



***Driven*Brands[®]**

INVESTOR DAY

September 2023

TODAY'S AGENDA

CAUTIONARY STATEMENT & WELCOME	<i>Joel Arnao, SVP, Financial Planning & Analysis</i>	9:00AM
STRATEGIC OVERVIEW	<i>Jonathan Fitzpatrick, President & CEO</i>	9:03AM
<i>BREAK</i>		9:45AM
OPERATIONAL EXCELLENCE	<i>Danny Rivera, Chief Operating Officer</i>	10:00AM
TAKE 5 LOYALTY	<i>Danny Rivera, Chief Operating Officer</i>	10:20AM
DRIVEN ADVANTAGE	<i>Kyle Marshall, President. Platform Services</i>	10:30AM
<i>BREAK</i>		10:45AM
FINANCIALS	<i>Gary W. Ferrera, Chief Financial Officer</i>	11:00AM
LIVE Q&A	<i>Jonathan, Gary, & Danny</i>	11:20AM
LUNCH + EXHIBITS		12:00PM
STORE TOURS – TRANSPORTATION PROVIDED		12:45PM

CAUTIONARY STATEMENT & WELCOME

Joel Arnao

SVP, Financial Planning & Analysis



NON-GAAP FINANCIAL MEASURES

This presentation also contains references to earnings before interest, taxes, depreciation, and amortization on an adjusted basis (“Adjusted EBITDA”), that is not based on accounting principles generally accepted in the United States (“GAAP”), or non-GAAP financial measures. Adjusted EBITDA is considered a non-GAAP financial measure under the Securities and Exchange Commission’s (“SEC”) rules because it excludes certain amounts included in net income calculated in accordance with GAAP. Management believes that Adjusted EBITDA is a meaningful measure to share with investors because it facilitates comparison of the current performance with that of the comparable prior period. In addition, Adjusted EBITDA affords investors a view of what management considers to be Driven Brand’s core operating performance as well as the ability to make a more informed assessment of such operating performance as compared with that of the prior period. Please see the company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2022, filed with the SEC on March 1, 2023, for additional information on Adjusted EBITDA.

This presentation also includes references to expected Adjusted EBITDA for Fiscal Years 2023 and 2026. These forward-looking estimates of Adjusted EBITDA have not reconciled to the most comparable GAAP measures because it is not possible to do so without unreasonable efforts due to the uncertainty and potential variability of reconciling items, which are dependent on future events and often outside of management’s control and which could be significant. Because such items cannot be reasonably predicted with the level of precision required, we are unable to provide an outlook for comparable GAAP measures. Forward-looking estimates of Adjusted EBITDA are made in a manner consistent with the relevant definitions and assumptions noted herein and in our filings with the SEC.

FORWARD LOOKING STATEMENTS & DISCLAIMER

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. We may also make forward-looking statements orally during Investor Day, including 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 capital allocation, 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. It is not possible to predict or identify all such risks. These risks include, but are not limited to, those described in the to the “Forward-Looking Statements” and “Risk Factors” sections of the Company’s Annual Report on Form 10-K for the year ended December 31, 2022 and in our other filings with the Securities and Exchange Commission, which are available on its website at www.sec.gov. 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 as required by law.



DrivenBrands

STRATEGIC OVERVIEW

Jonathan Fitzpatrick

President and Chief Executive Officer

STRATEGIC OVERVIEW

- I. Intro
- II. Industry Overview
- III. Power of the Driven Platform
- IV. Visibility into Long-term Growth
- V. Capital Strategy
- VI. Dream Big 2026 Plan

2023 CEO INTERIM REPORT CARD

Positives

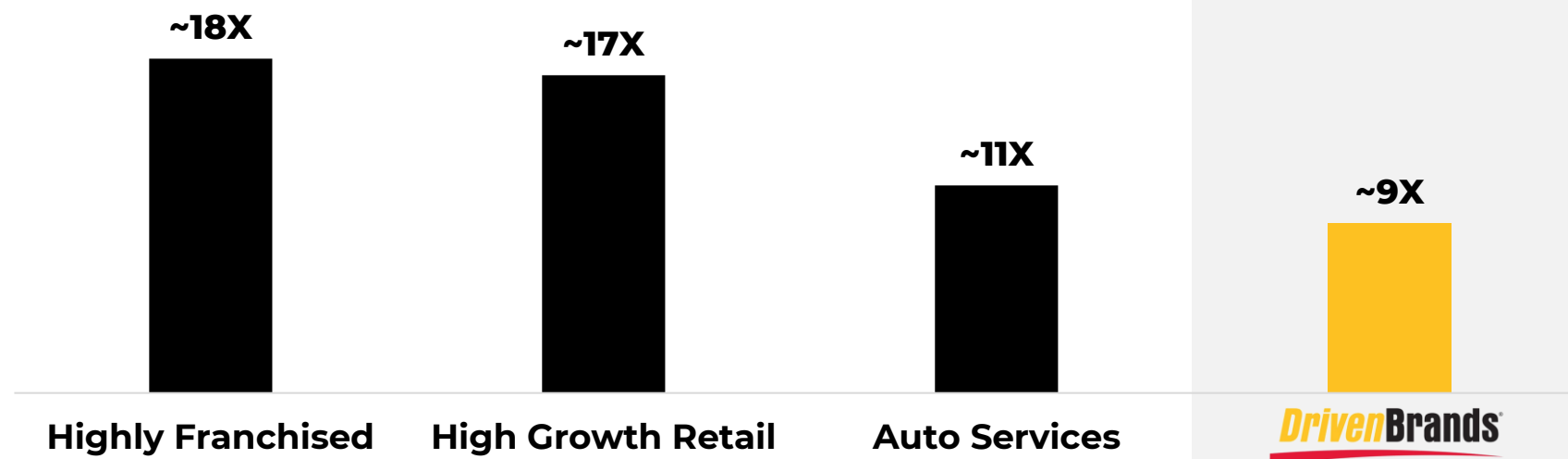
- ✓ Take 5 Oil Change Performance
- ✓ Building Glass Platform
- ✓ Take 5 Car Wash Re-branding
- ✓ New CFO and COO

Opportunities

- + 2023 Guidance
- + U.S. Glass Integration
- + U.S. Car Wash
- + 2023 IR Management

DRIVEN VALUATION

Enterprise Value / CY 2023E Adj. EBITDA



Adj. EBITDA CAGR ('21-'23E)	9%	12%	4%	22%
'23E Adj. EBITDA Margin	33%	12%	20%	23%
% Franchised (Stores) ¹	98%	-	-	74%

PRIORITIES FOLLOWING Q2 2023

- ✓ **Pause future growth capital for U.S. Car Wash**
- ✓ **Improve U.S. Car Wash over the next ~12 months**
- ✓ **Complete U.S. Glass integration**
- ✓ **Continue to invest in and grow Oil Change and U.S. Glass**
- ✓ **Reduce 2024 growth capital significantly – focus on de-leveraging**



WHY I JOINED 11 YEARS AGO

- ✓ **Needs based and growing category**
- ✓ **Limited eCommerce risk**
- ✓ **Fragmented & unsophisticated**
- ✓ **Scale matters**
- ✓ **Brands matter**
- ✓ **Customer centricity matters**

Build a scaled, profitable and enduring business

10+ YEARS OF ACCOMPLISHMENTS

2012

2

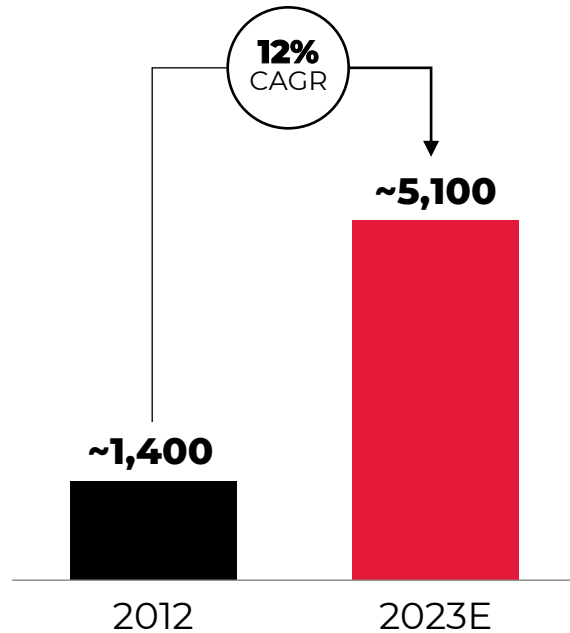
Brands

2023

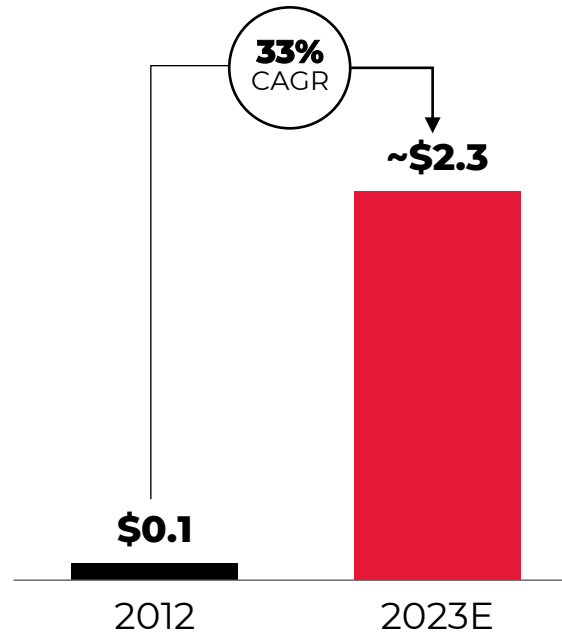
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Segments

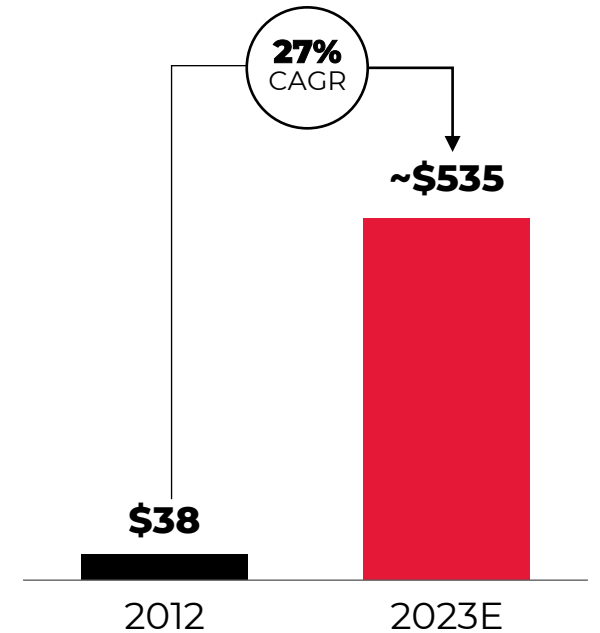
Store Count



Revenue (\$B)



Adj. EBITDA (\$M)



DRIVEN TODAY

MAINTENANCE

Maintenance, repair and oil changes

PAINT, COLLISION & GLASS

Collision repair, paint services and glass replacement

CAR WASH

Express conveyor washes

PLATFORM SERVICES

Distribution and procurement

System-Wide Sales LTM Q2 2023

\$1.8B

\$3.2B

\$0.6B

\$0.4B



meineke



CARSTAR

AutoGlassNow



DRIVEN TODAY

\$6B

of LTM Q2'23
system-wide sales

~4,900

stores as of Q2'23

<5%

market share of
~\$390B industry

14 consecutive
years of SSS
growth excluding 2020

>70%

franchised/
independently-operated

26%

2-year stacked
SSS YTD Q2'23

Source: Company information; Market sizing reflects 2023E from 2023 Auto Care Factbook. digital.autocare.org

A SKILLED AND EXPERIENCED LEADERSHIP TEAM



Jonathan Fitzpatrick
*President,
Chief Executive Officer*



Gary Ferrera
Chief Financial Officer



Danny Rivera
Chief Operating Officer



Scott O'Melia
General Counsel



Tracy Gehlan
*President,
Car Wash International*



Mo Khalid
*President,
Maintenance*



Michael Macaluso
*President,
Paint,
Collision & Glass*



Kyle Marshall
*President,
Platform Services*



Matt Meier
Chief Data and Digital Officer

Aligned with Driven values, mission and shareholder returns

ORG DESIGN

CEO + CFO

Value creation through...

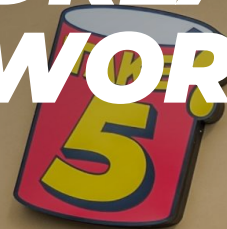
- Overall strategy
- Capital allocation
- Portfolio management

COO + Segment Presidents

Day-to-day operations...

- P&L management
- Leadership development
- Customer focus

**DREAM BIG.
WORK HARD.**



DRIVE THRU OIL CHANGE

Our Mission

**“Simplifying car care...
so our customers can
focus on the road ahead”**

Core Values

Meritocracy

Integrity

Inclusivity

Bold

Fun

OUR CUSTOMERS

Commercial

4M+

Cars Serviced
Annually

30+

Insurance Customers

160+

Fleet Customers

~50%
of System-Wide Sales

Retail

~\$70K

Average Household
Income

65%

Homeowners

9 yrs

Average
Vehicle Age

~50%
of System-Wide Sales

Source: Company information; System-wide sales reflect LTM Q2'23

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ATTRACTIVE FUNDAMENTALS

Needs-based Services

Highly Fragmented

Recession Resilient

Significant Whitespace

Large & Growing TAM

Industry Tailwinds

INDUSTRY TAILWINDS

Increasing Vehicle Complexity

- ✓ More expensive to repair and maintain
- ✓ Higher, more profitable tickets
- ✓ Shift to scaled players from independents

Large, Growing Industry and Aging Car Parc

\$390B

U.S. Autocare Industry

+4%

CAGR 2007-2022

3T

Vehicle Miles Traveled

+2%

CAGR Since 1970s

~285M

Cars on the Road

12.5 Years

Average Vehicle Age

Source: 2023 Auto Care Factbook. digital.autocare.org
Note: Reflects U.S. data; Market Size reflects 2023E



HIGHLY FRAGMENTED INDUSTRY

80%+

Independent Shops

Source: Company internal estimates

WHY DRIVEN CONTINUES TO GAIN MARKET SHARE

DrivenBrands

Fast, friendly, and convenient



Fair and transparent price



Highly recognized and trusted brands



Sophisticated digital and marketing capabilities with large ad funds



Capital to invest in high ROI opportunities



Adapting / winning in a changing technological landscape



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POWER OF THE DRIVEN PLATFORM

**Competitive
Advantages**

+

Diversification

+

Strong Cash Flow

Growth + Cash

Competitive Advantages

“One-stop Shop”
for Fleet and
Commercial Customers

Driven Advantage

Scale and Purchasing
Power

\$90M+
Annual Ad Funds

**Portfolio of
Iconic Brands**

**Strong Unit Level
Economics**

~1,700
Stores in Pipeline¹

Note: Figures reflect company data as of LTM Q2'23

¹Pipeline includes franchisee commitments and company-operated pipeline

Diversification

Service most automotive needs

Balance of B2B and B2C customers

Limited geographic and franchisee risk

Multiple ways to grow

Strategically expanded TAM in growing segments

Strong Cash Flow

Complementary Portfolio

Mature



meineke



- ✓ Healthy and growing
- ✓ Franchise or franchise-like
- ✓ Strong margins
- ✓ High free cash flow

Growth



- ✓ Various stages of maturity
- ✓ Strong ROI
- ✓ Embedded growth

MATURE BRANDS FREE CASH FLOW



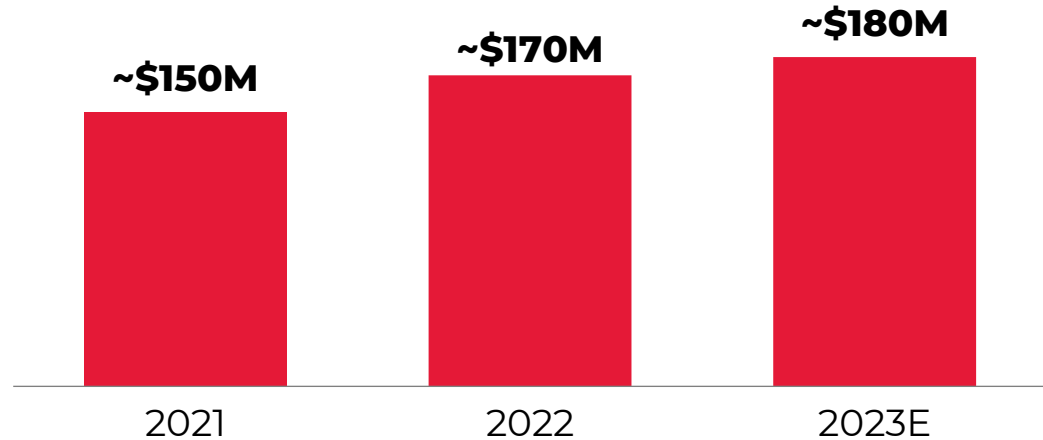
meineke®



CARSTAR®



~\$500M of free cash flow the past 3 years



Future (2024E-2026E)

