# NOTICE OF MEETING AND MANAGEMENT INFORMATION CIRCULAR

**2018 ANNUAL MEETING OF SHAREHOLDERS** 



March 28, 2018





# **ABOUT UNI-SELECT**

Uni-Select is a leader in the distribution of automotive refinish and industrial paint and related products in North America, as well as a leader in the automotive aftermarket parts business in Canada and the United Kingdom. Uni-Select is headquartered in Boucherville, Québec, Canada, and its shares are traded on the Toronto Stock Exchange (TSX) under the symbol UNS.

In Canada, Uni-Select supports over 16,000 automotive repair and collision repair shops through a growing national network of more than 1,100 independent customers and over 60 company-owned stores, many of which operate under the Uni-Select BUMPER TO BUMPER®, AUTO PARTS PLUS® and FINISHMASTER® store banner programs. It also supports over 3,900 shops and stores through its automotive repair/installer shop banners, as well as through its automotive refinish banners.

In the United States, Uni-Select, through its wholly-owned subsidiary FinishMaster, Inc., operates a national network of over 210 automotive refinish company-owned stores under the FINISHMASTER banner which services a network of over 30,000 customers annually, of which it is the primary supplier to over 6,000 collision repair centre customers.

In the United Kingdom, Uni-Select, through its Parts Alliance group of subsidiaries, is a leading distributor of automotive parts supporting over 23,000 customer accounts with a network of close to 200 locations including over 170 company-owned stores.

### FORWARD-LOOKING INFORMATION

The information provided in this document contains some forward-looking statements, which includes certain risks and uncertainties, and may cause the final results to be significantly different from those listed or implied within this document. For additional information with respect to risks and uncertainties, refer to the 2017 Annual Report filed by Uni-Select with the Canadian securities commissions and other securities regulatory authorities. The forward-looking statements contained herein are made as of the date of this document and Uni-Select does not undertake to publicly update such forward-looking statements to reflect new information, subsequent or otherwise, unless required by applicable securities laws.

#### **HEAD OFFICE**

170 Industriel Boulevard Boucherville, QC J4B 2X3 Tel. 450 641 2440 Fax 450 449 4908 uniselect.com

#### **INVESTOR RELATIONS**

Tel. 450 641 6972 Email investorrelations@uniselect.com



# **SUMMARY**

# **INFORMATION ABOUT THE 2018 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Date and Time	Thursday, May 3, 2018 at 1:30 p.m. Eastern Daylight Time		
	Uni-Select Head Office		
Place	170 Industriel Boulevard		
Place	Boucherville, QC		
	J4B 2X3		
	An audio webcast of the Annual General Meeting will be available on the Investors page of		
Webcast	our website at <a href="http://uniselect.com/en/investors">http://uniselect.com/en/investors</a> at 1:30 p.m. Eastern Daylight time on		
	May 3, 2018		
Record Date	March 28, 2018		

# **VOTING MATTERS**

VOTING MATTERS	BOARD VOTE RECOMMENDATION	PAGE
Election of 10 directors	FOR each nominee	13
Appointment of Ernst & Young LLP as auditor	FOR	13

# **VOTING METHODS**

Please refer to the accompanying form of proxy or your voting instruction form or to Section 1 titled "Voting and Proxy Information" for more information on the voting methods available to you. If you elect to vote by telephone, by smartphone or in person at the Meeting, do not complete or return the form of proxy.





# **SNAPSHOT OF DIRECTOR NOMINEES** (see Section 4 for complete profiles)

TENURE INDEPENDENCE GENDER DIVERSITY

GEOGRAPHIC REPRESENTATION

10%

Less than 5 years

Over 5 years

Non-Independent

90%

Non-Independent

90%

Male

Nominee	Age	Director Since	Principal Occupation	Independence	Committee(s)	Board and Committee Attendance	Other Public Boards	Top Two Competencies
David Bibby	47	New nominee	Global eCommerce & Digital Technology Leader, Finning International Inc.	Yes	-	-	None	Strategic Leadership     Digital Transformation
Henry Buckley	57	2016	President and Chief Executive Officer	No	-	100%	11	<ul><li>Distribution Industry</li><li>Mergers &amp; Acquisitions</li></ul>
Michelle Cormier	61	2016	Operating Partner, Wynnchurch Capital Canada, Ltd.	Yes	Audit Governance	85%	32	Finance — Accounting     Risk Management
André Courville	64	2014	Corporate Director	Yes	Audit Governance HR	100%	None	<ul><li>Accounting &amp; Auditing</li><li>Mergers &amp; Acquisitions</li></ul>
Jeffrey I. Hall	60	2015	Corporate Director	Yes	Audit HR	100%	None	Distribution Industry     Management & Leadership
George E. Heath	52	2017	Corporate Director	Yes	-	100%	None	<ul><li>Industrial Paint</li><li>Global Experience</li></ul>
Robert Molenaar	57	2017	Chief Executive Officer, Tradebe Management Limited	Yes	Governance HR	100%	None	Global Senior Executive     Automotive Refinish
Richard G. Roy	62	2008	Corporate Director	No	-	100%	23	Automotive Industry     Finance – Accounting
Dennis M. Welvaert	69	2013	President, Welvaert Business Solutions, LLC	Yes		93%	None	Business Improvement and Optimization     North American Aftermarket Industry
Michael Wright	64	New nominee	Corporate Director	Yes	-	-	None <sup>4</sup>	Automotive Industry     Marketing

 $<sup>^{\</sup>rm 1}\,{\rm Mr}.$  Buckley is a member of the Board of Directors of BMC Stock Holdings, Inc.

<sup>&</sup>lt;sup>2</sup> Ms. Cormier is a member of the Board of Directors of each of Cascades Inc., Champion Iron Limited and Dorel Industries Inc.

<sup>&</sup>lt;sup>3</sup> Mr. Roy is a member of the Board of Directors of each of Dollarama Inc. and GDI Integrated Facility Services Inc.

<sup>&</sup>lt;sup>4</sup> Mr. Wright is a nominee to the Board of Directors of Pendragon PLC subject to election at the Annual General Meeting of Shareholders of Pendragon PLC to be held in May 2018.



# **2017 EXECUTIVE COMPENSATION HIGHLIGHTS**

General Principles	Section
A significant portion of executive compensation is linked to the performance of the Corporation	8.6
The total compensation for executives is positioned at the median of their comparison group	8.5
The President and Chief Executive Officer has 69% of his global compensation at risk	8.3
The executive bonuses are based on a level of achievement of financial objectives, objectives tied to certain key strategic and high-priority activities associated with the development of the Corporation and personal objectives	8.6
The Corporation has an anti-hedging policy	6.5



# **GOVERNANCE HIGHLIGHTS**

The following table shows some of the ways Uni-Select continues to adhere to the highest standards in corporate governance that it has maintained throughout its nearly 50-year history. Additional information regarding these highlights can be found in Sections 5 and 6.

Corporate Governance Practices		Section
Number of director nominees	10 <sup>1</sup>	4
Number of independent director nominees	8	4.3
Average age of director nominees	59	4.1
Annual election of directors	✓	4.1
Directors elected individually (rather than slate voting)	✓	3.2
Majority voting policy for directors	✓	3.2
Separate Chair and Chief Executive Officer	✓	4.3
Director tenure and age term limits policy	✓	6.8
Share ownership guidelines for directors and executives	✓	8.3
Board orientation and continuing education	✓	5.7
Number of Board meetings held in the 2017 fiscal year	12	6.6
Meeting attendance requirements	✓	6.6
Percentage of members on the Audit Committee who are financially literate	100%	See profiles
Code of Ethics <sup>2</sup>	✓	5.9
Formal Board & Committee evaluation processes	✓	Schedule A
Policy on diversity including gender diversity	✓	6.7
Dialogue with shareholders	✓	5.5

<sup>&</sup>lt;sup>1</sup> Nine of the current ten members have joined the Board in the past five years, including two in 2017. Two directors are citizens of the United States, the Corporation's largest market.

<sup>&</sup>lt;sup>2</sup> In early 2018, the Corporation updated its Code of Ethics. It can be found on its website at <u>uniselect.com</u>.



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# NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

March 28, 2018

To shareholders of Uni-Select Inc.

You are convened to the Annual General Meeting of the Shareholders of Uni-Select Inc. ("Meeting") that will be held on:

May 3, 2018

1:30 p.m. (Eastern Daylight Time) Uni-Select Inc. Head Office 170 Industriel Boulevard Boucherville, QC J4B 2X3

The Meeting will have the following purposes:

- 1 to receive the financial statements of Uni-Select Inc. for the fiscal year ended December 31, 2017 and the auditor's report relating thereto;
- 2 to elect the directors;
- 3 to appoint the auditor and authorize the directors to fix the remuneration of the auditor; and
- 4 to transact such other business as may properly be brought before the Meeting.

If you are unable to attend the Meeting in person, kindly complete and return the enclosed form of proxy to AST Trust Company (Canada) in the enclosed envelope. You may also exercise your right to vote by telephone or by smartphone. For directions, please see the form of proxy. The proxy must be received at least 48 hours (Saturdays, Sundays and statutory holidays not included) before the calling to order of the Meeting or at any continuation following the adjournment or postponement thereof, in order to ensure the registration of your vote.

By order of the Board of Directors

Me Louis Juneau

Chief Legal Officer and Corporate Secretary

Boucherville, Québec



### MANAGEMENT INFORMATION CIRCULAR

# **QUESTIONS AND ANSWERS**

### 1 VOTING AND PROXY INFORMATION

# **1.1** HOW ARE PROXIES SOLICITED AND WHAT IS THE COST?

This Management Information Circular is provided by the Management of Uni-Select Inc. ("Uni-Select" or "Corporation") in connection with the solicitation of proxies which will be used to vote at the Annual General Meeting of the Shareholders ("Meeting") to be held at the date, time and place and for the purposes set forth in the foregoing Notice of Meeting ("Notice") and at any adjournment or postponement thereof.

The solicitation made by or on behalf of Management of the Corporation will be primarily by mail. Cost of such solicitation, which is anticipated to be minimal, will be borne by the Corporation.

The Corporation does not send proxy-related materials directly to the non-registered shareholders or beneficial shareholders and is not relying on the notice-and-access provisions of securities laws for delivery to either registered or non-registered shareholders. The Corporation will provide proxy materials to brokers, custodians, nominees and fiduciaries or their agents and will request that such materials be forwarded to each non-registered shareholder or beneficial shareholder of voting shares registered in their names. The Corporation has elected to pay for intermediaries to forward the Corporation's proxy-related materials to objecting beneficial shareholders.

Unless otherwise stated, the information contained in this Management Information Circular is given as of March 15, 2018 and all dollar amounts are in Canadian dollars.

For those shareholders who cannot attend the Meeting in person, the Corporation has made arrangements to provide a live audio webcast of the Meeting. To listen to the Meeting on the web, please access Uni-Select's website at uniselect.com.

### **1.2** WHO IS ENTITLED TO VOTE?

The authorized share capital of the Corporation is composed of one class of common shares and one class of preferred shares. On the date hereof, only common shares ("Shares") are issued and outstanding. Each Share entitles the holder to one vote.

Each person listed on the register of shareholders as at the close of business on March 28, 2018 ("Record Date") is entitled to vote at the Meeting for the Shares registered in his or her name on that date.

As at March 15, 2018, 42,273,812 Shares of the Corporation were issued and outstanding. The Shares are traded under the symbol "UNS" on the Toronto Stock Exchange ("TSX").

To the knowledge of the Corporation's directors and senior executives, no persons or companies beneficially owned or exercised control or direction over, directly or indirectly, 10% or more of the voting rights attached to the issued and outstanding Shares.

### **1.3** WHAT WILL I BE VOTING ON?

At the Meeting, shareholders will vote on the following two items:

- 1 The election of directors; and
- The appointment of the auditor including authorizing the Board of Directors to fix the remuneration of the auditor.

The Board and Management recommend that you vote FOR items 1 and 2.



# 1.4 | HOW DO I VOTE?

If you are eligible to vote and your Shares are registered in your name, you can vote your Shares in person at the Meeting or by proxy, as explained below. If your Shares are held in the name of a nominee, please see the instructions below under "How do I vote if I am a non-registered shareholder?".

# 1.5 | HOW DO I VOTE IF I AM A REGISTERED SHAREHOLDER?

You may vote your Shares in one of the following ways:

#### **VOTING IN PERSON**



If you wish to vote in person at the Meeting, do not complete or return the proxy form. Please register with the representative of AST Trust Company (Canada) ("AST") when you arrive at the Meeting. Your vote will be taken and counted at the Meeting.

#### **VOTING BY PROXY**

By mail: Complete, sign, date and return your form of proxy in the envelope provided or by personal delivery at either:

AST AST

Attention: Proxy Department or Attention: Proxy Department

1 Toronto Street 2001 Robert-Bourassa Boulevard

Suite 1200 Suite 1600

Toronto, ON M5C 2V6 Montréal, QC H3A 2A6

By telephone: In Canada or the United States, by calling 1-888-489-7352. You will need your 13-digit control number to place your vote. If you vote by phone, you will not be authorized to

appoint as your proxyholder a person other than the Directors of the Corporation

named on your form of proxy.

By smartphone: Scan the QR code on your form of proxy and follow the

instructions.

By proxyholder: Registered shareholders may give another person authority

to vote at the Meeting on their behalf by appointing a proxyholder. A proxyholder is the person you appoint on your

behalf at the Meeting to vote your Shares in your name.

You have the right to choose anyone to be your proxyholder, who need not be a shareholder, to attend and act on your behalf at the Meeting.



You have the right to appoint some other person of your choice, who need not be a shareholder, to attend and act on your behalf at the Meeting. You should be sure that this person is attending the Meeting and is aware that he or she has been appointed to vote your Shares. If you wish to appoint some other person, please insert the person's name in the blank space provided on the proxy form. If you do not insert a name in the blank space, then the persons named on the form, being André Courville and Henry Buckley, each of whom is a director and/or officer of Uni-Select, will act as your proxyholder.

On the form, you should indicate how you want your proxyholder to vote your Shares. You may vote **FOR** or **WITHHOLD** your vote on (i) each proposed nominee for election as a director and (ii) the appointment of the auditor including authorizing the Board of Directors to fix the remuneration of the auditor.

Please complete, sign, date and return the form in the envelope provided or by facsimile to AST's toll-free line in Canada and the United States at 1-866-781-3111 or at 416-368-2502 or you can vote by smartphone or by proxyholder by following the instructions on your proxy form. Proxy forms must arrive no later than 5:00 PM (Eastern Daylight Time) on May 1, 2018 (or upon reconvening of the Meeting, at least 48 hours – excluding Saturdays, Sundays and statutory holidays – before the calling to order of said reconvened Meeting).

#### **HOW WILL MY SHARES BE VOTED?**

If you give directions on how to vote your Shares, your proxyholder must vote your Shares according to your instructions. If your proxyholder does not attend the Meeting and vote in person, your Shares will not be voted.

If you have appointed a person designated by Uni-Select as proxyholder as provided in the enclosed form of proxy and you do not provide any instructions concerning a matter identified in the Notice, the Shares represented by such proxy will be voted **FOR** the two items identified in Section 1.3 *What will I be voting on?* 

The accompanying form of proxy confers discretionary authority on the persons named therein with respect to amendments or variations to matters identified in the Notice and with respect to other business which may properly be brought before the Meeting. At the date of this Management Information Circular, Management of the Corporation knows of no such amendments, variations or other business to be brought before the Meeting.

#### IF I CHANGE MY MIND, HOW CAN I REVOKE MY PROXY?

A registered shareholder who has given a proxy may revoke it at any time prior to its use by instrument in writing executed by the shareholder or by his or her attorney authorized in writing or, if the shareholder is a corporation, by an officer or attorney thereof duly authorized. Such instrument should be delivered to the Secretary of the Corporation at the registered office of Uni-Select, 170 Industriel Boulevard, Boucherville, QC J4B 2X3, at any time up to and including the close of business on the last business day preceding the day of the Meeting or any adjournment thereof or depositing it with the Chair of the Meeting on the day of the Meeting, being May 3, 2018, or any continuation following the adjournment thereof, or in any other manner permitted by law.

### **1.6** | HOW DO I VOTE IF I AM A NON-REGISTERED SHAREHOLDER?

You are a non-registered shareholder or a beneficial shareholder if your Shares are held in a nominee's name such as a bank, trust company, securities broker or other nominee. As such, you will generally receive a voting instruction form from your nominee. If you are not sure whether you are a non-registered shareholder, please contact AST at 1-800-387-0825 or 416-682-3860.

Non-registered shareholders should ensure that instructions respecting the voting of their Shares are communicated to the appropriate person.



Applicable securities laws and regulations require nominees of non-registered shareholders to seek their voting instructions in advance of the Meeting. You will receive, from your nominee, a request for voting instructions for the number of Shares held on your behalf. The nominee's voting instructions will contain instructions relating to signature and return of the document and these instructions should be read carefully and followed by you to ensure that your Shares are voted accordingly at the Meeting. Shares held by your nominee can only be voted upon your instructions. Without specific instructions, your nominee is prohibited from voting your Shares. Therefore, you should ensure that instructions respecting the voting of your Shares are communicated to the appropriate person.

#### **VOTING IN PERSON**

If you wish to vote in person at the Meeting, you should insert your own name in the space indicated on the voting instruction form provided to you by your nominee and follow the signature and return instructions provided by your nominee.

#### **VOTING INSTRUCTIONS**

Your nominee is required to seek voting instructions from you well in advance of the Meeting. Every nominee has its own mailing procedures and provides its own return instructions, which you should carefully follow in order to ensure that your Shares are voted at the Meeting.

If you receive a voting instruction form, it cannot be used as a proxy to vote Shares directly at the Meeting as the voting instruction form must be returned to your nominee or other intermediary, as applicable, well in advance of the Meeting in order to have the Shares voted or to appoint an alternative representative to attend the Meeting in person to vote such Shares.

#### **REVOKING YOUR VOTING INSTRUCTIONS**

A non-registered shareholder who has given voting instructions may revoke them by following the procedures provided by its nominee.

## 2 GENERAL INFORMATION

# **2.1** NORMAL COURSE ISSUER BID

On August 10, 2016, the Board of Directors authorized a normal course issuer bid ("2016 Issuer Bid") for the purchase of up to 2,000,000 Shares, representing approximately 4.7% of the Corporation's public float of Shares as at August 1, 2016. Desjardins Securities Inc. had been appointed as the broker firm responsible for making purchases of Shares under the 2016 Issuer Bid on behalf of the Corporation, pursuant to an automatic purchase plan. The 2016 Issuer Bid expired on August 16, 2017. In 2016, the Corporation repurchased for cancellation 17,000 Shares pursuant to the 2016 Issuer Bid. No Shares were repurchased for cancellation in 2017 pursuant to the 2016 Issuer Bid.

# 3 BUSINESS OF THE MEETING

# **3.1** | FINANCIAL STATEMENTS

The Consolidated Financial Statements for the year ended December 31, 2017, together with the auditor's report thereon are included in the 2017 Annual Report of the Corporation, available on Uni-Select's website at <u>uniselect.com</u>, on SEDAR at <u>sedar.com</u>, and in print, free of charge, to any shareholder who requests copies by contacting Investor Relations at 450-641-6972 or investorrelations@uniselect.com.



# **3.2** | ELECTION OF DIRECTORS

Upon recommendation of the Corporate Governance and Nominating Committee, 10 nominees are proposed for election as directors. All nominees have established their eligibility and willingness to serve as directors, if elected to office. Each director elected will hold office until the next annual meeting or until that director's successor is duly elected, unless the office is vacated earlier in accordance with the relevant provisions of applicable laws. The vote for each director will be conducted on an individual basis. The proposed nominees to the Board of Directors are listed in Section 4 Nominees for Election to the Board.

#### **MAJORITY VOTING POLICY**

The Board of Directors has a policy which requires that any nominee for director in an uncontested election who receives, for his or her election, a greater number of votes "withheld" than "for" must tender his or her resignation to the Board Chair promptly following the Meeting. The Board of Directors will promptly accept the resignation unless it determines that there are exceptional circumstances relating to the composition of the Board of Directors or voting results that justify delaying the acceptance of the resignation or rejecting it. Within 90 days of the Meeting, the Board of Directors will announce its decision to either accept or reject the resignation in a press release, including reasons for rejecting the resignation, if

To be elected, a nominee must receive a greater number of votes "FOR" than "WITHHELD".

applicable. The Corporation will provide a copy of the press release announcing such decision to the TSX. A director who tenders a resignation pursuant to this policy will not participate in any meeting of the Board of Directors, the Corporate Governance and Nominating Committee or any other committee of the Board of Directors at which the resignation is considered.

Unless otherwise instructed, the Management proxies designated in the proxy form intend to vote **FOR** the election of the 10 Board of Director nominees listed below under Section 4 *Nominees for Election to the Board*.

# **3.3** APPOINTMENT OF AUDITOR

Initially appointed as Auditor for the fiscal year ended December 31, 2017, the Board, on the recommendation of the Audit Committee, recommends the renewal of the mandate of Ernst & Young LLP ("EY") as the auditor of the Corporation for the fiscal year ending December 31, 2018. The auditor will hold office until the next annual meeting of shareholders of the Corporation or until its successor is appointed.

Unless otherwise instructed, the Management proxies designated in the proxy form intend to vote **FOR** the appointment of EY as the auditor of the Corporation and to vote in favour of authorizing the Board of Directors to set its remuneration.

