GROUP 1 AUTOMOTIVE®

First Quarter 2022

Investor Presentation

April 27, 2022

GPI LISTED NYSE

AcceleRide®
BUY. SELL. BE HAPPY.

Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, which are statements related to future, not past, events and are based on our current expectations and assumptions regarding our business, the economy and other future conditions. In this context, the forward-looking statements often include statements regarding our strategic investments, goals, plans, projections and guidance regarding our financial position, results of operations, business strategy, and often contain words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," "should," "foresee," "may“ or "will" and similar expressions.

While management believes that these forward-looking statements are reasonable as and when made, there can be no assurance that future developments affecting us will be those that we anticipate. Any such forward-looking statements are not assurances of future performance and involve risks and uncertainties that may cause actual results to differ materially from those set forth in the statements. These risks and uncertainties include, among other things: (a) board approval of future dividends; (b) general economic and business conditions; (c) the level of manufacturer incentives; (d) the future regulatory environment; (e) our ability to obtain an inventory of desirable new and used vehicles and impact of supply chain disruptions which occur from time to time; (f) our relationship with our automobile manufacturers and the willingness of manufacturers to approve future acquisitions; (g) our cost of financing and the availability of credit for consumers; (h) our ability to complete acquisitions and dispositions and the risks associated therewith; (i) foreign exchange controls and currency fluctuations; (j) our ability to retain key personnel; (k) the impacts of COVID-19 on our business; (l) the impacts of any potential global recession; and (m) our ability to maintain vehicle margins, implement and maintain expense controls, and maintain sufficient liquidity to operate.

For additional information regarding known material factors that could cause our actual results to differ from our projected results, please see our filings with the SEC, including our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date hereof. We undertake no obligation to publicly update or revise any forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise.

Why Group 1?

CONSISTENT PROFITABILITY & STRONG CASH FLOW

- **Group 1 has NEVER lost money on an operating basis in ANY quarter.** Both during the height of the COVID-19 pandemic and during the 2008-2009 great recession.
- **Significant free cash flow generation.** $656 million generated in 2021 and $293 million in 1Q 2022.

FLEXIBLE CAPITAL ALLOCATION

- Balanced M&A, share repurchases, and dividends
- **Completed $2.5 billion in acquisitions in 2021; $550M in 2022 year-to-date**
- Fragmented U.S. market – top 10 dealer groups sell ~9% of industry units
- Repurchased 1.6 million shares over 4Q21 & 1Q22, representing nearly 10% of our share count
- No controlling shareholder to control capital allocation decision-making
- Rent-adjusted leverage of 1.8x, as of March 31, 2022, leaves plenty of cushion for additional debt borrowings for M&A if needed

PARTS & SERVICE GROWTH OUTPERFORMANCE

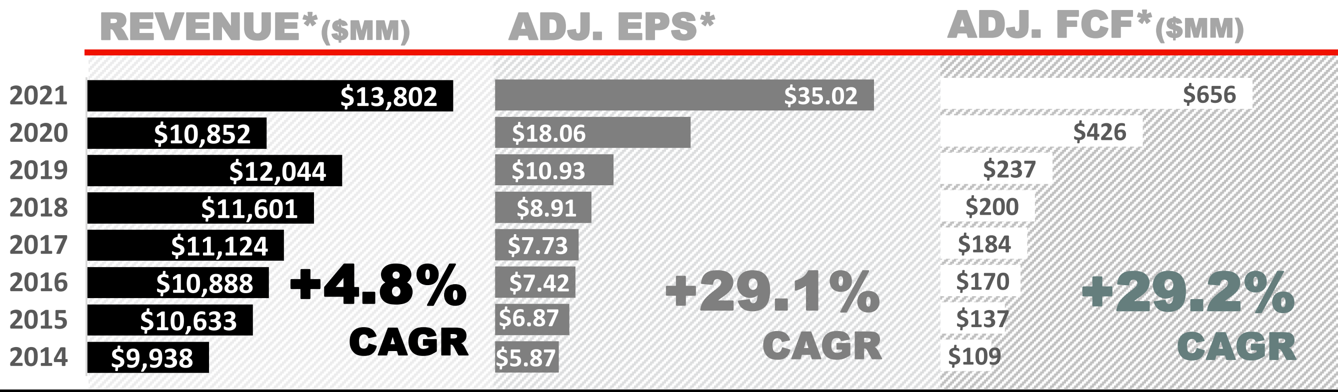
- **Consistent outperformance of the peer group's average same store growth rate over the past several years**
- Numerous initiatives have driven this consistent outperformance:
  - Unique 4-day work week is a differentiator when hiring and retaining service techs
  - Unique centralized call center provides outstanding customer service
  - Digital applications have driven a 40% penetration in convenient online appointment making

GEOGRAPHIC DIVERSIFICATION

- Diversified our U.S. footprint with the Prime acquisition in 4Q 2022
- **#1 automotive retailer in the state of Texas** – a very strong and growing economy benefitting from numerous corporate relocations, low taxes, low regulation, and oil recovery
- U.K. market is generating record profits and has significant pent-up demand from both Brexit and very strict pandemic lockdowns
- Brazil divesture expected in 2Q22

DIGITAL INNOVATION

- AcceleRide®, our state-of-the-art omni-channel platform, is driving retention and efficiencies
- **77% YoY growth in units sold through AcceleRide® in 2021**
- AcceleRide® customers result in double-digit customer retention improvement
- Salespeople are approximately 30% more productive versus pre-COVID through the use of AcceleRide®



*Based on FY21 consolidated results; includes Brazil discontinued operations

Why Group 1? *Bullish Wall Street Coverage*

"All told, the combination of growth investment, cash returns to shareholders, and exit from Brazil, in our view, are all good news for GPI.

We rate GPI Buy with a price target of $300 per share."

Michael Ward
Benchmark

BUY RATED
Price Target: $300

"Despite the significant drop-off in industry volumes over the past quarter (13.3mm SAAR in 3Q vs. 17.0mm in 2Q), GPI's bottom line performance moderated only slightly, helped by an ongoing focus on the Used vehicle business, continued strength in gross margins, and solid cost control."

John Murphy, CFA
BofA

BUY RATED
Price Target: $315

"Prime acquisition demonstrates gradual pivot to growth. We see GPI's initiative to drive higher UV growth in a flattening SAAR environment as positive. GPI's P&S initiatives to increase technician headcount & better use of existing manpower are compelling, in our view, with drop-through to the bottom line starting to show."

Rajat Gupta
J.P. Morgan

HOLD RATED
Price Target: $200

"▪ Forecasts above consensus for 2021/2022 driven by both market conditions and cost reductions that should be maintained post the pandemic. ▪ A proven resilient cost model in the face of pandemic, continued access to capital ▪ Emerging omni-channel strategy with clear disclosures ▪ Expected productivity gains coming out of COVID-19 ▪ Attractive valuation."

Adam Jonas, CFA
Morgan Stanley

HOLD RATED
Price Target: $187

"Group 1's restructurings during the financial crisis, such as new dealer and customer systems have paid off."

