



# CUSTOMER CENTRICITY

We put our customers at the heart of everything we do. We listen to them to understand their needs and offer them the best service. We focus on delighting them by serving them when and where they prefer to shop.

Our customers have increasingly gone digital by embracing eCommerce. We have directed our efforts to develop communication and marketing strategies in digital channels and in traditional media to accelerate and support their adoption.

We meet our customers and associates needs by listening to them. We conduct systematic research to obtain first-hand information about their perception of our services. All this information is crucial to developing strategies to better connect with them to offer the shopping experience they are looking for and meet their needs.

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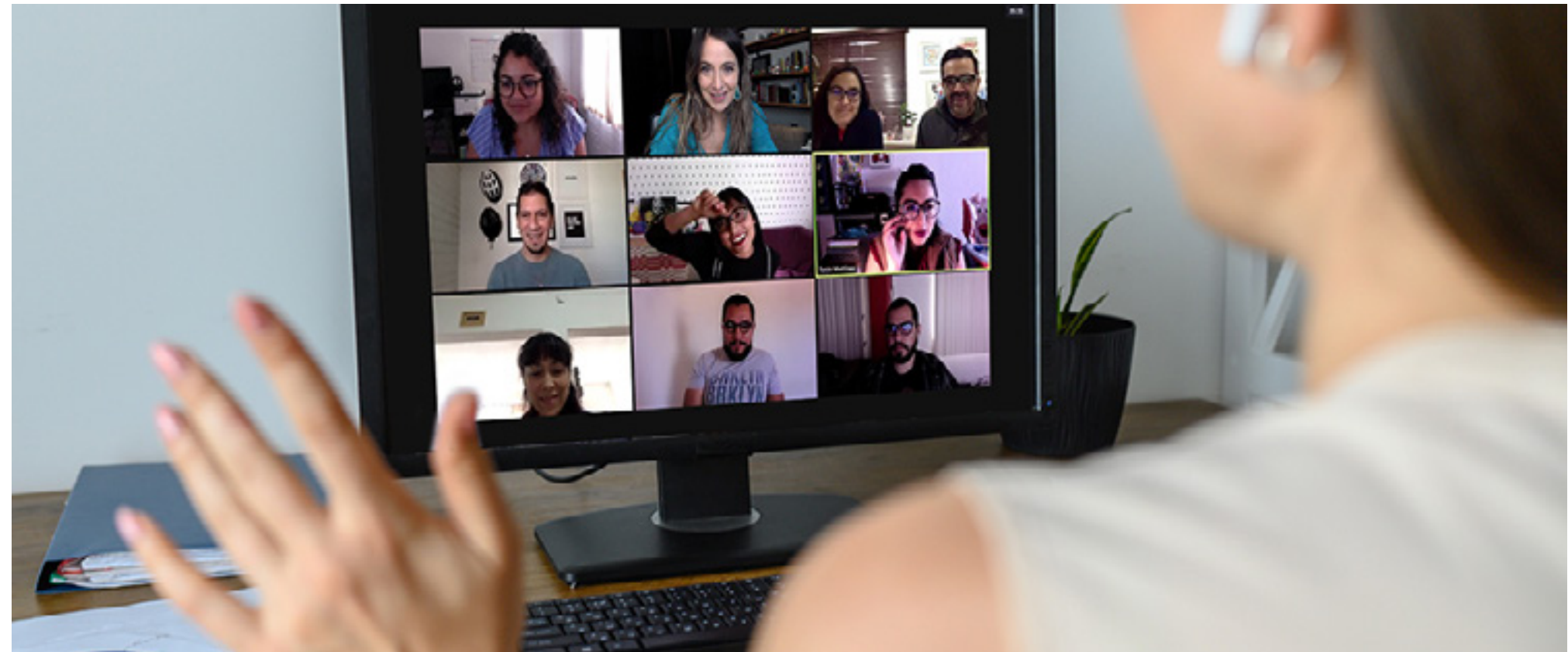


By listening continuously to our customers and members, we are keeping them satisfied



## CUSTOMER-CENTRIC CULTURE

This year we launched our **Customer-Centric Culture Training Program** establishing the fundamentals of a **customer-centric culture**. We shared information with our staff and operations associates to help them better understand our customers and the indicators that help us measure their experience and satisfaction levels.



