



Automotive

**Q2 and 6M 2024
FINANCIAL RESULTS**

July 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 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 successfully 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 our third party providers, which systems are increasing 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, and realize returns on 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 period ended March 31, 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 Six Months Ended June 30, 2024:

28,887

employees worldwide

4

continents

9

countries

253,517

new & used units delivered

\$15.1B

revenue

362*

automotive franchised
dealerships

18*

used vehicle
centers

48*

commercial retail truck
locations

21*

commercial vehicle, power
system & parts distribution
locations



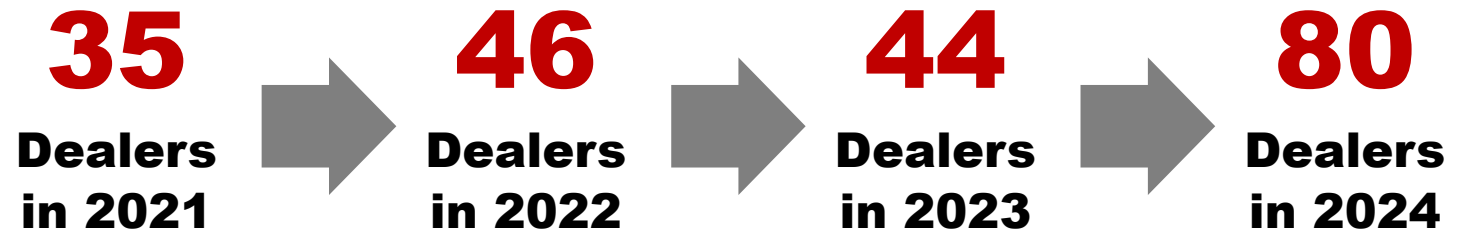
Automotive

*as of June 30, 2024

ACCOLADES AND AWARDS



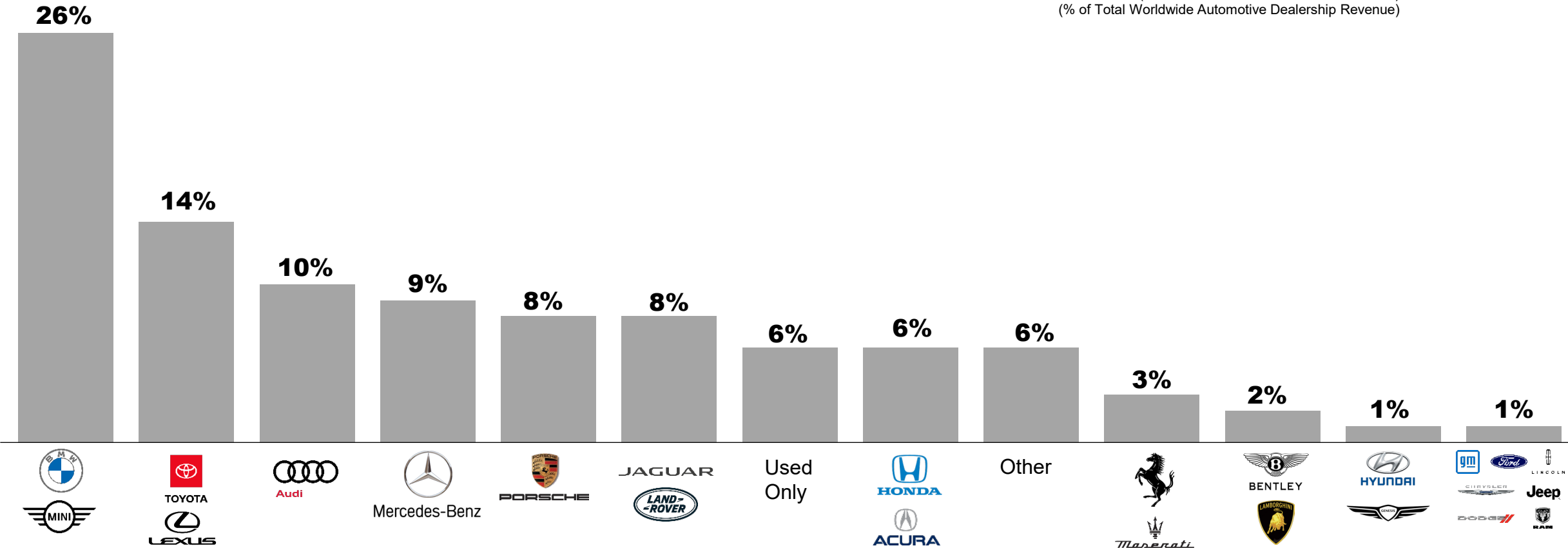
- PAG – Best Retailer to Work For 2024
- CarShop UK – Best Places to Work For 2021
- CarShop US – Best Places to Work For 2019
- Sytner Group – Best Retailer To Work For 2019



