

Lithia & Driveway Investor Presentation

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,” “goal,” “strategy,” “future,” “maintain,” and “continue” or the negative of these terms or other comparable terms. Examples of forward-looking statements in this presentation include statements regarding our future financial condition, liquidity, results of operations, future business strategy and plans, and expected growth and performance.

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, tariffs, governmental actions, 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
- 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

All “adjusted” financial measures in this presentation are non-GAAP financial measures, as are EBITDA 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. We caution you not to place undue reliance on such non-GAAP measures and to consider them together 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 release. 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.

Consistent Growth and Returns Over Time

LAD's unique strategy consistently delivers industry-leading earnings and shareholder returns.



+368%

Revenue Growth
17% 10-year CAGR



+356%

Adjusted EPS Growth
16% 10-year CAGR



+517%

EBITDA per share Growth
20% 10-year CAGR



Key Highlights



Broad Customer Ecosystem

Our omnichannel strategy is uniquely positioned as the world's largest auto retailer providing customers access to a complete ecosystem of physical, digital and financial products to drive organic growth.

01



Operating Excellence

Our resilient and diversified model spans the vehicle ownership lifecycle from new and used vehicles, aftersales, and financing, leveraging the ecosystem to improve efficiency and produce earnings through each economic cycle.

02



Differentiated Model

Our captive finance company, Driveway Finance Corporation (DFC), along with other adjacent businesses such as fleet management, deliver high-quality earnings growth.

03



Regenerative Capital Engine

Our consistent free cash flow creates flexibility to compound shareholder value over time, with a balanced mix of accretive acquisitions, opportunistic share repurchases, and reinvestment, while maintaining balanced leverage.

04

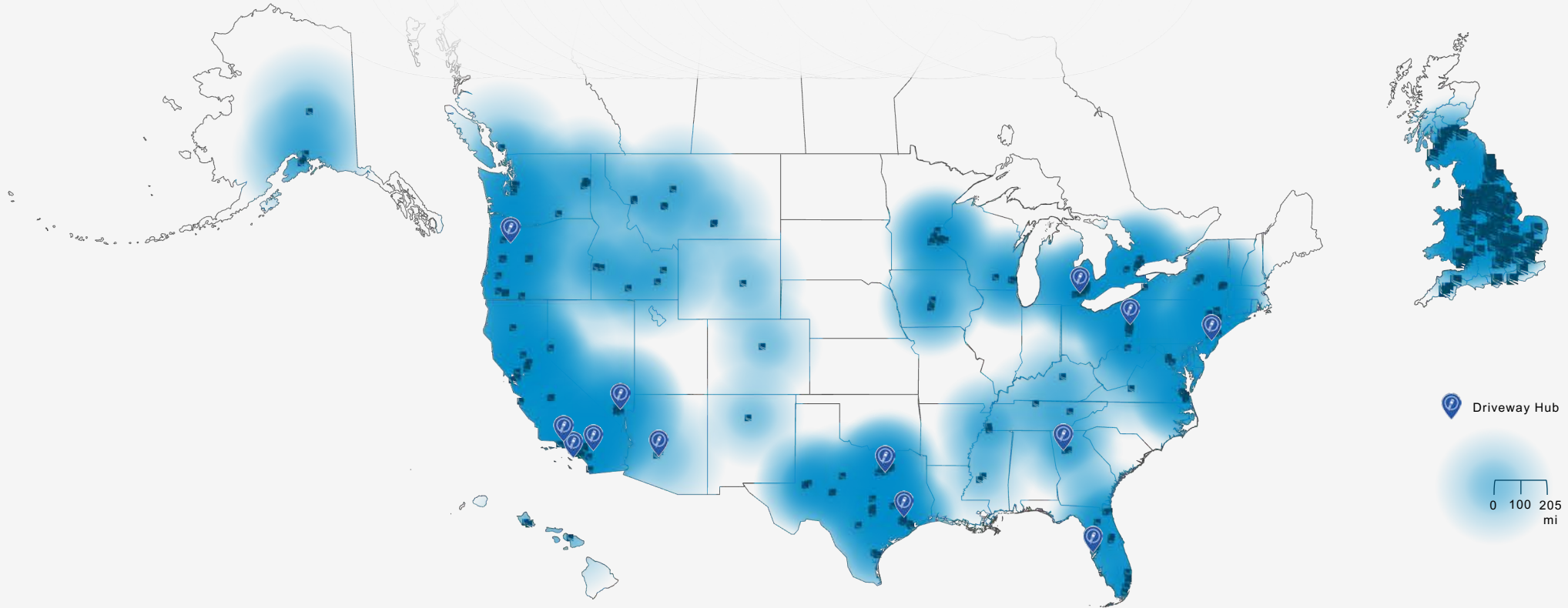
Diversified, Dynamic, and Profitable Growth

Complementary growth engines compound into durable, multi-year EPS expansion.



Brand Network With Global Reach

We're increasing consumer optionality through class-leading scale and diverse geographies.



~205mi

Miles to Reach 95% of U.S.

57

OEM Brands

465

Stores Globally

160,000+

Retail Vehicles in Inventory

\$1.6B

TTM EBITDA

One company. Every offering.

LAD is the only operator covering every layer of the vehicle ownership lifecycle, which is the foundation for compounding customer experiences and capital-efficient growth.

	Lithia & Driveway 	Public Franchised Peers	E-commerce Retailers
New Vehicle Retail 50+ OEM franchises across 450+ stores	Full All segments	Full All segments	None Primarily used only
Used Vehicle and Online Home delivery, trade-in	Full Driveway.com	Partial Peer-specific	Partial Limited physical stores
Captive Financing Origination + ABS securitization	Full \$5 billion book	Partial Primarily 3 rd party	Full In-house financing
Aftersales and Service Recurring, high-margin lifetime revenue	Full 43% of gross profit	Full Dealer-based services	None No customer offerings
EV and Sustainability Platform Education + inventory + infrastructure	Full GreenCars.com	None No dedicated brand	Partial Filter only
Fleet & Adjacencies Complementary business lines	Full Multiple business lines	Partial Varies by group	None Consumer only
National Network Density Physical presence within 95% of US pop.	Full Largest national network	Partial Varying geographic reach	Partial Various locations



Differentiated, Resilient Business Model

Multiple earnings streams, broad spectrum of brands, and geographic mix power earnings growth.



