



February 2025

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, 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, those related to macro-economic, geo-political and industry conditions and events, including their impact on sales of new and used vehicles, service and parts, and repair and maintenance services, the availability of consumer credit, changes in consumer demand, consumer confidence levels, fuel prices, demand for trucks to move freight with respect to Penske Transportation Solutions (PTS) and Premier Truck Group (PTG) and other freight metrics such as spot rates or miles driven, personal discretionary spending levels, interest rates, foreign currency exchange 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, any shortages of vehicle components, international conflicts, challenges in sourcing labor or labor strikes, work stoppages, or other disruptions; the control our manufacturer partners can exert over our operations and our reliance on them for various aspects of our business; 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; changes or increases in tariffs or trade disputes; 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 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, including with respect to the effect of various government mandates concerning the electrification of its vehicle 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, emissions standards or electrification, 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, June 30, 2024, and September 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.

COMPANY OVERVIEW

A Diversified International Transportation Services Company

Headquartered in Bloomfield Hills, MI USA

For the Twelve Months Ended December 31, 2024:

over **28,900**
employees worldwide

4
continents

9
countries

512,149
new & used units delivered
(includes commercial trucks)

\$30.5B
revenue

353
automotive franchised
dealerships

16
used vehicle
centers

45
commercial retail truck
locations

21
commercial vehicle, power
system & parts distribution
locations

WORLD CLASS BRANDS IN AUTOMOTIVE & TRUCKS



RETAIL AUTOMOTIVE BRAND MIX

72%

Premium

21%

Volume Non-U.S.

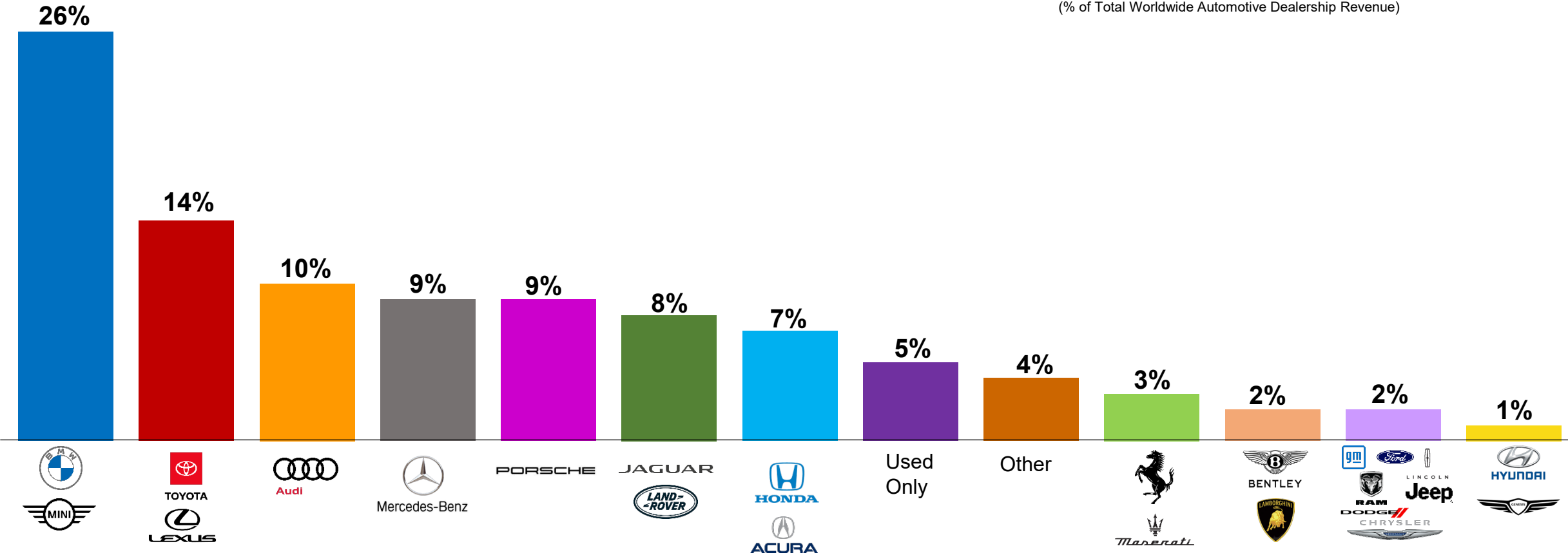
2%

U.S.

5%

Used Only

(For the Twelve Months Ended December 31, 2024)
(% of Total Worldwide Automotive Dealership Revenue)



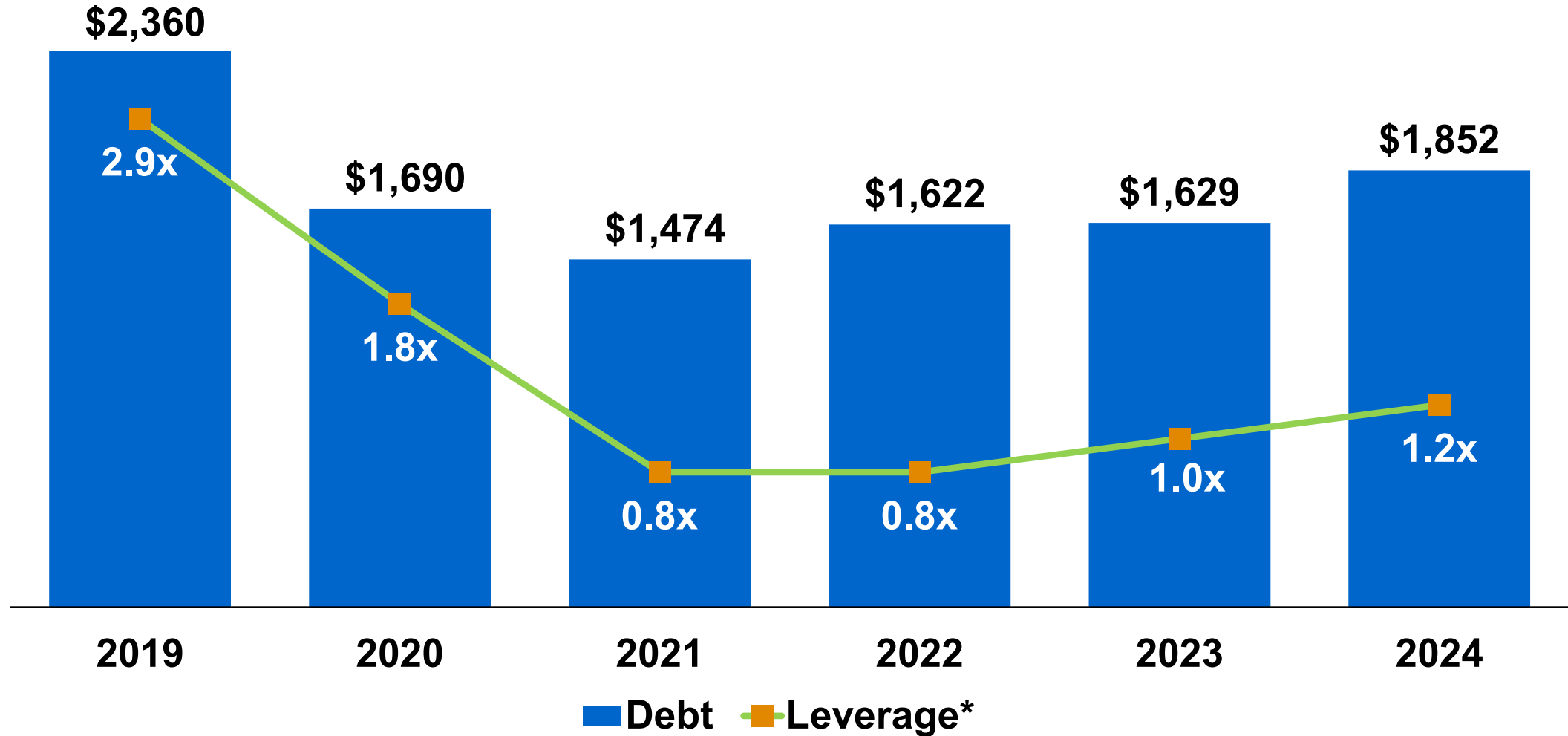
CAPITAL ALLOCATION

(In Millions)

