



This book is a compilation of the work I have been doing over the past year. The project started with a fascination of the quantity of Wal-Mart retail stores across the country. I found it intriguing that these stores, seemingly identical, across many locations connect the American landscape providing a common experience for this country. I have placed great emphasis on exploring and understanding the company's perception of itself by researching and reading the publications, advertisements and corporate fact sheets produced by the company and at the same time I have been conducting a photo survey of these structures across 6 states. I have found a certain tension between these 2 descriptive systems and within this tension is where my work lies.

The focus of my photography has been around the template-based model of architecture of these buildings while discovering the ideology and history of the company through their own perspective. The parallel between the template based architecture and the constructs that have enabled this company to be the largest retailer in the world is quite interesting and is the basis of my most recent work. By focusing on the structural components of these buildings, I hope to generate a descriptive system as a viewer and consumer contrasted with that of the company. The rhythmic nature of these architectural components seem to reinforce the "machine" of consumerism and at the same time create friction with the ideology that is personified by this company. I believe within this tension the construct of consumerism is defined because it is not clear where consumerism begins and ends.



**yes  
we  
can**



Our customers shop at our stores because they like the service our associates provide, and they like being able to buy the products they need at affordable prices in one convenient place.



Over the last 45 years, those of us who have served Wal-Mart have paid a price to build a special Company – whether it means working on weekends, keeping a modest office space, or always putting others before ourselves. But there is a reward, and it is not just working for a special Company; it is a special opportunity to touch and improve the lives of millions of people around the world.

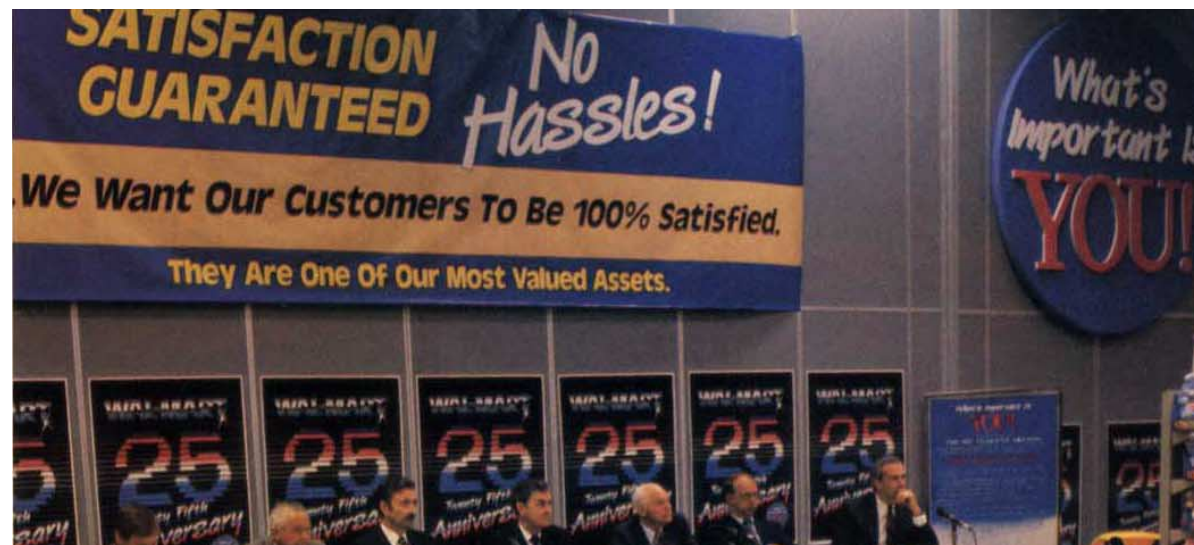
This is what Wal-Mart does and, for the most part, whom we serve. And though our Company may undergo profound changes, we will never change who we are. We will always be Wal-Mart, and we will always strive to be a better Wal-Mart.



“ To Wal-Mart customers, saving a dollar, a pound, or a peso means something. It means being able to buy the school clothes or fresh food they need. Without Wal-Mart, they might not be able to afford such items. It also means empowering people to aspire to a better life for themselves and their families.”



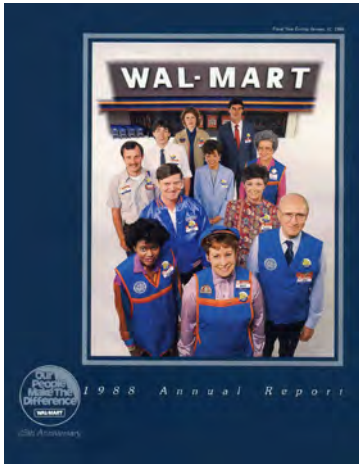
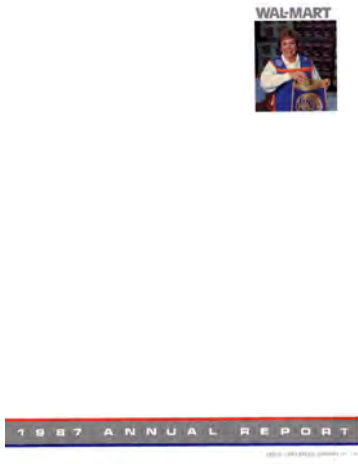
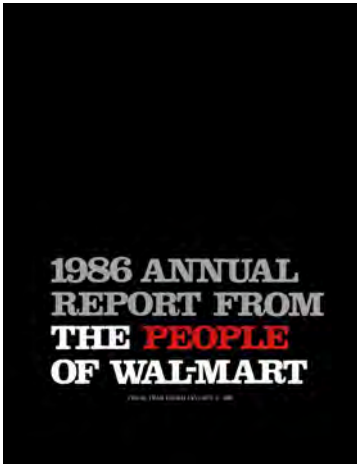
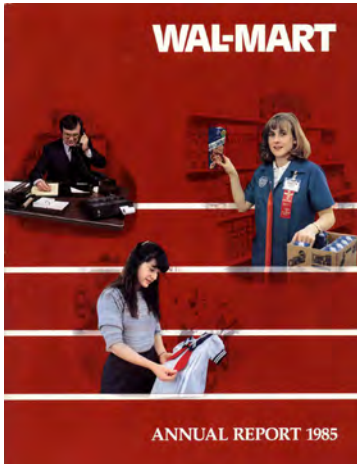
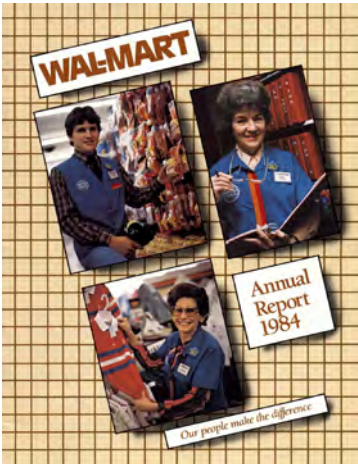
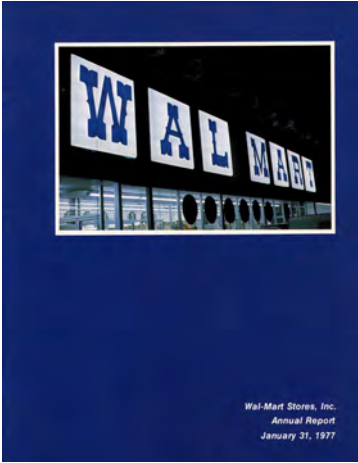
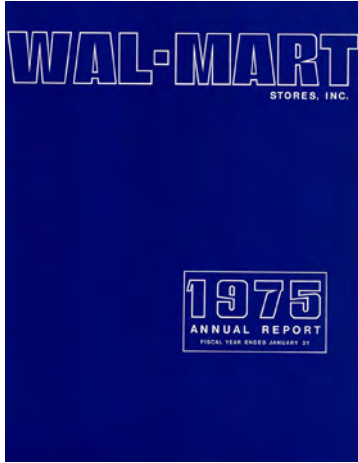
“We’re all working together; that’s the secret. And we’ll lower the cost of living for everyone, not just in America, but we’ll give the world an opportunity to see what it’s like to save and have a better lifestyle, a better life for all. We’re proud of what we’ve accomplished; we’ve just begun.”



