

2019 Genuine Parts Company **INVESTOR DAY**

WELCOME





Sid Jones

SVP INVESTOR RELATIONS

Safe Harbor Statement

Some of the comments made and information contained in our presentation will be forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include projections of revenue, earnings, capital structure, and other financial items; statements on the plans and objectives of the Company and its management; statements of future economic performance and assumptions underlying the statements regarding the Company and its business. These are based on current information and the beliefs and expectations of the Company but are subject to various risks and uncertainties that could cause the Company's actual results to differ materially from the Company's expectations. These include, among other things, the Company's ability to successfully implement its business initiatives and integrate its acquisitions in each of its business segments, slowing demand for the Company's products, changes in general economic conditions, including, unemployment, inflation or deflation, changes in tax policies, changes in energy costs, uncertain credit markets and other macro-economic conditions, the ability to maintain favorable vendor arrangements and relationships, disruptions in our vendors' operations, competitive product, service and pricing pressures, the uncertainties and costs of litigation, as well as other risks and uncertainties described in the Company's latest SEC filings. The statements speak only as of the date on which they are made and the Company assumes no obligation to update any forward-looking statements made during this presentation or in these materials except as required by law.

AGENDA

WELCOME

OPEN

**Globalization Strategy
/Portfolio Optimization**

BUSINESS REVIEWS

- > North American Automotive
- > European Automotive
- > Australasian Automotive

BREAK

Displays in Plaza

BUSINESS REVIEW

- > Industrial
- > Business Products
- > Global Procurement and Supply Chain
- > Digital / IT Innovation

CLOSING

Driving Shareholder Value



Paul Donahue

CHAIRMAN & CEO

VALUE



MANAGEMENT



PROGRESS



INVESTMENT





Portfolio Optimization & Globalization Strategy



ALLIANCE
AUTOMOTIVE GROUP

MOTION
INDUSTRIES
Keeping Industry in Motion

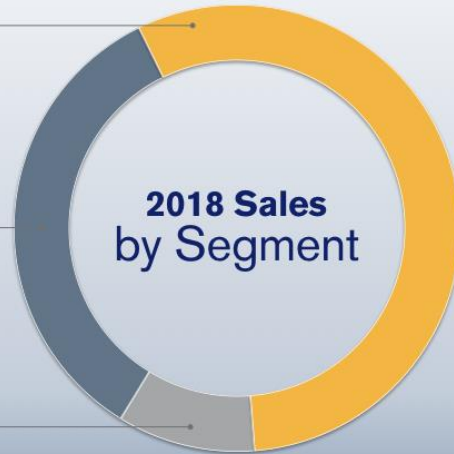
S.P. RICHARDS CO.
A Tradition of Trust

GPC Sales

AUTOMOTIVE 56%

INDUSTRIAL 34%

BUSINESS PRODUCTS 10%



UNITED STATES 74%

EUROPE 10%

CANADA 9%

AUSTRALASIA 6%

MEXICO 1%

Portfolio in 2016

AUTOMOTIVE



INDUSTRIAL



BUSINESS PRODUCTS



ELECTRICAL





ACTIONS to
OPTIMIZE PORTFOLIO

Strategic Acquisitions

45

Acquisitions
2017 to Present

\$3B+

Revenues

ALLIANCE
AUTOMOTIVE GROUP

INEICO
GROUP

**Motion/EIS
Combination**

**Formation of
Automotive Supply Group
(ASG)**

**Divestiture of
AutoTodo**



Portfolio in 2019

GLOBAL DISTRIBUTION PLATFORM

56%

GLOBAL AUTOMOTIVE



ALLIANCE
AUTOMOTIVE GROUP

34%

GLOBAL INDUSTRIAL



10%

BUSINESS PRODUCTS





THE POWER OF GPC

Working as One to Create Value



THE POWER OF GPC

Global Presence & Brand Strength

The background of the image is a dark, blurred scene. On the left, there are faint, glowing blue and yellow lines that resemble a candlestick or bar chart. In the center-right, a person wearing a white shirt is partially visible, their arm and hand appearing to be in motion, possibly pointing at a screen. The overall atmosphere is professional and focused on financial data.

THE POWER OF GPC

Financial Strength

A large industrial warehouse with a white truck parked inside. The warehouse has a high ceiling with exposed steel beams and lighting fixtures. The truck is a white cab with a blue trailer, parked on a yellow-painted floor. The overall scene is dimly lit, with a blueish tint.

THE POWER OF GPC

Global Buying Power

A wide-angle photograph of a large industrial facility, possibly a power plant or manufacturing plant. The scene is filled with a complex network of pipes, walkways, and structural columns. The lighting is somewhat dim, with a blueish tint, suggesting an indoor or shaded environment. The perspective is from a low angle, looking down a long aisle or walkway that recedes into the distance. The overall atmosphere is one of industrial scale and complexity.

THE POWER OF GPC

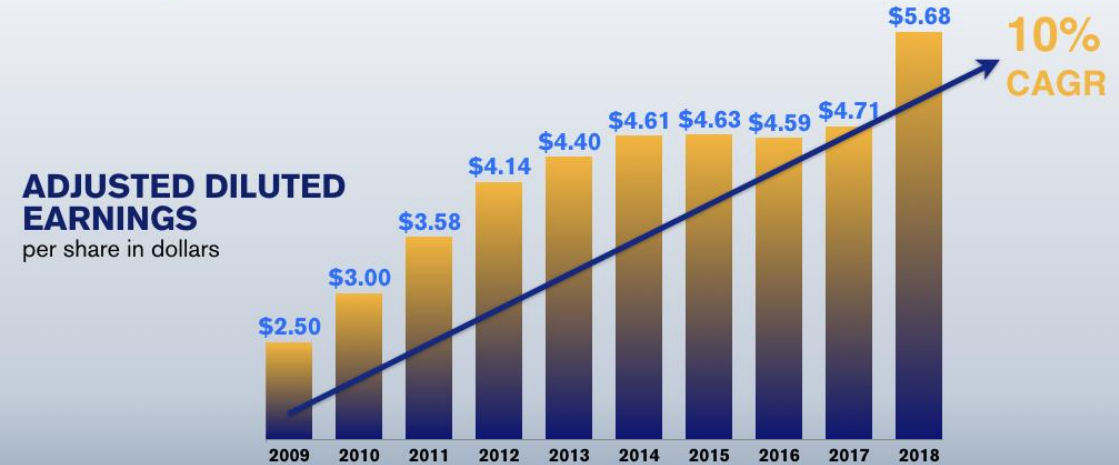
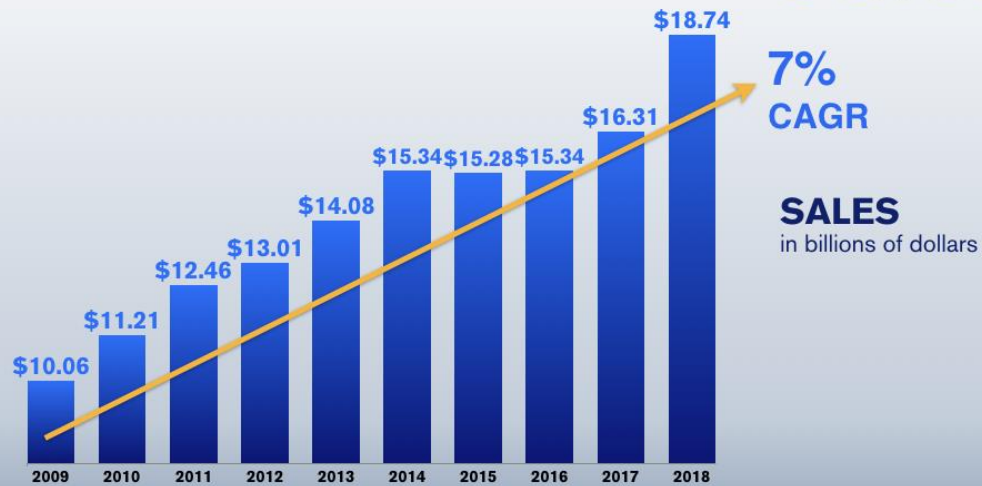
Common Distribution

