

A photograph of a modern car dealership interior, featuring several cars on display, including a dark blue sedan and a black SUV. The background shows a large, open space with high ceilings and large windows. The image is overlaid with a semi-transparent blue geometric shape on the left and right sides.

AutoNation.

Third Quarter 2025 Earnings Release

October 23, 2025

Forward-Looking Statements

This news release contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Words such as “anticipates,” “expects,” “estimates,” “intends,” “goals,” “targets,” “projects,” “plans,” “believes,” “continues,” “may,” “will,” “could,” and variations of such words and similar expressions are intended to identify such forward-looking statements. Statements regarding our strategic initiatives, partnerships, and investments, including AutoNation Finance, statements regarding our expectations for shareholder returns, potential tariff-related impacts, and the future performance of our business and the automotive retail industry, including during 2025, and other statements that describe our objectives, goals, or plans, are forward-looking statements. Our forward-looking statements reflect our current expectations concerning future results and events, and they involve known and unknown risks, uncertainties, and other factors that are difficult to predict and may cause our actual results, performance, or achievements to be materially different from any future results, performance, and achievements expressed or implied by these statements. These risks, uncertainties, and other factors include, among others: economic conditions, including changes in tariffs, unemployment, interest, and/or inflation rates, consumer demand, and fuel prices; our ability to implement successfully our strategic acquisitions, initiatives, partnerships, and investments; our ability to maintain or improve gross profit margins; our ability to maintain or gain market share; legal, reputational, and financial risks resulting from cyber incidents and the potential impact on our operating results; the receipt of any insurance or other recoveries in connection with any cyber incidents; our ability to successfully implement and maintain expense controls; our ability to maintain and enhance our retail brands and reputation and to attract consumers to our own digital channels; our ability to acquire and integrate successfully new acquisitions; restrictions imposed by vehicle manufacturers and our ability to obtain manufacturer approval for franchise acquisitions; the success and financial viability and the incentive and marketing programs of vehicle manufacturers and distributors with which we hold franchises; natural disasters and other adverse weather events; the resolution of legal and administrative proceedings; changes in automotive laws and regulations affecting our business, including fuel economy requirements; factors affecting our goodwill and other intangible asset impairment testing; and other factors described in our news releases and filings made under the securities laws, including, among others, our Annual Reports on Form 10-K, our Quarterly Reports on Form 10-Q and our Current Reports on Form 8-K. Forward-looking statements contained in this news release speak only as of the date of this news release, and we undertake no obligation to update these forward-looking statements to reflect subsequent events or circumstances.

3Q 2025 Overview

HIGHLIGHTS

New Vehicle Unit Growth (SS)	+4%
Used Vehicle Unit Growth (SS)	+2%
CFS Gross Profit (SS)	+11%
After-Sales Gross Profit (SS)	+7%
AN Finance Portfolio	\$2+B
Adjusted Free Cash Flow (YTD)	\$786M
Capital Deployment (YTD)	\$1.0B

