# UNITED STATES <br> SECURITIES AND EXCHANGE COMMISSION 

Washington, D.C. 20549

## FORM 8-K

## CURRENT REPORT

## Pursuant to Section 13 OR 15(d) of The Securities Exchange Act of 1934

Date of Report (Date of earliest event reported) May 24, 2006

AutoZone, Inc.<br>(Exact name of registrant as specified in its charter)

Nevada

| State or other jurisdiction |
| :---: |
| of incorporation) |

1-10714
(Commission File Number)

123 South Front Street, Memphis, Tennessee
(Address of principal executive offices)
38103
(Zip Code)
Registrant's telephone number, including area code: (901) 495-6500
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:
[ ] Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
[ ] Soliciting material pursuant to Rule 14a-12(b) under the Exchange Act (17 CFR 240.14a-12)
[ ] Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
[ ] Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

## Item 2.02 Results of Operations and Financial Condition

On May 24, 2006, AutoZone, Inc. issued a press release announcing its earnings for the fiscal quarter ended May 6, 2006, which is furnished as Exhibit 99.1.

## Item 9.01. Financial Statements and Exhibits.

The following exhibit is furnished with this Current Report pursuant to Item 2.02:
(d) Exhibits
99.1 Press Release dated May 24, 2006.

## SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

## Exhibit Index

99.1 Press release dated May 24, 2006

## AutoZone 3rd Quarter Sales up 5.9\%; Same Store Sales up 2.1\%

MEMPHIS, Tenn., May 24, 2006 (PRIMEZONE) -- AutoZone, Inc. (NYSE:AZO) today reported sales of $\$ 1.417$ billion for its third quarter (12 weeks) ended May 6, 2006, up 5.9\% from fiscal third quarter 2005. Same store sales, or sales for stores open at least one year, were up $2.1 \%$ for the quarter.

Net income for the quarter decreased $2.3 \%$ over the same period last year to $\$ 144.4$ million, while diluted earnings per share increased $1.4 \%$ to $\$ 1.89$ per share from $\$ 1.86$ per share reported in the year-ago quarter.

Under its share repurchase program, AutoZone repurchased 2.3 million shares of its common stock for $\$ 228.3$ million during the third quarter, at an average price of $\$ 98$ per share. Since 1998 cumulative share repurchases have totaled $\$ 4.3$ billion, or 89.5 million shares at an average price of $\$ 49$ per share.

For the quarter, gross profit, as a percentage of sales, was $49.7 \%$ (versus $50.3 \%$ last year). The reduction in comparable gross margin was primarily due to a higher penetration of commodity and maintenance items versus last year, which typically have lower margins. Additionally, operating expenses, as a percentage of sales, were $31.8 \%$ (versus $30.9 \%$ last year). A portion of the increase in operating expenses this year reflected $\$ 4.2$ million in share-based expenses resulting from the adoption of the Financial Accounting Standards Board ("FASB") Statement No. 123(R), "Share-Based Payments." Adjusting for this non-comparable expense item, operating expenses were $31.5 \%$ (versus $30.9 \%$ last year) or 61 basis points over last year. The increase in comparable operating expenses reflected both the Company's ongoing initiatives to improve the customer shopping experience, such as additional training and extended hours of operation, and higher occupancy costs versus last year.

Excluding this quarter's share-based charges, adjusted net income decreased $0.5 \%$, while adjusted diluted earnings per share of $\$ 1.92$ were up $3.3 \%$ versus the year-ago quarter.

The Company's total per store inventory level, including supplier owned pay-on-scan inventory, as of May 6, 2006, was \$495 thousand versus $\$ 497$ thousand last year. Net inventory, defined as merchandise inventories less accounts payable, increased on a per store level to $\$ 82$ thousand from $\$ 59$ thousand last year.
"We are pleased with the progress we are making on the major initiatives launched at the beginning of the year. These initiatives, which focus on improving the customer shopping experience, have resulted in improved sales and measurable increases in customer service metrics. I would like to thank all of our AutoZoners for their commitment to deliver exceptional service to our customers," said Bill Rhodes, President and Chief Executive Officer. "We will continue our disciplined approach to growing operating earnings over the long-term while effectively deploying capital."