New Vehicles

New vehicle sales anchor LAD's ecosystem and serve as the primary entry point into lifetime customer relationships. A diversified portfolio of 50+ OEM franchises across import, domestic and luxury brands feed the customer funnel, creating downstream trade-ins, F&I sales, opportunity for Driveway Finance, and a multi-year aftersales annuity.



Used Vehicles

LAD's used vehicle business is segmented across Certified Pre-Owned, Core, and Value Auto, allowing us to serve customers across every price point and age profile. Value Auto, which targets vehicles up to 20 years old, expands our addressable market well beyond the traditional franchise dealer playbook and delivers high returns on investment while driving traffic to our stores and digital channels.



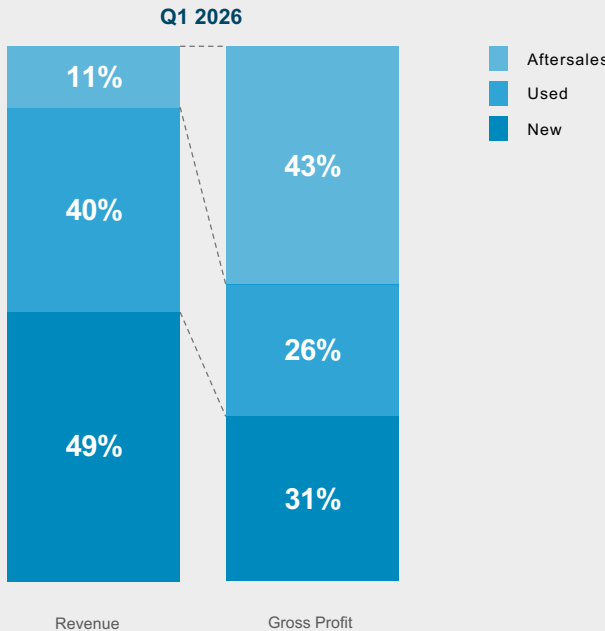
Aftersales

Aftersales has grown from 31% to 43% of gross profit since 2016, becoming LAD's single largest profit contributor. This high-margin, recurring annuity compounds as our installed base of sold vehicles grows, and it is reinforced by industry tailwinds including an older fleet and increasing vehicle complexity, along with our scale advantages.

- ✓ Gross margins have expanded from 50% in 2019 to 58% in 2025
- ✓ 22% 10-year gross profit per share CAGR
- ✓ Steady, multi-year annuity increases customer attachment

BUSINESS MIX

New and Used Revenue / Gross Profit includes F&I



Improving Operating Efficiency

SG&A efficiency increases operating leverage and powers earnings growth.



Increase Scale

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



Improve Efficiency

Greater scale creates opportunities to centralize costs, improve team member productivity, and implement proven best practices across more stores, with benefits compounding as the network grows.



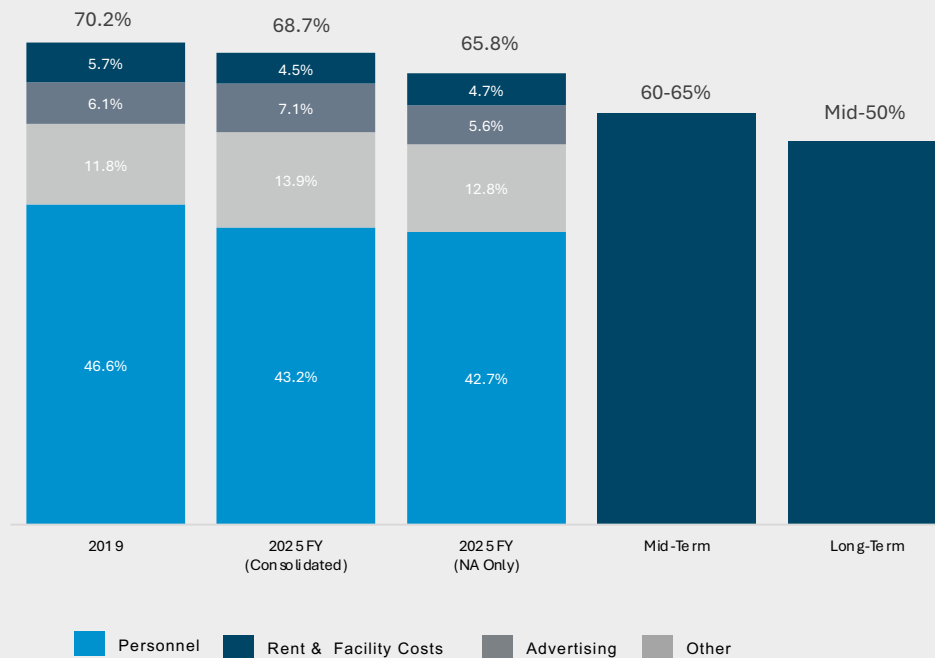
Deploy Technology

Industry-leading technology, including our Pinewood AI dealer management system, allows LAD to deliver exceptional customer experiences while reducing cost to serve across sales, service, and back-office operations.

Pinewood.AI

LAD's strategic partnership with Pinewood.AI will support deploying the cloud-native Pinewood Automotive Intelligence™ platform across US stores by the end of 2028. The platform consolidates sales, aftersales, accounting, and CRM into a single system, simplifying our technology stack, automating back-office workflows, and accelerating our progress toward our long-term SG&A targets.

