Analyst and Investor Presentation

Interim Results

For the six-month period ended 31 August 2025

Vertu Advantages: Our Investment Case

Vertu Motors plc

Scale Benefits	Customer Lifecycle	Cost Optimisation	Maximise Returns
• Stable, experienced management team augmented by two new internally promoted Managing Directors, provides capacity to manage further growth • Scaled Manufacturer partner relationships • Synergy delivery including marketing and IT • Significant in-house tech capability • Driving market share gains: 5% UK retail share • Capacity for further acquisitions and consolidation	• Full sales and aftersales offering to increase capture of lifecycle vehicle spend • Customer service and retention focus delivered with 2 million customers on the Group database • Delivery of excellent customer experience levels backed up by extensive training • Driving higher ROI and margin accretive revenue streams	• In-house systems developed to improve process efficiency, aid decision making and reduce costs • Pleasing early impact of AI on cost base • Single brand “Vertu” now implemented: growing awareness across the UK • Effective marketing investment delivers key brand growth with optimised ROI	• Active portfolio management with widest number of Manufacturer Partners in sector • Transitioning to broader Manufacturer partnerships with new entrants from China • Sale of underperforming and surplus assets • Focus on driving improved ROCE including consistent share Buyback Programme

Supported by focused and disciplined capital allocation

Highlights

Growth

- Gained market share in all sales channels against a challenging backdrop
- On-going strength in high margin aftersales business
- Significant outperformance of BEV market, like-for-like BEV new vehicle sales +82.4% (SMMT +55.2%)

Profitability

- Record H1 revenues of £2.5bn
- Gross margin 11.2% (H1 FY25: 11.1%)
- Like-for-like costs only increased 0.3% as Group drove efficiency through tech and process enhancements
- Adjusted profit before tax for the Period of £20.0m (H1 FY25: £22.1m)

Cash

- Sale of £3.3m of surplus property at 10.7% above net book value
- Cashflow from operations of £16.0m (H1 FY25: £0.3m)
- Gearing reduced to 21.5% (H1 FY25: 23.1%)

Shareholder returns

- On-going £12m buyback programme, with £5.6m spent during the period
- Dividend per share maintained at 0.9p, reflecting strength of balance sheet and confidence in the Group

JLR Cyber Attack

- Industry-wide impact from JLR cyber attack on 1st September disrupted Group's 10 dealerships
- Caused significant disruption across all parts of JLR business during key plate change month
- One-off impact on September profit of £2.0m and anticipated impact for FY26 of up to £5.5m
- Group has insurance, including cover for 3rd party system outage disruption arranged through Willis Towers Watson

Current Trading and Outlook – September

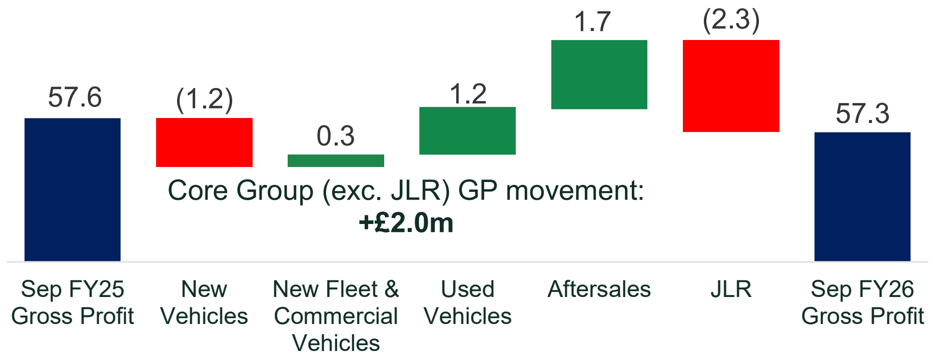
- Excluding this one-off impact of the JLR cyber-attack, the underlying profit before tax of the Group for the full year is expected to be in line with market expectations[3]
- Group delivered growth in September like-for-like new retail vehicle sales
- Used car and aftersales Core Group gross profit generation is ahead of prior year levels in September
- September trading profit in line with prior year excluding the JLR impact
- Recent Government announcement of Electric Vehicle ("EV") grants, which benefit many of the Group's franchises, expected to improve demand for new EV cars in H2
- Board cautious on outlook due to weak consumer and business confidence and uncertain macro-economic conditions

Year-on-year movement in revenue	'+/- %
Total Revenue (Total Group)	+6.6%
Total Revenue (Core Group)	+3.3%
Service Revenue (Total Group)	+8.9%
Service Revenue (Core Group)	+5.1%

Like-for-Like Vehicle Volume – September FY2026

	Group Like-for-like % Change	UK % Change (SMMT)[1]	Group Like-for-like v SMMT %
New retail car and bikes[2]	+1.8%	+8.9%	(7.1%)
Motability	(14.8%)	(15.1%)	+0.3%
Fleet car[2]	+25.0%	+28.1%	(3.1%)
New commercial vans[2]	+1.5%	(2.1%)	+3.6%
Total new vehicles	**+4.0%**		
Used vehicles - retail	+5.8%		
Total vehicles sold	**+4.7%**		

Year on Year Movement in Gross Profit – Core Group



[1] Source SMMT
[2] includes agency volume
[3] According to compiled data at 7 October 2025, the current consensus of three sell side analysts' expectations for FY26. Adjusted profit before tax is £27.2m with a range of £26.5m to £27.5m

Strategic Update

Robert Forrester CEO

Consistent Group Strategy

Vertu Motors plc

Mission & Values

To aim for every dealership to be the best retailer in their respective town or city	To deliver an outstanding customer motoring experience through honesty and trust	Vertu Motors to be the most admired and respected dealer group in the automotive industry