THE POWER OF GPC

Three Distribution Segments



Sales & Earnings





TRACK RECORD
of **SUCCESS**



SALES
HAVE INCREASED in
86
of the **LAST 91 YEARS**



PROFIT
HAS INCREASED in
75
of the **LAST 91 YEARS**

2019
MARKS GPC'S
63rd

consecutive year of **DIVIDEND INCREASES**



DRIVE to
100 Years



North American Automotive



Scott Sonnemaker

GROUP PRESIDENT
NORTH AMERICAN AUTOMOTIVE

Kevin Herron

PRESIDENT
U.S. AUTOMOTIVE PARTS GROUP

Alain Masse

PRESIDENT
UAP/ NAPA CANADA AND HVPD

History of North American Automotive



1925
NAPA Founded
In Detroit, MI



1963
UAP Launches
Traction Stores
to Serve
Heavy Vehicle Industry

1926
United Auto Parts
(UAP) Founded in
Montreal, Canada



1984
NAPA AutoCare
Introduced



1989
NAPA TRACS
Launched

1998
NAPA Enters
Canada with
Acquisition
of UAP

2015
NAPA EXPO



2018
\$6.3B
Sales Milestone
for NA
Automotive

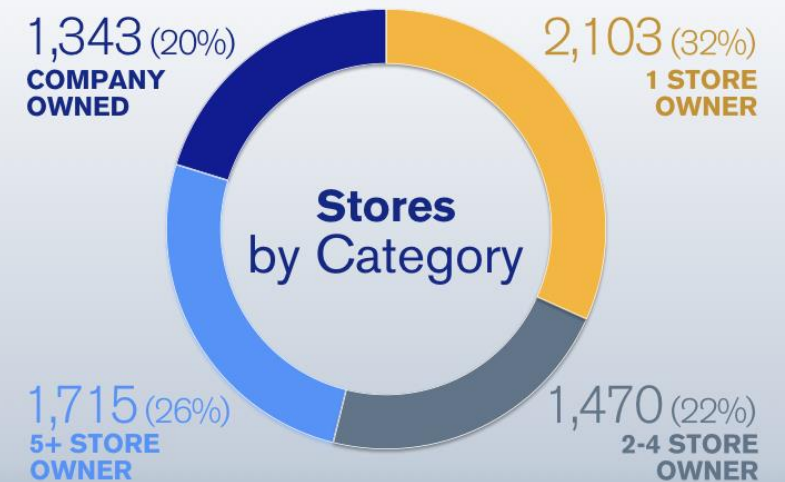
2019
Formation of
Automotive
Supply Group