ADJUSTED SG&A AS A % OF GROSS PROFIT



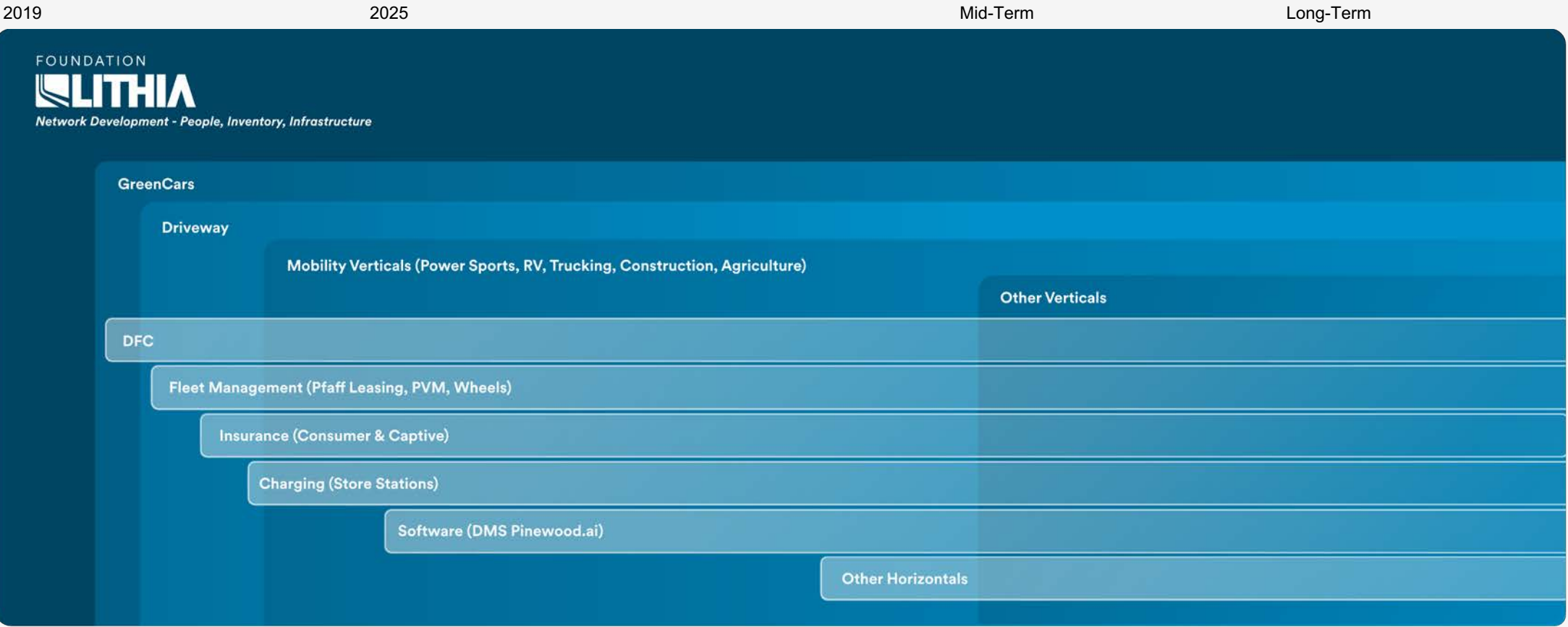
Strategic Design Provides Platform for Adjacencies

Massive market opportunity in adjacent mobility sectors.

KEY

Verticals – Consumer Growth (REV)

Horizontals – Consumer Synergies (EPS)



The LAD Advantage

Every adjacency is layered onto an existing customer base and operating platform, allowing LAD to enter new markets with lower acquisition costs and higher incremental returns than standalone entrants.



Captive Finance Provides Consistent Earnings

Driveway Finance Corporation (DFC) supports a high-quality portfolio with significant growth potential.

Top of Funnel

LAD's 300+ US stores and Driveway e-commerce platform generate a pipeline of loan origination opportunities that DFC can underwrite selectively.

High-quality Credit

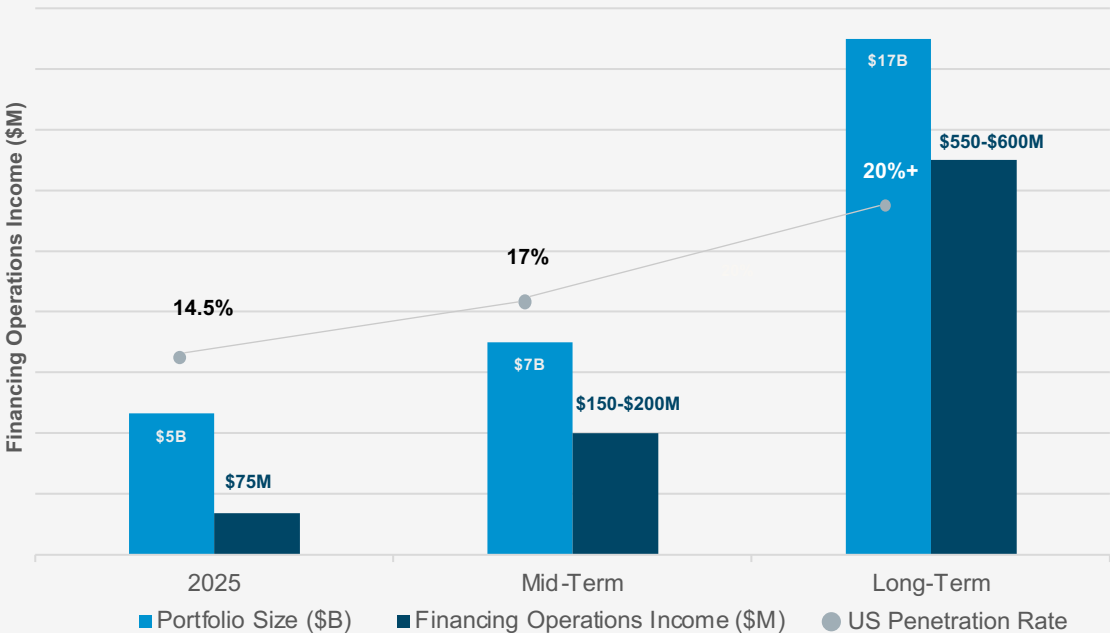
Disciplined underwriting delivers an average origination FICO of 747 and 95% loan-to-value in 2025, producing a high-yielding, resilient portfolio.

Growth Opportunity

DFC reached 15% penetration for all units sold in the US in 2025, and [24]% of all units financed, with meaningful runway to our long-term target of 20% plus for all units sold.

Maturing Portfolio

Managed receivables grew YoY 29% to \$5 billion in Q1 2026, with a seasoned portfolio driving improving ABS issuance efficiency and declining overcollateralization requirements.