#### **EXTERNAL AUDITOR SERVICE FEES**

The Corporation, as a rule, retains the services of external consultants to avoid potential conflict of interest situations involving its auditor. On March 28, 2017, the Corporation changed its independent external auditor and the Board of Directors appointed EY as successor auditor to Raymond Chabot Grant Thornton LLP.



The following table sets out, by category, the aggregate fees billed by Raymond Chabot Grant Thornton LLP, during fiscal years 2017 and 2016.

FEES PAID TO RAYMOND CHABOT GRANT THORNTON LLP				
CATEGORY	FISCAL YEAR ENDED DECEMBER 31, 2017 (\$)	FISCAL YEAR ENDED DECEMBER 31, 2016 (\$)		
Audit Fees	283,500	646,689		
Audit-Related Fees	16,170	12,400		
Tax Fees	-	173,756		
All Other Fees	-	105,692		
Total	299,670	938,537		

The following table sets out, by category, the aggregate fees billed by EY, during fiscal years 2017 and 2016.

FEES PAID TO EY				
CATEGORY	FISCAL YEAR ENDED DECEMBER 31, 2017 (\$)	FISCAL YEAR ENDED DECEMBER 31, 2016 (\$)		
Audit Fees	303,187	-		
Audit-Related Fees	15,225	-		
Tax Fees	-	-		
All Other Fees	86,025	-		
Total	404,437	-		

<sup>&</sup>quot;Audit Fees" include the aggregate professional fees billed for audit services in connection with the consolidated annual financial statements of the Corporation.

"Audit-Related Fees" include the aggregate fees (other than Audit Fees and Tax Fees) billed for professional services that are reasonably related to the performance of the audit or the consolidated financial statements of the Corporation. More specifically, these services include, among other things, pension plan audits, attestation services that are required by statute or regulation and consultations regarding financial reporting and accounting standards.

"**Tax Fees**" include the aggregate fees billed for U.S. tax compliance and advisory services relating to the preparation of corporate tax returns.

"All Other Fees" include the aggregate fees billed for all services other than those reported under Audit Fees, Audit-Related Fees and Tax Fees, which includes services related to financial due diligence assistance in the context of acquisitions.

### 4 NOMINEES FOR ELECTION TO THE BOARD

The Board of Directors is committed to a Board size of a minimum of 9 directors and a maximum of 12 directors, which the Board considers to be an appropriate number given the size of the Corporation and sufficient to provide an appropriate mix of experience and skills for the stewardship of the Corporation. The number of directors to be elected at the Meeting is 10.

Ten nominees are proposed to act as directors.

# **4.1** I INFORMATION ON THE NOMINEES

The following are the nominees proposed for election as directors of Uni-Select. Except for David Bibby and Michael Wright, all are currently directors of the Corporation. Each director elected will hold office until the next annual meeting of shareholders or until that director's successor is duly elected or appointed, unless the office is earlier vacated.



The following tables detail the experience, qualifications, areas of expertise, participation on the Board and its committees, participation on the boards of other public corporations, voting results at last year's annual meeting, as well as the number of Shares and deferred share units ("DSUs" or "Deferred Share Units") beneficially owned by each proposed director or over which each exercised control or direction, directly or indirectly, as of December 31, 2016, December 31, 2017 and March 15, 2018.

#### **DAVID BIBBY**



Mr. Bibby is the Global eCommerce & Digital Technology Leader at Finning International Inc., the world's largest Caterpillar equipment dealer. Prior to joining Finning full-time in 2016, he was a consultant to Finning. From 2012 to 2015, Mr. Bibby was Chief Information Officer at Vancity Savings Credit Union, responsible for Enterprise IT Services and Operations. From 1997 to 2015, Mr. Bibby was the Senior Vice President, Technology at Canaccord Genuity Corporation.

Mr. Bibby has completed the Partners, Directors and Senior Officers Course (PDO) from the Canadian Securities Institute.

North Vancouver, British Columbia, Canada

#### Global eCommerce & Digital Technology Leader

Finning International Inc.

Since December 2016

Age: 47
Status: Independent
New nominee

Areas of ExpertiseStrategic LeadershipDigital Transformation

	<b>Board and Committ</b>	ee Attendance durin	g 2017	Meeting Attendance	
N/A	N/A				
	Public Board Membership				
N/A				None	
Year	Total value of Shares and DSUs (\$)				
March 15, 2018	-	-	21.890	-	
December 31, 2017	-	-	28.410	-	
December 31, 2016	-	-	29.490	-	
Voting results at the annual meeting of shareholders held on May 4, 2017					
Votes in favour	% of votes withheld				
-	_		-	_	

### HENRY BUCKLEY, M.B.A.



Mr. Buckley has been President and Chief Executive Officer of the Corporation since August 1, 2015. Prior thereto, Mr. Buckley was appointed Chief Operating Officer of the Corporation on September 8, 2014. He was previously Vice President for Specialty Brand Companies and Mergers and Acquisitions at W.W. Grainger Inc. between 2012 and 2014, Vice President and General Manager at Acklands-Grainger Inc., a division of W.W. Grainger Inc., between 2007 and 2012 and prior thereto held various senior management roles in the industrial distribution sector in the United States and Canada. He is a member of the Board of Directors of BMC Stock Holdings, Inc. since August 1, 2017.

Mr. Buckley holds a Master's Degree in Business Administration from Queen's University.

Delta, British Columbia, Canada

#### President and Chief Executive Officer

Uni-Select Inc.

Since August 2015

Age: 57 Status: Non-Independent Joined Board: April 2016

Areas of ExpertiseDistribution IndustryMergers & Acquisitions

Board and Committee Attendance during 2017	Meeting Attendance			
Board of Directors	12/12			
Board/Committee Membership	Public Board Membership			
Board of Directors (2016)	BMC Stock Holdings, Inc.			
Securities Held or Controlled				

Securities held of Controlled				
Year	Shares (#)	DSUs (#)	Share price (\$)	Total value of Shares and DSUs (\$)
March 15, 2018	7,875	26,543	21.890	753,410
December 31, 2017	7,875	20,799	28.410	814,628
December 31, 2016	900	14,976	29.490	468,183
Voting results at the annual meeting of shareholders held on May 4, 2017				

Votes in favour	favour % of votes in favour Vot		% of votes withheld	
28,495,020	92.97	2,154,393	7.03	

<sup>&</sup>lt;sup>1</sup> For information regarding the DSUs, refer to Section 8.6 *Direct Remuneration – Short-Term Incentive Plan*.



#### MICHELLE CORMIER, CPA, CA



Aluminium Limited. Ms. Cormier sits on the Board of Directors of Dorel Industries Inc. and is a member of its Audit and Corporate Governance Committees. She is a member of the Board of Directors of Champion Iron Limited and is a member of its Audit and Human Resources Committees. She also sits on the Board of Directors of Cascades Inc. and is a member of its Audit and Human Resources Committees.2

**Board and Committee Attendance during 2017** 

Ms. Cormier holds a Bachelor's Degree in Business Administration from Bishop's University. She is a member of the Québec Order of Chartered Professional Accountants. She articled with Ernst & Young LLP. She is also a member of the Institute of Corporate Directors, Women Corporate Directors (Québec Chapter) and of Diversity 50.

**Meeting Attendance** 

Total value of Shares

and DSUs

Montréal, Québec, Canada

#### **Operating Partner**

Wynnchurch Capital Canada, Ltd.

Since July 2014

Age: 61

Status: Independent

Joined Board: April 2016

#### **Areas of Expertise**

• Finance - Accounting Risk Management

	Board of Directors	10/12			
	Audit Committee	4/4			
ĺ	Corporate Governance	3/4			
		Public Board Membership			
	Board of Directors (20:	Cascades Inc.			
	Audit Committee, Chai	Champion Iron Limited			
	Corporate Governance and Nominating Committee (2016)			Dorel Industries Inc.	
Securities Held or Controlled					
					Total value of Shares
		Shares	DSUs	Share price	and DSUs
	Year	(#)	(#)	(\$)	(\$)

Year	Shares (#)	DSUs (#)	Share price (\$)	Total value of Shares and DSUs (\$)
March 15, 2018	4,000	5,394	21.890	205,635
December 31, 2017	4,000	5,376	28.410	266,372
December 31, 2016	4,000	2,095	29.490	179,742
Voting results at the annual meeting of shareholders held on May 4, 2017				

Votes in favour	% of votes in favour	Votes withheld	% of votes withheld			
30,183,656	98.48	465,757	1.52			

#### ANDRÉ COURVILLE, B.Comm., FCPA, FCA, ICD.D



Montréal. Québec, Canada

Corporate Director since 2014

• Mergers & Acquisitions

Mr. Courville is a corporate director and a chartered professional accountant. Prior to his election to the Board, he acted as senior audit partner at Ernst & Young LLP with 37 years of experience working with Canadian, U.S. and International listed companies in various industries. He was President and Chief Executive Officer between 2015 and 2017 and continues to be a director of the Institute of Corporate Directors (Québec Chapter) and a director, Chair of the Audit and member of the Executive and Joint Committees of the Montreal Heart Institute Foundation.

Mr. Courville has a Bachelor's Degree in Business Administration from HEC Montréal, completed the Kellogg Program at Harvard University, the Senior Management Program at Western University and was granted his ICD.D designation from the Institute of Corporate Directors. He is a Fellow of the Québec Order of Chartered Professional Accountants.

Board and Committee Attendance during 2017	Meeting Attendance
Board of Directors	12/12
Audit Committee	4/4
Corporate Governance and Nominating Committee	4/4
Human Resources and Compensation Committee	7/7
Roard/Committee Membership	Public Board Momborship

Board of Directors, Chair (Chair since 2016, member since 2014) None Audit Committee (2014)

Corporate Governance and Nominating Committee, Chair (Chair since 2016, member since 2015) Human Resources and Compensation Committee (2016)

	Securities Held or Controlled			
<b>Age</b> : 64		Shares	DSUs	Share price

	Year	(#)	(#)	(\$)	(\$)	
Status: Independent	March 15, 2018	7,500	11,419	21.890	414,137	
	December 31, 2017	7,500	11,380	28.410	536,381	
Joined Board: July 2014	December 31, 2016	6,000	7,686	29.490	403,600	
Areas of Expertise	Voting results at the annual meeting of shareholders held on May 4, 2017					
Accounting & Auditing	Votes in favour	% of vote	es in favour	Votes withheld	% of votes withheld	
Mergers & Acquisitions	27,082,962	88	3.36	3,566,451	11.64	

<sup>2</sup> Ms. Cormier was asked to chair and conduct the restructuring of Adaltis Inc., a company in biotesting with operations in Italy, China and Montréal from 2009 to 2010. Upon her recommendation, the company was closed and then became bankrupt in 2010. In January 2017, Ms. Cormier was asked by the remaining senior secured creditor and by the sole shareholder of Calyx Transportation Inc. ("Calyx") to become the sole Director and Officer of Calyx. In this capacity, her mandate was to wind down Calyx in the most efficient manner, following the sale, in December 2016, by Calyx of all assets and businesses in which it operated. The large majority of net proceeds from such sales were used to repay bank indebtedness, employee severances and suppliers. Following all such payments, the cash on hand was insufficient to repay the remaining secured creditor. Given the insolvency of Calyx, Ms. Cormier in her capacity of Director of Calyx approved a voluntary

assignment in bankruptcy pursuant to the Bankruptcy and Insolvency Act in order to complete the wind down of Calyx's affairs and discharge her mandate.



#### JEFFREY I. HALL, BASc, P. ENG., ICD.D



Mr. Hall has over 35 years of experience in the distribution industry. He was the President and CEO of Rexel Canada Electrical Inc. from 2005-2014 and the Chairman of Rexel North America Inc. from 2014-2015. Rexel, with its banners Westburne and Nedco, is one of the largest distributors of electrical, automation and telecom supplies in Canada. Prior to his appointment as CEO, Mr. Hall was Vice President of Westburne.

Mr. Hall graduated from the University of Toronto with a Bachelor of Applied Science in Industrial Engineering with Honours Standing.

Oakville, Ontario, Canada Corporate Director since 2015

Board and Committee Attendance during 2017	Meeting Attendance
Board of Directors	12/12
Audit Committee	4/4
Human Resources and Compensation Committee	7/7
Board/Committee Membership	Public Board Membership
Board of Directors (2015)	None
Audit Committee (2015)	
Human Resources and Compensation Committee (Chair since 2017 <sup>3</sup> , member since 2016)	
Securities Held or Controlled	

**Age**: 60

Status: Independent

Joined Board: April 2015

Areas of ExpertiseDistribution IndustryManagement & Leadership

Year	Shares (#)	DSUs (#)	Share price (\$)	Total value of Shares and DSUs (\$)
March 15, 2018	2,000	5,173	21.890	157,017
December 31, 2017	2,000	5,155	28.410	203,274
December 31, 2016	2,000	2,623	29.490	136,332
Victing you like at the annual masting of shough allows hald on May 4, 2017				

 Voting results at the annual meeting of shareholders held on May 4, 2017

 Votes in favour
 % of votes in favour
 Votes withheld

 30,200,852
 98.54
 448,561
 1.46

#### GEORGE E. HEATH, M.B.A.



Mr. Heath is a corporate director. Until his retirement in 2015, he was President of the Global Finishes Group at Sherwin-Williams. After serving as Director of Marketing at PPG Industries between 2002 and 2004, he joined Sherwin-Williams as the Vice President of Marketing for the Product Finishes Division, then its President & General Manager from 2005 until 2008 when he became Group President. Mr. Heath is a broad-gauged commercial leader with extensive and relevant coatings expertise both in North America and abroad.

Mr. Heath holds a Master's Degree in Business Administration from Miami University.

**Board and Committee Attendance during 2017** 

Chagrin Falls, Ohio, USA

Corporate Director since 2015

**Age**: 52

Status: Independent

Joined Board: July 2017

Areas of Expertise

• Industrial Paint

• Global Senior Executive

Board of Directors			5/54		
	Board/Co	mmittee Membership		Public Board Membership	
Board of Directors (20	Board of Directors (2017)				
		Securities He	ld or Controlled		
				Total value of Shares	
	Shares DSUs Share price			and DSUs	
Year	(#)	(#)	(\$)	(\$)	
March 15, 2018	1,025	1,328	21.890	51,507	
December 31, 2017	1,025	1,323	28.410	66,707	
December 31, 2016	None	None	29.490	None	
Voting results at the annual meeting of shareholders held on May 4, 2017					
Votes in favour	Votes in favour % of votes in favour Votes withheld			% of votes withheld	
_		-	-	-	

Meeting Attendance

<sup>&</sup>lt;sup>3</sup> Mr. Hall was appointed Chair of the Human Resources and Compensation Committee on May 4, 2017.

 $<sup>^4\,</sup>$  Mr. Heath was appointed to the Board of Directors on July 26, 2017.



#### ROBERT MOLENAAR, BSC, AMP



Mr. Molenaar has been Chief Executive Officer of Tradebe Management Limited, a multinational hazardous waste management company, since 2015. Prior thereto, he held several international management positions at AkzoNobel N.V., including General Manager Automotive Refinish Asia Pacific, Vice President Automotive Refinish North America and with the most recent being Global Managing Director, Marine & Protective Coatings, from January 2010 to December 2014.

Mr. Molenaar holds a Bachelor's Degree in Polymer Science from Saxion Hogeschool Enschede in Enschede, The Netherlands as well as the executive AMP of Harvard University.

Buckinghamshire, UK

#### **Chief Executive Officer**

Tradebe Management Limited

Since July 2015

Age: 57
Status: Independent
Joined Board: May 2017

Areas of Expertise
• Global Senior Executive
• Automotive Refinish

Board of Directors	9/9⁵				
Corporate Governance	and Nominating Con	nmittee		2/25	
Human Resources and	Human Resources and Compensation Committee				
	Public Board Membership				
Board of Directors (2017)				None	
Corporate Governance					
Human Resources and					
	Shares	DSUs	Share price	Total value of Shares and DSUs	
Year	(#)	(#)	Share price (\$)	and DSOS (\$)	

**Meeting Attendance** 

**Board and Committee Attendance during 2017** 

	Year	Shares (#)	DSUs (#)	Share price (\$)	Total value of Shares and DSUs (\$)
	March 15, 2018	None	3,778	21.890	82,700
	December 31, 2017	None	3,766	28.410	106,992
	December 31, 2016	None	None	29.490	None
Voting results at the annual meeting of shareholders held on May 4, 2017					

Votes in favour	% of votes in favour	Votes withheld	% of votes withheld
30,635,816	99.96	13,597	0.04

#### RICHARD G. ROY, FCPA, FCA



Mr. Roy was the President and Chief Executive Officer of Uni-Select until July 31, 2015. Prior to January 2008, he held the positions of Vice President, Chief Operating Officer and Vice President, Administration and Chief Financial Officer of the Corporation.

Mr. Roy sits on the Board of Directors of Dollarama Inc. and is the Chair of its Audit Committee. He also sits on the Board of Directors of GDI Integrated Facility Services Inc. and is a member of its Audit and HR and Governance Committees.

Mr. Roy holds a Bachelor's Degree in Business Administration from HEC Montréal. He is a member of the Québec Order of Chartered Professional Accountants. He was awarded the title of Fellow in 2012.

Board and Committee Attendance during 2017	Meeting Attendance
Board of Directors	12/12
Board/Committee Membership	Public Board Membership
Board of Directors (2008)	Dollarama Inc.
	GDI Integrated Facility Services
	Inc.

Verchères, Québec, Canada Corporate Director since 2015

Age: 62 Status: Non-Independent<sup>6</sup>

Joined Board: May 2008

Areas of Expertise

• Automotive Industry

• Finance - Accounting

Securities Held or Controlled Total value of Shares DSUs **Shares** Share price and DSUs (#) (\$) (#) (\$) March 15, 2018 15,000 2,059 21.890 373,422 December 31, 2017 15,000 2,052 28.410 484,447 December 31, 2016 15,000 1,369 29.490 482,722

	Voting results at the annual meeting	g of shareholders held on May 4, 2	1017
Votes in favour	% of votes in favour	Votes withheld	% of votes withheld
30,547,102	99.67	102,311	0.33

<sup>&</sup>lt;sup>5</sup> Mr. Molenaar was elected to the Board of Directors and appointed to each of the Corporate Governance and Nominating and Human Resources and Compensation Committees on May 4, 2017.

<sup>&</sup>lt;sup>6</sup> Mr. Roy is not independent having acted as President and Chief Executive Officer of the Corporation until July 31, 2015.



#### DENNIS M. WELVAERT, B.S., M.B.A., MAAP



Mr. Welvaert is President of Welvaert Business Solutions, LLC, a consulting company. He acted as Interim President of Uni-Select USA, Inc. from April to July 2013 and as Chair of the Board of Uni-Select USA, Inc. from July 31, 2013 to December 31, 2014. He retired as President of Dayco North American Aftermarket and Australian Operations Division of Dayco Products, LLC in August 2011. With Dayco, Mr. Welvaert held senior executive-level positions in the OEM, Industrial and Aftermarket divisions. 7

Mr. Welvaert holds a Bachelor of Science in Chemistry from Wayne State University, a Master in Business Administration from Eastern Michigan University and a Master Automotive Aftermarket Professional designation from the University of the Aftermarket.

Leander, Texas, USA

President Welvaert Business Solutions, LLC Since April 2011

Board and Committee Attendance during 2017	Meeting Attendance
Board of Directors	11/12
Corporate Governance and Nominating Committee	2/28
Board/Committee Membership	Public Board Membership
Board of Directors (2013)	None

Status: Independent Joined Board: July 2013

Areas of Expertise

Age: 69

• Business Improvement and Optimization

• North American Aftermarket Industry

Securities Held or Controlled									
Year	Shares (#)	DSUs (#)	Share price (\$)	Total value of Shares and DSUs (\$)					
March 15, 2018	1,000	13,053	21.890	307,620					
December 31, 2017	1,000	13,009	28.410	397,996					
December 31, 2016	1,000	10,369	29.490	335,272					

Voting results at the annual meeting of shareholders held on May 4, 2017 % of votes withheld % of votes in favour Votes in favour Votes withheld 26.591.566 86.76 4.057.847 13.24

#### MICHAEL WRIGHT, BSC



Mr. Wright is a Corporate Director. Until his retirement in 2016, Mr. Wright was a member of Jaguar Land Rover's executive committee from 2002 until 2016 and held global business leadership, strategy and customer service roles

Mr. Wright holds a Bachelor of Science in Communication Science & Linguistics from Aston University and has completed the Strategic Management Programme at INSEAD.

Stratford-upon-Avon, UK Corporate Director since 2016

N/A

N/A Securities Held or Controlled Total value of Shares Age: 64 Shares DSUs Share price and DSUs Year (#) (#) (\$) (\$) Status: Independent March 15, 2018 21 890 New nominee December 31, 2017 28.410 December 31, 2016 29.490 **Areas of Expertise** Voting results at the annual meeting of shareholders held on May 4, 2017 Automotive Industry Votes in favour % of votes in favour Votes withheld % of votes withheld Marketing

**Board and Committee Attendance during 2017** 

**Board/Committee Membership** 

Meeting Attendance

N/A

Public Board Membership

<sup>7</sup> Mr. Welvaert was President of Dayco Products, LLC, North American Aftermarket Division, when its parent company, Mark IV Industries, Inc. declared bankruptcy in April 2009. Mark IV Industries, Inc. emerged from bankruptcy in November 2009 and Mr. Welvaert continued his role as President until his retirement in August 2011.

