



*Automotive*

**Q3 and 9M 2024  
FINANCIAL RESULTS**

October 2024

# FORWARD-LOOKING STATEMENT DISCLAIMER

Statements in this presentation may involve forward-looking statements, including forward-looking statements regarding Penske Automotive Group, Inc.'s financial performance, acquisition activity, future revenue expectations, and future plans. Actual results may vary materially because of risks and uncertainties that are difficult to predict. These risks and uncertainties include, among others, our ability to successfully complete pending acquisitions and satisfy applicable closing conditions, our ability to integrate acquired dealerships into our existing operations and obtain certain contemplated synergies, those related to macro-economic, geo-political and industry conditions and events, including their impact on new and used vehicle sales, the availability of consumer credit, changes in consumer demand, consumer confidence levels, fuel prices, demand for trucks to move freight with respect to PTS and PTG, personal discretionary spending levels, interest rates, and unemployment rates; our ability to obtain vehicles and parts from our manufacturers, especially in light of supply chain disruptions due to natural disasters, the shortage of vehicle components, international conflicts, including the war in Ukraine, challenges in sourcing labor, or labor strikes or work stoppages, or other disruptions; changes in the retail model either from direct sales by manufacturers, a transition to an agency model of sales, sales by online competitors, or from the expansion of electric vehicles; disruptions to the security and availability of our information technology systems, and those of our third party providers, which systems are increasingly threatened by ransomware and other cyber attacks; the effects of a pandemic on the global economy, including our ability to react effectively to changing business conditions in light of any pandemic; the rate of inflation, including its impact on vehicle affordability; changes in interest rates and foreign currency exchange rates; our ability to consummate, integrate, obtain synergies with respect to and realize returns on our acquisitions; with respect to PTS, changes in the financial health of its customers, labor strikes or work stoppages by its employees, a reduction in PTS' asset utilization rates, continued availability from truck manufacturers and suppliers of vehicles and parts for its fleet, changes in values of used trucks which affects PTS' profitability on truck sales and regulatory risks and related compliance costs, our ability to realize returns on our significant capital investments in new and upgraded dealership facilities; our ability to navigate a rapidly changing automotive and truck landscape; our ability to respond to new or enhanced regulations in both our domestic and international markets relating to dealerships and vehicles sales, including those related to the sales process or emissions standards, as well as changes in consumer sentiment relating to commercial truck sales that may hinder our or PTS' ability to maintain, acquire, sell, or operate trucks; the success of our distribution of commercial vehicles, engines, and power systems; natural disasters; recall initiatives or other disruptions that interrupt the supply of vehicles or parts to us; the outcome of legal and administrative matters, and other factors over which management has limited control. These forward-looking statements should be evaluated together with additional information about Penske Automotive Group's business, markets, conditions, risks, and other uncertainties, which could affect Penske Automotive Group's future performance. The risks and uncertainties discussed above are not exhaustive and additional risk and uncertainties are addressed in Penske Automotive Group's Form 10-K for the year ended December 31, 2023, its Form 10-Q for the quarterly periods ended March 31, 2024 and June 30, 2024, and its other filings with the Securities and Exchange Commission. This presentation speaks only as of its date, and Penske Automotive Group disclaims any duty to update the information herein.

# A Diversified Transportation Services Company

Headquartered in Bloomfield Hills, MI USA

For the Nine Months Ended September 30, 2024:

**28,950**

employees worldwide

**4**

continents

**9**

countries

**371,068**

new & used units delivered

**\$22.7B**

revenue

**360\***

automotive franchised  
dealerships

**15\***

used vehicle  
centers

**46\***

commercial retail truck  
locations

**21\***

commercial vehicle, power  
system & parts distribution  
locations



*Automotive*

\*as of September 30, 2024

# WORLD CLASS BRANDS IN AUTOMOTIVE & TRUCKS

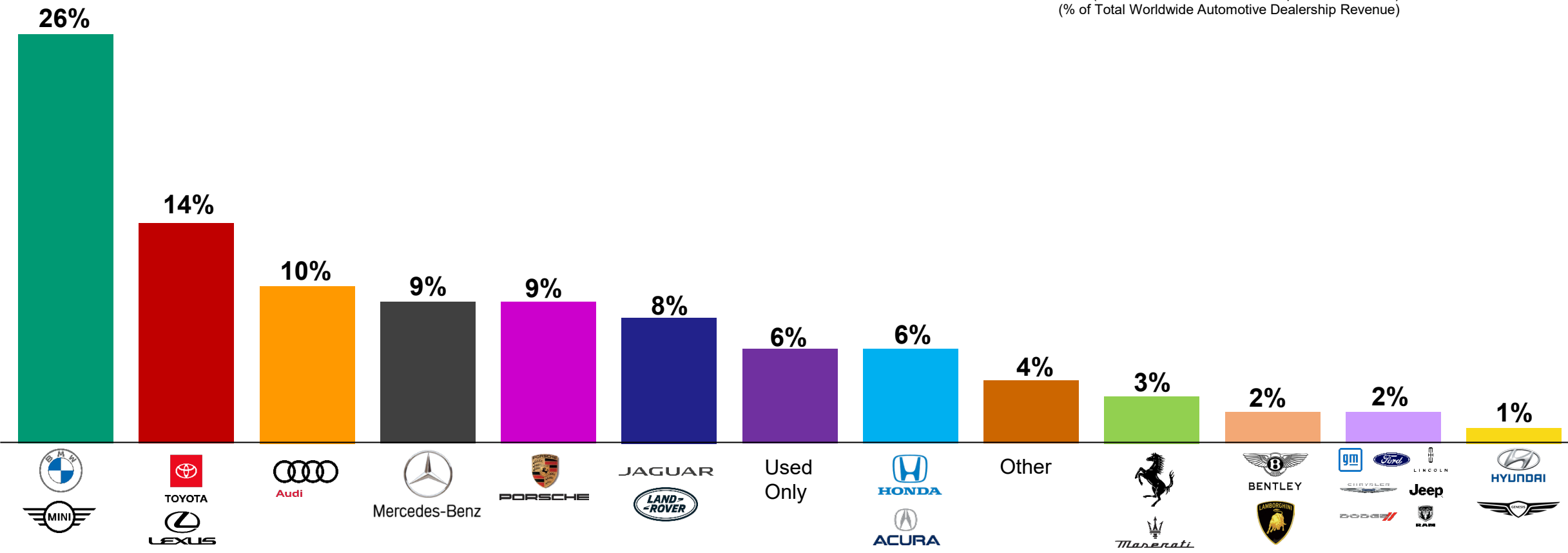


Because every mile matters.®

# RETAIL AUTOMOTIVE BRAND MIX

**72%** Premium  
**20%** Volume Non-U.S.  
**2%** U.S.  
**6%** Used Only

(For the Nine Months Ended September 30, 2024)  
 (% of Total Worldwide Automotive Dealership Revenue)



