



Hoover's Online Report Builder
The Home Depot, Inc. (NYSE:HD)

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Table of Contents

<u>The Basics</u>	1
<u>Key Numbers</u>	1
<u>Financial Overview</u>	1
<u>Officers & Employees</u>	1
<u>Board Members</u>	3
<u>Industry Information</u>	3
<u>SIC Codes</u>	3
<u>NAICS Codes</u>	4
<u>Top Competitors</u>	4
<u>All Competitors</u>	4
<u>Rankings</u>	5
<u>Subsidiaries/Affiliates Covered By Hoover's Online</u>	5
<u>Biographies</u>	6
<u>Robert L. (Bob) Nardelli, Age 54</u>	6
<u>Francis S. (Frank) Blake, Age 53</u>	6
<u>Carol B. Tomé, Age 46</u>	6
<u>Frank L. Fernandez, Age 52</u>	7
<u>Dennis M. Donovan, Age 54</u>	7
<u>Robert P. (Bob) DeRodes, Age 52</u>	8
<u>John H. Costello, Age 55</u>	8
<u>Wayne Gibson</u>	8
<u>Bill Lennie</u>	9
<u>Craig Menear</u>	9
<u>Troy Rice, Age 39</u>	9
<u>Joseph J. DeAngelo, Age 41</u>	9
<u>Millard E. Barron</u>	10
<u>John F. Phillips</u>	10
<u>Joe C. Izganics</u>	11
<u>William E. (Bill) Patterson</u>	11
<u>Thomas V. (Tom) Taylor Jr.</u>	11
<u>James A. (Jim) Stoddart</u>	12
<u>Ricardo E. Saldivar</u>	12
<u>Eric Peterson, Age 53</u>	13
<u>Bruce A. Merino</u>	13
<u>Dave Krumbholz</u>	13
<u>Gregory D. Brenneman, Age 41</u>	14
<u>Richard H. (Dick) Brown, Age 55</u>	14
<u>John L. Clendenin, Age 69</u>	15
<u>Berry R. Cox, Age 49</u>	15
<u>William S. Davila, Age 72</u>	15
<u>Claudio X. Gonzalez, Age 69</u>	16
<u>Richard A. (Dick) Grasso, Age 56</u>	16
<u>Milledge A. Hart III, Age 69</u>	16
<u>Bonnie G. Hill, Age 61</u>	17
<u>Kenneth G. Langone, Age 68</u>	17
<u>Roger S. Penske, Age 67</u>	18

Table of Contents

<u>Overview</u>	19
<u>History</u>	20
<u>Products/Operations</u>	22
<u>Other Resources Available On Hoover's Online</u>	26
<u>Other Resources</u>	26
<u>Related Products From Our Trusted Partners</u>	26
<u>Annual Financials</u>	27
<u>Quarterly Financials</u>	29
<u>Historical Financials & Employees</u>	32
<u>Market Data</u>	34
<u>Comparison Data</u>	35
<u>Competitive Landscape</u>	37

The Basics

2455 Paces Ferry Rd.
Atlanta, GA 30339-4024 ([Map](#))
<http://www.homedepot.com> 

Phone: 770-433-8211
Fax: 770-384-2356
Toll Free: 800-430-3376

Lots of folks embark on household projects from The Home Depot. As the world's largest home improvement chain and second-largest retailer in the US after Wal-Mart, the company operates more than 1,700 stores in the US, Canada, and Mexico. Home Depot targets the do-it-yourself and professional markets with a broad product assortment (more than 40,000 items, including lumber, floor and wall coverings, plumbing, gardening supplies, tools, paint, and even appliances). The company also runs more than 50 EXPO Design Center stores (showrooms featuring bath, kitchen, and lighting products).

Key Numbers

Company Type	Public (NYSE: <u>HD</u>)
Fiscal Year-End	January
2004 Sales (mil.)	\$64,816.0
1-Year Sales Growth	11.3%
2004 Net Income (mil.)	\$4,304.0
1-Year Net Income Growth	17.5%
2003 Employees	280,000
1-Year Employee Growth	9.4%
Auditor	KPMG LLP

Financial Overview

Last Close 2-Mar-2004	\$37.03
52-Week High	\$38.00
52-Week Low	\$21.54
Basic EPS	\$1.88
Price/Earnings Ratio	19.70
Current Ratio	1.43
R&D Expenditures (mil.)	---
Ad Expenditures (mil.)	---
% Owned by Institutions	60.70%

Officers & Employees

Title	Name	Age	Salary	Bonus
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Chairman, President, and CEO	<u>Robert L. (Bob) Nardelli</u>	54	\$1,865,384	\$4,000,000
EVP, Business Development and Corporate Operations	<u>Francis S. (Frank) Blake</u>	53	\$474,711 (partial-year salary)	\$1,200,000
EVP and CFO	<u>Carol B. Tomé</u>	46	\$509,711	\$437,000
EVP, Corporate Secretary, and General Counsel	<u>Frank L. Fernandez</u>	52		
EVP, Human Resources	<u>Dennis M. Donovan</u>	54	\$1,250,000	\$420,000
EVP, Information Technology, and CIO	<u>Robert P. (Bob) DeRodes</u>	52	\$499,231	\$1,250,000
EVP, Merchandising and Marketing	<u>John H. Costello</u>	55		
SVP, Business Process Improvement	Dan R. Kneip			
SVP, Global Logistics	<u>Wayne Gibson</u>			
SVP, Merchandising	<u>Bill Lennie</u>			
SVP, Merchandising	<u>Craig Menear</u>			
SVP, Operations	<u>Troy Rice</u>	39		
SVP, Pro Business and Tool Rental (Effective April 2, 2004)	<u>Joseph J. DeAngelo</u>	41		
SVP, Store Merchandising	<u>Millard E. Barron</u>			
VP, Government Solutions Group	<u>John F. Phillips</u>			
VP, Information Management	Kevin Murphy			
VP, Investor Relations	Robert M. Burton			
VP, Merchandising	John R. Wicks			
VP, Lumber Merchandising	Ron Jarvis			
President, At-Home Services	<u>Joe C. Izganics</u>			
President, Builder Solutions Group	Mark Fikse			
President, Canada; Interim President, Expo Design Center	Annette M. Verschuren			
President, Central	<u>William E. (Bill) Patterson</u>			
President, Eastern	<u>Thomas V. (Tom) Taylor Jr.</u>			
President, Home Depot Supply	<u>James A. (Jim) Stoddart</u>			
President, Landscape Supply	Todd Williams			
President, Mexico	<u>Ricardo E. Saldivar</u>			
President, Strategic Markets	<u>Eric Peterson</u>	53		
President, Western Division	<u>Bruce A. Merino</u>			
Regional VP, Pac North Region	Chuck Elias			

VP, Home Depot Supply	<u>Dave Krumbholz</u>			
Controller	Kelly H. Barrett	37		
Director, Retail Staffing	Linda Brenner			

Board Members

Title	Name	Age
Chairman, President, and CEO	<u>Robert L. (Bob) Nardelli</u>	54
Director	<u>Gregory D. Brenneman</u>	41
Director	<u>Richard H. (Dick) Brown</u>	55
Director	<u>John L. Clendenin</u>	69
Director	<u>Berry R. Cox</u>	49
Director (Not standing for reelection in May 2004)	<u>William S. Davila</u>	72
Director	<u>Claudio X. Gonzalez</u>	69
Director (Not standing for reelection in May 2004)	<u>Richard A. (Dick) Grasso</u>	56
Director	<u>Milledge A. Hart III</u>	69
Director	<u>Bonnie G. Hill</u>	61
Director	<u>Kenneth G. Langone</u>	68
Director	<u>Roger S. Penske</u>	67

