

Baader Investment Conference 2021

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Building the Best Way to Buy and Sell Cars Online

Since 2012 we are a Game Changer on the Online Market for Used Cars

#1

European Automotive
Platform

30+

Markets

4,200+

Employees

457,431

Cars Sold in 2020

€2.8bn

Revenue in 2020

10.1%

Gross Margin in 2020

60,000+

Active Dealers on
AUTO1.com

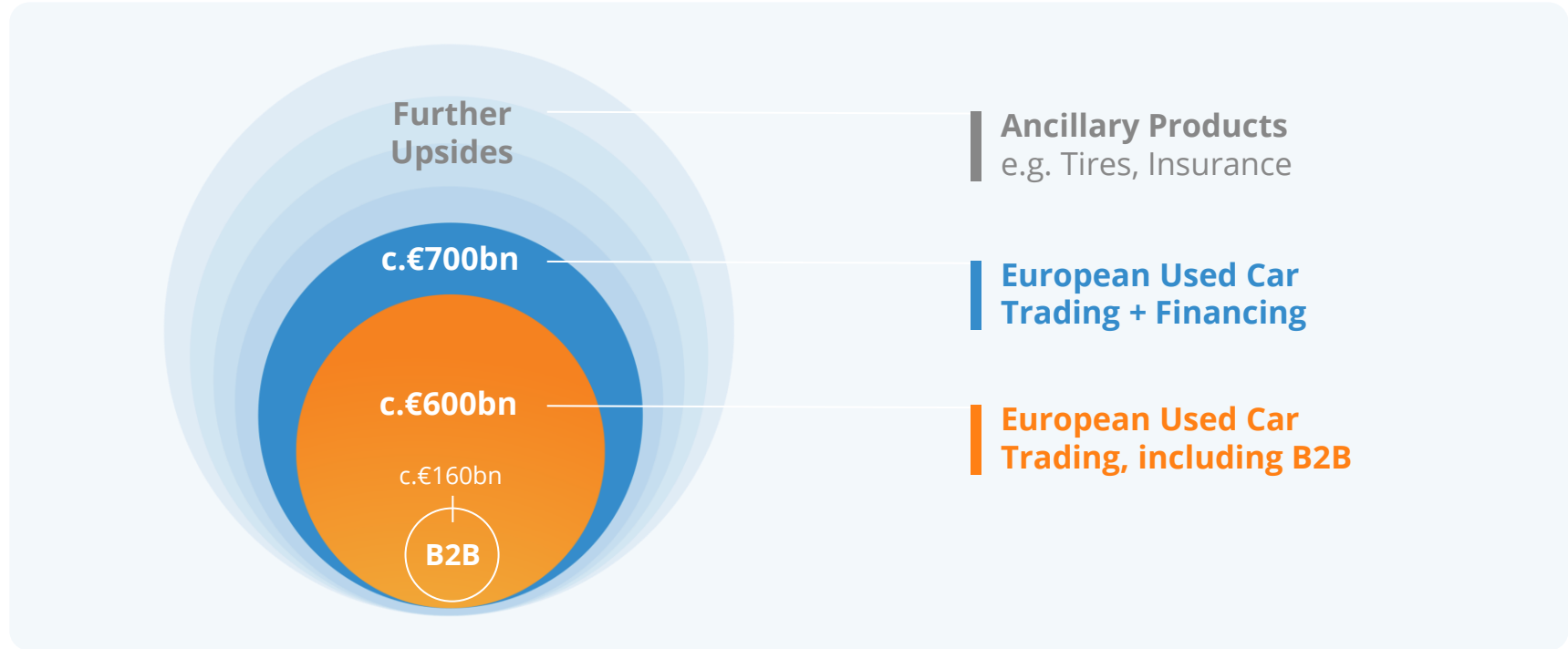
2.3 M+

Cars sold over the last 5
years

400+

Pick-up and drop-off
Locations across Europe

The European Used Car Market is huge and shows further Growth Potential



We Are Building the Best Online-Only Used Car Dealer in Europe

	Customer Benefits	Autohero Benefits
 Broadest Inventory Online	No Need to Travel	Maximise Demand
 Easy Online Transaction	Haggle-Free	Efficient Processes
 Fully Controlled Production	High Quality Cars	Economies of Scale
 Home Delivery	Maximum Comfort	Brand Building without Showrooms
 Money-Back Guarantee	Maximum Safety	Maximum Consumer Trust
 Seamless Trade-in	Only Net Payment Required	Maximise Conversion

