



Automotive and Powersports Update



July 2022

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A person is surfing on a wave, with the surfer and the wave's crest silhouetted against a bright, overexposed sky. The water is splashing and white with foam.

Solomon Partners Automotive and Powersports Sector Coverage

About Us

Solomon Partners is an independently operated investment bank with proprietary access to global financing capabilities and international coverage through our parent company, Natixis

- Founded in 1989, we are a leading financial advisory firm with a legacy as one of the first independent investment banks
- We offer unmatched industry knowledge in the sectors we cover, providing comprehensive strategic solutions tailored to generate long-term shareholder value
- We offer the “best of both worlds”: the experience of a boutique culture with the international reach and capabilities of a global institution

New York
Headquarters

**Additional Offices in Chicago
and Fort Lauderdale**

150+
Employees

120
Investment
Bankers

25
Managing
Directors

13
Senior
Advisors

Our Sectors

Business Services

Our team brings a differentiated approach to our M&A processes and has developed a reputation for consistently delivering high watermark valuations and results to middle market companies across the business services landscape.

Consumer Retail

We provide strategic and financial advisory services to public and private companies across the intersection of consumer, retail, e-commerce, digital media and technology. Our areas of focus include retail, apparel, food & beverage, beauty & personal care, automotive & powersports and household products & consumer durables.

Financial Sponsors

Our experienced team works with all sector bankers to provide alternative investment managers with access to quality deal flow and investment ideas. We marshal firm resources to offer creative solutions to our clients, which include M&A, financing and restructuring advisory services.

FinTech

We partner with clients to provide differentiated financial and strategic advisory services across the Financial Services and FinTech ecosystems.

Healthcare

We provide our healthcare clients with deep industry knowledge and strategic advice across the healthcare landscape, with a core focus on Healthcare Technology & Tech-Enabled Services, Devices and the full continuum of Pharmacy Services (Retail, Infusion Therapy, PBM).

Grocery, Pharmacy & Restaurants

Grocery, pharmacies and restaurants are experiencing significant change, driven by a variety of emerging factors. We have advised our clients, many family-owned, on some of the largest and most significant food retail M&A transactions in the past two decades.

Infrastructure, Power & Renewables

Our clients range from specialized infrastructure, power and renewables private equity funds to municipal entities, corporates and pension funds. We support high-profile and historic projects across Europe and the Americas.

Technology, Media & Telecommunications

Our approach to advisory services within the TMT space is to thoroughly understand the dynamics across the sector while delivering comprehensive sub-sector expertise in each of our senior bankers' areas of focus.

Solomon Partners Automotive Aftermarket & Powersports Team



Jeffrey Derman

Managing Director

T +1.212.508.1625

M +1.718.783.4604

Jeff.Derman@SolomonPartners.com

- 22+ years experience representing clients on a variety of assignments including buy-side, sell-side, divestiture and merger transactions, as well as debt and equity financing and restructuring assignments
- Worked on numerous transactions within the Automotive Aftermarket and Powersports sector including the sale of Max Finkelstein, Inc. to U.S. AutoForce, sale of Revzilla to J.W. Childs (nka Prospect Hill Partners), sale of Fortnine to Novacap, Truck Hero acquisition financing for CCMP and ongoing strategic advisory of Monro



Addison Bakken

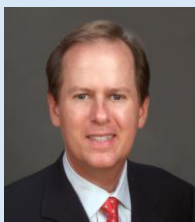
Senior Associate

T +1.646.708.8479

M +1.701.590.2516

Addison.Bakken@SolomonPartners.com

- 6+ years experience representing clients on a variety of assignments including buy-side, sell-side, divestiture and merger transactions, as well as debt and equity financing and restructuring assignments
- Worked on numerous transactions within the Automotive Aftermarket and Powersports sector including the sale of Max Finkelstein, Inc. to U.S. AutoForce, sale of Fortnine to Novacap and ongoing strategic advisory of Monro



Senior Advisor

Steve Odland

Former Chairman and CEO of AutoZone



Muhammad Usman

Senior Analyst

T +1.646.378.4077

M +1.832.623.1425

Muhammad.Usman@SolomonPartners.com



Landon Goldstein

Analyst

T +1.646.293.7333

M +1.404.906.6159

Landon.Goldstein@SolomonPartners.com

Automotive and Powersports Sector Coverage

Overview and Areas of Focus

Sub-Sectors

Light Vehicles

Commercial Vehicles

Powersports

Marine

RV

Retail

- Specialty Retail
- E-Commerce
- Distribution
- Dealerships and Marinas

Parts and Accessories

- Tires, Wheels and Suspension
- Vehicle Technology
- Aftermarket Parts and Supplies
- Chemicals and Lubricants
- Tools and Equipment
- Apparel, Safety Gear and Accessories

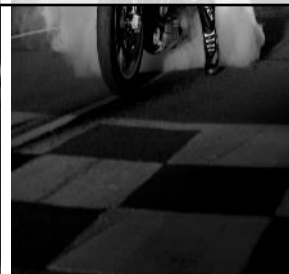
Service and Repair

- General Repair
- Rental and Ridesharing
- Oil Change and Lubrication
- Collision and Glass Repair
- Car Wash and Detailing
- Tire Change

Relevant Automotive and Powersports Advisory Experience

Our team of enthusiasts and experts have significant experience positioning growth stories focused on automotive, powersports and outdoor brands and a proven track record of working with corporate clients to effect strategic transactions

- Solomon Partners is a globally recognized strategic advisor with deep automotive, powersports and outdoor recreation industry experience
- Breadth and depth of experience encompasses the automotive, motorcycle, powersports, marine and outdoor recreation industries, from retail and e-commerce to parts and accessories to service and repair
- Provide M&A, restructuring and financing advisory services to clients ranging from multi-national, large-capitalization corporations to smaller, high-growth, privately-held companies



Distribution

Service

Cross-Border

E-Commerce

Manufacturing

Served as exclusive financial advisor to Max Finkelstein, Inc., a leading wholesale tire distributor, on its sale to U.S. AutoForce

Served as financial advisor for 20+ years to Monroe, a leading automotive repair and service provider, on various buy-side and strategic assignments

Served as financial advisor to FortNine, a leading Canadian powersports online retailer, on its investment from Novacap

Served as financial advisor to RevZilla, a leading motorcycle online retailer, on its sale to Prospect Hill Growth Partners, owner of Cycle Gear

Served as JLA and Bookrunner to Truck Hero, a leading truck accessories manufacturer and retailer, on its \$675M First Lien Term Loan and \$250M Second Lien Term Loan through our affiliate Natixis

TWO INDUSTRY LEADERS COMBINE TO CREATE ONE OF THE LARGEST WHOLESALE TIRE DISTRIBUTION PLATFORMS IN THE U.S.

On January 21, 2022, U.S. AutoForce announced an agreement to acquire Max Finkelstein, Inc.

Solomon Partners served as exclusive financial advisor to Max Finkelstein, Inc.



Founded over 100 years ago, Max Finkelstein, Inc. distributes consumer, commercial, farm, specialty and off-the-road tires through 15 distribution centers across the Northeast and Mid-Atlantic regions

U.S. AutoForce, a division of U.S. Venture, boasts a long track record as an industry leader in the distribution of tires, undercar parts, and lubricants to independent tire retailers, auto repair shops and automotive dealerships



Transaction Details

- **Solomon Partners served as exclusive financial advisor to Max Finkelstein, Inc.**
- Solomon worked closely with Max Finkelstein, Inc. to negotiate and finalize key economic terms in order to maximize value and achieve shareholder objectives
- Assessed transaction structure proposals and tailored materials to focus on growth attributes and strategic rationale of the transaction
- Leveraged its automotive aftermarket sector expertise to provide valuable insights to the Board of Directors
- Example of Solomon Partners' category leadership, execution excellence, founder-backed M&A experience and commitment to driving shareholder value

Results

- On January 21, 2022, U.S. AutoForce announced an agreement to acquire leading wholesale tire distributor, Max Finkelstein, Inc.
- The combined company will distribute all major tire brands, expand capabilities and combine distribution, creating a uniquely positioned force in the market

Solomon Partners Industry Perspectives

Read our recent publications for our latest thoughts on industry developments and trends

SOLOMON PARTNERS
unrivaled wisdom

POWERSPORTS SHOW NO SIGNS OF LETTING UP ON THE GAS (OR THE EV ACCELERATOR)

by Jeff Derman
Managing Director, Consumer Retail

Patrick Furlong
Director, Consumer Retail

APRIL 2021

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Private & Confidential

Automotive and Powersports Update

Q4 2021

February 2022

AN AFFILIATE OF NATIXIS

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Sporting Goods and Outdoor Recreation Update

Q4 2021

January 2022

Private & Confidential

We look forward to seeing you at SHOT Show and AIMExpo in Las Vegas, NV on January 18-20!

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unrivaled wisdom

SHIFTING GEARS IN THE AUTOMOTIVE AFTERMARKET: PUTTING 2020 IN THE REARVIEW MIRROR AND REVVING UP FOR 2021

by Jeff Derman
Managing Director, Consumer Retail

Patrick Furlong
Director, Consumer Retail

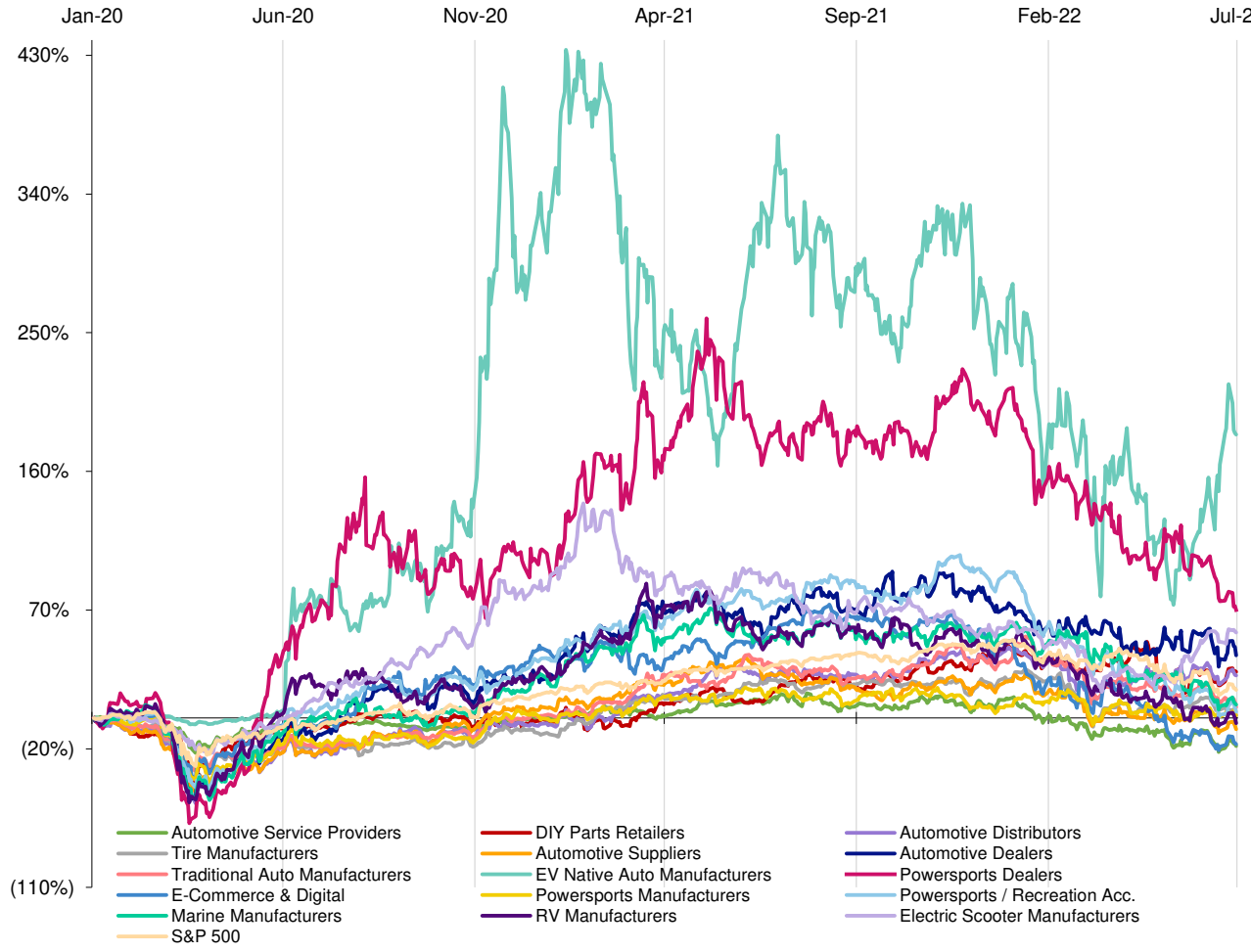
FEBRUARY 2021

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Automotive and Powersports Market Update

In Most Sub-Sectors, Stock Price Performance Through Q2 2022 was Ahead of Pre-Pandemic Levels



Performance from Prior to Pandemic (1/1/20 to 6/30/22)	1H 2022 Performance
EV Native Auto Manufacturers: 184%	Electric Scooter Manufacturers: (4%)
Powersports Dealers: 70%	Powersports Manufacturers: (6%)
Electric Scooter Manufacturers: 56%	DIY Parts Retailers: (10%)
Automotive Dealers: 41%	Automotive Distributors: (11%)
DIY Parts Retailers: 30%	Automotive Dealers: (18%)
Automotive Distributors: 28%	Tire Manufacturers: (19%)
S&P 500: 18%	S&P 500: (21%)
Marine Manufacturers: 9%	Traditional Auto Manufacturers: (23%)
Traditional Auto Manufacturers: 7%	Automotive Suppliers: (25%)
Powersports / Recreation Acc.: 4%	EV Native Auto Manufacturers: (26%)
Powersports Manufacturers: 2%	Automotive Service Providers: (28%)
Tire Manufacturers: 2%	Marine Manufacturers: (32%)
RV Manufacturers: (3%)	RV Manufacturers: (36%)
Automotive Suppliers: (7%)	E-Commerce & Digital: (45%)
E-Commerce & Digital: (17%)	Powersports Dealers: (46%)
Automotive Service Providers: (18%)	Powersports / Recreation Acc.: (46%)

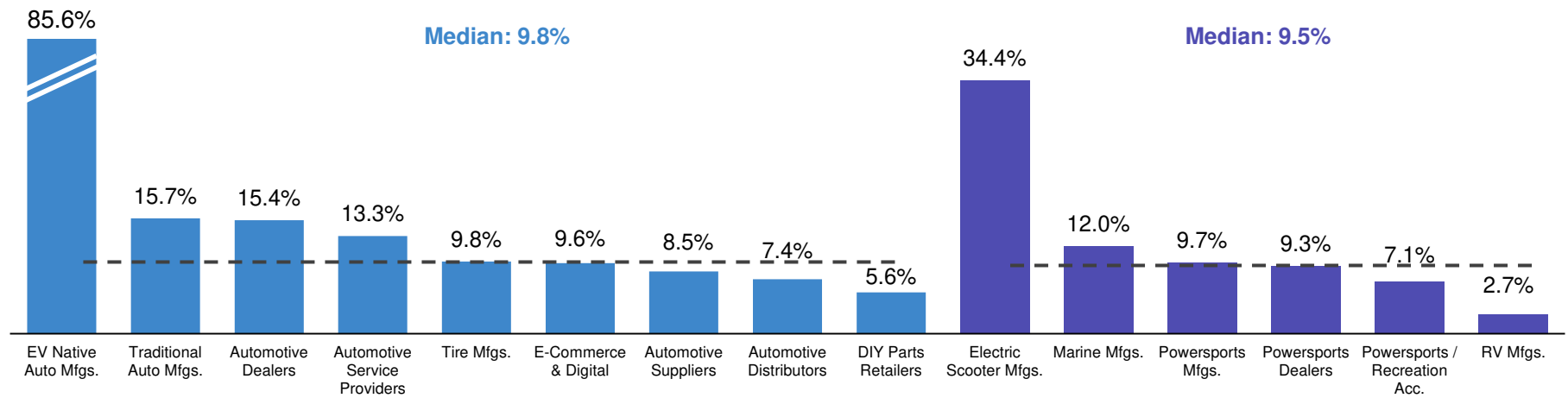
Note: Represents change in total sector market capitalizations.
 Note: EV Native Auto Manufacturers does not include Tesla.
 Source: Capital IQ as of June 30, 2022.

Growth Expected to Continue Across the Automotive and Powersports Landscapes

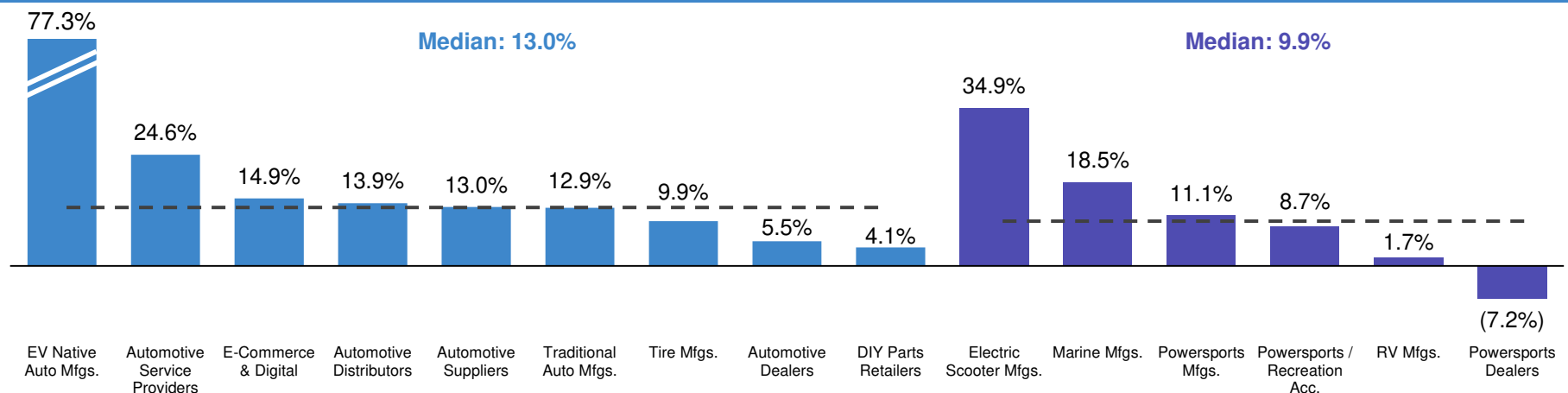
However, pace slowing relative to growth from 2020 to 2021