Industry Information

- Retail
 - ◆ Home Improvement & Hardware Retail (primary)
 - ◆ Building Materials Retail & Distribution
 - ◆ Consumer Electronics & Appliances Retail

SIC Codes

0181	Ornamental nursery products
2499	Wood products, nec
3251	Brick and structural clay tile
3275	Gypsum products
3429	Hardware, nec
3631	Household cooking equipment
3632	Household refrigerators and freezers
3633	Household laundry equipment
3634	Electric housewares and fans
3635	Household vacuum cleaners

3639	Household appliances, nec
5031	Lumber, plywood, and millwork
5032	Brick, stone, & related materials
5033	Roofing, siding, & insulation
5039	Construction materials, nec
5072	Hardware
5099	Durable goods, nec
5198	Paints, varnishes, and supplies
5211	Lumber and other building materials
5231	Paint, glass, and wallpaper stores
5251	Hardware stores
5261	Retail nurseries and garden stores
5722	Household appliance stores

NAICS Codes

443111	Household Appliance Stores
444110	Home Centers
444120	Paint and Wallpaper Stores
444130	Hardware Stores
444190	Other Building Material Dealers
444220	Nursery, Garden Center, and Farm Supply Stores

Top Competitors

- [Lowe's](#)
- [Menard](#)
- [TruServ](#)

All Competitors

- [84 Lumber](#)
- [Abbey Carpet](#)
- [Ace Hardware](#)
- [Amazon.com](#)
- [Building Materials Holding](#)
- [CCA Global](#)
- [Do it Best](#)
- [F.W. Webb](#)
- [Guardian Building Products](#)
- [Kmart](#)
- [Lanoga](#)
- [Lowe's](#)
- [Menard](#)
- [Northern Tool](#)
- [Pacific Coast Building Products](#)

- Reno–Depot
- Sears
- Sherwin–Williams
- Stock Building Supply
- Sutherland Lumber
- Target
- TruServ
- Wal–Mart
- Wickes
- Wolseley

Rankings

- #13 in FORTUNE 500 
- S&P 500
- Dow Jones Industrials
- #23 in FT Global 500 

Subsidiaries/Affiliates Covered By Hoover's Online

- Floors, Inc.
- Georgia Lighting, Inc.
- The Home Depot Supply

Biographies

Robert L. (Bob) Nardelli, Age 54

Chairman, President, and CEO, \$1,865,384 salary, \$4,000,000 bonus

Other Company Affiliations

Company	Title	Salary	Bonus
<u>The Coca-Cola Company</u>	Director		

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ 2001: Chairman, President, and CEO, \$1,528,845 salary, \$5,000,000 bonus

Biography

Director since 2000. Chairman of The Home Depot since January 2002. President and Chief Executive Officer of The Home Depot since December 2000. President and Chief Executive Officer of GE Power Systems from 1995 through December 2000. Member of the Board of The Coca-Cola Company.

Source: Proxy, April 18, 2003

Francis S. (Frank) Blake, Age 53

EVP, Business Development and Corporate Operations, \$474,711 salary, \$1,200,000 bonus (partial-year salary)

Biography

FRANCIS S. BLAKE has been Executive Vice President. Business Development and Corporate Operations since March 2002. He was formerly the Deputy Secretary of Energy from May 2001 until March 2002. From June 2000 until May 2001 he was a Senior Vice President at General Electric Company and was Vice President of GE Power Systems, a division of General Electric Company, from February 1996 until June 2000.

Source: 10K, April 21, 2003

Carol B. Tomé, Age 46

EVP and CFO, \$509,711 salary, \$437,000 bonus

Other Company Affiliations

Company	Title	Salary	Bonus
<u>United Parcel Service, Inc.</u>	Director		

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ 2001: EVP and CFO, \$400,576 salary, \$525,000 bonus

Biography

CAROL B. TOME has been Executive Vice President and Chief Financial Officer since May 2001, and prior thereto had been Senior Vice President . Finance and Accounting/Treasurer since February 2000. From 1995 until 2000, she served as Vice President and Treasurer. From 1992 until 1995, when she joined The Home Depot, Ms. Tome was Vice President and Treasurer of Riverwood International Corporation. Ms. Tome serves as a director of United Parcel Service, Inc.

Source: 10K, April 21, 2003

Frank L. Fernandez, Age 52

EVP, Corporate Secretary, and General Counsel

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ 2001: EVP, Corporate Secretary, and General Counsel, \$444,230 salary, \$775,000 bonus

Biography

FRANK L. FERNANDEZ has been Executive Vice President. Corporate Secretary & General Counsel since April 2001. From 1990 until that time he was managing partner at Fernandez, Burstein, Tuckzinski and Collura, P.C., in Albany, New York.

Source: 10K, April 21, 2003

Dennis M. Donovan, Age 54

EVP, Human Resources, \$1,250,000 salary, \$420,000 bonus

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ 2001: EVP, Human Resources, \$444,230 salary, \$1,005,795 bonus

Biography

DENNIS M. DONOVAN has been Executive Vice President. Human Resources since April 2001. From October 1998 until that time he served as Senior Vice President. Human Resources of Raytheon Company, and from February 1986 until September 1998 he served as Vice President. Human Resources of GE Power Systems, a division of General Electric Company.

Source: 10K, April 21, 2003

Robert P. (Bob) DeRodes, Age 52

EVP, Information Technology, and CIO, \$499,231 salary, \$1,250,000 bonus

Biography

ROBERT P. DERODES has been Executive Vice President, Information Technology and Chief Information Officer since February 2002. He previously served as President and Chief Executive Officer of Delta Technology, Inc. and Chief Information Officer for Delta Airlines, Inc. from September 1999 until February 2002. From February 1995 until September 1999 he was Senior Vice President, Operations and Technology for Delta Technology, Inc. From February 1995 to September 1999, he served as Senior Technology Officer at Citibank for the Card Products Group.

Source: 10K, April 21, 2003

John H. Costello, Age 55

EVP, Merchandising and Marketing

Other Company Affiliations

Company	Title	Salary	Bonus
<u>The Bombay Company, Inc.</u>	Director		

Biography

JOHN H. COSTELLO became Executive Vice President, Merchandising and Marketing in August 2003. He was Executive Vice President and Chief Marketing Officer from November 2002 to August 2003. He was previously the Advisor and Chief Global Marketing Officer for Yahoo! from September 2001 until November 2002. From September 1999 until August 2001 he was the Chief Executive Officer of MVP.com. He was President of AutoNation from December 1998 until August 1999 and Senior Executive Vice President of Sears from April 1993 until December 1998.

Source: 10K, April 21, 2003

Wayne Gibson

SVP, Global Logistics

Biography

Gibson began his Home Depot career as vice president of logistics and was promoted to senior vice president of global logistics in 1998. Prior to Home Depot, he served as principal for Gibson & Associates, a national management consulting firm, senior vice president of distribution and logistics for the Rite-Aid Corporation, and as management consulting principal for Deloitte & Touche.

Source: Company Press Release,

Bill Lennie

SVP, Merchandising

Biography

Bill Lennie is an 11– year Home Depot associate with more than 22 years of industry experience.

Source: Company Press Release, August 3, 2003

Craig Menear

SVP, Merchandising

Biography

Craig Menear is a six–year Home Depot associate with more than 20 years in the industry.

Source: Company Press Release, August 3, 2003

Troy Rice, Age 39

SVP, Operations

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ Title held until 2002: Division President, Northwest

Biography

TROY A. RICE has been Senior Vice President . Operations since August 2002. He was previously President of the Northwest Division from August 2001 until August 2002. From July 1999 until August 2001 he was a Regional Vice President. From August 1996 to July 1999 he was a District Manager.

