

The background of the slide is a dark, high-contrast photograph. It shows a large crowd of people, many wearing hats, gathered in front of a building. In the lower-left foreground, a classic dark-colored car, possibly a Jaguar, is parked. The overall tone is sophisticated and elegant.

Q1 2022 Investor Presentation

Speakers:

McKeel Hagerty | Chief Executive Officer

Frederick J. Turcotte | SVP & Chief Financial Officer

HAGERTY



THE AMELIA

MASTERS D'ELEGANCE

FORWARD LOOKING STATEMENTS / NON-GAAP FINANCIAL MEASURES

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that are not historical facts. These forward-looking statements reflect our current expectations and projections with respect to our expected future business and financial performance, including, among other things: (i) expected operating results, such as revenue growth and increases in earned premium; (ii) changes in the market for our products and services; (iii) our plans to expand market share, including planned investments and partnerships; (iv) anticipated business objectives; and (v) the strength of our business model. These statements may be preceded by, followed by, or include the words “aim,” “anticipate,” “believe,” “estimate,” “expect,” “forecast,” “future,” “goal,” “intend,” “likely,” “outlook,” “plan,” “potential,” “project,” “seek,” “target,” “can,” “could,” “may,” “should,” “would,” “will,” the negatives thereof and other words and terms of similar meaning.

A number of factors could cause actual results or outcomes to differ materially from those indicated by these forward-looking statements. These factors include, but are not limited to: (i) our ability to compete effectively within its industry and attract and retain members; (ii) our dependence on a limited number of insurance distribution and underwriting carrier partners; (iii) our ability to prevent, monitor and detect fraudulent activity, including our reliance on a limited number of payment processing services; (iv) disruptions, interruptions, outages with our technology platforms or third-party services; (v) the limited operating history of some of our membership products and the success of any new insurance programs and products; (iv) adverse impacts

from the COVID-19 pandemic and current and future variants of the virus; (vii) the cyclical nature of the insurance business and our ability to collect vehicle usage and driving data; (viii) unexpected increases in the frequency or severity of claims; (ix) compliance with the numerous laws and regulations applicable to our business, including state, federal, and foreign laws relating to insurance and rate increases, privacy, the internet and accounting matters; (x) whether investors or securities analysts view our stock structure unfavorably, particularly our dual-class structure; (xi) the fact that we are a controlled company; and (xii) other risks and uncertainties indicated from time to time in documents we file or will file with the Securities and Exchange Commission (the “SEC”).

The forward-looking statements herein represent our judgment as of the date of this release and we disclaim any intent or obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments, or otherwise. This presentation should be read in conjunction with the information included in the our filings with the SEC and press releases. Understanding the information contained in these filings is important in order to fully understand our reported financial results and our business outlook for future periods.

In addition, this presentation contains certain “non-GAAP financial terms”. The non-GAAP measures are presented for supplemental informational purposes only. Reconciliations to the most directly comparable financial measure calculated and presented in accordance with GAAP are provided in the appendix to this presentation.



Q1 2022 MILESTONES & HIGHLIGHTS

On track and on mission

Insurance

- » State Farm on plan.
- » Top five national partner meetings completed with growth pivots identified for execution.

Membership

- » Reached 2.5M total members and 1.3M paid members.
- » 50% year-over-year increase of cars in storage at our premium Hagerty Garage + Social locations.

Media + Entertainment

- » The renowned Amelia Concours d'Elegance was attended by more than 22,000 enthusiasts.
- » Addition of RADwood to Hagerty's growing event portfolio, an event brand devoted to celebrating the '80s and '90s automotive lifestyle.
- » Signed a global gaming partnership with Sony Interactive Entertainment's Gran Turismo™ 7 available on PS4™ and PS5™ consoles.
- » Announced a licensing agreement to produce Concours d'Lemons, a motoring festival designed to celebrate the oddball, mundane and unexceptional of the automotive world.

Reinsurance

- » U.S. and U.K. Reinsurance Quota Share up to 70%, further increasing our share of profit.

Marketplace

- » Investment in Broad Arrow Group to expand Marketplace offerings into the transactional segments of the collector car market.
- » Negotiated the acquisition of Speed Digital, a cloud-based technology solution for dealers, auction houses, collectors and enthusiasts.
- » Developed Classifieds and enhanced HDC Membership offerings with the ultimate platform for car lovers to buy and sell the things they love.

Digital Labs

- » Launched the insurance-cost-saving Mileage Verification App.
- » Reimagined Hagerty Valuation Tools® and enthusiast carsharing platform DriveShare™.

Impact

- » Environmental, Social and Governance (ESG) Program Assessment completed.
- » Initiated cross-functional ESG strategy sessions.

Q1 2022 CONSOLIDATED FINANCIAL HIGHLIGHTS

GROWTH	PERSISTENCE	PROFITABILITY	
\$168M Total Revenue 30% ↑	41% Loss Ratio 0%	(\$13M) Operating Income (Loss) 155% ↓	\$37M Contribution Margin* 20% ↑
\$155M Written Premium 16% ↑	89% Retention 1% ↓	\$16M Net Income (Loss) 332% ↑	(\$6M) Adjusted EBITDA* 673% ↓
727k HDC Paid Member Count 9% ↑	\$134 Revenue per Paid Member 21% ↑	\$.33 Basic Earnings (Loss) Per Share	\$.04 Adjusted Earnings Per Share*

All financial comparisons are on a year-over-year basis unless otherwise noted.
*See Appendix for additional information regarding these non-GAAP financial measures.

