



TSX: ACQ

Investor Presentation

March 2025



FORWARD-LOOKING STATEMENTS

Certain statements contained in this investor presentation are forward-looking statements and information (collectively "forward-looking statements"), within the meaning of the applicable Canadian securities legislation. We hereby provide cautionary statements identifying important factors that could cause actual results to differ materially from those projected in these forward-looking statements. Any statements that express, or involve discussions as to, expectations, beliefs, plans, objectives, assumptions, or future events or performance (often, but not always, through the use of words or phrases such as "will likely result", "are expected to", "will continue", "is anticipated", "projection", "vision", "goals", "objective", "target", "schedules", "outlook", "anticipate", "expect", "estimate", "could", "should", "plan", "seek", "may", "intend", "likely", "will", "believe", "shall" and similar expressions) and the financial outlook with respect to the transformation plan are all not historical facts and are forward-looking and may involve estimates and assumptions and are subject to risks, uncertainties and other factors some of which are beyond our control and difficult to predict.

Forward-looking statements and financial outlook in this investor presentation include: AutoCanada Inc.'s ("AutoCanada" or the "Company") future financial position and expected run-rate operational expense savings from the transformation plan.

Forward-looking statements and financial outlook provide information about management's expectations and plans for the future and may not be appropriate for other purposes. Forward looking statements and financial outlook are based on various assumptions, and expectations that AutoCanada believes are reasonable in the circumstances. No assurance can be given that these assumptions and expectations will prove correct. Those assumptions and expectations are based on information currently available to AutoCanada, including information obtained from third-party consultants and other third-party sources, and the historic performance of AutoCanada's businesses. AutoCanada cautions that the assumptions used to prepare such forward-looking statements and financial outlook, including AutoCanada's expected run-rate operational expense savings through the transformation plan, could prove to be incorrect or inaccurate.

In preparing the forward-looking statements and financial outlook, AutoCanada considered numerous economic, market and operational assumptions, including key assumptions listed under Section 3 Market and Financial Outlook of the Company's Management's Discussion & Analysis for the three-month period and year ended December 31, 2024 (the "MD&A").

The forward-looking statements and financial outlook are also subject to the risks and uncertainties set forth below. By their very nature, forward-looking statements involve numerous assumptions, risks and uncertainties, both general and specific. Should one or more of these risks and uncertainties materialize or should underlying assumptions prove incorrect, as many important factors are beyond our control, AutoCanada's actual performance and financial results may vary materially from those estimates and expectations contemplated, expressed or implied in the forward-looking statements. These risks and uncertainties include risks relating to failure to realize expected cost-savings, cost overruns in one-time restructuring expenses, compliance with laws and regulations, reduced customer demand, operational risks, force majeure, labour relations matters, our ability to access external sources of debt and equity capital, and the risks identified in (i) the MD&A under Section 12 Risk Factors and (ii) AutoCanada's most recent Annual Information Form (the "AIF"). The preceding list of assumptions, risks and uncertainties is not exhaustive.

Accordingly, these factors could cause actual results or outcomes to differ materially from those expressed in the forward-looking statements and financial outlook. Therefore, any such forward-looking statements and financial outlook are qualified in their entirety by reference to the factors discussed throughout this document.

Details of the Company's material forward-looking statements are included in the Company's most recent AIF. The AIF 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.

When relying on our forward-looking statements and financial outlook to make decisions with respect to AutoCanada, investors and others should carefully consider the preceding factors, other uncertainties and potential events. Any forward-looking statements and financial outlook are provided as of the date of this document and, except as required by law, AutoCanada does not undertake to update or revise such statements to reflect new information, subsequent or otherwise. For the reasons set forth above, investors should not place undue reliance on forward-looking statements or financial outlook.

NON-GAAP AND OTHER FINANCIAL MEASURES

This investor presentation contains certain financial measures that do not have any standardized meaning prescribed by Canadian 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 Canadian GAAP, as indicators of our performance. We provide these additional 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, adjusted EBITDA margin, and free cash flow 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 15. NON-GAAP AND OTHER FINANCIAL MEASURES and section 16. NON-GAAP AND OTHER FINANCIAL MEASURE RECONCILIATIONS of the Company's Management's Discussion & Analysis for the Company's Management's Discussion & Analysis for the three-month period and year ended December 31, 2024 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).

