Bapcor

Morgan Stanley Conference – Sydney - June 12, 2019

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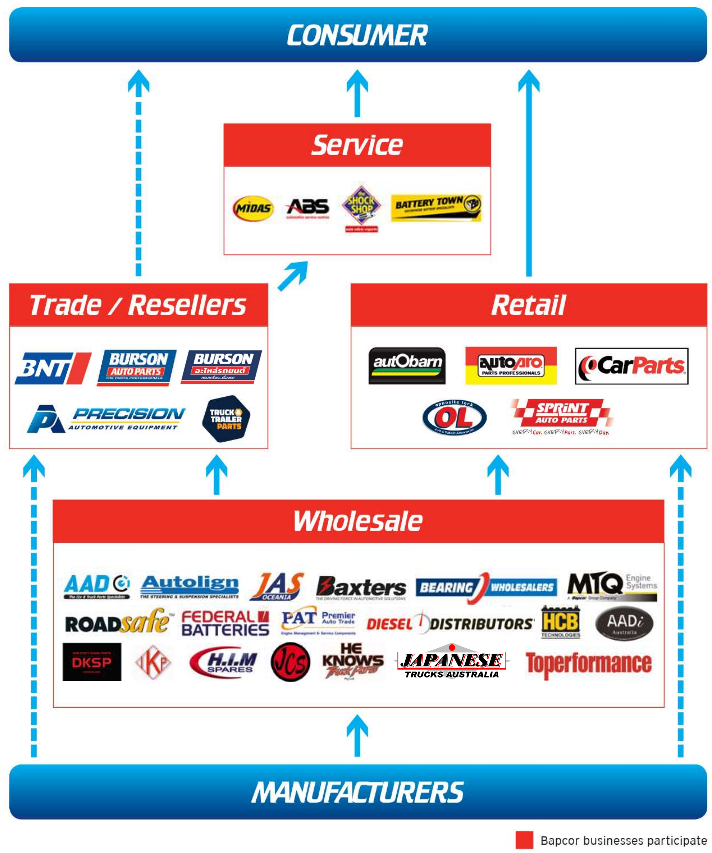
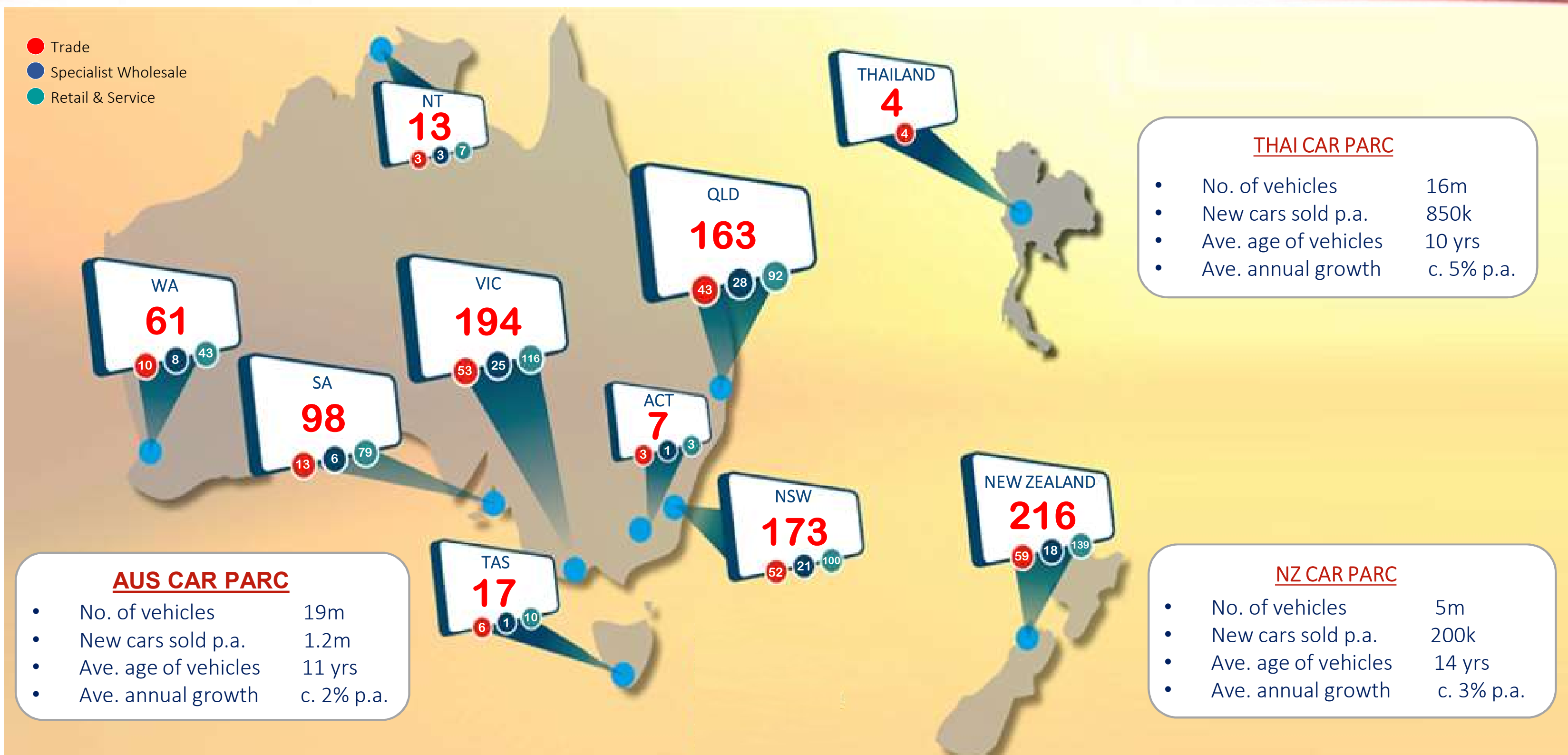
Aftermarket Supply Chain