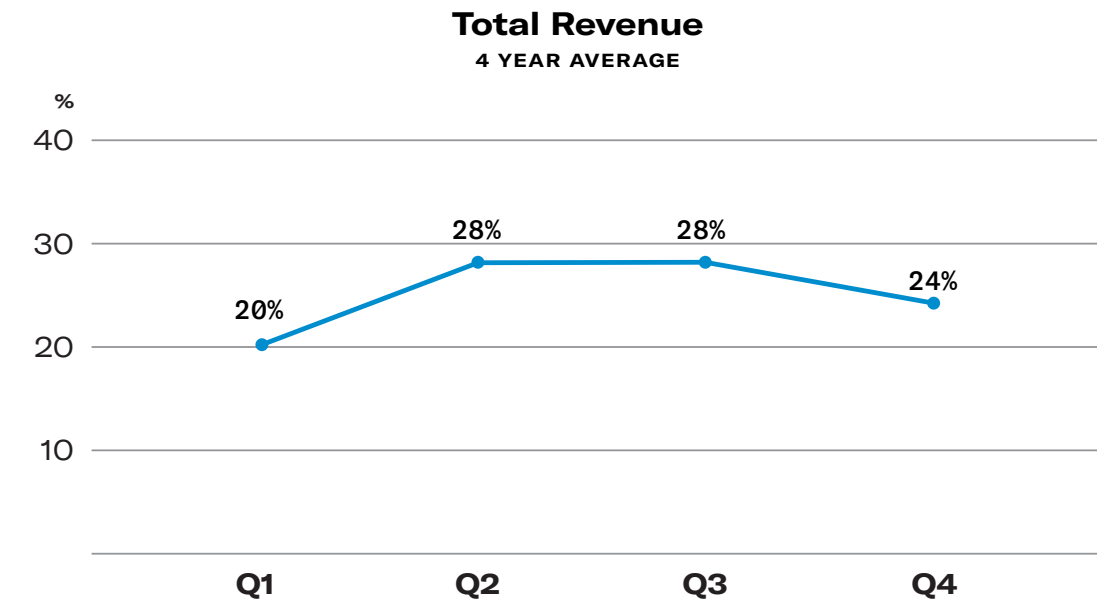
QUARTERLY KEY PERFORMANCE INDICATORS

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	TOTAL 2021	Q1 2022
HDC Paid Member Count ⁽²⁾	666,609	690,407	711,749	718,583	718,583	727,010
Total Written Premium ⁽¹⁾	\$133,707,005	\$208,091,061	\$192,090,463	\$140,416,912	\$674,305,441	\$154,790,245
New Business Count (Insurance) ⁽¹⁾	51,799	77,013	68,077	47,589	244,478	47,514
Policies in Force Retention ⁽²⁾	90.0%	89.3%	89.0%	89.1%	89.1%	88.9%
Loss Ratio ⁽²⁾	41.4%	41.4%	41.3%	41.3%	41.3%	41.4%
Revenue per Paid Member ⁽¹⁾	\$111	\$136	\$131	\$121	\$499	\$134
Total Revenue ⁽¹⁾	\$129,199,764	\$167,409,450	\$168,085,669	\$154,383,626	\$619,078,509	\$167,811,643
Net Promoter Score ⁽²⁾	82	81	81	82	82	82
Operating Income (Loss) ⁽¹⁾	(\$5,095,701)	\$14,273,580	\$1,758,560	(\$21,006,361)	(\$10,069,922)	(\$13,003,930)
Net Income (Loss) ⁽¹⁾	(\$6,850,433)	\$12,503,147	(\$547,269)	(\$66,459,731)	(\$61,354,286)	\$15,866,764
Basic Earnings (Loss) per Share ⁽¹⁾	N/A	N/A	N/A	(\$0.56)	(\$0.56)	\$0.33

