# FOCUSED ON EXECUTION



May 3, 2018 Uni-Select (TSX:UNS)









# ANDRÉ **COURVILLE**

### **Chair of the Board**







#### **Caution Regarding Forward-Looking Information**



Certain statements made in this presentation are forward-looking statements. These statements include, without limitation, statements relating to our 2018 financial guidance (including, without limitation, adjusted EBITDA margin and organic sales by business unit) and other statements that are not historical facts. All such forward-looking statements are made pursuant to the "safe harbour" provisions of applicable Canadian securities laws.

Forward-looking statements are, by their very nature, subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which may cause expressed expectations to be significantly different from those listed or implied within this presentation and our business outlook, objectives, plans and strategic priorities may not be achieved. As a result, we cannot guarantee that any forward-looking statement will materialize and we caution you against relying on any of these forward-looking statements. For a description of such assumptions and risks, please refer to Uni-Select's 2017 MD&A as updated in Uni-Select's MD&A dated May 3, 2018 and in Uni-Select's press release dated May 3, 2018 announcing its financial results for the first quarter of 2018, all filed on SEDAR at sedar.com and on Uni-Select's website at uniselect.com.

The forward-looking information contained herein is made as of the date of this presentation, and Uni-Select does not undertake to publicly update such forward-looking information to reflect new information, subsequent or otherwise, unless required by applicable securities laws.

The terms "organic growth", "EBITDA", "adjusted EBITDA", "adjusted earnings", "adjusted earnings per share", "EBITDA margin", "adjusted EBITDA margin", "free cash flows", "total net debt", "total net debt to total net debt and total equity ratio", "long-term debt to total equity ratio", "funded debt to adjusted EBITDA", "return on average total equity" and "adjusted return on average total equity", are financial measures that are inconsistent with IFRS. Non-IFRS financial measures do not have any standardized meaning prescribed by IFRS and are, therefore, unlikely to be comparable to similar measures presented by other entities. Please refer to the Non-IFRS Financial Measures section of Uni-Select's MD&A for the first quarter of 2018 and the 2017 annual report for additional information.







