



Private Equity: The repositioning of the leading European HCV parts distributor

Pierre Fleck, CEO EUROPART

EUROPART history – A family-owned company that created the European market leader

1948 Founded as the Westdeutsche Federnzentrale
Wachenfeld & Co.

1979 European development with first branches in
Denmark and then in Great Britain

1995 Introduction of the EUROPART private brand

2000 Company renamed EUROPART.
Acceleration of the international expansion

2005 Central warehouse in Werl opened

2007 First branch outside of Europe in Dubai

2010 “TrailerSTATION” and “TruckSTATION” workshop
concepts established

**Nov. 2011 Takeover by the financial investors,
Triton und Paragon**

Q.3 2012 New management in place

A new journey starts



Facts and Figures

Beginning of a new story through the change of ownership

Shareholder

Triton

- Six funds Invested in the sectors:
Industrials 54% / Business Services 24% / Consumer 22%
- Companies 30 companies
- Investment focus Medium-sized companies with the potential to create sustainable, long-term value in northern Europe
- Assets under Management € 8.2bn
- Locations UK, Germany, Luxembourg, Sweden, China

PARAGON PARTNERS

- Two funds One active managed fund with eight companies in the portfolio
Fund raising for second fund recently closed at € 412m
- Companies Mid-sized companies primarily in the German speaking region
- Locations Germany

Europart Group



- Focus Distribution of spare parts for the commercial vehicle aftermarket
- Countries Sales network in 27 countries
- Locations Over 200 sales offices including 160 company-owned branches
- Turnover 2013 € 425m
- Sales Split Domestic 48%
International 52%
- Group employees Over 1,600 employees