<sup>&</sup>lt;sup>8</sup> Mr. Welvaert ceased to be a member of the Corporate Governance and Nominating Committee on May 4, 2017.

<sup>9</sup> Mr. Wright is a nominee to the Board of Directors of Pendragon PLC subject to election at the Annual General Meeting of Shareholders of Pendragon PLC to be held in May 2018.



# **4.2** INFORMATION ON SHAREHOLDINGS

To align the interests of directors with those of the Shareholders, the Share Ownership Guidelines ("SOG") of the Corporation provide that the minimum number of Shares that each director must hold equal three times the annual allowance paid to the non-chair directors representing a total value of \$240,000 as of December 31, 2017. Directors must meet the SOG within five (5) years of their election provided no less than 50% of their annual allowance is elected to be paid in DSUs. As at December 31, 2017 and as outlined below, 6 out of the 9 current non-management members of the Board of Directors meet or exceed the minimum ownership value for directors set by the Board of Directors.

Director	Common	DSUs <sup>1</sup>	Total Shares and	Total Market Value of Shares and Share Equivalents <sup>2</sup>	Meets Minimum Share Ownership Guidelines	Latest Date to Meet Share Ownership Guidelines
	Shares		Share Equivalents	•	Guidelines	
Michelle Cormier	4,000	5,376	9,376	\$266,372	Yes	April 28, 2021
André Courville	7,500	11,380	18,800	\$536,381	Yes	July 1, 2019
Patricia Curadeau-Grou <sup>3</sup>	2,000	23,840	25,840	\$734,114	Yes	May 1, 2018
Jeffrey I. Hall	2,000	5,155	7,155	\$203,274	No	April 30, 2020
George E. Heath	1,025	1,323	2,348	\$66,707	No	July 26, 2022
Richard L. Keister <sup>3</sup>	34,200	15,015	49,215	\$1,398,198	Yes	May 1, 2018
Robert Molenaar	-	3,766	3,766	\$106,992	No	May 4, 2022
Richard G. Roy	15,000	2,052	17,052	\$484,447	Yes	February 28, 2018
Dennis M. Welvaert	1,000	13,009	14,009	\$397,996	Yes	July 31, 2018

<sup>&</sup>lt;sup>1</sup> The number of DSUs includes dividends paid on Shares as at December 31, 2017.

The Corporation has set the minimum number of Shares that each senior executive must hold in its SOG. For information regarding the SOG, refer to Section 8.3 *Summary of Senior Executives Compensation Elements*.

# 4.3 | DIRECTOR INDEPENDANCE

A majority of the members of the Board of Directors, the members of the Audit and Human Resources and Compensation Committees and since May 4, 2017, the members of the Corporate Governance and Nominating Committee are independent, as defined by the Canadian Securities Administrators. The Board, either directly or through one of its committees, adopts structures and procedures to ensure the Board functions independently of Management.

8 of the 10 nominees for election to the Board of Directors are independent.

At any time, any director may request that a meeting of the Board or any committee be held without Management or non-independent directors. The agenda for each Board and committee meeting provides for a period of discussion between Board members in the absence of Management or non-independent directors.

All director nominees are independent, except (i) Henry Buckley who is the President and Chief Executive Officer of the Corporation and (ii) Richard G. Roy who, until July 31, 2015, was the President and Chief Executive Officer of the Corporation.

<sup>&</sup>lt;sup>2</sup> Value based on closing price of Shares of \$28.41 as at December 31, 2017.

<sup>&</sup>lt;sup>3</sup> Ms. Curadeau-Grou and Mr. Keister are not nominees to the Board of Directors at the Meeting.



#### INDEPENDENT CHAIR OF THE BOARD

The Corporation's Board has been led by a non-executive Chair since it became public in 1985 and believes that the separation of the positions of President and Chief Executive Officer and Chair effectively allows the Board to function independently of Management and enhance accountability. Potential conflicts of interest are avoided while sound leadership, effective decision-making and candid discussion are promoted by having an independent Chair of the Board.

# **4.4** DIRECTOR INTERLOCKS

As at March 15, 2018, there are no interlocking public corporation directorships or committee memberships (directors of the Corporation who sit on the same board or committee of another public corporation) among the Board members and the nominees.

# 5 | REPORT ON CORPORATE GOVERNANCE PRACTICES

Uni-Select has adopted certain policies and procedures to ensure that effective corporate governance practices are followed and the Board functions independently of Management. Our Corporate Governance Guidelines provide a framework of authority and accountability to enable the Board and Management to make timely and effective decisions that promote shareholder value while complying with applicable laws and Uni-Select's commitment to ethical conduct, integrity and transparency.

The Board of Directors believes that good corporate governance practices are important and follows the evolution of corporate governance practices and guidelines in Canada. The Corporate Governance and Nominating Committee will pursue its review of Uni-Select's corporate governance practices and, if appropriate, will make recommendations to the Board of Directors to improve them.

A copy of the
Corporate
Governance
Guidelines are
available at
uniselect.com or by
contacting Investor
Relations.

# **5.1** CORPORATE GOVERNANCE INITIATIVES

Among its various corporate governance initiatives, the Corporation has adopted:

- 1 A code of ethics;
- 2 A conflict of interest policy;
- 3 A whistleblower policy;
- 4 An insider trading and blackout policy;
- 5 A minimum ownership requirement policy for directors and senior executives;
- 6 A majority voting policy for the election of directors;
- 7 Charters for the Board and each of its committees;
- 8 Position descriptions for the Chief Executive Officer, the Chair of the Board of Directors and the committee Chairs;
- 9 A selection process for new directors;
- 10 An assessment process for the President and Chief Executive Officer, the Board of Directors, the committees and the directors;
- 11 A continuing education program for the directors;
- 12 An annual assessment process for the external auditor; and
- 13 A board diversity policy.



# **5.2** | BOARD MANDATE

The Board of Directors adopted a Board of Directors' Charter in order to identify the responsibilities of the Board and thereby to enhance coordination and communication between the Board and Management. A copy of the Board of Directors' Charter is attached hereto as Schedule A.

# **5.3** | ROLE OF CHAIR

The Chair of the Board of Directors is responsible, among other things, for the structure and management of the Board of Directors and ensures that it meets its obligations and responsibilities including those relating to corporate governance matters. The Chair also acts on an advisory basis and works closely with the President and Chief Executive Officer to ensure management strategies, plans and performance are appropriately presented to the Board. The Chair is also responsible for the assessment of the President and Chief Executive Officer in collaboration with the Human Resources and Compensation Committee. A copy of the position description of the Chair of the Board is available on Uni-Select's website at uniselect.com.

# **5.4** COMMITTEES OF THE BOARD

The primary responsibility of the Board is to supervise the management of the Corporation so as to foster its long-term success consistent with the Board's responsibility to the shareholders to maximize shareholder value. The Board approves all matters required by the *Business Corporations Act* (Québec) ("Act") and other applicable legislation and the Corporation's Articles and By-laws. To the extent permitted by the Act, the Board may delegate the exercise of its powers to any director, officer or Board committee.

Given the size of the Corporation, the nature and geographic scope of its activities and the great number of laws and regulations to which the Corporation is subject, the Board of Directors has established committees that have certain responsibilities. These committees are the Audit Committee, the Corporate Governance and Nominating Committee and the Human Resources and Compensation Committee. All committees report to the Board of Directors and Board committee recommendations are subject to Board approval.

The following is a summary of the mandate of each committee of the Board of Directors.

A copy of the Board and committee charters is available at uniselect.com or by contacting Investor Relations.

### **AUDIT COMMITTEE**

The Audit Committee, composed entirely by independent members, is established by the Board of Directors to assist the Board in fulfilling its responsibilities with respect to the integrity of the Corporation's financial statements, reports and financial reporting process. In so doing, it is the responsibility of the Committee to maintain free and open communication between the Board, the external auditor and Management of the Corporation and monitor their performance, recognizing that the external auditor is ultimately accountable to the Committee, the Board and the shareholders of the Corporation. As part of its external oversight responsibilities, the Committee conducts an annual assessment of the external auditor, to consider and assess the independence, objectivity and professional skepticism, the quality of the engagement team and services to be provided, and the quality of communications and interactions with the external auditor.



#### CORPORATE GOVERNANCE AND NOMINATING COMMITTEE

The Corporate Governance and Nominating Committee is established by the Board of Directors to assist the Board in fulfilling its responsibilities in overseeing the implementation of corporate governance rules, procedures and policies as well as compliance therewith, in particular by establishing and reviewing the functions of the Board and its committees, and those of the Chair of the Board. It also assists the Board of Directors in identifying individuals qualified to become members of the Board and determining the composition of the Board of Directors and its committees and periodically reviews the selection and succession criteria and procedures for directors. Furthermore, it ensures that a process is set up to assess the performance and effectiveness of the Board, the committees and their members. It establishes criteria for, and annually implements, an evaluation process for the Board, the Board Chair, each committee of the Board in order to assess their effectiveness and contribution and recommends steps which may be taken to improve effectiveness. The Committee also ensures that full and complete disclosure of the Corporation's systems of corporate governance is made, where appropriate, in the Corporation's disclosure documents.

#### **HUMAN RESOURCES AND COMPENSATION COMMITTEE**

The Human Resources and Compensation Committee is established by the Board of Directors to assist the Board in fulfilling its responsibilities relating to human resources and compensation and to establish a succession plan and development of senior executives. The Committee has the responsibility for evaluating and making recommendations to the Board regarding the compensation of the Corporation's senior executives and the short-term and long-term compensation plans, policies and programs of the Corporation. In addition, the Committee produces an annual report on executive compensation for inclusion, where appropriate, in the Corporation's Management Information Circular.

# **5.5** | SHAREHOLDER ENGAGEMENT

The Board of Directors and Management are committed to open communication with its shareholders. The Corporation encourages feedback from its shareholders and engages in regular communications with financial analysts and institutional investors.

In 2017, the Corporation's shareholder engagement initiatives included:

- institutional investor and shareholder engagement through roadshows with Management including meetings in Montreal and Toronto, Canada and Manchester, United Kingdom; and
- other year-round investor and shareholder engagement at in-person meetings and conference calls.

In addition, the Corporation communicates regularly with shareholders through annual and quarterly reports as well as other disclosure and regulatory documents, all of which are filed on SEDAR at <a href="sedar.com">sedar.com</a> and on its website at <a href="uniselect.com">uniselect.com</a>. The Corporation also provides presentations regularly made to investors on its website. The Annual General Meeting provides another excellent opportunity for dialogue. The Corporation welcomes feedback from all shareholders, who can contact the Investor Relations department by emailing <a href="investorrelations@uniselect.com">investorrelations@uniselect.com</a>.

# **5.6** | POSITION DESCRIPTIONS

The Board of Directors must define the roles and responsibilities of the Board and Management. In addition, the Board has developed position descriptions for the President and Chief Executive Officer, the Chair of the Board and the committee Chairs.

The Chair of the Board is responsible for effectively managing the affairs of the Board in accordance with corporate governance principles.

A copy of the position descriptions is available at uniselect.com or by contacting Investor Relations.



The committee Chair position description sets out the responsibilities and duties of the Chair of each committee in guiding each committee in the fulfillment of its duties.

The position description for the President and Chief Executive Officer is developed with input from the President and Chief Executive Officer and the Human Resources and Compensation Committee, and is approved by the Board of Directors. The description provides that the President and Chief Executive Officer's fundamental responsibility is the general direction and management of the business and affairs of the Corporation, within the authority limitations delegated by the Board, focused on meeting the corporate goals and objectives approved by the Board of Directors.

# **5.7** | DIRECTOR ORIENTATION AND CONTINUING EDUCATION

The Board ensures that all new directors receive a comprehensive orientation regarding the nature and operation of the Corporation's business. Management provides new directors with general information on the Corporation and the new directors are given the opportunity to meet with senior executives and operational personnel and to visit the Corporation's distribution centres and other facilities.

New directors are also provided with a basic understanding of the role of the Board and its committees, as well as the contribution individual directors are expected to make (including, in particular, the commitment of time and resources that the Corporation expects from its directors) in order to assist new directors in contributing effectively to the Board.

The Board also ensures that the directors receive continuing education on a regular basis. Management or independent consultants give presentations to the Board of Directors on various topics and update the Board on governance initiatives and issues.

# **5.8** | STRATEGIC PLANNING

The Board of Directors sets aside two days every year where the long-term plan for the Corporation is discussed in detail. In addition, the agenda for every regularly-scheduled Board meeting provides for a discussion on the strategy of the Corporation.

# **5.9** | ETHICAL BUSINESS CONDUCT

The Corporation has a Code of Ethics that governs the conduct of Uni-Select's directors, officers and employees. The Board of Directors, together with the Human Resources and Compensation Committee, is responsible for monitoring the implementation, operation and effectiveness of the Code of Ethics by ensuring that it is complied with and kept up-to-date and by recommending the adoption of any policies and procedures that are required pursuant to the Code. Management oversees its practices to ensure that they reflect the values and beliefs advocated by the Corporation in addition to the fundamental rules that must govern all persons

A copy of the Code of Ethics, the policy on Conflict of Interest and the Whistleblower Policy is available at uniselect.com or by contacting Investor Relations.

who may, in one form or another, engage the Corporation's responsibility. Failure to comply with this Code is grounds for disciplinary action that may include termination of employment or, in the case of directors, removal from the Board of Directors.



#### **CONFLICT OF INTEREST**

Uni-Select has a policy governing conflict of interest that must be completed and signed by all directors, officers and employees. The purpose of this Policy is to maintain a high level of integrity in carrying out professional activities and to ensure compliance with the laws, regulations and highest standards of professional conduct in every jurisdiction in which the Corporation carries on business. In general, any employee, officer or director of the Corporation must not have any dealings, ties or interests which could deprive the Corporation of their loyalty when they are acting in the name of the Corporation.

No employee, officer or director shall commit to or develop a professional relationship with an individual or company or become involved in any initiative or action whatsoever in which they believe there is a potential or apparent conflict of interest without previously requesting approval.

Officers shall promptly report to the President and Chief Executive Officer and drectors shall promptly report to the Chair of the Board, or to the Chair of the Human Resources and Compensation Committee, any material personal financial interests in, or employment or position with, any business or company which is in competition with the Corporation or which carries on or wishes to carry on business with the Corporation or any other situation which may give rise to a potential or apparent conflict of interest.

#### WHISTLEBLOWER POLICY

The Corporation has a policy in place with regards to the Audit Committee Whistleblower Procedures. This Policy describes the process for the receipt and handling of complaints and the retention of complaint files with respect to the Corporation's accounting, internal accounting controls, auditing matters, human resources matters and fraud.

The Audit Committee has the responsibility to provide for the confidential and anonymous submission by the Corporation's employees of concerns relating to accounting or auditing matters. The procedures are intended to fulfill these responsibilities and to ensure that any such complaints and concerns are promptly and effectively addressed. A copy of the policy is available at <u>uniselect.com</u>.

# 6 DIRECTOR COMPENSATION AND ATTENDANCE

# **6.1** | HIGHLIGHTS

In 2017, the directors:

- Conducted customary responsibilities such as:
  - Evaluation of Management performance;
  - Evaluation of the Corporation's performance;
  - Approved the strategic plan and oversight of the execution of the plan;
  - Enterprise risk assessment management and processes;
  - Guidance of Management on various M&A transactions;
  - Talent management and succession in senior positions;
- 2 Modified the composition of the various committees of the Board in alignment with the Corporation's evolving business; and
- 3 Prepared the succession of the members of the Board and of the Chair.



# **6.2** COMPOSITION OF THE COMMITTEES

There are three Committees of the Board of Directors. <sup>10</sup> The following table outlines the composition of the Board Committees as at December 31, 2017.

DIRECTORS	YEAR APPOINTED	AUDIT	GOVERNANCE & NOMINATING	HR & COMPENSATION
Independent Directors:				
Michelle Cormier	2016	Chair	•	
André Courville	2014	•	Chair	•
Patricia Curadeau-Grou	2013	•		•
Jeffrey I. Hall	2015	•		Chair
George E. Heath	2017			
Richard L. Keister	2013	•	•	
Robert Molenaar	2017		•	•
Dennis M. Welvaert	2013			
Non-Independent Director:				
Richard G. Roy	2008			
Management Director:				
Henry Buckley <sup>1</sup>	2016			

<sup>&</sup>lt;sup>1</sup> Henry Buckley is invited to attend the meetings of all Committees. The agenda for each Committee meeting provides for a period of discussion between Committee members in the absence of Management and non-independent directors.

# **6.3** | DIRECTOR COMPENSATION

The objective of the Corporation is to offer its directors competitive compensation, sufficient to attract and retain directors who display qualities relevant to the environment in which the Corporation evolves. The global compensation of the directors is reviewed regularly.

The following table displays the compensation structure of non-management directors for 2017:

ITEM OR SERVICE	FEES FROM JANUARY 1, 2017 TO JUNE 30, 2017	FEES FROM JULY 1, 2017 TO DECEMBER 31, 2017
Chair of the Board annual allowance <sup>1</sup>	\$216,000	\$216,000
Quarterly allowance <sup>2</sup>	\$17,500	\$20,000³
Participation in a committee or Board meeting	\$1,750	\$1,750 <sup>3</sup>
Annual allowance for the Chair of the Audit Committee	\$15,000	\$15,000
Annual allowance for the Chair of the Human Resources and Compensation Committee	\$12,000	\$12,000
Annual allowance for the Chair of Corporate Governance and Nominating Committee	\$10,000	\$10,000

<sup>&</sup>lt;sup>1</sup> Since July 1, 2016, Mr. Courville received an annual allowance in the amount of \$216,000 and has not received any additional compensation for any committee or Board meetings. At Mr. Courville's request, 50% of his annual allowance has been paid in DSUs. As of January 1, 2018, Mr. Courville's annual allowance was increased to \$225,000.

<sup>&</sup>lt;sup>2</sup> Out of the quarterly allowance, a minimum of \$5,000 is payable in DSUs. Additionally, a director may elect to receive all or a portion of his or her total compensation in the form of DSUs. Therefore, a director may receive up to 100% of his or her total compensation in the form of DSUs. The following are the elections of the current non-management directors:

DIRECTORS	% OF REMUNERATION PAYABLE IN DSUs (excluding mandatory amount)	SOG MET AS AT DECEMBER 31, 2017
Michelle Cormier	75%	•
André Courville	50%	•
Patricia Curadeau-Grou	100%	•
Jeffrey I. Hall	50%	
George E. Heath	50%	
Richard L. Keister	0%	•
Robert Molenaar	100%	
Richard G. Roy	0%	•
Dennis M. Welvaert	50%	•

<sup>&</sup>lt;sup>3</sup> These fees are paid in USD for non-Canadian directors.

<sup>&</sup>lt;sup>10</sup> Since May 4, 2017, all Committees of the Board are composed exclusively of independent Board members.



# **6.4** | DIRECTOR COMPENSATION TABLE

The following table provides the annual retainers and attendance fees that each non-management director earned during the fiscal year ended December 31, 2017 for their participation on the Board of Directors of Uni-Select and its committees:

NAME	FEES EARNED	SHARE-BASED AWARDS <sup>1</sup>	OPTION- BASED AWARDS	NON-EQUITY INCENTIVE PLAN COMPENSATION	PENSION VALUE	ALL OTHER COMPENSATION	TOTAL
James E. Buzzard <sup>2</sup>	\$36,763	\$25,405	-	-	-	-	\$62,168
Michelle Cormier	\$25,813	\$97,438	-	-	-	-	\$123,251
André Courville	\$108,000	\$108,000	-	-	-	-	\$216,000
Patricia Curadeau-Grou	\$0	\$123,000	-	-	-	-	\$123,000
Jean Dulac³	\$40,750	\$10,000	-	-	-	-	\$50,750
Jeffrey I. Hall	\$54,750	\$74,750	-	-	-	-	\$129,500
George E. Heath⁴	\$24,263	\$36,783	-	-	-	-	\$61,046
Richard L. Keister	\$115,395	\$25,672	-	-	-	-	\$141,067
Robert Molenaar <sup>5</sup>	\$0	\$108,361	-	-	-	-	\$108,361
Richard G. Roy	\$79,500	\$20,000	-	-	-	-	\$99,500
Dennis M. Welvaert	\$49,878	\$75,550	-	-	-	-	\$125,428
TOTAL	\$535,112	\$704,959	-	-	-	-	\$1,240,071

<sup>&</sup>lt;sup>1</sup> The column shows the dollar value of DSUs issued to the respective directors as at December 31, 2017. The DSUs are paid on a quarterly basis in lieu of a portion of the fees earned by the director. A minimum of \$5,000 is paid to the director in the form of DSUs each quarter. Additionally, a director may elect to receive all or a portion of his or her total compensation in the form of DSUs. Therefore, a director may receive up to 100% of his or her total compensation in the form of DSUs. A director can, upon a request communicated by the last day of the fiscal year elect to modify the percentage of remuneration payable in the form of DSUs as of the immediately following fiscal year.

Aside from Mr. Buckley and Mr. Roy, directors received no other form of compensation from the Corporation other than the compensation disclosed in the above table.

Mr. Buckley, President and Chief Executive Officer of the Corporation, did not receive any compensation as a director of Uni-Select. However, Mr. Buckley did receive compensation as President and Chief Executive Officer of the Corporation as disclosed in Section 9 *Summary Compensation Table*.