Over 940 locations across Australia & NZ



AUS CAR PARC

- No. of vehicles 19m
- New cars sold p.a. 1.2m
- Ave. age of vehicles 11 yrs
- Ave. annual growth c. 2% p.a.

THAI CAR PARC

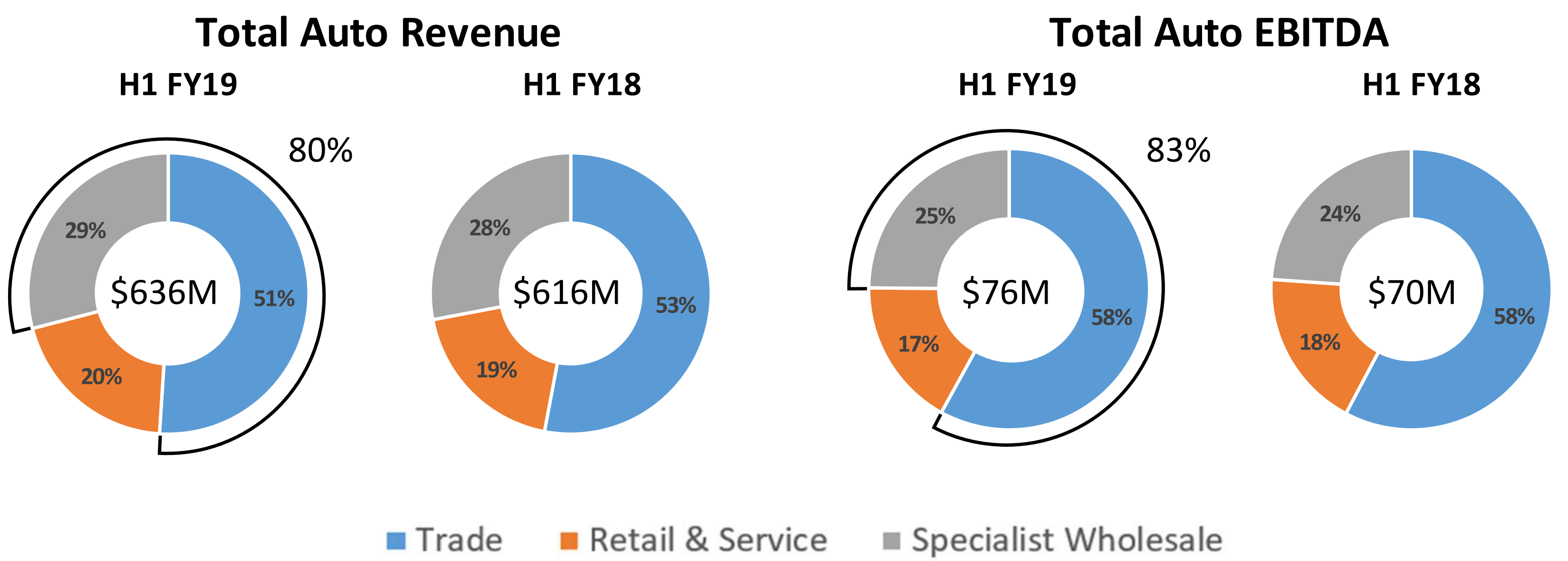
- No. of vehicles 16m
- New cars sold p.a. 850k
- Ave. age of vehicles 10 yrs
- Ave. annual growth c. 5% p.a.

