

April 1, 2009

# Morgan Stanley Retail Conference

**Bill Simon**

Chief Operating Officer, Walmart U.S.

# Cautionary Statement pursuant to the Private Securities Litigation Reform Act of 1995, as amended

Wal-Mart includes the following cautionary statement so that any forward-looking statements made by, or on behalf of, Wal-Mart will enjoy the safe harbor protection of the PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995, as amended. Such forward-looking statements, which will describe our objectives, plans, goals, targets or expectations, can be identified by their use of words or phrases such as “anticipate,” “estimate,” “expect,” “forecast,” “plan,” “projected,” “will be” or words or phrases of similar import. Statements of our expectations for FY10 and any subsequent fiscal years are forward-looking. Wal-Mart’s actual results might differ materially from those expressed or implied in a forward-looking statement as a result of factors including, among others, recessionary economic environment, cost of goods, competitive pressures, availability of credit, geopolitical conditions and events, labor and healthcare costs, inflation, consumer spending patterns, debt levels and credit access, currency exchange fluctuations, trade restrictions, tariff and freight rate changes, fluctuations in fuel, other energy, transportation and utility costs, health care and other insurance costs, accident costs, interest rate fluctuations, other capital market conditions, weather conditions, storm-related damage to facilities, customer traffic, factors limiting our ability to construct, expand or relocate stores, regulatory matters and other risks set forth in our SEC filings. Our most recent Annual Report on Form 10-K and our other filings with the SEC contain more information concerning factors that, along with changes in facts, assumptions not being realized or other circumstances, could cause actual results to differ materially from those expressed or implied in a forward-looking statement. Wal-Mart undertakes no obligation to update any forward-looking statement to reflect subsequent events.

**Bill Simon**  
Chief Operating Officer, Walmart US

Store Operations





Logistics

Innovations

Asset Protection

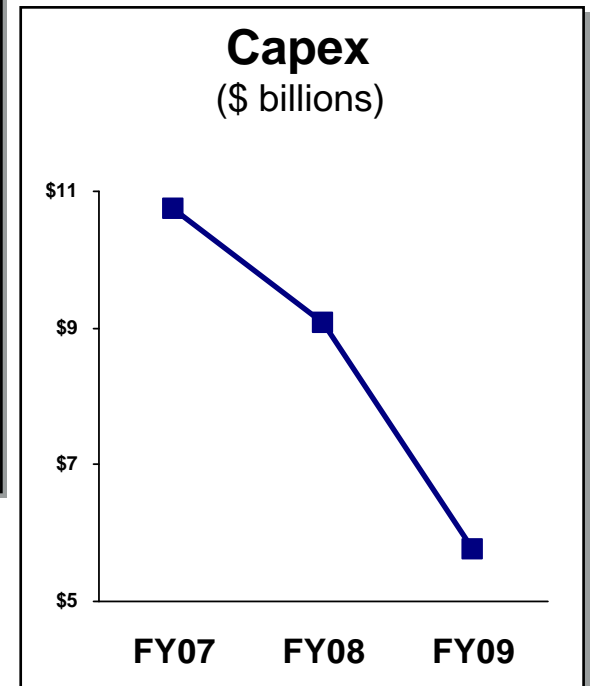
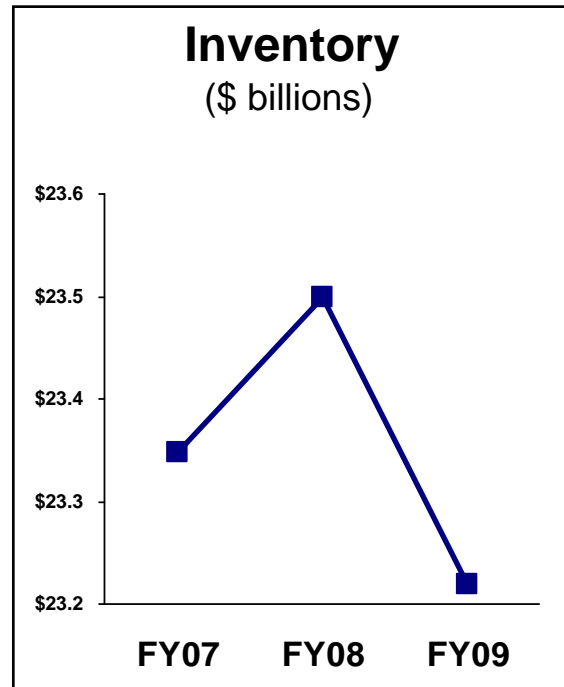
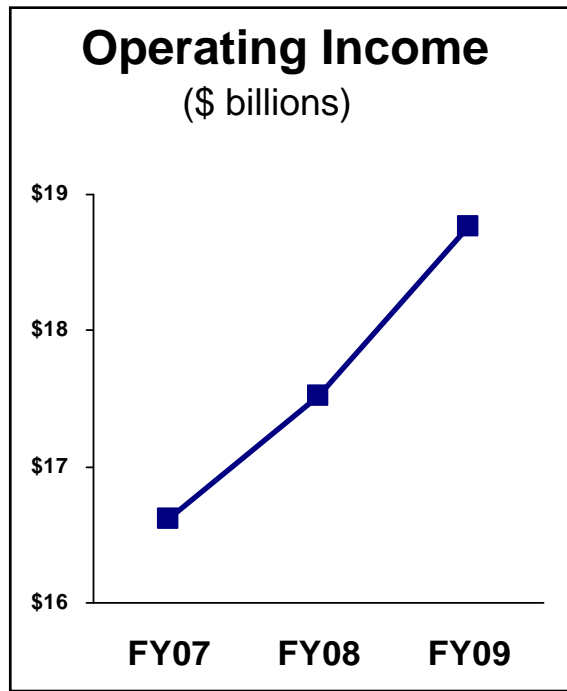
Human Resources