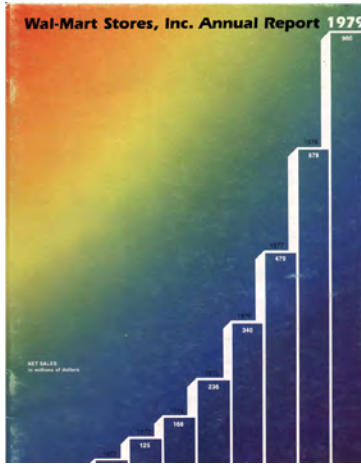


**by the  
numbers**

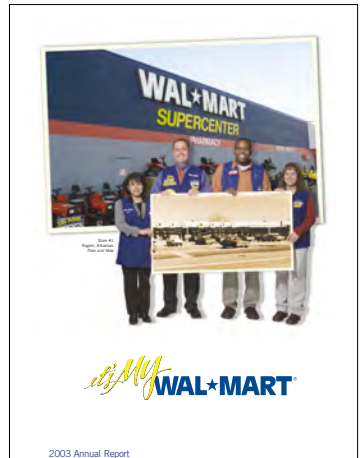
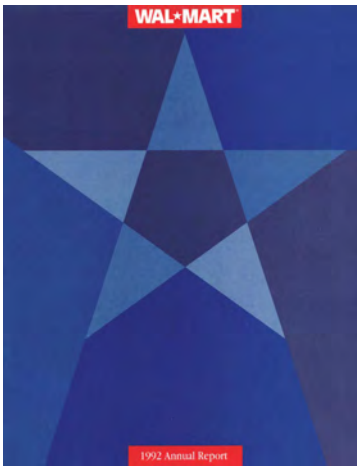
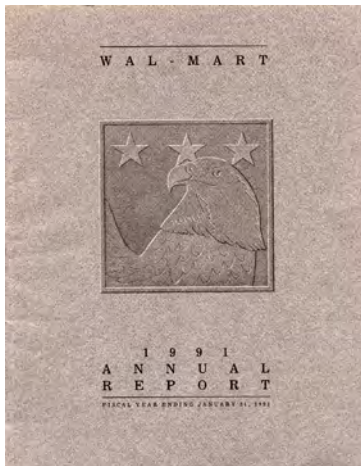
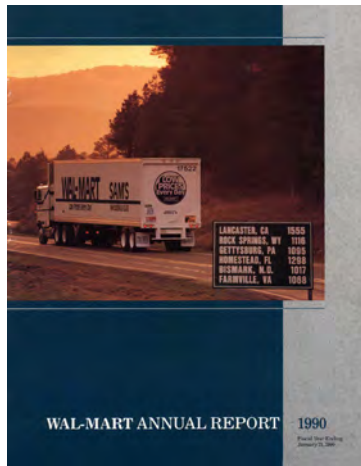
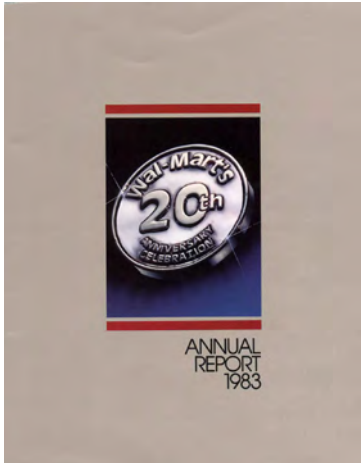








