



**Empowering the independent aftermarket  
Press Conference – October, 17th ,2017**

1

## Alliance Automotive Group

*Jean-Jacques Lafont – CEO AAG*

2

## Genuine Parts Company

*Thomas C. Gallagher – Non executive Chairman of the Board*  
*Jean-Jacques Lafont – CEO AAG*

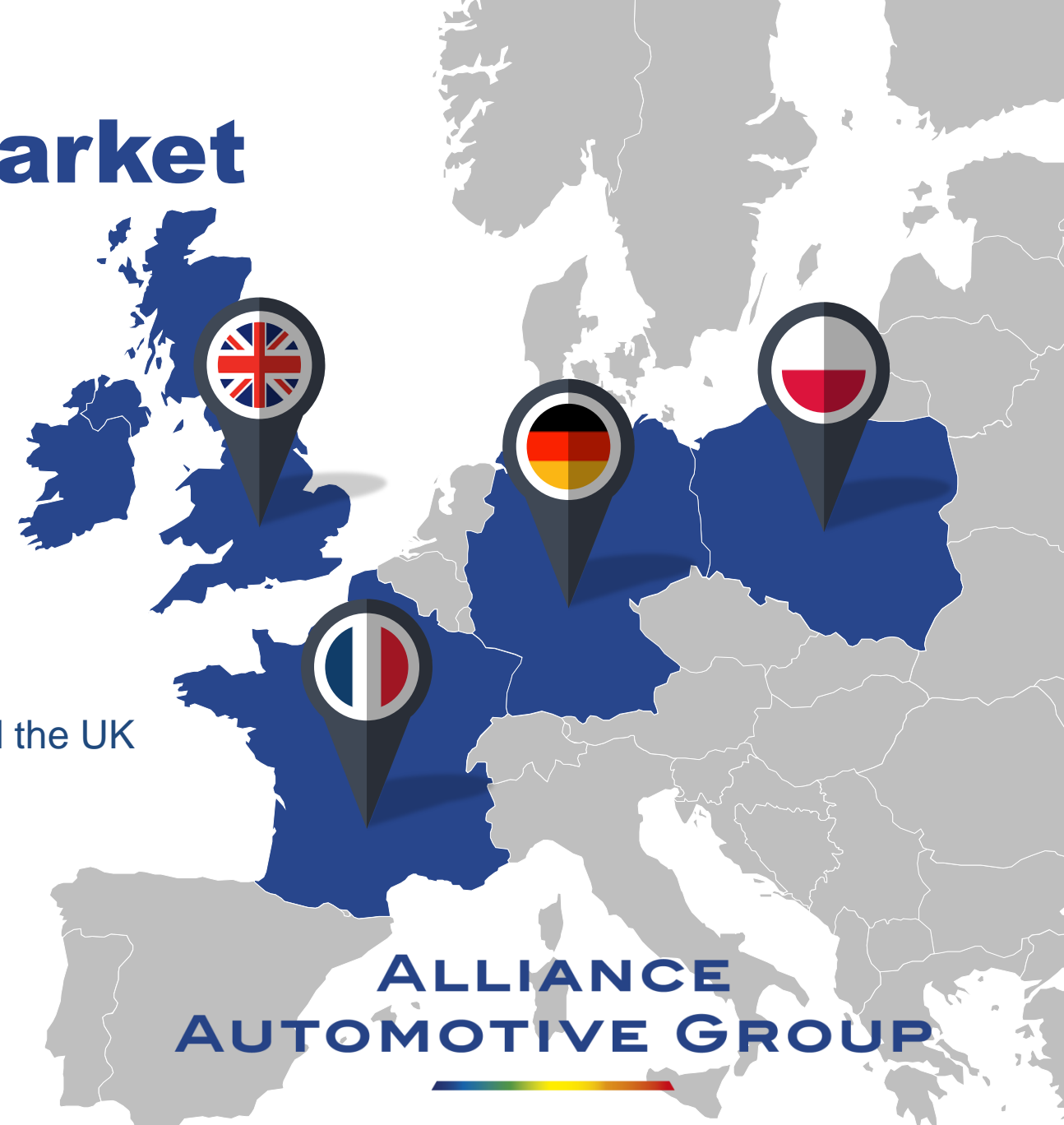
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## Future developments

