



# *Driven* Brands<sup>®</sup>

*Investor Presentation*  
September 2021

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. In addition, our management may make forward-looking statements orally to analysts, investors, representatives of the media and others. These forward-looking statements are generally identified by the use of forward-looking terminology, including the terms “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “likely,” “may,” “plan,” “possible,” “potential,” “predict,” “project,” “should,” “target,” “will,” “would” and, in each case, their negative or other various or comparable terminology. All statements other than statements of historical facts contained in this presentation, including statements regarding our strategy, future operations, future financial position, future revenue, projected costs, prospects, plans, objectives of management, and expected market growth are forward-looking statements. In particular, forward-looking statements include, among other things, statements relating to: (i) our strategy, outlook and growth prospects; (ii) our operational and financial targets and dividend policy; (iii) general economic trends and trends in the industry and markets; and (iv) the competitive environment in which we operate. Forward-looking statements are not based on historical facts but instead represent our current expectations and assumptions regarding our business, the economy and other future conditions, and involve known and unknown risks, uncertainties and other important factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. Given these uncertainties, you should not place undue reliance on these forward-looking statements. Forward-looking statements speak only as of the date the statements are made. Driven Brands Holdings Inc. (the “Company”) assumes no obligation to update forward-looking statements to reflect actual results, subsequent events or circumstances or other changes affecting forward-looking information except to the extent required by applicable securities laws. For more information about factors that could cause actual results to differ materially from expectations, refer to the “Forward-Looking Statements” and “Risk Factors” sections of the Company’s Annual Report on Form 10-K for the year ended December 26, 2020, as supplemented by the Company’s most recent Quarterly Report on Form 10-Q for the quarter ended June 26, 2021.

This presentation also contains references to earnings before interest, taxes, depreciation and amortization on an adjusted basis (“Adjusted EBITDA”), Adjusted Net Income, and Acquisition Adjusted EBITDA and other measures that are not based on accounting principles generally accepted in the United States (“GAAP”), or non-GAAP financial measures. Management believes these non-GAAP financial measures are useful because they enable management, investors, and others to assess the operating performance of the Company and its segments. These non-GAAP financial measures are in addition to, not a substitute for or superior to, measures of financial performance prepared in accordance with GAAP. The non-GAAP financial measures used by the Company may differ from the non-GAAP financial measures used by other companies. Refer to the Appendix section for definitions of these terms and reconciliations to the most comparable GAAP measures.



**Jonathan** Fitzpatrick

*President &  
Chief Executive Officer*



**Tiffany** Mason

*EVP &  
Chief Financial Officer*

## Scaled Platform

Largest automotive services company in North America <sup>(1)</sup>

## Compound Grower

Consistent growth in SSS, stores, revenue and Adj. EBITDA

## Low Risk Growth

12,000+ store whitespace; track record of organic growth and M&A

## Growth Through All Economic Cycles

12 consecutive years of SSS growth through 2019, including during Great Recession

## Asset Light

82% franchised / independently-operated and highly cash generative

## Consistent Execution

Results-driven management team that thinks and acts like owners

**Note:**  
1. Based on store count

**\$3.4**

**BILLION**

2020 System-Wide Sales

**4,300+**

Stores

**~50 MILLION**

Cars Served <sup>(1)</sup>

**82%**

Franchised /  
Independently-operated

Compound Grower

Highly Cash Generative

Diverse Service Mix

Significant Whitespace

**<5%**

**MARKET SHARE**

of \$300Bn+ Industry <sup>(2)</sup>

**12 CONSECUTIVE  
YEARS**

Same Store Sales Growth  
(2008-2019)

**40% 31%**

Revenue  
CAGR <sup>(3)</sup>

Adj. EBITDA  
CAGR <sup>(3)(4)</sup>

Notes:

Store count based on Q2 2021

1. Pro forma for a full 12 months of ICWG in 2019

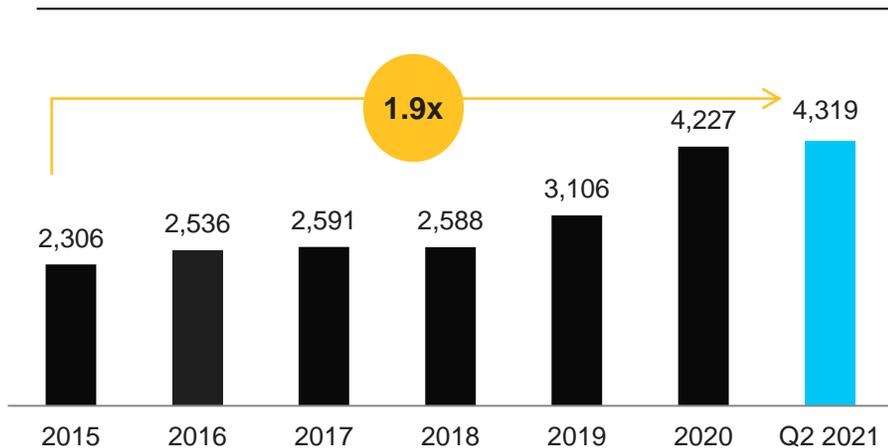
2. Estimated market share calculated as Driven Brands' 2020 system-wide sales divided by the auto care industry market size of \$308Bn in 2019, as reported in the 2022 Auto Care Factbook

3. CAGR from 2015 to 2020

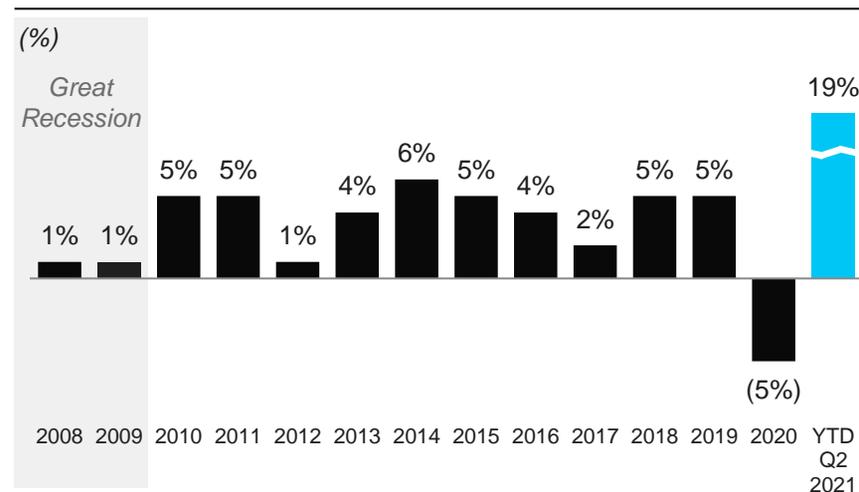
4. See Appendix for non-GAAP reconciliations

