

AUTOCANADA (TSX:ACQ)

**INVESTOR PRESENTATION** 

May 2024

#### Forward-Looking Statements and Non-GAAP and Other Financial Measures

#### Forward-Looking Statement

Certain information contained in this presentation is forward-looking information within the meaning of applicable Canadian securities legislation. The use of any of the words "could", "expect", "believe", "will", "projected", "estimated" and similar expressions and statements relating to matters that are not historical facts are intended to identify forward-looking information and are based on current belief or assumptions of AutoCanada Inc. ("AutoCanada" or the "Company") as to the outcome and timing of such future events. In particular, forward-looking statements in this presentation include, but are not limited to, references to: the operations and performance of the Company's milestones, key priorities and future intentions; the financial results and financial condition of the Company's future sales revenue and profitability; the Company's general strategic and growth strategies, including with respect to the Used Digital Division; the market and expected developments in the retail automotive industry; future operating results of acquired dealerships; the successful integration of such dealerships into AutoCanada's business; the growth of the Company's collision centers and RightRide divisions; strategic partnership with Kijiji; and Project Elevate on the Company's business operations. Although the Company believes that the expectations reflected by the forward-looking statements presented in this presentation are reasonable, these statements have been based on assumptions and factors concerning future events that may prove to be inaccurate. Actual future results may differ materially. The annual information form for the year ended December 31, 2023, and other documents filed with securities regulatory authorities (accessible through the SEDAR website www.sedarplus.ca) describe the risks, material assumptions and other factors that could influence actual results and which are incorporated herein by reference. The Company disclaims any intention or obligation to update or revise any forward-looking informat

#### Non-GAAP and Other Financial Measures

This investor presentation contains certain financial measures that do not have any standardized meaning prescribed by GAAP. Therefore, these financial measures may not be comparable to similar measures presented by other issuers. Investors are cautioned these measures should not be construed as an alternative to net earnings (loss) or to cash provided by (used in) operating, investing, financing activities, cash and cash equivalents, and indebtedness determined in accordance with GAAP, as indicators of our performance. We provide these additional non-GAAP measures ("Non-GAAP Measures"), capital management measures, and supplementary financial measures to assist investors in determining our ability to generate earnings and cash provided by (used in) operating activities and to provide additional information on how these cash resources are used.

Adjusted EBITDA and adjusted EBITDA margin are not earnings measures recognized by GAAP and do not have standardized meanings prescribed by GAAP. Investors are cautioned that these Non-GAAP Measures should not replace net earnings or loss (as determined in accordance with GAAP) as an indicator of the Company's performance, of its cash flows from operating, investing and financing activities or as a measure of its liquidity and cash flows. The Company's methods of calculating referenced Non-GAAP Measures may differ from the methods used by other issuers. Therefore, these measures may not be comparable to similar measures presented by other issuers.

Section 13. "NON-GAAP AND OTHER FINANCIAL MEASURES" and section 14. "NON-GAAP AND OTHER FINANCIAL MEASURE RECONCILIATIONS" of the Company's Management's Discussion & Analysis for the three-month period ended March 31, 2024 ("MD&A") is hereby incorporated by reference for further information regarding the composition and reconciliation of these measures (accessible through the SEDAR website at www.sedarplus.ca).

AUTOCANADA OVERVIEW

# A Leader Within the Personal Transportation Ecosystem

- Dynamic, diversified and consumer-centric business model offering a full range of products, services and brands across a variety of channels.
  - NEW LIGHT VEHICLE 84 OEM Franchises Selling 28 Automotive Brands in 8 Canadian Provinces & 1 U.S. State.
  - USED LIGHT VEHICLE Innovative omni-channel approach across Franchise Dealerships, Used Car Dealerships, Wholesale Auction, Export, and E-Commerce.
  - PARTS, & SERVICE Over 1,300 Service Bays¹ ensuring optimal vehicle safety for customers.
  - COLLISION REPAIR A network of 27 collision shops equipped to repair vehicles using the latest technology,
     OEM parts and procedures .
  - FINANCE & INSURANCE Best in class provider of third-party finance, insurance, and extended warranty products to facilitate and protect customer vehicle ownership.

