GROUP 1

2021 First Quarter Financial Results & Overview

April 29, 2021



Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, which are statements related to future, not past, events and are based on our current expectations and assumptions regarding our business, the economy and other future conditions. In this context, the forward-looking statements often include statements regarding our strategic investments, goals, plans, projections and guidance regarding our financial position, results of operations, business strategy, and often contain words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," "should," "foresee," "may" or "will" and similar expressions.

While management believes that these forward-looking statements are reasonable as and when made, there can be no assurance that future developments affecting us will be those that we anticipate. Any such forward-looking statements are not assurances of future performance and involve risks and uncertainties that may cause actual results to differ materially from those set forth in the statements. These risks and uncertainties include, among other things:

- board approval of future dividends;
- general economic and business conditions;
- the level of manufacturer incentives;
- the future regulatory environment;
- our ability to obtain an inventory of desirable new and used vehicles and impact of supply chain disruptions which occur from time to time;
- our relationship with our automobile manufacturers and the willingness of manufacturers to approve future acquisitions;
- our cost of financing and the availability of credit for consumers;
- our ability to complete acquisitions and dispositions and the risks associated therewith;
- foreign exchange controls and currency fluctuations;
- our ability to retain key personnel;
- the impacts of COVID-19 on our business;
- the impacts of any potential global recession; and
- our ability to maintain vehicle margins, implement and maintain expense controls, and maintain sufficient liquidity to operate.

For additional information regarding known material factors that could cause our actual results to differ from our projected results, please see our filings with the SEC, including our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date hereof. We undertake no obligation to publicly update or revise any forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise.



Why Group 1?

- Our consistent execution of operational growth and leverage generates strong earnings and free cash flow trajectory.
- We consistently executed continued profitability and strong cash generation over two recessions and a pandemic.
 - The company has never lost money on an operating basis in ANY quarter.
 - Adjusted operating cash flow was \$186M in 2Q20 (during the height of the pandemic and 2020 recession) and \$117M in FY09 (during the 2008-2009 recession).
- Our state-of-the-art omni-channel platform achieved significant growth despite a challenging economy.
- Among segment leaders in aftersales growth rate and cost structure.
- The Company achieved record U.K. profits despite Brexit and the pandemic and is poised to benefit from U.K. market recovery and further consolidation in that market.
- #1 retailer in the state of Texas a very strong and growing economy benefitting from numerous corporate relocations, low taxes, and low regulation.
- Very strong balance sheet with well over \$600M of immediate liquidity and a 2.0x rent-adjusted leverage ratio as of 3/31/21.

						ADJ (\$MM	. FC	F
			ADJ.	EP	S	+25	5.5%	•
	REVENU (\$MM)	E	+20. CAGR	6%	1	CAG	R	
	+1.5% CAGR							
2020	\$10,852				\$18.06		\$426	
2019		\$12,044	\$10	0.93		\$237		
2018	\$11	,601	\$8.9	1		\$200		
2017	\$11,12	4	\$7.73			\$184		
2016	\$10,888		\$7.42			\$170		
2015	\$10,633		\$6.87			\$137		
2014	\$9,938		\$5.87			\$109		

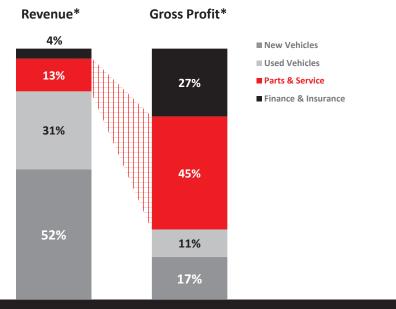
Group1Auto.com – Investor Presentation, 1Q21

