

## Walmart Inc at Raymond James Institutional Investors Conference

### Company Participants

- Brett M. Biggs, Executive VP & CFO

### Other Participants

- Beryl Bugatch, MD & Director of Furnishings Research, Raymond James & Associates, Inc., Research Division

### Presentation

#### Beryl Bugatch {BIO 1504748 <GO>}

Good morning. I'm Budd Bugatch with Raymond James. It's my pleasure and privilege today to welcome you to the Walmart presentation at our conference. With us today, from the company, we've got Brett Biggs, Executive Vice President and Chief Financial Officer. We've also got in the audience Steve Schmitt, who used to be IR but is now Chief Financial Officer of Sam's; and Kary Brunner, who is IR from Walmart. So thank you all for being here.

First, I'm going to reference the forward-looking statement to keep us honest and keep the lawyers happy. So it's right there. The test on that will be the presentation. Brett, thank you for being here.

#### Brett M. Biggs {BIO 17414705 <GO>}

Thank you.

#### Beryl Bugatch {BIO 1504748 <GO>}

Good morning. And we really appreciate Walmart being with us today.

### Questions And Answers

#### Q - Beryl Bugatch {BIO 1504748 <GO>}

Virtually everyone knows what Walmart does. But in light of the really exceptional results that have been posted for the past several years, not everyone really understands or appreciates how Walmart achieves those results. So unpacking the wide array -- and there are a wide array of initiatives that underpin that and the recent success is probably not possible in a short presentation like this. But let's just

talk about a few of those initiatives. And one of the ones that Doug referenced on the call is -- and some time, is the increased training for Walmart U.S. associates. What's been done? What remains to be done?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. Thanks. It's a good question. We get questions -- a lot of questions about wages. And certainly, we've done a lot of -- we've made a lot of progress on wages in the last few years. I'll start with wages just for a second.

So we go back to three years ago when -- back to October 2015, we came out and said, we had to make some investments. And some of that was in eCommerce, some of that was in the stores. And some of that was in wages. And if you look at our average of fully burdened wage now, we're at about \$17.50 in the U.S. And when you look at full time, we're just under \$20 an hour, when you look at 401(k) and bonus and wages and everything that we pay. So we've made a big change in what we're doing there. I think you see it in the stores. But the thing that gets -- I think gets missed a lot about it is what we've put into training. So the last couple of years, we opened 200 academies across the U.S. And even just last year, we trained over 450,000 associates in those academies. When you look at our U.S. management force today, you've got about 75% of those people would have started as hourly associates. We promoted well over 150,000 people last year. So we have jobs that are allowing people to get into the workforce and continue to make progress on their careers. You saw some of the technology that we're putting in place when you came to Bentonville in June. And a lot of the technology is helping associates be more efficient. It's allowing them to spend more time with customers, which they like, get them out of the back end, get them off the front end in some cases. And spending more time with customers. And that's what the associates like. So I think if you ask our associate base today, if you -- I know you spend a lot of time in our stores. They would tell you what we've done from a training perspective has really helped them serve customers. And I think it's showing up in our numbers.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Yes, Sam has said -- or Sam said when he was alive, that our people are the difference. And that's really true. When you walked through Bentonville, we saw -- and some of the stores, we saw Bossa Nova, saw some of that training. I had a conversation with an investor a few hours ago here at the conference. He said why are they trying to replace the associates at the store. And I said, I don't think so. But would love to hear your take on that.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. No. We're getting more productive in our stores. And through technology, we're allowing associates to be more productive. And so what you've seen so far for the most part in our stores is we've gotten more people out of the back end. Some of those jobs have gone into shared services. And that's one of the things we've done from a cost perspective, is put more effort into shared services. We've gotten some people off the front end. So more and more is being done through self-checkout. And -- which our customers, they love self-checkout. They love Scan & Go with Sam's Club so that's -- the customer wants that. But if you go into a Walmart store today,

you will see more people on the floor than you used to do to help the customers. So I think it's a good balance of technology and people. And we believe, long term, that the people are still going to be a big, big part of what customers want as they shop. They're going to want to that human interaction. And I think Walmart is the company that gives that, probably more than any of our competitors.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

