2025

Global Digital Shopping Index

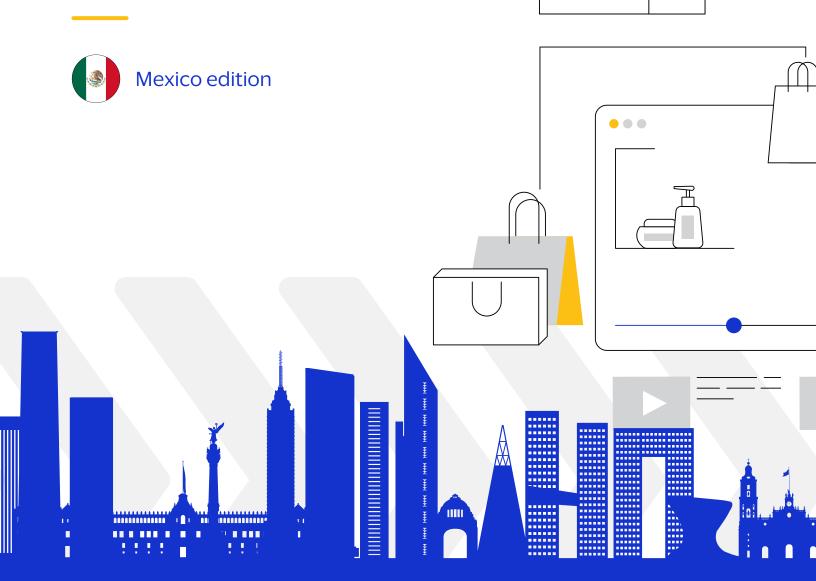




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The 2025 Global Digital Shopping Index: Mexico Edition was commissioned by Visa Acceptance Solutions, and PYMNTS Intelligence is grateful for the company's support and insight. • This report draws on insights from a survey of 2,143 consumers and 483 merchants in Mexico that was conducted from October 17, 2024, to December 9, 2024. The report is part of a series focused on a survey of 18,468 consumers and 3,464 merchants across eight countries over the same time period. To learn more about our data, refer to the Methodology section at the end of this report. • PYMNTS Intelligence retains full editorial control over the following content, findings, methodology, and data analysis. • Click-and-Mortar™ is a registered trademark of What's Next Media and Analytics.



Global Digital Shopping Index

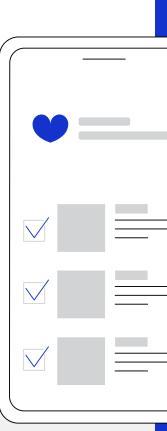
Mexico edition



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and what it means for payments

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What's at stake

In the mobile-first era, shopping and smartphones go hand in hand. Consumers regularly reach for their phones, and not just to make online purchases. Mobile screens are becoming the main way they "window shop," too. Phones increasingly drive physical store experiences as well, with shoppers expecting access to digital features such as rewards programs and information about inventory availability.

Mexico is rapidly becoming a mobile-first consumer market: Some 47% of shoppers in the country used a mobile device for their latest retail purchase, whether online or in-store, reflecting a 17% increase since 2022. Mexican shoppers reach for their phones to "window shop," make online purchases, and support in-store shopping more frequently than the global average across the eight countries we surveyed, including Australia, Brazil, Saudi Arabia, Singapore, the United Arab Emirates, the U.K., and the U.S. Shoppers in Mexico frequently experience payment-related friction, however, highlighting a key area that merchants need to improve to stand out from the competition.





These are just some of the findings and insights in the 2025 Global Digital Shopping Index: Mexico edition. This report was commissioned by Visa Acceptance Solutions, and PYMNTS Intelligence conducted the research and produced the report. This edition examines the growing role that mobile devices play in consumer behavior in Mexico. It draws on insights from a survey of 2,143 consumers and 483 merchants in the country conducted from October 17, 2024, to December 9, 2024.

This is what we learned.

Key findings

Mobile-first shoppers

Mexican consumers increasingly shop with their phones, whether online or in-store.



47% of Mexican shoppers used their phone for their latest retail purchase, regardless of channel.

Payment friction

Consumers in Mexico frequently encounter problems in the payment process for online transactions.



29% of Mexican shoppers experienced at least one type of payment-related friction when attempting to complete their latest online purchase.















One-click preferred

Mexican consumers prefer easy and secure checkout methods when shopping online.



30% of Mexican shoppers used a third-party, one-click checkout option for their latest online purchase.

Cross-channel shopping

Merchants in Mexico are behind on cross-channel shopping despite strong demand from consumers.



30% of Mexican shoppers would have used crosschannel features at the merchant where they most recently shopped, but found the feature unavailable.

Mexican shoppers now use their phones for nearly half their retail purchases, reflecting a large increase since 2022.

Mexican shoppers made 47% of their latest retail purchases, whether online or in-store, using a mobile device. This falls slightly short of the global average of 48% and puts Mexico in sixth place among the eight countries surveyed. That said, this year's result marks a 17% increase for Mexico since 2022, with substantial increases for online and in-store shopping alike. At this pace, the country will soon catch up to global leaders including nearby Brazil, where 61% of consumers made their most recent purchase using a mobile device.





