

## Dear Shareholders:

Our primary goal for fiscal 2006 was to accelerate our transformation to customer centricity. In this letter, I'd like to give you an update on this work, which contributed to the 22-percent increase in earnings from continuing operations we garnered for fiscal 2006. Since the past is often prologue to the future, I'd like to describe how customer centricity is influencing not only our goals for fiscal 2007, but also our long-term plans.

At Best Buy, customer centricity means treating each customer as a unique individual, meeting their needs with end-to-end solutions, and engaging and energizing our employees to serve them. It is our primary strategy for providing a differentiated experience for customers. Mass merchants, direct sellers, other specialty retailers and online retailers are increasingly interested in our product categories because of rising demand. If we can understand our customers better than our competitors do, and if we can inspire our employees to have richer interactions with customers, then we can more effectively compete. We believe that Best Buy excels based on its fun, interactive store experience; broad product assortments; name brands; knowledgeable employees; and ability to offer services.

Customer centricity has been, and will continue to be, a growth driver for us. By tuning in customers and employees more closely, we are being rewarded with new ideas every day—ideas that in the past would not have made their way to headquarters and have been implemented at other stores. Through the employees who work closest to our customers, we have discovered several material growth opportunities for the company. The opportunities with the highest potential include small-business customers, new services offerings and international growth, which we estimate are at least \$230 billion markets in aggregate.

Frankly, it is a challenging goal to become customer-centric, as we have defined it. Moreover, given that consumers' tastes are constantly changing (as are product cycles), our goal has become a moving target, forcing continuous improvement. To me, that is very exciting!

## Accelerating Customer Centricity

We began our customer centricity work three years ago, starting with a few lab stores that created an energized new culture. Before long, we saw positive indicators from these lab stores: higher comparable store sales gains and a richer mix of products. While the expenses associated with this more labor-intensive model also were higher, the lab stores demonstrated potential to expand their overall profit contribution. We observed improvements in customer loyalty, employee retention and market share. Over time, we also noticed new growth ideas coming from our employees, such as possible real estate locations across North America, a faster method for customizing personal computers, new services we can offer and ways to reduce returns/exchanges of flat-panel TVs. Given these positive indicators, we made the decision to accelerate this work, and we called fiscal 2006 our tipping point.

### **Key Wins**

- 40% of U.S. Best Buy stores now operate under the customer-centric operating model
- We expanded our services offering to include 12,000 Geek Squad® agents and 1,500 home theater installers
- We improved store employee retention by 15 percent
- Reward Zone memberships grew more than 50% to 7.2 million
- We added new and enhanced supply chain capabilities and processes, such as collaborative planning, forecasting and replenishment, and tailored market assortments

### Revenue

A 4.9% comparable store sales gain, 103 net new store openings and a continued shift toward higher-ticket items drove fiscal 2006 revenue growth.



(U.S. dollars in millions)

## tuned in.

All customers are different, and so are their needs. We thrive on helping them find the end-to-end solution for seamlessly incorporating technology into their lifestyle.

- Kim, Best Buy Employee



How did we accelerate customer centricity last year? In true Best Buy fashion, we decided to explore the limits of our capacity for change. For example, we converted a record number of stores to the customer-centric operating model. We finished the year with 300 stores, or 40 percent of U.S. Best Buy stores, operating under this model. We expanded the number of Geek Squad agents by 5,000, and brought our home theater installation services in-house to provide a better and more consistent experience for our customers. We grew memberships in Reward Zone, our customer loyalty program, to 7.2 million, and learned more about customer purchase patterns.

In addition, because customer centricity relies on employees engaging with customers in new ways, we also focused on increasing employee retention. We changed how we manage our people. We made more extensive use of strengths-based tools and did a better job of listening to our employees. We also created an incentive system in which all store employees could share. This work yielded results as well—employee retention improved by 15 percent.

