



Morgans Conference

6th October 2021

Keith Thornton | Chief Executive Officer

Sophie Moore | Chief Financial Officer

Agenda

- 1. Introduction**
2. Market Context
3. Franchised Automotive
4. easyauto123
5. Outlook

Eagers Automotive

108-year-old Automotive Retail group with a clear strategy to provide integrated mobility solutions for the next century

Pure automotive retailer

- Pure automotive retail group
- Brand diversification and geographic scale
- Circa. \$9b turnover with >7,300 employees










History of success

- 108-year-old company founded in 1913
- Listed since 1957 – dividend paid every year
- Successful track record of accretive growth

Globally unique position

- Uniquely positioned in the Industry
- Future focused Next100 strategy
- Clear plan for growth in a simplified business



SIMPLIFYING FOR SUCCESS			
	2015-2019		2021 onwards
	 EAGERS	 AHG	 eagers automotive
Franchised Auto	✓	✓	✓
Franchised Trucks	✓	✓	✓
Independent Used Cars	 CARZDOOS	 easyauto123	 easyauto123  Carlins
Refrigerated Logistics	✗	 Rand	✗
Other Distribution / Logistics	✗	 KLM	✗
Property	STRATEGIC OWNERSHIP	ALL LEASED	STRATEGIC OWNERSHIP

Track record of consistent performance

Year	PBT @ 20% Compound Growth (\$'m)	Actual Underlying PBT (\$'m)
2005	20	20
2006	24	37
2007	29	40
2008	35	20
2009	41	52
2010	50	45
2011	60	58
2012	72	79
2013	86	87
2014	103	103
2015	124	121

Year	PBT @ 20% Compound Growth (\$'m)	Actual Underlying PBT (\$'m)
2016	149	138
2017	178	141
2018	214	126
2019	257	100
2020	308	209
2021	370	

1H21

Underlying PBT

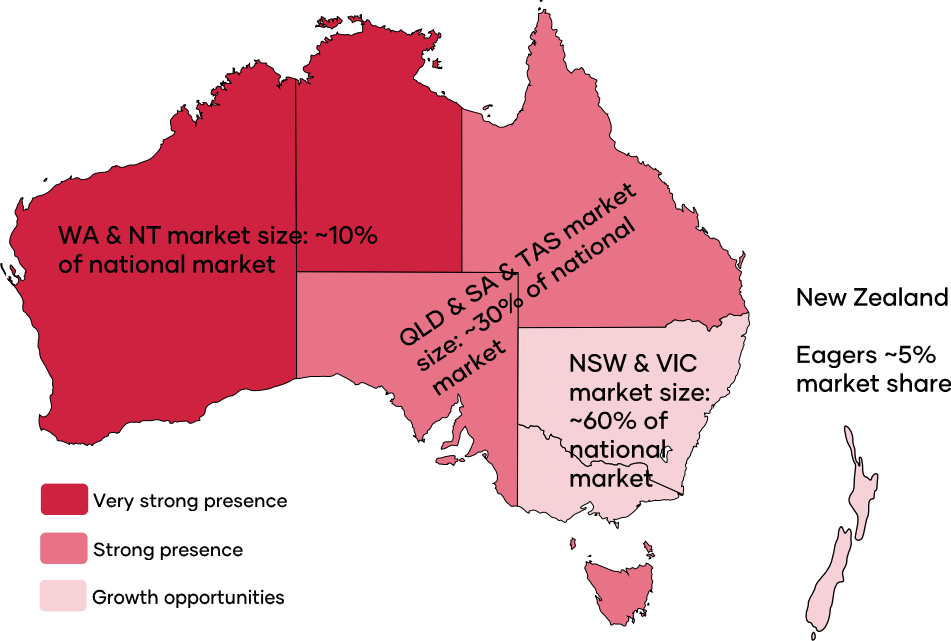
Statutory PBT

\$'m

218.6

267.4

Our geographic reach is unique



With an unrivalled partner portfolio

Top 15 Volume brand representation



Prestige brand representation



Strategic truck brand representation



Automotive retail industry context

US listed automotive groups operating in the franchised and independent used markets