Henry Buckley President and

Chief Executive Officer



**Eric Bussières** Chief Financial Officer



**Louis Juneau** Chief Legal Officer and Corporate Secretary







# ANDRÉ **COURVILLE**

### **Chair of the Board**









# **OPENING OF THE MEETING**





# **APPOINTMENT OF THE SECRETARY**





# **APPOINTMENT OF THE SCRUTINEERS**





## **NOTICE OF MEETING**





# QUORUM





# **MINUTES OF THE PREVIOUS MEETING**





## **ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS**





# **ELECTION OF DIRECTORS**



#### **Election of Directors**





David Bibby



Henry Buckley



**Michelle Cormier** 



André Courville



Jeffrey I. Hall



George E. Heath



**Robert Molenaar** 



**Richard G. Roy** 



Dennis M. Welvaert



Michael Wright









# **APPOINTMENT OF AUDITORS**





# **REMARKS BY PRESIDENT AND CEO**





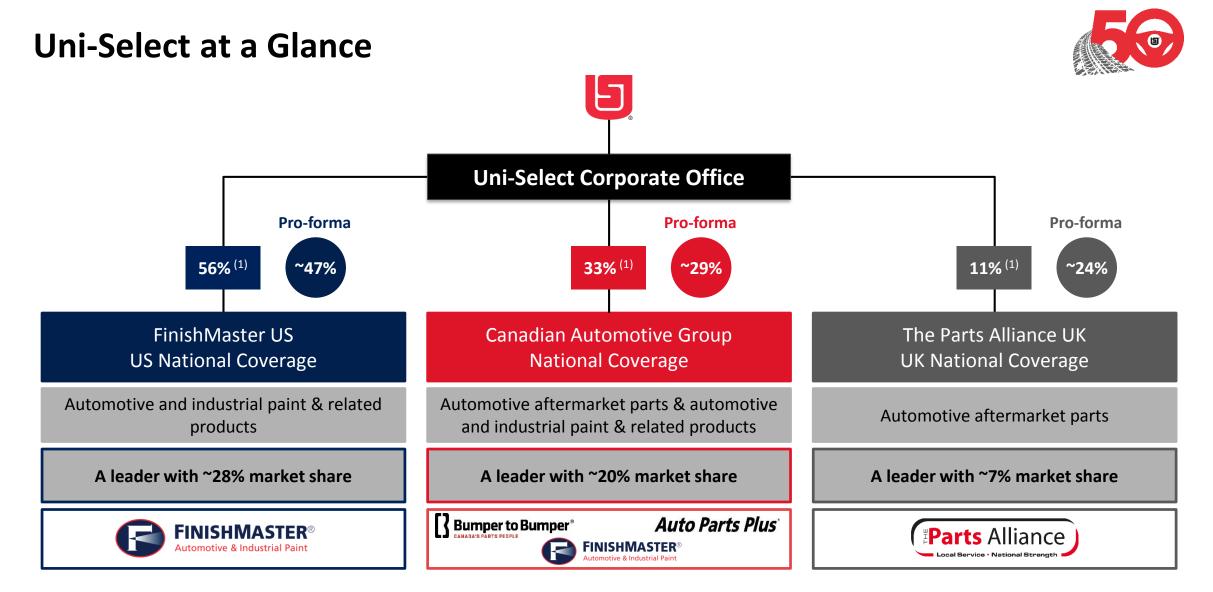


# **HENRY BUCKLEY**

## **President and Chief Executive Officer**







(1) Based on 2017 sales for the year ended December 31, 2017.



### **Consolidated 2017 Results - Highlights**



Financial Metrics	2016	2017
Sales	1,197	1,448
EBITDA <sup>(1)</sup>	107	111
EBITDA % <sup>(1)</sup>	8.9%	7.6%
Adjusted EBITDA <sup>(1)</sup>	108	118
Adjusted EBITDA %(1)	9.0%	8.1%
Operational Metrics	2016	2017
<b>Operational Metrics</b> Distribution centres	<b>2016</b> 14	<b>2017</b> 17
Distribution centres	14	17
Distribution centres Independent customer locations served (Canada & UK)	14 1,100	17 1,130

- Acquisition of The Parts Alliance UK
- Building a strong foundation in Canada
- Product line changeover in the U.S.
- 20/20 initiatives

**Parts** Alliance

<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the "Non-IFRS financial measures" section of the 2017 annual report for further details.

#### **FinishMaster US – At a Glance**



Financial Results					
2016 2017 VAR					
Revenues	752.9	814.6	8.2%		
Organic growth <sup>(2)</sup>		(6.9%) <sup>(1)</sup>			
EBITDA <sup>(2)</sup>	93.4	91.3	(2.2%)		
EBITDA % <sup>(2)</sup>	12.4%	11.2%	(120 bps)		
<sup>(1)</sup> Product line conversion & hurricanes impacted sales by approximately 6.1%					

Expanding Geographic Coverage & Building Market Density						
STORES 2016 2017						
Beginning	171	204				
Acquisitions	44	18				
Integrated (12) (13)						
Greenfields 1 3						
Ending 204 212						

<sup>(2)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the 2017 annual report for further details.

#### 2017 Highlights

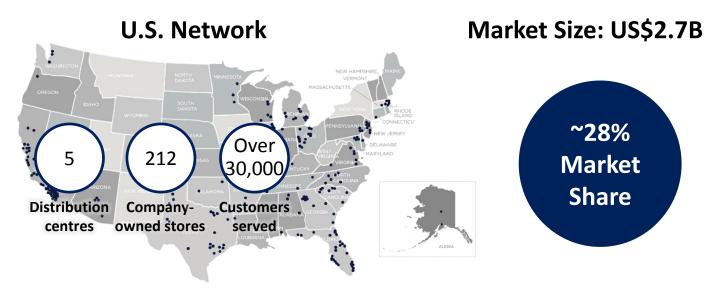
1 Made 3 acquisitions (18 stores)

- **2** Opened 3 greenfields (Portland, Nashville & Athens)
- 3 Completed the product line changeover