Traditional

Business Mix

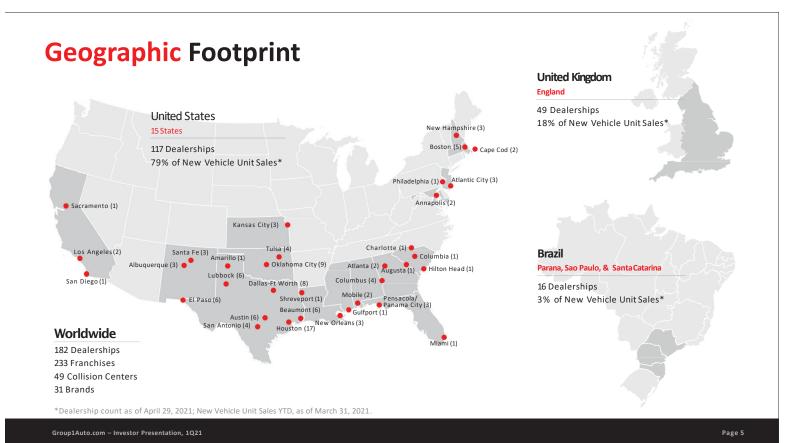
Parts & Service is the heart of our business model and generates ~45% of total gross profit.

Parts & Service has traditionally only declined around mid-single digits during a recession, which provides stable, high-margin performance to help offset the cyclical nature of new vehicle sales.



*May not add to 100% due to rounding, based on 2019 full-year results.

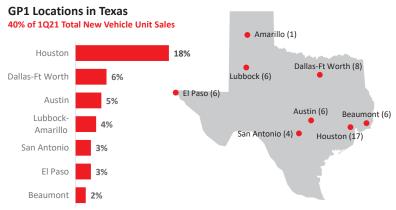
Group1Auto.com - Investor Presentation, 1Q2



Economic Reasons to

Operate in Texas*

A best-in-class business climate delivers results! Low taxes, reasonable business regulations and a very affordable cost of living add up to an economic slam dunk for business owners and operators.



^{*}Texas Economic Development Guide, 2020 (https://gov.texas.gov/business)

- The fastest-growing cities in America remain in Texas. According to WalletHub, eight of the 30 fastest-growing cities in the country are in The Lone Star State—of which two cities made the top 10 list.
- ONBC named Texas the No. 1 state for business a record four years in a row; Chief Executive Magazine has named Texas the Best State for Business a record 15 years in a row; and Forbes has ranked Texas as the No. 1 Economic Climate.
- From 2012 through 2019, Texas led the nation every single year in the number of corporate facility expansion projects, as measured and reported by Site Selection Magazine.
- 52 Fortune 500 companies, including ExxonMobil, AT&T, Sysco and American Airlines, choose Texas as their home base. So do many foreign companies, such as Toyota, BAE Systems, Siemens and Shell Oil. HP, Tesla, and Oracle have all announced they are relocating their HQ from CA to TX.
- If Texas were a country, it would rank as the 10th largest economy in the world based on GDP, ahead of Australia, Mexico, Spain, Russia and many others.
- Texas also ranks as the No. 1 exporting state in the nation and the leader in high-tech exports, according to the U.S. Bureau of Economic Analysis.

Group1Auto.com - Investor Presentation, 1Q21

Page 6

Growth Strategy

Acquisitions

- First priority for capital allocation is growing the company through acquisitions
- \$3.6 Billion in acquired revenues 2014-2021 YTD
- Fragmented U.S. market top 10 dealer groups sell ~8% of industry units
- Business model generates strong adjusted free cash flow to fund growth (\$426M in 2020)
- 3/31/21 immediate liquidity of \$611 million including U.S. acquisition line
- Leverage of 2.0x leaves plenty of cushion for additional debt borrowings if needed

Parts & Service

- Heart of the business model which historically contributes ~ 45% of gross profit
- GPI led the peer group in 2019 with U.S. same store gross profit growth of 9.5%
- Aftersales has returned to pre-pandemic levels -- 1Q21 same store U.S. aftersales gross profit increased 3% over 1Q19
- Unique 4-day work week and centralized call center initiatives driving growth
- Increasing vehicle complexity (including electric vehicles) continues to favor franchised dealers

