
**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 8-K

**CURRENT REPORT
Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934**

Date of Report (Date of earliest event reported): February 14, 2024

SONIC AUTOMOTIVE, INC.

(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction
of incorporation)

1-13395
(Commission
File Number)

56-2010790
(IRS Employer
Identification No.)

4401 Colwick Road
Charlotte, North Carolina
(Address of principal executive offices)

28211
(Zip Code)

Registrant's telephone number, including area code: (704) 566-2400

Not Applicable
(Former name or former address, if changed since last report.)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Trading Symbol(s)</u>	<u>Name of each exchange on which registered</u>
Class A Common Stock, par value \$0.01 per share	SAH	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 2.02. Results of Operations and Financial Condition.

On February 14, 2024, Sonic Automotive, Inc. (the “Company”) issued a press release announcing its financial results for its fourth fiscal quarter and fiscal year ended December 31, 2023 (the “Earnings Press Release”). A copy of the Earnings Press Release is attached hereto as Exhibit 99.1 and a copy of the earnings call presentation materials is attached hereto as Exhibit 99.2.

Item 7.01. Regulation FD Disclosure.

On February 14, 2024, in the Earnings Press Release, the Company announced the approval of a quarterly cash dividend.

Item 9.01. Financial Statements and Exhibits.

(d) *Exhibits.*

Exhibit No.	Description
99.1	Press Release of Sonic Automotive, Inc., dated February 14, 2024.
99.2	Earnings Call Presentation Materials.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

The information in this Current Report on Form 8-K, including Exhibits 99.1 and 99.2 attached hereto, is being furnished and shall not be deemed to be “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as shall be expressly set forth by specific reference in any such filing.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

February 14, 2024

SONIC AUTOMOTIVE, INC.

By: /s/ STEPHEN K. COSS

Stephen K. Coss

Senior Vice President and General Counsel

Sonic Automotive Reports Fourth Quarter and Full Year Financial Results

Full Year 2023 Results Include All-Time Record Annual Revenues of \$14.4 Billion

EchoPark Segment Expected to Achieve Breakeven Adjusted EBITDA in the First Quarter of 2024*

CHARLOTTE, N.C. – February 14, 2024 – Sonic Automotive, Inc. (“Sonic Automotive,” “Sonic,” the “Company,” “we,” “us” or “our”) (**NYSE:SAH**), one of the nation’s largest automotive retailers, today reported financial results for the fourth quarter and fiscal year ended December 31, 2023.

Fourth Quarter 2023 Financial Summary

- *Total revenues of \$3.6 billion, flat year-over-year; total gross profit of \$541.1 million, down 6% year-over-year*
- *Reported net income of \$38.7 million (\$1.11 earnings per diluted share)*
 - *Reported fourth quarter net income includes the effect of a \$16.7 million pre-tax charge related to non-cash impairment charges (partially offset by a \$4.3 million tax benefit on above charges), and a one-time income tax charge of \$5.8 million related to certain non-deductible tax items*
 - *Excluding these items, adjusted fourth quarter net income* was \$56.9 million (\$1.63 adjusted earnings per diluted share*)*
- *Total selling, general and administrative (“SG&A”) expenses as a percentage of gross profit of 71.4% (67.0% on a Franchised Dealerships Segment basis)*
- *Franchised Dealerships Segment revenues of \$3.0 billion, up 1% year-over-year; Franchised Dealerships Segment gross profit of \$491.4 million, down 7% year-over-year*
- *EchoPark Segment revenues of \$556.6 million, down 6% year-over-year; EchoPark Segment gross profit of \$42.8 million, up 5% year-over-year; EchoPark Segment retail used vehicle unit sales volume of 17,562 units, up 1% year-over-year*
- *EchoPark Segment loss (defined as loss before taxes and impairment charges) of \$15.9 million; EchoPark Segment adjusted EBITDA* loss of \$9.1 million, a 64% improvement year-over-year*
 - *Expect to achieve breakeven EchoPark Segment adjusted EBITDA* in the first quarter of 2024*
 - *Fourth quarter EchoPark Segment adjusted EBITDA* loss includes: a \$0.9 million loss recognized in the fourth quarter related to stores closed prior to the fourth quarter; and a \$1.3 million loss related to the Northwest Motorsport stores closed after the end of the fourth quarter in January 2024*

Full Year 2023 Financial Summary

- *All-time record annual revenues of \$14.4 billion, up 3% year-over-year; gross profit of \$2.2 billion, down 3% year-over-year*
 - *Reported full year net income of \$178.2 million (\$4.97 earnings per diluted share)*
 - *Reported net income includes the effect of a \$79.3 million pre-tax charge related to non-cash impairment charges and a \$10.0 million pre-tax charge to gross profit related to inventory valuation adjustments, offset partially by a net \$9.3 million pre-tax gain in SG&A expenses (collectively, these items are partially offset by a \$19.9 million tax benefit on the above net charges), and a one-time income tax charge of \$5.8 million related to certain non-deductible tax items*
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- *Excluding these items, adjusted net income* was \$244.1 million (\$6.81 adjusted earnings per diluted share*)*
- *Total SG&A expenses as a percentage of gross profit of 71.3% (64.6% on a Franchised Dealerships Segment basis)*
 - *Adjusted SG&A expenses as a percentage of gross profit* of 71.4% (65.6% on a Franchised Dealerships Segment basis)*
- *Franchised Dealerships Segment revenues of \$11.8 billion, up 3% year-over-year; Franchised Dealerships Segment gross profit of \$2.0 billion, down 4% year-over-year*
- *EchoPark Segment revenues of \$2.4 billion, down 1% year-over-year; EchoPark Segment gross profit of \$161.8 million, down 8% year-over-year; EchoPark Segment retail used vehicle unit sales volume of 73,676 units, up 15% year-over-year*
- *Reported EchoPark Segment loss (defined as loss before taxes and impairment charges) of \$132.4 million; adjusted EchoPark Segment loss* of \$112.8 million; EchoPark Segment adjusted EBITDA* loss of \$83.0 million, a 21% improvement year-over-year*
 - *Full year EchoPark Segment adjusted EBITDA* loss includes: a \$35.3 million loss related to stores closed during 2023; and a \$5.1 million loss related to the Northwest Motorsport stores closed after the end of the fiscal year in January 2024*
- *During 2023, Sonic repurchased approximately 3.3 million shares of its Class A Common Stock, or 9% of shares outstanding at December 31, 2022, for an aggregate purchase price of approximately \$177.6 million*

* Please refer to the discussion and reconciliation of Non-GAAP Financial Measures below.

Commentary

David Smith, Chairman and Chief Executive Officer of Sonic Automotive, stated, “We are proud of our team’s performance in the fourth quarter, delivering financial results that reflect our ability to leverage our diversified business model to adapt to rapidly changing market dynamics. During the quarter, we continued to realize the expected benefits of the strategic adjustments to our EchoPark business model, which showed improvement in year-over-year losses to help offset continued margin normalization in the franchised dealership segment. We remain confident that we have the right strategy, the right people, and the right culture to continue to grow our business and create long-term value for our stakeholders.”

Jeff Dyke, President of Sonic Automotive, commented, “While consumer affordability and used vehicle sourcing challenges persist, our EchoPark results in the fourth quarter demonstrate our team’s valuable industry experience and the adaptability of our innovative EchoPark model. Based on recent performance and market trends, we remain confident in our path to achieve breakeven EchoPark segment adjusted EBITDA* in the first quarter of 2024, and expect to resume our disciplined long-term growth plans for EchoPark once used vehicle market conditions improve.”

Heath Byrd, Chief Financial Officer of Sonic Automotive, added, “Our diversified cash flow streams continued to benefit our overall financial position in the fourth quarter. As of December 31, 2023, we had \$846 million of total liquidity, including \$374 million in cash and floor plan deposits on hand. We believe we remain well-positioned to adapt to evolving market conditions and position the Company for success in 2024 and beyond.”

Fourth Quarter 2023 Segment Highlights

The financial measures discussed below are results for the fourth quarter of 2023 with comparisons made to the fourth quarter of 2022, unless otherwise noted.

- Franchised Dealerships Segment operating results include:
 - Same store revenues up 2%; same store gross profit down 6%
 - Same store retail new vehicle unit sales volume up 10%; same store retail new vehicle gross profit per unit down 30%, to \$4,279
 - Same store retail used vehicle unit sales volume down 7%; same store retail used vehicle gross profit per unit down 1%, to \$1,433
 - Same store parts, service and collision repair (“Fixed Operations”) gross profit up 7%; same store customer pay gross profit up 9%; same store warranty gross profit up 6%; same store Fixed Operations gross margin up 30 basis points, to 49.9%
 - Same store finance and insurance (“F&I”) gross profit down 1%; same store F&I gross profit per retail unit of \$2,334, down 3%
 - On a trailing quarter cost of sales basis, the Franchised Dealerships Segment had 37 days’ supply of new vehicle inventory (including in-transit) and 29 days’ supply of used vehicle inventory
- EchoPark Segment operating results include:
 - Revenues of \$556.6 million, down 6% year-over-year; gross profit of \$42.8 million, up 5% year-over-year
 - Retail used vehicle unit sales volume of 17,562, up 1% year-over-year
 - Segment loss of \$15.9 million and adjusted EBITDA* loss of \$9.1 million
 - EchoPark Segment stores closed prior to the fourth quarter incurred a \$1.1 million segment loss and a \$0.9 million adjusted EBITDA* loss during the fourth quarter, respectively
 - Northwest Motorsport stores closed after the end of the fourth quarter in January 2024 incurred a \$1.8 million segment loss and a \$1.3 million adjusted EBITDA* loss, respectively, in the fourth quarter
 - On a trailing quarter cost of sales basis, the EchoPark Segment had 36 days’ supply of used vehicle inventory
- Powersports Segment operating results include:
 - Revenues of \$27.2 million, gross profit of \$7.0 million, gross margin of 25.6%
 - Segment loss of \$3.5 million and adjusted EBITDA* loss of \$2.4 million

* Please refer to the discussion and reconciliation of Non-GAAP Financial Measures below.

Full Year 2023 Segment Highlights

The financial measures discussed below are results for the full year 2023 with comparisons made to the full year 2022, unless otherwise noted.

- Franchised Dealerships Segment operating results include:
 - Same store revenues up 3%; same store gross profit down 4%
 - Same store retail new vehicle unit sales volume up 8%; same store retail new vehicle gross profit per unit down 27%, to \$4,849
 - Same store retail used vehicle unit sales volume down 7%; same store retail used vehicle gross profit per unit up 1%, to \$1,630
 - Same store Fixed Operations gross profit up 9%; same store customer pay gross profit up 11%; same store warranty gross profit up 7%; same store Fixed Operations gross margin up 10 basis points, to 49.6%
 - Same store F&I gross profit flat year-over-year; same store F&I gross profit per retail unit of \$2,411, flat year-over-year
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- EchoPark Segment operating results include:
 - Revenues of \$2.4 billion, down 1% year-over-year; gross profit of \$161.8 million, down 8% year-over-year
 - Retail used vehicle unit sales volume of 73,676, up 15% year-over-year
 - Reported segment loss of \$132.5 million, adjusted segment loss* of \$112.8 million, and adjusted EBITDA* loss of \$83.0 million
 - EchoPark Segment stores closed during 2023 incurred a \$30.3 million reported segment loss and a \$35.3 million adjusted EBITDA* loss during the fiscal year, respectively
 - Northwest Motorsport stores closed after the end of the fiscal year in January 2024 incurred a \$6.7 million segment loss and a \$5.1 million adjusted EBITDA* loss, respectively, for the full year
- Powersports Segment operating results include:
 - Revenues of \$163.2 million, gross profit of \$50.3 million, gross margin of 30.9%
 - Segment income of \$5.7 million and adjusted EBITDA* of \$10.8 million
 - Year-over-year comparative financial results are not meaningful due to the timing of acquisitions (seven stores acquired in August 2022 and five stores acquired in February 2023)

* Please refer to the discussion and reconciliation of Non-GAAP Financial Measures below.

Dividend

Sonic's Board of Directors approved a quarterly cash dividend of \$0.30 per share, payable on April 15, 2024 to all stockholders of record on March 15, 2024.

Fourth Quarter 2023 Earnings Conference Call

Senior management will hold a conference call today at 11:00 A.M. (Eastern). Investor presentation and earnings press release materials will be accessible beginning prior to the conference call on the Company's website at ir.sonicautomotive.com.

To access the live webcast of the conference call, please go to ir.sonicautomotive.com and select the webcast link at the top of the page. For telephone access to this conference call, please dial (877) 407-8289 (domestic) or +1 (201) 689-8341 (international) and ask to be connected to the Sonic Automotive Fourth Quarter 2023 Earnings Conference Call. Dial-in access remains available throughout the live call; however, to ensure you are connected for the full call we suggest dialing in at least 10 minutes before the start of the call. A webcast replay will be available following the call for 14 days at ir.sonicautomotive.com.

About Sonic Automotive

Sonic Automotive, Inc., a Fortune 500 company based in Charlotte, North Carolina, is on a quest to become the most valuable automotive retailer and service brand in America. Our Company culture thrives on creating, innovating, and providing industry-leading guest experiences, driven by strategic investments in technology, teammates, and ideas that ultimately fulfill ownership dreams, enrich lives, and deliver happiness to our guests and teammates. As one of the largest automotive and powersports retailers in America, we are committed to delivering on this goal while pursuing expansive growth and taking progressive measures to be the leader in these categories. Our new platforms, programs, and people are set to drive the next generation of automotive and powersports experiences. More information about Sonic Automotive can be found at www.sonicautomotive.com and ir.sonicautomotive.com.

About EchoPark Automotive

EchoPark Automotive is one of the most comprehensive retailers of nearly new pre-owned vehicles in America today. Our unique business model offers a best-in-class shopping experience and utilizes one of the most innovative technology-enabled sales strategies in our industry. Our approach provides a personalized and proven guest-centric buying process that consistently delivers award-winning guest experiences and superior value to car buyers nationwide, with savings of up to \$3,000 versus the competition. Consumers have responded by putting EchoPark among the top national pre-owned vehicle retailers in products, sales, and service, while receiving the 2023 Consumer Satisfaction Award from DealerRater. EchoPark's mission is in the name: Every Car, Happy Owner. This drives the experience for guests and differentiates EchoPark from the competition. More information about EchoPark Automotive can be found at www.echopark.com.

Forward-Looking Statements

Included herein are forward-looking statements, including statements regarding anticipated future EchoPark profitability and anticipated future EchoPark adjusted EBITDA. There are many factors that affect management's views about future events and trends of the Company's business. These factors involve risks and uncertainties that could cause actual results or trends to differ materially from management's views, including, without limitation, economic conditions in the markets in which we operate, supply chain disruptions and manufacturing delays, labor shortages, the impacts of inflation and increases in interest rates, new and used vehicle industry sales volume, future levels of consumer demand for new and used vehicles, anticipated future growth in each of our operating segments, the success of our operational strategies, the rate and timing of overall economic expansion or contraction, the integration of recent or future acquisitions, and the risk factors described in the Company's Annual Report on Form 10-K for the year ended December 31, 2022 and other reports and information filed with the United States Securities and Exchange Commission (the "SEC"). The Company does not undertake any obligation to update forward-looking information, except as required under federal securities laws and the rules and regulations of the SEC.

Non-GAAP Financial Measures

This press release and the attached financial tables contain certain non-GAAP financial measures as defined under SEC rules, such as adjusted net income, adjusted earnings per diluted share, adjusted SG&A expenses as a percentage of gross profit, adjusted segment loss, and adjusted EBITDA. As required by SEC rules, the Company has provided reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures in the schedules included in this press release. The Company believes that these non-GAAP financial measures improve the transparency of the Company's disclosures and provide a meaningful presentation of the Company's results.