So in the trading academies, do people go through it for a second time? What's the second round of training? How often will an associate go through those academies?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. The academy, on the first part, they go through the bigger part just once. But then we have a program called Pathways, where we continue to give them training through -- and depending on what they want to do, where they are in their careers. And so we give them training throughout their careers. It's not just a one-shot and move-on type training.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. And when -- just stepping to another issue. Walmart's mantra has always been saving people money. And that is embodied now in the slogan of save money and live better. And Doug talks about that often. But he also says save busy families time, now. So talk about some of the most notable initiatives that are going on to help the Walmart customer save time as well as money.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. We think saving people money so they can live better is something's that's going to last for a long, long time, it will last well beyond me because people want to save money. And that's always been the case. We see that with millennials who are just starting families. We see that with people that are a little older. We see it across the spectrum. But time is becoming more and more of a precious asset. And I think, raising hands of everybody in the room, you say, what's the thing that you thought you have the least of, time is probably one of those things. So that's driven a lot of what we've done in the last 2, 3, four years. If you look at what we've done in eCommerce and the amount of investment we've put into that, we basically doubled our eCommerce business over the last couple of years. Things like Online Grocery. Online Grocery has been one of the -- I think one of the best things the company has ever done from the standpoint of getting our brand known and thought about in a different way. The fact you can come and shop whenever you want to shop, come pick it up in the store, our NPS scores are incredibly high. We'll have over 3,000 stores with Online Grocery by the end of this year. Now delivery, we'll have delivery in over 1,500 locations by the end of this year. These are the kind of things that people are looking for. And we're the largest grocer in the world. And we have over 4,500 stores in the U.S. This is what people are looking for. And the assets that we have when you look at our store assets as well as our eCommerce assets. And I'd throw in our financial capabilities, I think it's unmatched in retail today, what we can do to serve that customer in a way that allows them to shop however they want to.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And what happens to the overall store when you add grocery to the eCommerce mix or even pickup. Because that customer come in the store, do you get that additional lift?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. They do some. We do -- think about even how my wife shops. She's use Online Grocery for -- she needs 10 things. Sometimes she'll do it when she needs 50 things. And her experience on Online Grocery has been fantastic. I think you hear this just customer by customer by customer. But what it does is to develop a deeper loyalty with our brand. And I think as people think about how they want to shop, it gets us further and further on that search list in their minds of, well, I know I can get that at Walmart. And it allows them then -- let's try Online Grocery. Let's try Walmart.com. Let's go in the stores. So it may not be on that trip that where they go in the store. But over time, it creates a loyalty. And we know, if we get people shopping online and in the store, it's a multiple effect of what people buy from us.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. And what is delivery doing today? You started getting and expanding a little bit. Could you talk about some of those initiatives as well?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. We're -- when you think about where the customer is going, I think delivery is a place where you're, particularly when you're the largest grocer in the world that we are, you're going to want to be in that space in a big way. I think longer term, are people are going to want groceries delivered into the refrigerator. Are they going to want you just to keep them in-stock at some point? I think the answer to that is probably, there is some set of customers that is true. That's what they're going to want. And delivery is one piece of that equation. But when it comes to winning in the grocery space, we really want to be there for however that customer wants to shop: store, delivery, pick up, eventually probably in your home, other things like that. We want to be there for those occasions. And we think we'll win there long term.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And now we're getting to the second and third year in some of the locations. What's the comp experience in the -- and when you get through it and you start to anniversary some of these locations?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. Some of the early locations still continue to grow. We're seeing growth in Online Grocery. That changes the nature of the store a little bit. You have more people picking -- one of the side benefits we've seen of stores that are really getting big in Online Grocery is your measurement of in-stock gets even better. Your measurement of being -- having that on the shelf. Because if you tell your customer you've got it, you need to have it on the shelf so it can get picked. So we're getting better even, I

think, in inventory management as we do this. We have some stores that have been, I think, three years now in Online Grocery. And the good thing, too, though is we're learning from those stores. As we get bigger and bigger, what you need to do from an infrastructure standpoint, what you need to do from a labor standpoint, we're getting more efficient picking. You can then take those learnings and put those into the stores and that are in their first year so we cannot make some of the same mistakes we've made as we -- as you typically would as you get bigger with something like this. It's been fantastic and the stores absolutely love it. Associates love it.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

