

GOING

BEYOND RETAIL



2021
REPORT



AT WALMART, CHANGE IS A CONSTANT... WE ARE CONTINUOUSLY EVOLVING AND HAVE GONE FROM BEING A BRICK-AND-MORTAR BUSINESS TO AN OMNICHANNEL OPERATION. NOW WE HAVE A NEW CHALLENGE, FURTHER TRANSFORMATION TO REACH A HIGHER LEVEL AND BECOME **THE LEADING RETAIL OMNI-DRIVEN ECOSYSTEM** IN MEXICO AND IN CENTRAL AMERICA. IT MEANS BROADENING OUR CAPACITIES AND CONNECTING THE NEEDS OF OUR CUSTOMERS TO SOLUTIONS THAT **PROVIDE ACCESS TO LOW COST, TOP QUALITY PRODUCTS AND SERVICES**, TO CONTINUE HELPING PEOPLE TO SAVE TIME AND MONEY, AND LIVE BETTER.

IN 2021...
GOING BEYOND
RETAIL



GOING BEYOND RETAIL



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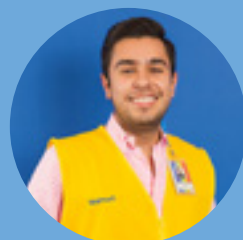
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MORE THAN

IT'S

CHANGE EVOLUTION



2021 REPORT

STRATEGIC
PRIORITIES



ENABLERS



OUR BUSINESS:

- Messages
- Relevant Figures
- Our History
- Regenerative Company
- Our Flywheel
- Strategy

5
million

customers shop in our
stores every day

Our ambition to
becoming a
**Regenerative
Company**





MESSAGE

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

GRI-102-14

This has been a year of great challenges for our Company. We continue innovating and adapting to the market to meet the needs of our customers. Our evolution is constant so we may **become the leading retail ecosystem in Mexico and Central America.** Our purpose is more alive than ever: to always be close to our customers when and where they need us, providing access and helping them save money and live better.



Enrique Ostalé

President of the Board
of Directors Walmart de
México y Centroamérica



Guilherme Loureiro

President and Chief
Executive Officer
Walmart de México y
Centroamérica



PLAY VIDEO



All our **231,000+ associates** in Mexico and in Central America have played a fundamental role in achieving this purpose. To all of them, we extend **our sincerest recognition and appreciation for their invaluable work, efforts, and commitment**



We are consistently implementing our business strategy, which is based on a flywheel of capabilities and assets that mutually reinforce each other, giving us the flexibility needed to move in the same direction as our customers.

During 2021, the main focus was on three strategic priorities:



WIN IN DISCOUNT



LEAD IN OMNICHANNEL



ECOSYSTEM OF CHOICE



THE WIN IN DISCOUNT PRIORITY HAS BEEN WELL-ACCEPTED BY OUR CUSTOMERS.



We are leaders in low prices and we have unique positioning in this segment thanks to our Bodega format



This strategy was based on the combination of three pillars

The first one -**Every Day Low Prices**- we were able to broaden the price gap by 80 basis-points in the Bodega format, reaching the highest price gap ever.

The second pillar -**Efficient Assortment**- is where our commercial team worked hand-in-hand with our suppliers to optimize our catalog and its availability, and also included a greater variety of items with competitive prices and quality. This is where our Private Brands become even more important for our customers, positioned as an ally for their family budget. This past year, total self-service sales penetration for our Private Brands increased 90 basis points in Mexico, and 200 in Central America.

In the third pillar we maintained a **low-cost operation** thanks to having simplified the operation of our sales floor business, logistics, and home deliveries, without affecting the shopping experience of our customers. These very achievements allow us to continue fulfilling our purpose of saving people money so they can liver better.



The brick-and-mortar stores are the foundation of the business



WE HAVE THE COMMITMENT TO LEAD IN OMNICHANNEL AND WE ARE MOVING ON THE RIGHT DIRECTION.

Our intention is to provide a new experience in omnichannel shopping for all families in Mexico and Central America.

In the top five cities of Mexico, 88% of the population currently live within 10 minutes of our stores, and we aspire to be even closer to our customers. Therefore, in light of a challenging economic panorama, we continue investing and **we built 131 new units** in the region, thus increasing our **sales floor by 140,000 m²**, our greatest expansion since 2014. Moreover, so our customers may have a faster and more convenient shopping experience with reduced prices for basic items, this year we progressed in migrating our Superama format to Walmart Express and we merged the app with that of Walmart Supercenter.

Our Sam's Clubs continued innovating with **Scan and Go** -a unique technology in the sector- which consists of scanning items and paying via mobile phone so our members may do their shopping quickly and contactless. Penetration of this technology has doubled since its initial launch.

We are convinced that customers want us to bring our stores and eCommerce businesses together in a seamless way that makes shopping easier; and we believe we are uniquely positioned to deliver value through our physical and digital assets we have built.

This year, our On Demand home delivery service continued its expansion. This service is now offered in 760 of our stores located throughout **120 cities nationwide, covering almost 70% of our big-box formats**. To achieve positioning ourselves as omnichannel leaders, one of our greatest strengths has been to deliver fresh products in just a few hours, maintaining their freshness and quality.



