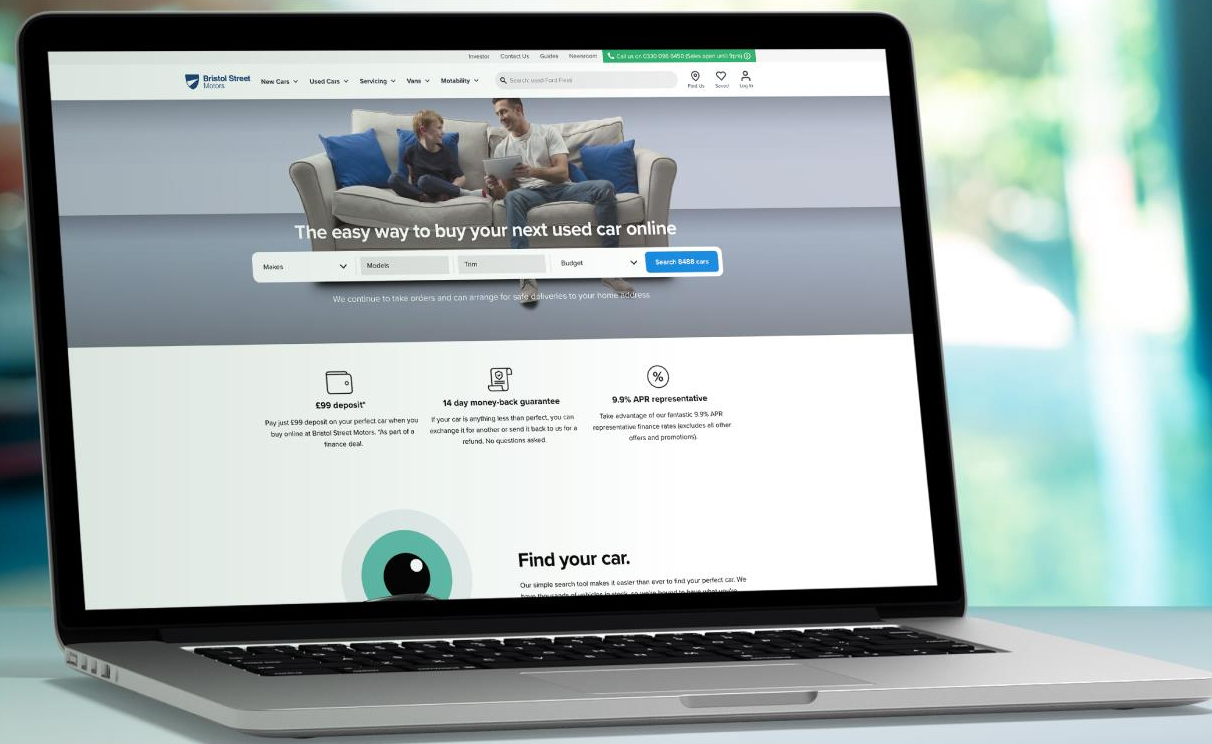


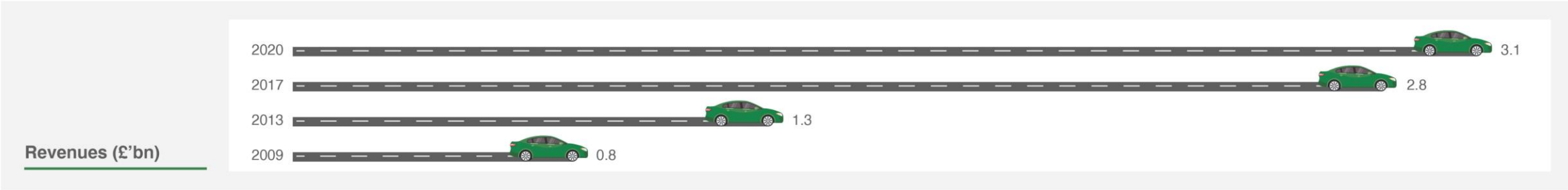
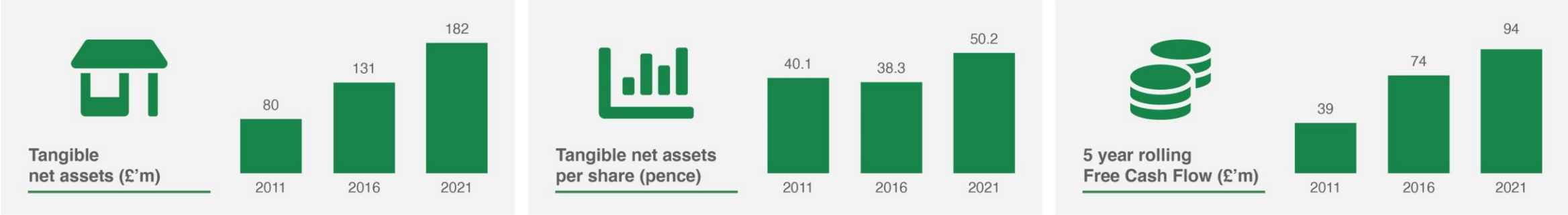
Analyst and Investor Presentation

Full Year Results

Year ended 28 February 2021



15 Years to Build a Scaled Business





FY21 Highlights – Robert Forrester CEO



Financial Results – Karen Anderson CFO



Strategic Update and Outlook – Robert Forrester CEO

Technological Innovation Achieved

The logo for Click2Drive, featuring the text "Click" and "Drive" in white on an orange parallelogram background, with a small car icon between the words.

Click2Drive sales tech platform best in class

Robotics technology improves efficiency

Data platforms aiding decision making

Delivered Enhanced Scale



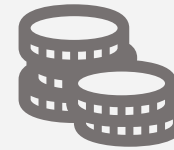
£3.7bn normalised revenue business

149 sales outlets

30 outlets added since Jan 2020

BMW/MINI franchises gained

Focus on Cost and Liquidity



Decisive action to reduce costs as activity curtailed by Covid restrictions

£10m annualised saving from restructuring

Effective cash flow management

Culture



87% of colleagues consider the Group a great place to work

98% of colleagues know the Values

93% believe the directors actively practice these

| Revenues | Profitability | Cash | Shareholders |
|--|--|---|---|
| Revenues | Gross Margin | Free Cash Flow | EPS |
| <div><div>£2.5bn</div><div>(21.6%)</div></div> | <div><div>11.8%</div><div>£22.4m</div></div> | <div><div>£48m</div><div>153%</div></div> | <div><div>4.44p</div><div>50.2p</div></div> |
| Like-for-like decline | Profit before tax | FCF conversion | Tangible Net Assets per share |

Financial Results

Karen Anderson CFO



Income Statement

7

| £'m (unless otherwise stated) | March to May | | June to February | | FY | | |
|--|---------------|--------------|------------------|----------------|----------------|----------------|----------------|
| | FY21 | FY20 | FY21 | FY20 | FY21 | FY20 | % Change |
| Revenue | 332.3 | 926.9 | 2,215.4 | 2,137.6 | 2,547.7 | 3,064.5 | (16.9%) |
| Gross profit | 39.5 | 91.4 | 261.5 | 242.7 | 301.0 | 334.1 | (9.9%) |
| Gross margin % | 11.9% | 9.9% | 11.8% | 11.4% | 11.8% | 10.9% | +0.9% |
| Furlough grant support received | 17.7 | - | 10.1 | - | 27.8 | - | - |
| Operating expenses | (68.9) | (76.2) | (226.1) | (225.7) | (295.0) | (301.9) | (2.3%) |
| Adjusted¹ operating (loss) / profit | (11.7) | 15.2 | 45.5 | 17.0 | 33.8 | 32.2 | +5.0% |
| Net finance charges | (2.6) | (2.1) | (6.6) | (7.1) | (9.2) | (9.2) | - |
| Adjusted¹ (loss) / profit before tax | (14.3) | 13.1 | 38.9 | 9.9 | 24.6 | 23.0 | +7.0% |
| Non-underlying items | | | | | (2.2) | (15.7) | |
| Profit before tax | | | | | 22.4 | 7.3 | +206.8% |
| Underlying tax rate % | | | | | 21.3% | 19.7% | |
| Adjusted ¹ Basic EPS (pence) | | | | | 5.27p | 4.99p | +5.6% |

Gross Margin strengthened: used pricing benefits, commercial vehicle margins buoyant