Mr. Roy, former executive of the Corporation, contributed to the pension plan of the Corporation during his tenure. As a result, he receives a pension plan allowance under the terms of the Corporation's plan.

 $<sup>^{2}</sup>$  Mr. James E. Buzzard ceased to be a director of the Corporation on May 4, 2017.

<sup>&</sup>lt;sup>3</sup> Mr. Jean Dulac ceased to be a director of the Corporation on May 4, 2017.

<sup>&</sup>lt;sup>4</sup> Mr. George E. Heath became a director of the Corporation on July 26, 2017.

<sup>&</sup>lt;sup>5</sup> Mr. Robert Molenaar became a director of the Corporation on May 4, 2017.



The following table shows all awards of DSUs<sup>11</sup> outstanding for each non-executive director for the year ending December 31, 2017:

		OPTION-B	ASED AWARDS		SHARE-BASED AWARDS					
NAME	NUMBER OF SECURITIES UNDERLYING UNEXERCISED OPTION PRICE OPTIONS  OPTION  OPTION  EXPIRATION THE-MONEY OPTIONS OR		NUMBER OF SHARES OR UNITS OF SHARES AWARDED BUT NOT PAID OUT OR DISTRIBUTED <sup>1</sup> MARKET OR PAYOUT VALUE OF SHARE- BASED AWARDS THAT HAVE NOT VESTED		MARKET OR PAYOUT VALUE OF VESTED SHARE-BASED AWARDS NOT PAID OUT OR DISTRIBUTED <sup>2</sup>					
	(#)	(\$)	DATE	(\$)	(#)	(\$)	(\$)			
Michelle Cormier	-	-	-	-	5,376	-	153,797			
André Courville	-	-	-	-	11,380	-	325,559			
Patricia Curadeau-Grou	-	-	-	-	23,840	-	682,015			
Jeffrey I. Hall	-	-	-	-	5,155	-	147,474			
George E. Heath	-	-	-	-	1,323	-	37,848			
Richard L. Keister	-	-	-	-	15,015	-	429,549			
Robert Molenaar	-	-	-	-	3,766	-	107,738			
Richard G. Roy	-	-	-	-	2,052	-	58,704			
Dennis M. Welvaert	-	-	-	-	13,009	-	372,161			
TOTAL	-	-	-	-	80,916	-	2,314,845			

<sup>&</sup>lt;sup>1</sup> DSUs vest upon grant. However, DSUs are only paid out upon certain redemption events. The number of DSUs is determined quarterly by dividing total fees earned in the quarter by the average closing price of the Shares traded on the TSX during the five (5) trading days immediately preceding the last day of each quarter.

The Corporation reimburses its directors for travel and other out-of-pocket expenses incurred in attending Board or committee meetings. With the exception of Mr. Buckley, none of the directors are participants in any pension fund sponsored by Uni-Select nor do they receive any form of share-based compensation except for the DSUs.

The directors are insured by a Directors & Officers insurance policy. The premium of \$138,003 is paid by the Corporation.

<sup>&</sup>lt;sup>2</sup> The market or payout value is based on the average closing price on the last five (5) trading days of 2017 on the TSX (\$28.608).

<sup>11</sup> Refer to Section 8.6 Direct Remuneration – Short-Term Incentive Plan for additional details concerning the Deferred Share Unit Plan.



# **6.5** | ANTI-HEDGING POLICY

The Corporation's anti-hedging policy provides that Directors and executive officers cannot, for the purpose of hedging an equity-based award of the Corporation or securities of the Corporation held by them to protect them against a decrease in the market price of securities of the Corporation, buy, sell or enter into any derivative instruments, agreements or securities, the market price, value or payment obligations of which are derived from, referenced to or based on the value of the securities of the Corporation, or any other derivative instruments, agreements, arrangements, or understandings the effect of which is to alter, directly or indirectly, their economic interest in securities of the Corporation, or their economic exposure to the Corporation.

# **6.6** | SUMMARY OF ATTENDANCE RECORD

The following table indicates the attendance record of each non-management director for all Board and committee meetings held in 2017.

	NUMBER OF MEETINGS ATTENDED IN 2017								
NAME	BOARD (12 MEETINGS)	AUDIT COMMITTEE (4 MEETINGS)	CORPORATE GOVERNANCE AND NOMINATING COMMITTEE (4 MEETINGS)	HUMAN RESOURCES AND COMPENSATION COMMITTEE (7 MEETINGS)					
James E. Buzzard <sup>1</sup>	4/4	-	-	3/3					
Michelle Cormier	10/12	4/4	3/4	-					
André Courville	12/12	4/4	4/4	7/7					
Patricia Curadeau-Grou	11/12	4/4	-	7/7					
Jean Dulac <sup>2</sup>	4/4	-	2/2	3/3					
Jeffrey I. Hall	12/12	4/4	-	7/7					
George E. Heath <sup>3</sup>	5/5	-	-	-					
Richard L. Keister	12/12	4/4	4/4	-					
Robert Molenaar <sup>4</sup>	9/9	-	2/2	4/4					
Richard G. Roy	12/12	-	-	-					
Dennis M. Welvaert⁵	11/12	-	2/2	-					

<sup>&</sup>lt;sup>1</sup> Mr. James E. Buzzard ceased to be a member of the Board of Directors and of the Human Resources and Compensation Committee on May 4, 2017.

In 2017, the agendas for every regularly scheduled Board and committee meeting provided for an in camera meeting, without any member of Uni-Select's Management being present as well as an in camera meeting, without any non-independent members of the Board being present. The Chair informs Management of any subjects discussed, any resolutions passed and any action required to be taken.

<sup>&</sup>lt;sup>2</sup> Mr. Jean Dulac ceased to be a member of the Board of Directors and of each of the Corporate Governance and Nominating and Human Resources and Compensation Committees on May 4, 2017.

<sup>&</sup>lt;sup>3</sup> Mr. George Heath was appointed to the Board of Directors on July 26, 2017. Since his appointment, he has occasionally attended committee meetings as a guest.

<sup>&</sup>lt;sup>4</sup> Mr. Robert Molenaar was elected to the Board of Directors and appointed to each of the Corporate Governance and Nominating and Human Resources and Compensation Committees on May 4, 2017.

<sup>&</sup>lt;sup>5</sup> Mr. Dennis M. Welvaert ceased to be a member of the Corporate Governance and Nominating Committee on May 4, 2017.



# **6.7** | BOARD DIVERSITY

Uni-Select recognizes the benefits to the Corporation of diversity at all levels of its business, including at Board and management levels. With respect to Board composition, the Corporate Governance and Nominating Committee generally seeks to ensure that the Board is composed of directors with diverse backgrounds and personal characteristics and traits as well as competencies and expertise that add value to the Corporation and that each director will serve the Board to best discharge its responsibilities. When considering the appointment of new directors, the Committee takes into account the diversity of the Board, including the representation of women on the Board, and include amongst the candidates, individuals possessing a diverse mix of skills, knowledge and experience, as well as the independence of the Board members and the ongoing requirements of the Corporation. The Corporation has adopted a written policy regarding diversity on the Board. Amongst other things, the policy recognizes the importance of gender diversity, in particular, and acknowledges the important role that women, with appropriate and relevant skills and experience, can play in contributing to the diversity of perspectives on the Board of Directors. The Board of Directors does not believe that quotas or measurable targets would necessarily result in the identification or selection of the best candidates. As a result, the Corporation has not established fixed targets regarding the representation of women on the Board of Directors. The Committee will review the policy annually, which will include an assessment of the effectiveness of the policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board of Directors for approval.

There are currently 2 women on the Board, representing 25% of the independent directors, 33% of committee chairs and 20% of the directors overall. Following the Meeting and assuming all director nominees are elected, 1 out of 10 directors (10%) will be women. The Corporation has used the services of executive search experts to find the best possible candidates for the last 4 nominees. While the Corporation is committed to building a balanced Board of Directors, the recruitment process for the replacement of the two directors not renewing their mandates revealed two areas where the Board of Directors, as a whole, required increased key competency. Accordingly, the two nominees proposed for election to the Board of Directors are David Bibby who has extensive experience in strategic information technology leadership within growth-oriented organizations and Michael Wright who brings his international experience in the UK automotive market to the table. These nominees were selected based on their outstanding and relevant qualifications and not their gender.

# **6.8** | BOARD SUCCESSION AND SKILLS MATRIX

The Corporate Governance and Nominating Committee is responsible for identifying and recommending to the Board nominees for election or re-election to the Board or for appointment to fill any vacancy that is anticipated or has arisen on the Board. When recommending candidates to the Board, the Committee takes into consideration such factors as:

- 1 The competencies and skills that the Board considers to be necessary for the Board, as a whole, to possess;
- The individual competencies and skills of the candidate;
- The size and composition of the Board and its committees;
- 4 The compatibility of each candidate with the other members of the Board; and
- 5 Whether or not each new nominee can devote sufficient time to his or her duties as a Board member.

In addition, judgment, independence, skill, diversity, experience with businesses and other organizations of comparable size, the interplay of the candidate's experience with the experience of other Board members and the extent to which the candidate would be a desirable addition to the Board and any committee of the Board is also considered. The Committee also considers legal and regulatory requirements applicable to the Corporation in respect of the composition of the Board and its committees.



The table below illustrates the current skills and experience of the nominees to the Board:

SKILL	DESCRIPTION	DAVID BIBBY	HENRY BUCKLEY	MICHELLE CORMIER	ANDRÉ COURVILLE	JEFFREY I. HALL	GEORGE E. HEATH	ROBERT MOLENAAR	RICHARD G. ROY	DENNIS M. WELVAERT	MICHAEL WRIGHT
Senior Executive	Experience as a President, CEO or senior executive of a publicly-listed company or a major organization				-	-	-			•	
Management and Leadership	Experience driving strategic direction and leading growth of an organization					-					
Business Development/M&A/ Strategic Planning	Management or executive experience with responsibility for identifying value creation opportunities	-	-	-		-			-		
Financial Literacy	Experience in financial accounting and reporting and financing, particularly with respect to internal controls, Canadian GAAP and/or IFRS		-						-		
Corporate Governance	Prior or current experience as a board member of a Canadian organization (public, private or non-profit)										
Automotive Industry Knowledge	Operating, management, marketing or regulatory expertise in the automotive parts industry										
Industrial Paint Industry Knowledge	Operating, management, marketing or regulatory expertise in the industrial paint industry										
Change Management	Experience leading a major organizational change or managing a significant merger										
Health, Safety and Environmental Management	Understanding of the regulatory environment surrounding workplace health, safety, environment and social responsibility			-							
Global Experience	Management or executive experience in a multi-national organization providing understanding of the challenges faced in a different cultural, political or regulatory environment	-	-			-			-		•
Human Resources	Senior executive experience or board compensation committee participation with an understanding of compensation, benefits and pension programs, legislation and agreements, as well as expertise in executive compensation programs		-	-		-			-		
Marketing	Senior executive experience in an industry where consumer marketing is a critical component										
Legal Expertise	Significant private practice or in-house experience advising within the public company environment										
Risk Evaluation	Management or executive experience in evaluation and managing the variety of risks faced by an organization		-	=		-					-
Real Estate	Senior executive experience in real estate, whether commercial, residential, developmental or leasing					-					
Sustainable Development	Understanding the constituents of sound sustainable development practices and their relevance to corporate success										
General Commercial Experience	A broad range of commercial/business experience in areas including communications, marketing, branding and business systems, practices and improvements	-	-	-		-		-			-



#### **RETIREMENT AGE AND TERM LIMITS**

The Board has a tenure policy which imposes a retirement age limit of 72 years (at the annual meeting) as well as a term limit of 15 years. The Board may waive the age limit of 72 years for incumbents who are, at the time of their initial election, over the age of 61.

The table below lists, for each proposed non-management director, his or her latest retirement date based on the tenure policy and also indicates the board committees on which he or she serves.

DIRECTOR	RETIREMENT YEAR	BOARD COMMITTEES
David Bibby	2033	-
		Audit
Michelle Cormier	2029	Corporate Governance and Nominating
		Audit
		Corporate Governance and Nominating
André Courville	2026	Human Resources and Compensation
		Audit
Jeffrey I. Hall	2030	Human Resources and Compensation
George E. Heath	2032	-
		Corporate Governance and Nominating
Robert Molenaar	2032	Human Resources and Compensation
Richard G. Roy	2023	-
Dennis M. Welvaert	2021	-
Michael Wright	2026	-

# 7 EXECUTIVE COMPENSATION RELATED FEES

In 2017, the Corporation launched a request for proposal relating to the services for independent advice on Executive Compensation. Mercer's services were retained in September 2017. Prior to Mercer, Willis Towers Watson provided services relating to Executive Compensation.

In 2017, Mercer was mandated by the Human Resources and Compensation Committee to review the Corporation's peer group relating to Executive Compensation and to benchmark compensation for senior executives to the market. Furthermore, an analysis of director compensation was conducted as well as a review of the Stock Ownership Guidelines. Additional services requested by Management from Mercer are managed by the Human Resources and Compensation Committee to avoid any conflict of interest.

Total fees paid by the Corporation to Mercer and Willis Towers Watson for services rendered in 2017 (as compared to 2016) are presented in the table below:

PROVIDER	DECEMBER 31, 2017		DECEMBER 31, 2016	
	EXECUTIVE COMP	OTHER	EXECUTIVE COMP	OTHER
Mercer	\$119,600	\$606,576 <sup>1</sup>	\$0	\$142,677
Willis Towers Watson	\$55,303 <sup>2</sup>	\$0	\$53,240	\$0
Total	\$174,903	\$606,576	\$53,240	\$142,677

Includes the following fees:

- CDN\$26,825 from Marsh for placing credit insurance policies and servicing these policies on behalf of The Parts Alliance;
- US\$92,073 for M&A work in the US;
- GBP£44,168 for M&A work in the UK; and
- The remaining balance reflects amounts received through on-going health and benefits consulting for FinishMaster in the US.

In 2017, the fees from Willis Towers Watson are recurring fees relating to the annual long-term incentive grants. These fees were incurred at the beginning of the year prior to the Corporation changing provider for services relating to Executive Compensation.



# 7.1 | SENIOR EXECUTIVE RECRUITMENT AND GENDER DIVERSITY

The Corporation seeks to increase the representation of women in executive officer positions but does not believe that this consideration should override the promotion of candidates who bring the necessary skills, competencies, knowledge and experience to the business. The Corporation continues its efforts in identifying more female candidates who meet these key selection criteria. Accordingly, the Corporation has adopted a written policy regarding diversity including the representation of women in senior executive positions. The policy ensures that gender diversity is recognized as a significant aspect of diversity and acknowledges the important role that women, with appropriate and relevant skills and experience, can play in contributing to the diversity of perspectives at the senior executive level. At the date of the adoption of the policy, the Board of Directors did not believe that quotas or measurable targets would necessarily result in the identification or selection of the best candidates. As a result, the Corporation has not established fixed targets regarding the representation of women in senior executive positions. The Corporate Governance and Nominating Committee will review the policy annually, which will include an assessment of the effectiveness of the Policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board of Directors for approval.

Women comprise 63% of Uni-Select's corporate office workforce, providing a significant pipeline to develop female leaders. Notwithstanding the low percentage of women in the automotive industry, overall, approximately 27% of the Canadian workforce of the Corporation is composed of women, while 16% of the U.S. workforce is composed of women and 19% of the U.K. workforce is composed of women. Currently there is 1 woman in a senior executive position of the Corporation, representing 14.3% of senior executives of the Corporation.



# 8 EXECUTIVE COMPENSATION DISCLOSURE & ANALYSIS

This Compensation Disclosure & Analysis report ("CD&A") is prepared by the Human Resources and Compensation Committee (referred to in this Section 8 as the "Committee").

# **8.1** | MANDATE OF THE COMMITTEE

The Committee assists the Board in fulfilling its responsibilities related to governance and the strategic oversight of the human capital of Uni-Select including organizational efficiency, the improvement of leadership and succession planning. The Committee is also responsible for conceiving and putting into place the remuneration policies and practices at Uni-Select, their harmonization with Uni-Select's strategy of achieving a constant and durable return over the long term and for ensuring that Uni-Select's remuneration programs do not entice undue risk taking.

PHILOSOPHY, POLICIES AND COMPENSATION PLANS, INCLUDING SHORT-TERM AND LONG-TERM INCENTIVE PLANS	Taking into account the direction of the Corporation, the Committee examines, approves and recommends to the Board the strategy to put in place for senior executives' compensation. The Committee then administers compensation and benefit programs in accordance with the approved strategy.
EVALUATION OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER	Annually, the Committee recommends to the Board the compensation of the President and Chief Executive Officer and evaluates his performance against specific objectives.  The Committee, within its mandate, takes into account the performance of the
	Corporation, shareholders' return and the compensation offered for comparable positions at other corporations.
SUCCESSION PLANNING	The Committee ensures that the official succession plan is periodically updated for the Chief Executive Officer and other senior executives. Succession planning is regularly discussed at quarterly meetings of the Committee. It is also a frequent part of the Board agenda and of in-camera discussions. The Board of Directors and its Committees have access to senior executives on a regular basis. Mr. Buckley, President and Chief Executive Officer of the Corporation, attends all meetings of the Board of Directors and its Committees along with other senior executives who attend the meetings to provide the information required to facilitate decision-making. All senior executives of the Corporation also attend the annual strategic planning session providing additional opportunity for the Board to interact with Management.
UNI-SELECT'S RETIREMENT FUNDS AND PENSION PLANS	The Committee ensures that it is well-informed on the return on investments, the important risks related to the governance structure of Uni-Select's pension plans and other related pension plans.
RISKS RELATED TO COMPENSATION AND HUMAN RESOURCES	At least once per year, the Committee examines all the risks related to remuneration. This includes a review of the compensation philosophy, the features of the incentive programs, an evaluation of performance and a review of the various governance elements in place to manage compensation.
INDEPENDENCE OF THE COMMITTEE	Since May 4, 2017, the Committee is composed exclusively of independent Board members.



# **8.2** | EXPERTISE OF THE COMMITTEE

The members of the Committee have various experiences and most of them have a thorough understanding of principles and policies underlying executive compensation decisions that was acquired, among other things, through experience as a senior executive of large publicly-traded corporations or as a former president and chief executive officer of a publicly-traded corporation.

They have, therefore, acquired thorough knowledge of the most important subjects related to executive compensation such as the review of compensation contracts, leadership and succession planning, the development of incentive plans, the analysis of the compensation market, the financial analysis of compensation plans, pension fund administration, the regulatory environment and the negotiation of employment conditions.

#### **EXECUTIVE COMPENSATION POLICY OBJECTIVE**

The Corporation's executive compensation policy aims to attract and retain competent individuals and motivate them to optimize value for the Corporation's shareholders. The compensation is designed to be competitive and to stimulate a profitable return on investments and long-term growth.

The Corporation's compensation policies and practices are designed to adequately reward senior executives for their services, and to encourage them to establish short-term and long-term strategies for increasing Share value and creating economic wealth. The Corporation's strategy, therefore, places the emphasis on compensation elements linked to performance, including Share value through stock option grants.

#### **EXECUTIVE COMPENSATION STRUCTURE REVIEW**

In 2017, Mercer, an expert consulting firm that provides independent advice on executive compensation and related governance questions, was appointed by the Committee to conduct a benchmark exercise relating to compensation for senior executives including the development of compensation peer groups.

To develop the compensation peer groups, Mercer conducted a thorough analysis based on geography, company size, industry and operating model. Three distinct comparative groups were created, for Canadian, U.K. and U.S. employees respectively. Following are the criteria that were considered whilst designing the comparative groups:

PRINCIPLE	CRITERIA
Size & Scope	<ul> <li>Organizations with revenues generally 1/3 to 3 times that of the relevant Corporation's entity</li> </ul>
Industry / Operating Model	<ul> <li>Organizations where distribution represents a significant portion of the core operating model</li> </ul>
	<ul> <li>Preference given to organizations distributing capital goods and focused on business- to-business sales</li> </ul>
Geography	<ul> <li>Comparative groups by geography to reflect comparable local pay practices</li> </ul>



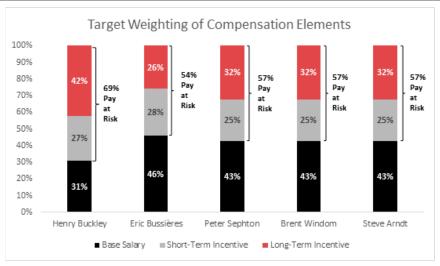
The Corporation does not use the data compiled from the following comparative groups ("Comparative Groups") for any purpose other than for the comparison of senior executive compensation practices against those of the Comparative Group. The Committee weighs the comparison as an important factor in setting compensation. Both the Canadian and the U.S. comparator groups were used to evaluate certain corporate positions. The Human Resources and Compensation Committee considered issues such as talent availability and market competitiveness in determining how to effectively use the Canadian and U.S. market data in evaluating corporate positions.