A leader in Canadian automotive retail

New & Used Light Vehicle

64 new light vehicle OEM franchises selling 25 automotive brands with complementary used retail operations in franchises.

Parts & Service

Over 1,300 service bays offering repair, maintenance and warranty work to OEM standards.



Collision Repair

Network of 29 collision shops utilizing the latest technology, OEM parts and procedures.

Finance & Insurance

Seller of third-party finance, insurance, and extended warranty products.



All figures are Continuing Operations for the trailing twelve months (TTM) period ending December 31, 2024

Creating Canada's **premier** dealership and collision platform

Roadmap

Optimize Costs & Efficiency

Targeting **\$100² million in annual run-rate operating efficiencies** and cost savings by the end of 2025.

Refine Core Operations

Ongoing strategic review of non-core and underperforming assets to **focus resources on Canadian dealership and collision operations.**

Strengthen Financial Position

Reduce leverage to 2–3x net funded debt/Adjusted Bank EBITDA^{1,3} through **profitability growth and debt reduction.**

1. See page 2 for further information regarding Non-GAAP Measures and supplementary financial measures.

2. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses trailing-twelve-month "TTM" Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

3. Measured using Adjusted Bank EBITDA from Continuing Operations.

Driving growth through acquisition and operational efficiencies

+20 Years and Still Growing

64

OEM Franchise Dealers in 2025

29

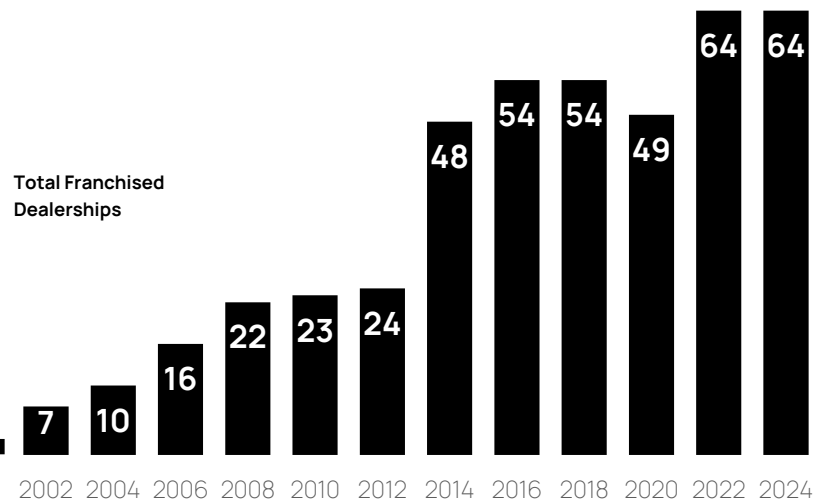
Collision Centres

35,363

New Vehicles Sold¹

49,614

Used Vehicles Sold¹



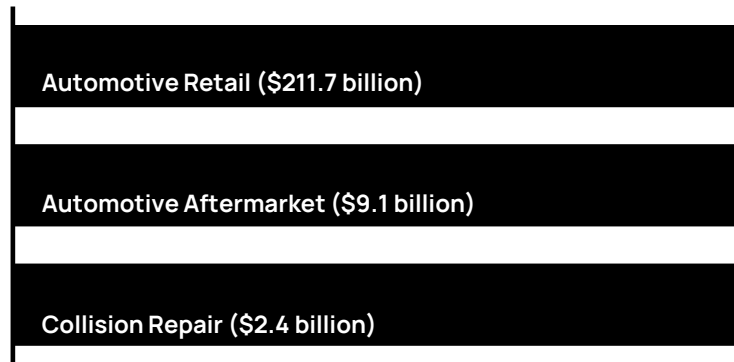
Continuing operations for the trailing twelve months ("TTM") ended December 31, 2024. See page 2 for further information regarding Non-GAAP Measures and supplementary financial measures.