Wal-Mart  
ANNUAL  
REPORT  
1981







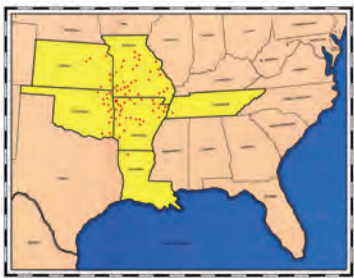
1972 

net sales	# of stores
\$78,014,164	51



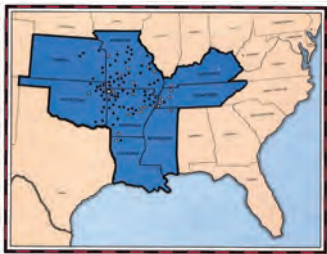
1973 

net sales	# of stores
\$124,889,141	64



1974 

net sales	# of stores
\$167,561,000	78



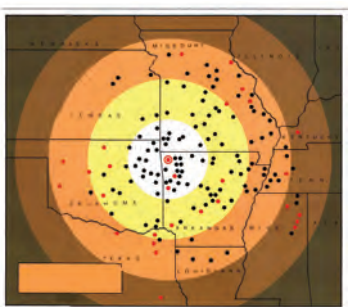
1975 

net sales	# of stores
\$236,209,000	104



1976 

net sales	# of stores
\$340,331,000	125



1977 

net sales	# of stores
\$478,807,000	153



1984 

net sales	# of stores
\$4,666,909,000	642



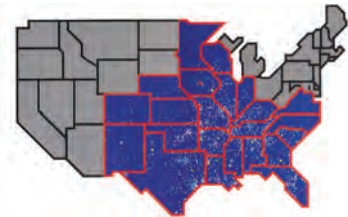
1985 

net sales	# of stores
\$6,400,861,000	745



1986 

net sales	# of stores
\$8,451,489,000	859



1987 

net sales	# of stores
\$11,909,076,000	980



1988 

net sales	# of stores
\$15,959,255,000	1116



1989 

net sales	# of stores
\$20,649,001,000	1262

1996 

net sales	# of stores
\$93,627,000,000	2234

1997 

net sales	# of stores
\$104,859,000,000	2304

1998 

net sales	# of stores
\$117,958,000,000	2362

1999 

net sales	# of stores
\$129,161,000,000	2433

2000 

net sales	# of stores
\$153,345,000,000	2522

2001 

net sales	# of stores
\$178,028,000,000	2624



1978	net sales	# of stores
	\$678,456,000	195



1979	net sales	# of stores
	\$900,298,000	229



1980	net sales	# of stores
	\$1,248,176,000	276



1981	net sales	# of stores
	\$1,643,199,000	330



1982	net sales	# of stores
	\$2,444,997,000	491



1983	net sales	# of stores
	\$3,376,252,000	551



1990	net sales	# of stores
	\$25,810,656,000	1405



1991	net sales	# of stores
	\$32,601,594,000	1577



1992	net sales	# of stores
	\$43,886,902,000	1724



1993	net sales	# of stores
	\$55,484,000,000	1882

1994	net sales	# of stores
	\$67,344,000,000	2022

1995	net sales	# of stores
	\$82,494,000,000	2132

2002	net sales	# of stores
	\$201,116,000,000	2713

2003	net sales	# of stores
	\$226,479,000,000	2826

2004	net sales	# of stores
	\$252,792,000,000	2949

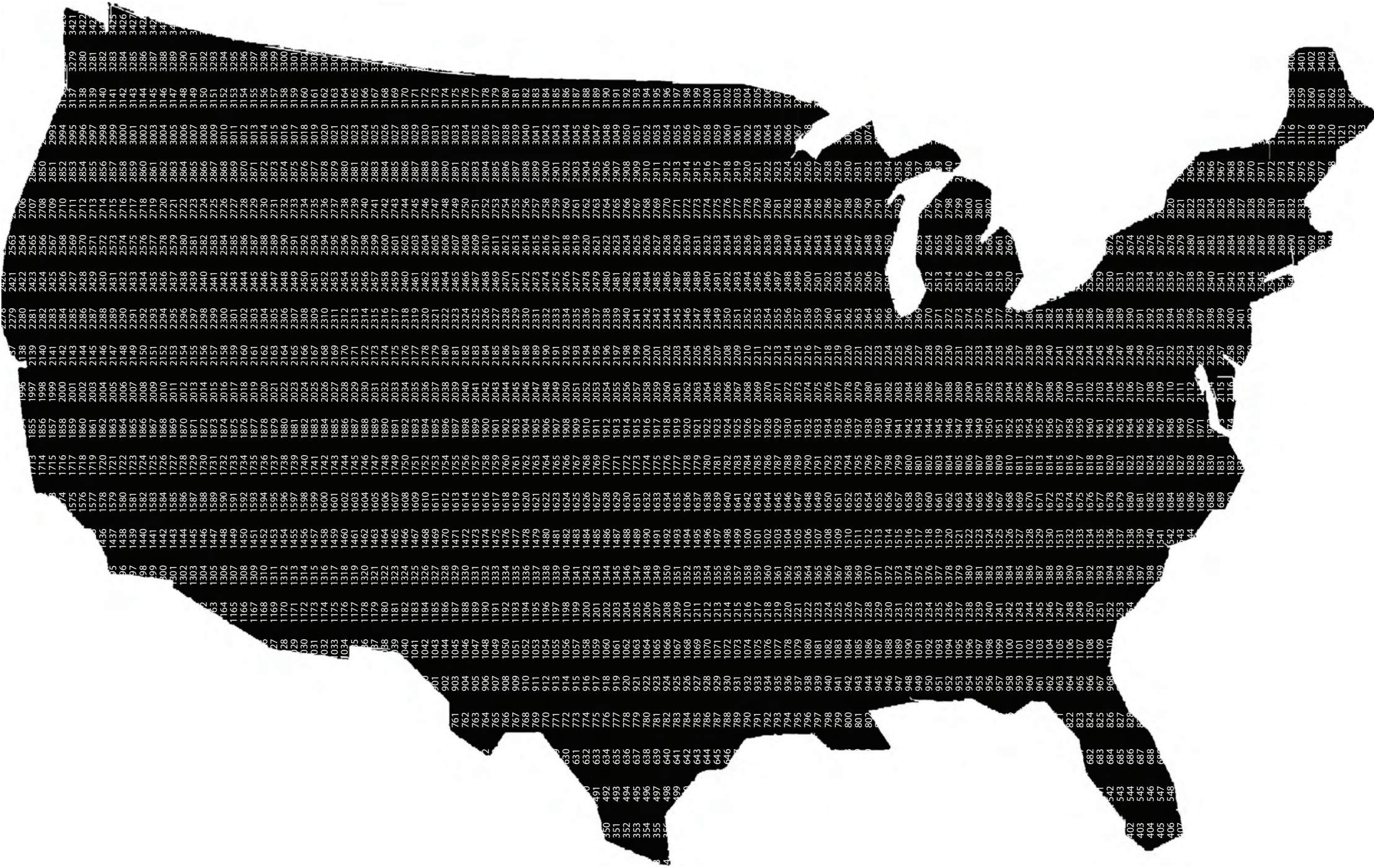
2005	net sales	# of stores
	\$281,488,000,000	3066

2006	net sales	# of stores
	\$308,945,000,000	3189

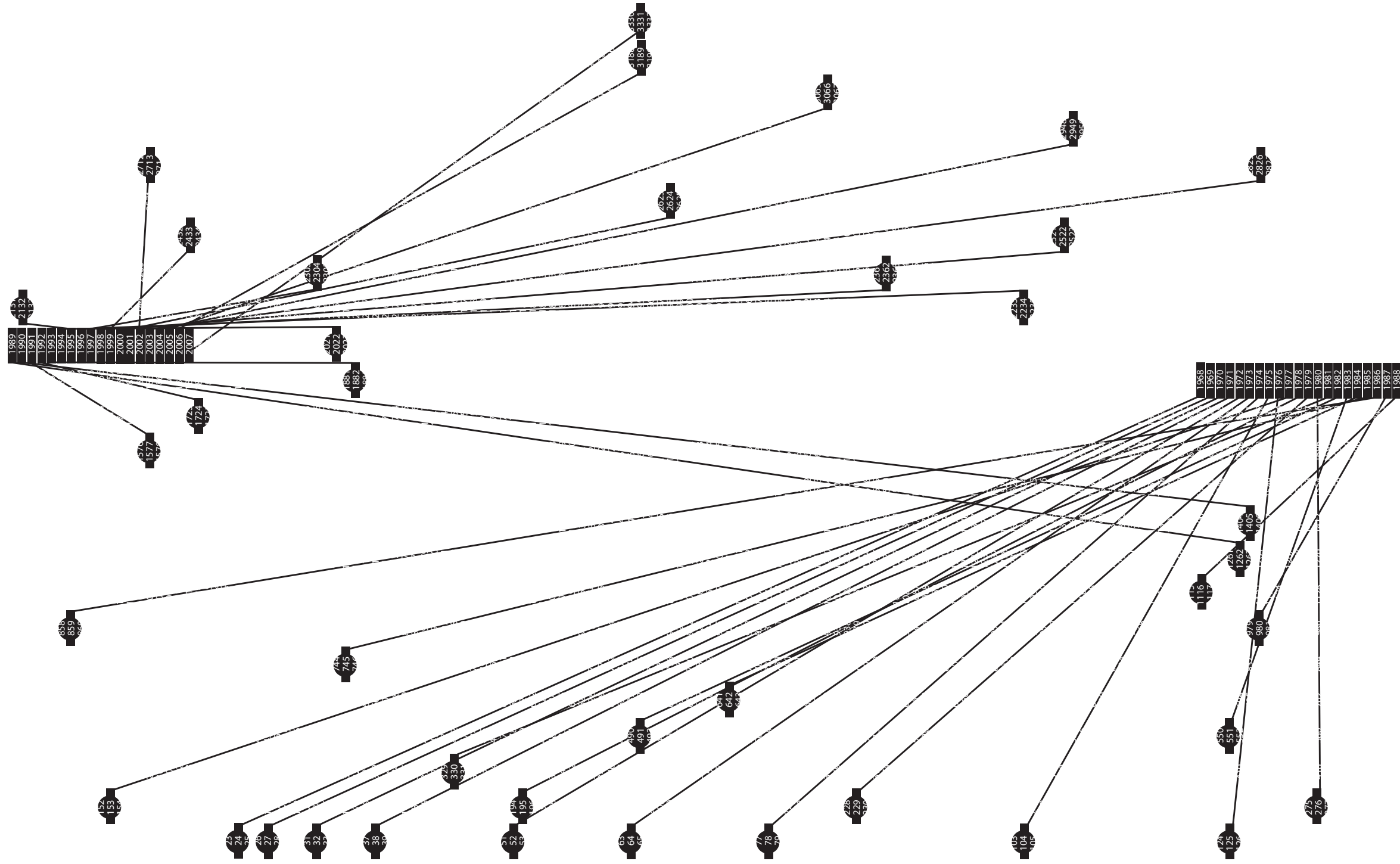
2007	net sales	# of stores
	\$344,992,000,000	3331











