

True Value Hardware

True Value Hardware	(A) AUTOMOTIVE	(AA) ICE CREAM	(AB) BULK MATERIAL BINS DPT.	(AC) CANDY/SNACKS DPT.	(AD) BULK KEROSENE
Total SKU's	2,838	48	266	275	1
Total Sales May '14	10,471 ↓ 6.3%	0 ↓ 100.0%	15,766 ↓ 14.2%	1,008 ↓ 4.2%	161 ↑ 126.8%
Total Sales May '13	11,176	446	18,371	1,052	71
Total COGS May '14	6,096	0	8,041	741	112
Total COGS May '13	6,327	267	9,173	779	42
Gross Margin \$ May '14	4,375 ↓ 9.8%	0 ↓ 100.0%	7,725 ↓ 16.0%	267 ↓ 2.2%	49 ↑ 69.0%
Gross Margin \$ May '13	4,849	179	9,198	273	29
Gross Margin % May '14	41.78% ↓ 1.61%	↓ 40.13%	49.00% ↓ 1.07%	26.49% ↑ 0.54%	30.43% ↓ 10.41%
Gross Margin % May '13	43.39%	40.13%	50.07%	25.95%	40.85%
Total Sales Jan '14 TO May '14	45,059 ↓ 4.2%	0 ↓ 100.0%	27,010 ↑ 20.6%	4,314 ↓ 8.0%	1,751 ↑ 117.5%
Total Sales Jan '13 TO May '13	47,039	993	22,404	4,690	805
Total COGS Jan '14 TO May '14	25,859	0	13,527	3,203	1,126
Total COGS Jan '13 TO May '13	26,488	603	11,033	3,565	482
Gross Margin \$ Jan '14 TO May '14	19,200 ↓ 6.6%	0 ↓ 100.0%	13,483 ↑ 18.6%	1,111 ↓ 1.2%	625 ↑ 93.5%
Gross Margin \$ Jan '13 TO May '13	20,551	390	11,371	1,125	323
Gross Margin % Jan '14 TO May '14	42.61% ↓ 1.08%	↓ 39.27%	49.92% ↓ 0.84%	25.75% ↑ 1.77%	35.69% ↓ 4.43%
Gross Margin % Jan '13 TO May '13	43.69%	39.27%	50.75%	23.99%	40.12%
Projected Annual Sales	106,805 ↓ 4.2%	0 ↓ 100.0%	79,636 ↑ 20.6%	10,351 ↓ 8.0%	4,419 ↑ 117.4%
Last Year Annual Sales	111,498	2,345	66,054	11,252	2,033
Projected Annual COGS	62,958	0	39,694	7,603	2,850
Last Year Annual COGS	64,490	1,440	32,377	8,461	1,220
Projected Annual Margin \$	43,847 ↓ 6.7%	0 ↓ 100.0%	39,942 ↑ 18.6%	2,748 ↓ 1.5%	1,569 ↑ 93.0%
Last Year Annual Margin \$	47,008	905	33,677	2,791	813
Projected Annual Margin %	41.05% ↓ 1.11%	↓ 38.59%	50.16% ↓ 0.83%	26.55% ↑ 1.74%	35.51% ↓ 4.48%
Last Year Annual Margin %	42.16%	38.59%	50.98%	24.80%	39.99%
Ending Inventory May '14	15,574	0	6,408	1,059	1,697
Ending Inventory May '13					
Projected Inventory Turns	4.04		6.19	7.18	1.68
Last Year Inventory Turns					
Projected GMROI	\$2.82		\$6.23	\$2.59	\$0.92
Last Year GMROI					

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Total 'A' Items (First 80% of Sales\$)	351	10	5	66	1
Total 'B' Items (First 10% of Sales\$)	204	2	2	21	0
Total 'C' Items (First 5% of Sales\$)	162	1	2	17	0
Total 'D' Items (First 5% of Sales\$)	371	2	34	43	0
Total 'X' Items (No Sales Last 12 Months)	1,750	33	223	128	0
A' Items Inventory Value	13,141	392	29,109	7,222	596
B' Items Inventory Value	1,677	50	4,416	862	0
C' Items Inventory Value	822	20	1,116	440	0
D' Items Inventory Value	770	23	1,494	442	0
X' Items Inventory Value	2,504	0	0	19	0
Total Number of Out of Stock Items	1,690	48	9	81	0
# Out of Stock; Last sale >3 and <7 days	2	0	0	1	0
Number of items with QOH < 0	6	0	2	4	0
12-Month Sales \$ on Out of Stock items	852	485	7,096	1,061	0
Total # of Discontinued Items	294	9	1	42	0
Total value of Discontinued Items	523	0	0	0	0
Inventory Value at Reorder Point	12,274	261	4,278	917	290
Overstock Value	3,300	0	2,130	142	1,407
GMROI at Reorder Point	\$3.57	\$0.00	\$9.34	\$3.00	\$5.41
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

True Value Hardware

True Value Hardware	(A)AUTOMOTIVE	(AA)ICE CREAM	(AB)BULK MATERIAL BINS DPT.	(AC)CANDY/SNACKS DPT.	(AD)BULK KEROSENE
# of SKU's with GP% < 30.00%	248	5	108	158	0
# of SKU's Desired GP <=> Actual by 10%	288	4	11	36	0
# of Non-Discountable SKU's	0	0	0	0	0
# of SKU's without UPC's	2,833	47	266	274	1
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	109,518 ↓ 8.2%	1,352 ↓ 54.6%	70,660 ↑ 12.9%	10,877 ↓ 17.6%	2,978 ↑ 43.4%
Total Sales Jun '12 TO May '13	119,238	2,978	62,564	13,193	2,076
Total COGS Jun '13 TO May '14	63,860	836	34,870	8,100	1,864
Total COGS Jun '12 TO May '13	65,515	1,821	30,649	10,149	1,244
Gross Margin \$ Jun '13 TO May '14	45,658 ↓ 15.0%	516 ↓ 55.4%	35,790 ↑ 12.1%	2,777 ↓ 8.8%	1,114 ↑ 33.9%
Gross Margin \$ Jun '12 TO May '13	53,723	1,157	31,915	3,044	832
Gross Margin % Jun '13 TO May '14	41.69% ↓ 3.37%	38.17% ↓ 0.69%	50.65% ↓ 0.36%	25.53% ↑ 2.46%	37.41% ↓ 2.67%
Gross Margin % LY Jun '12 TO May '13	45.06%	38.85%	51.01%	23.07%	40.08%