# CAPITAL ALLOCATION

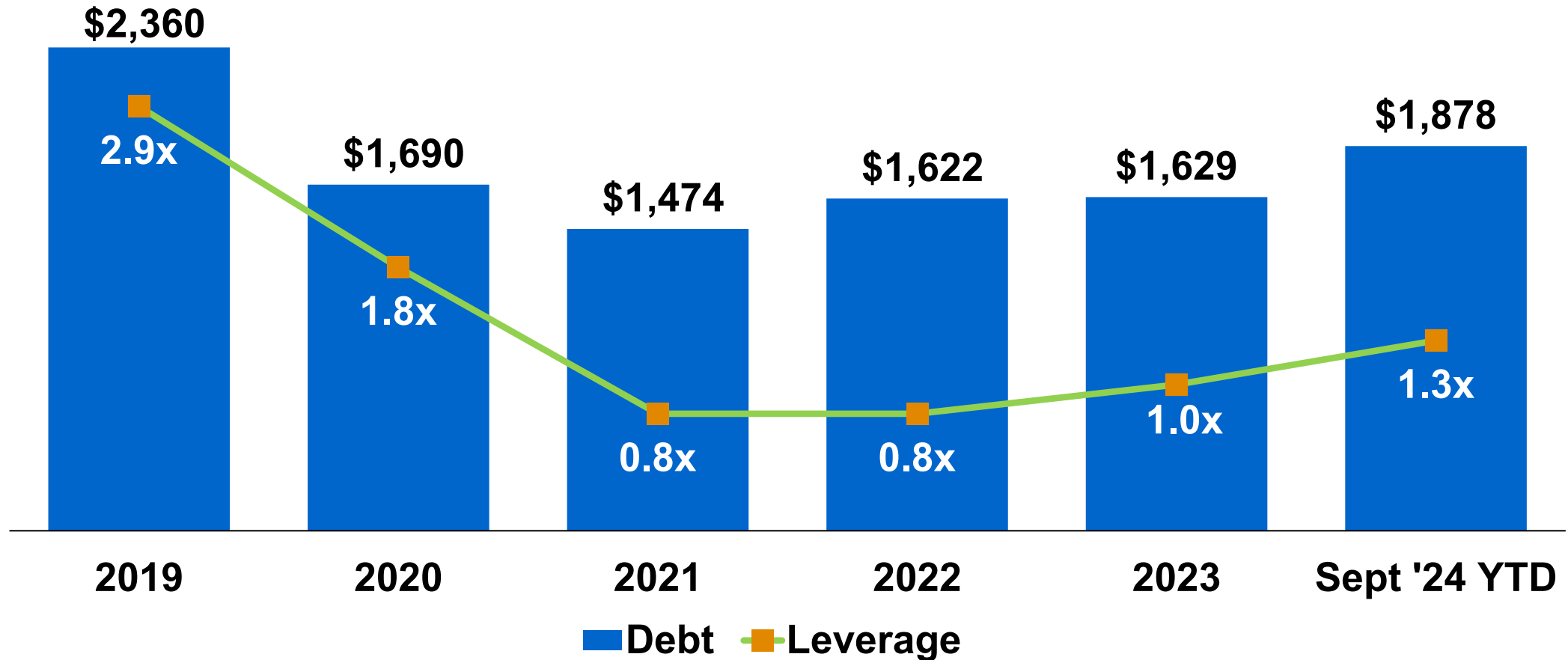
(In Millions)

	2019	2020	2021	2022	2023	2024*
<b>Dividends</b>	\$131	\$68	\$143	\$154	\$189	\$195
<b>Capital Expenditures</b>	\$245	\$186	\$249	\$283	\$375	\$283
<b>Share Repurchases</b>	\$174	\$35	\$294	\$887	\$382	\$77
<b>Acquisitions</b> (including repayment of seller's floorplan notes)	<u>\$327</u>	<u>---</u>	<u>\$432</u>	<u>\$393</u>	<u>\$215</u>	<u>\$637</u>
<b>Total</b>	<b>\$877</b>	<b>\$289</b>	<b>\$1,118</b>	<b>\$1,717</b>	<b>\$1,161</b>	<b>\$1,192</b>

\*For the nine months ended September 30, 2024

# PAG HISTORICAL LONG-TERM DEBT AND LEVERAGE

(USD in Millions)



Note: Refer to Non-GAAP Reconciliation Section

# Q3 & 9M 2024 REVIEW



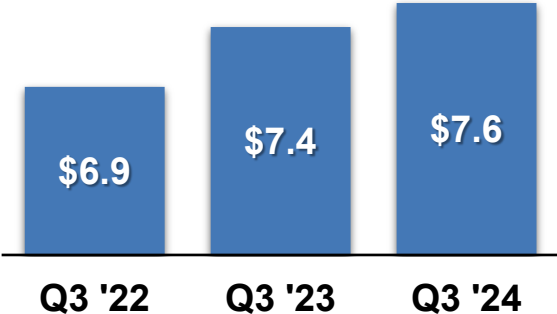
# PAG HIGHLIGHTS – 9M 2024

- Year to Date acquired \$2.0 billion in estimated annualized revenue
  - Rybrook U.K. – 16 dealerships: BMW/MINI, Land Rover, Porsche, Volvo
  - Nantucket Ford and Chrysler Dodge Jeep Ram
  - Australia – Two Porsche dealerships and a used only center in Melbourne, Australia
  - River States Truck and Trailer Freightliner dealerships, in Minnesota and Wisconsin
  - Bill Brown Ford – World’s largest Ford dealership
- Divested \$500 million in estimate annual revenue
- Increased dividend by 51% to \$1.19 per share from \$0.79 per share in Q4 2023
- Repurchased 511,073 shares of common stock for \$76.5 million
- Cash provided by operating activities of \$962 million, \$683 million in net income and \$10.20 in income per share
- Debt at \$1.88 billion; Leverage at 1.3x\*; Debt to Capitalization 26.4%

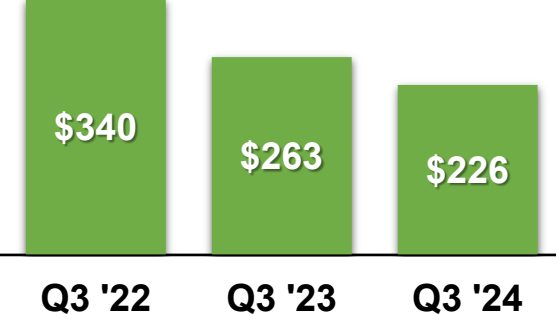
\* Refer to Non-GAAP Reconciliation Section

# PAG PERFORMANCE SUMMARY

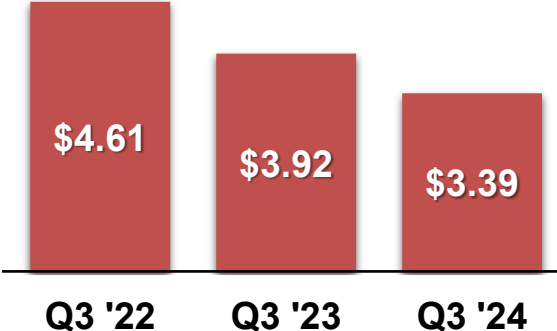
**Q3 Total Revenue**  
(\$ in Billions)