To support our strategy, we have embarked on a four-year program to transform our supply chain and information technology systems. Our transformation goal is a simple infrastructure that is built on "vanilla" applications and processes tried and tested from the food industry. To date, the results are both material and promising: our customer-facing POS systems are faster, cost less and have the flexibility to adjust as we transform our multi-channel experience for customers.

Naturally, along with the benefits of our transformation came new challenges. For example, our current product-centric organization could not effectively support the new business model. In the interest of speed, we created parallel groups to support customer centricity in store management, finance, training, legal and marketing. Supporting two operating models was costly; yet our plan was to focus on efficiency after we had implemented customer centricity in all markets. We believed that speed to market was more important.

#### Testing Our Capacity Limits

In retrospect, we moved too quickly in some areas. In the fiscal third quarter, the volume of changes peaked, leading to a dispersion of results. Specifically, the performance of customer centricity stores converted in our fiscal third quarter was modestly below our expectations. We stopped conversions for 90 days, and our analysis indicated that we had overestimated our capacity for change. We had asked stores to implement customer centricity, hire more services personnel, introduce Image Labs, reset their entertainment software space and implement a new approach to appliance sales. Most stores had executed well on one or more of these dimensions. Yet no store was able to demonstrate the same level of success with all of these dimensions. These results indicated to me that the overall strategy was intact, but we simply had asked too much of our people within the third quarter.

In the fourth quarter, we slowed the pace of changes, and we focused on simple outcomes. In addition, stores that had received only the cultural aspects of customer centricity made major strides. Soon rising consumer confidence and expense cutting

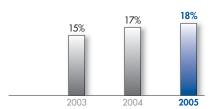
### Fiscal 2007 Goals

- Implementing our customer-centric operating model at all U.S. Best Buy stores
- Continuing to add new stores and Magnolia Home Theater locations
- Building our Best Buy For Business capabilities and presence
- Further growing our services business
- Enhancing our ability to provide complete, end-to-end solutions
- Carefully pursuing international growth opportunities

### Best Buy U.S. Market Share

(calendar year data)

We believe that our market-share gains stem from our heightened customer focus, differentiated store experience and knowledgeable employees, combined with our ability to offer total solutions.



Source: Company internal estimates and NPD Group point-of-sale data

# plugged in.

All I knew was that I wanted a flat-panel TV. Magnolia Home Theater made my selection easy, they offered premium brands, and they installed everything. No more boring weekends!

- Nathan, Best Buy Customer



enabled us to raise our earnings guidance. We finished the year with revenue growth of 12 percent, to \$30.8 billion; and growth in earnings from continuing operations of 22 percent, to \$1.1 billion. We returned \$922 million to shareholders through stock repurchases and dividends—nearly a three-fold increase over fiscal 2005. We also contributed approximately \$30 million to our store communities, including relief for families and schools devastated by hurricanes Katrina, Wilma and Rita.

Success and earnings growth of this magnitude are exciting for any company, particularly one our size. I strongly believe that our decision to accelerate customer centricity contributed to our 22-percent increase in earnings from continuing operations this year.

## Profitably Scaling Customer Centricity

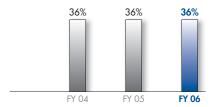
We have an unshaken belief in the need to transform our company, and our transformation has moved beyond the tipping point. We believe that the best way to boost returns is to invest in our customers and employees. Accordingly, we have set six priorities for fiscal 2007.