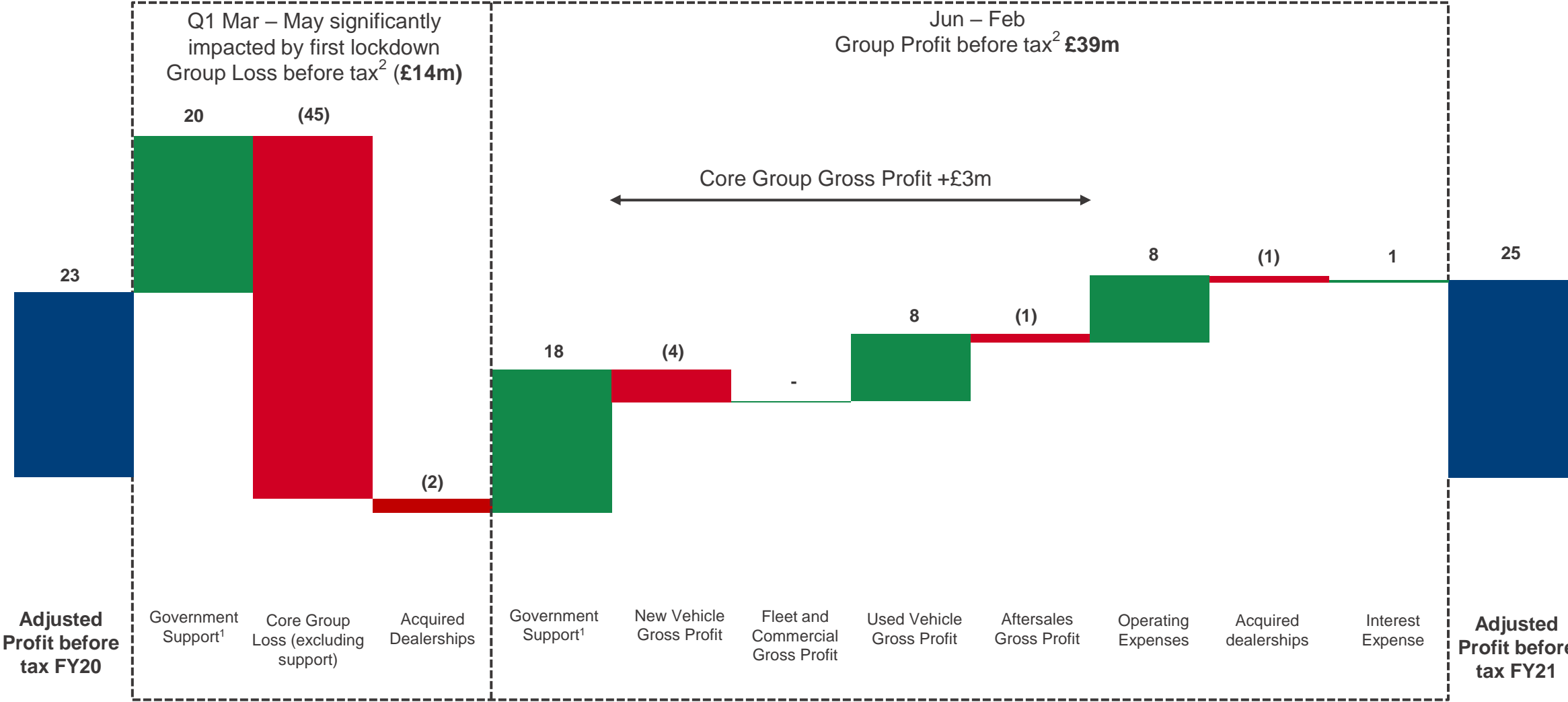
Operating Expenses: benefit of government support, tight cost control and structural reduction

Net Finance Charges: Savings on stocking charges in the June to February period offset higher charges in Q1

¹ Excluding non underlying items (share based payments, amortisation of intangibles and impairment charges)

Profit Bridge

All values £' million



¹ Includes Furlough grant support receipts and business rates relief

² Adjusted

Cost-focus: Maximising Productivity

9

Government and other support



- £27.8m Furlough grant support received
- £10.5m business rates relief and grant support
- Manufacturer and other supplier actions reduced franchise costs and aided cash flow

Variable cost reductions



- Vehicle fleet costs
- Training moved online
- Activity based costs reduced:
 - Vehicle cleaning
 - Energy
 - Consumables

Improved productivity



- Sales process enhancement including online
- Click2Drive digital sales tech platform
- Switch to contactless digital processes
- Use of robotic processes

Delivering

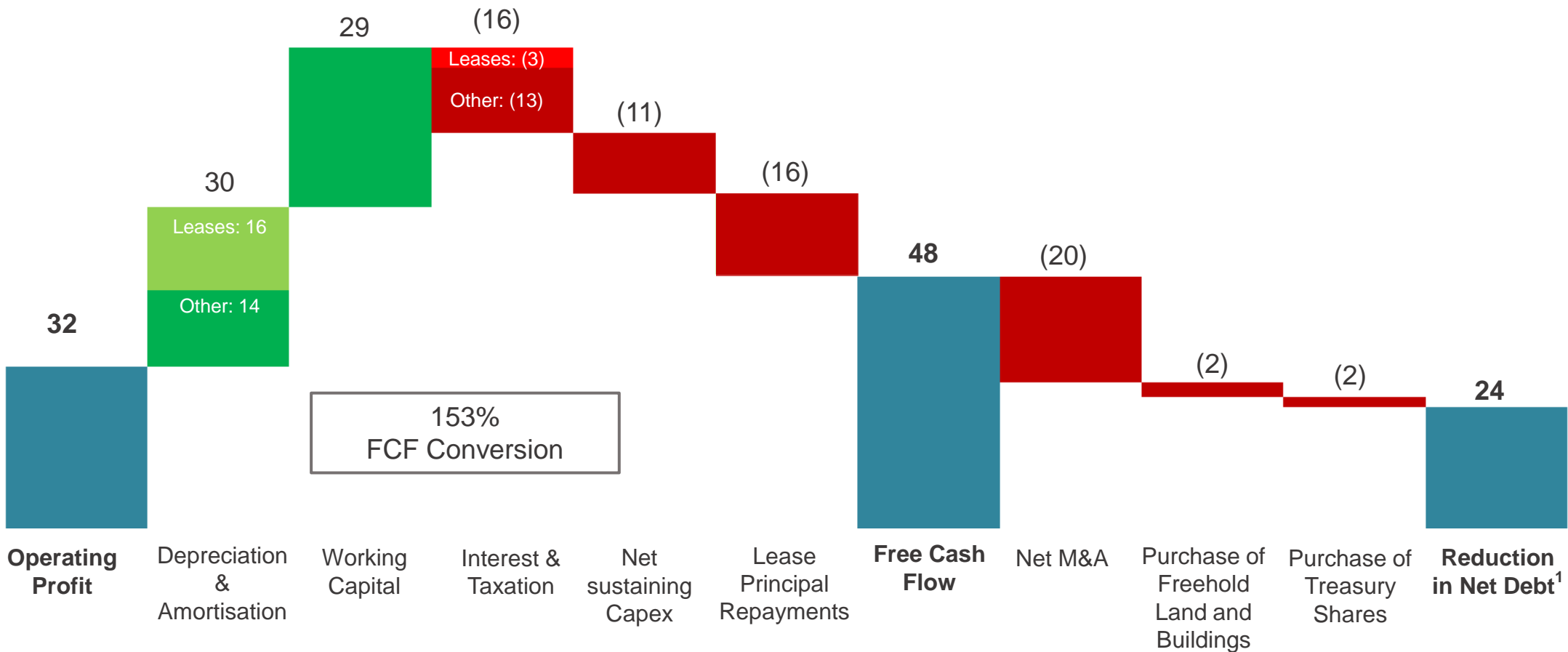
- £16m¹ reduction in Core Group operating expenses year-on-year
- £10m annualised cost savings through reduced headcount
- Sustainable higher productivity levels achieved

¹ excluding government support (furlough and business rates relief)

Strong Free Cash Flow

Net cash flow from operating activities: £75m

Uses of Free Cash Flow



¹ Excluding IFRS 16 liabilities

Net Debt

11

| | Facilities at 28 Feb 21 £'m | Drawn at 28 Feb 21 £'m | Facilities at 29 Feb 20 £'m | Drawn at 29 Feb 20 £'m |
|--|-----------------------------------|------------------------------|-----------------------------------|------------------------------|
| 5 year acquisition facility (from February 2019) | 62.0 | 53.8 | 62.0 | 43.6 |
| 20 year mortgage facility (from December 2020) | 12.7 | 12.6 | - | - |
| 1 year working capital facility (from May 2021) | 48.0 | - | 68.0 | - |
| Total committed facilities | 122.7 | 66.4 | 130.0 | 43.6 |
| Cash | | (67.8) | | (40.8) |
| Adjusted net (cash)/debt¹ | | (1.4) | | 2.8 |
| Used vehicle stocking loans | 45.0 | 5.9 | 35.0 | 25.5 |
| Overdraft | 5.0 | - | 5.0 | - |
| Total facilities | 172.7 | | 170.0 | |
| Net debt (excluding IFRS 16 liabilities) | | 4.5 | | 28.3 |
| IFRS 16 liabilities | | 91.1 | | 96.9 |
| Total Net Debt | | 95.6 | | 125.2 |

