



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

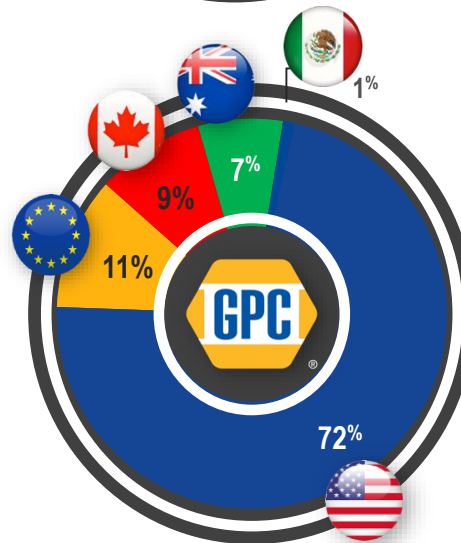
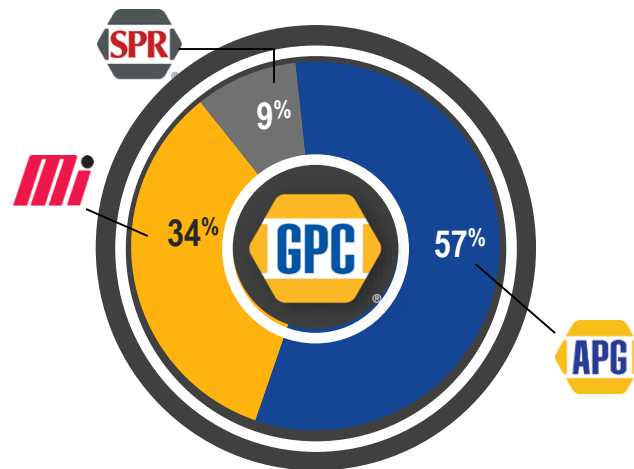
- ◆ **Leading global distributor in diversified end markets**
- ◆ **Proven track record of steady growth**
- ◆ **Strong balance sheet with meaningful free cash flow generation**
- ◆ **Committed to maximizing shareholder value**
- ◆ **Opportunity for market share growth in large and fragmented industries**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



- Company Overview -

2019 Sales \$19.4 Billion

- ◆ Founded in 1928
- ◆ Leading distributor to three primary end-markets:
 - Automotive Parts (APG)
 - Industrial Parts Group (Motion)
 - 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





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
- ◆ **Continue focus on 3 primary segments:**
 - Automotive, Industrial and Business Products



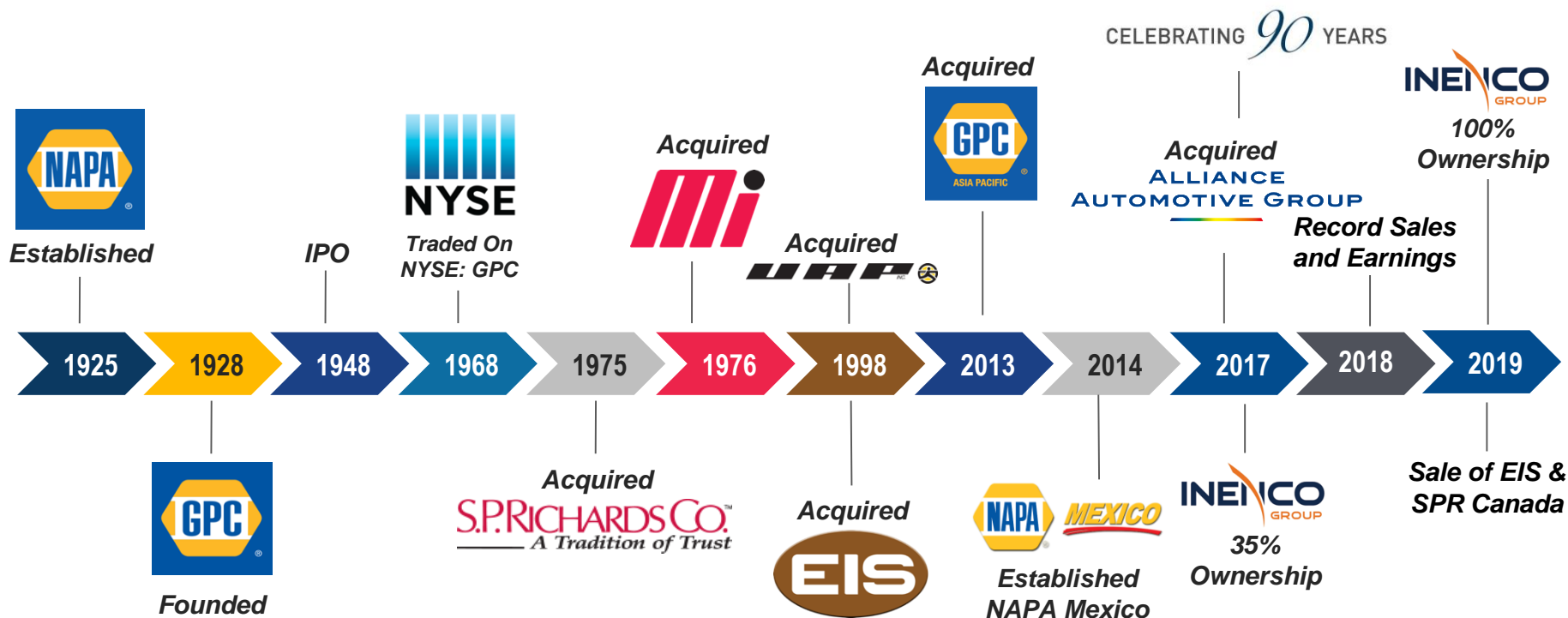
Track Record of Success

◆ Strong history of sales & profit growth

- Sales have increased in 87 of 92 year history
- Profit has increased in 75 of 92 year history

