



UBS Investor Conference

20 April 2021



Asia Pacific's leading provider of vehicle parts, accessories, equipment, service and solutions

# Bapcor Business Overview



Asia Pacific's leading provider of vehicle parts, accessories, equipment, service and solutions



**\$1.5 billion**  
FY20 revenue



**> 1,000**  
locations in  
Australia, New  
Zealand and  
Thailand (31 Dec-  
20)



**> 4,500**  
employees  
(31 Dec-20)



Australia's leading trade focused  
automotive parts distributor



Premium parts and accessories retailer  
including automotive service centres



Industry leaders in specialist product  
categories

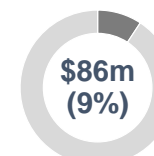
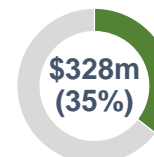
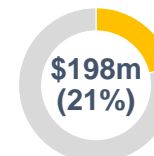
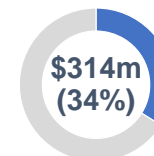


Services New Zealand's trade, service  
and specialist wholesale automotive  
segments



Trusted provider of premium-quality OE,  
aftermarket parts, accessories and  
workshop equipment

H1 FY21 revenue  
contribution

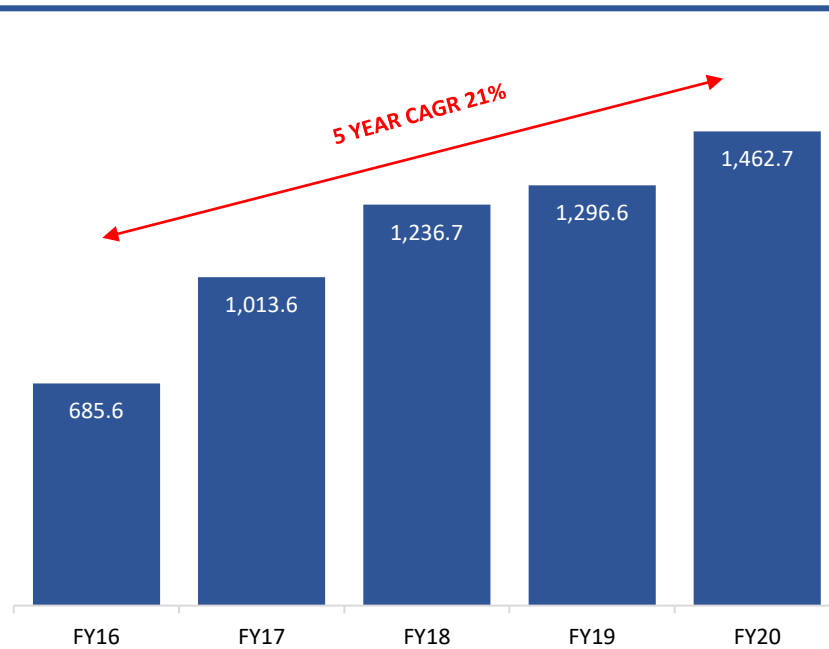


Note: Revenue % contribution  
excludes Asia and Head Office.  
The above percentages do not  
add up to 100% due to rounding.

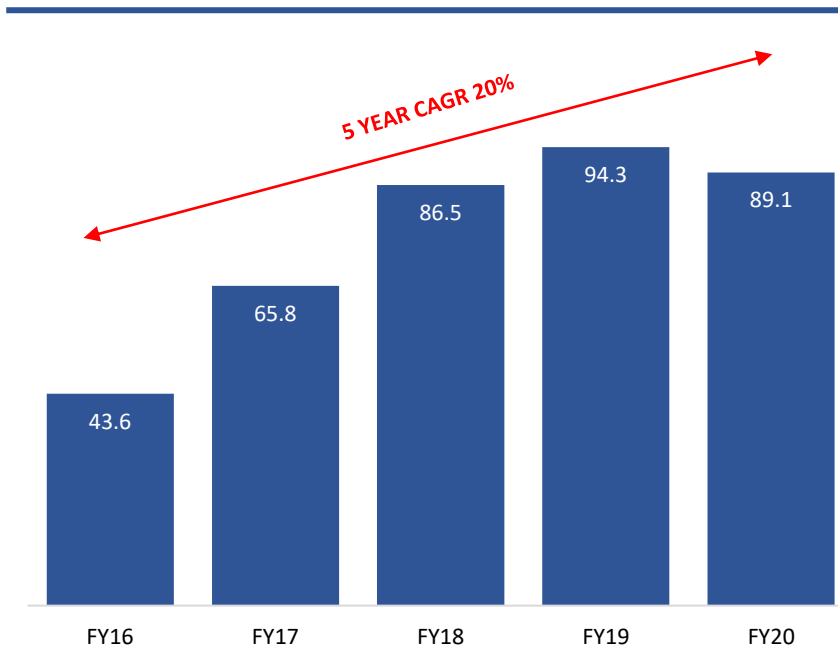
# Financial performance – proven track record of strong revenue and earnings growth



