



Second Quarter 2025 Financial Results

Investor Presentation
July 24, 2025

Forward looking statements

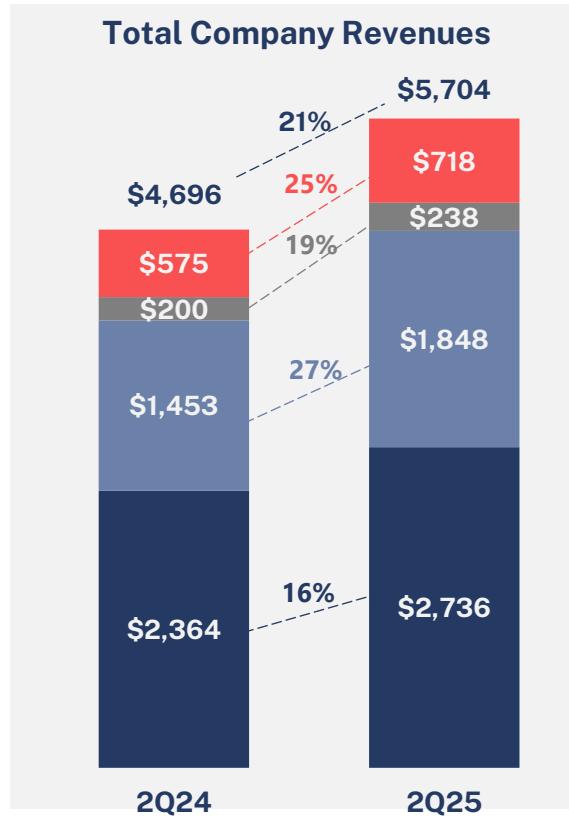
This presentation contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, which are statements related to future, not past, events and are based on our current expectations and assumptions regarding our business, the economy and other future conditions. In this context, the forward-looking statements often include statements regarding our strategic investments, goals, plans, projections and guidance regarding our financial position, results of operations and business strategy, including the annualized revenues of recently completed acquisitions or dispositions and other benefits of such currently anticipated or recently completed acquisitions or dispositions. These forward-looking statements often contain words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," "should," "foresee," "may" or "will" and similar expressions.

While management believes that these forward-looking statements are reasonable as and when made, there can be no assurance that future developments affecting us will be those that we anticipate. Any such forward-looking statements are not assurances of future performance and involve risks and uncertainties that may cause actual results to differ materially from those set forth in the statements. These risks and uncertainties include, among other things, (a) general economic and business conditions, (b) the impacts of sustained levels of inflation, (c) developments in U.S. and global trade policy, including the imposition by the U.S. of significant tariffs on the import of automobiles and certain materials used in our parts and services business and the resulting consequences (including, but not limited to, retaliatory tariffs by non-U.S. nations, supply chain disruptions, vehicle and part cost increases and demand decreases and potential recessions in the U.S. and U.K.), (d) the level of manufacturer incentives, (e) our ability to comply with extensive laws, regulations and policies applicable to our operations including BEV mandates in the U.K. (f) our ability to obtain an inventory of desirable new and used vehicles (including as a result of changes in the international trade environment), (g) our relationship with our automobile manufacturers and the willingness of manufacturers to approve future acquisitions, (h) our cost of financing and the availability of credit for consumers, (i) our ability to complete acquisitions and dispositions, on a timely basis, if at all and the risks associated therewith, (j) our ability to successfully integrate recent and future acquisitions and realize the expected benefits from consummated acquisitions, (k) foreign exchange controls and currency fluctuations, (l) the armed conflicts in Ukraine and the Middle East, (m) our ability to maintain sufficient liquidity to operate, and (n) a material failure in or breach of our vendors' information technology systems and other cybersecurity incidents.

For additional information regarding known material factors that could cause our actual results to differ from our projected results, please see our filings with the Securities and Exchange Commission, including our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date hereof. We undertake no obligation to publicly update or revise any forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise.

2Q25 Summary

(\$MM)



■ New Vehicle ■ Used Vehicle Retail ■ Finance & Insurance ■ Parts & Service

Financial Highlights:

- 2Q25 total revenues and gross profit of \$5.7B and \$936M, both quarterly records, increased 21% and 22% YoY, respectively.
- 2Q25 same store revenues increased 7% in the U.S. and 6% in the U.K.
- 2Q25 total same store parts & service gross profit increased 14% YoY with strong customer pay same store revenue growth of 14% YoY.
- Strong F&I performance, especially in the U.K., where same store gross profit per unit rose over 26% YoY.
- 2Q25 diluted EPS from continuing ops was \$10.77, a 6% increase YoY and adjusted diluted EPS from continuing ops was \$11.52*, an increase of 18% YoY.

Strategic Highlights:

- U.K. Restructuring: We have largely completed the execution of our U.K. restructuring plan. Additional cost saving activities will continue in 2025.
- Underperforming Stores: We are actively reviewing and developing appropriate plans.
- Tariffs: Having successfully navigated challenging market conditions in the past, we are well-prepared to remain agile in response to the latest tariff and policy changes. Our proven business model and adaptive strategy enable us to respond swiftly and manage costs effectively.
- Share Repurchases: During 2025 we repurchased 0.4 million shares at an average price of \$416.62 for \$167 million.

*See Appendix for Non-GAAP Reconciliations

U.K. Restructuring - Completed

2024 Full Year Headcount & Annualized Costs Reductions – £15m

Phase 1	Phase 2	CTS & DDC	bravoauto
Business Functions Executive Team & senior franchise oversight functions	Business Functions Elimination of duplicated corporate functions / roles	Business Functions Onshoring of CTS shared services from India to Maidstone & separation of Inchcape DDC services in the Philippines	Business Functions Strategic closure of Inchcape legacy standalone used car locations
Actual Savings 21 heads £4.4m	Actual Savings 101 heads £4.7m	Actual Savings £2.0m Net headcount savings of 68 heads not included on UK Payroll	Actual Savings 84 heads £4.2m
Timing Structure completed November 30, 2024	Timing Structure largely completed December 31, 2024	Timing Structure completed December 31, 2024	Timing Structure completed December 31, 2024

U.K. Restructuring in Progress

2025 Full Year Headcount & Annualized Cost Reductions ~£27m

Phase 3	Phase 4	Phase 5
Business Functions Refocus corporate functions to decentralise and allow greater staff autonomy	Business Functions Alignment of store payroll to agreed productivity metrics. Offset additional employer taxes resulting from last UK Government budget	Business Functions Leveraging scale and procurement capacity to drive efficiencies
Target Savings* 70 heads £5m 2Q25 Update 135 heads £5m Largely completed	Target Savings* 300 heads £8m - £12m 2Q25 Update 330 heads £11M Completed	Target Savings* Demo & Fleet £5m, Procurement efficiency £5m Store closures £1-2m 2Q25 Update On target Largely completed
Timing Structure largely completed June 30, 2025	Timing Structure completed June 30, 2025	Timing Structure largely completed June 30, 2025

*As noted in our Analyst Day presentation dated February 13, 2025

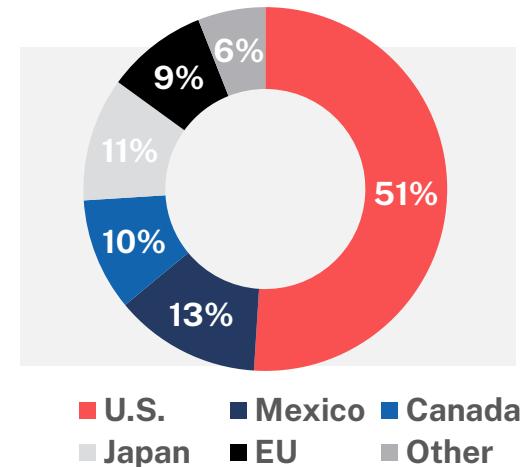
Auto Tariffs

Having successfully navigated challenging market conditions in the past, we are well-prepared to remain agile in response to the latest tariff and policy changes. Our proven business model and adaptive strategy enable us to respond swiftly and manage costs effectively.

