

Q&A SESSION.

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PRESENTACIÓN DE RESULTADOS GRUPO ÉXITO 2Q25

1. Nicolás Larraín

It is interesting to hear from you Carlos, if you could maybe give a percentage in terms of turning around like where are you on the more general plan, is it 50% done, 30% done, it would be very interesting to hear your thoughts on that. And, in Colombia, this expense base that we saw for the second quarter, do you think is the new normal for the company? Maybe you had some non-recurrence there on the restructuring. Thank you.

Answer Carlos Calleja:

Hey Nico, it's great to have you here. You're always here with us. Great to see you and receive your questions. A tough question in terms of asking us for a number because we tend to think about this as continuous improvement and that's sort of the mandate that we've placed on ourselves.

What I can say is that we are seeing the fruits of our labor, the hard work that the team's been doing. It is bearing results and we're seeing that. Percentage wise, I don't want to answer but what I would say is we're happy with what we're seeing, but there's still a long way to go. And as we look around the organization and we look around the businesses and we see what we're doing great opportunities to continue strengthening the company, so I would say is that the turn around happened, but there's still a long way to go and we think we can continue to improve, you know, day after day, month over month, year over year the results of the company. That's what we're working on doing, for the employees, for the investors, and for everyone.

As you know, Grupo Calleja comes from a family business with an ownership mentality where we've modesty aside, achieved incredible results and we're far from that. Still in terms of margins and everything. It's a different company, but we're accustomed to performing with excellence and that's what we're striving to do and we have the team in place here in Grupo Exito to do that, and I think what you guys are seeing right now is the beginning, as I said in our presentation of a new era for the company that will continue to improve.

Regarding the cost base of the company, there's still opportunities we see every day at the same time, I think that we've made progress in terms of bringing down the cost structure. But we're never satisfied. As we grow the company is going forward, we hope to also bring down costs relative to that growth. We're very conscious in terms of how we ensure productivity within the organization, and I think we can grow and that's why you've seen us grow on the platform of the same stores that we have in a way that creates more productivity and better margins and a lower relative cost.

Compliment Fernando Carbajal:

Just to compliment Carlos, I think the Q2 Expense is a good baseline in terms of modeling or simulate Year to date or future scenario for Grupo Éxito.

2. Alonso Aramburu

Thank you for the presentation and congratulations on a very strong result. Two questions on my end.

First, if you can maybe talk us through maybe the next steps in Argentina. It looks like you're cutting cost, but what's the end target there? Do you plan to continue to work on efficiencies? Do you need more scale? What are some of the plans there?

Second, if maybe you can provide some color on the competitive environment in Colombia, what are you seeing from competitors? I understand that they continue to grow stores. Maybe some color on that to give us a sense of what's going on in Colombia.

Thank you.

Answer Carlos Calleja:

Thank you, Alonso, for being here with us and for your interest. I'll probably go with the second question first and then I can go to Argentina.

Listen, what we're seeing in Colombia is that our strategy is working in terms of competitiveness. As you know, we've implemented a high-low strategy which will bring traffic through to our stores through the discounted and promotional sort of sales that we're doing that's really gaining.

Yesterday I was out visiting the stores and It's incredible to see how each month the penetration of those initiatives is growing. It's almost like a snowball effect when you come in with a strategy that's different, this high low strategy with these levers of savings It takes time to position it in the market, but I think without a doubt we're achieving that goal and when I talked to the store managers, they're really excited, there's no one in the company on the store floor that thinks we're going in the wrong direction as terms of the strategy.

The strategy is working. You know, the more assortment that allows us to differentiate ourselves with our competitors, the strength in fresh products strength and meat all those products that allow us to differentiate us and the high low strategy in terms of savings, it just fits so well with Latin American culture, to be able to take advantage of that, savings, promotion and we're able to do it too in a very, very specific way.

As you know Colombia payments of salaries are done every 15 days, so you can use a high low strategy to capture more value, more efficiently without just blowing what I call your gunpowder out, which is your margin in in a manner that's not specific or targeted.