Earnings Potential

Financing Operations income is on track to scale from \$75 million in 2025 to \$150 to \$200 million in the mid-term and \$500 to \$600 million at maturity, a structural uplift to LAD's earnings profile.



Regenerative Free Cash Flow Creates Opportunity

Best-in-class cash flow growth allows opportunistic capital allocation.

LAD's Capital Allocation Strategy



Acquisitive Growth

An unconsolidated industry creates massive opportunity to grow through acquisition.



Shareholder Return

- Share repurchases create attractive returns when stock trades below intrinsic value
- During the last twelve months, we allocated \$1.1bn to share repurchases, representing 45% of allocated capital

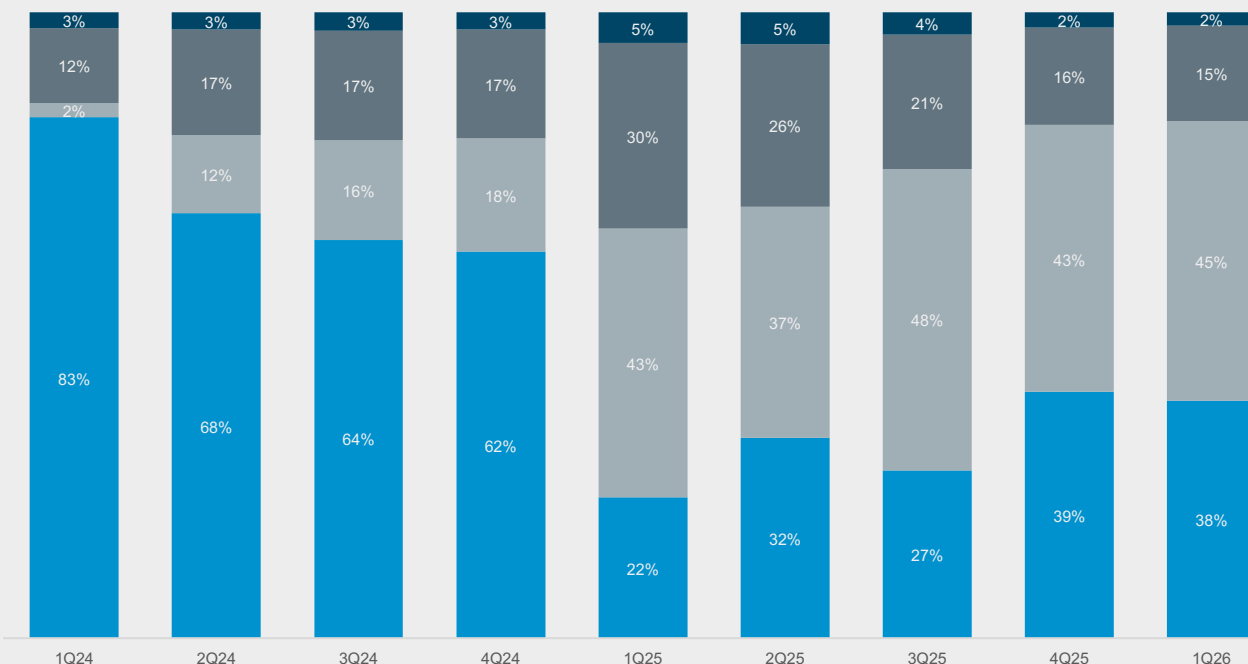


Balance Sheet Leverage

We aim to maintain leverage below 3X, with the goal of achieving an investment grade rating over time.

TTM CAPITAL ALLOCATION

Acquisitions Share repurchases Capex Cash dividends



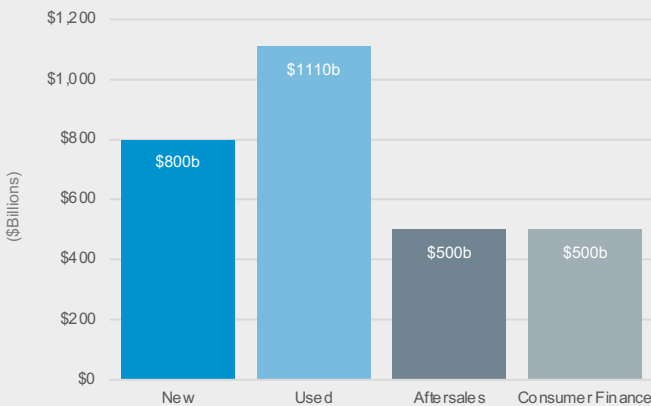
Capital allocation calculated as a percent of total uses of capital (Acquisitions, Share Repurchases, Capex, Cash Dividends, Debt paydown percentages not meaningful). Values in charts rounded and may not add to 100.

Acquisition Opportunity in Largest Retail Industry

LAD continues to consolidate auto retail through a strategic M&A strategy

LARGEST RETAIL INDUSTRY¹

Total Available Market by Segment

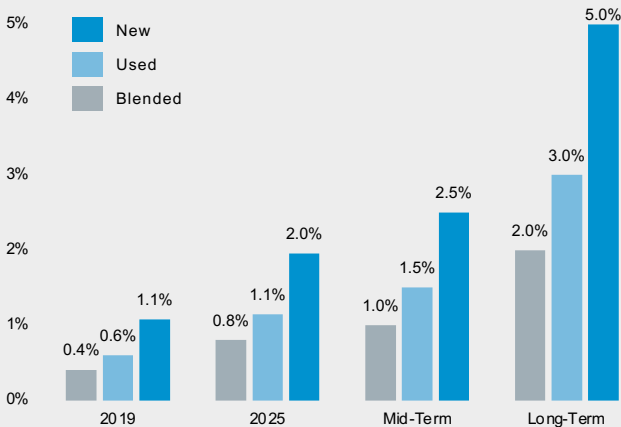


Acquisition Opportunity

Auto retail remains one of the largest and least-consolidated industries in the US, with the vast majority of stores still privately owned. LAD's scale, balance sheet, and operating platform position it to consolidate at attractive valuations over the long term.