Repositioning / Focus on core business: Commercial vehicle specialist



Truck



Europe's No 1

Objective:
Be one of the top
3 in 23 out of 27
countries



Trailer



Europe's No 1

Objective:
Be one of the top
3 in 23 out of 27
countries



Bus



Europe's No 3

Objective:
No. 2 in Bus
Roll out new bus
catalogue in all
countries



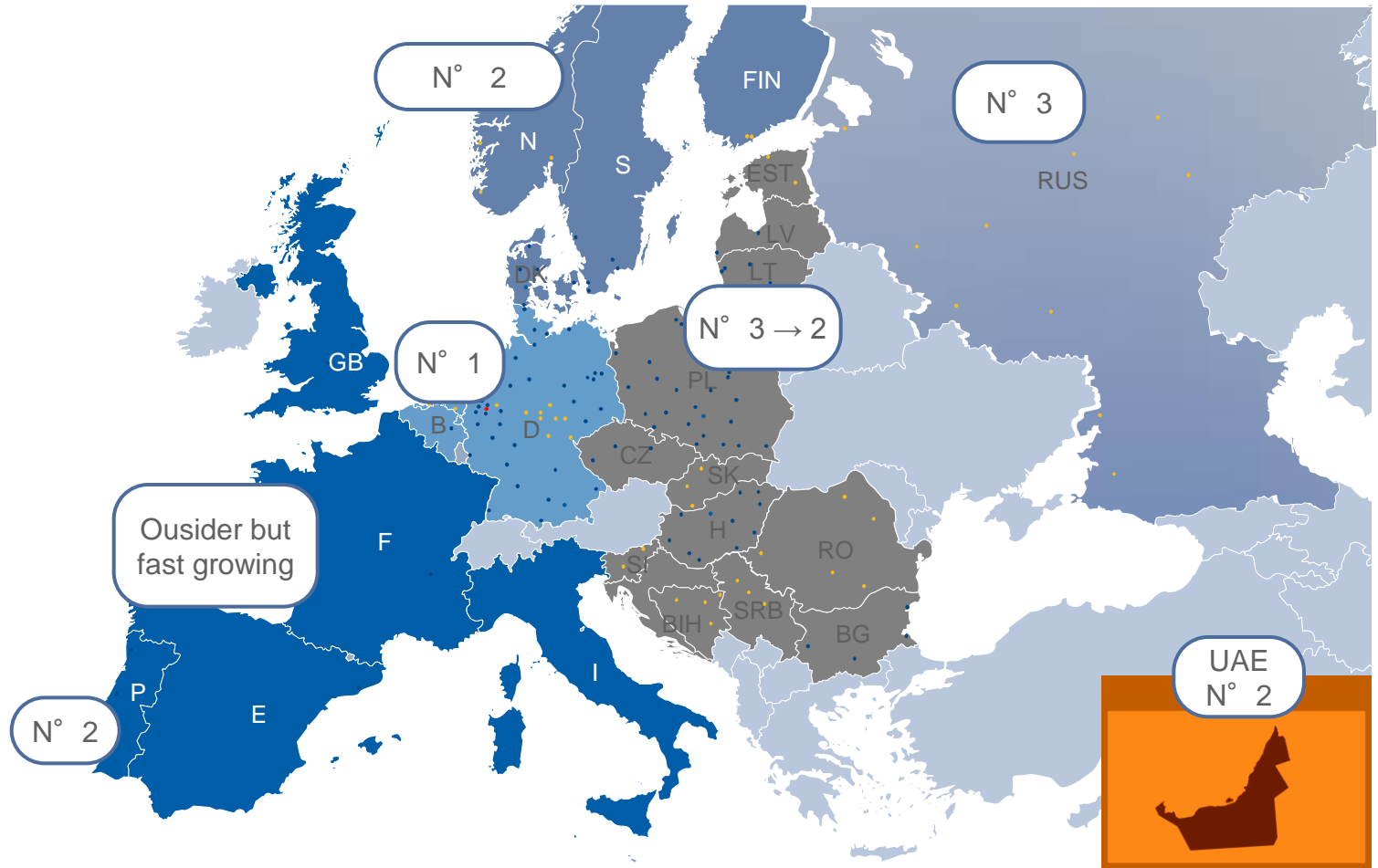
Passenger Car



EUROPART
disengaged from
the PC business

Building “one company”

Central Europe	Scandinavia	Eastern Europe	South-Western Europe	Russia	UAE – Dubai
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One core assortment, one unique private brand, one European-wide logistic

Growth story with European Key Account Customers

Taking advantage of the consolidation of the transport industry



A unique price to European customers

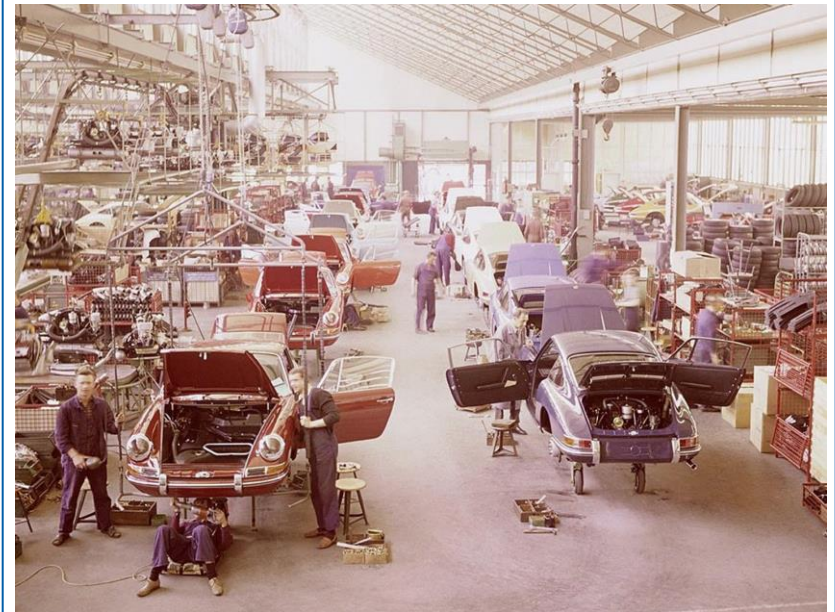
What private equity likes:

Opportunities thanks to increased professionalism

EUROPART

- From a decentralized logistic to a **central warehouse solution** for Europe
- Significant **decrease of no. of suppliers / articles**
- From a traditional purchasing way of working to a **category management organization**
- From a local supplier basis / negotiation to a **global sourcing company** (Shanghai office opened in May 2014)

INDUSTRY



- Costly / inefficient supply chain

What private equity likes:

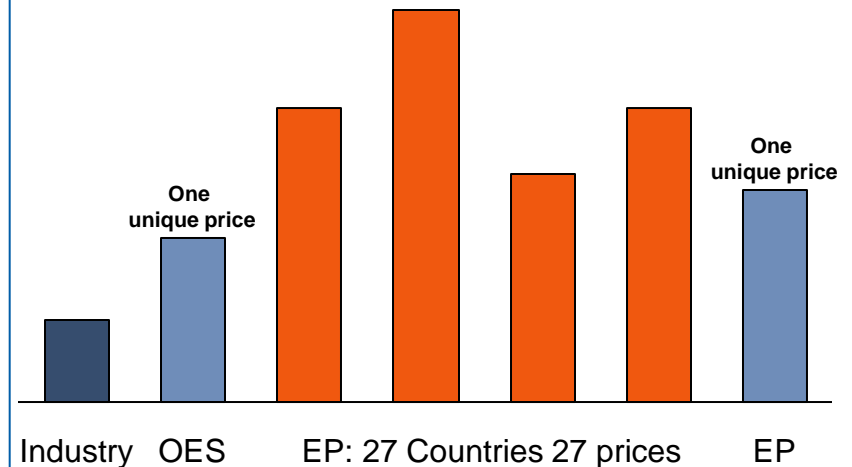
Opportunities to optimize margins

EUROPART

- Premium brands priority
- EUROPART private brand as an alternative to answer “customers” growing requirements
- From a decentralized purchasing to a European wide supplier agreement thanks to category management organization
- From an inconsistent product brand offer to a clean portfolio / branding policy

INDUSTRY

- European pricing: Opportunity or a threat



What private equity likes: fragmented markets

HQ	Ownership PE / Listed	Company	Turnover '12/'13*	News
	PE		>425 €m*	Nov. 2011 Takeover by Triton and Paragon
	Listed	 <small>GEM Recycled - Aftermarket by Kaytane</small>	> 320 €m	Q.IV 2011 Acquisition of Euro Car Parts
		 <small>TRUCK & TRAILER PARTS</small>	> 20 €m	Q.I 2012 Takeover by SAG
			350 €m	Q.III 2013 Takeover by Stahlgruber
			> 40 €m	Q.IV 2013 Insolvency
			> 80 €m**	Q.IV 2013 Takeover by Fricke
		 <small>PARTS FOR TRUCKS AND TRAILERS</small>	> 20 €m	Q.IV 2013 Insolvency
	Listed	 <small>GEM Recycled - Aftermarket by Kaytane</small>	n.a.	Q.I 2014 Acquisition of Sator
	PE		> 1 €bn*	Q.II 2014 Takeover of Precisium Q.III Blackstone new main shareholder
	PE		> 1,2 €bn	Q.III 2104 Acquisition of ACR
			> 255 €m	Q.III 2014 Insolvency
	PE		> 733* €m	Q.IV 2013 Takeover by Apax Q.III 2014 Acquisition of ERA

IAM

Market
Share

Ownership



Market
leader

PE



Market
leader

PE



Market
leader in
most of the
countries

Listed
+ PE

The journey will go on...

Source: Company information; press; internal information note: * 2013 turnover ** in spare parts business

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Thank you!

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