4 Focused on 20/20 initiatives



**Key Partners** 



#### FinishMaster US – 2017 Strategy Update



1 Expanding Geographic Coverage & Building Market Density	2 Initiatives to Drive Sales Growth	<b>3</b> Operational Efficiencies Initiatives
<ul> <li>Acquisition of 18 stores</li> </ul>	<ul> <li>Industrial coatings initiative on track</li> </ul>	<ul> <li>Focused on 20/20 initiatives</li> </ul>
<ul> <li>Opened 3 greenfields</li> <li>Consolidated 13 locations</li> </ul>	<ul> <li>Continued deployment of our private label SMART brand</li> </ul>	<ul> <li>Developing improved cost-to-serve models for customer segments</li> </ul>
<ul> <li>Consolidated 13 locations</li> </ul>	<ul> <li>Launched sales initiatives to increase new customer acquisitions and current customer retention</li> </ul>	
	<ul> <li>Select acquisitions</li> </ul>	

2017 was a challenging year for FinishMaster US as we were focused on the product line changeover



### **Canadian Automotive Group – At a Glance**



Financial Results					
2016 2017 VAR					
Revenues	444.5	484.9	9.1%		
Organic growth <sup>(2)</sup>		3.9%(1)			
EBITDA <sup>(2)</sup>	26.6	31.2	17.3%		
EBITDA % <sup>(2)</sup>	6.0%	6.4%	40 bps		
(1) $\mathbf{Z} = \mathbf{O}(\mathbf{x})$					

 $^{(1)}$  7.9% excluding the customer loss at the beginning of 2017

Expanding Geographic Coverage & Building Market Density					
STORES 2016 2017					
Beginning	38	54			
Acquisitions	16	10			
Integrated - (1)					
Greenfields - 1					
Ending 54 64					

<sup>(2)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the 2017 annual report for further details.

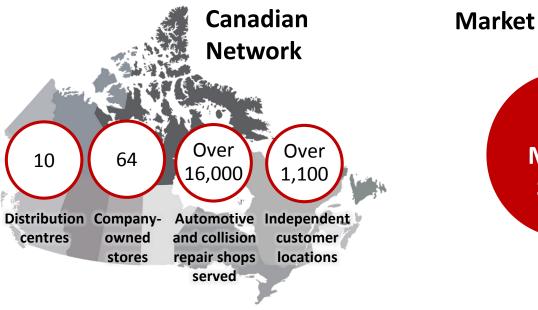
#### 2017 Highlights

4 acquisitions (10 stores)

**2** *PartsWatch* point-of-sale system roll-out on track

**3** Company-owned store initiative progressing

4 Focused on 20/20 initiatives



Parts Alliance

**FINISHMASTER®** 

**Bumper to Bumper**<sup>®</sup> **Auto Parts Plus** 

Market Size: C\$2.67B



### **Canadian Automotive Group – 2017 Strategy Update**





In 2017 the Canadian Automotive Group continued to build the foundation for its future with independent customers and corporate stores, roll-out the BUMPER TO BUMPER brand and install the *PartsWatch* point-of-sale system



#### The Parts Alliance UK – At a Glance

VAR

n/a

n/a

n/a

n/a

2017

\_

169

\_

2

171

2017<sup>(1)</sup>

148.7

-

6.0

4.0%

**Financial Results** 

2016

\_

\_

-

Expanding Geographic Coverage & Building Market Density

2016

<sup>(1)</sup> Five months of results since we acquired it in August.

Revenues

**STORES** 

Beginning

Integrated

Greenfields

Ending

Acquisitions

EBITDA %(2)

Organic growth<sup>(2)</sup>



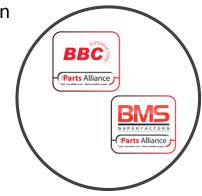
#### 2017 Highlights

- Acquisition of The Parts Alliance by Uni-Select in August 2017
- Integration with Uni-Select on track
- 3 Opened 2 greenfields post acquisition
- 4 Organic growth of 4.1% on a stand-alone basis
- 5 Focused on 20/20 initiatives

UK Network



#### **Recent Acquisitions**



#### Market Size: £4.1B



<sup>(2)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the 2017 annual report for further details.

