LITHIA & driveway
NYSE:LAD

Investor Presentation

Updated 2/11/26

FEBRUARY 2026

Disclosure

Forward-Looking Statements

Certain statements in this presentation, and at times made by our officers and representatives, constitute forward-looking statements within the meaning of the "Safe Harbor" provisions of the Private Securities Litigation Reform Act of 1995. Generally, you can identify forward-looking statements by terms such as "project," "outlook," "target," "may," "will," "would," "should," "seek," "expect," "plan," "intend," "forecast," "anticipate," "believe," "estimate," "predict," "potential," "likely," "ensure," "goal," "strategy," "future," "maintain," and "continue" or the negative of these terms or other comparable terms. Examples of forward-looking statements in this presentation include, among others, statements regarding:

- The profitability of our strategy and growth
- Future market conditions, including anticipated vehicle and other sales, gross profit and inventory supply
- Our business strategy and plans, including our achieving our long-term financial targets
- The growth, expansion, make-up and success of our network, including our finding accretive acquisitions that meet our target valuations and acquiring additional stores
- Annualized revenues from acquired stores or achieving target returns
- The growth and performance of our Driveway e-commerce home solution and Driveway Finance Corporation (DFC), their synergies and other impacts on our business and our ability to meet Driveway and DFC-related targets
- The impact of sustainable vehicles and other market and regulatory changes on our business, including evolving vehicle distribution models
- Our capital allocations and uses and levels of capital expenditures in the future
- Expected operating results, such as improved store performance, continued improvement of selling, general and administrative expenses as a percentage of gross profit and any projections
- Our anticipated financial condition and liquidity, including from our cash and the future availability of our credit facilities, unfinanced real estate and other financing sources
- Our continuing to purchase shares under our share repurchase program
- Our compliance with financial and restrictive covenants in our credit facilities and other debt agreements
- Our programs and initiatives for team member recruitment, training, and retention
- Our strategies and targets for customer retention, growth, market position, operations, financial results and risk management

Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Forward-looking statements are not guarantees of future performance, and our actual results of operations, financial condition and liquidity and development of the industry in which we operate may differ materially from those made in or suggested by the forward-looking statements in this presentation. Therefore, you should not rely on any of these forward-looking statements. The risks and uncertainties that could cause actual results to differ materially from estimated or projected results include, without limitation:

- Future national and local economic and financial conditions, including as a result of inflation, tariffs, governmental actions, programs and spending, and public health issues
- The market for dealerships, including the availability of stores to us for an acceptable price
- Changes in customer demand and the electric vehicle landscape and the impact of evolving digital technologies
- Changes in our relationship with, and the financial and operational stability of, OEMs and other suppliers, and vehicle delivery models
- Changes in the competitive landscape, including through technology and our ability to deliver new products, services and customer experiences and a portfolio of in-demand and available vehicles
- Risks associated with our indebtedness, including available borrowing capacity, interest rates, compliance with financial covenants and ability to refinance or repay indebtedness on favorable terms
- The adequacy of our cash flows and other conditions which may affect our ability to fund capital expenditures, obtain favorable financing and pay our quarterly dividend at planned levels
- Disruptions to our technology network including computer systems, as well as natural events such as severe weather or man-made or other disruptions of our operating systems, facilities or equipment
- Government regulations and legislation
- The risks set forth throughout "Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations" and in "Part I, Item 1A. Risk Factors" of our most recent Annual Report on Form 10-K, and in "Part II, Item 1A. Risk Factors" of our Quarterly Reports on Form 10-Q, and from time to time in our other filings with the SEC.

Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Except as required by law, we undertake no obligation to publicly update any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise.

Non-GAAP Financial Measures

This presentation contains non-GAAP financial measures, which may include adjusted net income, adjusted net income attributable to LAD, adjusted net income attributable to non-controlling interests, adjusted net income attributable to redeemable non-controlling interest, adjusted diluted earnings per share attributable to LAD, adjusted SG&A, adjusted SG&A as a percentage of revenue and gross profit, adjusted operating income, adjusted net cash provided by operating activities, adjusted income before income taxes, adjusted income tax (provision) benefit, adjusted operating profit as a percentage of revenue and gross profit, adjusted pre-tax margin and net profit margin, EBITDA, adjusted EBITDA and net debt. Non-GAAP measures do not have definitions under GAAP and may be defined differently by and not comparable to similarly titled measures used by other companies. As a result, we review any non-GAAP financial measures in connection with a review of the most directly comparable measures calculated in accordance with GAAP. We caution you not to place undue reliance on such non-GAAP measures, but also to consider them with the most directly comparable GAAP measures. We present cash flows from operations in the attached tables, adjusted to include the change in non-trade floor plan debt to improve the visibility of cash flows related to vehicle financing. As required by SEC rules, we have reconciled these measures to the most directly comparable GAAP measures in the attachments to this release. We believe the non-GAAP financial measures we present improve the transparency of our disclosures; provide a meaningful presentation of our results from core business operations, because they exclude items not related to core business operations and other non-cash items; and improve the period-to-period comparability of our results from core business operations. These presentations should not be considered an alternative to GAAP measures.

Lithia & Driveway

HIGHLIGHTS

Strategy
- Diverse synergistic portfolio of businesses
- Complete ownership lifecycle attachment
- 100% participation in $2 trillion+ market

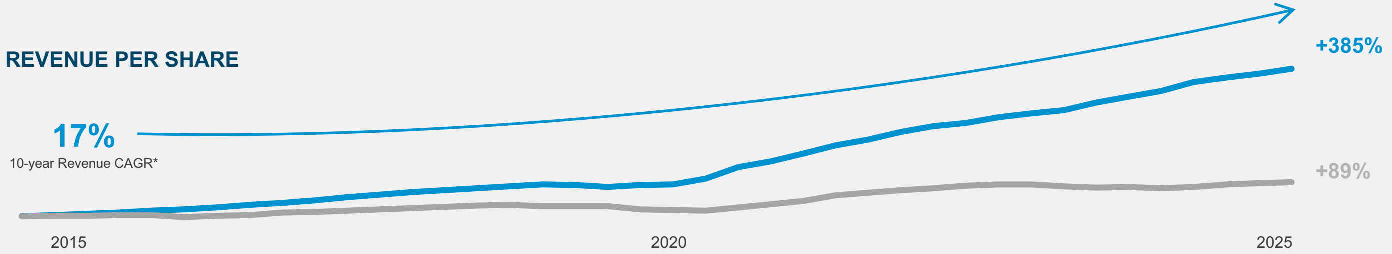
Track Record*
- 10-year Revenue CAGR: 17%
- 10-year Adjusted EPS CAGR: 17%
- 10-year Total Shareholder CAGR: 12%

Target
- 100% national coverage
- Highly profitable with significant cash flows
- $2 EPS per $1 billion of Revenue