# Consistent and Proven Track Record of Growth

## Store Growth

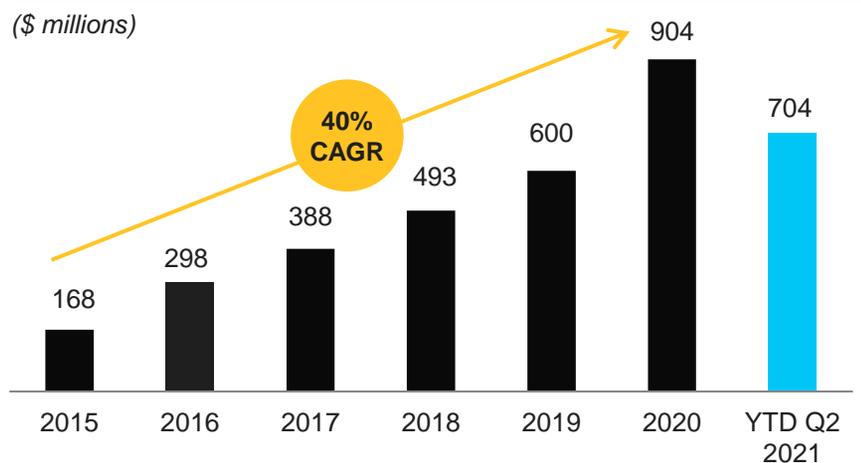


## Same Store Sales Growth (1)



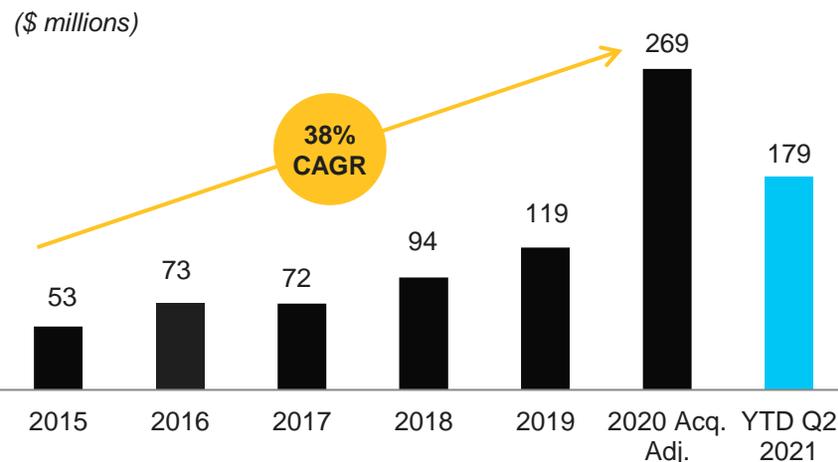
## Revenue Growth

(\$ millions)



## Adjusted EBITDA Growth (2)

(\$ millions)



**Notes:**

1. Same Store Sales reflect the change in year-over-year sales for the same store base; we define the same store base to include those stores open for all weeks in a given fiscal period in both the current year and prior year periods. Prior to Fiscal 2018, same store sales growth was presented pro forma for acquired locations based on available information. Beginning in Fiscal 2018, we modified our same store sales calculation to treat acquired locations as comparable after they have been a part of Driven Brands for 12 months. Car Wash will not be included in consolidated same-store sales until the one-year anniversary of the ICWG acquisition in the third quarter of 2021.
2. See Appendix for non-GAAP reconciliations

# Long-term Organic Growth Targets

**Same Store Sales Growth**

**Low Single-Digit %**

**Revenue Growth**

**Low Double-Digit %**

**Adj. EBITDA Growth**

**Low Double-Digit %**

**Adj. Net Income Growth**

**Mid-to-high teens %**

**Note:**

These are not projections; they are goals/targets and are forward-looking, subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. See "Forward Looking Statements and Disclaimer" at the beginning of this presentation.