Double-digit Domestic growth; record BEV sales

Higher profitability YoY, strong wholesale performance

7% unit profitability, 4% unit volume

Record 3Q total store gross profit; margin up 100bps

Improving profitability and portfolio leverage

Robust cash flow conversion

Repurchases \$435M, Acquisitions \$384M, & CapEx \$223M

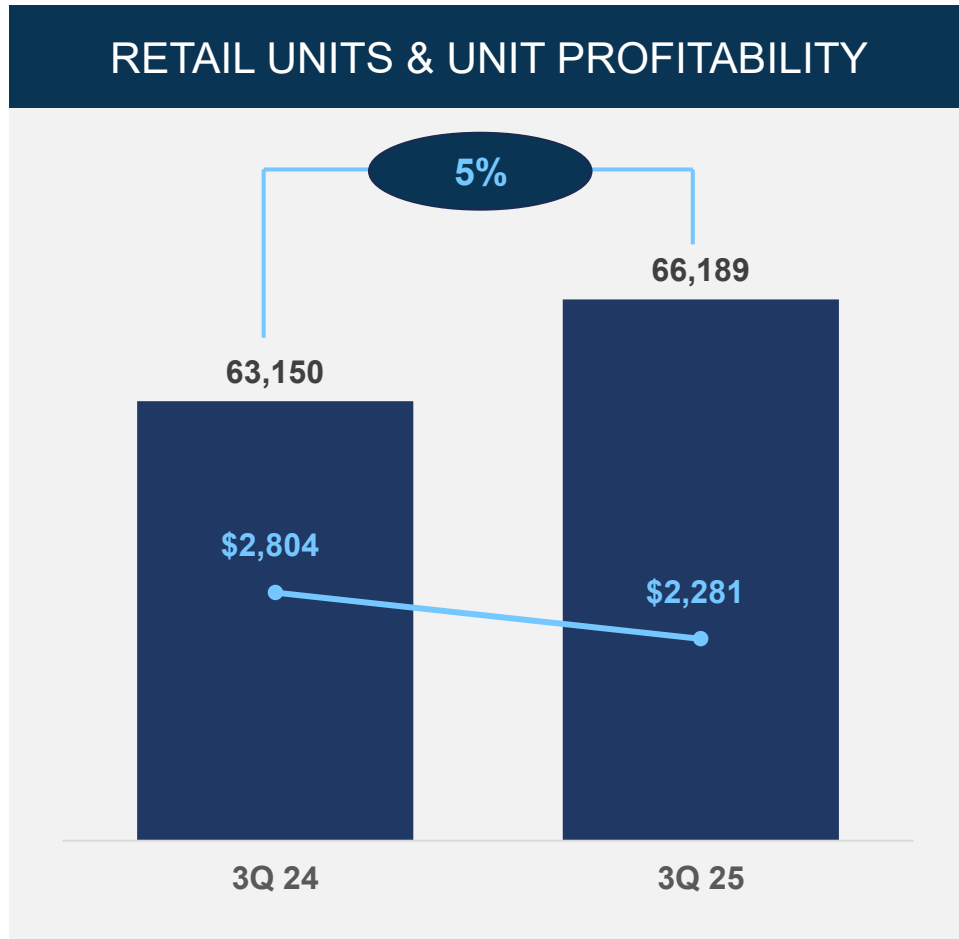
Strong performance and balanced capital deployment

3Q 2025 Financial Summary

(\$ in millions, except per share data)

	3Q 2024	3Q 2025	YoY	
Total Revenue	\$6,586	\$7,037	7%	Same-store New Vehicle +7%, After-Sales +6%
Gross Profit	\$1,183	\$1,238	5%	Same-store CFS +11%, After-Sales +7% Used +2%
Adj. SG&A Expense	\$797	\$834	5%	67.4% of Gross Profit (Target 66 – 67%)
Adj. Operating Income	\$320	\$348	9%	Modest improvement in margin rate
Adj. Net Income	\$162	\$191	18%	Lower floorplan / ~25% effective tax rate
Wtd. Avg. S/O	40.3	38.1	-5%	Continued capital allocation priority
Diluted Adj. EPS	\$4.02	\$5.01	25%	

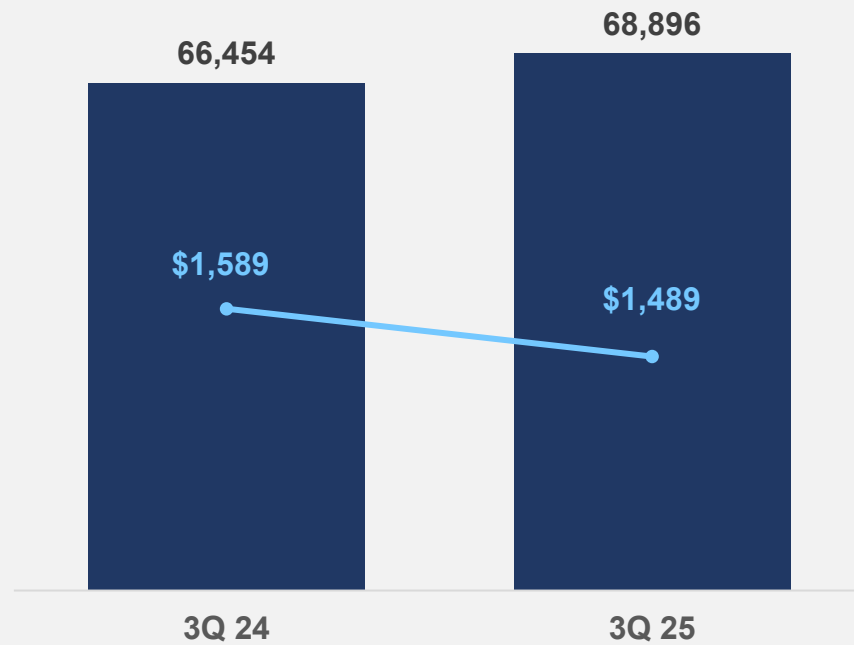
3Q 2025 New Vehicles



- Same store units increased 4%, led by increases in domestic and import brands
- PVRs lower YoY driven by:
 - Lower manufacturer assistance
 - Domestic Mix
 - Record BEV sales, low exit inventory
- Vehicle supply at 47 days (v. June 49 days)