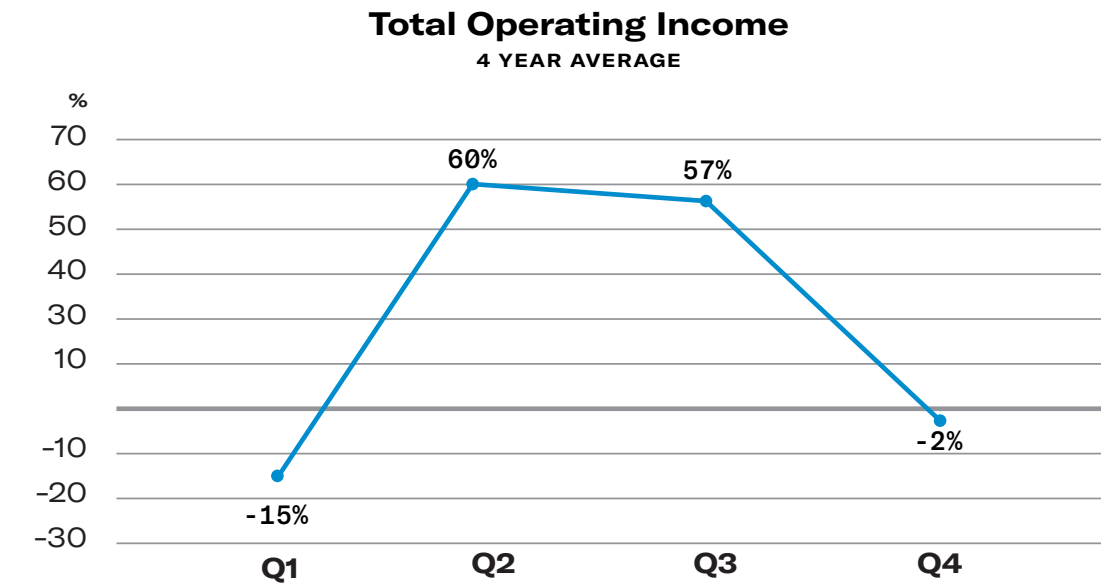
(1) Metrics represent discrete periods

(2) Metrics measured as of the end of the period

HISTORICAL SEASONALITY TRENDS



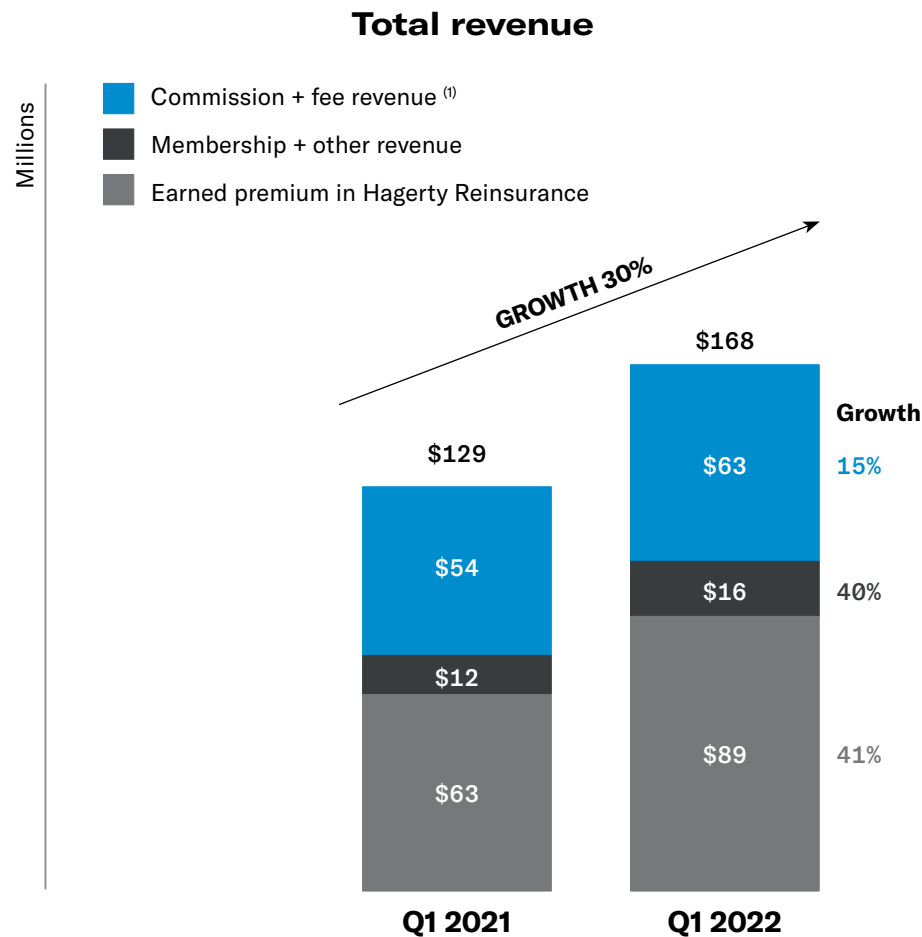
IN THOUSANDS	Q1	Q2	Q3	Q4	Total
2018	60,489	85,799	83,864	71,547	\$301,699
2019	78,479	109,722	111,472	97,601	\$397,274
2020	106,859	135,462	135,781	121,446	\$499,548
2021	129,200	167,409	168,086	154,384	\$619,079
4 Year Average Total Revenue %	20%	28%	28%	24%	100%



IN THOUSANDS	Q1	Q2	Q3	Q4	Total
2018	(2,880)	12,968	6,861	(8,337)	\$8,612
2019	(5,508)	13,247	9,258	(6,149)	\$10,848
2020	(4,171)	17,441	12,650	(10,074)	\$15,846
2021	(5,096)	14,274	1,758	(21,006)	(\$10,070)
4 Year Average Total Operating Income %	-15%	60%	57%	-2%	100%

Geographic footprint of our North American book creates seasonal differences by quarter for revenue and total operating income.

