

Earnings Presentation

Q1 2021

MAY 19, 2021

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Building the Best Way to Buy and Sell Cars Online

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

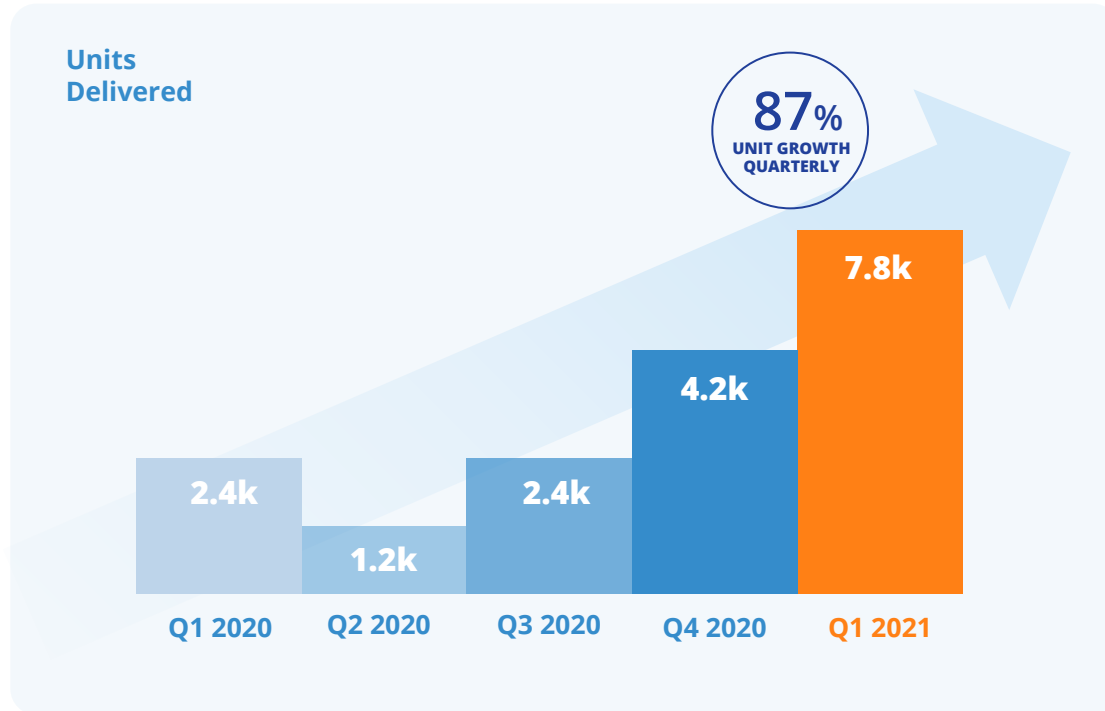


REMARKETING
Grow
Remarketing Units



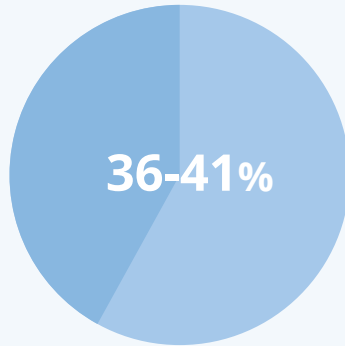
AUTO 1.com
Control
Merchant GPU

Autohero Delivers Massive 87% Quarterly Unit Growth

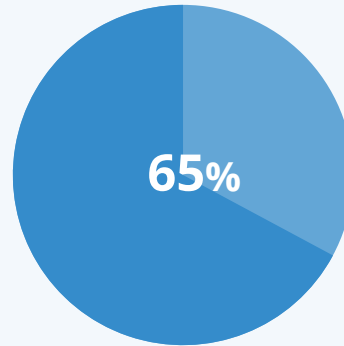


Our Unique Sourcing Channels Put Us in a Position to Offer the Most Superb Used Car Inventory Across Europe