RETAIL AUTOMOTIVE BRAND MIX

72% Premium
21% Volume Non-U.S.
1% U.S.
6% Used Only

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



PAG CAPITAL ALLOCATION

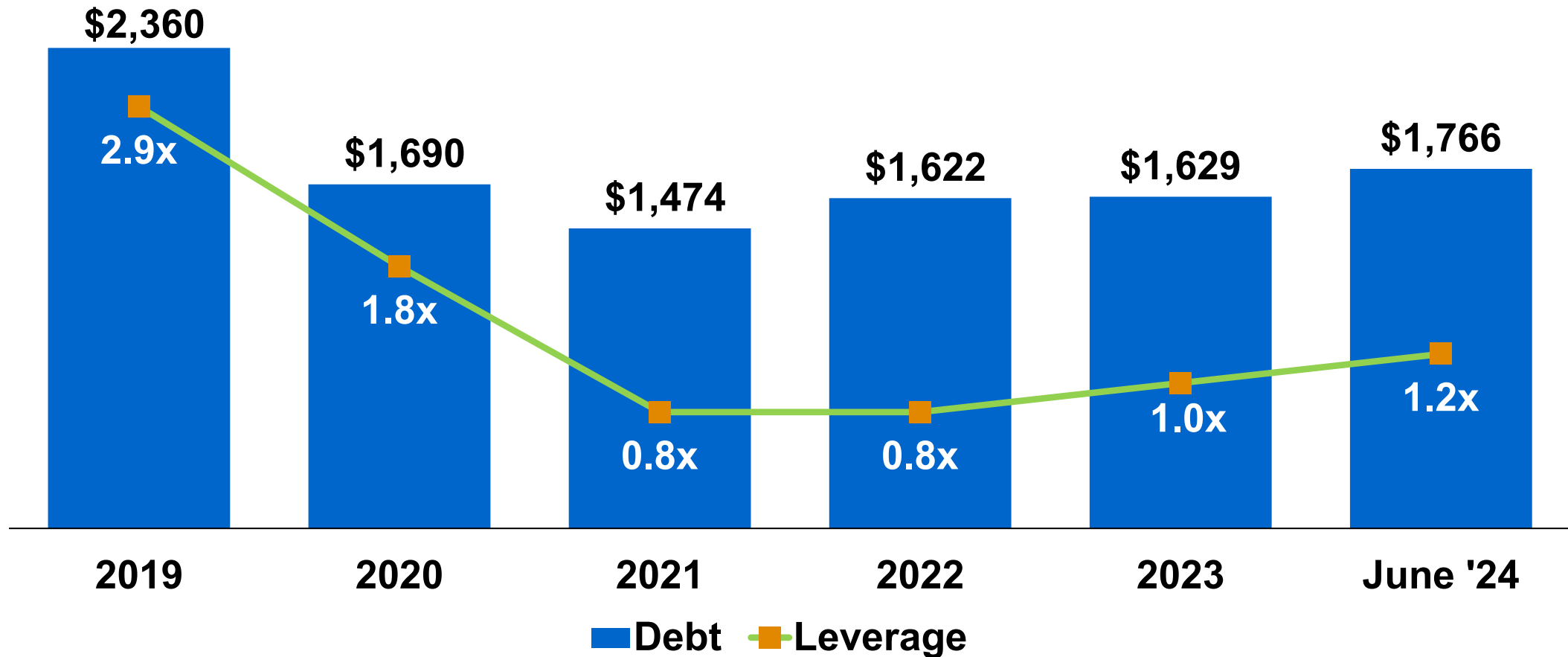
(In Millions)

	2019	2020	2021	2022	2023	2024*
Dividends	\$131	\$68	\$143	\$154	\$189	\$123
Cap Ex	\$245	\$186	\$249	\$283	\$375	\$202
Share Repurchases	\$174	\$35	\$294	\$887	\$382	\$76
Acquisitions (including repayment of seller's floorplan notes)	<u>\$327</u>	---	<u>\$432</u>	<u>\$393</u>	<u>\$215</u>	<u>\$441</u>
Total	\$877	\$289	\$1,118	\$1,717	\$1,161	\$842

*For the six months ended June 30, 2024

PAG HISTORICAL LONG-TERM DEBT AND LEVERAGE

(USD in Millions)



Note: Refer to Non-GAAP Reconciliation Section

Q2 & 6M 2024 REVIEW

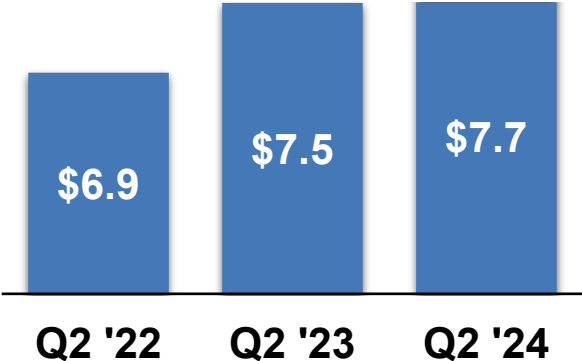
PAG HIGHLIGHTS – 6M 2024

- 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, a Freightliner dealer, in Minnesota and Wisconsin
 - Bill Brown Ford – World’s largest Ford dealership (July 2024)
- Increased dividend by 35% to \$1.07 per share from \$0.79 per share in Q4 2023
- Repurchased 511,000 shares for \$76 million
- Rebranding and reformatting Used Only dealership business in the U.K. to Sytner Select
- Generated \$620 million in income before taxes, \$456 million in net income and \$6.81 in income per share
- Debt at \$1.77 billion; Leverage at 1.2x*; Debt to Capitalization 26.2%

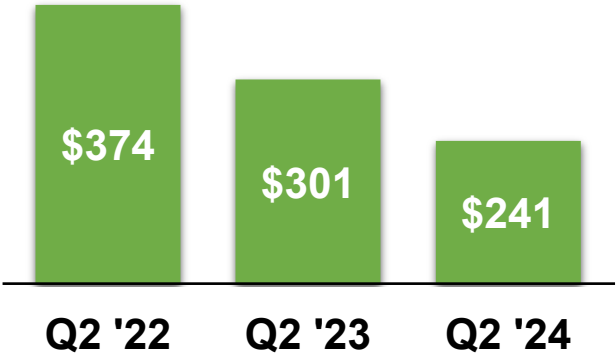
* Refer to Non-GAAP Reconciliation Section

PAG PERFORMANCE SUMMARY

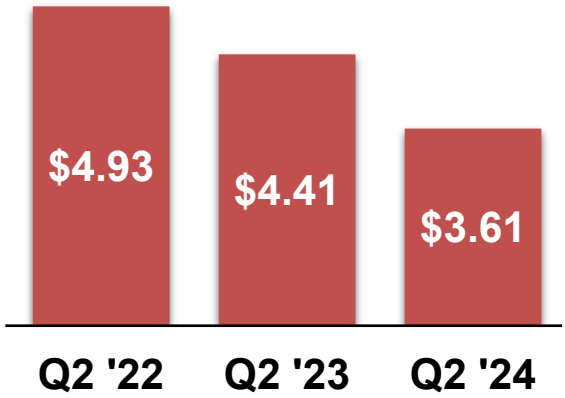
Q2 Total Revenue
(\$ in Billions)



