



First Quarter 2021



Financial Results & Update

DISCLAIMER

Statements in this presentation may involve forward-looking statements, including forward-looking statements regarding Penske Automotive Group, Inc.'s liquidity, assessment of business conditions, expected future operating results and growth plans.

Actual results may vary materially because of risks and uncertainties that are difficult to predict. These risks and uncertainties include, among others: the duration, severity and resolution of the COVID-19 pandemic, government mandated restrictions on our business in light of COVID-19 or otherwise, economic conditions generally, conditions in the credit markets, changes in interest rates and foreign currency exchange rates, changes in tariff rates, new rules in place after the recent Brexit accord between the European Union and the U.K. could slow parts originating in the U.K or Europe for distribution to our dealerships, adverse conditions affecting a particular manufacturer, including the adverse impact to the vehicle and parts supply chain due to limited vehicle availability due to the COVID-19 pandemic, or the reported shortage of automotive semiconductor chips or other components, natural disasters, recall or other disruptions that interrupt the supply of vehicles or parts to us, changes in consumer credit availability, the outcome of legal and administrative matters, and other factors over which management has limited control. These risk and uncertainties also include the successful completion of due diligence, receipt of contractual consents and regulatory approvals and completion of final documentation. These forward-looking statements should be evaluated together with additional information about Penske Automotive Group's business, markets, conditions, and other uncertainties, which could affect Penske Automotive Group's future performance.

These risks and uncertainties are addressed in Penske Automotive Group's Form 10-K for the year ended December 31, 2020 and its other filings with the Securities and Exchange Commission ("SEC").

This presentation may include estimates regarding market and industry data. We do not make any representation as to the accuracy or completeness of such data and undertake no obligation to update such data after the date of this presentation. Unless otherwise indicated, information concerning the industries or markets in which we operate has been obtained from various sources including publicly available information, industry reports, publications, surveys, or trade and business organizations.

Certain amounts, percentages and other figures included in the presentation may be subject to rounding and may not sum.



PENSKE AUTOMOTIVE AT A GLANCE

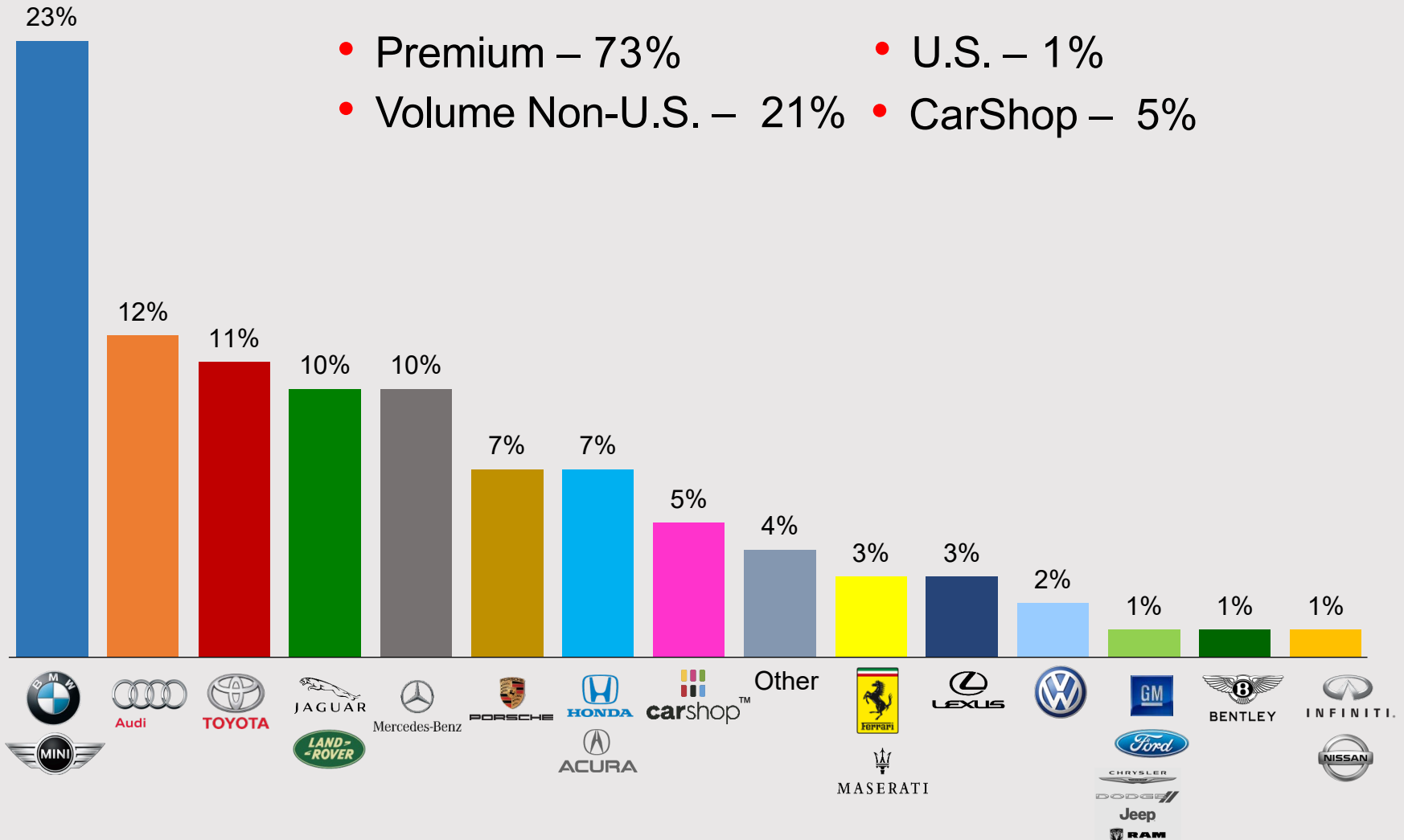


- Operations across four continents and nine countries
- 321 retail automotive locations worldwide
 - 304 franchised automotive dealerships
 - 17 CarShop SuperCenters
- 32 collision centers
- 29 N.A. commercial truck dealerships
- 28.9% ownership of Penske Transportation Solutions
- Commercial truck and power systems distribution in Australia and New Zealand