- One, we plan to implement a single, customer-centric operating model at all U.S.
   Best Buy stores and the corporate campus by fiscal year end. Moving to a single operating model will eliminate redundant work and put all of us on the same team.
   Our intention is to combine the best of our original, highly disciplined operating model with our more flexible, customer-centric model.
- Two, we plan to continue to grow organically. We expect to open approximately 90 new stores in North America. We also anticipate adding 200 more Magnolia Home Theaters locations inside U.S. Best Buy stores, taking advantage of rising consumer interest in flat-panel TVs.
- Three, we will build our small-business capabilities. This effort includes nearly doubling our Best Buy For Business locations, to more than 200 stores, which will train more than 900 Microsoft-certified professionals by fiscal year end.
- Four, we expect to grow our services business by driving productivity improvements in computer services and home theater installation. We plan to drive the gains through the implementation of new tools, the benefits of scale and a market-based approach to home visits.
- Five, we plan to enhance our ability to provide complete solutions to customers. We expect to do that by giving our stores better tools and capabilities for describing, demonstrating and selling solutions such as digital music subscriptions, digital cable and voice-over-Internet telephony.
- Six, we plan to pursue an international growth strategy. We are beginning by leveraging our supply chain and technology investments in Canada, where we operate both Future Shop and Best Buy stores. We also are embarking on a controlled growth strategy in China.

These priorities are aimed at profitably scaling the best ideas from last year, based on what we have learned, as we build new, strategic capabilities supported by a single operating model.

## **Customer Loyalty**

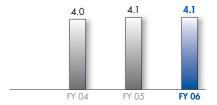
We believe customer centricity helped us maintain our customer loyalty (percentage of customers rating us 5 on a 5-point scale). The highest loyalty came from customers who used Geek Squad.



Source: Weekly online surveys

## **Employee Engagement**

Best Buy's growth strategy benefits from knowledgeable and engaged employees. We are investing in employees in order to deliver better customer service.

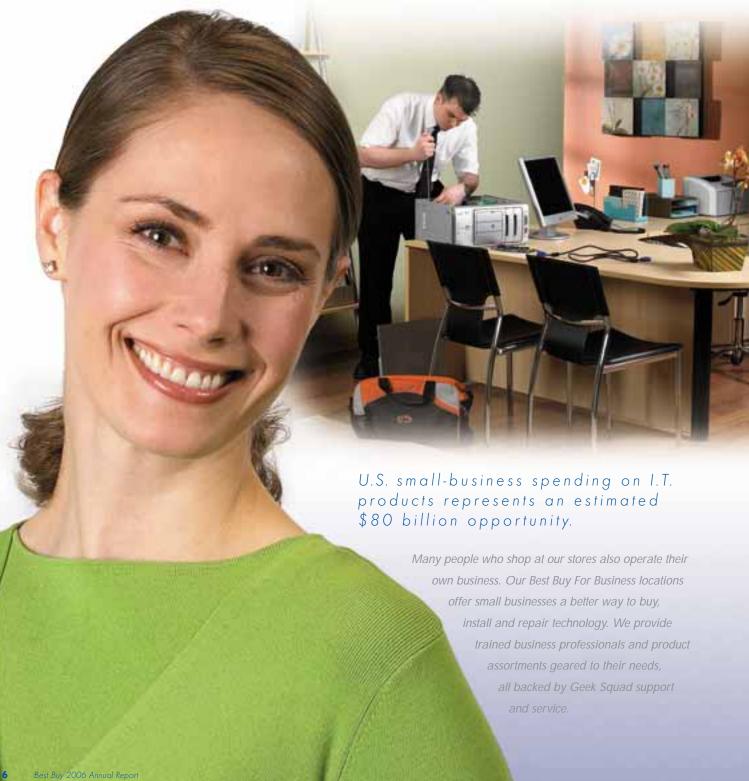


Source: Gallup survey, using a 5-point scale

As a business owner, I don't have the time or the experience to install new hardware or software. And if my system breaks down, I need knowledgeable technicians who are available 24/7.

## - Kate, Small-business Owner and Best Buy Customer

## dialed in.



In essence, our goal is to deploy customer centricity in a cost-effective manner at all U.S. Best Buy stores. This year is an opportune time for further change, as we are expecting to benefit from the current product cycle. We anticipate comparable store sales gains from flat-panel televisions, MP3 players and accessories, notebook computers, video gaming consoles, Geek Squad services and appliances. Partially offsetting these gains will be declines from analog TVs, phones, computer printers and CDs.

