

INVESTOR

DAY 2024

FALABELLA

Key Takeaways and Closing Remarks

Alejandro González, CEO

Well, I don't have any slides. It's basically just a couple of things before we start the Q&A. Oh, you're right. We had a slide. Yeah. There's some degree of improvisation here, but a couple of things I would like to share with you before we get into the Q&A. The first one, I'd like to thank the team. We just shared eight very thoughtful and very, relevant presentations of the Falabella that you see moving forward. You saw not only the enablers at the beginning, but you also saw the five different business lines. Those are not concepts. Those are actionable pathways of recovering first value and then turning back to growth, and I think that's key.

We also saw in the first part, all the different capabilities that we've been able to build during this, three and a half years or so. That's key. That's key because that's the base that will allow us to face this customer. We have an omnichannel customer, then we have to have an omnichannel response for that. And the complementary sources of value that we also share with Benoit are a big part of the profit recovery. We know, as I said before, 30, 40 years ago, we were selling products, apparel. We've added new categories. We have been lending money from 1980. Then we got into the shopping mall business.

But for four decades, almost, we've been doing something relatively similar. We've added new channels, and that's part of the point I'm trying to make. We're going to generate a lot of value from complementary sources of what we have. So that's key for what's coming in Falabella. And the other thing is that we came, as Enrique mentioned, and I emphasized after that, we're coming from two very volatile years. It was a roller coaster, in a way, but we're back, and we're back strong, as you saw in the presentation we had. And we're going to make sure that we tackle all the opportunities that the market is going to be presenting to us, and this is just this region. We're going to be the leading company in the Andean region, and we're going to take it from that.

So, with that, I'd like to--Q&A, so I'd like to invite the team, please.

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