FY22 FULL YEAR FINANCIAL RESULTS PRESENTATION

17 AUGUST 2022

Bapcor®

AGENDA

- About Bapcor
- Safety
- FY22 Results Overview
    - Group Highlights
    - Segment Results
    - Financial Summary
- Workplace Culture
- The Road Ahead – “Better than Before”
- Outlook

ABOUT BAPCOR

WE ARE ASIA PACIFIC'S LEADING PROVIDER OF VEHICLE PARTS, ACCESSORIES, EQUIPMENT, SERVICE AND SOLUTIONS

c.$1.8B
FY22 REVENUE

1,100+
LOCATIONS IN AUSTRALIA, NEW ZEALAND AND THAILAND

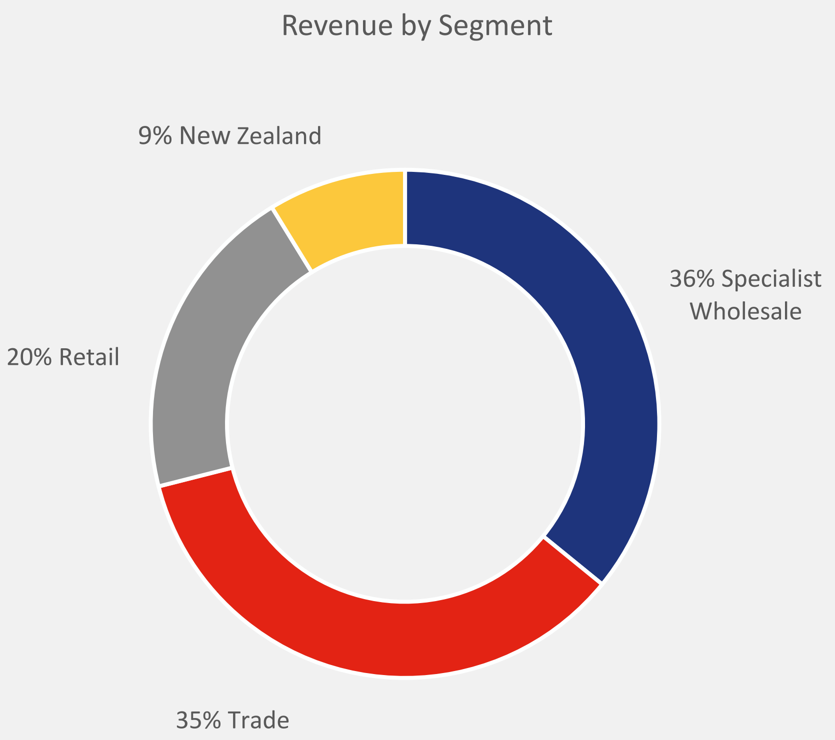
5,000+
TEAM MEMBERS

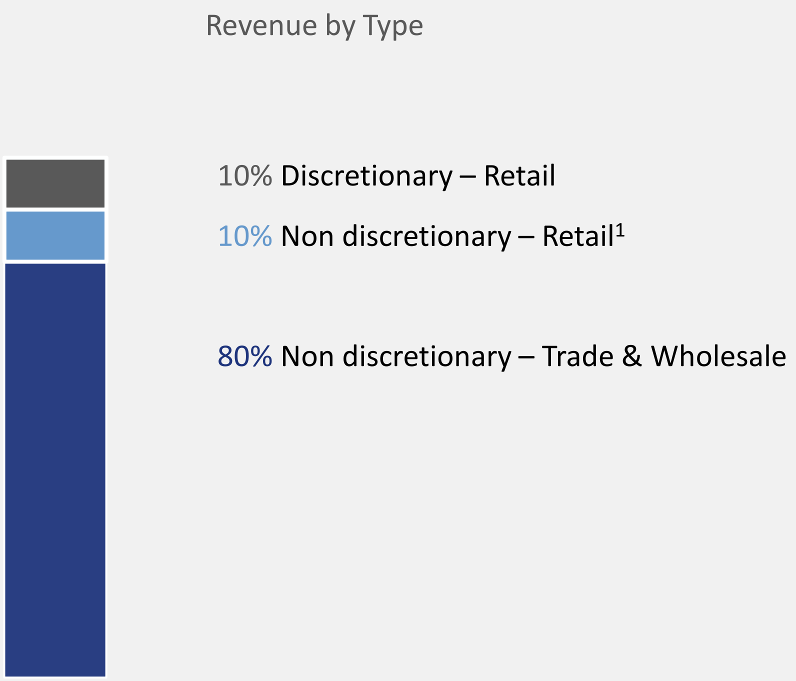
Bapcor TRADE	Australia's leading trade focused automotive parts distributor
Bapcor SPECIALIST WHOLESALE	Industry leaders in specialist product categories
Bapcor RETAIL	Premium parts and accessories retailer including automotive service centres
Bapcor NEW ZEALAND	Services New Zealand's trade, service and specialist wholesale automotive segments
Bapcor ASIA	Trusted provider of premium-quality aftermarket parts, accessories and workshop equipment

Bapcor - A Group of Specialist businesses in a resilient industry

REVENUE DIVERSIFICATION & RESILIENCE

- Long term stability underpinned by Bapcor's diversified business strategy





~80% Trade based business with ~90% non discretionary spend

Notes:

1. Retail non-discretionary considered to be products required to be able to maintain and operate a vehicle safely (batteries, electrical, oils/additives, spare parts).

