



3Q19 Grupo Éxito Financial Results

November 15, 2019



MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

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Please note that the sale to Casino, Guichard-Perrachon S.A. of the shares that Éxito held in the operating subsidiaries Companhia Brasileira de Distribuição - CBD as well as in the holding subsidiaries Segisor S.A.S. and in Wilkes Participações S.A., was approved by the Board of Directors and at the General Shareholders' Meeting held last September 12, 2019, at a price of 113 BRL per share. Accordingly, such subsidiaries were classified as discontinued operations and their assets and liabilities held as of September 30, 2019, were reclassified as non-current assets and liabilities held for sale.

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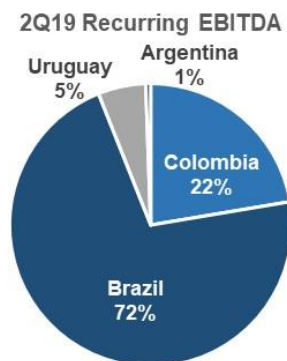
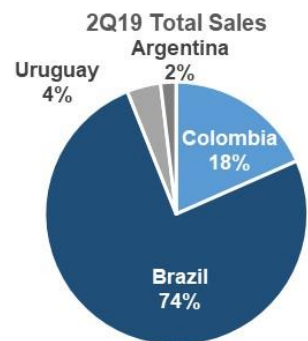
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- 3Q19 Financial and operating highlights
- Performance by country and strategy follow up
- 3Q19 Consolidated financial results
- Q&A session

Continuing with a strategy focused on innovation, omnichannel and digital transformation

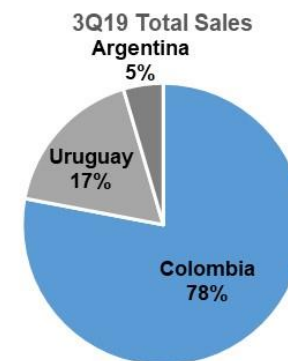
Data 2Q19

					Consolidated
Total Sales (M COP)	2,615,519	10,729,345	589,302	271,691	14,205,857
Recurring EBITDA margin	216,661 7.8%	693,567 6.4%	52,965 8.9%	5,580 2.0%	968,803 6.7%
Real Estate Total GLA (SQM)	745,000	269,000	5,000	170,000	1,189,000
Stores	531	864	91	24	1,510



Data 3Q19

				Consolidated
Total Sales (M COP)	2,673,127	598,234	156,616	3,424,872
Recurring EBITDA margin	217,552 7.6%	50,621 8.4%	7,183 4.3%	275,353 7.6%
Real Estate Total GLA (SQM)	754,000	5,000	170,000	929,000
Stores	535	91	25	651



3Q19 Highlights

+2.8% Net Revenue
(+7.5% exc. FX)

+11.0% Recurring EBITDA
(+14.3% exc. FX)

7.6% (+56 bps)
Recurring EBITDA margin

Financial Highlights



- **Top line driven by innovation, omnichannel and contribution from complementary businesses.**
- **Lower expenses (-67 bps),** grew below top line growth from **internal efforts.**
- **Recurring EBITDA margin gains (+56 bps)** from **cost control and increased productivity.**
- **Net Income** driven by **improved operational performance** in **Colombia and Uruguay** and **lower financial expenses.**

Operating Highlights



- **Strong performance and expansion** of new formats and models.
- **Increased e-commerce sales** (+30.1% in Colombia).
- Home deliveries **reached 2.7M** (+39% vs 9M19) in **Colombia.**
- **Apps downloads: 1.5 M** in Colombia.

Investment & Expansion



- **Capex of COP \$902,674 M**
 - ✓ 83.1% focused on expansion, innovation, omni-channel and digital transformation activities.
- **Retail Expansion**
 - ✓ 6 stores opened (Col 5, Arg 1)
 - ✓ 24 stores opened in LTM
 - ✓ 651 stores, 1.0 M sqm

Corporate Governance & Sustainability

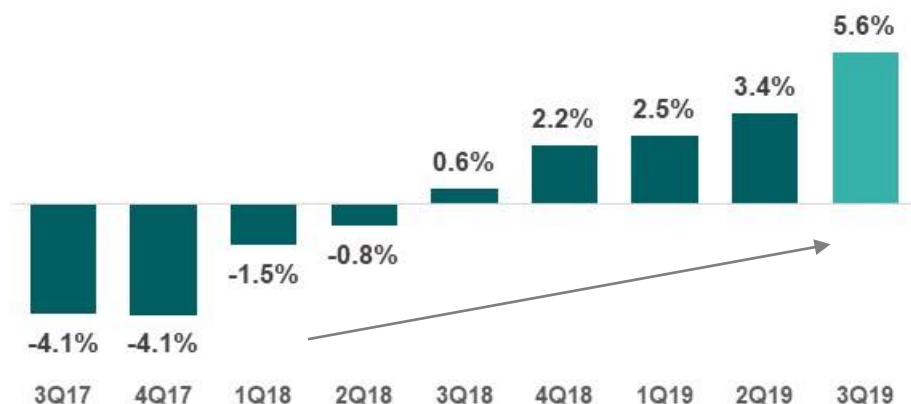


- **LatAm structure simplification** approved in accordance to strict corporate governance standards in both Brazil and Colombia.
- **Tender offer** process ongoing.
- Inclusion in the **Dow Jones Sustainability Index** for the 7th consecutive year.
- Inclusion in **MILA** – the Latin American Integrated Markets Index.
- Changes in top management, **Jacky Yanovich – COO.**

The strongest net sales performance in the last 3 years

Variations	3Q19					9M19				
	grupo éxito	éxito	Carulla	SM & SI (2)	B2B & Other (3)	grupo éxito	éxito	Carulla	SM & SI (2)	B2B & Other (3)
SSS	5.3%	6.2%	2.4%	-1.7%	18.0%	3.6%	4.6%	1.5%	0.0%	20.9%
Total	5.1%	6.9%	3.0%	-5.7%	12.6%	3.7%	5.4%	2.2%	-8.7%	17.0%
SSS ex Calendar⁽¹⁾	5.8%	6.9%	2.5%	-1.2%	18.0%	3.8%	4.8%	1.6%	0.1%	20.9%
Total ex Calendar⁽¹⁾	5.6%	7.5%	3.2%	-5.2%	12.6%	3.9%	5.6%	2.3%	-8.6%	17.0%
Total MCOP	2,673,127	1,843,052	377,560	292,848	159,667	7,922,962	5,472,493	1,121,321	889,470	439,678

Net Sales Growth Adj. by CE



- ✓ Successful business strategy drove sales and SSS for the seventh consecutive quarter
- ✓ Strong SSS levels driven by improved store base
- ✓ Total and SSS traffic drove growth
- ✓ Net sales boosted by innovation and strong omni-channel growth (+30.1%)
- ✓ Solid contribution and growth at Surtimayorista (sales +17.5%)
- ✓ 20 stores opened in LTM (15 Cash & Carry)

(1) Variations in Colombia Net Sales and SSS included the effect of conversions and the calendar effect adjustment of -0.5% in 3Q19 and -0.2% in 9M19. (2) SM & SI: Surtimax and Super Inter brands. (3) B2B & Other: Surtimayorista, Allies, Institutional and third-party sellers and the sale of Copacabana property development project worth COP \$11,000 M included only for the 1Q19 base.

■ Éxito:

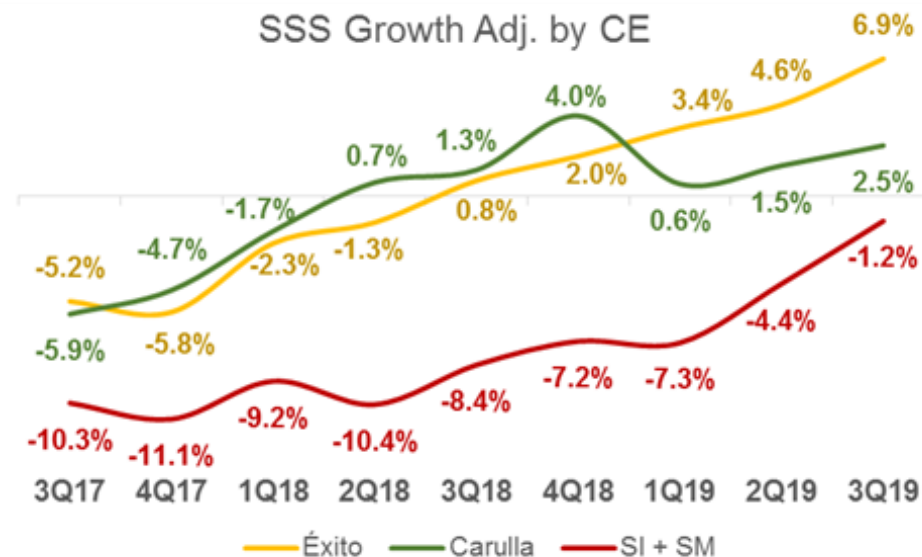
- ✓ **Best performing segment** driven by the strong expansion of the WOW model
- ✓ **Solid performance** of commercial strategies
- ✓ **Growth posted in all regions** in the country
- ✓ **Boosted growth of non-food categories mainly electronics (+19.3%)**
- ✓ **5 WOW stores** opened in the quarter
- ✓ **Éxito WOW stores posted 15.7% sales growth**

■ Carulla:

- ✓ **Growth mainly in the Coffee Region and Cali**
- ✓ Performance driven by **food category growth**
- ✓ **3 FreshMarket stores** opened in the quarter
- ✓ **FreshMarket stores grew sales by 14.9%**
- ✓ Awarded as “**The Best Colombian Retailer**” by America retail⁽²⁾

■ Low-cost⁽³⁾:

- ✓ Continuous recovery trend (+720 bps vs 3Q18)
- ✓ Ongoing **productivity plans, focus on private label and store conversions**



■ B2B and Other⁽⁴⁾:

- ✓ **Increased contribution to sales** (+40 bps to 6.0%)
- ✓ **Surtimayorista:**
 - **+17.5%** net sales and **+18.0%** SSS
 - **4.4% share** on Colombia sales (+134 bps vs 3Q18)
 - **5 stores** opened in 3Q19, **15 LTM, 30 YTD** (already the expected 2019 target)



Sales
+15.7% 8 stores
as of 3Q19

16.5%
of banner
sales share 9 stores
2019E



Sales
+17.5% 30 stores
as of 3Q19

4.4%
Colombia's
sales share 30 stores
2019E

**Strong sales
growth
after
conversions**

**Presence in
Bogota and the
Atlantic Coast**

**Profitable
expansion**

**Low operating
costs and
CAPEX
optimization**



Sales
+14.9% 9 stores
as of 3Q19

17.3%
of banner
sales share 13 stores
2019E

**Private
Label**



**The 4th most
important
healthy brand in
Colombia**

**Sales
+25.0%**

The Strongest Platform

+30.1% sales
COP **120,000 M**

Sales share **4.4%**
(+ 86 bps vs 3Q18)

+991K deliveries
(+27% vs 3Q18)

Omni-channel

Ecommerce

✓ **+18.0%** sales growth
in 9M19



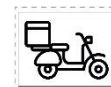
Marketplace

✓ **+12.2%** GMV⁽¹⁾ growth



Last Mile & Home Deliveries

✓ **+39%** orders growth
YTD
✓ **2.7 M** deliveries YTD



Digital Catalogues

✓ **+43%** sales growth



Click & Collect

✓ **+33.3%** orders growth

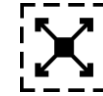




- ✓ **Deliveries** (apps, ecommerce & phone orders) targeting scheduled orders and full baskets
- ✓ **Electric cars** driven by women to promote **sustainability and gender equality**
- ✓ Superior service with **isothermic packaging**



Dark stores



1,600 sqm

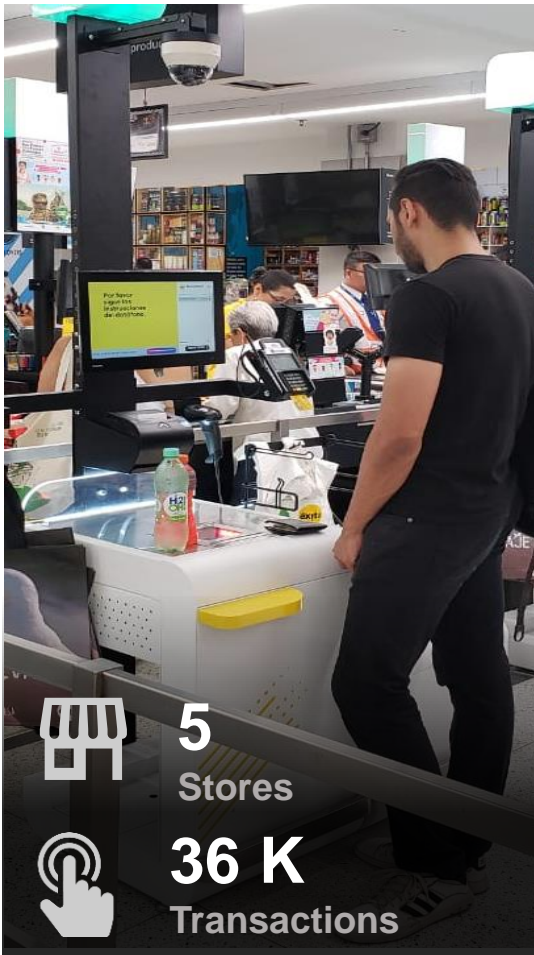


+6,000 SKUs



Transforming checkout to a frictionless experience

Self check-out



5
Stores



36 K
Transactions

Shop & Go



59 stores

29.5 K orders

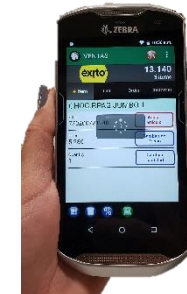
Mobile POS



8 stores

61 POS terminals

125 K Transactions



Customer experience improvement through analytics and high value offering - “My Discount”



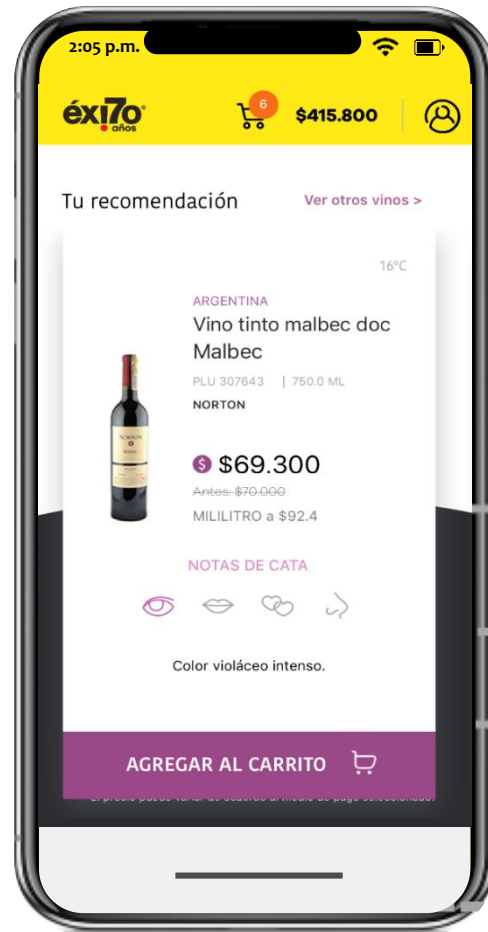
+1.5 M downloads



+540 K clients using “My Discount”
3 M coupons redeemed



the **2th** in sales nationwide
(If app is considered as a store)



Wine advisor launched during the EXPOVINOS fair in Bogotá & Medellín:



+32 K users asked for advice in both fairs



12 K suggestions done through the apps



Recommendation based on **client's data** and **analytics models**

Viva Malls

1st year operation of 2 key shopping centers in Colombia
Grupo Éxito's total GLA: 754k sqm (566k sqm of GLA in Viva Malls)

Viva Envigado

- 95.8% occupancy rate
- +31 M visitors since opening
- Well-known stores and brands:
 - ✓ Viva Motors
 - ✓ Cine Colombia
 - ✓ Miniso



Viva Tunja

- 94.0% occupancy rate
- +3.2 M visitors since opening
- 47 new brands in the region:
 - ✓ Arturo Calle
 - ✓ Velez
- 1st Éxito hypermarket in the city



Viva Concept

Differentiation and Innovation



CAJAL BISTRÓ viva-park viva-sports

International Brands

Gateway to international player due to our market's leadership



Ramping up the loyalty program to strength our business ecosystem



● **61 M** transactions

● **3.1 M clients**
with Habeas Data



+ 32.6 % clients
with Habeas Data
vs 1Q19

● **54 top allies**



+ 8.1 % transactions
vs 1Q19

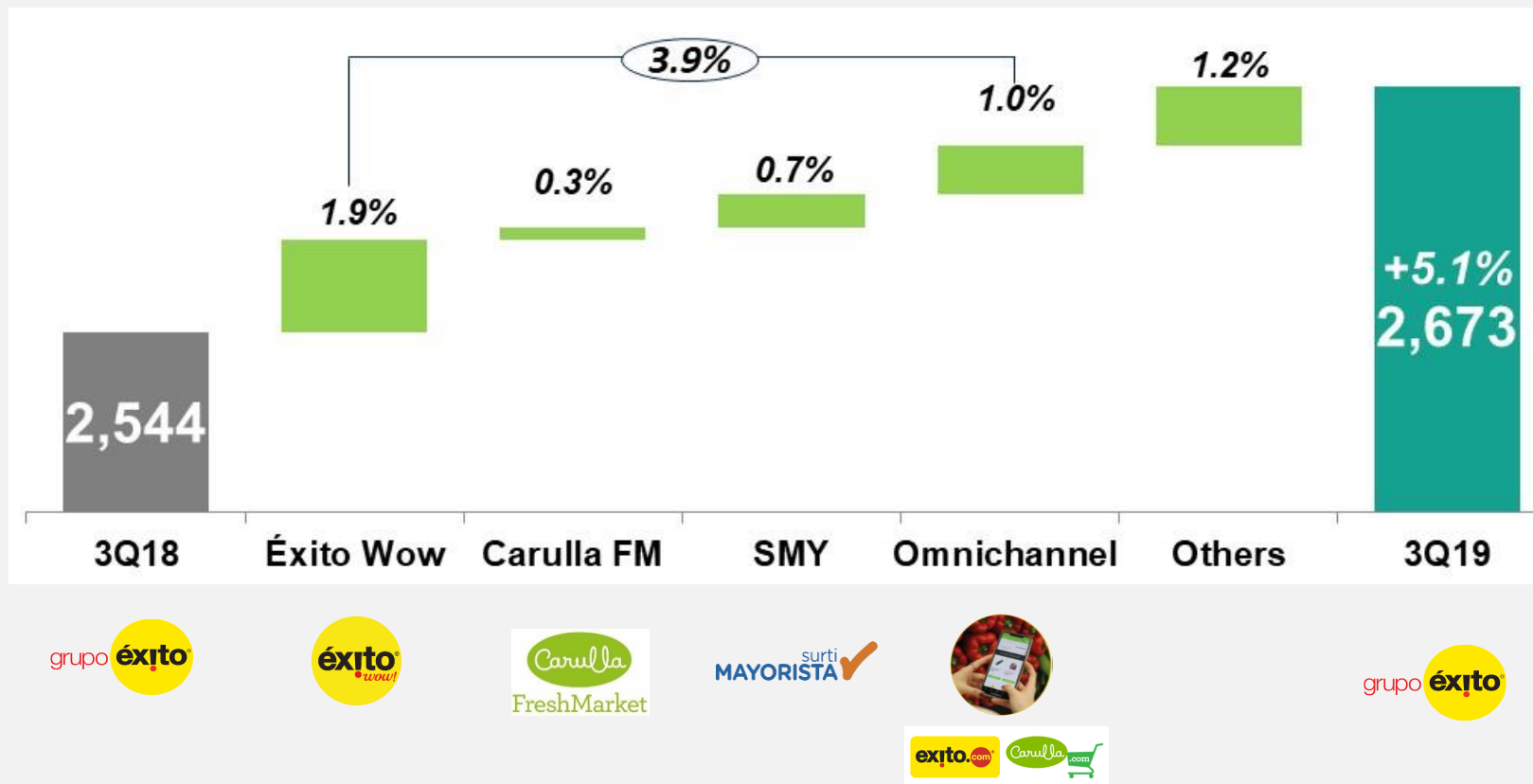
● **66 % share redemption**
in **Grupo Éxito**



