



BEST BUY CO., INC.
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(\$ in millions, except per share amounts)
(Unaudited and subject to reclassification)

The following information provides reconciliations of the most comparable financial measures presented in accordance with accounting principles generally accepted in the U.S. (GAAP financial measures) to presented non-GAAP financial measures. The company believes that non-GAAP financial measures, when reviewed in conjunction with GAAP financial measures, can provide more information to assist investors in evaluating current period performance and in assessing future performance. For these reasons, internal management reporting also includes non-GAAP financial measures. Generally, presented non-GAAP financial measures include adjustments for items such as restructuring charges, price-fixing settlements, goodwill impairments, gains and losses on investments, intangible asset amortization, certain acquisition-related costs and the tax effect of all such items. In addition, certain other items may be excluded from non-GAAP financial measures when the company believes this provides greater clarity to management and investors. These non-GAAP financial measures should be considered in addition to, and not superior to or as a substitute for, the GAAP financial measures presented in this earnings release and the company's financial statements and other publicly filed reports. Non-GAAP financial measures as presented herein may not be comparable to similarly titled measures used by other companies.

	Three Months Ended			Three Months Ended		
	July 31, 2021			August 1, 2020		
	Domestic	International	Consolidated	Domestic	International	Consolidated
SG&A	\$ 1,849	\$ 160	\$ 2,009	\$ 1,560	\$ 142	\$ 1,702
<i>% of revenue</i>	16.8 %	19.1 %	17.0 %	17.1 %	18.2 %	17.2 %
Intangible asset amortization ¹	(20)	-	(20)	(20)	-	(20)
Non-GAAP SG&A	\$ 1,829	\$ 160	\$ 1,989	\$ 1,540	\$ 142	\$ 1,682
<i>% of revenue</i>	16.6 %	19.1 %	16.8 %	16.9 %	18.2 %	17.0 %
Operating income	\$ 757	\$ 40	\$ 797	\$ 524	\$ 44	\$ 568
<i>% of revenue</i>	6.9 %	4.8 %	6.7 %	5.7 %	5.6 %	5.7 %
Intangible asset amortization ¹	20	-	20	20	-	20
Restructuring charges ²	-	4	4	-	-	-
Non-GAAP operating income	\$ 777	\$ 44	\$ 821	\$ 544	\$ 44	\$ 588
<i>% of revenue</i>	7.1 %	5.3 %	6.9 %	6.0 %	5.6 %	5.9 %
Effective tax rate			8.0 %			22.9 %
Intangible asset amortization ¹			0.4 %			0.1 %
Non-GAAP effective tax rate			8.4 %			23.0 %

	Three Months Ended			Three Months Ended		
	July 31, 2021			August 1, 2020		
	Pretax Earnings	Net of Tax ⁴	Per Share	Pretax Earnings	Net of Tax ⁴	Per Share
GAAP diluted EPS			\$ 2.90			\$ 1.65
Intangible asset amortization ¹	\$ 20	\$ 15	0.06	\$ 20	\$ 15	0.06
Restructuring charges ²	4	4	0.02	-	-	-
Non-GAAP diluted EPS			\$ 2.98			\$ 1.71

	Six Months Ended			Six Months Ended		
	July 31, 2021			August 1, 2020		
	Domestic	International	Consolidated	Domestic	International	Consolidated
Gross profit	\$ 5,132	\$ 393	\$ 5,525	\$ 3,905	\$ 330	\$ 4,235
% of revenue	23.5 %	24.1 %	23.5 %	22.9 %	23.1 %	22.9 %
Restructuring - inventory markdowns ³	-	(6)	(6)	-	-	-
Non-GAAP gross profit	\$ 5,132	\$ 387	\$ 5,519	\$ 3,905	\$ 330	\$ 4,235
% of revenue	23.5 %	23.7 %	23.5 %	22.9 %	23.1 %	22.9 %
SG&A	\$ 3,685	\$ 312	\$ 3,997	\$ 3,139	\$ 298	\$ 3,437
% of revenue	16.9 %	19.1 %	17.0 %	18.4 %	20.9 %	18.6 %
Intangible asset amortization ¹	(40)	-	(40)	(40)	-	(40)
Non-GAAP SG&A	\$ 3,645	\$ 312	\$ 3,957	\$ 3,099	\$ 298	\$ 3,397
% of revenue	16.7 %	19.1 %	16.8 %	18.2 %	20.9 %	18.4 %
Operating income	\$ 1,491	\$ 75	\$ 1,566	\$ 765	\$ 32	\$ 797
% of revenue	6.8 %	4.6 %	6.7 %	4.5 %	2.2 %	4.3 %
Intangible asset amortization ¹	40	-	40	40	-	40
Restructuring charges ²	(44)	6	(38)	1	-	1
Restructuring - inventory markdowns ³	-	(6)	(6)	-	-	-
Non-GAAP operating income	\$ 1,487	\$ 75	\$ 1,562	\$ 806	\$ 32	\$ 838
% of revenue	6.8 %	4.6 %	6.7 %	4.7 %	2.2 %	4.5 %
Effective tax rate			15.1 %			24.2 %
Intangible asset amortization ¹			0.3 %			-%
Restructuring charges ²			(0.3)%			-%
Non-GAAP effective tax rate			15.1 %			24.2 %

