



## Senior Management Team

P.J. (Pat) Priestner
Chief Executive Officer

T.L. (Tom) Orysiuk

President

S.R.E. (Steve) Rose
Executive Vice President, Corporate Services

J.J.S. (Jeff) Christie
Vice President, Finance



# **Presentation Agenda**

- 1 INDUSTRY OVERVIEW
- **BUSINESS OVERVIEW**
- FINANCIAL REVIEW
- 4 STRATEGY



# **Forward-Looking Statements**

Certain of the information presented today looks forward in time and deals with other than historical or current facts for the AutoCanada Inc. (the "Company"). Such statements are qualified in their entirety by the inherent risks and uncertainties surrounding future expectations, including, but not limited to, the risks associated with: the retail automotive industry; our business; our acquisition strategy; our dependence on automobile manufacturers; and our structure. For additional information with respect to these factors, please refer to the prospectus and other information filed by the Company with Canadian provincial securities commissions.

The Company disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



# AutoCanada Inc. (ACQ.UN)

(Information as at March 29, 2012)

Closing share price \$10.18

Market capitalization \$205M

52 Week High \$10.38

52 Week Low \$3.80

Dividend (annualized) \$0.56

Yield 5.5%

Average Volume 27,400

Auto Canada

# Franchised Auto Dealerships Operate Four Complementary Business Segments









New vehicle sales

Used vehicle sales

Finance and insurance

Parts, service and repair

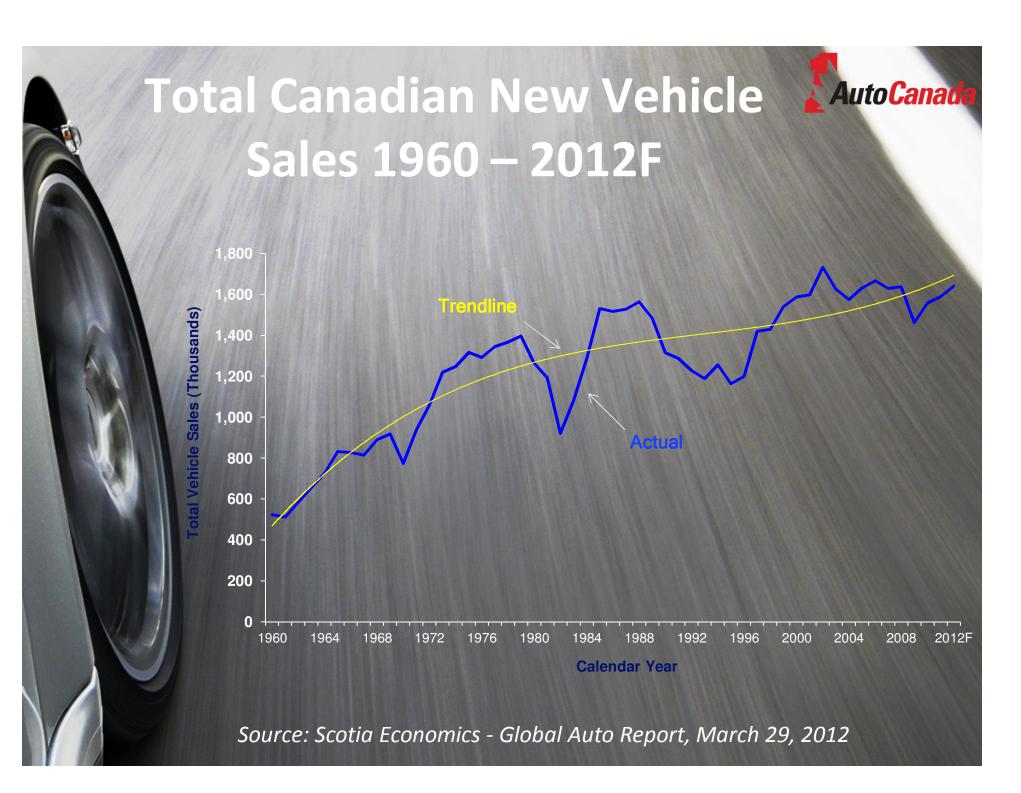
Annual consumer spending more than any other Canadian retail segment