True Value Hardware

True Value Hardware	(AE)LP GAS	(AF)FAX SERVICE	(AG)SOURCE CENTER SPECIAL ORDER	(AH)SPECIAL ORDERS	(AI)DISCONTINUED MERCHANDISE
Total SKU's	30	8	19	20	1
Total Sales May '14	16,840 ↓ 3.6%	8 ↑ 33.3%	23 ↑ 999.0%	215 ↓ 71.1%	374 ↑ 999.0%
Total Sales May '13	17,472	6	0	744	0
Total COGS May '14	5,407	6	9	215	243
Total COGS May '13	6,686	5	0	699	0
Gross Margin \$ May '14	11,433 ↑ 6.0%	2 ↑ 100.0%	14 ↑ 999.0%	0 ↓ 100.0%	131 ↑ 999.0%
Gross Margin \$ May '13	10,786	1	0	45	0
Gross Margin % May '14	67.89% ↑ 6.16%	25.00% ↑ 8.33%	60.87% ↑ 60.87%	0.00% ↓ 6.05%	35.03% ↑ 35.03%
Gross Margin % May '13	61.73%	16.67%		6.05%	
Total Sales Jan '14 TO May '14	53,910 ↑ 1.3%	35 ↑ 52.2%	302 ↓ 57.0%	1,970 ↓ 47.8%	4,598 ↑ 999.0%
Total Sales Jan '13 TO May '13	53,213	23	702	3,771	0
Total COGS Jan '14 TO May '14	19,919	28	247	1,921	2,988
Total COGS Jan '13 TO May '13	20,868	19	523	3,437	0
Gross Margin \$ Jan '14 TO May '14	33,991 ↑ 5.1%	7 ↑ 75.0%	55 ↓ 69.3%	49 ↓ 85.3%	1,610 ↑ 999.0%
Gross Margin \$ Jan '13 TO May '13	32,345	4	179	334	0
Gross Margin % Jan '14 TO May '14	63.05% ↑ 2.27%	20.00% ↑ 2.61%	18.21% ↓ 7.29%	2.49% ↓ 6.37%	35.02% ↑ 35.02%
Gross Margin % Jan '13 TO May '13	60.78%	17.39%	25.50%	8.86%	
Projected Annual Sales	158,370 ↑ 1.3%	143 ↑ 52.1%	644 ↓ 57.0%	4,290 ↓ 47.7%	11,036 ↑ 999.0%
Last Year Annual Sales	156,324	94	1,496	8,210	0
Projected Annual COGS	58,908	114	466	4,290	7,172
Last Year Annual COGS	61,714	76	987	7,674	0
Projected Annual Margin \$	99,462 ↑ 5.1%	29 ↑ 61.1%	178 ↓ 65.0%	0 ↓ 100.0%	3,864 ↑ 999.0%
Last Year Annual Margin \$	94,610	18	509	536	0
Projected Annual Margin %	62.80% ↑ 2.28%	20.28% ↑ 1.13%	27.64% ↓ 6.38%	0.00% ↓ 6.53%	35.01% ↑ 35.01%
Last Year Annual Margin %	60.52%	19.15%	34.02%	6.53%	
Ending Inventory May '14	427	0	0	0	0
Ending Inventory May '13					
Projected Inventory Turns	137.96				
Last Year Inventory Turns					
Projected GMROI	\$232.93				
Last Year GMROI					

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	(AE)LP GAS	(AF)FAX SERVICE	(AG)SOURCE CENTER SPECIAL ORDER	(AH)SPECIAL ORDERS	(AI)DISCONTINUED MERCHANDISE
True Value Hardware					
Total 'A' Items (First 80% of Sales\$)	1	2	1	1	1
Total 'B' Items (First 10% of Sales\$)	1	0	1	0	0
Total 'C' Items (First 5% of Sales\$)	0	0	0	0	0
Total 'D' Items (First 5% of Sales\$)	21	0	1	0	0
Total 'X' Items (No Sales Last 12 Months)	7	6	16	19	0
A' Items Inventory Value	37,511	145	143	701	2,959
B' Items Inventory Value	6,220	0	17	0	0
C' Items Inventory Value	0	0	0	0	0
D' Items Inventory Value	1,669	0	1	0	0
X' Items Inventory Value	3	0	0	0	0
Total Number of Out of Stock Items	1	0	7	0	0
# Out of Stock; Last sale >3 and <7 days	0	0	0	0	0
Number of items with QOH < 0	1	0	0	0	0
12-Month Sales \$ on Out of Stock items	37,511	0	0	0	0
Total # of Discontinued Items	0	0	2	0	0
Total value of Discontinued Items	0	0	0	0	0
Inventory Value at Reorder Point	7,360	0	0	0	0
Overstock Value	0	0	0	0	0
GMROI at Reorder Point	\$13.51				
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