Despensa a tu Casa, our home delivery service at Bodega, allows us to offer same-day **deliveries from over 220 stores** for our most price-sensitive customers. **This strategy was chosen by the Harvard Business School as a case study.** We have expanded the crowdsourcing model in over 170 stores and clubs, providing flexibility in serving variable demand quickly and efficiently, thus significantly reducing our delivery time.

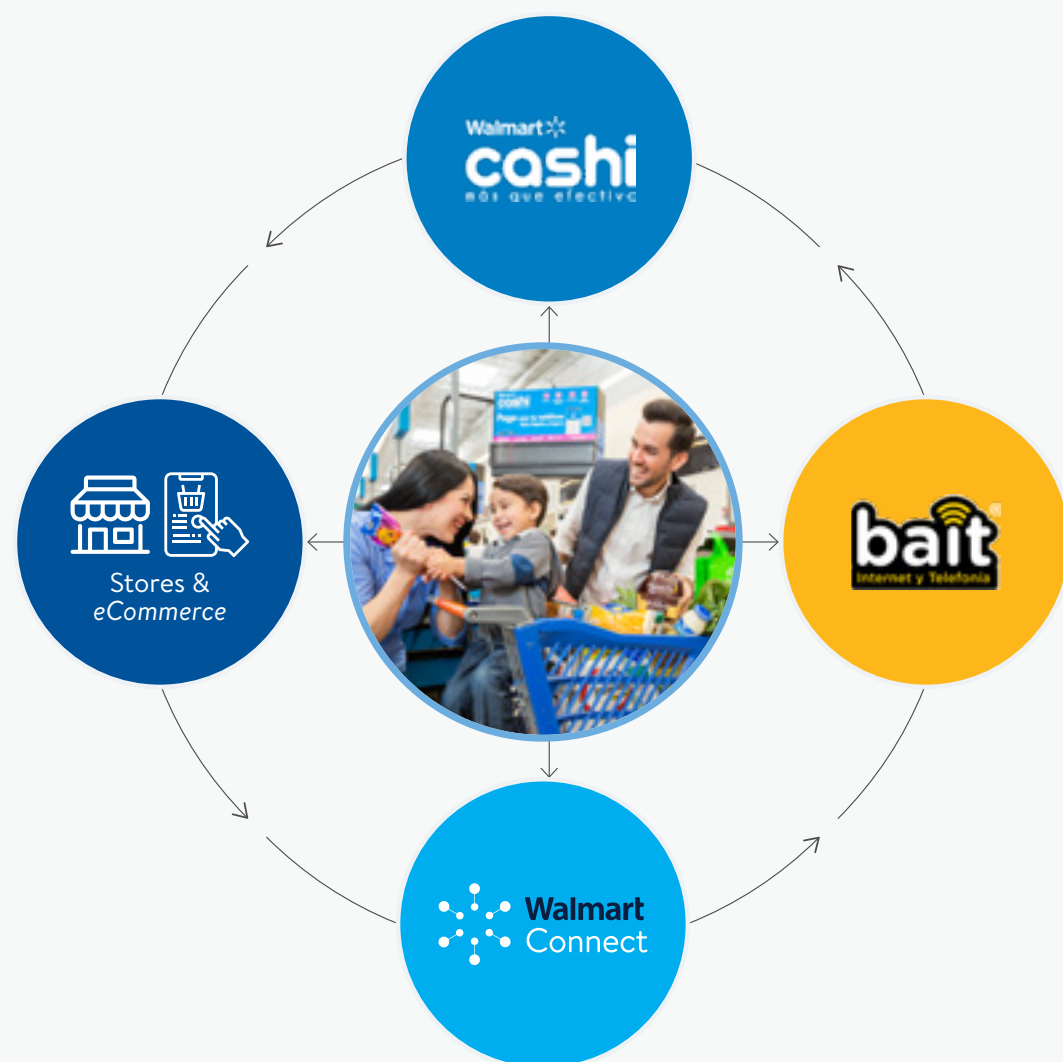
We also launched **Walmart Pass -our unlimited home delivery subscription program-** with continued growth in the number of subscribers, in the average ticket, and in customer retention rates.

To position ourselves as the first shopping option, we remained focused on accelerating the extended assortment. We have doubled the number of sellers and tripled the number of items, as compared to last year. Some 90 virtual stores with exclusive items and brands have been enabled, advancing our cross-border operation with more than one million items added.

We are very pleased with our results and we are seeing the benefits of our investments. During 2021, **net sales for eCommerce grew 36%, and GMV 40%, now eCommerce represents almost 5% of sales in Mexico.**

The entire team deserves our recognition in implementing the long-term strategy.





OUR AMBITION IS TO EARN THE LOYALTY OF OUR CUSTOMERS THROUGH THE DEVELOPMENT OF THE WALMART ECOSYSTEM

Evolving strategically, we have established the bases for an interconnected ecosystem whose strength keeps our customers at the center of everything and reinforces that link through solutions aligned with generating greater value and positioning us as the first choice for our customers.