◆ Dividend growth

- 2020 marks GPC's 64th consecutive year of dividend increases



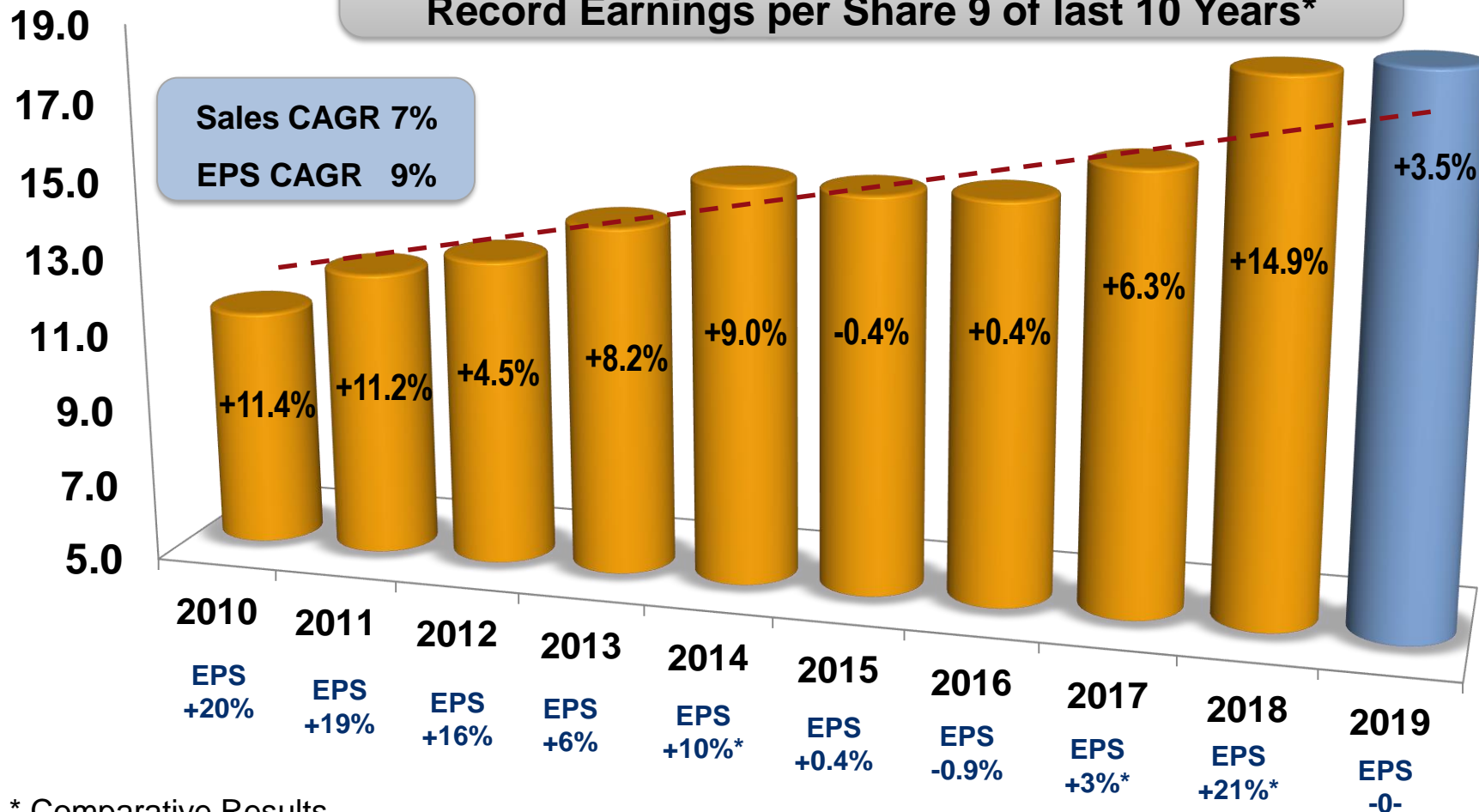


Ten Year Sales & Earnings History

\$ Billions

Record Sales 8 of last 10 Years

Record Earnings per Share 9 of last 10 Years*

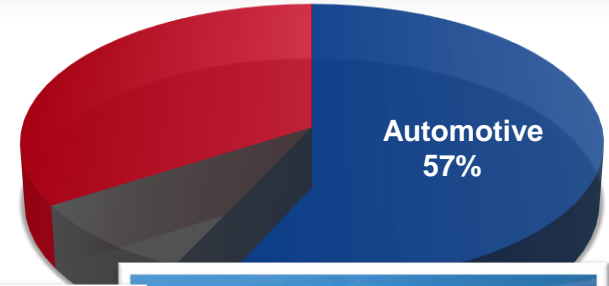


* Comparative Results



Automotive Parts Group Highlights

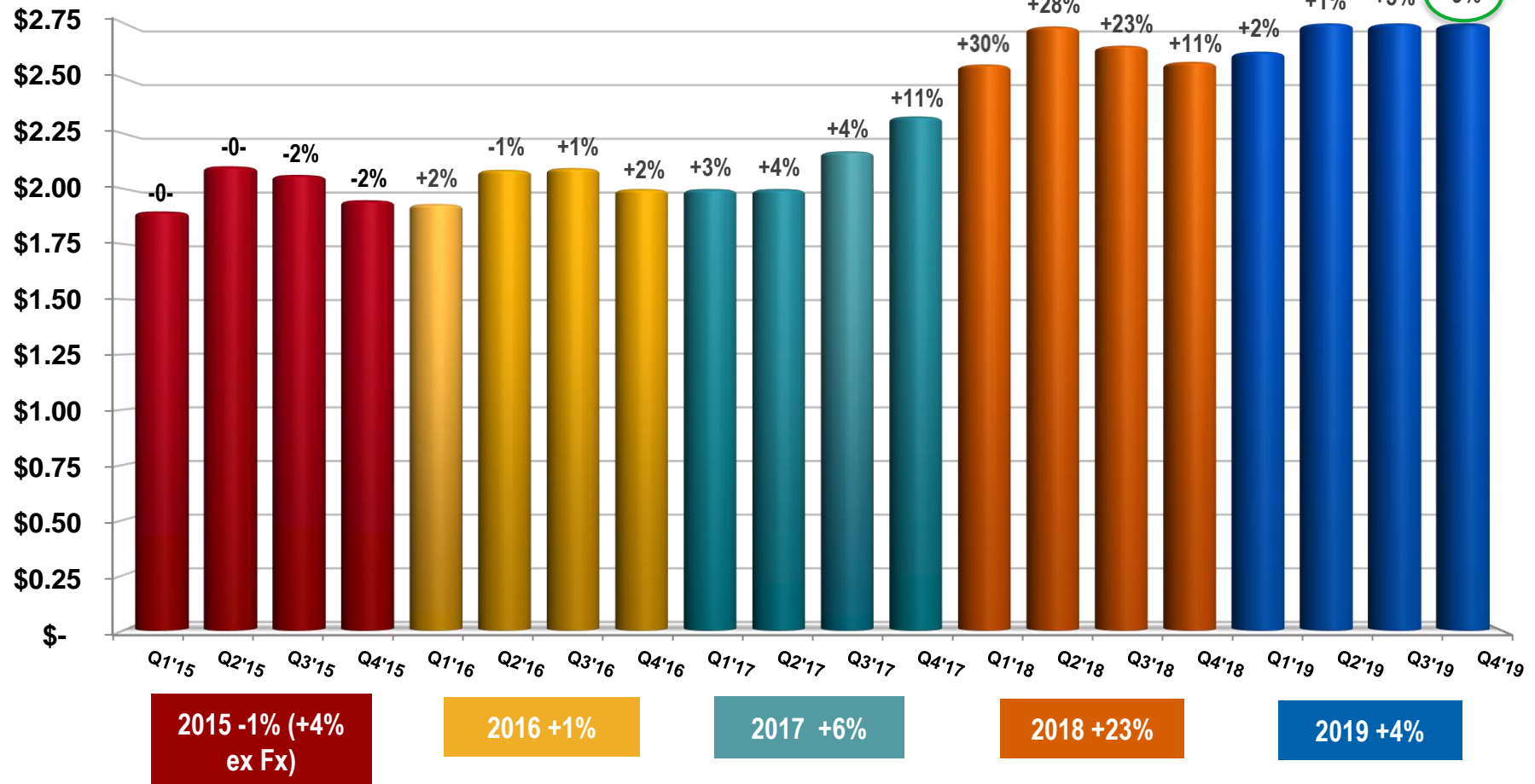
- ◆ Largest global auto parts network
- ◆ 2019 Sales at \$11.0 billion
 - US: 56 DC's & ~ 5,900 NAPA stores (~1,110 Co. owned)
 - Canada: 13 DC's & ~ 700 NAPA stores (~200 Co. owned)
 - Mexico: 1 DC & 43 NAPA stores (25 Co. owned)
 - Automotive Supply Group
 - ▶ Parts Repackager
 - ▶ Brake Products Distributor
 - ▶ OE Import Parts
 - ▶ Heavy Vehicle Parts
- ◆ 63 DC's & 2,400 Store Footprint in U.K., France, Germany, Poland, the Netherlands & Belgium via Alliance Automotive Group
- ◆ 12 DC's & 553 Store footprint in Australia and New Zealand via Repco & other banners
- ◆ Superior brand recognition & customer service
- ◆ Globally positioned to benefit from positive industry trends





Quarterly Sales History

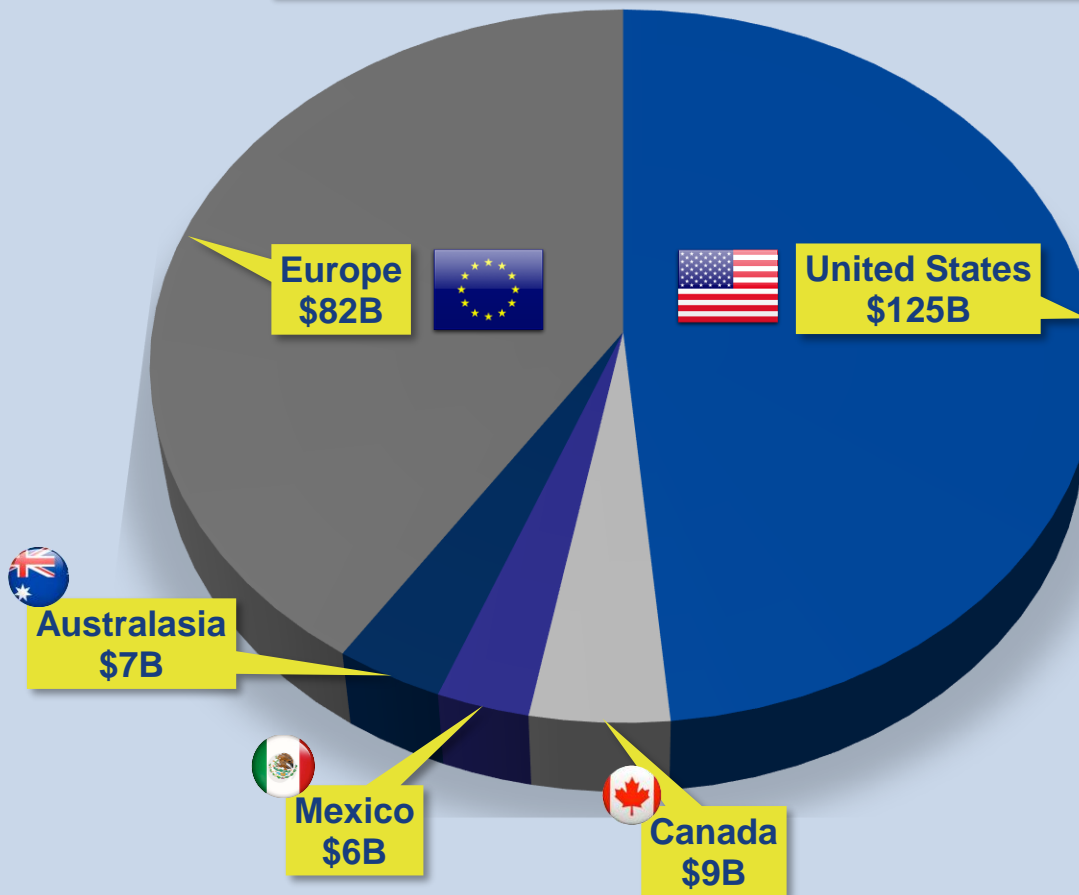
Sales
Billions





The Global Automotive Aftermarket

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








Country	Market Share	Industry Growth
United States	7%	+2%
Europe*	5%	+2%
Canada	14%	+3%
Australasia	20%	+2%
Mexico	2%	+6%
Total	7.5%	+2%

*Reflects France, U.K., Germany, Poland, the Netherlands & Belgium



Global Leader in the Aftermarket

		2019 Sales	DCs	Stores
USA		\$6.4B	56	5,900
Europe		\$2.2B	63	2,400
Canada		\$1.2B	12	700
Australasia		\$1.2B	12	550
Mexico		\$16M	1	43
\$11.0 Billion			144	9,593



Global Leader in Commercial Programs

Global Repair Center Partnerships (25,000+)



17,800

NAPA AutoCare
Centers



1,700

NAPA
AutoCare

600+

NAPA
AUTOPRO



500

RAS
(Repco Authorized Service)



