LITHIA & driveway
NYSE:LAD

Investor Presentation

Updated 07/29/2025

JULY 2025

Disclosure

Forward-Looking Statements

Certain statements in this presentation, and at times made by our officers and representatives, constitute forward-looking statements within the meaning of the "Safe Harbor" provisions of the Private Securities Litigation Reform Act of 1995. Generally, you can identify forward-looking statements by terms such as "project", "outlook", "target", "may", "will", "would", "should", "seek", "expect", "plan", "intend", "forecast", "anticipate", "believe", "estimate", "predict", "potential", "likely", “ensure", "strategy", "future", "maintain", and "continue" or the negative of these terms or other comparable terms. Examples of forward-looking statements in this presentation include, among others, statements regarding:

- Future market conditions, including anticipated car and other sales and gross profit levels and the supply of inventory;
- Our business strategy and plans, including our achieving our long-term financial and operational targets;
- The growth, expansion, make-up and success of our network, including our finding accretive acquisitions that meet our target valuations and acquiring additional stores;
- Annualized revenues from acquired stores or achieving target returns;
- The growth and performance of our Driveway e-commerce home solution and Driveway Finance Corporation (DFC), their synergies and other impacts on our business and our ability to meet Driveway and DFC-related targets;
- The impact of technology and sustainable vehicles and other market and regulatory changes on our business; including evolving vehicle distribution models;
- Our capital allocations and uses and levels of capital expenditures in the future;
- Expected operating results, such as improved store performance, continued improvement of selling, general and administrative expenses and any projections; including with respect to, among other things, market share, operating margins and operational efficiency
- Our anticipated financial condition and liquidity, including from our cash and the future availability of our credit facilities, unfinanced real estate and other financing sources;
- Our continuing to purchase shares under our share repurchase program;
- Our compliance with financial and restrictive covenants in our credit facilities and other debt agreements;
- Our programs and initiatives for employee recruitment, training, and retention; and
- Our strategies and targets for customer retention, growth, market position, operations, financial results and risk management.

Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Forward-looking statements are not guarantees of future performance, and our actual results of operations, financial condition and liquidity and development of the industry in which we operate may differ materially from those made in or suggested by the forward-looking statements in this presentation. Therefore, you should not rely on any of these forward-looking statements. The risks and uncertainties that could cause actual results to differ materially from estimated or projected results include, without limitation:

- Future national and local economic and financial conditions, including as a result of inflation, governmental programs and spending, and public health issues;
- The market for dealerships, including the availability of stores to us for an acceptable price;
- Changes in customer demand and the electric vehicle landscape and the impact of evolving digital technologies; Changes in our relationship with, and the financial and operational stability of, OEMs and other suppliers, and vehicle delivery models;
- Changes in the competitive landscape, including through technology and our ability to deliver new products, services and customer experiences and a portfolio of in-demand and available vehicles;
- Risks associated with our indebtedness, including available borrowing capacity, interest rates, compliance with financial covenants and ability to refinance or repay indebtedness on favorable terms;
- The adequacy of our cash flows and other conditions which may affect our ability to fund capital expenditures, obtain favorable financing and pay our quarterly dividend at planned levels;
- Disruptions to our technology network including computer systems, as well as natural events such as severe weather, or man-made or other disruptions of our operating systems, facilities or equipment;
- Government regulations and legislation; and
- The risks set forth throughout "Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations" and in "Part I, Item 1A. Risk Factors" of our most recent Annual Report on Form 10-K and in “Part II, Item 1A. Risk Factors” of our Quarterly Reports on Form 10-Q, and from time to time in our other filings with the SEC.

Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Except as required by law, we undertake no obligation to publicly update any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise.

Non-GAAP Financial Measures

This presentation contains non-GAAP financial measures, which may include adjusted net income, adjusted net income attributable to LAD, adjusted net income attributable to non-controlling interests, adjusted diluted earnings per share, adjusted earnings per share, adjusted SG&A, adjusted SG&A as a percentage of gross profit, adjusted operating income, adjusted income before income taxes, adjusted income tax (provision) benefit, EBITDA, adjusted EBITDA, EBITDA per diluted share and net debt. Non-GAAP measures do not have definitions under GAAP and may be defined differently by and not comparable to similarly titled measures used by other companies. As a result, we review any non-GAAP financial measures in connection with a review of the most directly comparable measures calculated in accordance with GAAP. We caution you not to place undue reliance on such non-GAAP measures, but also to consider them with the most directly comparable GAAP measures. We present cash flows from operations in the attached tables, adjusted to include the change in non-trade floor plan debt to improve the visibility of cash flows related to vehicle financing. As required by SEC rules, we have reconciled these measures to the most directly comparable GAAP measures in the attachments to this presentation. We believe the non-GAAP financial measures we present improve the transparency of our disclosures; provide a meaningful presentation of our results from core business operations, because they exclude items not related to core business operations and other non-cash items; and improve the period-to-period comparability of our results from core business operations. These presentations should not be considered an alternative to GAAP measures.

Lithia & Driveway

HIGHLIGHTS

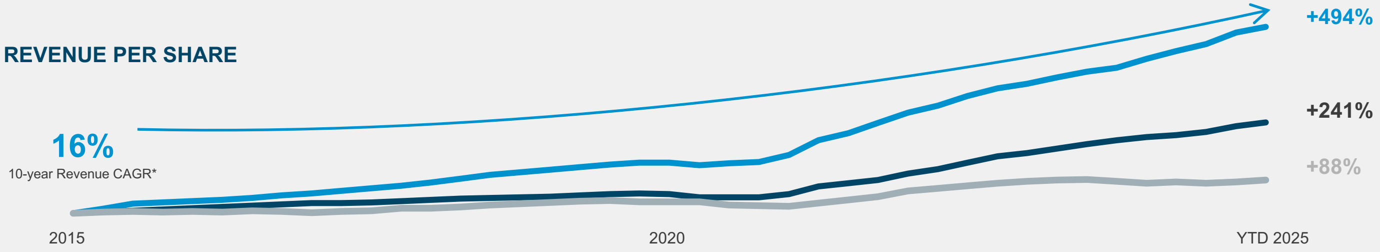
Strategy
- Diverse synergistic portfolio of businesses
- Complete ownership lifecycle attachment
- 100% participation in $2 trillion+ market

Track Record*
- 10-year Revenue CAGR: 16%
- 10-year Adjusted EPS CAGR: 16%
- 10-year Total Shareholder CAGR: 16%

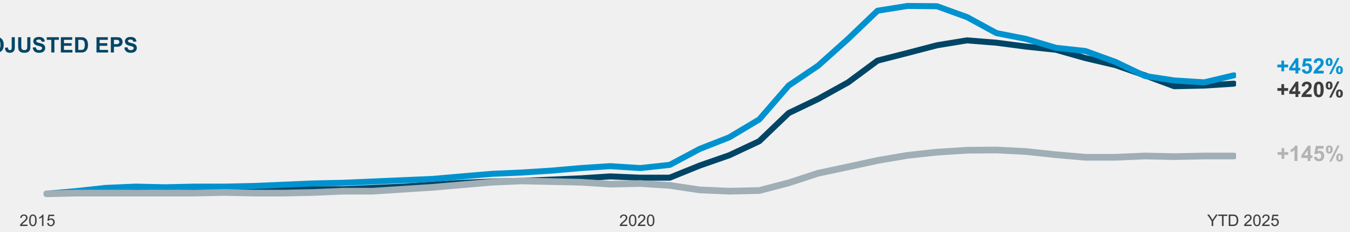
Target
- 100% national coverage
- Highly profitable with significant cash flows
- $2 EPS per $1 billion of Revenue

