Investor Day

FALABELLA

The Andean ecosystem where life happens, and value multiplies | 2026

New York · November 16th, 2026



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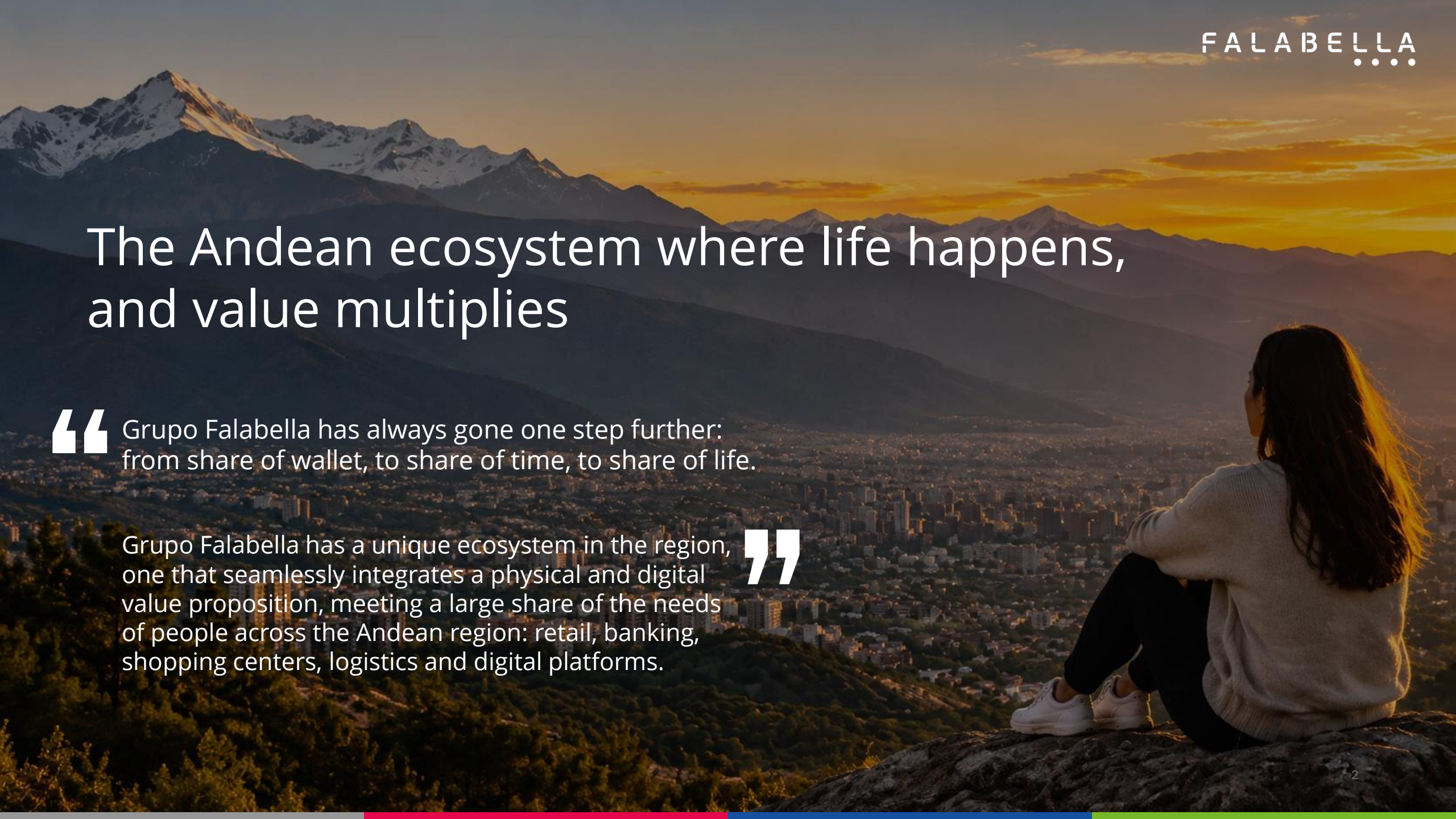
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The Andean ecosystem where life happens, and value multiplies

> Grupo Falabella has always gone one step further: from share of wallet, to share of time, to share of life.

> Grupo Falabella has a unique ecosystem in the region, one that seamlessly integrates a physical and digital value proposition, meeting a large share of the needs of people across the Andean region: retail, banking, shopping centers, logistics and digital platforms.