We have developed tools to give our customers access to new opportunities in the digital economy. Through Bait, our customers are offered connectivity solutions that include mobile and home-based internet, and low-cost prepaid telephony. This year, Bait has reached 2.3 million users and was the top-rated app in the sector. We launched a distribution channel outside our stores to extend our availability and we will continue focusing on signing up more users.

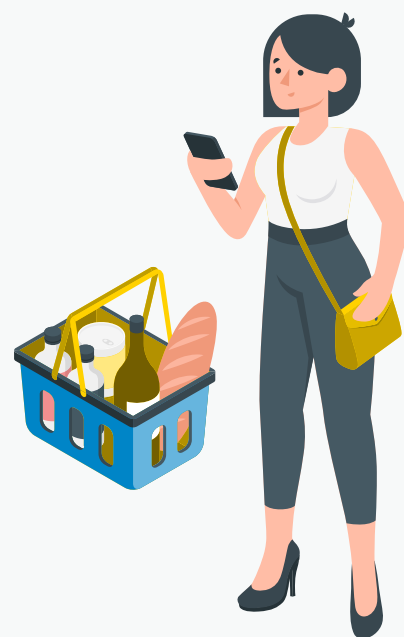
On the other hand, our Cashi app, which currently has 1.7 million users, provides digital financial solutions to Mexican families. Through the digital wallet, our customers can make different payments with no commissions. We introduced the remittances collection service on all our cashiers, positioning us as the second largest player by collection points. Also, we have piloted a program with a third party to disperse credit through some 30 Walmart and Bodega units, representing an opportunity to provide access to financial services for our most price-sensitive customers.

Walmart Connect -our omnichannel platform for communication and media- offers advertising services by leveraging our wide omnichannel scope, segmentation capabilities and customer intelligence. Throughout the year, Walmart Connect achieved a 50%-increase in the number of advertisers, and 80% in the number of campaigns.



OUR CUSTOMER CENTRICITY, THE USE OF TECHNOLOGY AND DATA, OUR LOGISTICS INFRASTRUCTURE, AND OUR TALENT SERVE AS ENABLERS TO EXECUTE AND INCREASE THE POTENTIAL OF OUR STRATEGY

We are focused on delighting our customers and serving them when and where they need. In 2021, we initiated our training program on **Customer-Centric Culture and continued forward with the implementation of the Customer Journey methodology. By adopting the omnichannel NPS (Net Promoter Score) companywide**, we have been able to accomplish an increased customer-centric vision, measuring their satisfaction from a broader viewpoint.



We implemented a new model to be better connected to our internal and external customers. This model is based on a cell design and consists of six points we developed together: create new technology capabilities, operational excellence, deliveries focused on internal customers, technological enablers, one single technology team and information security. Furthermore, our network connectivity was increased through a more modern technology to improve connectivity by 8x and reduced costs by 15%, throughout stores, distribution centers, and the offices.

We know that our strategy requires investment, so we are stepping up productivity and expense management efforts. **The Smart Spending project was put into effect this year, which serves to reinforce our culture of Every Day Low Costs** through the use of technology and data analysis, producing greater efficiency in management and operating costs and thereby generating savings. For example, a change in our logistics fleet scheduling resulted in annualized savings of 140 million de pesos. From identified savings in Mexico, we executed 1.0 billion pesos in 2021. Working with agility and driven by data, we are constantly transforming to guide the decisions of our business.



In 2021, our logistics capacities were further consolidated to offer our customers quick and efficient service, thereby increasing productivity. **Our Santo Niño DC was opened in Mexicali** to reinforce operations in the northern region of Mexico. This DC has the capacity to process more than five million boxes each month and serve 50 Walmart and Bodega units. In addition, we began building the new omnichannel DC in Tlaxcala, which will start operating in 2024, becoming part of our logistics network of 31 DCs throughout Mexico and Central America. **Walmart Fulfillment Services (WFS) was launched** so our Marketplace sellers may use our world-class supply chain to deliver orders with agility and efficiency, making it one of the primary enablers of our long-term strategy and a competitive advantage for our Company.



We are becoming the leading omni-driven ecosystem, and our financial strength serves as a competitive advantage

2021 was a challenging year, marked by resilience and innovation. We made strategic decisions focused on our customers, which allowed us to earn their trust and grow above the market.

Performance has been solid and our consolidated results have been positive. **Revenues reached 736 billion pesos, a 4.9% growth over last year, and 6.3% on a constant currency basis.** We grew above the self-service and clubs market for the eighth consecutive year, as measured by ANTAD, the Mexican retail association.

Gross margin grew 20 basis points, reaching 23.3%. Our SG&A grew 4.9%, that is, 15% of total revenue, primarily driven by strategic investments.

