



Business Separation Announcement

Genuine Parts Company Announces Plan to Separate Automotive and Industrial Businesses Into Two Industry-Leading Public Companies

February 17, 2026

Safe Harbor Statement

FORWARD-LOOKING STATEMENTS: Certain statements in this presentation that are not historical facts constitute forward-looking statements that are subject to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements generally can be identified by the use of forward-looking terminology, such as "intended," "targeted," "expected," "planned," "positioned," "will," and similar terminology. While the company believes expectations for the future are reasonable in view of currently available information, these forward-looking statements involve risks and uncertainties that could cause actual results or events to differ materially from those contained in the forward-looking statements. These risks and uncertainties include factors such as (a) uncertainties as to the timing of the separation and whether it will be completed; (b) the possibility that various closing conditions for the separation may not be satisfied; (c) failure of the separation to qualify for the expected tax treatment; (d) the risk that Global Automotive and Global Industrial will not be separated successfully or such separation may be more difficult, time-consuming and/or costly than expected; (e) the possibility that the strategic, operational and financial opportunities from the separation may not be achieved; and (f) the other risks, uncertainties and other factors discussed under "Risk Factors" discussed in the company's Annual Report on Form 10-K for the year ended December 31, 2024, Quarterly Report on Form 10-Q for the quarter ended March 31, 2025 and from time to time in the company's subsequent filings with the Securities and Exchange Commission. Statements in this presentation that are "forward-looking" include, without limitation, statements regarding the planned separation of Global Automotive and Global Industrial, the timing of any such separation, the expected benefits of the separation, and the future performance of Global Automotive and Global Industrial if the separation is completed. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. The company undertakes no duty to update any forward-looking statements except as required by law. You are advised, however, to review any further disclosures on related subjects in the company's subsequent Forms 10-K, 10-Q, 8-K and other reports filed with the Securities and Exchange Commission.

NON-GAAP MEASURES: This presentation contains certain financial information not derived in accordance with United States ("U.S.") generally accepted accounting principles ("GAAP"). These items include EBITDA and adjusted EBITDA. The company believes that the presentation of these non-GAAP measures when considered together with the corresponding GAAP financial measures and the reconciliations to those measures, provide meaningful supplemental information to both management and investors that is indicative of the company's core operations. The company considers these metrics useful to investors because they provide greater transparency into management's view and assessment of the company's ongoing operating performance by removing items management believes are not representative of the company's operations and may distort the company's longer-term operating trends. The company believes these measures are useful and enhance the comparability of the results from period to period and with the company's competitors, as well as show ongoing results from operations distinct from items that are infrequent or not associated with the company's core operations. The company does not, nor does it suggest investors should, consider such non-GAAP financial measures as superior to, in isolation from, or as a substitute for, GAAP financial information. The company has included reconciliations of this additional information to the most comparable GAAP measure in the appendix of this presentation. The company does not provide forward-looking guidance for certain financial measures on a GAAP basis because the company is unable to predict certain items contained in the GAAP measures without unreasonable efforts. These items may include acquisition-related costs, litigation charges or settlements, impairment charges, and certain other unusual adjustments.

GPC Made Meaningful Progress Over the Past 10 Years...



- ✓ Grew Revenue From \$15B to \$24B With Adjusted EBITDA Growing Over \$700M to ~\$2.0B^{1,2}
- ✓ Simplified Business Mix From Four Segments to Two Leadership Platforms
- ✓ Established a Global Footprint in Europe, U.K., Canada, Australasia
- ✓ Added to Industry-Leading Scale in Global Industrial With KDG Acquisition
- ✓ Invested Over \$3B³ to Modernize Sales, Technology and Supply Chain Offerings to Create Leadership Platforms Positioned for Success
- ✓ Invested in Talent to Evolve Culture, Capabilities and Governance
- ✓ Returned ~\$7B of Capital to Shareholders With Dividend and Repurchases⁴

Source: Company filings

Note: ¹ Revenue growth based on 2025 vs. 2015; ² See Appendix; ³ Based on total capital expenditures from 2015 – 2025; ⁴ Based on total dividends and share repurchases from 2015 – 2025; ⁵ Excludes corporate expense

Global Automotive



\$15.4B Sales, \$1.2B EBITDA^{2,5}
in FY'25

Global Industrial



\$8.9B Sales, \$1.1B EBITDA^{2,5}
in FY'25

... to Transform and Create Leading Automotive and Industrial Distribution Platforms

The Separation of Two Businesses Unlocks Value...