Repayment Mortgage: provided by BMW Financial Services, secured on properties acquired in year, interest fixed for 5 years at 2.9%

Hedging: £22m (41%) of floating rate bank borrowing covered by interest rate hedges

¹ Excludes used vehicle stocking loans and IFRS 16 liabilities

Portfolio Management and Growth

Target EV/EBITDA ratios by year 3 on acquisitions
Portfolio review to identify poor performing assets
Property portfolio optimisation

Core Croup Investment

Capital expenditure
Increasing Manufacturer flexibility over formats and representation

Strong Balance Sheet

Tangible net assets per share 50.2p
Firepower to grow scale with debt

Share Buybacks

Potential use of excess FCF at share prices below intrinsic value

Dividends

Considered important discipline
Intention to re-establish

Balance Sheet

13

| | 28 Feb 2021 £'m | 29 Feb 2020 £'m |
|--|--------------------|--------------------|
| Intangible assets | 101.1 | 101.4 |
| Retirement benefit asset | 6.2 | 8.9 |
| Right of use assets | 81.2 | 87.0 |
| Tangible assets | 246.7 | 229.1 |
| Non-current assets | 435.2 | 426.4 |
| Current assets | 656.8 | 711.0 |
| Property assets held for sale | 1.4 | 0.4 |
| Cash and cash equivalents | 67.8 | 40.8 |
| Total assets | 1,161.2 | 1,178.6 |
| Current liabilities | (703.0) | (730.1) |
| Non-current liabilities | (18.8) | (19.0) |
| Lease liabilities | (91.1) | (96.9) |
| Borrowings | (72.4) | (69.2) |
| Net assets | 275.9 | 263.4 |
| Tangible net assets | 181.6 | 168.8 |
| Tangible net assets per share (pence) | 50.2p | 46.0p |

Intangible assets: £1.5m non-cash impairment of goodwill included in non-underlying costs

Assets held for resale: includes three empty properties arising from portfolio management optimisation

Non-current liabilities: includes deferred income on warranties (£9.2m) and deferred taxation (£9.2m)

Strategic Update

Robert Forrester CEO



vertu

MOTORS
ARENA



Customers

- Acceleration of propensity to embrace online as part of buying journey
- Strong customer satisfaction and local presence important



Industry

- Changing Manufacturer ambitions and distribution arrangements (including agency)
- New entrants and disrupters



Technology

- Data analytics driving understanding of customer journey, marketing and strategic decision making
- Enhanced productivity



Sustainability

- Electrification opportunity
- Responsible business practices

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

To 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



Digitalisation

To be at the forefront of online retailing and digitalisation in the sector, delivering a cohesive “bricks and clicks” strategy



Cost Focus

To reduce the cost base of the Group through scale economies including using digitalisation of processes to reduce costs



Colleague & Customer focus

To develop and motivate the Group’s colleagues to ensure consistency of operational excellence and delivery to customers across the business



Ancillary businesses

To 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 communities



Work with our Manufacturer partners to provide increasingly sustainable choices for customers

Goals

- Increase the share of the Group's sales of alternatively fuelled vehicles by a minimum 30% each year to 2030
- Maintain our position as the UK's largest supplier of vehicles to the Motability fleet



Reduce the environmental Impact of our business

Goals

- Deliver an annual 10% like-for-like reduction in the energy the Group draws from the national grid
- 70% of all dry waste to be recycled by 2025
- 25% of the corporate fleet to be alternatively powered by 2025



Care for our colleagues and support communities

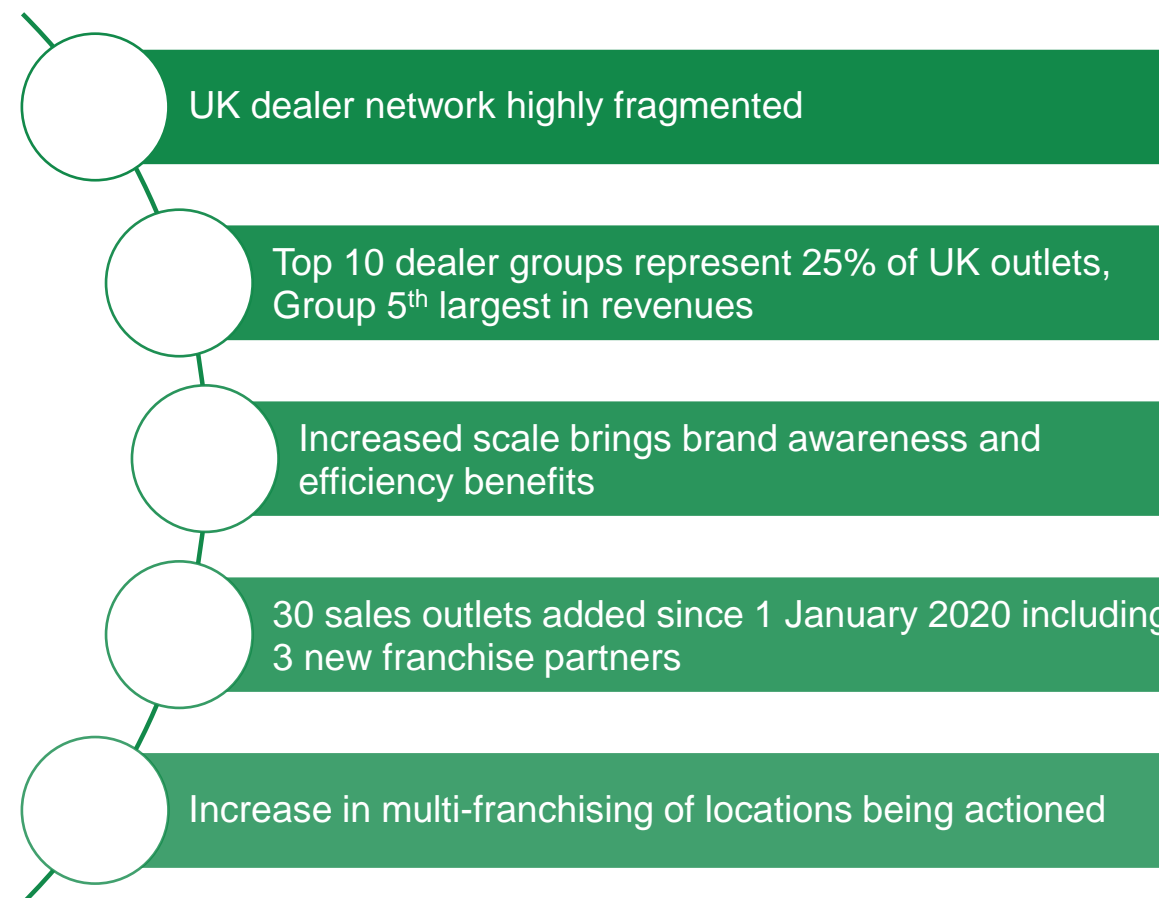
Goals

- At least 90% of Colleagues to agree that the Group is a great place to work
- Continue to support causes local to our dealership network applying a central support budget of £150,000 per annum

Growth: Opportunities to Fulfil Ambitions

18

| Franchise | Group Sales Outlets | UK total sales points | % of UK sales points represented by the Group | Group share of franchise new retail sales FY21 |
|-----------------------|---------------------|-----------------------|---|--|
| Honda | 14 | 140 | 10.0% | 12.4% |
| Ford | 22 | 376 | 5.9% | 8.4% |
| Vauxhall | 14 | 243 | 5.8% | 6.8% |
| Hyundai | 10 | 162 | 6.2% | 6.6% |
| Nissan | 11 | 171 | 6.4% | 6.4% |
| Land Rover | 6 | 116 | 5.2% | 5.7% |
| Jaguar | 3 | 84 | 3.6% | 5.2% |
| SEAT & Cupra | 4 | 122 | 3.3% | 5.2% |
| Volkswagen | 9 | 185 | 4.9% | 4.9% |
| Renault & Dacia | 6 | 155 | 3.9% | 4.5% |
| Citroen & DS | 5 | 141 | 3.5% | 4.3% |
| Peugeot | 7 | 190 | 3.7% | 3.7% |
| MINI | 5 | 133 | 3.8% | 3.6%¹ |
| Mercedes-Benz | 5 | 123 | 4.1% | 3.1% |
| SKÖDA | 4 | 129 | 3.1% | 3.1% |
| BMW | 5 | 137 | 3.6% | 2.8%¹ |
| Mazda | 2 | 127 | 1.6% | 2.1% |
| Kia | 3 | 190 | 1.6% | 1.2% |
| Audi | 1 | 117 | 0.9% | 0.6% |
| Toyota | 1 | 182 | 0.5% | 0.6% |
| Other & non franchise | 12 | 1,081 | 1.1% | - |
| Total | 149 | 4,304 | 3.5% | 4.2% |