# Solid Financial Performance in FY09

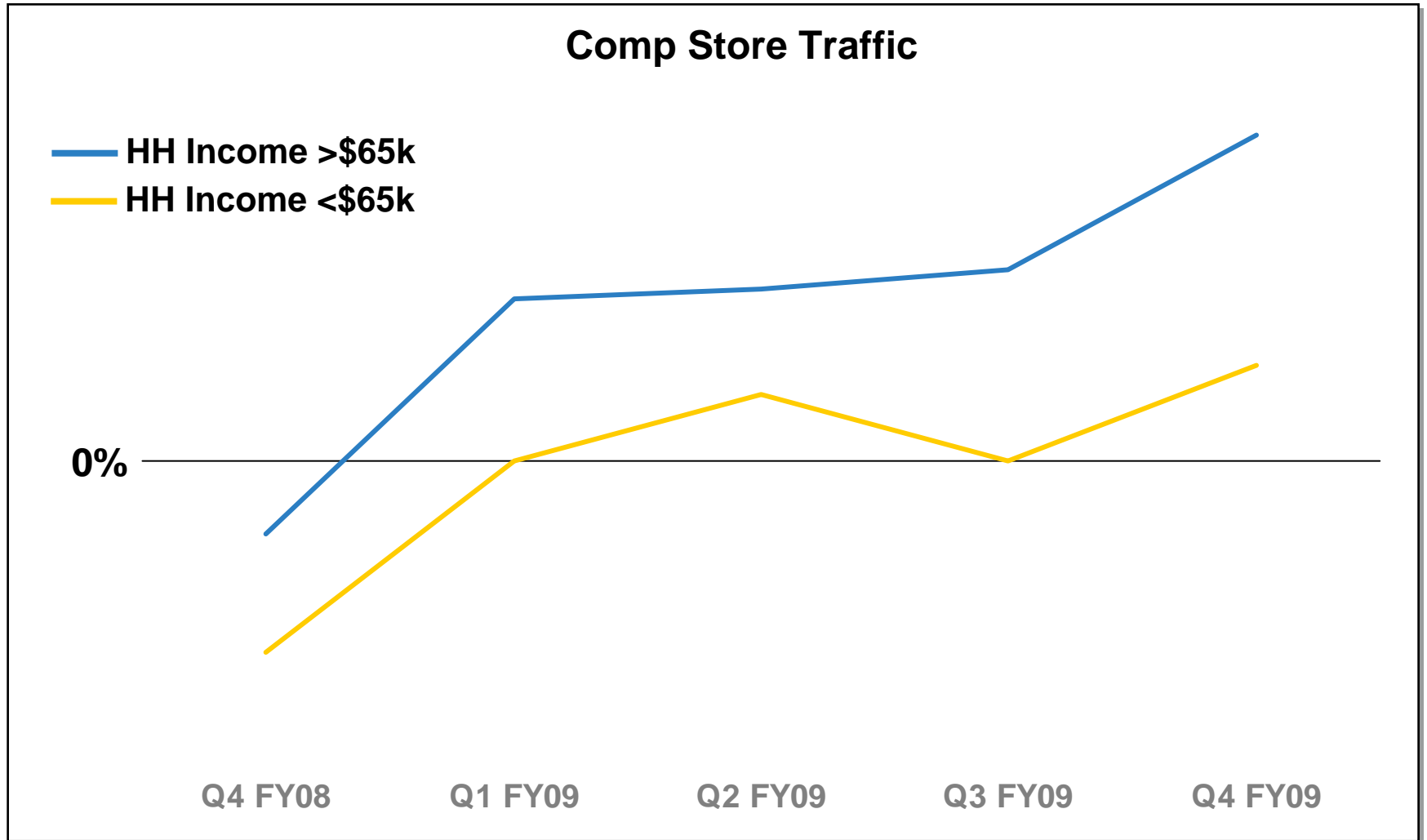
		Full Fiscal Year		
		<u>FY09</u>	<u>FY08</u>	<u>Change</u>
<u>Walmart U.S.</u>				
	Sales	\$255.7 B	\$239.5 B	6.8%
	Comp Sales	3.2%	1.0%	+220 bps
	Operating Income	\$18.8 B	\$17.5 B	7.1%
	Capital Expenditure	\$5.8 B	\$9.1 B	(36.7%)

