



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the community

corporate
governance



improving
our

business

for the benefit of our customers



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the **community**

**corporate
governance**

improving our business

2015 was a year where significant progress was made, as witnessed by consistent sales growth in all business formats and divisions of the Company. We reinforced our price leadership with consistent gaps when compared to the industry; throughout the year we stood out among the rest with an assortment that helped support sales, having the right merchandise at the right moment for each one of our selling seasons; additionally, we worked continuously on initiatives aimed at improving standards and service so that they have a positive impact on the shopping experience of our customers.



WE UPGRADED
OUR MOST
RECOGNIZED
CAMPAIGNS

WE FOCUSED ON
OFFERING
DIFFERENTIATED
PRODUCTS AT
SAM'S CLUB

WE MADE SUPERCENTER'S
COMPLETE CATALOG
AVAILABLE AT
walmart.com.mx

- BY COUNTRY
- BY FORMAT
- BY DIVISION



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the community

corporate
governance

BY COUNTRY

Total sales in Mexico grew 8.3%, whereas those stores in operation a year or more grew their sales by 6.4%. This was due in part to better insight into our customers, thereby allowing us to achieve improvements in our value proposition by format and letting us grow consistently in all regions of the country, even more than the rest of ANTAD's Self-service & Clubs segment.



This improvement in our value proposition was supported by various advertising campaigns, such as Markdowns, Loose Change and shopping occasions such as *El Buen Fin*. At the same time, we continued working in conjunction with our eCommerce division, the purpose being to continue driving the connection between our brick-and-mortar and digital businesses, thereby supplementing the product catalog available to our customers.



By the same token, total sales in Central America grew 7.3% while same-store sales increased by 4.7%, both on a constant currency basis. In 2015, as a result of detailed planning and understanding of our customers, we worked on increasing traffic in Food, Consumables and General Merchandise, supported by improvements in assortment and service. We also focused on increasing sales from our Private Label products and delivering

consistent execution throughout the year and during the region's more important selling seasons, such as Top Markdown Day, and Black Weekend, turning into greater appreciation by our customers in terms of value, quality, and price.



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the community

corporate
governance

BY FORMAT

We are a Company very well positioned to serve customers from various segments, with different shopping habits and preferences, thanks to our solid and extensive portfolio of business formats. Our focus this year consisted of strengthening the value proposition of each one of our formats, witnessed in the results obtained in our Self-service formats as well as in our warehouse membership clubs. Now, through an ever growing Multichannel platform, we have been able to provide our customers an increasingly better shopping experience.



Our Private Label products continue generating loyalty among our customers



We Keep consolidating our Tuesday Freshness Program

Bodega Aurrera adopted the strategy of strengthening its ties with the customers, meeting all expectations, and building medium and long term objectives so as to continue being a convenient destination for their purchases. We provided them with a variety of products known for their quality and price, thus translating into greater savings for their wallets. As a result of aggressive pricing campaigns such as Loose Change, Bodega Price, and Anniversary, we were able to gain mind share with our customers as the most economical option for them, and our Private Label products have also generated additional loyalty among all of our Bodega customers.

Our Supercenter units always strive to have a comprehensive, differentiated, and innovative assortment at the best price. We kept building our value proposition throughout the year based on those attributes; additionally, this was the business format with the highest same-store sales growth, supported by solid performance across all divisions. We continue consolidating our Tuesday Freshness Program, extending the variety and price of Produce items offered. Early in the year, we launched a new price campaign -Climbing Downward Instead- meant to make the uphill struggle after the holidays easier by offering very attractive prices; the Renew Your Technology event was designed to help our customers face the switch from analog to digital TV by offering a broad range of products at affordable prices. We continued building our Multichannel platform supported by walmart.com.mx service kiosks in each of our stores, in case our customers need to make a purchase on our eCommerce sites while they are visiting a brick-and-mortar store.



