Motor Industry Services

May | 2025

US Listed Dealer Comparison

Executive summary

December 2024 results

This edition marks the inaugural launch of Pitcher Partners Motor Industry Services' United States (US) Listed Dealer Comparison, where we provide insight into the performance of the six largest publicly traded dealership groups in the US – Lithia Automotive Group, AutoNation, Penske Automotive, Group 1 Automotive, Asbury Automotive, and Sonic Automotive.

In this report we will examine how key industry trends, shifting economic conditions, and recent geopolitical events have shaped their results over the 12 months to 31 December 2024 and beyond.

The US *automotive industry*

The US and Australian markets are similar in many ways (e.g. consumer preferences), however there are significant differences as well, the most obvious one is size, and less obvious, competition.
In 2024, 16.5 million new vehicles were sold in the US (across 55 brands) compared to 1.2 million new vehicles sold in Australia (across 68 brands), the top 10 brands in Australia and the US are as follows:

Top 10 brands by units sold Australia — CY 2024

	Brand	Units sold	Market share (%)
1	Toyota	241,296	19.5%
2	Ford	100,170	8.1%
3	Mazda	95,987	7.8%
4	Kia	81,787	6.6%
5	Mitsubishi	74,547	6.0%
6	Hyundai	71,664	5.8%
7	MG	50,592	4.1%
8	Isuzu Ute	48,172	3.9%
9	Nissan	45,284	3.7%
10	GWM	42,782	3.5%

Top 10 brands by units sold US — CY 2024

	Brand	Units sold	Market share (%)
1	Toyota	1,986,954	12.5%
2	Ford	1,960,338	12.3%
3	Chevrolet	1,730,075	10.9%
4	Honda	1,291,490	8.1%
5	Nissan	865,938	5.4%
6	Hyundai	936,802	5.9%
7	Kia	782,451	4.9%
8	Subaru	667,725	4.2%
9	GM	614,177	3.9%
10	Jeep	587,725	3.7%

Source: 1. VFacts Dec 2024, 2. All the car brands available in America in 2024 | U.S. News, Full-Year Auto Sales Report For 2024

On top of that, there are 14 Chinese-branded automakers in Australia, one of which is BYD who has quickly dominated as a global leader in the car market, while the Chinese brands are yet to enter the US market. All in all, the Australian market is significantly more competitive than the US market and has been for some time.

Per SEC filings, the US listed dealership groups represent approximately 8% of the US new vehicle market, and the largest 150 dealer groups (including the listed dealers) as reported by Automotive News represents approximately 25% of the new car market. The 3 Australian listed dealers represent approximately 21% of the new car market (IBISWorld Motor Vehicle Dealers in Australia, December 2024). The US listed dealers can be summarised as follows:

Listed dealership group	No of dealerships No of brands	2024 new retail units**	2023 new retail units**
Lithia Automotive Group (NYSE: LAD)	459 Dealerships in the US, UK, Canada; 52 Brands	369,913	314,116
AutoNation (NYSE: AN)	243 Dealerships in the southeastern US; 31 Brands	254,715	244,546
Penske Automotive (NYSE: PAG)	353 Dealerships in the US, Canada, UK, Germany, Italy, Japan, Australia; 40 Brands*	244,990	229,942
Group 1 Automotive (NYSE: GPI)	259 Dealerships in the US, UK; 27 Brands	203,677	175,566
Asbury Automotive (NYSE: ABG)	152 Dealerships in the US; 31 Brands	173,218	149,509
Sonic Automotive (NYSE: SAH)	133 Dealerships in the US, UK, and Canada; 25 Brands	111,450	107,257

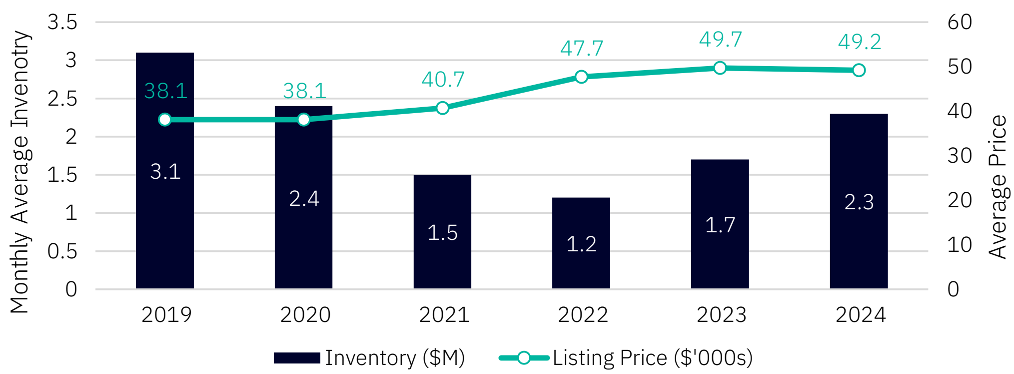
* Represents approximately 86% of revenue with remaining 14% generated from truck distribution, trucking and logistics services
** Source: Automotive News

Listed results *summary*

The average revenue growth for these players was 7.6% YOY which was mostly driven by dealership acquisitions, though all dealership groups reported some organic growth in new vehicle sales as well as parts and service. All entities reported a reduction in gross margin (ranging from 0.2% to 1.5%), combined with the rising cost of running operations has added pressure to the bottom line. Reduction in new vehicle gross is mostly due to excess supply of new car stock (Average Inventory Days has increased by 18.2% YOY). As a result, average NPBT as a % of Total Revenue now sits at 3.2%, down 1.1% YOY. US dealership profitability has been on a decline since the end of the pandemic as vehicle availability has recovered and inventory levels have built up, though per Q4 2024 SEC filings there is a slowdown in declining profits.

One of the key causes of declining dealership profitability has been the increased cost of carrying stock due to inventory sitting longer & rise of interest rates. According to MarkLines data, US vehicle sales reached 16.5 million units in 2024, up 2.1% from 16.1 million units in 2023. This continues the industry's recovery from the supply-constrained lows of 2022, and the higher inventory levels and rising vehicle prices are what is behind the organic growth in vehicle sales for the listed dealership groups. Inventory levels have more than doubled since the lows of 2022, while the average listing price has increased by 29.1% over the past four years, according to Cars Commerce.

New car inventory & list price



Source: 2024 Annual industry insights report | Cars Commerce

Another significant hit to US dealer profits was the lost productivity and related costs from the CDK Cyber Incident in June 2024, which impacted over 15,000 dealers with losses estimated to be over $1 billion. Many of the listed dealership groups cited the ransomware attack as a reason for a decline in revenue and/or profitability in 2024 SEC filings.

Other than the CDK Cyber Incident, Australian dealers are familiar with the profitability pressures that US listed dealership groups are experiencing though they feel more pain, particularly when it comes to property and people. Due to differences in the property market, tax and other legislation, and labour laws, Australian dealers have seen significantly higher increases in property and people costs as a % of sales than US dealers. Another significant difference is the income generated from F&I products, there are significantly more restrictions on Australian dealers than US dealers because of the 2019 ASIC review. Thus, one would expect the US listed dealers to earn a higher NPBT on average compared to the Australian listed dealers (3.2% compared to 2.0%). What is similar though, is the fact that profitability is trending down, thus, the call to focus on higher-margin products and services as well as an effective cost out strategy applies to both Australian and US dealers alike.

The 2025 outlook for the US economy appears to be different to that of Australia. Between the global trade war, supply chain disruptions, slide in business sentiment, and increased uncertainty of both consumers and businesses, economists predict a US recession is now more likely (up to 60% probability). On top of that, borrowing costs and inflation are still elevated, and affordability pressures are weighing on discretionary spending, including vehicle purchases. It is noted, if the US and China are pushed into a recession, a global recession is also likely.

Another difference to highlight is the trajectory of the US and Australian auto market. US new vehicle sales peaked in 2016 after a sharp V-shaped recovery from the 2008 GFC lows. Since then, volumes have fluctuated, with a drop during the pandemic, followed by a gradual recovery that is still ongoing. SAAR for 2025 is 16.3 million units as of February 2025 ("Seasonally Adjusted Annual Rate" is a key metric used to project full-year car sales in the US using monthly data). Australia, on the other hand, has seen more consistent growth. While volumes dipped during the 2020 pandemic, the market rebounded quickly and has since set new records, surpassing 1.2 million units in both 2023 and 2024. Industry sources (including Pitcher Partners) forecast 1.1 million units will be sold in Australia for 2025.