+ 17 allies
vs 1Q19

● **Gas stations, debit card,**
travel and Marketplace

Contribution per model to quarterly sales growth



Innovation and omnichannel represented 3.9% out of the 5.1% quarterly sales growth

Top line progression and expense control led to margin growth (+47 bps)

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	2,673,127	2,543,515	5.1%	7,922,962	7,640,881	3.7%
Other Revenue	184,834	158,315	16.8%	497,770	427,267	16.5%
Net Revenue	2,857,961	2,701,830	5.8%	8,420,732	8,068,148	4.4%
Gross profit	660,194	620,322	6.4%	1,909,022	1,850,204	3.2%
<i>Gross Margin</i>	<i>23.1%</i>	<i>23.0%</i>	<i>14 bps</i>	<i>22.7%</i>	<i>22.9%</i>	<i>(26) bps</i>
Total Expense	(555,835)	(534,436)	4.0%	(1,624,327)	(1,573,812)	3.2%
<i>Expense Margin</i>	<i>19.4%</i>	<i>19.8%</i>	<i>(33) bps</i>	<i>19.3%</i>	<i>19.5%</i>	<i>(22) bps</i>
Recurring Operating Income (ROI)	104,359	85,886	21.5%	284,695	276,392	3.0%
<i>ROI Margin</i>	<i>3.7%</i>	<i>3.2%</i>	<i>47 bps</i>	<i>3.4%</i>	<i>3.4%</i>	<i>(4) bps</i>
Recurring EBITDA	217,552	192,923	12.8%	618,736	594,923	4.0%
<i>Recurring EBITDA Margin</i>	<i>7.6%</i>	<i>7.1%</i>	<i>47 bps</i>	<i>7.3%</i>	<i>7.4%</i>	<i>(3) bps</i>

Net Revenue

- A 5.6%⁽¹⁾ net sales growth, the strongest performance in the last 3 years
- Net Revenue grew 5.8% driven by traffic growth boosted by innovation
- Solid contribution from omnichannel (+30.1%) and other revenue (+16.8%)

Gross Margin

- Gross margin gained 14 bps despite a higher mix effect of non-food (+191 bps)
- Cost of sales growing below top line growth

Recurring EBITDA

- Expenses grew below top line growth mainly benefited by lower operating and marketing expenses
- Recurring EBITDA grew +12.8% in 3Q19 and +4.0% in 9M19
- Margin gains from consistent productivity plans and solid top line growth

Note: The Colombian perimeter includes the consolidation of Almacenes Exito S.A. and its subsidiaries in the country. Differences in the 3Q18 base versus the one reported in 2018 associated to the IFRS 16 retrospective adjustment applied and to the allocation from the expense to the cost, of staff and other items associated to food production processes. 1) Variations in Colombia Net Sales and SSS included the effect of conversions and the calendar effect adjustment of -0.5% in 3Q19.

FRESH MARKET



Disco Fresh Market Agraciada

16
Stores

+7.4%
Growth vs N-1



Disco Fresh Market Agraciada

+5.5 pps
Growth vs regular
stores



Disco Fresh Market 8 de Octubre y Garibaldi

34.5%
Total company's
sales share



3Q19 Operating Results: Uruguay



Solid top line growth and expense control drove margin gains

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	598,234	572,825	4.4%	1,855,857	1,862,951	(0.4%)
Other Revenue	6,638	5,892	12.7%	17,419	18,097	(3.7%)
Net Revenue	604,872	578,717	4.5%	1,873,276	1,881,048	(0.4%)
Gross profit	199,956	191,468	4.4%	635,834	638,223	(0.4%)
<i>Gross Margin</i>	<i>33.1%</i>	<i>33.1%</i>	<i>(3) bps</i>	<i>33.9%</i>	<i>33.9%</i>	<i>1 bps</i>
Total Expense	(162,054)	(160,413)	1.0%	(497,281)	(497,176)	0.0%
<i>Expense Margin</i>	<i>26.8%</i>	<i>27.7%</i>	<i>(93) bps</i>	<i>26.5%</i>	<i>26.4%</i>	<i>12 bps</i>
Recurring Operating Income (ROI)	37,902	31,055	22.0%	138,553	141,047	(1.8%)
<i>ROI Margin</i>	<i>6.3%</i>	<i>5.4%</i>	<i>90 bps</i>	<i>7.4%</i>	<i>7.5%</i>	<i>(10) bps</i>
Recurring EBITDA	50,621	43,267	17.0%	176,359	177,436	(0.6%)
<i>Recurring EBITDA Margin</i>	<i>8.4%</i>	<i>7.5%</i>	<i>89 bps</i>	<i>9.4%</i>	<i>9.4%</i>	<i>(2) bps</i>

FX effect of 0.2% in 3Q19 and of -2.3% in 9M19

Net Revenue

- Improved net sales trend versus previous quarter (4.8% vs. 1.9% 2Q19)
- SSS grew by 4.3% (vs 1.0% in 2Q19)
- Fresh market stores continued posting solid food sale's performance
- Omnichannel sales share 2.1%

Gross Margin

- Gross margin grew below top line despite intense promotional activities

Recurring EBITDA

- Expenses in LC grew way below inflation (0.7% vs 7.8%)
- Lower expenditure in marketing, labour and distribution
- Solid margin gains from improved top line and cost and expense control

Note: Differences in the 3Q18 base versus the one reported in 2018 associated to the IFRS 16 retrospective adjustment applied. Data in COP includes a FX effect of 0.2% in 9Q19 and of -2.3% in 9M19. Net sales and SSS included the calendar effect adjustment of -0.6% in 3Q19 and of 0.2% in 9M19.



Dual retail-real estate model

1st shopping center operator outside of Buenos Aires, 3rd in the Country

~170K sqm of GLA

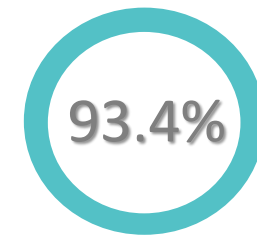


15
Commercial
Galleries

Sustainable expansion

- Strategic vacancy
- Renovation of business premises and parking lots
- Well-positioned brands

High occupancy rate





3Q19 Operating Results: Argentina



Positive performance compared to a negative industry trend

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	156,616	234,264	(33.1%)	648,187	830,893	(22.0%)
Other Revenue	9,002	14,552	(38.1%)	32,389	51,494	(37.1%)
Net Revenue	165,618	248,816	(33.4%)	680,576	882,387	(22.9%)
Gross profit	58,357	86,371	(32.4%)	227,599	303,770	(25.1%)
<i>Gross Margin</i>	<i>35.2%</i>	<i>34.7%</i>	<i>52 bps</i>	<i>33.4%</i>	<i>34.4%</i>	<i>(98) bps</i>
Total Expense	(51,186)	(77,355)	(33.8%)	(223,616)	(284,352)	(21.4%)
<i>Expense Margin</i>	<i>30.9%</i>	<i>31.1%</i>	<i>(18) bps</i>	<i>32.9%</i>	<i>32.2%</i>	<i>63 bps</i>
Recurring Operating Income (ROI)	7,171	9,016	(20.5%)	3,983	19,418	(79.5%)
<i>ROI Margin</i>	<i>4.3%</i>	<i>3.6%</i>	<i>71 bps</i>	<i>0.6%</i>	<i>2.2%</i>	<i>(162) bps</i>
Recurring EBITDA	7,183	11,824	(39.3%)	14,237	29,632	(52.0%)
<i>Recurring EBITDA Margin</i>	<i>4.3%</i>	<i>4.8%</i>	<i>(42) bps</i>	<i>2.1%</i>	<i>3.4%</i>	<i>(127) bps</i>

FX effect of -62.0% in 3Q19 and of -50.1% in 9M19

Net Revenue

- Net revenue grew +75.1%⁽¹⁾ (real estate grew by 31.2%)
- Top line driven by non-food category and intensive promotional activities, despite retail sales contraction⁽²⁾
- Net sales excluding IAS29 grew by 36.7% vs 3Q18

Gross Margin

- Margin improvement from price optimization and contribution from the real estate business

Recurring EBITDA

- Lower labour and occupancy expenses
- Resilient recurring EBITDA margin despite a challenging macro environment
- Margin in 3Q19 higher than 9M19

Note: Differences in the 3Q18 base versus the one reported in 2018 associated to the IFRS 16 retrospective adjustment applied. Data includes the hyperinflationary adjustment (IAS 29) and the FX effect of -62.0% in 3Q19 and of -50.1% in 9M;19 calculated with the closing exchange rate. (1) In local currency. (2) According to CAME, Argentinian retail sales contracted by 12.8% YT-Sep.