REVENUE COMPONENTS



Commission + fee revenue

- » Premium growth 16%
- » New business written premium growth 5%
- » New business average written premium growth 15%
- » Policies in Force retention at 89%

Membership + other revenue

- » HDC paid member count growth of 9%
- » Membership revenue growth of 7%
- » Acceptance on new insurance increased to 76%

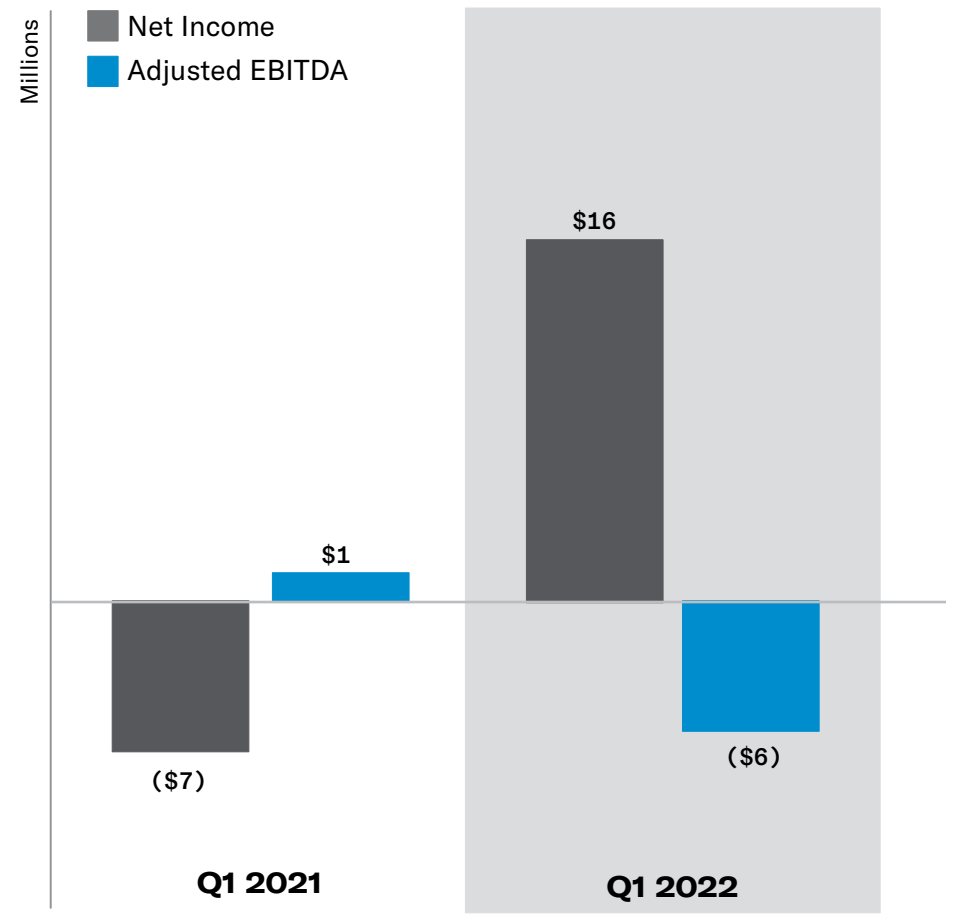
Earned premium in Hagerty Reinsurance

- » Earned Premium growth of 41%
- » Contractual quota share⁽²⁾ increased to 70% in 2022

(1) Includes base commissions, payment plan fees and contingent underwriting commissions.

(2) Currently applies to U.S. and U.K. programs. Generally described as an arrangement where underwriting risk and profit is shared.

EARNINGS ANALYSIS



EBITDA Adjustments IN THOUSANDS

	Q1 2021	Q1 2022
Net Income (Loss)	(\$6,851)	\$15,866
Interest and Other (Income) Expense	437	684
Income Tax Expense	1,318	2,030
Depreciation and Amortization	4,371	7,147
Changes in Fair Value of Warrant Liabilities	-	(31,686)
Accelerated Vesting of Incentive Plans	-	-
Net (Gain) Loss From Asset Disposals	1,764	-
Other Non-Recurring (Gains) Losses	-	-
Adjusted EBITDA	\$1,039	(\$5,959)

ADDITIONAL NON-RECURRING INVESTMENTS FOR GROWTH

(not included in Adjusted EBITDA)

Q1 2021 \$7.0M | **Q1 2022** \$9.3M

GAAP Net Income (Loss) includes substantial pre-revenue costs related to scaling infrastructure, newly-developed digital platforms and legacy systems, human resources and occupancy to accommodate our alliance with State Farm and potentially other distribution partnerships as well as to further develop our Marketplace transactional platform.

*See Appendix for additional information regarding these non-GAAP financial measures.

CONTRIBUTION MARGIN AND CONTRIBUTION MARGIN RATIO

	IN THOUSANDS			
	Q1 2021	% of Total Revenue	Q1 2022	% of Total Revenue
Total Revenue	\$129,200	100%	\$167,811	100%
Less: Total Operating Expense	134,296	104%	180,815	108%
Operating Income (Loss)	(5,096)	-4%	(13,004)	-8%
Add: Fixed Operating Expenses	36,176	28%	50,150	30%
Contribution Margin	\$31,080	24%	\$37,146	22% ⁽¹⁾

We use Contribution Margin:

- » to analyze the relationship between cost, volume and profit as revenue grows
- » to measure how much profit is earned for every product or service sold
- » to measure how different management actions could affect the Company's Total Revenue and related cost levels

(1) Driven by increase in Hagerty Re quota share, digital marketing investments, and additional scale expenses

Contribution Margin is the amount of Total Revenue that exceeds variable costs, representing the amount of revenue available to cover fixed costs and reinvest for growth.