Canada drives a quarter-trillion dollar auto industry

Canadian Automotive Market Share¹

(Revenue in C\$ billions)

■ Other ■ AutoCanada



Total Addressable Market

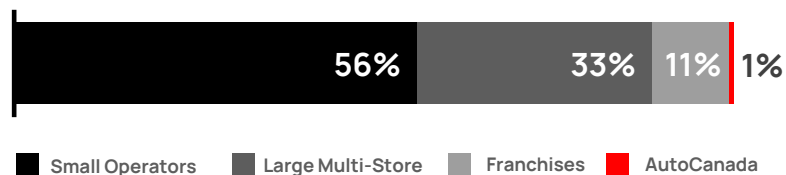
Canadian OEM Franchise Market

(3,700 Total Stores)



Canadian Collision Repair Market

(4,150 Total Shops)



1. AutoCanada percentage of market share based on 12-trailing months as at December 31, 2024.

2. Large dealer groups defined as more than 20 locations..

Source: Statistics Canada 2023, Romans Group 2022, Jobber Nation, Company disclosure.

The start of a transformational era at AutoCanada

A new operational strategy, identifying **\$100 million in annual cost savings**, commenced in the fourth quarter of 2024. Concurrently AutoCanada conducted a strategic review to **prioritize the core business**.

\$100 Million Operational Transformation Plan¹

In 2024, AutoCanada engaged Bain & Company to assist in the creation and execution of the **ACX Operating Method**.

AutoCanada will intensify its operational **focus on its core dealership and collision operations** by:

- Optimizing the cost structure
- Centralizing administrative functions
- Enhancing profitability and reducing financial leverage.

Strategic Review To Prioritize Our Core Business

AutoCanada conducted a **strategic review of non-core and underperforming assets**, to better align the portfolio with strategic objectives:

- Concentrating The Portfolio On Canadian Operations
- Optimizing Geographic Presence Across Canada
- Diversifying Our Brand Portfolio Nationwide
- Ensuring All Assets Meet Or Exceed Profitability Targets

1. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses TTM Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

The financial outlook on slides 7-9 is provided to help assess AutoCanada's transformation plan but may not suit other purposes. Expected operational expense savings assume staffing optimization, improved efficiencies, and consolidation will reduce costs. Key risks include execution success, controlled restructuring costs, economic stability, and external factors. For further assumptions, see "Forward-Looking Statements".

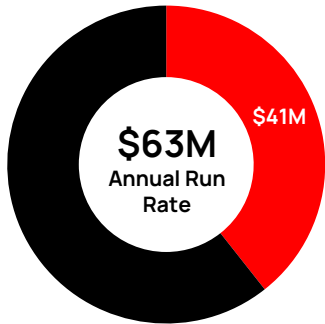
All dollar figures in CAD

ACX Operating Method

A comprehensive operating methodology targeting \$100 M in annual run rate savings by the end of 2025 through optimization of four core categories.

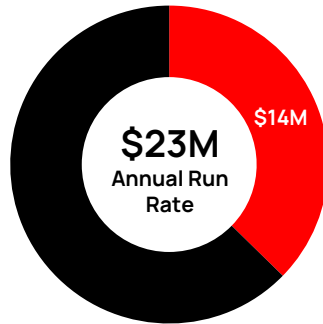
Store Archetype **\$63M¹**

Standardizing dealership operations to improve efficiency and customer experience.



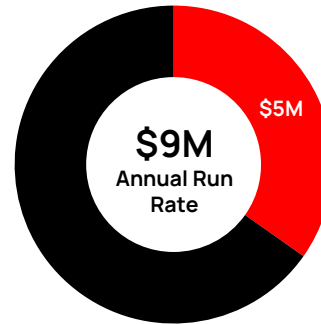
Expense Management **\$23M¹**

Enhancing cost controls and ensuring financial discipline across all operations.



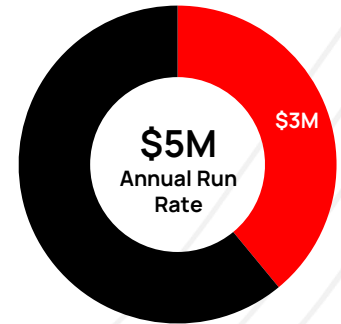
Inventory Management **\$9M¹**

Implementing improved inventory allocation strategies to optimize turnover and reduce holding costs.