Operating income grew 9.5% and **EBITDA reached 81.2 billion pesos, which implied a 7.7% growth and an 11.0% margin.**

Total revenue
MXN Billion

736.0
701.7
646.8
616.9
573.4

Total units

3,620
3,489
3,407
3,249
3,134

Operating income
MXN Billion

62.9
57.4
54.0
51.6
43.8

EBITDA
MXN Billion

81.2
75.4
71.0
67.1
55.5

2021
2020
2019
2018
2017

*To improve visibility of our business performance, we are including a retroactive estimate of the effect that the implementation of IFRS 16 would have had on 2018 financial results. These pro-forma figures are not audited, but are based on audited results reported in 2018 and were adjusted with our best estimates to show the effects related to the adoption of IFRS 16.



We use our scale for good and therefore we are on the way to becoming a regenerative company that places nature and humanity at the center of all our business practices; a company that works to restore, renovate and conserve our planet.

THIS YEAR, WORK HAS CONTINUED ON THE FOUR PILLARS THAT ENCOMPASS THIS AMBITION: OPPORTUNITY, SUSTAINABILITY, COMMUNITY, AND ETHICS AND INTEGRITY.



Our first pillar is to continue providing opportunities to our associates and suppliers. In 2021 we created 6,234 new jobs and increased our talent pool with a total of 6,792 associates with disabilities, a 51% increase over 2020. Our program aimed at helping to develop small farms in Mexico -Pequeño Productor- has been a catalyst for production project for 10 years, where we have created 1,590 new jobs and trained 23,637 small farmers throughout Mexico.



Our third pillar is community. Despite an atmosphere full of uncertainty, we remain committed to caring for the communities we serve. This year 1,996 million pesos were allocated to social impact programs, thus benefiting more than 2 million people.



Sustainability, our second pillar, has progressed considerably. In 2021, some 52.5% of our energy was supplied by renewable sources. We continue driving a circular economy by having reduced the use of 1,881 tons of virgin plastic and we avoided sending 68.6% of our waste to landfills.



In keeping with our fourth pillar, we operate with the highest standards in ethics and integrity. Our new Code of Conduct was launched in 2021, in addition to updating our Supplier Standards.

REGENERAT

13 | 2021 REPORT
REGENERATIVE COMPANY



We are constantly evolving so we can serve our customers better. Our Company has **great potential for growth, and it is exciting to continue moving forward with firm steps.** This year has taught us that challenges make us better, and we are proud of what we have accomplished together to broaden our capacities and connect the needs of our customers to solutions that provide access to better quality products and services, and to continue helping people save money and live better.

Thank you for your interest in our Company

Enrique Ostalé
President of the Board of Directors of Walmart de México y Centroamérica

Guilherme Loureiro
President and Chief Executive Officer for Walmart de México y Centroamérica





RELEVANT FIGURES



WIN IN DISCOUNT

80 pb

expansion of price gap
vs.competitors
in Bodega

80 pb

increase in Private Brands
penetration in Bodega

90 pb

increase in Private Brands
penetration in total
self-service in Mexico

200 pb

increase in Private Brands
penetration in total
self-service in Central America



LEAD IN OMNICHANNEL

36%

eCommerce sales
growth in Mexico

40%

GMV growth
Mexico

+760

On Demand stores
in Mexico

1,244

Kiosks throughout
all our formats



ECOSYSTEM OF CHOICE

2.3 million

Bait users

10x

increase in the number
of collection point for
remittances

1.7 million

Cashi users

50%

Growth in advertisers in
Walmart Connect



ENABLERS

5 million

customers shop in our stores
every day

1 billion

pesos saved in Mexico
through Smart Spending
project

31

distribution centers
20 in Mexico
11 in Central America

231,259

total associates
193,902 in Mexico
37,357 in Central America



FINANCIAL

736 billion

pesos consolidated revenue
4.9% growth

11.0%

EBITDA margin
7.7% growth

72.8 billion

pesos cash generation
12.3% growth

20.5 billion

pesos invested in
strategic projects



DOWNLOAD 2021 FIGURES



RELEVANT FIGURES



OPPORTUNITY

92%

of goods sold in Mexico
are purchased in the
country

83%

of goods sold in Central
America are purchased
in the region

86,260

suppliers in
the region¹

6,234

jobs
generated¹



SUSTAINABILITY

68.6%

progress in our
zero waste goal¹

1,881

tons of virgin plastic
eliminated, as compared
to 2020, in Mexico

100%

of canned tuna with MSC
certification in Mexico

52.5%

of total electricity
consumption comes
from renewable energy¹



COMMUNITY

1,996 million

pesos channeled
to social impact
programs¹

+2 million

beneficiaries¹

+36,000

tons donated¹

134

foodbanks
supported¹



ETHICS AND INTEGRITY

10.3%

reduction in accidents
for associates in Mexico

5%

reduction in accidents for
associates in Central America

+52,000

hours of training
in our Code of
Conduct¹

55%

of the members
of the Board are
independent¹



DOWNLOAD 2021 FIGURES

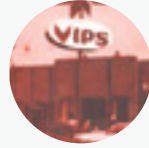
1 Mexico y Central America



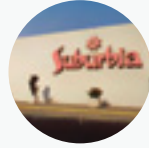
1958
Aurrera starts operations



1959
Superama starts operations



1964
Vips Restaurants start operations



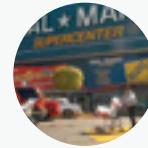
1970
Bodega Aurrera & Suburbia start operations



