

TSX: ACQ

# Investor Presentation

March 2026



## 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 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, expected run-rate operational expense savings from the implementation of the ACX Operating Method, the expected aggregate proceeds from the U.S. dealership divestitures, the completion and the anticipated timing of completion of the U.S. dealership disposition transactions, engagement in selling the remaining dealerships of the U.S. Operations segment, the impact of the U.S. dealership divestitures on the Company's leverage ratio, the anticipated timing of restoring Canadian dealership performance to levels more consistent with industry benchmarks, the impact of restoring Canadian dealership performance to levels more consistent with industry benchmarks on the Company's leverage ratio, and the expected accretive growth of collision operations.

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 ("MD&A") for the three-month and twelve-month periods ended December 31, 2025.

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) this MD&A under Section 12 Risk Factors and (ii) AutoCanada's most recent 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](http://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 MD&A for the three-month and nine-month periods ended December 31, 2025, 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](http://www.sedarplus.ca)).

## READER ADVISORIES

Results are reported in Canadian dollars, unless otherwise stated.

# AutoCanada

## A National Automotive Retail & Collision Platform

### Franchise Dealerships

**64 Dealerships** offering **23 OEM Brands**

#### 2025 Financial Highlights

**\$4.7B**

Revenue

**15%**

Gross Margin

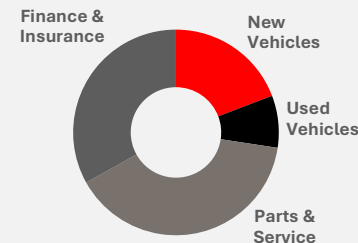
**\$178M**

Adjusted  
EBITDA<sup>1</sup>

**\$200B+**

Addressable  
Market

#### 2025 Percent Of Gross Profit



### Collision Repair

**33 Collision Centres** with **26 OEM Certifications**

#### 2025 Financial Highlights

**\$152M**

Revenue

**46%**

Gross Margin

**\$20.0M**

Adjusted  
EBITDA<sup>1</sup>

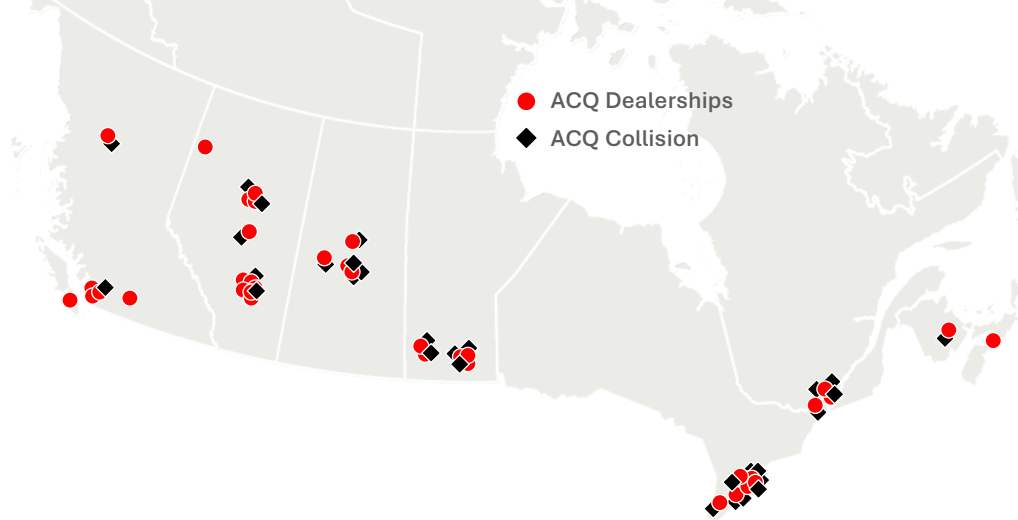
**\$2.4B+**

Addressable  
Market

**OEM-certified, insurer-aligned network**  
concentrated in **attractive markets**

# Canada Drives a Quarter-Trillion Dollar Auto Industry

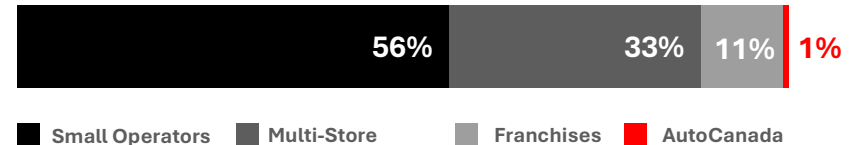
- **A large and fragmented market:** \$200B+ dealerships, \$2.4B+ collision (the “Addressable Market”)
- **Low market share providing long runway:** 2% (dealerships), 1% (collision) by store count
- **Diversified growth platform:** Full consumer eco-system capture with dealership footprint and fast-growing counter-cyclical collision platform
- **OEM-aligned:** 23 dealership brands & 26 collision certifications covering 37 OEM brands.



