

2023 Associate Celebration

Company Participants

- Bo Woloszyn, Senior Manager - Digital Strategy
- Cedric Clark, Executive Vice President of Store Operations
- Doug McMillon, President and Chief Executive Officer
- Gregory B. Penner, Chairman
- John Furner, President and Chief Executive Officer, Walmart U.S.
- Judith McKenna, President and Chief Executive Officer, Walmart International
- Kathryn McLay, President and Chief Executive Officer, Sam's Club
- Kirby Gwen, Manager & On Air Broadcaster
- Unidentified Speaker

Presentation

Kirby Gwen

The stage is set, the celebs are prepping, and the associates are amped up.

Bo Woloszyn

It's almost time for the Annual Walmart Associate Celebration here in Northwest, Arkansas. Hey everyone. I'm Bo.

Kirby Gwen

Hey friends. It's Kirby Gwen.

Bo Woloszyn

And we're coming to you live from Bud Walton Arena in Fayetteville, Arkansas right before the big associate celebration starting in about 30 minutes or so.

Kirby Gwen

This place is filling up quick with thousands of associates from all over the world. We're so excited for you to join us as we get you hyped up for the action and celebrate you all. And you know what, speaking of the hype, we have Antonio on the floor.

Antonio, how's it going down there?

Unidentified Speaker

Oh man, how's it going? Y'all can feel the excitement. I got global tech behind me. They're so thrilled, they're so pumped up, man. My heart beat is going like oh, oh; can y'all feel it up there? Y'all hear that? Look at that global tech. Oh man; love it, y'all. Hey, back to you guys. I know we got a lot of jam-packed show. So, keep it going. Let's go.

Kirby Gwen

Yes. Antonio is in the action.

Bo Woloszyn

He's bringing the hype.

Kirby Gwen

Yes, the energy is hot here in Northwest Arkansas and we want you to get hyped up too at home or on the go. Each one of you associates is critical to this company and its success and we have some shoutouts to you all.

Bo Woloszyn

That's right. Shoutout to Willie at store 5299 in Clermont, Florida. And to Eric over at store 177 in Paris, Tennessee. We actually met Eric last year. Keep rocking, man.

Kirby Gwen

And a big shoutout to Dante Hall at store 1345 in South Boston, Virginia. And hola to Charlie at store 2449 in Puerto Rico.

Bo Woloszyn

And we want to say hi to Marlon over there at store 72 in Pittsburgh, Kansas.

Kirby Gwen

And Marlon wanted to shoutout his coworker, Margaret, who's here at Associates Week and is a 50-year associate. You go ahead, Margaret, with your bad self.

Bo Woloszyn

Hey, we want to know where you're watching from. So, give us a shoutout, all right? Give your store a shoutout. And be sure to comment and follow Walmart World over on Workplace, Facebook, Instagram, Twitter, and the Tiki-Taki.

Kirby Gwen

Now, you all know that Bo and I are all about the associate experience, and so is our special guest. Meet the one and only Cedric Clark is the Executive Vice President of Operations, Store Operations for Walmart U.S.

Bo Woloszyn

Cedric, thank you so much for being here.

Cedric Clark

I'm excited, man.

Bo Woloszyn

Are you ready?

Cedric Clark

Like I see Antonio is talking about -- I'm feeling that right now. I'm feeling that right now.

Bo Woloszyn

So, Cedric, your motto is of course pride, opportunity, believe, what does that mean to you?

Cedric Clark

You know, it's crazy about it like being here this week, it's my favorite week anyways, but pride is the little things, right? And that -- when we talk about it, we're going to get to the belief. But the pride is you kind of get into a business that you run, you begin to look at it and say to yourself, I can be something bigger than I am. Then opportunities happen when leaders give you opportunities to say, hey, I see something you maybe you don't see in yourself, or we elevate you, but what's crazy about it, it all starts to believe. We see so many associate stories and the belief in yourself has to start that way and then what happens in when others believe in you, it gets replicated them.

When I get the fortune to with 21 years ago in Sporting Goods, Bo and Kirby, it is an absolute honor that in the job that I'm in, which is serving the whole U.S., it's actually to take care of them. So, that's where for me when I step back right opportunity and belief that's actually who we are and who Sam Walton started this thing 61 years ago.

Bo Woloszyn

Love that.

Kirby Gwen

Now we know you're all about inclusivity and connecting associates with each other worldwide. Can you talk a little bit more about that?

Cedric Clark

Absolutely. So, you can see my lanyard right here, man. It is Pride Month, which actually kicked off yesterday. And so, we want you to belong. We want everyone to belong. So, when I think about what we do person of color, Kirby, kind of get in this business. You got -- China's here for the first time, what, in almost three years. It's just kind of knowing all that, but that's where I'm really excited man for us to kind of get together belong and just be a part of this big amazing Walmart family.

Kirby Gwen

Yes.

Bo Woloszyn

You talk with a lot of associates. What do you hear the most important is to folks across our stores and our clubs and really around the world?

Cedric Clark

Yes. So, I was in listening sessions. You know what they talk about? Leadership. And so, what's crazy is we got for Walmart U.S., all these areas they pick the best. So, when the best come here, what they're saying is, "I know I'm the best and I know this is what I do to become the best; how do we get everyone doing that?" And that's where for me at Walmart U.S. if we can lock the 1.3 million to be focused on that customer, the rest takes care of itself.

Kirby Gwen

I know that's right. Hey, Cedric, thank you so much for being here with us today. Is there anything else you want to add?

Cedric Clark

No. I just want to say to everybody and this is for the Walmart, Inc family: "We love you. We are enjoying this day like the party is starting. Hearts are palpitating, but just know you make the difference." So, I'm excited to be here and can't wait to be a part of the festivities to finish this thing out, the finale.

Bo Woloszyn

Very cool.

Kirby Gwen

All right. And we know you are kicking it off in a major way. Cedric is going to be taking the stage to lead us in the Walmart cheer for the big celebration. So, we will see you again very, very soon.

Bo Woloszyn

So, stay tuned for that. We'll take you to the live cheer happening at about 7:52.

Kirby Gwen

So much goes into putting on the Associate Celebration every year. There's a lot happening behind the scenes. I mean there are folks working months in advance dreaming up ways to make this a next level experience as a way to just say thank you to our associates.

Bo Woloszyn

That's right, Kirby. And let's talk about Bud Walton Arena right here behind us. Crews begin set up about a week and a half before the associates arrive and work around the clock. Kirby, it takes 70 truckloads of equipment over several days to transform this space.

Kirby Gwen

And what a transformation it is. There are more than 10 miles of cable, nearly 600 light fixtures.

Bo Woloszyn

Wow.

Kirby Gwen

And almost 25 million pixels making up a massive three-story led screen. And you know what, that's not just Bud Walton, that's Barnhill Arena, the Associate Expo, the gardens, and so much more.

Bo Woloszyn

Basically, Walmart takes over and transforms Fayetteville, Arkansas each year, right?

Kirby Gwen

Yes.

Bo Woloszyn

And now we're saving the final stage reveal for the celebration, so stay tuned. It is the best kept secret every year: who will be the host of this year's Associate Celebration?

Kirby Gwen

Oh, I'm so sorry. Did they not tell you?

Bo Woloszyn

No. You don't know -- there's no way they told. Did they tell you?

Kirby Gwen

I know nothing.

Bo Woloszyn

They usually don't tell anyone.

Kirby Gwen

No, I know nothing. Well, listen, we asked around and here are some of your best, maybe worst guesses.

(Audio-Video Presentation)

Listen, I'll tell you this right now, Bo. If The Rock is in this building right now, I'm taking off this headset, okay?

Bo Woloszyn

I know.

Kirby Gwen

Do you think any of those folks nailed it?

Bo Woloszyn

Well, we don't have to wait much longer to find out. We're just minutes away from the big reveal. And you can watch it right here.

Kirby Gwen

Oh, I love a reveal. And I mean, like, literally, don't go anywhere, because it's coming up next.

Bo Woloszyn

Yep, stay tuned. The big event starts at 8 o'clock.

Kirby Gwen

Now, the real stars of this show, of course, are you, the associates.

Bo Woloszyn

And you all know, Walmart President and CEO, Doug McMillon, started as a store associate too. So, who better to get you all hyped up than the man himself? And here's a message straight from him to all of you.

Doug McMillon {BIO 3063017 <GO>}

I'd like to take a minute before we get started today to say thank you for all you do. I wish we could get the entire company together in person all at once; wouldn't that be wild?

Our first shareholders meeting was in 1970, a grand total of six people showed up, but like many things we do, we just kept making it better and better from year-to-year. This has become my favorite week of the year, so many great memories of watching Sam lead these meetings, hearing Helen and so many of our other leaders talk about the company. It fires me up thinking about all the history.

We had a challenging environment to operate in these past few years, but we've come through it stronger. We're positioned to keep growing. We just need to keep working together to focus on customers and members, strengthen our culture, and embrace change. Glad you're participating in this way. I'm really excited about what we've got planned for you this morning and I hope you love it. Thanks for all you do.

Kirby Gwen

Oh thank you, Doug. I got like a little goose bumpties.

Bo Woloszyn

I see it.

Kirby Gwen

You see? You see that?

Bo Woloszyn

I see them. Can't wait to hear him here in just a bit and you know, Kir, what do you say we do a little fun, all right?

Kirby Gwen

Oh yeah.

Bo Woloszyn

A little of this, a little of that, a little of that.

Kirby Gwen

A little of this, a little of that, a little of that. We're fired up.

Bo Woloszyn

So, yes, we'll hear from Doug here very, very shortly. He'll speak here in moments, but first we need to check back down with all the hype happening on the floor in the middle of the action.

Chris, what's happening?

Unidentified Speaker

Oh man, if you can't hear it in my microphone, I'm in the Sam's Club almost like a lion's den right here. I'm like right up front. It is a magical down here. Of course I am joined by Mercedes and Mylon. Can you guys tell me what club are you from? Where that's at?

I'm from Fort Wayne, Indiana 6313.

Oh very nice. And you, Mercedes?

Hi. I'm Mercedes and I'm from Lansing, Michigan, Sam's Club 4781.

Oh, Lansing, Michigan. I bet Kirby Gwen is very happy to hear about that.

What's the best thing that you've gotten to do this week at Associates Week 2023?

Coming to this Sam's meeting, if you'd have told me 20 years ago, even last year, that I was going to be here, I would have never believed you, but a blessing from

God, this is the greatest thing that's happened in my own personal life work wise. So, praise God, praise everybody for being here. Let everybody just celebrate and have a good time.

Oh my, Mylon. Mercedes, can you follow that up? What's the best thing that you've gotten to do this week?

Let me tell you. I got to eat a lot of food this week. Lots and lots of food. Sweets, ice cream, meat, barbecue, more ice cream. And I like that was the best thing for me for sure.

Mercedes, I'm lactose intolerant, but I also ate all the ice cream that I possibly could. It's fantastic. I don't -- I don't mind that my tummy hurts. It's an okay thing.

Medical staff on deck.

I love it. Mylon, what is the best thing about working at Sam's Club?

For me, personally, the recognition that you get when you do a really good job, personally. And the samples of food that they have out. Going around when you ain't got lunch money and you see those demo ladies all day, all day.

A little nom, nom, nom from Mylon. Mercedes, same question to you: best thing about working at Sam's Club?

I think he just stole my answer. All right. I like the food here. But if I have to pick a second one, then we're going to pick the swag, the shareholders or the Sam's share. Every dollar counts, okay? Every dollar counts. So, since he stole my answer, that's what we're going to go with.

That's lovely. All right. We got one more. I got one more question: Who do you think that the guest host is going to be this morning?

I have absolutely no idea, but you know what, this is wishful thinking. Let it be Jason Momoa.

Little Momoa action; and you, Mercedes, who you think the host is going to be today?

The host is going to be Matthew Stafford or Jay Leno.

I love it. I love it. Mercedes, Mylon, thank you so much. Sam's club, I love you. Thank you. All right. Kirby Gwen, Bo, back to you.

Kirby Gwen

And a big shout out to the Sam's Club team and my girl, Mercedes, from my home state of Michigan. We have been hanging out tough this week. But also I feel like they need to give Chris a little room if he was having all that dairy. Yeah, you know, Bo, my first week at Walmart was actually Associates Week last year.

Bo Woloszyn

You're right. Happy anniversary, by the way, Kirby.

Kirby Gwen

Thank you. Thank you.

Bo Woloszyn

You know time does fly --

Kirby Gwen

No, it does.

Bo Woloszyn

-- when you're having fun.

Kirby Gwen

It does.

Bo Woloszyn

And we call these Walmart years.

Kirby Gwen

They really are, like I just remember how much fun Associate Week was last year. And I was so excited just like to be back in the fold again.

Bo Woloszyn

Check out some of these pictures. Look at them, glasses. Love it.

Kirby Gwen

Yeah. They're right. The swag was swagging this year. Yes.

Bo Woloszyn

Our international friends, it was just so much fun.

Kirby Gwen

So good. We want to see your pics too, how you're celebrating Associates Week. You can share from anywhere in the world.