NZ CAR PARC

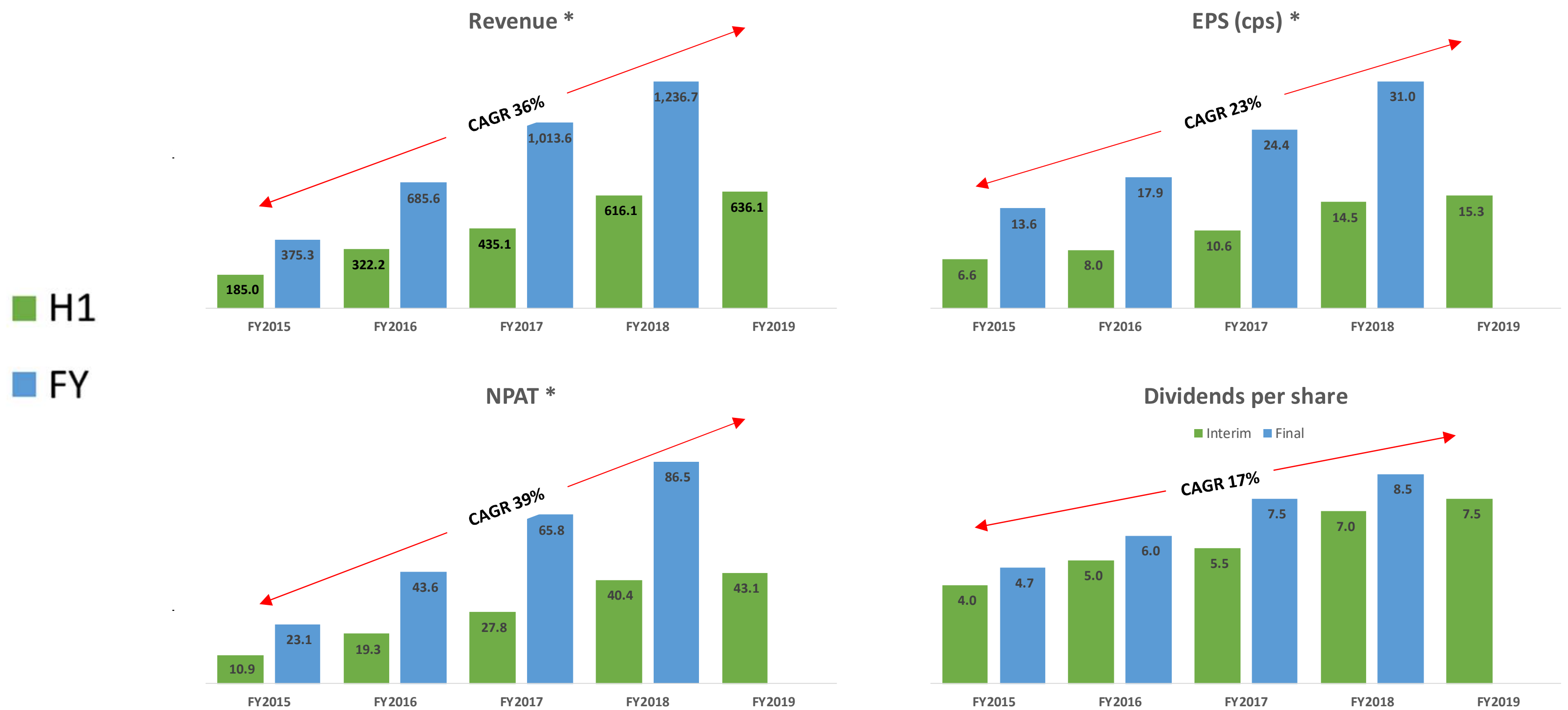
- No. of vehicles 5m
- New cars sold p.a. 200k
- Ave. age of vehicles 14 yrs
- Ave. annual growth c. 3% p.a.