*See Appendix for additional information regarding these non-GAAP financial measures.



Q1 2022 Update

HAGERTY + STATE FARM PARTNERSHIP

Poised and ready for Q4 launch

- » Digital and technology team entering into testing phase
- » No change in expected timing of policy launch – end of 2022
- » Up to 75% HDC adoption rate on new insurance policies
- » Anticipated average annual revenue per customer: \$85-\$110



HAGERTY + SPEED DIGITAL

Speed Digital is a cloud-based technology solution provider for dealers, auction houses, collectors, and enthusiasts. The acquisition of Speed Digital augments Hagerty's portfolio of marketplace offerings which are designed to help members buy, sell, and rent collector cars.

Speed Digital software processed approximately \$1.5 billion in collector car sales in 2021 and the overall network of websites received more than 300 million page views during that same period. Currently the platform lists almost eight thousand vehicles for sale by Speed Digital network dealers. Speed Digital's key products include:

- » **Dealer Accelerate**, a subscription-based software service that helps more than 200 dealers manage collector cars in inventory for sale.
- » **Motorious.com**, an online marketplace featuring dealer-verified collector cars for sale, as well as content about vintage and exotic cars.
- » **Auction Accelerate**, featuring software built specifically for collector car auction companies.
- » **Private Collection**, digital asset management software developed for the nuances of managing collector cars.



SPEEDDIGITAL

2022 OUTLOOK

	2022 Outlook	Q1 2022 Results
Total Written Premium Growth	↑ 14% - 18%	16%
Total Revenue Growth	↑ 24% - 28%	30%
Policies in Force Retention	89% - 90%	89%
Total Members	↑ 9% - 12%	11%
Revenue per Paid Member	↑ 7% - 10%	21%
HDC Paid Member Count	↑ 7% - 10%	9%
Net Income (Loss)	↑ 35% - 75%	332%
Adjusted EBITDA*	↑ 10% - 20%	(673%)
Basic Earnings (Loss) per Share	↑ 35% - 75%	\$0.33 ⁽¹⁾
Adjusted Earnings per Share*	↑ 35% - 75%	\$0.04 ⁽¹⁾

Q1 results are tracking favorably to full year outlook

*See Appendix for additional information regarding these non-GAAP financial measures.

(1) Growth based metric not comparable due to lack of Q1 2021 metric



DRIVING FUTURE GROWTH

2022 and beyond

Insurance

- » Grow omni-channel distribution (onboard new partners & deepen existing)
- » Expand share of insurance underwriting profit
- » Deliver frictionless member experience (sales, service, claims)

Membership

- » Drive increase in paid membership
- » Enhance value proposition
- » Develop partnership model
- » Expand to international markets

Media + Entertainment

- » Develop owned and operated events
- » Expand digital audience
- » Leverage Sony partnership with Gran Turismo gaming platform
- » Expand video distribution
- » Increase advertising and sponsorship revenue

Reinsurance

- » Increase contractual quota share
- » Grow international footprint

Marketplace

- » Leverage Broad Arrow Group investment
- » Launch live and time-based auctions
- » Grow asset-based lending

Digital Labs

- » Develop proprietary membership/ insurance platform
- » Launch mileage-based insurance platform