Company Contacts

Investor Inquiries:

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Sonic Automotive Media Relations

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Sonic Automotive, Inc.
Results of Operations (Unaudited)

Results of Operations - Consolidated

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except per share amounts)						
Revenues:						
Retail new vehicles	\$ 1,680.2	\$ 1,555.3	8 %	\$ 6,304.6	\$ 5,622.6	12 %
Fleet new vehicles	21.8	29.3	(26) %	92.2	99.4	(7) %
Total new vehicles	1,702.0	1,584.6	7 %	6,396.8	5,722.0	12 %
Used vehicles	1,222.4	1,341.1	(9) %	5,213.6	5,515.4	(5) %
Wholesale vehicles	62.6	80.0	(22) %	318.8	484.9	(34) %
Total vehicles	2,987.0	3,005.7	(1) %	11,929.2	11,722.3	2 %
Parts, service and collision repair	431.9	411.1	5 %	1,759.5	1,599.7	10 %
Finance, insurance and other, net	166.0	173.8	(4) %	683.7	679.1	1 %
Total revenues	3,584.9	3,590.6	— %	14,372.4	14,001.1	3 %
Cost of sales:						
Retail new vehicles	(1,555.7)	(1,390.7)	(12) %	(5,769.2)	(4,959.8)	(16) %
Fleet new vehicles	(20.9)	(27.5)	24 %	(88.2)	(94.5)	7 %
Total new vehicles	(1,576.6)	(1,418.2)	(11) %	(5,857.4)	(5,054.3)	(16) %
Used vehicles	(1,184.9)	(1,305.6)	9 %	(5,062.4)	(5,334.6)	5 %
Wholesale vehicles	(65.8)	(83.7)	21 %	(321.4)	(488.0)	34 %
Total vehicles	(2,827.3)	(2,807.5)	(1) %	(11,241.2)	(10,876.9)	(3) %
Parts, service and collision repair	(216.5)	(207.0)	(5) %	(885.5)	(807.2)	(10) %
Total cost of sales	(3,043.8)	(3,014.5)	(1) %	(12,126.7)	(11,684.1)	(4) %
Gross profit	541.1	576.1	(6) %	2,245.7	2,317.0	(3) %
Selling, general and administrative expenses	(386.3)	(366.3)	(5) %	(1,600.5)	(1,555.1)	(3) %
Impairment charges	(16.7)	(320.4)	95 %	(79.3)	(320.4)	75 %
Depreciation and amortization	(36.6)	(33.5)	(9) %	(142.3)	(127.5)	(12) %
Operating income (loss)	101.5	(144.1)	170 %	423.6	314.0	35 %
Other income (expense):						
Interest expense, floor plan	(18.4)	(13.6)	(35) %	(67.2)	(34.3)	(96) %
Interest expense, other, net	(28.3)	(24.9)	(14) %	(114.6)	(89.9)	(27) %
Other income (expense), net	(0.1)	0.1	(200) %	0.1	0.2	(50) %
Total other income (expense)	(46.8)	(38.4)	(22) %	(181.7)	(124.0)	(47) %
Income (loss) before taxes	54.7	(182.5)	130 %	241.9	190.0	27 %
Provision for income taxes - benefit (expense)	(16.0)	(8.4)	(90) %	(63.7)	(101.5)	37 %
Net income (loss)	\$ 38.7	\$ (190.9)	120 %	\$ 178.2	\$ 88.5	101 %
Basic earnings (loss) per common share	\$ 1.14	\$ (5.22)	122 %	\$ 5.09	\$ 2.29	122 %
Basic weighted-average common shares outstanding	33.9	36.5	7 %	35.0	38.7	9 %
Diluted earnings (loss) per common share	\$ 1.11	\$ (5.22)	121 %	\$ 4.97	\$ 2.23	123 %
Diluted weighted-average common shares outstanding ⁽¹⁾	34.8	36.5	5 %	35.9	39.7	10 %
Dividends declared per common share	\$ 0.30	\$ 0.28	7 %	\$ 1.16	\$ 1.03	13 %

(1) Basic weighted-average common shares outstanding used for the three months ended December 31, 2022 due to the net loss on a reported GAAP basis.

Franchised Dealerships Segment - Reported

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Retail new vehicles	\$ 1,664.1	\$ 1,534.5	8 %	\$ 6,215.0	\$ 5,581.6	11 %
Fleet new vehicles	21.8	29.4	(26) %	92.2	99.4	(7) %
Total new vehicles	1,685.9	1,563.9	8 %	6,307.2	5,681.0	11 %
Used vehicles	727.5	823.4	(12) %	3,050.3	3,391.5	(10) %
Wholesale vehicles	39.3	52.6	(25) %	204.5	314.0	(35) %
Total vehicles	2,452.7	2,439.9	1 %	9,562.0	9,386.5	2 %
Parts, service and collision repair	425.2	404.8	5 %	1,714.2	1,588.0	8 %
Finance, insurance and other, net	123.2	128.0	(4) %	498.6	510.1	(2) %
Total revenues	3,001.1	2,972.7	1 %	11,774.8	11,484.6	3 %
Gross Profit:						
Retail new vehicles	122.2	160.8	(24) %	518.7	655.3	(21) %
Fleet new vehicles	0.9	1.8	(50) %	4.0	4.9	(18) %
Total new vehicles	123.1	162.6	(24) %	522.7	660.2	(21) %
Used vehicles	35.1	38.4	(9) %	162.9	174.4	(7) %
Wholesale vehicles	(2.7)	(3.2)	16 %	(3.3)	(6.3)	48 %
Total vehicles	155.5	197.8	(21) %	682.3	828.3	(18) %
Parts, service and collision repair	212.6	200.9	6 %	852.7	786.7	8 %
Finance, insurance and other, net	123.2	128.0	(4) %	498.6	510.1	(2) %
Total gross profit	491.3	526.7	(7) %	2,033.6	2,125.1	(4) %
Selling, general and administrative expenses	(329.1)	(298.1)	(10) %	(1,314.6)	(1,273.0)	(3) %
Impairment charges	(1.0)	(115.5)	99 %	(1.0)	(115.5)	99 %
Depreciation and amortization	(29.4)	(26.0)	(13) %	(112.3)	(101.8)	(10) %
Operating income (loss)	131.8	87.1	51 %	605.7	634.8	(5) %
Other income (expense):						
Interest expense, floor plan	(14.6)	(9.8)	(49) %	(49.2)	(23.6)	(108) %
Interest expense, other, net	(27.5)	(23.4)	(18) %	(109.7)	(85.0)	(29) %
Other income (expense), net	0.1	—	100 %	0.2	(0.1)	300 %
Total other income (expense)	(42.0)	(33.2)	(27) %	(158.7)	(108.7)	(46) %
Income (loss) before taxes	89.8	53.9	67 %	447.0	526.1	(15) %
Add: Impairment charges	1.0	115.5	(99) %	1.0	115.5	(99) %
Segment income (loss)	\$ 90.8	\$ 169.4	(46) %	\$ 448.0	\$ 641.6	(30) %
Unit Sales Volume:						
Retail new vehicles	28,491	26,239	9 %	107,257	99,424	8 %
Fleet new vehicles	500	661	(24) %	2,000	2,115	(5) %
Total new vehicles	28,991	26,900	8 %	109,257	101,539	8 %
Used vehicles	24,365	26,631	(9) %	100,210	108,512	(8) %
Wholesale vehicles	4,440	5,616	(21) %	20,602	24,052	(14) %
Retail new & used vehicles	52,856	52,870	— %	207,467	207,936	— %
Used:New Ratio	0.86	1.01	(15) %	0.93	1.09	(15) %
Gross Profit Per Unit:						
Retail new vehicles	\$ 4,289	\$ 6,130	(30) %	\$ 4,836	\$ 6,591	(27) %
Fleet new vehicles	\$ 1,780	\$ 2,642	(33) %	\$ 1,989	\$ 2,292	(13) %
New vehicles	\$ 4,246	\$ 6,044	(30) %	\$ 4,784	\$ 6,502	(26) %
Used vehicles	\$ 1,440	\$ 1,442	— %	\$ 1,626	\$ 1,607	1 %
Finance, insurance and other, net	\$ 2,330	\$ 2,421	(4) %	\$ 2,403	\$ 2,453	(2) %

Note: Reported Franchised Dealerships Segment results include (i) same store results from the "Franchised Dealerships Segment - Same Store" table below and (ii) the effects of acquisitions, open points, dispositions and holding company impacts for the periods reported. All currently operating franchised dealership stores are included within the same store group as of the first full month following the first anniversary of the store's opening or acquisition.

Franchised Dealerships Segment - Same Store

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Retail new vehicles	\$ 1,654.9	\$ 1,513.6	9 %	\$ 6,145.3	\$ 5,508.8	12 %
Fleet new vehicles	21.9	29.3	(25) %	92.1	99.4	(7) %
Total new vehicles	1,676.8	1,542.9	9 %	6,237.4	5,608.2	11 %
Used vehicles	724.6	810.7	(11) %	3,012.1	3,334.4	(10) %
Wholesale vehicles	39.2	51.1	(23) %	202.2	309.1	(35) %
Total vehicles	2,440.6	2,404.7	1 %	9,451.7	9,251.7	2 %
Parts, service and collision repair	423.9	399.0	6 %	1,696.4	1,565.8	8 %
Finance, insurance and other, net	122.8	124.4	(1) %	493.6	494.0	— %
Total revenues	2,987.3	2,928.1	2 %	11,641.7	11,311.5	3 %
Gross Profit:						
Retail new vehicles	121.4	158.8	(24) %	513.5	647.5	(21) %
Fleet new vehicles	0.9	1.7	(47) %	4.0	4.8	(17) %
Total new vehicles	122.2	160.5	(24) %	517.4	652.3	(21) %
Used vehicles	34.8	37.8	(8) %	161.1	171.3	(6) %
Wholesale vehicles	(2.6)	(3.1)	16 %	(2.5)	(5.5)	55 %
Total vehicles	154.4	195.2	(21) %	676.0	818.1	(17) %
Parts, service and collision repair	211.5	197.8	7 %	842.2	774.8	9 %
Finance, insurance and other, net	122.8	124.4	(1) %	493.6	494.0	— %
Total gross profit	\$ 488.7	\$ 517.4	(6) %	\$ 2,011.8	\$ 2,086.9	(4) %
Unit Sales Volume:						
Retail new vehicles	28,357	25,796	10 %	105,891	97,772	8 %
Fleet new vehicles	500	661	(24) %	2,000	2,115	(5) %
Total new vehicles	28,857	26,457	9 %	107,891	99,887	8 %
Used vehicles	24,269	26,128	(7) %	98,841	106,320	(7) %
Wholesale vehicles	4,429	5,466	(19) %	20,333	23,630	(14) %
Retail new & used vehicles	52,626	51,924	1 %	204,732	204,092	— %
Used:New Ratio	0.86	1.01	(15) %	0.93	1.09	(15) %
Gross Profit Per Unit:						
Retail new vehicles	\$ 4,279	\$ 6,155	(30) %	\$ 4,849	\$ 6,623	(27) %
Fleet new vehicles	\$ 1,780	\$ 2,642	(33) %	\$ 1,989	\$ 2,292	(13) %
New vehicles	\$ 4,236	\$ 6,067	(30) %	\$ 4,796	\$ 6,531	(27) %
Used vehicles	\$ 1,433	\$ 1,447	(1) %	\$ 1,630	\$ 1,611	1 %
Finance, insurance and other, net	\$ 2,334	\$ 2,396	(3) %	\$ 2,411	\$ 2,421	— %

Note: All currently operating franchised dealership stores are included within the same store group as of the first full month following the first anniversary of the store's opening or acquisition.

EchoPark Segment - Reported

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Retail new vehicles	\$ —	\$ 2.0	(100) %	\$ 1.0	\$ 9.2	(89) %
Used vehicles	492.5	515.5	(4) %	2,143.8	2,116.8	1 %
Wholesale vehicles	22.6	27.3	(17) %	111.7	170.6	(35) %
Total vehicles	515.1	544.8	(5) %	2,256.5	2,296.6	(2) %
Finance, insurance and other, net	41.5	44.5	(7) %	177.9	166.4	7 %
Total revenues	556.6	589.3	(6) %	2,434.4	2,463.0	(1) %
Gross Profit:						
Retail new vehicles	—	0.2	(100) %	0.1	1.1	(91) %
Used vehicles	1.7	(3.6)	147 %	(17.1)	4.4	(489) %
Wholesale vehicles	(0.4)	(0.3)	(33) %	0.9	3.2	(72) %
Total vehicles	1.3	(3.7)	135 %	(16.1)	8.7	(285) %
Finance, insurance and other, net	41.5	44.5	(7) %	177.9	166.4	7 %
Total gross profit	42.8	40.8	5 %	161.8	175.1	(8) %
Selling, general and administrative expenses	(48.0)	(62.3)	23 %	(247.0)	(269.8)	8 %
Impairment charges	(15.7)	(204.9)	92 %	(78.3)	(204.9)	62 %
Depreciation and amortization	(6.2)	(7.0)	11 %	(26.6)	(24.7)	(8) %
Operating income (loss)	(27.1)	(233.4)	88 %	(190.1)	(324.3)	41 %
Other income (expense):						
Interest expense, floor plan	(3.8)	(3.9)	3 %	(17.4)	(10.7)	(63) %
Interest expense, other, net	(0.7)	(0.9)	22 %	(3.2)	(3.9)	18 %
Other income (expense), net	—	—	— %	(0.1)	0.1	(200) %
Total other income (expense)	(4.5)	(4.8)	6 %	(20.7)	(14.5)	(43) %
Income (loss) before taxes	(31.6)	(238.2)	87 %	(210.8)	(338.8)	38 %
Add: Impairment charges	15.7	204.9	(92) %	78.3	204.9	(62) %
Segment income (loss)	\$ (15.9)	\$ (33.3)	52 %	\$ (132.5)	\$ (133.9)	1 %
Unit Sales Volume:						
Retail new vehicles	—	26	(100) %	11	152	(93) %
Used vehicles	17,562	17,435	1 %	73,676	64,107	15 %
Wholesale vehicles	2,621	2,444	7 %	11,512	11,236	2 %
Gross Profit Per Unit:						
Total used vehicle and F&I	\$ 2,461	\$ 2,340	5 %	\$ 2,183	\$ 2,657	(18) %

EchoPark Segment - Same Market

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Used vehicles	426.9	306.0	40 %	1,754.7	1,129.2	55 %
Wholesale vehicles	14.9	10.8	38 %	73.9	83.9	(12) %
Total vehicles	441.8	316.8	39 %	1,828.6	1,213.0	51 %
Finance, insurance and other, net	39.7	30.7	29 %	160.1	101.1	58 %
Total revenues	481.5	347.5	39 %	1,988.7	1,314.1	51 %
Gross Profit:						
Used vehicles	(0.4)	(3.4)	88 %	(5.2)	(17.2)	70 %
Wholesale vehicles	(0.4)	(0.1)	(300) %	0.7	1.8	(61) %
Total vehicles	(0.8)	(3.5)	77 %	(4.5)	(15.4)	71 %
Finance, insurance and other, net	39.7	30.7	29 %	160.1	101.1	58 %
Total gross profit	\$ 38.9	\$ 27.2	43 %	\$ 155.6	\$ 85.7	82 %
Unit Sales Volume:						
Used vehicles	16,817	11,856	42 %	65,969	39,933	65 %
Wholesale vehicles	2,387	1,663	44 %	9,765	7,497	30 %
Gross Profit Per Unit:						
Total used vehicle and F&I	\$ 2,338	\$ 2,310	1 %	\$ 2,348	\$ 2,100	12 %

Note: All currently operating EchoPark stores in a local geographic market are included within the same market group as of the first full month following the first anniversary of the market's opening.

Powersports Segment - Reported

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Retail new vehicles	\$ 16.1	\$ 18.8	(14) %	\$ 88.6	\$ 31.8	179 %
Used vehicles	2.4	2.1	14 %	19.5	7.1	175 %
Wholesale vehicles	0.7	0.1	600 %	2.6	0.3	767 %
Total vehicles	19.2	21.0	(9) %	110.7	39.2	182 %
Parts, service and collision repair	6.7	6.3	6 %	45.3	11.7	287 %
Finance, insurance and other, net	1.3	1.3	— %	7.2	2.6	177 %
Total revenues	27.2	28.6	(5) %	163.2	53.5	205 %
Gross Profit:						
Retail new vehicles	2.3	3.6	(36) %	16.6	6.4	159 %
Used vehicles	0.7	0.7	— %	5.4	2.0	170 %
Wholesale vehicles	(0.1)	—	(100) %	(0.2)	—	(100) %
Total vehicles	2.9	4.3	(33) %	21.8	8.4	160 %
Parts, service and collision repair	2.8	3.1	(10) %	21.3	5.8	267 %
Finance, insurance and other, net	1.3	1.3	— %	7.2	2.6	177 %
Total gross profit	7.0	8.7	(20) %	50.3	16.8	199 %
Selling, general and administrative expenses	(9.2)	(5.9)	(56) %	(38.9)	(12.3)	(216) %
Impairment charges	—	—	— %	—	—	— %
Depreciation and amortization	(1.0)	(0.6)	(67) %	(3.4)	(1.0)	(240) %
Operating income (loss)	(3.2)	2.2	(245) %	8.0	3.5	129 %
Other income (expense):						
Interest expense, floor plan	—	—	— %	(0.6)	—	(100) %
Interest expense, other, net	(0.2)	(0.6)	67 %	(1.7)	(1.0)	(70) %
Other income (expense), net	(0.1)	0.2	(150) %	—	0.2	(100) %
Total other income (expense)	(0.3)	(0.4)	25 %	(2.3)	(0.8)	(188) %
Income (loss) before taxes	(3.5)	1.8	(294) %	5.7	2.7	111 %
Add: impairment charges	—	—	— %	—	—	— %
Segment income (loss)	\$ (3.5)	\$ 1.8	(294) %	\$ 5.7	\$ 2.7	111 %
Unit Sales Volume:						
Retail new vehicles	948	1,013	(6) %	4,842	1,592	204 %
Used vehicles	289	237	22 %	2,261	590	283 %
Wholesale vehicles	66	34	94 %	216	35	517 %
Gross Profit Per Unit:						
Retail new vehicles	\$ 2,429	\$ 3,535	(31) %	\$ 3,435	\$ 3,974	(14) %
Used vehicles	\$ 2,307	\$ 2,860	(19) %	\$ 2,394	\$ 3,349	(29) %
Finance, insurance and other, net	\$ 1,066	\$ 1,026	4 %	\$ 1,017	\$ 1,205	(16) %

Powersports Segment - Same Store

	Three Months Ended December 31,		Better / (Worse) % Change	Twelve Months Ended December 31,		Better / (Worse) % Change
	2023	2022		2023	2022	
(In millions, except unit and per unit data)						
Revenues:						
Retail new vehicles	\$ 15.9	\$ 18.8	(15) %	\$ 24.4	\$ 29.5	(17) %
Used vehicles	1.7	2.1	(19) %	5.2	6.9	(25) %
Wholesale vehicles	0.3	0.1	200 %	0.7	0.2	250 %
Total vehicles	17.9	21.0	(15) %	30.3	36.6	(17) %
Parts, service and collision repair	5.2	6.3	(17) %	9.6	11.0	(13) %
Finance, insurance and other, net	1.3	1.3	— %	2.1	2.5	(16) %
Total revenues	24.4	28.6	(15) %	42.0	50.1	(16) %
Gross Profit:						
Retail new vehicles	2.2	3.6	(39) %	3.7	5.9	(37) %
Used vehicles	0.4	0.7	(43) %	1.1	1.9	(42) %
Wholesale vehicles	—	—	— %	(0.1)	(0.1)	— %
Total vehicles	2.6	4.3	(40) %	4.7	7.7	(39) %
Parts, service and collision repair	2.2	3.1	(29) %	4.3	5.5	(22) %
Finance, insurance and other, net	1.3	1.3	— %	2.1	2.5	(16) %
Total gross profit	\$ 6.1	\$ 8.7	(30) %	\$ 11.1	\$ 15.7	(29) %
Unit Sales Volume:						
Retail new vehicles	932	1,013	(8) %	1,358	1,480	(8) %
Used vehicles	201	237	(15) %	477	563	(15) %
Wholesale vehicles	8	34	(76) %	17	35	(51) %
Retail new & used vehicles	1,133	1,250	(9) %	1,835	2,043	(10) %
Used:New Ratio	0.22	0.23	(4) %	0.35	0.38	(8) %
Gross Profit Per Unit:						
Retail new vehicles	\$ 2,407	\$ 3,535	(32) %	\$ 2,707	\$ 3,989	(32) %
Used vehicles	\$ 2,195	\$ 2,860	(23) %	\$ 2,337	\$ 3,359	(30) %
Finance, insurance and other, net	\$ 1,103	\$ 1,026	8 %	\$ 1,161	\$ 1,209	(4) %

Note: All currently operating powersports stores are included within the same store group as of the first full month following the first anniversary of the store's opening or acquisition.