Business Impacts:

- Stress tested our business model with various macro-economic scenarios - the Company remains solidly profitable and maintains reasonable leverage
- Reviewed and reduced our CAPEX
- Used Vehicle retail sales – Expect increase in demand from substitution of new vehicles
- Used Vehicle wholesale price increasing – back up over MMR
- Parts & Service – with average age and mileage of vehicles continuing to increase, segment performance should remain solid

2024 GPI U.S. New Vehicle Unit Sales by Production Country





We are a
Fortune 500
company,
ranked #214

Strong Earnings & Significant Cash Flow Generation	Portfolio Optimization	Parts & Service Growth	Building Local Scale	Full Rooftop Potential
<ul style="list-style-type: none">Continued strong EPS: 29% CAGR over 2019 – 2024Adjusted free cash flows of \$504 million in FY 2024 and \$267 million in 2Q25 YTD⁽¹⁾	<ul style="list-style-type: none">Balanced M&A, share repurchases and dividends\$8.8 billion in acquired revenues since the beginning of 2021Strategic disposition of smaller, less profitable storesFlexibility to engage in M&A due to low rent-adjusted leverage of 2.7x, as of June 30, 2025~5.8 million shares repurchased since the beginning of 2021 representing 32% of our share count	<ul style="list-style-type: none">Outperformance of the peer group's average same store growth rate over several of the past yearsNumerous innovations have driven this consistent outperformance: 4-Day work week is differentiator when recruiting; U.S. same store service tech headcount increased 6% versus June 2024 AI appointment setting has driven a 40% penetration in online appointment making	<ul style="list-style-type: none">Provides a competitive advantage through more focused market representation and improved customer experienceLeverages marketing efforts to drive business within market / dealership clustersOffers a unique value proposition by giving customers various GP1 options within a clusterCentralized used vehicle inventory, reconditioning and positioning, reducing costs and increasing throughput	<ul style="list-style-type: none">Optimizing operations at each rooftopStandardization of key common processes and shared business resources structurally lowers operating costsScale amplifies the impact of operational excellence, allowing us to unlock additional value

⁽¹⁾ See appendix in this presentation for the reconciliation of Non-GAAP measures

Portfolio Optimization

	2019-20	2021	2022	2023	2024	2025 YTD*
M&A	Acquisitions: \$0.4B (15 franchises)	Acquisitions: \$2.5B (58 franchises)	Acquisitions: \$0.9B (11 franchises)	Acquisitions: \$1.1B (9 franchises)	Acquisitions: \$3.9B (84 franchises)	Acquisitions: \$0.4B (9 franchises)
	Dispositions: \$300M	Dispositions: \$155M	Dispositions: \$265M⁽¹⁾	Dispositions: \$420M	Dispositions: \$450M	Dispositions: \$470M
	Capex: \$172M	Capex: \$100M	Capex: \$113M	Capex: \$139M	Capex: \$179M	Capex: \$83M
Dividends Cash paid per share	\$1.69	\$1.33	\$1.50	\$1.80	\$1.88	\$1.00
Buybacks	Share Reduction: ≈ 5% Shares Repurchased: 0.9M shares at avg. price of \$92.98 for total of \$82M	Share Reduction: ≈ 6% Shares Repurchased: 1.1M shares at avg. price of \$190.82 for total of \$211M	Share Reduction: ≈ 18% Shares Repurchased: 3.0M shares at avg. price of \$172.54 for total of \$521M	Share Reduction: ≈ 5% Shares Repurchased: 0.7M shares at avg. price of \$236.78 for total of \$173M	Share Reduction: ≈ 4% Shares Repurchased: 0.5M shares at avg. price of \$311.67 for total of \$162M	Share Reduction: ≈ 3% Shares Repurchased: 0.4M shares at avg. price of \$416.62 for total of \$167M

(1) Excludes Brazil disposition

*As of July 24, 2025

2025 U.S. Acquisitions

Three Luxury dealerships with expected annual revenues of \$330 million

- **Portfolio Optimization:** Following recent disposals of smaller, lower volume dealerships, these acquisitions include higher throughput.
- **Highly desirable brands:** Acquisitions include 1 Lexus, 1 Mercedes-Benz, and 1 Acura dealership.
- **Choice locations:** Complementing our existing footprint in the Fort Myers, Florida and Austin, Texas areas.
- **Integration of new acquisitions:** The dealership operations were successfully integrated during 2Q25 creating incremental value for our shareholders.



Business Diversification

Parts & Service business provides stability in economic cycles

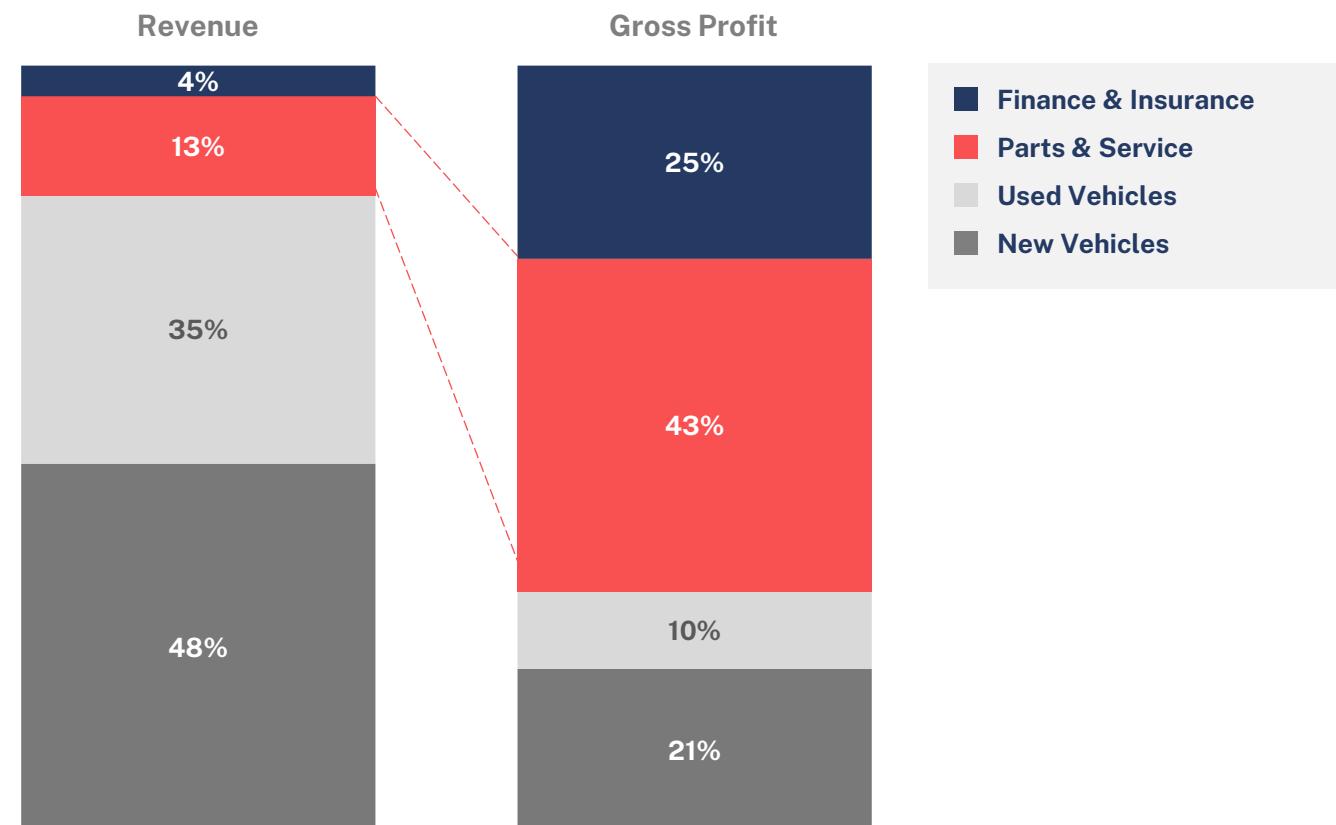
Parts & Service
is the heart of Group 1's
business model and generates

>40%
of total gross profit

**2Q25
Fixed Absorption**

>100%

- Parts & Service is a hedge to economic cycles. Historically declined around mid-single digits during a recession, which provides stability to help offset the cyclical nature of new vehicle sales.



