



®

Celebrating 90 Years



Genuine Parts Company
Investor Presentation

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.



Investment Highlights

- ◆ **Leading global distributor in diversified end markets**
- ◆ **Proven track record of steady growth**
- ◆ **Strong balance sheet with meaningful free cash flow generation**
- ◆ **Committed to maximizing shareholder value**
- ◆ **Opportunity for market share growth in large and fragmented industries**
- ◆ **Large customer base built upon long-standing relationships**

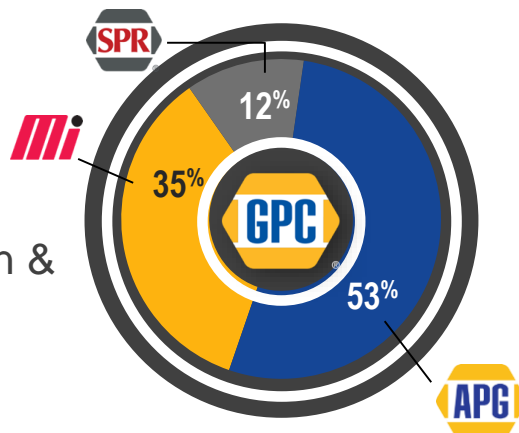


- Company Overview -

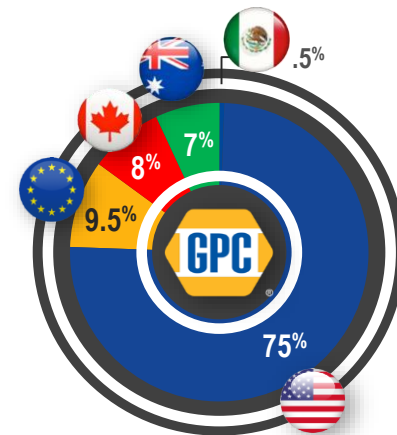
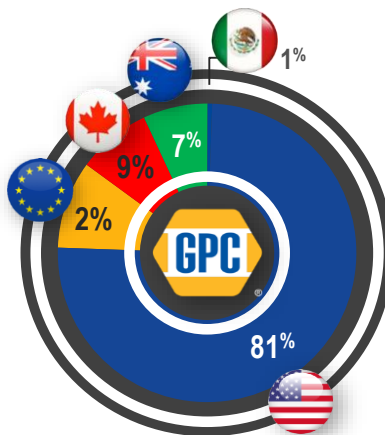
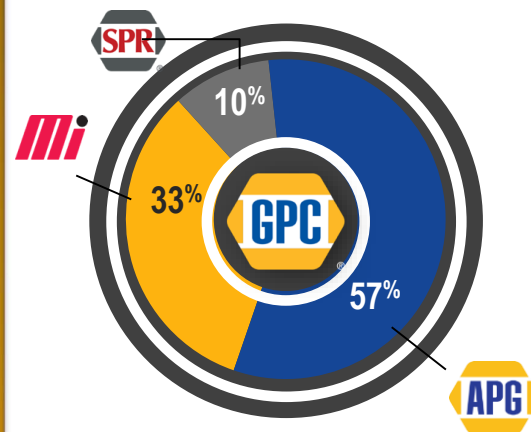
Celebrating 90 Years!

- ◆ **Founded in 1928**
- ◆ **Leading distributor to three primary end-markets:**
 - Automotive Parts (APG)
 - Industrial Parts Group (Motion & EIS)
 - Business Products (S.P. Richards)
- ◆ **Critical partner to our customers:**
 - Best in class operating and distribution efficiencies
 - Industry leading coverage of consumable/replacement items
 - Outstanding just-in-time service
 - Technology solutions

2017 Annual Sales \$16.3 Billion



2018 Projected Sales \$18+ Billion





Portfolio Optimization

- ◆ **Global Presence with Significant Brand Strength**
- ◆ **Financial Strength with Access to Capital and Low Cost of Capital**
- ◆ **Enhanced Global Buying Power for Direct and Indirect Spend**
 - Global sourcing, common suppliers and providers, volume/scale
- ◆ **Common Distribution Processes**
 - Shared talent, practices, technology & systems, services, transportation
- ◆ **In 2018:**
 - EIS combined into Motion Industries
 - GPC entered into agreement to spin-off Business Products Group (S.P. Richards) and combine it with Essendant



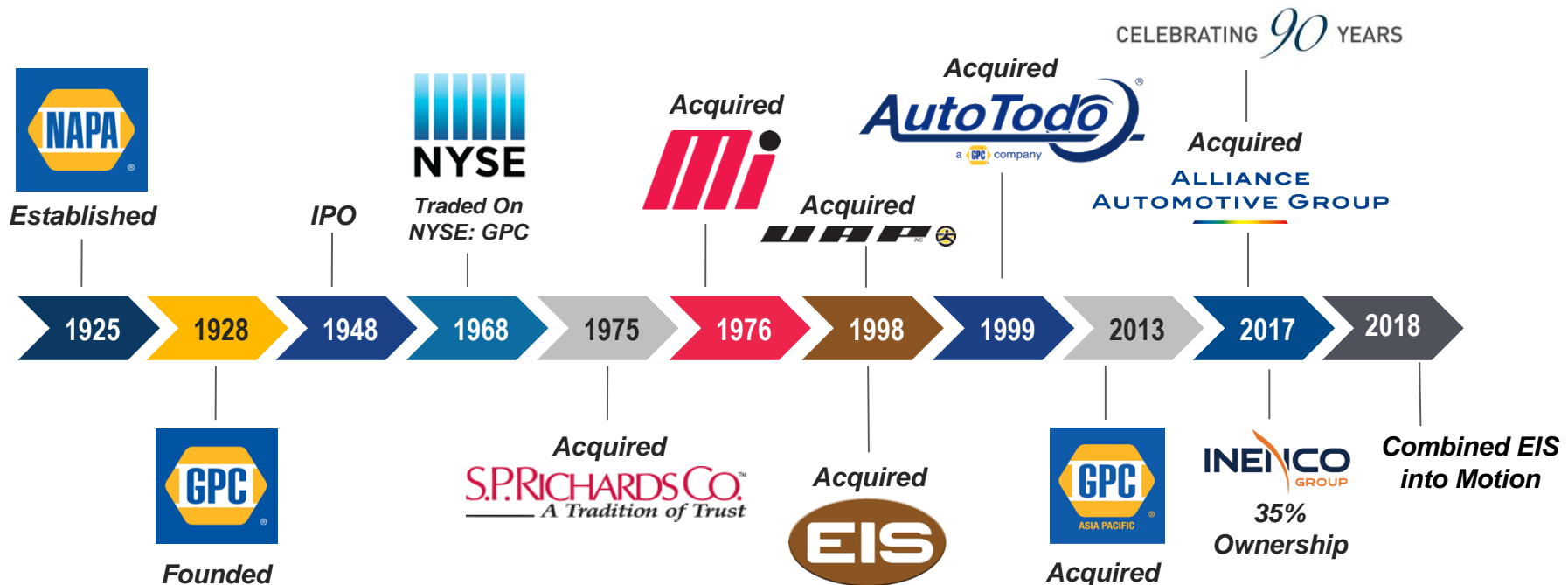
Track Record of Success

◆ Strong history of sales & profit growth

- Sales have increased in 85 of 90 year history
- Profit has increased in 74 of 90 year history

◆ Dividend growth

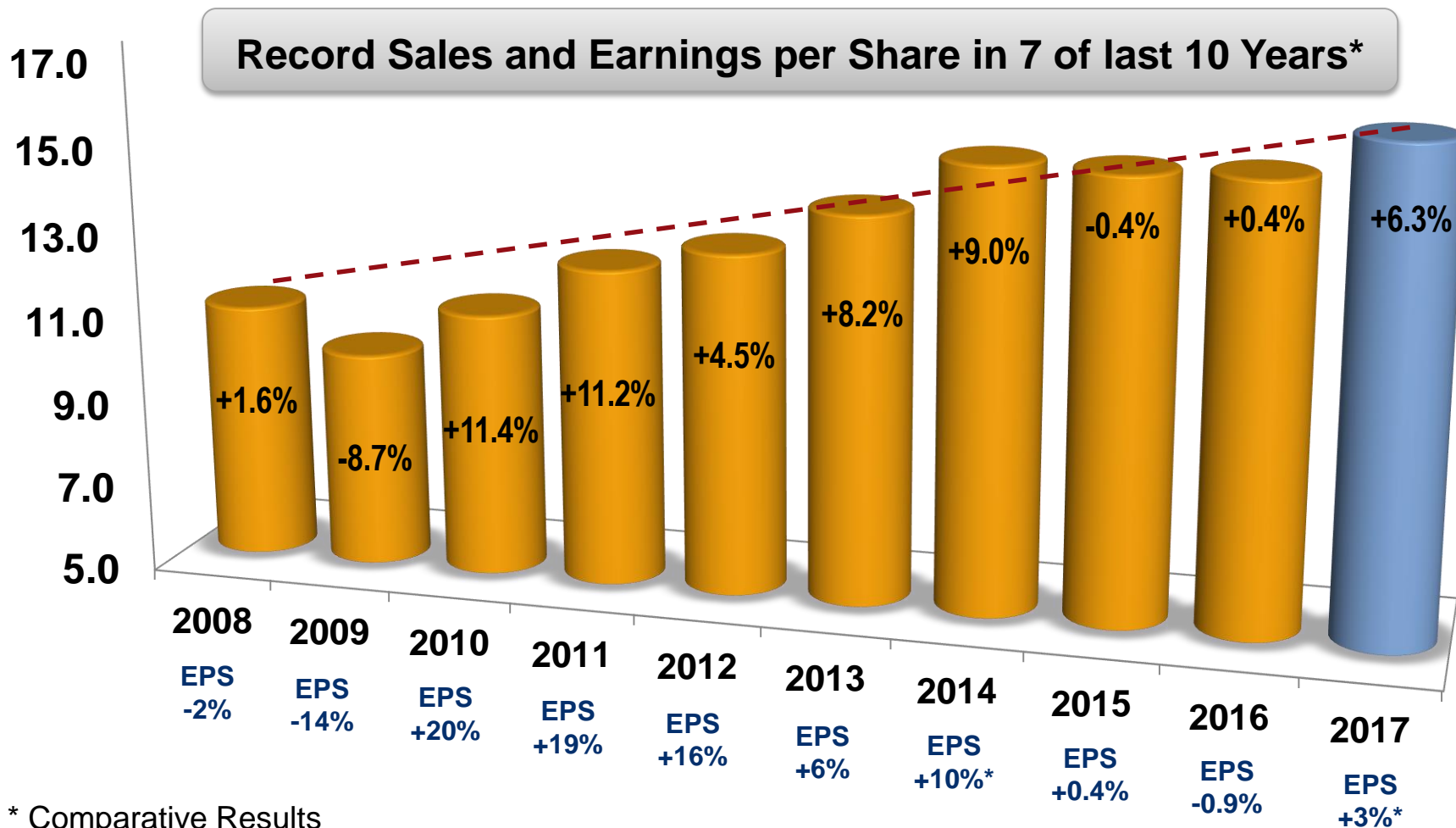
- 2018 marks GPC's 62nd consecutive year of dividend increases