Non-GAAP Reconciliation - Consolidated - SG&A Expenses

	Three Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 240.5	\$ 240.8	\$ 0.3	— %
Advertising	20.8	22.6	1.8	8 %
Rent	11.5	12.7	1.2	9 %
Other	113.5	90.2	(23.3)	(26) %
Total SG&A expenses	<u>\$ 386.3</u>	<u>\$ 366.3</u>	<u>\$ (20.0)</u>	<u>(5) %</u>
Adjustments:				
Acquisition and disposition-related gain (loss)	\$ —	\$ 9.1		
Total SG&A adjustments	<u>\$ —</u>	<u>\$ 9.1</u>		
Adjusted:				
Total adjusted SG&A expenses	<u>\$ 386.3</u>	<u>\$ 375.4</u>	<u>\$ (10.9)</u>	<u>(3) %</u>
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	44.4 %	41.8 %	(270) bps	
Advertising	3.8 %	3.9 %	10 bps	
Rent	2.1 %	2.2 %	10 bps	
Other	21.1 %	15.7 %	(540) bps	
Total SG&A expenses as a % of gross profit	<u>71.4 %</u>	<u>63.6 %</u>	<u>(780) bps</u>	
Adjustments:				
Acquisition and disposition-related gain (loss)	— %	1.6 %		
Total effect of adjustments	<u>— %</u>	<u>1.6 %</u>		
Adjusted:				
Total adjusted SG&A expenses as a % of gross profit	<u>71.4 %</u>	<u>65.2 %</u>	<u>(620) bps</u>	
Reported:				
Total gross profit	\$ 541.1	\$ 576.1	\$ (35.0)	(6) %

Non-GAAP Reconciliation - Consolidated - SG&A Expenses (Continued)

	Twelve Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 1,016.3	\$ 1,014.8	\$ (1.5)	— %
Advertising	92.2	95.4	3.2	3 %
Rent	46.1	51.0	4.9	10 %
Other	445.9	393.9	(52.0)	(13) %
Total SG&A expenses	<u>\$ 1,600.5</u>	<u>\$ 1,555.1</u>	<u>\$ (45.4)</u>	<u>(3) %</u>
Adjustments:				
Acquisition and disposition-related gain (loss)	\$ 20.7	\$ 9.1		
Hail and storm damage charges	(1.9)	—		
Lease exit charges	(4.3)	—		
Severance and long-term compensation charges	(5.1)	(4.4)		
Total SG&A adjustments	<u>\$ 9.4</u>	<u>\$ 4.7</u>		
Adjusted:				
Total adjusted SG&A expenses	<u>\$ 1,609.9</u>	<u>\$ 1,559.8</u>	<u>\$ (50.1)</u>	<u>(3) %</u>
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	45.3 %	43.8 %	(150) bps	
Advertising	4.1 %	4.1 %	— bps	
Rent	2.1 %	2.2 %	10 bps	
Other	19.8 %	17.0 %	(280) bps	
Total SG&A expenses as a % of gross profit	<u>71.3 %</u>	<u>67.1 %</u>	<u>(420) bps</u>	
Adjustments:				
Acquisition and disposition-related gain (loss)	0.2 %	0.4 %		
Hail and storm damage charges	— %	— %		
Lease exit charges	— %	— %		
Severance and long-term compensation charges	(0.1)%	(0.2)%		
Total effect of adjustments	<u>0.1 %</u>	<u>0.2 %</u>		
Adjusted:				
Total adjusted SG&A expenses as a % of gross profit	<u>71.4 %</u>	<u>67.3 %</u>	<u>(410) bps</u>	
Reported:				
Total gross profit	\$ 2,245.7	\$ 2,317.0	\$ (71.3)	(3) %
Adjustments:				
Used vehicle inventory adjustment	\$ 10.0	\$ —		
Total adjustments	<u>\$ 10.0</u>	<u>\$ —</u>		
Adjusted:				
Total adjusted gross profit	<u>\$ 2,255.7</u>	<u>\$ 2,317.0</u>	<u>\$ (61.3)</u>	<u>(3) %</u>

Non-GAAP Reconciliation - Franchised Dealerships Segment - SG&A Expenses

	Three Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 206.9	\$ 200.8	\$ (6.1)	(3) %
Advertising	10.8	10.7	(0.1)	(1) %
Rent	10.5	10.5	—	— %
Other	100.9	76.1	(24.8)	(33) %
Total SG&A expenses	<u>\$ 329.1</u>	<u>\$ 298.1</u>	<u>\$ (31.0)</u>	<u>(10) %</u>
Adjustments:				
Acquisition and disposition-related gain (loss)	\$ —	\$ 9.1		
Total SG&A adjustments	<u>\$ —</u>	<u>\$ 9.1</u>		
Adjusted:				
Total adjusted SG&A expenses	<u>\$ 329.1</u>	<u>\$ 307.2</u>	\$ (21.9)	(7) %
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	42.1 %	38.1 %	(400) bps	
Advertising	2.2 %	2.0 %	(20) bps	
Rent	2.1 %	2.0 %	(10) bps	
Other	20.6 %	14.5 %	(610) bps	
Total SG&A expenses as a % of gross profit	<u>67.0 %</u>	<u>56.6 %</u>	<u>(1,040) bps</u>	
Adjustments:				
Acquisition and disposition-related gain (loss)	— %	1.7 %		
Total effect of adjustments	<u>— %</u>	<u>1.7 %</u>		
Adjusted:				
Total adjusted SG&A expenses as a % of gross profit	<u>67.0 %</u>	<u>58.3 %</u>	(870) bps	
Reported:				
Total gross profit	\$ 491.3	\$ 526.7	\$ (35.4)	(7) %

Non-GAAP Reconciliation - Franchised Dealerships Segment - SG&A Expenses (Continued)

	Twelve Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 856.6	\$ 858.0	\$ 1.4	— %
Advertising	40.5	36.9	(3.6)	(10) %
Rent	40.3	42.4	2.1	5 %
Other	377.2	335.6	(41.6)	(12) %
Total SG&A expenses	<u>\$ 1,314.6</u>	<u>\$ 1,272.9</u>	<u>\$ (41.7)</u>	<u>(3) %</u>
Adjustments:				
Acquisition and disposition-related gain (loss)	\$ 20.9	\$ 9.1		
Hail and storm damage charges	(1.9)	—		
Long-term compensation charges	—	(4.4)		
Total SG&A adjustments	<u>\$ 19.0</u>	<u>\$ 4.7</u>		
Adjusted:				
Total adjusted SG&A expenses	<u>\$ 1,333.6</u>	<u>\$ 1,277.6</u>	<u>\$ (56.0)</u>	<u>(4) %</u>
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	42.1 %	40.4 %	(170) bps	
Advertising	2.0 %	1.7 %	(30) bps	
Rent	2.0 %	2.0 %	— bps	
Other	18.5 %	15.8 %	(270) bps	
Total SG&A expenses as a % of gross profit	<u>64.6 %</u>	<u>59.9 %</u>	<u>(470) bps</u>	
Adjustments:				
Acquisition and disposition-related gain (loss)	1.1 %	0.4 %		
Hail and storm damage charges	(0.1)%	— %		
Long-term compensation charges	— %	(0.2)%		
Total effect of adjustments	<u>1.0 %</u>	<u>0.2 %</u>		
Adjusted:				
Total adjusted SG&A expenses as a % of gross profit	<u>65.6 %</u>	<u>60.1 %</u>	<u>(550) bps</u>	
Reported:				
Total gross profit	\$ 2,033.6	\$ 2,125.1	\$ (91.5)	(4) %

Non-GAAP Reconciliation - EchoPark Segment - SG&A Expenses

	Three Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 26.9	\$ 35.8	\$ 8.9	25 %
Advertising	9.6	11.6	2.0	17 %
Rent	1.0	2.2	1.2	55 %
Other	10.5	12.7	2.2	17 %
Total SG&A expenses	<u>\$ 48.0</u>	<u>\$ 62.3</u>	<u>\$ 14.3</u>	23 %
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	62.8 %	87.9 %	2,510 bps	
Advertising	22.5 %	28.4 %	590 bps	
Rent	2.3 %	5.3 %	300 bps	
Other	24.7 %	31.2 %	650 bps	
Total SG&A expenses as a % of gross profit	<u>112.3 %</u>	<u>152.8 %</u>	<u>4,050 bps</u>	
Reported:				
Total gross profit	\$ 42.8	\$ 40.8	\$ 2.0	5 %

Non-GAAP Reconciliation - EchoPark Segment - SG&A Expenses (Continued)

	Twelve Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 132.0	\$ 148.0	\$ 16.0	11 %
Advertising	49.9	58.0	8.1	14 %
Rent	6.3	8.5	2.2	26 %
Other	58.8	55.3	(3.5)	(6) %
Total SG&A expenses	\$ 247.0	\$ 269.8	\$ 22.8	8 %
Adjustments:				
Acquisition and disposition-related gain (loss)	\$ (0.3)	\$ —		
Lease exit charges	(4.3)	—		
Severance and long-term compensation charges	(5.1)	—		
Total SG&A adjustments	\$ (9.7)	\$ —		
Adjusted:				
Total adjusted SG&A expenses	\$ 237.3	\$ 269.8	\$ 32.5	12 %
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	81.6 %	84.5 %	290 bps	
Advertising	30.9 %	33.1 %	220 bps	
Rent	3.9 %	4.9 %	100 bps	
Other	36.3 %	31.6 %	(470) bps	
Total SG&A expenses as a % of gross profit	152.7 %	154.1 %	140 bps	
Adjustments:				
Acquisition and disposition-related gain (loss)	(0.4)%	— %		
Hail and storm damage charges	— %	— %		
Lease exit charges	(6.4)%	— %		
Severance and long-term compensation charges	(7.6)%	— %		
Total effect of adjustments	(14.5)%	— %		
Adjusted:				
Total adjusted SG&A expenses as a % of gross profit	138.2 %	154.1 %	1,590 bps	
Reported:				
Total gross profit	\$ 161.8	\$ 175.1	\$ (13.3)	(8) %
Adjustments:				
Used vehicle inventory adjustment	\$ 10.0	\$ —		
Total adjustments	\$ 10.0	\$ —		
Adjusted:				
Total adjusted gross profit	\$ 171.8	\$ 175.1	\$ (3.3)	(2) %

Non-GAAP Reconciliation - Powersports Segment - SG&A Expenses

	Three Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 6.7	\$ 4.1	\$ (2.6)	(63) %
Advertising	0.4	0.3	(0.1)	(33) %
Rent	—	—	—	— %
Other	2.1	1.5	(0.6)	(40) %
Total SG&A expenses	<u>\$ 9.2</u>	<u>\$ 5.9</u>	<u>\$ (3.3)</u>	<u>(56) %</u>
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	96.2 %	47.9 %	(4,830) bps	
Advertising	5.2 %	3.9 %	(130) bps	
Rent	0.7 %	0.4 %	(30) bps	
Other	29.5 %	16.2 %	(1,330) bps	
Total SG&A expenses as a % of gross profit	<u>131.6 %</u>	<u>68.4 %</u>	<u>(6,320) bps</u>	
Reported:				
Total gross profit	\$ 7.0	\$ 8.7	\$ (1.7)	(20) %

	Twelve Months Ended December 31,		Better / (Worse)	
	2023	2022	Change	% Change
(In millions)				
Reported:				
Compensation	\$ 27.7	\$ 8.9	\$ (18.8)	(211) %
Advertising	1.8	0.6	(1.2)	(200) %
Rent	(0.5)	—	0.5	100 %
Other	9.9	2.8	(7.1)	(254) %
Total SG&A expenses	<u>\$ 38.9</u>	<u>\$ 12.3</u>	<u>\$ (26.6)</u>	<u>(216) %</u>
Reported:				
SG&A expenses as a % of gross profit:				
Compensation	55.0 %	52.9 %	(210) bps	
Advertising	3.5 %	3.4 %	(10) bps	
Rent	(1.0) %	0.2 %	120 bps	
Other	19.7 %	16.9 %	(280) bps	
Total SG&A expenses as a % of gross profit	<u>77.2 %</u>	<u>73.4 %</u>	<u>(380) bps</u>	
Reported:				
Total gross profit	\$ 50.3	\$ 16.8	\$ 33.5	199 %

Non-GAAP Reconciliation - Franchised Dealerships Segment - Income (Loss) Before Taxes and Segment Income (Loss)

	Three Months Ended December 31,			Twelve Months Ended December 31,		
	2023	2022	% Change	2023	2022	% Change
(In millions)						
Reported:						
Income (loss) before taxes	\$ 89.8	\$ 53.9	67 %	\$ 447.0	\$ 526.1	(15) %
Add: impairment charges	1.0	115.5		1.0	115.5	
Segment income (loss)	\$ 90.8	\$ 169.4	(46) %	\$ 448.0	\$ 641.6	(30) %
Adjustments:						
Acquisition and disposition-related (gain) loss	\$ —	\$ (9.1)		\$ (20.9)	\$ (9.1)	
Hail and storm damage charges	—	—		1.9	—	
Long-term compensation charges	—	—		—	4.4	
Total pre-tax items of interest	\$ —	\$ (9.1)		\$ (19.0)	\$ (4.7)	
Adjusted:						
Segment income (loss)	\$ 90.8	\$ 160.3	(43) %	\$ 429.0	\$ 636.9	(33) %

Non-GAAP Reconciliation - EchoPark Segment - Income (Loss) Before Taxes and Segment Income (Loss)

	Three Months Ended December 31,			Twelve Months Ended December 31,		
	2023	2022	% Change	2023	2022	% Change
(In millions)						
Reported:						
Income (loss) before taxes	\$ (31.6)	\$ (238.2)	87 %	\$ (210.8)	\$ (338.8)	38 %
Add: impairment charges	15.7	204.9		78.3	204.9	
Segment income (loss)	\$ (15.9)	\$ (33.3)	52 %	\$ (132.5)	\$ (133.9)	1 %
Adjustments:						
Acquisition and disposition-related (gain) loss	\$ —	\$ —		\$ 0.3	\$ —	
Lease exit charges	—	—		4.3	—	
Severance and long-term compensation charges	—	—		5.1	—	
Used vehicle inventory valuation adjustment	—	—		10.0	—	
Total pre-tax adjustments	\$ —	\$ —		\$ 19.7	\$ —	
Adjusted:						
Segment income (loss)	\$ (15.9)	\$ (33.3)	52 %	\$ (112.8)	\$ (133.9)	16 %

Non-GAAP Reconciliation - Powersports Segment - Income (Loss) Before Taxes and Segment Income (Loss)

	Three Months Ended December 31,			Twelve Months Ended December 31,		
	2023	2022	% Change	2023	2022	% Change
(In millions)						
Reported:						
Income (loss) before taxes	\$ (3.5)	\$ 1.8	(294) %	\$ 5.7	\$ 2.7	111 %
Add: impairment charges	—	—		—	—	
Segment income (loss)	\$ (3.5)	\$ 1.8	(294) %	\$ 5.7	\$ 2.7	111 %

Non-GAAP Reconciliation - Consolidated - Net Income (Loss) and Diluted Earnings (Loss) Per Share

	Three Months Ended December 31, 2023			Three Months Ended December 31, 2022		
	Weighted-Average Shares	Net Income (Loss)	Per Share Amount	Weighted-Average Shares	Net Income (Loss)	Per Share Amount
(In millions, except per share amounts)						
Reported net income (loss), diluted shares ⁽¹⁾ , and diluted earnings (loss) per share	34.8	\$ 38.7	\$ 1.11	36.5	\$ (190.9)	\$ (5.22)
Adjustments:						
Acquisition and disposition-related (gain) loss		\$ —			\$ (9.1)	
Impairment charges		16.7			320.4	
Total pre-tax items of interest		\$ 16.7			\$ 311.3	
Tax effect of above items		(4.3)			(22.6)	
Non-recurring tax items		5.8			—	
Adjusted net income (loss), diluted shares, and diluted earnings (loss) per share	34.8	\$ 56.9	\$ 1.63	37.4	\$ 97.8	\$ 2.61

(1) Basic weighted-average common shares outstanding used for the three months ended December 31, 2022 due to the net loss on a reported GAAP basis.

