

# Dr. Alan Ulsifer

CEO, President and Chair, FYidoctors

LEAD SPONSOR



SUPPORTING SPONSORS





*For you. For your eyes.*

Global Leadership Summit  
March 2012



Innovation is creativity with a job to do

*John Emmerling*



Darren Greenwood Photography





*In June 2006 a small group of optometrists met in Kelowna, British Columbia to share their views regarding the present state and future direction of eye care in Canada....*

# Independent Optometrists Were/ Are Facing Serious Threats...

The value of eye care services and products has been cast aside by a market succumbed to discounts and lack of education

Wholesale costs were at a premium compared to competitors

Fallen victim to “me too” reactive marketing strategies (or lack thereof)

Increased cost and advancement of technology yet fear/disinterest to invest and stay current

Management by hope and (typically incorrect) assumptions

No exit strategy or equity value for years of hard work

No strategy for current and likely changes in the market landscape

# A National News Segment Recently Compared Online Eyewear to Bricks and Mortar Providers

**Marketplace**  
Canada's Consumer Watchdog We've Got Your Back

**About Our Test**

Provider	Price
LensCrafters	\$443.35
Clearly Contacts	\$192.94

The image shows a news segment graphic with a red header for 'Marketplace' and a photo of two hosts. Below, a black background features two pairs of glasses. Price callouts are shown in light blue boxes with white text. The background of the glasses is a dark, textured surface.



*The concept of FYidoctors was born of the desire to ensure future patient care in Canada would be defined by eye doctors...*

# Who and What is FYidoctors?



The only “doctor driven”, vertically integrated corporation in North America

A private, closely held company of Optometrists

A unique common share corporate structure that lends itself to growth

A Unique Business Model Including:

- ✓ integrated, 100% internal freeform automated laboratory, Eyence<sup>★</sup>
  - ✓ a dedication to eye care and leading technology
- ✓ warehousing and national distribution processes for exclusive products<sup>★</sup>
- ✓ a team of doctors that benefits from the success of all FYidoctor locations
  - ✓ a company-wide strategic and operational plan
  - ✓ a simple model for rapid consolidation



*For you. For your eyes.*





# FYidoctors Inc. A Partnership of Doctors

Professional Services Contracts

Individual Prof. Corp Holding  
Company or Person  
(FYi Shareholders and Associates)



## How Has The FYidoctors Model Provided Solutions?

## Recall the Threats that we are/were Facing:

The value of eye care services and products has been cast aside by a market succumbed to discounts and lack of education

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# Partners of FYidoctors Have Found Solutions...

Ownership in >100 practices and a “near” vertical supply chain

Access and investment in advanced diagnostic equipment and new product development without personal investment



Accounting, marketing and operational strategy and support

Can now compete with big discount chains and yet still offer VALUE and differentiation to our patients



Collaboration with partners and implementation of “Best Practices”

Access to innovative tools and initiatives not typically available to independents (e.g. B2C and educational tools)



Financial and strategic security, and marketing solidarity in uncertain times

Creation of real value for optometric practices and liquidity



*SUCCESS?*

Success consists of going from failure to failure without  
loss of enthusiasm

*Winston Churchill*



## Results to Date...

- ✓ Rapid growth with overflowing “bench strength”
  - > 100 locations, > 250 Optometrists, > 1200 employees
- ✓ \$137M in revenue in 2011, projecting \$158M in 2012 (assuming no acquisitions)
- ✓ Same store sales growth of 7.5% in 2011 (market grew at 2.2% while independents dropped by 2%)
- ✓ Savings on cost of goods of 10% on gross revenue (compared to independents) while still lowering retail pricing
- ✓ Continued capital investment and dividend payouts
- ✓ Strategic vision and alignment of all shareholders
- ✓ Never lost a clinic!



## How Do Practices Become Part of FYidoctors?



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# What Does the Future Hold?