\$6.3B

Revenue<sup>1</sup> TTM

28

Automotive Brands<sup>1</sup>

OEM Franchises in Illinois, U.S.<sup>1</sup>

27

Collision Centers<sup>1</sup>

41k

New Retail Vehicles<sup>1,2</sup> Sold TTM \$229M

Adjusted EBITDA<sup>1,2</sup> TTM

66

OEM Franchises across Canada<sup>1</sup>

16

RightRide/Used Digital Division Dealerships<sup>1,3</sup>

1,300+

Service Bays1

61k

Used Retail Vehicles<sup>1,2</sup> Sold TTM

<sup>&</sup>lt;sup>1</sup> As at March 31, 2024

<sup>&</sup>lt;sup>2</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these Non-GAAP Measures and supplementary financial measures

<sup>&</sup>lt;sup>3</sup> Excludes used vehicle auction business

#### The Only Publicly Listed Automotive Dealership Group In Canada

#### Stock Quote and Capitalization Table

Ticker: TSX:ACQ Market Cap: \$572.3M¹

Last Price: \$24.39¹ Net Debt: \$457.9 M²

52 Week Hi/Lo: \$27.54/\$15.60¹ Enterprise Value: \$1,030.3 M¹

Shares Outstanding: 23.5 M¹ Revolving Floorplan Facility: \$1,231.5M²

Float: 57.8%<sup>1</sup> GICS Classification: Consumer Discretionary

<sup>&</sup>lt;sup>2</sup> As of March 31, 2024

Analyst Coverage		
Acumen Capital	Trevor Reynolds	
ATB Capital Markets	Chris Murray	
BMO Capital Markets	Tamy Chen	
Canaccord Genuity	Luke Hannan	
CIBC Capital Markets	Krista Friesen	
Cormark Securities	David Ocampo	
National Bank Financial	Maxim Sytchev	
RBC Capital Markets	Sabahat Khan	
Scotiabank	Michael Doumet	

<sup>&</sup>lt;sup>1</sup> Priced as of market close on May 1, 2024

#### **Diversified Brand Mix With Cross Border and Coast-to-Coast Operations**

#### Geographically Diversified with a Healthy Brand Mix

# THEY DODGE! Jeep RAM FINT CHEVROLET BUICK CADILLAC CADILL

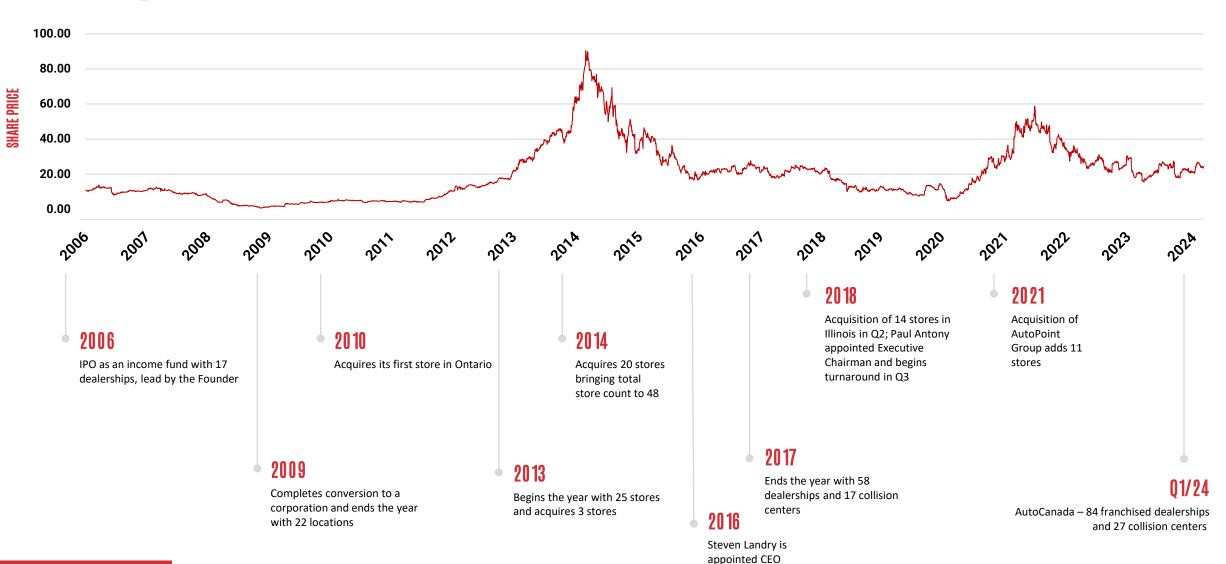
- Revenue diversified across geographies, with ~53%¹ of revenue being generated in Alberta and Ontario
- Recent acquisitions have increased AutoCanada's exposure across almost all major brands