WORLDWIDE AUTOMOTIVE BRAND MIX

(% of Total Automotive Dealership Revenue)
(3 Months 2021)

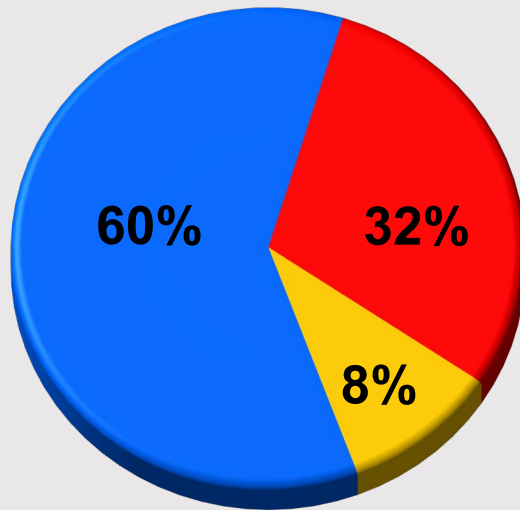
- Premium – 73%
- U.S. – 1%
- Volume Non-U.S. – 21%
- CarShop – 5%



Q1 2021 REVENUE & EBT

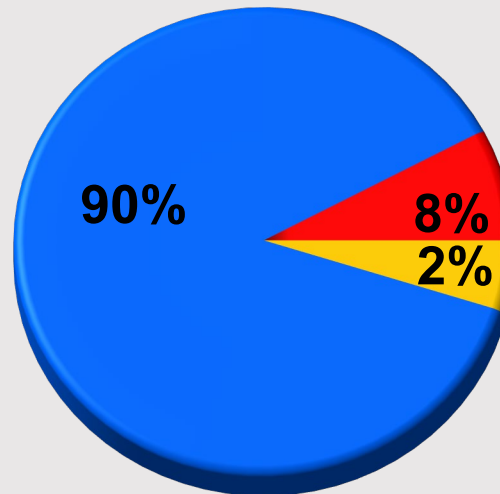
Revenue

\$5.8 Billion



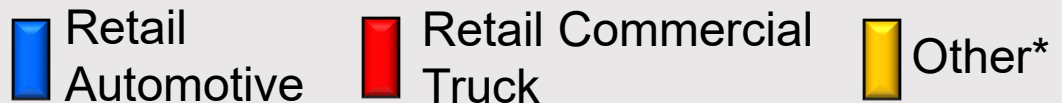
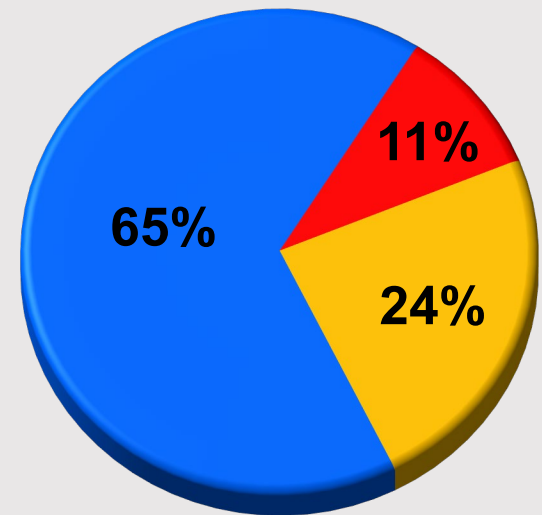
Revenue

\$5.8 Billion



Earnings Before Tax

\$248 Million



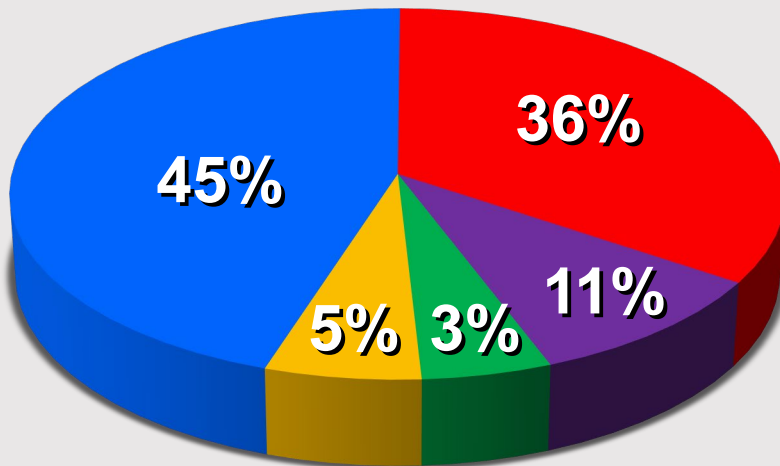
*Includes equity income from joint venture investments, including Penske Transportation Solutions

RETAIL AUTOMOTIVE DEALERSHIP METRICS

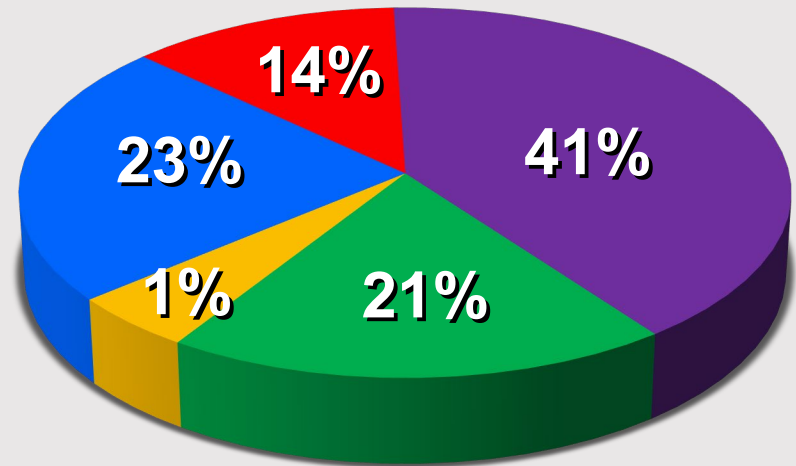
(FY 2020)