David Whiston, CFA, CPA, CFE
Morningstar

BUY RATED
Price Target: $221

"No more excuses (for GPI's valuation discount) --the transformation continues."

Glenn Chin
Seaport

BUY RATED
Price Target: $300

"GPI's pro forma leverage of ~2.0x provides ample flexibility for additional M&A or share repurchases; we expect a blend going forward. GPI's industry low P/E multiples remain attractive, and we reiterate our Overweight rating."

Rick Nelson, CFA, CPA
Stephens

BUY RATED
Price Target: $260

Price Targets sourced from Bloomberg as of April 25, 2022.

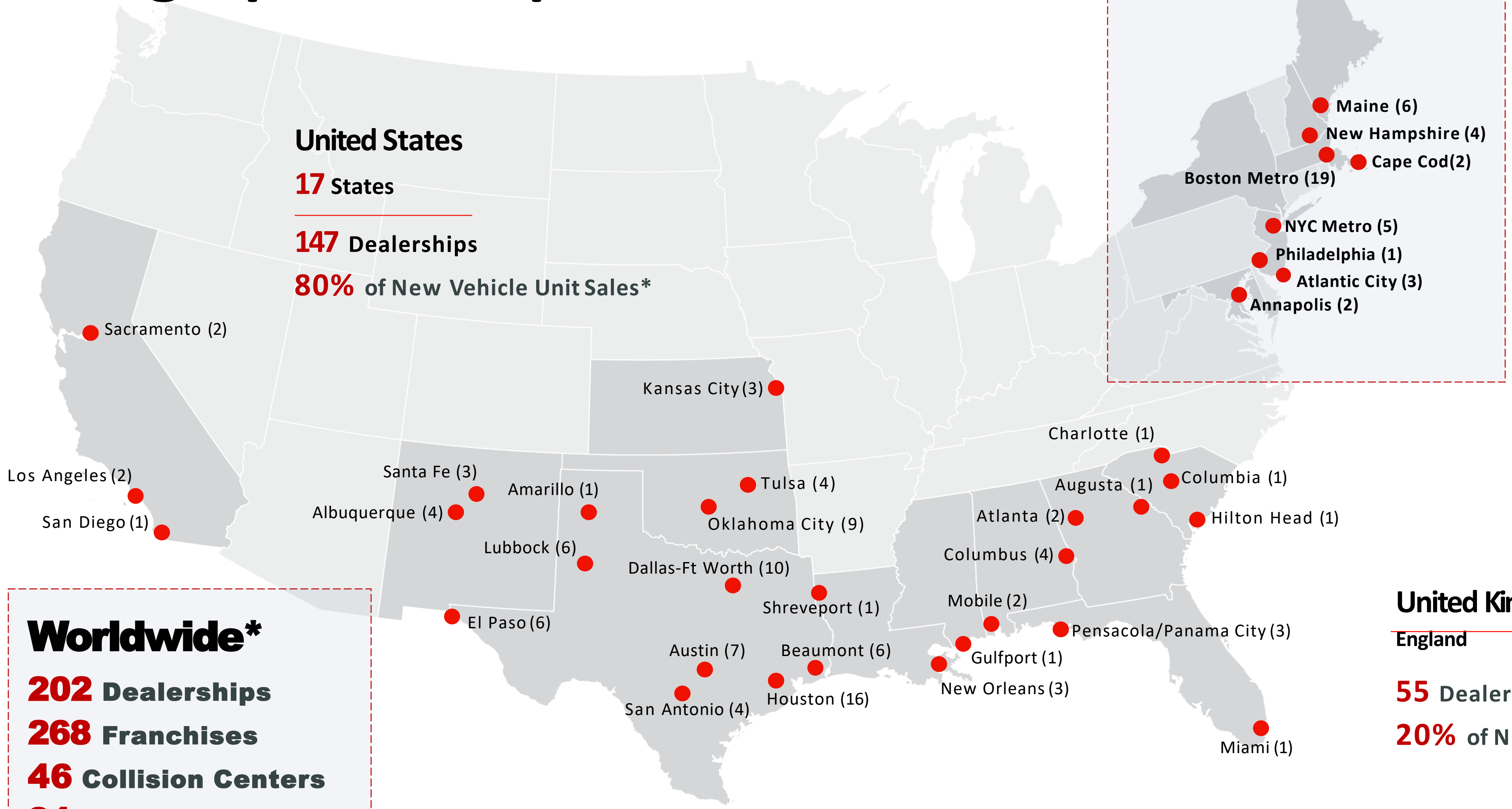
Geographic Footprint

United States

17 States

147 Dealerships

80% of New Vehicle Unit Sales*



Acquiring Prime Automotive Group *transformed* Group 1's scale & footprint

Worldwide*

202 Dealerships

268 Franchises

46 Collision Centers

34 Brands

United Kingdom

England

55 Dealerships

20% of New Vehicle Unit Sales*

*As of April 27, 2022. Sales based on 1Q22 consolidated results; excludes Brazil discontinued operations.

Texas Facts: #1 in Economic Opportunity

Group 1 is opportunistic in geographic diversification.

Group 1 is the #1 auto retailer in Texas

GPI's Texas locations generated 36% of 1Q22 total new vehicle unit sales

Texas has 8 of the 30 fastest-growing cities in the U.S.

6 Texan cities were in the top 20.[1]

FORTUNE 500

49 of 2021's Fortune 500 corporations headquarter in Texas.[3]

#1

BEST STATE FOR BUSINESS by Chief Executive Magazine since 2004.[2]

for tech workers in non-tech companies by MarketWatch.[5]

in corporate facility expansion projects since 2012.[2]

exporting state since 2002.[4,6]

for Growth Prospects by Forbes in 2021.[7]

If Texas were a country, it would rank as the 9th largest economy in the world based on GDP--ahead of Australia, Brazil, Mexico, Spain, Russia and many others.[7]