May not add to 100% due to rounding; based on 2Q25 results

Fixed absorption calculation: parts & service gross profit divided by total company fixed costs plus parts & service selling expenses

Diversified Geographic Footprint

Total U.S. & U.K.*

258 Dealerships

322 Franchises

39 Collision Centers

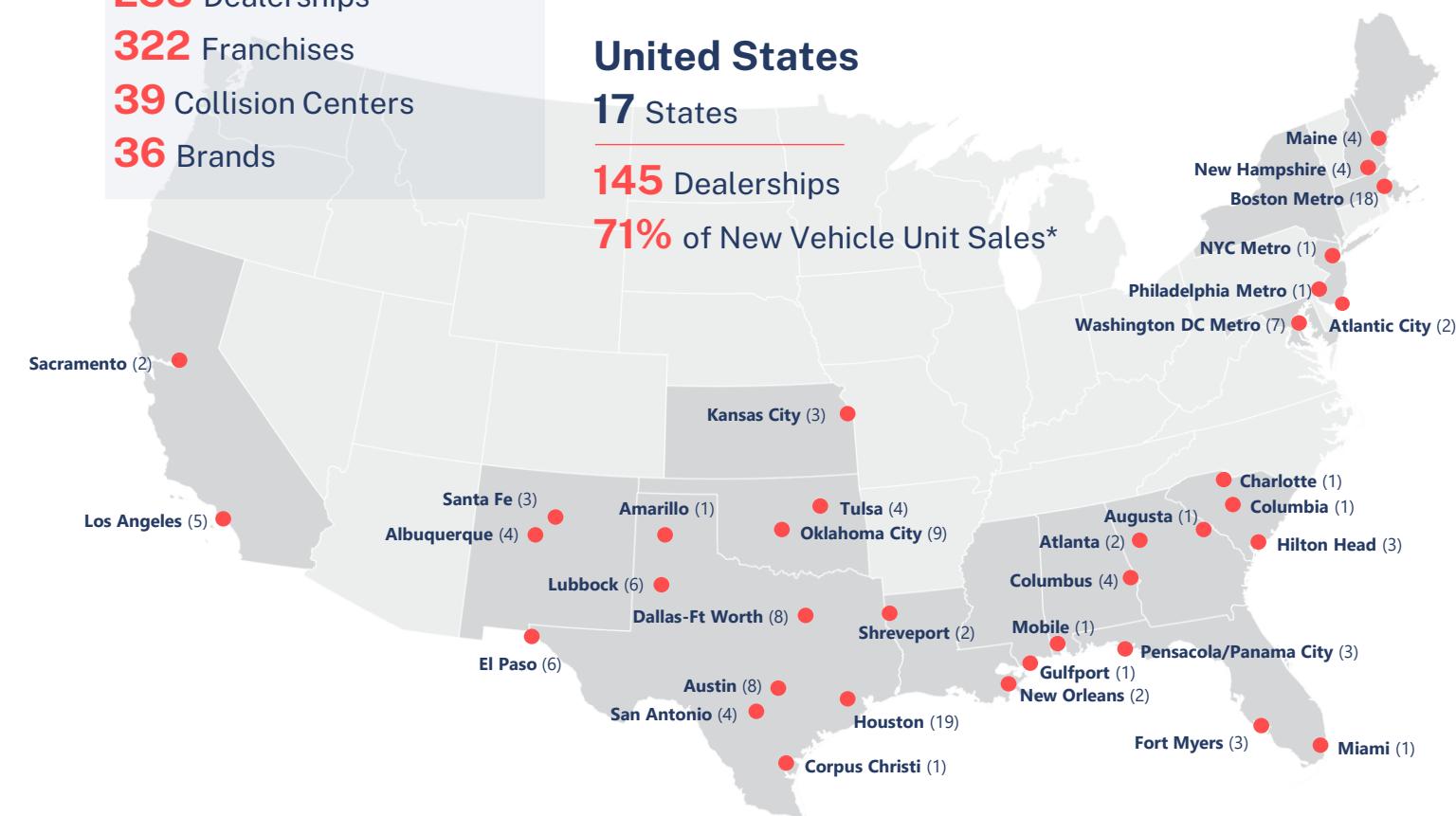
36 Brands

United States

17 States

145 Dealerships

71% of New Vehicle Unit Sales*



*As of July 24, 2025; Sales based on YTD results as of June 30, 2025.