LAD
Franchise Auto Dealers
S&P 400 Midcap

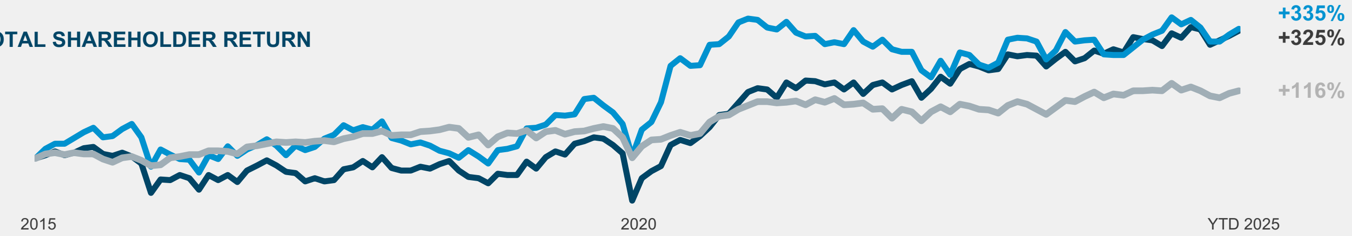
REVENUE PER SHARE



ADJUSTED EPS



TOTAL SHAREHOLDER RETURN



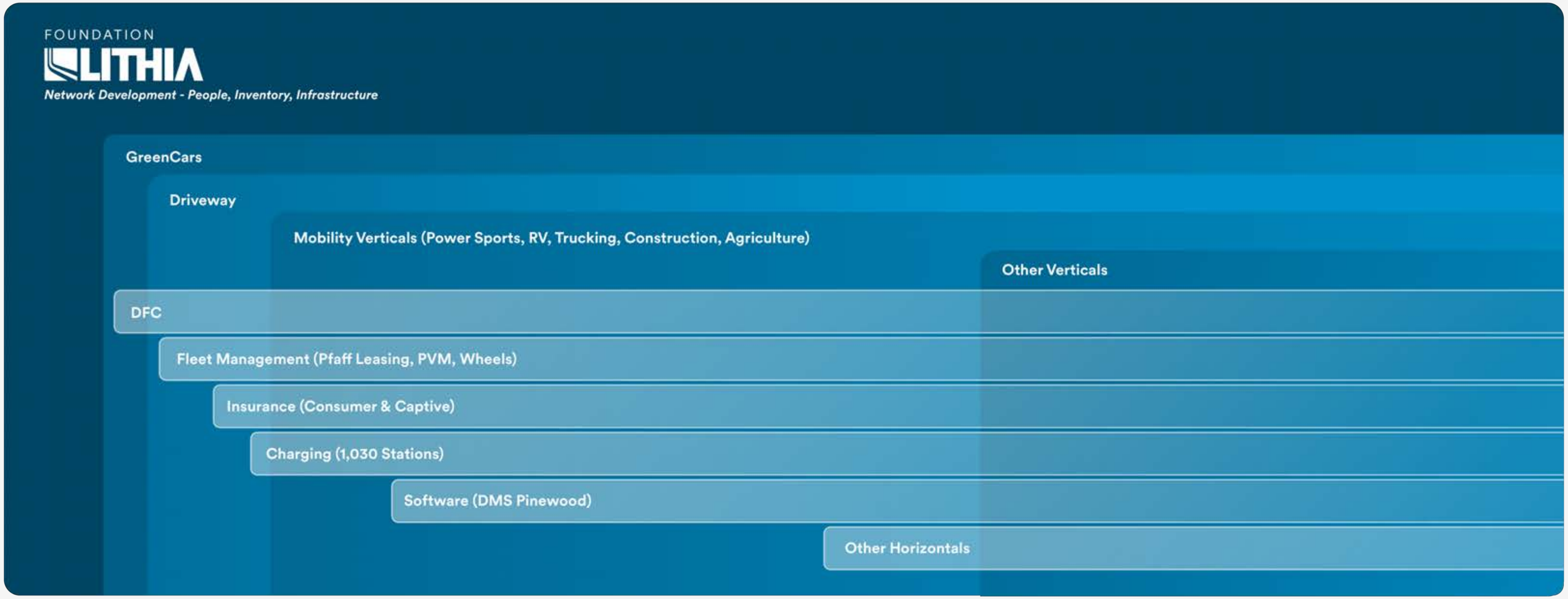
Source: Bloomberg. Groups have been indexed on a logarithmic scale starting at 100 on 3/31/2015 and ending 3/31/2025 for Revenue Per Share and Adjusted EPS and starting 1/30/2015 and ending 6/30/2025 for Total Shareholder Return.
Franchise Auto Dealers: Asbury, AutoNation, Group 1, Penske, Sonic.
*10-year CAGRs starting fiscal year end 2015 through fiscal year end 2024.

Strategic Differentiation

KEY

- Verticals – Consumer Growth (REV)
- Horizontals – Consumer Synergies (EPS)

2019	2024	Mid-Term	Long-Term
Revenue: **$12.7B**	Revenue: **$36.2B**	Revenue: **$40-50B**	Revenue: **$75-100B**
$1B Revenue = **$0.93 EPS**	$1B Revenue = **$0.82 EPS**	$1B Revenue = **$1.20-1.30 EPS**	$1B Revenue = **$1.75 - $2 EPS**
SG&A % GP: **70%**	SG&A % GP: **67%**	SG&A % GP: **60-65%**	SG&A % GP: **Mid-50%**
Op Margin: **4%**	Op Margin: **4.4%**	Op Margin: **5%**	Op Margin: **5+%**



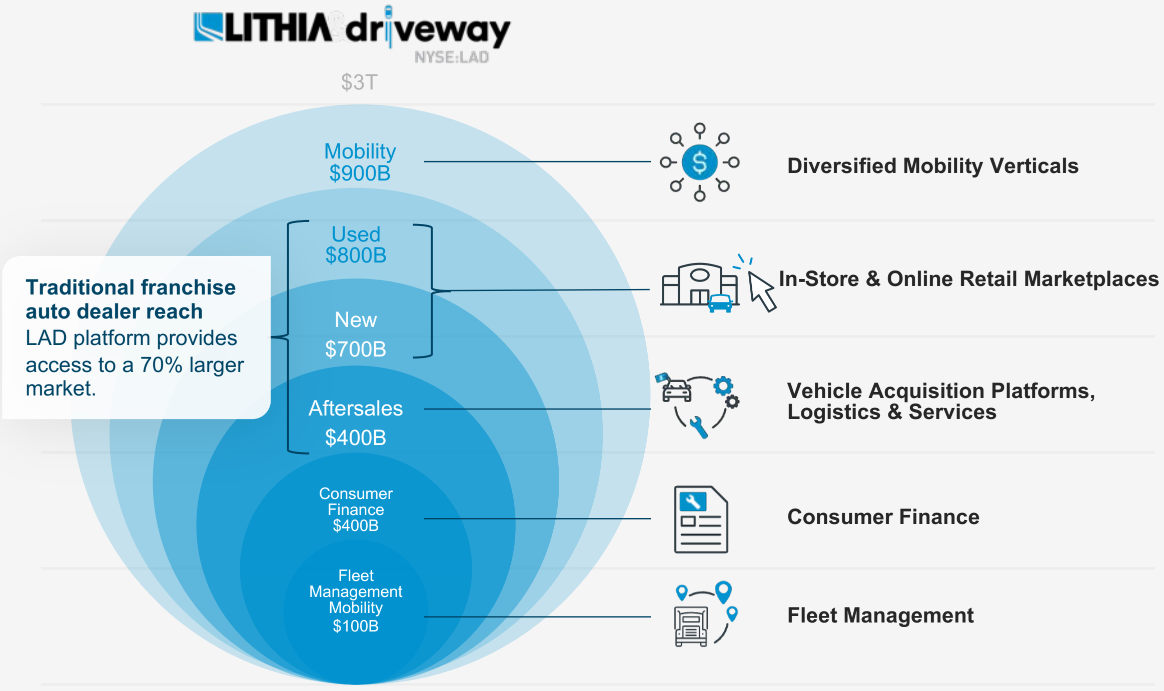
Key Highlights

Profitably Modernizing an Industry

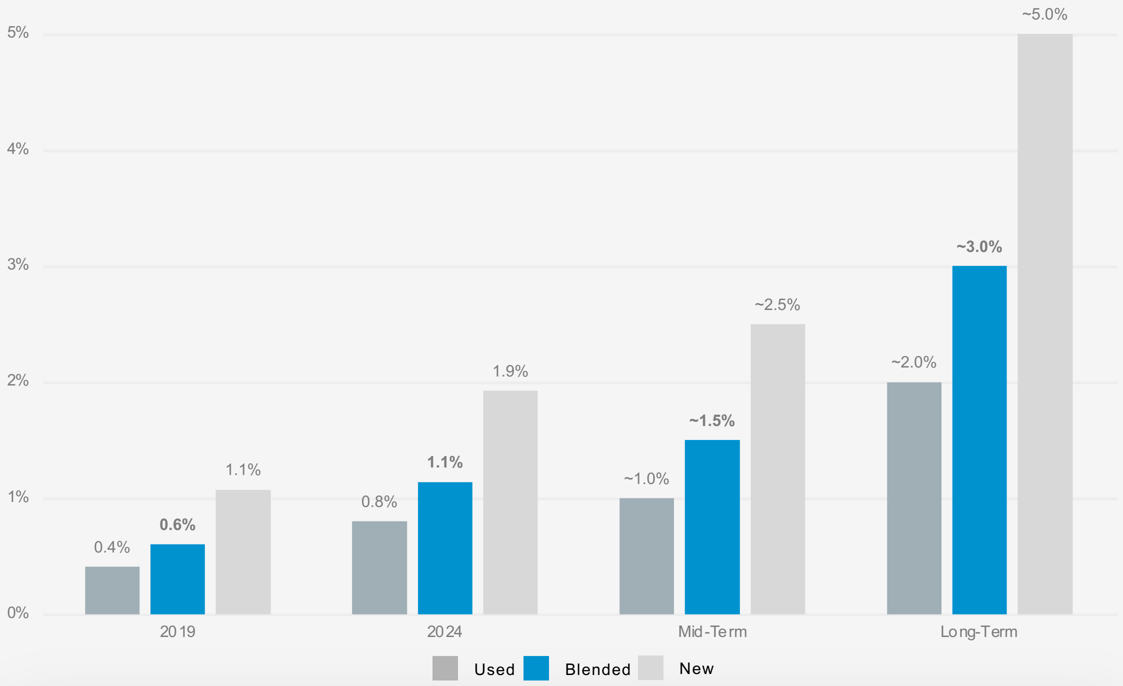
Building a profitable platform with the ability to respond to changing consumer and industry trends.

