

**WINNING  
WITH  
THE BEST**



*Auto Parts Plus*

## **Cercle finance et placement du Québec**

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May 18, 2017



# UNI-SELECT TODAY



Uni-Select  
Corporate Office

FinishMaster US  
US National Coverage

Canadian Automotive Group  
Canadian National Coverage

Automotive and industrial paint & related products

Automotive aftermarket parts

Automotive and industrial paint & related products



***Auto Parts Plus®***



3,000+  
Team  
Members

Share a common goal: to provide our customers with  
exceptional service & support



## HIGHLIGHTS – 2016 *(in US dollars)*

**\$107.6M Adj. EBITDA<sup>(1)</sup>  
or 9.0% of sales**

**\$1.2B Sales**

**3,000+ Team Members**

**14 Distribution Centres**

**1,100+ Independent  
Customers and  
Corporate Stores  
(Canadian Automotive Group)**

**250+ Corporate Stores  
(Canada & United States)**

<sup>(1)</sup> This information represents a non-IFRS financial measure. *(Refer to the “Non-IFRS financial measures” section included in the 2016 Annual Report for further details.)*

## National Coverage

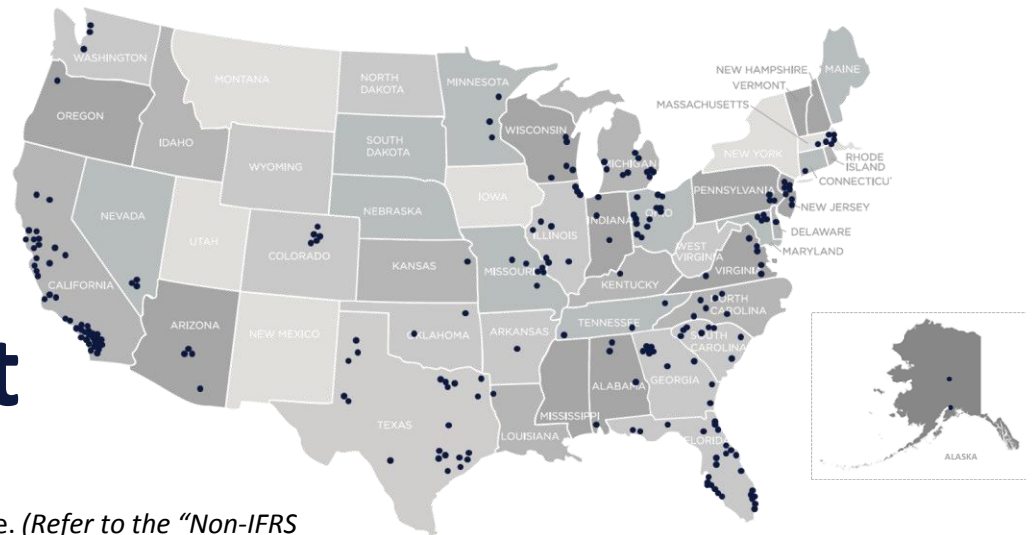
- Our footprint has expanded from **28** states to **33** states
- Currently over **220** corporate stores
- Approximately 32% market share

## Profitable Growth

- **18 acquisitions / 73 new locations** since January 2015
- Opened two greenfield branches in **Seattle** and **Portland**
- Opened one new distribution centre in **New Jersey**  
(we now operate a total of 4 distribution centres across the US)
- Sales: \$424 million when acquired in 2011 to circa **\$750 million in 2016**
- EBITDA<sup>(1)</sup> approximately 9.8% in 2011 and has grown to circa **12%**

# #1

## Player in market



(1) This information represents a non-IFRS financial measure. (Refer to the “Non-IFRS financial measures” section included in the 2016 Annual Report for further details.)

# FINISHMASTER US – OUR STRATEGY

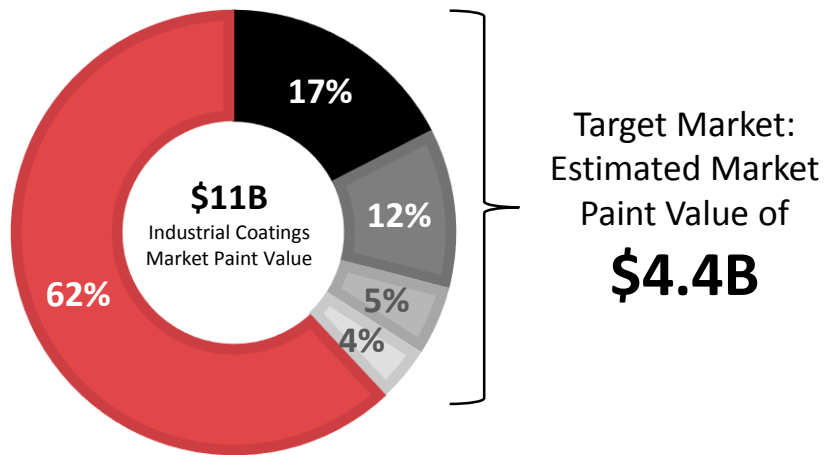


- National – Growing our coverage
  - Extend our geographic coverage to support MSO growth and expand traditional business in new markets nationally
- Build Density in core markets
  - Extend commitment to deliver exceptional customer service
- Integration of our acquisitions
  - Standard playbook for integration process
  - Typical onboarding is complete in 90 to 120 days
  - Deliver on planned acquisition synergies
  - Best practices and continuous improvement gained from each company which joins the FinishMaster family
- Open greenfield locations in select markets as needed
- Key Partners: Axalta, PPG, AkzoNobel and 3M





