

Operational Excellence

Paul Lewellen
Chief Operating Officer



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A woman wearing a blue hard hat, glasses, a white long-sleeved shirt, and a bright green safety vest is standing on a metal platform. She is holding a large cardboard box with both hands. The box has labels that include 'Great Value', 'Variedad de Papas', 'Cacahuates', and 'LLENA FÁCIL'. She is looking towards the camera with a slight smile. The background consists of tall green metal shelving units filled with similar cardboard boxes. The scene is set in a large warehouse with a high ceiling and industrial lighting.

Availability

Availability does not start at the shelf

Suppliers

Inventory planning

In-store discipline

Supply Chain



1 Store mapping



1 Store mapping



1 Store mapping

2 Real-time inventory location



1 Store mapping

2 Real-time inventory location

3 On-hand management



Receive &
Unload Truck



Work down
Top Stock



DeepOut Scan
& Stock Picks



Prepare
Backroom



Price Changes



Bin Overstock
& TopStock



BIN Audit



Stock Freight

1 Store mapping

2 Real-time inventory location

3 On-hand management



1 Store mapping

2 Real-time inventory location

3 On-hand management

4 Receiving



1 Store mapping

2 Real-time inventory location

3 On-hand management

4 Receiving

5 SKU optimization

SKU optimization (pilot)