#### **High-Performing Dealerships**

2022 Dealership Awards	<u>Dealership</u>	
Overall BMW Retailer of the Year Ranked #1	BMW Montreal MINI Montreal	
Overall BMW Retailer of the Year Ranked #2	BMW Laval	
Overall BMW Retailer of the Year Ranked #3	MINI Laval	
General Motors Certified Pre-Owned #1 Dealer in Canada	Saskatoon Motor Products	
Cadillac Certified Pre-Owned #1 Dealers in Western Region	McNaught Buick Cadillac GMC	
Ford President's Diamond Club Award	Rose City Ford	
Hyundai Platinum Signature Certification	Grande Prairie Hyundai	
Volkswagen Canada Wolfsburg Crest Club Winners	Grande Prairie Volkswagen St. James Volkswagen Chilliwack Volkswagen	

 People-first operational culture driving high customer retention and strong relationships with the OEMs, as evidenced by numerous dealership awards

# **Company** History



<sup>&</sup>lt;sup>1</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these Non-GAAP Measures

<sup>&</sup>lt;sup>2</sup> Total net funded debt to EBITDA is calculated using a bank definition of other funded debt and EBITDA that cannot be directly derived from financial information available within the Company's consolidated financial statements.

# Management Team



**Paul Antony Executive Chairman** Joined May 2018

Founder, CEO and Chairman of CARPROOF Corporation, an auto data software company. Under Mr. Antony's leadership, CARPROOF was recognized by Deloitte as a Best Managed Organization for several consecutive years and awarded Fast 50 & 500 Fastest growing tech companies in Canada and North America.

25+ Years of Experience



Azim Lalani Chief Financial Officer Joined March 2023

Mr. Lalani has over 25 years of financial experience with senior management roles in several public and private real estate and operating companies with responsibility for financial reporting, corporate finance, treasury, taxation, investor relations and risk management.

He previously served as CFO at American Hotel Income Properties REIT LP.



Peter Hong Chief Strategy Officer & General Counsel Joined August 2018

Previously Senior Partner with Davies Ward Phillips & Vineberg LLP. Mr. Hong was one of Canada's leading M&A lawyers, with over 20 years of experience dealing with some of Canada's most complex M&A. securities and finance transactions, and advising public companies and their boards on strategic and governance matters.



**Jeffrey Thorpe** President, North America Joined April 2022

Previously, Mr. Thorpe was with AutoNation, the largest automotive retailer in North America for 24 years. He most recently held the position of Market President at AutoNation, providing direct leadership over automotive dealership operations in Minnesota, Chicago, Cleveland, Northern California, and Los Angeles. During his extensive tenure at AutoNation. Mr. Thorpe established himself as an effective leader that builds and mentors strong teams and people.



**AutoNation** 



**Brian Feldman** Chief Operating Officer Joined April 2022

Mr. Feldman has a proven track record of success over his 18 years of experience with AutoNation, where he most recently held the position of Senior Director of Sales, overseeing national sales processes and pricing. Mr. Feldman previously held Senior Director roles at AutoNation, and was responsible for Wholesale Parts Sales, Operations Strategy, and eCommerce Retail Operations. During his tenure with AutoNation, he revolutionized sales, marketing, training, and business development.

20+ Years of Experience

**AutoNation** 



**Drew Forret** Chief Administrative and Transformation Officer Joined October 2023

Mr. Forret is responsible for the HR, Information Technology, Information Management, Financial Planning and Analysis, and Real Estate operations at AutoCanada. Prior to AutoCanada. He was the COO/CFO at Voices, the largest global online marketplace matching voice over talent with clients that have voice over needs. Before joining Voices, Mr. Forret was the COO/CFO at CarProof Corporation. He has over 20 years experience in strategic planning, general management, HR, financial operations, and execution of M&A process.

20+ Years of Experience











25+ Years of Experience

# Environment, Social & Governance (ESG) Overview

Focus on areas that positively impact our business and society

We are committed to responsible business practices and driving continuous improvement of our operations and our relationships with our employees and the communities in which we live and work.

We published our inaugural ESG report, which can be found on our website at investors.autocan.ca



#### **Environment**

- We offer a variety of hybrid and electric-powered vehicles which generate far fewer emissions into the atmosphere.
- Our new and renovated facilities are outfitted with energy efficient design including LED lighting, automatic-sensor enabled lighting, and highefficiency HVAC systems.



