

AutoZone (NYSE: AZO)

Sebastian Pires & Scott Weitman

Recommendation: BUY

Price Target: \$2,958.94

Upside: 18.5%



Let's Get in the ZONE!

AutoZone is an industry leading auto parts distributor that has performed with reliable natural growth.

Company Description

- AutoZone (NYSE: AZO) is a global retailer and distributor of replacement auto parts and accessories
- Operate **6,978** stores in **2,957** cities and **3** countries throughout the Americas
- Two business segments: a well established retail (typical consumers) operation and a quickly growing commercial (B2B) segment
- Strong recurring customer base due to **expectational service**
- Have differentiated themselves to investors through excellent capital allocation returning earnings to shareholders

The Trusted One-Stop-Shop



Leads industry with a 76% customer loyalty rating

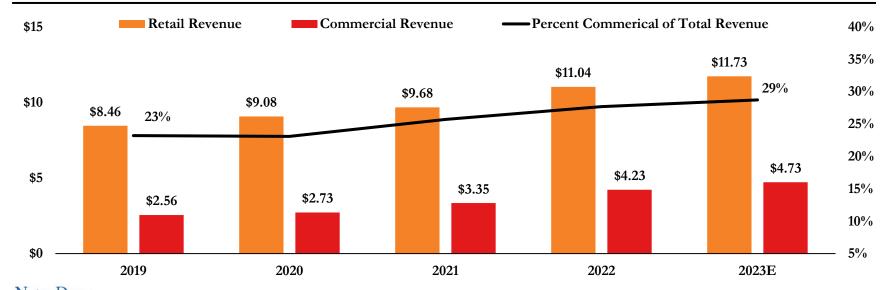


Average Same Store Sales of **6.8%** over past 5 FYs



60% of all products solo are private label

Retail vs. Commercial Revenue (\$B)



The AutoZone Difference



AutoZone reputation for quality can be attributed to excellent service and the well-respected portfolio of brands they maintain.

Product Type	Brand	Avg. Online Rating		
Engine Oil	Valvoline.	4.9/5		
Battery	Duralast	4.8/5		
Fuel System Cleaner	Å/C PRO	4.8/5		
A/C Components	GUMOUT	4.9/5		

AZO's portfolio of brands includes 60% private label which accounts for 50% of their revenue, decreasing sourcing costs and allowing for greater price control

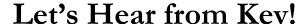
AutoZone representative will ask you within 30 seconds what the problem is with your car when you enter a store



Employees (who are hired as car enthusiasts) make it their **personal mission** to find the right part for the customer



Staff will walk out with the part and install it if it takes less than 10 minutes (even though AZO makes no money from installation)





Real AutoZone customers can both attest the quality of the company because their consistent financial growth, reputation for exceptional customer service, and competitive pricing.



Kevin Pires, TF Tire & Service

- Owner and operator of auto parts retail and commercial business local to Central California supplied partially by AZO
- "The most important characteristic of a supplier is the ability to get parts to our stores in a timely manner."
- "AutoZone's exceptional timing and quality service sets it apart in our mind from competitors like O'Reilly's or NAPA."
- "Pricing has always been competitive and the volume of stores close to our operations makes it a first-choice for our store managers looking for repair parts."





- AZO's ability to beat earnings, share buyback program, and consistent growth will add stable value to NDIC portfolio
- AZO is positioned to capture market value in their organically growing commercial business through support from their strong logistical operations
- Macroeconomic trends will lead to an influx of new business which AZO is primed to capture



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The Most Reliable Stock on Wall Street



AZO has been able to buyback 90% of SHO since 1998 while consistently beating earnings 6 out of the past 7 fiscal years.