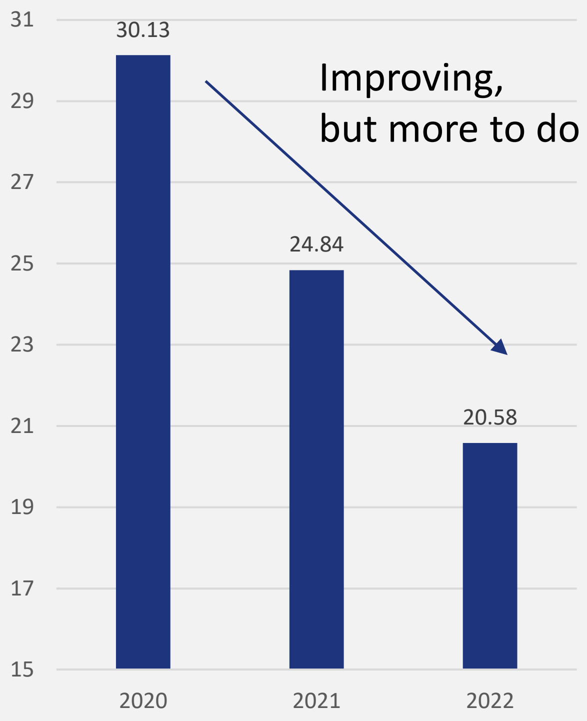
SAFETY

BAPCOR HEALTH AND SAFETY

One Bapcor Safety Culture

- Establishment of Bapcor Zero Harm plan with a focus on high-risk activities and controls
- Cascaded into segment-wide safety plans, underpinned by roll-out of Bapcor wide IT platform solution
- Focus on Lead Indicators
- Investing in resource and uplifting capability
- Embedded into Bapcor's Wellbeing and Diversity programs

Safety Performance - TRIFR



Covid-Update

- Business impact from both Covid and regular influenza still ongoing
- Weekly monitoring of restrictions continues, with most restrictions lifted (including for overseas travel)
- Bapcor introduced both a paid pandemic leave policy as well as a flexible work policy to allow team members to react to changing circumstances, e.g. work from home

Health and Safety of our team members is paramount

Notes:

1. TRIFR calculated based on injuries per million hours worked

GROUP HIGHLIGHTS

FY22 – FINANCIAL HIGHLIGHTS

- FY22 delivered record results, in line with guidance:
  - Revenue up 4.6% to $1.84B
  - Pro Forma NPAT up 1.2% to $131.6M
  - EBITDA Margin maintained at 15.8%
  - All segments delivered Revenue growth and increased own brand sales proportions year-on-year
  - Final dividend of 11.5 cents per share, bringing FY22 dividend to 21.5 cents per share, up 7.5%, with a payout ratio of 55.4%
- Two year growth of 26% for revenue and 48% for NPAT, reflecting strong underlying fundamentals of automotive aftermarket
- Significant improvement in 2H22 with Revenue up ~5% and NPAT up ~16% versus 1H22
  - Strong second half performance offset the impact of lockdowns in 1H22 and demonstrates the resilience of Bapcor's business
- Priority for FY23 is to continue to perform and transform simultaneously and make Bapcor "Better than Before"
  - FY23 commenced with strong sales momentum in July

Record Profit Delivered

Notes:

1. All P&L KPIs on pro-forma basis unless indicated otherwise (see reconciliation in appendix)

FY22 – OPERATIONAL HIGHLIGHTS

- Global supply chains continued to be disrupted with ordering lead times increased to unprecedented levels
  - Bapcor’s inventory availability is a key competitive advantage
  - Prudent procurement strategies applied to mitigate global supply chain risks, but leading to temporarily elevated inventory levels at year end
  - Bapcor’s inventory is non-perishable / durable, ie it does not easily become obsolete over time
- Victorian Distribution Centre (DC) operational and on track to achieve steady state performance and benefits, Queensland DC progressing with savings expected in the second half of FY24
- Continued expansion of store network with 31 new stores across all segments
- Reviewed our workplace culture with an increased focus on enhancing diversity, safety, health and wellbeing as well as living the Bapcor Values
- Ongoing investment made to further improve critical capabilities, particularly in supply chain and technology
- Strengthened management team with new Chief Financial Officer, Chief Technology Officer and EGM - Supply Chain

Uplifting capability across the Group

FY22 - KEY PERFORMANCE INDICATORS

REVENUE
$1,842M
4.6% increase
25.9% increase

EBITDA
$292M
4.3% increase
34.3% increase

EBIT
$206M
2.5% increase
42.4% increase

NPAT
$132M
1.2% increase
48.3% increase

EPS
38.8 cents
1.2% increase
28.3% increase

DIVIDEND
(Full year)
21.5 cps
7.5% increase

RETURN ON INVESTED CAPITAL
10.6%
versus 11.6% in FY21

CASH CONVERSION
63.6%
versus 74.3% in FY21

NET LEVERAGE RATIO
1.2x
up from 0.7x at 30 June 21

- FY22 record Pro Forma NPAT of $131.6M in line with guidance, with revenue and profit growth year-on-year
- Increased FY22 dividend of 21.5 cents per share, up 7.5%, with a FY22 payout ratio of 55.4%
- Cash conversion impacted by global supply chain disruption and prudent inventory management to ensure inventory availability
- Debt facilities and maturity profile provides Bapcor with financial flexibility to pursue acquisition opportunities and invest in growth

Vs FY21 (navy)
Vs FY20 (grey)

Notes:
1. All P&L KPIs on pro-forma basis unless indicated otherwise (see reconciliation in appendix)
2. ROIC calculated based on Pro Forma EBIT less Adjusted Taxes / Net Debt + Equity
3. Net leverage ratio = pre-AASB 16 net debt / pre-AASB 16 EBITDA (see reconciliation in appendix)

SEGMENT RESULTS

BAPCOR TRADE

Revenue	EBITDA
$686M +4.9% vs FY21 +21.2% vs FY20	**$115M** +0.2% vs FY21 +19.9% vs FY20

EBITDA margin	Burson Stores
16.8% -78 bps vs FY21 -18 bps vs FY20	**210** +10

Own brand %	Same store sales
33.4% 29.1% at 30 June 21	**+2.7%**

- Trade continued to grow both Revenue and EBITDA in FY22
- EBITDA margin impacted by product mix and proportion of Precision sales
- Trading result growth of 10.6% in 2H22 compared to 1H22, offsetting covid impacts and supply chain disruption
- Network expansion continued with 10 new branches and acquisition of Blacktown Auto Spares (two independently branded locations in Sydney)
- Precision Automotive Equipment strong performance driven by industry leading brands and national presence for workshop design, fitout and equipment