Ten Year Sales & Earnings History

\$ Billions





Automotive Parts Group Highlights

- ◆ Largest global auto parts network
- ◆ 2017 Sales at \$8.7 billion; 2018 sales est. at \$10.5B
 - US: 57 DC's & ~ 6,000 NAPA stores (~1,150 Co. owned)
 - Canada: 12 DC's & ~ 700 NAPA stores (~200 Co. owned)
 - Mexico: 12 DC's & 42 NAPA stores
 - Balkamp: Parts Re-Packager
 - Rayloc: Brake Products Distributor
 - Altrom: OE Import Parts
 - Heavy Vehicle Parts Group: Class 6,7,8 trucks
- ◆ 47 DC's & 2,000+ Store Footprint in U.K., France, Germany, & Poland via Alliance Automotive Group
- ◆ 12 DC's & 560 Store footprint in Australia and New Zealand via Repco & other banners
- ◆ Superior brand recognition & customer service
- ◆ Globally positioned to benefit from positive industry trends

Automotive
57%



ASIA PACIFIC

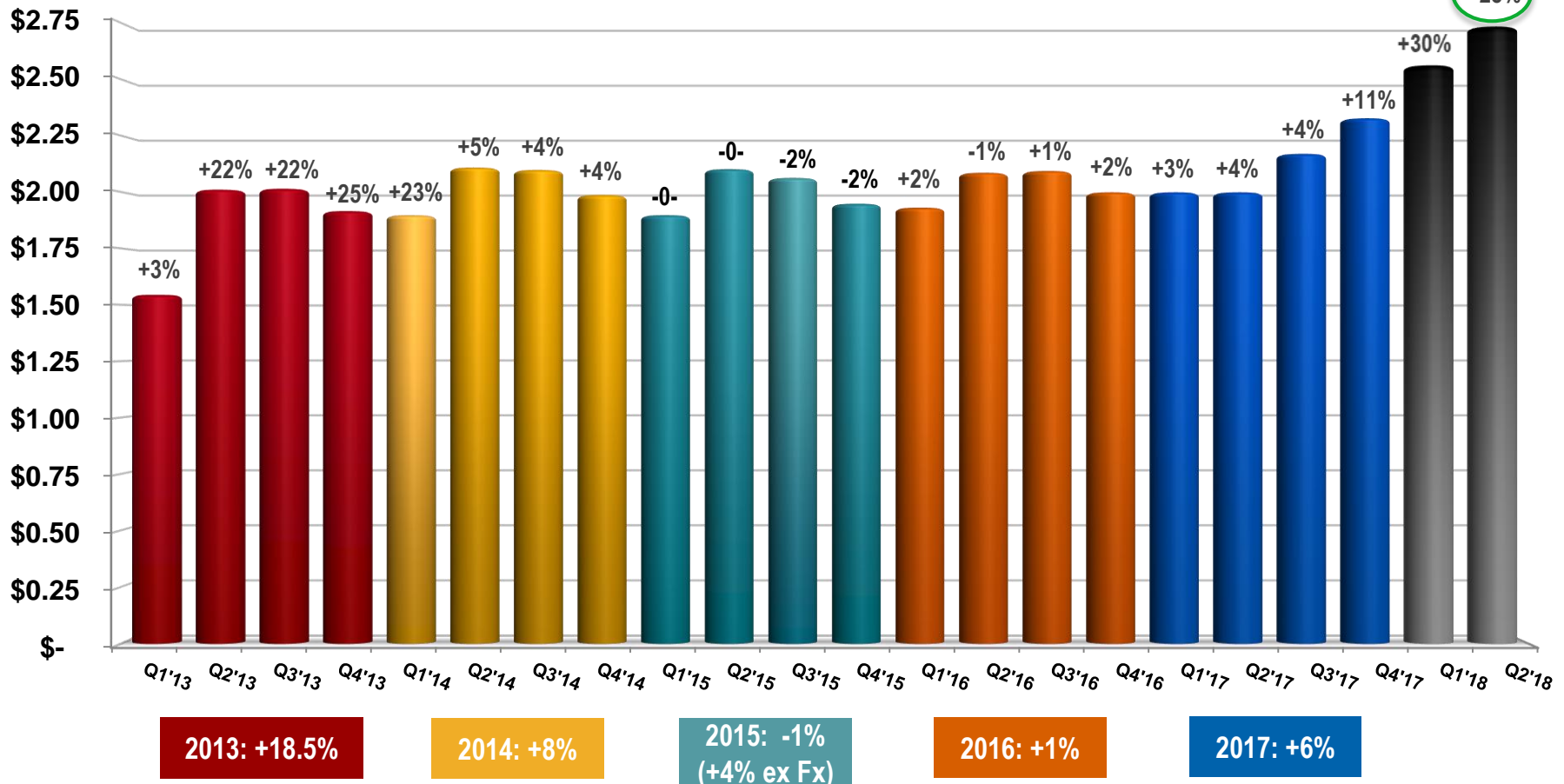
ALLIANCE
AUTOMOTIVE GROUP





Quarterly Sales History

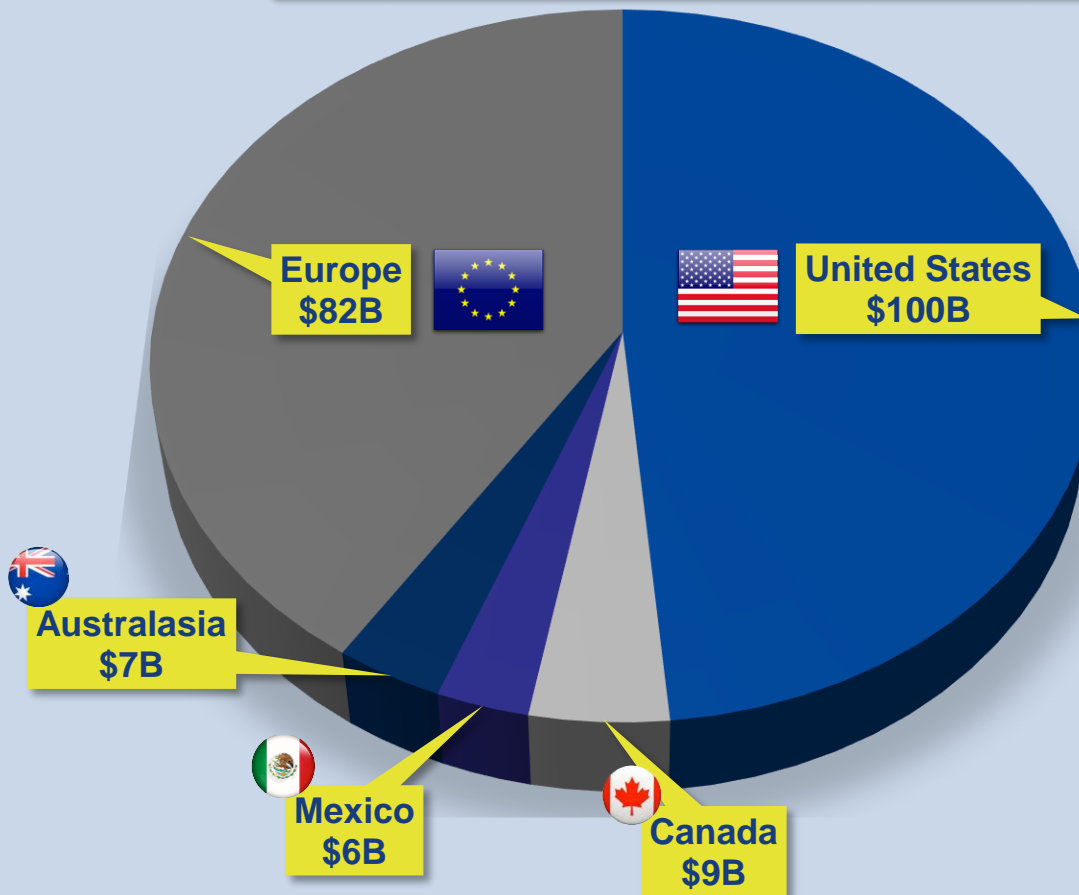
Sales
Billions





The Global Automotive Aftermarket

\$200B Global Market - Large, Fragmented, and Growing



Country	Market Share	Industry Growth
United States	7.5%	+2%
Europe*	5%	+2%
Canada	14%	+3%
Australasia	20%	+2%
Mexico	2%	+6%
Total	7.5%	+2%

*Reflects France, U.K., Germany, and Poland



NA Automotive Parts Group Overview

NAPA Established 1925

- ◆ (90%) NAPA branded products
- ◆ **NAPA Know How Differentiators:**
 - Product quality, depth and breadth
 - Trained personnel/service capabilities
 - Technology offering
- ◆ **Commercial/DIFM customers**
 - Professional service repair facilities
 - Approx. 75% of NAPA sales
- ◆ **17,000+ NAPA U.S. AutoCare Centers**
 - 1,600+ in Canada (& 600+ AutoPro Centers)
- ◆ **Major Accounts: AAA, Goodyear, Firestone, TBC, CBAdvantage**
- ◆ **Retail/DIY customers**
 - Individual consumer customer
 - Approx. 25% of NAPA sales