01	LARGEST RETAIL INDUSTRY	Early stages of consolidation and modernization. Variety of brands, financing solutions, leasing, repair & maintenance options
02	CONSUMER ECOSYSTEM	Offerings all aspects of vehicle ownership for the entire lifecycle with omni-channel solutions
03	OPERATIONAL EXCELLENCE	Building a diversified and highly adaptable model. Management team in place for over a decade
04	GROWTH & SCALE	Disciplined M&A generating strong returns and convenient consumer accessibility
05	ADJACENCIES	Transformative, systematic expansion creating diversification and leveraging strengths
06	PREMIER RETAILER	Dynamic retailer responsive to consumer trends and driving profitability

Over $3 Trillion in Revenue Across Industries



Proven consolidator in large, highly fragmented addressable markets[1]



LAD New and Used Vehicle US Market Share[2]

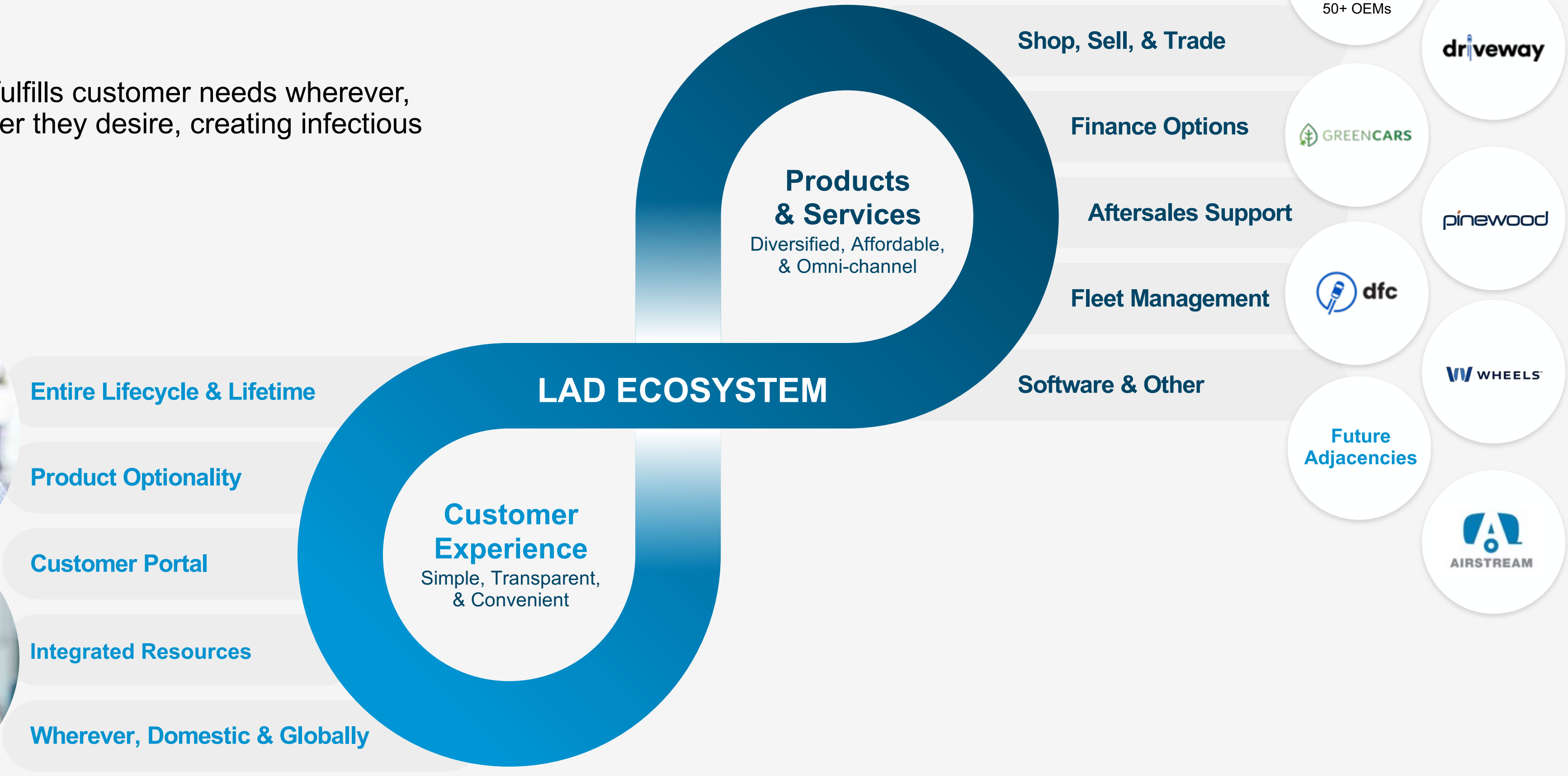
[1] Used vehicles: Assumes traditional new franchise dealers target used vehicles less than six years old. | Public used only retailers target 0-10 year old used vehicles. | Aftersales: Assumes traditional new franchise dealers addressable market limited by utilization of only OEM parts and represents 50% of the market. Source: S&P Mobility US vehicle registrations, Auto care association. | Diversified Mobility Verticals: TTM Sales 2022 - Marine Max, Rush Enterprise, Velocity Vehicle Group, Camping World, Blue Compass | International Expansion: Bilia, AutoCanada, Vertu Motors

[2] Based on Lithia Motors US retail unit sales divided by new and used SAAR.

Lithia & Driveway Ecosystem

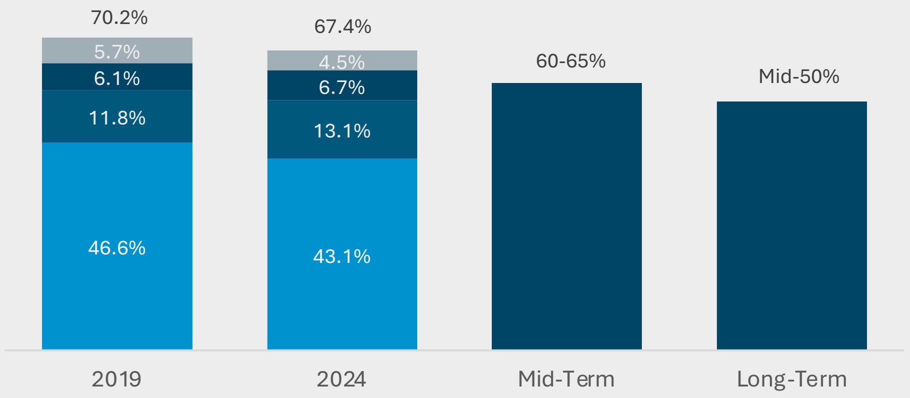
Earning Customers for Life

The LAD Ecosystem fulfills customer needs wherever, whenever, and however they desire, creating infectious customer loyalty.



Operating Results and Efficiency

Improving Operating Efficiency
Adjusted SG&A as a % of Gross Profit



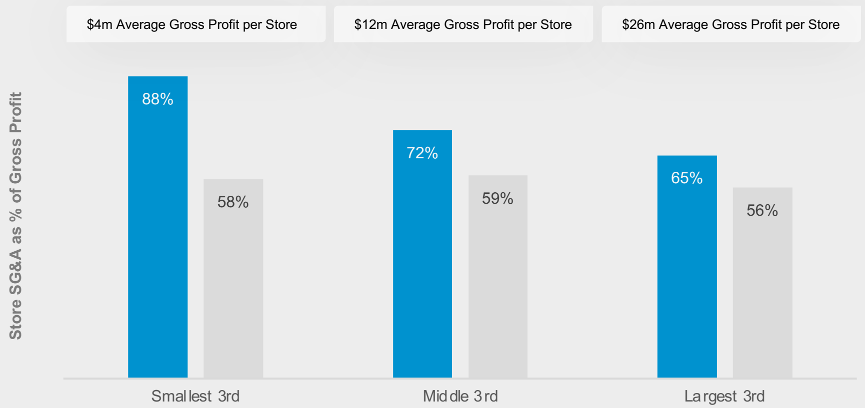
Advertising
Rent and facility costs
Other
Personnel

Increasing scale: As LAD grows, we improve our margins through improved purchasing power, better fixed cost allocation, and greater benefits from organizational learning.

Improving efficiency: Larger scale creates more opportunity to centralize costs, improve team member productivity, and implement best practices across more stores.

Deploying technology: Industry-leading technology such as Pinewood allows LAD to deliver exceptional customer experiences at lower cost.

2024 Vehicle Operations SG&A Performance at a Store Level



Middle 50%
Top 25%

Operating Effectiveness: Larger stores operate more efficiently with lower SG&A as a % of gross profit.

Diversifying Store Size: Growth since 2019 has shifted the average revenue per store from $70 million in 2019 to an average of $80 million in 2024

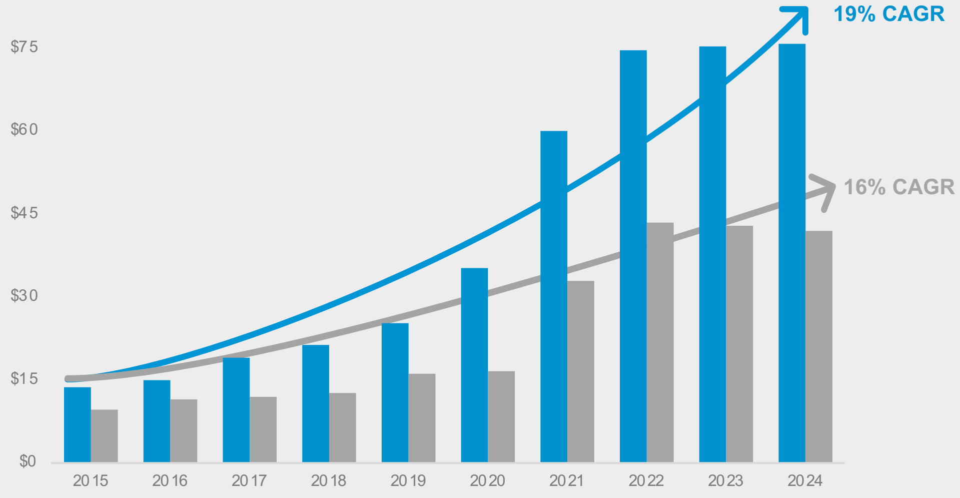
Acquiring in More Profitable Regions: Stores in the South and Southeast operate with structurally higher profitability and remain a focus of our M&A strategy.

Vehicle operations SG&A as % of Gross Profit represents auto merchandising and service operations from franchise locations and excludes Driveway, Greencars, Financing Operations, and other support services. | All other SG&A is reported as "Corporate and Other" in Footnote 19 of the 2024 Form 10-K.