New Store: Wangara, WA

New Store: Preston, VIC


Acquisition: Blacktown Auto Spares

BAPCOR SPECIALIST WHOLESALE

Revenue
$699M
+9.8% vs FY21
+38.1% vs FY20

EBITDA
$102M
+16.1% vs FY21
+63.1% vs FY20

EBITDA margin
14.6%
+79 bps vs FY21
+223 bps vs FY20

Own brand %
55.3%
53.3% at 30 June 21

Locations[1]
168
+14 vs FY21

- Strong performance by Specialist Wholesale delivering Revenue growth of 9.8% and EBITDA growth of 16.1%, supported by increased own brand penetration
- Continued network expansion in Commercial Vehicle and Electrical businesses with 14 new branches opened
- CVG Light (WANO) operations impacted by business rebranding, supply chain challenges, labour availability and retention challenges. Plans in place to protect business operations and drive growth for CVG Light going forward
- Truckline celebrated 70 years of serving the Australian automotive aftermarket

Roadsafe rebrand

Wholesale Own Brands at Burson Managers Trade Show

Truckline 70 year anniversary

Notes:
1. Excludes Opposite Lock locations as now reported in Retail

BAPCOR RETAIL

Revenue
$394M
+0.4% vs FY21
+28.3% vs FY20

EBITDA
$67M
-0.6% vs FY21
+21.5% vs FY20

EBITDA margin
16.9%
-17 bps vs FY21
-95bps vs FY20

Own brand %
33.5%
32.7% at 30 June 21

Locations[1]

Autobarn	136	+3
Autopro & Sprint	94	-10
Midas & ABS	108	+4

Same store sales

Autobarn	-3.4%
Autopro & Sprint	-0.8%
Midas	+4.6%

- Retail consolidated growth from prior years with sales up 28.3% and EBITDA up 21.5% compared with FY20
- Positive same store sales growth in 2H22 of +2.7% for Autobarn and +2.0% for Autopro
- EBITDA margin reduction is due to conversion of franchise stores to company stores[2]
- Ongoing network expansion with seven new stores opened and finalisation of Autopro / Sprint integration resulting in reduction of 10 locations
- New online and CRM systems launched to strengthen the customer journey
- Continued focus on own brands through Rough Country, Chicane and Viking Force

New Store: Autobarn Brendale

New Store: Autopro Hastings

Notes:
1. Excludes brands with majority of Independents and franchisee locations, such as CarParts and Opposite Lock
2. Franchise store revenue only includes franchisee fees and therefore leads to higher EBITDA margin

BAPCOR NEW ZEALAND

Revenue
$171M
+0.6% vs FY21
+9.4% vs FY20

EBITDA
$33M
+0.7% vs FY21
+22.1% vs FY20

EBITDA margin
19.2%
+2 bps vs FY21
+199 bps vs FY20

Locations[1]

Trade	76	No change
SWG	12	No change
Other	131	-2

Own brand %[2]
40.7%
40.0% at 30 June 21

Same store sales
+0.2%
Trade -2.1%
SWG +10.5%

- New Zealand increased revenue and EBITDA despite extensive periods of Covid disruption totalling ~125 days during 1H22
- Strong performance in the Precision Equipment business with sales up 57%
- HCB expansion through Battery Town Marine, expanded footprint and the Battery Hub B2C initiative
- Despite major Covid impacts, team engagement metrics all increased on the back of "Blue Army" programme and the Community Grants Giveback scheme

Notes:
1. Includes Trade (e.g. BNT, Autolign), Specialist Wholesale, Battery Town and Shock Shop locations
2. Own brand relates to trade and restated from FY21.

BAPCOR ASIA

Thailand

- Thailand has been heavily impacted by Covid throughout the period, with reduced number of vehicles on the road
- May and June saw the economy reopen and trading performance begin to return to normal levels
- One new store was opened during the period, located in Siracha, the first location outside Bangkok
- Now operating six stores and a sourcing office

Tye Soon

- Bapcor owns a 25% equity stake in Tye Soon, a listed Singapore entity
  - Established in 1933, Tye Soon is a leading independent automotive parts distributor in Southeast Asia
  - Includes wholesale distribution businesses in Hong Kong, Singapore and Indonesia
- Recently released half-year results demonstrate good operational and financial performance
  - Group turnover increased by 9.3% to SGD$124.2M and NPAT increased by 39.3% to SGD$3.0M
  - Growth in core Southeast Asian markets such as Singapore (5.1%), South Korea (24.2%) and Malaysia (34.7%), all in local currency terms

Notes:

1. All Tye Soon figures are presented in Singapore Dollars (SGD), on 100% level (Bapcor owns 25% stake of the issued equity) and in comparison to prior year

SIGNIFICANT IMPROVEMENT IN PERFORMANCE IN 2H22

Revenue Growth[1]

	1H22	2H22	FY22
Trade	2.8%	6.8%	4.9%
Specalist Wholesale	7.4%	12.1%	9.8%
Retail	-5.4%	7.1%	0.4%
New Zealand	0.5%	0.6%	0.6%
Bapcor	**1.8%**	**7.4%**	**4.6%**

EBITDA Growth[1]

	1H22	2H22	FY22
Trade	-9.0%	9.5%	0.2%
Specalist Wholesale	4.3%	28.3%	16.1%
Retail	-15.7%	21.6%	-0.6%
New Zealand	0.5%	0.9%	0.7%
Bapcor	**-5.8%**	**15.3%**	**4.3%**

Like for Like Sales Growth[1]

	1H22	2H22	FY22
Trade	1.1%	4.1%	2.7%
Retail - Autobarn	-8.6%	2.7%	-3.4%
Retail - Autopro & Sprint	-3.3%	2.0%	-0.8%
New Zealand	-1.6%	2.0%	0.2%