Key Characteristics of Performance

Share Buybacks

AZO has **repurchased 90%** their outstanding shares as a part of a program starting in 1998

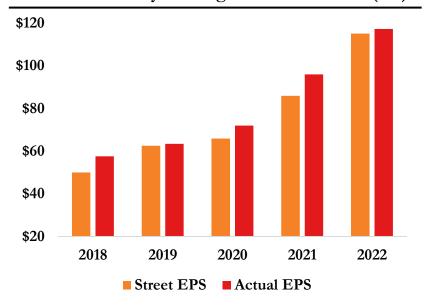
Beats Earnings

AZO has established a reputation for consistently **outperforming Consensus EPS**

Use of FCF

AZO has a FCF with average YOY growth of **22.5%** used to invest in new stores and logistics

EPS Consistently Beating Street Consensus (FY)



The AZO Buyback Program

Past

Originated in 1998 with ~90% buyback; allocated \$33.7 B for repurchases with SHO dropping 675% since program inception



Present

AZO repurchased over \$4 B (300,000 shares) in 2022 alone representing a 75% YoY increase in share repurchases since 2021



Future

AZO plans to keep returning earnings to investors with another **\$2.7 B** allocated to future buybacks in October 2022



Sell This Stock to Your Grandma

AutoZone stock has performed so consistently well because it has grown naturally despite economic uncertainty and continues to allocate FCF towards returning earnings to its shareholders through buybacks.

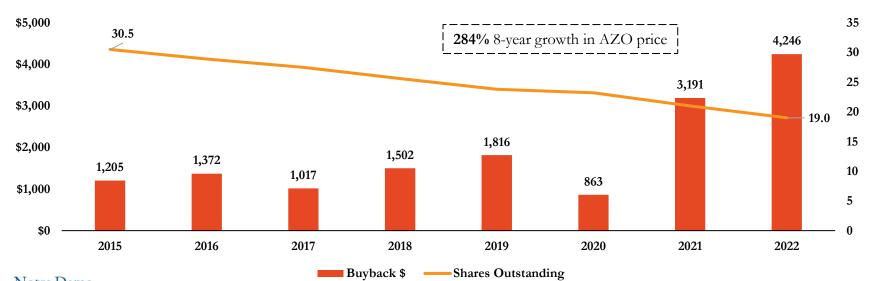
AZO vs. S&P 500

Even during times of **downturn** for S&P 500, AZO has consistently had success and **share price** has **increased**

AZO average **share price growth** rate from 2018-2022 of **34.5%** compared to 9.2% for S&P 500



A History of Buybacks (\$m)



Notre Dame INVESTMENT CLUB

DCF Base Case Output



Terminal Multiple of 13.0x used because of commercial expansion and PGR of 2.5% due to future threat of EVs and ecommerce.

Terminal Value Assumptions	
Terminal EBITDA (2027E)	4,668
Terminal Multiple	13.0x
Terminal Value	60,690
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	45,462

Terminal Value Assumptions	
FCF 2027E	3,120
Terminal Growth Rate	2.5%
Terminal Value	77,424
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	57,997

WACC

- 7.15% Cost of Equity
- 4.35% Cost of Debt
- 6.63% WACC

Distribution of Value	
PV of Period Cash Flow	12,028
PV of Terminal Value	45,462
Total	57,490
Period Cash Flow	20.9%
Terminal Cash Flow	79.1%
Total	100.0%
Implied PGR	1.4%

Distribution of Value	
PV of Period Cash Flow	12,028
PV of Terminal Value	57,997
Total	70,026
Period Cash Flow	17.2%
Terminal Cash Flow	82.8%
Total	100.0%
Implied Exit Multiple	16.6x

Assum ⁻	D ¹	tions	

- Terminal Multiple of 13.0x because of AZO commercial expansion
- **PGR of 2.5**% because of future threat of EVs and ecommerce

Share Value Multiples Method	
Total Enterprise Value	57,490
(-) Debt	9,282
(+) Cash	264
Equity Value	48,473
Shares Outstanding	19
Share Price	\$ 2,620
Upside/Downshide	4.0%

Share Value Perpetuity Growth Method				
Total Enterprise Value	70,026			
(-) Debt	9,282			
(+) Cash	264			
Equity Value	61,008			
Shares Outstanding	19			
Share Price \$	\$ 3,298			
Upside/Downshide	30.9%			

Blended Implied Share Price				
Multiple Method	2,620			
Perpetuity Growth Method	3,298			
Blended Implied Share Price	\$ 2,959			
Upside/Downside	18.5%			

Supporting Drivers

- Average age of vehicles (years) increasing each year
- Total miles driven per vehicle steadily increasing
- Used car prices decreasing with new car prices increasing



AZO's ability to beat earnings, share buyback program, and consistent growth will add stable value to NDIC portfolio

AZO is positioned to capture market value in their organically growing commercial business through support from their strong logistical operations

Macroeconomic trends will lead to an influx of new business which AZO is primed to capture

AZO Looks Towards Commercial



AZO's commercial segment has experienced high growth in the past five years and still presents significant opportunities to the firm.

