



**Annual Shareholders Meeting**  
**May 9, 2017**

# Forward Looking Statements

We claim the protection of the safe-harbor for forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. You can identify these statements by forward-looking words such as "estimate," "may," "could," "will," "believe," "expect," "would," "consider," "should," "anticipate," "project," "plan," "intend" or similar words. In addition, statements contained within this presentation that are not historical facts are forward-looking statements, such as statements discussing among other things, expected growth, store development, integration and expansion strategy, business strategies, future revenues and future performance. These forward-looking statements are based on estimates, projections, beliefs and assumptions and are not guarantees of future events and results. Such statements are subject to risks, uncertainties and assumptions, including, but not limited to, the economy in general, inflation, product demand, the market for auto parts, competition, weather, risks associated with the performance of acquired businesses, our ability to hire and retain qualified employees, consumer debt levels, our increased debt levels, credit ratings on public debt, governmental regulations, terrorist activities, war and the threat of war. Actual results may materially differ from anticipated results described or implied in these forward-looking statements. Please refer to the "Risk Factors" section of this annual report on Form 10-K for the year ended December 31, 2016, for additional factors that could materially affect our financial performance. Forward-looking statements speak only as of the date they were made and we undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law.

# Company Overview

## As of March 31, 2017

4,888

## Stores in 47 states

27

## Regional, tiered distribution centers

75,000+

## Team Members

# \$8.7B

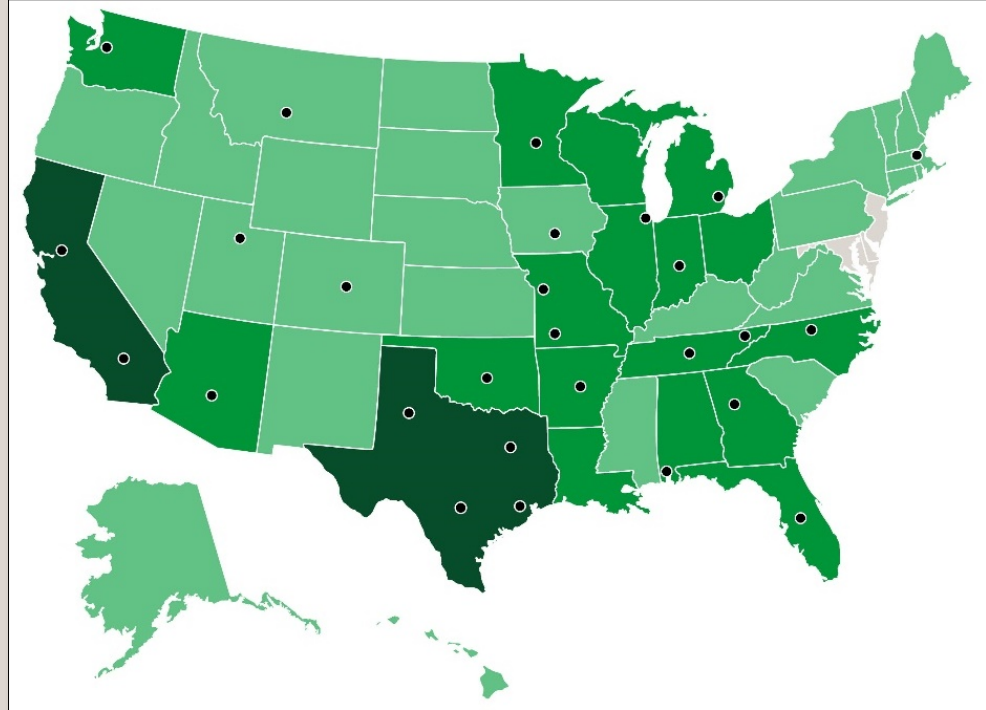
## Last-Twelve-Month Sales

# \$7.2B

## Total Assets

**\$23B**

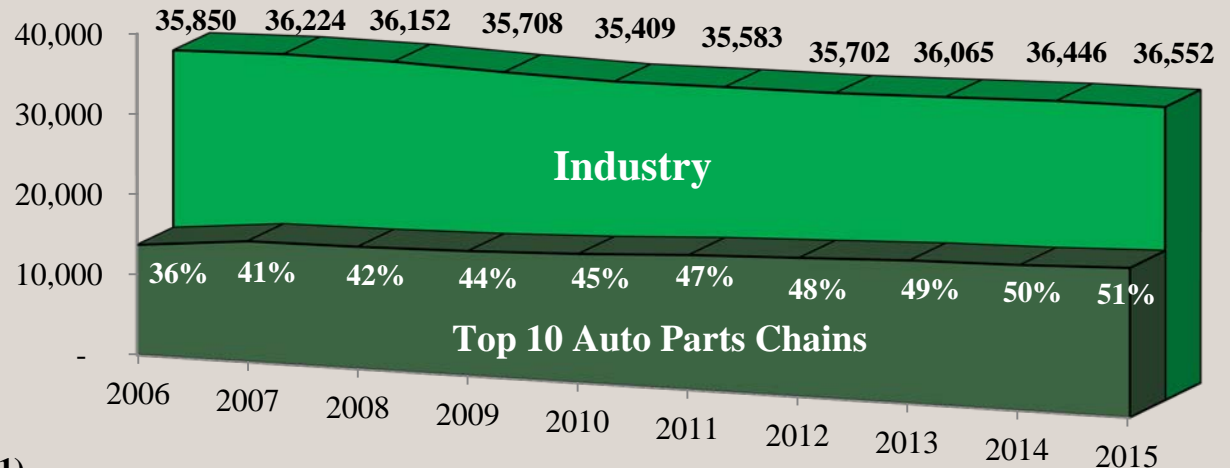
## Market Capitalization as of May 8, 2017



# Industry Landscape

## Top Ten Auto Parts Chains

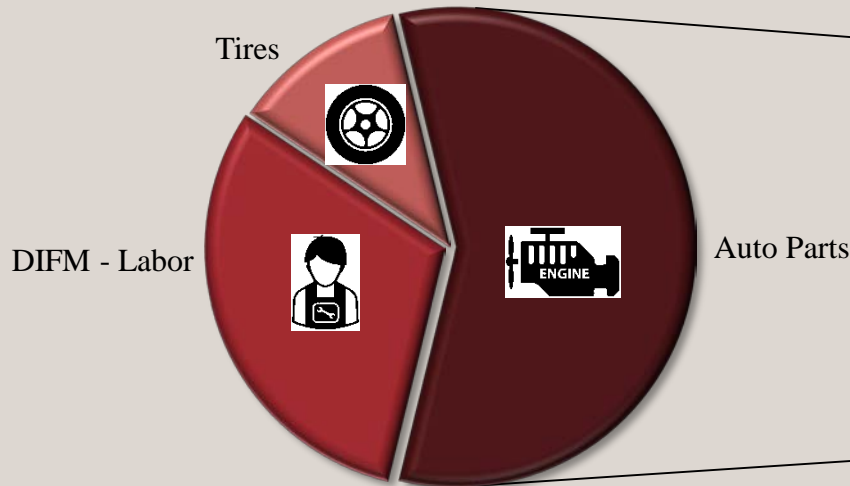
1. AutoZone Inc. (5,846)
2. Advance Auto Parts (5,189)<sup>1</sup>
3. O'Reilly Auto Parts (4,888)
4. Genuine Parts/NAPA (1,100)<sup>1</sup>
5. Pep Boys / Autoplus (1,069)
6. Fisher Auto Parts (700)
7. Uni-Select (245)<sup>1</sup>
8. Auto-Wares (178)
9. Replacement Parts, Inc. (172)
10. Automotive Parts Headquarters (101)