PASSION | RESPECT | PROFESSIONALISM | INTEGRITY | RECOGNITION | OPPORTUNITY | COMMITMENT

Strategic Goals

Growth	Digitalisation - Cohesive ‘bricks and clicks’ strategy	Colleague & Customer Focus	Ancillary businesses
Grow as a major scaled franchised dealership group and to develop our portfolio of Manufacturer partners, whilst being mindful of industry development trends, to maximise returns	• Optimise omnichannel retail offering and promote our brand to drive enquiry levels • Digitalise aftersales process • Reduce cost base, deliver efficiency through use of technology • Utilise data driven decision making to enhance returns	Develop and motivate the Group’s colleagues to ensure consistency of operational excellence and delivery to customers across the business	Develop ancillary businesses to add revenue and returns which complement the core business

Sustainability Goals

Work with our Manufacturer partners to provide increasingly sustainable choices for customers	Reduce the environmental impact of our business	Care for our colleagues and support our communities

Sector Trends – Near-term uncertainty

Vertu Motors plc

Electrification

- New car market remains under pressure from ZEV mandate with headline targets on Manufacturers unlikely to be reduced in coming years
- Government announced a series of grants to stimulate EV sales which was welcomed
- Announcement in July, ahead of confirmation of the exact nature and extent of the grants led to some deferral of purchases from July and August
- EV grants have now been confirmed as available in many of the brands represented by the Group, with other brands making similar discounts to match this offering
- More lower price electric vehicles are now coming to market, improving affordability for customers

Chinese Entrants

- Chinese brands are growing in popularity with UK consumers, and it is clear they are an increasing part of the UK new vehicle market:
  - Chinese brands represented 9% of all UK SMMT private registrations in the Period up from 3% in the previous year
  - This increase accounted for all the growth in UK retail registrations in the Period
- As part of the Group's strategy to reflect this increase in Chinese OEM share, a further three BYD outlets are in the process of being opened, bringing the total number operated by the Group to five outlets
- Partnerships with further Chinese new entrants being considered

Finance Commission

- Supreme Court judgement issued August 2025
  - dismissed claims regarding bribery and fiduciary duties
  - upheld one decision relating to unfair relationship between the customer and the lender
- FCA published their consultation paper on a commission redress scheme on 7 October 2025
- Consultation process runs for six-weeks and the Group will provide structured feedback in the required timescales
- Redress payable proposed to be initially levied on lenders rather than motor retailers
- The Board does not currently consider that provisions are required to be made in respect of any exposures in this area

Digitalisation, Efficiency & AI

Vertu Motors plc

Finance Efficiency

Group is dedicating significant resource to re-engineering and automating finance functions to drive efficiency in process and productivity

Notable developments in the Period include:

- Automated invoicing in our Vertu Cosmetic Repair business, automating the production of 21,500 sales ledger invoices and the posting of costs to 100,000 vehicles per annum
- "Aftersales Dashboard" in service departments, integrating advanced payment methods and implementing Open Banking. The dashboard automates postings into the Group's accounting system, removing manual keying in respect of nearly 500,000 receipt transactions annually

Significant cost savings are being realised as a result of these incentives with a reduction in operating expenses delivered

Data and AI

- Focus on practical applications that provide measurable business benefits, including cost efficiency and swift return on investment
- Efforts to date have concentrated on improving telephony and customer contact handling efficiency
- Multiple pilot projects underway, including AI-driven outbound service bookings and automation of some contact centre functionality
- AI deployments anticipated to increase efficiencies in our central contact centre operations
- "AI Dragons Den" competition encouraged colleagues amongst the Group's 60-strong software development team to propose AI-based proof of concept ideas
- Winning concept to automate responses to Manufacturer web leads will be implemented in H2

Website

- Project to rebuild our Group retail website is progressing well and will be fully complete in mid-2026
- All work is being undertaken in-house with costs tightly controlled
- Search Engine Optimisation ("SEO") strategy reviewed and visibility of key search terms boosted to market leading position
- Website load speeds have substantially increased without reducing image quality
- Innovation and focus is required on greater video content and greater use of YouTube channels. A new strategy is being executed as a result

Brand and Marketing

New senior management structure from 1 January 2026

- Two new Managing Director roles to be created from 1 January 2026, via internal appointments
- Leon Caruso and Anthony Masterson who have been with the Group as Group Operations Directors for seven and five years respectively will take up these new roles
- New roles will oversee dealership operations with Group Operations/Franchise Directors reporting into the new Managing Directors
- New structure will reduce CEO span of control to allow greater focus on:
  - Group strategy
  - Manufacturer relationships
  - Development of senior leadership team
  - More regular visits to the Group's dealerships across the UK

Anthony Masterson

Leon Caruso

Vertu Motors plc

Financial Performance

Karen Anderson CFO

Income Statement

£'m (unless otherwise stated)	6-month period ended 31 August 2025	2024	% Change
Revenue[3]	**2,510.0**	**2,474.6**	**1.4%**
Gross profit	282.2	273.8	**3.1%**
Gross margin %	**11.2%**	**11.1%**	**0.1%**
Operating expenses[1]	(249.2)	(239.4)	**4.1%**
Operating expenses[1] as % of revenue	9.9%	9.7%	**0.2%**
Adjusted[1] operating profit	**33.0**	**34.4**	**4.1%**
Net finance charges	(11.0)	(10.9)	**0.9%**
'Old' Adjusted[1] profit before tax	**22.0**	**23.5**	**6.4%**
Share based payments and amortisation	(2.0)	(1.4)	**42.9%**
'New' Adjusted profit before tax	**20.0**	**22.1**	**9.5%**
Non-underlying items	(0.5)	-	-
Profit before tax	**19.5**	**22.1**	**11.8%**
Adjusted[2] Basic EPS (pence)	4.57p	4.77p	**4.2%**
Dividend per share (pence)	0.90p	0.90p	-

[1] Excludes share based payments, amortisation and non-underlying items
[2] Excludes non-underlying items
[3] Parts revenue on vehicle preparation excluded from external revenue

Revenue: Grew by £35.4m to a new record level of £2.5bn in the Period driven by acquisitions, particularly Burrows in October 2024 (+£103m). Core Group revenues declined by £49.2m, driven by reduced Motability volumes and the move to the agency model in the Group's MINI dealerships