Note: Comp sales on a calendar basis

# Inflection Point in Walmart U.S. ROI Trend



# Customer Growth Coming Across Multiple Income Segments



# Organization Aligned Around Business Framework

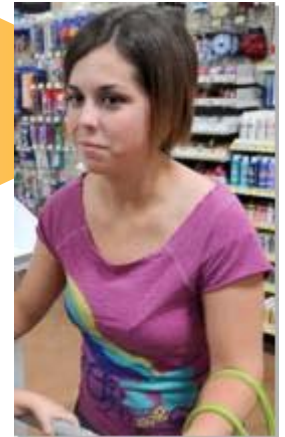
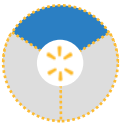
what we stand for...



how customers experience the brand...

how we go to market...

# 21 Minutes to Convince Her Walmart Delivers on the 10 Words





# Advertising Reinforces our Price Leadership Position



	FY07	FY09
Ad awareness	71%	<b>81%</b>
Fits my opinion of the brand	50%	<b>64%</b>
Best I've seen recently	30%	<b>40%</b>
Told me something new	33%	<b>52%</b>
Believability of Claims	53%	<b>65%</b>

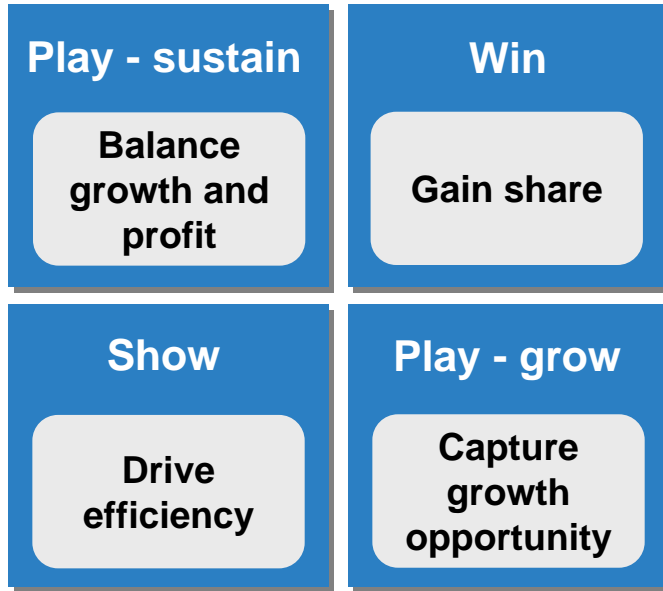
Source: ARSgroup



# Store Presentation Drives Price Leadership



# Win-Play-Show Assortment Strategy



**FY09**

- Comp Sales**
- Markdowns**
- Gross Margin**
- Inventory**

# Clarity of Offering



From...

To...