Used Vehicles

- Stable market with ~ 37M units sold in 2020 according to NADA
- Very fragmented market with franchised dealers having < 40% market penetration</p>
- GPI grew U.S. same store used retail units by 8% in 2019
- Franchised dealers have supply advantage through NV trade-ins, lease returns, OEM closed auctions, and service lane marketing

Digital Retail

- AcceleRide® digital platform with 124% YoY growth in 1Q21
- Customers using AcceleRide® close at a significantly higher rate than non-digital customers
- All the functionality of the used-only online retailers
- Allows for a materially lower cost structure

Group1Auto.com - Investor Presentation, 1Q21

Capital Allocation 5-Year History

_	2016	2017	2018	2019	2020	2021 YTD
M&A	Acquisitions: \$660M (21 franchises)	Acquisitions: \$490M (20 franchises)	Acquisitions: \$615M (17 franchises)	Acquisitions: \$430M (15 franchises)	Acquisitions: N/A	Acquisitions: \$120M (2 franchises)
	Dispositions:	Dispositions:	Dispositions:	Dispositions:	Dispositions:	Dispositions:
	\$240M	\$35M	\$195M	\$240M	\$60M	\$70M*
	Capex:	Capex:	Capex:	Capex:	Capex:	Capex:
	\$101M	\$98M	\$110M	\$95M	\$77M	\$22M
Dividends	Cash Dividends	Cash Dividends	Cash Dividends	Cash Dividends	Cash Dividends	Cash Dividends
	Paid Per Share:	Paid Per Share:	Paid Per Share:	Paid Per Share:	Paid Per Share:	Paid Per Share:
	\$0.91	\$0.97	\$1.04	\$1.09	\$0.60	\$0.31
Buybacks	Float Reduction:	Float Reduction:	Float Reduction:	Float Reduction:	Float Reduction:	Float Reduction:
	≈10%	≈3%	≈14%	N/A	≈5%	N/A
	Shares Repurchased: 2.3M shares at avg. price of \$55.90 for total of \$127.6M	Shares Repurchased: 0.6M shares at avg. price of \$61.75 for total of \$40.1M	Shares Repurchased: 2.8M shares at avg. price of \$63.75 for total of \$181.7M	Shares Repurchased: 0.01M shares at avg. price of \$99.98 for total of \$1.4M	Shares Repurchased: 0.9M shares at avg. price of \$92.86 for total of \$80.2M	Shares Repurchased: N/A

^{*}As of April 29, 2021.

Group1Auto.com - Investor Presentation, 1Q2

Page 8

Parts & Services Overview

Stability of free cash flow through economic cycles

Above sector-average growth through our strategic emphasis on customer service

Attractive benefits including a 4-day work week for service departments

Increasing vehicle complexity favors franchised dealers

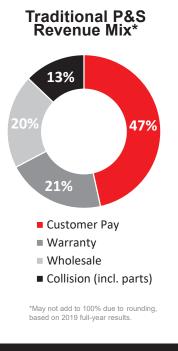
Easy online booking, status and access for customers via dealership apps

Complimentary loaner cars, retrieval/drop-off via rideshare services, and/or luxurious comforts in waiting areas

Improved efficiencies and closing rates through customer management software (CMS) and technology

Increased retention by targeting points of defection and enhancing customer touch points





Group1Auto.com - Investor Presentation, 1Q21

Electric Vehicle ("EV")

Business Impact

Our service departments can service any make and any model on the road today. According to Edmunds.com, the 5-year maintenance cost of a 2019 Nissan Leaf EV is \$3,041; and the 5-year maintenance cost of a 2019 Toyota Corolla is \$3,389, an immaterial difference

While we do not expect repair costs to materially change over the next three generations, we expect that the components of a repair will shift. Batteries, battery coolant, power units, electrically operated engine components and accessories will gradually replace the repairs currently made to internal combustion engine ("ICE") vehicles

As vehicle complexity continues to increase, it becomes more difficult for do-it-yourself ("DIY") and independent service shops to compete against us

Group 1's analysis shows that we generate more revenue per repair order for vehicles with alternative powertrains

