Walmart Ecosystem

Walmart Inc.
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Bentonville, AR 72716–8611
Phone: 1-800-WALMART www.walmart.com

Outside Relationships

Regulators | Capital | Suppliers | Customers

Selected US and Foreign Regulators
- Federal Trade Commission
- Food and Drug Administration
- Drug Enforcement Administration
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- US Environmental Protection Agency
- U.S. Department of Agriculture
- Federal Communications Commission
- National Labor Relations Board
- Equal Employment Opportunity Commission
- Consumer Product Safety Commission
- Medicare, Medicaid, and the Patient Protection and Affordable Care Act (Obamacare)
- Health Insurance Portability and Accountability Act
- Energy Regulators
- Foreign Corrupt Practices Act
- State and Local Governments
- European Union General Data Protection Regulation
- California Consumer Protection Act

Capital
- Public Debt Holders — Bond Financing
- Commercial Banks — Working Capital Financing

Suppliers
- Trading Counterparties — Foreign Currency Derivatives Trades
- IBM — Blockchain Technology Services
- Business Regulation
- Restaurants: Subway, McDonalds — Food Service via Restaurants in Some Walmart Supercenters
- Real Estate Owners — Retail Store Leases (687 of 4,756 Retail Units)
- Key Third Party Brands: Better Homes & Gardens, Farberware, Russell — General Merchandise Sales
- Private Label (Walmart-Owned): Allswell, Athletic Works, Bonobos, Equate, EV1, Everstart, George, Great Value, Holiday Time, Mainstays, Marketside, No Boundaries, Onn, Ozark Trail, Scoop, SwissTech, Time and Tru, Wonder Nation — General Merchandise Sales

Customers
- Individuals
- Businesses

Retail and eCommerce Sales

Walmart Inc. (Delaware Corporation)

Debt Structure

Debt ($53.3B @ 1/31/20) — Credit Ratings for Long-Term Debt: Fitch (AA), Moody's (Aa2) and S&P (AA)

- $49.1B in Fixed and Floating Senior Unsecured Notes (from 1.75% to 4.125%)
- $15B U.S. Credit Facility ($10B Revolving Loan; $5B in 5-Year Term Loan)
- $2.9B Non-U.S. Lines of Credit
- $5.2B Commercial Paper
- $1.8B Syndicated/Fronted Letters of Credit; Unlimited Trade Letters of Credit

Equity Structure

Equity
- Share Repurchase Program ($20B authorized, $5.7B remaining, no expiration)
- Common Stock (11.1B Shares Authorized; 2.9B Outstanding)
- Preferred Stock (100M Shares Authorized)

Governance

Board of Directors

Cesar Conde (A,T)	Marissa A. Mayer (C,T)	Steuart L. Walton (T)
Timothy P. Flynn (A,T)	C. Douglas McMillon (E)	Committees: Audit (A), Compensation (C), Governance (G), Finance (F), Technology/ eCommerce (T)
Sarah Friar (A,F)	Gregory B. Penner (E)	
Carla A. Harris (C,G,F)	Steven S. Reinemund (C,G,T)	
Tom Horton (A,G,E,F)	S. Robson Walton (E,F)	

Management Team

President, CEO—C. Douglas McMillon	EVP, Global Governance, CLO, Corp. Secretary—Rachel Brand
EVP, President, Walmart U.S. CEO—John Furner	EVP, President, Walmart International CEO—Judith McKenna
EVP, President, CEO U.S. eCommerce—Marc Lore	VEP, President, Sam's Club CEO—Kathryn McLay
EVP, CFO—M. Brett Biggs	SVP, Controller—David M. Chojnowski
EVP, Corporate Affairs—Daniel J. Bartlett	EVP, Global CTO/CDO—Suresh Kumar
	EVP, Global People, CPO—Donna Morris

Corporate Matters

Global Investigations & Security
- Security Analyst
- Investigator
- Security Risk Manager
- Corporate Security
- Security Systems

Accounting & Finance
- Accounting
- Shared Services
- Audit
- Financial Strategy
- Investor Relations

Human Resources
- Associate Experience
- Benefits
- Talent Development
- People Analytics
- Recruiting

Marketing & Customer Insights
- Strategy
- Customer Experience
- Digital
- Creative

Engineering
- Industrial Engineer
- Mechanical Engineer
- Civil Engineer
- Electrical Engineer
- Engineering Project Manager
- Entertainment Partnerships