- Retailed and wholesaled 500,000 vehicles in 2020

Revenue

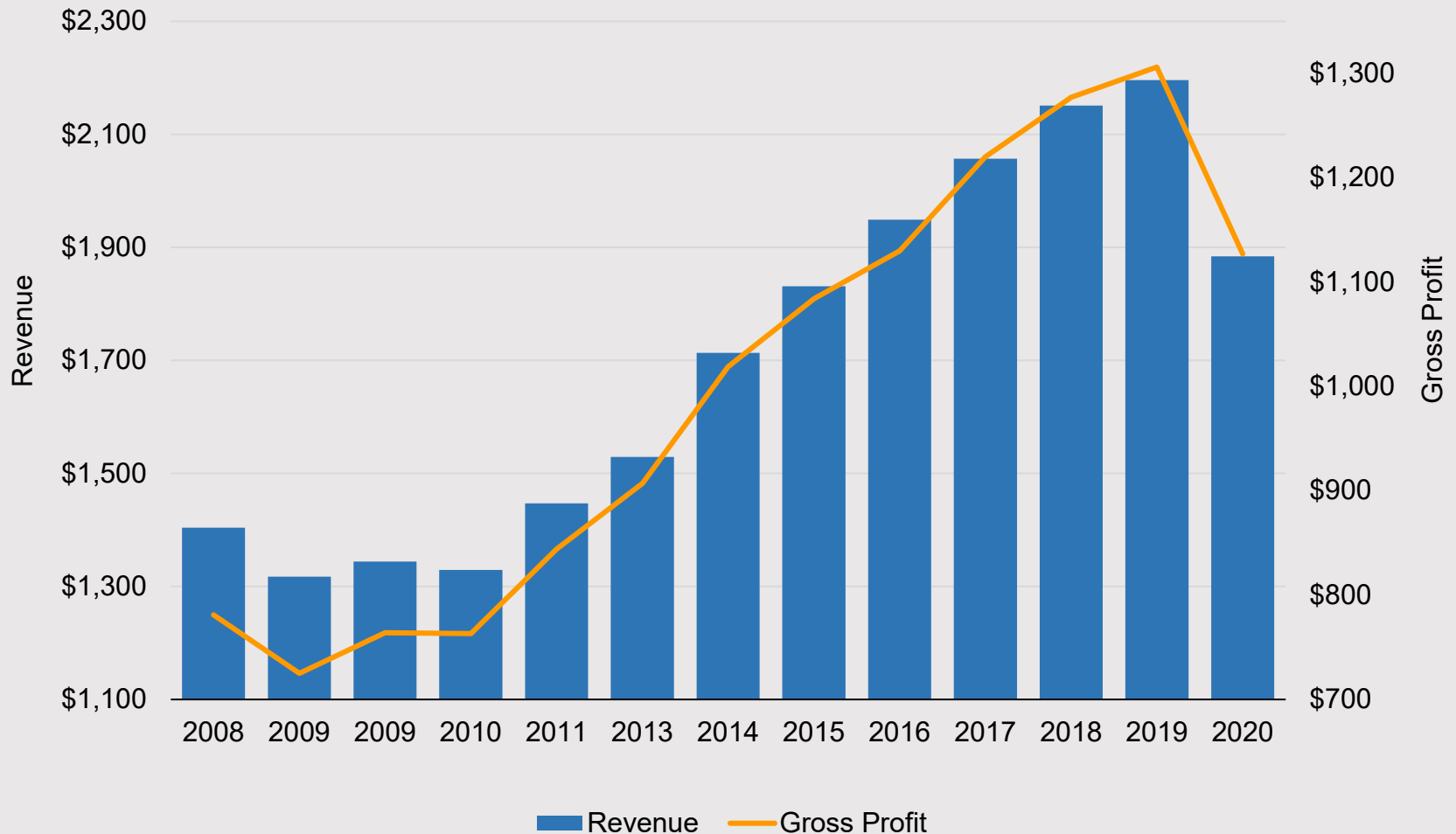


Gross Profit



New Used S&P F&I F&WH

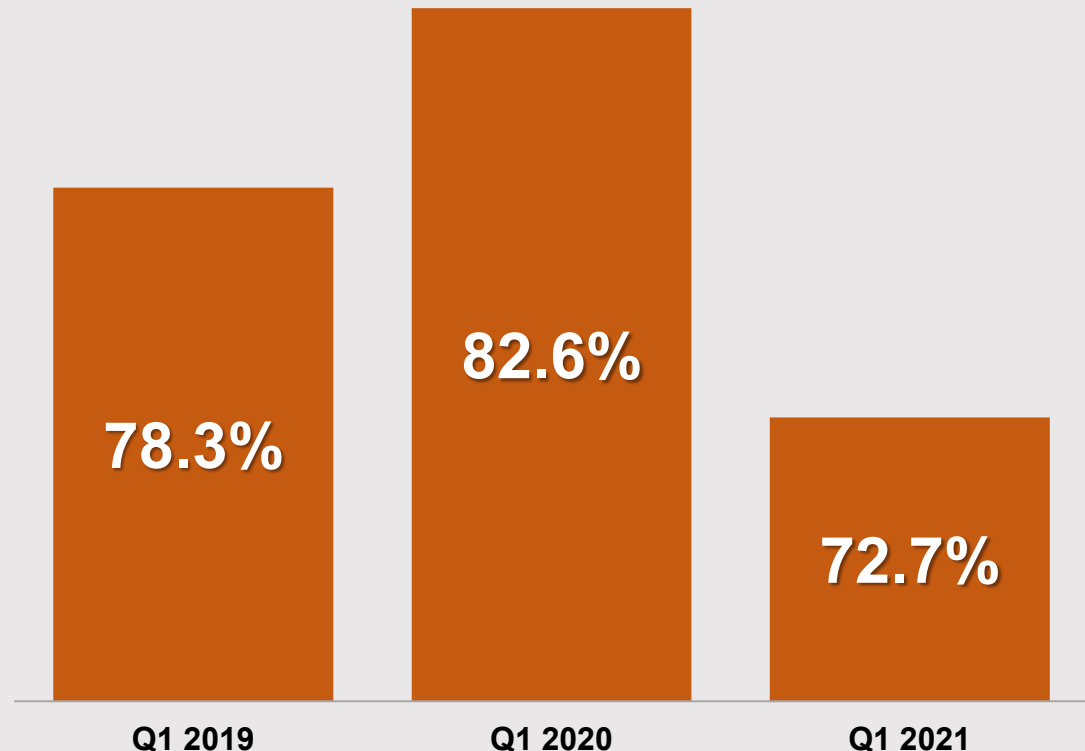
RETAIL AUTOMOTIVE SERVICE & PARTS



COST REDUCTIONS

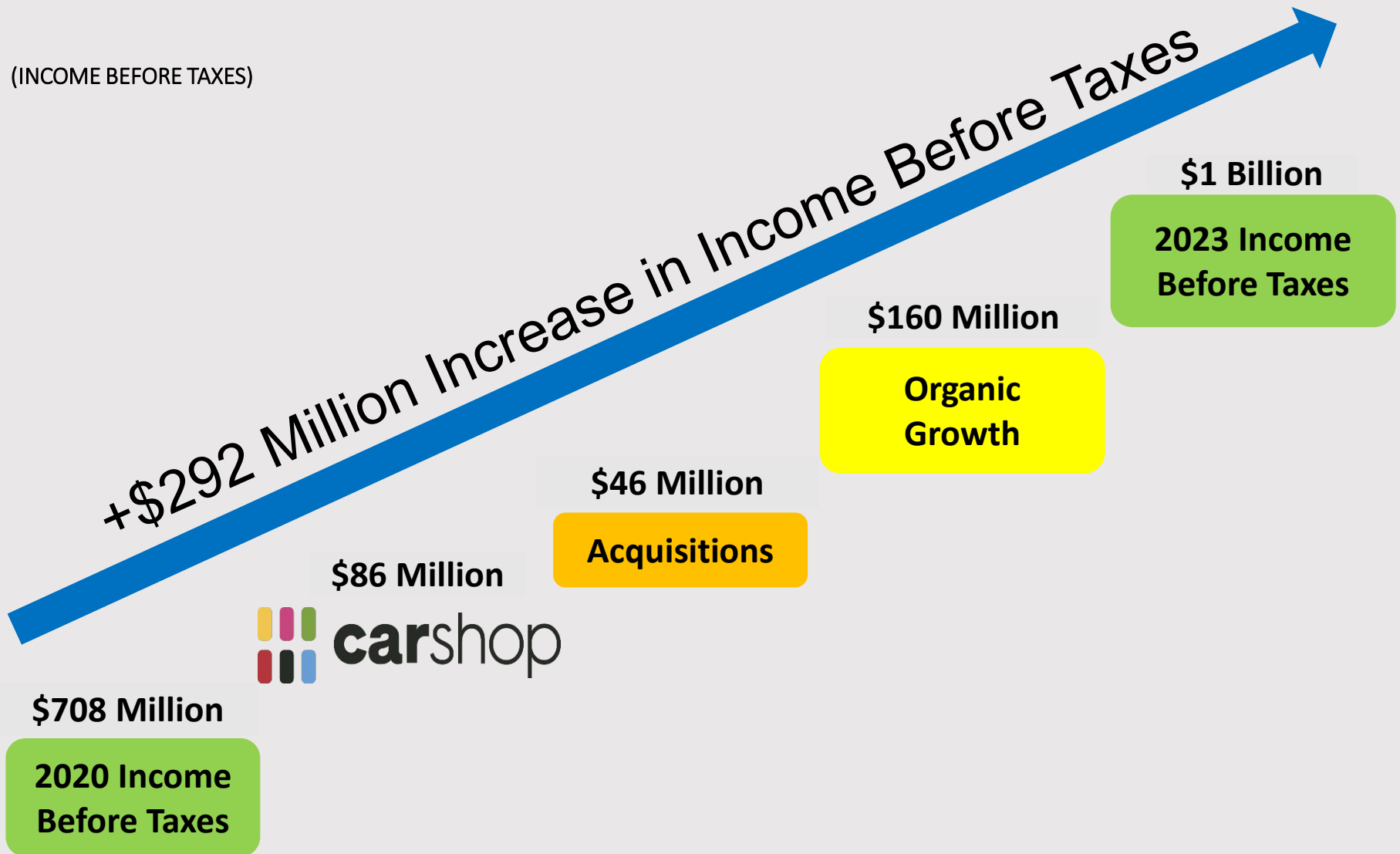
- Reduced headcount by 3,500 persons or 13% of workforce since March 2020
- Travel, entertainment, marketing/advertising, vehicle maintenance

**Q1 2021 SG&A
as a percentage
of gross profit
improved by 990
basis points**



THREE-YEAR GROWTH PLAN

(INCOME BEFORE TAXES)





FIRST QUARTER 2021 REVIEW

FIRST QUARTER 2021 HIGHLIGHTS

(\$ in Millions, except Per Share Amount)	Q1 '21	Q1 '20	Q1 '19	Chg vs '20
Income from Cont Ops Before Taxes	\$248	\$72	\$134	+246%
Income from Cont Ops	\$183	\$52	\$100	+254%
Earnings Per Share	\$2.26	\$0.64	\$1.19	+253%