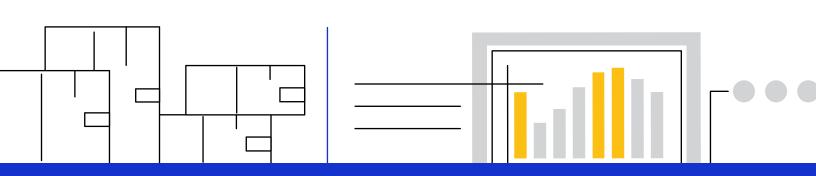
Figure 1:

Mobile devices use in retail purchases

Percentage of consumers who used their mobile device the last time they bought something

		Completed an online purchase with a mobile phone	Shopped in-store with digital assistance from a mobile phone	Total	
	All countries	23.7%	24.3%	48.0%	
*	Australia	18.2%	24.6%	42.8%	
	Brazil	24.4%	36.4%	60.8%	
	Mexico	20.2%	26.4%	46.7%	
3:215	Saudi Arabia	32.4%	33.8%	66.2%	
©	Singapore	34.8%	30.0%	64.9%	
	UAE	37.3 %	29.4%	66.7%	
	U.K.	27.6%	21.1%	48.7%	
	U.S.	23.2%	19.0%	42.2%	

Source: PYMNTS Intelligence The 2025 Global Digital Shopping Index: Mexico Edition, May 2025 N varies by country and represents complete consumer responses, fielded October 17, 2024, to December 9, 2024 Across the global survey, younger consumers are the most likely to use their mobile devices for shopping. In Mexico, millennials lead, with 52% making their latest retail purchase using a phone, followed by Generation Z, at 48%. Mobile shopping rates are also high for Generation X, baby boomers, and seniors, at 40% and 41%, respectively. The last figure is especially notable, as Mexico's baby boomers and seniors have much higher mobile shopping engagement than the survey average of 31%. Meanwhile, high-income consumers in Mexico were a little more likely, at 48%, to use a phone for their latest transaction compared to those in the medium- or lowincome brackets, both at 46%. This aligns with the trends seen in most of the countries surveyed.





¹ PYMNTS Intelligence uses the following birth dates and approximate age ranges in 2025 for generational cohorts: baby boomers: born in 1964 or earlier and now aged 61 or older; Generation X: born between 1965 and 1980 and now aged 45-60; millennials: born between 1981 and 1996 and now aged 28-44; bridge millennials: born between 1978 and 1988 and now aged 37-47; zillennials: born between 1991 and 1999 and now aged 25-34; and Generation Z: born in 1997 or later and now aged 28 or younger.

52%

of millennials in Mexico made their last retail purchase using a mobile device.



Two other groups stand out for their high rates of mobile shopping adoption. The first is women, who made half of their latest transactions using a phone, compared to 44% of men. The second is parents with children currently under their care, who were substantially more likely to use phones for their most recent purchase than other respondents, at 49% and 42%, respectively. The heightened appeal of mobile shopping for busy, on-the-go parents stands out as an important theme in our global study and holds true for most of the countries surveyed.

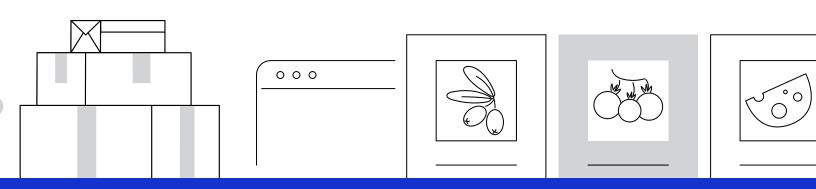


Figure 2:

Breakdown of mobile-first shoppers

Percentage of Mexican consumers who used a mobile device for their last retail purchase, by demographic

	Sample	46.7%
	Generation Z	48.0%
	Millennials	51.7 %
Generation	Bridge millennials	45.0%
	Generation X	38.9%
	Baby boomers	41.1%
	Low	46.3%
Income	Middle	46.2%
	High	47.7 %
Gender	Female	49.7%
Gender	Male	43.6%
Parents with	No	42.1 %
childen under their care	Yes	49.4%

Source: PYMNTS Intelligence

The 2025 Global Digital Shopping Index: Mexico Edition, May 2025

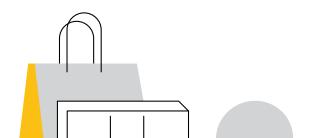
N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024 Note: Low income = Less than MXN 65,000, Middle: MXN 65,000 to MXN 249,999, High: MXN 250,000 or more

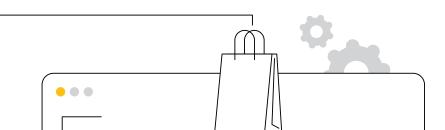


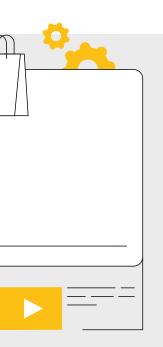
Completed an online purchase with a mobile phone

Shopped in-store using digital assistance from a mobile phone

Sample	20.2%	26.4%	
Generation Z	19.5%	28.5%	
Millennials	21.5%	30.2%	
Bridge millennials	17.6%	27.4%	
Generation X	16.9%	22.9%	
Baby boomers	26.5%	14.6%	
Low	21.0%	25.3%	
Middle	18.5%	27.7%	
High	21.5%	26.2%	
Female	23.7%	25.9%	
Male	16.6%	27.0%	
No	20.1%	22.0%	
Yes	20.3%	29.1%	







16 days per month

The average frequency at which Mexican consumers window shop from their phones

Notably, consumers in Mexico engage in key digital shopping activities at above average rates, according to our digital shopping days metric.² For example, they use their phones to "window shop," meaning browse merchants or conduct product research without making a purchase, 16 days per month, compared to 14 days for the global survey average. Mexican shoppers also shop online—both for home delivery and in-store pickup—more frequently than the typical global consumer. Overall, consumers in Mexico conduct about 1.3 mobile shopping activities per day, ranking fourth among shoppers in all eight countries.