	2019	2020	2021	2022	2023	2024
Dividends	\$131	\$68	\$143	\$154	\$189	\$274
Capital Expenditures	\$245	\$186	\$249	\$283	\$375	\$369
Share Repurchases	\$174	\$35	\$294	\$887	\$382	\$78
Acquisitions (incl. repayment of seller's floorplan notes)	<u>\$327</u>	<u>---</u>	<u>\$432</u>	<u>\$393</u>	<u>\$215</u>	<u>\$786</u>
Total	\$877	\$289	\$1,118	\$1,717	\$1,161	\$1,507

PAG HISTORICAL LONG-TERM DEBT AND LEVERAGE

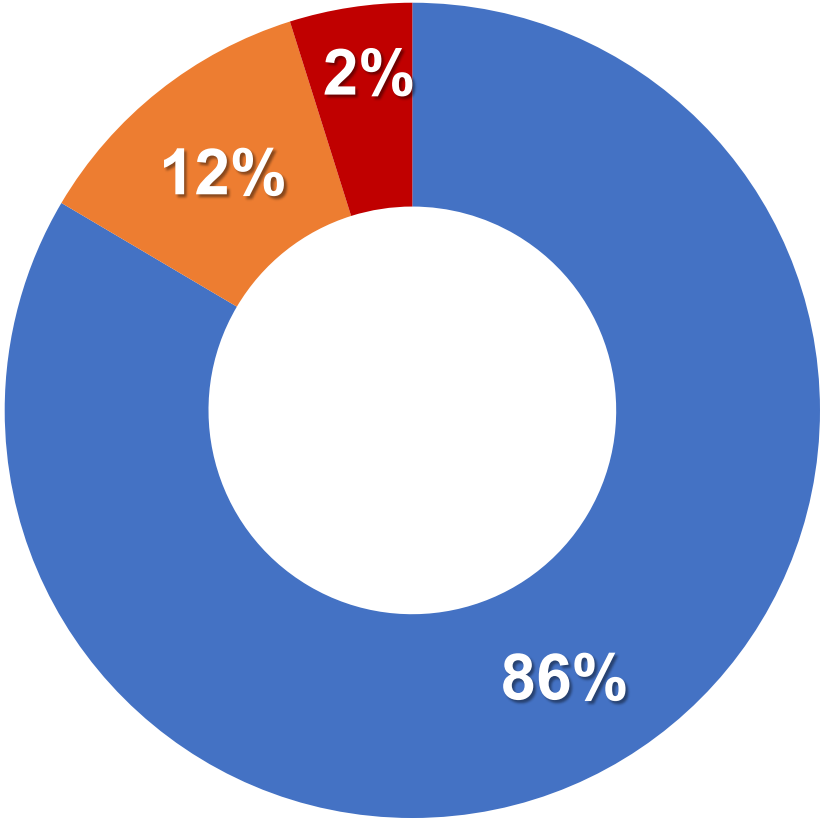
(USD in Millions)
(As of December 31)



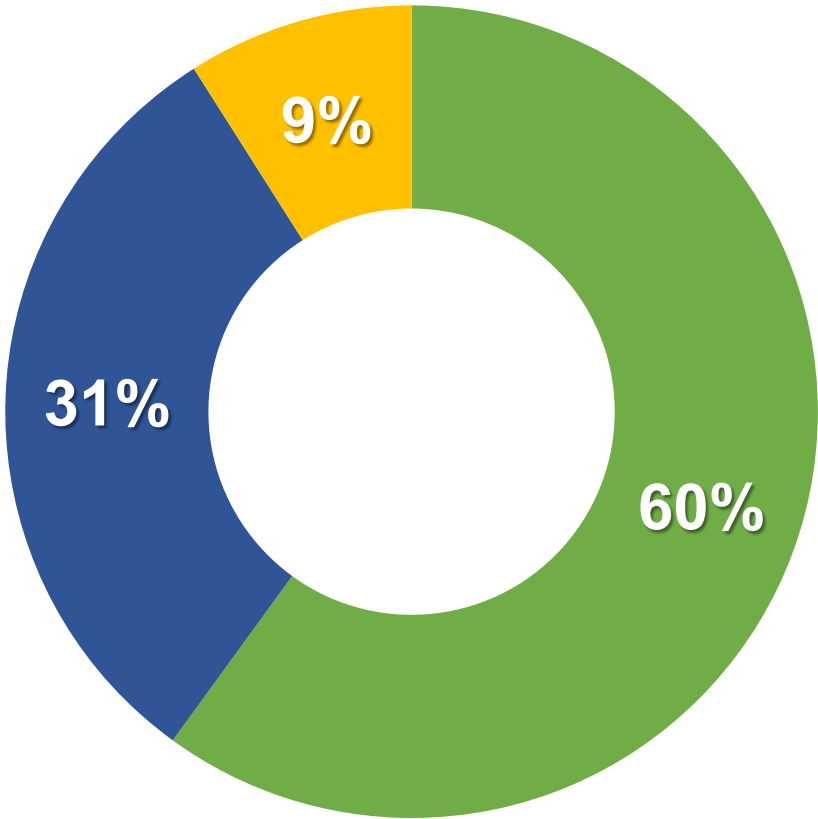
Note: Refer to Non-GAAP Reconciliation Section

DIVERSIFIED REVENUE MIX BY GEOGRAPHY & SEGMENT

(For the Twelve Months Ended December 31, 2024)



- Retail Automotive
- Retail Commercial Truck
- Commercial Vehicle & Distribution



- North America
- United Kingdom
- Other International

Q4 & 12M 2024 REVIEW

PAG CONSOLIDATED FINANCIAL HIGHLIGHTS

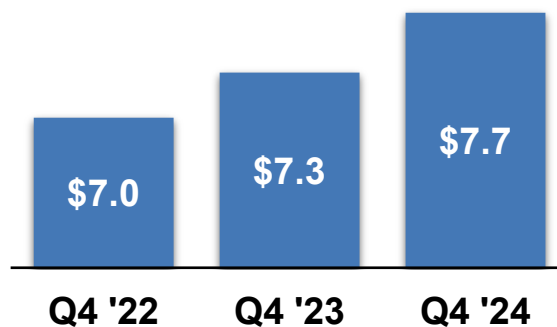
	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
Revenue	\$7,720	\$7,272	+6%	\$30,445	\$29,527	+3%
Income Before Taxes	\$315	\$256	+23%	\$1,240	\$1,420	-13%
<i>Adjusted*</i>	<i>\$315</i>	<i>\$297</i>	<i>+6%</i>	<i>\$1,240</i>	<i>\$1,460</i>	<i>-15%</i>
Income Attributable to Common Stockholders	\$236	\$191	+24%	\$919	\$1,053	-13%
<i>Adjusted*</i>	<i>\$236</i>	<i>\$231</i>	<i>+2%</i>	<i>\$919</i>	<i>\$1,094</i>	<i>-16%</i>
Income Per Share	\$3.54	\$2.84	+25%	\$13.74	\$15.50	-11%
<i>Adjusted*</i>	<i>\$3.54</i>	<i>\$3.45</i>	<i>+3%</i>	<i>\$13.74</i>	<i>\$16.10</i>	<i>-15%</i>

*Adjusted for non-cash goodwill impairment charges related to our former used vehicle dealerships international reporting unit . Refer to Non-GAAP Reconciliation Section