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True Value Hardware	(AE)LP GAS	(AF)FAX SERVICE	(AG)SOURCE CENTER SPECIAL ORDER	(AH)SPECIAL ORDERS	(AI)DISCONTINUED MERCHANDISE
# of SKU's with GP% < 30.00%	6	8	0	0	0
# of SKU's Desired GP <=> Actual by 10%	19	0	18	2	1
# of Non-Discountable SKU's	0	0	18	2	0
# of SKU's without UPC's	29	8	19	20	1
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	157,021 ↑ 0.2%	106 ↑ 73.8%	1,097 ↓ 20.6%	6,409 ↓ 23.9%	4,598 ↓ 13.4%
Total Sales Jun '12 TO May '13	156,757	61	1,382	8,423	5,307
Total COGS Jun '13 TO May '14	60,765	86	711	6,158	2,988
Total COGS Jun '12 TO May '13	61,071	49	889	8,123	4,778
Gross Margin \$ Jun '13 TO May '14	96,256 ↑ 0.6%	20 ↑ 66.7%	386 ↓ 21.7%	251 ↓ 16.3%	1,610 ↑ 204.3%
Gross Margin \$ Jun '12 TO May '13	95,686	12	493	300	529
Gross Margin % Jun '13 TO May '14	61.30% ↑ 0.26%	18.87% ↓ 0.80%	35.19% ↓ 0.49%	3.92% ↑ 0.35%	35.02% ↑ 25.05%
Gross Margin % LY Jun '12 TO May '13	61.04%	19.67%	35.67%	3.56%	9.97%

True Value Hardware

True Value Hardware	(AK)BLAIR REWARD CERTIFICATES	(AL)GIFT CERTIFICATES	(B)BUILDING SPECIALTIES & MILLW	(BL)NW LAWN AND GARDEN	(C)COMMERCIAL CLEANING PROD
Total SKU's	677	9	3,248	782	701
Total Sales May '14	-7,213 ↓ -47.5%	-35 ↓ -82.1%	3,189 ↑ 7.6%	409 ↓ 41.6%	2,331 ↓ 24.6%
Total Sales May '13	-13,744	-195	2,963	700	3,092
Total COGS May '14	-173	-21	2,123	247	1,458
Total COGS May '13	13	-117	1,857	385	1,979
Gross Margin \$ May '14	-7,040 ↓ -48.8%	-14 ↓ -82.1%	1,066 ↓ 3.6%	162 ↓ 48.6%	873 ↓ 21.6%
Gross Margin \$ May '13	-13,757	-78	1,106	315	1,113
Gross Margin % May '14	97.60% ↓ 2.49%	40.00% ↓ 0.00%	33.43% ↓ 3.90%	39.61% ↓ 5.39%	37.45% ↑ 1.46%
Gross Margin % May '13	100.09%	40.00%	37.33%	45.00%	36.00%
Total Sales Jan '14 TO May '14	-30,201 ↓ -40.5%	-305 ↓ -58.2%	10,398 ↑ 0.2%	1,456 ↑ 14.5%	10,426 ↓ 14.9%
Total Sales Jan '13 TO May '13	-50,749	-730	10,373	1,272	12,250
Total COGS Jan '14 TO May '14	-1,424	-183	6,775	872	6,557
Total COGS Jan '13 TO May '13	46	-438	6,263	703	7,442
Gross Margin \$ Jan '14 TO May '14	-28,777 ↓ -43.3%	-122 ↓ -58.2%	3,623 ↓ 11.8%	584 ↑ 2.6%	3,869 ↓ 19.5%
Gross Margin \$ Jan '13 TO May '13	-50,795	-292	4,110	569	4,808
Gross Margin % Jan '14 TO May '14	95.28% ↓ 4.81%	40.00% ↓ 0.00%	34.84% ↓ 4.78%	40.11% ↓ 4.62%	37.11% ↓ 2.14%
Gross Margin % Jan '13 TO May '13	100.09%	40.00%	39.62%	44.73%	39.25%
Projected Annual Sales	0 ↓ #####	0 ↓ #####	34,439 ↑ 0.2%	1,907 ↑ 14.5%	24,084 ↓ 14.9%
Last Year Annual Sales	-115,161	-365	34,359	1,666	28,297
Projected Annual COGS	-2,855	0	23,473	1,141	15,367
Last Year Annual COGS	92	-219	21,700	919	17,440
Projected Annual Margin \$	2,855 ↓ #####	0 ↓ #####	10,966 ↓ 13.4%	766 ↑ 2.5%	8,717 ↓ 19.7%
Last Year Annual Margin \$	-115,253	-146	12,659	747	10,857
Projected Annual Margin %	↓ #####	↓ 40.00%	31.84% ↓ 5.00%	40.17% ↓ 4.67%	36.19% ↓ 2.17%
Last Year Annual Margin %	100.08%	40.00%	36.84%	44.84%	38.37%
Ending Inventory May '14	0	0	9,211	490	4,519
Ending Inventory May '13					
Projected Inventory Turns			2.55	2.33	3.40
Last Year Inventory Turns					
Projected GMROI			\$1.19	\$1.56	\$1.93
Last Year GMROI					

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True Value Hardware	(AK)BLAIR REWARD CERTIFICATES	(AL)GIFT CERTIFICATES	(B)BUILDING SPECIALTIES & MILLW	(BL)NW LAWN AND GARDEN	(C)COMMERCIAL CLEANING PROD
Total 'A' Items (First 80% of Sales\$)	10	0	63	107	69
Total 'B' Items (First 10% of Sales\$)	3	0	47	36	36
Total 'C' Items (First 5% of Sales\$)	3	0	49	20	29
Total 'D' Items (First 5% of Sales\$)	24	0	127	39	70
Total 'X' Items (No Sales Last 12 Months)	637	9	2,962	580	497
A' Items Inventory Value	4,671	0	4,217	1,018	2,097
B' Items Inventory Value	497	0	521	127	261
C' Items Inventory Value	356	0	260	60	128
D' Items Inventory Value	170	0	246	62	129
X' Items Inventory Value	0	0	3,437	41	1,079
Total Number of Out of Stock Items	5	7	2,840	627	493
# Out of Stock; Last sale >3 and <7 days	0	0	0	5	0
Number of items with QOH < 0	0	0	0	0	3
12-Month Sales \$ on Out of Stock items	2	0	426	422	281
Total # of Discontinued Items	0	0	96	50	109
Total value of Discontinued Items	0	0	51	0	11
Inventory Value at Reorder Point	5	482	5,436	955	3,721
Overstock Value	0	0	3,775	0	798
GMROI at Reorder Point	\$0.00	\$0.00	\$2.02	\$0.80	\$2.34
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