Commercial Growth Metrics



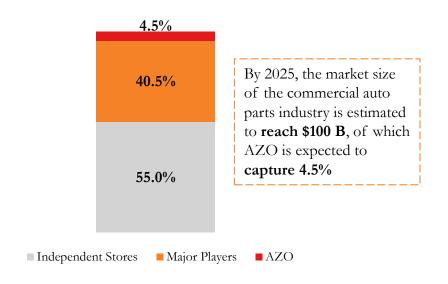
Management Testimonial

"In Commercial, our expectation is to continue to materially grow faster than the market... we believe **expansion opportunities exist** in markets we currently do not serve, as well as in markets where we can achieve a large presence."

-William Rhodes, CEO

Industry Market Share Breakdown





Logistical Strength is Key

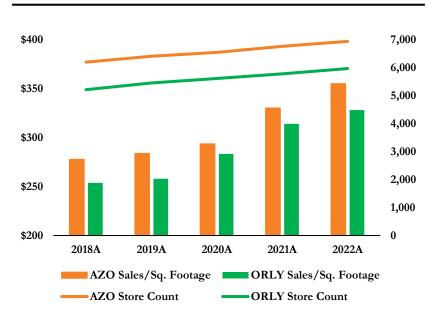


Higher store count and sales/sq. ft. than ORLY presents significant upside for AZO performance.

Logistics

- End of fiscal year 2022, AZO had:
 - 272 domestic hubs (40,000-70,000 unique SKUs)
 - 78 domestic mega hubs (**80,000-110,000** 0SKUs)
 - 13 distribution centers throughout the US to replenish stores multiple times each week
 - Over 6,000 domestic satellite stores with access to mega hubs
- Goal to **expand hubs** and **mega hubs** to 200 and 300

Logistics



Location

- 90% of US population located within 10 miles of an AZO store
- Next day and same day delivery options for commercial and retail programs and DIY individuals due to efficiency of hubs, mega hubs, and distribution centers
- Commercial sales program delivering parts to local, regional and national garages, dealers, and service stations

Higher Store Count

Higher store count by ~ 1,000 than ORLY and complimented with **higher sales/sq. footage** by average of \$21m/year

Multiples

Even with the higher store count and similar financials, **AZO** has a **13.4x** EV/EBITDA multiple compared **15.4x** for **ORLY**



- AZO's ability to beat earnings, share buyback program, and consistent growth will add stable value to NDIC portfolio
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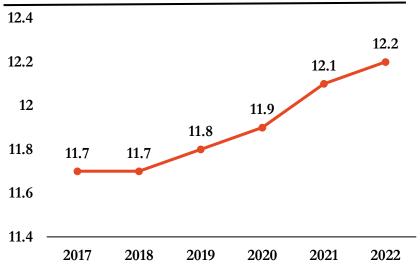


While the short term future macroeconomic landscape is uncertain, certain trends such as increasing prices for new cars, increasing average age for vehicles on the road, and stable growth in miles driven present favorable conditions for AZO.

Trends in New and Used Cars

- Average prices for new cars have increased due to supply chain issues while used car prices have decreased significantly
- The average age of US vehicles on the road has reached an all-time high along with total miles driven by Americans.
- Both of these trends will increase demand for aftermarket auto parts and thus attract more volume of sales to AZO and its competitors

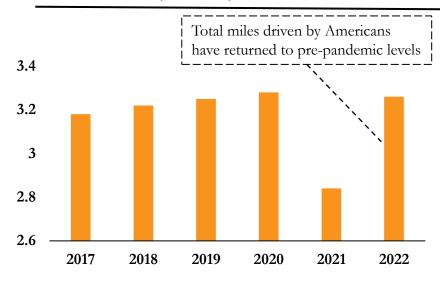
Average Age of Vehicles (Years)



Average Prices for New vs. Used Cars



Miles Driven (Trillions)







AutoZone will be able to capitalize on the influx of demand to the auto parts retail market because of exceptional customer service.

