

2023 INVESTMENT COMMUNITY MEETING  
APRIL 4, 2023

» **Doug McMillon, President and CEO, Walmart Inc.**

Good evening, everyone.

I hope you're enjoying your Member's Mark birthday cake. We're celebrating Sam's Club's 40th birthday this year.

Our company had one of the best all-time founders. Sam Walton got a lot right.

Many of the things he believed, said and did are timeless. He gave us a meaningful and enduring purpose. It's our reason for being. It's our "why."

He communicated it as he received the Presidential Medal of Freedom a few weeks before he passed away on April 5th of 1992.

Hear him describe our purpose.

"We'll lower the cost of living for everyone, not just in America, but we'll give the world an opportunity to see what it's like to save and have a better lifestyle...and a better life... a better life for all."

He said it. Our purpose... Help people save money and live better.

Why take time to hear it tonight?

It's because that purpose is as significant and relevant as it was then. It motivates us and informs our work today.

Our strategy is simple... it's to bring our purpose to life.

If I had to boil Walmart down into one word, it would be service. The core of this company...the essence of it... is about servant leadership.

It's about serving others and helping them accomplish things in their life that they wouldn't otherwise be able to accomplish, by building a strong, sustainable business.

We, as leaders in our company, strive to practice servant leadership as we serve our associates.

We serve them by creating opportunities. Opportunities that turn jobs into careers.

We help bring dignity to work by enabling them to see how they're serving others, as part of a team, and helping them achieve their potential.

As we serve them, they serve our customers and members well...they make the difference.

Our customers and members give us all kinds of feedback. Some of it is inspiring and directly related to our purpose. I'll give you four quick recent examples.

The first letter starts with, "I love the service your company is able to provide for people all over the nation."

And it ends with... "Thank you for building a store in our town that can provide people with jobs and access to goods that without Walmart would be unattainable. I will continue to buy from your stores with joy."

The second one says, "Buyers from all sorts of backgrounds and history come to your stores to buy goods that will improve how they live."

The third one says, "I would like to take the time to thank you for all you do for the community. You've remained true to your customers in pricing your Great Value products. If it were not for Great Value, most people would not be able to eat... thank you for thinking of us and making the people a priority."

In the last one, a customer appreciates us for being a strategic partner in her life.

Our purpose is real. It is much more than just words. It's who we are, and many of our customers and members understand that.

Our purpose and values are constants, but everything else is subject to change.

Sam was very quotable. One of the constant themes from him was about change.

He said things like "You can't just keep doing what works one time. Everything around you is always changing. To succeed, stay out in front of change."

We should always be working to get out in front of where customers and members are going.

I'm impressed by how our people embrace and drive change.

Lately, we've been asked how best to describe our company given how much we've changed.

Here's one way to describe us: We are a people-led, tech-powered omnichannel retailer dedicated to helping people save money and live better.

We're clear about who we are. We like who we are. And we like who we are becoming.

Years ago, there were questions about brick and mortar retail.

Some people said stores wouldn't exist in the future.

We continue to believe that stores and clubs are an essential part of a relevant, healthy, and profitable retail ecosystem.

At the same time, it has been an exciting journey to build an eCommerce business and we've learned a lot and accomplished a lot.

One of the things we've learned is how brick and mortar plus eCommerce is where the ultimate big win is.

Together, they can do things for customers that neither on their own can do.

Designing and operating them as one system is complex but as we get that right, the solutions to the complexity, at scale, are hard to replicate.

We are excited about our position and potential as the largest scaled omnichannel retailer in the world.

Here's a more detailed version that we'll spend more time talking about tomorrow.

Tonight, we want to update you on two aspects, in particular.

First, what do we mean by tech-powered?

Being a leader in technology is critical to winning in retail.

We've made, and are making, strategic investments to improve the customer, member,

and associate experience while optimizing operations, including the supply chain to... drive growth, lower costs and pick up speed.

Suresh Kumar, our Chief Technology Officer, and his team have made a tremendous amount of progress in recent years. [video can be found [here](#)]

The other topic we want to double click on this evening relates to “Live Better.”

Convenience, health, and financial services fit under this part of our plan but tonight let’s focus on communities and the planet.

Some of you know we went through a significant mindset shift in the mid two-thousands. It was a key moment in our history as it relates to our company’s maturation.

We set some big goals related to the planet.

Today, we have an aspiration to become a regenerative company.

We want to share a video to describe what we mean. [video can be found [here](#)]

This work is woven into our culture and way of working and it has been for years.

Thank you for your attention tonight.