3Q 2025 Used Vehicles

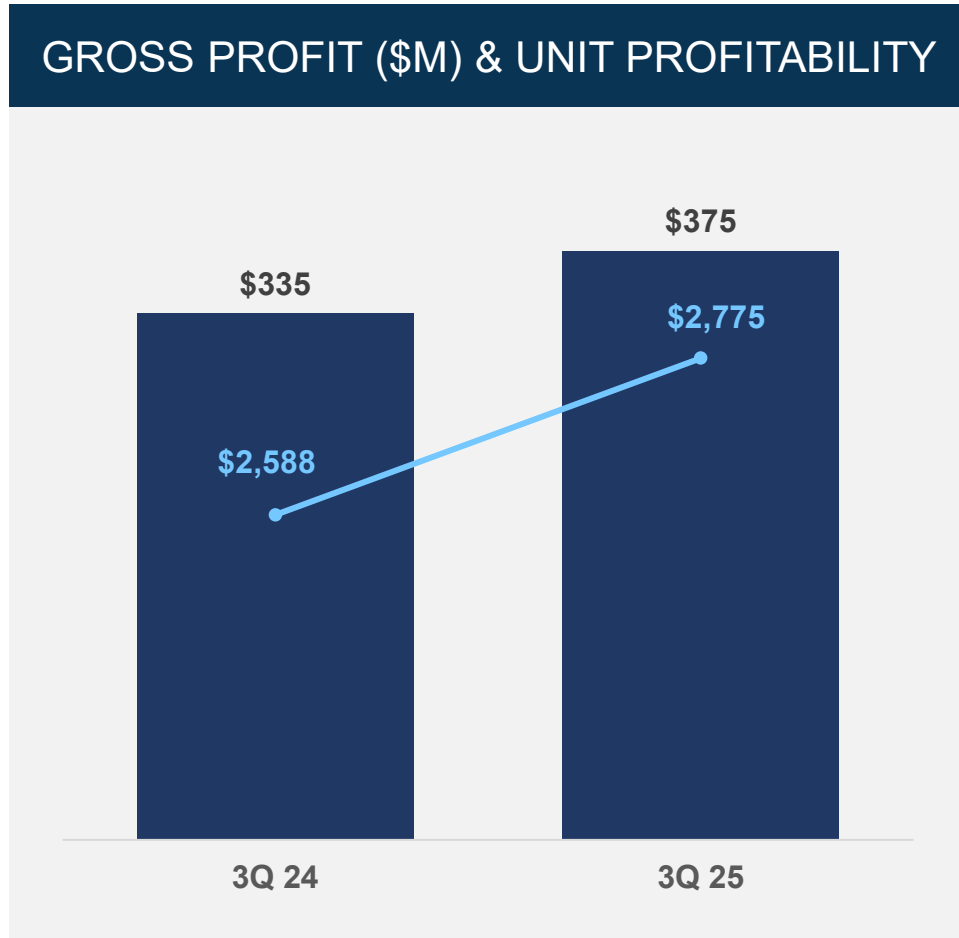
RETAIL UNITS & UNIT PROFITABILITY



- Unit sales increased 4% from 2024
- Strong unit growth led by over \$40k category (+17% YoY)
- Total Used gross profit +3%, reflecting increased units and stronger wholesale
- Lower PVR reflects higher acquisition costs
- Vehicle supply at 37 days (v. June 39 days)

3Q 2025

Customer Financial Services

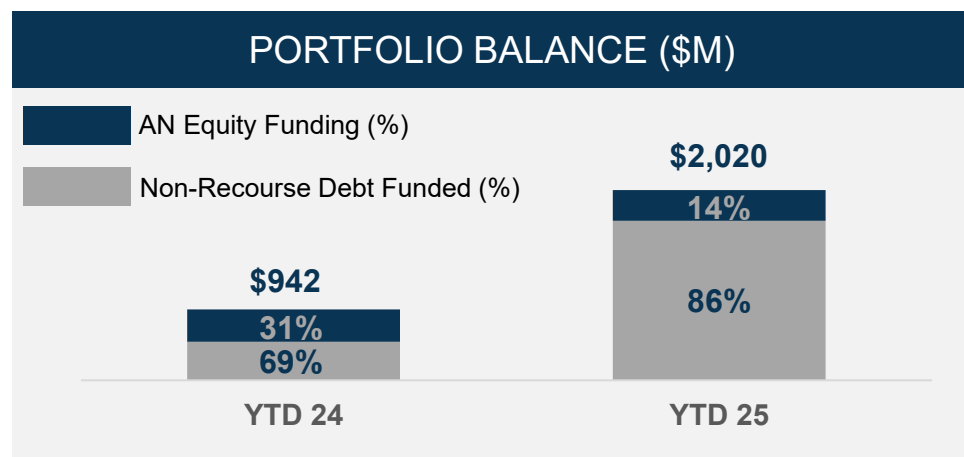
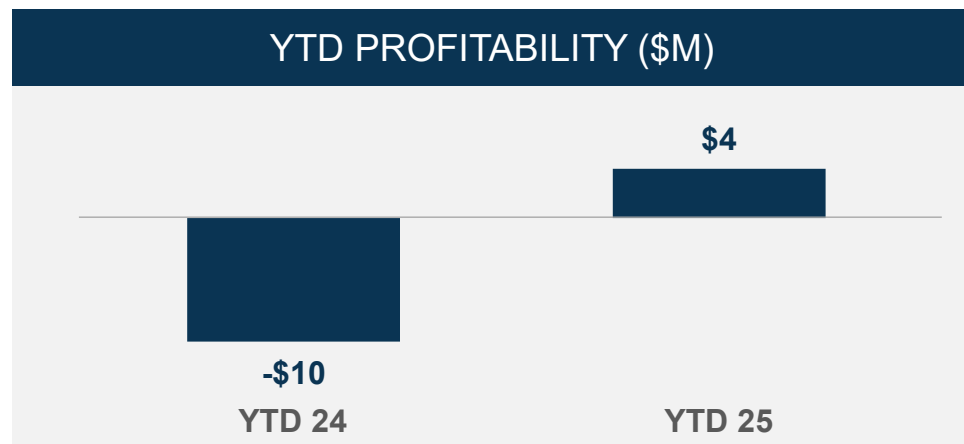