For Fiscal Year Ending	2018A	2019A	2020A	2021A	2022A
(\$ in millions, unless otherwise noted)					
ROC					
After-Tax Operating Margin	13.2%	14.8%	14.6%	15.1%	15.0%
Capital Turnover Ratio	2.9x	2.5x	2.1x	2.2x	2.8x
ROC	38.4%	37.0%	30.4%	33.6%	42.5%

ROIC					
Store Count	6,202	6,411	6,549	6,767	6,943
New Stores	173	209	138	218	176
Sales Per Store	1.8x	1.8x	1.9x	2.1x	2.3x
Capex Per Store Opening	2	4	2	4	
Operating Margin	16.2%	18.7%	18.8%	20.1%	20.1%
New Store ROIC	11.4%	9.4%	17.0%	12.1%	

ROC Comps					
AZO ROC	38.4%	37.0%	30.4%	33.6%	42.5%
ORLY ROC	30.8%	24.0%	24.1%	30.3%	32.8%

Same Store Sales (%)	2018A	2019A	2020A	2021A	2022A
AZO Same Store Sales	1.8%	3.0%	7.4%	13.6%	8.4%
ORLY Same Store Sales	3.8%	4.0%	10.9%	13.3%	6.4%

- Exceptional customer service playing integral role in AZO's success
- Even with potential threat of ecommerce, **AZO's efficiency** of next day and same day delivery keeps them ahead

- Same Store Sales (%) increase from 1.8% in 2018 to 8.4% in 2022 with average of 6.8%
- Driver for AZO is to retain customers through their customer experience and is seen with the same store sales

ROC

• High operating margins lead to for high ROC (36.3% average)

ROIC

Consistent ROIC
 based on consistent
 operating margins
 and sales per store of
 about \$2m

ROC Comps

• Average ROC greater than ORLY by ~8%

Potential Threats/Concerns



EV not a major threat for holding AZO next 3-5 years, ecommerce missing AZO customer experience, inelastic demand.



Electric Vehicles:

• With the **majority of revenue** that AZO generates **coming** from **7 years or older vehicles**, we don't see EVs having this real impact until the next decade



Ecommerce:

• With around 85% of sales coming from failure and maintenance, customers are able to get help and service when they need it



Rising Inflation:

- With the **expectation of interest rates increasing** at least 5%-5.25% this year, this may cause AZO to have to increase prices
- The reason why AZO will still find success through this period is that what **AZO provides are necessities** for driving
- With inflation increasing, AZO can pass the cost along to the consumers due to demand being inelastic

Final Recommendation



- 1 AZO's ability to beat earnings, share buyback program, and consistent growth will add stable value to NDIC portfolio
- 2 AZO is positioned to capture market value in their organically growing commercial business through support from their strong logistical operations
- Macroeconomic trends will lead to an influx of new business which AZO is primed to capture

BUY Price Target: \$2,783.97 Upside: 11.5%



Appendix



AutoZone Assumptions

Our base case predicts the largest upside with in the commercial space due to extreme growth potential and plans of commercial program expansion; we used a sensitivity ratio with upside 20% for bull and downside 20% for bear