#### People

- We strive to provide our employees with competitive compensation, meaningful and challenging work, an engaging and collaborative environment, recognition for performance, and opportunities for growth and advancement.
- We offer a broad range of training and development programs for our top talent to build bench strength, promote succession planning, and enhance skill development.



#### **Community**

- Our employees are committed to supporting the communities we serve, as we believe community involvement and charitable giving enrich our local neighbourhoods.
- Initiatives include employee volunteer opportunities and partnerships with local food banks, homeless shelters, hospitals, school districts, sports teams, children's charities, and animal rescue organizations.



#### Governance

- We consider good governance to be central to ensuring effective and efficient operations.
- 14% women on the Board of Directors.
- Board has oversight of ESG strategy and implementation.
- Our Diversity policy recognizes the many benefits arising from employee and Board diversity, including a broader pool of high-quality employees, improving employee retention, accessing different perspectives and ideas and benefiting.



### Scale and Durability Provides Opportunity For Margin Expansion and Sustainable Growth

- Transportation solutions addressing the full lifecycle of consumer mobility and allowing operations to adjust to changing market conditions.
- Project Elevate will bolster operations by maximizing gross profit, optimizing the cost structure, and modernizing corporate infrastructure.
- Opportunity to close the gap to peer profitability.



#### **Ample Growth Potential In Large and Fragmented Market**

- Total Addressable Market >\$850 BB with fragmented ownership of franchise dealerships and collision centers in North America.
- Project Elevate will supercharge accretion from acquisitions by creating a scalable platform.
- AutoCanada is the only publicly traded dealer group in Canada with deep bench strength to support expansion in both Canada and the US.



#### **Strong Focus On Shareholder Value Creation**

- Disciplined capital allocation strategy focused on long-term shareholder returns.
- Since 2018<sup>1</sup> AutoCanada has returned ~\$143 million in the form of share buybacks and has deployed ~\$450 million on M&A.

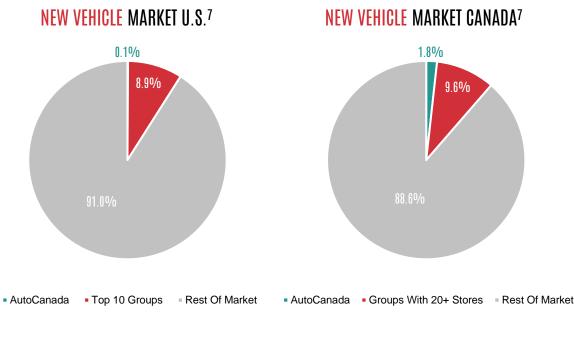
# Large and Fragmented Market Provides Ample Growth Potential

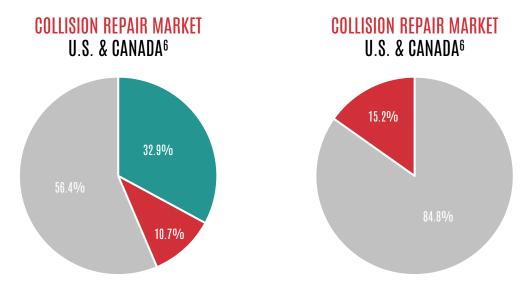
#### > 3,700 OEM Franchise Dealerships in Canada<sup>1</sup>

- •1.6 million New Vehicles<sup>1</sup>
- •2.9 million Used Vehicles1
- •CAD\$211.7 billion Total Sales<sup>2</sup>

#### >18,300 OEM Franchise Dealerships in the U.S.<sup>3</sup>

- •13.8 million New Vehicles4
- •36.2 million Used Vehicles<sup>5</sup>
- •USD\$800.0 billion Total Sales4
- >4,150 collision repair shops in Canada<sup>6</sup>
  - •\$2.4 billion Total Sales<sup>6</sup>
- >31,000 collision repair shops in the U.S.<sup>6</sup>
  - •US\$44.8 billion Total Sales<sup>6</sup>





Independent Repair Shops

Rest Of Market

Large MSO'sFranchises

Dealer Owned Shops

<sup>&</sup>lt;sup>1</sup> Source: DesRosiers Automotive Consultants Inc., 2022 and 2023

<sup>&</sup>lt;sup>2</sup> Source: Statistics Canada, 2023

<sup>&</sup>lt;sup>3</sup> Source: Urban Science, December 31, 2023

<sup>&</sup>lt;sup>4</sup> Source: United States Department of Transportation, 2021 and 2022

<sup>&</sup>lt;sup>5</sup> Source: Cox Automotive. 2022 estimate

<sup>&</sup>lt;sup>6</sup> Source: The Romans Group, 2022

<sup>-</sup> Source: The Romans Group, 2022 <sup>7</sup> Source: Compilation of publicly available store count information, 2023

#### AutoCanada Has Considerable Runway For Growth

Accretive growth through M&A with the objective of accelerating shareholder value creation.

