



CENCO DAY

2025

Santiago de Chile



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CEO

Top Global Trends

ARTIFICIAL INTELLIGENCE AND DIGITAL INNOVATION are revolutionizing the retail landscape in unprecedented ways

The retail landscape is being shaped by **TECHNOLOGICAL INNOVATION**, changing consumer values, and evolving business models

The future of retail isn't just about selling products; it's about **CREATING EXPERIENCES, BUILDING TRUST**, and meeting customers wherever they are



Top 10 Global Trends



- 1 Generative personalized Customer Experience
- 2 AI-Driven Hyper-Personalization
- 3 Supply Chain Transparency
- 4 Social Commerce
- 5 The Resale Market
- 6 Experiential Virtual Retail
- 7 Retail Workforce: New Skills For New Challenges
- 8 Supply Chain Resilience
- 9 Autonomous Retail: The Rise of Self-Operating Stores
- 10 Sustainability as a Business Model

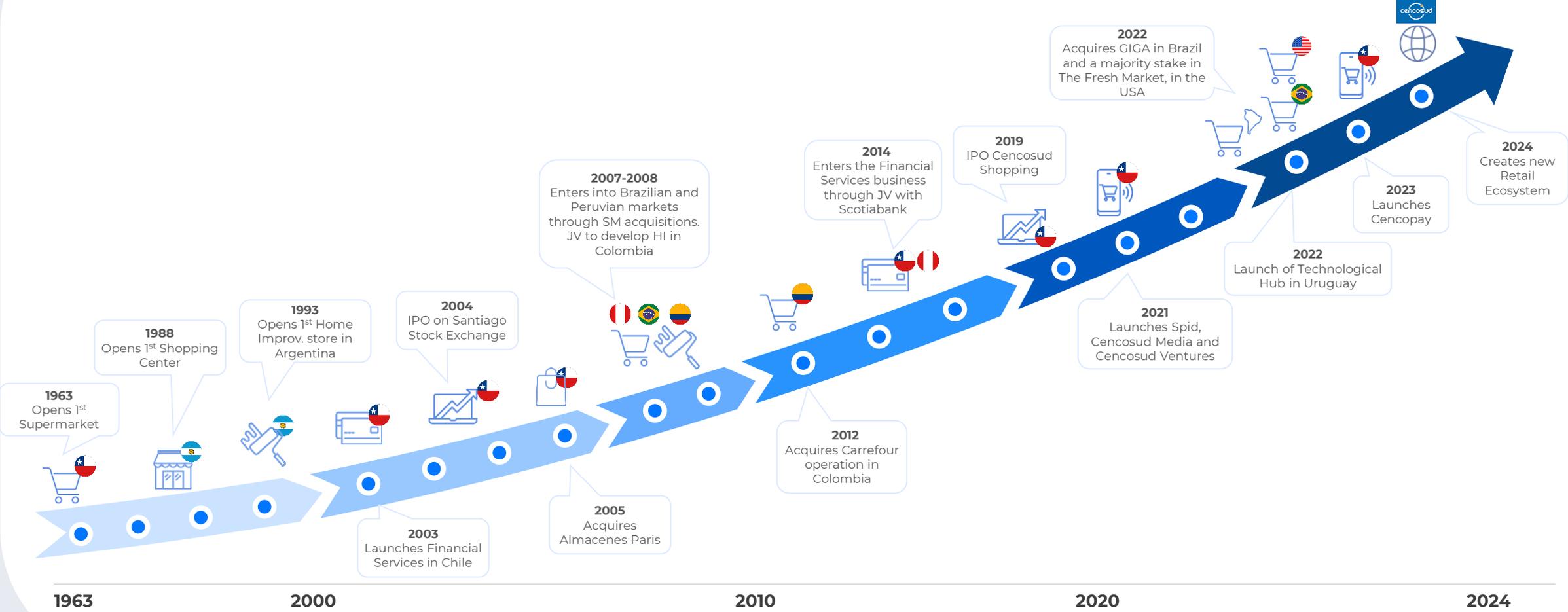
Top Global Grocery Retail Trends

- **CONSUMERS ARE TRYING TO SAVE:** CPI pressures, increased housing costs and broader economic uncertainties are causing consumers to adjust their purchasing habits
- **PRICING AND PROMOTIONS ARE KEY:** Through dynamic pricing, personalized pricing, or automated pricing; for promotions, defining the purpose of them
- **EVOLVING HEALTH AND WELLNESS NEEDS OF CONSUMERS:** Greater transparency with food labels and repositioning of products around health and wellness attributes like “added protein” or “low sugar”.
- **PRIVATE LABEL CONTINUES TO GROW:** fueled by shifting demographic trends and consumers’ increasing focus on value-driven shopping
- **SUSTAINABILITY MATTERS TO CONSUMERS:** Almost all consumers are trying to take actions to live sustainably (“free-from” and allergen claims)
- **OMNI-SALES ARE ON THE RISE:** The area with the most opportunity for online sales growth going forward is Food
- **GROWING NUMBER OF CONSUMERS FACING AI:** Grocers are tapping AI in a more targeted way, with an emphasis on personalizing the shopping experience.