4,700

Top Garage,
Precisium Garage,
GroupAuto –
Auto Care



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 and training
- ◆ Commercial/DIFM customers
 - Professional service repair facilities
 - Approx. 80% of NAPA sales
- ◆ 17,800+ NAPA U.S. AutoCare Centers
 - 1,700+ in Canada (& 600+ AUTOPRO Centers)
- ◆ Major Accounts: AAA, Goodyear, Firestone, TBC, CBAdvantage
- ◆ Retail/DIY customers
 - Individual consumer customer
 - Approx. 20% of NAPA sales

Major Competitors

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

Canada - Uni-Select, AAP/Carquest

Mexico - AutoZone



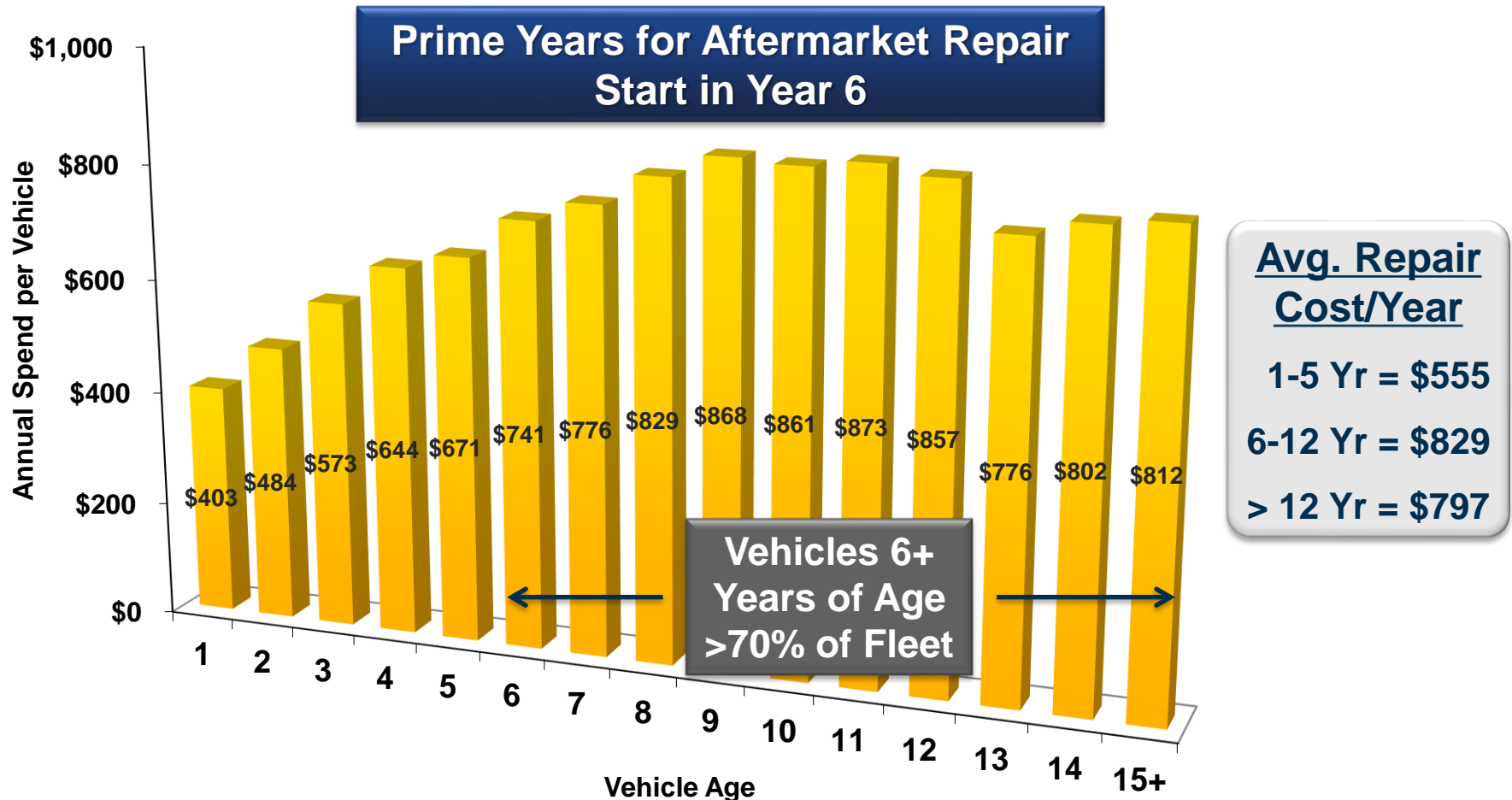
Major Account Customers





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**
- ◆ **Affordable gas prices**
- ◆ **Miles driven reaching new peaks**

**+1 to 2%
thru 2020**

11.8 Years

**\$2.64/GL
at Dec. 2019**

**+0.9% thru
November 2019**



NAPA Retail Store – New Store Concept

After

- ❖ U.S. company-owned store roll-out completed in 2018
- ❖ Roll-out to independents underway
- ❖ Retail sales for these stores > company average





NAPA AutoCare Centers

Before



After



NAPA AutoCare
17,822 in U.S.
1,700 in Canada

NAPA AUTOPRO
630 in Canada

PROimage

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

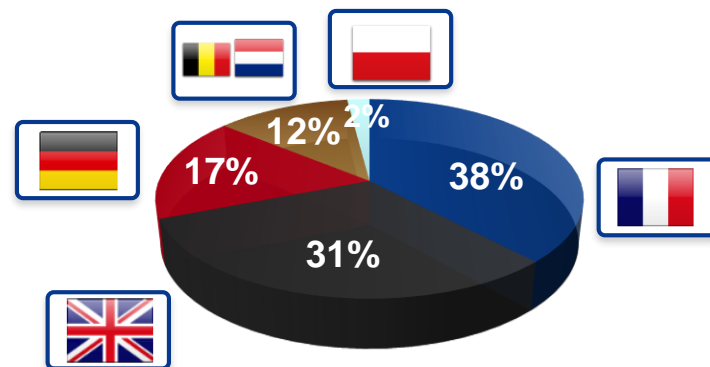


Alliance Automotive Group

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. and the Netherlands
 - #3 in Germany and Belgium
- ◆ **Acquired Todd Group in October 2019**
(35 locations and \$85 US\$ in annual revenues)
- ◆ **Acquired Parts Point Group in June 2019**
(150 locations and \$330 US\$ in annual revenues)
- ◆ **Acquired Hennig Fahrzeugteile Group in January 2019**
(31 locations and \$190M US\$ in annual revenues)
- ◆ Integrated distribution model similar to GPC
- ◆ Allows GPC to leverage global supplier base across businesses
 - ~\$25M in annual synergies

% Revenue by country



Key Figures (USD)¹

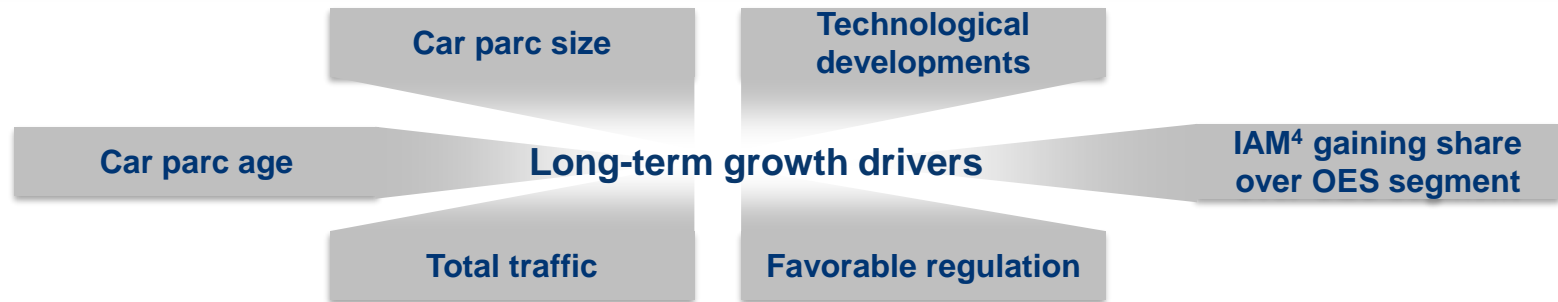
Proforma Annual Sales \$2.3bn	Sales +19.5% in 2019	2,400 Total Outlets
63 Distribution centers	40,000+ Customers	1,700 Affiliated outlets
500+ Suppliers	12,000+ Employees	700 Owned outlets

Serves 4,700 repair centers under leading commercial programs, including the Top Garage, Precisium Garage & GroupAuto-Auto Care banners

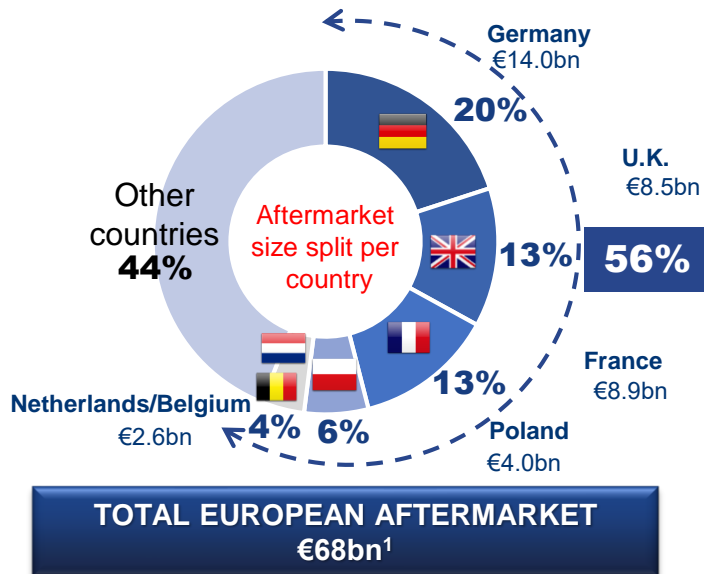
¹ USD / EUR of 1.12. Revenues exclude direct ship billings per U.S. GAAP.