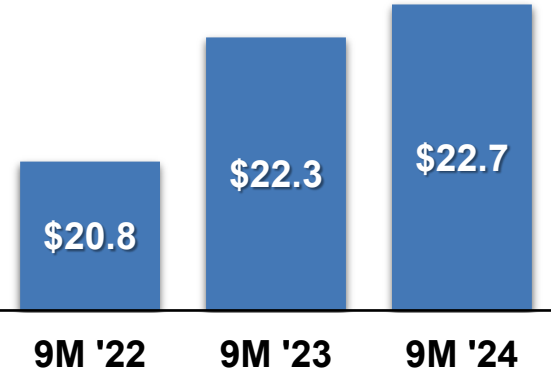
**Q3 Net Income Attributable to Common Stockholders**  
(\$ in Millions)



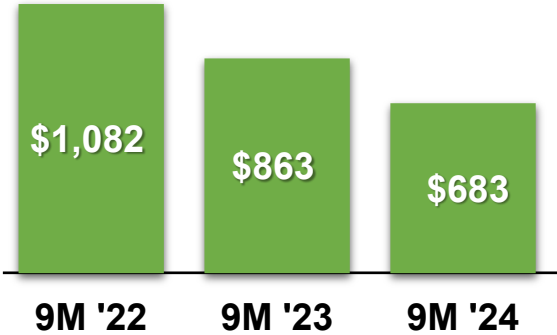
**Q3 Income Per Share**



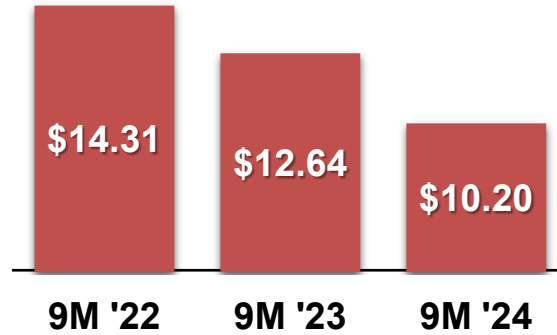
**9M Total Revenue**  
(\$ in Billions)



**9M Net Income Attributable to Common Stockholders**  
(\$ in Millions)



**9M Income Per Share**

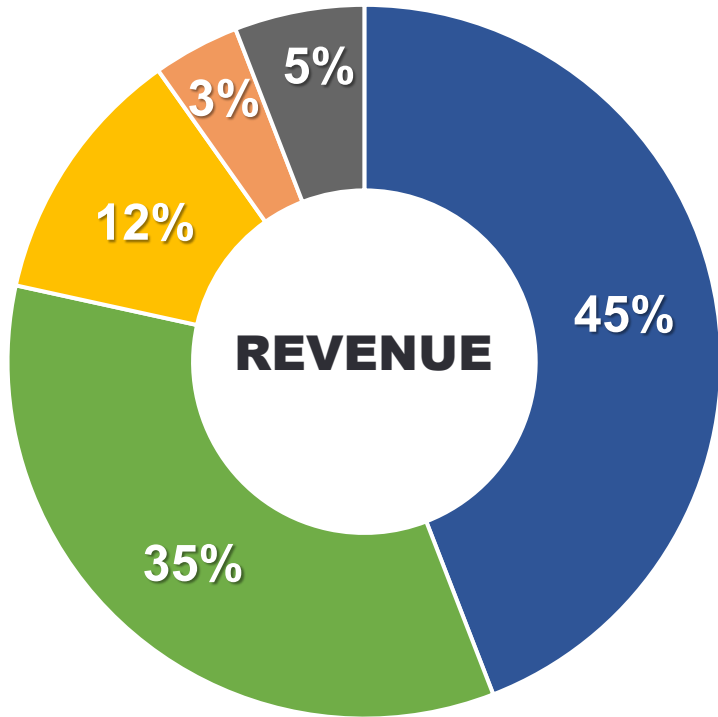


# Q3 & 9M PERFORMANCE HIGHLIGHTS

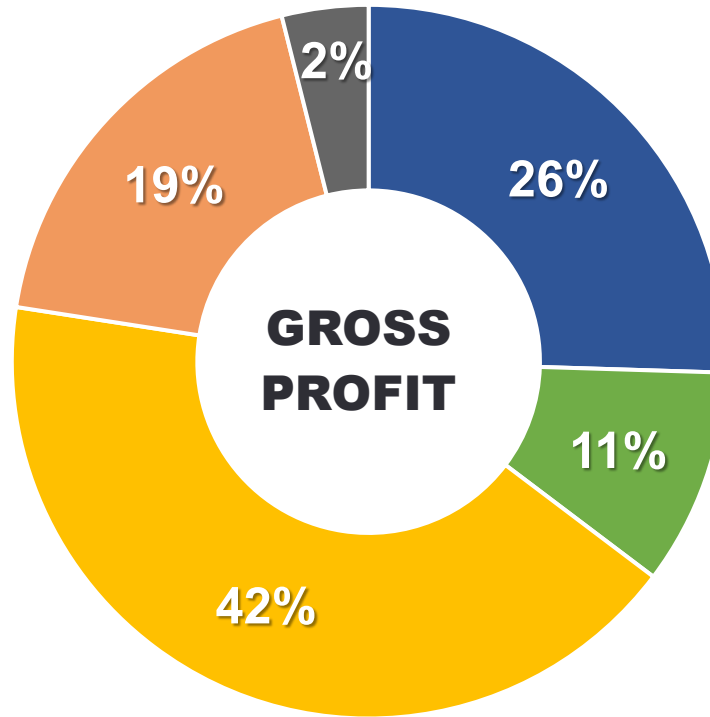
(\$ in Millions, except Per Share Amount)	Q3 '24	Q3 '23	CHG	9M '24	9M '23	CHG
Revenue	\$7,591	\$7,448	+2%	\$22,735	\$22,255	+2%
<i>Excl F/X</i>	<i>\$7,522</i>	<i>\$7,448</i>	<i>+1%</i>	<i>\$22,569</i>	<i>\$22,255</i>	<i>+1%</i>
Retail Auto Same-Store Revenue	\$5,896	\$6,190	-5%	\$18,278	\$18,626	-2%
<i>Excl F/X</i>	<i>\$5,835</i>	<i>\$6,190</i>	<i>-6%</i>	<i>\$18,117</i>	<i>\$18,626</i>	<i>-3%</i>
Income Before Taxes	\$304	\$357	-15%	\$925	\$1,164	-21%
<i>Excl F/X</i>	<i>\$302</i>	<i>\$357</i>	<i>-15%</i>	<i>\$921</i>	<i>\$1,164</i>	<i>-21%</i>
Income Per Share	\$3.39	\$3.92	-14%	\$10.20	\$12.64	-19%
<i>Excl F/X</i>	<i>\$3.36</i>	<i>\$3.92</i>	<i>-14%</i>	<i>\$10.16</i>	<i>\$12.64</i>	<i>-20%</i>

# RETAIL AUTOMOTIVE

(For the nine months ended September 30, 2024)



