

PENSKE AUTOMOTIVE GROUP, INC.

Form 10-Q

August 03, 2007

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**UNITED STATES SECURITIES AND EXCHANGE COMMISSION**  
**Washington, D.C. 20549**  
**Form 10-Q**

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the quarterly period ended June 30, 2007**

**or**

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

**For the transition period from** \_\_\_\_\_ **to** \_\_\_\_\_

**Commission file number 1-12297**

**Penske Automotive Group, Inc.**

*(Exact name of registrant as specified in its charter)*

**Delaware**

*(State or other jurisdiction of  
incorporation or organization)*

**22-3086739**

*(I.R.S. Employer  
Identification No.)*

**2555 Telegraph Road,  
Bloomfield Hills, Michigan**

*(Address of principal executive offices)*

**48302-0954**

*(Zip Code)*

**Registrant's telephone number, including area code:**

**(248) 648-2500**

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No   
Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, or a non-accelerated filer. See definition of accelerated filer and large accelerated filer in Rule 12b-2 of the Exchange Act (check one)

Large Accelerated Filer

Accelerated Filer

Non-accelerated Filer

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

As of July 23, 2007, there were 94,948,516 shares of voting common stock outstanding.

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**CONSOLIDATED CONDENSED BALANCE SHEETS**

	<b>June 30, 2007</b>	<b>December 31, 2006</b>
	<b>(Unaudited)</b>	
	<b>(In thousands, except per share amounts)</b>	
<b>ASSETS</b>		
Cash and cash equivalents	\$ 18,256	\$ 13,147
Accounts receivable, net of allowance for doubtful accounts of \$2,717 and \$2,867	474,674	470,301
Inventories, net	1,635,690	1,525,800
Other current assets	99,653	71,526
Assets held for sale	139,907	190,881
Total current assets	2,368,180	2,271,655
Property and equipment, net	563,548	582,407
Goodwill	1,328,707	1,259,886
Franchise value	297,552	246,118
Other assets	93,094	109,736
Total assets	\$ 4,651,081	\$ 4,469,802
 <b>LIABILITIES AND STOCKHOLDERS EQUITY</b>		
Floor plan notes payable	\$ 1,108,688	\$ 874,326
Floor plan notes payable non-trade	452,850	298,703
Accounts payable	290,911	301,592
Accrued expenses	257,126	214,544
Current portion of long-term debt	14,725	13,385
Liabilities held for sale	69,959	50,560
Total current liabilities	2,194,259	1,753,110
Long-term debt	831,771	1,168,666
Other long-term liabilities	277,135	252,373
Total liabilities	3,303,165	3,174,149
Commitments and contingent liabilities		
<b>Stockholders Equity</b>		
Preferred Stock, \$0.0001 par value; 100 shares authorized; none issued and outstanding		

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Common Stock, \$0.0001 par value, 240,000 shares authorized; 94,933 shares issued at June 30, 2007; 94,468 shares issued at December 31, 2006		
Non-voting Common Stock, \$0.0001 par value, 7,125 shares authorized; none issued and outstanding		
Class C Common Stock, \$0.0001 par value, 20,000 shares authorized; none issued and outstanding		
Additional paid-in-capital	727,893	768,794
Retained earnings	529,959	492,704
Accumulated other comprehensive income	90,055	79,379
Treasury stock, at cost; 0 shares at June 30, 2007 and 5,306 shares at December 31, 2006		(45,233)
Total stockholders' equity	1,347,916	1,295,653
Total liabilities and stockholders' equity	\$ 4,651,081	\$ 4,469,802

See Notes to Consolidated Condensed Financial Statements

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**CONSOLIDATED CONDENSED STATEMENTS OF INCOME**

	Three Months Ended June 30,		Six Months Ended June 30,	
	2007	2006 (Restated)* (Unaudited)	2007	2006 (Restated)*
	(In thousands, except per share amounts)			
Revenue:				
New vehicle	\$ 1,831,369	\$ 1,583,639	\$ 3,479,067	\$ 3,017,486
Used vehicle	829,057	631,982	1,617,464	1,187,322
Finance and insurance, net	75,698	65,680	144,666	123,745
Service and parts	357,377	306,924	710,310	600,905
Fleet and wholesale vehicle	288,137	249,502	538,570	462,725
Total revenues	3,381,638	2,837,727	6,490,077	5,392,183
Cost of sales:				
New vehicle	1,678,521	1,444,861	3,187,699	2,752,530
Used vehicle	763,636	577,581	1,490,807	1,082,744
Service and parts	156,407	137,730	313,501	269,806
Fleet and wholesale vehicle	287,089	248,064	534,586	458,554
Total cost of sales	2,885,653	2,408,236	5,526,593	4,563,634
Gross profit	495,985	429,491	963,484	828,549
Selling, general and administrative expenses	389,276	334,600	764,862	657,345
Depreciation and amortization	13,337	10,805	26,147	20,982
Operating income	93,372	84,086	172,475	150,222
Floor plan interest expense	(19,546)	(16,218)	(35,721)	(30,191)
Other interest expense	(12,917)	(11,436)	(31,776)	(23,383)
Equity in earnings of affiliates	2,529	1,968	1,708	3,118
Loss on debt redemption			(18,634)	
Income from continuing operations before income taxes and minority interests	63,438	58,400	88,052	99,766
Income taxes	(23,473)	(21,457)	(31,829)	(36,521)
Minority interests	(702)	(636)	(996)	(1,058)

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Income from continuing operations	39,263	36,307	55,227	62,187
Income (loss) from discontinued operations, net of tax	1,092	386	(290)	(1,539)
Net income	\$ 40,355	\$ 36,693	\$ 54,937	\$ 60,648
<b>Basic earnings per share:</b>				
Continuing operations	\$ 0.42	\$ 0.39	\$ 0.59	\$ 0.67
Discontinued operations	0.01	0.00	0.00	(0.02)
Net income	0.43	0.39	0.58	0.65
Shares used in determining basic earnings per share	94,033	93,900	93,940	93,461
<b>Diluted earnings per share:</b>				
Continuing operations	\$ 0.42	\$ 0.38	\$ 0.58	\$ 0.66
Discontinued operations	0.01	0.00	0.00	(0.02)
Net income	0.43	0.39	0.58	0.64
Shares used in determining diluted earnings per share	94,532	94,636	94,483	94,499
Cash dividends per share	\$ 0.07	\$ 0.07	\$ 0.14	\$ 0.13

\* See Note 1

See Notes to Consolidated Condensed Financial Statements

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**CONSOLIDATED CONDENSED STATEMENTS OF CASH FLOWS**

	Six Months Ended June 30,	
	2007	2006 (Restated)*
	(Unaudited)	
	(In thousands)	
<b>Operating Activities:</b>		
Net income	\$ 54,937	\$ 60,648
Adjustments to reconcile net income to net cash from continuing operating activities:		
Depreciation and amortization	26,147	20,982
Undistributed earnings of equity method investments	(1,708)	(3,114)
Loss from discontinued operations, net of tax	290	1,539
Deferred income taxes	9,314	10,181
Loss on debt redemption	18,634	
Minority interests	996	1,058
Changes in operating assets and liabilities:		
Accounts receivable	14,703	19,402
Inventories	(66,974)	(121,157)
Floor plan notes payable	234,362	138,298
Accounts payable and accrued expenses	22,186	91,802
Other	(32,068)	(33,154)
Net cash from continuing operating activities	280,819	186,485
<b>Investing Activities:</b>		
Purchase of equipment and improvements	(73,193)	(110,910)
Proceeds from sale-leaseback transactions	76,509	21,443
Dealership acquisitions net, including repayment of sellers' floorplan notes payable of \$42,959 and \$86,886, respectively	(151,528)	(225,220)
Other	13,264	
Net cash from continuing investing activities	(134,948)	(314,687)
<b>Financing Activities:</b>		
Proceeds from borrowings under U.S. credit agreement	241,500	200,000
Repayments under U.S. credit agreement	(241,500)	(440,000)
Redemption 9 5/8% Senior Subordinated debt	(314,439)	
Issuance of convertible subordinated debt		375,000
Net borrowings (repayments) of other long-term debt	(38,828)	4,463
Net borrowings of floor plan notes payable - non-trade	154,147	22,250
Payment of deferred financing costs		(11,771)

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Proceeds from exercises of options, including excess tax benefit	1,527	17,492
Repurchase of common stock		(18,955)
Dividends	(13,252)	(12,063)
Net cash from continuing financing activities	(210,845)	136,416
Discontinued operations:		
Net cash from discontinued operating activities	13,866	6,431
Net cash from discontinued investing activities	40,058	8,056
Net cash from discontinued financing activities	16,159	(4,645)
Net cash from discontinued operations	70,083	9,842
Net change in cash and cash equivalents	5,109	18,056
Cash and cash equivalents, beginning of period	13,147	8,957
Cash and cash equivalents, end of period	\$ 18,256	\$ 27,013

**Supplemental disclosures of cash flow information:**

Cash paid for:		
Interest	\$ 76,418	\$ 50,874
Income taxes	12,598	14,244
Seller financed debt	4,953	

\* See Note 1

See Notes to Consolidated Condensed Financial Statements

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**CONSOLIDATED CONDENSED STATEMENT OF STOCKHOLDERS EQUITY**

	Common Stock Issued Shares	Amount	Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Income	Treasury Stock	Total Stockholders Equity
(Unaudited) (Dollars in thousands)							
Balances, January 1, 2007	94,468,013	\$ 9	\$ 768,794	\$ 492,704	\$ 79,379	\$ (45,233)	\$ 1,295,653
Adoption of FIN 48 (Note 1)				(4,430)			(4,430)
Restricted stock	348,182		2,805				2,805
Exercise of options, including tax benefit of \$652	116,385		1,527				1,527
Dividends				(13,252)			(13,252)
Foreign currency translation					10,209		10,209
Other					467		467
Retirement of Treasury Stock			(45,233)			45,233	
Net income				54,937			54,937
Balances, June 30, 2007	94,932,580	\$ 9	\$ 727,893	\$ 529,959	\$ 90,055	\$	\$ 1,347,916

See Notes to Consolidated Condensed Financial Statements

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS**  
**(Unaudited)**  
**(In thousands, except per share amounts)**

**1. Interim Financial Statements**

***Basis of Presentation***

The following unaudited consolidated condensed financial statements of Penske Automotive Group, Inc. (the Company ) have been prepared pursuant to the rules and regulations of the Securities and Exchange Commission ( SEC ). Certain information and disclosures normally included in the Company s annual financial statements prepared in accordance with generally accepted accounting principles have been condensed or omitted pursuant to the SEC rules and regulations. The information presented as of June 30, 2007 and December 31, 2006 and for the three and six month periods ended June 30, 2007 and 2006 is unaudited, but includes all adjustments which the management of the Company believes to be necessary for the fair presentation of results for the periods presented. The consolidated condensed financial statements for prior periods have been revised for entities which have been treated as discontinued operations through June 30, 2007. The results for the interim periods are not necessarily indicative of results to be expected for the year. These consolidated condensed financial statements should be read in conjunction with the Company s audited financial statements for the year ended December 31, 2006, which are included as part of the Company s Annual Report on Form 10-K.

On July 2, 2007, the Company changed its corporate name from United Auto Group, Inc. to Penske Automotive Group, Inc.