- Total unit sales increased 4%+
- Record total CFS profit – unit profitability increased YoY and QoQ
 - Improved margins on vehicle service contracts
 - Consistent attachment rates and higher finance penetration
- Continued growth of AN Finance – superior long-term shareholder value, current quarter CFS unit profitability headwind (~\$30 YoY)



Sep. YTD 2025

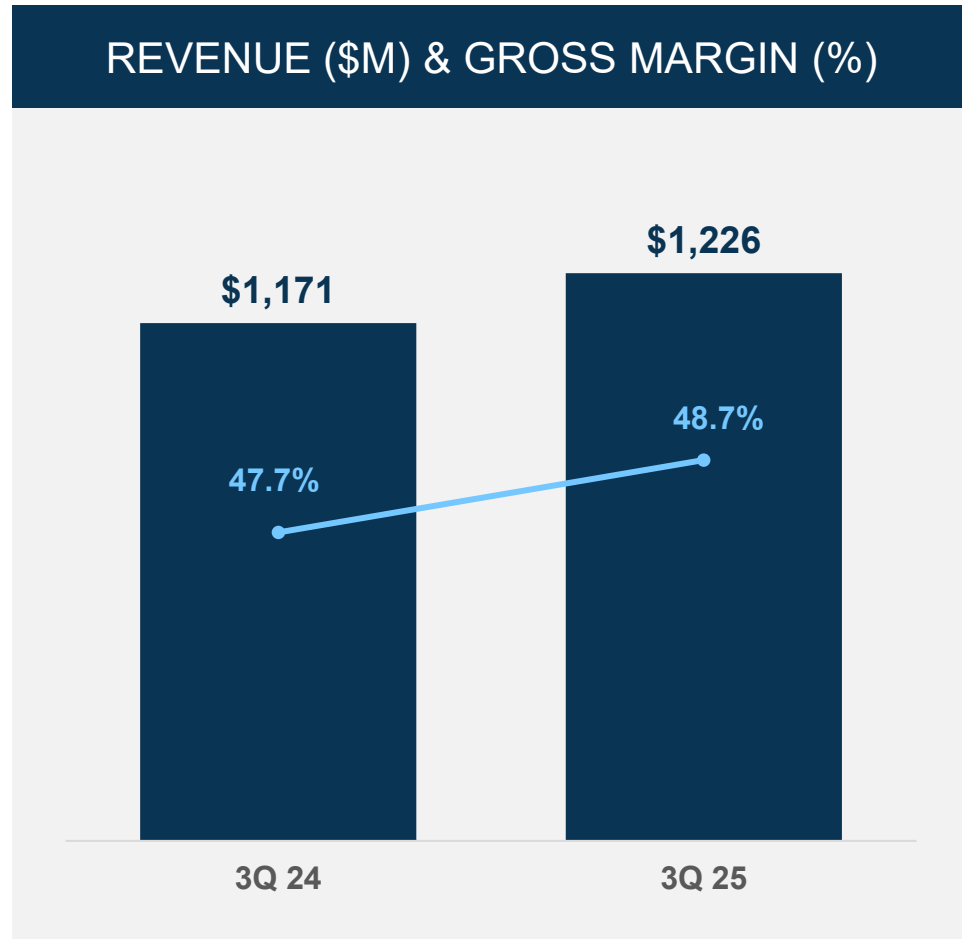
AutoNation Finance



- Attractive offerings driving strong customer take-up in high ROE business model
- 10% penetration rate (vs 7% in 3Q 24)
- Originations of \$1.3+B in YTD 25 (vs. \$0.7B in YTD 24)
- Weighted average FICO of 697 YTD 25 (vs. 674 YTD 24)
- 30+ Day Delinquencies 2.4% in 3Q 25, losses stable as a percent of portfolio
- Improved funded status and doubled portfolio size without additional equity contribution