Gross Margin: Increased to 11.2% in the Period aided by mix of sales, improved aftersales pricing and conversion as well as a resilient used car performance

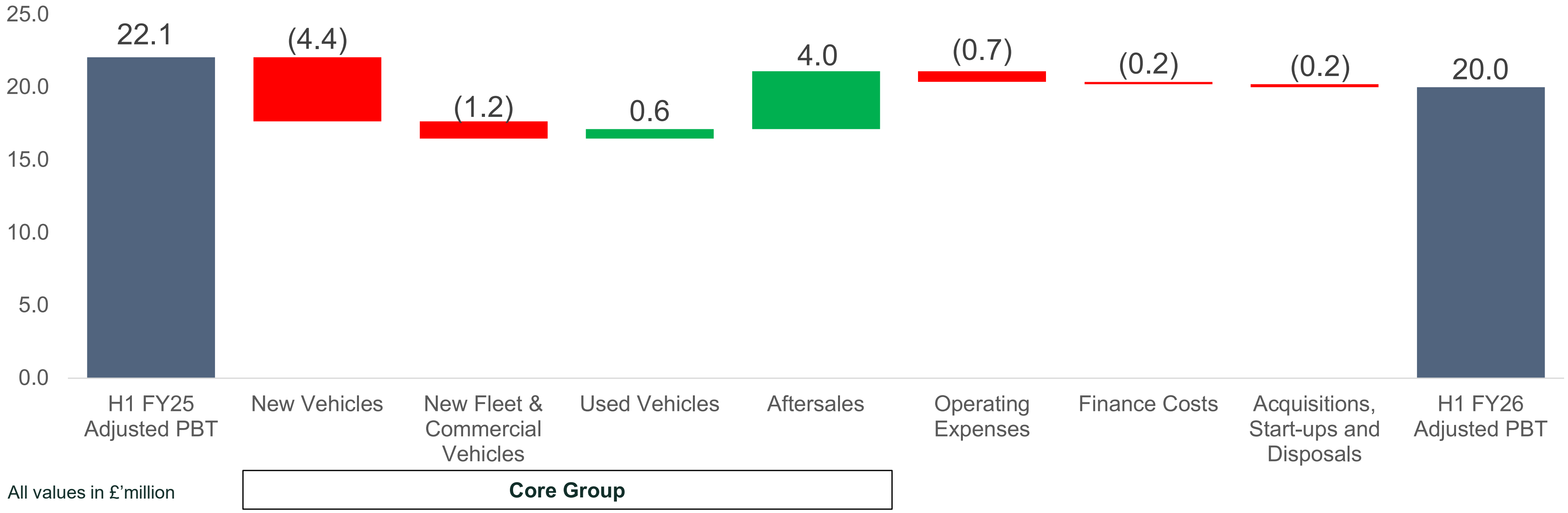
Operating Expenses: Increase driven by acquisitions with Core Group up just 0.3% (£0.7m) on H1 FY25 levels reflective of tight cost control

Net Finance Charges: increase due to additional borrowing following Burrows acquisition. Higher Manufacturer stocking charges and lease interest were partially offset by increased interest income on cash deposits and the impact of lower interest rates

Non-underlying items: reflect the costs of dealership closures and redundancy as the Group continues to exert cost control, drive improved efficiency and remove outlets not delivering appropriate returns

Profit Bridge – Adjusted PBT

Core Group Gross Profit Movement: (£1.0m)



All values in £'million

- Like-for-like gross profits from the sale of new retail and Motability vehicles declined by £4.4m, principally as a result of reduced Motability volumes
- Growth in used car gross profit generation delivered despite shortages of three-to-five-year-old vehicles in the UK market and higher internal preparation prices charged by the service department
- Very strong performance from aftersales with significant growth aided by increased charges to vehicle departments and pricing increases generally
- Operating expenses tightly controlled in the face of ongoing cost pressures in the UK economy
- Acquisitions and start-ups generated losses as anticipated in the Period, reflecting start-up operations which are progressing as planned

Tight Management of Cost Headwinds

£'m	6-month period ended 31 August 2025	2024	Variance	Variance %
Salary cost	132.9	132.6	+0.3	+0.2%
Vehicle and valeting costs	27.0	28.9	(1.9)	(6.6%)
Property costs and depreciation	29.4	27.8	+1.6	+5.8%
Other (including IT)	25.2	27.1	(1.9)	(7.0%)
Marketing costs	20.1	18.0	+2.1	+11.7%
Share based payments and amortisation	1.9	1.4	+0.5	+35.7%
Core Group operating expenses	**236.5**	**235.8**	**+0.7**	**+0.3%**
Core Group operating expenses as a percentage of Core Group revenues	***10.0%***	***9.7%***	***+0.3%***	
Acquisitions	13.5	1.5	+12.0	
Disposals	1.1	3.5	(2.4)	
Group net underlying operating expenses[1]	**251.1**	**240.8**	**+10.3**	**+4.3%**
Operating expenses as a percentage of revenues	***10.0%***	***9.7%***	***+0.3%***	

[1] Excludes non-underlying items

- Salary costs represent over half of Core Group operating expenses and are the biggest single cost to the Group. Salary costs in the Core Group have increased just £0.3m (0.2%) year-on-year despite the increased costs enforced by the 2024 Autumn Statement
- Rises in National Minimum Wage and an increase in the rate of Employers' National Insurance enacted in April 2025 had an estimated combined annual impact of £10m
- The Group took decisive action in H2 FY25, including a targeted headcount reduction programme to mitigate the impact of these rises. This led to a headcount reduction of approximately 290 colleagues
- Marketing costs up £2.1m reflecting the Group's investment in the move to single brand "Vertu" and 10 day used vehicle sales event in July 2025
- Vehicle and valeting costs reduced by £1.9m – through a number of initiatives and savings in vehicle costs driven by active management of vehicle fleets