Source: 10K, April 21, 2003

Joseph J. DeAngelo, Age 41

SVP, Pro Business and Tool Rental (Effective April 2, 2004)

Other Company Affiliations

Company	Title	Salary	Bonus
<u>General Electric Company</u>	President and CEO, TIP and Modular Space, GE Equipment Management		

Biography

Mr. DeAngelo joins Stanley from General Electric Company where he was most recently President and Chief Executive Officer of GE Capital's \$1 billion TIP / Modular Space leasing, rental and services business. He led a significant business turnaround, rebuilding major processes and creating a new leadership team, all leading to more than a doubling of net income last year. Prior to that assignment, Mr. DeAngelo was Chief Operating Officer of GE Appliances, a \$6 billion unit, where he had profit responsibility for service and related businesses. In a two-year tenure, he delivered a 60% increase in service operating margins, a 30% increase in retail parts sales and 96% customer satisfaction. Mr. DeAngelo began his GE career in 1985 as a Finance Leader with GE's Knolls Atomic Power Laboratory and subsequently held increasingly responsible positions in Finance, Production and Sourcing with GE's Corporate Audit Staff at GE Industrial & Power Systems and GE Plastics. In 1996, he served as Global Sourcing leader of GE Electrical Distribution and Control before moving to General Manager of Sourcing at GE Appliances. There, he was appointed General Manager of the Six Sigma organization in 1998. He was promoted in 1999 to Vice President of e-Business for GE Appliances and appointed an officer of the General Electric Company. Mr. DeAngelo was promoted to VP – Chief Operating Officer for GE Appliances in March 2000. Mr. DeAngelo earned a B.S. in Accounting/Economics at the State University of New York at Albany. He and his wife Denise have two daughters.

Source: Stanley Works Press Release, March 25, 2003

Millard E. Barron**SVP, Store Merchandising****Recent Work Highlights**

- Payless Cashways, Inc.
 - ◆ Last position held, President, CEO, and Director

Biography

The Home Depot, the world's largest home improvement retailer, today announced it is naming Millard E. Barron as senior vice president – store merchandising. Barron joins Home Depot with a wealth of retail experience, including President and CEO of Payless Cashways and Chief Operating Officer for Wal-Mart Stores, Inc. – International. In his new role as Senior Vice President – Store Merchandising for The Home Depot, Barron will report to Jerry Edwards, executive vice president – merchandising. Barron will be focused on in-store merchandising, strategy and store design. Prior to serving as President and CEO of Payless Cashways, Barron served as Chief Operating Officer for Wal-Mart Stores, Inc. – International where he was directly responsible for all Wal-Mart operations outside the U.S. which totaled 230 units in seven countries. He was also responsible for their growth development plans, which included joint ventures, acquisitions, and new concepts. Barron holds a BS in Business Administration from Morris Harvey College.

Source: Company Press Release, March 21, 2002

John F. Phillips**VP, Government Solutions Group**

Biography

Phillips brings more than 25 years of comprehensive logistics and leadership experience to Home Depot. Most recently he was vice president of government services for Honeywell, where he held several positions of increasing importance since 1997. Prior to that date, Phillips served as the Deputy Under Secretary of Defense (Logistics), overseeing an organization of 850,000 military and service personnel. The recipient of numerous awards and decorations, Phillips' other accomplishments include co-authoring the book "Military Project Management" and several articles and lectures on leadership and management. Phillips served more than 30 years in the U.S. Air Force, retiring with the rank of Major General. He has a bachelor of science degree in biology and chemistry from Jarvis Christian College in Hawkins, Texas, and a master of science degree in logistics management from the Air Force Institute of Technology. In addition, Phillips is a graduate of the John F. Kennedy School of Government at Harvard University; the National War College; Defense Systems Management College; Industrial College of the Armed Forces; and the University of Southern California School for Safety Engineering.

Source: Company Press Release, July 16, 2003

Joe C. Izganics

President, At-Home Services

Biography

Joe Izganics, a 13-year Home Depot veteran, has been named President, Services based in Atlanta. Services is a business unit of the home improvement giant that specializes in a variety of in-home and commercial installation services including roofing, siding, kitchens and baths, decks and fencing, and heating and cooling. Izganics most recently served as Division President of the company's Southwest division based in Dallas, TX. The company's Southwest division was among the first to offer installed services and has been one of its top performers in that business. The company said it expects to leverage Izganics' operational experience to build and grow its services business.

Source: Company Press Release, December 4, 2002

William E. (Bill) Patterson

President, Central

Biography

The company also announced that it will integrate its Midwest and Southwest divisions into one combined operating division that will be named the Central division and come under the leadership of Bill Patterson. Patterson, who had most recently served as Division President, Midwest division, has been with Home Depot since 1999. Patterson will also oversee the company's Mexico division that will continue to be managed by its Division President Ricardo Saldivar. Prior to Home Depot, Patterson's experience spans more than 30 years in retail in the U.S., Mexico and Europe. Patterson held positions as Chairman, president and CEO of Sears Roebuck of Mexico, and President and CEO of HomeBase.

Source: Company Press Release, December 12, 2002

Thomas V. (Tom) Taylor Jr.

President, Eastern

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ Title held until 2002: Division President, Southeast

Biography

Effective immediately, Home Depot said it would combine its Mid–Atlantic Division, currently based in South Plainfield, NJ and its Southeast Division. Tom Taylor, a 19–year Home Depot veteran, has been named to lead the new organization. Taylor had been the company's president, Southeast Division since January of this year. Previously, he served as the company's senior vice president, professional business and was president, Northwest Division from 1999 to 2000. Since joining the company in 1983, Taylor has held virtually every operating position, including store manager, district manager, and regional vice president.

Source: Company Press Release, September 3, 2002

James A. (Jim) Stoddart

President, Home Depot Supply

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ Title held until 2002: VP, National Accounts

Biography

The Home Depot, the world's largest home improvement retailer, today named Jim Stoddart, president of Home Depot Supply reporting to Bob Nardelli, chairman, president & CEO. The appointment is effective immediately. Stoddart's duties include the maintenance and operation of all of Home Depot's subsidiary businesses including: Home Depot Supply, Apex Supply, Georgia Lighting, Maintenance Warehouse, and Your "other" Warehouse. He will also oversee the Pro Initiative, e–Business, National Accounts and the Landscape Supply test initiative. Stoddart was previously vice president of national accounts and replaces Lynn Martineau who left the company. Stoddart joined Home Depot in February 2002. Previously, he was senior vice president operations/facilities for Exodus Communications, Inc., one of the original leaders in web hosting. Stoddart was responsible for global data center construction and facility operations.

Source: Company Press Release, May 17, 2002

Ricardo E. Saldivar

President, Mexico

Biography

Mr. Saldivar will report directly to Anders Moberg, president of the International Division, and will be based in Monterrey, Mexico. Saldivar was CEO of Total HOME the past two years while serving as Chief Administrative Officer of one of Grupo Alfa's divisions. He completed over 20 years of service for Grupo Alfa, one of the leading corporations in

Mexico and former owner of Total HOME, where he held senior executive positions in different industries and joint ventures. He has an Engineering Degree from Monterrey Institute of Technology and a Masters of Science Degree from Georgia Institute of Technology. Saldivar has been a member of the Mexican Institute of Finance Executives since 1989 where he has also served on the Board of Directors.

Source: Company Press Release, September 4, 2001

Eric Peterson, Age 53

President, Strategic Markets

Recent Work Highlights

- The Home Depot, Inc.
 - ◆ Title held until 2003: Division President, Northwest

Biography

Peterson most recently served as Division President of the company's Northwest division based in Seattle, WA.

