

Investor Presentation

May 2025

A series of white lines on a black background. On the right side, several lines curve upwards and outwards. At the bottom, a set of parallel horizontal lines spans the width of the slide.

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 ended March 31, 2025 (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 and financial outlook 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 or financial outlook. 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 and financial outlook 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 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 Company's 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).

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 3-month (TTM) period ending March 31, 2025

AutoCanada

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, including divestiture of U.S. dealerships.**

Strengthen Financial Position

Reduce leverage to 2–3x net funded debt/Adjusted Bank EBITDA^{1,3} through **profitability growth and debt reduction⁴.**

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.
4. The company is actively working to reduce its leverage. On March 28, 2025, the Company temporarily increased the maximum permitted Total Net Funded Debt to Bank EBITDA ratio increased from 5.5x to 6.0x for Q2 2025 as part of the ongoing restructuring process.

Driving growth through acquisition and operational efficiencies

+20 Years and Still Growing

64

OEM Franchise Dealers

29

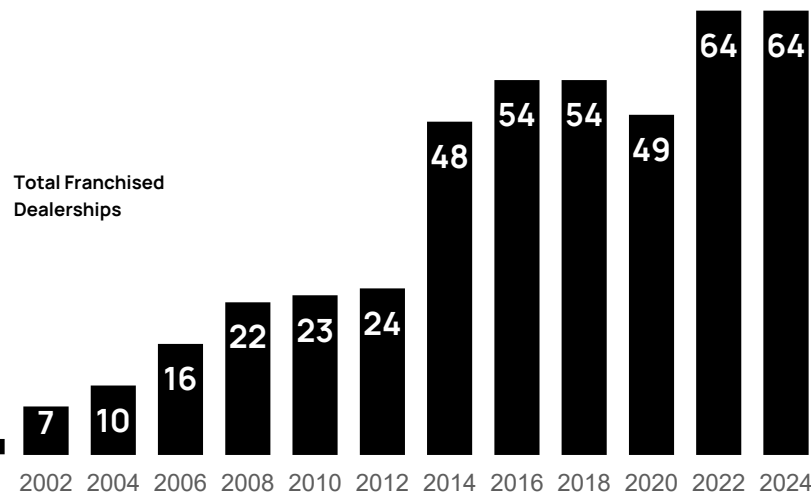
Collision Centres

35,363

New Vehicles Sold¹

49,614

Used Vehicles Sold¹



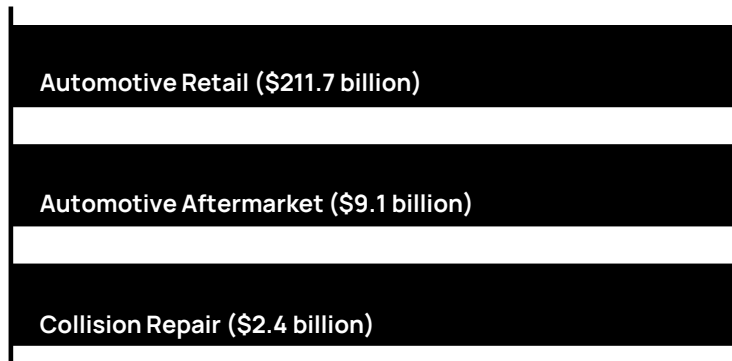
Continuing operations for the trailing twelve months ("TTM") ended December 31, 2024. See page 2 for further information regarding Non-GAAP Measures and supplementary financial measures.