Balance Sheet

Vertu Motors plc

	31 Aug 2025 £'m	28 Feb 2025 £'m	31 Aug 2024 £'m
Intangible assets	137.3	137.2	131.0
Retirement benefit asset	3.7	3.9	3.1
Right-of-use (ROU) assets	93.7	83.7	81.5
Tangible assets	357.8	357.5	339.0
Non-current assets	**592.5**	**582.3**	**554.6**
Current assets	883.6	915.9	872.6
Property assets held for sale	5.1	7.9	7.8
Cash and cash equivalents	58.5	72.6	38.6
Total assets	**1,539.7**	**1,578.7**	**1,473.6**
Current liabilities	(900.5)	(953.3)	(863.4)
Non-current liabilities	(34.5)	(34.5)	(33.0)
Lease liabilities	(103.9)	(94.0)	(91.5)
Borrowings	(136.8)	(139.2)	(122.5)
Net assets	**364.0**	**357.6**	**363.2**
Tangible net assets	241.3	234.8	245.0
Tangible net assets per share (pence)	**76.1**	**72.9**	**73.7**

- Tangible net assets per share at 76.1p, up 4.4% from 72.9p aided by share buy-back programme executed at an average of 59.9p per share to date
- Freehold and long leasehold property portfolio at depreciated historic cost of £336.2m
- As a result of the continued market weakness in new cars, and September being a smaller plate change month than March, the Group did not reduce it's used car stock holding to the same extent that it did at 28 February 2025. September used retail like-for-like volumes rose 5.8% year-on-year
- £3.3m received from surplus property assets 10.7% above net book value
- Right of use assets have increased as a result of lease renewals

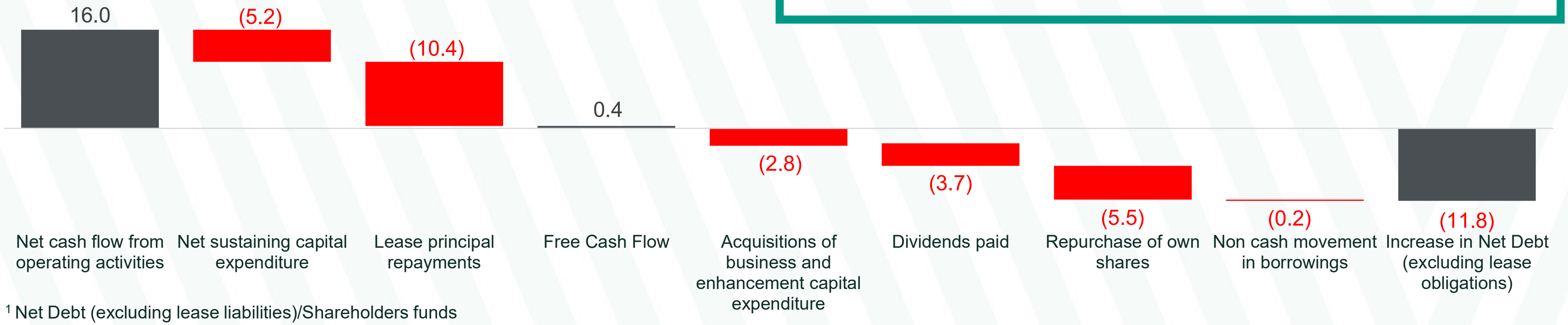
Vehicle Inventory	31 Aug 2025 £'m	28 Feb 2025 £'m	31 Aug 2024 £'m	Variance (Aug 25 v Aug 24) £'m
New vehicles	533.3	577.5	519.5	13.8
Demonstrators	48.3	49.5	58.6	(10.3)
Used vehicles	183.3	166.3	184.5	(1.2)
	764.9	**793.3**	**762.6**	**2.3**

[1] Excludes lease liabilities

Free Cash Flow, Net Debt and Gearing

Cash Flow 6 Months Ended 31 August 2025	£'m
Operating profit	**30.6**
Depreciation, amortisation and impairment	20.6
Profit on sale of assets	(0.9)
Working capital	(21.2)
Share based payments	1.4
Interest and taxation	(14.5)
Net cash flow from operating activities	**16.0**

All values in £'million



H1 Working Capital outflow: £21.2m
Higher used vehicles and reduced vehicle deposits

Net Debt[2]: £78.3m (H1 FY25: £83.9m)
Reduced year-on-year despite share buyback outflows and significant acquisitions undertaken

Gearing[1]: 21.5% (H1 FY25: 23.1%)
reduced by 160bp

[1] Net Debt (excluding lease liabilities)/Shareholders funds
[2] Net Debt (excluding lease liabilities)

Capital Allocation

Portfolio Management

- In June 2025 the Group closed a Citroen sales outlet which operated from a leasehold premises in Nottingham, to be refranchised to the Skoda franchise in November 2025
- Three new BYD sales outlets to open by November 2025, in Hartlepool, Macclesfield and Morpeth, increasing the number of BYD outlets in the Group to five
- £3.3m received from surplus property assets at 10.7% above net book value; further cash generation from property disposals anticipated
- Further portfolio repositioning will continue as capital is recycled from low to high return activities

Share Buyback

- 9.4m shares repurchased at a cost of £5.6m in the Period: buyback continues with £7.0m of the current £12.0m authority expended to 30 September 2025
- Since share buyback programmes began in July 2017, over £42m has been returned to shareholders through the repurchase of shares, reducing the Group's shares in issue by over 19%

Dividends

- In the Period, the Group returned £3.7m to shareholders by the payment of a final dividend in respect of FY25
- Further dividend of 0.9p (FY25: 0.9p) per share announced in respect of H1 FY26 to be paid in January 2026
- The Group has a dividend policy of 2.5 – 3.5 times cover compared to adjusted fully diluted EPS

