

LEVERAGE AND PRODUCTIVITY
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PRESENTATION

Andrew Pelchay: Okay? So we're going to get started, everybody. Thank you very much. Welcome to our breakout session on leverage and productivity. I'm [Andrew Pelchay] from Wal-Mart Canada and we're running a little bit late. So I'm going to kick this off right away. I just want to make one reminder that we may be making some forward looking statements this morning, during this breakout session.

I'm going to pass this off to one of our great leaders, he's been with the company in Canada for 35 years and has held leadership positions across almost every area of the business. Our Chief Operations Officer, Jim Thompson. Jim?

Jim Thompson: Hey, thanks Andrew. I don't know if that means I'm really really old or what the story is. When the you've been here 35 years and you've done everything. So I'm not sure if that's an assets or -- but anyways I appreciate that.

Hey, thanks and welcome and good morning to the Canadian leverage session, breakout session. During our session today, we're going to focus on the Wal-Mart productivity loop, and for those of you that follow Wal-Mart, you know that that's not going to be really any big surprise. How we bring it to life in Canada is one of the parts of our strategy, and we talked about it this morning on the main stage, but it's all about bringing it to life through better, simpler, cheaper, faster. And we'll take a minute and describe that for you. We're also going to go out of our way to show you global best practices and how we share best practices.

Joining with me today to help with the presentation is Chris West. Chris leads our Canada sourcing team. Andy Ellis who's sitting on the table is the SVP of Logistics and Supply Chain, you heard everyone talk about him this morning and it's great to have him on the team from ASDA and then Dwayne Milum. And Dwayne is an ex-pat. While his picture wasn't up on the stage this morning, but Dwayne is an ex-pat from Bentonville and he's up as our Corporate Controller.

So -- but at the core of Wal-Mart's strategy, really in the middle is selling customers products at unbeatable prices. And when you think about it, to do that, you have to control costs and you have to look at different ways to be efficient and I want to assure you that Wal-Mart Canada is focused on that and our whole model is taking those savings and passing them on to our customer.

And in the bottom lower quadrant, we view every activity with that same lens and we'll just take a minute and we ran through it pretty fast this morning, but it's got to be better for our customers. Everything we do has to have a value for our customers. Its got to be simpler for our stores. When you think about retail in general, retail is pretty basic, you buy and sell stuff, but we have a way of complicating it. So we're always looking for ways to make it simpler for the stores. It has to be cheaper for our stake holders and its going to be better and cheaper for our shareholders. There's got to be a return for every activity we do.

And the last thing would be, it has to be faster than their competitors. And that's one of the things, I think, being a global retailer and belonging to the Wal-Mart family that really gives us a huge advantage. We in turn take these activities and it's no surprise across our whole organization and what we do is we feed them by taking those savings, putting it in price and bringing the Wal-Mart productivity loop to life. And we're not going to spend a lot of time on that today because I know all of you who follow the Wal-Mart know about the productivity loop.

But I want to -- what I'd like to do now is just take two examples and bring them to life for you of how we're able to leverage and operate for less. Our Canadian associates are always looking for ways to find cost reductions. It's in the DNA and Dwayne will talk about that later, but we're all wired that way, it's -- it goes back to the culture of the company of how you save money. But one example is price changes.

And if you take the business around the world, if you go back two years ago, the Wal-Mart US team was doing automated price changes in apparel. So that's automated price changes. They come down in the (inaudible) gun, you just accept the count and you go ahead. They were doing that in apparel. ASDA was doing that in the food side of the business.

The Canadian team came in and created a program that combined the two. So Wal-Mart Canada with the last 18 months has gone on automated price changes. Again, a Canadian solution and I'll share a number with you. Last year that allowed us to take \$16 million out of our labor costs at store. Amazing savings. Again, using that global leverage.

Now, the neat thing about it is now is that Wal-Mart US has now taken the work that Wal-Mart Canada did and they're now putting it into place this year. So [Bill Simon's] going to reap those kinds of benefits next year using some Canadian examples.

The second would be inventory management tools and you heard the -- you all know it and we all know it that we're focused on inventory management. The Canadian associates were part of a design team around the world to develop web based tools, web based scorecards and optimizing tools that are now being used around the world, but it was born here in Canada. Want to give you a couple other opportunities or suggestions where we've taken in -- we've gone out to the market and the Wal-Mart world and brought ideas to Canada.