**Retail
Automotive
Segment Income
Increased 288%
in Q1 2021 vs Q1
2019**



SG&A expenses as a percent of gross profit declined 990 basis points to 72.7%



Operating income margin 3.8%, +170 basis points



Income from Penske Transportation Solutions investment increased 295%



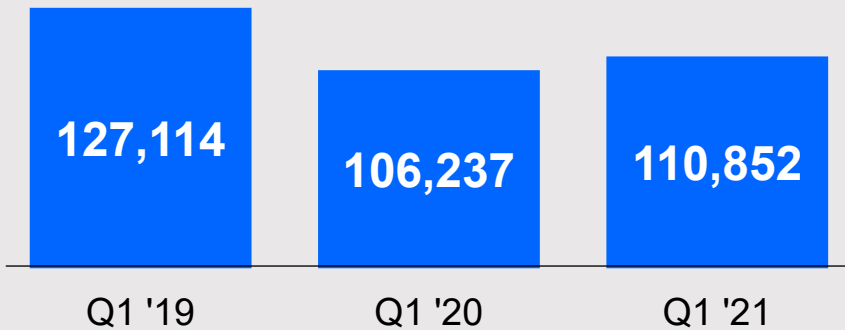
Income from Commercial Truck Dealerships Increased 101%



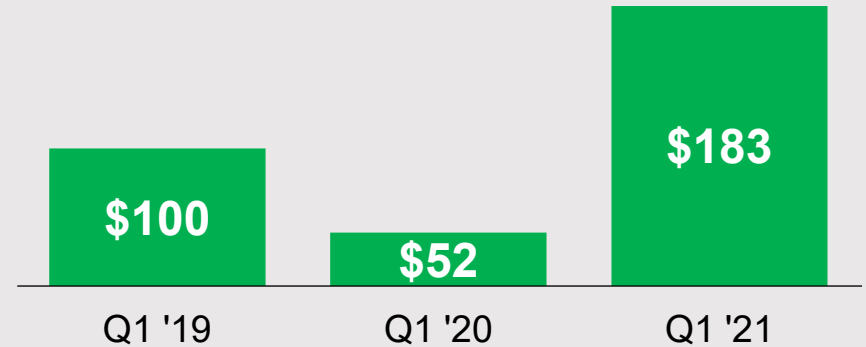
Same-Store Variable Gross Profit per unit retailed \$4,368, +25%

Q1 2021 KEY METRICS

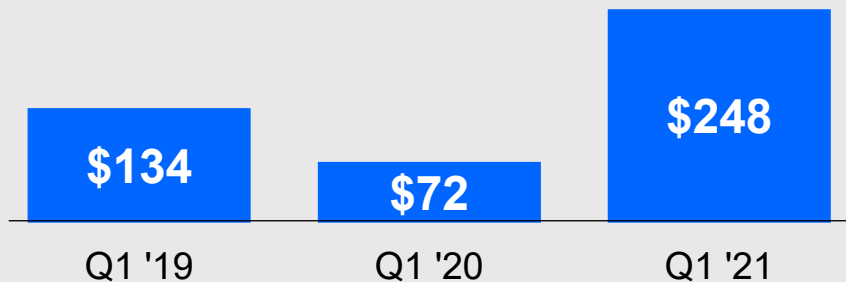
Q1 Retail Automotive Total Units



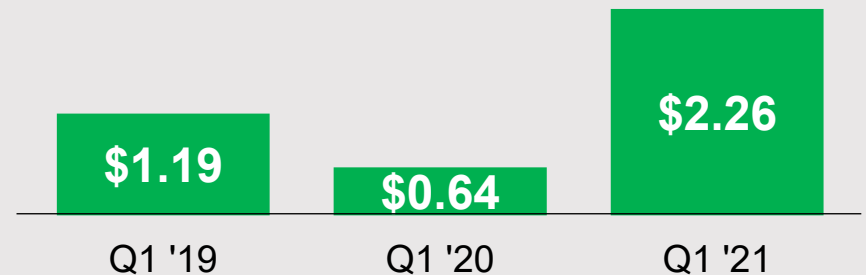
Q1 Income From Cont. Ops (\$ in Millions)



Q1 EBT (\$ in Millions)



Q1 EPS



RETAIL AUTOMOTIVE KEY METRICS

Same-Store	Q1 '21	Q1 '20	Chg
Volume Metrics			
New Units (U.S. +25.5%; U.K. +7.8%)	50,322	42,375	+18.8%
Used Units (U.S. +14.5%; U.K. -18.2%)	<u>59,815</u>	<u>62,052</u>	<u>(3.6%)</u>
Total (U.S. +19.8%; U.K. -10.2%)	110,137	104,427	+5.5%
Gross Per Unit			
New	\$4,063	\$3,235	+25.6%
Used	\$1,821	\$1,366	+33.3%
F&I	\$1,523	\$1,363	+11.7%
Variable Vehicle Gross/unit	\$4,368	\$3,488	+25.2%

RETAIL AUTOMOTIVE REVENUE

Same-Store (\$ in Millions)	Q1 '21	Q1 '20	Chg
New Vehicle	\$2,415	\$1,838	+31.4%
Used Vehicle	\$1,795	\$1,597	+12.4%
F&I	\$168	\$142	+17.8%
Service & Parts	\$502	\$504	(0.4%)
Fleet & Wholesale	<u>\$304</u>	<u>\$266</u>	<u>+14.1%</u>
Total	\$5,184	\$4,347	+19.2%



PREMIER TRUCK GROUP OVERVIEW

- Largest Dealership Group for Daimler Trucks N.A. representing 29 dealerships
- Retailed over 3,000 new and used commercial trucks in Q1 2021
- Q1 Revenue of \$435 million
- Service and Parts gross profit provides 66% of total gross profit for Q1 2021
- Return on sales of 6.3%
- Completed the acquisition of Kansas City Freightliner in April, 2021

RETAIL TRUCK KEY METRICS

Same-Store	Q1 2021	Q1 2020	Chg
Volume Metrics			
New Units	2,165	2,811	(23.0%)
Used Units	841	698	+20.5%
Gross Per Unit			
New Vehicle	\$6,585	\$4,455	+47.8%
Used Vehicle	\$7,674	(\$3,511)	N/A
F&I	\$1,047	\$907	+15.4%