On June 1, 2006, the Company effected a two-for-one split of its voting common stock in the form of a dividend. Shareholders of record as of May 11, 2006 received one additional share for each share they owned. All share and per share information herein reflects the stock split.

Tax returns filed by the Company in all jurisdictions are subject to periodic audit by various tax authorities, certain of which are currently underway. To date, no material adjustments have been proposed in connection with these audits, and the Company does not anticipate that these audits will result in a material change to its financial position or results of operations. FASB Interpretation ( FIN ) No. 48 Accounting for Uncertainty in Income Taxes clarifies the accounting for uncertain tax positions, prescribing a minimum recognition threshold a tax position is required to meet before being recognized, and providing guidance on the derecognition, measurement, classification and disclosure relating to income taxes.

The Company adopted FIN No. 48 as of January 1, 2007, pursuant to which the Company recorded a \$4,430 increase in the liability for unrecognized tax benefits, which was accounted for as a reduction to the January 1, 2007 balance of retained earnings. As of January 1, 2007, the Company s total amount of unrecognized tax benefit was approximately \$36,600, of which approximately \$23,600 could favorably impact the Company s effective tax rate in the future. The Company recognizes interest and penalties related to income tax matters in income tax expense. The Company does not expect the amount of unrecognized tax benefits to change materially in the next twelve months.

In September 2006, the SEC released Staff Accounting Bulletin No. 108, Considering the Effects of Prior Year Misstatements When Quantifying Misstatements in Current Year Financial Statements ( SAB 108 ), which permitted the Company to adjust for the cumulative effect of prior period immaterial errors in the carrying amount of assets and liabilities as of the beginning of 2006, with an offsetting adjustment to retained earnings as of January 1, 2006. SAB 108 requires the adjustment of any previously issued quarterly financial statements within 2006 for the effects of such errors on the quarters when the information is next presented. Such adjustments do not require previously filed reports with the SEC to be amended. In accordance with SAB 108, the Company adjusted its opening retained earnings as of January 1, 2006 and its financial results for the first three quarters of fiscal 2006 to correct an error related to operating leases with scheduled rent increases which were not accounted for on a straight line basis over the rental period. The error, which was previously determined to be immaterial on a quantitative and qualitative basis under the Company s assessment methodology for each individual period, impacted net income by \$804 and \$2,115 during the years ended December 31, 2005 and 2004, respectively. A summary of the impact of the error on previously issued 2006 quarterly financial statements follows:

	<b>2006</b>
Cumulative effect on stockholders' equity as of January 1,	\$ (10,792)
Effect on:	
Net income for the three months ended March 31,	\$ (138)
Net income for the three months ended June 30,	\$ (143)
Net income for the three months ended September 30,	\$ (143)

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)*****Discontinued Operations***

The Company accounts for dispositions as discontinued operations when it is evident that the operations and cash flows of a franchise being disposed of will be eliminated from the Company's on-going operations and that the Company will not have any significant continuing involvement in its operations. In reaching the determination as to whether the cash flows of a dealership will be eliminated from ongoing operations, the Company considers whether it is likely that customers will migrate to similar franchises that it owns in the same geographic market. The Company's consideration includes an evaluation of the brands sold at other dealerships it operates in the market and their proximity to the disposed dealership. When the Company disposes of franchises, it typically does not have continuing brand representation in that market. If the franchise being disposed of is located in a complex of Company dealerships, the Company does not treat the disposition as a discontinued operation if the Company believes that the cash flows generated by the disposed franchise will be replaced by expanded operations of the remaining franchises. Combined financial information regarding dealerships accounted for as discontinued operations follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2007	2006	2007	2006
Revenues	\$ 128,953	\$ 234,117	\$ 266,068	\$ 460,622
Pre-tax income (loss)	819	921	(1,186)	(682)
Gain (loss) on disposal	956	(228)	1,189	(1,796)
			<b>June 30,</b>	<b>December 31,</b>
			<b>2007</b>	<b>2006</b>
Inventories			\$ 62,788	\$ 100,965
Other assets			77,119	89,916
Total assets			\$ 139,907	\$ 190,881
Floor plan notes payable (trade and non-trade)			\$ 53,714	\$ 28,556
Other liabilities			16,245	22,004
Total Liabilities			\$ 69,959	\$ 50,560

***Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. The accounts requiring the use of significant estimates include accounts receivable, inventories, income taxes, intangible assets and certain reserves.

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)*****Intangible Assets***

The Company's principal intangible assets relate to its franchise agreements with vehicle manufacturers, which represent the estimated value of franchises acquired in business combinations, and goodwill, which represents the excess of cost over the fair value of tangible and identified intangible assets acquired in connection with business combinations. Intangible assets are amortized over their estimated useful lives. The Company believes the franchise value of its dealerships has an indefinite useful life based on the following facts:

Automotive retailing is a mature industry and is based on franchise agreements with the vehicle manufacturers;

There are no known changes or events that would alter the automotive retailing franchise environment;

Certain franchise agreement terms are indefinite;

Franchise agreements that have limited terms have historically been renewed without substantial cost; and

The Company's history shows that manufacturers have not terminated franchise agreements.

The following is a summary of the changes in the carrying amount of goodwill and franchise value for the six months ended June 30, 2007:

	<b>Goodwill</b>	<b>Franchise Value</b>
Balance January 1, 2007	\$ 1,259,886	\$ 246,118
Additions during period	59,426	48,896
Foreign currency translation	9,395	2,538
Balance June 30, 2007	\$ 1,328,707	\$ 297,552

As of June 30, 2007, approximately \$679,926 of the Company's goodwill is deductible for tax purposes. The Company has established deferred tax liabilities related to the temporary differences arising from such tax deductible goodwill.

***New Accounting Pronouncements***

SFAS No. 157, *Fair Value Measurements* defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles, and expands disclosure requirements relating to fair value measurements. SFAS No. 157 will be effective for the Company on January 1, 2008. The Company is currently evaluating the impact of this pronouncement.

SFAS No. 159, *The Fair Value Option for Financial Assets and Financial Liabilities* permits entities to choose to measure many financial instruments and certain other items at fair value and consequently report unrealized gains and losses on such items in earnings. SFAS No. 159 will be effective for the Company on January 1, 2008. The Company is currently evaluating the impact of this pronouncement.

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)****2. Inventories**

Inventories consisted of the following:

	<b>June 30, 2007</b>	<b>December 31, 2006</b>
New vehicles	\$ 1,171,125	\$ 1,083,990
Used vehicles	384,639	363,070
Parts, accessories and other	79,926	78,740
Total inventories	\$ 1,635,690	\$ 1,525,800

The Company receives non-refundable credits from certain vehicle manufacturers which are treated as a reduction of cost of sales when the vehicles are sold. Such credits amounted to \$15,323 and \$15,156 during the six months ended June 30, 2007 and 2006, respectively.

**3. Business Combinations**

The Company acquired 6 and 33 franchises during the six months ended June 30, 2007 and 2006, respectively. The Company's financial statements include the results of operations of the acquired dealerships from the date of acquisition. Purchase price allocations may be subject to final adjustment. A summary of the aggregate purchase price allocations for the six months ended June 30, 2007 and 2006 follows:

	<b>June 30,</b>	
	<b>2007</b>	<b>2006</b>
Accounts receivable	\$ 11,908	\$ 14,020
Inventory	42,916	94,862
Other current assets	9	4,604
Property and equipment	4,559	9,386
Goodwill	52,253	99,072
Franchise value	48,896	31,294
Other assets	5,703	4,637
Current liabilities	(14,716)	(22,126)
Long term liabilities		(10,529)
Cash used in dealership acquisitions	\$ 151,528	\$ 225,220

The following unaudited consolidated pro forma results of operations of the Company for the three and six months ended June 30, 2007 and 2006 give effect to acquisitions consummated during 2007 and 2006 as if they had occurred on January 1, 2006.

	Three Months Ended June 30,		Six Months Ended June 30,	
	2007	2006	2007	2006
Revenues	\$ 3,425,555	\$ 3,168,856	\$ 6,625,246	\$ 6,068,523
Income from continuing operations	39,799	38,454	57,008	65,070
Net income	40,891	38,931	56,748	63,715

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Income from continuing operations per diluted common share	\$	0.42	\$	0.41	\$	0.60	\$	0.69
Earnings per diluted common share	\$	0.43	\$	0.41	\$	0.60	\$	0.67

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)****4. Floor Plan Notes Payable Trade and Non-trade**

The Company finances the majority of its new and a portion of its used vehicle inventories under revolving floor plan arrangements with various lenders. In the U.S., the floor plan arrangements are due on demand; however, the Company is generally not required to make loan principal repayments prior to the sale of the financed vehicles. The Company typically makes monthly interest payments on the amount financed. Outside the U.S., substantially all of the floor plan arrangements are payable on demand or have an original maturity of 90 days or less and the Company is generally required to repay floor plan advances at the earlier of the sale of the financed vehicles or the stated maturity. All of the floor plan agreements grant a security interest in substantially all of the assets of the Company's dealership subsidiaries. Interest rates under the floor plan arrangements are variable and increase or decrease based on changes in defined benchmarks. The Company classifies floor plan notes payable to a party other than the manufacturer of a particular new vehicle, and all floor plan notes payable relating to pre-owned vehicles, as floor plan notes payable non-trade on its consolidated condensed balance sheets and classifies related cash flows as a financing activity on its consolidated condensed statements of cash flows.

**5. Earnings Per Share**

Basic earnings per share is computed using net income and weighted average shares of voting common stock outstanding. Diluted earnings per share is computed using net income and the weighted average shares of voting common stock outstanding, adjusted for the dilutive effect of stock options and restricted stock. A reconciliation of the number of shares used in the calculation of basic and diluted earnings per share for the three and six months ended June 30, 2007 and 2006 follows:

	Three Months Ended June		Six Months Ended June 30,	
	2007	2006	2007	2006
Weighted average shares outstanding	94,033	93,900	93,940	93,461
Effect of stock options	228	334	236	552
Effect of restricted stock	271	402	307	486
Weighted average shares outstanding, including effect of dilutive securities	94,532	94,636	94,483	94,499

In addition, the Company has senior subordinated convertible notes outstanding which, under certain circumstances discussed in Note 6, may be converted to voting common stock. As of June 30, 2007 and 2006, no shares related to the senior subordinated convertible notes were included in the calculation of diluted earnings per share because the effect of such securities was not dilutive.

**6. Long-Term Debt**

Long-term debt consisted of the following:

	June 30, 2007	December 31, 2006
U.S. credit agreement	\$	\$
U.K. credit agreement	86,821	117,544
7.75% Senior Subordinated Notes due 2016	375,000	375,000
3.5% Senior Subordinated Convertible Notes due 2026	375,000	375,000
9.625% Senior Subordinated Notes due 2012		300,000
Other	9,675	14,507

Total long-term debt	846,496	1,182,051
Less: Current portion	(14,725)	(13,385)
Net long-term debt	\$ 831,771	\$ 1,168,666

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)*****U.S. Credit Agreement***

The Company is party to a credit agreement with DaimlerChrysler Financial Services Americas LLC and Toyota Motor Credit Corporation, as amended (the U.S. Credit Agreement), which provides for up to \$250,000 in revolving loans for working capital, acquisitions, capital expenditures, investments and for other general corporate purposes, and for an additional \$10,000 of availability for letters of credit, through September 30, 2009. The revolving loans bear interest between defined LIBOR plus 2.50% and defined LIBOR plus 3.50%.