United Kingdom

England & Wales

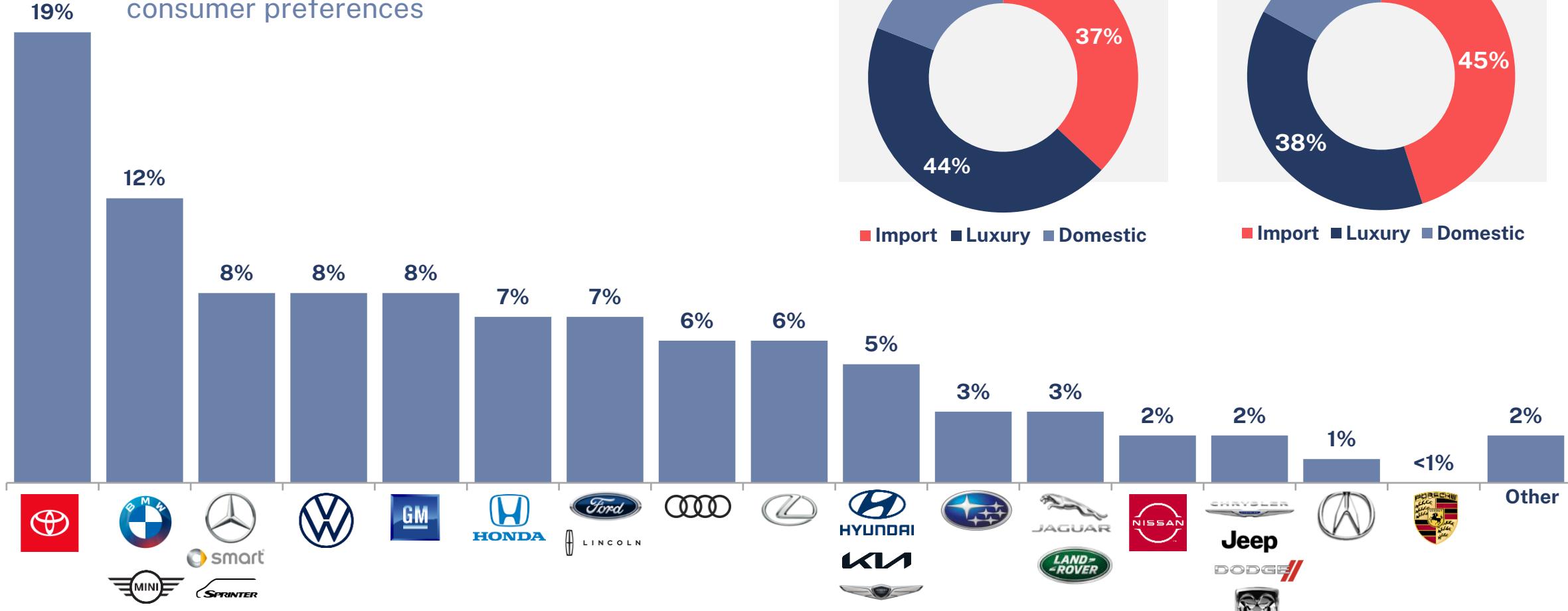
113 Dealerships

29% of New Vehicle Unit Sales*



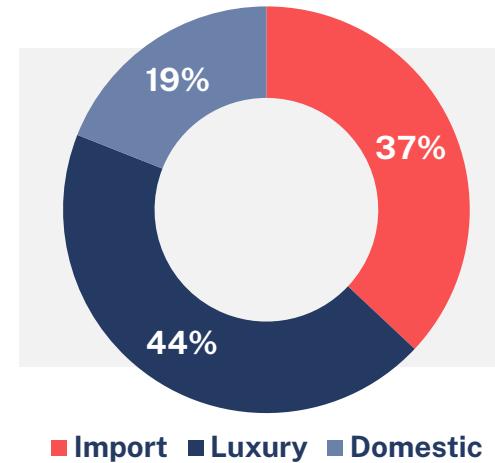
2Q25 YTD Brand Diversification

Brand diversity reduces risk from evolving consumer preferences

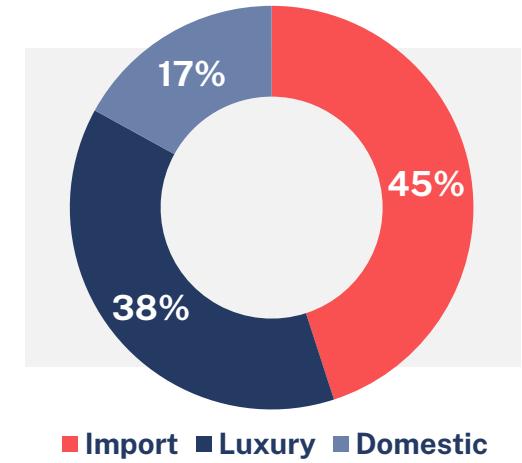


May not add to 100% due to rounding

Revenue Mix

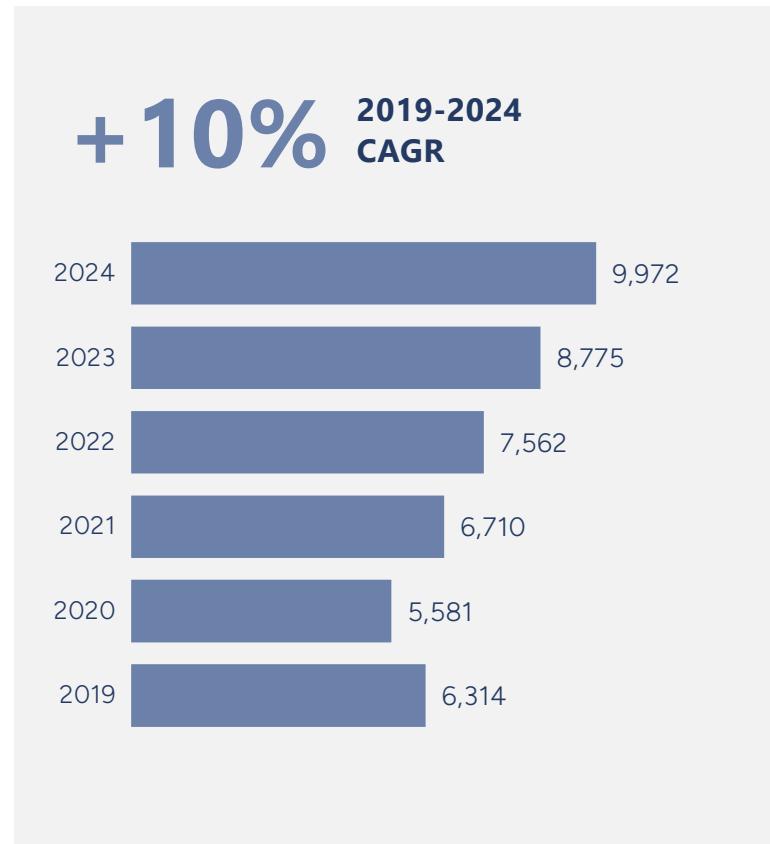


Unit Mix



New Vehicle Overview

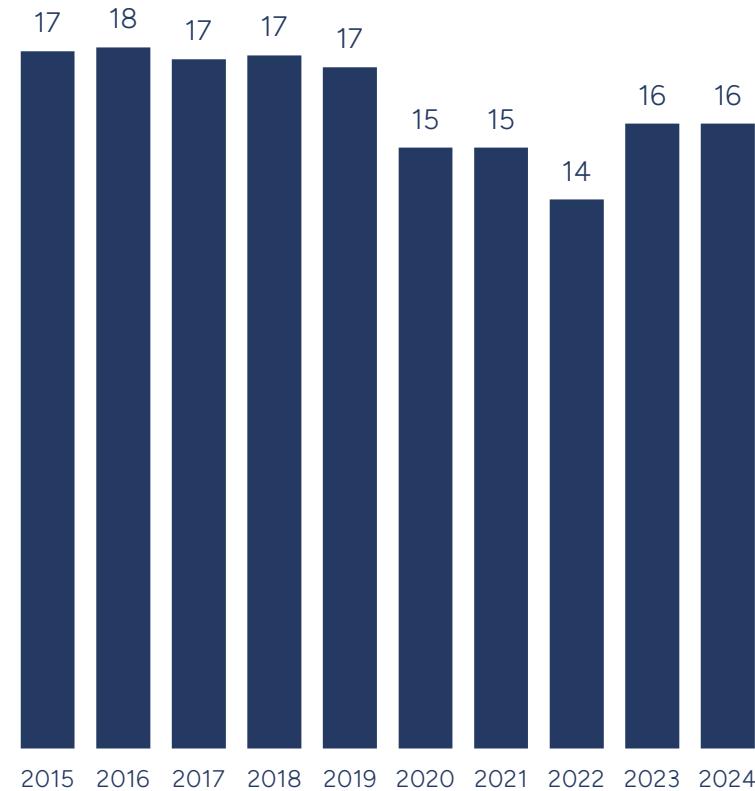
Total New Vehicle Revenues (\$MM)*



*Includes Brazil discontinued operations

U.S. New Market Size¹ (MM)

Annual New Vehicle Units

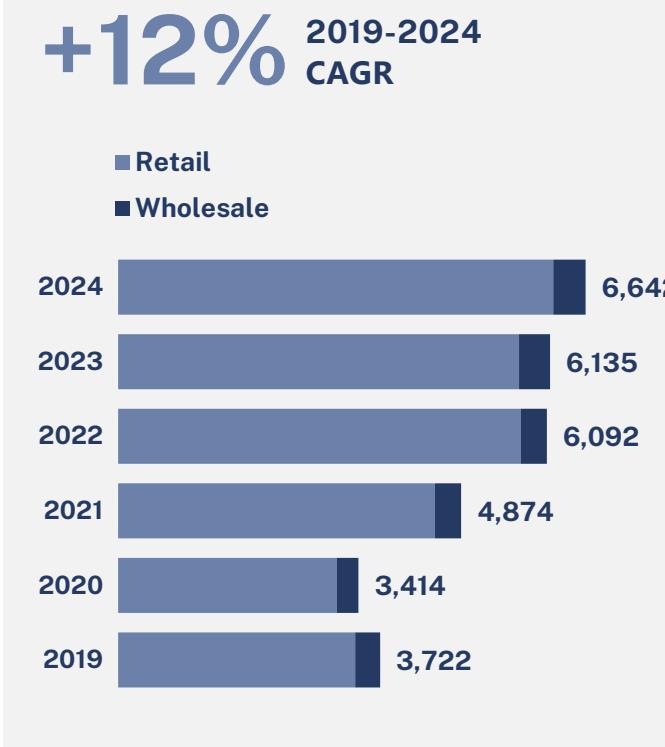


¹Source: LMC Automotive/GlobalData

GPI Outperforms the New Vehicle Industry
2Q25 GPI U.S. Same Store Retail Unit Sales: +6% YoY
2Q25 U.S. New Market Unit Sales¹: +3% YoY