Centralized Services **\$5M¹**

Leveraging centralized administrative functions to drive operational efficiencies and improve scalability.



 2025 Gross Savings Realized In 2025 (CAD)

1. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses trailing-twelve-month "TTM" Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

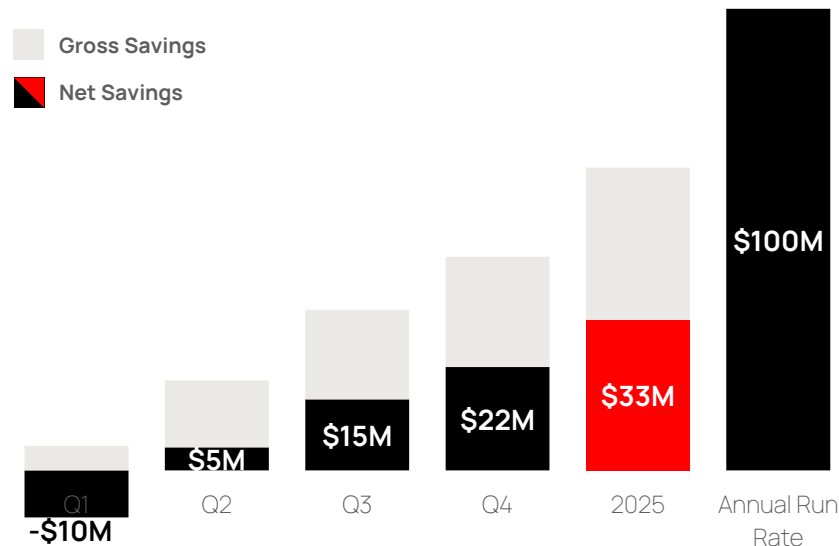
Timeline to cost savings

CAD Millions

| | Gross Savings ² | Restructuring Costs ¹ | Net Savings ² | Run Rate Savings ² |
|-------------|----------------------------|----------------------------------|--------------------------|-------------------------------|
| Q1 | \$5.3 | \$(15.5) | \$(10.2) | \$36 |
| Q2 | \$14.5 | \$(9.5) | \$5.0 | \$64 |
| Q3 | \$19.4 | \$(4.0) | \$15.4 | \$82 |
| Q4 | \$23.9 | \$(1.5) | \$22.4 | \$100 |
| 2025 | \$63.1 | \$30.5 | \$32.6 | \$100 |

2025 Estimated Cost Savings²

(CAD Millions)



1. Restructuring costs include separation costs, strategic advisor fees and other charges.

2. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses trailing-twelve-month "TTM" Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

Gearing up for a performance boost

Since commencing its transformation plan AutoCanada has realized **\$9 million in annual run-rate cost savings** as of December 31, 2024, with financial leverage set to fall as roll out of the **ACX Operating Method** progresses this year.

12-Month Trailing Performance Indicators^{1,2}

\$9M

In run rate cost savings achieved from **ACX Operating Method**³



All dollar figures in CAD

1. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses trailing-twelve-month "TTM" Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

2. Performance indicators are measured from Continuing Operations only.

3. As of December 31, 2024

Strategic Review

CAD Millions

Asset Dispositions

| | Date | Sale Price |
|----------------------------------|----------|---------------------------|
| Airdrie Chrysler Dodge Jeep Ram | Sep 2024 | \$24.6 |
| Ponoka Chrysler Dodge Jeep Ram | Sep 2024 | \$8.6 |
| Okanagan Chrysler Dodge Jeep Ram | Nov 2024 | \$26.3 |
| Total | | \$59.5¹ |

Store Closures

| | Date | 2024 EBITDA Loss |
|---------------------------------|----------|------------------|
| First 8 RightRide Locations | Sep 2024 | \$6.9 |
| Remaining 6 RightRide Locations | Feb 2025 | \$4.1 |
| Total | | \$11.0 |

Discontinued Operations²

| | Date | 2024 Adjusted EBITDA Loss |
|--------------------------------|----------|---------------------------|
| All U.S. Dealership Operations | Dec 2024 | \$24.3 |
| Total | | \$24.3 |

Asset Dispositions, Store Closures, & Discontinued Operations

AutoCanada has completed nearly **C\$60 million in asset sales**, achieved **C\$11 million in annual EBITDA savings** from store closures, and **is actively seeking buyers for its 18 U.S. dealerships**, now classified as Discontinued Operations.