1977
Cifra starts trading on the Mexican Stock Exchange



1991
Joint venture between Cifra and Wal-Mart Stores, Inc. First Sam's Club in Mexico



1993
Walmart Supercenter starts operations

1997
Wal-Mart Stores, Inc. acquires majority position in Cifra – Tender offer on the MSE



1999
Introduction of Every Day Low Prices



2003
Walmart de México Foundation created

2004
1st Social Responsibility Report
Mi Bodega starts operations



2005
Superama.com.mx Online grocery sales

Wal-Mart Stores, Inc. acquires 33% of the shares of CARHCO (Central American Retail Holding Company)

2006
The environmental strategy was established



2007
Inauguration of NET: sustainable and efficient in energy and resource use



Adoption of GRI standards

License issued to operate a bank in Mexico



2008
Bodega Aurrera Express expansion



2021
Walmart Pass launch

Gasoline service stations put into operation in Mexico

Relaunch of Walmart Connect. Formerly Walmart Media Group

Walmart Fulfillment Services launch

Cross-border operation implemented in Marketplace

Gigaton project launch in Central America

OUR HISTORY

Over 60 years of experience in operating our business has taught us how to achieve results, despite challenging situations.



Omnichannel and Ecosystem



ESG

2015

154 stores with HdS

100% Walmart kiosks

superama.com.mx

Apps Walmart MG and Súper

Walmart de México y Centroamérica sells its bank to Inbursa

2014

walmart.com.mx HdS

60 stores with HdS

Walmart de México y Centroamérica sells its restaurant division to Alsea

1st Materiality Analysis



2013

Walmart.com.mx launches General Merchandise

2011
1st Integrated Annual Report

Member of the Sustainable IPC of the MSE

First Walmart Supercenter in Centroamérica (Honduras)



2010
Walmart de México acquires 100% of Walmart Centroamérica



2009
The first windfarm was built in Oaxaca, supplying 348 units with clean energy

2016

Updating of sams.com.mx

Kiosks in Bodega Aurrera

HdS in 38 cities and 26 states

Superama and Walmart Pickup

2017
Apps Update

Marketplace launch

340 kiosks (Walmart y Bodega Aurrera)