- New Vehicles
- Service & Parts
- Fleet & Wholesale



- Used Vehicles
- Finance & Insurance

# RETAIL AUTO DIVERSIFIED REVENUE STREAM

# RETAIL AUTOMOTIVE SAME-STORE REVENUE

(\$ in millions)	Q3 '24	Q3 '23	CHG	9M '24	9M '23	CHG
New Vehicle	\$2,688	\$2,725	-1%	\$8,238	\$8,247	---
Used Vehicle	\$1,968	\$2,225	-12%	\$6,247	\$6,652	-6%
F&I	\$186	\$205	-9%	\$584	\$614	-5%
Service & Parts	\$731	\$681	+7%	\$2,158	\$2,041	+6%
Fleet & Wholesale	<u>\$323</u>	<u>\$354</u>	<u>-9%</u>	<u>\$1,050</u>	<u>\$1,072</u>	<u>-2%</u>
TOTAL	\$5,896	\$6,190	-5%	\$18,277	\$18,626	-2%

# RETAIL AUTOMOTIVE KEY METRICS

Same-Store	Q3 '24	Q3 '23	Chg	9M '24	9M '23	Chg
VOLUME METRICS						
New Units*	46,189	47,777	-3%	141,729	144,588	-2%
Used Units	<u>53,826</u>	<u>61,520</u>	-13%	<u>176,794</u>	<u>185,106</u>	-5%
Total	100,015	109,297	-9%	318,523	329,694	-3%
Agency Units	<u>9,353</u>	<u>8,678</u>	+8%	<u>27,214</u>	<u>24,489</u>	+11%
Total Units	109,368	117,975	-7%	345,737	354,183	-2%
GROSS PER UNIT*						
New	\$5,037	\$5,787	-13%	\$5,176	\$6,129	-16%
Used	\$1,878	\$1,626	+16%	\$1,879	\$1,836	+2%
F&I	\$1,832	\$1,858	-1%	\$1,819	\$1,856	-2%
Var. Vehicle Gross	\$5,169	\$5,303	-3%	\$5,165	\$5,575	-7%

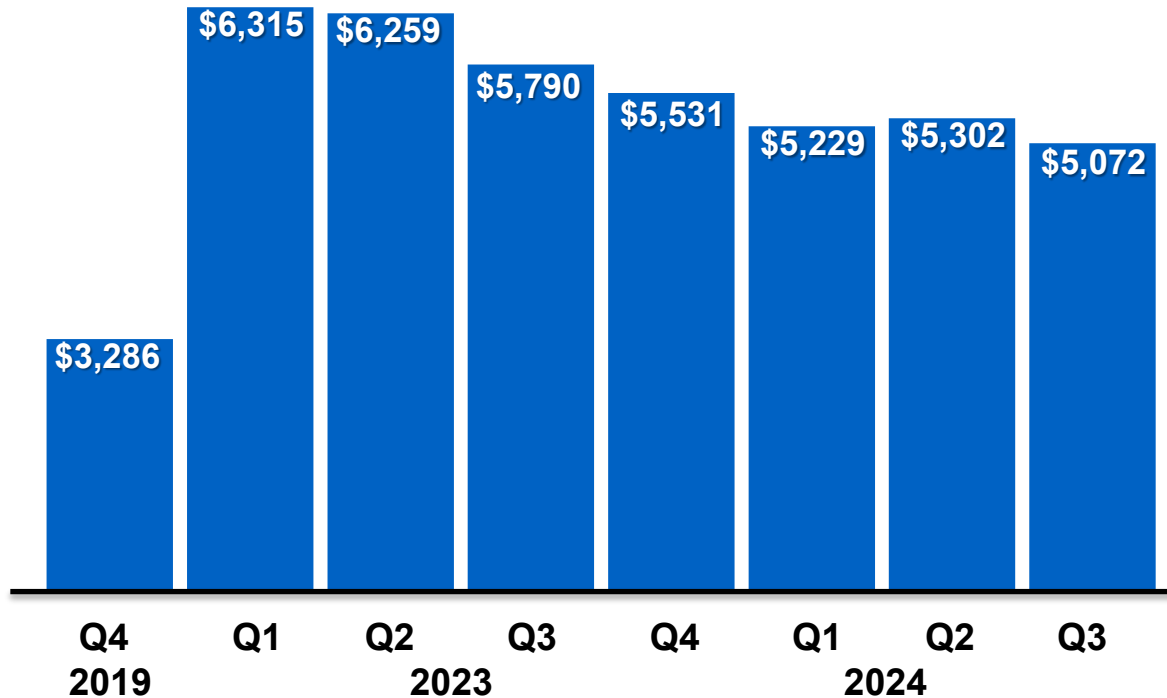
\*Excluding agency

# GROSS PER UNIT RETAILED

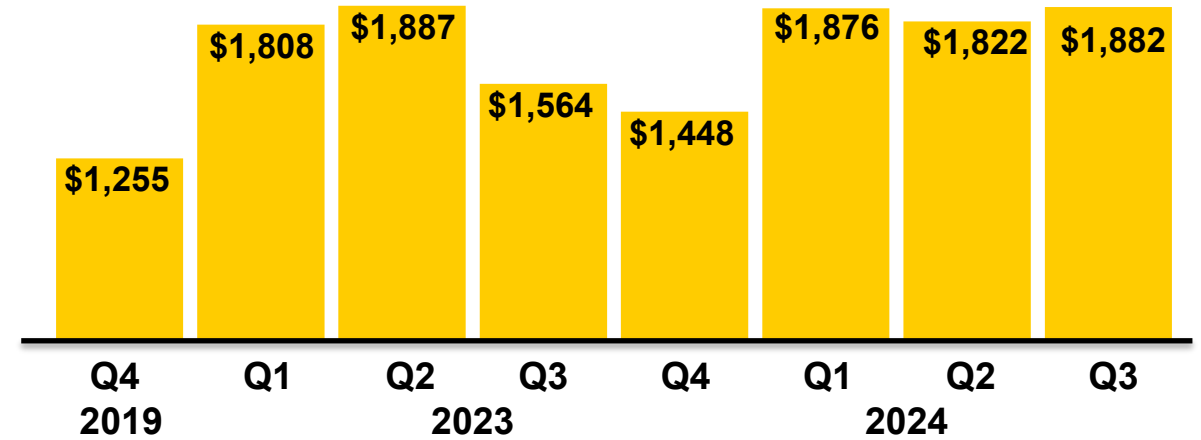
(BY QUARTER)