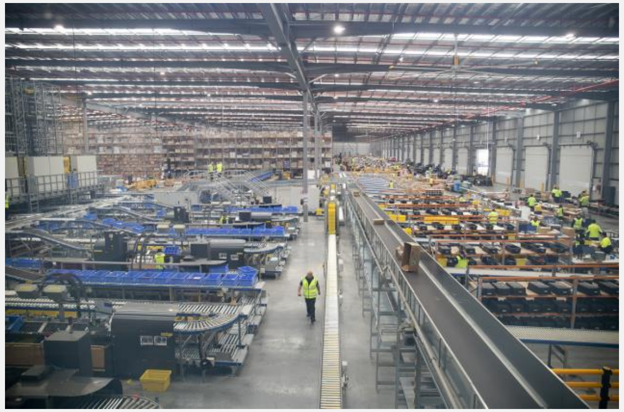
- Strong revenue and EBITDA growth in 2H22
- All segments showing positive like-for-like growth in 2H22, reflecting the resilience of Bapcor's business
- Outperformance in 2H22 offsetting lockdown impacts and supply chain disruption in 1H22
- Supported by improvements in performance of Victorian Distribution Centre

Strong rebound in second half

Notes:

1. Growth rates compared to prior corresponding period (e.g. 1H22 vs 1H21)

SUPPLY CHAIN – VICTORIAN DISTRIBUTION CENTRE



- Supply chain capability remains core competence for Bapcor to safeguard inventory availability as a key competitive advantage and mitigate global supply chain risks
- Operationalisation of Bapcor’s supply chain strategy through network of state-of-the-art distribution centres, commencing with facility in Victoria
- Victorian DC had a significant ramp-up and improvement in 2H22, on track to achieve steady-state performance with emergency fill rate of >98% in last quarter and full realisation of targeted opex savings of $10M expected in FY23

SUPPLY CHAIN - QUEENSLAND DISTRIBUTION CENTRE

- Queensland Distribution Centre construction on track
- Foundation slabs for the Goods to Person system, Dangerous Goods Room and the Manual Handling Equipment Room have been laid
- Completed build will feature state-of-the-art Goods to People system and the latest in Warehouse Management Systems
- Queensland Distribution Centre will consolidate seven existing warehouses in the Greater Brisbane area targeting steady-state annual EBITDA benefits of $4M-$6M during the second half of FY24
- Lessons learnt from Victorian Distribution Centre incorporated to support construction, commissioning and ramp-up

FINANCIAL SUMMARY

SUMMARY INCOME STATEMENT

$M	FY22	FY21	% change
REVENUE	**1,841.9**	**1,761.7**	**4.6%**
EBITDA	**291.5**	**279.5**	**4.3%**
Depreciation and amortisation	(85.7)	(78.7)	8.9%
EBIT	**205.8**	**200.8**	**2.5%**
Finance costs	(19.3)	(15.2)	27.6%
Profit before tax	**186.5**	**185.6**	**0.5%**
Income tax expense	(55.0)	(55.8)	(1.4%)
Non-controlling interest	0.2	0.3	(33.8%)
NPAT	**131.6**	**130.1**	**1.2%**
DC consolidations	(8.4)	(9.9)	(14.9%)
Tye Soon investment impairment	0.0	(4.4)	(100.0%)
Tax adjustment	2.5	3.0	(14.9%)
NPAT - statutory	**125.8**	**118.8**	**5.9%**
Key performance indicators			
EBITDA margin %	15.8%	15.9%	-4bps
ROIC %	10.6%	11.6%	-103bps
Basic EPS pro forma (cents)	38.8	38.3	1.2%

- Revenue growth of 4.6%, benefitting from strength in automotive aftermarket
- Delivered on guidance with FY22 Pro forma NPAT of $131.6M, with stronger second half normalising Covid-impacts in 1H22
- Stable EBITDA and EBIT margins, reflective of focus on category & pricing strategies as well as cost management
- Planned and ongoing investment in technology and distribution centres leading to increases in depreciation and amortization
- Higher finance costs due to increases in interest rates as well as higher debt levels in order to mitigate global supply chain disruption risk

Notes:

1. All P&L KPIs on pro-forma basis unless indicated otherwise (see reconciliation in appendix)
2. Statutory D&A for FY22 of $88.8M vs. FY21 of $85.4M
3. ROIC calculated based on Pro Forma EBIT less Adjusted Taxes / Net Debt + Equity

SUMMARY CASH FLOW

$M	FY22	FY21
EBITDA	**291.5**	**279.5**
Operating cash flow before finance, transaction and tax costs	**185.3**	**207.8**
Cash conversion %	*63.6%*	*74.3%*
Financing costs	(7.4)	(7.8)
Transaction / restructuring costs	(6.3)	(1.0)
Tax paid	(57.5)	(47.0)
Operating cash flows	**114.2**	**151.9**
Network expansion	(27.0)	(25.4)
Maintenance capex	(30.6)	(27.9)
Dividends paid	(71.3)	(62.8)
Finance lease costs	(70.0)	(61.1)
Other	0.9	(1.0)
Cash generated pre-acquisitions, major capex, deferred payments	**(83.8)**	**(26.3)**
DC consolidation capex	(24.8)	(19.7)
Business acquisitions	(7.0)	(14.1)
Proceeds from sale of assets	13.7	0.0
Net Cash Movement	**(101.9)**	**(60.1)**
Opening cash on hand	39.6	126.3
FX adjustment on opening balances	(0.5)	(1.1)
Borrowing proceeds / (repayments)	143.0	(25.5)
Net cash movement	(101.9)	(60.1)
Closing cash on hand	**80.2**	**39.6**

- Cash conversion impacted by ongoing investment into inventory to mitigate global supply chain disruption risks; expected to normalize in FY23
- Bapcor's prudent financial position allowed business acquisitions, network expansion and other organic growth capital expenditure as well as ongoing investment in enhanced distribution capabilities, particularly Victorian DC
- Increase in shareholder returns reflected in FY22 dividend payments of $71M, up 13.5% from FY21
- Transaction / restructuring costs of $6.3m due to Victorian DC transition costs
- Proceeds from sale of assets of $13.7M relates to the sale of assets to Australia Pacific Airports (Melbourne) Pty Ltd as part of Victorian DC project

Notes:

1. All P&L KPIs on pro-forma basis unless indicated otherwise (see reconciliation in appendix)

SUMMARY BALANCE SHEET

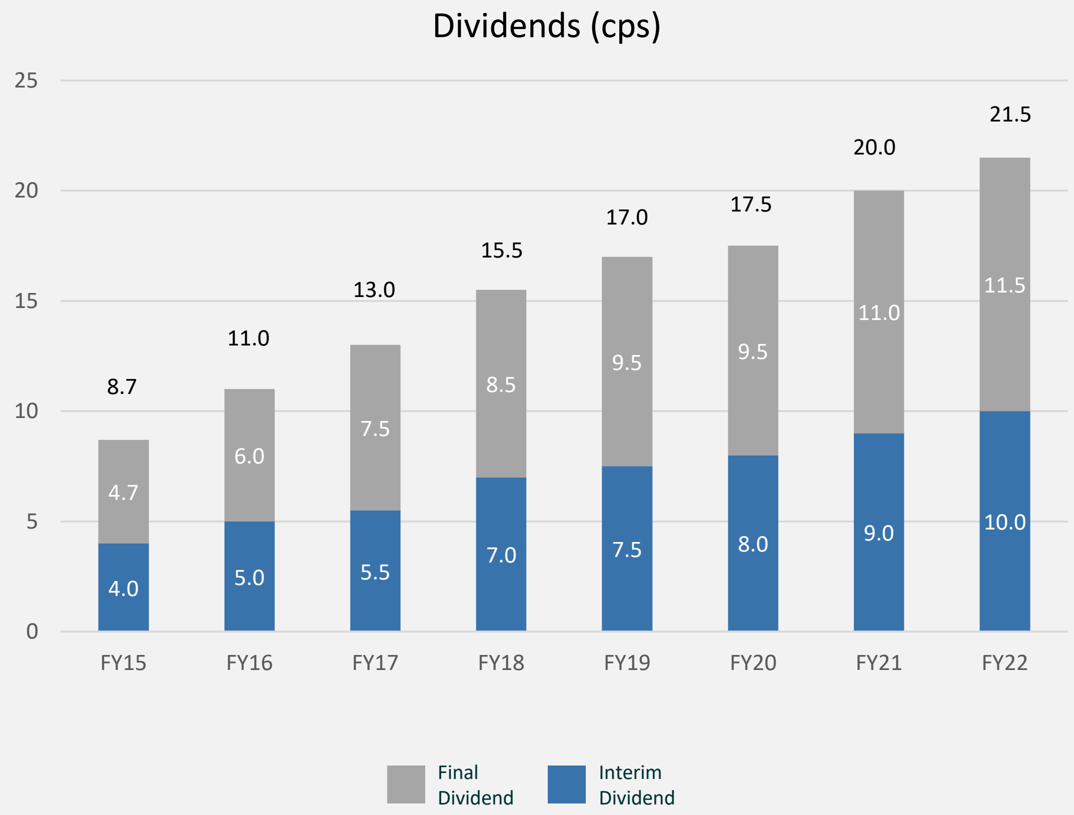
$M	30-Jun-22	30-Jun-21
Cash	80.2	39.6
Trade and other receivables	209.8	193.1
Inventories	538.7	447.1
PP&E	106.9	100.0
Other assets	1,055.9	1,009.4
Total assets	**1,991.6**	**1,789.2**
Trade and other payables	236.6	243.2
Borrowings	346.7	204.2
Lease liabilities	253.0	226.3
Other liabilities	63.0	72.3
Total liabilities	**899.3**	**746.0**
Net assets	**1,092.3**	**1,043.2**
Key performance indicators		
Average NWC as % sales	22.2%	17.4%
Average inventory as % sales	26.8%	23.0%
Pro Forma Net Debt	262.0	164.1
Leverage ratio	1.2x	0.7x

- Pro forma net debt at 30 June 2022 of $262.0M (June 2021: $164.1M), with increase mainly driven by elevated inventory levels
- Leverage ratio of 1.2x remains well within debt capacity
- Temporarily elevated level of inventories reflecting global supply chain disruptions, prudent operational supply strategies, business acquisitions, new stores and investment in own brand product programs
- Inventory levels to normalize in FY23, subject to global supply chain risks
- No material change in debtor and creditor days
- Debt facilities and maturity profile provides Bapcor with financial flexibility to pursue acquisition opportunities and invest in growth

Notes:

1. All P&L KPIs on pro-forma basis unless indicated otherwise (see reconciliation in appendix)
2. Net leverage ratio = pre-AASB 16 net debt / pre-AASB 16 EBITDA (see reconciliation in appendix)

DIVIDENDS



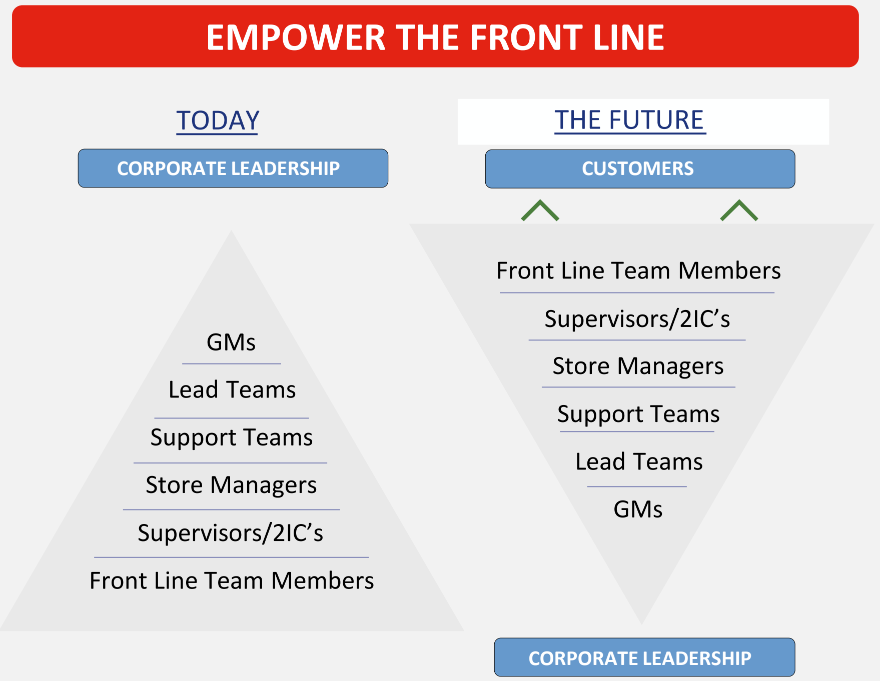
- Fully franked final dividend of 11.5 cents per share
- Dividends declared for FY22 increased to 21.5 cents per share, up 7.5% year-on-year
- FY22 payout ratio of 55.4%
- Record date: 31 August 2022
- Payment date: 16 September 2022
- Dividend reinvestment plan remains suspended for FY22 final dividend
- Shares on issue of 339.4M unchanged from 31 December 2021