¹ Estimated

Full Year Results FY21

Importance of Brand Awareness

19

Drive

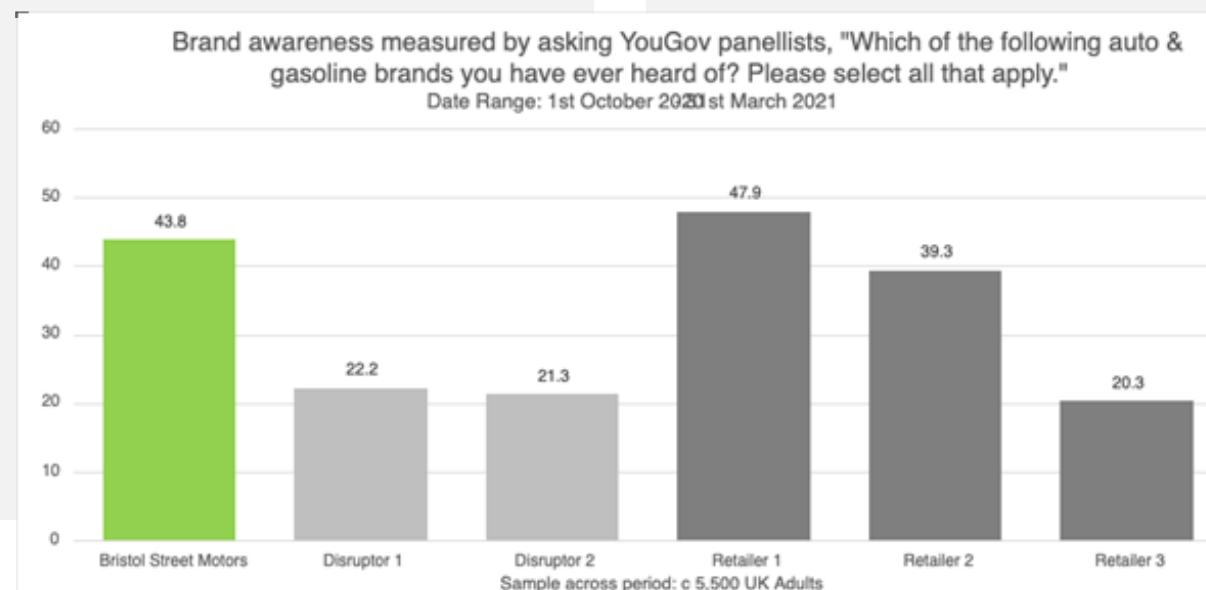
- 3 core Group brands; going forward 9 Farnell outlets to be re-branded to Vertu
- Significant terrestrial TV and video on-demand campaigns
- Building awareness through sponsorship
- Social
 - PFA Fans Player of the month
 - Highest number of Facebook follower in sector
 - Building awareness through sponsorship
- Manufacturer advertising budgets provide significant support to Group's franchised outlets

Measure

- YouGov survey of brand awareness utilised monthly
- Over 5,000 adult responders
- High brand awareness for Bristol Street Motors evident

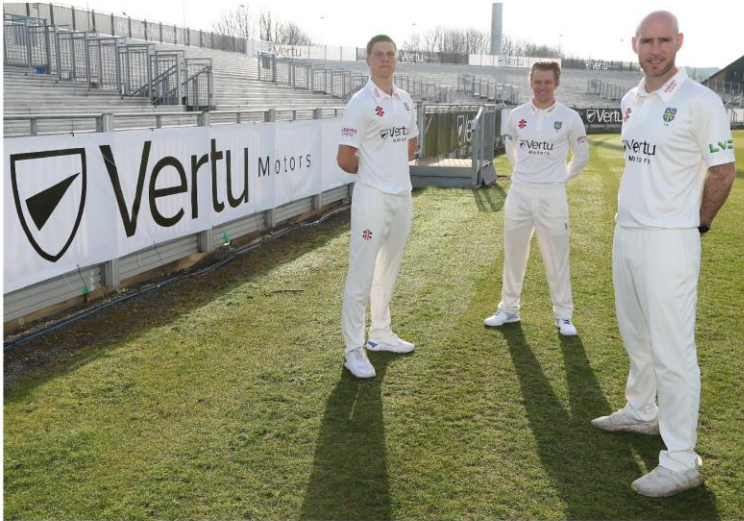
Optimise

- Website efficiency
- Conversion rate optimisation
- Product maximisation
- Pay per click analytics and efficiency
- Organic search enhancement for core brand websites



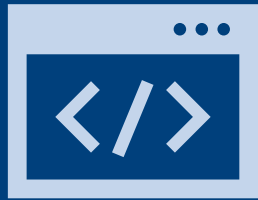
Importance of Brand Awareness

20



Digitalisation: Three Types of Customer (at least!)

21



Customers who want to complete a transaction **entirely online**

434 'pure' online vehicle transactions completed in FY21



Customers who want to purchase on their terms, **flexing between** online and at a dealership

4,728, £99 vehicle reservation deposits paid in FY21

38,446 retail vehicles sold during third lockdown (Jan-Mar) with no showroom visit / test drive prior to sale

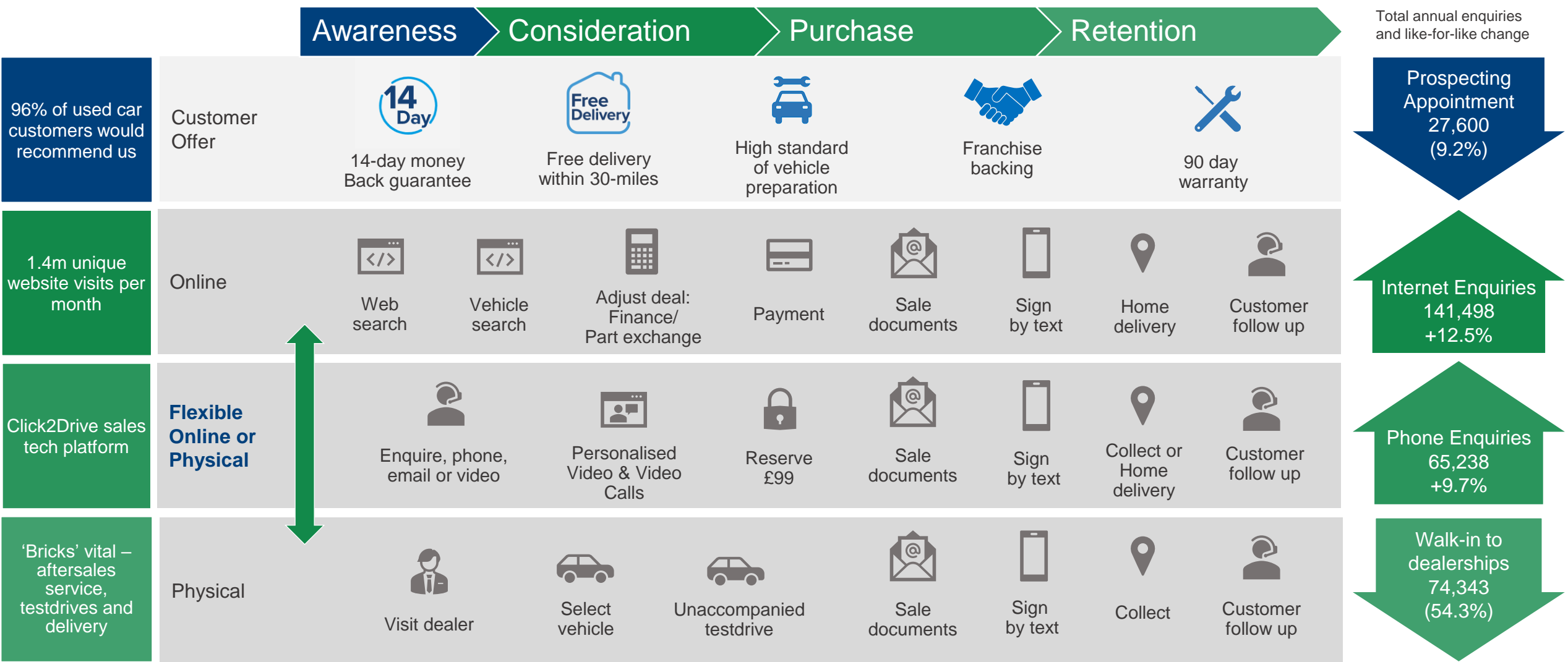


Customers who prefer to transact in person physically **at a dealership**

Significant increase in sales volumes following lockdown easing in April 2021

Group's 'bricks and clicks' strategy meets the needs of **all** these customers

Digitalisation: Effortless Customer Journeys



Vertu: Comprehensive Market Offering

23

- ✓ Brand Leadership
- ✓ Pure Ecom, omni-channel or physical retail
- ✓ In-house vehicle refurbishment
- ✓ Fully digital finance and part-exchange process
- ✓ Market leading NPS in used cars
- ✓ National footprint
- ✓ Testdrive option
- ✓ Delivery and collection in sales and service
- ✓ Post sales servicing and repairs
- ✓ Monthly payment service plans
- ✓ New and used vehicle supply from Manufacturers