Regenerative Growth Engine

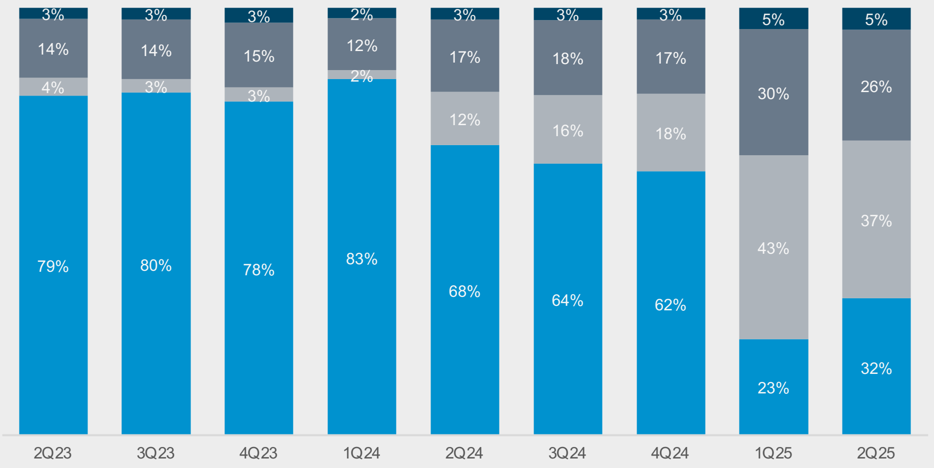
Achieving best-in-class cash flow growth through strategic capital allocation

Free Cash Flow Generation (EBITDA per diluted share)



Takeaway:
- Generates free cash flow through all economic cycles
- Proven integrator of accretive acquisitions; further growing cash flows
- Strategy creates exponential cash flow growth over time on absolute and relative terms

TTM Capital Allocation (Percent of capital allocation)



LAD's Allocation Strategy
- LAD has directed capital towards growth and expansion compared to our peers
- Aim for leverage ratios in range of 2-3X, with goal of achieving IG rating over time
- Share repurchases at parity to acquisitions at current valuations
- During the first six months of 2025, we allocated $266m to share repurchases at an average price of $316 per share

Source: Bloomberg. Franchise Auto Dealers: Asbury, AutoNation, Group 1, Penske, Sonic ; EBITDA per diluted share starting fiscal year end 2015 through fiscal year end 2024.

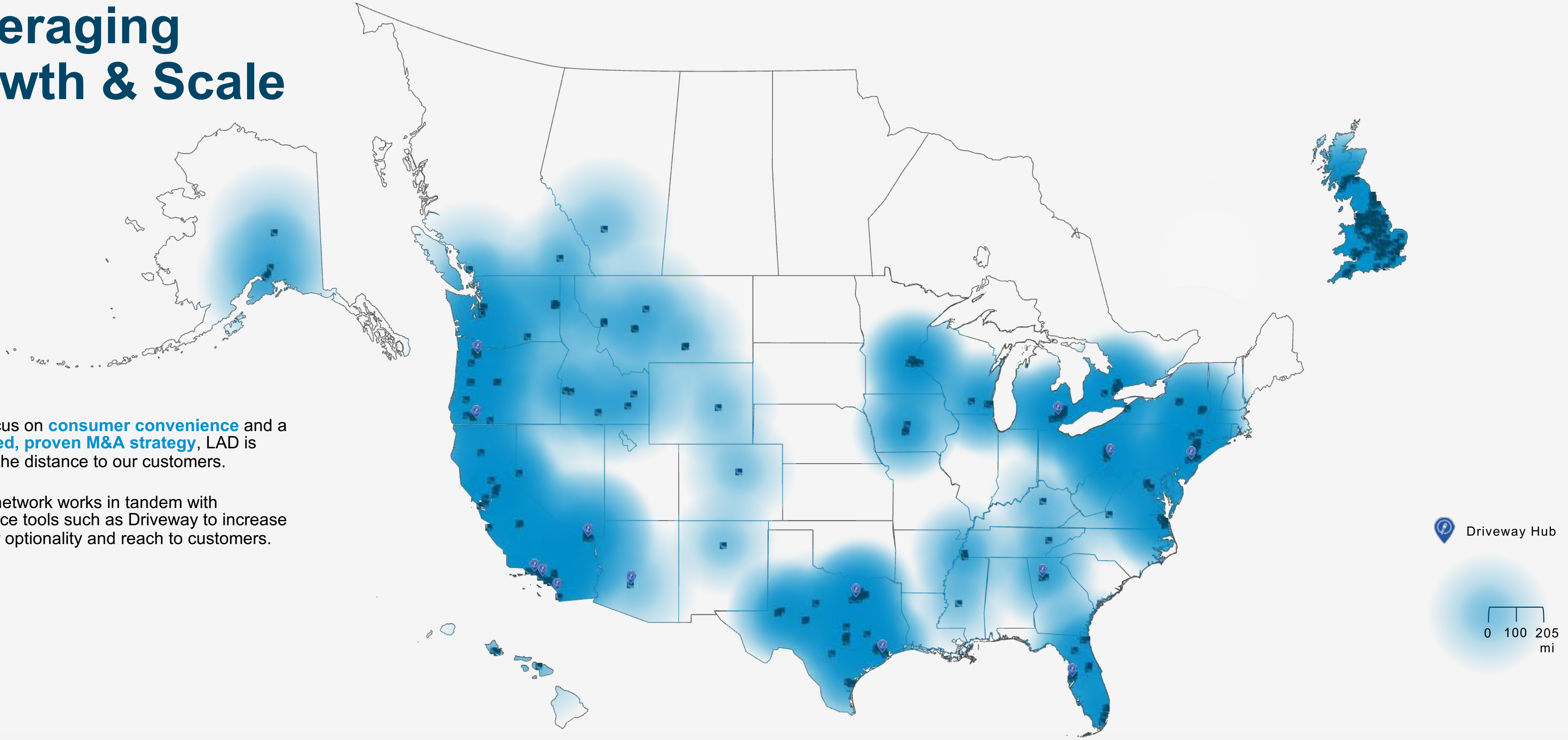
LAD EBITDA equal to Income before income taxes + Floor plan interest expense + Other interest expense + Financing operations interest expense + Depreciation and amortization.

Capital allocation calculated as a percent of total uses of capital (Acquisitions, Share Repurchases, Capex, Cash Dividends, Debt paydown percentages not meaningful). Values in charts rounded and may not add to 100.

Leveraging Growth & Scale

With a focus on **consumer convenience** and a **disciplined, proven M&A strategy**, LAD is reducing the distance to our customers.

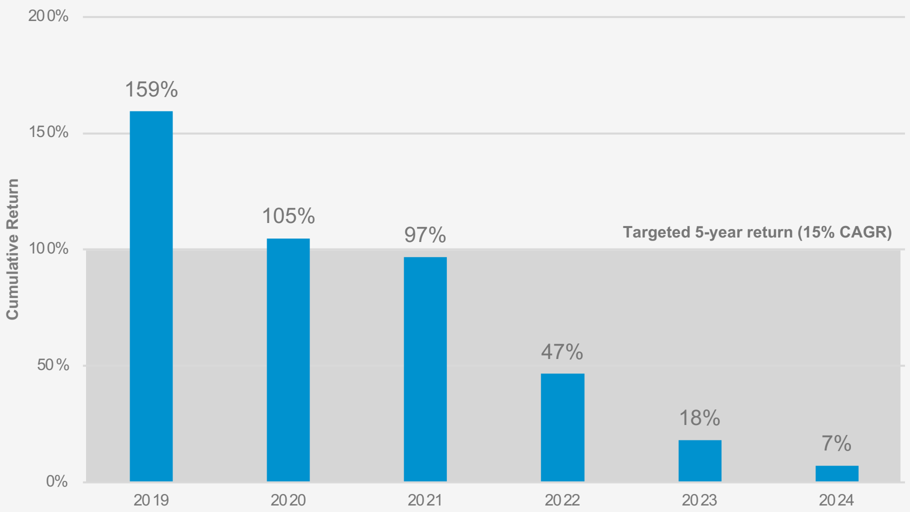
National network works in tandem with eCommerce tools such as Driveway to increase consumer optionality and reach to customers.



~205mi	52	448	135,000+	$1.7B
Miles to Reach 95% of U.S.	OEM Brands	Stores Globally	Retail Vehicles in Inventory	TTM EBITDA

Mergers & Acquisitions

HISTORICAL RETURNS BY VINTAGE

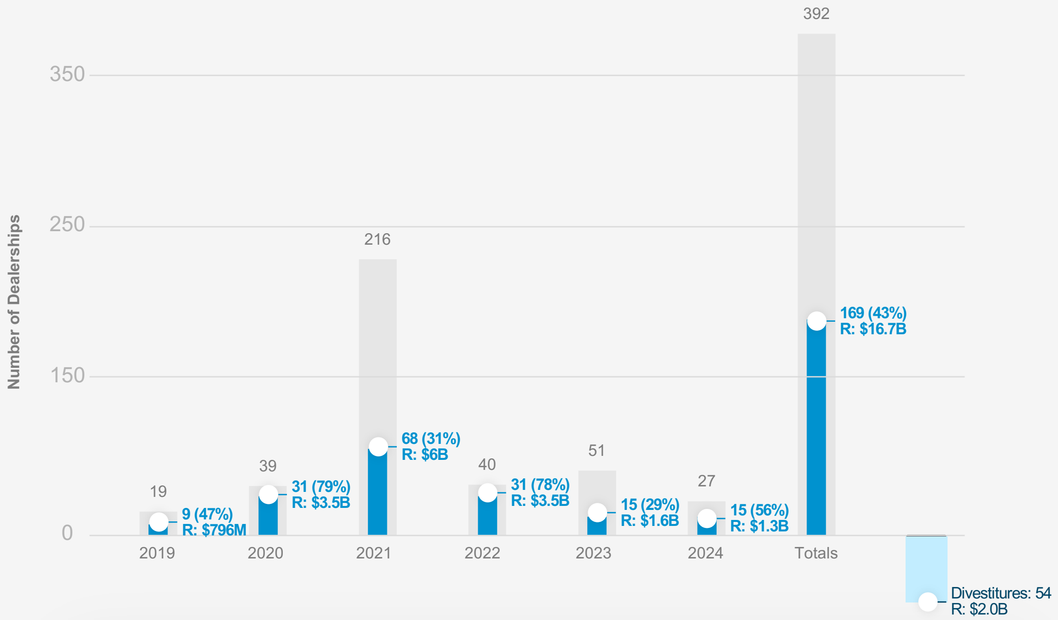


Cumulative Returns from acquisition date to end of 2024[1]

- **Low Risk** – Highly fragmented market; decentralized culture empowers local leadership
- **Track-Record** – Consistent history of acquiring and integrating stores
- **Valuation Discipline** – Consistent hurdle rate framework; cash flow accretive

[1]Note cumulative returns represents total net income from date of acquisition to 2024 divided by total intangibles [goodwill plus franchise value, cash paid at time of purchase].