NAPA Footprint
Expanded with
Sanel Changeover



Bringing Wall Street to Main Street

6,600+
NAPA AUTO PARTS Stores



NAPA is the Leading Brand with Installers

96%
OF INSTALLERS
RECOGNIZE OUR BRAND

over
72%
OF ALL INSTALLERS
BUY FROM NAPA

over
19,000
REPAIR SHOPS
CALL NAPA FIRST

Consumer
Reports



87

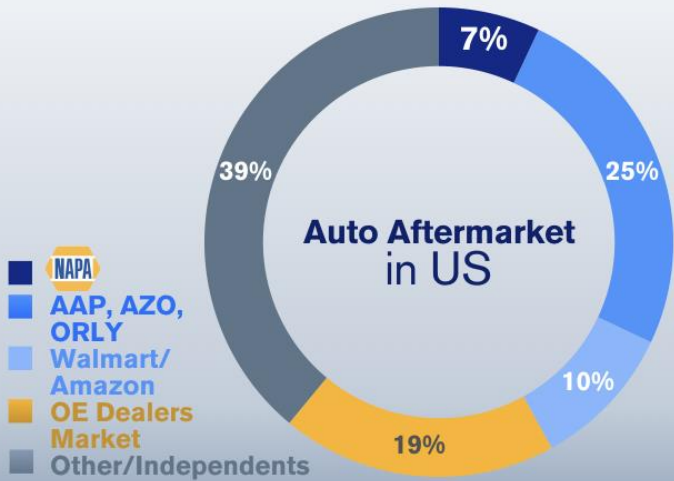
PRICE/CUSTOMER
SATISFACTION SCORE

North American Automotive Strategic Operating Model



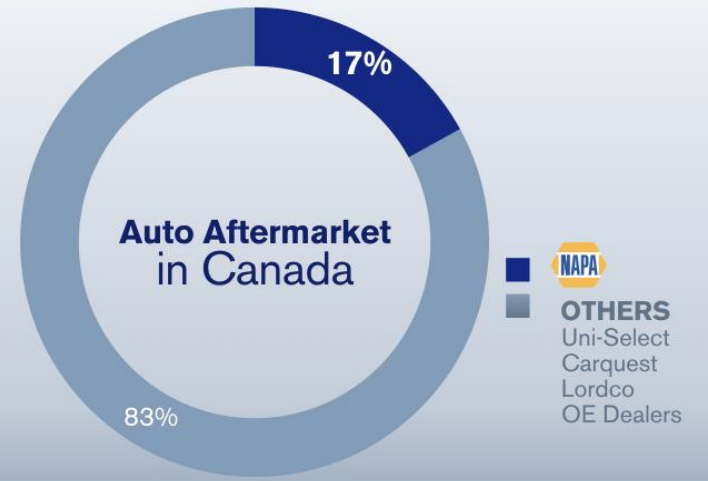
Market Fundamentals

North America




\$125B MARKET
280M VEHICLES


\$8.5B MARKET
27M VEHICLES



NAPA North American Model





**Supply Chain
Innovation**

Payson warehouse
facility robotics





Heavy Duty

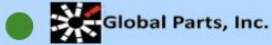
 **3%**
GROWING MARKET

#1
PLAYER IN CANADA

**ONE STOP
SHOP**



Heavy Duty Network



\$22.5B

MARKET

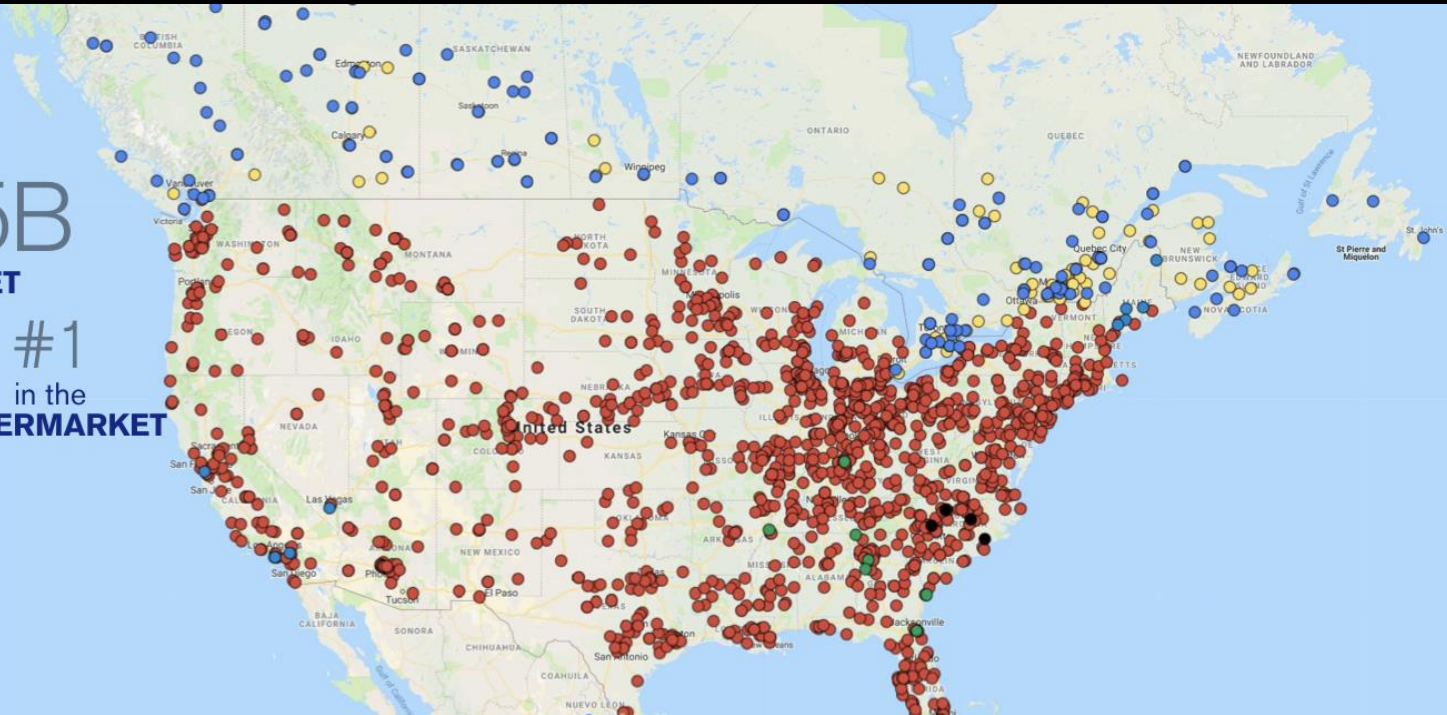
3%
MARKET
SHARE



\$4.5B

MARKET

12%
MARKET
SHARE #1
in the
AFTERMARKET

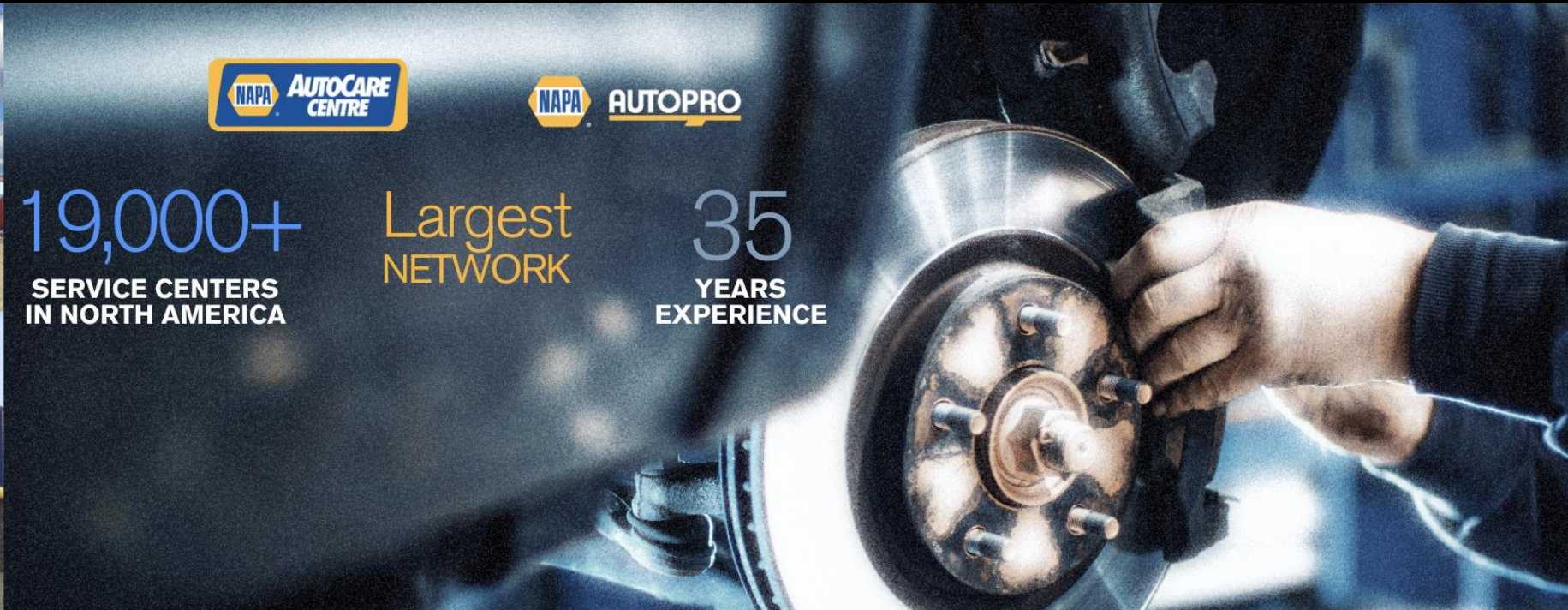




19,000+
SERVICE CENTERS
IN NORTH AMERICA

Largest
NETWORK

35
YEARS
EXPERIENCE



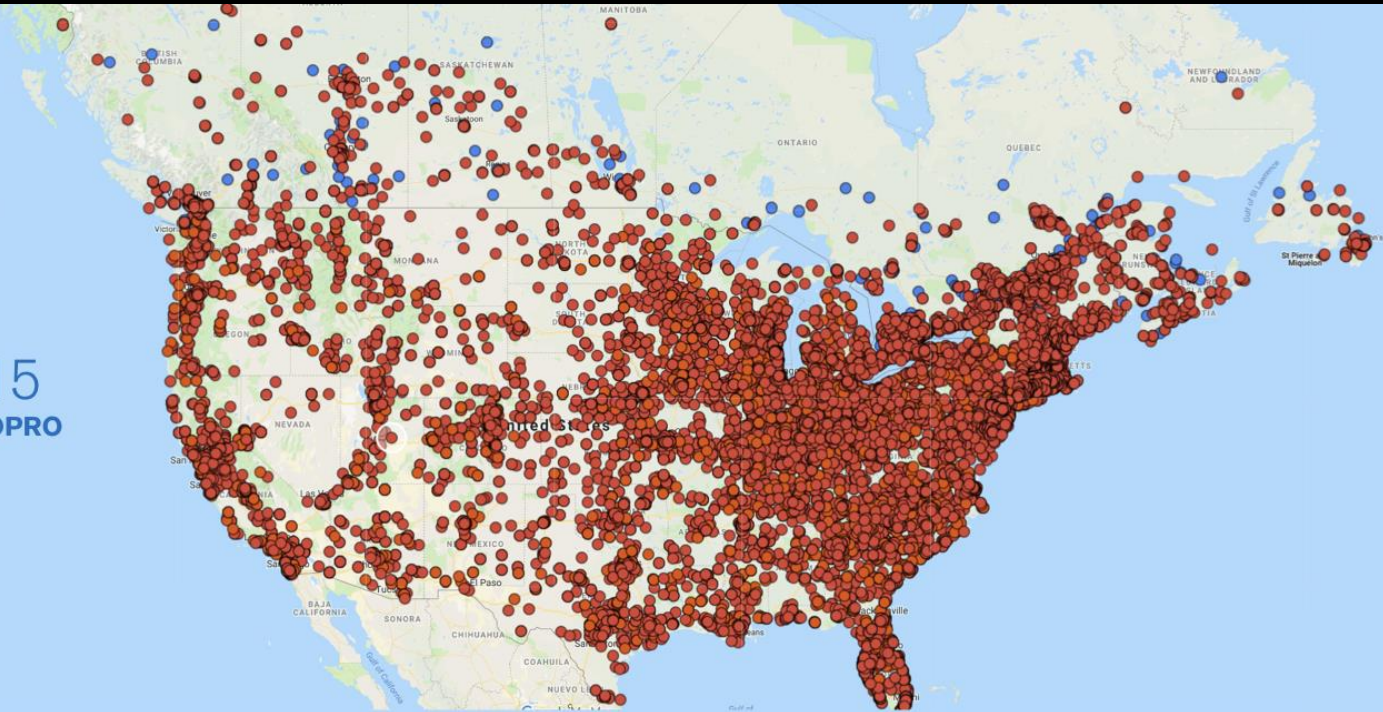
Service Center Network

19,379
MEMBERS




17,050
AUTOCARE


1,714 615
AUTOCARE AUTOPRO