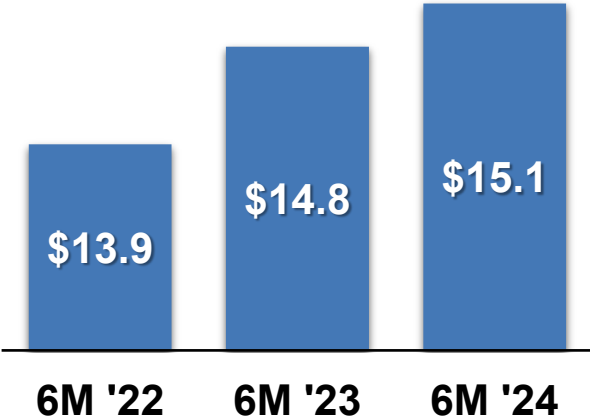
Q2 Net Income Attributable to Common Stockholders (\$ in Millions)



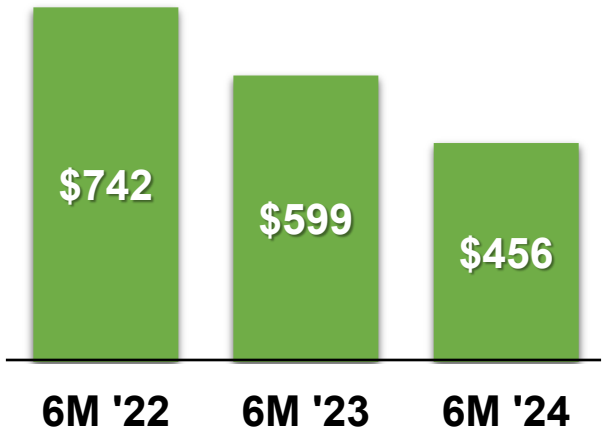
Q2 Income Per Share



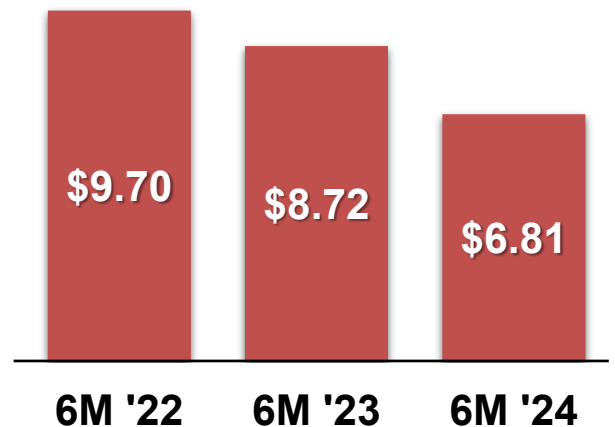
6M Total Revenue
(\$ in Billions)



6M Net Income Attributable to Common Stockholders (\$ in Millions)



6M Income Per Share

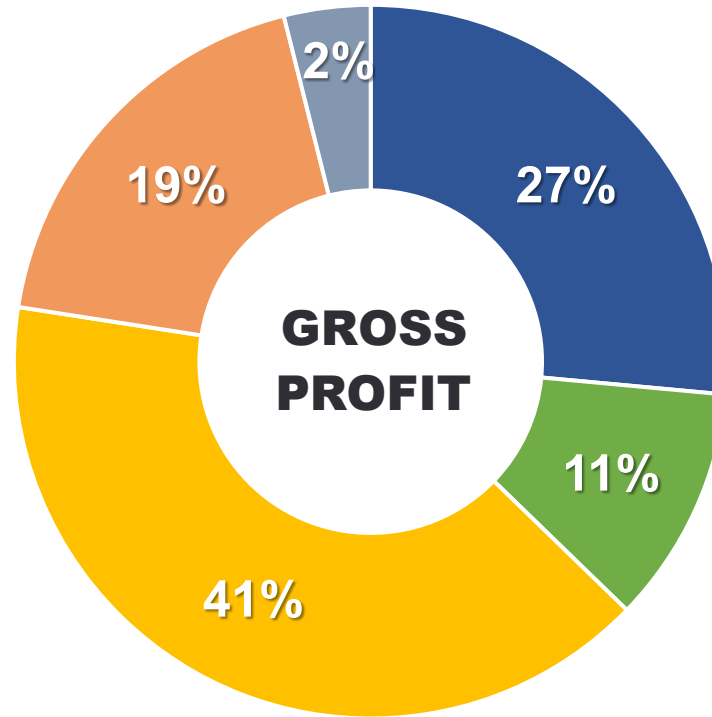
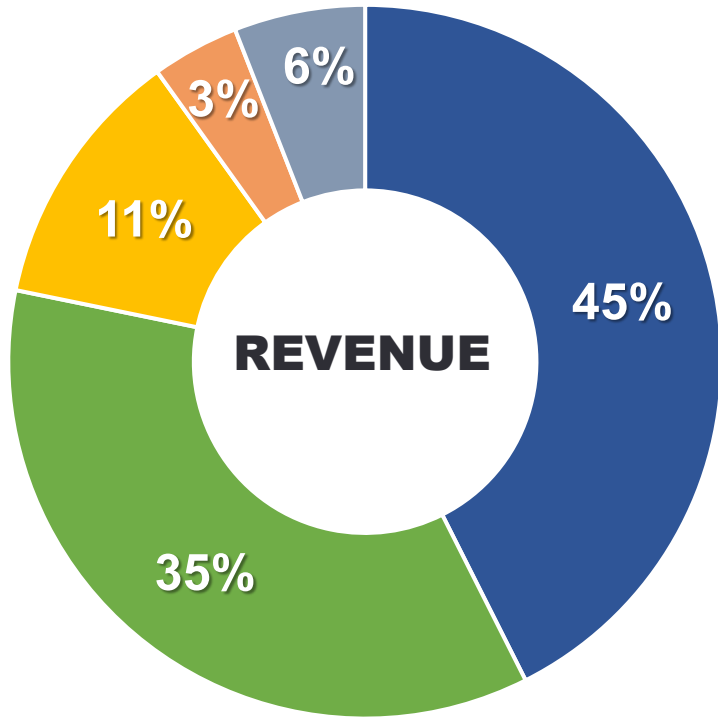