	Twelve Months Ended December 31, 2023			Twelve Months Ended December 31, 2022		
	Weighted-Average Shares	Net Income (Loss)	Per Share Amount	Weighted-Average Shares	Net Income (Loss)	Per Share Amount
(In millions, except per share amounts)						
Reported net income (loss), diluted shares, and diluted earnings (loss) per share	35.9	\$ 178.2	\$ 4.97	39.7	\$ 88.5	\$ 2.23
Adjustments:						
Acquisition and disposition-related (gain) loss		\$ (20.7)			\$ (9.1)	
Hail and storm damage charges		1.9			—	
Impairment charges		79.3			320.4	
Lease exit charges		4.3			—	
Severance and long-term compensation charges		5.1			4.4	
Used vehicle inventory valuation adjustment		10.0			—	
Total pre-tax items of interest		\$ 79.9			\$ 315.7	
Tax effect of above items		(19.9)			(22.6)	
Non-recurring tax items		5.8			—	
Adjusted net income (loss), diluted shares, and diluted earnings (loss) per share	35.9	\$ 244.0	\$ 6.81	39.7	\$ 381.6	\$ 9.61

Non-GAAP Reconciliation - Adjusted EBITDA

	Three Months Ended December 31, 2023				Three Months Ended December 31, 2022			
	Franchised Dealerships Segment	EchoPark Segment	Powersports Segment	Total	Franchised Dealerships Segment	EchoPark Segment	Powersports Segment	Total
	(In millions)							
Net income (loss)								
Provision for income taxes								
Income (loss) before taxes	\$ 89.8	\$ (31.6)	\$ (3.5)	\$ 54.7	\$ 53.9	\$ (238.2)	\$ 1.8	\$ (182.5)
Non-floor plan interest (1)	25.9	0.7	0.1	26.7	22.0	0.9	0.6	23.5
Depreciation and amortization (2)	31.2	6.1	1.0	38.3	27.4	7.0	0.5	34.9
Stock-based compensation expense	6.0	—	—	6.0	3.6	—	—	3.6
Impairment charges	1.0	15.7	—	16.7	115.5	204.9	—	320.4
Acquisition and disposition-related (gain) loss	—	—	—	—	(9.2)	—	—	(9.2)
Adjusted EBITDA	\$ 153.9	\$ (9.1)	\$ (2.4)	\$ 142.4	\$ 213.2	\$ (25.4)	\$ 2.9	\$ 190.7

	Twelve Months Ended December 31, 2023				Twelve Months Ended December 31, 2022			
	Franchised Dealerships Segment	EchoPark Segment	Powersports Segment	Total	Franchised Dealerships Segment	EchoPark Segment	Powersports Segment	Total
	(In millions)							
Net income (loss)								
Provision for income taxes								
Income (loss) before taxes	\$ 447.0	\$ (210.8)	\$ 5.7	\$ 241.9	\$ 526.1	\$ (338.8)	\$ 2.7	\$ 190.0
Non-floor plan interest (1)	103.2	3.2	1.7	108.1	80.0	3.7	1.0	84.7
Depreciation and amortization (2)	118.8	26.6	3.4	148.8	107.0	24.8	0.9	132.7
Stock-based compensation expense	23.3	—	—	23.3	16.0	—	—	16.0
Loss (gain) on exit of leased dealerships	—	4.3	—	4.3	—	—	—	—
Impairment charges	1.0	78.3	—	79.3	115.5	204.9	—	320.4
Severance and long-term compensation charges	—	5.1	—	5.1	4.4	—	—	4.4
Acquisition and disposition-related (gain) loss	(20.7)	0.3	—	(20.4)	(9.7)	—	—	(9.7)
Hail and storm damage charges	1.9	—	—	1.9	—	—	—	—
Used vehicle inventory valuation adjustment	—	10.0	—	10.0	—	—	—	—
Adjusted EBITDA	\$ 674.5	\$ (83.0)	\$ 10.8	\$ 602.3	\$ 839.3	\$ (105.4)	\$ 4.6	\$ 738.5

- (1) Includes interest expense, other, net in the accompanying consolidated statements of operations, net of any amortization of debt issuance costs or net debt discount/premium included in (2) below.
- (2) Includes the following line items from the accompanying consolidated statements of cash flows: depreciation and amortization of property and equipment; debt issuance cost amortization; and debt discount amortization, net of premium amortization.

Exhibit 99.2

EchoPark
AUTOMOTIVE

Sonic
Automotive

Sonic
Powersports

Sonic Automotive

Investor Presentation

Fourth Quarter 2023



Updated February 14, 2024

→ Forward-Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to future events, are not historical facts and are based on our current expectations and assumptions regarding our business, the economy and other future conditions. These statements can generally be identified by lead-in words such as “may,” “will,” “should,” “could,” “believe,” “expect,” “estimate,” “anticipate,” “intend,” “plan,” “project,” “foresee” and other similar words or phrases. Statements that describe our Company’s objectives, plans or goals are also forward-looking statements. Examples of such forward-looking information we may be discussing in this presentation include, without limitation, our anticipated future new vehicle unit sales volume, revenues and profitability, our anticipated future used vehicle unit sales volume, revenues and profitability, future levels of consumer demand for new and used vehicles, our anticipated future parts, service and collision repair (“Fixed Operations”) gross profit, our anticipated future finance and insurance (“F&I”) gross profit, our anticipated expense reductions, long-term annual revenue and profitability targets, anticipated future growth capital expenditures, profitability and pricing expectations in our EchoPark Segment, EchoPark’s omnichannel strategy, anticipated future EchoPark population coverage, anticipated future EchoPark revenue and unit sales volume, anticipated future performance and growth of our Franchised Dealerships Segment, anticipated growth and profitability of our Powersports Segment, anticipated liquidity positions, anticipated industry new vehicle sales volume, the implementation of growth and operating strategies, including acquisitions of dealerships and properties, anticipated future acquisition synergies, the return of capital to stockholders, anticipated future success and impacts from the implementation of our strategic initiatives, and earnings per share expectations.

You are cautioned that these forward-looking statements are not guarantees of future performance, involve risks and uncertainties and actual results may differ materially from those projected in the forward-looking statements as a result of various factors. These risks and uncertainties include, without limitation, economic conditions in the markets in which we operate, supply chain disruptions and manufacturing delays, labor shortages, the impacts of inflation and increases in interest rates, new and used vehicle industry sales volume, the success of our operational strategies, the rate and timing of overall economic expansion or contraction, and the risk factors described in the Company’s Annual Report on Form 10-K for the year ended December 31, 2022 and other reports and information filed with the United States Securities and Exchange Commission (the “SEC”).

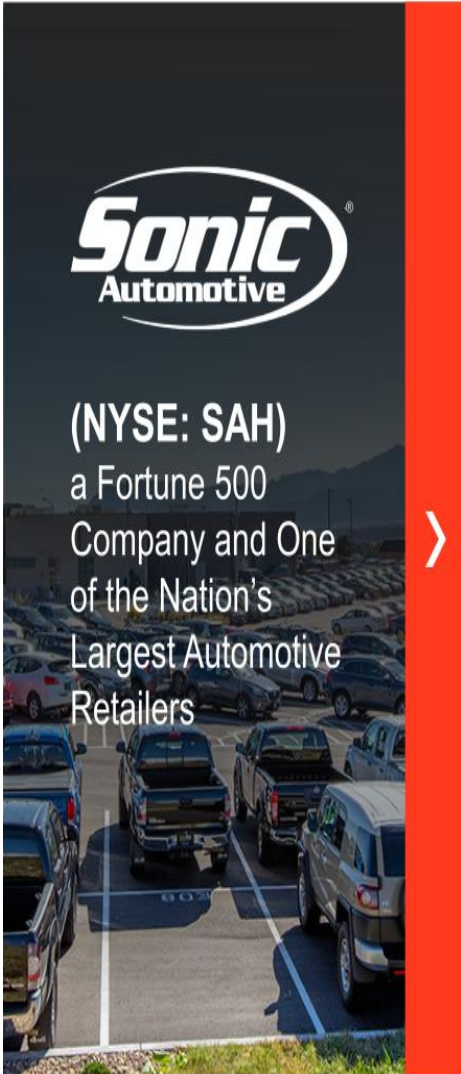
These forward-looking statements, risks, uncertainties and additional factors speak only as of the date of this presentation. We undertake no obligation to update any such statements, except as required under federal securities laws and the rules and regulations of the SEC.



Company Overview



→ Sonic Automotive: Who We Are



(NYSE: SAH)
a Fortune 500
Company and One
of the Nation's
Largest Automotive
Retailers



Our Core Franchised Dealerships Segment Is A **Full-Service** Automotive Retail Business With **Strategic Growth Levers** Across Multiple Business Lines And A **Diversified Brand Portfolio**



Our **High Growth Potential** EchoPark Segment Offers A Unique Approach To Pre-Owned Vehicle And F&I Sales

Below-Market Pricing With A No Haggle Purchase Experience Drives **Industry-Leading** Used Vehicle Volume Throughput



Early-Stage Consolidation
Growth Opportunity At Attractive Multiples

QUICK FACTS

139

Locations

20

States

35+

Brands

16

Collision Centers

\$14.4 Billion

Total Revenues

\$2.2 Billion

Gross Profit

112K

New Vehicles Sold

176K

Used Vehicles Sold

Note: Location Counts As Of February 14, 2024
Revenues, Gross Profit, New & Used Vehicles Sold are for FY 2023



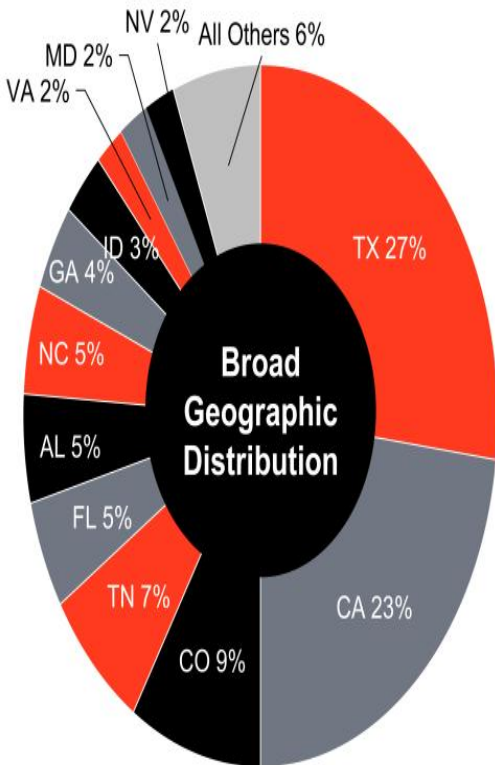
→ Investment Highlights



→ Revenue Composition

BY GEOGRAPHY

Geographic Footprint, Revenue Streams and Brand Mix Offer Attractive Diversification Across the Automotive Retail Space



Note: Percentages are Percent of Total Revenue for Year Ended December 31, 2023



→ Revenue Composition – Diversified Revenue Streams

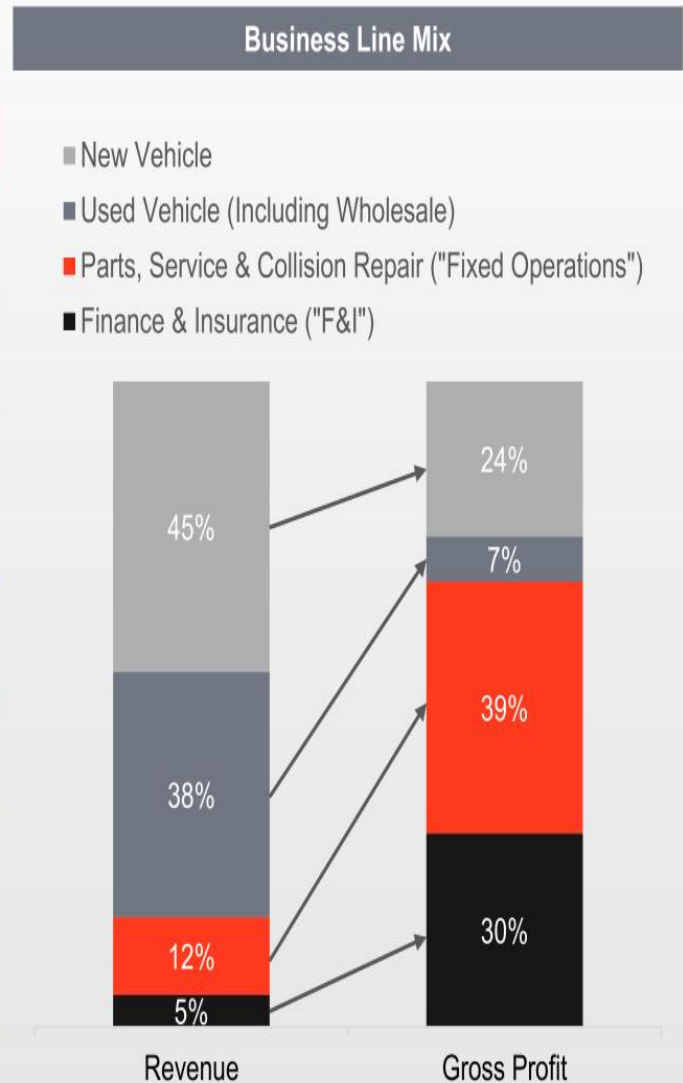
Brand Distribution			
Brand	% of Revenue	Franchise Brand	% of Revenue
Luxury	53%	BMW	21%
		Mercedes	11%
		Audi	6%
		Lexus	4%
		Porsche	3%
		Land Rover	3%
		Cadillac	2%
		Other Luxury (1)	3%
Import	19%	Honda	9%
		Toyota	7%
		Other Import (2)	3%
EchoPark	17%	Non-Franchise	17%
Domestic	11%	Chevrolet GMC Buick	4%
		Ford	4%
		Chrysler Dodge Jeep RAM	3%
Powersports	<1%	Powersports (3)	<1%

(1) Includes Alfa Romeo, Infiniti, Jaguar, Maserati, MINI and Volvo

(2) Includes Hyundai, Nissan, Mazda, Subaru and Volkswagen

(3) Includes Harley-Davidson, Kawasaki, BRP, Polaris, Honda, Suzuki, BMW Motorrad, Yamaha, Ducati, and Indian Motorcycle

Note: Percentages are Percent of Total Revenue for the Year Ended December 31, 2023



Majority Of Gross Profit Driven By Stable Business Lines

Note: Percentages are Percent of Total for the Year Ended December 31, 2023



→ EchoPark Automotive – A Unique Growth Story



The New Car Alternative™
Price. Quality. Experience.

Focus On
Pre-Owned
Market – 2.5x Larger &
More Stable Than New
Vehicle Market

Priced Up To
**\$3,000 Below
Market**
With Simplified, Easy
Purchase Experience

Unique, High Return Potential
Business Model

Focus On High Quality
Pre-Owned Vehicles,
**In-Store or
Online**

Plan To Reach
**90% Of U.S.
Population**
At Maturity

Planned Nationwide Distribution
Network At Maturity

Note: Expected U.S. population reach is a projection, actual results may differ. See "Forward-Looking Statements."



→ Strategic Focus



- Continued **Growth Opportunity** In Parts & Service, F&I Per Unit
- Ongoing **Profitability Enhancement** Through SG&A Expense Control, Inventory Management
- Pursue **Strategic Acquisition Opportunities** As Market Evolves
- Utilize Existing Infrastructure To Support **Omnichannel Distribution Network**

- Focus On Guest Experience And eCommerce Opportunity To Drive Market Share Gains
- Balanced Capital Allocation Strategy Prioritizes Highest Return on Investment
- Return Of Capital To Shareholders Via Share Repurchase Program And Dividend
- Further Diversify Business Model In Adjacent Sectors (Powersports)

- Targeting **Return To Breakeven Adjusted EBITDA** In Q1 2024
- Growing **eCommerce Presence** Offers Scalable Incremental Reach
- Addressable Market Opportunity Of **2 Million Vehicles** Annually At Maturity
- Positioned To **Resume Disciplined Expansion Of EchoPark Footprint** Once Used Vehicle Market Conditions Improve

Note: Profitability, unit sales volume, Adjusted EBITDA and footprint expansion projections are estimates of future results. Actual results may differ. See "Forward-Looking Statements."