The trajectories of the two car markets may be different due to varying economic conditions, industry structures, and government policies, however US and Australian dealers have always faced the same challenge which is the need to adapt in volatile times.

Results *snapshot*

US Listed Dealer Groups consolidated performance vs PCP

Total revenue growth

7.6%↑

Revenue increased to **$144.8bn** primarily driven by dealership acquisitions in the US, Europe, and Australia offset by dealership divestitures and lost productivity resulting from the CDK Cyber Incident in June 2024.

NPBT as % of total rev

3.2%

NPBT as a % of total revenue **decreased YOY by 1.1%** on average, due to declines in gross profit from increasing vehicle supply, increased cost of doing business, including increased floorplan costs, and costs related to the CDK Cyber Incident in June 2024 and hail and storm damage.

Average inventory days

55.6 days

Inventory days increased by **18.2% YOY** mostly due to oversupply of vehicle inventory from multiple OEMs.

Average cash conversion cycle days

56.9 days

Cash conversion **increased by 8.9 days** driven mainly by increasing inventory days.

Interest expense growth YOY

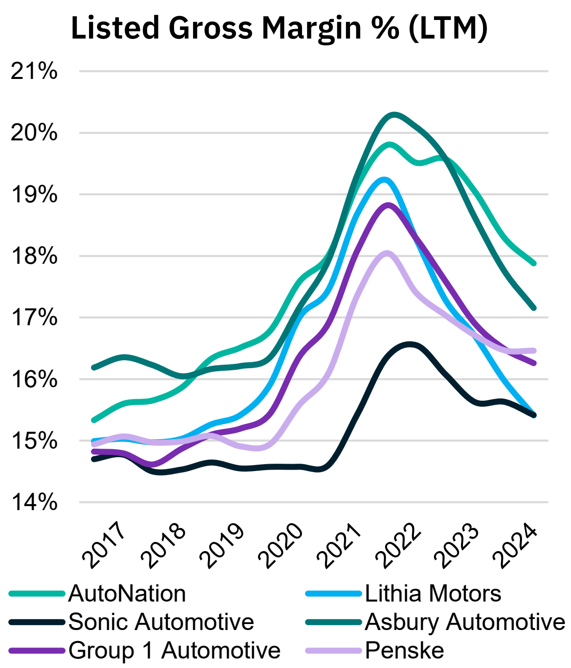
36.8%

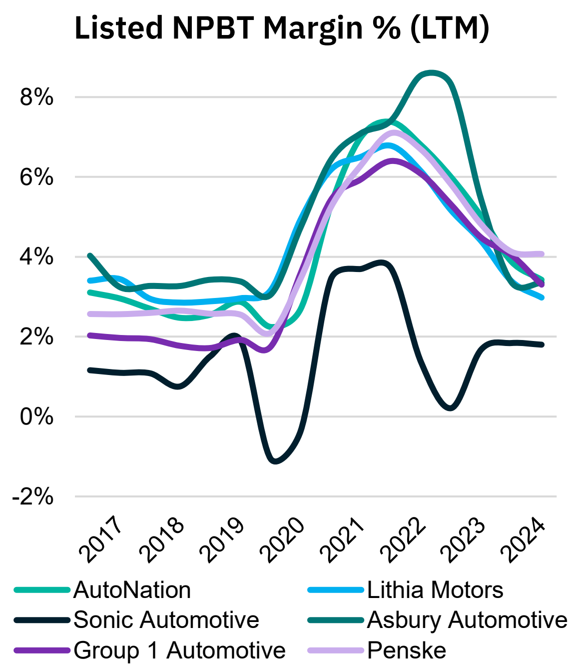
Interest expense on average **increased from $235.9m to $322.8m YOY** and interest expense % of Gross on average **increased from 6.1% to 8.2%** due to increased rates and increased levels of vehicle inventory.

Interest coverage ratio

3.5x

Interest coverage **decreased from 5.2x** on the back of increased floorplan costs associated with increased inventory days and declining profitability.





Source: Capital IQ, Pitcher Partners Analysis

Listed results *summary* (cont.)

The good

Revenue growth

Despite challenging economic conditions, the listed dealership groups experienced on average, 7.6% YOY revenue growth, bringing the total revenue of the listed dealership groups to $144.8 billion. Four of the listed dealership groups reported increases in revenue YOY: Lithia Motors (16.6%), Asbury Automotive (16.1%), Group 1 Automotive (11.5%), and Penske Automotive (3.1%), primarily driven by dealership acquisitions in the US, Europe, and Australia. The remaining two listed dealership groups have reported a slight drop in revenue YOY – AutoNation (-0.7%), and Sonic Automotive (-1.0%), mostly due to dealership divestitures, and lost productivity due to the CDK Cyber Incident in June 2024 (see below “Ransomware Attacks and Data Breaches are on the rise”).

Dealership acquisitions aside, there was also organic growth in new vehicle sales in 2024 for most of the listed dealership groups (increases ranged from 0.3% - 4.0% per SEC Filings). Per MarkLines, 16.5 million new vehicles were sold in the US in 2024, and 2025 vehicle sales is expected to be higher, despite inflation still being elevated (2.9% in December 2024) and new vehicles still less affordable (the Cox Automotive Affordability Index indicates new vehicles are 11% less affordable in 2024 than the historical average). From a brand perspective, Automotive News Q2 2024 data shows almost all brands sold in the US had increased sales in 2024 YOY except for a notable few (Stellantis, Audi, Volvo, Acura, Infiniti comes to mind).

“The Great Normalisation” coming to an end?

US dealership profitability has been on the decline for the last two years from pandemic-era highs, though Q4 2024 data indicates that the decline in profits is slowing down. Per SEC filings, dealership profits had fallen quickly in the first three quarters of 2024 (27%, 36%, and 29% from the corresponding quarters of 2023, respectively), however in Q4 2024, dealership profits were on average 6% lower than Q4 2023. New and used vehicle gross per unit data also indicates a levelling off to pre-pandemic levels. Thus, US dealers appear to be at the tail end of “The Great Normalisation” and are more optimistic about future profitability in 2025.

The not so good

Increasing the cost base

The cost of running a dealership continues to rise across the board, with nearly every area of operation facing increased expenses. Inflationary pressures and higher input costs are further squeezing margins, making profitability harder to maintain. A common misconception is that the problem is solely attributed to operating expenses. The average gross margin for listed dealership groups has declined by 5% year-on-year, from 17.26% to 16.43%. It may not seem like much, but those were dollars that flowed straight to the bottom line.

Gross profit analysis (per SEC filings)

	Lithia Motors	Auto Nation	Penske Automotive	Group 1 Automotive	Asbury Automotive	Sonic Automotive	Average Listed
2023	16.7%	19.0%	16.7%	16.9%	18.6%	15.6%	17.3%
2024	15.4%	17.9%	16.5%	16.3%	17.3%	15.4%	16.4%
Variance	(1.3%)	(1.3%)	(0.3%)	(0.6%)	(1.5%)	(0.2%)	(0.8%)

The return to pre-pandemic gross profits and an inflationary cost base has put dealers into a vice that is significantly impacting net profit margins. Dealers must focus on not only expense management but optimising operations to maximise gross in every department. Recent US dealer surveys indicate that the major profit drivers for 2025 will be parts and service, used vehicles and F&I, with a focus on using technology to make dealership processes more efficient.

Solution: dealers need a "cost out" strategy

To sustain or even enhance profits, cost control is not going to be enough, US dealers are going to need to take a hard look at cost structures and come up with a meaningful cost out strategy, a fact that Australian dealers have known for some time now. Dealers need to revisit all their processes to determine what doesn't deliver value and eliminate them.

An example is the use of artificial intelligence (AI), vendors have been selling solutions to dealers for a while now, walking the floor at NADA 2025, AI seemed to be everywhere. Products showcased mostly around lead management and some interesting solutions for inventory management focused on turning inventory faster by automating appraisals, assessing damage, and sourcing inventory. Though, talking to dealers, AI still hasn't really taken off as it has in other industries, the main reason being they feel the products are just not quite ready – they need to be more customised for the automotive business and more integrated into dealership operations.

Substantial increase in floorplan costs

As mentioned above, dealership expenses continue to be a challenge, both variable and fixed costs alike, particularly, floorplan interest, which has soared from the previous year across the board. Per 2024 SEC filings, almost every listed dealership group cite increased level of vehicle inventory as the reason for the increase in floorplan interest expense and to a lesser extent rise in interest rates. With cash rates remaining high, the cost of holding stock is much higher than dealers are used to and will need to focus on improving their stock turn. According to Cox Automotive costs are getting worse with the average days supply in February 2025 at 96 days. Every day a vehicle sits on the floor more than it should, is a loss of profit.