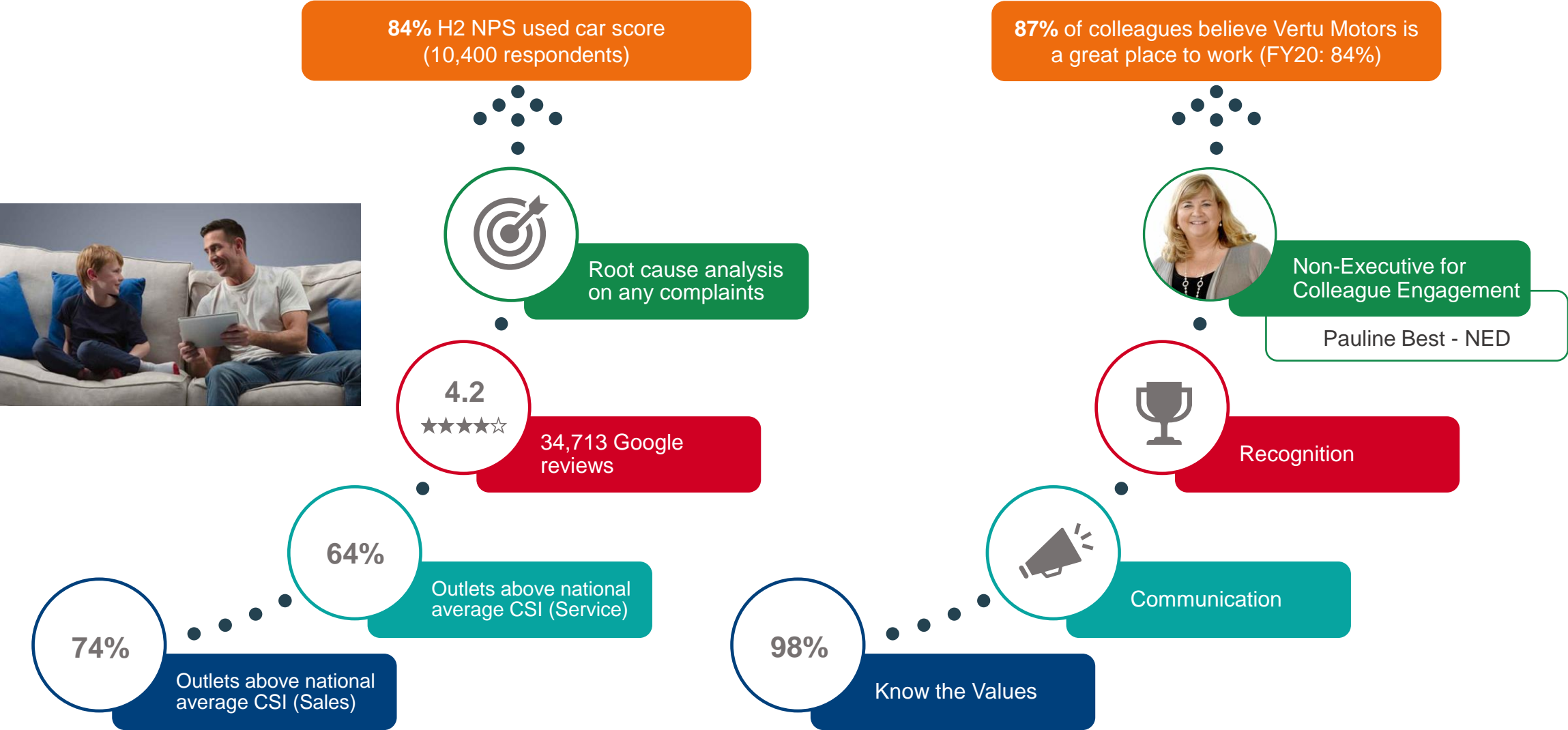
Great experience buying new car. All done remotely over text, phone and email with Michael the sales person at the garage. We moved to a Leaf electric vehicle from a Micra and Michael was great at making the whole process speedy and smooth. Loving the car so far - Michael talked us through many of the features available and offered ongoing help if needed.

Click
2
Drive

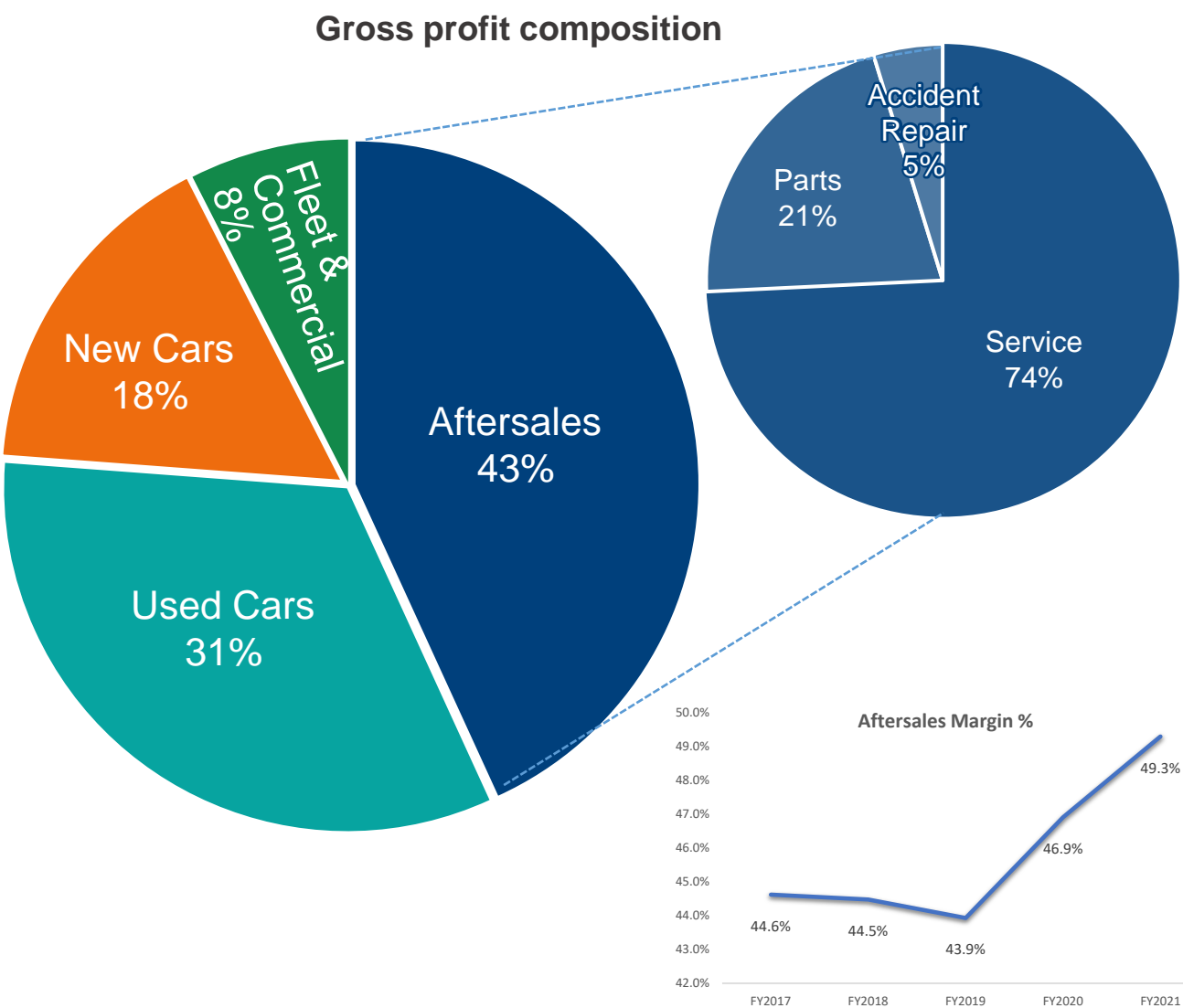
 Bristol Street Motors

5 Star Google Reviews:

Amazing service, would definitely recommend. We're based in South Wales but saw a car on website we were interested in, so we submitted a query. Ajay contacted us and was amazingly helpful from start to finish. We had a full video viewing, where he even pointed out a tiny stone chip on the bonnet (which I wouldn't have noticed even in person!), and we decided to go ahead with the sale. Everything was seamless from start to finish, he arranged all finance details (at an amazingly low APR by the way!) and the car was delivered to me a few days later. Ajay's kept me updated with a progress throughout and provided any information I needed - it was so much easier than buying a car locally. Would definitely recommend, seamless transaction and everything was perfect - thank you so much!!