PAG Q4 & 12M PERFORMANCE SUMMARY

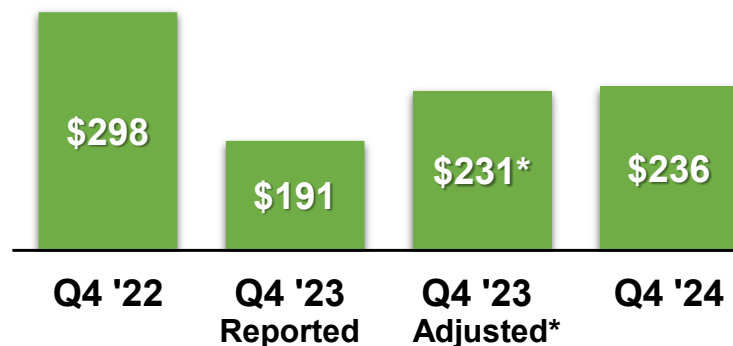
Q4 Total Revenue

(\$ in Billions)

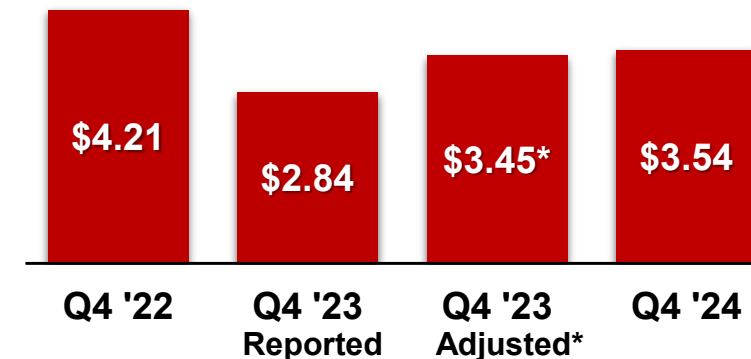


Q4 Income Attributable to Common Shareholders

(\$ in Millions)

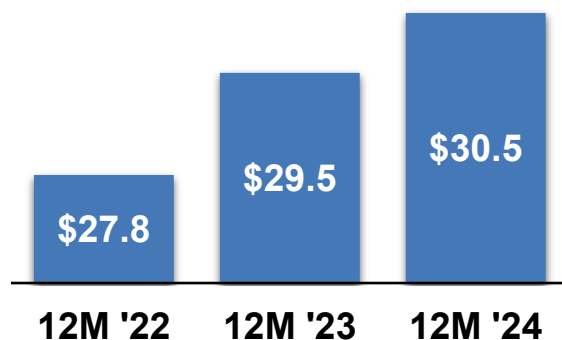


Q4 Earnings Per Share



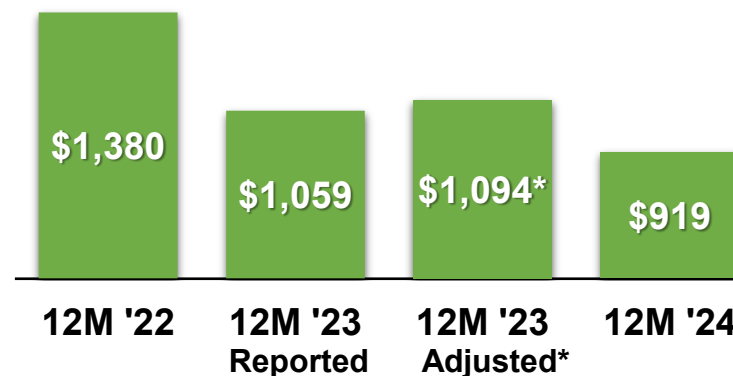
12M Total Revenue

(\$ in Billions)

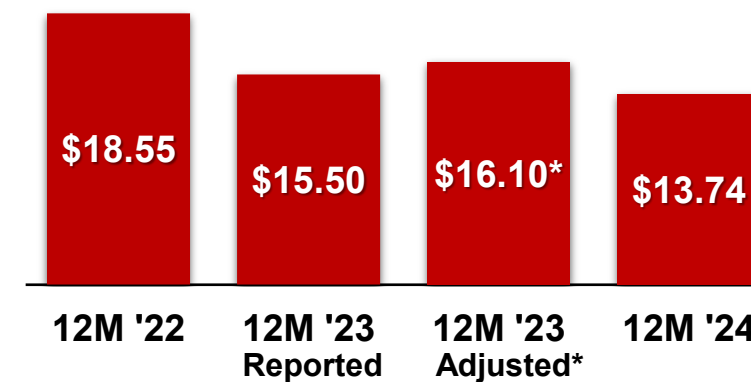


12M Income Attributable to Common Shareholders

(\$ in Millions)



12M Earnings Per Share



*Refer to Non-GAAP Reconciliation Section

KEY HIGHLIGHTS – Q4

Retail Automotive

- Total units delivered (incl. agency*) increased 3% to 120,530; same-store units increased 0.3% to 112,179
- Same-store retail automotive revenue performance

	Reported	Excl. F/X
New Vehicle	7.2%	6.5%
Used Vehicle	0.9%	-0.5%
F & I	-2.6%	-3.3%
Service/Parts	7.5%	6.6%
Fleet/Wholesale	<u>1.9%</u>	<u>1.4%</u>
Total	4.7%	3.8%

- New vehicle gross per unit retailed increased \$74 sequentially from Q3 2024
- Same-store variable vehicle gross profit (excl. agency) of \$5,386, up +\$217/unit sequentially from Q3 2024
- Service & Parts gross margin up 30 bps to 58.4%

*Refer to page 38 for an overview of the Agency model

**Refer to Non-GAAP Reconciliation Section

Liquidity

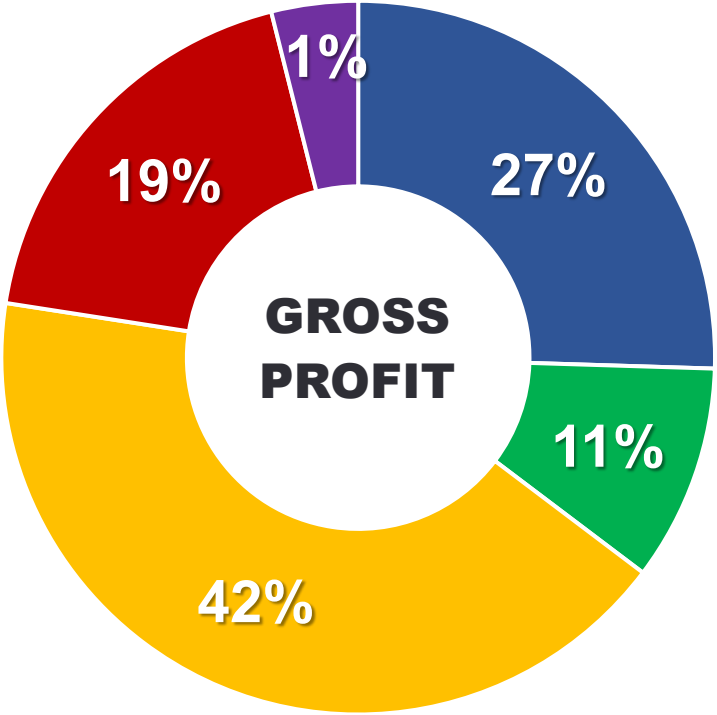
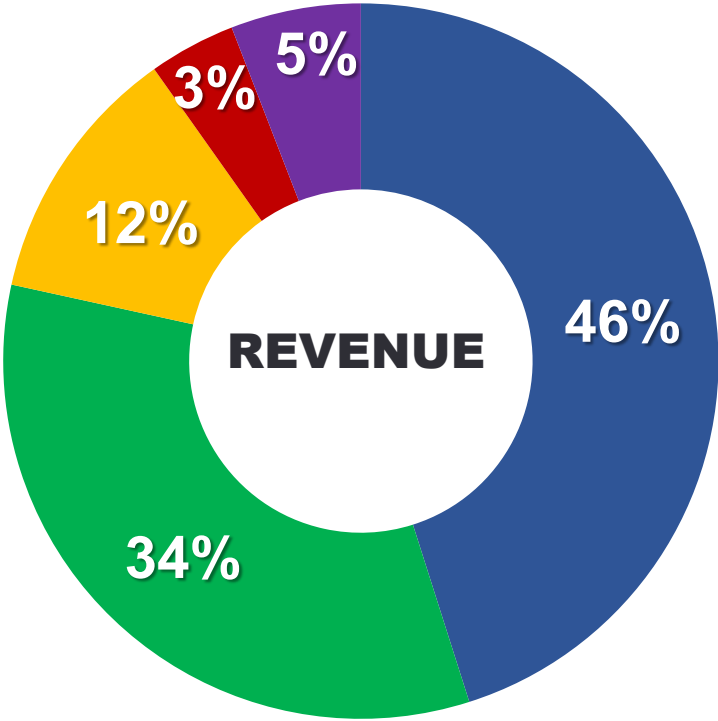
- Debt to total capitalization of 26.2%
- Non-vehicle debt to EBITDA of 1.2x**
- Availability under credit agreements of \$1.8 billion