Automotive Powersports

Median 2021-2023 Revenue Growth



Median 2021-2023 EBITDA Growth



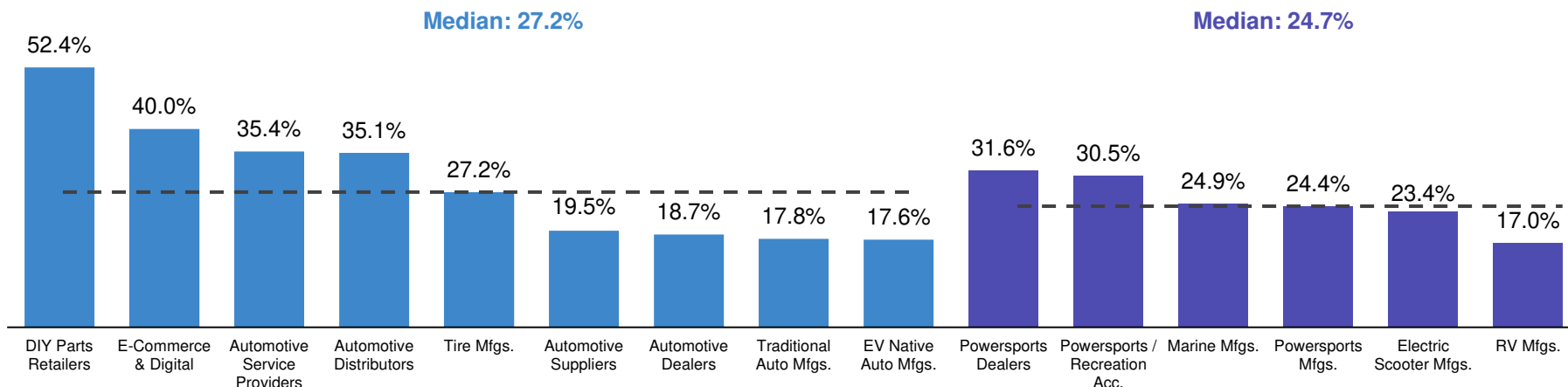
Note: Refer to pages 38-47 for constituents in each category. Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Many Auto Aftermarket Businesses Enjoying Higher Margins than Vehicle Manufacturers and Dealers

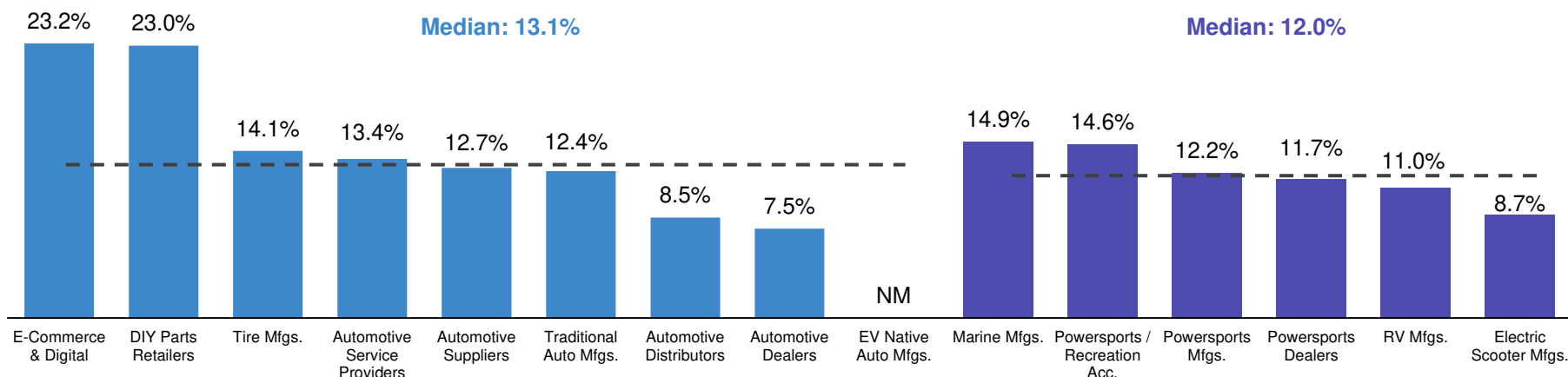
However, supply chain challenges and inflation pressuring many category participants

Automotive Powersports

Median LTM Gross Margin



Median LTM EBITDA Margin



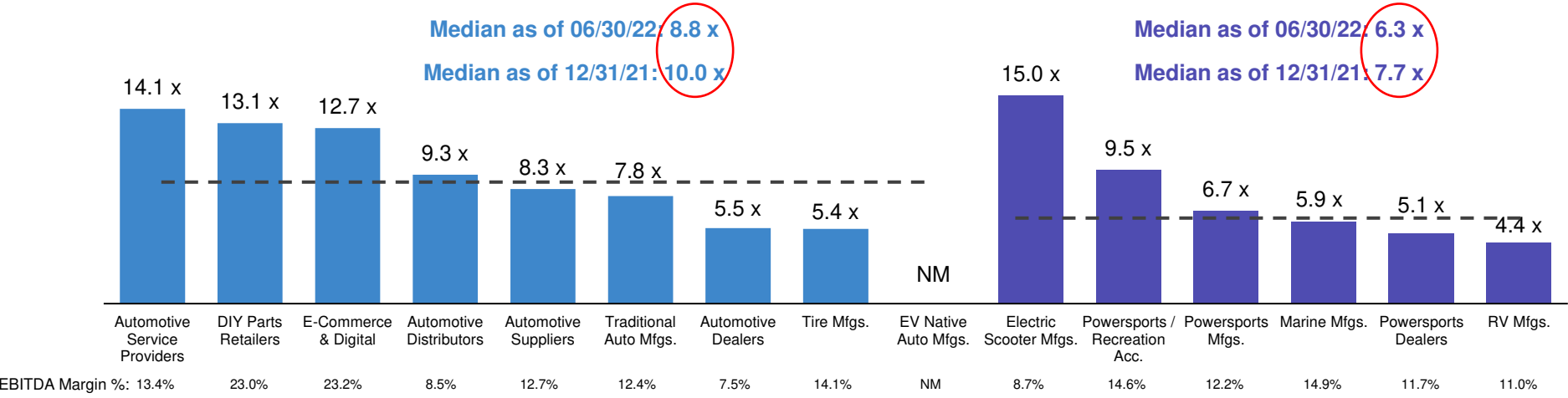
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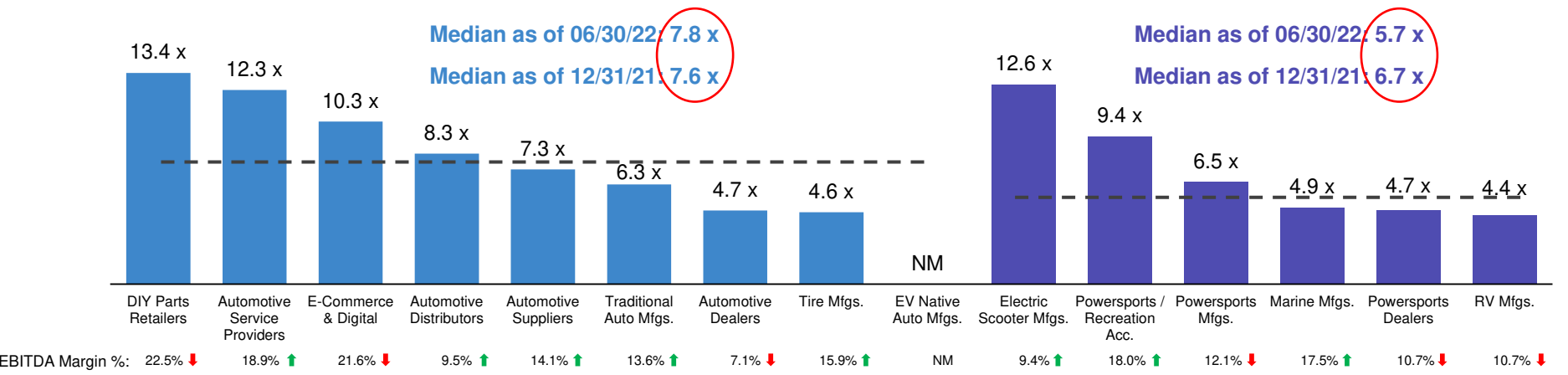
Sector Valuations Have Been More Resilient Than in Many Other Industries

Automotive Powersports

Median Enterprise Value / LTM EBITDA



Median Enterprise Value / 2022E EBITDA



Note: Refer to pages 38-47 for constituents in each category.
 Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Automotive & Powersport M&A is Active

The M&A market remained active through 2021 with a significant number of processes still underway in 2022

Date Announced	Acquiror	Target	Target Category	Target Description
Jul-22	Groupe Touchette	National Tire Distributors (ATD)	Distributor	Distributor of passenger and light truck tires throughout Canada
Jul-22	Driven Brands	K&K Glass	Service	Provider of glass services for motor vehicles in the Southeast
Jul-22	Vista Outdoor	Fox Racing	Manufacturer	Manufacturer of protective gear and apparel for motocross and biking
Jun-22	Caliber Car Wash	Q Car Wash	Service	Operator of premium car wash systems
Jun-22	Summit Racing	Nickels Performance	Parts & Accessories	Distributor of high-performance racing parts
Jun-22	Wheel Pros	Transamerican Auto Parts (Polaris)	Parts & Accessories	Provider of off-road parts for Jeeps and light trucks
Jun-22	Wrench	YourMechanic	Service	Mobile vehicle repair service network
May-22	Prospect Hill Growth Partners	MOTIS Brands	E-Commerce	E-commerce leader in the loading, hauling, mobility, automotive and recreational segments
May-22	American Tire Distributors	Tires Now (Monro)	Distributor	Distributor of passenger and light truck tires throughout Southeast U.S.
May-22	K&M Tire	Midtown Tire	Distributor	Distributor of passenger and light truck tires
Apr-22	MarineMax	Superyacht Management	Retailer	France-based superyacht management company
Apr-22	LDR Growth	Mustang Motorcycle Products	Manufacturer	Manufacturer of Mustang seats and related motorcycle accessories
Apr-22	Wheel Pros (Clearlake)	TeraFlex	Manufacturer	Manufacturer and distributor of aftermarket suspensions, shocks, and other components
Mar-22	2Ride (Eurazeo)	Troy Lee Designs	Retailer	California-based provider of off-road motorcycling and mountain biking gear and apparel
Mar-22	Carlyle	Dainese	Manufacturer	Italian manufacturer of motorcycle clothing and equipment
Mar-22	TIER Mobility	Spin	Service	Provider of dockless mobility systems intended to offer station-less e-scooter sharing
Mar-22	OneWater Marine	Denison Yachting	Retailer	Florida-based yacht brokerage company
Feb-22	MidOcean Partners	Cloyes	Manufacturer	Developer of automotive timing drive systems and components
Feb-22	Apollo Global Management	Tenneco Inc	Manufacturer	Manufacturer of automotive ride control and emission control products for OEMs
Feb-22	FortNine	Defender Industries	Distributor	Connecticut-based marine supply dealer
Jan-22	Holley Performance Products	BROTHERS Mail Order Industries	Distributor	Provider of a full line of restoration parts and accessories for vintage cars and trucks
Jan-22	U.S. AutoForce	Max Finkelstein, Inc.	Distributor	Distributor of passenger and light truck tires throughout Northeast U.S.
Jan-22	Main Post Partners	Mishimoto Automotive	Manufacturer	Provider of automotive cooling products designed as a direct OEM replacement
Jan-22	Arrowhead Engineering Products	Western Power Sports	Distributor	Distributor of street motorcycle and bicycle parts intended for the powersports industry
Dec-21	Greenbriar Equity	JEGS	Distributor	eCommerce retail platform intended for automotive aftermarket parts and accessories
Dec-21	Percheron Capital	Caliber Car Wash	Service	Fast growing platform of express conveyor car washes
Dec-21	AEA-Bridges Impact Corp.	Harley Davidson (LiveWire)	Manufacturer	Electric motorcycle division of Harley Davidson
Dec-21	Discount Tire	Tire Rack	Distributor	Supplier of tires, wheels and related automotive accessories for cars and light trucks
Nov-21	MiddleGround Capital	Race Winning Brands	Manufacturer	Manufacturer of racing parts intended for automotive and powersports markets
Nov-21	Sentinel Capital Partners	Empire Auto Parts	Distributor	Distributor of aftermarket collision auto parts offering same-day delivery
Nov-21	Group 1 Automotive	Prime Automotive Group	Dealership	Provider of automotive dealership services via showrooms and online
Nov-21	Eurowag	WebEye Telematics	Technology	Provider of commercial road transport fleet management solutions
Nov-21	RumbleOn	Freedom Powersports	Dealership	Dealer of sports and utility vehicles
Nov-21	Nova Capital, Landon Capital	Walbro Engine Management	Manufacturer	Manufacturer and seller of carburetors, ignition systems and other engine components
Oct-21	AutoNation	Priority 1 Automotive	Retailer	Retailer of cars and provider of vehicle repair services
Oct-21	Bruckman, Rosser, Sherrill & Co	Tiberius Inc	Manufacturer	US-based manufacturer of aftermarket parts and accessories for motorcycles and ATVs
Oct-21	BEDEO	Protean Electric Limited	Technology	Provider of in-wheel motor technology for passenger cars
Oct-21	US Venture	Treadmaxx Tire Distributors	Distributor	Operator of tire distributors to serve both passenger and high-performance vehicles
Oct-21	Constellation Automotive Group	CarNext	Technology	Online used car marketplace offering home delivery, financing and auction services
Sep-21	Asbury Automotive Group	Larry H. Miller Corp.	Dealership	Automobile dealership network and provider of vehicle services and maintenance

Automotive & Powersport M&A is Active (Cont'd)

The M&A market remained active through 2021 with a significant number of processes still underway in 2022

Date Announced	Acquiror	Target	Target Category	Target Description
Sep-21	Leonard Green & Partners	Sun Auto Tire & Service	Service	Leading provider of aftermarket automotive repair, maintenance and tire services
Sep-21	Poema Global Holdings	Gogoro	Manufacturer	Taiwan-based vehicle battery-swapping solutions provider
Sep-21	Federal Signal Corporation	Ground Force Worldwide	Manufacturer	Designer and manufacturer of heavy duty trucks and equipment
Sep-21	Tucker Powersports	Kuryakyn Holdings	Manufacturer	Designer and manufacturer of premium aftermarket motorcycle and powersports products
Sep-21	THOR Industries	AirX Intermediate	Manufacturer	Manufacturer of OEM and aftermarket RV parts and accessories
Aug-21	Genstar Capital LLC	Arrowhead Electrical Products	Parts & Accessories	Provider of non-discretionary, proprietary blended aftermarket replacement parts
Aug-21	Ideanomics, Inc.	VIA Motors Inc.	Manufacturer	Manufacturer of electric commercial vehicles
Aug-21	Audax Private Equity Group	Covercraft Industries	Manufacturer	Manufacturer of exterior and interior protection products for auto, powersports & RV
Jul-21	Winnebago Industries	Barletta Pontoon Boats	Manufacturer	Manufacturer of premium pontoon boats
Jun-21	TSG Consumer	Rough Country	Manufacturer	Provider of aftermarket performance products and accessories for trucks and Jeeps
Jun-21	Dorman Products	Dayton Parts	Distributor	Distributor in the high-touch undercarriage component category
Jun-21	Clarus	Rhino-Rack	Manufacturer	Manufacturer of innovative racks, boxes, and accessories for a range of vehicles
May-21	Dometic	Zamp Solar	Manufacturer	Manufacturer of solar power solutions for mobile living
Apr-21	Ripple Industries	Aftermarket Performance Group	Distributor	Distributor of automotive parts and accessories for pickup truck and off-road segments
Apr-21	Dometic	Valterra	Parts & Accessories	Leading provider of service and aftermarket products to the RV industry
Apr-21	L Catterton	West Marine	Retailer	Omni-channel provider of aftermarket products to the boating and watersports markets
Apr-21	Holley Performance Products	AEM Performance	Manufacturer	Leading developer of electronic control and monitoring systems for performance vehicles
Apr-21	Platinum Equity	Club Car (Ingersoll Rand)	Manufacturer	Manufacturer of golf cars, utility, and personal transportation
Mar-21	Empower Ltd.	Holley Performance Products	Manufacturer	Enthusiast branded performance automotive aftermarket products
Mar-21	LKQ Coporation	Greenlight Automotive	Technology	Automotive mobile diagnostic business
Mar-21	RumbleOn	RideNow	Dealership	Operator of motor delaerships in the US, specializing in powersports vehicles
Mar-21	Greenbriar Equity	Oil Changers (Trivest)	Service	Quick-lube oil change and related maintenance services
Mar-21	BayPine / TSG Consumer Partners	Mavis Tire Express Services	Service	Vehicle maintainence, repair, and tire services
Mar-21	American Pacific Group	Wayne Auto Salvage	Distributor	Operates full- and self-service automotive recycling businesses
Mar-21	Wynnchurch Capital	Northern Wholesale Supply	Distributor	Distributor of marine and RV accessories
Feb-21	Goodyear Tire & Rubber	Cooper Tire & Rubber	Manufacturer	Manufacturer of passenger car, light and medium truck, motorcycle and racing tires
Feb-21	The Wheel Group	Tuff Stuff Overland	E-Commerce	Direct-to-consumer e-commerce platform of outdoor accessory products
Feb-21	Wynnchurch Capital	The Wheel Group	Parts & Accessories	Designer and distributor of branded aftermarket products
Feb-21	Tuscan Holdings Corp.	Microvast	Manufacturer	Manufacturer of electric vehicle battery technologies
Jan-21	Wynnchurch Capital	Wheel Pros	Distributor	Distributor of wheels for the aftermarket automotive industry
Jan-21	H.I.G. Capital	Continental Batteries	Distributor	Distributor of automotive aftermarket batteries
Jan-21	Holley Performance Products	Drake Automotive Group	Manufacturer	Manufacturer of automotive aftermarket parts and accessories

A person is surfing on a large, curling wave. The surfer is in a crouched position, riding the face of the wave. The water is splashing and white with foam. The background is a bright, hazy sky.