-30%
BAE

-20%
Mi Bodega



Flagship Stores

+400 bps

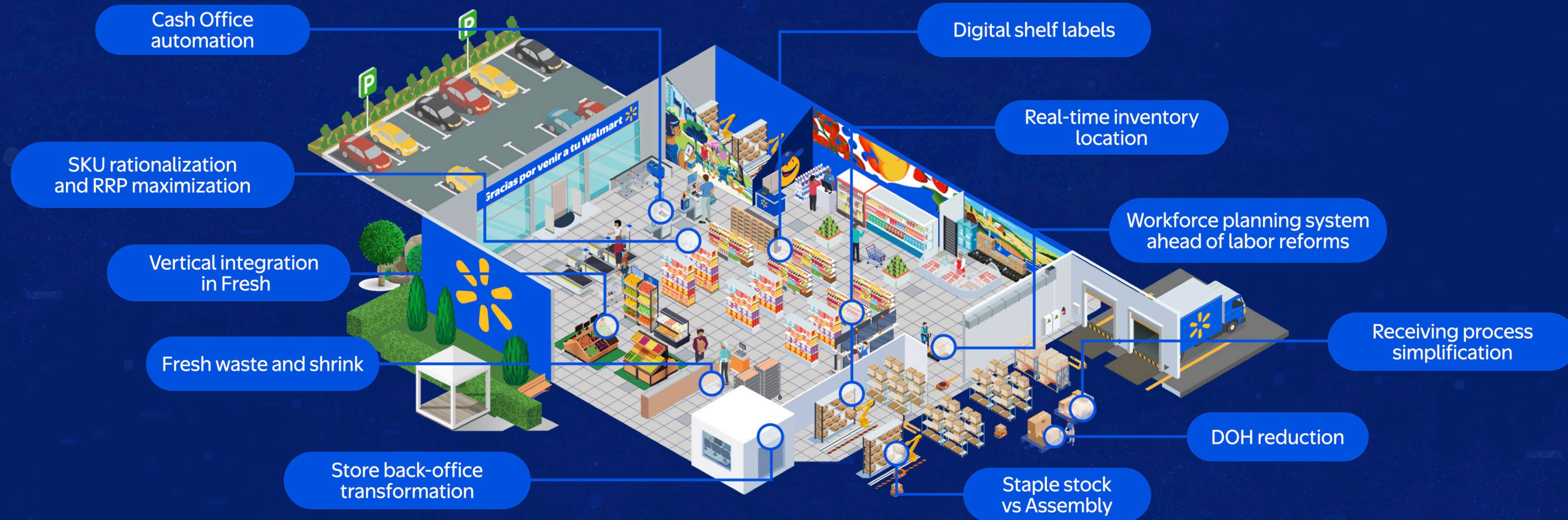
Total availability

+200 bps

In-Full

Best in a year

Availability NPS

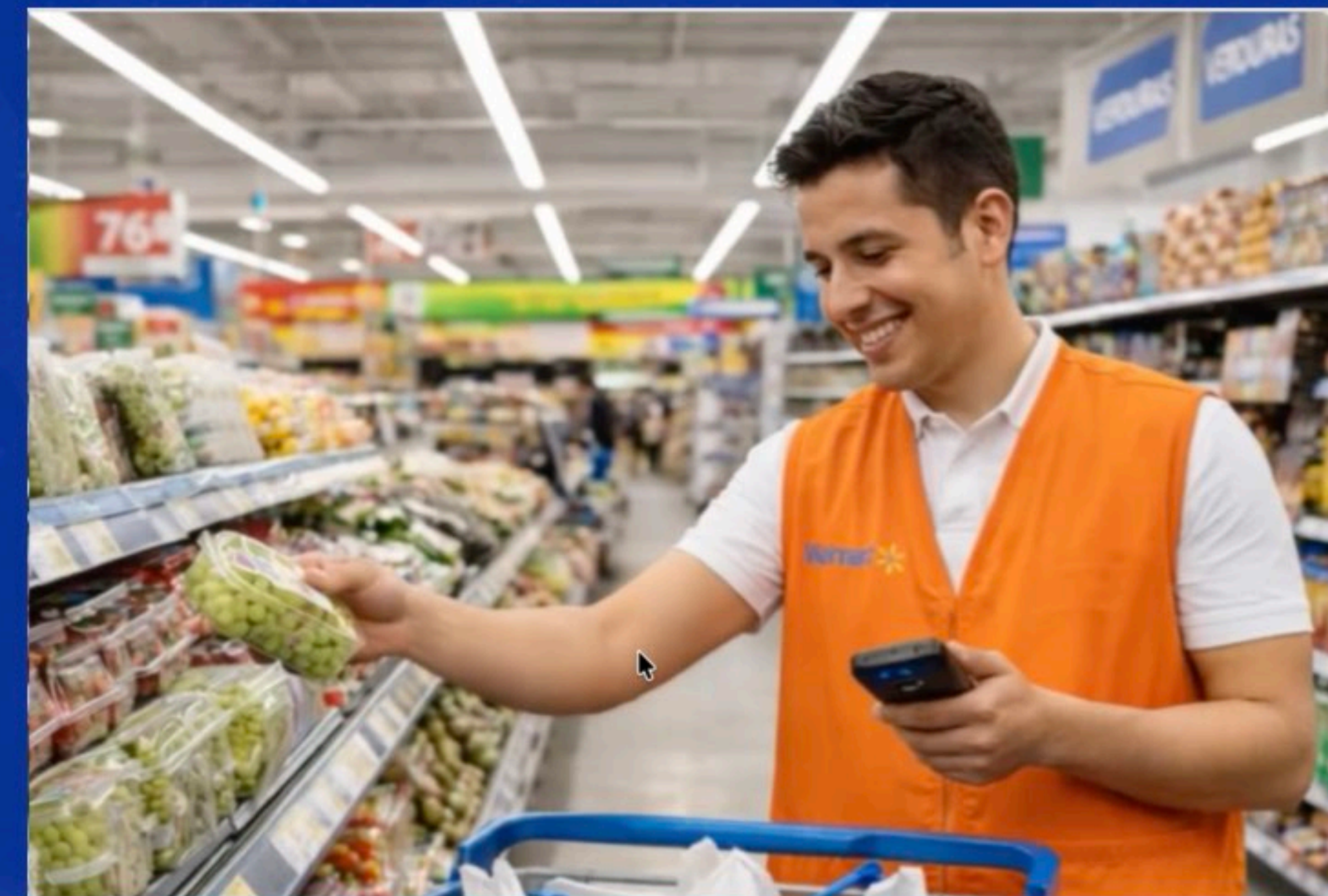


Execution Excellence where matters most

Products on
the shelf



Fewer
substitutions



More perfect
orders



An experience
customers can trust



Operational Excellence

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● Chief Operating Officer



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EDLP



Availability



eCommerce acceleration

A photograph of a Walmart store aisle. In the foreground, a woman with long dark hair, wearing a beige turtleneck, is smiling and looking towards the camera. She is standing next to a shopping cart filled with various items, including a large bag of Great Value Adoritas. The aisle is lined with shelves of products. Above the shelves, there are several large price tags. On the left, a tag says "Nuevo" (New) with a price of \$30.24. In the center, a tag says "Precio bajo Todos los días" (Low Price Every Day) with a price of \$8.50. To the right, another tag says "Importado" (Imported) with a price of \$5.20. Below these, there are more tags with prices like \$2.12, \$2.50, \$6.50, and \$2.30. A sign on the right side of the aisle says "¡Hacemos el súper por ti!" (We do the super for you!) and "Pídelo aquí" (Get it here!) with a QR code. Below the QR code, it says "Ingresa tu C.P. y selecciona tu Walmart Express." (Enter your C.P. and select your Walmart Express.). The background shows more shelves and a sign that says "VERDURAS" (Vegetables).

