FORWARD-LOOKING AND CAUTIONARY STATEMENTS:

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 as contained in Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 that reflect management’s current views and estimates regarding future market conditions, company performance and financial results, business prospects, new strategies, the competitive environment and other events. You can identify these statements by the fact that they use words such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “project,” “guidance,” “plan,” “outlook,” “opportunities,” and other words and terms of similar meaning. These statements involve a number of risks and uncertainties that could cause actual results to differ materially from the potential results discussed in the forward-looking statements. Among the factors that could cause actual results and outcomes to differ materially from those contained in such forward-looking statements are the following: general economic conditions, changes in consumer preferences, credit market constraints, acquisitions and development of new businesses, divestitures, product availability, sales volumes, pricing actions and promotional activities of competitors, profit margins, weather, natural or man-made disasters, changes in law or regulations, foreign currency fluctuation, availability of suitable real estate locations, the company’s ability to react to a disaster recovery situation, the impact of labor markets and new product introductions on overall profitability, failure to achieve anticipated benefits of announced transactions, integration challenges relating to new ventures and unanticipated costs associated with previously announced or future restructuring activities. A further list and description of these risks, uncertainties and other matters can be found in the company’s annual report and other reports filed from time to time with the Securities and Exchange Commission, including, but not limited to, Best Buy’s Annual Report on Form 10-K filed with the SEC on May 1, 2012. Best Buy cautions that the foregoing list of important factors is not complete, and any forward-looking statements speak only as of the date they are made, and Best Buy assumes no obligation to update any forward-looking statement that it may make.
PRESENTATION OF FINANCIAL INFORMATION:
The financial information included in this presentation is based on our old fiscal calendar for FY08 - FY10 and our new fiscal calendar for FY11 - FY13. Except for amounts used in the calculation of Return on Invested Capital ("ROIC"), all information is presented on a continuing operations basis. In addition, the financial information is presented on a non-GAAP basis. Such non-GAAP financial information should not be considered superior to, as a substitute for, or as an alternative to, and should be considered in conjunction with, the GAAP financial information reported in our 10-K, 10-Q and 8-K filings. For GAAP to non-GAAP reconciliations, please refer to the supplemental non-GAAP reconciliation schedule available on our website at www.investors.bestbuy.com.
AGENDA

I. INTRODUCTION

II. DIAGNOSIS

III. RENEW BLUE
Reinvigorate and rejuvenate the CUSTOMER EXPERIENCE

Work with VENDOR PARTNERS to innovate and drive value

Continue leadership role in positively impacting OUR WORLD

Attract and inspire LEADERS AND EMPLOYEES

Increase ROIC for INVESTORS

RENEW BLUE THE PREFERRED AUTHORITY AND DESTINATION FOR TECHNOLOGY PRODUCTS AND SERVICES
AGENDA

I. INTRODUCTION

II. DIAGNOSIS

III. RENEW BLUE
BEST BUY HAS GREAT STRENGTHS
BEST BUY OPERATES IN A LARGE AND GROWING MARKET

U.S. CONSUMER ELECTRONICS AND APPLIANCES MARKET ($ billion)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$208</td>
</tr>
<tr>
<td>FY10</td>
<td>$204</td>
</tr>
<tr>
<td>FY11</td>
<td>$216</td>
</tr>
<tr>
<td>FY12</td>
<td>$228</td>
</tr>
</tbody>
</table>

CAGR +3.2%

Includes mobile phones, tablets, eReaders, appliances, physical music/movies, gaming, notebooks/desktops, home theater, digital imaging, connections, services and digital content.

SOURCE: NPD, Nielsen, Stevenson Traqline, Forrester, CEA, internal analysis
MARKET GROWTH CONTINUES TO BE DRIVEN BY INNOVATION

U.S. RETAIL SALES BY CATEGORY


Smartphones
Tablets
Digital TVs
Notebooks
Desktops

SOURCE: NPD, Nielsen, Stevenson Tsiqline, Forrester, CEA, internal analysis
BEST BUY IS THE **OVERALL CATEGORY LEADER IN A HIGHLY-FRAGMENTED MARKET**

**U.S. CONSUMER ELECTRONICS AND APPLIANCES EVOLUTION***

<table>
<thead>
<tr>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>49%</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>5%</td>
<td>5%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>15%</td>
</tr>
</tbody>
</table>

*Excludes connections, services, digital content. Includes retailers’ share of mobile phones, tablets, eReaders, appliances, physical music/movies, gaming, notebooks/desktops, home theater and digital imaging.