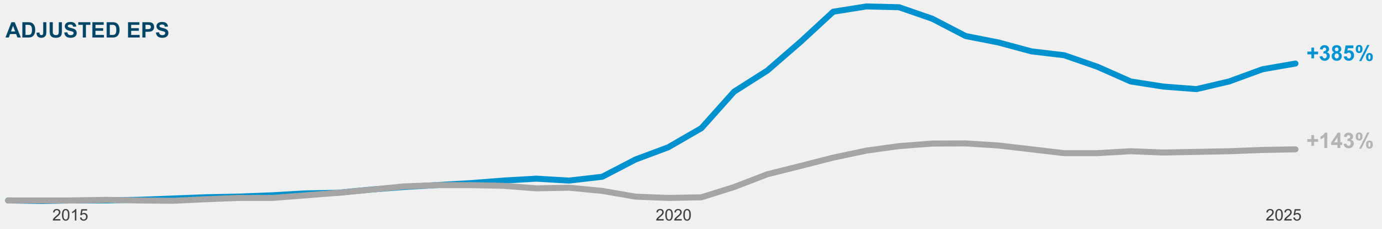
LAD

S&P 400 Midcap

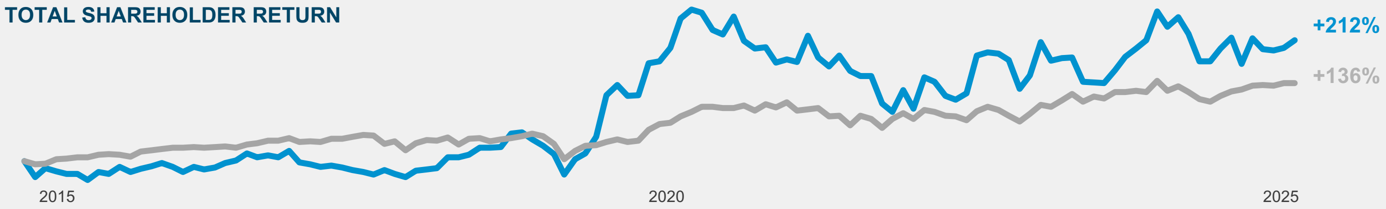
REVENUE PER SHARE



ADJUSTED EPS



TOTAL SHAREHOLDER RETURN



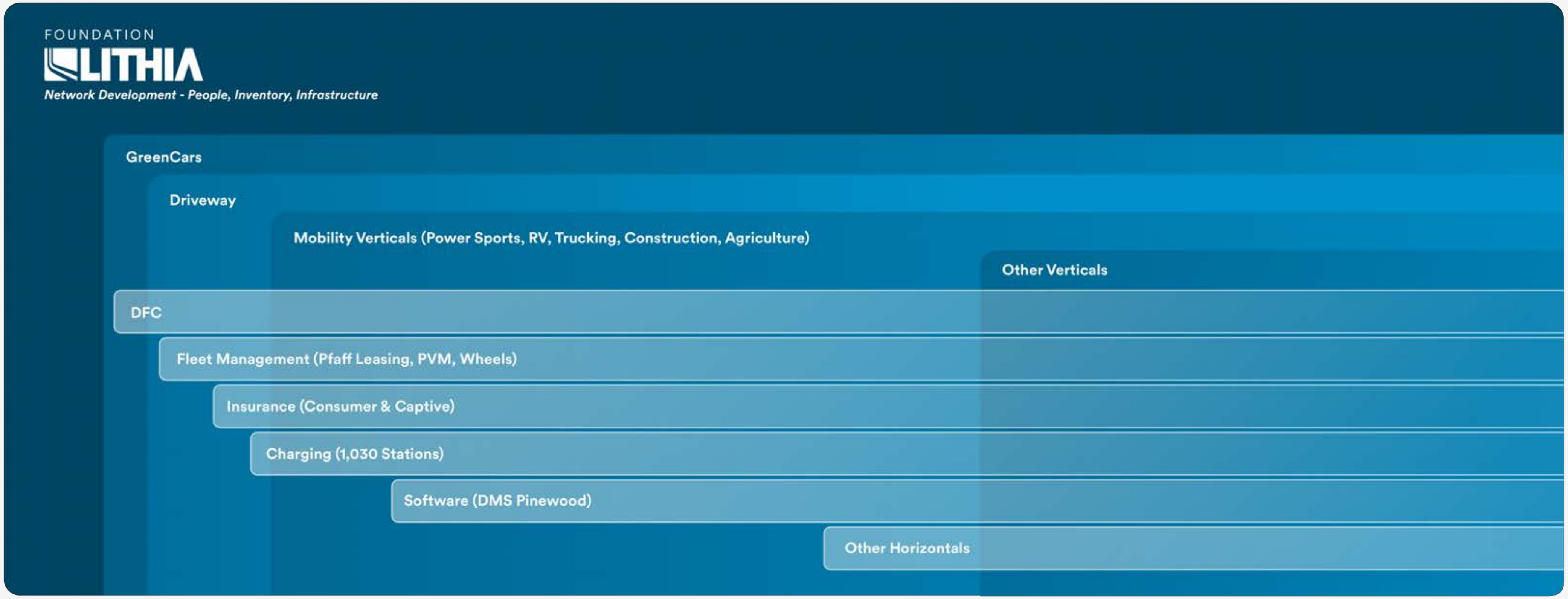
Source: Bloomberg.
Groups have been indexed on a logarithmic scale starting at 100 on 12/31/2015 and ending 09/30/2025 for Revenue Per Share and Adjusted EPS and starting 12/31/2015 and ending 12/31/2025 for Total Shareholder Return.
*10-year CAGRs starting fiscal year end 2015 through fiscal year end 2025.

Strategic Differentiation

KEY

- Verticals – Consumer Growth (REV)
- Horizontals – Consumer Synergies (EPS)

	2019	2025	Mid-Term	Long-Term
Revenue	$12.7B	$37.6B	$40-50B	$75-100B
$1B Revenue =	$0.93 EPS	$0.90 EPS	$1.20-1.40 EPS	$1.75-2.00
SG&A % GP	70%	69%	60-65%	Mid-50%
Op Margin	4%	4.3%	5%	5+%



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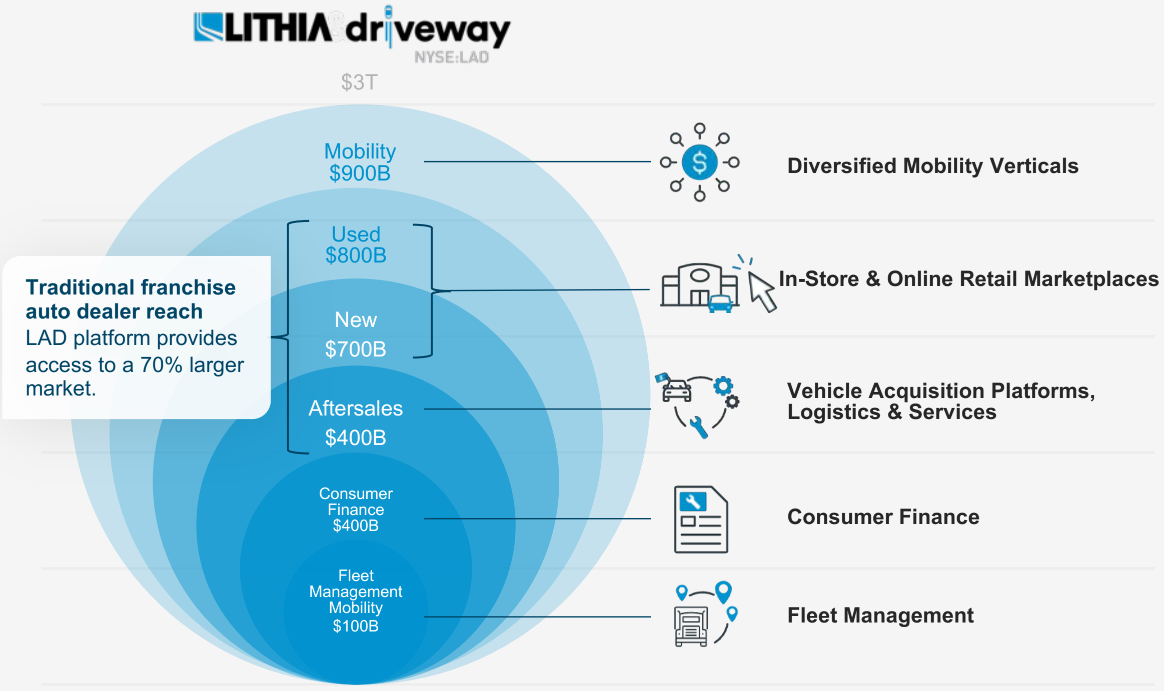
Key Highlights

Profitably Modernizing an Industry
Building a profitable platform with the ability to respond to changing consumer and industry trends.

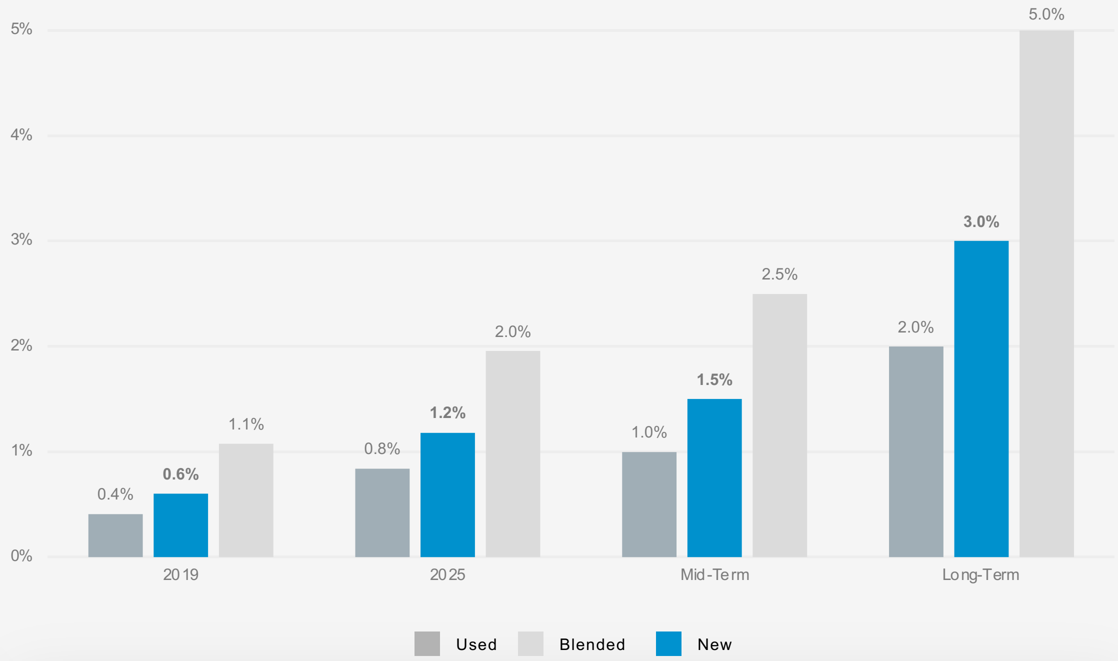
01	LARGEST RETAIL INDUSTRY	Early stages of consolidation and modernization. Variety of brands, financing solutions, leasing, repair & maintenance options
02	CONSUMER ECOSYSTEM	Offerings all aspects of vehicle ownership for the entire lifecycle with omni-channel solutions
03	OPERATIONAL EXCELLENCE	Building a diversified and highly adaptable model. Management team in place for over a decade
04	GROWTH & SCALE	Disciplined M&A generating strong returns and convenient consumer accessibility
05	ADJACENCIES	Transformative, systematic expansion creating diversification and leveraging strengths
06	PREMIER RETAILER	Dynamic retailer responsive to consumer trends and driving profitability

01 LARGEST RETAIL INDUSTRY

Over $3 Trillion in Revenue Across Industries



Proven consolidator in large, highly fragmented addressable markets[1]



LAD New and Used Vehicle US Market Share[2]

[1] Used vehicles: Assumes traditional new franchise dealers target used vehicles less than six years old. | Public used only retailers target 0-10 year old used vehicles. | Aftersales: Assumes traditional new franchise dealers addressable market limited by utilization of only OEM parts and represents 50% of the market. Source: S&P Mobility US vehicle registrations, Auto care association. | Diversified Mobility Verticals: TTM Sales 2022 - Marine Max, Rush Enterprise, Velocity Vehicle Group, Camping World, Blue Compass | International Expansion: Bilia, AutoCanada, Vertu Motors

[2] Based on Lithia Motors US retail unit sales divided by new and used SAAR.