U.S. PUBLIC DEALERSHIP TRANSACTIONS & ANNUALIZED REVENUES (R) ACQUIRED



LAD %
Public

U.S. Acquisitions

- LAD is making up a large portion of public acquisitions each year. As a result, $5B average annual revenues acquired internationally over the last 4 years.
- 95% success rate over time

Source: Haig Partners, Automotive News, Lithia Motors Inc. | Transaction volume may fluctuate as more buying and selling activity becomes available. | Total Private: 280 in 2019, 305 in 2020, 491 in 2021, 594 in 2022, 516 in 2023, 467 2024.

Driveway Finance Corporation (DFC)

Business Proposition

Serving LAD customers through:
- Variety of financing options
- Integration throughout Lithia platform

Portfolio Design

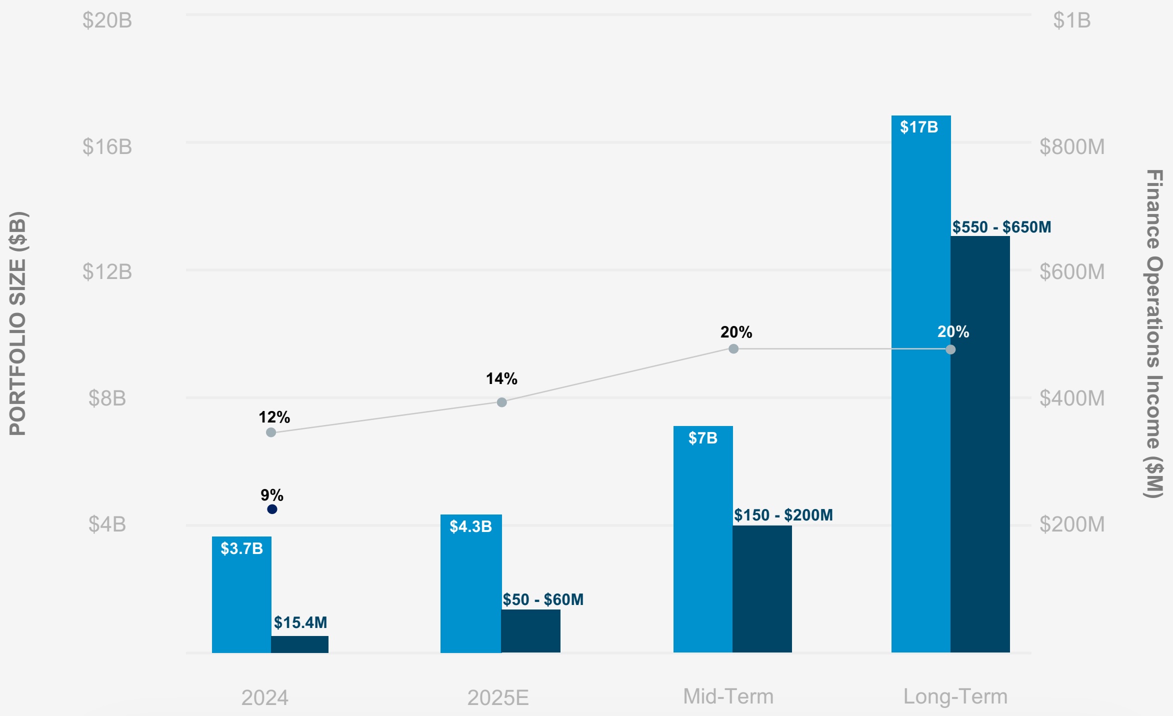
- Full credit spectrum lender
- Focus on prime FICO portfolio profile
- Maximizing risk-adjusted cash flows

Key Business Highlights

- Market opportunity of approximately 310,000+ retail units
- DFC loans are ~3X profitable vs. third-party loans
- Targeting penetration rate of 15-20% of retail units sold

Focus on Consumers

To mitigate consumer economic stress, DFC is:
- Leveraging position at top of funnel
- Moving up in credit quality curve



Transformative profitability differentiation, at maturity

Captive finance returns are consistent through business cycles, diversifying LAD earnings streams

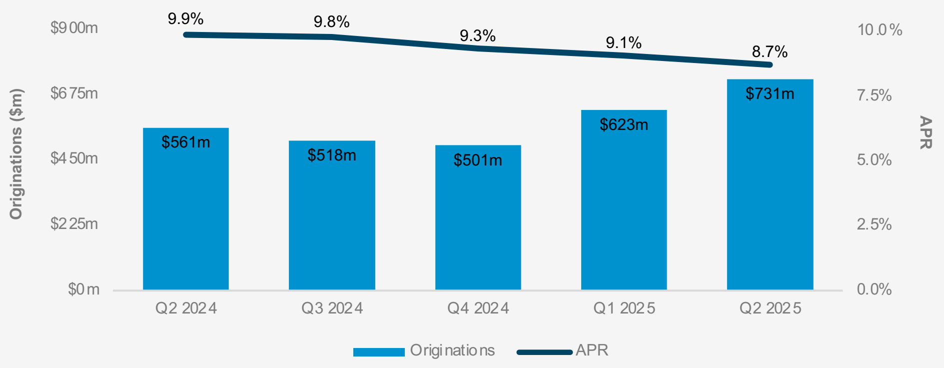
2025 assumptions
- Significant sequential improvements in profitability
- Continued increases in penetration
- Net interest margin above 400bps
- Decreasing provision rate
- SG&A approaching 1%

Long-term assumptions
- Portfolio fully seasoned
- 20% penetration across Lithia's long-term revenue base
- Full deployment of loan and lease offerings across all material geographies and verticals

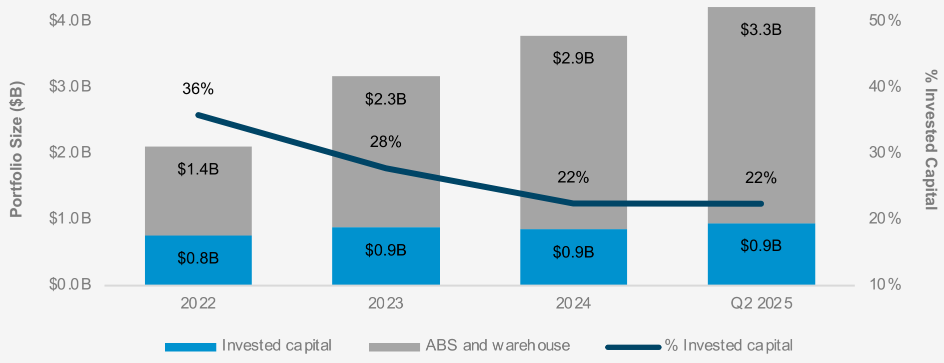
Portfolio Size ($B) | Finance Operations Income ($M) | US Penetration Rate | Global Penetration Rate

Driveway Finance Corporation (DFC)

UNDERWRITING METRICS



PORTFOLIO SIZE AND INVESTED CAPITAL



Disciplined Credit Risk Strategy

Underwriting: Restricting credit policy exceptions

Risk management: Increasing down payment requirements

Data: Enhancing credit models with alternative data sources

Credit Quality: Average origination FICO of 747

Credit Losses: Closely monitoring early warning signs

Progressing Toward Capital Self-Sufficiency

ABS: Developing track record as seasoned issuer in ABS market through quarterly issuances

Warehouse: $1.75B in warehouse capacity with maturities in 2026

Operations: Growing portfolio generates significant cash through recurring principal, interest payments, & early pay-offs

YoY Improvement in ABS Deal Structure

Compared to LADAR 24-1[1] transaction, LADAR 25-1 reflects material structural improvements, improving capital efficiency

Weighted average APR % increased 44bps

Portfolio life net charge-offs (CNL) assumed by rating agencies decreased by 75bps

Initial overcollateralization requirement decreased by 270bps

[1] LADAR YY-# - ABS offering by year/offering number issued by DFC.

Future Growth

Diversified. Dynamic. Profitable.