COMPARATIVE GROUPS			
CANADA	U.S.	U.K.	
AutoCanada Inc.	Air Lease Corporation	Ambrian PLC	
Canwel Building Materials Group Ltd.	Amcon Distributing Company	Andrews Sykes Group PLC	
Cervus Equipment Corporpation	Applied Industrial Technologies, Inc.	Diploma PLC	
Colabor Group Inc.	BMC Stock Holdings, Inc.	Flowtech Fluidpower PLC	
Dollarama Inc.	DXP Enterprises, Inc.	Headlam Group PLC	
Finning International Inc.	Fastenal Company	HSS Hire Group PLC	
The Jean Coutu Group (PJC) Inc.	GATX Corporation	James Latham Public Limited Company	
Richelieu Hardware Ltd.	GMS Inc.	MacFarlane Group PLC	
Rocky Mountain Dealerships Inc.	H&E Equipment Services, Inc.	Midwich Group PLC	
Russel Metals Inc.	Kaman Corporation	Speedy Hire PLC	
Taiga Building Products Ltd.	MRC Global Inc.	UP Global Sourcing Holdings PLC	
TFI International Inc.	MSC Industrial Direct Co., Inc.	VP PLC	
Toromont Industries Ltd.	Pool Corporation		
Wajax Corporation	Titan Machinery Inc.		
	Triton International Limited.		

# **8.3** | SUMMARY OF SENIOR EXECUTIVE COMPENSATION ELEMENTS

The following table presents the key components of senior executive compensation, whether such components represent a direct or indirect remuneration.

DIRECT REMUNERATION					
SHORT-TERM		MEDIUM/LONG-TERM			
Base salary		Deferred Share Unit &			
Annual group bonus	Annual individual bonus	Performance Share Unit Plans	Stock Option Plan		
	INDIRECT REMUNERATION				
Group medical insurance and benefits		Pension Plan			





### **SHARE OWNERSHIP GUIDELINES**

The interests of the senior executives are further aligned with shareholder interests through share ownership requirements. The Committee adopted Share Ownership Guidelines ("SOG") in early 2013 that require minimum levels of share ownership, based on each senior executive's position and salary. Senior executives are required to own Shares having an aggregate value equal to:

- 1 Three times his or her annual base salary for the CEO (requirement increased to four times as of January 1, 2018);
- 2 Two times his or her annual base salary for the COO;
- 3 One and a half times his or her annual base salary for the President and COOs, CFO, EVPs or Senior VPs of business units; and
- 4 His or her annual base salary for VPs of the Corporation.

There is no time limitation to meet share ownership targets. However, until target ownership is reached, senior executives must:

- i) retain 50% of the number of Shares obtained after payment of applicable taxes when issued from time to time under the terms of the Stock Option Plan; and
- ii) elect to receive in DSUs no less than 30% of the value of short-term bonus.

The SOG shall not apply to a senior executive following his or her retirement. Furthermore, Shares held on record or in brokerage accounts and Deferred Share Units count towards ownership. For the purpose of assessing ownership levels, compliance is calculated as at December 31st of each year based on the average closing price of the Shares over the last five business days.

As at December 31, 2017, one of the Named Executive Officers currently employed by the Corporation (refer to Section 8.4 for a complete list of Named Executive Officers), namely Steve Arndt, has reached the minimum level under the SOG.

# **8.4** | NAMED EXECUTIVE OFFICERS

This CD&A focuses on the compensation paid to the senior executives listed below (also identified as the "Named Executive Officers" or the "NEOs"), during the financial year ended December 31, 2017. The Named Executive Officers include the Chief Executive Officer, the Chief Financial Officer and the three most highly compensated senior executives, taking into account their total compensation (excluding pensions). The NEOs are:

- Henry Buckley, President and Chief Executive Officer;
- 2 Eric Bussières, Chief Financial Officer;
- Peter Sephton, President and Chief Executive Officer, European Automotive Group;
- Brent Windom, President and Chief Operating Officer, Canadian Automotive Group; and
- 5 Steve Arndt, President and Chief Operating Officer, FinishMaster, Inc.



## **8.5** DIRECT REMUNERATION – BASE SALARY

The base salary component of NEO compensation aims to reflect salaries offered for positions involving similar responsibilities and complexity, hierarchical level, as well as the ability and experience of the NEO. The base salary for each NEO is revised annually. Base salary does not fluctuate in relation to the performance of the Corporation or NEO, and the compensation is paid as long as the NEO remains employed with Uni-Select. The Corporation generally sets the base salary for NEOs at the median of the Comparative Group.

# **8.6** | DIRECT REMUNERATION – SHORT-TERM INCENTIVE PLAN

### **ANNUAL BONUS**

The Short-Term Incentive Plan is comprised of an annual bonus based on the level of achievement of:

- 1 financial indicators of the Corporation; and
- 2 specific or non-financial measures.

The Short-Term Incentive Plan aims to encourage the achievement of financial performance targets and equitably reward senior executives who distinguish themselves by their contribution. It ensures a balance between individual performance, financial performance and compensation and allows the compensation of the senior executives to vary according to the level of achievement of specific objectives.

		T AND CHIEF OFFICER ENRY BUCKI	EXECUTIVE	(PETE	OFFICER OF A IR SEPHTON, WINDOM AN STEVE ARND	BRENT	CHIEF FINANCIAL OFFICER (ERIC BUSSIÈRES) <sup>2</sup>			
	Target E	Bonus %		Target I	Bonus %		Target Bonus %			
Short-Term Incentive	Financial Objective	Specific Objective	Maximum Bonus %	Financial Objective	Specific Objective	Maximum Bonus %	Financial Objective	Specific Objective	Maximum Bonus %	
Total Target and Maximum Bonus	80% 10%		170%	50%	10%	110%	50%	10%	110%	
Deferral of Annual Bonus (DSUs)	Mandator	y deferral of	30% of Bonus	s Payout in D	SUs until the	e minimum ow	nership des	cribed in the	SOG is met	
Long-Term Incentives (as a % of base salary)		137%			75%	55%				
Stock Options (Vesting over 3 years – Term 7 years)		68.5%			37.5%			27.5%		
Performance Share Units (Vesting: 3-year cliff-vesting)	68.5%			37.5%			27.5%			
PSU Performance Measure	3-year Average Return on Shareholders' Equity									
Share Ownership Guideline (as a multiple of base salary)		3.0x			1.5x 1.5x					

As of January 1, 2018, the financial objectives portion of Mr. Henry Buckley's short-term incentive plan was increased to 90%, resulting in a maximum payout of 190%. Furthermore, his long-term incentives target was increased to 150%, split 50% / 50% between Stock Options and Performance Share Units. Last, his Share Ownership Guideline target was increased to 4.0 times his base salary.

<sup>&</sup>lt;sup>2</sup> As of January 1, 2018, the long-term incentive target for Mr. Eric Bussières was increased to 75%, split 50% / 50% between Stock Options and Performance Share Units.



#### FINANCIAL OBJECTIVE BONUS

The bonus is based on the achievement of annual financial objectives and allows senior executives to participate in the financial success of the Corporation. The Board of Directors, with the assistance of the Human Resources and Compensation Committee, determines a scale and parameters of achievement which corresponds to a bonus determined as a percentage of base salary, as well as the maximum bonus amount that would be paid to each senior executive should the target be exceeded.

Under the 2017 Short-Term Incentive Plan, the Board of Directors set a minimum threshold on the Adjusted EPS of \$1.42 for the President and Chief Executive Officer and his six directly reporting officers. This threshold was not met resulting in no payout for the financial portion of the Short-Term Incentive Plan.

Under the 2018 Short-Term Incentive Plan, the financial objectives will be based on the 2017 measures as follows:

- 80% based on EBITDA (for the CEO and CFO this measure is 100% based on consolidated EBITDA, whereas for chief officers of a division it is based 70% on their respective division's EBITDA and 30% on consolidated EBITDA); and
- 20% based on organic growth (for the CEO and CFO this measure is 100% based on consolidated organic growth, whereas for chief officers of a division, it is based 70% on their respective division's organic growth and 30% on consolidated organic growth).

Furthermore, for 2018 an Adjusted EPS threshold of \$1.41 must be achieved for the financial portion of the bonus relating to consolidated results to be paid out. Therefore, for the CEO and the CFO, the Adjusted EPS threshold is applied to the entire financial portion of their bonus, whereas for chief officers of a division, it applies to the 30% of the financial portion which is measured on consolidated results.

### **SPECIFIC OBJECTIVES**

A second component of the bonus allocated to senior executives is based on the attainment of specific personal or divisional objectives, or non-financial measures. A specific objective may not be attained or may be partially or totally attained. The allocated bonus under the specific objectives component may vary from 0% of base salary to 10% of base salary depending on the nature of the specific objective, its impact on the Corporation, the operations on which the senior executive has an influence and any objective the Board wishes to promote.

### **DISCRETIONARY BONUS**

In 2017, Uni-Select went through a transformational acquisition process with the acquisition of the shares of PA Topco Limited doing business as The Parts Alliance ("The Parts Alliance") in the United Kingdom, resulting in an attractive point of entry into a new geographic market currently in consolidation with high growth and accretion potential and a third growth pillar to complement its two other segments, Canadian Automotive Group and FinishMaster US. In consideration for the extensive time and dedication contributed by the senior executives, the Board awarded, on an exceptional basis, a discretionary bonus envelope of \$700,000 to senior executives who were instrumental in the successful completion of this transaction.

#### **DEFERRED SHARE UNIT PLAN**

To align the interests of the senior executives with shareholder interests, the Corporation has a policy that requires minimum levels of Share ownership, based on each senior executive's position and salary. Until targeted ownership is reached as described in the SOG (refer to Section 8.3 Summary of Senior Executive Compensation Elements), designated senior executives ("DSU Beneficiary") must elect to receive no less than 30% of the value of their short-term bonus in Deferred Share Units as provided under the Deferred Share Unit Plan ("DSU Plan"). The SOG shall not apply to senior executives in the event of retirement.



The DSU Plan has been in force since January 1, 2013 for senior executives.

# VALUE OF SHORT-TERM BONUS AWARDED IN DSUs until such time as minimum holding requirements are met

No less than 30% of his or her short-term bonus

### **CALCULATION METHOD - NUMBER OF DSUs**

Portion of short-term bonus for which senior executive elects to be awarded DSUs = Number of DSUs

DSU Value<sup>1</sup>

If and when dividends in cash are paid on the Shares, DSU Beneficiaries shall be credited with dividend equivalents in respect of DSUs granted as of the date each such dividend is paid by the Corporation. Such dividend equivalents shall be converted into additional DSUs (including fractional DSUs based on the DSU Value on the date each such dividend is paid).

### **DSU REDEMPTION**

DSUs shall be redeemed by the Corporation:

- 1 upon termination of a DSU Beneficiary;
- within 90 days of the death of a DSU Beneficiary;
- at the latest by the end of the calendar year following the retirement (including, in the case of a Director, resignation, not standing for re-election or not being re-elected) of a DSU Beneficiary. For greater certainty, within the above-mentioned period, DSU Beneficiary could request the redemption by the Corporation of his or her DSUs in two tranches; or
- 4 in the case of a DSU Beneficiary that is a United States citizen or resident not subject to Canadian tax, upon termination of the DSU Plan upon a change of control.

(Each such event is referred to as a "DSU Redemption Event" and the date on which such event occurs is referred to as a "DSU Redemption Date".)

Upon the occurrence of a Redemption Event (and only upon such occurrence), the Corporation shall remit an amount in cash equal to the DSU Value as at the Redemption Date of the DSUs credited to the DSU Beneficiary, less applicable taxes. The DSUs credited to the account of such DSU Beneficiary shall not represent any right other than the right to receive the amount in cash and such DSUs will be automatically cancelled following the full payment of such amount.

## **8.7** DIRECT REMUNERATION – LONG-TERM INCENTIVE PLAN

Uni-Select currently has two long-term incentive plans which are:

- 1 The Stock Option Plan; and
- The Performance Share Unit Plan ("PSU Plan").

<sup>&</sup>lt;sup>1</sup> The DSU Value is equal to the average closing price at which the Shares were traded on the TSX for the five (5) trading days prior to the date of the meeting of the Board of Directors on which the short-term bonuses are approved.



### STOCK OPTION PLAN

The Corporation's stock option plan ("SOP" or "Stock Option Plan") was first adopted and became effective as of September 30, 1985. It was thereafter amended several times, including at the Corporation's annual meeting of shareholders held on May 8, 2012. With the prior approval of the TSX obtained on December 22, 2015 ("2015 Plan Amendments"), the Board of Directors approved changes to the Stock Option Plan, the whole pursuant to section 14.1 of the Stock Option Plan. The changes to the Stock Option Plan, which are described below, did not require the approval of the holders of the outstanding Shares of the Corporation under the terms of the Stock Option Plan.

The Stock Option Plan grants senior executives of the Corporation ("SOP Beneficiary") options to purchase Shares directly from the Corporation.

Options are granted to senior executives of the Corporation as an incentive to attract and retain individuals with experience and ability.

### STOCK OPTION PLAN PURPOSES

- 1 To stimulate the productivity of senior executives thus furthering the growth and development of the Corporation; and
- To assist the Corporation in retaining and attracting senior executives with experience and ability.

### STOCK OPTION PLAN MANAGEMENT

The Stock Option Plan is managed by the Board or the Committee. The Board or the Committee, as the case may be, has full and complete authority relating to the interpretation and the application of the Stock Option Plan, its provisions and purposes. It may adopt any measure it judges necessary or advisable for the management of the Stock Option Plan.

- 1 The Board shall, from time to time, designate the SOP Beneficiaries and the number of Shares to be covered by an option;
- All options granted must be in compliance with the requirements of the TSX;
- The number of Shares that may be issued pursuant to the exercise of options shall not exceed, subject to adjustments pursuant to the Stock Option Plan, 3,400,000 Shares, representing approximately 8% of all outstanding Shares as of the date hereof, or any higher number approved by a resolution of the Board of Directors subject to the amendment provisions of the Stock Option Plan (including shareholder approval);
- 4 All Shares subject to options that have expired, without being exercised, shall be available for any subsequent options under the Stock Option Plan; and
- An SOP Beneficiary shall not hold options covering more than 5% of the outstanding Shares. The aggregate number of Shares issuable to insiders of the Corporation under the Stock Option Plan and any other security-based compensation arrangement of the Corporation, at any time, shall not exceed 10% of the total issued and outstanding Shares. Furthermore, the aggregate number of Shares issued to insiders of the Corporation, within any one-year period, shall not exceed 10% of the total issued and outstanding Shares, while the maximum number of Shares that may be issued to any one insider under the Stock Option Plan and any other share compensation arrangement (within the meaning of the Stock Option Plan) within a one-year period shall not exceed 5% of the number of Shares outstanding.



### STOCK OPTION PRICE

The option price per Share is equal to the average closing price at which the Shares were traded on the TSX for the five (5) trading days prior to the date of granting of the options.

### **OPTIONS VESTING**

Options are vested by increments of 25% of the number of Shares granted for each consecutive 12-month period, with the first period commencing on the date of the grant of the options.

Following the 2015 Plan Amendments, the exercisable period for all options held by an SOP Beneficiary who retired at the retirement age (within the meaning ascribed to these terms in the Stock Option Plan) shall be accelerated and all Options then held by the SOP Beneficiary shall become fully vested and the rights thereto acquired by the SOP Beneficiary ninety (90) days after the date of his retirement; the option period for the options held by such SOP Beneficiary shall expire ninety (90) days thereafter. Prior to the 2015 Plan Amendments, the Stock Option Plan provided that accelerated vesting was possible for an SOP Beneficiary who had not exercised his option within the twelve (12) month period beginning on the date of his retirement at the retirement age. In that case, the exercisable period for all options held by such SOP Beneficiary was accelerated and all options then held by the SOP Beneficiary became fully vested and the rights thereto acquired by the SOP Beneficiary on the first (1st) anniversary date of his retirement.

Also, a "cashless" mechanism allows for the SOP Beneficiary to ask that the Corporation sell the Shares underlying his options on his behalf in order to retain an amount equal to the exercise price of the options and pay the difference to the SOP Beneficiary, less any applicable withholding taxes.

### EXERCISABLE OPTIONS AND OPTIONS VESTING PERIOD

The period during which an option is exercisable and the vesting of options shall be determined by the Board of Directors or the Committee but shall not, subject to the provisions of the Stock Option Plan, commence earlier than the date of granting of the option and shall not exceed seven (7) years.

If the term of an option expires during or within ten (10) business days after the expiration of a blackout period, then the term of such option or the unexercised portion thereof, shall be extended by ten (10) business days after the expiration of the blackout period. For the purposes of the Stock Option Plan, "Blackout Period" means any period during which a policy of the Corporation prevents an SOP Beneficiary from exercising an option. No option or any interest therein shall be assignable by the Beneficiary other than by will, the law of succession or estate settlement purposes.

Upon an SOP Beneficiary's employment with the Corporation being terminated for fraud or willful misconduct or neglect, the option period for options then outstanding and all the rights therefrom shall expire on the date of such dismissal.

Upon the termination of (other than for causes stated above) or upon voluntary departure or resignation of the SOP Beneficiary from his employment with the Corporation, or any of its subsidiaries or a Corporation which is an affiliate of the Corporation within the meaning of the *Securities Act* (Québec), as the case may be, the option period for options then outstanding shall expire on the 90th day following such termination of employment, resignation or voluntary departure or on such later date as the Board of Directors or Committee may set (but no later than the expiry date first established by the Board of Directors or Committee).



Following the 2015 Plan Amendments, if an SOP Beneficiary retires from his employment at the retirement age, the option period for options then outstanding shall expire 180 days after the date of his retirement or on such later date as the Board of Directors or Committee may set (but no later than the expiry date first established by the Board of Directors or Committee). Prior to the 2015 Plan Amendments, the Stock Option Plan provided that if an SOP Beneficiary retired from his employment at the retirement age, the option period for options then outstanding expired 14 months after the date of his retirement or on such later date as the Board of Directors or Committee set (but no later than the expiry date first established by the Board of Directors or Committee).

Also, should an SOP Beneficiary die, either before or after retirement, the option period for options then outstanding shall expire 12 months after the date of death (but no later than the expiry date first established by the Board of Directors or Committee).

Finally, unless the Board of Directors or the Committee decides otherwise, in the case of an SOP Beneficiary with less than one (1) year of service within the Corporation at the date of the grant of the option, the option period shall begin no earlier than the first (1st) anniversary of the start of his employment, and if such employment terminates for any cause other than death prior to such first (1st) anniversary, the option period shall expire on the date of such termination of employment. The SOP Beneficiary loses all rights under an option which is not exercised prior to the expiry date; he also loses his rights if the option period has not commenced prior to the date of his death or of the termination of his employment with the Corporation.

As part of the acquisition of The Parts Alliance on August 7, 2017, the Corporation, with the prior approval from the TSX, granted an aggregate of 442,216 options ("**Options**") to three key officers of The Parts Alliance as follows:

OPTIONEE	NUMBER OF OPTIONS	POSITION
Peter Sephton	312,001	President and CEO of The Parts Alliance
Neil Croxson	97,984	Chief Financial Officer of The Parts Alliance
Andrew Field	32,231	Chief Information Officer of The Parts Alliance

The 442,216 Options were granted with the following features:

- All Options will be forfeited and immediately cancelled if the employment is terminated by the Optionee or by the employer with cause on or before the third anniversary of the employment date. In the event of termination of employment, the Option Period (as defined in the Stock Option Plan) for Options then outstanding expire on the 90th day following such termination of employment;
- All Options would vest and become exercisable in full only on the first day after the third anniversary of the grant date; and
- In the event of termination by mutual agreement prior to the third anniversary of the employment date, options granted to Mr. Sephton and Mr. Croxson will become immediately vested and will then expire on the 90th day following such termination.

### STOCK OPTION PLAN AMENDMENT OR TERMINATION

Subject to the prior approval of the TSX or any other regulatory body requiring similar approval, the Board of Directors may at any time and from time to time, amend, suspend or terminate the Stock Option Plan in whole or in part without the approval of the holders of the outstanding Shares (but subject to matters specifically requiring the approval of holders of the outstanding Shares as described below), including amendments to:

1 The Stock Option Plan for any purpose, including (a) changing the terms on which options may be granted and exercised including, without limitation, the provisions relating to exercise price, vesting, expiry date, assignment and the adjustments to be made pursuant to the Stock Option Plan, provided the Board of



Directors may not reduce the exercise price of options previously granted; (b) making any addition to, deletion from or alteration of the provisions of the Stock Option Plan that are necessary to comply with applicable law or the requirements of any regulatory authority or stock exchange; (c) correcting or rectifying any ambiguity, defective provision, error or omission in the Stock Option Plan; and (d) changing the provisions relating to the administration of the Stock Option Plan, provided that no such amendment, suspension or termination of the Stock Option Plan by a decision of the Board may, without the consent of Beneficiaries to whom options shall theretofore have been granted, adversely affect the rights of such Beneficiaries; or

Any term of any outstanding option, provided that (a) any required approval of any regulatory authority or stock exchange is obtained; (b) if the amendments would reduce the determination of the exercise price for options not previously granted or extend the expiry date of options granted to insiders, other than as authorized pursuant to the Stock Option Plan, approval of the holders of a majority of the Shares present and voting in person or by proxy at a meeting of shareholders of the Corporation must be obtained; (c) the Board of Directors would have had the authority to initially grant the option under the terms as so amended; and (d) the consent or deemed consent of the Beneficiary of the option is obtained if the amendment would materially prejudice the rights of the Beneficiary of the option.