One of the investor hot buttons. And we hear about it on every call, is the phrase, Walmart invests in price. And your leadership -- or the leadership of the company always says, we will continue to invest in price. So a lot of cross currents about that in certain areas of the economy. We're seeing inflation in freight. And certainly other commodities, those are issues. There are new efforts in proprietary products that carry some of that as well to allow you to keep some natural margins. Your 4.2% comp and your 3.3% comp in price was interesting. And it created some controversy as we got through the conference call and talking to investors afterwards, because they thought maybe you were raising price. And how does that conflict with investing in price? Maybe you can explain how that really is properly understood by investors?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. We've always invested in that price. I've been with the company for 19 years. We've always invested in price. We made a little more of a point of it three years ago to say we're going to be a bit more aggressive. We like, for the most part, where our price gaps are with competitors. And when we talk about investing in price, it's much more strategic than it would've been when you would've first started covering the company or when I first came to the company, in that by location, by competitor, by category, it's very specific to what we want to do. And the merchants are doing what the merchants have always done. And that's manage out margin mix. And the store. And really even with eCommerce, is not that much different. You have to manage mix. And so there's some products that are going to be more price elastic than others. And in places where you really want to drive home the point with the customer and be competitive, you're going to be competitive in price. Grocery is an interesting one -- or fresh food is an interesting one because we want to be the low price leader in fresh food. But in a category like that, you have to be careful that you're not too low priced if the customer trusts that it's high quality, because that's -- we need the customer to trust it's a high quality. Our quality is much better than it was 3 or four years ago. And that's why you see mid-single-digit comps in food. But that's an incredibly important part of what we do. But there's certain categories that you just manage differently than others. And it's to make sure that the whole box works. And we've talked about that even as we look at our total P&L, really, all the way down to the P&L from sales to gross profit to SG&A to operating income. There's just all the things that we've got to balance to make sure at the bottom line that it works for investors and it works for customers.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And our -- your guidance for 2019 for U.S. is 2.5% to 3.5% comp for Walmart U.S. A question that we get a lot of is, how do you think about that in terms of price versus traffic? How is the right way to think about it? How do you think about it in terms of price versus traffic?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Both are important. Comp is the thing that matters the most. And sometimes, it's going to come in ticket. Sometimes, it's going to come in traffic, if you look over the last two years or 2.5 years, I think, 2-year stats on traffic. So still good traffic coming into the stores. Price is an important part of that. But I think just as equal in some regard is what we come out with fresh quality. And what been done from a fresh perspective, what we've done with technology to make it easier for our associates to serve customers, all of that comes into play in that comp and price is a piece of it.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. Since the tariffs have gone into effect. And now there's some conversation about what's going to happen to tariffs, have you noticed any change in the competitive landscape since tariffs have gone to impact? And talk about the way you think about tariffs. And I remember when -- in the early on time frame, it was not an easy conversation about tariffs.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. It's one other piece of the equation as you think about pricing. That's for sure. I don't think we've noticed anything dramatic in what competitors are doing. It still feels like this conversation changes almost weekly externally about what's going to happen from a tariff perspective. We've said -- and we'd still say today, "We want to be the low price leader." That is what we want to do. If we were to get to the types of tariffs that were being discussed, it felt like more, seriously, 2 or three months ago, you're going to have price increases in certain categories. We've had some tariffs on products that the prices have increased, some on home side, bicycles would be an example, where we've had some prices go up, just as our competitors have. But we want to continue to be the low-price leader. And I think because of our financial strength, we can do that better than anyone else.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And in terms of this year's guidance and thinking about gross margin, how should we think about gross margin in terms of the inflation that we've impacted, the tariffs and your investing in price? All of those had real specific factors of what happens to gross margin.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

It's a big equation and tariffs adds something into it that we don't see every year. And our merchants -- I work with Steve Bratspies a lot on the U.S. side. Our merchants are watching day by day, category by category. They've always been

working with suppliers on their own cost structure to make sure that we can continue to -- for our customers together, give what's going to be a good price in the market. But they're all over this. We've got to stay flexible on how we manage this. And we'll manage as we go along. But we're going to do everything we can to keep prices where we want them to be. But we keep our investors in mind as well to do that.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And you've been able to leverage operating expenses beautifully in the stores. Is that going to continue?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. Eight consecutive quarters in the U.S. stores of leverage -- certainly, you get 4.2% comp in the quarter helps a lot with leverage. But it's -- I said I've been with the company 19 years. And I don't think we ever got away from our EDLC roots. But it wasn't as strong as it has been in the past. What I sense, even in the last year, is a change back to that. But it's different. The DNA of EDLC is still there in a -- if you were in our meetings now versus two years ago now, you would feel it. It would be very tangible to you. But it's different in the way in the past where it felt like there are times where we'd say, we need to cut X amount. And we just go cut, cut, cut. It's not efficient. It comes back. And it's just not sustainable.