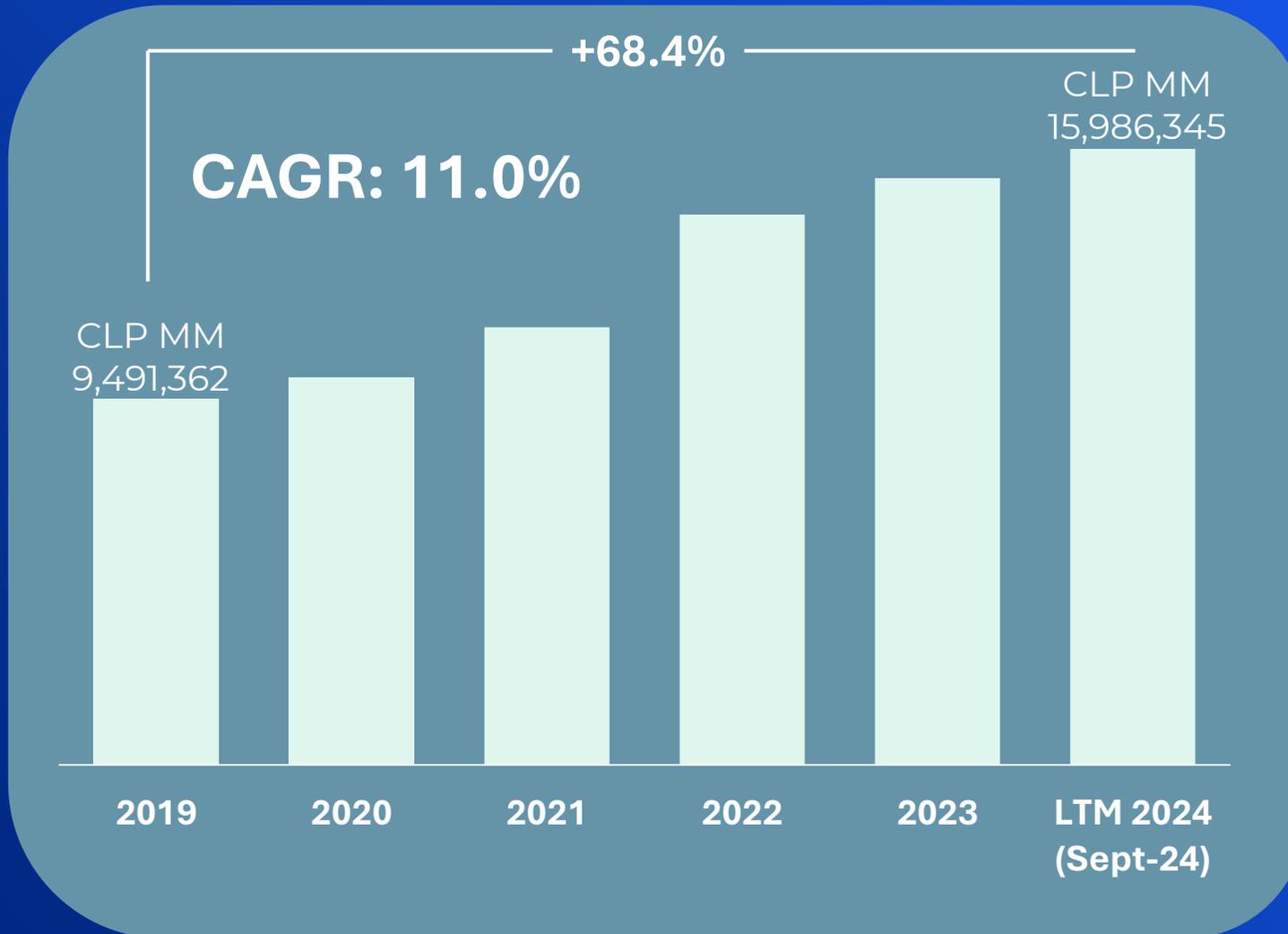


Cencosud is in a privileged position to navigate these challenges, lead transformation, and drive growth and profitability from market opportunities