Notwithstanding the foregoing, the Board of Directors may not, without the approval of the holders of a majority of the Shares present and voting in person or by proxy at a meeting of shareholders of the Corporation, make amendments to the Stock Option Plan for any of the following purposes:

- To materially increase the benefit accruing to SOP Beneficiaries under the Stock Option Plan;
- To modify the requirements as to eligibility for participation under the Stock Option Plan;
- To increase the maximum number of Shares that may be issued pursuant to options granted under the Stock Option Plan;
- 4 To reduce the exercise price of options to less than the price established following the method provided for under the Stock Option Plan or to cancel and reissue options;
- 5 To reduce the exercise price of options for the benefit of an insider;
- To extend the expiry date of options for the benefit of an insider;
- 7 To permit the introduction or reintroduction of non-employee directors on a discretionary basis or to increase limits previously imposed on non-employee director participation;
- 8 To increase the maximum number of Shares issuable pursuant to the Stock Option Plan;
- 9 To permit options granted under the Stock Option Plan to be transferable or assignable other than by will or the law of succession or estate settlement purposes; and
- 10 To amend the amendment provision of the Stock Option Plan.

### PERFORMANCE SHARE UNIT PLAN

The PSU Plan has been in force since January 1, 2013. It was amended effective January 1, 2017 as described below ("2017 PSU Plan Amendments").

### **PSU PLAN PURPOSE**

- To encourage the retention of senior executives (a "PSU Beneficiary");
- 2 To provide alignment between performance compensation and the achievement of the strategic plan of the Corporation;
- To provide senior executives with an incentive to create economic value for the shareholders of the Corporation; and
- 4 To align the interests of senior executives with those of the shareholders.

The Performance Share
Unit Plan is a method of
payment to senior
executives if certain
performance criteria are
met. The value of these
units fluctuates with the
price of the Uni-Select
Shares on the market.
They are redeemed at
the end of each
performance period
which lasts 3 years.



#### **PSU PLAN MANAGEMENT**

The PSU Plan is managed by the Board as follows:

- 1 The Beneficiaries of the PSU Plan are selected by the Board, from time to time;
- The Board awards Performance Share Units ("PSUs") annually in the last quarter of the year applicable to the 3 years beginning the next January ("Performance Period");
- 3 The Board sets the performance objective applicable to the PSUs; and
- 4 The PSU does not confer any shareholder rights to the PSU Beneficiairies.

### ANNUAL PSU ATTRIBUTION

CALCULATION METHOD – NUMBER OF PSUs						
Beneficiary base salary	X	Target percentage <sup>1</sup>				
	PSU value <sup>2</sup>					

<sup>&</sup>lt;sup>1</sup> The Target Percentages for the NEOs are: Henry Buckley 68.5% (75.0% for 2018), Eric Bussières 27.5% (37.5% for 2018), Peter Sephton 37.5% (37.5% for 2018), Brent Windom 37.5% (37.5% for 2018) and Steve Arndt 37.5% (37.5% for 2018).

### PERFORMANCE OBJECTIVE APPLICABLE TO THE PSUS

The Board sets the performance objective (Return on Equity) applicable to the PSUs using the following formula:

PERFORMANCE OBJECTIVE CALCULATION		
Market rate Canada Savings Bonds (10-year maturity) for the month		
of November immediately preceding the beginning of the	+	9%
Performance Period		

The percentage attributed to the Average Return on Equity obtained by the Corporation during the Performance Period applicable to each PSU ("Performance Factor") represents 100% when the performance objective is met, a lesser percentage when the Corporation fails to meet the performance objective and exceeds 100% in the event the performance objective is exceeded.

### **PSU REDEMPTION**

PSUs are redeemed by the Corporation upon one of the following events ("PSU Redemption Event") and on the date described below ("PSU Redemption Date"):

- As soon as practicable upon (i) a change of control, (ii) termination of the PSU Plan with respect to all U.S. Participants affected by such change of control and the regulations thereunder, (iii) at the end of each Performance Period. PSU Redemption Date for the end of the Performance Period is six (6) days after the Board's approval of the Corporation's financial statements; or
- Within 90 days of a PSU Redemption Event described below that occurs no later than on July 1<sup>st</sup> of the plan year or 90 days following the end of a plan year if the PSU Redemption Event occurs after July 1<sup>st</sup>, the disability of the PSU Beneficiary becomes a total disability according to the rules provided under the applicable group insurance coverage of the Corporation, the death of a PSU Beneficiary.

<sup>&</sup>lt;sup>2</sup> Average closing price at which the Shares were traded on the TSX for the five (5) trading days prior to the date of the award of the PSUs.



- Following the 2017 PSU Plan Amendments, two scenarios would trigger automatic vesting of PSUs upon retirement:
  - Attainment of normal age of retirement and a minimum of 10 years of service; or
  - Combination of retirement age and years of service that equal 75 or more.

The PSU Beneficiary would then have 12 months to request the Redemption of PSUs. All exceptions require approval by the Board of Directors.

Upon the occurrence of a PSU Redemption Event and as of the PSU Redemption Date, the Corporation shall remit or cause to be remitted to the PSU Beneficiary (or his estate) an amount in cash equal to: the applicable number of PSUs multiplied by the Performance Factor multiplied by the PSU Value at the PSU Redemption Date which is equal to the average closing price at which the Shares were traded on the TSX for the five (5) trading days immediately preceding the day on which the PSU Value is to be determined, less applicable withholding taxes.

If the PSU Redemption Event occurs at any time other than on the last day of a plan year, the number of PSUs of the PSU Beneficiary shall be prorated on the basis of (i) the number of completed plan years for each Performance Period and (ii) for uncompleted plan years, the sum of days from the beginning of the plan year to the PSU Redemption Date divided by 365. Notwithstanding the foregoing, any benefit payable to a U.S. participant who is a specified employee shall be delayed and consistent with the requirements of Code Section 409A and the requirements thereunder, as may be necessary, except that in no event shall the payment of the benefit be delayed beyond the end of the calendar year following the year of retirement or termination.

Upon the occurrence of a PSU Redemption Event, with respect to a particular PSU Beneficiary, the PSUs credited to the account of such PSU Beneficiary shall not represent any right other than the right to receive the amount in cash determined, and such PSUs will be automatically cancelled following the full payment of such amount. Save in the case of the occurrence of a PSU Redemption Event, any PSU that is not vested because a PSU Beneficiary is not an employee of the Corporation as of the PSU Redemption Event is canceled. Upon termination, a PSU Beneficiary loses the right to all unvested PSUs.

#### **PSU PLAN AMENDMENT OR TERMINATION**

The PSU Plan may be amended or terminated (including without limitation to suspend or limit the right of a PSU Beneficiary to elect to participate in the plan) at any time and from time to time by the Board provided that any such amendment or termination does not in any way infringe upon any rights of PSU Beneficiaries in respect of PSUs previously credited to the account of a PSU Beneficiary. Where the PSU Plan is terminated, the PSUs will remain outstanding until a PSU Redemption Event, unless a change of control has occurred and the Board determines, in good faith, in terminating the PSUs due to the change of control, it would not be appropriate for the PSUs to remain outstanding, and their termination should constitute a PSU Redemption Event.

# **8.8** | INDIRECT REMUNERATION

### **PENSION PLAN**

The NEOs, other than Mr. Peter Sephton, participate in the Corporation's defined contribution plans. Mr. Peter Sephton does not participate in a pension plan of the Corporation.

In Canada, senior executives participate in two defined contribution plans, one registered and one non-registered. The Corporation's total contribution to both plans is equivalent to 10% of the senior executive's base salary.



Employees in the United States participate in a registered plan pursuant to the Internal Revenue Code commonly referred to as a 401(k) plan ("401(k) Plan"). The 401(k) Plan allows participants to save for retirement and defer income taxes on earnings until retirement. The Corporation matches 50% of each participant's contributions into the 401(k) Plan up to a maximum of 3% of base salary; the senior executives participate in a supplementary retirement plan for which the Corporation matches the executives' contributions up to a maximum of \$15,000 USD.

Designated senior executive of FinishMaster, Inc. is participating in the defined contribution non-qualified program providing for annual Corporation contributions equal to 10% of base salary, inclusive of any contributions made by the Corporation to any other Corporation-sponsored pension arrangements.

#### **GROUP INSURANCE AND BENEFITS**

As with the Corporation's other employees, the senior executives benefit from personal insurance (medical 12, dental, long-term disability insurance, life insurance, annual executive physical exam), privileges to purchase parts distributed by the Corporation for personal use and other benefits offered by the Corporation to its employees.

# **8.9** | PERFORMANCE ASSESSMENTS

The Committee makes recommendations to the Board of Directors on the compensation for the senior executives of Uni-Select, submits to the Board the short-term and long-term incentive plan objectives, both financial and specific, and approves the evaluation submitted for the performance of each NEO. The Board is the final authority on compensation matters for the NEOs of Uni-Select and on policy changes related to compensation.

The President and Chief Executive Officer submits the objectives that he is expected to achieve and against which his performance is assessed by the Chair of the Board and, as part of the Executive Management Team, each NEO completes the same process with the President and Chief Executive Officer. All objectives are reviewed by the Committee and submitted to the Board for consideration.

The Chair of the Board conducts the assessment of the President and Chief Executive Officer who, in turn, assesses each NEO's individual performance against their respective objectives. The Chair and the President and Chief Executive Officer submit their assessments to the Committee which, in turn, submits recommendations to the Board for approval. The NEOs do not play a role in their compensation determination, other than discussing their individual performance against their predetermined objectives.

The Committee relies on quantifiable measures and its own judgment to compensate NEOs. The determination of the level of achievement of specific objectives that are not quantifiable requires the personal assessment by the members of the Committee; the Committee believes that solely using quantifiable measures will not allow an adequate evaluation of performance of a senior

All NEOs are assessed either by the President and CEO or the Chair of the Board.

The Board is the final authority on compensation matters for the NEOs.

executive, and a more effective method would be to use both quantifiable objectives and objectives which require a personal evaluation. The Committee ensures that the overall compensation to the NEOs reflects the guiding principles listed earlier in this CD&A and remains aligned with the financial performance of the Corporation.

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<sup>&</sup>lt;sup>12</sup> The medical plans in the USA were reviewed to comply with the health care reform regulations.



# **8.10** | EMPLOYMENT CONTRACTS, TERMINATION AND CHANGE OF CONTROL BENEFITS

The Corporation has entered into an employment agreement with four NEOs as follows: Henry Buckley who entered into an employment agreement with the Corporation in July 2014, Eric Bussières who entered into an employment agreement with the Corporation in October 2015, Peter Sephton who entered into an employment agreement with the Corporation in June 2017 and Brent Windom who entered into an employment agreement with the Corporation in May 2017, as described below.

#### **TERMINATION**

The severance plans and policies of the Corporation are designed to expedite transition to alternative employment, comply with relevant legal requirements and align with market practices. In the event an NEO is terminated for cause, he will not benefit from the severance payment described below and will forfeit the following:

- Bonus payments under the short-term incentive plan;
- Units previously awarded and unvested under the PSU Plan; and
- Unvested options under the Stock Option Plan.

With respect to Mr. Buckley, pursuant to his employment agreement, in the event his employment is terminated by the Corporation without cause, Mr. Buckley will receive a severance payment representing eighteen (18) months of his global compensation (base salary, targeted short-term incentive plan, targeted long-term incentive plan, car allowance and benefits).

With respect to Mr. Bussières, pursuant to his employment agreement, in the event his employment is terminated by the Corporation without cause, Mr. Bussières will receive a severance payment representing twelve (12) months of his annual earnings (base salary, targeted short-term incentive plan, car allowance and benefits).

With respect to Mr. Sephton, pursuant to his employment agreement, in the event his employment is terminated by the Corporation without cause, Mr. Sephton will receive a severance payment representing twelve (12) months of his annual earnings (base salary and benefits).

With respect to Mr. Windom, pursuant to his employment agreement, in the event his employment is terminated by the Corporation without cause, Mr. Windom will receive a severance payment representing eighteen (18) months of annual earnings (base salary, targeted short-term incentive plan and car allowance). Additionally, if the termination occurs within the first 18 months of employment, all PSUs granted as part of his signature bonus will be redeemed.



### **CHANGE OF CONTROL**

In the event that the Corporation is subject to a change of control <sup>13</sup> and, within twelve (12) months of such change of control, Mr. Buckley resigns from his employment, Mr. Buckley will receive severance payment representing eighteen (18) months of his global compensation (as described below). The agreement includes non-competition and non-solicitation (customers and employees) undertakings by Mr. Buckley for a period of twelve (12) months after termination along with confidentiality undertakings.

The Corporation has entered into agreements with the other NEOs that grant them benefits in the event of a change of control of the Corporation and the termination of employment within eighteen (18) months following the change of control. No specific benefit applies in the case of a change of control of the Corporation without a subsequent termination of employment. These agreements will expire in February 2020 and include non-competition and non-solicitation (customers and employees) undertakings by the NEOs for a period of twenty-four (24) months after termination along with confidentiality undertakings. The severance payment represents twenty-four (24) months of the NEO's annual earnings (base salary, targeted short-term incentive plan, pension plan contribution and car allowance). Other benefits are available to the NEOs such as career transition program, financial planning services and health care coverage.

In addition, the Stock Option Plan provides that options become immediately vested in the event of an offer for at least 66%% of the issued and outstanding Shares of the Corporation. Similarly, the PSU Plan provides that units become immediately vested in case of a change of control of the Corporation. With respect to the DSU Plan, DSUs will immediately vest for U.S. residents or citizens not subject to Canadian tax only, in case of termination of the DSU Plan upon a change of control of the Corporation. In addition, under the Pension Plans (Section 8.8 *Indirect Remuneration*), all benefits accrued to the NEOs in respect of their years of credited service up to the date of a change of control become fully vested.

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<sup>&</sup>lt;sup>13</sup> A change of control means (i) acquisition by any person, entity or affiliated group of the issued and outstanding shares of the Corporation representing more than fifty percent (50%) of the total voting power represented by the Corporation's then outstanding voting Shares, exclusive of an acquisition by an employee benefit plan (or related trust) sponsored or maintained by the Corporation, (ii) the consummation of a merger or consolidation of the Corporation with any other entity, other than a merger or consolidation which would result in the voting Shares of the Corporation outstanding immediately prior thereto continuing to represent (either by remaining outstanding or by being converted into voting Shares of the surviving entity) more than fifty percent (50%) of the total voting power represented by the voting Shares of the Corporation or surviving entity outstanding immediately after such merger or consolidation, (iii) the consummation of the sale, lease or other disposition by the Corporation of all or substantially all the Corporation's assets, or (iv) shareholders of the Company take (or cause the Company to take) any action that results in a change of 50% or more of the directors on the Board of Directors (other than changes to the composition of the Board of Directors that occur as a result of retirements or resignations of board members in the ordinary course).

<sup>&</sup>lt;sup>14</sup> If a change of control occurs and the NEO terminates his employment for "good reasons", the severance payment will be payable. Good reasons mean any significant change to the terms of employment of the NEO (without his consent) which includes, without limitation, (i) assignment of any duties materially inconsistent with the NEO's current duties, (ii) a reduction in annual base salary, (iii) discontinuance of any short-term or long-term incentive compensation plans that would have a significant impact on the NEO's total target cash compensation and (iv) any reason that would be considered to amount to constructive dismissal by a Court of competent jurisdiction.



### **TERMINATION AND CHANGE OF CONTROL BENEFITS**

The following table describes the termination and change of control benefits payable effective December 31, 2017 for all NEOs<sup>1</sup> (with the exceptions noted below<sup>2</sup>) upon various scenarios:

COMPENSATION ELEMENTS	RETIREMENT	TERMINATION WITH CAUSE/RESIGNATION	TERMINATION WITHOUT CAUSE	TERMINATION WITHOUT CAUSE FOLLOWING A CHANGE OF CONTROL		
Base Salary	Ends at the date of retirement Ends as of the resignation of		In the event of termination without cause, Eric Bussières would receive a lump sum payment equivalent to 12 months of annual earnings  In the event of termination without cause, Peter Sephton would receive a lump sum payment equivalent to 12 months of annual earnings  In the event of termination without cause, Brent Windom would receive a lump sum payment equivalent to 18 months of annual earnings	Lump sum payment equivalent to 24 months' of NEOs annual earnings if terminated less than 18 months following change of control, sale of assets or upon significant change to the terms of employment		
Annual short-term incentive	Receive pro-rated payment based on proportion of the financial year completed as of the date of retirement, paid at the end of year	Eligibility ends as of the termination or resignation date and no payment is made	In the event of termination without cause, Eric Bussières would receive a lump sum payment equivalent to 12 months of short-term incentive  In the event of termination without cause, Brent Windom would receive a lump sum payment equivalent to 18 months of short-term incentive	Lump sum payment equivalent to 24 months' of short-term incentive earnings if terminated less than 18 months following change of control, sale of assets or upon significant change to the terms of employment		
Deferred share units	Must be redeemed at the latest by the end of the calendar year following the date of retirement	Must be redeemed as soon as practicable upon termination or resignation	Must be redeemed as soon as practicable upon termination	Must be redeemed as soon as practicable upon termination <sup>3</sup>		
Performance share units	Must be redeemed within 90 days or 90 days following the end of a plan year if the retirement occurs after July 1	All rights to unvested PSUs are forfeited upon termination with cause or resignation	All rights to unvested PSUs are forfeited upon termination without cause  In the event of termination without cause, the PSUs granted to Brent Windom as part of his signature bonus would be redeemed	Must be redeemed as soon as practicable upon a change of control		
Stock option plan	All options held upon retirement immediately vest. The options must be exercised 180 days after the date of retirement or on such later date as the Board may set (but no later than the expiry date first established)	All rights to exercise options outstanding at time of dismissal expire on the date of dismissal.  Upon a resignation, all options must be exercised within 90 days of resignation or such later date as the Board may set (but no later than the expiry date first established)	Must be exercised within 90 days of termination of employment or such date as the Board may set (but no later than the expiry date first established)	Options become immediately vested in the event of an offer for at least 665% of the issued and outstanding shares of the Corporation		
Benefits	End at date of retirement	Eligibility ends at termination or resignation date	In the event of termination without cause, Eric Bussières would receive a lump sum payment equivalent to 12 months of benefits  In the event of termination without cause, Peter Sephton would receive a lump sum payment equivalent to 12 months of benefits  In the event of termination without cause, Brent Windom would receive a lump sum payment equivalent to 18 months of benefits	Pension plan will be vested and deemed to continue for a period of 24 months. Health and dental coverage will continue for a period of 24 months after termination, with the exception of long-term and short-term disability		
Perquisites	End at date of retirement	End at termination or resignation date	In the event of termination without cause, Eric Bussières would receive a lump sum payment equivalent to 12 months of perquisites	18 month career transition program, financial planning services, etc.		

<sup>&</sup>lt;sup>1</sup> Certain amounts do not include the benefits that could be taken into account with respect to Common Law and Civil Law.

<sup>&</sup>lt;sup>2</sup> For Henry Buckley, the termination and change of control benefits payable effective December 31, 2017 are as follows:



COMPENSATION ELEMENTS	TERMINATION WITHOUT CAUSE	TERMINATION WITHOUT CAUSE FOLLOWING A CHANGE OF CONTROL
Base Salary	Lump sum payment equivalent to 18 months' of base salary	Lump sum payment equivalent to 18 months' of annual global compensation
Long-term incentive	Lump sum payment equivalent to 18 months' of target long-term incentive	Lump sum payment equivalent to 18 months' of target long-term incentive
Annual short-term incentive	Lump sum payment equivalent to 18 months' of target short-term incentive	Lump sum payment equivalent to 18 months' of target short-term incentive
Deferred share units	Must be redeemed as soon as practicable upon termination	Must be redeemed as soon as practicable upon termination
Performance share units	Must be redeemed as soon as practicable upon termination	Must be redeemed as soon as practicable upon a change of control
Stock option plan	Must be exercised within 90 days of termination of employment	Options become immediately vested in the event of an offer for at least 66% of the issued and outstanding shares of the Corporation
Benefits	Lump sum payment equivalent to 18 months' of benefits	Lump sum payment equivalent to 18 months' of benefits
Perquisites	Lump sum payment equivalent to 18 months' of perquisites	Lump sum payment equivalent to 18 months' of perquisites

<sup>&</sup>lt;sup>3</sup> For U.S. residents or citizens not subject to Canadian tax only, must be redeemed as soon as practicable upon termination of the plan upon a change of control.

### POTENTIAL PAYMENTS TO NEOS UPON TERMINATION OR CHANGE OF CONTROL

The following table reflects the estimated incremental<sup>1</sup> amount of compensation that would be paid to each NEO in the event of a termination of the NEO's employment under various scenarios. The amounts shown assume that such termination was effective as at December 31, 2017 and include estimates of the amounts that would be paid to each NEO upon termination. The actual amount that an NEO might receive in the event of termination of employment can only be calculated at the time of termination. Several factors could influence the amount of the benefits and the amount actually paid could be higher or lower than those presented below. Other than for Steve Arndt, these amounts include the benefits that could be taken into account with respect to Common Law and Civil Law.