Bo Woloszyn

That's right. Just use the #WMT2023 or tag Walmart World on Workplace, Facebook, Instagram, Twitter, and TikTok.

Kirby Gwen

So, everyone probably knows that pin trading is a time-honored tradition at Walmart, right? And Associates Week is the week to come and really get you some cool new pins.

Bo Woloszyn

Yep. And we have some major pin fanatics out there in the Walmart World, who have epic pin collections. Take a look.

(Audio-Video Presentation)

And guess what? We have an associate here to show off their pin collection with us live.

Kirby Gwen

That's right. Please welcome associate Joy Lynn Vasquez Bonilla all the way from store 1847 in Ocala, Florida. Welcome to the hype show.

Unidentified Speaker

Good morning, guys. How are you doing today?

Bo Woloszyn

Very good.

Unidentified Speaker

I'm good. Are you hyped up? Are you pumped up? Are you fired up?

Yes, I'm having a lot of fun here.

Bo Woloszyn

Tell us about these pins. Do you have a favorite?

Unidentified Speaker

Yes, I have one, Mexico one. I also love the ones from Puerto Rico and Route 66.

Bo Woloszyn

Very, very nice.

Kirby Gwen

Wow.

Bo Woloszyn

We have a special little something.

Kirby Gwen

We do. We have a little something, something for you. We would love to give you the original, actually the original for me, the brand new Walmart and Sam's Club radio pins.

Unidentified Speaker

Thank you, guys. This is amazing. But guess what? I have a surprise for you too.

Bo Woloszyn

We like surprises.

Kirby Gwen

You got something for us?

Unidentified Speaker

Yes, pins from Puerto Rico. I wouldn't know Canada, but I'm from Puerto Rico. So, I would like to hand all these to you.

Kirby Gwen

Thank you, Lu.

Bo Woloszyn

Anything you'd like to say to your Puerto Rico friends?

Unidentified Speaker

Yes. First, thank you to Walmart to giving me this beautiful opportunity and thank you for every one of you that have the opportunity to interact with me and change pins.

Bo Woloszyn

Maybe real quick in Espanol.

Unidentified Speaker

(Foreign Language)

Bo Woloszyn

Love it.

Kirby Gwen

Thank you so much for joining us, Joy Lu.

Bo Woloszyn

Thank you.

Unidentified Speaker

Thank you.

Kirby Gwen

Those pins are a work of art. And speaking of, we have some incredibly talented associates, who are artists right here at Walmart.

Bo Woloszyn

We decided it's time to showcase and celebrate our associate artists worldwide through a brand new initiative. Take a look.

(Audio-Video Presentation)

Love to see it. Scan this QR code right now, right here. Learn more, and you can always tag us in your artwork, photos, poetry, anything to show off your skills and passion. And I know, Kirby, you love art.

Kirby Gwen

That's right. As a painter, like, that really makes me excited to get my brushes out and spark some creativity. We want to celebrate all things associates here at Walmart in the worldwide sphere. And you can like, follow us on social media; and of course, you know what, call us at the radio station at 1855-925-7346. That's 1855-WALRDIO.

Bo Woloszyn

And Kirby, how cool is this? Store 100 in Bentonville got to open the New York Stock Exchange by ringing the bell on Tuesday and they didn't even have to get on a plane to do it.

Kirby Gwen

That's right. The Stock Exchange came to them. Check this out. Wow.

Bo Woloszyn

Very, very cool.

Kirby Gwen

And they're on like the big screen in New York and everything. This was the first time the opening bell has been rung inside a Walmart store.

Bo Woloszyn

Jose Vargas from Fulfillment Center 6020 in Brooksville, Florida had the honor. He's a 20-year associate and this is his first year to come to shareholders.

Kirby Gwen

Okay. Well, two milestones for him. Okay, Jose, we love it.

Bo Woloszyn

Congratulations.

Kirby Gwen

All right, now I need a little help with this one. You ready, Bo?

Bo Woloszyn

I'll try. I'll try. All right.

Kirby Gwen

Go Sam's Club. It's your birthday. We're going to party like it's your birthday.

Bo Woloszyn

It's your birthday. We're going to party like it's your birthday. Hey, we are partying like it's Sam's Club's birthday, because it is. And we're celebrating Sam's Club's 40th birthday this year. Now Kirby, you got to hit up the very first club for the big 4-0 party.

Kirby Gwen

That's right, I did. And the first Sam's Club opened in Midwest City, Oklahoma back in 1983. And of course, I got to visit the store to celebrate. Now we have 600 clubs across the U.S. and Puerto Rico. And we're planning to open 30 new clubs in the next few years as well as FCs and ECs.

Bo Woloszyn

That's right. Today, the party is here in Bud Walton Arena. We're getting closer and closer to the main event. And you know what, it's time to check back in with Chris and Antonio. What's happening?

Unidentified Speaker

Oh y'all can feel what's happening down here.

Can you hear this?

Look at this.

Do you see this?

Kirby Gwen

We see it.

Bo Woloszyn

Oh, Chris how you feeling right now, man?

Unidentified Speaker

I am buzzing right now. It might be the three energy drinks I've had, but it's actually these associates out here. Antonio, I want to tell you something. I made a friend from Ottawa.

Okay.

His name is Darren.

Yeah.

I asked him point blank, "Darren, where do I need to go in Canada to get the best maple syrup?" He looked me straight in the eyes and he's like, "You got to go to Quebec."

You got to go Quebec?

Quebec.

Hey, you know, it's crazy no one asked me who I thought the host was. You know who I love?

No.

If it was Chris Tucker, "Yes, what's going on, associates? It's your boy, Chris Tucker. We out here, 2023, we're going to make it happen. Yeah, man."

How'd I do Chris?

You did excellent.

I did good?

I thought I was standing next to Chris Tucker.

I'm just talking to them for a second, man. I'll tell you what, boy.

Unbelievable, unbelievable. Have you seen some of the associates from around the world?

Around the world.

We got China here. We got Puerto Rico. We got Chile.

Hey, you know who's loud this year? Puerto Rico. They came. They showed up. They were loud. But all these associates here, our global tech, people around the U.S., man, making it happen. We had so much fun with them. The hashtag was crazy this year, WMT2023. I loved it because it rhymed.

Wait, can you say that hashtag one more time?

#WMT2023. Let's go, baby. Look, we pumped up, Chris. I love it, man. We going. Let's go. Hey, hey, hey, hey, hey, hey, hey.

All right, you all. We're getting pumped up. We're going to have to send it back to the DJs up there.

Kirby Gwen

I'm going to be honest, Antonio. I'm going to give your Chris Tucker a strong 7.2.

Unidentified Speaker

Ooh, very nice. Yes. I like that.

Kirby Gwen

Okay. All right. So, we have over 2 million associates worldwide. And I have the pleasure of talking to so many of you on Walmart and Sam's Club radio each week. I love Associates Week, because I get to meet so many new friends in so many new places.

Bo Woloszyn

That's right. Associates from around the world. 19 countries are here with us this week. And let me tell you, these international associates, like they said, they bring the energy. Here are some highlights from this week.

(Audio-Video Presentation)

Love that. And you know, while we were talking about people being loud, international being loud, they are small, but very, very mighty crowd.

Kirby Gwen

Yes.

Bo Woloszyn

We are talking about our Sam's Club.

Kirby Gwen

Yes.

Bo Woloszyn

Yes.

Kirby Gwen

Yeah. And you know, actually, I snuck into the international meeting and they were having a whole dance party. That's how they close out. International knows how to have a good time. Please put me on the guest list. I would love to be there next time.

Bo Woloszyn

But when you hear anybody on stage say Sam's Club, there is a possibility that they will be the loudest in the entire arena.

Kirby Gwen

Yes, My Sam's fam, they get down, all right? We like to have a good time, we like to be loud and proud.

Bo Woloszyn

That's right.

Kirby Gwen

So, shoutout to the team at Sam's. We have so much to celebrate, Sam's Club's birthday, you all the associates, Bo, we're celebrating you, you want to be celebrated? Go Bo, go Bo.

Bo Woloszyn

Hey, everybody's being celebrated, everybody.

Kirby Gwen

Also, but we're also, we're celebrating the fifth anniversary of Live Better U.

Bo Woloszyn

Yeah, LBU is actually, it's an incredible benefit for Walmart and Sam's Club associates in the U.S. It allows you to earn a degree, a certificate, or more at no cost to you. It's pretty incredible, actually.

Kirby Gwen

Yeah. Over the past five years, the company has helped save nearly \$0.5 billion in tuition costs. Now that, that is amazing.

Bo Woloszyn

Yep, more than 104,000 Walmart and Sam's Club associates have participated in LBU. Some of them are here in Northwest Arkansas this week and got together to share stories of their success, so congrats.

Kirby Gwen

And we just announced the program is expanding to Canada. So, hey, keep an eye out, friends.

Bo Woloszyn

And if you want to sign up for Live Better U, you can learn more. Just check out livebetteru.com.

Kirby Gwen

Yeah. So, Bo, we have met a lot of people this week. And we've interacted with a lot of people from across the world.

Bo Woloszyn

Yeah, and let me just tell you, we want to give you some more shoutouts right now, our top posters this week. So, Teresa, shout out to you from Store 5462 Vancouver, Washington and Maria in Chile.

Kirby Gwen

Also a big shoutout to Nydia from Mexico. She was actually supposed to be here with us in Arkansas, but she couldn't make it. So, she's watching from home. Hey, Nydia.

Bo Woloszyn

Hey, hey.

Kirby Gwen

Also a hello to Jessica from Store 5890 Atwater, California.

Bo Woloszyn

And shout out to Linda over at Store 659. They're in Nashville, Tennessee. She wants to say hi to her friend Jessica too, who is actually here at the event this year.

Kirby Gwen

And the biggest hello to Amy from Store 862 in Hinesville, Georgia. Thanks so much for engaging with us this week, y'all.

Bo Woloszyn

We're in the final countdown now.

Kirby Gwen

Oh, wait, that's Lu --

Bo Woloszyn

It's like those Walmart ears.

Kirby Gwen

Real quick.

Bo Woloszyn

As promised, our friend, Cedric Clark, is about to take the stage alongside several other Walmart leaders from across the world to lead the crowd in the iconic Walmart cheer. Then it's time for the big celebration. All right. So, Kirby, I wonder who these special guests are going to be. I cannot wait.

Kirby Gwen

I know. You know, it's been a blast. We love you all. And I mean, we can't wait to see you in the stores and in the clubs. But you know, what it's time to do. It's time to squiggle.

Bo Woloszyn

Double squiggle.

Kirby Gwen

Double squiggle.

Bo Woloszyn

Check out this drip, by the way.

Kirby Gwen

Oh, wow.

Bo Woloszyn

Let's see if I can get these real quick.

Kirby Gwen

Okay. Let me catch you.

Bo Woloszyn

Oh, yeah.

Kirby Gwen

Let me catch you. So exciting. You almost just oh, that would have been bad.

Bo Woloszyn

Are you all ready?

Kirby Gwen

Yes. We're fired up. Thank you so much.

Bo Woloszyn

Bye.

Kirby Gwen

Bye, y'all.

Bo Woloszyn

Let's head to the floor. See you, everyone.

Kirby Gwen

Here we go.

Unidentified Speaker

Please welcome to the stage representative from Walmart U.S., Walmart International and Sam's Club.

Hey. Let's go. Let's go. Good morning. Hey, good morning. Oh, Lance. Come on, come on. Lance, can you do another good morning?

Good morning Sam's Club.

Good morning, Walmart International. How about that?

Hey. So, we usually start a meeting off with a cheer, but we're about belonging and being inclusive. So, we're going to kind of mix this thing up. But I'm excited because my friends and our friends, Walmart U.S., we're going to start this baby off. You guys ready for a Walmart cheer?

Let's go. Give me a W - A - L - Wiggly - M - A - R - T. What's that spell?

Walmart.

I can't hear you.

Walmart.

Whose Walmart is it?

My Walmart.

And who's number one?

My Walmart.

My turn. Hello, Walmart International. Can we do this cheer in Spanish?

(Foreign Language)

That was good. That was good. China is here too. China is in the house.

All right. Sam's Club, you ready? Here we go. Give me an S. Give me an A. Give me an M. Give me a Ooh. Give me an S. What's that spell? I can't hear you. Who's number one? The member.

Hey, they're ready. They are ready.

Everybody's here.

Everybody's ready. So, this is what I'm going to say. You guys don't want to miss what's next. We are absolutely excited. Hang tight. And get ready to finish and have the finale of this party.

(Audio-Video Presentation)

Oh my, party crowd. All right now, you guys, you're now fairly worked out, but I'm going to get you even more warmed up. I'm going to get you all singing. Let me hear you. Give me a note, Kai or Derek. Okay, here we go. All you got to do in this next song is this.

It's slow. Let me get it a bit higher for you. Here we go. Again. Oh, you're really into this spirit. I like this. Hold on a minute. It's kind of hard to get that low in the morning. You do. Don't want to try someone else; this is too fun. Who else has it? Who thinks they got it? You got it. You got it. I love it.