Automotive Market Update

Sector Navigating Multiple Near-Term Challenges, with Longer-Term Change on the Horizon

Supply Chain and Gas Prices Delay the Return to “Normal”

- **Trailing-twelve-months Vehicle Miles Traveled (“VMT”) as of March 2022 surpassed pre-COVID levels**
 - However, substantially increased gas prices may serve to suppress VMT during the summer “road trip” months
- **May’s new light-vehicle seasonally adjusted annual rate of 12.7M units sold** represented a 12.6% decline from April 2022 and a 24.9% drop from May 2021 levels
 - Held back by limited new-vehicle inventory across the country
 - J.D. Power forecasted an average sale price in May 2022 of \$44,832, up 15.7% YoY
- **Delays at major maritime ports and ongoing supply chain issues**, most notably a shortage of semiconductors among OEMs, continuing to disrupt sector, with such disruption expected to continue into 2023
 - Contributing to inflationary pressures throughout the supply chain

Key Factors Provide Confidence for Future of the Industry

- **Vehicles in operation and the average age of vehicles continue to rise**, driving long-term demand for aftermarket service
- **The suburban migration could provide a tailwind as miles driven and car parc increases**
 - The New York metro area saw 100 individuals leave the city for every 84 people who moved in during the pandemic
 - **90%+ of consumers in suburban areas own or have access to a vehicle; average mileage driven typically 20-50% higher**
- **Online sales for new and used vehicle cars increased 6% and 12% YoY, respectively**, in Q1 2022, evidencing an accelerated shift to digital and the industry’s ability to adapt to consumer demands

New Technologies Beginning to Take Hold

- Increasingly prevalent new technologies including EVs, advanced crash avoidance and self driving capabilities, and complex electrical systems will increase repair complexity and may present challenges for smaller independent service providers
- **Non-ICE powertrains (hybrid, plug-in hybrid, EV) vehicles represent 12.2% of sales in May 2022; however, given size of car parc (290M+) will take many years to materially change composition**
 - Bloomberg New Energy Finance forecasts plug-in passenger vehicle sales will soar to 20.6 million in 2025, much higher than its 14 million forecast just a year ago, driven by a faster uptake in China
 - **Over 50 new model electric cars, trucks, vans and SUV’s** have already been announced for arrival by 2024

Earnings Update – Performance Continues to Exceed Expectations For Many, Despite Supply Chain and Inflationary Concerns

Representative Category Participants

Category	Selected Company	MRQ Results (USD Millions)	Management Commentary																			
Parts Manufacturer		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>Actual</th> <th>Street</th> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$4,308</td> <td>\$4,243</td> <td>\$65</td> <td>1.5%</td> </tr> <tr> <td>EPS</td> <td>1.37</td> <td>1.11</td> <td>0.26</td> <td>23.4%</td> </tr> </tbody> </table>		Street		Beat / (Miss)		Actual	Street	\$	%	Sales	\$4,308	\$4,243	\$65	1.5%	EPS	1.37	1.11	0.26	23.4%	<ul style="list-style-type: none"> “For the first quarter, we delivered record net sales of \$4.3 billion. Our sales performance was better than our January guidance despite unexpected impacts from the crisis in Europe, COVID-related disruption in China and continuing logistics bottlenecks.” - <i>Michael McGarry, Chairman & CEO</i>
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Tire Manufacturer		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>Actual</th> <th>Street</th> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$4,908</td> <td>\$4,696</td> <td>\$212</td> <td>4.5%</td> </tr> <tr> <td>EPS</td> <td>0.37</td> <td>0.21</td> <td>0.16</td> <td>76.2%</td> </tr> </tbody> </table>		Street		Beat / (Miss)		Actual	Street	\$	%	Sales	\$4,908	\$4,696	\$212	4.5%	EPS	0.37	0.21	0.16	76.2%	<ul style="list-style-type: none"> “Momentum in our sales helped to drive significant year-over-year earnings growth. And while inflation remained a significant factor in the quarter, it was otherwise in line with the expectations we described on our fourth quarter call” - <i>Richard Kramer, CEO, President & Chairman</i>
				Street		Beat / (Miss)																
Actual	Street		\$	%																		
Sales	\$4,908	\$4,696	\$212	4.5%																		
EPS	0.37	0.21	0.16	76.2%																		
Parts Distributor		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>Actual</th> <th>Street</th> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$3,348</td> <td>\$3,289</td> <td>\$59</td> <td>1.8%</td> </tr> <tr> <td>EPS</td> <td>1.00</td> <td>0.91</td> <td>0.09</td> <td>9.9%</td> </tr> </tbody> </table>		Street		Beat / (Miss)		Actual	Street	\$	%	Sales	\$3,348	\$3,289	\$59	1.8%	EPS	1.00	0.91	0.09	9.9%	<ul style="list-style-type: none"> “We exceeded our expectations for Q1. Revenue for the first quarter of 2022 was \$3.3 billion, an increase of 5.6% as compared to \$3.2 billion in the first quarter of 2021. The key word in the economy in the past several quarters has been inflation” - <i>Nick Zarcone, President & CEO</i>
				Street		Beat / (Miss)																
Actual	Street		\$	%																		
Sales	\$3,348	\$3,289	\$59	1.8%																		
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				Street		Beat / (Miss)																
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Earnings Update – Auto Aftermarket Results Have Been More Mixed

Representative Category Participants

Category	Selected Company	MRQ Results (USD Millions)	Management Commentary																	
Parts Retail		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">Actual</th> <th rowspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$3,296</td> <td>\$3,322</td> <td>(\$26)</td> <td>(0.8%)</td> </tr> <tr> <td>EPS</td> <td>7.17</td> <td>7.45</td> <td>(0.28)</td> <td>(3.8%)</td> </tr> </tbody> </table>		Actual	Street	Beat / (Miss)		\$	%	Sales	\$3,296	\$3,322	(\$26)	(0.8%)	EPS	7.17	7.45	(0.28)	(3.8%)	<ul style="list-style-type: none"> “Our first quarter results were headlined by a 4.8% increase in comparable store sales, which is on top of the record 24.8% comparable store sales we delivered in the first quarter last year, resulting in an impressive comparable store sales 2-year stack of 29.6% - <i>Gregory Johnson, CEO & Co-President</i>
		Actual				Street	Beat / (Miss)													
\$			%																	
Sales	\$3,296	\$3,322	(\$26)	(0.8%)																
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Sales	\$3,865	\$3,707	\$158	4.3%																
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		Actual				Street	Beat / (Miss)													
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	Actual	Street				Beat / (Miss)														
			\$	%																
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		Actual				Street	Beat / (Miss)													
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	Actual	Street				Beat / (Miss)														
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Sales	\$468	432.59	\$36	8.3%																
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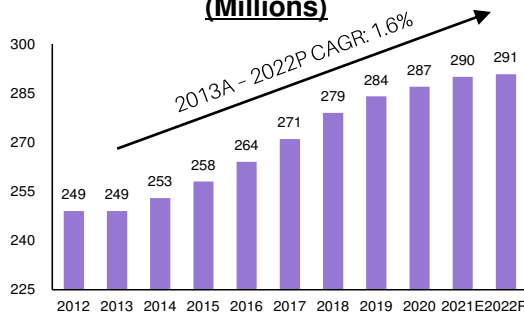
Key Indicators Support Long-Term Sector Growth

Vehicles in Operation

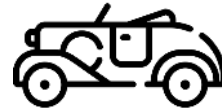


- **Total vehicle population continues to grow**, with ~290 million vehicles currently on the road, continuing a consistent upward trend since 2014
- **35% of Americans plan to increase the number of vehicles** owned / leased in 5 years
- **Significant increases in purchase intent for EVs**, motivated by government incentives and increased consciousness about sustainability

Light Vehicles in Operation (Millions)

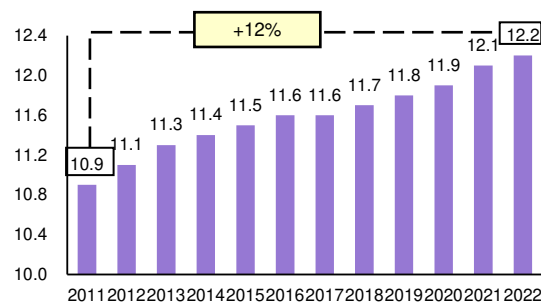


Average Age of Vehicles



- With the scarcity of new vehicles during the pandemic, the **age of the average vehicle in the U.S. is creeping upwards**
- Volumes of vehicles in the new to five-year old category will grow 2% from 2018-2023, while **vehicles in the 6-12 year-old range, which are typically beyond standard auto warranties, will grow 27%**
- **Vehicles aged 16+ expected to reach 84 million by 2023**

Average Age of Vehicles (Years) (a)

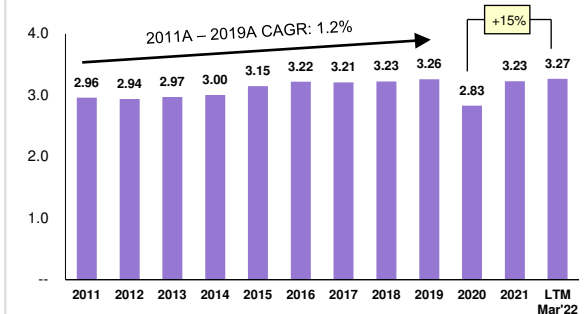


Vehicle Miles Traveled



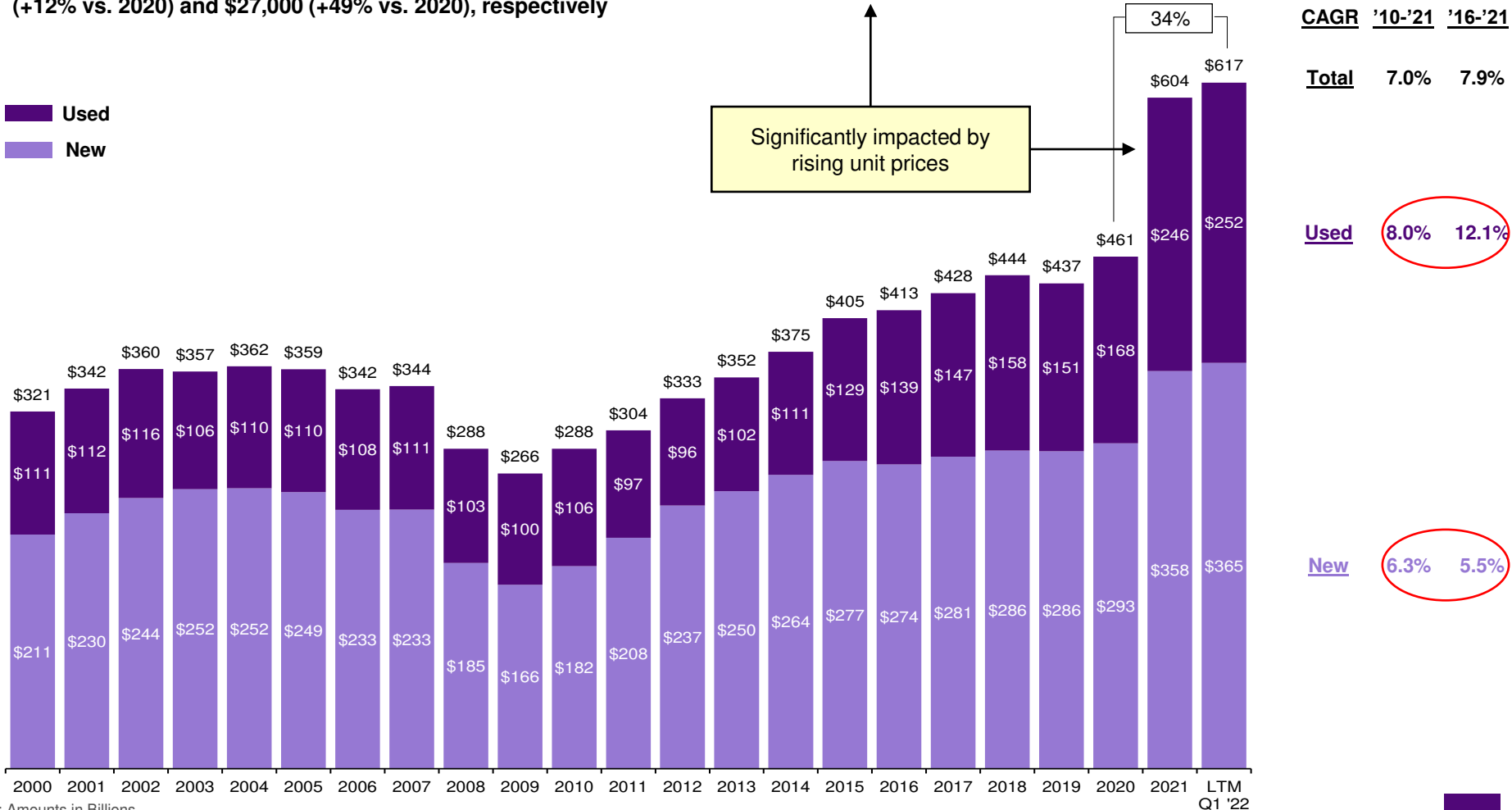
- **TTM VMT reached 3.3 trillion in Q1 2022**
- **Though miles driven was pressured early on due to the COVID-19 pandemic, car travel continues to rebound** given perceived safety benefits (relative to air travel and public/shared transportation) and suburbanization trends
- **TTM March 2022 miles have surpassed 2019 levels**
- \$5+ gas will pressure VMT in Summer 2022

Annual Miles Traveled (Trillions)



Consistent Growth in Both New and Used Vehicle Since Great Recession with Tremendous \$ Sales Spike in 2021 and Q1 2022

- **Used vehicle personal consumption has demonstrated greater stability through cycles**; segment declined 10% from 2007 to 2009 compared to new vehicles, which declined 29% over the same period
- Since the Great Recession, **both new and used vehicles have shown resilience**, growing 6.3% and 8.0%, respectively, annualized
- Since 2016, new vehicle consumption growth has moderated (growing 5.5% annually) **while used vehicle growth has accelerated** (growing 12.1% annually)
- Surge in new and used vehicle prices throughout 2021, with the **average new and used transaction price surpassing \$46,000 (+12% vs. 2020) and \$27,000 (+49% vs. 2020), respectively**



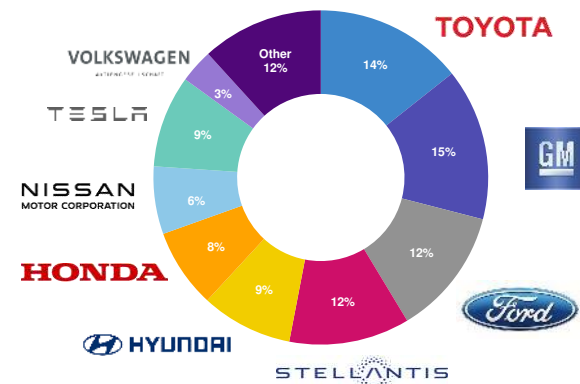
Note: Amounts in Billions. Source: Bureau of Economic Analysis.

Supply Chain Challenges and Resultant Lack of Inventory Pressuring New Vehicle Unit Sales

New Light Weight Vehicle Unit Sales (Seasonally Adjusted Annual Rate)

- Dealerships are struggling with inventory shortages due to disrupted supply chains and component scarcity
- June data shows a SAAR of 13M, up 2.3% from May but down (16.0%) YoY
 - Does not factor in non-dealer sales and understates overall automotive sales activity as it does not include used vehicles
- Discrepancies with takeaways from BEA consumption data may be driven in part by substantial new vehicle price inflation

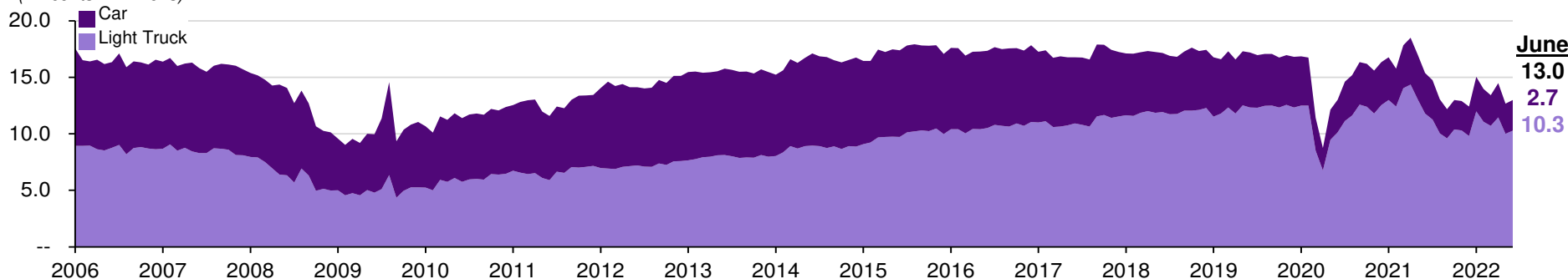
Q1 2022 Market Share by Manufacturer



(Seasonally Adjusted Annual Rates)

	June 2022 ^(a)	YoY %	YTD 2022 ^(b)	YoY %
Total Car	2.7	(25.5%)	2.8	(25.7%)
Total Light Truck	10.3	(13.0%)	10.9	(16.7%)
Domestic Light Vehicle	10.3	(11.1%)	10.8	(14.8%)
Import Light Vehicle	2.7	(30.4%)	2.9	(30.9%)
Total Light Vehicle SAAR	13.0	(16.0%)	13.7	(18.7%)

(Amounts in Millions)



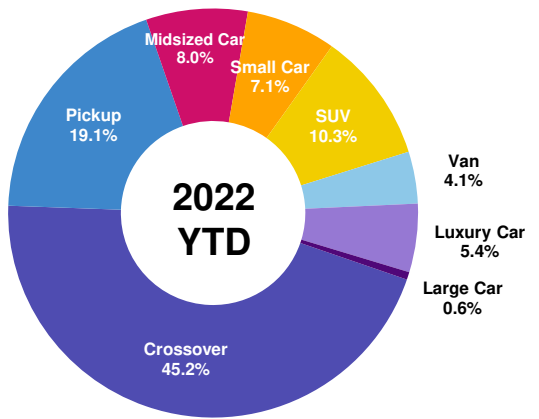
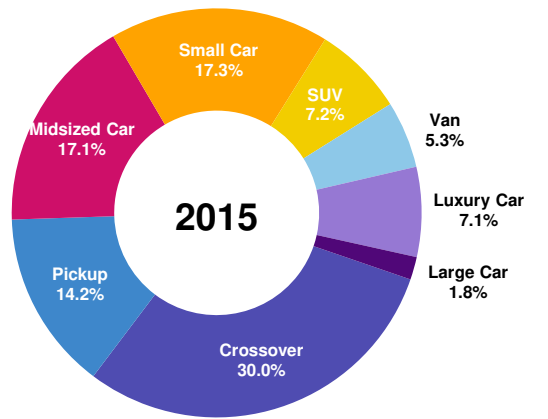
Source: U.S. Bureau of Economic Analysis, National Automobile Dealers Association, Wards Intelligence and other publicly available information.

a) Reflects seasonally adjusted annual rate observed during the month of June.

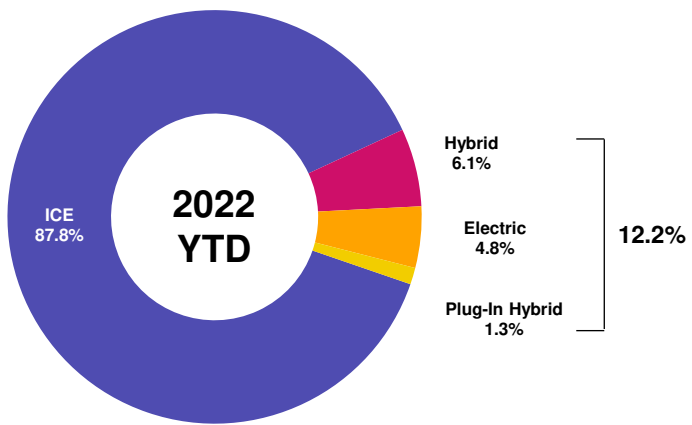
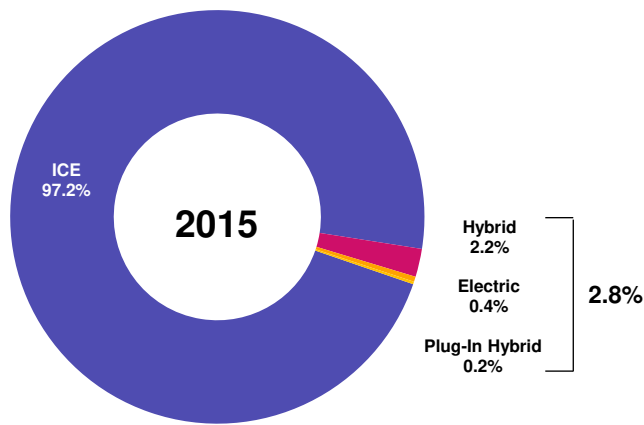
b) Reflects seasonally adjusted annual rate observed during the period between January and June.