Cencosud: Six Decades Expanding the Boundaries



Accelerating Sales Growth Since 2019



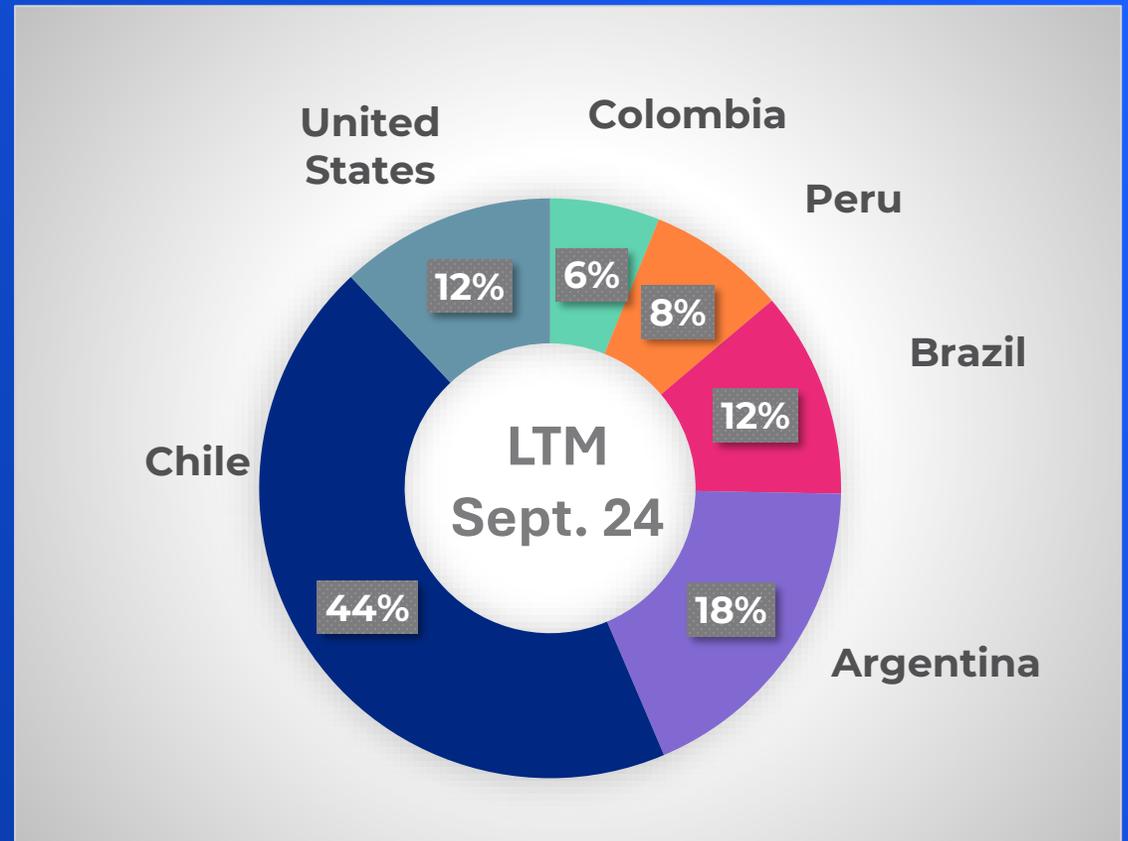
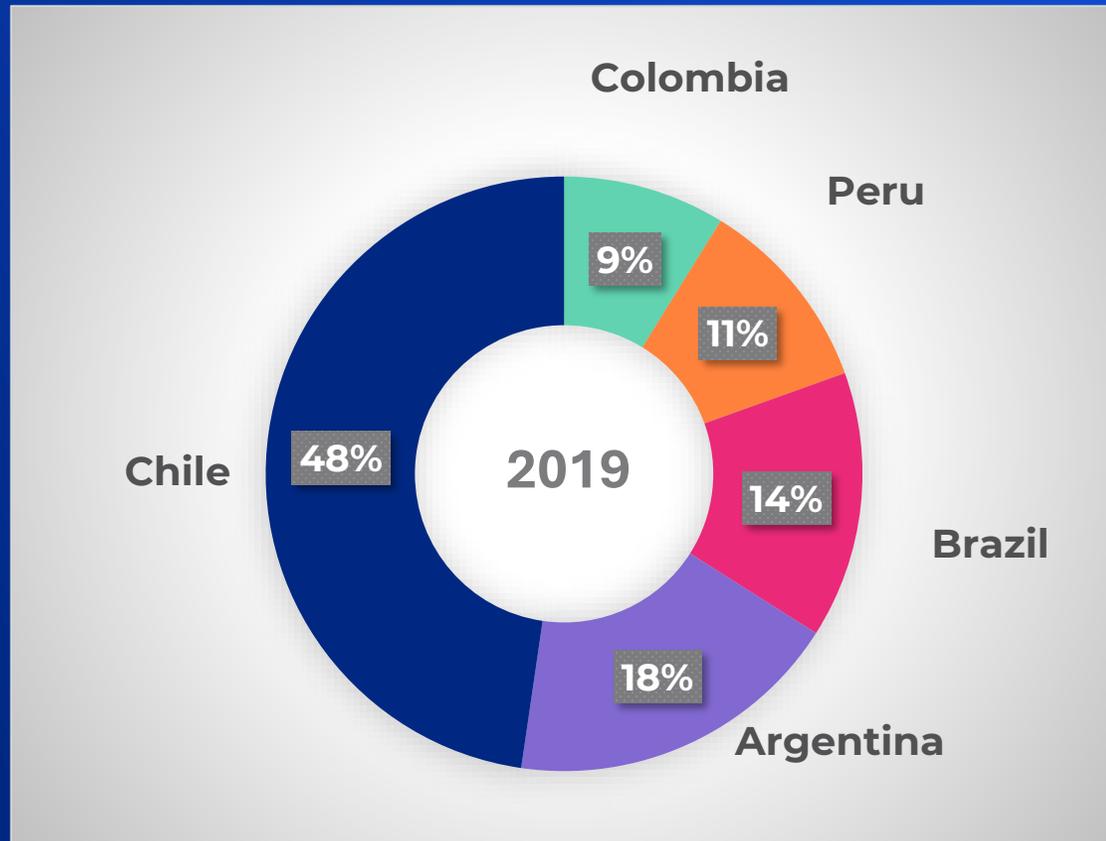
Initiatives contributing to current and future top-line growth:

- Organic growth
- Leadership in Grocery
- Omnichannel strategy
- Market Share gains
- New revenue streams
- Private Label program
- Tactical M&A
- Efficiencies and synergies

Increasing Revenue Stability through Diversification in Low-Risk Economies

With a diversified business model, Cencosud has successfully increased the percentage of its revenues from more stable economies, such as Chile and the USA.

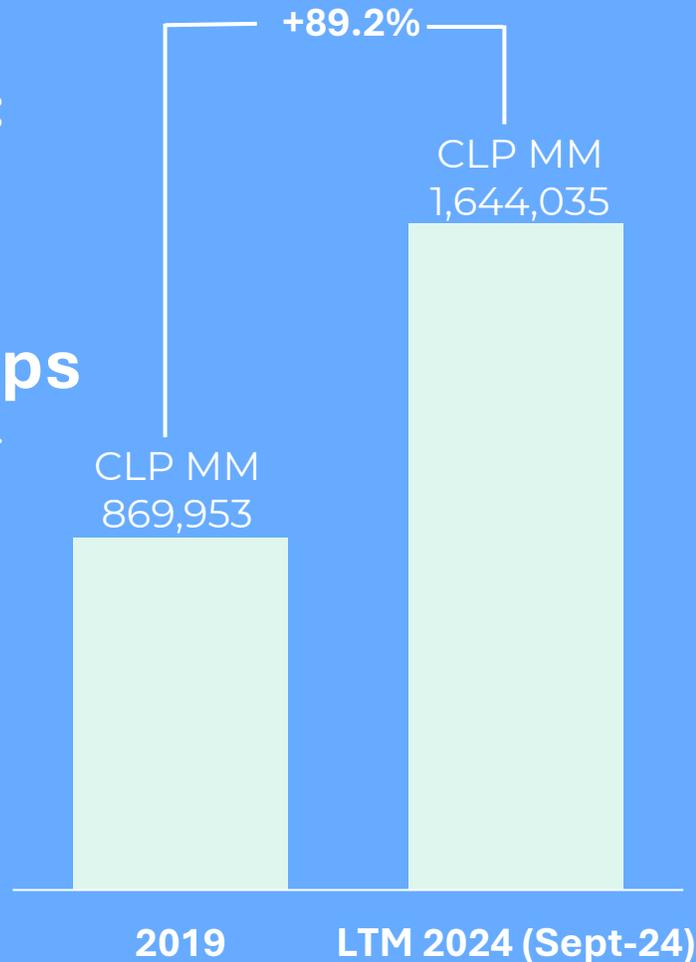
This strategic shift highlights the Company's commitment to maintaining stability and reducing risk.



