



# OMNICHANNEL

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# In 2018, we delivered what we promised...

## SOPHISTICATED URBAN



Invested in Superama's store infrastructure to improve home delivery



New user website experience



Commercial agreement with Cornershop



New platform release for Sam's



Launched Plus Membership

## MID-SIZE, MID-INCOME



Platform upgrade for Walmart Groceries and increased SKU's by 5,000



113 Walmart stores enabled with Grocery Home Shopping delivery (out of 274)



Enabled Sam's with Grocery Home Shopping Pickup



Marketplace catalog increased 4x

## VALUE CUSTOMER



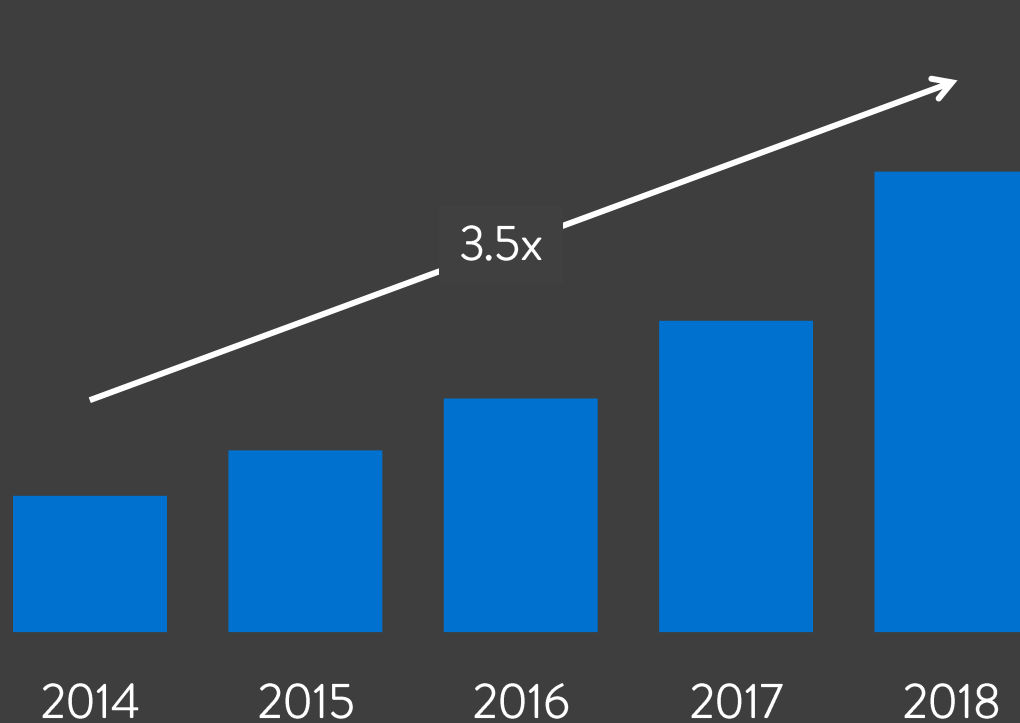
We increased our Bodega Kiosks from 23 to 308