**SOURCE:** NPD, Nielsen, Stevenson, Traqline, internal analysis

48% of market served by competitors with less than 4% share
BEST BUY HAS BEEN GAINING SHARE IN KEY CATEGORIES

BEST BUY REVENUE SHARE BY CATEGORY

(Percent)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Theater</td>
<td>30</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Desktop/Notebook</td>
<td>35</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Tablets/eReaders</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Major Appliances</td>
<td>10</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Smartphones</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
</tbody>
</table>

SOURCE: NPD, Stevenson Traquina, internal analysis
BEST BUY HAS A LARGE AND LOYAL CUSTOMER BASE

TOP ESTIMATED RETAIL LOYALTY PROGRAMS IN 2012
(in million)

- Best Buy: 40 (Active), 75 (Inactive)
- Sears
- Toys ‘R’ Us
- Dick’s Sporting Goods
- Hallmark
- Starbucks
- Amazon Prime

SOURCE: Reward Zone, Colloquy, Bloomberg, Best Buy estimates
BEST BUY OFFERS A UNIQUE CUSTOMER PROMISE

THE LATEST DEVICES AND SERVICES, ALL IN ONE PLACE

IMPARTIAL & KNOWLEDGEABLE ADVICE

COMPETITIVE PRICES

THE ABILITY TO SHOP WHEN AND WHERE YOU WANT

SUPPORT FOR THE LIFE OF YOUR PRODUCTS
BEST BUY HAS A PROMISING MULTI-CHANNEL PLATFORM

**U.S. DIGITAL CHANNEL IN FY12**
- Traffic: **1 Billion**
- Revenue: **$2.3 Billion**
- 70% of customers do research on bestbuy.com before buying in our stores

**U.S. PHYSICAL STORES IN FY12**
- Traffic: **600 Million**
- Revenue: **$35 Billion**
- 40% of bestbuy.com orders are picked up in stores
- 15% of pick-up orders result in additional purchase

Traffic: **1 Billion**
Revenue: **$2.3 Billion**
### Key Operating Metrics Historically Among Highest in Industry

<table>
<thead>
<tr>
<th></th>
<th>Costco</th>
<th>Target</th>
<th>Walmart</th>
<th>Home Depot</th>
<th>Lowe's</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Per Square Foot</strong> (trailing four quarters)</td>
<td>$1,140</td>
<td>$305</td>
<td>$852</td>
<td>$303</td>
<td>$258</td>
</tr>
<tr>
<td><strong>Operating Income Per Square Foot</strong> (trailing four quarters)</td>
<td>$36</td>
<td>$32</td>
<td>$26</td>
<td>$22</td>
<td>$19</td>
</tr>
</tbody>
</table>

SOURCE: Most recent four quarter revenue and operating income per Thomson First Call. Peer square footage per Bloomberg.
BEST BUY’S PERFORMANCE HAS BEEN UNSATISFACTORY
BEST BUY HAS BEEN SLOW TO RESPOND TO CHANNEL AND CATEGORY SHIFTS

BEST BUY U.S. MARKET SHARE

<table>
<thead>
<tr>
<th>Year</th>
<th>Channel Mix</th>
<th>Product Mix</th>
<th>Share Loss</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>17.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(30 bps)</td>
<td>(50 bps)</td>
<td>(70 bps)</td>
<td>15.5%</td>
</tr>
</tbody>
</table>

SOURCE: NPD, Stevenson Traquina, Nielsen and internal analysis
ONLINE IS INCREASING ITS SHARE OF THE MARKET

INDUSTRY TOTALS*

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>TOTALS (in $ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$160</td>
</tr>
<tr>
<td>FY10</td>
<td>$151</td>
</tr>
<tr>
<td>FY11</td>
<td>$159</td>
</tr>
<tr>
<td>FY12</td>
<td>$160</td>
</tr>
</tbody>
</table>

SHARE

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>SHARE ($ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>$136</td>
</tr>
<tr>
<td>FY10</td>
<td>$127</td>
</tr>
<tr>
<td>FY11</td>
<td>$131</td>
</tr>
<tr>
<td>FY12</td>
<td>$130</td>
</tr>
</tbody>
</table>

ONLINE % SHARE

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Online % Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY09</td>
<td>15%</td>
</tr>
<tr>
<td>FY10</td>
<td>16%</td>
</tr>
<tr>
<td>FY11</td>
<td>17%</td>
</tr>
<tr>
<td>FY12</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Excludes connections, services, digital content. Includes mobile phones, tablets, eReaders, appliances, physical music/movies, gaming, notebooks/desktops, home theater and digital imaging.