Following a comprehensive strategic and operational review, GPC's Board of Directors has concluded that the separation of Global Automotive and Global Industrial is expected to unlock long-term value for shareholders

Why Now?

Allows Global Automotive to focus on **operational transformation initiatives** to accelerate growth and margin expansion and Global Industrial to **expand its market leadership** as the market recovers

Operating Clarity

Creates dedicated platforms that **improve operating clarity and execution speed** at each company to **deliver greater customer value and long-term shareholder returns**

Customer-Led Decision Focus

Establishes **separate management teams with tailored expertise, strategies and decision-making authority** to better address customer needs

Financial Flexibility

Provides **enhanced financial flexibility** to enable strategic investments that accelerate profitable growth, improve productivity and extend market leadership positions

Tailored Capital Allocation

Allows **each business to design capital structures and capital allocation strategies aligned with specific business objectives**, while **targeting investment-grade credit metrics** at each company

Focused Investor Message

Enables **each business to attract a long-term investor base through a clear, compelling and differentiated investment profile**



... by Creating Clarity and Better Positioning Each Business to Execute Its Strategy

Creating Two Focused, Independent Companies...

Global Automotive



ALLIANCE
AUTOMOTIVE GROUP



\$15.4B
FY'25 Sales

\$1.2B
FY'25 EBITDA¹

- **The Largest Global Automotive Aftermarket Parts and Solutions Provider** With Leading Commercial 'Do-It-For-Me' ("DIFM") Expertise and Unparalleled Footprint
- **Scaled Leadership Position in Large, Highly Fragmented Markets** With Non-Discretionary Demand Drivers
- **Investments in Commercial Excellence** and Expansion of Private Label Across New and Existing Markets
- **Technology and Supply Chain Investments** Expected to Reduce Costs and Drive Operational Efficiencies
- **Targeting to Maintain Investment-Grade Credit Metrics**, With a Tailored Capital Structure Designed to Support Investment Priorities
- **Prioritizing Organic Investments and Accretive Bolt-on Acquisitions** With a **Balanced Capital Return Program**

Scaled
Financial
Profiles

Market-Leading
Strategic
Positions

Compelling
Growth
Strategies

Focused
Capital Structures
& Financial Policies

Global Industrial



\$8.9B
FY'25 Sales

\$1.1B
FY'25 EBITDA¹

- **A Diversified, Best-in-Class Industrial Parts and Solutions Provider**
- Premier Strategic Partner in a **Large, Highly Fragmented ~\$150B Total Addressable Market ("TAM")**
- **Largest National Provider** of Value-Added Solutions
- **Strengthen Core Market Presence** and Pursue Leadership Across High-Growth Segments and Value-Added Solutions
- **Consolidation Leader** Across a Highly Fragmented Industrial Distribution Landscape
- **Targeting to Maintain Investment-Grade Credit Metrics**, With Capital Allocation Prioritizing Investments in the Customer Experience
- Motion will Continue to **Pursue Strategic Acquisitions** and a **Balanced Capital Return Program**

... With Attractive Business Strategies, Capital Priorities and Value Drivers

¹ See Appendix

The Largest Global Automotive Aftermarket Solutions Provider...