## Delivering On Growth

At the time this report was printed, based on our plans and current economic expectations, we were expecting revenue of \$34 billion to \$35 billion for fiscal 2007, an increase of 10 percent to 13 percent. We expected revenue growth from the new store openings and a comparable store sales gain of 3 percent to 5 percent. We also were anticipating earnings growth of approximately 20 percent. While we believe this guidance range is achievable, we also recognize that the consumer electronics industry is very competitive, and our results could be affected by consumer preferences, how well we execute our strategies and employee retention, among other factors.

Longer term, we continue to pursue our goal of a 7-percent operating income rate. Our earnings guidance for fiscal 2007 provides for an improvement of 40 basis points. We expect the gain to come from improved capabilities in our supply chain and information technology systems; leverage of our investments in Canada; and organic growth fueled by new store openings, customer centricity work and the expansion of our services business.

## Leading Our People

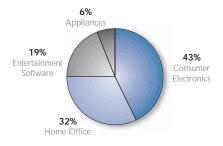
Assisting me in working toward these goals are Brian Dunn, who was promoted to president and COO, effective at the start of the fiscal year; Bob Willett, who was named CEO of Best Buy International, effective the same date; and Darren Jackson and Shari Ballard, who remain CFO and executive vice president of human capital, respectively. I am honored to work alongside such a strong team of leaders.

## Thanking Our Partners

Best Buy has a 40-year track record as a growth company. As we enter our fifth decade, I would like to thank all of our partners who have contributed to our success. We are indebted to our vendors, our communities and our shareholders for their support in the past, today and in the future. Most of all, I would like to recognize our employees, who make a difference for our customers every day. As I have said before, I believe that we have only scratched the surface in realizing the opportunities associated with our customer centricity strategy. I feel very optimistic about the coming year and the heights to which our strategy will take us in the years ahead.

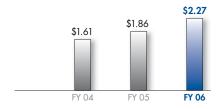
### **Product Revenue Mix**

Consumer electronics increased to 43 percent of our product revenue mix in fiscal 2006, up from 39 percent in fiscal 2005. This strength was primarily driven by customer interest in flat-panel TVs, and MP3 players and accessories.



#### Earnings per Diluted Share

Earnings per diluted share from continuing operations increased 22 percent in fiscal 2006 driven by strong revenue growth, an improved gross profit rate, higher net interest income and a lower tax rate.



**Bradbury H. Anderson** 

# financial highlights

(U.S. dollars in millions, except per share and per retail square foot amounts)	Fiscal 2006	Fiscal 2005	Fiscal 2004
Revenue	\$30,848	\$27,433	\$24,548
Comparable store sales gain	4.9%	4.3%	7.1%
Gross profit rate	25.0%	23.7%	23.9%
SG&A expense rate	19.7%	18.4%	18.6%
Operating income rate	5.3%	5.3%	5.3%
Earnings from continuing operations	\$ 1,140	\$ 934	\$ 800
Net earnings	\$ 1,140	\$ 984	\$ 705
Diluted earnings per share—continuing operations	\$ 2.27	\$ 1.86	\$ 1.61
Diluted earnings per share	\$ 2.27	\$ 1.96	\$ 1.42
Cash, cash equivalents and short-term investments	\$ 3,732	\$ 3,348	\$ 2,600
Debt-to-capitalization ratio(1)	10%	12%	20%
Cash dividends per share declared and paid	\$ 0.31	\$ 0.28	\$ 0.27
Value of common stock repurchased	\$ 772	\$ 200	\$ 100
Total retail square footage (in thousands) <sup>(2)</sup>	34,359	31,593	29,439
Revenue per retail square foot <sup>(3)</sup>	\$ 941	\$ 905	\$ 879
Number of stores <sup>(3)</sup>			
U.S. Best Buy stores	742	668	608
Magnolia Audio Video stores	20	20	22
Future Shop stores	118	114	108
Canadian Best Buy stores	44	30	19