Every Day Low Prices



Improve our Price Gap



Simple prices



Clear communication



Consistent execution



Price Perception

+260bps

Q4'25 vs LY

* Self-service



Price Stability

Changes		Rollbacks
2025	2026	2026
-15%	-25%	90 Days

* Self-service



Private Brands

+300bps

Penetration last 3Y

Mid-twenties
penetration within 5 years



Private Brands Examples

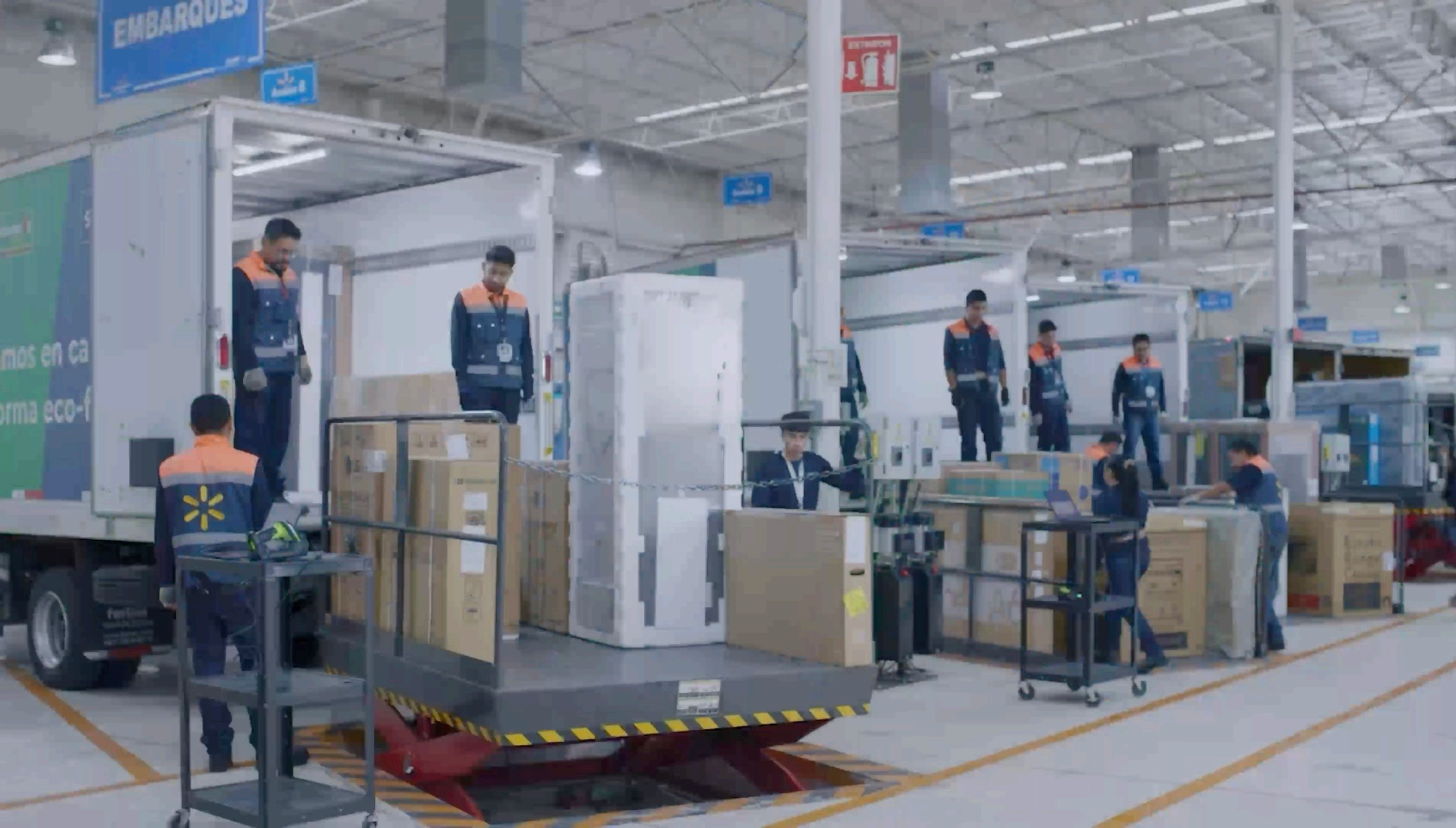
+40%
Growth in category







eCommerce acceleration



Structural advantages

Strong **assets**