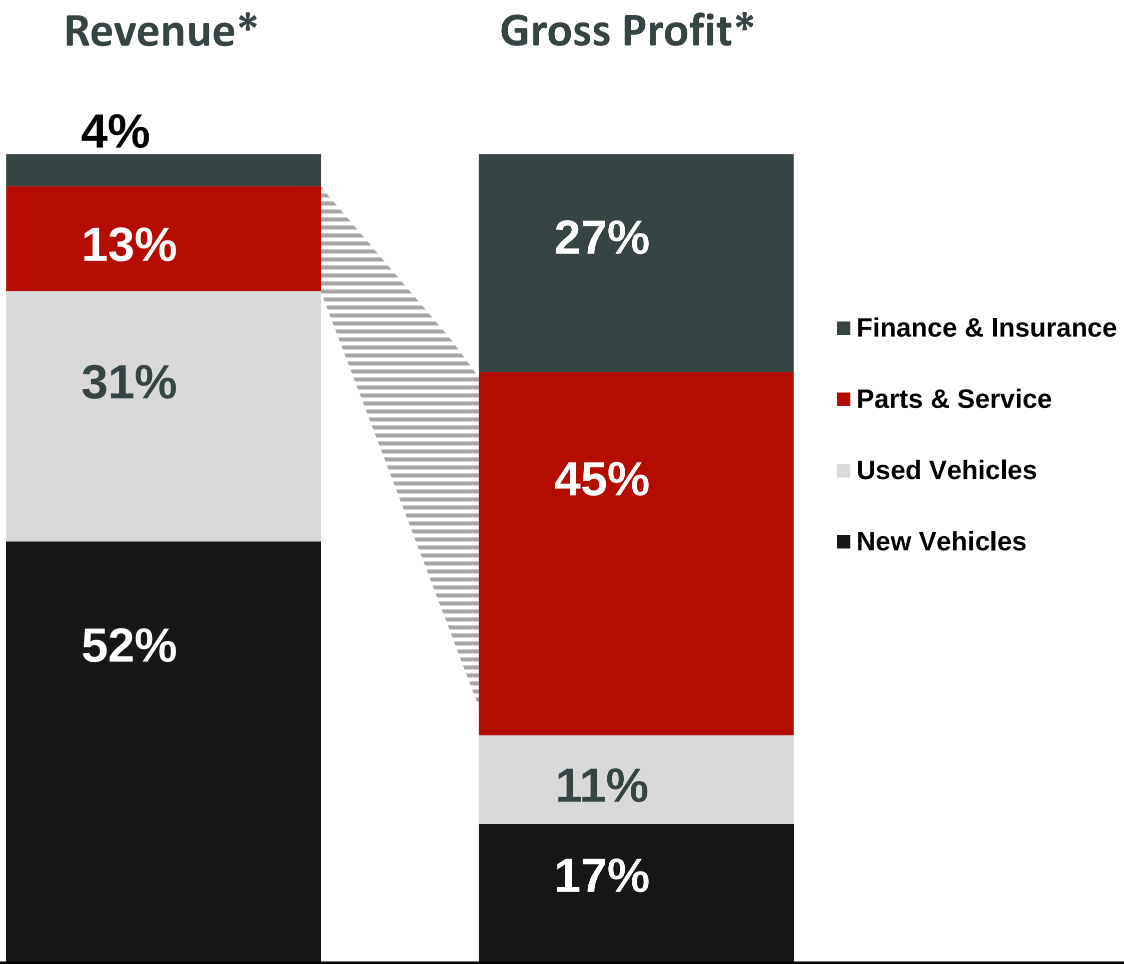
+ BEST-IN-CLASS business climate
+ REASONABLE regulations
+ AFFORDABLE cost of living
+ NO PERSONAL INCOME TAX
+ LOW SALES TAX

[1]wallethub.com/edu/fastest-growing-cities ; [2]Texas Bragging Rights, 2021 (https://gov.texas.gov); [3]https://fortune.com/fortune500/2021; [4]Observatory of Economic Complexity, July 2021 (https://oec.world/en/profile/country/usa); [5]https://www.marketwatch.com/story/in-the-oil-boomtown-of-houston-tech-is-building-a-new-home-in-the-shell-of-an-older-economy-11625782190; [6]https://gov.texas.gov/uploads/images/business/TXataGlance.jpg; and [7]https://businessintexas.com/news/texas-enters-2021-as-worlds-9th-largest-economy-by-gdp.

Traditional Business Mix

Parts & Service is the heart of Group 1's business model and generates ~45% of total gross profit.

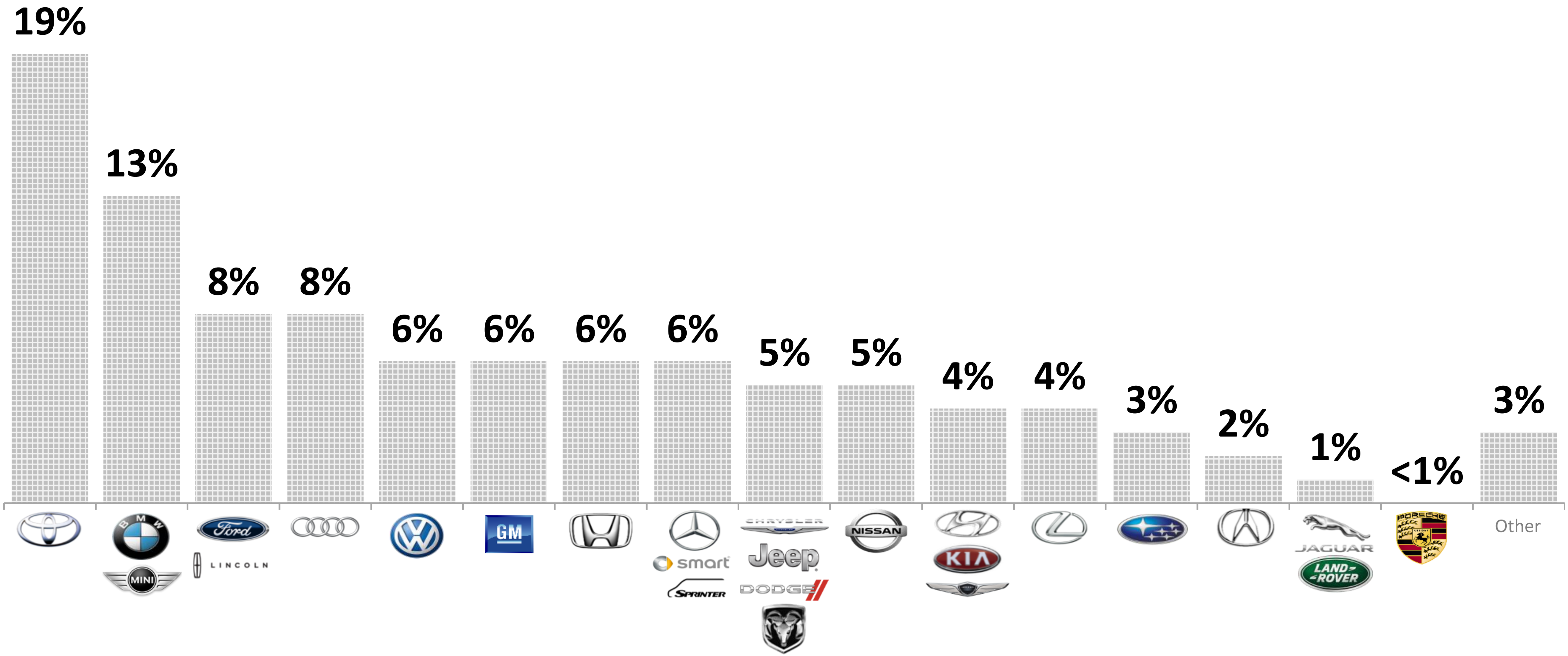
Parts & Service has traditionally only declined around mid-single digits during a recession, which provides stable, high-margin performance to help offset the cyclical nature of new vehicle sales.



*May not add to 100% due to rounding; based on 2019 full-year results; includes Brazil discontinued operations.

Total Consolidated New Vehicle Brand Mix 1Q22

The Company's brand diversity allows it to reduce the risk of evolving consumer preferences.