- Okanagan Chrysler sold for C\$26.3 million in cash
- Ponoka Chrysler sold for C\$8.6 million in cash
- Airdrie Chrysler sold for C\$24.6 million in cash
- Eight RightRide stores closed in September, representing approximately C\$6.9 million in annual EBITDA savings
- Remaining RightRide stores closed in March for additional C\$4.1 million in annual EBITDA savings
- All 18 U.S. Dealerships are now classified as Discontinued Operations while the company seeks a buyer.

1. Of the \$59.5 million in proceeds, \$34.2 million was used to repay floorplan associated with the sale of inventory along with these stores.
2. As at December 31, 2024 the Company was engaged in an active program to locate buyers for its 18 U.S. dealerships

Macro-economic Impact and Outlook

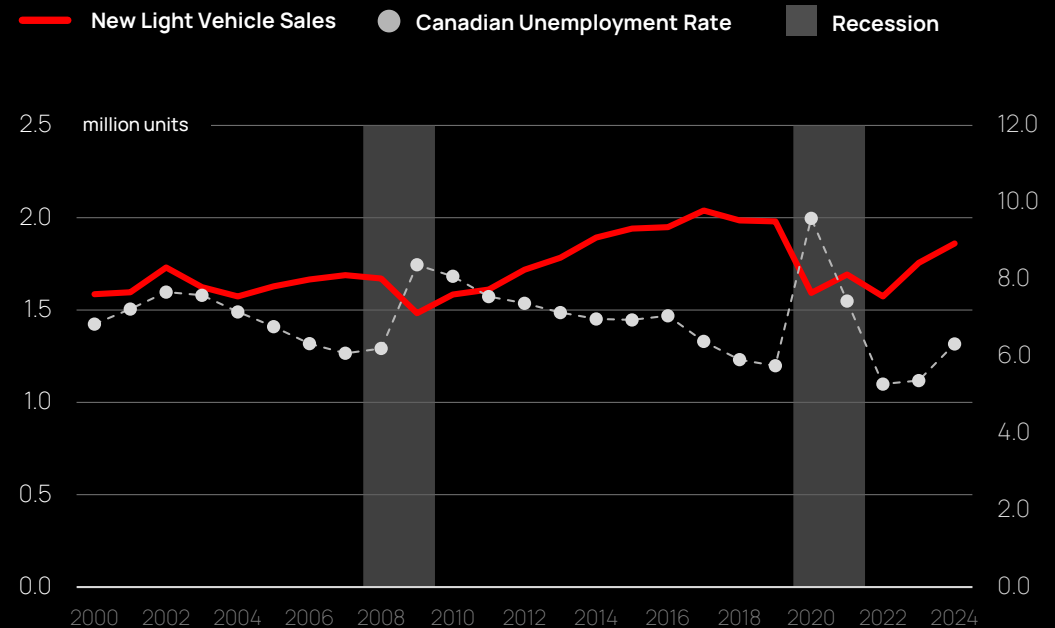
The Canadian new light vehicle market experienced **strong growth in 2024** with total sales reaching 1.86M units (+8.2% y/y).

Although the outlook for 2025 is for 1.84M units¹, **tariffs introduce significant uncertainty.**

So far in Q1 2025, the demand conditions that buoyed Q4 2024 **new light vehicle demand have dissipated.**

AutoCanada remains committed to executing its transformation plan on schedule, **increasing resilience** in the face of potential economic headwinds.

Canadian New Light Vehicle Sales



Sources: Statistics Canada, Desrosiers, FactSet

Consolidated Quarterly Highlights

Demand for new light vehicles in Canada during Q4 2024 was driven by OEM incentives and lower financing costs, following 200 bps of rate cuts by the Bank of Canada last year.

