



Investor Presentation

27th April 2022

Keith Thornton | Chief Executive Officer

Sophie Moore | Chief Financial Officer

Eagers Automotive today

Agenda

1. Market
2. Performance
3. Growth

Our Financial Focus

- Underlying Performance
- EPS Growth

Franchised Automotive



Independent Used

easyauto123

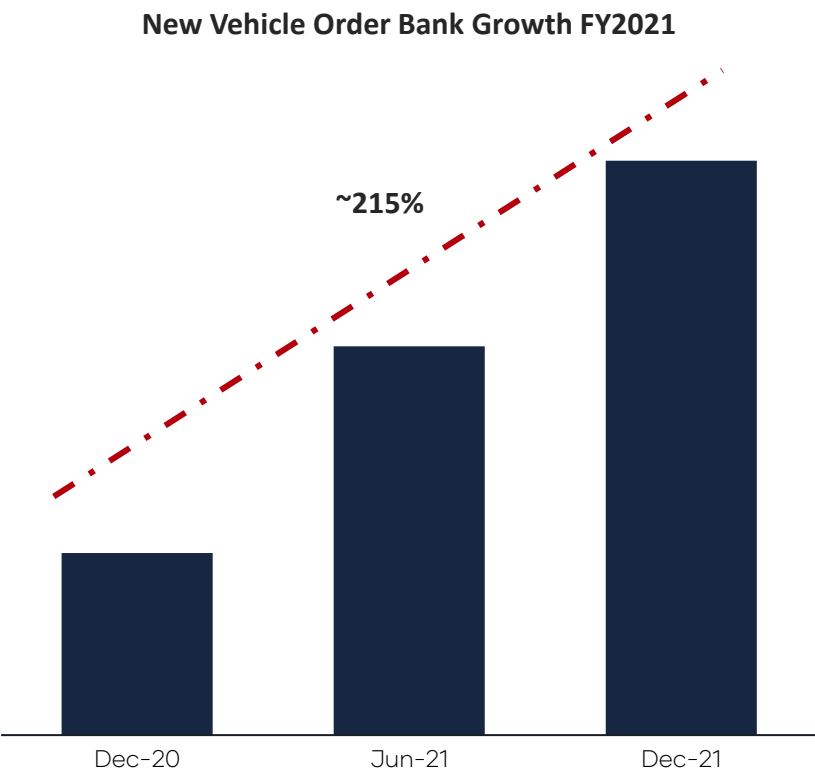
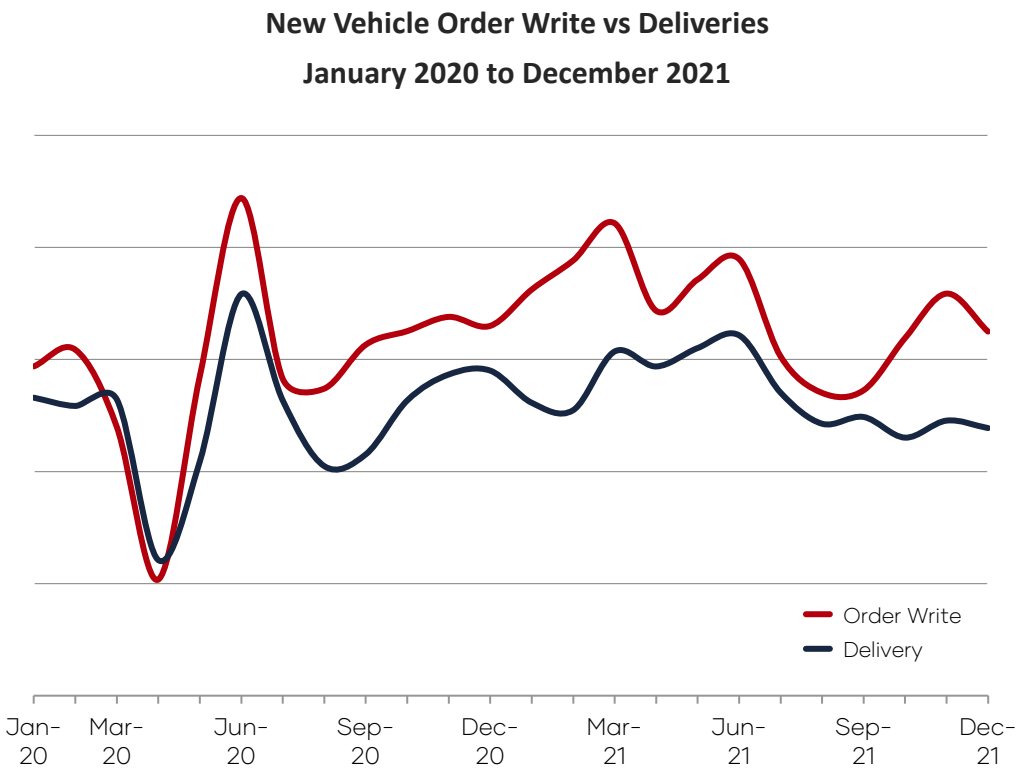