Global Automotive

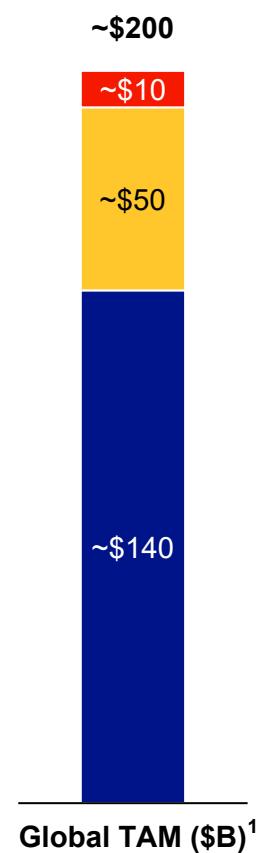
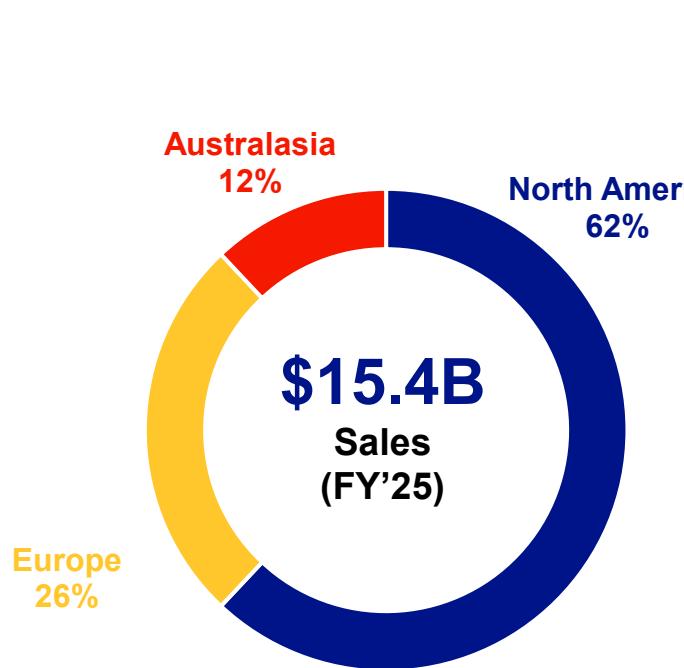
- 1 Largest Global Network of Automotive Parts and Auto Care Repair Centers Spanning North America, Europe, U.K. and Australasia
- 2 Leading Presence in **Resilient and Growing Commercial 'Do-It-For-Me' (DIFM) Markets**
- 3 Iconic Brands With Century-Long Legacies of Customer Loyalty and Trusted Quality
- 4 Global Business Benefits From **Scale, Distribution Footprint, Centralized Operations, Strategic Sourcing and Shared Expertise**
- 5 Ongoing **Technology and Supply Chain Transformation Initiatives** Expected to Deliver **Growth, Margin Expansion and Higher Returns**
- 6 Expects to **Complement Its Strategic Investments With a Balanced Capital Return Program**

... With Leading DIFM Expertise and Unparalleled Footprint

Global Automotive “At a Glance” (1 of 2)