200 MP sellers

Launching of customer programs: Post-consumption recycling

Walmart de México y Centroamérica sells Suburbia to Liverpool



2018

Winning with On Demand

Bodega Aurrera App

Cashi launch

2019

Modernized GM App

Guadalajara / Monterrey DCs

+600 stores with Pickup service +1,000 MP sellers

Walmart Media Group launch



Signing of UN Global Compact

Gigatón Project launch in Mexico



2020

All our formats have On Demand capabilities and same-day delivery service

A fulfillment center was opened for eCommerce and for our first omnichannel DCs

Superama converted to Walmart Express

Bait launch

New global commitments adopted to become a Regenerative Company

HdS: Home Delivery Service
GM: General Merchandise
MP: Marketplace




ASPIRING TO BE A REGENERATIVE COMPANY

GRI 405-1, 102-20, 102-22

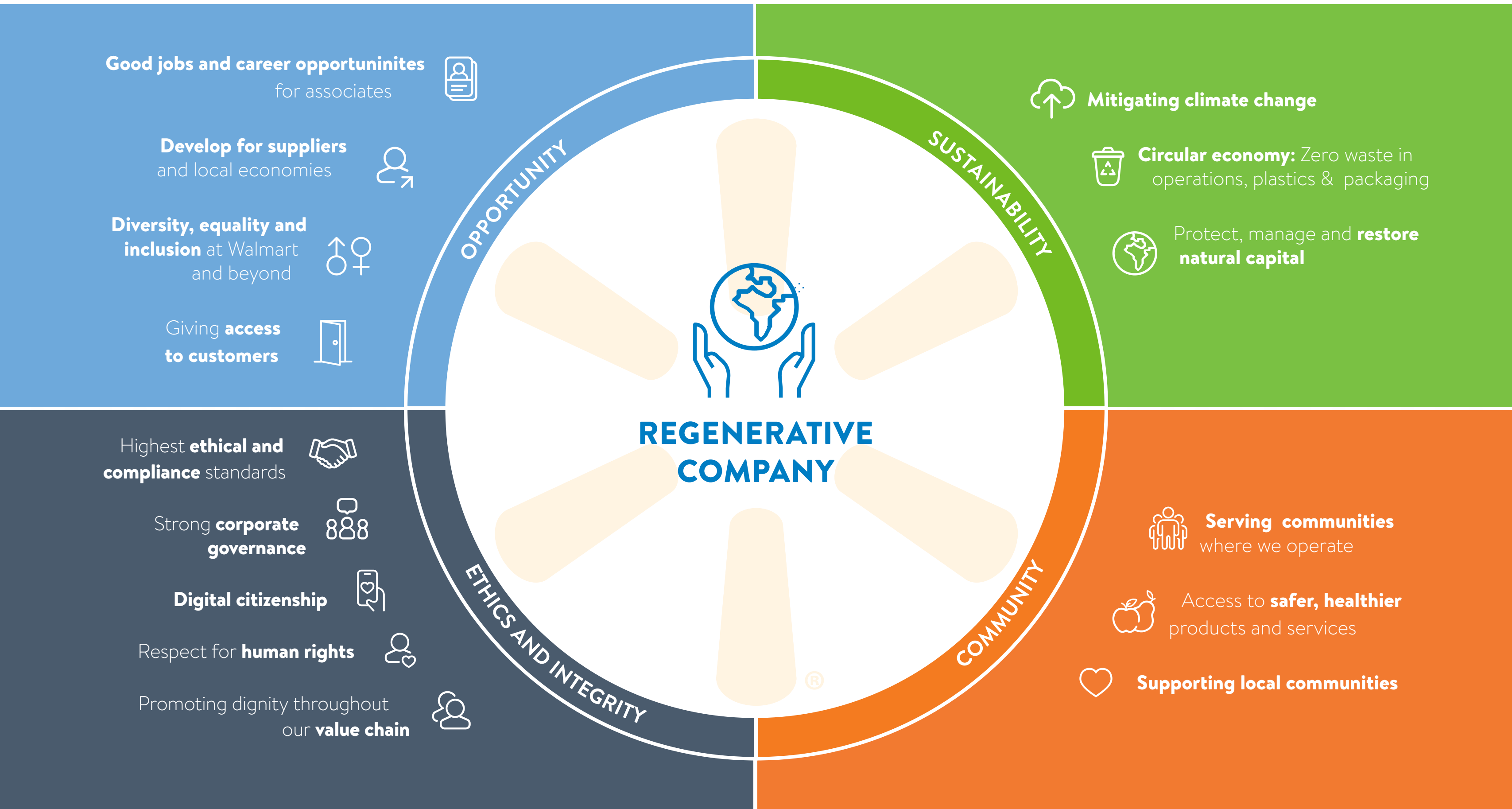
The challenges faced in the world today -climate change, biodiversity losses, economic inequality- among others, have led us to rethink our role and the impact we have on the planet. In sustainability, we have made considerable progress aimed at reducing our environmental footprint and improving the life of people. However, we are convinced we can do even more.

While the size of our company entails great responsibility, it also means the opportunity of using our scale for good. Therefore, we have extended our ambition to becoming a regenerative company by 2040.

-  We are on the path to becoming a regenerative company, where nature and humanity are at the center of all our business practices



Being a regenerative company means going beyond compliance and doing what is right to have a positive socioeconomic and environmental impact that contributes to recovering the health and well-being of people, communities, and the planet, creating shared value for our stakeholders and, therefore, for our business





As a leading company in omnichannel, we have an enormous opportunity to make a difference in the lives of people, communities, and the planet

CREATING SHARED VALUE FOR THE WELL-BEING OF ALL

Our shared value approach is guided by our purpose of saving time and money for our customers and helping them to live better. We work under the highest standards of integrity and in strict adherence to our principles and values.



Our business model contributes towards improving the quality of life of the families in the region, offering reliable products, promoting the creation of direct and formal employment, fostering economic mobility, innovation, savings, and productivity within an environment of sustainable growth.

By generating economic, social and environmental value, we favor well-being for our stakeholders and become a regenerative company that makes the world a better place.



MATERIALITY AND STAKEHOLDERS

GRI 102-14, 102-21, 102-31, 102-44, 102-47



Transcendental changes have occurred in recent years, both around us and within our Company. On the one hand is the COVID-19 pandemic that has brought about major transformations in topics related to health and safety, economic stability, and supply chains. On the other, we have acquired new and more ambitious commitments to sustainability, and the most important one is that of becoming a regenerative company.

Given this situation, this year we decided to update our materiality analysis; we have been performing this exercise since 2009, proof of the constant dialogue we have with our stakeholders to obtain first-hand information on their expectations regarding environmental, social and governance (ESG) issues.



2021 materiality analysis reflects those topics which have growing importance for our stakeholders and for the Company



METHODOLOGY

The following steps are conducted to perform the materiality analysis:

1. DEFINITION OF TOPICS:



a. Benchmarks were established with eCommerce and retail sectors to determine material topics for said industries



b. Internal and external studies were conducted to material topics for our stakeholders, such as customer and supplier satisfaction studies, associate engagement surveys, studies of the most important ESG evaluators worldwide



c. We obtained a preliminary list of topics that were classified under six pillars: customers, communities, the environment, supply chains, associates, and governance



GRI 102-40, 102-42, 102-43, 102-48

2. DIALOGUE WITH STAKEHOLDERS:

a. Our stakeholders were defined according to the importance of each one for our Company: customers, shareholders, suppliers, associates, communities, the planet, and commercial partners. Also, due to the importance of each one, the Regenerative Committee decided to include the government and unions in the analysis.

b. Dialogue: Consultation with our stakeholders took place in two phases:

Qualitative: 9 group sessions online:

- 1 group session with staff associates
- 1 group session with operations associates
- 1 group session with suppliers
- 1 group session with opinion leaders
- 1 group session with NGOs
- 4 group sessions with customers

This stage allowed us to become directly familiar with the material topics of each of our stakeholders, with the purpose of finding out about their level of involvement with ESG topics, and then being able to design strategies and improve communication with them.