# Product Authority in Win Categories



# Fresh Authority



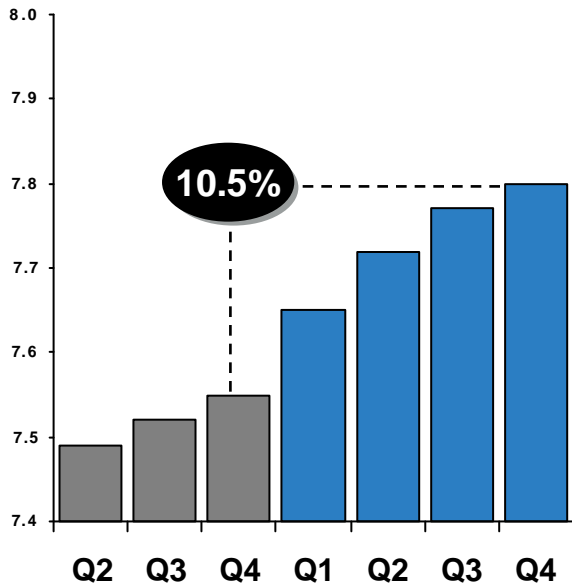
# Clarity of Offering



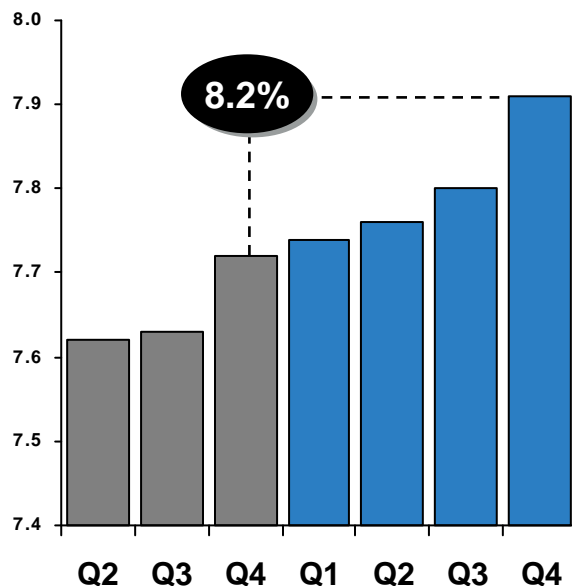
# Fast, Friendly, Clean



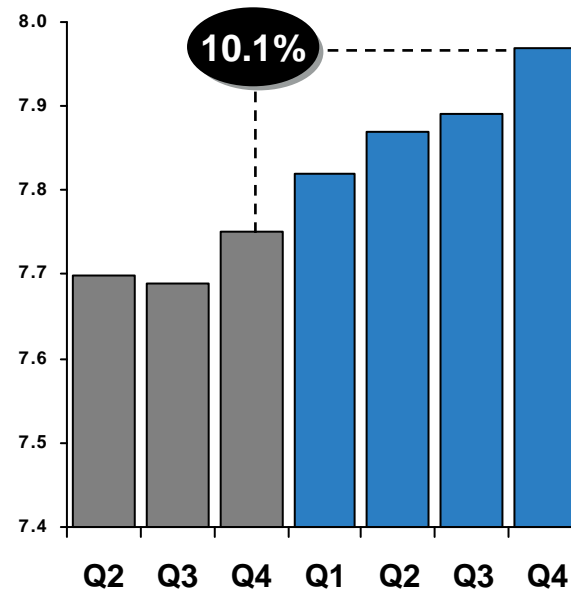
## Fast



## Friendly



## Clean



% Represents percent reduction in gap between current score and score of 10