## Revenue (\$'m)



## NPAT (\$'m)



Notes: 1. Based on proforma results. FY17 – FY20 are all pre AASB16. The impact of AASB16 on NPAT in FY20 was \$(0.4)m.

# Strategy – Continuing to grow the business



With our team members, safety and our customers always at the core of what we do



## 1 Drive expansion of network footprint – physical and online

- Grow existing store sales
- Develop our network footprint
  - Grow absolute number of stores
  - Roll out improved concepts to differentiate against our competitors
  - Provide customers with online offering to supplement physical stores
- Geographic expansion in Asia

## 2 Supplement market leading brands with Bapcor private label products

- Moving closer to the manufacturer where capability exists and consistent with Trade and Retail strategies
  - Capture more margin and develop internal capability
- Implement in-field marketing resource to promote brands

## 3 Realise benefits and efficiencies of the Bapcor Group

- Realise benefits without impacting on customer facing elements of our businesses
  - Invest in key systems, technology and processes
  - Procurement → utilise Bapcor scale to improve pricing and terms
  - Leverage group logistics capability → lower cost logistics
  - Cohesive brand architecture → effective marketing spend
  - Utilise group company store networks to reach customers → increase addressable market

## 4 Invest in our team members

- Enhance organisational capability by investing in our team member's development
  - Establish structured learning and development across the group
  - Invest in key functional capabilities – sales excellence, pricing procurement, product capability, brand management
  - Invest in leadership development
  - Expand online training and development

# Strategic roadmap



# Strategic Priority – Grow Existing Network Footprint



Business Segment	Indicative store expansion growth p.a.	Locations added this financial year to 31/03/2021	Current number of locations
Bapcor Trade	10 - 12 stores	10	196
Bapcor New Zealand	3 - 5 stores	0	73
Bapcor Retail – Autobarn & Autopro	15 to 20 stores	- 5 Stores (Addition of 5 company owned Autobarn, reduction of 8 Autobarn franchise stores and reduction of 2 Autopro stores)	131 Autobarn 107 Autopro 75 Carparts
Specialist Wholesale	Electrical – 5 Light – 5 Heavy – 5	Electrical – 2 Light – 1 Heavy – 6	Electrical – 34 Light – 17 Heavy – 32