Strategic Property
Ownership



Current market dynamics

New vehicle demand continues to materially outstrip supply



Return on Sales levers

INCOME

NEW VEHICLE
SALES

USED VEHICLE
SALES

FINANCE &
INSURANCE

PARTS

SERVICE

EXPENSES

PEOPLE

PROPERTY

INVENTORY

MARKETING &
ADVERTISING

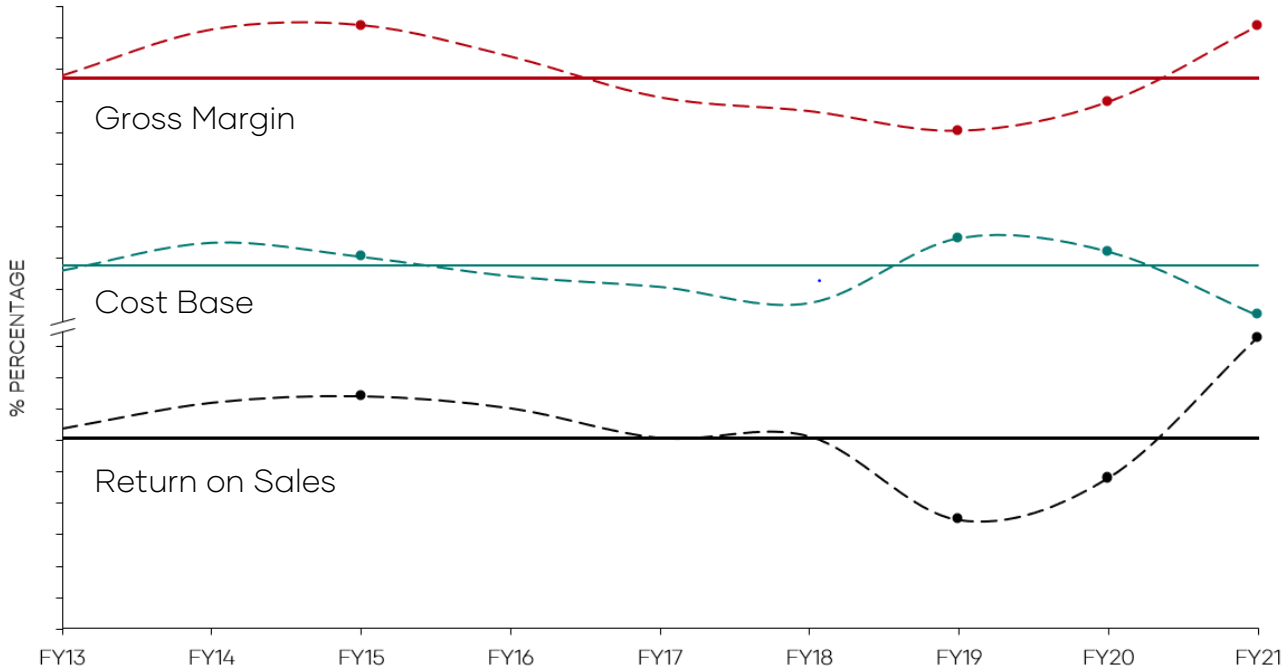
OTHER

- Income: Headwind vs Tailwind
- Expense: Cyclical vs Structural
- Cost Out vs Business Transformation
- Long Term Historic Performance Baseline
- Merge benefits ~ 0.4%
- Scale Benefits ~ 1.1%
- Margin offsets
- Controllable Factors
- Productivity Focus
- Industry Evolution = Consolidation