*Jean-Jacques Lafont – CEO AAG*

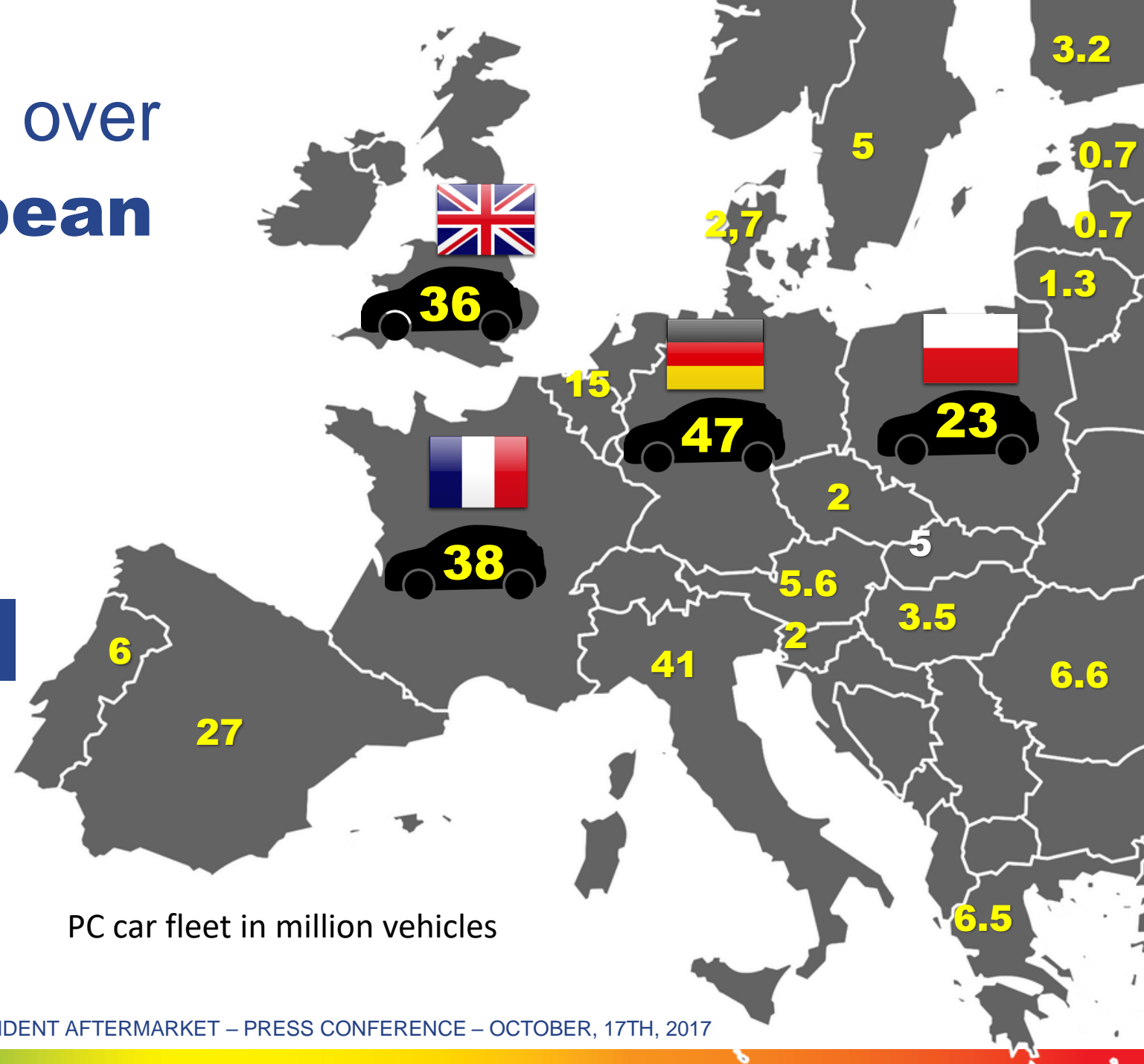
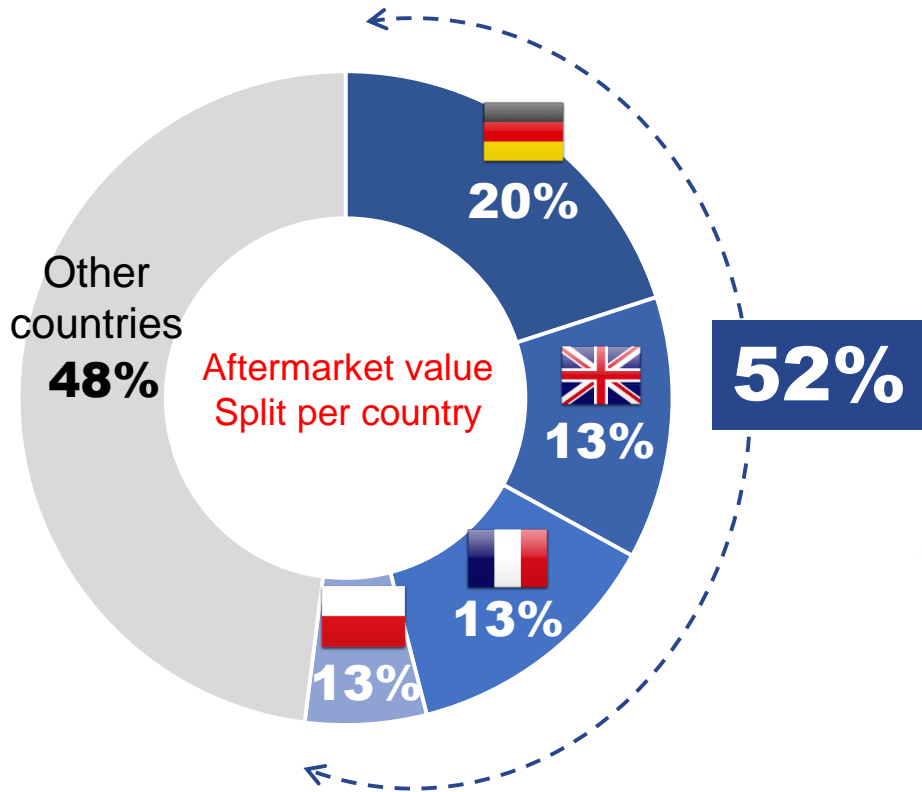
# Automotive Aftermarket Leader in Europe