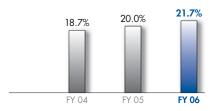
<sup>(1)</sup> Represents total debt (including current portion of long-term debt) divided by total capitalization (total debt + total shareholders' equity)

### Total Shareholder Return

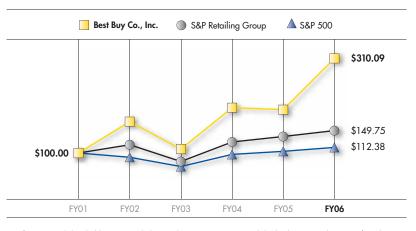
Cumulative total return among Best Buy Co., Inc.; the S&P Retailing Group; and the S&P 500 Index

## Return on Invested Capital

We boosted ROIC by improving the productivity of existing stores and cutting new store opening costs.



(from continuing operations)



Our five-year total shareholder return, including stock price appreciation and dividends, continued to outperform the S&P 500 and its index of retailers.

Source: Research Data Group

<sup>(2)</sup> At period end

<sup>(3)</sup> Represents revenue divided by weighted average retail square footage

## directors and officers

#### **Board of Directors**

#### Richard M. Schulze<sup>3</sup>

Director since 1966
Best Buy Co., Inc.
Founder and Chairman

## Bradbury H. Anderson<sup>3</sup>

Director since 1986
Best Buy Co., Inc.
Vice Chairman and CEO

## Kathy J. Higgins Victor N. 2, 3

Director since 1999 Centera Corporation Founder and President

## Ronald James N, 2, 5

Director since 2004 Center for Ethical Business Cultures President and CEO

## Elliot S. Kaplan N. O

Director since 1971 Robins, Kaplan, Miller & Ciresi L.L.P. Partner

#### Allen U. Lenzmeier 4

Director since 2001 Best Buy Co., Inc. Vice Chairman

## Matthew H. Paull N. 1, 4

Director since 2003 McDonald's Corporation Corporate Senior Executive Vice President and CFO

## Mary A. Tolan N, 1, 4

Director since 2004 Accretive Health

## Frank D. Trestman N. 1, 2

Director since 1984
Trestman Enterprises
President
The Avalon Group
Chairman

## Hatim A. Tyabji N. 10, 3

Director since 1998 Bytemobile, Inc. Executive Chairman

## James C. Wetherbe, Ph.D. N. 89, 5

Director since 1993 Texas Tech University Stevenson Professor of Management Information Systems

#### Fiscal 2006 Committee Key:

- N Non-management Director
- 1 Audit
- 2 Compensation and Human Resources
- 3 Strategic Growth and Financial Planning— Strategic Growth—Component I
- 4 Strategic Growth and Financial Planning— Financial Planning—Component II
- Nominating, Corporate Governance and Public Policy
- Chairperson

## Corporate Governance

For more information on our Board of Directors, please visit the "For Our Investors" section of our Web site at <a href="https://www.BestBuy.com">www.BestBuy.com</a> and click on "Corporate Governance." The Corporate Governance section also includes information about our strategic planning process, a copy of our proxy statement and other information.

Bradbury H. Anderson, vice chairman and CEO, has certified to the New York Stock Exchange that he is not aware of any violation by Best Buy of the NYSE's Corporate Governance listing standards.