## Canadian OEM Franchise Market (3,700 Total Stores)



## Canadian Collision Repair Market (4,150 Total Shops)



1. Large dealer groups defined as more than 20 locations. Source: Statistics Canada 2023, Romans Group 2022, Jobber Nation, Company disclosure.

# 2025: A Structural Reset

Portfolio rationalization, structural cost actions, and leadership transition position the company to improve operating performance

## Cost Structure Simplification

**\$115M annualized run-rate operating expense savings<sup>1</sup>**

- Standardized dealership operations
- Reduced floorplan interest costs
- Tightened expense discipline
- Streamlined administrative functions

## Portfolio Rationalization

**Focusing on higher-return businesses**

- Exit of underperforming U.S. dealerships<sup>2</sup>
- Divestiture of non-core Canadian assets
- Closure of RightRide<sup>3</sup>
- Acquisition of high-return collision centres

## Leadership Transition

**New Executive Leadership Team In Place**

- CEO appointed in Q1 2026
- COO appointed in Q1 2026
- Board Chair appointed in late 2025

**Focus is operational execution**

1. Targeted \$115M annualized run-rate operating expense savings uses TTM Q2 2024 operating expenses excluding depreciation, amortization, and one-time items as the baseline.

2. As of March 18, 2026, six U.S. dealerships had been sold for \$50M in gross proceeds net of working capital, with 11 of the remaining 12 franchised dealerships under definitive purchase agreements, and total gross proceeds net of working capital of \$130M expected from the sale of all franchised dealerships. These stores lost ~\$24M in Adjusted EBITDA in 2024.

3. RightRide has an Adjusted EBITDA loss of \$4M in 2024.

# 2025 Performance During Structural Reset

- \$115M<sup>1</sup> structural cost reset implemented across the business in 2025
- Cost actions combined with leadership transition created temporary disruption to dealership operations in H2 2025
- New leadership is implementing targeted initiatives to restore sales volumes and GPUs

## Revenue (-7.1% YOY)

New volumes<sup>2</sup> ↓ 11.3%  
Used volumes<sup>2</sup> ↓ 17.2%



## Gross Profit (-10.4% YOY)

New GPU<sup>2</sup> ↓ 9.7%  
Used GPU<sup>2</sup> ↓ 22.5%



## Adj. EBITDA (+11.5% YOY)

Normalized OPEX before depreciation<sup>2</sup> ↓ 13.8% y/y  
Floorplan interest ↓ 42.5% y/y



1. Annualized run-rate operating expense savings.

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

# 2026: Restoring Operational Performance

The focus has shifted to operational execution and profitable growth

2025 Structural Actions	2026 Operating Priorities
Cost structure simplification completed	Restore dealership performance
Portfolio rationalization underway	Grow the collision business
Lean Operating structure in place	Improve head office support
Capital allocation discipline established	Maintain lean cost structure
Leadership transition implemented	Recruit and retain high-performers