Group 1's retention rate is also higher for customers with Plug-in Hybrid Electric Vehicles ("PHEV") & Hybrid Electric Vehicles ("HEV") versus traditional ICE vehicles

Group1Auto.com - Investor Presentation, 1Q21

Page 10

AcceleRide® Digital Platform

Buy A Ride

Inventory selection of new, certified pre-owned, and used vehicles

Online financing available via nationwide network of lenders

Home delivery anywhere in the USA; FREE local delivery or pick-up

Integrated vehicle trades

No hidden fees. Taxes & fees calculated up front based on address

E-sign online; "wet signatures" required by state can be conveniently signed at time of vehicle delivery or retrieval

Sell A Ride

Cash offer within 30 minutes during business hours

Offer valid for 7 days or 250

Home pick-up is an option

Payment available within one

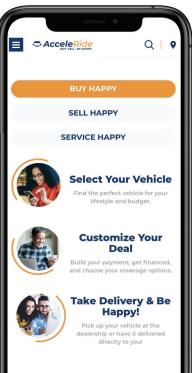
Service A Ride

Intuitive online scheduling interface

Select state & preferred dealership

Collision center scheduling also available





Group1Auto.com - Investor Presentation, 1Q21

AcceleRide®

Innovative Enhancements



We believe our digital retailing process is second-to-none in the industry & will continue making improvements to remain at the forefront of this transformative technology.

We are also working through numerous enhancements & proud to now offer:

Integrated real-time loan payoff quotes within the platform

Launched AcceleRide® Android app in addition to our existing Apple app

Customers now have the ability to toggle between English and Spanish

Customers also now have the ability to provide down payments with credit card directly through the app, in addition to be able to reserve a vehicle with a credit card

Initiated implementation of instant credit features

Established Zelle® as a real-time, electronic payment feature for customers selling us their vehicle through AcceleRide®

Pending Upgrades: We will soon introduce dynamic delivery fees live within the customer work flow to provide delivery fees earlier in the process & include them in the monthly payment calculation based on the customer's delivery address

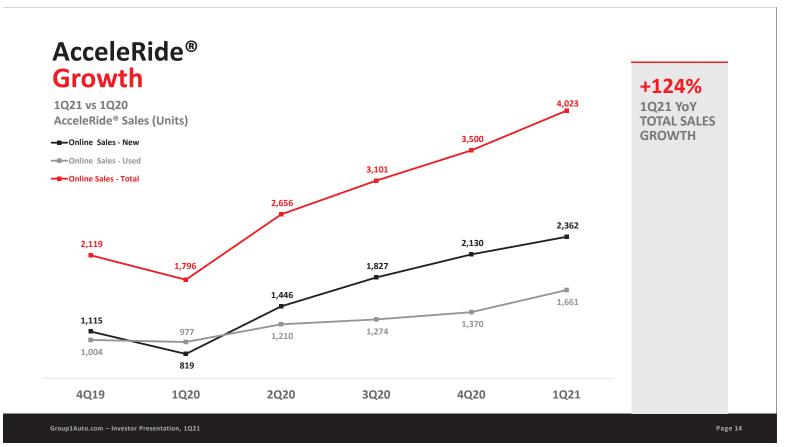
Group1Auto.com - Investor Presentation, 1Q2