Q2 & 6M PERFORMANCE HIGHLIGHTS

(\$ in Millions, except Per Share Amount)	Q2 '24	Q2 '23	CHG	6M '24	6M '23	CHG
Revenue <i>Excl F/X</i>	\$7,697 \$7,697	\$7,469	+3% +3%	\$15,145 \$15,047	\$14,808	+2% +2%
Retail Auto Same-Store Revenue <i>Excl F/X</i>	\$6,315 \$6,311	\$6,349	-1% -1%	\$12,508 \$12,410	\$12,582	-1% -1%
Income Before Taxes <i>Excl F/X</i>	\$326 \$326	\$400	-19% -19%	\$620 \$619	\$807	-23% -23%
Inc. Attributable to Common Stockholders <i>Excl F/X</i>	\$241 \$242	\$301	-20% -20%	\$456 \$455	\$599	-24% -24%
Income Per Share <i>Excl F/X</i>	\$3.61 \$3.61	\$4.41	-18% -18%	\$6.81 \$6.80	\$8.72	-22% -22%

RETAIL AUTOMOTIVE

(For the three months ended June 30, 2024)



- New Vehicles
- Service & Parts
- Fleet & Wholesale

- Used Vehicles
- Finance & Insurance

RETAIL AUTO DIVERSIFIED REVENUE STREAM

RETAIL AUTOMOTIVE SAME-STORE REVENUE

(\$ in Millions)	Q2 '24	Q2 '23	CHG	6M '24	6M '23	CHG
New Vehicle	\$2,872	\$2,819	+2%	\$5,560	\$5,538	---
Used Vehicle	\$2,157	\$2,284	-6%	\$4,373	\$4,530	-4%
F&I	\$203	\$212	-4%	\$403	\$416	-3%
Service & Parts	\$717	\$683	+5%	\$1,431	\$1,363	+5%
Fleet & Wholesale	<u>\$367</u>	<u>\$351</u>	<u>+4%</u>	<u>\$741</u>	<u>\$735</u>	<u>+1%</u>
TOTAL	\$6,315	\$6,349	-1%	\$12,508	\$12,582	-1%

RETAIL AUTOMOTIVE KEY METRICS

Same-Store	Q2 '24	Q2 '23	Chg	6M '24	6M '23	Chg
VOLUME METRICS						
New Units*	48,923	49,507	-1%	95,730	97,073	-1%
Used Units	<u>62,230</u>	<u>63,233</u>	-2%	<u>127,851</u>	<u>128,583</u>	-1%
Total	111,153	112,740	-1%	223,581	225,656	-1%
Agency Units	<u>9,333</u>	<u>8,918</u>	+5%	<u>17,861</u>	<u>15,811</u>	+13%
Total Units	120,486	121,658	-1%	241,442	241,467	---
GROSS PER UNIT*						
New	\$5,283	\$6,265	-16%	\$5,240	\$6,295	-17%
Used	\$1,825	\$1,926	-5%	\$1,838	\$1,891	-3%
F&I	\$1,810	\$1,870	-3%	\$1,794	\$1,840	-3%
Var. Vehicle Gross	\$5,157	\$5,701	-10%	\$5,088	\$5,625	-10%

*Excluding agency



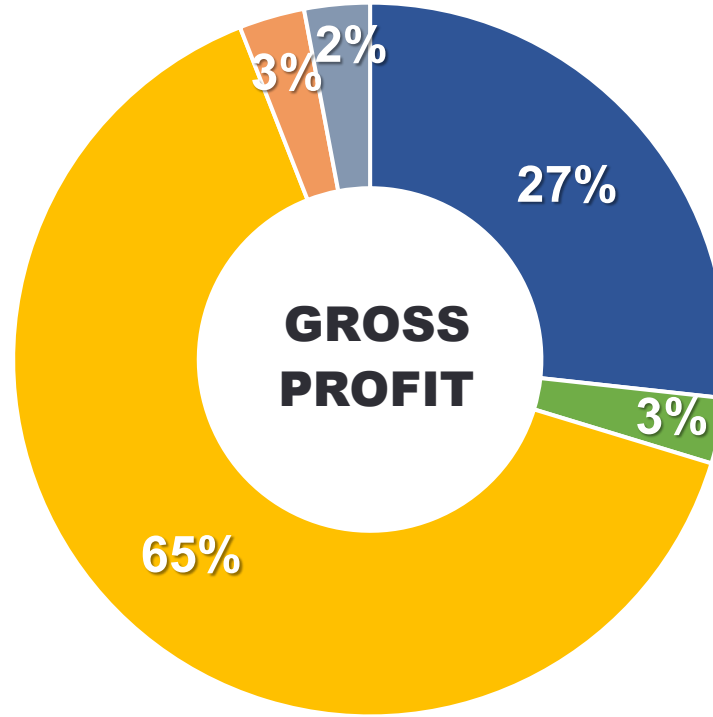
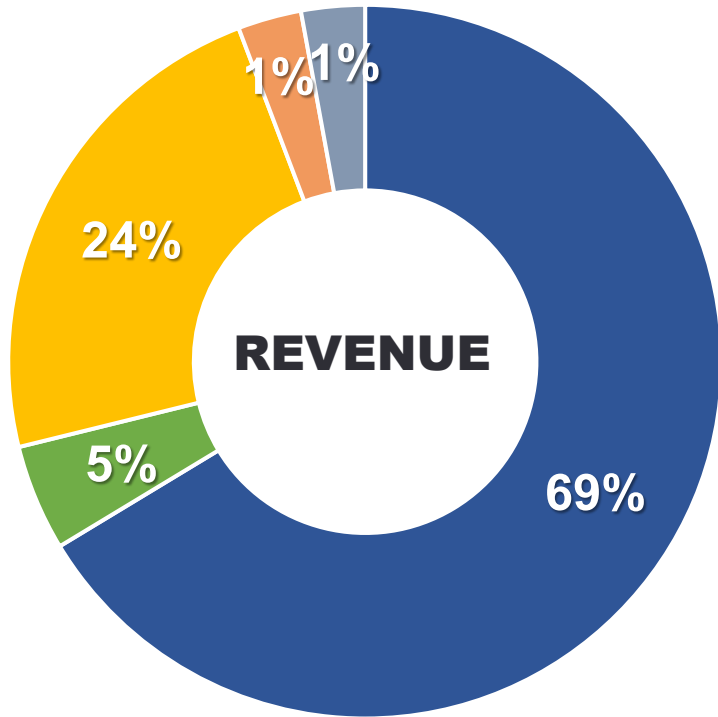
**RETAIL
COMMERCIAL
TRUCKS**