### The Parts Alliance UK – 2017 Strategy Update





2017 was a milestone year as we added a third growth pillar to our business with the acquisition of The Parts Alliance, which has a different business model and seasonality than our existing operations



#### **Uni-Select – Outlook 2018**



	FinishMaster US	CAG	TPA UK	Consolidated
Organic Sales Growth <sup>(1)</sup>	2.0% - 4.0%	2.5% - 4.0%	3.0% - 4.0%	2.25% - 4.0%
EBITDA % <sup>(1)</sup>	-	-	-	7.2% - 8.2%

<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the "Non-IFRS financial measures" section of the 2017 annual report for further details.

#### FinishMaster US

Focus on organic sales growth

2018 FOCUS

#### **Canadian Automotive Group**

Focus on driving organic growth and making select acquisitions. Continue to build the foundation for the future with the roll-out of the BUMPER TO BUMPER brand to select independents and implement systems and processes for our corporate stores

#### The Parts Alliance UK

Focus on growing market share through organic growth and select acquisitions

Open greenfield locations



#### **Talent Development**



Warm welcome to all our new team members

**3-step leadership acceleration** 

New code of ethics to all businesses implemented

Succession planning



### **Build the best team in the business**





## **FINANCIAL RESULTS**







# **ERIC BUSSIÈRES**

## **Chief Financial Officer**

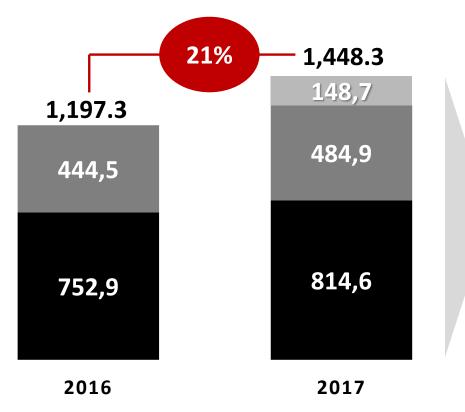






#### 2017 – Sales





■ FinishMaster US ■ Canadian Automotive Group ■ Parts Alliance UK

#### **Sales Variance**

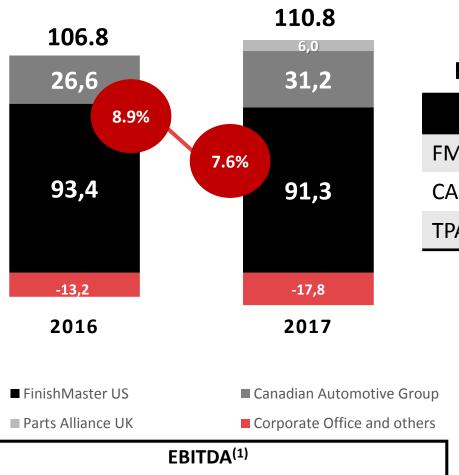
	Conso	US	Canada	UK
Organic growth <sup>(1)</sup>	(2.9%)	(6.9%)	3.9%	-
Acquisitions	23.4%	15.1%	3.9%	-

<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the 2017 annual report for further details.



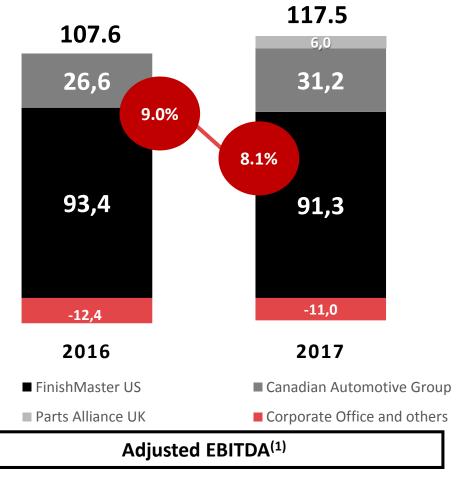
#### 2017 – EBITDA<sup>(1)</sup> & Adjusted EBITDA<sup>(1)</sup>