Capital Allocation

- Since 2023 increased dividend by 54% from \$0.79 to \$1.22 in February 2025
- Completed acquisition of Porsche Centre Melbourne located in Melbourne, Australia
- During 2024, acquired \$2.1 billion in estimated expected annualized revenue
- Returned approximately \$352 million to shareholders in 2024 through dividends and share repurchases
- During 2024 completed strategic divestitures representing approximately \$650 million in estimated annualized revenue

RETAIL AUTOMOTIVE

(For the twelve months ended December 31, 2024)



- New Vehicles
- Used Vehicles
- Service & Parts
- Finance & Insurance
- Fleet & Wholesale

RETAIL AUTO DIVERSIFIED REVENUE STREAM

Q4 & 12M PERFORMANCE HIGHLIGHTS

(\$ in Millions)	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
Revenue	\$7,720	\$7,272	+6%	\$30,455	\$29,527	+3%
<i>Excl F/X</i>	<i>\$7,663</i>	<i>\$7,272</i>	<i>+5%</i>	<i>\$30,232</i>	<i>\$29,527</i>	<i>+2%</i>
Retail Auto Same-Store Revenue	\$6,306	\$6,025	+5%	\$24,318	\$24,408	--%
<i>Excl F/X</i>	<i>\$6,252</i>	<i>\$6,025</i>	<i>+4%</i>	<i>\$24,104</i>	<i>\$24,408</i>	<i>-1%</i>
Income Before Taxes	\$315	\$256	+23%	\$1,240	\$1,420	-13%
<i>Excl F/X</i>	<i>\$314</i>	<i>\$256</i>	<i>+23%</i>	<i>\$1,235</i>	<i>\$1,420</i>	<i>-13%</i>
Adjusted Income Before Taxes*	\$315	\$297	+6%	\$1,240	\$1,460	-15%
<i>Excl F/X</i>	<i>\$314</i>	<i>\$297</i>	<i>+6%</i>	<i>\$1,235</i>	<i>\$1,460</i>	<i>-15%</i>
Income Net	\$236	\$191	+24%	\$919	\$1,053	-13%
<i>Excl F/X</i>	<i>\$235</i>	<i>\$191</i>	<i>+23%</i>	<i>\$915</i>	<i>\$1,053</i>	<i>-13%</i>
Adjusted Income*	\$236	\$231	+2%	\$919	\$1,094	-16%
<i>Excl F/X</i>	<i>\$235</i>	<i>\$231</i>	<i>+2%</i>	<i>\$915</i>	<i>\$1,094</i>	<i>-16%</i>
Earnings Per Share	\$3.54	\$2.84	+25%	\$13.74	\$15.50	-11%
<i>Excl F/X</i>	<i>\$3.53</i>	<i>\$2.84</i>	<i>+24%</i>	<i>\$13.68</i>	<i>\$15.50</i>	<i>-12%</i>
Adjusted Earnings Per Share*	\$3.54	\$3.45	+3%	\$13.74	\$16.10	-15%
<i>Excl F/X</i>	<i>\$3.53</i>	<i>\$3.45</i>	<i>+2%</i>	<i>\$13.68</i>	<i>\$16.10</i>	<i>-15%</i>

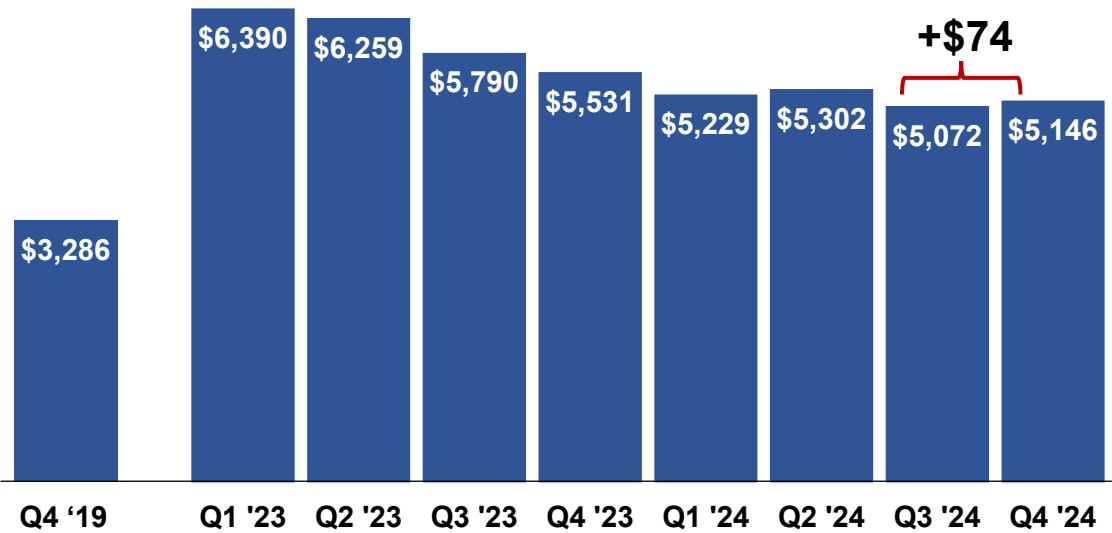
Note: Refer to Non-GAAP Reconciliation Section

OVERALL GROSS PER UNIT RETAILED (AUTOMOTIVE)

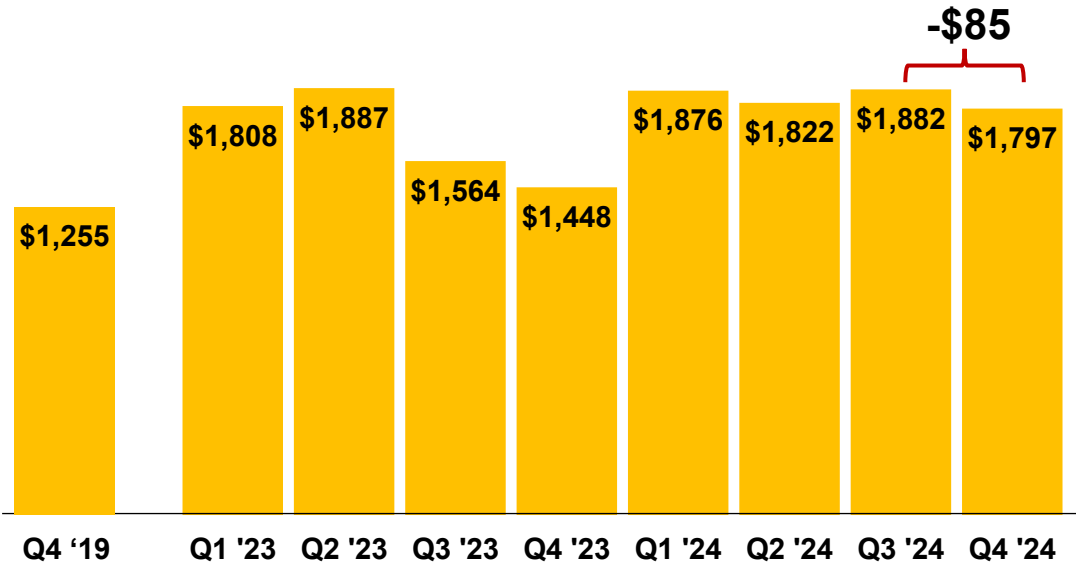
(By Quarter)