I want to say thank you so much to Walmart for having me and especially I want to say hello to Walmart Canada. I love it. Oh my gosh. Well, I did that, because I don't pick favorites, but I am Canadian, so. All right, now this song is just all about but listen up and you get it. Here we go.

Now some of you might know this next one. It's pretty demanding on the men out there. It's like you know, any man of mine better be proud of me. I can be late for a date, that's fine, but he better be on time. Now I sing it all with a good sense of humor, and so I want to hear the women and the men singing along here. And again, I want to say thank you so much all of you Walmart people. You are in such good spirit. You guys, I don't know where this day is going. But I can tell -- I think it's going to be complete madness. You guys are so ready to party and have fun and I can just really feel the sense of unity here, which is really beautiful.

All right, let's do some country music.

Thank you. Have a blast everybody. Thank you so much, Walmart.

And now, please welcome your host for this year's Associate Celebration, Kevin Hart.

Oh my. Wow. Wow. Unreal. Unbelievable. Thank you. Thank you. I love it. Sit down. Sit down. Goodness gracious. I love you too. I love you too. I love you too. Thank you. Well, right now, man, I want to say good morning, Walmart; good morning. Damn, good morning.

By the way, let's hear it one time for Shania Twain. Does it get better than that? Does it get better than that? Shania Twain at 8 a.m. It's 8 a.m. You've already been to a Shania Twain concert. Goodness gracious. Oh my god, I'm all fired up. This is like the price is right. That's this is like. I'm about to pull out a Plinko board start playing the game. I'm be honest with you guys. I thought that I was coming to like a meet, but this is much more than a business meeting, man. You guys are here to party and that's exactly what we're going to do. We're going to party. We're going to have a good time.

I want to welcome you guys to the 2023 Walmart Associate Celebration. Yes. I'm Kevin Hart. You guys probably know me from movies that I've done: Me Time, Ride Along, Central Intelligence, Jumanji, yes, Jumanji. TV shows, Real Housewives of Hollywood, True Story. I've also done a Sam's Club commercial. You guys should know me from that. Yes. Oh, that's Sam's Club right there, right there. I like it. I like it. I like it.

Guys, today none of that stuff matters, because despite all the things I've done, today none of that will be mentioned, because I'm your host; I will be your host today, that's why I'm here. I'm your host and I'm excited. I'm excited to be here in beautiful Fayetteville Arkansas, such a beautiful place; it really is. I don't know what you guys plan on doing while you're out here, but you got to take advantage of the environment. What are you guys going to do? Are you going to go mountain biking? Yeah? Mountain biking; if you're not going to go mountain biking, you really are wasting a beautiful moment. This is like now becoming the mountain biking capital of the world.

As a matter of fact, where's Tom and Steuart Walton? Where they at, because Tom -- there you go. Hey Tom and Steuart, is it true that you guys like named this the mountain bike capital? That's what I heard like it's all from you guys, right, or is it like you guys like popularize. There was something like that, but I heard it's all started and ending with you guys. You know I do a little mountain biking myself, Tom. We talked about it a little bit yesterday. Yeah, I get on the bike; I can tear it up a little bit. Yeah. You didn't know that, because I got little legs. You didn't know that, did you? I do. I mountain bike, man.

Just this weekend that just passed, me and the family, I got the kids, hit them up to the back of the mountain bike. We took them down a little trail, put them on a little wagon, Tom. I don't know if you do that or not. I put the kids on a wagon and I mountain bike. You're probably out here by yourself. I had my kids on a wagon. Like a real man. You understand what I'm saying? Mountain biking with the kids on a wagon. I don't know if you guys have ever done it, but if you haven't, I just want to be honest and say I do not recommend it if you plan on walking the next day. My legs are shot. They were shot. Little selfish kids. They had a good time, because they

didn't have to pedal. Have me out there pedaling. But guys, I'm dead serious. I do recommend getting out, man. Enjoy the area. So much to do, get outside, get some fresh air. The biking gives you a little cardio workout, it's great.

Now, as much as I love biking, I got to be honest with you, it doesn't really fuel my energy the way that four wheels do. I am a car guy. I love you, too. I'm a car guy, man, and I'm talking real cars. I'm talking real muscles. Ford Mustangs, Pontiac GTOs. That's my type of stuff, right?

Now, I got to be honest, here's another thing, man. I really do feel like one of the best four-wheel adventures of all time is a shopping cart. I'm going to say it. It's the shopping cart. I love a good shopping cart, man. And I'm talking about a good one, a real good shopping cart. When you -- when you pull a shopping cart out randomly, you just go and you push it and it's smooth. You get a good glide, no wonky wheel, none of that wonky shaky wheel mess. The ones that make you feel like you sick. I'm talking about a smooth ride. There's no better feeling in the world than a smooth ride, having the opportunity to just cruise down the aisle of a Walmart or a Sam's Club with no worry in the world. Yes, I love it. I love it.

I'm going to tell you why I love it. Honestly, I really do feel like the Walmarts have everything, man. There's nothing that you guys do not have. You got everything. I mean everything, man. I feel like a kid when I'm in a Walmart. I really do, man. Because you look and you find things that you had no idea that you wanted or needed. I remember, I'm serious. I remember I left a Walmart with like, I don't know why, I had like a dozen things of toothpaste and toilet paper. I didn't need it, but it was a sale. This is when you guys are doing the rollback like you guys do sales that you feel like you got to take advantage of and I just left with a bunch of shit. I was like, I just I got to take it. I got to take it. I got to get it. I have to get it.

I remember being a kid though in Walmart, right? And when I would go -- the first thing I want to do is like go to the toy store, go to the toy aisle. I had to get there, ask for everything when you got there. "Mom, oh, can I get this?" "No, boy, you're not getting that. It's too close to Christmas." "Well, It's July. It's actually not. It's July. That's a lie. What you're doing is lying, mom." You would ask for everything. No matter what it was rejected, you will wait and go until you got to the aisle. Your aisle was your last chance as a kid to get anything in a Walmart. "Mom, can I get the gum?" "It's too close to Christmas." "No, it's still July. It's selfish. It's just gum, mom. I just want to leave with something. I wanted to leave with something," but today -- here's the thing, today Walmarts, they're a lot different than what they were then, right, like they're not the same.

Today let me explain to you how different they are. Today you guys have more than 10,500 stores and clubs, right, you have more than 10,500, more than -- more than -- like that's insane how you guys have grown, insane; you're huge, huge Walmart and that puts you in a very unique position to use your size and scale to do incredible things around the world things that everyone regardless of where they are and what they do while they'll shop and enjoy. It's amazing to understand the difference that

you're making, right, and that difference begins with each and every single one of you, you amazing associates; it really does. It really does.

Can I tell you something? I asked for real numbers, right, because I said I want to get out here. I just asked for this number in real time, because I wanted to know. I wanted to know the real numbers, because we're talking about associates. I feel like this is a big celebration, because you guys, you're on the ground. You're the real people, you're the real energy, you're the pulse. You get things done. It's you, that's why we're celebrating you, all right? That's why we're celebrating you.

The total number of associates in the world, these are real numbers in real time 2.1 million people, 2.1 million associates, right? 20 countries in-house tonight. Let me tell you who we have in-house. First of all, we have 4,000 Walmart associates in-house tonight 1,000 Sam's Club, 1,000 Sam's Club. Okay, we have 1,200 international. By international, let me tell you who's in-house tonight.

Let's celebrate our international associates in-house tonight. We have international associates from Chile, from China, from Canada, from South Africa, from Mexico, I mean, I love it. Every day, every day, you're out there and you're on the front line bringing Walmar's purpose to life. You guys are really helping people save money so that they can live better; and guys, we're grateful. We're grateful for each and every single one of you. Right now, do me a favor. Give yourselves a round of applause, celebrate yourself.

All right. Now, we've got so much planned for you all morning, guys. We've got some phenomenal entertainment lined up and we'll hear -- we'll also hear from some of the company's leaders spreading -- matter of fact, you know, what speaking of leaders, Walmart, right now what I want you to do. I want you to say hello, say hello to the man himself, Mr. Doug McMillon, guys. Doug -- where is Doug? Guys, I was told I was going to say hello to Doug. Doug was going to be in this seat.

Doug McMillon {BIO 3063017 <GO>}

Hey, Kevin. I'm up here with Walmart Canada.

Unidentified Speaker

Okay. Okay. Okay. Yes, Doug that's, that's really nice. Yes. Canada, Canada, Canada, do me a favor? Settle down, aye. Settle down, aye. Okay? I want you to settle down. Doug, you were supposed to be right here. I was told that I was going to talk to you and you would be in your seat, but I see how you're playing it. I see exactly what you're doing, right? You're trying to mess with me and my flow. Doug there's a seat right here, and that seat has your name on it. How many things did you have in this building? You know what, you know what, Doug, don't even tell me. I don't need want to know. It's fine. Mr. Doug, I'll sit wherever I want, McMillan CEO. You do what you want. I'll tell you what, Doug? I'll tell you what? Since you're making it up as we go along, how about you, how about you just do what you do. You know what I'm

going do? I'm going to leave things to you and I'm going to go and I'm going to take a break. You good with that, Doug?

Doug McMillon {BIO 3063017 <GO>}

I'm good. Can we thank Kevin Hart for being here today?

Unidentified Speaker

Guys, let Doug talk. I will be back soon. I'll see you guys in a minute.

Doug McMillon {BIO 3063017 <GO>}

Hey, listen. We need to keep our shopping carts smooth for every customer. But just imagine if he came to your store and got a wobbly wheel. Let's make sure our shopping carts are good. Have you guys had a good week? Awesome. Me too. I'm sitting here with Fernande Dube-Deschenes and there are a lot of things that are special about her, but one of those is her years of service. How long have you been with the company, Fernande?

Unidentified Speaker

(Foreign Language) 60.

Doug McMillon {BIO 3063017 <GO>}

60 years for our company. Amazing.

Unidentified Speaker

(Foreign Language)

Fernande is from Granby, Quebec, and she started behind a Woolworths lunch counter in 1963. And Woolworths joined our company in 1994, so she gets to count all of those 60 years, and she's still working as an apparel associate in her store and doing a great job.

(Foreign Language)

Doug McMillon {BIO 3063017 <GO>}

Would you please tell us, have you had a good week?

Unidentified Speaker

(Foreign Language) Absolutely stunning, incredible.

Doug McMillon {BIO 3063017 <GO>}

I'm glad to hear it.

Unidentified Speaker

(Foreign Language)

Doug McMillon {BIO 3063017 <GO>}

We're so glad that you're here.

Unidentified Speaker

(Foreign Language)

Doug McMillon {BIO 3063017 <GO>}

One more hand for Fernande, please.

Unidentified Speaker

(Foreign Language)

Doug McMillon {BIO 3063017 <GO>}

So we're really excited that she's here, and we're really excited that you're all here. And the primary reason that we invite you is to say thank you, to show you our gratitude. As Kevin said a minute ago, you're the ones that make it all happen.

And the second reason that we want you to be here is because we hope you'll learn a little bit more about your company. Our company has consistent values, we have a constant purpose, but change is part of our business, isn't it? Sometimes we say the only thing that's constant at Walmart, other than our purposes and values, is change. So these days, sometimes people ask me, how do you even describe the company today, given how much it's changed? We'll -- we can describe it as a people-led, tech-powered, omnichannel retailer, dedicated to helping people save money and live better. I love this description because it's got our purpose in it. That's what gets me up every morning. I think that's what gets up a lot of people in our company, to try and make a difference in people's lives so that they can live better. Help them save money. Help them have a better day.

So as we go through today's meeting, you're going to hear these themes and we ask that when you go back to your store, your club, your distribution center, your fulfillment center, that you tell your fellow associates how much they're appreciated and tell them something about their company that they might not know, okay?

I'll be back up in a little while, but let's keep this thing rolling. What's up next?

(Audio-Video Presentation)

Unidentified Speaker

It began with a spark from one store in Rogers, Arkansas, to a global digital enterprise operating in 20 countries around the world. United States of America, Botswana, Canada, Chile, China, Costa Rica, El Salvador, Eswatini, Guatemala, Honduras, India, Kenya, Lesotho, Malawi, Mexico, Mozambique, Namibia, Nicaragua, South Africa, Zambia. Unified, we are one team with one mission to help people save money and live better. And now, please welcome Chairman of the Board of Directors, Greg Penner.

Gregory B. Penner {BIO 5585986 <GO>}

Wow. Good morning. That was a beautiful start to the morning. It's my honor as your Chairman to welcome you to the 53rd Annual Walmart Associate and Shareholders Meeting.

Since 1994, when I first joined the company, I've held a number of roles, from a manager trainee in our Asylum Spring store, to leadership roles in e-commerce in our international areas, and this has always been one of my favorite days of the year.