Major Competitors

U.S. - AutoZone, Advance Auto Parts, O'Reilly

Canada - Uni-Select, AAP/Carquest

Mexico - AutoZone



Major Account Customers



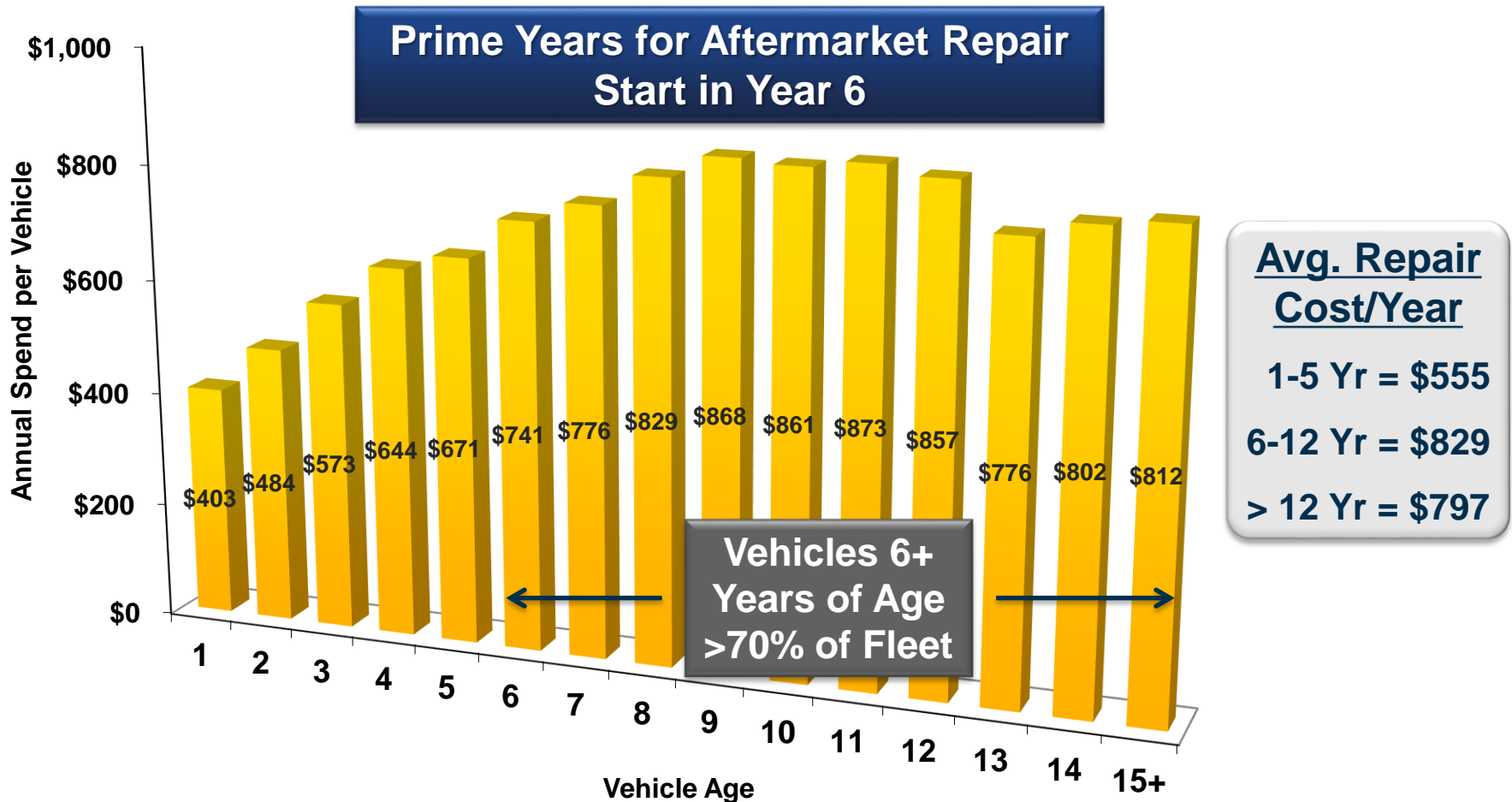
Approved
Auto Repair





U.S. Vehicle Fleet Trends

Consumers Are Maintaining Older Vehicles



Source: IMR, Inc. Automotive Research, BB&T



Fundamentally Strong Aftermarket in U.S.

- ◆ **Total vehicle fleet growing**
- ◆ **Average age of fleet increasing**
- ◆ **Generally lower gas prices**
- ◆ **Miles driven reaching new peaks**

**+1 to 2%
thru 2020**

11.7 Years

**\$2.97/GL
At June 2018**

**+1.2% in 2017
+0.3% thru May
2018**



NAPA Retail Store – New Store Concept

After

- ❖ U.S. company-owned store rollout to be completed in 2018
- ❖ Retail sales for these stores > company average





NAPA AutoCare Centers

Before



After



NAPA AutoCare
17,500 in U.S.
1,648 in Canada

NAPA AUTOPRO
623 in Canada

PROimage

**The Aftermarket's Preeminent Commercial Program
for the Independent Repair Center**



Alliance Automotive Group

Acquired November 2017

- ◆ Leading European distributor of vehicle parts, tools, and workshop equipment
- ◆ Focused on light vehicle and commercial vehicle replacement parts
- ◆ A leading European player in attractive markets with strong fundamentals and growth potential:

- #1 in France
- #2 in the U.K.
- #3 in Germany

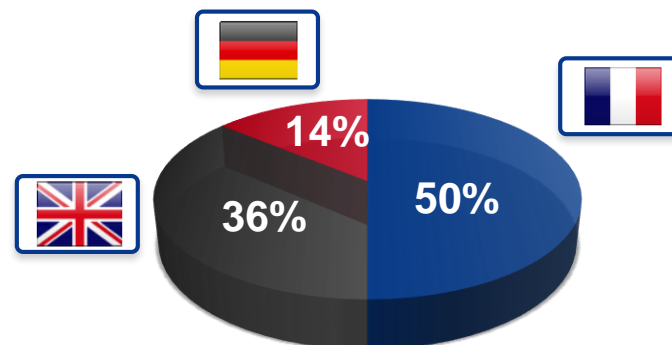
Announced acquisition of Hennig Fahrzeugteile Group in June 2018 – Effective October 2018

(31 locations and \$190M US\$ in annual revenues)

- Entered into Poland in Q4 2017 through acquisition of majority stake in Grouppauto Polska

- ◆ Integrated distribution model similar to GPC
- ◆ Allows GPC to leverage global supplier base across businesses
- ~\$25M in annual synergies

% Revenue by country¹



2017 Key Figures (USD)¹

Gross Billings \$2.3bn ²	US GAAP Revenue \$1.7bn	2,032 Total Outlets
47 Distribution centers	40,000+ Customers	1,669 Affiliated outlets
500+ Suppliers	8,000+ Employees	363 Owned outlets

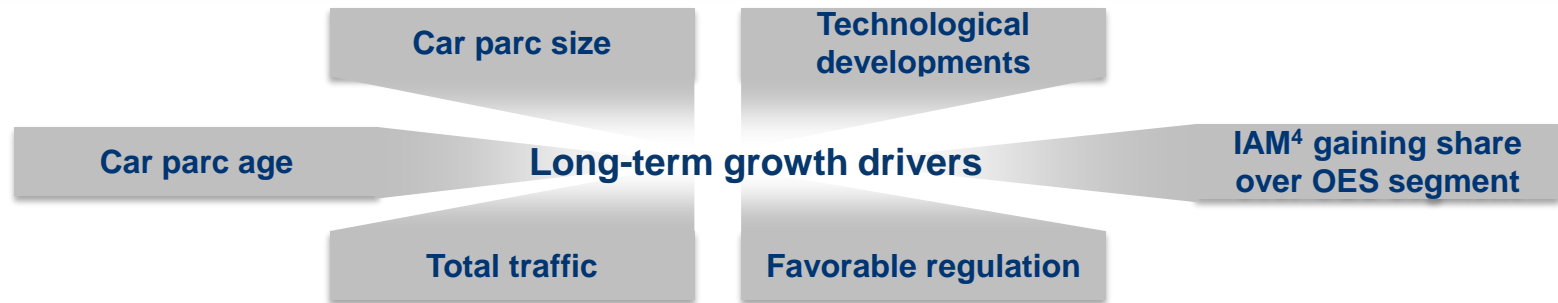
Serves 4,000+ repair centers under leading commercial programs, including the Top Garage, Auto Care and Precisium Garage banners

¹ 2017 USD / EUR of 1.20

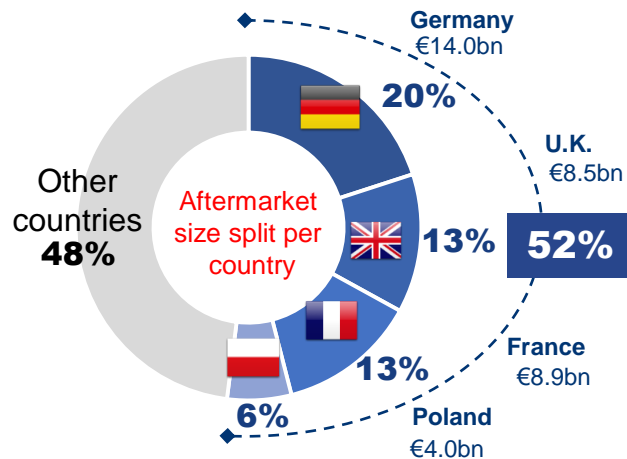
² Includes supplier direct billing, which are accounted for "Net" under U.S. GAAP



European Automotive Aftermarket



Overview of European LV aftermarket at distribution level



TOTAL EUROPEAN AFTERMARKET
€68bn¹

European LV market per country at distribution level

	France ²	U.K. ²	Germany ²
Car parc size (m, LV)	38.3	35.6	47.9
Car parc age (years, PC)	8.9	7.6	9.3
Mileage (km per year, LV)	13,400	13,400	14,300
Annual spend per car ³ (retail price, €, PC)	390	385	470

AAG operates in the largest and most attractive European markets

Source: Roland Berger

¹ LV parts (tires included) plus tools and equipment, captive parts excluded, in EU's 28 countries; ² Stats relate to 2016; ³ Parts only

⁴ Independent Aftermarket ("IAM"); IAM represents approx. 48% of total LV aftermarket in France, U.K., and Germany combined



Top 3 position in the largest European markets with significant opportunities for growth



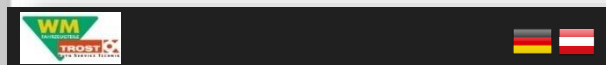
€ 3,950m



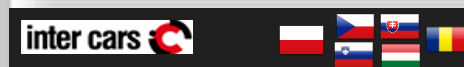
€ 2,000m



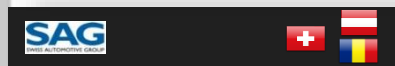
€ 1,400m



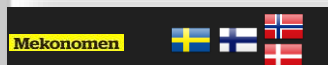
€ 1,350m



€ 900m



€ 600m



€ 600m (25% LKQ)



€ 500m



AAG's Banners by Country



FRANCE



GERMANY



POLAND



UK





GPC Asia Pacific

Acquired 2013

◆ Market Share Leader in Australia and New Zealand

- 560 Company-owned stores
- Added ~60 stores since 2015

Primary Banners



Repair Center Commercial Program

466 Repco-Authorized Service Centers








Major Competitors

Supercheap, Burson, & autoBarn



Global Leader in the Aftermarket

		2018 Est.	DCs	Stores
USA		\$6.2B	57	6,000
Europe		\$1.9B	47	2,000
Canada		\$1.1B	12	700
Australasia		\$1.2B	12	600
Mexico		\$100M	12	42
\$10.5+ Billion			140	9,342



Growth Opportunities

Key Areas of Focus	Initiatives
New Distribution	<ul style="list-style-type: none">• Plans for new NAPA AUTO PARTS stores in U.S., Canada, and Mexico• Alliance Automotive Group expansion in Europe• Store expansion in Australia and New Zealand
Commercial Programs	<ul style="list-style-type: none">• Continued Enhancements and Expansion of Global Commercial Programs for Independent Repair Centers<ul style="list-style-type: none">• NAPA AutoCare, AUTOPRO, RAS, Top Garage, Precisium Garage, Groupauto AutoCare
Major Accounts	<ul style="list-style-type: none">• Further Expansion of Major Account Customer Sales
Outside Sales	<ul style="list-style-type: none">• Additional Outside Sales Representation at Stores
Connectivity	<ul style="list-style-type: none">• Enhanced Installer Connectivity and Capabilities
Special Markets	<ul style="list-style-type: none">• Heavy Duty Parts, Import Parts, Paint, Tools & Equipment
Store Resets & Upgrades	<ul style="list-style-type: none">• Retail Sales Initiatives<ul style="list-style-type: none">• Impact Store Initiative in U.S. and Canada• Ongoing Programs to Refresh and Upgrade All Stores



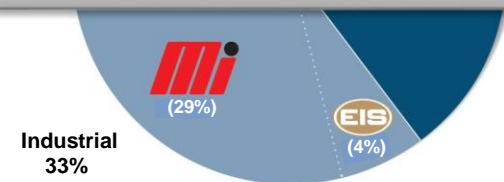
Industrial Parts Group

Motion Industries Highlights

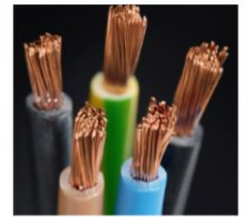
- ◆ Leading industrial parts MRO distributor in North America
- ◆ 2017 Sales at \$5.7 billion; 2018 sales est. \$6B+
 - 14 MI DC's and 540+ branches and service centers in the U.S., Canada and Mexico
 - 44 EIS locations across North America
- ◆ Proven track record with over 70 years in the industry
- ◆ Access to over 7.1 million products
 - Global manufacturing base
- ◆ Very large and fragmented industry
- ◆ Efficient supply chain and vendor partnerships
- ◆ High customer service levels & tech support
- ◆ Industry leading E-Business capabilities