Data Analytics & Business Intelligence
- People Analytics
- Pricing and Planning
- Customer Insights
- Online Operations
- Data Science

Aviation & Travel
- Aviation Management
- Aviation Pilot
- Aviation Maintenance
- Fixed Base Operation
- Travel Management
- Travel Agent

Merchandising & Online Operations
- Buying
- Planning
- Pricing
- Replenishment
- Modular Development
- Business Analytics

Legal Compliance & Ethics
- Attorney
- Paralegal
- Legal Counsel
- Project Manager
- Business Analytics
- Responsible Sourcing

Misc. Corporate Departments
- Business Operations
- Asset Protection
- Corporate Affairs and Communications
- Internships
- Customer Service and Call Center
- Administrative and Support Services
- Installation, Maintenance and Utilities
- Project and Program Management (PMO)

Real Estate Construction & Store Planning
- Construction
- Field Project Supervisor
- Facilities Management
- HVAC/R
- Research & Strategy
- Maintenance
- Project Management

Supply Chain & Logistics
- Project Management
- Industrial Engineering
- Data Scientists
- Replenishment
- Planning

Operations

Walmart U.S.
(2020 Revenue = $2.432 B)

REGIONS: United States

Stores

Supercenters	Discount Stores	Neighborhood Markets	Specialties
3,571 Stores (Average size of 178,000 sq.ft.)	376 Stores (Average size of 105,000 sq.ft.)	809 Stores (Average size of 42,000 sq.ft.)	Walmart Media Group
Open 24 hours	Open 24 hours	Open 24 hours	Fuel/Tire/Lube Services
142,000 items	120,000 items	29,000 items	Money Center/Finance
350+ associates per store	225 associates per store	95 associates per store	Walmart Pharmacy
			Walmart Optical
			Portrait/Photo
			Radio Grill
			SmartStyle Hair Salon

eCommerce

Stores	Services	Platforms/Technology
Walmart.com	Endless Aisle	Store No8
Jet.com (and subsidiaries: Hayneedle, ModCloth, Shoes.com)	Same Day Delivery	Parcel
Art.com	Same Day Pickup	
Barenecessities.com	NextDay Delivery	
Moosejaw.com		

Distribution
- Total Distribution Facilities (162)
- eCommerce Distribution Centers (40)
- Temporary eCommerce Distribution Centers (8)
- Disaster Distribution Centers (6)
- General Regional Distribution Centers (42)
- Grocery Distribution Centers
- Fashion Distribution Centers
- Specialty Distribution Centers
- Import Distribution Centers

Sam's Club
(2020 Revenue = $0.268B)

REGIONS: United States

Stores
- 599 Stores (Average size of 134,000 sq.ft.)
- Membership Only Club Membership ($45/annually); Plus Membership ($100/annually)
- Member's Mark private label brand
- Hours: M-F (10:00–8:30) Sat (9:00–8:30) Sun (10–6) Membership Hours starting at 7am M-Sat
- 5,500 items
- 160–175 associates per store

eCommerce

Stores	Services
Samsclub.com	Club Pickup
	Delivery to Home
	Sam's Garage
	Scan and Go

Distribution
- General Distribution Facilities (25)
- Import Facilities (2)
- eCommerce Distribution Centers (9)
- "Other" Distribution Centers

Walmart International
(2020 Revenue = $2.363 B)

REGIONS: Africa, Argentina, Canada, Chile, Central America, China, India, Japan, Mexico, United Kingdom

Stores

Retail	Wholesale	Significant International Subsidiaries	Walmart de México y Centroamérica
Supercenters	Warehouse clubs	Massmart	Bodega Aurrera Express (1,099)
Supermarkets	Sam's Clubs (198)	Asda	Bodega Aurrera (541)
Hypermarkets	Cash & Carry	Flipkart	Mi Bodega Aurrera (395)
Other Discount Stores (store names vary by region)		Walmart de México y Centroamérica (see next panel for detail)	Walmart Supercenter (280)
			Sam's Club (163)
			Superama (93)

eCommerce

Stores	Services	Platforms/Technology
Walmart.com.mx	Click and Collect	Flipkart
Asda.com	Same Day Delivery	PhonePe
Walmart.ca	Same Day Pickup	Myntra
Flipkart.com	NextDay Delivery	

Distribution
- Total Distribution Facilities (221)
- eCommerce fulfillment centers (88)
- Ekart (logistics and local delivery service in India)
- Mexico Distribution Centers (16)
- Chinese Distribution Centers (20+)