"Underlying growth in every region"

Business Segment Contribution to Results



Summary of Key Performance Indicators



** Based on continuing operations and estimated FY19 results*

H1 FY2019 Financial Highlights

		H1 FY19	H1 FY18	Variance
Continuing Operations				
Revenue	$'M	636.1	616.1	*3.2%*
Gross Margin	%	47.1%	45.6%	*1.5 pp*
EBITDA – proforma	$'M	76.0	70.2	*8.2%*
EBITDA	%	11.9%	11.4%	*0.6 pp*
NPAT – proforma	$'M	43.1	40.4	*6.6%*
EPS – proforma	cps	15.34	14.48	*5.9%*
Total Bapcor (including Discontinued Operations)				
NPAT – statutory	$'M	45.5	43.7	*4.1%*
EPS – statutory	cps	16.20	15.66	*3.4%*
Dividend	cps	7.5	7.0	*7.1%*

Every performance indicator improved – it was a record result!

Notes:

1. In H1 FY2018 Discontinued Operations of Hellaby Footwear and Contract Resources are included in the results for 3 months until their divestment, and TBS is included for the full 6 months. The TRS business which was divested 3 July 2018 and is not treated as a "discontinued operation" and is therefore included for the full six months in H1 FY2018.

Senior Management Team – rejuvenating

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- CEO Darryl Abotomey
  - Specialist Wholesale Mechanical Mat Cooper
    - AAD - Brakes - Steering & Suspension - Cooling
    - Bearing Wholesalers
    - Commercial Vehicle Group
    - AADI
    - Roadsafe / Top Performance
    - Diesel Distributors
  - Specialist Wholesale Engine Management Steve Drummy
    - Auto Electrical - Baxters - JAS PAT
    - Batteries - Federal Batteries
    - MTQ Diesel
    - 4WD - Opposite Lock
    - Air Conditioning
  - Trade Craig Magill
    - Burson Auto Parts
    - Precision Equipment
  - Retail Tim Cockayne
    - Autobarn
    - Autopro/Sprints
    - Service (Midas/ABS)
  - Strategic Development vacant
  - COO Jeff Nicol
    - Logistics - Warehousing - Distribution
    - Warehouse Evolution Project
    - Brand Management
    - Procurement
    - Supply Chain
  - CFO Greg Fox
    - Finance
    - Shared Services
    - Legal
  - HR Alison Laing
  - New Zealand Martin Storey
    - BNT/TATP
    - NZ Electrical incl. HCB, JAS, Autolign, Diesel Distributors
  - Asia

<u>Senior Team will be at Brisbane Investor Day on July 3</u>

CURRENT YEAR FORECAST

FY19 Financial Year Forecast

Bapcor

For the full FY19, Bapcor continues to forecast an increase NPAT of circa 9% above FY18 proforma NPAT – i.e. Circa $94.3million

- THIS HAS NOT CHANGED

This guidance delivers a *record full year result* in Revenue, Earnings and EPS.

Full Year cash conversion is expected to be at historical normal levels
– i.e. cash conversion greater than 90%

New Debt facilities in place by 30 June with 7 year, 5 year and 3 years debt tranches.