The U.S. Credit Agreement is fully and unconditionally guaranteed on a joint and several basis by the Company's domestic subsidiaries and contains a number of significant covenants that, among other things, restrict the Company's ability to dispose of assets, incur additional indebtedness, repay other indebtedness, pay dividends, create liens on assets, make investments or acquisitions and engage in mergers or consolidations. The Company is also required to comply with specified financial and other tests and ratios, each as defined in the U.S. Credit Agreement, including: a ratio of current assets to current liabilities, a fixed charge coverage ratio, a ratio of debt to stockholders' equity, a ratio of debt to earnings before interest, taxes, depreciation and amortization (EBITDA), a ratio of domestic debt to domestic EBITDA, and a measurement of stockholders' equity. A breach of these requirements would give rise to certain remedies under the agreement, the most severe of which is the termination of the agreement and acceleration of the amounts owed. As of June 30, 2007, the Company was in compliance with all covenants under the U.S. Credit Agreement.

The U.S. Credit Agreement also contains typical events of default, including change of control, non-payment of obligations and cross-defaults to the Company's other material indebtedness. Substantially all of the Company's domestic assets not pledged as security under floor plan arrangements are subject to security interests granted to lenders under the U.S. Credit Agreement. Outstanding letters of credit under the U.S. Credit Agreement amounted to \$500 as of June 30, 2007. No other amounts were outstanding under this facility as of June 30, 2007.

***U.K. Credit Agreement***

The Company's subsidiaries in the U.K. (the U.K. Subsidiaries) are party to an agreement with the Royal Bank of Scotland plc, as agent for National Westminster Bank plc, which provides for a five year multi-option credit agreement, a fixed rate credit agreement and a seasonally adjusted overdraft line of credit (collectively, the U.K. Credit Agreement) to be used to finance acquisitions, working capital, and general corporate purposes. The U.K. Credit Agreement provides for (1) up to £70,000 in revolving loans through August 31, 2011, which have an original maturity of 90 days or less and bear interest between defined LIBOR plus 0.65% and defined LIBOR plus 1.25%, (2) a £30,000 funded term loan which bears interest between 5.94% and 6.54% and is payable ratably in quarterly intervals commencing on June 30, 2007 through June 30, 2011, and (3) a seasonally adjusted overdraft line of credit for up to £30,000 that bears interest at the Bank of England Base Rate plus 1.00% and matures on August 31, 2011. The U.K. Credit Agreement is fully and unconditionally guaranteed on a joint and several basis by the U.K. Subsidiaries, and contains a number of significant covenants that, among other things, restrict the ability of the U.K. Subsidiaries to pay dividends, dispose of assets, incur additional indebtedness, repay other indebtedness, create liens on assets, make investments or acquisitions and engage in mergers or consolidations. In addition, the U.K. Subsidiaries are required to comply with specified ratios and tests, each as defined in the U.K. Credit Agreement, including: a ratio of earnings before interest and taxes plus rental payments to interest plus rental payments (as defined), a measurement of maximum capital expenditures, and a debt to EBITDA ratio (as defined). A breach of these requirements would give rise to certain remedies under the agreement, the most severe of which is the termination of the agreement and acceleration of the amounts owed. As of June 30, 2007, the Company was in compliance with all covenants under the U.K. Credit Agreement.

The U.K. Credit Agreement also contains typical events of default, including change of control and non-payment of obligations and cross-defaults to other material indebtedness of the U.K. Subsidiaries. Substantially all of the U.K. Subsidiaries' assets not pledged as security under floor plan arrangements are subject to security interests granted to lenders under the U.K. Credit Agreement. As of June 30, 2007, outstanding loans under the U.K. Credit Agreement amounted to £43,235 (\$86,821).



**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)*****7.75% Senior Subordinated Notes***

On December 7, 2006, the Company issued \$375,000 aggregate principal amount of 7.75% Senior Subordinated Notes (the 7.75% Notes) due 2016. The 7.75% Notes are unsecured senior subordinated notes and are subordinate to all existing and future senior debt, including debt under the Company's credit agreements and floor plan indebtedness. The 7.75% Notes are guaranteed by substantially all wholly-owned domestic subsidiaries on a senior subordinated basis. The Company can redeem all or some of the 7.75% Notes at its option beginning in December 2011 at specified redemption prices, or prior to December 2011 at 100% of the principal amount of the notes plus an applicable make-whole premium, as defined. In addition, the Company may redeem up to 40% of the 7.75% Notes at specified redemption prices using the proceeds of certain equity offerings before December 15, 2009. Upon certain sales of assets or specific kinds of changes of control the Company is required to make an offer to purchase the 7.75% Notes. The 7.75% Notes also contain customary negative covenants and events of default. As of June 30, 2007, the Company was in compliance with all negative covenants and there were no events of default.

***Senior Subordinated Convertible Notes***

On January 31, 2006, the Company issued \$375,000 aggregate principal amount of 3.50% senior subordinated convertible notes due 2026 (the Convertible Notes). The Convertible Notes mature on April 1, 2026, unless earlier converted, redeemed or purchased by the Company. The Convertible Notes are unsecured senior subordinated obligations and are guaranteed on an unsecured senior subordinated basis by substantially all of the Company's wholly owned domestic subsidiaries. The Convertible Notes also contain customary negative covenants and events of default. As of June 30, 2007, the Company was in compliance with all negative covenants and there were no events of default. Holders may convert based on a conversion rate of 42.2052 shares of common stock per \$1,000 principal amount of the Convertible Notes (which is equal to an initial conversion price of approximately \$23.69 per share), subject to adjustment, only under the following circumstances: (1) in any quarterly period commencing after March 31, 2006, if the closing price of the common stock for twenty of the last thirty trading days in the prior quarter exceeds \$28.43 (subject to adjustment), (2) for specified periods, if the trading price of the Convertible Notes falls below specific thresholds, (3) if the Convertible Notes are called for redemption, (4) if specified distributions to holders of common stock are made or specified corporate transactions occur, (5) if a fundamental change (as defined) occurs, or (6) during the ten trading days prior to, but excluding, the maturity date.

Upon conversion of the Convertible Notes, for each \$1,000 principal amount of the Convertible Notes, a holder will receive an amount in cash, in lieu of shares of the Company's common stock, equal to the lesser of (i) \$1,000 or (ii) the conversion value, determined in the manner set forth in the related indenture covering the Convertible Notes, of the number of shares of common stock equal to the conversion rate. If the conversion value exceeds \$1,000, the Company will also deliver, at its election, cash, common stock or a combination of cash and common stock with respect to the remaining value deliverable upon conversion.

If a holder elects to convert its Convertible Notes in connection with certain events that constitute a change of control on or before April 6, 2011, the Company will pay, to the extent described in the Indenture, a make-whole premium by increasing the conversion rate applicable to such Convertible Notes. In addition, the Company will pay contingent interest in cash, commencing with any six-month period from April 1 to September 30 and from October 1 to March 31, beginning on April 1, 2011, if the average trading price of a Convertible Note for the five trading days ending on the third trading day immediately preceding the first day of that six-month period equals 120% or more of the principal amount of the Convertible Note.

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)**

On or after April 6, 2011, the Company may redeem the Convertible Notes, in whole at any time or in part from time to time, for cash at a redemption price of 100% of the principal amount of the Convertible Notes to be redeemed, plus any accrued and unpaid interest to the applicable redemption date. Holders of the Convertible Notes may require the Company to purchase all or a portion of their Securities for cash on each of April 1, 2011, April 1, 2016 and April 1, 2021 at a purchase price equal to 100% of the principal amount of the Convertible Notes to be purchased, plus accrued and unpaid interest, if any, to the applicable purchase date.

**9.625% Senior Subordinated Notes**

In March 2007, the Company redeemed its \$300,000 aggregate principal amount of 9.625% Senior Subordinated Notes due 2012 (the 9.625% Notes) at a price of 104.813%. The 9.625% Notes were unsecured senior subordinated notes and were subordinate to all existing senior debt, including debt under the Company's credit agreements and floor plan indebtedness. The Company incurred an \$18,634 pre-tax charge in connection with the redemption, consisting of a \$14,439 redemption premium and the write-off of \$4,195 of unamortized deferred financing costs.

**7. Stockholders Equity**

On January 26, 2006, the Company repurchased 1,000 shares of its outstanding common stock for \$18,960, or \$18.96 per share. These shares and all other shares held as treasury stock were retired during the second quarter of 2007.

*Comprehensive income*

Other comprehensive income includes changes in the fair value of interest rate swap agreements, foreign currency translation gains and losses, and available for sale securities valuation adjustments that have been excluded from net income and reflected in equity. Total comprehensive income is summarized as follows:

	Three Months Ended June 30,		Six Months Ended June 30,	
	2007	2006	2007	2006
Net income	\$ 40,355	\$ 36,693	\$ 54,937	\$ 60,648
Other comprehensive income				
Foreign currency translation	8,110	25,172	10,209	29,165
Other	289	936	467	2,241
Comprehensive income	\$ 48,754	\$ 62,801	\$ 65,613	\$ 92,054

**8. Interest Rate Swaps**

The Company is party to an interest rate swap agreement through January 2008 pursuant to which a notional \$200,000 of its U.S. floating rate debt was exchanged for fixed rate debt. The swap was designated as a cash flow hedge of future interest payments of the LIBOR based U.S. floor plan borrowings. During the six months ended June 30, 2007, the swap reduced the weighted average interest rate on floor plan borrowings by approximately 0.1%. As of June 30, 2007, the Company expects approximately \$567 associated with the swap to be recognized as a reduction of interest expense over the next twelve months.

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**PENSKE AUTOMOTIVE GROUP, INC.**

**NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)**

**9. Commitments and Contingent Liabilities**

The Company is involved in litigation which may relate to issues with customers, employment related matters, class action claims, purported class action claims, and claims brought by governmental authorities. As of June 30, 2007, the Company is not party to any legal proceedings, including class action lawsuits, that, individually or in the aggregate, are reasonably expected to have a material adverse effect on the Company's results of operations, financial condition or cash flows. However, the results of these matters cannot be predicted with certainty, and an unfavorable resolution of one or more of these matters could have a material adverse effect on the Company's results of operations, financial condition or cash flows.

The Company is party to a joint venture agreement with respect to one of the Company's franchises pursuant to which the Company is required to repurchase its partner's interest in July 2008. The Company expects this payment to be approximately \$4.0 million.

The Company leases the majority of its dealership facilities and corporate offices under non-cancelable operating lease agreements with terms from three to thirty years. Such leases typically include escalation clauses tied to an inflation index such as the Consumer Price Index and additional option periods of up to thirty years that are available to the Company.

**Table of Contents****PENSKE AUTOMOTIVE GROUP, INC.****NOTES TO CONSOLIDATED CONDENSED FINANCIAL STATEMENTS (Continued)****10. Consolidating Condensed Financial Information**

The following tables include consolidating condensed financial information as of June 30, 2007 and December 31, 2006 and for the three and six months ended June 30, 2007 and 2006 for Penske Automotive Group, Inc. (as the issuer of the Convertible Notes and the 7.75% Notes), guarantor subsidiaries and non-guarantor subsidiaries (primarily representing foreign entities). The condensed consolidating financial information includes certain allocations of balance sheet, income statement and cash flow items which are not necessarily indicative of the financial position, results of operations or cash flows of these entities on a stand-alone basis.