Vertu Motors plc

Trading and Operational Update

Group Vehicle Sales Performance

Vertu Motors plc

Like-for-Like Vehicle Volumes 6-months to 31 August 25

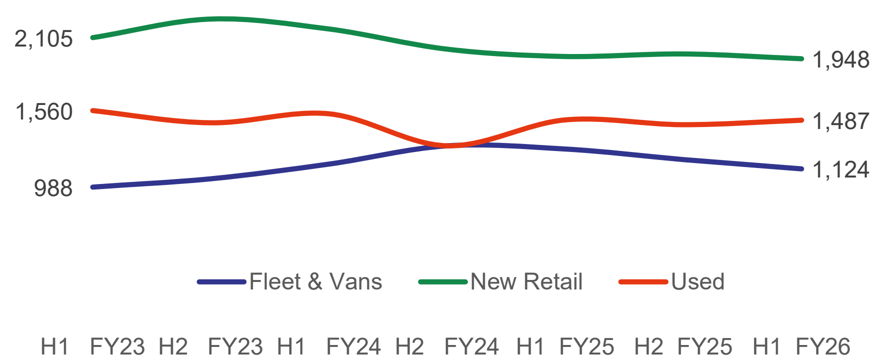
	H1 FY26 Volume[1]	Group Like-for-like % Change	UK % Change (SMMT)[2]	Group Like-for-like v SMMT %
New retail car and bikes[3]	20,250	1.5%	4.0%	(2.5%)
Motability	8,638	(22.2%)	(21.1%)	(1.1%)
Fleet car[3]	16,656	16.6%	13.5%	3.1%
New commercials	7,770	(9.4%)	(9.4%)	-
Total new vehicles	**53,314**	**(1.3%)**		
Used vehicles – retail	47,799	(0.5%)		
Used vehicles – trade	16,457	(1.5%)		
Total vehicles sold	**117,570**	**(1.0%)**		

Group[1] Share of UK Market H1 FY26

New retail car	Motability	Fleet car	New commercials
↑ 5.0% (H1 FY25: 4.8%)	↑ 5.8% (H1 FY25: 5.6%)	↑ 3.6% (H1 FY25: 3.3%)	↑ 4.8% (H1 FY25: 4.8%)

[1] Total Group
[2] Source SMMT
[3] Includes agency volume
[4] Includes agency & Motability volume

Total Group Gross Profit Per Unit £



Core Group v H1 FY25	New retail car and bikes[4]	New fleet & commercials	Used
Selling price per unit (£)	26,303	29,292	21,113
Change in SPPU (£)	98	(554)	359
Gross profit change (£'m)	(4.4)	(1.2)	0.6
Gross margin %	7.7%	4.9%	7.2%
Gross margin % change	+0.2%	(0.3%)	-

UK BEV Market – Significant Retail Outperformance

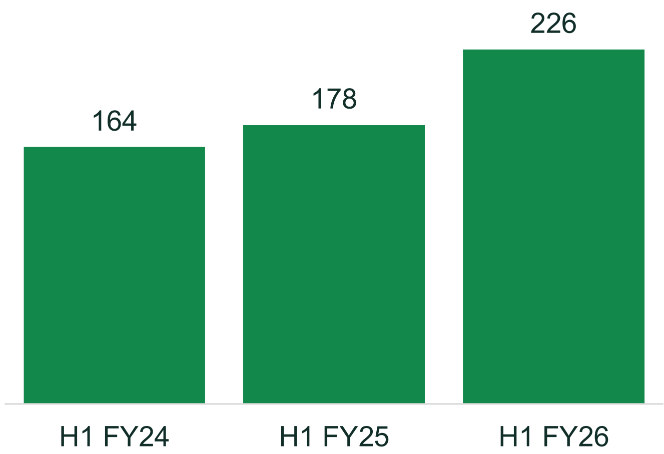
Like-for-like BEV private vehicle sales H1 FY26 v H1 FY25:

Vertu +82.4%

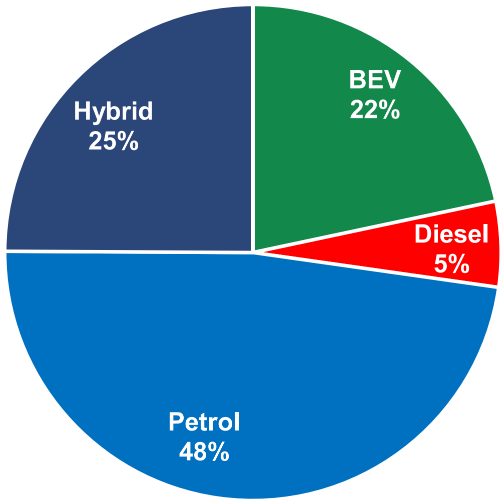
Market +55.2%

- Like-for-like BEV sales growth significantly ahead of market trends in private channel
- Vertu market share of private BEV market increased in H1 and was broadly in-line with equivalent share of total private market
- BEV registrations nationally account for 22% of the UK car market (below 28% ZEV mandate target)
- Private market BEV registrations significantly lower proportionally, than other channels

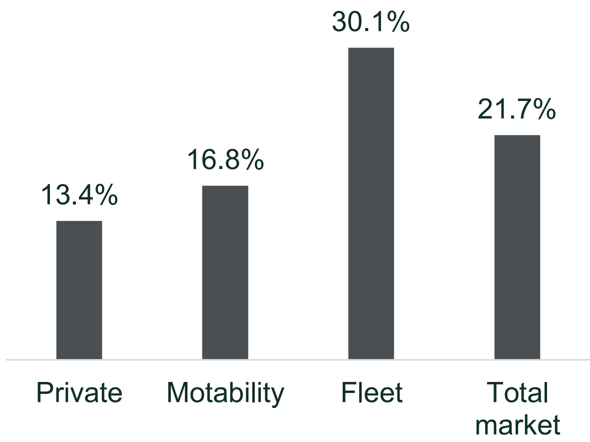
Total UK Market BEV Registrations (‘000s)



Split of UK Car Registrations H1 FY26



BEV as % of Total UK Registrations H1 FY26



Group Aftersales Performance

Gross profit up in all major channels (L4L)