	2016	2017
FM	12.4%	11.2%
CAG	6.0%	6.4%
TPA	-	4.0%
p		
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FINISHMASTER® Automotive & Industrial Paint **Parts** Alliance



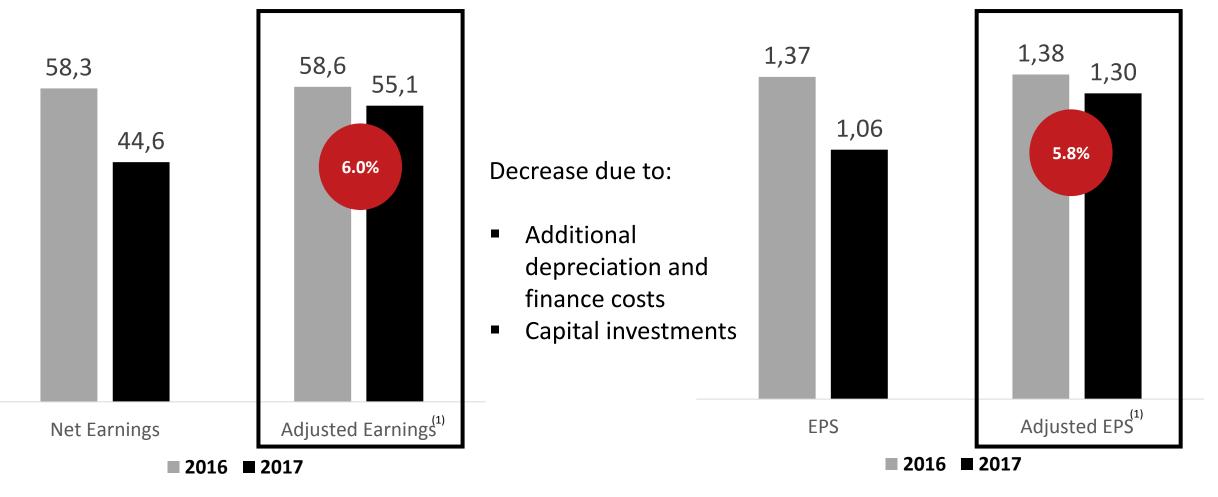
<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the 2017 annual report for further details.

Bumper to Bumper \* Auto Parts Plus

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#### **2017 – Net Earnings and EPS**



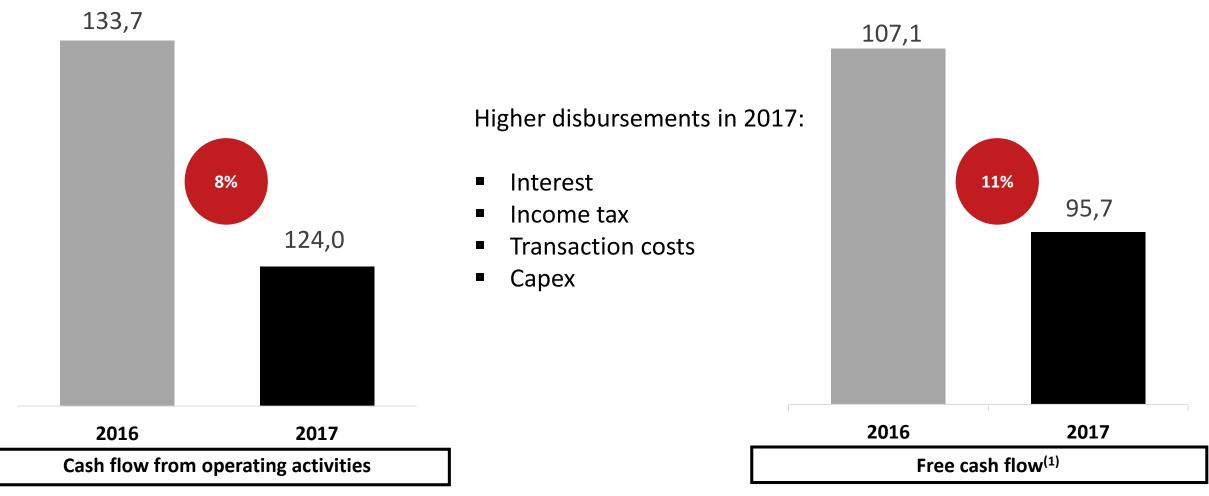


<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the "Non-IFRS financial measures" section of the 2017 annual report for further details.