→ Strong Balance Sheet And Liquidity

	December 31, 2023	September 30, 2023	December 31, 2022
	(In Millions)		
Cash and cash equivalents	\$ 28.9	\$ 34.6	\$ 229.2
Floor plan deposit balance	345.0	300.0	272.0
Availability under the 2021 Revolving Credit Facility	298.6	288.9	292.9
Availability under the 2019 Mortgage Facility	173.0	173.0	-
Total available liquidity resources	\$ 845.5	\$ 796.5	\$ 794.1

Cash On Hand And Total Liquidity Remain At Target Levels

	Covenant Requirement*	December 31, 2023	September 30, 2023	December 31, 2022
Liquidity ratio	≥ 1.05	1.25	1.27	1.38
Fixed charge coverage ratio	≥ 1.20	1.93	1.60	1.87
Total lease adjusted leverage ratio	≤ 5.75	2.97	2.87	2.31
Net debt to Adjusted EBITDA ⁽¹⁾ ratio		2.06	2.15	1.69

Leverage Ratios Remain Within Our Internal Target Range

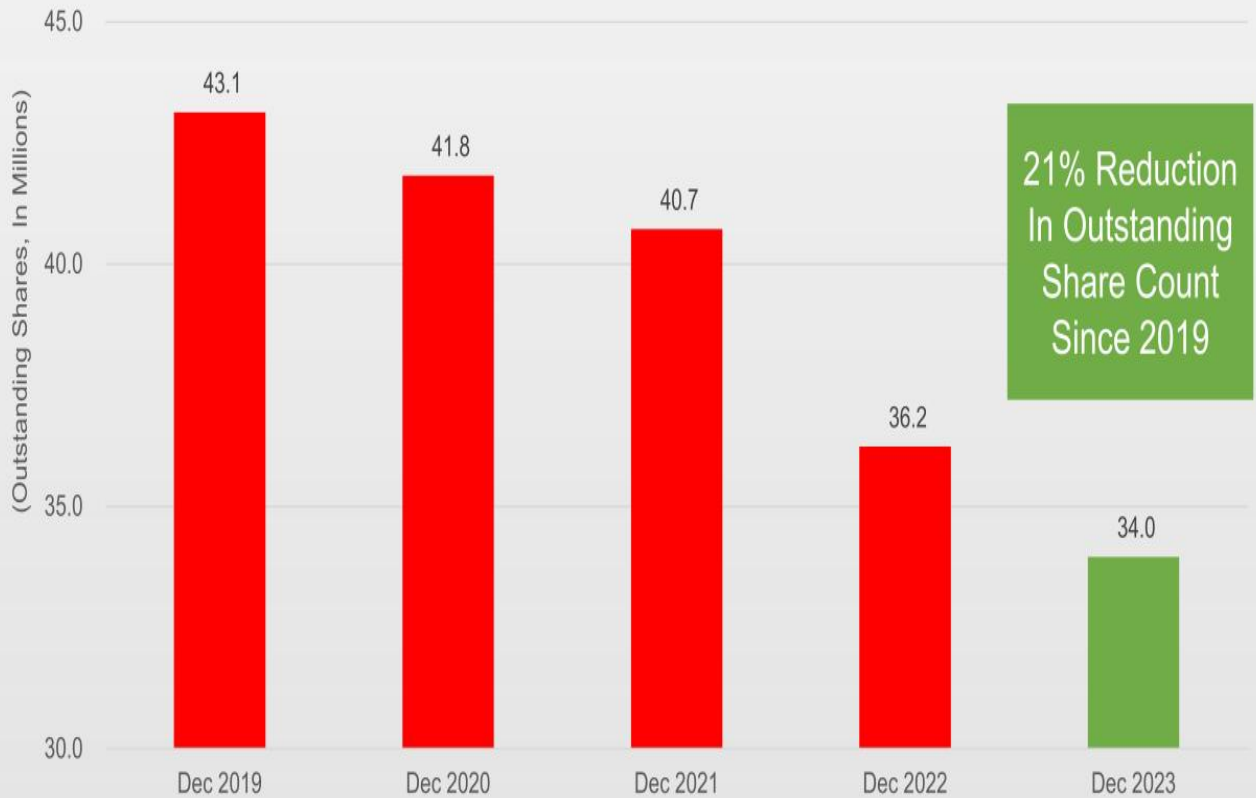
(1) Refer To Appendix For Calculation And Reconciliation of Adjusted EBITDA (A Non-GAAP Measure) and Net Debt To Adjusted EBITDA Ratio (A Non-GAAP Measure)
* As Defined In The 2021 Revolving Credit Facility and 2019 Mortgage Facility



→ Share Repurchase Update

(\$ in Millions)

Share Repurchase Authorization Remaining at December 31, 2022	\$ 464.3
Q1 2023 Repurchase Activity	(90.7)
Q2 2023 Repurchase Activity	-
Q3 2023 Repurchase Activity	(86.8)
Q4 2023 Repurchase Activity	(0.1)
Remaining Authorization	<u>\$ 286.7</u>



→ FY 2024 Outlook

- Expect Continued Return Of New Vehicle Inventory To Drive Further Normalization Of New Vehicle GPU
 - New Vehicle Inventory Days' Supply Could Exceed 50 Days (Adjusted For Sonic Brand Mix)
 - New Vehicle GPU Could Exit 2024 Near \$3,000 Per Unit (Adjusted For Sonic Brand Mix)
 - Industry Analysts Expect New Vehicle SAAR To Increase By 1 - 4% From 2023 (Implies 15.6 - 16.1 Million Unit New Vehicle SAAR And 12.8 - 13.2 Million Unit Retail New Vehicle SAAR)
- Expect Further Decline In Used Vehicle Pricing And Return To More Normal Market Pricing Variability (Both Wholesale And Retail Pricing)
 - Used Vehicle GPU Could Experience Further Declines Toward Historical Levels
 - Cox Automotive Forecast Calls For Flat Used Vehicle SAAR In 2024 (36.2 Million Units In 2023)
- Interest Rate Improvement Expected In Late 2024, But Affordability Concerns Remain
 - Continued Vehicle Affordability Concerns Could Be A Potential Headwind For Revenues From New Vehicles, Used Vehicles And F&I
 - Sustained Affordability Concerns Could Be A Tailwind For Fixed Operations Revenues, As Consumers May Choose To Make Repairs Vs. Replace A Vehicle
- Annual Floor Plan Interest Expected To Rise Year-Over-Year On Higher Inventory Levels And Lapping Comparisons To Lower Rate Environment In Early 2023

Note: 2024 New Vehicle SAAR Projections From Cox Automotive and J.D. Power. Above Outlook Is Based On Projections. Actual Results May Differ. See "Forward-Looking Statements."



→ FY 2024 Outlook

Consolidated

- Expect Lower Franchised Dealerships Segment Earnings To Be Partially Offset By Higher Earnings In Our EchoPark And Powersports Segments
- Expect \$15-20 Million Increase Floor Plan Interest Expense Due To Higher New Inventory Levels And Higher Average Interest Rates Vs. 2023
- Earnings Per Share Results Will Be Primarily Dependent Upon Rate Of Normalization Of New Vehicle GPU And Rate Of EchoPark Profitability Improvement

Franchised Dealerships Segment

- Expect Low Single Digit Percentage Growth In Revenues And Mid Single Digit Percentage Decline In Gross Profit, Driven By:
 - Continued Normalization Of New Vehicle GPU, Potentially Exiting 2024 In \$3,000 Per Unit Range
 - Low Single Digit Percentage Growth In New And Used Retail Sales Volume
 - Mid Single Digit Percentage Growth In Fixed Operations Gross Profit
 - Low Single Digit Percentage F&I Gross Profit Growth, Driven By Higher Retail Unit Volume And Flat F&I GPU In \$2,400 Per Unit Range
- Expect SG&A Expenses As A % Of Gross Profit In Low 70% Range

EchoPark Segment

- Expect Adjusted EBITDA Breakeven In Q1 2024 And Positive Adjusted EBITDA For FY 2024
 - Realizing Benefits Of Smaller Store Footprint, Driving Higher Volume Throughput And Positive Used Vehicle GPU
 - Expect High Single Digit Percentage F&I GPU Growth
 - Expect SG&A Expenses As A % Of Gross Profit In Mid 80% Range (Target Below 70% At Maturity)

Powersports Segment

- Expect Adjusted EBITDA Between \$10-\$13 Million, With Majority Coming In Q3 (Q1 & Q4 Near Breakeven Due To Seasonality)

Note: Above outlook is based on projections. Actual results may differ. See "Forward-Looking Statements." Financial data may also include certain forward-looking information that is not presented in accordance with GAAP. We believe that a quantitative reconciliation of such forward-looking information to the most directly comparable GAAP financial measure cannot be made available without unreasonable efforts, because a reconciliation of these non-GAAP financial measures would require an estimate of future non-operating items such as impairment charges or gain/loss on property dispositions. Neither the timing nor likelihood of these events, nor their probable significance, can be quantified with a reasonable degree of accuracy. Accordingly, a reconciliation of such forward-looking information to the most directly comparable GAAP financial measure is not provided.



Franchised Dealerships



→ Franchised Dealerships

Stable Business With Organic And Acquisition Growth Opportunities



108 Franchised Dealerships



25+ Brands, Luxury Weighted

Diversified Revenue Streams

- New & Used Vehicle Sales
- Parts & Service (Fixed Ops)
- Finance & Insurance (F&I)



16 Collision Repair Centers

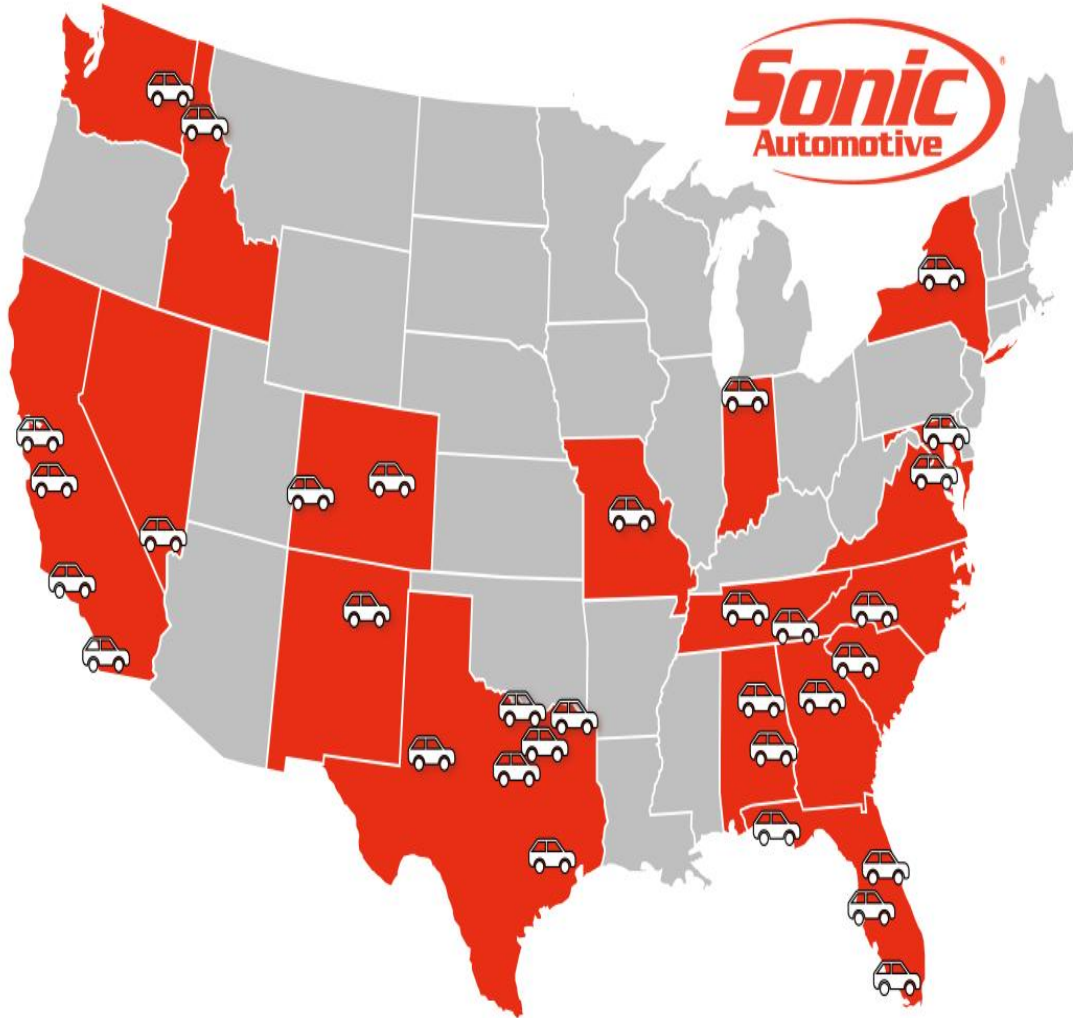


18 States

Resilient And Flexible Business Model Through Economic Cycles



→ Franchised Dealerships – Geographic Footprint



108 Stores, 25+ Brands,
16 Collision Repair Centers



Diversified Geographic
Market Platform



EchoPark



→ EchoPark – Brand Promise



Price. Quality. Experience.



Up To **40%** Below
New Vehicle Price



Up To **\$3,000** Below
Used Vehicle Market
Price



High Quality
Pre-Owned Vehicles With
Available Warranty



Transparent
Guest-Centric
Experience



New Car Feel
Without The New
Car Price



Free CARFAX
Report With
Every Vehicle



Buy & Sell
Your Way –
On-Site Or Online



Complete Purchase
In Under An Hour

Low Cost Omnichannel Model



→ Buy & Sell Your Way



Buy & Sell Your Way

- Our Blend Of Brick And Mortar And eCommerce Strategies Allows Guests To **Choose Their Preferred Buying Approach**
- A **Flexible, Guest-Centric** Experience With Options
- Will Be **Seamless To The Guest**, Regardless Of Which Path They Choose



Buy On-Site

- Complete A Traditional Vehicle Purchase Experience With A **Modern, Technology-Enabled Approach**
- Can Be Completed In **Under An Hour**



Start Online, Finish On-Site Or Buy Completely Online

- Research Online, Utilize Chat, Text, Phone, Zoom To **Reduce In-Person Process**
- Review And Select Insurance Products And Financing Options
- Includes Online Trade-In Appraisal And **Firm Purchase Offer**
- Complete A Full eCommerce Transaction **In Minutes**
- **Conveniently** Test Drive And Finalize Purchase At Nearest Store Location
- **2.5 Million** Unique Visitors To EchoPark.com In Q4 2023

Represents 35% Of Q4 2023
EchoPark Unit Sales Volume

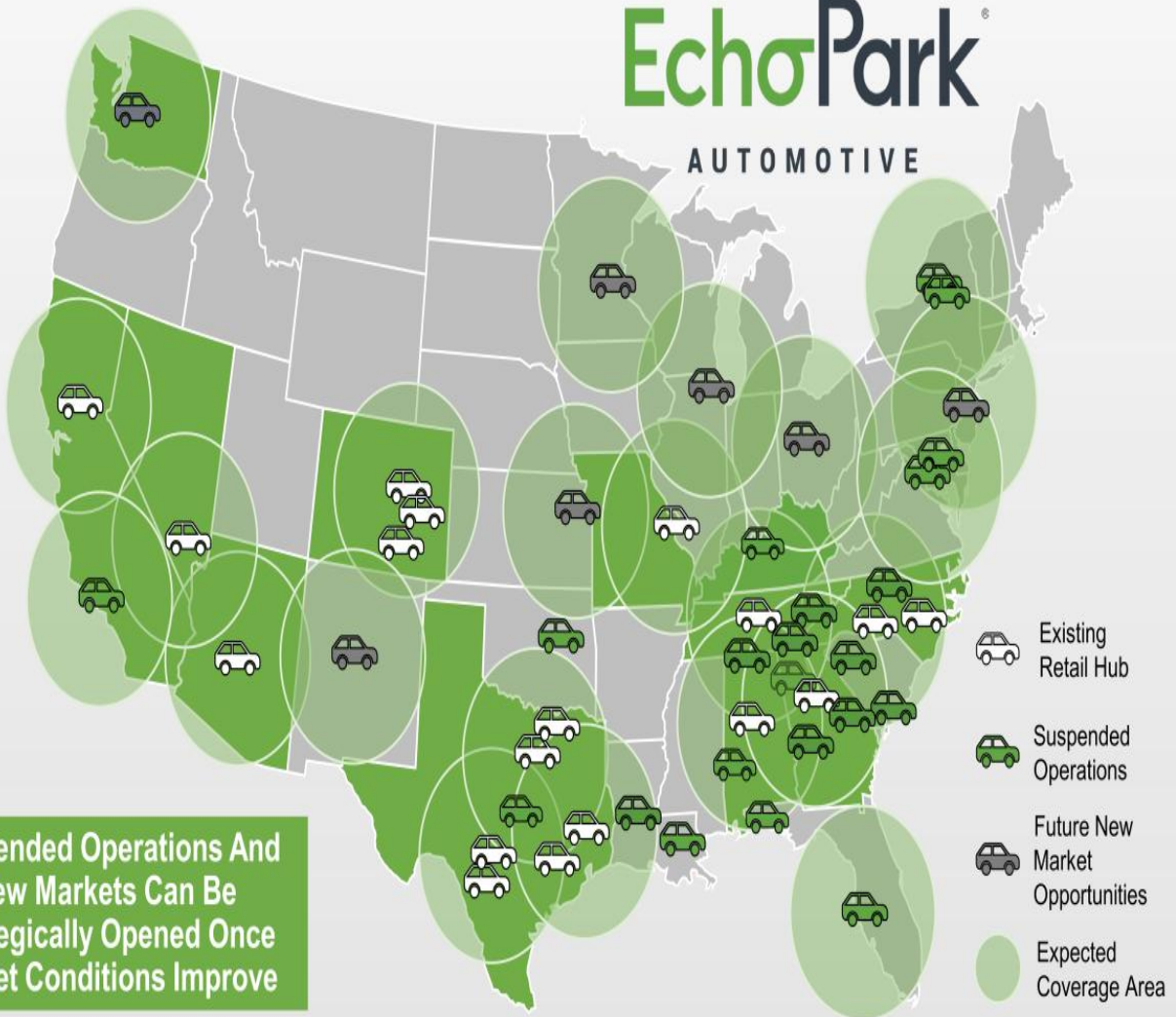


→ EchoPark – Planned Nationwide Distribution Network

Target 90% Population Coverage At Maturity

EchoPark[®]

AUTOMOTIVE

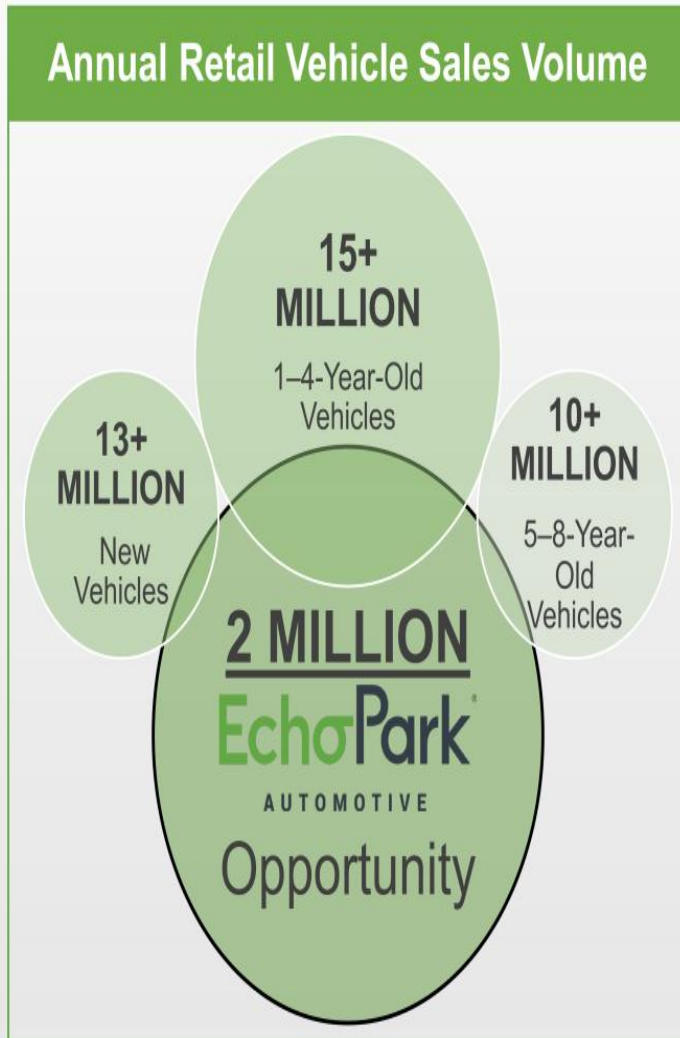


Suspended Operations And New Markets Can Be Strategically Opened Once Market Conditions Improve

Note: Future locations and U.S. population coverage are based on projections. Actual results may differ. See "Forward-Looking Statements."