Crossover Vehicles Continue to Lead Segment Sales; ICE is Now <90% of Total Sales

Market Share by Segment



Market Share by Drive Powertrain

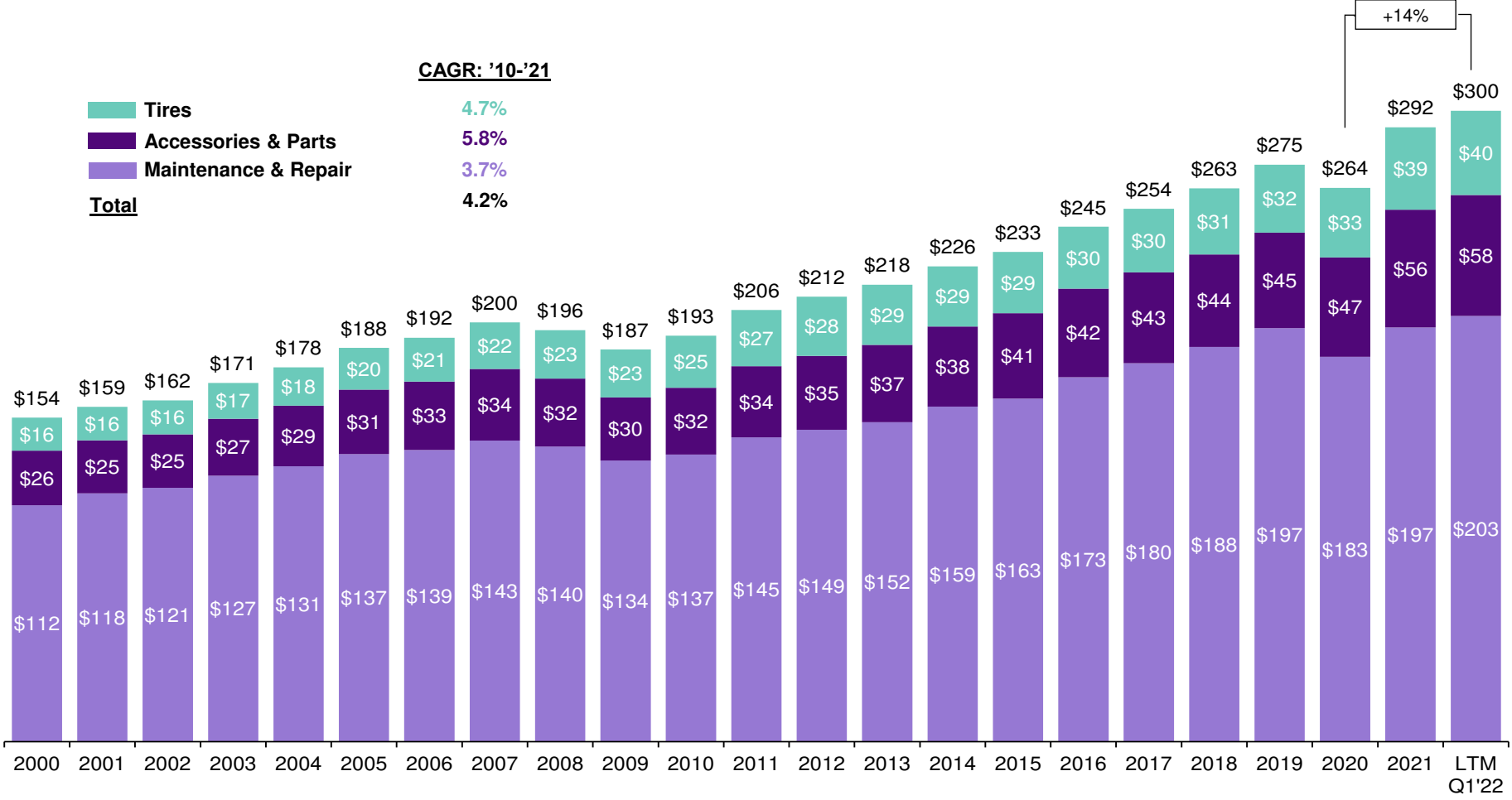


Note: YTD 2022 as of May 2022.

Continued Growth in Aftermarket Service, Accessory & Parts and Tire Retail Sales



- Aftermarket parts and accessories has demonstrated **consistent growth through economic cycles**; segment has grown 4.2% annually since the Great Recession
 - The category contracted 4% in 2020 but accelerated in 2021 and Q1 2022, increasing 14%
- While vehicle maintenance and repair has historically weathered periods of economic uncertainty as well, **the sector declined 7% in 2020 largely driven by a decline in vehicle miles traveled** but recovered to pre-pandemic levels in 2021 and continues to grow in 2022
- Overall, **the segment has grown 90% since 2000**, driven by the more than doubling of the tire and accessories & parts sectors



Note: Amounts in Billions.
Source: Bureau of Economic Analysis.

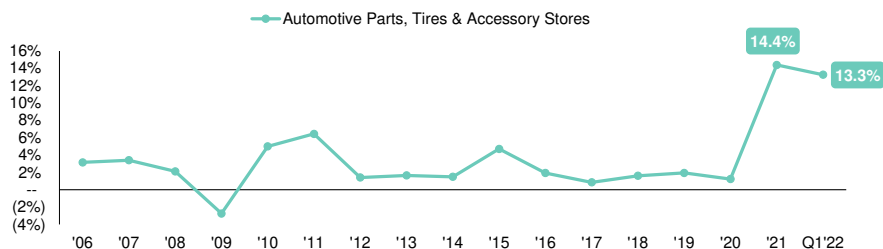
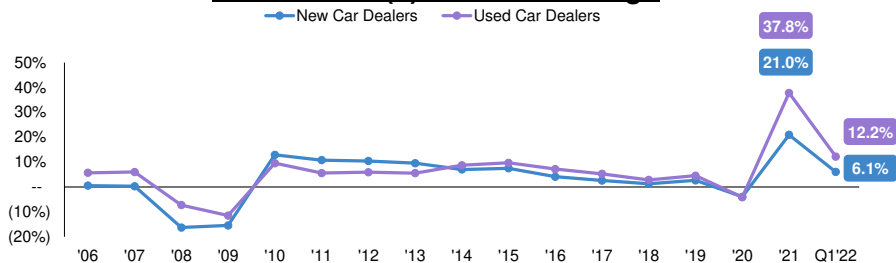
Retail and Online Sales Accelerating in 2022

Retail Sales



- COVID-19 has led to retail sales increasing 21% and 38%, respectively, for new and used vehicles in 2021
 - Retail sales for new and used cars increased 6% and 12%, respectively, in Q1 2022 YoY
- Personal consumption of aftermarket automotive parts has been at an all-time high, with retail sales increasing 14% in 2021 and 13% in Q1 2022

Retail Sales (\$) – YoY % Change

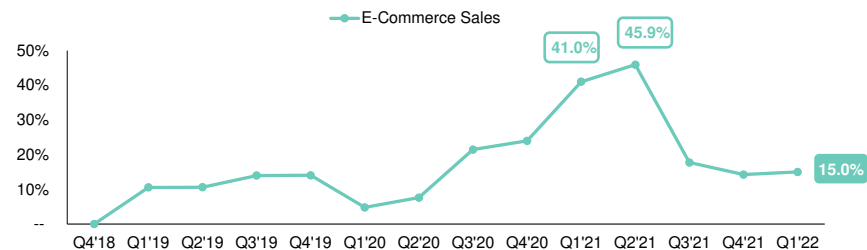


Online Parts Sales

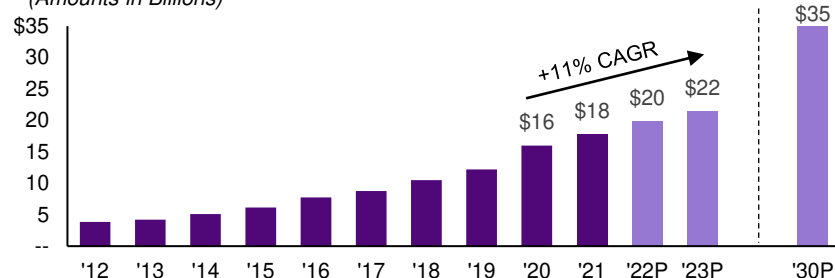


- ~12% increase in online sales in 2021 (+\$1.9B) to ~\$18B following unprecedented 30% growth in 2020 (+\$4B)
 - Excludes third-party marketplace sales like eBay Motors which generated ~\$11.7B in 2021
- 2022P sales projected to reach \$19.8B, up 11% (+\$2B) over 2021

Motor Vehicle & Parts Sales – YoY % Change



1P Online Parts Sales
(Amounts in Billions)



A person is surfing on a wave, with the surfboard and rider silhouetted against the white water. The background is a bright, hazy sky.

Powersports Market Update

Americans Migrating Back to the Great Outdoors

Powersports

- **Powersports category unit sales grew 26% in 2020^(a) and 35% in Q1'21 but declined ~(35%) in Q2'21, ~(22%) in Q3'21, ~(12%) in Q4'21 and ~(22%) in Q1'22, primarily driven by lack of inventory**
- **Side-by-sides (SxS) represent one of the fastest growing subsegments of the powersports market**
 - However, lack of inventory led ORV category (SxS & ATV) to contract nearly 20% in 2021 following 24% growth in 2020
- **Demand supported by increased younger generation interest in motorcycle riding, trail sports and water sports along with increasing ownership among women and minorities**
 - Off-road and dual-sport moto demand is strong; on-road saw growth after several stagnant years
 - Shortages held back growth in 2021 into 2022
- **Significant cross ownership with 90% of prospective off-road buyers already having a powersports vehicle in their garage^(b)**
- **Growing interest in electrification of category across both traditional powersports and eBikes**

Marine

- **Over 140M people go boating annually; 10M+ registered recreational boats in U.S.**
 - Estimated that ~34% of customers, or 420,000 people, were first time buyers in 2021
- **Registrations for all boat segments fell by ~28% YoY in April 2022 due to scarce inventory despite healthy demand**
 - The main powerboat segments unit sales fell a combined ~27% in April YoY and ~17% for the first four months of the year

RV

- **RV shipments reached 600,240 units in 2021, a 40% increase over 2020 and breaking previous record by 19%**
 - RV ownership increased 62% over last twenty years with a record 11.2 million RV owning households, and a record 9.6 million households intending to buy an RV within the next 5 years^(d)
- **Wholesale RV shipments in April 2022 up 12% compared to April 2021**
 - Growth expected through year-end 2022, with industry anticipating another 590,000+ unit year
 - Industry still struggling to meet backlog of COVID-driven demand

a) Source: BRP Investor Presentations.
 b) Source: Motorcycle Industry Council.
 c) Source: RVIA.

Public Powersports and Outdoor Recreation Companies Seeing Strong Demand But Tight Supply

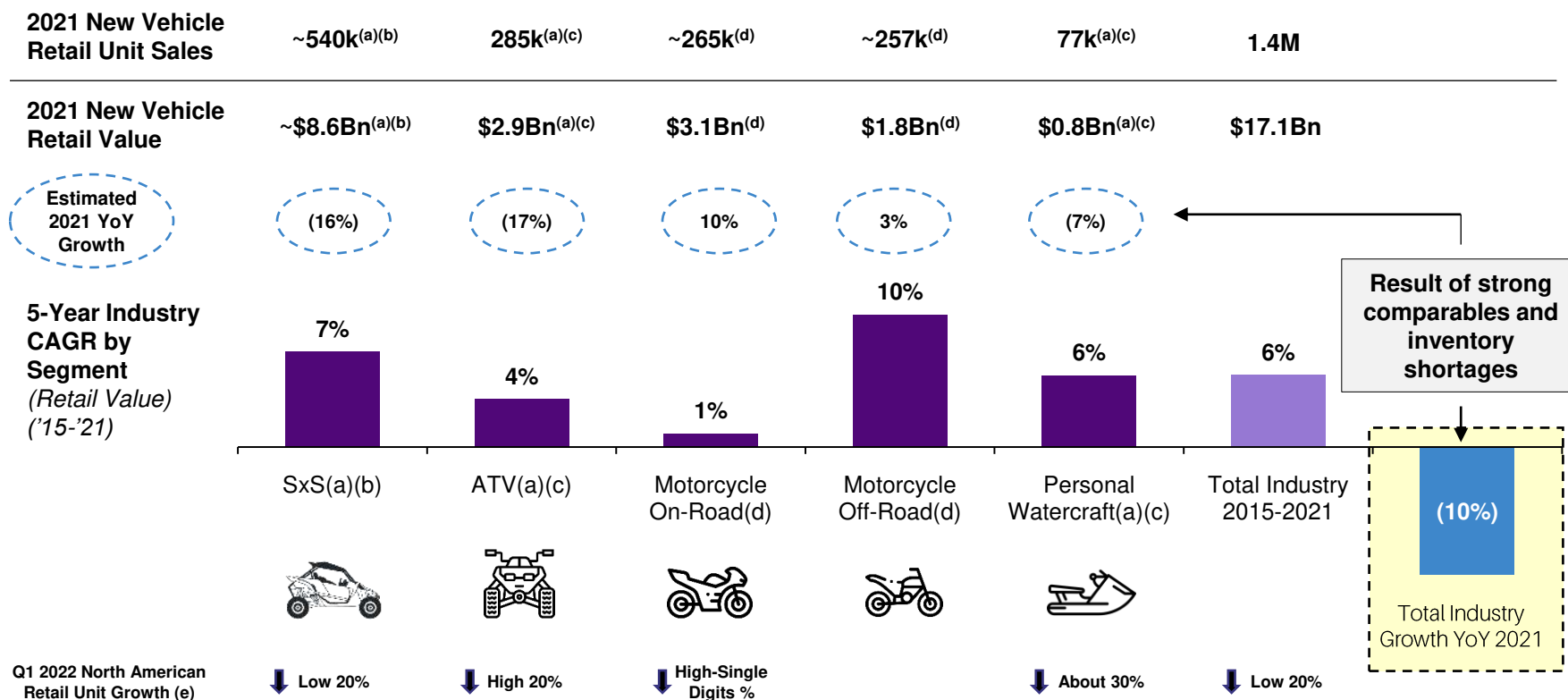
Representative Category Participants

Category	Selected Company	MRQ Results (USD Millions)	Management Commentary																			
Powersports Manufacturer		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>Actual</th> <th>Street</th> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$1,957</td> <td>\$2,114</td> <td>(\$157)</td> <td>(7.4%)</td> </tr> <tr> <td>EPS</td> <td>1.29</td> <td>1.77</td> <td>(0.48)</td> <td>(27.1%)</td> </tr> </tbody> </table>		Street		Beat / (Miss)		Actual	Street	\$	%	Sales	\$1,957	\$2,114	(\$157)	(7.4%)	EPS	1.29	1.77	(0.48)	(27.1%)	<ul style="list-style-type: none"> “While demand for our products remains healthy, ongoing supply chain disruptions continue to constrain vehicle shipments. As a result, our first quarter sales of almost \$2 billion were flat versus last year.” - Michael Speetzen, CEO
				Street		Beat / (Miss)																
Actual	Street		\$	%																		
Sales	\$1,957	\$2,114	(\$157)	(7.4%)																		
EPS	1.29	1.77	(0.48)	(27.1%)																		
Powersports Retailer		<p>Quarter ended Mar-22</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Street</th> <th colspan="2">Beat / (Miss)</th> </tr> <tr> <th>Actual</th> <th>Street</th> <th>\$</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Sales</td> <td>\$460</td> <td>\$443</td> <td>\$17</td> <td>3.9%</td> </tr> <tr> <td>EPS</td> <td>0.80</td> <td>0.97</td> <td>(0.17)</td> <td>(17.5%)</td> </tr> </tbody> </table>		Street		Beat / (Miss)		Actual	Street	\$	%	Sales	\$460	\$443	\$17	3.9%	EPS	0.80	0.97	(0.17)	(17.5%)	<ul style="list-style-type: none"> “We sold over 19,000 total units in the quarter alone, delivered nearly \$460 million in revenue and generated over \$105 million in gross profit. New inventory continues to be dependent upon manufacturers production and distribution constraints for the foreseeable future.” - Marshall Chesrown, CEO, Founder and Chairman
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				Street		Beat / (Miss)																
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Side-by-Sides and Off-Road Moto Have Seen the Greatest 5-Year Growth

Industry growth is driven by demand for higher performance, customization and safety

2021 New Vehicle U.S. Industry Size Estimate by Segment

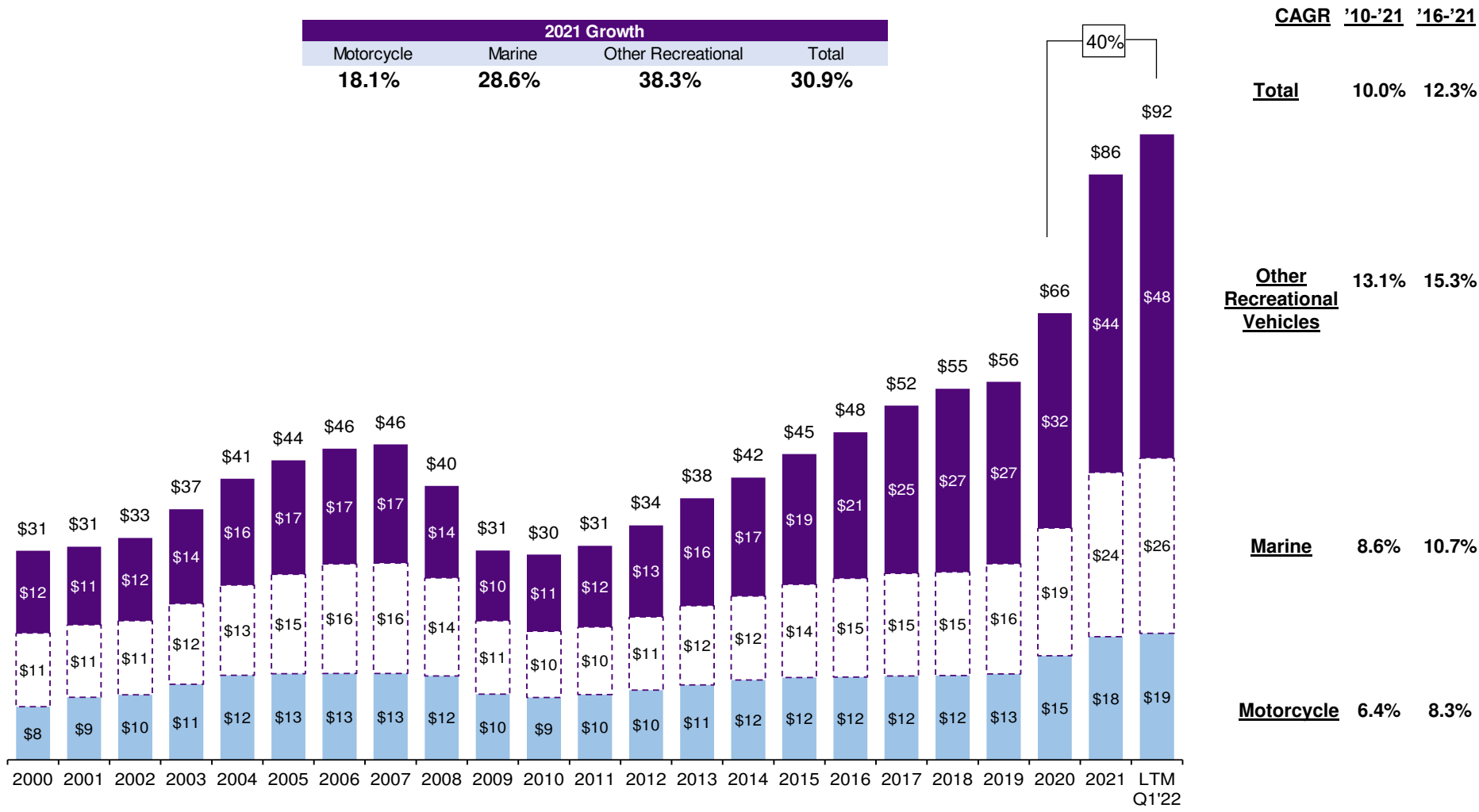


a) Source: Motorcycle Industry Council, Powersports Business, NMMA, Statistical Surveys and Wall Street Research.
 b) 2019 extrapolated using 2015-2018 CAGR. Retail value assumes an average MSRP of \$14k in 2015 and \$16k in 2018-2021.
 c) Retail Value assumes an average MSRP of \$10k.
 d) Source: Motorcycle Industry Council. 2021 retail value extrapolated using average MSRP from 2019 applied to 2021 unit sales. Adjusted to exclude Harley Davidson. Off-road motorcycle category includes dual-purpose motorcycles.
 e) Source: BRP Q1 FY23 Investor Presentation and Polaris Q1 2022 Earnings Presentation

