Candidate exhibit excerpt

Threadwell Surface Products - Information Memorandum.pdf | page 12

EXECUTIVE SUMMARY

A margin-rich Canadian franchise

Canada remains the largest contributor to cash earnings and has a dense network of technically capable dealers. End users recognize the brand and can request it even when the distributor is the immediate purchaser. However, some industrial end users delegate sourcing to distributors and can accept alternates. Growing share in mature Canadian markets requires gaining placement from competitors or persuading customers to use additional product categories.

CAD millions	FY23A	FY24A	FY25A
Canada	62.80	65.30	69.50
United States	21.20	23.90	27.50
Brazil	8.60	9.20	9.70
Mexico	3.40	3.80	4.10
Total	96.00	102.20	110.80

Canada’s lower delivery distances and denser field network contribute to higher rep productivity. Some Canadian national customers maintain U.S. operations, but the branch buyers, specifications and rebate agreements can be independent. Management cannot treat a long Canadian purchase history as a commitment to a U.S. rollout by the same corporate parent.

Sampled Canadian channel status	National group	Regional dealers
Eligible branches	124	81
Physical stocking	88	67

Threadwell Surface Products

48-Hour Two-Page Investment Memo

From the assignment

Read the enclosed information memorandum and write for the investment committee as if it were considering the acquisition of Threadwell Surface Products. Submit your recommendation within 48 hours of receiving the company materials. The memorandum may be up to two pages.

Submission window

Submit within 48 hours of receipt. Prepare for a separate discussion.

What you submit

Written investment committee memorandum, maximum two pages. Be prepared to discuss the recommendation subsequently.