Major Accounts
Customer
Segmentation



Retail Strategy

Comprehensive
Change
Program





Future Trends in the Aftermarket



Evolving Vehicle Fleet

Adoption Rates and
Alternative VIO Trend Projections



Past



Present



Future





**North American
Automotive**



European Automotive



Jean-Jacques Lafont

CO-FOUNDER & CEO
ALLIANCE AUTOMOTIVE GROUP



About our European Automotive Business

Consolidator in the European Aftermarket



Automotive Aftermarket

Leader in Europe

Distribution of
parts, tools and
equipment

2,301 outlets
of which 602 owned

Passenger car &
heavy duty

N°2
in Europe



Revenue

by Country

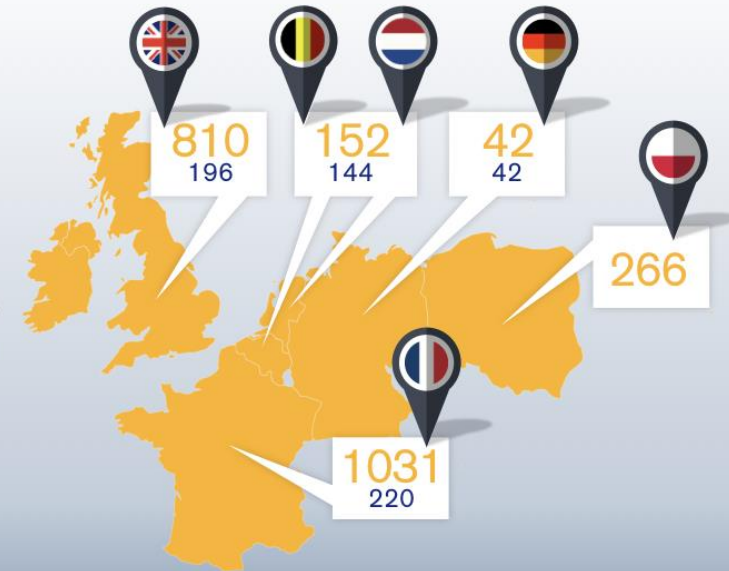



71 DC's
 503,000 SQM*

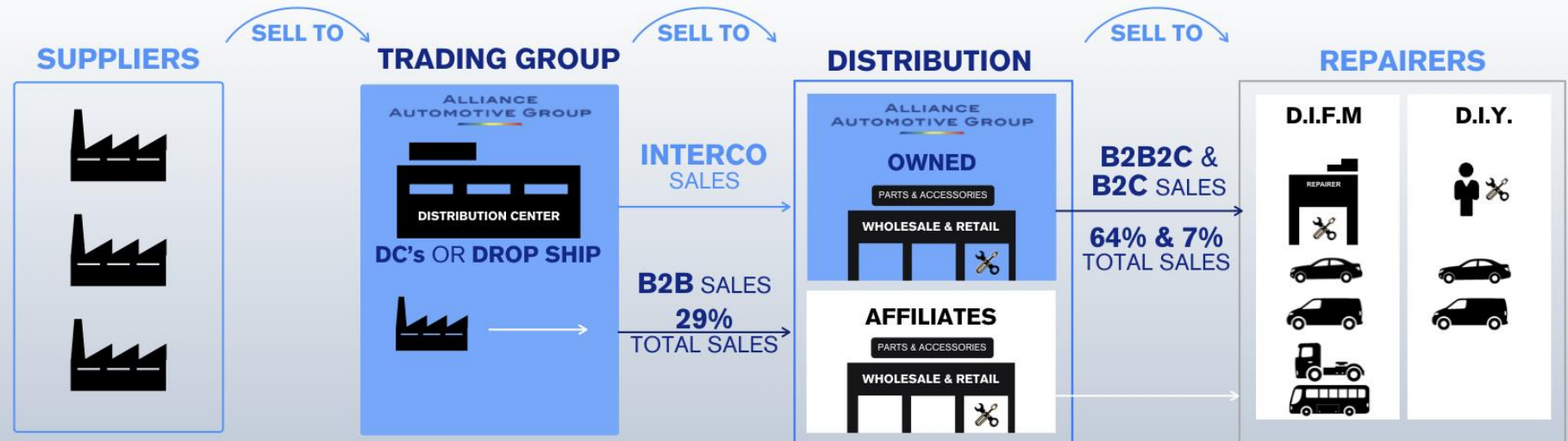


PARTS & ACCESSORIES
 WHOLESALE & RETAIL

2,301 outlets
 of which **602** owned



AAG Business Model



Groupauto International Worldwide Network



KEY FIGURES

37
National Groups

+4,600
Points of Sales

+6,100
Passenger Car
Branded Garages

70
Country-Markets

+1,500
Distributors

+1,300
Heavy Vehicle
Branded Garages

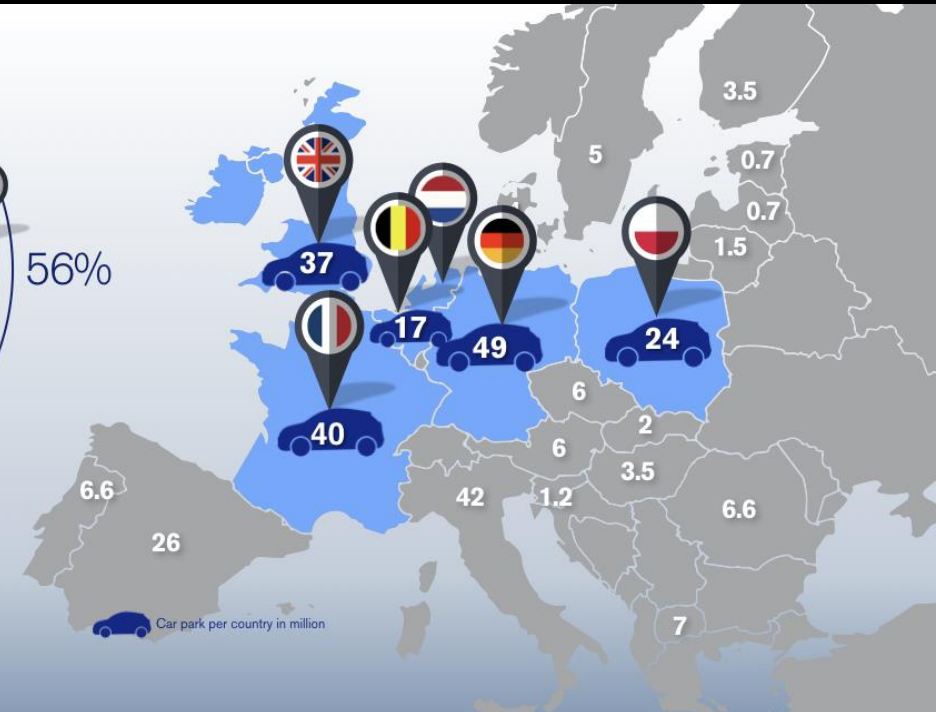
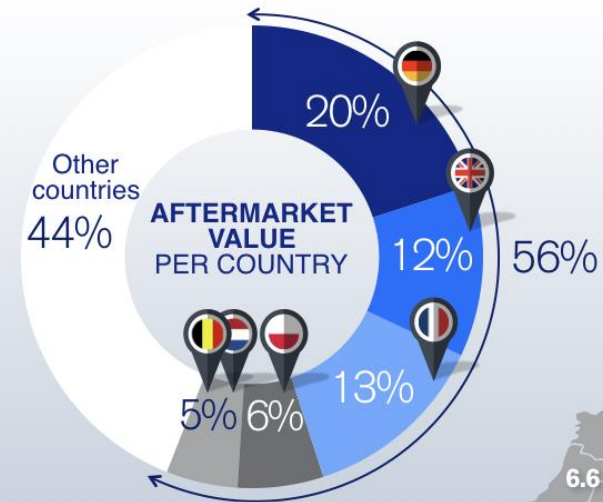
+1,100
Local Part
Distributors for
Heavy Vehicle