*May not add to 100% due to rounding; excludes Brazil discontinued operations

Transformational Growth Strategy

Capital Allocation	▪ First priority for capital allocation is growing the company through acquisitions ▪ In 2021, completed $1.8B Prime Auto Group acquisition--the single largest transaction in company history. ▪ $2.5B in acquired revenues in 2021 and $550M 2022 YTD ▪ From 2020 through 1Q22, GPI repurchased 2.6 million common shares, or ~15% of the Company's outstanding common shares, at an average price of $155.78, for a total of $405.9 million ▪ Business model generates strong adjusted free cash flow to fund growth ($656M in 2021)* ▪ Leverage of 1.8x leaves plenty of cushion for additional debt borrowings for M&A if needed
Parts & Service	▪ Heart of the business model which historically contributes ~45% of gross profit ▪ Innovative developments, such as digital service scheduling ▪ Aftersales has returned to continued growth from pre-pandemic levels ▪ Unique 4-day work week and centralized call center initiatives driving growth ▪ Increasing vehicle complexity (including electric vehicles) continues to favor franchised dealers
Used Vehicles	▪ Stable U.S. market with ~41M units sold in 2021 according to NADA ▪ Very fragmented market with franchised dealers having <40% market penetration ▪ GPI grew U.S. same store used retail units by 15% on a 2021 YoY basis ▪ Franchised dealers have supply advantage through NV trade-ins, lease returns, OEM closed auctions, and service lane marketing
Digital Retail	▪ AcceleRide® digital platform with 77% YoY growth for FY21 ▪ Customers using AcceleRide® close at a significantly higher rate than non-digital customers ▪ All the functionality of the used-only online retailers ▪ Allows for a materially lower cost structure

*Includes Brazil discontinued operations.

Balanced Capital Allocation

	2016	2017	2018	2019-20	2021	2022 YTD
M&A	Acquisitions: **$660M (21 franchises)** Dispositions: **$240M** Capex: **$101M**	Acquisitions: **$490M (20 franchises)** Dispositions: **$35M** Capex: **$98M**	Acquisitions: **$615M (17 franchises)** Dispositions: **$195M** Capex: **$110M**	Acquisitions: **$430M (15 franchises)** Dispositions: **$300M** Capex: **$172M**	Acquisitions: **$2.5B (58 franchises)** Dispositions: **$155M** Capex: **$100M**	Acquisitions: **$550M (2 franchises)** Dispositions: **$125M** Capex: **$25M**
Dividends Cash paid per share	**$0.91**	**$0.97**	**$1.04**	**$1.69**	**$1.33**	**$0.36**
Buybacks	Share Reduction: **≈10%** Shares Repurchased: **2.3M** shares at avg. price of **$55.90** for total of **$127.6M**	Share Reduction: **≈3%** Shares Repurchased: **0.6M** shares at avg. price of **$61.75** for total of **$40.1M**	Share Reduction: **≈14%** Shares Repurchased: **2.8M** shares at avg. price of **$63.75** for total of **$181.7M**	Share Reduction: **≈5%** Shares Repurchased: **0.9M** shares at avg. price of **$92.98** for total of **$81.6M**	Share Reduction: **≈6%** Shares Repurchased: **1.1M** shares at avg. price of **$190.82** for total of **$210.6M**	Share Reduction: **≈4%** Shares Repurchased: **0.6M** shares at avg. price of **$180.30** for total of **$115.2M**

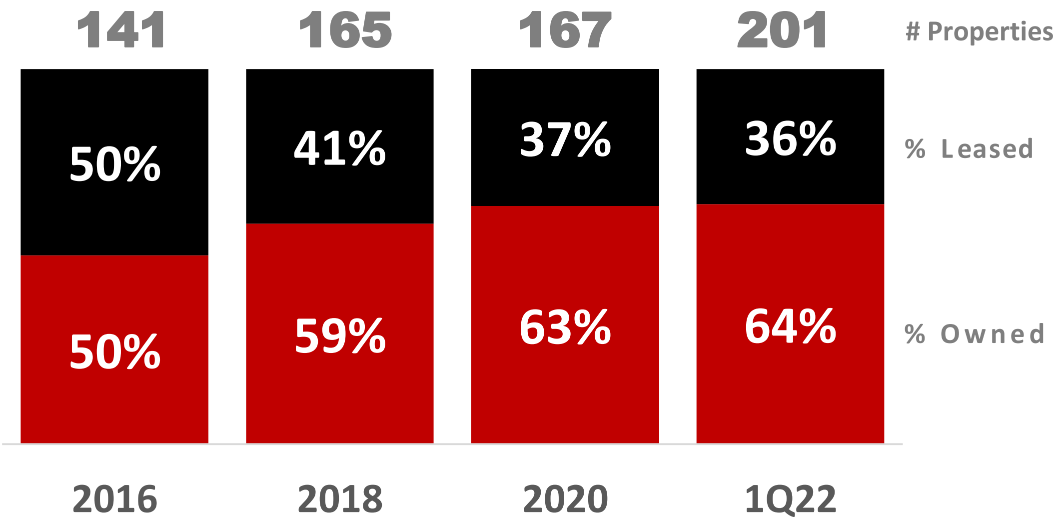
Real Estate Strategy

Dealership Property Breakdown by Region

(as of March 31, 2022)

	Dealerships	
Region	**Owned**	**Leased**
United States	104	42
United Kingdom	25	30
Total	129	72

Owned vs. Leased Property Trend



GPI is shifting toward owning its real estate:

Control of dealership real estate is a strong strategic asset

Ownership means better flexibility and lower cost

The Company looks for opportunistic real estate acquisitions in strategic locations

As of March 31, 2022, the Company owned ~$1.7B of gross real estate (64% of dealership locations) financed through ~$0.8B of mortgage debt.

Parts & Service Overview

1Q22 Same Store P&S Sales
+18.6% YoY

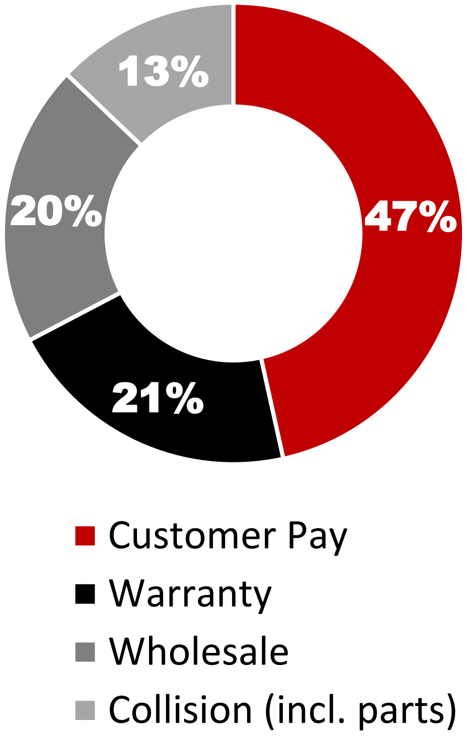
- Stability of free cash flow through economic cycles.
- Above sector-average growth through our strategic emphasis on customer service
- Attractive benefits including a 4-day work week for service departments
- Increasing vehicle complexity favors franchised dealers
- Easy online booking, status and access for customers via dealership apps
- Improved efficiencies and closing rates through customer management software (CMS) and technology
- Increased retention by targeting points of defection and enhancing customer touch points

Consolidated P&S Revenue** ($MM)

+5.4%

2014-2021 CAGR

Traditional Consolidated P&S Revenue Mix*



**Includes Brazil discontinued operations

*May not add to 100% due to rounding, based on FY19 results

Battery Electric Vehicle (“BEV”) Parts and Service Outlook

Our dealerships are equipped to service all powertrain types

Group 1 is investing in the tooling & technician training for all brands

We are adding EV lifts, battery replace & repair tools, and charging stations where needed

We are equipping collision centers in metro areas to repair all types of EVs, including electric delivery vans

Multiple collision centers have been recognized for EV repair for several years

According to Edmunds.com, the 5-year maintenance cost of a 2021 Nissan Leaf BEV is $3,119 and the 5-year maintenance cost of a 2021 Toyota Corolla is $3,460 -- an immaterial difference.