→ EchoPark – Addressable Market Opportunity



EchoPark®

AUTOMOTIVE

Plan To Achieve
90% Population Coverage

At Maturity Once Market Conditions Improve

Target
10% Market Share

Already Achieving This Share* In Most Mature Market

Pricing Up To
40% Below New

Converts Prospective New Car Buyers

Priced Up to
\$3,000 Below Market Price
Competes On Price vs. Older Vehicles, Consumer Can Buy Newer Vehicle For Same Price

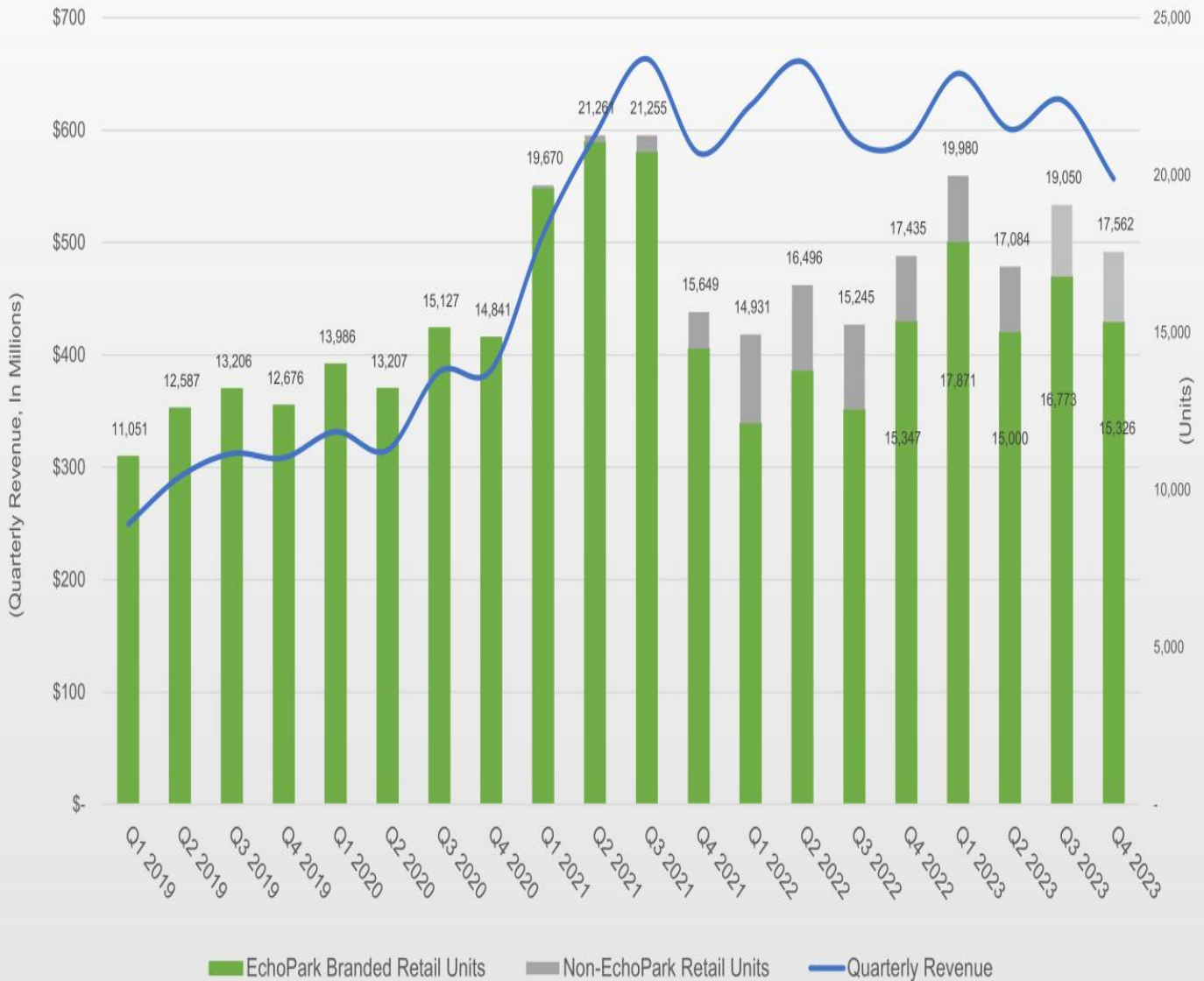
* Share Of Vehicles That Fit Core 1-4-Year-Old Model In Existing EchoPark Markets

Long-Term Strategy Remains Focused On Nearly-New, 1-4-Year-Old Vehicle Segment Despite Recent Strategic Adjustments To Include 5+ Year-Old Inventory

Note: Annual Retail Vehicle Sales Volume, EchoPark Volume Opportunity, Population Coverage And Market Share Targets Are Based On Projections. Actual Results May Differ. See "Forward-Looking Statements."



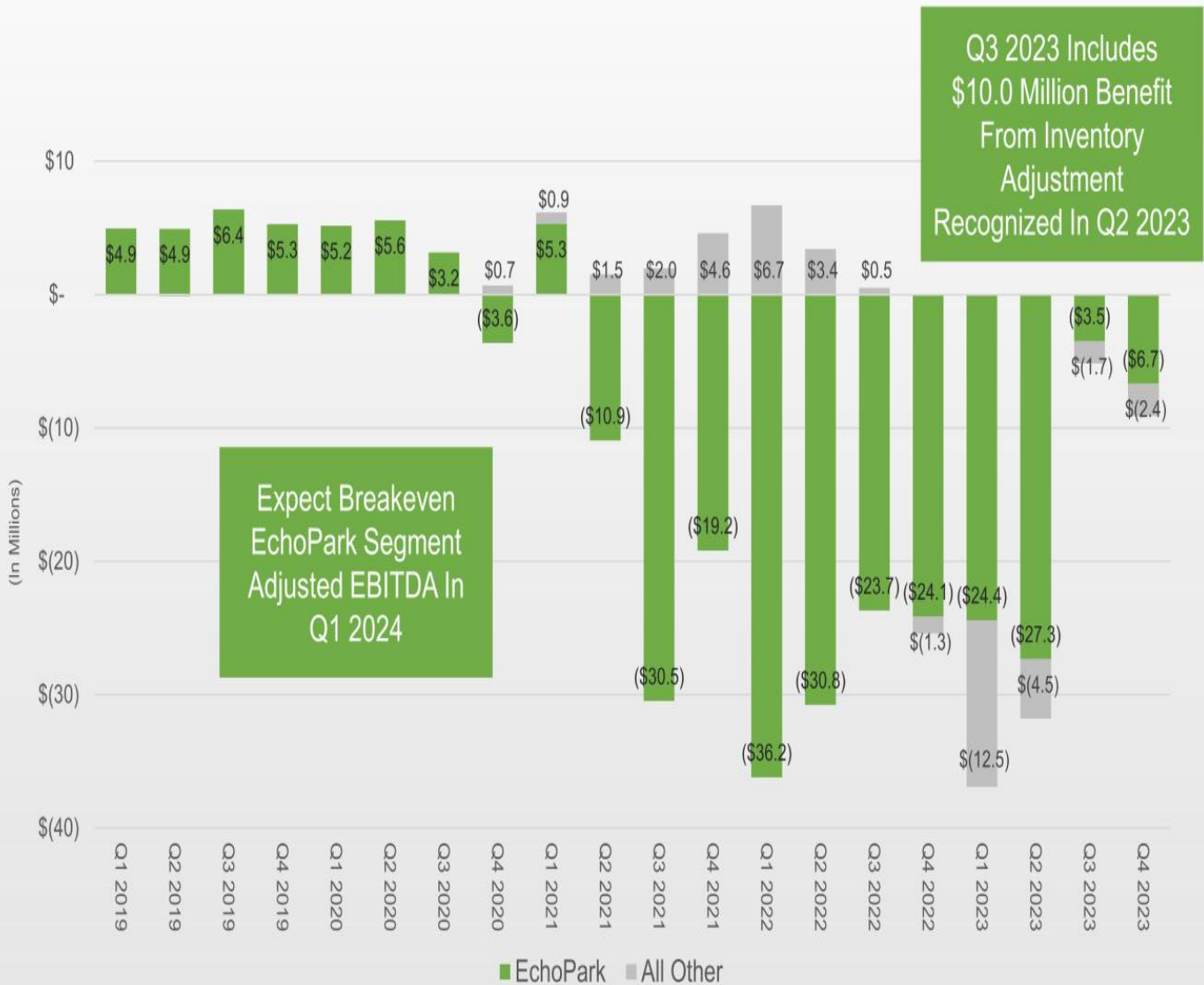
→ EchoPark Segment – Revenue & Unit Volume Trend



Note: EchoPark Branded Retail Units Are Sold At EchoPark Branded Stores. Non-EchoPark Retail Units Are Sold At Stores Within The EchoPark Segment, Including Northwest Motorsport And Other Acquired Pre-Owned Businesses, That Have Not Been Re-Branded As EchoPark.



→ EchoPark Segment – Adjusted EBITDA Trend



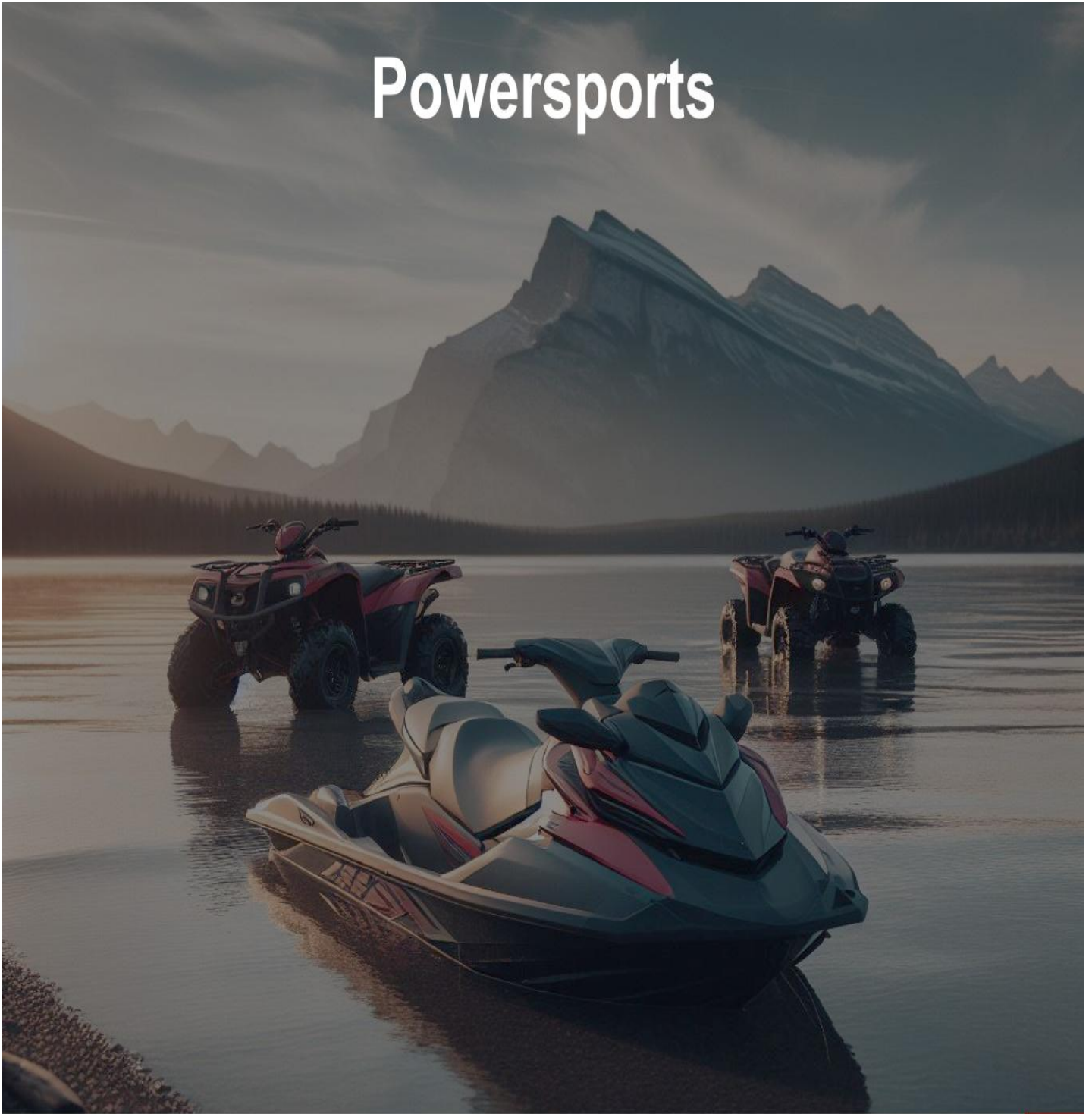
Refer To Appendix For Calculation And Reconciliation of Adjusted EBITDA (A Non-GAAP Measure).

Note: Expected Improvement In Adjusted EBITDA Losses Is Based On Projections. Actual Results May Differ. See "Forward-Looking Statements."

Note: "EchoPark" Data Includes EchoPark-Branded Stores And Corporate/Holding Company Results. "All Other Pre-Owned" Data Includes Northwest Motorsport And Other Acquired Pre-Owned Businesses That Have Not Been Re-Branded As EchoPark.



Powersports



→ Powersports – Opportunistic Growth



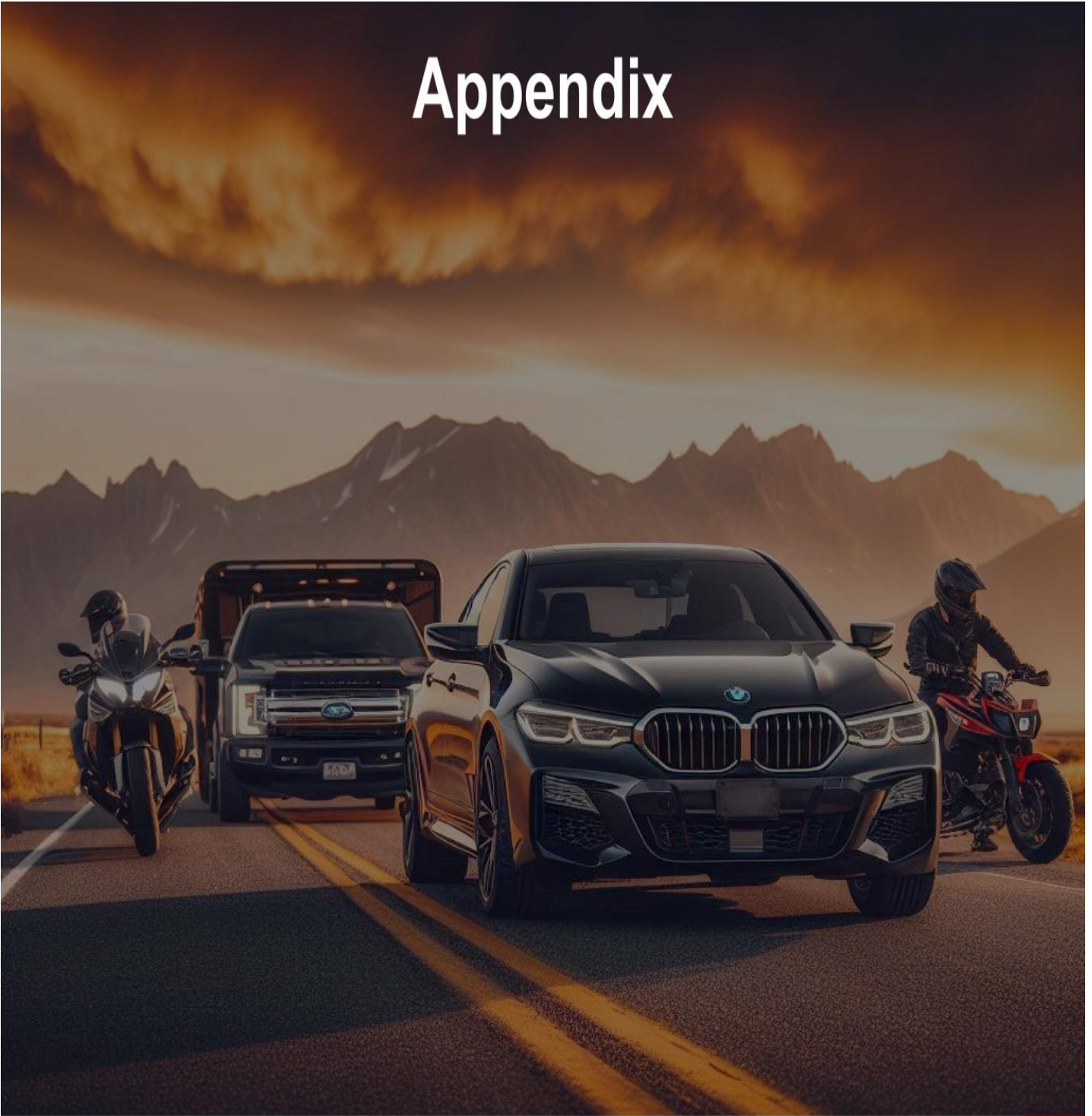
- Growth Via Acquisition At **Attractive Earnings Multiples**
- Consolidation Opportunity In A **\$34 Billion** Market* Where **85% Of U.S. Dealers** Own A Single Location
- Drive **Profitability Enhancement** Through Technology And Process Development
- Generate **Higher Margins** Compared To Traditional Automotive Retail