## 2017 – Cash Flow from Operating Activities and Free Cash Flow<sup>(1)</sup>

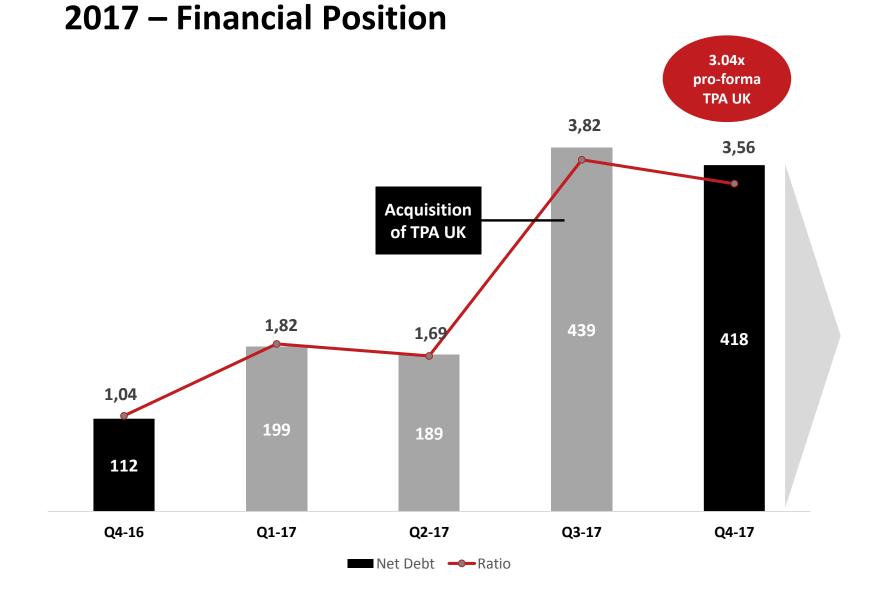




<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the "Non-IFRS financial measures" section of the 2017 annual report for further details.





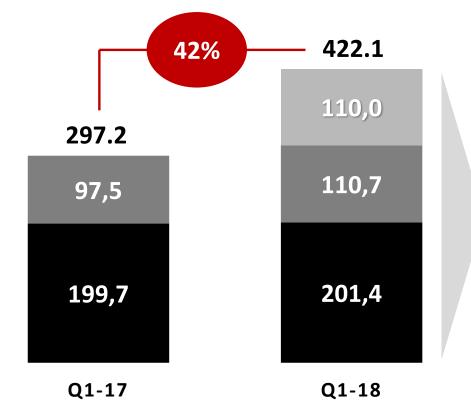




As at December 31, 2017, **\$193.0** million was available on credit facilities

#### Q1-2018 – Sales





#### Sales Variance

	Conso	US	Canada	UK
Organic growth <sup>(1)</sup>	0.0%	(2.8%)	5.9%	-
Acquisitions	40.9%	3.6%	4.4%	-