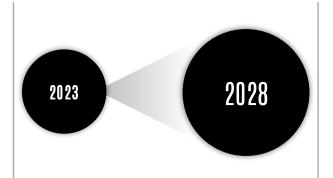




► Target Regions And End Markets

Disciplined, Flexible M&A

Realizing Synergies



GOAL

To be Canada's Preeminent Dealer Group

Certified Collision Centers across both Canadian and U.S. markets

**Targeting OEM Franchise Dealerships and** 



Focus on high-ROI transactions

**Diversification** of the business by geography and brand

Unique ability to provide sellers with taxefficient transaction structures to assist with estate planning

Flexible consideration – all-cash; all-stock; cash-stock mix

Improving operations in newly acquired stores will boost transaction ROIs significantly



F&I:

Leading GPUs

Used volume:

Leading used-to-new<sup>1,2</sup> (1.55x)

**Fixed Operations:** 

More OEM Parts Sales

**Collision:** 

DRP lists and OE Certified

Removal of duplicative costs

Cost

synergies

Additional purchasing power

Standardized Processes & Technology Integration

AutoCanada has spent over \$450 million on 23 dealership and 11 collision center acquisitions since 2018

As at December 31, 2023 TTN

<sup>&</sup>lt;sup>2</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding this supplementary financial measure

#### AutoCanada Growth Pillars

#### New Light Vehicle

41% TTM Sales 20% TTM Gross Profit

- OEM Franchise Dealerships are local monopolies with inventory supply at the store level set by manufacturers.
- New light vehicle prices have risen at +1.4%<sup>1</sup> on a compounded annual growth basis over the last 41 years.
- Rapid acceleration in automotive technology and consumer demand for higher base models and trim packages support strong pricing trends over the long term.

#### Used Light Vehicle

41% TTM Sales 10% TTM Gross Profit

- Used light vehicle sales are counter cyclical and benefit from periods of limited new light vehicle supply.
- The market is unconstrained by OEM inventory allocation policies and can be served in physical stores as well as online, thereby offering considerable long term growth potential.
- Technological advancements in automotive support a strong used car market.

#### Parts & Service

10% TTM Sales
33% TTM Gross Profit

- New, used and F&I sales act as a lead generator for repair orders and parts sales
- New light vehicle supply shortages of the last 3 years combined with technological advancements are tailwinds for demand and average price per repair order
- Recession resilient with demand influenced by kilometers driven and synergies with dealerships in crossselling for repairable and nonrepairable accidents.

#### Collision Repair

2% TTM Sales 6% TTM Gross Profit

- Demand for collision is needs based and growing, with increased repair costs and complexity, and technology underpinning steady, recession resilient growth in the North American market (USD\$47.8 billion²).
- Natural dealership synergies including more high margin parts sales and lead generation between repair services and retail.
- Fragmented market offers attractive returns for platform consolidators.

# Finance & Insurance

6% TTM Sales 31% TTM Gross Profit

- Completes the customer ecosystem providing high margin sales opportunities on both new and used vehicles.
- Is a lead generator for Parts and Service repair opportunities under warranty.
- High value opportunity to offer solutions online and for revenue synergies from future dealerships acquisitions.

#### <sup>1</sup> Source: U.S. Bureau of labor statistics, CPI for all Urban Consumers: Series ID: CUUR0000SETA01, 1982 to 2023

#### **Data Analytics**

<sup>&</sup>lt;sup>2</sup> Source: The Romans Group, 2023

#### PROJECT ELEVATE





#### **Maximize Gross Profit**

- Ensure optimal capture of all revenue generating opportunities in our stores.
- Implement best practices to reduce performance variance across the platform.
- Modernize Canadian automotive retail for consumers.



#### **Optimize Cost Structure**

- · Deepened focus on fiscal discipline and operational efficiency.
- Do more with less to increase productivity and eliminate wasted time and resources.
- Realize economies of scale through centralized financial planning and analysis.



#### **Modernize Corporate Infrastructure**

- Investment in people, process, and technology to enable scalable cost efficiencies.
- Improved forecasting, budgeting and disclosure via upgraded finance infrastructure.
- Human Resource and dealership technology and security upgrades to support platform growth.