Like-for-like H1 FY26 v H1 FY25	Service	Parts	Accident & Smart Repair	Fuel Forecourt	Total
Revenue[1] (£'m)	110.0	139.9	15.1	5.2	270.2
Revenue[1] change %	3.7%	2.9%	(1.7%)	(10.1%)	2.7%
Gross profit (£'m)	81.1	29.6	9.4	0.4	120.5
Gross profit change (£'m)	**3.6**	**0.5**	**(0.1)**	**0.0**	**4.0**
Gross margin[2] %	73.7%	21.2%	62.2%	8.7%	44.6%
Gross margin[2] % change	0.6%	(0.3%)	0.6%	0.2%	0.3%

- High margin aftersales operations are a vital contributor to Group profitability, generating over 45% of total gross profit.
- The Group has successfully executed initiatives to enhance average invoice value in the Period, including focus on the Group's vehicle health check ("VHC") process and increased use of the Group's Pay Later product
- Internal preparation rates increased year on year generating an additional £2.1m gross profit for the service departments (cost absorbed by vehicle sales departments mainly used cars)
- Core Group Parts revenue increase driven by a growth in wholesale parts sales. This also led to a £0.5m increase in gross profit. Margins declined slightly as a result of a shift in sales mix towards lower margin wholesale activity
- Declining major accident repair activity reflects UK market trends as vehicle technology improves and results in fewer and less severe accidents

[1] Includes internal and external revenue [2] Margin in aftersales expressed on internal and external revenue

Service and Repairs: Excellent operational execution

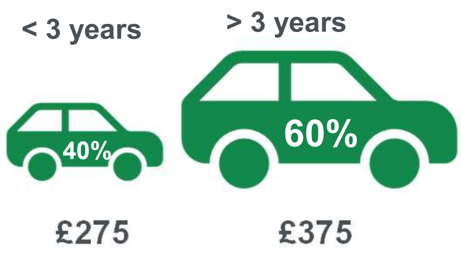
Vertu Motors plc

Internal rate impact

+£2.1m gross profit

- In March 2025 the Group increased its internal preparation rates charged to the vehicle sales departments, to better reflect the upward pressure on costs including technician pay
- Approximately £2.1m of additional labour gross profit added to the Core Group service department, absorbed by the vehicle sales departments as a cost
- Represents 58% of the increase in like-for-like service gross profit

Benefits of Retention



Mix of work and average invoice value by age of vehicle

- Consistent focus on Service Plan sales and highly structured contact strategy drives customer retention
- Used car sold by Group targeted to be sold with 50% penetration of 3-year service plans
- Average age of vehicle in Group workshops in the Period was 4.85 years

Cost Saving: Wash & Vac

+£0.4m

- National Minimum Wage rises are leading to escalation in valet costs in dealerships
- The Group has applied behavioural science to encourage customers to “opt out” of a “wash and vac” service in the service department following customer visits and introduced charging for this service in several divisions
- A profit enhancement of approximately £0.4m was generated in the Period from increased opt out rates
- Further cost savings will arise as the strategy is rolled out to all non-premium outlets and annualised

Group Well Positioned

Vertu Motors plc

Scaled Group that is stable, well-capitalised and asset backed

Firepower to further expand operations and scale

Digitalisation gathering pace in impact, benefiting customers and productivity

People-focus provides talented, motivated colleagues to serve customers

Capital allocation and shareholder return focus

Definitions of Key Terminology

Vertu Motors plc

Core:

Comparison against FY25

Dealerships that have traded for the full period of March 2024 to August 2024 and March 2025 to August 2025

Like-for-like:

Dealerships that have comparable trading periods in two consecutive financial years, only the comparable period is measured as "like-for-like"

FY26:

The twelve month period ended 28 February 2026

FY25:

The twelve month period ended 28 February 2025

FY24:

The twelve month period ended 29 February 2024

H1 FY26:

The six month period ended 31 August 2025

H1 FY25:

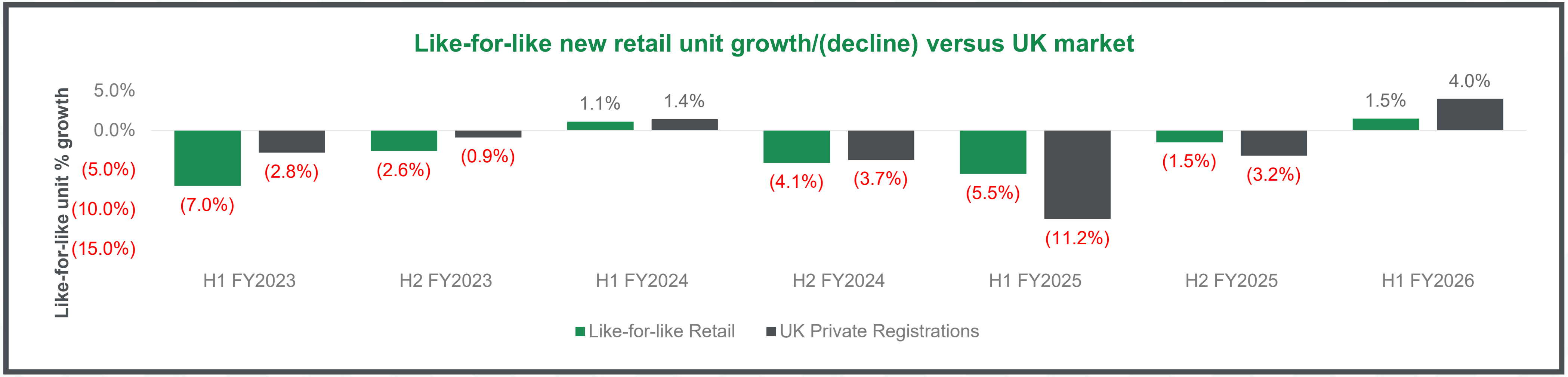
The six month period ended 31 August 2024

H1 FY24:

The six month period ended 31 August 2023

New Vehicle Trends (Retail and Motability)

