



WALMART CENTRAL AMERICA

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Central America is a great region WITH GREAT GROWTH POTENTIAL



43M INHABITANTS



US \$74B RETAIL



67% INFORMALITY

2018 was a year of challenges...

PRESIDENTIAL
ELECTIONS

MIGRANT
CARAVANS

MODERATE
ECONOMIC
GROWTH

POLITICAL
CRISIS

TAX REFORM



...and great learnings

IT ALLOWED US TO **REINVENT**
OURSELVES, INNOVATE AND SHOW
OUR ASSOCIATES' **STRENGTH**
AND **REACTION** CAPABILITY
TO **ACHIEVE RESULTS**

We defined four priorities in 2018



**VALUE
PROPOSITION**



GROWTH



**LOW COST
OPERATOR**



**WAY OF
WORKING**

We strengthened our value proposition



OUR BRANDS



FRESH



FINANCIAL SERVICES



- Sales grew 3x vs. the business
- Market Share increased 130 bps

- 30% prepacked
- Availability improvements

- Card sales increased 4x vs. business
- Walmart card as #1 in our stores
- Remittances increased 55%

We grew in a profitable way



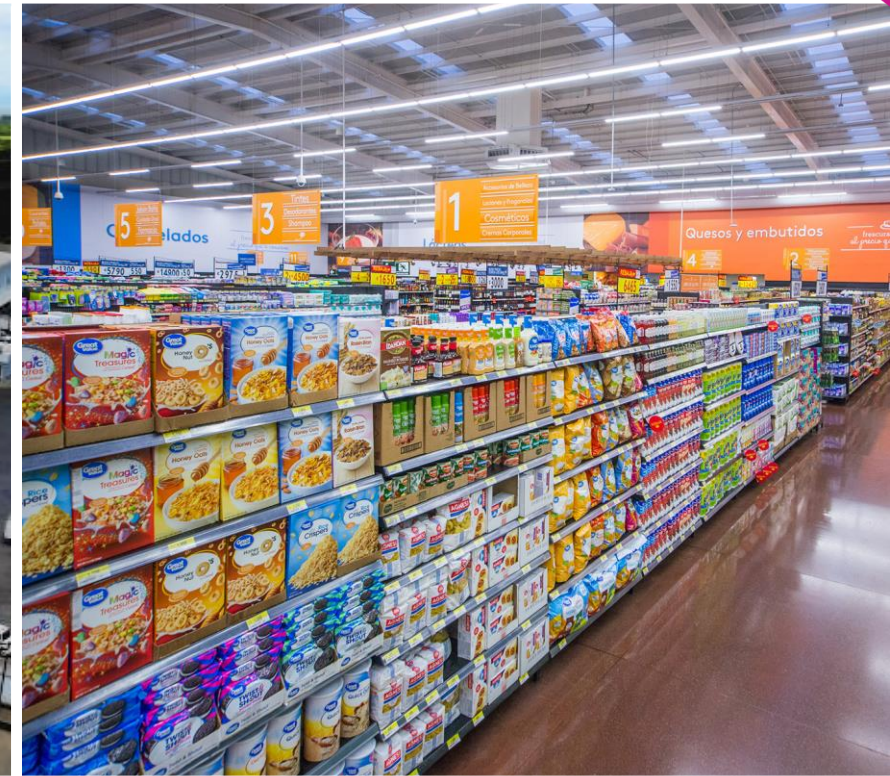
EXPANSION



LOGISTICS NETWORK



CENTERS OF EXCELLENCE



- 34 new stores: 34,000 m²
- New stores exceeded expectations

- Two new distribution centers
- Productivity improved 17%
- Store product availability improved

- Transformation of +60% of stores
- Sales increased +120 bps
- 100% roll out by June 2019

We operated with lower costs



STORES



- Promoters
- Store Back Office centralization
- UPLH increased 3.1%

OFFICES



- Processes streamlined and merged functions
- Centralized purchase of goods and services