NORTH AMERICAN LOCATIONS



- One of the largest dealership groups for Freightliner North America
- 36 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 three months ended June 30, 2024)



- New Vehicles
- Service & Parts
- Fleet & Wholesale

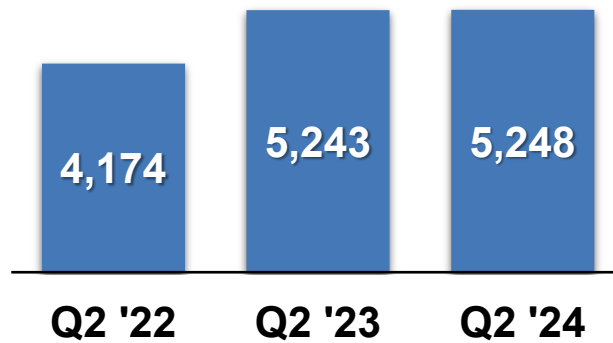
- Used Vehicles
- Finance & Insurance

RETAIL COMMERCIAL TRUCKS DIVERSIFIED REVENUE STREAM

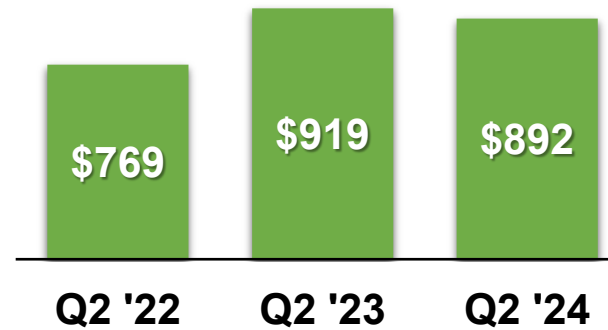
PERFORMANCE SUMMARY – RETAIL COMMERCIAL TRUCKS

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

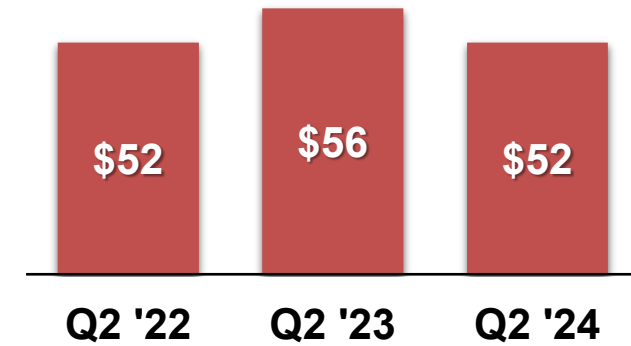
Q2 Units



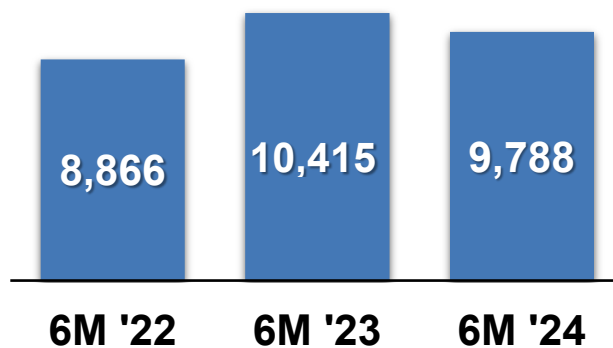
Q2 Revenue (\$ in Millions)



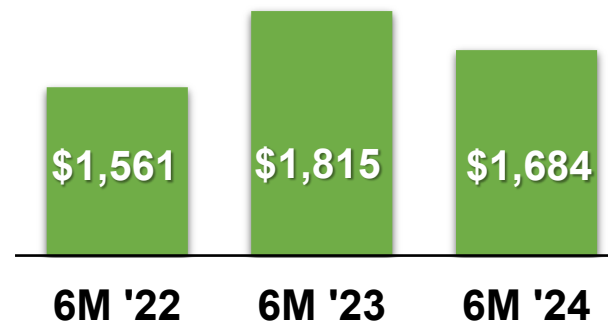
Q2 Earnings Before Taxes



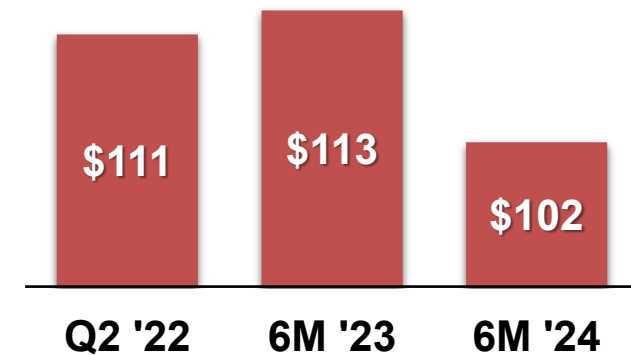
6M Units



6M Revenue (\$ in Millions)