Adj. EBITDA: Sustaining a Higher Margin Level

CAGR:
26.1%

113 bps
EBITDA Mg.
increase



Key initiatives for EBITDA expansion

- Transformation of stores and format refinement
- Private Label program
- Re-engineering of brands and value proposition
- Enhanced agreements with strategic suppliers
- Savings and efficiencies from Shared Service Center and Operational-process centralization
- New revenue streams with higher EBITDA margin contribution

Net Income Leading the Growth



Net Income shows **even better trends** compared to revenues and EBITDA



Cencosud has Become one of the Largest Retailers in Latam

Key Figures

60+
Years

105K
Employees

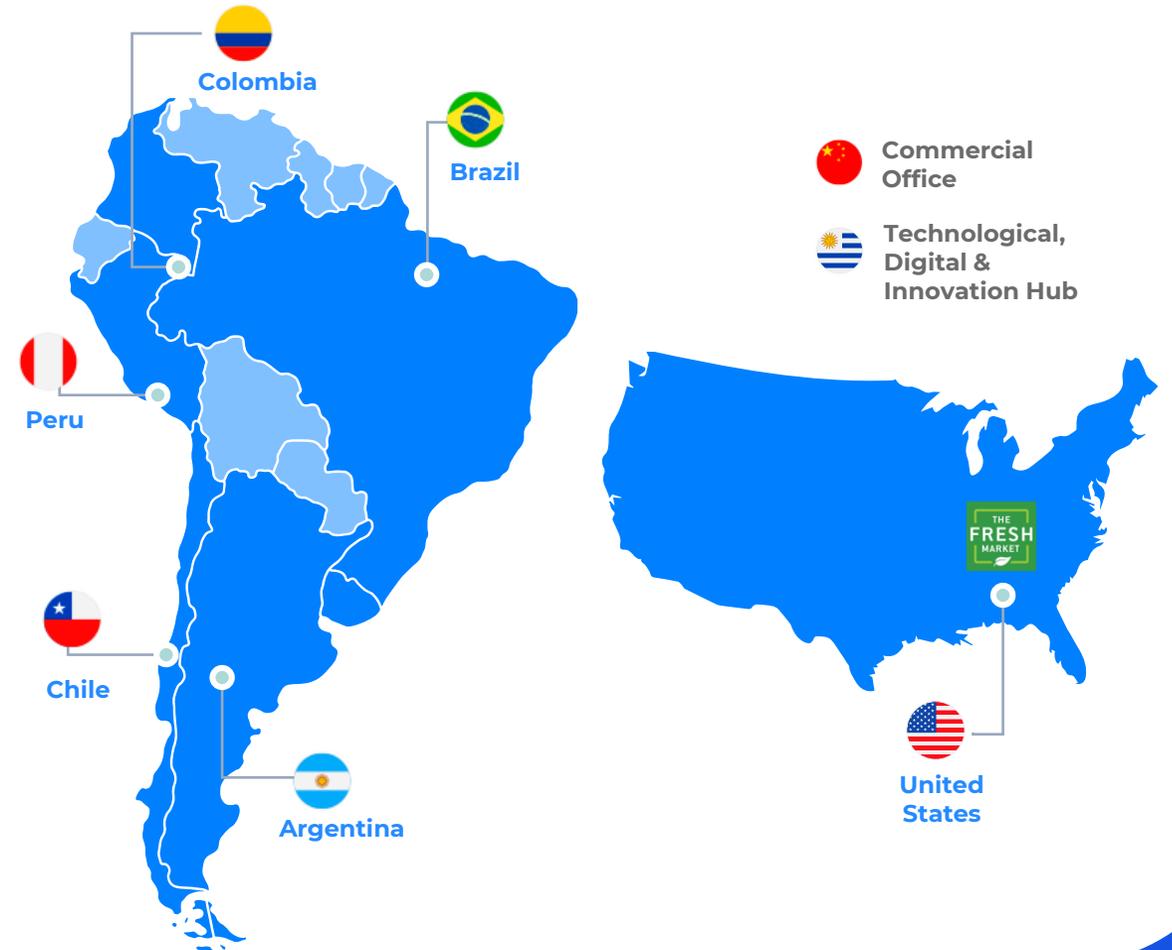
USD
17.3 Bn
Revenues

USD
1.8 Bn
Adj. EBITDA

~180MM
Foot traffic in malls
per year

~700MM
Tickets
per year

Presence in 8 countries



Cencosud has Become one of the Largest Retailers in Latam

Retail Portfolio

- 1,129 Supermarkets
- 117 Home Improvement
- 48 Department Stores
- 3.5 MM sqm of retail sales area
- 44% owned

Shopping Center

- 67 shopping centers
- 2.3 MM sqm of GLA

Land Bank

- 5.4 MM sqm (42% in Chile & 47% Arg)
- Extensive opportunities to develop Grayland

Financial Service Business

- USD 2.6 MM net loan portfolio
- 2.5 million credit cards issued



Note: Data as of September 2024,. Data excludes Hyperinflation adjustment.