# Closing the Volume Gap

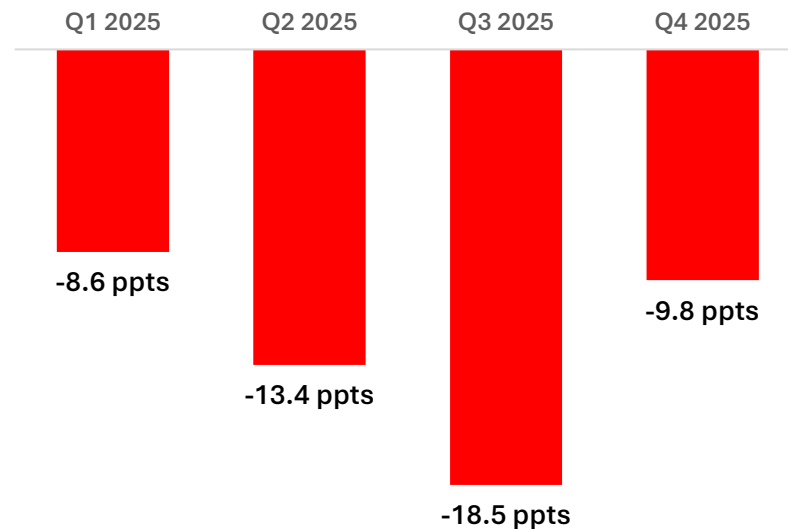
## Operational Improvements Underway

- Refocusing dealerships on **sales productivity and local execution**
- **Empowering General Managers** to operate closer to their markets
- **Re-activating marketing** and building **digital traffic** lead generation
- Improving inventory **merchandising and trade-in capture**
- Strengthening **head office support** for store operations

## 2025 YoY New Volumes Sold vs. Market<sup>1</sup>

(ex. non-ACQ brands)

Execution gap peaked in Q3 and began improving in Q4; expected to normalize by Q3 2026



1. Source: WardsAuto Company reports

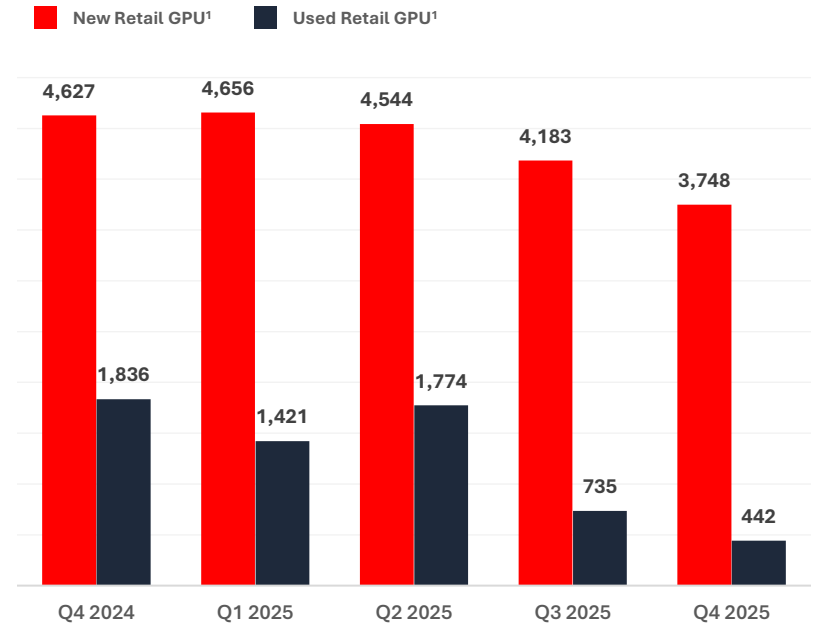
# Restoring Dealership Unit Economics

## Operational Improvements Underway

- Improving **used vehicle sourcing** and inventory discipline
- Strengthening **pricing and merchandising** across dealerships
- Clearing aged inventory to **restore normalized margins**

## New, Used & F&I GPU Performance

GPU's expected to normalize as aged inventory clears through H1 2026



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

# The End Goal: **A High Performing Dealer Group**

Operationally disciplined, data-driven, and scaled for sustainable earnings growth



## **Smart Centralization, Local Empowerment**

Centralize analytics, sourcing, marketing and training to drive consistency and efficiency while empowering GMs to run their stores within a clear operating framework.



## **Operational Excellence Through Playbooks**

Standardized operating playbooks across sales, used vehicles, service and business development centre, supported by training, frontline tools and field coaching.



## **Data-Driven Performance Culture**

Clear dashboards, review cadences and accountability frameworks supported by digital tools that enhance pricing, lead management, F&I penetration and customer satisfaction.



## **Scale Advantage In Key Profit Centres**

Leverage group scale in used vehicle sourcing, reconditioning and inventory management, while strengthening fixed operations through technician development and service retention programs.