Notes:

1. The graph above reflects issued dividends for the full year (interim plus final)

WORKPLACE CULTURE

WORKPLACE CULTURE – FOCUS ON TEAM MEMBERS & CUSTOMERS



BAPCOR VALUES

We give a damn | We are in it together | We get it done | We do the right thing

- Bapcor's employees are at the heart and soul of our business and focusing on improving our culture remains a priority
- In FY22, Bapcor has finalised a workplace culture review:
  - Confirmed strong awareness and identification with the Bapcor values and generally employees expressed positive views about their teammates, their leaders and expected standards of workplace behavior
  - Issues identified around individual behaviors, some people leaders' effectiveness needs attention and development and Bapcor's complaint management process is a concern to some team members

Team members – Heart and Soul of Bapcor

WORKPLACE CULTURE REVIEW – OUTCOMES AND ACTION

- Initiatives focused on the Bapcor's Leadership Capability Framework in light of the review:
  - A relentless focus on living the Bapcor Values as a central task of Bapcor's extended Leadership Team
  - Translating Bapcor's Values, which are succinct and clear, into actual workplace behavior
  - People Leaders and Team Member development in relation to acceptable professional standards of conduct in the workplace
  - Launched "Ignite", our women's leadership development program
  - A greater focus on diversity and inclusion and mechanisms to achieve it
  - A review and overhaul of the Complaint Management System, including developing a Consequence Management Framework
  - Implemented paid parental leave, paid pandemic leave policy (including paid super contributions) and flexible working arrangements policy

Committed to ensuring Bapcor is a great place to work for all team members

THE ROAD AHEAD – “BETTER THAN BEFORE”

THE OPPORTUNITY BEFORE US

A more sustainable future focused business that can:

Deliver even more for our customers

Maintain our absolute focus on the customer

Serve additional customer needs over time

Unleash the power of our people

"Bapcor Way"

Learning and development

Growth pathways across the business

Drive value for shareholders

Realise efficiencies of scale

Collaborating across the value chain

Smart analytics

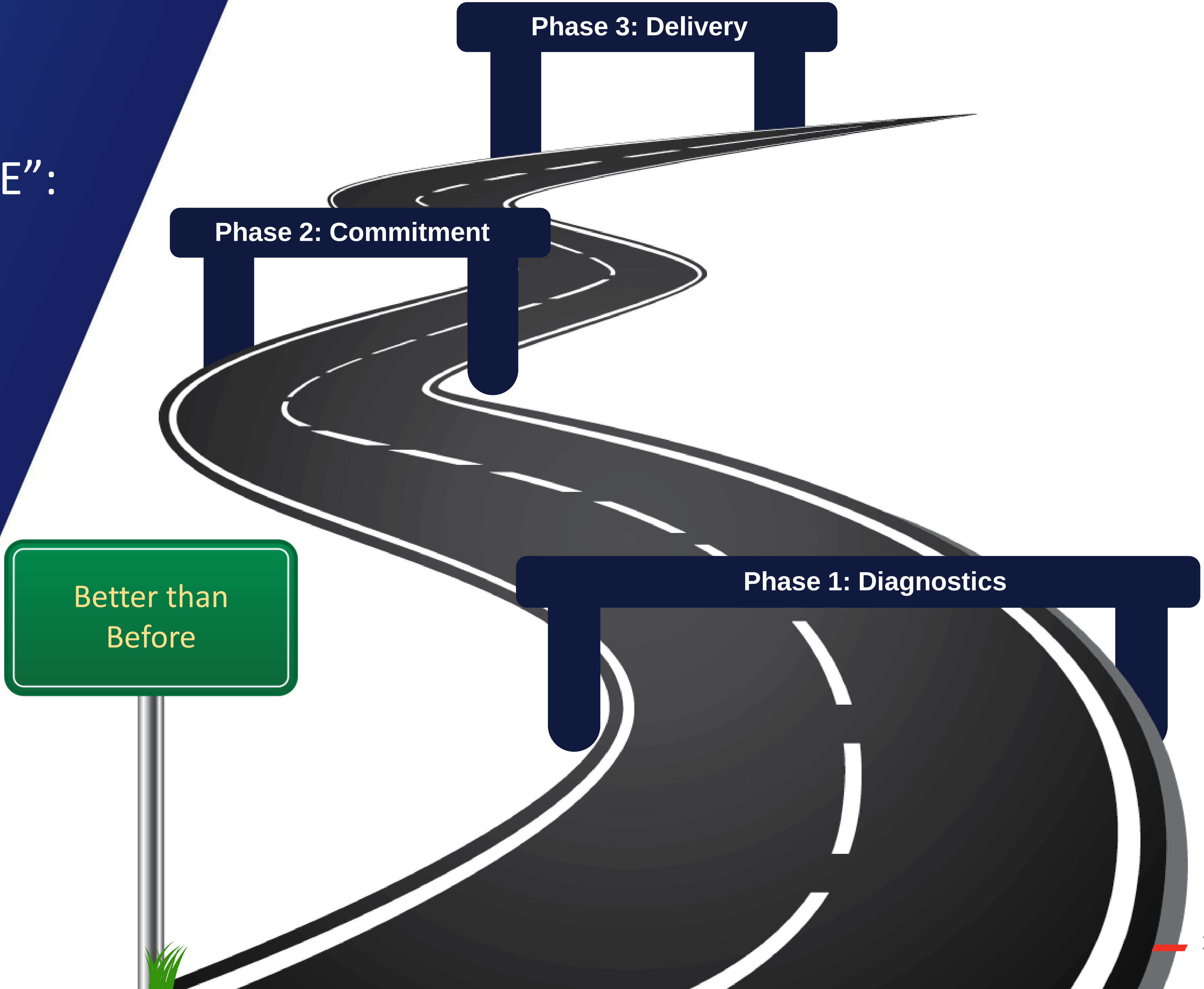
MAKING BAPCOR "BETTER THAN BEFORE"