COMMERCIAL TRUCK REVENUE & GROSS PROFIT MIX

66% of Gross Profit
From Service &
Parts in Q1 2021

Q1 2021	Revenue	Gross Profit Mix
New	\$248	17.9%
Used	\$51	8.1%
F&I	\$3	3.9%
S&P	\$125	66.0%
Other	<u>\$8</u>	<u>4.1%</u>
Total	\$435	100.0%



CARSHOP USED SUPERCENTERS

- Operate 17 CarShop used vehicle SuperCenters
- Nearly 8,300 vehicles online
- Fully digital solution available
- U.K. showrooms were closed due to COVID-19 restrictions for all of Q1 2021
- Retailed 11,395 units in Q1
 - U.S. +25%
 - U.K. -43%
- Same-store Variable Gross Profit per Unit \$2,236 vs \$1,950 in Q1 2020

GROWTH PLAN GOAL



- Expected to open four locations in 2021
- Our goal is to increase the number of locations to 40 by the end of 2023 with:
 - 150,000 in unit sales
 - \$2.5 to \$3.0 billion in revenue
 - Income before taxes of approximately \$100 million



- Distributor of heavy and medium duty trucks, buses and diesel/gas engines and power systems in Australia and New Zealand
- Western Star, MAN Truck and Bus, Dennis Eagle
- MTU, Detroit Diesel, Allison Transmission, Bergen Onsite Energy, Rolls Royce Power Systems
- Parts & service gross profit represents approximately 70% to 75% of total gross profit
- Q1 2021 revenue of \$132 million; RoS of 4.6%

PENSKE AUSTRALIA

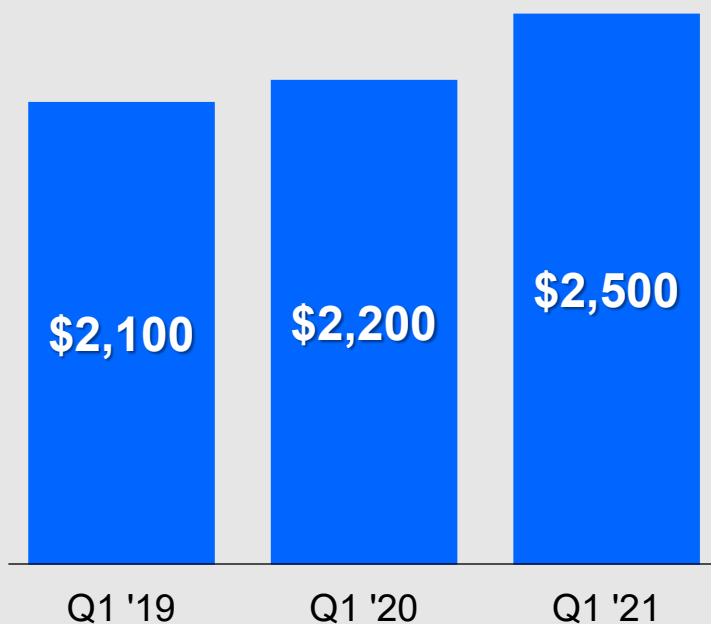


PTS OVERVIEW

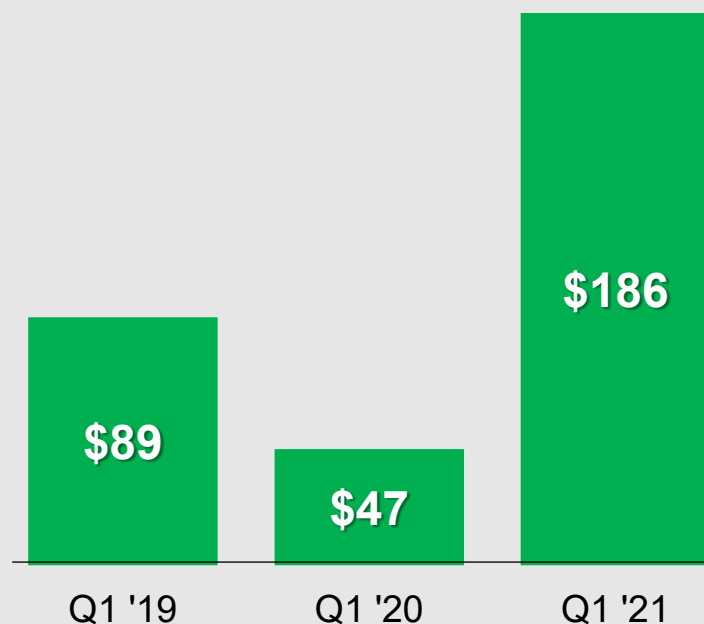
- 333,600 vehicles on the road
- Q1 2021 revenue of \$2.5 billion
- Q1 2021 income of \$186 million, or 9.0% return on sales
- PAG recorded equity income of \$53.7 million in Q1 2021, +295%

PTS PERFORMANCE SUMMARY

Q1 Revenue (\$ in Millions)



Q1 Income (\$ in Millions)



