50 years of dependable service



to the Automotive Industry...

the right part
in the right place
at the right time

PLAINTIFF'S EXHIBIT
NAPA 44

NOVO16047

SCF-NAPA-1225

It has been said that fifty years is a long way to look ahead, but a short way to look back. At General Automotive Parts, during 1970, we are looking back on fifty years in the automotive replacement parts industry.

We can chart these fifty years in a number of ways: by the faces we no longer see among us; by new faces that have appeared; by the Model T parts that are no longer on our shelves and the high performance items that are; by expanded facilities and increased sales.

In this, our 50th anniversary brochure, we take a brief glance at the past, present, and future of General Automotive Parts and its life-long association with NAPA. Fifty years from now, in 2020, others may be looking back on the past fifty years of GAP. We sincerely hope their memories of the past and their views of the future will be as bright as ours.

Donald N. Test Jr.

DONALD N. TEST, JR.
President
March 1, 1970



General Automotive Parts Corp. 1920/1970

NOVO16048

50 years of dependable service to the Automotive Industry...

the right part, in the right place, at the right time

"Find a need and fill it."

Practically every successful business was built on this simple, but sage advice.

When the first automobile breakdown occurred, a need arose...and the automotive replacement parts industry was born to fill it. The need to provide the right part, at the right time and in the right place was a very real need... especially to those early drivers whose cars may have rested on blocks in the barn for months until a part was found, or hammered out by the local blacksmith.

Today we seldom experience delay in getting the proper part for our ailing car. Usually the part comes off a dealer or jobber shelf immediately, is put in place and we are on our way in an hour or so.

This efficient service didn't "just happen," although the need was evident since that first auto breakdown. The well-oiled machine which is the automobile replacement parts industry in 1970 is the result of 50 years hard work on the part of a team which has included parts manufacturers, warehouse and distribution experts, remanufacturing specialists, big-city and small-town parts jobbers and many thousands of service dealers and mechanics.

Gaston Chevrolet was a name that made big news in Indianapolis in 1920. Mr. Chevrolet won the internationally famous Indianapolis 500 in a Monroe with an average speed of 88.62 miles per hour.

Another 1920 news item which received less acclaim, but was to ultimately mean much more to the motoring public, was the newspaper note that a company had been formed in Indianapolis by Ralph W. Boozer and Donald N. Test to distribute Continental engine parts.

Boozer and Test, formerly with the Auburn Motor Car Company and the National Motor Car Company respectively, soon added names like Timken, Borg & Beck, Spicer and others to compliment their line of engine parts. By 1929 the company, through its growing list of jobber customers, was supplying the right part at the right place and right time to garages and auto repair shops from eleven warehouse locations in the Midwest; sales were in the millions.

The Great Depression which began in 1929 and ruined many young businesses across the nation only proved the mettle of the Boozer/Test organization. Throughout the early thirties, the company experienced only an insignificant decline in sales and established itself as part of an industry which is essentially "depression-proof."

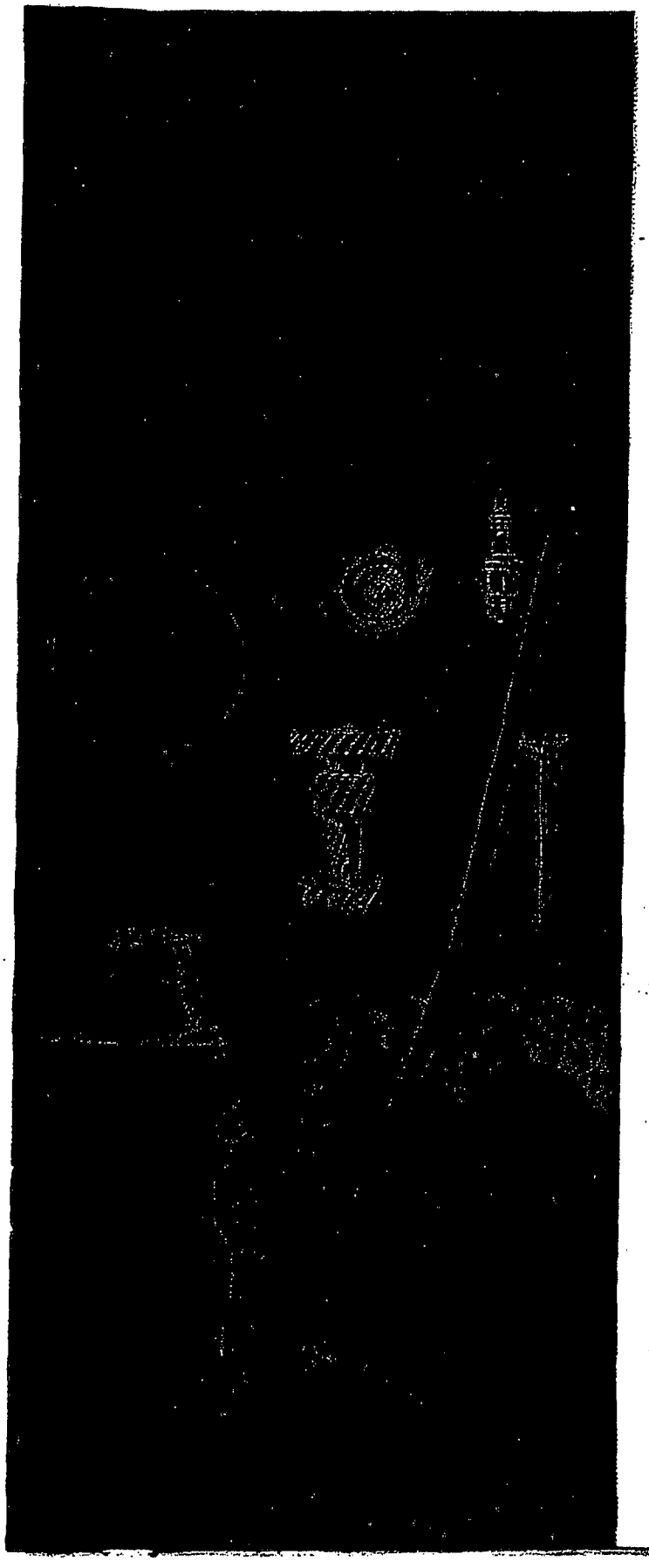
During this time other warehouses and jobbing stores were opened. Throughout, a conservative financial policy was observed, helping earn the enviable credit standing which General Automotive Parts Corp. enjoys today.

It was recognized early that certain worn-out auto parts needed only expert rebuilding to make them workable again, and in 1937, a products division was established in Indianapolis to engage in the remanufacturing of fuel pumps, water pumps, clutches and the rebonding of brake shoes. In 1967, a similar remanufacturing plant was opened at Stephenville, Texas.