Aftersales: Inbuilt Resilience Generating 43% of Group Gross Profit



Established retention strategies

- Pre-paid service plans
- Advanced contact centre and strategy



Digital conquest strategy



Online service bookings increasing



Rising margins



- Independent online commercial vehicle retailer
- Leasing Broker Federation's best van broker for the last four years
- 2,682 vans sold in FY21, an increase of 18% on FY20
- Gross Profit margin 8.7%
- PBT of £1.4m



- Online parts and accessory sales
- Increased revenues of £8.8m (FY20 £7.1m)
- Sales via Marketplaces
- Bolt-on acquisitions identified
- PBT of £0.4m
- Gross margin 17.1%



- Successful JV with Haymarket Media Group
- Currently supply of leasing PCH enquiries to competitors from website
- FY22 strategy will switch to lead fulfilment and sales by the Group dealerships
- Strong growth potential in car leasing market

Current Trading and Outlook

Robert Forrester CEO



March and April Performance

| | Total % Var | Like-for-like % Var | SMMT % Var |
|-------------------------------|----------------|------------------------|---------------|
| Group Revenues | +152.8% | +134.8% | |
| Service Revenues ¹ | +107.7% | +91.8% | |

Volumes

| | | | |
|-----------------------------|---------|---------|---------|
| Used Retail Vehicles | +238.8% | +215.9% | |
| New Retail Vehicles | +59.1% | +47.4% | +41.8% |
| Motability Vehicles | +129.0% | +122.8% | +110.2% |
| New Fleet Cars ² | +103.9% | +112.3% | +89.4% |
| New Commercial Vehicles | +167.5% | +169.3% | +157.4% |

- March trading profit at record levels
- Strong April in sales due to pent up demand
- April service revenues impacted by anniversary of prior year lockdown with reduced annual service/MOT activity
- Combined March/April adjusted profit before tax of £19.2m (FY21 loss of £4.7m)

¹ Service revenues include internal and external revenues

² Includes agency volumes

Near term outlook

- Pent-up vehicle demand apparent following showrooms re-opening in April 2021
- Covid-19 situation continues to be uncertain as we head into winter
- New vehicle production constraints likely driven by component supply chain disruption (semi-conductors)
- Vehicle sales margins likely to be robust given supply conditions

Strategic focus

- Focus on operational execution and delivery of strategic goals
- Continued digital development
- Marketing concentration on brand development and lead optimisation
- Continue program on improving recent acquisitions
- Opportunities for growth evident

Definitions of key terminology

Core:

Dealerships that have traded for two full consecutive financial years and comparatives are restated each year, this definition is used for the profit bridge

Like-for-like:

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

FY2021:

The twelve month period ending 28 February 2021

FY2020:

The twelve month period ended 29 February 2020

H1 FY2021:

The six month period ended 31 August 2020

H1 FY2020:

The six month period ended 31 August 2019

Q1 FY2021:

The three month period ended 31 May 2020

Q1 FY2020:

The three month period ended 31 May 2019

H2 FY2021:

The six month period ended 28 February 2021

H2 FY2020:

The six month period ended 29 February 2020

Like-for-Like Sales Volumes

| | Mar-May FY21 Units | Jun-Feb FY21 Units | FY21 Units | Mar-May FY20 Units | Jun-Feb FY20 Units | FY20 Units | Mar-May Y-o-Y % Var | Jun-Feb Y-o-Y % Var |
|---------------------|--------------------------|--------------------------|---------------|--------------------------|--------------------------|---------------|---------------------------|---------------------------|
| Used retail cars | 5,813 | 55,897 | 61,710 | 22,446 | 61,651 | 84,097 | (74.1%) | (9.3%) |
| New retail cars | 4,771 | 18,324 | 23,095 | 11,731 | 20,770 | 32,501 | (59.3%) | (11.8%) |
| Motability cars | 910 | 7,057 | 7,967 | 2,826 | 6,667 | 9,493 | (67.8%) | 5.8% |
| Direct fleet cars | 1,478 | 7,988 | 9,466 | 5,136 | 11,831 | 16,967 | (71.2%) | (32.5%) |
| Agency fleet cars | 752 | 2,913 | 3,665 | 1,484 | 4,220 | 5,704 | (49.3%) | (31.0%) |
| Total fleet cars | 2,230 | 10,901 | 13,131 | 6,620 | 16,051 | 22,671 | (66.3%) | (32.1%) |
| Commercial vehicles | 1,965 | 13,659 | 15,624 | 5,951 | 11,719 | 17,670 | (67.0%) | 16.6% |
| Total New vehicles | 9,876 | 49,941 | 59,817 | 27,128 | 55,207 | 82,335 | (63.6%) | (9.5%) |
| Total | 15,689 | 105,838 | 121,527 | 49,574 | 116,858 | 166,432 | (68.4%) | (9.4%) |

UK Market (SMMT)

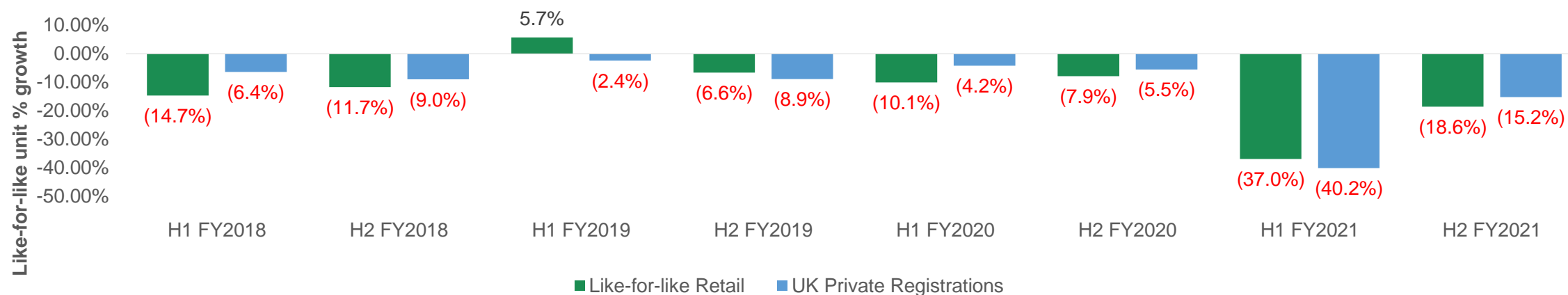
| | | |
|----------------|---------|---------|
| New retail car | (60.5%) | (11.2%) |
| Motability | (67.9%) | 4.8% |
| Fleet car | (69.3%) | (17.5%) |
| Commercial | (65.7%) | 3.3% |

New Retail Vehicle Trends

32

| | H1 FY2018 | H2 FY2018 | H1 FY2019 | H2 FY2019 | H1 FY2020 | H2 FY2020 | H1 FY2021 | H2 FY2021 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Selling price per unit ^[1] (£) | 16,571 | 16,490 | 16,829 | 17,864 | 18,355 | 18,726 | 19,789 | 19,980 |
| Gross profit per unit ^[1] (£) | 1,370 | 1,382 | 1,365 | 1,447 | 1,418 | 1,524 | 1,436 | 1,714 |
| Margin (Group) ^[1] | 7.6% | 7.7% | 7.4% | 7.4% | 7.1% | 7.4% | 6.7% | 7.9% |
| Margin (Core Group) ^[1] | 7.5% | 7.7% | 7.4% | 7.5% | 7.2% | 7.4% | 6.7% | 8.0% |
| Like-for-like unit (Retail) growth/(decline) | (14.7%) | (11.7%) | 5.7% | (6.6%) | (10.1%) | (7.9%) | (37.0%) | (18.6%) |
| UK private registrations ^[2] growth/(decline) | (6.4%) | (9.0%) | (2.4%) | (8.9%) | (4.2%) | (5.5%) | (40.2%) | (15.2%) |

