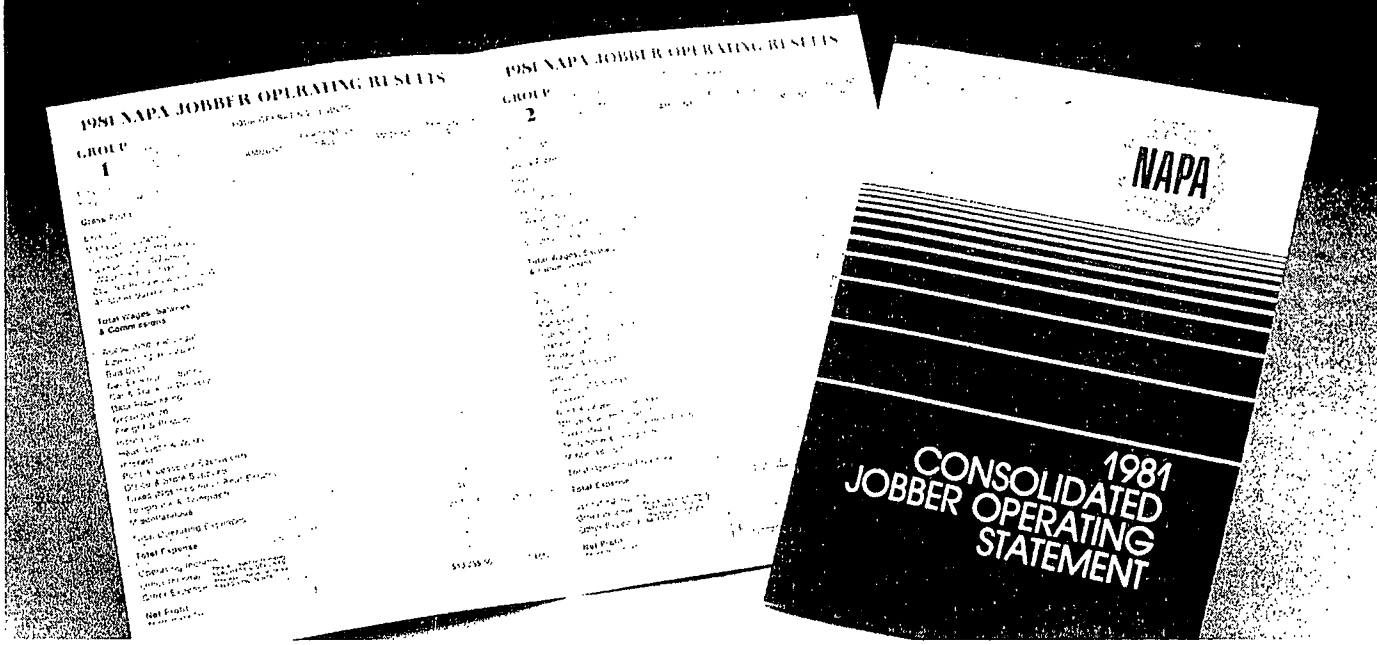
EVALUATING YOUR BUSINESS:
1981 Consolidated Operating Statement



The 1981 Consolidated Jobber Operating Statement provides the average operating results from a large number of NAPA Jobbers from across the country.

To better help you understand and improve your store's operating efficiencies, NAPA has again published its annual Consolidated Jobber Operating Statement.

Compiled directly from confidential financial statements submitted to NAPA Headquarters, the 1981 Consolidated Jobber Operating Statement not only provides you with a profile of the "typical" NAPA Jobber's operating statement, but allows you to compare your results with the national averages.

Certain revisions have been made to the format of this year's report. For example, sales groupings in the 1981 Consolidated Jobber Operating Statement have been revised to more accurately reflect the inflation that has occurred over the past few years as well as the sales levels within each of the NAPA store classifications. This has been done to provide you with a better means of finding out how you have responded to and controlled today's rising cost of doing business in comparison with other NAPA Jobbers.

Individual operating statements for each of the above mentioned sales groups are contained in your 1981 Consolidated Operating Statement, with space provided for you to fill in and compare your own operating statement figures to the averages within your particular sales bracket. By entering the dollar results and calculating the percentages, you'll have a direct comparison between your results and those of other NAPA Jobbers of comparable size.

Also included in the 1981 Consolidated Jobber Operating Statement are the operating results of the top 50% of each sales bracket to enable you to evaluate your operating figures against the top performers of 1981.

Also new this year is the addition of two new expense categories, each broken out separately: *counterpersons' salaries, wages and commissions,* to allow better comparison and analysis; and *data processing expense,* to reflect the growing number of jobbers who now have instore computer systems.

The 1981 Consolidated Jobber Operating Statement also contains simple yet valuable financial measurements to apply to your business in order to analyze its operation. By performing these calculations on a regular basis, you'll have a better idea of your performance on a month-to-month, as well as a year-to-year, basis. As a result, you'll have additional insight for setting your goals and planning new sales opportunities for the year ahead.

An overview of the results of the 1981 Consolidated Jobber Operating Statement shows that, although 1981 was a difficult sales year for many jobbers, NAPA Jobbers have been able to maintain profit margins which are fairly consistent with past years and better than the average jobber in the automotive aftermarket.

The NAPA system is committed to improving operating efficiencies and increasing your sales opportunities. For this reason, NAPA has long stressed balanced inventories, outside sales programs, machine shop services and employee training. Once again, the results of NAPA's Consolidated Jobber Operating Statement for the past year illustrate that jobbers offering these services perform much better than those who do not.

Look at the figures; more and more of the available business in every market is going to those jobbers who offer the greatest service to their customers.