For Fiscal Year Ending	2018A	2019A	2020A	2021A	2022A	2023E	2024E	2025E	2026E	2027E
(\$ in millions, unless otherwise noted)										
Total Revenue	11,221.08	11,864.00	12,632.00	14,630.00	16,252.00	17,210.87	18,105.83	19,065.44	20,094.98	21,220.29
% growth		5.7%	6.5%	15.8%	11.1%	5.9%	5.2%	5.3%	5.4%	5.6%
Base						5.9%	5.2%	5.3%	5.4%	5.6%
Bull						7.1%	6.2%	6.4%	6.5%	6.7%
Bear						4.9%	4.3%	4.4%	4.5%	4.7%
Total DIY	8,737.29	9,082.41	9,678.16	11,036.26	11,732.78	12,143.43	12,507.73	12,882.96	13,269.45	13,667.53
% growth		3.9%	6.6%	14.0%	6.3%	3.5%	3.0%	3.0%	3.0%	3.0%
Base						3.5%	3.0%	3.0%	3.0%	3.0%
Bull						4.2%	3.6%	3.6%	3.6%	3.6%
Bear						2.9%	2.5%	2.5%	2.5%	2.5%
Domestic Commercial	2,214.21	2,562.83	2,727.77	3,345.45	4,230.41	4,780.36	5,306.20	5,889.89	6,537.77	7,256.93
% growth		15.7%	6.4%	22.6%	26.5%	13.0%	11.0%	11.0%	11.0%	11.0%
Base						13.0%	11.0%	11.0%	11.0%	11.0%
Bull						15.6%	13.2%	13.2%	13.2%	13.2%
Bear						10.8%	9.2%	9.2%	9.2%	9.2%
Other	269.58	218.51	226.04	247.87	289.03	291.92	294.84	297.79	300.77	303.77
% growth		(18.9%)	3.4%	9.7%	16.6%	1.0%	1.0%	1.0%	1.0%	1.0%
Base						1.0%	1.0%	1.0%	1.0%	1.0%
Bull						1.2%	1.2%	1.2%	1.2%	1.2%
Bear						0.8%	0.8%	0.8%	0.8%	0.8%
Cost of Goods Sold	(5,247)	(5,499)	(5,861)	(6,912)	(7,780)	(8,261)	(8,691)	(9,151)	(9,646)	(10,186)
% of revenue						48.0%	48.0%	48.0%	48.0%	48.0%
Base		46.3%	46.4%	47.2%	47.9%	48.0%	48.0%	48.0%	48.0%	48.0%
Bull						47.9%	47.4%	46.9%	46.4%	45.9%
Bear						47.9%	48.4%	48.9%	49.4%	49.9%
SG&A	(3,818)	(3,779)	(3,996)	(4,366)	(4,760)	(5,163)	(5,432)	(5,720)	(6,028)	(6,366)
% of revenue						30.0%	30.0%	30.0%	30.0%	30.0%
Base		31.9%	31.6%	29.8%	29.3%	30.0%	30.0%	30.0%	30.0%	30.0%
Bull						29.3%	28.8%	28.3%	27.8%	27.3%
Bear						29.3%	29.8%	30.3%	30.8%	31.3%



AutoZone Operating Build

SG&A included in total operating expenses with D&A. Took out SG&A from total operating expenses by taking out D&A.

For Fiscal Year Ending	2018A	2019A	2020A	2021A	2022A	2023E	2024E	2025E	2026E	2027E
(\$ in millions, unless otherwise noted)										
Total Revenue	11,221	11,864	12,632	14,630	16,252	17,216	18,109	19,071	20,108	21,228
Cost Of Goods Sold	(5,247)	(5,499)	(5,861)	(6,912)	(7,780)	(8,264)	(8,692)	(9,154)	(9,652)	(10,190)
Gross Profit	5,974	6,365	6,771	7,718	8,472	8,952	9,417	9,917	10,456	11,039
SG&A Expense	(3,818)	(3,779)	(3,996)	(4,366)	(4,760)	(5,165)	(5,433)	(5,721)	(6,032)	(6,368)
D&A Expense	(340)	(370)	(398)	(408)	(442)	(486)	(511)	(538)	(567)	(599)
Operating Income	1,816	2,216	2,378	2,945	3,271	3,302	3,473	3,658	3,857	4,071
Interest Expense/(Income), Net	(181)	(222)	(242)	(628)	(705)	(747)	(786)	(828)	(873)	(921)
Pretax Profit	1,635	1,995	2,136	2,317	2,565	2,555	2,687	2,830	2,984	3,150
Income Tax Expense	(299)	(414)	(484)	(579)	(650)	(748)	(774)	(801)	(829)	(860)
Net Income	1,336	1,581	1,652	1,738	1,916	1,807	1,914	2,029	2,155	2,291
D&A Expense	340	370	398	408	442	486	511	538	567	599
EBITDA	2,156	2,586	2,775	3,353	3,713	3,788	3,984	4,196	4,424	4,670
Capital Expenditures	(522)	(496)	(458)	(622)	(672)	(701)	(731)	(763)	(796)	(830)
Change in Net Working Capital	-	(35)	(597)	(904)	406	(811)	(113)	(121)	(130)	(140)
Total Operating Expenses = SG&A Expenses	\$4,162.90	\$4,148.90	\$4,353.10	\$4,773.30	\$5,201.90					
D&A from cash flow	345.1	370	397.5	407.7	442.2					
SG&A=Total Operating Expenses-D&A	\$3,817.80	\$3,778.90	\$3,955.60	\$4,365.60	\$4,759.70					
					·					
EBITDA	\$2,155.98	\$2,586.40	\$2,775.20	\$3,352.60	\$3,712.70	\$3,787.52	\$3,983.98	\$4,195.62	\$4,423.76	\$4,670.22
Target Metric	2.5x	2.5x	2.5x							
Total Debt	\$5,389.95	\$6,466.00	\$6,938.00	\$8,381.50	\$9,281.75	\$9,468.80	\$9,959.95	\$10,489.05	\$11,059.40	\$11,675.54
Interest Expense as % of Total Debt	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Total Interest Expense	(\$215.60)	(\$258.64)	(\$277.52)	(\$335.26)	(\$371.27)	(\$378.75)	(\$398.40)	(\$419.56)	(\$442.38)	(\$467.02)
Corporate Tax Rate	18.3%	20.8%	22.6%	25.0%	25.3%	29.3%	28.8%	28.3%	27.8%	27.3%