\$10.83	1	4,000	61,000	1,300,000
\$2,500	13	11,000	100,000	1,900,000
\$1,000,000	46	15,000	154,000	3,000,000
\$270,000,000	300	15,000	237,000	127,000,000
	325	17,409	256,000	176,000,000
\$200,000,000,000	450	25,000	826,000	180,000,000
\$345,000,000,000	2,800	41,000	1,000,000	200,000,000

## “by the numbers”

Wal-Mart is a diverse employer. More than **154,000** Hispanics; **237,000** African Americans; **41,000** Asian Americans; **15,000** Native Americans; **256,000** associates 55 or older; and **826,000** women choose to work at Wal-Mart. In March 2007, Wal-Mart received more than **11,000** applications for more than **300** job openings at the Landover Hills, Md. store. Additionally, in January of 2006, **25,000** people applied for **325** available jobs at a store opening in the Chicago area, resulting in a 1.3 percent acceptance rate. For example, our average, full-time hourly wage for Wal-Mart stores is **\$10.83** and is even higher in urban areas. **2** days of special savings. Wal-Mart is the world’s largest retailer with **\$345 billion** in sales for the fiscal year ending Jan. 31, 2007. 90 percent of Wal-Mart associates reported having some form of health coverage – either through Wal-Mart or another source. Wal-Mart also donated **\$1 million** or more to numerous charitable and community organizations Our customers shop at our stores because they like the service our associates provide, and they like being able to buy the products they need at affordable prices in one convenient place. Wal-Mart Stores, Inc. includes Wal-Mart Supercenters, discount stores, Neighborhood Markets and SAM’S Club warehouses. An independently-certified study found that Wal-Mart saves the average household more than **\$2,500** per year. We operate more than **4,000** facilities in the United States and more than **2,800** more in Argentina, Brazil, Canada, China, Costa Rica, El Salvador, Guatemala, Honduras, Japan, Mexico, Nicaragua, Puerto Rico and the United Kingdom. In 2007, Wal-Mart became **No. 1** on the FORTUNE 500 list and in 2003 and 2004 Wal-Mart was named “Most Admired Company in America” by FORTUNE magazine. **180 million** customers per week visit Wal-Mart stores worldwide, including **127 million** per week. Through our relationships with **61,000** U.S.. Suppliers, we spent **\$200 billion** on merchandise in 2005 and supported more than **3 million** American jobs.. In the city of Chicago, more than **15,000** applications were received for **450** available jobs. In 2006, Wal-Mart de Mexico interviewed **100,000** applicants for **17,409** new positions. Situations like this give us the opportunity to hire the best people. Each week, more than **176 million** shoppers around the world visit a Wal-Mart location and leave with great products and services backed by every day low prices. Come join them. Wal-Mart employs **1.9 million** associates worldwide and more than **1.3 million** in the United States, making us not only one of the largest private employers in the U.S., but the largest in Mexico and one of the largest private employers in Canada as well.



1	1	On the FORTUNE 500 list
2	2	Days of special savings
10	10	Dollars and eighty-three cents average hourly rate
13	13	Markets outside the United States
46	46	Store banners in nine formats of varying size
300	300	Job openings
325	325	Available jobs
450	450	Available jobs
2,500	2,500	Dollars average household savings per year
2,800	2,800	Facilities Internationally
4,000	4,000	Facilities in the United States
11,000	11,000	Applications
15,000	15,000	Applicants
15,000	15,000	Native Americans
17,409	17,409	New positions
25,000	25,000	People applied
41,000	41,000	Asian Americans
61,000	61,000	U.S. suppliers
100,000	100,000	Applicants
154,000	154,000	Hispanics
237,000	237,000	African Americans
256,000	256,000	Associates fifty-five or older
826,000	826,000	Women
1,000,000	1,000,000	Insured associates
1,300,000	1,300,000	Associates in the United States
1,900,000	1,900,000	Associates worldwide
3,000,000	3,000,000	Supported American jobs
127,000,000	127,000,000	Customers per week in the U.S.
176,000,000	176,000,000	Shoppers around the world visit
180,000,000	180,000,000	Customers per week visit stores worldwide
200,000,000	200,000,000	People in the U.S. shop at Wal-Mart each year
270,000,000	270,000,000	Dollars to support our communities nationwide
200,000,000,000	200,000,000,000	Dollars spent on merchandise
345,000,000,000	345,000,000,000	Dollars in sales for the fiscal year ending Jan. 31, 2007