## GROSS PER UNIT STABILITY

### NEW



### USED







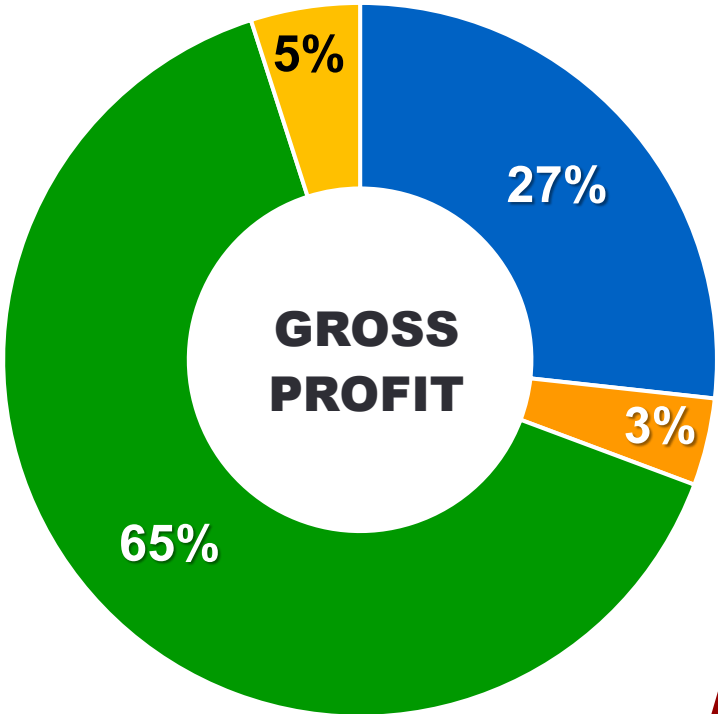
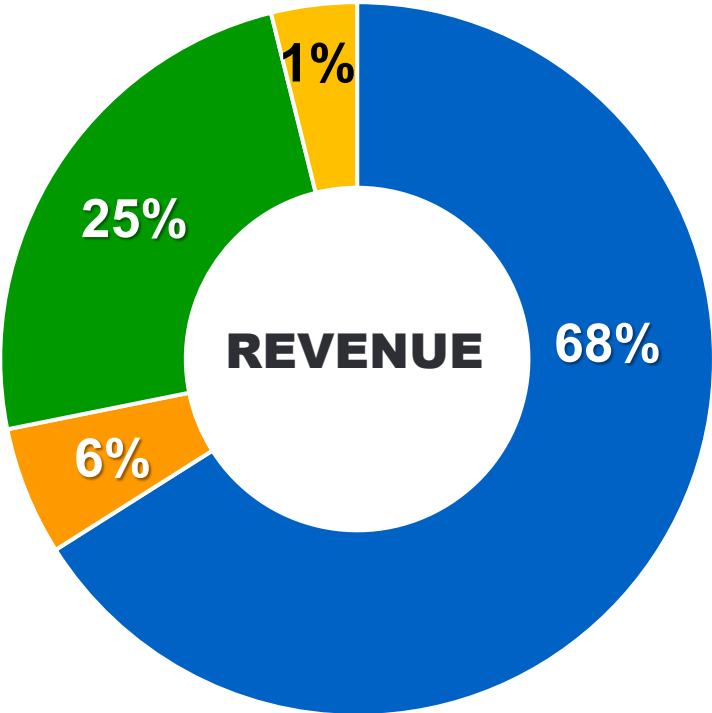
**RETAIL  
COMMERCIAL  
TRUCK**

# NORTH AMERICAN LOCATIONS



- One of the largest dealership groups for Freightliner North America
- 35 full sales and service facilities
- 4 Premier Finance centers (within PTS)
- 9 stand-alone service and parts facilities
- 2 stand-alone parts facilities
- 12 collision centers (2 stand alone)

(For the nine months ended September 30, 2024)



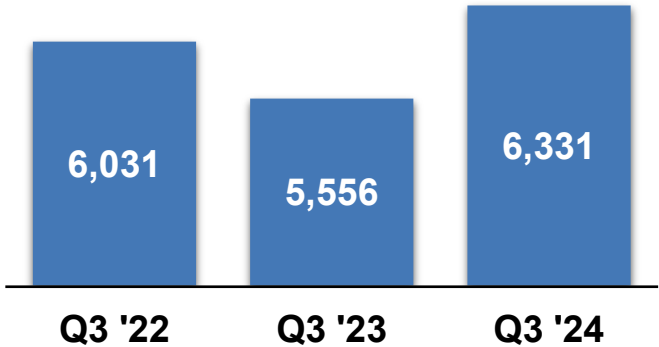
■ New ■ Used ■ S&P ■ F&I plus F&Wh

# RETAIL COMMERCIAL TRUCK DIVERSIFIED REVENUE STREAM

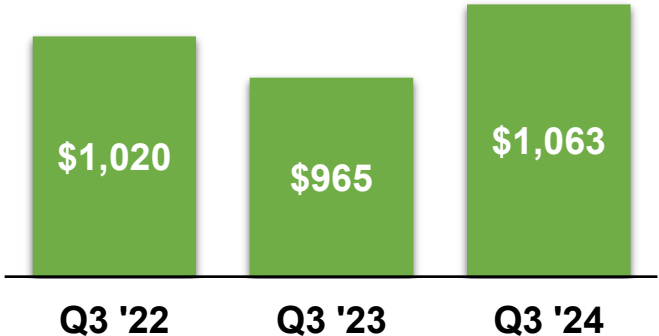
# PERFORMANCE SUMMARY – RETAIL COMMERCIAL TRUCK

(For the three months and nine months ended September 30, 2024)

## Q3 Units



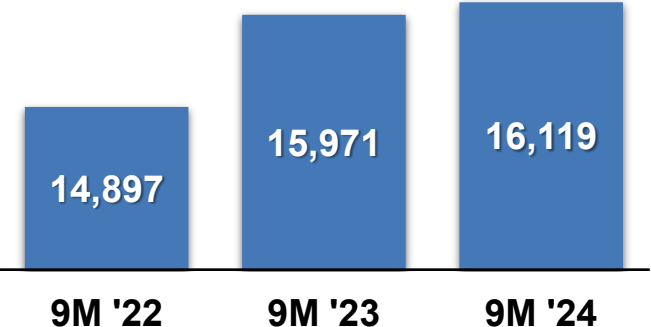
## Q3 Revenue (\$ in Millions)



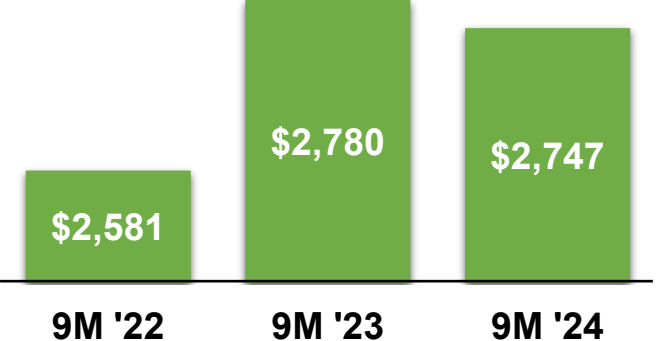
## Q3 Earnings Before Tax (\$ in Millions)



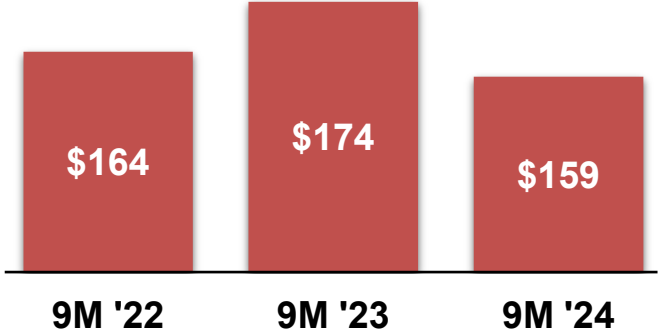
## 9M Units



## 9M Revenue (\$ in Millions)



## 9M Earnings Before Taxes (\$ in Millions)



# RETAIL COMMERCIAL TRUCK KEY METRICS

Same-Store	Q3 '24	Q3 '23	Chg	9M '24	9M '23	Chg
<b>VOLUME METRICS</b>						
New Units	5,163	4,673	+11%	12,648	13,532	-7%
Used Units	<u>917</u>	<u>883</u>	<u>+4%</u>	<u>2,651</u>	<u>2,224</u>	+19%
Total Units	6,080	5,556	+9%	15,299	15,756	-3%
<b>GROSS PER UNIT</b>						
New	\$8,200	\$8,631	-5%	\$8,729	\$7,915	+10%
Used	\$5,249	\$5,381	-3%	\$4,635	\$6,340	-27%
F&I	\$705	\$1,060	-34%	\$847	\$981	-14%