Source: Company Press Release, November 24, 2003

Bruce A. Merino

President, Western Division

Biography

Home Depot announced that it will consolidate its smaller Northwest division into its Western division creating one combined operating business. Bruce Merino, a 20-year Home Depot veteran, is being named to lead this newly merged division. Most recently, Merino served as President, Western Division. Since joining the company in 1984, Merino has served in a variety of functional and divisional leadership positions. The new Western division includes 335 existing Home Depot stores, employs nearly 46,000 associates, and will be headquartered in the existing Orange County, CA facilities

Source: Company Press Release, November 24, 2003

Dave Krumbholz

VP, Home Depot Supply

Biography

Krumbholz started at Home Depot in November 2001 after 25 years with Payless Cashways, most recently as Senior Vice President, Store Operations.

Source: Company Press Release, February 22, 2002

Gregory D. Brenneman, Age 41

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>Automatic Data Processing, Inc.</u>	Director		

Recent Work Highlights

- PwC Consulting
 - ◆ Last position held, President and CEO

Biography

Director since 2000. Chairman and Chief Executive Officer of TurnWorks, Inc., a private equity firm, since October 2002. President and Chief Executive Officer of PricewaterhouseCoopers Consulting from June 2002 to October 2002. President of Continental Airlines, Inc. from 1996 to 2001 and member of the Board and Chief Operating Officer of Continental Airlines from 1995 to 2001. Member of the Board of Automatic Data Processing, Inc.

Source: Proxy, April 18, 2003

Richard H. (Dick) Brown, Age 55

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>E. I. du Pont de Nemours and Company</u>	Director		

Recent Work Highlights

- Electronic Data Systems Corporation
 - ◆ 2001: CEO, \$1,500,000 salary, \$7,000,000 bonus

Biography

Chairman and Chief Executive Officer of Electronic Data Systems Corporation from 1999 to March 2003. Chief Executive Officer of Cable & Wireless plc from 1996 to 1998. President and Chief Executive Officer of H&R Block, Inc. from 1995 to 1996. Member of the Board of E.I. du Pont de Nemours and Company. Member of: The Business Council, The Business Roundtable, The U.S.– France Business Council, and The U.S.–Japan Business Council. Member of the Board of Trustees of Southern Methodist University.

Source: Proxy, April 18, 2003

John L. Clendenin, Age 69

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>Acuity Brands, Inc.</u>	Director		
<u>Coca-Cola Enterprises Inc.</u>	Director		
<u>Equifax Inc.</u>	Director		
<u>The Kroger Co.</u>	Director		
<u>Powerwave Technologies, Inc.</u>	Chairman		

Biography

JOHN L. CLENDENIN, Director since 1996. Retired as Chairman in 1997 and as President and Chief Executive Officer in 1996 of BellSouth Corporation. Member of the Board of: Acuity Brands, Inc., Coca-Cola Enterprises Inc., Equifax Inc., The Kroger Co., Powerwave Technologies, Inc. Past Chairman/President of: The Committee for Economic Development, Junior Achievement, The Boy Scouts of America, and the U.S. Chamber of Commerce.

Source: Proxy, April 18, 2003

Berry R. Cox, Age 49

Director

Biography

Director since 1978. Chairman of Berry R. Cox, Inc., a privately held investment management company. Principally engaged in investments in public and private securities and real estate development for over 25 years. Member of the Board of Trustees of Southwestern Medical Foundation.

Source: Proxy, April 18, 2003

William S. Davila, Age 72

Director (Not standing for reelection in May 2004)

Other Company Affiliations

Company	Title	Salary	Bonus
<u>PG&E Corporation</u>	Director		

Biography

Director since 1999. Retired as Chief Operating Officer of Vons Grocery Company in 1992 and served as President Emeritus from 1992 through 1998. Member of the Board of: Hormel Foods Corporation and Pacific Gas and Electric Company.

Source: Proxy, April 18, 2003

Claudio X. Gonzalez, Age 69

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>General Electric Company</u>	Director		
<u>Kellogg Company</u>	Director		
<u>Kimberly–Clark Corporation</u>	Chairman and Managing Director, Kimberly–Clark de Mexico, and Director		

Biography

Director since 2001. Chairman and Chief Executive Officer of Kimberly–Clark de Mexico, S.A. de C.V. since 1973. Member of the Board of: America Movil, General Electric Company, Kellogg Company, Kimberly–Clark Corporation, Mexico Fund, Inc., Grupo Carso, Grupo ALFA, Grupo Mexico, Grupo Televisa, and Investment Co. of America.

Source: Proxy, April 18, 2003

Richard A. (Dick) Grasso, Age 56

Director (Not standing for reelection in May 2004)

Biography

Director since 2002. Chairman and Chief Executive Officer of The New York Stock Exchange from 1995 to 2003. Member of the Board of: The Centurion Foundation, Lower Manhattan Development Corp., New York City Police Foundation, New York City Public Private Initiatives Inc., New York University. Member of the Advisory Board of the Yale School of Management. Trustee of the Stony Brook Foundation. Member of the International Capital Markets Advisory Committee of the Federal Reserve Bank of New York. Chairman of the Economic Club of New York. Vice Chairman of the National Italian American Foundation.

Source: Proxy, April 18, 2003

Milledge A. Hart III, Age 69

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>Docucorp International, Inc.</u>	Chairman		

Biography

Director since 1978. Member of the Board since 1985 and Chairman since 1997 of DocuCorp International, Inc. Chairman of the Board of: Hart Group, Inc., a private management service and investment company, since 1988, and Rmax, Inc., an insulation manufacturing company, since 1977. Member of the Board of: Patton Surgical Corporation and Lyco Energy Corporation. Member of the Board of Trustees, Chairman of the Investment Committee and member of the Academic Policy and Hart E.Center Committees of the Board of Southern Methodist University. Member of the Board of Trustees and the Terry Sanford Institute of Public Policy of Duke University. Member of the Board of Trustees and Chairman of the Investment Committee of Episcopal School of Dallas.

Source: Proxy, April 18, 2003

Bonnie G. Hill, Age 61

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>Albertson's, Inc.</u>	Director		
<u>California Water Service Group</u>	Director		
<u>ChoicePoint Inc.</u>	Director		
<u>YUM! Brands, Inc.</u>	Director		

Biography

Director since 1999. President of B. Hill Enterprises, LLC, a consulting firm specializing in corporate governance and board organizational and public policy issues, since 2001. President and Chief Executive Officer of The Times Mirror Foundation from 1997 to 2001. Senior Vice President, Communications and Public Affairs of the Los Angeles Times from 1998 to 2001. Vice President of The Times Mirror Company, a newspaper and publishing company, from 1997 to 2000. Dean of McIntire School of Commerce at the University of Virginia from 1993 to 1996. Member of the Board of: AK Steel Holding Corporation, Albertson's, Inc., ChoicePoint Inc., Hershey Foods Corporation, The National Grid Transco plc, Orange County Performing Arts Center, Los Angeles Urban League, and Police Assessment Resource Center. Member of the National Advisory Panel of the Institute for Research on Women and Gender at Stanford University.

Source: Proxy, April 18, 2003

Kenneth G. Langone, Age 68

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>ChoicePoint Inc.</u>	Director		
<u>General Electric Company</u>	Director		
<u>Unifi, Inc.</u>	Director		
<u>YUM! Brands, Inc.</u>	Director		

Biography

Director since 1978. Co-founder of The Home Depot. Lead Director of The Home Depot since 1998. Chairman of the Board, Chief Executive Officer and President of Invemed Associates, Inc., an investment banking and brokerage firm, for more than five years. Member of the Board of: ChoicePoint Inc., General Electric Company, YUM Brands, Inc., Unifi, Inc., Damon Runyon Cancer Research Foundation, The Children's Oncology Society of New York (The Ronald McDonald House of New York), New York Philharmonic, The New York Stock Exchange, Inc., Robin Hood Foundation, Trustee of New York University, Trustee of New York University Leonard Stern School of Business, Chairman of New York University School of Medicine.