The first one would be single line queues, and on your store tours today. take a look at these -- these are -- you won't see these in the US, these are Canadian. But they're not

Canadian born. They were -- they come from our stores in Mexico and south America. We first -- they piloted them, we seen them and we thought it was a great exercise. So we've now brought that in and that's now part of our standard layout for a store is single line queues. And now I guess the greatest form of compliment is you now see other retailers in Canada going to single lane queues. So example, they haven't taken a lead in us being able to bolt on to it.

Mexico and UK have also been taking the lead in task management schedules and you've likely heard a lot of people in the US talk about that. And what we were able to do, is we were in that journey now. And while it took the US and ASDA two years to do that development, by tapping in and using their design, we're going to be able to cut the project cycle from two years to six months. So we're certainly going to leverage that. Next piece we'd like to talk about is direct imports and global vendors and that has an amazing and important factor in operating for less. I'd like to turn it over to Chris and Chris is going to take you through that. Chris?

Chris West: Good morning. Direct imports is all about buy for less. Our goal is to achieve at least 40% direct import penetration for our home, hard lines and apparel business. This is significant because this represents a potential 67% increase in import dollar volume growth over the next five years. This is important to our strategy because of two things. First of all, direct imports allows us to invest in price leadership through reduced product cost acquisition.

Many of our import conversion opportunities will come from removing low value add intermediaries and passing on that cost savings to our customers. Also, direct imports a cost savings achieved allow us to invest in margins. Enhance margins from direct imports will allow us to balance the overall margin mix to the growing weight of our fresh and grocery business.

We're going to achieve this growth strategy by leveraging our vendor base. First and foremost, we're building our capabilities. We're growing our purchasing volumes in an accelerated manner by leveraging the expertise and purchasing power of other Wal-Mart international markets. Currently, in 2011, Wal-Mart Canada shared 66% of its vendor base with either ASDA or Wal-Mart US

Also, we're making our vendor relationships more efficient. We're shedding low volume, low value add vendors with absolutely no impact to assortment or customer choice. In doing so, we've taken administrative costs out of our business. We've increased our purchasing power and we've strengthened our product development relationships.

Over the last two years, we've reduced our vendor base by 25%. Our growth goals will be achieved by maintaining high ethical and sustainable sourcing practices. In 2011 Wal-Mart Canada sourced 95% of its production from factories that achieved one of the two highest ratings in audits for environmental and social practices. We also challenged 200 of our top suppliers to reduce their energy consumption by 20%. I'm pleased to state that 110 of those factories have achieved that goal.

And finally, we engage the vendor community and ask them to participate in our packaging scorecard database where they have now submitted 31,000 items that allow us to review their packaging and provide suggestions to make it more sustainable.

DI -- or direct imports is also about growing the top line through innovation and newness. There are instances where Wal-Mart Canada's unique needs require us to go out there and develop the vendor base. Last year along we reached out to new vendors in Shenzhen and Shanghai and held vendor fairs where vendors were able to come in, present their factories and their new products to a team of Wal-Mart Canada executives where many of the items that we saw are now showing up on our stores for this year.

Also, what we are really excited about is next week. Next week we're hosting open auditions for new products and innovations. What we're actually doing is we're partnering with ASDA's merchant leadership team where we will jointly review new products and new innovations from our vendors, jointly review the submissions with the intent of purchasing together to drive purchasing power, but also multiunit -- or multimarket exclusivity.

So in summary, direct imports is all about supporting every day low costs. Every day low costs will be enhanced through leveraging Wal-Mart's global supplier matrix. We will achieve our direct import growths while acting responsibly and finally direct imports will also help us drive the top line through newness and innovation. I thank you. I'm going to turn it over to Andy Ellis now, our Senior Vice President of Logistics and Replenishment.

Andy Ellis: Thanks, Chris. Good morning. You can tell by my accent, I'm one of those Brits that you saw with the ASDA sign with the screen behind. So if I start saying lorries and stuff like that, I mean trucks and et cetera, et cetera. so I'll try my best to stay Canadian. I think the first thing I'd like to do is give you a bit of an overview of the Canadian supply chain in relationship to the UK and the US

We operate three core distribution formats. We operate a perishable distribution centers, high velocity or fast moving distribution centers and regional ambient distribution centers and it's just worth dwelling on that for a moment.