- ▶ Distribution of **parts, tools** and **equipment**
- ▶ **LV & CV**
- ▶ Invoicing **€2.1bn**
- ▶ **2,000 outlets** in France, Germany, Poland and the UK
- ▶ **7,204 employees**
- ▶ **N°2** in Europe









# AAG footprint covers over **50% of the european aftermarket**






**€ 2,600 m**



**€ 2,100 m**



**€ 1,600m**



**€ 1,500m**



**€ 1,400m**



**€ 1,200m**



**€ 800m**



**€ 610m**



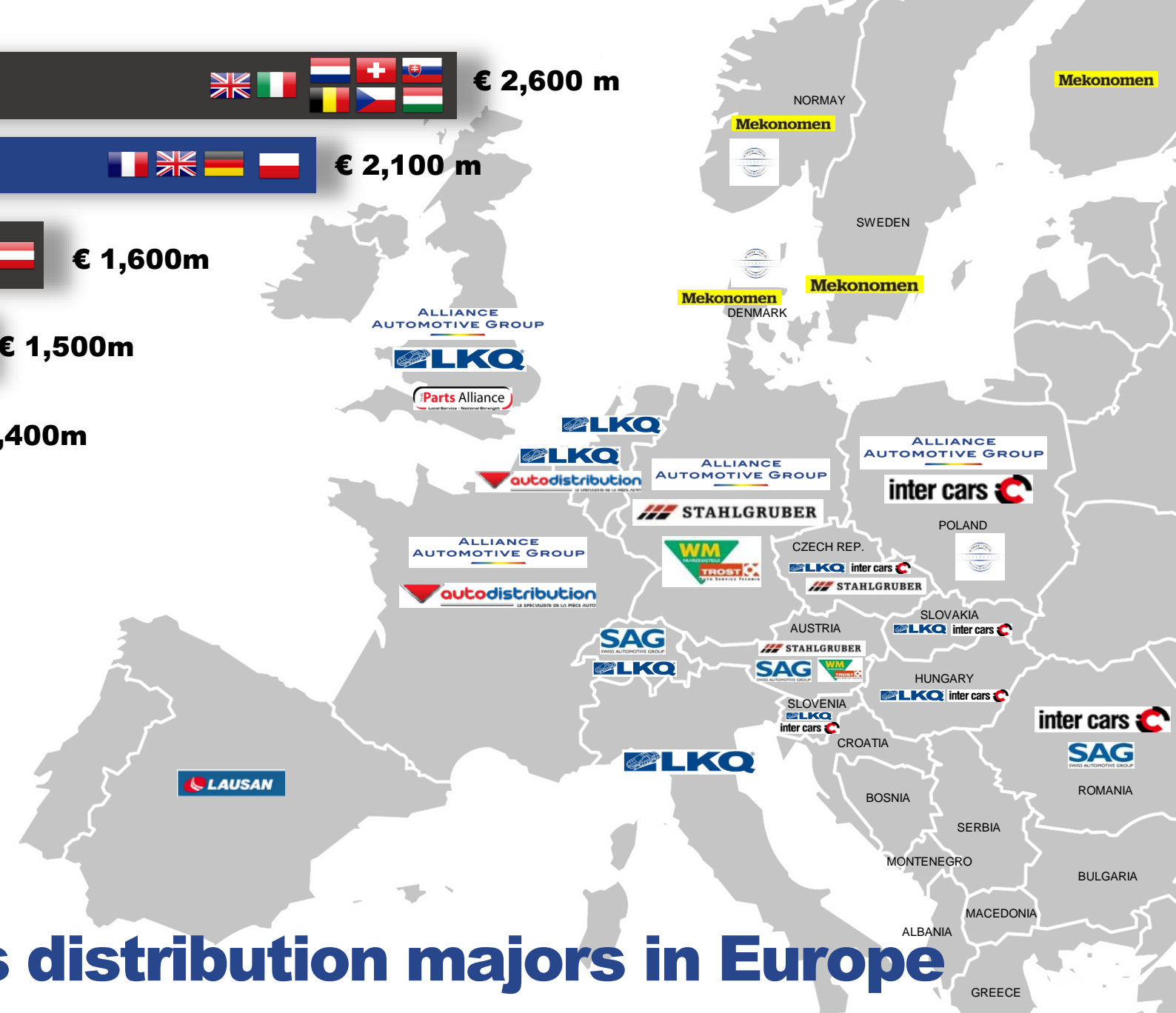
**€ 600m**



**€ 500m**



**€ 100m**

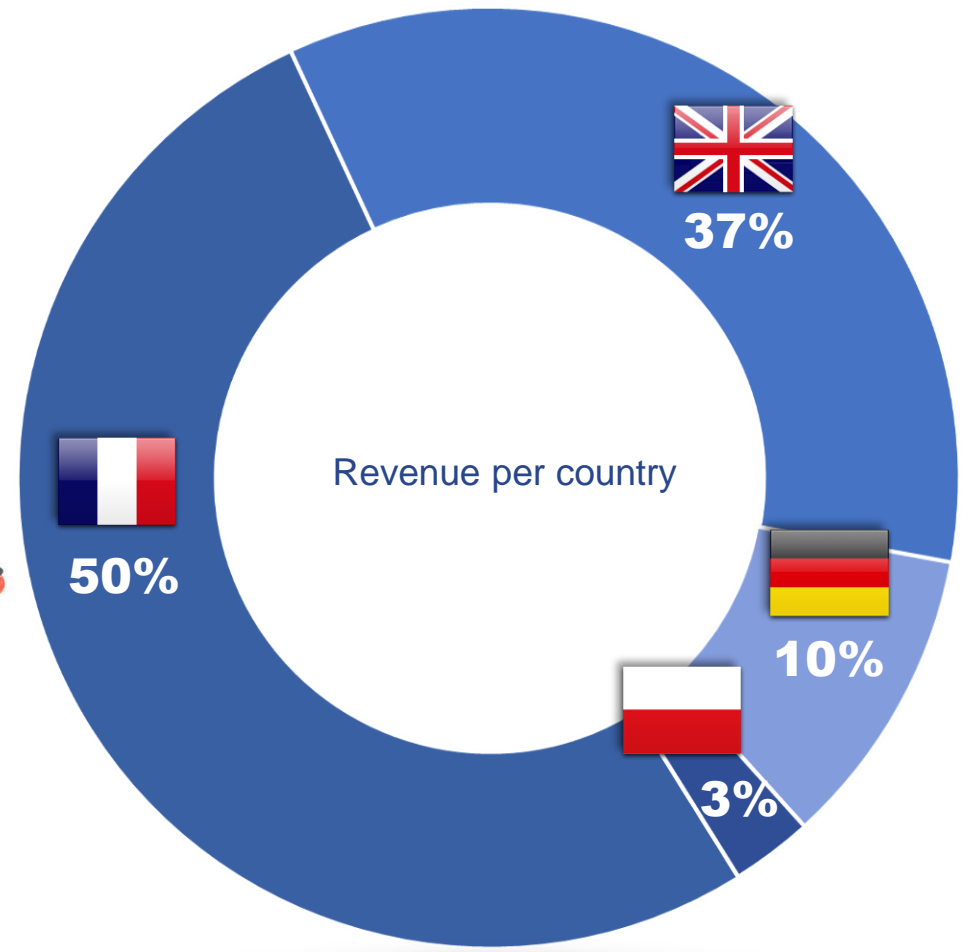