Why We Are the Industry Leader

1

ONE COMPANY
ONE PLATFORM
ONE TECHNOLOGY
ONE PHILOSOPHY



Fastest Growing
Online Seller
in EU



Largest Buyer
from Private
Consumers



Digital
Aggregator
Across Europe



Leading
Automotive
Dataset



Fully Controlled
Used Car
Production



Integrated
Consumer
Financing

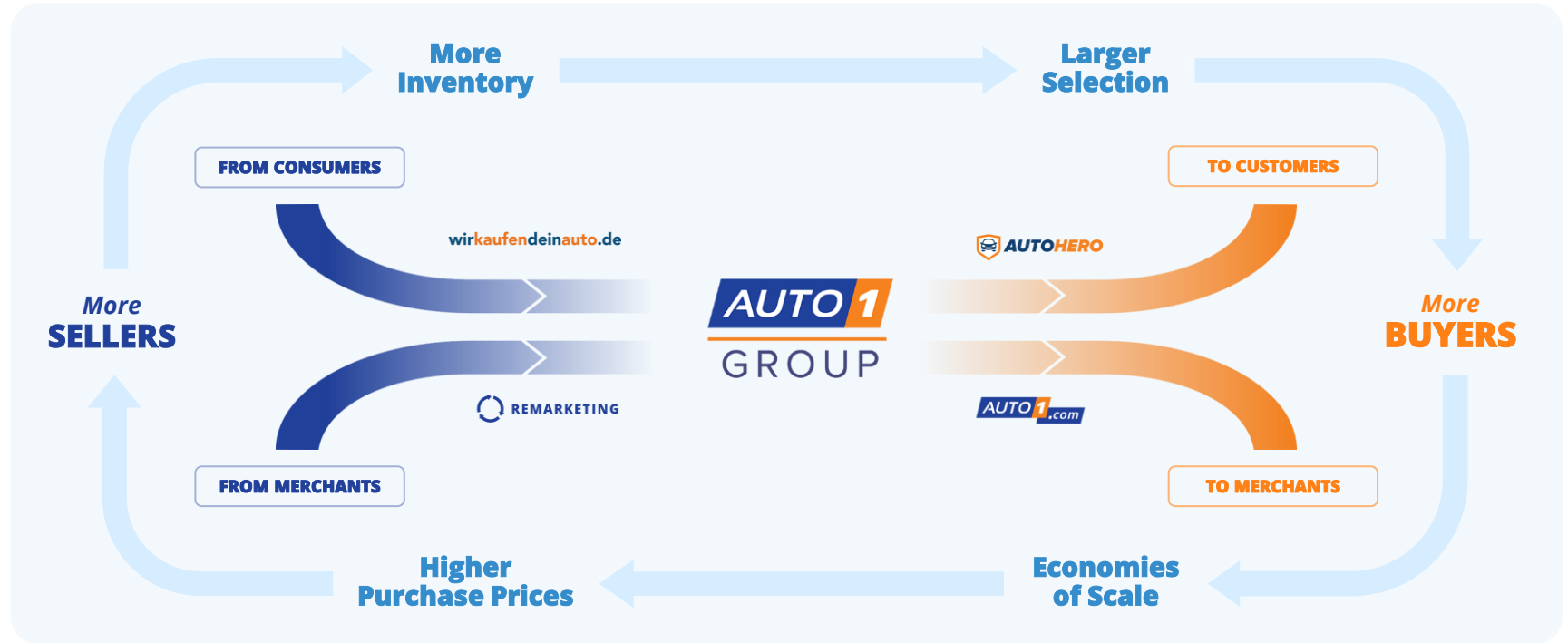


Scalable
Inventory
Financing



Proven
Management
Team

We Have Built the Strongest Platform Effects in the Industry



Direct Sourcing in 10 European countries



AUTO1 purchases all its cars directly from consumers, car dealers and large fleet owners in 10 European Countries

We Are Sourcing More Cars from Consumers Than Anyone

10,500+

**Cars Bought
from Consumers**

Per Week¹



¹ More than 10,500 cars purchased through C2B brands in June

We Are Delivering on our Key Objectives for 2021



AUTOHERO
Scale Autohero
Deliveries



AUTOHERO
Build
Autohero Brand



AUTOHERO
Control
Autohero GPU



AUTO 1 .com
Grow
C2B Units

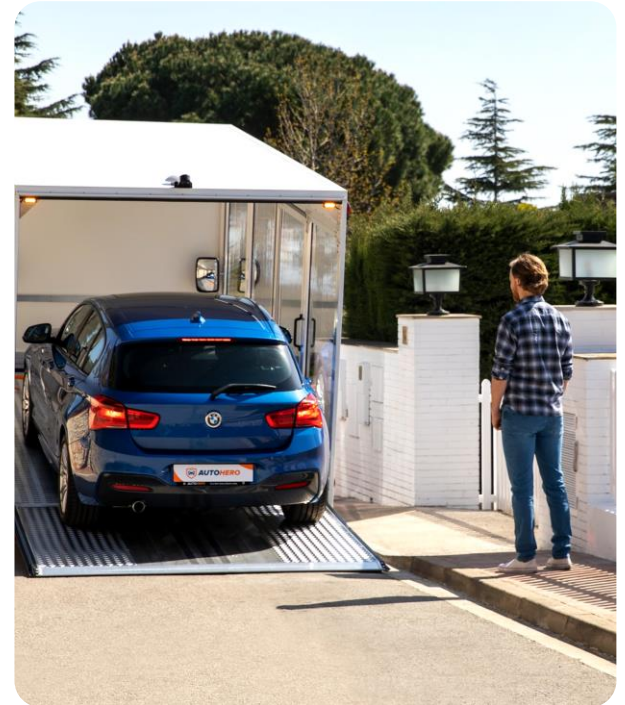
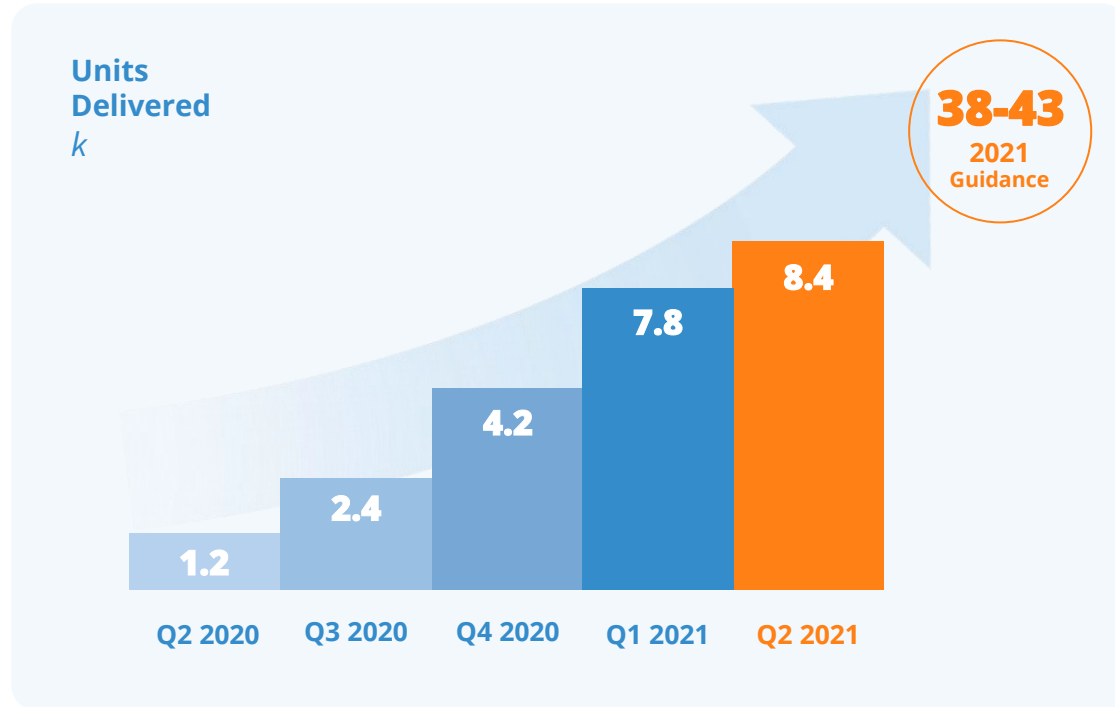