# Dealership Business Model

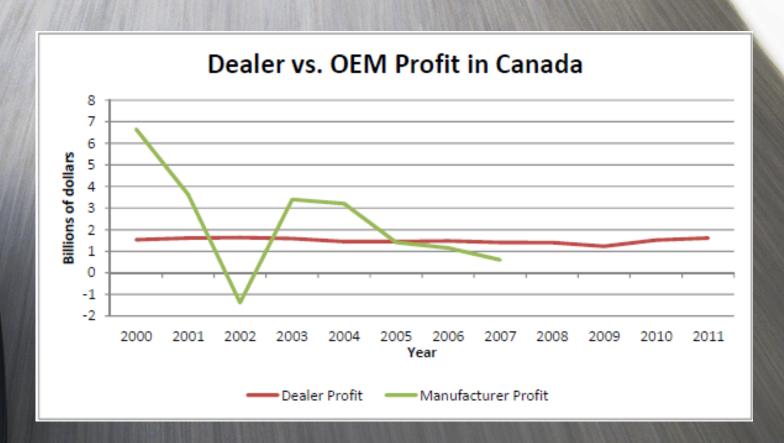
- Historically stable and profitable business (profitable during wars, recessions, etc.)
- Variable cost structure most of fixed costs offset by parts and service business
- New and used vehicle sales counter-cyclical and drive higher margin business such as finance and insurance and parts and service

Automobile dealerships can generate relatively stable cash flows





# **Earnings Stability**



Source: DesRosiers Automotive Consultants/CAW



Exclusive
Sales
Territories

No Cost Consumer Sales Incentives

Brand Marketing Warranty Repair Work



**Substantial Value Attributed to Franchise Rights** 







There are currently 3,464 auto dealerships in Canada

#### **Results of 2011 PwC Trendsetter Survey:**

- PwC identifies a succession crisis amongst
   Canadian auto retailers
- 22% of dealers would like to exit in one year
- 58% of dealers would like to exit in five years
- 100% of independent dealers would like to exit in within the next 10 years

Industry succession issues presents an opportunity for dealer groups



# Benefits of Multi-Location Dealership Model

- Economies of scale
- Geographic and brand diversification
- Ability to attract management talent and advancement opportunities within group
- Best practice sales, parts and service process training and implementation
- Expert marketing and online marketing team
- Centralized administrative and strategic functions



### Our Business

- 24 franchised dealerships
- Approximately 28,000 new and used vehicles sold in 2011
- Approximately 1 in every 82 new vehicles sold in Canada from an AutoCanada dealership
- More than 300,000 service and collision orders completed at 333 service bays in 2011



# **Experienced and Aligned Management Team**

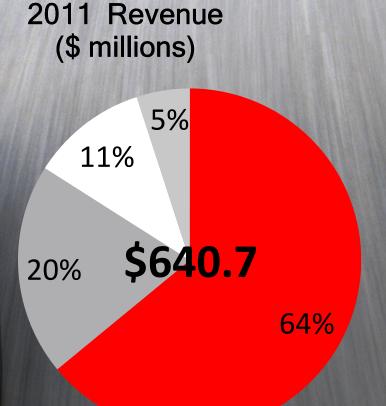
- Experienced and incentivized dealer principals and general managers
- Members of senior management own 42.8% of AutoCanada shares
- Corporate head office team provides management, marketing, financial and operational expertise



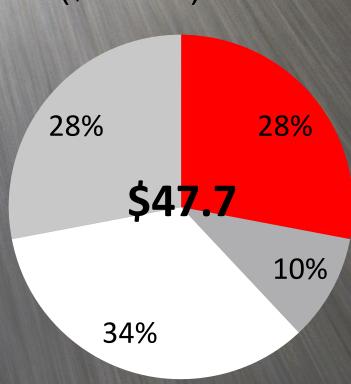


### New Vehicle Sales

### **Lowest Profit Margin at 7.4%**







New Vehicle ■ Used Vehicle ■ Parts, Service & Collision Repair ■ FI & Other

Note: Results for the Company for the year ended December 31, 2011



### **New Vehicle Sales**

**Drives high-margin related transactions** 

- Resale of trade-ins
- Sale of third-party financing, service or insurance products
- Recurring service and repair business



### **Used Vehicle Sales Auto Canada Higher Profit Margin at 8.4%** 2011 Revenue 2011 Gross Profit (\$ millions) (\$ millions) 5% 11% 28% 28% \$206.0 20% \$17.4 64% 10% 34% ■ New Vehicle ■ Used Vehicle ■ Parts, Service & Collision Repair ■ FI & Other Note: Results for the Company for the year ended December 31, 2011