Strategic Global Position

Across Attractive Geographies With Significant TAMs

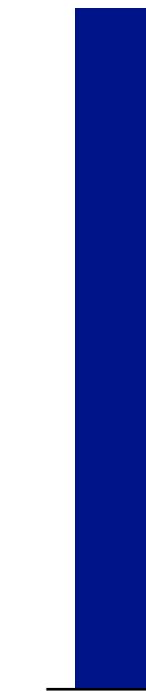


North America DIFM Leader

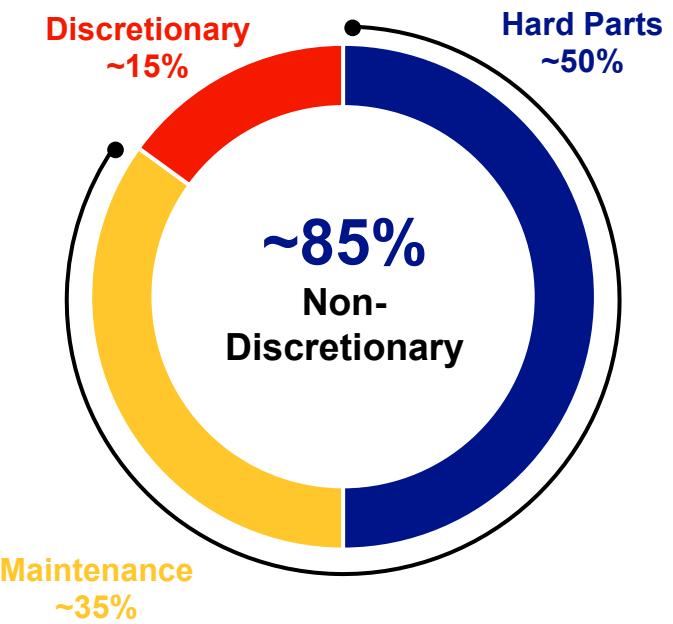
Serving Non-Discretionary Vehicle Maintenance Demand

North America DIFM
Market Leadership^{1,2}

>10%



Non-Discretionary Driven
Demand in North America



Size, Scale, End Markets, Geographies, Brands and Investments for the Future

¹ Company estimate; ² Based on North America sales from both company-owned and independently-owned locations

Global Automotive “At a Glance” (2 of 2)

Scaled Global Leader

With Unmatched Reach



Fit-for-Purpose Business Models

Tailored to Diverse Markets and Needs



- ✓ Scale and density paired with local market knowledge
- ✓ Capital-efficient model via independent stores
- ✓ Diverse network and footprint leveraging inventory availability and delivery speed
- ✓ Centralized operational framework and brand usage

Growth and Margin Expansion Opportunity

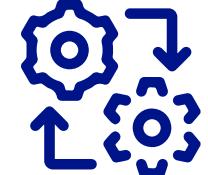
Balanced Operational Initiatives and Levers to Unlock Growth and Margin Expansion



Sales Effectiveness



Gross Margin Initiatives

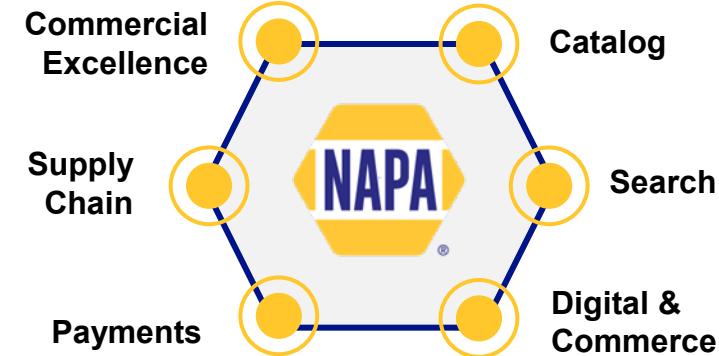


SG&A Productivity

More Details to Come at Global Automotive Investor Day in 2H'26

Strategic Investments Have Laid the Foundation

for Years of Growth Ahead



Size, Scale, End Markets, Geographies, Brands and Investments for the Future

A Diversified, Best-in-Class Industrial Solutions Provider...



- 1 Leading Industrial Distributor With the **Largest Offering of Mission Critical Industrial Maintenance and Repair (“MRO”) and Technical, Value-Added Solutions**
- 2 **Long-Term Secular Tailwinds** of Re-Shoring and Near-Shoring Initiatives, Automation and Robotics, Artificial Intelligence Buildout and Scarcity of Skilled Manufacturing Labor
- 3 Operates ~720 Branches and Service Centers, Providing **Comprehensive Coverage and Localized Fulfillment Across a Vast Network**
- 4 Differentiated, **Omni-Channel** Go-to-Market Strategy and **Strategic Supplier Relationship Network**
- 5 Diversified Business Mix of **14 End Markets Across Critical Manufacturing Sectors**
- 6 Will Continue to Pursue **Strategic Acquisitions and a Balanced Capital Return Program**