Founded 1946
Acquired 1976

 +  = **OPPORTUNITY**

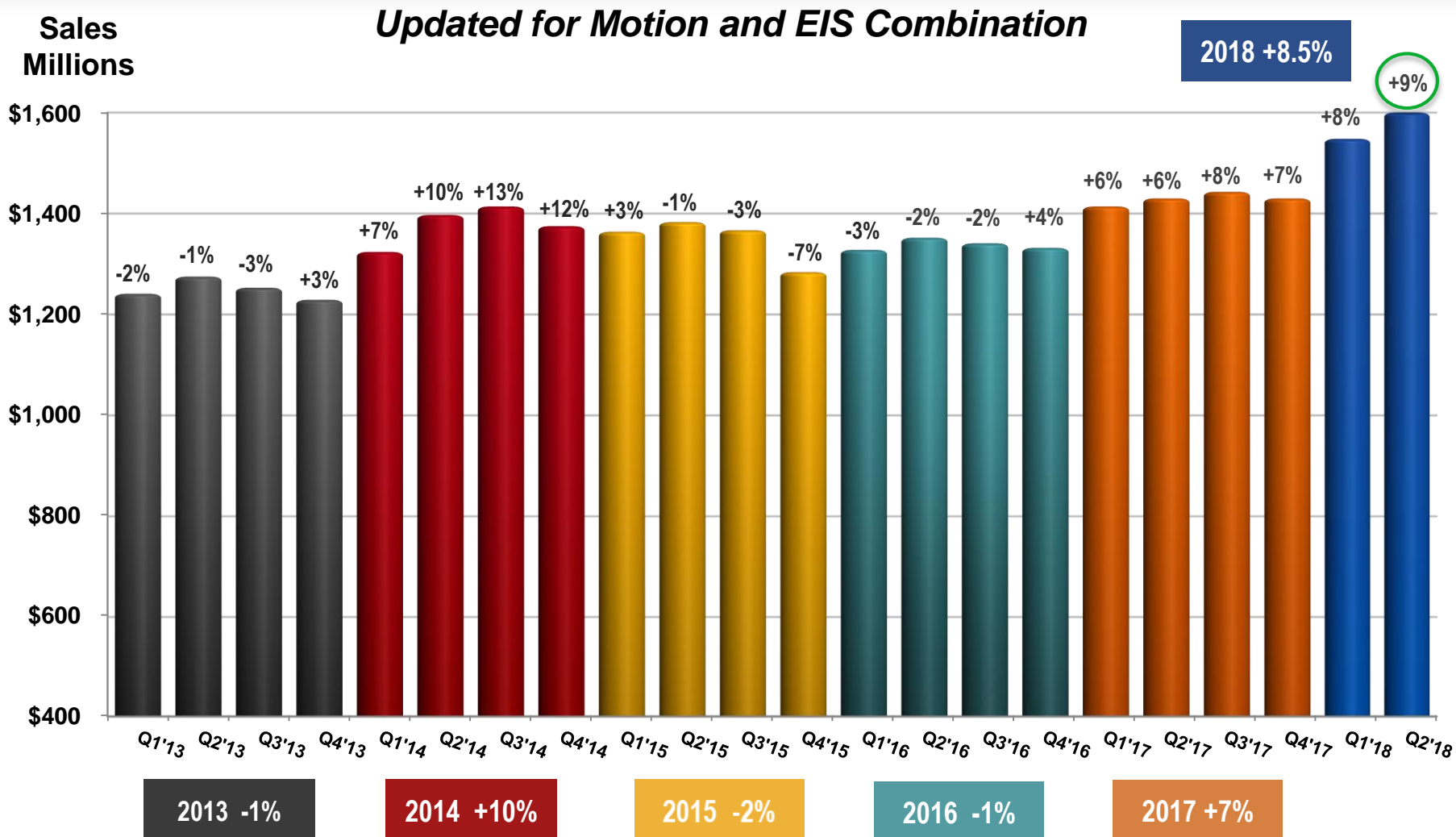


**KEEPING INDUSTRY
IN MOTION**





Quarterly Sales History





Overview

- ◆ Suppliers: SKF, Baldor, Gates, Rexnord, Timken, Eaton and 3M

SKF

BALDOR
BALDOR • DOUG • RELIANCE

Gates

3M

Rexnord

TIMKEN

EATON

- ◆ Customers represent all industry groups, including Equipment & Machinery, Food Products, Iron & Steel, Pulp & Paper and Mining & Aggregate



JOHN DEERE

MARS



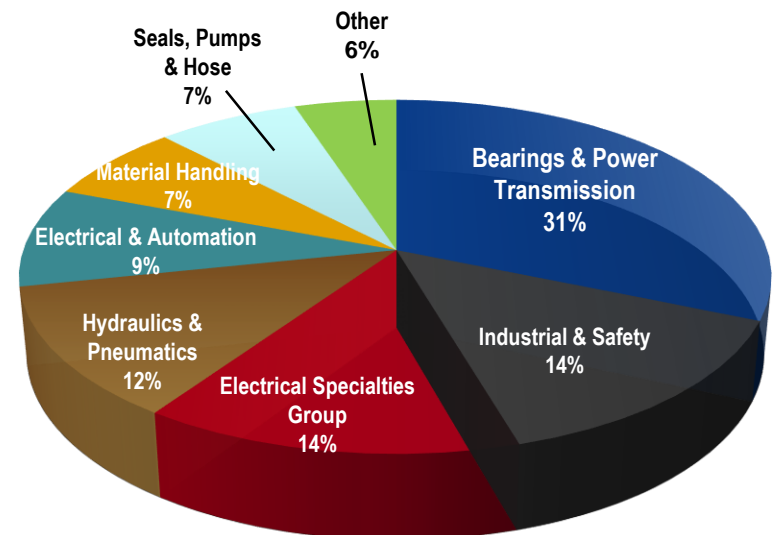
Georgia-Pacific



Major Competitors

Applied Industrial Technologies
Kaman (Industrial Technologies Div.)
DXP Enterprises

Industrial Sales by Product Category





Industries Served

- ◆ Equipment and Machinery
- ◆ Food Products & Processing
- ◆ Pulp and Paper
- ◆ Iron and Steel
- ◆ Fabricated Metal Products
- ◆ Lumber and Wood Products
- ◆ Chemical Products
- ◆ Aggregate & Cement
- ◆ Equipment Rentals/Leasing
- ◆ Oil & Gas Extraction
- ◆ Automotive
- ◆ Rubber & Plastic Products



HALLIBURTON



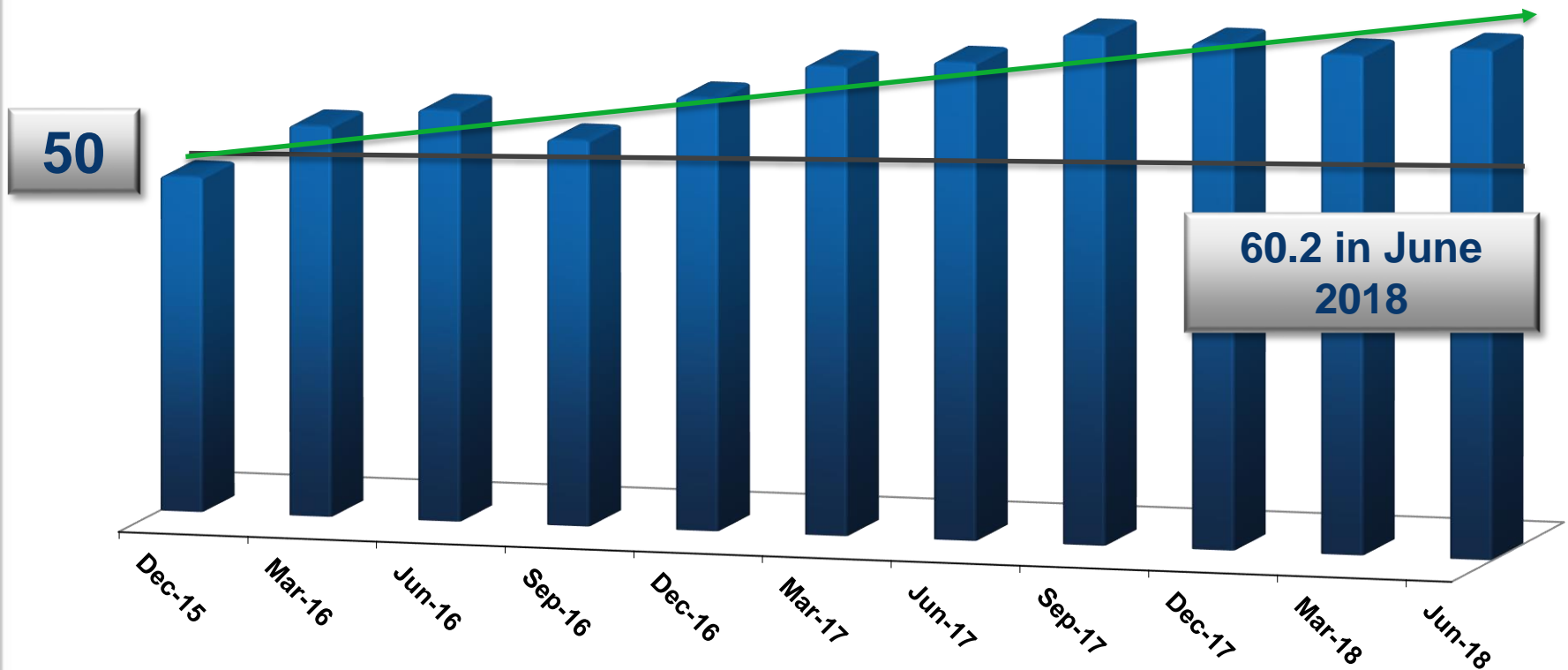
PEPSICO



Industry Trends

Index Supportive of Industry Growth

Institute for Supply Management - Purchasing Managers Index



Positive Indicators for our Industrial Parts Group



- ◆ **Mfg Industrial Production +1.9% in Q2**
- ◆ **Robust energy sector**
- ◆ **PMI – 22 straight months of growth!**
- ◆ **Consumer confidence remains high**



Our first combined Motion/EIS distribution center in Dallas. This collaborative effort consolidated 3 DCs and 2 branches into one DC, creating efficiencies and a lower cost structure.