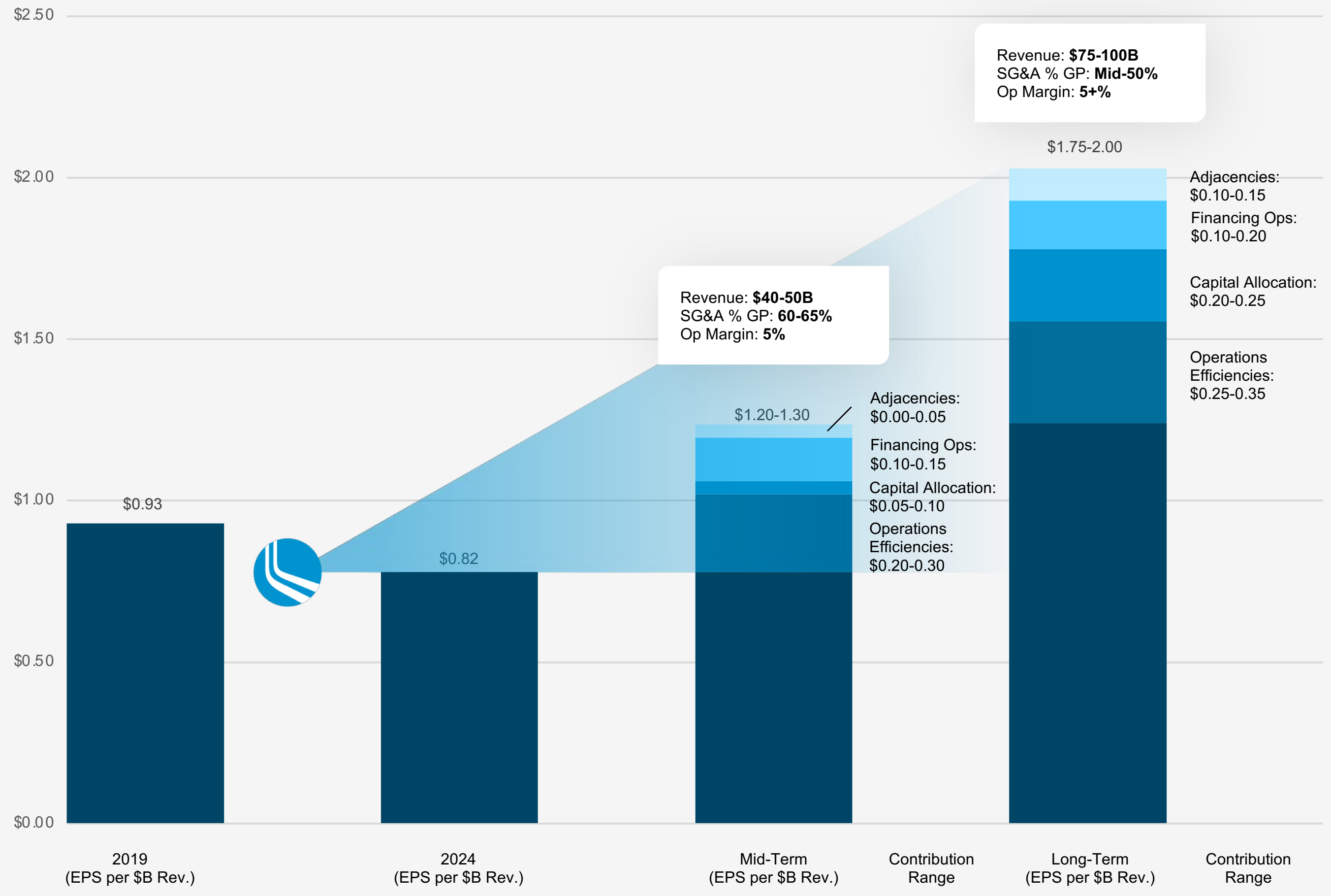
Leveraging our platform for growth and scale in revenue and EPS.

Operations Efficiencies
Financing Ops
Capital Allocation
New Adjacencies

Competitive Advantage

- ✓ Regenerative Growth Engine - $1.7b+ EBITDA
  - Core operations
  - Financing Ops
  - M&A
  - Reinvestments
  - Share buybacks and dividends
  - 2-3x leverage
- ✓ Customer Ecosystem and Ownership Lifecycle
  - Driveway and GreenCars
  - Sales, sourcing, service, financing, insurance, and fleet management
  - Product optionality
  - Customer experience
- ✓ Leveraging Growth & Scale
  - Diverse synergistic portfolio
  - Close proximity to end markets
  - Disciplined cost structure
  - Strong performance management

EPS PER BILLION: PATH TO $2+



LAD Over the Years

The pragmatic disrupter with a proven multifaceted success strategy, uniquely and competitively leading the modernization of personal transportation by providing consumers solutions wherever, whenever, and however they desire.

1 Store — **$150 Million** — **$3.3 Billion** — **$12.7 Billion** — **$22.8 Billion** — **$31 Billion** (~500 Stores) — **$50 Billion** — **$75-100 Billion** ($2 EPS per billion in Revs)

1946

Walt DeBoer founded Lithia Motors in 1946 as a Chrysler-Plymouth-Dodge dealership in Ashland, Oregon.

1996

Walt's son Sid took over in 1968 and grew to 5 locations and 19 franchises in Southern Oregon. In December 1996, the collection of stores transformed into Lithia Motors Inc., **a publicly traded company (NYSE: LAD).**

2012

In May 2012, Bryan DeBoer became CEO, accelerating company growth. That same year, we launched our captive finance company, now known as DFC.

2019

In July 2020, LAD announced 5-year plan to profitably consolidate.

2020

Driveway.com and GreenCars.com launched.

2023

During this exciting year for growth, LAD became one of the largest new automotive retailers in North America based on revenues. Simultaneously, we entered the UK market.

2024

Completed Pendragon transaction establishing a strategic partnership with Pinewood Technologies, adding a UK fleet management company and rounding out our UK automotive retail network.

Entered a strategic investment with Wheels, one of North America's largest fleet management companies.

Mid-Term

LAD looks to complete our US dealership footprint to obtain 2.5% new vehicle US market share. This includes offering Driveway.com as an in-service product to help drive conquest of market share.

Long-Term

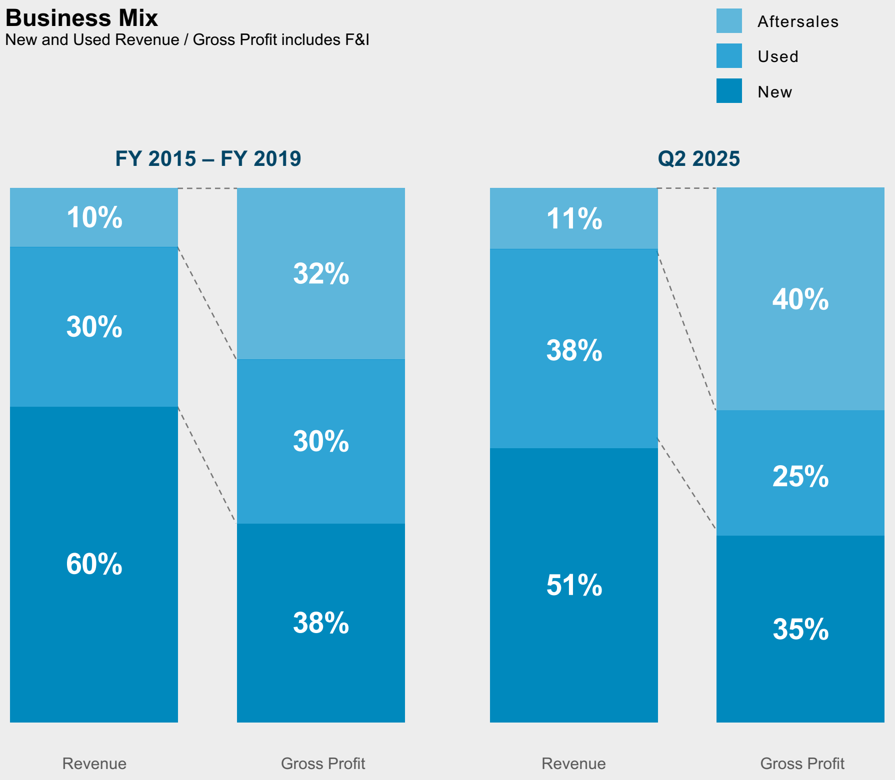
LAD continues to evolve our business as the majority of vehicles become zero-emission. We plan to reach 5%+ of new vehicle US market share as well as grow into new verticals and international locations.

Appendix

Resilient Business Model

Profitable business with diversified brand mix, geographic mix and multiple earnings streams

Business Mix
New and Used Revenue / Gross Profit includes F&I



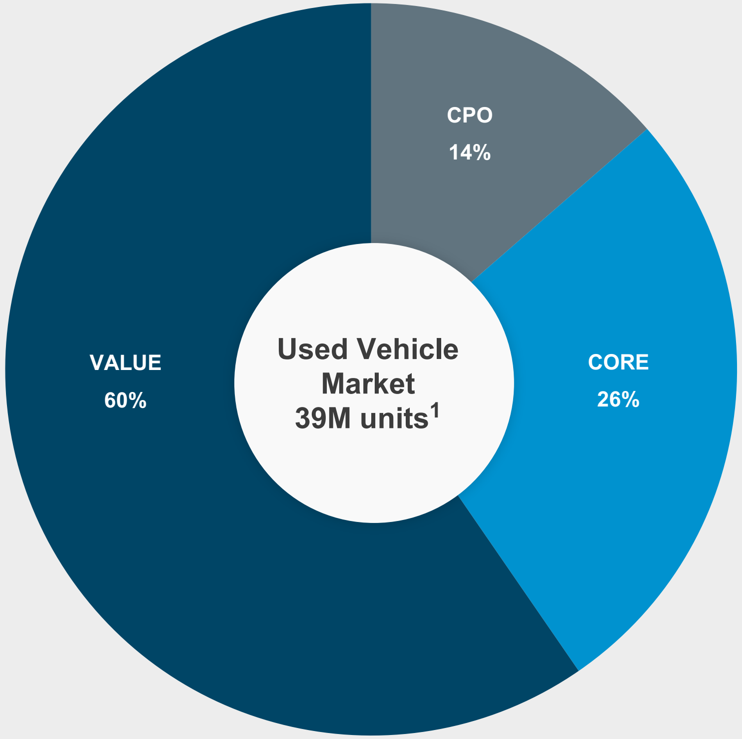
New Vehicle Mix

Segment	Segment %[4]	Brand	Brand Revenue	Brand Unit Sales
Import	42%	Honda	13%	16%
		Toyota	12%	14%
		Hyundai	6%	8%
		Subaru	4%	6%
		KIA	3%	4%
		Nissan	1%	1%
		Other Imports [1]	3%	5%
Luxury	32%	BMW/MINI	9%	7%
		Audi	5%	5%
		Lexus	3%	3%
		Acura	3%	3%
		Mercedes	3%	2%
		Porsche	4%	1%
		Jaguar/Land Rover	3%	1%
		Other Luxury [2]	2%	1%
Domestic	26%	Ford	11%	11%
		Stellantis	8%	6%
		GM	7%	6%
		Other Domestic [3]	<1%	<1%

For the three-months ending June 30, 2025. Includes Lithia UK and Canadian OEMs.
[1] Other import brands include VW and Mazda.
[2] Other luxury brands include Infiniti, Lamborghini, Genesis, Volvo, Rolls-Royce, McLaren, Bently, Ferrari, Maserati, Aston Martin, INEOS, Pagani.
[3] Other domestic brands include Harley-Davidson, Airstream.
[4] Segment % is based on total revenue by brand.