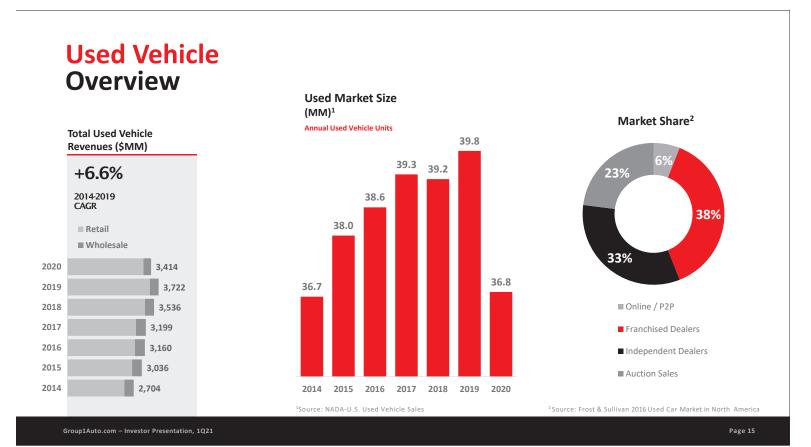
Page 12

How AcceleRide® Compares

	AcceleRide®	Carvana	Shift	Vroom
Schedule Test Drive	☑			Ø
PII (Personal Identifiable Info)	₽			☑
Build Payment	☑		ゼ	☑
Calculate Taxes and Fees	☑			
Integrate Trade-In	☑			☑
Submit Credit App	☑		☑	☑
Select F&I	☑			☑
E-Sign	☑			
Upload Docs	☑			
Does Not Require Deposit	₽			
Schedule Pick-Up / Delivery	☑			☑
Schedule Service	₽			

Group1Auto.com - Investor Presentation, 1Q21





Finance & Insurance Overview

F&I profitability growth via focus on people and processes:

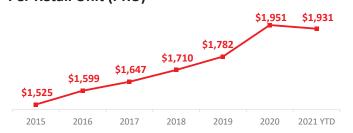
Consolidation of lender base

Integration of compliance, training and benchmarking to offer a consistent and transparent experience for internal and external customers

Consistent growth in product penetration

Our F&I PRU has not been adversely impacted by the shift to online retailing

U.S. F&I Gross Profit Per Retail Unit (PRU)



F&I Penetration Rates & Gross Profit PRU

				2021 YTD			
	2018	2019	2020	Total	U.S.	U.K.	Brazil
Finance	64%	65%	67%	67%	72%	47%	38%
VSC	31%	32%	34%	35%	44%	2%	-
GAP	28%	28%	29%	28%	28%	27%	-
Maintenance	11%	11%	11%	10%	13%	-	-
Sealant	25%	28%	30%	31%	33%	24%	-
Gross Profit	\$1,468	\$1,519	\$1,669	\$1,695	\$1,931	\$773	\$816

Group1Auto.com - Investor Presentation, 1Q21

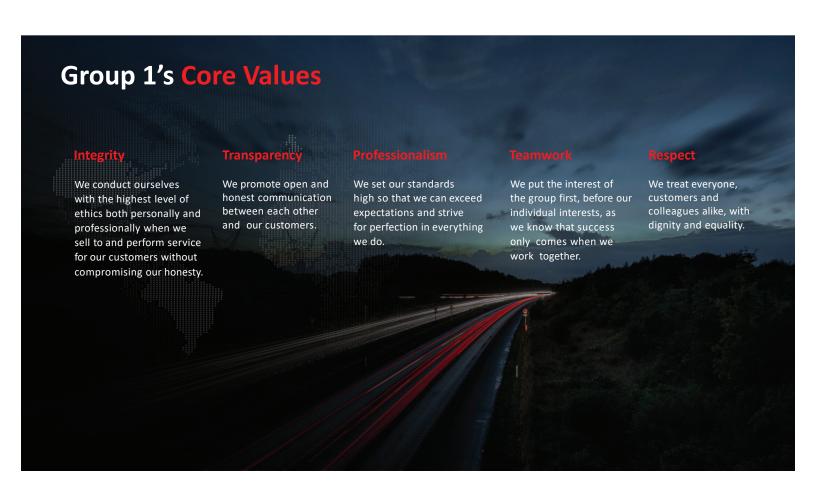
Page 16

Conclusion

- Proven track record of consistent operational execution that has resulted in a strong earnings and cash flow trajectory
- Flexibility of the business model has been proven over two recessions and a pandemic by never losing money on an operating basis in ANY quarter in the history of the company
- State-of-the-Art digital retailing platform has grown significantly and allows for a much lower cost structure as it gains scale