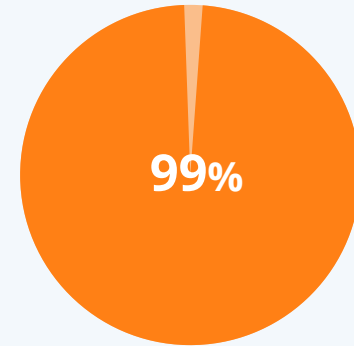
Share of Consumer Sourcing
Units Sold



CarMax



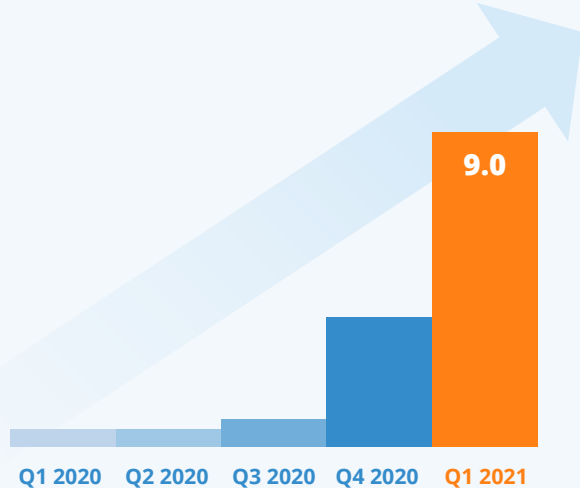
Carvana



Autohero

Autohero is Becoming the Go-To Online Destination for Used Car Buyers across Europe

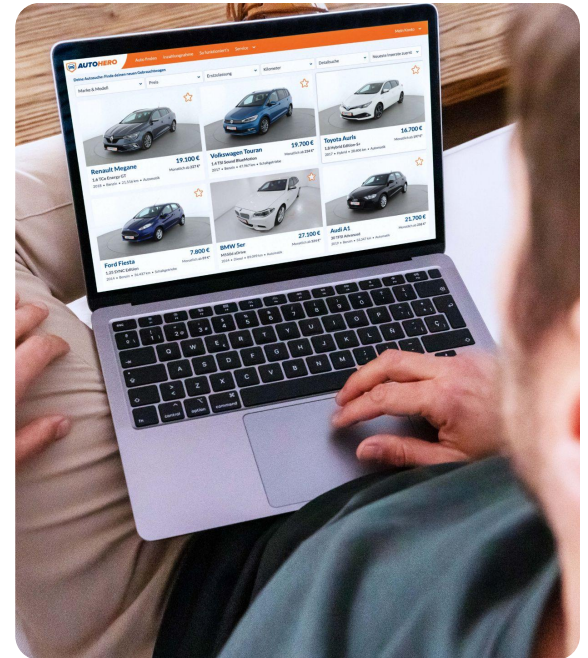
Web Sessions: All Markets
Millions



2.4x QoQ

Web Sessions Increase Shows Strong Interest in Autohero Proposition

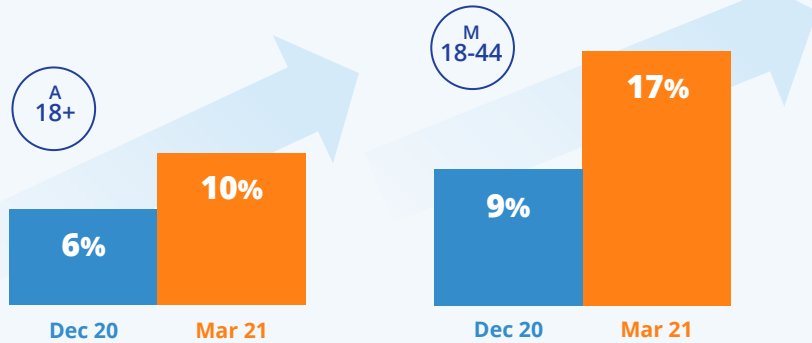
We Successfully Introduced Our Brand in **9 Markets**



The nine Autohero markets include Germany, Austria, Belgium, France, Italy, Netherlands, Poland, Spain and Sweden

Germany Demonstrates the Power of Our Marketing Machine

Brand Awareness Germany



YouTube Campaigns

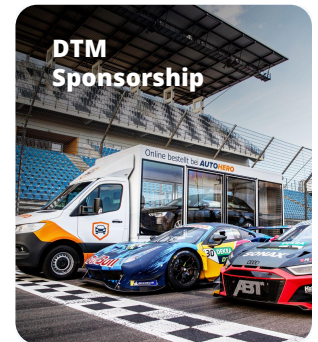


TV Campaigns



€4mm
Marketing Spend
Autohero Germany
Q1 2021

Strong Brand Position
Amongst Used Car Buyers
with Highest Online Affinity
M18-44



A18+ relates to all genders at least 18 years old; M 18-44 relates to males between 18 and 44 years old, who represent our target group