REMARKETING
Grow
Remarketing Units

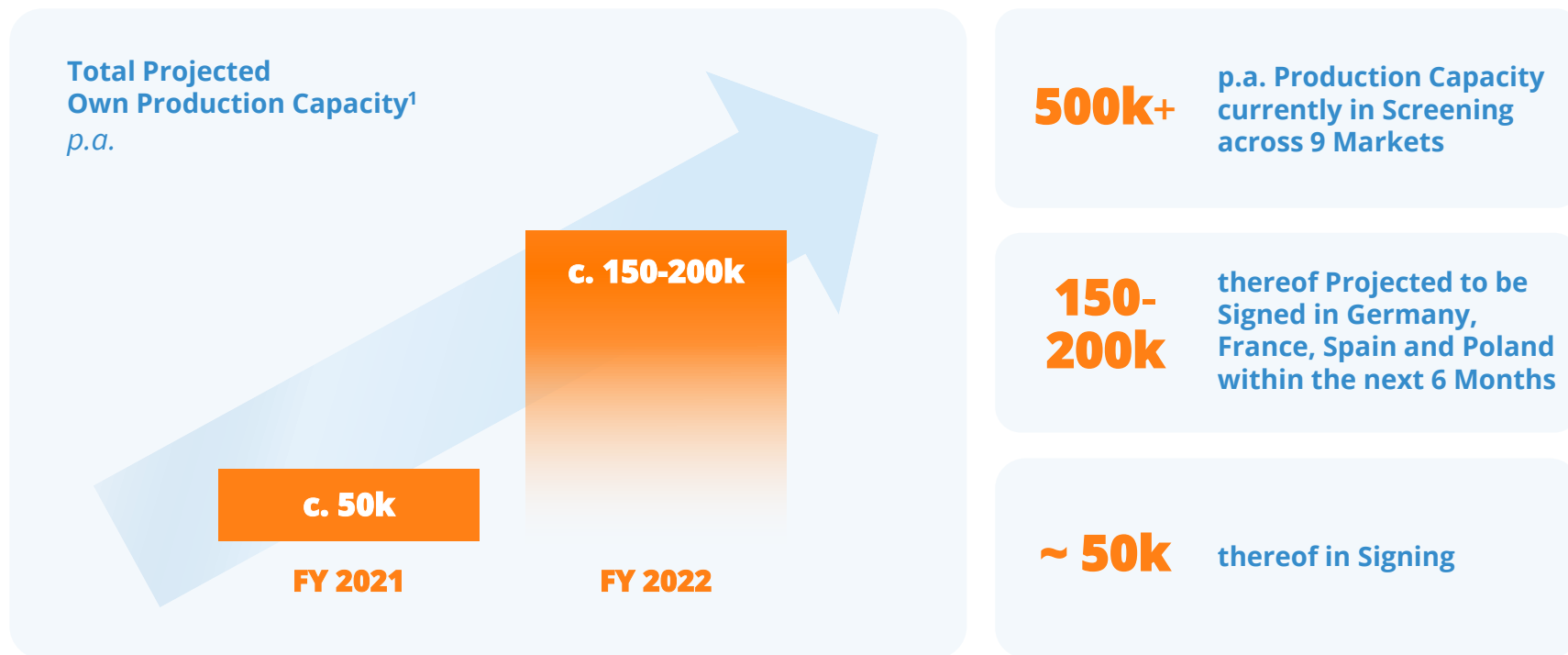


AUTO 1 .com
Control
Merchant GPU

Autohero Continues to Grow Strongly with 7x YoY



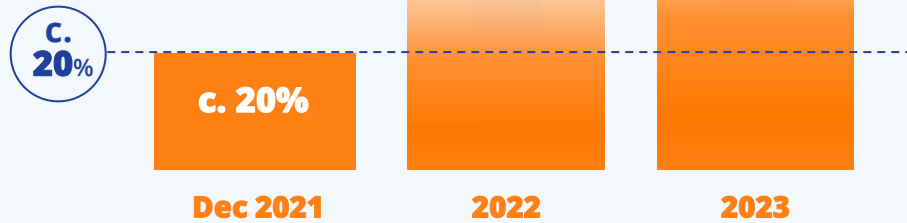
We Are Massively Building Our Own Used Car Production Capacities