### **Used Vehicle Sales**

#### **Drives high-margin related transactions**

- Service contracts
- Reconditioning opportunities for parts and service
- Recurring parts and service business
- Financing commissions



### Parts, Service and Collision AutoCanada Repair High Profit Margin at 52.1% 2011 Revenue 2011 Gross Profit (\$ millions) (\$ millions) 5% 11% 28% 28% \$110.3 \$57.5 20% 64% 10% 34% ■ New Vehicle ■ Used Vehicle ■ Parts, Service & Collision Repair ■ FI & Other Note: Results for the Company for the year ended December 31, 2011





# Parts, Service and Collision AutoCanada Repair

- High Margins and Excellent Growth
  - Increasingly complex vehicles cost more to maintain
  - Highly specialized equipment and skilled labour required
  - Independent repair shops closing
  - Number of vehicles on the road is growing, creating more demand for available service bays

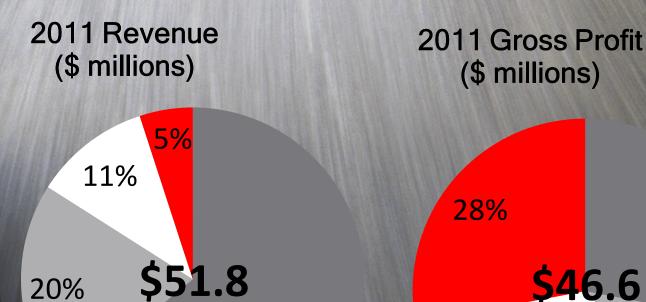