Scaling the portfolio with improved profitability

3Q 2025 After Sales

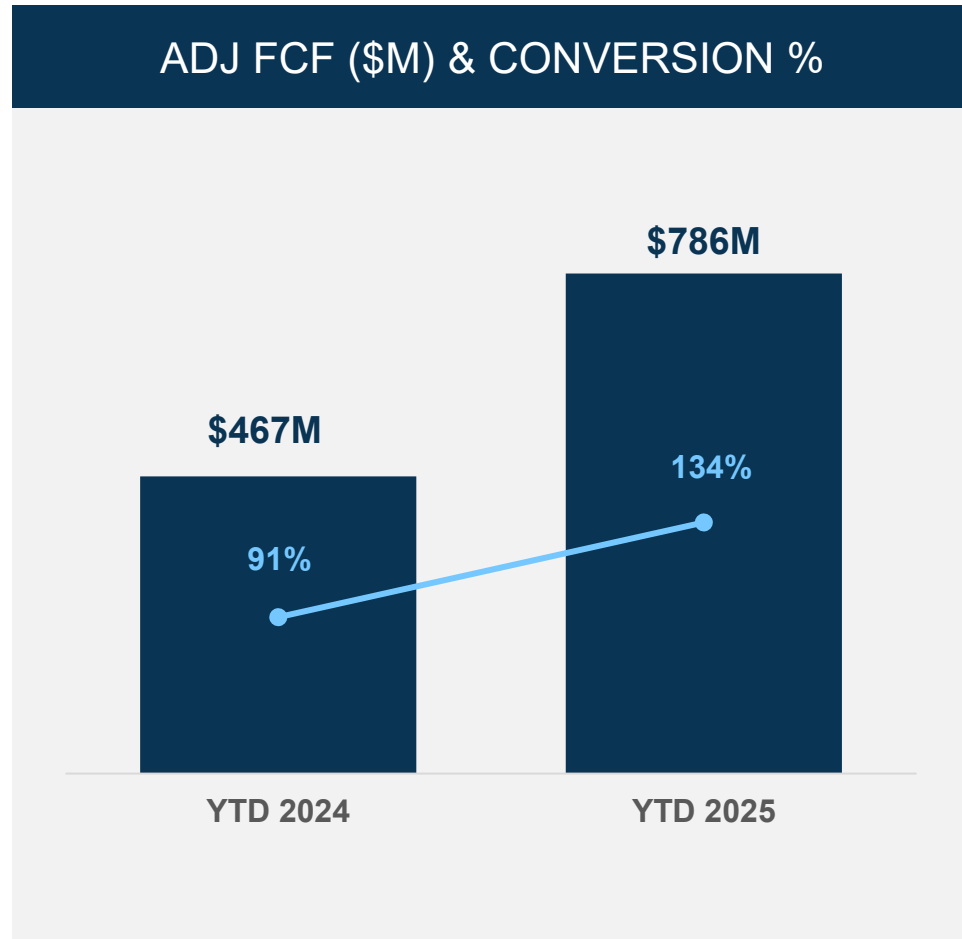


- Same-store top-line and gross profit growth of 6% and 7%
- Growth led by Customer Pay, Internal, and Warranty
- Increased repair order count and value per repair order
- Increased technician headcount



Sep. YTD 2025

Free Cash Flow



- Consistent, attractive cash conversion profile (100%)
- Focused on working capital and cycle times (e.g. billing, time-to-auction, and service WIP)
- CapEx discipline (\$40M YoY reduction)
- CDK business interruption insurance proceeds (\$40M)



Sep. YTD 2025 Capital Allocation

CAPITAL ALLOCATION (\$M)		
	Sep. YTD 24	Sep. YTD 25
Capital Expenditures	\$262	\$223
M&A	-	\$348
Share Repurchases	\$356	\$435
Total	\$618	\$1,006

- Continued strong cash conversion provides optionality
- Disciplined CapEx (down 15% vs. YTD 24)
- Through Sep. reduced shares outstanding by 6% from YE 24 at an average price of \$183
- Leverage 2.35x – below the mid-point of targeted range (vs. 2.45x from YE 24)