Source: Proxy, April 18, 2003

Roger S. Penske, Age 67

Director

Other Company Affiliations

Company	Title	Salary	Bonus
<u>Delphi Corporation</u>	Director		
<u>Detroit Diesel Corporation</u>	Chairman		
<u>General Electric Company</u>	Director		
<u>Penske Corporation</u>	Chairman and CEO		
<u>Penske Truck Leasing</u>	Chairman		
<u>United Auto Group, Inc.</u>	Chairman and CEO	\$294,231	\$900,000

Recent Work Highlights

- Penske Motorsports, Inc.
 - ◆ Last position held, Chairman

Biography

Director since 2001. Founder and Chairman of Penske Corporation since 1969. Chairman of Penske Truck Leasing Corporation since 1982. Chairman of United Auto Group, Inc. since 1999. Member of the Board of: Delphi Corporation, General Electric Company, and Detroit Renaissance. Member of The Business Council.

Source: Proxy, April 18, 2003

Overview

Lots of folks embark on household projects from The Home Depot. As the world's largest home improvement chain and second-largest retailer in the US after Wal-Mart, the company operates more than 1,700 stores in the US, Canada, and Mexico. Home Depot targets the do-it-yourself and professional markets with a broad product assortment (more than 40,000 items, including lumber, floor and wall coverings, plumbing, gardening supplies, tools, paint, and even appliances). The company also runs more than 50 EXPO Design Center stores (showrooms featuring bath, kitchen, and lighting products).

In a huge remodeling project of its own, Home Depot plans to fork over \$3.7 billion in 2004 to modernize stores, as well as upgrade technology and build some 175 new stores. And to remain competitive amid expansion into its markets by rival Lowe's, Home Depot recently invested up to \$500 million in new inventory, focusing on products such as rugs, appliances (for which the company has a market share of more than 6%), and bathroom hardware.

Home Depot stores, which average about 108,000 sq. ft., have increasingly been selling to professional builders and contractors. About 540 Home Depot stores offer the Pro program for such customers. And to further build up its base in that sector the company has opened five Home Depot Supply Stores in California, Arizona, Texas, and Colorado. The Home Depot Supply banner absorbed the company's Apex Supply and Maintenance Warehouse America brands.

In another field on the professional front, Home Depot operates more than 10 Landscape Supply stores. HD Builder Solutions Group provides flooring and installation services for professional homebuilders through some 15 locations in Arizona, Colorado, Florida, Kentucky, Maryland, New Jersey, Ohio, Pennsylvania, and Virginia.

For professionals and do-it-yourselfers alike, Home Depot has been adding more tool rental centers. Additionally it's begun targeting the urban demographic through a smaller, more big-city friendly format — stores 61,000 to 80,000 sq. ft. In the summer of 2004 Home Depot will open one such store in Midtown Manhattan, as well as a more ambitious 108,000 square-footer in the borough's Flatiron District.

Having nearly saturated the US market, however, Home Depot is also seeking to grow its business by adding services, such as carpet installation. This strategy is behind Home Depot's recent acquisition of roofing installer IPUSA and replacement windows and siding installer RMA Home Services.

History

Bernard Marcus and Arthur Blank founded The Home Depot in 1978 after they were fired (under disputed circumstances) from Handy Dan Home Improvement Centers. They joined Handy Dan co-worker Ronald Brill to launch a "new and improved" home center for the do-it-yourselfer (DIY). In 1979 they opened three stores in the fast-growing Atlanta area and expanded to four stores in 1980.

Home Depot went public, opened four stores in South Florida, and posted sales of \$50 million in 1981. The chain entered Louisiana and Arizona next. By 1983 sales were more than \$250 million.

In 1984 Home Depot's stock was listed on the NYSE and the company acquired nine Bowater Home Centers in the South. Through subsequent stock and debenture offerings, Home Depot continued to grow, entering California (Handy Dan's home turf) with six new stores in 1985.

Back on track in 1986, sales exceeded \$1 billion in the firm's 60 stores. Home Depot began the current policy of "low day-in, day-out pricing" the following year, achieving Marcus' dream of eliminating sales events. The company entered the competitive northeastern market with stores in Long Island, New York, in 1988 and opened its first EXPO Design Center in San Diego.

Home Depot's sales continued to rise during the 1990-92 recession and the retailer kept opening stores. It entered Canada in 1994 when it acquired a 75% interest in Aikenhead's, a DIY chain that it converted to the Home Depot name (it bought the remaining 25% in 1998).

A series of gender-bias lawsuits plagued the company in 1994 as female workers claimed they were not treated on an equal basis with male employees. Home Depot reached a \$65 million out-of-court settlement in 1997, but not before the company was ordered to pay another female employee \$1.7 million in a case in California.

Troubles aside, Home Depot roared past the 500-store mark in 1997. That year Blank succeeded Marcus as the company's CEO; Marcus remained chairman. Home Depot bought National Blind & Wallpaper Factory (a mail-order firm) and Maintenance Warehouse (a direct-mail marketer) that year.

In 1999 Home Depot introduced its 40,000-sq.-ft. Villager's Hardware stores, designed to compete with smaller hardware shops, in New Jersey. It also bought Georgia Lighting, an Atlanta lighting designer, distributor, and retailer. Home Depot later began adding large appliances to some stores, following competitor Lowe's (most stores had them by 2000).

In 2000 Home Depot bought Apex Supply (a 20-plus-location plumbing distributor in Georgia, South Carolina, and Tennessee) and opened a flooring-only test store in Texas. Later that year the company named General Electric executive Robert Nardelli as its president and CEO. Marcus and Blank were named co-chairmen.

In 2001 the company opened 200 new stores and bought Total HOME, a home improvement chain with four stores in Mexico. Additionally in 2001 Marcus was named chairman after Blank stepped down. Later in the year Marcus retired and Nardelli became chairman. Also that year the company said it was scrapping its Villager's Hardware experiment to test a small-store concept in urban areas.

In 2002 Home Depot opened its first small store, a 61,000-sq.-ft. outlet, in New York City. Further increasing its presence in Mexico, the company acquired the four-store Del Norte chain in Juarez the same year.

Also in 2002 Home Depot created a new subsidiary, HD Builder Solutions, through the acquisition of Floors, Inc., Arvada Hardwood Floor Company, and FloorWorks, Inc. The next year the company acquired roofing installer IPUSA and replacement windows and siding installer RMA Home Services.

In January 2004 Home Depot expanded its business in the homebuilder market by purchasing Creative Touch Interiors, a floor and counter installer in California and Nevada. Additionally in early 2004 Home Depot opened its largest store ever — 205,000 sq. ft. — in wealthy Anaheim Hills, Calif. Home Depot then announced in February 2004 that it had partnered with AARP to hire people older than 50.

Also in February 2004 Home Depot became the exclusive retailer of Maytag's SkyBox, a home beverage dispenser.