## **Disciplined Portfolio Management**

Acquire where the Company can create unique value with strong integration playbooks and actively divest underperforming assets to maintain a focused, high-return portfolio.



## **Sustained Cost Discipline**

Rigorous management of both variable and fixed expenses to maintain a lean and scalable operating model.

# ACX Collision: A Scaled Growth Engine

From losses in 2018 to \$20.0M in 2025 Adjusted EBITDA, with a path to meaningful expansion.

## 2019

Implemented management and accounting systems

Consolidated vendors

Began building an operating support team

## 2021

Acquired Airdrie Autobody, gained Honda and Acura certifications

## 2023

25 collision centres and 25 OEM certifications

Acquired DCC Hail

## Today

**33 stores**

**26 Certifications**

**\$20.0M 2025 Adj. EBITDA**

## 2018

18 collision centres with 3 OEM certifications operating at a loss

## 2020

15 stores, all certified in respective brands

Acquired Tesla, JLR, McLaren and Aston Martin certifications with purchase of Auto Bugatti

## 2022

23 collision centres, 20 OEM certifications

Acquired Burwell, gained Porsche, VW, Subaru, and Volvo certifications

## 2024

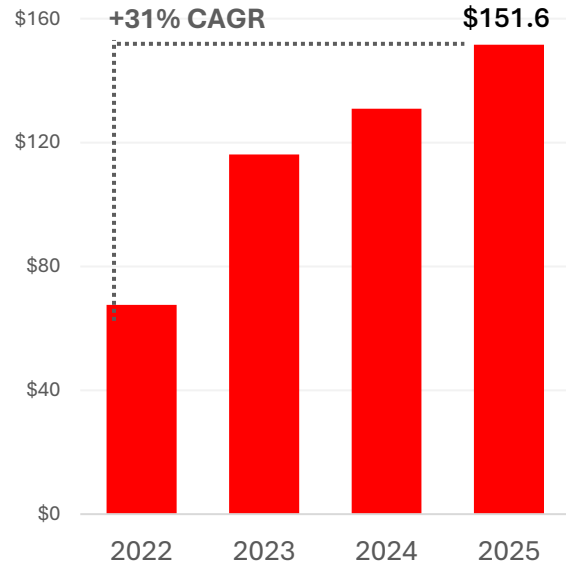
30 stores

Launched first Diagnostics and Calibration centre

# ACX Collision: Performance Highlights

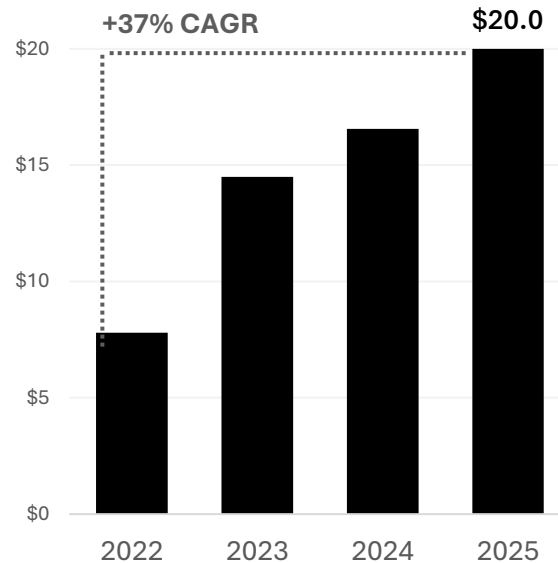
## Strong Top Line Growth

Revenue (millions)



## Solid Profitability

Adjusted EBITDA<sup>1</sup> (millions)



## Accretive Acquisitions

5 Year M&A Track Record<sup>2</sup>

**16**

Transactions Closed

**~\$65M**

Total Enterprise Value

**6-8x**

Pre-Synergy Purchase Multiple<sup>3</sup>

**4-6x**

Post-synergy Purchase Multiple<sup>3</sup>

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

2. October 2020 to March 13, 2025

3. Average across all transactions.

# ACX Collision: Path To Expansion

## Organic Growth Drivers

- OEM certifications drive high-complexity repair work
- DRP<sup>1</sup> relationships increase insurer referrals
- Dealer network referrals add to demand
- Expansion of calibration and hail scanning capabilities