Positive contributions from Parts & Service, recent acquisitions, reduced floorplan due to lower interest rates and inventory levels, and lower operating expenses due to cost-cutting initiatives helped offset declining new, used and F&I GPU.

As a result, Adjusted EBITDA From Continuing Operations grew by 12.8% year-over-year in Q4 2024.

For the three months ended December 31, 2024 Financial Results From Continuing Operations

CAD in millions
except per share amounts

| | Quarter Ended | | Trailing 12 Month | |
|---|---------------|-----------------|-------------------|----------------|
| | Q4 2024 | Q4 2023 | Q4 2024 | Q4 2023 |
| Revenue | \$1,261.9 | \$1,277.8 | \$5,351.7 | \$5,607.2 |
| Gross Profit | 216.9 | 225.1 | 882.3 | 977.7 |
| Operating Expense² | 166.1 | 203.6 | 678.6 | 723.4 |
| Floorplan Expense | 13.1 | 17.0 | 64.1 | 60.5 |
| Net Income (loss) attributable to ACQ Shareholders | 7.9 | (13.2) | 35.2 | 64.7 |
| Diluted EPS attributable to ACQ Shareholders | \$0.33 | \$(0.54) | \$1.46 | \$2.65 |
| Adjusted EBITDA From Continuing Operations¹ | \$54.1 | \$47.9 | \$173.6 | \$246.5 |
| Adjusted EBITDA³ | \$47.1 | \$46.4 | \$149.3 | \$252.2 |

1. See page 2 for further information regarding Non-GAAP Measures and supplementary financial measures.

2. Operating expense is shown before depreciation.

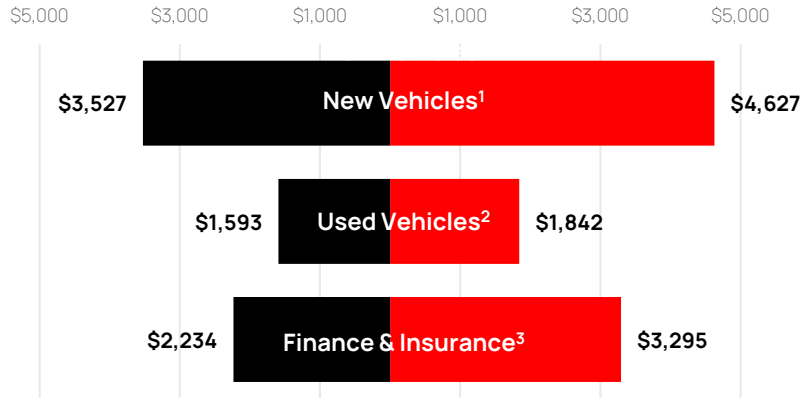
3. Adjusted EBITDA from continuing and discontinued operations. As of December 31, 2024 the U.S. Operations were moved to Discontinued Operations, as the Company actively seeks a buyer for these assets.

Operating Performance Review

For the three months ended December 31, 2024

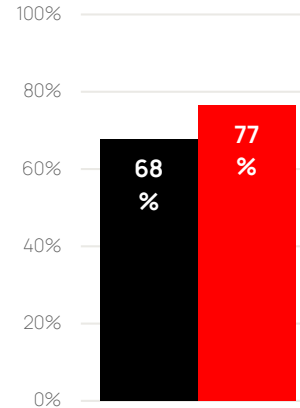
■ US Peers us\$ ■ AutoCanada c\$

Gross Profit per Unit⁶

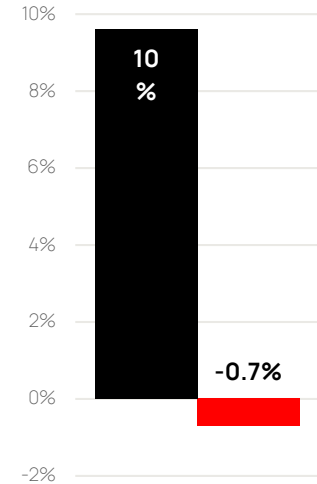


1. Average US peer comparable new GPU was down 16.5% y/y; ACQ was down 14.3% y/y.
 2. Average peer comparable used GPU was up 9.2% y/y; ACQ was down 5.4% y/y.
 3. Average peer comparable F&I per retain unit was flat y/y; ACQ was up 1.9% y/y.
 4. Peer OPEX ratio rose 0.3% y/y - was essentially flat y/y; ACQ declined 13.9 ppts
 5. Canadian new light vehicle units sold were flat y/y in Q4 2024; US new light vehicle units sold increased 7.7% in Q4 2024 y/y
 6. From Continuing Operations.
 Sources: Company reports, Tegus, FactSet, Wards Automotive