When these shareholder meetings got started back in the 70s, the first couple didn't go quite as planned. Only six people showed up at a coffee shop in Bentonville for the first one in 1970. Then in 1971, Mike Smith, who worked with the investment bank, Stephens, convinced Sam to hold a meeting down at the Coachman's Inn in Little Rock. So they went down there, they rented a big room, and no one showed up. So, as you might expect, Sam got a little frustrated, wasting the time and money, and asked our attorneys, do we even need to have these shareholder meetings? Of course, the answer was yes. So together, they decided to make it a little more fun the next year. In addition to inviting investors and analysts to the shareholders' meeting, they made the brilliant decision to invite associates from all over the company. This gave our associates the opportunity to learn more about our company, and gave the company a chance to recognize and appreciate them.

Over the years, they added picnics at Sam and Helen's house, road trips, music, and always a lot of fun. It turned into one big week-long celebration like you've all had this week. Sam said, the point is that we're not here to honor our shareholders as much as we are here to let them meet the folks who are responsible for the amazing returns on their investments year-after-year. He wanted them to see Northwest Arkansas and understand our values and our culture. In that spirit, I want to express my gratitude on behalf of the Board and our family for how you've navigated another challenging year.

When I flipped through some of these photos from those early meetings, I found one from 1981 that made me pause. That was a tough year for a lot of people. That

poster in the background, it says, we're attacking inflation head on with everyday low prices storewide. Inflation stops here.

This is the annual report from that year. And in it, Sam wrote, the past year has presented many challenges to the retail industry and to your company. High interest rates, the economy in general has been depressed. However, we have confidence in our approach to discount retailing for the 1980s.

It's interesting because that sounds a lot like this past year. We've been here before and we're well-prepared for the future. We're confident in who we are, where we're going, and we have a strategy to win.

When I visit our stores, clubs, and DCs, there's one thing that always sticks with me, and that's how you take care of each other and your communities. It's part of our culture and always has been. We make decisions together, we listen to each other, and we help each other when someone needs it. I'd like you to meet three associates who have done just that. Pam Moore, Deb Breitweiser, and Sandy Summers have worked together for 40 years at store number 480 in Pittsfield, Illinois. Here's their story.

Unidentified Speaker

This is the start of our store right here.

40 years ago.

I've had customers come up and say, hey, aren't you retired yet? No. When are you? I'm not. I have no desire to retire. I love my store and I love my associates. We are family.

I've spent my life here. This is my home. This is my family.

I've had a lot of support from the associates in this store. In my personal life, we went through a house fire. I would not have made it had it not been for my work family.

You're a part of something, not just a worker. And I just feel like Walmart appreciates you as a whole whenever you put in the dedication to your store.

The small stores is what this company was founded on. Our goal is to keep that culture alive.

There's a reason that we're still here at this store after 40 years, and it's our culture.

Gregory B. Penner {BIO 5585986 <GO>}

Would you please help me recognize Pam, Sandy and Deb right here? As a company, we also hit a big milestone this last year with revenue crossing \$600 billion for the first time to finish at \$611 billion. That was growth of over \$38 billion in one year. And because of the investments we've made in our associates, technology, and everyday low prices, our shareholders, including many of you, are being rewarded. We've had a strong record of returning cash to shareholders and are proud to have 50 consecutive years of dividend increases. Thank you. You all accomplished all of this together.

One of the most important roles for any leader is to teach values and build and sustain a strong culture. One that's real and more than just talk. We're fortunate to have a great CEO who has done just that since day one. Doug, I want to thank you and the leadership team right here in front for setting a very high standard.

Now I'd like to take a moment to introduce your Board of Directors. I'll ask all of the Board members in attendance to stand. And please hold your applause until the end. With us -- come on Board of Directors. There we go. With us today, Chairman of NBCUniversal News Group, Cesar Conde; former Chairman and CEO of KPMG, Tim Flynn; CEO and Chairperson of Nextdoor, Sarah Friar; Co-Founder and CEO of Sunshine Products and former CEO of Yahoo!, Marissa Mayer; Senior Client Advisor for Morgan Stanley, Carla Harris; partner at Global Infrastructure Partners and former American Airlines CEO and Chairman, Tom Horton; Walmart President and CEO, Doug McMillon; former Chairman and CEO of AT&T, Randall Stephenson; Founder and Chair of RZC Investments, Steuart Walton, and my predecessor as Chairman, Rob Walton. Thank you all for the perspective you bring to Walmart and your willingness to continue to serve.

We have amazing associates and leaders, the right strategy to grow, and I am really excited about the future of our company. We built a strong legacy over these past 61 years, but it truly feels like we're just getting started. We have so much opportunity in front of us, and I hope you all feel that as well.

Now we've got a great morning ahead, so let's get on with the meeting. Thank you.

Unidentified Speaker

I believe, I was working some tomatoes. Then I heard the Walmart Radio. And then they said something about a talent competition.

And you're in places for a go, standing by. Hit it.

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So one of the great things that Walmart does with their talent search is they open it to anything. People vote and we end up with what you'll see here today.

I was holding merchandise and they had -- they were behind me and they had those streamers. And I was at the side and they're like, congrats, you're a Watts winner.

Being selected for this opportunity was super exciting. I couldn't believe it. I thought it was no chance.

Someone do that in their falsetto. Wow. Yeah, that's cool.

We have rehearsals night and day, working with professionals. Better than anything I could have imagined.

I'm just so grateful to be here and beyond excited to be a part of this whole week, really.

Yay. Great job, you guys. That's great.

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It's taking people that do something as a hobby and give them the opportunity to elevate what they do and what they love in an arena and a platform where they get to shine and they're surrounded by the best in the business and they get to be a star for the day.

(Audio-Video Presentation)

Wow. Unbelievable. Guys, let's give it up one more time for the talented associates that just performed. Unreal. That was nice. Briana was on skates. Getting it. I can't believe. Here's a crazy thing. They only had a couple days to pull that off man, that was incredible. One more time for the associates coming up here performing. Wow.

The talent at Walmart is nuts, coming up here giving you guys live talent raw, uncut, looking to get signed. What if that's the ultimate plan? I should have come up here and did something. You guys don't know it, but I can throw frisbees really well. I hit you right up there in the head in the top, I can hit. Right now, I'll do a forehead shot, knock your ass out right from the balcony. Oh my god, we had no idea Kevin could throw frisbee so well.

All right. Guys, look, we've got a big introduction up next. And I thought that I could give a little advice to the person that's going to help me do it, right? I mean this is what I do. So I want to make it big. I want to make it nice. Guys, we're going to do this thing. Where's our next associate at? Where's our next associate? Come on up, come on up, come on up. How you doing?

I'm doing good, thank you.

Oh man, I'm doing well. What's your name?

I'm Manoj.

Manoj?

Yeah.

I love it. Manoj, where are you from?

I'm from Bangalore, India.

I like it. I got a big fan base there. I'm huge in Bangalore, India. Yeah, I'm really huge. Yeah, I am.

You are.

Yeah. Just letting know, so you know. Okay? All right. Now, Manoj, what do you do? Tell me what you do?

I head the network and the logistics design for Flipkart Group.

Oh wow, okay. You were extremely cocky when you said that just now. It was extremely cocky, wasn't it? Do you think you're better than me, Manoj? Is that what that was?

Not at all.

Okay. Well, the way that you gave your title, it was a little, I didn't, it was a little --

Slightly.

Slightly. Okay. All right. Okay. So look, you're going to help me out here. Now, you know that I do this all the time. This is my bread and butter, willing and dealing in front of people. You get the opportunity to do the same. There's nothing to it. Are you ready?

I'm ready.

You're ready. All right. Okay. The stage is yours. I want you to give it a shot.

Please welcome (Multiple Speakers)

Wait a second. You don't just walk into it like that. Give yourself a second, take it in, right? Right? Like, give it a little bounce for a second. Take it in and then, then go and say what you got to say. Don't just -- hey, like, don't do that. Just give it a second, all right? Be a little cocky, the same way that you gave your title, that same attitude. Give me that same attitude. All right. You got it.

Okay. Please welcome --

Wait. One more time, man. Come on, Manoj. Come on, man. It's a big moment. Look, from your diaphragm here, right? Give it to me, one time. Get to the center. Get to the center. Let me see you. Let me fix you up. All right? This is a big deal. This is a big deal. You ready?

I'm ready.

All right. One time. Let's go.

Please welcome CEO of Walmart International, Judith McKenna.

Oh my God. Yes. Yes.

Judith McKenna {BIO 4806787 <GO>}

I think that this one day Manoj is not going to forget soon. That was brilliant, Manoj. Thank you so much. I don't think you quite knew what you were getting yourself into when you agreed to come to shareholders this year. But we're glad that he did. Good morning, Walmart. And good morning, Walmart International.

I love this meeting every year, because it's the chance we get to bring all of Walmart together. And all of you've heard who we have in the house today, I wanted to introduce the international team to you. So from around the world, we have our team from Canada, Chile, Mexico and Central America, Massmart[ph], India, and our support teams from the U.S. as well. And finally, please help me welcome part of the Walmart family that we haven't been able to see here for four years, Walmart China.

Christina and team, we're glad you're here with us today. Across the international, we are 500,000 associates strong, serving 80 million customers a week, across 19 different countries. You saw all of the flags earlier. Today, we're a \$100 billion business. Thank you. But we have an ambition to grow to \$200 billion in the next five years. I'm really proud that we have that ambition. It's actually not the numbers that matter most. What really matters is why we do what we do and the difference that we can make. And the why? Well, that's our purpose.

As Sam Walton said, if we work together, 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, a better life for all. That is such a powerful and inspiring anchor for our company. But how do we make it real? Well, you heard

Doug talk about being people-led. And I love that, that whole phrase starts with that phrase people-led. It really resonates with me because when I see Walmart, I see a business that uses its head but it leads with its heart. The care and passion that you show every day is about heart.

I'd go as far as to say that heart is our superpower. I see it in the way we create opportunities and help others belong. I see it in our support of small local businesses and communities. And I see heart in our fierce commitment to serve customers, truly understand them and do so much to help them.

Now, Walmart Canada is a great example of creating opportunity and belonging, and they have so many inspiring stories. Like Feeda Betty, who fled civil unrest in Liberia with her mother and arrived in Canada at just 10 years old. While she was still in school, she joined Walmart as a temporary cashier. The same store that she and her mum had shopped at when she was growing up, because it helped them stretch their money just a little bit further. She progressed to become a part-time associate, then progressed to full-time, and today, she's the store manager in Wallaceburg, Ontario.

Like for so many, her path wasn't smooth or easy, but those around her saw her potential, encouraged her to take risks, challenged her fears and helped her achieve her dreams. Feeda credits her success to those who inspired her and believed in her, and today she tells her story to encourage others to follow their dreams.

I met Feeda last year and I can tell you, she has heart. She's fierce, passionate, smart, committed and she's risen. She's lifted others at every step, paying forward a sense of belonging. Now, Feeda can't be with us today because she's at her sister's baby shower, but would you show your appreciation for her because I know she's listening.

We also show heart in how we develop small businesses and support communities all around the world. I was in India recently and I truly saw it coming to life. With Flipkart's Samarth program -- we have our contingent from Flipkart here, which gives Indian artisans and weavers an opportunity to access more customers through e-commerce. And with PhonePe -- we have six folks from Flipkart and six folks from PhonePe, so give them a cheer. PhonePe enables 36 million local merchants by connecting them to the digital economy.

And Walmart Sourcing helps small businesses scale and digitize through the Vriddhi supplier program. Now that is a development program which to date has graduated more than 25,000 entrepreneurs. Entrepreneurs like Preeti Rathore, who founded Amritatva Foods. She was actually building a cake business when her son Raj was diagnosed with gluten intolerance at just five years old. She was determined to help other families in the same situation. So she pivoted her entire business and began to create healthy gluten-free vegan foods for wheat intolerant people right across India. She's also passionate about the environment, sources all of her ingredients locally,

and educates farmers around her on techniques to use less land, less water and less energy. The Vriddhi -- isn't that cool?

When she joined the Vriddhi program it was a turning point for her. She was finally able to sell her products online, expand her business, and today she employs 10 people. When we lead with our heart, it creates a ripple effect, growing businesses, supporting families, creating employment and lifting up local communities.

And finally, leading with heart, is about the way that we truly understand customers and we do so much to help them. We save people money so they can live better. And I really hope that we never ever underestimate what a difference that we can make. In fact, that only Walmart can make.

I was in Central America recently and the team showed me a video that they'd made about Andrea, their customer. And they'd made it for their YBM, their Year Beginning Meeting, to remind them about our why. And I wanted to share it with you today.

(Audio-Video Presentation)

Andrea is why we do what we do. It takes superheroes with superpowers to be there for the Andreas all over the world. We do what we do because we care. You are part of a team that is 2.1 million associates strong. 2.1 million superheroes around the world bringing our purpose to life. Each of us leads with our hearts. So thank you for making a difference wherever you are.

Unidentified Speaker

Hello, my name is Gabby Lopez and I'm an area manager from Distribution Center 7010 in New Caney, Texas. Our next musical artist is a multi-platinum sing-song writer with 12 Grammy Awards, one Academy Award, one Golden Globe Award, a Tony Award, an Emmy Award among the others. He has released eight celebrate albums over the course of his career and currently has a critically acclaimed Las Vegas residency.