SOURCE: NPD, Nielsen, Stevenson Traqline, internal analysis
BEST BUY HAS BEEN SLOW TO CAPTURE THE ONLINE OPPORTUNITY

Excludes connections, services, digital content. Includes mobile phones, tablets, eReaders, appliances, physical music/movies, gaming, notebooks/desktops, home theater and digital imaging.

SOURCE: NPD, Nielsen, Stevenson Traqline, Forrester, CEA, internal analysis
BEST BUY’S CUSTOMER SATISFACTION HAS IMPROVEMENT OPPORTUNITIES

INTRODUCTION

DIAGNOSIS

RENEW BLUE

CUSTOMER SATISFACTION RATINGS

SOURCE: Internal survey data. n=80,000 (monthly average)
AND WHILE BEST BUY LEADS THE COMPETITION ON MOST KEY ATTRIBUTES...

OFFERS THE LATEST PRODUCTS AND SERVICES IN ONE PLACE

PROVIDES EXPERT, UNBIASED ADVICE

HAS SIMPLE, STRAIGHTFORWARD PRICING

HAS CONVENIENT SHOPPING OPTIONS

PROVIDES THE SUPPORT I NEED EVERY STEP OF THE WAY

SOURCE: Marketing Evolution Brand Tracker, July 2012. n=2,700 for Best Buy and minimum of 500 per competitor brand.
...BEST BUY NEEDS TO RAISE THE BAR IN ITS RELATIONSHIP WITH CUSTOMERS

ALWAYS DELIVER ON WHAT THEY PROMISE

I KNOW WHAT THEY STAND FOR AND WHAT MAKES THEM DIFFERENT

SETS THE STANDARD FOR OTHER BRANDS TO FOLLOW

THERE IS NO OTHER BRAND QUITE LIKE THEM

PEOPLE RAVE ABOUT HOW GREAT THE BRAND IS

SOURCE: Marketing Evolution Brand Tracker, July 2012. n=300 per brand.
<table>
<thead>
<tr>
<th></th>
<th>Lower than others</th>
<th>About the same</th>
<th>Higher than others</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walmart</td>
<td>71%</td>
<td>23%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Amazon</td>
<td>56%</td>
<td>32%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>Target</td>
<td>38%</td>
<td>44%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>Best Buy</td>
<td>23%</td>
<td>46%</td>
<td>29%</td>
<td>2%</td>
</tr>
<tr>
<td>Apple</td>
<td>5%</td>
<td>51%</td>
<td>43%</td>
<td>1%</td>
</tr>
</tbody>
</table>

SOURCE: Marketing Evolution Brand Tracker, n=2,804 FY13 Q2 Data
BEST BUY’S OVERALL RETURN ON INVESTED CAPITAL (ROIC) IS UNSATISFACTORY

INTRODUCTION

DIAGNOSIS

RENEW BLUE

BEST BUY’S ROIC DECLINE DRIVEN BY DECREASING MARGINS AND INCREASING CAPITAL

BEST BUY ROIC

<table>
<thead>
<tr>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13 trailing 4Q*</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.8%</td>
<td>11.1%</td>
<td>11.2%</td>
<td>11.1%</td>
<td>10.9%</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

NOPAT (% of sales)

<table>
<thead>
<tr>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13 trailing 4Q*</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2%</td>
<td>3.6%</td>
<td>3.6%</td>
<td>3.6%</td>
<td>3.4%</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

Invested Capital ($ billion)

<table>
<thead>
<tr>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13 trailing 4Q*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10.0</td>
<td>$14.7</td>
<td>$16.1</td>
<td>$16.3</td>
<td>$15.9</td>
<td>$15.0</td>
</tr>
</tbody>
</table>

*Ending in Q2 FY13
BEST BUY HAS TWO MAIN PROBLEMS TO SOLVE

DECLINING COMPS

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Comps</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>1.9%</td>
</tr>
<tr>
<td>FY09</td>
<td>(1.3%)</td>
</tr>
<tr>
<td>FY10</td>
<td>1.7%</td>
</tr>
<tr>
<td>FY11</td>
<td>(1.7%) (2.1%)</td>
</tr>
<tr>
<td>FY12</td>
<td>(1.6%)</td>
</tr>
</tbody>
</table>