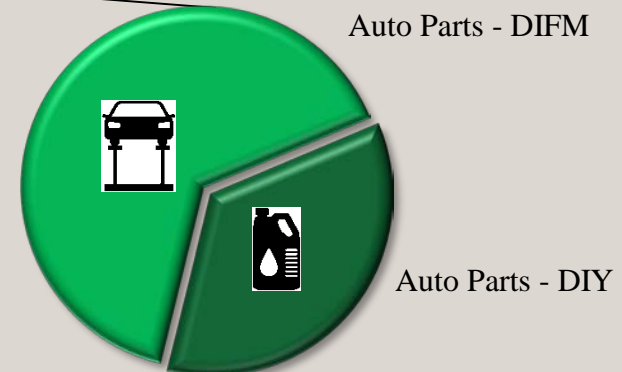
<sup>1</sup> Company owned stores

Source: AAIA Factbook or latest SEC filing

**Total Auto Care Market = \$268 Billion**



**Total O'Reilly Addressable Market = \$154 Billion**



Source: AAIA Factbook

# 2016 Highlights

**210**

**Net, new stores opened**

**4.8%**

**Comparable store sales increase**

**52.5%**

**Gross Margin – 22 bp increase over prior year**

**20%**

**Operating Margin – 77 bp increase over prior year**

**\$10.73**

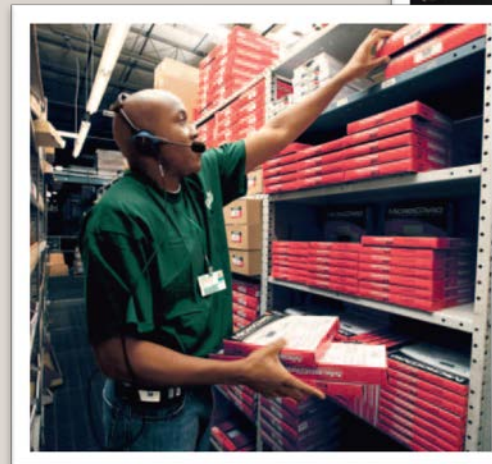
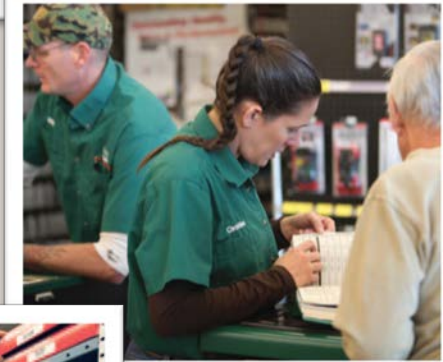
**Diluted Earnings Per Share – 17% increase over prior year**

**\$978M**

**Free Cash Flow**

**\$1.5B**

**Share Repurchases**



# 2017 1<sup>st</sup> Quarter Highlights

**59**

**Net, new stores opened**

**0.8%**

**Comparable store sales increase**

**52.5%**

**Gross Margin – 10 bp increase over prior year**

**19%**

**Operating Margin – 127 bp decrease over prior year**

**\$2.83**

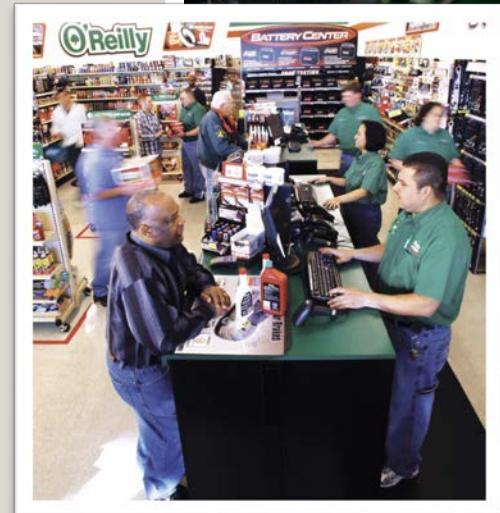
**Diluted Earnings Per Share – 9% increase over prior year**