His skincare line Loved One launched in select Walmart stores and on walmart.com in February this year. Please welcome the one and only, John Legend.

What's up Walmart?

(Audio-Video Presentation)

Good morning, Walmart. It's so good to be here with all of you this morning. I'm excited to sing for you. I'm excited to work together selling my skincare line, Loved One; selling my wine LVE at Walmart, I'm so happy to do it. This year is a special year for me and my wife. You know my wife, Chrissy Teigen. We're celebrating our 10th year of being married together. And I wrote this song when we were engaged and I sang it live for the very first time at our wedding. So we're celebrating 10 years of this

song too, and I think you might know what it is. Some of you may have gotten married to it too. I would love to hear Walmart singing, "All of me", with me this morning. Are you ready?

(Audio-Video Presentation)

Thank you, Walmart. God bless you. Have a great day.

Hello. My name is Changchun Ji. I work in club number 4950 in Huntsville, North Carolina. I serve bakery and sausage. Please help me welcome CEO of Sam's Club, Kathryn McLay.

Kathryn McLay {BIO 20989984 <GO>}

Thank you. And please help me thank Changchun that was a great introduction. Yes. Well, hello, Walmart U.S. And I have to say, hello neighborhood markets. Hello to International. And hello Sam's Club. We do tend to be the rowdy group. We're really proud to be part of a global team that helps people save money and live better. As a company our values, our purpose and our DNA, unite empower all of us.

But as a membership warehouse club we're also unique. There's power in that uniqueness. There's power in the unique ways we work with our members. There's power in our commitment to technology and omnichannel innovation, and there's power in being member obsessed.

So let's talk about that power. The power of Sam's Club. So we talked today about being loud but quick, okay? So that's what we're going to go, loud quick, okay? At our core, we are an item business. We offer quality items at disruptive prices. But it's so much more than that. We listen to our members and we use their insights to find and create the products that they want. I'm telling you, we will do almost anything, go almost anywhere to get the best quality items for our members. Our merchants aren't just sitting at their desks waiting for items to be served up to them. They're in Amsterdam discovering the tastiest bread on the planet. They're at Mount Rainier finding the most delectable cherries. And they're even on the side of a volcano in Ecuador where breathtakingly beautiful roses grow in rich soil. And they eventually make their way to our members' homes. Take a look at this.

(Audio-Video Presentation)

You know, I love that story. Our members told us they literally wanted to smell the roses. So we're breeding more fragrance into the flowers. Who does that? We do. Now, here's the kicker. Despite inflation, despite floral being a discretionary item, sale of our roses are up 60% year-to-date. And why is that? Because we're providing the world's best roses at the world's best prices. That is the power of Sam's Club.

But there is also power in our approach to innovation. We're pushing boundaries in tech and we want to expand what omnichannel retail can look like and what our

associates' jobs can be. Our technologists are designing new tools that take away the tedious tasks that used to bog down our associates. So now they can spend more time with members, learning our business, growing in their careers and having more fun. Yes, some of our jobs aren't what they used to be and that is a good thing. Take a look.

(Audio-Video Presentation)

Yes, that Henny Penny is quite something. So through technology, we're building better jobs for our associates and strong digital relationships with our members.

But it's often our more human moments that create the strongest bonds. There's lasting power in these acts of humanity, of going above and beyond just because like this story in Club 8174 in Maryville, Indiana, just South of Chicago. In April, a tornado hit about half mile from the club and the power went out. The club closed, but our bakery team had birthday cakes to decorate, and members who were expecting them. There were four bakery associates that had 85 orders and they had no light.

When the team arrived at 4 a.m. It was pitch black. So our associates found lanterns and flashlights, and positioned them just so and they set to work. One by one they decorated all 85 cakes. That is 85 little victories, 85 lights in the darkness, no member went without. After all, a birthday is a birthday, regardless of the weather. I know that may seem like a little thing, a birthday cake in a power outage, but it delighted our members. And you know there's an old saying that the devil is in the detail, but I think that delight is actually in the detail. Sometimes, delight is a light in the darkness, that's power.

Associates Brittany, Abigail, Bettina and Kayla and their manager Kim, thank you for delighting our members. So we have Brittany and Abigail here with us today. Thank you so much for what you did.

So, in case you haven't heard, we turned 40 this year. And besides partying like it was 1983, we also spent some time reflecting on what got us to this point and all the incredible associates who have contributed over the years. We're grateful to them and we're proud of our past, but you don't reach 40 without doing a lot of things right. But we're even more excited about the future because we know a few things. We know that our merchants are listening to our members and scouring the earth to find the best items. We know that our technologists are listening to our associates and designing tools that make their lives easier and their days more productive. And we know that underpinning all of this are our fabulous associates who are listening to their hearts and sometimes even working through the darkest of nights for our members. Our prices are incredible, our items are irresistible and our associates are irreplaceable. That is the power of Sam's Club. And that is the power of you. I am so proud to be part of it. Thank you.

Unidentified Speaker

One more time, guys. Kath, let her hear it. One more time. Unbelievable, Kath, you made it down the steps, no problem. She was scared to death. She said, Kevin, don't you let me walk down those damn steps by myself. Don't you do it, I got you Kath, and I had you. How about Sam's Club representing this morning guys, one more time, please. Yes. I love it. I love the energy. I love the energy.

Okay look, everyone here knows that when this group gets together, we got to talk about merchandise, right? You know that, we have to. I mean, this is Walmart, and Walmart is the biggest retailer in the entire world, right? That's true, that's a fact.

Now they can't do that without good quality products. Now, I don't know how appropriate this is, but I got a friend, I got a friend that asked me for a favor. They found out that I was hosting. And when you're famous you're a big deal, people want you to do big things and I'm like look, man, what do you want? And he said, Kev, do you mind if I come on stage, I pitch my product. And I'm like, look, I don't know how appropriate that is, but I'm a nice guy. My last name is Hart, right? I'm a nice guy. I'm a nice guy, right? So I said, okay. You want to come out here and pitch? He's like, yeah, man, just give me a chance. I feel like I can take advantage of the opportunity. Okay. All right. If that's what you want. What I'm asking from you guys is to have a little patience, a little understanding. This is a guy who's heard a lot of no's in his life. He's tried acting a couple times, it didn't really work out. He's into that to the Marvel stuff, the superhero stuff.

He's into that stuff, but he's not that easy on the eyes, so don't, don't, like, don't react crazy when he comes out. Just understand he's coming out here, he's pitching a product, let's be patient, and let's hear him out, okay? Guys, give it up for my guy Chris. Chris, come on out here, man. Come on out here. Oh, God. Just come on out here, Chris. Yeah. Chris Hemsworth, everyone.

Thank you very much.

Yes. Wow.

It's like a rock concert.

It is. It is. Look at us Chris. Look at us, just two models standing on stage.

What a glamour up here.

Yeah. All right. Chris, you're in Arkansas man. First of all, you're from Australia. Shouldn't you be there surfing or doing something crazy right now?

I was surfing, yeah, 72 hours ago. Arkansas is not known for its surfing, but I'm looking, in case you have any beaches you want to suggest? But it is wonderful to be here. I'm here to talk about my health and wellness app Centr, and the partnership we're doing with Walmart. Some of you may know about Centr. It's a health and

wellness space, a platform, where people can come and receive advice, tips, knowledge, information in the three key pillars of health and wellness. We have movement, meditation and nutrition. And something that I've been working on for a number of years now, something I'm very excited to share with you and I'd love to show you a video just to give it a bit more context.

All right. Let's take a look at it.

(Audio-Video Presentation)

Okay. First of all, the video was amazing. Now, Chris, I know you man, you're an actor, you're a filmmaker, a business founder, right? I've even seen your new show Limitless which is in -- it's unbelievable guys, if you haven't seen it you have to check it out. The guy is climbing skyscrapers, he's doing amazing stuff. He's challenging himself constantly. My question for you is like, what is the drive that you're finding to do such things man? Like, what is the decision behind you starting Centr?

It's all about connection for me and it's the same reason that I make films, and tell stories. It's about the connection that I can have with an audience. And what I noticed over the years of making films and being a part of either the Marvel Universe or action films or comedies was the connection that people had to those characters. And in talking about those characters in those films, then it became personal and they would tell me their story. And we would talk about their challenges and obstacles in life and ask for advice of training programs and nutritional advice, how I deal with stress, all the usual things that we deal with on every single level.

And as we're sharing this conversation, I found myself realizing that I had such incredible access to the leading experts around the world in the space of health and wellness. And what an opportunity I had to bring all of those people together on one platform, one space, and share it with people across the globe, anytime, anywhere, anyplace.

And I've got to say, out of everything I've done in my career, to have people come up and talk about having used the platform, used the app, and achieved goals, overcome obstacles, transformed physically, mentally, emotionally, and gotten to a space where they feel incredibly proud of themselves has been the most rewarding thing that I've done in my career and something I'm incredibly excited to share with you all.

Nice, nice. Yes. One-time guys. It's exciting. It's exciting. Now, I know there's more to the product, more to the app, more to the line in general. Is there anything else that you can tell us about Centr?

Yes, so we have the digital platform, which I've just explained, but now the partnership and collaboration with Walmart, which is incredibly exciting. We're bringing a range of fitness gear and fitness equipment --

Nice.

-- to the shelves of Walmart. And what's really unique about this, I think people are going to have huge benefits from is the collaboration and the unity between the digital platform and the physical equipment. You not only get instructional videos and tutorials on how to use the equipment, but it's integrated within the app on other training programs. It's integrated with the mindfulness tips and techniques and nutritional guides to help customers achieve their full potential, live healthier, happier lives. And I do, I have to say this genuinely, thank you very much to everyone at Walmart for this opportunity and the collaboration.

Nice. Yes. Well, Chris, you know what man, I'm glad that I could help, right? You asked me for a favor, I pull it off. That's what I do.

Mostly, I want to thank you.

Yes. I was going to say you left me out when you were thanking everybody.

You know, I was getting there, I was getting there.

Didn't seem like you were. Seemed like you've forgot completely how this happened.

It was coming.

You asked me and I did it, I set it up, whatever.

It's in the mail, it's coming.

You would think the two action stars can get along a little better.

Look at that.

Look at that movie poster. That's right.

Sign us up.

Look at this movie poster. I don't know when it's going to happen, but it has to happen, dude.

It has to happen. Where's that script, you promised me?

I'm going to get you. I'm glad you said it, because I have it in my back pocket, backstage. I'm going to give you something.

In your other pocket.

I wanted to read something. Now, guys, Chris came out here, he did an amazing job. But I got to be honest with you, I think that I got the two Chris's confused because I have another friend named Chris that actually wanted to come out here and take advantage of this amazing opportunity.

But this Chris is a little different from you, of course. Another guy that dabbled in acting a little bit. He's been on screen a couple times. He likes that stuff you like, that superhero stuff. But his last name is Evans. Ladies and gentlemen, please make some noise for Chris Evans, one time.

Chris Evans, everybody. Wow. Look at this right here. Three Avengers on stage. It doesn't get better than this. Now I told you guys that you can find everything at Walmart. You did not expect to find Thor and Captain America themselves, but they are here, they are here. Amazing talents, Chris man, I want to thank you first of all for coming out man, amazing, congrats on Centr and all that you're doing. Well deserved, dude.

Thank you very much. Thanks for having us. Have a great day. Thank you everybody.

Man. All right, Chris.

Do you know how hard it is to have to stand next to Chris Hemsworth? They've been making me do that for 10 years. I can't escape it.

Yeah. Well, it just got harder, because now you're standing next to me. Yeah, yeah. Now, you're in Arkansas man. As we now are finding out such a beautiful place but what brings you here? Tell me why you're actually here?

Well, I'm here to try and share a very special relationship in my life. I actually think we have a video that can help with this introduction.

We do have a video.

(Audio-Video Presentation)

Wow. Wow. Talk about pulling on heart strings. Chris from that video it looks like you and Jinx are really close. Now, what has it been like since, of course, bringing Jinx home or -- not Jinx, Dodger that's the dog's name.

That's Dodger.

What's it been like since bringing Dodger home?

I mean incredible. I mean it's -- I'm assuming there's a lot of dog lovers in the audience. Look, we're a dog loving country, it's one of our defining traits. I love that about us. And dogs are so important in my life. I've always had a dog. It's the first thing I did when I moved to LA. They offer something that -- unfortunately, no human can is there's a purity, there's an honesty. My dog has no idea who I am, and more importantly he has no idea that he's famous. You know what I mean. It's like there's something so clean about it, and it just makes my life better.

I love it. First of all, let's really cut to the chase here. Are you paying a dog for these commercial?

I'm paying him in Jinx trees.

Okay. I like it. Now when you talked about, of course, the dog Dodger, your relationship. I love it. But how's it that you guys started working on Jinx?

Well, I'm always looking for partnerships and products that I believe in, and this one was a no-brainer. When I sat down, I met the folks at Jinx, it was something my business manager brought to me and our mission statements aligned. It was something that I believed in on a personal level, so it was kind of a no-brainer.