Industrial Parts Group

Growth Opportunities

◆ Product Category Expansion

- Automation, Process Pumps, and Safety

◆ Acquisitions

- 35% Investment in Inenco (Australia) April 2017
- Added Empire Wire and Supply, Numatic Engineering, and Apache Belts and Hose in 2017

◆ Expansion in New Markets

◆ Repair, Fabrication, and Assembly

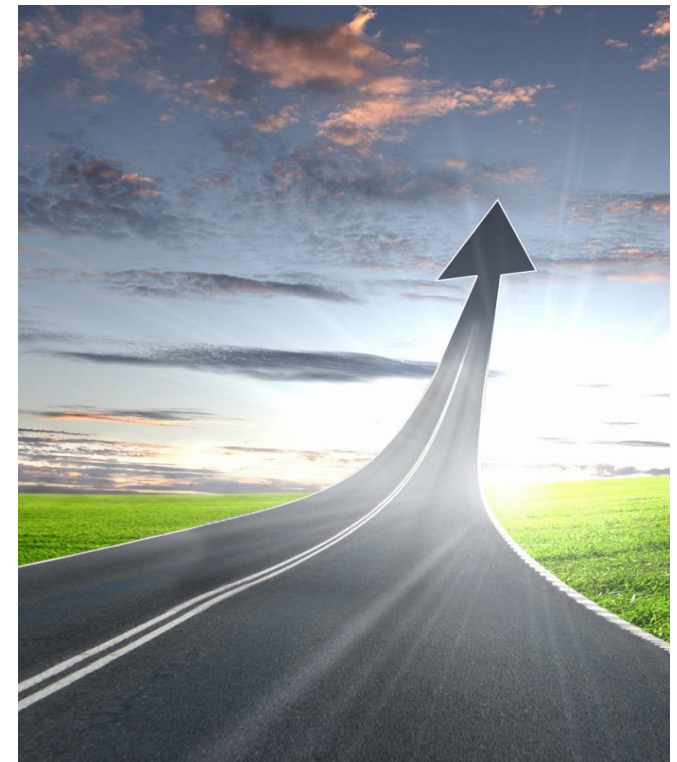
◆ E-Commerce

◆ Vending, VMI, and Store Room Mgmt

◆ Share Gains with Major Accounts



**Only 7% share of market –
estimated at \$80+ billion**





Business Products Group Highlights

- ◆ **S.P Richards is the nation's second largest distributor of business products, office furniture, computer supplies and facilities, breakroom and safety supplies**
- ◆ **2017 Sales at \$2.0 billion; 2018 sales est. ~\$2B**
 - 55 DC's in U.S. and Canada
- ◆ **Long history of serving the independent reseller and national accounts**
- ◆ **Access to over 98,000 products**
 - 850+ leading manufacturers
 - Global sourcing includes nine proprietary product brands
- ◆ **Superior fill rates, accurate and timely shipments and competitive pricing**
- ◆ **Database management, logistical support, e-commerce**
- ◆ **Comprehensive array of sales, marketing and training programs**

**Founded 1848
Acquired 1975**



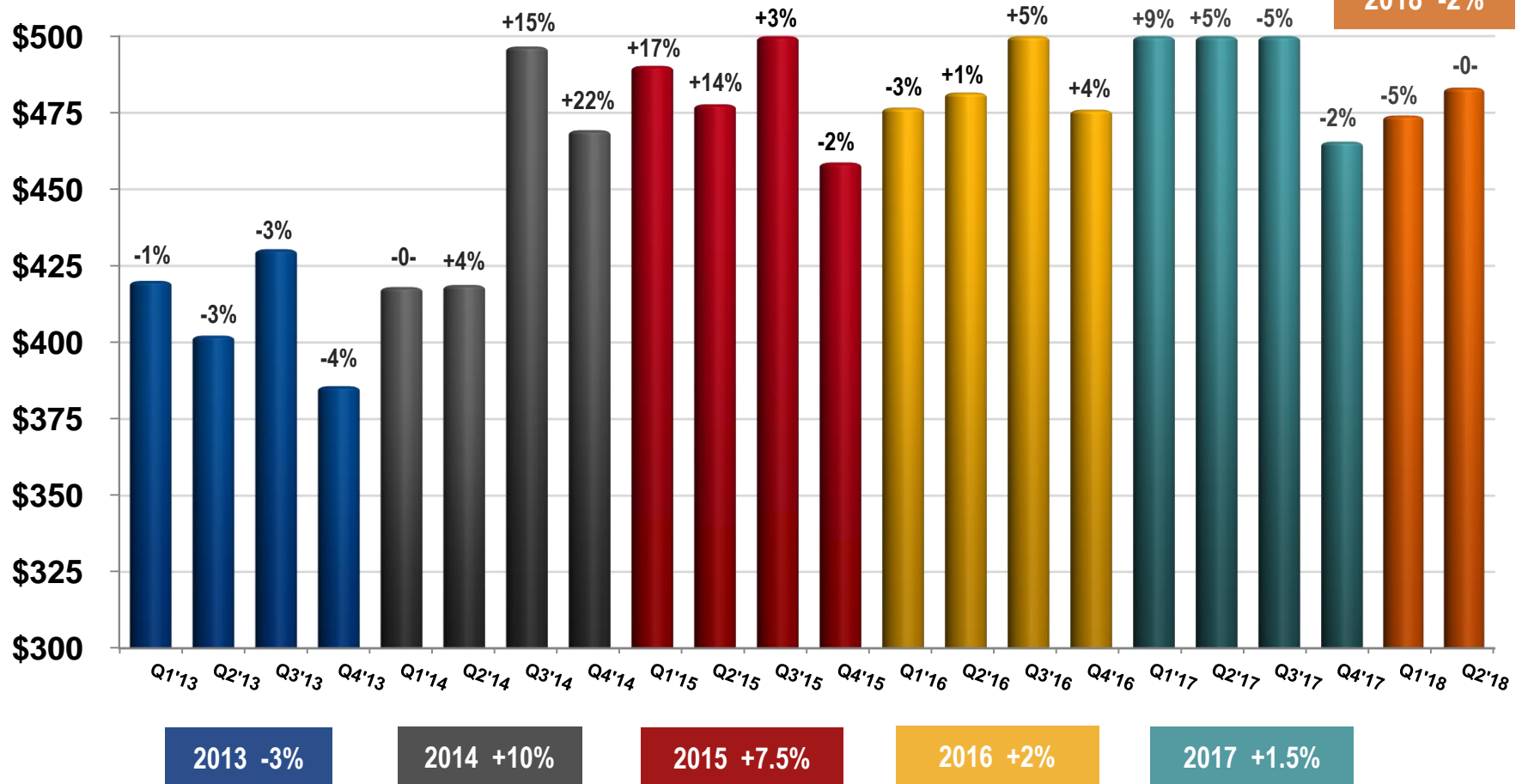
**Business Products
10%**





Quarterly Sales History

Sales
Millions





Business Products Group Overview

- ◆ Suppliers: Hewlett Packard, 3M, Hon, Newell, Kimberly Clark, Georgia Pacific..



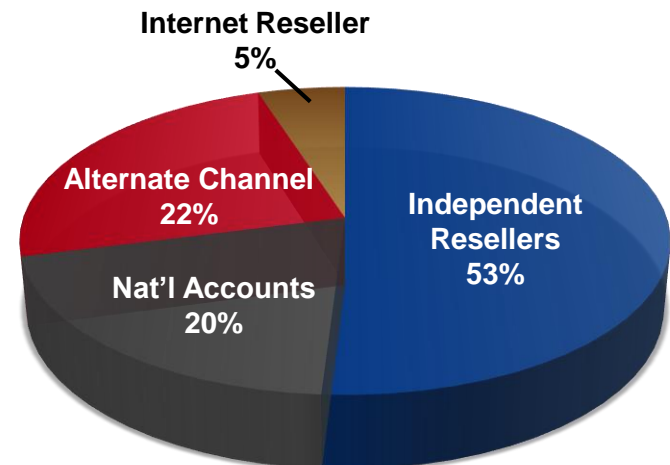
- ◆ Customers: Serves > 9,700 business product resellers



Major Competitors

Essendant
Amazon/E-tailers
Mass Merchants
Specialty Distributors
Importers

Primary Sales Channels

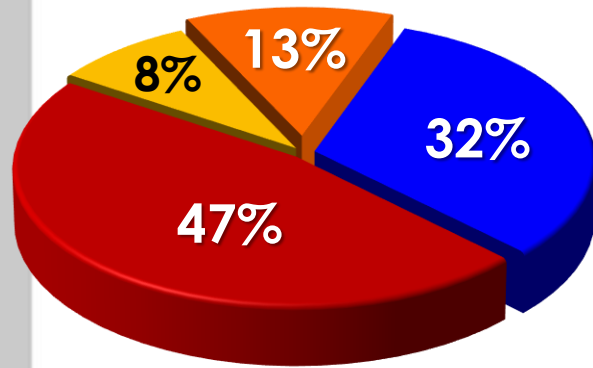




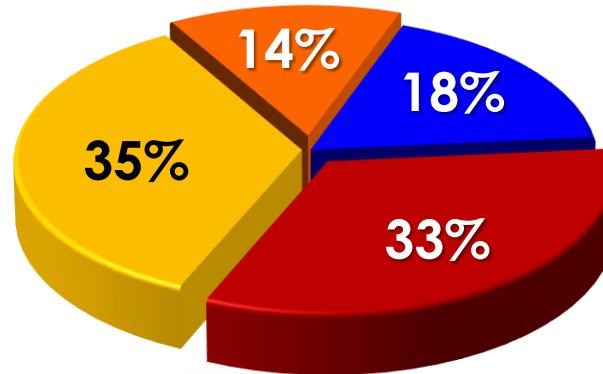
Drive for Diversification

PRODUCT MIX

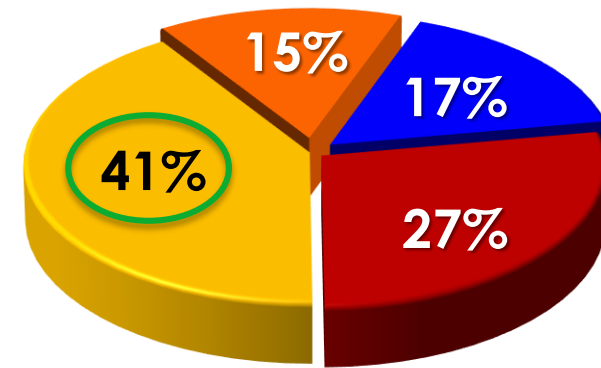
Office Supplies FBS Furniture Tech



2010



2017



2020
(Est)

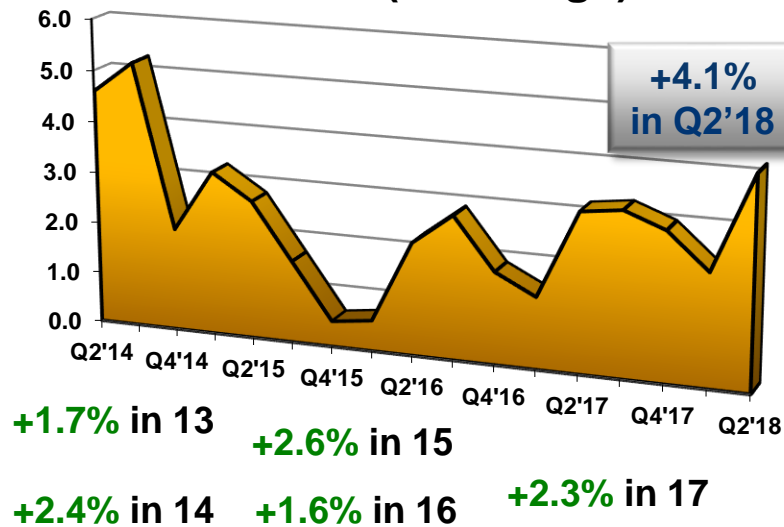
Initiatives to Diversify Product Offering are Significantly Increasing Facility, Breakroom & Safety Supply Sales



U.S. GDP and Employment Levels

Demand Drivers Relatively Stable, but Also Mixed..