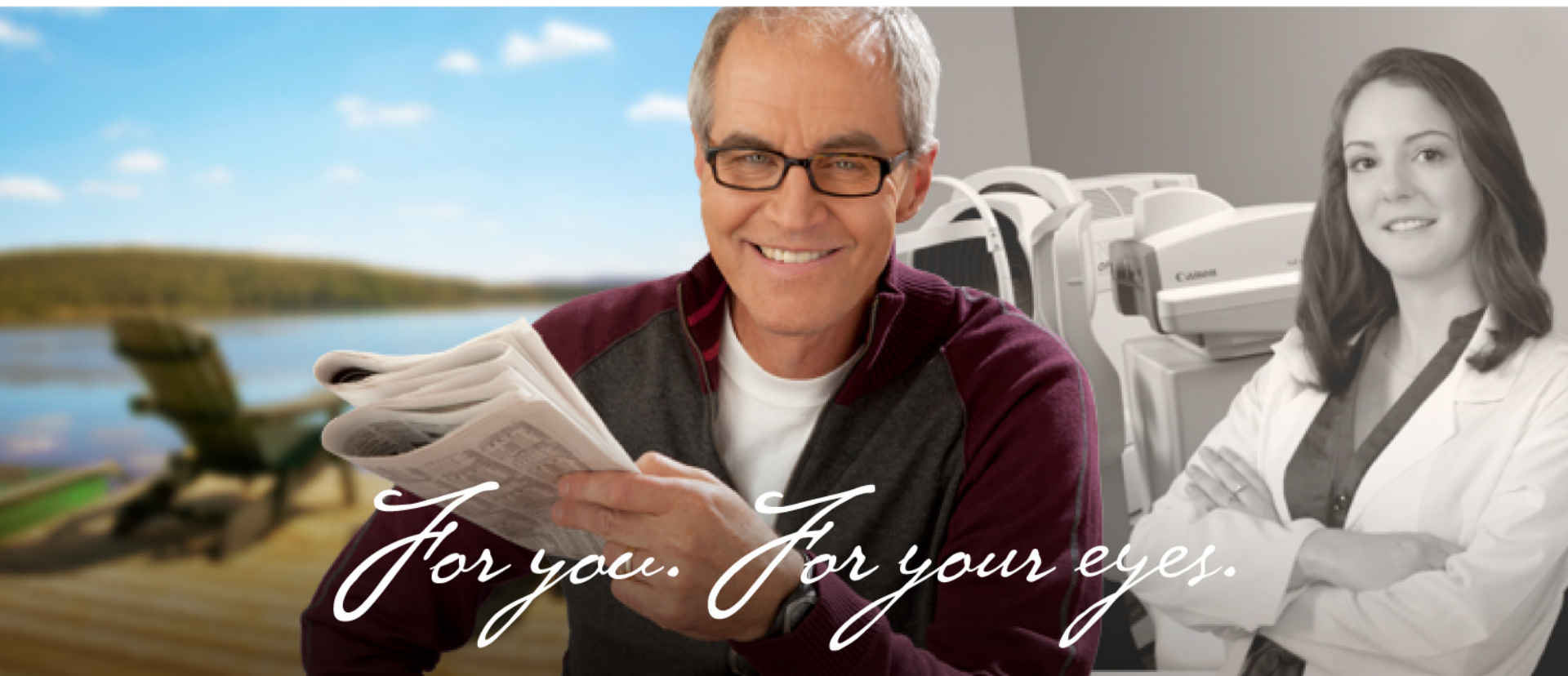
Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow

*William Pollard*



The only way to predict the future is to have the power to shape it

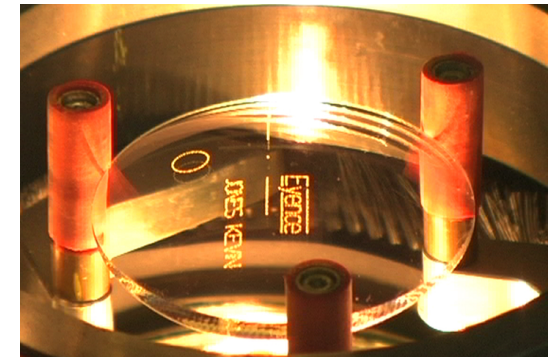
*Eric Hoffer*



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THANK YOU

# Eyence: One of Canada's Most Modern Lens Manufacturing Facilities



- FreeForm generator
- Excimer
- Personalized lens markings
- Robotic check out





# What is Eyence?

- Owned and operated by FYidoctors, Eyence is one of the most technologically advanced laboratories in Canada and services all of the FYidoctor practices with capacity to add clients both inside and outside the FYidoctor family
- Made possible by a multi-million dollar investment and a dedicated customer base
- Eyence produces and/or houses our own unique line of eye care products:
  - 100% Internal Freeform lens technology (widest selection in Canada)
  - Industry leading AR coatings (some of the highest Bayer ratings in the industry)
  - Private and exclusive label frames
  - Branded CL and overstock warehousing and distribution