A 4 year & 50,000 mile extended warranty for a Tesla Model S costs $4,250 according to Tesla’s web site as of April 2022. This is slightly more than Group 1 charges on average for a Lexus LS extended warranty with the same year/mileage terms. This is because BEV’s still require repairs, even though low-margin maintenance services such as oil changes are no longer required.

Group 1's analysis shows that we generate more revenue per repair order for vehicles with alternative powertrains.

As vehicle complexity continues to increase, it becomes more difficult for do-it-yourself (“DIY”) and independent service shops to compete against franchised dealers who have the capital, special tools, training, and software access to make more complicated repairs.

AcceleRide Digital Platform Summary

AcceleRide drives customer loyalty, retention, and employee efficiencies

Buy A Ride

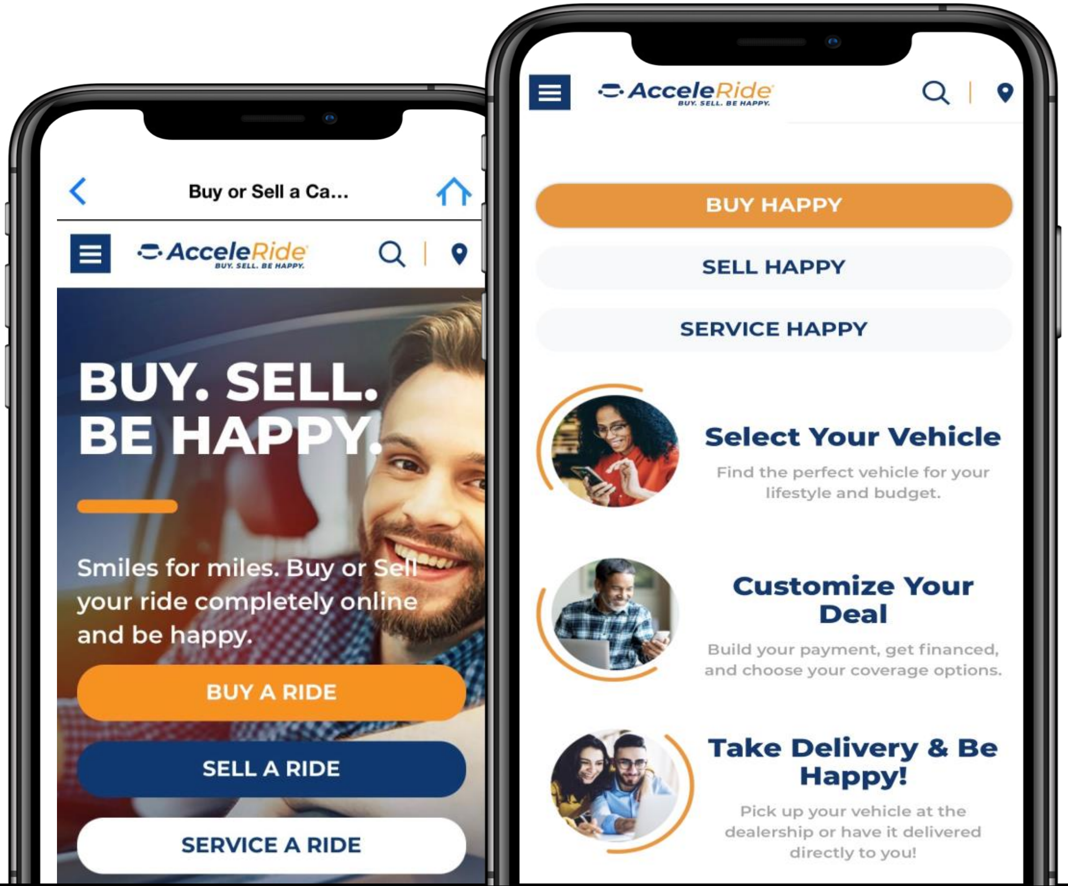
- Inventory selection of new, used, and CPO provides identical user experience
- Online financing available via nationwide network of lenders
- Delivery anywhere in the country or FREE local delivery or pickup
- Integrated vehicle trades
- Emails convert customers over to AcceleRide from 3rd party sites, landing them into the experience with the same vehicle
- Smooth transition from online to in-person shopping creates significant employee efficiencies
- Modular process, not limited to linear steps
- Seamless online payment processing
- Online e-signature functionality

Sell A Ride

- Instant cash offer
- Offer valid for 7 days or 250 miles
- Home pick-up available
- Electronic Zelle payment made within one hour

Service A Ride

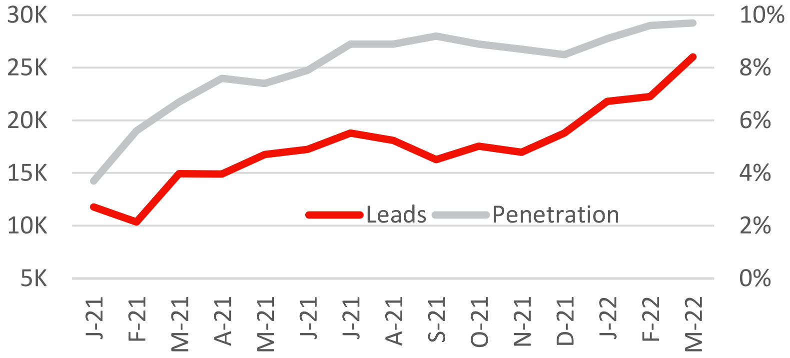
- Intuitive online scheduling interface
- Select state & preferred dealership
- Option to reserve a loaner vehicle
- Collision center scheduling also available
- ~ 40% of service appointments are now made online, eliminating significant company cost



AcceleRide Growth Profile

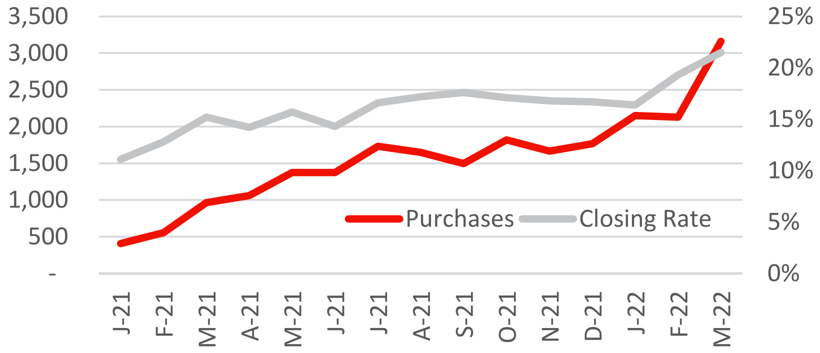
In March 2022 > 60% of vehicles sold utilized at least 1 component of the AcceleRide platform