3Q19 Consolidated Financial Results



Improved operating performance led to Recurring EBITDA margin gains (+56 bps)

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	3,424,872	3,347,504	2.3%	10,423,901	10,329,634	0.9%
Other Revenue	199,597	177,472	12.5%	544,654	493,596	10.3%
Net Revenue	3,624,469	3,524,976	2.8%	10,968,555	10,823,230	1.3%
Gross Profit	917,706	896,825	2.3%	2,769,795	2,788,969	(0.7%)
<i>Gross Margin</i>	<i>25.3%</i>	<i>25.4%</i>	<i>(12) bps</i>	<i>25.3%</i>	<i>25.8%</i>	<i>(52) bps</i>
Total Expense	(768,277)	(770,868)	(0.3%)	(2,342,535)	(2,352,112)	(0.4%)
<i>Expense Margin</i>	<i>21.2%</i>	<i>21.9%</i>	<i>(67) bps</i>	<i>21.4%</i>	<i>21.7%</i>	<i>(38) bps</i>
Recurring Operating Income (ROI)	149,429	125,957	18.6%	427,260	436,857	(2.2%)
<i>ROI Margin</i>	<i>4.1%</i>	<i>3.6%</i>	<i>55 bps</i>	<i>3.9%</i>	<i>4.0%</i>	<i>(14) bps</i>
Net Group Share Result	11,033	(31,498)	N/A	(19,519)	92,405	N/A
<i>Net Margin</i>	<i>0.3%</i>	<i>(0.9%)</i>	<i>N/A</i>	<i>(0.2%)</i>	<i>0.9%</i>	<i>N/A</i>
Recurring EBITDA	275,353	248,014	11.0%	809,361	801,991	0.9%
<i>Recurring EBITDA Margin</i>	<i>7.6%</i>	<i>7.0%</i>	<i>56 bps</i>	<i>7.4%</i>	<i>7.4%</i>	<i>(3) bps</i>

Results in COP affected by a FX effect of -4.8% at top line and of -2.9% at recurring EBITDA in 3Q19

Net Revenue

- Top line benefitted by innovation, omni-channel and complementary businesses performance
- Net sales grew above CPI in Colombia and recovered in Uruguay and Argentina
- Contribution from LTM expansion in the region (24 stores)

Gross Margin

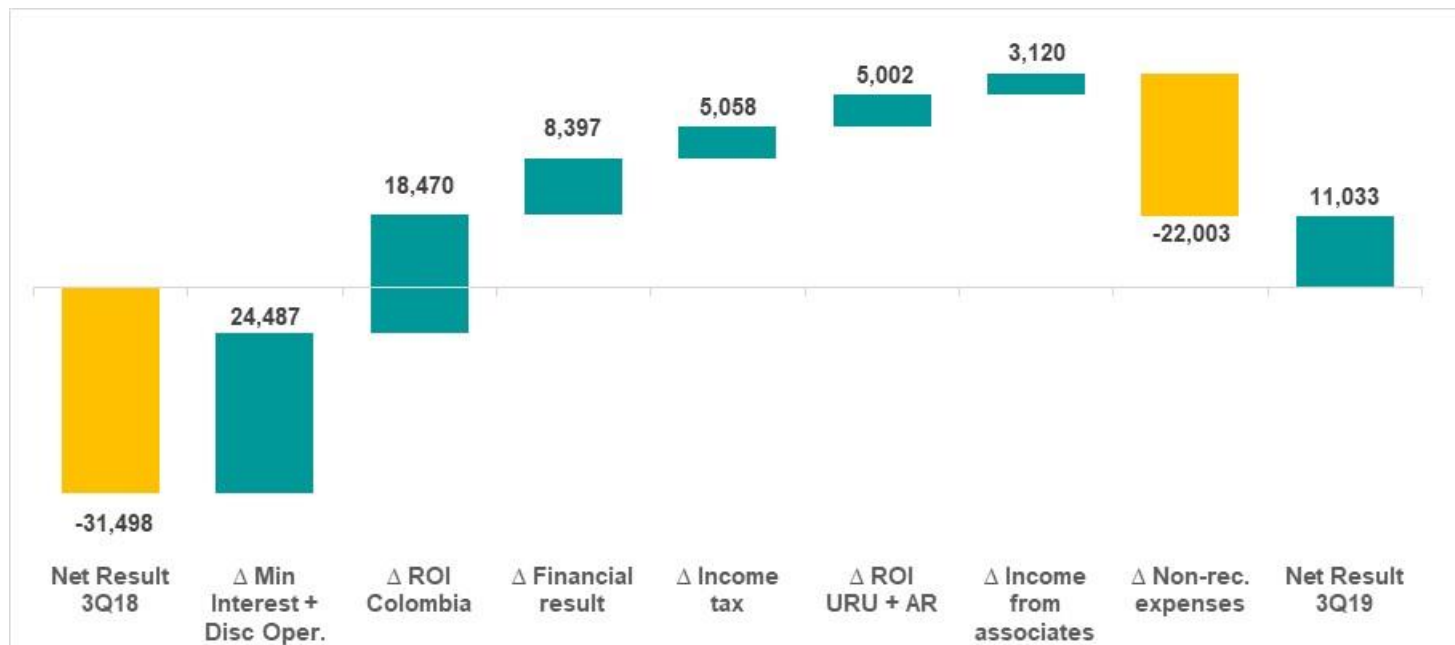
- Margin improved driven by Colombia (+14 bps) and Argentina (+52 bps)
- Increased contribution from real estate and accurate cost control strategies

Recurring EBITDA

- Expenses remained under control and dilution trend continued in 3Q19 and 9M19
- Increased competitiveness and operational efficiencies drove margin gains (+56 bps)

Note: Differences in the 3Q18 base versus the one reported in 2018 associated to the IFRS 16 retrospective adjustment applied and the FX effect (-4.8% and -2.9% at top line and at recurring EBITDA in 3Q19 and of -4.9% and -2.4% respectively in 9M19). Data includes the hyperinflationary adjustment (IAS 29) in Argentina and the Brazilian segment as a discontinued operation.

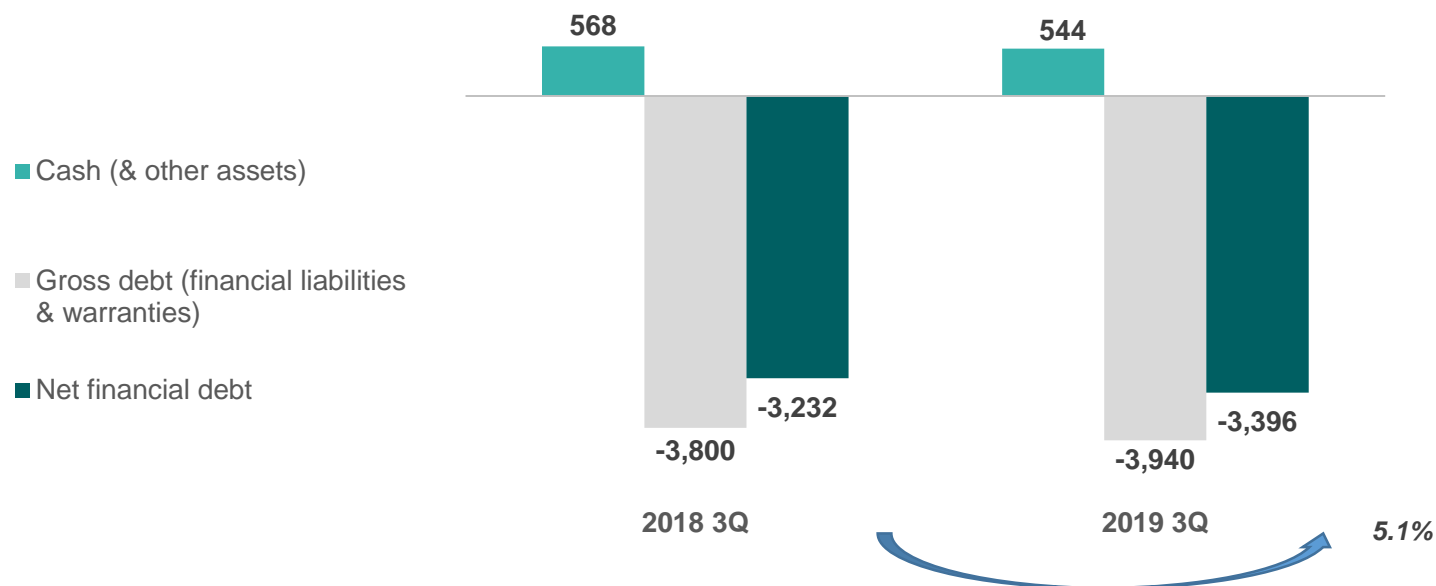
Group result reverted to a Net Income from improved operational performance



Highlights

- Positive effect mainly from improved operational performance in Colombia and Uruguay and lower financial expenses.
- Negative effect mainly from higher non-recurrent expenses related to the income in the 3Q18 base from the sale of Ceibotel in Argentina.