28%

10%

# Finance and Insurance

**Highest Profit Margin at 89.8%** 

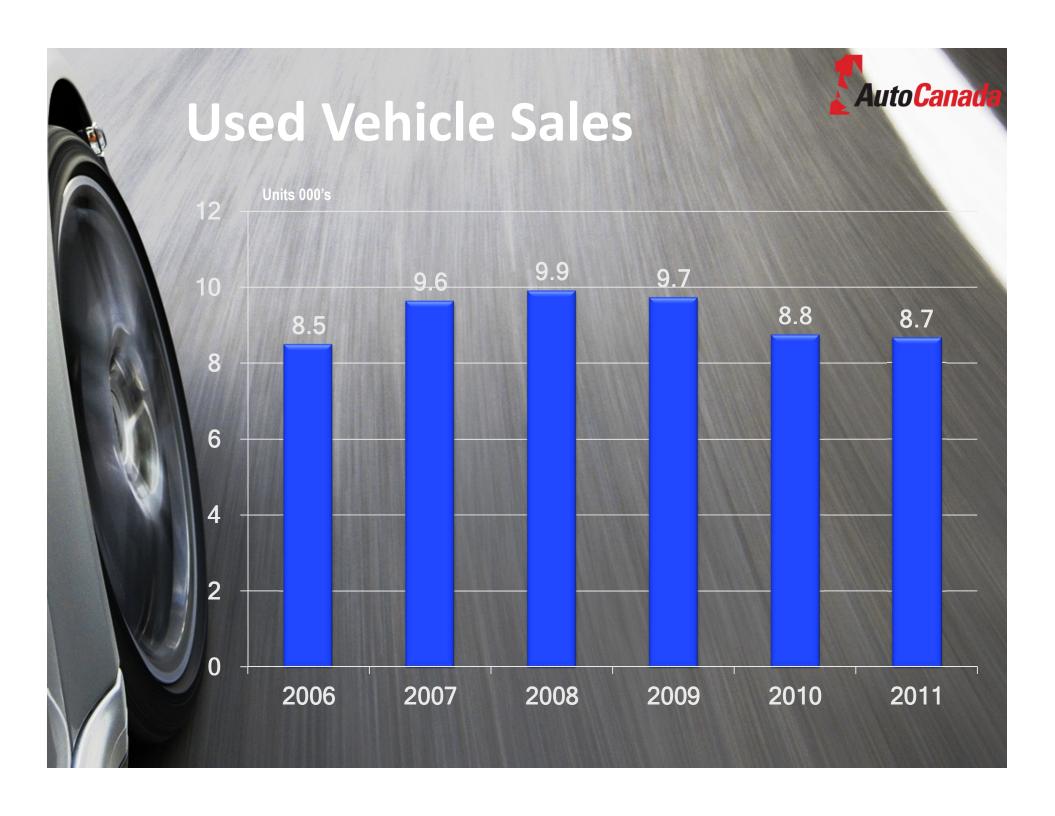


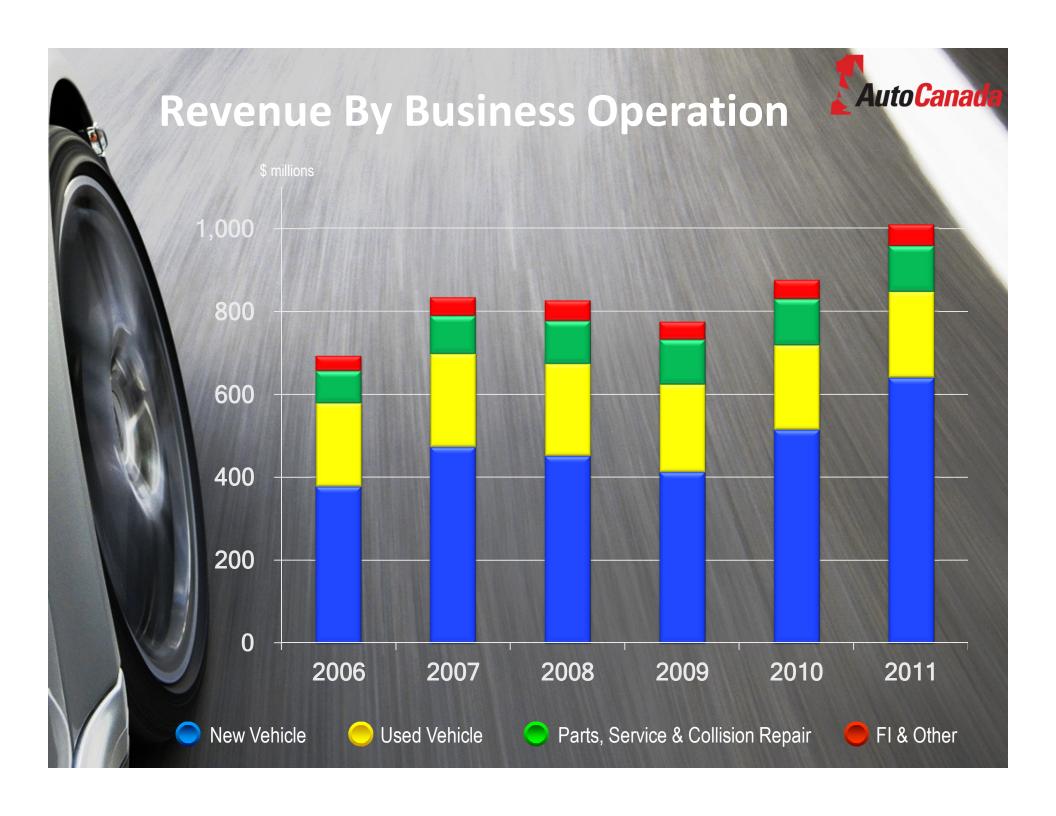
64%

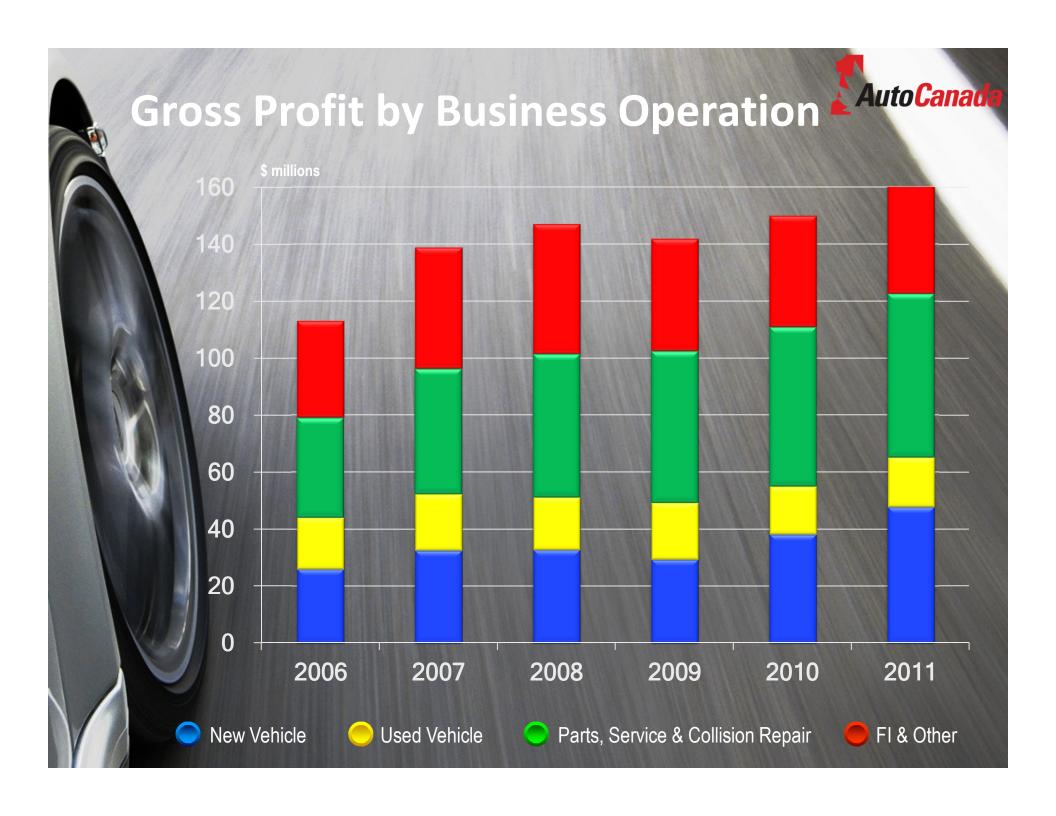
New Vehicle ■ Used Vehicle ■ Parts, Service & Collision Repair ■ FI & Other Note: Results for the Company for the year ended December 31, 2011

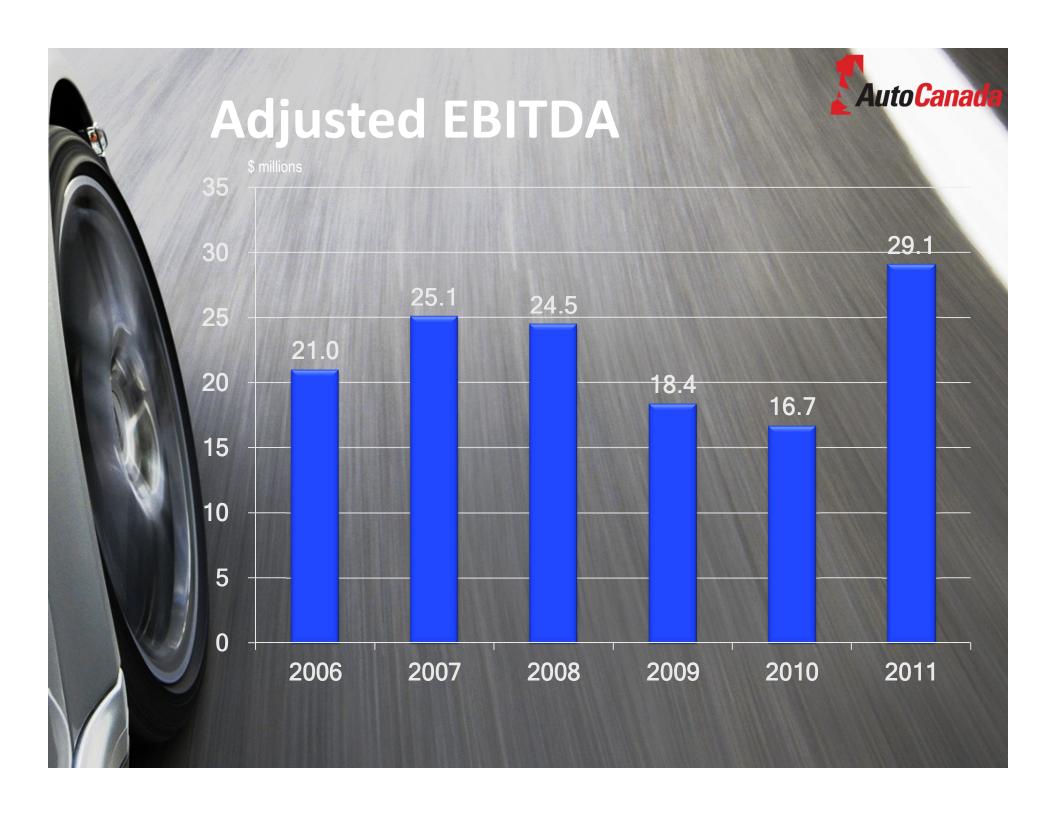
34%













### **2011 Annual Results**

\$ millions (except EPS)