I like it. Now, when you talk about Jinx, the line, the nutrition, I mean, the key question here is, does Dodger love the food?

Oh my God. Well, that's the best part about the product. I think it's easy to kind of get behind a product just because you're the spokesperson and you got to do it. It's a job. This -- I have firsthand testimony, like, when I was switching them over to the Jinx food, for any dog owners here, you know if you're going to switch food, you don't want to do a cold turkey, you want to kind of pepper it in a little bit. So I started doing -- we were giving him some sort of a wet food in the morning and then we switched to Jinx in the afternoon. By the second day, he didn't even want to touch the wet food. He was looking at me like, where's the Jinx? And I was like, well, there it is. If I can't get behind this product because of that, nothing will convince me.

Where's the Jinx, by the way? Coin that. Where's the Jinx? Chris, you're here, you're in front of Walmart, right? You're in front of some amazing people right now. What excites you the most about the Walmart partnership?

Well, that it feels like Walmart is kind of the gold standard. It feels like you made it, you know what I mean? If you're at Walmart, look, I'm not trying to be unctuous. It's the truth. If a product that you believe in is in Walmart, you know that it has the best chance to reach the most amount of people. And that's exciting, that dogs, that we love, that our family members can get the same health and consideration that we give our own children.

I mean, you can't have a better answer than that. Ladies and gentlemen, it's not only amazing, but what I really do like is, when you're behind something that you truly do care about, that you truly do believe in.

Yeah.

And your relationship with your dog Dodger, is obvious. You can clearly see the attachment from the video. But to do something that you feel that you're now bringing to the market, to provide a better world nutrition for other people, other dogs, other households --

It's personal.

It's personal man. I applaud you for that. I love you more for that and these associates will as well. Guys, one more time. Please.

Thank you. Thank you, guys. Thank you.

Chris Evans. And guys, Jinx will be in Walmart near you. I love it. Chris, man, this is huge, so good. Chris Evans. Wow. Chris Hemsworth and Chris Evans. Well, I'm thinking I'm going to say what everybody else is thinking. I mean that was awkward coming out here and pitching product. A sales pitch to the largest retailer in the world, the audacity. The nerve, right? It's tacky to be honest, it's really tacky. It is. It's tacky. It's classless. It made me tired. It did. I know you guys are probably tired. Yeah? Probably used a little energy boost, right, yeah? A little pick me up? Well, guess what? Guess what? You're lucky because I've got you covered, okay? I've got you covered, okay? I've got you covered.

Look at this. Yeah. Yeah. Yeah. That's right. Yeah. Look at that. VitaHustle by Kevin Hart is here. Okay? Are you ready? No, that's not good enough. I said, are you ready? Give me my. Yeah. Oh, yeah, it's time to take superfood nutrition to the next level everybody. That's right. By its time, I mean, it's time to rehydrate with VitaHustle electrolyte hydration and instant boost energy and recovery and immunity. You know what? Hold on, I'm going to drink mine right now.

I don't know about you guys, but I think I'm growing. I think I'm growing. Guys, starting next week, I want to tell you, VitaHustle will be available nationwide at Walmart in the vitamin house. We are passing out the electrolyte hydration sticks today. And guys, we've got several different products coming to the stores near you. We've got superfood greens, we've got our one protein powder, we've got vitamin gummies, by the way, they're delicious, you'll forget that they're even good for you, and you'll be feeling like a superhero in no time. You hear that? You hear that, Thor?

I'm ready. VitaHustle is ready. And guess what guys, we are going to make a real difference by empowering a healthy lifestyle for every lifestyle. Now, with that being said, let's do it. It's such a great morning so far. Can you agree? Are we all on the

same page? Yes? I mean it's way more than just a meeting guys. It's a moment, and I love the moment that we're having.

Walmart, well, they have their own singers and dancers and guys, they bought you Shania Twain, you've seen John Legend. But guess what, we're just getting started. We're just getting started. Yes, yes. Not to mention guys, I didn't bring you one Avenger, but they bought you two. I can't wait to see what's next. So I suggest you buckle up, hold on to your seats, because we got more coming. I'll be back in a bit. I'll be back in a bit.

(Foreign Language)

(Audio-Video Presentation)

Hi. Good afternoon, Walmart. My name is Marcie Bird. I'm here coming from Gallup, New Mexico. I am proud to be the first Navajo store manager of Walmart Supercenter, Store 906. Please help me welcome CEO of Walmart U.S., John Furner.

Questions And Answers

Operator

(Question And Answer)

A - John Furner {BIO 19351533 <GO>}

Thank you, Marcy. Good morning. This has been an amazing meeting so far, right? And earlier, I heard someone ask a fantastic question, so I'm going to ask it again. Hey, Walmart U.S., who's number one? All right. All right. So, those two letters you see after Walmart, they mean so much to our team. Because we are honored to serve this country of 330 million people, across 50 states, including La Isla del Encanto, Puerto Rico.

And by far the best part of my job is traveling throughout this beautiful country seeing our teams in action. And I've always wished I could take more people with me on those trips. So today, I'm going to try to take all of you. How does that sound?

Okay. The first stop is just a bit east of here in a place called Jonesboro, Arkansas. So we're at a rice farm, and this farm grows rice that's sold all over America. And I'm a native Arkansan and I spent much of my childhood on farms. Yes, that's me. So it's a point of pride that Walmart sells Arkansas grown rice supporting jobs and livelihoods in the state. And it's helping us meet our commitment to spend an additional \$350 billion by 2031 on items made, grown or assembled in America.

And one of our associates, Joseph, is at the farm now. So hey, Joseph, how's it going?

A - Unidentified Speaker

Hey, John, I'm here at the rice field. Not only is our rice a really great product and a great value for a customer, we also know how important regeneration is. Two years ago, we started a program to instill regenerative practices. Since then, we've helped save 1.5 billion gallons of water usage, as well as reduce greenhouse gas emissions by over 2,000 metric tons. Looking ahead, we've got line of sight to being able to source 100% of our long grain rice through programs like this. Back to you, John.

A - John Furner {BIO 19351533 <GO>}

All right. Thank you, Joseph. Now let's head west to California. This has the state-of-the-art automated grocery distribution center for fresh and frozen items. And we say it's automated because associates use software and technology to move items and efficiently-designed pallets. It's people-led and tech-powered. This facility, it can move 2x more product than a traditional grocery distribution center. So let's hear from one of our associates that's out there now. Hey, Rudy.

A - Unidentified Speaker

Hello, everyone, and welcome to Shafter, California, PDC 8852. We are the pilot program for Walmart. As far as automation, it has made our lives easier. We used to pick everything by hand. Now, as you can see behind me, everything's being constructed. We're coming out with pallets, a lot quicker for us to load, get to the stores. And we're having great success here, and we're hoping that this moves on forward. Have a great meeting.

A - John Furner {BIO 19351533 <GO>}

Thank you, Rudy. It's exciting to see how new technology is helping our associates. In many cases, it makes the work less manual, as Rudy explained, and we have new roles emerging for the future that are less physical and they're better designed to serve our customers and they pay more.

And let me add, that Rudy served in the United States Marine Corps, he's one of half of million veterans and military spouses we've hired in the past two years. Thank you, Rudy.

Okay, for the next stop, let's head up to New Jersey. In Teterboro, New Jersey, you'll find one of our newly remodeled flagship super centers. It features brand displays, digital walls, wider aisles, and new assortments. And the shopping experience is integrated with our app. And our customers, they love these remodels and so do our associates like our manager, Rosarta[ph]. So let's go to her now.

A - Unidentified Speaker

Hi, John. Hi, Walmart associates. I hope you're all having a great time. My team is excited to be part of a flagship store. My associates are truly engaged and motivated to give the best customer experience. First quarter, we come 20% up in sales. I love

the total store. However, one of my favorite areas is apparel, as I am a fashionista. Thank you, and back to you, John.

A - John Furner {BIO 19351533 <GO>}

Now, I'm so proud to call Rosarta a fellow associate and a fellow American. She moved here from Albania at the age of 10. And when she was 20, she started with us as a cashier, and today she's a store manager. And that's what people mean when they talk about the American dream. Rosarta's story, it is the America dream, and we are so proud that Walmart is a part of it.

And for the last stop, let's go out to Arizona. This is a gorgeous state. And it's the home of good people like Skyler, who we're about to hear from. And now Skyler, he serves his community as a firefighter. And he's what we refer to as an omnichannel Walmart customer. He doesn't think of us as just Walmart stores or Walmart e-commerce or Walmart health. He thinks of us as Walmart. Right, Skyler?

A - Unidentified Speaker

That's absolutely right, John. Here at Page Fire, we go to Walmart regularly to get groceries for our shift meals. My wife is a second-grade teacher here in town. And she will pick up school supplies for her students from Walmart. We have two beautiful dogs and many chickens that we will pick up pet supplies for. And we use Walmart pharmacy for all of our pharmacy needs. We consider Walmart to be a really important part of our community here and we appreciate everything you guys do for us. Thank you.

A - John Furner {BIO 19351533 <GO>}

Thanks, Skyler. And we're so proud to serve Page Arizona and thousands more communities across the country. And when you get around to these communities, you'll see amazing things. Beautiful landscapes, a diversity of people and cultures, and so much opportunity. And as Walmart associates, we have an opportunity to work together as an omni-channel retailer across stores, distribution centers, fulfillment centers, corporate offices, fleet vehicles from coast to coast, and help the people of this country save money and live better. Save money, live better, that is our opportunity. And it's such an important one, because Walmart U.S., who's number one? Thank you.

A - Unidentified Speaker

Well, hey, all. My name is Sheena Sweetwood and I am a Walmart driver from transportation. Thanks all. I am from Transportation Office number 7015 Ochelata, Oklahoma.

Hello, my name is Daniel Henson, and I'm a Walmart driver from Transportation Office 6840 in Hope Mills, North Carolina. Please, welcome back Greg Pinner.

A - Gregory B. Penner {BIO 5585986 <GO>}

Thank you all. Are we having fun so far? Our Walton family believes deeply in the purpose of this company, and we appreciate every associate who makes it possible. It's now my privilege to introduce some of our family members who are here today. I'll start -- if we get some light over here, I'll start with my wife in the front row, Carrie; my father-in-law, Rob; Alice Walton; Jim Walton, his wife Lynne, their sons Tom and Olivia Walton and Stuart, his wife Kelly; and Mark Robson. Thank you all for being here today.

Now we have a special video with Rob, Jim and Alice about the origins and meaning of the Sam Walton Entrepreneur of the Year Award.

A - Unidentified Speaker

The Sam Walton Entrepreneur of the Year Award honors an associate or associates who've just been above and beyond in the call to serve our customers and our members. Dad, put customers and our associates first all the time.

Dad felt that entrepreneurship was just critical for the company to have long-term success. He was a learner. He was an incredible learner, listener and communicator. And he loved to experiment and he was always looking for ideas and ways to do things better.

He loved change and he loved innovation. But what he loved most was people working together to create innovative, new and better ways to serve the customer.

David Class famously said that, dad woke up every single day trying to do things better, looking for ways to change, and change has been a constant with Walmart's since day one. That's kind of what this award is about, as folks that have figured out a way to change things, make them better for the company, better for our customers, better for our associates.

He loved associates. He was always out visiting warehouses, stores and meeting new associates. He would go into a store, a lot of times he would gather people around and start asking questions and trying to learn what they were seeing, what their customers were saying. Those were the things that were just really, really important to him.

Recognizing associates was a part of what he did every day, and listening to associates all across the company was something he believed in very, very strongly, and he practiced what he preached.

The great things that happen in Walmart happen because people work together and figure out things together.

The way new ideas are generated is from having a diverse number of people working together on a project, trying to make it better.

There are so many extraordinary things being done in the company. This award is really tough to get. We have four or five outstanding nominations among all the wonderful accomplishments that associates get in the company. Our family met a week or so ago after getting the materials before that and selected the winner this year.

Dad would be so happy about today to see that he's so alive and well in Walmart. And this team that won the award this year is the perfect example of that.

A - Gregory B. Penner {BIO 5585986 <GO>}

So today, we recognize another incredible Walmart associate with this award. Many of you know that the journey we've been on with our Members Mark brand at Sam's Club for the past few years. It relaunched on Earth Day last year as a purpose-driven brand made with our member and our planet in mind. The team reformulated and redesigned over 1,000 items to help us meet our regeneration goals. This brand is a top reason they are renewing their membership and it's now the fastest growing brand at Sam's Club with unit sales increasing to 2.8 billion last year.

This work is setting a high bar for our suppliers to match and it's positioning us well for the future and it has no doubt contributed to historic double-digit growth that we've experienced at Sam's. This year's Sam M. Walton Entrepreneur Award goes to an outstanding associate who led this team, Prathiba Rajashekar.

Congratulations. Here, come stand here in the middle Prathiba. There we go. Come stand for a picture here. All right, here we go. Come on now. All right, let's do a picture with everybody. Come on in here. Yeah. All right. Thank you. Yeah, nice to meet you. Yeah, congratulations, congratulations. All right.