... in a Large, Highly-Fragmented Market, Driven by Non-Discretionary Spending

Global Industrial “At a Glance” (1 of 2)

Positioned to Benefit from
Durable, Long-Term Secular Tailwinds



Capital Deployment Into **Advanced Automation and Robotics Solutions**



Scarcity of **Specialized Technical Labor**

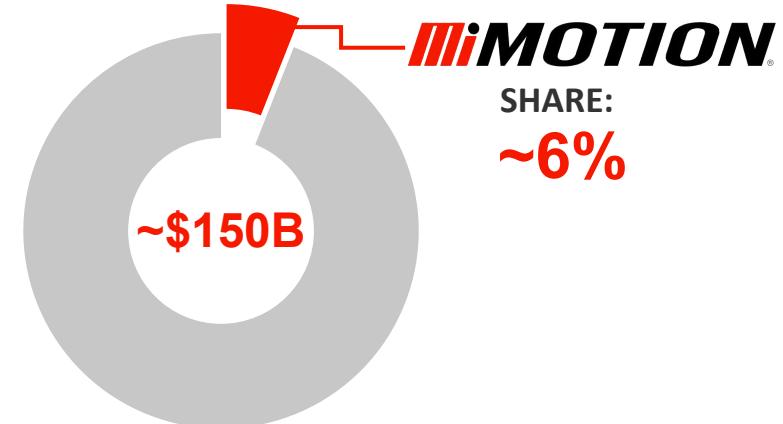


Emerging **Data Center Infrastructure** Opportunity



Re-Shoring and Near-Shoring Initiatives
Boosting Domestic Manufacturing

Large and Highly Fragmented TAM
with Significant Consolidation Runway



Diverse Portfolio of End Markets¹

With Further Opportunities to Expand Customer Base

Equipment &
Machinery

Food Products

Pulp & Paper

Iron & Steel

Automotive

Chemicals

Aggregate & Cement

Mining

Lumber & Wood

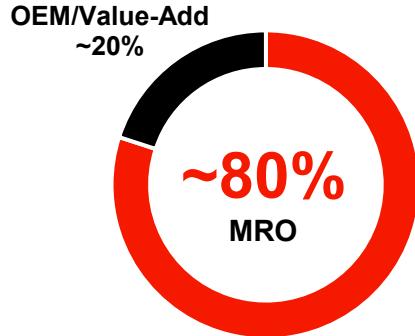
Leading Distribution Strength and Differentiated Value-Added Solutions

¹ Represents 9 of 14 end markets in North America

Global Industrial “At a Glance” (2 of 2)

Mission-Critical Channel Partner

for Both Suppliers and Customers



~720

Branches &
Service Centers



180,000+

Customers

Undisputed Market Leader

With Double the Scale of the Rest of the Market

Estimated Share of ~\$150B Market

~6.0%

2x

MOTION

#2 Peer

#1

in Motion
Control

#1

in Fluid Power

#1

in Automation

Deep Technical Expertise

and Value-Added Solutions

Automation

Conveyance

Fluid Power

Repair & Services

Motion Control

Energy Services

Safety Services

Onsite Solutions

Training

Proven Ability to Consolidate

Case Study: 2022 KAMAN Distribution Group Acquisition

EV / NTM EBITDA Multiple

~14x

KAMAN
Headline
Multiple¹

~8x

KAMAN
Multiple
w. Synergies²

~21x

Motion Industrial
MRO Peers
(Current)³

Leveraging Scale Benefits

- ✓ National footprint with advantaged cost to serve
- ✓ Scale affords cost of capital advantage for inventory / sourcing
- ✓ Acquisition broadens technical capabilities and category breadth

Leading Distribution Strength and Differentiated Value-Added Solutions

¹ Represents EV / FY2022 multiple for KAMAN; ² Synergies based on realized synergies; ³ Represents average multiple of W.W. Grainger, Fastenal Company, Applied Industrial Technology

The Transaction has Limited Operational Complexity...

