

CDMX, March 25, 2026



Paulo Garcia

Good afternoon, everyone.

And thank you for being with us today.

Throughout our Walmex Day, you heard about our **renewed** focus on **fundamentals**.

And you also had the opportunity to visit our stores.

My role now is to explain how this translates into **value creation**.

Let me start with **2025 results**.

- Despite a challenging macro environment, **total revenues** grew 5.5%, or 4.6% in constant currency.
- Importantly, this growth came above the market.
We **outgrew ANTAD** same-store sales by 190 basis points.
For the 12th consecutive year.
- Also, we are progressing on our three non-negotiables:
 - ✓ On EDLP, price perception improved by 260 basis points in the fourth quarter versus prior year.
 - ✓ On availability, we saw sequential improvement in the second half while reducing 4.4 days on hand, demonstrating better inventory discipline.
 - ✓ And on eCommerce, GMV grew 17% with On-Demand as the main driver.

We know we must accelerate speed of execution to unlock further growth.

- Growth was also supported by expansion.

We opened 186 new stores.

Adding approximately 212 thousand square meters of sales floor contributing 1.7% to total consolidated revenue growth.

- Also, we generated strong cash flows and maintain best-in-class returns. In 2025, we accelerated Capex, reaching 39 billion pesos, to expand our reach, to modernize our stores, and to strengthen supply chain and technology capabilities.

As expected, high investments can create short-term variation in returns.

However, we remain focused on **increasing returns sustainably over time** whilst we **double our business again**.

You also heard today about our new businesses.

Some of these are already financially meaningful.

Bait, reported 11.5 billion pesos of revenues in 2025.

Walmart Connect & Data Ventures, generated 5 billion pesos of revenues in Mexico and Central America at very high margins.

But their most important contribution is enhancing the core.

Through our Beneficios and Sam's membership program, we can identify more than 70% of omnichannel sales.

Based on Beneficios, today we know that 20% of our customers generate more than 60% of total sales.

Beneficios and Scintilla are already improving:

Our pricing decisions and assortment productivity at item and store level.

We also can see the halo effect more clearly now.

So, let me give you a few examples:

A customer redeeming benefits spends up to 3.1 times more.

An omnichannel customer shops up to 5 times more frequently than a Brick customer,

And spends 60% more per visit,

A Bait customer spends 2.5 times more than a non-Bait user.

Together, these businesses enhance the core and create flexibility to reinvest in customer value.

Looking ahead, let me say this:

Improving fundamentals represents upside.

Stronger EDLP supports higher growth and stable margins.

Better availability captures customer demand and optimizes working capital.

While accelerating eCommerce strengthens our omnichannel offering.

Let me also clarify how productivity and new businesses contribution flows financially.

First, productivity protects the core offsetting cost and mix pressures.

Second, it funds reinvestment in price to strengthen EDLP and expand the price gap.

Third, as scale builds and ecosystem contributions grow, it supports structural margin expansion and ROIC improvement.

Let me now turn to **capital allocation**.

Capital allocation relates to our growth strategy.

We are intentionally directing a greater share of cash toward Capex.

In 2026, we plan to invest **\$43 billion pesos** in Mexico and Central America, representing a 10% increase **versus last year**.

We are convinced that reinvesting in growth creates the most value over time.

As in prior years, Capex will be allocated across four main categories.

First.

42% will be allocated to remodels and maintenance of our existing store fleet:

to Modernize our stores, to deliver the best shopping experience, to expand reach to more people through On Demand and to improve productivity.

Second.

26% will be allocated to new store openings.

To expand our reach where returns are attractive.

We plan to open more than 1,500 new stores in Mexico and Central America between 2025 and 2029.

On the screen, you can see the mix of incremental sales floor in 2026.

In Mexico, the majority of incremental space will continue to come from Bodega Aurrera, as we see opportunities in both formal and informal sector.

In Central America, growth is mainly driven by Guatemala and Costa Rica.

Third.

24% will be allocated to supply chain investments.

To improve growth capacity, availability and reduce cost to serve.

Next year, you will begin to see the results.

Two automated DCs in Bajío and Tlaxcala will begin operating next year, reducing cost-to-serve by more than 10% in served stores.

This will help also with inventories where we see an opportunity to reduce further our DOH by 10 days over the next 3 years.

And lastly.

8% will be allocated to technology.

To enable execution of our business priorities.

As we have said before, this represents only a fraction of our total technology investment when including Opex, the latter focused on global platforms.

Now, let me spend an extra moment on remodels.

Growth is also about modernizing our current stores.

Sweating existing assets and generating better returns on capital.

Therefore, in our 5-year strategic plan we are reallocating more capital toward remodels with two clear goals:

1. One, **increasing our reach** moving toward serving close to 100% of total population through On-Demand from current 75% and extending our EDLP offering to close to 33 million additional potential customers.

2. And second, refreshing and modernizing our store fleet at scale, to deliver a more consistent and better customer experience.

At the same time, we remain firmly committed to **shareholder return**.

At the upcoming Shareholders' Meeting, we will propose an ordinary dividend of 1.16 pesos per share, maintaining a 40% payout.

In addition, we plan to have an authorized share buyback fund equivalent to ~20% of prior year's net income, amounting to 10 billion pesos.

In case our share buyback fund is not fully deployed, the remaining balance will be returned to shareholders as an extraordinary dividend resulting in an approximate 60% total payout.

This reflects our capital allocation framework for the future.

Overall, our objective is clear.

Maintain a total payout close to historical levels.

While preserving flexibility and fully funding growth.

Now, regarding our **financial framework**, let me first say that it remains unchanged. We are still sticking to:

1. Long-term growth algorithm which implies 8% sales CAGR
2. Stable Operating Margins, with productivity and new businesses contribution offsetting cost of doing business and reinvestment in prices
3. ROIC expansion over the period we double our business driven by maturing investments.

As I know that it is important for you, this financial framework reflects how we in the company are incentivized and rewarded.

As for 2026, we expect to make progress with our key drivers, with higher growth in sales and EBITDA versus last year. Regarding the latter we expect stable margins.

We see a pathway back toward our growth rates in our financial framework in the near term. At this stage in the year, we are positioned with increased flexibility to respond to the macro conditions as they unfold.

Regarding new stores, we expect them to contribute to topline growth between 1.5% and 1.7%.

As I am about to wrap-up this event, I would like to leave you with three main takeaways:

1. First, **disciplined execution of the fundamentals** is translating into measurable results, including market share gains.
Still, we know we have to **accelerate execution** to unlock growth potential. eCommerce remains the biggest opportunity.
2. Second, we remain firmly **committed to total shareholder return**.
We are reallocating capital towards growth while maintaining payout close to historical levels, reflecting our confidence in the business and commitment to drive long-term value creation to our shareholders.
3. And third, we are **investing in the business for the long term**.
We are keeping our long-term growth algorithm, and stepping up our Capex investments.
While this may create short-term variations in returns, our commitment to structurally increasing ROIC over time remains unchanged.

Let me close with one message before going to our Q&A.

As mentioned by all the speakers, one structural advantage we have is clear.

We are part of Walmart.

That gives us access to scale, to technology, to sourcing, to talent.

Very few companies in the world can replicate that.

And we are fully leveraging it.

For our shareholders.

But mostly for our customers and members.

This gives us confidence to commit with you:

To improving execution of our fundamentals.

To investing with discipline and increase returns over time.

To deliver long-term value for you: our shareholders.

And above all, to reach more families in Mexico and Central America...

So we can help them save money and live better.

Thank you very much for your interest in our company and for joining us today.

We will now take a short break before moving into the Q&A session.