Personal Consumption Data Shows Recreational Market Has Demonstrated Consistent Growth Since the Great Recession

- Motorcycle, Marine and Other Recreational Vehicles spend **demonstrated significant strength in 2021**, growing 18%, 29% and 38%, respectively
- Since the Great Recession, **the entire recreational category has shown resilience**, growing 10.0% annually from 2010 through 2021 and 12.3% annually since 2016

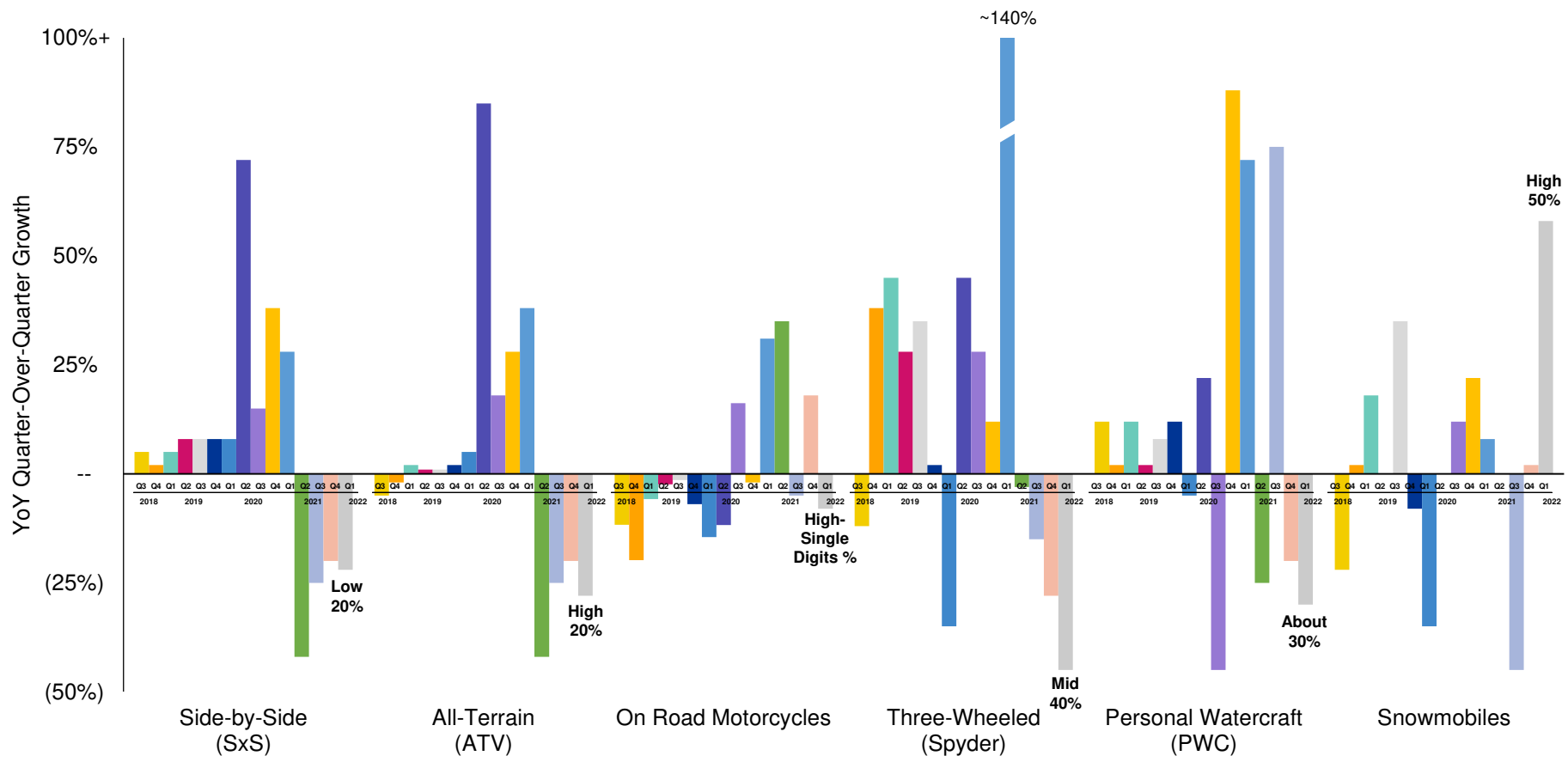
2021 Growth			
Motorcycle	Marine	Other Recreational	Total
18.1%	28.6%	38.3%	30.9%



Note: Amounts in Billions.
Source: Bureau of Economic Analysis (Includes New and Used Units, Parts and Accessories, and Related Spend).

However, Due to Tough Comparables and Supply Chain Issues, Overall Powersports Industry Declined Low 20% in Q1 2022

- Q1 2022 data shows ORV's (SxS & ATV) declining high-twenty % and On Road Motorcycles declining high-single digits %



Source: BRP Q1 FY23 Investor Presentation and Polaris Q1 2022 Earnings Presentation and other publicly available information.
 Note: Data excludes snowmobiles during off-season periods. Motorcycle data corresponds to quarters on a calendar year basis while other categories correspond to quarters for years ending January 31.

While Motorcycle and ATV Unit Sales Had Been Flat Pre-Pandemic, PWC and SxS Sales Had Steadily Risen

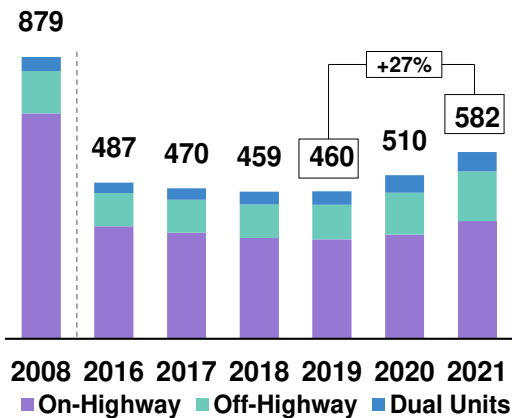
- Demand expected to persist in 2022 with continued interest from existing and first-time buyers

On / Off Road Motorcycles



- Motorcycle ownership in the U.S. is at record highs; however, demand for new on-highway motorcycles remained relatively flat to pre-pandemic and significantly below pre-recession levels
- Off-highway and dual-purpose motorcycles have seen two years of increases in sales

Motorcycles Annual New Unit Sales

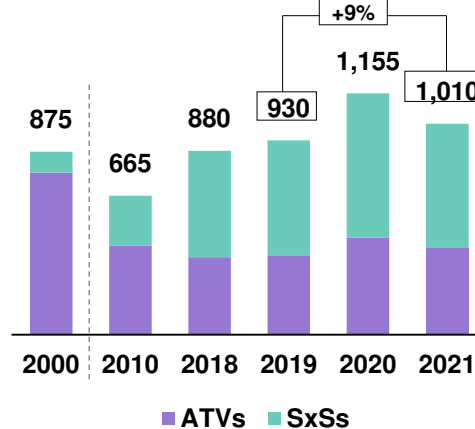


SxS / ATVs



- SxS and ATVs have continued to grow in popularity due to renewed interest in recreational activities and increasing innovation
- While ATV growth has flattened as the category has matured, side-by-sides have continued to grow given their multi-occupant format, greater safety features and ease of use
- Supply constraints impacted 2021 sales

SxS / ATVs Annual New Unit Sales

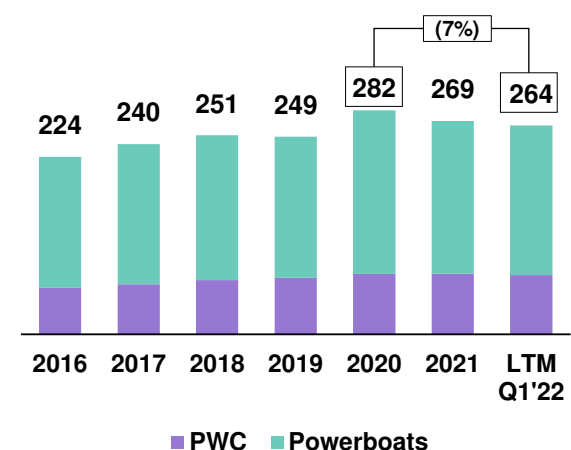


Powerboats and Personal Watercraft (PWC) Dealers



- Challenges in meeting demand remain and total boating industry registrations down (7.0%) in LTM Q1'22
- Powerboat registrations were up down (16%) YoY in March 2022, reflecting scarce inventory and potential sales pull forwards during COVID

Powerboats and PWC Annual New Unit Sales



Source: Powersports Business, Motorcycle Industry Council and Statistical Surveys.
Note: Numbers in thousands.

Dealerships are Challenged to Keep Pace with 2021's Exceptional Sales Growth

Powersports Dealerships



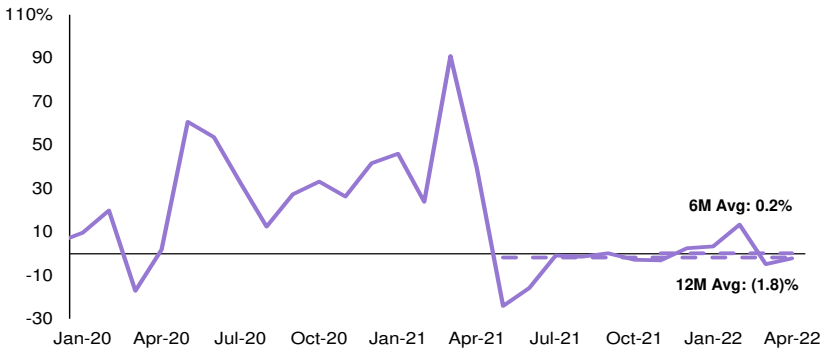
- Though January (+3.4%) and February (+13.4%) witnessed strong increases in major unit sales, March (-4.8%) and April (-2.1%) lagged
- Regional sales of major units down across the board in April with the West being the only exception, recording an increase of 5.1%
- Nearly 90% of dealers report inventory levels too low to support existing demand

Recreational Vehicles (RV)

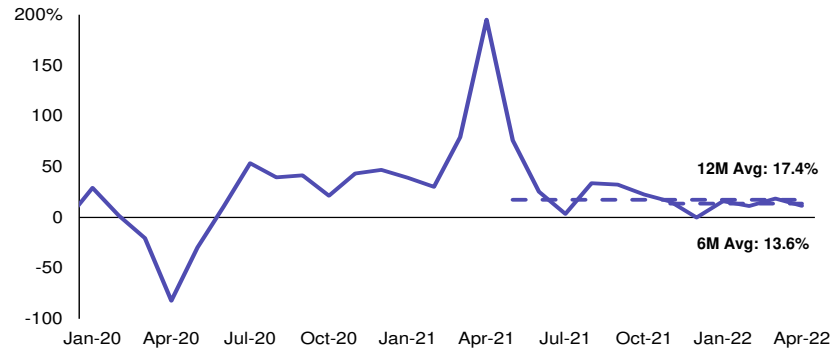


- The RV industry set a shipments record in 2021 with 600,240 units, beating out the previous record of 504,599 in 2017 by 19%
- Shipments expected to surpass 590,000 units in 2022
- Difficult to predict demand trends until after the current supply / demand imbalance normalizes

Powersport Dealerships
Major Units Sales – YoY % Change (a)



Total RV
Shipments – YoY % Change (b)



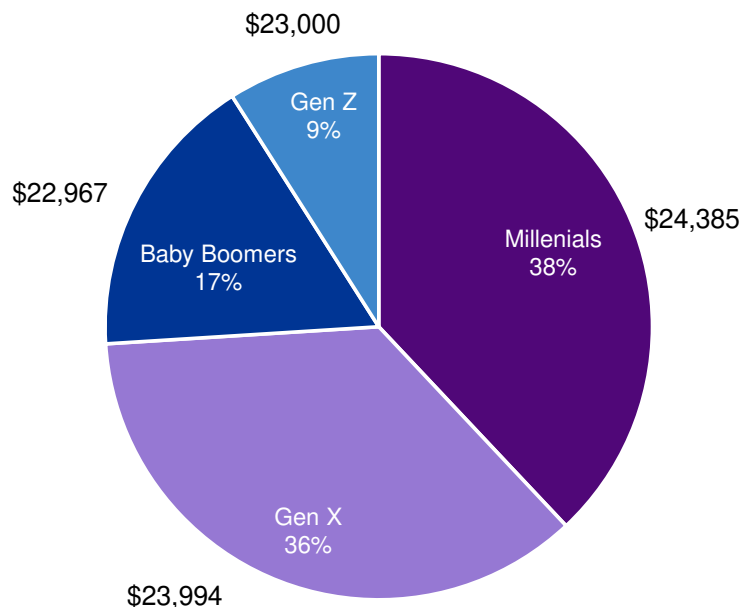
Source: CDK Global Lightspeed; Statistical Surveys, Inc. and Wall Street Research; RVIA.
 (a) Dealerships data is for Major Unit sales from over 1400+ dealerships in the Lightspeed DMS network.
 (b) Recreational Vehicles data is representative of Total RV Shipments, which includes all Towable RVs and all Motorhomes.

SxS Category Primed for Continued Growth by Appealing to Younger Generations

- Millennials became the top SxS buyers in 2021 and are spending more per unit than any other age group
- Accessory attachment purchases at time of unit purchase are significant

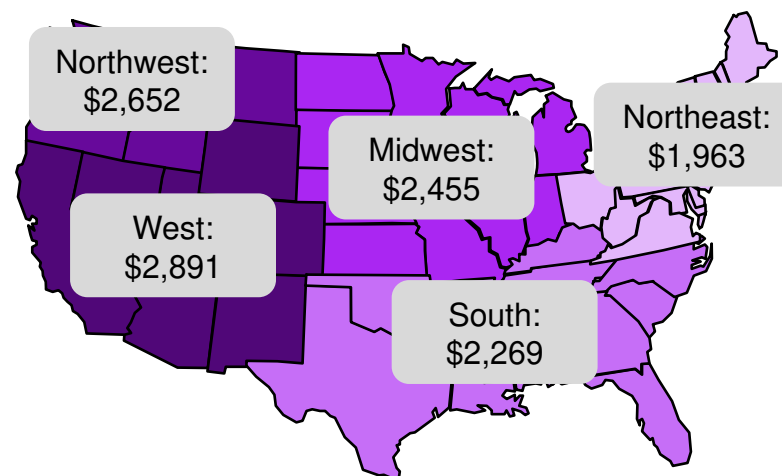
Percent of Total New Unit Purchases and Average Unit Spend by Buyer Generation

- Millennials were the top purchasers of SxS units in 2021



Average Accessory Dollars Spent at Time of Purchase

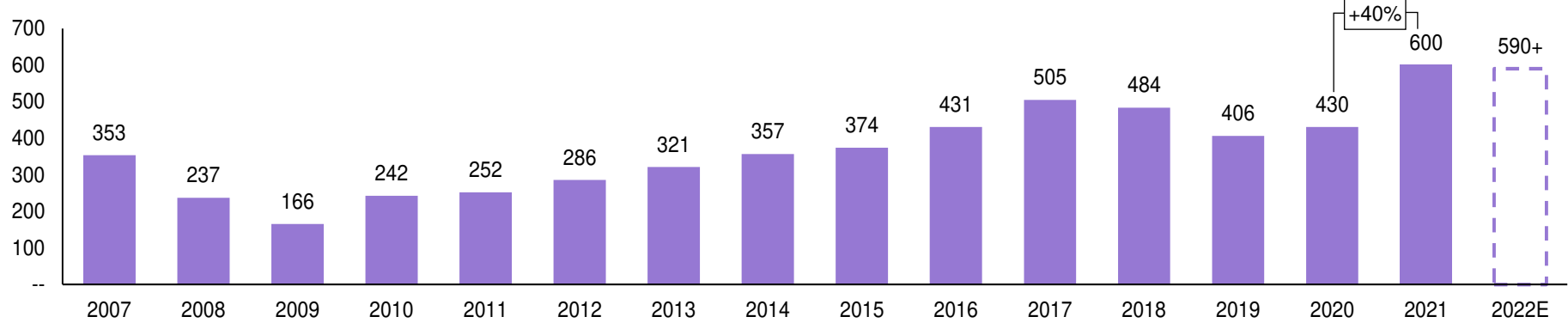
- 54% of new SxS were purchased with additional attached accessories
 - 61% of attached accessories were OEM with the remaining 39% being aftermarket
- Top five attached accessory categories include body (on 33% of new units sold), windshield, electrical, winch and tires



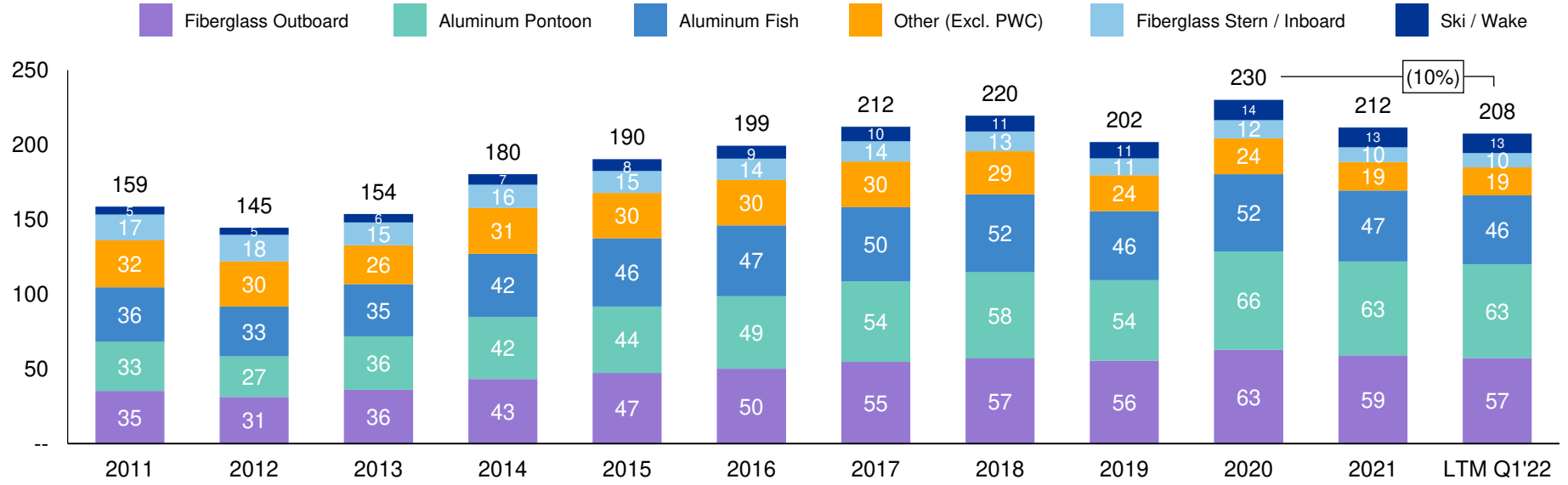
Source: Powersports Business, other publicly available information.
 Note: Data based on sale of 90,000 units between December 2020 and November 2021.