Used Vehicle Marketplace

Focus on broad used vehicle spectrum addresses largest proportion of used vehicle TAM of any retailer



Q2 2025 Same Store Metrics

	Average Selling Price	% Mix	ROI [2]
CPO	$36,763	18%	56%
Core [3]	$29,093	60%	70%
Value Autos	$14,864	22%	138%

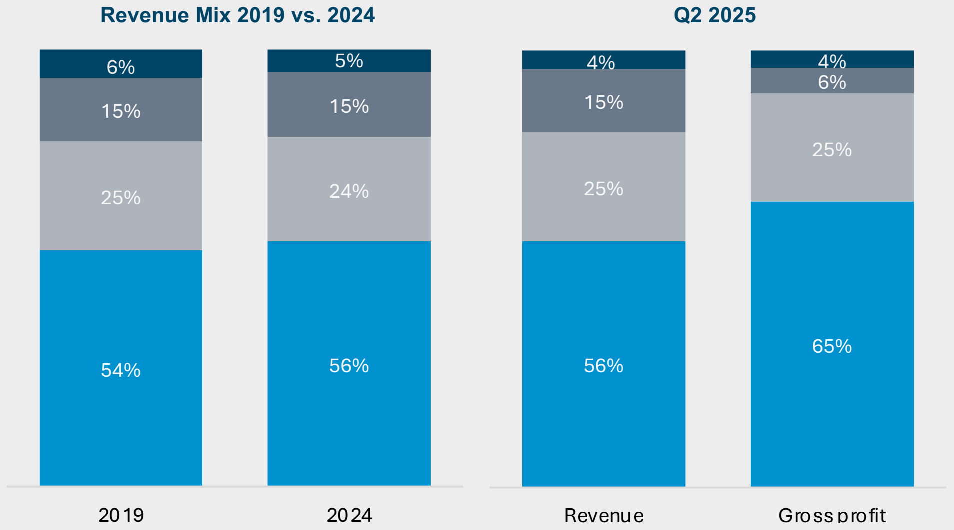
- Inventory procurement and reconditioning are critical. Network growth supercharges ability to procure, distributed network allows it turn faster
- LAD retails vehicles up to 20 years old
- Value autos are highest gross margin and fastest in normalized environment
- ~70% of LAD's used vehicle inventory procured from consumers

1 TTM S&P Global Mobility US used vehicle registration data grouped by vehicle age (CPO 0-3 years, Core 4-8 years, Value Autos 9+ years).
2 Non-GAAP actual results. ROI defined as (Deal Gross Profit / Cost of Sales) x (365 / Days to Turn) for North American operations only.
3 Core includes 1-3 year old vehicles with less than 40,000 miles.

Aftersales Profitability and Retention

Aftersales is a stable, diverse business generating a 21% 10-year gross profit CAGR*

Same Store Aftersales



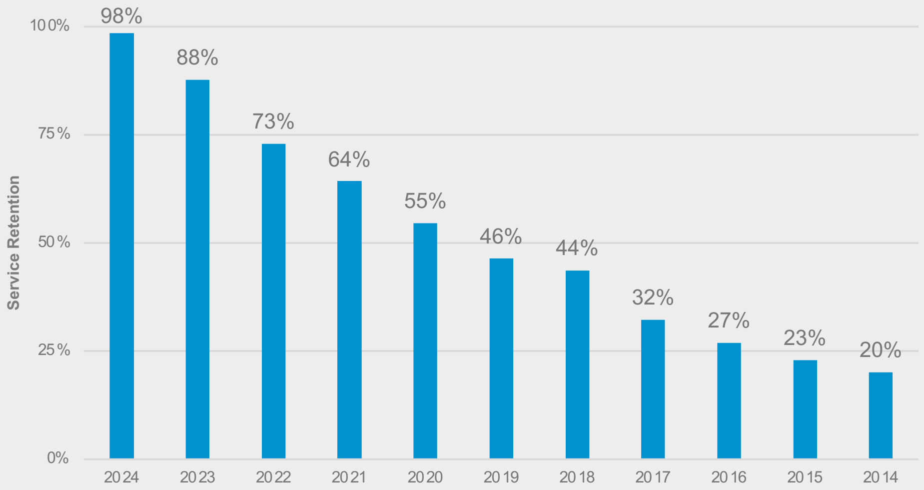
Collision center
Parts wholesale
Warranty
Customer pay

High margins: Aftersales margins have demonstrated positive same store growth over time, increasing from 50% in 2019 and are anticipated to deliver 55% to 58% in 2025.

Growth opportunity: LAD anticipates significant same store growth opportunity due to ongoing organic growth and market share capture.

Vehicle Service Continuum: Expanding into the used vehicle market creates synergies between sales and service departments, ensuring a balanced inventory of high-turn vehicles that fuels both sales and service revenue.

Aftersales Service Retention by Model Year (2024)



Consistent Revenue Stream: LAD generates repeat high-margin business throughout the customer lifecycle by retaining over half of customers who've purchased a vehicle from us, ensuring a steady flow of service revenue.

Increased Loyalty: Customers who return for service are more likely to become repeat buyers, offering valuable trade-in opportunities and creating avenues for cross-selling, such as prepaid service plans and extended vehicle warranties.

Bay Utilization: Retention drives consistent service bay activity, maximizing cash flow and providing a competitive edge over independent service providers.

*10-year CAGRs starting fiscal year end 2015 through fiscal year end 2024.

Service Retention defined as customers within market who have previously purchased a vehicle from LAD and have returned for service within the past 12 months.US operations only.

Driveway

driveway

Shop

Customers purchased 90,000 vehicles through our digital ecosystem throughout the first six months of 2025.

Sell/Trade

Driveway's ecosystem benefits create flywheel effects as customers trade-in and return the LAD for future purchases.

Finance

Approximately half of Driveway sales are financed through DFC, over 3x the financing penetration rate of physical store sales.

Service

Driveway increases the reach of our aftersales business and promote brand loyalty across the LAD ecosystem.

Profitability

Ecosystem Reach

Driveway.com generated an average of **1.3 million unique visitors** per month in Q2 2025.

ESG AT LITHIA & DRIVEWAY

Driving Positive Change

ENVIRONMENTAL GOALS

Increase GreenCars on the Road

Operate Sustainable Stores

Extend Vehicle Lifecycles

SOCIAL GOALS

Strengthen Our Communities

Maximize Team Member Health, Wellness & Safety

Champion a High-Performance, Diverse & Inclusive Culture

CORE VALUES

Earn Customers for Life
Create welcoming and trustworthy experiences for our customers

Improve Constantly
Champion one another's growth to achieve more together

Take Personal Ownership
Enjoy the freedom to make the right choices and own our results

Have Fun!
Connect as a team through celebration, positivity, passion, and purpose

Corporate Sustainability Website > | Climate-Related Financial Disclosures >

2025 Financial Outlook

Key Same Store Metrics

	2025 Outlook	Q2 2025	Q1 2025	Q4 2024	Q3 2024	FY2019
New vehicle retail gross profit per unit	$2,800 - $3,000	$3,175	$3,046	$3,082	$3,188	$2,138
Used vehicle retail gross profit per unit	$1,800 - $2,000	$1,900	$1,877	$1,959	$2,136	$2,163
Finance and insurance gross profit per unit	$1,800 - $2,000	$1,841	$1,881	$2,005	$1,982	$1,486
Total vehicle gross profit per unit	**$4,150 - $4,350**	**$4,318**	**$4,301**	**$4,535**	**$4,631**	**$3,646**
New vehicle retail units year-over-year	Low single digits	2.0%	3.6%	7.4%	2.0%	-3.3%
Used vehicle retail units year-over-year	Low single digits	3.9%	-0.4%	-4.3%	-9.6%	12.3%
Aftersales revenues year-over-year	Mid single digits	8.5%	2.4%	3.4%	5.1%	7.4%
Aftersales gross margin	55.0% - 58.0%	57.8%	57.8%	55.8%	56.0%	50.5%
Adjusted SG&A as a % of gross profit	**66.0% - 68.0%**	**67.7%**	**68.2%**	**66.3%**	**66.0%**	**70.6%**

Same Store results | Total company Adjusted SG&A as a % of gross profit.
2025 Outlook metrics include the same store impacts of Lithia UK acquisitions beginning in Q1.
Q2 2025 results reflect the impact of the Q2 2024 CDK cybersecurity incident.