Canada drives a quarter-trillion dollar auto industry

Canadian Automotive Market Share¹

(Revenue in C\$ billions)

■ Other ■ AutoCanada



Total Addressable Market

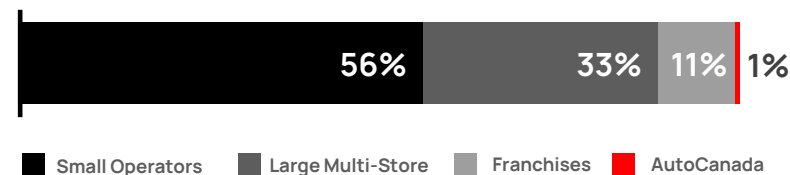
Canadian OEM Franchise Market

(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

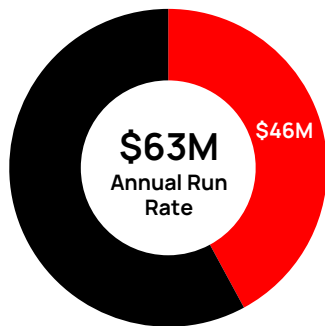
ACX Operating Method

Targeting **\$100M** in annual run rate savings by the end of 2025 through optimization of four core categories.

The Company has achieved a total of **\$57M** in run-rate annualized savings, including **\$48M** added during Q1 2025.

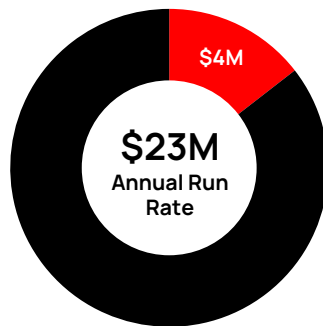
Store Archetype **\$63M¹**

Standardizing dealership operations to improve efficiency and customer experience.



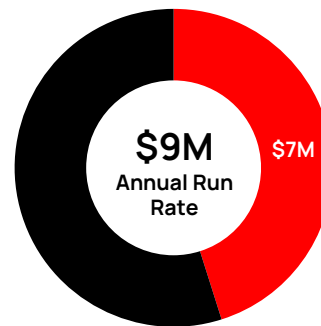
Expense Management **\$23M¹**

Enhancing cost controls and ensuring financial discipline across all operations.



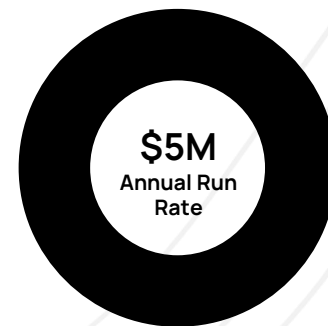
Inventory Management **\$9M¹**

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.



 Gross Savings Realized to End of Q1 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
Q1A	\$14.1	\$(15.8)	\$(1.7)	\$51.7
Q2	\$15.5	\$(9.5)	\$6.2	\$73.0
Q3	\$18.3	\$(3.7)	\$14.6	\$82.0
Q4	\$20.5	\$(1.5)	\$19.0	\$100.0
2025	\$68.4	\$(30.5)	\$37.9	\$100

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

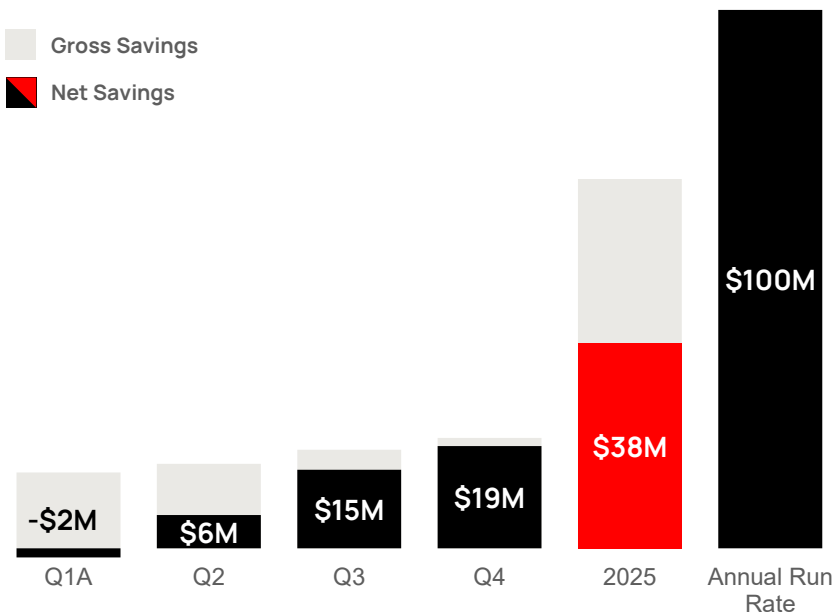
2. \$100 Million Operational Transformation Plan annual run-rate operating efficiencies uses trailing-twelve-month "TTM" Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