So the things that we're doing, what I would say now, are different in that technology is a big piece of it. Some technology didn't exist 3 and five years ago that allows us to be efficient in a different way. We're being more surgical about how we think about cost. And it's really more of let's change how we're working. Let's change processes. Let's automate things in a way that take the cost out. So the cost reduction ends up being the output, not necessarily the input, if that makes sense. But that piece of it feels very different. And what we started two years ago, we started is what we called zero-based budgeting. But it's turned into what we call smart spend now. It helped, I think, change the dynamic of how we think about costs inside the company.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Well you're right. When you deliver like a 3.3% comp for a size of a company as Walmart U.S., that's, what, about \$11 billion, at least, in comparable sales. So I think that does cover a lot of initiatives.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

It does. It does.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. Well an area that investors don't often talk about in settings like this is Sam's Club. And Sam's Club, I think, has a near and dear place in your heart because...

**A - Brett M. Biggs** {BIO 17414705 <GO>}

three years there.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

You ran the division -- I remember, in Sam's Club, leaving the financial management and coming back to it. So -- and last year was kind of momentous for Sam's Club. You did some things that kind of got investors' eyebrows raised. You closed stores. Talk a little bit about that. And I'll follow up with some other questions on Sam's.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. I'm really proud of what's going on at Sam's. I think I spent three years there. Doug spent several years there. So we both have an affinity for Sam's. We sent Steve Schmitt over there to be CFO. I think he's doing all right, he seems doing good. John Furner's over there doing a great job with Sam's.

And what I like about Sam's is -- we kid sometimes that it's the smallest \$60 billion business in the world because of the size of Walmart. But they are trying a lot of new things. Some of the technology initiatives that we've made really have started at Sam's. Scan & Go started at Sam's. The test format that they have in Dallas was with no checkout. Again, that's a Sam's initiative. And so it gives us an opportunity to try some different things. But if you're over in their building now. It just has a really good buzz about it. It's exciting. The way they're working is different. Membership, despite closing the clubs that we did -- and that was tough but the right decision. Despite that, membership is basically flat. The number of members after closing 10% of our clubs. So membership's doing really well. And that drives the whole business. But our model, too, from a financial standpoint is really back to what you want to look like as a club business. So I'm really excited, not just about what they're doing. But I think we're getting some learnings as well from what they're doing at Sam's.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

And on the merchandising side, you made the decision a couple of years ago to go to one private label. Talk a little about the Member's Mark transition and what that...

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. It's been great. When I was in operations in Sam's -- and that would have been seven years ago now. We had I can't remember how many private labels. There were a number of brands, more than 7, I'm going to say. So now with one, Member's Mark, has become one of the biggest brands in the world now. And members like it. It's easy for them to understand. You see it across the club. The quality is great. The price is great. It's been a really smart initiative for what they've done. And I think it's helped some of what we've done in Walmart as well. Private label penetration at Walmart is up. And I think we learned some things from what they did at Sam's Club or what we did at Sam's Club.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

You did allude to this a minute ago as being the smallest \$60 billion business in the world. And some investors wonder if Sam's is a vital part of Walmart going forward.



Let's talk about that. Is -- how do you think? How do you and Doug and the leadership and the board think about that?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes, I think a lot it's what I just said. We're able to do some things at Sam's Club that we can try and see how it works. And there's some things that we -- we, being -- when we say we, Walmart U.S., have learned from what we've done at Sam's Club from a -- how do you serve members? What do you do with data? How do you change processes? How do you deal with technology? It's been a great lab for the company. And it's been a great place to have executives work and build the business. Again, if you just go over and spend time at Sam's, there's a great energy over there. It really does feel like it did 7 or eight years ago when I was there. I think it's a really important part of Walmart. A great channel. It's been a great channel for us.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

So let's move to International, which is another extraordinary part of that. And management strongly has intimated that it is not committed to being in every market in the world. I think the first indication of that is when you actually did close down the Russia office many years ago and then said, "Okay, we don't have to be in everywhere." It only wants to be in strong...

**A - Brett M. Biggs** {BIO 17414705 <GO>}

I feel good about that decision.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

I think so. I can understand that. You wanted to be in strong and growing markets. And so you divested some things. Talk a little bit about what the International looks like.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes, I spent half my career in International. So I feel a great affinity for what's going on there. We've made some decisions in International. We've been pretty explicit about North America being the most important part of our business, the U.S.; Canada; Mexico; Central America; China, being an important growth market for us; and now India being an important growth market for us. But the other businesses play an interesting role inside the portfolio and they generate cash. We learn things from those businesses. And so they play an important part. But we've taken decisions. We've taken decisions to sell most of our interest in Brazil. We have a great partner in Advent in Brazil. You saw what we announced last year with the U.K.. And we're not -- certainly, we're not pleased with the provisional results that have come out from there. And we'll continue to work through what that means. But I think International will continue to play an important part of the business. But it will be more focused.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