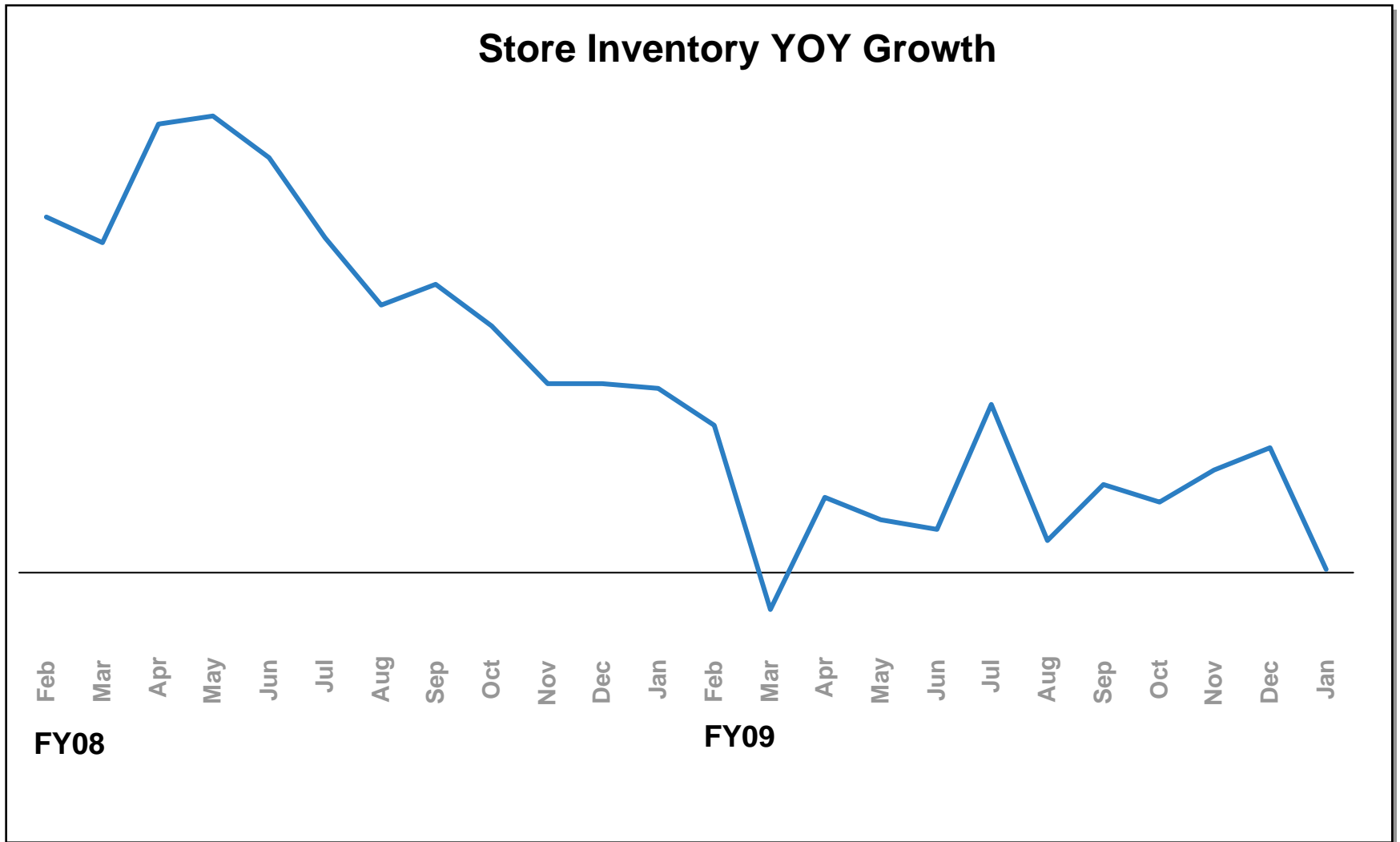


## FY09 Summary

- Cost per case reduced by 142 bps and by 425 bps holding fuel prices constant
- 8.6% increase in distribution center labor productivity
- 3.0% increase in cases shipped with 6.9% reduction in miles
- 2<sup>nd</sup> consecutive year without building a distribution center