A - Unidentified Speaker

Wow, wow, wow, come on guys, make some noise. Amazing job and congrats to this year's winner. Wow, entrepreneur of the year. That's a big deal. That's a really big deal. I'm not here to brag, that's not why I'm here, but I should let you guys know, I've actually won a lot of awards myself. I have, I have, and I do mean a lot. I just went through them so you guys can get a clear understanding. I've won a few Kids' Choice Awards. Yeah, yeah. I got some of those under my belt. Some Teen Choice Awards. I even won a couple of People's Choice Awards as well. Lots of awards that people chose. That's what I've done. Yeah, you might say I'm the chosen one. That's what you can say, if you wanted to just do the play on words. And notice the progression, right? Like I started young. I started like with the younger place of awards. Kids love me. So once I cornered that market, right, with the Kids' Choice Awards, I then worked my way up to Teen Choice. I got to the teens, right? Then after that, of course, the ultimate goal was the People's Choice Awards, right? To be the choice of all people. So yeah, I am an award winner. I just want to make you guys aware of that.

Yes, yes, yes. Just like Prathiba, yes, we are the same. I haven't really gotten this one yet, the elusive Entrepreneur of the Year Award, which is a little bit of a surprise. It is. Some people are actually calling it a snub. They're saying I got snubbed. It's not me.

It's what they're saying. And people talk. People talk. Because I don't know if you know this, guys, but I actually did submit a few things in an attempt to win the Entrepreneur of the Year Award, I did. Doug, I don't know where the hell you're sitting because you just sit where you want. Okay, you're back in your seat now. You really are something else. You really are, Doug.

I assume that you didn't get my word of like, entry, because I definitely sent it. And I don't know if you had a look at it, but I put it across your desk. And if you did look at it, no offense to Prathiba, but I think that the results will be a little different here. I think that we'll be celebrating someone else, right? Talking about myself. You fell asleep on me, Doug. You fell asleep. You were probably in here searching for a new seat. You got some attitude on you, Doug. You really do. Some attitude.

Now, I could honestly bring a lot of things to the table here, because I got a lot of ideas. A lot of ideas that I could take somewhere else and I'm not inclined to do that. I can do it. I mean, I've got options, Doug, I've got a lot of options, okay, kind of options that go from A to Z, you might say, options that might hit the bulls eye somewhere else, yeah, that's right. Yeah, I said it. I said it. I said it. You don't like it then give me my award. But I'm not going to do that. You know why I'm not going to do that because you treated me well, I mean, yes. I didn't win an award. I did not win an award or anything but we are friends Doug, we are friends. We call ourselves that, we hang, we do stuff, kind of, not really, but we could, all right, now.

Now -- Doug, right now, what I'm going to do is, I'm going to give you one more chance. And because I've got a microphone and you don't, I'm going to take advantage of this chance, okay? I'm going to go ahead and tell you some of my ideas that are missing that you guys that I feel are missing out on, okay, all right? I'm just going to throw it out there, Doug. Take advantage. This only happens once in the blue moon. You're listening. I got your attention. All right.

Products outside, party inside, right? Picture this, everybody. Picture it. Close your eyes, picture it. Okay, we got drinks, music, dancing, mingling, all this is going on in the clubs. I mean, come on. Sam's Club, right now, guys, you're practically begging. They're begging for this to happen. I know you are. You want this to happen.

Now, when you've danced for a few hours, well, what happens? You start to get hungry. And what's waiting outside between you and your car? All that product. Okay. All that product. And what, -- who's going to pass up on a, what is it, the palette of members Mark Churro Twists on their way out to a rave, right? You know how he likes those things. I mean, come on, come on let's be honest. It's a big idea. So, Doug, there you go. You take it. You've got those now. Balls in your court, buddy. Do what you will with it. Do what you will, Doug, but I suggest you act fast. Act fast because I don't want to take it somewhere else. Look at these people. I don't even know who I can trust. They're probably stealing my ideas as we speak. They are pulling their phone out, making deals, making things happen. But remember, Doug, I told you first. I know it. And legally, you are bonded to what I just said. That's how smart I am. I got a lawyer on deck right now, right now.

Now, guys, I know that you guys have not, you guys haven't been here yet. Or actually, go back, go back, I'm sorry. I'm on a prompter just in case you guys didn't know it. Okay. There we go. That makes sense. Watch this. Man, this is crazy, guys. It's such a good time. See, I did that smooth, smooth transition you guys would have never known that I was reading unless I just did that. I was smooth up until that moment. Now, Doug, I'm back to you because I'm back on track, okay.

Doug, now I know that you haven't been up here yet, but you still have time to not only prepare but get yourself mentally ready. Why Doug? Because there's a lot of stuff that you're going to say. Now, if I want to add anything, I don't know if I mentioned this, but as an inspiration I do have to say this, you really are man, the things that you have done with this brand, the way that you are controlling and operating this infrastructure it truly is inspiring to a guy like myself. So I have yet to personally applaud you while I've been on the stage, but I want to take the time to do, man. I really do. I really do. Because it's a phenomenal job man.

And as a business guy, a Chairman, CEO, I do look at others man and the way and the way that you treat your people, the way that you celebrate the people underneath the umbrella is something that I'm really, really blown away by. So congrats to you. And more importantly, what a great celebration for all of you that I've witnessed today. So that's my personal thing to you guys today. Okay.

Now, Doug, what I want you to do now is get your thoughts together, because it's almost your turn. It's almost your turn to grace the stage. And while we give Doug time, I want you guys to get ready and consider everything that I presented here this morning. Let's get ready for another amazing musical performance that's coming up next, guys, Okay? It's coming up. Buckle up because the show's not over. We got more.

Hello, everybody. I'm going to try to do better than Kevin. But I don't know if I'll do that good of a job. So my name's Veronica Whitledge. I'm the store manager of Oak Grove, Kentucky, Supercenter 3362. Yeah. I'm here representing my market, 253. Our next performer is a singer songwriter who's burst onto the scene in 2015, earning the top 10 on Billboard's Hot 100 and capturing Billboard Music Awards along the way.

Her inspiring and uplifting pop anthems have touched the hearts of millions around the world. This soulful and authentic artist writes music to help her process the world in her big emotions and is on a mission to help fans feel the truth of who they really are. Please welcome Rachel Platten.

(Audio-Video Presentation)

Thank you so much. Thank you. It is such an honor to be back here. I was here last year. I don't know if any of you guys remember, not here, in a smaller place with brighter fluorescent lights. And it was really special and I had just had my second child, my second daughter. And I was really struggling -- thank you, and I was really struggling and I was trying to figure out how to do this. Like, is it possible to be a

mom and still have this career? And this was the first show that I had done that showed me that I could. And I want to thank you guys for giving me the courage and belief in myself again. Like, really, from the bottom of my heart.

And I asked if I could share this brand new song that I hadn't even recorded. I had just written it for my two girls. And your reaction moved me to tears. And it convinced me that I have more to say in this world. I have more to do, even if I'm a mom, because I'm a mom. So that song is out now. I just released it two weeks ago. It's called Girls, and if it's okay with you, I'd like to share it with you again.

(Audio Video Presentation)

Thank you. Thank you so, so much. No, don't do that again because that's what made me cry last time and I can't really, I have a lot of makeup. Thank you.

Thank you. Okay I only have a little bit of time up here. Thank you, I don't know what to say, thank you. I really went to a dark place and to be back in the light, having reclaimed my power and my truth of who I really am is, it's so much more beautiful to see the light again after you've faced your demons. Do you guys know what I mean? It's incredible and you don't take it for granted and I don't.

So, okay, I wrote this last song when I was at another moment of really doubting myself. I'd been trying for 13 years to make this career happen and it didn't seem like it was working. I was 33 at the time. My friends were all moving on, getting married, and -- but I still believed in myself. And one moment after writing thousands of songs and touring around the country in a van and playing living rooms, I wrote this song and it was a reminder to myself that I don't care if anyone else believes in this dream, I still do. And it changed my life.

So tonight, I mean this morning, I want you guys to make these words your own and reignite that power that you also have in your hearts. That dream that did not die, that diagnosis that is not true, only you decide. So let's sing this together. It's called Fight song.

(Audio Video Presentation)

Thank you, Walmart. Thank you so much. I love your company and I love what you stand for. Okay, bye guys.

Hello, my name is Donna Turner and I am backroom associate at Sam's Club 6779 in Moore, Oklahoma. Please help me welcome our President and CEO, Doug McMillon.

A - Doug McMillon {BIO 3063017 <GO>}

Hi everybody. So I got to tell you about Donna. Kath mentioned that at Sam's Club's 40th birthday. You guys are -- you're looking great for 40. Donna was in our first club

in Midwest City, Oklahoma in 1983. So she's a 40 year associate. Donna, you got to tell us what it was like in that first club.

A - Unidentified Speaker

It was chaotic and very busy. You couldn't see the end of the lines at the registers before we had scanners. I mentioned all of the item. I memorized all of the item codes and I roller skated in the club to get the item codes so that I could reference back.

A - Doug McMillon {BIO 3063017 <GO>}

Can you imagine memorizing UPC codes and skating at the same time? I'm so glad you survived the skating. Look at what Sam's Club has become. Thank you so much.

A - Unidentified Speaker

Thank you.

A - Doug McMillon {BIO 3063017 <GO>}

Congratulations. Sam's Club is an amazing story. Loud, but brief. There have been a lot of amazing stories told about our company over the years. And they start with our founder. Sam, his wife Helen, his brother Bud, the \$5,000 he saved by serving in the Army, and a loan from his father-in-law got our company started.

For me, borrowing money from my father-in-law would have been way too risky. I'm out. But Sam made it work. He believed in discount retailing. He believed he could bring a broad assortment of quality merchandise at a good value to underserved small communities and grow a successful business. And he did. It's inspiring to remember that the company we're part of today started with one store in small-town America.

In his book, Sam said, it would have been impossible to convince anyone back then that the biggest retailer would be that one from down in Arkansas. Don't you wonder what he would say today? Serving as many customers and members as we serve today sounds impossible. Growing like we are all over the world sounds impossible. I swear I turned that off. That's embarrassing. Hello?

A - Unidentified Speaker

Did I hear you say impossible?

A - Doug McMillon {BIO 3063017 <GO>}

Yeah, Tom, I'm at our associate celebration right now and it's kind of a big deal.

A - Unidentified Speaker

I've been to this meeting before and I'm disappointed in this at this time. So I wanted to say hello to everyone. May I please?

A - Doug McMillon {BIO 3063017 <GO>}

As well. Let me throw you up on the big screen.

A - Unidentified Speaker

Hey, Team. I wish I could be there with you. But I'm abroad today for my new film, Mission Impossible - Dead Reckoning Part 1. Now for me, it's invigorating to look at something that is considered impossible and ask, what if? And I ask that same question as I'm making every single one of my films. And I have the privilege to take on challenges that are considered impossible for the purpose of entertaining audiences.

Now some people might think that making the impossible possible is all about luck. But actually, it's about dedication, practice. It's about commitment, training, and giving intense attention to every little aspect over and over and over again. It's about becoming more and more competent at what I'm doing. It's about getting so good at what you do that there's no way you miss your mark. That pressure you feel when you're in front of what looks like an impossible challenge. I do understand that. I understand it and I view it as a privilege.

And I have a saying on my film sets and in life that pressure is a privilege. I know Walmart has a history of achieving things that others thought impossible. What a privilege that is. Walmart associates, please keep it up. Thank you for what you do. By the way, I sent you a little something.

A - Doug McMillon {BIO 3063017 <GO>}

Thanks, man. Thompson is Sam Walton's book. We've read this, right? It's heavy. Check it out. Should I flip the switch?

(Audio-Video Presentation)

This is crazy. You heard it. Our mission, should we choose to accept it, is to make the impossible, possible. What do you think? Do we accept the mission of making the impossible, possible? Of course, we will. We'll do it, we can. We'll do it by doubling down on being a people-led, tech-powered, omni-channel retailer dedicated to helping people save money and live better. We know who we are. We like who we are. And we like who we're becoming. Change has always been part of our DNA. And the changes we're making allow us to take it to the next level.

Tom said when there's an impossible challenge in front of you, you practice. You give intense attention to every little aspect over and over again, so it becomes second nature. That's what we've been doing.

We know what we believe and we work together to make our everyday behaviors, our culture, live up to those beliefs over and over, and over again. We've always been a people-led business. We have values. We respect each other and those we

serve. We celebrate our differences, making sure everyone knows they belong. We act with integrity. We do the right thing. We do what we say we're going to do. We serve people. We serve families. They are our top priority.

We know that without them, we don't have a business. We expect excellence of ourselves and our team. We have high expectations. By living our values, we show what it means to be people-led. A few weeks ago, I got to visit our associates in our super center in Oxnard, California. As usual, they didn't know they were going to get a visit.

Before I even got inside, I learned something about the culture of our associates in the store. I saw a customer approaching one of our associates who was bringing in carts from the parking lot. His name is Willie. Our customer was sincerely thanking him for helping her as she came to visit our store over several visits while recovering from surgery. They both looked at me like, who is this guy eavesdropping on our conversation? I just smiled and went inside.