**\$243M**

**Free Cash Flow**

**\$0.5B**

**Share Repurchases**



# 2017 2<sup>nd</sup> QTR and Full-Year Guidance

## 2<sup>nd</sup> Quarter 2017

**3% to  
5%**

**Comparable store sales  
increase**

**\$3.10 to  
\$3.20**

**Diluted Earnings Per  
Share**



## Full Year 2017

**3% to  
5%**

**Comparable store sales  
increase**

**\$12.05 to  
\$12.15**

**Diluted Earnings Per  
Share**

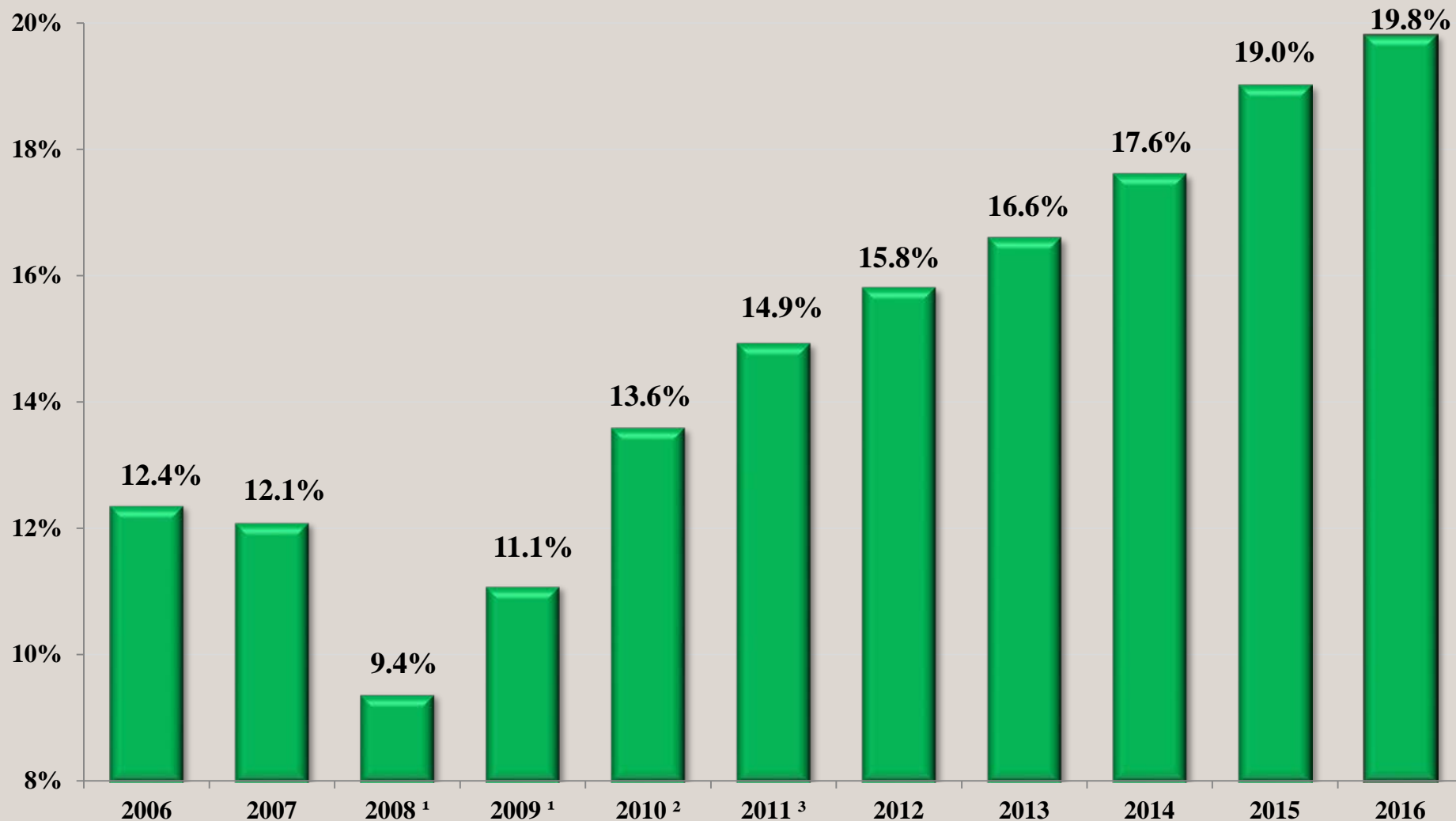
**20.1% to  
20.5%**

**Operating Margin**

**\$930M to  
\$980M**

**Free Cash Flow**

# Adjusted Operating Margin

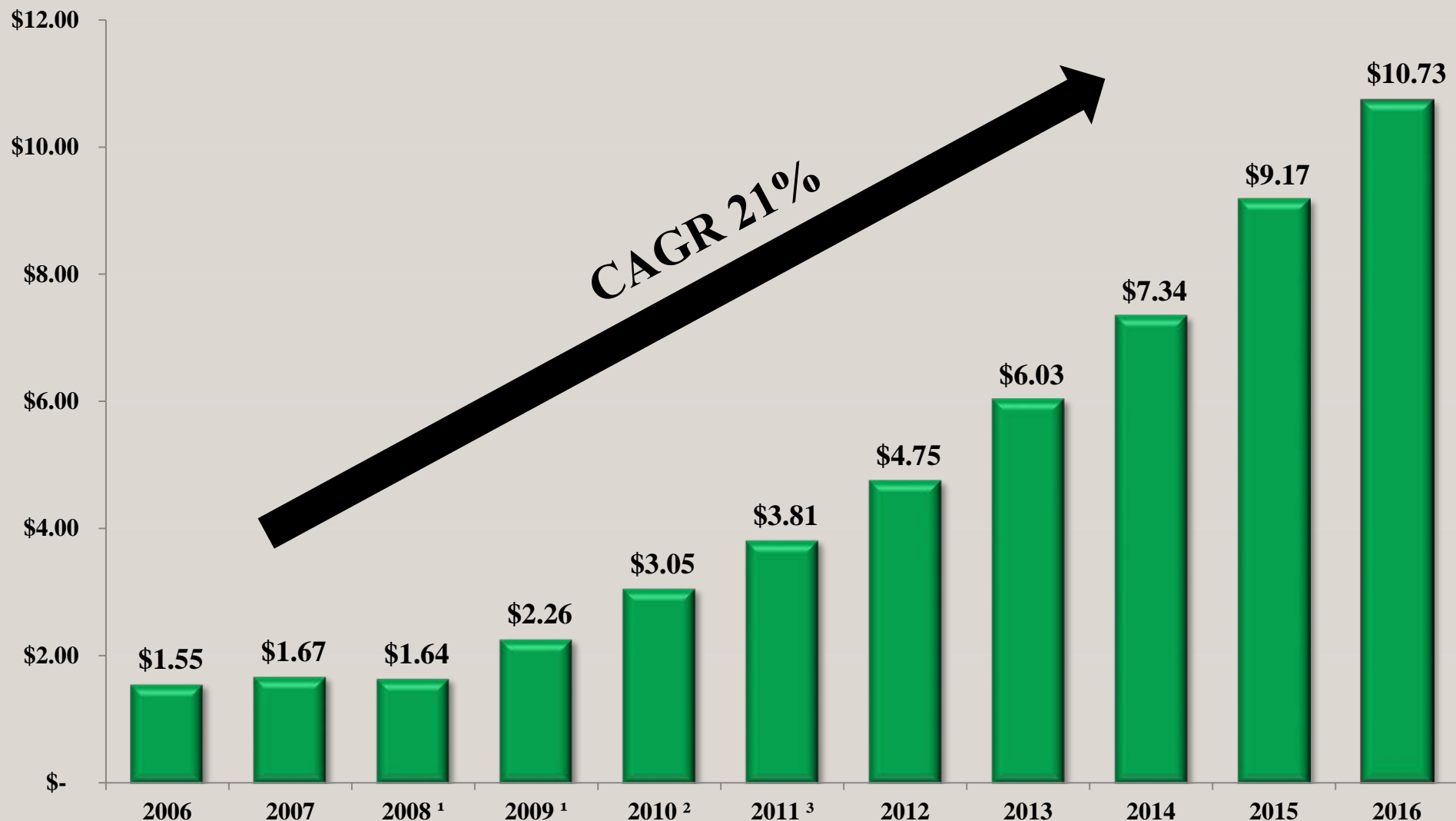


<sup>1</sup> Excludes the impact of CSK acquisition related charges

<sup>2</sup> Excludes the impact of CSK DOJ investigation charges

<sup>3</sup> Excludes the impact of former CSK Officer clawback