Return on Sales levers

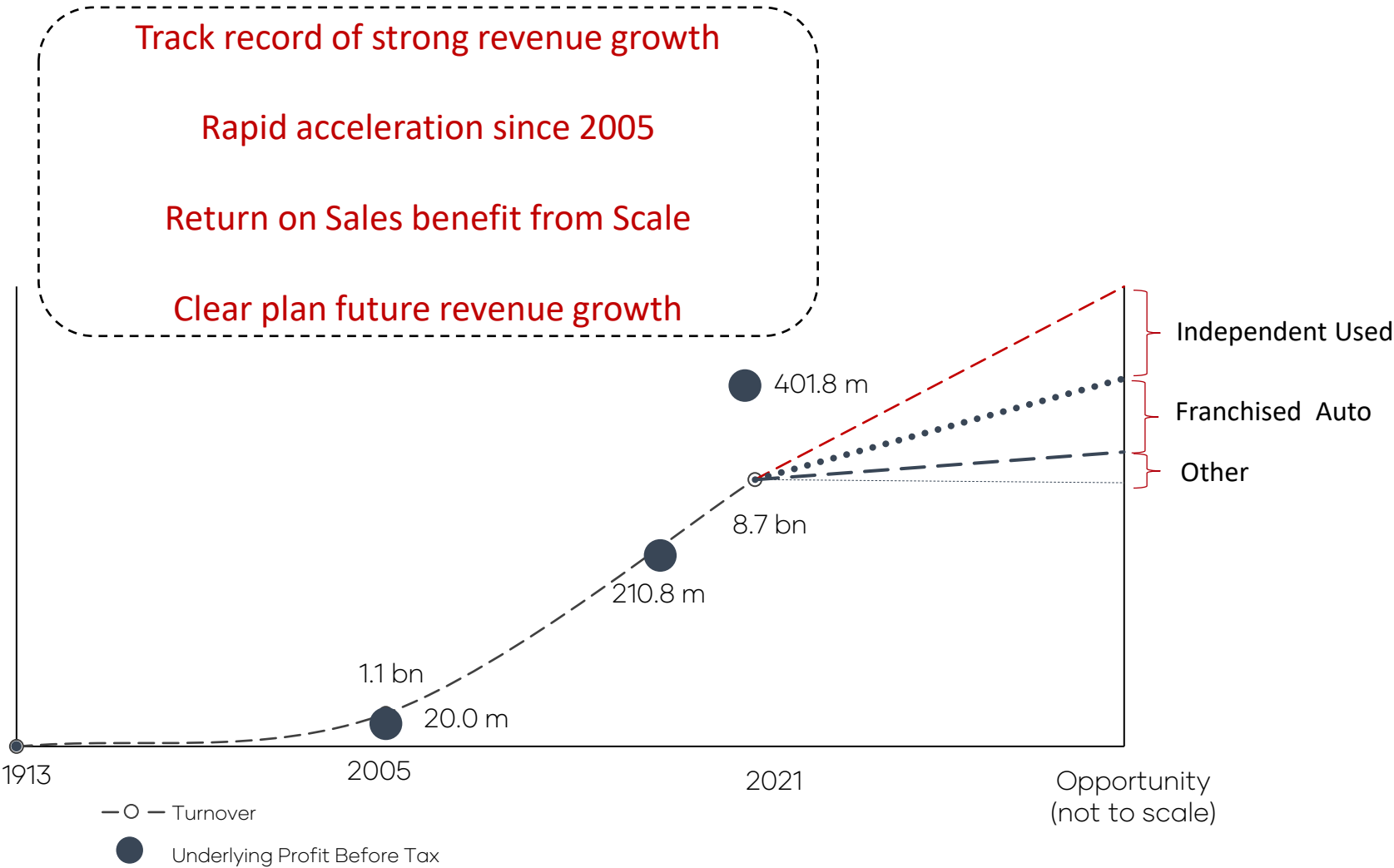
Business Unit	Gross Income
New Vehicles	Volume x (Metal Margin + KPI)
Used Vehicles	Volume x Margin
Finance	Penetration x % of Net Amount Financed
Parts	Volume x Margin
Service	Volume x Productivity / Efficiency / Cost of Parts & Labour

Historical underlying gross margin, cost base (% of revenue) & return on sales



(1) The gross margin, cost base and profit before tax figures are based on underlying operating results and are expressed as a percentage of sales turnover
 (2) Underlying operating results refers to continuing operations, adjusted to exclude significant items and AASB 16
 (3) The average performance is based on the financial years ending 31 December 2013 through to the end of 31 December 2020