RV and Powerboat Sales Have Grown Steadily Since the Great Recession But Are Slowing in 2022 With Inventory Shortages

Annual Unit Shipments: RVs



Annual Registrations: Powerboats



Source: RVIA, Statistical Surveys, Inc.
Note: Amounts in thousands.

A person is surfing on a large, curling wave. The surfer is in a crouched position, riding the face of the wave. The water is a deep blue-green color, and the sky is a pale, hazy blue. The overall scene is dynamic and captures the energy of the sport.

Automotive and Powersports Trading Update (As of 1H 2022)

Automotive – Trading Analysis (As of 1H 2022)

<i>(Amounts in USD Millions)</i>																		
Company Name	Stock Price	% of 52 Week High	YTD % Change	Equity Value	Enterprise Value ^(a)	LTM Revenue	EV / Revenue			EV / EBITDA ^(b)			P / E		LTG Rate	P/E/G 2021E	Dividend Yield ^(c)	
	6/30/22					LTM	2021A	2022E	LTM	2021A	2022E	2021A	2022E					
Valvoline	\$28.83	77.1 %	(22.7) %	\$5,137	\$6,714	\$3,371	2.0 x	2.1 x	1.8 x	9.4 x	9.2 x	9.5 x	12.5 x	12.8 x	12.2 %	1.0 x	1.7 %	
Mister Car Wash	10.88	46.2	(40.3)	3,289	4,126	802	5.1	5.4	4.6	NM	NM	14.2	NM	24.2	13.9	1.7	--	
Driven Brands	27.54	81.5	(18.1)	4,613	6,724	1,606	4.2	4.6	3.5	17.2	18.9	13.7	NM	25.0	16.6	1.5	--	
Boyd Group	106.53	52.3	(30.5)	2,287	3,218	2,008	1.6	1.7	1.4	27.5	26.8	12.3	NM	NM	NA	NM	0.4	
Monro	42.88	66.4	(26.4)	1,439	2,007	1,359	1.5	1.5	1.5	11.0	10.5	11.7	22.5	24.8	15.0	1.7	2.6	
Automotive Service Providers	Mean	64.7 %	(27.6) %				2.9 x	3.1 x	2.6 x	16.3 x	16.4 x	12.3 x	17.5 x	21.7 x	14.4 %	1.5 x	1.6 %	
	Median	66.4	(27.6)				2.0	2.1	1.8	14.1	14.7	12.3	17.5	24.5	14.4	1.6	1.7	
O'Reilly Automotive	\$631.76	84.9 %	(10.5) %	\$41,523	\$45,106	\$13,533	3.3 x	3.4 x	3.1 x	13.9 x	13.8 x	13.5 x	20.3 x	19.1 x	14.8 %	1.3 x	-- %	
AutoZone	2,149.12	95.3	2.5	41,881	47,556	15,817	3.0	3.1	3.0	13.1	13.4	13.4	21.0	19.4	12.0	1.6	--	
Advance Auto Parts	173.09	71.6	(27.8)	10,403	11,451	11,042	1.0	1.0	1.0	10.4	9.9	8.0	18.1	12.7	13.7	0.9	3.5	
DIY Parts Retailers	Mean	83.9 %	(12.0) %				2.5 x	2.5 x	2.4 x	12.5 x	12.4 x	11.6 x	19.8 x	17.1 x	13.5 %	1.3 x	3.5 %	
	Median	84.9	(10.5)				3.0	3.1	3.0	13.1	13.4	13.4	20.3	19.1	13.7	1.3	3.5	
Genuine Parts Company	\$133.00	94.5 %	(5.1) %	\$18,832	\$21,741	\$19,700	1.1 x	1.2 x	1.0 x	13.0 x	13.9 x	11.4 x	21.3 x	17.0 x	5.6 %	3.1 x	2.7 %	
LKQ Corporation	49.09	81.8	(18.2)	13,884	16,307	13,266	1.2	1.2	1.2	9.3	9.3	9.3	13.4	12.4	NA	NA	2.0	
Inter Cars	84.33	82.3	(15.6)	1,195	1,605	2,588	0.6	0.6	0.5	7.3	7.3	6.5	8.1	7.8	11.0	0.7	0.4	
Mekonomen	10.50	61.5	(30.0)	591	1,004	1,214	0.8	0.9	0.8	8.9	9.0	5.7	10.8	10.0	12.7	0.8	2.7	
Uni-Select	21.97	87.7	11.1	956	1,347	1,652	0.8	0.8	0.8	14.6	16.8	8.3	NM	15.9	NA	NA	--	
Automotive Distributors	Mean	81.5 %	(11.6) %				0.9 x	0.9 x	0.9 x	10.6 x	11.3 x	8.2 x	13.4 x	12.6 x	9.8 %	1.5 x	2.0 %	
	Median	82.3	(15.6)				0.8	0.9	0.8	9.3	9.3	8.3	12.1	12.4	11.0	0.8	2.4	
PPG	\$114.34	66.1 %	(33.7) %	\$27,006	\$33,147	\$17,229	1.9 x	2.0 x	1.8 x	15.2 x	14.2 x	12.3 x	19.3 x	16.5 x	14.0 %	1.2 x	2.1 %	
Magna International	\$54.30	61.5	(30.9)	\$15,874	\$17,758	\$35,705	0.5	0.5	0.5	5.2	4.8	5.1	10.9	11.2	19.6	0.6	3.3	
Snap-On	197.03	85.1	(8.5)	10,516	10,887	4,674	2.3	2.6	2.5	8.6	8.8	8.5	13.2	12.3	7.3	1.7	2.9	
BorgWarner	33.37	66.9	(26.0)	7,995	11,069	14,703	0.8	0.7	0.7	5.3	5.1	4.9	14.9	8.2	26.9	0.3	2.0	
Axalta Coating Systems	22.11	66.0	(33.2)	4,897	8,188	4,527	1.8	1.9	1.7	10.8	9.9	9.4	19.4	12.6	17.1	0.7	--	
Gates Industrial	10.81	58.1	(32.1)	3,044	5,651	3,487	1.6	1.6	1.6	8.7	8.0	7.5	10.8	8.6	NA	NA	--	
Dana	14.07	55.4	(38.3)	2,038	4,700	9,162	0.5	0.5	0.5	6.9	6.3	5.8	10.4	10.8	35.2	0.3	2.8	
NGK Spark Plug Co.	17.78	93.0	23.0	3,615	3,399	3,551	1.0	1.0	0.9	4.5	4.6	3.7	9.3	6.9	6.1	1.1	5.6	
Dorman Products	109.71	89.4	(2.9)	3,450	3,626	1,459	2.5	2.7	2.2	16.7	17.5	13.5	26.6	19.8	NA	NA	--	
Visteon Corporation	103.58	81.1	(6.8)	2,912	2,960	2,845	1.0	1.1	0.9	14.7	15.0	9.4	NM	22.2	79.8	0.3	--	
Meritor	36.33	100.0	46.6	2,574	3,639	4,099	0.9	0.9	0.8	11.1	10.7	7.3	11.9	9.6	16.9	0.6	--	
Holley ⁽¹⁾	10.50	72.3	(19.2)	1,239	1,838	733	2.5	2.7	2.3	11.7	12.1	9.7	NM	13.1	27.0	0.5	--	
American Axle & Manufacturing	7.53	66.0	(19.3)	862	3,417	5,168	0.7	0.7	0.6	4.3	3.9	4.2	NM	8.2	21.0	0.4	--	
Tenneco	17.16	86.3	51.9	1,431	6,206	17,953	0.3	0.3	0.3	6.2	5.5	4.7	40.9	5.6	12.0	0.5	--	
Standard Motor Products	44.99	82.5	(14.1)	982	1,222	1,345	0.9	0.9	0.9	7.4	7.3	7.8	10.2	9.7	NA	NA	2.4	
Motorcar Parts of America	13.12	54.1	(23.1)	251	403	650	0.6	0.6	0.6	8.3	6.8	4.7	30.3	6.9	NA	NA	--	
Superior Industries International	3.95	44.1	(11.8)	106	784	1,427	0.5	0.6	0.5	5.1	5.0	4.5	NM	NM	NA	NA	--	
Automotive Suppliers	Mean	72.2 %	(10.5) %				1.2 x	1.2 x	1.1 x	8.9 x	8.6 x	7.2 x	17.5 x	11.4 x	23.6 %	0.7 x	3.0 %	
	Median	66.9	(19.2)				0.9	0.9	0.9	8.3	7.3	7.3	13.2	10.3	18.4	0.5	2.8	

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) Enterprise Value represents equity value plus book value of total debt (excluding leases and floor plan financing, where applicable), preferred stock and minority interests less cash.

(b) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(c) Dividend yield represents annualized dividend per share divided by current share price.

Automotive – Operating Analysis (As of 1H 2022)

<i>(Amounts in USD Millions)</i>												
Company Name	LTM EBITDA ^(e)	Growth Rates				Operating Efficiency				Credit Statistics		
		Revenue CAGR		EBITDA CAGR		Gross Margin	EBITDA Margin	EBITDA - Capex / Sales ^(b)	Total Debt ^(c)	Credit Rating ^(d)	Total Debt / EBITDA	EBITDA - Capex / Int. ^(e)
'18-'21	'21-'23	'18-'21	'21-'23									
Valvoline	\$713	11.5 %	11.9 %	19.8 %	5.7 %	29.6 %	21.2 %	17.1 %	\$1,695	BB	2.4 x	8.1 x
Mister Car Wash	34	NA	13.3	NA	253.8	30.7	4.2	(11.2)	910	--	NM	NM
Driven Brands	391	43.9	21.8	65.8	24.6	44.1	24.3	11.5	2,381	B+	6.1	2.2
Boyd Group	117	9.3	18.7	(2.3)	70.2	44.2	5.8	4.3	1,014	--	8.7	2.9
Monro	182	3.7	2.7	1.2	3.9	35.4	13.4	11.4	576	--	3.2	6.3
Automotive Service Providers	Mean	17.1 %	13.7 %	21.1 %	71.6 %	36.8 %	13.8 %	6.6 %			5.1 x	4.9 %
	Median	10.4	13.3	10.5	24.6	35.4	13.4	11.4			4.6	4.6
O'Reilly Automotive	\$3,240	11.8 %	6.3 %	16.0 %	4.0 %	52.4 %	23.9 %	20.6 %	\$3,828	BBB	1.2 x	NM x
AutoZone	3,639	10.3	5.6	12.3	4.1	52.4	23.0	19.1	6,057	BBB	1.7	NM
Advance Auto Parts	1,096	4.7	3.6	10.7	15.6	44.8	9.9	6.9	1,187	BBB-	1.1	NM
DIY Parts Retailers	Mean	8.9 %	5.2 %	13.0 %	7.9 %	49.9 %	19.0 %	15.5 %			1.3 x	#DIV/0!
	Median	10.3	5.6	12.3	4.1	52.4	23.0	19.1			1.2	#NUM!
Genuine Parts Company	\$1,667	3.9 %	7.4 %	6.6 %	13.9 %	35.1 %	8.5 %	7.0 %	\$3,508	BBB	2.1 x	NM x
LKQ Corporation	1,749	3.3	2.1	12.4	2.0	40.6	13.2	10.8	2,711	BBB-	1.6	NM
Inter Cars	220	15.5	13.8	39.7	7.6	30.6	8.5	7.8	401	--	1.8	NM
Mekonomen	112	16.5	10.5	24.0	32.9	46.9	9.3	9.6	458	--	4.1	11.0
Uni-Select	92	(2.7)	5.5	(11.0)	45.3	31.2	5.6	4.8	440	--	4.8	3.4
Automotive Distributors	Mean	7.3 %	7.9 %	14.3 %	20.3 %	36.9 %	9.0 %	8.0 %			2.9 x	7.2 %
	Median	3.9	7.4	12.4	13.9	35.1	8.5	7.8			2.1	7.2
PPG	\$2,185	3.0 %	7.6 %	2.1 %	15.6 %	37.8 %	12.7 %	9.9 %	\$7,153	BBB+	3.3 x	14.0 x
Magna International	\$3,431	(3.9)	7.1	(4.9)	7.8	13.6	9.6	5.7	\$3,628	A-	1.1	NM
Snap-On	1,265	4.4	3.1	5.8	1.9	51.5	27.1	25.6	1,209	A-	1.0	NM
BorgWarner	2,085	12.1	9.1	8.2	9.5	19.0	14.2	9.8	4,287	BBB	2.1	NM
Axalta Coating Systems	761	(2.0)	8.3	(2.7)	11.0	30.6	16.8	13.9	3,823	BB	5.0	4.2
Gates Industrial	646	1.2	3.7	(1.1)	4.9	37.3	18.5	16.3	2,639	--	4.1	4.3
Dana	681	3.2	9.6	(6.4)	13.1	8.5	7.4	2.7	2,685	BB	3.9	1.9
NGK Spark Plug Co.	753	4.3	9.2	5.0	14.1	31.8	21.2	16.2	1,117	--	1.5	NM
Dorman Products	217	11.4	13.7	1.2	17.2	33.7	14.8	13.4	229	--	1.1	NM
Visteon Corporation	202	(2.4)	17.6	(13.6)	47.6	9.0	7.1	4.5	349	BB-	1.7	12.9
Meritor	327	(3.1)	6.3	(10.8)	26.9	12.3	8.0	5.5	1,139	BB	3.5	3.9
Holley	157	71.3	9.8	119.1	16.0	41.5	21.4	18.9	643	B	4.1	3.8
American Axle & Manufacturing	799	(10.8)	9.6	(9.6)	0.9	13.6	15.5	12.2	3,085	BB-	3.9	3.3
Tenneco	996	15.3	6.0	8.0	15.3	12.7	5.5	3.4	5,017	B+	5.0	2.3
Standard Motor Products	165	6.0	5.0	16.6	(1.1)	28.5	12.3	10.2	249	--	1.5	NM
Motorcar Parts of America	49	12.2	4.6	15.4	33.6	19.5	7.5	6.3	177	--	3.6	2.6
Superior Industries International	154	(2.7)	14.5	(6.2)	12.8	8.3	10.8	5.8	605	B	3.9	2.0
Automotive Suppliers	Mean	7.0 %	8.5 %	7.4 %	14.5 %	24.1 %	13.6 %	10.6 %			3.0 x	5.0 %
	Median	3.2	8.3	1.2	13.1	19.5	12.7	9.9			3.5	3.8

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(b) Excludes business acquisitions, where applicable and available.

(c) Total debt excludes operating lease liabilities and floor plan financing, where applicable.

(d) S&P Credit Rating.

(e) Excludes interest expense associated with floor plan financing, where applicable.

Automotive – Trading Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>																	
Company Name	Stock Price	% of 52 Week High	YTD % Change	Equity Value	Enterprise Value ^(a)	LTM Revenue	EV / Revenue			EV / EBITDA ^(b)			P / E		LTG Rate	P/E/G 2021E	Dividend Yield ^(c)
	6/30/22						LTM	2021A	2022E	LTM	2021A	2022E	2021A	2022E			
CarMax	\$90.48	58.4 %	(30.5) %	\$14,401	\$32,898	\$34,848	0.9 x	1.1 x	1.0 x	20.3 x	17.5 x	20.9 x	12.5 x	15.8 x	16.0 %	1.0 x	-- %
Lithia Motors	274.81	72.0	(7.5)	7,951	11,506	25,194	0.5	0.5	0.4	5.5	6.3	5.4	7.5	5.8	18.4	0.3	0.6
AutoNation	111.76	85.3	(4.4)	6,518	9,459	26,693	0.4	0.4	0.3	4.2	4.6	4.3	6.1	4.8	26.4	0.2	--
Penske Automotive Group	104.69	86.3	(2.4)	7,945	9,264	26,756	0.3	0.4	0.3	5.7	6.3	4.7	7.0	6.0	NA	NM	1.9
Asbury Automotive Group	169.34	73.7	(2.0)	3,748	6,992	11,557	0.6	0.7	0.4	6.9	8.4	5.5	6.4	4.8	16.8	0.3	--
Group 1 Automotive	169.80	80.3	(13.0)	2,729	4,701	14,372	0.3	0.4	0.3	4.3	4.8	4.4	5.0	4.0	14.2	0.3	0.8
Sonic Automotive	36.63	64.7	(25.9)	1,449	2,713	13,196	0.2	0.2	0.2	3.9	4.3	3.5	4.5	3.6	(0.1)	NM	2.7
Automotive Dealers	Mean	74.4 %	(12.2) %				0.5 x	0.5 x	0.4 x	7.3 x	7.4 x	6.9 x	7.0 x	6.4 x	15.3 %	0.4 x	1.5 %
	Median	73.7	(7.5)				0.4	0.4	0.3	5.5	6.3	4.7	6.4	4.8	16.4	0.3	1.4
Toyota Motor Corp.	\$15.16	86.7 %	(0.3) %	\$208,261	\$377,589	\$226,585	1.7 x	1.8 x	1.6 x	11.7 x	11.2 x	12.2 x	9.5 x	10.9 x	NA %	NA x	2.5 %
Volkswagen AG	128.58	58.4	(28.2)	78,295	244,946	252,842	1.0	1.2	0.9	6.8	7.7	6.1	4.3	3.8	2.9	1.3	5.9
Daimler AG	55.72	60.7	(18.3)	59,613	159,547	137,103	1.2	1.5	1.1	7.7	8.2	6.5	5.5	4.9	24.0	0.2	9.1
General Motors Company	31.76	48.3	(45.8)	46,314	140,477	130,509	1.1	1.2	0.9	10.0	9.4	5.5	4.7	4.5	9.6	0.5	--
Bayerische Motoren Werke AG	74.13	74.0	(17.0)	48,676	141,953	116,653	1.2	1.8	1.1	7.8	8.1	6.7	3.9	3.6	(4.3)	NM	7.9
Ford Motor Company	11.13	44.2	(46.4)	44,740	151,827	134,589	1.1	1.2	1.1	10.3	9.4	9.6	2.5	5.7	52.3	0.1	3.6
Stellantis	12.36	56.6	(34.1)	37,412	20,942	150,776	0.1	0.1	0.1	1.1	1.1	0.8	2.9	2.6	(4.6)	NM	--
PACCAR	82.34	85.3	(6.7)	28,628	34,896	24,149	1.4	1.6	1.3	12.4	13.0	12.0	15.5	11.4	19.7	0.6	3.5
Volvo Car AB	6.49	74.0	(11.8)	19,323	17,201	27,456	0.6	0.6	0.6	6.5	6.6	4.6	14.4	13.9	41.4	0.3	--
Traditional Auto Manufacturers	Mean	65.4 %	(23.6) %				1.0 x	1.2 x	0.9 x	8.2 x	8.3 x	7.0 x	7.0 x	7.7 x	18.5 %	0.5 x	4.9 %
	Median	63.1	(22.7)				1.1	1.2	1.0	7.8	8.2	6.3	4.7	5.3	19.7	0.5	3.6
Tesla	\$673.42	54.8 %	(36.3) %	\$697,926	\$686,046	\$62,190	11.0 x	12.7 x	8.1 x	NM x	NM x	34.3 x	NM x	NM x	44.3 %	NA x	-- %
NIO	21.72	42.7	(31.4)	35,891	31,644	5,633	5.6	5.9	3.5	NM	NM	NM	NM	NM	NA	NA	--
Xpeng	31.74	57.7	(36.9)	27,307	22,538	3,773	6.0	7.3	3.7	NM	NM	NM	NM	NM	NA	NM	--
Li Auto	38.31	93.9	19.3	36,991	30,489	4,883	6.2	7.6	3.8	NM	NM	NM	NM	NM	87.9	NA	--
Nikola Corporation	4.76	28.0	(51.8)	2,005	1,653	2	NM	NA	14.5	NM	NM	NM	NM	NM	NA	NA	--
Fisker	8.57	36.2	(45.5)	2,547	2,164	0	NM	NM	31.4	NM	NM	NM	NM	NM	NA	NA	--
Canoo	1.85	14.4	(76.0)	471	361	--	NA	NA	2.4	NM	NM	NM	NM	NM	NA	NA	--
Hyllion	3.22	28.2	(48.1)	560	198	1	NM	NM	NM	NM	NM	NM	NM	NM	NA	NA	--
Lordstown Motors Corp.	1.58	15.3	(54.2)	321	118	--	NA	NA	7.4	NA	NM	NM	NM	NM	NA	NA	--
Workhorse Group	2.60	16.6	(40.4)	425	283	(1)	NM	NA	11.3	NM	NM	NM	NM	NM	NA	NA	--
XL Fleet Corp.	1.15	14.3	(65.3)	163	(169)	20	NM	NM	NM	2.8	2.9	1.9	6.1	NM	NA	NA	--
EV Native Auto Manufacturers	Mean	36.6 %	(42.4) %				7.2 x	8.4 x	9.6 x	2.8 x	2.9 x	18.1 x	6.1 x	NA x	66.1 %	NA x	NA %
	Median	28.2	(45.5)				6.1	7.4	7.4	2.8	2.9	18.1	6.1	NA	66.1	NA	NA

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) Enterprise Value represents equity value plus book value of total debt (excluding leases and floor plan financing, where applicable), preferred stock and minority interests less cash.