DECLINING OPERATING MARGIN

<table>
<thead>
<tr>
<th>Year</th>
<th>U.S. Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>5.9%</td>
</tr>
<tr>
<td>FY09</td>
<td>5.4%</td>
</tr>
<tr>
<td>FY10</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY11</td>
<td>5.6%</td>
</tr>
<tr>
<td>FY12</td>
<td>4.8%</td>
</tr>
<tr>
<td>FY13</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

*Ending in Q2 FY13
The Preferred Authority and Destination for Technology Products and Services

Renew Blue

Introduction
Diagnosis

Reinvigorate and rejuvenate the Customer Experience

Work with Vendor Partners to innovate and drive value

Continue leadership role in positively impacting Our World

Attract and inspire Leaders and Employees

Increase ROIC for Investors
REINVIGORATE THE ONLINE SHOPPING EXPERIENCE

1.3% FY12 Conversion

1 billion FY12 Traffic

TOP REASONS FOR NOT PURCHASING

- Need more product info: 2%
- Product was unavailable: 1%
- Price too high: 1%
- Need to see in person: 1%
- Nor available for store pickup: 1%
- Shipping will take too long: 1%

IMPACT

OPPORTUNITIES:

- Improve consumer electronics shopping tools / product content / recommendations
- Expand assortment
- Be price competitive
- Diversify fulfillment
- Improve check-out flow

One point of conversion rate improvement equals: $250 MILLION INCREMENTAL OPERATING INCOME
DEVELOP A WINNING ONLINE STRATEGY

1. Optimize shopping and commerce flows to simplify, streamline, and reduce abandonment

2. Build a world-class e-commerce platform

3. Enable Web 3.0 personalization

4. Enhance the experience with ubiquitous availability on any device at any time

5. Incent and reinforce desired behaviors using the currency of our rewards system

MULTI-CHANNEL EXPERIENCE
REINVIGORATE THE
IN-STORE SHOPPING EXPERIENCE

TOP REASONS FOR NOT PURCHASING | IMPACT | OPPORTUNITIES:
-----------------------------------|-------|------------------------
Need more product info              | 4%    | • Enhance in-stock performance
Price too high                      | 4%    | • Implement holiday price match
Poor selection                      | 3%    | • Develop multi-channel sales
Conduct additional research         | 2%    | • Enhance in-store pickup
Bad experience with employee        | 2%    | • Train and incent Blue Shirts

One point of close rate improvement equals: $200 MILLION INCREMENTAL OPERATING INCOME

INTRODUCTION
DIAGNOSIS
RENEW BLUE
TURN THE TABLES ON SHOWROOMING:

PRICE MATCH

INTRODUCTION

DIAGNOSIS

RENEW BLUE
REDESIGNING THE SHOPPING EXPERIENCE
EARLY RESULTS FROM RICHFIELD PROTOTYPE

AUGUST AND SEPTEMBER RESULTS

<table>
<thead>
<tr>
<th>METRIC</th>
<th>BEFORE</th>
<th>AFTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction (CSI)</td>
<td>83</td>
<td>88</td>
</tr>
<tr>
<td>Sales Growth*</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>ROIC**</td>
<td>32%</td>
<td>37%</td>
</tr>
</tbody>
</table>

*Adjusted to exclude estimated impact from the closure of a nearby store in June 2012

NOTE: *BEFORE* is FY12 and *AFTER* is FY13, except ROIC.
**BEFORE* ROIC based on trailing 12 months ending May, 2012. *AFTER* ROIC is the projected FY16 rate.
EMBRACE SHOWROOMING:
BEST BUY PREMIUM BRANDS

PACIFIC
KITCHEN & HOME

MAGNOLIA
EMBRACE SHOWROOMING: VENDOR SHOWROOMS
EMBRACE SHOWROOMING: REDLASER PARTNERSHIP

- In partnership with eBay and PayPal
- One-click check out for Best Buy products
- Geo-fencing capability offering deals when in Best Buy store
DEPLOY A BROAD SET OF SOLUTIONS AND SERVICES

PURCHASE
- Consultation
- Financing
- Leasing

ACTIVATE
- Delivery
- Installation
- Activation

USE
- Problem resolution
- Classes
- Calibration

PROTECT
- Warranty
- Security services
- Protection

REPLACE
- Data transfer
- Trade-in
- Recycle
- Upgrade services
GROW COMPARABLE SALES THROUGH RETAIL EXCELLENCE