True Value Hardware

True Value Hardware	(AK)BLAIR REWARD CERTIFICATES	(AL)GIFT CERTIFICATES	(B)BUILDING SPECIALTIES & MILLW	(BL)NW LAWN AND GARDEN	(C)COMMERCIAL CLEANING PROD
# of SKU's with GP% < 30.00%	0	1	627	0	85
# of SKU's Desired GP <=> Actual by 10%	656	2	344	2	71
# of Non-Discountable SKU's	1	1	0	0	0
# of SKU's without UPC's	677	9	3,237	781	691
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	-94,612 ↓ -33.7%	60 ↓ #####	34,383 ↓ 13.5%	1,850 ↑ 45.4%	26,473 ↓ 14.7%
Total Sales Jun '12 TO May '13	-142,608	-140	39,761	1,272	31,036
Total COGS Jun '13 TO May '14	-1,378	36	22,211	1,089	16,555
Total COGS Jun '12 TO May '13	-1,479	-84	24,253	703	18,733
Gross Margin \$ Jun '13 TO May '14	-93,234 ↓ -33.9%	24 ↓ #####	12,172 ↓ 21.5%	761 ↑ 33.7%	9,918 ↓ 19.4%
Gross Margin \$ Jun '12 TO May '13	-141,129	-56	15,508	569	12,303
Gross Margin % Jun '13 TO May '14	98.54% ↓ 0.42%	40.00% ↓ 0.00%	35.40% ↓ 3.60%	41.14% ↓ 3.60%	37.46% ↓ 2.18%
Gross Margin % LY Jun '12 TO May '13	98.96%	40.00%	39.00%	44.73%	39.64%

True Value Hardware

True Value Hardware	(E) ELECTRICAL & LIGHTING	(F) PLUMBING & HEATING	(H) HARDWARE & FARM SUPPLIES	(L) LAWN & GARDEN	(N) APPLIANCES & ELECTRONICS
Total SKU's	7,654	14,074	38,556	14,397	2,452
Total Sales May '14	16,966 ↓ 8.2%	17,454 ↓ 5.8%	31,128 ↑ 5.1%	45,463 ↓ 22.4%	1,606 ↓ 41.1%
Total Sales May '13	18,477	18,533	29,612	58,574	2,725
Total COGS May '14	9,583	8,979	14,458	31,666	1,083
Total COGS May '13	10,079	9,476	13,406	40,237	1,732
Gross Margin \$ May '14	7,383 ↓ 12.1%	8,475 ↓ 6.4%	16,670 ↑ 2.9%	13,797 ↓ 24.8%	523 ↓ 47.3%
Gross Margin \$ May '13	8,398	9,057	16,206	18,337	993
Gross Margin % May '14	43.52% ↓ 1.93%	48.56% ↓ 0.31%	53.55% ↓ 1.17%	30.35% ↓ 0.96%	32.57% ↓ 3.87%
Gross Margin % May '13	45.45%	48.87%	54.73%	31.31%	36.44%
Total Sales Jan '14 TO May '14	81,721 ↓ 4.2%	80,791 ↓ 11.4%	129,390 ↑ 3.2%	138,445 ↓ 12.7%	10,412 ↓ 20.0%
Total Sales Jan '13 TO May '13	85,307	91,151	125,335	158,590	13,009
Total COGS Jan '14 TO May '14	45,736	40,905	60,892	93,400	7,116
Total COGS Jan '13 TO May '13	42,450	43,857	57,692	101,221	7,971
Gross Margin \$ Jan '14 TO May '14	35,985 ↓ 16.0%	39,886 ↓ 15.7%	68,498 ↑ 1.3%	45,045 ↓ 21.5%	3,296 ↓ 34.6%
Gross Margin \$ Jan '13 TO May '13	42,857	47,294	67,643	57,369	5,038
Gross Margin % Jan '14 TO May '14	44.03% ↓ 6.20%	49.37% ↓ 2.52%	52.94% ↓ 1.03%	32.54% ↓ 3.64%	31.66% ↓ 7.07%
Gross Margin % Jan '13 TO May '13	50.24%	51.89%	53.97%	36.17%	38.73%
Projected Annual Sales	215,203 ↓ 4.2%	193,734 ↓ 11.4%	337,618 ↑ 3.2%	290,512 ↓ 12.7%	38,100 ↓ 20.0%
Last Year Annual Sales	224,645	218,576	327,037	332,783	47,602
Projected Annual COGS	130,400	103,179	163,038	195,665	30,114
Last Year Annual COGS	121,030	110,625	154,471	212,050	33,731
Projected Annual Margin \$	84,803 ↓ 18.2%	90,555 ↓ 16.1%	174,580 ↑ 1.2%	94,847 ↓ 21.4%	7,986 ↓ 42.4%
Last Year Annual Margin \$	103,615	107,951	172,566	120,733	13,871
Projected Annual Margin %	39.41% ↓ 6.72%	46.74% ↓ 2.65%	51.71% ↓ 1.06%	32.65% ↓ 3.63%	20.96% ↓ 8.18%
Last Year Annual Margin %	46.12%	49.39%	52.77%	36.28%	29.14%
Ending Inventory May '14	55,431	60,730	109,454	61,528	11,629
Ending Inventory May '13					
Projected Inventory Turns	2.35	1.70	1.49	3.18	2.59
Last Year Inventory Turns					
Projected GMROI	\$1.53	\$1.49	\$1.60	\$1.54	\$0.69
Last Year GMROI					