The growth of the company known today as General Automotive Parts has been quietly impressive. It has been carried forward solidly and steadily, with little outside fanfare. Management has pursued the goal that no distribution center, no jobber store and no auxiliary facility would be added until there was a need to be filled. Geographically, the corporation has remained in a tight-knit, center-of-America position that offers an excellent market for its products within a distribution range which is profitable to service. A glance at the increase in sales from only $59,000 in 1920 to $60 million in 1969 substantiates this management philosophy.

As the automobile has grown more complex and as manufacturers add still more equipment and model lines, the position of "independent" companies such as GAP becomes even more important in the replacement parts industry. Though independents, like GAP, currently share the complete replacement market with original equipment manufacturers and new car dealers, most owners of older automobiles do not have their cars serviced at new car agencies. Neighborhood garages and service station repair shops, who are called upon for a major share of this service, depend upon outlets like GAP jobbers to supply needed parts for all makes and models. Furthermore, not every authorized agency has the financial backing or the physical space to handle the costly and cumbersome array of parts which must be kept close at hand to meet every emergency and must to some extent also rely on the independent local source.

So there is a need...and it's an increasing need...for companies such as General Automotive Parts to keep open their well organized channels of distribution from manufacturer to mechanic.



NOVO16050

Two men...



ONALD N. TEST, SR.
ebruary 7, 1894—April 15, 1968

RALPH W. BOOZER
July 5, 1891—April 24, 1966

Two Men...

...were instrumental in founding the organization which in 1963 became General Automotive Parts Corp. They were Ralph W. Boozer and Donald N. Test, Sr. Each of these men were associated with the automotive replacement parts industry for almost a half century. Widely known and highly respected, they devoted their professional lives to building General Automotive Parts Corp. Their vision, talent and business acumen are reflected in the success of this company, along with the success of NAPA, which they also helped form and guide.

These two pioneers joined forces with John H. Baldwin, Melvin A. Hansen and John M. Heffelfinger to form the original GAP management team, Boozer-Test Management Services; which was established as a partnership in 1936.



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GAP 1920 1970


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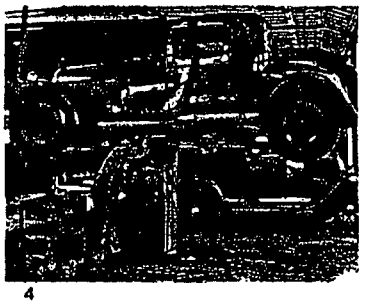
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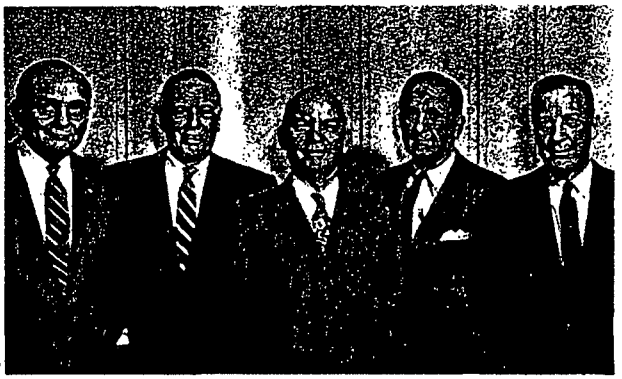
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1: GAP's first distribution center at Indianapolis. 2. & 3. Kansas City, 1920. 4. The right part to the right place in the 1930's. 5. Boozer-Test Management Group (l to r) Hansen, Heffelfinger, Test, Boozer, Baldwin.

NOVO16051

National Automotive Parts Association

In 1925, Ralph Boozer and Don Test met in Detroit with a number of other independent automotive parts distributors in an effort to set up an organization which could establish standards of distribution and business guidelines for the emerging replacement parts industry.

The result was the National Automotive Parts Association (NAPA). The objective of NAPA members was simple: a distribution system which would make any part for a car available overnight at any point in the United States.

Today this organization has grown to include 53 automotive replacement parts distribution centers in principal marketing areas of the United States. Included under the NAPA banner are more than 4,000 independently owned jobbing outlets which are in reality the heart of the organization, since it is through these jobbing stores that all parts finally pass into the hands of the mechanic who will put them to use.

In fact, the men who guide NAPA in an executive capacity and who pass on all products and services which will bear the NAPA seal, have as their credo: "It is good for us *only* if it is good for our jobbers."

This voluntary association of manufacturers, distributors and jobbers has pioneered techniques of distribution, inventory control, record-keeping and sales analysis that no single company could ever have achieved on its own.

The 53 NAPA-associated distribution centers (12 of which are GAP-owned) receive their products principally from a carefully selected group of independent parts manufacturers, many of whom also supply original equipment parts. These products are warehoused in the distribution centers and sold to the more than 4,000 NAPA jobbers who stock and resell them to service stations, new and used car dealers, independent garages, fleet owners, and even to the man who does his own tinkering on the family car.

The benefits of being a part of NAPA are great, although the association is strictly voluntary.

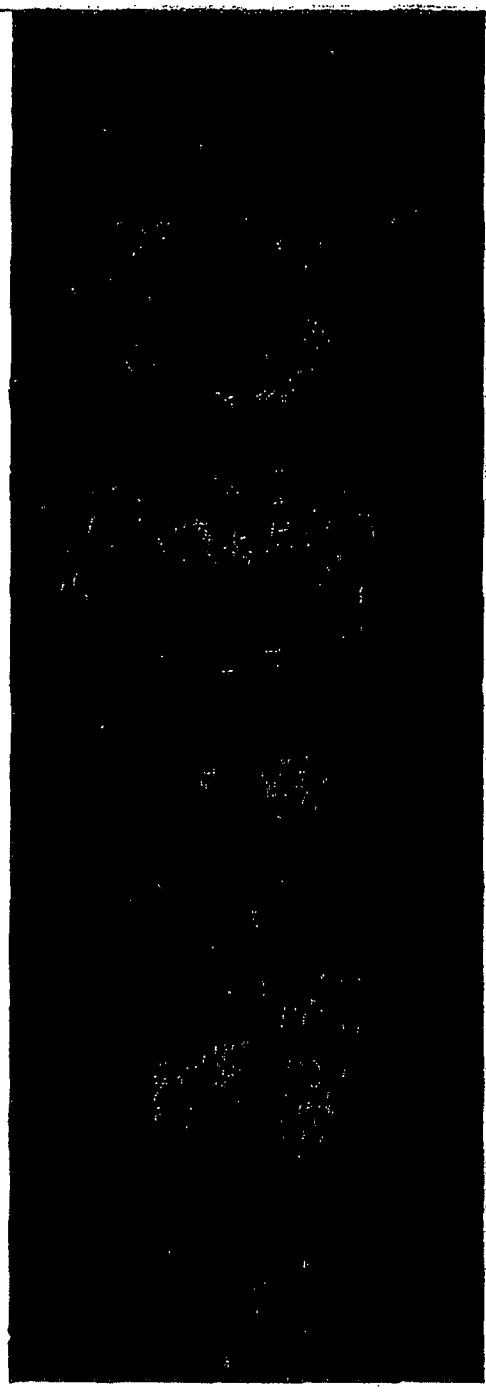
NAPA's executive staff, with headquarters in Chicago, prepares a wide range of materials and programs aimed solely at helping the jobber operate a more efficient and profitable business.