We carried out the following activities:

**Two webinars** were broadcast to more than 8,000 associates, where Walmart specialists shared their knowledge about the following topics:

- **Knowing our customer:** we learned about our customer's three dimensions: person, environment and shopper. We discovered how the dimensions interconnect to influence their purchase decisions.
- **Omnichannel NPS:** we discovered the relevance of the Net Promoter Score (NPS) and how it relates to our business indicators and the levers we must activate to improve the omnichannel customer experience.

**Live with Shoppers:** We held 27 virtual group sessions with customers in all our formats, when more than 2,500 staff associates participated, listened and interacted with them. In these sessions, we learned more about the customers, their needs, concerns, and priorities, both personally and as related to their families. We also understood how they adapted their organization at home and work and their purchasing habits to the new normal.

All this knowledge is available on our ULearn training platform, so our associates can go back to read the information any time they need it.



## WE IMPROVED OUR CUSTOMER AND ASSOCIATE EXPERIENCES

GRI 102-43

We work to drive a positive impact in how we interact with our customers.

We made progress in implementing the Customer Journey methodology created to define customer experience solutions in our omnichannel formats

This methodology identifies the pain points in the service journey. It provides answers enhancing interaction during the shopping experience as we evolve with our customers.



**+40%**  
increase in sales in rearranged departments in Bodega Aurrera

In the case of Bodega Aurrera, we conducted an in-depth analysis of the pantry food staples and perishable produce routes to understand customer preferences and improve their shopping experience in stores.

As a result of our rearrangement of store products, we increased sales by 40% in the impacted departments and enabled new automated collection systems to expedite customer payment processes.



## WE MEASURE CUSTOMER SATISFACTION

We use various digital tools to monitor our customers' shopping experiences.

We have two satisfaction surveys that help us identify our strengths and weakness to develop action plans and to improve their perceptions:



Customer Experience Index



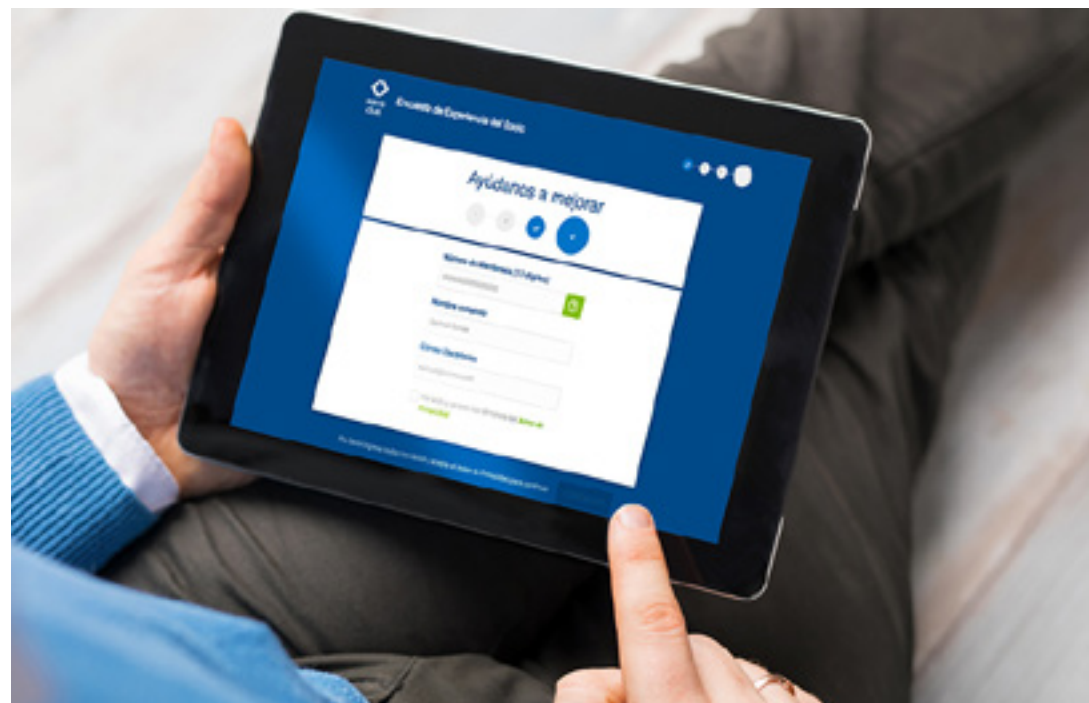
Associate Experience Index



### Tablets



Email / Social media:  
Sam's



**+26,300** surveys applied to our customers and associates in the region

Our Bodega Aurrera, Walmart Supercenter and Sam's Club stores have these monitoring mechanisms **in place at 100%**



### Results for Mexico

- 2.9% increase in overall recommendation rate of our customers
- Increase in overall satisfaction rate of our selfservice customers



### Self-Service

- Increases in recommendation rates of our clients: 5.7% at MiBodega, 4.6% at Bodega Aurrera and 2.5% at Walmart Supercenter
- Increased satisfaction rate of our selfservice customers
- Mi Bodega was highest rated format in general satisfaction in self service



### Results for Central America

- Kept our overall client recommendation rate
- Kept our overall client satisfaction rate
- Self-service was best evaluated format in general satisfaction



### Sam's Club

- 2.4% increase in members recommendation rate
- Increased our members satisfaction rate
- 2.2% increase in membership renewal intention in members that buy at Clubs and online
- Best evaluated format in general satisfaction



### eCommerce

- 12.3% increase in our clients and members recommendation rate
- Increased our clients and members satisfaction rate
- Walmart Supercenter was best evaluated format in general satisfaction