Like-for-like new retail unit growth/(decline) versus UK market



^[1] Includes Motability sales

^[2] Source SMMT

Fleet and Commercial Vehicle Trends

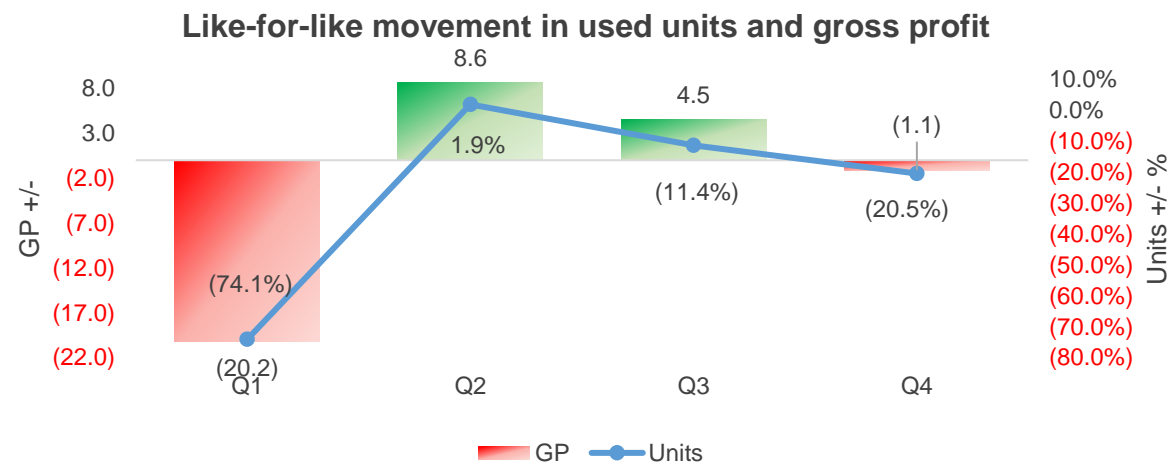
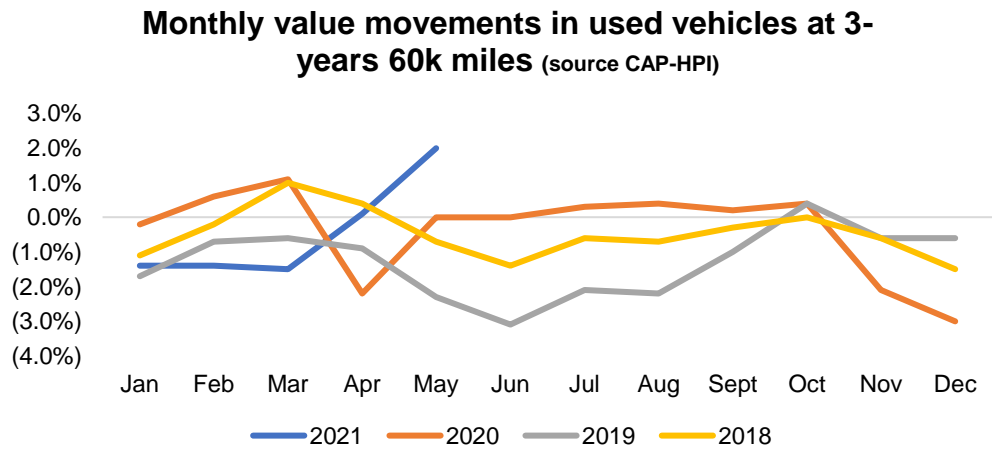
33

| | H1 FY2018 | H2 FY2018 | H1 FY2019 | H2 FY2019 | H1 FY2020 | H2 FY2020 | H1 FY2021 | H2 FY2021 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Selling price per unit (£) | 18,549 | 19,032 | 19,901 | 20,544 | 20,662 | 20,518 | 21,494 | 23,494 |
| Gross profit per unit (£) | 576 | 588 | 528 | 695 | 603 | 683 | 679 | 834 |
| Margin (Group) | 3.2% | 3.2% | 2.8% | 3.5% | 3.4% | 4.0% | 3.8% | 4.1% |
| Like-for-like unit growth/(decline) (Fleet) | (4.3%) | (5.4%) | (12.4%) | (28.5%) | 4.6% | 18.2% | (50.2%) | (33.4%) |
| UK car fleet registrations ^[1] growth/(decline) | (0.5%) | (11.3%) | (5.2%) | (10.2%) | (1.3%) | 3.8% | (50.6%) | (15.8%) |
| Like-for-like unit growth/(decline) (Vans) | (9.6%) | 1.9% | 8.1% | (1.9%) | 2.0% | (10.5%) | (38.8%) | 26.1% |
| UK van commercial registrations ^[1] growth/(decline) | (3.2%) | (4.0%) | (2.7%) | 1.2% | 12.4% | (8.9%) | (43.3%) | 12.6% |

^[1] Source SMMT

Used Vehicle Trends

| | H1 FY2018 | H2 FY2018 | H1 FY2019 | H2 FY2019 | H1 FY2020 | H2 FY2020 | H1 FY2021 | H2 FY2021 |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Selling price per unit (£) | 13,146 | 13,658 | 14,069 | 14,797 | 14,517 | 14,637 | 15,141 | 15,454 |
| Gross profit per unit (£) | 1,197 | 1,278 | 1,233 | 1,182 | 1,172 | 1,244 | 1,386 | 1,458 |
| Margin (Group) | 9.1% | 9.4% | 8.8% | 8.0% | 8.1% | 8.5% | 9.2% | 9.4% |
| Margin (Core Group) | 9.5% | 9.6% | 8.8% | 8.2% | 8.3% | 8.8% | 9.3% | 9.7% |
| Like-for-like unit growth/(decline) | 1.1% | (2.2%) | 5.8% | 4.6% | 1.6% | (2.0%) | (36.3%) | (15.6%) |

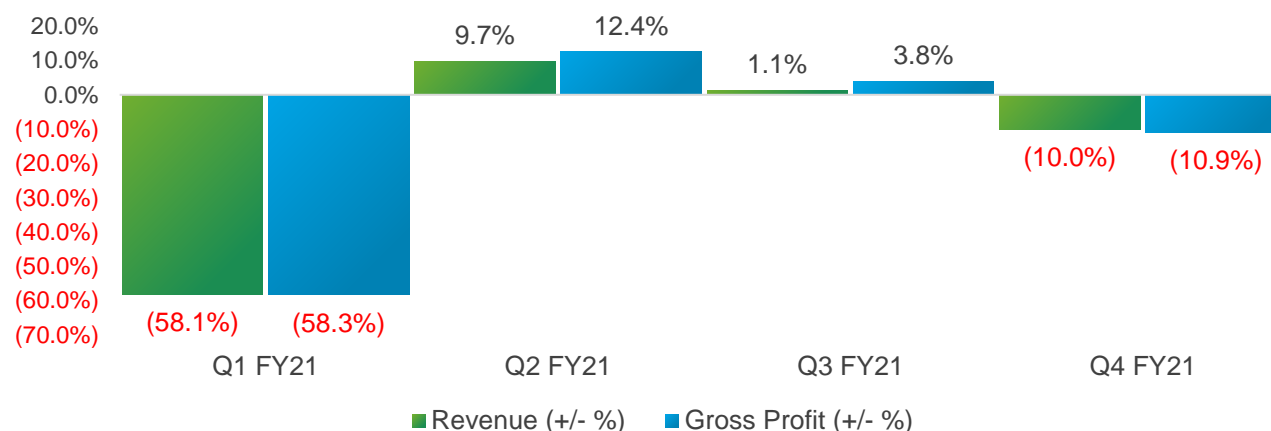


Core Group

| | Service £'000 | Parts and Accident Repair £'000 | Total £'000 |
|---|------------------|---------------------------------------|----------------|
| Revenue ^[1] | 112,328 | 129,433 | 241,761 |
| Revenue ^[1] change | (19,882) | (38,125) | (58,007) |
| Like-for-like revenue^[1] change | (15.0%) | (22.8%) | (19.4%) |
| Gross profit change | (14,017) | (8,012) | (22,029) |
| Gross margin ^[2] 2020 | 78.1% | 24.1% | 49.2% |
| Gross margin ^[2] 2019 | 77.0% | 23.4% | 47.0% |