Revenue Growth



Organic Growth



New Business



Finance Penetration



Tech Enabled Productivity

Portfolio Growth

Scale

Strategic

Enablers

Portfolio Growth

Brands

Property

Scale

Used Cars

Finance



Growth through Innovation



Independent Used – How we will win



Sourcing

Buying the right vehicles at the right price – at scale



Reconditioning

Large scale fulfilment centres driving economies of scale



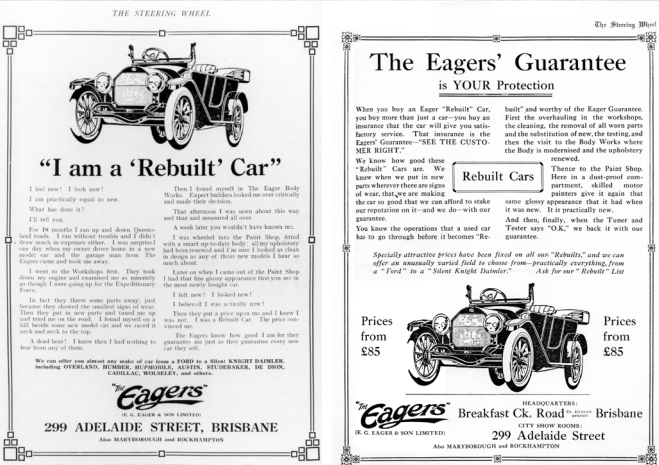
Customer Experience

Your Car, Your Way – let the customer decide



Data & Analytics

Underpinned by data and analytics driving the right decisions and enhancing productivity

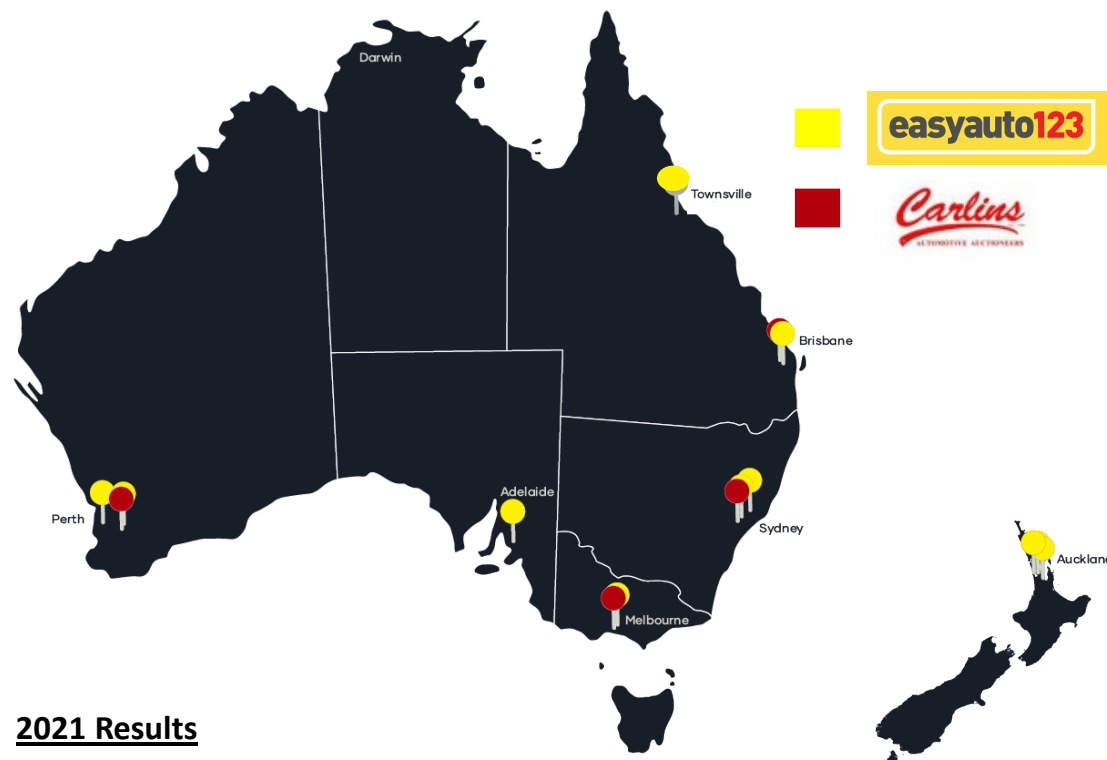


Build a trusted category killer brand

easyauto123

easyauto123

Expansion of easyauto123 footprint across Australia & New Zealand via repurposing existing facilities



2021 Results

- **New Zealand:** 2 new sites opened
- **Sydney:** Relocation to Castle Hill (EA owned site)
- **Queensland:** Townsville location opened 2H 2021

2022 Plans

- **AutoMall West:** Virtual store open
- **Canberra:** New site following ACT acquisition
- **Tasmania:** First site within Tasmanian market
- **Sydney:** Open 2nd site
- **Melbourne:** Open 2nd site
- **Queensland:** Gold Coast site
- **Christchurch:** Expansion into NZ South Island
- Large Scale Reconditioning Centre



Q & A





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