# Automotive parts distribution majors in Europe



Est. 2017 revenue

# €2,100m





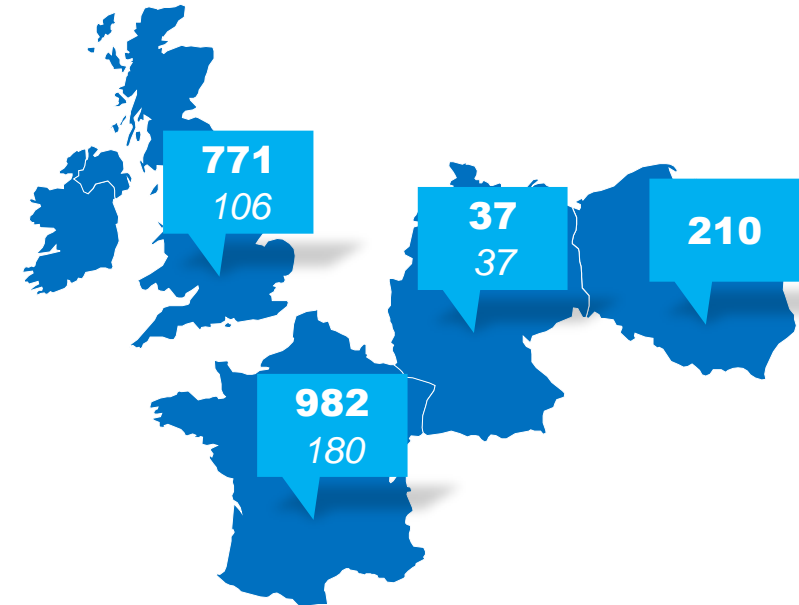
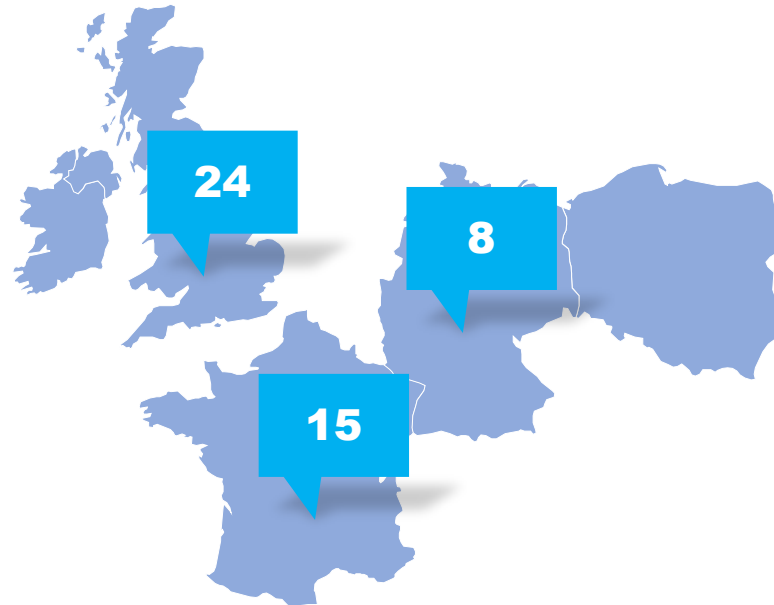
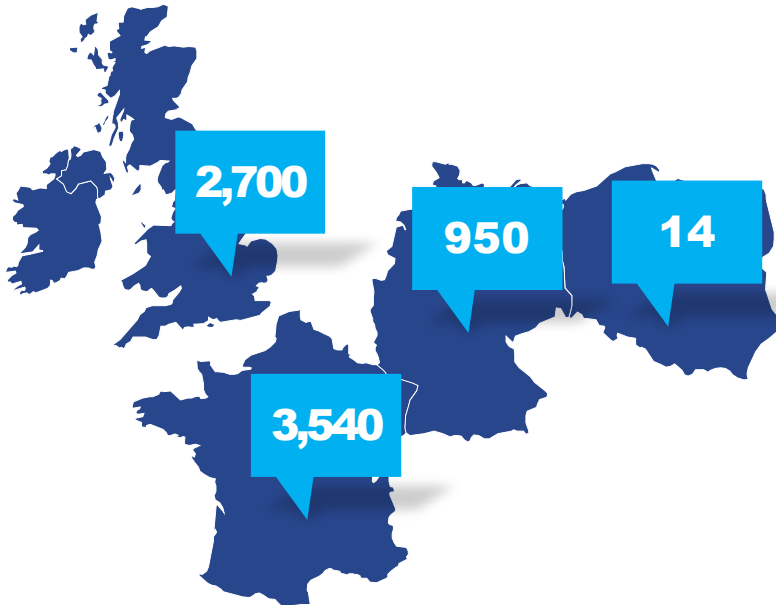
**7,204**  
employees