2025 Estimated Cost Savings²

(CAD Millions)

■ Gross Savings

■ Net Savings



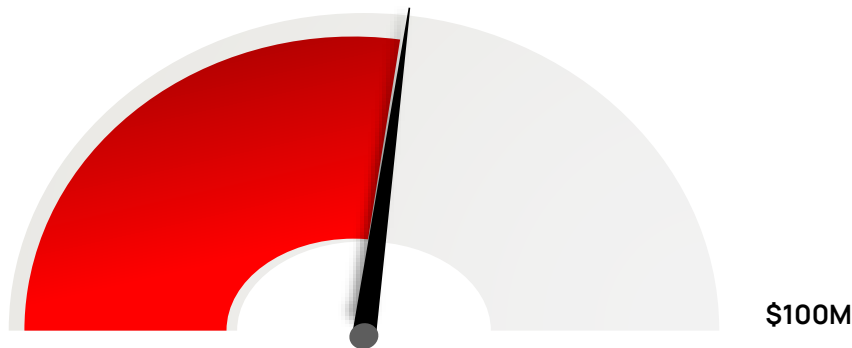
Gearing up for a performance boost

Since commencing its transformation plan AutoCanada has realized **\$57M in annual run-rate cost savings** as of March 31, 2025, with financial leverage set to fall in H2 as the **ACX Operating Method** progresses this year.

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

\$57M

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 March 31, 2025

4. The company is actively working to reduce its leverage, with a temporary increase in the maximum permitted Total Net Funded Debt to Bank EBITDA ratio from 5.5x to 6.0x for Q2 2025 as part of the ongoing restructuring process.

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

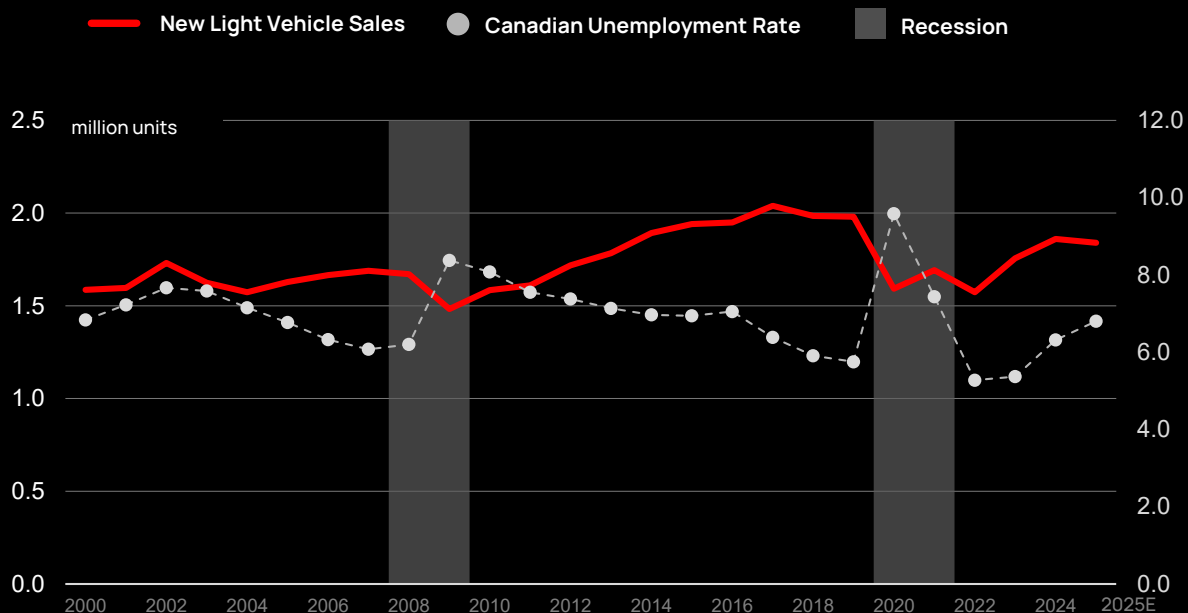
The Canadian new light vehicle market experienced **strong growth in 2024** with total sales reaching 1.86M units (+8.2% y/y).