Products/Operations

	2003 Stores No.
US	
California	163
Texas	121
Florida	109
New York	76
Michigan	59
Georgia	56
New Jersey	56
Ohio	55
Pennsylvania	48
Illinois	47
Arizona	37
Maryland	35
Virginia	34
Massachusetts	33
North Carolina	33
Colorado	28
Minnesota	25
Tennessee	25
Washington	25
Missouri	23
Connecticut	21
Wisconsin	21
Indiana	19
Louisiana	18
South Carolina	18
Alabama	15
Oregon	15
Nevada	14
Kansas	12
New Hampshire	12
Utah	12
Kentucky	11
Oklahoma	10
New Mexico	9
Idaho	8
Maine	8
Mississippi	7
Iowa	6
Arkansas	5
Delaware	5
Montana	5
Nebraska	5
Rhode Island	5
Hawaii	4
Alaska	2
Vermont	2
Wyoming	2
North Dakota	1
South Dakota	1
Washington DC	1
Canada	89
Mexico	12
Puerto Rico	8
Total	1,471

2003 EXPO Design Center Stores
No.

California	14
Florida	5
Illinois	5
New York	5
Texas	5
Georgia	3
Michigan	3
New Jersey	3
Maryland	2
Massachusetts	2
Colorado	1
Kansas	1
Missouri	1
Tennessee	1
Virginia	1
Total	52

	2003 Sales
	% of total
Plumbing, electrical, & kitchen	29
Hardware & seasonal	27
Building materials, lumber, & millwork	23
Paint, flooring, & wall coverings	21
Total	100

Selected Private Labels and Proprietary Brands

- Behr Premium Plus (paint)
- GE SmartWater (water heaters)
- Mill's Pride (cabinets)
- Thomasville (cabinets)
- Vigoro (fertilizer)

Selected Subsidiaries

- Georgia Lighting, Inc. (specialty lighting designer, distributor, and retailer)
- HD Builder Solutions Group, Inc. (flooring installation services to homebuilders)
- Home Depot Supply (wholesale supplier of plumbing, HVAC, appliances, and related professional products; building supplies, tools, and services for multihousing, lodging, and commercial properties)

Archived Charts

	2002 Home Depot Stores
	No.
California	155
Texas	105
Florida	99
New York	67
Georgia	53
Michigan	51
Ohio	48
New Jersey	46
Illinois	43
Pennsylvania	42
Arizona	33
Virginia	32
Maryland	31
North Carolina	29

Massachusetts	27
Colorado	24
Tennessee	24
Washington	23
Missouri	22
Wisconsin	21
Connecticut	19
Minnesota	19
Louisiana	17
South Carolina	16
Alabama	14
Nevada	13
Oregon	13
Utah	12
Oklahoma	9
Kansas	8
New Hampshire	8
Idaho	7
Indiana	7
Kentucky	7
Maine	7
New Mexico	7
Mississippi	6
Iowa	5
Arkansas	4
Delaware	3
Hawaii	3
Montana	3
Nebraska	3
Rhode Island	3
Wyoming	2
Alaska	1
North Dakota	1
South Dakota	1
Vermont	1
Canada	78
Mexico	10
Puerto Rico	7

Total 1,289

2002 EXPO Design Center Stores

	No.
California	10
Florida	5
Texas	5
Illinois	4
Georgia	3
Michigan	3
New York	3
Massachusetts	2
New Jersey	2
Kansas	1
Maryland	1
Missouri	1
Virginia	1
Total	41

2002 Sales
% of total

Plumbing, electrical & kitchen

28



Hardware & seasonal	27
Building materials, lumber & millwork	24
Paint, flooring & wall coverings	21
Total	100

Other Resources Available On Hoover's Online

[News for Home Depot \(last 90 days\)](#)

[Company Press Release Archive](#) 

Other Resources

- [Headquarters Map](#)
- [SEC Filings](#)
 - ◆ [10-K Filings](#)
- [Stock Quote](#)
- [Stock Chart](#)
- [Earnings Estimates](#)
- [ValuEngine Analysis](#)
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Buy Reports and Books

- [D&B Business/Credit Reports: The Home Depot, Inc.](#)
(D&B, Feb 1, 2004, Business Reports)
- [SGA Lists – Individual Company Contact List for HD](#)
(Sheila Greco and Associates, Sep 30, 2003, Business Reports)
- [Appliance, Television & Radio Set Wholesale Major Companies Report](#)
(Harris Industry Reports, Aug 12, 2003, Business Reports)
- [Building Materials Retail & Distribution: Financial Analysis Profiles](#)
(BizMiner, Dec 23, 2003, Business Reports)
- [Brick, Stone and Related Construction Material Wholesalers in the US](#)
(IBISWorld, Jan 7, 2004, Business Reports)
- [Holiday 2002 Postmortem: Strong Holiday Sales Must Not Cause Retailers to Grow Complacent](#)
(Jupitermedia Corporation, Mar 13, 2003, Business Reports)
- [Plunkett's Retail Industry Almanac 2003](#)
(Plunkett Research, Ltd., Dec 4, 2002, Books)
- [Consumer Electronics: Retail Industry Outlook](#)
(Retail Forward, Inc., Mar 1, 2002, Business Reports)

Additional 3rd Party Libraries

Additional Research On Home Depot

- [Corporate Hierarchy](#) 

Annual Financials

All amounts in millions of US Dollars

Income Statement	Jan 04 (Prelim.)	Jan 03	Jan 02
Revenue	64,816.0	58,247.0	53,553.0
Cost of Goods Sold	---	39,236.0	36,642.0
Gross Profit	---	19,011.0	16,911.0
Gross Profit Margin	---	32.6%	31.6%
SG&A Expense	---	12,278.0	11,215.0
Depreciation & Amortization	---	903.0	764.0
Operating Income	---	5,830.0	4,932.0
Operating Margin	---	10.0%	9.2%
Nonoperating Income	---	79.0	53.0
Nonoperating Expenses	---	37.0	28.0
Income Before Taxes	---	5,872.0	4,957.0
Income Taxes	---	2,208.0	1,913.0
Net Income After Taxes	---	3,664.0	3,044.0
Continuing Operations	4,304.0	3,664.0	3,044.0
Discontinued Operations	0.0	0.0	0.0
Total Operations	4,304.0	3,664.0	3,044.0
Total Net Income	4,304.0	3,664.0	3,044.0
Net Profit Margin	6.6%	6.3%	5.7%
Diluted EPS from Continuing Operations (\$)	1.88	1.56	1.29
Diluted EPS from Discontinued Operations (\$)	0.00	0.00	0.00
Diluted EPS from Total Operations (\$)	1.88	1.56	1.29
Diluted EPS from Total Net Income (\$)			
Dividends per Share	0.26	0.21	0.17

Balance Sheet	Jan 04 (Prelim.)	Jan 03	Jan 02
Assets			
Current Assets			
Cash	---	2,188.0	2,477.0
Net Receivables	---	1,072.0	920.0
Inventories	---	8,338.0	6,725.0

Other Current Assets	---	319.0	239.0
Total Current Assets	---	11,917.0	10,361.0
Net Fixed Assets	---	17,168.0	15,375.0
Other Noncurrent Assets	---	926.0	658.0
Total Assets	---	30,011.0	26,394.0


Liabilities and Shareholders' Equity	Jan 04 (Prelim.)	Jan 03	Jan 02
Current Liabilities			
Accounts Payable	---	4,560.0	3,436.0
Short-Term Debt	---	0.0	5.0
Other Current Liabilities	---	3,475.0	3,060.0
Total Current Liabilities	---	8,035.0	6,501.0
Long-Term Debt	---	1,321.0	1,250.0
Other Noncurrent Liabilities	---	491.0	372.0
Total Liabilities	---	10,209.0	8,312.0

Shareholders' Equity			
Preferred Stock Equity	---	0.0	0.0
Common Stock Equity	---	19,802.0	18,082.0
Total Equity	---	19,802.0	18,082.0
Shares Outstanding (mil.)	2,275.0	2,362.0	2,345.9

Cash Flow Statement	Jan 04 (Prelim.)	Jan 03	Jan 02
Net Operating Cash Flow	---	4,802.0	5,963.0
Net Investing Cash Flow	---	(2,934.0)	(3,466.0)
Net Financing Cash Flow	---	(2,165.0)	(173.0)
Net Change in Cash	---	(289.0)	2,310.0
Depreciation & Amortization	---	903.0	764.0
Capital Expenditures	---	(2,984.0)	(3,583.0)
Cash Dividends Paid	---	(492.0)	(396.0)

Data Definitions



Some financial information provided by [Media General Financial Services, Inc.](#) , Richmond, Virginia

Quarterly Financials

All amounts in millions of US Dollars except per share amounts.