**47 DC's**  
315,000+ SQM\*



**2000** of which **324**  
outlets owned



# ALLIANCE AUTOMOTIVE GROUP



FRANCE

ALLIANCE  
AUTOMOTIVE GROUP  
GERMANY

GERMANY



POLAND



UK



# Member of



**1,426 MEMBERS**

**3,941 OUTLETS**

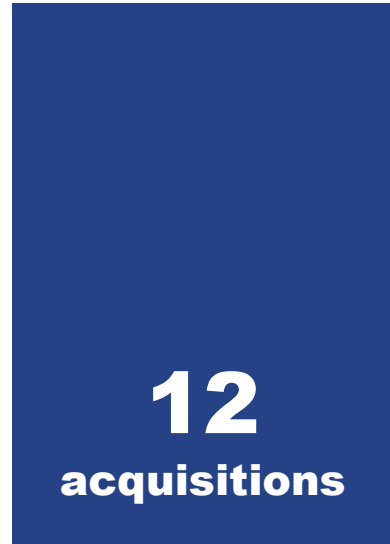
**50+ COUNTRIES**

**€7.3bn**



# External growth is part of our DNA

Gross revenues acquired  
**€321m**



**2015**

Gross revenues acquired  
**€350m**



**2016**

Gross revenues acquired until end of october  
**€304m**



**2017**

\* Including Poland



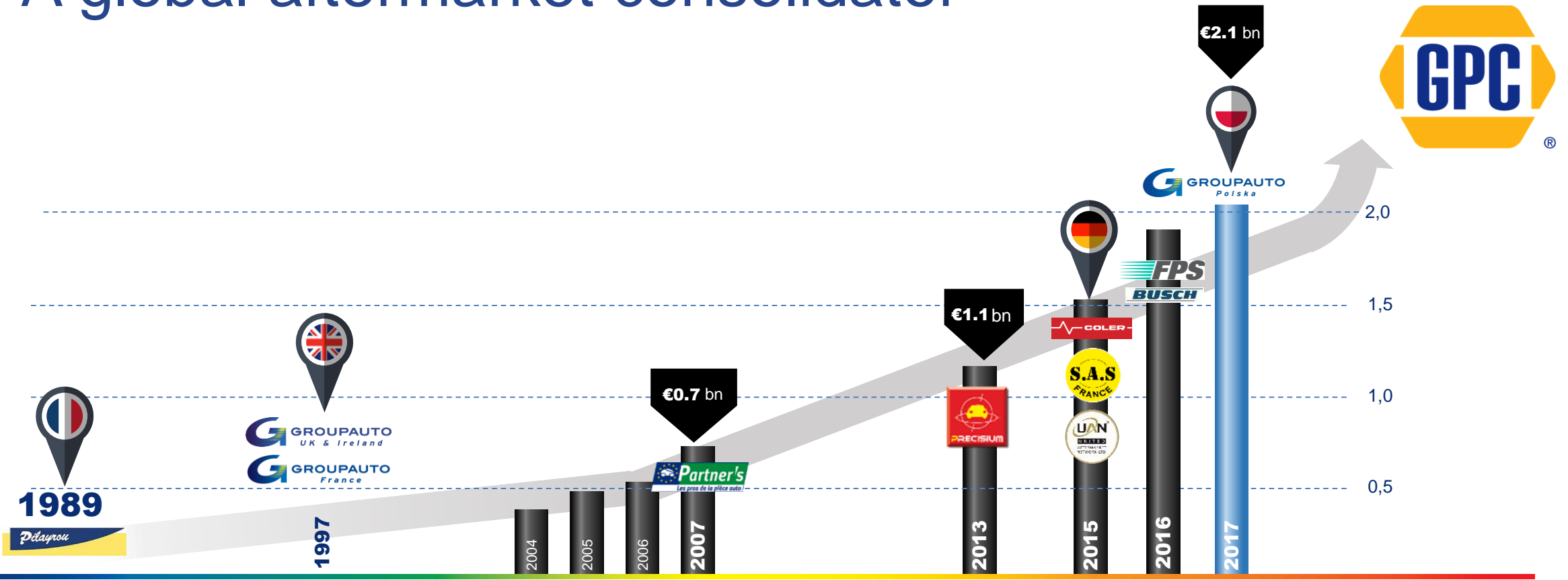
**GROUPAUTO**  
*Polska*

AN  
ALLIANCE  
AUTOMOTIVE GROUP



COMPANY

# A global aftermarket consolidator



**1989 – 1996**  
A growing distribution business

**1997–2006**  
Rise of a dynamic buying group

**since 2006**  
Expanding to become a European market leader

**2017 ▶**  
Creating the world's largest aftermarket company

2006: VW CP

2014: Blackstone

2017: GPC





**Thomas C. Gallagher – Chairman GPC**  
**Jean-Jacques Lafont – CEO AAG**



# Genuine Parts Company overview



Founded in  
**1928**



Based in Georgia  
**Atlanta**

Employees  
**39,500**

2016 sales  
**\$15.3bn**

**FORTUNE 200**

## 4 business units



Automotive



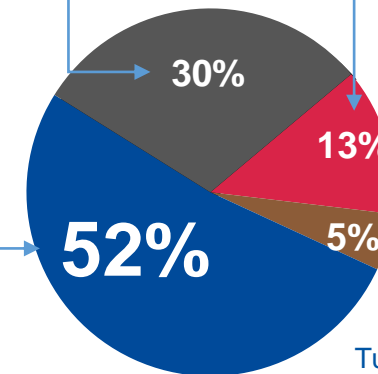
Industrial



Office



Electrical



Turnover split per business units



# International leader



# key figures

## n°1

in the North-American automotive aftermarket



Passenger Car



Commercial



Refinish

Country	DC	Outlets	of which owned	Retail brands
	57	6000	1100	<b>AUTO PARTS</b>
	12	700	200	<b>AUTO PARTS</b>
	12	40	-	<b>AUTO PARTS</b> <i>AutoTodo</i>
	11	555	555	<b>Repco</b>