² Our digital shopping days metric measures how frequently a shopper engaged in seven digital shopping activities related to browsing, then purchasing online or in-store within the last month. The Methodology section at the end of this report contains a detailed explanation.

Figure 3: Frequency of digital shopping activities Average number of digital shopping days in the last month, per activity

		All countries	Mexico	Rank
Window channing days	Mobile device	13.7	15.5	4 th
Window shopping days	Computer	8.7	8.7	5 th
Remote shopping days	Mobile device	8.1	9.6	4 th
(online order with home delivery)	Computer	5.1	5.4	4 th
Pickup shopping days	Mobile device	5.3	6.3	4 th
(online order with in-store pickup)	Computer	3.6	4.3	4 th
Digitally assisted in-store shopping days	Mobile device	6.5	7.6	4 th
Total digital	Mobile device	33.6	39.0	4 th
shopping days per month	Computer	17.3	18.4	4 th

Source: PYMNTS Intelligence

The 2025 Global Digital Shopping Index: Mexico Edition, May 2025

N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024

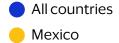
Nearly three in 10 shoppers in Mexico experienced friction during their latest purchase, highlighting limitations with merchants' current payment solutions.

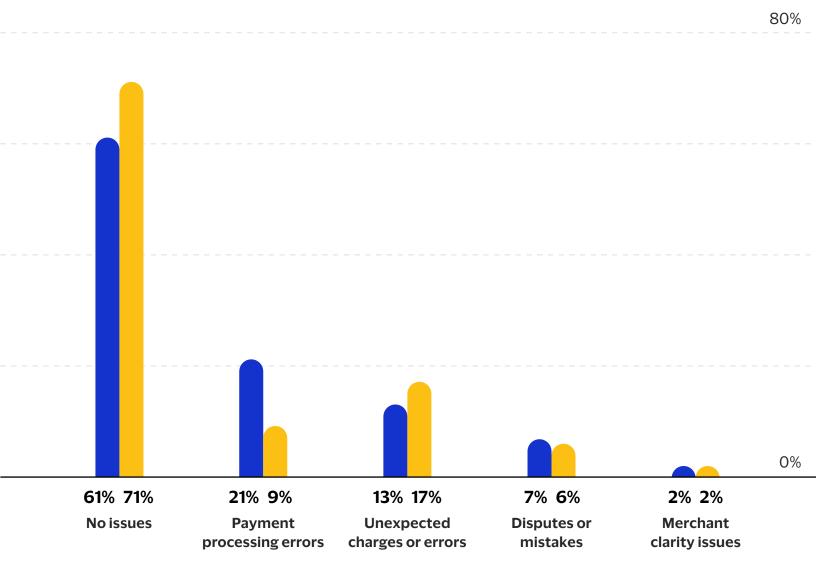
Mexican shoppers often run into frustrating problems when they try to complete online transactions. Overall, 29% say that their most recent purchase did not go smoothly. While this is less frequent than the global average of 39%, it still means that nearly a third of online purchases in Mexico risk turning into abandoned carts or leaving customers with a negative impression. Mexican shoppers most frequently report unexpected charges or errors, at 17%, well above the global average of 13%. Payment processing errors and disputes or mistakes also affect significant numbers of transactions.



17 | Key findings

Figure 4: **Payment pain points** Percentage of consumers who experienced selected problems when paying





72%

of merchants in Mexico worry about keeping up with changing payments technology.

Merchants in Mexico widely indicate they recognize the challenges of keeping up with advancements in payment technologies. In fact, 72% are at least somewhat concerned that their current technologies will not meet future needs, and just over one in three are highly worried. Conversely, only 28% say they are unconcerned, the lowest rate globally. These trends indicate that banks, card networks, and other third-party providers will find strong demand among Mexican retailers for payment technologies that streamline and future-proof their acceptance capabilities.

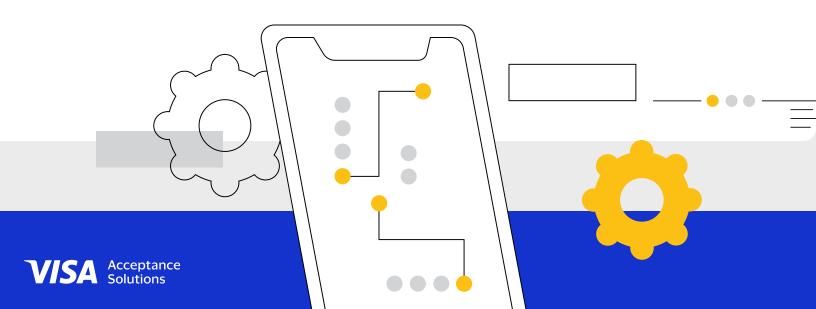


Figure 5: Merchants worry about their payment systems

Percentage of merchants indicating selected levels of concern that their existing payment infrastructure will not meet their and consumers' future needs