Lithia & Driveway Ecosystem

Earning Customers for Life

The LAD Ecosystem fulfills customer needs wherever, whenever, and however they desire, creating infectious customer loyalty.

Products & Services
Diversified, Affordable, & Omni-channel

- Shop, Sell, & Trade
- Finance Options
- Aftersales Support
- Fleet Management
- Software & Other

LITHIA 50+ OEMs · driveway · GREENCARS · pinewood · dfc · WHEELS · Future Adjacencies · AIRSTREAM

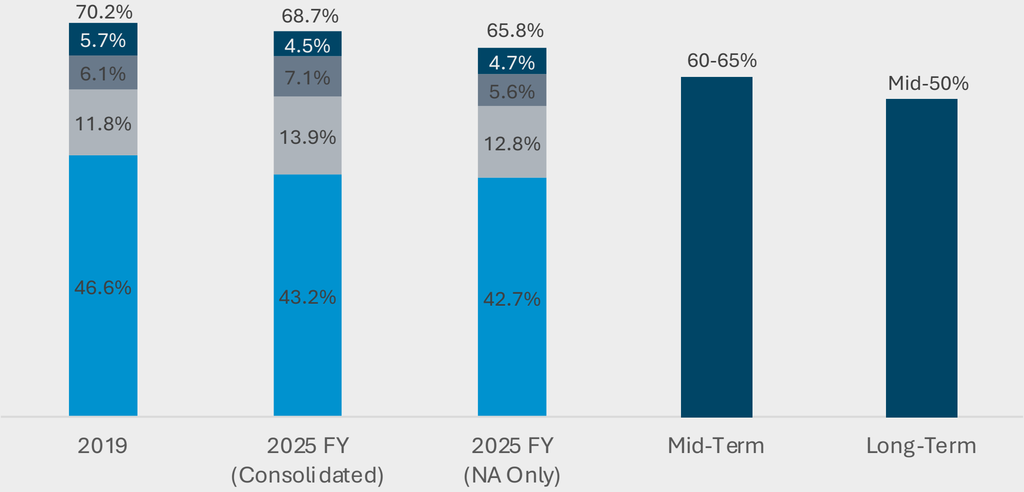
LAD ECOSYSTEM

Customer Experience
Simple, Transparent, & Convenient

- Entire Lifecycle & Lifetime
- Product Optionality
- Customer Portal
- Integrated Resources
- Wherever, Domestic & Globally

Operating Results and Efficiency

Improving Operating Efficiency
Adjusted SG&A as a % of Gross Profit



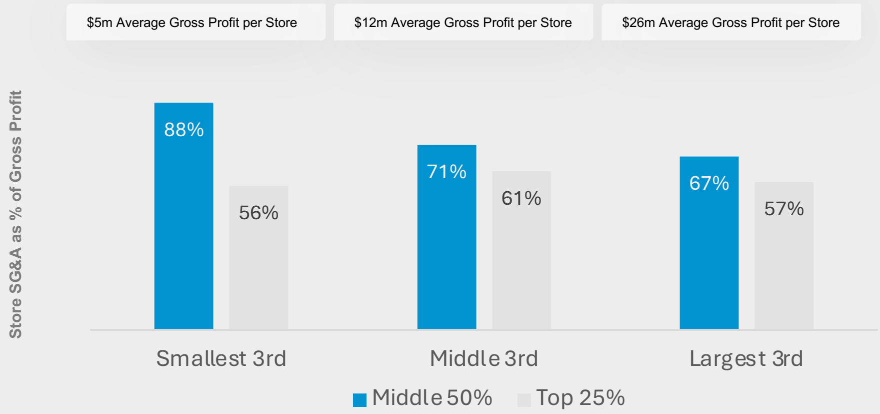
- Advertising
- Rent and facility costs
- Other
- Personnel

Increasing scale: As LAD grows, we improve our margins through improved purchasing power, better fixed cost allocation, and greater benefits from organizational learning.

Improving efficiency: Larger scale creates more opportunity to centralize costs, improve team member productivity, and implement best practices across more stores.

Deploying technology: Industry-leading technology such as Pinewood allows LAD to deliver exceptional customer experiences at lower cost.

2025 Vehicle Operations SG&A Performance at a Store Level



- Middle 50%
- Top 25%

Operating Effectiveness: Larger stores operate more efficiently with lower SG&A as a % of gross profit.

Diversifying Store Size: Growth since 2019 has shifted the average revenue per store from $70 million in 2019 to an average of $83 million in 2025

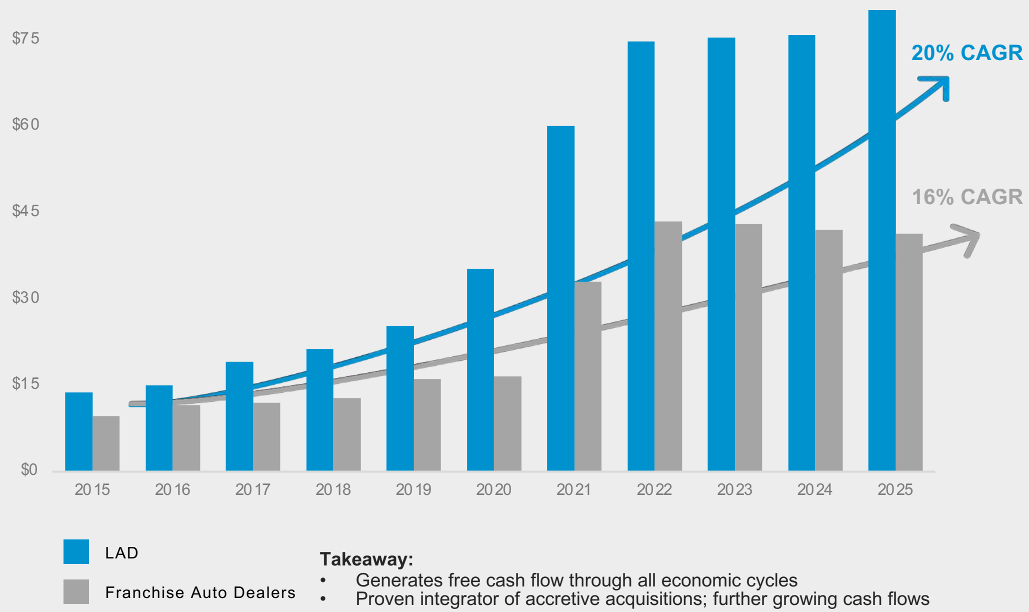
Acquiring in More Profitable Regions: Stores in the South and Southeast operate with structurally higher profitability and remain a focus of our M&A strategy.

Vehicle operations SG&A as % of Gross Profit represents auto merchandising and service operations from franchise locations and excludes Driveway, Greencars, Financing Operations, and other support services. | All other SG&A is reported as “Corporate and Other” in Footnote 19 of the 2025 Form 10-K.

Regenerative Growth Engine

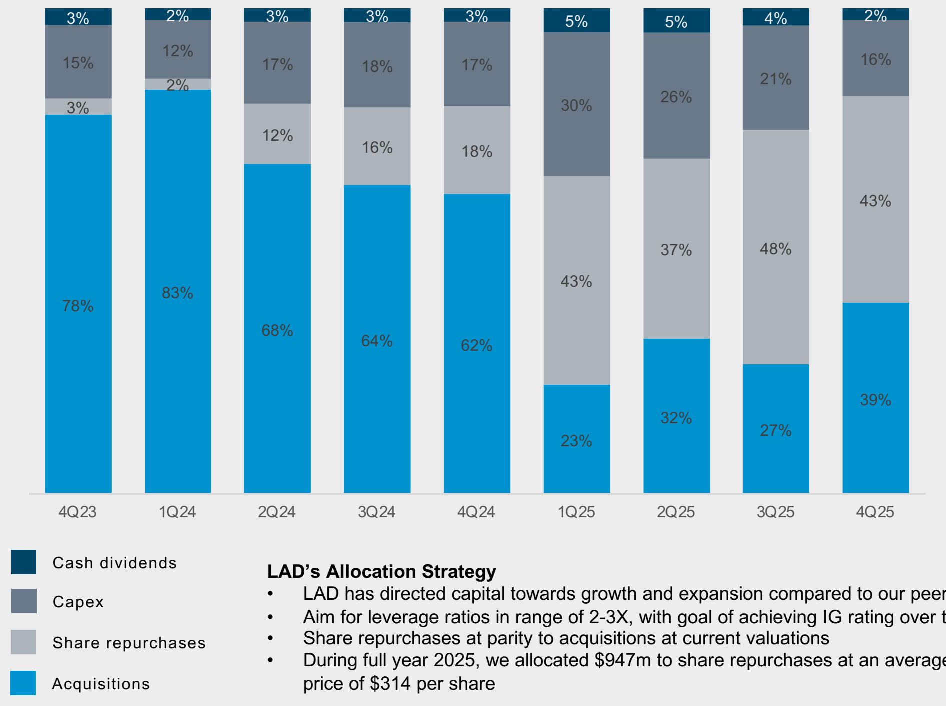
Achieving best-in-class cash flow growth through strategic capital allocation

Free Cash Flow Generation (EBITDA per diluted share)