6M Earnings Before Taxes



RETAIL COMMERCIAL TRUCK KEY METRICS

Same-Store	Q2 '24	Q2 '23	Chg	6M '24	6M '23	Chg
VOLUME METRICS						
New Units	4,275	4,510	-5%	7,637	9,027	-15%
Used Units	<u>739</u>	<u>701</u>	<u>+5%</u>	<u>1,763</u>	<u>1,356</u>	+30%
TOTAL	5,014	5,211	-4%	9,400	10,383	-10%
GROSS PER UNIT						
New	\$8,684	\$8,211	+6%	\$9,110	\$7,700	+18%
Used	\$5,140	\$5,733	-10%	\$4,410	\$6,922	-36%
F&I	\$784	\$958	-18%	\$947	\$960	-1%

**AUSTRALIA/
NEW ZEALAND**

PENSKE AUSTRALIA & NEW ZEALAND



- MAN Truck

- MAN Bus

- Western Star Trucks

- Dennis Eagle

- MTU, Bergen

- Detroit Diesel

- Allison
Transmission

- Remanufacturing

- Commercial Rental

- Full-Service Leasing

- Porsche

- Penske Select

- 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 75% of total gross profit
- Serves on-highway truck, mining, construction, agriculture, marine, oil & gas, and energy solutions market segments

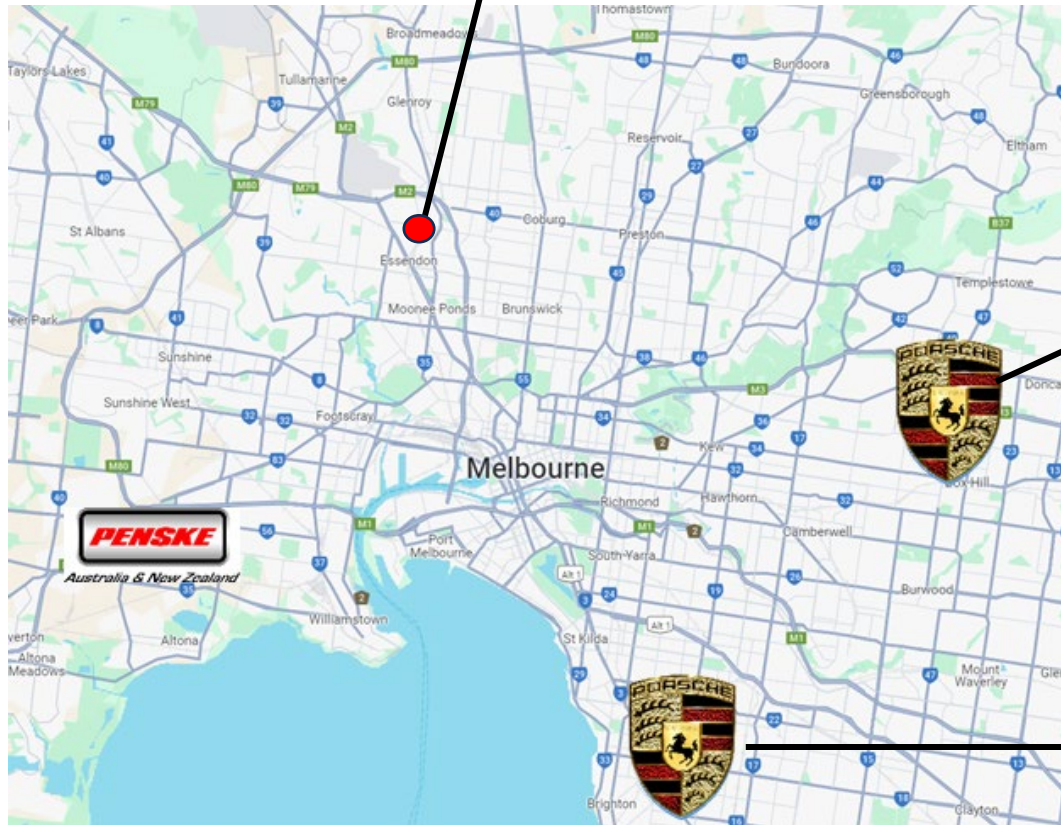
COMMERCIAL VEHICLE AND POWER SYSTEMS OVERVIEW (Australia/N. Zealand)

(in millions of US \$)	Q2 '24	Q2 '23	CHG	6M '24	6M '23	CHG
Revenue	\$189	\$143	+32%	\$367	\$287	+28%
EBT	\$10.5	\$10.5	---	\$24.0	\$22.7	+6%

PENSKE AUTOMOTIVE AUSTRALIA

- Acquired Porsche Centre Doncaster & Brighton
- \$130 million estimated annualized acquired revenue