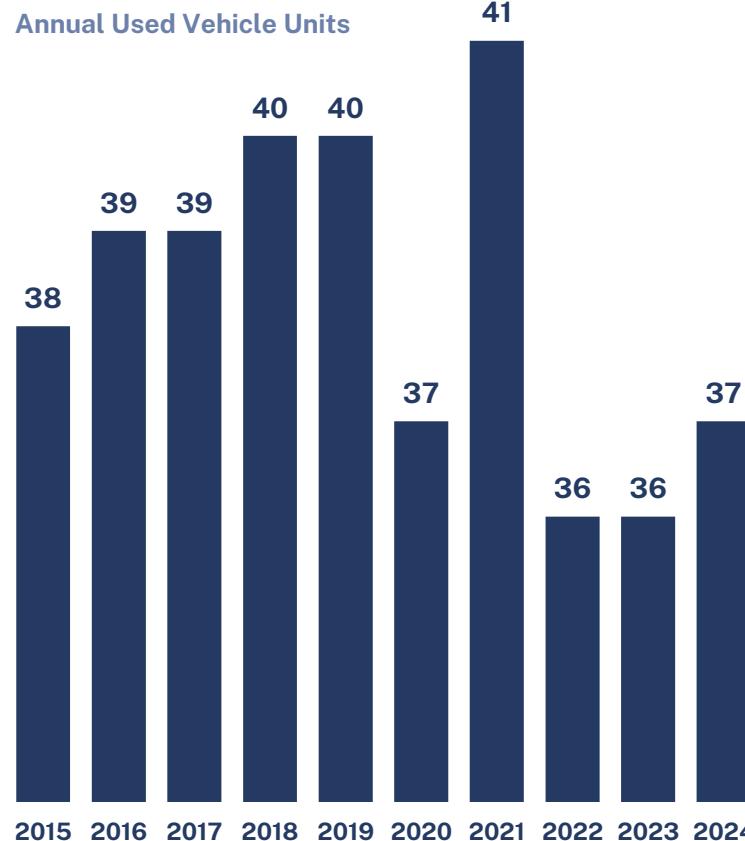
Used Vehicle Overview

Total Used Vehicle Revenues (\$MM)*



*Includes Brazil discontinued operations

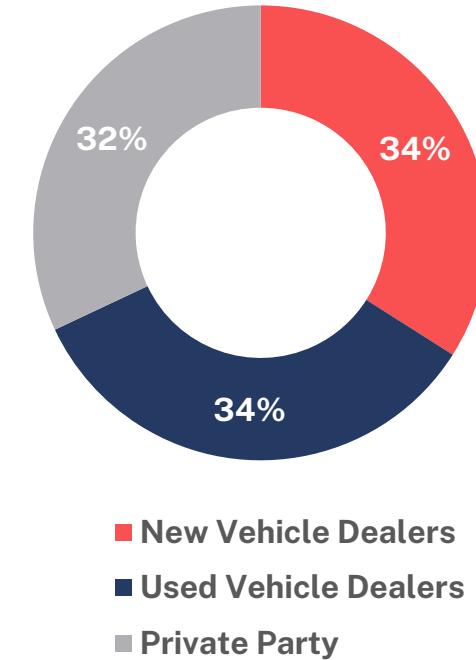
U.S. Used Market Size¹ (MM)



¹Source: Edmunds, Cox Automotive and NADA Used Vehicle Data

GPI on Target with Used Vehicle Industry
 2Q25 GPI U.S. Same Store Retail Unit Sales: +4% YoY
 2Q25 U.S. Used Market Unit Sales³: +4% YoY

U.S. Market Share²



²Source: NADA-U.S. Used Vehicle Data

³Source: Cox Automotive

Finance & Insurance Overview

2Q25 U.S. Same Store F&I GP PRU:
+4% YoY

Improved F&I Profitability via focus on compliance & growth:

- + Optimized financing strategy with OEM partners and consolidated lender relationships
- + Integration of compliance, training and benchmarking to offer a consistent and transparent experience for internal and external customers
- + Growth in product penetration

U.S. F&I Gross Profit Per Retail Unit (PRU)



U.S. F&I Penetration & Gross Profit PRU

	2019	2020	2021	2022	2023	2024	2Q25 YTD
Finance	72%	73%	73%	70%	68%	70%	69%
VSC	42%	44%	45%	45%	44%	44%	45%
Maintenance	14%	14%	15%	18%	19%	19%	23%
Other	17%	17%	20%	22%	21%	23%	24%
Gross Profit	\$1,782	\$1,951	\$2,155	\$2,428	\$2,338	\$2,368	\$2,446

Parts & Service Overview



⁽¹⁾ Based on the 2024 PSI Service Telephone Effectiveness Study

Strong Financials

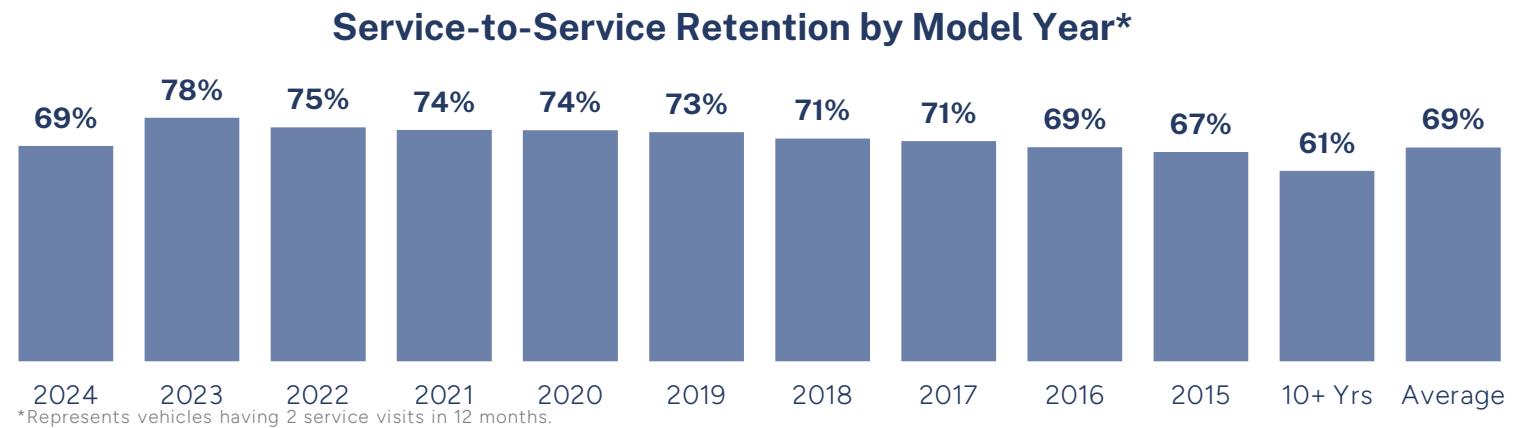
- + Stability of free cash flow through economic cycles
- + Above sector-average growth through strategic emphasis on customer service

Competitive Advantage

- + Technology: Easy online booking, #1 ranked call center⁽¹⁾ and customer management software improve efficiency and close rates
- + Talent Retention: Attractive benefits including 4-day work week for service departments
- + Market Positioning: Increasing vehicle complexity benefits franchised dealers with better trained and equipped service departments

Parts & Service Overview

Consolidated P&S
Revenue ⁽¹⁾ (\$MM)



2Q25 U.S. SS P&S Revenue Change YoY

+14%

Customer Pay

+8%

Wholesale

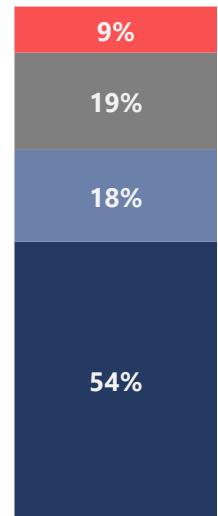
+32%

Warranty

-9%

Collision

2Q25 U.S. SS P&S Mix ⁽²⁾



- Collision
- Wholesale
- Warranty
- Customer Pay

⁽¹⁾ Includes Brazil discontinued operations

⁽²⁾ May not add to 100% due to rounding; excludes internal reconditioning

Battery EV Parts & Service Outlook

Our dealerships are equipped to service all powertrain types

- GPI is investing in the tooling & technician training for all brands
- We are adding EV lifts, battery replace & repair tools, and charging stations where needed
- We are equipping collision centers in metro areas to repair all types of EVs, including electric delivery vans
- Multiple collision centers have been recognized for EV repair for several years

Group 1's analysis shows that we generate more revenue per repair order for vehicles with alternative powertrains

- BEVs still require repairs and maintenance, despite not needing some common low-margin maintenance services such as oil changes
- As vehicle complexity continues to increase, it becomes more difficult for do-it-yourself and independent service shops to compete against franchised dealers who have the **capital, tools, training, and software** access to make more complicated repairs.