Leads & Penetration Trend



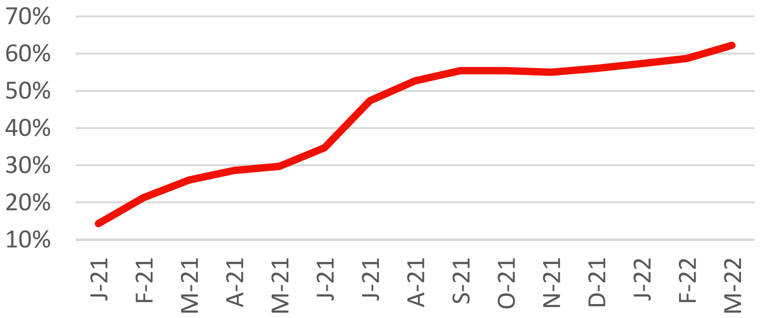
Significant growth in # of customer leads and % of sales originating through the platform

Monthly Sourcing Trend



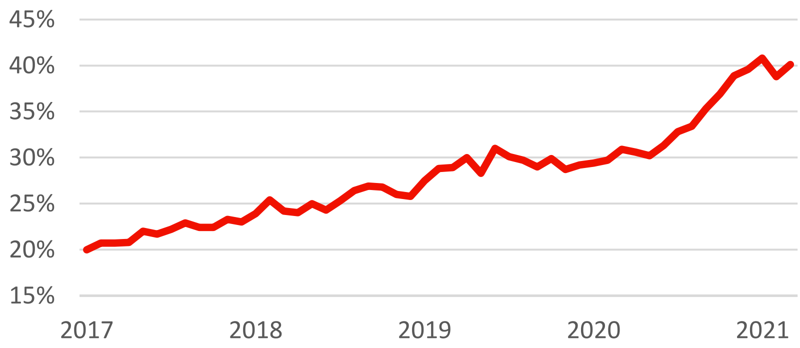
Our used vehicle sourcing has moved away from public auctions with the help of AcceleRide

Platform Interaction Trend



The % of transactions using at least 1 element of AcceleRide continues to increase

Online Service Appointments



Easy online appointment-making capabilities result in customer efficiency and reduced employee headcount

AcceleRide Reach & Retention

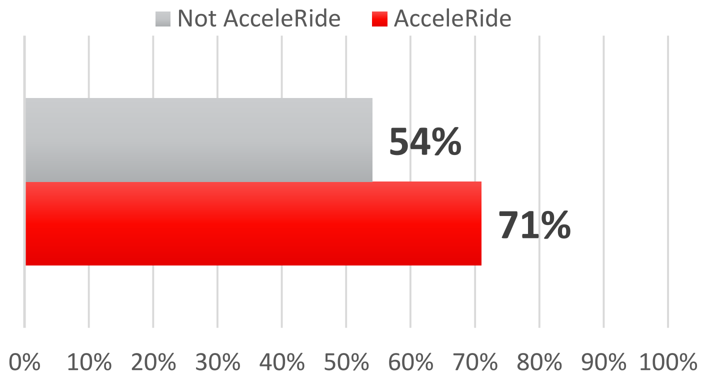
AcceleRide allows us to reach more customers and drives loyalty after the sale

Credit Spectrum Comparison

AcceleRide			Not AcceleRide		
Credit Rating	**New**	**Used**	**Credit Rating**	**New**	**Used**
Good	51%	22%	Good	49%	25%
Average	27%	25%	Average	32%	31%
Poor	22%	53%	Poor	19%	44%
Total	**100%**	**100%**	**Total**	**100%**	**100%**

AcceleRide reaches different customers, including those that might be hesitant to visit a showroom due to their credit profile

Improved Customer Retention



Our customer retention metrics are much higher on AcceleRide deals, driving loyalty after the sale

1Q22 AcceleRide F&I PRU vs U.S. Total

F&I PRU through AcceleRide is higher due to customers taking more time to perform their own research, and our ability to focus them on specific products they have viewed

Local Customers Drive Aftersales

Delivery Radius	%
> 1,000 miles	3%
500 - 999 miles	8%
250 - 499 miles	6%
100 -249 miles	13%
Local	70%

70% of deliveries are local -- giving us the opportunity to provide future service through our outstanding aftersales operations

Used Vehicle Overview

GPI Outperforms the Used Vehicle Industry
FY21 GPI U.S. Same Store Unit Sales: +14.8% YoY
FY21 U.S. Used Market Unit Sales: +9.7% YoY