Impact

- » Create carbon neutrality plan
- » Establish government affairs program

APPENDIX

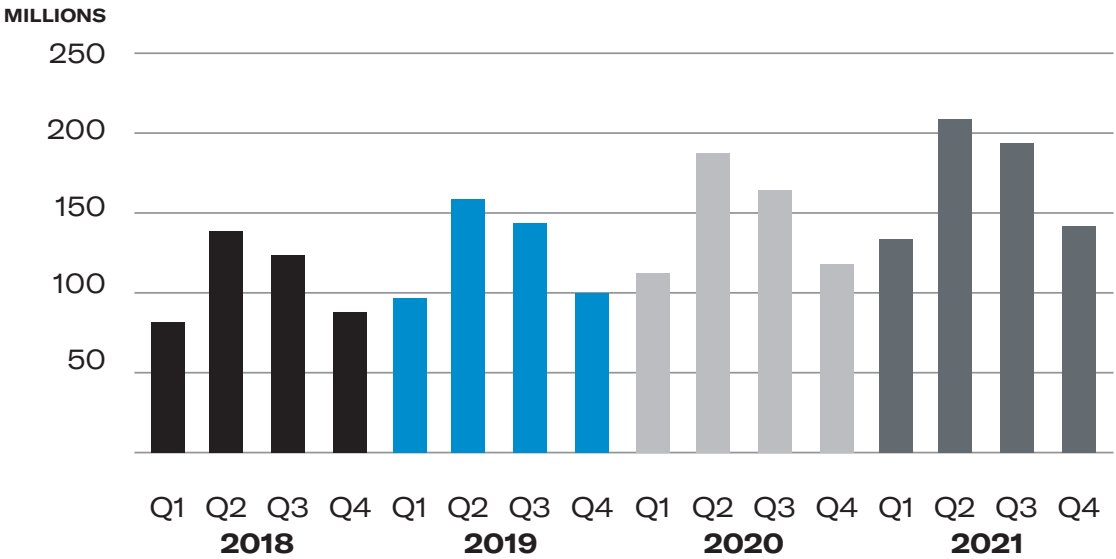
KEY PERFORMANCE INDICATORS + SUPPLEMENTAL FINANCIAL INFORMATION

	Q1 2021	Q1 2022
HDC Paid Member Count	666,609	727,010
Total Written Premium	\$133,707,005	\$154,790,245
New Business Count (Insurance)	51,799	47,514
Policies in Force Retention	90.0%	88.9%
Loss Ratio	41.4%	41.4%
Revenue per Paid Member	\$111	\$134
Total Revenue	\$129,199,764	\$167,811,643
Net Promoter Score	82	82
Operating Income (Loss)	(\$5,095,701)	(\$13,003,930)
Contribution Margin*	\$31,080,037	\$37,146,432
Net Income (Loss)	(\$6,850,433)	\$15,866,764
Basic Earnings (Loss) per Share	N/A	\$0.33
Adjusted EBITDA*	\$1,039,523	(\$5,959,110)
Adjusted EPS*	N/A	\$0.04

*See Appendix for additional information regarding these non-GAAP financial measures.

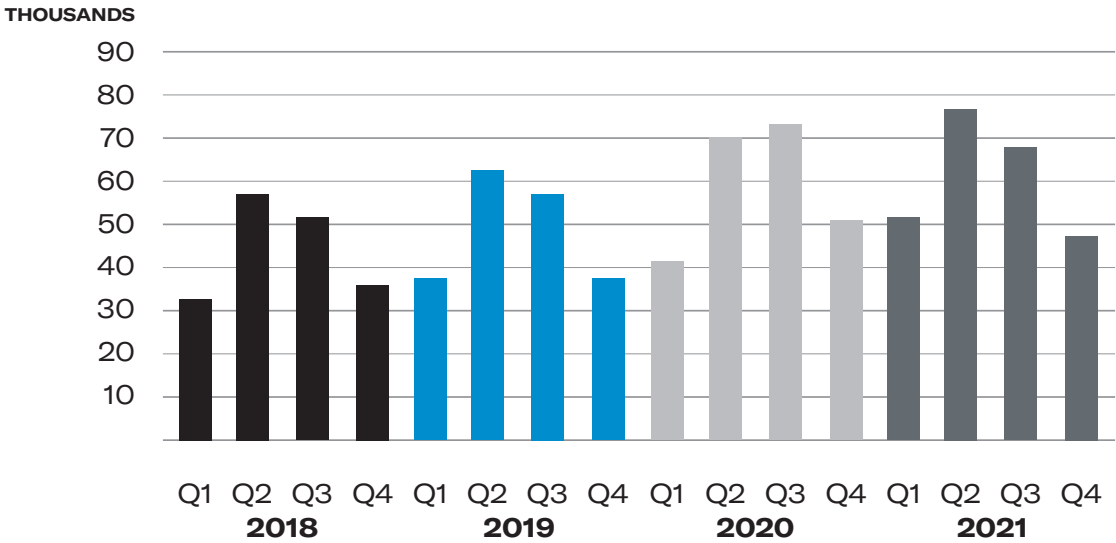
HISTORICAL SEASONALITY TRENDS | SUPPLEMENTAL DETAIL

Total Written Premium



IN THOUSANDS	Q1	Q2	Q3	Q4	Total
2018	82,514	137,943	123,385	86,621	\$430,463
2019	96,732	158,501	142,030	99,747	\$497,010
2020	112,421	184,423	163,520	117,870	\$578,234
2021	133,707	208,091	192,090	140,417	\$674,305
4 Year Average Total Written Premium %	19%	32%	29%	20%	100%

New Business Count (Insurance)



	Q1	Q2	Q3	Q4	Total
2018	32,610	56,729	51,795	35,356	176,490
2019	36,848	62,842	57,426	37,585	194,701
2020	41,510	70,622	73,619	50,914	236,665
2021	51,799	77,013	68,077	47,589	244,478
4 Year Average New Business Count %	19%	32%	29%	20%	100%

SUPPLEMENTAL FINANCIAL INFORMATION

Total Member Count

Paid Membership Counts

U.S.	Q1 2021	Q1 2022
Insurance Only	418,826	447,473
Insurance + HDC	590,182	640,239
HDC Standalone	25,509	29,271
Total Paid	1,034,517	1,116,983
Canada	Q1 2021	Q1 2022
Insurance Only	77,110	79,890
Insurance + HDC	48,644	54,424
HDC Standalone	2,274	3,076
Total Paid	128,028	137,390
Total	Q1 2021	Q1 2022
Insurance Only	495,936	527,363
Insurance + HDC	638,826	694,663
HDC Standalone	27,783	32,347
Total Paid	1,162,545	1,254,373
Total HDC Paid Members	666,609	727,010