store identification #

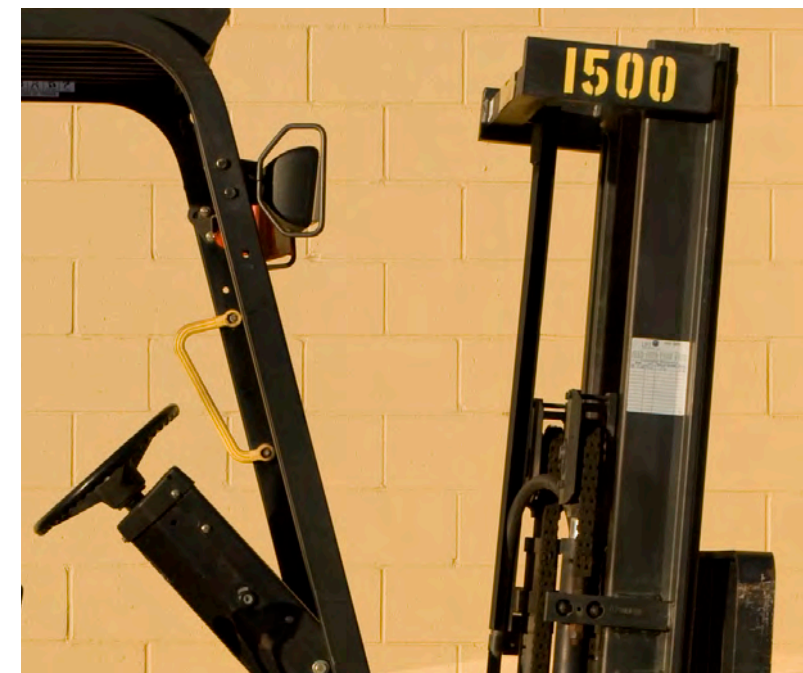
<b>Store #43</b> Junction City, Kansas	<b>Store #1738</b> Hutchinson, Minnesota	<b>Store #1864</b> Brooklyn Park, Minnesota	<b>Store #3498</b> Blaine, Minnesota
<b>Store #558</b> Salina, Kansas	<b>Store #1764</b> Des Moines, Iowa	<b>Store #1965</b> Council Bluffs, Iowa	<b>Store #3762</b> West Des Moines, Iowa
<b>Store #834</b> Bethany, Missouri	<b>Store #1786</b> Eagan, Minnesota	<b>Store #2490</b> Roeland Park, Kansas	<b>Store #4606</b> Osceola, Iowa
<b>Store #1500</b> Watertown, South Dakota	<b>Store #1802</b> Topeka, Kansas	<b>Store #2882</b> Maple Grove, Minnesota	<b>Store #5437</b> St. Paul, Minnesota
<b>Store #1657</b> Faribault, Minnesota	<b>Store #1858</b> Montevideo, Minnesota	<b>Store #3404</b> St. Anthony, Minnesota	







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We operate more than 4,000 facilities in the United States





**text  
as  
template**

## CORPORATE FACTS

WAL★MART®

### Corporate Facts: Wal-Mart By the Numbers

*"We're all working together; that's the secret. And 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. We're proud of what we've accomplished; we've just begun." – Sam Walton (1918-1992).*

#### Our Associates:

- Wal-Mart employs 1.9 million associates worldwide and more than 1.3 million in the United States, making us not only one of the largest private employers in the U.S., but the largest in Mexico and one of the largest private employers in Canada as well.
- Wal-Mart is a diverse employer. More than 154,000 Hispanics; 237,000 African Americans; 41,000 Asian Americans; 15,000 Native Americans; 256,000 associates 55 or older; and 826,000 women choose to work at Wal-Mart.**
- The majority of our associates are full-time associates (34-40 hours per week) and many of our associates are seniors who need supplemental income or students who want work experience.
- In March 2007, Wal-Mart received more than 11,000 applications for more than 300 job openings at the Landover Hills, Md. store. Additionally, in January of 2006, **25,000 people applied for 325 available jobs at a store opening in the Chicago area**, resulting in a 1.3 percent acceptance rate.
- Potential associates know that Wal-Mart provides good jobs with competitive pay and benefits. For example, our average, full-time hourly wage for Wal-Mart stores is \$10.83 and is even higher in urban areas. The full-time hourly wage is \$11.27 in Atlanta, \$11.98 in Boston, \$11.18 in Chicago, \$10.92 in Dallas, \$11.33 in New York, and \$11.61 in Cincinnati. As of November 2007, the average wage for regular, full-time hourly associates in California is \$11.59 per hour. Additionally, associates receive performance-based bonuses.
- In a survey taken during the company's most recent open enrollment period, more than 90 percent of Wal-Mart associates reported having some form of health coverage – either through Wal-Mart or another source.
- Wal-Mart insures more than 1 million associates and family members making us among the nation's largest providers of private sector health insurance.**
- Unlike the employees of many of our retail competitors, Wal-Mart associates – **both full and part-time** – can become eligible for health benefits.
- Wal-Mart offers the opportunity for a career. **More than 75 percent** of our store management team joined us as hourly associates.

#### Improving the Quality of Life in Communities:

1

WAL★MART®

Saving people money, so they can live better.

### Wal-Mart's Diversity Commitment Translates into Support for African-American Communities

As one of the country's largest private employers, Wal-Mart Stores, Inc. places having a diverse and multicultural workforce—at all levels—among its top priorities. And our commitment to diversity is not just something we talk about, it's who we are. We believe we can better serve our 136 million weekly customers and provide a positive work environment for our more than 1.4 million U.S. associates by cultivating respect for their diverse lives and backgrounds through various company initiatives. **As part of this commitment, Wal-Mart has made tremendous strides to support the African-American community and the organizations and issues of importance to them.**

Wal-Mart's dedication to the African-American community is evident throughout our company.

- Wal-Mart is a leading employer of minorities in the U.S. and has an associate base that includes more than 251,000 African-American associates.**
- Wal-Mart's 15-member Board of Directors includes two African-Americans.
- The company offers its Diversity Development Series seminars to assist our associates in their understanding of diversity trends and challenges. These sessions help to provide key information, tips and skills to empower associates to use their unique talents and ideas to contribute to their professional growth. As a result of these efforts and many others, more than 25 percent of all Wal-Mart managers and officials are minorities, including African Americans.
- The Associate Resource Groups (ARGs) in Wal-Mart's Home Office were created to build a sense of community among associates sharing similar backgrounds and interests. ARGs focus on five key areas, including recruitment and retention, diversity best practices insight, business support, associate development and community involvement. The ARG representing African-American associates is called UNITY.
- Wal-Mart actively recruits associates from minority-serving institutions, including historically black colleges and universities (HBCU). In fact, more than 5,400 of our associates are graduates from 73 HBCUs across the country.
- Wal-Mart links officer compensation to diversity goals to attract, hire and retain qualified associates—bonuses are reduced by as much as 15 percent, if goals are not met. In fiscal year 2008, 100 percent of our officer s and select company managers achieved their Home Office and/or Field Management Placement Diversity Goals to ensure equal representation of women and minorities in the applicant pools for management positions. In addition, 100 percent of our officer s and select company managers achieved their "Good Faith Effort s Diversity Goals" by participating in diversity events and mentoring at least three associates, including persons of diverse race, gender or background.
- In an effort to tailor the shopping experience to African Americans, Wal-Mart has adopted the concept of "Store of the Community,"** which uses locally-relevant store designs and a merchandise mix that reflects our respect for our diverse customer base. Today, Wal-Mart operates more than 1,600 ethnically traited stores in African-American communities.
- Wal-Mart is committed to saving people money so they can live better. In 2007, independent research from Global Insight shows the retailer saves American families, including African-American families, a national average of more than \$2,500 a year, regardless of where they choose to shop.

Wal-Mart supports the African-American community beyond the walls of our organization.