U.S. GDP (% Change)

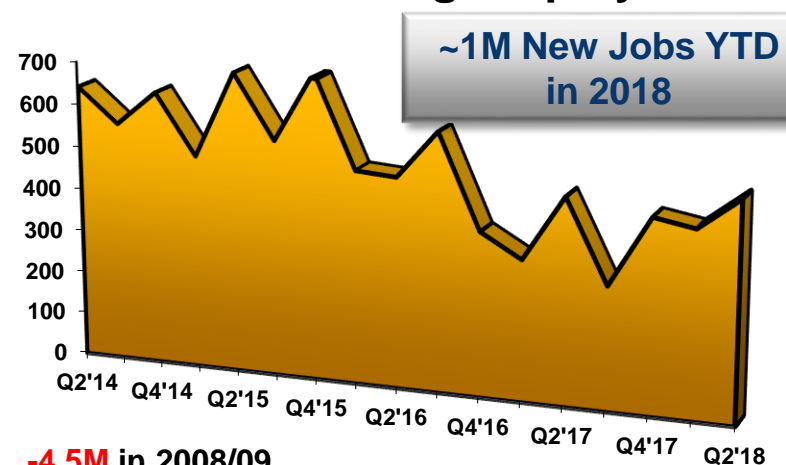


Source: BEA.gov

**Tempered GDP
Growth for Several
Years**

**Steady and Consistent New
Job Growth for last 6 Years**

Service-Providing Employment



-4.5M in 2008/09

1M+ in 2010

2M+ in 2011 - 2017

Source: BLS.gov

**June 2018
Unemployment
Rate at 3.9%**

S.P. Richards/Essendant Merger

- ◆ Announced April 12, 2018
- ◆ Enhances ability to compete in \$100B business products space
- ◆ Stronger, more competitive national business products distribution
- ◆ Maximizes value for S.P. Richards
- ◆ Provides SPR combination with partner singularly focused on business products distribution market
- ◆ Combined company better positioned to serve customers – benefiting all stakeholders

S.P. RICHARDS CO.TM
A Tradition of Trust

ESSENDANTTM
POWERING POSSIBILITIES

S.P. Richards/Essendant Merger

- ◆ GPC shareholders 51% ownership combined company value creation on a tax-free basis
- ◆ Significant cost & working capital synergies
- ◆ Strengthens management focus & capital allocation priorities
- ◆ Strengthens focus on core automotive/ industrial businesses
- ◆ Provides one-time ~\$347M dividend
- ◆ Expected to close by end of 2018

S.P. RICHARDS CO.TM
— *A Tradition of Trust*

ESSENDANTTM
POWERING POSSIBILITIES



Business Products Group

Growth Opportunities




- ◆ **Market Share Initiatives**
- ◆ **Product Line Expansion**
- ◆ **New Products**
- ◆ **Private Brand Expansion**
- ◆ **Enhanced Dealer Services/
Marketing & Electronic Content**
- ◆ **FBS and Alternate Channel
Growth**

**Low percentage share of market
– estimated at \$100+ billion**





Drivers and Opportunities

Demand Drivers		Opportunities and Initiatives
	Automotive <ul style="list-style-type: none">• Total vehicles > 6 years old• Complexity of vehicles/ # Trucks & SUV's• Average age of cars & light trucks• Gas Prices/Miles driven on roads each year	<ul style="list-style-type: none">• 7.5% global market share – est. \$200+ billion• Approx. 500,000+ products & hundreds of thousands of customers across North America, Europe & Australasia• New distribution, commercial programs, major A/C's, O/S sales, connectivity, niche markets – heavy duty, imports, paints and tools & equipment, store resets and retail initiatives
	Industrial <ul style="list-style-type: none">• Manufacturing expansion (ISM's PMI)• Manufacturing industrial production• Capacity utilization rates• Capital expenditure budgets/expansion• Manufacturing employment in U.S.	<ul style="list-style-type: none">• 7% share of market – estimated at \$80+ billion• Approx. 7.1 million products & > 300,000 customers• Growth via product category and line expansion, acquisitions, expansion in new markets, repair, fabrication and assembly services, e-commerce, vending, VMI and store room management and share gains with major accounts
	Business Products <ul style="list-style-type: none">• U.S. gross domestic product (GDP)• White collar employment numbers• Office occupancy rates in U.S.	<ul style="list-style-type: none">• Low percentage share of market – est. \$100+ billion• More than 98,000 Products & Approx. 9,700 Customers• Growth via market share initiatives, product line expansion (including proprietary brands), new products, enhanced marketing/electronic content and new or alternate channels via FBS diversification



Recent Financial Highlights

	Q2 2018	v. Q2 '17	YTD 2018	v. '17
Net Sales (<i>billions</i>)	\$4.82	+18%	\$9.41	+18%
Net Income (<i>millions</i>)*	\$234	+23%	\$420	+20%
Diluted EPS*	\$1.59	+23%	\$2.85	+21%

*Excludes transaction-related costs associated with the 2017 AAG acquisition as well as 2018 spin-off of S.P. Richards



Financial Focus

Balance Sheet Highlights

◆ Strong cash position

- Above \$350M+ at June 30, 2018

◆ Prudent working capital management

- Working capital efficiency at 13.2% for YTD 2018
- 110% Accounts Payable/Inventory at June 30, 2018
- Cash conversion cycle improved to 47 days at June 30, 2018

◆ After-tax return on invested capital (ROIC) > WACC

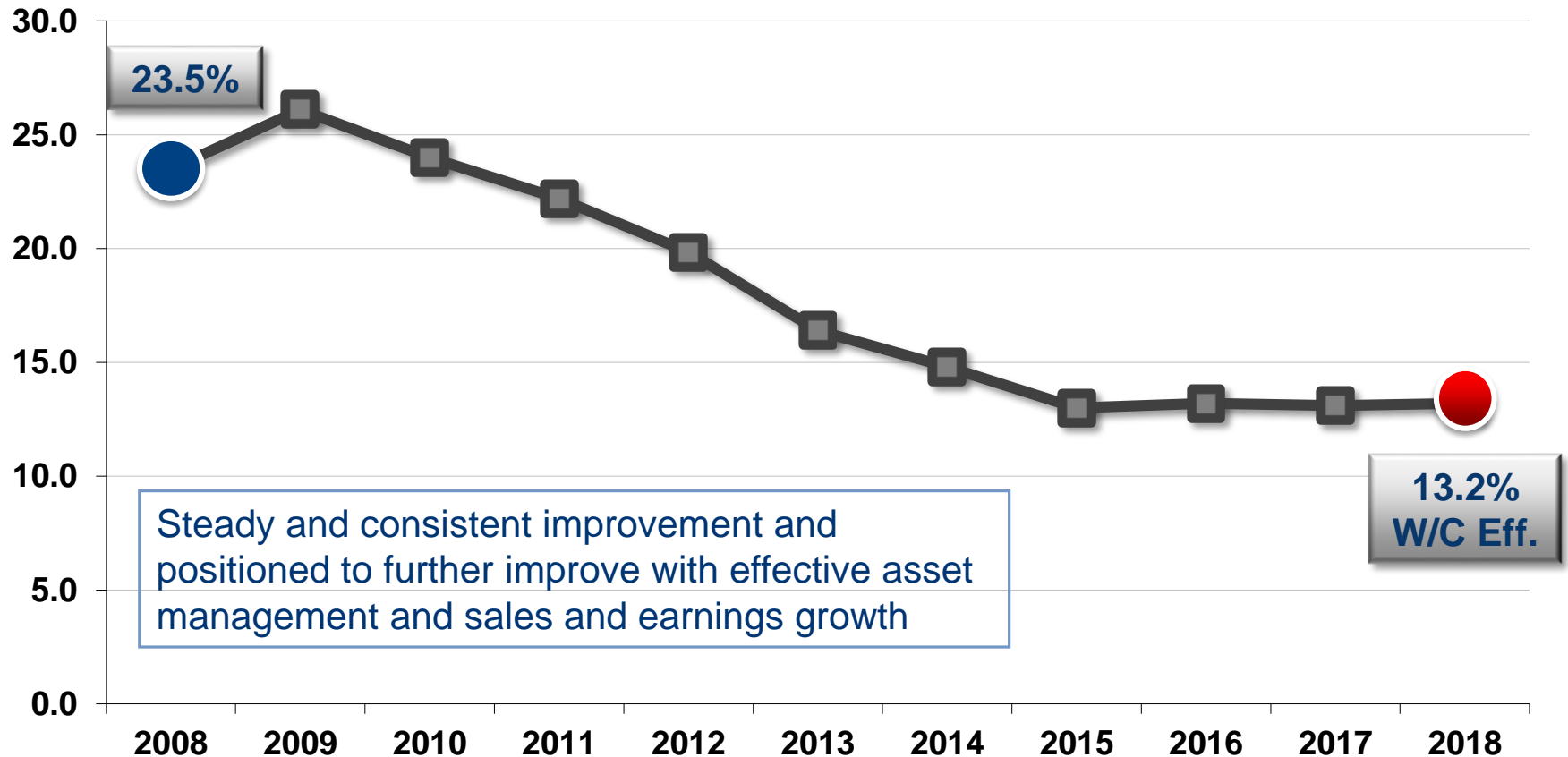
- ~15% ROIC YTD in 2018 → Significantly exceeding 7.5% WACC

◆ Comfortable with capital structure

- Total debt of \$3.2B at June 30, 2018
- < 50% Debt to total capital; ~2.5X Debt to EBITDA