Full capacity at maximum utilization

We Expect Our Own Production to be Equivalent to 20% of Delivered Cars by December 2021 and Growing in 2022+

Share of Own Production
of Delivered Cars



6-8

Own Production Sites Projected to
Operate in Germany, France, Italy,
Spain and Poland in 2022+



We Are Bringing Even More of Our Unique Glass Trucks on the Road to Deliver the Best Customer Experience to More Customers Faster

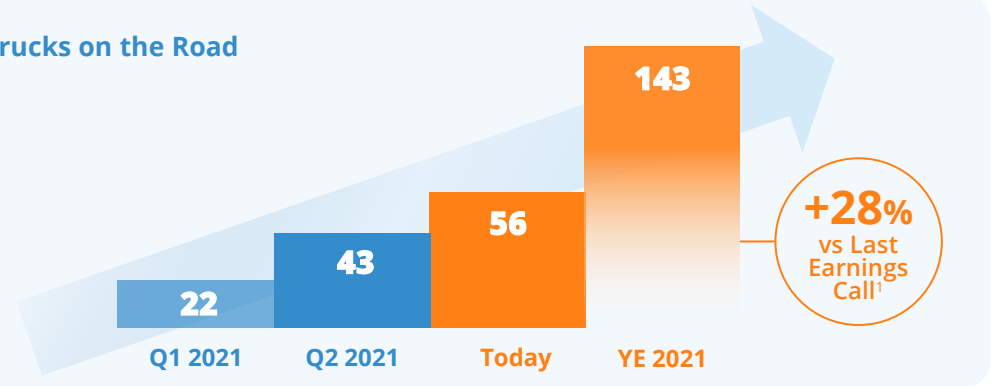


Today refers to August 6th, 2021
1 Compared to last Earnings Call on May 19th, 2021

