



Forward-Looking Statements

Certain statements contained herein 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, including extreme temperatures, natural disasters and general weather conditions; competition; credit market conditions; cash flows; access to available and feasible financing on favorable terms; 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; inflation, including wage 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 associated with doing business in and expanding into international markets; origin and raw material costs of suppliers; inventory availability; disruption in our supply chain; impact of tariffs; impact of new accounting standards; our ability to execute our growth initiatives; and other 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 our Annual Report on Form 10-K for the year ended August 27, 2022, and Part II, Item 1A, of our Quarterly Report on Form 10-Q for the quarterly period ended November 19, 2022. 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.



Fourth Quarter Fiscal 2023 Conference Call

September 19, 2023

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.

Fourth Quarter FY 2023

Financial Highlights

- ✓ Net Sales +6.4%
- ✓ Total Company SSS +2.8%; Domestic SSS +1.7%; International SSS +14.9%; (Constant Currency⁽¹⁾)
- ✓ Diluted weighted shares outstanding decreased 6.9% vs Q4 FY22
- ✓ During Q4 FY23, we repurchased \$1.0 billion in AutoZone stock

| <i>in millions (excluding EPS and percentages)</i> | 16 Weeks Ended August 26, 2023 | 16 Weeks Ended August 27, 2022 | Better/(Worse) |
|--|---|---|------------------------|
| Net Sales | \$ 5,691 | \$ 5,348 | 6.4% |
| Gross Margin | 52.7% | 51.5% | 118 bps ⁽²⁾ |
| Operating Expense Ratio | 31.2% | 30.9% | (34 bps) |
| Operating Profit (EBIT) | \$ 1,222 | \$ 1,104 | 10.8% ⁽²⁾ |
| Operating (EBIT) Margin | 21.5% | 20.6% | 84 bps ⁽²⁾ |
| Interest | \$ 109 | \$ 64 | (69.9%) |
| Tax Rate | 22.4% | 22.1% | (25 bps) |
| Net Income | \$ 865 | \$ 810 | 6.8% ⁽²⁾ |
| Diluted Shares | 18.6 | 20.0 | 6.9% |
| Diluted EPS | \$ 46.46 | \$ 40.51 | 14.7% ⁽²⁾ |

⁽¹⁾ Same Store Sales are based on sales open at least one year. Constant Currency same store sales exclude the impact of fluctuations of foreign currency exchange rates by converting both the current year and prior year international results at the prior year foreign currency exchange rate.

⁽²⁾ Includes \$45MM net non-cash LIFO benefit, pre-tax

FY 2023

Financial Highlights

- ✓ Net Sales +7.4%
- ✓ Total Company SSS +4.6%; Domestic SSS +3.4%; International SSS +17.5%; (Constant Currency⁽¹⁾)
- ✓ Diluted weighted shares outstanding decreased 7.9% vs Q4 FY22
- ✓ During FY23, we repurchased \$3.7 billion in AutoZone stock

| <i>in millions (excluding EPS and percentages)</i> | 52 Weeks Ended August 26, 2023 | 52 Weeks Ended August 27, 2022 | Better/(Worse) |
|--|---|---|-------------------------|
| Net Sales | \$ 17,457 | \$ 16,252 | 7.4% |
| Gross Margin | 52.0% | 52.1% | (17 bps) ⁽²⁾ |
| Operating Expense Ratio | 32.1% | 32.0% | (5 bps) |
| Operating Profit (EBIT) | \$ 3,474 | \$ 3,271 | 6.2% ⁽²⁾ |
| Operating (EBIT) Margin | 19.9% | 20.1% | (22 bps) ⁽²⁾ |
| Interest | \$ 306 | \$ 192 | (59.9%) |
| Tax Rate | 20.2% | 21.1% | 91 bps |
| Net Income | \$ 2,528 | \$ 2,430 | 4.1% ⁽²⁾ |
| Diluted Shares | 19.1 | 20.7 | 7.9% |
| Diluted EPS | \$ 132.36 | \$ 117.19 | 12.9% ⁽²⁾ |

⁽¹⁾ Same Store Sales are based on sales open at least one year. Constant Currency same store sales exclude the impact of fluctuations of foreign currency exchange rates by converting both the current year and prior year international results at the prior year foreign currency exchange rate.