CUSTOMERS

Convenient access to affordable, trustable and sustainable products and services



COMMUNITIES

Resources to build stronger, more inclusive communities



SHAREHOLDERS

Superior long-term returns through financial and ESG leadership



ASSOCIATES

Career opportunities and safe and inclusive work environments



SUPPLIERS

Access to markets and ability to accelerate supply chain sustainability

Quantitative: 6,333 online surveys in Mexico and Central America.

- This stage permitted us to become familiar with the importance and priorities assigned by our stakeholders to topics suggested in the materiality analysis, thus being able to supplement the exercise and define the material subjects of the Company

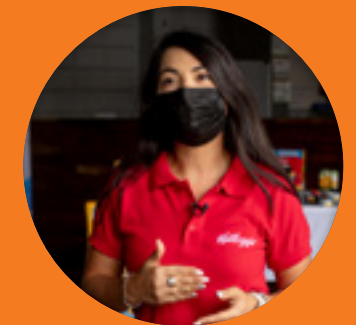
3. DIALOGUE WITH REGENERATIVE COMMITTEE:

A validation session was conducted with the Committee to obtain the final list of material topics and the materiality matrix.



PLANET

Leadership to preserve, restore and regenerate the planet



BUSINESS PARTNERS

Strategic alliances for strengthening ecosystem



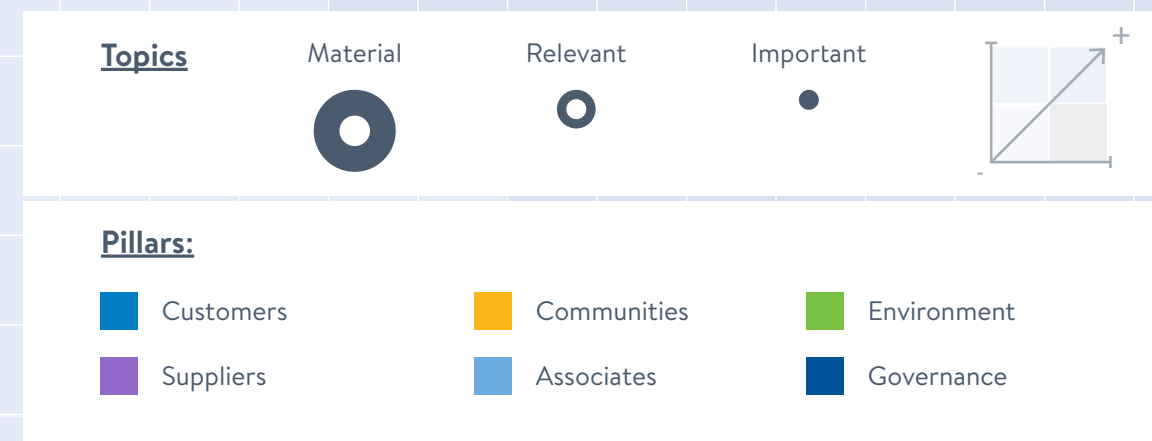
MATERIALITY MATRIX

GRI 102-47

[WATCH GLOSSARY](#)

Based on the results obtained from our materiality analysis, we identified the material ESG topics for the Company and for our stakeholders as well as risks and opportunities. That served as the basis for implementing action plans to improve our performance.

+ STAKEHOLDER RELEVANCE



Material Topics

- 1 Sustainable sourcing and packaging
- 2 Risk management in operations and in supply chain
- 3 Emissions and Climate Change
- 4 Investment in local communities
- 5 Corporate Governance
- 6 Waste management
- 7 Food Safety
- 8 Talent attraction, development, and retention
- 9 Product prices and availability
- 10 Supply chain evaluation
- 11 Fighting hunger

Relevant Topics

- 12 Human Rights
- 13 Inclusive Supplier Development
- 14 Diversity and Inclusion
- 15 Work-Life Balance
- 16 Energy
- 17 Anticorruption
- 18 Equal Pay
- 19 Support in natural disasters
- 20 Occupational health and safety
- 21 Responsible marketing and labeling
- 22 Customer/member satisfaction and experience

Important Topics

- 23 Healthy products
- 24 Ethical behavior
- 25 Information security
- 26 Privacy
- 27 Water
- 28 Volunteerism
- 29 Freedom of association
- 30 Animal welfare

+ WALMART RELEVANCE



GRI 102-19, 102-20, 102-22, 102-29, 102-30, 102-31, 405-1
SASB CG-EC-330A.3, CG-MR-330A.1

ESG MANAGEMENT

The increasingly close relationship among environmental, social and governance issues led us to an ESG management that is even more strategic and comprehensive, with execution based on efficiency, results, and accountability.