		Highly concerned	Somewhat concerned	Unconcerned	
	All countries	26.6%	31.9%	41.5%	
A N	Australia	15.5%	30.0%	54.5 %	
	Brazil	33.8%	35.6%	30.6%	
	Mexico	34.4%	37.5%	28.2%	
***************************************	Saudi Arabia	33.8%	32.5%	33.8%	
(:	Singapore	19.5%	17.2 %	63.3%	
	United Arab Emirates	27.4 %	34.7 %	38.0%	
<u> </u>	U.K.	28.1%	36.0%	35.8%	
	U.S.	20.5%	31.9%	47.5%	

Source: PYMNTS Intelligence The 2025 Global Digital Shopping Index: Mexico edition, May 2025 N varies by country and represents the complete merchant sample, fielded October 7, 2024, to December 9, 2024



The Mexican merchants we interviewed widely expressed concerns about keeping up with payment technologies as mobile-first shopping evolves. Here are a few examples of what they said.

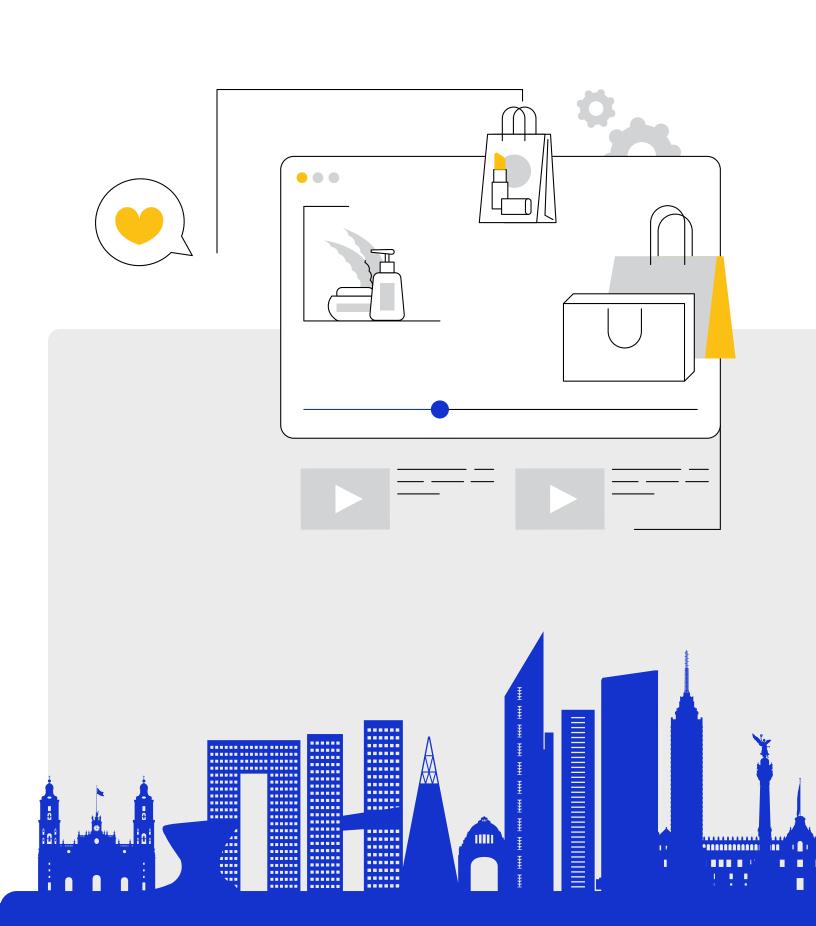
(All comments were translated from Spanish. Mexican peso figures were converted to U.S. dollars.)

Technology progresses very quickly, for better or worse, so I worry we may not meet the needs of new customers.



- Every day, there are more ways to commit fraud.
 - Mexican eCommerce merchant generating over \$1 billion in annual revenue
- Technology changes abruptly, forcing us to adapt quickly to new changes.
 - Mexican eCommerce merchant generating less than \$1 million in annual revenue





Mexican shoppers favor third-party checkout options over storing their credentials with merchants.

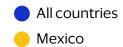
A central part of ensuring a smooth checkout experience centers on providing consumers with their preferred methods for completing the transaction. Mexican shoppers break the mold here in two notable ways. First, 30% used a one-click checkout option offered by a third-party, such as a card network, for their latest online purchase, far above the 17% global average. Second, just 29% used credentials stored with the merchant, compared to 45% for the study average. These findings suggest that merchants in Mexico should look for ways to make their stored credential offerings more appealing, while also being sure to provide the one-click options that so many consumers prefer.