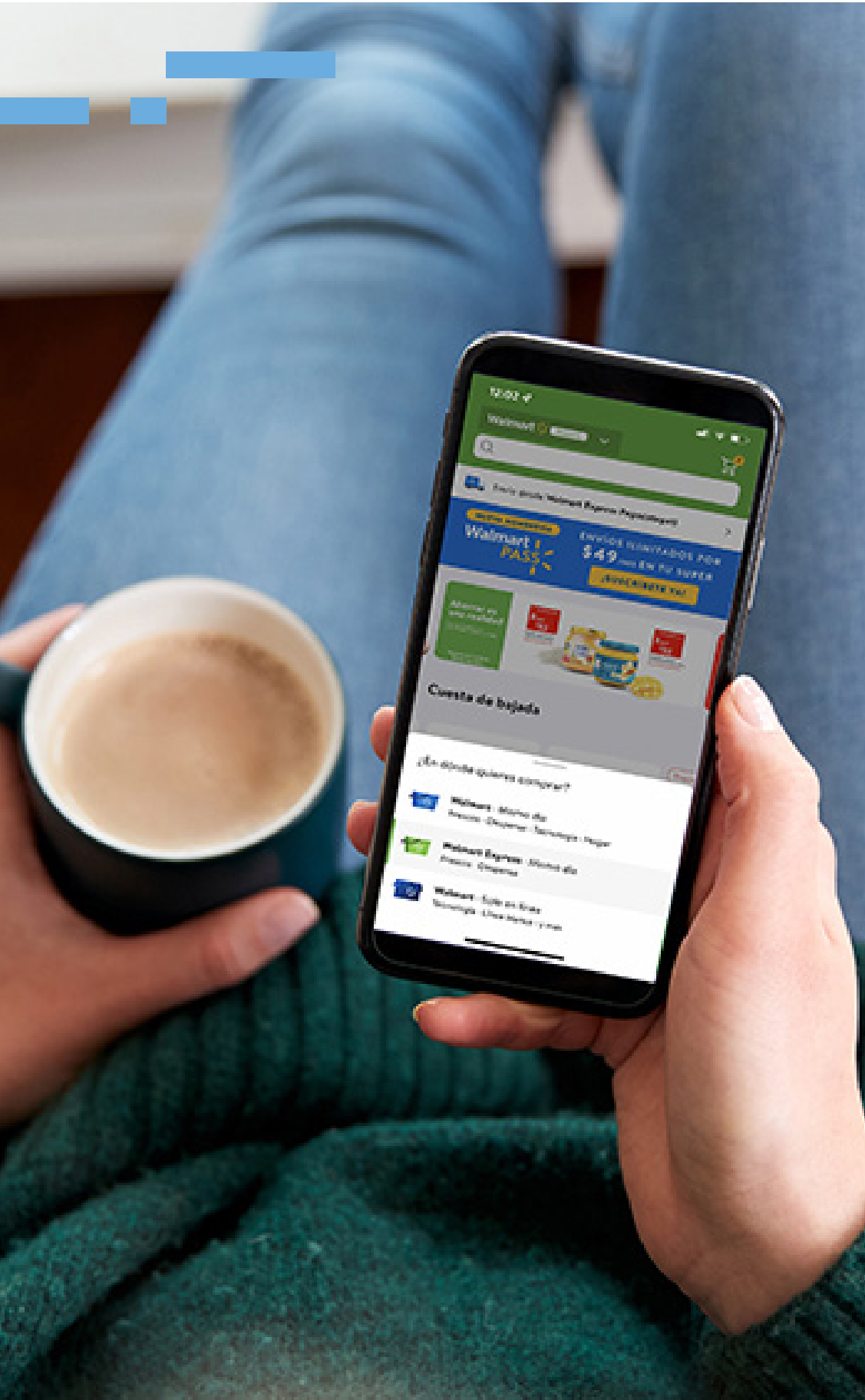


### eCommerce

- 3% increase in client recommendation rate



Sam's reported the highest NPS of all our formats



## OMNICHANNEL NPS EVOLUTION

**The adoption of the NPS across the company, including annual goals, helped us achieve our customer-centric vision goals.** We understood their major pain points and worked to understand root causes in order to provide end-to-end solutions to improve their journey. We used our NPS to track other customer-related metrics that helped us devise holistic solutions to improve their experience.

In 2021, we evolved the NPS measurement system in Mexico to enhance the omnichannel customer and associate shopping experiences.

We hired CxTeam and Medallia to help us measure the indicator in all of our customer contact channels. These commercial partners will accompany us in this evolution to increase data granularity, which will allow us to identify the pain points and strengths our customers experience both in stores and on our websites or apps.

We will also be able to consolidate the information we receive from different sources in a single repository to provide access to an end-to-end view of customer interactions and leverage this knowledge. This new tool, which we plan to launch in 2022, will allow us to continue improving the customer shopping experience and encourage their loyalty.



In line with NPS, we tracked other customer related metrics that helped us come up with holistic solutions to improve their experience

Last year, in Central America, we began to transition to the Customer Experience measurement methodology, based on the one used by Walmart Internacional consisting of an online questionnaire we use to evaluate six variables that measure customer satisfaction: cleanliness, speed, friendliness, quality, price and assortment, as well as satisfaction and our NPS.

In 2021, we used this methodology **to obtain more than 1.3 million responses from our customers and 100% representativeness, with an average of 120 surveys per store.**



## COMMUNICATION CHANNELS

We have a Corporate Contact Center to offer customers different communication channels.

Customers can communicate with us through the following channels:



Social media



Telephone



Email



WhatsApp



Corporate site chat



Campaigns

## CAMPAIGNS

We run different campaigns through multiple channels throughout the year. Such was the case of the Irresistible Weekend, which began with an eCommerce presale and continued with product offers in stores and online.

We also participated in the Hot Days campaign. At Sam's Club, we scheduled special events for members such as Socio Fest and Open House to invite customers to shop at our clubs without a membership to get a first-hand glimpse of the product assortment we sell at the best prices.