During the quarter ended May 6, 2006, AutoZone opened 42 new stores and replaced 4 stores in the U.S. while additionally opening 4 new stores in Mexico. Additionally, the Company re-opened 2 U.S. stores closed due to hurricane-related damage. As of May 6, 2006, the Company had 3,699 domestic stores and 92 stores in Mexico.

AutoZone is the nation's leading retailer of automotive parts and accessories. Each store carries an extensive product line for cars, sport utility vehicles, vans and light trucks, including new and remanufactured automotive hard parts, maintenance items, accessories, and non-automotive products. Many stores also have a commercial sales program that provides commercial credit and prompt delivery of parts and other products to local, regional and national repair garages, dealers, and service stations. AutoZone also sells the ALLDATA brand diagnostic and repair software. On the web, AutoZone sells diagnostic and repair information, and auto and light truck parts through www.autozone.com. AutoZone does not derive revenue from automotive repair or installation.

AutoZone will host a one-hour conference call this morning, Wednesday, May 24, 2006, beginning at 10:00 a.m. (EDT) to discuss the third quarter results. Investors may listen to the conference call live and review supporting slides on the AutoZone corporate website, www.autozoneinc.com by clicking "Investor Relations," "Conference Calls." The call will also be available by dialing (210) 839-8923. A replay of the call and slides will be available on AutoZone's website. In addition, a replay of the call will be available by dialing (203) 369-3495 through Tuesday, May 30, 2006, at 11:59 p.m. (EDT).

This release includes certain financial information not derived in accordance with generally accepted accounting principles ("GAAP"). These non-GAAP measures include adjusted debt, adjusted debt/EBITDAR, adjusted rent expense, adjusted operating expense, adjusted operating profit, adjusted income before taxes, adjusted income taxes, adjusted net income, adjusted basic earnings per share, and adjusted diluted earnings per share. The Company believes that the presentation of these non-GAAP measures provides information that is useful to investors as it indicates more clearly the Company's comparative year-to-year operating results, but this information should not be considered a substitute for any measures derived in accordance with GAAP. Management manages the Company's debt levels to a ratio of adjusted debt to EBITDAR and manages cash flows available for share repurchase by monitoring cash flows before share repurchases, as shown on the attached tables. This is important information for the Company's manage ment of its debt levels and share repurchases. We have included a reconciliation of this information to the most comparable GAAP measures in the accompanying reconciliation tables.

Certain statements contained in this press release are forward-looking statements. Forward-looking statements typically use words such as "believe," "anticipate," "should," "intend," "plan," "will," "expect," "estimate," "project," "positioned," "strategy," and similar expressions. These are based on assumptions and assessments made by our management in light of experience and perception of historical trends, current conditions, expected future developments and other factors that we believe to be appropriate.

These forward-looking statements are subject to a number of risks and uncertainties, including without limitation: competition; product demand; the economy; the ability to hire and retain qualified employees; consumer debt levels; inflation; weather; raw material costs of our suppliers; gasoline prices; war and the prospect of war, including terrorist activity; availability of consumer transportation; construction delays; access to available and feasible financing; and changes in laws or regulations. Fo rward-looking statements are not guarantees of future performance and actual results; developments and business decisions may differ from those contemplated by such forward-looking statements, and such events could materially and adversely affect our business. Forwardlooking statements speak only as of the date made. Except as required by applicable law, we undertake no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise. Actual results may materially differ from anticipated results. Please refer to the Risk Factors section of AutoZone's Form 10-K for the fiscal year ended August 27, 2005, for more information related to those risks.
AutoZone's 3rd Quarter Highlights - Fiscal 2006
Condensed Consolidated Statements of Operations
3rd Quarter
(in thousands, except per share data)

|  | GAAP Results |  | Adjustments |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & 12 \text { We } \\ & \text { May } 6, \\ & 2006 \end{aligned}$ | $\begin{aligned} & \text { Ended } \\ & \text { May 7, } \\ & 2005 \end{aligned}$ |  | 12 Weeks <br> y 6 , <br> 006* | End |  |
| Net sales | \$1,417,433 | \$1,338, 387 | \$ | -- | \$ |  |
| Cost of sales | 713,392 | 665,284 |  |  |  |  |
| Gross profit | 704,041 | 673,103 |  | -- |  |  |
| Operating, SG\&A expenses | 450,872 | 413,641 |  | $(4,163)$ |  |  |
| Operating profit (EBIT) | 253,169 | 259,462 |  | 4,163 |  |  |
| Interest expense, net | 24,921 | 24,223 |  | - - |  |  |
| Income before taxes | 228,248 | 235,239 |  | 4,163 |  | -- |
| Income taxes | 83,820 | 87,450 |  | 1,529 |  | -- |
| Net income | \$ 144,428 | \$ 147,789 | \$ | 2,634 | \$ | -- |