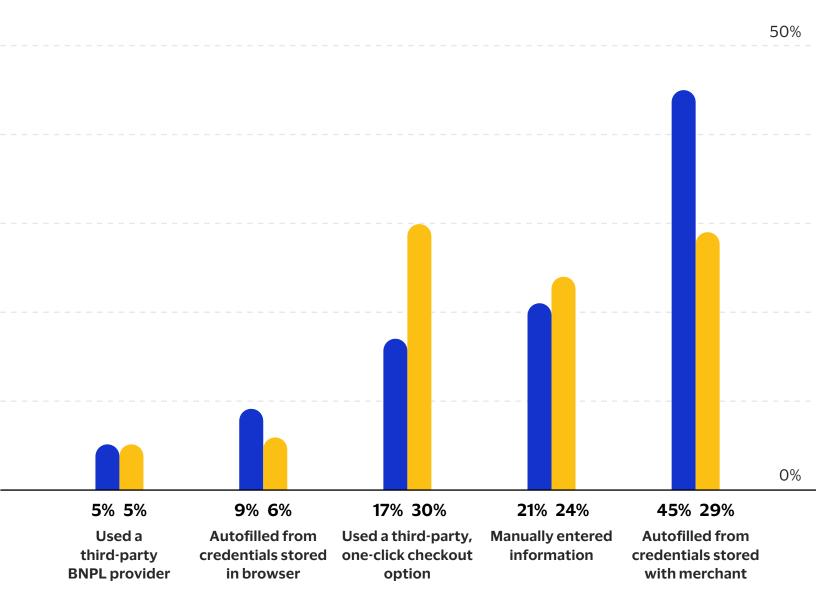


Figure 6:

How Mexican shoppers completed online payments

Percentage of consumers completing their most recent online retail purchase, by selected method





Source: PYMNTS Intelligence The 2025 Global Digital Shopping Index: Mexico edition, May 2025 N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024

Figure 7: Concerns about storing credentials with merchants Percentage of consumers citing selected concerns about storing payment credentials with a merchant, by reasons cited

	All countries	Mexico	
Data concerns	59.8%	64.2%	
Only store payment information with trusted merchants	30.1%	28.7%	
Worried about unexpected recurring charges	26.4%	40.0%	
Autofill issues	16.3%	16.2%	
Unable to remember login information	11.2%	10.0%	
Do not want to update credentials each time cards expire	9.8%	7.0%	
Takes too long to setup	7.0%	7.9 %	
Stored payments do not work across all shopping methods	4.8%	6.2%	
Do not have any concerns	12.3%	9.0%	

Source: PYMNTS Intelligence

The 2025 Global Digital Shopping Index: Mexico edition, May 2025

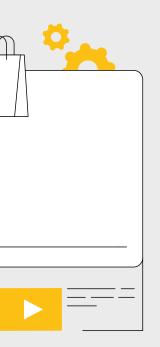
N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024



64%

of shoppers in Mexico cite data security as a concern about storing payment credentials with merchants.

Shoppers in Mexico point to three reasons for feeling hesitant about storing payment credentials with merchants. Data security and privacy issues top the list, named by 64%, followed by four in 10 who worry about recurring charges. Mexican consumers cite both pain points at greater frequency than the global average, emphasizing the need for retailers to address these issues. The third critical issue is trust in the merchant, at nearly three in 10 shoppers. These findings provide a playbook for merchants to improve their stored credential offerings by focusing on providing the right technology and features to build trust with customers and keep their data safe.



23%

of Mexican shoppers used biometric authentication in their last online purchase.

Turning to authentication methods, the data shows that Mexican shoppers are quickly embracing biometrics. Just under a quarter of consumers in the country used fingerprint or facial recognition technology to authenticate their latest online transaction, at 23%, versus the global average of 19%. Notably, Mexican shoppers are ahead of the global curve in moving away from traditional username and password systems. While 42% of Mexican consumers used this method for their latest online purchases, making it the most common way to authenticate, this rate is substantially below the survey average of 51%.



Figure 8: The top authentication methods used by Mexican shoppers Percentage of consumers by selected authentication method they used for their most recent online retail purchase

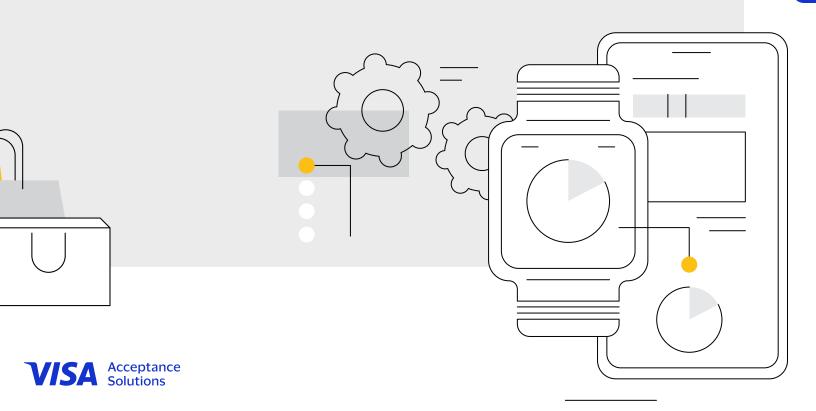
	All countries	Mexico	
Log in via username and password	50.7%	41.5%	
Card verification number (CVN)	21.7%	34.6%	
Biometrics	18.5%	23.4%	
Push notification to an app	9.0%	12.9%	
Text or email code from the merchant	13.0%	10.7%	
QR code	8.9%	12.6%	
Text or email code from card provider	10.5%	11.6%	
Personal identification number (PIN)	9.2%	11.4%	
Guest checkout	4.9%	1.9%	

Source: PYMNTS Intelligence

The 2025 Global Digital Shopping Index: Mexico edition, May 2025

N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024

Retailers in Mexico point to several key barriers that make it hard to offer cross-channel shopping, including operational complexity and customer service.