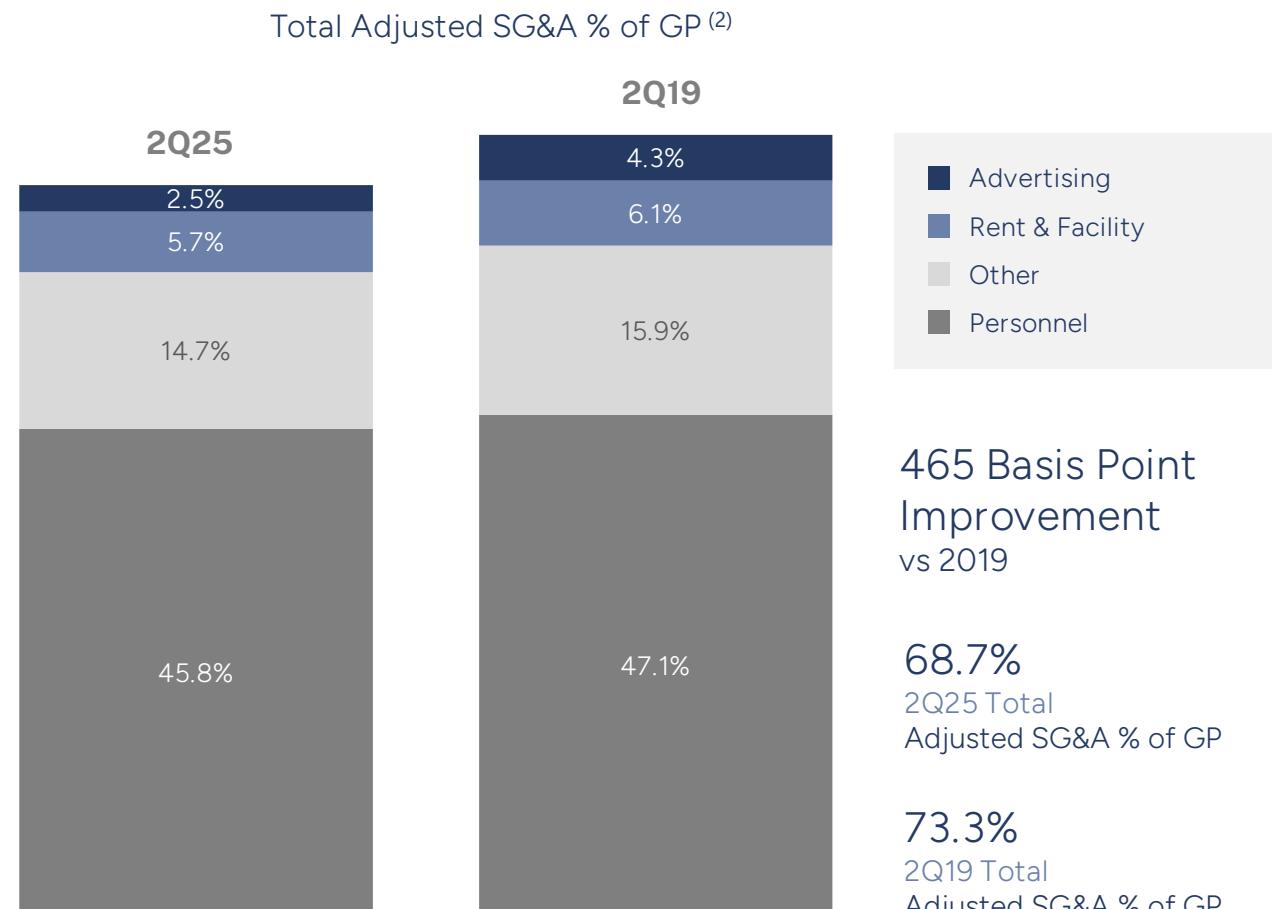
Structurally Lower SG&A % of GP

We continue to fully leverage our scale and cost structure

U.S. Salesperson Productivity⁽¹⁾
Improvement compared to 2019
26%

2025 SS Headcount
Reduction compared to 2019
(Excludes increase in service technicians)
-8%

- Technology drives customer and employee efficiencies.
- Variable cost structure allows management to quickly adjust to changes in macroeconomic environment.



⁽¹⁾ Salesperson productivity calculation: Total retail units divided by the average number of salespersons for the period

⁽²⁾ See Appendix for Non-GAAP Reconciliations

Group 1 Leadership Team



Daryl Kenningham

President, CEO and Director

Joined GP1 July 2011

- + 35+ Years Industry Experience
- + Manufacturer and Automotive Retailing Experience



Pete DeLongchamps

SVP, Financial Services and Manufacturer Relations

Joined GP1 July 2004

- + 35+ Years Industry Experience
- + Manufacturer and Automotive Retailing Experience



Gillian Hobson

SVP, Chief Legal Officer and Corporate Secretary

Joined GP1 January 2023

- + 20+ Years Corporate Legal Experience
- + M&A, Capital Transactions, Securities Disclosure, and Corporate Governance Experience



Mike Jones

SVP, Aftersales

Joined GP1 April 2007

(Retiring December 31, 2025)

- + 40+ Years Industry Experience
- + Automotive-related Experience



Daniel McHenry

SVP and CFO

Joined GP1 February 2007

- + 15+ Years Industry Experience
- + Public Accounting and Automotive Retailing Experience



Mark Raban

CEO, UK Operations

Joined GP1 October 2024

- + 20+ Years Industry Experience
- + Automotive Retailing and Finance Experience



Shelley Washburn

SVP and Chief Marketing Officer

Joined GP1 January 2024

- + 30+ Years Industry Experience
- + Automotive Marketing and Automotive Retailing Experience



Jamie Albertine

VP of Corporate Development

Joined GP1 March 2023

- + 20+ Years Industry Experience
- + Automotive and Financial Service Experience



Philip Southwick

VP of Retail Operations

Joined GP1 June 2010

- + 15+ Years Industry Experience
- + Automotive and Financial Service Experience

Group 1's Core Values



Integrity

We conduct ourselves with the highest level of ethics both personally and professionally when we sell to and perform service for our customers without compromising our honesty



Transparency

We promote open and honest communication between each other and our customers



Professionalism

We set our standards high so that we can exceed expectations and strive for perfection in everything we do



Teamwork

We put the interest of the group first, before our individual interests, as we know that success only comes when we work together



Respect

We treat everyone, customers and colleagues alike, with dignity and equality

Appendix

2025 Financial Results

Revenue* (\$MM)



+ 11%
CAGR

Adjusted EPS*



+ 29%
CAGR

Adjusted FCF* (\$MM)



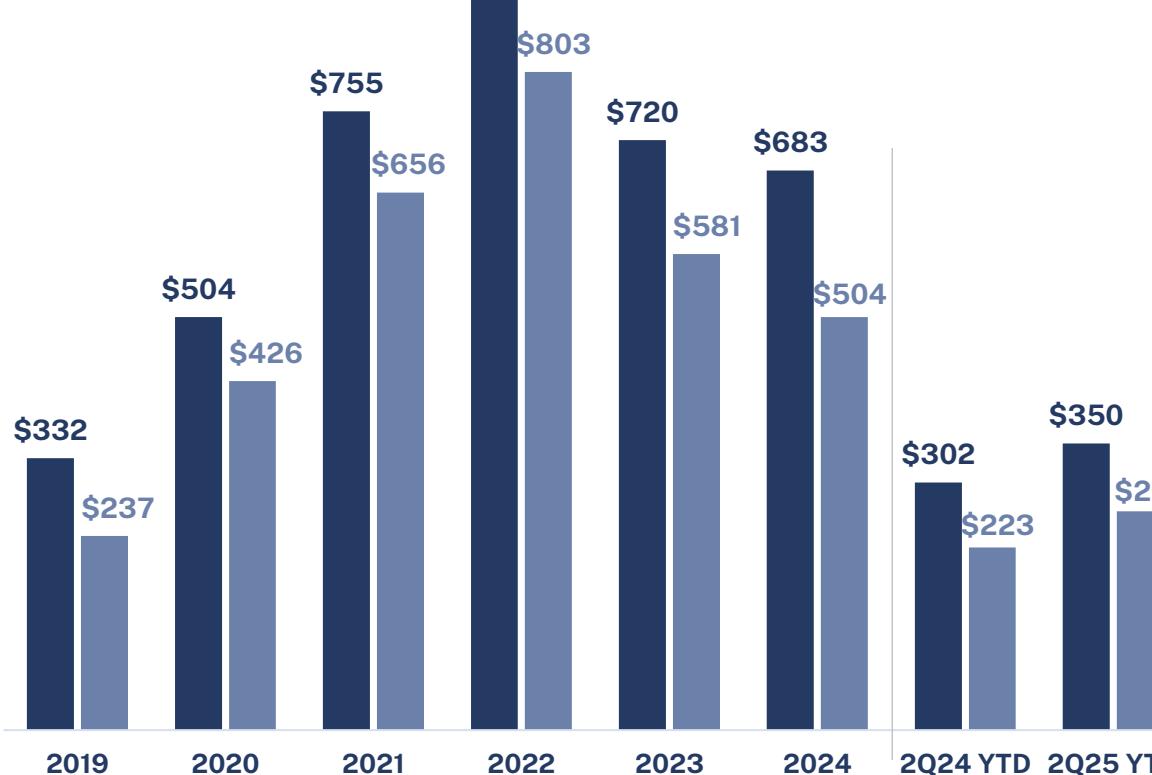
+ 16%
CAGR

*Based on consolidated results; includes Brazil discontinued operations
See appendix in this presentation for the reconciliation of Non-GAAP measures

