

Walmart 

# 2016 Investment Community Meeting

# Doug McMillon

President and CEO, Wal-Mart Stores, Inc.

We are seeing  
**TRACTION**  
and  
**MOVING FASTER**

We will be  
**DISCIPLINED**  
with  
**COSTS & CAPITAL**

We have a plan to  
**WIN WITH**  
**CUSTOMERS**  
and  
**DRIVE GROWTH**

Our plan delivers  
**SHAREHOLDER**  
**VALUE**

We are seeing  
**TRACTION**  
and  
**MOVING FASTER**



# TRANSFORMATION



# Our plan to win



Make every day  
easier for busy  
families



Operate with  
discipline



Be the most  
trusted retailer



Deliver results and  
position the  
company to win





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# Be Merchants

## Supercenter San Benito, TX

**Petra** Department Manager, Homelines



**16.7M**  
VIEWS



**33K**  
LIKES



**137K**  
SHARES



**29K**  
COMMENTS



Make every day  
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families





Make every day  
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families

# Save them time

# Accelerate e-commerce growth



Make every day  
easier for busy  
families

Walmart.com

jet

JD.京东  
.COM

Connecting  
the dots

**Walmart** 

**Walmart.com**

**jet**

Make every  
day easier for  
busy families

Win food and  
consumables

Basket  
economics



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Deliver results and  
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Winning  
baskets and  
leveraging  
costs