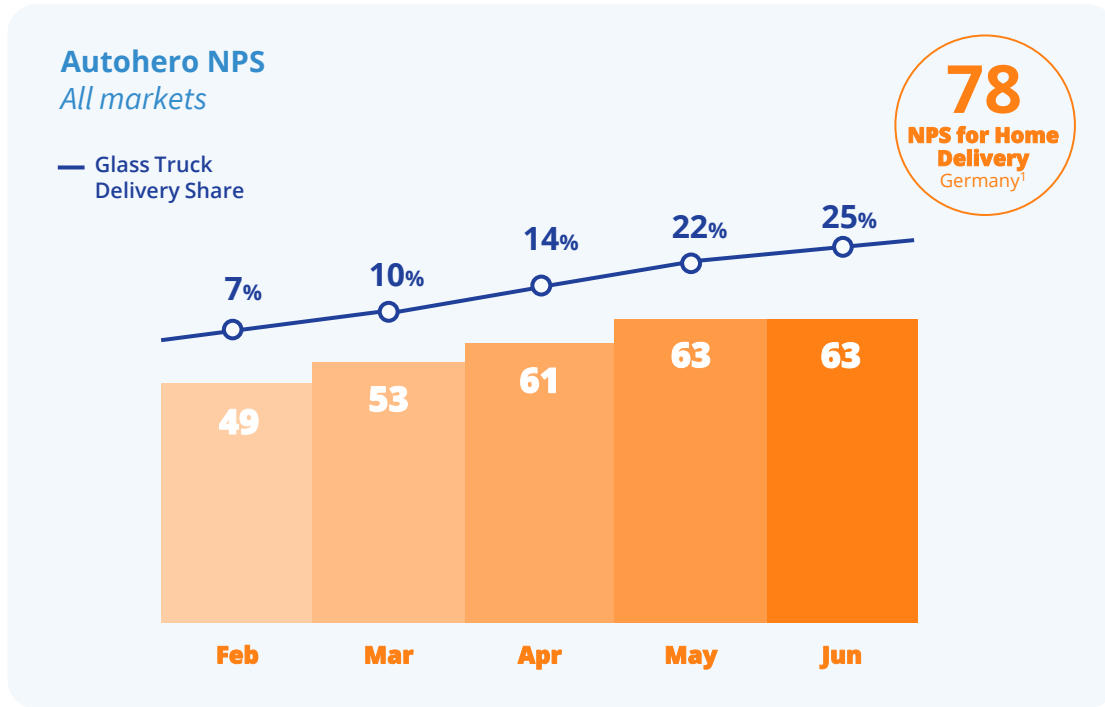
267

Glass Trucks Ordered and Expected
on the Road by End of **2022**

Trucks on the Road



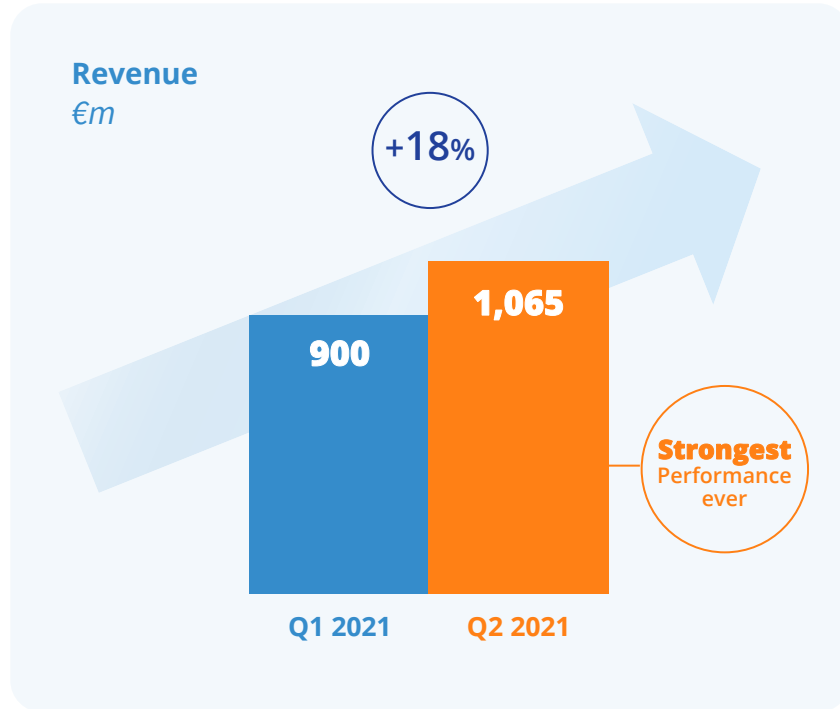
Our Unique Glass Truck Home Deliveries Drive Overall NPS



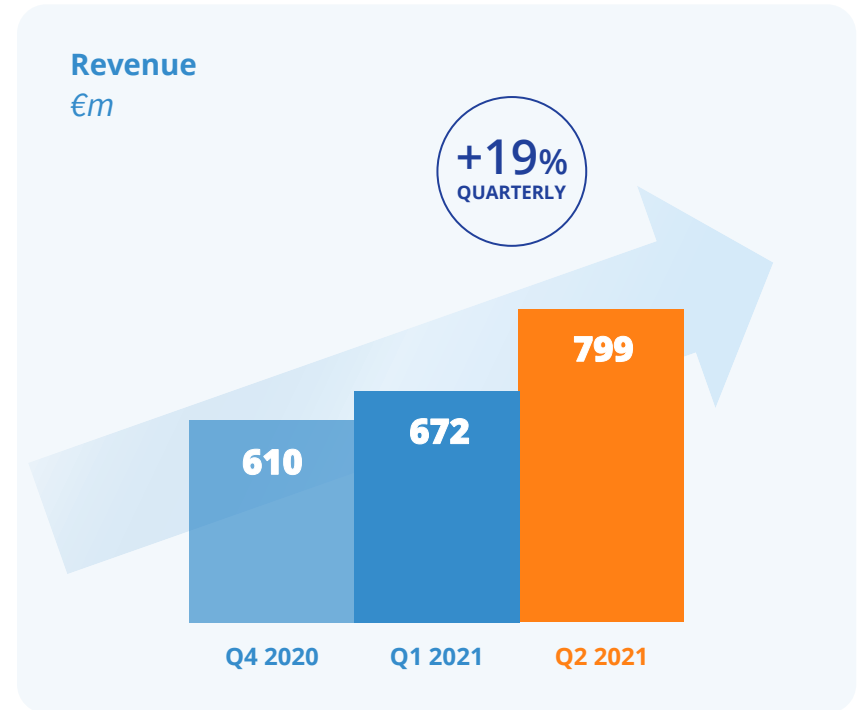
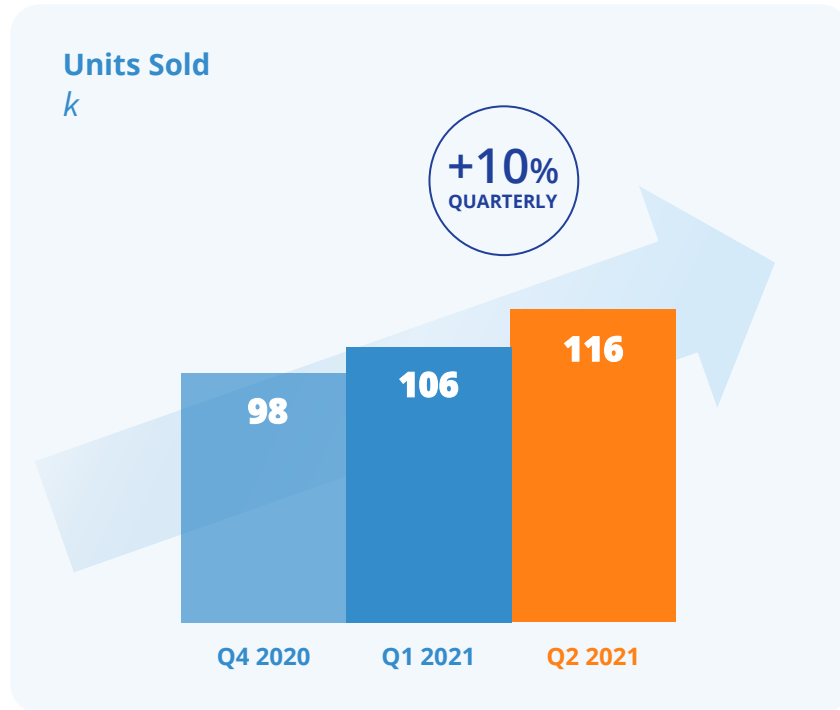
¹ Refers to June 2021