GROSS PER UNIT STABILITY

NEW



USED



RETAIL AUTOMOTIVE SAME-STORE REVENUE

(\$ in Millions)	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
New Vehicle	\$3,163	\$2,951	+7%	\$11,285	\$11,100	+2%
<i>Excl F/X</i>	<i>\$3,144</i>	<i>\$2,951</i>	<i>+7%</i>	<i>\$11,209</i>	<i>\$11,100</i>	<i>+1%</i>
Used Vehicle	\$1,896	\$1,879	+1%	\$8,039	\$8,429	-5%
<i>Excl F/X</i>	<i>\$1,870</i>	<i>\$1,879</i>	<i>-1%</i>	<i>\$7,934</i>	<i>\$8,429</i>	<i>-6%</i>
Finance & Insurance	\$197	\$202	-3%	\$773	\$808	-4%
<i>Excl F/X</i>	<i>\$195</i>	<i>\$202</i>	<i>-3%</i>	<i>\$766</i>	<i>\$808</i>	<i>-5%</i>
Service & Parts	\$724	\$673	+8%	\$2,857	\$2,691	+6%
<i>Excl F/X</i>	<i>\$718</i>	<i>\$673</i>	<i>+7%</i>	<i>\$2,837</i>	<i>\$2,691</i>	<i>+5%</i>
Fleet & Wholesale	\$326	\$320	+2%	\$1,364	\$1,380	-1%
<i>Excl F/X</i>	<i>\$325</i>	<i>\$320</i>	<i>+2%</i>	<i>\$1,358</i>	<i>\$1,380</i>	<i>-2%</i>
Total	\$6,306	\$6,025	+5%	\$24,318	\$24,408	--%
<i>Excl F/X</i>	<i>\$6,252</i>	<i>\$6,025</i>	<i>+4%</i>	<i>\$24,104</i>	<i>\$24,408</i>	<i>-1%</i>

RETAIL AUTOMOTIVE KEY METRICS

Same-Store	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
VOLUME METRICS						
New Units*	52,037	51,122	+2%	191,816	193,937	-1%
Used Units	50,505	53,508	-6%	224,759	236,152	-5%
Agency Units	<u>9,637</u>	<u>7,159</u>	+35%	<u>34,740</u>	<u>29,645</u>	+17%
Total Units	112,179	111,789	---	451,315	459,734	-2%
GROSS PER UNIT*						
New*	\$5,132	\$5,534	-7%	\$5,164	\$5,979	-14%
Used	\$1,785	\$1,513	+18%	\$1,863	\$1,769	+5%
F&I	\$1,902	\$1,923	-1%	\$1,845	\$1,878	-2%
Var. Vehicle Gross	\$5,386	\$5,401	---	\$5,227	\$5,545	-6%

*Excluding agency



**RETAIL
COMMERCIAL
TRUCK**

NORTH AMERICAN LOCATIONS

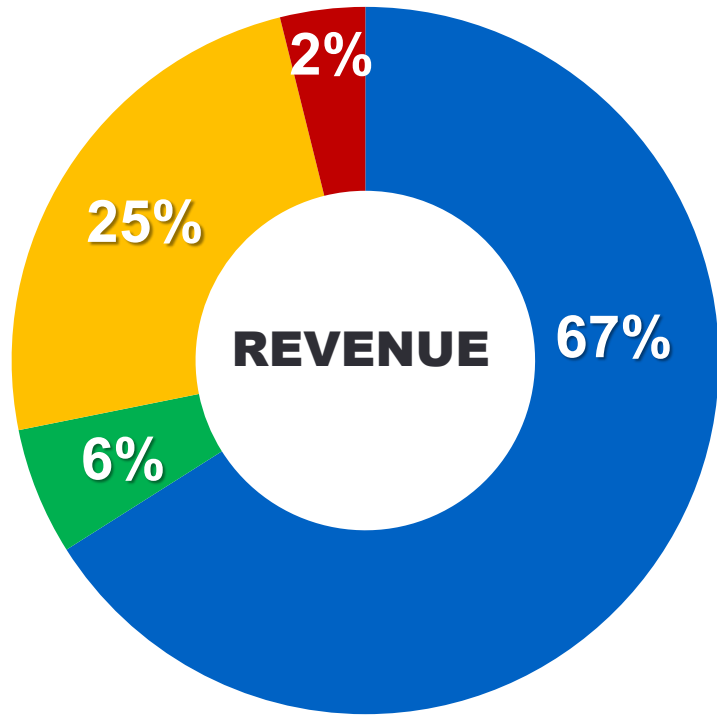


- One of the largest dealership groups for Freightliner North America
- Retail new and used Freightliner and Western Star trucks
- 35 full sales and service facilities
- 9 stand-alone service and parts facilities
- 2 stand-alone parts facilities
- 12 collision centers (2 stand alone)

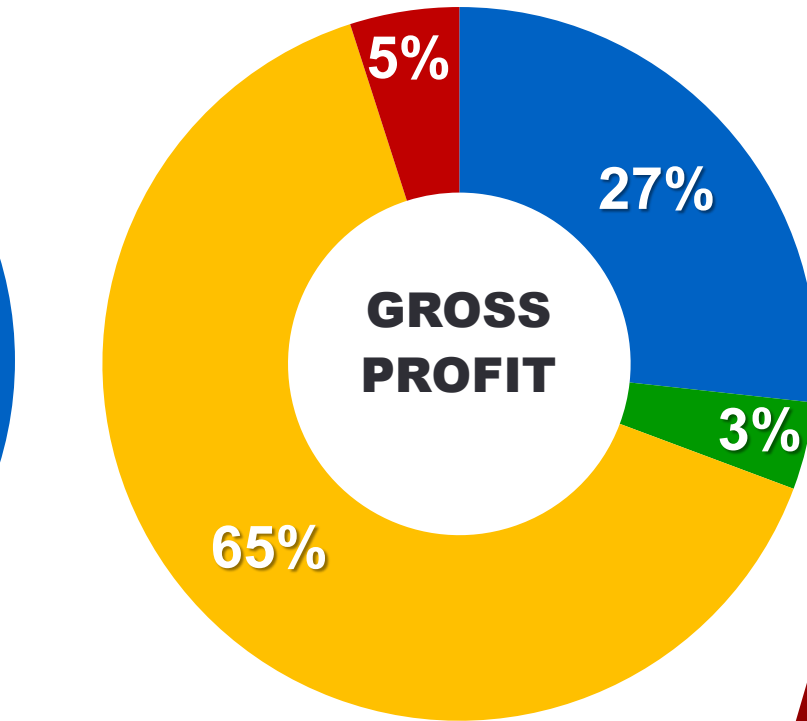
- During 2024 acquired River States Truck & Trailer with expected annualized revenue of \$200 million
- Retailed 20,550 new and used units in 2024, down 4%
- 12M 2024 revenue of \$3.5 billion, down 4%
- 12M 2024 service and parts gross profit provides 65% of total gross profit
- 12M 2024 EBT of \$204 million, down 10%
- 12M 2024 fixed cost absorption 125%

PREMIER TRUCK GROUP HIGHLIGHTS

(For the twelve months ended December 31, 2024)