AutoZone Net Working Capital

The large decreases in NWC is seen from an increase in AP and Accrued Expenses and an increase mainly from inventory increase.

P P' 137 P 1'	2010 4	2010 A	2020 4	20214	20224	0002E	2024E	202512	202CE	2025
For Fiscal Year Ending	2018A	2019A	2020A	2021A	2022A	2023E	2024E	2025E	2026E	202/E
\$ in millions unless otherwise noted										
Accounts Receivable	258	309	365	378	505	552	599	650	705	766
Inventories	3,944	4,319	4,473	4,640	5,638	5,444	5,726	6,030	6,358	6,713
Other Current Assets	216	224	223	226	726	258	272	286	302	318
Total Current Assets	4,418	4,852	5,061	5,244	6,869	6,254	6,597	6,966	7,365	7,797
Accounts payable	4,409	4,865	5,156	6,014	7,301	7,437	7,823	8,239	8,687	9,171
Accrued Expenses & Other	587	588	828	1,040	1,009	1,067	1,123	1,182	1,247	1,316
Operating Lease Liabilities	-	-	224	237	243	246	259	273	288	304
Income Taxes Payable	12	25	75	80	35	34	36	38	40	42
Total Current Liabilities	5,009	5,478	6,283	7,370	8,588	8,785	9,241	9,732	10,261	10,833
Net Working Capital	(591)	(625)	(1,222)	(2,126)	(1,720)	(2,531)	(2,644)	(2,766)	(2,896)	(3,036)
Change		(35)	(597)	(904)	406	(811)	(113)	(121)	(130)	(140)
Drivers										
Revenue	11,221	11,864	12,632	14,630	16,252	17,216	18,109	19,071	20,108	21,228
Cost of goods sold	5,247	5,499	5,861	6,912	7,780	8,264	8,692	9,154	9,652	10,190
Inventory purchases		5,874	6,015	7,078	8,778	8,070	8,975	9,458	9,980	10,544
Debt	5,390	6,466	6,938	8,382	9,282	9,469	9,960	10,489	11,059	11,676
Working Capital Schedule										
Days Outstanding	365	365	365	365	365	365	365	365	365	365
Days Inventory Outstanding	271.43	278.74	273.02	239.96	240.45	240.45	240.45	240.45	240.45	240.45



AutoZone DCF Bull Case

Upside of 57.7% from the bull case assuming that AutoZone is able to pass the cost off to the consumers.