European Automotive Aftermarket



Overview of European LV aftermarket at distribution level



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

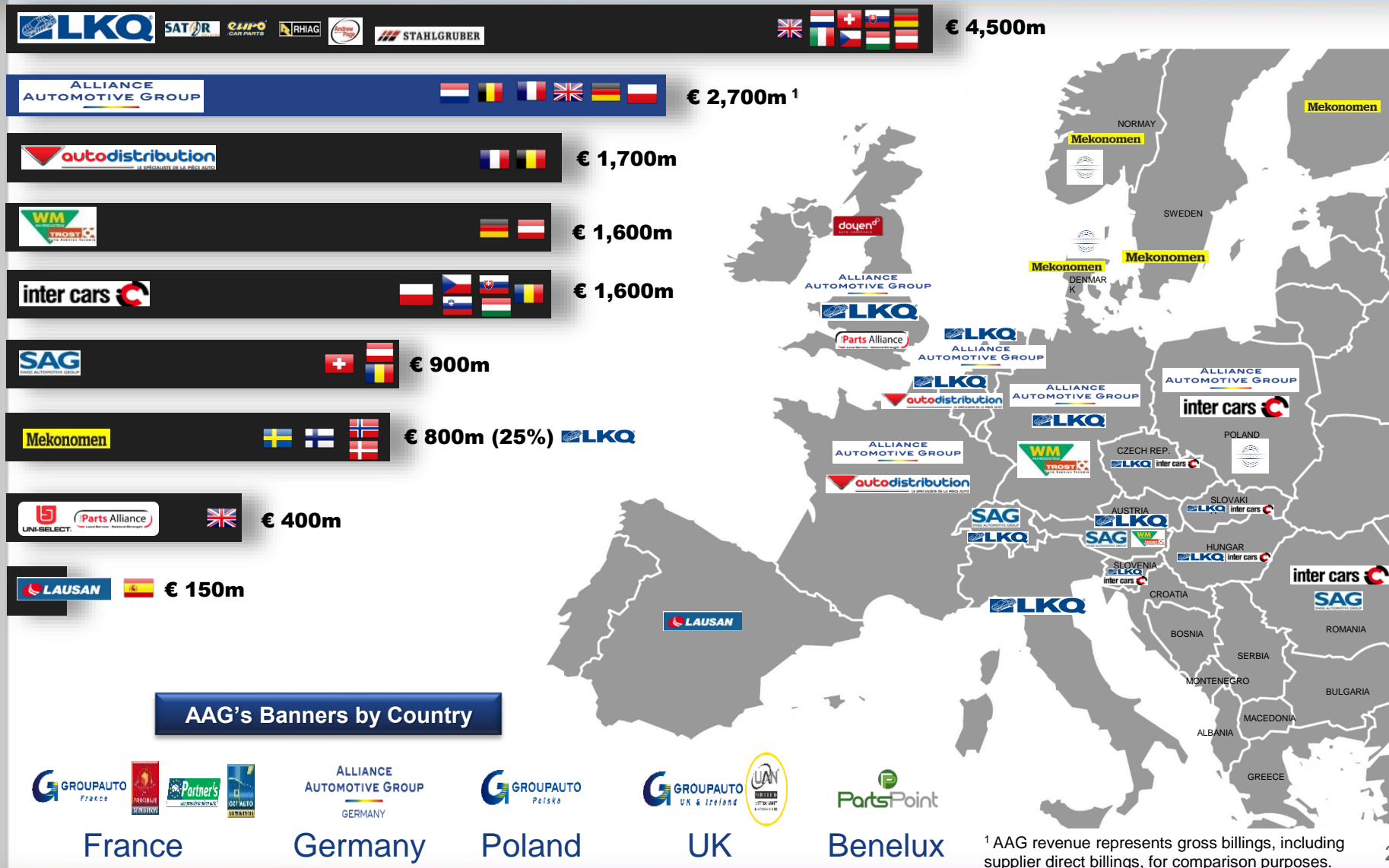
Source: Roland Berger

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 covered by AAG



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



¹ AAG revenue represents gross billings, including supplier direct billings, for comparison purposes.



GPC Asia Pacific

Acquired 2013

◆ Market Share Leader in Australia and New Zealand

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

Primary Banners



Repair Center Commercial Program

492 Repco-Authorized Service Centers



Major Competitors

Supercheap, Burson, & autoBarn



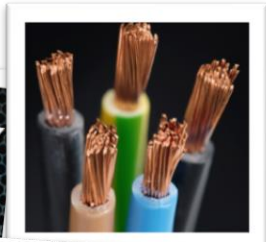
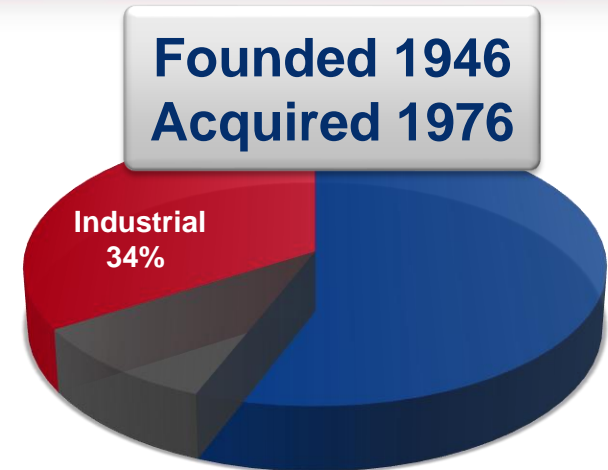
Growth Opportunities

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



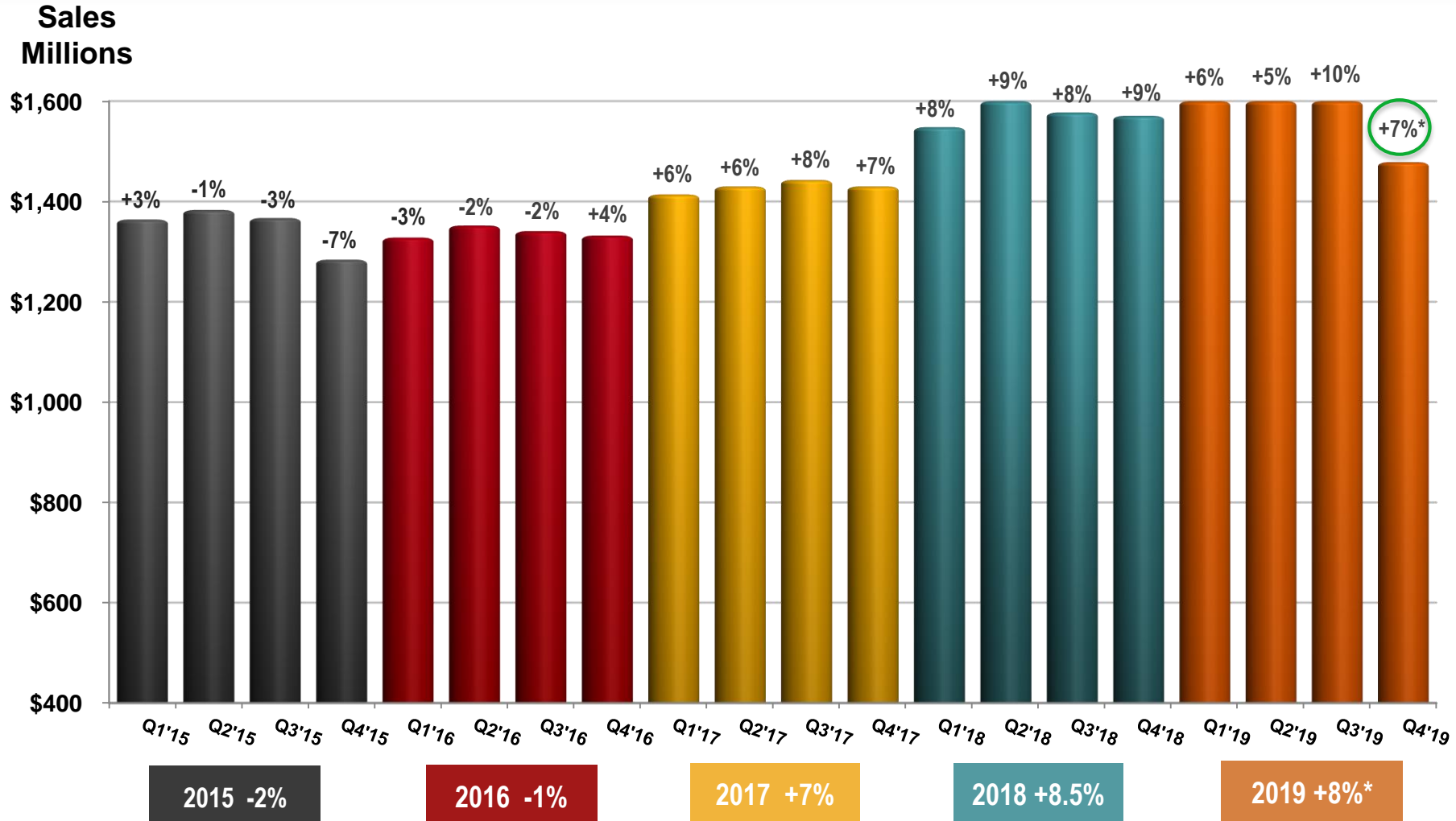
Motion Industries Highlights

- ◆ Leading industrial parts MRO distributor in North America
- ◆ 2019 Sales at \$6.5 billion
 - 15 MI DC's and 550+ branches and service centers in the U.S., Canada and Mexico
- ◆ Acquired Inenco July 1, 2019
 - Leading industrial distributor in Australasia (*190+ locations and \$400 US\$ in annual revenues*)
- ◆ 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