Closing Comments

- Strong execution and performance across the business
- Healthy balance sheet and robust cash conversion
- Focus on generating attractive returns through capital allocation and share repurchases
- Well positioned for success in evolving landscape



Durable business model proven in all economic environments

Appendix

This presentation contains certain non-GAAP financial measures as defined under SEC rules, which exclude certain items disclosed in the attached financial tables. As required by SEC rules, the Company provides reconciliations of these measures to the most directly comparable GAAP measures. The Company believes that these non-GAAP financial measures improve the transparency of the Company's disclosure, provide a meaningful presentation of the Company's results excluding the impact of items not related to the Company's ongoing core business operations, and improve the period-to-period comparability of the Company's results from its core business operations. Non-GAAP financial measures should not be considered a substitute for, or superior to, financial measures calculated and presented in accordance with GAAP.

3Q 2025

Balance Sheet and Other Items

(\$ in millions)

Balance Sheet and Other Highlights		
	9/30/24	9/30/25
Cash and cash equivalents	\$60.2	\$97.6
Inventory	\$3,530.8	\$3,489.2
Floorplan notes payable	\$3,805.2	\$3,796.6
Auto loans receivable, net	\$891.5	\$1,953.9
Non-recourse debt (AN Finance funding)	\$645.9	\$1,741.0
Non-vehicle debt	\$3,934.5	\$3,833.1
Equity	\$2,371.2	\$2,511.6
New days supply (industry standard of selling days)	52 Days	47 Days
Used days supply (trailing calendar month days)	36 Days	37 Days

Key Credit Agreement Covenant Compliance Calculations⁽¹⁾

Leverage ratio		2.35x
Covenant		3.75x
Interest coverage ratio		4.79x
Covenant		3.00x

Less than or equal to

Greater than or equal to

NON-GAAP RECONCILIATIONS

Comparable Basis Reconciliations⁽¹⁾

Three Months Ended September 30, 2024, and September 30, 2025

	Operating Income		Income Before Income Taxes		Income Tax Provision ⁽²⁾		Effective Tax Rate		Net Income		Diluted Earnings Per Share ⁽³⁾	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
As reported	350.7	372.4	247.4	287.6	61.6	72.5	24.9%	25.2%	185.8	215.1	4.61	5.65
Increase in compensation expense related to market valuation changes in deferred compensation obligations ⁽⁴⁾	8.2	7.7	-	-	-	-			-	-	-	-
Acquisition-related expenses	-	8.0	-	8.0	-	2.0			-	6.0	-	0.16
Cybersecurity insurance recoveries ⁽⁵⁾	-	(40.0)	-	(40.0)	-	(9.8)			-	(30.2)	-	(0.79)
Net loss on equity investments	-	-	6.7	-	1.6	-			5.1	-	0.13	-
Self-insurance related losses ⁽⁶⁾	5.7	-	5.7	-	1.4	-			4.3	-	0.11	-
Business/property-related items:												
Net gains on dispositions, net of asset impairments	(46.7)	-	(46.7)	-	(11.4)	-			(35.3)	-	(0.88)	-
Loss from operations resulting from dispositions	2.4	-	3.0	-	0.7	-			2.3	-	0.06	-
Adjusted	320.3	348.1	216.1	255.6	53.9	64.7	24.9%	25.3%	162.2	190.9	4.02	5.01
Adjusted as % of Revenue	4.9%	4.9%										

	SG&A		SG&A as a Percentage of Gross Profit (%)	
	2024	2025	2024	2025
As reported	811.3	850.1	68.6	68.6
Excluding:				
Increase in compensation expense related to market valuation changes in deferred compensation obligations	8.2	7.7		
Acquisition-related expenses	-	8.0		
Self-insurance related losses	5.7	-		
Adjusted	797.4	834.4	67.4	67.4

1. Please refer to the "Non-GAAP Financial Measures" section of the Press Release.

2. Tax expense is determined based on the amount of additional taxes or tax benefits associated with each individual item.

3. Diluted earnings per share amounts are calculated discretely and therefore may not add up to the total due to rounding.

4. Increases in deferred compensation obligations, which are recorded in SG&A, are substantially offset by corresponding gains, related to changes in the cash surrender value of corporate-owned life insurance ("COLI") for deferred compensation plan participants as a result of changes in market performance of the underlying investments; therefore,

the net impact to net income and earnings per share is de minimis. Gains related to the COLI are recorded in non-operating Other Income, Net.

5. Insurance recoveries received under our cyber insurance policies for estimated business interruption and related losses caused by the CDK outage.