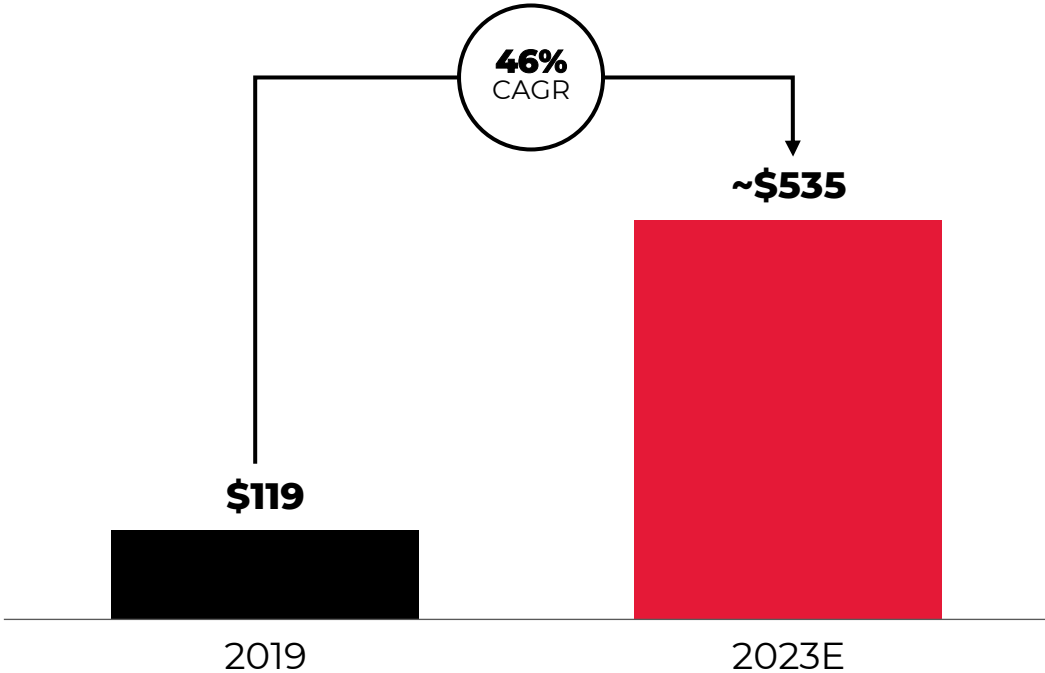
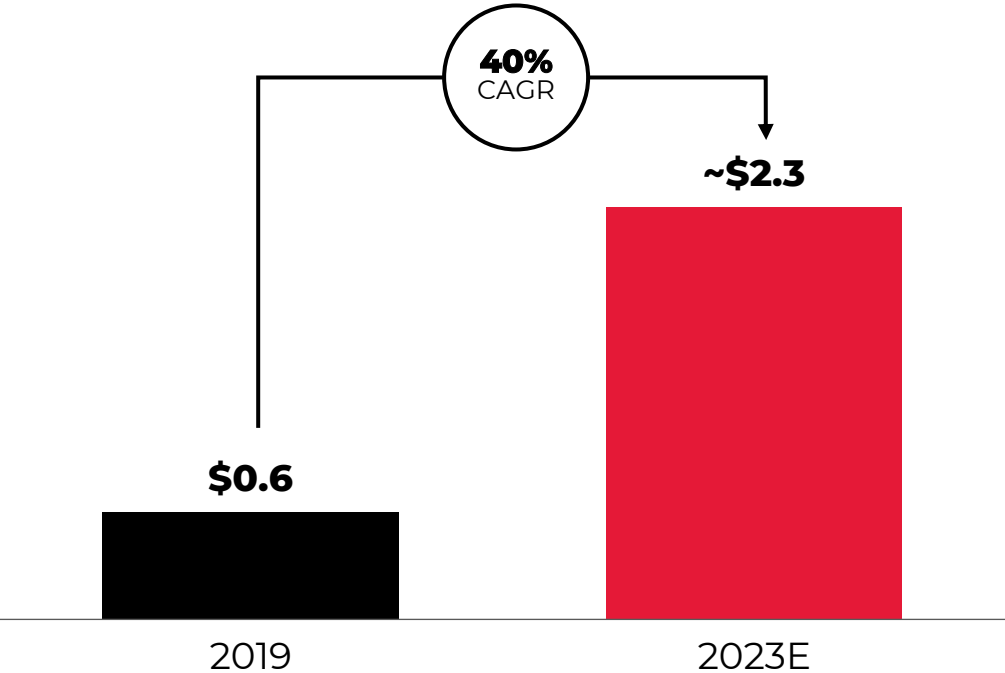
\$180M+
Annual Free Cash Flow

Note: Free cash flow reflects brand-level Adj. EBITDA less allocated shared services and maintenance capital expenditures

DRIVEN PLATFORM RESULTS

Revenue (\$B)

Adj. EBITDA (\$M)



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LEVERS FOR GROWTH

Focus for 2024-2026

Same-Store Sales

New Stores

M&A

TAKE 5 OIL CHANGE CASE STUDY





TAKE 5 OIL CHANGE CASE STUDY:

OUR GROWTH PLAYBOOK IN ACTION

At Acquisition (2016)

✓ ~60 Company-operated Stores

✓ <1M Cars per Year

✓ <\$45M of Revenue

✓ <\$10M of Adj. EBITDA

Today (2023E)

✓ ~1,000 Total Stores (~35% Franchised)

✓ ~12M Cars per Year

✓ ~\$900M of Revenue

✓ ~\$285M of Adj. EBITDA

TAKE 5 OIL CHANGE CASE STUDY:
WHY WE WIN

- ✓ National Brand and Scale
- ✓ Focused Service Offering with Efficient Operating Model
- ✓ Fast, Convenient Model takes Share from Independents & Dealers
- ✓ Best-in-class Unit Level Economics
- ✓ Differentiated Model Drives High ROI



TAKE 5 OIL CHANGE CASE STUDY: **DEVELOPMENT**

Company Estimates	Lease	w/ Real Estate
Development Cost	~\$1,050K	~\$1,050K
Real Estate	-	~\$700K
Total	~\$1,050K	~\$1,750K
Sale Leaseback Proceeds	-	~(\$1,600K)
Net Invested Capital	~\$1,050K	~\$150K

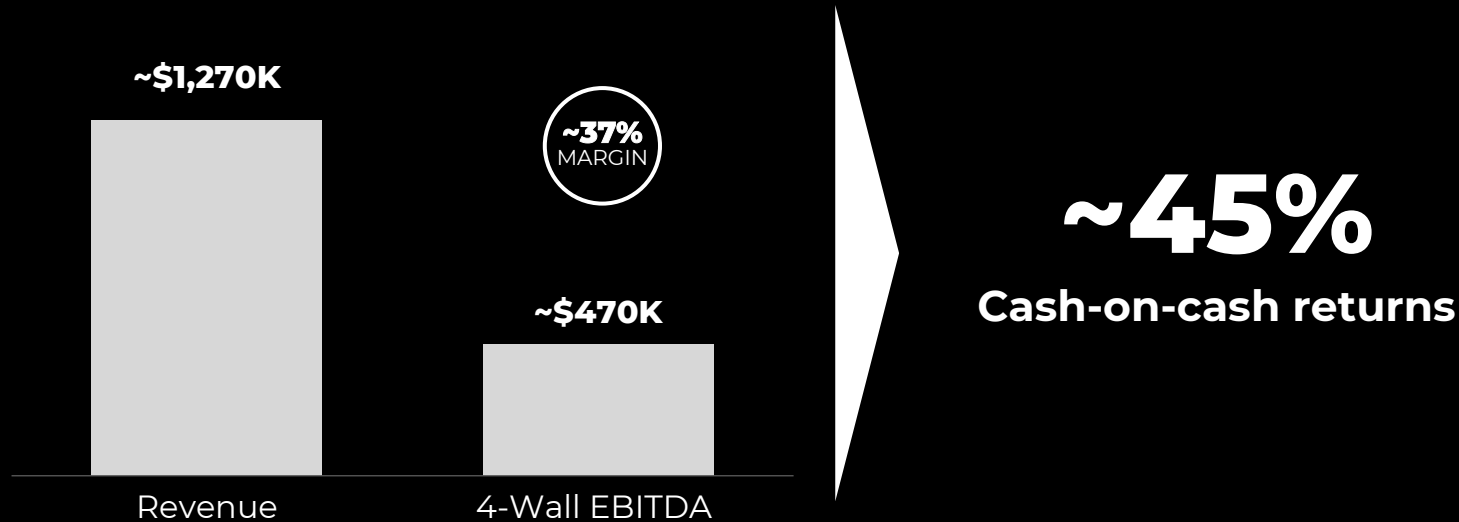
Development Timeline: ~12-18 Months

Note: Management's estimate for development cost of new company-operated stores

TAKE 5 OIL CHANGE CASE STUDY: BEST-IN-CLASS UNIT ECONOMICS DRIVE GROWTH

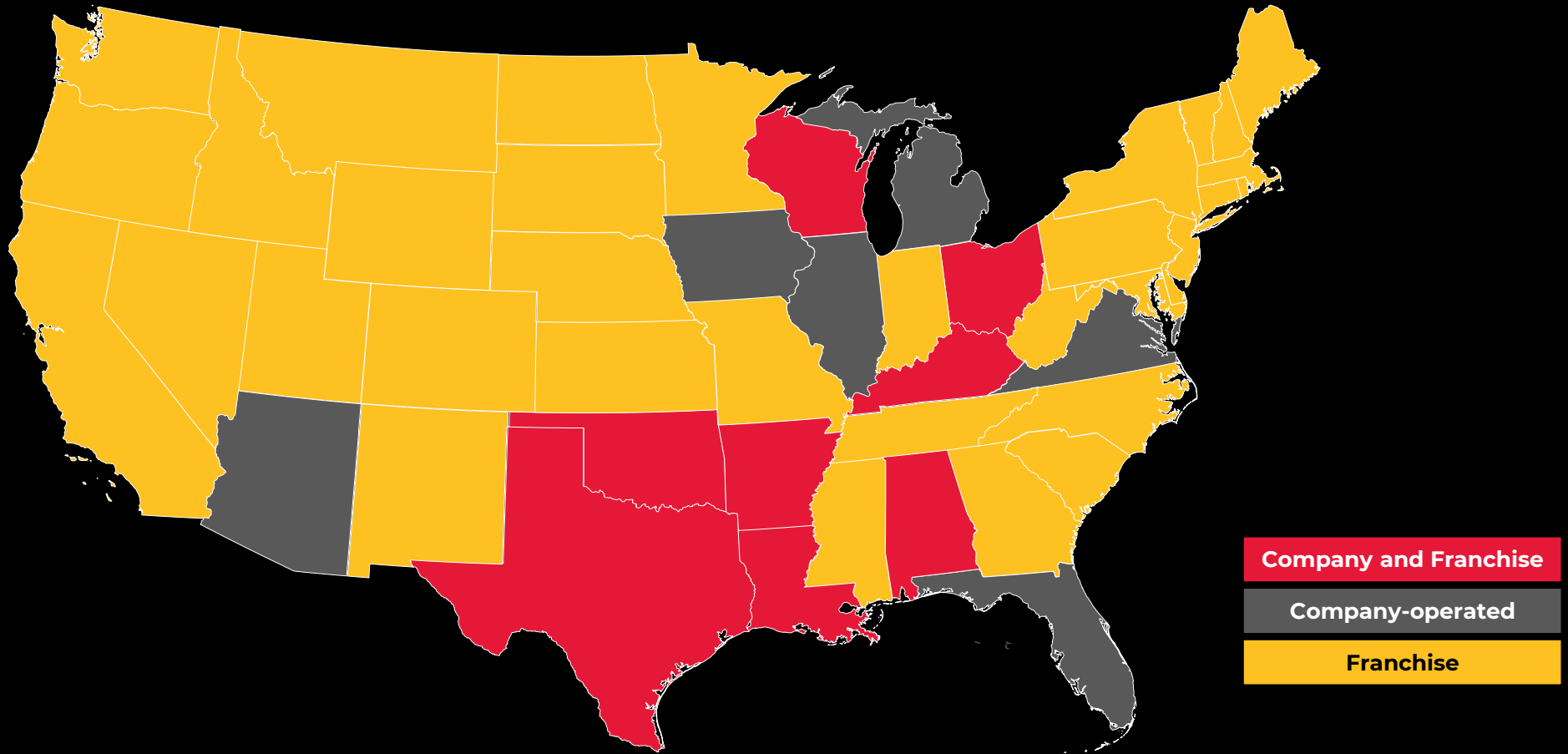


Company-operated Stores



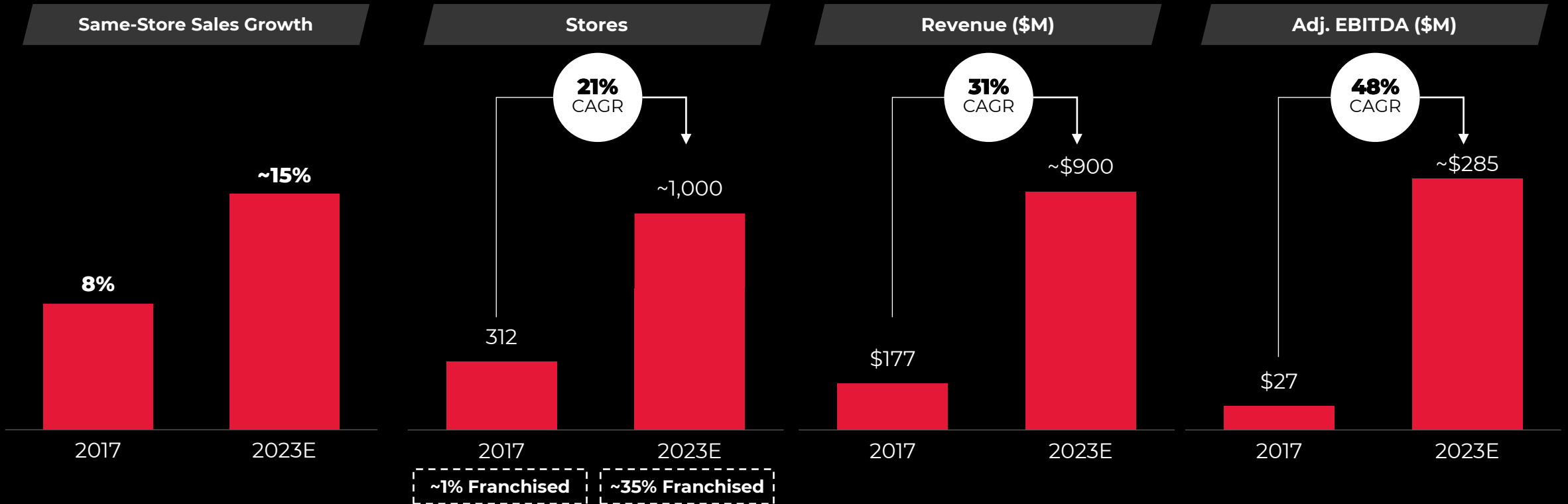
Note: Company-operated financials reflect system-wide average for units open for a full 12 months as of 2022. Cash-on-cash returns calculated as 4-Wall EBITDA divided by initial investment cost

TAKE 5 OIL CHANGE CASE STUDY: GEOGRAPHIC FOOTPRINT



Note: Company-operated represents states with less than 10% franchise store mix; Franchised states represent states with greater than 75% franchise store mix

TAKE 5 OIL CHANGE CASE STUDY: HISTORICAL GROWTH



TAKE 5 OIL CHANGE CASE STUDY: WHY OUR FRANCHISEES ARE INVESTING FOR 15 YEARS



Primary Public
Competitor

	Take 5	Primary Public Competitor
Initial Investment Cost	\$1.2M	\$1.4M
AUV	\$1.3M	\$1.4M
4-Wall EBITDA (% margin)	\$0.3M (26%)	\$0.2M (16%)
Cash-On-Cash	~28%	~16%

Why We Win

- ✓ More efficient and flexible store prototype drives lower investment costs
- ✓ Proven developer base drives superior site selection and sustained competitive advantage
- ✓ Higher margins driven by operational excellence and targeted service offering

Note: Take 5 financials reflect company-operated system-wide average for units open for a full 12 months as of 2022 burdened by a 7% royalty rate and incremental franchisee operating expenses of ~4% of sales. Take 5 initial investment cost reflects midpoint disclosed in franchise disclosure document. Primary Public Competitor P&L based on average company-operated P&L adjusted for 6% royalty as disclosed in franchise disclosure document. Primary Public Competitor rent is not disclosed and estimated as ~6% of revenue and initial investment cost reflects midpoint disclosed in franchise disclosure document.