LOGISTICS AND PLANTS



- Centralized items +80%
- Inventory days decreased
- Imports Hub redesigned

We transformed our way of working



TALENT



- Creation of Open Job Posting
- +4,200 associates promoted

DIVERSITY AND INCLUSION



- #1 Company in Central America
- Doubled the number of associates with disabilities

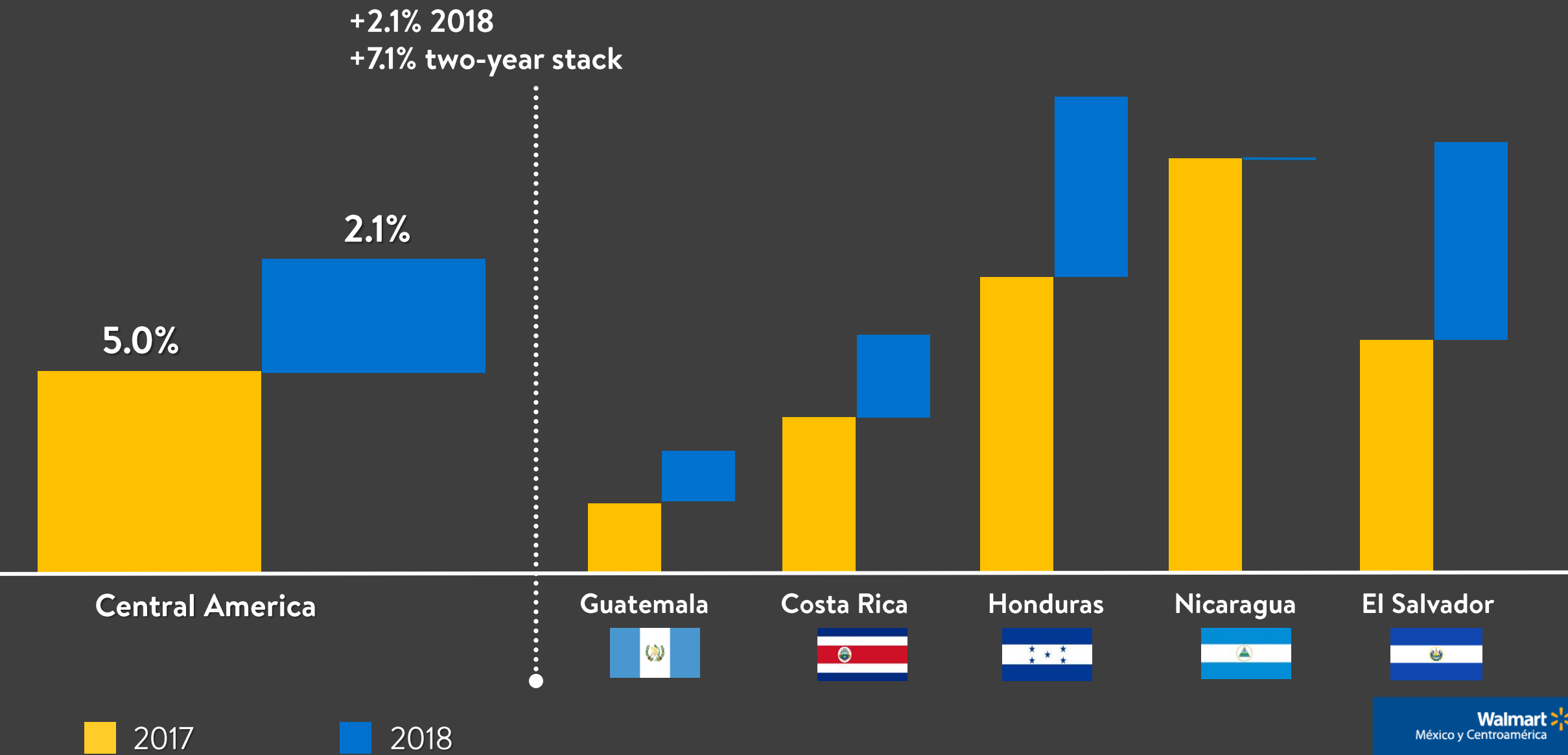
PREFERRED RETAILER



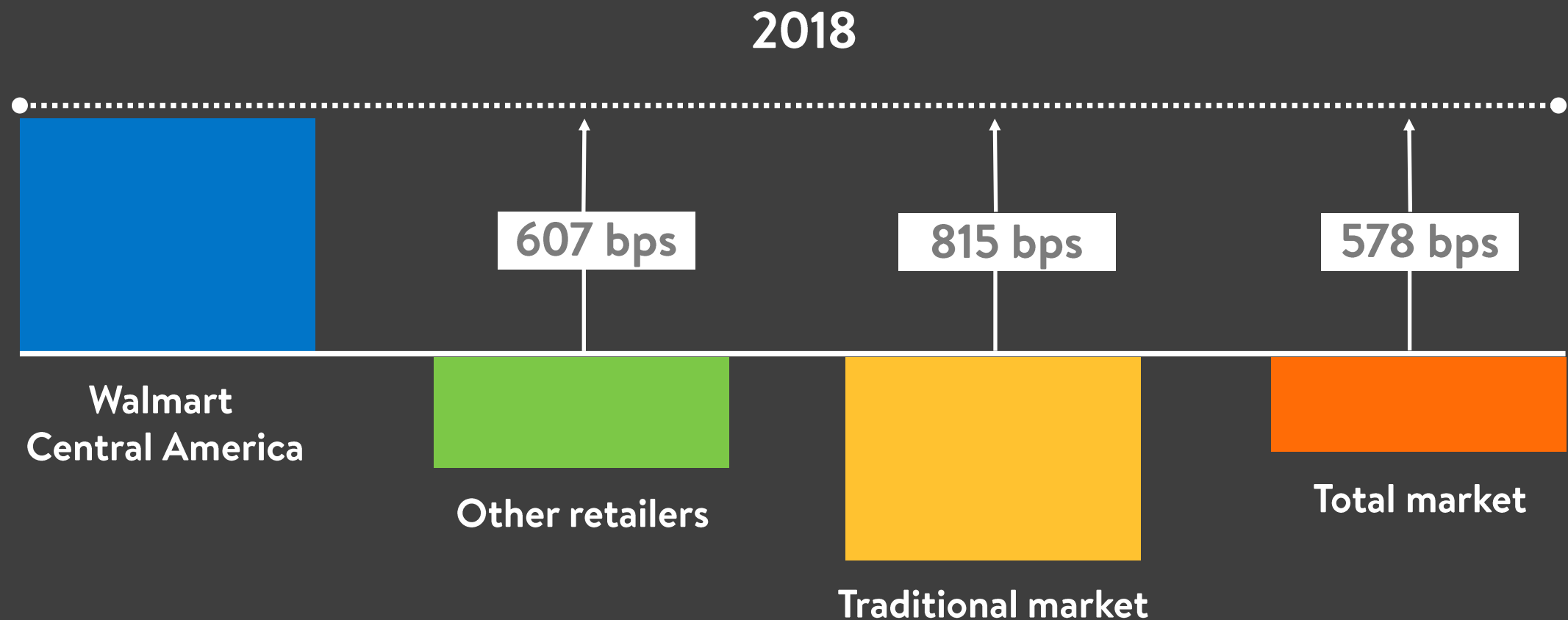
- 1st Supplier Summit
- Code of best practices
- Suppliers' Advocate Office