# Adjusted EPS Growth

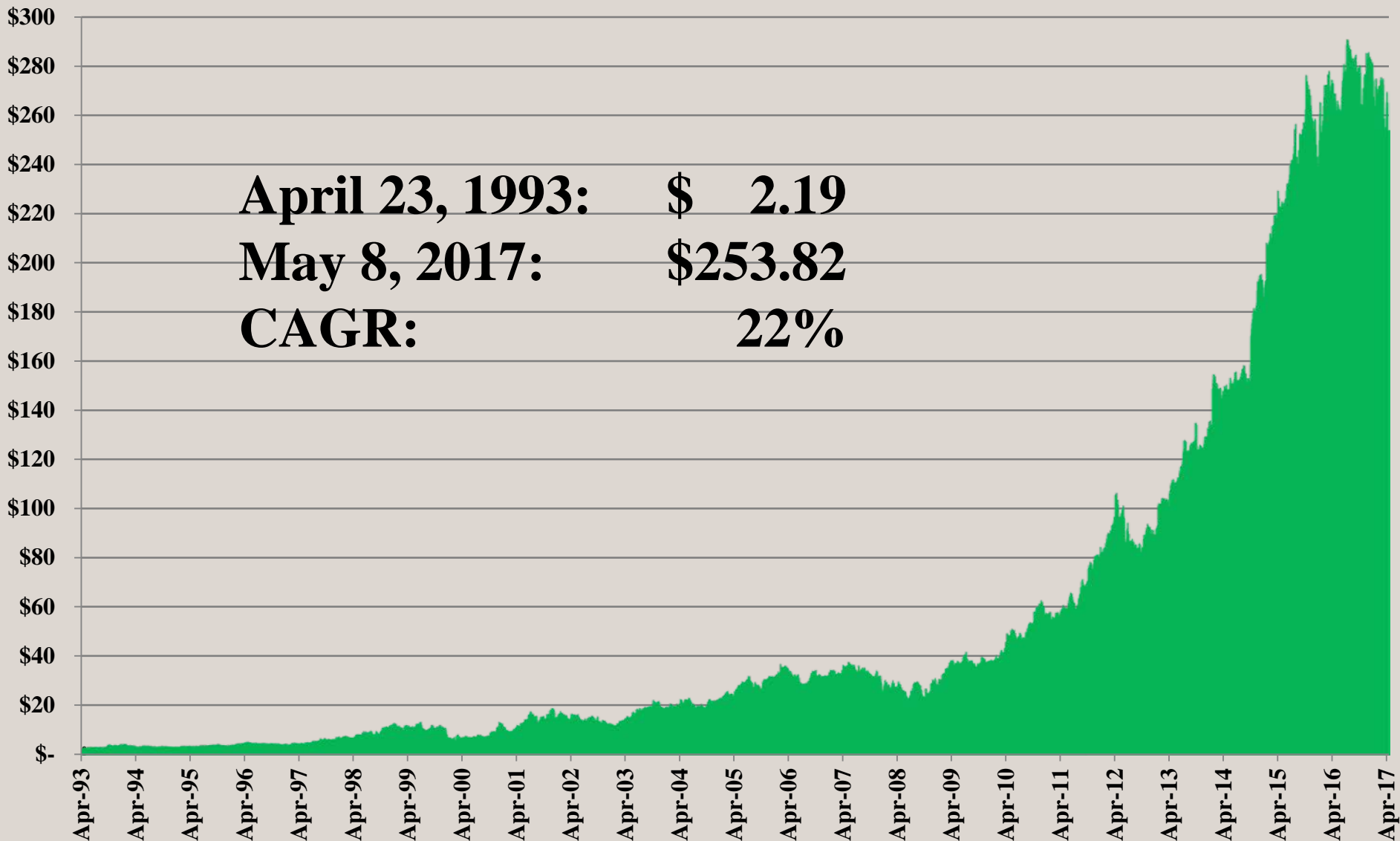


<sup>1</sup> Adjusted diluted earnings per share, excluding the impact of CSK acquisition related charges

<sup>2</sup> Adjusted diluted earnings per share, excluding the impact of CSK DOJ investigation charges and CSK notes receivable recovery

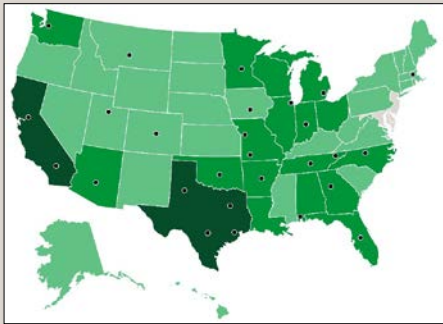
<sup>3</sup> Adjusted diluted earnings per share, excluding the impact of debt issuance and interest rate swap write off charges and former CSK officer clawback

# Split Adjusted Stock Price



# Profitable Growth Focus

**Invest and grow market share in existing markets**



**Continued expansion in existing and new markets**



**210 new stores and 48 acquired Bond stores in 2016**



**190 new stores in 2017**

**Continued focus on consolidating the industry**



# Strategic Distribution