When Davey talked about leverage, if you look at the distribution network and the way we've leveraged expertise for around the world, I brought with the stockless fresh flow through mechanism from ASDA three and a half years ago and the first perishable distribution center we opened, I inherited. Which was going fast down the track of being a stocked fresh food distribution center. Now, fortunately we have the time to turn that clock back and turn it into a stockless operation.

And then, obviously the one in [Balzac] was a purpose built distribution center which is fully stockless. And that's a key significant difference between Wal-Mart Canada's fresh supply chain and the supply chain in many, many, in fact probably all of the Canadian retailers. The fact that we do not stock fresh food in any of our distribution centers. The vendors deliver it, we process it and we deliver it on to the stores very quickly. In the ambient centers, we took the best of the US mechanization and productivity and we install that into those distribution centers as well. So, it really is an interactive way of working.

Another big difference is you know the average distance between a distribution center in Canada and the store is 400 kilometers versus about 120 in the US and about 50 to 60 in the UK. So big differences there. And 70% of the goods we sell in store go through our distribution network. The district centers are operated and controlled by -- controlled by us, but operated by a dedicated third party logistics provider called SCM and all our transportation is outsourced as well.

So, I'm going to now take you through four areas of leverage, supply chain, transportation, network and then where we're leveraging globally. The first one is supply chain. Our focus is consistently on delivering better service to our stores. Faster deliveries, more deliveries to drive the particularly not fresh food area. In fact this year, all supercenters will have seven deliveries a week of fresh foods. That means every day they get a truck turning up with fresh food on it.

Direct import, as Chris has just mentioned will double as far as volume this year and we're making plans to make sure we manage that proactively with dedicated resources and you heard lots of people this morning talk about on shelf availability. I was involved in the UK. In the development of this a few years ago, we brought it here, we successfully piloted it in Canada, we're rolling out to all the stores now and in a recent

trail, where we took 100 seasonal SKUs, and looked at the alerts, we drove sales by over \$3 million in the same period year over year.

So when you get the product on sale and you provide the alerts to the stores, it really does work and it's a great tool to drive sales forward. From a network point of view, we operate a common platform and it has the ability to delivery to multiple formats and this year, taking that learning again from around the world, we will land a dedicated direct import building in western Canada, which should allow us to maintain productivity flows through the network and get that growth in direct import product that we've talked about through to our stores efficiently.

We'll also continue to further increase the amount of product that goes through our distribution networks. Currently about 70%, but in five years 90% of the volume that we selling our stores will go through the distribution center and 70% of the SKUs that we sell will go through a centralized distribution center. So we've got some big plans there to expand our centralized replenishment.

From a transport point of view this year, 25% more carriers it'll help us manage our peaks and troughs in demand. We'll continue to use rail, again with direct import I think the rail freight will double this year and we will -- we've also managed to successfully negotiate away from the standard industry surcharge on fuel to a pass through method which will save us about \$2.5 million this year alone in diesel fuel charges.

We're investigating and looking at whether we should develop our own private fleet to sit alongside those third party carriers, but interestingly we're actually working with the minister of transport for Ontario to develop bigger high queue trucks that, if given the go ahead, will take three and a half thousand trucks off the roads in Canada, and that's a big part of innovation.

And from a global point of view, we benchmark all our distribution centers, we benchmark our processes and we look around the world and share around the world everything we do so that we can take the best of everything from wherever. And that includes systems engineering procurement. But I guess the thing that I'm -- one of the things I'm most proud of is the way we take unsustainably in the supply chain.

So you've all heard talk this morning about Balzac, which is the perishable distribution center in northern Alberta. We put some really smart innovation in there, hydrogen fuel cells, refer trailers, LED lights, solar power, smart refrigeration and it really is a living lab of experimentation which has delivered some outstanding results. There's

nothing we put in that building that didn't have a strong payback from an ROI point of view in all the hurdles that Wal-Mart calendar set.

And the results -- it's been open 15 months now and the results are astonishing. It is 55% more energy efficient than the sister distribution center that we opened just 18 months before it. So it really is a remarkable achievement. There's about 450 visitors gone through it and we keep -- continue to grow. We share it with everybody, with our competitors in, we share the innovation around the world, and in fact, as we speak today, we are retrofitting hydrogen fuel cell material, [hunting] equipment in one of our regional distribution centers here in Ontario. So, before I hand over to Dwayne to talk to you about better, simpler, faster, cheaper, I've got a little video for you to watch, which I think brings that facility to life for you. So thank you very much.