True Value Hardware

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Total 'A' Items (First 80% of Sales\$)	839	610	2	479	135
Total 'B' Items (First 10% of Sales\$)	519	439	1	307	53
Total 'C' Items (First 5% of Sales\$)	500	443	128	271	47
Total 'D' Items (First 5% of Sales\$)	1,083	1,854	5,786	766	83
Total 'X' Items (No Sales Last 12 Months)	4,713	10,728	32,639	12,574	2,134
A' Items Inventory Value	32,253	30,613	197,354	22,426	1,420
B' Items Inventory Value	3,714	4,111	9,984	2,830	173
C' Items Inventory Value	1,935	2,384	10,848	1,467	90
D' Items Inventory Value	1,694	3,526	27,547	1,646	83
X' Items Inventory Value	21,867	23,074	52,807	8,038	4,147
Total Number of Out of Stock Items	3,805 ☒	8,949 ☒	29,899 ☒	12,472 ☒	2,099 ☒
# Out of Stock; Last sale >3 and <7 days	2 ☒	5 ☒	7 ☒	6 ☒	1 ☒
Number of items with QOH < 0	4 ☒	1 ☒	6 ☒	13 ☒	2 ☒
12-Month Sales \$ on Out of Stock items	1,093	997	2,780	2,116	220
Total # of Discontinued Items	435 ☒	362 ☒	966 ☒	1,418 ☒	523 ☒
Total value of Discontinued Items	393	274	445	658	678
Inventory Value at Reorder Point	39,359	46,283	83,480	27,495	6,810
Overstock Value	16,072 🚩	14,447 🚩	25,974 🚩	34,033 🚩	4,819 🚩
GMROI at Reorder Point	\$2.15	\$1.96	\$2.09	\$3.45	\$1.17
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

True Value Hardware

True Value Hardware	(E)ELECTRICAL & LIGHTING	(F)PLUMBING & HEATING	(H)HARDWARE & FARM SUPPLIES	(L)LAWN & GARDEN	(N)APPLIANCES & ELECTRONICS
# of SKU's with GP% < 30.00%	959	1,033	951	1,709	707
# of SKU's Desired GP <=> Actual by 10%	1,181	1,632	4,226	1,470	248
# of Non-Discountable SKU's	0	0	0	2	0
# of SKU's without UPC's	7,618	14,067	38,476	14,330	2,438
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	221,059 ↓ 4.1%	208,216 ↓ 19.2%	331,092 ↑ 2.0%	312,638 ↓ 15.2%	45,005 ↓ 4.8%
Total Sales Jun '12 TO May '13	230,584	257,801	324,538	368,764	47,278
Total COGS Jun '13 TO May '14	124,316	107,673	157,670	204,228	32,876
Total COGS Jun '12 TO May '13	115,363	129,005	147,790	228,089	30,594
Gross Margin \$ Jun '13 TO May '14	96,743 ↓ 16.0%	100,543 ↓ 21.9%	173,422 ↓ 1.9%	108,410 ↓ 22.9%	12,129 ↓ 27.3%
Gross Margin \$ Jun '12 TO May '13	115,221	128,796	176,748	140,675	16,684
Gross Margin % Jun '13 TO May '14	43.76% ↓ 6.21%	48.29% ↓ 1.67%	52.38% ↓ 2.08%	34.68% ↓ 3.47%	26.95% ↓ 8.34%
Gross Margin % LY Jun '12 TO May '13	49.97%	49.96%	54.46%	38.15%	35.29%