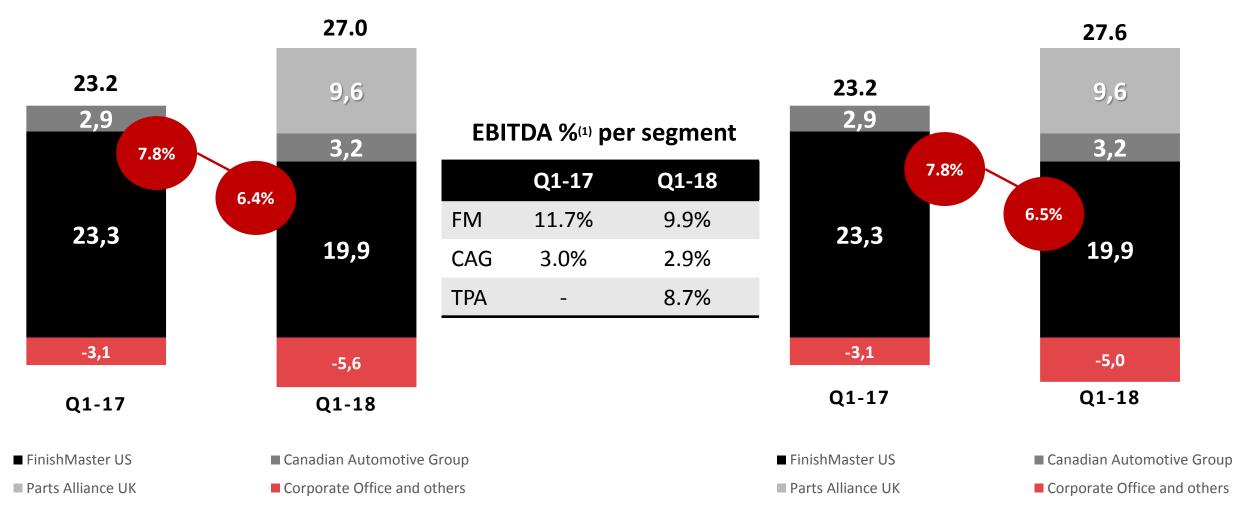
<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the *"Non-IFRS financial measures"* section of the first quarter 2018 MD&A for further details.

■ FinishMaster US ■ Canadian Automotive Group ■ Parts Alliance UK



#### Q1-2018 – EBITDA<sup>(1)</sup> & Adjusted EBITDA<sup>(1)</sup>





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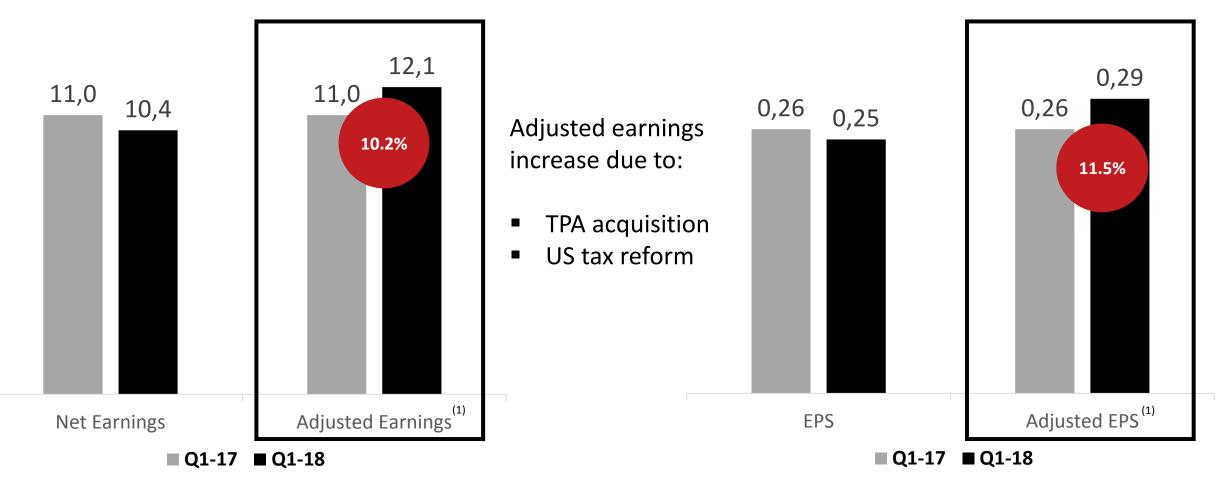
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#### Q1-2018 – Net Earnings and EPS