TAKE 5 OIL CHANGE CASE STUDY: **FRANCHISING**

Economics to Driven

- Franchise agreement term: 15 years
- Upfront franchise fee: \$35k per store
- Royalty rate: 7% of gross sales
- Ad fund rate: 5% of gross sales
- Product: all purchased through Driven

Take 5 Franchisee Profile

- Attracted by simplicity of model and strong unit level economics and returns
- Experienced multi-unit franchisees
- Back office already in place
- Experienced new store developers
- Average franchisee has development agreement to build ~9 stores over 4-5 years

TAKE 5 OIL CHANGE CASE STUDY: **FRANCHISEE BASE**

Today

280+

Open Franchise Stores

60+

Total Franchisees

30+

Franchisees Who Have Signed a 2nd
and/or 3rd Area Development
Agreement

Future: Existing Commitments

760+

Total Franchisee Commitments
Less Open Stores

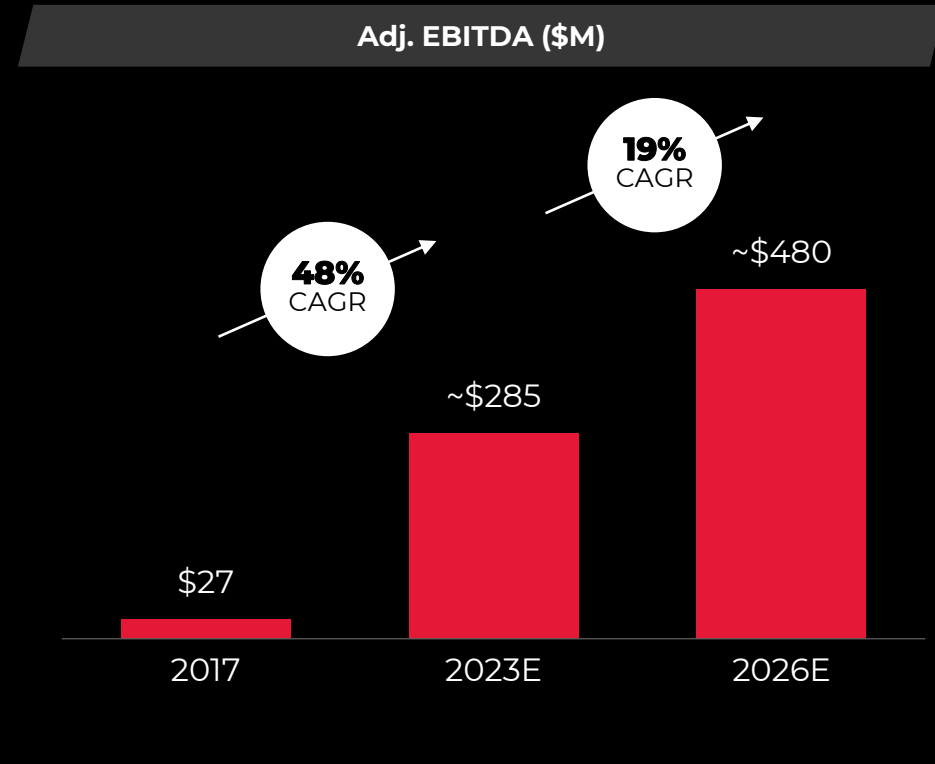
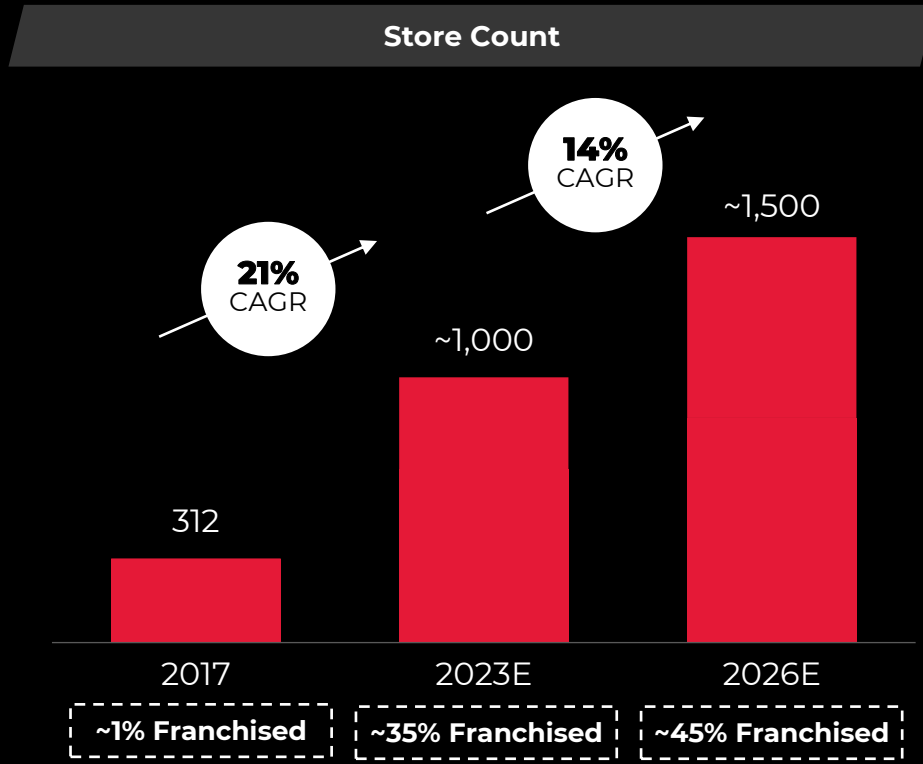
260+

Franchisee Real Estate
Pipeline Approved or Better

110+


Total Active Area
Development Agreements

TAKE 5 OIL CHANGE CASE STUDY: FUTURE GROWTH



TAKE 5 OIL CHANGE CASE STUDY:

STRONG PERFORMANCE RELATIVE TO COMPETITION

		Primary Public Competitor ¹
FY 2023E Stores	~1,000	1,845 – 1,875
3YR CAGR	~20%	8%
% Franchised	35%	53%
FY 2023E Same-Store Sales	~15%	8% – 12%
Store Pipeline	900+	
EV / CY 2023E Adj. EBITDA²	~9x <i>(Driven Brands)</i>	~13x

Note: Pipeline includes franchisee commitments and company-operated pipeline

¹ Primary Public Competitor fiscal year ends on 9/30

² Reflects consensus estimates from Capital IQ as of 9/15/23.

LEVERS FOR GROWTH

Focus for 2024-2026

Same-Store Sales

New Stores

M&A

Same-Store Sales Drivers

Ticket

- ✓ Aging Car Parc
- ✓ Vehicle Complexity
- ✓ Technology
- ✓ Oil Premiumization
- ✓ Big 6 Attachment

Traffic

- ✓ Brand Awareness
- ✓ Marketing Capabilities
- ✓ Customer Loyalty
- ✓ B2B Growth
- ✓ Cross-selling Opportunities

**Same-Store Sales
Forecast**

5%+

DrivenBrands®

Avg. SSS

2024E – 2026E

LEVERS FOR GROWTH

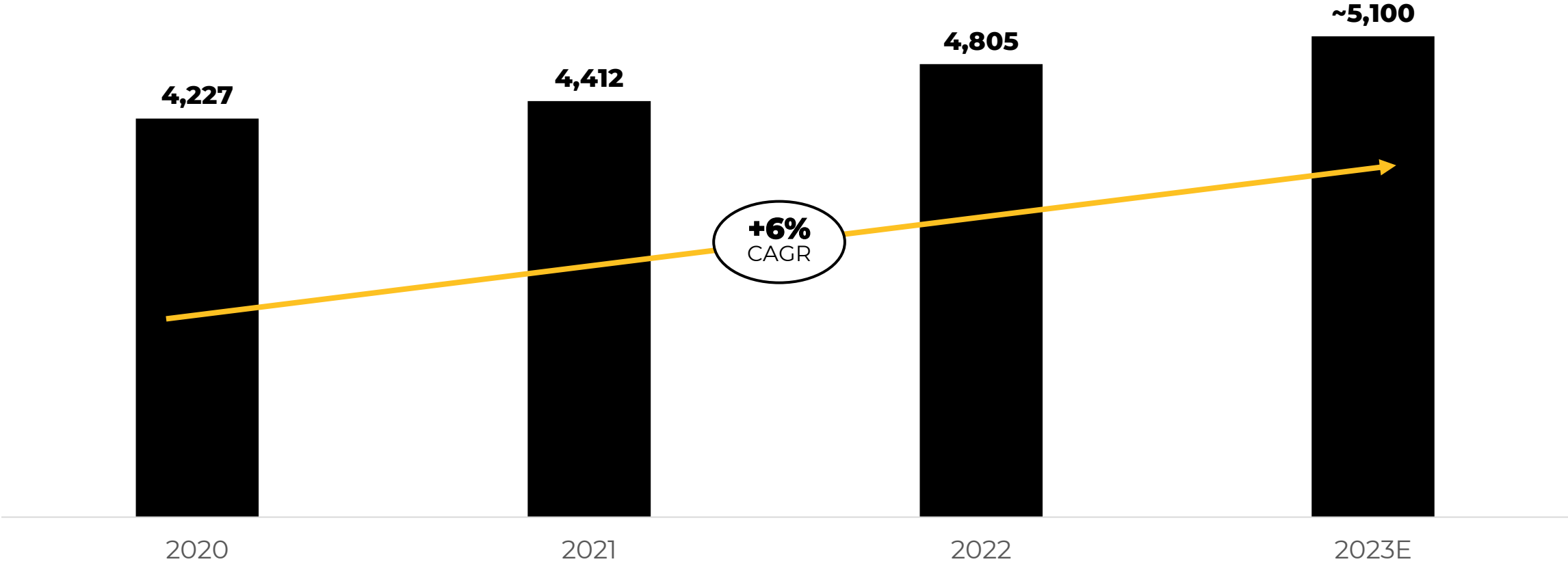
Focus for 2024-2026

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New Stores

M&A

CONSISTENT HISTORICAL STORE GROWTH



Note: Reflects consolidated store count

Driven Growth Playbook

COMPELLING UNIT LEVEL ECONOMICS

- Strong AUVs and margins
- Low initial investment cost
- Attractive cash-on-cash returns



ATTRACTIVE CATEGORY

- Large TAM
- Highly fragmented
- Scale matters

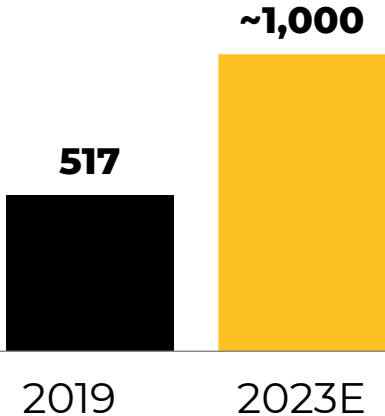
SIMPLE BUSINESS MODEL

- Limited menu
- Efficient labor model
- No certified labor required
- Ability to drive network benefits

LEADER IN MULTIPLE ATTRACTIVE SEGMENTS

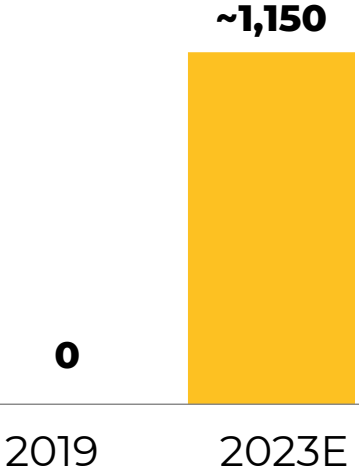
Oil Change

#1 Fastest Growing



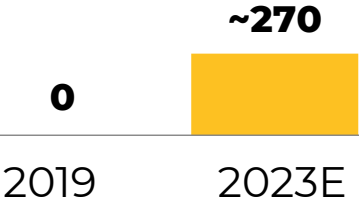
Car Wash

#1 World's Largest Platform



Glass

#2 Largest in U.S.



Note: Reflects store counts for each brand

ROBUST NEW STORE PIPELINE

~70% Franchise

~30% Company-operated

Commitments

52%

Approved

12%

Site Secured

25%

Construction

11%

1,700+ Store Pipeline

**~36% Site Secured or Better,
Primarily Franchised**

NEW AND RAMPING STORES



New Stores
2024E-2026E Openings

*~175 Company
~300 Franchise*

~125 Company

~20 Company



Ramping Stores
Stores <3 Years Old

*~130 Company
~280 Franchise*

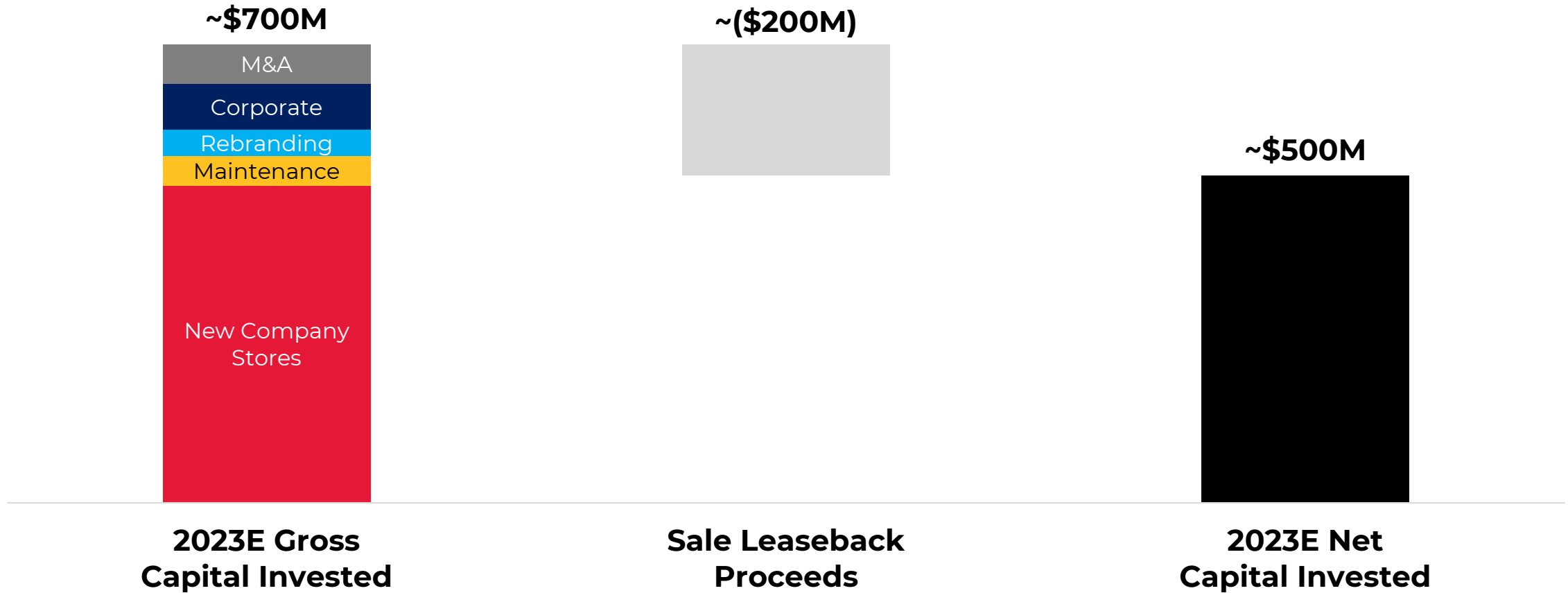
~100 Company

~100 Company

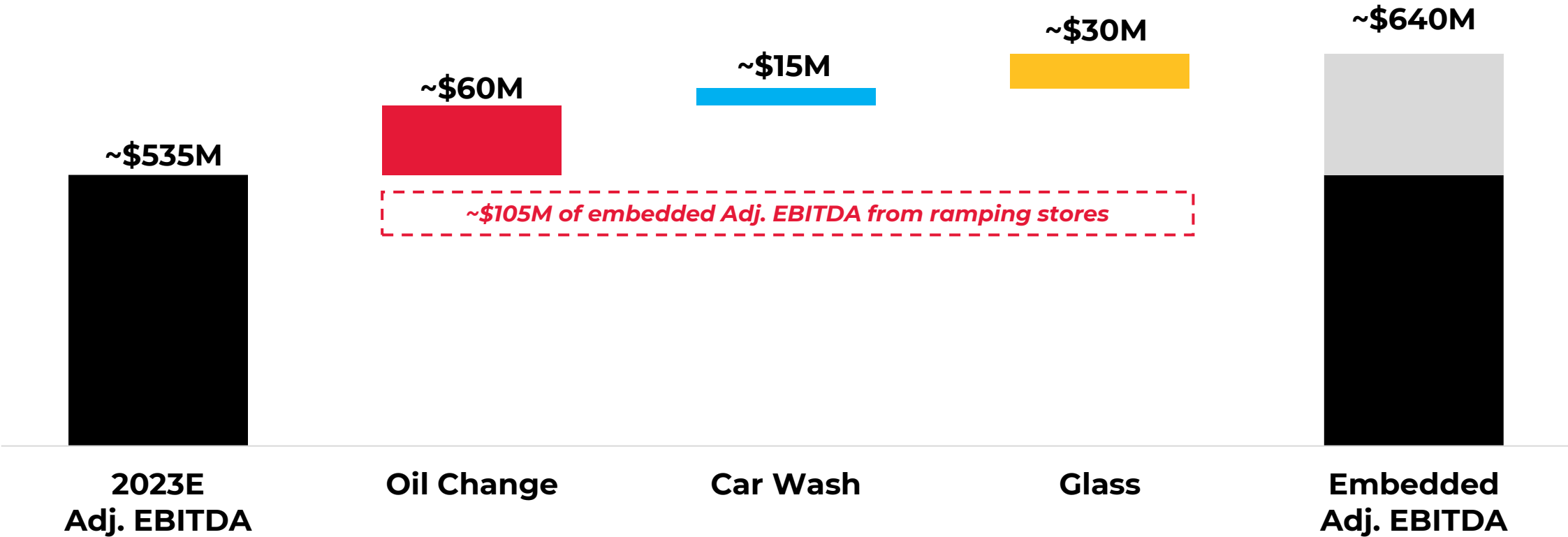
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2023E CAPITAL INVESTED BREAKDOWN