Takeaway:
- Generates free cash flow through all economic cycles
- Proven integrator of accretive acquisitions; further growing cash flows
- Strategy creates exponential cash flow growth over time on absolute and relative terms

Capital Allocation



LAD's Allocation Strategy
- LAD has directed capital towards growth and expansion compared to our peers
- Aim for leverage ratios in range of 2-3X, with goal of achieving IG rating over time
- Share repurchases at parity to acquisitions at current valuations
- During full year 2025, we allocated $947m to share repurchases at an average price of $314 per share

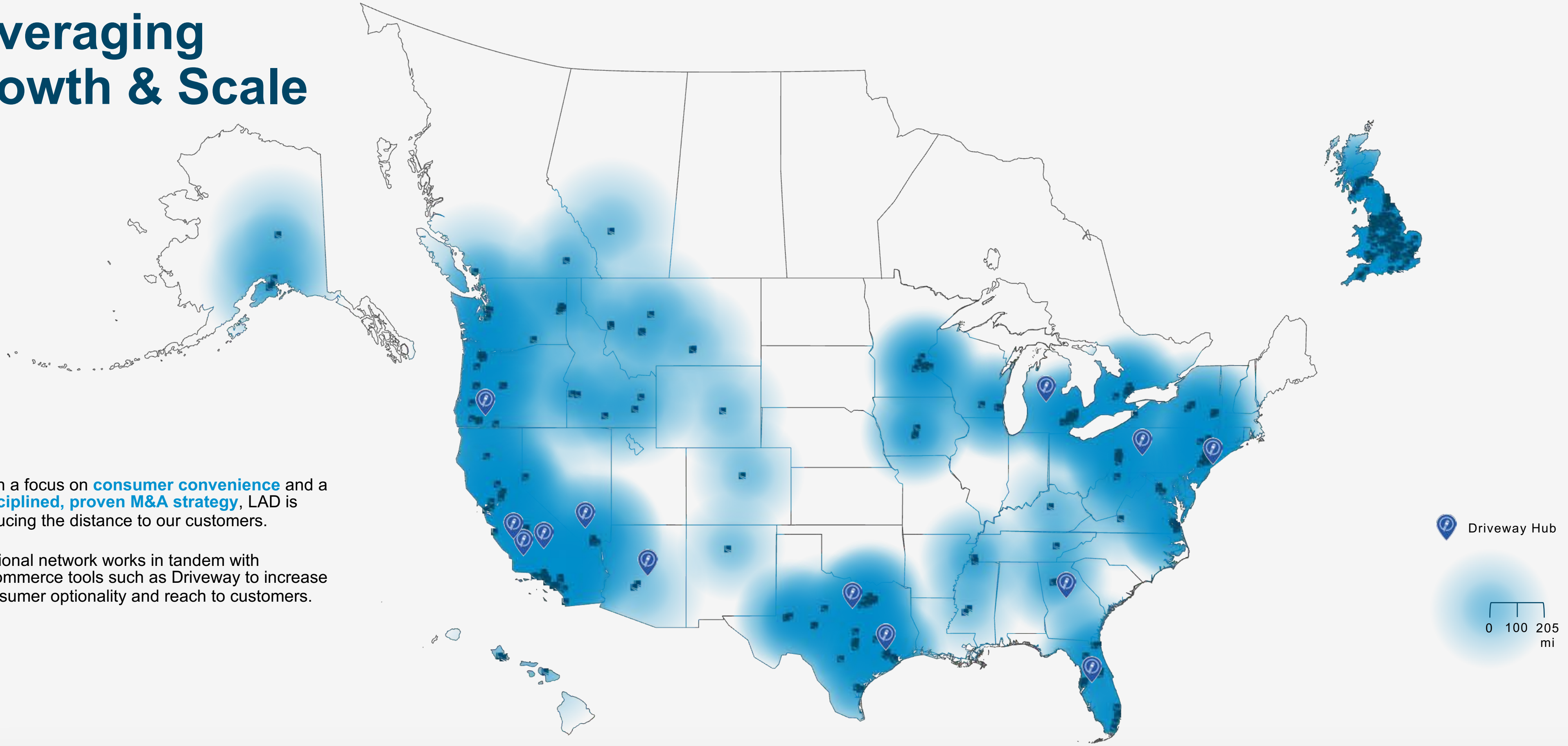
Source: Bloomberg. Franchise Auto Dealers: Asbury, AutoNation, Group 1, Penske, Sonic ; Franchise Auto Dealer EBITDA per diluted share starting fiscal year end 2015 through 09/30/2025 TTM.
Current LAD EBITDA values reflect FY2025.
LAD EBITDA equal to Income before income taxes + Floor plan interest expense + Other interest expense + Financing operations interest expense + Depreciation and amortization.

Capital allocation calculated as a percent of total uses of capital (Acquisitions, Share Repurchases, Capex, Cash Dividends, Debt paydown percentages not meaningful). Values in charts rounded and may not add to 100.

Leveraging Growth & Scale

With a focus on **consumer convenience** and a **disciplined, proven M&A strategy**, LAD is reducing the distance to our customers.

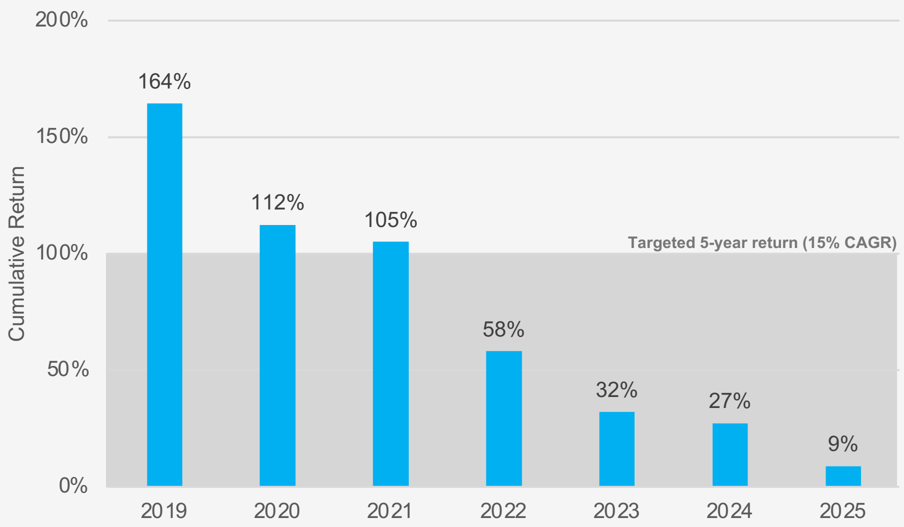
National network works in tandem with eCommerce tools such as Driveway to increase consumer optionality and reach to customers.



~205mi	54	455	136,000+	$1.7B
Miles to Reach 95% of U.S.	OEM Brands	Stores Globally	Retail Vehicles in Inventory	TTM EBITDA

Mergers & Acquisitions

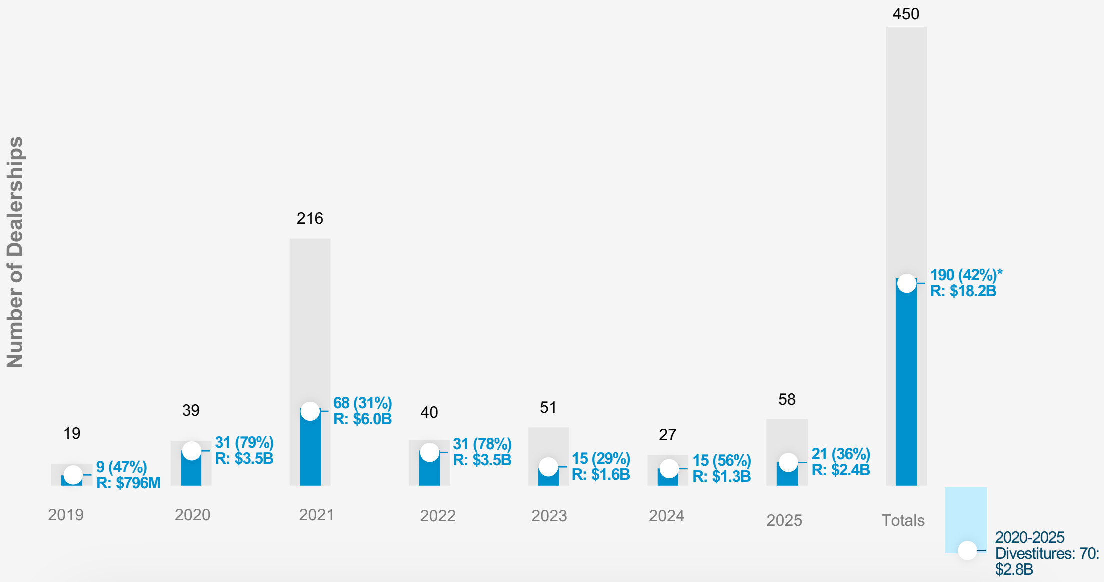
HISTORICAL RETURNS BY VINTAGE



Cumulative Returns from acquisition date to end of 2025[1]

- **Low Risk** – Highly fragmented market; decentralized culture empowers local leadership
- **Track-Record** – Consistent history of acquiring and integrating stores
- **Valuation Discipline** – Consistent hurdle rate framework; cash flow accretive

U.S. PUBLIC DEALERSHIP TRANSACTIONS & ANNUALIZED REVENUES (R) ACQUIRED



LAD %

Public

U.S. Acquisitions

- LAD is making up a large portion of public acquisitions each year. As a result, $5B average annual revenues acquired internationally over the last 4 years.
- 95% success rate over time

[1]Note cumulative returns represents total net income from date of acquisition to 2025 divided by total intangibles [goodwill plus franchise value, cash paid at time of purchase].