# Strategic Priority – Optimise Supply Chain

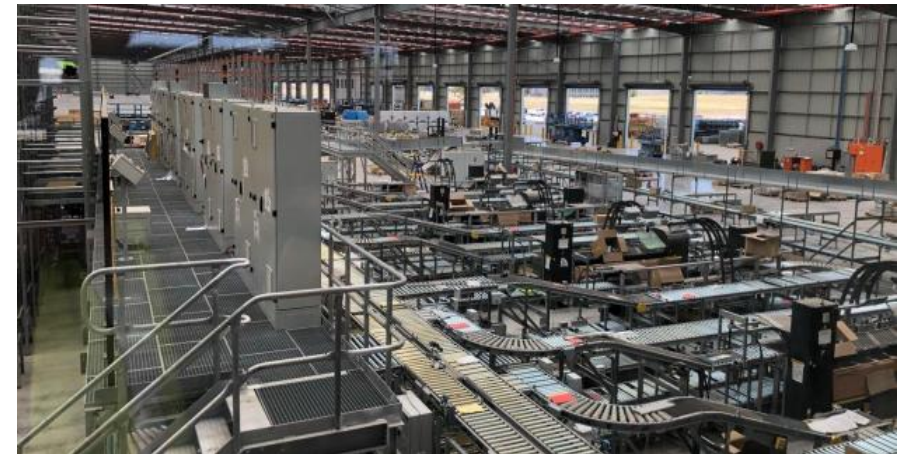


## Phase I – Victorian DC consolidation

- Moving from 13 DCs in VIC to one located in Tullamarine
- Retail segment successfully transitioned
- Expected opex benefit of \$10m in FY23 and reduction in working capital of \$8m
- Strong investment in ‘state of the art’ technology
- 50,000m<sup>2</sup> warehouse
- Goods to Person (GTP) technology – GTP pick 600 lines per hour, previous 600 lines per day
- Tier 1 Warehouse Management System
- Improved freight efficiencies / carbon emission reductions / energy utilisation

## Phase II – Potential Queensland DC consolidation

- Replicate the Victorian DC in Queensland
  - Approx. 43,000m<sup>2</sup> vs 50,000m<sup>2</sup> in Victoria
- Ability to consolidate 7 Queensland DCs
- Project initiated and property EOI underway



# Strategic Priority– Invest in new & upgraded technology



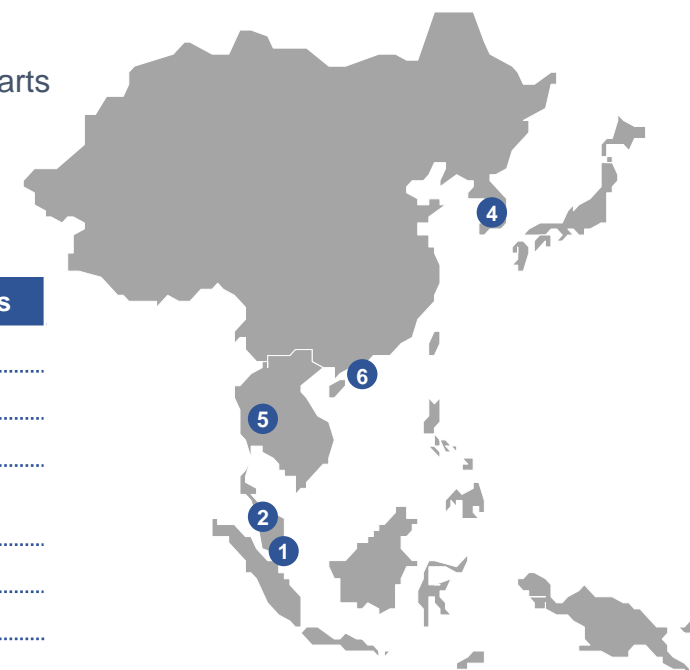
- **Infrastructure/common technology**
  - ERP rationalization
  - Warehouse management systems
  - Data warehouse
  - Safety management system
  - Time & Attendance
- **Customer Facing**
  - Retail point of sale
  - Customer Relationship Management
- **Digital Transformation**
  - Upgrading parts catalogue
  - eCommerce platform – trade (B2B) & retail (B2C)
  - Workshop support system



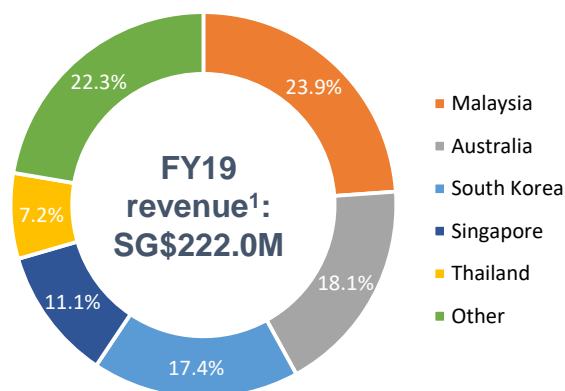
# Strategic priority - Expansion in Asia through acquisition of 25% of Tye Soon