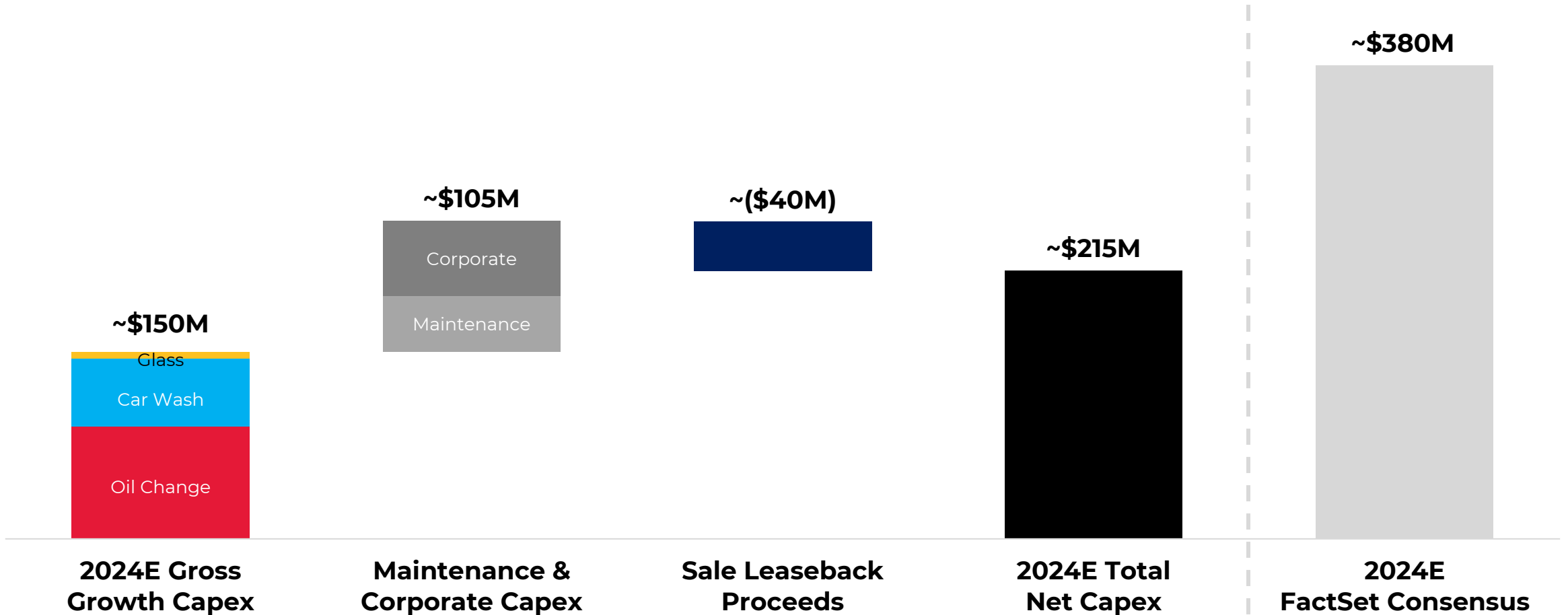


EMBEDDED ADJ. EBITDA GROWTH



Note: Reflects incremental EBITDA contribution assuming Year 3 estimated performance for ramping stores opened from 2021 to 2023E

2024E CAPEX OUTLOOK



Note: Outlook subject to change based on further business evaluation



Excess Free Cash Flow Results in Deleveraging

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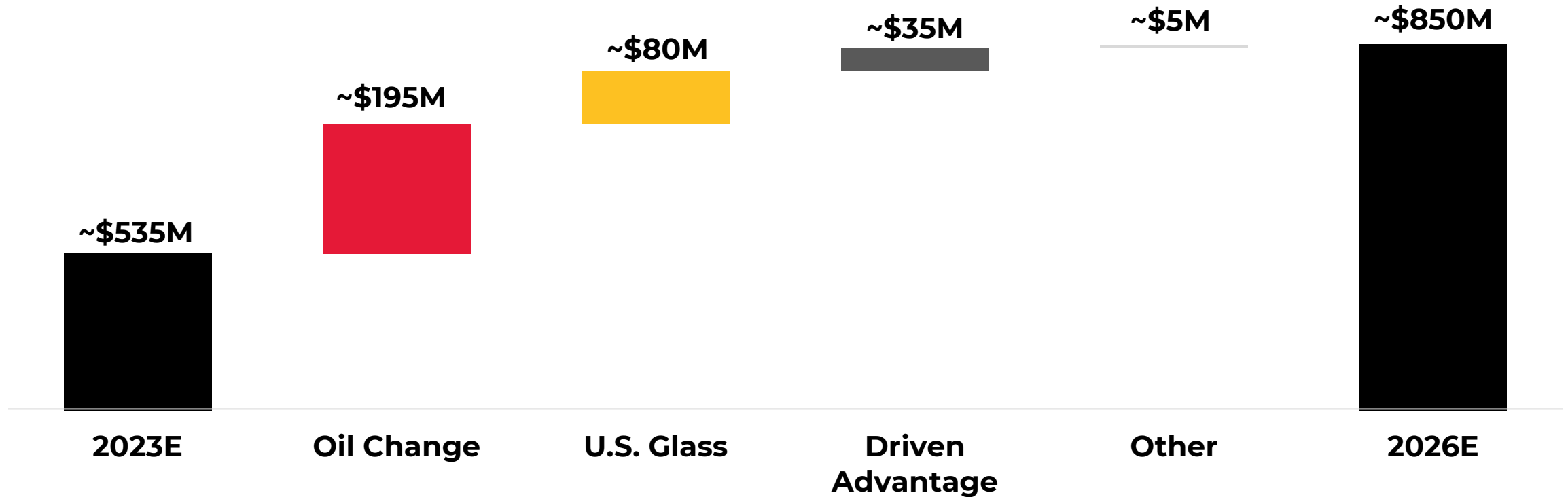
DREAM BIG PLAN 2026

KEY ASSUMPTIONS

- ✓ **Only Organic Growth (SSS & New Stores)**
- ✓ **Limited U.S. Car Wash Growth**
- ✓ **No M&A**

DREAM BIG PLAN 2026

ADJ. EBITDA BRIDGE 2023E – 2026E



DREAM BIG PLAN 2026

KEY DRIVERS: ADJ. EBITDA GROWTH

- ✓ **Oil Change: ~\$195M or ~60% of growth**
- ✓ **U.S. Glass: ~\$80M or ~25% of growth**
- ✓ **Driven Advantage: ~\$35M or ~10% of growth**

DREAM BIG PLAN 2026 ***GO FORWARD PRINCIPLES***

- ✓ **Disciplined Growth**
- ✓ **Strategic Capital Allocation**
- ✓ **Cash Generation & Deleveraging**
- ✓ **Portfolio Management**



**15 MINUTE
BREAK**



OPERATIONAL EXCELLENCE

Danny Rivera

Chief Operating Officer



MY TIME AT DRIVEN

Experience



AutoNation

Prior to Driven

DrivenBrands

Chief Information Officer

2012

meineke

President Meineke

2014



*President Take 5 &
Group President,
Maintenance*

2020

DrivenBrands

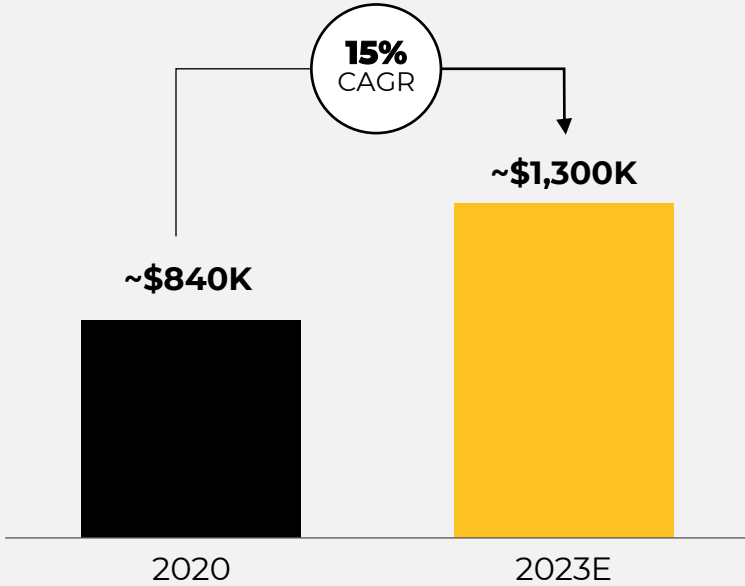
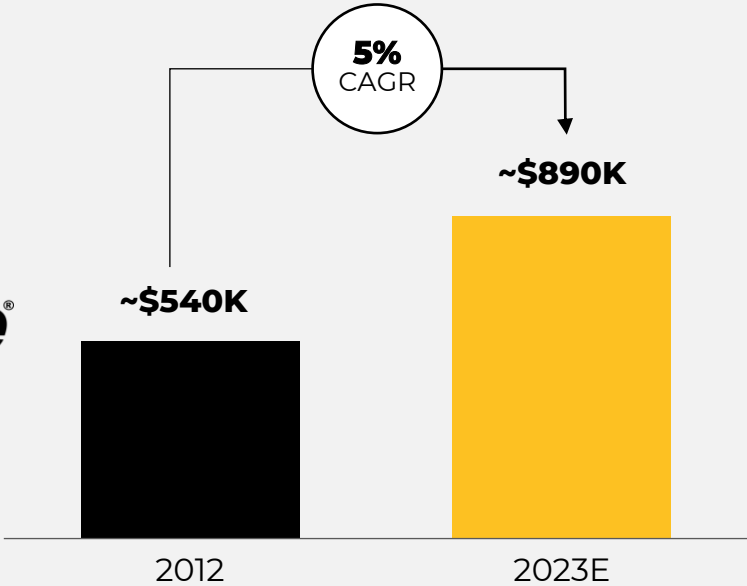
Chief Operating Officer

2023

MY RESULTS AT DRIVEN

Results

meineke[®]



AUV Over Time

Note: Meineke AUV represents system-wide average for units open for a full 12 months during the year. Take 5 AUV represents company-operated system-wide average for units open for a full 12 months during the year

STRUCTURE UNLOCKS PLATFORM BENEFITS

CEO + CFO

Value creation through...

- Overall strategy
- Capital allocation
- Portfolio management

COO + Segment Presidents

Day-to-day operations/execution...

- P&L management
- Leadership development
- Culture & tone

DRIVEN PLAYBOOK

DRIVEN
Growth
Playbook



DRIVEN
Operating
Playbook

DRIVEN **Operating** **Playbook**

Culture

People

Brand Positioning

Process

Continual Improvement



**DREAM BIG.
WORK HARD.**

*Think/act like an
owner*

*Do what you say
you're going to do*

Recognize success

Meritocracy



OUR PEOPLE

What we believe...

- ✓ The right people make all the difference
- ✓ Identify and reward our best people
- ✓ Our best people get the biggest roles and opportunities
- ✓ Consistently grow from within

What we look for...

- + Hunger
- + Work ethic
- + Values over skill set
- + “Get it done” mentality

TAKE 5 OIL CHANGE CULTURE + PEOPLE

85%+

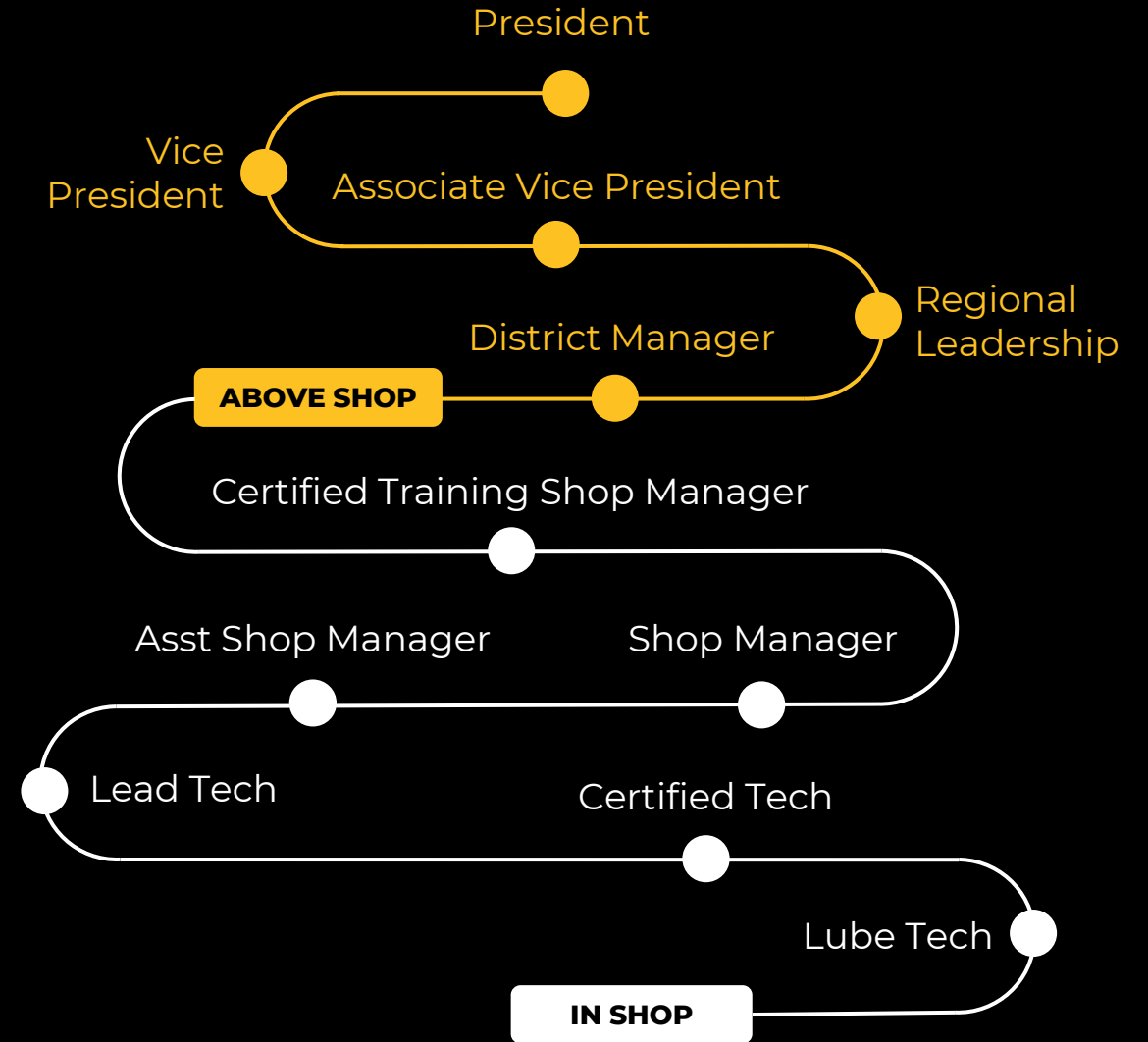
of Shop Managers
promoted from within

55%+

of District Managers
promoted from within

100%

of Regional Directors
promoted from within



TAKE 5 OIL CHANGE CULTURE + PEOPLE

Show them how to
win, then celebrate

Take 5 High 5

Regular ongoing
recognition for attaining
results (2,000+ per year)