■ Retail Automotive
■ Service & Parts

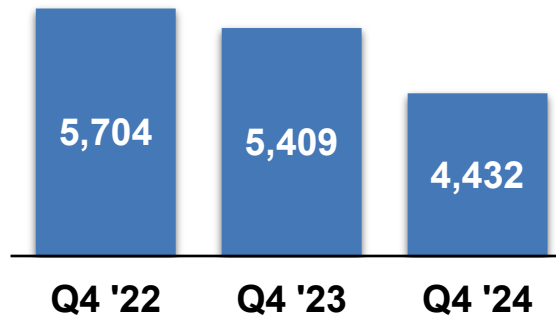


■ Used Vehicles
■ F&I plus Fleet & Wholesale

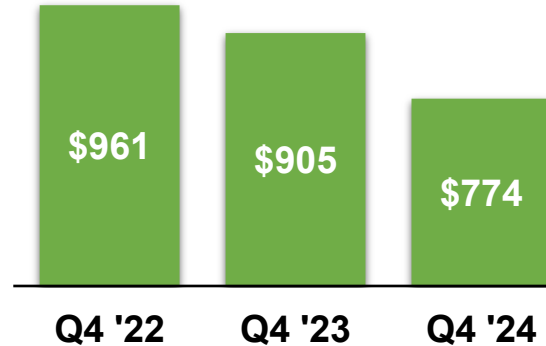
RETAIL COMMERCIAL TRUCK DIVERSIFIED REVENUE STREAM

RETAIL COMMERCIAL TRUCK PERFORMANCE

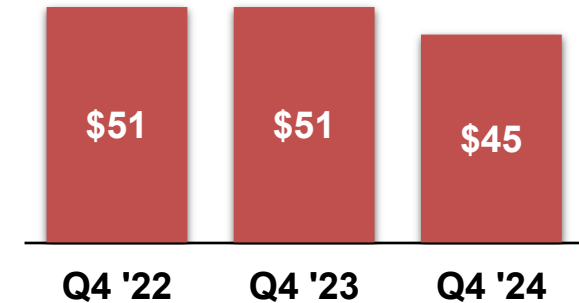
Q4 Units



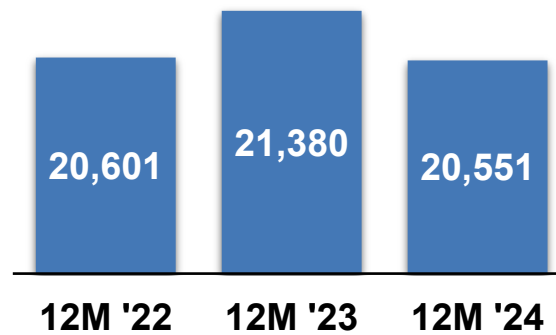
Q4 Revenue (in Millions)



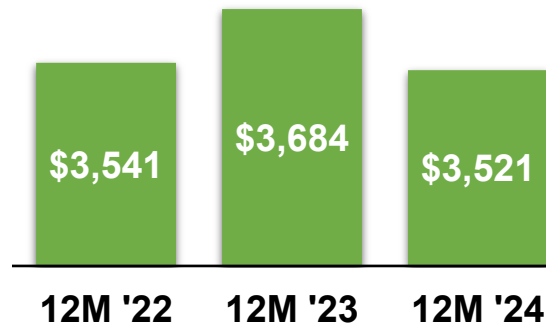
Q4 EBT (\$ in Millions)



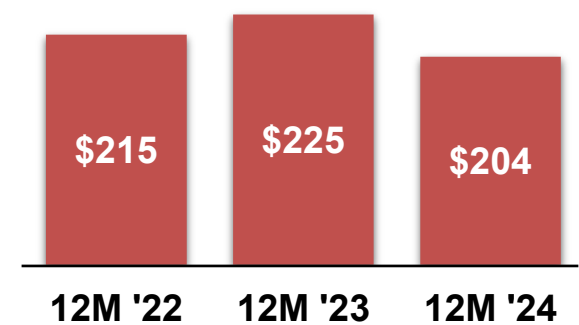
12M Units



12M Revenue (\$ in Millions)



12M EBT (\$ in Millions)



RETAIL COMMERCIAL TRUCK KEY METRICS

Same-Store	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
VOLUME METRICS						
New Units	3,261	4,513	-28%	15,856	17,876	-11%
Used Units	<u>863</u>	<u>896</u>	-4%	<u>3,498</u>	<u>3,109</u>	+13%
Total Units	4,124	5,409	-24%	19,354	20,985	-8%
GROSS PER UNIT						
New	\$10,075	\$8,412	+20%	\$8,985	\$7,996	+12%
Used	\$5,669	\$6,104	-7%	\$4,885	\$6,331	-23%
F&I	\$856	\$1,102	-22%	\$845	\$1,003	-16%

**AUSTRALIA/
NEW ZEALAND**

PENSKE AUSTRALIA/NEW ZEALAND

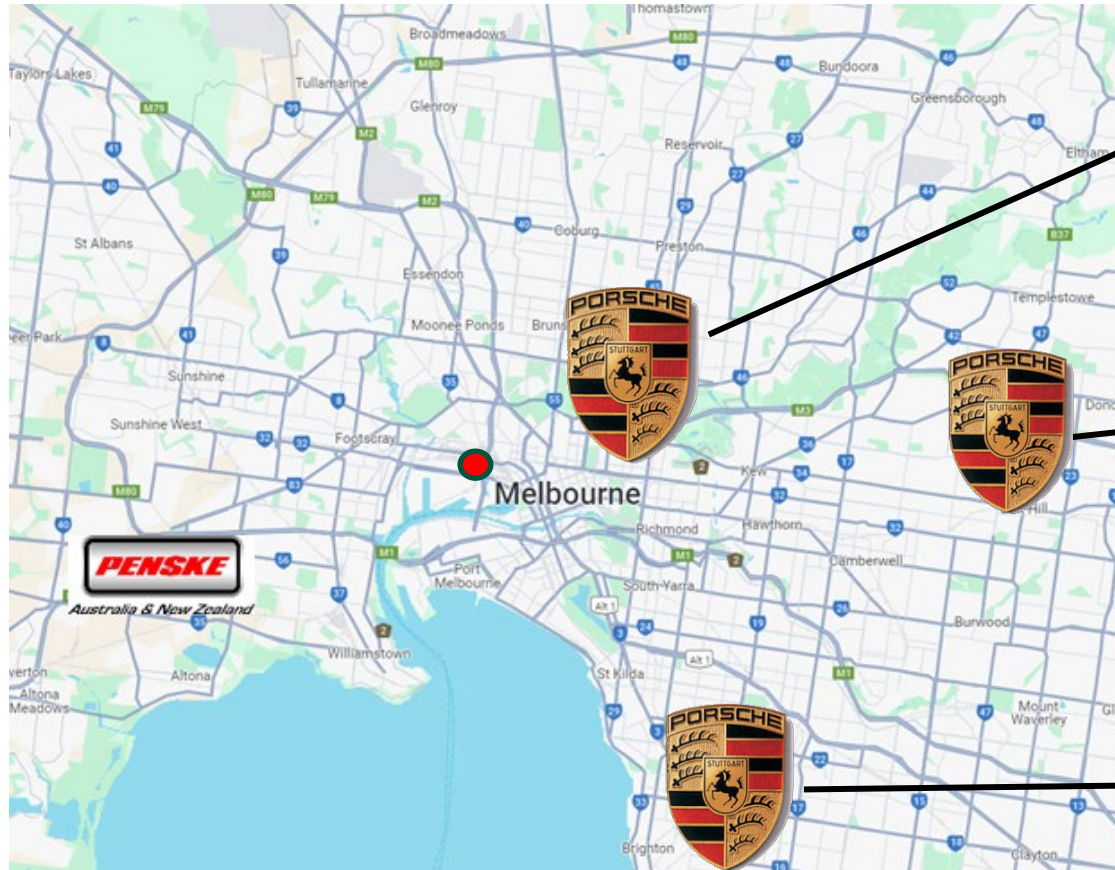


- Exclusive importer and distributor of certain heavy/medium-duty trucks, buses and refuse collection vehicles – Western Star, MAN, Dennis Eagle
- Distributor of diesel/gas engines and power systems – MTU, Detroit Diesel, Allison Transmission, and Bergen engines
- Parts & service gross profit approximately 65% of total gross profit
- Serves on-highway truck, mining, construction, agriculture, marine, oil & gas, and energy solutions market segments
- Operate 3 Porsche dealerships in Melbourne, Australia

(\$ in millions of USD)	Q4 '24	Q4 '23	Chg	12M '24	12M '23	Chg
Revenue (USD)	\$276	\$190	+45%	\$890	\$634	+40%
EBT (USD)	\$14	\$11	+27%	\$51	\$45	+13%