Operations — Distribution

- Perishable Grocery Items — Common Carriers (21% of Walmart U.S. merchandise is transported by common carriers)
- Distribution Facility Leases (54 of 162 Distribution Facilities) — Real Estate Owners
- Retail Unit and Distribution Facility Leases (773 of 5,355 Retail Units; 14 of 25 Distribution Facilities) — Real Estate Owners
- Distribution Services (only for certain Sam's Club items) — Walmart Distribution Centers
- Sorting Services — eCommerce Sort Centers (2,500 Sort Centers in India)
- General Merchandise Sales — Key U.S. Private Brands (Equate, George, Great Value, Holiday Time, Mainstays, Marketside, & Parent's Choice)
- Retail Unit and Distribution Facility Leases (4,380 of 6,387 retail units; 187 of 221 Distribution Facilities) — Real Estate Owners

Outside Relationships

Customers | Suppliers | Capital | Regulators

Capital
- Securities Regulation and Stock Exchange Listing Rules — Securities Regulators: US Securities and Exchange Commission; New York Stock Exchange; Mexican Stock Exchange (BMV)
- Common Stock Repurchases
- Equity Capital — Significant Shareholders: The Vanguard Group, Inc. (4.62%); SSgA Funds Management, Inc. (2.50%); BlackRock Fund Advisors (2.20%); Geode Capital Management LLC (0.75%); Fidelity Management & Research Company LLC (0.64%); Northern Trust Investments, Inc. (0.58%); Wellington Management Co. LLP (0.58%); State Farm Investment Management Corp. (0.52%); Bill & Melinda Gates Foundation Trust (0.41%); Fisher Asset Management LLC (0.38%)

Suppliers
- Professional Services — Professional Services: Ernst & Young (Auditors); Publicis Groupe (Advertising); Various Law Firms (Law)
- Wal-Mart Self Insurance
- Stop-Loss Insurance for Workers' Compensation, General Liability, and Auto Liability — Insurance Providers
- Supplies — Suppliers (Walmart's global supply chain includes over 100,000 suppliers located around the world, including the US)
- Alliance to Combine eCommerce and Retail Resources in China — JD.com
- Private Label (Walmart Owned): Aurrera, Cambridge, Myntra, PhonePe, Lider
- General Merchandise Sales — Private Brands (15% of Walmart International merchandise does not pass through distribution facilities)

Customers
- Retail & eCommerce Sales — Customers: Individuals, Businesses
- General Merchandise Sales (15% of Walmart International merchandise does not pass through distribution facilities)

Key Company Data (as of 1/31/20)

Financial
- Total Revenues: $523.9 billion
- Consolidated Net Income: $15.2 billion
- Operating Cash Flow: $25 billion
- Gross Profit Margin: 24.1%
- 11,909 total properties (6,688 owned and 5,221 leased)
- Return on Investment: 13.4%

Business Commitment
- "Every Day Low Pricing"
- "Every Day Low Cost"
- Omni-channel offerings for Same and Next Day Pickup and Delivery
- Walmart sells similar products across U.S., International, and Sam's Club segments

Walmart U.S.
- Walmart U.S. had net sales of $341.0 billion for fiscal 2020 (66% of Walmart's consolidated net sales
- Walmart U.S. has historically had the highest gross profit as a percentage of net sales
- Walmart U.S.'s omni-channel services with eCommerce has nearly 3,200 grocery pickup locations and over 1,600 delivery locations
- Walmart U.S.'s three strategic merchandise units: grocery, health and wellness, and general merchandise

Walmart International
- Walmart International is Walmart's second largest segment and operates in 26 countries through wholly owned subsidiaries
- Net sales of $120.1 billion for fiscal 2020 (23% of Walmart's consolidated net sales)
- Over 40% of Walmart's international retail locations are in Mexico
- Walmart International's strategic growth will be concentrated in Mexico and China with an estimated addition of 250 new retail stores.

Share Information
- NYSE: WMT
- Current Share Price: $125.76
- Dividend: $2.12 ($2.16 in FY21)

Sam's Club
- Operates in 44 states in the U.S. and in Puerto Rico
- Sam's Club had net sales of $58.8 billion for fiscal 2020 (11% of Walmart's consolidated net sales)
- Membership income is a significant component of the segment's operating income (has a lower gross profit rate and operating expenses than Walmart U.S. and International)

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