Systems

**Our state-of-the-art facilities include advanced material handling equipment with progressive slotting, stocking and picking technology**

**27**

**Regionally deployed Distribution Centers “DCs” support our stores across the country**

**148K**

**Average SKUs stocked at our DCs, which are linked to multiple other Master Inventory DCs stocking over 170K SKUs**

**5**

**Night-per-week deliveries to all our stores in continental U.S. from our DCs’ company-owned fleet**

**90%+**

**Of our stores receive multiple deliveries per day from our DCs and “Hub” stores**

**90%+**

**Of our stores receive deliveries on weekends from our DCs and “Hub” stores**

**312**

**“Hub” stores provide multiple deliveries per day to “Spoke” stores**



# **“Top-Notch” Customer Service**

**We Sell Parts... But we’ve been in the  
“Customer Service” business since 1957**

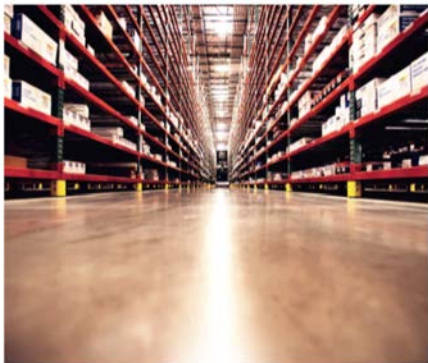
## **“Top Notch” Service Levels**

- **“Professional Parts People”**
- **“Roll out the red carpet for every customer”**
- **“Out Hustle and Out Service” the competition**

## **“Never Say No” Philosophy**

- **“Exhaust all resources to take care of our customer”**
- **Technical Support Department**
  - **44 TMs with 635 years of automotive experience**





## O'Reilly Culture Statement

**“O'Reilly is COMMITTED to our customers and our Team Members.**

**We are ENTHUSIASTIC,  
HARDWORKING  
PROFESSIONALS who are  
DEDICATED to TEAMWORK,  
SAFETY, and EXCELLENT  
CUSTOMER SERVICE. We will  
practice EXPENSE CONTROL while  
setting an example of RESPECT,  
HONESTY, and a  
WIN-WIN ATTITUDE  
in everything we do!”**



# Questions?