-	731	761	755	1.5%
<i>Merchant GPU</i>	772	804	-	732	732	713	(7.7%)
<i>Retail (Autohero) GPU</i>	365	418	-	718	1,035	1,106	202.9%
Opex	(141)	(174)	(538)	(172)	(173)	(159)	(12.8%)
Adjusted EBITDA (EUR million)	(24.7)	(45.2)	(107.1)	(47.6)	(46.8)	(35.2)	(42.4%)
<i>Adjusted EBITDA Margin</i>	(2.0%)	(2.9%)	(2.2%)	(2.9%)	(2.7%)	(2.1%)	(0.1pp)

Differences may exist due to rounding

OPEX includes employee expenses, other operating expenses less other operating income and less separately disclosed items

	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q3 YoY
Units Sold	156,530	166,949	596,731	169,610	166,147	163,561	4.5%
Revenue (€m)	1,260.2	1,550.2	4,775.0	1,637.9	1,737.2	1,711.7	35.8%
ASP (€)	8,051	9,285	-	9,657	10,456	10,465	30.0%
Gross Profit (€m)	116.3	128.9	430.9	124.0	126.4	123.4	6.1%
GPU (€)	743	772	-	731	761	755	1.5%
<i>GP Margin</i>	9.2%	8.3%	9.0%	7.6%	7.3%	7.2%	(21.7%)
<i>Opex (€m)</i>	(141)	(174)	(538)	(172)	(173)	(159)	12.8%
<i>o/w Employee Costs pre SDI (€m)</i>	(55.4)	(64.8)	(225.3)	(72.9)	(78.3)	(73.5)	(32.7%)
<i>o/w Marketing Expenses (€m)</i>	(57.5)	(66.8)	(203.3)	(56.27)	(53.7)	(42.3)	25.4%
<i>o/w Internal Logistics (€m)</i>	(15.5)	(18.5)	(58.0)	(19.6)	(18.9)	(22.0)	(34.2%)
Adjusted EBITDA (€m)	(24.7)	(45.2)	(107.1)	(47.6)	(46.8)	(35.2)	(42.4%)
<i>Adjusted EBITDA Margin</i>	(2.0%)	(2.9%)	(2.2%)	(2.9%)	(2.7%)	(2.1%)	(0.1pp)

Segment: Merchant

	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q3 YoY
Units Sold	145,255	153,074	555,351	155,052	150,377	146,372	0.8%
Thereof C2B	126,647	132,036	481,190	131,401	127,134	124,953	(1.3%)
Thereof Remarketing	18,608	21,038	74,161	23,651	23,243	21,419	15.1%
Revenue (€m)	1,100.3	1,341.6	4,196.0	1,393.5	1,467.3	1,434.5	30.4%
Thereof C2B (€m)	933.1	1,140.9	3,544.7	1,163.9	1,234.9	1,216.6	30.4%
Thereof Remarketing (€m)	167.3	200.7	651.3	229.6	232.3	217.9	30.2%
ASP (€)	7,575	8,764	-	8,987	9,757	9,800	29.4%
Thereof C2B (€)	7,368	8,641	-	8,858	9,713	9,736	32.2%
Thereof Remarketing (€)	8,990	9,541	-	9,708	9,999	10,174	13.2%
Gross Profit (€m)	112.2	123.1	415.9	113.5	110.1	104.4	(6.9%)
GPU (€)	772	804	-	732	732	713	(7.7%)
<i>GP Margin</i>	<i>10.2%</i>	<i>9.2%</i>	<i>9.9%</i>	<i>8.1%</i>	<i>7.5%</i>	<i>7.3%</i>	<i>(2.9pp)</i>

Differences may exist due to rounding

Segment: Retail (Autohero)

	Q3 2021	Q4 2021	FY 2021	Q1 2022	Q2 2022	Q3 2022	Q3 YoY
Units Sold	11,275	13,875	41,380	14,558	15,770	17,189	52.5%
Revenue (€m)	159.8	208.6	579.0	244.44	269.9	277.2	73.4%
ASP (€)	14,174	15,032	-	16,791	17,113	16,126	13.8%
Gross Profit (€m)	4.1	5.8	15.0	10.45	16.3	19.0	361.7%
GPU (€)	365	418	-	718	1,035	1,106	202.8%
<i>GP Margin</i>	2.6%	2.8%	2.6%	4.3%	6.1%	6.9%	4.3pp

Differences may exist due to rounding

Appendix

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