Source: Haig Partners, Automotive News, Lithia Motors Inc. | Transaction volume may fluctuate as more buying and selling activity becomes available. | Total Private: 280 in 2019, 305 in 2020, 491 in 2021, 594 in 2022, 516 in 2023, 467 2024, 348 25Q3 YTD.

Driveway Finance Corporation (DFC)

Business Proposition

Serving LAD customers through:
- Variety of financing options
- Integration throughout Lithia platform
- Used vehicle lender of choice

Portfolio Design

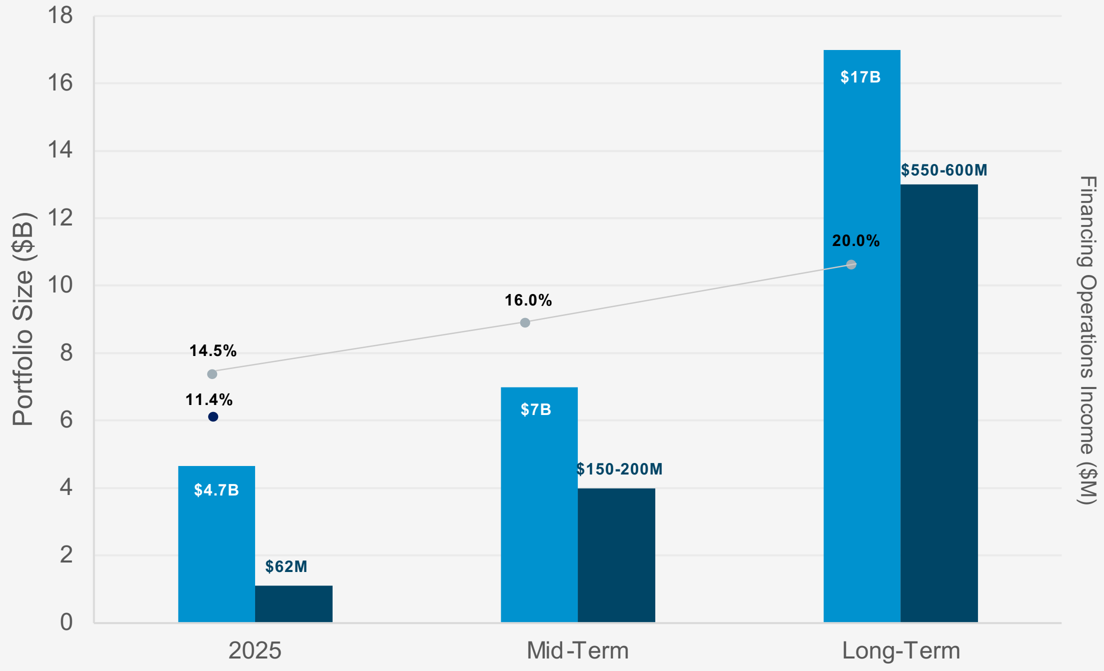
- Full credit spectrum lender
- Focus on prime FICO portfolio profile
- Maximizing risk-adjusted cash flows
- Maintain yield through increasing near-prime volumes

Key Business Highlights

- Market opportunity of approximately 295,000[1]+ retail units
- DFC loans are ~3X profitable vs. third-party loans
- Targeting penetration rate of 15-20% of retail units sold

Focus on Consumers

- Competitive rate and structure
- Market-equivalent systems and customer service
- Increase back-end product through lending discipline



Transformative profitability differentiation, at maturity

Captive finance returns are consistent through business cycles, diversifying LAD earnings streams

2026 assumptions[2]
- Continued improvements in profitability
- Continued increases in penetration rate
- Net interest margin approaching 500bps
- Decreasing provision rate
- SG&A approaching 1%

Long-term assumptions[2]
- Portfolio fully seasoned
- 20% penetration across Lithia's long-term revenue base
- Full deployment of loan and lease offerings across all material geographies and verticals

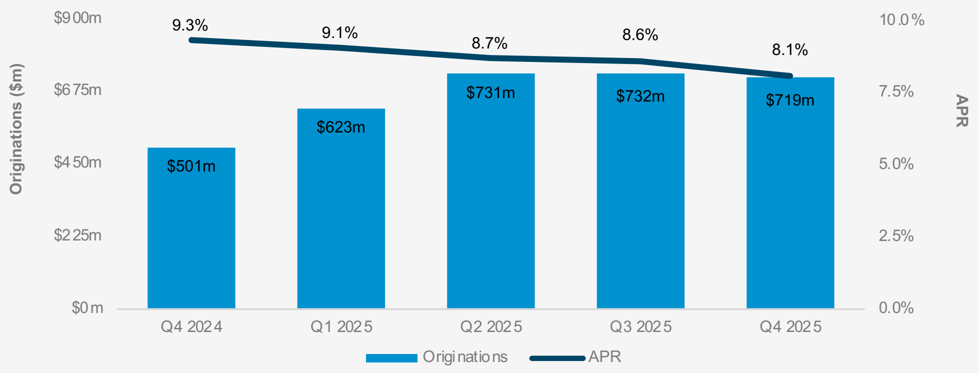
Portfolio Size ($B) · Finance Operations Income ($M) · US Penetration Rate · Global Penetration Rate

[1]Excludes subvented deals

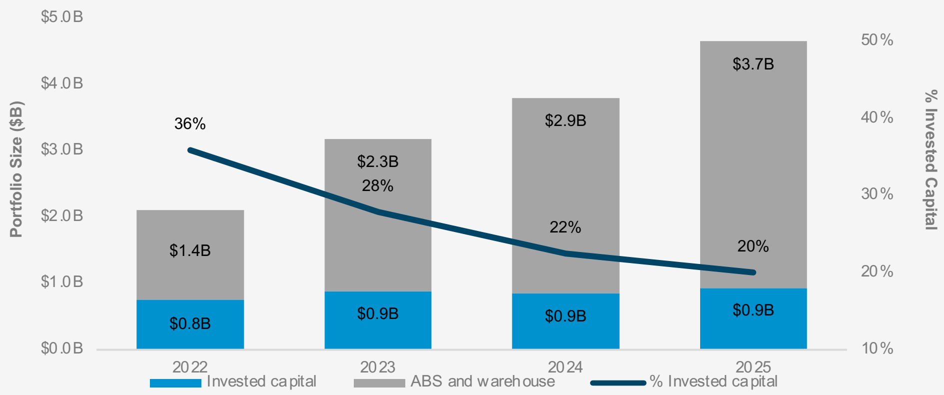
[2]Historical returns and future amounts include contributions from the Finance Operations in the UK and Canada, including Pendragon Vehicle Management and Pfaff Leasing

Driveway Finance Corporation (DFC)

UNDERWRITING METRICS



PORTFOLIO SIZE AND INVESTED CAPITAL



Disciplined Credit Risk Strategy

Underwriting: Restricting credit policy exceptions

Risk management: Increasing down payment requirements

Data: Enhancing credit models with alternative data sources

Credit Quality: Average origination FICO of 734

Credit Losses: Closely monitoring early warning signs

Progressing Toward Capital Self-Sufficiency

ABS: Developing track record as programmatic ABS issuer through quarterly issuances

Warehouse: $2B in warehouse capacity with staggered maturities in 2027

Operations: Growing portfolio generates significant cash through recurring principal, interest payments and early pay-offs

YoY Improvement in ABS Deal Structure

Bifurcated program to maximize capital efficiency and execution

Launching non-prime ABS shelf later in 2026

Compared to LADAR 25-1[1], recent LADAR 26-1 transaction reflects material structural improvements

Portfolio cumulative net loss (CNL) assumed by rating agencies decreased by 320bps

Initial overcollateralization requirement decreased by 320bps

[1] LADAR YY-# - ABS offering by year/offering number issued by DFC.

Future Growth

Diversified. Dynamic. Profitable.

Leveraging our platform for growth and scale in revenue and EPS.