Super Tech

Monthly ranking and
recognition of our best
technicians

President's Club

Vacation trip for top ~25 shop
managers and their families
based on sales growth



RESULTS OF GREAT PEOPLE + CULTURE

78

Net Promoter
Score

67%

Customer
Repeat Rate



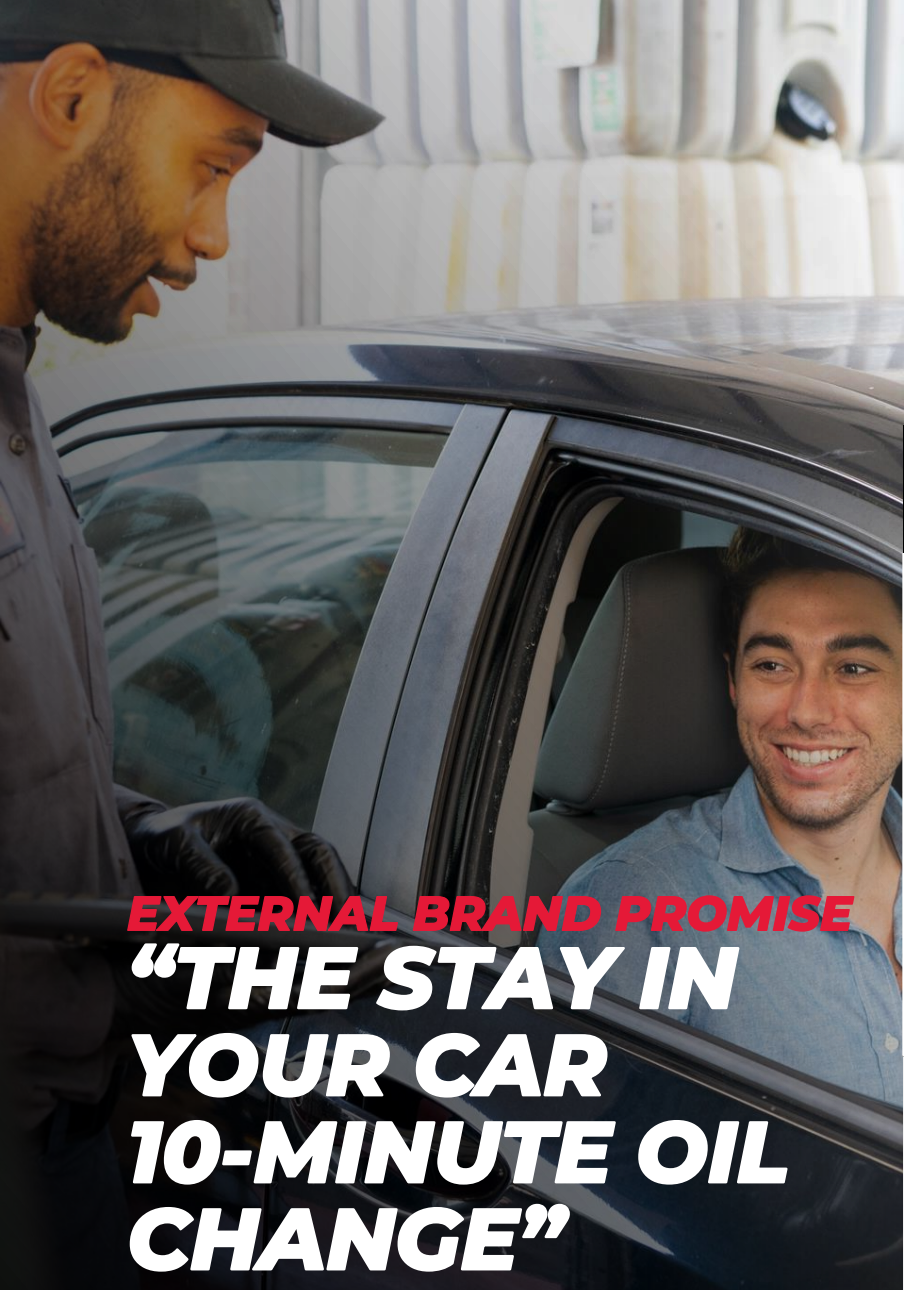
10+

Years of Positive
SSS Growth

~18%

Avg. SSS

Net Promoter Score, Customer Repeat Rates, and SSS since 2020



EXTERNAL BRAND PROMISE
“THE STAY IN YOUR CAR 10-MINUTE OIL CHANGE”

BRAND POSITIONING DESIGNED TO DELIGHT



Customer Priorities	Internal brand positioning	Bringing it to life
<ul style="list-style-type: none"> • Fast • No appointment 	Fast	<ul style="list-style-type: none"> • 10-minute oil change • Stay in your car model • No appointment necessary
<ul style="list-style-type: none"> • Convenient hours • Easy to get to • No sales pressure 	Friendly	<ul style="list-style-type: none"> • Extended hours of operation • Free bottle of water • No heavy selling
<ul style="list-style-type: none"> • Trustworthy • High quality 	Simple	<ul style="list-style-type: none"> • Simple menu • Only 6 services

PROCESS OPERATING MODEL

KEEP IT SIMPLE

**Only 6
Services**

**Efficient
Labor
Model**

**Simple
Store
Design**

COMPETITIVE ADVANTAGES

Faster and stay
in your car

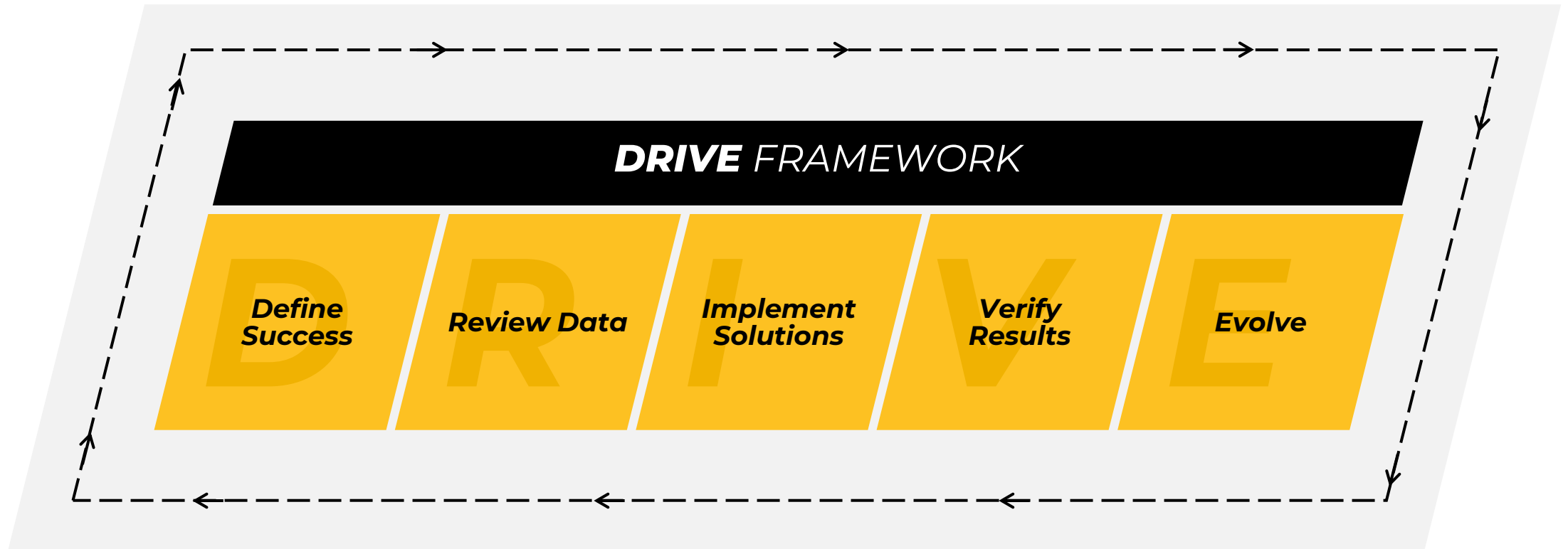
Better
customer
satisfaction

Easier to
recruit

Higher
margins

Best-in-class
ROI

CONTINUAL IMPROVEMENT



TRUST BUT VERIFY

- ✓ *Quarterly action plans*
- ✓ *Quarterly audits*
- ✓ *Weekly coaching visits*
- ✓ *Daily exception reporting*

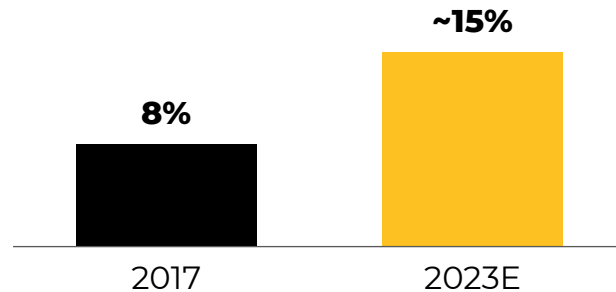


DRIVEN OPERATING PLAYBOOK

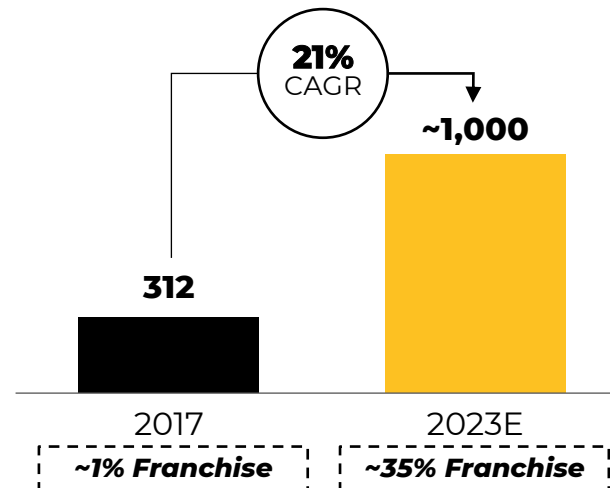
TAKE 5 RESULTS



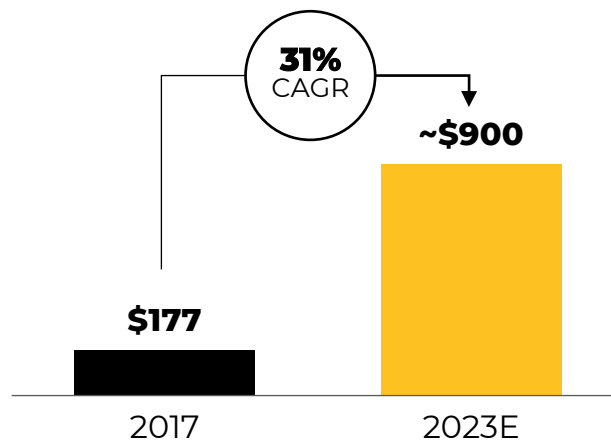
Same-Store Sales Growth



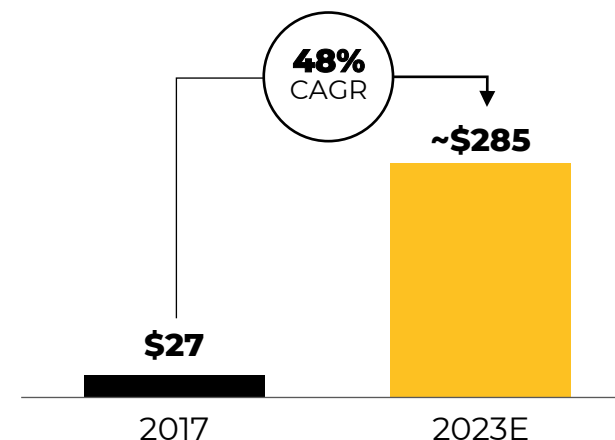
Stores



Revenue (\$M)



Adj. EBITDA (\$M)



Note: 2017 represents the first year following acquisition

PROVEN PLAYBOOK FOR POST-ACQUISITION GROWTH

**Increase
AUV**

**Increase
Profitability**

**Enhance
Execution**



Acquired
2022



Acquired
2020



Acquired
2016

Acquire a platform of strong brands with compelling economics

Define the standard operating platform that differentiates us

Scale the platform

Pursue continuous operational excellence

Realize network benefits

M&A

Stores Acquired

Core competency

Dedicated people,
processes and systems

Strong track record

	Driven Entry	Platform M&A	Tuck-in Additions
COLLISION	2015	230	459
OIL CHANGE	2016	62	354
U.S. CAR WASH	2020	199	164
U.S. GLASS	2022	79	97
TOTAL		570	1,074





U.S. CAR WASH REMINDER ON INVESTMENT THESIS...

- ✓ Large and growing TAM
- ✓ High frequency business
- ✓ Simple operating model
- ✓ Strong unit level economics
- ✓ Recurring revenue model
- ✓ Benefits of scale
- ✓ Cross-selling opportunity

U.S. CAR WASH FIRST THREE YEARS...

Platform Acquired

199

U.S. Stores

25+

Brands

Since Acquisition

164

Stores
Acquired

60+

Stores
Opened

15+

Brands Acquired

Integrated Acquired Stores

Built Greenfield Pipeline

Take 5 Brand Conversion

Today

~420

Stores

~85%

Take 5 Brand

Future



**Assess.
Improve.
Optimize.**



U.S. CAR WASH **REBRANDING DETAILS...**

- ✓ 40+ brands to one Take 5 brand
- ✓ One technology platform
- ✓ One operating model
- ✓ Address deferred maintenance

U.S. CAR WASH GO FORWARD PLAN..

	Action Items
People	Culture / Incentives / Opportunity
Marketing	Pricing / Promotion / Digital / Cross Branding
Membership	Recurring / Loyalty / Increased Ticket
Operations	Staffing / Hours of Operation / NPS
Real Estate	Density in Core Markets



AutoGlassNow!



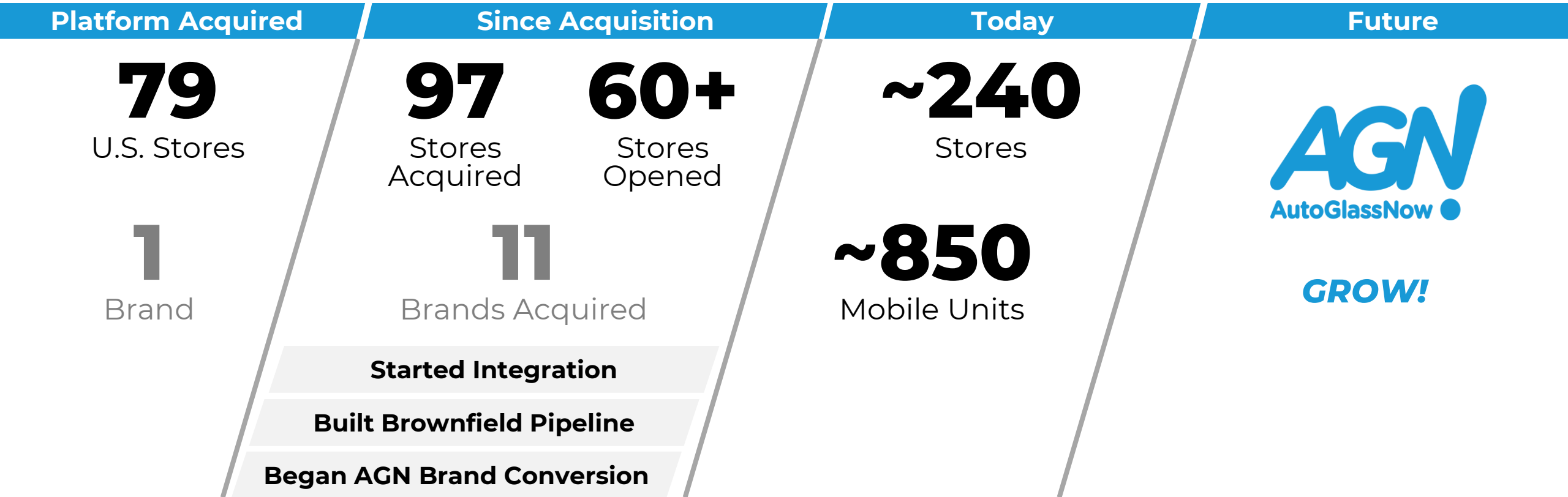


U.S. GLASS

REMINDER ON INVESTMENT THESIS...

- ✓ Large TAM >\$5B
- ✓ Highly fragmented space
- ✓ Simple operating model
- ✓ Retail, commercial and insurance customers
- ✓ Technology tailwinds with new calibration requirements
- ✓ Benefits of scale
- ✓ Strong unit level economics
- ✓ Low investment cost of ~\$150K per store

U.S. GLASS FIRST TWO YEARS...





U.S. GLASS **INTEGRATION DETAILS...**

- ✓ 12 companies, 1,000+ employees
- ✓ New payroll, benefits & variable comp plans
- ✓ Centralized purchasing / vendor contracts
- ✓ New calibration equipment, training and focus
- ✓ Centralized call center / insurance & commercial sales
- ✓ New POS system

PROVEN PLAYBOOK FOR POST-ACQUISITION GROWTH

**Increase
AUV**

**Increase
Profitability**

**Enhance
Execution**



Acquired
2016

Realize network benefits

Pursue continuous
operational excellence

Scale the platform

Define the standard operating
platform that differentiates us



Acquired
2022

Acquire a platform of strong brands
with compelling economics

TAKE 5 LOYALTY

Danny Rivera

Chief Operating Officer



YEARLY AUTOMOTIVE AFTERMARKET CARE

~14

Customer
Touchpoints
Each Year

10x+

Car Wash

~2x

Oil Change

~2x

Maintenance & Repair

Glass

Collision

Note: Company data

TAKE 5 OIL CHANGE & CAR WASH
GEOGRAPHIC
FOOTPRINT

Number of Stores
Within 10 Miles



~26M Vehicles



TAKE 5 OIL CHANGE & CAR WASH CROSS-PENETRATION



<1%

**% of Customers Have
Visited Both Brands**

TAKE 5 OIL CHANGE EMAIL CRM

Metric	YTD June 2023	YoY Growth
Unique Contactable Email Addresses	~7M	~35%
Emails Sent	~126M	~275%
Emails Opened	~47M	~325%
Transactions	~2M	~40%
Revenue from Transactions	~\$200M	~60%



CROSSBRANDING PILOT PROGRAMS



Scope

~250

Store Pilot

Physical / Digital messaging
to customers about cross-
brand shopping

Timing

March & July 2023

Customers Contacted

~3M

Unique Customers
Contacted

Redemptions / Conversions

170K+

Redemptions

~6%

Conversion

DRIVEN BRANDS' ASPIRATIONS

More..