6. Primarily related to losses from hail storms and other natural catastrophes.

NON-GAAP RECONCILIATIONS

Comparable Basis Reconciliations⁽¹⁾

Nine Months Ended September 30, 2024, and September 30, 2025

	Operating Income		Income Before Income Taxes		Income Tax Provision ⁽²⁾		Effective Tax Rate		Net Income		Diluted Earnings Per Share ⁽³⁾	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
As reported	966.0	926.0	674.9	660.0	168.8	183.0	25.0%	27.7%	506.1	477.0	12.31	12.36
Increase in compensation expense related to market valuation changes in deferred compensation ⁽⁴⁾	16.3	16.5	-	-	-	-			-	-	-	-
Goodwill, franchise rights and other asset impairments ⁽⁵⁾	-	141.3	-	141.3	-	18.5			-	122.8	-	3.18
Acquisition-related expenses	-	8.0	-	8.0	-	2.0			-	6.0	-	0.16
Cybersecurity insurance recoveries ⁽⁶⁾	-	(40.0)	-	(40.0)	-	(9.8)			-	(30.2)	-	(0.78)
One-time costs associated with CDK outage ⁽⁷⁾	42.8	-	42.8	-	10.5	-			32.3	-	0.79	-
Net loss on equity investments	-	-	6.7	11.5	1.6	2.8			5.1	8.7	0.12	0.23
Self-insurance related losses ⁽⁸⁾	5.7	-	5.7	-	1.4	-			4.3	-	0.10	-
Business/property-related items:												
Net gains on dispositions, net of asset impairments	(46.7)	-	(46.7)	-	(11.4)	-			(35.3)	-	(0.86)	-
Loss from operations resulting from dispositions	2.4	-	3.0	-	0.7	-			2.3	-	0.06	-
Adjusted	986.5	1,051.8	686.4	780.8	171.6	196.5	25.0%	25.2%	514.8	584.3	12.53	15.14

Adjusted as % of Revenue

5.0% 5.1%

	SG&A		SG&A as a Percentage of Gross Profit (%)	
	2024	2025	2024	2025
As reported	2,430.2	2,526.7	68.6	67.7
Excluding:				
Increase in compensation expense related to market valuation changes in deferred compensation	16.3	16.5		
Acquisition-related expenses	-	8.0		
One-time costs associated with CDK outage	42.8	-		
Insurance-related losses	5.7	-		
Adjusted	2,365.4	2,502.2	66.7	67.0

1. Please refer to the "Non-GAAP Financial Measures" section of the Press Release.

2. Tax expense is determined based on the amount of additional taxes or tax benefits associated with each individual item.

3. Diluted earnings per share amounts are calculated discretely and therefore may not add up to the total due to rounding.

4. Increases in deferred compensation obligations, which are recorded in SG&A, are substantially offset by corresponding gains, related to changes in the cash surrender value of corporate-owned life insurance ("COLI") for deferred compensation plan participants as a result of changes in market performance of the underlying investments; therefore, the net impact to net income and earnings per share is de minimis. Gains related to the COLI are recorded in non-operating Other Income, Net.

5. Includes goodwill impairment of \$65.3 million, franchise rights impairment of \$71.7 million, and other asset adjustments of \$4.3 million.

6. Insurance recoveries received under our cyber insurance policies for estimated business interruption and related losses caused by the CDK outage.

7. Represents certain one-time costs incurred associated with the CDK outage, principally consisting of compensation paid to commission-based associates to ensure business continuity.

8. Primarily related to losses from hail storms and other natural catastrophes.

Sep. YTD 2025

Free Cash Flow Reconciliation

(\$ in millions)

Free Cash Flow Reconciliation		
	2024	2025
Net cash provided by (used in) operating activities	\$164.9	(\$38.6)
Net Proceeds from (payments of) vehicle floorplan – non-trade	(\$24.0)	\$74.6
Increase in auto loans receivable, net	\$588.3	\$972.8
Adj. cash provided by operating activities	\$729.2	\$1,008.8
Purchases of Property and Equipment	(\$262.2)	(\$223.1)
Adj. Free Cash Flow	\$467.0	\$785.7
Adj. Net Income	\$514.8	\$584.3
Adj. FCF Conversion %	91%	134%