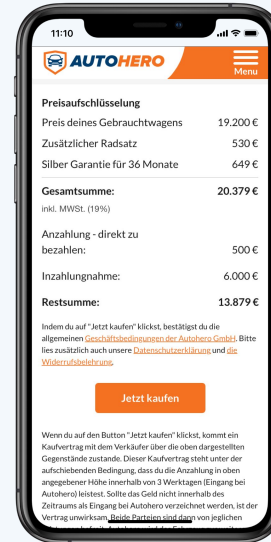
With Autohero Trade-in We Deliver the Best Customer Experience Yet



Enter Car Details and Condition

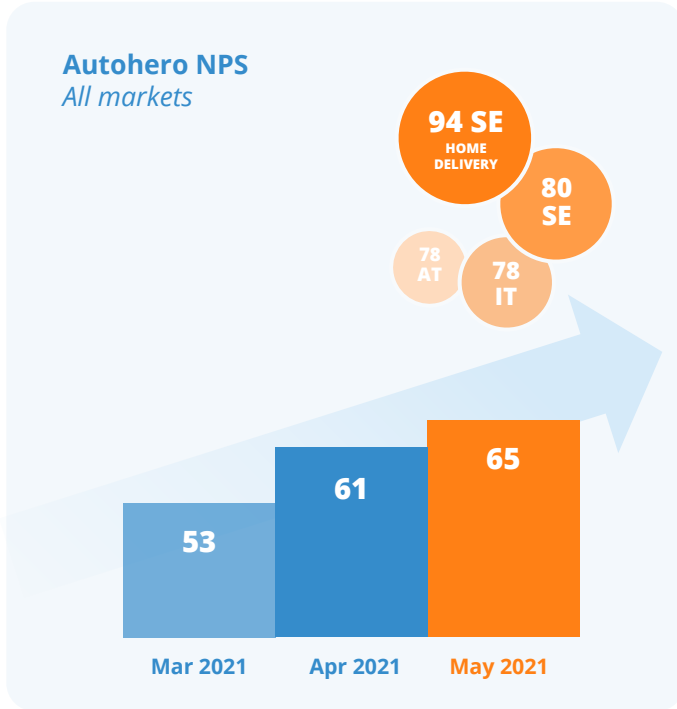


Receive Trade-in Offer and Apply to Check-out



Complete Online Order with Trade-in Discount Directly Applied

We Continue to Increase NPS Across All of Our Markets



41%
Higher NPS for
Home Delivery with
own Autohero Trucks

Strong Focus on Overall
Customer Journey and
**Customer
Centric Growth**



Figures stated above the graph relate to NPS in selected markets in May 2021
Selected markets include Sweden, Austria and Italy

More of Our Unique Glass Trucks are on the Road, Delivering the Highlight of Our Customer Experience