Supplemental Information

2025 Quarterly Income Statement

$M	YTD 2025	Q4 2025	Q3 2025	Q2 2025	Q1 2025	FY2024	Q4 2024	Q3 2024	Q2 2024	Q1 2024
New vehicle retail	**8,878.6**			4,498.4	4,380.2	**17,553.8**	4,705.9	4,430.0	4,403.7	4,014.1
Used vehicle retail	**6,013.9**			3,094.8	2,919.1	**11,268.6**	2,638.5	2,843.3	2,986.0	2,800.8
Used vehicle wholesale	**714.1**			383.1	331.0	**1,359.0**	340.9	390.9	289.5	337.7
Finance and insurance	**738.1**			373.8	364.3	**1,417.7**	355.8	360.4	360.9	340.6
Aftersales	**2,002.5**			1,023.4	979.1	**3,801.5**	925.2	1,012.8	950.7	912.8
Fleet and other	**414.0**			209.5	204.6	**787.7**	207.2	183.6	241.0	155.8
Total Revenues	**$18,761.2**			**$9,583.0**	**$9,178.3**	**$36,188.1**	**$9,173.5**	**$9,221.0**	**$9,231.8**	**$8,561.8**
New vehicle retail	**576.9**			299.5	277.4	**1,229.7**	307.2	306.4	320.8	295.3
Used vehicle retail	**398.2**			208.3	189.9	**728.7**	161.5	188.9	195.6	182.7
Used vehicle wholesale	**(5.0)**			(3.4)	(1.6)	**(6.2)**	(3.6)	(2.1)	0.5	(1.0)
Finance and insurance	**738.1**			373.8	364.3	**1,417.7**	355.8	360.4	360.9	340.6
Aftersales	**1,151.8**			590.3	561.5	**2,123.0**	531.7	559.8	529.4	502.0
Fleet and other	**35.5**			16.6	18.9	**68.2**	18.9	17.0	16.7	15.6
Gross Profit	**$2,895.5**			**$1,485.1**	**$1,410.4**	**$5,561.0**	**$1,371.5**	**$1,430.4**	**$1,423.9**	**$1,335.2**
Finance operations income (loss)	**32.6**			20.1	12.5	**8.4**	4.3	(1.4)	7.2	(1.7)
Selling, general, and administrative	**1,967.4**			1,014.7	952.7	**3,755.2**	902.1	943.6	975.2	934.3
Depreciations and Amortization	**129.0**			65.2	63.9	**245.6**	62.1	63.5	62.3	57.8
Operating Income	**$831.6**			**$425.3**	**$406.3**	**$1,568.5**	**$411.6**	**$421.9**	**$393.6**	**$341.4**
Floor Plan Interest Expense	**(112.0)**			(55.0)	(57.1)	**(278.8)**	(64.8)	(76.6)	(76.6)	(60.7)
Other Interest Expense	**(132.2)**			(66.7)	(65.5)	**(257.8)**	(68.4)	(64.5)	(61.2)	(63.6)
Other Income (expense) net	**49.3**			48.5	0.8	**39.3**	3.9	5.1	27.0	3.5
Income before income taxes	**$636.7**			**$352.1**	**$284.5**	**$1,071.6**	**$282.3**	**$285.9**	**$282.8**	**$220.6**
Income tax provision	**(167.3)**			(93.9)	(73.3)	**(255.1)**	(68.6)	(64.7)	(66.2)	(55.6)
Net Income	**469.4**			258.2	211.2	**816.3**	213.7	221.2	216.6	165.0
Net Income attributable to non-controlling interests	**(3.8)**			(2.1)	(1.7)	**(19.6)**	(1.0)	(13.8)	(2.4)	(2.4)
Net Income attributable to LAD	**$465.6**			**$256.1**	**$209.5**	**$796.9**	**$212.7**	**$207.4**	**$214.2**	**$162.6**

Sum of QTD may not equal YTD due to rounding
Previously issued financial statements for the year ended December 31, 2024 have been retrospectively restated. Refer to condensed notes to consolidated financial statements for more information.

Supplemental Information

2025 Adjusted non-GAAP Income Statement

	YTD 2025	Net gain on disposal of stores		Insurance Reserves		Acquisition expenses		Tax attribute		YTD 2025
$M, except for per share amounts	**As Reported**	**Q1**	**Q2**	**Q1**	**Q2**	**Q1**	**Q2**	**Q1**	**Q2**	**Adjusted**
Selling, general and administrative	1,967.4	9.4	(7.2)	(0.4)	(2.4)	(0.2)	(0.1)	—	—	1,966.5
Operating income	831.6	(9.4)	7.2	0.4	2.4	0.2	0.1	—	—	832.5
Income before income taxes	636.7	(9.4)	7.2	0.4	2.4	0.2	0.1	—	—	637.6
Income tax (provision) benefit	(167.3)	2.4	1.8	(0.1)	(0.6)	—	—	(1.0)	(1.3)	(166.1)
Net income	$469.4	(7.0)	9.0	0.3	1.8	0.2	0.1	(1.0)	(1.3)	$471.5
Net income attributable to non-controlling interests	(3.8)	—	—	—	—	—	—	—	—	(3.8)
Net income attributable to LAD	$465.6	(7.0)	9.0	0.3	1.8	0.2	0.1	(1.0)	(1.3)	$467.7
Diluted earnings per share attributable to LAD	$17.80	$(0.25)	$0.35	$0,01	$0.07	—	—	$(0.04)	$(0.05)	$17.88
Diluted share count	26.2									

Supplemental Information

2024 Adjusted non-GAAP Income Statement

	FY 2024	Net loss (gain) on disposal of stores		Insurance reserves	Acquisition expenses				Premium on Redeemable NCI Buyout	Tax attributes			FY 2024
$M, except for per share amounts	As Reported	Q3	Q4	Q2	Q1	Q2	Q3	Q4	Q3	Q2	Q3	Q4	Adjusted
Selling, general and administrative	3,755.2	0.3	7.9	(6.1)	(7.7)	(1.8)	(0.2)	(0.3)	—	—	—	—	3,747.3
Operating income	1,568.6	(0.3)	(7.9)	6.1	7.7	1.8	0.2	0.3	—	—	—	—	1,576.5
Income before income taxes	1,071.3	(0.3)	(7.9)	6.1	7.7	1.8	0.2	0.3	—	—	—	—	1,079.2
Income tax (provision) benefit	(255.0)	0.1	4.0	(1.6)	(1.6)	1.3	(0.1)	(0.1)	—	(7.6)	(0.5)	(5.0)	(266.1)
Net income	$816.3	(0.2)	(3.9)	4.5	6.1	3.1	0.1	0.2	—	(7.6)	(0.5)	(5.0)	$813.1
Net income attributable to non-controlling interests	(19.6)	—	—	—	—	—	—	—	11.6	—	—	—	(8.0)
Net income attributable to LAD	$796.7	(0.2)	(3.9)	4.5	6.1	3.1	0.1	0.2	11.6	(7.6)	(0.5)	(5.0)	$805.1
Diluted earnings per share	$29.45	$(0.01)	$(0.14)	$0.17	$0.22	$0.11	$—	$0.01	$0.43	$(0.28)	$(0.01)	$(0.19)	$29.76
Diluted share count	27.1												

Supplemental Information

EBITDA, Adjusted EBITDA, and Net Debt

$M	YTD 2025	FY2024	FY2023	FY2022	FY2021
Net Income	469.4	816.3	1,011.7	1,261.6	1,062.7
Add: Flooring interest expense	112.0	278.8	150.9	38.8	22.3
Add: Other interest expense	132.2	257.8	201.2	129.1	103.4
Add: Financing operations interest expense	97.9	200.5	170.5	52.2	4.8
Add: Income tax expense	167.3	255.0	350.6	468.4	422.1
Add: Depreciation and amortization	129.0	245.6	195.8	163.2	124.8
EBITDA	**$1,107.8**	**$2,054.0**	**$2,080.7**	**$2,113.3**	**$1,740.1**
Less: Flooring interest expense	(112.0)	(278.8)	(150.9)	(38.8)	(22.3)
Less: Financing operations interest expense	(97.9)	(200.5)	(170.5)	(52.2)	(4.8)
Less: Used vehicle line of credit interest	(7.5)	(24.2)	(19.6)	(9.6)	(0.1)
Add: Acquisition expenses	0.3	10.0	27.2	15.0	20.2
Add (Less): Loss (Gain) on divestitures	(2.2)	(8.2)	(31.2)	(66.0)	—
Add: Insurance reserves	2.8	6.1	5.4	4.9	5.8
Add: Loss on redemption of senior notes	—	—	—	—	10.3
Add: Asset impairments	—	—	—	—	1.9
Add: Contract buyouts	—	—	14.3	—	—
Adjusted EBITDA	**$891.3**	**$1,558.4**	**$1,755.4**	**$1,966.6**	**$1,751.1**
Total Debt	13,690.2	13,265.7	10,900.5	7,647.5	4,599.5
Less: Floor plan related debt	(5,899.3)	(5,878.4)	(4,538.3)	(2,993.8)	(1,690.1)
Less: Financing operations related debt	(3,283.0)	(2,943.3)	(2,292.6)	(1,352.2)	(407.6)
Less: Unrestricted cash and cash equivalents	(202.8)	(225.1)	(825.0)	(168.1)	(153.0)
Less: Marketable securities	(52.1)	(53.4)	—	—	—
Less: Availability on used vehicle and service loaner financing facilities	(29.9)	(23.3)	(25.5)	(17.9)	(267.4)
Net Debt	**$4,223.1**	**$4,142.2**	**$3,219.1**	**$3,115.5**	**$2,081.4**

Investment losses (gains) no longer included in Adjusted EBITDA calculation.

Thank You