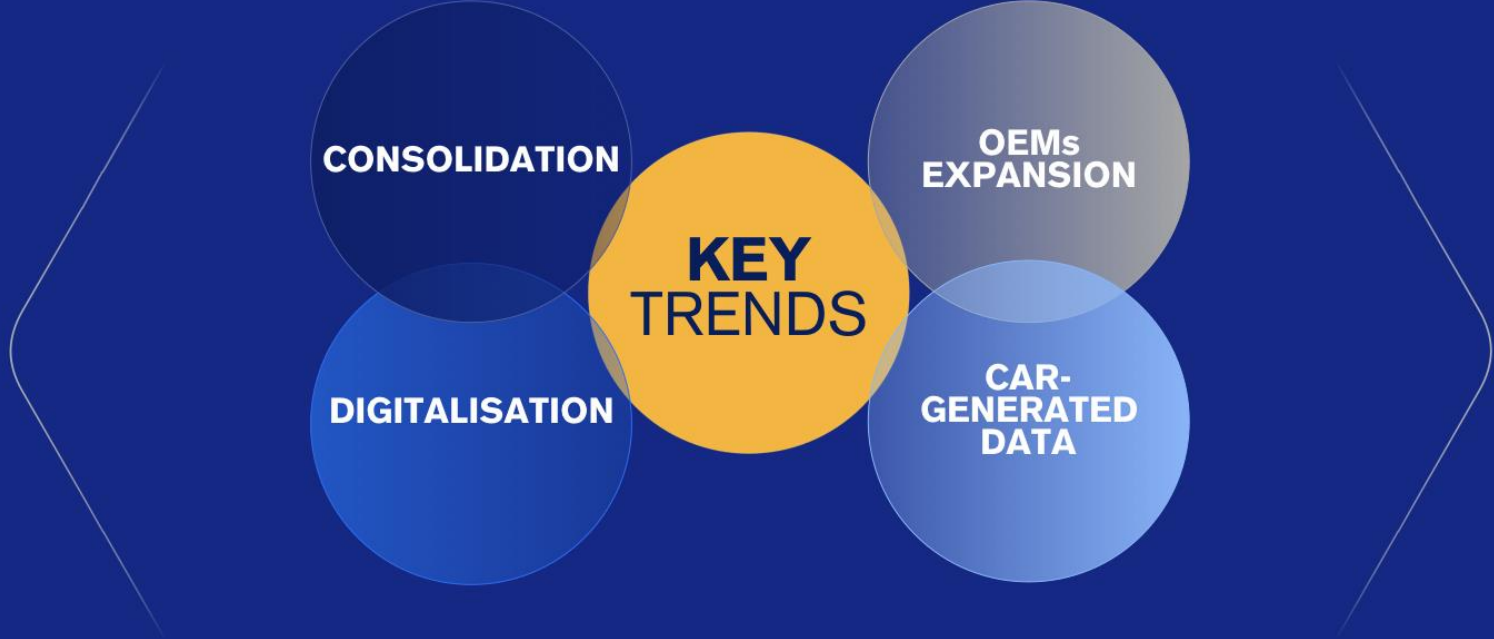
EUROPEAN
MARKET

300m Vehicles
Generating a
Parts Aftermarket
of **€68bn**





* 2019E invoiced sales



CONSOLIDATION

**OEMs
EXPANSION**

**KEY
TRENDS**

DIGITALISATION

**CAR-
GENERATED
DATA**



EUROPEAN
GROWTH STRATEGY

Growth Pillars

1 LIKE-FOR-LIKE
GROWTH

2 BOLT-ON
ACQUISITIONS /
"ORGANIC" external growth

3 STRATEGIC
ACQUISITIONS



Like-For-Like Growth

Store System



Like-For-Like Growth

Garage Networks generate high loyalty

BRAND AWARENESS



SALES PROMOTIONS



TRAINING



IT SERVICES



Run Rate 25 Acquisitions per Year

and €300m Revenues



Opportunities

**FURTHER
CONSOLIDATION**



NEW MARKETS



**NAPA BRAND
IN EUROPE**



**INTEGRATED
LOGISTICS**





Australasian Automotive



Rob Cameron

MANAGING DIRECTOR AND CEO
GPC ASIA-PACIFIC

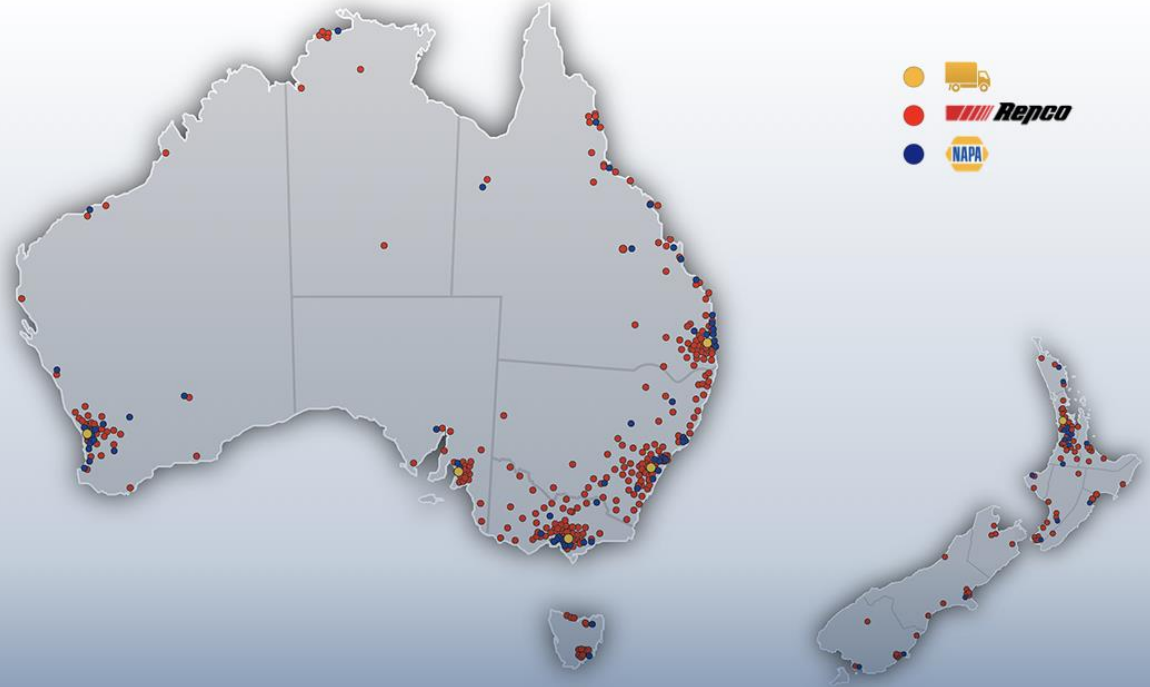


ASIA PACIFIC

#1

Market Leader
Australia and New Zealand

UNMATCHED AUSTRALASIAN FOOTPRINT



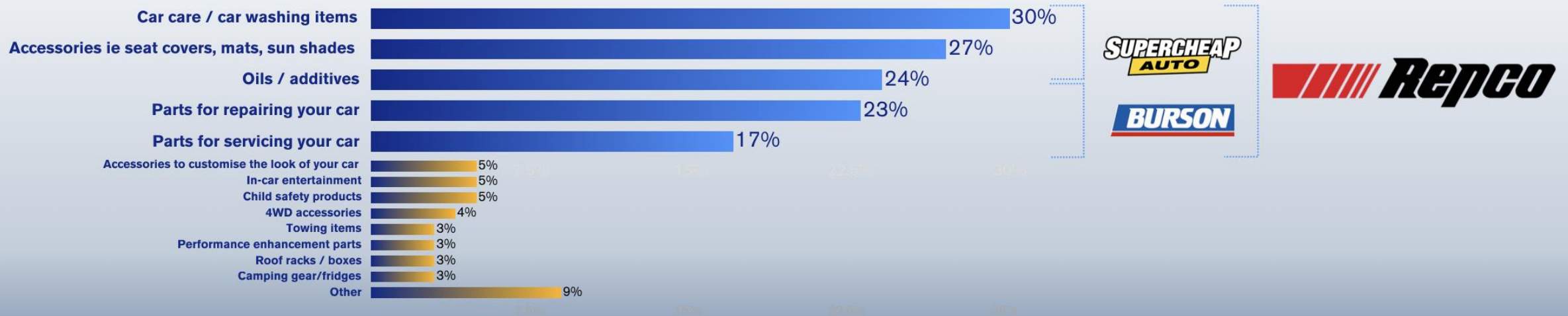
Dual Format

COMMERCIAL

RETAIL



Repco's Competitive Advantage





Specialist / Commercial



Your 'One-Stop-Shop' for Motorcycle Accessories!!!

Retail



ALL MOTORCYCLE X-CESSORIES

OPEN 7 DAYS

EVERYDAY SALE PRICES!