Quarterly Sales History



*Excludes the EIS divestiture



Overview



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

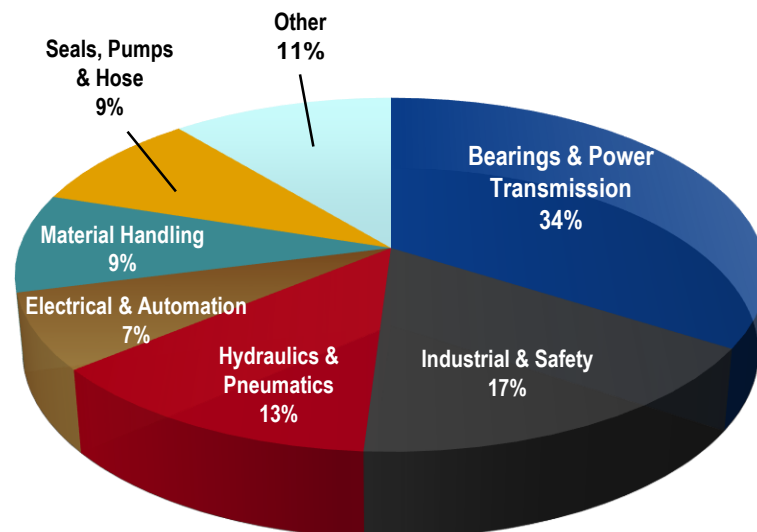
Major Competitors

Applied Industrial Technologies
Kaman (Ind. Div. "Littlejohn & Co.")
Bearing Distributors (BDI)

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



Industrial Sales by Product Category





Industries Served



Motion Serves a Diverse Customer Base



PEPSICO

CargillTM



GP
Georgia-Pacific



EQUIPMENT &
MACHINERY



FOOD



IRON & STEEL



PULP & PAPER



AUTOMOTIVE



CHEMICAL
& ALLIED
PRODUCTS



LUMBER &
WOOD



FABRICATED
METAL



AGGREGATE &
CEMENT



RUBBER &
PLASTIC



EQUIPMENT
RENTAL &
LEASING

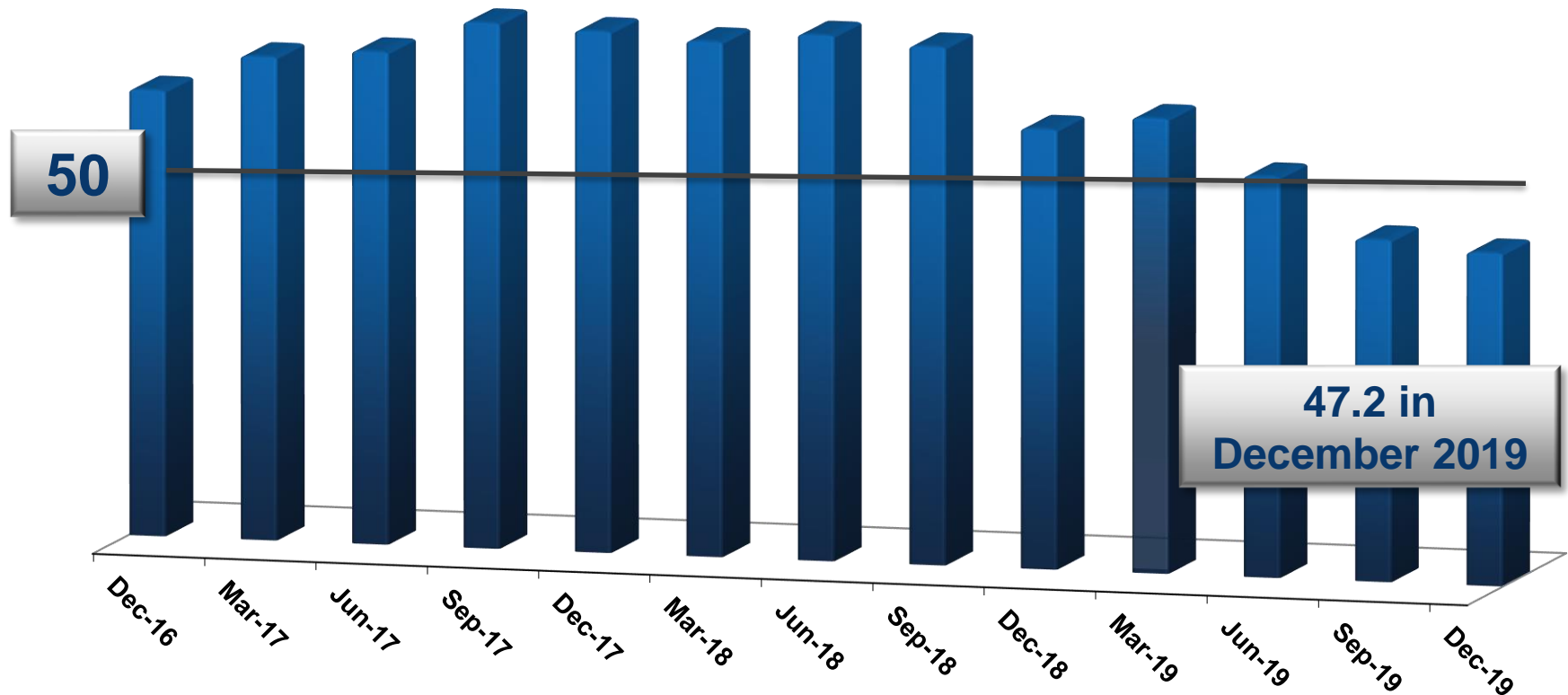


OIL & GAS
EXTRACTION

Industry Trends

Index Supportive of Industry Growth

Institute for Supply Management - Purchasing Managers Index



Inenco

Acquired July 2019

- ◆ Market Leading Industrial Distributor in Australasia
- ◆ ~AU\$550M in FY 2019 Sales



World Class Suppliers:

NTN
SCHAEFFLER

TIMKEN

NSK



CARLISLE



Rothe Erde

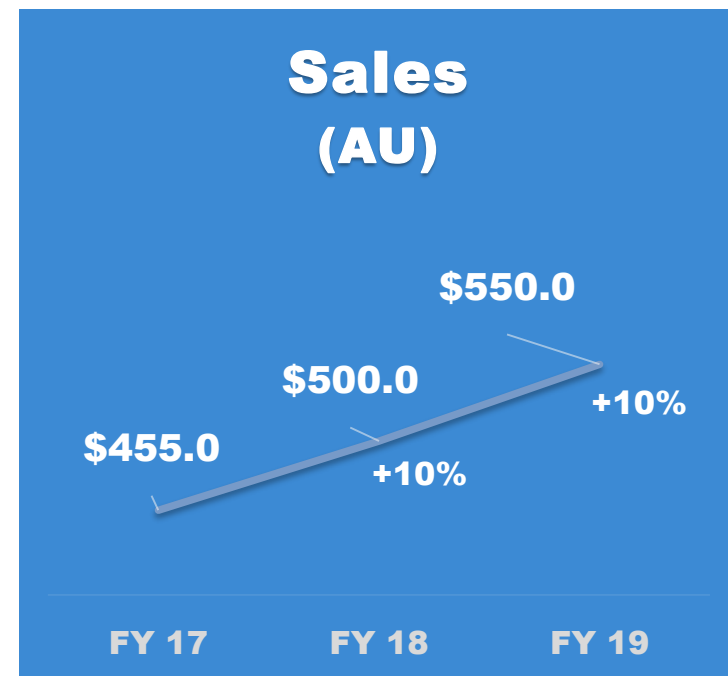


60,000+ Customers:

- ◆ Freeport - McMoRan
- ◆ BHP Billiton
- ◆ Rio Tinto
- ◆ Visy
- ◆ Onesteel
- ◆ Joy Global
- ◆ Alcoa
- ◆ Carlton United Brewery
- ◆ Fonterra



Strong Sales Growth





Growth Opportunities

◆ Product Category Expansion

- Automation Solutions - 87% growth over 3 years
- Process Pumps & Safety

◆ Acquisitions

- Added Fluid Power House Oct. 2019
- Completed Inenco acquisition in July of 2019
 - ▶ Acquired 35% in April 2017
- Added Axis Automation Mar. 2019