Current Trading Q2 2021

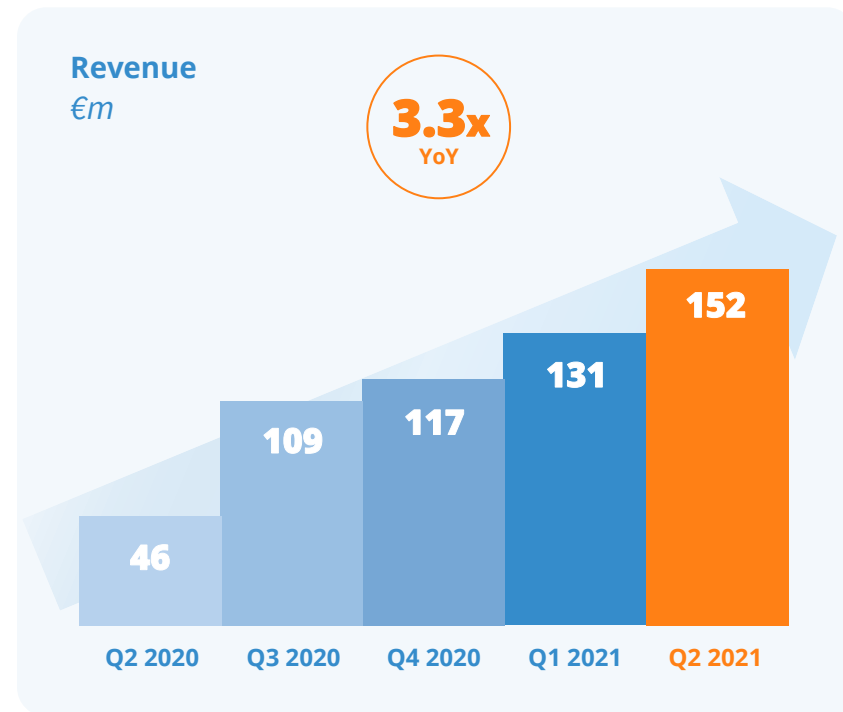
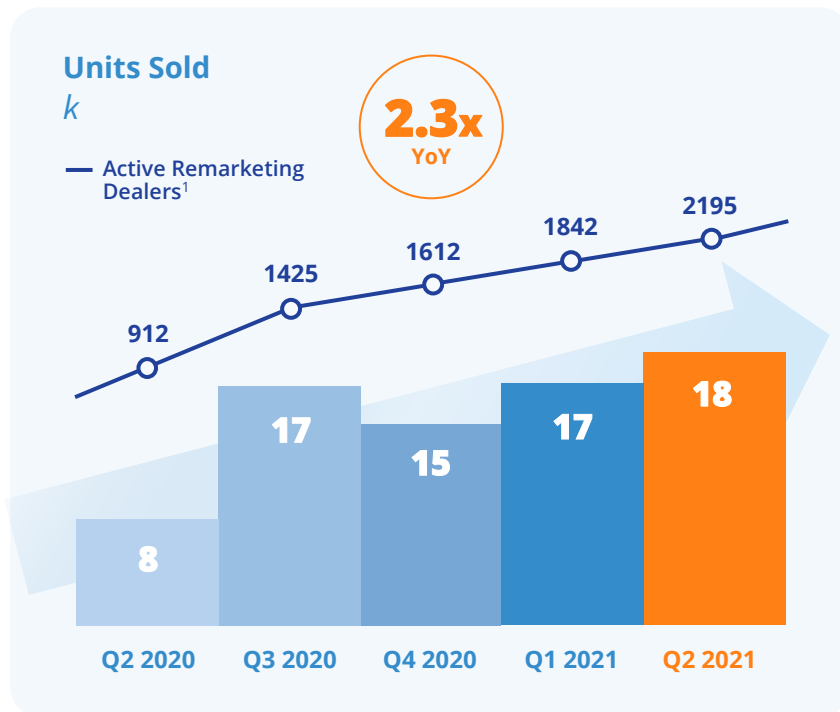
We Achieved Our First €1b+ Revenue Quarter



Our Superior Sell-from-Home Solution Accelerates Our Growth



Remarketing Continues to Show Strong Growth



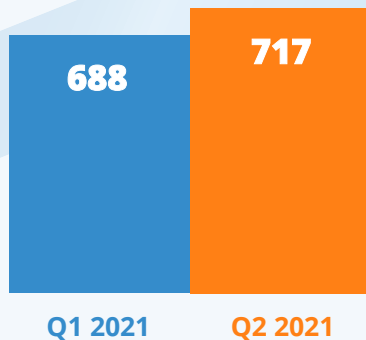
¹ Active Remarketing dealer defined as dealer who sold at least 1 car in that quarter