DRIDER J | OSDI | BRIDGESTONE | M&R | FLY | SHOEI

HJC | DRAGON | GVS | alpinestars | FOX | DUNLOP



ALL MOTORCYCLE X-CESSORIES

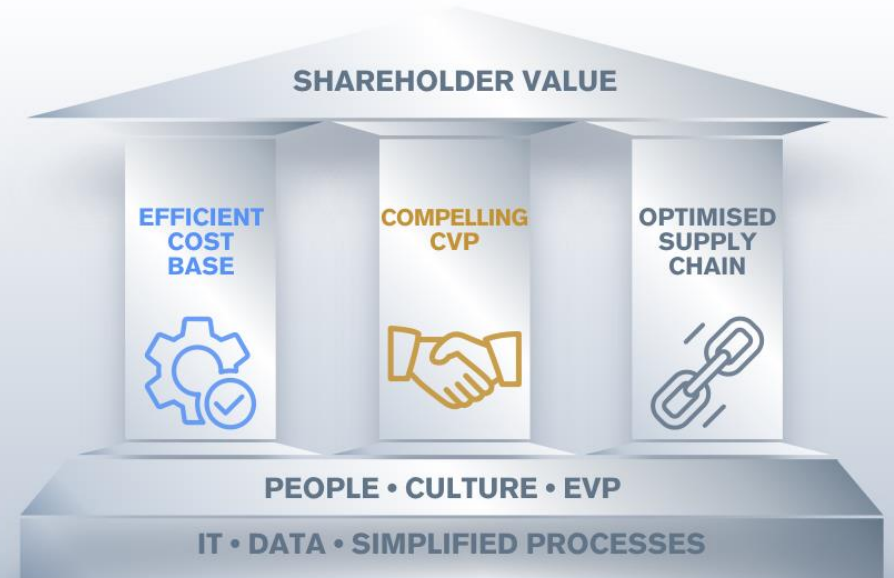
OPEN 7

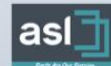
Market Fundamentals

\$7B
Total Aftermarket

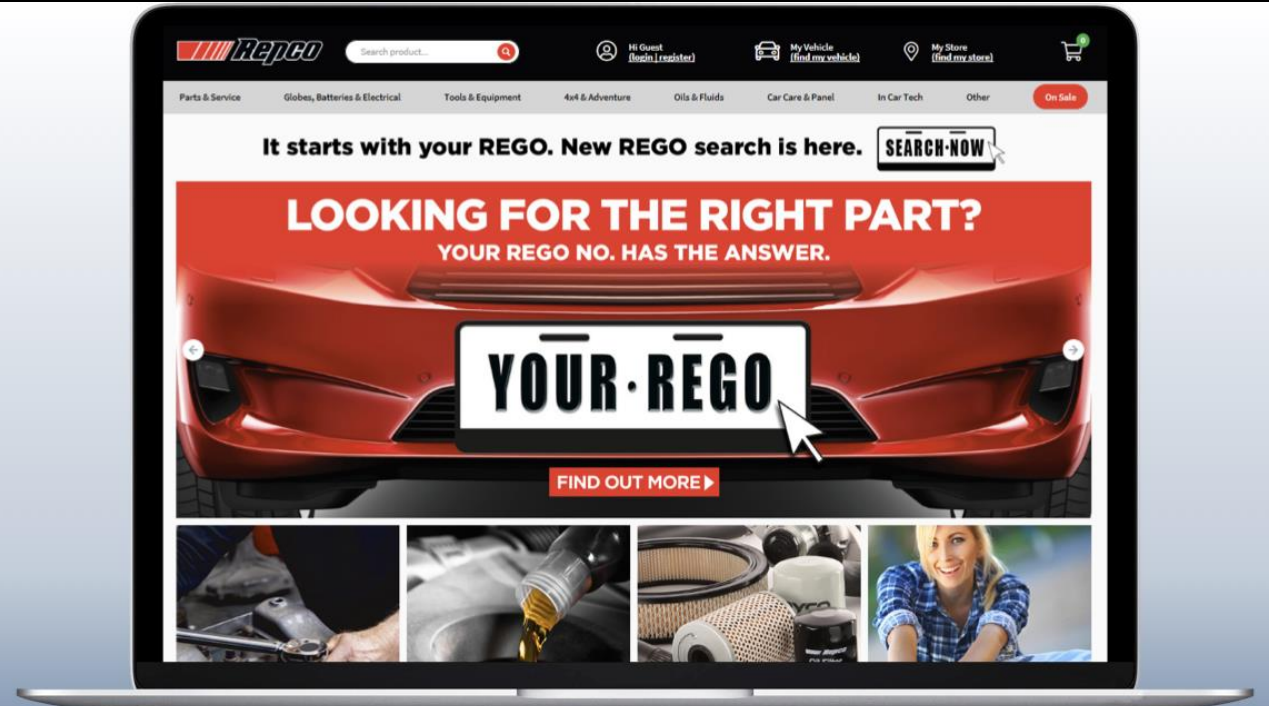
27
Years
Continuous
Economic Growth

Strategic Plan

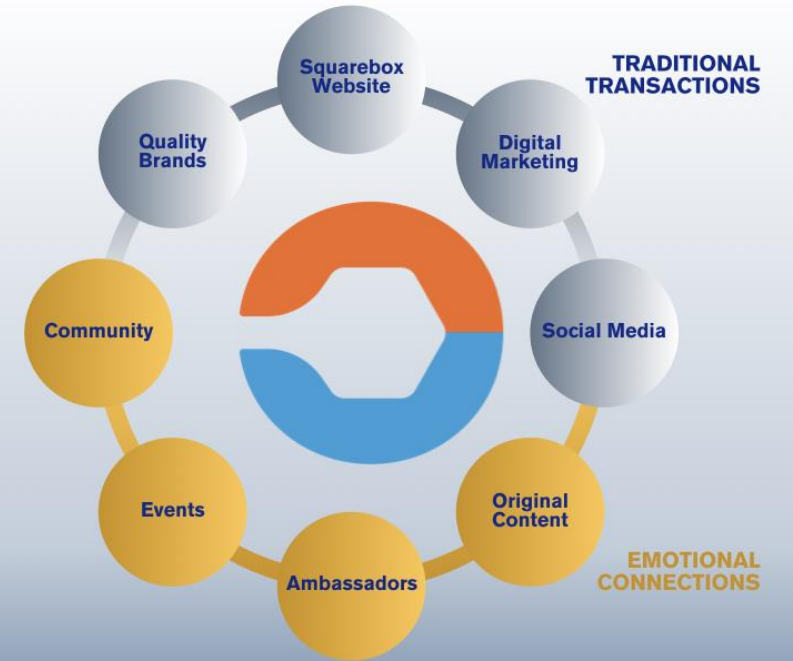




Digital Connectivity



Digital Connectivity





**WELL POSITIONED TO CONSISTENTLY
GROW FASTER THAN MARKET**



Industrial Parts Group



Randy Breaux

PRESIDENT
MOTION INDUSTRIES

**Leading
Industrial
Parts MRO
Distributor**

**Top Vendor
Strategic
Partnerships**

**7.6 Million
Parts**

**High
Customer
Service Levels**

Global

**Technical
Sales Support**

**Large and
Fragmented
Market**

**Industry
Leading
E-Commerce
Capabilities**

**Efficient
Supply Chain**

1940 to Today

1940's

Founded in
Birmingham, AL

First-Year Sales
\$500,000

1990's

Exceeded
\$1B
in Sales

2000's

Over
550
Locations

2018

Sales Exceeded
\$6B

Industrial Parts Group

Our Network

15
Distribution Centers

42
Service Centers

More than
600
Locations

Access to
7.6M
Parts



Suppliers

Strategic Suppliers
represent

50%

of our purchases

3M

ABB

EAT•N



REXNORD

SKF

TIMKEN

Customers

Motion serves a diverse customer base



EQUIPMENT & MACHINERY



FOOD



IRON & STEEL



PULP & PAPER



AUTOMOTIVE



CHEMICAL & ALLIED PRODUCTS



LUMBER & WOOD



FABRICATED METAL



AGGREGATE & CEMENT



RUBBER & PLASTIC



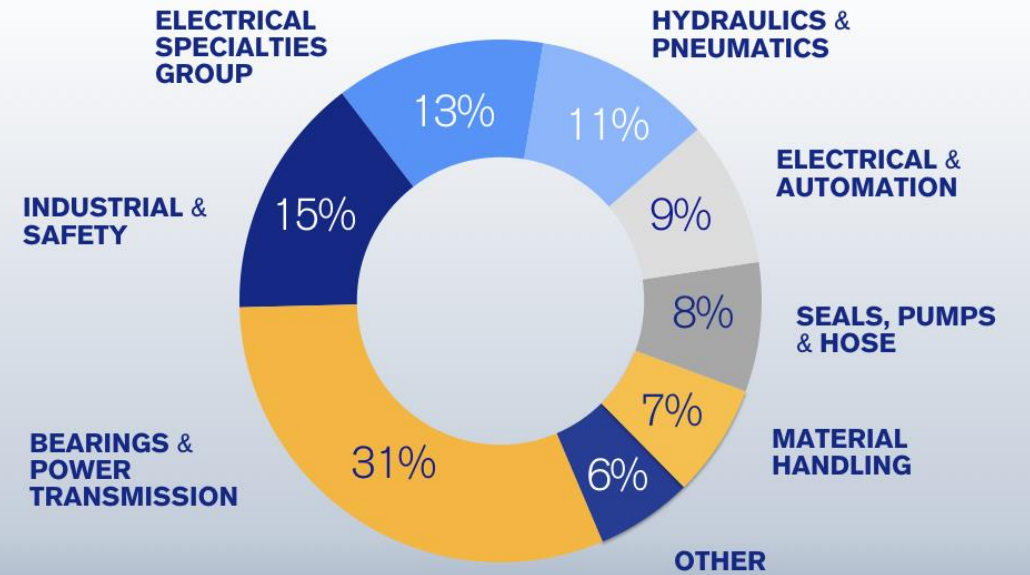
EQUIPMENT RENTAL & LEASING



OIL & GAS EXTRACTION

Industrial Sales

By Product Category





**REDUCE PURCHASE &
OWNERSHIP COST**



**ASSET MANAGEMENT
SAVINGS**



**OPERATIONAL &
PRODUCTIVITY
IMPROVEMENTS**



**COMPREHENSIVE
SINGLE SOURCE**



**KNOWLEDGE,
EXPERTISE, &
INNOVATIVE SOLUTIONS**



Field Product Specialist & Technical Expertise

Expertise

Offerings

Product Groups

Benefits



Repair and Service Group

Mechanical

Electrical

**Fluid
Power**

Hose

North American **Market Fundamentals**

8%
Market Share

EXPANSION
via Industrial & Safety
Products

\$80B
among major
market segments

OUTSOURCING
of Expertise and
Product Knowledge

**IIOT and
TECHNOLOGY
ADVANCES**
with Strategic Suppliers



Factors that Influence the Business

**Industrial
Production & PMI**

**Inflation
Rates**

Tariffs

Competitive Landscape

Industry Leaders

1
**MOTION
INDUSTRIES**
Birmingham, AL

2
**APPLIED
INDUSTRIAL
TECHNOLOGIES**
Cleveland, OH

3
**KAMAN
INDUSTRIES**
Bloomfield, CT

4
**BEARING
DISTRIBUTORS,
INC. (BDI)**
Cleveland, OH

5
**WAJAX IND.
COMPONENTS**
Mississauga, ON

6
WW GRAINGER
(PT/Motors Products)
Chicago, IL

7
**OTP INDUSTRIAL
SOLUTIONS**
Columbus, OH

8
**DXP
ENTERPRISES (PT)**
Houston, TX

9
**HEADCO
INDUSTRIES**
Broadview, IL

10
CB
(formerly Canadian Bearings)
Mississauga, ON



Growth Strategy

Organic Growth

**Leverage our
Corporate Account
Advantage**

Corporate Accounts Services





Growth Strategy

Acquisitions

Future of **Industrial Markets**

**Bearings and
Power
Transmission**

**Advanced
Technology and
Automation**

**Repair and
Services**

**Motion
Expectations**



Future of
**Motion
Industries**

**Optimizing &
Automating our
Fulfillment Capabilities**

**Leveraging our
Unique GPC Strength**



**WE ARE KEEPING
INDUSTRY IN MOTION!**



Business Products Group



Rick Toppin

PRESIDENT & CEO
S.P. RICHARDS

171 YEARS



1848
SPR Founded
by Brothers S.P.
and J.J. Richards



1975
Acquired by GPC
\$30M
in Sales



1996
\$1B
Sales Milestone



2014
SPR Acquired
Garland C. Norris &
Impact Products



2015
SPR Acquired
Malt Industries



2016
SPR Acquired
Safety Zone



2018
\$2.0B
Sales Milestone

**Competitive
Position**



**A Valued
Partner**



**Logistics and
Distribution**



**Diversified
Portfolio**



**Strategically
Positioned**



**Value-Added
Services**



\$100B+

North American Marketplace

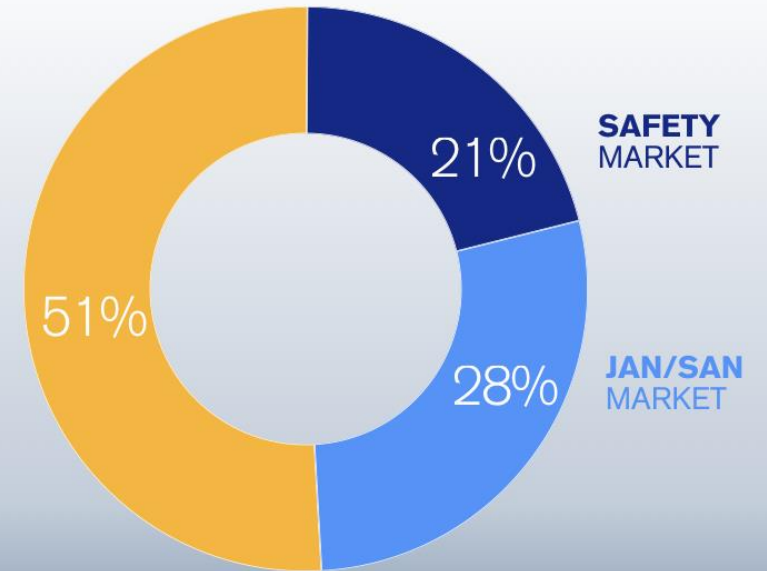
Safety market growing at

3%

Jan/San market growing at

7%

CORE
OFFICE
MARKET



ACEC Engineering Business Index

EBI Composite Score

66.3

3rd Quarter 2018

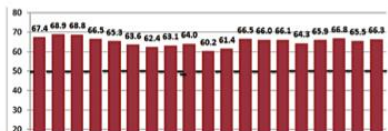
Data collection and analysis by FMI Corporation

Current Market Strength Buys CEO Confidence, But...