Ransomware attacks and data breaches are on the rise

Dealerships have always been prime targets for fraud with cybersecurity being one of the biggest threats to dealers for a few years now. Dealerships have valuable amounts of customer data, minimal IT safeguards, and multiple operational systems, which present an attractive opportunity for hackers.

The CDK Global ransomware attack that occurred in June 2024 was a wake-up call. 15,000 dealerships across North America were forced to revert to manual operations costing approximately $1bn and 5% in lost new vehicle revenue according to J. D. Power and GlobalData. The system outage cost dealerships not only in lost productivity and reputational damage but additional floorplan interest in vehicles not sold as well.

Among the many lessons learned from this incident, what is highlighted is the risk to the business:

- Relying so heavily on a third-party service for critical financial and payroll functions
- Having outdated legacy systems using technologies that have not been upgraded for decades

These risks apply to all dealers globally, not just dealers that use CDK and not just dealers in the US.

The interesting

Trump's tariff war

The US automotive industry is in turmoil, with tariffs driving the market into uncertainty. On 1st February 2025, President Donald Trump reignited a trade war, leaving automakers and dealers caught in the crossfire. At the time of writing, the US has imposed a 25% tariff on all automotive imports and 145% tariff on all imports from China. In response, China has imposed 125% tariff on all imports from the US. The uncertainty is further exacerbated by the highly dynamic tariff negotiations where the rules are constantly changing. Already some major automakers have suspended vehicle imports into the US and overseas production, such as Volkswagen, Jaguar Land Rover, and Stellantis.

On top of automotive imports, automakers face higher tariffs on steel and aluminium, two critical raw materials for vehicle production. These rising costs will inevitably be passed down the supply chain, squeezing manufacturers, pressuring dealers, and ultimately landing on the consumers. Though some relief is expected now that the White House on 29th April 2025 provided some exemptions on tariffs on foreign vehicle and parts imports.

Through all this turbulence, one thing is certain: uncertainty itself is here to stay. Trump's presidency was unpredictable in his previous term, and it looks as this is set to continue throughout his next term. For the auto industry, this means an environment where policies can shift overnight, supply chains can be disrupted at any moment, and long-term planning becomes increasingly difficult. Dealers must be prepared to navigate these shifting tides, adapting quickly to external pressures while maintaining their competitive edge. Dealers who can operate effectively in this volatile landscape will be the ones who thrive.

Economic outlook for 2025 – US recession likely

The uncertainty that has been injected into the US economy impacts both consumers and businesses. Businesses do not invest when uncertain and consumers do not buy when uncertain, which guarantees the economy will slow if not contract. That combined with rising unemployment, continuing elevated inflation, tumbling of consumer confidence, and a slowdown in global growth, most economists now indicate a 40%-50% chance of a US recession with J.P. Morgan having raised their assessment to 60%.

Future of US automotive manufacturing

President Donald Trump has been clear: if automakers want to avoid tariffs, they should simply move production to the US. The reality is that automakers are not rushing to shift production to US factories, despite the pressure from the White House. The Ford CEO Jim Farley summed it up last month, calling the situation “a lot of cost and a lot of chaos.” Automakers are not about to rush opening plants in the US overnight, and those that are expanding their US presence, brands like Toyota, Honda, BMW, Mazda, Nissan, Hyundai, Volvo, and Lucid Motors are doing so for strategic business reasons, not just because of political pressure. Lower shipping costs, exchange rate stability, and market share growth are driving these decisions, not the sudden desire to manufacture with a “Made in America” label. Behind the headlines, however, the fundamental reality remains unchanged. Manufacturing in the US can be significantly more expensive than in other countries, and for most automakers, the cost-benefit analysis does not justify a rapid shift.

Results *snapshot* (cont.)

Lithia Motors performance vs PCP

Total revenue growth

16.6%↑

Revenue **increased to $36.2bn.** This was driven primarily by dealership acquisitions and organic growth in vehicle sales (new and used vehicles increased 15.8% and 17.7% YOY respectively).

Gross margin

15.4%

Gross margin has decreased by 1.3% YOY (16.7% to 15.4%) despite Total Gross Profit **increasing by 7.6% YOY to $5.58bn** demonstrating continuing gross profit compression from increasing new vehicle supply.

EBITDA margin

5.2%

EBITDA **decreased by $57.1m YOY** and EBITDA margin **decreased by 1.0%** due to gross profit compression and increased operating expenses as a % of gross profit (14.0% YOY).

EBIT margin

4.4%

EBIT **decreased by $148.3m**, and EBIT margin **decreased 1.2%** due to gross profit compression and increased operating expenses as a % of gross profit (14.0% YOY).

NPBT as % of total rev

3.0%

NPBT as a % of total revenue **decreased YOY by 1.4%**, due to gross profit compression, increased floorplan costs (84.8% YOY), and increased operating expenses as a percentage of gross profit (14.0% YOY).

Average inventory days

63.7 days

Inventory days **increased by 10.4% YOY** as a result of oversupply of vehicle inventory from multiple OEMs.

Average cash conversion cycle days

72.5 days

Cash conversion **increased by 6.7 days** driven mainly by increasing inventory days.

Interest expense growth YOY

52.4%

Interest expense **increased from $352.1m to $536.6m YOY and from 6.8% to 9.8% YOY** as a % of Total Gross Profit, mostly due to increase in interest rates and to a lesser extent, due to dealership acquisitions and increased levels of vehicle inventory.

Interest coverage ratio

3.0x

Interest coverage **decreased from 4.9x** because of increased floorplan costs (due to increase in interest rates and excess stock) and declining profitability.

Return on equity

12.7%

Return on equity **decreased by 27.7% YOY**, due to a decrease in earnings driven by increased floorplan costs and operating expenses as a percentage of gross profit.

Total enterprise value to EBIT

14.3x

EV to EBIT increased to **14.3x** compared to **11.3x** in December 2023. This is primarily attributed to a decline in EBIT.

Price to earnings per share

8.9x

The share price to earnings per share (before extraordinary items) is **8.9x** compared to **6.3x** at December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

Results *snapshot* (cont.)

AutoNation performance vs PCP

Total revenue growth

(0.7%)

Revenue **decreased from $26.9bn to $26.8bn** driven by a reduction in used vehicle revenue, lost productivity due to a system outage resulting from a CDK Cyber Incident in June 2024, and divestitures of eight dealerships. A drop in F&I Income was due to retail financing shifting to the entity's captive finance business.

Gross margin

17.9%

Gross margin has **decreased by 1.2% YOY** (19.0% to 17.9%) and total gross profit **decreased by 6.7% YOY from $5.1bn to $4.8bn** due to continuing gross profit compression from increasing new vehicle supply as well as a reduction in used vehicle unit volume and a shift to lower-priced used vehicles.

EBITDA margin

5.8%

EBITDA **decreased by $317.2m YOY** and EBITDA margin **decreased by 1.1%** due to gross profit compression, lost productivity and other related costs resulting from the CDK Cyber Incident in June 2024.

EBIT margin

5.0%

EBIT **decreased by $337.4m** and EBIT margin **decreased 1.2%** due to gross profit compression, lost productivity and other related costs resulting from the CDK Cyber Incident in June 2024.

NPBT as % of total rev

3.4%

NPBT as a % of total revenue **decreased YOY by 1.6%**, due to gross margin compression and increased floorplan costs (51.3% YOY).

Average inventory days

53.2 days

Inventory days **increased by 25.2% YOY** due to oversupply of vehicle inventory from multiple OEMs.

Average cash conversion cycle days

53.7 days

Cash conversion **increased by 10.9 days** driven mainly by increasing inventory days.

Interest expense growth YOY

22.2%

Interest expense **increased from $326.1m to $398.6m YOY** and as a % of total gross profit **increased from 6.4% to 8.3%** primarily due to increased levels of vehicle inventory.

Interest coverage ratio

3.3x

Interest coverage **decreased from 5.1x** on the back of increased floorplan costs due to excess stock and declining profitability.

Return on equity

29.7%

Return on equity **decreased by 38.1% YOY**, due to a decrease in earnings from gross margin compression and lost productivity from the CDK Cyber Incident in June 2024.

Total enterprise value to EBIT

11.9x

EV to EBIT increased to **11.9x** compared to **8.7x** at December 23. This is primarily attributed to a decline in EBIT.

Price to earnings per share

7.4x

The share price to earnings per share (before extraordinary items) is **7.4x** compared to **4.5x** in December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

Results *snapshot* (cont.)