Guest Membership Counts

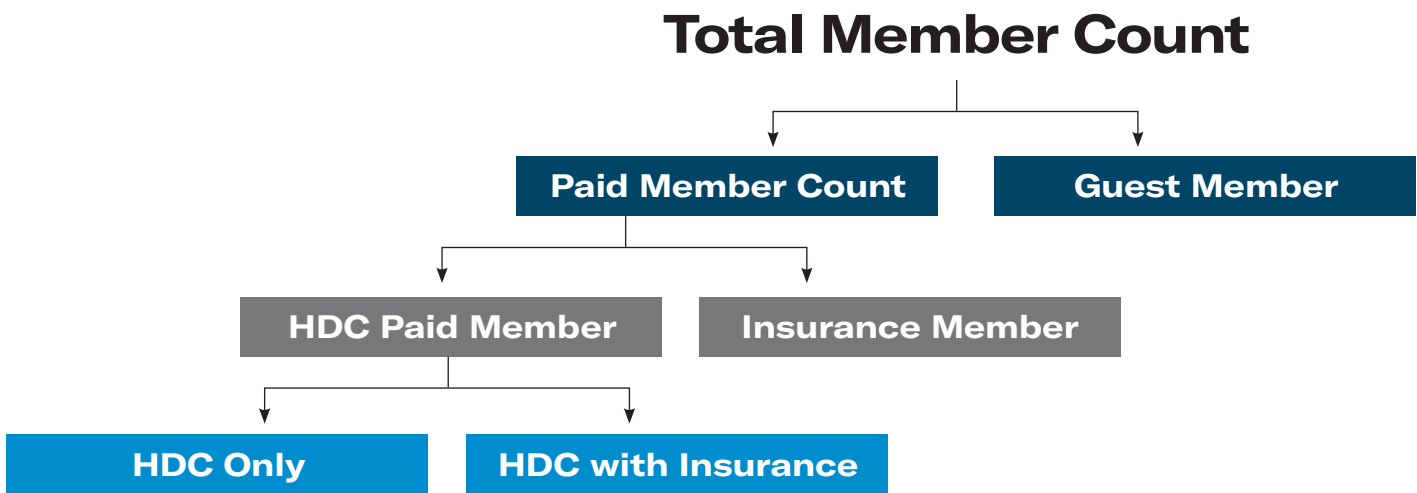
	Q1 2021	Q1 2022
U.S.	989,204	1,139,099
Canada	67,253	74,526
Total	1,056,457	1,213,625

Total Membership Counts

	Q1 2021	Q1 2022
Total Member Count:	2,219,002	2,467,998
US	2,023,721	2,256,082
Canada	195,281	211,916

SUPPLEMENTAL FINANCIAL INFORMATION

Member Count Definitions



Paid Member:

Individuals who have an in-force insurance policy or HDC membership as of a specified point in time.

HDC Paid Member Count:

A customer with an active/in-force paying HDC membership that has full access to HDC benefits as of a specified point in time.

Insurance Member:

A customer with an active/in-force insurance policy (“Insurance Only”).

Guest Member:

An individual who has created an on-line profile by providing email, establishing a password, and verifying email.

Revenue per Paid Member:

Total Revenue divided by Total Paid Members as of a specified point in time.

RECONCILIATION OF NON-GAAP METRICS

Net Income (Loss) to Adjusted EBITDA

IN THOUSANDS	Q1 2021	Q1 2022
Net Income (Loss)	(\$6,851)	\$15,866
Interest and Other (Income) Expense	437	684
Income Tax Expense	1,318	2,030
Depreciation and Amortization	4,371	7,147
Changes in Fair Value of Warrant Liabilities	-	(31,686)
Accelerated Vesting of Incentive Plans	-	-
Net (Gain) Loss From Asset Disposals	1,764	-
Other Non-Recurring (Gains) Losses	-	-
Adjusted EBITDA	\$1,039	(\$5,959)

Adjusted EBITDA

We define Adjusted EBITDA as net income (loss) (the most directly comparable GAAP measure) before interest, income taxes, and depreciation and amortization (EBITDA), adjusted to exclude changes in fair value of warrant liabilities, gains and losses from asset disposals and certain other non-recurring gains and losses. We present Adjusted EBITDA because we consider it to be an important supplemental measure of our performance and believe it is frequently used by securities analysts, investors, and other interested parties in the evaluation of companies in our industry.

Our management uses Adjusted EBITDA: as a measurement of operating performance of our business on a consistent basis, as it removes the impact of items not directly resulting from our core operations; for planning purposes, including the preparation of our internal annual operating budget and financial projections; to evaluate the performance and effectiveness of our operational strategies; to evaluate our capacity to expand our business; as a performance factor in measuring performance under our executive compensation plan; and as a preferred predictor of core operating performance, comparisons to prior periods and competitive positioning.

By providing this non-GAAP financial measure, together with a reconciliation to the most directly comparable GAAP measure, we believe we are enhancing investors' understanding of our business and our results of operations, as well as assisting investors in evaluating how well we are executing our strategic initiatives. However, Adjusted EBITDA has limitations as an analytical tool, and should not be considered in isolation, or as an alternative to, or a substitute for net income (loss) or other financial statement data presented in our condensed consolidated financial statements as indicators of financial performance. Some of these limitations include: Adjusted EBITDA does not reflect our cash expenditures, or future requirements for capital expenditures, or contractual commitments; Adjusted EBITDA does not reflect changes in, or cash requirements for, our working capital needs; Adjusted EBITDA does not reflect the interest expense, or the cash requirements necessary to service interest or principal payments on our debt; Adjusted EBITDA does not reflect our tax expense or the cash requirements to pay our taxes; and although depreciation and amortization are non-cash charges, the assets being depreciated and amortized will often have to be replaced in the future and such measures does not reflect any cash requirements for such replacements; and other companies in our industry may calculate Adjusted EBITDA differently than we do, limiting its usefulness as a comparative measure.