Customer **reach**

Global leverage



99.3%
of population in 3 years



2025 In 3 years
60% **85%**
same day

7% **>50%**
<2 hours

* Self-service

Marketplace

+250M

Additional
Products

>20%

Cross-border
trade of MKP

75%

Fulfilled
by WFS

Next 5 years



12-18 months milestones

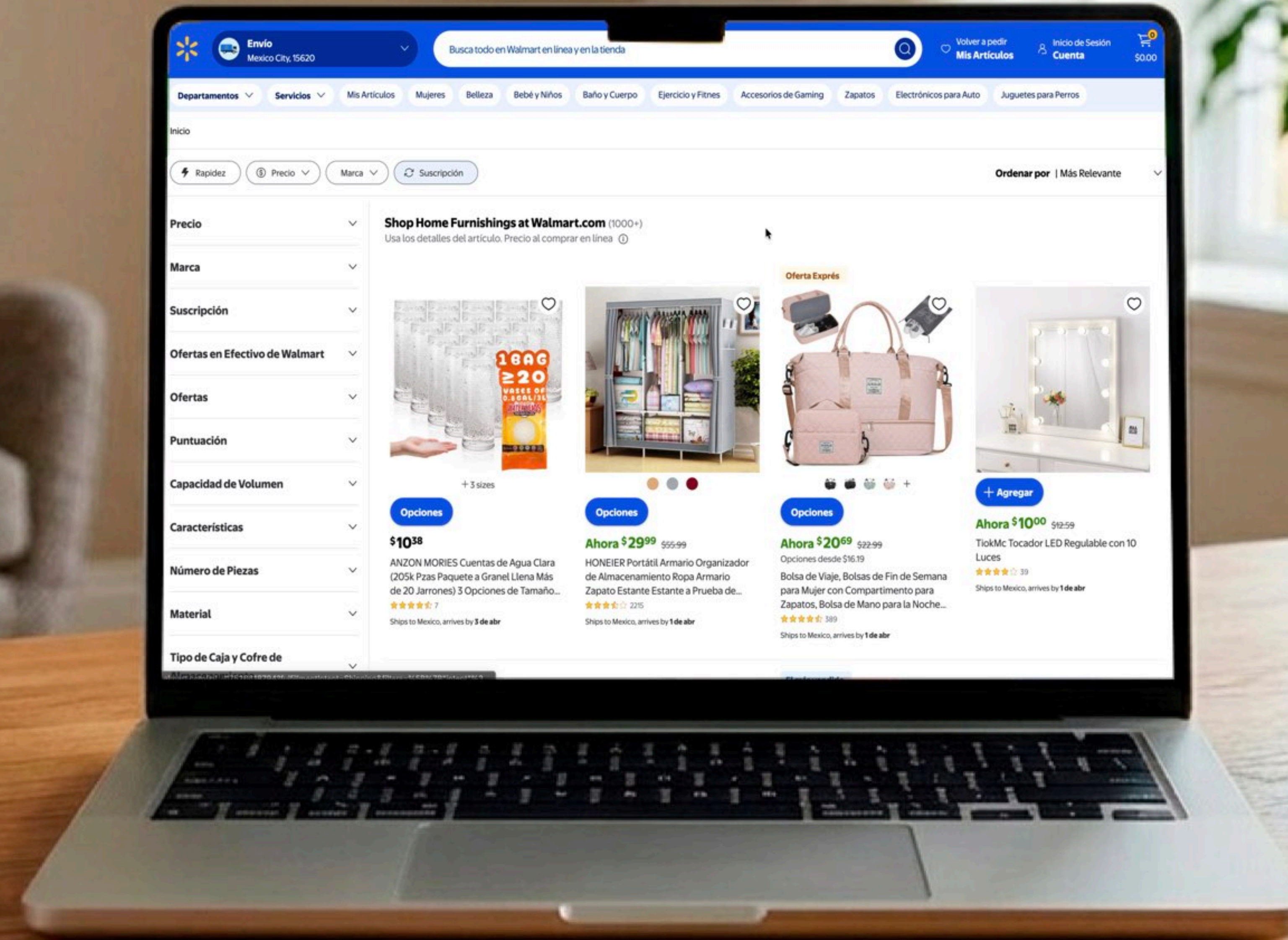
Scale crowdsourcing

One Hallway Bodega/Sam's

Enhance pricing through tech

Accelerate **Cross-border** sellers

Double Walmart Fulfillment Services



BodegaAurrera
Beneficios



Walmart
Beneficios