- Strong aftersales and used vehicle growth trajectory pre-pandemic
- Concentration in the state of Texas is a tailwind based on strong population and business growth due to low taxes and regulation
- Liquidity and leverage profile is very strong
- All material debt maturities pushed out significantly during 2020 (refer to appendix for detail)

Group1Auto.com - Investor Presentation, 1Q21





Group 1's Management Team



Earl Hesterberg
President and Chief Executive
Officer and Director





Darryl Burman
Senior Vice President and
General Counsel





Daryl Kenningham

President, U.S. and Brazilian
Operations



Michael Jones
Senior VicePresident,
Aftersales

Joined GP1 April 2007 40+ Years Industry Experience Automotive-related Experience



Senior Vice President and Chief Financial Officer

Daniel McHenry

Joined GP1 February 2007 15+ Years Industry Experience Public Accounting and Automotive Retailing Experience

Senior Vice President, Human Resources, Training and Operations Support

Frank Grese Jr.

Joined GP1 December 2004 40+ Years Industry Experience Manufacturer and Automotive Retailing Experience

Pete DeLongchamps Senior Vice President, Financial Services and Manufacturer Relations

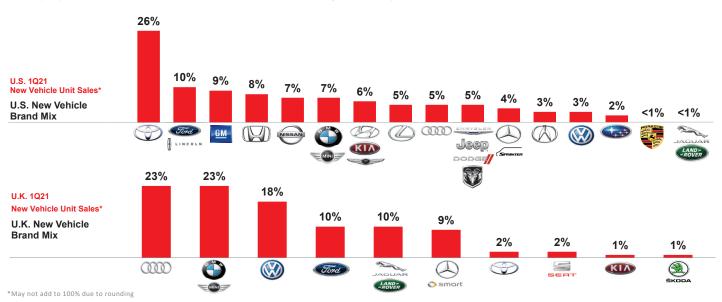
Joined GP1 July 2004 35+ Years Industry Experience Manufacturer and Automotive Retailing Experience

Group1Auto.com - Investor Presentation, 1Q21

Page 20

U.S. & U.K. New Vehicle Brand Mix 1Q21

The Company's brand diversity allows it to reduce the risk of evolving consumer preferences.



Group1Auto.com - Investor Presentation, 1Q21

U.K. Locations United Kingdom England

49 Dealerships 66 Franchises









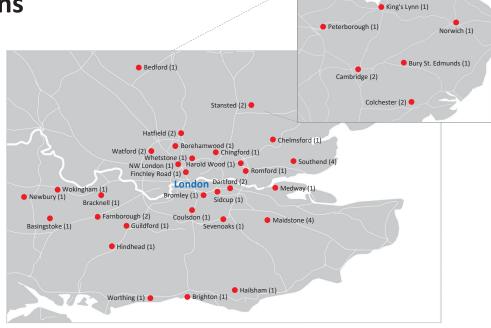












Group1Auto.com – Investor Presentation, 1Q21

Page 22



Group1Auto.com - Investor Presentation, 1Q21

Cash Flow Summary

(unaudited, \$MM)	20	14	2015	2016	2017	2018	2019	2020	2021 YTD
Net Income	\$ 9	93	\$ 94	\$ 147	\$ 213	\$ 158	\$ 174	\$ 286	\$ 102
Depreciation Expense	4	12	47	51	58	67	72	76	19
Asset Impairments	4	12	88	33	20	44	22	38	_
Deferred Income Taxes	1	2	12	14	(46)	3	16	(1)	6
Stock-Based Compensation	1	6	19	21	19	19	19	32	6
Loss on Extinguishment of Debt	4	16	_	_	_	_	_	14	_
Change in Operating Lease Assets		_	_	_	_	_	28	24	6
Change in Working Capital	(5	1)	(114)	116	(70)	2	41	337	101
Other	(3)	(5)	2	2	(23)	(1)	(0)	(1)
Operating Cash Flow (GAAP)	\$ 19	98	\$ 141	\$ 384	\$ 197	\$ 270	\$ 371	\$ 805	\$ 239
$\label{lem:change} \mbox{Change in Floorplan notes payable}\mbox{credit facilities, excluding floorplan offset account and net acquisition and disposition}$		6	100	(113)	89	62	(43)	(314)	(80)
Change in Floorplan notes payable — manufacturer affiliates associated with net acquisition and disposition related activity, excluding net activity associated with the floorplan account		3	3	-	(3)	(22)	4	12	(3)
Adjusted Operating Cash Flow (Non-GAAP)	\$ 20	7	\$ 244	\$ 271	\$ 282	\$ 310	\$ 332	\$ 504	\$ 157
Cap Ex	(9	8)	(107)	(101)	(98)	(110)	(95)	(77)	(22)
Adjusted Free Cash Flow (Non-GAAP)	10	9	137	170	184	200	237	426	134
*Certain numbers may not compute due to rounding.									