U.S. DIGITAL RETAILING

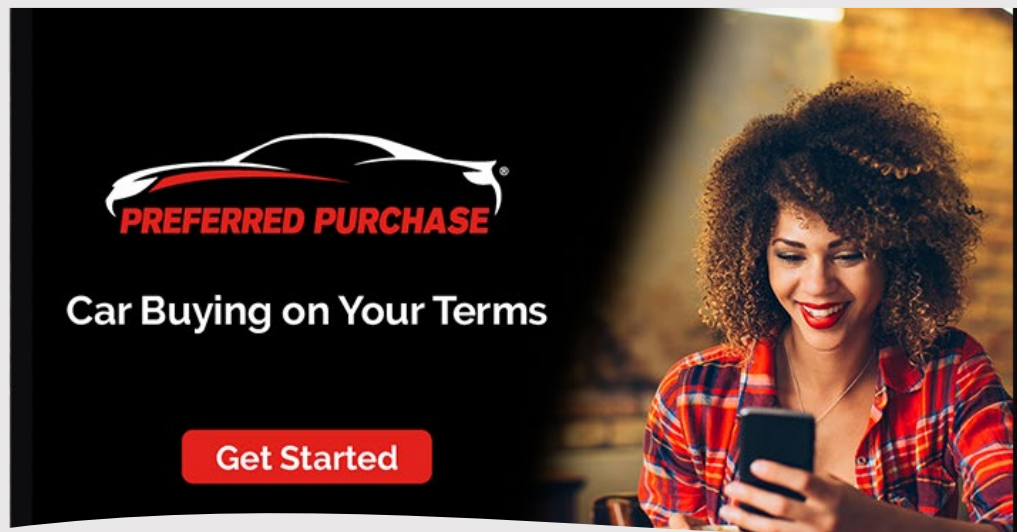
Preferred Purchase = Flexible Buying

Online:

- Transparent and streamlined
- Self-directed experience
- Low-pressure sales environment
- Home delivery

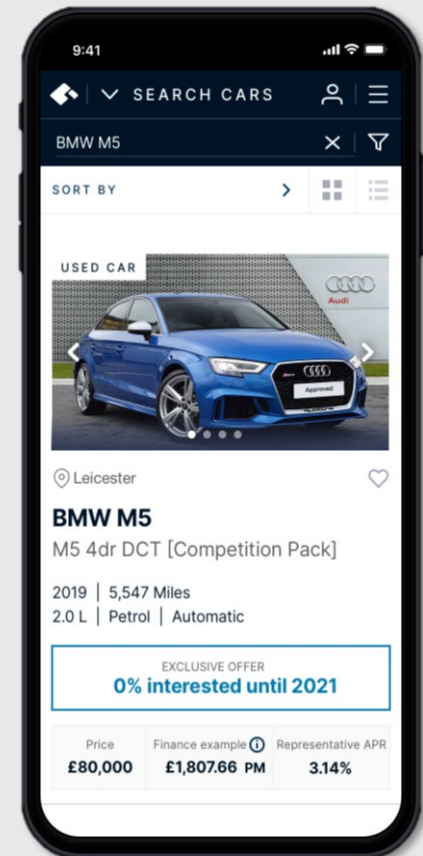
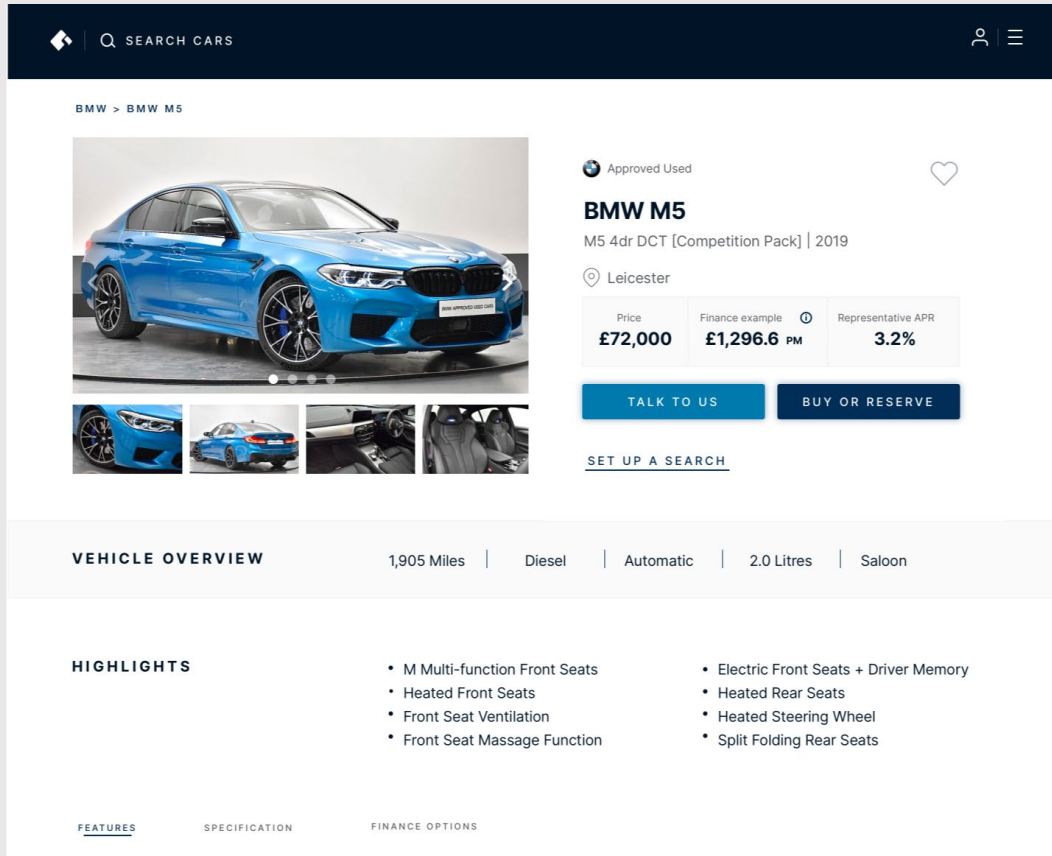
In-Store and Online:

- Hybrid model
- Continued experience in store
- Allows for test drive
- Shortens time in-store