The song remains the same.

As has been the case for the past several Engineering Business Index (EBI) surveys, U.S. engineering firm leaders are optimistic about the strength of the Architecture/Engineering/Construction (A/E/C) market, but they can't quite bring themselves to believe that it can continue to outperform. Concerns that

EBI Trendline



U.S. ECONOMY ADDS 312,000 IN BLOCKBUSTER DECEMBER JOBS REPORT; WAGES ARE RISING!



THE WALL STREET JOURNAL

U.S. Edition • May 21, 2019 • Print Edition • View



U.S. Economy Grew at 3.2% Rate in First Quarter

Higher exports, inventory investment helped offset slower rate of spending by consumers businesses

By Harriet Torry
Updated April 26, 2019 9:57 a.m. ET

WASHINGTON—The U.S. economy started 2019 with a pop, growing rapidly despite multiple headwinds, including weaker domestic demand, suggesting the current expansion

Consumer Confidence and Stock Returns

What sentiment tells us.

Kenneth L. Fisher and Meir Statman

From the *New York Times* in July 2002: "Consumer confidence has fallen the most since terrorists attacked New York and Washington..." "The University of Michigan said its preliminary index of consumer sentiment for July sank to 86.5, an eight-month low, from 92.4 in June.

"Stocks continued their recent decline yesterday" the article continues, quoting Stephen Stanley, an economist at Greenwich Capital Markets in Greenwich, Connecticut. "There is a heightened risk that the troubles in the stock market will bleed over into the real economy." We know that consumer



Distribution Business Model Value Proposition

Reseller
Base

10,000
Reseller Partners

CORE OFFICE
CHANNEL



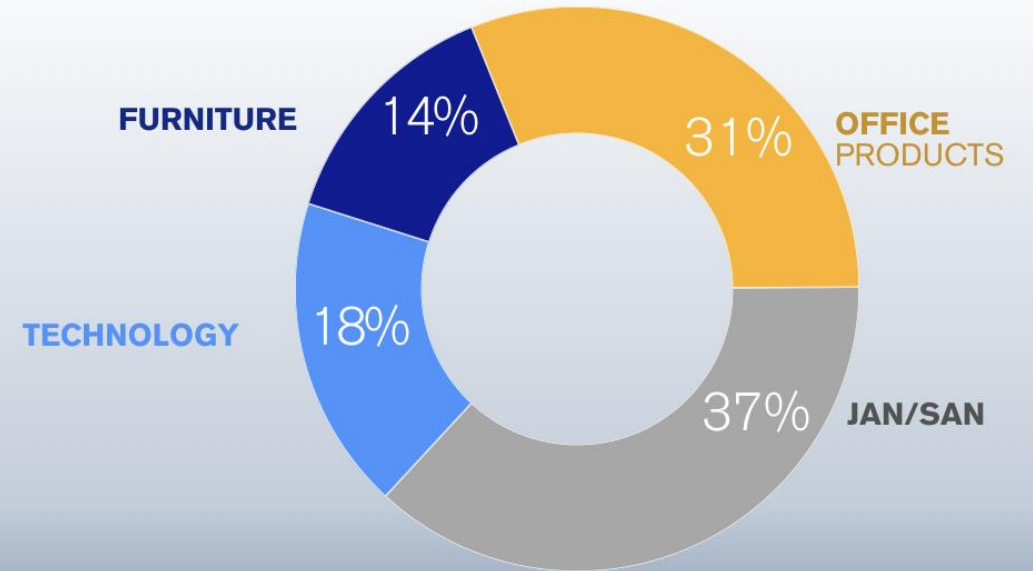
JAN/SAN &
SAFETY CHANNEL



Product Offering



Product Categories



Supplier Partnerships

1,000+
Vendors

Global Partners Supplying
98,000+
SKUs

OFFICE
SUPPLIES

3M

ACCO
BRANDS

SMEAD
KEEPING YOU ORGANIZED®

SANFORD
BUSINESS-TO-BUSINESS

B
BUSINESS
SOURCE

JAN/SAN &
SAFETY

GP
Georgia-Pacific

Disole

GOJO

Kimberly-Clark
PROFESSIONAL

SAFETY
ZONE

SAFETY
ZONE

impact

TECHNOLOGY

hp

brother.
at your side

HSM®

elite
image

FURNITURE

HON.

SAFCO

MAYLINE

LORELL

Distribution and Logistics

Next Day
Distribution

32 DCs



Competitive Landscape

ESSENDANT™
BEYOND ESSENTIAL



DM
SUPPLIES
NETWORK

Novexco

Rj Schinner
REDISTRIBUTION SPECIALISTS

SAALFELD
REDISTRIBUTING SUCCESS

HOSPECO
CLEAN • PROTECT

NDI
OFFICE FURNITURE, LLC

Carolina
Wholesale
Your Best Source

Growth Strategy

PRODUCT LINE EXPANSION



NEW PRODUCTS



NEW RESELLERS



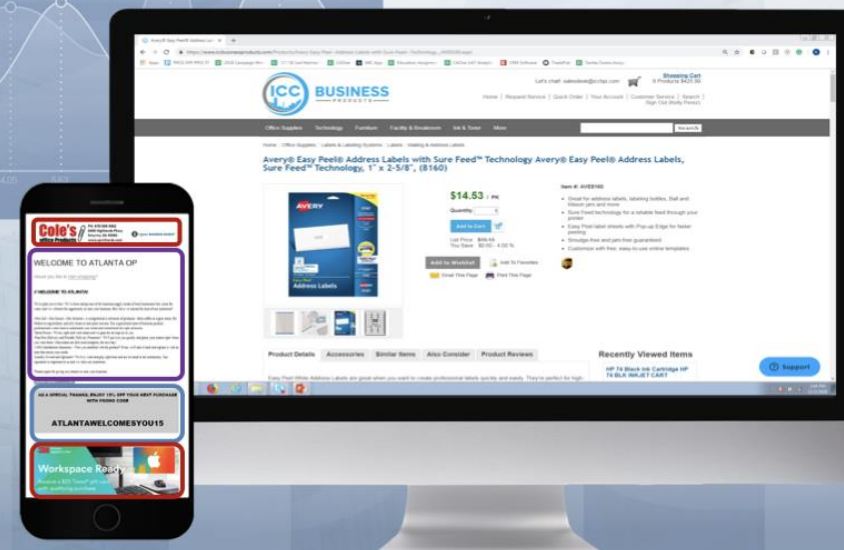
Growth Strategy

LOGISTICS

MARKETING

BUSINESS STRATEGY

DATA ANALYTICS



Growth Strategy

1

CORE OFFICE CHANNEL

2

JAN/SAN & SAFETY CHANNEL

3

CUSTOMER FACING CAPABILITIES

4

PRICING OPTIONS AND ALTERNATIVES

5

RESPONSIVENESS

120

60

40



Looking Ahead



Global Procurement



Scott LeProhon
EXECUTIVE VICE PRESIDENT
GLOBAL PROCUREMENT

THE
POWER
OF



Scale

Global supplier
relationships

Our brands

Global sourcing

Scale

THE ONLY AFTERMARKET PLAYER

with a presence in
North America,
Europe and Asia Pacific

LARGEST NORTH AMERICAN INDUSTRIAL DISTRIBUTOR

in our space



Global Supplier Relationships

3M



BOSCH



DENSO



KYB

**MANN+
HUMMEL**



SCHAEFFLER

SKF

TENNECO

Our Brands



A large blue container ship is docked at a port. The ship is filled with colorful shipping containers. In the background, several large blue cranes are visible, along with more containers stacked on the pier. The sky is a deep blue, suggesting dusk or dawn. The overall scene is industrial and busy.