◆ Expansion in New Markets

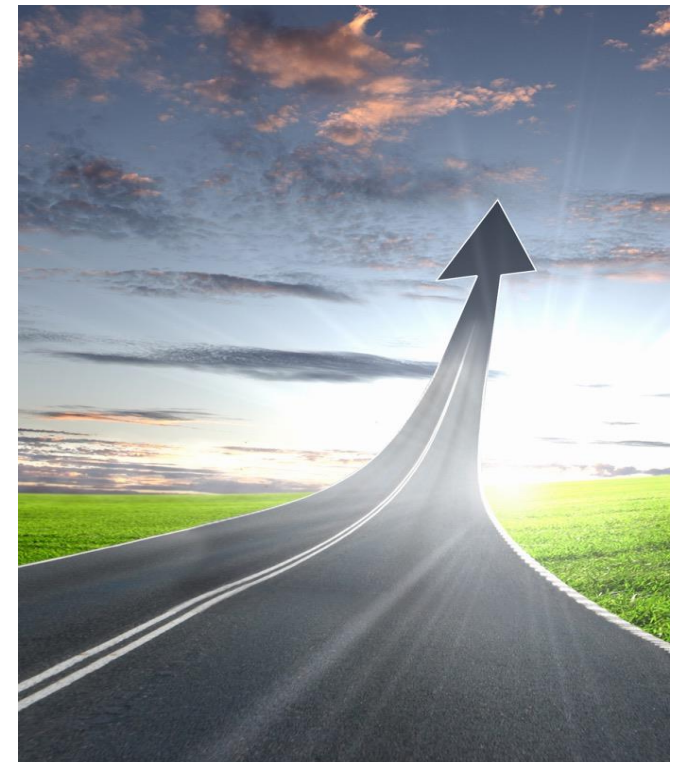
◆ E-Commerce

◆ Vending, VMI, and Store Room Mgmt

◆ Share Gains with Major Accounts



**Only 8% 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
- ◆ 2019 Sales at \$1.9 billion
 - 44 DC's in U.S.
- ◆ 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

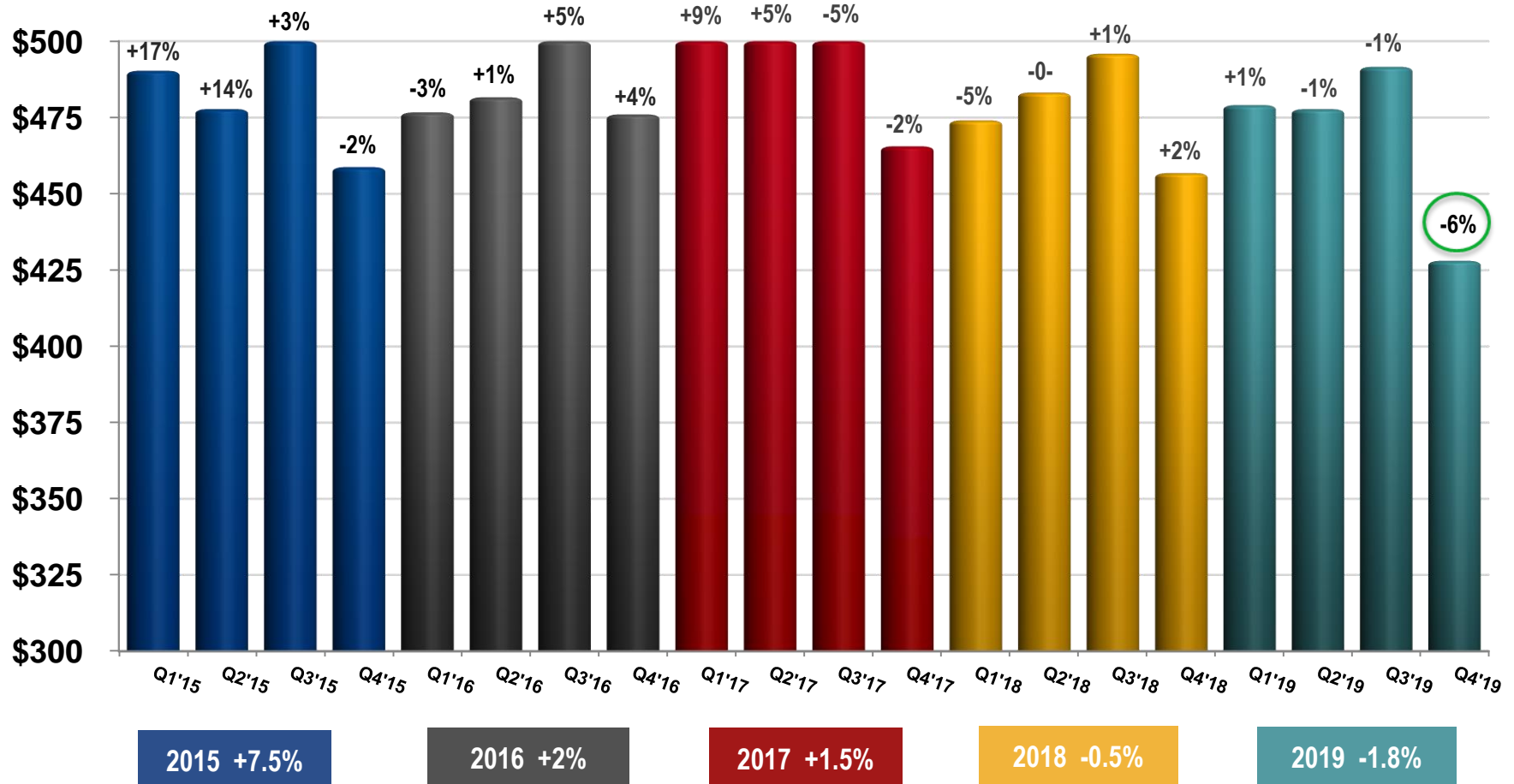
Business Products
9%





Quarterly Sales History

Sales
Millions





Business Products Group Overview

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



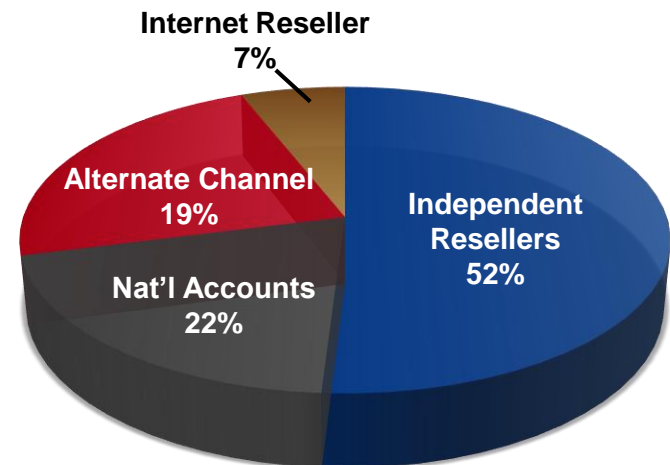
- ◆ Customers: Serves ~10,000 business product resellers



Major Competitors

Essendant
Amazon/E-tailers
Mass Merchants
Specialty Distributors
Importers

Primary Sales Channels

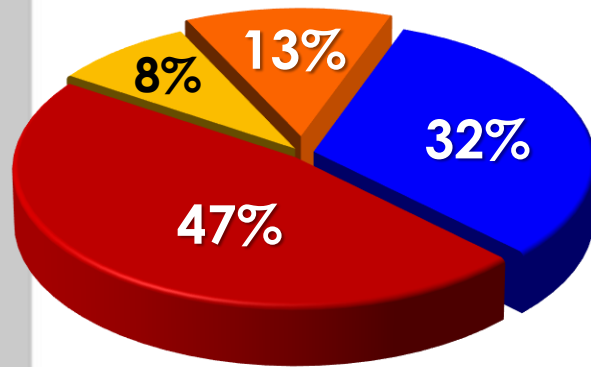




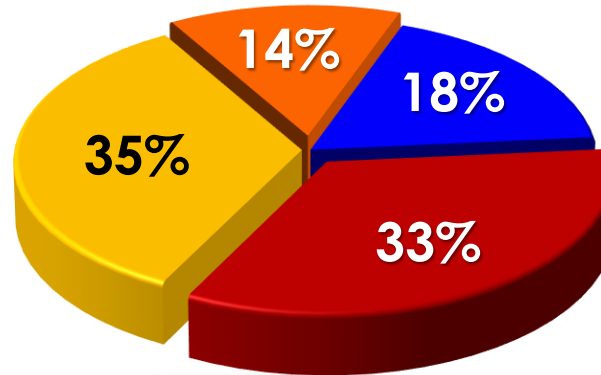
Drive for Diversification

PRODUCT MIX

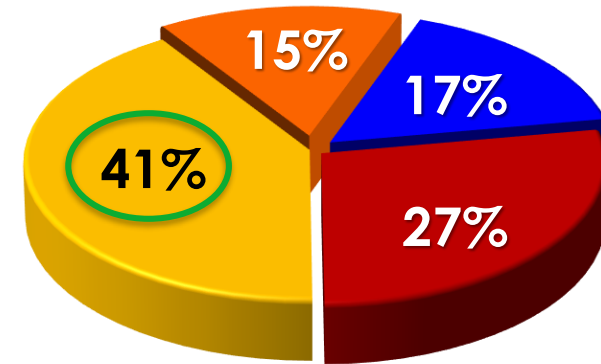
Office Supplies FBS Furniture Tech



2010



2019



2020
(Est)