OPPORTUNITY:

Substantially close the gap to peer profitability by the end of 2025, creating a scalable platform for enhanced accretive growth through industry consolidation.

# Maximize Gross Profit

# Enhance Used Vehicle Sourcing & Speed To Market

Lack of new inventory and corresponding new sales volume has created a shortage of used inventory.

- 10 We Buy Your Car's (WBYC's) per Store/Month + 10 Equity Mining per Store/Month = 15,600 units per year.
- Used vehicle gross profit per retail unit<sup>1</sup> ("GPU") for internally sourced units average ~\$2,000 vs ~\$(200) for externally sourced and sell on average in 38 days vs. 60 days for externally sourced.
- The dealer group that reinvents used acquisition strategy is the dealer group that will win.

Improve used GPU $^1$ by establishing best in class used vehicle
sourcing and sales operations by the end of 2025.

Days To Sell	GPU <sup>1</sup>
0-30	\$2,548
31-60	\$1,929
61-90	\$401
91-120	(\$668)
121-150	(\$1,825)
151-180	(\$1,848)

O1 2024 Used Sales Data

GOAL

14

# F&I Best Practices & Fixed Operations Optimization

Performance bandwidth in F&I gross profit per retail unit average ("F&I GPU")<sup>1,2</sup> at the store level currently has significant dispersion between high and low, with ~48% of dealerships below

GOAL

Get all locations to average by the end of 2025 by leveraging industry leading data analytics and in house training to decrease bandwidth dispersion.

Performance bandwidth in customer pay gross profit per repair order<sup>1</sup> currently has significant dispersion, with ~45% of dealerships below average.

GOAL

Get all locations to average by the end of 2025 by implementing AutoCanada Service Playbook and Xtime automotive service experience platform software to decrease bandwidth dispersion across locations.



As at March 31, 2024

<sup>&</sup>lt;sup>2</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these supplementary financial measures

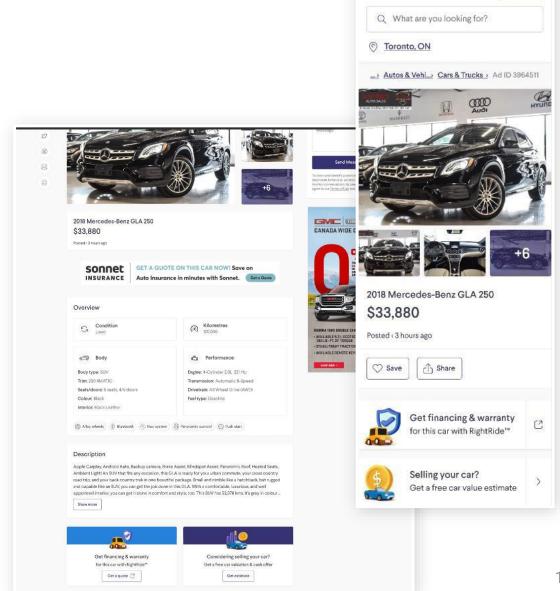
kijiji

# **Modernizing** Canadian Automotive Retail

- AutoCanada and Kijiji strategic partnership includes the integration of consumer solutions developed by AutoCanada. These solutions include providing Kijiji's users with the ability to purchase F&I products online from AutoCanada, as well as an online Instant Cash Offer ("ICO") option for the vehicle.
- Kijiji has 11.8 million unique visitors per month with 1.4 million for sale by owner cars listed for sale annually, and a consumer base that is presently unserved by ICO and F&I products and services.

GOAL

Create Canada's first scalable omni-channel used car retailer, leveraging scale and best in class F&I and reconditioning capabilities to maximize used market share, as well as penetration in high margin parts and F&I sales.



## Focus On ROI Across The Platform

#### Creating A Growth Oriented, Cost-Effective Organization

Drawing on the collective experience of the executive team to execute a multi-year cost transformation, substantially closing the gap to peer profitability over the next three years, while continuing to support long term growth.

#### **Centralized Shared Services**

Centralized procurement, identifying and removing wasteful spending, and improving utilization of resources through dedicated Financial Planning & Analysis, enhanced Marketing, and improved Loaner Fleet Management.

GOAL

Drive better productivity and reduce employee costs, while improving retention of high performers. Realize economies of scale with vendors, eliminate wasteful spending, and improve productivity across the organization.