01

Grupo Falabella

Where life happens

Scaling ecosystem value
across the Andean region



Alejandro González
Chief Executive Officer

39M ecosystem customers across 7 countries

Today, we reach 1 in every 2 adults, across our 3 largest markets in the Andean region



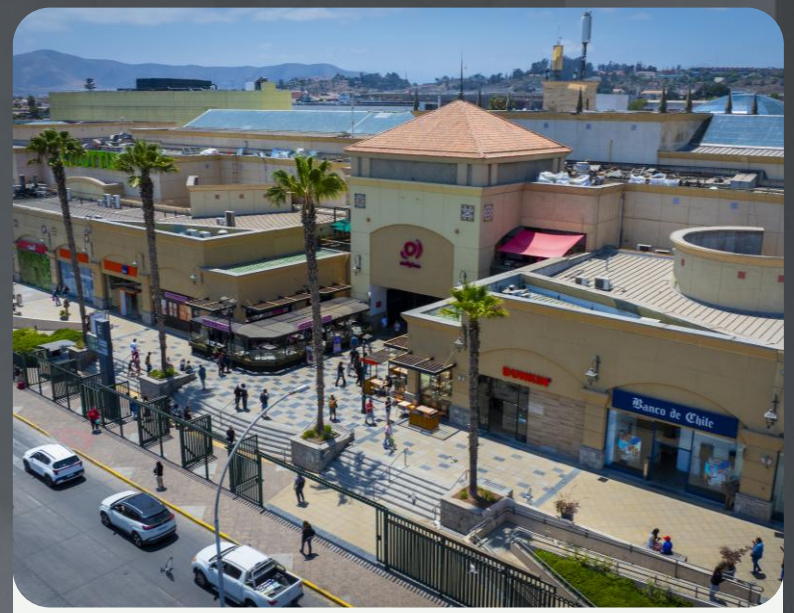
We make our customers' lives
simpler and more rewarding



Meet everyday needs, projects and aspirations



Make payments and financing simple



Create moments to shop, spend time and connect

FALABELLA

Our leadership positions provide a **strong competitive foundation for growth**

Market positions

#1

Credit Cards & Checking Accounts
in Chile

#1

Omnichannel Retailer
In Chile, Peru & Colombia

#2

Supermarket
In Peru and #4 in Chile

#1

Home Improvement
In Chile, Peru, Colombia & Uruguay

#1

Urban Centers
In LatAm

We strengthened Grupo Falabella
to unlock the next phase of growth



2024 – 2026

WHAT WE SET OUT TO DO

01 Strategies and value propositions built around the customer

02 Connected capabilities and simpler execution

03 Solid governance and clear accountability



2027 – 2030

WHAT COMES NEXT

01 Deepen relationships with our customers

02 Scale ecosystem value

03 Accelerate profitable growth

2024 → 2030

Our ecosystem
helps every business become more relevant



39M	Ecosystem Customers
~50%	Customers interacting with 2 or more Group businesses
58	Average interactions per active customer in the ecosystem over the last 12 months
22M	Loyalty Participants
524 / 46	Stores / Urban Centers
>50%	Orders picked up via Click & Collect

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Distinctive roles and next growth levers

A portfolio built around complementary customer missions



Banco Falabella

Deeper primary financial relationships and profitable scaling



falabella.

Multi-specialist omnichannel growth, e-commerce and new monetization streams



TOTTUS

Greater frequency, stronger value proposition and selective expansion



SODIMAC

Closer to every project and home, while growing PRO relationships and omnichannel reach



mallplaza

Brownfields and reconversions enhancing customer experience and engagement

FALABELLA

A stronger governance model to accelerate execution

Three principles that drive aligned, faster and better-informed decisions



Aligned
ONE VISION

Our Chairman and CEO sit on the boards of our businesses, ensuring one strategic vision

Chairman + CEO
on every business board



Leaner
FASTER CORE

Business boards streamlined from 9 to 7 members, cutting complexity and speeding up decisions

9 → 7
board members per business



Specialized
EXPERTISE

Renewed boards now include new members with proven operating experience

Ex-leaders
of top global companies

An experienced leadership team, aligned to execute our strategy

Strategy & Transformation

Chief Strategy and Transformation Officer

Technology, Data & AI

Chief Information Officer

Finance & Capital

Chief Financial Officer

Growth & Operations

Business CEOs & Country Managers

Complementary capabilities, clear accountability and one team focused on customers and profitable growth