- Established in 1933, Tye Soon is the most prominent independent automotive parts distributor in South East & North East Asia.
- Distributes one of the largest portfolios of top-tier global brands of genuine & aftermarket automotive parts
- The business is headquartered in Singapore and listed on the Singapore Securities Exchange (TYE)
- Operate c.60 locations across South East and North East Asia;



Country	Legal entity name	Operations	Branches
1. Singapore	Tye Soon Limited	European & Japanese parts exporter	2
2. Malaysia	Naga Jaya Group	Parts wholesaler (90%) and distributor to workshops (10%)	15
3. Australia	Imparts Group	European parts specialist distributor	20
4. South Korea	Sejong Parts Plus Limited Liability Company	European parts specialist distributor	20
5. Thailand	Pal Everts Co., Ltd	Japanese parts distributor	1
6. Hong Kong	TSC Enterprise (HK) Ltd	European & Japanese parts – resellers and workshops	1



### Key brands







Note: 1. Based on 31 December fiscal year end

# Strategic Priority – ESG and sustainability commitment



## Ethical supply chain / procurement

Ethical sourcing, forging strong supplier relationships and enhanced transparency



2020 Modern Slavery Report Lodged

## Good governance

Upholding our values and code of conduct, prioritising health and safety, training and developing our team members, and fostering a diverse and welcoming workplace

Pay fair share of tax in all jurisdictions

## Positively impact our community

Engaging stakeholders and supporting the communities in which we operate



## Environmental sustainability

Efficiently use resources, optimise our fleet and reduce waste



# 5 Year Strategic Targets



To be updated @ Investor Day on the 24<sup>th</sup> of June 2021

<b>Trade</b>	Trade focussed “parts professionals” supplying workshops in Australia & New Zealand	<b>240</b> AUS Stores Target	<b>35%</b> AUS Own Brand Target	<b>75</b> NZ Stores Target	<b>35%</b> NZ Own Brand Target
<b>Specialist Wholesale</b> (Ex. Commercial Vehicles)	#1 or #2 Industry category specialists in parts programs	<b>A\$600m</b> AUS Turnover Target	<b>A\$50m</b> NZ Turnover Target	<b>55%</b> Own Brand Target	
<b>Commercial Vehicles</b> - Light (<20t) - Heavy (>20t)	The only choice for commercial vehicle parts and accessories	<b>40</b> Light Locations Target	<b>A\$120m</b> Light Turnover Target	<b>50</b> Heavy Locations Target	
<b>Retail</b>	Premium retailer of automotive accessories Supplying the independents: parts, accessories & 4WD	<b>200</b> AUS Autobarn Stores Target	<b>200</b> Independents Stores Target	<b>100</b> Opposite Lock Stores Target	<b>35%</b> Own brand Target
<b>Service</b>	Reliable & trusted car servicing at affordable prices Supporting the independents	<b>500</b> AUS Stores Target	<b>150</b> NZ Stores Target	<b>80%</b> Intercompany Sourcing Target	
<b>South East Asia</b>	Bringing automotive aftermarket parts to Asia	<b>Thailand</b> <b>&gt;80</b> Locations target	<b>Thailand</b> <b>A\$100m</b> Turnover target		



- Through March 2021, business performance has continued at similar levels to the first six months of the year
  - Trade: Same store sales up c.13%
  - New Zealand: Same store sales up c.4%
  - Autobarn: Same store sales up c.35% (Company owned stores up c.45%)
  - Specialist Wholesale: Revenue up c.31%, excluding acquisitions revenue up c.17%
- As stated at the half year results, the fundamentals of the vehicle aftermarket continue to remain strong – trends established during COVID-19 will likely continue, especially:
  - Increase in secondhand vehicle sales with more cars on the road
  - Travelers' continuing to socially distance and move away from public transport
  - More people spending their holidays domestically utilising their vehicles
- In addition, significant opportunities remain within the business to drive operational and financial performance
- Mean market consensus for Bapcor's proforma full year 2021 net profit after tax is currently c.\$125m – ranging from c.\$122m to \$128m

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