(b) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(c) Dividend yield represents annualized dividend per share divided by current share price.

Automotive – Operating Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>												
Company Name	LTM EBITDA ^(a)	Growth Rates				Operating Efficiency			Credit Statistics			
		Revenue CAGR		EBITDA CAGR		Gross Margin	EBITDA Margin	EBITDA - Capex / Sales ^(b)	Total Debt ^(c)	Credit Rating ^(d)	Total Debt / EBITDA	EBITDA - Capex / Int. ^(e)
		'18-'21	'21-'23	'18-'21	'21-'23							
CarMax	\$1,618	17.9 %	7.0 %	12.4 %	(7.0) %	11.5 %	4.6 %	3.7 %	\$18,592	--	11.5 x	12.4 x
Lithia Motors	2,089	24.2	22.8	51.0	5.5	19.1	8.3	7.2	3,678	BB+	1.8	13.4
AutoNation	2,239	6.3	8.1	32.4	(3.6)	19.6	8.4	7.5	3,548	BBB-	1.6	NM
Penske Automotive Group	1,639	3.8	8.3	24.4	5.7	17.8	6.1	5.1	1,463	BB+	0.9	NM
Asbury Automotive Group	1,018	12.7	32.0	33.7	22.3	20.0	8.8	8.1	3,542	BB+	3.5	7.5
Group 1 Automotive	1,085	5.0	15.1	28.6	(2.4)	18.7	7.5	6.9	1,989	BB+	1.8	11.7
Sonic Automotive	690	7.2	20.8	27.4	9.1	15.8	5.2	5.4	1,750	BB	2.5	9.5
Automotive Dealers	Mean	11.0 %	16.3 %	30.0 %	4.2 %	17.5 %	7.0 %	6.3 %			3.4 x	10.9 %
	Median	7.2	15.1	28.6	5.5	18.7	7.5	6.9			1.8	11.7
Toyota Motor Corp.	\$32,232	0.9 %	14.3 %	2.5 %	6.1 %	19.0 %	14.2 %	3.1 %	\$194,315	A+	6.0 %	NM x
Volkswagen AG	36,040	0.8	17.2	3.6	12.1	17.6	14.3	10.1	213,355	BBB+	5.9	NM
Daimler AG	20,799	(9.1)	18.7	10.7	11.4	21.9	15.2	12.0	119,303	A-	5.7	NM
General Motors Company	14,110	(5.1)	20.4	15.2	31.6	14.2	10.8	(4.3)	110,951	BBB	7.9	NM
Bayerische Motoren Werke AG	18,249	4.3	34.2	12.1	11.5	18.0	15.6	9.5	105,574	A	5.8	NM
Ford Motor Company	14,759	(5.2)	11.8	6.4	4.5	11.4	11.0	6.3	135,601	BB+	9.2	5.2
Stellantis NV	19,786	26.4	9.8	39.8	14.1	19.7	13.1	7.3	33,983	BBB	1.7	NM
PACCAR	2,817	(0.5)	13.5	(11.0)	13.7	13.8	11.7	4.9	10,940	A+	3.9	NM
Volvo Car AB	2,647	3.7	17.0	7.2	27.8	21.5	9.6	5.0	3,090	BB+	1.2	14.5
Traditional Auto Manufacturers	Mean	1.3 %	16.8 %	4.7 %	24.7 %	16.5 %	11.7 %	5.2 %			5.5 x	9.8 %
	Median	0.2	15.6	6.8	12.9	17.8	12.4	5.7			5.9	9.8
Tesla	\$12,702	35.9 %	46.3 %	78.7 %	76.5 %	27.1 %	20.4 %	9.3 %	\$4,812	BB+	0.4 x	NM x
NIO	(668)	94.0	68.6	NM	NM	17.6	NM	NM	2,772	--	NM	NM
Xpeng	(1,042)	1,193.1	85.6	NM	NM	12.7	NM	NM	732	--	NM	NM
Li Auto	(49)	NA	92.8	NM	NM	22.1	NM	NM	1,062	--	NM	NM
Nikola Corporation	(715)	NA	NA	NM	NM	22.8	NM	NM	26	--	NM	NM
Fisker	(419)	NA	14,511.3	NM	NM	14.6	NM	NM	660	--	NM	NM
Canoo	(484)	NA	NA	NM	NM	NA	NA	NA	--	--	NM	NM
Hyllion	(106)	NA	587.4	NM	NM	NM	NM	NM	0	--	NM	NM
Lordstown Motors Corp.	--	NA	NA	NA	NM	NA	NA	NA	--	--	NM	NM
Workhorse Group	(43)	NA	NA	NM	NM	NM	NM	NM	25	--	NM	NM
XL Fleet Corp.	(60)	17.8	60.5	NM	NM	5.6	NM	NM	1	--	NM	NM
EV Native Auto Manufacturers	Mean	335.2 %	2,207.5 %	78.7 %	76.5 %	17.5 %	20.4 %	9.3 %			0.4 x	NA %
	Median	64.9	85.6	78.7	76.5	17.6	20.4	9.3			0.4	NA

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(b) Excludes business acquisitions, where applicable and available.

(c) Total debt excludes operating lease liabilities and floor plan financing, where applicable.

(d) S&P Credit Rating.

(e) Excludes interest expense associated with floor plan financing, where applicable.

Automotive – Trading Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>																													
Company Name	Stock Price	% of 52		YTD % Change	Equity Value	Enterprise Value ^(a)	LTM Revenue	EV / Revenue			EV / EBITDA ^(b)			P / E		LTG Rate	P/E/G 2021E	Dividend Yield ^(c)											
	6/30/22	Week High	Week Low					LTM	2021A	2022E	LTM	2021A	2022E	2021A	2022E														
Bridgestone	\$35.74	91.3	%	0.0	\$24,916	\$26,062	\$24,408	1.1	x	1.1	x	1.0	x	5.5	x	5.6	x	5.0	x	11.3	x	11.8	x	4.4	%	2.7	x	3.4	%
Michelin	26.21	67.0		(27.9)	18,718	21,828	24,011	0.9		0.9		0.8		4.9		4.9		4.2		10.1		8.2		7.3		1.1		4.3	
Pirelli	3.91	57.9		(36.5)	3,911	8,100	5,931	1.4		1.5		1.3		7.3		8.1		6.0		12.8		7.2		15.6		0.5		4.2	
Goodyear Tire & Rubber Company	10.71	44.4		(49.8)	3,025	10,519	18,875	0.6		0.6		0.5		5.3		5.6		4.7		3.7		5.6		NA		NM		--	
Hankook Tire	24.97	63.1		(17.0)	3,046	2,967	5,544	0.5		0.5		0.5		3.4		3.2		3.3		6.7		7.8		(3.5)		NM		2.1	
Yokohama Rubber	13.26	76.7		(0.3)	2,130	3,281	5,140	0.6		0.7		0.6		5.2		4.2		4.4		5.0		7.4		(3.1)		NM		3.6	
Toyo Tire	12.23	72.1		(5.6)	1,883	2,472	2,944	0.8		0.9		0.7		4.4		4.6		4.4		6.3		6.5		9.6		0.7		4.1	
Kumho Tire	2.64	45.0		(24.5)	758	2,265	2,087	1.1		1.1		NA		14.7		15.0		NA		NM		NM		NA		NA		--	
Kenda Rubber Industrial Co.	1.16	85.3		11.3	1,051	1,525	1,195	1.3		1.3		1.1		17.4		14.3		NA		34.3		22.2		NA		NA		2.9	
Nexen Tire	4.01	50.6		(22.4)	412	1,295	1,606	0.8		0.8		0.8		12.7		9.0		10.5		NM		21.4		NA		NA		2.0	
Tire Manufacturers	Mean	65.3	%	(17.3)				0.9	x	1.0	x	0.8	x	8.1	x	7.4	x	5.3	x	11.3	x	10.9	x	5.0	%	1.2	x	3.3	%
	Median	65.1		(19.7)				0.9		0.9		0.8		5.4		5.6		4.6		8.4		7.8		5.8		0.9		3.5	
Carvana ⁽¹⁾	\$22.58	6.1	%	(90.3)	\$4,316	\$9,875	\$14,066	0.7	x	0.8	x	0.6	x	NM	x	NM	x	NM	x	NM	x	NM	x	NA	%	NA	x	--	%
Copart	108.66	68.3		(28.3)	25,826	24,549	3,366	7.3		7.8		7.0		16.7		17.2		15.5		24.0		23.9		15.0		1.6		--	
Auto Trader Group plc	6.59	74.8		(25.0)	6,211	6,161	514	12.0		13.1		11.8		17.0		18.9		16.2		24.2		21.8		13.0		1.7		1.5	
IAA	32.77	53.8		(35.3)	4,391	5,514	1,972	2.8		3.0		2.6		9.9		10.2		10.0		15.0		14.1		11.0		1.3		--	
CarGurus	21.49	44.4		(36.1)	2,544	2,409	1,211	2.0		2.5		1.1		12.7		12.9		10.3		NM		16.3		19.8		0.8		--	
Vroom	1.25	2.9		(88.4)	173	953	3,517	0.3		0.3		0.4		NM		NM		NM		NM		NM		NA		NM		--	
KAR Auction Services	14.77	78.0		(5.4)	1,795	6,103	2,251	2.7		2.7		3.9		16.4		15.7		23.0		NM		34.8		22.0		1.6		--	
Cars.com	9.43	49.5		(41.4)	655	1,135	629	1.8		1.8		1.7		7.8		7.5		6.1		NM		4.8		NA		NA		--	
CarParts.com	6.94	34.8		(38.0)	357	356	604	0.6		0.6		0.5		NM		NM		16.5		NM		NM		NA		NA		--	
Shift Technologies	0.67	7.2		(80.3)	57	207	750	0.3		0.3		0.2		NM		NM		NM		NM		NM		NA		NA		--	
TrueCar	2.59	44.9		(23.8)	234	(1)	210	NM		NM		NM		0.0		0.0		0.0		NM		NM		NA		NA		--	
PARTS-iD	1.55	19.0		(36.5)	53	37	434	0.1		0.1		0.1		NM		NM		8.4		NM		NM		NA		NA		--	
E-Commerce & Digital	Mean	40.3	%	(44.1)				2.8	x	3.0	x	2.7	x	11.5	x	11.8	x	11.8	x	21.1	x	19.3	x	16.1	%	1.4	x	1.5	%
	Median	44.6		(36.3)				1.8		1.8		1.1		12.7		12.9		10.3		24.0		19.0		15.0		1.6		1.5	

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) Enterprise Value represents equity value plus book value of total debt (excluding leases and floor plan financing, where applicable), preferred stock and minority interests less cash.

(b) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(c) Dividend yield represents annualized dividend per share divided by current share price.

(1) Assumes conversion of any shares held by LLC unitholders / pre-IPO investors due to "up-C" corporate structure.

Automotive – Operating Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>												
Company Name	LTM EBITDA ^(a)	Growth Rates				Operating Efficiency			Credit Statistics			
		Revenue CAGR		EBITDA CAGR		Gross Margin	EBITDA Margin	EBITDA - Capex / Sales ^(b)	Total Debt ^(c)	Credit Rating ^(d)	Total Debt / EBITDA	EBITDA - Capex / Int. ^(e)
		'18-'21	'21-'23	'18-'21	'21-'23							
Bridgestone	\$4,738	(3.8) %	10.1 %	2.0 %	8.4 %	40.4 %	19.4 %	14.2 %	\$5,776	A	1.2 x	NM x
Michelin	4,467	2.6	9.5	3.4	10.9	29.4	18.6	14.2	8,075	A-	1.8	NM
Pirelli	1,105	0.9	8.0	(4.6)	20.4	69.2	18.6	14.2	5,002	BBB-	4.5	4.5
Goodyear Tire & Rubber Company	1,987	4.1	11.0	0.3	17.2	21.0	10.5	4.8	8,370	BB-	4.2	2.2
Hankook Tire	883	1.7	5.4	(1.2)	1.6	25.1	15.9	11.3	1,369	BBB	1.6	NM
Yokohama Rubber	631	1.0	10.2	2.6	1.1	32.8	12.3	6.6	1,552	--	2.5	NM
Toyo Tire	564	0.0	13.8	3.0	6.8	42.7	19.2	10.3	941	--	1.7	NM
Kumho Tire	154	0.6	NA	15.2	NA	17.2	7.4	(2.6)	1,615	--	10.5	NM
Kenda Rubber Industrial Co.	88	3.4	NA	20.3	NA	18.4	7.3	1.3	733	--	8.4	2.2
Nexen Tire	102	1.6	6.4	(17.1)	28.1	18.2	6.3	(1.2)	1,077	--	10.6	NM
Tire Manufacturers	Mean	1.2 %	9.3 %	2.4 %	11.8 %	31.4 %	13.6 %	7.3 %			4.7 x	3.0 %
	Median	1.3	9.8	2.3	9.6	27.2	14.1	8.4			3.3	2.2
Carvana	(\$326)	87.1 %	27.3 %	NM %	419.6 %	13.5 %	NM %	NM %	\$6,250	CCC+	NM x	NM x
Copart	1,473	19.0	10.9	25.9	10.2	48.0	43.8	33.9	403	--	0.3	NM
Auto Trader Group plc	361	4.4	12.3	4.2	13.4	100.0	70.4	69.7	11	--	0.0	NM
IAA	558	11.5	8.3	12.3	4.2	38.2	28.3	21.4	1,259	BB-	2.3	7.5
CarGurus	189	28.0	71.9	87.5	23.5	57.2	15.7	15.0	--	--	NM	NM
Vroom	(373)	55.0	(10.2)	NM	NM	7.0	NM	NM	1,396	--	NM	NM
KAR Auction Services	371	(2.7)	(13.0)	(8.7)	(10.5)	41.8	16.5	11.6	3,840	B	10.3	2.1
Cars.com	146	(2.4)	7.6	(4.2)	16.7	68.8	23.2	20.5	511	B+	3.5	3.4
CarParts.com	6	26.2	17.0	(3.0)	456.9	34.7	1.1	(1.1)	23	--	3.6	NM
Shift Technologies	(185)	68.1	57.7	NM	NM	7.0	NM	NM	245	--	NM	NM
TrueCar	(35)	(11.6)	(7.2)	NM	NM	89.7	NM	NM	--	--	NM	NM
PARTS iD	(6)	15.8	3.8	NM	NM	19.8	NM	NM	(0)	--	NM	NM
E-Commerce & Digital	Mean	24.9 %	15.5 %	16.3 %	116.7 %	43.8 %	28.4 %	24.4 %			3.3 x	4.4 %
	Median	17.4	9.6	4.2	15.0	40.0	23.2	20.5			2.9	3.4

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(b) Excludes business acquisitions, where applicable and available.

(c) Total debt excludes operating lease liabilities and floor plan financing, where applicable.

(d) S&P Credit Rating.

(e) Excludes interest expense associated with floor plan financing, where applicable.