# Creating **Economies of Scale**

#### Geographic Leadership

Platform Vice Presidents reorganized by geography to allow local managers to foster strong collaborative teams and tailor their approach to the local market to improve underperforming stores, maximize inventory positioning, develop bench strength for the future, and always meet the needs and demands of local customers.

#### AutoCanada University

Propagating best practices through high caliber training throughout the organization and development of internal universities.

#### **IT Upgrades**

IT Modernization is underway to replace dated hardware, upgrade software and systems at each store and reduce operational risk. Financial and Human Resource software modernization to improve internal controls and management reporting.



GOAL

Create a scalable centralized shared services platform that will unlock unrealized synergies, supporting future growth while minimizing operational and financial risk.

## Q12024 Results Overview

#### First Quarter Results

(\$M, unless otherwise noted)	Q1 2024	Q1 2023	Change
Consolidated Revenue	1,420.9	1,539.3	-7.7%
Gross Profit % <sup>1</sup>	16.1%	16.6%	-0.5 ppts
Adjusted EBITDA <sup>1</sup>	22.0	45.0	-51.2%
Adjusted EBITDA margin % <sup>1</sup>	1.5%	2.9%	-1.4 ppts
Used-to-New Retail Units Ratio <sup>1</sup>	1.44	1.74	-17.4%
Total Net Funded Debt <sup>2</sup>	482	465	+3.7%
Total Net Funded Debt to Bank EBITDA Leverage Ratio <sup>2</sup>	2.79x	2.25x	+0.54x

<sup>&</sup>lt;sup>1</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these Non-GAAP Measures and supplementary financial measures

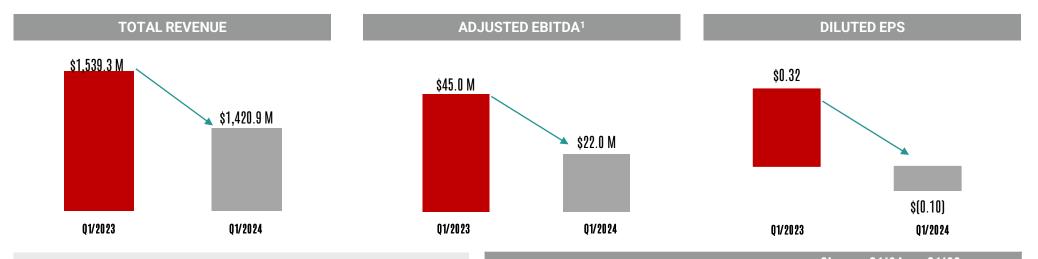
<sup>&</sup>lt;sup>2</sup> Total net funded debt and total net funded debt to bank EBITDA is calculated using a bank definition of other funded debt and EBITDA that cannot be directly derived from financial information available within the Company's consolidated financial statements.

## Q12024 Results Overview

Income Statement Highlights

01/2023

01/2024



#### **COMMENTARY**

- Decreased total revenue 7.7% y/y
- Decreased gross profit 10.1% y/y
- Decreased Adjusted EBITDA<sup>1</sup> by 51.2% y/y
- Decreased Diluted EPS 131.3% y/y

Q1 2024 results were impacted by lower used vehicle sales volumes and higher floorplan financing expenses.

	Change Q1/24 vs. Q1/23		
	Revenue	Gross Profit	
New Vehicle	-17.8%	-3.9%	
Used Vehicle	-18.4%	-60.2%	
Parts & Service	2.4%	0.0%	
Collision Repair	17.5%	34.4%	
F&I	-10.2%	-11.1%	
Total	-7.7%	-10.1%	

<sup>&</sup>lt;sup>1</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these Non-GAAP Measures