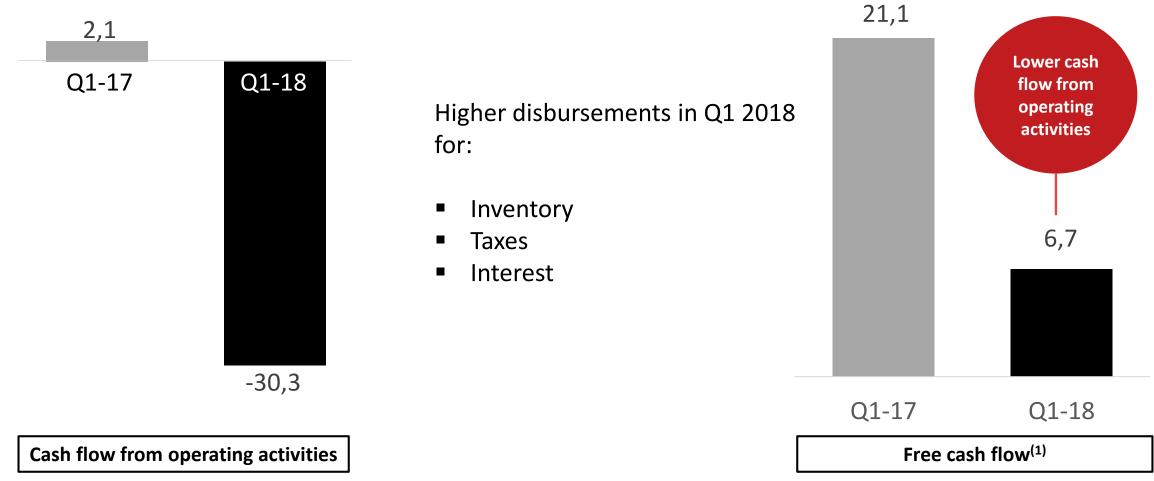




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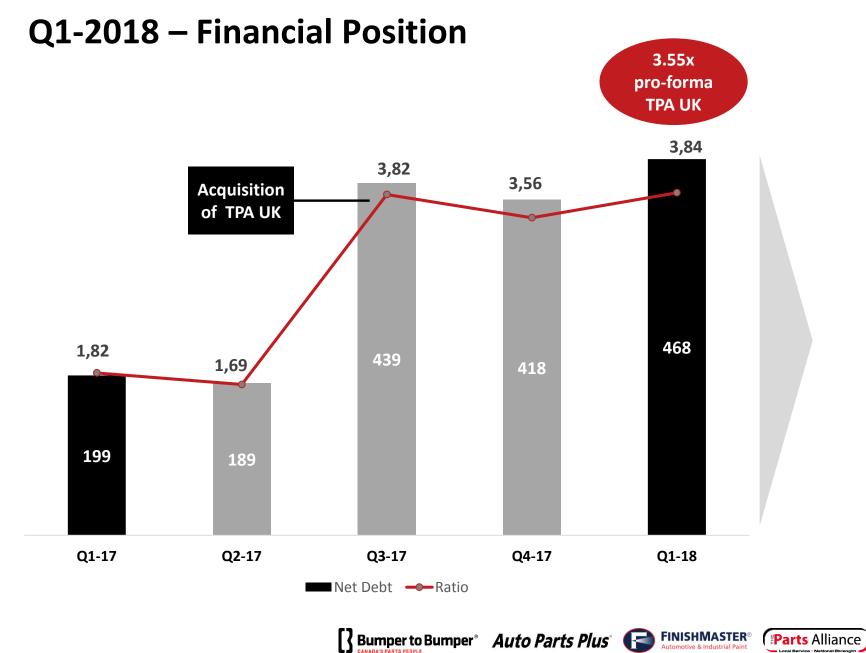
FINISHMASTER® Automotive & Industrial Paint

Parts Alliance

<sup>(1)</sup> This information represents a non-IFRS financial measure. Please refer to the "Non-IFRS financial measures" section of the first quarter 2018 MD&A for further details.

Bumper to Bumper<sup>®</sup> Auto Parts Plus<sup>®</sup>

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As at March 31, 2018, **\$145.0** million was available on credit facilities



## **VOTING RESULTS**





## **QUESTION PERIOD**







# ANDRÉ **COURVILLE**

### **Chair of the Board**









# **ADJOURNMENT OF THE MEETING**



#### UNISELECT.COM



