Net leverage ratio as of Q1 2025 was 4.3x

Driven Brands

Reconciliation of LTM Q1 Fiscal 2025 Net Loss and Debt Agreement Adjusted EBITDA

($ thousands)	Nine months ended 28-Dec-24	Three months ended 29-Mar-25	Twelve months ended 29-Mar-25
Net (loss)/income	($296,757)	$17,490	($279,267)
Income tax (benefit)/expense	(31,307)	7,031	(24,276)
Interest expense, net	113,192	36,534	149,726
Depreciation and amortization	136,883	33,152	170,035
EBITDA	**($77,989)**	**$94,207**	**$16,218**
Acquisition related costs[a]	531	15	546
Non-core items and project costs, net[b]	13,692	5,244	18,936
Cloud computing amortization[c]	6,925	1,881	8,806
Share-based compensation expense[d]	36,278	11,788	48,066
Foreign currency transaction loss, net[e]	15,918	210	16,128
Asset sale leaseback loss, net, impairment and closed store expenses[f]	426,143	11,753	437,896
Loss on debt extinguishment[g]	205		205
Adjusted EBITDA[h]	**$421,703**	**$125,098**	**$546,801**
Pro forma EBITDA adjustments[i]			1,802
Run rate adjustments related to store opening and closings[j]			8,899
Other adjustments permitted under Debt Agreement			20,802
Debt Agreement Adjusted EBITDA			**$578,303**

($ thousands)	29-Mar-25
Total Debt	$2,648,506
Less: Cash and cash equivalents	152,042
Net Debt	**$2,496,464**
Debt Agreement Adjusted EBITDA	578,303
Net Leverage Ratio	**4.3x**

Net leverage ratio as of Q1 2025 was 4.3x

Notes:

a. Consists of acquisition costs as reflected within the consolidated statements of operations, including legal, consulting and other fees, and expenses incurred in connection with acquisitions completed during the applicable period, as well as inventory rationalization expenses incurred in connection with acquisitions. We expect to incur similar costs in connection with other acquisitions in the future and, under GAAP, such costs relating to acquisitions are expensed as incurred and not capitalized.

b. Consists of discrete items and project costs, including third-party professional costs associated with strategic transformation initiatives as well as non-recurring payroll-related costs.

c. Includes non-cash amortization expenses relating to cloud computing arrangements.

d. Represents non-cash share-based compensation expense.

e. Represents foreign currency transaction losses, net that primarily related to the remeasurement of our intercompany loans as well as gains and losses on cross currency swaps and forward contracts.

f. Consists of the following items (i) (gains) losses, net on sale leasebacks, disposal of assets, or sale of business and (ii) impairment of certain fixed assets and operating lease right-of-use assets related to closed and underperforming locations, assets held for sale, lease exit costs and other costs associated with stores that were closed prior to the respective lease termination dates.

g. Represents charges incurred related to the Company's partial repayment of Senior Secured Notes in conjunction with the sale of its Canadian distribution business.

h. Adjusted EBITDA is presented as-reported for all periods. However, the results of US car wash are included in Adjusted EBITDA for the nine months ended December 28, 2024, while the three months ended March 29, 2025 represent continuing operations. The results of US car wash for the three months ended March 29, 2025 are included in Pro forma EBITDA adjustments.

i. Represents our estimate of our anticipated annual operating results, including, without limitation, our estimates of the contribution of businesses acquired or sold as if such acquisitions or sales had occurred on the first day of the twelve-month period ended March 29, 2025.

j. Represents our estimate of our anticipated annual operating results from new store openings and store closings annualized as if such store openings and store closings had occurred on the first day of the twelve-month period ended March 29, 2025.