Operating Expense % of Gross Profit^{4,6} (before Depreciation)



Same Store Sales Growth^{5,6}

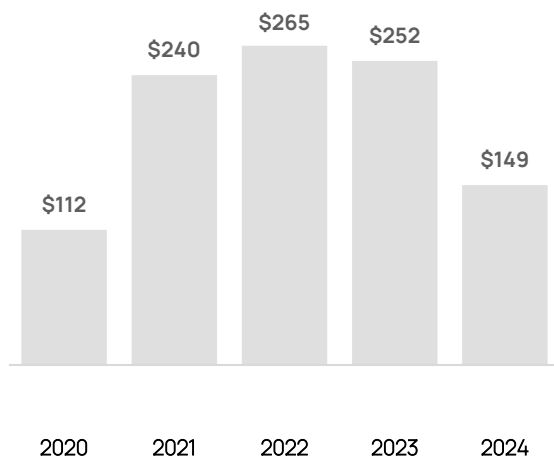


Financial Metrics

Dollar figures in CAD millions

Adjusted EBITDA

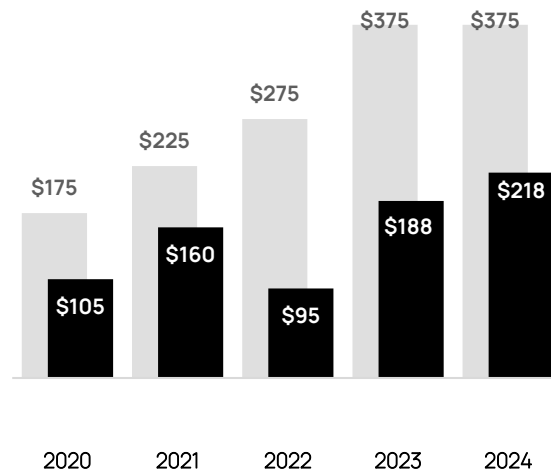
Adjusted EBITDA¹



Liquidity

Total Revolving Credit Facilities

Undrawn Capacity

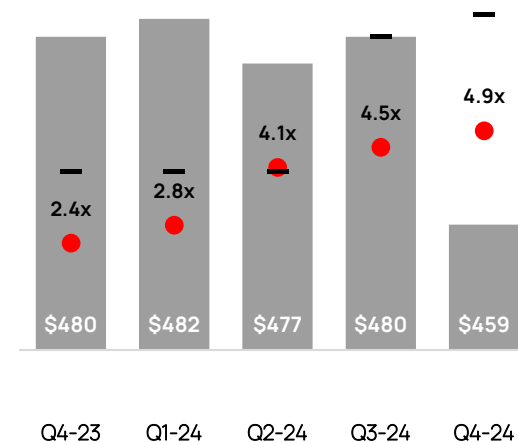


Financial Leverage

Total Net Funded Debt

Total Net Funded Debt to Bank EBITDA²

Debt Covenant



1. See page 2 for further information regarding Non-GAAP Measures and supplementary financial measures.

Leading the team

AutoCanada's is guided by a team of experienced industry leaders committed to driving excellence. The executive team has an average of over 20 years of experience in automotive, technology, business transformation, and M&A within the private sector and capital markets.



Paul W. Antony

Executive Chairman



Jeffrey Thorpe

President, North American Operations



Brian Feldman

Chief Operating Officer



Samuel Cochrane

Chief Financial Officer



Peter Hong

Chief Strategy Officer and General Counsel



Drew Forret

Chief Administrative and Transformation Officer



TSX: ACQ

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