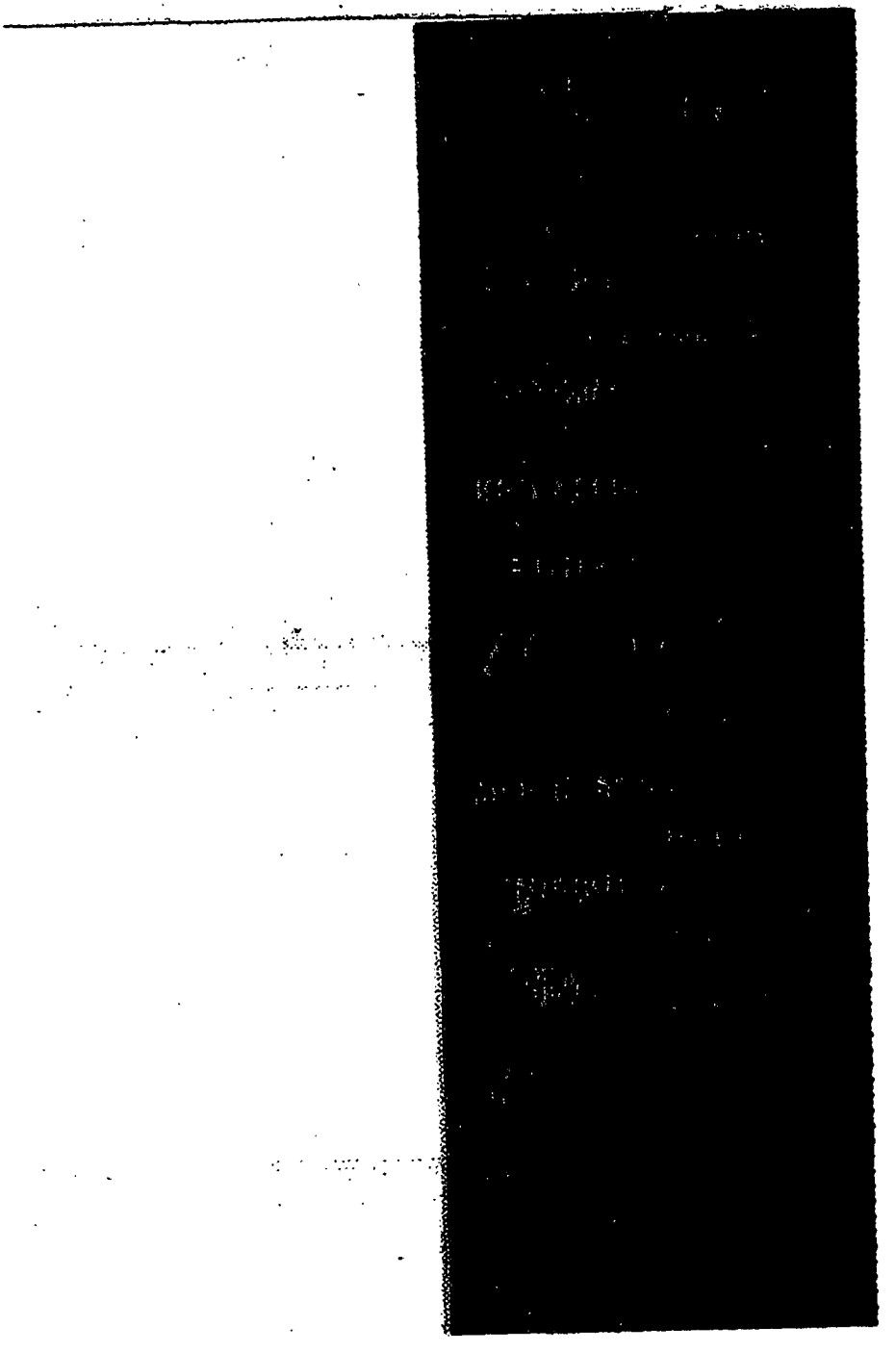
One basic NAPA program, originally conceived by Don Test, Sr., is the Merchandise Classification and Obsolescence Plan. The first in the industry, this comprehensive stock regulation plan assures ready availability of all needed parts with minimum inventory investment and eliminates the risk of financial loss due to obsolescence.

From the awesome array of 85,000 part numbers handled by NAPA distribution centers has evolved a series of "Quick Reference" catalogs which let any NAPA-served mechanic find the correct part in seconds, determine its cost and price the repair job on the spot.

National advertising is costly, but by pooling resources, NAPA members have produced a handsome and hard-working advertising campaign designed to keep NAPA-member names in front of not only the service fraternity and fleet owner, but the farmer and motoring public as well.

Training programs and sales clinics make jobbers better salesmen; NAPA-designed bookkeeping systems bring order to records kept by even the small-town parts jobber; group insurance plans protect NAPA members, their employees and families; while NAPA operating and sales manuals literally show the jobber a better and more profitable way to run his own business.





Our suppliers...