Our ambition

Customer preference

First choice for our customers

Profitable growth

Scalable economics

Attractive returns

Long-term value creation

Three outcomes that reinforce one another

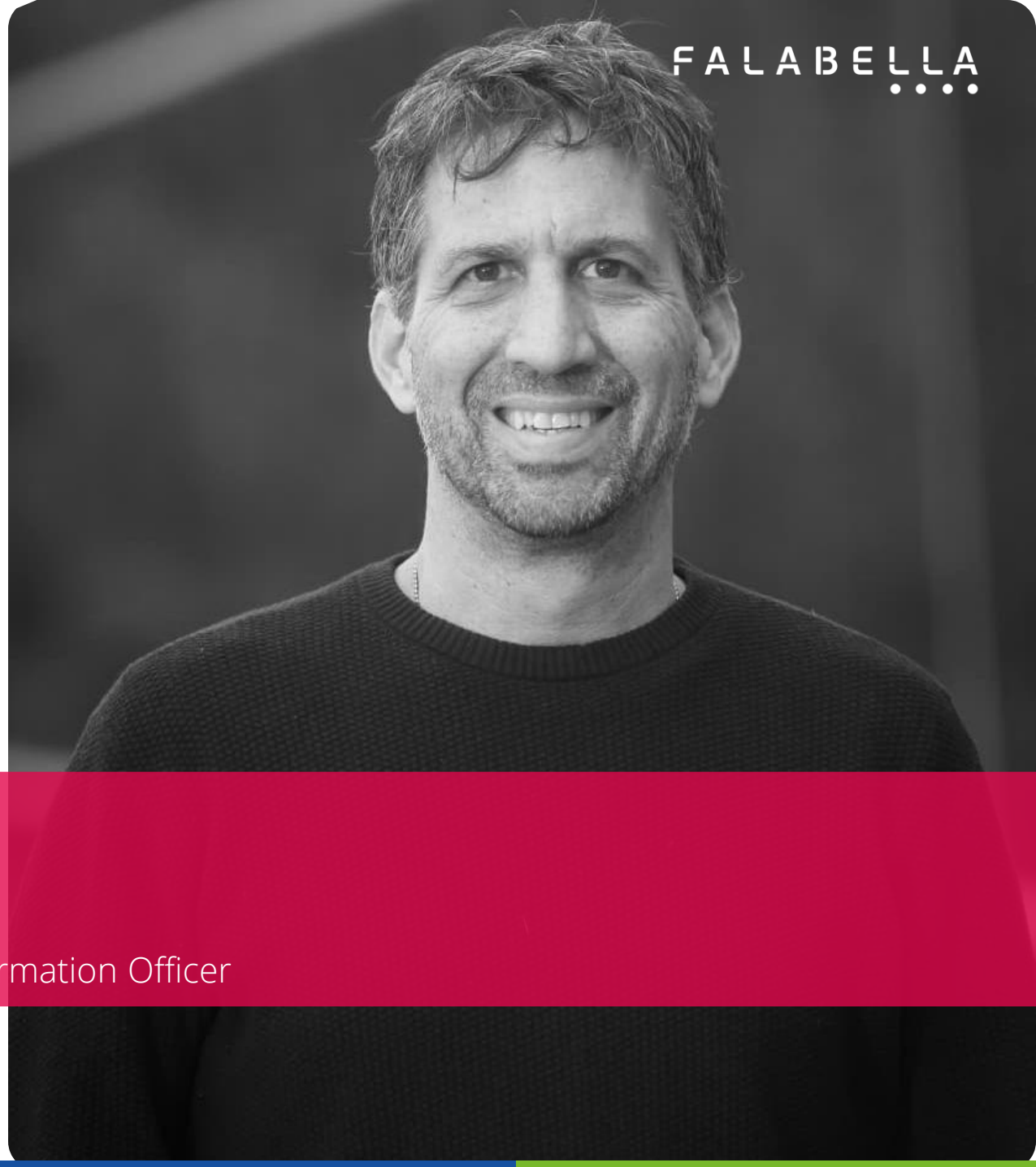

FALABELLA
“We don’t compete for a share of wallet.
We earn a share of life, and that is
where our value multiplies”

02

Grupo Falabella

Multiplying customer value

Five complementary businesses, one customer, shared capabilities: value that compounds across the Group



Eli Senerman
Chief Strategy & Transformation Officer

FALABELLA

Deepening our ecosystem

to capture value from the customers we already have

01

Our businesses are worth more together

Leading businesses that come together to understand our customers and deliver the best value proposition.

02

An integrated ecosystem already creating value

39M customers engage with our 5 businesses across 7 countries, already turning that reach into value.