## Acquisition Growth

- Robust pipeline of identified acquisition targets
- Fragmented industry with many small operators
- Organic relationship-based deal origination
- Hub-and-spoke strategy enables efficient expansion

## Platform Advantages

- Shared back office
- Centralized procurement
- Best-practice operating playbooks
- Insurer relationships and OEM certifications

## Returns & Capital Efficiency

- Low-to-mid single digit organic growth + acquisitions
- Strong synergy capture post acquisition integration
- Leveraging existing ERP, systems and leadership
- Increasing economies of scale platform grows

1. Direct Repair Program: a partnership between an insurance company and auto repair shops, where the insurer recommends preferred shops to policyholders for collision repairs.

# Disciplined Capital Allocation

Clear return thresholds and balance sheet discipline

<b>Portfolio Optimization</b>	<p>All dealerships and collision centers must meet return and strategic fit criteria</p> <p><b>Portfolio review is an ongoing discipline, not a one-time event</b></p>
<b>Balance Sheet Strength</b>	<p>Target leverage range of 2-3x Total Net Funded Debt to Bank EBITDA to support growth while managing risk</p> <p>Capital allocation decisions evaluated against leverage, returns and liquidity</p> <p><b>A strong balance sheet is the foundation for growth and resilience through market cycles</b></p>
<b>Return Discipline</b>	<p>All uses of capital evaluated against clear return thresholds</p> <p>Capital redeployed dynamically as opportunities evolve</p> <p><b>Disciplined capital allocation aligned with long-term growth</b></p>

1. Gross proceeds net of working capital and including any associated real estate.

## Capital Allocation Priorities

### Dealership Portfolio Optimization

- 11 U.S. franchised dealerships are under definitive purchase agreements, with 2026 expected proceeds of ~\$55M<sup>1</sup>
- Regular review is a core discipline

### Collision Acquisitions

- Deploy capital toward high-return collision acquisitions
- Continue building a scaled national collision platform

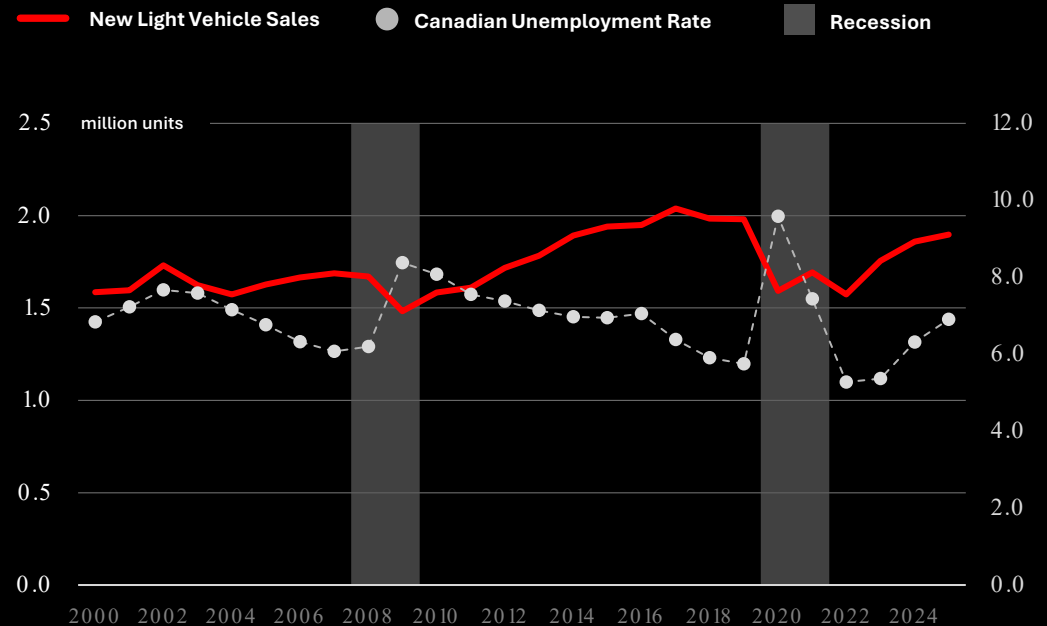
### Opportunistic Share Repurchases (NCIB)