Net debt annualised leverage ratio (EBITDA) forecast around 2x earnings.

Comments on current performance

- Overall market remains softer than historically
  - Competition continues in every sector and fighting for business – nothing new here!! This is normal for any business.

- In trade, market share gain is not as high as historically, BUT NOT LOSING market share – just not gaining as much.

- Recent acquisition of “Commercial Vehicle Parts Group” (Don Kyatt (QLD) etc)
  - Business is performing well.
  - Acquisition on June 3 of “Japanese Trucks Australia” – parts business with branches in SA and WA.
  - Now a national business with significant growth potential.

STRATEGY & Industry Fundamentals

Bapcor Ltd has partnered with Greenfleet to plant native forests in Australia and capture over 5,250 tonnes of greenhouse gas emissions.

Bapcor 5 Year Strategic Targets

NO CHANGE TO GROWTH STRATEGY

Trade	50% Segment contribution Trade focussed "parts professionals" supplying workshops in Australia & New Zealand	230 AUS Target Stores Now 179	75 NZ Target Stores Now 59	25 NZ Relocation & Refurb Target Now 6	35% Own brand Target Now 24%
Specialist wholesale	30% Segment contribution #1 or #2 Industry category specialists in parts programs	A$450m AUS Target Turnover Now A$364m	A$50m NZ Target Turnover Now A$31m *excludes TRS – since divested		55% Own brand Target Now 45%
Retail	20% Segment contribution Premium Retailer of Automotive Accessories Supplying the independents: parts, accessories & 4WD	200 AUS Autobarn Target Stores Now 131	200 Independents Target Stores Now 203	120 AUS OL Target Stores Now 83	35% Own brand Target Now 24%
Service	Reliable & Trusted car servicing at affordable prices Supporting the independents	500 AUS Target Stores Now 124	150 NZ Target Stores Now 115		90% Intercompany Sourcing Target
Asia	Bringing automotive aftermarket parts to Asia	TBD Target Locations Now 4			

Growth Strategy

- All current business segments;
  - Grow sales
    - Organic
    - Store Footprint Expansion
  - Margin
    - Procurement / Buying
    - Pricing Management
    - Own Brand
    - Intercompany
  - Operating Efficiencies – including POS, WMS, warehousing etc
- Strategic Acquisitions / Expansion

“Australasia’s leading provider of aftermarket parts, accessories, equipment and services”

Strategy

- Consistent strategy with specific, clear, measurable targets.
- No changes to direction.
- We know what we do best and stick with it.

Bapcor Thailand

- Now operating 4 stores in Bangkok district
- A procurement office and 1 additional store planned June / July
- Stores making positive progress in new market dynamics
- Good relationships being established with a significant chains presenting good growth opportunities as we grow more scale
- As with any start-up operation in a new market we are learning and will over time fine tune product ranges and operation methods to optimise outcomes.

Latest Burson store at retail shopping centre - at entrance to Thai Watsadu. A workshop is also on the shopping centre site.