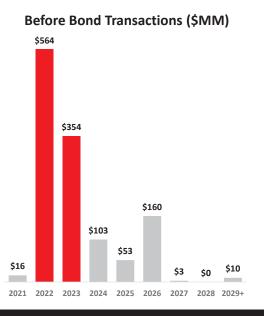
Group1Auto.com - Investor Presentation 1021

Page 24

U.S. Non-Floorplan Debt Maturities

\$850M of bond debt due 2022/23 refinanced in 2020 with \$726M of bond/mortgage debt due mostly 2027/28

Total interest savings of over \$15M annually



\$160 \$173 \$103 \$54 \$59 \$16 \$14

2024

2021 2022 2023

2025

After Bond Transactions (\$MM)

Group1Auto.com - Investor Presentation, 1Q21 Page 25

2026 2027 2028 2029+

Real Estate Strategy

Dealership Property Breakdown by Region

(as of March 31, 2021)

Dealerships

Region	Owned	Leased			
United States	85	33			
United Kingdom	24	25			
Brazil	7	9			
Total	116	67			

Owned vs. Leased Property Trend



GPI is shifting toward owning its real estate:

Control of dealership real estate is a strong strategic asset

Ownership means better flexibility and lower cost

The Company looks for opportunistic real estate acquisitions in strategic locations

As of March 31, 2021, the Company owns ~\$1.4B of net real estate (63% of dealership locations) financed through \$609M of mortgage debt



Non-GAAP Financial Measures, Same Store Data, and Other Data

In addition to evaluating the financial condition and results of our operations in accordance with U.S. GAAP, from time to time our management evaluates and analyzes results and any impact on the Company of strategic decisions and actions relating to, among other things, cost reduction, growth, profitability improvement initiatives, and other events outside of normal, or "core," business and operations, by considering alternative financial measures not prepared in accordance with U.S. GAAP. In our evaluation of results from time to time, we exclude items that do not arise directly from core operations, such as non-cash asset impairment charges, out-of-period adjustments, legal matters, gains and losses on dealership franchise or real estate transactions, and catastrophic events, such as hailstorms, hurricanes, and snow storms. Because these non-core charges and gains materially affect the Company's financial condition or results in the specific period in which they are recognized, management also evaluates, and makes resource allocation and performance evaluation decisions based on, the related non-GAAP measures excluding such items. This includes evaluating measures such as adjusted selling, general and administrative expenses, adjusted net income, adjusted diluted earnings per share, and constant currency. These adjusted measures are not measures of financial performance under U.S. GAAP, but are instead considered non-GAAP financial performance measures. Non-GAAP measures do not have definitions under U.S. GAAP and may be defined differently by, and not be comparable to similarly titled measures used by, other companies. As a result, any non-GAAP financial measures considered and evaluated by management are reviewed in conjunction with a review of the most directly comparable measures calculated in accordance with U.S. GAAP. We caution investors not to place undue reliance on such non-GAAP measures, but also to consider them with the most directly comparable U.S. GAAP measures.