# In-Store Inventory Reduction Improves the Customer Experience

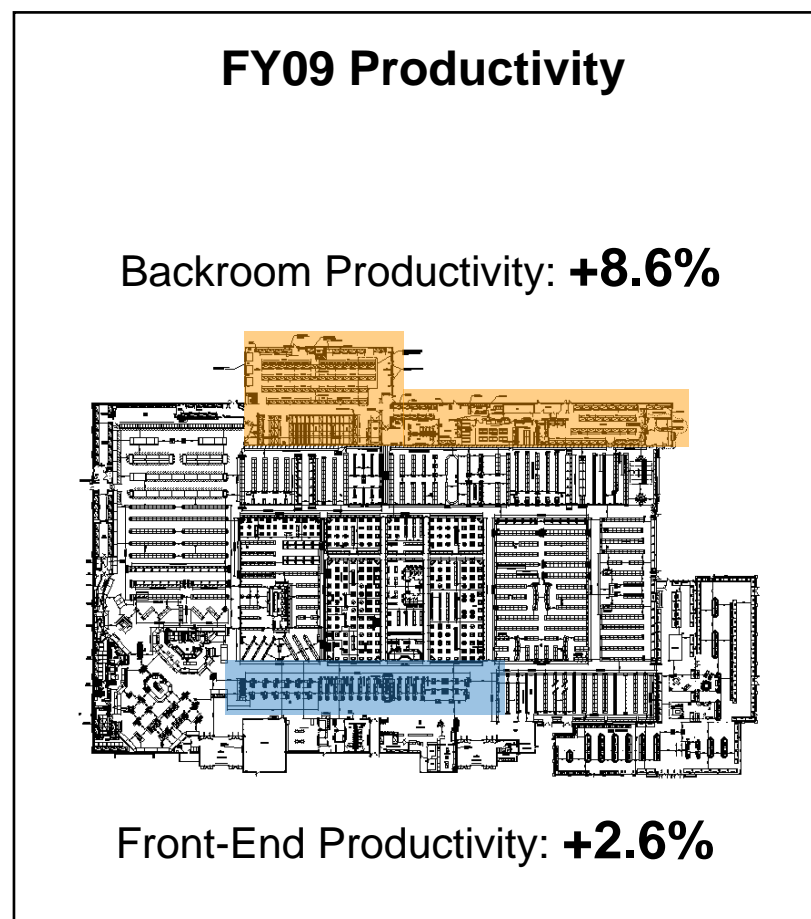
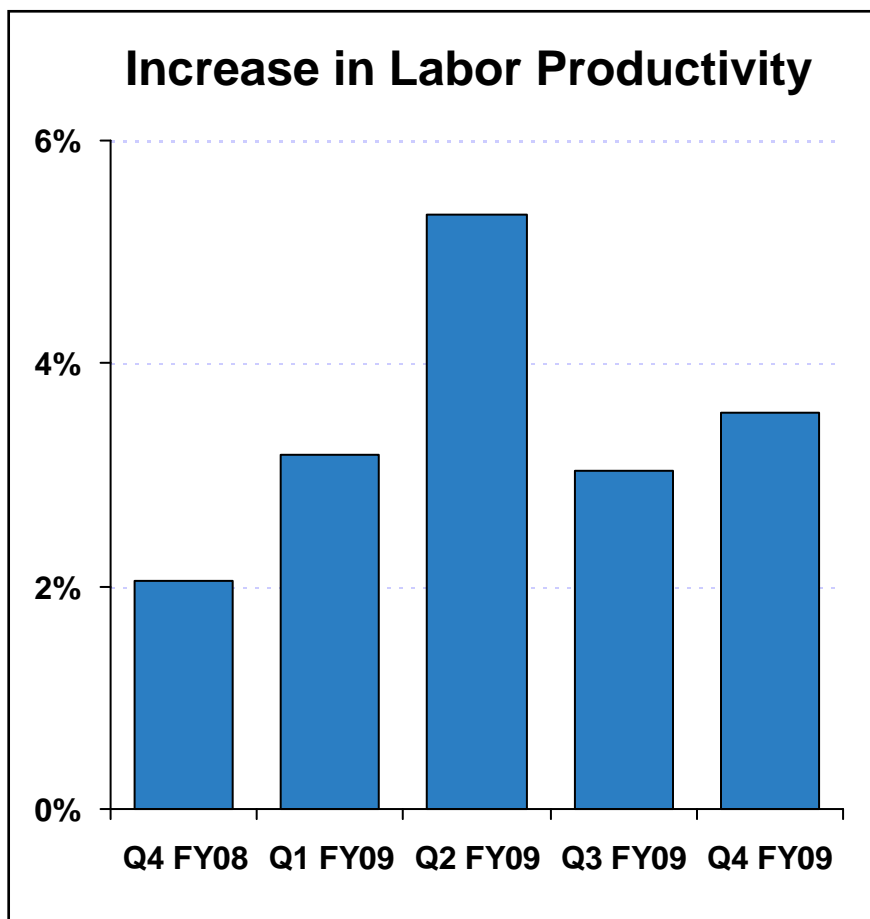