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the community

corporate
governance



This year Superama celebrated its 50th anniversary of being a well-rooted supermarket tradition in Mexico. As part of the anniversary celebration and to reiterate our commitment to our customers, we launched a new campaign -Pampering You Even More- as a continuation of the successful program launched in 2014, Being Your Store. Both campaigns are centered around enhancing

the shopping experience, highlighting key attributes like quality and freshness, differentiated experience, competitive prices, product variety, and our home delivery service. In addition, we have reinforced our strategic pillars by further driving our Superama guarantees and, for the first time, conducting a campaign focused on our associates: Strive to Provide the Best Service.

At Sam's Club, 2015 was a year of recovery after a 2014 full of major challenges, thanks to different successful campaigns from the previous year, which were replicated this year. We extended the Centers of Excellence, a new concept operated with the highest of standards in all areas of our clubs, and in keeping with the shopping needs of our members, who look for differentiated products, good service, and wholesale prices in exchange for purchasing a membership card. In addition to a change in design, we invested in execution, differentiated products, better lighting and cleanliness throughout the clubs, all with the goal of becoming the best warehouse membership club in Mexico. By April 2015, all our clubs adopted this concept. As a result of consistently working to enhance our value proposition, we posted the highest growth in member base and in membership renewal rates in the last five years.

Our operations in Suburbia continue focusing on providing the best prices, assortment, quality, and service for our customers, supported by several initiatives throughout the year that enabled us to meet their shopping needs. Programs such as Sales Floor Ambassador and Fitting Room Ambassador helped to improve the shopping experience. From the moment our customers enter our stores, an Ambassador gives them brief but helpful information on the promotions of the day and assists them in finding the products they prefer. We also created simpler and more direct communication campaigns, establishing a better connection with our customers. Special screens were set up in a group of stores; with them, we convey fashion information on our primary brands and promotions. This way we help our customers keep up with the latest products found in our stores. It is worth mentioning that the sales performance for Suburbia during *El Buen Fin* surpassed average industry figures for the period.



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the community

corporate
governance

BY DIVISION

Our consistent sales year round are also the product of improvements to and growth in all the divisions of the business, which cover Food, Consumables, General Merchandise, and Apparel.



Our most important divisions, Food and Consumables, delivered solid sales performance in 2015 thanks to initiatives aimed at enhancing assortment, price, and quality in terms of Consumables, Groceries and Perishables. With respect to the latter, we worked hard on improving its value proposition, starting with the supply stage. As a result, we have been able to grow sales in parallel with reducing shrink for this division.



Within Bodega, the initiatives undertaken translated into greater consistency in planning, supply chain, and product availability. Tuesday Freshness in Supercenter is one of the most important features for the Produce department, and therefore we worked this year on having greater variety and more attractive prices for our customers. We relied on a greater quantity

of local Seafood products, which allowed us to be better prepared for our customers during Lent. In our Bakery, we developed more effective production plans, providing more clarity regarding our flagship programs in each business format.



achieving
considerable progress

improving
our business

investing
continuously

operating with
greater efficiency

creating
opportunities

environmental
sustainability

commitment to
the **community**

**corporate
governance**



Greater depth of variety was achieved in our Supercenter General Merchandise department, for instance in Electronics, with high-tech items made available for our customers, such as 4K screens, GoPro cameras, and drones.

Moreover, investments were made in licensing events for the Toy department, among which the favorites include items such as The Avengers, Star Wars, and Minions, to let us enhance the assortment within said division.

Worthy of mention is the focus placed on differentiated items for Sam's Club, in conjunction with our commercial

partners, so as to have novelty items, the right packaging for a warehouse membership club, imported items, quality brands, and exclusive items. We do all this with the purpose of providing greater value for each product our members buy, and at the best price on the market.

By centralizing the Apparel division, we were able to accomplish greater synergy that translated into growth above the market within Self-service and Clubs formats; this was thanks to the strengthening of our buying volume and a clear by-format differentiation. Our Private Labels in Suburbia –Metropolis, Contempo, and Weekend- were

further driven by using digital strategies such as fashion capsules and connection-generating content for our customers. Through these efforts our brands are solidly positioned within different social media.

We continue working to make our eCommerce business one of the driving forces of growth. Therefore, we have put together a comprehensive catalog for our Supercenter units and made it available at walmart.com.mx, in addition to expanding our differentiated catalog, which focuses on high-value brands and products for our customers.