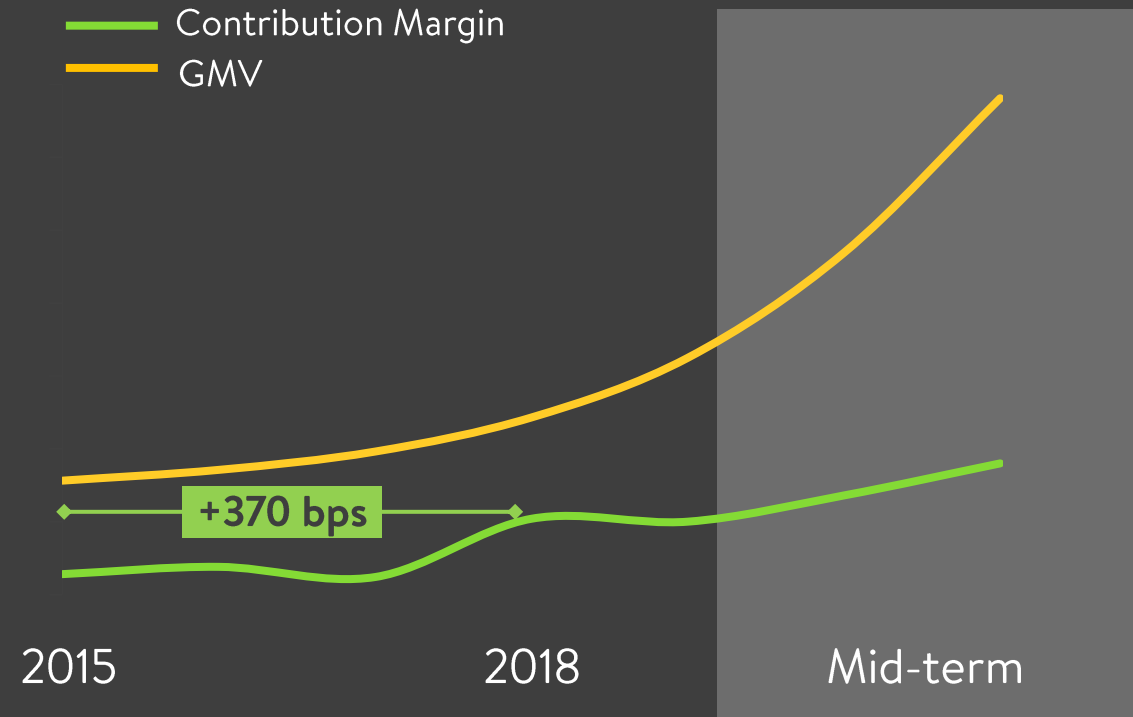
Released Bodega App

# ... while improving profitability

GMV eCommerce



Path to Profitability





# Our strategy is based on 3 elements...

1 Win in On-Demand



2 Extended Catalog



3 Develop B2B / Club



# ...and our business model is based on our ability to win in groceries

Win customer **trust** to generate **frequency**

GHS Today

On-Demand...

Extended Catalog

2x



3x



4x





# On-demand will focus on excelling at customer service



- More assortment
- Excel our delivery promise
- Step up last-mile capabilities
- Expand Home Delivery & Pick-up





# Extended catalog will improve the customer shopping journey



- More and unique assortment
- Price leadership
- Improve delivery promise

# B2B will provide a frictionless experience to our members



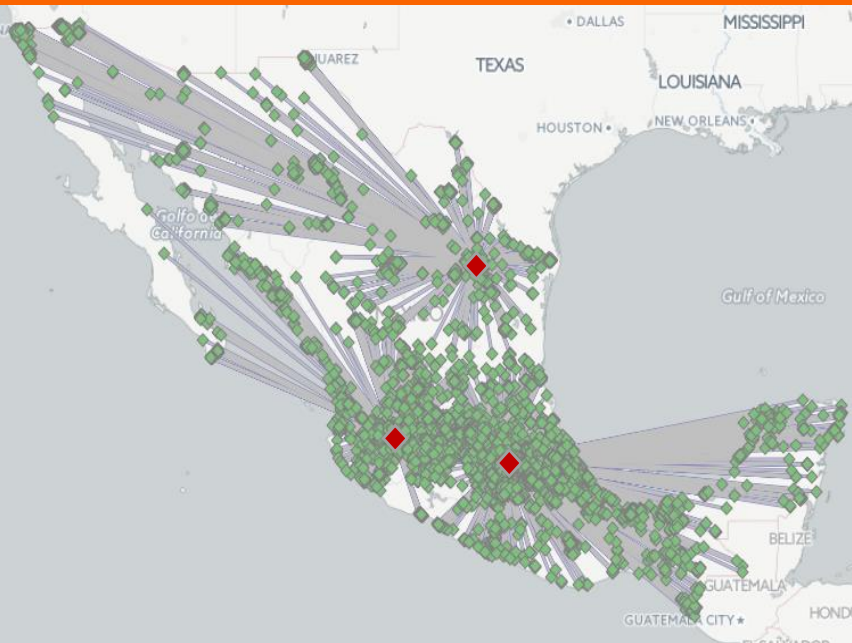
- Superior assortment
- Payment options
- Faster delivery / Pick-up





# We're also building more capabilities that will sustain our growth

Getting closer  
to our customers



Two NEW Fulfillment Centers

Expanding our  
omnichannel offering



Open +280 Bodega kiosks

Strengthening our  
last-mile capabilities



Excel our delivery promise



# In Summary, we have 3 priorities

1 Win in On-Demand



2 Extended Catalog



3 Develop B2B / Club