Adjusted

|  | Adjusted |  |
| :---: | :---: | :---: |
|  | 12 Wee | nded |
|  | $\begin{gathered} \text { May 6, } \\ 2006 \end{gathered}$ | $\begin{gathered} \text { May 7, } \\ 2005 \end{gathered}$ |
| Net sales | \$1, 417, 433 | \$1,338,387 |
| Cost of sales | 713,392 | 665,284 |
| Gross profit | 704,041 | 673,103 |
| Operating, SG\&A expenses | 446,709 | 413, 641 |
| Operating profit (EBIT) | 257,332 | 259,462 |
| Interest expense, net | 24,921 | 24,223 |
| Income before taxes | 232,411 | 235,239 |
| Income taxes | 85,349 | 87,450 |
| Net income | \$ 147,062 | \$ 147,789 |
| Net income per share: |  |  |
| Basic | \$ 1.94 | \$ 1.88 |
| Diluted | 1.92 | 1.86 |

Weighted average shares outstanding:

* Fiscal 2006 operating expense includes \$4.2MM in share-based compensation expense related to the adoption of SFAS No.123(R).

Year-to-date 3rd Quarter, F2006

|  | GAAP Results |  | Adjustments |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 36 Wee May 6, 2006 | $\begin{aligned} & \text { Ended } \\ & \text { May 7, } \\ & 2005 \end{aligned}$ |  | 36 Week <br> y 6, <br> 2006* |  | ed <br> ay 7, $2005 \text { ** }$ |
| Net sales | \$4, 009, 325 | \$3, 828, 645 | \$ | -- | \$ | -- |
| Cost of sales | 2,033,566 | 1,952,370 |  | -- |  | -- |
| Gross profit | 1,975,759 | 1,876,275 |  | -- |  | -- |
| Operating, SG\&A expenses | 1,338,952 | 1,251,781 |  | (12,145) |  | $(40,321)$ |
| Operating profit (EBIT) | 636,807 | 624,494 |  | 12,145 |  | 40,321 |
| Interest expense, net | 72,994 | 69,659 |  | - - |  | - - |
| Income before taxes | 563,813 | 554, 835 |  | 12,145 |  | 40, 321 |
| Income taxes | 207,990 | 190, 431 |  | 4,480 |  | 30,219 |
| Net income | \$ 355,823 | \$ 364,404 | \$ | 7,665 | \$ | 10,102 |
| Net income |  |  |  |  |  |  |
| per share: |  |  |  |  |  |  |
| Basic | \$ 4.66 | \$ 4.59 |  |  |  |  |
| Diluted | \$ 4.62 | \$ 4.53 |  |  |  |  |
| Weighted Average |  |  |  |  |  |  |
| Shares outstanding: |  |  |  |  |  |  |
| Basic | 76,427 | 79,308 |  |  |  |  |
| Diluted | 77,070 | 80,369 |  |  |  |  |



[^0] compensation expense related to the adoption of SFAS No.123(R).
** Fiscal year 2005 includes a non-cash adjustment, substantially all of which relates to prior years, of $\$ 40.3$ million ( $\$ 25.4$ million net of tax) associated with accounting for leases and leasehold improvements. Additionally, fiscal year 2005 income taxes include a $\$ 15.3$ million benefit primarily from the planned one-time repatriation from foreign subsidiaries.