- Decline in service revenue (down 15.0% L4L)
- Core Group underlying service margins rose from 78.1% to 77.0% due to:
 - higher invoice values
 - reduced warranty mix
- Slower restart to parts and accident repair due to fewer vehicle movements and therefore accidents

Like-for-like service revenue and gross profit growth Q1 – Q4 FY2021



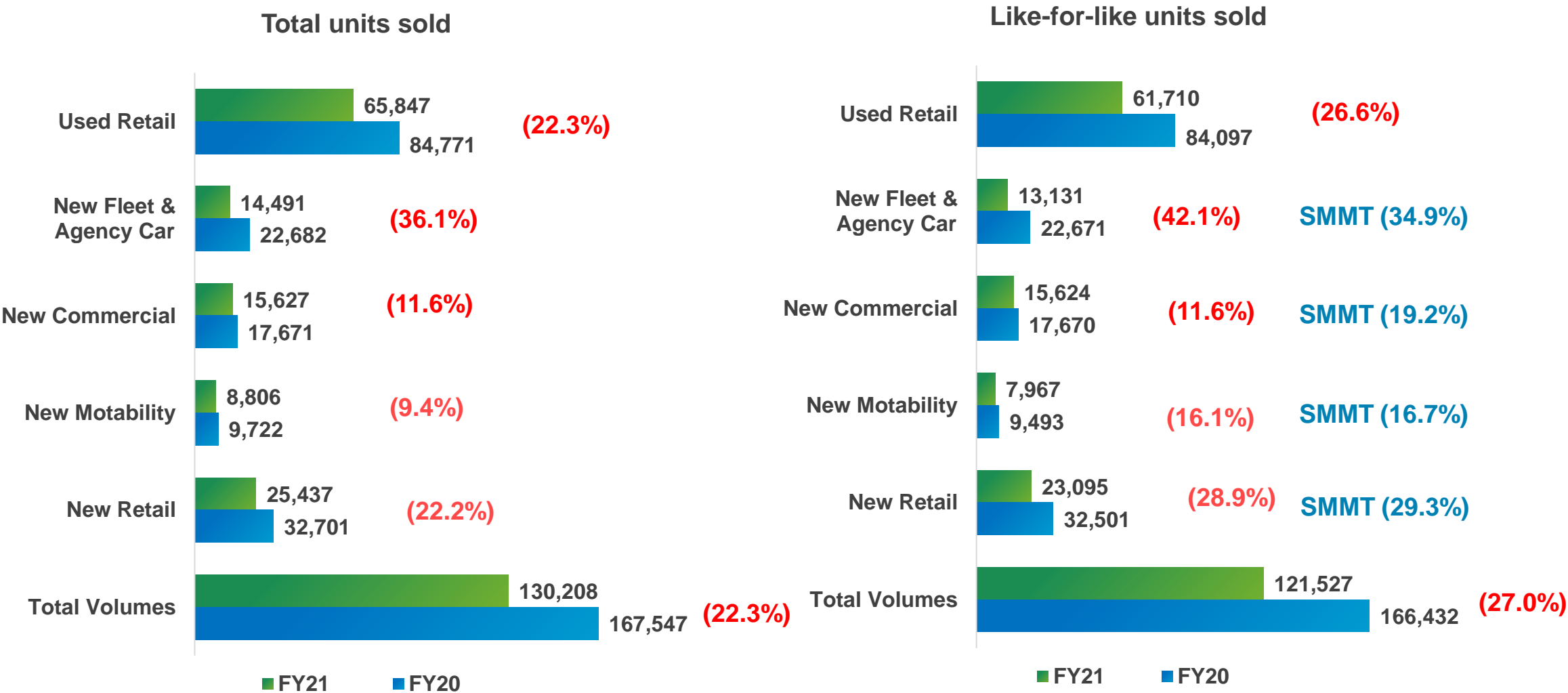
Service revenue mix – Core Group

| | FY2021 £'m | FY2020 £'m | %Change |
|---------------------------|---------------|---------------|---------------|
| Retail | 56.9 | 60.6 | (6.1) |
| Internal | 21.3 | 28.2 | (24.5) |
| Warranty | 13.3 | 18.9 | (29.6) |
| Total Labour Sales | 91.5 | 107.7 | (15.0) |
| Other | 20.8 | 24.5 | (15.1) |
| Total | 112.3 | 132.2 | (15.0) |

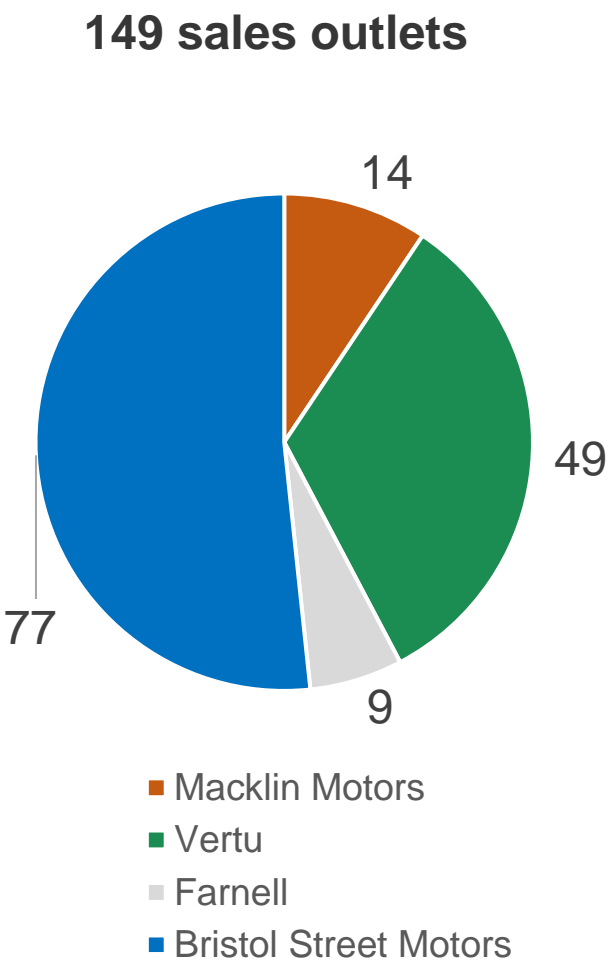
^[1] Includes internal and external revenue

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

Vehicle Volumes Sold



Dealership Portfolio



| | | Bristol Street | Macklin | | | |
|--------------|-----------------------------------|----------------|---------|-------|---------|---|
| Outlets | | Motors | Motors | Vertu | Farnell | |
| Volume | Ford | 22 | 19 | 3 | | |
| | Vauxhall | 14 | 14 | | | |
| | Nissan | 11 | 9 | 2 | | |
| | Hyundai | 10 | 8 | 2 | | |
| | Peugeot | 7 | 5 | 2 | | |
| | Renault | 6 | 6 | | | |
| | Citroen | 5 | 5 | | | |
| | SEAT | 4 | 4 | | | |
| | Skoda | 4 | 4 | | | |
| | Kia | 3 | | 1 | 2 | |
| | Mazda | 2 | 1 | 1 | | |
| | Mitsubishi | 1 | | 1 | | |
| | Suzuki | 1 | | 1 | | |
| Total Volume | | 90 | 75 | 13 | 2 | |
| Premium | Honda | 14 | | 14 | | |
| | Volkswagen | 9 | | 9 | | |
| | Land Rover | 6 | | | 6 | |
| | Mercedes-Benz | 5 | | 5 | | |
| | BMW | 5 | | 5 | | |
| | Mini | 5 | | 5 | | |
| | Jaguar | 3 | | | 3 | |
| | Audi | 1 | | 1 | | |
| | Toyota | 1 | | 1 | | |
| | Jeep | 1 | | 1 | | |
| | Total Premium | | 50 | | 41 | 9 |
| Other | Honda Motorcycles | 2 | | 2 | | |
| | BMW Motorcycles | 1 | | 1 | | |
| | Volkswagen Commercial Vehicles | 1 | | 1 | | |
| | Mercedes-Benz Commercial Vehicles | 1 | | 1 | | |
| | Other Used Car Operations | 4 | 2 | 1 | 1 | |
| | Total Other | | 9 | 2 | 6 | |
| Total Group | | 149 | 77 | 14 | 49 | 9 |

This presentation contains forward looking statements. Although the Group believes that the estimates and assumptions on which such statements are based are reasonable, they are inherently uncertain and involve a number of risks and uncertainties that are beyond the Group's control.

The Group does not make any representation or warranty that the results anticipated by such forward looking statements will be achieved and this presentation should not be relied upon as a guide to future performance.