FRANCHISED

LITHIA MOTORS, INC. AutoNation

PENSKE Sonic Automotive

INDEPENDENT USED

CARMAX CARVANA

AutoNation USA EchoPark AUTOMOTIVE



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1H 2021

Underlying Operating PBT
\$218.6m

Statutory PAT
\$202.3m

Daimler Trucks Gain on Sale
(Pre-Tax)
\$30.7m

Return on Sales (Underlying)
4.7%

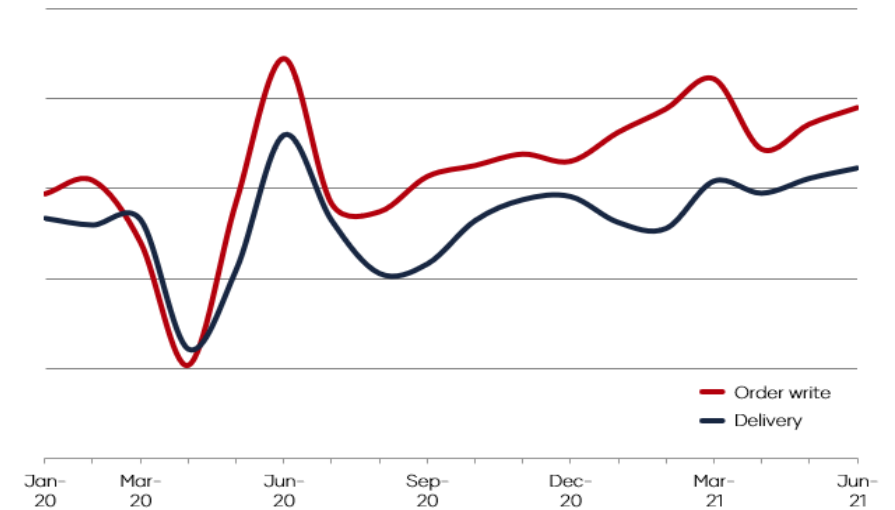
Corporate Debt Net of Cash
\$32.0m

Dividend
28.4 cents per share
Including 8.4 cps special dividend

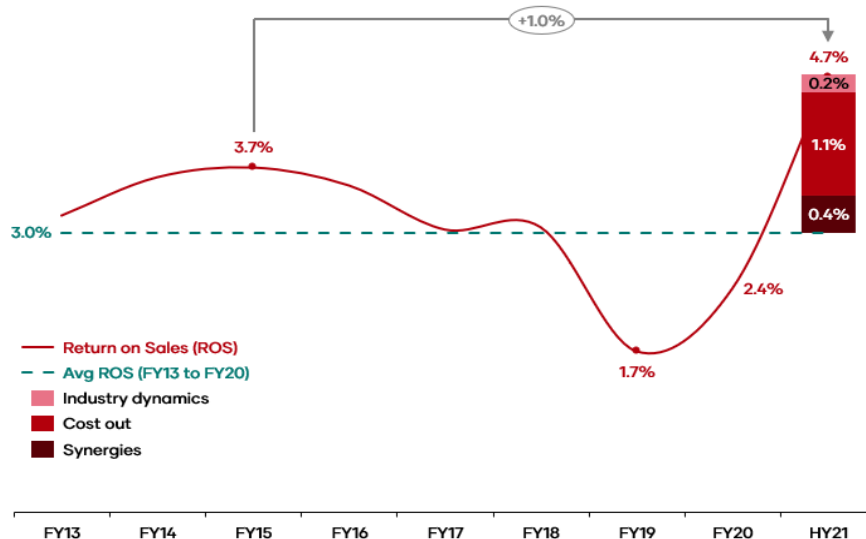
QUESTIONS

- Supply versus Demand
- Margin v Cost
- Sustainability
- Industry evolution