# Highly compatible businesses

Leaders in their regions

Common corporate culture and values




Effective and stable organizations

Organic and external growth

Synergies and sharing of know-how



# Complementary Business Model

Item	 	
<b>Market Leadership</b>	Largest auto parts network in North America and Australasia	Second largest auto parts network in Europe
<b>Distribution Network</b>	In North America and Australasia 90 distribution centers ~7,300 stores (~1,900 owned)	40 distribution centers in Europe ~1,800 stores (~330 owned)
<b>M&amp;A Track Record</b>	40 acquisitions since 2015 <sup>1</sup> Strong track record of integration and synergy realization	70 acquisitions since 2015 <sup>1</sup> Strong track record of integration and synergy realization

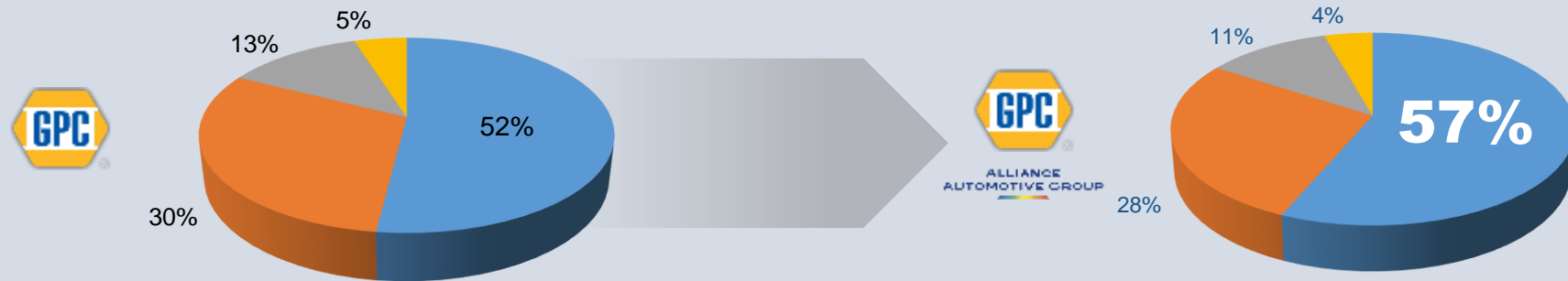
# Combined Financial Overview

Before AAG integration  
**\$15.3bn**

Including AAG  
**\$17.0bn**

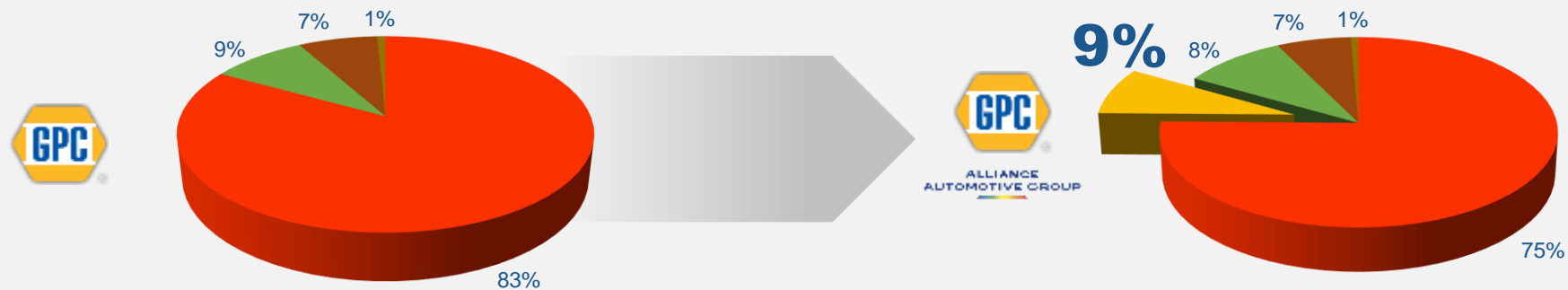
Revenue by segment

Automotive Industrial Office Products Electrical



Revenue by geography

U.S. Europe Canada Australasia Mexico



# Conclusion

- ◆ Creation of the leading global automotive aftermarket parts distribution network in North America, Europe and Australasia
- ◆ Partnership with experienced senior leadership in Europe
- ◆ Provides critical scale and leading position in significant addressable market
- ◆ Poised for future growth organically and by acquisition