True Value Hardware

True Value Hardware	(O) OUTDOOR LIVING & POWER EQUIP	(P) PAINT, APPLICATORS, HOME DEC	(PP) PARTS POWER EQUIPMENT	(Q) RENTAL SUNDRIES	(R) HAND & POWER TOOLS
Total SKU's	50,981	9,046	14,687	966	8,722
Total Sales May '14	28,998 ↓ 10.0%	28,873 ↑ 2.3%	85 ↑ 999.0%	760 ↑ 84.9%	20,257 ↑ 17.0%
Total Sales May '13	32,237	28,217	0	411	17,320
Total COGS May '14	21,170	17,807	39	446	10,668
Total COGS May '13	24,925	16,610	0	198	8,682
Gross Margin \$ May '14	7,828 ↑ 7.1%	11,066 ↓ 4.7%	46 ↑ 999.0%	314 ↑ 47.4%	9,589 ↑ 11.0%
Gross Margin \$ May '13	7,312	11,607	0	213	8,638
Gross Margin % May '14	26.99% ↑ 4.31%	38.33% ↓ 2.81%	54.12% ↑ 54.12%	41.32% ↓ 10.51%	47.34% ↓ 2.54%
Gross Margin % May '13	22.68%	41.13%		51.82%	49.87%
Total Sales Jan '14 TO May '14	70,621 ↑ 6.2%	107,333 ↓ 0.6%	109 ↑ 999.0%	2,497 ↑ 11.6%	80,542 ↑ 7.5%
Total Sales Jan '13 TO May '13	66,501	107,955	0	2,237	74,942
Total COGS Jan '14 TO May '14	50,769	63,491	49	1,439	41,748
Total COGS Jan '13 TO May '13	48,260	60,171	0	1,236	35,275
Gross Margin \$ Jan '14 TO May '14	19,852 ↑ 8.8%	43,842 ↓ 8.2%	60 ↑ 999.0%	1,058 ↑ 5.7%	38,794 ↓ 2.2%
Gross Margin \$ Jan '13 TO May '13	18,241	47,784	0	1,001	39,667
Gross Margin % Jan '14 TO May '14	28.11% ↑ 0.68%	40.85% ↓ 3.42%	55.05% ↑ 55.05%	42.37% ↓ 2.38%	48.17% ↓ 4.76%
Gross Margin % Jan '13 TO May '13	27.43%	44.26%		44.75%	52.93%
Projected Annual Sales	213,912 ↑ 6.2%	287,106 ↓ 0.6%	262 ↑ 999.0%	7,904 ↑ 11.6%	207,641 ↑ 7.5%
Last Year Annual Sales	201,435	288,769	0	7,083	193,205
Projected Annual COGS	153,634	176,711	118	4,249	115,282
Last Year Annual COGS	146,044	167,470	0	3,649	97,407
Projected Annual Margin \$	60,278 ↑ 8.8%	110,395 ↓ 9.0%	144 ↑ 999.0%	3,655 ↑ 6.4%	92,359 ↓ 3.6%
Last Year Annual Margin \$	55,391	121,299	0	3,434	95,798
Projected Annual Margin %	28.18% ↑ 0.68%	38.45% ↓ 3.55%	54.96% ↑ 54.96%	46.24% ↓ 2.24%	44.48% ↓ 5.10%
Last Year Annual Margin %	27.50%	42.01%		48.48%	49.58%
Ending Inventory May '14	56,093	59,412	2,000	3,001	45,241
Ending Inventory May '13					
Projected Inventory Turns	2.74	2.97	0.06	1.42	2.55
Last Year Inventory Turns					
Projected GMROI	\$1.07	\$1.86	\$0.07	\$1.22	\$2.04
Last Year GMROI					

True Value Hardware

True Value Hardware	(O)OUTDOOR LIVING & POWER EQUIP	(P)PAINT, APPLICATORS, HOME DEC	(PP)PARTS POWER EQUIPMENT	(Q)RENTAL SUNDRIES	(R)HAND & POWER TOOLS
Total 'A' Items (First 80% of Sales\$)	198	733	9	27	1,724
Total 'B' Items (First 10% of Sales\$)	178	436	1	14	739
Total 'C' Items (First 5% of Sales\$)	156	375	1	12	500
Total 'D' Items (First 5% of Sales\$)	410	1,387	0	33	499
Total 'X' Items (No Sales Last 12 Months)	50,039	6,115	14,676	880	5,260
A' Items Inventory Value	11,835	36,183	11	1,058	15,899
B' Items Inventory Value	1,478	4,544	1	134	1,738
C' Items Inventory Value	746	2,277	1	66	614
D' Items Inventory Value	716	3,008	0	63	499
X' Items Inventory Value	11,136	17,406	1,954	1,106	13,492
Total Number of Out of Stock Items	49,940	5,435	14,631	860	4,617
# Out of Stock; Last sale >3 and <7 days	0	0	0	1	0
Number of items with QOH < 0	1	11	0	0	3
12-Month Sales \$ on Out of Stock items	543	6,792	4	41	1,475
Total # of Discontinued Items	873	1,049	7	146	792
Total value of Discontinued Items	395	1,058	0	358	769
Inventory Value at Reorder Point	35,247	43,146	1,084	1,568	36,043
Overstock Value	20,846	16,266	916	1,433	9,198
GMROI at Reorder Point	\$1.71	\$2.56	\$0.13	\$2.33	\$2.56
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

True Value Hardware

True Value Hardware	(O)OUTDOOR LIVING & POWER EQUIP	(P)PAINT, APPLICATORS, HOME DEC	(PP)PARTS POWER EQUIPMENT	(Q)RENTAL SUNDRIES	(R)HAND & POWER TOOLS
# of SKU's with GP% < 30.00%	47,946	1,390	3	54	1,361
# of SKU's Desired GP <=> Actual by 10%	441	1,396	2	297	1,060
# of Non-Discountable SKU's	0	1	0	0	0
# of SKU's without UPC's	50,958	9,037	14,687	966	8,656
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	205,554 ↓ 1.0%	288,147 ↓ 10.8%	109 ↑ 999.0%	7,342 ↓ 26.0%	198,805 ↓ 2.5%
Total Sales Jun '12 TO May '13	207,620	322,881	0	9,926	203,987
Total COGS Jun '13 TO May '14	148,552	170,790	49	3,852	103,880
Total COGS Jun '12 TO May '13	146,651	181,056	0	5,812	98,448
Gross Margin \$ Jun '13 TO May '14	57,002 ↓ 6.5%	117,357 ↓ 17.3%	60 ↑ 999.0%	3,490 ↓ 15.2%	94,925 ↓ 10.1%
Gross Margin \$ Jun '12 TO May '13	60,969	141,825		4,114	105,539
Gross Margin % Jun '13 TO May '14	27.73% ↓ 1.63%	40.73% ↓ 3.20%	55.05% ↑ 55.05%	47.53% ↑ 6.09%	47.75% ↓ 3.99%
Gross Margin % LY Jun '12 TO May '13	29.37%	43.92%		41.45%	51.74%