#### **Executive Officers**

## Bradbury H. Anderson

Vice Chairman and Chief Executive Officer

#### Richard M. Schulze

Founder and Chairman of the Board

#### Allen U. Lenzmeier

Vice Chairman

## Brian J. Dunn

President and Chief Operating Officer

#### Robert A. Willett

Chief Executive Officer— Best Buy International

### Kevin T. Layden

President and Chief Operating Officer— Best Buy Canada

#### Shari L. Ballard

Executive Vice President — Human Capital and Leadership

#### Ronald D. Boire

Executive Vice President—
General Merchandise Manager

#### Thomas C. Healy

Executive Vice President — Best Buy For Business

#### Darren R. Jackson

Executive Vice President—
Finance and Chief Financial Officer

#### Michael A. Linton

Executive Vice President—
Consumer and Brand Marketing
and Chief Marketing Officer

#### Timothy D. McGeehan

Executive Vice President—Retail Sales

#### Kalendu Patel

Executive Vice President — Strategy and International

## **Greg Thorson**

Executive Vice President — Enterprise Transformation

#### John C. Walden

Executive Vice President— Customer Business Group

### Susan S. Hoff

Senior Vice President and Chief Communications Officer

## Joseph M. Joyce

Senior Vice President—
General Counsel and Assistant Secretary

#### James L. Muehlbauer

Senior Vice President—Finance

## Ryan D. Robinson

Senior Vice President – Finance and Treasurer

## return on invested capital (ROIC)

Our return on invested capital calculation represents the rate of return generated by the capital deployed in our business. We use ROIC as an internal measure of how effectively we use the capital invested (borrowed or owned) in our operations.

### As a company, we define ROIC as follows:

ROIC = NOPAT (as adjusted)

Adjusted average invested capital

Numerator = NOPAT

(trailing four quarters, as adjusted)

### Operating Income

- + Net rent expense (1)
- Depreciation portion of rent expense (1)
- **= NOPBT** (net operating profit before taxes, as adjusted)
- Tax expense (2)
- **= NOPAT** (net operating profit after taxes, as adjusted)

#### Denominator = Adjusted average invested capital

(trailing four quarters' average)

#### **Total Equity**

- + Long-term debt (3)
- + Capitalized operating leases
- Excess cash
- = Adjusted average invested capital

## return on invested capital

(\$ in millions)	FY 04	FY 05	FY 06
Net operating profit (as adjusted)			
Operating income	\$1,304	\$1,442	\$1,644
+ Net rent expense (1)	410	413	464
– Depreciation portion of rent expense (1)	(183)	(214)	(242)
= NOPBT (as adjusted)	\$1,531	\$1,641	\$1,866
– Tax expense (2)	(586)	(579)	(629)
= NOPAT (as adjusted)	\$ 945	\$1,062	\$1,237
Adjusted average invested capital			
Total equity	\$3,034	\$3,874	\$4,842
+ Long-term debt (3)	835	579	551
+ Capitalized operating leases, net of excess cash (4)	1,181	849	321
= Adjusted average invested capital	\$5,050	\$5,302	\$5,714
ROIC	18.7%	20.0%	21.79

Note: NOPAT (as adjusted) based on continuing operations data

<sup>(1)</sup> Based on fixed rent associated with leased properties

 $<sup>\</sup>hbox{(2) Tax expense calculated using effective tax rates for FY 2004 (38.3\%), FY 2005 (35.3\%) and FY 2006 (33.7\%)}\\$ 

<sup>(3)</sup> Long-term debt plus applicable current portion

<sup>(4)</sup> Capitalized operating leases, net of cash, cash equivalents and short-term investments in excess of \$300 million

## shareholder information

## Corporate Campus

Best Buy Co., Inc.
7601 Penn Avenue South
Richfield, MN 55423-3645

## Independent Registered Public Accounting Firm

Deloitte & Touche LLP (fiscal 2006)

Ernst & Young LLP (fiscal 2005 and fiscal 2004)

#### General Counsel

Robins, Kaplan, Miller & Ciresi L.L.P.

## Annual Shareholders' Meeting

June 21, 2006, 9:30 a.m. (CDT) Best Buy Corporate Campus — Theater

If you have a proposal for a future meeting, please send it to Joseph M. Joyce, senior vice president—general counsel and assistant secretary, at the company's corporate campus in Richfield, Minn. The deadline for proposals to be considered at the 2007 regular meeting of shareholders is Jan. 17, 2007. More details are included in Best Buy's proxy statement.