Revenue	\$ 1,008.9	16.0%
<b>Gross Profit</b>	\$ 169.1	12.7%
EBITDA*	\$ 29.1	74.0%
Adjusted EPS**	\$ 0.89	107.0%
Adjusted Free Cash Flow	\$ 27.7	97.9%

<sup>\*</sup> EBITDA does not include interest on floorplan financing

**Record performance in 2011** 

<sup>\*\*</sup>Adjusted EPS is calculated using net earnings before other items (reversal of impairment of intangible assets and its related tax effect).



### 2011 Q4 Results

\$ millions (except EPS)

Revenue	\$ 238.3	20.4%
<b>Gross Profit</b>	\$ 42.2	18.2%
EBITDA*	\$ 7.5	117.6%
Adjusted EPS**	\$ 0.23	206.0%
Adjusted Free Cash Flow	\$ 7.4	174.1%

<sup>\*</sup> EBITDA does not include interest on floorplan financing

**Record performance in Q4 2011** 

<sup>\*\*</sup>Adjusted EPS is calculated using net earnings before other items (reversal of impairment of intangible assets and its related tax effect).



### **Strong Balance Sheet**

\$ millions

<b>Current Assets</b>	\$234.1
<b>Current Liabilities</b>	\$189.1
Net Working Capital	\$ 45.0
Long-term Debt	\$ 20.1

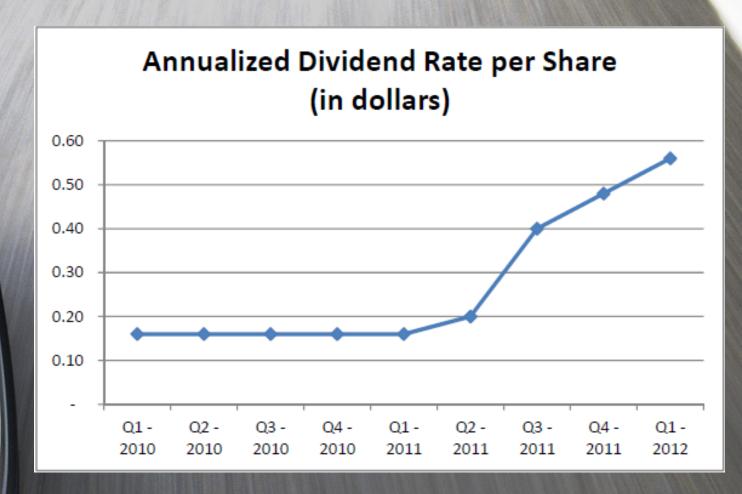
Floorplan debt of \$150.8 million included in current liabilities and netted against inventory which is included in current assets

Very liquid inventory

New and Used Vehicle Inventory Turned 6.5 Times in 2011



### **Dividend Growth**



**Increase to Dividend in Four Consecutive Quarters** 





# Strategy

#### New Strategy Announced June 22, 2011

- Focus on same store growth
- Target dividend between 70% and 80% of fully diluted EPS
- Pursue accretive acquisitions
- Allow private purchases to build relationships with new manufacturers

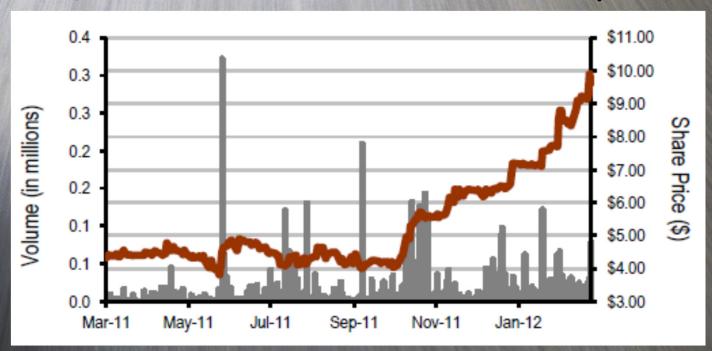
#### Factors contributing to change in strategy:

- OEM resistance to public ownership model
- Limited growth opportunities
- Low trading multiple compared to US peers



# Strategy

#### **ACQ Share Performance Since June 22, 2011:**



- Improvement in share price of 124%
- Average daily trading volume of approximately 27,000 since strategy change versus 13,500 over same period prior to change



# Strategy

#### Management update since June 22, 2011:

- Management continues to seek acquisition and open point opportunities with both new and current Manufacturers
- Potential growth opportunities exceeding
   Management's expectations since June of 2011

#### Impact of strategy on business landscape:

- Potential to add more dealerships
- Improvement in trading multiple allows future acquisition opportunities to be more accretive
- Continued improvement in liquidity of shares



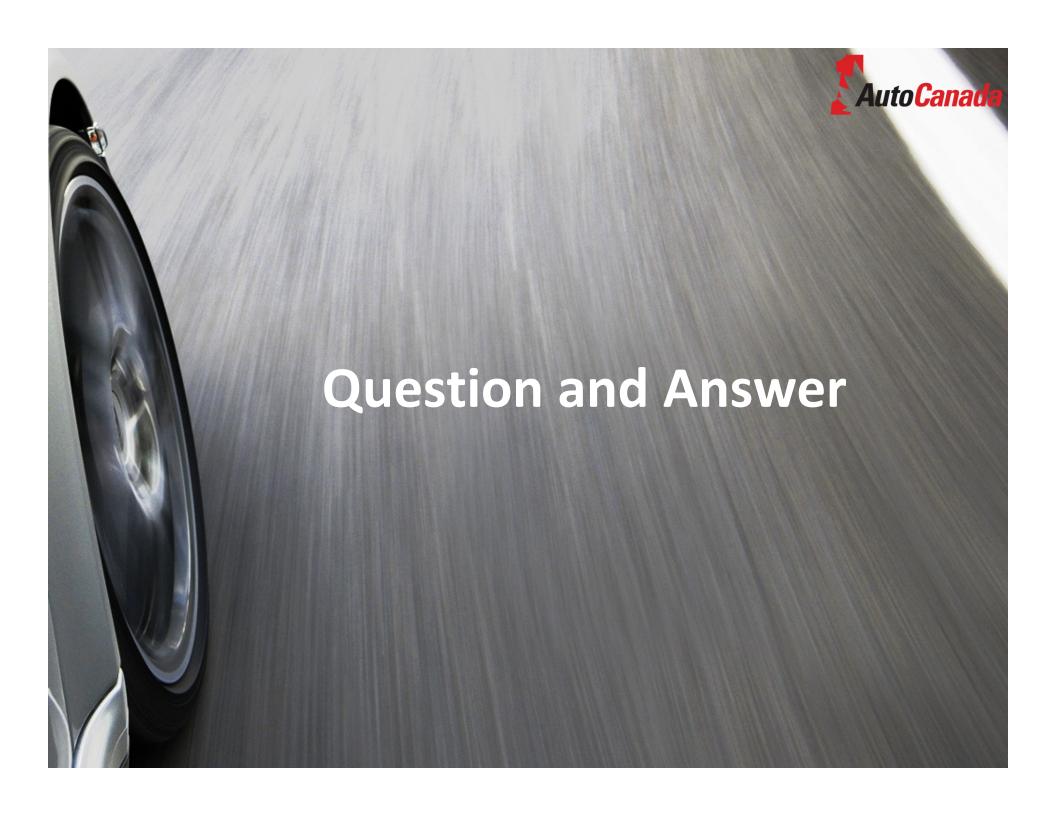


**Auto Dealership Business Historically Stable and Profitable** 

Industry Succession Issue to Provide Opportunity for Dealer Groups

**AutoCanada Posts Record Annual and Record Fourth Quarter Results in 2011** 

**Current Strategy to Provide Attractive Yield with Potential for Growth** 





# **Analyst Coverage**

**Clarus Securities Inc.** 

Kelvin Cheung, CFA – (416) 343-2773

Latest Report: March 26, 2012

**Stock Rating: BUY** 

12 - Month Target: \$12.70