So let's talk a little bit about that. Those are a couple of disquieting events that have happened. We've got the issue of regulation in India. Can you explain to investors, a, what happened? What does it mean to Walmart? How does that differentiate from maybe some other companies there, I can't remember their name, that is also saying they're investing in India. I'm not going to mention Amazon.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

I appreciate that. Yes. You just did. That's okay. Yes. So India, I've been going to India personally for, like, 15 years. I was -- I did one -- a part of the original joint venture we did in India. So it's an interesting market. And the reasons we decided to make the Flipkart investment are all still there. There's still 1.3 billion people in India. There's still a growing middle class. E-commerce penetration is getting bigger in a very rapid fashion. Really young population. All that is still there. When we -- when you make an investment in India you know things are going to change. They did the first time we were in India. And they will again. We know that. We knew that going into the investment. And you just got to work your way through it. And so we're going to have real changes. We know that. We'll have legislation changes. We know that. And you work your way through it. But long term, this is a great opportunity for Walmart. Don't feel any differently than -- about it than I did six months ago. It's disappointing, that you have a law like that change so quickly. But we've made the adjustments. And we're moving forward.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. And the other one you did reference a few minutes ago was the Asda, Sainsbury issue and what the provisional ruling has been. When do we expect that to get some finality? And what are the range of outcomes that we might expect?

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. Well they said they'll come down with a ruling in the next couple of months. So we'll -- again, we're continuing to work on what we've heard from the provisional ruling. And we'll go forward from here.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. I realize how sensitive that is. And so I thought I'd ask and let you...

**A - Brett M. Biggs** {BIO 17414705 <GO>}

I appreciate it.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. The last issue I want to talk about is one that's near and dear to a lot of investors' hearts, particularly our investors across the pond. But increasing here is ESG. And Walmart never gets enough credit for what it does as I think one of the companies that does really good for its customers. But for its community. Talk a little bit about some of that. And some of the things. And there are lots of initiatives, I know.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. I'm really, really proud of what we do as a company. It's one of the great things about working at Walmart is you can have an influence on the world while you're able to have a big business like we do. I was actually in Europe last week and was visiting with some people. Kathleen McLaughlin, who's our Chief Sustainability Officer, visiting with some groups about our ESG efforts. And we know it's becoming more top of mind for investors. And a great thing for us is that's great for us because we're really proud of what we're doing. When you look at even just yesterday, announced that by 2025 that we would have all of our packaging in private label recyclable. We announced, I think, last year, by 2025 that over half our energy would come from renewable energy. And we're already a fair way towards that goal. In the last five years now, I think more than 80% of the waste that comes out of our stores doesn't go to a landfill anymore. We recycle that. There's just so many different things that we're doing primarily around food security, we're doing around women's equality, what we're doing around carbon emissions and sustainability. We just got rated the highest retailer -- I'm going blank with the name of the group right now that just gave us (CEP), yes, that we were the highest-rated retail on ESG efforts. So we are glad to have this conversation, because I'm with you, I don't -- despite what we try, we don't get the credit that we should get in this space. And when you look at what we're doing around wages as well, I'm really, really proud to work for Walmart.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Okay. And just -- I guess, to end the presentation, let me just let you make an advertisement to investors on why you think Walmart is such a compelling investment.

**A - Brett M. Biggs** {BIO 17414705 <GO>}

I appreciate that. I do feel that way. And I said, I've been with the company 19 years. I've seen a lot of changes. When I came to the company, people were saying, "I don't know if Walmart can grow anymore," and we've more than tripled in size since then. And there are a lot of opportunities in front of us then. And back then, it was International as other things that we can do. But now when you look forward and you see the opportunities that we have in eCommerce, the fact that we have all these stores in the ground, I believe, is going to be a huge asset for us long term. And you see other companies making decisions that would make you think as well that having these stores in ground is going to be a huge asset for the company. So when you look at the store base that we have, the associate engagement that we have, the financial strength that we have. And now what we're doing in eCommerce, it's really a unique company. I'm biased, I admit that. I'm the Chief Financial Officer. But it is really a unique proposition that there's really nothing we can't do, that we don't have the assets and financial strength to go do. We have got to be smart about it. We got to be disciplined about it. And we will be. I think we have been. But I can't come up with a company right now that has the assets that we have to go make a difference in customers' lives. And I think that's what we're going to go do.

**Q - Beryl Bugatch** {BIO 1504748 <GO>}

Thank you very much. We will continue this at the breakout.

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**A - Brett M. Biggs** {BIO 17414705 <GO>}

Yes. Thank you, Budd. Appreciate it.

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