AC Spark Plug Division *General Motors Corporation*	**AC** *Spark Plugs, Filters, Fuel Pumps, Valve, Lifters, Lamps*
American Brakeblok Division *Abex Corporation*	**Brakeblok** *Brake Lining—Clutch Facing*
Balkamp, Inc.	**Balkamp** *Service Parts, Supplies, Accessories* **Micro-Test** *Automatic Transmission & Power Steering Parts*
Belden Corporation	**Belden** *Wire and Cable*
Bridgeport Brass Co.	**Bridgeport** *Tire Valves & Accessories*
Cleveland Graphite Bronze Div. *Clevite Corporation*	**Monmouth** *Engine Bearings*
DeKoven Manufacturing Co. *Walker Manufacturing Co.*	**Soundmaster** *Exhaust Systems,* **Fleet** *Lift Equipment*
Dittmer Automotive Parts *Borg Warner Corp.*	**Dittmer** *Transmission Gears & Shafts*
Echlin Manufacturing Company	**Echlin** *Electrical & Fuel System Parts* **NAPA** *Small Engine & Marine Engine Parts*
Federal Bearings Co. Inc.	**Federal** *Bearings—Ball, Needle, Roller*
Gard Corporation *Wix Corporation*	**NAPA** *Oil, Gas, Air Filters*
Globe-Union, Inc.—Battery Div.	**NAPA** *Storage Batteries*
Ingersoll-Rand Company	**NAPA** *Ingersoll-Rand Power Tools*
Mac's Super Gloss Co., Inc.	**Mac's** *Automotive Chemicals*
Marquette Corp.	**NAPA** *Welding Eqpt. & Supplies*
The Martin-Senour Company	**Martin-Senour** *Paint & Refinishing Products*
Microtest Timing Service	**M-T** *Timing Gears—Chains—Sprockets*
NAPA Temp Products *Murray Corp.*	**NAPA** *Air Conditioning Parts*
National Products, Inc. *Gates Rubber Co.*	**Modac** *Belts & Hose*
The New Britain Machine Co.	**New Britain & Sparta** *Mechanics Hand Tools*
Parts Craft Division *Dana Corporation*	**Allied** *Engine & Chassis Parts* **Perfect Circle** *Piston Rings* **Victor** *Gaskets & Oil Seals* **Spicer** *Universal Joints, Power Take-offs, Transmissions and Clutches*
Regal Ride Shock Absorber Co. *Subs. of Monroe Auto Eqpt. Co.*	**Regal Ride** *Shock Absorbers*
Rockford Screw Products Co.	**Rockford** *Fasteners—Nuts—Bolts*
Standard-Thomson Corporation	**Thomson** *Thermostats*
Timken Roller Bearing Co.	**Timken** *Roller Bearings*
Trico Products Corporation	**Trico** *Wiper Blades, Arms & Accessories*
United Parts Division *Echlin Manufacturing Co.*	**United** *Hydraulic Brake Parts, Fluid, Speedometer Cables*
The Weatherhead Company	**Weatherhead** *Brass Fittings & Hose*
Zollner Corporation	**Zollner** *Pistons*

The roster of our suppliers includes some of the best-known names in the automotive field.

Most of these manufacturers have been NAPA suppliers for many years. Some of them have been associated with NAPA since its inception in 1925 and helped build and shape the organization.

NAPA distributors and jobbers don't have to "shop the market" for their parts on a day-to-day basis. They know where to get them...and they know that all parts bearing the NAPA seal have met the rigid specification of being equal to or better than the original equipment.

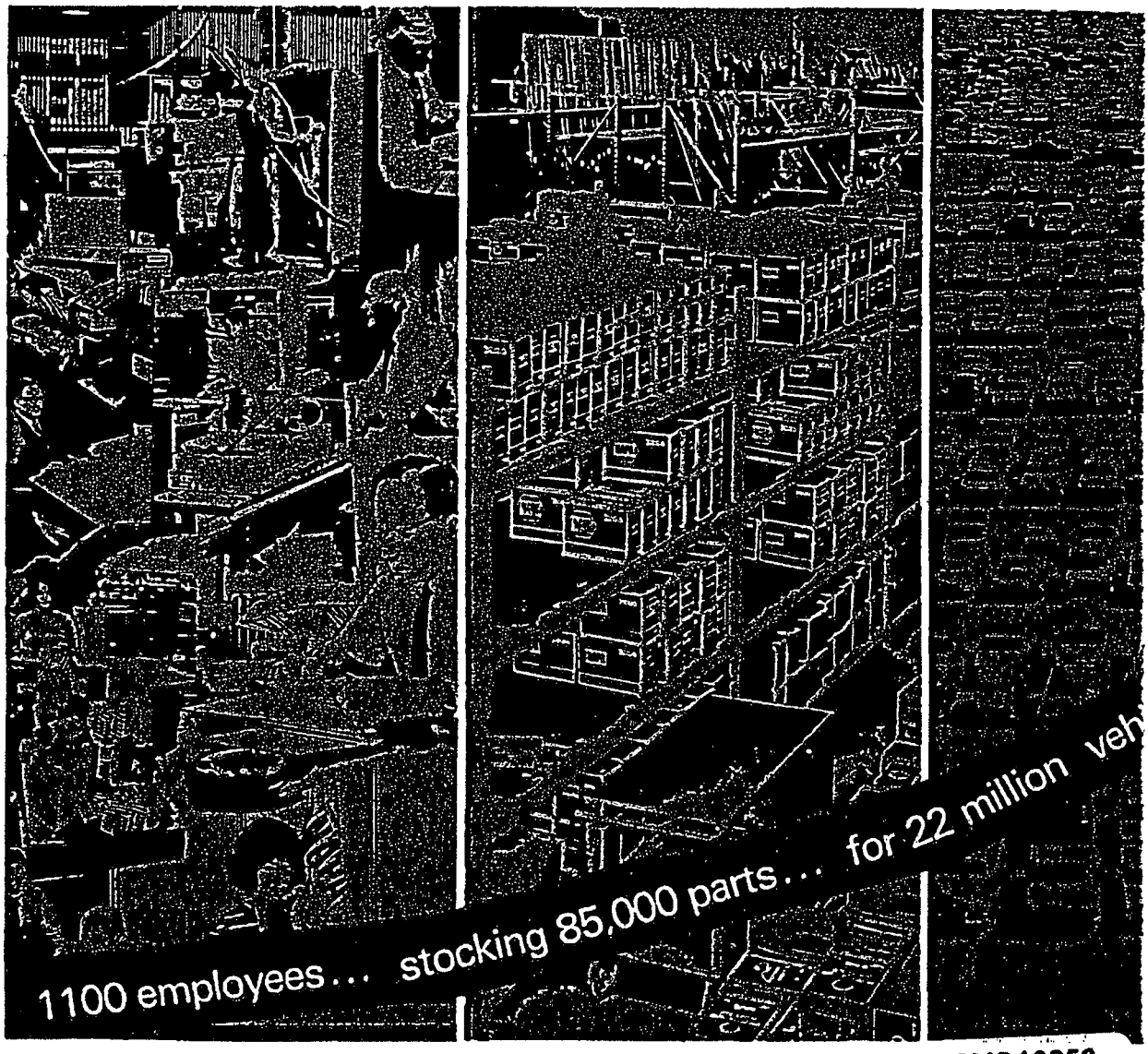
This relationship between NAPA supplier, distributor and jobber is a firm one, built on many years of mutual respect and confidence.