- ✓ Customer Facing Roles and Relationships are Independent and Geography Specific
- ✓ Operational Locations and Distribution Centers are Independent and Geography Specific
- ✓ Overlapping Direct Suppliers are Limited and Manageable Given Strategic and Long-Standing Relationships
- ✓ Existing Cloud IT Infrastructure Allows for an Easier Separation
- ✓ Certain Indirect Sourcing and Back-Office Processes (A/P, A/R, Employee Service Center) are Shared With a Path to Establishing Independent Operations and Vendor Arrangements
- ✓ Transition Services Agreements will be in Place, as Needed, to Support Both Organizations and Minimize Disruption
- ✓ Dis-Synergies Expected to be Manageable With Opportunities to Mitigate a Substantial Portion in the Medium-Term

... and Manageable Dis-Synergies

Work to Execute the Transaction is Underway...

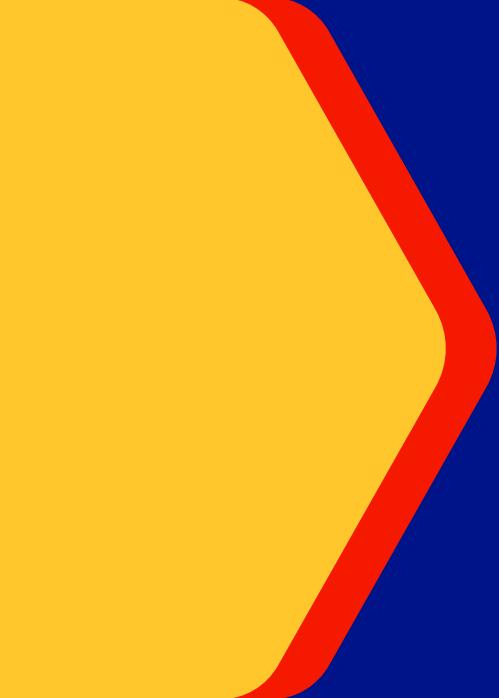
Structure	Process	Next Steps
<ul style="list-style-type: none">✓ Intended to Qualify as a Tax-Free Transaction for U.S. Federal Tax Purposes✓ Both Companies to Design Capital Structures Aligned With Specific Business Objectives, With Each Targeting Investment-Grade Credit Metrics	<ul style="list-style-type: none">✓ Targeting to be Completed in the First Quarter of 2027✓ Proceed With SEC Regulatory Requirements✓ Subject to Customary Conditions Including Form 10 Registration, Receipt of Tax Opinion and Final BOD Approval✓ Investor Days for Global Automotive and Global Industrial to be Held Prior to Separation	<ul style="list-style-type: none">✓ Leadership and Board Planning Ongoing✓ Continue to Advance Separation Planning and Execution via Project Management Office✓ Finalize Capital Structures, Financings and Capital Return Strategies✓ Progress Updates to be Provided as Planning Continues

... and is Targeting to be Finalized in the First Quarter of 2027 Subject to Customary Conditions

GPC is Executing a Proactive Strategy...

- ✓ GPC Made Meaningful **Progress Over Past 10 Years to Transform and Create Leading Distribution Platforms in Global Automotive and Global Industrial**
- ✓ Today, **Both Companies are Scaled With Leadership Positions in Large and Fragmented Markets with Non-Discretionary Demand**
- ✓ **Creating Two Public Companies Unlocks Value and Better Positions Each Company to Execute its Strategy**
 - Global Automotive: Operational initiatives to unlock growth acceleration and margin expansion
 - Global Industrial: Expanding market leadership position through accretive organic and inorganic investments
- ✓ The **Business Strategies and Investment Priorities are Defined and Each Offer a Compelling Long-Term Investment Opportunity for Shareholders**
- ✓ The **Transaction is Expected to Have Limited Operational Entanglement and Manageable Dis-Synergies**
- ✓ Work to Execute **the Transaction is In-Flight and Targeting to be Finalized in the First Quarter of 2027**, Subject to Customary Conditions