Penske Automotive performance vs PCP

Total revenue growth

3.1%↑

Revenue **increased to $30.5bn** driven mostly by dealership acquisitions in the US and to a lesser extent in Europe and Australia.

Gross margin

16.5%

Gross Margin has **decreased by 0.2% YOY** (16.7% to 16.5%) despite Total Gross Profit **increasing by 1.6% YOY to $5.01bn** representing dealership acquisitions offset by continuing gross profit compression from increasing new vehicle supply.

EBITDA margin

4.8%

EBITDA **decreased by $58.4m YOY** and EBITDA margin **decreased by 0.3%** attributed to a decline in gross margin, increased operating expenses mostly due to inflation, and decrease in earnings of the transport and logistics business.

EBIT margin

4.3%

EBIT **decreased by $75.4m YOY** and EBIT margin **decreased by 0.4%** due to declining gross margins, increase in operating expenses, increase in depreciation (mostly capital expenditure and to a lesser extent from dealership acquisitions), and a drop in earnings of the transport and logistics business.

NPBT as % of total rev

4.1%

NPBT as a % of total revenue **decreased YOY by 0.7%**, due to declining gross margins, increase in operating expenses, depreciation, and a 42.6% increase in floorplan costs.

Average inventory days

64.3 days

Inventory days **increased by 11.0% YOY** due to a more competitive market and vehicle recalls.

Average cash conversion cycle days

65.1 days

Cash conversion **increased by 6.7 days** driven mainly by increasing inventory days.

Interest expense growth YOY

35.5%

Interest expense increased **from $225.7m to $277.6m YOY** and interest expense as a % of Gross **increased from 4.6% to 5.5%** due to increased levels of vehicle inventory.

Interest coverage ratio

4.7x

Interest coverage **decreased from 6.2x** on the back of increased floorplan costs due to excess stock and declining profitability.

Return on equity

18.5%

Return on equity **decreased by 22.0% YOY**, due to a decrease in earnings from declining gross margins and increased expenses.

Total enterprise value to EBIT

14.9x

EV to EBIT increased to **14.9x** compared to **13.3x** on December 2023. This is primarily attributed to a decline in EBIT.

Price to earnings per share

8.3x

The share price to earnings per share (before extraordinary items) is **8.3x** compared to **6.9x** in December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

Results *snapshot* (cont.)

Group 1 Automotive performance vs PCP

Total revenue growth

11.5%↑

Revenue **increased to $19.9bn.** driven mostly by dealership acquisitions in the UK (acquired Inchcape Retail Automotive Operations) and to a lesser extent organic growth in new vehicles (about 3%), F&I (about 5%) and parts and service sales (about 5%).

Gross margin

16.3%

Gross margin has **decreased by 0.6% YOY** (16.9% to 16.3%) despite total gross profit **increasing by 7.3% YOY to $3.2bn** representing dealership acquisitions offset by continuing gross profit compression from increasing new vehicle supply.

EBITDA margin

5.4%

EBITDA **decreased by $11.1m YOY** and EBITDA margin **decreased by 0.7%** attributed to gross profit compression, lost productivity and other related costs resulting from the CDK Cyber Incident in June 2024, fees associated with the acquisition of Inchcape's retail operations in the UK and increased operating expenses.

EBIT margin

4.9%

EBIT **decreased by $32.2m** and EBIT margin **decreased by 0.7%**, due to gross profit compression, costs related to the CDK Cyber Incident and acquisition of Inchcape's retail operations and increased operating expenses.

NPBT as % of total rev

3.3%

NPBT as a % of total revenue **decreased YOY by 1.2%**, due to gross profit compression, costs related to the CDK Cyber Incident and acquisition of Inchcape's retail operations and increased operating expenses, including 69.3% increase in floorplan costs.

Average inventory days

50.4 days

Inventory days **increased by 23.6% YOY** due to oversupply of vehicle inventory from multiple OEMs.

Average cash conversion cycle days

41.6 days

Cash conversion **increased by 8.8 days** driven mainly by increasing inventory days.

Interest expense growth YOY

22.2%

Interest expense **increased from $163.9m to $249.8m YOY**. and Interest expense % of Gross **increased from 5.4% to 7.7%** due to increased levels of vehicle inventory.

Interest coverage ratio

3.9x

Interest coverage **decreased from 6.1x** on the back of increased floorplan costs due to excess stock and declining profitability.

Return on equity

17.6%

Return on equity **decreased by 28.2% YOY**, due to a decrease in earnings representing gross margin compression and increasing operating expenditure.

Total enterprise value to EBIT

11.5x

EV to EBIT increased to **11.5x** compared to **7.9x** on December 2023. This is primarily attributed to a decline in EBIT.

Price to earnings per share

7.5x

The share price to earnings per share (before extraordinary items) is **7.5x** compared to **4.7x** in December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

Results *snapshot* (cont.)

Asbury Automotive performance vs PCP

Total revenue growth

16.1%↑

Revenue increased to **$17.2bn** driven mostly by dealership acquisitions offset by lost productivity due to a CDK Cyber Incident in June 2024.

Gross margin

17.2%

Gross margin has **decreased by 1.5% YOY** (18.6% to 17.1%) despite total gross profit **increasing by 7.0% YOY to $3.0bn** representing dealership acquisitions offset by continuing gross profit compression from increasing new vehicle supply.

EBITDA margin

6.2%

EBITDA **decreased by $73.1m YOY** and EBITDA margin **decreased by 1.5%** attributed to gross profit compression, increased operating expenses, specifically, costs related to the CDK Cyber Incident in June 2024, hail damage and hurricanes, and professional fees related to dealership acquisitions.

EBIT margin

5.8%

EBIT **decreased by $80.4m** and EBIT margin **decreased by 1.5%**, due to gross profit compression, increased operating expenses, specifically, costs related to the CDK Cyber Incident in June 2024, hail damage and hurricanes, professional fees related to dealership acquisitions.

NPBT as % of total rev

3.3%

NPBT as a % of total revenue **decreased YOY by 2.1%**, due to gross profit compression, increased operating costs, particularly, costs related to the CDK Cyber Incident in June 2024, hail damage and hurricanes, professional fees related to dealership acquisitions, and floorplan costs.

Average inventory days

48.3 days

Inventory days **increased by 16.6% YOY** because of oversupply from multiple OEMs.

Average cash conversion cycle days

49.0 days

Cash conversion **increased by 7.7 days** driven mainly by increasing inventory days.

Interest expense growth YOY

62.3%

Interest expense **increased from $165.7m to $269.00m YOY** and Interest expense % of gross **increased from 6.0% to 9.1%** due to less cash held in the floor plan offset account increasing floorplan costs.

Interest coverage ratio

3.7x

Interest coverage **decreased from 6.5x** on the back of increased floorplan costs due to excess stock and declining profitability.

Return on equity

12.8%

Return on equity **decreased by 34.9% YOY**, due to gross margin compression and increased operating costs.

Total enterprise value to EBIT

10.5x

EV to EBIT increased to **10.5x** compared to **9.3x** on December 2023. This is primarily attributed to a decline in EBIT.

Price to earnings per share

6.5x

The share price to earnings per share (before extraordinary items) is **6.5x** compared to **4.8x** in December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

Results *snapshot* (cont.)

Sonic Automotive performance vs PCP

Total revenue growth

(1.0%)

Revenue **decreased to $14.2bn** driven by a decline in revenue of the used car operation (EchoPark) (13% YOY) resulting from closing 8 locations, and lost productivity due to a CDK Cyber Incident in June 2024.

Gross margin

15.4%

Gross margin has **decreased by 0.2% YOY** (15.6% to 15.4%) and total gross profit **decreased by 2.4% YOY to $2.2bn** driven by continuing declines in gross profit from increasing new vehicle supply offset by growth in the back end of the business.

EBITDA margin

4.2%

EBITDA decreased by **$14.2m YOY** and EBITDA margin **decreased by 0.1%** mostly due to declines in gross margin, and to a lesser extent, costs related to storm damage and a CDK Cyber Incident in June 2024.

EBIT margin

3.3%

EBIT **decreased by $20.4m**, and EBIT margin **decreased by 0.1%** primarily due to lower gross margins, and to a lesser extent, costs related to storm damage and a CDK Cyber Incident in June 2024.

NPBT as % of total rev

1.8%

NPBT as a % of total revenue **increased YOY by 0.1%**, due to gross profit compression offset by one-off gains from the sale of real estate and exiting leased properties in 2024, and one-off impairment charges related to abandoned property in 2023.