Scintilla

Data **changing decisions** and **improving results**

Performance



Diagnosis



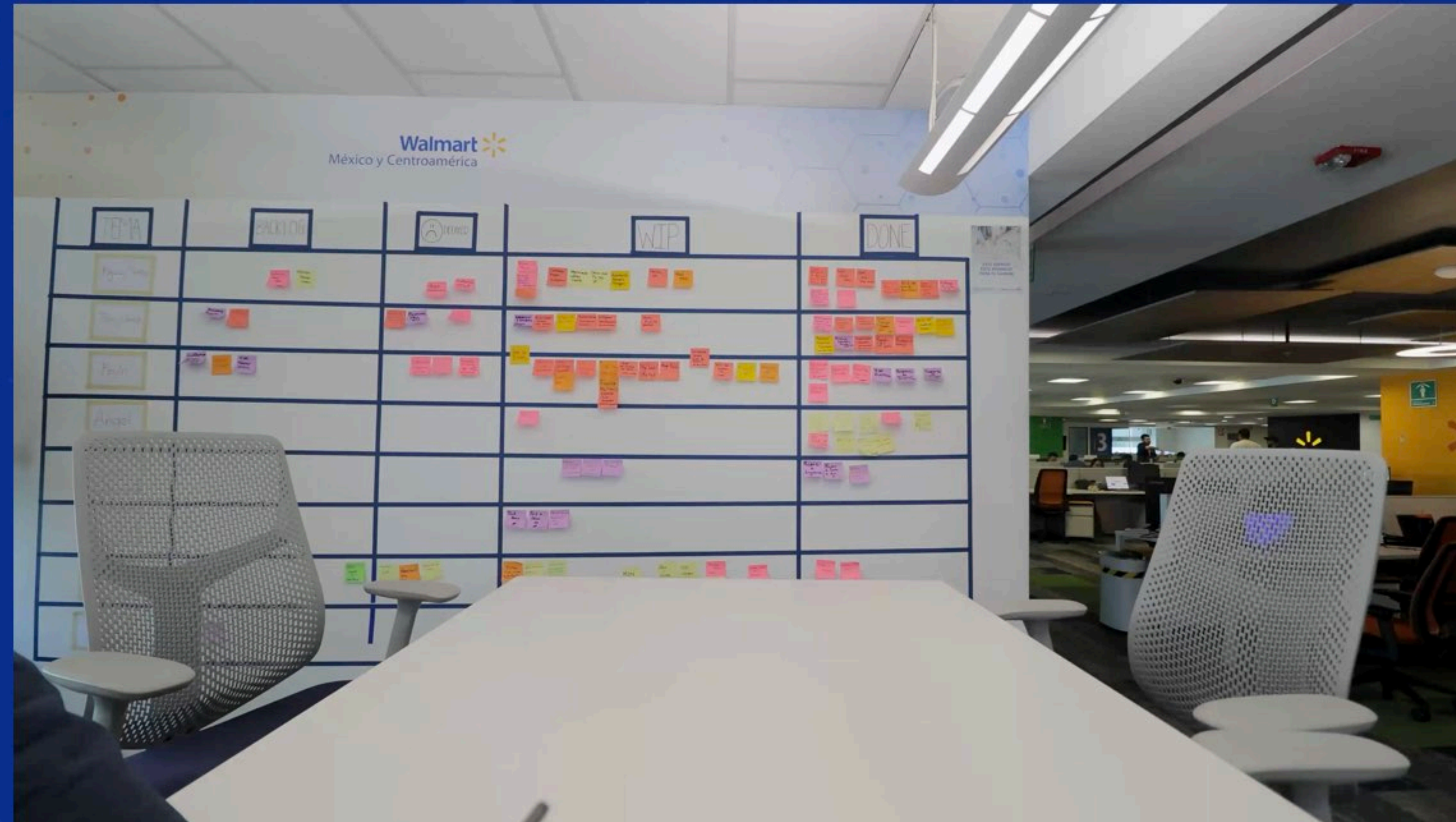
Action Plan



Outcome



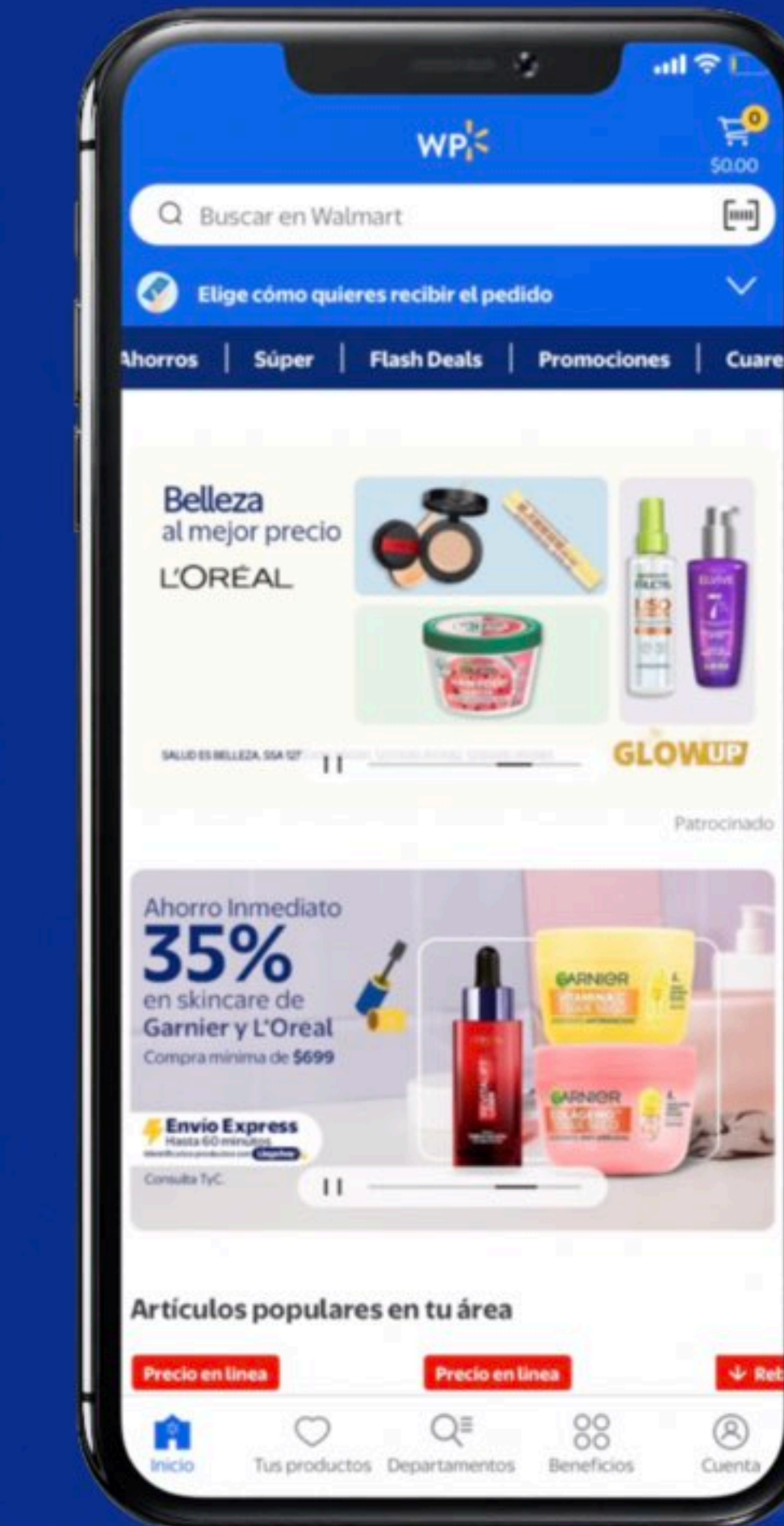
Strongest **merchandising**
team



Uniquely positioned
to **lead omni** retail



Fully **leveraging**
Walmart globally



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Footprint

176
Clubs

32
States

Membership and renewals

All-time highs



Double Digit growth





EDLP | Pricing

+500
items

Nuevo Precio
BAJO
Más valor todos los días

+15%
unit growth

+15%
member penetration

KARCHER
HIDROLAVADORA
K2 POWER 1600 PSI

Nuevo Precio
BAJO
Más valor todos los días

\$2898.⁰⁰

Pagando con Tarjeta de Crédito \$2964.65

980037968



A

10 13

18/03/26

El pago con Tarjeta de Crédito genera un cargo del 2.3% sobre el precio de tus productos.
Cash y las Tarjetas de Crédito Sam's Club - Inbursa, Walmart - Inbursa y Bodega Aurrera - Inbursa aplican como pago en efectivo.
Consulta términos y condiciones es sams.com.mx y en Club.