03

Untapped opportunities

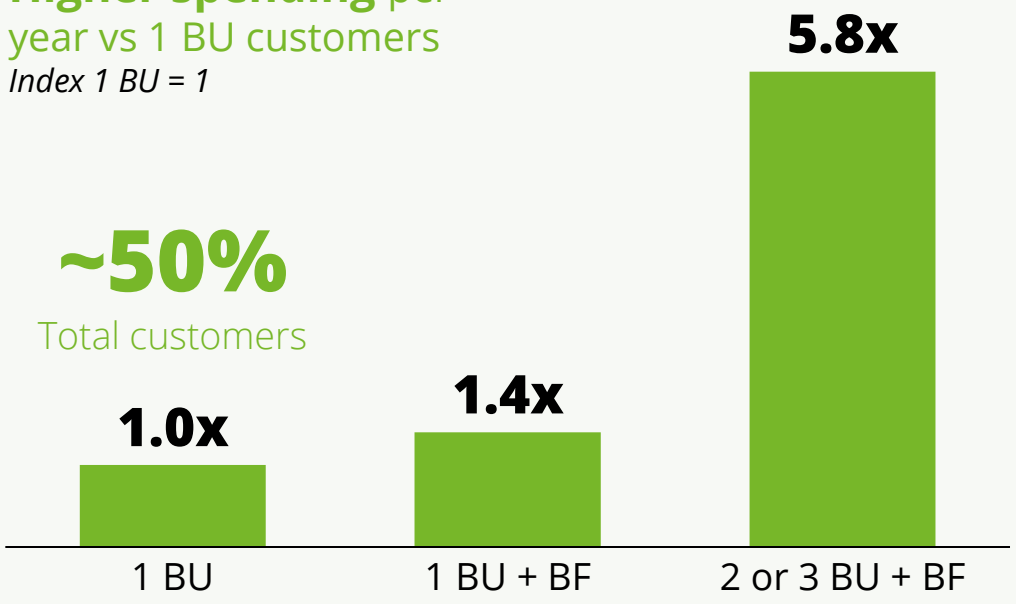
Using Data & AI to make our proposal more relevant, so customers engage across more businesses, more often.

Customers engaging with multiple businesses
spend more and stay longer

5.8x

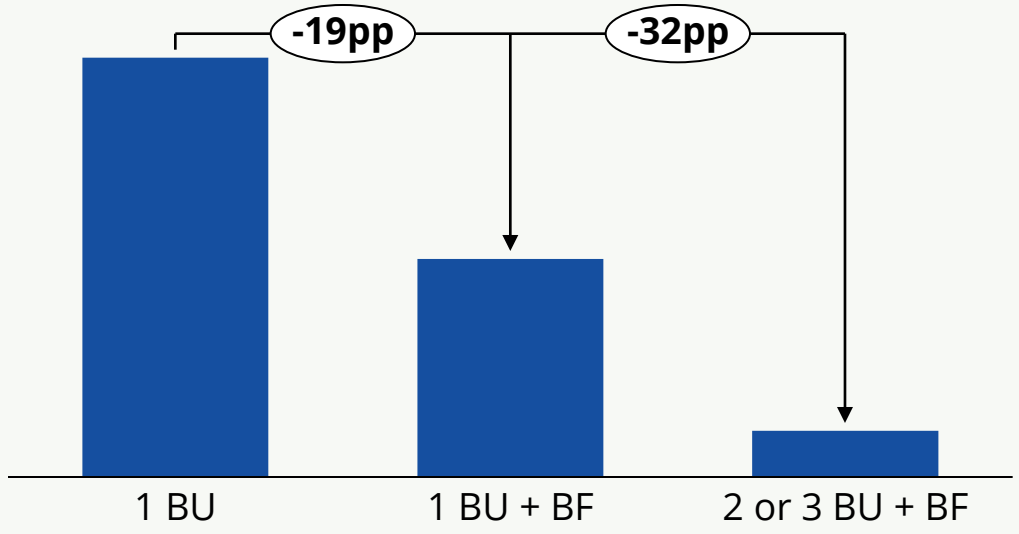
Higher spending per year vs 1 BU customers
Index 1 BU = 1

~50%
Total customers



-32pp

Lower churn vs. 1 BU customers



BU = business unit; BF = Banco Falabella.