Total Used Vehicle Revenues ($MM)*

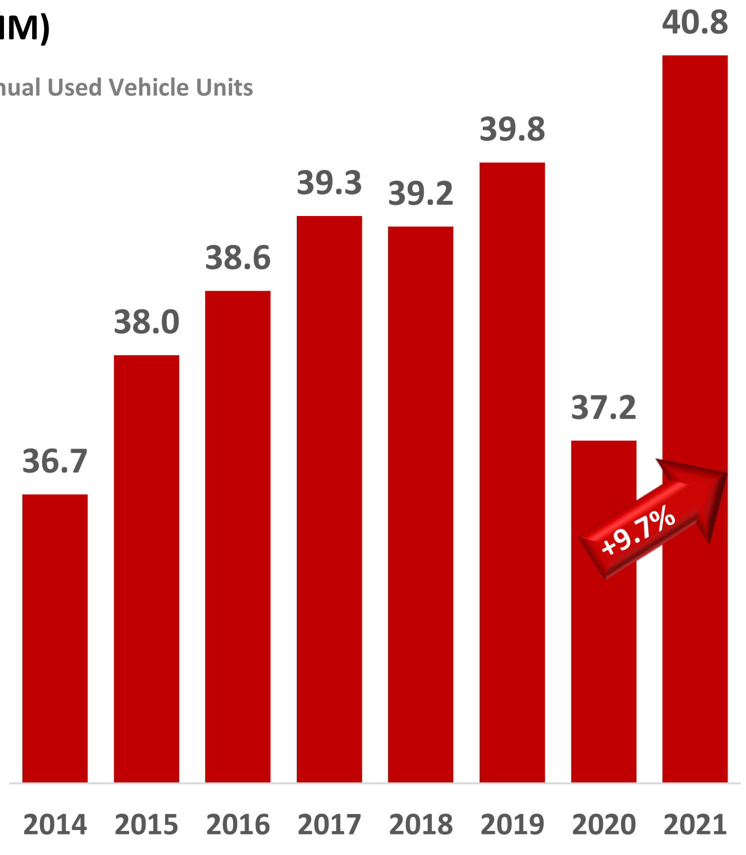
+8.8%

2014-2021 CAGR

*Includes Brazil discontinued operations

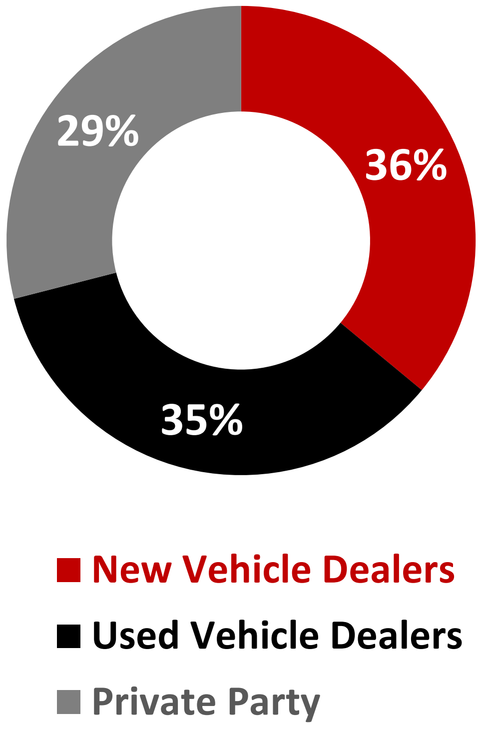
U.S. Used Market Size[1] (MM)

Annual Used Vehicle Units



[1]Source: NADA-U.S. 2021 Used Vehicle Sales

U.S. Market Share[1]



Finance & Insurance Overview

1Q22 U.S. Same Store F&I GP PRU:
+29.8% YoY

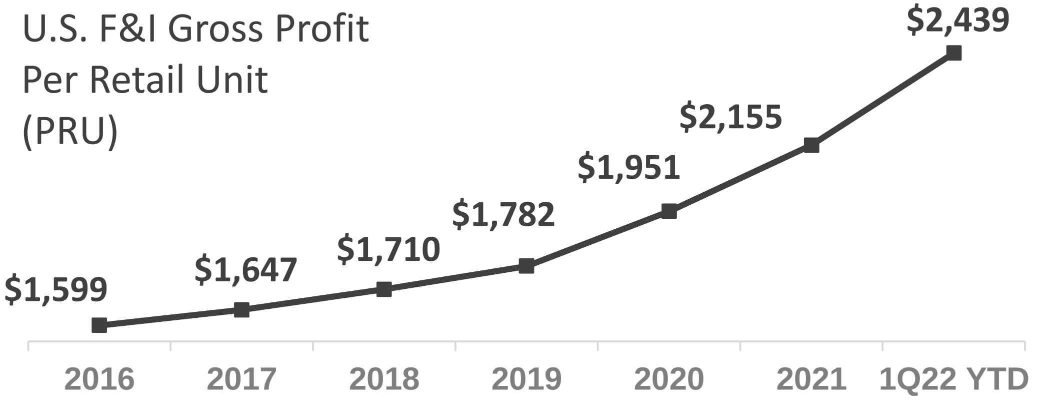
Improved F&I profitability via focus on compliance & growth includes:

Consolidation of lender base

Integration of compliance, training and benchmarking to offer a consistent and transparent experience for internal and external customers

Consistent growth in product penetration

Our F&I PRU has not been adversely impacted by the shift to online retailing



F&I Penetration & Gross Profit PRU	2019	2020	2021	2022 YTD Total	2022 YTD U.S.	2022 YTD U.K.
Finance	67%	68%	67%	68%	72%	50%
VSC	33%	35%	36%	37%	46%	4%
GAP	30%	30%	29%	29%	26%	41%
Maintenance	11%	11%	12%	14%	17%	-
Sealant	30%	31%	36%	42%	44%	35%
Gross Profit	$1,562	$1,701	$1,888	$2,148	$2,439	$1,068

*Excludes Brazil discontinued operations

Group 1's Management Team

Earl Hesterberg

President and Chief Executive Officer and Director

Joined GP1 April 2005

35+ Years Industry Experience

Manufacturer and Automotive Retailing Experience

Darryl Burman

Senior Vice President and General Counsel

Joined GP1 December 2006

25+ Years Industry Experience

Automotive-related Experience

Daryl Kenningham

President, U.S. Operations

Joined GP1 July 2011

35+ Years Industry Experience

Manufacturer and Automotive Retailing Experience

Michael Jones

Senior Vice President, Aftersales

Joined GP1 April 2007

40+ Years Industry Experience

Automotive-related Experience

Daniel McHenry

Senior Vice President and Chief Financial Officer

Joined GP1 February 2007

15+ Years Industry Experience

Public Accounting and Automotive Retailing Experience

Edward McKissick

Senior Vice President, Chief Human Resources Officer & Chief Diversity Officer

Joined GP1 May 2021

30+ Years of HR Strategy Experience

Manufacturer, Consumer Products, Technology, and Automotive Retailing Experience

Pete DeLongchamps

Senior Vice President, Financial Services and Manufacturer Relations

Joined GP1 July 2004

35+ Years Industry Experience

Manufacturer and Automotive Retailing Experience

Frank Grese

Senior Vice President, Training, Operations Support and Employee Communications

Joined GP1 December 2004

40+ Years Industry Experience

Manufacturer and Automotive Retailing Experience

Group 1’s Core Values

Integrity

We conduct ourselves with the highest level of ethics both personally and professionally when we sell to and perform service for our customers without compromising our honesty

Transparency

We promote open and honest communication between each other and our customers

Professionalism

We set our standards high so that we can exceed expectations and strive for perfection in everything we do

Teamwork

We put the interest of the group first, before our individual interests, as we know that success only comes when we work together

Respect

We treat everyone, customers and colleagues alike, with dignity and equality

Conclusion

- Successful transformation of Company via largest single acquisition in company history, completion of $2.5B in acquired revenues in 2021, and strategic divestiture of Brazil expected in 2Q22
- Proven track record of consistent operational execution that has resulted in a strong earnings and cash flow trajectory
- Flexibility of the business model has been proven over two recessions and a pandemic by never losing money on an operating basis in ANY quarter in the history of the company
- State-of-the-Art digital retailing platform has grown significantly and allows for a much lower cost structure as it gains scale
- Strong aftersales and used vehicle growth trajectory
- Concentration in the state of Texas is a tailwind based on strong population and business growth due to low taxes and regulation
- Liquidity and leverage profile is very strong
- Flexible & balanced capital allocation

Appendix & Reconciliations

Non-GAAP Financial Measures, Same Store Data, and Other Data

In addition to evaluating the financial condition and results of our operations in accordance with U.S. GAAP, from time to time our management evaluates and analyzes results and any impact on the Company of strategic decisions and actions relating to, among other things, cost reduction, growth, profitability improvement initiatives, and other events outside of normal, or “core,” business and operations, by considering alternative financial measures not prepared in accordance with U.S. GAAP. In our evaluation of results from time to time, we exclude items that do not arise directly from core operations, such as non-cash asset impairment charges, out-of-period adjustments, legal matters, gains and losses on dealership franchise or real estate transactions, and catastrophic events, such as hailstorms, hurricanes, and snow storms. Because these non-core charges and gains materially affect the Company’s financial condition or results in the specific period in which they are recognized, management also evaluates, and makes resource allocation and performance evaluation decisions based on, the related non-GAAP measures excluding such items. This includes evaluating measures such as adjusted selling, general and administrative expenses, adjusted net income, adjusted diluted earnings per share, and constant currency. These adjusted measures are not measures of financial performance under U.S. GAAP, but are instead considered non-GAAP financial performance measures. Non-GAAP measures do not have definitions under U.S. GAAP and may be defined differently by, and not be comparable to similarly titled measures used by, other companies. As a result, any non-GAAP financial measures considered and evaluated by management are reviewed in conjunction with a review of the most directly comparable measures calculated in accordance with U.S. GAAP. We caution investors not to place undue reliance on such non-GAAP measures, but also to consider them with the most directly comparable U.S. GAAP measures.