*For you. For your eyes.*

# FYidoctors Invests in Advanced Technology for Current and State-of-the-Art Care



Optomaps in each primary location



Online Store  
Coming Soon!



Virtual Fitting Room 1 | Cart 3 | Login

**FYidocors.** SHOP ONLINE MAIN SITE

Home | Contact Lenses | Frames | Sunglasses | Accessories | Customer Services

GENDER	FRAME STYLE	OPTIONS	COLOUR	BRAND	PRICE RANGE
<input type="checkbox"/> Frames for Men <input type="checkbox"/> Frames for Women <input type="checkbox"/> Frames for Kids and Teens	<input type="checkbox"/> Wire <input type="checkbox"/> Plastic <input type="checkbox"/> Metal <input type="checkbox"/> Rimless <input type="checkbox"/> Vintage	<input type="checkbox"/> New Arrivals <input type="checkbox"/> Clearance <input type="checkbox"/> Reading Glasses <input type="checkbox"/> Single Vision <input type="checkbox"/> Progressive	<input type="checkbox"/> Red <input type="checkbox"/> Blue <input type="checkbox"/> Green <input type="checkbox"/> Black <input type="checkbox"/> White	<input type="checkbox"/> John Varvatos <input type="checkbox"/> Bench <input type="checkbox"/> Metro <input type="checkbox"/> Trezz <input type="checkbox"/> BOSS	<input type="checkbox"/> \$1 - \$49 <input type="checkbox"/> \$50 - \$99 <input type="checkbox"/> \$100 - \$149 <input type="checkbox"/> \$150 - \$199

Patient Education  
Tools

**FRAME NAME**  
 👤 👤 progressive  
 as low as: **\$150.00**

**FRAME NAME**  
 👤 👤 progressive  
 as low as: **\$150.00**

**FYidocors.** | f | t

Home | Eye Wear | Eye Care | Find a Location | Contact Us

## INTERNAL FREEFORM LENS TECHNOLOGY

Start seeing the world in high definition.

**SEAN WILSON, O.D.**  
FYidocors

The Internal Freeform lens is the most advanced lens technology available. For a wearer, the difference in quality, clarity, and field of view is clearly eye opening! Many of our patients say the improvement is like the difference between regular TV and HD-TV.

**Advantages of Internal Freeform Lenses**  
**A wider field of view thanks to 100% back surface designs**

Unlike conventional lenses which place the visual needs on the front surface of the lens (which can cause distortion due to the uneven curvature of the front of the lens) Internal Freeform lenses have the visual needs digitally and 3-dimensionally fused onto the back surface of the lens. Placing the prescription close to the eye gives the wearer a much wider field of view (compared to the

**THE FYidocors DIFFERENCE**

"Partnering with colleagues from across the country is an innovative way for optometrists to create an environment where patient needs come first."

**-John Mastronardi, O.D., B.Sc.**  
President Ontario Association of Optometrists

We're ensuring that eye care is led by doctors not corporations.  
**LEARN MORE**

Only at FYidocors

**Bench.**

**QUICKSILVER EYEWEAR**

**londonuk**

**SEE MORE** brands exclusive to FYidocors  
Availability may vary by location.





FYidocors Offers Patients VALUE in Eye Wear Using a **Doctor Prescription** and **Good, Better, Best** Approach