GPU Performance is Ahead of Our Guidance

Merchant GPU

Gross Profit per Unit
EUR

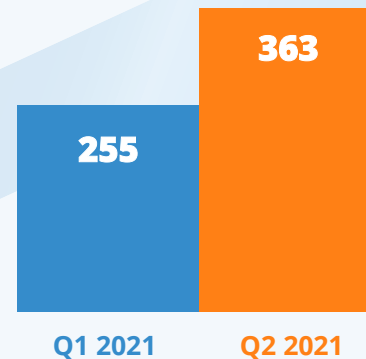
+4%
QUARTERLY



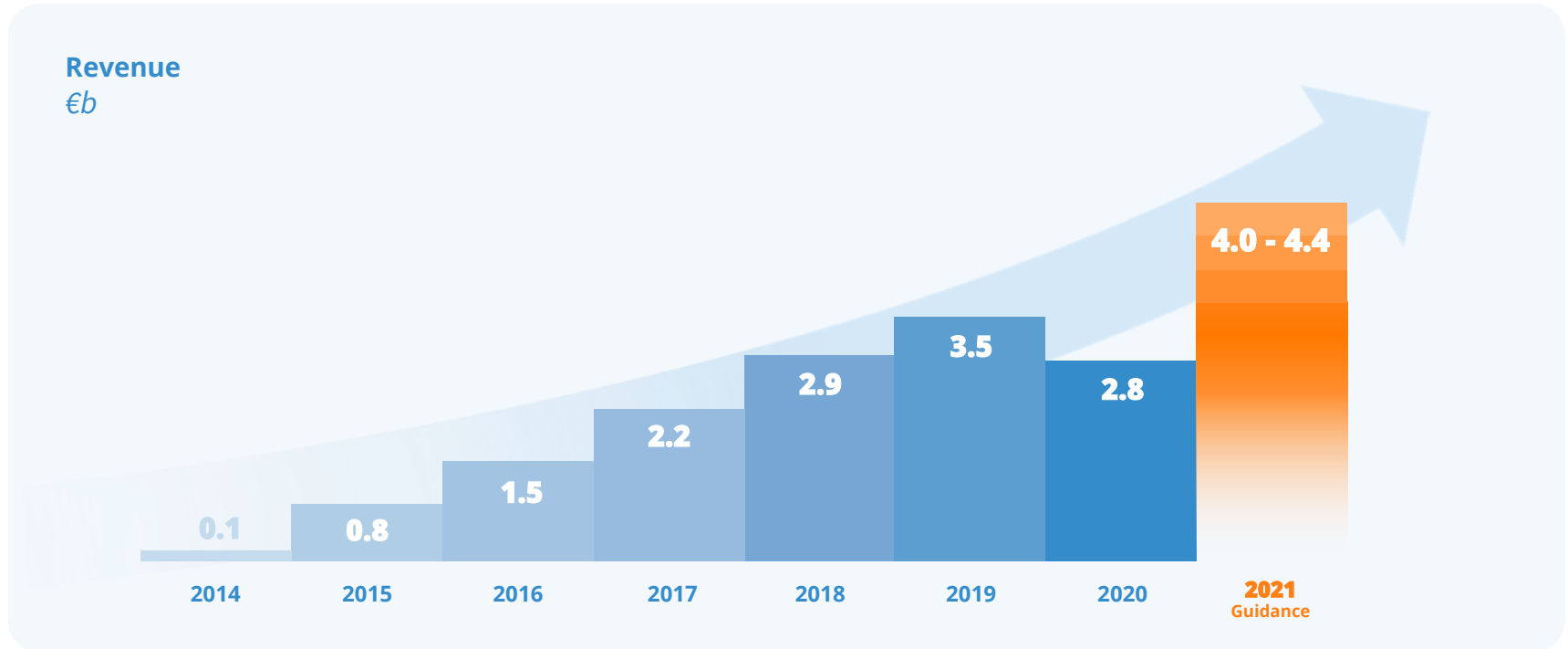
Retail GPU

Gross Profit per Unit
EUR

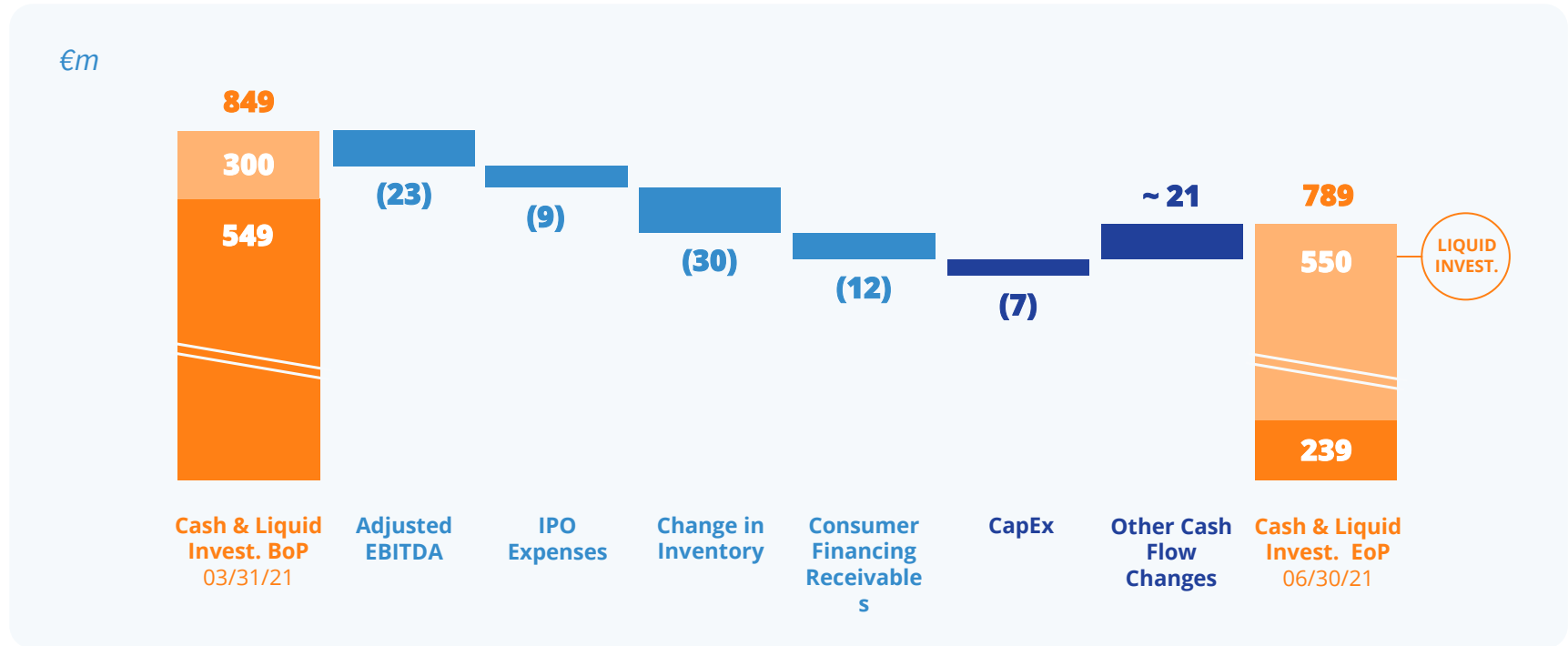
+42%
QUARTERLY



We Are Accelerating Our Growth Momentum



We Maintain a Disciplined Approach to Cash Management



Differences may exist due to rounding

We Are Refining Our Guidance on the Back of Stronger Merchant Revenue and Increased Investments to Accelerate Autohero Sales