In addition to using such non-GAAP measures to evaluate results in a specific period, management believes that such measures may provide more complete and consistent comparisons of operational performance on a period-over-period historical basis and a better indication of expected future trends. Our management also uses these adjusted measures in conjunction with U.S. GAAP financial measures to assess our business, including communication with our Board of Directors, investors, and industry analysts concerning financial performance. We disclose these non-GAAP measures, and the related reconciliations, because we believe investors use these metrics in evaluating longer-term period-over-period performance, and to allow investors to better understand and evaluate the information used by management to assess operating performance. The exclusion of certain expenses in the calculation of non-GAAP financial measures should not be construed as an inference that these costs are unusual or infrequent. We anticipate excluding these expenses in the future presentation of our non-GAAP financial measures.

In addition, we evaluate our results of operations on both an as reported and a constant currency basis. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. We believe providing constant currency information provides valuable supplemental information regarding our underlying business and results of operations, consistent with how we evaluate our performance. We calculate constant currency percentages by converting our current period reported results for entities reporting in currencies other than U.S. dollars using comparative period exchange rates rather than the actual exchange rates in effect during the respective periods. The constant currency performance measures should not be considered a substitute for, or superior to, the measures of financial performance prepared in accordance with U.S. GAAP. The Same Store amounts presented include the results of dealerships for the identical months in each period presented in comparison, commencing with the first full month in which the dealership was owned by us and, in the case of dispositions, ending with the last full month it was owned by us. Same Store results also include the activities of our corporate headquarters.

Certain amounts in the financial statements may not compute due to rounding. All computations have been calculated using unrounded amounts for all periods presented.

Cash Flow Summary

(unaudited, $MM)	2014	2015	2016	2017	2018	2019	2020	2021	2022 YTD
Net Income	$ 93	$ 94	$ 147	$ 213	$ 158	$ 174	$ 286	$ 552	$ 203
Depreciation Expense	42	47	51	58	67	72	76	79	22
Asset Impairments	42	88	33	20	44	22	38	79	—
Deferred Income Taxes	12	12	14	(46)	3	16	(1)	31	7
Stock-Based Compensation	16	19	21	19	19	19	32	28	8
Loss on Extinguishment of Debt	46	—	—	—	—	—	14	4	—
Change in Operating Lease Assets	—	—	—	—	—	28	24	25	8
Change in Working Capital	(51)	(114)	116	(70)	2	41	337	462	—
Other	(3)	(5)	2	2	(23)	(1)	—	(1)	(20)
Operating Cash Flow (GAAP)	**$ 198**	**$ 141**	**$ 384**	**$ 197**	**$ 270**	**$ 371**	**$ 805**	**$ 1,260**	**$ 227**
Change in Floorplan notes payable — credit facilities and other, excluding floorplan offset account and net acquisitions and dispositions	6	100	(113)	89	62	(43)	(314)	(491)	93
Change in Floorplan notes payable — manufacturer affiliates associated with net acquisitions and dispositions and floorplan offset activity	3	3	—	(3)	(22)	4	12	(13)	(1)
Adjusted Operating Cash Flow (Non-GAAP)	**$ 207**	**$ 244**	**$ 271**	**$ 282**	**$ 310**	**$ 332**	**$ 504**	**$ 755**	**$ 319**
Cap Ex	(98)	(107)	(101)	(98)	(110)	(95)	(77)	(100)	(25)
Adjusted Free Cash Flow (Non-GAAP)	**$ 109**	**$ 137**	**$ 170**	**$ 184**	**$ 200**	**$ 237**	**$ 426**	**$ 656**	**$ 293**

*Certain numbers may not compute due to rounding; includes Brazil discontinued operations

Reconciliation:
Adjusted Total Earnings Per Share (Non-GAAP)

Reconciliation of Total Diluted Earnings (Loss) per Share (EPS) *(unaudited, $MM)*	2014	2015	2016	2017	2018	2019	2020	2021
As Reported EPS	$3.60	$3.90	$6.67	$10.08	$7.83	$9.34	$15.51	$30.11
After tax adjustments:								
Non-cash asset impairment charges	1.05	3.09	0.93	0.59	1.65	0.94	1.69	0.07
(Gain) loss on real estate and dealership transactions	(0.28)	(0.21)	(0.03)	0.03	(0.95)	(0.13)	(0.23)	(0.19)
Loss on extinguishment of long-term debt	1.50	–	–	–	–	–	0.58	–
Catastrophic Events	0.07	0.04	0.17	0.45	0.20	0.72	–	0.12
Severance Costs	0.03	0.02	0.05	0.01	–	–	0.10	–
Legal Matters	0.01	0.03	(0.33)	(0.03)	0.21	0.05	(0.12)	(0.23)
Acquisitions costs including related tax impact	0.01	–	0.02	0.01	–	–	–	0.57
Non-deductible goodwill	(0.13)	–	–	–	–	–	–	–
Allowance for uncertain tax positions	–	–	–	0.04	–	–	–	–
Foreign transaction tax	0.01	–	0.01	–	–	–	–	–
Foreign deferred income tax benefit	–	–	(0.07)	–	–	–	–	–
Tax Rate Changes	–	–	–	(3.45)	(0.03)	–	–	(0.10)
Out-of-period adjustments	–	–	–	–	–	–	0.53	–
Loss on interest rate swaps	–	–	–	–	–	–	–	0.20
Discontinued operations: debt redemption and non-cash CTA losses	–	–	–	–	–	–	–	4.48
Adjusted Diluted EPS	**$ 5.87**	**$ 6.87**	**$ 7.42**	**$ 7.73**	**$ 8.91**	**$ 10.93**	**$ 18.06**	**$ 35.02**

*Includes Brazil discontinued operations

Reconciliation: Adjusted Operating Cash Flow

(Unaudited, $ in millions)

	FY09	2Q20
Operating Cash Flow (GAAP)	**$ 355**	**$ 644**
Change in Floorplan notes payable — credit facilities and other, excluding floorplan offset account and net acquisitions and dispositions	(243)	(463)
Change in Floorplan notes payable — manufacturer affiliates associated with net acquisitions and dispositions and floorplan offset activity	5	4
Adjusted Operating Cash Flow (Non-GAAP)	**$ 117**	**$ 186**

*Includes Brazil discontinued operations

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