Future developments  
Jean-Jacques Lafont – CEO AAG



Coming challenges for AAG

# Development of European footprint

**ALLIANCE  
AUTOMOTIVE GROUP**



Coming challenges for AAG

# One-stop-shop

New & re-used  
LV & CV

Mechanical parts, Body, Accessories,  
Garage Equipment and Tooling



## Coming challenges for AAG



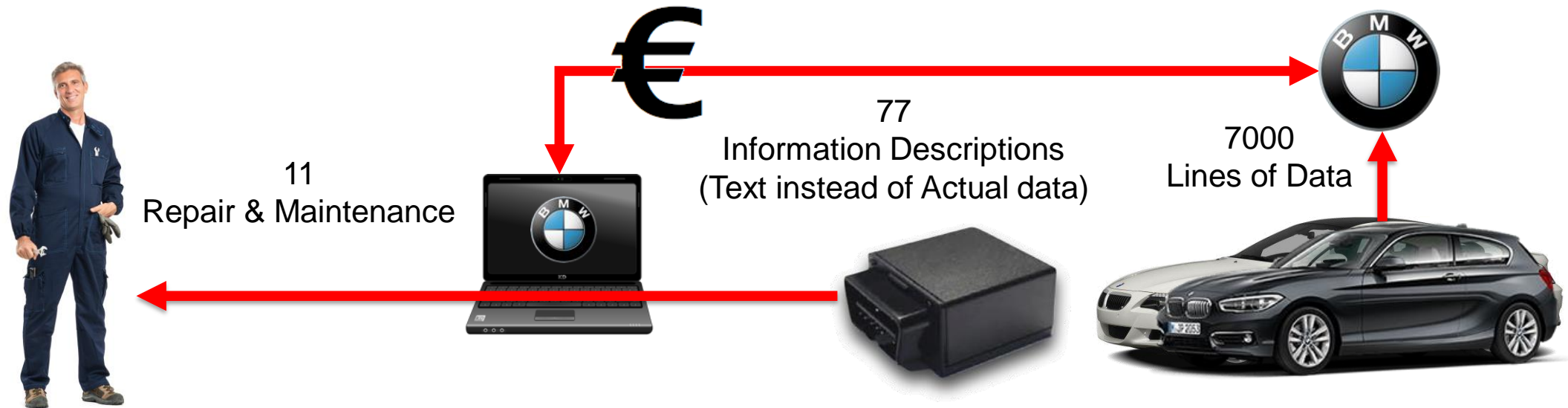


A male mechanic with short brown hair and a goatee, wearing a blue button-down work shirt over a white t-shirt, is smiling and looking at a silver tablet computer he is holding with both hands. He is standing in a well-lit garage. In the background, the open hood of a car is visible on the right, and another car is partially visible on the left. The overall scene conveys a sense of professional service and technology use in an automotive setting.

**Vehicle Data Access  
is the key to  
Quality Aftermarket Service**

# Extended Vehicle (ExVe)

- Aftermarket is currently providing remote services for vehicles
- Current generation of “Connected Cars” = Vehicle Manufacturer Only
- Extended Vehicle – Vehicle Manufacturer Website
- Vehicle Owner must have VM Contract – before AM can provide services
- Monitoring by our Competitor:
  - VM knows which Aftermarket Garages are working on their vehicles
  - VM knows which Vehicle Owners are taking vehicles to the Aftermarket





A row of flags, including the European Union flag and various national flags, flying in front of a modern glass building. The text is overlaid on the right side of the image.

Legislation  
is the only solution  
to ensure Undistorted  
Competition



# Aftermarket access to “Connected Cars”



## Access to In-Vehicle Data and Resources – Working Group :

- On-Board Applications Platform
- In-Vehicle Interface (OBD or replacement Port)
- Data Server – Extended Vehicle, Marketplace, Shared Servers

## TRL Study results :

- All options legally and technically feasible
- Real-time access not possible using Data Server option
- Equal access to HDMI (dashboard) only possible with on-board app platform
- Shared Data Server = 1-2 years, On-board App Platform = 5 years
- Potential benefits from access to in-vehicle data outweigh the costs of any model for accessing the data
- Legislation is recommended to achieve in-vehicle access



# Groupauto Telematics





A woman with long dark hair, wearing a light blue striped shirt, is smiling and looking towards the camera. She is sitting in the driver's seat of a car, with her hands on the steering wheel. The background is a car dealership, with other people and cars visible but blurred. The text is overlaid on a semi-transparent white box in the center of the image.

**Fair and Equal Access  
to Vehicle Data and Resources  
is the Key to Consumer Choice**



**January 2018** : official presentation in France





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