

# HIGHLIGHTS

## COVID-19

**+23 thousand vulnerable associates:** were granted permission for paid leave of absence

**Change in payment frequency** for our operation associates, from biweekly to weekly in Mexico, a policy already followed in Central America

**Two extraordinary bonuses to our operation associates** in recognition of their performance in this contingency

**Remote work** for staff associates since March 2020

**Customers**

**Security measures** for customers and members visiting our stores and clubs, offering a safe shopping experience

**Guaranteed offer at low prices:** Los Esenciales (Essentials) and Essential Back-to-School: 60 days of low prices without changes

**Support**

**130 million** pesos donated to help finance The COVID-19 Temporary Unit (Ctibanamex Convention Center) - oxygen therapy, intermediate care, etc.  
**+6,500** patients attended, of which **+88% have been discharged**

**Support given to health-sector workers,** firefighters, police and members of the army, navy and civil protection with discounts and access to our clubs without memberships

**+7.4 million** pesos donated in groceries, personal hygiene products, cleaning materials and biosafety items, impacting **+328,900** beneficiaries in Central America **Friendly Hands Program** in Costa Rica, Guatemala and El Salvador: collection centers in our stores, **+1,400 kilos of donated products**

**Suppliers**

**Financing:** factoring at competitive rates (liquidity)

**Payment terms reduced to 7 days**

**Waived two months of rent** for micro and small tenants

**Collaboration with business partners:** we used the idle capacity of our business partners and hired thousands of people to be able to face and complete order deliveries, while also generating jobs

**Walmart Digital Entrepreneurship:** digital training for SMEs



## Economic and financial

**Total revenue:**  
**701.7 billion** pesos; **+8.5%** vs. 2019  
**Mexico:** 575.0 billion pesos; **+8.0%**  
**Central America:** 126.8 billion pesos, **-0.3%**

**Same-store sales growth:**  
**+6.7%** Mexico  
**-2.4%** Central America

**130 bps** Mexico growth gap in same-store sales vs. ANTIAD

**20 bps** gross profit expansion in Mexico (**22.8% of total revenue**)

**50 bps** expansion of price gap vs. competitors in Mexico

**Cash generation:**  
**64.8 billion** pesos

**eCommerce growth in Mexico:**  
**171%** eCommerce sales growth

**260 bps** eCommerce contribution to total sales growth in Mexico, **3.8%** of total sales

**164%** GMV growth Mexico

**82** new stores  
**Mexico:** 63  
**Central America:** 19

**1.5%** new stores contribution to total sales

**3,489** total units  
**Mexico:** 2,634  
**Central America:** 855

**31** distribution centers  
**Mexico:** 19  
**Central America:** 12


**Presence in 685** cities

**EBITDA Margin:**  
**10.7%** consolidated  
**Mexico:** 11.1%  
**Central America:** 9.3%

**Consolidated operating income:**  
**8.2%** of total revenue

**16.7 billion** pesos invested in high-return strategic projects

**30.9 billion** pesos paid in dividends



## Strategy/Transformation

**Omnichannel Mexico:**

**52,000** products offered via eCommerce

**586** On Demand stores

**1,131** extended catalog kiosks


**Omnichannel Central America:**

**200** stores enabled with omnichannel capabilities

**1,349** pickup locations


**2** omnichannel distribution centers (Mérida y Chihuahua)

**1** fulfillment center (Estado de México)



## Ecosystems Mexico

**300,000** BAIT users



## Social

**231,271** associates  
53% women, 47% men

**4,571** jobs generated

**22,115** promotions, **52%** of promoted associates were women

**7.5 millones** hours of training, **34.67** average training hours per associate, **43.7 million** pesos invested

**4,472** associates with disabilities, **193%** more vs 2019

**38%** of management positions are filled by women

**80%** engagement index

**41,186** regional suppliers, **93%** of merchandise sold in Mexico is sourced in the region, and **88%** in Central America

**92%** of our self-service suppliers are SMEs in Mexico

**1,770 million** pesos channeled to social impact programs, **+2,738,800** beneficiaries, **+34,400** tons donated to **102** foodbanks



## Environment

**New Global Commitments**

**Source 100% of our energy from renewable sources** by 2035

**Be a Zero-net emission company** by 2040

**Help protect, manage and restore 50 million acres of land and 1 million square miles of oceans** by 2040

**598.8 million** pesos invested in energy initiatives

**313 million** pesos saved by implementing sustainable initiatives

**Renewable Energy:**  
**6** wind farms y 2 hydroelectric, 15 stores with on-site photovoltaic panels and **80%** of our stores use renewable energy

**1. MITIGATE CLIMATE CHANGE**

**Goal**

Reducing energy intensity in **25%** per square meter built (kW/m<sup>2</sup>) by 2020 compared to 2010

Sourcing **100%** of our energy from renewable sources by 2035

Reducing Green House Gas (GHG) emissions in **18%** by 2025, compared to 2015

Working with our suppliers to **reduce or avoid GHG emissions** equivalent to **1 gigaton** in our global supply chains, by 2030

**2. FOSTER A CIRCULAR ECONOMY**

**Goal**

**Zero waste** sending to landfill by 2025

Reduce food waste generation in **50%** by 2025

**By 2025, all packaging of Our Brand products will:**

Be **100%** recyclable, reusable or compostable

Avoid the use of unnecessary or difficult-to-recycle plastic

Include **20%** of post-consumer recycled material

**3. NATURAL CAPITAL**

**Goal**

**By 2020,** Our Brand products will use palm oil, paper, pulp and cellulose from **certified sustainable sources**

**By 2025,** fresh and frozen fish and seafood will be sourced from **certified sustainable sources** or Fishery Improvement Projects (FIP)

**Achievement**

**0.94 GJ/m<sup>2</sup>** of energy intensity which represents a reduction of **29.6%** compared to 2010

**63%** of total electricity consumption comes from renewable energy

**2.8%** reduction in GHG emissions compared to 2019

**13 million** tCO<sub>2</sub>e avoided with the participation of 188 suppliers through Gigaton Project

**Achievement**

**71.5%** Zero Waste goal

**39.6%** reduction in food waste generation vs 2015, preventing **58,032** tons of food from going to landfill

**68.0%** of our packaging is recyclable, reusable or compostable

**7.6%** of post-consumer material is incorporated in the packaging of Our Brands

**Avoided the use of 161** tons of plastic through #SinBolsaPorFavor (No Bags Please) campaign, compared to 2019

**Achievement**

In Mexico, **93%** of the volume of palm oil and palm oil by-products used in Our Brands is RSPO and Rainforest Alliance certified and **54%** in Central America

**100%** of total paper and pulp volume comes from certified sources such as FSC, PEFC and SFI in Central America, and **99%** in Mexico

**96%** of our fish and seafood is certified as sustainable or comes from a Fishery Improvement Project in Mexico









## Governance

**Ethics**

**116** thousand hours of training

**Anti-Corruption**

**217,967** associates and 622 suppliers trained

**Health and Safety**

**15%** reduction in accidents for associates and **23%** for clients in Mexico. **22%** reductions in accidents for associates and **8%** for clients in Central America

**Board of Directors**

**20%** of the members are women and **50%** of the members are independent