Cash Flow Summary

■ Adjusted Operating Cash Flow* **\$916**

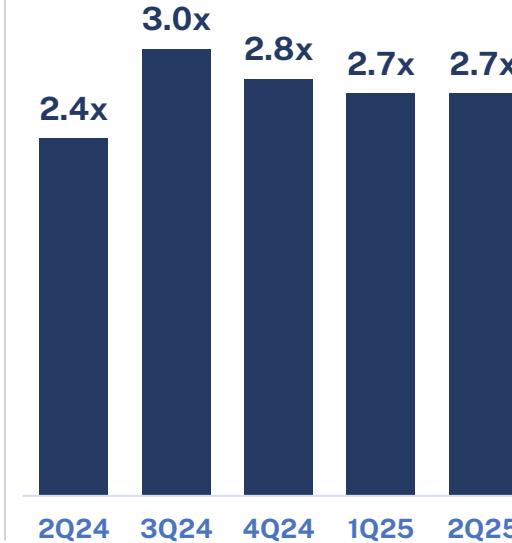
■ Adjusted Free Cash Flow*



+ **\$83 million** in capital expenditures year-to-date

+ **\$167 million** in share buybacks year-to-date representing 3% of share count

Rent Adjusted Leverage Ratio



Total Liquidity (\$MM)



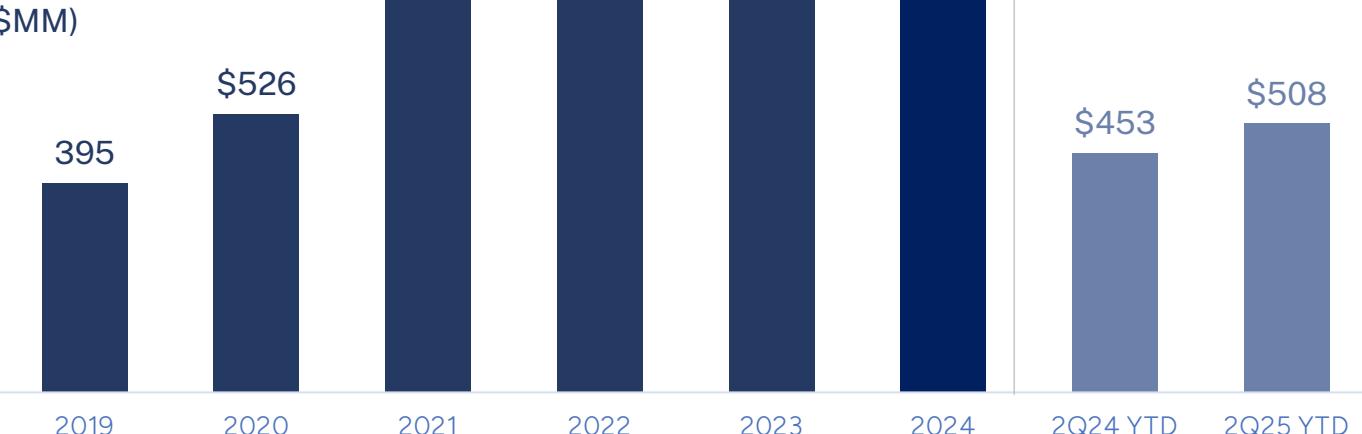
*See Appendix for Non-GAAP Reconciliations

Income from Operations & Margin Trend

Adjusted Operating Margin*



Adjusted Operating Income* (\$MM)



*See Appendix for Non-GAAP Reconciliations

Debt & Interest Rate Exposure

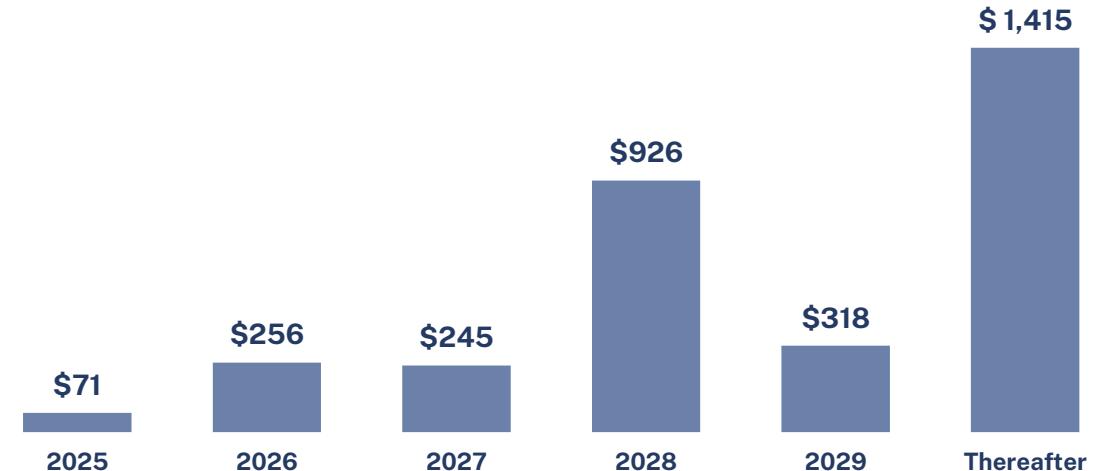
▪ GPI's total debt at June 30, 2025 including floorplan was **\$5.2B**:

- ~\$1,945 million of floorplan debt
- ~\$1,220 million of mortgage debt
- ~\$1,250 million of bond debt
- ~\$410 million of acquisition line debt
- ~\$350 million of other debt including finance leases

▪ **~60% of this debt is fixed rate** when considering our swaps

▪ A 100 bp increase in rates would only decrease annual EPS by ~\$1.30 at current debt levels

Debt Maturities
in millions, excludes floorplan



Floorplan Swap Layers
in millions

	2025	2026	2027	2028	2029	2030	2031
Swap Balance	\$525	\$450	\$300	\$250	\$200	\$200	\$100
Fixed Rate	1.31%	1.23%	1.11%	1.10%	1.20%	1.20%	0.65%

Real Estate Strategy

GPI is shifting toward owning more real estate:

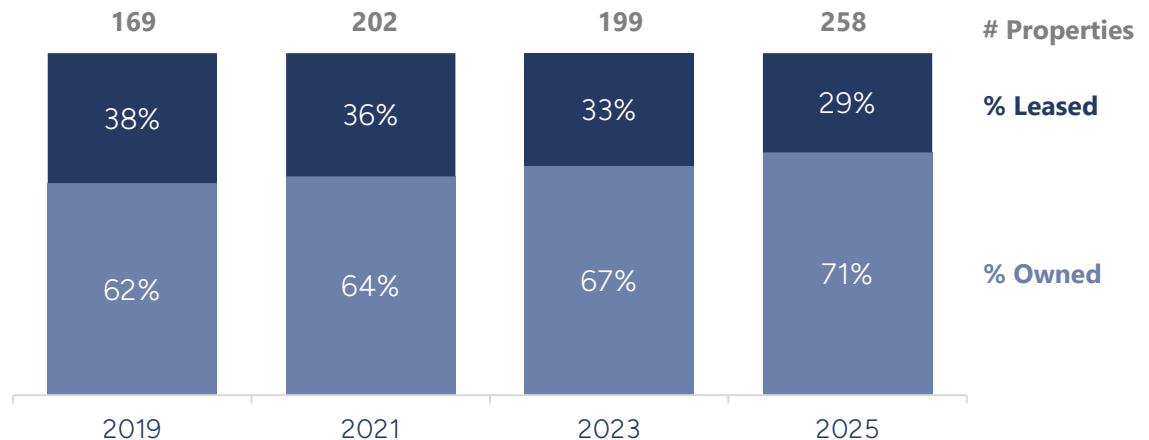
- Control of dealership real estate is a strong strategic asset
- Ownership means better flexibility and lower cost
- As of June 30, 2025, GPI owned ~\$2.6B of gross real estate (71% of dealership locations) financed through ~\$1.2B of mortgage debt

Dealership Property Breakdown by Region

(as of June 30, 2025)

Region	Dealerships	
	Owned	Leased
United States	118	27
United Kingdom	66	47
Total	184	74