WITH THIS
CUSTOMER-CENTRIC
STRATEGY,
WE **ACHIEVED**
SOLID
RESULTS

We increased sales

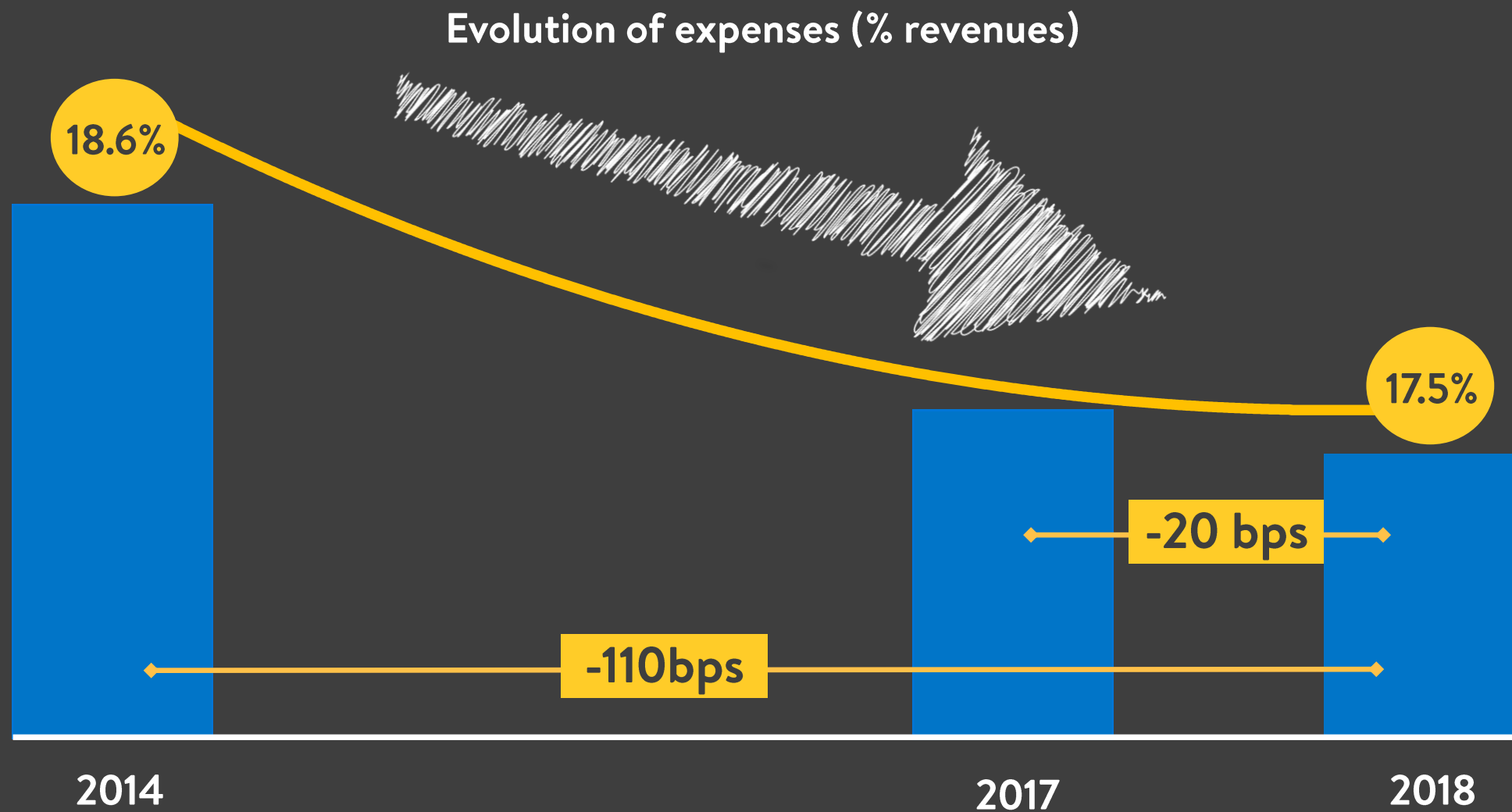


We outpaced the market and our competitors



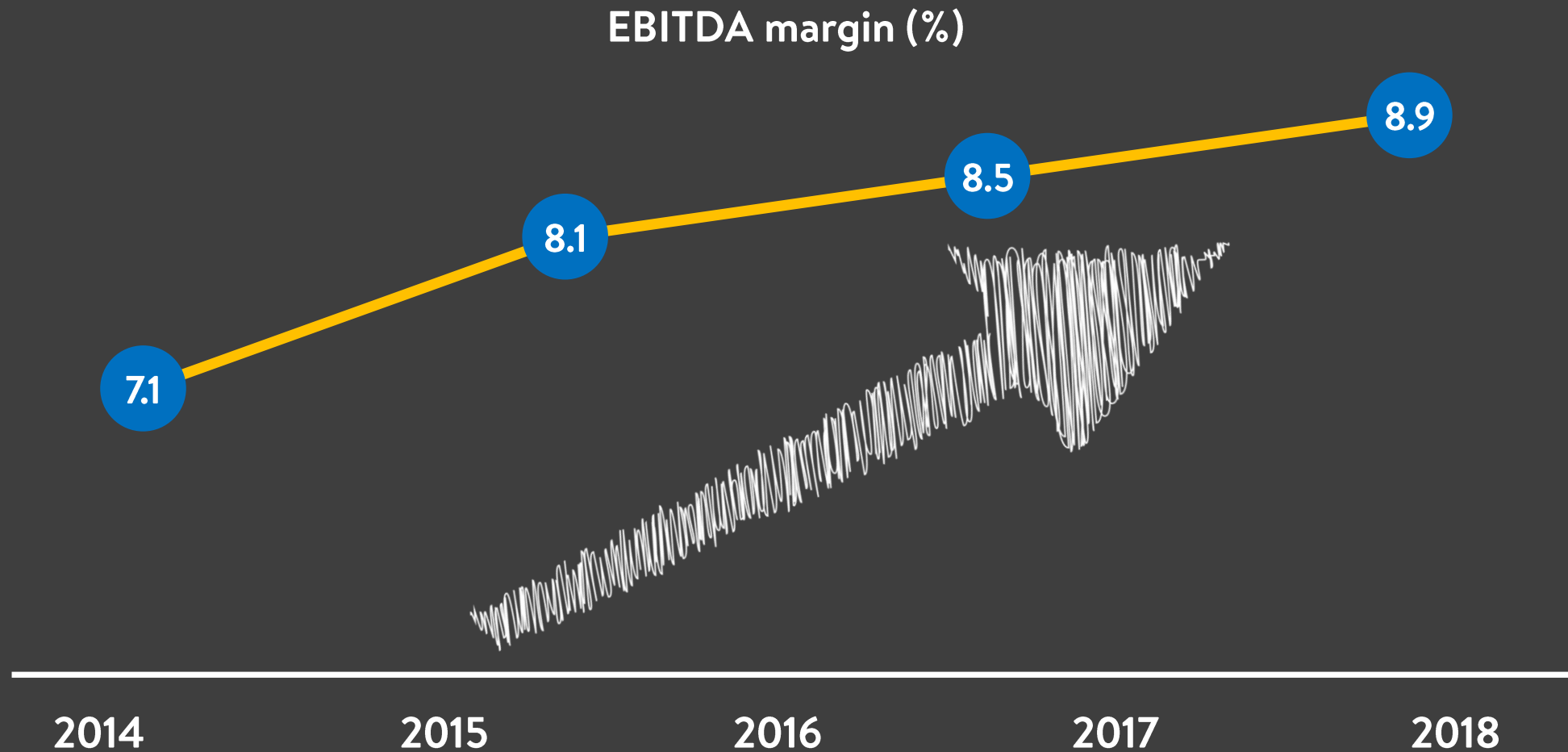
Source: Nielsen Report 2018
Bps = basis points

We operated more efficiently...



*Without considering promoters

...and increased business profitability



OUR **AMBITION**

DOUBLE

THE **SIZE** OF THE **BUSINESS**

IN THE **NEXT YEARS...**

The path to double the size of the business

To lead the formalization of the customer to improve
their quality of life

Focus

VALUE CUSTOMER

5 COUNTRIES

OMNICHANNEL

How to Win

STRENGTHEN
value proposition

LEAD
Retail evolution

CREATE
high performance agile culture

Drivers

Supply chain

Customers insights

Shared value

Key messages



**GREAT
POTENTIAL**



**DEFINED
STRATEGY**



**SHOPPING
EXPERIENCE**



**OPERATION
OF EXCELLENCE**