This is

General Automotive Parts

the organization & its market



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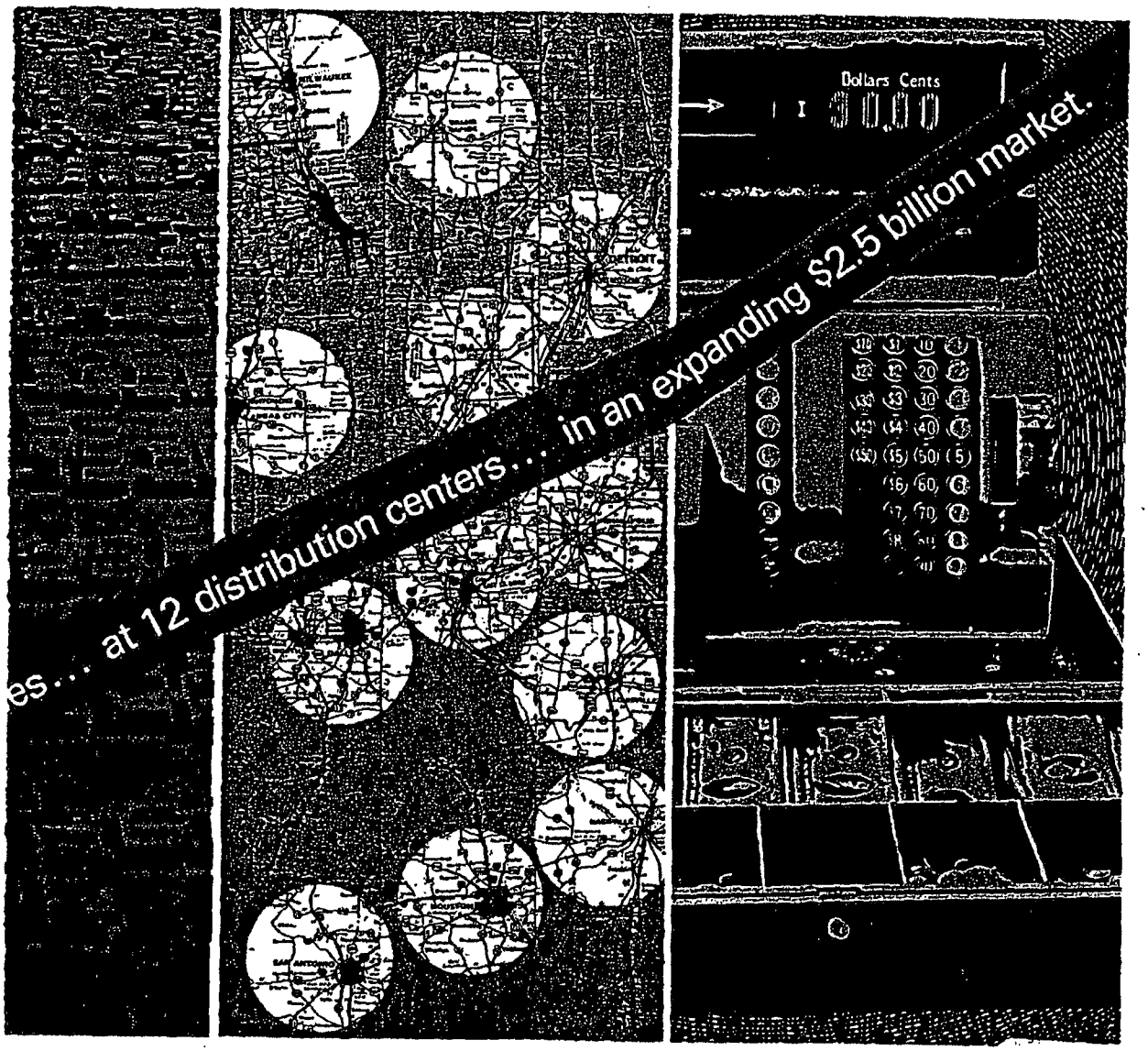
Corp.

GAP
1920
1970



NOVO16057

General Automotive Parts Corp.

Organization

CORPORATE HEADQUARTERS

4600 Harry Hines Boulevard
P. O. Box 10506
Dallas, Texas 75207

DISTRIBUTION CENTERS

DALLAS, TEXAS	KANSAS CITY, MISSOURI
DETROIT, MICHIGAN	LOUISVILLE, KENTUCKY
FORT WAYNE, INDIANA	MILWAUKEE, WISCONSIN
GRAND RAPIDS, MICHIGAN	NASHVILLE, TENNESSEE
HOUSTON, TEXAS	ST. LOUIS, MISSOURI
INDIANAPOLIS, INDIANA	SAN ANTONIO, TEXAS

REBUILDING PLANTS

B-H-T PRODUCTS DIVISION Indianapolis, Indiana	GENAUT INDUSTRIES, INC. Stephenville, Texas