Average inventory days

53.8 days

Inventory days **increased by 27.9% YOY** because of oversupply from multiple OEMs.

Average cash conversion cycle days

59.3 days

Cash conversion **increased by 12.6 days** driven mainly by increasing inventory days.

Interest expense growth YOY

12.7%

Interest expense **increased from $181.8m to $204.9m YOY** and Interest expense % of gross **increased from 8.1% to 9.3%** due to increased levels of vehicle inventory.

Interest coverage ratio

2.3x

Interest coverage **decreased from 2.7x** on the back of increased floorplan costs due to excess stock and increased floorplan costs.

Return on equity

22.1%

Return on equity **increased by 10.8% YOY**, due to an increase in earnings attributed mostly due to one-off gains in 2024 and one-off impairment charges in 2023 related to property.

Total enterprise value to EBIT

13.5x

EV to EBIT increased to **13.5x** compared to **11.6x** on December 2023. This is primarily attributed to a decline in EBIT.

Price to earnings per share

8.4x

The share price to earnings per share (before extraordinary items) is **8.4x** compared to **4.8x** in December 2023.

Sources: Capital IQ, Pitcher Partners Analysis

At a *glance*

USA Listed Dealer Groups Comparison – 12 months to 31 December 2024

	NYSE:LAD		NYSE:AN		NYSE:PAG		CY24 Average
	2023	2024	2023	2024	2023	2024	
Financial Performance							
Total Revenue	**31,042.3**	**36,188.2**	**26,948.9**	**26,765.4**	**29,527.4**	**30,455.2**	**24,126.0**
Total Revenue Growth YOY		16.58%		(0.68%)		3.14%	7.61%
Gross Profit	**5,183.0**	**5,576.4**	**5,131.5**	**4,785.4**	**4,933.8**	**5,013.3**	**3,959.6**
Margin %	16.70%	15.41%	19.04%	17.88%	16.71%	16.46%	16.41%
EBITDA	**1,938.0**	**1,880.9**	**1,882.4**	**1,565.2**	**1,533.2**	**1,474.8**	**1,280.7**
Margin %	6.24%	5.20%	6.99%	5.85%	5.19%	4.84%	5.31%
EBIT	**1,733.9**	**1,585.6**	**1,661.9**	**1,324.5**	**1,392.2**	**1,316.8**	**1,112.0**
Margin %	5.59%	4.38%	6.17%	4.95%	4.71%	4.32%	4.61%
NPBT	**1,362.3**	**1,078.3**	**1,350.2**	**916.7**	**1,419.5**	**1,239.9**	**787.5**
Margin %	4.39%	2.98%	5.01%	3.42%	4.81%	4.07%	3.26%
Net Income	**1,000.8**	**802.0**	**1,021.1**	**692.2**	**1,053.2**	**918.9**	**592.9**
Margin %	3.22%	2.22%	3.79%	2.59%	3.57%	3.02%	2.46%
Return on equity	17.54%	12.68%	47.91%	29.65%	23.71%	18.50%	18.88%
Capital Structure and Funding Ratios							
Total Debt	11,396.6	13,959.8	8,075.5	8,702.8	7,736.7	8,362.0	7,611.7
Total Equity	6,282.9	6,679.4	2,211.4	2,457.3	4,755.6	5,227.3	3,650.5
Total Debt/Equity	1.8	2.1	3.7	3.5	1.6	1.6	2.4
Total Assets	19,632.5	23,127.9	11,980.0	13,001.7	15,671.5	16,720.9	13,151.2
LT Debt/Equity	1.2	1.3	1.7	1.5	0.8	0.7	1.2
Total Liabilities/Total Assets	0.7	0.7	0.8	0.8	0.7	0.7	0.7
EBIT / Interest Exp	4.9	3.0	5.1	3.3	6.2	4.7	3.5
Interest Expense	(352.1)	(536.6)	(326.1)	(398.6)	(225.7)	(277.6)	(322.8)
Common Dividends Paid	(52.8)	(56.5)	-	-	(189.1)	(274.4)	(66.2)
Total Funding Costs	(3.09%)	(3.84%)	(4.04%)	(4.58%)	(2.92%)	(3.32%)	(0.27%)
Market Capitalization	**9,061.6**	**9,054.2**	**6,385.7**	**7,122.7**	**10,780.0**	**11,262.6**	**6,829.6**
- Cash & Short-Term Investments	(941.4)	(402.2)	(60.8)	(59.8)	(96.4)	(72.4)	(113.7)
+ Total Debt	11,396.6	13,959.8	8,075.5	8,702.8	7,736.7	8,362.0	7,611.7
+ Pref. Equity	-	-	-	-	-	-	-
+ Total Minority Interest	69.0	23.9	-	-	29.4	17.5	6.9
Total Enterprise Value (TEV)	**19,585.8**	**22,635.7**	**14,400.4**	**15,765.7**	**18,449.7**	**19,569.7**	**14,334.5**
Management Efficiency Ratios							
Inventory Turnover	6.3x	5.7x	8.6x	6.9x	6.3x	5.7x	6.7x
Accounts Receivable Turnover	31.0x	29.7x	64.4x	57.2x	28.4x	28.0x	52.3x
+ Average Inventory Days' Supply	57.7	63.7	42.5	53.2	57.9	64.3	55.6
+ Avg. Days Sales Out.	11.8	12.3	5.7	6.4	12.9	13.1	8.5
- Avg. Days Payable Out.	3.7	3.6	5.4	5.9	12.4	12.2	7.3
= Average Cash Conversion Cycle	**65.8**	**72.5**	**42.8**	**53.7**	**58.4**	**65.1**	**56.9**
Liquidity Ratios							
Working Capital	2,005.4	1,221.1	(1275.6)	(1614.2)	21.8	(558.1)	(50.2)
Current Ratio	1.4x	1.2x	0.8x	0.7x	1.0x	0.9x	1.0x
Quick Ratio	0.4x	0.3x	0.2x	0.2x	0.2x	0.2x	0.2x
Cash from Ops. to Curr. Liab.	(0.1x)	0.1x	0.1x	0.0x	0.2x	0.2x	0.1x

Source: Capital IQ, share prices as at 28/02/2025

At a *glance* (cont.)