Powersports – Trading Analysis (As of 1H 2022)

<i>(Amounts in USD Millions)</i>																	
Company Name	Stock Price	% of 52	YTD % Change	Equity Value	Enterprise Value ^(a)	LTM Revenue	EV / Revenue			EV / EBITDA ^(b)			P / E		LTG Rate	P/E/G 2021E	Dividend Yield ^(c)
	6/30/22	Week High					LTM	2021A	2022E	LTM	2021A	2022E	2021A	2022E			
Camping World Holdings ⁽¹⁾	\$21.59	47.2 %	(46.6) %	\$1,808	\$4,481	\$7,018	0.6 x	0.7 x	0.6 x	5.1 x	4.9 x	6.0 x	3.6 x	4.3 x	NA %	NA x	14.5 %
MarineMax	36.12	61.1	(38.8)	778	608	2,211	0.3	0.3	0.3	2.3	2.5	2.4	4.9	4.8	NA	NA	--
OneWater Marine ⁽¹⁾	33.05	54.2	(45.8)	514	1,075	1,463	0.7	0.8	0.6	5.2	5.9	4.6	4.4	3.8	NA	NA	--
RumbleON	14.71	30.4	(64.6)	244	690	1,294	0.5	0.8	0.4	26.2	NM	4.8	NM	5.2	NA	NA	--
Lazydays Holdings	11.78	47.1	(45.3)	163	481	1,340	0.4	0.4	0.3	3.3	3.4	3.5	3.1	3.2	25.0	0.1	--
Apollo Tourism & Leisure	0.26	50.7	(39.2)	48	176	187	0.9	0.9	0.9	NM	NM	5.9	NM	18.8	NA	NM	--
Powersports Dealers	Mean	48.5 %	(46.7) %				0.6 x	0.7 x	0.5 x	8.4 x	4.2 x	4.5 x	4.0 x	6.7 x	25.0 %	0.1 x	14.5 %
	Median	48.9	(45.6)				0.6	0.7	0.5	5.1	4.2	4.7	4.0	4.5	25.0	0.1	14.5
Honda Motor Co.	\$23.78	88.7 %	2.0 %	\$40,675	\$75,539	\$105,082	0.7 x	0.9 x	0.7 x	4.9 x	5.0 x	6.9 x	7.1 x	7.8 x	10.4 %	0.8 x	3.6 %
Suzuki Motor	30.79	78.3	(3.7)	14,952	14,757	25,767	0.6	0.6	0.5	5.8	5.9	5.2	12.3	13.7	12.7	1.1	2.1
Yamaha Motor Co.	17.95	76.7	(9.9)	6,188	8,170	13,359	0.6	0.6	0.6	5.0	4.8	4.6	5.6	6.5	(5.6)	NM	4.6
BRP	60.86	63.1	(28.5)	4,789	6,685	5,876	1.1	1.1	0.9	6.7	6.2	5.2	8.5	7.0	8.0	0.9	0.8
Polaris	99.28	71.4	(9.7)	5,907	7,480	8,253	0.9	0.9	0.8	8.7	7.9	6.9	12.6	9.9	NA	NA	2.6
Harley-Davidson	31.66	67.4	(16.0)	4,804	10,691	5,409	2.0	2.4	2.2	11.2	10.7	10.2	7.6	7.5	8.9	0.8	2.0
Kawasaki Heavy Industries	18.37	85.1	22.4	3,076	6,011	10,838	0.6	0.6	0.5	7.8	8.4	6.9	NM	15.0	20.9	0.7	1.2
Pierer Mobility AG	64.18	70.0	(29.0)	2,169	2,349	2,060	1.1	1.1	1.0	7.0	7.0	6.5	19.1	NM	NA	NA	1.6
Piaggio	2.25	65.3	(22.3)	805	1,250	1,756	0.7	0.7	0.7	6.2	6.1	4.7	13.3	11.5	13.9	0.8	6.7
Powersports Manufacturers	Mean	74.0 %	(10.5) %				0.9 x	1.0 x	0.9 x	7.0 x	6.9 x	6.3 x	10.7 x	9.9 x	9.9 %	0.8 x	2.7 %
	Median	71.4	(9.9)				0.7	0.9	0.7	6.7	6.2	6.5	10.4	8.8	10.4	0.8	2.6
Fox Factory	\$80.54	42.9 %	(52.7) %	\$3,395	\$3,745	\$1,396	2.7 x	2.9 x	2.5 x	15.0 x	15.6 x	12.2 x	20.8 x	15.3 x	17.6 %	0.9 x	-- %
Thule Group	23.98	45.4	(54.1)	2,507	2,717	1,038	2.6	2.7	2.5	11.3	11.8	11.4	14.8	15.0	17.6	0.8	5.2
Dometic Group	5.73	38.2	(49.6)	1,829	3,194	2,586	1.2	1.6	1.2	7.8	9.4	7.3	10.8	8.5	10.8	0.8	4.1
LCI Industries	111.88	69.3	(28.2)	2,843	4,074	5,117	0.8	0.9	0.7	5.9	7.9	5.2	9.9	6.1	15.0	0.4	3.2
ARB Corporation	19.21	51.8	(46.2)	1,573	1,563	477	3.3	3.3	3.2	11.7	11.7	12.0	18.0	19.6	10.0	2.0	2.8
Patrick Industries	51.84	59.3	(35.8)	1,193	2,626	4,570	0.6	0.6	0.5	4.7	5.8	4.4	5.4	4.1	10.6	0.4	2.5
Johnson Outdoors	61.16	50.0	(34.7)	617	503	723	0.7	0.7	0.7	5.5	4.5	NA	8.4	10.7	11.0	1.0	2.0
Horizon Global Corp.	1.63	17.6	(79.6)	45	324	764	0.4	0.4	NA	37.9	11.1	NA	NM	NA	NA	NA	--
Powersports/Recreation Acc.	Mean	46.8 %	(47.6) %				1.5 x	1.6 x	1.6 x	12.5 x	9.7 x	8.7 x	12.6 x	11.3 x	13.2 %	0.9 x	3.3 %
	Median	47.7	(47.9)				1.0	1.2	1.2	9.5	10.2	9.4	10.8	10.7	11.0	0.8	3.0

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) Enterprise Value represents equity value plus book value of total debt (excluding leases and floor plan financing, where applicable), preferred stock and minority interests less cash.

(b) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(c) Dividend yield represents annualized dividend per share divided by current share price.

(1) Assumes conversion of any shares held by LLC unitholders / pre-IPO investors due to "up-C" corporate structure.

Powersports – Operating Analysis (As of 1H 2022)

<i>(Amounts in USD Millions)</i>												
Company Name	LTM EBITDA ^(a)	Growth Rates				Operating Efficiency			Credit Statistics			
		Revenue CAGR		EBITDA CAGR		Gross Margin	EBITDA Margin	EBITDA - Capex / Sales ^(b)	Total Debt ^(c)	Credit Rating ^(d)	Total Debt / EBITDA	EBITDA - Capex / Int. ^(e)
		'18-'21	'21-'23	'18-'21	'21-'23							
Camping World Holdings	\$882	12.7 %	4.8 %	52.7 %	(15.6) %	35.8 %	12.6 %	10.6 %	\$3,639	--	4.1 x	NM x
MarineMax	259	21.6	9.3	55.9	1.1	34.0	11.7	9.6	49	--	0.2	NM
OneWater Marine	206	31.1	NA	70.8	17.3	31.4	14.1	13.2	641	--	3.1	NM
RumbleON	26	78.9	56.3	NM	NM	19.5	2.0	1.5	506	--	NM	0.7
Lazydays Holdings	147	27.4	6.4	85.9	(16.2)	26.9	11.0	9.0	352	--	2.4	NM
Apollo Tourism & Leisure	(8)	(9.2)	9.9	NM	NM	31.8	NM	NM	146	--	NM	NM
Powersports Dealers	Mean	27.1 %	17.3 %	66.3 %	(3.3) %	29.9 %	10.3 %	8.8 %			2.5 x	NM %
	Median	24.5	9.3	63.4	(7.3)	31.6	11.7	9.6			2.7	NM
Honda Motor Co.	\$15,317	(5.0) %	27.0 %	17.1 %	(17.6) %	20.5 %	14.6 %	12.7 %	\$60,809	A-	4.0 x	NM x
Suzuki Motor	2,549	(2.6)	11.3	(12.1)	16.5	24.0	9.9	4.6	4,868	--	1.9	NM
Yamaha Motor Co.	1,631	2.7	8.3	7.6	7.0	27.6	12.2	8.5	3,872	--	2.4	NM
BRP	993	13.4	15.9	29.9	12.7	26.8	16.9	8.6	1,937	--	2.0	11.6
Polaris	858	10.5	8.1	10.6	11.1	23.1	10.4	6.6	1,949	--	2.3	12.3
Harley-Davidson	956	(3.0)	6.8	(1.6)	7.3	33.8	17.7	15.3	6,613	BBB-	6.9	NM
Kawasaki Heavy Industries	770	(1.8)	6.5	(2.9)	15.3	17.1	7.1	2.9	3,621	--	4.7	13.0
Pierer Mobility AG	334	11.8	9.7	13.7	8.9	29.0	16.2	7.3	569	--	1.7	11.9
Piaggio	201	6.3	9.8	5.3	20.2	24.4	11.4	8.3	668	BB-	3.3	6.6
Powersports Manufacturers	Mean	3.6 %	11.5 %	7.5 %	9.1 %	25.2 %	12.9 %	8.3 %			3.2 x	11.1 %
	Median	2.7	9.7	7.6	11.1	24.4	12.2	8.3			2.4	11.9
Fox Factory	\$250	28.0 %	12.5 %	30.4 %	20.0 %	32.6 %	17.9 %	14.6 %	\$419	--	1.7 x	NM x
Thule Group	241	17.0	5.6	25.1	5.3	39.8	23.2	17.8	244	--	1.0	NM
Dometic Group	409	5.6	15.4	4.7	10.9	27.5	15.8	14.1	1,842	BB-	4.5	8.2
LCI Industries	689	21.8	8.2	24.5	12.4	24.7	13.5	11.1	1,286	--	1.9	NM
ARB Corporation	134	17.2	6.0	31.8	(1.4)	55.1	28.0	21.2	30	--	0.2	NM
Patrick Industries	559	21.7	5.5	25.0	6.5	20.5	12.2	10.7	1,497	BB-	2.7	7.9
Johnson Outdoors	91	11.6	NA	16.0	NA	40.8	12.6	8.8	0	--	0.0	NM
Horizon Global Corp.	9	3.1	NA	NM	NA	18.2	1.1	(1.8)	316	--	NM	NM
Powersports/Recreation Acc.	Mean	15.7 %	8.9 %	22.5 %	9.0 %	32.4 %	15.5 %	12.1 %			1.7 x	8.1 %
	Median	17.1	7.1	25.0	8.7	30.0	14.6	12.6			1.7	8.1

Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

(a) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

(b) Excludes business acquisitions, where applicable and available.

(c) Total debt excludes operating lease liabilities and floor plan financing, where applicable.

(d) S&P Credit Rating.

(e) Excludes interest expense associated with floor plan financing, where applicable.

Powersports Trading Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>																	
Company Name	Stock Price	% of 52 Week High	YTD % Change	Equity Value	Enterprise Value ^(a)	LTM Revenue	EV / Revenue			EV / EBITDA ^(b)			P / E		LTG Rate	P/E/G 2021E	Dividend Yield ^(c)
	6/30/22						LTM	2021A	2022E	LTM	2021A	2022E	2021A	2022E			
Brunswick	\$65.38	61.3 %	(35.1) %	\$4,951	\$6,765	\$6,109	1.1 x	1.2 x	1.0 x	6.5 x	6.6 x	5.4 x	8.6 x	6.4 x	NA %	NA %	2.2 %
Malibu Boats ⁽¹⁾	52.71	62.1	(23.3)	1,112	1,185	1,138	1.0	1.1	1.0	5.3	5.9	4.9	8.9	6.8	NA	NA	--
Sanlorenzo	32.39	77.3	(15.3)	1,120	1,067	708	1.5	1.6	1.4	10.7	11.8	8.4	21.8	16.5	15.3	1.1	1.9
Bénéteau	9.72	59.6	(32.4)	791	707	1,238	0.6	0.6	0.5	4.1	4.1	3.6	10.8	9.5	NA	NA	3.1
MasterCraft Boat Holdings	21.05	71.2	(25.7)	380	431	646	0.7	0.7	0.6	4.2	4.5	3.4	6.7	4.4	NA	NA	--
Marine Products Corporation	9.51	56.8	(23.9)	325	311	296	1.1	1.0	NA	7.8	8.1	NA	11.2	NM	NA	NA	5.0
Marine Manufacturers	Mean	64.7 %	(25.9) %				1.0 x	1.0 x	0.9 x	6.4 x	6.8 x	5.1 x	11.3 x	8.7 x	15.3 %	1.1 x	3.1 %
	Median	61.7	(24.8)				1.0	1.1	1.0	5.9	6.3	4.9	9.9	6.8	15.3	1.1	2.7
Thor Industries	\$74.73	58.6 %	(28.0) %	\$4,075	\$5,753	\$16,084	0.4 x	0.4 x	0.4 x	3.3 x	3.8 x	4.4 x	4.5 x	5.4 x	(25.0) %	NM x	2.3 %
Trigano	94.25	48.7	(45.4)	1,817	1,866	3,087	0.6	0.6	0.6	4.4	4.6	4.4	7.6	6.2	NA	NA	3.7
Winnebago Industries	48.56	61.8	(35.2)	1,542	1,845	4,815	0.4	0.5	0.4	2.9	3.7	3.3	5.1	4.2	NA	NM	1.5
REV Group	10.87	60.7	(23.2)	663	900	2,297	0.4	0.4	0.4	10.6	7.8	7.6	15.9	11.4	NA	NA	1.8
KABE Group	19.18	64.8	(27.2)	173	131	328	0.4	0.4	NA	4.5	4.8	NA	8.5	NA	NA	NA	3.5
RV Manufacturers	Mean	58.9 %	(31.8) %				0.4 x	0.5 x	0.4 x	5.1 x	4.9 x	4.9 x	8.3 x	6.8 x	(25.0) %	#DIV/0!	2.6 %
	Median	60.7	(28.0)				0.4	0.4	0.4	4.4	4.6	4.4	7.6	5.8	(25.0)	#NUM!	2.3
Ninebot	\$6.59	47.9 %	(36.5) %	\$4,686	\$4,357	\$1,374	3.2 x	3.2 x	2.4 x	NM x	NM x	32.2 x	NM x	41.2 x	NA %	NA x	-- %
Hero MotoCorp	34.11	92.1	10.5	6,816	6,137	3,706	1.7	1.6	1.4	14.5	13.2	10.8	21.0	17.4	NA	NA	--
Yadea Group Holdings	1.96	82.0	1.1	5,741	4,255	3,991	1.1	1.1	0.8	20.1	20.1	12.6	28.1	21.3	NA	NA	1.8
TVS Motor Company	10.56	95.0	34.2	5,015	6,883	3,056	2.3	2.3	2.3	21.4	22.2	21.4	NM	31.0	NA	NA	0.4
Niu Technologies	8.60	28.4	(46.6)	662	558	552	1.0	1.0	0.8	11.6	10.8	8.8	20.6	18.7	27.8	0.7	--
Zhejiang Qianjiang Motorcycle Co.	2.60	79.9	23.7	1,179	958	640	1.5	1.5	NA	15.0	19.3	NA	33.8	NA	NA	NA	--
Jiangsu Xinri E-Vehicle Co.	2.20	66.6	(12.2)	448	246	641	0.4	0.6	NA	NM	NM	NA	NM	NA	NA	NA	0.3
Taiga Motors ⁽²⁾	2.93	38.2	(71.2)	92	47	0	NM	NA	6.7	NM	NM	NM	NM	NM	NA	NA	--
Volcon	1.84	11.2	(83.0)	45	31	2	18.9	NM	7.0	NM	NM	NM	NM	NM	NA	NA	--
Electric Scooter Manufacturers	Mean	60.1 %	(20.0) %				3.7 x	1.6 x	3.1 x	16.5 x	17.1 x	17.2 x	25.9 x	25.9 x	27.8 %	0.7 x	0.9 %
	Median	66.6	(12.2)				1.6	1.5	2.3	15.0	19.3	12.6	24.6	21.3	27.8	0.7	0.4

Source: Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

Note: Note: LTM balance sheet, cash flow and income statement items do not reflect pro forma adjustments for post close acquisitions and divestitures.

a) Enterprise Value represents equity value plus book value of total debt (excluding leases and floor plan financing, where applicable), preferred stock and minority interests less cash.

b) EBITDA burdened for estimated interest expense associated with floor plan financing, where applicable.

c) Dividend yield represents annualized dividend per share divided by current share price.

1. Assumes conversion of any shares held by LLC unit holders / pre-IPO investors due to "up-C" corporate structure.

2. YTD % change reflects percentage change from April 23, 2021, which is the day the company began trading publicly.

Powersports Operating Analysis (As of 1H 2022) (Cont'd)

<i>(Amounts in USD Millions)</i>												
Company Name	LTM EBITDA ^(a)	Growth Rates				Operating Efficiency			Credit Statistics			
		Revenue CAGR		EBITDA CAGR		Gross Margin	EBITDA Margin	EBITDA - Capex / Sales ^(b)	Total Debt ^(c)	Credit Rating ^(d)	Total Debt / EBITDA	EBITDA - Capex / Int. ^(e)
		'18-'21	'21-'23	'18-'21	'21-'23							
Brunswick	\$1,043	12.4 %	13.2 %	23.8 %	15.8 %	28.9 %	17.1 %	11.7 %	2,501	BBB-	2.4 x	10.3 x
Malibu Boats	223	23.4	13.4	24.3	17.9	25.4	19.6	15.1	\$120	--	0.5	NM
Sanlorenzo	99	21.2	10.0	36.3	27.0	24.4	14.1	8.5	99	--	1.0	NM
Bénéteau	173	(2.0)	10.5	3.2	12.7	52.9	14.0	9.5	241	--	1.4	NM
MasterCraft Boat Holdings	102	14.5	11.9	12.4	20.2	22.7	15.7	13.4	65	--	0.6	NM
Marine Products Corporation	40	(0.1)	NA	0.9	NA	23.0	13.5	13.1	--	--	NM	NM
Marine Manufacturers	Mean	11.6 %	11.8 %	16.8 %	18.7 %	29.6 %	15.7 %	11.9 %			1.2 x	10.3 %
	Median	13.4	11.9	18.1	17.9	24.9	14.9	12.4			1.0	10.3
Thor Industries	\$1,765	27.6 %	(9.3) %	41.1 %	(18.2) %	17.0 %	11.0 %	9.6 %	\$2,000	BB	1.1 x	NM x
Trigano	425	8.7	10.2	17.5	5.6	33.2	13.8	11.8	422	--	1.0	NM
Winnebago Industries	628	24.7	3.3	40.4	(2.1)	18.8	13.0	11.3	541	BB-	0.9	13.2
REV Group	85	(0.3)	2.1	2.9	12.5	11.1	3.7	2.6	243	--	2.9	4.6
KABE Group	29	5.9	NA	6.3	NA	14.6	8.9	7.9	7	--	0.2	NM
RV Manufacturers	Mean	13.3 %	1.6 %	21.6 %	(0.5) %	18.9 %	10.1 %	8.6 %			1.2 x	8.9 %
	Median	8.7	2.7	17.5	1.7	17.0	11.0	9.6			1.0	8.9
Ninebot	83	29.1 %	35.3 %	(8.7) %	75.8 %	23.4 %	6.0 %	3.0 %	16	--	0.2 x	NM
Hero MotoCorp	424	NA	10.7	NA	16.2	28.7	11.4	9.5	76	--	0.2	NM
Yadea Group Holdings	212	39.6	23.9	53.5	41.1	15.2	5.3	1.8	78	--	0.4	NM
TVS Motor Company	322	NA	5.8	NA	7.1	32.9	10.5	6.5	1,985	--	6.2	1.8
Niu Technologies	48	35.8	34.4	NM	34.9	21.2	8.7	1.1	27	--	0.6	6.8
Zhejiang Qianjiang Motorcycle Co.	64	12.1	NA	61.2	NA	25.3	10.0	5.8	5	--	0.1	2.5
Jiangsu Xinri E-Vehicle Co.	3	12.2	NA	(49.9)	NA	12.5	0.4	(7.2)	0	--	0.1	NM
Taiga Motors	(22)	NA	NA	NA	NM	NM	NM	NM	9	--	NM	NM
Volcon	(32)	NA	484.1	NA	NM	NM	NM	NM	0	--	NM	NM
Electric Scooter Manufacturers	Mean	25.7 %	99.0 %	14.0 %	35.0 %	22.7 %	7.5 %	2.9 %			1.1 x	3.7 %
	Median	29.1	29.1	22.4	34.9	23.4	8.7	3.0			0.2	2.5

Source: Source: Public filings and Capital IQ as of June 30, 2022. Forward estimates represent median aggregate consensus estimates from Capital IQ or Thomson Eikon.

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2. Assumes conversion of any shares held by LLC unit holders / pre-IPO investors due to "up-C" corporate structure.

3. YTD % change reflects percentage change from April 23, 2021, which is the day the company began trading publicly.

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