GLOBAL SOURCING

25 Years

GLOBAL SOURCING

Across all business segments



GLOBAL SOURCING

2

SOURCING
OFFICES

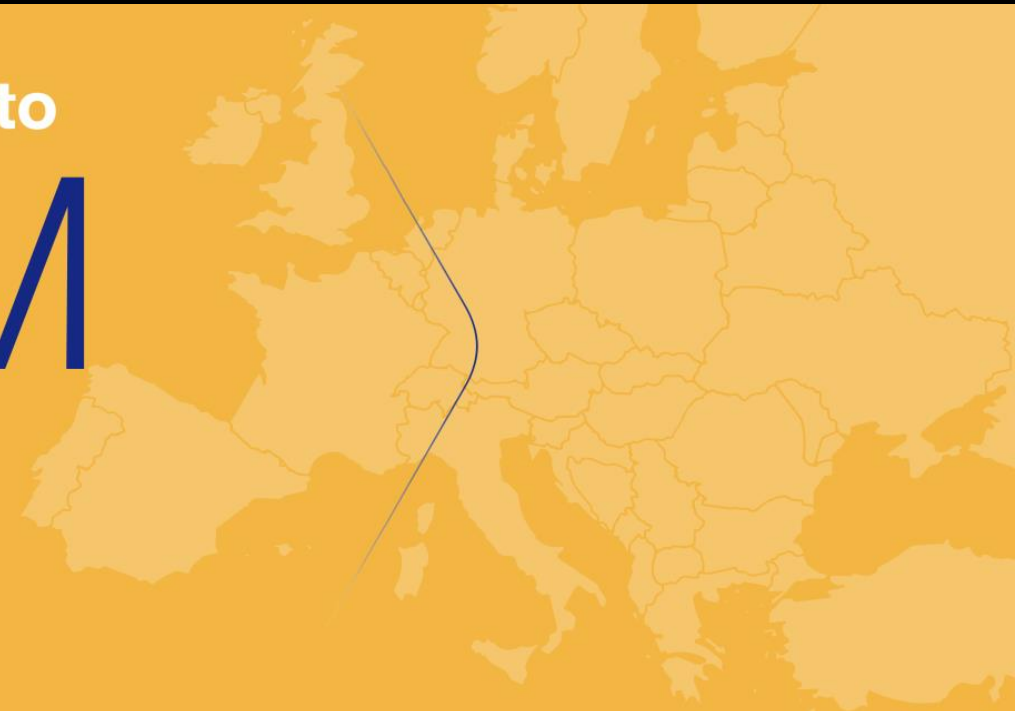


3

ORIGIN
DISTRIBUTION
CENTERS



AAG Committed to
\$25M
in synergies



Inflation

Automotive
Industrial
Business Products

2018
first inflation
in more than
5 years in Auto

Steady history of
Low Single Digits
inflation
in Industrial and BPG

Chinese Tariffs

10%
of U.S. COGS



20%



10%

THE
POWER
OF





Digital and IT Innovation



Greg Miller

EXECUTIVE VICE PRESIDENT &
CHIEF INFORMATION OFFICER

Rob Milstead

SENIOR VICE PRESIDENT
DIGITAL AND STRATEGIC PLANNING

CUSTOMERS RULE THE DAY

**Informed
Influential
Impatient**

**B2C-Like
Experience**

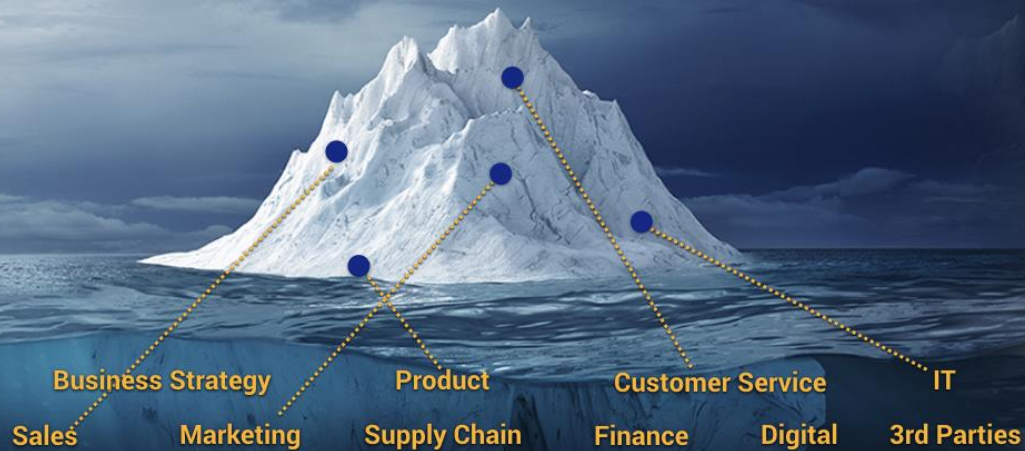
**Brand Promise
Expectations**

**Technology
Reduces
Costs & Creates
Opportunities**

**CUSTOMER
EXPERIENCE**



CUSTOMER EXPERIENCE



BUSINESS + TECHNOLOGY

We Are Evolving

VALUE OF
TECHNOLOGY

DIGITAL
CAPABILITIES

STRATEGIC
ALIGNMENT

BEING
NIMBLE

Increasing Relevance of Technology

TRADITIONAL + **NEW IMPERATIVE**

New Imperative

**GLOBAL
PARTNERSHIPS**

**DATA SCIENCE AND
MACHINE LEARNING**

**SUPPLY CHAIN
CONNECTIVITY**

**BUSINESS PROCESS
TRANSFORMATION**

AUTOMATION

M&A INTEGRATION

INNOVATION

Customers at the Core





Driving Shareholder Value



Paul Donahue
CHAIRMAN & CEO

Carol Yancey
EXECUTIVE VICE PRESIDENT & CFO



Ingenuity

Innovation

Integrity

OUR MISSION

**Employer
of choice**

**Supplier
of choice**

**Valued
customer**

**Good
corporate
citizen**

**Investment
of choice**

STRATEGIC FINANCIAL OBJECTIVES

Top Line
Revenue
Growth

Improved
Operating
Margins

Strong
Balance
Sheet &
Cash Flow

Capital
Allocation

Organic **Growth**



**Greater S.O.W.
with existing
customers**

**Expand U.S. &
international store
footprint**

**Build digital
capabilities**

Growth Through **Acquisitions**



STRATEGIC FINANCIAL OBJECTIVES

Top Line
Revenue
Growth

Improved
Operating
Margins

Strong
Balance
Sheet &
Cash Flow

Capital
Allocation



Improved **Operating Margins**

Gross Profit/Margin Initiatives

Digital and pricing strategies

Supply Chain efficiencies

POINT  Supply Chain innovation

SG&A Improvement

Productivity-enhancing technology

Facilities consolidations

Comprehensive expense controls

STRATEGIC FINANCIAL OBJECTIVES

Top Line
Revenue
Growth

Improved
Operating
Margins

Strong
Balance
Sheet &
Cash Flow

Capital
Allocation

Strong **Balance Sheet & Cash Flow**

Working Capital Improvement

Inventory initiatives
Extended terms with Suppliers

Steady & Strong Cash Flows

Driven by earnings growth & working capital improvement

\$1.1B

STRATEGIC FINANCIAL OBJECTIVES

Top Line
Revenue
Growth

Improved
Operating
Margins

Strong
Balance
Sheet &
Cash Flow

Capital
Allocation

Capital Allocation

**Reinvest in
Businesses**

Acquisitions

Dividends

**Share
Repurchases**

Commitment to Shareholders

2019 Annual Dividend
\$3.05

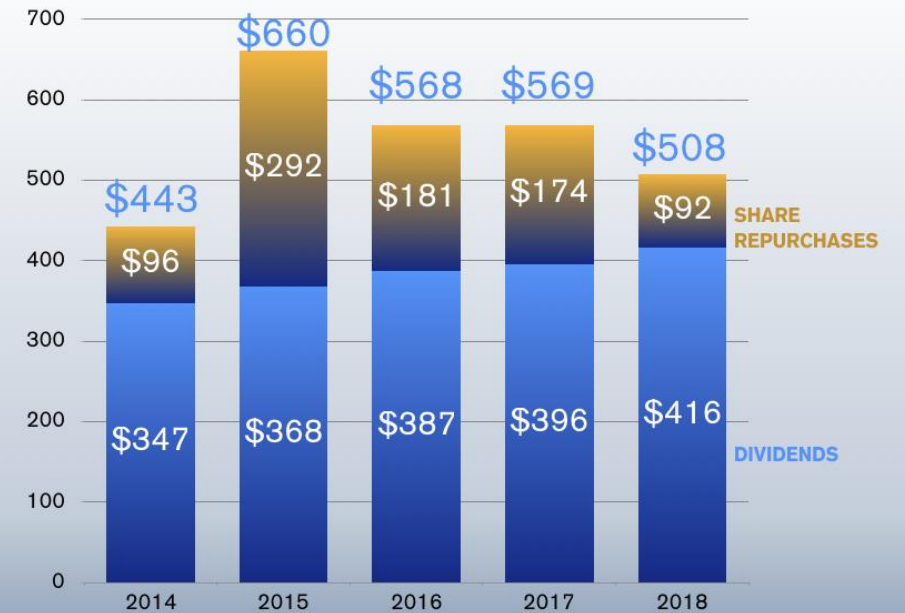
3%
Yield and

+6%
from 2018



Commitment to Shareholders

\$2.75B
RETURNED TO
SHAREHOLDERS
over 5 years



A pair of hands is shown from the chest up, cupped together and holding a bright, glowing light. The light is surrounded by numerous small, white, starburst-like sparkles that radiate outwards. The background is dark and out of focus.

GIVING

A small, clear glass globe is placed on a mossy forest floor. The globe reflects the surrounding greenery and sunlight. The background is a soft, out-of-focus green forest scene with sunlight filtering through the trees.

ESG

Partners in Giving Back



CARLYLE FRASER
HEART CENTER



Our **Sustainability** Commitment



ENERGY



FLEET



COMMUNITY



WATER



WASTE

Key Long-Term Annual Objectives

Continuous
Operating Margin Improvement

Improve Sales by
6-8%

Generate
Solid Cash Flows

Grow EPS by
7-10%

Maintain
Strong Balance Sheet

VALUE



MANAGEMENT



PROGRESS



INVESTMENT





THANK YOU



Q&A



2019 Genuine Parts Company
Investor Day