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

Despite a good start to 2025 for Canadian new light vehicle sales, **we remain cautious**. Tariff-related risks and emerging signs of consumer fatigue may temper sales momentum in the coming quarters.

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 Q1 2025 Highlights

- Revenue up 2.3% y/y, driven by growth in new vehicle sales and collision partially offset by declines in used, P&S, and F&I
- Gross profit up 0.2% y/y, with strength in used wholesale and collision offsetting lower new retail unit volumes, and softer P&S, and F&I performance
- Normalized OPEX before depreciation down \$12.9M, reflecting early cost savings under the ACX Operating Method
- Floorplan financing costs declined, supported by lower inventory levels and interest rate relief
- Net income increased, benefiting from cost control, lower impairment, and gains on redemption liabilities
- Adjusted EBITDA from Continuing Operations up 60.3% YoY; margin expanded 130 bps to 3.5%, driven by improved cost efficiency

For the three months ended March 31, 2025 Financial Results From Continuing Operations

CAD in millions
except per share amounts

	Quarter Ended		Trailing 12 Month Revised ⁴	
	Q1 2025	Q1 2024 Revised ⁴	Q1 2025	Q1 2024 Revised ⁴
Revenue	\$1,240.1	\$1,212.2	\$5,299.6	\$5,368.7
Gross Profit	198.0	197.6	875.9	939.8
Operating Expense²	161.2	161.4	665.4	708.8
Floorplan Expense	10.3	17.0	56.6	63.7
Net Income (loss) attributable to ACQ Shareholders	9.7	8.0	50.6	53.4
Diluted EPS attributable to ACQ Shareholders	\$0.37	\$0.34	\$2.02	\$2.09
Normalized Operating Expense Before Depreciation ⁵	\$143.2	\$156.0	\$621.4	\$656.2
Adjusted EBITDA From Continuing Operations ¹	\$43.0	\$26.8	\$197.5	\$149.3
Adjusted EBITDA From Continuing and Discontinued Operations ³	\$38.5	\$22.0	\$165.9	\$149.3

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. As of March 31, 2025, RightRide operations were moved to Discontinued Operations.

4. Comparative period revised to reflect current period presentation for reclassification of discontinued operations.

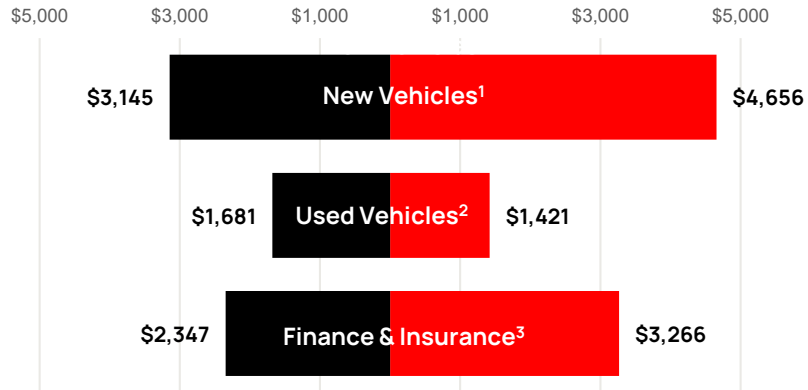
5. See Section 13 Non-GAAP and Other Financial Measures in the MD&A for further information regarding the composition of these Non-GAAP Measures.