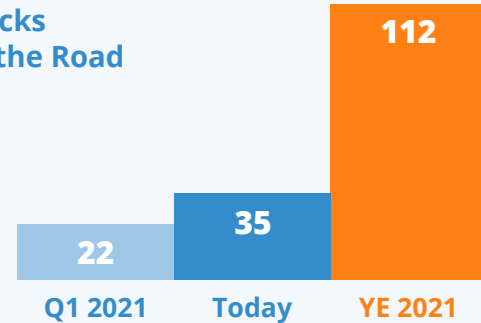
Expanding Our Delivery Fleet



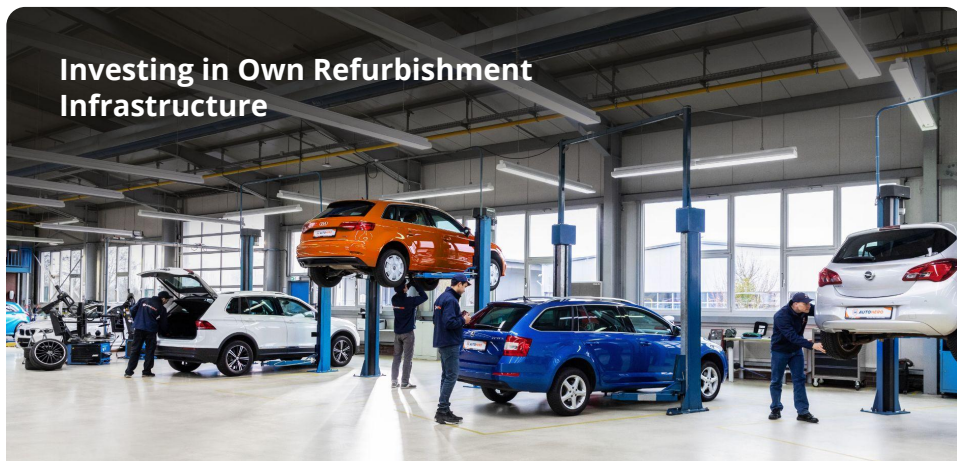
Today refers to the 17th of May 2021

214 Glass Trucks are Ordered and Are Expected to be on the Road by the End of 2022

Trucks on the Road



We Are Speeding Up Our Plans to Take Over Refurbishment Ourselves



Examining **3-4 sites** in Germany & Poland with Potential Mid-Term Capacity of **50-100k** p.a.

Total Refurbishment Capacity
p.a.

c. 65k

FY 2021

c. 150k

FY 2022

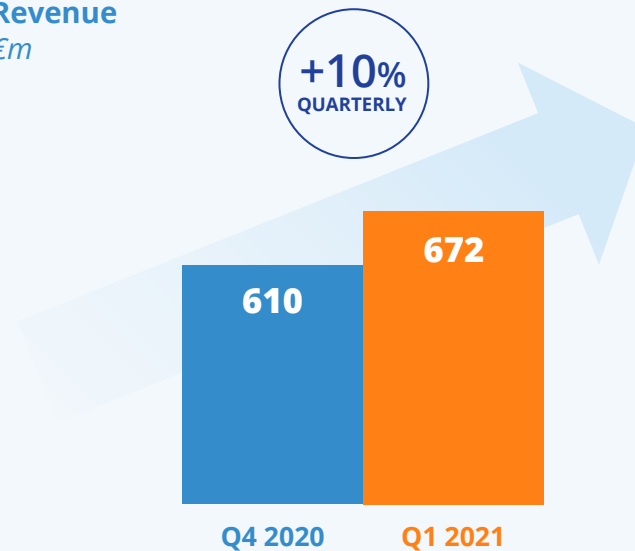
Total refurbishment capacity refers to the combined internal and external refurbishment capacity

C2B Continues to Operate Strongly Despite Ongoing COVID-19 Lockdowns

Units Sold

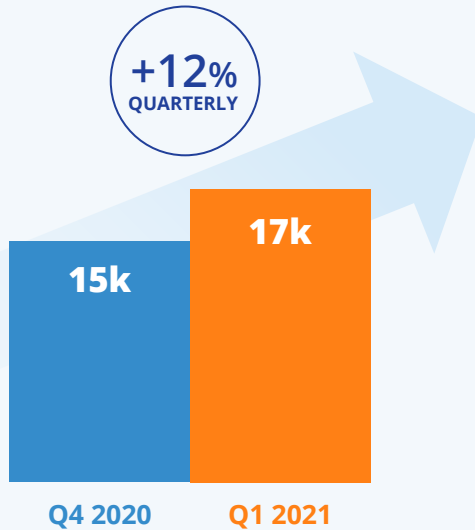


Revenue
€m



Remarketing Also Continues to Show Strong Growth Despite COVID-19

Units Sold



Revenue
€m



Financial Performance in Q1 2021

Strong Financial Performance

€m

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021
Cars Sold, #k	154	66	120	117	131
<i>Merchant: C2B</i>	141	57	100	98	106
<i>Merchant: Remarketing</i>	11	8	17	15	17
<i>Autohero</i>	2	1	2	4	8
Revenue	877	404	769	779	900
<i>Merchant: C2B</i>	767	343	630	610	672
<i>Merchant: Remarketing</i>	77	46	109	117	131
<i>Autohero</i>	34	15	31	53	96
Gross Profit	89	27	87	83	86
<i>Merchant</i>	88	27	86	82	84
<i>Autohero</i>	1	0	1	1	2
GP margin	10.2%	6.8%	11.3%	10.6%	9.6%
<i>Opex</i>	(88)	(38)	(71)	(105)	(101)
Adjusted EBITDA	1	(10)	16	(22)	(14)
<i>Margin</i>	0.1%	(2.5)%	2.1%	(2.8)%	(1.6)%