Higher CAPEX vs 2018 led to a slight increase in NFD



Main highlights

NFD at the holding level:

- COP\$3.40 B as of September 30, 2019 increased by COP\$ 164,000 M (5.1 % vs 3Q18).
- Repo rate remained stable at 4.25% in 3Q19.
- Interest rates below IBR3M + 3.5% in COP and below LIBOR3M + 1.75% in USD.

Cash at the holding level:

- Gross debt increased by COP\$ 140,000 M from higher capex, use of revolving credit lines and the negative FX effect.

LatAm Platform

- ✓ New perimeter of consolidation excludes Brazil, accounted from 3Q19 as a discontinued operation.
- ✓ Recurring EBITDA margin expanded by 11.0% to a 7.6% level.
- ✓ Net income result in 3Q19 driven by improved operational performance in Colombia and Uruguay.
- ✓ Consistent positive outcome from innovation, digital transformation and omnichannel strategies.

Colombia

- ✓ The strongest net sales performance in the last 3 years.
- ✓ Net sales and SSS grew above CPI driven by traffic gains.
- ✓ Clear outcome from strategies focussed on innovation and digital transformation.
- ✓ Solid contribution from omnichannel (+30.1%, 4.4% sales penetration).
- ✓ Éxito WOW, leading innovation in hypermarkets.
- ✓ Carulla, awarded as the best Colombian retailer by America Retail ⁽¹⁾.

Uruguay

- ✓ Net and SSS Sales gradual recovery trend along the year.
- ✓ Solid contribution from FreshMarket stores.
- ✓ Successful cost control strategies.

Argentina

- ✓ Contribution from the real estate business continued to drive positive recurring EBITDA margin performance.

(1) The largest portal for information and services Retail in Latin America.

Appendices

Colombia

- Retail expansion of 18 to 20 stores (from openings, conversions and remodeling), including at least 5 Éxito WOW, 5 Carulla Fresh Market and 10 Surtimayorista stores.
- Revenue growth from retail and complementary businesses (mainly related to Real Estate contribution).
- Over 20% of total sales benefited by innovative activities, WOW, Fresh Market, Cash & Carry and omni-channel.
- Recurring EBITDA margin at least in line with the level posted in 2018.
- CAPEX: approximately COP \$ 270,000 M focused on store optimizations, innovation and digital transformation.

Uruguay

- 4 Fresh Market stores to be intervened in 2019 (vs 6 in 2018, nearly 30% sales share).
- Operational excellence program implemented to raise productivity and face inflation effect on expenses.

Argentina

- Optimize current real estate portfolio.

LatAm Platform

- Potential from sharing best practices and building future initiatives together focused on innovation.



Our people

1. Innovation	2. Omni-channel	3. Digital Transformation	4. Best Practices & Integration	5. Sustainable Shared Value
<ul style="list-style-type: none"> ▪ Models <ul style="list-style-type: none"> ✓ Fresh Market ✓ WOW ▪ Formats/Banners <ul style="list-style-type: none"> ✓ Cash & Carry ▪ Private Label <ul style="list-style-type: none"> ✓ Frescampo ✓ Taeq 	<ul style="list-style-type: none"> ▪ E-commerce <ul style="list-style-type: none"> ✓ Éxito.com ✓ Carulla.com ▪ Market Place ▪ Digital Catalogues ▪ Home Delivery ▪ Last Milers <ul style="list-style-type: none"> ✓ Rappi ▪ Click & Collect 	<ul style="list-style-type: none"> ▪ Apps <ul style="list-style-type: none"> ✓ Éxito ✓ Carulla ▪ Developments <ul style="list-style-type: none"> ✓ Frictionless ✓ Customer Service ✓ Data Analytics ✓ Logistics & Supply Chain Management ✓ HR Management ▪ Startups 	<ul style="list-style-type: none"> ▪ Asset Monetization <ul style="list-style-type: none"> ✓ Real Estate ✓ Non-core asset disposal ▪ Traffic Monetization <ul style="list-style-type: none"> ✓ Loyalty Programs ✓ Complementary businesses ▪ Operational Excellence <ul style="list-style-type: none"> ✓ Logistics & Supply Chain ✓ Lean Productivity Schemes ✓ Joint Purchasing ✓ Back Office 	<ul style="list-style-type: none"> ▪ Gen Cero <ul style="list-style-type: none"> ✓ Focusing on childhood nutrition ▪ Sustainable trade <ul style="list-style-type: none"> ✓ Direct local purchasing ▪ My Planet <ul style="list-style-type: none"> ✓ Protecting the environment ▪ Healthy Lifestyle <ul style="list-style-type: none"> ✓ Offering a healthy portfolio to customers ▪ Employees' well-being <ul style="list-style-type: none"> ✓ HR development

Consolidated Income Statement in COP M	3Q19	Adj	3Q19	3Q18	Adj	3Q18	% Var	% Var
	Pre IFRS16	3Q19	Post IFRS16	Pre IFRS16	3Q18	Post IFRS16	Pre IFRS16	Post IFRS16
Net Sales	3,424,872	-	3,424,872	3,347,504	-	3,347,504	2.3%	2.3%
Other Revenue	199,597	-	199,597	177,472	-	177,472	12.5%	12.5%
Net Revenue	3,624,469	-	3,624,469	3,524,976	-	3,524,976	2.8%	2.8%
Cost of Sales	(2,704,478)	13,851	(2,690,627)	(2,626,403)	11,187	(2,615,216)	3.0%	2.9%
Cost D&A	(5,874)	(10,262)	(16,136)	(5,853)	(7,082)	(12,935)	0.4%	24.7%
Gross Profit	914,117	3,589	917,706	892,720	4,105	896,825	2.4%	2.3%
<i>Gross Margin</i>	<i>25.2%</i>		<i>25.3%</i>	<i>25.3%</i>		<i>25.4%</i>	<i>(10) bps</i>	<i>(12) bps</i>
SG&A Expense	(719,572)	61,083	(658,489)	(723,081)	61,335	(661,746)	(0.5%)	(0.5%)
Expense D&A	(71,638)	(38,150)	(109,788)	(70,148)	(38,974)	(109,122)	2.1%	0.6%
Total Expense	(791,210)	22,933	(768,277)	(793,229)	22,361	(770,868)	(0.3%)	(0.3%)
<i>Expense Margin</i>	<i>21.8%</i>		<i>21.2%</i>	<i>22.5%</i>		<i>21.9%</i>	<i>(67) bps</i>	<i>(67) bps</i>
Recurring Operating Income (ROI)	122,907	26,522	149,429	99,491	26,466	125,957	23.5%	18.6%
<i>ROI Margin</i>	<i>3.4%</i>		<i>4.1%</i>	<i>2.8%</i>		<i>3.6%</i>	<i>57 bps</i>	<i>55 bps</i>
Non-Recurring Income/Expense	(5,330)	212	(5,118)	16,881	4	16,885	N/A	N/A
Operating Income (EBIT)	117,577	26,734	144,311	116,372	26,470	142,842	1.0%	1.0%
<i>EBIT Margin</i>	<i>3.2%</i>		<i>4.0%</i>	<i>3.3%</i>		<i>4.1%</i>	<i>(6) bps</i>	<i>(7) bps</i>
Net Financial Result	(96,804)	(31,120)	(127,924)	(102,723)	(33,598)	(136,321)	(5.8%)	(6.2%)
Associates & Joint Ventures Results	1,232	-	1,232	(1,888)	-	(1,888)	N/A	N/A
EBT	22,005	(4,386)	17,619	11,761	(7,128)	4,633	87.1%	N/A
Income Tax	(2,065)	1,134	(931)	(7,832)	1,843	(5,989)	(73.6%)	(84.5%)
Net Result	19,940	(3,252)	16,688	3,929	(5,285)	(1,356)	N/A	N/A
Non-Controlling Interests	(147,149)	(22,079)	(169,228)	(84,886)	(88,480)	(173,366)	73.3%	(2.4%)
Net Result of Discontinued Operations	135,653	27,920	163,573	71,281	71,943	143,224	90.3%	14.2%
Net Group Share Result	8,444	2,589	11,033	(9,676)	(21,822)	(31,498)	N/A	N/A
<i>Net Margin</i>	<i>0.2%</i>		<i>0.3%</i>	<i>(0.3%)</i>		<i>(0.9%)</i>	<i>51 bps</i>	<i>120 bps</i>
Recurring EBITDA	200,419	74,934	275,353	175,492	72,522	248,014	14.2%	11.0%
<i>Recurring EBITDA Margin</i>	<i>5.5%</i>		<i>7.6%</i>	<i>5.0%</i>		<i>7.0%</i>	<i>55 bps</i>	<i>56 bps</i>
EBITDA	195,089	75,146	270,235	192,373	72,526	264,899	1.4%	2.0%
<i>EBITDA Margin</i>	<i>5.4%</i>		<i>7.5%</i>	<i>5.5%</i>		<i>7.5%</i>	<i>(7) bps</i>	<i>(6) bps</i>