Income Statement	Quarter Ending Jan 04 (Prelim.)	Quarter Ending Oct 03	Quarter Ending Jul 03	Quarter Ending Apr 03	Quarter Ending Jan 03
Revenue	15,125.0	16,598.0	17,989.0	15,104.0	13,213.0
Cost of Goods Sold	--	11,124.0	12,127.0	10,027.0	8,753.0
Gross Profit	--	5,474.0	5,862.0	5,077.0	4,460.0
Gross Profit Margin	--	33.0%	32.6%	33.6%	33.8%
SG&A Expense	--	3,370.0	3,539.0	3,381.0	3,127.0
Depreciation & Amortization	--	281.0	257.0	248.0	238.0
Operating Income	--	1,823.0	2,066.0	1,448.0	1,095.0
Operating Margin	--	11.0%	11.5%	9.6%	8.3%
Nonoperating Income	--	14.0	15.0	12.0	16.0
Nonoperating Expenses	--	14.0	16.0	18.0	12.0
Income Before Taxes	--	1,823.0	2,065.0	1,442.0	1,099.0
Income Taxes	--	676.0	766.0	535.0	413.0
Net Income After Taxes	--	1,147.0	1,299.0	907.0	686.0
Continuing Operations	951.0	1,147.0	1,299.0	907.0	686.0
Discontinued Operations	0.0	0.0	0.0	0.0	0.0
Total Operations	951.0	1,147.0	1,299.0	907.0	686.0
Total Net Income	951.0	1,147.0	1,299.0	907.0	686.0
Net Profit Margin	6.3%	6.9%	7.2%	6.0%	5.2%
Diluted EPS from Continuing Operations (\$)	0.42	0.50	0.56	0.39	0.30
Diluted EPS from Discontinued Operations (\$)	0.00	0.00	0.00	0.00	0.00
Diluted EPS from Total Operations (\$)	0.42	0.50	0.56	0.39	0.30
Diluted EPS from Total Net Income (\$)					
Dividends per Share	0.07	0.07	0.06	0.06	0.06

Balance Sheet	Quarter Ending Jan 04 (Prelim.)	Quarter Ending Oct 03	Quarter Ending Jul 03	Quarter Ending Apr 03	Quarter Ending Jan 03
---------------	---------------------------------	-----------------------	-----------------------	-----------------------	-----------------------

Assets					
Current Assets					
Cash	---	4,944.0	5,209.0	4,264.0	2,188.0
Net Receivables	---	1,432.0	1,379.0	1,386.0	1,072.0
Inventories	---	9,002.0	8,621.0	9,264.0	8,338.0
Other Current Assets	---	319.0	358.0	395.0	319.0
Total Current Assets	---	15,697.0	15,567.0	15,309.0	11,917.0
Net Fixed Assets	---	18,876.0	18,263.0	17,654.0	17,168.0
Other Noncurrent Assets	---	801.0	782.0	784.0	926.0
Total Assets	---	35,374.0	34,612.0	33,747.0	30,011.0

Liabilities and Shareholders' Equity	Quarter Ending Jan 04 (Prelim.)	Quarter Ending Oct 03	Quarter Ending Jul 03	Quarter Ending Apr 03	Quarter Ending Jan 03
Current Liabilities					
Accounts Payable	---	6,380.0	5,875.0	6,397.0	4,560.0
Short-Term Debt	---	508.0	0.0	0.0	0.0
Other Current Liabilities	---	4,084.0	4,514.0	4,528.0	3,475.0
Total Current Liabilities	---	10,972.0	10,389.0	10,925.0	8,035.0
Long-Term Debt	---	847.0	1,327.0	1,321.0	1,321.0
Other Noncurrent Liabilities	---	608.0	601.0	461.0	491.0
Total Liabilities	---	13,113.0	12,679.0	13,069.0	10,209.0


Shareholders' Equity					
Preferred Stock Equity	---	0.0	0.0	0.0	0.0
Common Stock Equity	---	22,261.0	21,933.0	20,678.0	19,802.0
Total Equity	---	22,261.0	21,933.0	20,678.0	19,802.0
Shares Outstanding (mil.)	2,275.0	2,369.0	2,365.0	2,294.0	2,362.0

Cumulative Cash Flow Statement	Quarter Ending Jan 04 (Prelim.)	Quarter Ending Oct 03	Quarter Ending Jul 03	Quarter Ending Apr 03	Quarter Ending Jan 03
Net Operating Cash Flow	---	6,141.0	4,621.0	2,771.0	4,802.0
Net Investing Cash Flow	---	(2,190.0)	(1,395.0)	(575.0)	(2,934.0)
Net Financing Cash Flow	---	(1,221.0)	(215.0)	(130.0)	(2,165.0)
Net Change in Cash	---	2,756.0	3,021.0	2,076.0	(289.0)

Depreciation & Amortization	---	281.0	257.0	248.0	238.0
Capital Expenditures	---	(2,523.0)	(1,672.0)	(756.0)	(2,984.0)
Cash Dividends Paid	---	(436.0)	(276.0)	(138.0)	(492.0)

Data Definitions



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Historical Financials & Employees

Income Statement

Year	Revenue (\$ mil.)	Net Income (\$ mil.)	Net Profit Margin	Employees
Jan 03	58,247.0	3,664.0	6.3%	280,000
Jan 02	53,553.0	3,044.0	5.7%	256,000
Jan 01	45,738.0	2,581.0	5.6%	227,000
Jan 00	38,434.0	2,320.0	6.0%	201,000
Jan 99	30,219.0	1,614.0	5.3%	157,000
Jan 98	24,156.0	1,160.0	4.8%	125,000
Jan 97	19,535.5	937.7	4.8%	100,000
Jan 96	15,470.4	731.5	4.7%	80,000
Jan 95	12,476.7	604.5	4.8%	67,300
Jan 94	9,238.8	457.4	5.0%	50,600

Stock History

Year	Stock Price (\$)			P/E		Per Share (\$)		Book Value
	FY High	FY Low	FY Close	High	Low	Earns.	Div.	
Jan 03	52.6	20.1	20.9	33.7	12.9	1.6	0.2	8.4
Jan 02	53.7	30.3	50.1	41.7	23.5	1.3	0.2	7.7
Jan 01	70.0	34.7	48.2	63.6	31.5	1.1	0.2	6.5
Jan 00	69.8	35.8	56.8	69.8	35.8	1.0	0.1	5.4
Jan 99	41.3	20.4	40.3	58.2	28.8	0.7	0.1	4.0
Jan 98	20.5	11.0	20.2	39.5	21.2	0.5	0.1	3.2
Jan 97	13.2	9.4	11.0	30.8	22.0	0.4	0.1	2.8
Jan 96	11.1	8.1	10.2	32.7	24.0	0.3	0.1	2.3
Jan 95	10.8	8.3	10.4	37.2	28.5	0.3	0.0	1.7
Jan 94	11.2	7.8	8.7	48.9	33.8	0.2	0.0	1.4


2003 Year-End Financials

Debt ratio	6.7%
Return on equity	18.5%
Cash (\$ mil.)	2,188.0
Current ratio	1.48
Long-term debt (\$ mil.)	1,321.0

Shares Outstanding (mil.)	2,362.0
Dividend yield	1.0%
Dividend payout	13.5%
Market value (\$ mil.)	49,365.8

Data Definitions



Some financial information provided by [Media General Financial Services, Inc.](#) , Richmond, Virginia