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**DrivenBrands**



*Appendix*

# Adjusted EBITDA Reconciliation

	Pro Forma 2015 <sup>(1)</sup>	2016	2017	2018	2019	2020	YTD Q2 2020	YTD Q2 2021
<b>Net Income (loss)</b>	<b>\$2,725</b>	<b>\$(8,918)</b>	<b>\$37,862</b>	<b>\$7,062</b>	<b>\$7,750</b>	<b>\$(4,216)</b>	<b>\$(856)</b>	<b>\$15,235</b>
Income tax expense (benefit)	2,866	(4,398)	(37,716)	2,805	4,830	11,372	221	12,565
Interest expense, net	21,082	33,591	40,763	41,758	56,846	95,646	35,379	34,702
Depreciation and amortization	10,035	19,212	17,864	19,846	24,220	62,114	16,435	50,275
<b>EBITDA</b>	<b>\$36,708</b>	<b>\$39,487</b>	<b>\$58,773</b>	<b>\$71,471</b>	<b>\$93,646</b>	<b>\$164,916</b>	<b>\$51,179</b>	<b>\$112,777</b>
Acquisition related costs <sup>(2)</sup>	3,683	4,507	900	-	12,497	15,682	1,211	2,038
Non-core items and project costs <sup>(3)</sup>	-	12,449	5,703	1,694	6,644	6,036	1,764	2,553
Sponsor management fees <sup>(4)</sup>	708	2,096	2,267	1,960	2,496	5,900	1,079	-
Straight-line rent adjustment <sup>(5)</sup>	-	835	780	1,304	2,172	7,150	2,639	5,843
Equity-based compensation expense <sup>(6)</sup>	276	605	650	1,195	1,195	1,323	690	2,011
Loss on debt extinguishment <sup>(7)</sup>	11,589	1,022	-	6,543	595	5,490	-	45,576
Asset impairment and closed store expenses <sup>(8)</sup>	-	-	3,267	9,847	-	9,311	6,880	2,692
Bad debt expense <sup>(9)</sup>	-	11,816	-	-	-	3,201	2,842	-
Foreign currency transaction (gain)/loss, net <sup>(10)</sup>	-	-	-	-	-	(13,563)	2,285	5,282
<b>Adjusted EBITDA</b>	<b>\$52,964</b>	<b>\$72,817</b>	<b>\$72,340</b>	<b>\$94,014</b>	<b>\$119,245</b>	<b>\$205,446</b>	<b>\$70,569</b>	<b>\$178,772</b>
Acquisition EBITDA adjustments <sup>(11)</sup>						63,690		
<b>Acquisition Adjusted EBITDA</b>						<b>\$269,136</b>		

## Notes:

- This column presents the reconciliation of predecessor net loss for the period December 28, 2014 to April 16, 2015 and successor net loss for the period April 17, 2015 to December 26, 2015 to pro forma Adjusted EBITDA. The pro forma adjustments give effect to our acquisition of Driven Holdings LLC as if it occurred at the beginning of fiscal year 2015. We have presented pro forma Adjusted EBITDA for fiscal year 2015 because we believe these metrics are useful in understanding our operating performance on a comparable basis since our acquisition of Driven Holdings LLC.
- Consists of acquisition costs as reflected within the consolidated statement 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 U.S. GAAP, such costs relating to acquisitions are expensed as incurred and not capitalized.
- Consists of discrete items and project costs, including (i) third-party consulting and professional fees associated with strategic transformation initiatives, including discrete projects between 2016 and 2018 focused on the buildout of shared services for our multi-brand platform and the implementation of standardized processes and systems across our business, (ii) wage subsidies received directly attributable to the COVID-19 pandemic and (iii) other miscellaneous expenses, including non-capitalizable expenses relating to the Company's initial public offering and other strategic transactions.
- Includes management fees paid to Roark Capital Management, LLC.
- Consists of the non-cash portion of rent expense, which reflects the extent to which our straight-line rent expense recognized under U.S. GAAP exceeds or is less than our cash rent payments.
- Represents non-cash equity-based compensation expense.
- Represents charges incurred and the write-off of debt issuance costs associated with early termination of debt.
- Relates to the discontinuation of the use of the Pro Oil trade name as those locations were transitioned to the Take 5 tradename, as well as impairment of certain fixed assets and operating lease right-of-use assets related to closed locations. Also represents lease exit costs and other costs associated with stores that were closed prior to their respective lease terminations dates.
- Represents bad debt expense related to uncollectible receivables outside of normal operations.
- Represents foreign currency transaction gains and losses primarily related to the remeasurement of our intercompany loans and gain on remeasurement of cross currency swaps
- Represents Acquisition EBITDA adjustments necessary to reflect a full period of Adjusted EBITDA from acquired businesses. See "Use of Non-GAAP Financial Information" in S-1 for our definition of Acquisition Adjusted EBITDA