SELECT HISTORICAL DATA

Global Financial Crisis to 2025

		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	YTD	FY Avg.
New	Light Vehicle SAAR (mm)	13.1	10.3	11.5	12.6	14.3	15.4	16.4	17.4	17.5	17.1	17.2	17.0	14.5	14.9	13.7	15.6	15.9	16.3	15.0
	Retail SAAR (mm)	10.6	8.6	9.2	10.3	11.7	12.8	13.6	14.2	14.2	14.1	13.9	13.7	12.4	13.1	11.7	12.7	13.0	13.6	12.3
	Ending LV Inventory (mm)	3.2	1.9	2.3	2.4	3.0	3.4	3.5	3.5	3.9	3.7	3.8	3.5	2.7	1.1	1.7	2.3	2.8	2.7	2.9
New	Unit Sales (k)	255.8	183.4	206.5	224.0	267.8	292.9	318.0	339.1	337.6	329.1	310.8	282.6	249.7	262.4	230.0	244.5	254.7	194.4	
	ASP (\$k)	\$30.3	\$31.2	\$32.3	\$33.5	\$33.3	\$34.0	\$34.5	\$35.4	\$36.3	\$37.0	\$37.8	\$39.5	\$41.7	\$46.0	\$51.1	\$52.2	\$51.2	\$51.7	
	Gross PVR	\$1,997	\$2,106	\$2,185	\$2,445	\$2,164	\$2,104	\$2,044	\$1,985	\$1,883	\$1,788	\$1,660	\$1,783	\$2,340	\$4,579	\$5,942	\$4,342	\$3,045	\$2,620	\$2,611
	Margin	6.6%	6.8%	6.8%	7.3%	6.5%	6.2%	5.9%	5.6%	5.2%	4.8%	4.4%	4.5%	5.6%	9.9%	11.6%	8.3%	5.9%	5.1%	6.6%
	ASP Y/Y		3%	4%	4%	-1%	2%	2%	3%	3%	2%	2%	5%	6%	10%	11%	2%	-2%	2.3%	
	Days Supply	84	54	63	50	55	62	54	68	61	53	60	52	42	9	19	36	39	47	
Used	Unit Sales (k)	181.3	135.3	160.1	171.1	181.0	204.6	214.9	227.3	225.7	234.1	237.7	246.1	241.2	304.4	299.8	274.0	265.9	206.6	
	ASP (\$k)	\$15.7	\$16.3	\$17.3	\$17.8	\$17.9	\$18.1	\$18.6	\$19.2	\$19.9	\$19.5	\$20.2	\$21.0	\$21.8	\$26.5	\$30.1	\$27.9	\$26.6	\$26.7	
	Gross PVR	\$1,583	\$1,664	\$1,612	\$1,640	\$1,623	\$1,590	\$1,690	\$1,577	\$1,484	\$1,315	\$1,378	\$1,409	\$1,719	\$2,045	\$1,795	\$1,800	\$1,558	\$1,591	\$1,617
	Margin	10.1%	10.2%	9.3%	9.2%	9.1%	8.8%	9.1%	8.2%	7.5%	6.7%	6.8%	6.7%	7.9%	7.7%	6.0%	6.5%	5.9%	6.0%	8.0%
	ASP Y/Y		4%	6%	3%	0%	1%	3%	4%	3%	-2%	3%	4%	4%	21%	14%	-7%	-5%	1%	
	Days Supply	30	41	42	31	35	35	38	43	44	43	42	39	39	40	31	39	37	37	
Ratio	Used : New Units	0.7	0.7	0.8	0.8	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.9	1.0	1.2	1.3	1.1	1.0	1.1	
CFS	PVR	\$1,104	\$1,102	\$1,143	\$1,201	\$1,273	\$1,355	\$1,409	\$1,534	\$1,588	\$1,667	\$1,789	\$1,935	\$2,158	\$2,443	\$2,713	\$2,736	\$2,612	\$2,730	
	PVR Y/Y		0%	4%	5%	6%	6%	4%	9%	4%	5%	7%	8%	12%	13%	11%	1%	-5%	6%	
After-Sales	Gross (\$mm)	\$1,072	\$935	\$963	\$970	\$1,008	\$1,106	\$1,197	\$1,338	\$1,435	\$1,491	\$1,555	\$1,623	\$1,461	\$1,673	\$1,900	\$2,139	\$2,209	\$1,763	
	Gross Y/Y		-13%	3%	1%	4%	10%	8%	12%	7%	4%	4%	4%	-10%	15%	14%	13%	3%	7%	
	Cash From Ops (\$mm)	\$685	\$370	\$252	\$376	\$317	\$484	\$485	\$507	\$516	\$540	\$511	\$769	\$1,208	\$1,628	\$1,668	\$724	\$315	\$-39	
	CapEx (\$mm)	\$97	\$75	\$150	\$149	\$161	\$161	\$209	\$248	\$245	\$310	\$387	\$269	\$156	\$216	\$329	\$410	\$329	\$223	
	M&A (\$mm)	\$32	-	\$73	\$64	\$142	\$88	\$205	\$322	\$410	\$77	\$67	\$5	-	\$433	\$192	\$271	-	\$348	
	Share Repurchase (\$mm)	\$54	\$136	\$524	\$583	\$581	\$53	\$485	\$235	\$497	\$435	\$100	\$45	\$382	\$2,303	\$1,710	\$864	\$460	\$435	

*Data as reported of continuing operations.