	H1 FY2023	H2 FY2023	H1 FY2024	H2 FY2024	H1 FY2025	H2 FY2025	H1 FY2026
Selling price per unit [1] (£)	24,062	24,191	25,906	25,338	26,180	26,064	26,155
Gross profit per unit [1] (£)	**2,105**	**2,246**	**2,170**	**2,019**	**1,965**	**1,984**	**1,948**
Margin (Group) [1]	8.5%	9.0%	8.5%	8.0%	7.6%	7.7%	7.6%
Margin (Core Group) [1]	8.5%	9.1%	8.2%	7.8%	7.6%	7.9%	7.7%
Like-for-like unit (Retail) growth/(decline)	(7.0%)	(2.6%)	1.1%	(4.1%)	(5.5%)	(1.5%)	1.5%
UK private registrations [2] growth/(decline)	(2.8%)	(0.9%)	1.4%	(3.7%)	(11.2%)	(3.2%)	4.0%



[1] Includes Motability sales [2] Source SMMT

Fleet and Commercial Vehicle Trends

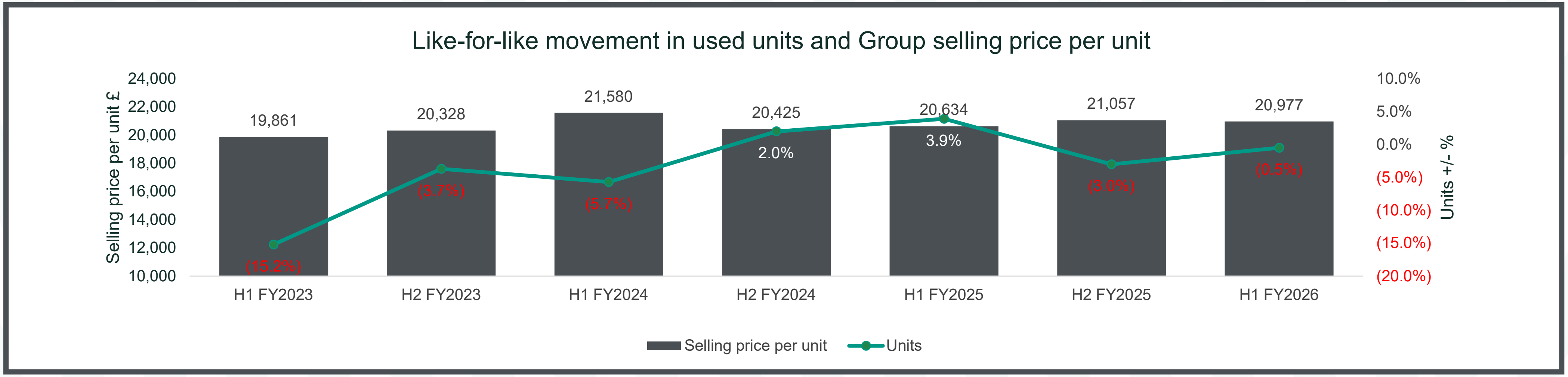
Vertu Motors plc

	H1 FY2023	H2 FY2023	H1 FY2024	H2 FY2024	H1 FY2025	H2 FY2025	H1 FY2026
Selling price per unit (£)	24,109	25,730	27,085	28,196	29,288	29,806	29,274
Gross profit per unit (£)	**988**	**1,049**	**1,160**	**1,296**	**1,272**	**1,194**	**1,124**
Margin (Group)	4.7%	4.7%	5.1%	5.6%	5.2%	5.4%	5.0%
Like-for-like unit growth/(decline) (Fleet)	(12.2%)	18.4%	9.9%	14.0%	6.6%	3.1%	16.6%
UK car fleet registrations[1] growth/(decline)	(28.0%)	34.6%	36.3%	18.2%	9.7%	3.8%	13.5%
Like-for-like unit growth/(decline) (Vans)	(14.8%)	18.1%	6.2%	(11.0%)	(15.0%)	(2.0%)	(9.4%)
UK van commercial registrations[1] growth/(decline)	(25.5%)	(6.7%)	19.8%	18.8%	2.0%	(2.1%)	(9.4%)