Transactions



Loyalty



Cross-selling



TAKE 5 REWARDS

Tier-Based Rewards Program

Designed to Incentivize

Transactions

Loyalty

Cross-Branding

Omnichannel Digital Experience

TAKE 5 SUBSCRIPTIONS

The capstone of our cross-brand experience

Existing Program

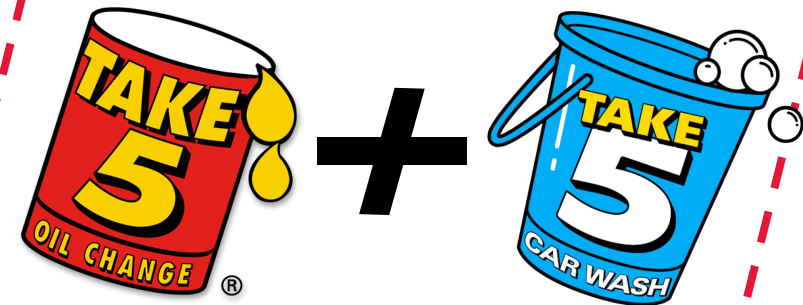


New Program



Loyalty Playbook Opportunity

New Program



PROGRAM OVERVIEW



Design Principles

- ✓ Easy to join
- ✓ Progression driven by frequency
- ✓ Discount-centric entry tiers drive trial
- ✓ Experience-centric premium tiers maintain loyalty
- ✓ Highest tier is reserved for subscribers

Customer Rewards

- ✓ Welcome rewards
- ✓ Birthday rewards
- ✓ Level-up rewards
- ✓ Special experiences

TAKE 5 REWARDS



*Test in
Q4 2023*



**Future
Opportunities**

AutoGlassNow!



CARSTAR[®]

DREAM BIG PLAN 2026 ***GO FORWARD PRINCIPLES***

- ✓ **Execute the Operations Playbook**
- ✓ **Go Slow to Go Fast**
- ✓ **Be the Best at the Basics**
- ✓ **Delight the Customer**

DRIVEN ADVANTAGE

Kyle Marshall

President, Platform Services



MY TIME AT DRIVEN

Experience



Joined 1-800 Radiator

2002



Joined Driven Brands with
1-800 Radiator Acquisition

2015



President 1-800 Radiator;
Founded Spire Supply

2017



President
Platform Services

2020

LARGE & GROWING PURCHASING POWER

Oil
12M
Gallons

Paint
1M
Gallons

Automotive Filters
13M
Units

Abrasives
20M
Sheets

Painters Tape
20K
Miles

\$2.3B of products & services

Note: All data from 2022

EXPERT PROCUREMENT TEAM & PROCESS

Team

- ✓ 150+ years of experience
- ✓ Category experts
- ✓ Fully aligned incentives

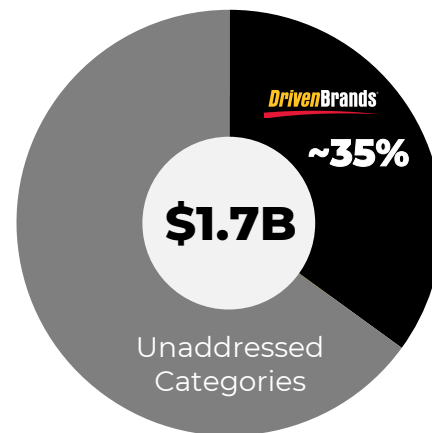
Recent Wins

- ✓ Chemical & equipment savings
- ✓ Strong growth during 2020-2022
- ✓ Offset inflation costs

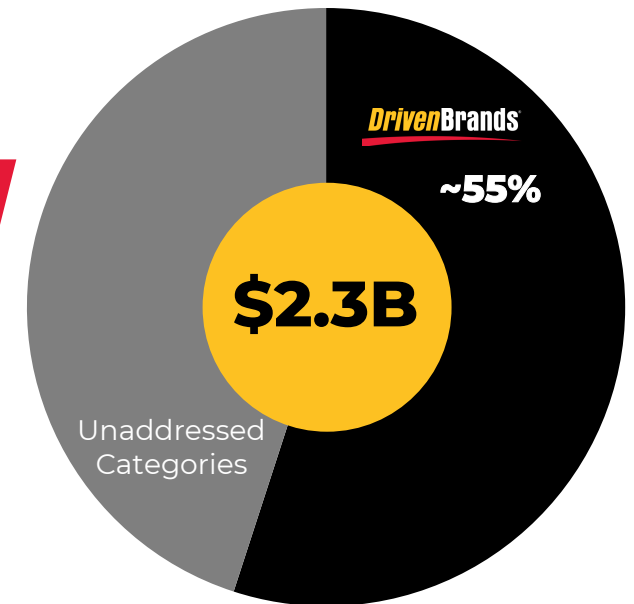
EXPANDING OPPORTUNITY

2020

2022

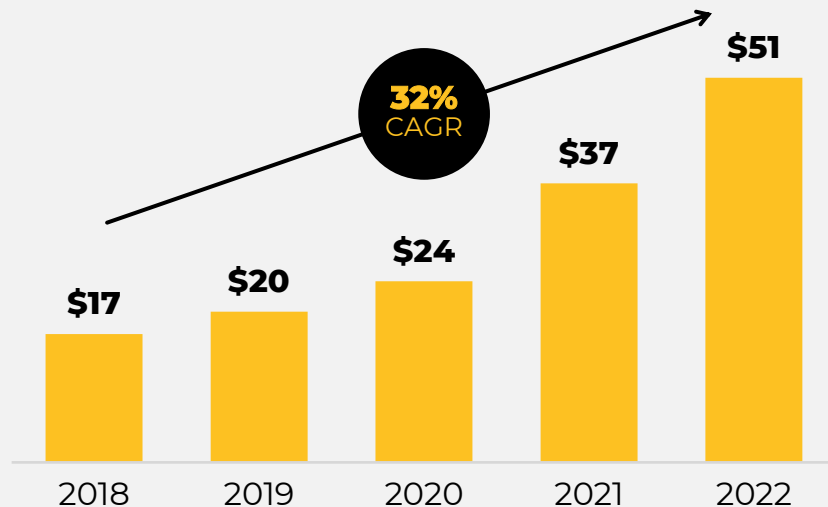


- ↑ **Businesses**
- ↑ **Stores**
- ↑ **Categories**



PROCUREMENT PRODUCES GROWTH ON GROWTH

Procurement Adjusted EBITDA (\$M)



Growth Drivers

- Core category growth
- New category expansion
- Improved franchisee adoption
- RFPs and reverse auctions
- Growing store count
- Focus on strategic suppliers

WHY WE INVESTED IN DRIVEN ADVANTAGE

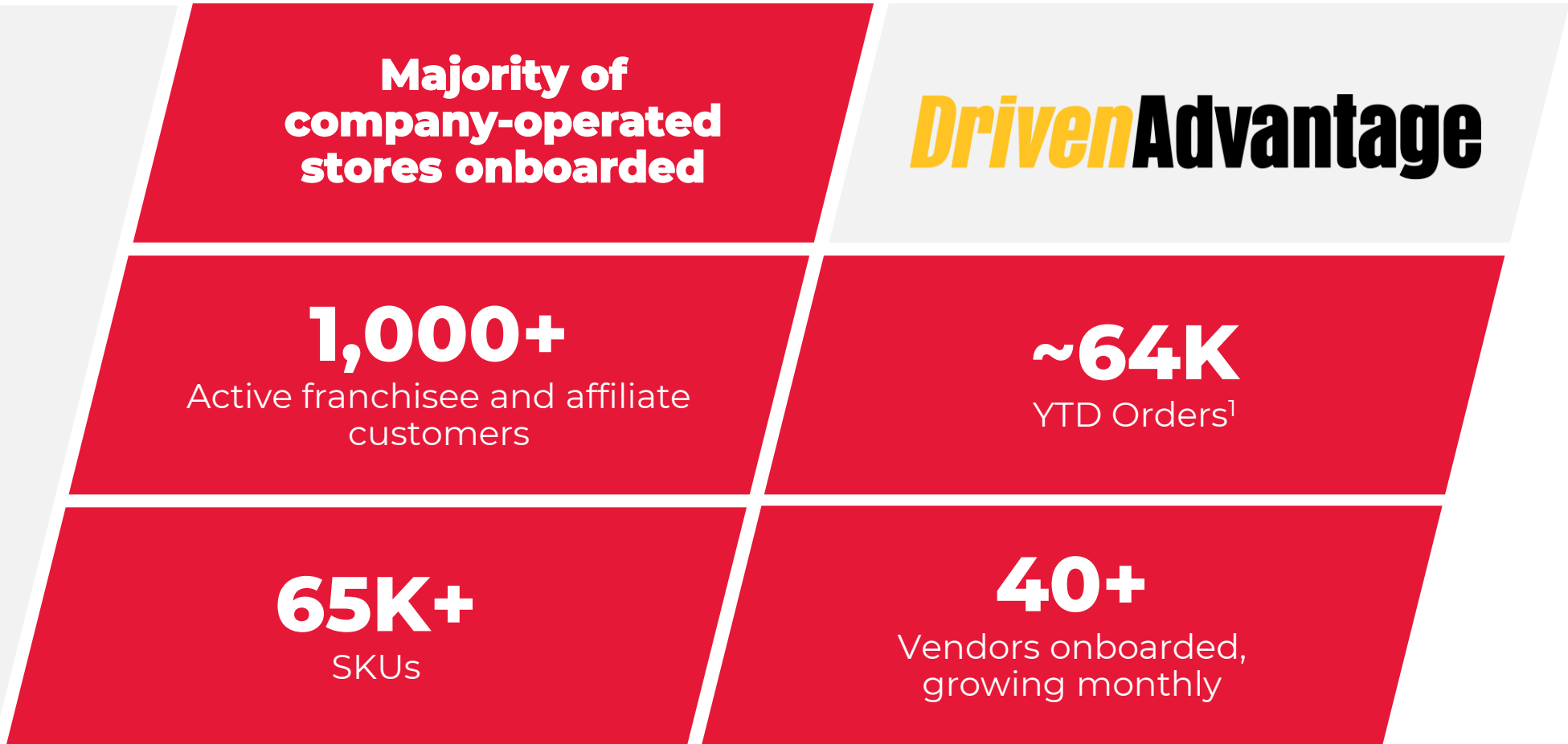
Customer Opportunities

- One stop shop
- Optimized user experience
- Expanded payment methods
- Increased employee controls
- Enhanced reporting

Driven Opportunities

- Enhanced spend oversight
- New vendors & categories
- Increased vendor competition
- Direct-ship model
- New advertising revenue

DRIVEN ADVANTAGE TODAY



¹ Represents YTD June 2023

WIN-WIN OPPORTUNITY

Franchisees

~\$50K

Store Savings

- Reduced costs
- One stop shop
- Greater controls
- Efficiencies

\$50,000 in savings based on location with an average of \$1M in annual sales

Company-Operated Stores

1,000+

Locations

- Reduced costs
- Controlled catalog
- Increased visibility
- Limited training required

WIN-WIN OPPORTUNITY

Vendor Benefits

5,000+

Potential Customers

- Higher volume
- Data & insights
- Advertising platform

Driven Benefits

~8-10%

Back to Driven

- Increased rebates
- Franchisor value proposition
- Highly scalable

METHODICAL PLAYBOOK FOR ADOPTION AND GROWTH

2022

Capability & Tech Build

- B2B research
- Strategy
- Technology
- Vendor expansion & negotiation

2023

Test & Rollout to Driven Stores

- Testing
- User experience optimization
- Phased rollout

2024+

Broader Expansion

- Expand availability & capability
- Test other customer sets
- Expand beyond Driven

2026

\$35M+

of Incremental Adj. EBITDA

DREAM BIG PLAN 2026

GO FORWARD PRIORITIES

- ✓ Onboard remaining Driven system
- ✓ Expand to third parties
- ✓ Broaden vendor landscape
- ✓ Increase products and services offered
- ✓ Enhance data driven selling capabilities
- ✓ Unlock partner advertising revenue

TAKE 5
CAR WASH

WELCOME
MEMBERS!

Clearance

**15 MINUTE
BREAK**





FINANCIALS

Gary W. Ferrera

Chief Financial Officer

TOPICS FOR DISCUSSION

- ✓ Introduction
- ✓ Historical Financial Performance
- ✓ Dream Big Plan 2026
- ✓ Capital Structure
- ✓ Key Takeaways

CFO INTRODUCTION

Experience

- **7+ years – US Army Special Operations and Intelligence**
- **30+ years – Financial Leadership Experience**
 - ~3 years in Public Accounting
 - ~9 years in Investment Banking
 - ~18 years as a CFO

Priorities

- **Team & Talent**
- **Policies & Procedures**
- **Infrastructure including ERP**
- **Forecasting & Long-Range Plan**
- **Capital Planning**

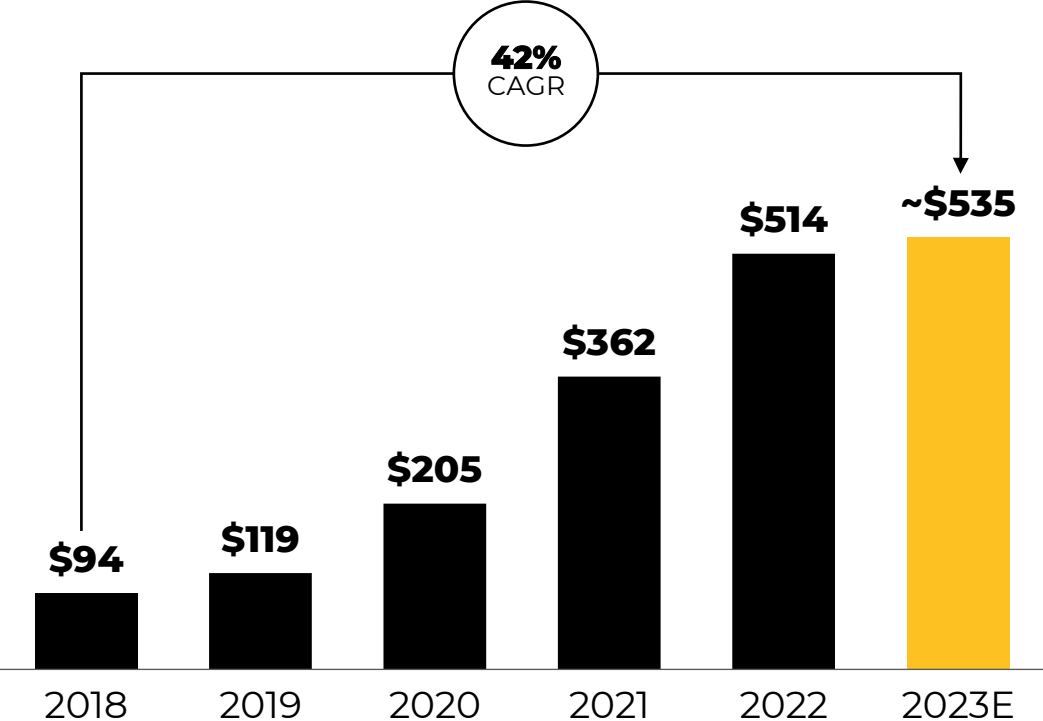
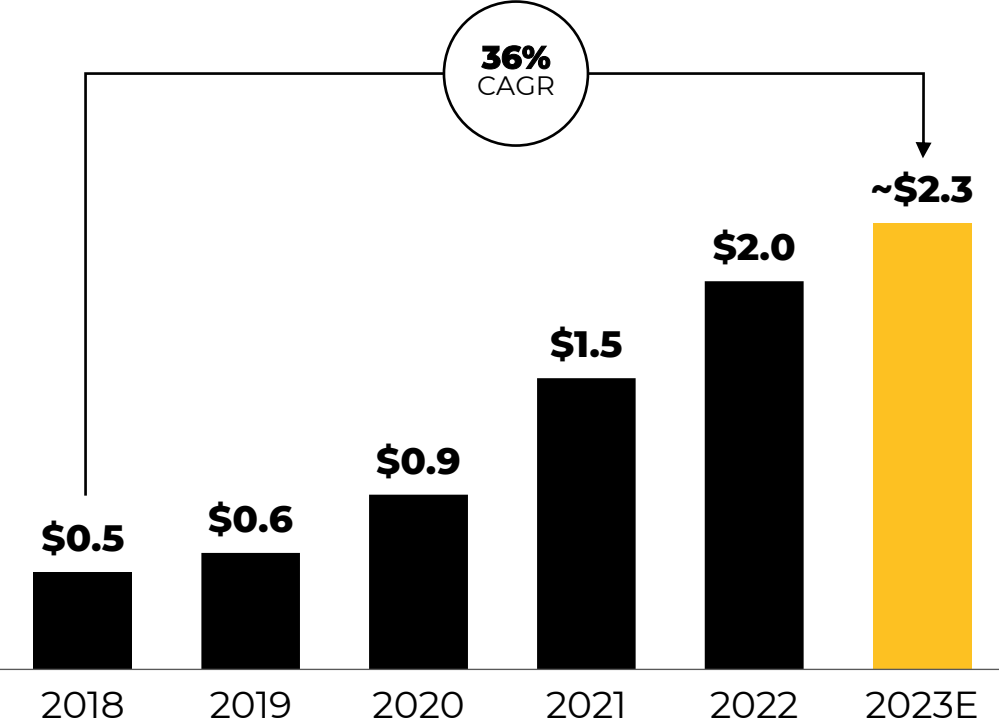
Future