USA Listed Dealer Groups Comparison – 12 months to 31 December 2024

	NYSE:GPI		NYSE:ABG		NYSE:SAH		CY24
	2023	2024	2023	2024	2023	2024	Average
Financial Performance							
Total Revenue	**17,873.7**	**19,934.3**	**14,802.7**	**17,188.6**	**14,372.4**	**14,224.3**	**24,126.0**
Total Revenue Growth YOY		11.53%		16.12%		(1.03%)	7.61%
Gross Profit	**3,020.3**	**3,241.0**	**2,755.8**	**2,948.7**	**2,245.7**	**2,192.8**	**3,959.6**
Margin %	16.90%	16.26%	18.62%	17.15%	15.63%	15.42%	16.41%
EBITDA	**1,096.9**	**1,085.8**	**1,146.8**	**1,073.7**	**618.0**	**603.8**	**1,280.7**
Margin %	6.14%	5.45%	7.75%	6.25%	4.30%	4.24%	5.31%
EBIT	**1,004.9**	**972.7**	**1,079.1**	**998.7**	**493.8**	**473.4**	**1,112.0**
Margin %	5.62%	4.88%	7.29%	5.81%	3.44%	3.33%	4.61%
NPBT	**800.2**	**658.4**	**801.3**	**575.3**	**241.9**	**256.1**	**787.5**
Margin %	4.48%	3.30%	5.41%	3.35%	1.68%	1.80%	3.26%
Net Income	**601.6**	**498.1**	**602.5**	**430.3**	**178.2**	**216.0**	**592.9**
Margin %	3.37%	2.50%	4.07%	2.50%	1.24%	1.52%	2.46%
Return on equity	24.51%	17.59%	19.60%	12.76%	19.94%	22.11%	18.88%
Capital Structure and Funding Ratios							
Total Debt	3,894.5	5,237.2	5,479.2	5,279.5	3,863.1	4,128.9	7,611.7
Total Equity	2,674.4	2,974.3	3,244.1	3,502.1	891.9	1,062.3	3,650.5
Total Debt/Equity	1.5	1.8	1.7	1.5	4.3	3.9	2.4
Total Assets	7,774.1	9,824.2	10,159.4	10,337.0	5,364.6	5,895.7	13,151.2
LT Debt/Equity	0.8	1.0	1.0	0.9	2.3	2.0	1.2
Total Liabilities/Total Assets	0.7	0.7	0.7	0.7	0.8	0.8	0.7
EBIT / Interest Exp	6.1	3.9	6.5	3.7	2.7	2.3	3.5
Interest Expense	(163.9)	(249.8)	(165.7)	(269.0)	(181.8)	(204.9)	(322.8)
Common Dividends Paid	(25.2)	(25.2)	-	-	(40.0)	(40.8)	(66.2)
Total Funding Costs	(4.21%)	(4.77%)	(3.02%)	(5.10%)	(4.71%)	(4.96%)	(0.27%)
Market Capitalization	**4,084.3**	**5,966.9**	**4,629.3**	**5,272.8**	**1,904.8**	**2,298.5**	**6,829.6**
- Cash & Short-Term Investments	(57.2)	(34.4)	(45.7)	(69.4)	(28.9)	(44.0)	(113.7)
+ Total Debt	3,894.5	5,237.2	5,479.2	5,279.5	3,863.1	4,128.9	7,611.7
+ Pref. Equity	-	-	-	-	-	-	-
+ Total Minority Interest	-	-	-	-	-	-	6.9
Total Enterprise Value (TEV)	**7,921.6**	**11,169.7**	**10,062.8**	**10,482.9**	**5,739.0**	**6,383.4**	**14,334.5**
Management Efficiency Ratios							
Inventory Turnover	8.9x	7.3x	8.8x	7.6x	8.7x	6.8x	6.7x
Accounts Receivable Turnover	99.2x	86.8x	87.3x	76.5x	41.1x	35.7x	52.3x
+ Average Inventory Days' Supply	40.8	50.4	41.4	48.3	42.1	53.8	55.6
+ Avg. Days Sales Out.	3.7	4.2	4.2	4.8	8.9	10.3	8.5
- Avg. Days Payable Out.	11.7	13.0	4.3	4.1	4.2	4.7	7.3
= Average Cash Conversion Cycle	**32.8**	**41.6**	**41.3**	**49.0**	**46.7**	**59.3**	**56.9**
Liquidity Ratios							
Working Capital	285.6	100.5	181.4	301.6	227.5	247.8	(50.2)
Current Ratio	1.1x	1.0x	1.1x	1.1x	1.1x	1.1x	1.0x
Quick Ratio	0.3x	0.2x	0.2x	0.2x	0.4x	0.3x	0.2x
Cash from Ops. to Curr. Liab.	0.1x	0.2x	0.1x	0.2x	0.0x	0.0x	0.1x

Source: Capital IQ, share prices as at 28/02/2025

At a *glance* (cont.)

USA Listed Dealer Groups Comparison – 12 months to 31 December 2024

Income Statement (‘000s)	LAD		AN		PAG	
For the Fiscal Period Ending	LTM 31 Dec 2024	% of sales (expenses shown % of GP)	LTM 31 Dec 2024	% of sales (expenses shown % of GP)	LTM 31 Dec 2024	% of sales (expenses shown % of GP)
Currency	USD		USD		USD	
Revenue	34,770.5		25,382.7		29,625.3	
Finance Div. Revenue	1,417.7		1,360.1		829.9	
Other Revenue	-		22.6		-	
Total Revenue	**36,188.2**		**26,765.4**		**30,455.2**	
Cost Of Goods Sold	30,611.8		21,980.0		25,441.9	
Gross Profit	**5,576.4**	**15.41%**	**4,785.4**	**17.88%**	**5,013.3**	**16.46%**
Selling General & Admin Exp.	3,745.2	67.16%	3,220.9	67.31%	3,538.5	70.58%
Depreciation & Amort.	245.6	4.40%	240.7	5.03%	158.0	3.15%
Other Operating Expense/(Income)	-	-	(0.7)	-0.01%	-	-
Stock-based Compensation	-	-	-	-	-	-
Other Operating Exp., Total	**3,990.8**	**71.57%**	**3,460.9**	**72.32%**	**3,696.5**	**73.73%**
Operating Income	**1,585.6**	**4.38%**	**1,324.5**	**4.95%**	**1,316.8**	**4.32%**
Interest Expense	536.6	9.62%	398.6	8.33%	277.6	5.54%
Interest and Invest. Income	-	-	-	-	-	-
Net Interest Exp.	**536.6**	**9.62%**	**398.6**	**8.33%**	**277.6**	**5.54%**
Income/(Loss) from Affiliates	-		-		200.7	
Other Non-Operating Inc. (Exp.)	6.5		7.5		-	
NPBT Excl. Unusual Items	**1,055.5**	**2.92%**	**933.4**	**3.49%**	**1,239.9**	**4.07%**
Merger & Related Restruct. Charges	(10.0)		-		-	
Impairment of Goodwill	-		-		-	
Gain (Loss) On Sale Of Invest.	32.8		(7.0)		-	
Gain (Loss) On Sale of Assets	-		55.1		-	
Asset Writedown	-		(21.8)		-	
Other Unusual Items	-		(43.0)		-	
NPBT Incl. Unusual Items	**1,078.3**	**2.98%**	**916.7**	**3.42%**	**1,239.9**	**4.07%**
Income Tax Expense	256.7	4.60%	224.5	4.69%	316.5	6.31%
Earnings from Cont. Ops.	**821.6**	**2.27%**	**692.2**	**2.59%**	**923.4**	**3.03%**
Earnings of Discontinued Ops.	-		-		-	
Net Income to Company	**821.6**	**2.27%**	**692.2**	**2.59%**	**923.4**	**3.03%**
Minority Int. in Earnings	(19.6)		-		(4.5)	
Net Income	**802.0**	**2.22%**	**692.2**	**2.59%**	**918.90**	**3.02%**

In Millions of $USD, except per share items.
Source: Capital IQ

At a *glance* (cont.)

USA Listed Dealer Groups Comparison – 12 months to 31 December 2024

Income Statement ('000s)	GPI		ABG		SAH	
For the Fiscal Period Ending	**LTM 31 Dec 2024**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2024**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2024**	**% of sales (expenses shown % of GP)**
Currency	**USD**		**USD**		**USD**	
Revenue	19,105.7		16,422.6		13,516.5	
Finance Div. Revenue	828.7		766.0		707.8	
Other Revenue	(0.1)		-		-	
Total Revenue	**19,934.3**		**17,188.6**		**14,224.3**	
Cost Of Goods Sold	16,693.3		14,239.9		12,031.5	
Gross Profit	**3,241.0**	**16.26%**	**2,948.7**	**17.15%**	**2,192.8**	**15.42%**
Selling General & Admin Exp.	2,155.2	66.50%	1,875.0	63.59%	1,569.0	71.55%
Depreciation & Amort.	113.1	3.49%	75.0	2.54%	150.4	6.86%
Other Operating Expense/(Income)	-	-	-	-	-	-
Stock-based Compensation	-	-	-	-	-	-
Other Operating Exp., Total	**2,268.3**	**69.99%**	**1,950.0**	**66.13%**	**1,719.4**	**78.41%**
Operating Income	**972.7**	**4.88%**	**998.7**	**5.81%**	**473.4**	**3.33%**
Interest Expense	249.8	7.71%	269.0	9.12%	204.9	9.34%
Interest and Invest. Income	-	-	-	-	-	-
Net Interest Exp.	**249.8**	**7.71%**	**269.0**	**9.12%**	**204.9**	**9.34%**
Income/(Loss) from Affiliates	-		-		-	
Other Non-Operating Inc. (Exp.)	(0.8)		-		(0.5)	
NPBT Excl. Unusual Items	**722.1**	**3.62%**	**729.7**	**4.25%**	**268.0**	**1.88%**
Merger & Related Restruct. Charges	(32.1)		-		3.7	
Impairment of Goodwill	-		(1.3)		-	
Gain (Loss) On Sale Of Invest.	-		-		-	
Gain (Loss) On Sale of Assets	-		8.6		-	
Asset Writedown	(33.00)		(148.20)		(3.90)	
Other Unusual Items	1.40		(13.50)		(11.70)	
NPBT Incl. Unusual Items	**658.4**	**3.30%**	**575.3**	**3.35%**	**256.1**	**1.80%**
Income Tax Expense	161.5	4.98%	145.0	4.92%	40.1	1.83%
Earnings from Cont. Ops.	**496.9**	**2.49%**	**430.3**	**2.50%**	**216.0**	**1.52%**
Earnings of Discontinued Ops.	1.2		-		-	
Net Income to Company	**498.1**	**2.50%**	**430.3**	**2.50%**	**216.0**	**1.52%**
Minority Int. in Earnings	-		-		-	
Net Income	**498.10**	**2.50%**	**430.30**	**2.50%**	**216.00**	**1.52%**

In Millions of $USD, except per share items.
Source: Capital IQ

At a *glance* (cont.)