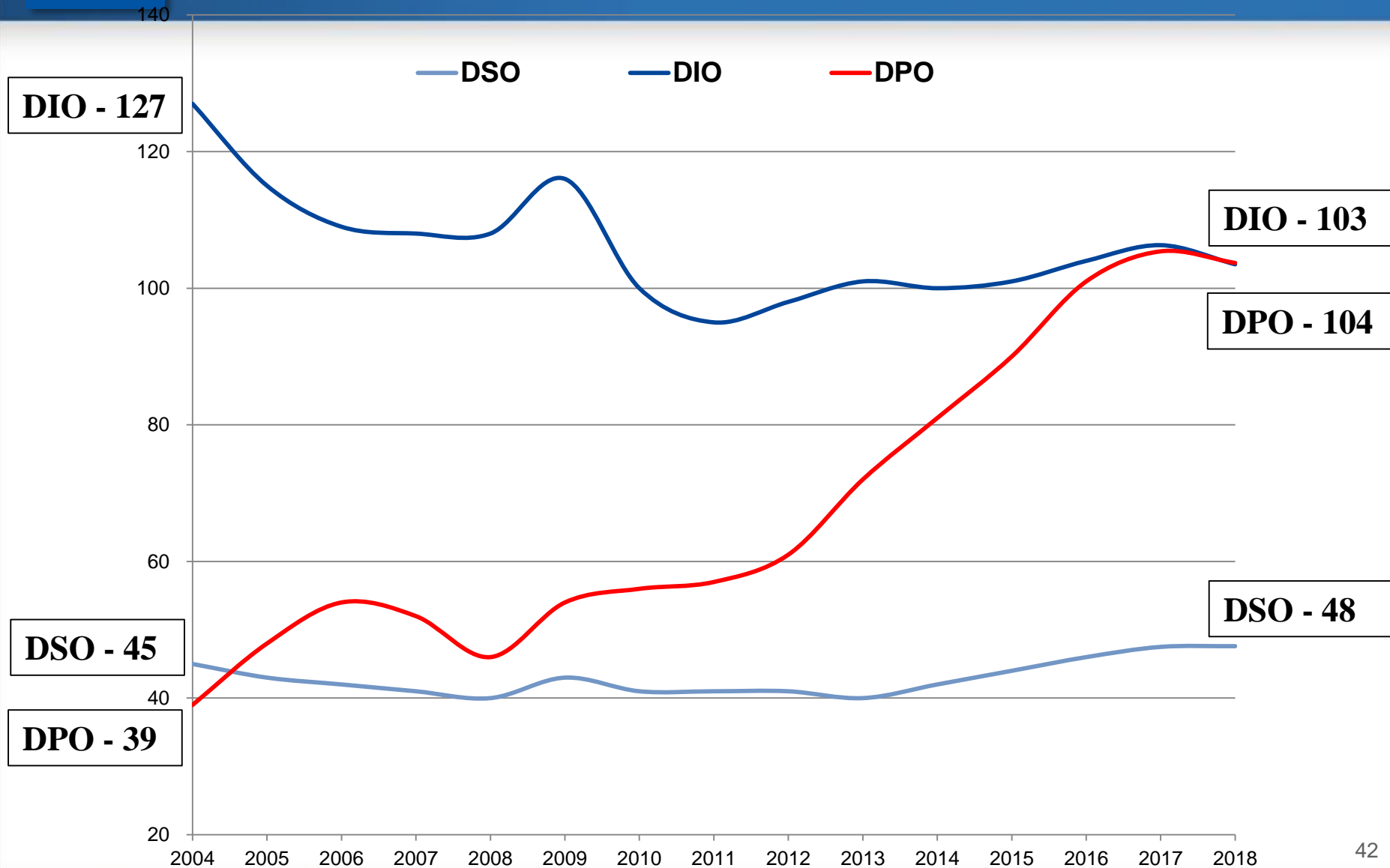


Improving W/C Efficiency Trends





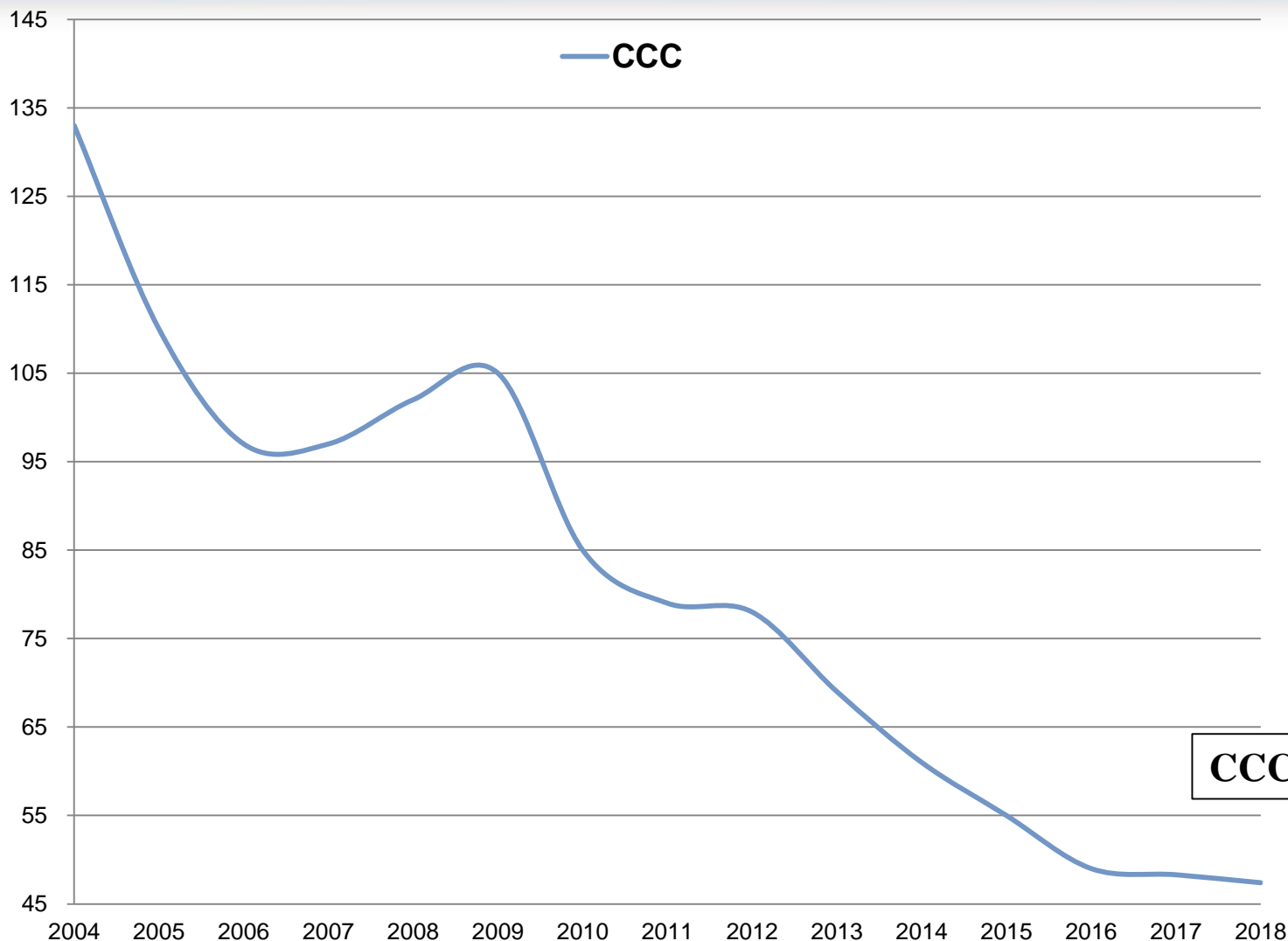
Improvement in Working Capital





.....Compressed CCC

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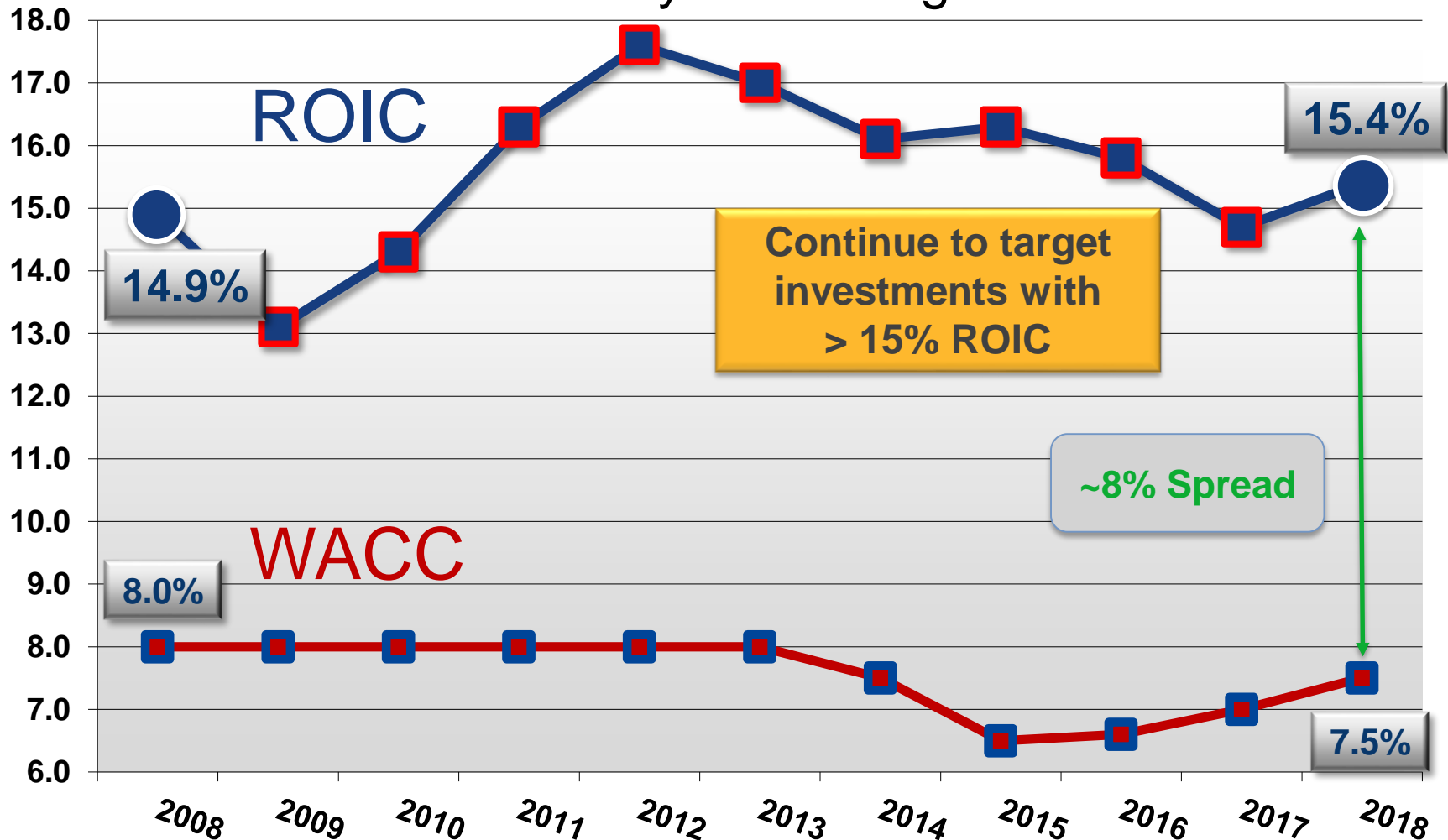