* Estimated Value Of North American Powersports Industry In 2022, Per Global Market Insights



Appendix



→ GAAP Income Statement Annual Trend – Consolidated

	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019	FY 2023 Better / (Worse) % Change Year-Over-Year
(In millions, except unit, per unit, and per share data)						
Revenues:						
Retail new vehicles	\$ 6,304.6	\$ 5,622.6	\$ 4,993.4	\$ 4,224.4	\$ 4,777.3	12%
Fleet new vehicles	92.2	99.4	124.6	56.8	111.9	(7%)
Total new vehicles	6,396.8	5,722.0	5,118.0	4,281.2	4,889.2	12%
Used vehicles	5,213.6	5,515.4	4,933.6	3,604.2	3,490.0	(5%)
Wholesale vehicles	318.8	484.9	367.2	197.4	202.8	(34%)
Total vehicles	11,929.2	11,722.3	10,418.8	8,082.8	8,582.0	2%
Parts, service and collision repair	1,759.5	1,599.7	1,340.4	1,194.3	1,395.3	10%
Finance, insurance and other, net ("F&I")	683.7	679.1	637.2	489.9	477.0	1%
Total revenues	14,372.4	14,001.1	12,396.4	9,767.0	10,454.3	3%
Gross profit:						
Retail new vehicles	535.4	662.8	459.8	233.2	231.7	(19%)
Fleet new vehicles	4.0	4.9	1.6	0.9	1.4	(18%)
Total new vehicles	539.4	667.7	461.4	234.1	233.1	(19%)
Used vehicles	151.2	180.8	133.0	105.2	147.4	(16%)
Wholesale vehicles	(2.6)	(3.1)	9.6	0.1	(4.5)	16%
Total vehicles	688.0	845.4	604.0	339.4	376.0	(19%)
Parts, service and collision repair	874.0	792.5	673.1	594.3	668.0	10%
Finance, insurance and other, net	683.7	679.1	637.2	489.9	477.0	1%
Total gross profit	2,245.7	2,317.0	1,914.3	1,423.6	1,521.0	(3%)
SG&A expenses	(1,600.5)	(1,555.1)	(1,274.7)	(1,028.7)	(1,099.4)	(3%)
Impairment charges	(79.3)	(320.4)	(0.1)	(270.0)	(20.8)	NM
Depreciation and amortization	(142.3)	(127.5)	(101.1)	(91.0)	(93.1)	(12%)
Operating income (loss)	423.6	314.0	538.4	33.9	307.7	35%
Interest expense, floor plan	(67.2)	(34.3)	(16.7)	(27.2)	(48.5)	(96%)
Interest expense, other, net	(114.6)	(89.9)	(48.0)	(41.6)	(53.0)	(27%)
Other income (expense), net	0.1	0.2	(15.5)	0.1	(6.6)	NM
Income (loss) from continuing operations before taxes	241.9	190.0	458.2	(34.8)	199.6	27%
Income tax benefit (expense)	(63.7)	(101.5)	(109.3)	(15.9)	(55.1)	37%
Net income (loss) from continuing operations	\$ 178.2	\$ 88.5	\$ 348.9	\$ (50.7)	\$ 144.5	101%
Diluted weighted-average shares outstanding	35.9	39.7	43.3	42.5	43.7	10%
Diluted earnings (loss) per share from continuing operations	\$ 4.97	\$ 2.23	\$ 8.06	\$ (1.19)	\$ 3.31	123%
Unit sales volume:						
Retail new vehicles	112,110	101,168	99,943	91,939	111,457	11%
Fleet new vehicles	2,000	2,115	3,543	1,342	2,674	(5%)
Used vehicles	176,147	173,209	183,292	159,025	162,149	2%
Wholesale vehicles	32,330	35,323	36,795	32,057	34,153	(8%)
Gross profit per unit ("GPU"):						
Retail new vehicles	\$ 4,776	\$ 6,552	\$ 4,600	\$ 2,536	\$ 2,078	(27%)
Used vehicles	\$ 859	\$ 1,043	\$ 720	\$ 667	\$ 909	(18%)
F&I	\$ 2,372	\$ 2,475	\$ 2,250	\$ 1,952	\$ 1,743	(4%)

Note: Earnings (Loss) Per Share and Gross Profit Per Unit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



→ Non-GAAP Reconciliation – Annual Trend – Consolidated

(In millions, except per share data)	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
Reported net income (loss) from continuing operations	\$ 178.2	\$ 88.5	\$ 348.9	\$ (50.7)	\$ 144.5
Adjustments:					
Impairment charges	\$ 79.3	\$ 320.4	\$ -	\$ 269.2	\$ 19.6
Acquisition and disposition-related (gain) loss	(20.7)	(9.1)	1.2	(9.2)	(76.0)
Long-term compensation charges	5.1	4.4	6.5	-	6.3
Loss on debt extinguishment	-	-	15.6	-	7.2
Legal and storm damage charges	1.9	-	-	-	-
Loss (gain) on exit of leased dealerships	4.3	-	-	-	-
Used vehicle inventory valuation adjustment	10.0	-	-	-	-
Total pre-tax adjustments	79.9	315.7	23.3	260.0	(42.9)
Tax effect of above items	(19.9)	(22.6)	(5.9)	(40.4)	14.2
Non-recurring tax items	5.8	-	-	-	-
Total net income effect of adjustments	65.8	293.1	17.4	219.6	(28.7)
Adjusted net income (loss) from continuing operations	\$ 244.0	\$ 381.6	\$ 366.3	\$ 168.9	\$ 115.8
Diluted weighted-average shares outstanding	35.9	39.7	43.3	43.9	43.7
Adjusted diluted earnings (loss) per share from continuing operations	\$ 6.81	\$ 9.61	\$ 8.46	\$ 3.85	\$ 2.65
Reported SG&A expenses	\$ (1,600.5)	\$ (1,555.1)	\$ (1,274.7)	\$ (1,028.7)	\$ (1,099.4)
Acquisition and disposition-related (gain) loss	(20.7)	(9.1)	1.2	(9.2)	(76.0)
Long-term compensation charges	5.1	4.4	6.5	-	6.3
Legal and storm damage charges	1.9	-	-	-	-
Loss (gain) on exit of leased dealerships	4.3	-	-	-	-
Adjusted SG&A expenses	\$ (1,609.9)	\$ (1,559.8)	\$ (1,267.0)	\$ (1,037.9)	\$ (1,169.1)
Adjusted SG&A expenses as a percentage of gross profit	71.4%	67.3%	66.2%	72.9%	76.9%
Reported net income (loss)	\$ 178.2	\$ 88.5	\$ 348.9	\$ (51.4)	\$ 144.1
Income tax (benefit) expense	63.7	101.5	109.3	15.6	55.0
Income (loss) before taxes	241.9	190.0	458.2	(35.8)	199.1
Non-floor plan interest	108.1	84.7	44.7	38.7	50.5
Depreciation and amortization	148.8	132.7	104.3	93.9	95.6
Stock-based compensation expense	23.3	16.0	15.0	11.7	10.8
Loss (gain) on exit of leased dealerships	4.3	-	-	-	(0.2)
Impairment charges	79.3	320.4	0.1	270.0	20.8
Loss on debt extinguishment	-	-	15.6	-	6.7
Long-term compensation charges	5.1	4.4	8.0	-	-
Acquisition and disposition-related (gain) loss	(20.4)	(9.7)	(0.4)	(8.2)	(74.8)
Hail and storm damage charges	1.9	-	-	-	-
Used vehicle inventory valuation adjustment	10.0	-	-	-	-
Adjusted EBITDA	\$ 602.3	\$ 738.5	\$ 645.5	\$ 370.3	\$ 308.5
Long-term debt (including current portion)	\$ 1,616.7	\$ 1,751.7	\$ 1,561.2	\$ 720.1	\$ 706.9
Cash and equivalents	(28.9)	(229.2)	(299.4)	(170.3)	(29.1)
Floor plan deposit balance	(345.0)	(272.0)	(99.8)	(73.2)	-
Net debt	\$ 1,242.8	\$ 1,250.5	\$ 1,162.0	\$ 476.6	\$ 677.8
Net debt to adjusted EBITDA ratio	2.06	1.69	1.80	1.29	2.20
Long-term debt (including current portion) to adjusted EBITDA ratio	2.68	2.37	2.42	1.94	2.29

Note: Earnings (Loss) Per Share and SG&A Expenses As A Percentage Of Gross Profit Metrics Are Calculated Based On Actual Unrounded Amounts

Note: Balance Sheet Amounts Are As Of December 31 For The FY Then Ended, Balance Sheet Amounts For LTM Q3 2023 Are As Of September 30, 2023

NM = Not Meaningful



→ GAAP Income Statement Quarterly Trend – Consolidated

(In millions, except unit, per unit, and per share data)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change	
						Sequential	Year-Over-Year
Revenues:							
Retail new vehicles	\$ 1,680.2	\$ 1,573.5	\$ 1,608.2	\$ 1,442.8	\$ 1,555.3	7%	8%
Fleet new vehicles	21.8	23.2	28.3	18.8	29.3	(6%)	(26%)
Total new vehicles	1,702.0	1,596.7	1,636.5	1,461.6	1,584.6	7%	7%
Used vehicles	1,222.4	1,340.4	1,305.9	1,344.9	1,341.1	(9%)	(9%)
Wholesale vehicles	62.6	79.3	91.5	85.6	80.0	(21%)	(22%)
Total vehicles	2,987.0	3,016.4	3,033.9	2,892.1	3,005.7	(1%)	(1%)
Parts, service and collision repair	431.9	453.4	443.7	430.5	411.1	(5%)	5%
Finance, insurance and other, net ("F&I")	166.0	173.7	175.3	168.6	173.8	(4%)	(4%)
Total revenues	3,584.9	3,643.5	3,652.9	3,491.2	3,590.6	(2%)	0%
Gross profit:							
Retail new vehicles	124.5	131.4	141.4	138.1	164.6	(5%)	(24%)
Fleet new vehicles	0.9	0.9	1.3	0.9	1.8	(7%)	(49%)
Total new vehicles	125.4	132.3	142.7	139.0	166.4	(5%)	(25%)
Used vehicles	37.5	52.3	31.5	30.0	35.5	(28%)	6%
Wholesale vehicles	(3.2)	(1.4)	(1.0)	3.0	(3.7)	(121%)	10%
Total vehicles	159.7	183.2	173.2	172.0	198.2	(13%)	(19%)
Parts, service and collision repair	215.4	225.3	220.4	212.9	204.1	(4%)	6%
Finance, insurance and other, net	166.0	173.7	175.3	168.6	173.8	(4%)	(4%)
Total gross profit	541.1	582.2	568.9	553.5	576.1	(7%)	(6%)
SG&A expenses	(386.3)	(409.6)	(391.9)	(412.8)	(366.3)	6%	(5%)
Impairment charges	(16.7)	-	(62.6)	-	(320.4)	NM	NM
Depreciation and amortization	(36.6)	(35.2)	(36.1)	(34.3)	(33.5)	(4%)	(9%)
Operating income (loss)	101.5	137.4	78.3	106.4	(144.1)	(26%)	170%
Interest expense, floor plan	(18.4)	(17.4)	(17.0)	(14.6)	(13.6)	(6%)	(35%)
Interest expense, other, net	(28.3)	(29.0)	(28.9)	(28.4)	(24.9)	2%	(14%)
Other income (expense), net	(0.1)	0.2	0.1	0.2	0.1	NM	NM
Income (loss) before taxes	54.7	91.2	32.5	63.6	(182.5)	(40%)	130%
Income tax benefit (expense)	(16.0)	(22.8)	(9.1)	(15.9)	(8.4)	30%	(90%)
Net income (loss)	\$ 38.7	\$ 68.4	\$ 23.4	\$ 47.7	\$ (190.9)	(43%)	120%
Unit sales volume:							
Retail new vehicles	29,439	28,260	28,754	25,657	27,278	4%	8%
Fleet new vehicles	500	469	590	441	661	7%	(24%)
Used vehicles	42,216	45,428	42,972	45,531	44,303	(7%)	(5%)
Wholesale vehicles	7,127	7,996	8,801	8,406	8,094	(11%)	(12%)
Gross profit per unit ("GPU"):							
Retail new vehicles	\$ 4,230	\$ 4,649	\$ 4,918	\$ 5,381	\$ 6,034	(9%)	(30%)
Used vehicles	\$ 888	\$ 1,150	\$ 732	\$ 660	\$ 800	(23%)	11%
F&I	\$ 2,317	\$ 2,357	\$ 2,445	\$ 2,369	\$ 2,428	(2%)	(5%)

Note: Earnings (Loss) Per Share and Gross Profit Per Unit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



→ Non-GAAP Reconciliation – Quarterly Trend – Consolidated

(In millions, except per share data)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change	
						Sequential	Year-Over-Year
Reported net income (loss)	\$ 38.7	\$ 68.4	\$ 23.4	\$ 47.7	\$ (190.9)	(43%)	120%
Adjustments:							
Impairment charges	\$ 16.7	\$ -	\$ 62.6	\$ -	\$ 320.4	NM	NM
Acquisition and disposition-related (gain) loss	-	-	(20.7)	-	(9.1)	NM	NM
Severance and long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Total pre-tax adjustments	16.7	4.8	56.4	2.0	311.3	NM	NM
Tax effect of above items	(4.3)	(1.2)	(13.8)	(0.5)	(22.6)	NM	NM
Non-recurring tax items	5.8	-	-	-	-	NM	NM
Total net income effect of adjustments	18.2	3.6	42.6	1.5	288.7	NM	NM
Adjusted net income (loss)	\$ 56.9	\$ 72.0	\$ 66.0	\$ 49.2	\$ 97.8	(21%)	(42%)
Diluted weighted-average shares outstanding	34.8	35.6	36	36.9	37.4	2%	7%
Adjusted diluted earnings (loss) per share	\$ 1.63	\$ 2.02	\$ 1.83	\$ 1.33	\$ 2.61	(19%)	(38%)
Reported gross profit	\$ 541.1	\$ 582.2	\$ 568.9	\$ 553.5	\$ 576.1	(7%)	(6%)
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Adjusted gross profit	\$ 541.1	\$ 582.2	\$ 578.9	\$ 553.5	\$ 576.1	(7%)	(6%)
Reported SG&A expenses	\$ (386.3)	\$ (409.6)	\$ (391.9)	\$ (412.8)	\$ (366.3)	6%	(5%)
Acquisition and disposition-related (gain) loss	-	-	(20.7)	-	(9.1)	NM	NM
Severance and long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Adjusted SG&A expenses	\$ (386.3)	\$ (404.8)	\$ (408.1)	\$ (410.8)	\$ (375.4)	5%	(3%)
Adjusted SG&A expenses as a percentage of gross profit	71.4%	69.5%	70.5%	74.2%	65.2%	(190) bps	(620) bps
Reported net income (loss)	\$ 38.7	\$ 68.4	\$ 23.4	\$ 47.7	\$ (190.9)	NM	NM
Income tax (benefit) expense	16.0	22.8	9.1	15.9	8.4	NM	NM
Income (loss) before taxes	54.7	91.2	32.5	63.6	(182.5)	NM	NM
Non-floor plan interest	26.7	27.3	27.2	26.9	23.5	NM	NM
Depreciation and amortization	38.3	36.9	37.7	35.9	34.9	NM	NM
Stock-based compensation expense	6.0	6.7	5.6	5.0	3.6	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Impairment charges	16.7	-	62.6	-	320.4	NM	NM
Severance and long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Acquisition and disposition-related (gain) loss	-	0.3	(20.7)	-	(9.2)	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Adjusted EBITDA	\$ 142.4	\$ 167.2	\$ 159.4	\$ 133.4	\$ 190.7	(15%)	(25%)

Note: Earnings (Loss) Per Share and SG&A Expenses As A Percentage Of Gross Profit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