Lower  
prices

Lower  
costs

*Customer*

Grow  
sales

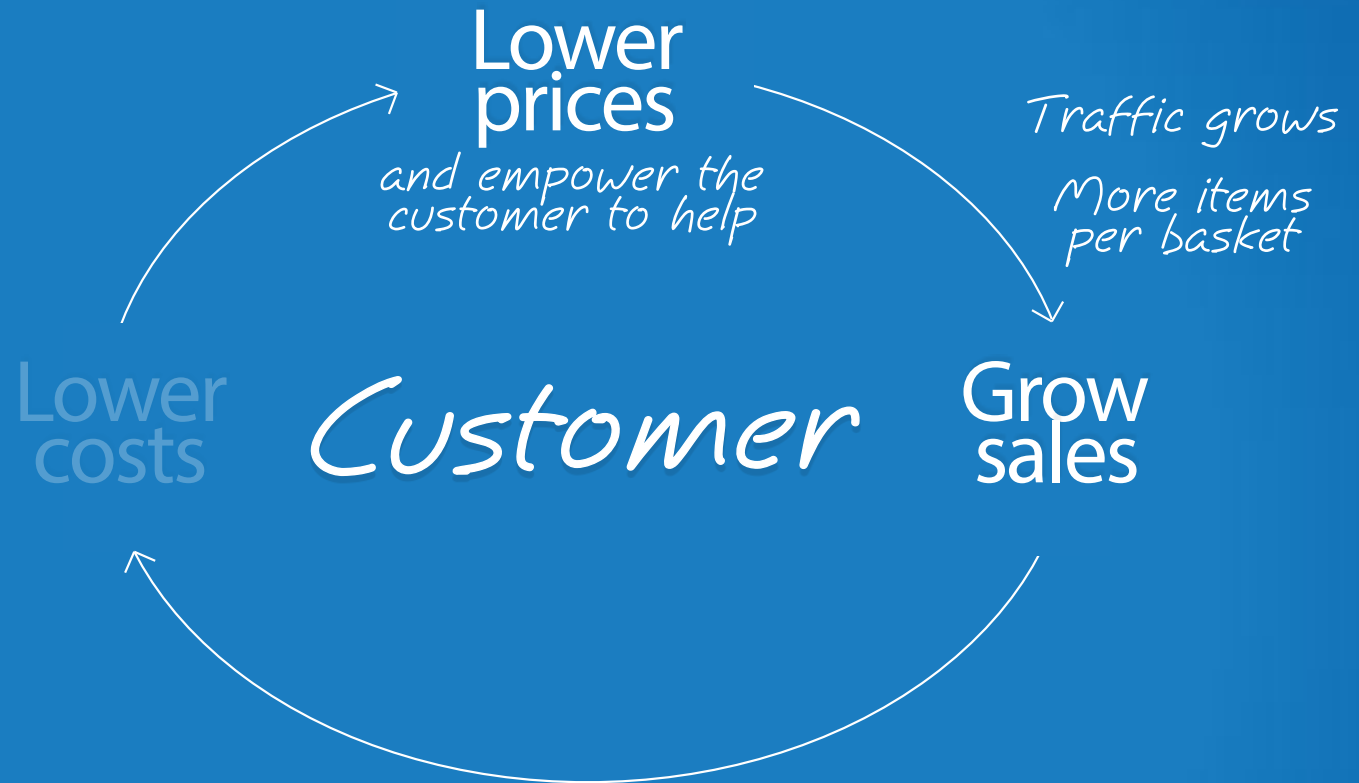


Operate with  
discipline





- ☐ **\$43.61**  
Starting price.
- ☐ **\$43.56**  
If you opt out of free returns on this item, you pay less. ⓘ
- ☒ **\$43.17**  
If you pay by debit card, you pay less. ⓘ
- ☐ **\$43.12**  
If you opt out of free returns on this item and pay by debit card, you pay less. ⓘ