COMP PERFORMANCE VS. MEDIAN

<table>
<thead>
<tr>
<th>Stores with highest employee engagement</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stores with lowest employee engagement</td>
<td>(2%)</td>
</tr>
</tbody>
</table>

ACTIONS:

- Establish robust, objective store assessment process
- Tighten accountability
- Implement rigorous training and coaching
- Introduction of team-based incentives for all sales employees

200 basis points of incremental comp equals: $150 MILLION INCREMENTAL OPERATING INCOME
IMPROVE SCHEDULING TO DRIVE INCREASED REVENUE

CLOSE RATE BY DAY OF WEEK

Raising Saturday/Sunday to reduce gap vs. weekday levels by half equals:

$150 MILLION INCREMENTAL OPERATING INCOME

CLOSE RATE

30% 35% 40% 45%

Monday Tuesday Wednesday Thursday Friday Saturday Sunday

CLOSE RATE BY DAY OF WEEK

INTRODUCTION DIAGNOSIS RENEW BLUE
ENHANCE STORE MARGIN THROUGH SPACE OPTIMIZATION

OPPORTUNITIES:

• Increase space allocated to growing/more profitable categories
• Reduce or restructure space allocated to other categories, e.g., entertainment

Store restructuring could lead to: $200 MILLION INCREMENTAL OPERATING INCOME

Sketch of Best Buy space allocation, created by Hubert Joly
U.S./Canada/Mexico FY12 Actuals
($ billion)

- Cost of Goods Sold: $32.3
- Selling, General & Administrative: $8.5
- Total Costs: $40.8

OPTIMIZE COST STRUCTURE
OPTIMIZE
COST OF GOODS SOLD

U.S./Canada/Mexico FY12 Actuals
($ billion)

- Cost of Goods Sold: $32.3
- Selling, General & Administrative: $8.5
- Total Costs: $40.8

OPPORTUNITIES:
- Optimize returns
- Increase private label penetration
- Improve logistics
- Optimize assortment and terms

Impact of 1% reduction in cost of goods sold:
$325 million
INCREMENTAL OPERATING INCOME
REDUCE
SELLING, GENERAL & ADMINISTRATIVE

U.S./Canada/Mexico FY12 Actuals
($ billion)

- Cost of Goods Sold: $32.3
- Selling, General & Administrative: $8.5
- Total Costs: $40.8

OPPORTUNITIES:
- Streamline organization
- Eliminate non-strategic activities
- Improve efficiencies
- Manage demand
- Optimize IT spend
- Consolidate and competitively bid spend

Impact of 5% reduction in SG&A:
INCREMENTAL OPERATING INCOME:
$400 million
IMPLEMENT REAL ESTATE RATIONALIZATION STRATEGY:

1. ADDRESS LOWER PERFORMING STORES

<table>
<thead>
<tr>
<th>YEARS UNTIL LEASE END</th>
<th>&lt; 0%</th>
<th>0% - 10%</th>
<th>10% - 20%</th>
<th>20%+</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>6+ years</td>
<td>3</td>
<td>21</td>
<td>60</td>
<td>213</td>
<td>297</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>1</td>
<td>11</td>
<td>51</td>
<td>200</td>
<td>263</td>
</tr>
<tr>
<td>2 - 4 years</td>
<td>0</td>
<td>3</td>
<td>31</td>
<td>246</td>
<td>280</td>
</tr>
<tr>
<td>0 - 2 years</td>
<td>0</td>
<td>2</td>
<td>13</td>
<td>177</td>
<td>192</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4</strong></td>
<td><strong>37</strong></td>
<td><strong>155</strong></td>
<td><strong>836</strong></td>
<td><strong>1,032</strong></td>
</tr>
</tbody>
</table>

FOUR-WALL ROIC FOR U.S. LARGE FORMAT STORES

64 STORES

71%
IMPLEMENT REAL ESTATE RATIONALIZATION STRATEGY:

2. RATIONALIZE FOOTPRINT AT MARKET LEVEL

TWIN CITIES EXAMPLE
(excludes impact of remolds)