	Six Months Ended			Six Months Ended		
	July 31, 2021			August 1, 2020		
	Pretax Earnings	Net of Tax ⁴	Per Share	Pretax Earnings	Net of Tax ⁴	Per Share
GAAP diluted EPS			\$ 5.22			\$ 2.26
Intangible asset amortization ¹	\$ 40	\$ 30	0.12	\$ 40	\$ 30	0.12
Restructuring charges ²	(38)	(27)	(0.11)	1	1	-
Restructuring - inventory markdowns ³	(6)	(6)	(0.02)	-	-	-
Non-GAAP diluted EPS			\$ 5.21			\$ 2.38

- (1) Represents the non-cash amortization of definite-lived intangible assets associated with acquisitions, including customer relationships, tradenames and developed technology.
- (2) Represents adjustments to previously planned organizational changes and higher-than-expected retention rates in the Domestic segment and charges associated with the decision to exit operations in Mexico in the International segment for the periods ended July 31, 2021. Represents charges associated with U.S. retail operating model changes for the periods ended August 1, 2020.
- (3) Represents inventory markdown adjustments recorded within cost of sales associated with the decision to exit operations in Mexico.
- (4) The non-GAAP adjustments primarily relate to the U.S. and Mexico. As such, the income tax charge is calculated using the statutory tax rate of 24.5% for all U.S. non-GAAP items for all periods presented. There is no income tax charge for Mexico non-GAAP items, as there was no tax benefit recognized on these expenses in the calculation of GAAP income tax expense.

Return on Assets and Non-GAAP Return on Investment

The tables below provide calculations of return on assets ("ROA") (GAAP financial measure) and non-GAAP return on investment ("ROI") (non-GAAP financial measure) for the periods presented. The company believes ROA is the most directly comparable financial measure to ROI. Non-GAAP ROI is defined as non-GAAP adjusted operating income after tax divided by average invested operating assets. All periods presented below apply this methodology consistently. The company believes non-GAAP ROI is a meaningful metric for investors to evaluate capital efficiency because it measures how key assets are deployed by adjusting operating income and total assets for the items noted below. This method of determining non-GAAP ROI may differ from other companies' methods and therefore may not be comparable to those used by other companies.

Return on Assets ("ROA")	July 31, 2021¹	August 1, 2020¹
Net earnings	\$ 2,536	\$ 1,629
Total assets	19,295	16,612
ROA	13.1 %	9.8 %

Non-GAAP Return on Investment ("ROI")	July 31, 2021¹	August 1, 2020¹
<u>Numerator</u>		
Operating income - total operations	\$ 3,160	\$ 2,159
Add: Non-GAAP operating income adjustments ²	291	71
Add: Operating lease interest ³	109	112
Less: Income taxes ⁴	(872)	(574)
Add: Depreciation	775	748
Add: Operating lease amortization ⁵	663	667
Adjusted operating income after tax	\$ 4,126	\$ 3,183

<u>Denominator</u>		
Total assets	\$ 19,295	\$ 16,612
Less: Excess cash ⁶	(4,219)	(2,081)
Add: Accumulated depreciation and amortization ⁷	7,166	6,964
Less: Adjusted current liabilities ⁸	(10,163)	(8,124)
Average invested operating assets	\$ 12,079	\$ 13,371

Non-GAAP ROI	34.2 %	23.8 %
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- (1) Income statement accounts represent the activity for the trailing 12 months ended as of each of the balance sheet dates. Balance sheet accounts represent the average account balances for the trailing 12 months ended as of each of the balance sheet dates.
- (2) Non-GAAP operating income adjustments include continuing operations adjustments for restructuring charges, price-fixing settlements and intangible asset amortization. Additional details regarding these adjustments are included in the Reconciliation of Non-GAAP Financial Measures schedule within the company's quarterly earnings releases.
- (3) Operating lease interest represents the add-back to operating income to approximate the total interest expense that the company would incur if its operating leases were owned and financed by debt. The add-back is approximated by multiplying average operating lease assets by 4%, which approximates the interest rate on the company's operating lease liabilities.
- (4) Income taxes are approximated by using a blended statutory rate at the Enterprise level based on statutory rates from the countries in which the company does business, which primarily consists of the U.S. with a statutory rate of 24.5% for the periods presented.
- (5) Operating lease amortization represents operating lease cost less operating lease interest. Operating lease cost includes short-term leases, which are immaterial, and excludes variable lease costs as these costs are not included in the operating lease asset balance.
- (6) Excess cash represents the amount of cash, cash equivalents and short-term investments greater than \$1 billion, which approximates the amount of cash the company believes is necessary to run the business and may fluctuate over time.
- (7) Accumulated depreciation and amortization represents accumulated depreciation related to property and equipment and accumulated amortization related to definite-lived intangible assets.
- (8) Adjusted current liabilities represent total current liabilities less short-term debt and the current portions of operating lease liabilities and long-term debt.