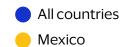
Cross-channel versus unified shopping

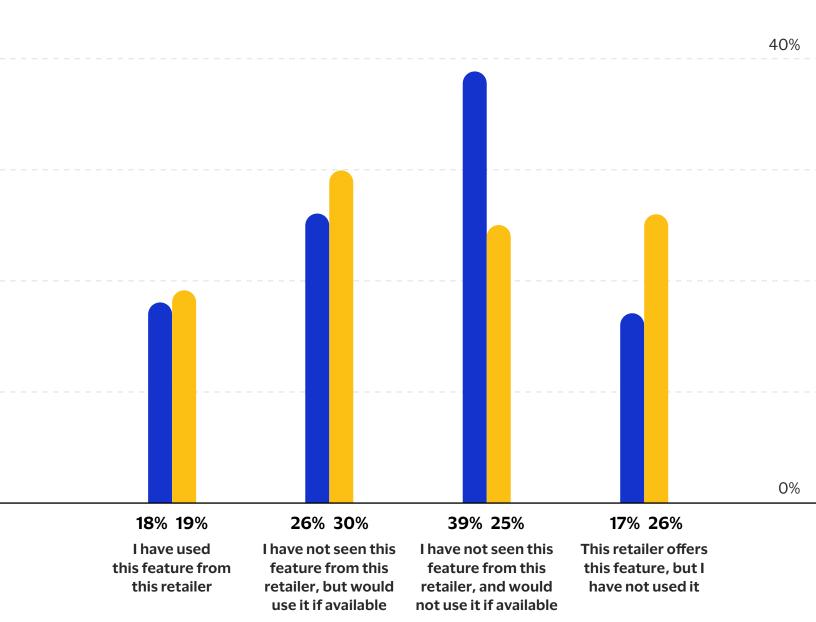
Cross-channel shopping refers to the ability to start shopping in one channel and finish in another, all in a connected manner. For example, a customer could use a merchant's mobile app to check product information and availability, then reserve an item for in-store pickup. The reverse is possible, too—a customer could scan an item in-store, save it to a digital wish list, then order it later from home.

Unified shopping goes further. It provides consumers with seamless access to the same digital features such as rewards, order history, and stored payment methods across platforms and channels, whether online or in-store.

In Mexico, nearly one in two shoppers indicate that they used or would have used cross-channel shopping features at the merchant where they last shopped, higher than the global average of 44%. However, this includes 30% who wanted to use cross-channel shopping but found that it was not available, the second-highest rate among the eight countries surveyed. Meanwhile, 54% of the merchants we surveyed in Mexico said they do not offer cross-channel shopping. This reveals a valuable opportunity for retailers in the country to innovate in this area and attract customers who value cross-channel shopping experiences.

Figure 9: Consumer interest in cross-channel shopping Percentage of consumers who used or would have used cross-channel features





Source: PYMNTS Intelligence

The 2025 Global Digital Shopping Index: Mexico edition, May 2025

N = 2,134: Complete Mexico consumer responses, fielded October 17, 2024, to December 9, 2024



49%

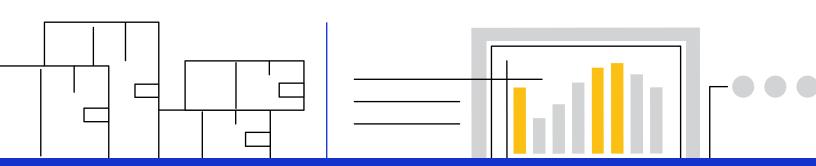
of consumers in Mexico used or would have used cross-channel shopping features the last time they made a retail purchase.



Merchants in Mexico that do not currently offer cross-channel shopping point to a range of challenges that deter them from doing so. Customer service ranks as the top concern, named by 33% of these retailers. Nearly as many merchants cited the complexity of managing multiple sales channels (32%), customer engagement issues (31%), and technical integration challenges (31%). In all four cases, Mexican retailers are significantly more likely to cite these issues than the survey average, revealing demand in the eCommerce segment for third-party solutions that can help merchants deliver seamless cross-channel experiences.

Figure 10: Challenges merchants face in offering cross-channel shopping Percentage of merchants not currently offering cross-channel shopping features, by selected responses

	All countries	Mexico	
Customer service challenges	29.8%	32.8%	
Complexity managing multiple sales channels	31.2%	32.4%	
Challenges in customer engagement	24.4%	31.3%	
Difficulty integrating different software or systems	28.4%	30.5%	
Data security risks	31.0%	24.8%	
Data management difficulties	24.3%	23.3%	