(VIDEO PLAYING)

Dwayne Milum: Great. Thanks, Andy. Perfect example of saving money moving products and operating for less in a sustainable way. Good morning, I'm Dwayne Milum, the Corporate Controller at Wal-Mart Canada and I'm going to speak with you a little bit about some of the operate for less and customer service initiatives that we have that are focused on better, simpler, cheaper, faster.

But first, I want to remind you about the productivity loop. You heard a number of people speak about this today, and it's really core to our strategy. We sell the products our customers want at unbeatable prices. And so it naturally stands that everything we do is for our customer and we want to make sure that we spend her money wisely, and if can spend her money wisely with an obsession on efficiency and lowering cost, we can sell her the product she needs at an everyday low price.

So, let's talk a little bit about better, simpler, cheaper, faster and operate for less and customer service. At our home office in Wal-Mart Canada, we're of course thinking about doing more with less. We want to make sure that we're very efficient. But in addition to that, we're very conscious of the decisions that we take in the home office that have an impact in the stores.

And with a mind towards continuous improvement, we've focused this year in three areas, so that we can make sure our decisions in the home office are resulting in efficiencies in the stores. And the first is in the area of integrated feature planning. What we're really doing here is making sure everything in the store has a place. So we have a three week feature cycle, it's going to impact the whole store and our supply chain, we'll have an exit strategy for our features, making sure that we have a new

home for features that come in subsequent weeks. It's going to stabilize our demand cycle and really cut down on the amount of times that we touch inventory and cut down on the amount of inventory that we have in our back rooms. Resulting in labor savings in the stores and a better customer experience with better on shelf availability.

Mod changes - modular changes are also a focus of ours this year. With a chain as large as ours, it's easy to spend a lot of labor on too frequent or too complex modular changes. And so what we're doing this year at Wal-Mart Canada is reducing the number of mod changes we push to the stores from the home office by 10%. And we're really focusing on the ones that are going to have the mod impact in the key categories, so we can optimize our resources. And ultimately, this will result in a better, more efficient store that allows store associates to spend more time facing the customer and assisting them with their shop.

And lastly, along with integrated feature planning, it's going to continue to allow us to deliver the inventory results that you heard [Bill Poplemeier] speak about in our initial session this morning. And then, lastly, we've really optimized the frequency of our price changes. You heard Jim talk about how we've automated that process, but we're also conscious of the fact that every piece change that's pushed down consumes store labor and we've optimized those and prioritized the ones that have the most impact and that's where we're putting our focus in the stores. So, that's better and simpler home office decisions. But what about better customer service?

For those of you that are attending the customer break out session, you're going to hear about the changing face of the Canadian consumer. We have an aging population. We also have explosive growth in immigrants here in Canada as well. And one of the ways that we're focusing on the aging population is through our licensee health centers. We have 28 in the chain and we found that those that are located adjacent to the pharmacies have great ROI, well above our hurdle rate and we're seeing appositve impact on traffic, both in the pharmacies and in the stores for those that are adjacent to the pharmacies themselves. And we plan to grow this -- this type of licensee in the future.

We're also focusing on the growing immigrant population through our store the community program and what you see here is a few pictures from our Scarborough northeast store and what we've done here is leverage the expertise of our licensees to have a specialty butcher, baker and fish monger at that store to serve the unique needs of our south Asian and Asian customers that live in and around that store.

It's important to also know that in addition to these three licensees, we still offer package meat, fresh produce and a full complement of grocery products in the rest of

the store, but we've found that this is a great customer service move. Its increased traffic in the store, we're leveraging our space by earning license fees and then we're also seeing good sales in adjacent grocery, produce and bakery SKUs in the rest of the box.

So, that's better and simpler, but let's talk about cheaper. As corporate controller, I have a passion for saving money and I really push others to have a relentless obsession with cost. And so we have a number of initiatives around our business focused on saving money every day so we can sell for less. And one of these that I want to talk to you about is focused on the frequency and number of reports Jim that we push out to your stores on a daily basis.

I'm happy to say that our Canadian ISD team is spearheading a project that's going to push virtual printing, electronic reports and archives to our stores to allow store associates to save millions of pages of reports annually and really hone in on the bits of information they need to run their individual stores.

It's good for our stores, it saves labor, it's great for our customers because its lower cost and I'm happy to report, it's fabulous for the environment. Millions of pages will be saved annually and thousands of trees. And then lastly, I don't want to miss out on the opportunity to reiterate that this is being driven by Canada and we hope to leverage this around the globe in the US, in the UK as they have similar needs as us with the number of reports that are pushed out to the stores.