Due to these limitations, Adjusted EBITDA should not be considered in isolation, or as an alternative to, or a substitute for net income (loss) or other financial statement data presented in our condensed consolidated financial statements as indicators of financial performance.

RECONCILIATION OF NON-GAAP METRICS

Operating Income (Loss) to Contribution Margin

	IN THOUSANDS			
	Q1 2021	% of Total Revenue	Q1 2022	% of Total Revenue
Total Revenue	\$129,200	100%	\$167,811	100%
Less: Total Operating Expense	134,296	104%	180,815	108%
Operating Income (Loss)	(5,096)	-4%	(13,004)	-8%
Add: Fixed Operating Expenses	36,176	28%	50,150	30%
Contribution Margin	\$31,080	24%	\$37,146	22% ⁽¹⁾

(1) Driven by increase in Hagerty Re quota share, digital marketing investments, and additional scale expenses

Contribution Margin and Contribution Margin Ratio

We define Contribution Margin as total revenue less operating expense adding back our fixed operating expenses such as depreciation and amortization, general and administrative costs and shared service salaries and benefits expenses. We define Contribution Margin Ratio as Contribution Margin divided by total revenue. We present Contribution Margin and Contribution Margin Ratio because we consider them to be important supplemental measures of our performance and believe that these non-GAAP financial measures are useful to investors for period-to-period comparisons of our business and in understanding and evaluating our operating results.

We caution investors that Contribution Margin and Contribution Margin Ratio are not recognized measures under GAAP and should not be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP, and that Contribution Margin and Contribution Margin Ratio, as we define them, may be defined or calculated differently by other companies. In addition, both Contribution Margin and Contribution Margin Ratio have limitations as analytical tools because they exclude certain significant recurring expenses of our business.

Our management uses Contribution Margin and Contribution Margin Ratio to: analyze the relationship between cost, volume and profit as revenue grows; measure how much profit is earned for any product or service sold; and measure how different management actions could affect the Company's total revenue and related cost levels.

RECONCILIATION OF NON-GAAP METRICS

Basis Earnings (Loss) Per Share to Adjusted Earnings Per Share

IN THOUSANDS EXCEPT FOR PER SHARE AMOUNTS	Q1 2022
Net Income (Loss) attributable to controlling interest ⁽¹⁾	\$27,507
Net Income (Loss) attributable to non-controlling interest	(11,641)
Consolidated Net Income (Loss) ⁽²⁾	\$15,866
Weighted average shares of Class A Common Stock ⁽¹⁾	82,433
Warrants Outstanding	19,484
Class V Common Stock Outstanding	251,034
Fully Dilutive Shares Outstanding ⁽²⁾	352,951
Basic Earnings (Loss) per Share ⁽¹⁾	\$0.33
Adjusted Earnings (Loss) per Share ⁽²⁾	\$0.04

(1) Numerator and Denominator of the GAAP measure Basic EPS

(2) Numerator and Denominator of the non-GAAP measure Adjusted EPS

Adjusted EPS

We define Adjusted Earnings (Loss) Per Share ("Adjusted EPS") as consolidated Net income (loss) that is attributable to both our controlling and non-controlling interest of \$15.9 million divided by the outstanding and potentially dilutive shares of Hagerty, Inc. (353.0 million shares) which includes (1) the weighted average issued and outstanding shares of Class A Common Stock, (2) all issued and outstanding shares of Class V Common Stock, and (3) all un-exercised warrants. The most directly comparable GAAP measure is basic earnings per share ("Basic EPS"), which is calculated as Net income (loss) attributable to only controlling interest in Hagerty, Inc. of \$27.5 million divided by the weighted average issued and outstanding shares of Class A Common Stock (82.4 million shares).

In accordance with ASC 260, for periods in which we report a net loss to stockholders, diluted EPS would be the same as Basic EPS, because dilutive common shares are not assumed to have been issued if their effect is anti-dilutive. As a result, in periods where we report a net loss attributable to controlling interest, such as during the year ended December 31, 2021, EPS did not need to be differentiated between basic or diluted EPS because both basic and diluted EPS were the same. In periods where we report net income attributable to controlling interest, such as the three months ended March 31, 2022, we believe that Basic EPS is the most comparable GAAP measure to Adjusted EPS.

We caution investors that Adjusted EPS is not a recognized measure under GAAP and should not be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP, including Basic EPS, and that Adjusted EPS, as we define it, may be defined or calculated differently by other companies. In addition, Adjusted EPS has limitations as an analytical tool and should not be considered as a measure of profit or loss per share. We present Adjusted EPS because we consider it to be an important supplemental measure of our operating performance and believe it is used by investors and securities analysts in evaluating the consolidated performance of other companies in our industry. We also believe that Adjusted EPS, which compares our consolidated net loss (which includes our controlling and non-controlling interest) with our outstanding and potentially dilutive shares, provides useful information to investors regarding our performance on a fully consolidated basis. Our management uses Adjusted EPS: as a measurement of operating performance of our business on a fully consolidated basis; to evaluate the performance and effectiveness of our operational strategies; to evaluate our capacity to expand our business; and as a preferred predictor of core operating performance, comparisons to prior periods and competitive positioning.

Never Stop Driving

HAGERTY