EXPANDING MARKET SHARE²

LAD US Market Share

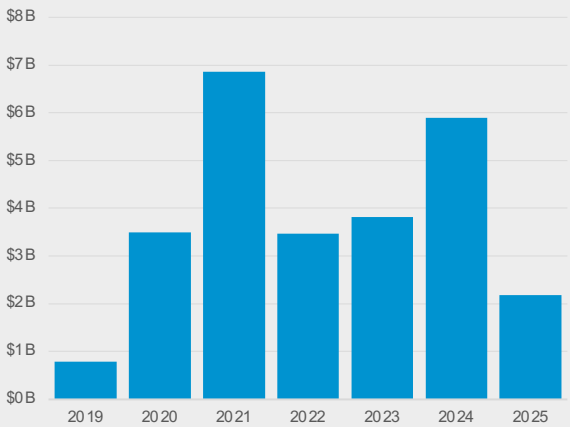


LAD Market Share Targets

Blended market share has roughly doubled since 2019 through organic growth and disciplined M&A. In a fragmented industry, we're targeting 2.5% blended share mid-term and 5% long-term.

DISCIPLINED M&A ENGINE

Acquired Revenue



Proven M&A Track Record

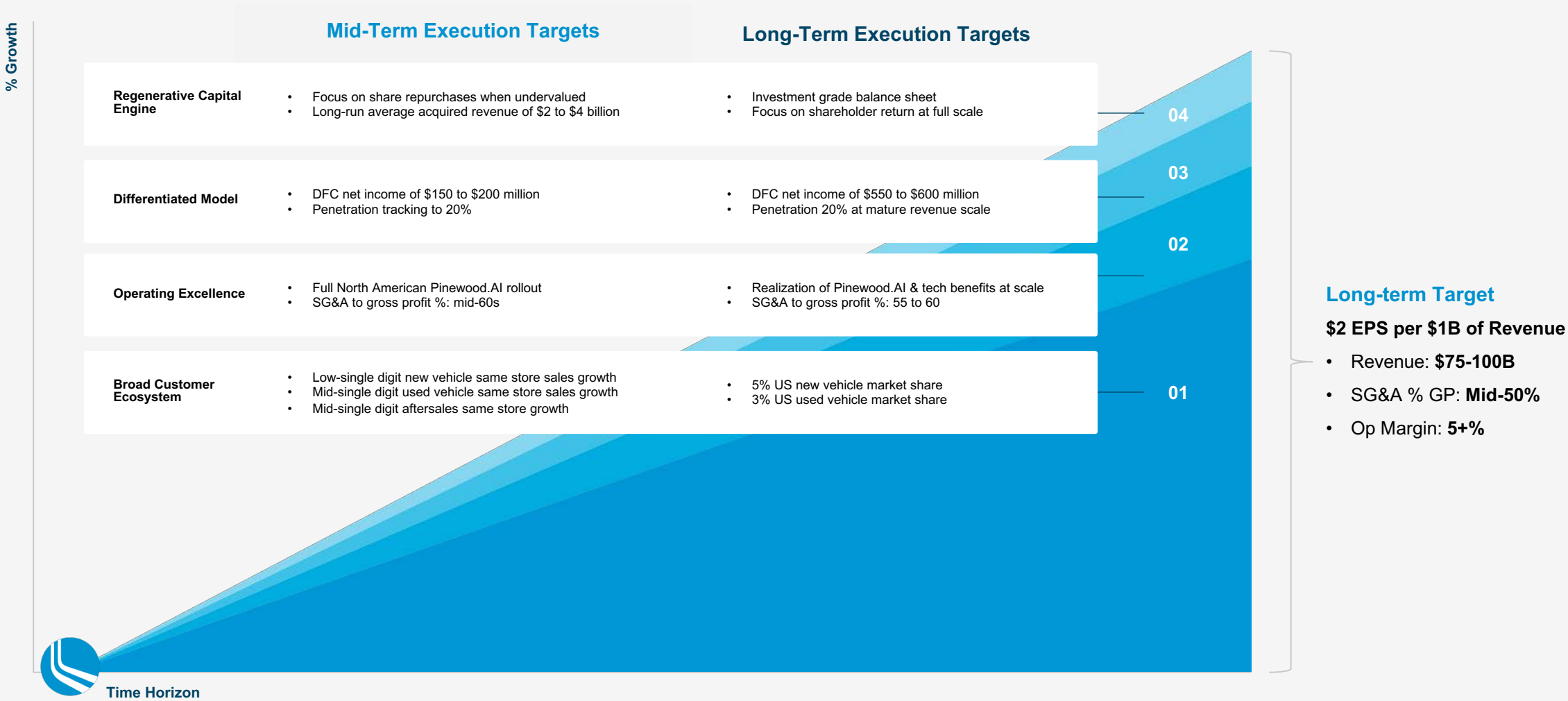
LAD has consistently deployed capital into accretive acquisitions, with returns approaching double our 15% after-tax hurdle rate. We target purchase prices of 15% to 30% of revenue, or three to six times normalized EBITDA, and plan to acquire \$2 to \$4 billion in annualized revenue each year over the long term.



¹ New Vehicle: Calculated using monthly average SAAR between January 2016 to March 2026. | Used vehicle: Calculated using used vehicle registrations from 2021-2025. | Aftersales: Assumes traditional new franchise dealers addressable market limited by utilization of only OEM parts and represents 50% of the market. | Source: Autosource, S&P Mobility, Auto care association, Federal Reserve Bank of St. Louis.
² Based on Lithia Motors US retail unit sales divided by new and used SAAR.

Future Earnings Potential

By leveraging our platform, we are set up to achieve future EPS and revenue targets.