Operating Performance Review

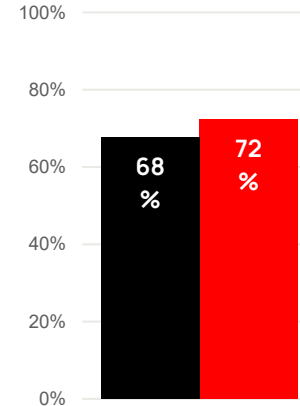
For the three months ended March 31, 2025

■ US Peers us\$ ■ AutoCanada c\$

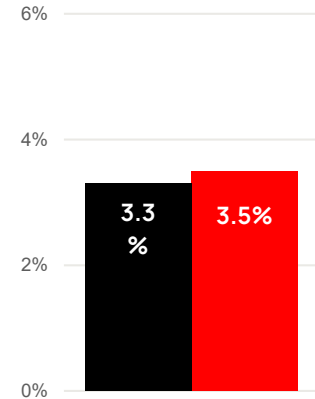
Gross Profit per Unit¹



Normalized Operating Expense % of Gross Profit¹ (before Depreciation)



Same Store Sales Growth¹



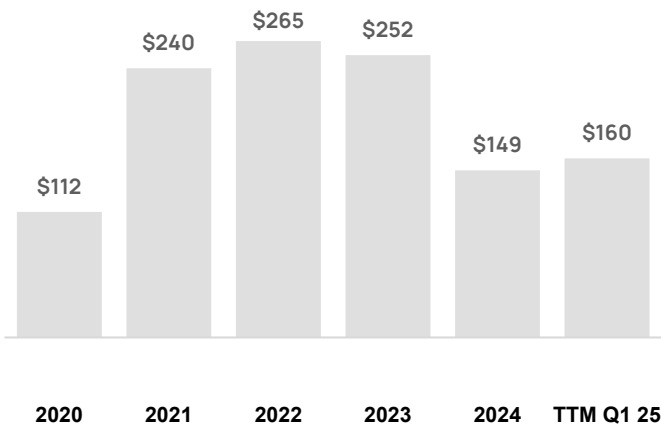
1. Sources: Company reports, Tegus, FactSet, Wards Automotive

Financial Metrics

Dollar figures in CAD millions

Adjusted EBITDA

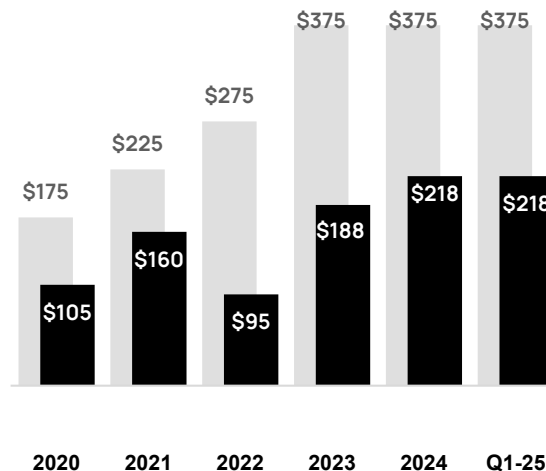
Adjusted EBITDA¹



Liquidity

Total Revolving Credit Facilities

Undrawn Capacity

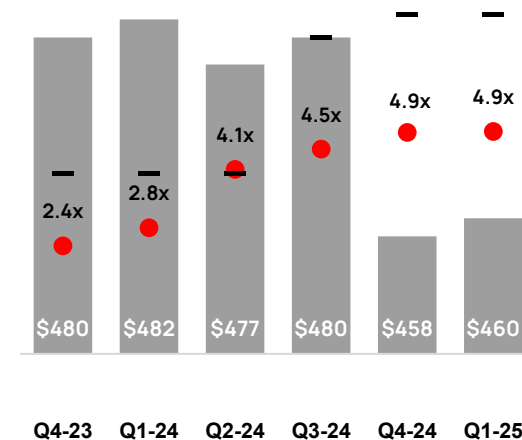


Financial Leverage

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 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

Contact

Samuel Cochrane, CFO
scochrane@autocan.ca