THE ROAD AHEAD – “BETTER THAN BEFORE”: BAPCOR’S STRATEGIC TRANSFORMATION

- Better than Before launched in July
- Multi-phase transformation to enable additional, sustainable growth

TIMELINE:

- Phase 1: Diagnostics (underway)
- Phase 2: Detailed cost and benefits profile per initiative
- Phase 3: Delivery—ramping-up thereafter



THE ROAD AHEAD –

"BETTER THAN BEFORE" : BAPCOR'S STRATEGIC TRANSFORMATION

- Workstreams consistent with strategic intent communicated during Bapcor's recent investor presentation
- Focus on maintaining operational performance alongside Better than Before transformation
- Further details about The Road Ahead—Better than Before will be provided at an Investor day to be held on 22nd November 2022

Better Than Before: Sustainable Transformation

SIMPLICITY

- Make it easier
- Unleash the power
- IT & Technology
- Org design and processes

PROFITABILITY

- Pricing & Category Management
- Procurement
- Property
- Smart cost

EFFICIENCY

- Distribution Capability
- Return-based Investment
- Labour & Inventory Management
- Growth

TEAM MEMBERS

CUSTOMERS

SUPPLIERS

OUTLOOK

BAPCOR FUNDAMENTALS

- Our business operates in a resilient industry and benefits from a rational marketplace
- We expect continued tailwinds from positive macroeconomic market fundamentals:
  - Growing population
  - Ageing and growing car parc
  - Increase in kilometres driven
- Bapcor continues to strengthen its market position
- Bapcor maintains the ability to pass through input cost pressure to protect our margins
- We have further growth and efficiency opportunities within our control

OUTLOOK AND STRATEGY

- Strong performance in FY22 and a good start into FY23 demonstrate resilience of Bapcor's operating model
- Priority for FY23 is to improve operational efficiency and progress strategic initiatives to make Bapcor "Better than Before"
- Bapcor expects a solid underlying[1] trading performance in FY23, subject to market conditions:
  - Trading will continue to benefit from positive fundamentals of the vehicle aftermarket
  - Currently elevated working capital levels expected to reduce during FY23
  - Enhanced distribution capabilities with Victorian DC targeted to achieve steady-state performance and good progress on construction of Queensland DC
  - Ongoing focus on workplace culture and the Bapcor team
- Strategically, work has commenced to make Bapcor "Better than Before" which will enable sustainable growth for both the mid and long-term

Notes:

1. Excludes costs/benefits associated with "Better than Before"

APPENDIX

RECONCILIATIONS

Statutory to Pro Forma P&L

	FY22 Consolidated				
$M	Statutory	DC Consolidation[3]	Tye Soon[4]	Tax[5]	Pro-Forma
Revenue	**1,841.9**				**1,841.9**
EBITDA	**286.2**	5.3			**291.5**
D&A	**(88.8)**	3.1			**(85.7)**
EBIT	**197.4**	8.4			**205.8**
Finance Cost	**(19.3)**				**(19.3)**
Profit before tax	**178.1**	8.4			**186.5**
Inome tax expense	**(52.5)**			(2.5)	**(55.0)**
Non-controlling interest	**0.2**				**0.2**
NPAT[2]	**125.8**	8.4		(2.5)	**131.6**
Weighted average number of ordinary shares	**339.4**				**339.4**
Earnings per share (cps)	**37.1**	**2.5**	**0.0**	**(0.7)**	**38.8**

	FY21 Consolidated				
$M	Statutory	DC Consolidation[3]	Tye Soon[4]	Tax[5]	Pro-Forma
Revenue	**1,761.7**				**1,761.7**
EBITDA	**271.9**	3.2	4.4		**279.5**
D&A	**(85.4)**	6.7			**(78.7)**
EBIT	**186.6**	9.9	4.4		**200.8**
Finance Cost	**(15.2)**				**(15.2)**
Profit before tax	**171.3**	9.9	4.4		**185.6**
Inome tax expense	**(52.9)**			(3.0)	**(55.8)**
Non-controlling interest	**0.3**				**0.3**
NPAT[2]	**118.8**	9.9	4.4	(3.0)	**130.1**
Weighted average number of ordinary shares	**339.4**				**339.4**
Earnings per share (cps)	**35.0**	**2.9**	**1.3**	**(0.9)**	**38.3**

The table reconciles the pro forma results to the statutory results:

1. These tables are subject to rounding
2. NPAT attributable to members of Bapcor Limited
3. The Distribution Centre ('DC') consolidations item relates to the significant transition items incurred in relation to the Victorian and Queensland Distribution Centres
4. The investment impairment relates to the 30 June 2021 mark-to-market revaluation of the investment in Tye Soon Ltd
5. The tax adjustment reflects the tax effect of the above adjustment based on local effective tax rates.