**At Cencosud, we are
embarking on an exciting
new chapter in our journey**

2024

**Election of New
Board of
Directors and
Chairman**

**Appointment of
New CEO and
Enhancement of
Organization
Structure**

**Creation of
Retail
Ecosystem**

**Reshaping
Roadmap**



Enhancing our Purpose and Strategic Pillars to resonate with customer evolution and future trends

“TO PROVIDE EXCEPTIONAL SERVICE AT EVERY MOMENT”



To provide exceptional service

- Is an active and committed position
- Reflects our DNA of excellence and passion for people
- Is about addressing the needs of our audiences
- Is the constant improvement of everything we do: Innovation
- Sustainability as the impact we aim to generate
- Experience as part of what we want to deliver
- Culture as part of what drives us to give our best

At Every Moment

- Part of the full lifecycle of our stakeholders
- Reach of our businesses
- Omnichannel experience
- Constant innovation
- Financial strength

Enhancing our Purpose and Strategic Pillars to Resonate with Customer Evolution and Future Trends

Strategic Pillars

1. **Growth & Profitability**
2. **Innovation and Experience**
3. **Retail Ecosystem**
4. **ESG**

Driving Principles

Systematic and disciplined approach to Value Creation

One Company:
Synergies across markets, formats and channels

A digital-driven and technology-enabled company

Share of Life: becoming an essential part of customers' everyday activities



Growth & Profitability

 Innovation and Experience

 Retail Ecosystem

 ESG

Growth & Profitability



Private Label



E-commerce



Retail Media



Shared Service Center



Accelerated organic
expansion in retail
stores and Shopping
Centers



Unlock Real Estate
value potential

Private Label Development

USD 2.6 Bn

Total sales LTM +120% vs 2019

16.9% penetration

+57 bps YoY

~100K total SKU*



*SKU that registered sales during 2024

E-commerce as an Engine of Growth

Key Highlights since 2019

- Increase in online penetration: Growth from low single digits to 10%
- Marketplace development and launch as a new business model
- Launch of new mobile applications: Spid, Paris, Easy, and more
- Launch of Cencosud Media: Our media platform for targeted advertising and customer engagement



Revenue YTD Sept-24

USD 1.2 Bn

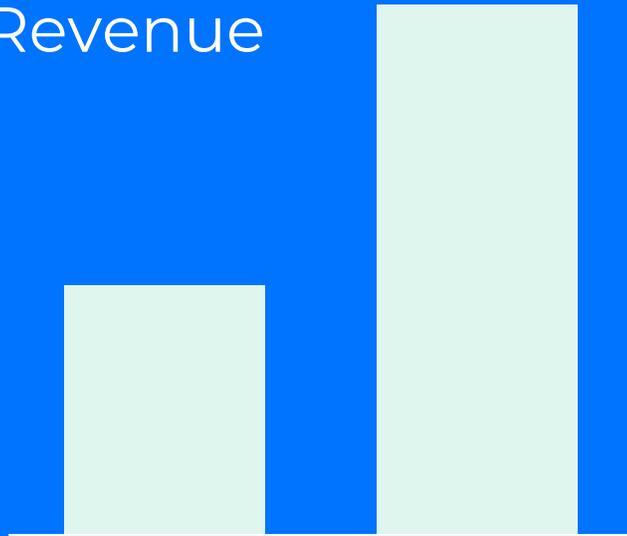
+7.3% YoY

Retail Media: This is Just the Beginning



Retail Media: This is Just the Beginning

Retail Media Revenue



YTD Sept - 23

YTD Sept - 24

+112%
YOY

+740

Brands announcing
across the region

+10K

Initiatives deployed



Shared Service Center: Unleashing Efficiency and Digitalization

We develop digital products to look for synergies, efficiencies and allow the business to keep growing:

1 Operational Efficiency

Achieved a **10% reduction in administrative costs** in projects under scope (2023-2024.)

Delivered **USD 14M in annual savings** through cost optimization and streamlined operations.

Achieved **30% efficiency gains** through process integrations, eliminating redundancies.

2 Business Effectiveness

Reduced inventory discrepancies, driving better stock management and cost control.

Improved cash flow by **reducing Days Sales Outstanding by over 20% across all business units.**

3 Organizational Agility

Accelerated Plan to Deliver processes through **reducing cycle times by 20 days**, enabling faster response to business needs.

Commercial agreement management includes **15.2 million of invoices issued**

Price Supplier cost management control
Creates **630K+** Purchase Orders & Issues **700K+** Invoices to suppliers

Shared Service Center: Unleashing Efficiency and Digitalization

Our Achievements



USD 14 Million

In Annual Savings



1,000+

Total initiatives
deployed



120+

On going
Initiatives



350+

Products built



400+

Robot Process
Automation on going



2024 Top 20 Most Admired Shared Services Organizations (SSOs) and Global Business Services (GBS)



2023 Finalist in the HR Category of Shared Services & Outsourcing Impact Awards



2022 Finalist in the Automation Category of Shared Services & Outsourcing Impact Awards

 Growth & Profitability

Innovation & Experience

 Retail Ecosystem

 ESG



Operational initiatives to improve efficiency

Construction of automated factories to improve efficiency and product quality

Cakes and pastries facility
5.4 MM units produced / year

Operational initiatives to improve efficiency

Construction of automated factories to improve efficiency and product quality

Meat production plant
7.2 tons / year of meat





Operational initiatives to improve efficiency

Construction of automated factories to improve efficiency and product quality

Banana maturity plant
14,400 tons / year

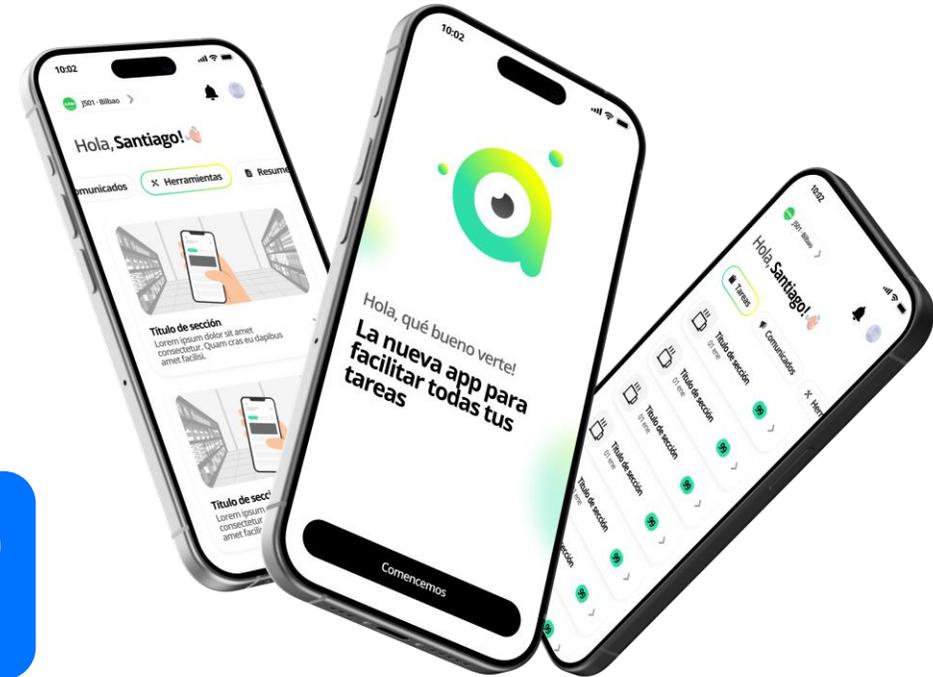
Internally Developed Mi Local App: Boosting Store Efficiency and Sales