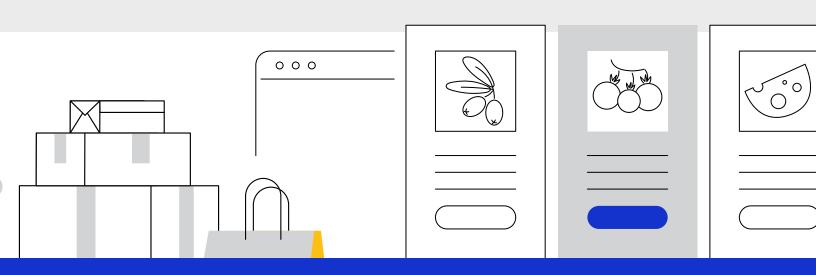


Source: PYMNTS Intelligence

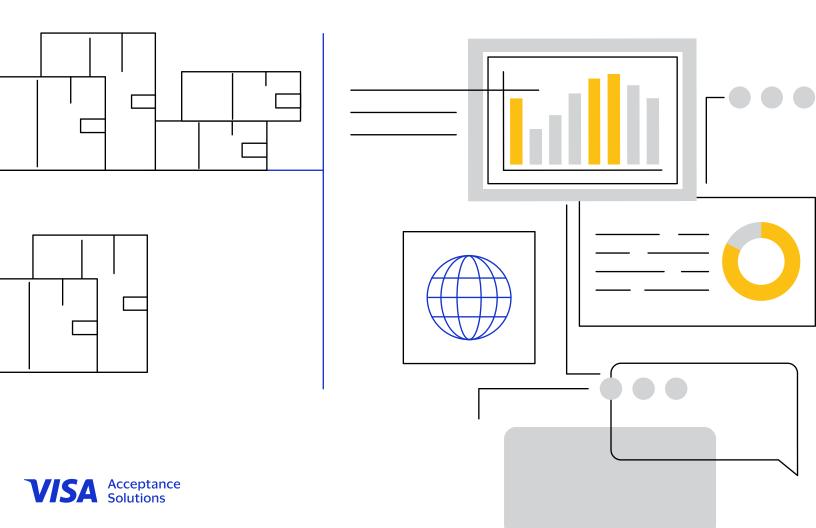
The 2025 Global Digital Shopping Index: Mexico Edition, May 2025

N = 262 Mexican merchants who do not offer cross-channel shopping capabilities, fielded October 17, 2024, to December 9, 2024

	All countries	Mexico	
Technological barriers	24.7%	20.2%	
Limited expertise in management multiple sales channels	21.7%	19.8%	
Regulatory and tax complexities	17.1 %	16.0%	
Supply chain challenges	18.7%	14.9%	
High investment in infrastructure	19.2%	14.9%	



Actionable insights





01

Mexico is having its mobile-first moment.

Just under half of the country's shoppers used a mobile device for their latest purchase, and mobile shopping is on a clear upward trajectory. Although Mexico currently lags global leaders in mobile shopping, merchants should view mobile-first as the new normal.

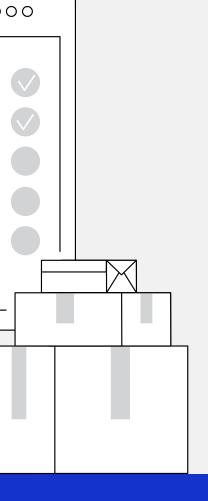


02

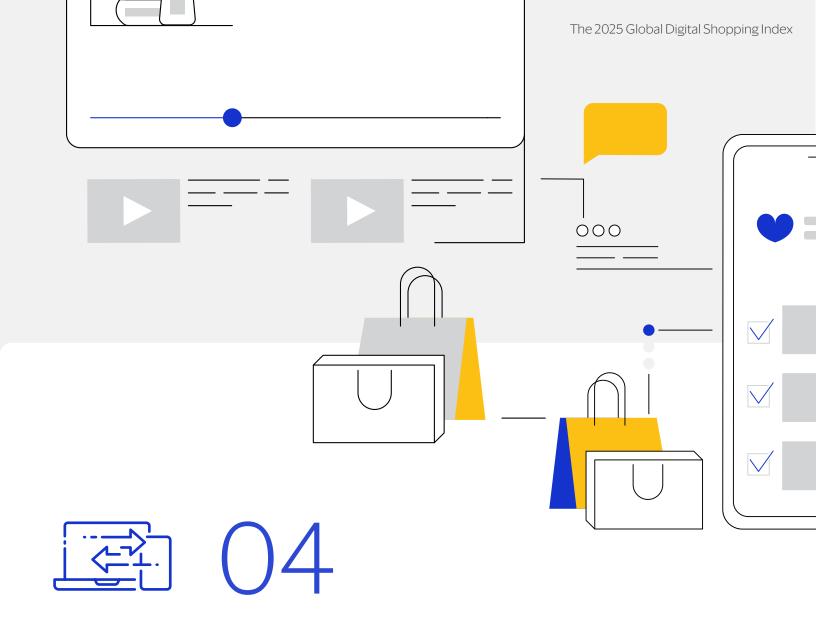
Payment-related friction impacts many online purchases in Mexico. Shoppers often encounter unexpected charges or errors, payment processing issues, and disputes or mistakes. Merchants in the country have an opportunity to stand out by ensuring seamless payment and checkout experiences.



Consumers in Mexico widely prefer to check out using one-click technology. This emphasizes the need for merchants to partner with card networks that offer this solution. Meanwhile, Mexican consumers are much less likely than the global average to complete their transactions by using payment credentials stored directly with the merchant, with data security their top concern. This points to an area that many retailers can improve.







Many shoppers in Mexico either use or want to engage in cross-channel shopping, but most merchants have not yet innovated in this area.

This indicates a prime opportunity for retailers to capture new customers who value the ability to toggle seamlessly between devices and channels with the same merchant. Merchants ready to make the jump to cross-channel capabilities can partner with a bank or other third-party provider whose solutions and expertise will mitigate the challenges involved, including ways to manage more complex sales channels.