REGENERATIVE COMMITTEE

The Regenerative Committee is in charge of defining the Company's long-term ESG priorities, adjusting operational actions, making decisions, and developing action plans for each essential matter. This is headed by our CEO and it includes top executives from each area of the Company.

Among the duties of the Regenerative Committee are the following:

- | | |
|---|---|
| • Ensuring the solid integration of regeneration and sustainable development within the strategy of the Company | • Evaluating the effectiveness of ESG initiatives and implementation progress |
| • Leading the Company towards domestic and international trends to maintain our leadership position | • Establishing the long-term vision and strategic priorities that are based on what is best for our customers, the business, and society as a whole |



The Committee meets four times a year

Members

Chairman

- CEO

Members

- Corporate Affairs, Central America
- Audit
- Real Estate
- Merchandising
- eCommerce
- Compliance
- Finance and Investor Relations
- Legal, Central America
- Legal and Corp. Affairs, Mexico
- Operations
- People
- Digital Transformation
- Sustainability and International Corp. Affairs





GRI 102-29, 102-30, 102-31

ESG TEAM

To achieve the goal of being a regenerative company and turning our ESG priorities into plans, objectives, and indicators that have an impact, coordinated work and efforts are required. With this in mind, we have a team of experts wholly committed to finding the strengths and opportunities of the Company in ESG matters, as well as coordinating different initiatives that will improve our performance, accompanied by the Regenerative Committee.

- This ESG-focused team reports to the EVP and Chief Executive for Legal and Institutional Affairs for Mexico and Central America, who in turn reports to the CEO





GRI 102-12

WE SUPPORT



OUR CONTRIBUTION TO THE SDGs AND TO THE GLOBAL COMPACT

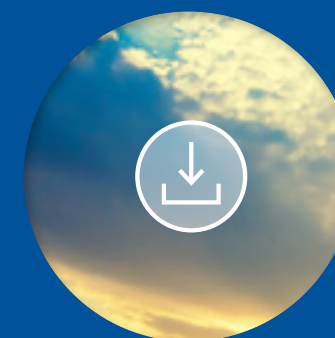
As signees of the United Nations Sustainability Goals in 2019, and in keeping with the 2030 Agenda for Sustainable Development, at Walmart de México y Centroamérica we contribute in different ways and to a different extent to all the SDGs.

Through our ESG priorities, we respond to global challenges that affect our business and our stakeholders, such as inequality and human rights, climate change, and food waste.

In line with the 10 Principles of the Global Compact, in 2019 we performed an analysis to identify the five priority SDGs: good health and wellbeing, gender equality, decent work and economic growth, responsible production and consumption, and climate action.

As of 2020, we incorporated indicators with annual measurement records for each of the SDGs, enabling us to track our compliance; in this manner we can detect where the greatest expectations, risks, and opportunities for the company can be found, as well as those areas where we are having a more significant contribution. This annual record has data beginning in 2017.

Our Priority SDGs

3 GOOD HEALTH AND WELL-BEING**5** GENDER EQUALITY**8** DECENT WORK AND ECONOMIC GROWTH**12** RESPONSIBLE CONSUMPTION AND PRODUCTION**13** CLIMATE ACTION

DOWNLOAD THE REPORT
ON OUR CONTRIBUTION TO
THE SDGS AND THE RESULTS
WE HAVE ACHIEVED IN THE
PERIOD 2017-2021



OUR FLYWHEEL

Our business is changing and we continue evolving to meet the needs of our customers. The base of our business -the stores- is solid and is nourishing the ecosystem while the new businesses we create earn customer loyalty and reinforce the base so it may continue growing, become stronger, and more resilient.

The more our customers increase their expectations, the harder we work to resolve their pain points and offer them a renovated omnichannel experience. We are headed in the right direction: we have the talent, culture, and assets needed to proactively create the future of our company.

The new strategy can best be summarized by this flywheel of capacities and assets that mutually reinforce each other

Our flywheel places the customer at the center



GM: General Merchandise



STRATEGY

In 2021, we went beyond retail to honor our purpose of saving people money to help them live better. We have adapted to the environment and the ever changing needs of our customers, but without neglecting our associates and the planet.

At Walmart de México y Centroamérica, we continue designing and offering solutions that increase customer loyalty. We serve them how they wish to be served, and they have a better shopping experience. Furthermore, we provide them with access to the lowest prices and the benefits of the digital economy.

Thanks to our enablers, progress has been made with this strategy, and our results have been solid in each priority and enabler of the strategy, proof that our customers appreciate what we are doing for them.

Strategic priorities and enablers that accelerate growth

STRATEGIC PRIORITIES



WIN IN DISCOUNT



LEAD IN OMNICHANNEL



ECOSYSTEM OF CHOICE

ENABLERS



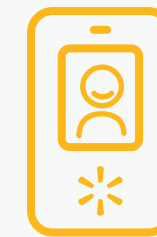
CUSTOMER
CENTRICITY



LOGISTICS



TECHNOLOGY



BEST TALENT



REGENERATION AND TRUST

EVERY DAY LOW PRICES