True Value Hardware

True Value Hardware	(RA)TOOL BINS	(S)SPORTING & WHEEL GOODS	(T)TOYS, SCHOOL/OFFICE SUPPLIES	(U)WATER SOFTENER SALT	(W)HOUSEWARES & CLEANING SUPPLI
Total SKU's	1,332	3,036	5,647	7	5,472
Total Sales May '14	14 ↓ 97.5%	1,677 ↑ 18.7%	969 ↓ 27.4%	4,714 ↓ 31.1%	12,889 ↓ 9.8%
Total Sales May '13	564	1,413	1,334	6,843	14,293
Total COGS May '14	8	1,092	683	3,868	8,073
Total COGS May '13	407	865	1,077	5,310	9,169
Gross Margin \$ May '14	6 ↓ 96.2%	585 ↑ 6.8%	286 ↑ 11.3%	846 ↓ 44.8%	4,816 ↓ 6.0%
Gross Margin \$ May '13	157	548	257	1,533	5,124
Gross Margin % May '14	42.86% ↑ 15.02%	34.88% ↓ 3.90%	29.51% ↑ 10.25%	17.95% ↓ 4.46%	37.37% ↑ 1.52%
Gross Margin % May '13	27.84%	38.78%	19.27%	22.40%	35.85%
Total Sales Jan '14 TO May '14	54 ↓ 98.9%	4,832 ↑ 5.0%	5,351 ↑ 2.7%	31,763 ↓ 17.8%	56,175 ↓ 9.6%
Total Sales Jan '13 TO May '13	4,957	4,600	5,212	38,630	62,168
Total COGS Jan '14 TO May '14	32	3,126	4,436	24,865	35,113
Total COGS Jan '13 TO May '13	2,615	2,820	4,205	30,496	37,249
Gross Margin \$ Jan '14 TO May '14	22 ↓ 99.1%	1,706 ↓ 4.2%	915 ↓ 9.1%	6,898 ↓ 15.2%	21,062 ↓ 15.5%
Gross Margin \$ Jan '13 TO May '13	2,342	1,780	1,007	8,134	24,919
Gross Margin % Jan '14 TO May '14	40.74% ↓ 6.51%	35.31% ↓ 3.39%	17.10% ↓ 2.22%	21.72% ↑ 0.66%	37.49% ↓ 2.59%
Gross Margin % Jan '13 TO May '13	47.25%	38.70%	19.32%	21.06%	40.08%
Projected Annual Sales	61 ↓ 98.9%	13,261 ↑ 5.0%	27,223 ↑ 2.7%	70,485 ↓ 17.8%	141,385 ↓ 9.6%
Last Year Annual Sales	5,610	12,625	26,517	85,723	156,468
Projected Annual COGS	42	8,535	22,528	55,372	90,702
Last Year Annual COGS	3,415	7,699	21,353	67,910	96,219
Projected Annual Margin \$	19 ↓ 99.1%	4,726 ↓ 4.1%	4,695 ↓ 9.1%	15,113 ↓ 15.2%	50,683 ↓ 15.9%
Last Year Annual Margin \$	2,195	4,926	5,164	17,813	60,249
Projected Annual Margin %	31.15% ↓ 7.98%	35.64% ↓ 3.38%	17.25% ↓ 2.23%	21.44% ↑ 0.66%	35.85% ↓ 2.66%
Last Year Annual Margin %	39.13%	39.02%	19.47%	20.78%	38.51%
Ending Inventory May '14	517	5,717	3,985	4,603	20,534
Ending Inventory May '13					
Projected Inventory Turns	0.08	1.49	5.65	12.03	4.42
Last Year Inventory Turns					
Projected GMROI	\$0.04	\$0.83	\$1.18	\$3.28	\$2.47
Last Year GMROI					

True Value Hardware

True Value Hardware	(RA)TOOL BINS	(S)SPORTING & WHEEL GOODS	(T)TOYS, SCHOOL/OFFICE SUPPLIES	(U)WATER SOFTENER SALT	(W)HOUSEWARES & CLEANING SUPPLI
Total 'A' Items (First 80% of Sales\$)	50	62	121	2	522
Total 'B' Items (First 10% of Sales\$)	19	50	76	2	250
Total 'C' Items (First 5% of Sales\$)	9	40	66	0	194
Total 'D' Items (First 5% of Sales\$)	9	78	142	3	586
Total 'X' Items (No Sales Last 12 Months)	1,245	2,806	5,242	0	3,920
A' Items Inventory Value	148	1,389	5,116	11,981	17,483
B' Items Inventory Value	19	173	635	2,372	2,132
C' Items Inventory Value	9	84	320	0	1,104
D' Items Inventory Value	9	83	308	612	1,331
X' Items Inventory Value	503	3,107	959	0	2,619
Total Number of Out of Stock Items	1,262 ☒	2,684 ☒	5,350 ☒	0 ☑	3,874 ☒
# Out of Stock; Last sale >3 and <7 days	1 ☒	1 ☒	0 ☑	0 ☑	1 ☒
Number of items with QOH < 0	1 ☒	4 ☒	1 ☒	0 ☑	5 ☒
12-Month Sales \$ on Out of Stock items	160	95	1,643	0	1,080
Total # of Discontinued Items	539 ☒	558 ☒	1,327 ☒	0 ☑	428 ☒
Total value of Discontinued Items	400	115	340	0	368
Inventory Value at Reorder Point	2,351	5,598	3,601	3,411	16,074
Overstock Value	0 🚩	119 🚩	384 🚩	1,192 🚩	4,460 🚩
GMROI at Reorder Point	\$0.01	\$0.84	\$1.30	\$4.43	\$3.15
Target (Open to Buy) Inventory Level					
Special Order Sales					
Percentage of Sales - Special Order					