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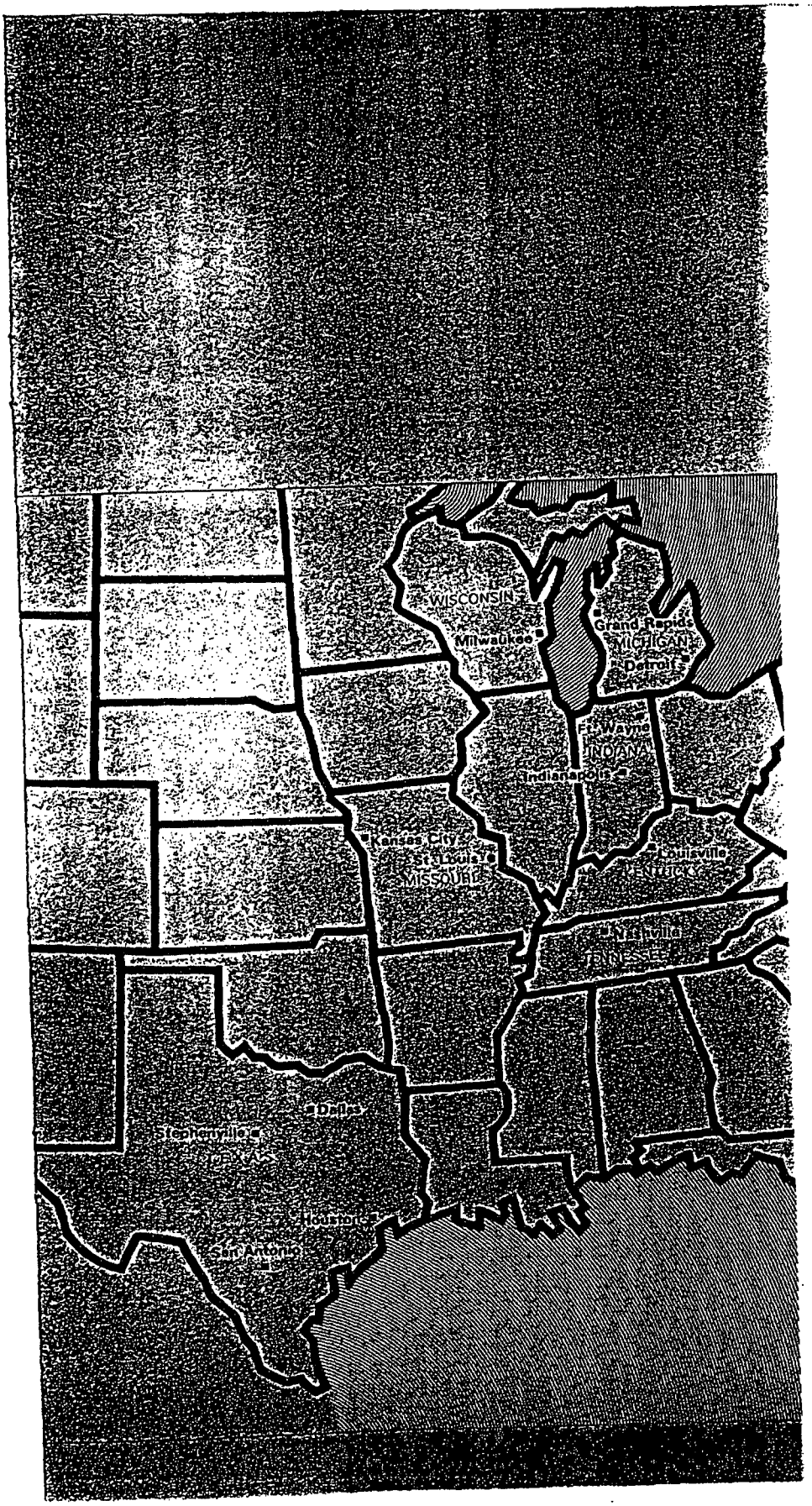
WISCONSIN
Milwaukee
Grand Rapids
MICHIGAN
Detroit
Ft. Wayne
INDIANA
Indianapolis
Kansas City
St. Louis
MISSOURI
Louisville
KENTUCKY
Nashville
TENNESSEE
Dallas
Stephenville
Houston
San Antonio

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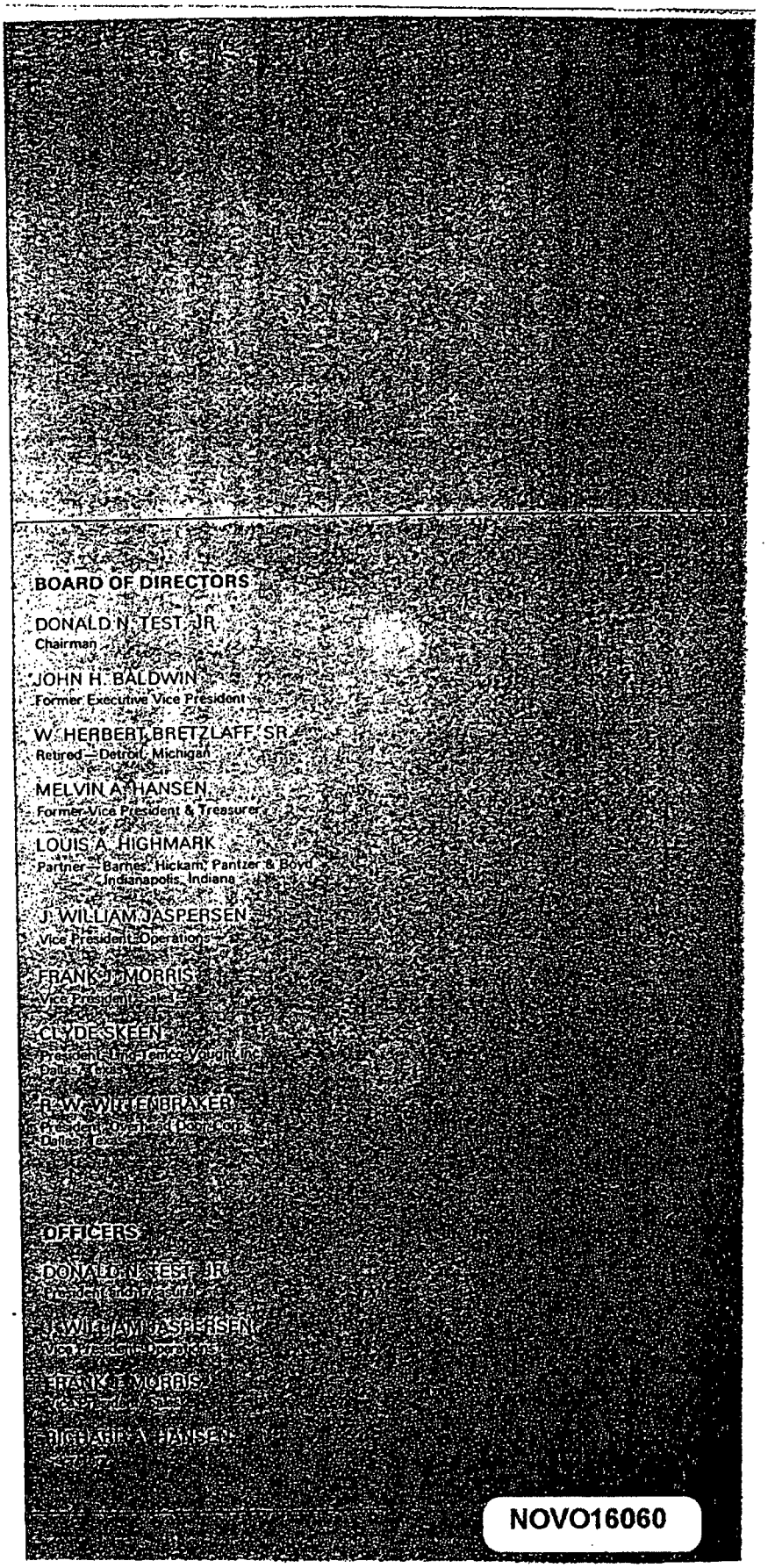