IFRS 16 Adjustments

Consolidated figures YTD

Consolidated Income Statement in COP M	9M19	Adj	9M19	9M18	Adj	9M18	% Var	% Var
	Pre IFRS16	9M19	Post IFRS16	Pre IFRS16	9M18	Post IFRS16	Pre IFRS16	Post IFRS16
Net Sales	10,423,901	-	10,423,901	10,329,634	-	10,329,634	0.9%	0.9%
Other Revenue	544,654	-	544,654	493,596	-	493,596	10.3%	10.3%
Net Revenue	10,968,555	-	10,968,555	10,823,230	-	10,823,230	1.3%	1.3%
Cost of Sales	(8,189,800)	36,555	(8,153,245)	(8,028,002)	33,064	(7,994,938)	2.0%	2.0%
Cost D&A	(20,692)	(24,823)	(45,515)	(18,525)	(20,798)	(39,323)	11.7%	15.7%
Gross Profit	2,758,063	11,732	2,769,795	2,776,703	12,266	2,788,969	(0.7%)	(0.7%)
<i>Gross Margin</i>	<i>25.1%</i>		<i>25.3%</i>	<i>25.7%</i>		<i>25.8%</i>	<i>(51) bps</i>	<i>(52) bps</i>
SG&A Expense	(2,192,008)	186,059	(2,005,949)	(2,210,819)	184,518	(2,026,301)	(0.9%)	(1.0%)
Expense D&A	(219,617)	(116,969)	(336,586)	(207,877)	(117,934)	(325,811)	5.6%	3.3%
Total Expense	(2,411,625)	69,090	(2,342,535)	(2,418,696)	66,584	(2,352,112)	(0.3%)	(0.4%)
<i>Expense Margin</i>	<i>22.0%</i>		<i>21.4%</i>	<i>22.3%</i>		<i>21.7%</i>	<i>(36) bps</i>	<i>(38) bps</i>
Recurring Operating Income (ROI)	346,438	80,822	427,260	358,007	78,850	436,857	(3.2%)	(2.2%)
<i>ROI Margin</i>	<i>3.2%</i>		<i>3.9%</i>	<i>3.3%</i>		<i>4.0%</i>	<i>(15) bps</i>	<i>(14) bps</i>
Non-Recurring Income/Expense	(39,087)	803	(38,284)	(36,057)	182	(35,875)	8.4%	6.7%
Operating Income (EBIT)	307,351	81,625	388,976	321,950	79,032	400,982	(4.5%)	(3.0%)
<i>EBIT Margin</i>	<i>2.8%</i>		<i>3.5%</i>	<i>3.0%</i>		<i>3.7%</i>	<i>(17) bps</i>	<i>(16) bps</i>
Net Financial Result	(256,055)	(93,560)	(349,615)	(307,152)	(99,522)	(406,674)	(16.6%)	(14.0%)
Associates & Joint Ventures Results	(6,097)	-	(6,097)	12,494	-	12,494	N/A	N/A
EBT	45,199	(11,935)	33,264	27,292	(20,490)	6,802	65.6%	NA
Income Tax	(11,285)	3,484	(7,801)	53,400	5,738	59,138	N/A	N/A
Net Result	33,914	(8,451)	25,463	80,692	(14,752)	65,940	(58.0%)	(61.4%)
Non-Controlling Interests	(840,133)	5,156	(834,977)	(664,794)	(39,835)	(704,629)	26.4%	18.5%
Net Result of Discontinued Operations	779,848	10,147	789,995	703,414	27,680	731,094	10.9%	8.1%
Net Group Share Result	(26,371)	6,852	(19,519)	119,312	(26,907)	92,405	NA	NA
<i>Net Margin</i>	<i>(0.2%)</i>		<i>(0.2%)</i>	<i>1.1%</i>		<i>0.9%</i>	<i>(134) bps</i>	<i>(103) bps</i>
Recurring EBITDA	586,747	222,614	809,361	584,409	217,582	801,991	0.4%	0.9%
<i>Recurring EBITDA Margin</i>	<i>5.3%</i>		<i>7.4%</i>	<i>5.4%</i>		<i>7.4%</i>	<i>(5) bps</i>	<i>(3) bps</i>
EBITDA	547,660	223,417	771,077	548,352	217,764	766,116	(0.1%)	0.6%
<i>EBITDA Margin</i>	<i>5.0%</i>		<i>7.0%</i>	<i>5.1%</i>		<i>7.1%</i>	<i>(7) bps</i>	<i>(5) bps</i>

Colombia - (pre and post IFRS 16)

Income Statement in COP M	3Q19 Pre IFRS16	Adj 3Q19	3Q19 Post IFRS16	3Q18 Pre IFRS16	Adj 3Q18	3Q18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	2,857,961	-	2,857,961	2,701,830	-	2,701,830	5.8%	5.8%
Gross profit	656,605	3,589	660,194	616,217	4,105	620,322	6.6%	6.4%
<i>Gross Margin</i>	23.0%		23.1%	22.8%		23.0%	17 bps	14 bps
Total Expense	(574,682)	18,847	(555,835)	(553,027)	18,591	(534,436)	3.9%	4.0%
<i>Expense Margin</i>	20.1%		19.4%	20.5%		19.8%	(36) bps	(33) bps
Recurring Operating Income (ROI)	81,923	22,436	104,359	63,190	22,696	85,886	29.6%	21.5%
<i>ROI Margin</i>	2.9%		3.7%	2.3%		3.2%	53 bps	47 bps
Operating Income	78,982	22,608	101,590	60,929	22,700	83,629	29.6%	21.5%
Recurring EBITDA	151,305	66,247	217,552	129,052	63,871	192,923	17.2%	12.8%
<i>Recurring EBITDA Margin</i>	5.3%		7.6%	4.8%		7.1%	52 bps	47 bps

Colombia - (pre and post IFRS 16)

Income Statement in COP M	9M19 Pre IFRS16	Adj 9M19	9M19 Post IFRS16	9M18 Pre IFRS16	Adj 9M18	9M18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	8,420,732	-	8,420,732	8,068,148	-	8,068,148	4.4%	4.4%
Gross profit	1,897,290	11,732	1,909,022	1,837,938	12,266	1,850,204	3.2%	3.2%
<i>Gross Margin</i>	22.5%		22.7%	22.8%		22.9%	(25) bps	(26) bps
Total Expense	(1,681,216)	56,889	(1,624,327)	(1,629,228)	55,416	(1,573,812)	3.2%	3.2%
<i>Expense Margin</i>	20.0%		19.3%	20.2%		19.5%	(23) bps	(22) bps
Recurring Operating Income (ROI)	216,074	68,621	284,695	208,710	67,682	276,392	3.5%	3.0%
<i>ROI Margin</i>	2.6%		3.4%	2.6%		3.4%	(2) bps	(4) bps
Operating Income	181,946	68,793	250,739	157,551	67,864	225,415	15.5%	11.2%
Recurring EBITDA	422,122	196,614	618,736	403,349	191,574	594,923	4.7%	4.0%
<i>Recurring EBITDA Margin</i>	5.0%		7.3%	5.0%		7.4%	1 bps	(3) bps

Uruguay - (pre and post IFRS 16)

Income Statement in COP M	3Q19 Pre IFRS16	Adj 3Q19	3Q19 Post IFRS16	3Q18 Pre IFRS16	Adj 3Q18	3Q18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	604,872	-	604,872	578,717	-	578,717	4.5%	4.5%
Gross profit	199,956	-	199,956	191,468	-	191,468	4.4%	4.4%
<i>Gross Margin</i>	33.1%		33.1%	33.1%		33.1%	(3) bps	(3) bps
Total Expense	(166,124)	4,070	(162,054)	(164,114)	3,701	(160,413)	1.2%	1.0%
<i>Expense Margin</i>	27.5%		26.8%	28.4%		27.7%	(89) bps	(93) bps
Recurring Operating Income (ROI)	33,832	4,070	37,902	27,354	3,701	31,055	23.7%	22.0%
<i>ROI Margin</i>	5.6%		6.3%	4.7%		5.4%	87 bps	90 bps
Operating Income	31,243	4,074	35,317	27,345	3,701	31,046	14.3%	13.8%
Recurring EBITDA	41,943	8,678	50,621	34,785	8,482	43,267	20.6%	17.0%
<i>Recurring EBITDA Margin</i>	6.9%		8.4%	6.0%		7.5%	92 bps	89 bps

Uruguay - (pre and post IFRS 16)

Income Statement in COP M	9M19 Pre IFRS16	Adj 9M19	9M19 Post IFRS16	9M18 Pre IFRS16	Adj 9M18	9M18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	1,873,276	-	1,873,276	1,881,048	-	1,881,048	(0.4%)	(0.4%)
Gross profit	635,834	-	635,834	638,223	-	638,223	(0.4%)	(0.4%)
<i>Gross Margin</i>	33.9%		33.9%	33.9%		33.9%	1 bps	1 bps
Total Expense	(509,355)	12,074	(497,281)	(508,065)	10,889	(497,176)	0.3%	0.0%
<i>Expense Margin</i>	27.2%		26.5%	27.0%		26.4%	18 bps	12 bps
Recurring Operating Income (ROI)	126,479	12,074	138,553	130,158	10,889	141,047	(2.8%)	(1.8%)
<i>ROI Margin</i>	6.8%		7.4%	6.9%		7.5%	(17) bps	(10) bps
Operating Income	123,132	12,688	135,820	129,624	10,889	140,513	(5.0%)	(3.3%)
Recurring EBITDA	150,587	25,772	176,359	152,115	25,321	177,436	(1.0%)	(0.6%)
<i>Recurring EBITDA Margin</i>	8.0%		9.4%	8.1%		9.4%	(5) bps	(2) bps