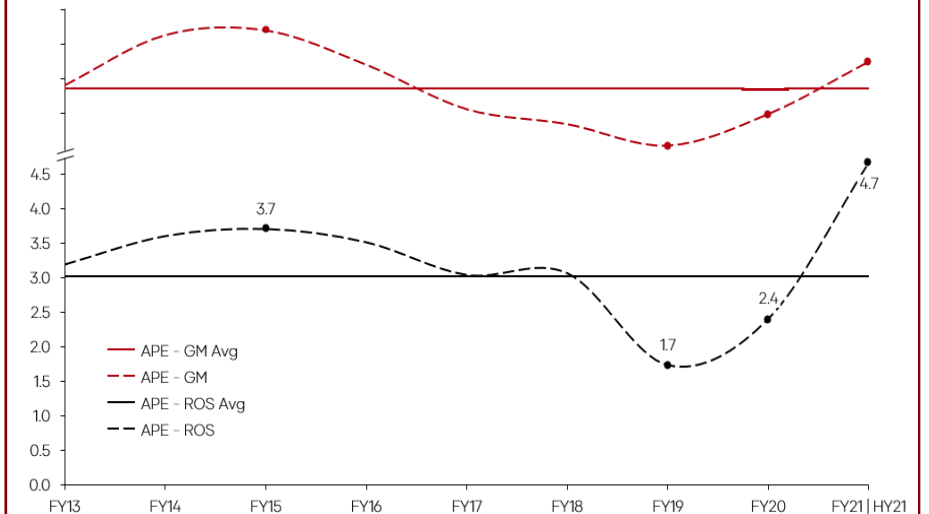
ORDER BANK



MARGIN VS EXPENSE



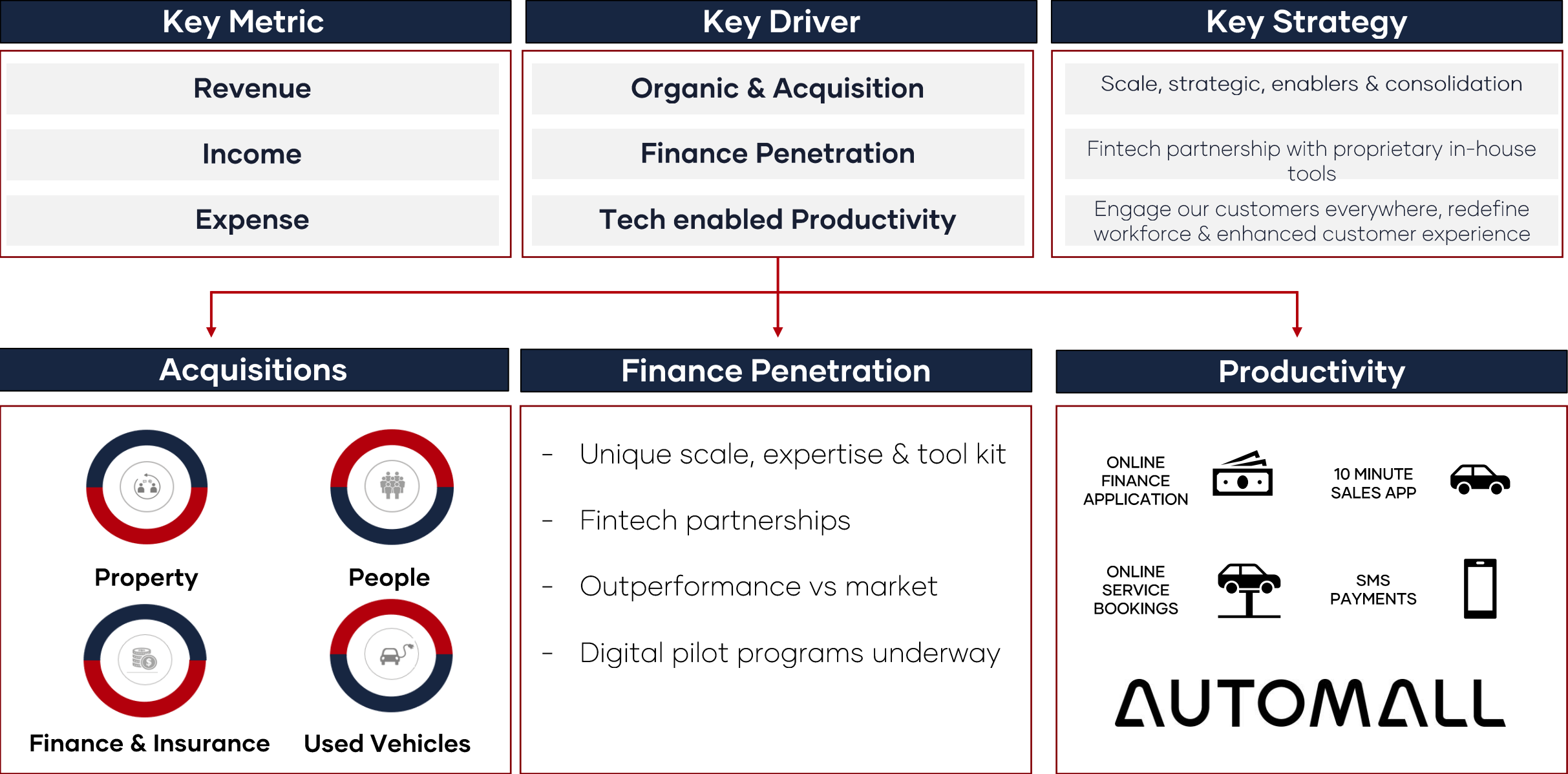
MARGIN & ROS



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Franchised Automotive



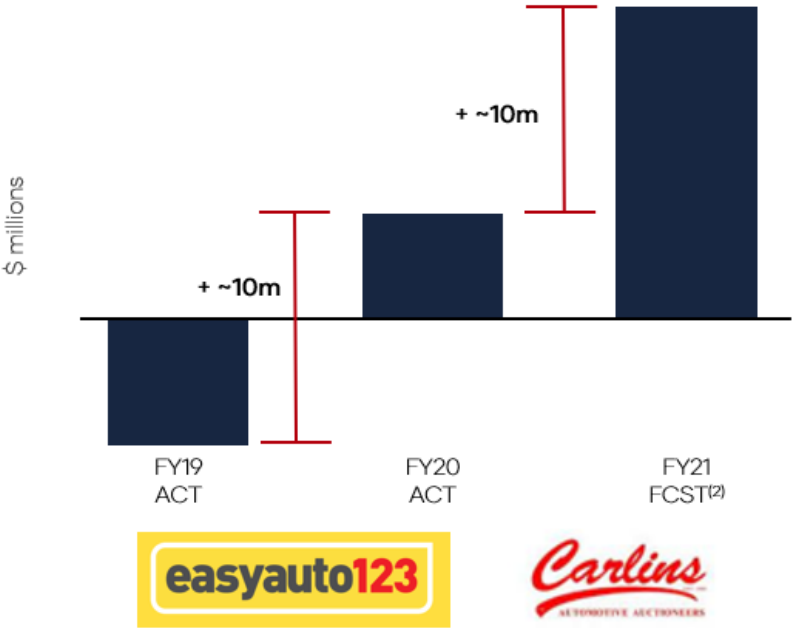
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easyauto123