- Execute when valuation is compelling
- Balance repurchases against growth opportunities and balance sheet priorities

# 2026 Outlook

- **Canadian auto market enters 2026 with mixed conditions**, with affordability pressures, elevated vehicle pricing and tariff uncertainty influencing demand.
- **Tough Q1–Q2 2026 comparisons** due to unusually strong demand in early 2025 driven by EV subsidies and tariff-related pull-forward activity.
- **New leadership team put in place during Q1 2026**, moving quickly to close operational gaps across the dealership network.
- Dealership performance expected to **gradually normalize over the next year**, positioning the Company to benefit from operating leverage on the leaner cost structure established in 2025.

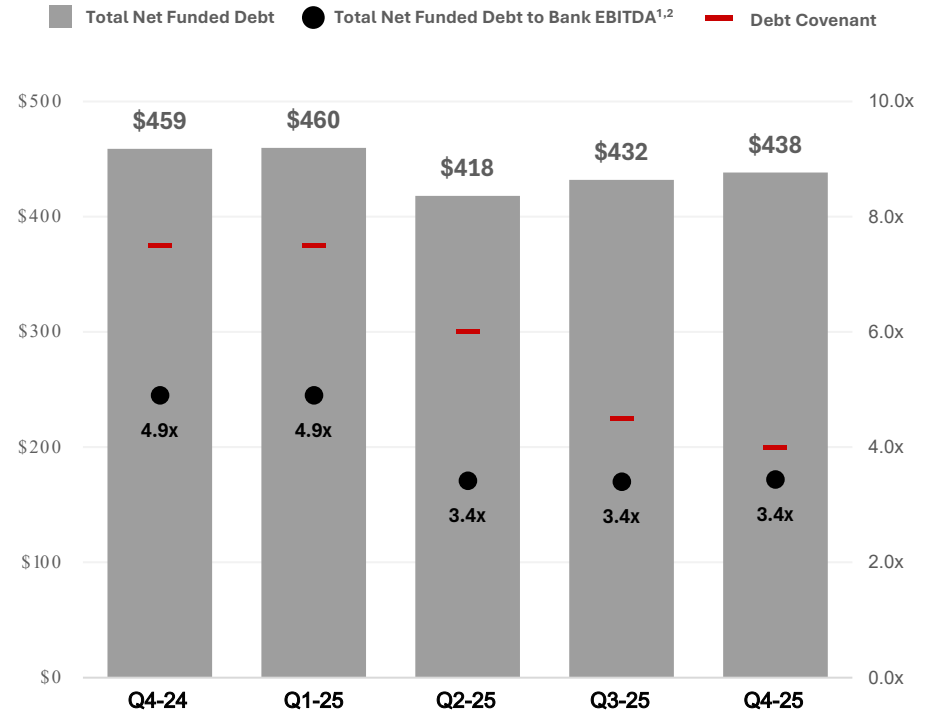
## Canadian New Light Vehicle Sales



Sources: Statistics Canada, Desrosiers Automotive Consultants, FactSet

# Balance Sheet & Liquidity

Total liquidity at year-end was **\$332.9M**, consisting of **\$88.0M in cash** and **\$244.9M of undrawn capacity** under the revolving credit facility. The Company generated **\$23.0M of operating cash flow** in 2025.



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

2. See Section 6. Liquidity and Capital Resources of the MD&A for further information regarding the composition of this financial covenant.

# Leading the Team

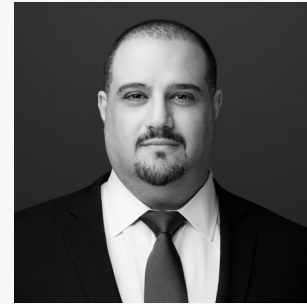
**AutoCanada is guided by a team of experienced industry leaders**

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.



**Samuel Cochrane**

Chief Executive Officer and Interim  
Chief Financial Officer



**Fade Bouras**

Chief Operating Officer



**Mikel Pestrak**

Interim President, Dealership  
Operations



**Art Crawford**

President, Collision Operations



**Cynthia Hill**

Executive Vice president, General  
Counsel and Corporate Secretary



**Drew Forret**

Chief Administrative and  
Transformation Officer

TSX: ACQ

## Contact

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