EVENT	HENRY BUCKLEY (\$) <sup>2</sup>	ERIC BUSSIÈRES (\$)	PETER SEPHTON (\$) <sup>2</sup>	BRENT WINDOM (\$) <sup>2</sup>	STEVE ARNDT (\$) <sup>2</sup>
D. ii	(२)	(5)	(\$)	(२)	(२)
Retirement	-	-	-	-	-
Termination with cause/Resignation	•	-	-	-	•
Termination without cause <sup>3</sup>					
Severance	3,700,352	504,000	611,215	1,207,046	-
Equity-based compensation <sup>4</sup>	-	-	-	312,828	-
Value of incremental pension benefits	113,161	31,500	-	-	-
All other compensation	34,910	18,000	8,289	33,948	-
TOTAL	3,848,423	553,500	619,504	1,553,822	
Termination without cause following a					
change of control					
Severance	3,700,352	1,008,000	1,955,889	1,609,395	1,710,023
Equity-based compensation <sup>3</sup>	-	-	-	-	-
Value of incremental pension benefits	113,161	63,000	-	100,587	106,876
All other compensation	73,410	77,847	81,943	87,112	141,605
TOTAL	3,886,923	1,148,847	2,037,832	1,797,094	1,958,504

<sup>&</sup>lt;sup>1</sup> The estimated incremental value refers to the severance benefits that would have been paid. No incremental value from the pension plan would have been payable regardless of the reason for termination.

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<sup>&</sup>lt;sup>2</sup> All amounts are converted in CAD using the December 31, 2017 exchange rate of 1.2573 for Messieurs Buckley, Windom and Arndt and of 1.6975 for Mr. Sephton.

<sup>&</sup>lt;sup>3</sup> If an NEO had their employment terminated on December 31, 2017 further to dismissal without cause, he would have been entitled to accelerated vesting of any share-based compensation (excluding DSUs) already granted in fiscal years prior to 2017.

<sup>&</sup>lt;sup>4</sup> DSUs are granted pursuant to the short-term incentive plan which provides that NEOs must elect to receive no less than 30% in DSUs until such time as the share ownership guidelines are met. DSUs are paid at face value (DSU value) to the NEOs upon termination, without any additional amount due to a termination without cause or otherwise.



# **8.11** COMPENSATION RISK

The Committee is of the opinion that the total compensation of the NEOs is balanced to avoid any potential risk that may result from taking actions to maximize compensation without regard for the risk assumed by the Corporation.

We believe the following measures impose appropriate limits to avoid excessive or inappropriate risk-taking or payments:

- Compensation payments are capped to provide upper payout boundaries;
- 2 Milestones achieved must be maintained over a period of time prior to being paid or awarded. This achievement through vesting provisions is built into a long-term incentive plan;
- 3 Annual review of our long-term incentive plans' targets and milestones to ensure continued relevance and applicability;
- 4 Evaluation of variable compensation plan metrics to confirm balance of objectives thereby mitigating, by design, excessive risk-taking; and
- Policies which limit the authority on expenditures. The Board has in place policies that limit the expenditures which can be made at different levels of the organization.

# **8.12** | ANTI-HEDGING POLICY

The policy is described at Section 6.5.

# **8.13** | COMMITTEE REPORT

Following the executive compensation structure review achieved in 2015, the Committee submits that the compensation of the NEOs is appropriate given Uni-Select's size, range of its activities and return on shareholders' equity. The Committee is satisfied that the current executive compensation policies, programs and levels of compensation are correctly aligned with the Corporation's performance, shareholders' interests, and respect competitive market practices.

### 9 SUMMARY COMPENSATION TABLE

## **9.1** | 2017 HIGHLIGHTS

The Corporation has:

- 1 Realized total sales of USD\$1,448.3 million;
- On August 7, 2017, the Corporation acquired 100% of the shares of PA Topco Limited doing business as The Parts Alliance in the U.K., a transformational acquisition for the Corporation adding a third growth pillar;
- Acquired 9 businesses, 4 at FinishMaster, Inc. and 4 at the Canadian Automotive Group and 1 at The Parts Alliance UK;
- f 4 Continued the deployment of the point-of-sales system at the Canadian Automotive Group; and
- 5 Increased its company-owned store network by 188 (182 company-owned stores and 6 greenfields).



## **9.2** SUMMARY COMPENSATION TABLE

The following table details the annual compensation to each of the NEOs with regards to 2015, 2016 and 2017 fiscal years. Information on compensation paid in previous years and other information filed with the Canadian securities commissions on SEDAR may be reviewed at <a href="mailto:sedar.com">sedar.com</a>.

					NON-EQUITY PLAN COMP				
NAME AND PRINCIPAL POSITION	YEAR	SALARY	SHARE- BASED AWARDS <sup>1</sup>	BASED BASED		Long-Term Incentive Plan	PENSION VALUE	ALL OTHER COMPENSATION	TOTAL COMPENSATION
		(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Henry Buckley	2017	745,175	597,693	450,058	303,353	-	74,518	131,734³	2,302,531
President and Chief Executive Officer	2016	640,379	625,003	450,755	406,578	-	64,038	141,621 <sup>3</sup>	2,328,374
Excounte office.	2015	608,191	273,202	372,997	637,472	-	58,861	141,575³	2,092,298
Eric Bussières	2017	319,442	141,950	82,500	122,050	-	31,944	18,000	715,886
Chief Financial Officer	2016	296,647	132,375	78,375	126,000	-	29,665	12,835	675,897
	2015	21,238	-	-	-	-	1,096	250,9874	273,321
Peter Sephton	2017	238,320	-	1,799,496	-	-	-	-	2,037,816 <sup>5</sup>
President and Chief Executive Officer,	2016	-	-	-	-	-	-	-	-
European Automotive Group	2015	-	-	-	-	-	-	-	-
Brent Windom	2017	230,412	590,595	-	213,414	-	23,041	322,001 <sup>6</sup>	1,379,463
President and Chief Operating Officer,	2016	-	-	-	-	-	-	-	-
Canadian Automotive Group	2015	-	-	-	-	-	-	-	-
Steve Arndt	2017	541,432	195,461	195,461	27,587	-	54,143	20,136	1,034,220 <sup>7</sup>
President and Chief Operating Officer,	2016	508,025	286,970	194,813	215,032	-	50,802	13,961	1,269,603 <sup>7</sup>
FinishMaster, Inc.	2015	488,274	316,051	225,786	335,512	-	48,827	11,634	1,426,084 <sup>7</sup>

For 2017 and 2016, the table includes the value of the DSUs granted for the year and the grant date fair value of the annual grant of performance share units awarded in 2017 and 2016 respectively under the Corporation's Long-Term Incentive Plan (LTIP), as reported in this table, which reflects a valuation factor of 100% for the performance share units based on the time. The payout factor used is consistent with empirical testing of performance plan payouts. The payout factor was applied to the value of the award which was calculated using a share price of \$29.638 for the January 2017 grant, \$28.582 for the July 2017 grant, and \$33.942 for the January 2016 grant. The share price at the time of the grant is equal to the average of the trading prices per share for the five consecutive trading days ending on the trading day prior to the date of the grant. The grant fair value of the performance units was \$450,058 in 2017 and \$450,755 in 2016 for Henry Buckley, \$82,500 in 2017 and \$78,375 in 2016 for Eric Bussières, \$500,056 in 2017 for Brent Windom and \$195,461 in 2017 and \$194,813 in 2016 for Steve Arndt.

 Dividend yield (%)
 1.10 (1.18 in 2016)

 Expected volatility (%)
 26.65 (25.04 in 2016)

 Risk-free interest rate (%)
 0.78 (1.27 in 2016)

 Expected life (years)
 4.75 (4.75 in 2016)

For Mr. Sephton, the fair value of the options granted in August 2017 was estimated at the award date in order to determine the expenses for the options by using the Binomial Lattice pricing model according to the following hypotheses:

 Dividend yield (%)
 1.12

 Expected volatility (%)
 26.78

 Risk-free interest rate (%)
 0.78

 Expected life (years)
 4.75

The accounting fair value of the options granted in 2017 was: \$440,213 for Mr. Henry Buckley, \$80,698 for Mr. Eric Bussières, \$2,024,812 for Mr. Peter Sephton and \$191,186 for Mr. Steve Arndt. The difference between the fair value of the granted options and the accounting fair value is \$9,845 for Mr. Henry Buckley, \$1,802 for Mr. Eric Bussières, (\$225,316) for Mr. Peter Sephton and \$4,275 for Mr. Steve Arndt. These variances are explained by the use of the Binomial Lattice pricing model for the calculation of the granted options fair value versus the use of the Hull-White Trinomial pricing model for the calculation of the accounting fair value and the use of different factors and assumptions applied by each model.

In 2015, the fair value of the vested options was estimated at the award date in order to determine compensation expenses for the options by using the Trinomial pricing model according to the following hypotheses:

Expected Annual Dividend Yield: 1.98% Risk-free Rate: 1.4248% Expected Annual Volatility: 26.24% Expected Duration in Years: 7

For 2015, these amounts included in this column represent the portion of the short-term bonus attributable to 2015, as applicable, that were granted as DSUs at the time of the approval of such bonuses according to the DSU Plan and the Share Ownership Guidelines of the Corporation. Refer to 8.6 Direct Remuneration – Short-Term Incentive Plan for a detailed description of the DSU Plan. It also includes the payment of PSUs made under the program put in place in 2012.

<sup>&</sup>lt;sup>2</sup> For 2017 and 2016, the fair value of the granted options was estimated at the award date in order to determine compensation expenses for the options by using the Binomial Lattice pricing model according to the following hypotheses:

<sup>&</sup>lt;sup>3</sup> Including a living expense which, as of 2017 and going forward, is reimbursed up to a maximum of net \$74,000, representing an amount of \$110,134 in 2017, a net amount of \$82,200 or \$126,021 gross in 2016 and a net amount of \$84,000 or \$125,975 gross in 2015 as well as car allowance.

<sup>&</sup>lt;sup>4</sup> Includes a signing bonus as per Mr. Eric Bussières' employment contract in the amount of \$250,000.

<sup>&</sup>lt;sup>5</sup> All amounts for Mr. Peter Sephton are converted to CAD using the exchange rate of 2017-1.6724.

<sup>6</sup> Includes a signing bonus as per Mr. Brent Windom's employment contract in the amount of \$304,733 as well as housing and car allowances.

All amounts for Mr. Steve Arndt are converted to CAD using the exchange rate of 2017-1.2982, 2016-1.3255 and 2015-1.2781.



# 9.3 | INCENTIVE PLAN AWARDS – VALUE VESTED OR EARNED DURING THE YEAR<sup>1</sup>

NAME	OPTION-BASED AWARDS – VALUE VESTED DURING THE YEAR <sup>2</sup>	OPTION-BASED AWARDS – GAINS REALIZED UPON EXERCISE DURING THE YEAR <sup>3</sup>	SHARE-BASED AWARDS – VALUE VESTED DURING THE YEAR <sup>4</sup>	NON-EQUITY INCENTIVE PLAN COMPENSATION – VALUE EARNED DURING THE YEAR <sup>5</sup>	
	\$	\$	\$	\$	
Henry Buckley	409,169	-	540,994	303,353	
Eric Bussières	2,347	-	-	122,050	
Peter Sephton	-	-	-	-	
Brent Windom	-	-	-	213,414	
Steve Arndt	421,046	-	327,477	27,587	

<sup>&</sup>lt;sup>1</sup> As of December 31, 2017.

# 9.4 | SHORT-TERM BONUS RELATED TO FINANCIAL OBJECTIVES TABLE

In order for a short-term bonus based on the financial objective to be granted, Uni-Select's Board of Directors establishes a minimum threshold to be reached which was set at an Adjusted EPS¹ of \$1.42 for 2017.

NAME	TARGET BONUS		MAXIMUM	TARGET	MAXIMUM	
	Financial Objective	Specific Objective	BONUS	BONUS	BONUS	PAYMENT <sup>2</sup>
	%	%	%	\$	\$	\$
Henry Buckley	80	10	170	701,028	1,324,164	450,988 <sup>3</sup>
Eric Bussières	50	10	110	189,000	346,500	181,500³
Peter Sephton	50	10	110	361,243	662,278	-
Brent Windom	50	10	110	311,568	571,208	303,953
Steve Arndt	50	10	110	331,049	606,923	27,587

<sup>&</sup>lt;sup>1</sup> These adjustments include, among other things, restructuring and other charges, impairment and transaction charges related to the sale of net assets, net of taxes.

As a result of concerted efforts on the acquisition of The Parts Alliance, the Board of Directors awarded the following discretionary bonuses to the Named Executive Officers which were delivered two-thirds in cash and one-third in DSUs to account for the long-term impact of the Part Alliance acquisition:

NAME	DISCRETIONARY BONUS <sup>1</sup>
	\$
Henry Buckley	375,000
Eric Bussières	150,000
Peter Sephton	-
Brent Windom	-
Steve Arndt	-

<sup>&</sup>lt;sup>1</sup> The discretionary bonus amount is included in the total payment set out in table 9.4.

<sup>&</sup>lt;sup>2</sup> The amount represents the aggregate dollar value that would have been realized if the options had been exercised on the vesting date, based on the difference between the closing price of the Shares on the TSX and the exercise price on such vesting date.

<sup>&</sup>lt;sup>3</sup> The amount represents the aggregate dollar value realized upon exercise, based on the difference between the closing price of the Shares on the TSX on the exercise date and the exercise price.

<sup>&</sup>lt;sup>4</sup> The amount represents the aggregate dollar value realized upon vesting of the PSUs granted in 2015.

<sup>&</sup>lt;sup>5</sup> Short-term annual incentive plan payouts.

<sup>&</sup>lt;sup>2</sup> A portion of the bonus payment amounts are paid in cash as shown in Table 9.2 in the column titled "Short-Term Annual Incentive Plan (paid in cash)". The remaining portion is paid in DSUs in the amounts of \$147,635 for Mr. Henry Buckley, \$59,450 for Mr. Eric Bussières, and \$90,539 for Mr. Brent Windom. The full bonus payment for Mr. Steve Arndt was paid in cash as he had met the Stock Ownership Guideline Target on December 31, 2017.

<sup>&</sup>lt;sup>3</sup> For Mr. Buckley and Mr. Bussières, the payment amount includes the discretionary bonus amounts set out below.



### TABLE OF SHORT-TERM BONUSES RELATED TO SPECIFIC OBJECTIVES

The specific objectives set for the NEOs at the beginning of 2017 were tied to the achievement of certain strategic and priority activities to the development of the Corporation. The objectives and weight attached are re-evaluated on an annual basis by the Human Resources and Compensation Committee. These objectives could include operational or HR objectives. Achievement of the specific objectives presents a meaningful challenge for the Corporation's senior executives since the Corporation consistently sets ambitious goals.

The following is a summary of the 2017 operational and HR specific objectives:

- 1 Operational Objectives: Effectively integrate acquisitions in the USA and Canada. Continue the implementation of the "PartsWatch" point of sale system in the Canadian company-owned stores. Conduct a complete and effective transaction process for the acquisition of The Parts Alliance by the corporate team.
- 2 Human Resources Objectives: Conduct a formal process for the appointment of a new President and Chief Operating Officer for the Canadian Automotive Group of the Corporation. Launch the Corporation's talent development program to its U.S. segment. Continue succession planning for all direct reports to the CEO while supporting next-level planning.

# 9.5 | TABLE OF PERFORMANCE SHARE UNIT (PSU) PROGRAM

The NEOs participate in the PSU program and were awarded the following compensation on account of units held and were also awarded the performance units set out opposite their respective names.

NADAT	UNITS AWARDED	UNITS AWARDED	UNITS AWARDED	AROE REACHED FOR PAYMENT	PERFORMANCE FACTOR OF AROE	PSU VALUE <sup>1</sup>	PAYMENT <sup>2</sup>	PAYMENT <sup>3</sup>
NAME	2015	2016	2017	2015 TO 2017	2015 TO 2017	2017	2016	2017
	#	#	#	%	%	\$	\$	\$
Henry Buckley	15,628	13,280	15,185	11.90	150	23.078	-	540,994
Eric Bussières	-	2,310	2,784	11.90	150	23.078	-	-
Peter Sephton	-	-	-	11.90	150	23.078	-	-
Brent Windom	-	-	17,496	11.90	150	23.078	-	-
Steve Arndt	9,460	5,740	6,595	11.90	150	23.078	249,093	327,477

<sup>&</sup>lt;sup>1</sup> Calculated as of the redemption date (February 27, 2018) for the units awarded in 2015 for the 2015-2017 period.

<sup>&</sup>lt;sup>2</sup> Payment for units awarded in 2014 for the 2014-2016 period, based on a PSU Value of \$32.934 for 2016.

<sup>&</sup>lt;sup>3</sup> Payment for units awarded in 2015 for the 2015-2017 period.



# **9.6** | EQUITY COMPENSATION PLAN INFORMATION

The following table sets forth the compensation plan under which equity securities of the Corporation are authorized for issuance, being the Corporation's current purchase option plan, as at December 31, 2017:

PLAN CATEGORY	NUMBER OF SECURITIES TO BE ISSUED UPON EXERCISE OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS	WEIGHTED-AVERAGE EXERCISE PRICE OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS	NUMBER OF SECURITIES REMAINING AVAILABLE FOR FUTURE ISSUANCE UNDER EQUITY COMPENSATION PLANS (EXCLUDING SECURITIES REFLECTED IN COLUMN A)	
	A	В	C	
Equity compensation plans approved by security holders	906,359	\$26.51	1,237,819	
Equity compensation plans not approved by security holders	N/A	N/A	N/A	
Total	906,359	\$26.51	1,237,819	

The following table shows all awards outstanding for each NEO for the year ending December 31, 2017.

	OPTION-BASED AWARDS				SHARE-BASED AWARDS			
NAME	NUMBER OF SECURITIES UNDERLYING UNEXERCISED OPTIONS	OPTION EXERCISE PRICE	OPTION EXPIRATION	VALUE OF UNEXERCISED IN- THE-MONEY OPTIONS <sup>1</sup>	NUMBER OF SHARES OR UNITS OF SHARES THAT HAVE NOT VESTED	MARKET OR PAYOUT VALUE OF SHARE-BASED AWARDS THAT HAVE NOT VESTED	MARKET OR PAYOUT VALUE OF VESTED SHARE-BASED AWARDS NOT PAID OUT OR DISTRIBUTED <sup>2</sup>	
	(#)	(\$)	DATE	(\$)	(#)	(\$)	(\$)	
	107,492	15.321	Jan. 1, 2022	1,406,963	28,465	808,691	590,904	
Henry Buckley	67,660	33.942	Jan. 4, 2023	-				
	69,023	29.638	Jan. 3, 2024	-				
Eric Bussières	11,764	33.942	Jan. 4, 2023	-	5,094	144,721	50,376	
ETIC Bussieres	12,653	29.638	Jan. 3, 2024	-	3,094			
Peter Sephton	312,001	28.838	Aug. 7, 2024	-	-	-	-	
Brent Windom	-	-	-	-	17,496	497,061	-	
	14,886	11.450	Jan. 1, 2020	252,467		350,437	499,235	
Steve Arndt	22,380	14.382	Jan. 1, 2021	313,947				
	48,800	15.321	Jan. 1, 2022	638,743	12,335			
	29,242	33.942	Jan. 4, 2023	-				
	29,977	29.638	Jan. 3, 2024	-				

<sup>&</sup>lt;sup>1</sup> The value of unexercised in-the-money options as at December 31, 2017 is the difference between the closing price of the Shares on December 31, 2017 on the TSX (\$28.410) and the exercise price.

<sup>&</sup>lt;sup>2</sup> Deferred Share Units held on December 31, 2017 shall be redeemed upon certain redemption events.



# 9.7 | TABLE OF VALUE OF THE DEFINED CONTRIBUTION PENSION PLAN

The various pension plans available for senior executives are described in Section 8.8 *Indirect Remuneration – Pension Plan*.

The following table sets forth the defined contribution pension plan values for each NEO as at December 31, 2017:

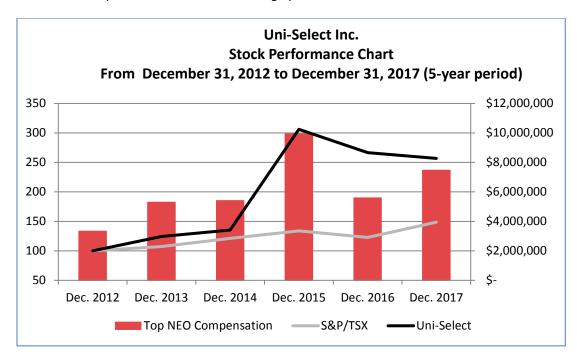
NAME	ACCUMULATED VALUE AT START OF YEAR (\$)	COMPENSATORY (\$)	ACCUMULATED VALUE AT YEAR END (\$)	
Henry Buckley	146,851	74,518	242,654	
Eric Bussières	32,126	31,944	70,995	
Peter Sephton	N/A	N/A	N/A	
Brent Windom	-	23,041	23,017	
Steve Arndt <sup>1</sup>	1,337,826	54,143	1,401,093	

<sup>&</sup>lt;sup>1</sup> For Steve Arndt, the accumulated value at start of year was converted from USD at the December 31, 2016 rate of 1.3425. The compensatory value was converted from USD at the 2017 average exchange rate of 1.2982. The accumulated value at year end was converted from USD at the December 31, 2017 rate of 1.2573.

# 10 | PERFORMANCE GRAPH

The graph below illustrates the annual percentage change in the Corporation's cumulative return on shareholders' equity on the stock of the Corporation in relation to the cumulative return of the S&P/TSX Index over a five-year period ended December 31, 2017.

The year-end valuation of each investment is based on the increase in Share value, adjusted for cash dividends reinvested as at the date on which they were paid. These calculations do not account for brokerage fees or taxes. The total return on shareholders' equity for each investment, whether measured in dollars or as a percentage, may be calculated from the year-end values shown on the graph below.