Methodology

The 2025 Global Digital Shopping Index: Mexico edition, a PYMNTS Intelligence and Visa Acceptance Solutions collaboration, examines the growing importance of mobile devices in consumer shopping behavior across physical and digital channels. This report draws on insights from a survey of 2,143 consumers and 483 merchants in Mexico that was conducted from October 17, 2024, to December 9, 2024. It is part of a survey of 18,468 consumers and 3,464 merchants across eight countries conducted over the same time period. The average age of Mexican consumers surveyed was 39. The weighted balance of our sample varied by country, with Saudi Arabia's respondents having the youngest average age (35.9 years) and the U.K. the oldest average age (50.5 years).



Digital shopping days methodology

To understand the adoption of digital shopping activities, we started with four activities: (a) digital browsing without completing a purchase, (b) completing an online purchase, (c) completing a purchase that started online and ended with an in-store pick up, and (d) using a mobile phone to support an in-store shopping experience. Aside from using a mobile phone in-store, the other three activities were divided into two sub-activities completed either by mobile phone or computer. In total, we measured seven digital shopping activities across two different types of devices. We asked respondents to tell us whether they engaged in the activity (a) daily or almost daily, (b) a few times a week, (c) once a week, (d) once or twice a month, or (e) not at all. The basic response to how frequently a person engages in a digital shopping activity provides detailed information on the extent to which people in the country engage in that activity.

These activity-level responses do not, however, provide a universal metric to summarize the data across digital shopping activities or across countries. Consider an individual who engages in just three activities during the month: activity one daily; activity two weekly, but not daily; and activity three, monthly but not weekly. It is not possible to calculate how often, overall, the consumer engaged in digital activities because the categorical responses are not additive. The same issue arises when trying to compare digital use across pillars or countries.

To solve this problem, we estimated the average number of days that consumers engaged in a digital shopping activity over a month. To do so, we use the actual number days for daily (roughly 30) and not at all (0). We estimate the number of days for the other two categories by interpolating for for weekly, but not daily, and for monthly, but not weekly; these estimates are reasonably accurate when averaged across large groups of people.³

We define a "digital shopping day" as one in which a person engaged in a given digital shopping activity in a given month; they may have engaged in other activities that day as well. To summarize overall digital shopping activity, we add up the estimated number of digital shopping days. Consider an individual who browsed (10 days), online shopped (five days), and shopped in-store with digital assistance (seven days). They had a total of 22 digital shopping days—that is 22 days in which they engaged in one of those activities. We then use the same approach to summarize the total activity for a country.

³ Assume there are 30 days in a month (the average is 30.4). Consider a consumer who says they did not engage in an activity daily but did so during one to six days a week. Therefore, the maximum number of days during a month they engage in the activity is 29. Therefore, the consumer engages in the activity at least four times and up to an additional 25 days (29 minus 4) a month. Taking the midpoint of 25 gives us 12.5, so the estimated total number of days is 16.5. Now consider monthly but not weekly. The minimum is one day. The maximum is based on a consumer missing at least one week, which gives 23 days (30 minus 7). Therefore, the consumer engages in the activity at least one time and up to an additional 22 days (23 minus 1). Taking the midpoint of 22 gives us 11.5, so the estimated total number of days is 12. Using the midpoint is biased to the extent that the distribution is skewed and not symmetric. We suspect the distribution is skewed with a relatively larger portion at the low end. As an approximate adjustment for this, we use 40% of the midpoint, giving us 14 days for weekly but not daily, and 9.8 days for monthly but not weekly. This method is reasonably reliable as long as there are no substantial differences in how skewed the weekly and monthly responses for activities are.



We can also use the total monthly activity day measure to calculate the average number of digital shopping activities per day. That is simply total activity days divided by 30. In the example, the individual engaged in an average of 0.7 (22 divided by 30) activities a day.. Average total digital shopping days per month and average activities are equivalent ways of summarizing the data, as the total number of activity days is always 30 times the total activities per day. We find it more convenient to compare total activity days, which involves comparison of whole numbers rather than the average per day, where the differences are often after the decimal point.















About

VISA

Visa Inc. (NYSE: V) is the world's leader in digital payments. Our mission is to connect the world through the most innovative, reliable and secure payment network — enabling individuals, businesses and economies to thrive. Our advanced global processing network, VisaNet, provides secure and reliable payments around the world and is capable of handling more than 65,000 transaction messages a second. The company's relentless focus on innovation is a catalyst for the rapid growth of digital commerce on any device, for everyone, everywhere. As the world moves from analog to digital, Visa is applying our brand, products, people, network and scale to reshape the future of commerce. For more information, visit www.visa.com, https://usa.visa.com/solutions/visa-business-solutions.html and <a href="Wisa Commercial-Visa Com

PYMNTS INTELLIGENCE

PYMNTS Intelligence is a leading global data and analytics platform that uses proprietary data and methods to provide actionable insights on what's now and what's next in payments, commerce and the digital economy. Its team of data scientists include leading economists, econometricians, survey experts, financial analysts, and marketing scientists with deep experience in the application of data to the issues that define the future of the digital transformation of the global economy. This multi-lingual team has conducted original data collection and analysis in more than three dozen global markets for some of the world's leading publicly traded and privately held firms.

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