**CONSOLIDATING CONDENSED BALANCE SHEET**  
**June 30, 2007**

	<b>Total Company</b>	<b>Eliminations</b>	<b>Penske Automotive Group, Inc. (In Thousands)</b>	<b>Guarantor Subsidiaries</b>	<b>Non-Guarantor Subsidiaries</b>
Cash and cash equivalents	\$ 18,256	\$	\$	\$ 3,956	\$ 14,300
Accounts receivable, net	474,674	(189,588)	189,588	280,522	194,152
Inventories, net	1,635,690			865,595	770,095
Other current assets	99,653		5,478	30,186	63,989
Assets held for sale	139,907			126,100	13,807
<b>Total current assets</b>	<b>2,368,180</b>	<b>(189,588)</b>	<b>195,066</b>	<b>1,306,359</b>	<b>1,056,343</b>
Property and equipment, net	563,548		5,025	309,807	248,716
Intangible assets	1,626,259			1,018,202	608,057
Other assets	93,094	(1,145,152)	1,153,994	22,890	61,362
<b>Total assets</b>	<b>\$ 4,651,081</b>	<b>\$ (1,334,740)</b>	<b>\$ 1,354,085</b>	<b>\$ 2,657,258</b>	<b>\$ 1,974,478</b>
Floor plan notes payable	\$ 1,108,688	\$	\$	\$ 547,828	\$ 560,860
Floor plan notes payable non-trade	452,850			291,680	161,170
Accounts payable	290,911		4,447	104,727	181,737
Accrued expenses	257,126	(189,588)	1,722	90,769	354,223
Current portion of long-term debt	14,725			271	14,454
Liabilities held for sale	69,959			53,627	16,332
<b>Total current liabilities</b>	<b>2,194,259</b>	<b>(189,588)</b>	<b>6,169</b>	<b>1,088,902</b>	<b>1,288,776</b>
Long-term debt	831,771	(258,250)		752,874	337,147
Other long-term liabilities	277,135			228,613	48,522
<b>Total liabilities</b>	<b>3,303,165</b>	<b>(447,838)</b>	<b>6,169</b>	<b>2,070,389</b>	<b>1,674,445</b>

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Total stockholders equity	1,347,916	(886,902)	1,347,916	586,869	300,033
Total liabilities and stockholders equity	\$ 4,651,081	\$ (1,334,740)	\$ 1,354,085	\$ 2,657,258	\$ 1,974,478

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED BALANCE SHEET**  
**December 31, 2006**

	<b>Total Company</b>	<b>Eliminations</b>	<b>Penske Automotive Group, Inc. (In Thousands)</b>	<b>Guarantor Subsidiaries</b>	<b>Non-Guarantor Subsidiaries</b>
Cash and cash equivalents	\$ 13,147	\$	\$	\$ 2,691	\$ 10,456
Accounts receivable, net	470,301	(200,621)	200,621	295,924	174,377
Inventories, net	1,525,800			792,709	733,091
Other current assets	71,526		9,426	23,456	38,644
Assets held for sale	190,881			175,934	14,947
Total current assets	2,271,655	(200,621)	210,047	1,290,714	971,515
Property and equipment, net	582,407		3,824	318,697	259,886
Intangible assets	1,506,004			942,079	563,925
Other assets	109,736	(1,078,710)	1,084,547	42,425	61,474
Total assets	\$ 4,469,802	\$ (1,279,331)	\$ 1,298,418	\$ 2,593,915	\$ 1,856,800
Floor plan notes payable	\$ 874,326	\$	\$	\$ 416,068	\$ 458,258
Floor plan notes payable non-trade	298,703	(35,000)		139,933	193,770
Accounts payable	301,592		2,738	103,600	195,254
Accrued expenses	214,544	(165,621)	27	63,762	316,376
Current portion of long-term debt	13,385			3,057	10,328
Liabilities held for sale	50,560			31,567	18,993
Total current liabilities	1,753,110	(200,621)	2,765	757,987	1,192,979
Long-term debt	1,168,666	(259,706)		1,050,932	377,440
Other long-term liabilities	252,373			237,014	15,359
Total liabilities	3,174,149	(460,327)	2,765	2,045,933	1,585,778
Total stockholders' equity	1,295,653	(819,004)	1,295,653	547,982	271,022
Total liabilities and stockholders' equity	\$ 4,469,802	\$ (1,279,331)	\$ 1,298,418	\$ 2,593,915	\$ 1,856,800



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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF INCOME**  
**Three Months Ended June 30, 2007**

	<b>Total</b>		<b>Penske</b>	<b>Guarantor</b>	<b>Non-Guarantor</b>
	<b>Company</b>	<b>Eliminations</b>	<b>Automotive</b>	<b>Subsidiaries</b>	<b>Subsidiaries</b>
			<b>Group,</b>		
			<b>Inc.</b>		
			<b>(In Thousands)</b>		
Revenues	\$ 3,381,638	\$	\$	\$ 1,915,809	\$ 1,465,829
Cost of sales	2,885,653			1,623,123	1,262,530
Gross profit	495,985			292,686	203,299
Selling, general, and administrative expenses	389,276		3,960	230,439	154,877
Depreciation and amortization	13,337		389	7,270	5,678
Operating income (loss)	93,372		(4,349)	54,977	42,744
Floor plan interest expense	(19,546)			(11,895)	(7,651)
Other interest expense	(12,917)			(6,584)	(6,333)
Equity in income of affiliates	2,529				2,529
Loss on debt redemption					
Equity in earnings of subsidiaries		(67,085)	67,085		
Income (loss) from continuing operations before income taxes and minority interests	63,438	(67,085)	62,736	36,498	31,289
Income taxes	(23,473)	25,100	(23,473)	(14,856)	(10,244)
Minority interests	(702)				(702)
Income (loss) from continuing operations	39,263	(41,985)	39,263	21,642	20,343
Income (loss) from discontinued operations, net of tax	1,092	(1,092)	1,092	951	141
Net income (loss)	\$ 40,355	\$ (43,077)	\$ 40,355	\$ 22,593	\$ 20,484



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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF INCOME**  
**Three Months Ended June 30, 2006**

	<b>Total</b>		<b>Penske</b>	<b>Guarantor</b>	<b>Non-Guarantor</b>
	<b>Company</b>	<b>Eliminations</b>	<b>Automotive</b>	<b>Subsidiaries</b>	<b>Subsidiaries</b>
			<b>Group,</b>		
			<b>Inc.</b>		
			<b>(In Thousands)</b>		
Revenues	\$ 2,837,727	\$	\$	\$ 1,795,437	\$ 1,042,290
Cost of sales	2,408,236			1,518,481	889,755
Gross profit	429,491			276,956	152,535
Selling, general, and administrative expenses	334,600		3,450	211,126	120,024
Depreciation and amortization	10,805		357	6,252	4,196
Operating income (loss)	84,086		(3,807)	59,578	28,315
Floor plan interest expense	(16,218)			(11,488)	(4,730)
Other interest expense	(11,436)			(6,816)	(4,620)
Equity in earnings of affiliates	1,968				1,968
Equity in earnings of subsidiaries		(61,571)	61,571		
Income (loss) from continuing operations before income taxes and minority interests	58,400	(61,571)	57,764	41,274	20,933
Income taxes	(21,457)	22,871	(21,457)	(16,062)	(6,809)
Minority interests	(636)				(636)
Income (loss) from continuing operations	36,307	(38,700)	36,307	25,212	13,488
Income (loss) from discontinued operations, net of tax	386	(386)	386	461	(75)
Net income (loss)	\$ 36,693	\$ (39,086)	\$ 36,693	\$ 25,673	\$ 13,413

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF INCOME**  
**Six Months Ended June 30, 2007**

	<b>Total</b>		<b>Penske</b>	<b>Guarantor</b>	<b>Non-Guarantor</b>
	<b>Company</b>	<b>Eliminations</b>	<b>Automotive</b>	<b>Subsidiaries</b>	<b>Subsidiaries</b>
			<b>Group,</b>		
			<b>Inc.</b>		
			<b>(In Thousands)</b>		
Revenues	\$ 6,490,077	\$	\$	\$ 3,584,548	\$ 2,905,529
Cost of sales	5,526,593			3,026,198	2,500,395
Gross profit	963,484			558,350	405,134
Selling, general, and administrative expenses	764,862		8,072	447,372	309,418
Depreciation and amortization	26,147		734	14,298	11,115
Operating income (loss)	172,475		(8,806)	96,680	84,601
Floor plan interest expense	(35,721)			(20,817)	(14,904)
Other interest expense	(31,776)			(18,822)	(12,954)
Equity in income of affiliates	1,708				1,708
Loss on debt redemption	(18,634)			(18,634)	
Equity in earnings of subsidiaries		(95,862)	95,862		
Income (loss) from continuing operations before income taxes and minority interests	88,052	(95,862)	87,056	38,407	58,451
Income taxes	(31,829)	35,049	(31,829)	(16,615)	(18,434)
Minority interests	(996)				(996)
Income (loss) from continuing operations	55,227	(60,813)	55,227	21,792	39,021
Income (loss) from discontinued operations, net of tax	(290)	290	(290)	(604)	314
Net income (loss)	\$ 54,937	\$ (60,523)	\$ 54,937	\$ 21,188	\$ 39,335



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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF INCOME**  
**Six Months Ended June 30, 2006**

	<b>Total</b>		<b>Penske</b>	<b>Guarantor</b>	<b>Non-Guarantor</b>
	<b>Company</b>	<b>Eliminations</b>	<b>Automotive</b>	<b>Subsidiaries</b>	<b>Subsidiaries</b>
			<b>Group,</b>		
			<b>Inc.</b>		
			<b>(In Thousands)</b>		
Revenues	\$ 5,392,183	\$	\$	\$ 3,368,233	\$ 2,023,950
Cost of sales	4,563,634			2,840,772	1,722,862
Gross profit	828,549			527,461	301,088
Selling, general, and administrative expenses	657,345		7,149	417,091	233,105
Depreciation and amortization	20,982		698	12,299	7,985
Operating income (loss)	150,222		(7,847)	98,071	59,998
Floor plan interest expense	(30,191)			(21,071)	(9,120)
Other interest expense	(23,383)			(14,448)	(8,935)
Equity in income of affiliates	3,118				3,118
Loss on Debt Redemption					
Equity in earnings of subsidiaries		(106,555)	106,555		
Income (loss) from continuing operations before income taxes and minority interests	99,766	(106,555)	98,708	62,552	45,061
Income taxes	(36,521)	39,424	(36,521)	(25,097)	(14,327)
Minority interests	(1,058)				(1,058)
Income (loss) from continuing operations	62,187	(67,131)	62,187	37,455	29,676
Income (loss) from discontinued operations, net of tax	(1,539)	1,539	(1,539)	(1,652)	113
Net income (loss)	\$ 60,648	\$ (65,592)	\$ 60,648	\$ 35,803	\$ 29,789



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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF CASH FLOWS**  
**Six Months Ended June 30, 2007**