Market Data


Current Information

Last Close 2-Mar-2004	\$37.03	Price/Sales Ratio	1.30
52-Week High	\$38.00	Price/Book Ratio	3.78
52-Week Low	\$21.54	Price/Earnings Ratio	19.70
60-Month Beta	1.4	Price/Cash Flow Ratio	16.61
Market Value (mil.)	\$84,243.2	Return on Assets	12.2%
Shares Outstanding (mil.)	2,275.0	Return on Equity	19.3%
Dividend Rate	0.28	Current Ratio	1.43
Dividend Yield	0.8%	Long-Term Debt/Equity	---
# of Institutional Holders	2,866	% Owned by Institutions	60.7%
Latest Short Interest Ratio	2.80	Latest Net Insider Transactions	(358,000.00)

Growth Rates	12 Month	36 Month	60 Month
Revenue Growth	11.3%	12.0%	16.0%
EPS Growth	20.5%	19.7%	19.9%
Dividend Growth	23.8%	18.1%	25.3%

Data Definitions



Some financial information provided by [Media General Financial Services, Inc.](#) , Richmond, Virginia

Comparison Data

Profitability	Company	Industry¹	Market²
Gross Profit Margin	35.15%	32.14%	47.95%
Pre-Tax Profit Margin	9.92%	9.65%	5.52%
Net Profit Margin	6.64%	6.02%	2.58%
Return on Equity	19.3%	18.0%	5.2%
Return on Assets	12.2%	11.0%	0.8%
Return on Invested Capital	18.6%	15.3%	2.5%
Valuation	Company	Industry¹	Market²
Price/Sales Ratio	1.30	1.55	1.47
Price/Earnings Ratio	19.70	25.86	57.36
Price/Book Ratio	3.78	4.66	2.94
Price/Cash Flow Ratio	16.61	19.83	16.67
Operations	Company	Industry¹	Market²
Days of Sales Outstanding	7.95	6.25	59.96
Inventory Turnover	4.9	4.7	7.5
Days Cost of Goods Sold in Inventory	74	77	48
Asset Turnover	1.9	1.8	0.3
Net Receivables Turnover Flow	48.2	58.0	6.1
Effective Tax Rate	37.2%	37.6%	--
Financial	Company	Industry¹	Market²
Current Ratio	1.43	1.55	1.39
Quick Ratio	0.6	0.4	1.0
Leverage Ratio	1.59	1.63	6.08
Total Debt/Equity	0.06	0.18	1.46
Interest Coverage	108.20	33.90	2.00
Per Share Data (\$)	Company	Industry¹	Market²
Revenue Per Share	28.49	26.80	19.48
Fully Diluted Earnings Per Share from Total Operations	1.88	1.61	0.50
Dividends Per Share	0.26	0.18	0.42
Cash Flow Per Share	2.23	2.10	1.72
Working Capital Per Share	2.08	1.99	2.12
Long-Term Debt Per Share	0.37	1.62	10.20
Book Value Per Share	9.79	8.94	9.76

Total Assets Per Share	15.55	14.62	59.32
Growth	Company	Industry¹	Market²
12–Month Revenue Growth	11.3%	0.1%	2.9%
12–Month Net Income Growth	17.5%	0.1%	51.0%
12–Month EPS Growth	20.5%	0.0%	56.3%
12–Month Dividend Growth	23.8%	0.0%	2.4%
36–Month Revenue Growth	12.0%	8.8%	1.3%
36–Month Net Income Growth	18.8%	15.8%	(21.7%)
36–Month EPS Growth	19.7%	15.4%	(22.4%)
36–Month Dividend Growth	18.1%	13.1%	1.5%


¹Industry: Home Improvement Stores

Industry classifications  are from [Media General Financial Services, Inc.](#) .

² Public companies trading on the New York Stock Exchange, the American Stock Exchange, and the NASDAQ National Market.

Data Definitions



Some financial information provided by [Media General Financial Services, Inc.](#) , Richmond, Virginia

Competitive Landscape

KEY: **Best of Group.** Companies listed are Top Competitors.

Key Numbers	Home Depot	Lowe's	Menard¹	TruServ¹		
Annual Sales (\$mil.)	64,816.0	30,838.0	5,600.0	2,175.5		
Employees	---	---	10,500	3,200		
Market Value (\$mil.)	84,243.2	43,505.4	---	---		
Profitability	Home Depot	Lowe's	Menard¹	TruServ¹	Industry²	Market³
Gross Profit Margin	35.15%	32.80%	---	---	32.14%	47.95%
Pre-Tax Profit Margin	9.92%	9.34%	---	---	9.65%	5.52%
Net Profit Margin	6.64%	6.09%	---	---	6.02%	2.58%
Return on Equity	19.3%	19.0%	---	---	18.0%	5.2%
Return on Assets	12.2%	10.1%	---	---	11.0%	0.8%
Return on Invested Capital	18.6%	13.9%	---	---	15.3%	2.5%
Valuation	Home Depot	Lowe's	Menard¹	TruServ¹	Industry²	Market³
Price/Sales Ratio	1.30	1.41	---	---	1.55	1.47
Price/Earnings Ratio	19.70	23.62	---	---	25.86	57.36
Price/Book Ratio	3.78	4.41	---	---	4.66	2.94
Price/Cash Flow Ratio	16.61	17.17	---	---	19.83	16.67
Operations	Home Depot	Lowe's	Menard¹	TruServ¹	Industry²	Market³
Days of Sales Outstanding	7.95	2.43	---	---	6.25	59.96
Inventory Turnover	4.9	4.5	---	---	4.7	7.5
Days Cost of Goods Sold in Inventory	74	80	---	---	77	48
Asset Turnover	1.9	1.8	---	---	1.8	0.3
Net Receivables Turnover Flow	48.2	156.2	---	---	58.0	6.1
Effective Tax Rate	37.2%	37.9%	---	---	37.6%	---
Financial	Home Depot	Lowe's	Menard¹	TruServ¹	Industry²	Market³
Current Ratio	1.43	1.53	---	---	1.55	1.39
Quick Ratio	0.6	0.3	---	---	0.4	1.0
Leverage Ratio	1.59	1.89	---	---	1.63	6.08
Total Debt/Equity	0.06	0.38	---	---	0.18	1.46
Interest Coverage	108.20	15.30	---	---	33.90	2.00
Per Share Data (\$)	Home Depot	Lowe's	Menard¹	TruServ¹	Industry²	Market³
Revenue Per Share	28.49	39.18	---	---	26.80	19.48
Fully Diluted Earnings Per Share from Total Operations	1.88	2.34	---	---	1.61	0.50

Dividends Per Share	0.26	0.11	---	---	0.18	0.42
Cash Flow Per Share	2.23	3.22	---	---	2.10	1.72
Working Capital Per Share	2.08	3.02	---	---	1.99	2.12
Long-Term Debt Per Share	0.37	4.68	---	---	1.62	10.20
Book Value Per Share	9.79	12.53	---	---	8.94	9.76
Total Assets Per Share	15.55	23.73	---	---	14.62	59.32
Growth	Home Depot	Lowe's	Menard ¹	TruServ ¹	Industry ²	Market ³
12-Month Revenue Growth	11.3%	16.4%	---	---	0.1%	2.9%
12-Month Net Income Growth	17.5%	27.6%	---	---	0.1%	51.0%
12-Month EPS Growth	20.5%	26.5%	---	---	0.0%	56.3%
12-Month Dividend Growth	23.8%	0.0%	---	---	0.0%	2.4%
36-Month Revenue Growth	12.0%	18.2%	---	---	8.8%	1.3%
36-Month Net Income Growth	18.8%	33.4%	---	---	15.8%	(21.7%)
36-Month EPS Growth	19.7%	31.6%	---	---	15.4%	(22.4%)
36-Month Dividend Growth	18.1%	27.3%	---	---	13.1%	1.5%

¹ Data unavailable.


² Industry: Home Improvement Stores

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