True Value Hardware

True Value Hardware	(RA)TOOL BINS	(S)SPORTING & WHEEL GOODS	(T)TOYS, SCHOOL/OFFICE SUPPLIES	(U)WATER SOFTENER SALT	(W)HOUSEWARES & CLEANING SUPPLI
# of SKU's with GP% < 30.00%	23	520	473	5	628
# of SKU's Desired GP <=> Actual by 10%	2	309	456	2	609
# of Non-Discountable SKU's	0	0	0	0	0
# of SKU's without UPC's	1,296	3,027	5,589	6	5,443
# of items w/Last Price Change > One Year	0	0	0	0	0
# of items on Promo w/o Promo in system					
Total Sales Jun '13 TO May '14	706 ↓ 96.1%	12,856 ↓ 0.7%	26,655 ↑ 4.5%	78,856 ↓ 5.6%	150,475 ↓ 11.7%
Total Sales Jun '12 TO May '13	18,174	12,944	25,511	83,534	170,425
Total COGS Jun '13 TO May '14	832	8,005	21,585	62,280	94,083
Total COGS Jun '12 TO May '13	9,062	7,845	20,438	65,275	100,985
Gross Margin \$ Jun '13 TO May '14	-126 ↓ 101.4%	4,851 ↓ 4.9%	5,070 ↓ 0.1%	16,576 ↓ 9.2%	56,392 ↓ 18.8%
Gross Margin \$ Jun '12 TO May '13	9,112	5,099	5,073	18,259	69,440
Gross Margin % Jun '13 TO May '14	-17.85% ↓ 67.98%	37.73% ↓ 1.66%	19.02% ↓ 0.86%	21.02% ↓ 0.84%	37.48% ↓ 3.27%
Gross Margin % LY Jun '12 TO May '13	50.14%	39.39%	19.89%	21.86%	40.75%



True Value Hardware

True Value Hardware	(Z)STORE SUPPLIES	Totals
Total SKU's	2,300	256,793
Total Sales May '14	482 ↓ 10.2%	314,181 ↓ 2.3%
Total Sales May '13	537	321,690
Total COGS May '14	492	191,609
Total COGS May '13	537	203,359
Gross Margin \$ May '14	-10 ↑ #####	122,572 ↑ 3.6%
Gross Margin \$ May '13	0	118,331
Gross Margin % May '14	-2.07% ↓ 2.07%	39.01% ↑ 2.23%
Gross Margin % May '13	0.00%	36.78%
Total Sales Jan '14 TO May '14	2,451 ↓ 33.3%	1,108,809 ↑ 2.2%
Total Sales Jan '13 TO May '13	3,676	1,085,416
Total COGS Jan '14 TO May '14	2,461	679,336
Total COGS Jan '13 TO May '13	3,686	654,508
Gross Margin \$ Jan '14 TO May '14	-10 ↓ 0.0%	429,473 ↓ 0.3%
Gross Margin \$ Jan '13 TO May '13	-10	430,908
Gross Margin % Jan '14 TO May '14	-0.41% ↓ 0.14%	38.73% ↓ 0.97%
Gross Margin % Jan '13 TO May '13	-0.27%	39.70%
Projected Annual Sales	5,376 ↓ 33.3%	3,326,594 ↑ 15.4%
Last Year Annual Sales	8,063	2,882,024
Projected Annual COGS	5,390	2,026,343
Last Year Annual COGS	8,073	1,759,256
Projected Annual Margin \$	-14 ↓ -40.0%	1,300,251 ↑ 15.8%
Last Year Annual Margin \$	-10	1,122,768
Projected Annual Margin %	-0.26% ↓ 0.14%	39.09% ↑ 0.13%
Last Year Annual Margin %	-0.12%	38.96%
Ending Inventory May '14	453	673,330
Ending Inventory May '13		
Projected Inventory Turns	11.90	3.01
Last Year Inventory Turns		
Projected GMROI	-\$0.03	\$1.93
Last Year GMROI		

True Value Hardware

True Value Hardware	(Z)STORE SUPPLIES	Totals
Total 'A' Items (First 80% of Sales\$)	57	7,591
Total 'B' Items (First 10% of Sales\$)	37	3,973
Total 'C' Items (First 5% of Sales\$)	19	3,386
Total 'D' Items (First 5% of Sales\$)	18	14,130
Total 'X' Items (No Sales Last 12 Months)	2,169	227,713
A' Items Inventory Value	296	551,487
B' Items Inventory Value	37	52,422
C' Items Inventory Value	19	27,086
D' Items Inventory Value	18	48,006
X' Items Inventory Value	544	215,917
Total Number of Out of Stock Items	2,175	218,844
# Out of Stock; Last sale >3 and <7 days	1	46
Number of items with QOH < 0	3	90
12-Month Sales \$ on Out of Stock items	370	75,179
Total # of Discontinued Items	172	37,324
Total value of Discontinued Items	0	11,247
Inventory Value at Reorder Point	19	464,701
Overstock Value	434	208,629
GMROI at Reorder Point	-\$0.74	\$2.80
Target (Open to Buy) Inventory Level		
Special Order Sales		
Percentage of Sales - Special Order		

True Value Hardware

True Value Hardware	(Z) STORE SUPPLIES	Totals
# of SKU's with GP% < 30.00%	220	60,188
# of SKU's Desired GP <-> Actual by 10%	1,768	22,921
# of Non-Discountable SKU's	23	716
# of SKU's without UPC's	2,295	0
# of items w/Last Price Change > One Year	0	0
# of items on Promo w/o Promo in system		
Total Sales Jun '13 TO May '14	 6,838 ↓ 17.0%	2,897,351 ↓ 2.1%
Total Sales Jun '12 TO May '13	 8,243	2,960,044
Total COGS Jun '13 TO May '14	6,848	1,784,086
Total COGS Jun '12 TO May '13	8,276	1,771,699
Gross Margin \$ Jun '13 TO May '14	-10 ↓ -69.7%	1,113,265 ↓ 6.3%
Gross Margin \$ Jun '12 TO May '13	-33	1,188,345
Gross Margin % Jun '13 TO May '14	-0.15% ↑ 0.25%	38.42% ↓ 1.72%
Gross Margin % LY Jun '12 TO May '13	-0.40%	40.15%