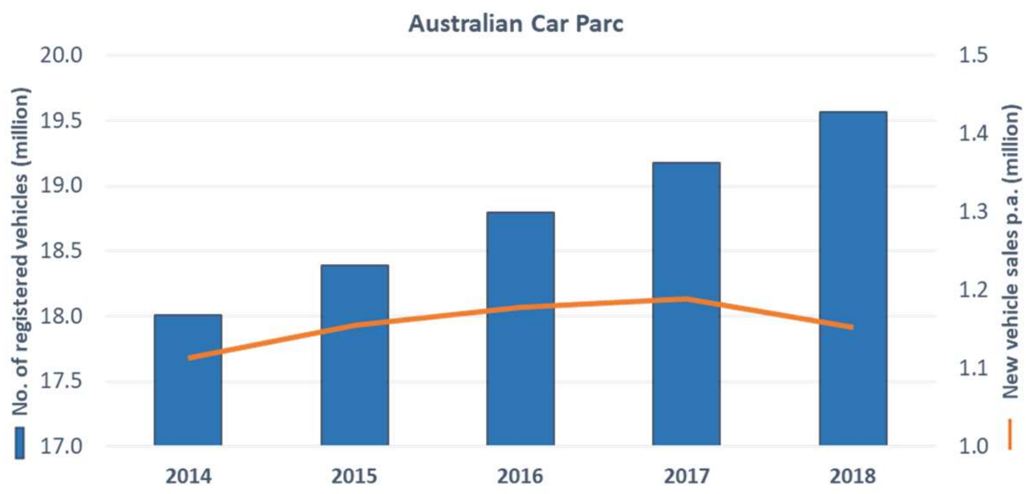
Key Automarket Stats 2018

	Global	Australia
# vehicles on the road	1,200,000,000	19,200,000
Average age	11.6 years	10.1 years
# cars sold 2018	84,000,000	870,000
Car Parc growth	??	2.1%
# EV's sold 2018	2,100,000	1,352
EV's as of 2018 sales	2.5%	0.2%
Diesel of fleet	35%	23.4%
EV's sold since 2011	5,000,000	6,000
EV's % of car parc	.4%	.03%
Passenger cars of market	74%	75%

* EV = electrical/hybrid vehicle

Continued growth of the Australian Car Parc…

- Estimated **19.2m registered vehicles** at the end of 2018, an increase of 2% on 2017
  - **Average age** of vehicles stable at **10 - 11 years**
- **New vehicle sales** in 2018 were down 3% on 2017 and ending four years of YoY growth
  - 60% of new vehicle sales were in the SUV & Utility categories; 33% in Passenger vehicles
- **Electric vehicle penetration continues to be minimal**, <0.5% of new vehicle sales in 2018 were electric vehicles

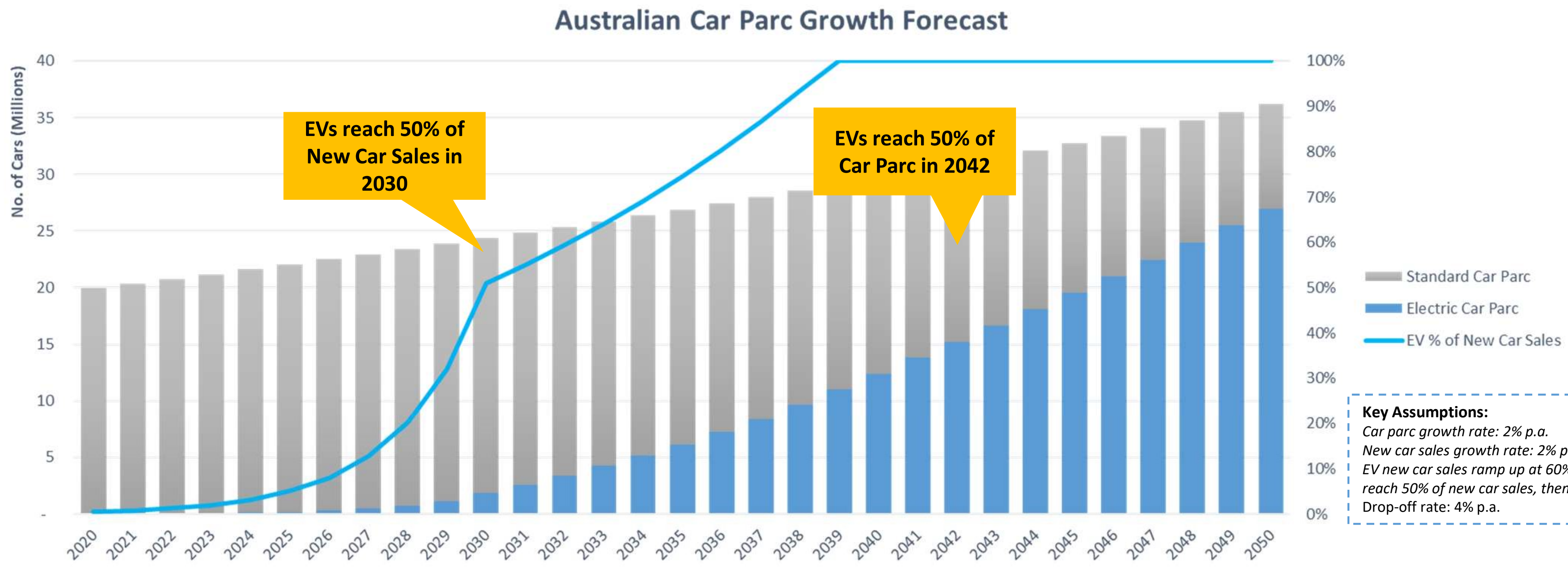


Source: ABS Motor Vehicle Census; FCAI VFACTS;

No change to industry fundamentals.