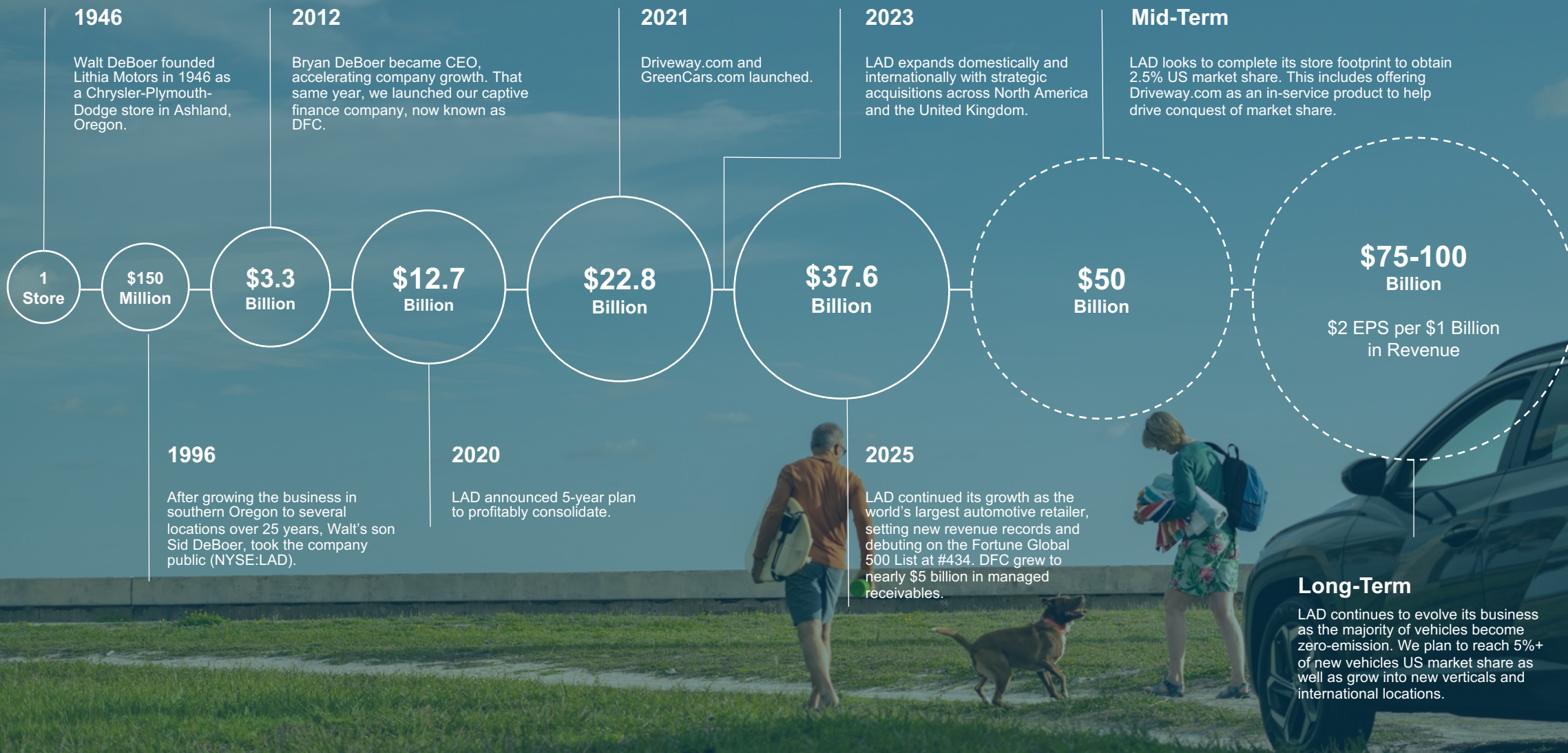


Appendix



LAD Over the Years

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



SUPPLEMENTAL INFORMATION

Driveway.com



SUPPLEMENTAL INFORMATION

2026 Quarterly Income Statement

\$M	YTD 2026	Q4 2026	Q3 2026	Q2 2026	Q1 2026	FY 2025	Q4 2025	Q3 2025	Q2 2025	Q1 2025
New vehicle	\$4,379.4				\$4,379.4	\$18,703.0	\$4,626.7	\$4,792.4	\$4,703.5	\$4,580.4
Used vehicle	3,489.4				3,489.4	13,371.6	3,179.2	3,463.6	3,478.3	3,250.5
Finance and Insurance	359.7				359.7	1,473.6	356.9	378.6	373.8	364.3
Aftersales	1,042.9				1,042.9	4,086.7	1,035.0	1,041.2	1,027.4	983.1
Total revenues	\$9,271.4				\$9,271.4	\$37,634.9	\$9,197.8	\$9,675.8	\$9,583.0	\$9,178.3
New vehicle	\$259.6				\$259.6	\$1,169.1	\$270.9	\$291.4	\$313.3	\$293.5
Used vehicle	187.7				187.7	733.3	150.1	189.2	205.3	188.7
Finance and Insurance	359.7				359.7	1,473.6	356.9	378.6	373.8	364.3
Aftersales	614.7				614.7	2,356.9	593.5	606.8	592.7	563.9
Gross profit	\$1,421.7				\$1,421.7	\$5,732.9	\$1,371.4	\$1,466.0	\$1,485.1	\$1,410.4
Finance operations income (loss)	21.3				21.3	74.6	22.9	19.1	20.1	12.5
Asset impairments	—				—	5.8	5.8	—	—	—
SG&A expense	1,037.4				1,037.4	3,944.7	979.3	998.0	1,014.7	952.7
Depreciations and amortization	69.8				69.8	262.4	67.8	65.5	65.2	63.9
Income from operations	\$335.8				\$335.8	\$1,594.6	\$341.4	\$421.6	\$425.3	\$406.3
Floor plan interest expense	(55.9)				(55.9)	(228.2)	(58.3)	(57.8)	(55.0)	(57.1)
Other interest expense	(70.3)				(70.3)	(275.5)	(75.0)	(68.3)	(66.7)	(65.5)
Other income (expense), net	(67.6)				(67.6)	17.5	(18.5)	(13.3)	48.5	0.8
Income before income taxes	\$142.0				\$142.0	\$1,108.4	\$189.6	\$282.2	\$352.1	\$284.5
Income tax expense	(40.0)				(40.0)	(282.5)	(51.7)	(63.6)	(93.9)	(73.3)
Net Income	102.0				102.0	825.9	137.9	218.6	258.2	211.2
Net Income attributable to non-controlling interests	(1.6)				(1.6)	(6.5)	(1.1)	(1.5)	(2.2)	(1.7)
Net income attributable to LAD	\$100.4				\$100.4	\$819.5	\$136.8	\$217.1	\$256.1	\$209.5
New vehicle units	94,787				94,787	99,503	97,424	104,332	101,316	99,503
Used retail vehicle units	110,151				110,151	107,326	99,905	109,097	109,053	107,326