The table below sets out the total cumulative return on an investment of \$100:

	2012	2013	2014	2015	2016	2017
Uni-Select Inc.	100	124.34	135.11	306.13	266.45	256.69
S&P/TSX Composite Index	100	112.99	124.92	114.53	138.67	151.28

The performance graph shows that Uni-Select's Shares generated a 257% total cumulative return between 2012 and 2017. Over the five-year period, the total return on Uni-Select's Share price is significantly higher than the S&P/TSX Composite Index, essentially driven by the sale of substantially all the assets of Uni-Select USA, Inc. and Beck/Arnley Worldparts, Inc. in 2015.

The bar chart shows the total compensation awarded to the top five NEOs in position at the end of each fiscal year, with the exception of 2015 which includes the total compensation awarded to seven NEOs to take into account the compensation awarded to the predecessor CEO and CFO as well as the successor CEO and CFO in place during the 2015 fiscal year. This largely explains the 43% reduction in total compensation for 2016 as set out below.

The table below sets out the total compensation awarded to the NEOs in position at the end of each fiscal year:

	2012	2013	2014	2015	2016	2017
Total compensation of the top 5 NEOs	\$3,335,477	\$5,298,415	\$5,411,762	\$9,932,790 <sup>1</sup>	\$5,588,036	\$7,469,916

<sup>&</sup>lt;sup>1</sup> For 2015, the total compensation includes the total compensation awarded to seven NEOs rather than five.

From 2012 to 2017, the compounded annual growth rate of NEO compensation was 17% compared to total shareholder return of 21%.

During the course of 2012, Uni-Select's Share price gained value for the first six months and declined from July to the end of the year due to difficult market conditions and lower performance, while the reference index made gains. In 2013, the Corporation improved its results accounting for the strong incline towards the end of the year which outpaced index progression. In 2014, the index mostly progressed throughout the year, while Uni-Select's Share value remained aligned with the market incline recorded at the end of 2014. During 2015, essentially driven by the sale of substantially all the assets of Uni-Select USA, Inc. and Beck/Arnley Worldparts, Inc., Uni-Select's Share price more than doubled and outpaced index progression. In 2016 and 2017, the total return on Uni-Select's Share price was lower than the S&P/TSX Composite Index mainly due to certain market conditions, a product line changeover in the U.S. and the ongoing investments required for the company-owned store initiative in Canada. However, over the five-year period, the total return on Uni-Select's Share price remains significantly higher than the S&P/TSX Composite Index due mainly to the strong Share performance in 2015.

As of March 15, 2018, Uni-Select's Share price and value of the reference index were respectively, 197.78 and 147.08 compared to 256.69 and 151.28 as at December 31, 2017.

# 11 | ADDITIONAL INFORMATION

Unless otherwise indicated, the information contained herein is provided as at March 15, 2018. The Corporation is not aware of any matters that could be submitted at the Meeting other than those indicated in the Notice of Meeting. Should any unknown matters be properly submitted at the Meeting, the persons named in the form of proxy will vote on such matters according to their best judgment.

# **11.1** AVAILABILITY OF ADDITIONAL DOCUMENTS

Uni-Select is a reporting issuer and is subject to securities legislation; accordingly, it must file its annual financial statements and management information circular. Uni-Select must also file an annual information form with the securities commissions. Financial information is provided in the Corporation's comparative annual financial statements and Management Report for its most recently completed financial year. Copies of this Management Information Circular, as well as the Corporation's latest Annual Information Form, Annual Report and Management Report for the year ended December 31, 2017, and its Quarterly Financial Statements produced after the latest Annual Financial Statements may be obtained from the Corporation's website, at no charge, at <u>uniselect.com</u> or by mail from the Secretary at 170 Industriel Boulevard, Boucherville, Québec, J4B 2X3.



Interested parties may also access Uni-Select's disclosure documents and any reports, statements or other information filed with the Canadian provincial securities commissions on SEDAR at <a href="mailto:sedar.com">sedar.com</a>.

# 11.2 | SHAREHOLDERS PROPOSALS FOR THE 2019 ANNUAL GENERAL MEETING

Shareholder proposals for the meeting held for the purposes of receiving the 2018 year-end financial statements and other matters must be received by December 31, 2018.

# 12 | APPROVAL OF THE DIRECTORS

The Directors of the Corporation have approved the contents and the sending of this Management Information Circular.

Me Louis Juneau

Chief Legal Officer and Corporate Secretary

Boucherville, Québec

March 28, 2018



### SCHEDULE A – BOARD OF DIRECTORS' CHARTER

### INTRODUCTION

This Charter is intended to identify the specific responsibilities of the Board of Directors and thereby to enhance coordination and communication between the Board and management. The responsibilities identified here are to be carried out consistently with the principles stated in the Corporation's Code of Ethics. This Charter complements the Charters of the committees of the Board, as well as the respective position descriptions for the Chair of the Board, for the committee chairs and for the President and Chief Executive Officer.

### PART I. BOARD STRUCTURE

### 1. COMPOSITION OF THE BOARD

A majority of directors comprising the Board must qualify as independent. As a general objective, the Board will ensure itself that it is composed of directors with diverse backgrounds and personal characteristics and traits as well as competencies and expertise that add value to the Corporation and that each director will serve the Board to best discharge its responsibilities.

### 2. ELECTION AND APPOINTMENT OF DIRECTORS

Nominees for directors are initially considered and recommended by the Corporate Governance and Nominating Committee, approved by the entire Board and elected annually by the shareholders of the Corporation.

### PART II. BOARD OPERATIONS

### 1. CHAIR OF THE BOARD

The Board shall appoint annually a chair from the independent members of the Board.

The Chair of the Board is charged with the responsibility of overseeing the efficient operation of the Board and its committees and ensuring that the Board's agenda will enable it to successfully carry out its duties. The principal duties of the Chair shall be set out in the position description developed by the Board and shall include running the affairs of the Board efficiently and in accordance with corporate governance principles and properly evaluating the effectiveness of the committee structures and the quality of management's work that is presented in support of the decision-making process of the Board. The Chair may also serve as a member of a committee of the Board.

### 2. SECRETARY OF COMMITTEE

The Chair of the Board shall designate from time to time a person who may, but need not be, a director, to be secretary of the Board. The secretary shall keep minutes of the meetings of the Board and circulate them to the Board.



#### 3. REGULAR MEETINGS

Regularly scheduled meetings of the Board at which non-independent directors and members of management are not in attendance shall be held at such time or times as the Board or the Chair of the Board may determine to discuss matters of interest.

### 4. SPECIAL MEETINGS

Special meetings of the Board may be called by, or by the order of the Chair or, after having discussed the purpose of the proposed special meeting with the Chair, by the President and Chief Executive Officer or any two directors.

### 5. QUORUM

A majority of the directors present in person or by means of telephone or other telecommunication device that permits all persons participating in the meeting to speak to each other shall constitute a quorum.

### 6. AGENDA

The Chair shall develop and set the Board's agenda in consultation with the other directors and the secretary. The agenda and information concerning the business to be conducted at the Board meetings shall, to the extent practical, be communicated to the directors sufficiently in advance of each meeting to permit meaningful review. Each Board meeting agenda shall include a period of discussion between directors in the absence of management and non-independent directors.

### 7. DELEGATION

The Board shall have the power to delegate certain of its responsibilities to committees of the Board, as it considers appropriate. The responsibilities of those committees will be as set forth in their Charters, as amended from time to time. In addition, the Board may appoint ad hoc committees as may be needed from time to time to address other issues. The Board shall develop a position description for the chairs of the committees.

### 8. OUTSIDE CONSULTANTS OR ADVISORS

At the Corporation's expense, the Board and its committees may retain, when they consider it necessary or desirable, outside consultants or advisors to advise the Board or the committees independently on any matter. The Board and its committees shall have the sole authority to retain and terminate any such consultants or advisors, including sole authority to review a consultant's or advisor's fees and other retention terms. The Board has determined that any director who wishes to engage an outside advisor at the expense of the Corporation may do so if he or she first obtains authorization of the Chair.



### PART III. DUTIES AND RESPONSIBILITIES

### 1. PRIMARY RESPONSIBILITY AND PLENARY AUTHORITY

The Board is responsible for the stewardship of the Corporation including responsibility for satisfying itself as to the integrity of the President and Chief Executive Officer and other executive officers and that the President and Chief Executive Officer and other executive officers create a culture of integrity throughout the Corporation. The primary responsibility of the Board is to supervise the management of the Corporation so as to foster the long-term success of the Corporation consistent with the Board's responsibility to the shareholders to maximize shareholder value. The Board has plenary power. Any responsibility not delegated to management or a committee of the Board remains with the Board.

### 2. OPERATIONS OF THE BOARD

The Board operates by delegating certain of its authority, including spending authorizations, to management and by reserving certain powers to itself. The general legal obligations of the Board are described in detail under Section 12 of this Part III. Subject to these legal obligations and to the Articles and By-laws of the Corporation, the Board retains the responsibility for managing its own affairs, including:

- a) planning its composition and size;
- b) selecting its Chair;
- c) nominating candidates for election to the Board upon the recommendation of the Corporate Governance and Nominating Committee;
- d) determining whether each director is an independent director;
- e) appointing committees of the Board and membership of directors thereon and approving their respective mandates and the limits of authority delegated to each committee;
- f) together with the Human Resources and Compensation Committee and the Corporate Governance and Nominating Committee, determining director compensation;
- g) assessing, through the Corporate Governance and Nominating Committee, the effectiveness of the Board, its committees and its directors in fulfilling their responsibilities;
- h) establishing through the Corporate Governance and Nominating Committee an appropriate system of corporate governance including guidelines and practices to ensure the Board functions independently of management.

### 3. ESTABLISHMENT AND REVIEW OF BOARD MEMBER CHARACTERISTICS

Prior to nominating or appointing individuals as directors, the Board shall:

a) together with the Board Chair, monitor the size and composition of the Board and its committees to ensure effective decision-making;



- b) consider the appropriate skills and competencies required of the Board as a whole, taking into consideration the Board's short-term needs and long-term succession plans and assess what competencies and skills each existing director possesses; and
- c) develop, and annually update, a long-term plan for the Board's composition that takes into consideration the characteristics of independence, age, skills, experience and availability of service to the Corporation of its members, as well as the opportunities, risks and strategic direction of the Corporation.

In carrying out each of these functions, the Board should consider the advice and input of the Corporate Governance and Nominating Committee.

### 4. MANAGEMENT AND HUMAN RESOURCES

Upon the recommendations of the Human Resources and Compensation Committee, the Board has the responsibility to:

- a) appoint the President and Chief Executive Officer, and provide advice and counsel to the President and Chief Executive Officer in the execution of his/her duties;
- develop the position description for the President and Chief Executive Officer and develop or approve the corporate goals and objectives he/she is responsible for meeting;
- evaluate the President and Chief Executive Officer's performance at least annually against agreed upon written objectives and determine and approve the President's and Chief Executive Officer's compensation level based on this evaluation;
- d) approve a comprehensive statement of compensation philosophy, strategy and principles for the Corporation's executives;
- e) approve certain decisions relating to senior management, including the:
  - i) appointment and discharge of executive officers;
  - ii) compensation and benefits for executive officers;
  - iii) employment, consulting, retirement and severance agreements, and other special arrangements proposed for executive officers; and
  - iv) annual corporate and business unit performance objectives utilized in determining incentive compensation or other awards to officers;
- f) ensure that succession planning and management development programs are in place, including:
  - i) approving the succession plan for the President and Chief Executive Officer;
  - ii) in the case of other senior managers, ensuring that plans are in place for management succession and development; and



- iii) monitoring senior management;
- ensure that criteria and processes for recognition, promotion, development and appointment of senior management are consistent with the future leadership requirements of the Corporation;
- h) create opportunities to become acquainted with employees within the Corporation who have the potential to become members of senior management, including presentations to the Board by these employees or any form of interaction with them; and
- i) approve certain matters relating to all employees, including:
  - i) the annual salary and incentive policies/programs for employees;
  - ii) new benefit programs or material changes to existing programs;
  - iii) material changes in the Corporation's retirement plans; and
  - iv) material benefits granted to retiring employees outside of benefits received under approved retirement and other benefit programs.

### 5. STRATEGY AND PLANS

The Board has the responsibility to:

- a) adopt a strategic planning process and participate with management in the development of, and ultimately approve on at least an annual basis, the Corporation's strategic plan which takes into account, among other things, the future trends, opportunities and risks of the business over a three to seven-year horizon;
- b) approve annual capital and operating budgets that support the Corporation's ability to meet its strategic objectives and operating plans;
- c) approve the entering into, or withdrawing from, lines of business that are, or are likely to be, material to the Corporation;
- approve financial and operating objectives used in determining compensation if they are different from the strategic, capital or operating plans referred to above;
- e) approve material divestitures and acquisitions;
- f) monitor the Corporation's progress towards its strategic objectives, and revise and alter its direction through management in light of changing circumstances; and
- g) review recent developments that may affect the Corporation's strategy, and advise management on emerging trends and issues.



### 6. FINANCIAL AND CORPORATE ISSUES

The Board has the responsibility to:

- a) take reasonable steps to ensure, through the Audit Committee, the integrity and effectiveness of the Corporation's internal controls and management information systems, including the evaluation and assessment of information provided by management and others (e.g., internal and external auditors) about the integrity and effectiveness of the Corporation's internal controls and management information systems;
- b) review operating and financial performance relative to budgets and objectives;
- approve annual financial statements and quarterly financial results and approve their release by management;
- d) declare dividends;
- e) approve financings, changes in authorized capital, issue and repurchase of shares, issue of debt securities, listing of shares and other securities, issue of commercial paper and related prospectuses and trust indentures;
- f) approve appointment of external auditors and approve auditors' fees upon the recommendation of the Audit Committee;
- g) approve banking resolutions and significant changes in banking relationships;
- h) review and consider for approval all amendments or departures proposed by management from established strategy, capital and operating budgets or matters of policy which diverge from the ordinary course of business;
- i) approve significant contracts, transactions and other arrangements or commitments that may be expected to have a material impact on the Corporation; and
- j) approve the commencement or settlement of litigation that may be expected to have a material impact on the Corporation.

### 7. BUSINESS AND RISK MANAGEMENT

The Board has the responsibility to:

- a) identify the principal risks of the Corporation's business and ensure that management implements appropriate systems to manage these risks, with a proper balance between risks and returns; and to monitor risks on an ongoing basis;
- b) review coverage, deductibles and key issues regarding corporate insurance policies; and
- c) review compliance with legislative and regulatory requirements, and adopting and monitoring compliance with the Code of Ethics.



### 8. POLICIES AND PROCEDURES

The Board has the responsibility to:

- a) develop the Corporation's system of an overall approach to corporate governance. The Board may delegate to the Corporate Governance and Nominating Committee responsibility to review and make recommendations to the Board regarding the content and implementation of corporate governance guidelines and other related governance matters and processes;
- b) review compliance with the significant policies and procedures by which the Corporation is operated and approve any waivers of the practice for officers and directors;
- c) ensure that management operates at all times within applicable laws and regulations; and
- d) review significant new corporate policies or material amendments to existing policies (including, for example, policies regarding business conduct and conflicts of interest).

### 9. DIRECTOR ORIENTATION AND EDUCATION

New directors shall receive a comprehensive orientation. New directors shall be provided with a basic understanding of the Corporation's business, the role of the Board and its Committees, as well as the contribution individual directors are expected to make (including, in particular, the commitment of time and resources that the Corporation expects from its directors) in order to assist such directors in contributing effectively to the Board.

All new directors should understand the nature and operation of the Corporation's business and as such, management will provide new directors with a general information record on the Corporation, the opportunity to meet with Executive Management and operational personnel and the opportunity to visit the Corporation's warehouses and other facilities.

On a regular basis, management or independent consultants will give presentations on various topics to the Board of Directors and updates on governance initiatives and issues.

The Board shall undertake or arrange for such continuing director education activities and programs as it deems advisable in order to maintain or enhance their skills and abilities as directors, as well as to ensure that their knowledge and understanding of the Corporation's business remains current.

### 10. COMPLIANCE REPORTING AND CORPORATE COMMUNICATIONS

The Board has the responsibility to:

a) ensure that the Corporation has in place effective communication processes with shareholders and other stakeholders and with financial, regulatory and other institutions and agencies;



- b) ensure that the Corporation has in place effective measures for receiving feedback from security holders such as establishing a process to permit security holders to directly contact the independent directors;
- c) approve interaction with shareholders on all items requiring shareholder approval;
- d) approve the content of the Corporation's major communications to shareholders and the investing public, including the quarterly reports, Annual Report, Management's Report, Management Proxy Circular, Annual Information Form and any prospectuses that may be issued, and any significant information respecting the Corporation contained in any documents incorporated by reference in any such documents;
- e) take reasonable steps to ensure that the financial performance of the Corporation is accurately and fairly reported to shareholders, other security holders and regulators on a timely and regular basis, and in accordance with generally accepted accounting principles;
- f) ensure the timely reporting of any other developments that have a material impact on the Corporation; and
- g) report annually to shareholders on the Board's stewardship for the preceding year (the Annual Report);
- h) review and amend when required the Corporate Disclosure Policy of the Corporation.

### 11. PENSION FUNDS MATTERS

Through the Audit Committee consider and, in accordance with regulatory requirements:

- a) monitor the Corporation's pension plans having to do with financial matters after consultation with the Human Resources and Compensation Committee and the Audit Committee in respect of any effect such a change may have on pension benefits;
- b) recommend changes when a financial risk is identified;
- c) recommend the appointment and termination of investment managers with respect to the Corporation's pension plans; and
- d) receive and review the actuarial valuation and funding requirements for the Corporation's pension plans.

### 12. GENERAL LEGAL OBLIGATIONS

- a) The Board has the responsibility to:
  - i) ensure that management meets all legal requirements, and properly prepares, approves and maintains documents and records;
  - ii) approve changes in the By-laws and Articles of Incorporation, matters requiring shareholder approval and agendas for shareholder meetings; and



- iii) approve the Corporation's legal structure, mission statement and vision statement.
- b) The following are legal requirements of the Board:
  - i) to manage the affairs of the Corporation;
  - ii) to act with honesty and loyalty in the interests of the Corporation; and
  - iii) to act with prudence and diligence.

### 13. EXPECTATIONS AND RESPONSIBILITIES OF DIRECTORS

Directors oversee the management of the business and affairs of the Corporation.

Directors must attend all Board and relevant committee meetings; read all Board and committee materials received in advance of meetings; discuss concerns and seek appropriate information directly from management as needed; seek advice from independent advisors (at the Corporation's expense with the prior authorization of the Chair) as deemed necessary, and participate actively, freely and openly in all meetings and discussions.

Directors shall avail themselves of corporate orientation programs and continuing education opportunities as the Board or the Corporate Governance and Nominating Committee determine from time to time.

a) Fiduciary Duty and Confidentiality

When exercising their powers and discharging their duties, directors must act with honesty and loyalty in the interests of the Corporation. Directors are thus fiduciaries visavis the Corporation and, as such, they must advance the interests of the Corporation in an impartial and disinterested manner. In particular, directors must not allow personal or business interests to conflict with the interests of the Corporation. Directors must not use their position, and information and knowledge derived from their position, for their personal gain or advantage. Directors are also subject to a duty of confidence regarding the affairs of the Corporation. Directors should not disclose or provide to others access to confidential information about the Corporation.

b) Standard of Care

When exercising their powers and discharging their duties, directors must exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. This standard requires directors to devote the necessary time and attention to the affairs of the Corporation and its subsidiaries, make necessary enquiries of management and others so as to make informed decisions, and make use of their education and experience.

c) Position Qualifications

Each director must:

 be an individual of at least 18 years of age, of sound mind, and not have the status of a bankrupt. A majority of the directors must be independent;



- ii) be financially literate; have relevant and practical business experience; have an understanding of the strategic planning process; have an understanding of human resource development, and have such competencies as determined by the Corporate Governance and Nominating Committee from time to time;
- iii) have a high degree of personal and professional integrity and operate within the ethical framework set out in the Corporation's Code of Ethics; and
- iv) have time available to adequately perform duties and responsibilities as a Board member and not be involved in activities which conflict with the Corporation's business.

Directors are elected annually by the shareholders. The Corporate Governance and Nominating Committee has the responsibility to recommend to the Board who will stand each year for election or re-election by the shareholders.

### 14. EVALUATION OF THE BOARD

Regularly, the Board and its members will assess the effectiveness of the Board and its committees, including the operation of the Board, the Board structure, the adequacy of information provided to directors and the effectiveness of the Chair in managing the meetings of the Board and the strategic direction of the Corporation. Such assessments shall consider the charter of the Board and its committees.

The Board or the Corporate Governance and Nominating Committee shall also assess, on a regular basis, the performance and contribution of each director on a variety of topics including, strategic insight, participation and accountability, in order to provide them with constructive feedback to help them improve their performance. In making its assessment, the Board or the Corporate Governance and Nominating Committee shall consider the applicable position description, as well as the competencies and skills each individual director is expected to bring to the Board. The Board or the Corporate Governance and Nominating Committee will share with the committees responsible for corporate behaviour and governance matters the results of this evaluation and discussion.

### 15. REVIEW OF BOARD CHARTER

The Board shall assess the adequacy of this Charter annually and shall make any changes deemed necessary or appropriate.

### 16. NON-EXHAUSTIVE LIST

The foregoing list of duties is not exhaustive, and the Board may, in addition, perform such other functions as may be necessary or appropriate in the circumstances for the performance of its responsibilities.