As our manager, Sylvia, and I were walking the store, another customer, Patricia, stopped us to thank several associates, including our fresh coach, Adrian. Check out their story.

(Audio-Video Presentation)

This is what we want. You know you can make a huge impact in someone's life. It's the humanity of our company that differentiates us. It's our culture. It's our people. It's all of you. Willie, Adrian, and Patricia are here today. Would you help me appreciate them down here on the front row?

I'm proud of you guys. Trisha, God bless you, and thank you for blessing us. Today, our team is comprised of 2.1 million people around the world. We're united by our purpose, our values, our culture to help make lives better. We make the impossible, possible. If you told us beforehand what we were going to be up against from 2020 to today, and then told us what our results would be during that time period, many would have said it was impossible.

We had a pandemic to lead through, communities and countries wrestling with issues of equity and fairness and financial shocks that included high levels of persistent inflation. Through all of that, you worked to keep yourselves safe, our customers safe, and you delivered financial results, while progressing our strategy at the same time. In the last three years, you've added \$125 billion in revenue, excluding divestitures, delivering a compounded annual growth rate of 8%.

To first reach \$125 billion in revenue, it took us 36 years. You all just grew by that much in three years. You turned us into a scaled omni-channel retailer with global e-commerce sales now over \$80 billion. You made the impossible, possible. You're the ones who make the difference, which makes investing in you a priority. We invest in wages and health care, including support for adoption and surrogacy care and

mental health support. We invest in our 401(k) and stock match benefits and tools to improve your daily work life.

And we invest in educational experiences through our own Walmart academies and Live Better You. We'll keep investing in you and we'll stay people-led, even as we're more powered by technology. We're putting it to work for the good of our customers and members, and for you as associates. We may not use exploding chewing gum or gloves to climb skyscrapers, but we will have some amazing tools. We'll use generative AI to help personalize shopping by making better product recommendations. We'll use more data sets and improved algorithms to better predict demand, improve our inventory flow, and ensure that the right items are in stock, in the right place, at the right time.

We're investing in automation that'll put a pallet-loaded trailer at your back door that was customized for a department and eventually an aisle in your store. At Sam's Club today, more than one in four of our members used Scan and Go to skip the checkout line. Computer vision is helping to improve in-stock and modular accuracy by riding around our clubs on a floor scrubber. Who needs chewing gum? We have floor scrubbers.

In places like India and Mexico, PhonePe and Cashier are making it possible for people to access the benefits of the digital economy, many of them for the first time. PhonePe built amazing technology that enables over \$1 trillion worth of digital payments per year.

We'll be more tech-powered next week, next month, and for years to come. A few years ago, a lot of this seemed impossible, but we're making the impossible, possible. We are people-led and tech-powered and we've become a scaled omni-channel retailer. All that really means is that we're changing to serve people however they want to be served. We're merchants and we always will be. And these days we can help customers access low prices on hundreds of millions of items and we're providing more flexible experience for people that can save then time.

People can come to a store or club, they can pick up an order, they can have it delivered to the doorstep or in some places all the way into their home. They can use our app or site, they can text us and in India, Canada, and the U.S. they can use their voice to shop. They can shop us through social media and we've begun to take Walmart to the most popular virtual worlds in the metaverse. We'll be where people want to find us, and our digital front doors may change.

But our people and culture, our supply chain, our tech and having stores and clubs so close to so many people around the world are all advantages and we're putting those advantages to work. As we serve people in this more holistic way it opens up new opportunities for us. We're building a marketplace that gives our customers more selection, enabling us to provide fulfillment services and sell advertising.

Our newer businesses like these enable us to improve our profitability, which will benefit shareholders enable further investment in our business. We can grow profitability faster than sales without raising prices, which we never want to do because we're dedicated to helping people save money and live better. When we think of live better, we think of helping people save time, be healthier and become more financially secure while strengthening their communities and the planet. The business we've been building will help people live better in those ways. That may seem impossible, but it's not. We're making the impossible, possible.

Let me give you an example of a family that's helping us provide better quality and doing it in a more sustainable way at the same time. I met Jonathan and Sierra Jones and their sons, Jonathan Jr. and Jace, a few months ago. They're ranchers in New Orleans. Check out their story.

(Audio-Video Presentation)

So we want them to thrive, we want all of our ranchers to thrive and we want consistently great steaks for our customers. The Jones family is with us today, can we please recognize them this morning? Hope you guys have had fun today. Thank you for coming. We've been inspired by the work our suppliers are doing as it relates to our collective goal of becoming regenerative, which means having a net positive impact on people and the planet. A big thank you to all of our suppliers who may be here today.

Due to their creativity and hard work, we're three quarters of the way toward our goal of becoming a reducing or avoiding 1 billion metric tons of greenhouse gases by 2030 from global supply chains through Project Gigaton. Accomplishing that seemed impossible. We're making the impossible, possible.

From our founding to today, there have been so many amazing stories about Walmart, and I know that each one of you have your own story. When we think about Mission Impossible, we might think about undercover agents who jump out of airplanes. I think of Jason Higgins.

Jason leads our store. Hey Jason, turn around here. There's a bunch of people here you should see. He leads our store in Hazard, Kentucky. Last July, a flash flood killed 44 people and destroyed or damaged 9,000 homes. Imagine a 4-inch creek becoming a 40-foot tidal wave at 2 o'clock in the morning. Jason, Melissa, Kathy, and Ginger, and our associates in his store, stepped up. They scrambled and got the store open to help customers. They got supplies to the community, and they got supplies to the National Guard that was busy that morning helping to rescue people.

Kentucky's Governor later told me that the only two things working that morning was a National Guard and Walmart. And that's because of these guys. Way to go. Proud of you. Please carry that back to the rest of the team.

When you think about Mission Impossible, we might think about Tom Cruise on a motorcycle jumping off a cliff. Why? I don't know. I think of Kevin Pritchard. Kevin's from Toronto. Hey, Kevin. Kevin's here with his sister, Michelle. Michelle is a store manager with us. Kevin's an overnight associate and he has perfect attendance over his 20 year career. He's a special Olympic athlete. He's a champion golfer. I don't think I would want to play with him. And he's taught his team, his customers, his community that we all deserve the opportunity to show the world what we can offer. Thank you, Kevin. We're proud of you. When we think of Mission Impossible, same guy. Hey, Tom, I know we talked. Okay. Yep. All right, your turn.

A - Unidentified Speaker

Hey, again, now I asked Doug, I asked Doug every year if I can be the one that does this, but he always says it's his favorite part of the job. Well, this is the year. Anyway, when you think of Mission Impossible, you might think of countdown sequences where the stakes couldn't be higher. I think of Ormus Lopez. He came to the United States eight years ago, taught himself English, and today he's the meat lead in his Sam's Club in Houston.

He says his teammates give him confidence to believe he can do more. Ormus, I heard you're in the middle of your own intense countdown. You applied for promotion to the fresh team manager at a club nearby.

A - Doug McMillon {BIO 3063017 <GO>}

He just asked.

A - Unidentified Speaker

You're still waiting for an answer.

Yes.

So today, this mission is yours, should you choose to accept it? Congratulations.

A - Doug McMillon {BIO 3063017 <GO>}

He said yes. Thank goodness. Here's your new badge. Thanks. Congratulations. As far as I know, you are the first and only associate to ever be promoted by Tom Cruise. Any of you ever been promoted by Tom?

A - Unidentified Speaker

No?

A - Doug McMillon {BIO 3063017 <GO>}

Okay. Congratulations, man. Happy for you. When I think of Mission Impossible, I think of all of you. Everything we've achieved in our company's history is because of you and your fellow associates working together to live out our purpose and values. Everything we've achieved in our company's history, every impossible thing is

because of you. And I know you'll keep making the difference. You'll keep making the impossible, possible.

A - Unidentified Speaker

Doug McMillon, everyone. One time please for Doug. Make some noise. Great job. Am I the only one that thought Tom Cruise was coming down? I said holy s..., Tom is here. They really do it big. Jesus. How do they get time to fly the helicopter, land, come through the ceiling? I was blown away backstage. I was locked in. Guys, I've had the best time hanging out with all of you this morning. I really have. I really, really have, man. It's an amazing gig, guys. I hope I'm not the only one that's had a good time. Have you guys had a good time as well? Yes?

Well, it has been an honor, and I want to thank Walmart for letting me join all of you guys today and letting me be a part of this amazing celebration. I also want to thank the Walmart associates. I can't thank you guys enough. You're the reason why we're here. It's a celebration for you. Everything you do every day for your customers, your communities, and for each other. Look, you guys lift each other up, man. You lift us all up and we are all so thankful for each of you. This has been an absolute blast and I want to thank you guys once again for letting me be your host this year. Thank you. Thank you all.

An amazing thing. Oh look at Canada. Thank you, man. Thank you, guys. You all don't have to stand up. Doug, this is a standing ovation. Mark this. They're doing it on their own. Look at that. Look at that. They're doing it on their own. This is a big deal. Fine, I'll do it again. Fine.

Okay Doug, if that's how you want to ask, I'll do it again. But here's the big thing. You can't just close out with your host saying what an amazing time, what a dope environment, what a dope energy. You can't, because this energy is contagious. And you got to make sure that everybody leaves with the energy that you came in here with and the shock factor. And that's what we're going to do. We got one more trick up our sleeve, one more. As a matter of fact it's a trick that you guys you should say standing for okay?

What about more music should we close with music? Yeah, maybe? I feel like we should. I close the performer is a Grammy winning independent international superstar, education advocate, business entrepreneur and motivational speaker. The man has billions of audio streams and video views plus hundreds and I do mean hundreds of gold and platinum certifications. He has one of the most impressive careers in the music industry and is a true superstar, and I'm honored that I can say he's a friend.

Please welcome Armando Christian Perez aka Pitbull.

(Audio-Video Presentation)

I want to start off by saying thank you for the love, thank you for the support, thank you for the opportunity here today. We highly appreciate it. Number two, what an honor it is to be able to share the stage with hard workers, those that I respect highly such as Kevin Hart, Snoop Dogg, Shania Twain, John Legend. So I just want to let you know, how much I appreciate this moment. When I say me, I say we. It's us. I don't do this by myself.

Now with that said, I know it's about what, 11 in the morning, some change? No matter what time it is, it's 5 o'clock somewhere. I would invite everybody here to happy hour be shot o'clock somewhere. I'll tell you that much. But with that said, no matter what time it is, when I say who came to party, I say we came to party. Who came to party? I can't hear you? Who came to party? Who came to party? Who came to party? I'll tell you what we going to live better and we going to party. With that said, drop that thing on them.

(Audio-Video Presentation)

It always feels good or should I say feels great to be in a room. Oh my bad, in arena full of fireballs. With that said, (Foreign Language). Now with that said, this is my favorite record to perform all around the world because it gives me a chance to show y'all how I've taken my life from a negative to a positive.

I grew up in interesting times, it built a lot of character, I don't regret one moment of it, but I tell you this much, went to about 25 different schools, never been a troublemaker just somehow was always around some trouble. But I learned from it, I didn't graduate high school, but a teacher changed my life, and her name is Hope Martinez, ironically Hope Martinez. Now, I tell you this story where I didn't graduate high school but I learned how to build schools.

And with that said, I was thinking they were going to throw you a picture of it but out of all, it's in one of my old neighborhoods where I grew up at, it's called SLAM, Sports Leadership Arts and Management, Public Charter School, 97% of the kids on free lunch, graduated at 100% by the way.

So when they ask me, Chico, how many kids you got? I say 10,000. So now we're up to 12 schools around the United States of America, up to 10,000 kids is only going to continue to grow. I only share that story why? Because at the end of the day, without you all there's no me. And you and everybody here are a part of our success. When I say our success, not my success, our success. Because it's a whole team that makes this thing happen.

We share the same vision, we have the same goals, but we study and we practice what we preach now. (Foreign Language) Short steps, long vision. So to everybody here, what an honor it is to be first generation Cuban-American, knowing what my family went through for me to enjoy the United States of America. And be able to perform for one of the most powerful companies in the world out of the United States of America. So I want to say, thank you.

And with that said, I share that story so you can take this journey with me. This is my best way of showing you how I've taken my life from a negative to a positive. From a negative to a positive. From a negative to a positive. From a negative to a positive. Arkansas baby, let's go around the world. Drop that thing on them.

(Audio-Video Presentation)

I want you all to give a big, big round of applause to the dancers, the most bad ones in the production team that helped put this together. We appreciate you. We want to say thank you to Walmart for having us in their home. And when they tell you that the American dream does not exist, excuse my French, but they're full of s..., because I'm a living example of it.

So to everybody here, thank you for the love, thank you for the support, thank you for the opportunity. (Foreign Language) And as Mr.305 better said Mr.Worldwide, check it in, check it out. God bless, good night, have a phenomenal day and once again, we appreciate you. (Foreign Language)

Operator

And that concludes our 2023 Associate Celebration. Thank you for coming and have a safe trip home.

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