PENSKE AUTOMOTIVE AUSTRALIA

- In 2024, acquired (3) Porsche Centers in Melbourne, Australia
- Expected annualized revenue of \$260 million



📍 Porsche Centre Melbourne



📍 Porsche Centre Doncaster



📍 Porsche Centre Brighton

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

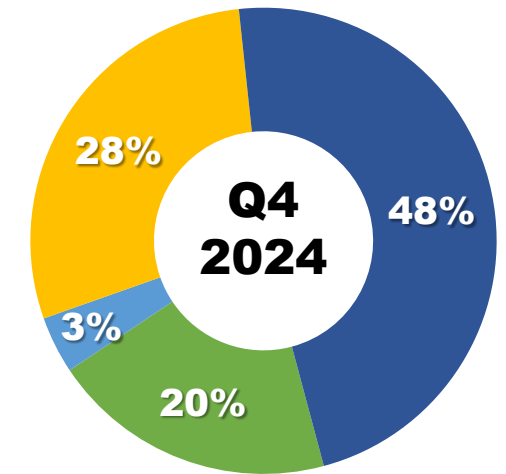
PTS HIGHLIGHTS

- Managed fleet of over 435,000 trucks, tractors and trailers
- PAG recorded equity income from PTS investment of \$52.3 million for the three months and \$198.0 million for the twelve months ended December 31, 2024

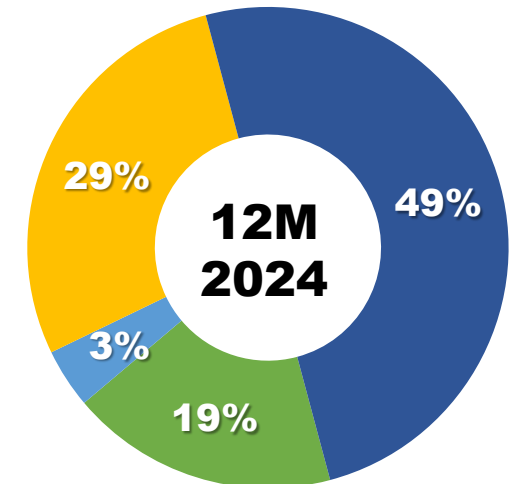
	Q1 '24	Q2 '24	Q3 '24	Q4 '24
Revenue (in billions)	\$2.7	\$2.8	\$2.8	\$2.8
Net Income (in millions)	\$112	\$183	\$209	\$181
ROS	4.4%	6.6%	7.4%	6.4%
PAG Equity Income	\$32.5	\$52.9	\$60.3	\$52.3

OPERATING REVENUE

(For the twelve months ended December 31, 2024)



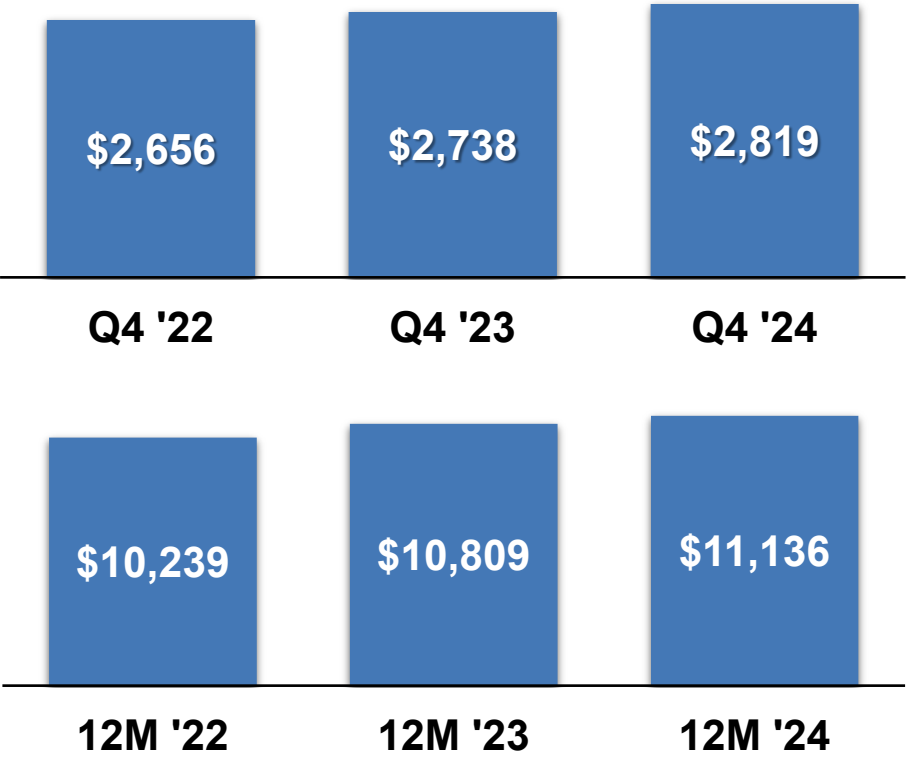
■ Full Service Lease & Maint.
■ Commercial Rental
■ Consumer Rental
■ Logistics



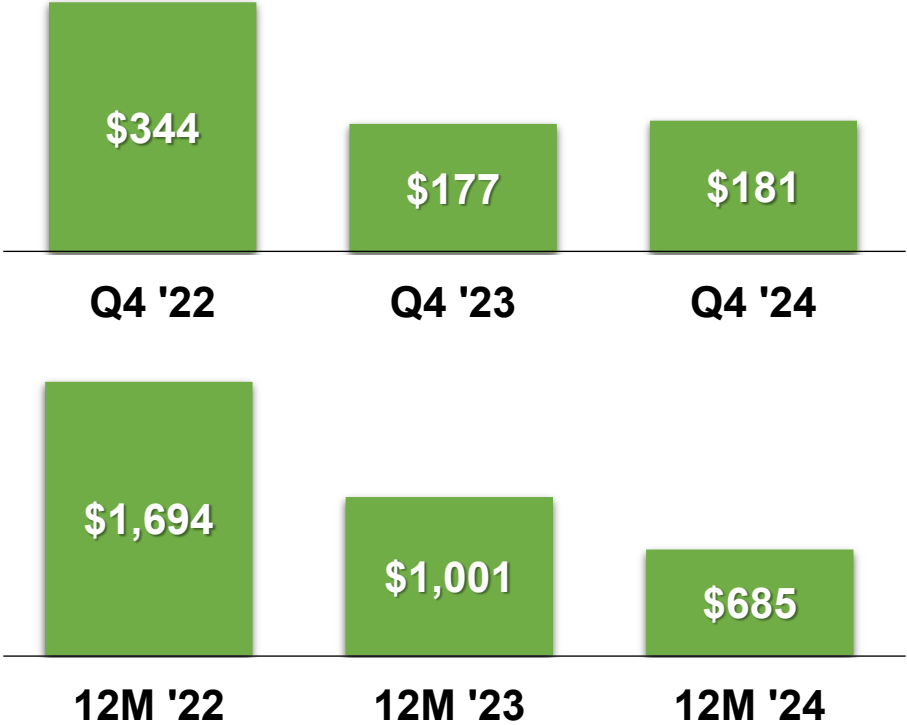
PTS PERFORMANCE SUMMARY

PAG Equity Income of \$198 Million 12M 2024

Operating Revenue (\$ in Millions)