	<b>Total Company</b>	<b>Penske Automotive Group, Inc.</b>	<b>Guarantor Subsidiaries</b>	<b>Non-Guarantor Subsidiaries</b>
		<b>(In Thousands)</b>		
Net cash from continuing operating activities	\$ 280,819	\$ (6,829)	\$ 188,542	\$ 99,106
Investing activities:				
Purchase of property and equipment	(73,193)	(1,935)	(49,235)	(22,023)
Proceeds from sale leaseback transactions	76,509		45,085	31,424
Dealership acquisitions, net	(151,528)		(115,061)	(36,467)
Other	13,264	8,764		4,500
Net cash from continuing investing activities	(134,948)	6,829	(119,211)	(22,566)
Financing activities:				
Net borrowings (repayments) of long-term debt	(38,828)	11,725	(16,865)	(33,688)
Floor plan notes payable non-trade	154,147		184,267	(30,120)
Proceeds from exercises of options including excess tax benefit	1,527	1,527		
Redemption 9 5/8% Senior Subordinated Debt	(314,439)		(314,439)	
Distributions from (to) parent			7,367	(7,367)
Dividends	(13,252)	(13,252)		
Net cash from continuing financing activities	(210,845)		(139,670)	(71,175)
Net cash from discontinued operations	70,083		71,604	(1,521)
Net change in cash and cash equivalents	5,109		1,265	3,844
Cash and cash equivalents, beginning of period	13,147		2,691	10,456
Cash and cash equivalents, end of period	\$ 18,256	\$	\$ 3,956	\$ 14,300

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**PENSKE AUTOMOTIVE GROUP, INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**CONSOLIDATING CONDENSED STATEMENT OF CASH FLOWS**  
**Six Months Ended June 30, 2006**

	<b>Total Company</b>	<b>Penske Automotive Group, Inc.</b>	<b>Guarantor Subsidiaries</b>	<b>Non-Guarantor Subsidiaries</b>
		<b>(In Thousands)</b>		
Net cash from continuing operating activities	\$ 186,485	\$ 751	\$ 70,035	\$ 115,699
Investing activities:				
Purchase of property and equipment	(110,910)	(751)	(60,904)	(49,255)
Proceeds from sale leaseback transactions	21,443		16,846	4,597
Dealership acquisitions, net	(225,220)		(135,474)	(89,746)
Net cash from continuing investing activities	(314,687)	(751)	(179,532)	(134,404)
Financing activities:				
Net borrowings (repayments) of long-term debt	(235,537)	25,297	(277,853)	17,019
Issuance of Subordinated Debt	375,000		375,000	
Floor plan notes payable non-trade	22,250		160	22,090
Payment of deferred financing fees	(11,771)	(11,771)		
Proceeds from exercises of options including excess tax benefit	17,492	17,492		
Repurchase of common stock	(18,955)	(18,955)		
Distributions from (to) parent			4,666	(4,666)
Dividends	(12,063)	(12,063)		
Net cash from continuing financing activities	136,416		101,973	34,443
Net cash from discontinued operations	9,842		8,033	1,809
Net change in cash and cash equivalents	18,056		509	17,547
Cash and cash equivalents, beginning of period	8,957		2,210	6,747
Cash and cash equivalents, end of period	\$ 27,013	\$	\$ 2,719	\$ 24,294



**Table of Contents****Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations**

*This Management's Discussion and Analysis of Financial Condition and Results of Operations contains forward-looking statements that involve risks and uncertainties. Our actual results may differ materially from those discussed in the forward-looking statements as a result of various factors. See Forward Looking Statements. We have acquired a number of dealerships since inception. Our financial statements include the results of operations of acquired dealerships from the date of acquisition. This Management's Discussion and Analysis of Financial Condition and Results of Operations has been updated for the effects of revising our financial statements for entities which have been treated as discontinued operations through June 30, 2007 in accordance with Statement of Financial Accounting Standards ( SFAS ) No. 144, Accounting for the Impairment or Disposal of Long-Lived Assets , revised to reflect our two-for-one split of our voting common stock in the form of a stock dividend, and restated for our adoption of Staff Accounting Bulletin ( SAB ) No. 108 Considering the Effects of Prior Year Misstatements When Quantifying Misstatements in Current Year Financial Statements .*

**Overview**

On July 2, 2007, we changed our corporate name from United Auto Group, Inc. to Penske Automotive Group, Inc. We are the second largest automotive retailer in the United States as measured by total revenues. As of June 30, 2007, we owned and operated 164 franchises in the United States and 147 franchises outside of the U.S., primarily in the United Kingdom. We offer a full range of vehicle brands. In addition to selling new and used vehicles, we generate higher-margin revenue at each of our dealerships through maintenance and repair services and the sale and placement of higher-margin products, such as third party finance and insurance products, third-party extended service contracts and replacement and aftermarket automotive products.

New and used vehicle revenues include sales to retail customers and to leasing companies providing consumer automobile leasing. We generate finance and insurance revenues from sales of third-party extended service contracts, sales of third-party insurance policies, fees for facilitating the sale of third-party finance and lease contracts and the sale of certain other products. Service and parts revenues include fees paid for repair, maintenance and collision services, the sale of replacement parts and the sale of aftermarket accessories.

We and Sirius Satellite Radio Inc. ( Sirius ) have agreed to jointly promote Sirius Satellite Radio service. Pursuant to the terms of our arrangement with Sirius, our dealerships in the U.S. endeavor to order a significant percentage of eligible vehicles with a factory installed Sirius radio. We and Sirius have also agreed to jointly market the Sirius service under a best efforts arrangement through January 4, 2009. Our costs relating to such marketing initiatives are expensed as incurred. As compensation for our efforts, we received warrants to purchase ten million shares of Sirius common stock at \$2.392 per share in 2004 that are being earned ratably on an annual basis through January 2009. We earned warrants to purchase two million shares in each of 2004, 2005 and 2006. We measure the fair value of the warrants earned ratably on the date they are earned as there are no significant disincentives for non-performance. Since we can reasonably estimate the number of warrants that will be earned pursuant to the ratable schedule, the estimated fair value (based on current fair value) of these warrants is being recognized ratably during each annual period.

We also have received the right to earn additional warrants to purchase Sirius common stock at \$2.392 per share based upon the sale of certain units of specified brands through December 31, 2007. We earned 123,800, 1,269,700 and 522,400 of these warrants during the six months ended June 30, 2007 and the years ended December 31, 2006 and 2005, respectively. Since we cannot reasonably estimate the number of warrants that will be earned subject to the sale of units, the fair value of these warrants is being recognized when they are earned.

The value of Sirius stock has been and is expected to be subject to significant fluctuations, which may result in variability in the amount we earn under this arrangement. The warrants may be cancelled upon the termination of our arrangement and we may not be able to achieve the performance targets outlined in the warrants.

Our gross profit tends to vary with the mix of revenues we derive from the sale of new vehicles, used vehicles, finance and insurance products, and service and parts. Our gross profit generally varies across product lines, with vehicle sales usually resulting in lower gross profit margins and our other revenues resulting in higher gross profit margins. Factors such as seasonality, weather, cyclicity and manufacturers' advertising and incentives may impact the mix of our revenues, and therefore influence our gross profit margin.

Our selling expenses consist of advertising and compensation for sales personnel, including commissions and related bonuses. General and administrative expenses include compensation for administration, finance, legal and general management personnel, rent, insurance, utilities and other outside services. A significant portion of our selling expenses are variable, and a significant portion of our general and administrative expenses are subject to our control, allowing us to adjust them over time to reflect economic trends.

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Floor plan interest expense relates to obligations incurred in connection with the acquisition of new and used vehicle inventories. Other interest expense consists of interest charges on all of our interest-bearing debt, other than interest relating to floor plan financing.

The future success of our business will likely be dependent on, among other things, our ability to consummate and integrate acquisitions, our ability to increase sales of higher margin products, especially service and parts services, and our ability to realize returns on our significant capital investment in new and upgraded dealerships. See

Forward-Looking Statements.

**Critical Accounting Policies and Estimates**

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires the application of accounting policies that often involve making estimates and employing judgments. Such judgments influence the assets, liabilities, revenues and expenses recognized in our financial statements. Management, on an ongoing basis, reviews these estimates and assumptions. Management may determine that modifications in assumptions and estimates are required, which may result in a material change in our results of operations or financial position.

The following are the accounting policies applied in the preparation of our financial statements that management believes are most dependent upon the use of estimates and assumptions.

***Revenue Recognition***

***Vehicle, Parts and Service Sales***

We record revenue when vehicles are delivered and title has passed to the customer, when vehicle service or repair work is performed and when parts are delivered to our customers. Sales promotions that we offer to customers are accounted for as a reduction of revenues at the time of sale. Rebates and other incentives offered directly to us by manufacturers are recognized as a reduction of cost of sales. Reimbursement of qualified advertising expenses are treated as a reduction of selling, general and administrative expenses. The amounts received under various manufacturer rebate and incentive programs are based on the attainment of program objectives, and such earnings are recognized either upon the sale of the vehicle for which the award was received, or upon attainment of the particular program goals if not associated with individual vehicles. During the six months ended June 30, 2007 and 2006, we earned \$164.1 million and \$130.4 million, respectively, of rebates incentives and reimbursements from manufacturers, of which \$160.8 million and \$127.0 million was recorded as a reduction of cost of sales.

***Finance and Insurance Sales***

Subsequent to the sale of the vehicle to a customer, we sell our credit contracts to various financial institutions on a non-recourse basis to mitigate the risk of default. We receive a commission from the lender equal to either the difference between the interest rates charged to customers and the interest rates set by the financing institution or a flat fee. We also receive commissions for facilitating the sale of various third-party insurance products to customers, including credit and life insurance policies and extended service contracts. These commissions are recorded as revenue at the time the customer enters into the contract. In the case of finance contracts, a customer may prepay or fail to pay their contract, thereby terminating the contract. Customers may also terminate extended service contracts and other insurance products, which are fully paid at purchase, and become eligible for refunds of unused premiums. In these circumstances, a portion of the commissions we received may be charged back to us based on the terms of the contracts. The revenue we record relating to these transactions is net of an estimate of the amount of chargebacks we will be required to pay. Our estimate is based upon our historical experience with similar contracts, including the impact of refinance and default rates on retail finance contracts and cancellation rates on extended service contracts and other insurance products. Aggregate reserves relating to chargeback activity were \$18.3 million and \$16.9 million as of June 30, 2007 and December 31, 2006, respectively. Changes in reserve estimates relate primarily to an increase in the amount of revenues subject to chargeback.

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***Intangible Assets***

Our principal intangible assets relate to our franchise agreements with vehicle manufacturers, which represent the estimated value of franchises acquired in business combinations, and goodwill, which represents the excess of cost over the fair value of tangible and identified intangible assets acquired in connection with business combinations. Intangible assets are required to be amortized over their estimated useful lives. We believe the franchise values of our dealerships have an indefinite useful life based on the following facts:

Automotive retailing is a mature industry and is based on franchise agreements with the vehicle manufacturers;

There are no known changes or events that would alter the automotive retailing franchise environment;

Certain franchise agreement terms are indefinite;

Franchise agreements that have limited terms have historically been renewed without substantial cost; and

Our history shows that manufacturers have not terminated franchise agreements.

***Impairment Testing***

Franchise value impairment is assessed as of October 1 every year through a comparison of the carrying amounts of our franchises with their estimated fair values. We also evaluate our franchises in connection with the annual impairment testing to determine whether events and circumstances continue to support our assessment that the franchise has an indefinite life.