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY16E</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Large Format Stores</td>
<td>24</td>
<td>20</td>
<td>(4)</td>
</tr>
<tr>
<td># of Best Buy Mobile Stores</td>
<td>4</td>
<td>13</td>
<td>+9</td>
</tr>
<tr>
<td>Revenue per Sq. Ft.</td>
<td>$730</td>
<td>$875</td>
<td>+20%</td>
</tr>
<tr>
<td>Operating Income per Sq. Ft.</td>
<td>$75</td>
<td>$90</td>
<td>+20%</td>
</tr>
<tr>
<td>ROIC</td>
<td>26%</td>
<td>29%</td>
<td>+300 bps</td>
</tr>
</tbody>
</table>
SUMMARY OF OPERATIONAL IMPROVEMENT OPPORTUNITIES

OPERATING INCOME

RETAIL EXECUTION ($ million)
- Close Rates: $450
- Store Performance: $300
- Space Redesign: $200
- Premium Brands: TBD
- Services: TBD

COST ($ million)
- Cost of Goods Sold (including Supply Chain): $325
- Selling, General & Administrative: $400
THROUGH RENEW BLUE, BEST BUY EXPECTS TO INCREASE OPERATING INCOME AND ROIC

OPERATING MARGIN

- FY13 trailing 4Q*: 4.2%
- FY 20XX: 5-6%

ROIC

- FY13 trailing 4Q*: 11.1%
- FY 20XX: 13-15%

*Ending in Q2 FY13
TARGETS ARE IN LINE WITH THE AVERAGE OF OTHER RETAILERS

<table>
<thead>
<tr>
<th>OPERATING MARGIN</th>
<th>ROIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Depot</td>
<td>10.1%</td>
</tr>
<tr>
<td>Target</td>
<td>7.4%</td>
</tr>
<tr>
<td>Lowe's</td>
<td>6.4%</td>
</tr>
<tr>
<td>Walmart</td>
<td>5.9%</td>
</tr>
<tr>
<td>Best Buy Renew Blue</td>
<td>5.6%</td>
</tr>
<tr>
<td>Best Buy</td>
<td>4.2%</td>
</tr>
<tr>
<td>Costco</td>
<td>2.8%</td>
</tr>
<tr>
<td>Amazon</td>
<td>1.2%</td>
</tr>
<tr>
<td>Costco</td>
<td>15.8%</td>
</tr>
<tr>
<td>Home Depot</td>
<td>14.8%</td>
</tr>
<tr>
<td>Walmart</td>
<td>14.4%</td>
</tr>
<tr>
<td>Best Buy Renew Blue</td>
<td>13-15%</td>
</tr>
<tr>
<td>Best Buy</td>
<td>11.1%</td>
</tr>
<tr>
<td>Target</td>
<td>10.2%</td>
</tr>
<tr>
<td>Lowe's</td>
<td>8.3%</td>
</tr>
<tr>
<td>Amazon</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

THE PREFERRED AUTHORITY AND DESTINATION
FOR TECHNOLOGY PRODUCTS AND SERVICES

Reinvigorate and rejuvenate the CUSTOMER EXPERIENCE

Work with VENDOR PARTNERS to innovate and drive value

Continue leadership role in positively impacting OUR WORLD

Attract and inspire LEADERS AND EMPLOYEES

Increase ROIC for INVESTORS
WE HAVE
TWO PROBLEMS TO SOLVE

PROBLEM #1
NEGATIVE COMPS
• Channel shift
• Product mix shift
• Customer satisfaction
• Price perception

DRIVEN BY

SOLUTIONS
• Reinvigorate and rejuvenate customer experience
  • Online
  • In-store
  • Multi-channel
  • Price match
  • Retail execution
WE HAVE
TWO PROBLEMS TO SOLVE

PROBLEM #2

DECLINING MARGINS

• Declining comps
• Price competition
• Inability to get fully compensated for value
• Rising costs

DRIVEN BY

SOLUTIONS

• Reinvigorate and rejuvenate customer experience
  • Brand identity
  • Differentiation
  • Premium brands
  • Services/membership
• Work with vendor partners to innovate and drive value
• Increase efficiency/take costs out
INVESTMENT THESIS

1. **Market leader** in growing, fragmented market

2. **Unique platform** to deliver a multi-channel shopping and customer experience

3. **Significant operational opportunities** to enhance returns through improved execution and cost reduction opportunities

4. Opportunity to rejuvenate the customer experience and the company as *the preferred authority and destination for technology products and services*

5. Ability to **stabilize and then improve** comps and operating margin, with strong cash flow generation

6. **Results-focused management team** committed to delivering improved performance
THANK YOU