Prescription Eyewear Form

patient information  
 Name: \_\_\_\_\_ Other: \_\_\_\_\_  
 Visual Needs at Work: \_\_\_\_\_ Date: \_\_\_\_\_  
 Visual Needs for Leisure: \_\_\_\_\_  
 Prescribed by: \_\_\_\_\_

patient prescription eyewear

STANDARD	ADVANCED	PREMIERE
<b>LENS DESIGN</b> Progressives <input type="checkbox"/> 15 - 17 - 19 <input type="checkbox"/> Pro 15 - 17 - 19 <input type="checkbox"/> Other _____ Single Vision <input type="checkbox"/> Lite Rx <input type="checkbox"/> Value Plus Specialty / Task Specific	<input type="checkbox"/> Pentax Premiere Wide 1.6 <input type="checkbox"/> Pentax Premiere 1.6 <input type="checkbox"/> One <input type="checkbox"/> Pentax Pro	<input type="checkbox"/> Pentax Prestige II 1.6 <input type="checkbox"/> Pentax Prestige Wide 1.6 <input type="checkbox"/> Pentax Pristine
<b>REFRACTIVE INDEX</b> <input type="checkbox"/> 1.5 <input type="checkbox"/> HDI <input type="checkbox"/> HDI Plus (recommended)	<input type="checkbox"/> 1.6 <input type="checkbox"/> HDI	<input type="checkbox"/> 1.67 <input type="checkbox"/> 1.74 <input type="checkbox"/> HDI Plus (recommended)
<b>LENS COATING</b> <input type="checkbox"/> IQuard <input type="checkbox"/> Continuous Wear Anti-reflective <input type="checkbox"/> Multilayer	<input type="checkbox"/> HDI <input type="checkbox"/> Other _____ <input type="checkbox"/> Monthly Replacement	<input type="checkbox"/> UV / SUN PROTECTION <input type="checkbox"/> By Sunlenses <input type="checkbox"/> Photochromic / Driveaway <input type="checkbox"/> Clip-on / Filter <input type="checkbox"/> Polarized Sunscreen <input type="checkbox"/> Other _____
<b>CONTACT LENS</b> <input type="checkbox"/> Daily Replacement <input type="checkbox"/> Contact Adaptation	<input type="checkbox"/> UV / SUN PROTECTION <input type="checkbox"/> By Sunlenses <input type="checkbox"/> Photochromic / Driveaway <input type="checkbox"/> Clip-on / Filter <input type="checkbox"/> Polarized Sunscreen <input type="checkbox"/> Other _____	<input type="checkbox"/> UV / SUN PROTECTION <input type="checkbox"/> By Sunlenses <input type="checkbox"/> Photochromic / Driveaway <input type="checkbox"/> Clip-on / Filter <input type="checkbox"/> Polarized Sunscreen <input type="checkbox"/> Other _____
<b>EYE CARE</b> <input type="checkbox"/> Tear Drops <input type="checkbox"/> Tear Gels <input type="checkbox"/> Cleaners <input type="checkbox"/> Sal Therapy <input type="checkbox"/> Other _____	<input type="checkbox"/> UV / SUN PROTECTION <input type="checkbox"/> By Sunlenses <input type="checkbox"/> Photochromic / Driveaway <input type="checkbox"/> Clip-on / Filter <input type="checkbox"/> Polarized Sunscreen <input type="checkbox"/> Other _____	<input type="checkbox"/> UV / SUN PROTECTION <input type="checkbox"/> By Sunlenses <input type="checkbox"/> Photochromic / Driveaway <input type="checkbox"/> Clip-on / Filter <input type="checkbox"/> Polarized Sunscreen <input type="checkbox"/> Other _____
<b>NOTES</b> _____ _____ _____		

www.fyidocors.com

STANDARD	ADVANCED	PREMIERE
☆☆☆	☆☆☆☆	☆☆☆☆☆
<b>PROGRESSIVES</b>		
iQ	iSee	PENTAX PRESTIGE
iPro	PENTAX PREMIERE WIDE	PENTAX PRESTIGE WIDE
	PENTAX PREMIERE	
<b>SINGLE VISION</b>		
lite RX	iOne	PENTAX PRISTINE
<b>SPECIALTY / TASK SPECIFIC</b>		
		iOffice
		iRevive Anti Fatigue



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Exclusive Canadian Distribution....



**PENTAX**

**Bench.**



john varvatos



*For you. For your eyes.*