... to Unlock Shareholder Value and Position Leading Platforms for Future Success



Appendix

Reconciliation of Non-GAAP Financial Measures

Reconciliation of Net Income to Adj EBITDA

(in thousands)	2015		2025	
	Full Year	Full Year	Full Year	Full Year
GAAP net income	\$ 705,672		\$ 65,945	
Depreciation and amortization	141,675		538,023	
Interest expense, net	21,662		163,506	
Income taxes (benefit)	418,009		(13,777)	
EBITDA:	\$ 1,287,018		\$ 753,697	
Restructuring and other costs	—		253,961	
Acquisition and integration related costs and other	—		14,035	
Inventory rebranding strategic initiative	—		—	
Asbestos-related product liability	—		103,352	
Pension settlement	—		741,967	
First Brands credit loss allowance	—		150,500	
Retirement obligation and other	—		(11,910)	
Adjusted EBITDA	\$ 1,287,018		\$ 2,005,602	

Reconciliation of Non-GAAP Financial Measures

Reconciliation of EBITDA to Net Income (Loss)

(in thousands)	2025		2025				2024			
	Full Year	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Net sales:										
North America Automotive	\$ 9,520,042	\$ 2,264,781	\$ 2,444,377	\$ 2,484,591	\$ 2,326,293	\$ 2,196,890	\$ 2,352,254	\$ 2,390,463	\$ 2,272,631	
International Automotive	5,858,566	1,400,107	1,467,904	1,505,197	1,485,358	1,377,130	1,374,737	1,409,326	1,395,702	
Industrial	8,921,533	2,201,181	2,252,144	2,270,444	2,197,764	2,209,611	2,235,576	2,170,409	2,101,840	
Segment EBITDA:										
North America Automotive	672,182	146,995	196,500	199,626	129,061	152,368	215,290	197,873	149,999	
International Automotive	544,173	138,512	141,492	135,078	129,091	167,308	147,579	118,269	134,845	
Industrial	1,146,422	278,711	288,138	285,015	294,558	278,987	284,960	267,287	270,954	
Corporate EBITDA	(357,175)	(91,125)	(78,632)	(93,374)	(94,044)	(82,140)	(78,480)	(106,686)	(121,911)	
Interest expense, net	(163,506)	(37,216)	(40,211)	(40,342)	(45,737)	(17,690)	(21,921)	(27,818)	(29,398)	
Depreciation and amortization	(538,023)	(115,435)	(123,018)	(127,475)	(172,095)	(90,610)	(99,202)	(106,036)	(112,130)	
Other unallocated costs	(1,251,905)	(68,805)	(45,712)	(66,835)	(1,070,553)	(83,042)	(62,025)	(45,296)	(125,366)	
Income (loss) before income taxes	52,168	251,637	338,557	291,693	(829,719)	325,181	386,201	297,593	166,993	
Income taxes benefit (expense)	13,777	(57,245)	(83,677)	(65,522)	220,221	(76,287)	(90,657)	(71,011)	(33,937)	
Net income (loss)	\$ 65,945	\$ 194,392	\$ 254,880	\$ 226,171	\$ (609,498)	\$ 248,894	\$ 295,544	\$ 226,582	\$ 133,056	
Segment EBITDA margin:										
North America Automotive	7.1%	6.5%	8.0%	8.0%	5.5%	6.9%	9.2%	8.3%	6.6%	
International Automotive	9.3%	9.9%	9.6%	9.0%	8.7%	12.1%	10.7%	8.4%	9.7%	
Industrial	12.9%	12.7%	12.8%	12.6%	13.4%	12.6%	12.7%	12.3%	12.9%	
Total adj EBITDA margin	8.3%	8.1%	8.9%	8.4%	7.6%	8.9%	9.5%	8.0%	7.5%	