Argentina - (pre and post IFRS 16)

Income Statement in COP M	3Q19 Pre IFRS16	Adj 3Q19	3Q19 Post IFRS16	3Q18 Pre IFRS16	Adj 3Q18	3Q18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	165,618	-	165,618	248,816	-	248,816	(33.4%)	(33.4%)
Gross profit	58,357	-	58,357	86,371	-	86,371	(32.4%)	(32.4%)
<i>Gross Margin</i>	35.2%		35.2%	34.7%		34.7%	52 bps	52 bps
Total Expense	(51,202)	16	(51,186)	(77,424)	69	(77,355)	(33.9%)	(33.8%)
<i>Expense Margin</i>	30.9%		30.9%	31.1%		31.1%	(20) bps	(18) bps
Recurring Operating Income (ROI)	7,155	16	7,171	8,947	69	9,016	(20.0%)	(20.5%)
<i>ROI Margin</i>	4.3%		4.3%	3.6%		3.6%	72 bps	71 bps
Operating Income	7,355	52	7,407	28,098	69	28,167	(73.8%)	(73.7%)
Recurring EBITDA	7,174	9	7,183	11,655	169	11,824	(38.4%)	(39.3%)
<i>Recurring EBITDA Margin</i>	4.3%		4.3%	4.7%		4.8%	(35) bps	(42) bps

Argentina - (pre and post IFRS 16)

Income Statement in COP M	9M19 Pre IFRS16	Adj 9M19	9M19 Post IFRS16	9M18 Pre IFRS16	Adj 9M18	9M18 Post IFRS16	% Var Pre IFRS16	% Var Post IFRS16
Net Revenue	680,576	-	680,576	882,387	-	882,387	(22.9%)	(22.9%)
Gross profit	227,599	-	227,599	303,770	-	303,770	(25.1%)	(25.1%)
<i>Gross Margin</i>	33.4%		33.4%	34.4%		34.4%	(98) bps	(98) bps
Total Expense	(223,743)	127	(223,616)	(284,631)	279	(284,352)	(21.4%)	(21.4%)
<i>Expense Margin</i>	32.9%		32.9%	32.3%		32.2%	62 bps	63 bps
Recurring Operating Income (ROI)	3,856	127	3,983	19,139	279	19,418	(79.9%)	(79.5%)
<i>ROI Margin</i>	0.6%		0.6%	2.2%		2.2%	(160) bps	(162) bps
Operating Income	2,244	144	2,388	34,775	279	35,054	(93.5%)	(93.2%)
Recurring EBITDA	14,009	228	14,237	28,945	687	29,632	(51.6%)	(52.0%)
<i>Recurring EBITDA Margin</i>	2.1%		2.1%	3.3%		3.4%	(122) bps	(127) bps

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	3,424,872	3,347,504	2.3%	10,423,901	10,329,634	0.9%
Other Revenue	199,597	177,472	12.5%	544,654	493,596	10.3%
Net Revenue	3,624,469	3,524,976	2.8%	10,968,555	10,823,230	1.3%
Cost of Sales	(2,690,627)	(2,615,216)	2.9%	(8,153,245)	(7,994,938)	2.0%
Cost D&A	(16,136)	(12,935)	24.7%	(45,515)	(39,323)	15.7%
Gross Profit	917,706	896,825	2.3%	2,769,795	2,788,969	(0.7%)
<i>Gross Margin</i>	<i>25.3%</i>	<i>25.4%</i>	<i>(12) bps</i>	<i>25.3%</i>	<i>25.8%</i>	<i>(52) bps</i>
SG&A Expense	(658,489)	(661,746)	(0.5%)	(2,005,949)	(2,026,301)	(1.0%)
Expense D&A	(109,788)	(109,122)	0.6%	(336,586)	(325,811)	3.3%
Total Expense	(768,277)	(770,868)	(0.3%)	(2,342,535)	(2,352,112)	(0.4%)
<i>Expense Margin</i>	<i>21.2%</i>	<i>21.9%</i>	<i>(67) bps</i>	<i>21.4%</i>	<i>21.7%</i>	<i>(38) bps</i>
Recurring Operating Income (ROI)	149,429	125,957	18.6%	427,260	436,857	(2.2%)
<i>ROI Margin</i>	<i>4.1%</i>	<i>3.6%</i>	<i>55 bps</i>	<i>3.9%</i>	<i>4.0%</i>	<i>(14) bps</i>
Non-Recurring Income/Expense	(5,118)	16,885	NA	(38,284)	(35,875)	6.7%
Operating Income (EBIT)	144,311	142,842	1.0%	388,976	400,982	(3.0%)
<i>EBIT Margin</i>	<i>4.0%</i>	<i>4.1%</i>	<i>(7) bps</i>	<i>3.5%</i>	<i>3.7%</i>	<i>(16) bps</i>
Net Financial Result	(127,924)	(136,321)	(6.2%)	(349,615)	(406,674)	(14.0%)
Associates & Joint Ventures Results	1,232	(1,888)	NA	(6,097)	12,494	NA
EBT	17,619	4,633	NA	33,264	6,802	NA
Income Tax	(931)	(5,989)	(84.5%)	(7,801)	59,138	NA
Net Result	16,688	(1,356)	NA	25,463	65,940	(61.4%)
Non-Controlling Interests	(169,228)	(173,366)	(2.4%)	(834,977)	(704,629)	18.5%
Net Result of Discontinued Operations	163,573	143,224	14.2%	789,995	731,094	8.1%
Net Group Share Result	11,033	(31,498)	NA	(19,519)	92,405	NA
<i>Net Margin</i>	<i>0.3%</i>	<i>(0.9%)</i>	<i>N/A</i>	<i>(0.2%)</i>	<i>0.9%</i>	<i>N/A</i>
Recurring EBITDA	275,353	248,014	11.0%	809,361	801,991	0.9%
<i>Recurring EBITDA Margin</i>	<i>7.6%</i>	<i>7.0%</i>	<i>56 bps</i>	<i>7.4%</i>	<i>7.4%</i>	<i>(3) bps</i>

Note: Differences in the 3Q18 base versus the one reported in 2018 associated to the IFRS 16 retrospective adjustment applied and the FX effect (-4.8% and -2.9% at top line and at recurring EBITDA in 3Q19 and of -4.9% and -2.4% respectively in 9M19). Data includes the hyperinflationary adjustment (IAS 29) in Argentina and the Brazilian segment as a discontinued operation.

Income Statement	<u>Colombia</u>	<u>Uruguay</u>	<u>Argentina</u>	<u>Consol</u>
in COP M	3Q19	3Q19	3Q19	3Q19
Let Sales	2,673,127	598,234	156,616	3,424,872
Other Revenue	184,834	6,638	9,002	199,597
Net Revenue	2,857,961	604,872	165,618	3,624,469
Cost of Sales	(2,183,097)	(403,502)	(107,209)	(2,690,627)
Cost D&A	(14,670)	(1,414)	(52)	(16,136)
Gross profit	660,194	199,956	58,357	917,706
<i>Gross Margin</i>	<i>23.1%</i>	<i>33.1%</i>	<i>35.2%</i>	<i>25.3%</i>
SG&A Expense	(457,312)	(150,749)	(51,226)	(658,489)
Expense D&A	(98,523)	(11,305)	40	(109,788)
Total Expense	(555,835)	(162,054)	(51,186)	(768,277)
<i>Expense Margin</i>	<i>19.4%</i>	<i>26.8%</i>	<i>30.9%</i>	<i>21.2%</i>
Recurring Operating Income (ROI)	104,359	37,902	7,171	149,429
<i>ROI Margin</i>	<i>3.7%</i>	<i>6.3%</i>	<i>4.3%</i>	<i>4.1%</i>
Non-Recurring Income and Expense	(2,769)	(2,585)	236	(5,118)
Operating Income (EBIT)	101,590	35,317	7,407	144,311
<i>EBIT Margin</i>	<i>3.6%</i>	<i>5.8%</i>	<i>4.5%</i>	<i>4.0%</i>
Net Financial Result	(104,842)	(3,949)	(19,133)	(127,924)
Recurring EBITDA	217,552	50,621	7,183	275,353
<i>Recurring EBITDA Margin</i>	<i>7.6%</i>	<i>8.4%</i>	<i>4.3%</i>	<i>7.6%</i>
CAPEX				
<i>in COP M</i>	77,078	17,829	1,160	902,674
<i>in local currency</i>	77,078	191	28	

Consolidated Balance Sheet

in COP M	Dec 2018	Sep 2019	Var %
Assets	72,311,162	55,919,553	(22.7%)
Current assets	38,408,297	45,429,548	18.3%
Cash & Cash Equivalents	5,973,680	837,367	(86.0%)
Inventories	6,720,396	1,986,126	(70.4%)
Accounts receivable	1,000,267	344,267	(65.6%)
Assets for taxes	724,290	398,800	(44.9%)
Assets held for sale	23,572,841	41,602,782	76.5%
Others	416,823	260,206	(37.6%)
Non-current assets	33,902,865	10,490,005	(69.1%)
Goodwill	5,436,868	2,999,143	(44.8%)
Other intangible assets	5,199,801	300,960	(94.2%)
Property, plant and equipment	12,317,515	3,911,915	(68.2%)
Investment properties	1,633,625	1,617,045	(1.0%)
Right of Use	5,141,400	1,142,142	(77.8%)
Investments in associates and JVs	804,400	225,000	(72.0%)
Deferred tax asset	133,991	176,342	31.6%
Assets for taxes	2,302,451	-	N/A
Others	932,814	117,458	(87.4%)