SUPPLEMENTAL INFORMATION

2026 Adjusted non-GAAP Income Statement

	YTD 2026	Investment loss (gain)	Acquisition expenses	Contract Buyouts	Tax attributes	YTD 2026
\$M, except for per share amounts	As Reported	Q1	Q1	Q1	Q1	Adjusted
Selling, general and administrative	1,037.4	—	(0.3)	(20.3)	—	1,016.8
Operating income	335.8	—	0.3	20.3	—	356.4
Other income (expense), net	(67.6)	73.3	—	—	—	5.7
Income before income taxes	142.0	73.3	0.3	20.3	—	235.9
Income tax (provision) benefit	(40.0)	(18.6)	(0.1)	(5.1)	1.2	(62.6)
Net income	\$102.0	54.7	0.2	15.2	1.2	\$173.3
Net income attributable to non-controlling interests	(1.6)	—	—	—	—	(1.6)
Net income attributable to LAD	\$100.4	54.7	0.2	15.2	1.2	\$171.7
Diluted earnings per share	\$4.28	\$2.34	\$0.01	\$0.65	\$0.05	\$7.34
Diluted share count	23.4					

2025 Adjusted non-GAAP Income Statement

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SUPPLEMENTAL INFORMATION

EBITDA, Adjusted EBITDA, & Net Debt

\$M	YTD'2026	FY'2025	FY'2024	FY'2023	FY'2022	FY'2021
Net Income attributable to LAD	102.0	825.9	816.3	1,011.7	1,261.6	1,062.7
Add: Flooring interest expense	55.9	228.2	278.8	150.9	38.8	22.3
Add: Other interest expense	70.3	275.5	257.8	201.2	129.1	103.4
Add: Financing operations interest expense	51.6	202.1	200.5	170.5	52.2	4.8
Add: Income tax expense	40.0	282.5	255.0	350.6	468.4	422.1
Add: Depreciation and amortization	69.8	262.4	245.6	195.8	163.2	124.8
EBITDA	\$ 389.6	\$ 2,076.6	\$ 2,054.0	\$ 2,080.7	\$ 2,113.3	\$ 1,740.1
Less: Flooring interest expense	(55.9)	(228.2)	(278.8)	(150.9)	(38.8)	(22.3)
Less: Financing operations interest expense	(51.6)	(202.1)	(200.5)	(170.5)	(52.2)	(4.8)
Less: Used vehicle line of credit interest	(1.4)	(12.9)	(24.2)	(19.6)	(9.6)	(0.1)
Less: Net (gain) on disposal of stores	—	(20.3)	(8.2)	(31.2)	(66.0)	—
Less/Add: Net (gain) loss on investments	73.3	23.8	(30.2)	1.7	—	66.4
Add: Insurance reserves	—	6.7	6.1	5.4	4.9	5.8
Add: Acquisition expenses	0.3	17.0	10.0	27.2	15.0	20.2
Add: Loss on redemption of senior notes	—	—	—	—	—	10.3
Add: Asset impairments	—	5.8	—	—	—	1.9
Add: Contract buyouts	20.3	—	—	14.3	—	—
Adjusted EBITDA	\$ 374.6	\$ 1,666.4	\$ 1,528.2	\$ 1,757.1	\$ 1,966.6	\$ 1,817.5
Total Debt	15,477.8	14,821.9	13,265.7	10,900.5	7,647.5	4,599.5
Less: Floor plan related debt	(6,288.1)	(6,051.9)	(5,878.4)	(4,538.3)	(2,993.8)	(1,690.1)
Less: Financing operations related debt	(3,971.0)	(3,724.9)	(2,943.3)	(2,292.6)	(1,352.2)	(407.6)
Less: Unrestricted cash and cash equivalents	(160.8)	(109.2)	(225.1)	(825.0)	(168.1)	(153.0)
Less: Marketable securities	(55.9)	(56.4)	(53.4)	—	—	—
Less: Availability on used vehicle and service loaner facility	(0.2)	(15.4)	(23.3)	(25.5)	(17.9)	(267.4)
Net Debt	\$ 5,001.8	4,864.1	4,142.2	3,219.1	3,115.5	2,081.4

Brand Mix and Aftersales Retention

Brand Mix

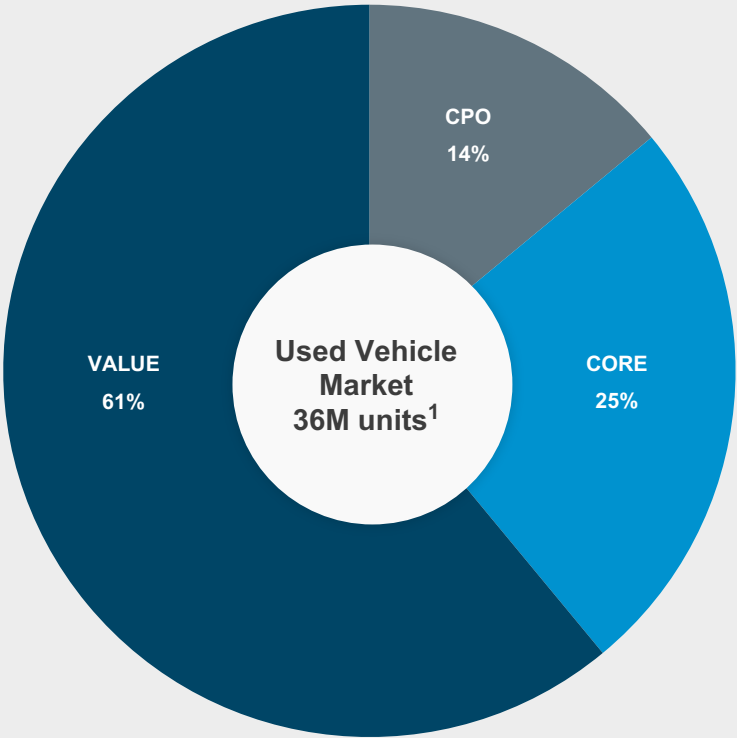
Segment	Segment % ⁴	Brand	Brand Revenue	Brand Unit Sales
Import	41%	Honda	11%	14%
		Toyota	11%	12%
		Hyundai	6%	8%
		Subaru	4%	6%
		KIA	3%	4%
		Volkswagen	1%	1%
		Other Imports ¹	5%	6%
		BMW/MINI	8%	7%
Luxury	34%	Audi	5%	6%
		Mercedes	5%	5%
		Porsche	4%	1%
		Jaguar/Land Rover	4%	3%
		Lexus	2%	2%
		Acura	2%	2%
		Other Luxury ²	4%	2%
Domestic	25%	Ford	10%	10%
		Stellantis	9%	6%
		GM	6%	5%
		Other Domestic ³	<1%	<1%