RECONCILIATIONS

The following tables reconcile statutory to pro forma net debt, statutory EBITDA to pre-AASB16 EBITDA and the Net Leverage calculation

	Consolidated	
$Ms	**30-Jun-22**	**30-Jun-21**
Cash and cash equivalents	80.2	39.6
Finance leases	(253.0)	(226.3)
Borrowings excl. unamortised transaction costs capitalised	(348.3)	(205.5)
Statutory net debt	**(521.1)**	**(392.2)**
Add: Lease liabilities	253.0	226.3
Less: Net derivative financial instruments	6.0	1.7
Pro forma net debt	**(262.0)**	**(164.1)**

	Consolidated	
$M	**FY22**	**FY21**
Statutory EBITDA	**286.2**	**271.9**
Proforma EBITDA adjustments	5.3	7.6
Proforma EBITDA	**291.5**	**279.5**
AASB-16 adjustment	(68.4)	(61.9)
Share-based payment expense adjustment	(0.5)	3.1
Proforma EBITDA pre-AASB 16	**222.6**	**220.7**

	Consolidated	
$M	**FY22**	**FY21**
Pro-forma Net Debt (A)	262.0	164.1
EBITDA pre-AASB 16 (B)	222.6	220.7
Net Leverage (A) / (B)	**1.18x**	**0.74x**

The following table shows Revenue by segment and reconciles the statutory to pro forma EBITDA by segment

	FY22					FY21				
$Ms	**Revenue**	**Statutory EBITDA per segment note**	**Intersegment EBITDA per segment note**	**Pro forma adustments**	**PF EBITDA per Directors' Report**	**Revenue**	**Statutory EBITDA per segment note**	**Intersegment EBITDA per segment note**	**Pro forma adustments**	**PF EBITDA per Directors' Report**
Trade	686	115.1	0.0	0.0	115.1	653.7	114.8	0.0	0.0	114.8
Specialist Wholesale	699	102.0	0.0	0.0	102.0	637.2	87.9	0.0	0.0	87.9
Retail	394	66.5	0.0	0.0	66.5	391.8	66.9	0.0	0.0	66.9
Bapcor New Zealand	171	32.8	0.0	0.0	32.8	170.0	32.6	0.0	0.0	32.6
Group / Eliminations	(108)	(27.4)	(2.9)	5.3	(24.9)	(91.1)	(22.9)	(3.0)	3.2	(22.7)
Total	**1,841.9**	**289.1**	**(2.9)**	**5.3**	**291.5**	**1,761.7**	**279.3**	**(3.0)**	**3.2**	**279.5**

DEBT FACILITIES AND MATURITY PROFILE

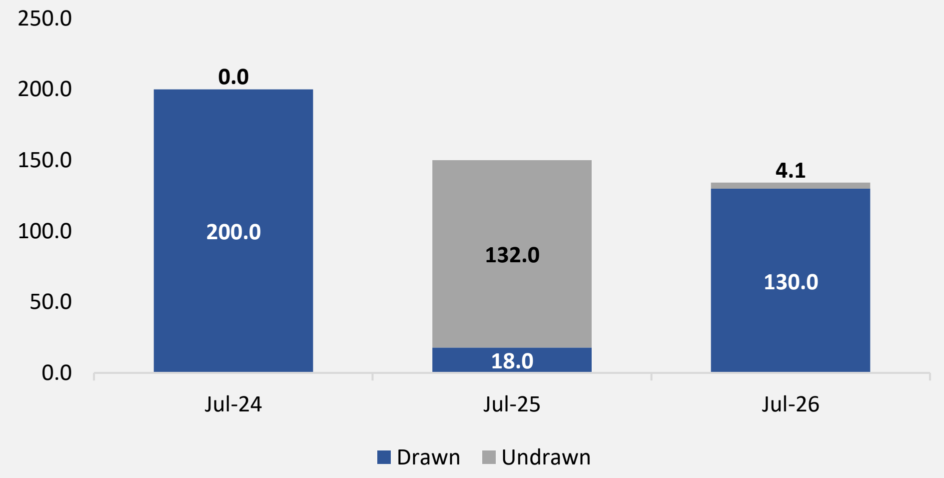
- Debt facilities and maturity profile provides Bapcor with financial flexibility to pursue acquisition opportunities and invest in growth

$262.0M	$136.1M	2.9 years	1.2x
Pro forma net debt	Undrawn committed facilities	Average remaining tenor	Net leverage ratio

Committed facility	Maturity	Facility amount	As at 30-Jun-22	
			Drawn	Undrawn
5 year tranche	Jul-2024	200.0	200.0	0.0
3 year tranche (refinanced)	Jul-2025	150.0	18.0	132.0
7 year tranche	Jul-2026	134.1	130.0	4.1
Total		**484.1**	**348.0**	**136.1**

Credit metrics	30-Jun-22	30-Jun-21
Net leverage ratio	1.18x	0.74x
FCCR	3.6x	4.1x
Interest cover	27.4x	28.0x

Debt maturity profile ($'M)



Notes:

1. Total facilities available at 30 June 2022 was $520M. The amount presented as available above excludes $35.9M of facility which relates to bank overdraft $25M, credit cards $1.1M and bank guarantees $9.8M
2. Net leverage ratio = pre-AASB 16 net debt / pre-AASB 16 EBITDA (see reconciliation in appendix)
3. FCCR (fixed cover charge ratio) = pre-AASB 16 EBITDA plus rent / Interest plus rent
4. Interest cover = pre-AASB 16 EBITDA / Interest

BAPCOR VALUES

- Our Values are at the center of everything we do and they will continue be embedded into our processes

WE ARE RESPONSIBLE AND COMMITTED

Positively impact our community

- Engage stakeholders and support the communities in which we operate
- Every Bapcor location supports at least two local community groups

Environmental sustainability

- Aspire to be net carbon neutral
- Efficiently use resources
- Optimise our fleet
- Environmental benefits from the Victorian DC – to be replicated in Queensland
- Streamlined waste and recycling initiatives
- Continued contribution to Australia reforestation projects

Ethical supply chain/procurement

- Ethical sourcing
- Forge strong supplier relationships
- Enhance transparency in our supply chain through use of supplier self-assessment and/or independent audits
- Continued developments and improvements to our Modern Slavery Framework

Good governance – supporting and developing our people

- Uphold our values and code of conduct
- Enhance the health, safety, training and development of our team members
- Foster a diverse, engaging and inclusive workplace
- Focus on four key areas of diversity – gender, age, disability & ethnicity
- Pay fair share of tax in all jurisdictions

ESG AND SUSTAINABILITY COMMITMENT WITH ASPIRATIONS TO BE NET CARBON NEUTRAL

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