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	Three Months Ended			Three Months Ended		
	August 1, 2020			August 3, 2019		
	Domestic	International	Consolidated	Domestic	International	Consolidated
SG&A	\$ 1,560	\$ 142	\$ 1,702	\$ 1,756	\$ 166	\$ 1,922
<i>% of revenue</i>	17.1 %	18.2 %	17.2 %	19.9 %	23.2 %	20.2 %
Intangible asset amortization ¹	(20)	-	(20)	(18)	-	(18)
Acquisition-related transaction costs ¹	-	-	-	(3)	-	(3)
Non-GAAP SG&A	\$ 1,540	\$ 142	\$ 1,682	\$ 1,735	\$ 166	\$ 1,901
<i>% of revenue</i>	16.9 %	18.2 %	17.0 %	19.7 %	23.2 %	19.9 %
Operating income	\$ 524	\$ 44	\$ 568	\$ 309	\$ 4	\$ 313
<i>% of revenue</i>	5.7 %	5.6 %	5.7 %	3.5 %	0.6 %	3.3 %
Intangible asset amortization ¹	20	-	20	18	-	18
Acquisition-related transaction costs ¹	-	-	-	3	-	3
Restructuring charges ²	-	-	-	48	-	48
Non-GAAP operating income	\$ 544	\$ 44	\$ 588	\$ 378	\$ 4	\$ 382
<i>% of revenue</i>	6.0 %	5.6 %	5.9 %	4.3 %	0.6 %	4.0 %
Effective tax rate			22.9 %			22.3 %
Intangible asset amortization ¹			0.1 %			0.1 %
Restructuring charges ²			-%			0.4 %
Non-GAAP effective tax rate			23.0 %			22.8 %

	Three Months Ended			Three Months Ended		
	August 1, 2020			August 3, 2019		
	Pretax Earnings	Net of Tax ³	Per Share	Pretax Earnings	Net of Tax ³	Per Share
GAAP diluted EPS			\$ 1.65			\$ 0.89
Intangible asset amortization ¹	\$ 20	\$ 15	0.06	\$ 18	\$ 13	0.05
Acquisition-related transaction costs ¹	-	-	-	3	2	0.01
Restructuring charges ²	-	-	-	48	37	0.13
Non-GAAP diluted EPS			\$ 1.71			\$ 1.08

	Six Months Ended			Six Months Ended		
	August 1, 2020			August 3, 2019		
	Domestic	International	Consolidated	Domestic	International	Consolidated
SG&A	\$ 3,139	\$ 298	\$ 3,437	\$ 3,433	\$ 324	\$ 3,757
% of revenue	18.4 %	20.9 %	18.6 %	19.8 %	23.5 %	20.1 %
Intangible asset amortization ¹	(40)	-	(40)	(35)	-	(35)
Acquisition-related transaction costs ¹	-	-	-	(3)	-	(3)
Non-GAAP SG&A	\$ 3,099	\$ 298	\$ 3,397	\$ 3,395	\$ 324	\$ 3,719
% of revenue	18.2 %	20.9 %	18.4 %	19.6 %	23.5 %	19.9 %
Operating income	\$ 765	\$ 32	\$ 797	\$ 641	\$ 6	\$ 647
% of revenue	4.5 %	2.2 %	4.3 %	3.7 %	0.4 %	3.5 %
Intangible asset amortization ¹	40	-	40	35	-	35
Acquisition-related transaction costs ¹	-	-	-	3	-	3
Restructuring charges ²	1	-	1	48	-	48
Non-GAAP operating income	\$ 806	\$ 32	\$ 838	\$ 727	\$ 6	\$ 733
% of revenue	4.7 %	2.2 %	4.5 %	4.2 %	0.4 %	3.9 %
Effective tax rate			24.2 %			21.0 %
Intangible asset amortization ¹			-%			0.2 %
Restructuring charges ²			-%			0.3 %
Non-GAAP effective tax rate			24.2 %			21.5 %