Mi Local is a proprietary digital tool to support store operations

Operational Simplification: Automation of key processes, reducing operational complexity and human errors.

Efficient Optimization: Digitalization of workflows, increasing productivity and improving control over resources.

Strategic Decisions in Real Time: Providing accurate and up-to-date data that allows for informed decisions and strengthens competitiveness.



40 Modules
operating in
the region

+1,200
Stores

+27,000
Users



Liveshopping: Enhancing Customer Experience and Engagement

~1 million
Visualizations

320K+
Interactions

In 2024

Younger generations are shaping new consumer trends. They value simpleness and similar values to theirs

Prime Subscription Program: A Strategy for Delivering Unique Experiences



Cencosud Prime already represents 50% of total E-commerce sales

~50%

Penetration of total E-commerce sales

+55%

Total number of subscribers as of September 2024 vs 2023



An aerial view of a massive parade in Paris. The street is filled with a dense crowd of people. Large balloons of various characters, including a yellow lion, Spider-Man, and Stitch, are visible. The parade is taking place on a wide city street with buildings and trees lining the sides.

Paris Parade – Community Engagement

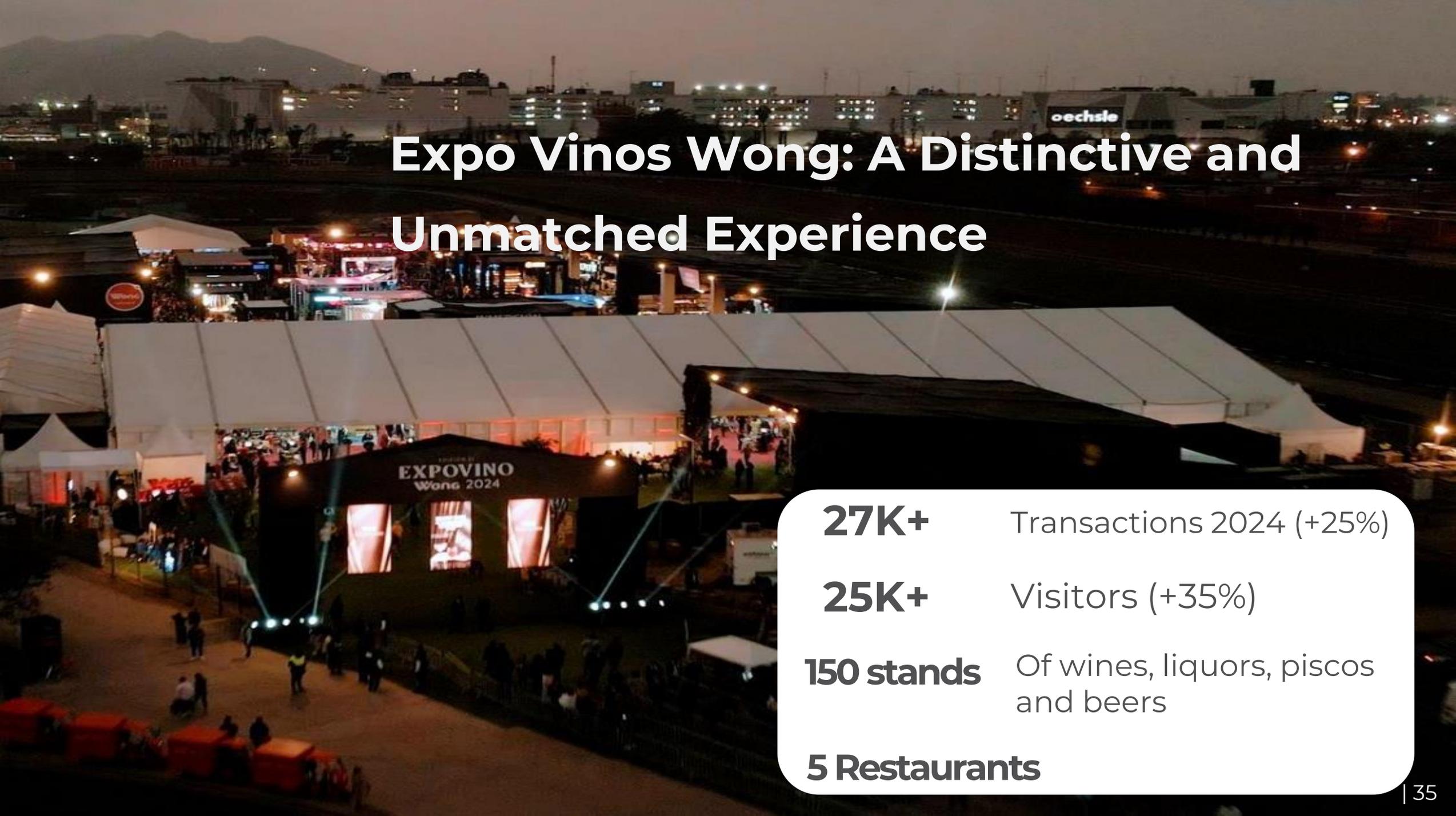
Total estimated attendees
at the event
1,500,000