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

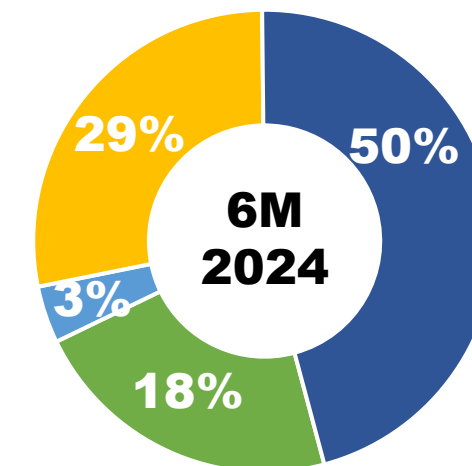
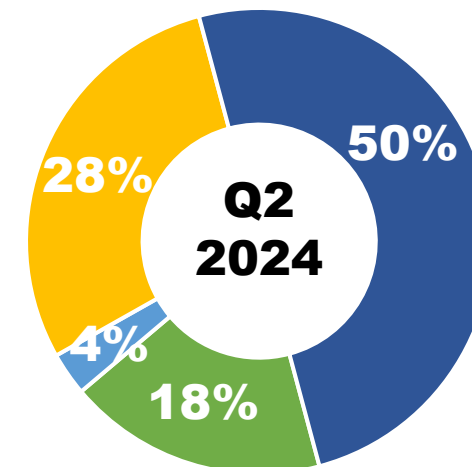
PTS HIGHLIGHTS

- PAG equity earnings of \$52.9 million for the three months ended June 30, 2024
- Managed fleet of over 446,000 trucks, tractors and trailers
- Sequential improvement in the net income from \$112 million to \$183 million

	Q1 '24	Q2 '24	6M '24
Revenue (in billions)	\$2.7	\$2.8	\$5.5
Net Income (in millions)	\$112	\$183	\$295
ROS	4.4%	6.6%	5.4%
PAG Equity Income	\$32.5	\$52.9	\$85.4

OPERATING REVENUE

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



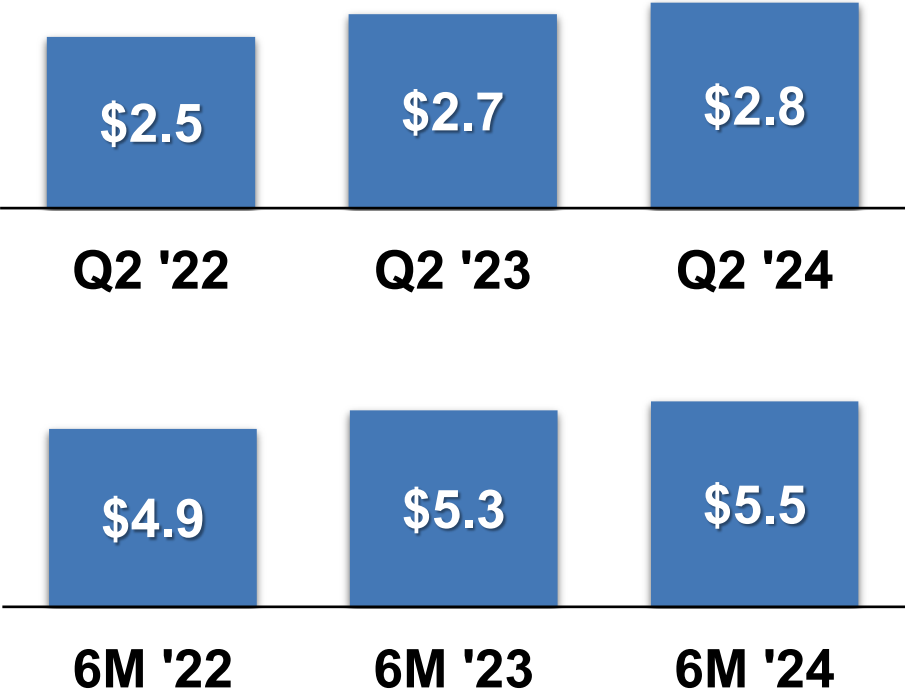
- Commerical Rental
- Logistics
- Consumer Rental
- Full Service Lease & Maint.

PTS PERFORMANCE SUMMARY

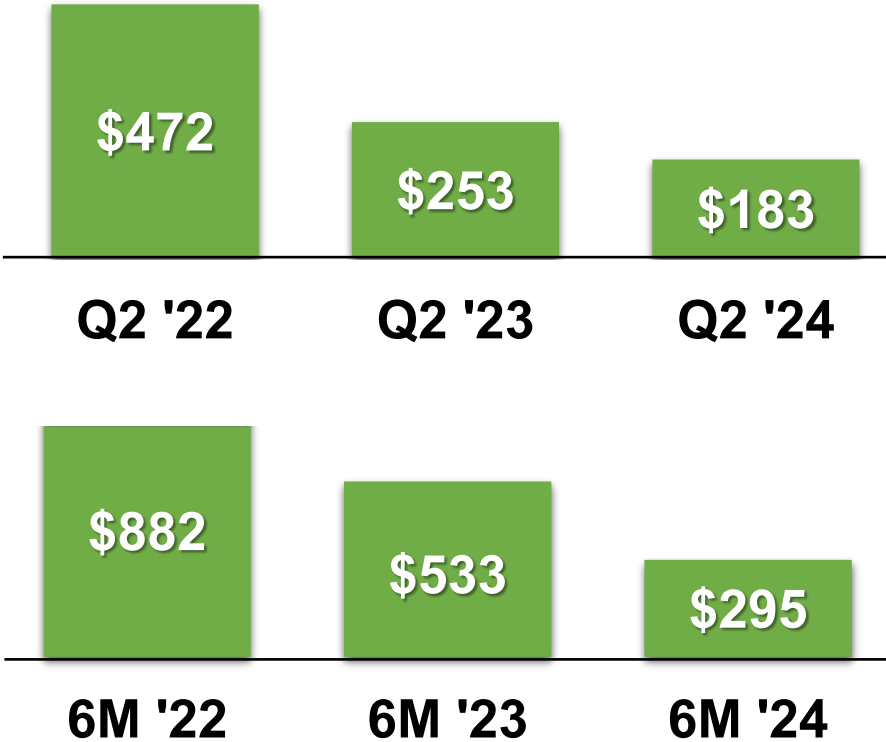
(For the three months and six months ended June 30, 2024)