GAAP Income Statement – Quarterly Trend – Franchised Dealerships Segment

(In millions, except unit and per unit data)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse)	% Change
						Sequential	Year-Over-Year
Revenues:							
Retail new vehicles	\$ 1,664.1	\$ 1,546.7	\$ 1,583.3	\$ 1,421.0	\$ 1,534.5	8%	8%
Fleet new vehicles	21.8	23.2	28.3	18.8	29.4	(6%)	(26%)
Total new vehicles	1,685.9	1,569.9	1,611.6	1,439.8	1,563.9	7%	8%
Used vehicles	727.5	780.7	774.5	767.6	823.4	(7%)	(12%)
Wholesale vehicles	39.3	51.4	55.6	58.4	52.6	(24%)	(25%)
Total vehicles	2,452.7	2,402.0	2,441.7	2,265.8	2,439.9	2%	1%
Parts, service and collision repair	425.2	431.8	433.4	423.8	404.8	(2%)	5%
Finance, insurance and other, net ("F&I")	123.2	126.0	132.2	117.1	128.0	(2%)	(4%)
Total revenues	3,001.1	2,959.8	3,007.3	2,806.7	2,972.7	1%	1%
Gross profit:							
Retail new vehicles	122.2	125.5	136.9	134.0	160.8	(3%)	(24%)
Fleet new vehicles	0.9	0.9	1.3	0.9	1.8	(7%)	(49%)
Total new vehicles	123.1	126.4	138.2	134.9	162.6	(3%)	(24%)
Used vehicles	35.1	42.6	44.5	40.8	38.4	(18%)	(9%)
Wholesale vehicles	(2.7)	(1.5)	(1.0)	1.9	(3.2)	(74%)	20%
Total vehicles	155.5	167.5	181.7	177.6	197.8	(7%)	(21%)
Parts, service and collision repair	212.6	215.1	215.4	209.6	200.9	(1%)	6%
Finance, insurance and other, net	123.2	126.0	132.2	117.1	128.0	(2%)	(4%)
Total gross profit	491.3	508.6	529.3	504.3	526.7	(3%)	(7%)
SG&A expenses	(329.1)	(338.3)	(316.1)	(331.2)	(298.1)	3%	(10%)
Impairment charges	(1.0)	-	-	-	(115.5)	NM	NM
Depreciation and amortization	(29.4)	(28.2)	(27.9)	(26.5)	(26.0)	(5%)	(13%)
Operating income (loss)	131.8	142.1	185.3	146.6	87.1	(7%)	51%
Interest expense, floor plan	(14.6)	(12.9)	(11.9)	(9.9)	(9.8)	(13%)	(49%)
Interest expense, other, net	(27.5)	(27.9)	(27.5)	(26.9)	(23.4)	1%	(17%)
Other income (expense), net	0.1	0.2	-	-	-	NM	NM
Income (loss) before taxes	\$ 89.8	\$ 101.5	\$ 145.9	\$ 109.8	\$ 53.9	(11%)	67%
Unit sales volume:							
Retail new vehicles	28,491	26,869	27,358	24,539	26,239	6%	9%
Fleet new vehicles	500	469	590	441	661	7%	(24%)
Used vehicles	24,365	25,541	25,197	25,107	26,631	(5%)	(9%)
Wholesale vehicles	4,440	5,163	5,516	5,483	5,616	(14%)	(21%)
Gross profit per unit ("GPU"):							
Retail new vehicles	\$ 4,289	\$ 4,672	\$ 5,003	\$ 5,463	\$ 6,130	(8%)	(30%)
Used vehicles	\$ 1,440	\$ 1,666	\$ 1,765	\$ 1,626	\$ 1,442	(14%)	0%
F&I	\$ 2,330	\$ 2,403	\$ 2,516	\$ 2,360	\$ 2,421	(3%)	(4%)

Note: Gross Profit Per Unit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



→ Non-GAAP Reconciliation – Quarterly Trend – Franchised Dealerships Segment

(In millions)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change Sequential	Year-Over-Year
Reported income (loss) before taxes	\$ 89.8	\$ 101.5	\$ 145.9	\$ 109.8	\$ 53.9	(11%)	67%
Impairment charges	1.0	-	-	-	115.5	NM	NM
Segment income (loss)	\$ 90.8	\$ 101.5	\$ 145.9	\$ 109.8	\$ 169.4	(11%)	(46%)
Acquisition and disposition-related (gain) loss	-	-	(20.9)	-	(9.1)	NM	NM
Long-term compensation charges	-	-	-	-	-	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Adjusted segment income (loss)	\$ 90.8	\$ 101.5	\$ 126.9	\$ 109.8	\$ 160.3	(11%)	(43%)
Reported SG&A expenses	\$ (329.1)	\$ (338.3)	\$ (316.1)	\$ (331.2)	\$ (298.1)	3%	(10%)
Acquisition and disposition-related (gain) loss	-	-	(20.9)	-	(9.1)	NM	NM
Long-term compensation charges	-	-	-	-	-	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Adjusted SG&A expenses	\$ (329.1)	\$ (338.3)	\$ (335.1)	\$ (331.2)	\$ (307.2)	3%	(7%)
Adjusted SG&A expenses as a percentage of gross profit	67.0%	66.5%	63.3%	65.7%	58.3%	(50) bps	(870) bps
Income (loss) before taxes	\$ 89.8	\$ 101.5	\$ 145.9	\$ 109.8	\$ 53.9	NM	NM
Non-floor plan interest	25.9	26.2	25.8	25.4	22.0	NM	NM
Depreciation and amortization	31.2	29.9	29.3	28.2	27.4	NM	NM
Stock-based compensation expense	6.0	6.7	5.6	5.0	3.6	NM	NM
Impairment charges	1.0	-	-	-	115.5	NM	NM
Long-term compensation charges	-	-	-	-	-	NM	NM
Acquisition and disposition-related (gain) loss	-	0.2	(20.7)	-	(9.2)	NM	NM
Hail and storm damage charges	-	-	1.9	-	-	NM	NM
Adjusted EBITDA	\$ 153.9	\$ 164.5	\$ 187.8	\$ 168.4	\$ 213.2	(6%)	(28%)

Note: SG&A Expenses As A Percentage Of Gross Profit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



GAAP Income Statement – Quarterly Trend – EchoPark Segment

(In millions, except unit and per unit data)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change Sequential	Year-Over-Year
Revenues:							
Retail new vehicles	\$ -	\$ -	\$ -	\$ 1.0	\$ 2.0	(96%)	(100%)
Used vehicles	492.5	554.8	524.0	572.5	515.5	(11%)	(4%)
Wholesale vehicles	22.6	26.6	35.5	27.0	27.3	(15%)	(17%)
Total vehicles	515.1	581.4	559.5	600.5	544.8	(11%)	(5%)
Finance, insurance and other, net ("F&I")	41.5	45.3	41.1	50.0	44.5	(8%)	(7%)
Total revenues	556.6	626.7	600.6	650.5	589.3	(11%)	(6%)
Gross profit:							
Retail new vehicles	-	-	-	0.1	0.2	127%	(99%)
Used vehicles	1.7	7.3	(14.3)	(11.8)	(3.6)	(77%)	147%
Wholesale vehicles	(0.4)	0.2	-	1.1	(0.3)	(797%)	(56%)
Total vehicles	1.3	7.5	(14.3)	(10.6)	(3.7)	(83%)	134%
Finance, insurance and other, net	41.5	45.3	41.1	50.0	44.5	(8%)	(7%)
Total gross profit	42.8	52.8	26.8	39.4	40.8	(19%)	5%
SG&A expenses	(48.0)	(58.6)	(66.6)	(73.8)	(62.3)	18%	23%
Impairment charges	(15.7)	-	(62.6)	-	(204.9)	NM	NM
Depreciation and amortization	(6.2)	(6.1)	(7.4)	(7.0)	(7.0)	(2%)	12%
Operating income (loss)	(27.1)	(11.9)	(109.8)	(41.4)	(233.4)	(128%)	88%
Interest expense, floor plan	(3.8)	(4.3)	(4.8)	(4.6)	(3.9)	10%	1%
Interest expense, other, net	(0.7)	(0.7)	(0.9)	(0.9)	(0.9)	8%	23%
Other income (expense), net	-	-	0.1	0.1	-	NM	NM
Income (loss) before taxes	\$ (31.6)	\$ (16.9)	\$ (115.4)	\$ (46.8)	\$ (238.2)	(87%)	87%
Unit sales volume:							
Retail new vehicles	-	-	-	11	26	0%	(100%)
Used vehicles	17,562	19,050	17,084	19,980	17,435	(8%)	1%
Wholesale vehicles	2,621	2,740	3,235	2,916	2,444	(4%)	7%
Gross profit per unit ("GPU"):							
Total used vehicle and F&I	\$ 2,461	\$ 2,767	\$ 1,569	\$ 1,907	\$ 2,340	(11%)	5%

Note: Gross Profit Per Unit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



Non-GAAP Reconciliation – Quarterly Trend – EchoPark Segment

(In millions)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change	
						Sequential	Year-Over-Year
Reported income (loss) before taxes	\$ (31.6)	\$ (16.9)	\$ (115.4)	\$ (46.8)	\$ (238.2)	(87%)	87%
Impairment charges	15.7	-	62.6	-	204.9	NM	NM
Segment income (loss)	\$ (15.9)	\$ (16.9)	\$ (52.8)	\$ (46.8)	\$ (33.3)	6%	52%
Acquisition and disposition-related (gain) loss	-	-	0.2	-	-	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Severance and long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Adjusted segment income (loss)	\$ (15.9)	\$ (12.1)	\$ (40.0)	\$ (44.8)	\$ (33.3)	(32%)	52%
Reported gross profit	\$ 42.8	\$ 52.8	\$ 26.8	\$ 39.4	\$ 40.8	(19%)	5%
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Adjusted gross profit	\$ 42.8	\$ 52.8	\$ 36.8	\$ 39.4	\$ 40.8	(19%)	5%
Reported SG&A expenses	\$ (48.0)	\$ (58.6)	\$ (66.6)	\$ (73.8)	\$ (62.3)	18%	23%
Acquisition and disposition-related (gain) loss	-	-	0.2	-	-	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Severance and long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Adjusted SG&A expenses	\$ (48.0)	\$ (53.8)	\$ (63.8)	\$ (71.8)	\$ (62.3)	11%	23%
Adjusted SG&A expenses as a percentage of gross profit	112.3%	101.9%	173.5%	182.1%	152.8%	(1,040) bps	4,050 bps
Income (loss) before taxes	\$ (31.6)	\$ (16.9)	\$ (115.4)	\$ (46.8)	\$ (238.2)	NM	NM
Non-floor plan interest	0.7	0.7	0.8	0.9	0.9	NM	NM
Depreciation and amortization	6.1	6.1	7.6	7.0	7.0	NM	NM
Lease exit charges	-	3.9	0.4	-	-	NM	NM
Impairment charges	15.7	-	62.6	-	204.9	NM	NM
Long-term compensation charges	-	0.9	2.2	2.0	-	NM	NM
Acquisition and disposition-related (gain) loss	-	0.1	-	-	-	NM	NM
Used vehicle inventory valuation adjustment	-	-	10.0	-	-	NM	NM
Adjusted EBITDA	\$ (9.1)	\$ (5.2)	\$ (31.8)	\$ (36.9)	\$ (25.4)	75%	(64%)

Note: SG&A Expenses As A Percentage Of Gross Profit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



GAAP Income Statement – Quarterly Trend – Powersports Segment

(In millions, except unit and per unit data)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) Sequential	% Change Year-Over-Year
Revenues:							
Retail new vehicles	\$ 16.1	\$ 26.8	\$ 24.9	\$ 20.8	\$ 18.8	(40%)	NM
Used vehicles	2.4	4.9	7.4	4.8	2.1	(51%)	NM
Wholesale vehicles	0.7	1.3	0.4	0.2	0.1	NM	NM
Total vehicles	19.2	33.0	32.7	25.8	21.0	(42%)	NM
Parts, service and collision repair	6.7	21.6	10.3	6.7	6.3	(69%)	NM
Finance, insurance and other, net ("F&I")	1.3	2.4	2.0	1.5	1.3	(45%)	NM
Total revenues	27.2	57.0	45.0	34.0	28.6	(52%)	NM
Gross profit:							
Retail new vehicles	2.3	5.9	4.5	4.0	3.6	(61%)	NM
Used vehicles	0.7	2.4	1.3	1.0	0.7	(72%)	NM
Wholesale vehicles	(0.1)	(0.1)	-	-	-	NM	NM
Total vehicles	2.9	8.2	5.8	5.0	4.3	(66%)	NM
Parts, service and collision repair	2.8	10.2	5.0	3.3	3.1	(72%)	NM
Finance, insurance and other, net	1.3	2.4	2.0	1.5	1.3	(45%)	NM
Total gross profit	7.0	20.8	12.8	9.8	8.7	(66%)	NM
SG&A expenses	(9.2)	(12.7)	(9.2)	(7.8)	(5.9)	28%	NM
Impairment charges	-	-	-	-	-	NM	NM
Depreciation and amortization	(1.0)	(0.9)	(0.8)	(0.8)	(0.6)	(12%)	NM
Operating income (loss)	(3.2)	7.2	2.8	1.2	2.2	(144%)	NM
Interest expense, floor plan	-	(0.2)	(0.3)	(0.1)	-	NM	NM
Interest expense, other, net	(0.2)	(0.4)	(0.5)	(0.6)	(0.6)	58%	NM
Other income (expense), net	(0.1)	-	-	0.1	0.2	NM	NM
Income (loss) before taxes	\$ (3.5)	\$ 6.6	\$ 2.0	\$ 0.6	\$ 1.8	(154%)	NM
Unit sales volume:							
Retail new vehicles	948	1,391	1,396	1,107	1,013	(32%)	NM
Used vehicles	289	837	691	444	237	(65%)	NM
Wholesale vehicles	66	93	50	7	34	NM	NM
Gross profit per unit ("GPU"):							
Retail new vehicles	\$ 2,429	\$ 4,213	\$ 3,235	\$ 3,573	\$ 3,535	(42%)	NM
Used vehicles	\$ 2,307	\$ 2,833	\$ 1,942	\$ 2,328	\$ 2,860	(19%)	NM
F&I	\$ 1,066	\$ 1,075	\$ 952	\$ 980	\$ 1,026	(1%)	NM

Note: Gross Profit Per Unit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



→ Non-GAAP Reconciliation – Quarterly Trend – Powersports Segment

(In millions)	Q4 2023	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q4 2023	
						Better / (Worse) % Change Sequential	% Change Year-Over-Year
Reported income (loss) before taxes	\$ (3.5)	\$ 6.6	\$ 2.0	\$ 0.6	\$ 1.8	(154%)	NM
Impairment charges	-	-	-	-	-	NM	NM
Segment income (loss)	\$ (3.5)	\$ 6.6	\$ 2.0	\$ 0.6	\$ 1.8	(154%)	NM
Reported SG&A expenses	\$ (9.2)	\$ (12.7)	\$ (9.2)	\$ (7.8)	\$ (5.9)	28%	NM
Reported SG&A expenses as a percentage of gross profit	131.6%	61.1%	71.6%	80.1%	68.4%	(7,050) bps	NM
Income (loss) before taxes	\$ (3.5)	\$ 6.6	\$ 2.0	\$ 0.6	\$ 1.8	NM	NM
Non-floor plan interest	0.1	0.4	0.6	0.6	0.6	NM	NM
Depreciation and amortization	1.0	0.9	0.8	0.7	0.5	NM	NM
Adjusted EBITDA	\$ (2.4)	\$ 7.9	\$ 3.4	\$ 1.9	\$ 2.9	(130%)	NM

Note: SG&A Expenses As A Percentage Of Gross Profit Metrics Are Calculated Based On Actual Unrounded Amounts

NM = Not Meaningful



→ Non-GAAP Reconciliation – Adjusted EBITDA – EchoPark Segment

(In millions)	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Income (loss) before taxes	\$ (32.9)	\$ (26.8)	\$ (35.3)	\$ (34.2)	\$ (31.1)	\$ (238.2)	\$ (46.8)	\$ (115.4)	\$ (16.9)	\$ (31.6)
Non-floor plan interest	0.3	0.7	0.7	1.0	1.1	0.9	0.9	0.8	0.7	0.7
Depreciation and amortization	4.0	4.9	5.1	5.9	6.8	7.0	7.0	7.4	6.1	6.1
Loss (gain) on exit of leased dealerships	-	-	-	-	-	-	-	0.4	3.9	-
Impairment charges	-	0.1	-	-	-	204.9	-	62.6	-	15.7
Long-term compensation charges	0.5	6.5	-	-	-	-	2.0	2.2	0.9	-
Acquisition and disposition-related (gain) loss	(0.4)	-	-	-	-	-	-	0.2	0.1	-
Used vehicle inventory adjustment	-	-	-	-	-	-	-	10.0	-	-
Adjusted EBITDA	\$ (28.5)	\$ (14.6)	\$ (29.5)	\$ (27.3)	\$ (23.2)	\$ (25.4)	\$ (36.9)	\$ (31.8)	\$ (5.2)	\$ (9.1)

(In millions)	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Income (loss) before taxes	\$ 0.2	\$ 1.7	\$ 2.1	\$ (14.5)	\$ 2.1	\$ 2.6	\$ 0.2	\$ (0.8)	\$ 2.0	\$ (14.4)
Non-floor plan interest	0.5	0.4	0.5	0.4	0.4	0.2	0.1	0.2	0.4	0.3
Depreciation and amortization	2.4	2.7	2.7	2.8	2.7	2.8	2.8	2.9	3.3	4.2
Loss (gain) on exit of leased dealerships	-	-	-	-	-	-	-	-	-	-
Impairment charges	1.9	-	1.1	16.6	-	-	-	-	-	-
Long-term compensation charges	-	-	-	-	-	-	-	-	0.5	0.5
Acquisition and disposition-related (gain) loss	-	-	-	-	-	-	-	(5.2)	-	-
Used vehicle inventory adjustment	-	-	-	-	-	-	-	-	-	-
Adjusted EBITDA	\$ 5.0	\$ 4.8	\$ 6.4	\$ 5.3	\$ 5.2	\$ 5.6	\$ 3.1	\$ (2.9)	\$ 6.2	\$ (9.4)





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