BOARD OF DIRECTORS

DONALD N. TEST, JR.
Chairman

JOHN H. BALDWIN
Former Executive Vice President

W. HERBERT BRETZLAFF, SR.
Retired—Detroit, Michigan

MELVIN A. HANSEN
Former Vice President & Treasurer

LOUIS A. HIGHMARK
Partner—Barnes, Hickam, Pantzer & Boyd
Indianapolis, Indiana

J. WILLIAM JASPERSEN
Vice President, Operations

FRANK J. MORRIS
Vice President, Sales

CLYDE SKEEN
President, Lind-Temco-Vought Inc.
Dallas, Texas

R. W. WITTENBRAKER
President, Overhead Door Corp.
Dallas, Texas

OFFICERS

DONALD N. TEST, JR.
President and Treasurer

J. WILLIAM JASPERSEN
Vice President, Operations

FRANK J. MORRIS
Vice President, Sales

RICHARD A. HANSEN
Secretary

NOVO16060



1

Management



2



3



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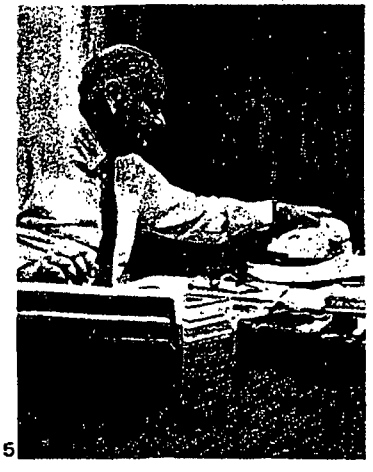

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GENERAL MANAGERS

DISTRIBUTION CENTERS:

Dallas	—Samuel J. Carroll
Detroit	—James A. Baxter
Ft. Wayne	—Frank S. Weaver
Grand Rapids	—John Wardrop
Houston	—James H. Morris
Indianapolis	—Walter C. Witt
Kansas City	—Allen H. Corbet
Louisville	—William P. Lowe
Milwaukee	—J.T. Emerson, Jr.
Nashville	—John R. Allman
St. Louis	—Duncan T. Fulton, Jr.
San Antonio	—John E. Hoving

REMANUFACTURING:

B-H-T & Genaut—C.W. Devoe

Some 438 years of experience in the automotive replacement parts industry are represented by the GAP executive staff at Dallas and managers of the twelve distribution centers owned by the corporation.

Throughout their long tenure in the industry these men have formed warm personal as well as professional relationships with manufacturing people and jobbers alike. It is interesting to note that many of these relationships span two generations, and in at least one case GAP managers are working with third generation jobber owners.

Although prime responsibilities for management rest in the Dallas headquarters, the day-to-day operations of GAP are under the watchful guidance of our twelve distribution center general managers.

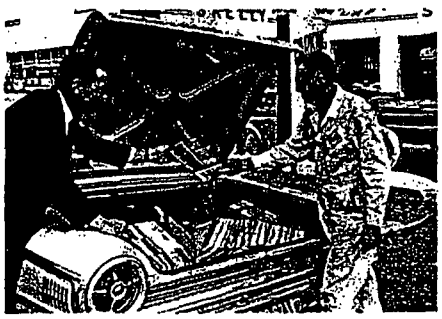
These men bring to their positions a wide variety of executive talent; including management skills in marketing and sales, personnel administration, warehousing, and finance.

1. Don Test, Jr., President. 2. Charles Spitzfaden, Staff Asst., Property and Inventory Control, Wes Warlen, Director of Personnel, Dick Hansen, Secretary. 3. Frank Morris, Vice President, Sales. 4. Tom Wright, Staff Asst., Comp ter Programming. 5. Bill Jaspersen, Vice President, Operations.

NOVO16061

a blend of experience & youth...

























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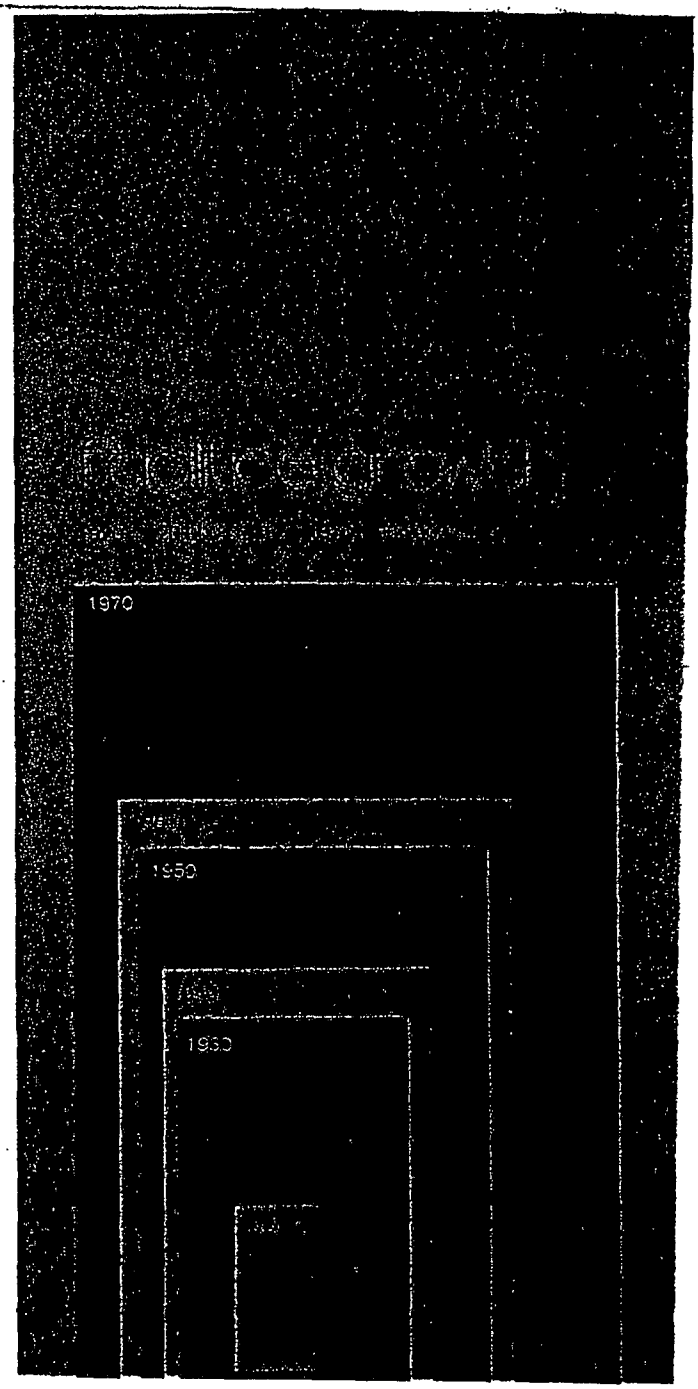

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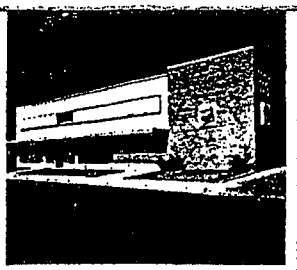
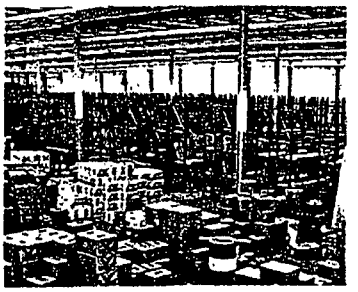
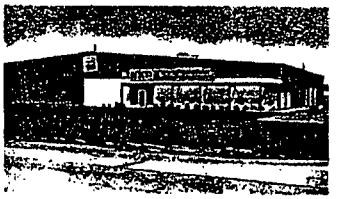
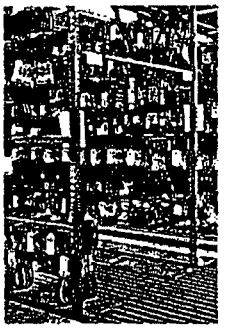




A look at distribution & remanufacturing...