***Deliver on Dream Big Plan
and create significant shareholder value***

HISTORY OF GROWTH

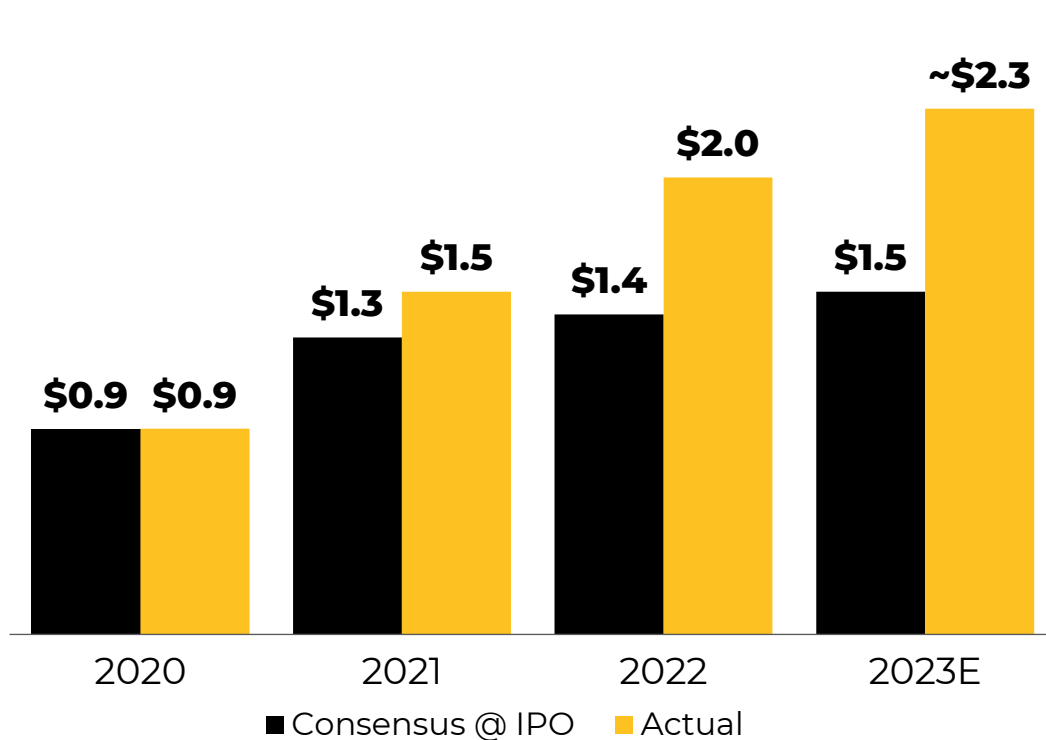
Revenue (\$B)

Adj. EBITDA (\$M)

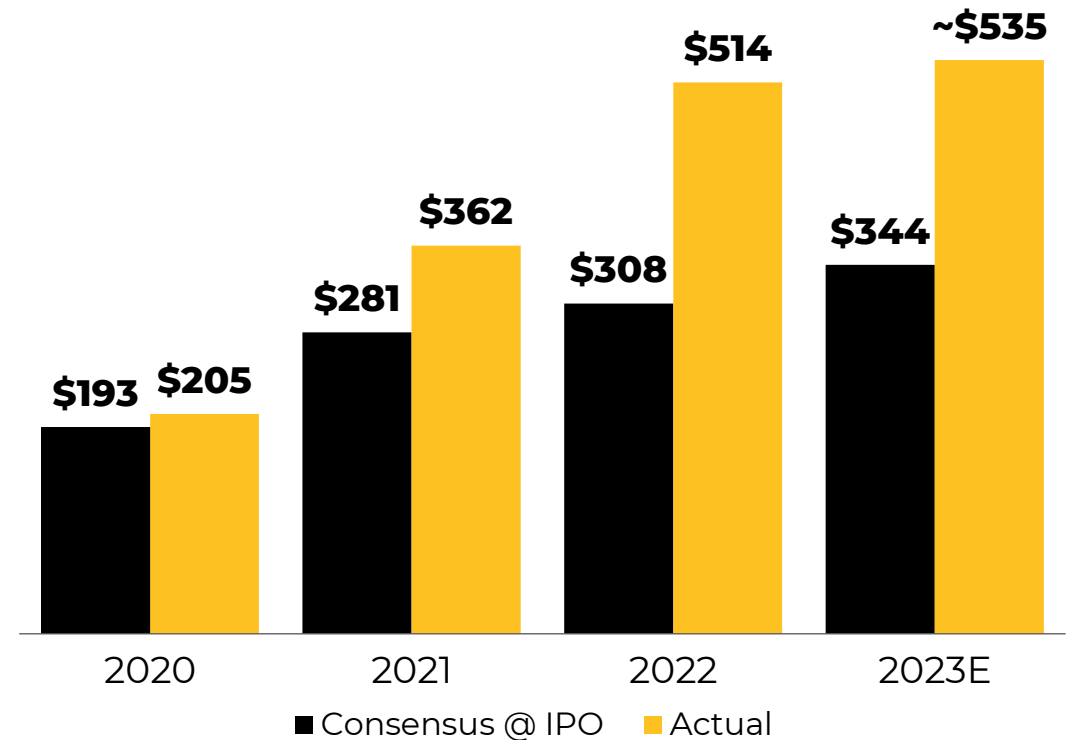


STRONG PERFORMANCE VS. IPO EXPECTATIONS

Revenue (\$B)



Adj. EBITDA (\$M)

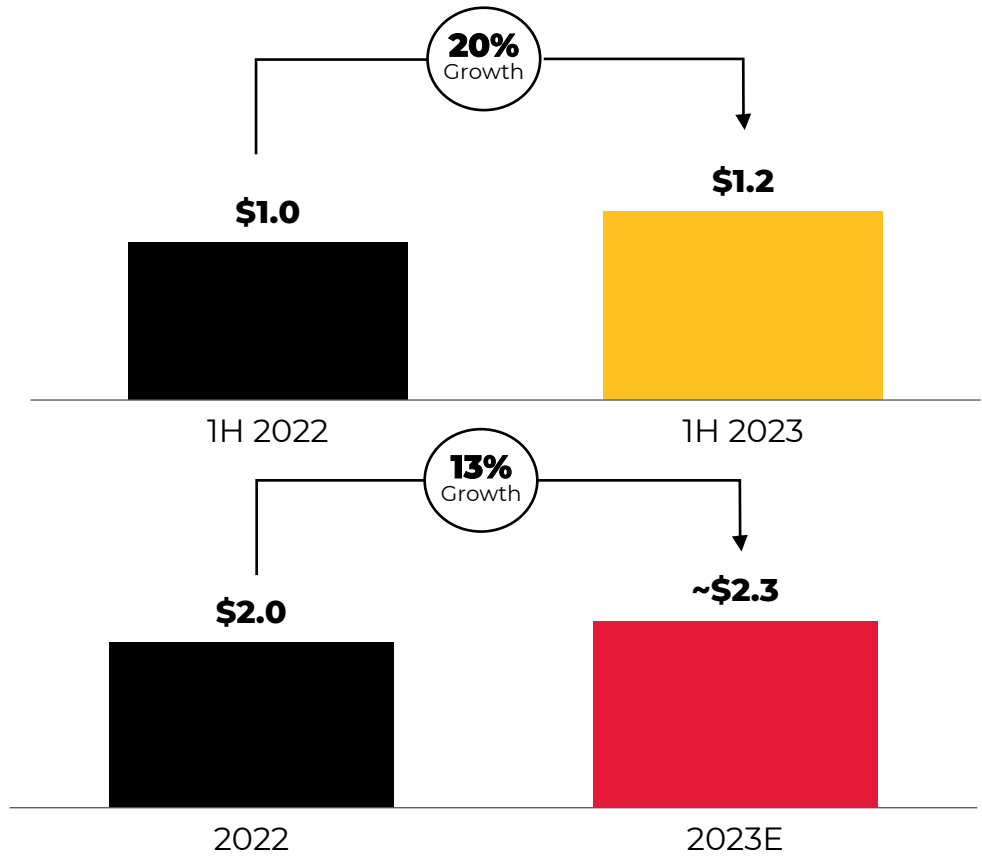


2023 FORECAST

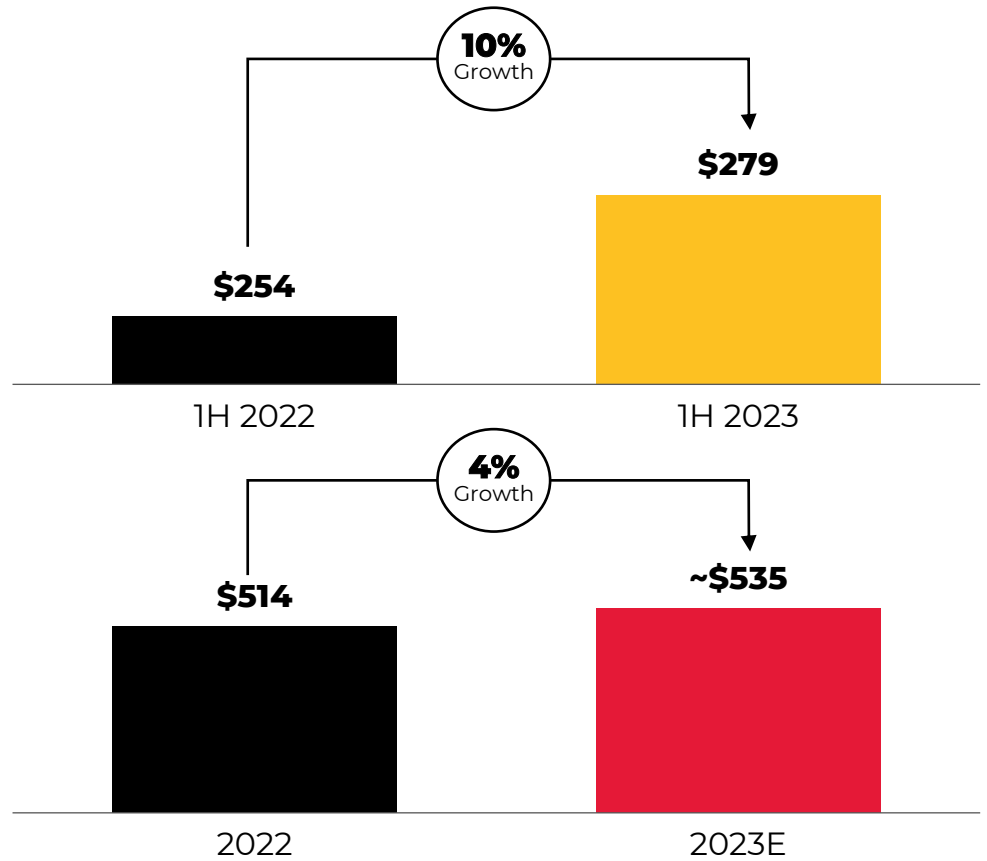
First Half

Full Year

Revenue (\$B)



Adj. EBITDA (\$M)



DREAM BIG PLAN 2026

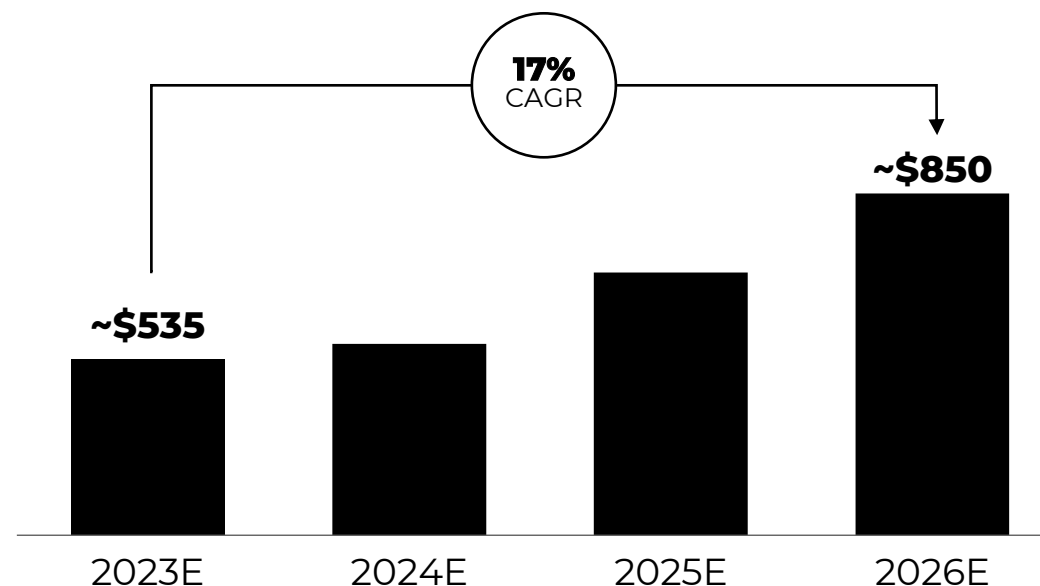
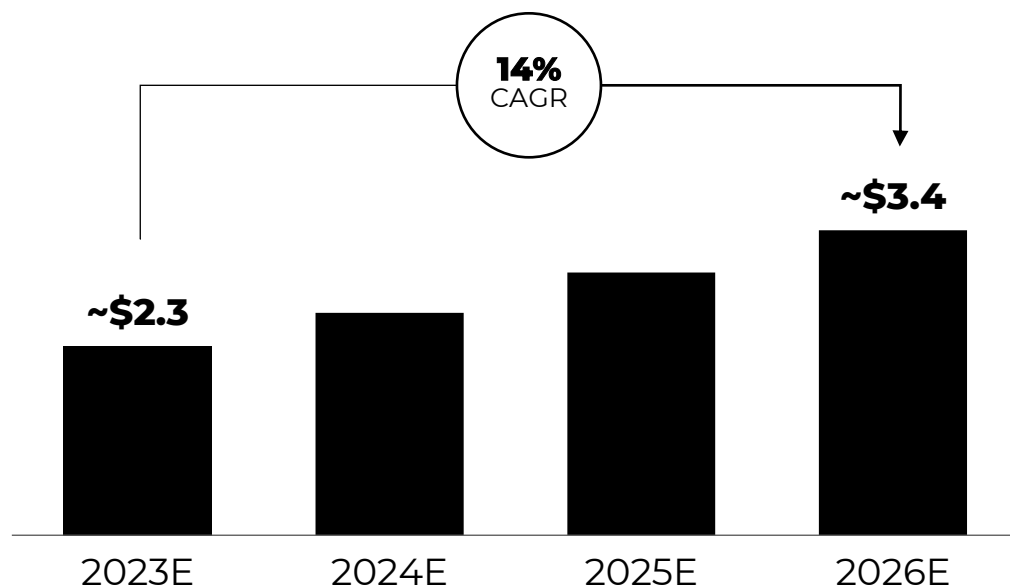
GO FORWARD PRINCIPLES

- ✓ **Disciplined Growth**
- ✓ **Strategic Capital Allocation**
- ✓ **Cash Generation & Deleveraging**
- ✓ **Portfolio Management**

DREAM BIG PLAN 2026

Revenue (\$B)

Adj. EBITDA (\$M)