PAG Equity Income of \$85 Million 6M 2024 Year-To-Date

Total Revenue
(\$ in Billions)



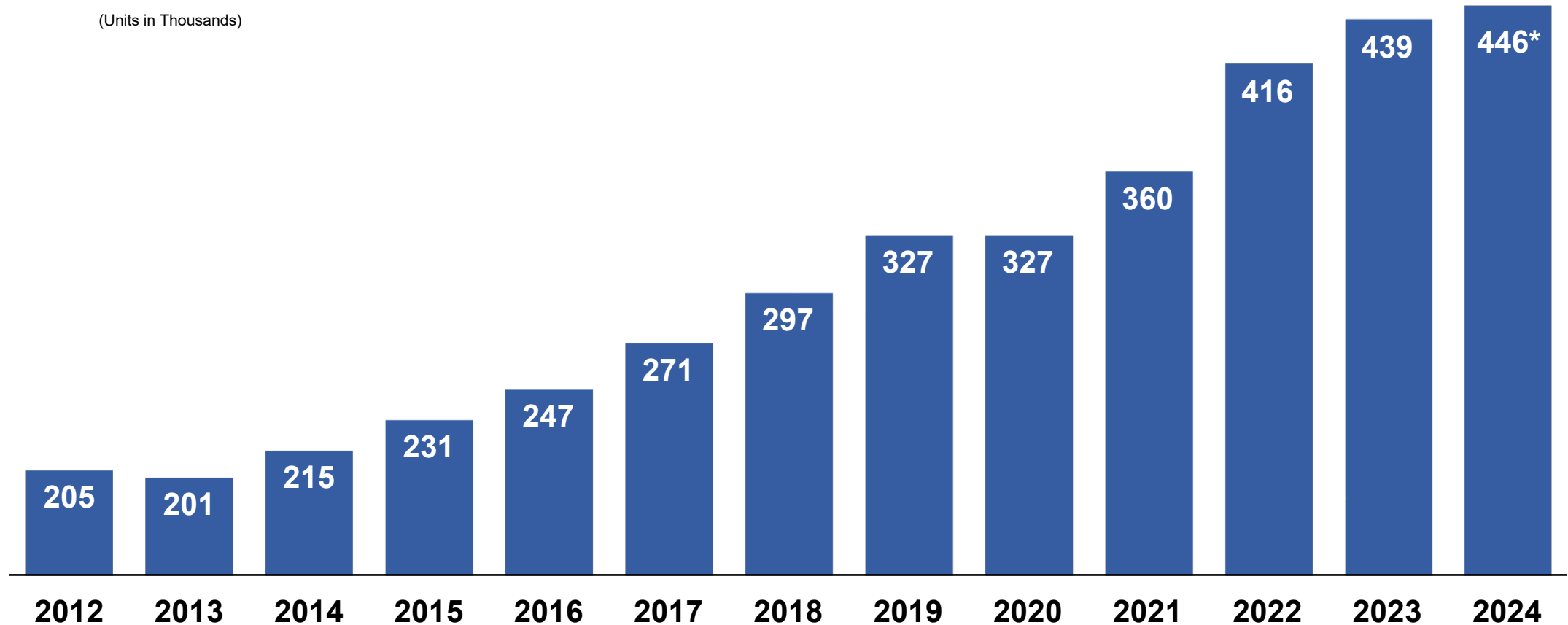
Net Income Attributable to Common Stockholders
(\$ in Millions)



PTS FLEET

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

(Units in Thousands)



(*As of June 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 six months ended June 30, 2024 and 2023

(\$ in Millions)	Three Months Ended June 30,		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$242.9	\$302.6	(\$59.7)	(19.7%)
Add: Depreciation	\$38.6	\$34.1	\$4.5	13.2%
Other Interest Exp	\$19.9	\$24.2	(\$4.3)	(17.8%)
Income Taxes	<u>\$82.6</u>	<u>\$97.7</u>	<u>(\$15.1)</u>	<u>(15.5%)</u>
EBITDA	\$384.0	\$458.6	(\$74.6)	(16.3%)

	Six Months Ended June 30,		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$459.1	\$602.2	(\$143.1)	(23.8%)
Add: Depreciation	\$76.4	\$68.0	\$8.4	12.4%
Other Interest Exp	\$41.2	\$45.0	(\$3.8)	(8.4%)
Income Taxes	<u>\$161.2</u>	<u>\$205.0</u>	<u>(\$43.8)</u>	<u>(21.4%)</u>
EBITDA	\$737.9	\$920.2	(\$182.3)	(19.8%)

EBITDA & LEVERAGE RATIO RECONCILIATION

(\$ in Millions)	Six Months Ended December 31, 2023	Six Months Ended June 30, 2024	Trailing Twelve Months June 30, 2024
Net Income	\$456.4	\$459.1	\$915.5
Add: Depreciation	\$73.0	\$76.4	\$149.4
Add: Other Interest	\$47.6	\$41.2	\$88.8
Add: Income Taxes	<u>\$155.9</u>	<u>\$161.2</u>	<u>\$317.1</u>
EBITDA	\$732.9	\$737.9	\$1,470.8
Add: Impairment Charge ⁽¹⁾	<u>\$40.7</u>	---	<u>\$40.7</u>
Adjusted EBITDA	\$773.6	\$737.9	\$1,511.5
Total Non-Vehicle Long-Term Debt			\$1,766.3
Leverage Ratio			1.2x

⁽¹⁾ 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, 2022, 2021, 2020 and 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 ⁽¹⁾	\$40.7	---	---	---	---
Add: Loss on investment from revaluation ⁽²⁾	---	---	\$11.4	---	---
Add: Debt redemption costs ⁽³⁾	---	---	\$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