In addition to using such non-GAAP measures to evaluate results in a specific period, management believes that such measures may provide more complete and consistent comparisons of operational performance on a period-over-period historical basis and a better indication of expected future trends. Our management also uses these adjusted measures in conjunction with U.S. GAAP financial measures to assess our business, including communication with our Board of Directors, investors, and industry analysts concerning financial performance. We disclose these non-GAAP measures, and the related reconciliations, because we believe investors use these metrics in evaluating longer-term period-over-period performance, and to allow investors to better understand and evaluate the information used by management to assess operating performance. The exclusion of certain expenses in the calculation of non-GAAP financial measures should not be construed as an inference that these costs are unusual or infrequent. We anticipate excluding these expenses in the future presentation of our non-GAAP financial measures.

In addition, we evaluate our results of operations on both an as reported and a constant currency basis. The constant currency presentation, which is a non-GAAP measure, excludes the impact of fluctuations in foreign currency exchange rates. We believe providing constant currency information provides valuable supplemental information regarding our underlying business and results of operations, consistent with how we evaluate our performance. We calculate constant currency percentages by converting our current period reported results for entities reporting in currencies other than U.S. dollars using comparative period exchange rates rather than the actual exchange rates in effect during the respective periods. The constant currency performance measures should not be considered a substitute for, or superior to, the measures of financial performance prepared in accordance with U.S. GAAP. The Same Store amounts presented include the results of dealerships for the identical months in each period presented in comparison, commencing with the first full month in which the dealership was owned by us and, in the case of dispositions, ending with the last full month it was owned by us. Same Store results also include the activities of our corporate headquarters.

Certain amounts in the financial statements may not compute due to rounding. All computations have been calculated using unrounded amounts for all periods presented.

Reconciliation:

Adjusted Earnings Per Share (Non-GAAP)

Reconciliation of Diluted Earnings (Loss) per Share (EPS) (unaudited, \$MM)	2014	2015	2016	2017	2018	2019	2020
As Reported EPS	\$3.60	\$3.90	\$6.67	\$10.08	\$7.83	\$9.34	\$15.51
After tax adjustments:							
Non-cash asset impairment charges	1.05	3.09	0.93	0.59	1.65	0.94	1.69
(Gain) loss on real estate and dealership transactions	(0.28)	(0.21)	(0.03)	0.03	(0.95)	(0.13)	(0.23)
Loss on extinguishment of long-term debt	1.50	_	-	-	-	_	0.58
Catastrophic Events	0.07	0.04	0.17	0.45	0.20	0.72	_
Severance Costs	0.03	0.02	0.05	0.01	-	_	0.10
Legal Settlements	0.01	0.03	(0.33)	(0.03)	0.21	0.05	(0.12)
Acquisitions costs including related tax impact	0.01	-	0.02	0.01	-	-	-
Non-deductible goodwill	(0.13)	_	_	_	_	_	_
Allowance for uncertain tax prositions	_	_	_	0.04	_	-	_
Foreign transaction tax	0.01	_	0.01	_	_	-	_
Foreign deferred income tax benefit	_	_	(0.07)	_	_	-	_
Tax Rate Changes	_	_	_	(3.45)	(0.03)	-	_
Out-of-period adjustments	_	_	_	_	-	_	0.53
Adjusted Diluted EPS	\$ 5.87	\$ 6.87	\$ 7.42	\$ 7.73	\$ 8.91	\$ 10.93	\$ 18.06

Group1Auto.com – Investor Presentation, 1Q21 Page 29

Reconciliation: Adjusted Operating Cash Flow

(Unaudited, \$ in millions)

	FY09	2Q20
Operating Cash Flow (GAAP)	\$ 355	\$ 644
Change in Floorplan notes payable — credit facilities and other, excluding floorplan offset and net acquisition and disposition	(243)	(463)
Change in Floorplan notes payable — manufacturer affiliates associated with net acquisition and disposition and floorplan offset activity	5	4
Adjusted Operating Cash Flow (GAAP)	\$ 117	\$ 186

Group1Auto.com - Investor Presentation, 1Q2

Page 30

NOTES:		

Group1Auto.com – Investor Presentation, 1Q21

www.group1auto.com