Selected Balance Sheet Information
(in thousands)

|  | May 6, 2006 | $\begin{gathered} \text { May 7, } \\ 2005 \end{gathered}$ | $\begin{gathered} \text { August } 27, \\ 2005 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Merchandise inventories | \$1,752,687 | \$1,639,190 | \$1,663,860 |
| Current assets | 2,040,376 | 1, 911, 738 | 1,929,459 |
| Property and equipment, net | 2,021,692 | 1,880, 218 | 1,937,615 |
| Total assets | 4,442,919 | 4,168,502 | 4,245,257 |
| Accounts payable | 1,442,132 | 1,429,675 | 1,539,776 |
| Current liabilities | 1,865,729 | 1,816,585 | 1,811,159 |
| Debt | 1,825,125 | 1,914,525 | 1,861,850 |
| Stockholders' equity | 568,545 | 298,746 | 391, 007 |
| Working capital | 174,647 | 95,153 | 118,300 |


| Adjusted Debt / |  |  |
| :---: | :---: | :---: |
| EBITDAR (Trailing 4 Qtrs) | May 6, 2006 | May 7, 2005 |
| Net income | \$ 562,438 | \$ 573,797 |
| Add: Interest | 105,778 | 98,371 |
| Taxes | 319,761 | 316,081 |
| EBIT | 987,977 | 988,249 |
| Add: Depreciation | 133,528 | 130,719 |
| Rent expense* | 136,630 | 146,924 |
| Option expense | 12,145 | -- |
| EBITDAR | \$1,270, 280 | \$1,265,892 |
| Debt | \$1, 825,125 | \$1,914,525 |
| Add: Adjusted rent x 6** | 819,780 | 752,382 |
| Adjusted debt | \$2,644,905 | \$2,666,907 |
| Adjusted debt to EBITDAR | 2.1 | 2.1 |

* Fiscal 2005 rent expense includes a $\$ 21.5$ million non-cash adjustment associated with accounting for leases and leasehold improvements.
** Adjusted rent is defined as GAAP rent expense less the impact from the cumulative lease accounting adjustment recorded in the second quarter of fiscal year 2005.

Selected Cash Flow Information
(in thousands)

|  | 12 Weeks Ended |  | 36 Weeks Ended |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { May 6, } \\ & 2006 \end{aligned}$ | $\begin{aligned} & \text { May 7, } \\ & 2005 \end{aligned}$ | $\begin{aligned} & \text { May 6, } \\ & 2006 \end{aligned}$ | $\begin{aligned} & \text { May 7, } \\ & 2005 \end{aligned}$ |
| Depreciation | \$ 32, 291 | \$ 25,345 | \$ 94,600 | \$ 96,669 |
| Capital spending | \$ 66,306 | \$ 68,161 | \$182,168 | \$186,939 |
| Cash flow before share repurchase: |  |  |  |  |
| Net increase (decrease) in cash and cash equivalents | \$ 2,596 | \$ $(2,761)$ | \$ 9,158 | \$ 526 |
| Subtract increase (decrease) in debt | 45,825 | 13,025 | $(36,725)$ | 45,275 |
| Subtract share repurchases | $(228,324)$ | $(278,558)$ | $(238,111)$ | $(308,558)$ |
| Cash flow before share repurchases and changes in debt | \$185,095 | \$262,772 | \$283,994 | \$263, 809 |

Trailing 4 Quarters

| -------------------- |  |
| :---: | :---: |
| May 6, 2006 | May 7, 2005 |
| --------------19 |  |
| $\$ 133,528$ | $\$ 130,719$ |
| $\$ 278,707$ | $\$ 259,631$ |

Depreciation

Cash flow before share repurchase:
Net increase(decrease) in cash and cash equivalents
\$ 6,590
\$ $(10,424)$
Subtract increase (decrease) in debt
$(89,400)$
115, 608
Cash flow before share repurchases
and changes in debt
\$ 452,395
\$ 500, 325
======
=========
Other Selected Financial Information
(in thousands)

| May 6, 2006 | May 7, 2005 |
| ---: | ---: |
| -------------7, |  |
| $\$ 4,339,876$ | $\$ 3,983,472$ |
| 89,481 | 85,767 |
| 74,750 | 77,317 |


| Shares outstanding, end of quarter | $74,750 \quad 77,317$ |
| :--- | :---: |

## Trailing 4 Quarters

|  | May 6, 2006 | May 7, 2005 |
| :---: | :---: | :---: |
| Net income | \$ 562,438 | \$ 573,797 |
| Add: After-tax interest | 67,433 | 63,430 |
| After-tax rent | 87,102 | 94,737 |
| After-tax return | 716,973 | 731,964 |
| Average debt | 1,928,245 | 1,938,801 |
| Average equity | 474,459 | 275,324 |
| Rent x 6 | 819,780 | 881,544 |
| Pre-tax invested capital | 3,222,484 | 3, 095,669 |
| Return on Invested Capital (ROIC) | 22.2\% | 23.6\% |