Note: Sales and Inventory for stores only

# Less Inventory Allows Associates to Deliver a Clean Shopping Environment



# Continued Improvements in Productivity

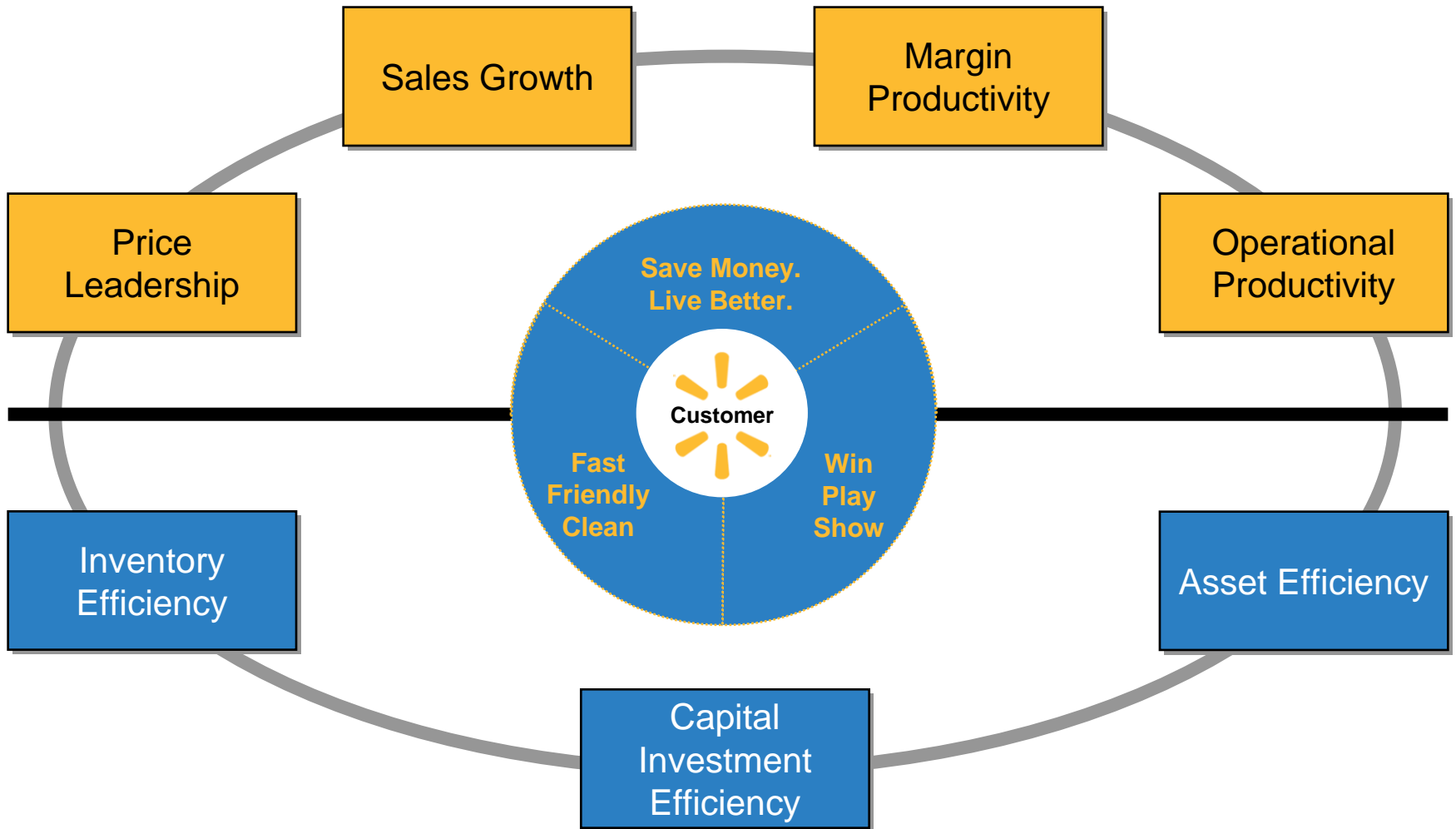


Note: Labor productivity measured as sales per labor hour. Backroom productivity measured as cases received per backroom labor hour. Front-End productivity measured as items transacted per cashier hour.

# Designing a Friendlier Environment for the Customer



# Driving Continued Improvements in Walmart U.S. ROI



# Questions