**AUSTRALIA/  
NEW ZEALAND**

- Exclusive importer and distributor of certain heavy/medium-duty trucks, buses and refuse collection vehicles – Western Star, MAN, Dennis Eagle
- Distributor of diesel/gas engines and power systems – MTU, Detroit Diesel and Bergen engines and Allison Transmission
- Parts & service gross profit approximately 70% of total gross profit
- Serves on-highway truck, mining, construction, defense, marine, oil & gas, and energy solutions market segments

# COMMERCIAL VEHICLE AND POWER SYSTEMS OVERVIEW

(Australia/NZ)

(in millions of US \$)	Q3 '24	Q3 '23	CHG	9M '24	9M '23	CHG
Revenue	\$187	\$158	+18%	\$554	\$445	+25%
EBT	\$9.9	\$10.5	-6%	\$33.9	\$33.2	+2%

# PENSKE AUTOMOTIVE AUSTRALIA

- Acquired Porsche Centre Doncaster & Brighton in June 2024
- Signed an agreement to acquire Porsche Centre Melbourne in October 2024
- \$260 million estimated annualized acquired revenue



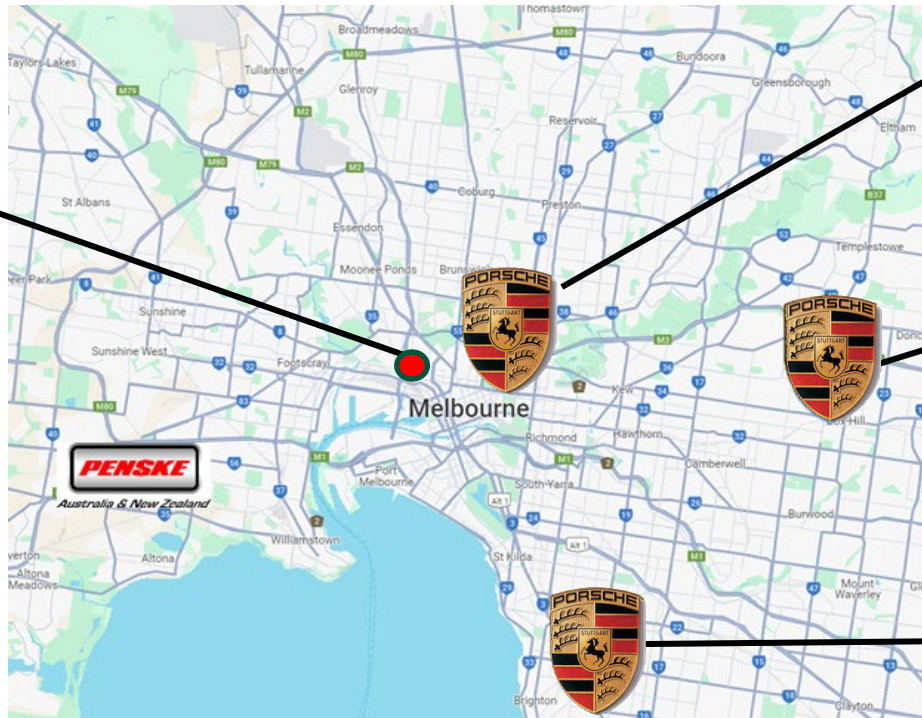
📍 Porsche Centre Melbourne



📍 Porsche Centre Doncaster



📍 Porsche Centre Brighton



**PENSKE** Select



# **PENSKE TRANSPORTATION SOLUTIONS**

# PENSKE TRANSPORTATION SOLUTIONS (PTS)

## Penske Truck Leasing



Truck  
Rental

Full-Service  
Leasing

Contract  
Maintenance

Used  
Trucks

## Penske Logistics



Dedicated  
Contract  
Carriage

Distribution  
Center  
Management

Freight  
Management  
& Brokerage

Professional  
Services

# PTS HIGHLIGHTS

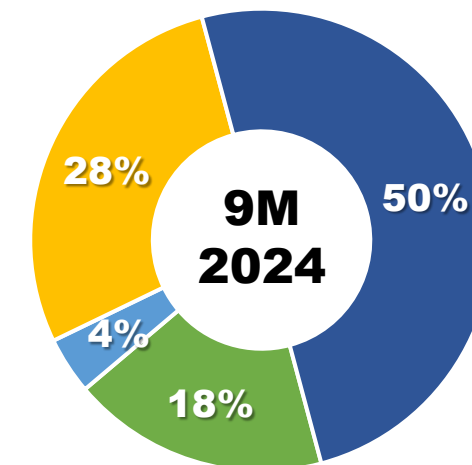
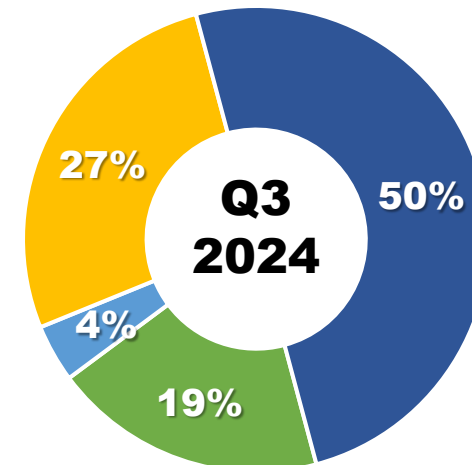
- Managed fleet of over 442,000 trucks, tractors and trailers
- Sequential improvement in the net income of 14% from \$183 million to \$209 million

	Q1 '24	Q2 '24	Q3 '24	9M '24
Revenue (in billions)	\$2.7	\$2.8	\$2.8	\$8.3
Net Income (in millions)	\$112	\$183	\$209	\$504
ROS	4.4%	6.6%	7.4%	6.0%
PAG Equity Income	\$32.5	\$52.9	\$60.3	\$145.7

+ \$20.4      + \$7.4

## OPERATING REVENUE

(For the nine months ended September 30, 2024)



■ Commercial Rental      ■ Logistics  
■ Consumer Rental      ■ Full Service Lease & Maint.