#### General Information

Shareholders may access Best Buy's SEC fillings, annual reports and quarterly financial results by visiting the company's Web site, <a href="https://www.BestBuy.com">www.BestBuy.com</a>. Scroll toward the bottom of the page and select "For Our Investors." A Web-based e-mail notification system also is available under "E-mail Alerts" to alert subscribers to new financial releases, SEC fillings, upcoming events and other significant postings.

You also may visit our Web site to obtain product information, company background information, current news, financial information and our corporate social responsibility report.

Or, contact:

Best Buy Co., Inc. — Investor Relations Jennifer Driscoll, Vice President Charles Marentette, Senior Director Carla Haugen, Director 7601 Penn Avenue South Richfield, MN 55423-3645 Phone: (612) 291-6147

### Transfer Agent

For questions regarding your stock certificates such as lost certificates, name changes and transfers of ownership—please contact Best Buy's transfer agent:

P.O. Box 43078
Providence, RI 02940-3078
Phone: (877) 498-8861 or (781) 575-2879
Hearing impaired: (800) 952-9245
www.computershare.com

Computershare Trust Company, N.A.

## **Dividend Policy**

We pay a quarterly cash dividend to holders of common shares. The quarterly rate was 8 cents per common share at the end of fiscal 2006.

### Stock Split History

Best Buy's stock has split eight times in the company's history.

Date	Split
4/1/1986	Two for one
2/23/1987	Three for two
9/2/1993	Three for two
4/29/1994	Two for one
5/27/1998	Two for one
3/19/1999	Two for one
5/13/2002	Three for two
8/3/2005	Three for two

## Direct Stock Purchase and Dividend Reinvestment Plan

You may purchase Best Buy's common stock and/or elect to reinvest your dividend directly through the company's transfer agent. To obtain information on the plan or to enroll:

By Mail: Computershare Investment Plan

for Best Buy c/o Computershare P.O. Box 43081

Providence, RI 02940-3081

By Phone: (877) 498-8861

By Internet: Go to <a href="www.BestBuy.com">www.BestBuy.com</a>. Scroll toward the bottom of the page, select "For Our Investors" and then "Direct Stock Purchase Plans."

## Financial Releases for Fiscal 2007

Quarterly earnings releases normally are distributed at 8:00 a.m., Eastern Time. Quarterly earnings conference calls normally are scheduled at 10:00 a.m., Eastern Time. Best Buy does not expect to host a conference call in conjunction with the release of December revenue results.

Disclosure	Date	
First-Quarter Earnings	6/13/2006	
Second-Quarter Earnings	9/12/2006	
Third-Quarter Earnings	12/12/2006	
December Revenue	1/5/2007	
Fourth-Quarter Earnings	4/4/2007	

#### Shareholders at a Glance

As of February 25, 2006, the percentage of shares beneficially held by directors and executive officers (28 people) was 18 percent. Founder and Chairman Richard M. Schulze held 76 million shares beneficially (16 percent of shares outstanding).

As of Dec. 31, 2005, the number of institutional investors was 618. The percentage of shares held by institutions was 77.1 percent. The top institutional shareholders were:\*

- Capital Research & Management Company 84.6 million shares
- Fidelity Management & Research Company 28.9 million shares
- Barclays Global Investors
   13.6 million shares
- Goldman Sachs & Company 12.7 million shares
- State Street Global Advisors
   11.8 million shares

\*Source: FactSet Research Systems Inc.



# Superior customer experiences making life easier and more fun.

Through more than 940 retail stores in North America, our employees connect customers with technology, entertainment products and services that make life easier and more fun. Our brands include: Best Buy, Future Shop, Geek Squad, Magnolia Audio Video, and Pacific Sales Kitchen and Bath Centers.



7601 Penn Avenue South • Richfield, Minnesota 55423-3645

Phone: (612) 291-1000 • Web site: www.BestBuy.com • NYSE symbol: BBY