⁽²⁾ Includes \$29MM net non-cash LIFO charge, pre-tax

New Store Highlights

| | 16 Weeks Ended August 26, 2023 | 16 Weeks Ended August 27, 2022 | 52 Weeks Ended August 26, 2023 | 52 Weeks Ended August 27, 2022 |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Domestic: | | | | |
| Beginning stores | 6,248 | 6,115 | 6,168 | 6,051 |
| Stores opened | 53 | 53 | 133 | 118 |
| Stores closed | (1) | - | (1) | (1) |
| Ending domestic stores | 6,300 | 6,168 | 6,300 | 6,168 |
| Relocated stores | 7 | 5 | 12 | 13 |
| Stores with commercial programs | 5,682 | 5,342 | 5,682 | 5,342 |
| Square footage (in thousands) | 41,635 | 40,653 | 41,635 | 40,653 |
| Mexico: | | | | |
| Beginning stores | 713 | 673 | 703 | 664 |
| Stores opened | 27 | 30 | 37 | 39 |
| Ending Mexico stores | 740 | 703 | 740 | 703 |
| Brazil: | | | | |
| Beginning stores | 83 | 58 | 72 | 52 |
| Stores opened | 17 | 14 | 28 | 20 |
| Ending Brazil stores | 100 | 72 | 100 | 72 |
| Total: | 7,140 | 6,943 | 7,140 | 6,943 |
| Total Company stores opened | 97 | 97 | 198 | 177 |
| Square footage (in thousands) | 47,899 | 46,435 | 47,899 | 46,435 |
| Square footage per store | 6,709 | 6,688 | 6,709 | 6,688 |

During Q4, we expanded our domestic footprint by opening 52 net new stores.

We also continued our international expansion efforts by opening new stores in Mexico and Brazil. In Mexico, our footprint increased 5.3% as compared to Q4 FY22, while in Brazil, our store count has increased 38.9% since Q4 FY22.

For the year, we opened 197 net new stores compared to 176 in the prior year.

Domestic Commercial Highlights

| Financial Highlights | | |
|--|---|---|
| | # of Commercial Programs | |
| Total Domestic Commercial Programs | 5,682 | |
| % increase in programs vs. LY | 6.4% | |
| | 16 Weeks Ended August 26, 2023 | 52 Weeks Ended August 27, 2022 |
| Domestic Commercial Sales (\$ millions) | \$1,499.0 | \$4,598.5 |
| % increase in sales | 3.9% | 8.7% |
| | 16 Weeks Ended August 26, 2023 | 52 Weeks Ended 8/27/2022 * |
| Domestic Avg Wkly \$/Program (\$ thousands) | \$16.7 | \$16.0 |
| %(decrease)/increase | (1.8%) | 3.2% |
| *Two Point Average for Programs Open | | |

Commercial sales grew 3.9% versus the prior year. We have a Commercial Program in 90% of Domestic Stores now as compared to 87% in Q4 FY22.

Balance Sheet Highlights

| (\$ in millions, except per store amounts are in thousands) | As of August 26, 2023 | As of August 27, 2022 | Higher/(Lower) |
|---|--------------------------|--------------------------|----------------|
| Inventory | \$ 5,764 | \$ 5,638 | 2.2% |
| Inventory/store | \$ 807 | \$ 812 | (0.6%) |
| Inventory, net of payables | \$ (1,437) | \$ (1,663) | (13.6%) |
| Inventory, net of payables/store | \$ (201) | \$ (240) | (16.0%) |
| Inventory turns | 1.5x | 1.5x | |
| Working capital | \$ (1,732) | \$ (1,960) | (11.6%) |
| Property and equipment, net | \$ 5,597 | \$ 5,170 | 8.2% |
| Debt | \$ 7,669 | \$ 6,122 | 25.3% |
| Stockholders' Deficit | \$ (4,349) | \$ (3,539) | 22.9% |

- Share repurchases totaled \$1.0 billion for Q4 FY23 and \$3.7 billion for 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