For the three-months ending March 2026. Includes Lithia UK and Canadian OEMs.
¹ Other import brands include Nissan and Mazda.
² Other luxury brands include Lancia, Ferrari, Genesis, Infiniti, Aston-Martin, Lamborghini, McLaren, Rolls-Royce, Volvo, Maserati, Ducati, Bentley, Smart, Pagani, and Lotus.
³ Other domestic brands include Harley-Davidson, Airstream.
⁴ Segment % is based on total revenue by brand.



SUPPLEMENTAL INFORMATION

Used Vehicle Mix



Q1 2026 NORTH AMERICA SAME STORE METRICS

	Average Selling Price	% Mix	ROI ²
CPO	\$33,111	24%	39%
Core ³	\$30,791	52%	61%
Value Autos	\$15,079	24%	119%

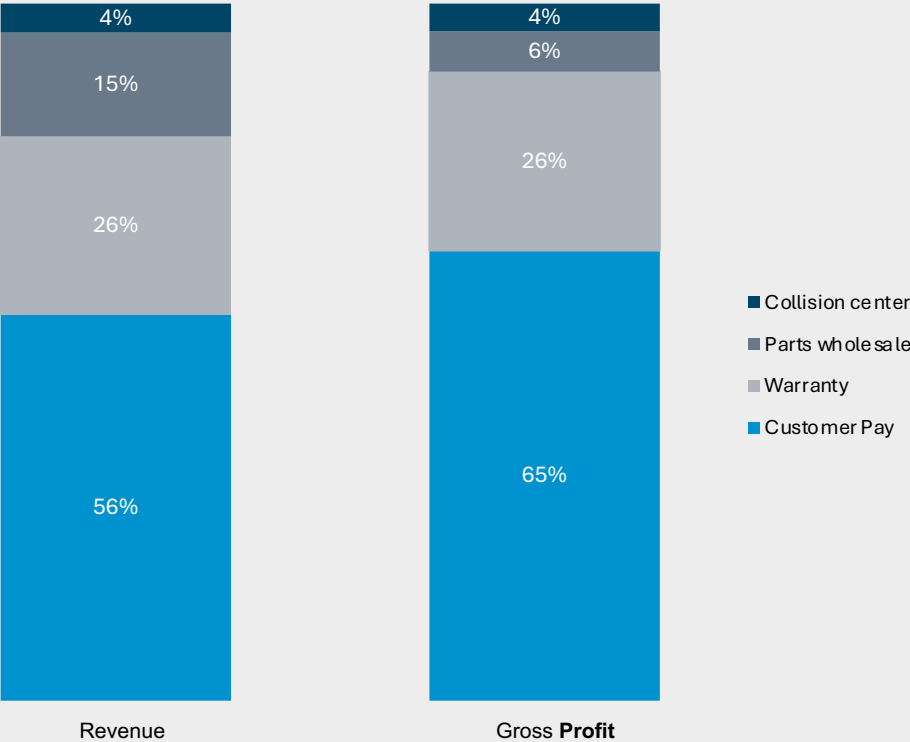
- LAD retails vehicles up to 20 years old
- Value autos are highest gross margin and fastest in normalized environment
- 60-70% of LAD's used vehicle inventory procured from consumers

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.

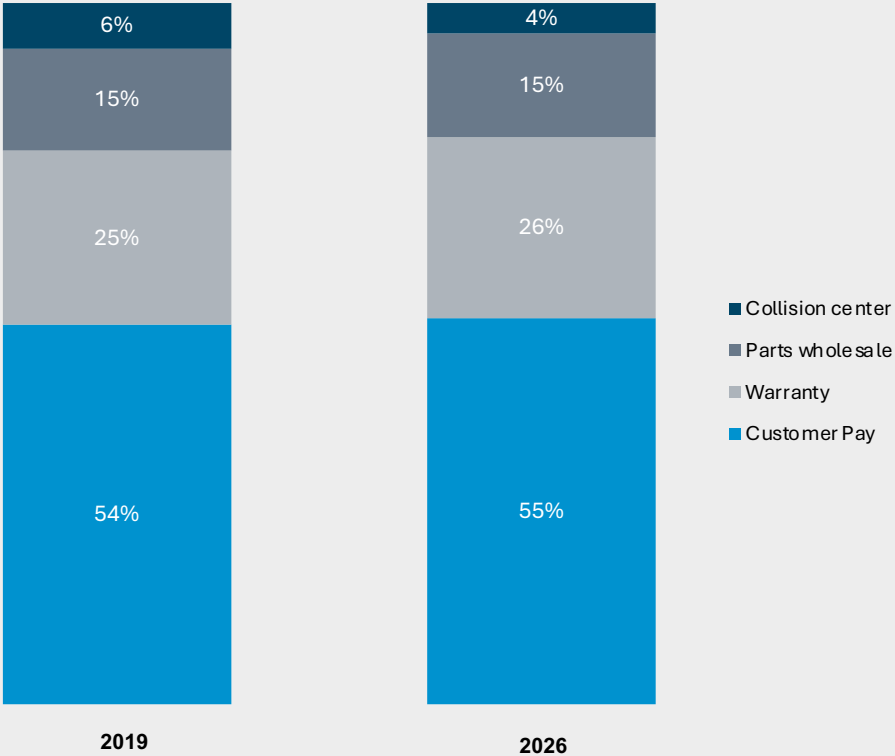


Aftersales Growth

SAME STORE AFTERSALES REVENUE & GROSS PROFIT MIX
Q1 2026



SAME STORE AFTERSALES REVENUE MIX
2019 vs 2026



Thank You