- To celebrate Black History Month 2008, the company launched a Web site, [www.walmart.com/blackhistory](http://www.walmart.com/blackhistory), which features advertising materials that encourage individuals to make history today and serves as a destination for black history throughout the year.
- In support of HBCUs and the preservation of African-American history, in 2007, Wal-Mart announced its endowment of the Melvin B. Tolson Scholarship Fund at Wiley College with \$100,000. Additionally, the company will release "The Great Debaters," a movie highlighting the college's famed debate team, on DVD in stores nationwide.
- In November 2007, the Wal-Mart Foundation donated \$1 million to Meharry Medical College Center for Women's Health Research, the nation' s only center dedicated to the study of health disparities among women of color . This grant will help advance the center's work in addressing diseases that disproportionately impact women from ethnic minorities, particularly African-American women.
- In 2007, Wal-Mart presented the United Negro College Fund (UNCF) with a \$1 million grant to support the Institute for Capacity Building and its Fiscal and Strategic Technical Assistance Program. The program will help UNCF member institutions strengthen their financial and administrative management operations through technical assistance, on-site consulting and professional development opportunities.

Current as of 7-21-2008

For more information, please visit [walmartfacts.com](http://walmartfacts.com)

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WAL★MART®

Saving people money, so they can live better.

### Wal-Mart's Diversity Commitment Translates into Support for Asian and Pacific-American Communities

As one of the country's largest private employers, Wal-Mart Stores, Inc. places having a diverse and multicultural workforce—at all levels—among its top priorities. And our commitment to diversity is not just something we talk about, it's who we are. We believe we can better serve our 136 million weekly customers and provide a positive work environment for our more than 1.4 million U.S. associates by cultivating respect for their diverse lives and backgrounds through various company initiatives. **As part of this commitment, Wal-Mart has made tremendous strides to support the Asian and Pacific-islander community and the organizations and issues of importance to them.**

Wal-Mart's commitment to Asian and Pacific-American communities extends throughout the organization.

- Wal-Mart is a leading employer of minorities in the country with more than 39,000 Asian and more than 5,000 Pacific Islander associates** including executives such as Wan Ling Marfello, senior vice president and chief financial officer, Wal-Mart International; Michael Fung, senior vice president, Wal-Mart Finance and Strategy; Arthur Emmanuel, senior vice president, Global Procurement; and Seong Ohm, senior vice president, segment leader of technology and office administration, Sam's Club, among many others.
- The company offers its Diversity Development Series seminars to assist our associates in their understanding of diversity trends and challenges. These sessions help to provide key information, tips and skills to empower associates to use their unique talents and ideas to contribute to their professional growth. As a result of such initiatives, more than 25 percent of the company's officials and managers are minorities, including Asians and Pacific-Islanders.
- The Associate Resource Groups (ARGs) in Wal-Mart's Home Office were created to build a sense of community among associates sharing similar backgrounds and interests. ARGs focus on five key areas, including recruitment and retention, diversity best practices insight, business support, associate development and community involvement. The ARG that represents Asians and Pacific Americans is the Asian Pacific Islander Associate Resource Group.
- Additionally, Wal-Mart links officer compensation to diversity goals to attract, hire and retain qualified associates—bonuses are reduced by as much as 15 percent if goals are not met. In fiscal year 2008, 100 percent of Wal-Mart officers and select company managers achieved their Home Office and/or Field Management Placement Diversity Goals by ensuring equal representation of women and minorities in the applicant pools for management positions. In addition, 100 percent of our officers and select company managers achieved their "Good Faith Efforts Diversity Goals" by participating in diversity events and mentoring at least three associates, including persons of diverse race, gender or background.
- Wal-Mart was named by Asian Enterprise magazine as one of the "2007 Top 10 companies for Asian Americans" for the fourth year in a row.

Wal-Mart continues to serve the Asian and Pacific-American community through the shopping experience.

- In an effort to improve the shopping experience for Asians and Pacific Americans, **Wal-Mart operates several "Stores of the Community,"** which use locally relevant store designs and a merchandise mix that reflects our respect for our diverse customers. Today, we have more than 300 "Stores of the Community" in areas with large populations of Asians and Pacific Americans. These stores carry essential products and brands that are staples of the traditional Asian diet and lifestyle.
- As part of our commitment to diversity, we have increased the sourcing of merchandise and services from minority- and women-owned businesses, including those owned by Asians and Pacific Americans. Today, Wal-Mart works with more than 3,300 diverse suppliers. **Our supplier diversity program has grown from \$2 million spent with minority- and women-owned businesses to more than \$4.8 billion in early 2007.**

Wal-Mart is committed to serving Asians and Pacific Islanders as a good neighbor.

- In 2008, Wal-Mart will co-lead the first South Asian Excellence Awards, supporting the achievements of South Asians in the United States. The program will showcase "role models" for young South Asians nationwide.
- The company continues to support Asian America Voice, Inc. in the New York tri-state area in their efforts to provide programs that better inform and educate the general public about issues that significantly influence and affect the general American public and Asians, as well as people in Asian countries.

Current as of 5-20-2008

For more information, please visit [walmartfacts.com](http://walmartfacts.com)

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As one of the country's largest private employers, Wal-Mart Stores, Inc. places having a diverse and multicultural workforce—at all levels—among its top priorities. And our commitment to diversity is not just something we talk about; it's who we are. We believe we can better serve our 136 million weekly customers and provide a positive work environment for our more than 1.4 million U.S. associates by cultivating respect for their diverse lives and backgrounds through various company initiatives. **As part of this commitment, Wal-Mart has made tremendous strides to support the American Indian and Alaskan Native community and the organizations and issues of importance to them.**

Wal-Mart's commitment to American Indian and Alaskan Native communities starts within our Home Office and extends beyond our organization.

- Wal-Mart is a leading employer of minorities in the U.S. and has an associate base that includes more than 16,000 American Indian and Alaskan Native associates.
- To better serve our diverse customers, including American Indians and Alaskan Natives, Wal-Mart has adopted the "Store of the Community" concept, which uses locally relevant store designs and a merchandise mix specific to diverse communities. In fact, Wal-Mart operates more than 140 stores located on or near tribal lands.
- The Associate Resource Groups (ARGs) program in Wal-Mart's Home Office was created to build a sense of community among associates sharing similar backgrounds and interests. ARGs focus on five key areas: creating recruitment and retention, diversity best practices insight, business support, associate development and community involvement. The ARG that represents American Indian and Alaskan Native associates is Tribal Voices.
- The company offers its Diversity Development Series seminars to assist our associates in their understanding of diversity trends and challenges. These sessions help to provide key information, tips and skills to empower associates to use their unique talents and ideas to contribute to their professional growth.
- As a result of these efforts and many others, more than 25 percent of our Wal-Mart managers and officials are minorities, including American Indians and Alaskan Natives.
- Additionally, Wal-Mart links offer compensation to diversity goals to attract, hire and retain qualified associates — bonuses are reduced by as much as 15 percent each year if goals are not met. In fiscal year 2008, 100 percent of our officers and select company managers achieved their Home Office and Field Management Placement Diversity Goals to ensure there is equal representation of women and diverse individuals in the applicant pools for management positions. In addition, 100 percent of our officers and select company managers achieved their "Good Faith Efforts Diversity Goals" by participating in diversity events and mentoring at least three associates, including persons of diverse race, gender or background.
- Through our supplier diversity initiatives, the company has committed to increasing and promoting the sourcing of merchandise and services from minority- and women-owned businesses. Today, Wal-Mart partners with more than 3,300 minority and women business suppliers. Our supplier diversity program has grown from \$2 million initially spent with minority and women-owned businesses to more than \$4.8 billion in 2007.
- Since 2003, Wal-Mart has pursued procurement opportunities with American Indian and Alaskan Native businesses by supporting premier American Indian economic and business development conferences throughout the nation. For the past three years, the company has sponsored the National Center for American Indian Economic Development (NCAIED) Reservation Economic Summit, the largest American Indian economic summit/supplier development trade fair in the country.