EDLP | Assortment

Strong local
suppliers

+

Global
partnerships



Availability

+900 bps
fresh in-stock

>3 days
DOH improvement

eCommerce acceleration

+23%
eCommerce growth

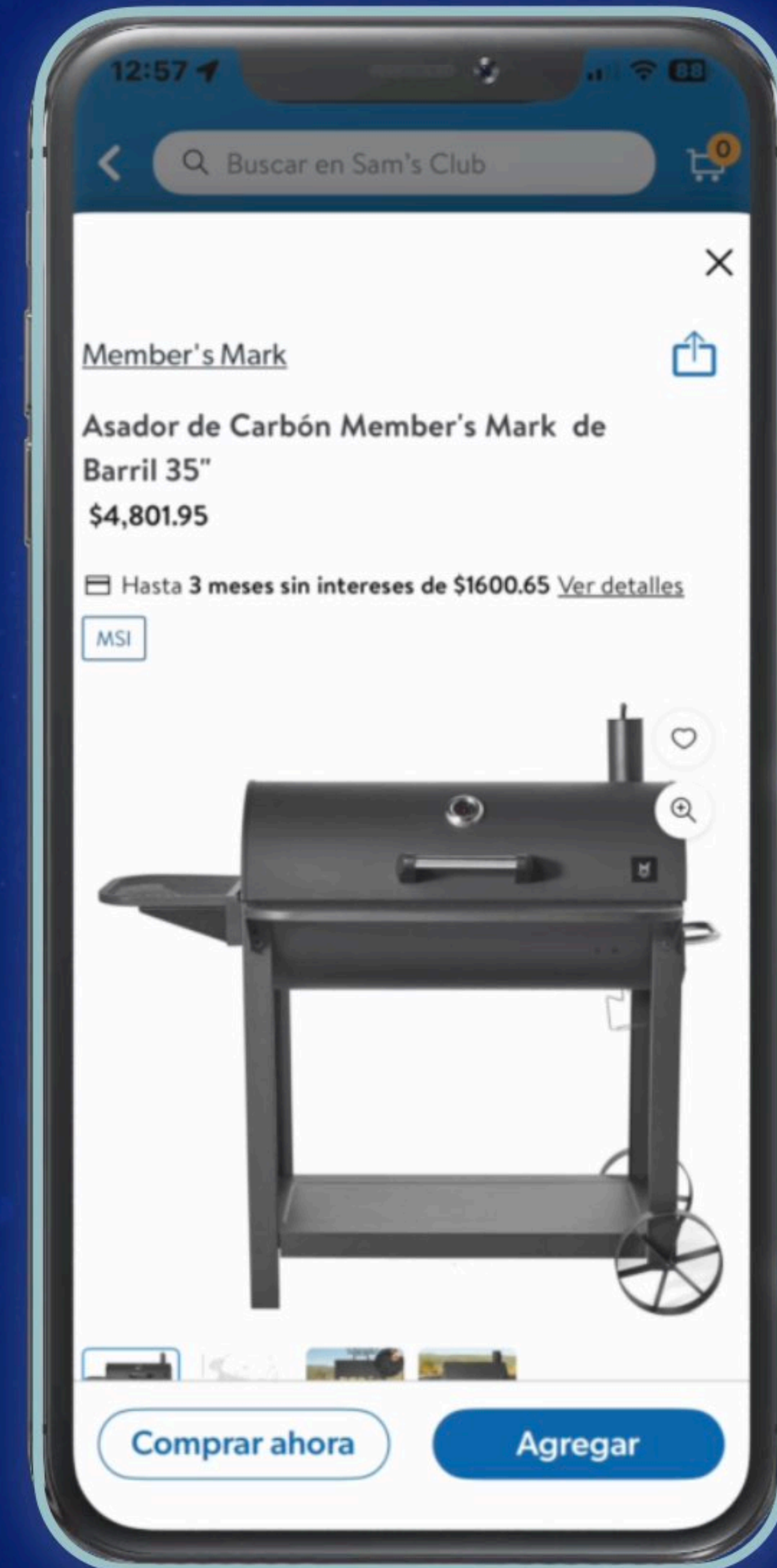
60%
membership
growth from digital



55%
delivered same day

15%
delivered in <2hr.

eCommerce acceleration



Today

55%
delivered same day

15%
delivered in <2hr.

In 3 years

85%
delivered same day

>50%
delivered in <2hr.

Technology

To
simplify

To
modernize





Most loved **omni membership** in Mexico.

sam's club. 



Walmex
Day
2026