USA Listed Dealer Groups Comparison – 12 months to 31 December 2023

Income Statement ('000s)	LAD		AN		PAG	
For the Fiscal Period Ending	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**
Currency	**USD**		**USD**		**USD**	
Revenue	29,705.3		25,499.6		28,666.9	
Finance Div. Revenue	1,337.0		1,418.8		860.5	
Other Revenue	-		30.5		-	
Total Revenue	**31,042.3**		**26,948.9**		**29,527.4**	
Cost Of Goods Sold	25,859.3		21,817.4		24,593.6	
Gross Profit	**5,183.0**	**16.70%**	**5,131.5**	**19.04%**	**4,933.8**	**16.71%**
Selling General & Admin Exp.	3,253.3	62.77%	3,253.2	63.40%	3,400.6	68.92%
Depreciation & Amort.	195.8	3.78%	220.5	4.30%	141.0	2.86%
Other Operating Expense/(Income)	-	-	(4.1)	(0.08%)	-	-
Stock-based Compensation	-	-	-	-	-	-
Other Operating Exp., Total	**3,449.1**	**66.55%**	**3,469.6**	**67.61%**	**3,541.6**	**71.78%**
Operating Income	**1,733.9**	**5.59%**	**1,661.9**	**6.17%**	**1,392.2**	**4.71%**
Interest Expense	352.1	6.79%	326.1	6.35%	225.7	4.57%
Interest and Invest. Income	-	-	-	-	-	-
Net Interest Exp.	**352.1**	**6.79%**	**326.1**	**6.35%**	**225.7**	**4.57%**
Income/(Loss) from Affiliates	-		-		294	
Other Non-Operating Inc. (Exp.)	23.7		5.3		-	
NPBT Excl. Unusual Items	**1,405.5**	**4.53%**	**1,341.1**	**4.98%**	**1,460.2**	**4.95%**
Merger & Related Restruct. Charges	(27.2)		-		-	
Impairment of Goodwill	-		-		(40.7)	
Gain (Loss) On Sale Of Invest.	(1.7)		5.2		-	
Gain (Loss) On Sale of Assets	-		9.1		-	
Asset Writedown	-		(5.2)		-	
Other Unusual Items	(14.3)		-		-	
NPBT Incl. Unusual Items	**1,362.3**	**4.39%**	**1,350.2**	**5.01%**	**1,419.5**	**4.81%**
Income Tax Expense	350.6	6.76%	330.0	6.43%	360.9	7.31%
Earnings from Cont. Ops.	**1,011.7**	**3.26%**	**1,020.2**	**3.79%**	**1,058.6**	**3.59%**
Earnings of Discontinued Ops.	-		0.9		-	
Net Income to Company	**1,011.7**	**3.26%**	**1,021.1**	**3.79%**	**1,058.6**	**3.59%**
Minority Int. in Earnings	(10.9)		-		(5.4)	
Net Income	**1,000.8**	**3.22%**	**1,021.1**	**3.79%**	**1,053.20**	**3.57%**

In Millions of $USD, except per share items.
Source: Capital IQ

At a *glance* (cont.)

USA Listed Dealer Groups Comparison – 12 months to 31 December 2023

Income Statement ('000s)	GPI		ABG		SAH	
For the Fiscal Period Ending	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**	**LTM 31 Dec 2023**	**% of sales (expenses shown % of GP)**
Currency	**USD**		**USD**		**USD**	
Revenue	17,131.8		14,126.5		13,688.7	
Finance Div. Revenue	741.9		676.2		683.7	
Other Revenue	-		-		-	
Total Revenue	**17,873.7**		**14,802.7**		**14,372.4**	
Cost Of Goods Sold	14,853.4		12,046.9		12,126.7	
Gross Profit	**3,020.3**	**16.90%**	**2,755.8**	**18.62%**	**2,245.7**	**15.63%**
Selling General & Admin Exp.	1,923.4	63.68%	1,609.0	58.39%	1,609.6	71.67%
Depreciation & Amort.	92.0	3.05%	67.7	2.46%	142.3	6.34%
Other Operating Expense/(Income)	-	-	-	-	-	-
Stock-based Compensation	-	-	-	-	-	-
Other Operating Exp., Total	**2,015.4**	**66.73%**	**1,676.7**	**60.84%**	**1,751.9**	**78.01%**
Operating Income	**1,004.9**	**5.62%**	**1,079.1**	**7.29%**	**493.8**	**3.44%**
Interest Expense	163.9	5.43%	165.7	6.01%	181.8	8.10%
Interest and Invest. Income	-	-	-	-	-	-
Net Interest Exp.	**163.9**	**5.43%**	**165.7**	**6.01%**	**181.8**	**8.10%**
Income/(Loss) from Affiliates	0		-		-	
Other Non-Operating Inc. (Exp.)	(4.5)		-		0.1	
NPBT Excl. Unusual Items	**836.5**	**4.68%**	**913.4**	**6.17%**	**312.1**	**2.17%**
Merger & Related Restruct. Charges	-		(4.1)		11.0	
Impairment of Goodwill	-		-		-	
Gain (Loss) On Sale Of Invest.	-		-		-	
Gain (Loss) On Sale of Assets	-		13.5		-	
Asset Writedown	(32.9)		(117.2)		(79.30)	
Other Unusual Items	(3.4)		(4.3)		(1.90)	
NPBT Incl. Unusual Items	**800.2**	**4.48%**	**801.3**	**5.41%**	**241.9**	**1.68%**
Income Tax Expense	198.2		198.8	7.21%	63.7	2.84%
Earnings from Cont. Ops.	**602.0**	**3.37%**	**602.5**	**4.07%**	**178.2**	**1.24%**
Earnings of Discontinued Ops.	(0.4)		-		-	
Net Income to Company	**601.6**	**3.37%**	**602.5**	**4.07%**	**178.2**	**1.24%**
Minority Int. in Earnings	-		-		-	
Net Income	**601.6**	**3.37%**	**602.5**	**4.07%**	**178.2**	**1.24%**