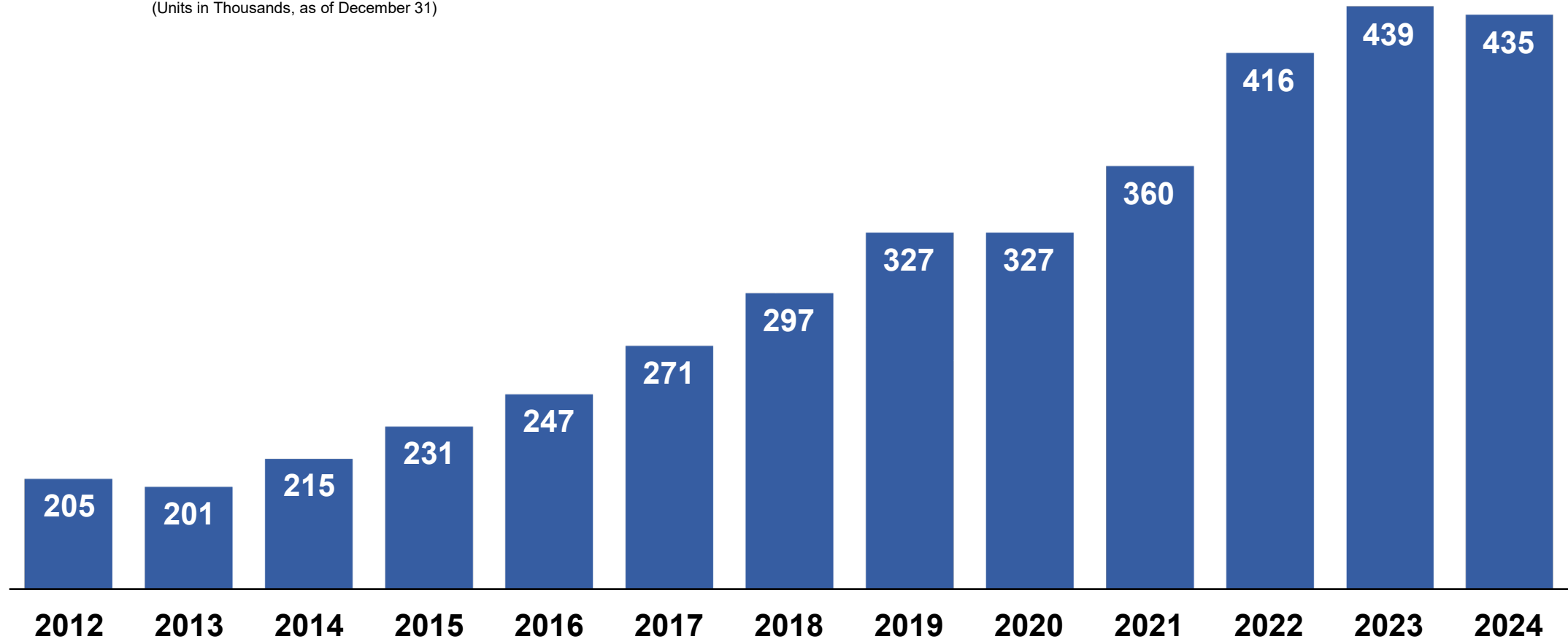
Net Income (\$ in Millions)



PTS FLEET

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

(Units in Thousands, as of December 31)



NON-GAAP RECONCILIATIONS

CONSOLIDATED NON-GAAP RECONCILIATIONS

The following tables reconcile reported net income and earnings per share to adjusted net income and adjusted earnings per share for the three and twelve months ended December 31, 2024 and 2023

(\$ in millions, except per share amounts)

	Q4 '24	Q4 '23	% Chg	12M '24	12M '23	% Chg
Net Income	\$236.4	\$190.7	+24%	\$918.9	\$1,053.2	-13%
Add: Goodwill Impairment Charges ⁽¹⁾	---	<u>\$40.7</u>	nm	---	<u>\$40.7</u>	nm
Adj. Net Income	\$236.4	\$231.4	+2%	\$918.9	\$1,093.9	+16%

	Q4 '24	Q4 '23	% Chg	12M '24	12M '23	% Chg
Earnings Per Share	\$3.54	\$2.84	+25%	\$13.74	\$15.50	-11%
Add: Goodwill Impairment Charges ⁽¹⁾	---	<u>\$0.61</u>	nm	---	<u>\$0.60</u>	nm
Adj. Earnings Per Share	\$3.54	\$3.45	+3%	\$13.74	\$16.10	-16%

The following table reconciles income before taxes (EBT) to adjusted income before taxes (EBT) for the three and twelve months ended December 31, 2024 and 2023

	Q4 '24	Q4 '23	% Chg	12M '24	12M '23	% Chg
Income Before Taxes	\$315.2	\$255.8	+23%	\$1,239.9	\$1,419.5	-13%
Add: Goodwill Impairment Charges ⁽¹⁾	---	<u>\$40.7</u>	nm	---	<u>\$40.7</u>	nm
Adj. Income Before Taxes	\$315.2	\$296.5	+6%	\$1,239.9	\$1,460.2	-15%

(1) Goodwill impairment charges relate to our former used vehicle dealerships international reporting unit

(2) nm = not meaningful

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 twelve months ended December 31, 2024 and 2023

(\$ in Millions)	Three months ended December 31		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$237.3	\$192.0	\$45.3	+24%
Add: Depreciation	\$41.0	\$37.6	\$3.4	+9%
Other Interest Exp	\$23.7	\$23.1	\$0.6	+3%
Income Taxes	<u>\$77.9</u>	<u>\$63.8</u>	<u>\$14.1</u>	<u>+22%</u>
EBITDA	\$379.9	\$316.5	\$63.4	+20%
Add: Goodwill Impairment Charge ⁽¹⁾	<u>---</u>	<u>\$40.7</u>	<u>(\$40.7)</u>	<u>nm</u>
Adjusted EBITDA	\$379.9	357.2	+22.7%	+6%

(\$ in Millions)	Twelve months ended December 31		Change 2024 vs 2023	
	2024	2023	\$	%
Net Income	\$923.4	\$1,058.6	\$135.2)	-13%
Add: Depreciation	\$158.0	\$141.0	\$17.0	+12%
Other Interest Exp	\$87.8	\$92.6	(\$4.8)	-5%
Income Taxes	<u>\$316.5</u>	<u>\$360.9</u>	<u>(\$44.4)</u>	<u>-12%</u>
EBITDA	\$1,485.7	\$1,653.1	(\$167.4)	-10%
Add: Goodwill Impairment Charge ⁽¹⁾	<u>---</u>	<u>\$40.7</u>	<u>(\$40.7)</u>	<u>nm</u>
Adjusted EBITDA	\$1,485.7	\$1,693.8	\$208.1	-12%

(1) Goodwill impairment charges relate to our former used vehicle dealerships international reporting unit
nm = not meaningful

EBITDA, ADJ. EBITDA & LEVERAGE RATIO RECONCILIATION

The following table reconciles EBITDA, Adj. EBITDA and Leverage Ratio as of December 31, from 2019 to 2024

(USD in Millions)	12m '24	12M '23	12M '22	12M '21	12M '20	12M '19
Net Income	\$923.4	\$1,058.6	\$1,386.2	\$1,192.7	\$545.3	\$435.1
Add: Depreciation	\$158.0	\$141.0	\$127.3	\$121.5	\$115.5	\$109.6
Add: Other Interest	\$87.8	\$92.6	\$70.4	\$68.6	\$111.0	\$124.2
Add: Income Taxes	\$316.5	\$360.9	\$473.0	\$416.3	\$162.7	\$156.7
Add: (Income) From Disc. Ops	---	---	---	<u>(\$1.3)</u>	<u>(\$0.4)</u>	<u>(\$0.3)</u>
EBITDA	\$1,485.7	\$1,653.1	\$2,056.9	\$1,797.8	\$934.1	\$825.3
Less: Net gain on dealership sales	---	---	---	---	(\$5.2)	---
Add: Goodwill Impairment Charges ⁽¹⁾	---	\$40.7	---	---	---	---
Add: Loss on investment from revaluation ⁽²⁾	---	---	---	\$11.4	---	---
Add: Debt redemption costs ⁽³⁾	---	---	---	<u>\$17.0</u>	<u>\$8.6</u>	---
Adjusted EBITDA	\$1,485.7	\$1,693.8	\$2,056.9	\$1,826.2	\$937.5	\$825.3
Total Non-Vehicle Long-Term Debt	\$1,852.0	\$1,629.2	\$1,622	\$1,474	\$1,690	\$2,360
Leverage Ratio	1.2x	1.0x	0.8x	0.8x	1.8x	2.9x

(1) Goodwill impairment charges relate to our former 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

Some of our dealerships in the U.K. and Europe and Europe operate under an agency model where we 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