Goodwill impairment is assessed at the reporting unit level as of October 1 every year and upon the occurrence of an indicator of impairment. If an indication of impairment exists, the impairment is measured by comparing the implied fair value of the reporting unit goodwill with the carrying amount of that goodwill and an impairment loss may be recognized equal to that excess.

The fair values of franchise value and goodwill are determined using a discounted cash flow approach, which includes assumptions relating to revenue and profitability growth, franchise profit margins, residual values and our cost of capital. If future events and circumstances cause significant changes in the assumptions underlying our analysis which results in a reduction of our estimates of fair value, we may incur an impairment charge.

***Investments***

Investments include marketable securities and investments in businesses accounted for under the equity method and the cost method. Investments held by us are typically classified as available for sale and are stated at fair value on our balance sheet with unrealized gains and losses included in other comprehensive income, a separate component of stockholders' equity. Declines in investment values that are deemed to be other than temporary would be an indicator of impairment and may result in an impairment charge reducing the investments' carrying value to fair value. A majority of our investments are in joint venture relationships that are more fully described in Joint Venture Relationships below. Such joint venture relationships are accounted for under the equity method, pursuant to which we record our proportionate share of the joint venture's income each period.

The net book value of our investments was \$68.5 million and \$69.5 million as of June 30, 2007 and December 31, 2006, respectively. Investments for which there is not a liquid, actively traded market are reviewed periodically by management for indicators of impairment. If an indicator of impairment was identified, management would estimate the fair value of the investment using a discounted cash flow approach, which would include assumptions relating to revenue and profitability growth, profit margins, residual values and our cost of capital. Declines in investment values that are deemed to be other than temporary may result in an impairment charge reducing the investments' carrying value to fair value. No impairments were recognized during the periods presented.

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***Self-Insurance***

We retain risk relating to certain of our general liability insurance, workers compensation insurance, auto physical damage insurance, property insurance and employee medical benefits in the United States. As a result, we are likely to be responsible for a majority of the claims and losses incurred under these programs. The amount of risk we retain varies by program, and, for certain exposures, we have pre-determined maximum exposure limits for certain individual claims and/or insurance periods. Losses, if any, above the pre-determined exposure limits are paid by third-party insurance carriers. Our estimate of future losses is prepared by management using our historical loss experience and industry-based development factors. Aggregate reserves relating to retained risk were \$15.4 million and \$13.4 million as of June 30, 2007 and December 31, 2006, respectively. Changes in the reserve estimate during 2007 relate primarily to changes in loss experience in our employee medical, general liability and workers compensation programs.

***Income Taxes***

Tax regulations may require items to be included in our tax return at different times than the items are reflected in our financial statements. Some of these differences are permanent, such as expenses that are not deductible on our tax return, and some are timing differences, such as the timing of depreciation expense. Timing differences create deferred tax assets and liabilities. Deferred tax assets generally represent items that can be used as a tax deduction or credit in our tax return in future years which we have already recorded in our financial statements. Deferred tax liabilities generally represent deductions taken on our tax return that have not yet been recognized as expense in our financial statements. We establish valuation allowances for our deferred tax assets if the amount of expected future taxable income is not likely to allow for the use of the deduction or credit. A valuation allowance of \$3.9 million has been recorded relating to state net operating loss and credit carryforwards in the United States based on our determination that it is more likely than not that they will not be utilized.

***Classification of Franchises in Continuing and Discontinued Operations***

We classify the results of our operations in our consolidated financial statements based on the provisions of SFAS No. 144. Many of these provisions involve judgment in determining whether a franchise will be reported within continuing or discontinued operations. Such judgments include whether a franchise will be sold or terminated, the period required to complete the disposition, and the likelihood of changes to a plan for sale. If in future periods we determine that a franchise should be either reclassified from continuing operations to discontinued operations or from discontinued operations to continuing operations, our consolidated financial statements for prior periods would be revised to reflect such reclassification.

***New Accounting Pronouncements***

SFAS No. 157, *Fair Value Measurements* defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles, and expands disclosure requirements relating to fair value measurements. SFAS No. 157 will be effective for the Company on January 1, 2008. We are currently evaluating the impact of this pronouncement.

SFAS No. 159, *The Fair Value Option for Financial Assets and Financial Liabilities* permits entities to choose to measure many financial instruments and certain other items at fair value and consequently report unrealized gains and losses on such items in earnings. SFAS No. 159 will be effective for the Company on January 1, 2008. We are currently evaluating the impact of this pronouncement.

**Table of Contents****Results of Operations**

The following tables present comparative financial data relating to our operating performance in the aggregate and on a same store basis. Dealership results are only included in same store comparisons when we have consolidated the acquired entity during the entirety of both periods being compared. As an example, if a dealership was acquired on January 15, 2005, the results of the acquired entity would be included in annual same store comparisons beginning with the year ended December 31, 2007 and in quarterly same store comparisons beginning with the quarter ended June 30, 2006.

*Three Months Ended June 30, 2007 Compared to Three Months Ended June 30, 2006 (dollars in millions, except per unit amounts)*

**Total Retail Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Total retail unit sales	78,311	69,872	8,439	12.1%
Total same store retail unit sales	70,279	68,912	1,367	2.0%
Total retail sales revenue	\$ 3,093.6	\$ 2,588.2	\$ 505.3	19.5%
Total same store retail sales revenue	\$ 2,773.1	\$ 2,556.5	\$ 216.6	8.5%
Total retail gross profit	\$ 494.9	\$ 428.1	\$ 66.8	15.6%
Total same store retail gross profit	\$ 449.1	\$ 422.8	\$ 26.3	6.2%
Total retail gross margin	16.0%	16.5%	(0.5)%	(3.0%)
Total same store retail gross margin	16.2%	16.5%	(0.3)%	(1.8%)

**Units**

Retail data includes retail new vehicle, retail used vehicle, finance and insurance and service and parts transactions. Retail unit sales of vehicles increased by 8,439 units, or 12.1%, from 2006 to 2007. The increase is due to a 1,367 or 2.0% increase in same store retail unit sales, coupled with a 7,072 unit increase from net dealership acquisitions during the period. The increase in same store retail unit sales in 2007 was driven primarily by increases in our used vehicle unit sales.

**Revenues**

Retail sales revenue increased \$505.3 million, or 19.5%, from 2006 to 2007. The increase is due to a \$216.6 million, or 8.5%, increase in same store revenues, coupled with a \$288.7 million increase from net dealership acquisitions during the period. The same store revenue increase is due to (1) a \$2,175, or 6.5%, increase in average new vehicle revenue per unit, which increased revenue by \$101.8 million, (2) a \$2,212, or 7.8%, increase in average used vehicle revenue per unit, which increased revenue by \$48.7 million, (3) a \$46, or 4.9%, increase in average finance and insurance revenue per unit, which increased revenue by \$3.2 million, (4) a \$20.0 million, or 6.6%, increase in service and parts revenues, and (5) the 2.0% increase in retail unit sales which increased revenue by \$42.9 million.

**Gross Profit**

Retail gross profit increased \$66.8 million, or 15.6%, from 2006 to 2007. The increase is due to a \$26.3 million, or 6.2%, increase in same store retail gross profit, coupled with a \$40.5 million increase from net dealership acquisitions during the period. The same store retail gross profit increase is due to (1) a \$32, or 1.1%, increase in average gross profit per new vehicle retailed, which increased retail gross profit by \$1.5 million, (2) a \$65, or 2.7%, increase in average gross profit per used vehicle retailed, which increased retail gross profit by \$1.4 million, (3) a \$46, or 4.9%, increase in average finance and insurance revenue per unit, which increased retail gross profit by \$3.2 million, (4) a \$15.5 million, or 9.3%, increase in service and parts gross profit, and (5) the 2.0% increase in retail unit sales, which increased retail gross profit by \$4.7 million.

**Table of Contents****New Vehicle Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
New retail unit sales	51,449	47,508	3,941	8.3%
Same store new retail unit sales	46,808	46,884	(76)	(0.2%)
New retail sales revenue	\$ 1,831.4	\$ 1,583.6	\$ 247.8	15.6%
Same store new retail sales revenue	\$ 1,662.9	\$ 1,563.6	\$ 99.3	6.3%
New retail sales revenue per unit	\$ 35,595	\$ 33,334	\$ 2,262	6.8%
Same store new retail sales revenue per unit	\$ 35,526	\$ 33,351	\$ 2,175	6.5%
Gross profit new	\$ 152.8	\$ 138.8	\$ 14.0	10.1%
Same store gross profit new	\$ 138.0	\$ 136.8	\$ 1.2	0.9%
Average gross profit per new vehicle retailed	\$ 2,971	\$ 2,921	\$ 50	1.7%
Same store average gross profit per new vehicle retailed	\$ 2,949	\$ 2,917	\$ 32	1.1%
Gross margin % new	8.3%	8.8%	(0.5%)	(5.7%)
Same store gross margin % new	8.3%	8.7%	(0.4%)	(4.6%)

**Units**

Retail unit sales of new vehicles increased 3,941 units, or 8.3%, from 2006 to 2007. The increase is due a 4,017 unit increase from net dealership acquisitions, offset by a 76 unit or 0.2% decrease in same store retail unit sales during the period.

**Revenues**

New vehicle retail sales revenue increased \$247.8 million, or 15.6%, from 2006 to 2007. The increase is due to a \$99.3 million, or 6.4%, increase in same store revenues, coupled with a \$148.5 million increase from net dealership acquisitions during the period. The same store revenue increase is due primarily to a \$2,175, or 6.5%, increase in comparative average selling prices per unit, which increased revenue by \$101.8 million.

**Gross Profit**

Retail gross profit from new vehicle sales increased \$14.0 million, or 10.1%, from 2006 to 2007. The increase is due to a \$1.2 million, or 0.9%, increase in same store gross profit, coupled with a \$12.8 million increase from net dealership acquisitions during the period. The same store increase is due primarily to a \$32, or 1.1%, increase in average gross profit per new vehicle retailed, which increased gross profit by \$1.4 million.

**Table of Contents****Used Vehicle Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Used retail unit sales	26,862	22,364	4,498	20.1%
Same store used retail unit sales	23,471	22,028	1,443	6.6%
Used retail sales revenue	\$ 829.1	\$ 632.0	\$ 197.1	31.2%
Same store used retail sales revenue	\$ 717.2	\$ 624.4	\$ 92.8	14.9%
Used retail sales revenue per unit	\$ 30,863	\$ 28,259	\$ 2,604	9.2%
Same store used retail sales revenue per unit	\$ 30,556	\$ 28,344	\$ 2,212	7.8%
Gross profit used	\$ 65.4	\$ 54.4	\$ 11.0	20.2%
Same store gross profit used	\$ 58.6	\$ 53.6	\$ 5.0	9.3%
Average gross profit per used vehicle retailed	\$ 2,435	\$ 2,433	\$ 2	0.1%
Same store average gross profit per used vehicle retailed	\$ 2,497	\$ 2,432	\$ 65	2.7%
Gross margin % used	7.9%	8.6%	(0.7%)	(8.1%)
Same store gross margin % used	8.2%	8.6%	(0.4%)	(4.7%)

**Units**

Retail unit sales of used vehicles increased 4,498 units, or 20.1%, from 2006 to 2007. The increase is due to a 1,443 unit, or 6.6%, increase in same store retail unit sales, coupled with a 3,055 unit increase from net dealership acquisitions during the period. The same store increase was due primarily to unit sales increases in our premium brand stores in the U.K. and in our volume foreign brand stores in the U.S.