Terminal Value Assumptions	
Terminal EBITDA (2027E)	5,999
Terminal Multiple	13.0x
Terminal Value	77,982
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	58,415

Terminal Value Assumptions	
FCF 2027E	4,134
Terminal Growth Rate	2.5%
Terminal Value	102,591
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	76,849

Distribution of Value	
PV of Period Cash Flow	14,230
PV of Terminal Value	58,415
Total	72,646
Period Cash Flow	19.6%
Terminal Cash Flow	80.4%
Total	100.0%
Implied PGR	1.3%

Distribution of Value	
PV of Period Cash Flow	14,230
PV of Te rmin al Value	76,849
Total	91,080
Period Cash Flow	15.6%
Terminal Cash Flow	84.4%
Total	100.0%
Implied Exit Multiple	17.1x

Share Value Multiples Method	
Total Enterprise Value	72,646
(-) Debt	9,282
(+) Cash	264
Equity Value	63,628
Shares Outstanding	19
Share Price	\$ 3,439
Upside/Downshide	36.5%

Share Value Perpetuity Growth Method				
Total Enterprise Value	91,080			
(-) Debt	9,282			
(+) Cash	264			
Equity Value	82,062			
Shares Outstanding	19			
Share Price \$	\$ 4,436			
Upside/Downshide	76.0%			

Blended Implied Share Price	e
Multiple Method	3,439
Perpetuity Growth Method	4,436
Blended Implied Share Price	\$ 3,938
Upside/Downside	57.7%



AutoZone DCF Bear Case

Downside of 5.6% assuming that AutoZone is not able to pass the cost along to the consumer.

Terminal Value Assumptions	
Terminal EBITDA (2027E)	3,829
Terminal Multiple	13.0x
Terminal Value	49,774
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	37,285

Terminal Value Assumptions	
FCF 2027E	2,474
Terminal Growth Rate	2.5%
Terminal Value	61,396
Discount Period	4.5
Discount Factor	0.75
PV of Terminal Value	45,991

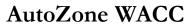
Distribution of Value	
PV of Period Cash Flow	10,982
PV of Terminal Value	37,285
Total	48,267
Period Cash Flow	22.8%
Terminal Cash Flow	77.2%
Total	100.0%
Implied PGR	1.6%

Distribution of Value	
PV of Period Cash Flow	10,982
PV of Terminal Value	45,991
Total	56,973
Period Cash Flow	19.3%
Terminal Cash Flow	80.7%
Total	100.0%
Implied Exit Multiple	16.0x

Share Value Multiples Method	
Total Enterprise Value	48,267
(-) Debt	9,282
(+) Cash	264
Equity Value	39,249
Shares Outstanding	19
Share Price	\$ 2,122
Upside/Downshide	(15.8%)

Share Value Perpetuity Growth Method		
Total Enterprise Value	56,973	
(-) Debt	9,282	
(+) Cash	264	
Equity Value	47,956	
Shares Outstanding	19	
Share Price \$	\$ 2,592	
Upside/Downshide	2.9%	

Blended Implied Share Price			
Multiple Method	2,122		
Perpetuity Growth Method	2,592		
Blended Implied Share Price	\$ 2,357		
Upside/Downside	-5.6%		





Calculated WACC of 6.63%

Inputs	
Risk-Free Rate	3.50%
Equity Risk Premium	5.00%
Beta	0.73
Corporate Tax Rate	29.29%
Common Shares	19.17
Share Price	2,456
Market Value of Debt	\$9,281.75

Cost of Debt	
Pre-Tax Cost of Debt	6%
Corporate Tax Rate	29%
After Tax Cost of Debt	4%

Cost of Equity		
Risk-Free Rate	4%	
Equity Risk Premium	5%	
Beta	0.73	
Cost of Equity	7%	

Debt of Comps			
Company	Ticker	Date	YTM
Autozone	AZO	1/27/20	23 5.50%
O'Reilly	ORLY	6/15/20	22 5.38%
Advanced Auto Parts	AAP	3/4/20	22 6.15%
Genuine Parts Company	GPC	1/10/20	22 5.58%

Minimum	5.38%
Mean	5.65%
Maximum	6.15%

WACC			
Market Value	Amount	% of Total	Cost of Capital
Debt	9,282	16%	0.66%
Equity	47,088	84%	5.97%
Total	56,369	100%	6.63%
Weighted Average Cost of Capital			6.63%