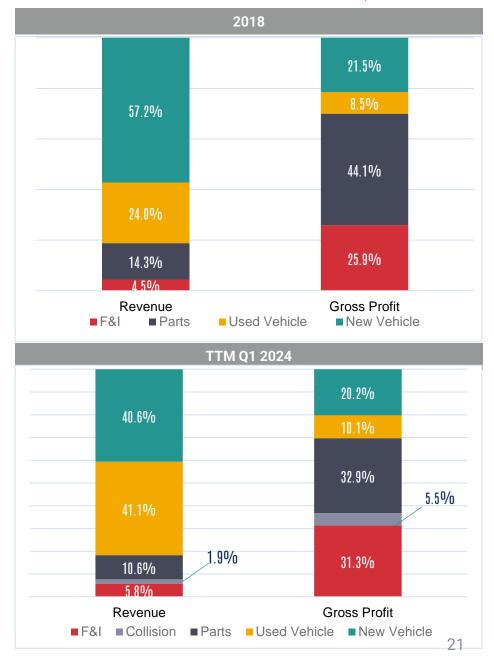
## Q12024 Results Continued

#### TTM Canadian Business Mix Highlights

Segment	Brand	Segment Revenue %	Revenue %	Segment Retail Unit %	Retail Unit Sales %
Import	Honda	32%	6%	42%	8%
	Hyundai		8%		11%
	Kia		2%		3%
	Nissan		5%		7%
	Volkswagen		7%		8%
	Other Imports		4%		5%
Domestic	Ford	38%	3%	35%	3%
	GM		10%		10%
	Stellantis		25%		22%
Luxury	Audi	17%	2%	13%	2%
	BMW/MINI		9%		7%
	Mercedes		4%		3%
	Porsche		2%		1%
	Collision / RightRide / Used Digital <sup>1</sup> / Export	13%	13%	10%	10%

#### **COMMENTARY**

- Macro environment of high interest rates and vehicle prices is impacting GPUs
- Used-to-new retail units ratio<sup>2</sup> normalizing as new inventory replenishes
- Collision benefitting from growing scale and best practice implementation



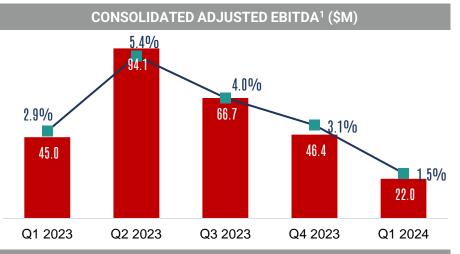
<sup>&</sup>lt;sup>1</sup> Non-franchised dealership revenue – including stand-alone collision centers, Used Digital Division locations, Export, and RightRide locations <sup>2</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these supplementary financial measures

# Q12024 Results Continued

Geographic Mix Highlights

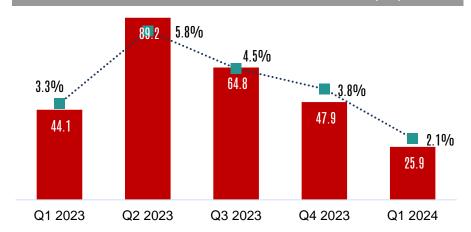
··•· Adjusted EBITDA Margin¹

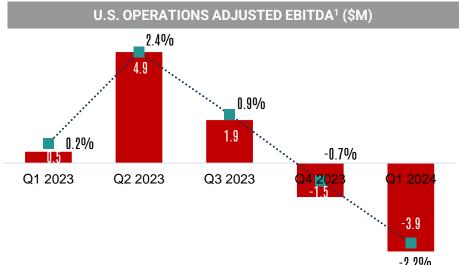
Adjusted EBITDA¹





#### CANADIAN OPERATIONS ADJUSTED EBITDA<sup>1,2</sup> (\$M)





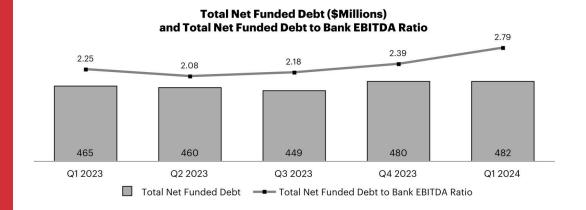
<sup>&</sup>lt;sup>1</sup> See "NON-GAAP AND OTHER FINANCIAL MEASURES" for further information regarding these Non-GAAP Measures

<sup>&</sup>lt;sup>2</sup> Canadian Operations Adjusted EBITDA in Q1 2023 and Q3 2023 has been rounded for subtotaling purposes to Consolidated Adjusted EBITDA

## Leverage Profile

#### Total Net Funded Debt to Bank EBITDA<sup>1</sup> Ratio of 2.79x

#### DISCIPLINED MANAGEMENT OF LEVERAGE



#### TOTAL NET FUNDED DEBT<sup>1</sup> Q1 2024

#### (\$millions)

Revolving term facility - Credit Facility	189.1
Senior Unsecured Notes	345.6
Other funded debt according to Credit Facility	17.6
Total Funded Debt	552.4
Less: Allowable Cash Netting according to Credit Facility	70.0
Total Net Funded Debt	482.4
Bank EBITDA (TTM)	172.9
Total Net Funded Debt to Bank EBITDA ratio	2.79x

<sup>23</sup> 



# THANKYOU

For further information, please contact:

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