



Forward-Looking Statements

Certain statements contained in this presentation constitute forward-looking statements that are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements typically use words such as “believe,” “anticipate,” “should,” “intend,” “plan,” “will,” “expect,” “estimate,” “project,” “positioned,” “strategy,” “seek,” “may,” “could” 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, due to changes in fuel prices, miles driven or otherwise; energy prices; weather; competition; credit market conditions; cash flows; access to available and feasible financing; future stock repurchases; the impact of recessionary conditions; consumer debt levels; changes in laws or regulations; risks associated with self-insurance; war and the prospect of war, including terrorist activity; the impact of public health issues, such as the ongoing global coronavirus (“COVID-19”) pandemic; inflation; the ability to hire, train and retain qualified employees; construction delays; failure or interruption of our information technology systems; issues relating to the confidentiality, integrity or availability of information, including due to cyber-attacks; historic growth rate sustainability; downgrade of our credit ratings; damage to our reputation; challenges in international markets; origin and raw material costs of suppliers; inventory availability; disruption in our supply chain; impact of tariffs; impact of new accounting standards; and business interruptions. Certain of these risks and uncertainties are discussed in more detail in the “Risk Factors” section contained in Item 1A under Part 1 of the Company’s Annual Report on Form 10-K for the year ended August 27, 2022, 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. Events described above and in the “Risk Factors” could materially and adversely affect our business. However, it should be understood that it is not possible to identify or predict all such risks and other factors that could affect these forward-looking statements. 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.



First Quarter Fiscal 2023 Conference Call

December 6, 2022

PLEDGE & VALUES

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.



ALLDATA

An AutoZoner Always...

PUTS CUSTOMERS FIRST

Exceed your customers' expectations by providing WOW! Customer Service and going the Extra Mile. Understand your customers' needs and solve their problems. Treat each customer as your only customer.

CARES ABOUT PEOPLE

Treat people with dignity and respect. Recognize great work and provide frequent feedback. Demonstrate concern for others and your community. Create a safe environment. Own your development and help develop others.

STRIVES FOR EXCEPTIONAL PERFORMANCE

Be accountable and honor your commitments. Act in a manner of the highest legal and ethical standards. Use resources wisely and promote a culture of thrift. Take strong initiative, act quickly and do the job right the first time.

ENERGIZES OTHERS

Share your passion for the business. Generate enthusiasm, motivate others and promote innovation. Listen and assume positive intent in others.

EMBRACES DIVERSITY

Welcome each individual's heritage, differences and unique qualities. Build teams with diverse thoughts, skills, knowledge and backgrounds. Value the ideas and opinions of others.

HELPS TEAMS SUCCEED

Actively contribute to team goals and seek opportunities to lead. Be a reliable and supportive team member. Strive for accurate and clear communication. Place team goals over personal goals.

First Quarter FY 2023

Financial Highlights

- ✓ Net Sales +8.6%
- ✓ Domestic SSS +5.6%
- ✓ Diluted weighted shares outstanding decreased 9.1% vs Q1 FY22
- ✓ During Q1 FY23, we returned \$900MM to our shareholders through share repurchases

in millions (excluding EPS and percentages)	November 19, 2022	November 20, 2021	B/(W)
Net Sales	\$ 3,985	\$ 3,669	8.6%
Gross Margin	50.1%	52.5%	(242 bps)*
Operating Expense Ratio	31.9%	31.9%	-
Operating Profit (EBIT)	\$ 723	\$ 754	(4.2%)
Operating (EBIT) Margin	18.1%	20.6%	(242 bps)*
Interest	\$ 58	\$ 43	(33.4%)
Tax Rate	18.9%	21.9%	299 bps
Net Income	\$ 539	\$ 555	(2.9%)*
Diluted Shares	19.6	21.6	9.1%
Diluted EPS	\$ 27.45	\$ 25.69	6.9%*

*Includes \$81MM non-cash LIFO charge, pre-tax

Growth Priorities

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

New Store Highlights

	12 Weeks Ended November 19, 2022	12 Weeks Ended November 20, 2021
Domestic:		
Beginning stores	6,168	6,051
Stores opened	28	15
Ending domestic stores	6,196	6,066
Relocated stores	3	3
Square footage (in thousands)	40,874	39,865
Mexico:		
Beginning stores	703	664
Stores opened	3	2
Ending Mexico stores	706	666
Brazil:		
Beginning stores	72	52
Stores opened	4	1
Ending Brazil stores	76	53
Total:		
	6,978	6,785
Square footage (in thousands)	46,708	45,214
Square footage per store	6,694	6,664

During Q1, we expanded our footprint in the US by opening 28 new stores.

We also continued our international expansion efforts by opening new stores in Mexico and Brazil. In Mexico, our footprint increased 6.6% as compared to Q1 FY22, while in Brazil, our store count has increased 43.4% since Q1 FY22.

Commercial Highlights

Financial Highlights		
	# of Commercial Programs	
Total Domestic Commercial Programs	5,459	
% increase in programs vs. LY	4.8%	
	12 Weeks Ended November 19, 2022	Trailing 4 Qtrs
Domestic Commercial Sales (\$ millions)	\$1,034.4	\$4,364.9
% increase in sales	14.9%	23.0%
	12 Weeks Ended November 19, 2022	Trailing 4 Qtrs*
Domestic Avg Wkly \$/Program (\$ thousands)	\$16.0	\$15.7
% increase	11.1%	18.0%
*Two Point Average for Programs Open		

Commercial sales continued to grow at an accelerated pace, increasing 14.9% versus Q1 FY22. We have a Commercial Program in 88% of Domestic Stores now as compared to 86% in Q1 FY22. Average weekly sales per Commercial Program increased 11.1% as compared to Q1 FY22.

Balance Sheet Highlights

(\$ in millions, except per store amounts are in thousands)

	As of		As of		H/(L)
	November 19, 2022		November 20, 2021		
Inventory	\$	5,608	\$	4,768	17.6%
Inventory/store	\$	804	\$	703	14.4%
Inventory, net of payables	\$	(1,738)	\$	(1,403)	23.9%
Inventory, net of payables/store	\$	(249)	\$	(207)	20.5%
Inventory turns		1.5x		1.5x	
Working capital	\$	(2,076)	\$	(1,739)	19.4%
Property and equipment, net	\$	5,195	\$	4,858	6.9%
Debt	\$	6,328	\$	5,271	20.1%
Stockholders' Deficit	\$	(3,838)	\$	(2,125)	(80.6%)

- The increase in inventory per store was driven primarily by inflation, our growth initiatives and in-stock recoveries
- Share repurchases totaled \$900MM for Q1 FY23

Building Shareholder Value

- ✓ Live the Pledge
- ✓ Consistent, steady EPS growth
- ✓ Powerful Free Cashflow generation
- ✓ Disciplined Capital Allocation
 - Invest to optimize performance of existing assets
 - Drive growth
 - Excess cash returned to shareholders
- ✓ Accelerate growth in Commercial and DIY
 - Hubs & Mega-hubs expansion
 - Improved assortment & coverage
 - “Best merchandise at the right price”
 - Leverage technology to improve the customer experience
 - International expansion
- ✓ Relentless focus on execution





ACCELERATE

TOGETHER