As one of the country's largest private employers, Wal-Mart Stores, Inc. places having a diverse and multicultural workforce—at all levels—among its top priorities. And our commitment to diversity is not just something we talk about, it's who we are. We believe we can better serve our 136 million weekly customers and provide a positive work environment for our more than 1.4 million U.S. associates by cultivating respect for their diverse lives and backgrounds through various company initiatives. **As part of this commitment, Wal-Mart has made tremendous strides to support the Hispanic community and the organizations and issues of importance to them.**

Wal-Mart's commitment to the Hispanic community extends throughout the organization.

- Wal-Mart is a leading employer of minorities in the U.S. and has an **associate base that includes more than 165,000 Hispanic associates**.
  - Wal-Mart's 15-member Board of Directors includes one Hispanic member.
  - The company offers its **Diversity Development Series** seminars to assist our associates in their understanding of diversity trends and challenges. These sessions help to provide key information, tips and skills to empower associates to use their unique talent and ideas to contribute to their professional growth. As a result of these efforts and many others, more than 25 percent of all Wal-Mart managers and officials are minorities, including Hispanics.
  - The **Associate Resource Groups (ARGs) in Wal-Mart's Home Office** were created to build a sense of community among associates sharing similar backgrounds and interests. ARGs focus on five key areas, including recruitment and retention, diversity best practices insight, business support, associate development and community involvement. The ARG representing Hispanic associates is the **Hispanic Latino Associate Resource Group (HLARG)**.
  - Additionally, Wal-Mart links **offer compensation to diversity goals to attract, hire and retain qualified associates**—bonuses are reduced by as much as 15 percent each year if goals are not met. In fiscal year 2008, 100 percent of our officers and select company managers achieved their Home Office and/or Field Management Placement Diversity Goals to ensure equal representation of women and minorities in the applicant pools for management positions. In addition, 100 percent of our officers and select company managers achieved their "Good Faith Effort Diversity Goals" by participating in diversity events and mentoring at least three associates, including persons of diverse race, gender or background.
- Wal-Mart tailors the customer shopping experience to the Hispanic community and their needs.**
- In an effort to **tailor the shopping experience to our diverse customer base, including Hispanics, Wal-Mart has adopted the "Store of the Community" concept**, which uses locally relevant store designs and a merchandise mix that reflect our respect for our Hispanic customers. Examples of these products include: Lulu's Desserts, which include gelatina and frozen fruit bars; and Baby Abuelita dolls, which were a featured toy selection during the company's Three Kings Day celebration in 2007.
  - Recognizing the importance of language in the Hispanic community, **Wal-Mart prints its monthly ad circulars in English and Spanish**, reaching first-, second- and third-generation Hispanic shoppers in target markets with large Hispanic populations.
  - Wal-Mart also launched **Viviendo**, a bilingual Hispanic magazine, distributed in areas where Hispanics regularly shop. The magazine features profiles of Latino leaders and celebrities.
  - In an effort to better appeal to Hispanic customers, **Pollo Campero and Taco Maker restaurants** will be featured in Wal-Mart stores across the country.

Wal-Mart tailors the customer shopping experience to the Hispanic community and their needs.

As part of this commitment, the company has made tremendous strides to support the \_\_\_\_\_ community and the organizations and issues of importance to them.



**\$6** Was 6.97  
**Brawny® Towel Packs**  
 8 Regular or 6 Big rolls. Soft and thick.

**2 for \$5** Was 2.97 each  
**Bounty® Basic Giant 2-Roll Pack**  
 Claims up and holds up. Select A-Size sheets.

**\$5** Was 6.47  
**Tide® Liquid Laundry Detergent**  
 Original scent only. 251 fl. oz.

**19.99**  
**IRON MAN SPECTACULAR**  
 Do you like Iron Man? For the ultimate Iron Man experience, get the Iron Man Spectacular! Do you like Iron Man? For the ultimate Iron Man experience, get the Iron Man Spectacular!

**21.86**  
**Which hero are you? Iron Man**  
 Do you like Iron Man? For the ultimate Iron Man experience, get the Iron Man Spectacular! Do you like Iron Man? For the ultimate Iron Man experience, get the Iron Man Spectacular!

**39.76**  
**The Dark Knight Returns**  
 Travel deep into Gotham City with Batman as he fights the Joker and a host of new evil-doers.

**Unbeatable prices.**

**Lower calories! We can help.**

**\$2**  
**Kellogg's® Special K Multi-Grain Cereal Bars**  
 • 8 oz.  
 Here at Walmart

**4.98**  
**Kellogg's® Special K Protein Meal Bars**  
 • Selected varieties  
 • 8 pk., 1.5 oz. each

**16.97**  
**Princess power.**  
 Learn to read with the Disney Princesses!

**42.76**  
**The Dark Knight Returns**  
 The Dark Knight Returns! Batman as he fights the Joker and a host of new evil-doers.

**19.99**  
**The Little Mermaid**  
 DVD

**4.94**  
**Plug and play.**  
 Launch a world of fun with one of our unique 100+ toys.



**99.97**  
**Introducing Paula Deen at Walmart**  
**Paula Deen® 10-Piece Nonstick Cookware set**  
 • 10-piece hard porcelain enamel exterior  
 • Soft grip handles and knobs  
 • Nonstick interior for easy cleanup

**Holiday Entertaining**  
 Celebrate and save.

**2.97 each**  
**Oak Leaf® Wine**  
 All varietals. 750ml.  
 Case (12 bottles), 35.64  
 Not available in all stores.

Let's say you spent \$100 a week at the supermarket on groceries. If you bought these kinds of items at Walmart, you could **save, on average, over \$700 a year.\***

\* 8/15/08 Global Insight, Inc., U.S. Cost Comparison Study based on 2007 sales of packaged foods by category, excludes fresh meat, produce, and other random weight items. Local savings vary.

**6.98** Was 7.98  
**16" Take and Bake Pizza**  
 Pepperoni or cheese.  
 Available in our Deli Department.



**3.98**  
**Blue Bonnet® Ice Cream**  
 Vanilla Caramel  
 1.5 gal.

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**Blue Bonnet® Ice Cream**  
 Vanilla Caramel  
 1.5 gal.

**3.98**  
**Blue Bonnet® Ice Cream**  
 Vanilla Caramel  
 1.5 gal.



Character sleepwear for the family  
Fleece-lined hoodies for the family  
Great denim brands for the family  
Jackets for the family  
Track suits for the family  
Hoodies for the family

Unbeatable prices!  
Unbeatable prices for you kitchen  
At our unbeatable prices. Smart.  
Fairy wings. Creepy crawly things. And unbeatable prices. Every day.  
Click here for unbeatable values.  
Just unbeatable prices on sweet treats.  
We’ve cooked up some unbeatable rollbacks for you.  
We’ve got unbeatable prices on all their dream toys.  
Spectacular gifts. Unbeatable prices.  
Catered quality. At our unbeatable prices.  
We’re handing out unbeatable prices. Our treat.