So that's working well and what we're seeing is that people are enjoying visiting our stores. They

enjoy the aspirational experience, the value added, and we are gaining market share in the Same store sales platform, and we continue with our program to invest in our stores to refurbish our stores to bring them up to that level of quality that really makes a difference as well. Like I said, there's a space in every country for that hard discount layer, we're not betting on that hard discount layer for our future. We're betting on a value proposition that's more aspirational and differentiated, but brings the savings, but with more assortment and better service.

So competitive landscape, I would say is always intense, but we're happy about what we're seeing and we're more convinced than ever that this strategy is going to work in Colombia. And if you look, I don't want to talk about other players in space, but if you look at other players who are in that space with us that, I will say we're overachieving and we're gaining market share.

With Argentina, this is what I can say. Our real estate business is a solid business, and we know we have good assets there. we've got shopping centers that are generating a profit. In the other hand, the business that's losing money is the retail business and we've been working on bringing down costs for restructuring and refinancing, so we're doing everything we can to make that business as profitable as it can be or to minimize those losses and we're analyzing consistently what decisions we have to make to ensure and create value for the company.

Compliment Carlos Mario Giraldo:

I would only add on the part about competitiveness that if we look at our 60 basis points gained in the Same Store Sales in the first semester, clearly, we are among the key winners and the traditional competitors overperforming, as Carlos said. We are becoming the destination for food and grocery shopping and that is important as a purpose, because while others are offering a very limited assortment, we want our customers to be able to have all the grocery shopping with us.

3. Juan Camilo Dauder:

What are your expectations for sales growth across the regions for 2025 and 2026?

What is the overall situation on commerce in each of the countries of operation and particularly in Colombia?

Answer Fernando Carbajal:

Thank you, Juan Camilo.

Let me answer the first question.

As you know, we have a constraint in terms of to set on answer this question because we are a public company, so I would like to say we are working very hard based on all the commercial, all the financial proposal we have in terms of financial growth model to ensure we are keeping a good momentum in term of sales growth and market share. So, at this moment, the plan for the company continues working very hard and to capitalize all the opportunities that we have in the market to continue with good momentum in terms of growth.

Compliment Carlos Calleja:

If we look at the second semester going forward and I'll go back to last year; we had a year of transformation with non-recurring expenses to restructure the company. And if you recall, we

lost money I think in the first three quarters and made it all back in the fourth quarter. What I want to say is, for our business, the “Temporada alta navideña” is without a doubt super important and we've got the entire organization focused in making sure we end this year, “ con Broche de oro”, that means, full out, you know, taking advantage of what we know we can do with our product assortment, with our food and non-food.

And the other great thing that I can share with you guys is that I've spoken a lot over the last couple months about how we're strengthening our platform. But these results that we're seeing are giving us the cash flow that is allowing us to plan our expansion. We are beginning that project now. We want to start growing new stores next year, but to do that we have to start working now. So, we're all working on identifying locations.

Hard discounters cover, I think, roughly close to, I don't know, more than 900 municipalities in Colombia and I don't even think we're in 300, so that gives you a sense of where we can go. So, we have years and years of future growth in Colombia.

Compliment Carlos Mario Giraldo:

I would add something, and it is that as we saw in the in the first quarter and last quarter of last year, most of the growth was done in big appliances in non-food.

Today we're seeing that the growth is balanced across all the businesses, including textiles and including Food and fresh products.

What is the overall situation on commerce in each of the countries of operation and particularly in Colombia?

Colombia is much better off than it was a year ago, right, in terms of consumption, I think you're all seeing that in the numbers. There's an electoral year coming, but we see beyond that, and we don't see anything in the numbers and in the data, we're good thermometer of consumption in the country that makes us think that something's going to slow down because of an election in Colombia We're driving through that. Also, I would like to add that, Uruguay is solid. It's always a solid sort of country for us. The challenge, like I said, in terms of consumption is in Argentina. But at the same time, Argentina, relative to sort of our total size is limited.

There are not any more questions.