Owned vs. Leased Property Trend



Non-GAAP Reconciliations

2025 Financial Results

Non-GAAP Financial Measures, Same Store Data, and Other Data

In addition to evaluating the financial condition and results of our operations in accordance with U.S. GAAP, from time to time our management evaluates and analyzes results and any impact on the Company of strategic decisions and actions relating to, among other things, cost reduction, growth, profitability improvement initiatives, and other events outside of normal, or "core," business and operations, by considering alternative financial measures not prepared in accordance with U.S. GAAP. In our evaluation of results from time to time, we exclude items that do not arise directly from core operations, such as non-cash asset impairment charges, out-of-period adjustments, legal matters, gains and losses on dealership franchise or real estate transactions, and catastrophic events, such as hailstorms, hurricanes, snow-storms and employee compensation costs associated with the CDK outage. Because these non-core charges and gains materially affect the Company's financial condition or results in the specific period in which they are recognized, management also evaluates, and makes resource allocation and performance evaluation decisions based on, the related non-GAAP measures excluding such items. This includes evaluating measures such as adjusted selling, general and administrative expenses, adjusted net income, adjusted diluted earnings per share, and constant currency. These adjusted measures are not measures of financial performance under U.S. GAAP, but are instead considered non-GAAP financial performance measures. Non-GAAP measures do not have definitions under U.S. GAAP and may be defined differently by, and not be comparable to similarly titled measures used by, other companies. As a result, any non-GAAP financial measures considered and evaluated by management are reviewed in conjunction with a review of the most directly comparable measures calculated in accordance with U.S. GAAP. We caution investors not to place undue reliance on such non-GAAP measures, but also to consider them with the most directly comparable U.S. GAAP measures.

In addition to using such non-GAAP measures to evaluate results in a specific period, management believes that such measures may provide more complete and consistent comparisons of operational performance on a period-over-period historical basis and a better indication of expected future trends. Our management also uses these adjusted measures in conjunction with U.S. GAAP financial measures to assess our business, including communication with our Board of Directors, investors, and industry analysts concerning financial performance. We disclose these non-GAAP measures, and the related reconciliations, because we believe investors use these metrics in evaluating longer-term period-over-period performance, and to allow investors to better understand and evaluate the information used by management to assess operating performance. The exclusion of certain expenses in the calculation of non-GAAP financial measures should not be construed as an inference that these costs are unusual or infrequent. We anticipate excluding these expenses in the future presentation of our non-GAAP financial measures.

In addition, we evaluate our results of operations on both an as reported and a constant currency basis. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. We believe providing constant currency information provides valuable supplemental information regarding our underlying business and results of operations, consistent with how we evaluate our performance. We calculate constant currency percentages by converting our current period reported results for entities reporting in currencies other than U.S. dollars using comparative period exchange rates rather than the actual exchange rates in effect during the respective periods. The constant currency performance measures should not be considered a substitute for, or superior to, the measures of financial performance prepared in accordance with U.S. GAAP. The Same Store amounts presented include the results of dealerships for the identical months in each period presented in comparison, commencing with the first full month in which the dealership was owned by us and, in the case of dispositions, ending with the last full month it was owned by us. Same Store results also include the activities of our corporate headquarters.

Certain amounts in the financial statements may not compute due to rounding. All computations have been calculated using unrounded amounts for all periods presented.

Reconciliation: Adjusted Income from Operations (Non-GAAP)

(Unaudited, \$MM)	2019	2020	2021	2022	2023	2024	2Q24 YTD	2Q25 YTD
As Reported Income from Operations	\$358	\$496	\$884	\$1,091	\$969	\$909	\$484	\$487
Asset impairments and accelerated depreciation	22	27	2	2	34	40	4	2
(Gain) loss on real estate and dealership transactions	(4)	(5)	(4)	(39)	(22)	(56)	(52)	(7)
Catastrophic Events	18	-	3	-	3	9	9	1
Severance Costs	-	1	-	-	-	1	1	1
Legal matters and other professional fees	1	(3)	(5)	1	6	4	3	3
Acquisition costs	-	-	13	2	1	21	4	2
Out-of-period adjustments	-	11	-	-	-	-	-	-
Restructuring Charges	-	-	-	-	-	17	-	19
Adjusted Income from Operations	\$395	\$526	\$893	\$1,058	\$991	\$945	\$453	\$508
Total Revenues	\$11,598	\$10,600	\$13,482	\$16,222	\$17,874	\$19,934	\$9,167	\$11,209
As Reported Operating Margin	3.1%	4.7%	6.6%	6.7%	5.4%	4.6%	5.3%	4.3%
Adjusted Operating Margin	3.4%	5.0%	6.6%	6.5%	5.5%	4.7%	4.9%	4.5%

Certain numbers may not compute due to rounding

Reconciliation: Adjusted Cash Flow (Non-GAAP)

(Unaudited, \$MM)	2019	2020	2021	2022	2023	2024	2Q24 YTD	2Q25 YTD
Operating Cash Flow (GAAP)	\$371	\$805	\$1,260	\$586	\$190	\$586	\$130	\$410
Change in Floorplan notes payable - credit facilities and other, excluding floorplan offset account and net acquisitions and dispositions	(43)	(314)	(491)	320	505	133	196	(58)
Change in Floorplan notes payable - manufacturer affiliates associated with net acquisitions and dispositions and floorplan offset activity	4	12	(13)	10	25	(37)	(24)	(2)
Adjusted Operating Cash (Non-GAAP)	332	504	755	916	720	683	302	350
Cap Ex	(95)	(77)	(100)	(113)	(139)	(179)	(79)	(83)
Adjusted Free Cash Flow (Non-GAAP)	\$237	\$426	\$656	\$803	\$581	\$504	\$223	\$267

Certain numbers may not compute due to rounding

Reconciliation: Adjusted Continuing Ops Earnings Per Share (Non-GAAP)

(Unaudited)	2Q24	2Q25
As Reported EPS from Continuing Ops	\$10.15	\$10.77
After Tax Adjustments:		
Asset impairments and accelerated depreciation	0.21	0.08
(Gain) loss on real estate and dealership transactions	(1.17)	0.01
Catastrophic Events	0.48	0.08
Severance	0.01	-
Legal matters and other professional fees	0.01	0.05
Acquisitions costs	0.12	0.04
Restructuring Charges	-	0.50
Adjusted Diluted EPS	\$9.80	\$11.52

Certain numbers may not compute due to rounding

Reconciliation: Adjusted Total Earnings Per Share (Non-GAAP)

(Unaudited)	2019	2020	2021	2022	2023	2024
As Reported EPS	\$9.34	\$15.51	\$30.11	\$47.14	\$42.73	\$36.81
After Tax Adjustments:						
Asset impairments and accelerated depreciation	0.94	1.69	0.07	0.10	1.82	2.26
(Gain) loss on real estate and dealership transactions	(0.13)	(0.23)	(0.19)	(1.86)	(0.65)	(2.94)
Loss on extinguishment of long-term debt	-	0.58	-	-	-	-
Catastrophic Events	0.72	-	0.12	-	0.18	0.53
Severance Costs	-	0.10	-	-	-	0.05
Legal matters and other professional fees	0.05	(0.12)	(0.23)	0.04	0.33	0.20
Acquisitions costs including related tax impact	-	-	0.57	0.12	0.05	1.46
Tax Rate Changes	-	-	(0.10)	-	-	-
Out-of-period adjustments	-	0.53	-	-	-	-
Non-cash (gain) loss on interest rate swaps	-	-	0.20	-	(0.22)	-
Restructuring Charges	-	-	-	-	-	0.92
Discontinued operations: debt redemption & non-cash CTA losses	-	-	4.46	0.31	-	-
Adjusted Diluted EPS	\$10.93	\$18.06	\$35.02	\$45.85	\$44.24	\$39.29

Certain numbers may not compute due to rounding

Reconciliation: Adjusted SG&A (Non-GAAP)

(Unaudited, \$MM)	2Q19	2Q25
SG&A Expenses – GAAP	\$327	\$646
Gain (loss) on real estate and dealership transactions	-	(1)
Catastrophic Events	(4)	(1)
Legal items and other professional fees	-	(1)
Severance Costs	-	-
Acquisitions costs	-	(1)
SG&A Expenses – Non-GAAP	\$323	\$643
Gross Profit	\$441	\$936
GAAP SG&A % gross profit	74.2%	69.0%
Non-GAAP SG&A % gross profit	73.3%	68.7%

Certain numbers may not compute due to rounding

Thank You