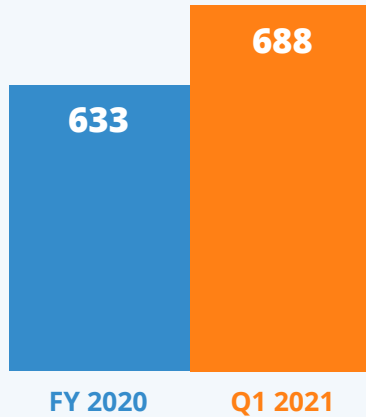
Differences may exist due to rounding

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

GPU Performance in Line With Guidance

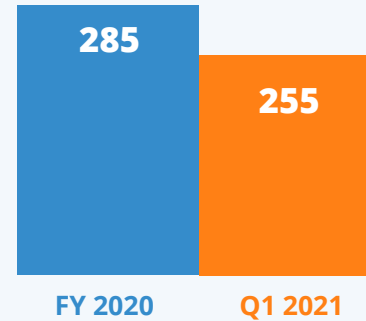
Merchant GPU

Gross Profit per Unit
EUR

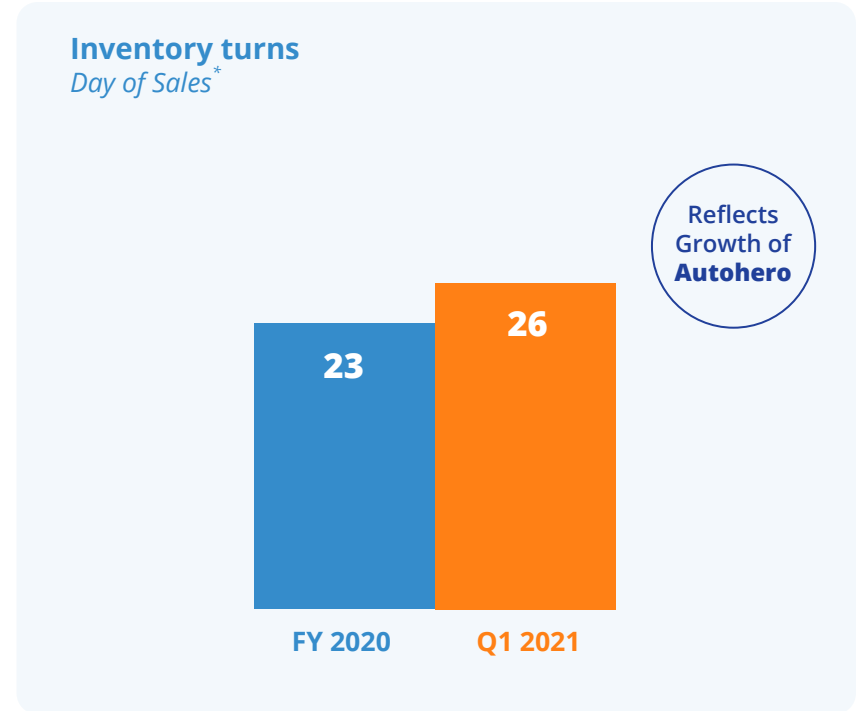
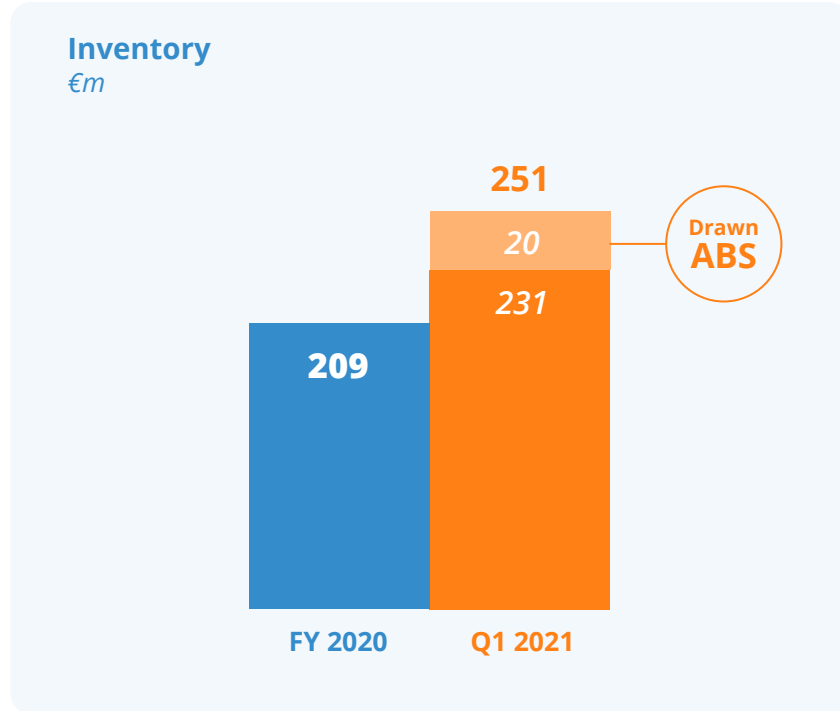


