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Forward-Looking Statements

Certain statements contained in this presentation are forward-looking statements. Forward-looking statements typically use words such as “believe,” “anticipate,” “should,” “intend,” “plan,” “will,” “expect,” “estimate,” “project,” “positioned,” “strategy” and similar expressions. These are based on assumptions and assessments made by our management in light of experience and perception of historical trends, current conditions, expected future developments and other factors that we believe to be appropriate. These forward-looking statements are subject to a number of risks and uncertainties, including without limitation: product demand; energy prices; weather; competition; credit market conditions; access to available and feasible financing; the impact of recessionary conditions; consumer debt levels; changes in laws or regulations; war and the prospect of war, including terrorist activity; inflation; the ability to hire and retain qualified employees; construction delays; the compromising of the confidentiality, availability, or integrity of information, including cyber attacks; and raw material costs of our suppliers. Certain of these risks are discussed in more detail in the “Risk Factors” section contained in Item 1A under Part 1 of the Annual Report on Form 10-K for the year ended August 26, 2017, and these Risk Factors should be read carefully. Forward-looking statements are not guarantees of future performance and actual results; developments and business decisions may differ from those contemplated by such forward-looking statements, and events described above and in the “Risk Factors” could materially and adversely affect our business. Forward-looking statements speak only as of the date made. Except as required by applicable law, we undertake no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise. Actual results may materially differ from anticipated results.



Fourth Quarter Fiscal 2018 Conference Call

September 18, 2018



The AutoZone Pledge -

AutoZoners always put customers first!

We know our parts and products.

Our stores look great!

We've got the best merchandise at the right price.

Fourth Quarter FY 2018 P&L

	16 Weeks Ended		16 Weeks Ended		
in millions (excluding EPS and percentages)	8/25/2018		8/26/2017		B/(W)
Net Sales	\$	3,559	\$	3,513	+ 1.3%
Gross Margin		53.6%		52.8%	+ 83 bps
Operating Expense Ratio		37.0%		32.6%	- 436 bps
Operating Profit (EBIT)	\$	591	\$	708	- 16.4%
Operating (EBIT) Margin		16.6%		20.1%	- 353 bps
Interest	\$	54	\$	51	- 5.7%
Tax Rate		25.4%		33.9%	
Net Income	\$	400	\$	434	- 7.7%
Diluted Shares		26.6		28.4	+ 6.2%
Diluted EPS	\$	15.02	\$	15.27	- 1.6%

FY 2018 P&L

	52 Weeks Ended		52 Weeks Ended		
in millions (excluding EPS and percentages)	8/25/2018		8/26/2017		B/(W)
Net Sales	\$	11,221	\$	10,889	+ 3.1%
Gross Margin		53.2%		52.7%	+ 53 bps
Operating Expense Ratio		37.1%		33.6%	- 349 bps
Operating Profit (EBIT)	\$	1,811	\$	2,080	- 12.9%
Operating (EBIT) Margin		16.1%		19.1%	- 297 bps
Interest	\$	175	\$	155	- 12.9%
Tax Rate		18.3%		33.5%	
Net Income	\$	1,338	\$	1,281	+ 4.4%
Diluted Shares		27.4		29.1	+ 5.6%
Diluted EPS	\$	48.77	\$	44.07	+ 10.7%

Q4 FY18 GAAP Reconciliations

in millions (excluding EPS and percentages)	16 Weeks Ended 8/25/2018	16 Weeks Ended 8/26/2017	B/(W)
<u>Adjusted operating, SG&A expenses</u>			
GAAP operating, SG&A expenses	\$ 1,316.6	\$ 1,146.5	-14.8%
Adjustments:			
Pension termination charges	(130.3)	-	
Adjusted operating, SG&A expenses	<u>\$ 1,186.3</u>	<u>\$ 1,146.5</u>	-3.5%
<u>Adjusted operating profit (EBIT)</u>			
GAAP operating profit	\$ 591.2	\$ 707.6	-16.4%
Adjustments:			
Pension termination charges	130.3	-	
Adjusted operating profit	<u>\$ 721.5</u>	<u>\$ 707.6</u>	2.0%
<u>Adjusted net income</u>			
GAAP net income	\$ 400.3	\$ 433.9	-7.7%
Adjustments:			
Pension termination charges, net of \$36.6MM income tax benefit	93.7	-	
Adjusted net income	<u>\$ 494.0</u>	<u>\$ 433.9</u>	13.8%
<u>Adjusted EPS</u>			
GAAP diluted earnings per share	\$ 15.02	\$ 15.27	-1.6%
Adjustments:			
Pension termination charges, net of \$36.6MM income tax benefit	3.52	-	
Adjusted diluted earnings per share	<u>\$ 18.54</u>	<u>\$ 15.27</u>	21.4%