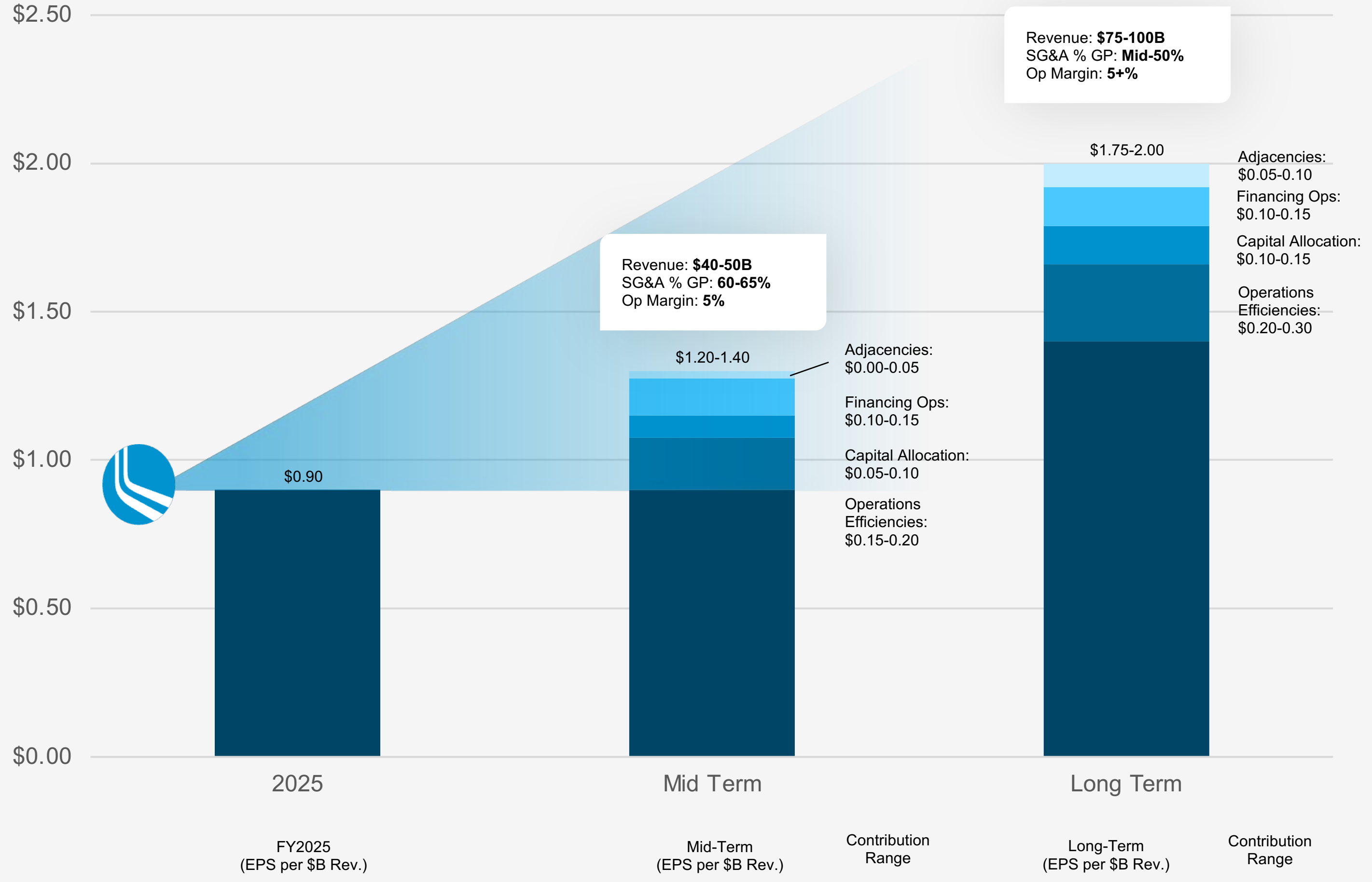
- Operations Efficiencies
- Capital Allocation
- Financing Ops
- New Adjacencies

Competitive Advantage

✓ Regenerative Growth Engine - $2.0b+ EBITDA
- Core operations
- Financing Ops
- M&A
- Reinvestments
- Share buybacks and dividends
- 2-3x leverage

✓ Customer Ecosystem and Ownership Lifecycle
- Driveway and GreenCars
- Sales, sourcing, service, financing, insurance, and fleet management
- Product optionality
- Customer experience

✓ Leveraging Growth & Scale
- Diverse synergistic portfolio
- Close proximity to end markets
- Disciplined cost structure
- Strong performance management



LAD Over the Years

The pragmatic disrupter with a proven multifaceted success strategy, uniquely and competitively leading the modernization of personal transportation by providing consumers solutions wherever, whenever, and however they desire.

1946

Walt DeBoer founded Lithia Motors in 1946 as a Chrysler-Plymouth-Dodge dealership in Ashland, Oregon.

1 Store

1996

Walt's son Sid took over in 1968 and grew to 5 locations and 19 franchises in Southern Oregon. In December 1996, the collection of stores transformed into Lithia Motors Inc., **a publicly traded company (NYSE: LAD).**

$150 Million

2012

In May 2012, Bryan DeBoer became CEO, accelerating company growth. That same year, we launched our captive finance company, now known as DFC.

$3.3 Billion

2019

In July 2020, LAD announced 5-year plan to profitably consolidate.

$12.7 Billion

2020

Driveway.com and GreenCars.com launched.

$22.8 Billion

2023

During this exciting year for growth, LAD became one of the largest new automotive retailers in North America based on revenues. Simultaneously, we entered the UK market.

$31 Billion

~500 Stores

2024

Completed Pendragon transaction establishing a strategic partnership with Pinewood Technologies, adding a UK fleet management company and rounding out our UK automotive retail network.

Entered a strategic investment with Wheels, one of North America's largest fleet management companies.

Mid-Term

LAD looks to complete our US dealership footprint to obtain 2.5% new vehicle US market share. This includes offering Driveway.com as an in-service product to help drive conquest of market share.

$50 Billion

Long-Term

LAD continues to evolve our business as the majority of vehicles become zero-emission. We plan to reach 5%+ of new vehicle US market share as well as grow into new verticals and international locations.

$75-100 Billion

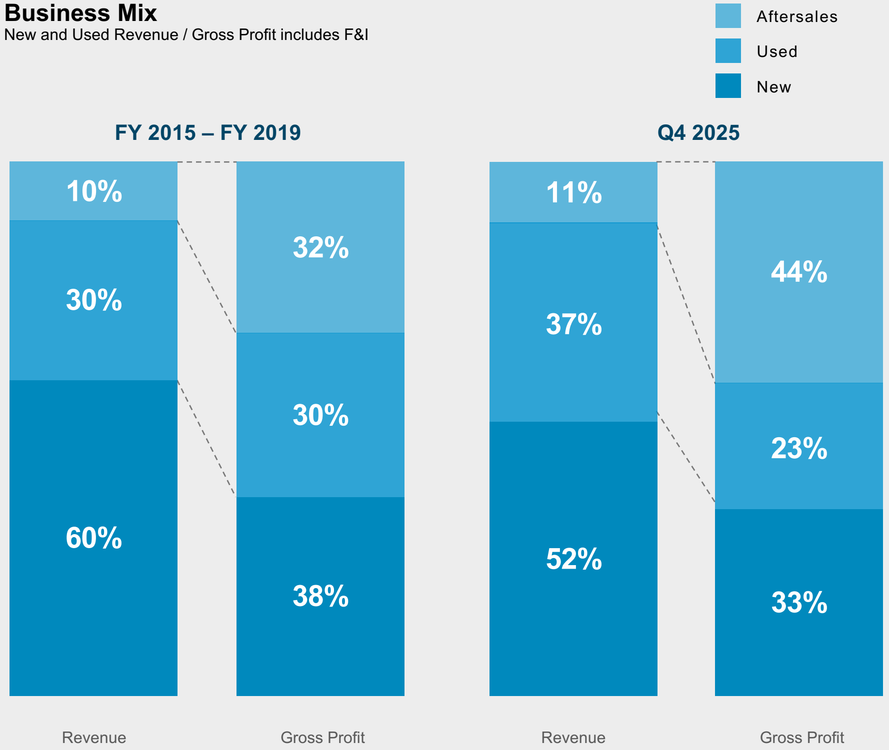
$2 EPS per billion in Revs

Appendix

Resilient Business Model

Profitable business with diversified brand mix, geographic mix and multiple earnings streams

Business Mix
New and Used Revenue / Gross Profit includes F&I



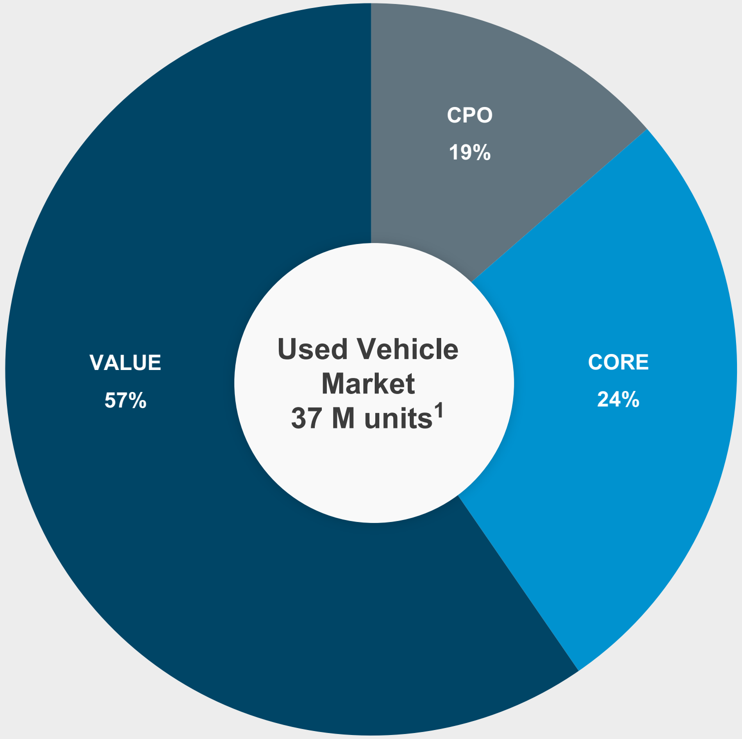
New Vehicle Mix

Segment	Segment %[4]	Brand	Brand Revenue	Brand Unit Sales
Import	40%	Toyota	12%	14%
		Honda	11%	14%
		Hyundai	6%	8%
		Subaru	4%	6%
		KIA	3%	4%
		Volkswagen	1%	1%
		Other Imports [1]	3%	5%
Luxury	35%	BMW/MINI	9%	8%
		Audi	5%	4%
		Porsche	4%	2%
		Mercedes	4%	3%
		Lexus	3%	3%
		Acura	2%	2%
		Jaguar/Land Rover	5%	3%
		Other Luxury [2]	3%	1%
Domestic	25%	Ford	11%	10%
		Stellantis	7%	6%
		GM	7%	6%
		Other Domestic [3]	<1%	<1%

For the three-months ending December 31, 2025. Includes Lithia UK and Canadian OEMs.
[1] Other import brands include Nissan and Mazda.
[2] Other luxury brands include Lancia, Ferrari, Genesis, Infiniti, Aston-Martin, Lamborghini, McLaren, Rolls-Royce, Volvo, Maserati, Ducati, Bentley, Smart, Pagani, and Lotus.
[3] Other domestic brands include Harley-Davidson, Airstream.
[4] Segment % is based on total revenue by brand.