In Millions of $USD, except per share items.
Source: Capital IQ

Market *share*

US National – December 2024

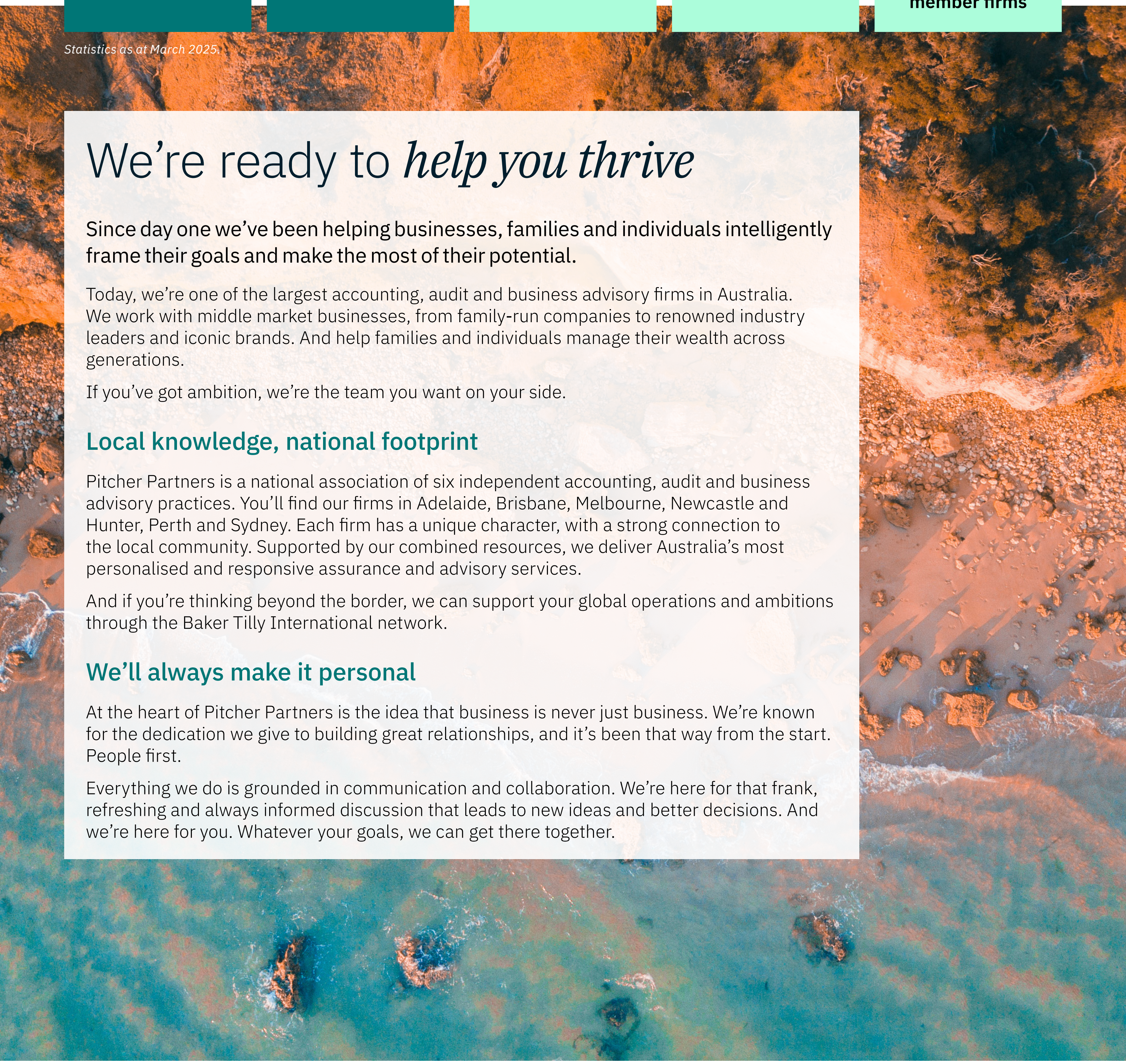
Make/Brand	YTD units 2024	YTD units 2023	YTD variance Units	YTD variance %	Market share 2024	Market share 2023	+/- %
Acura	132,366	145,655	(13,289)	(9.1%)	0.8%	0.9%	(0.1%)
Alfa Romeo	8,865	10,898	(2,033)	(18.7%)	0.1%	0.1%	(0.0%)
Aston Martin	1,547	1,721	(174)	(10.1%)	0.0%	0.0%	(0.0%)
Audi	196,576	228,550	(31,974)	(14.0%)	1.2%	1.4%	(0.2%)
Bentley	3,303	3,792	(489)	(12.9%)	0.0%	0.0%	(0.0%)
BMW	371,346	362,244	9,102	2.5%	2.3%	2.3%	0.0%
BrightDrop	1,526	497	1,029	207.0%	0.0%	0.0%	0.0%
Buick	183,435	167,030	16,405	9.8%	1.1%	1.1%	0.1%
Cadillac	160,184	147,214	12,970	8.8%	1.0%	0.9%	0.1%
Chevrolet	1,730,177	1,699,244	30,933	1.8%	10.7%	10.8%	(0.1%)
Chrysler	142,038	154,697	(12,659)	(8.2%)	0.9%	1.0%	(0.1%)
Dodge	141,730	199,457	(57,727)	(28.9%)	0.9%	1.3%	(0.4%)
Ferrari	3,512	3,124	388	12.4%	0.0%	0.0%	0.0%
Fiat	1,528	605	923	152.6%	0.0%	0.0%	0.0%
Fisker	5,163	2,669	2,494	93.4%	0.0%	0.0%	0.0%
Ford	2,003,926	1,970,646	33,280	1.7%	12.4%	12.5%	(0.1%)
Genesis	74,978	69,175	5,803	8.4%	0.5%	0.4%	0.0%
GM	15,542	16,673	(1,131)	(6.8%)	0.1%	0.1%	(0.0%)
GMC	614,077	563,677	50,400	8.9%	3.8%	3.6%	0.2%
Honda	1,291,574	1,162,531	129,043	11.1%	8.0%	7.4%	0.6%
Hyundai	836,744	801,195	35,549	4.4%	5.2%	5.1%	0.1%
Ineos Automotive	5,565	930	4,635	498.4%	0.0%	0.0%	0.0%
Infiniti	58,076	64,699	(6,623)	(10.2%)	0.4%	0.4%	(0.1%)
International	61,084	71,244	(10,160)	(14.3%)	0.4%	0.5%	(0.1%)
Jaguar	8,997	8,374	623	7.4%	0.1%	0.1%	0.0%
Jeep	587,725	642,924	(55,199)	(8.6%)	3.6%	4.1%	(0.4%)
Karma	18	38	(20)	(52.6%)	0.0%	0.0%	(0.0%)
Kia	796,490	782,451	14,039	1.8%	4.9%	5.0%	(0.0%)
Lamborghini	3,428	2,862	566	19.8%	0.0%	0.0%	0.0%
Land Rover	93,975	71,727	22,248	31.0%	0.6%	0.5%	0.1%
Lexus	345,665	320,249	25,416	7.9%	2.1%	2.0%	0.1%
Lincoln	104,829	81,818	23,011	28.1%	0.6%	0.5%	0.1%
Lotus	1,816	92	1,724	1873.9%	0.0%	0.0%	0.0%
Lucid Motors	6,604	5,779	825	14.3%	0.0%	0.0%	0.0%
Maserati	4,702	7,697	(2,995)	(38.9%)	0.0%	0.0%	(0.0%)
Mazda	424,386	363,354	61,032	16.8%	2.6%	2.3%	0.3%
McLaren	971	-	971	0.0%	0.0%	0.0%	0.0%
Mercedes-Benz	374,101	351,746	22,355	6.4%	2.3%	2.2%	0.1%
MINI	26,299	33,497	(7,198)	(21.5%)	0.2%	0.2%	(0.0%)
Mitsubishi	109,843	87,340	22,503	25.8%	0.7%	0.6%	0.1%
Nissan	865,981	834,097	31,884	3.8%	5.4%	5.3%	0.1%
Polestar	7,633	12,240	(4,607)	(37.6%)	0.0%	0.1%	(0.0%)
Porsche	76,167	75,415	752	1.0%	0.5%	0.5%	(0.0%)
Ram Trucks	439,039	539,477	(100,438)	(18.6%)	2.7%	3.4%	(0.7%)
Rivian	53,451	50,122	3,329	6.6%	0.3%	0.3%	0.0%
Rolls Royce	1,591	1,529	62	4.1%	0.0%	0.0%	0.0%
Subaru	667,725	632,083	35,642	5.6%	4.1%	4.0%	0.1%
Tesla	632,500	654,928	(22,428)	(3.4%)	3.9%	4.1%	(0.2%)
Toyota	1,986,939	1,928,228	58,711	3.0%	12.3%	12.2%	0.1%
VinFast	4,422	3,129	1,293	41.3%	0.0%	0.0%	0.0%
Volkswagen	379,178	329,029	50,149	15.2%	2.3%	2.1%	0.3%
Volvo	125,243	128,701	(3,458)	(2.7%)	0.8%	0.8%	(0.0%)
Total cars	**16,174,580**	**15,797,093**	**377,487**	**2.4%**	**100.0%**	**100.0%**	
Freightliner	134,513	148,407	(13,894)	(9.4%)	42.6%	45.2%	(2.6%)
Hino	7,447	6,008	1,439	24.0%	2.4%	1.8%	0.5%
Isuzu	22,816	22,164	652	2.9%	7.2%	6.8%	0.5%
Kenworth	46,088	45,916	172	0.4%	14.6%	14.0%	0.6%
Mack Trucks	16,567	18,130	(1,563)	(8.6%)	5.2%	5.5%	(0.3%)
Peterbilt	47,222	47,010	212	0.5%	15.0%	14.3%	0.6%
Volvo Trucks	29,370	32,085	0	N/A	9.3%	9.8%	(0.5%)
Western Star	11,612	8,326	3,286	39.5%	3.7%	2.5%	1.1%
Total Heavy / Commercial	**315,635**	**328,046**	**(9,696)**	**(3.0%)**	**100.0%**	**100.0%**	
Total Market	**16,490,215**	**16,125,139**	**367,791**	**2.3%**			

Sources: Source: MarkLines Automotive Industry Portal

About *Pitcher Partners*

Sydney statistics		National statistics		
35 partners	300+ people	145+ partners	1,500+ people	6 independent member firms

Statistics as at March 2025.



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Today, we're one of the largest accounting, audit and business advisory firms in Australia. We work with middle market businesses, from family-run companies to renowned industry leaders and iconic brands. And help families and individuals manage their wealth across generations.

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3,840+	43,500+	143	$5.6bn
partners	**experienced professionals**	**territories**	**worldwide revenue 2024 (USD)**

Global statistics as at January 2025.

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