Growth Priorities

- **U.S. Retail (DIY)**
- Commercial (DIFM)
- International
- Digital Integration



New Store Highlights

	<u>4th Quarter</u>	<u>Total Location Count</u>
Beginning Domestic AutoZone Stores:		5,540
New	78	
Relocated	4	
Closed	0	
Ending Domestic AutoZone Stores:		5,618
Domestic stores square footage (000's)		36,746
New Mexico stores	28	
Ending Mexico Stores		564
New Brazil stores	4	
Ending Brazil Stores		<u>20</u>
Total AutoZone stores		<u><u>6,202</u></u>
Square footage (000's)		41,066
Square footage per store		6,621



Growth Priorities

- U.S. Retail (DIY)
- **Commercial (DIFM)**
- International
- Digital Integration

Q4 Commercial Highlights

	# of Commercial Programs		
Total Commercial Programs	4,741		
% increase in programs vs. LY	3.2%		
	4th		
	<u>Quarter</u>	<u>Trailing 4 Qtrs</u>	
Domestic Commercial Sales: (\$ millions)	\$731.8	\$2,214.2	
% increase in sales	8.8%	7.3%	

Q4 FY 2018 Total Cash Flow

(\$ Millions)	16 weeks ended <u>8/25/2018</u>	16 weeks ended <u>8/26/2017</u>	52 weeks ended <u>8/25/2018</u>	52 weeks ended <u>8/26/2017</u>
Net increase (decrease) in cash and cash equivalents	\$ (1)	\$ 66	\$ (75)	\$ 104
Less (decrease)/increase in debt	50	(73)	(80)	158
Add back share repurchases	<u>665</u>	<u>227</u>	<u>1,592</u>	<u>1,072</u>
Cash flow before share repurchases & changes in debt	<u>614</u>	<u>367</u>	<u>1,596</u>	<u>1,018</u>
Ending debt	<u>\$ 5,006</u>	<u>\$ 5,081</u>	<u>\$ 5,006</u>	<u>\$ 5,081</u>

Balance Sheet Highlights

(\$ Millions)	As of <u>8/25/2018</u>	As of <u>8/26/2017</u>	<u>H/(L)</u>
Inventory	\$ 3,944	\$ 3,882	+ 1.6%
Inventory/location	\$ 636	\$ 644	- 1.2%
Inventory, net of payables	\$ (466)	\$ (287)	
Inv., net of payables/location	\$ (75)	\$ (48)	
Inventory turns	1.3x	1.4x	
Working capital	\$ (393)	\$ (155)	
Net fixed assets	\$ 4,218	\$ 4,031	+ 4.6%
Debt	\$ 5,006	\$ 5,081	- 1.5%
Stockholders' Deficit	\$ (1,520)	\$ (1,428)	- 6.4%

Strong Financial Disciplines

'Live The Pledge'
Continued EPS growth

- Grow Retail Sales
 - Make sure we put our customers first in everything we do
 - Customer service will continue to be our key point of differentiation
 - Refinement of parts coverage
 - Continue deploying inventory more effectively across network
 - Invest in AutoZoner training and retention
 - Make sure our stores look great
- Grow Commercial Sales
 - Currently, small % of Domestic sales & only 3%* overall market share
 - Continue focus on building best-in-class B2B sales organization
 - Focused on profitable growth
- Prudently paced International growth
- Relentless focus on managing costs

*Based on Auto Care Association 2019 Factbook Commercial Industry at wholesale prices estimated 2018 size of \$75.829B

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