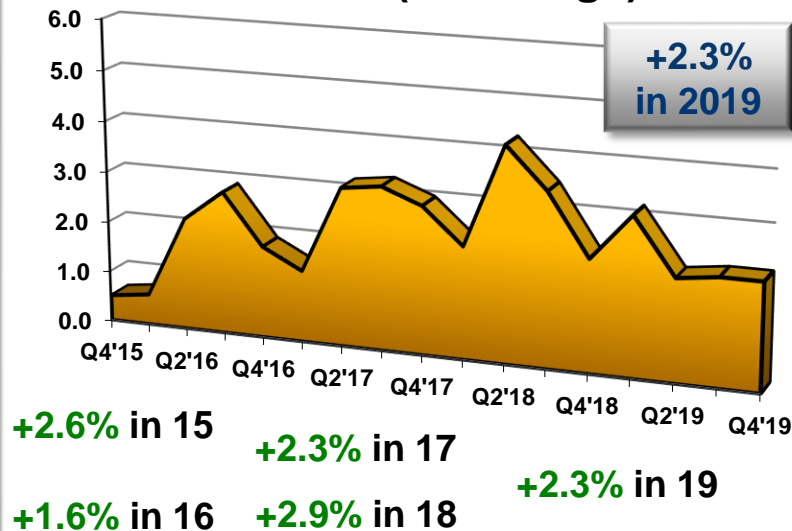
Initiatives to Diversify Product Offering are Significantly Increasing Facility, Breakroom & Safety Supply Sales



U.S. GDP and Employment Levels

Macro Demand Drivers Relatively Stable

U.S. GDP (% Change)

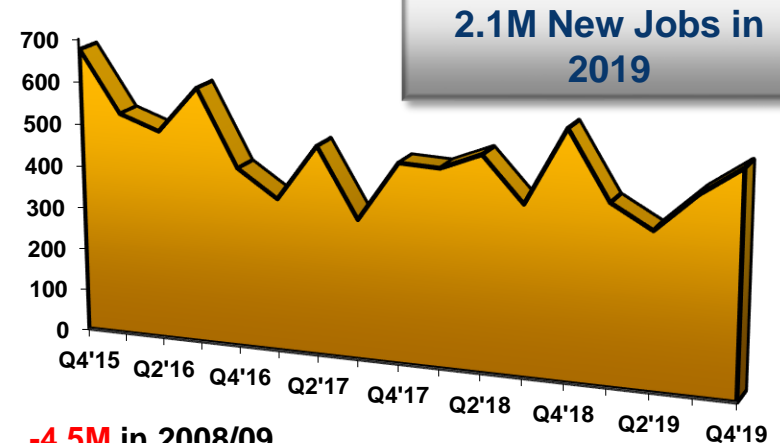


Source: BEA.gov

**Continued GDP
Growth in 2019**

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

Service-Providing Employment



Source: BLS.gov

**2019
Unemployment
Rate at 3.5%**



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• 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">• 8% share of market – estimated at \$80+ billion• Approx. 7.1 million products & > 200,000 customers• Footprint Expansion to Australasia via Inenco• 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 & ~10,000 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

	Q4 2019	v. Q4 '18	YTD 19	v. '18
Net Sales (<i>billions</i>)	\$4.70	+2%	\$19.39	+4%
Net Income (<i>millions</i>)*	\$197	-1%	\$833	-0-
Diluted EPS*	\$1.35	-0-	\$5.69	-0-

*The periods presented exclude transaction-related costs and fees



Financial Focus

Balance Sheet Highlights

◆ Strong cash position

- Consistently at \$300M+

◆ Prudent working capital management

- Working capital efficiency at 8.0% in 2019
- 107% Accounts Payable/Inventory at 12/31/19
- Cash conversion cycle improved 3 days in 2019

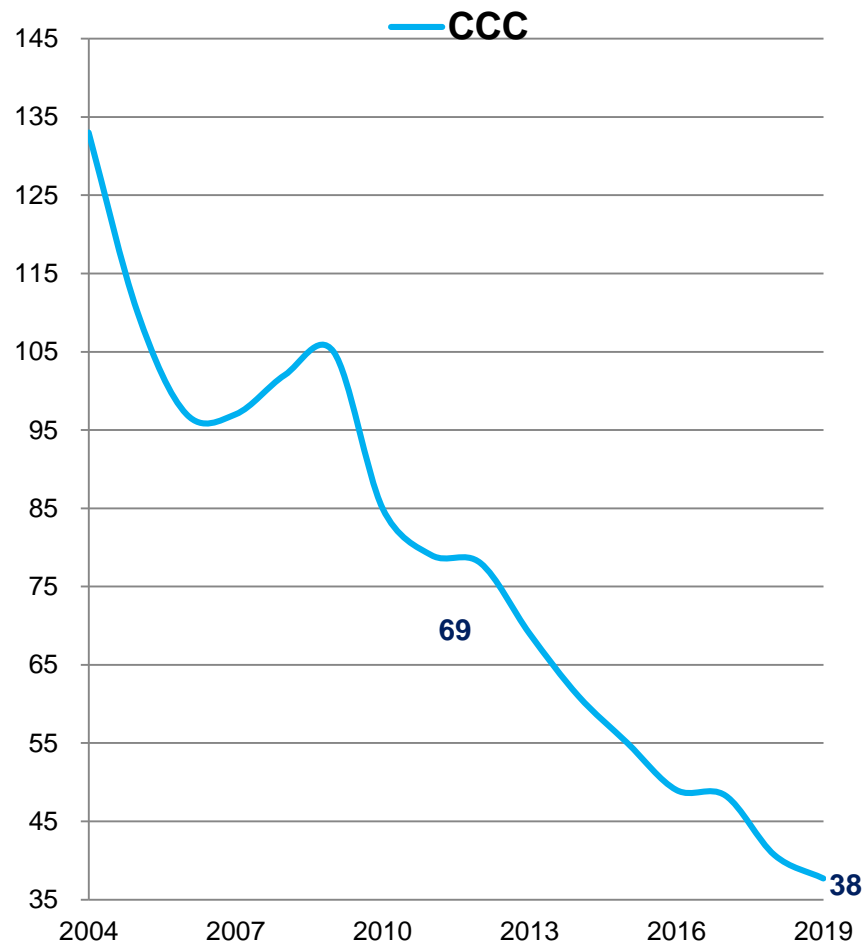
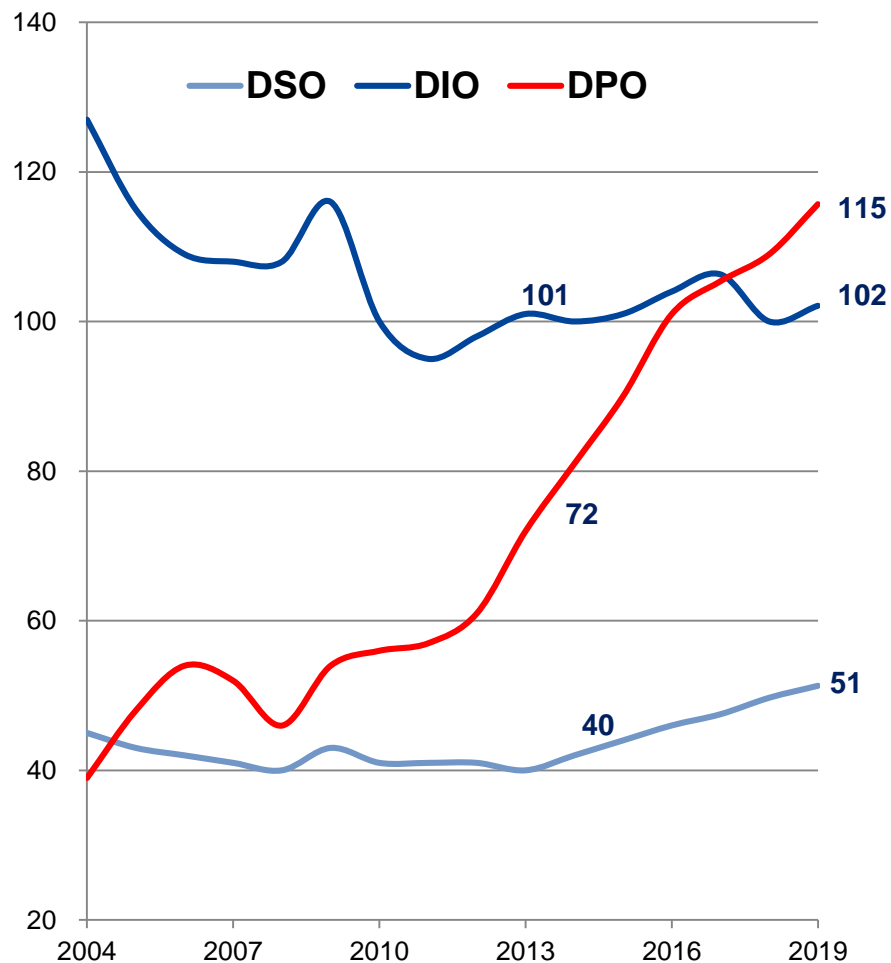
◆ After-tax return on invested capital (ROIC) > WACC