Used Vehicle Marketplace

Focus on broad used vehicle spectrum addresses largest proportion of used vehicle TAM of any retailer



Q4 2025 Same Store Metrics

	Average Selling Price	% Mix	ROI [2]
CPO	$36,377	23%	34%
Core [3]	$29,240	59%	53%
Value Autos	$14,849	18%	108%

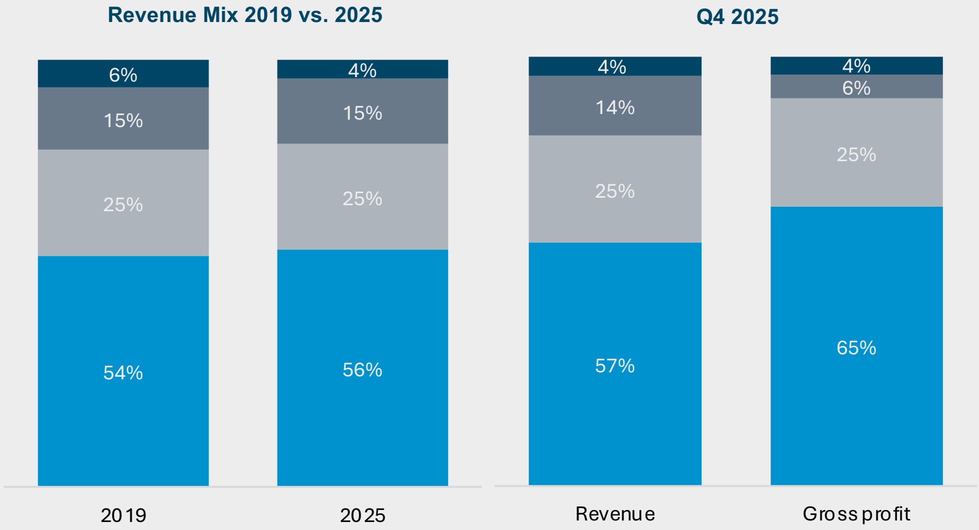
- Inventory procurement and reconditioning are critical. Network growth supercharges ability to procure, distributed network allows it turn faster
- LAD retails vehicles up to 20 years old
- Value autos are highest gross margin and fastest in normalized environment
- ~70% of LAD's used vehicle inventory procured from consumers

1 TTM S&P Global Mobility US used vehicle registration data grouped by vehicle age (CPO 0-3 years, Core 4-8 years, Value Autos 9+ years).
2 Non-GAAP actual results. ROI defined as (Deal Gross Profit / Cost of Sales) x (365 / Days to Turn) for North American operations only.
3 Core includes 1-3 year old vehicles with less than 40,000 miles.

Aftersales Profitability and Retention

Aftersales is a stable, diverse, countercyclical business

Same Store Aftersales



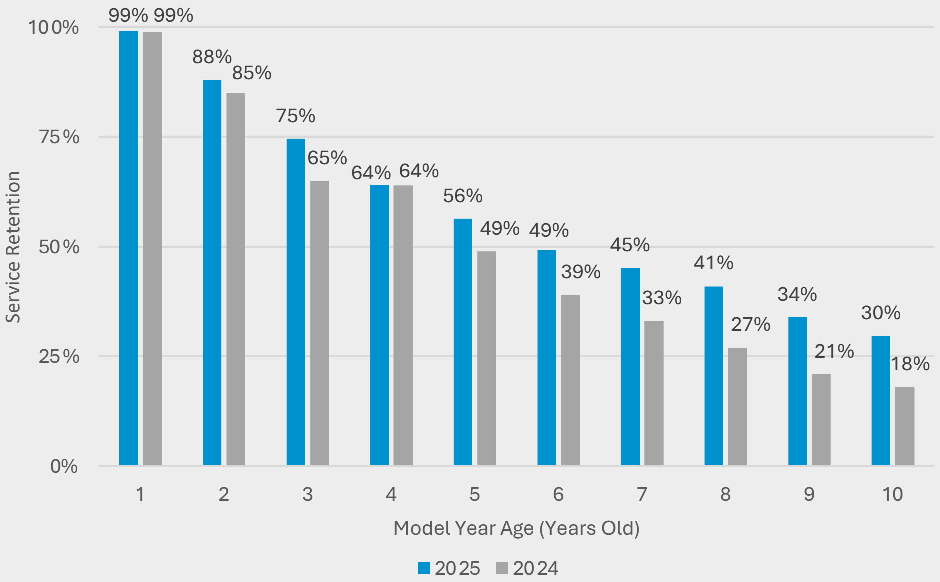
Collision center
Parts wholesale
Warranty
Customer pay

High margins: Aftersales margins have demonstrated positive same store growth over time, increasing from 50% in 2019 to 57% in 2025.

Growth opportunity: LAD anticipates significant same store growth opportunity due to ongoing organic growth and market share capture.

Vehicle Service Continuum: Expanding into the used vehicle market creates synergies between sales and service departments, ensuring a balanced inventory of high-turn vehicles that fuels both sales and service revenue.

Aftersales Service Retention by Model Year (2025)



Consistent Revenue Stream: LAD generates repeat high-margin business throughout the customer lifecycle by retaining over half of customers who've purchased a vehicle from us, ensuring a steady flow of service revenue.

Increased Loyalty: Customers who return for service are more likely to become repeat buyers, offering valuable trade-in opportunities and creating avenues for cross-selling, such as prepaid service plans and extended vehicle warranties.

Bay Utilization: Retention drives consistent service bay activity, maximizing cash flow and providing a competitive edge over independent service providers.

Service Retention defined as customers within market who have previously purchased a vehicle from LAD and have returned for service within the past 12 months.US operations only.

Driveway

driveway

Shop — Customers purchased 180,000 vehicles through our digital ecosystem throughout 2025.

Sell/Trade — Driveway's ecosystem benefits create flywheel effects as customers trade-in and return the LAD for future purchases.

Finance — Integrated with DFC, Driveway's lender of choice.

Service — Driveway increases the reach of our aftersales business and promote brand loyalty across the LAD ecosystem.

Profitability

Ecosystem Reach

Driveway.com generated an average of **1.2 million unique visitors** per month in Q4 2025.

ESG AT LITHIA & DRIVEWAY

Driving Positive Change

ENVIRONMENTAL GOALS

- Increase GreenCars on the Road
- Operate Sustainable Stores
- Extend Vehicle Lifecycles

SOCIAL GOALS

- Strengthen Our Communities
- Maximize Team Member Health, Wellness & Safety
- Champion a High-Performance, Diverse & Inclusive Culture

CORE VALUES

Earn Customers for Life
Create welcoming and trustworthy experiences for our customers

Improve Constantly
Champion one another's growth to achieve more together

Take Personal Ownership
Enjoy the freedom to make the right choices and own our results

Have Fun!
Connect as a team through celebration, positivity, passion, and purpose

Corporate Sustainability Website > | Climate-Related Financial Disclosures >

Supplemental Information

2025 Quarterly Income Statement

$M	FY 2025	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY 2024	Q4 2024	Q3 2024	Q2 2024	Q1 2024
New vehicle	**$18,703.0**	$4,626.7	$4,792.4	$4,703.5	$4,580.4	**$18,322.8**	$4,908.7	$4,608.4	$4,639.7	$4,166.0
Used vehicle	**13,371.5**	3,179.2	3,463.6	3,478.3	3,250.5	**12,628.8**	2,979.7	3,234.6	3,275.9	3,138.6
Finance and Insurance	**1,473.6**	356.9	378.6	373.8	364.3	**1,417.7**	355.8	360.4	360.9	340.6
Aftersales	**4,086.8**	1,035.0	1,041.2	1,027.4	983.1	**3,818.9**	929.3	1,017.6	955.4	916.6
Total revenues	**$37,634.9**	$9,197.8	$9,675.8	$9,583.0	$9,178.3	**$36,188.2**	$9,173.5	$9,221.0	$9,231.8	$8,561.8
New vehicle	**$1,169.1**	$270.9	$291.4	$313.3	$293.5	**$1,285.5**	$323.7	$319.9	$334.1	$307.8
Used vehicle	**733.2**	150.1	189.2	205.3	188.7	**723.7**	158.2	187.2	196.5	181.8
Finance and Insurance	**1,473.6**	356.9	378.6	373.8	364.3	**1,417.7**	355.8	360.4	360.9	340.6
Aftersales	**2,357.1**	593.5	606.8	592.7	563.9	**2,134.1**	533.9	562.8	532.5	504.9
Gross profit	**$5,733.0**	$1,371.4	$1,466.0	$1,485.1	$1,410.4	**$5,561.0**	$1,371.5	$1,430.4	$1,423.9	$1,335.2
Finance operations income (loss)	**74.6**	22.9	19.1	20.1	12.5	**8.4**	4.3	(1.4)	7.2	(1.7)
Asset impairments	**5.8**	5.8	—	—	—	**—**	—	—	—	—
SG&A expense	**3,944.7**	979.3	998.0	1,014.7	952.7	**3,755.2**	902.1	943.6	975.2	934.3
Depreciations and amortization	**262.4**	67.8	65.5	65.2	63.9	**245.6**	62.0	63.5	62.3	57.8
Income from operations	**$1,594.7**	$341.4	$421.6	$425.3	$406.3	**$1,568.6**	$411.7	$421.9	$393.6	$341.4
Floor plan interest expense	**(228.2)**	(58.3)	(57.8)	(55.0)	(57.1)	**(278.8)**	(64.9)	(76.6)	(76.6)	(60.7)
Other interest expense	**(275.5)**	(75.0)	(68.3)	(66.7)	(65.5)	**(257.8)**	(68.5)	(64.5)	(61.2)	(63.6)
Other income (expense), net	**17.4**	(18.5)	(13.3)	48.5	0.8	**39.3**	3.7	5.1	27.0	3.5
Income before income taxes	**$1,108.4**	$189.6	$282.2	$352.1	$284.5	**$1,071.3**	$282.0	$285.9	$282.8	$220.6
Income tax expense	**(282.5)**	(51.7)	(63.6)	(93.9)	(73.3)	**(255.0)**	(68.5)	(64.7)	(66.2)	(55.6)
Net Income	**825.9**	137.9	218.6	258.2	211.2	**816.3**	213.5	221.2	216.6	165.0
Net Income attributable to non-controlling interests	**(6.3)**	(1.1)	(1.5)	(2.2)	(1.7)	**(19.6)**	(1.0)	(13.8)	(2.4)	(2.4)
Net income attributable to LAD	**$819.6**	$136.8	$217.1	$256.1	$209.5	**$796.8**	$212.7	$207.3	$214.2	$162.6