# FINISHMASTER US – A LEADER IN LARGE AND GROWING MARKETS



- General Industrial
- Powder
- Maintenance
- Protective Coatings
- Non-targeted segments

## Tapping into US Industrial Coatings Market

Engaging in four primary industrial segments

- FinishMaster US Industrial Coatings revenues of ~\$60 million
- A fragmented market with good M&A opportunities
- Forecasted segments growth rate of 2% per year
- Higher volume and slightly lower margin rates vs. refinish market
- Other market segment opportunities in the future

## Current Initiatives

- New senior leader with fully-dedicated industrial sales team utilizing existing infrastructures to service customer base
- Eight target markets across US
- Vendor selection completed for these segments

Source: Orr & Boss, 2016

# CANADIAN AUTOMOTIVE GROUP



***Auto Parts Plus***



**National Automotive Aftermarket Parts Distributor**  
**National Automotive Refinish Distributor (Paint/Body/Equipment)**

## Independent Jobbers

- Over 1,100 locations
- BUMPER TO BUMPER – Full marketing brand
- AUTO PARTS PLUS – Menu driven approach
- GOAL → Increase share of wallet with our independent customers

## Corporate Stores

- Over 50 locations nationwide
  - 49 BUMPER TO BUMPER
  - 7 FINISHMASTER CANADA

## Growth Mode

- Since January 2015, we have acquired **16** businesses, which represents **44** new locations, both BUMPER TO BUMPER and FINISHMASTER CANADA
- Approximately 19% market share and growing

**#2**

**Player in market**

**#1 is our goal!**

# CANADIAN AUTOMOTIVE GROUP

## AUTOMOTIVE AFTERMARKET PARTS



### Full marketing brand

- High product loyalty
- Standardized merchandizing and signage
- Advertising/flyer programs
- Online parts catalog
- All corporate stores and independent customers



### Menu driven approach

- Tool & equipment flyer
- Dedicated sales force
- Independent customers



**SIGNIFICANT INVESTMENT IN OUR BRANDS**



# CANADIAN AUTOMOTIVE GROUP BUMPER TO BUMPER CORPORATE STORES



Launch of BUMPER TO BUMPER brand and programs across Canada for Corporate Stores and Independent customers in March 2016 – A national identity and synergy,

## WHY

- Program provides succession opportunities for our independent customers as needed
- Grow – Fill in markets not currently serviced by independent customers

## TODAY

- 49 corporate stores and growing

## Integration - foundational work underway

- People – Build strong leadership and store teams
- Processes – Establish standard operating process
- Systems – Implementing the “PartsWatch” point of sale / jobber management system



# CANADIAN AUTOMOTIVE GROUP – AUTOMOTIVE REFINISH

## PAINT, BODY & EQUIPMENT

### Independent Jobber Customers

Support PBE programs – Over 80 locations from coast to coast



### Corporate Stores

- FINISHMASTER CANADA launched in September 2016
- Building a national network: currently 7 corporate stores in operation

### Key Supplier Partners



# GROWTH THROUGH ACQUISITIONS

**34**  
businesses in both  
Canada and the  
United States

**117**  
new corporate  
stores

Over **700** new  
team members



**FINISHMASTER®**  
Automotive & Industrial Paint



**Bumper to Bumper®**  
CANADA'S PARTS PEOPLE



**FINISHMASTER®**  
Automotive & Industrial Paint



**2015**

**2016**

**2017 YTD**

**7**  
acquisitions  
  
**10**  
stores

**7**  
acquisitions  
  
**45**  
stores

**4**  
acquisitions  
  
**18**  
stores

**8**  
acquisitions  
  
**26**  
Stores

**7**  
acquisitions  
  
**16**  
Stores

**1**  
acquisition  
  
**2**  
stores

**2015**

**2016**

**2017 YTD**



# PEOPLE → INVESTING IN AND GROWING OUR TALENT

## 4 LEVELS OF LEADERSHIP



**The best team in the business**

# PROFITABLE GROWTH – ROAD AHEAD 2017

Our commitment to grow: **Organically** and through **Select Acquisitions**



- Refinish – Organic growth, excluding the product line changeover
- Industrial – Organic growth as we roll out the industrial initiative
- M&A – Select acquisitions to support growth in both markets



- Organic growth with our Independent Customers and Corporate Stores
- Select acquisitions to build out BUMPER TO BUMPER
- Select acquisitions to build out FINISHMASTER CANADA