- 13.5% ROIC for 2019 → Exceeding 7.5% WACC

◆ Comfortable with capital structure

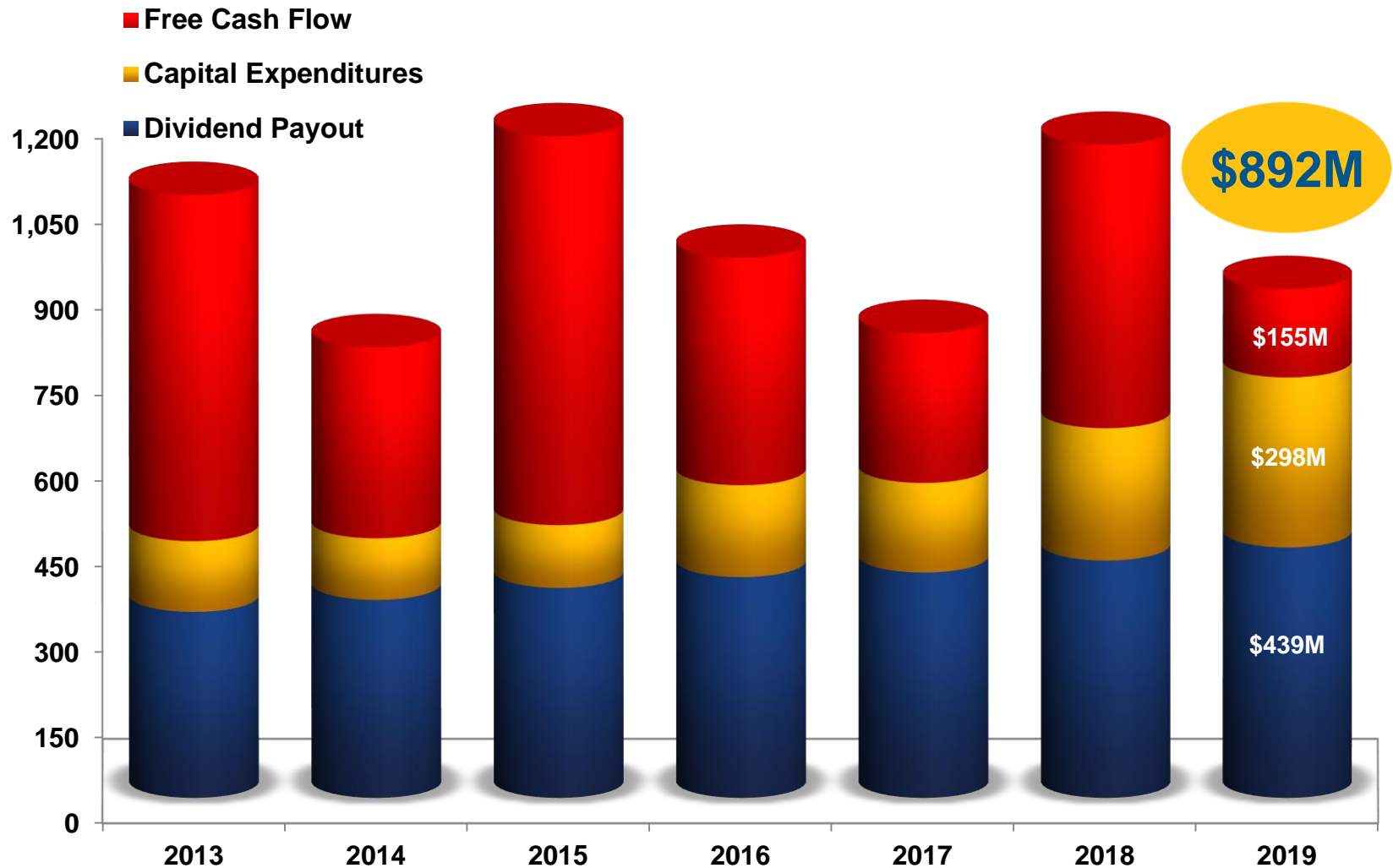
- Total debt of \$3.4B at 12/31/19
- ~ 48% Debt to total capital; ~2.3X Debt to EBITDA

CCC/Working Capital





Steady and Strong Cash Flows








Commitment to Shareholders

Priorities for Cash

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



Recent Acquisitions

				Estimated Annual Revenues
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	20 U.S. - Smith & Hastings Europe - TMS & Platinum Tuck-in store expansion (16)	3 Sterling Engineering, Power Industries, Hydraulic Supply	N/A	\$280M
2019	13 Hennig, PartsPoint, & Todd in Europe Avenue Motors (Canada) Sparesbox (Aus) 8 store groups	3 Axis 100% Inenco Fluid Power House	N/A	\$1.2B



2019 Dividend Kings

Dividend Stocks with 50+ Years of Increasing Dividends

AWR	American States Water Company	65	LOW	Lowe's Companies, Inc.	57
DOV	Dover Corporation	64	CL	Colgate-Palmolive Company	56
NWN	Northwest Natural Gas Company	64	NDSN	Nordson Corporation	56
GPC	Genuine Parts Company	63	FMCB	Farmers & Merchants Bancorp	54
PH	Parker-Hannifin Corporation	63	HRL	Hormel Foods Corporation	54
PG	The Procter & Gamble Company	63	TR	Tootsie Roll Industries	54
EMR	Emerson Electric Co.	63	CWT	California Water Service Group	52
MMM	3M Company	61	SJW	SJW Group	52
VVC	Vectren Corporation	60	FRT	Federal Realty Investment Trust	52
CINF	Cincinnati Financial Corporation	59	SWK	Stanley Black & Decker	52
KO	The Coca-Cola Company	57	SCL	Stepan	52
JNJ	Johnson & Johnson	57	ABM	ABM Industries	52
LANC	Lancaster Colony Corporation	57	CBSH	Commerce Bancshares	51

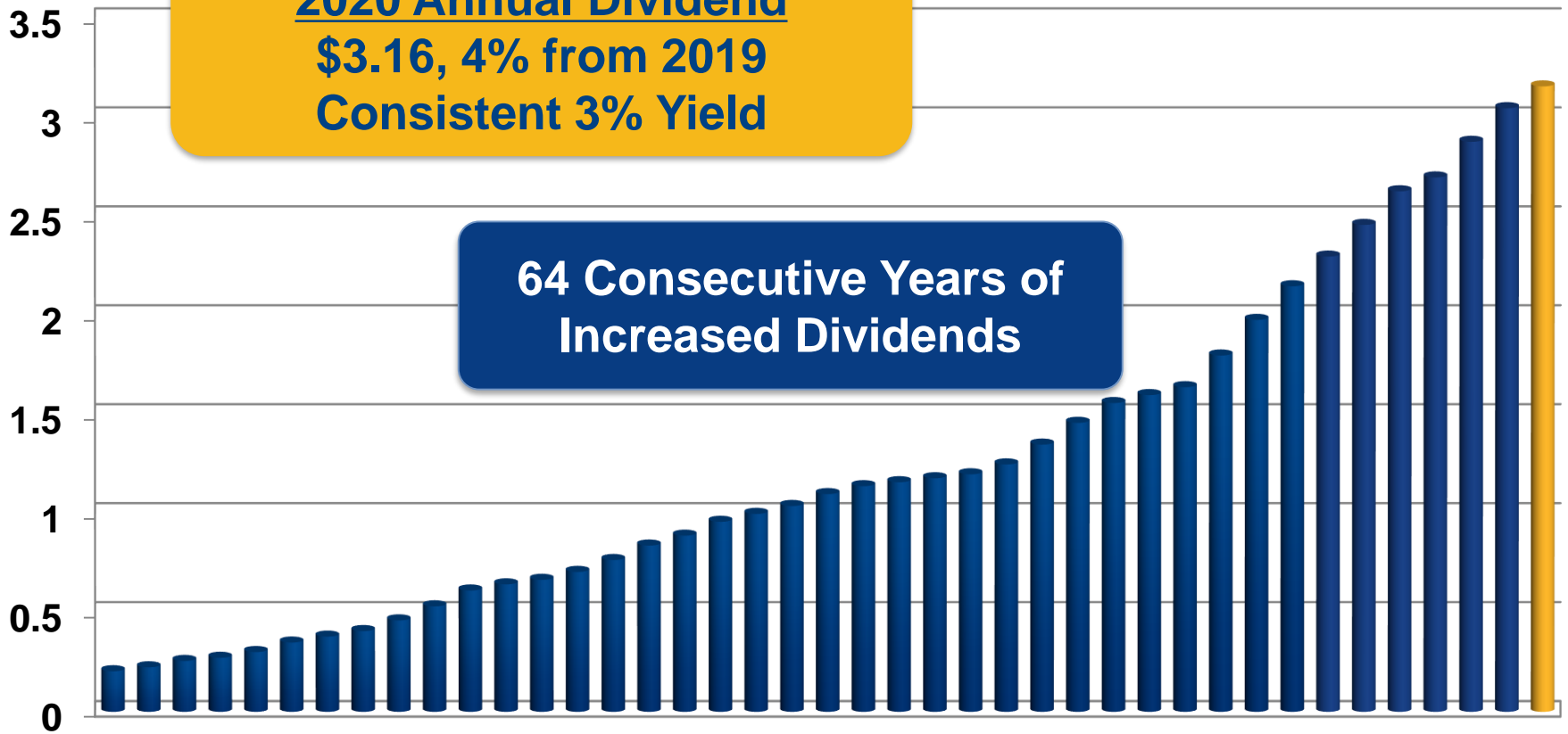


Commitment to Shareholders

Dividend Record

2020 Annual Dividend
\$3.16, 4% from 2019
Consistent 3% Yield

**64 Consecutive Years of
Increased Dividends**



2020

46



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 – 2016	5.3	473.6
2017 – 2018	2.9	265.5
2019	0.8	74.2
TOTAL	59.4	\$2,740.8

15.6 Million Shares Remaining to be Repurchased
Consistent History Of Returning Cash To Shareholders



Commitment to Shareholders

5-Year Returns to Shareholders

	2015	2016	2017	2018	2019
Dividends	\$368.3	\$386.9	\$395.5	\$416.0	\$438.9
Share Repurchases	292.3	181.4	173.5	92.0	74.2
Total	660.6	568.3	569.0	508.0	513.1

\$2.82 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



Outlook & Objectives

2020 Outlook

- Sales growth **+3-4%***
- Operating margin expansion **+20 bps**
- EPS growth **+5-7%***
- Cash from operations at **\$1.0B+ target**
- Steadily improving working capital efficiency and CCC

Key Long-term Annual Objectives

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

*Comparable

Thank You