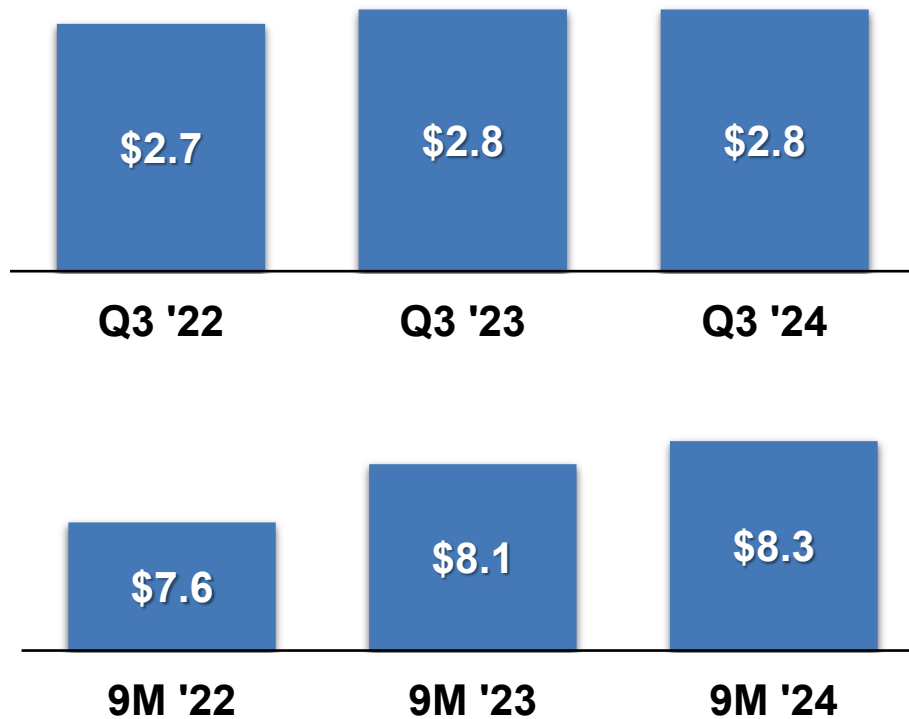
# PTS PERFORMANCE SUMMARY

(For the three months and six months ended June 30, 2024)

**PAG Equity Income of \$146 Million 9M 2024 Year-To-Date**

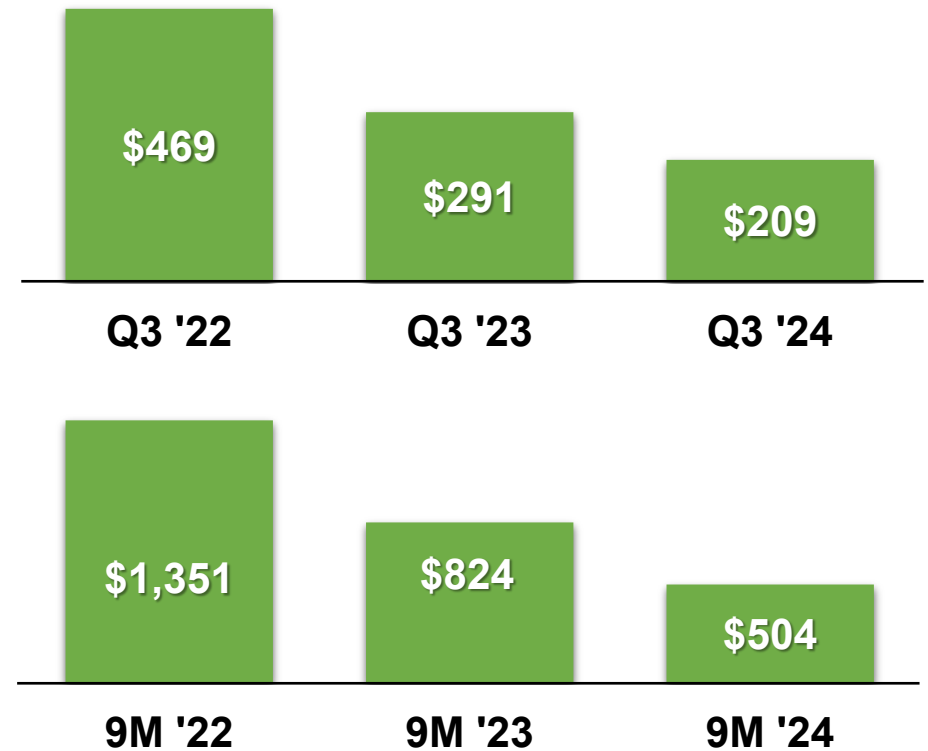
## Operating Revenue

(\$ in Billions)



## Net Income

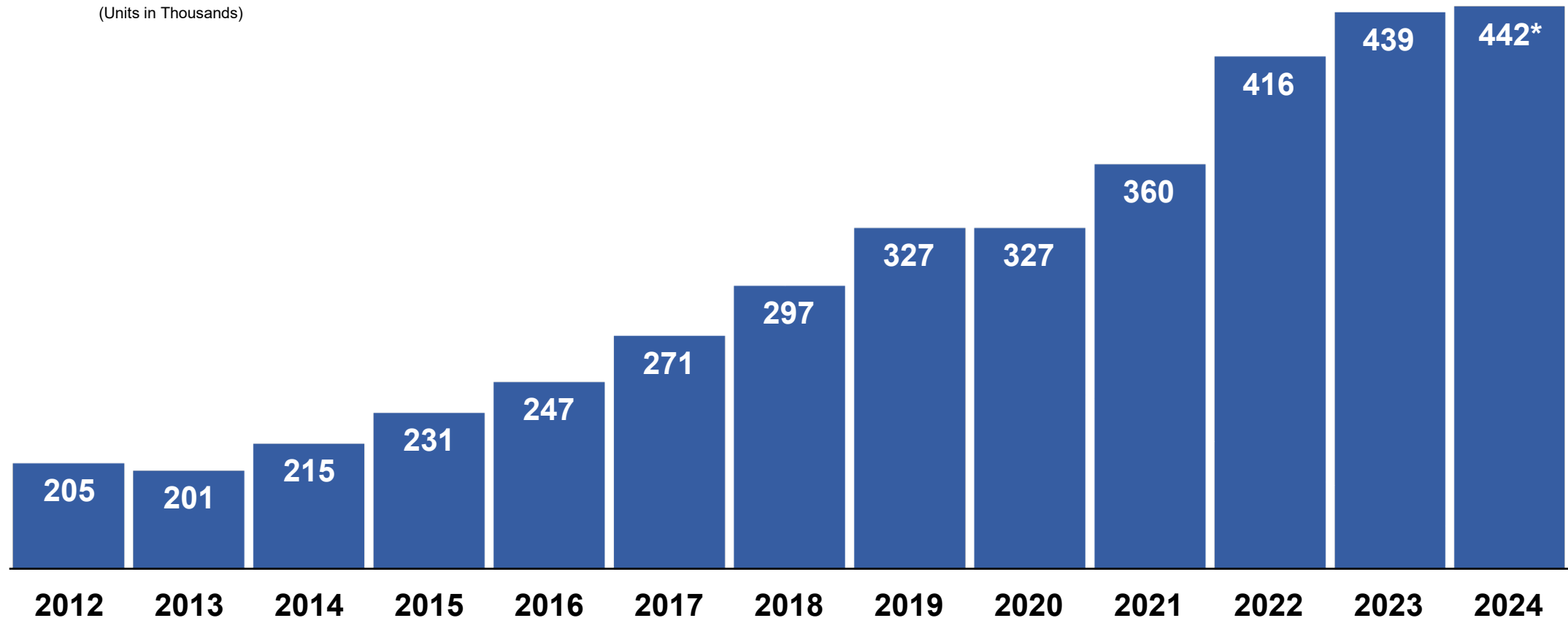
(\$ in Millions)