Net Leverage Ratio

4.6x

LTM Q2 2023

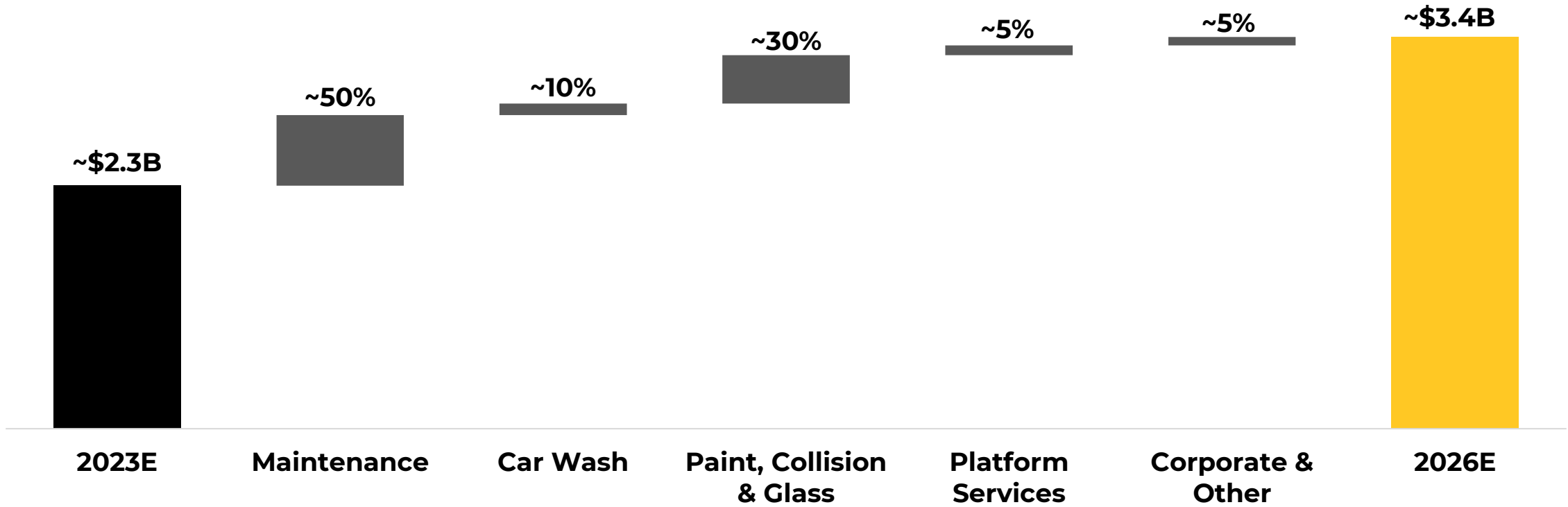
< 3x

2026E

Combination of Adj. EBITDA growth and cash flow generation

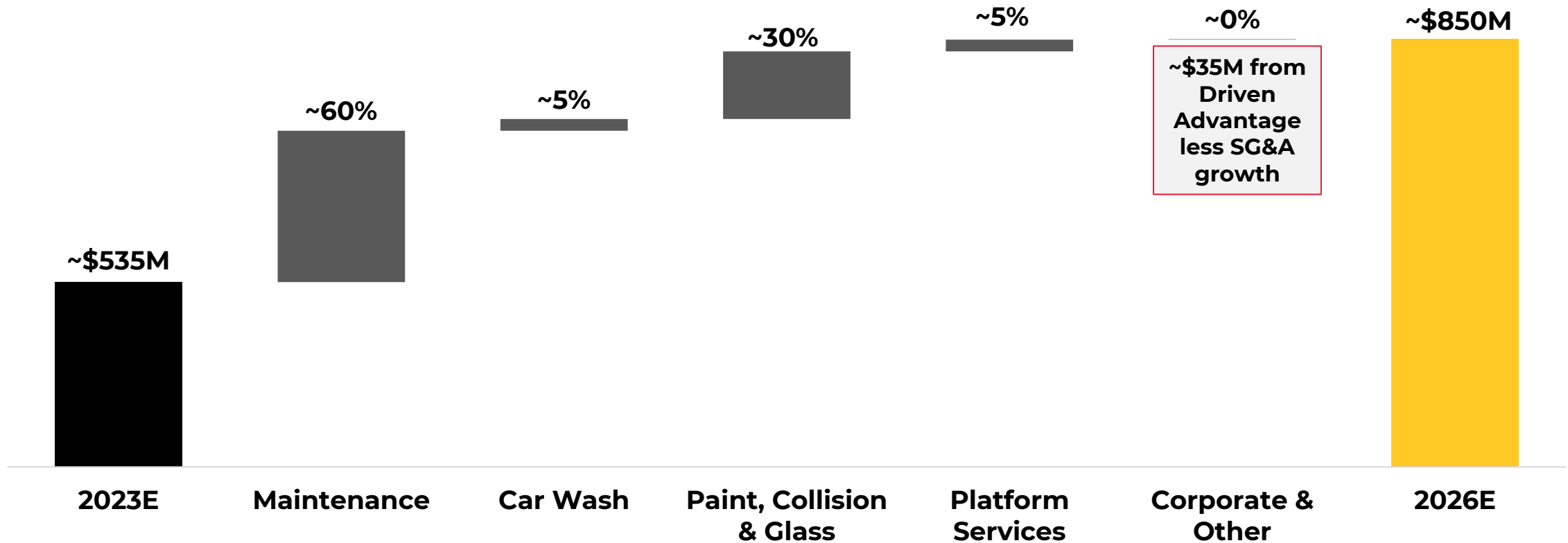
DREAM BIG PLAN 2026

REVENUE GROWTH BY SEGMENT



DREAM BIG PLAN 2026

ADJ. EBITDA GROWTH BY SEGMENT



DREAM BIG PLAN 2026

ADJ. EBITDA GROWTH BY LEVER

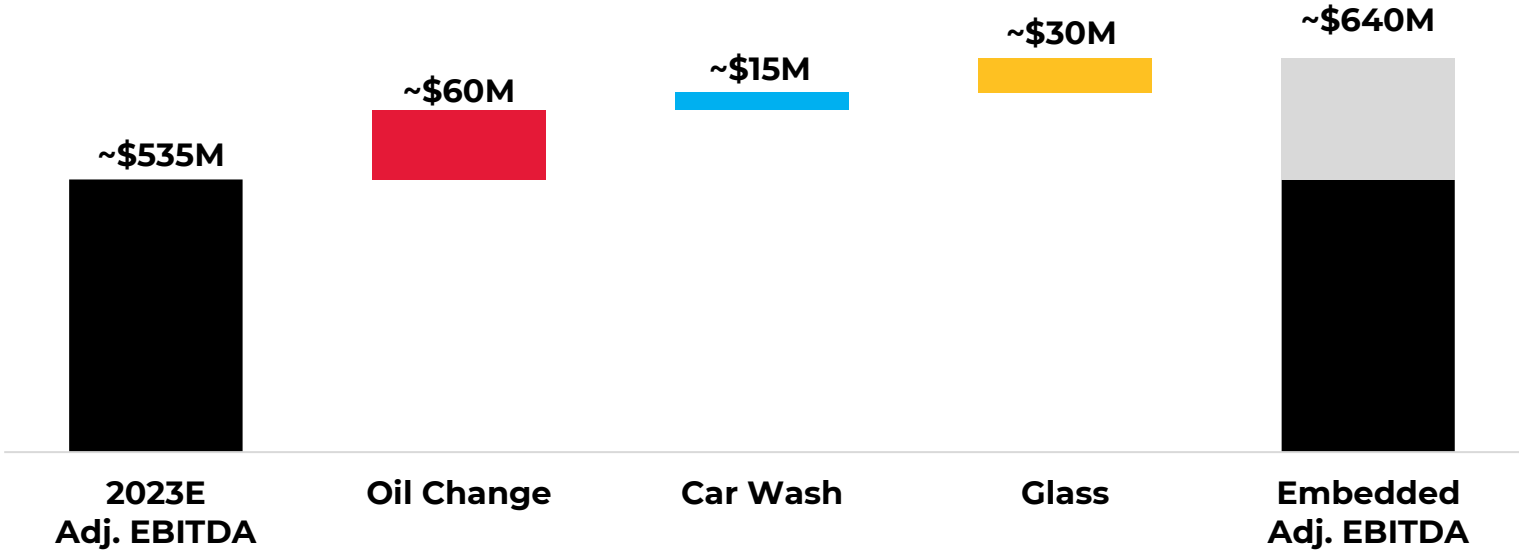


¹ Includes contribution from Platform Services and Driven Advantage partially offset by growth in Corporate selling, general, and administrative expenses



RAMPING STORES




Represents
Represents ~12% of Current Stores
 of Current Stores



Note: Reflects incremental EBITDA contribution assuming Year 3 estimated performance for ramping stores opened from 2021 to 2023E.



RAMPING STORES

Store Type	Ramping Stores (<3 Years Old)	Embedded Adj. EBITDA	Description
Oil Change 	~130 Company ~280 Franchised	~\$60M	Generate embedded Adj. EBITDA through 2026E based on ramp to year 3 estimated performance for stores opened from 2021 to 2023E
U.S. Glass 	~100 Company	~\$30M	
U.S. Car Wash 	~100 Company	~\$15M	
Total	~610	~\$105M	



~650 NEW STORES

Segment	Key Drivers
Maintenance	Take 5 Oil Change company-operated and franchise openings
Paint, Collision & Glass	U.S. Glass openings
Car Wash	Paused

~650
store growth
'24E-'26E

~50% franchised



MATURE STORES SSS

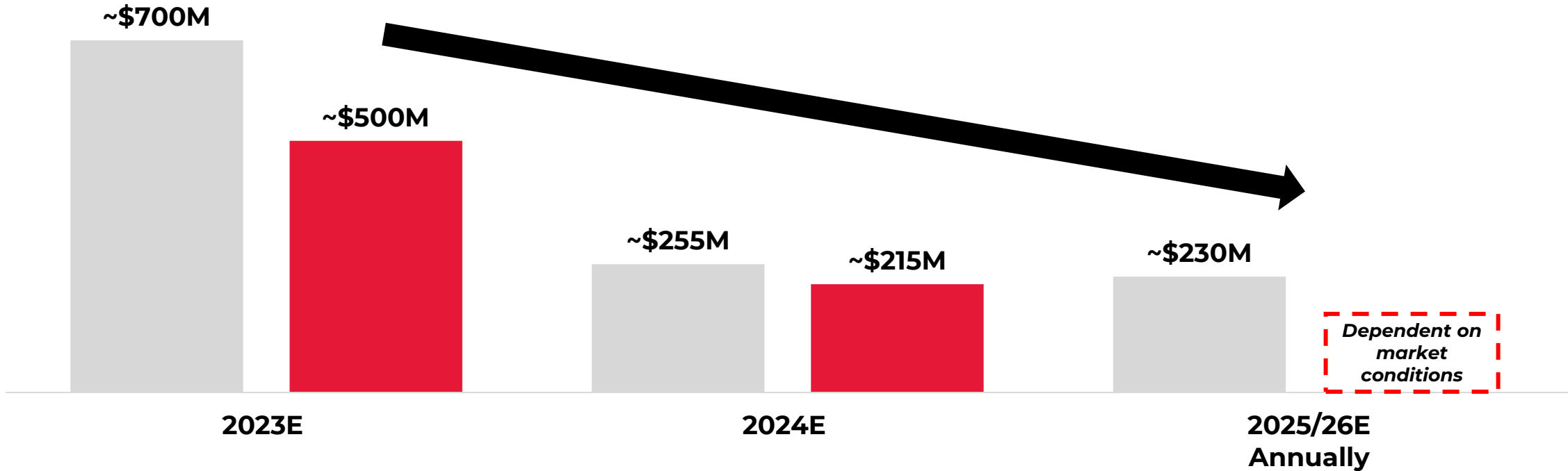
Segment	3YR SSS Historical Average ¹	Key Drivers
Maintenance	~13%	Continued momentum in Take 5 (company-operated and franchise)
Paint, Collision & Glass	~7%	Improvements in glass base Continued momentum in franchise businesses
Car Wash	~1%	Stable base business
Platform Services	~15%	1-800 Radiator ²
DRVN Total	~9%	

5%+
Avg. SSS
'24E-'26E

Notes: 1 - Reflects simple average of 2020-2022 SSS. Car Wash reflects simple average of 2021-2022 since acquisition occurred in 2020.
2 - SSS for Platform Services reflects 1-800 Radiator, which represents ~40% of segment Adj. EBITDA

DREAM BIG PLAN 2026

DECREASING CAPITAL SPEND



Projected gross capital spend

Projected capital spend net of sale leaseback proceeds

FOCUS ON CASH FLOW AND DELEVERAGING

LTM Q2 2023

2026E

Net Leverage Ratio

4.6x

< 3x

Combination of Adj. EBITDA growth
and cash flow generation

DRIVEN SHARE BUYBACK PROGRAM

On August 22, 2023, announced a share repurchase authorization of up to \$50M

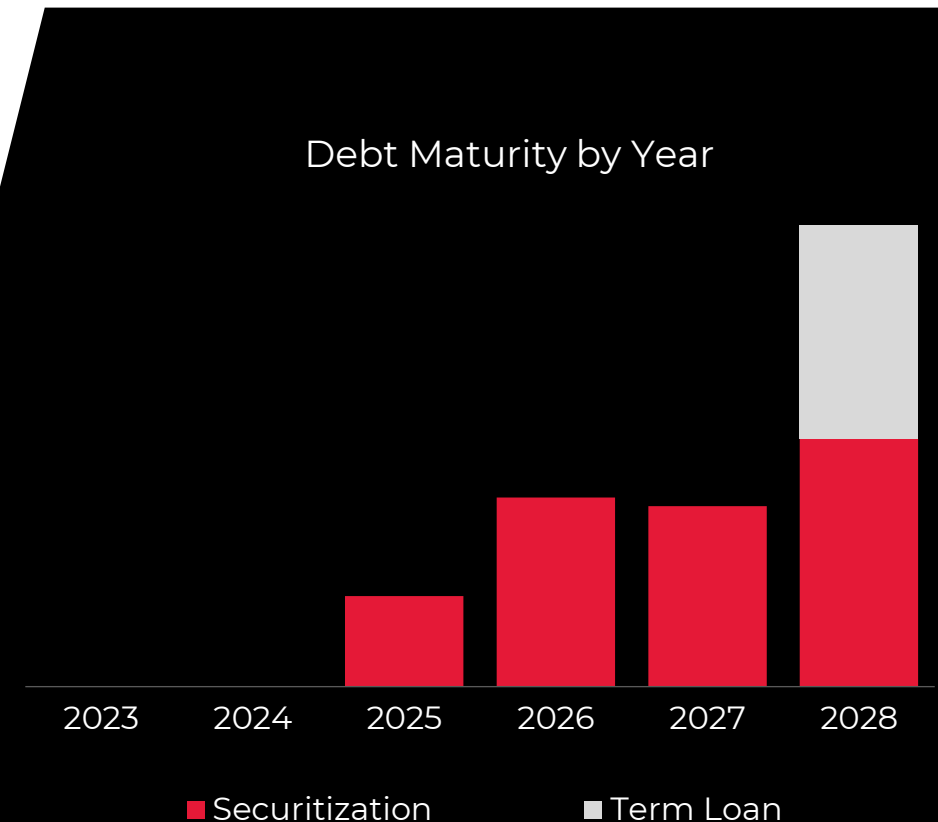
Through September 15, we have used just over half of the authorization

Entire repurchase authorization impacts net leverage by ***less than 0.1x***

ATTRACTIVE CAPITAL STRUCTURE

- ✓ Diversified capital structure including whole-business securitization, term loan, and revolving credit facility
- ✓ Low cost of debt (~5% blended)
- ✓ ~80% fixed-rate (@ approx 4.3%)
- ✓ 4.2 year weighted avg. maturity

Note: Figures as of Q2 2023; Chart excludes amounts available to be drawn under the Revolving Credit Facility (maturing in 2026), the 2019-3 Variable Funding Notes (maturing in 2025), and the 2022-1 Variable Funding Notes (maturing in 2027); Revolver is drawn \$110M as of Q2 2023





KEY TAKEAWAYS

- ✓ Strong financial foundation
- ✓ Continued Revenue and Adj. EBITDA growth
- ✓ Focused on long-term organic growth
- ✓ Responsible capital allocation
- ✓ Increasing free cash flow
- ✓ Committed to deleveraging

LIVE Q&A



**Jonathan
Fitzpatrick**

*President,
Chief Executive
Officer*



**Gary
Ferrera**

*Chief Financial
Officer*



**Danny
Rivera**

*Chief Operating
Officer*

Reconciliation of Net Income to Adjusted EBITDA (\$000)

	2015	2016	2017	2018	2019	2020	2021	2022	Q2 2023 YTD
Net Income (loss)	2,725	(8,918)	37,862	7,062	7,750	(4,216)	9,536	43,173	67,498
Income tax expense	2,866	(4,398)	(37,716)	2,805	4,830	11,372	25,356	25,167	31,246
Interest expense, net	21,082	33,591	40,763	41,758	56,846	95,646	75,914	114,096	79,012
Depreciation and amortization	10,035	19,212	17,864	19,846	24,220	62,114	112,777	147,156	83,617
EBITDA	36,708	39,487	58,773	71,471	93,646	164,916	223,583	329,592	261,373
Acquisition related costs ^(a)	3,683	4,507	900	-	12,497	15,682	62,386	15,304	5,597
Non-core items and project costs, net ^(b)	-	12,449	5,703	1,694	6,644	6,036	5,656	20,241	4,627
Sponsor management fees ^(c)	708	2,096	2,267	1,960	2,496	5,900	-	-	-
Straight-line rent adjustment ^(d)	-	835	780	1,304	2,172	7,150	11,619	14,965	9,003
Equity-based compensation expense ^(e)	276	605	650	1,195	1,195	1,323	4,301	20,583	7,049
Foreign currency transaction (gain) loss ^(f)	-	-	-	-	-	(13,563)	20,683	17,168	(2,977)
Bad debt expense (recovery) ^(g)	-	11,816	-	-	-	3,201	(3,183)	(449)	-
Tradename impairment ^(h)	-	-	-	-	-	-	-	125,450	-
Asset impairment and closed store expenses ⁽ⁱ⁾	-	-	3,267	9,847	-	9,311	(8,935)	(29,083)	(5,836)
Loss on debt extinguishment ^(j)	11,589	1,022	-	6,543	595	5,490	45,576	-	-
Adjusted EBITDA	52,964	72,817	72,340	94,014	119,245	205,446	361,686	513,771	278,836

(a) Consists of acquisition costs as reflected within the unaudited 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 U.S. GAAP, such costs relating to acquisitions are expensed as incurred and not capitalized.

(b) Consists of discrete items and project costs, including (i) third party consulting and professional fees associated with strategic transformation initiatives, (ii) wage subsidies received directly attributable to the COVID-19 pandemic, (iii) other miscellaneous expenses, including non-capitalizable expenses relating to the Company's initial public offering and other strategic transactions, including non-recurring payroll-related costs.

(c) Includes management fees paid to Roark Capital Management, LLC.

(d) 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.

(e) Represents non-cash equity-based compensation expense.

(f) Represents foreign currency transaction (gains) losses, net that primarily related to the remeasurement of our intercompany loans, which are partially offset by unrealized gains and losses on remeasurement of cross currency swaps and forward contracts.

(g) Represents bad debt expense (recovery) of previously uncollectible receivables outside of normal operations.

(h) Relates to an impairment of certain Car Wash trade names as the Company elected to discontinue their use.

(i) Relates to (gains) losses, net on sale leasebacks, impairment of certain fixed assets and operating lease right-of-use assets related to closed locations, and lease exit costs and other costs associated with stores that were closed prior to the respective lease termination dates.

(j) Represents the write-off of debt issuance costs and prepayment penalties associated with early termination of debt.