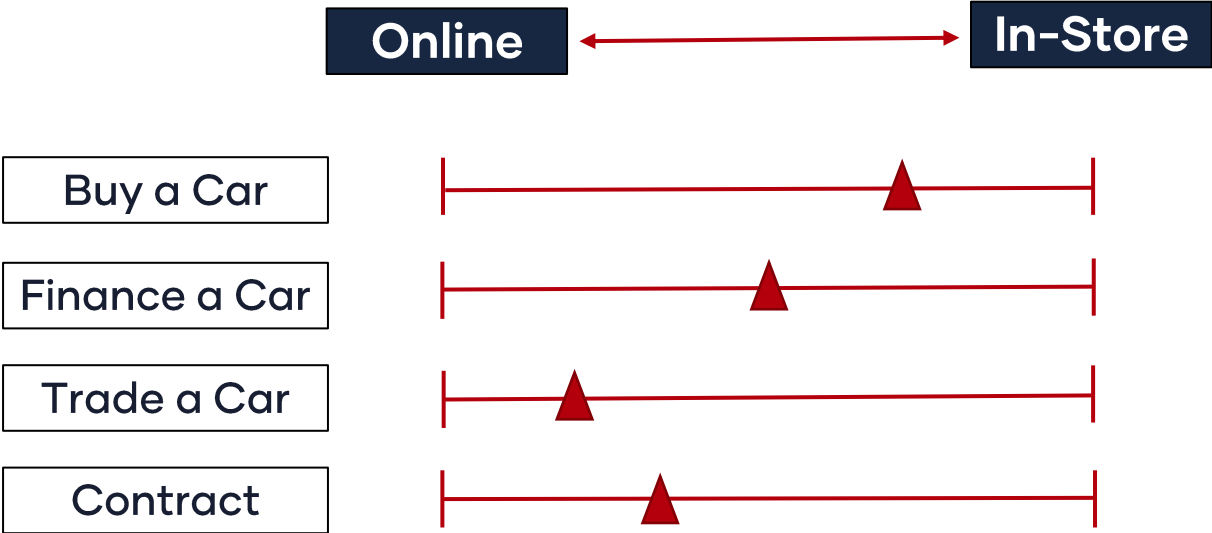
ECONOMICS

Independent Used financial performance post AHG Merger



OMNI-CHANNEL STRATEGY

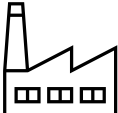
Letting the customer choose how they want to transact



EXECUTION



Inventory



Reconditioning



Customer Experience



Technology & Data

OPPORTUNITY



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Outlook – The 3 E's

Favourable **Environment** combined with clear **Execution** of Next100 Strategy supported by **Evidence** of progress...

Environment

- Demand continues to outstrip Supply
- Structural Cost Out >\$100m
- Industry and strategic drivers of consolidation

Execution

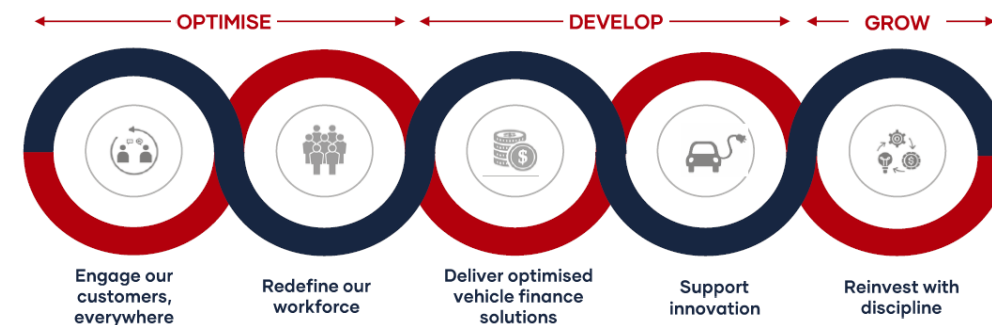
- Productivity – People and Property
- Tech driving Income and Cost outcomes
- easyauto123 enters growth phase

Evidence

- M&A activity for Revenue Growth
- ROS % being managed in multiple ways
- Leveraging unique scale in both segments

Near Term

- COVID-19 causing isolated impacts
- Underlying performance remains resilient
- Strong conditions expected following easing of COVID-19 restrictions



Q&A





eagers
automotive