Lastly, I want to talk about faster. We're very keenly aware of the need to be faster and simpler in the arena of locating our inventory in the stores. So, what we've done over the last few years is roll out what we call a bin location system that pinpoints our inventory in the back room. It was developed in partnership again with the US, so leveraging our resources there. And it's a system that's now used in a number of other countries to drive PI accuracy, inventory accuracy and in stocks making sure that we know where the goods are that our customers want and that we can put it on the shelf as soon as it needs to get there to drive in stocks.

And we're taking that location awareness one step further, just after Easter we started to roll out an aisle location system that is now going to pinpoint inventory by aisle on the shop floor and this is a project, again that was developed jointly by us, ASDA and our associates in Wal-Mart US This is really going to drive sales, reduce labor and potentially enable the capabilities in our ecommerce platform for picking ability in a distribution center.

So, I hope that you can see that we have an obsession with cost. We have many initiatives around our business, whether it's in direct imports to lower the cost of goods. Whether it's in our supply chain to move our goods cheaper, or in our home office and stores as well to make sure that we're operating for less and spending our customer's money wisely. I'm going to turn it back over to Jim to sum up, and then we'll turn it over to questions.

Jim Thompson: Okay, thanks Dwayne, good job. Well, I think a few key take aways from me and I hope you'll leave this session thinking the same way. Wal-Mart Canada is focused on operating for less and if that didn't -- if that didn't come through in all the presentation, we'll have to make you sit through it again if that's not the case here.

By sharing best practices globally and you've seen lots of examples today, a while -- Wal-Mart is a better company. We're leveraging things that we're taking from Canada. We're leveraging from all around the world and bringing to Canada, whether its importing or exporting.

And I guess the last thing I'd leave with you that the Wal-Mart productivity loop is alive and well in Wal-Mart Canada. The learning's that you've seen in the US, you hear [Mike Due] talk about, that resonates with all of us and we are very, very focused on that. So, we really appreciate your attention and thank you for coming to our rotation. I'd like to ask the guys to come up and appreciate them for their participation today. And we turn it open for I think a few questions, Andy?

Andrew Pelchay: Yes, we have time for a few questions. I'm going to ask you to give us your name and your firm before you ask your question and we'll get a mic to you.

QUESTIONS AND ANSWERS

John Salidis: Hi, [John Salidis], Buckingham Research. Question on the direct imports. I think you gave out a 40% number as the current direct imports, not the goal right? The current --

Unidentified Company Representative: The goal is 40%.

John Salidis: The goal is 40%. Okay. That's higher than I've seen for a lot of other -- at least US based retailers, especially when you consider that most food is not direct import, especially in the US So, can you talk about the categories that can be direct imported in Canada versus those that you must source locally and what's really making up that 40%?

Unidentified Company Representative: Good question, and your observation is right. So let me clarify as in noting my statement, its 40% direct import penetration is the goal for home, hard lines and apparel. So that would be excluding food. So you're right that that would seem high if you wait in food. Those numbers don't include the food business, okay?

John Salidis: And then when you say direct import when you talk about Canada, do you mean -- do you include stuff coming from the US or are you just talking about Asia and other places?

Unidentified Company Representative: We would include it from kind of ex-North America. So, Asia, the other side of the ocean, or middle east or Europe or whatever. So anything excluding north America.

John Salidis: Okay, and then just one, I guess, final question.

Unidentified Company Representative: Sure.

John Salidis: And so, as you get towards 40%, what's the ultimate target that you could get to for those categories for direct imports?

Unidentified Company Representative: There's probably some headroom above that. I think 40% is our goal right now and I think that's going to keep us pretty preoccupied for the next few years and I think what we'll do is evaluate once we get there the market conditions and also just where country of origins are growing and whatnot. So for now I think we're pretty focused on achieving 40% over the next four or five years.

Jim Thompson: And I think maybe just to expand Chris, why don't you take a minute because it is by category and we'll get there piece by piece. But maybe take seasonal --

Chris West: Sure.

Jim Thompson: Seasonal department 18, which wouldn't mean much to you, but it's the seasonal business, its Christmas, Halloween costumes. Why don't you take that as an example, Chris.