U.K. DIGITAL RETAILING

Offers an intuitive desktop and mobile design

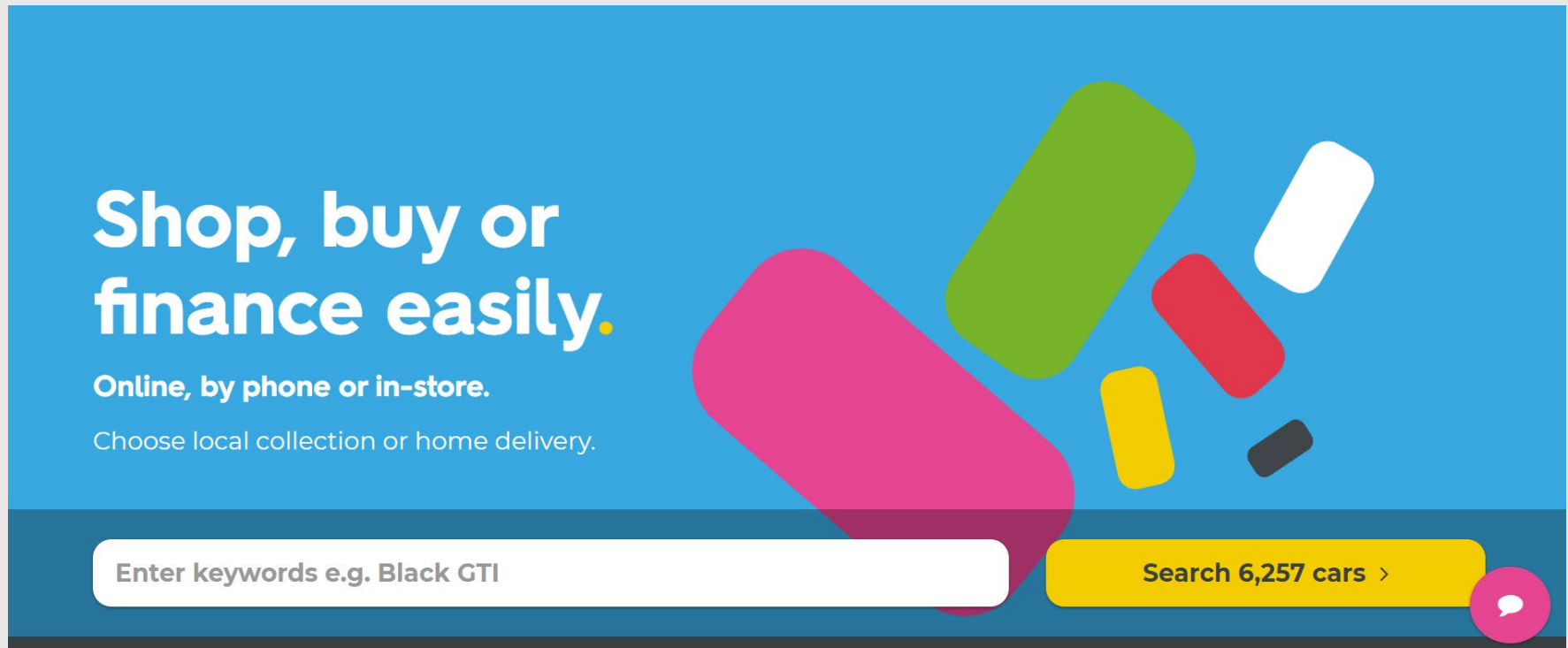


U.K. BUY ONLINE FEATURES

Car Search	✓
Trade-In	✓
Finance Application (instant decision)	✓
Multiple Finance Co. Integration	✓
£99 Reservation	✓
Buy Outright (Credit Card)	✓
Collection Location	✓
Customer Account Area	✓
Digital Documentation	✓
Digital Signature	✓
Additional Products	✓

CarShop – GLOBAL BRAND

- 17 used vehicle SuperCenters in the U.S. and U.K.
- Buy online or in-store capability



DIGITAL SOLUTIONS

Buy/Sell/Trade

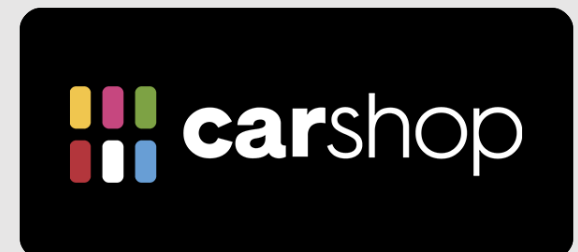
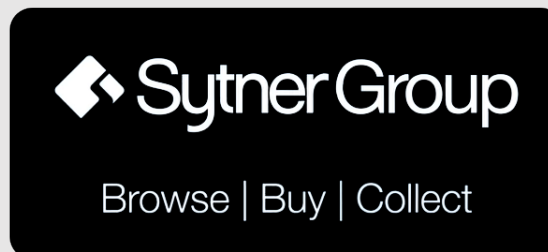
- New vehicles
- Certified pre-owned vehicles
- Used vehicles
- 40,000 vehicles online
- PenskeCars.com
- carshop.com
- carshop.co.uk
- Sytner.co.uk
- Over 35 brands
- Sell or trade your vehicle
- One-price valuation

Service

- State-of-the-art facilities
- Factory-trained technicians
- Online scheduling
- Service eApproval
- Real-time status updates
- Online bill payment
- Pick-up and drop-off service
- Free loaners
- Elite technician program
- Customer video updates

BY THE NUMBERS

- 40,000 vehicles available online through digital channels
- Preferred Purchase sales in Q1 2021 increased 44% over Q1 2020
- Completed nearly 6,900 online transactions in first quarter, or 6% of total unit sales





NON-GAAP RECONCILIATIONS

EBITDA RECONCILIATION

(\$ in Millions)

	Q1 '21	Q1 '20	Q1 '19
Net Income	\$183.1	\$51.5	\$99.2
Depreciation	\$29.3	\$28.5	\$26.4
Other Interest	\$17.9	\$31.7	\$29.9
Income Taxes	\$64.5	\$20.1	\$34.7
Income/Loss from Disc. Ops.	---	<u>(\$0.1)</u>	<u>(\$0.1)</u>
EBITDA	\$294.8	\$131.7	\$190.1



Investor Relations Contact:

Anthony R. Pordon
Executive VP-Investor Relations and
Corporate Development
Phone: 248-648-2540
Email: tpordon@penskeautomotive.com

Penske Automotive Group, Inc.
2555 S. Telegraph Road
Bloomfield Hills, MI 48302
www.penskeautomotive.com