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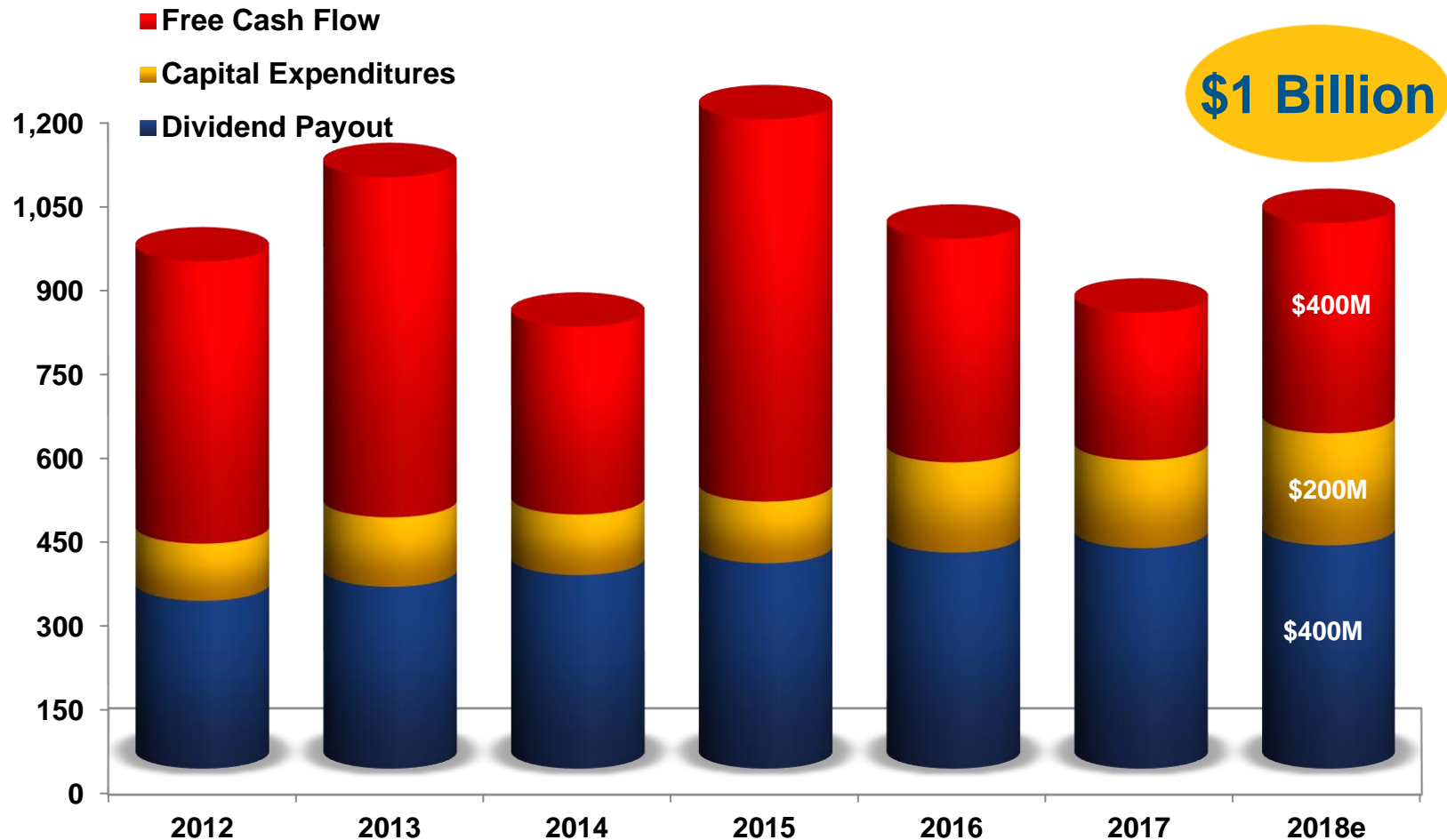
Return On Invested Capital

Consistently Exceeding WACC





Steady and Strong Cash Flows





Commitment to Shareholders




Priorities for Cash

- ◆ Reinvestment in Businesses
- ◆ Acquisitions
- ◆ Dividends
- ◆ Share Repurchases





Recent Acquisitions

				Estimated Annual Revenues
2015	5 4 Store Groups AEA	5 Miller, Oil & Gas Lake Erie, Moss, Connect-Air	3 JAL, Dinesol Malt	\$180M
2016	11 Olympus, Cows, Global, AMX, Auto-Camping, ASL, 5 Store Groups	6 Epperson, MO Power, Colmar, OBBCO, Braas, CPS	2 Safety Zone, RMC Jan/San	\$600M
2017	12 AAG, 6 Store Groups (+48 new stores), Stone Truck Parts, Welch, Sulco T&E, autoBarn, Universal	4 35% Inenco (Australia), Numatic, Apache, Empire	N/A	\$2.1B
2018 (thru Q2)	11 Smith Auto in U.S. plus store group expansion in Europe	2 Sterling Engineering, Power Industries	N/A	\$60M



2017 Dividend Kings

Dividend Stocks with 50+ Years of Increasing Dividends

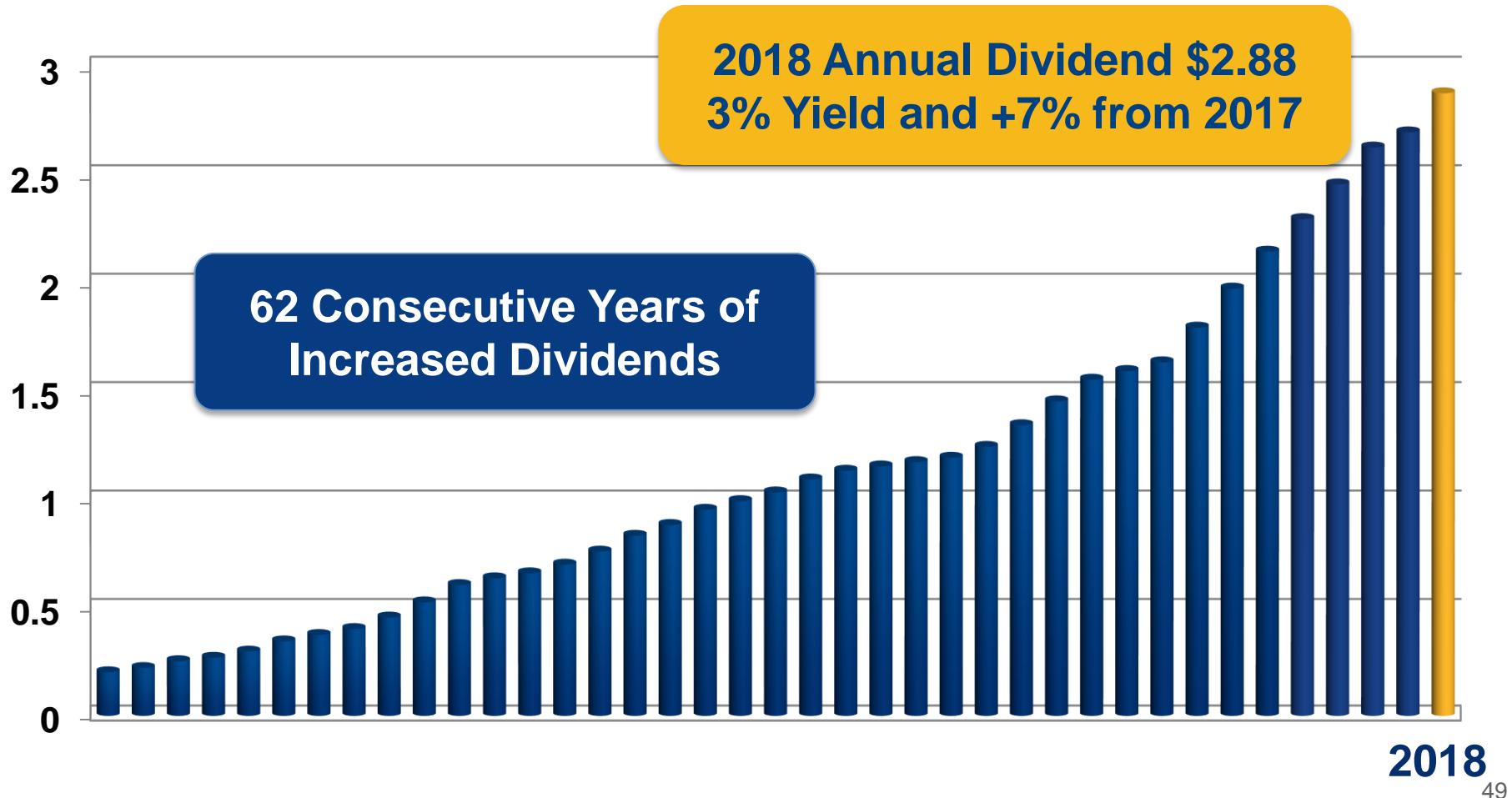
AWR	American States Water Company	63
DOV	Dover Corporation	62
NWN	Northwest Natural Gas Company	62
GPC	Genuine Parts Company	61
PH	Parker-Hannifin Corporation	61
PG	The Procter & Gamble Company	61
EMR	Emerson Electric Co.	60
MMM	3M Company	59
CINF	Cincinnati Financial Corporation	57
VVC	Vectren Corporation	57
CL	Colgate-Palmolive Company	55
KO	The Coca-Cola Company	55
JNJ	Johnson & Johnson	54

LANC	Lancaster Colony Corporation	54
LOW	Lowe's Companies, Inc.	54
NDSN	Nordson Corporation	54
FMCB	Farmers & Merchants Bancorp	52
HRL	Hormel Foods Corporation	51
TR	Tootsie Roll Industries	51
CWT	California Water Service Group	50
SJW	SJW Group	50
FRT	Federal Realty Investment Trust	50
SWK	Stanley Black & Decker	50
SCL	Stepan	50
ABM	ABM Industries	50



Commitment to Shareholders

Dividend Record





Commitment to Shareholders

Share Repurchases History

<i>(in millions)</i>	# Shares	Cash Paid
1994 – 2004	24.0	\$649.9
2005 – 2009	18.2	782.3
2010 – 2014	8.2	495.3
2015	3.3	292.2
2016	2.0	181.4
2017	1.9	173.5
TOTAL	57.6	\$2,574.6

17.4 Million Shares Remaining to be Repurchased

Consistent History Of Returning Cash To Shareholders



Commitment to Shareholders

5-Year Returns to Shareholders

	2013	2014	2015	2016	2017
Dividends	\$326.2	\$347.3	\$368.3	\$386.9	\$395.5
Share Repurchases	120.6	95.9	292.3	181.4	173.5
Total	446.8	443.2	660.6	568.3	569.0

***Approx. \$2.7 Billion Returned to
Shareholders Over 5 Years***



Our Sustainability Commitment



ENERGY

- ▶ LED lighting conversion
- ▶ Alternative sources (solar, battery, wind)
- ▶ 500+ active projects
- ▶ 15 million BTU reduction (25%)



FLEET

- ▶ Rail vs truck conversion (18 mpg)
- ▶ Improved fuel economy/vehicle selection criteria (10%)
- ▶ Route optimizations
- ▶ Millions of miles reduced



COMMUNITY

- ▶ Sustainability ambassadors
- ▶ Awareness at local level
- ▶ Volunteer support programs
- ▶ Structured give back campaigns



WATER

- ▶ Low-flow devices
- ▶ Natural water retention treatment vs runoff policy
- ▶ Usage reduction programs
- ▶ Closed loop systems



WASTE

- ▶ Diversion for waste streams
- ▶ Recycle programs at source
- ▶ Packaging conversion/reduction
- ▶ Fiber recycle



GPC Outlook & Objectives

2018 Outlook

- Sales Growth +13-14%
- Stabilized Operating Margin
- EPS Growth +19-22%
- Cash from Operations in \$950M-\$1.0B Target Range
- Steadily Improving W/C Efficiency

Key Long Term Annual Objectives

- Improve Sales by 6-8%
- Increase Operating Margin
- Grow EPS by 7-10%
- Generate Solid Cash Flows
- Maintain Strong Bal. Sheet



Outlook & Objectives

2018 Outlook

- Sales growth **+13-14%**
- Stabilizing operating margin
- EPS growth **+19-22%**
- Cash from operations in **\$950-\$1B target range**
- Steadily improving working capital efficiency and CCC

Key Long-term Annual Objectives

- Improve sales by **6-8%**
- Increase operating margin
- Grow EPS by **7-10%**
- Generate solid cash flows
- Maintain strong balance sheet



Thank You!



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