Save  
Save money. Live Better.  
Save big on these big toys  
These savings will help make your Christmas spectacular.  
2 days of special savings.  
If your family eats pizza once a week, you could save \$312 a year.  
If you bought these kinds of items, you could save, on average, over \$700 a year.  
Save money on groceries. Without compromising quality.  
Your kids’ll save the universe.  
You’ll save more money.  
Celebrate and save.  
Changing

We’re here to help  
We’ve stocked our largest inventory  
We’ll carve the prices.  
We can really help your budget feel better.  
We salute you.  
We can help.

Need that bike assembled?  
Which hero are you?  
Do you like hunting for hidden treasures?  
Are you tough as steel?  
Do you turn green when you’re angry?  
Who would have thought it was this easy?

Take and Bake pizza  
Power up.  
On your mark. Get set. Go!  
Get ready for battle  
Snuggle up  
Go head to head  
Get the band together  
Whip out the controllers.  
Call up your friends.  
Plug and play.  
Unlock world’s of fun  
Jump around.  
Wheelie fun.  
Find your happy face.  
Dance all day.  
Celebrate and save.  
Send your guests home

New Features.  
New Ways to save.  
New items, low prices.  
New, Fresh, Stylish

One time offer

Add a fresh look to your holiday table  
For your holiday place settings  
Fresh ideas for your holiday party  
Enjoy the many flavors of the holiday season  
Holiday entertaining  
Gifts for the whole family  
Gifts for teens  
Gifts for him  
Gifts for her  
Gifts for your friends and relatives  
Gifts that make tails wag  
Gifts worth walking for

Fill their days with hours of play  
Surprise them. Wow them.  
Whats their favorite color?  
We wish him a GPS christmas.  
Give your loved ones the gift of gab.

Give him a gift he will wear everyday.  
Heres some unbeatable values to get him through the winter.  
Keep her cozy.  
Give her the gift of time.  
These gifts have heart.  
Shell genuinely love these  
Remember everyone this holiday.  
Shell be loving these gifts all winter.

Or better yet, have her Malibu home visit yours.  
They’re as pretty and popular as ever.  
Gifts worth walking for.  
Perfect, playful pets.

While supplies last.

One time offer.  
5 to 11a.m. Friday ONLY!  
Cyber Monday

Its time to rock again.

“Spark” design

You carve the pumpkins. We’ll carve the prices.  
Its time to rock again.  
Play the guitar like a rock star.  
For customers about to rock, we salute you.  
You’ll be seen this Holloween.

Ordering pizza coss about \$14. Our delicious Take and Bake pizza costs about \$7. If your family eats pizza once a week, you could save \$312 a year.

Let’s say you spent \$100 a week at the supermarket on groceries. If you bought these kinds of items at Wal-mart, you could save, on average, over \$700 a year.

A real treat.  
There’s nothing scary about our prices.  
No tricks here.

Future chefs. Spa divas. Artists.

Roll on in for your kid’s fun ride.

Which hero are you?  
Do you like hunting for hidden treasures? Are you tough as steel? Do you turn green when you’re angry? Maybe you’re all 3 heroes.



**archetype**



\$345,000,000,000



\$10<sup>83</sup>









43



1965



1500



1738



558



834



1764



1858



1500



3762



4606



2882



1657



3404



1858



3404

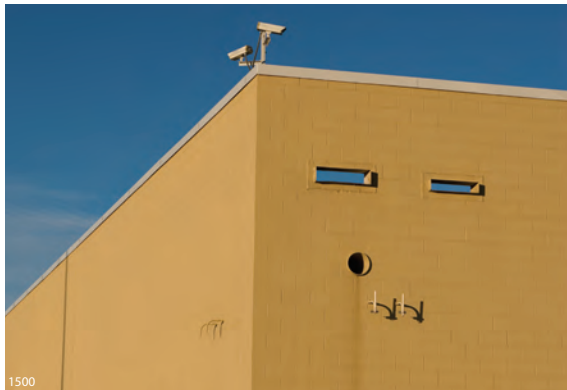
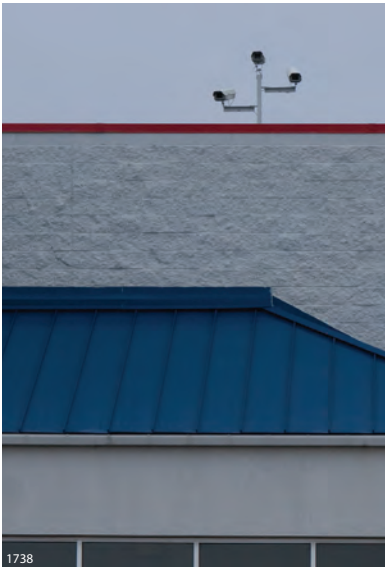
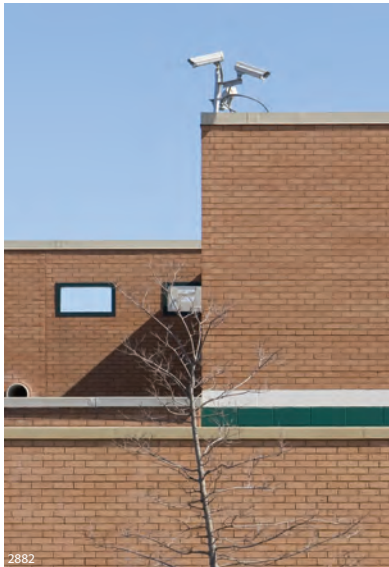


**parallel  
descriptive  
systems**





Character sleepwear for the family.  
Fleece-lined hoodies for the family.  
Great denim brands for the family.  
Hoodies for the family.  
Jackets for the family.  
Track suits for the family.







Celebrate and save.

Now its easy to save money while hosting.

Save big on these big toys.

Save money on groceries.

You'll save more money.

Your kids'll save the universe.







At our unbeatable prices. Smart.

Catered quality. At our unbeatable prices.

Creepy crawly things. And unbeatable prices.

Just unbeatable prices on sweet treats.

Unbeatable prices for your kitchen.

We're handing out unbeatable prices. Our treat.





We can help.  
We can really help your budget.  
We salute you.  
We'll carve the prices.  
We're here to help.  
We've stocked our largest inventory.







New features.

New, fresh, stylish.

New items, low prices.

New ways to save.



Are you tough as steel?  
Do you like hunting for hidden treasures?  
Do you turn green when you're angry?  
Need that bike assembled?  
Which hero are you?  
Who would have thought it was this easy?



3762



43



1858



1965





Call up your friends.  
Dance all day.  
Find your happy face.  
Get ready for battle.  
Go head to head.  
Get the band together.  
Send your guests home.  
Unlock worlds of fun.  
Whip out the controllers.