**Revenues**

Used vehicle retail sales revenue increased \$197.1 million, or 31.2%, from 2006 to 2007. The increase is due to a \$92.8 million, or 14.9%, increase in same store revenues, coupled with a \$104.3 million increase from net dealership acquisitions during the period. The same store revenue increase is due primarily to the 6.6% increase in retail unit sales, which increased revenue by \$44.1 million, coupled with a \$2,212, or 7.8%, increase in comparative average selling prices per vehicle, which increased revenue by \$48.7 million.

**Gross Profit**

Retail gross profit from used vehicle sales increased \$11.0 million, or 20.2%, from 2006 to 2007. The increase is due to a \$5.0 million, or 9.3%, increase in same store gross profit, coupled with a \$6.0 million increase from net dealership acquisitions during the period. The increase in same store gross profit is due primarily to the 6.6% increase in used retail unit sales, which increased gross profit by \$3.6 million, coupled with a \$65, or 2.7%, increase in average gross profit per used vehicle retailed which increased retail gross profit by \$1.4 million.

**Finance and Insurance Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Finance and insurance revenue	\$ 75.7	\$ 65.7	\$ 10.0	15.2%
Same store finance and insurance revenue	\$ 69.7	\$ 65.1	\$ 4.6	7.0%
Finance and insurance revenue per unit	\$ 967	\$ 940	\$ 27	2.9%
Same store finance and insurance revenue per unit	\$ 991	\$ 945	\$ 46	4.9%

Finance and insurance revenue increased \$10.0 million, or 15.2%, from 2006 to 2007. The increase is due to a \$4.6 million, or 7.1%, increase in same store revenues, coupled with a \$5.4 million increase from net dealership acquisitions during the period. The same store revenue increase is due primarily to a \$46, or 4.9%, increase in comparative average finance and insurance revenue per unit, which increased revenue by \$3.2 million, coupled with the 2.0% increase in retail unit sales which increased revenue by \$1.4 million.



**Table of Contents****Service and Parts Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Service and parts revenue	\$ 357.4	\$ 306.9	\$ 50.5	16.5%
Same store service and parts revenue	\$ 323.4	\$ 303.4	\$ 20.0	6.6%
Gross profit	\$ 201.0	\$ 169.2	\$ 31.8	18.8%
Same store gross profit	\$ 182.8	\$ 167.3	\$ 15.5	9.3%
Gross margin	56.2%	55.1%	1.1%	2.0%
Same store gross margin	56.5%	55.2%	1.3%	2.4%

**Revenues**

Service and parts revenue increased \$50.5 million, or 16.5%, from 2006 to 2007. The increase is due to a \$20.0 million, or 6.6%, increase in same store revenues, coupled with a \$30.5 million increase from net dealership acquisitions during the period. We believe that our service and parts business is being positively impacted by the growth in total retail unit sales at our dealerships in recent years and capacity increases in our service and parts operations resulting from our ongoing facility improvement and expansion programs.

**Gross Profit**

Service and parts gross profit increased \$31.8 million, or 18.8%, from 2006 to 2007. The increase is due to a \$15.5 million, or 9.3%, increase in same store gross profit, coupled with a \$16.3 million increase from net dealership acquisitions during the period. The same store gross profit increase is due to the \$20.0 million, or 6.6%, increase in same store revenues, which increased gross profit by \$11.3 million, and a 130 basis point increase in gross margin, which increased gross profit by \$4.2 million.

**Selling, General and Administrative**

Selling, general and administrative expenses ( SG&A ) increased \$54.7 million, or 16.3%, from \$334.6 million to \$389.3 million. The aggregate increase is primarily due to a \$22.7 million, or 6.9%, increase in same store SG&A, coupled with a \$31.9 million increase from net dealership acquisitions during the period. The increase in same store SG&A is due in large part to a net increase in variable selling expenses, including increases in variable compensation as a result of the 6.2% increase in same store retail gross profit over the prior year, coupled with increased rent and other costs relating to our ongoing facility improvement and expansion programs. SG&A expenses decreased as a percentage of total revenue from 11.8% to 11.5%, but increased as a percentage of gross profit from 77.9% to 78.5%.

**Depreciation and Amortization**

Depreciation and amortization increased \$2.5 million, or 23.4%, from \$10.8 million to \$13.3 million. The increase is due to a \$1.6 million, or 15.3%, increase in same store depreciation and amortization, coupled with a \$0.9 million increase from net dealership acquisitions during the period. The same store increase is due in large part to our ongoing facility improvement and expansion program.

**Floor Plan Interest Expense**

Floor plan interest expense increased \$3.3 million, or 20.5%, from \$16.2 million to \$19.5 million. The increase is due to a \$1.6 million, or 10.2%, increase in same store floor plan interest expense, coupled with a \$1.7 million increase from net dealership acquisitions during the period. The same store increase is due in large part to increases in the underlying variable rates of our revolving floor plan arrangements, somewhat offset by decreases in our average amounts outstanding.

**Table of Contents****Other Interest Expense**

Other interest expense increased \$1.5 million, or 13.0%, from \$11.4 million to \$12.9 million. The increase is due primarily to an increase in our average total outstanding indebtedness in 2007 versus 2006, offset in part by a decrease in our weighted average interest rate.

**Income Taxes**

Income taxes increased \$2.0 million, or 9.4%, from \$21.5 million to \$23.5 million. The increase from 2006 to 2007 is due primarily to the increase in our pre-tax income versus the prior year, coupled with an increase in our overall effective income tax rate.

**Six Months Ended June 30, 2007 Compared to Six Months Ended June 30, 2006 (dollars in millions, except per unit amounts)**

Our results for the six months ended June 30, 2007 include a charge of \$18.6 million (\$12.3 million after-tax), or \$0.13 per share, relating to the redemption of the \$300.0 million aggregate principal amount of 9.625% Senior Subordinated Notes.

**Total Retail Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Total retail unit sales	149,592	132,211	17,381	13.1%
Total same store retail unit sales	132,975	128,366	4,609	3.6%
Total retail sales revenue	\$ 5,951.6	\$ 4,929.4	\$ 1,022.2	20.7%
Total same store retail sales revenue	\$ 5,216.9	\$ 4,765.0	\$ 451.9	9.5%
Total retail gross profit	\$ 959.6	\$ 824.3	\$ 135.3	16.4%
Total same store retail gross profit	\$ 854.5	\$ 798.0	\$ 56.5	7.1%
Total retail gross margin	16.1%	16.7%	(0.6)%	(3.6%)
Total same store retail gross margin	16.4%	16.7%	(0.3)%	(1.8%)

**Units**

Retail data includes retail new vehicle, retail used vehicle, finance and insurance and service and parts transactions.

Retail unit sales of vehicles increased by 17,381 units, or 13.1%, from 2006 to 2007. The increase is due to a 4,609 unit, or 3.6%, increase in same store retail unit sales, coupled with a 12,772 unit increase from net dealership acquisitions during the period. The increase in same store retail unit sales in 2007 was driven primarily by increases in our premium brands in both the U.K. and U.S and volume foreign brands in the U.S.

**Revenues**

Retail sales revenue increased \$1,022.2 million, or 20.7%, from 2006 to 2007. The increase is due to a \$451.9 million, or 9.5%, increase in same store revenues, coupled with a \$570.3 million increase from net dealership acquisitions during the period. The same store revenue increase is due to (1) a \$1,972, or 5.9%, increase in average new vehicle revenue per unit, which increased revenue by \$172.9 million, (2) a \$1,976, or 7.1%, increase in average used vehicle revenue per unit, which increased revenue by \$80.4 million, (3) a \$43, or 4.6%, increase in average finance and insurance revenue per unit, which increased revenue by \$5.5 million, (4) a \$47.4 million, or 8.1%, increase in service and parts revenues, and (5) the 3.6% increase in retail unit sales which increased revenue by \$145.7 million.

**Gross Profit**

Retail gross profit increased \$135.3 million, or 16.4%, from 2006 to 2007. The increase is due to a \$56.5 million, or 7.1%, increase in same store retail gross profit, coupled with a \$78.8 million increase from net dealership acquisitions during the period. The same store retail gross profit increase is due to (1) an \$18, or 0.6%, increase in average gross profit per new vehicle retailed, which increased retail gross profit by \$1.6 million, (2) a \$15, or 0.6%, increase in average gross profit per used vehicle retailed, which increased retail gross profit by \$0.7 million (3) a \$43, or 4.6%, increase in average finance and insurance revenue per unit, which increased retail gross profit by \$5.5 million, (4) a \$32.5 million, or 10.1%, increase in service and parts gross profit, and (5) the 3.6% increase in retail unit sales, which increased retail gross profit by \$16.3 million.



**Table of Contents****New Vehicle Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
New retail unit sales	97,033	89,850	7,183	8.0%
Same store new retail unit sales	88,390	87,701	689	0.8%
New retail sales revenue	\$ 3,479.1	\$ 3,017.5	\$ 461.6	15.3%
Same store new retail sales revenue	\$ 3,129.2	\$ 2,931.8	\$ 197.4	6.7%
New retail sales revenue per unit	\$ 35,854	\$ 33,584	\$ 2,270	6.8%
Same store new retail sales revenue per unit	\$ 35,402	\$ 33,430	\$ 1,972	5.9%
Gross profit new	\$ 291.4	\$ 264.9	\$ 26.5	10.0%
Same store gross profit new	\$ 260.4	\$ 256.8	\$ 3.6	1.4%
Average gross profit per new vehicle retailed	\$ 3,003	\$ 2,949	\$ 54	1.8%
Same store average gross profit per new vehicle retailed	\$ 2,946	\$ 2,928	\$ 18	0.6%
Gross margin % new	8.4%	8.8%	(0.4%)	(4.5%)
Same store gross margin % new	8.3%	8.8%	(0.5%)	(5.7%)

**Units**

Retail unit sales of new vehicles increased 7,183 units, or 8.0%, from 2006 to 2007. The increase is due to a 689 unit, or 0.8%, increase in same store retail unit sales, coupled with a 6,494 unit increase from net dealership acquisitions during the period. The same store increase was due primarily to increases in our premium brands in the U.K.

**Revenues**

New vehicle retail sales revenue increased \$461.6 million, or 15.3%, from 2006 to 2007. The increase is due to a \$197.4 million, or 6.7%, increase in same store revenues, coupled with a \$264.2 million increase from net dealership acquisitions during the period. The same store revenue increase is due to the 0.8% increase in retail unit sales, which increased revenue by \$24.4 million, coupled with a \$1,972, or 5.9%, increase in comparative average selling prices per unit, which increased revenue by \$172.9 million.

**Gross Profit**

Retail gross profit from new vehicle sales increased \$26.5 million, or 10.0%, from 2006 to 2007. The increase is due to a \$3.6 million, or 1.4%, increase in same store gross profit, coupled with a \$22.9 million increase from net dealership acquisitions during the period. The same store increase is due to the 0.8% increase in new retail unit sales, which increased gross profit by \$2.0 million, coupled with an \$18, or 0.6%, increase in average gross profit per new vehicle retailed, which increased gross profit by \$1.6 million.