	Six Months Ended			Six Months Ended		
	August 1, 2020			August 3, 2019		
	Pretax Earnings	Net of Tax ³	Per Share	Pretax Earnings	Net of Tax ³	Per Share
GAAP diluted EPS			\$ 2.26			\$ 1.86
Intangible asset amortization ¹	\$ 40	\$ 30	0.12	\$ 35	\$ 26	0.10
Acquisition-related transaction costs ¹	-	-	-	3	2	0.01
Restructuring charges ²	1	1	-	48	37	0.13
Non-GAAP diluted EPS			\$ 2.38			\$ 2.10

- (1) Represents charges associated with acquisitions, including: (1) the non-cash amortization of definite-lived intangible assets, including customer relationships, tradenames and developed technology; and (2) acquisition-related transaction costs primarily comprised of professional fees.
- (2) Represents charges and adjustments associated with U.S. retail operating model changes.
- (3) The non-GAAP adjustments relate primarily to adjustments in the U.S. As such, the income tax charge is calculated using the statutory tax rate of 24.5% for all periods presented.

Return on Assets and Non-GAAP Return on Investment

The tables below provide calculations of return on assets ("ROA") (GAAP financial measure) and non-GAAP return on investment ("ROI") (non-GAAP financial measure) for the periods presented. The company believes ROA is the most directly comparable financial measure to ROI. Non-GAAP ROI is defined as non-GAAP adjusted operating income after tax divided by average invested operating assets. All periods presented below apply this methodology consistently. The company believes non-GAAP ROI is a meaningful metric for investors to evaluate capital efficiency because it measures how key assets are deployed by adjusting operating income and total assets for the items noted below. This method of determining non-GAAP ROI may differ from other companies' methods and therefore may not be comparable to those used by other companies.

Return on Assets ("ROA")	August 1, 2020¹	August 3, 2019¹
Net earnings	\$ 1,629	\$ 1,515
Total assets	16,612	14,592
ROA	9.8 %	10.4 %
Non-GAAP Return on Investment ("ROI")	August 1, 2020¹	August 3, 2019¹
<u>Numerator</u>		
Operating income - total operations	\$ 2,159	\$ 1,947
Add: Non-GAAP operating income adjustments ²	71	120
Add: Operating lease interest ³	112	113
Less: Income taxes ⁴	(574)	(534)
Add: Depreciation	748	756
Add: Operating lease amortization ⁵	667	652
Adjusted operating income after tax	\$ 3,183	\$ 3,054
<u>Denominator</u>		
Total assets	\$ 16,612	\$ 14,592
Less: Excess cash ⁶	(2,081)	(915)
Add: Capitalized operating lease assets ⁷	-	1,502
Add: Accumulated depreciation and amortization ⁸	6,964	6,572
Less: Adjusted current liabilities ⁹	(8,124)	(8,044)
Average invested operating assets	\$ 13,371	\$ 13,707
 Non-GAAP ROI	 23.8 %	 22.3 %

- (1) Income statement accounts represent the activity for the trailing 12 months ended as of each of the balance sheet dates. Balance sheet accounts represent the average account balances for the trailing 12 months ended as of each of the balance sheet dates.
- (2) Non-GAAP operating income adjustments include continuing operations adjustments for intangible asset amortization, acquisition-related transaction costs and restructuring charges. Additional details regarding these adjustments are included in the Reconciliation of Non-GAAP Financial Measures schedule within the company's quarterly earnings releases.
- (3) Operating lease interest represents the add-back to operating income to approximate the total interest expense that the company would incur if its operating leases were owned and financed by debt. For periods prior to FY20, the add-back is approximated by using a multiple of 15% of total rent expense. For periods beginning on or after FY20, the add-back is approximated by multiplying average operating lease assets by 4%, which approximates the interest rate on the company's operating lease liabilities.
- (4) Income taxes are approximated by using a blended statutory rate at the Enterprise level based on statutory rates from the countries in which the company does business, which primarily consists of the U.S. with a statutory rate of 24.5% for the periods presented.
- (5) Operating lease amortization represents operating lease cost less operating lease interest. Operating lease cost includes short-term leases, which are immaterial, and excludes variable lease costs as these costs are not included in the operating lease asset balance.
- (6) Excess cash represents the amount of cash, cash equivalents and short-term investments greater than \$1 billion, which approximates the amount of cash the company believes is necessary to run the business and may fluctuate over time.
- (7) Capitalized operating lease assets represent the estimated net assets that the company would record if the company's operating leases were owned. For periods prior to FY20, the asset is approximated by using a multiple of four times total rent expense. For periods beginning on or after FY20, capitalized operating lease assets are included within Total assets and therefore no adjustment is necessary.
- (8) Accumulated depreciation and amortization represents accumulated depreciation related to property and equipment and accumulated amortization related to definite-lived intangible assets.
- (9) Adjusted current liabilities represent total current liabilities less short-term debt and the current portions of operating lease liabilities and long-term debt.