# PTS FLEET

Managed fleet consists of trucks, tractors and trailers under lease, rental and/or maintenance contracts

(Units in Thousands)



(\*As of September 30, 2024)

# INTEGRATED MARKETING STRATEGY



# DIGITAL TOOLS ENHANCE EXPERIENCE

## DIGITAL CUSTOMER TOUCHPOINTS

**Virtual  
Test Drives**

**AI  
Sales/Service  
Technology**

**Integrated  
Digital  
Retailing**

**Photo Collision  
Estimates**

**Immersive  
Chat and Text**

**Sales and  
Service Videos**

**Remote  
Signing**

**Data Driven  
AI Marketing**

**Personalization**

# CUSTOMERS IN THE DRIVER'S SEAT

Customers control the process with the ability to seamlessly leverage tools in-store and online

## End-to-End Platform

A fully integrated end-to-end digital transaction system to execute online orders

## OEM Platforms

Implement OEM powered solutions to leverage multichannel marketing, create a unified customer experience, and increase loyalty

## Hybrid Approach

Enables customers to start online and finish in-store, providing a streamlined experience

## In-Store

In-person transaction at the dealership where customers work directly with trained industry professionals, providing a superior customer experience



# INTEGRATED DIGITAL RETAILING

- Digital retailing tools are integrated and embedded in the business
- Leverage same technology, online and in-store
- Customer moves seamlessly during the purchase process
- Shift workflows to follow customer with how they want to purchase
- Technology provides transparency and consistency
- Transparency and consistency builds customer confidence

***Integrated digital retailing supports a framework around retailing vehicles regardless of how a customer engages***



# AI INITIATIVES AND STRATEGY

- Use of Artificial Intelligence in reception, sales and service to improve efficiency and productivity
- Enhance customer experience with personalized, tailored responses and recommendations
- Continuous learning from our world-class customer interactions to improve responses

***Continue to embrace AI solutions to automate and streamline processes while ensuring consistency, compliance, and quality control.***

# NON-GAAP RECONCILIATIONS

# EBITDA RECONCILIATION

The following tables reconcile reported net income to earnings before interest, taxes, depreciation, and amortization (“EBITDA”) and adjusted EBITDA for the three months and nine months ended September 30, 2024 and 2023

(\$ in Millions)	Three Months Ended September 30,		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$227.0	\$264.4	(\$37.4)	(14%)
Add: Depreciation	\$40.6	\$35.4	+\$5.2	+15%
Other Interest Exp	\$22.9	\$24.5	(\$1.6)	(7%)
Income Taxes	<u>\$77.4</u>	<u>\$92.1</u>	<u>(\$14.7)</u>	<u>(16%)</u>
EBITDA	\$367.9	\$416.4	(\$48.5)	(12%)

	Nine Months Ended September 30,		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$686.1	\$866.6	(\$180.5)	(21%)
Add: Depreciation	\$117.0	\$103.4	+\$13.6	+13.0%
Other Interest Exp	\$64.1	\$69.5	(\$5.4)	(8%)
Income Taxes	<u>\$238.6</u>	<u>\$297.1</u>	<u>(\$58.5)</u>	<u>(20%)</u>
EBITDA	\$1,105.8	\$1,336.6	(\$230.8)	(17%)

# EBITDA & LEVERAGE RATIO RECONCILIATION

(\$ in Millions)	Three Months Ended December 31, 2023	Nine Months Ended September 30, 2024	Trailing Twelve Months September 30, 2024
Net Income	\$192.0	\$686.1	\$878.1
Add: Depreciation	\$37.6	\$117.0	\$154.6
Add: Other Interest	\$23.1	\$64.1	\$87.2
Add: Income Taxes	<u>\$63.8</u>	<u>\$238.6</u>	<u>\$302.4</u>
EBITDA	\$316.5	\$1,105.8	\$1,422.3
Add: Impairment Charge <sup>(1)</sup>	<u>\$40.7</u>	---	<u>\$40.7</u>
Adjusted EBITDA	\$357.2	\$1,105.8	\$1,463.0
Total Non-Vehicle Long-Term Debt			\$1,878
Leverage Ratio			1.3x

<sup>(1)</sup> Impairment charges relate to our used vehicle dealerships international reporting unit

# EBITDA, ADJ. EBITDA & LEVERAGE RATIO RECONCILIATION

The following table reconciles EBITDA, Adj. EBITDA and Leverage Ratio as of December 31, 2023 - 2019

(\$ in Millions)	12M '23	12M '22	12M '21	12M '20	12M '19
Net Income	\$1,058.6	\$1,386.2	\$1,192.7	\$545.3	\$435.1
Add: Depreciation	\$141.0	\$127.3	\$121.5	\$115.5	\$109.6
Add: Other Interest	\$92.6	\$70.4	\$68.6	\$111.0	\$124.2
Add: Income Taxes	\$360.9	\$473.0	\$416.3	\$162.7	\$156.7
Add: (Income) From Disc. Ops	---	---	(\$1.3)	(\$0.4)	(\$0.3)
EBITDA	\$1,653.1	\$2,056.9	\$1,797.8	\$934.1	\$825.3
Less: Net gain (loss) on dealership sales	---	---	---	(\$5.2)	---
Add: Impairment Charges <sup>(1)</sup>	\$40.7	---	---	---	---
Add: Loss on investment from revaluation <sup>(2)</sup>	---	---	\$11.4	---	---
Add: Debt redemption costs <sup>(3)</sup>	---	---	\$17.0	\$8.6	---
Adjusted EBITDA	\$1,693.8	\$2,056.9	\$1,826.2	\$937.5	\$825.3
Total Non-Vehicle Long-Term Debt	\$1,629.2	\$1,622	\$1,474	\$1,690	\$2,360
Leverage Ratio	1.0x	0.8x	0.8x	1.8x	2.9x

(1) Impairment charges relate to our used vehicle dealerships international reporting unit

(2) Loss on investment for the revaluation of the Nicole Group

(3) Related to expenses in connection with the redemption of our 5.5% senior subordinated notes due 2026 in 2021 and the redemption of our 5.75% senior subordinated notes due 2022 and our \$300 million 5.375% senior subordinated notes due 2024 in 2020

Beginning in 2023, we transitioned some of our dealerships in the U.K. and Europe to an agency model under which these dealerships receive a fee for facilitating the sale by the manufacturer of a new vehicle but do not hold the vehicle in inventory. Vehicles sold under this agency model are counted as new agency units sold instead of new retail units sold by us, and only the fee we receive from the manufacturer, not the price of the vehicle, is reported as new revenue (as opposed to previously recording all of the vehicle sale price as new revenue) with no corresponding cost of sale. We continue to provide new vehicle customer service under the agency model, and the agency model at this time has not changed our used vehicle sales operations or service and parts operations, although the long-term impact of the agency model at these dealerships as well as other agency models proposed by our manufacturer partners is uncertain.

# AGENCY



*Automotive*