Units Group

592-623k

Previously 592 - 638k

Units Merchant

554-580k

Previously 560 - 600k

Units Autohero

38-43k

Previously 32-38k

Revenue

€4.0-4.4b

Previously €3.8-4.2b

Gross Profit

€380-410m

Previously €360-410m

Adj. EBITDA Margin

-2.5% to -3.0%

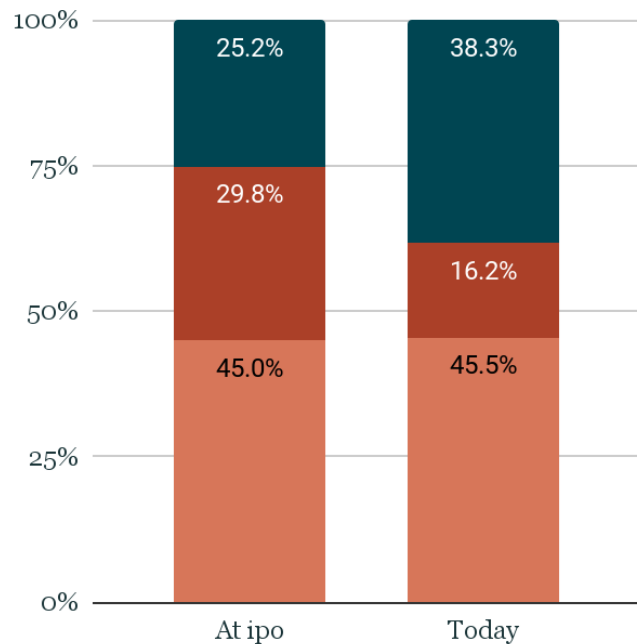
Previously -2.0% to -2.5%

Q&A

Thanks



Shareholder Structure



■ At ipo & post ipo shareholders
■ Pre ipo shareholders ■ Strategic shareholders

	Ownership 16/09/21
Strategic shareholders	45.5%
<i>Founders</i>	25.5%
<i>Softbank</i>	18.3%
<i>Other strategic</i>	1.7%
Largest pre-ipo shareholders	16.2%
<i>DST Global (OUR 993 & 356)</i>	6.7%
<i>Target Global</i>	5.1%
<i>Piton</i>	3.1%
<i>Others</i>	1.3%
At-ipo & post-ipo shareholders	38.3%

Appendix Group

	Q1 2020	Q2 2020	H1 2020	Q1 2021	Q2 2021	H1 2021	Growth Q2 YoY	Growth H1 YoY
Units Sold	154,338	66,223	220,561	130,537	142,715	273,252	116%	24%
ASP (€)	5,685	6,097	5,809	6,891	7,463	7,190	22%	24%
Revenue (€m)	877	404	1,281	900	1,065	1,965	164%	53%
GPU (€)	577	414	528	662	696	679	68%	29%
Gross Profit (€m)	89	27	116	86	99	186	262%	59%
<i>GP Margin</i>	<i>10.2%</i>	<i>6.8%</i>	<i>9.1%</i>	<i>9.6%</i>	<i>9.3%</i>	<i>9.5%</i>	<i>2.5pp.</i>	<i>0.4pp.</i>

Differences may exist due to rounding

Segment: Merchant

	Q1 2020	Q2 2020	H1 2020	Q1 2021	Q2 2021	H1 2021	Growth Q2 YoY	Growth H1 YoY
Units Sold	151,975	65,049	217,024	122,722	134,300	257,022	106%	18%
Units Sold C2B	141,003	57,157	198,160	106,140	116,367	222,507	104%	12%
Units Sold Remarketing	10,972	7,892	18,864	16,582	17,933	34,515	127%	83%
ASP (€)	5,552	5,973	5,678	6,544	7,081	6,824	19%	20%
ASP C2B (€)	5,438	5,993	5,598	6,329	6,866	6,610	15%	18%
ASP Remarketing (€)	7,017	5,829	6,520	7,918	8,474	8,207	45%	26%
Revenue (€m)	844	389	1,232	803	951	1,754	145%	42%
Revenue C2B (€m)	767	343	1,109	672	799	1,471	133%	33%
Revenue Remarketing (€m)	77	46	123	131	152	283	230%	130%
GPU (€)	581	416	532	688	717	703	72%	32%
Gross Profit (€m)	88	27	115	84	96	181	256%	56%
GP Margin	10.5%	7.0%	9.4%	10.5%	10.1%	10.3%	3.1pp.	0.9pp.

Differences may exist due to rounding

Segment: Autohero

	Q1 2020	Q2 2020	H1 2020	Q1 2021	Q2 2021	H1 2021	Growth Q2 YoY	Growth H1 YoY
Units Sold	2,363	1,174	3,537	7,815	8,415	16,230	617%	359%
ASP (€)	14,218	12,944	13,795	12,342	13,565	12,976	5%	-6%
Revenue (€m)	34	15	49	96	114	211	651%	332%
GPU (€)	293	288	291	255	363	311	26%	7%
Gross Profit (€m)	1	0	1	2	3	5	804%	390%
GP Margin	2.1%	2.2%	2.1%	2.1%	2.7%	2.4%	0.5pp.	0.3pp.

Differences may exist due to rounding