Chris West: So, you look at our globe imports and it's a portfolio, very different stages of their direct import penetration journey. Seasonal as Jim's alluding to, our

Christmas businesses. It's a very, very high mature direct import business. There are other businesses that are -- have been historically low.

So when we say this 40%, that's the net weighted out average, but we have businesses that we are already delivering exceptional price leadership in the marketplace because we have been very aggressive with direct imports in the past. It's creating that level of focus across all our businesses to get them kind of to that higher consumer level or market level benchmark that we want to achieve.

Paul Tusser: Hi, [Paul Tusser] from Deutsche Bank. Found some of the concerns on the operate for less pretty interesting. If you could just elaborate on the controls for automated price changes, just what category, just maybe explain a little bit more on how that works, how many SKUs et cetera. And then also, if you can talk about the findings on the single queue lines for express check outs and --

Unidentified Company Representative: Sure.

Paul Tusser: You know, get some measures perhaps behind that.

Unidentified Company Representative: Yes, sure. That's good. Thank you, Paul. So on automated price changes. That's whole store so we are now in Canada on automated price changes for the complete store. It comes down in the (inaudible) gun. The associates take the count -- accept the count that's in it. Change the label, that's it. It's all done. We're in the all process, so we had to go and pick and find -- find the inventory in the building, validate the count. Now it's just automated. We just take the count and we move on.

You may say well, is there some shrinkage aspect there? We've done all the weighted averages on that and it's more productive to just take the automated price change and go. So that will be that piece of it and hopefully that answers your (inaudible) Paul.

On the single line queues, the one metric I can share with you is that our map scores, and it's the exact same as what the US uses as maps, is our self check outs have a 10% higher check out rating of satisfaction in stores that have single line queues than stores that don't. so the customers see it, they identify it, and again, it's maybe -- maybe Canadians are a little different, I don't think so. There's a society out there now that believes in fairness and that fairness even goes to line ups. We queue now at Disneyland, we queue at the bank, we queue everywhere you go, right? And there's a fairness when you -- the customer sees it and that's what they're telling us.

And you get in that queue, it's not like that price change going to be in front of you. You usually have about six to eight tills open in the single line queue. Usually its 12 items and under, and its moving. Its fast. It's like getting in the slow line up at the -- you do a lot of traveling I'm sure. It's getting in behind that one terminal and you got to wait because somebody's got a special need at the front of that line. We can move customers through so much faster using a single lane queue. Okay?

Andy Ellis: Can I just make a comment on the price changes? One of the offsets of the prices changes you get perpetual inventory accuracy. So the more you count a product in a store, the worse the accuracy is. So, from my point of view in supply chain, by keeping our hands off it, it improves the PI accuracy which improves replenishment to the store. So there's a real offside benefit to the supply chain as well as the productivity segment in store.

Unidentified Company Representative: Question here and I think we have time for one more question.

Bud Bugatch: Yes, Bud Bugatch with Raymond James. On the \$16 million savings on the (inaudible) --

Unidentified Company Representative: Price change?

Bud Bugatch: Price change is that an annual number? That was last year?

Unidentified Company Representative: Yes, that would be a onetime hit for us. Yes.

Bud Bugatch: One year. And that was -- if I've calculated right, for 133 stores or thereabouts?

Unidentified Company Representative: No, last year our store count would have been about -- likely about 285, 300 store count.

Bud Bugatch: Three hundred stores.

Unidentified Company Representative: Yes.

Bud Bugatch: Okay. so a number of associates would be two to three associates per store. Is that right, or --

Unidentified Company Representative: Likely less than that. Likely be about one and a half type of thing. Yes, yes.

Bud Bugatch: Just to make sure also on the direct import, right now you were about 20% on -- if you were going to double it in five years to 40% is that the way to look at that?

Unidentified Company Representative: I think we'd want to clarify, when Andy's speaking to double -- he's talking about doubling the input volume. And I was speaking to dollars. So you wouldn't be able to back out exactly where our current number is.

Bud Bugatch: You don't do that?

Unidentified Company Representative: I couldn't probably provide that for your right now.

Unidentified Company Representative: At least you're consistent? Okay.

Bud Bugatch: Thank you.

Unidentified Company Representative: Do we have any more questions from the group? No? Okay, well thank you very much Jim and team for -- and thank all of you for attending our break out session on leverage and productivity. Now, if you look at the back of your badges, it will tell you where you're going next to your second breakout session, which you've chosen and you can proceed now. Thank you very much for joining us.