**Table of Contents****Used Vehicle Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Used retail unit sales	52,559	42,361	10,198	24.1%
Same store used retail unit sales	44,585	40,665	3,920	9.6%
Used retail sales revenue	\$ 1,617.5	\$ 1,187.3	\$ 430.2	36.2%
Same store used retail sales revenue	\$ 1,327.2	\$ 1,130.1	\$ 197.1	17.4%
Used retail sales revenue per unit	\$ 30,774	\$ 28,029	\$ 2,745	9.8%
Same store used retail sales revenue per unit	\$ 29,767	\$ 27,791	\$ 1,976	7.1%
Gross profit used	\$ 126.7	\$ 104.6	\$ 22.1	21.1%
Same store gross profit used	\$ 110.0	\$ 99.7	\$ 10.3	10.3%
Average gross profit per used vehicle retailed	\$ 2,410	\$ 2,469	\$ (59)	(2.4%)
Same store average gross profit per used vehicle retailed	\$ 2,466	\$ 2,451	\$ 15	0.6%
Gross margin % used	7.8%	8.8%	(1.0%)	(11.4%)
Same store gross margin % used	8.3%	8.8%	(0.5%)	(5.7%)

**Units**

Retail unit sales of used vehicles increased 10,198 units, or 24.1%, from 2006 to 2007. The increase is due to a 3,920 unit, or 9.6%, increase in same store retail unit sales, coupled with a 6,278 unit increase from net dealership acquisitions during the period. The same store increase was due primarily to increases in premium brands in the U.S. and U.K. and volume foreign brands in the U.S.

**Revenues**

Used vehicle retail sales revenue increased \$430.2 million, or 36.2%, from 2006 to 2007. The increase is due to a \$197.1 million, or 17.4%, increase in same store revenues, coupled with a \$233.1 million increase from net dealership acquisitions during the period. The same store revenue increase is due primarily to the 9.6% increase in retail unit sales, which increased revenue by \$116.7 million, coupled with a \$1,976, or 7.1%, increase in comparative average selling prices per vehicle, which increased revenue by \$80.4 million.

**Gross Profit**

Retail gross profit from used vehicle sales increased \$22.1 million, or 21.1%, from 2006 to 2007. The increase is due to a \$10.3 million, or 10.3%, increase in same store gross profit, coupled with an \$11.8 million increase from net dealership acquisitions during the period. The increase in same store gross profit is due primarily to the 9.6% increase in used retail unit sales, which increased gross profit by \$9.7 million, coupled with a \$15, or 0.6%, increase in average gross profit per used vehicle retailed, which increased retail gross profit by \$0.6 million.

**Finance and Insurance Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Finance and insurance revenue	\$ 144.7	\$ 123.7	\$ 21.0	17.0%
Same store finance and insurance revenue	\$ 131.0	\$ 120.9	\$ 10.1	8.4%
Finance and insurance revenue per unit	\$ 967	\$ 936	\$ 31	3.3%
Same store finance and insurance revenue per unit	\$ 985	\$ 942	\$ 43	4.6%

Finance and insurance revenue increased \$21.0 million, or 17.0%, from 2006 to 2007. The increase is due to a \$10.1 million, or 8.4%, increase in same store revenues, coupled with a \$10.9 million increase from net dealership acquisitions during the period. The same store revenue increase is due primarily to the 3.6% increase in retail unit sales, which increased revenue by \$4.6 million, coupled with a \$43, or 4.6%, increase in comparative average finance and insurance revenue per unit, which increased revenue by \$5.5 million.



**Table of Contents****Service and Parts Data**

	<b>2007 vs. 2006</b>			
	<b>2007</b>	<b>2006</b>	<b>Change</b>	<b>% Change</b>
Service and parts revenue	\$ 710.3	\$ 600.9	\$ 109.4	18.2%
Same store service and parts revenue	\$ 629.6	\$ 582.2	\$ 47.4	8.1%
Gross profit	\$ 396.8	\$ 331.1	\$ 65.7	19.8%
Same store gross profit	\$ 353.1	\$ 320.6	\$ 32.5	10.1%
Gross margin	55.9%	55.1%	0.8%	1.5%
Same store gross margin	56.1%	55.1%	1.0%	1.8%

**Revenues**

Service and parts revenue increased \$109.4 million, or 18.2%, from 2006 to 2007. The increase is due to a \$47.4 million, or 8.1%, increase in same store revenues, coupled with a \$62.0 million increase from net dealership acquisitions during the period. We believe that our service and parts business is being positively impacted by the growth in total retail unit sales at our dealerships in recent years and capacity increases in our service and parts operations resulting from our ongoing facility improvement and expansion programs.

**Gross Profit**

Service and parts gross profit increased \$65.7 million, or 19.8%, from 2006 to 2007. The increase is due to a \$32.5 million, or 10.1%, increase in same store gross profit, coupled with a \$33.2 million increase from net dealership acquisitions during the period. The same store gross profit increase is due to the \$47.4 million, or 8.1%, increase in same store revenues, which increased gross profit by \$26.6 million, and a 100 basis point increase in gross margin, which increased gross profit by \$5.9 million.

**Selling, General and Administrative**

Selling, general and administrative expenses ( SG&A ) increased \$107.6 million, or 16.4%, from \$657.3 million to \$764.9 million. The aggregate increase is primarily due to a \$44.1 million, or 7.0%, increase in same store SG&A, coupled with a \$63.5 million increase from net dealership acquisitions during the period. The increase in same store SG&A is due in large part to a net increase in variable selling expenses, including increases in variable compensation as a result of the 7.1% increase in same store retail gross profit over the prior year, coupled with increased rent and other costs relating to our ongoing facility improvement and expansion programs. SG&A expenses decreased as a percentage of total revenue from 12.2% to 11.8% and was consistent with the prior year as a percentage of gross profit.

**Depreciation and Amortization**

Depreciation and amortization increased \$5.1 million, or 24.3%, from \$21.0 million to \$26.1 million. The increase is due to a \$3.2 million, or 15.7%, increase in same store depreciation and amortization, coupled with a \$1.9 million increase from net dealership acquisitions during the period. The same store increase is due in large part to our ongoing facility improvement and expansion program.

**Floor Plan Interest Expense**

Floor plan interest expense increased \$5.5 million, or 18.2%, from \$30.2 million to \$35.7 million. The increase is due to a \$1.9 million, or 6.5%, increase in same store floor plan interest expense, coupled with a \$3.6 million increase from net dealership acquisitions during the period. The same store increase is due in large part to increases in the underlying variable rates of our revolving floor plan arrangements, somewhat offset by decreases in our average amounts outstanding.

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**Other Interest Expense**

Other interest expense increased \$8.4 million, or 35.9%, from \$23.4 million to \$31.8 million. The increase is due primarily to an increase in our average total outstanding indebtedness in 2007 versus 2006, offset in part by a decrease in our weighted average interest rate.

In March 2007, we redeemed our outstanding \$300.0 million 9.625% Senior Subordinated Notes due 2012. We incurred a \$18.6 million pretax charge in connection with the redemption, consisting of the \$14.4 million redemption premium and the write-off of \$4.2 million of unamortized deferred financing costs.

**Income Taxes**

Income taxes decreased \$4.7 million, or 12.8%, from \$36.5 million to \$31.8 million. The decrease from 2006 to 2007 is due primarily to the decrease in our pre-tax income versus the prior year, coupled with a reduction in our overall effective income tax rate.

**Liquidity and Capital Resources**

Our cash requirements are primarily for working capital, inventory financing, the acquisition of new dealerships, the improvement and expansion of existing facilities, the construction of new facilities and dividends. Historically, these cash requirements have been met through cash flow from operations, borrowings under our credit agreements and floor plan arrangements, the issuance of debt securities, sale-leaseback transactions or the issuance of equity securities. As of June 30, 2007, we had working capital of \$173.9 million, including \$18.3 million of cash available to fund our operations and capital commitments. In addition, we had \$250.0 million and £75 million (\$150.2 million) available for borrowing under our U.S. credit agreement and our U.K. credit agreement, respectively, each of which are discussed below.

We paid a dividend of six cents per share on March 1, 2006 and dividends of seven cents per share on June 1, 2006, September 1, 2006, December 1, 2006, March 1, 2007 and June 1, 2007. We have also declared a dividend of \$0.07 cents per share payable on September 4, 2007 to shareholders of record on August 10, 2007. Future quarterly or other cash dividends will depend upon our earnings, capital requirements, financial condition, restrictions on any then existing indebtedness and other factors considered relevant by our Board of Directors.

We have expanded primarily through organic growth and through the acquisition of automotive dealerships. In addition, we were named as the exclusive distributor of smart fortwo vehicles in the United States and Puerto Rico. We believe that cash flow from operations and our existing capital resources, including the liquidity provided by our credit agreements and floor plan financing arrangements, will be sufficient to fund our operations and commitments for at least the next twelve months. To the extent we pursue additional significant acquisitions or other expansion opportunities, we may need to raise additional capital either through the public or private issuance of equity or debt securities or through additional bank borrowing which sources of funds may not necessarily be available on terms acceptable to us, if at all.

***Inventory Financing***

We finance substantially all of our new and a portion of our used vehicle inventories under revolving floor plan arrangements with various lenders. In the U.S., the floor plan arrangements are due on demand; however, we are generally not required to make loan principal repayments prior to the sale of the vehicles financed. We typically make monthly interest payments on the amount financed. In the U.K., substantially all of our floor plan arrangements are payable on demand or have an original maturity of 90 days or less and we are generally required to repay floor plan advances at the earlier of the sale of the vehicles financed or the stated maturity. The floor plan agreements grant a security interest in substantially all of the assets of our dealership subsidiaries. Interest rates under the floor plan arrangements are variable and increase or decrease based on changes in defined benchmarks. We receive non-refundable credits from certain of our vehicle manufacturers, which are treated as a reduction of cost of sales as vehicles are sold.

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***U.S. Credit Agreement***

We are party to a credit agreement with DaimlerChrysler Financial Services Americas LLC and Toyota Motor Credit Corporation, as amended, which provides for up to \$250.0 million in revolving loans for working capital, acquisitions, capital expenditures, investments and for other general corporate purposes, and for an additional \$10.0 million of availability for letters of credit, through September 30, 2009. The revolving loans bear interest between defined LIBOR plus 2.50% and defined LIBOR plus 3.50%.

The U.S. credit agreement is fully and unconditionally guaranteed on a joint and several basis by our domestic subsidiaries and contains a number of significant covenants that, among other things, restrict our ability to dispose of assets, incur additional indebtedness, repay other indebtedness, pay dividends, create liens on assets, make investments or acquisitions and engage in mergers or consolidations. We are also required to comply with specified financial and other tests and ratios, each as defined in the U.S. credit agreement, including: a ratio of current assets to current liabilities, a fixed charge coverage ratio, a ratio of debt to stockholders' equity, a ratio of debt to earnings before interest, taxes, depreciation and amortization ( EBITDA ), a ratio of domestic debt to domestic EBITDA, and a measurement of stockholders' equity. A breach of these requirements would give rise to certain remedies under the agreement, the most severe of which is the termination of the agreement and acceleration of the amounts owed. As of June 30, 2007, we were in complian