**Customer**

**Lower prices**

*and empower the customer to help*

*Traffic grows  
More items per basket*

**Grow sales**

**More items, brands & sellers**

*Increases margin mix opportunities*

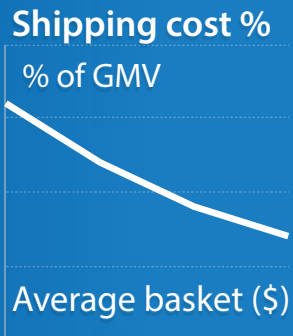
**Enable smarter baskets**

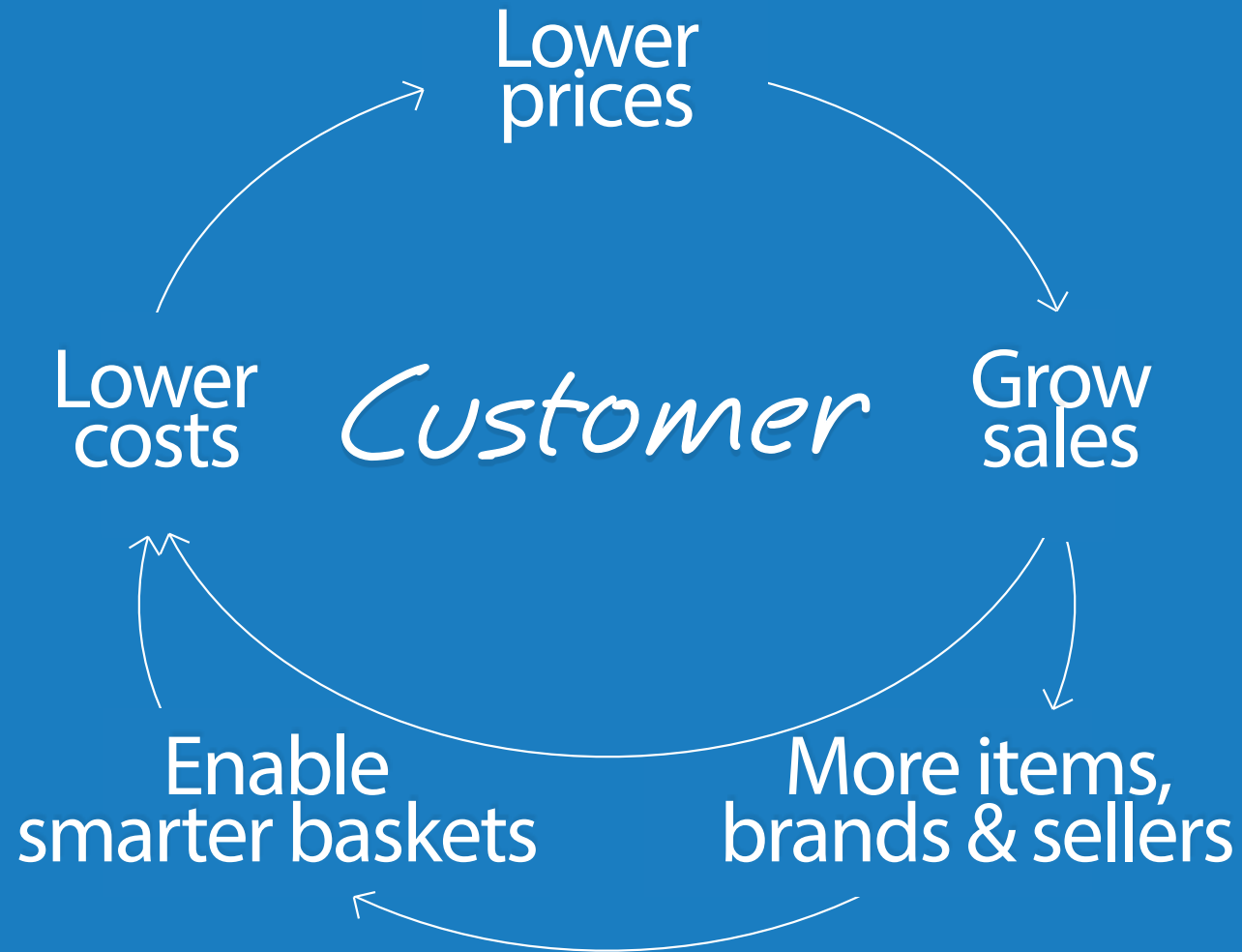
*Lower cost to pick/fulfill*

*Lower cost to ship*

**Lower costs**

*Buy for less  
Operate for less*







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Be the most  
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# Be the most trusted retailer



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September  
2016



## Progress in sustainability

We pledged to create

**ZERO**  
WASTE

We pledged to be supplied

**100%**  
BY RENEWABLE ENERGY

We pledged to produce

**PRODUCTS**  
that  
**SUSTAIN**  
people and the environment

**75%**  
of our  
**GLOBAL WASTE**

was diverted from  
landfills last year

**25%**  
of our  
**OPERATIONS**

were supplied by  
renewable energy last year

**95%**  
of high priority  
**CHEMICALS REMOVED**

this year from beauty & personal care  
products in Walmart and Sam's Club

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Help  
**PRESERVE NATURAL**  
resources

Help create more  
**AFFORDABLE, SUSTAINABLE,**  
healthy food

Support the  
**SAFETY AND DIGNITY**  
of workers everywhere

# Creating opportunity and making a difference

Last quarter

**99%**  
of our  
**US STORES**  
received a bonus

Pledged to hire **250,000**  
veterans by 2020

Hired  
**140,000**  
**VETERANS**  
and already promoted  
**16,000**  
**VETERANS**

In 2013, pledged to  
buy incremental

**\$250B**  
in products that support  
**AMERICAN JOBS**  
predicted to create  
**1 MILLION**  
jobs over 10 years  
*and we're on track*

Pledged in 2011 to source

**\$20B**  
in products from  
**WOMEN OWNED**  
**BUSINESSES**  
over 5 years  
*and we're on track*

Provided nearly

**\$60M** IN DISASTER  
RELIEF  
since Hurricane Katrina

We will provide

**4 BILLION MEALS**  
to people in need from 2015 to 2020



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families



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discipline



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Deliver results and  
position the  
company to win

**STRONG,  
EFFICIENT GROWTH**

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**OPERATING DISCIPLINE**

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**STRATEGIC  
CAPITAL ALLOCATION**



Deliver results  
and position the  
company to win

**Financial  
framework**

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**Walmart** 





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