Perception of the event "the event unites Chileans"

2023: 87% 2024: 90%

Perception of the event "the event is a gift to the community"

2023: 89% 2024: 93%



Expo Vinos Wong: A Distinctive and Unmatched Experience

27K+ Transactions 2024 (+25%)

25K+ Visitors (+35%)

150 stands Of wines, liquors, piscos and beers

5 Restaurants

Cencosud: Leading the Shift Towards Healthier, more Sustainable, and Conscious Consumption



- Vegan
- Organic
- Low Carb
- Gluten-Free
- No Added Sugar
- Lactose-Free
- Common Allergen-Free
- Ecofriendly
- Bio Pets
- Circular Economy
- Bulk Nuts

+1,100
exclusive SKUs

 Growth & Profitability

 Innovation and Experience

Retail Ecosystem

 ESG

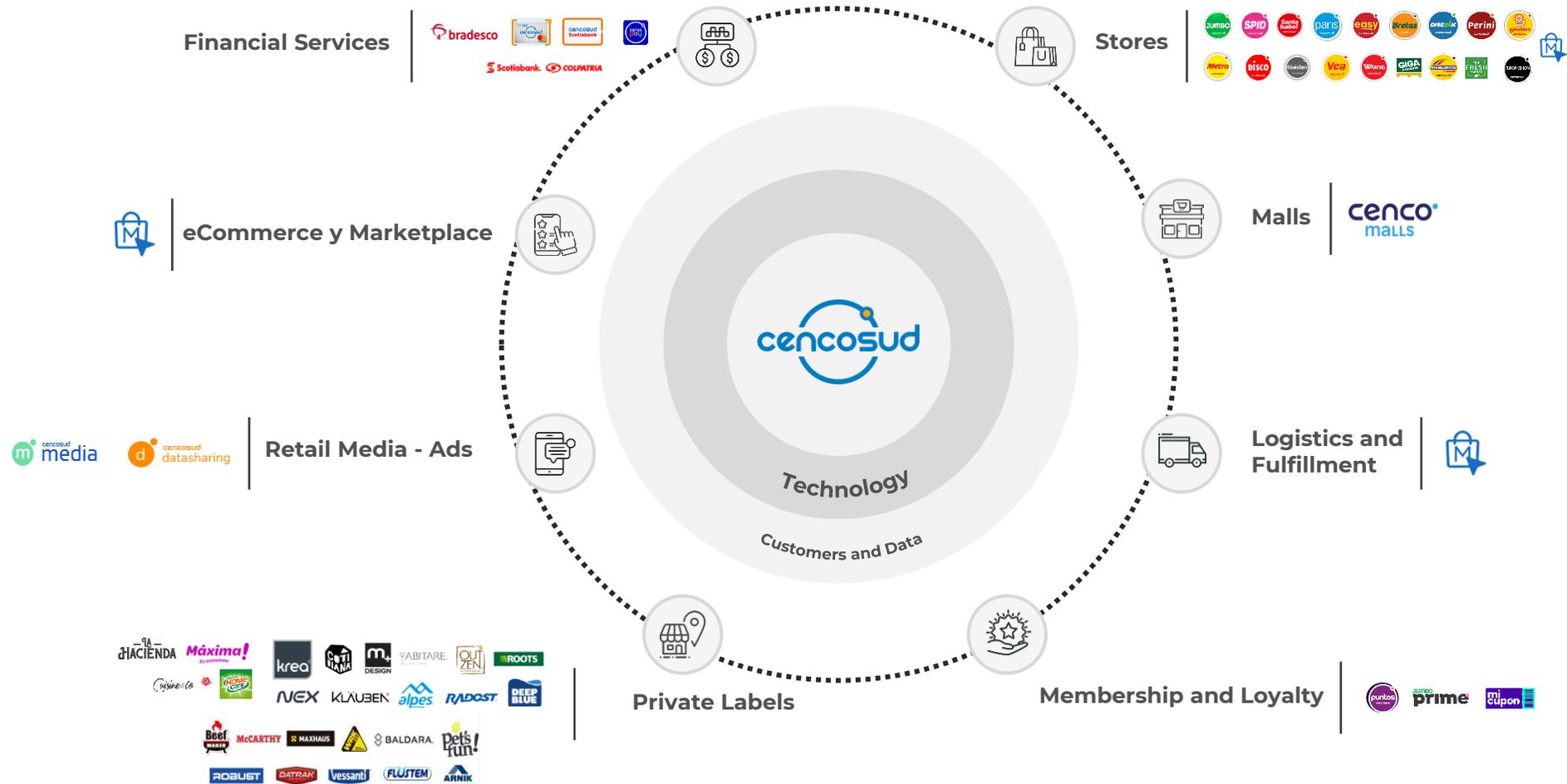
Leading the Retail Ecosystem to embrace new trends

The Retail Ecosystem aim is:

- To be the strongest local player in each market, enhanced by Cencosud global capabilities
- To maximize efficiencies and synergies
- To upstream new sources of revenues such as Cenco Media
- To accelerate innovation and digitalization
- Customer Share of Life mindset