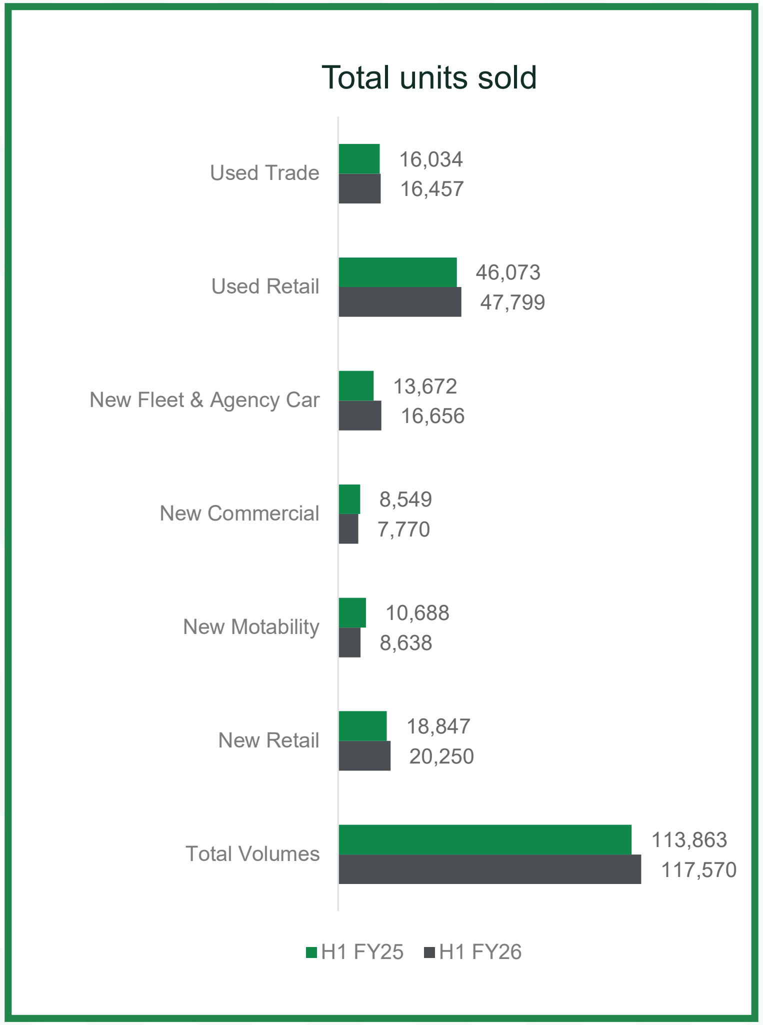
[1] Source SMMT

Used Vehicle Trends

	H1 FY2023	H2 FY2023	H1 FY2024	H2 FY2024	H1 FY2025	H2 FY2025	H1 FY2026
Selling price per unit (£)	19,861	20,328	21,580	20,425	20,634	21,057	20,977
Gross profit per unit (£)	**1,560**	**1,468**	**1,535**	**1,296**	**1,490**	**1,455**	**1,487**
Margin (Group)	7.9%	7.2%	7.1%	6.3%	7.2%	6.9%	7.1%
Margin (Core Group)	7.9%	7.4%	7.4%	6.9%	7.3%	7.0%	7.2%
Like-for-like unit growth/(decline)	(15.2%)	(3.7%)	(5.7%)	2.0%	3.9%	(3.0%)	(0.5%)



Vehicle Volumes Sold



H1 FY26 vs H1 FY25 +/- %

+2.6%

+3.7%

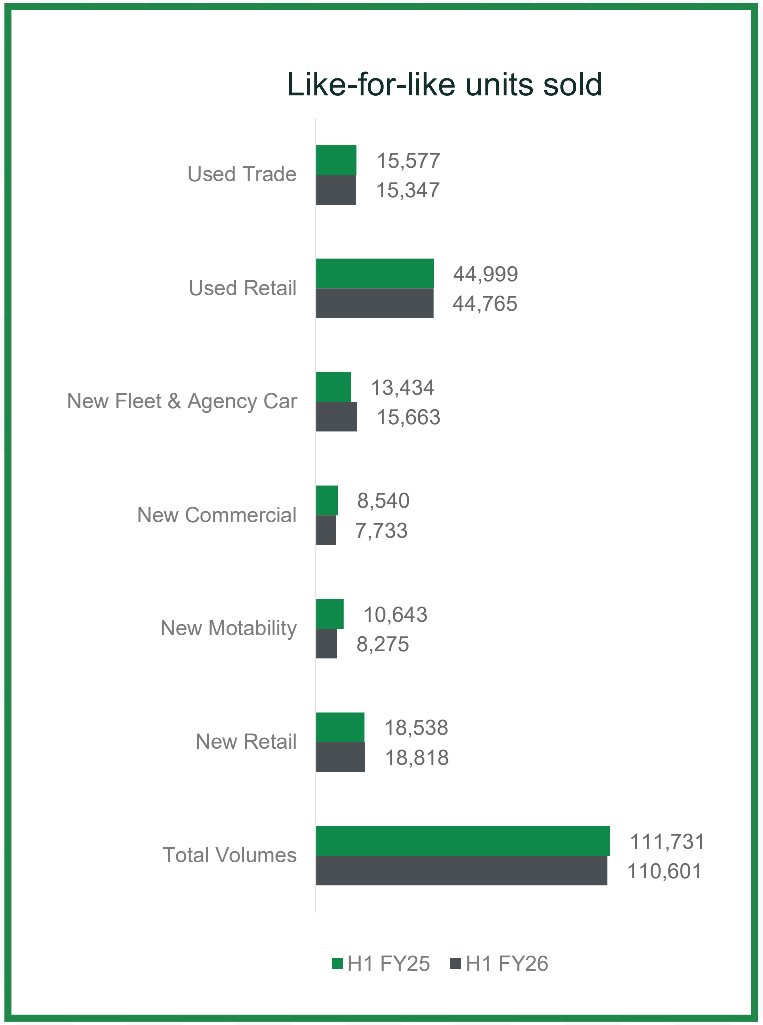
+21.8%

(9.1%)

(19.2%)

+7.4%

+3.3%



H1 FY26 vs H1 FY25 +/- %

(1.5%)

(0.5%)

+16.6%
SMMT +13.5%

(9.4%)
SMMT (9.4%)

(22.2%)
SMMT (21.1%)

+1.5%
SMMT +4.0%

(1.0%)

Net Debt & Borrowing Facilities

Vertu Motors plc

Net Debt at 31 August 2025	Facilities £'m	Drawn £'m
5 year acquisition facility (from December 2022)	93.0	55.5
20 year mortgage facility (from December 2020)	9.8	9.8
20 year mortgage facility (from December 2022)	64.5	64.5
10 year mortgage facility (from December 2024)	7.0	7.0
1 year working capital facility (from May 2025)	48.0	-
Total committed facilities	**222.3**	**136.8**
Cash		**(58.5)**
Used vehicle stocking loans	70.0	-
Overdraft	5.0	-
Total facilities	**297.3**	
Net Debt (excluding lease liabilities)		**78.3**
Lease liabilities		103.9
Total Net Debt including lease liabilities		**182.2**

Dealership Portfolio

Vertu Motors plc

191 sales outlets

		Sales Outlets
Stellantis	Vauxhall	16
	Peugeot	11
	Citroen	6
BMW	BMW	7
	MINI	7
	BMW Motorcycles	4
	Ford	17
Renault Nissan	Nissan	13
	Renault/Dacia	9
	Renault LCV	1
Honda	Honda	16
	Honda Motorcycles	3
Volkswagen Group	Volkswagen	8
	SEAT/Cupra	3
	Skoda	3
	Ducati Motorcycles	1
	Volkswagen Commercial Vehicles	1
	Audi	1
Hyundai	Hyundai	11
	Kia	4

		Sales Outlets
JLR	Land Rover	10
	Jaguar	1
	Toyota	11
Mercedes	Mercedes-Benz	5
	Mercedes-Benz Commercial Vehicles	1
	Volvo	6
	MG	4
	Mazda	4
	BYD	3
	SMART	2
	Ferrari	1
	LEVC	1

Disclaimer

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