Impact of Electric Vehicles (EVs)…
Facts do not support rhetoric!!!!

- **For EVs to reach 50% of New Car Sales by 2030,**
  60% year on year sales growth in electric cars is required – and at that point only 7% on road will be electric!!

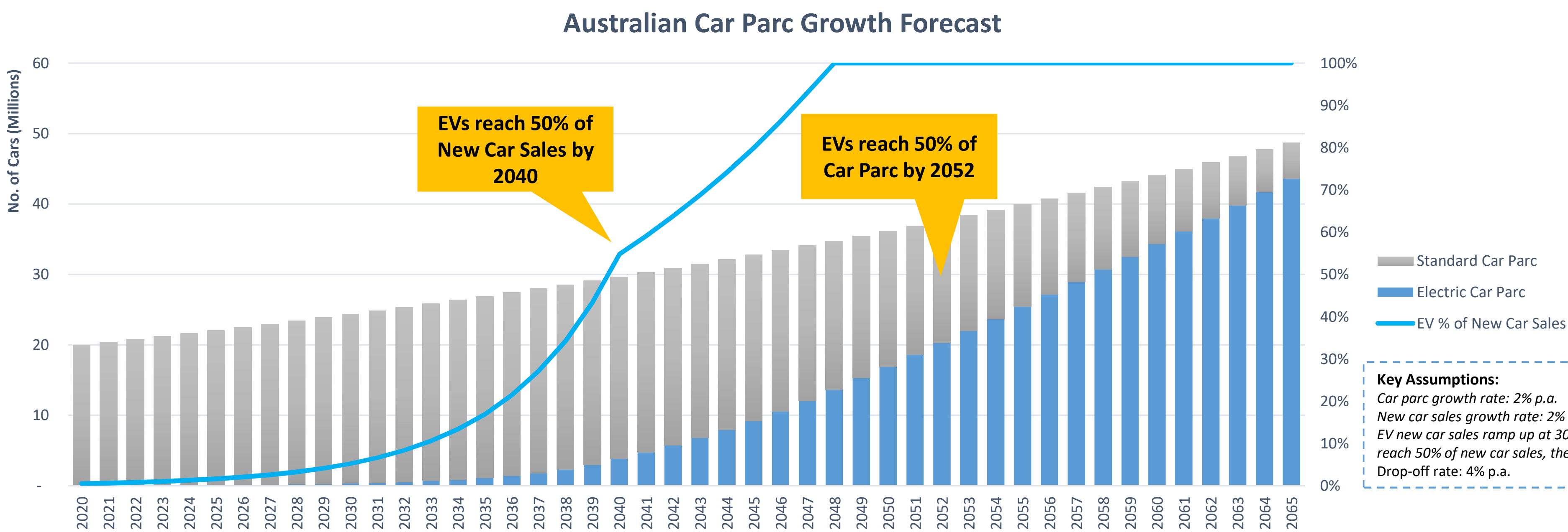


Key Assumptions:
Car parc growth rate: 2% p.a.
New car sales growth rate: 2% p.a.
EV new car sales ramp up at 60% YoY to reach 50% of new car sales, then 10% YoY
Drop-off rate: 4% p.a.

Impact of Electric Vehicles (EVs)…
Do you remember the LPG usage forecasts????? Where are these today?

Bapcor

- **For EVs to reach 50% of New Car Sales by 2040,**
  30% year on year sales growth is required – and at that point only 12% of cars on road will be electric!!



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Thank you!

See you at Bapcor Brisbane Investor Day – July 3, 2019.