Consolidated Balance Sheet

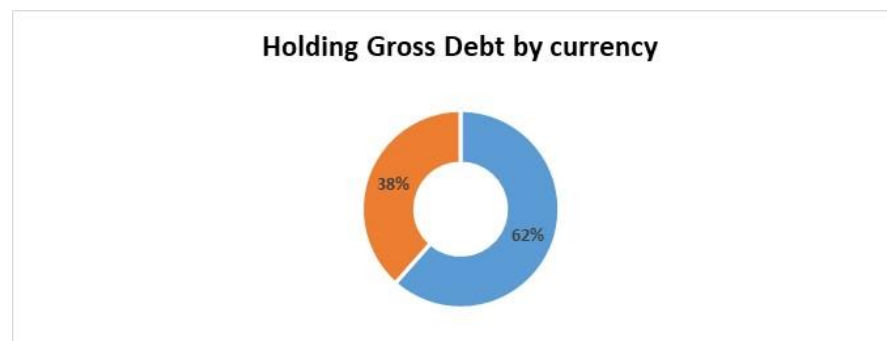
in COP M	Dec 2018	Sep 2019	Var %
Liabilities	53,848,693	39,469,408	(26.7%)
Current liabilities	37,836,809	35,310,230	(6.7%)
Trade payables	13,117,074	3,393,526	(74.1%)
Lease liabilities	858,349	189,080	(78.0%)
Borrowing-short term	2,291,116	1,812,646	(20.9%)
Other financial liabilities	1,037,191	85,509	(91.8%)
Liabilities held for sale	19,618,293	29,564,865	50.7%
Liabilities for taxes	298,699	56,124	(81.2%)
Others	616,087	208,480	(66.2%)
Non-current liabilities	16,011,884	4,159,178	(74.0%)
Trade payables	40,720	117	(99.7%)
Lease liabilities	4,577,359	1,194,019	(73.9%)
Borrowing-long Term	4,633,554	2,807,074	(39.4%)
Other provisions	2,330,648	19,721	(99.2%)
Deferred tax liability	1,409,857	112,824	(92.0%)
Liabilities for taxes	397,014	2,155	(99.5%)
Others	2,622,732	23,268	(99.1%)
Shareholder's equity	18,462,469	16,450,145	(10.9%)

Consolidated Cash Flow

in COP M	Sep 2019	Sep 2018	Var %
Profit	815,458	797,034	2.3%
Adjustment to reconcile Net Income	2,599,021	3,274,616	-20.6%
Cash Net (used in) Operating Activities	(2,252,534)	(2,000,730)	12.6%
Cash Net (used in) Investment Activities	(36,108)	(1,418,905)	-97.5%
Cash net provided by Financing Activities	7,893,876	1,550,493	N/A
Var of net of cash and cash equivalents before the FX r	5,605,234	(1,869,142)	N/A
Effects on FX changes on cash and cash equivalents	(131,536)	(592,662)	-77.8%
(Decrease) net of cash and cash equivalents	5,473,698	(2,461,804)	N/A
Opening balance of cash and cash equivalents	5,973,680	5,281,618	13.1%
Ending balance of cash and cash equivalents discontin	10,610,011	-	N/A
Ending balance of cash and cash equivalents	837,367	2,819,814	-70.3%

Net debt breakdown by country

30 September 2019, (millions of COP)	Colombia	Uruguay	Argentina	Consolidated
Short-term debt	1,411,485	420,738	65,932	1,898,155
Long-term debt	2,808,162	-	-	2,808,162
Total gross debt (1)	4,219,647	420,738	65,932	4,706,317
Cash and cash equivalents	670,619	136,066	30,682	837,367
Net debt	3,549,028	284,672	35,250	3,868,950



Holding Gross debt by maturity

30 Sep 2019, (millions of COP)	Nominal amount ⁽³⁾	Nature of interest rate	Maturity Date	30/09/2019 ⁽⁴⁾
Long term	1,850,000	Floating	August 2025	1,167,535
Mid term COP	838,000	Floating	December 2021	535,616
Mid term - Bilateral	158,380	Fixed	April 2021	158,380
Mid term USD	1,557,905	Floating	December 2020	1,557,905
Revolving credit facility - Syndicated	500,000	Floating	August 2020	430,000
Revolving credit facility - Bilateral	100,000	Floating	August 2020	100,000
Revolving credit facility - Bilateral	100,000	Floating	February 2020	100,000
Total gross debt	5,104,284			4,049,435

(1) Debt without contingent warranties and letters of credits. (2) Debt at the nominal amount. (3) Nominal loans in USD were converted to COP using the Central Bank's closing exchange rate as of September 30, 2019 (3,462.01).

Income Statement

in COP M	3Q19	3Q18	% Var	9M19	9M18	% Var
Net Sales	2,675,083	2,546,788	5.0%	7,934,566	7,655,190	3.6%
Other Revenue	116,049	109,449	6.0%	293,652	286,838	2.4%
Net Revenue	2,791,132	2,656,237	5.1%	8,228,218	7,942,028	3.6%
Gross profit	598,402	572,155	4.6%	1,723,975	1,716,923	0.4%
<i>Gross Margin</i>	<i>21.4%</i>	<i>21.5%</i>	<i>(10) bps</i>	<i>21.0%</i>	<i>21.6%</i>	<i>(67) bps</i>
Total Expense	(532,650)	(525,813)	1.3%	(1,530,140)	(1,521,227)	0.6%
<i>Expense Margin</i>	<i>19.1%</i>	<i>19.8%</i>	<i>(71) bps</i>	<i>18.6%</i>	<i>19.2%</i>	<i>(56) bps</i>
Recurring Operating Income (ROI)	65,752	46,342	41.9%	193,835	195,696	(1.0%)
<i>ROI Margin</i>	<i>2.4%</i>	<i>1.7%</i>	<i>61 bps</i>	<i>2.4%</i>	<i>2.5%</i>	<i>(11) bps</i>
Operating Income	62,960	44,314	42.1%	160,980	147,215	9.4%
<i>EBIT Margin</i>	<i>2.3%</i>	<i>1.7%</i>	<i>59 bps</i>	<i>2.0%</i>	<i>1.9%</i>	<i>10 bps</i>
Net Group Share Result	11,033	(31,498)	N/A	(19,519)	92,405	N/A
<i>Net Margin</i>	<i>0.4%</i>	<i>(1.2%)</i>	<i>158 bps</i>	<i>(0.2%)</i>	<i>1.2%</i>	<i>(140) bps</i>
Recurring EBITDA	170,186	149,306	14.0%	503,183	503,757	(0.1%)
<i>Recurring EBITDA Margin</i>	<i>6.1%</i>	<i>5.6%</i>	<i>48 bps</i>	<i>6.1%</i>	<i>6.3%</i>	<i>(23) bps</i>

in COP M	Dec 2018	Sep 2019	Var %
Assets	16,931,625	15,832,751	-6%
Current assets	3,914,728	6,846,212	75%
Cash & Cash Equivalents	1,885,868	543,765	(71.2%)
Inventories	1,398,724	1,612,807	15.3%
Accounts receivable	218,109	149,772	(31.3%)
Assets for taxes	168,907	358,529	NA
Others	243,120	4,181,339	NA
Non-current assets	13,016,897	8,986,539	(31.0%)
Goodwill	1,453,077	1,453,077	0.0%
Other intangible assets	144,245	152,725	5.9%
Property, plant and equipment	2,055,879	2,046,457	(0.5%)
Investment properties	97,680	89,442	(8.4%)
Right of Use	1,299,546	1,260,351	(3.0%)
Investments in subsidiaries, associates and joint ventures	7,755,192	3,715,700	(52.1%)
Others	211,278	268,787	27.2%
Liabilities	9,520,410	8,772,932	(7.9%)
Current liabilities	5,286,047	4,647,747	(12.1%)
Trade payables	3,567,527	2,727,167	(23.6%)
Lease liabilities	179,392	192,878	7.5%
Borrowing-short term	1,042,781	1,304,681	25.1%
Other financial liabilities	111,269	66,845	(39.9%)
Liabilities for taxes	50,458	41,898	(17.0%)
Others	334,620	314,278	(6.1%)
Non-current liabilities	4,234,363	4,125,185	(2.6%)
Lease liabilities	1,327,404	1,284,728	(3.2%)
Borrowing-long Term	2,838,433	2,769,897	(2.4%)
Other provisions	38,788	47,315	22.0%
Liabilities for taxes	-	-	#DIV/0!
Others	29,738	23,245	(21.8%)
Shareholder's equity	7,411,215	7,059,819	(4.7%)

<u>Banner by country</u>	<u>Store number</u>	<u>Sales Area (sqm)</u>
	3Q19	
Colombia		
Éxito	246	625,386
Carulla	97	85,836
Surtimax	92	45,111
Super Inter	70	65,754
Surtimayorista	30	31,377
Total Colombia	535	853,464
Uruguay		
Devoto	60	40,325
Disco	29	33,452
Geant	2	16,411
Total Uruguay	91	90,188
Argentina		
Libertad	15	103,967
Mini Libertad	10	1,981
Total Argentina	25	105,948
TOTAL	651	1,049,600



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