To insure that the right part gets to the right place at the right time, GAP stocks approximately 85,000 part numbers at each of its twelve distribution centers.

Jobber orders called in or mailed in are filled on the day received and shipped that same day. A precise part numbering system is keyed to exact shelf locations where parts are stored and each distribution center is a well-ordered maze of









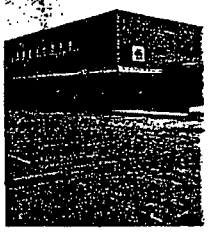
automatic conveyor belts, gravity delivery chutes, bins, shelves and racks.

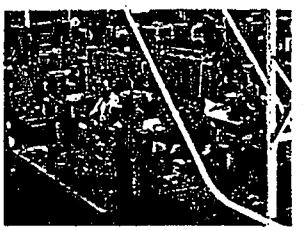
Parts are stocked for all popular makes and models. They range from pistons to brake shoes, fan belts to shock absorbers, and universal joints to oil seals. Also stocked are mechanics' hand and power tools, automotive chemicals, cleaners and polishes, and a multitude of supply items.

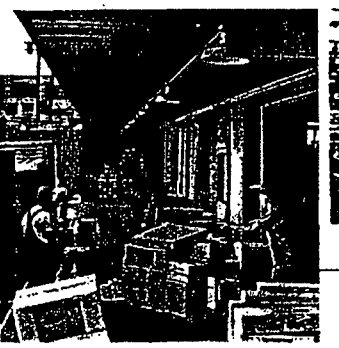
From two plants, one at Indianapolis and the other at Stephenville, Texas; GAP distribution centers receive certain remanufactured units which are widely in demand in the replacement parts industry. These are completely remanufactured water pumps, clutches and relined brake shoes, expertly rebuilt and packaged under brand names such as B-H-T and Genaut. In addition both plants remanufacture fuel pumps for one of the nation's largest suppliers. All products carry guarantees similar to those given original equipment.













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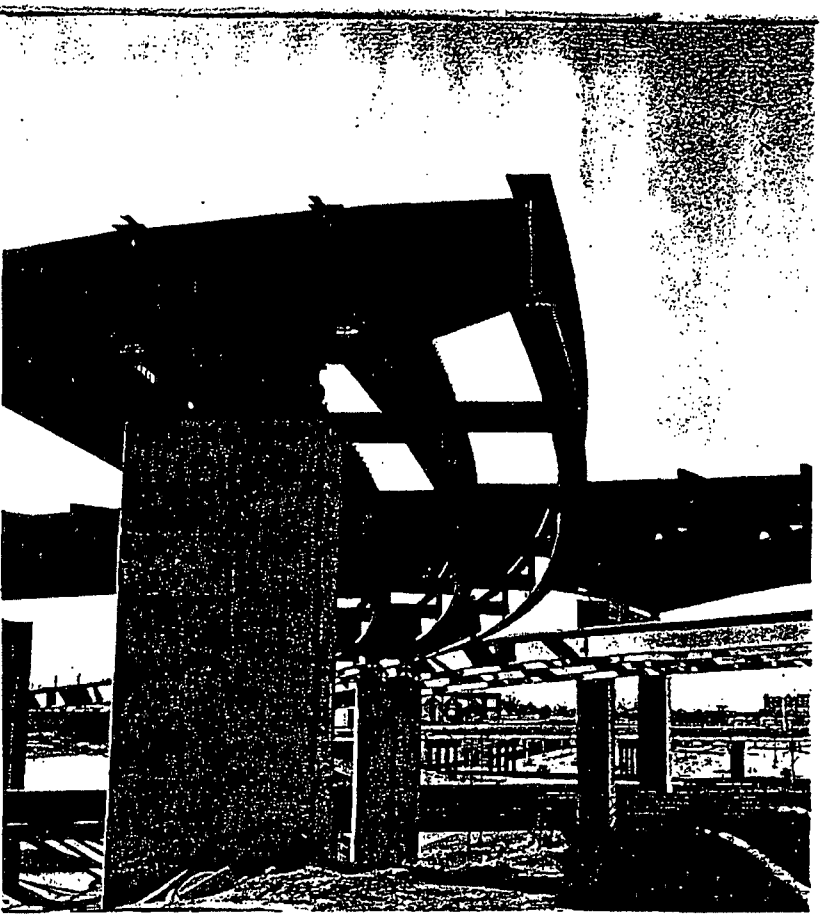


A projection...

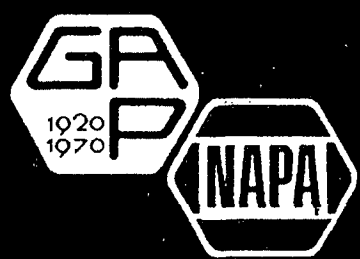
One needs only to look at the ever increasing number of vehicles on the road to predict, without hesitation, a rising potential market for replacement parts and therefore a steady growth and expansion of GAP operations, sales and earnings.

The future automobile and truck replacement parts market alone is enough to indicate profitable increases in our business. To this we can add the agricultural vehicle market, the market for marine and small engine parts, recreation and other sport vehicles. America is a nation on wheels, and GAP will drive forward with it!

We are also looking to a larger share of the "independent" parts market, and have plans to capture these increases by carefully expanding our number of full-line NAPA jobbers in cities where none exist today.

"Diversification" is a magic word in industry today. We feel that GAP diversification should be in fields related to the automotive parts business. When opportunities of this type arise, they will be objectively studied and acted upon providing the new venture will mesh with the total GAP picture and be advantageous and profitable for the company and its shareholders.

After 50 years in the automotive replacement parts business, General Automotive Parts Corp. remains stable and conservative... but finely tuned to future opportunities.



General Automotive Parts Corp

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