Cencosud's Ecosystem



 Growth & Profitability

 Innovation and Experience

 Retail Ecosystem

 **ESG**

Sustainability Strategy

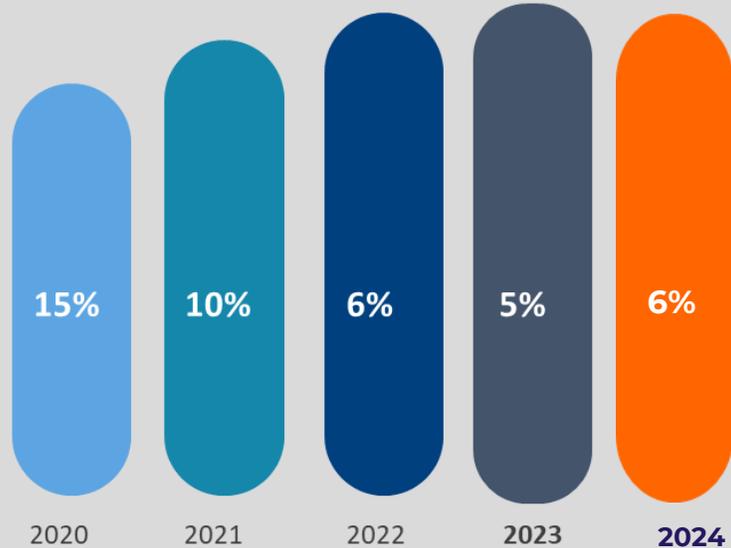


Aligned with the UN Sustainable Development Goals and the Ten Principles of the UN Global Compact

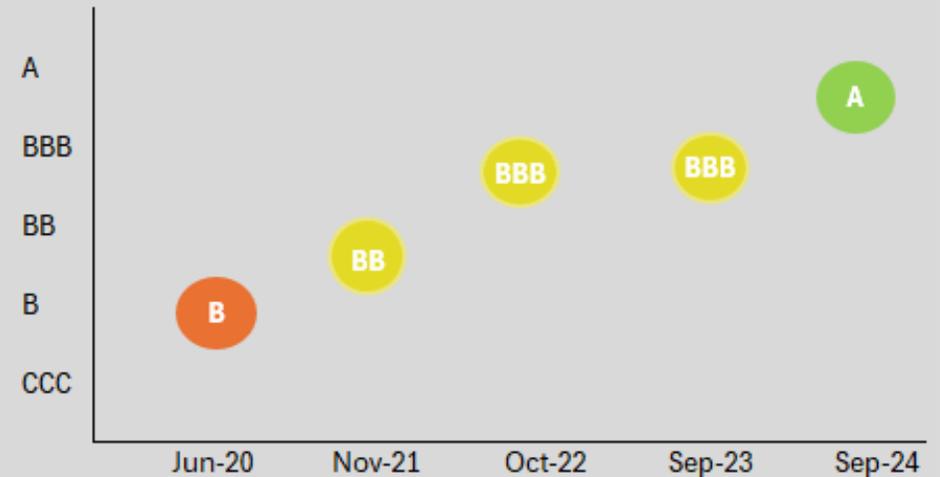
ESG Positioning in Rankings

DJSI Rating History

Cencosud´s
Percentile
among the
Food and
Staple retail
Industry



MSCI Rating History



Among top 6% of the most
sustainable Companies of
the Food and Staple Retail

Member of DJSI MILA
2024



MSCI: we have been
upgraded 3 notches since
2020

From B to A

ESG Milestones 2024

Planet

Energy Efficiency

-12% Reduction in energy
Consumption vs Jan-Sep 2023

42% Energy consumption comes
from renewable energy sources

Circularity

+1,300
Tons of Food Rescue
Program

+14,000
Valorization of Organic
Waste (Tons)

+58
Tons of textiles were
collected

+5,0 MM
Products were rescued
avoiding waste



Overview by Country



Chile

Continue enhancing the value proposition and efficiencies through Innovation



44.4% Revenues % of total

11.8% EBITDA Mg.

32.9% Market Share
in Supermarkets



Paris Automated Distribution Center

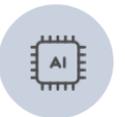
Investment in Fixed Assets help ensure product quality and margin improvement

- New Darkstore in Cenco Costanera
- Bakery plant
- Cakes and pastries facility
- Meat production plant
- Banana maturity plant
- Automated Distribution Center



Digital developments create new revenue streams, in addition to further efficiencies

- Retail Media
- E-commerce
- Liveshopping
- Cheaf
- Vopero





Argentina Continue Capitalizing on our Experience and Market Position

18.3% Revenues % of total



12.8% EBITDA Mg.

16.1% Market Share
in Supermarkets



Argentina: a country that will grow on a faster pace than other LatAm countries



GDP expected growth in 2025: **5%**¹



Lowest country risk country since May 2018²

¹Source: World Bank. / ²Source: JP Morgan.



THE FRESH MARKET

United States Focus on Growth

Grand Opening of Lincoln Park, IL

8 new stores in 2024



12.0% Revenues % of total

11.6% EBITDA



United States Focus on Growth

E-commerce growth



30%+ YoY

Growth of sales



*New Partnership launched **TODAY**

New Developments



Pizza Program
7K to 9K units per week



Breakfast
8K to 9K units per week



Fresh Squeezed
~28K units per week



Brazil Reformulating the business, enhancing the core

11.5% Revenues % of total



5.8% EBITDA Mg.

5.5% Market Share
in Supermarkets



Brazil Reformulating the business, enhancing the core



- Store reforms to improve their **commercial appeal, operational efficiency, energy consumption** and **reduce shrinkage**
- **New production facilities** to **improve quality** and **product mix**
- Design with **focus on purchase experience** improvement
- Improvement of inventory days through **assortment efficiency management**



Peru High-Margin Market with attractive growth potential



7.7% Revenues % of total



11.5% EBITDA Mg.

26.3% Market Share
in Supermarkets



Peru: Keeps positive evolution in its online channel

Strategy focused on growth and operational Excellence

- ❖ **3X** the number of online orders (since 2020)
- ❖ **E-grocery leaders:** Market Share increased 120 bps in 2024
- ❖ Wong's online penetration reaches double digits, with half its sales coming from Wong Prime



Colombia Unleashing its Potential



6.1% Revenues % of total

 **0.3%** EBITDA Mg.

5.7% Market Share in Supermarkets

Note: Data as of September 2024,. Data excludes Hyperinflation adjustment



01 Unleash value potential in Real Estate

02 New Management in place

03 Enhancement of strategy

- Higher focus in Private Label
- Leaner structure
- Product mix to differentiate

Looking Forward