Sum of QTD may not equal YTD due to rounding.

Supplemental Information

2025 Adjusted non-GAAP Income Statement

	YTD 2025	Net loss (gain) on disposal of stores				Asset impairment	Investment loss (gain)				Insurance reserves				Acquisition expenses				Tax attributes				YTD 2025
$M, except for per share amounts	As Reported	Q1	Q2	Q3	Q4	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Adjusted
Asset impairments	5.8	—	—	—	—	(5.8)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Selling, general and administrative	3,944.7	9.4	(7.2)	15.4	2.6	—	—	—	—	—	(0.4)	(2.4)	(2.5)	(1.4)	(0.2)	(0.1)	(15.9)	(0.9)	—	—	—	—	3,941.3
Operating income	1,594.7	(9.4)	7.2	(15.4)	(2.6)	5.8	—	—	—	—	0.4	2.4	2.5	1.4	0.2	0.1	15.9	0.9	—	—	—	—	1,603.9
Other income (expense), net	17.4	—	—	—	—	—	9.7	(36.4)	22.7	27.9	—	—	—	—	—	—	—	—	—	—	—	—	41.2
Income before income taxes	1,108.4	(9.4)	7.2	(15.4)	(2.6)	5.8	9.7	(36.4)	22.7	27.9	0.4	2.4	2.5	1.4	0.2	0.1	15.9	0.9	—	—	—	—	1,141.4
Income tax (provision) benefit	(282.5)	2.4	1.8	7.2	0.4	(1.5)	(2.4)	9.5	(6.0)	(7.0)	(0.1)	(0.6)	(0.5)	(0.4)	—	—	(0.6)	(0.2)	(1.0)	(1.3)	(3.5)	(0.4)	(286.7)
Net income	$825.9	(7.0)	9.0	(8.2)	(2.2)	4.5	7.2	(26.9)	16.7	20.9	0.3	1.8	2.0	1.0	0.2	0.1	15.3	0.7	(1.0)	(1.3)	(3.5)	(0.4)	$854.7
Net income attributable to non-controlling interests	(6.3)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	(6.3)
Net income attributable to LAD	**$819.6**	**(7.0)**	**9.0**	**(8.2)**	**(2.2)**	**4.3**	**7.2**	**(26.9)**	**16.7**	**20.9**	**0.3**	**1.8**	**2.0**	**1.0**	**0.2**	**0.1**	**15.3**	**0.7**	**(1.0)**	**(1.3)**	**(3.5)**	**(0.4)**	**$848.4**
Diluted earnings per share	$32.32	$(0.25)	$0.35	$(0.32)	$(0.09)	$0.18	$0.28	$(1.04)	$0.66	$0.88	$0.01	$0.07	$0.08	$0.04	$—	$—	$0.61	$0.03	$(0.04)	$(0.05)	$(0.14)	$(0.02)	$33.46
Diluted share count	25.4																						

Sum of QTD may not equal YTD due to rounding.

Supplemental Information

2024 Adjusted non-GAAP Income Statement

	YTD 2024	Net loss (gain) on disposal of stores		Investment loss (gain)			Insurance reserves	Acquisition expenses				Premium on Redeemable NCI Buyout	Tax attributes			YTD 2024
$M, except for per share amounts	As Reported	Q3	Q4	Q2	Q3	Q4	Q2	Q1	Q2	Q3	Q4	Q3	Q2	Q3	Q4	Adjusted
Selling, general and administrative	3,755.2	0.3	7.9	—	—	—	(6.1)	(7.7)	(1.8)	(0.2)	(0.3)	—	—	—	—	3,747.3
Operating income	1,568.6	(0.3)	(7.9)	—	—	—	6.1	7.7	1.8	0.2	0.3	—	—	—	—	1,576.5
Other income (expense), net	39.3	—	—	(29.5)	0.4	(1.1)	—	—	—	—	—	—	—	—	—	9.1
Income before income taxes	1,071.3	(0.3)	(7.9)	(29.5)	0.4	(1.1)	6.1	7.7	1.8	0.2	0.3	—	—	—	—	1,049.0
Income tax (provision) benefit	(255.0)	0.1	4.0	7.5	(0.4)	0.3	(1.6)	(1.6)	1.3	(0.1)	(0.1)	—	(7.6)	(0.5)	(5.0)	(258.6)
Net income	$816.3	(0.2)	(3.9)	(22.0)	—	(0.8)	4.5	6.1	3.1	0.1	0.2	—	(7.6)	(0.5)	(5.0)	$790.4
Net income attributable to non-controlling interests	(19.6)	—	—	—	—	—	—	—	—	—	—	11.6	—	—	—	(8.0)
Net income attributable to LAD	**$796.7**	**(0.2)**	**(3.9)**	**(22.0)**	—	**(0.8)**	**4.5**	**6.1**	**3.1**	**0.1**	**0.2**	**11.6**	**(7.6)**	**(0.5)**	**(5.0)**	**$782.4**
Diluted earnings per share	$29.45	$(0.01)	$(0.14)	$(0.81)	$—	$(0.03)	$0.17	$0.22	$0.11	$—	$0.01	$0.43	$(0.28)	$(0.01)	$(0.19)	$28.92
Diluted share count	27.1															

Sum of QTD may not equal YTD due to rounding.

Supplemental Information

EBITDA, Adjusted EBITDA, and Net Debt

$M	FY'2025	FY'2024	FY'2023	FY'2022	FY'2021	FY'2020
Net Income attributable to LAD	825.9	816.3	1,011.7	1,261.6	1,062.7	470.3
Add: Flooring interest expense	228.2	278.8	150.9	38.8	22.3	34.4
Add: Other interest expense	275.5	257.8	201.2	129.1	103.4	71.6
Add: Financing operations interest expense	202.1	200.5	170.5	52.2	4.8	1.5
Add: Income tax expense	282.5	255.0	350.6	468.4	422.1	178.2
Add: Depreciation and amortization	262.4	245.6	195.8	163.2	124.8	92.3
EBITDA	$ 2,076.6	$ 2,054.0	$ 2,080.7	$ 2,113.3	$ 1,740.1	$ 848.3
Less: Flooring interest expense	(228.2)	(278.8)	(150.9)	(38.8)	(22.3)	(34.4)
Less: Financing operations interest expense	(202.1)	(200.5)	(170.5)	(52.2)	(4.8)	(1.5)
Less: Used vehicle line of credit interest	(12.9)	(24.2)	(19.6)	(9.6)	(0.1)	(0.5)
Less: Net (gain) on disposal of stores	(20.3)	(8.2)	(31.2)	(66.0)	—	(16.6)
Less/Add: Net (gain) loss on investments	23.8	(30.2)	1.7	—	66.4	(43.8)
(43.8)Add: Insurance reserves	6.7	6.1	5.4	4.9	5.8	6.1
Add: Acquisition expenses	17.0	10.0	27.2	15.0	20.2	3.1
Add: Loss on redemption of senior notes	—	—	—	—	10.3	—
Add: Asset impairments	5.8	—	—	—	1.9	7.9
Add: Contract buyouts	—	—	14.3	—	—	—
Adjusted EBITDA	$ 1,666.4	$ 1,528.2	$ 1,757.1	$ 1,966.6	$ 1,817.5	$ 768.6
Total Debt	14,821.9	14,821.9	10,900.5	7,647.5	4,599.5	3,927.9
Less: Temporary paydown on flooring	—	—	—	—	—	(113.4)
Less: Floor plan related debt	(6,051.9)	(5,878.4)	(4,538.3)	(2,993.8)	(1,690.1)	(1,797.2)
Less: Financing operations related debt	(3,724.9)	(2,943.3)	(2,292.6)	(1,352.2)	(407.6)	(39.0)
Less: Unrestricted cash and cash equivalents	(109.2)	(225.1)	(825.0)	(168.1)	(153.0)	(160.1)
Less: Marketable securities	(56.4)	(53.4)	—	—	—	—
Less: Availability on used vehicle and service loaner facility	(15.4)	(23.3)	(25.5)	(17.9)	(267.4)	(491.0)
Net Debt	$ 4,864.1	4,142.2	3,219.1	3,115.5	2,081.4	1,327.2

Thank You