Retail GPU

Gross Profit per Unit
EUR

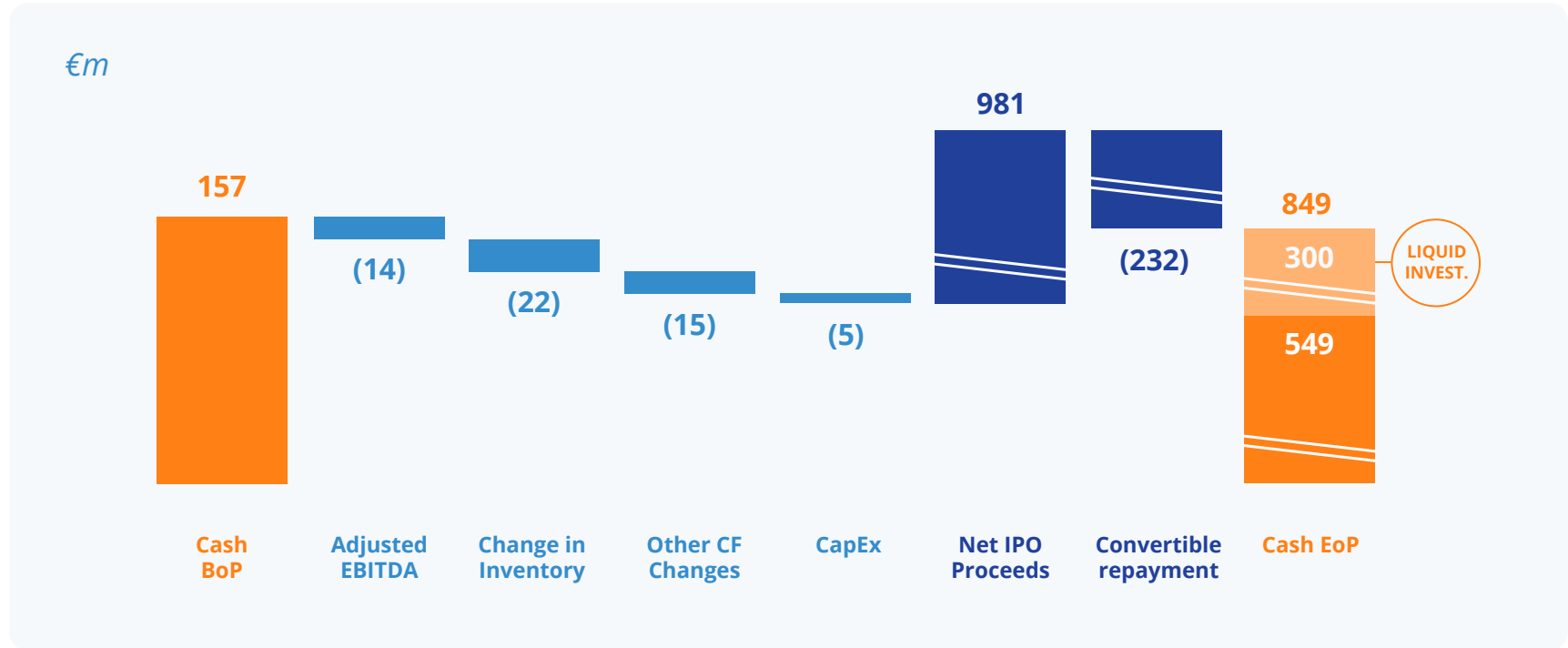


Inventory reflects Investment in Autohero Growth, While Maintaining Best in Class Turns



*Defined as average inventory during the period (calculated using the beginning and ending balance) divided by cost of sold vehicles for the period and multiplied by days per period

Almost €850m of Cash and Liquid Assets with all Corporate Debt Paid Down



Change in inventory net of ABS drawing of €20m
Differences may exist due to rounding

Guidance Update

We Confirm Our 2021 Outlook

Units Group
592-638k

Units Merchant
560-600k

Units Autohero
32-38k

Revenue
€3.8-4.2b

Gross Profit
€360-410m

Adj. EBITDA Margin
-2.0% to -2.5%

Q&A

Thanks