AutoZone's 3rd Quarter Fiscal 2006
Selected Operating Highlights
Store Count \& Square Footage

|  | 12 Weeks Ended |  | 36 Weeks Ended |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { May 6, } \\ 2006 \end{gathered}$ | May 7, 2005 | May 6, $2006$ | $\begin{gathered} \text { May 7, } \\ 2005 \end{gathered}$ |
| Domestic stores: |  |  |  |  |
| Store count: |  |  |  |  |
| Stores opened | 42 | 33 | 116 | 88 |
| Store closures | - | 2 | 1 | 3 |
| Re-opened hurricane |  |  |  |  |
| Hurricane-related |  |  |  |  |
| store closures | 8 | - | 13 | - |
| Replacement stores | 4 | 2 | 11 | 4 |
| Total domestic stores | 3,699 | 3,505 | - | - |
| Stores with commercial sales | 2,123 | 2,052 | - | - |
| Square footage (in thousands): | 23,524 | 22,236 | - |  |
| Square footage per store | 6,360 | 6,344 | - | - |
| Mexico stores: |  |  |  |  |
| Stores opened | 4 | 6 | 11 | 10 |
| Total stores in Mexico | 92 | 73 | - | - |
| Total stores chainwide | 3,791 | 3,578 | - | - |

Sales Statistics
(Domestic Stores Only)

|  | 12 Weeks Ended |  | Trailing 4 Quarters |  |
| :---: | :---: | :---: | :---: | :---: |
|  | May 6, 2006 | May 7, 2005 | May 6, 2006 | May 7, 2005 |
| Total retail |  |  |  |  |
| sales (\$ in |  |  |  |  |
| thousands) | \$1,189,158 | \$1,122, 259 | \$4,943, 059 | \$4,750,163 |
| \% Increase vs |  |  |  |  |
| LY retail sales | 6\% | (2\%) | 4\% | 0\% |
| Total commercial sales (\$ in |  |  |  |  |


| thousands) | \$ | 169,846 | \$ | 170,425 | \$ | 714,703 | \$ | 728,162 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% Increase vs LY commercial sales |  | 0\% |  | (5\%) |  |  |  | 0\% |
| Sales per <br> average store <br> (\$ in thousands) \$ 370 \$ 370 \$ 1,571 \$ 1,601 |  |  |  |  |  |  |  |  |
| Sales per average square foot |  | 58 |  | 58 |  | 247 |  | 252 |
|  | 12 Weeks Ended |  |  |  | 36 Weeks Ended |  |  |  |
|  | May | 6, 2006 | May | 7, 2005 | May | 6, 2006 | May | 7, 2005 |
| Same store sales |  | 2.1\% |  | (5.0\%) |  | 1.1\% |  | (2.7\%) |

Inventory Statistics (Total Stores)

|  | as of | as of |  |
| :---: | :---: | :---: | :---: |
|  | May 6, 2006 | May 7 | 2005 |
| Accounts payable/inventory | 82.3\% |  | 87.2\% |


| (\$ in thousands) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Inventory* | \$1, 752, 687 |  | \$1, 639, 190 |  |
| Pay-on-scan inventory | 123,354 |  | 140,715 |  |
| Total inventory | \$1,876, 041 |  | \$1, 779,905 |  |
| Total inventory per store | \$ | 495 | \$ | 497 |
| Net inventory (net of payables) | \$ | 310, 555 | \$ | 209,515 |
| Net inventory / store | \$ | 82 | \$ | 59 |

* This is reported balance sheet inventory


Inventory turns based on ending inventories**
1.7 x
1.8 x
** Inventory turns calculation includes the pay-on-scan inventory balances disclosed above and the cost of sales related to pay-on-scan sales, which were $\$ 236.5 \mathrm{MM}$ for the trailing 4 quarters May 6, 2006 and \$200.7MM for the trailing 4 quarters May 7, 2005.

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[^0]:    * Fiscal 2006 operating expense includes \$12.1MM in share-based