We are moving towards a more integrated ecosystem approach

Identifying shared customer opportunities across businesses

Building group-level priorities and capabilities

Developing coordinated execution and value metrics over time



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Group-wide coordination with one-customer view activates shared growth capabilities

01

Omnichannel reach

- E-commerce
- Stores & urban centers
- Fulfillment network
- **Retail media**

02

Integrated financial services

- Financing at purchase
- Low-cost onboarding
- Cardholder benefits

03

Customer relationship

- **Loyalty**
- Personalization across every business

Data & AI one connected view of the customer

A deeper understanding of each customer lets us deliver more relevant experiences

A more productive ecosystem
Supports more profitable growth

01 Increasing customer lifetime value

More relevant, more frequent and more integrated customer experiences

02 Unlocking new value pools

New profit pools beyond retail sales, led by 3P and retail media

Incremental revenue opportunities

Better use of existing assets

Improved customer economics

New higher-margin revenue streams

FALABELLA

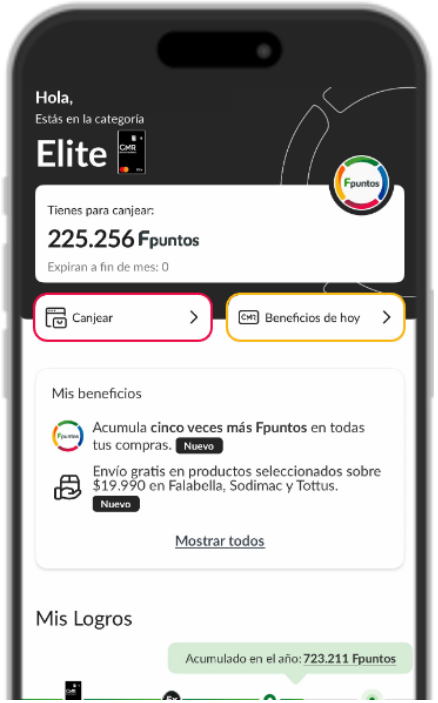
A more integrated, omnichannel offering

makes customers' lives simpler and more enjoyable, and creates more value



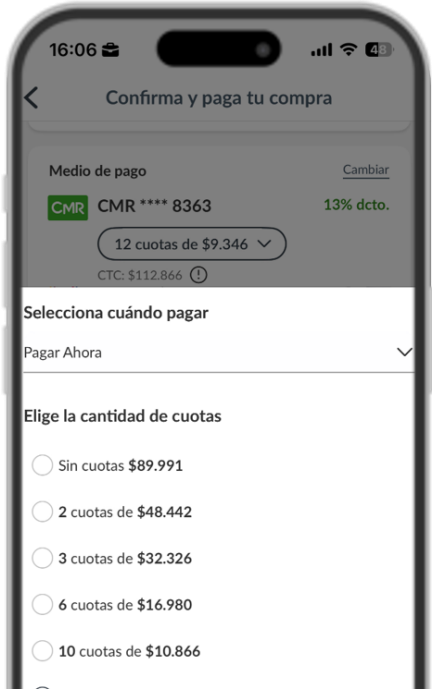
Order your way

Choose the channel, location and delivery option that works best for you



Earn & redeem

Earn and use points in a single loyalty program across brands and channels



Pay with flexibility

Select the method and installment plan that fits each purchase



Save across brands

Unlock relevant benefits throughout the Falabella ecosystem

Loyalty and data increase customer LTV

TODAY Open to any card • 22M customers • 3.5× vs. 2019

VALUE FOR CUSTOMERS

3.6M

customers redeemed points in 2025

VALUE FOR THE ECOSYSTEM(1)

1.4x

higher spend among point redeemers

–14pp

lower churn among point redeemers

NEXT

From transactions to lasting relationships

A simpler experience that grows frequency, relevance and habit.

01 Frictionless experience
1 Fpunto = $1 CLP · online redemption

02 More everyday partners
Broader presence across the ecosystem

03 Gamification that builds habit
Progress, rewards and personalized experiences



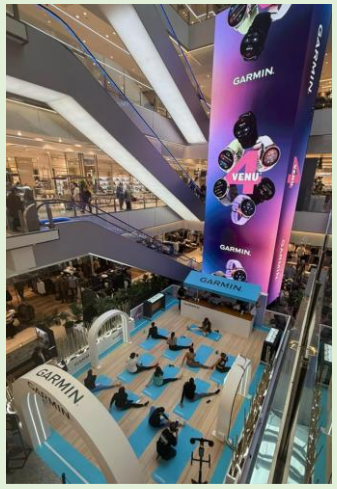
Note: Data corresponds to Banco Falabella Chile customers.
+80% of points earned are spent at our 3 retailers.

Retail media adds value across the whole customer journey and is now one of our fastest-growing revenue lines

First-party data, lasting customer relationships

01 TODAY

Brands reach customers at every step of the journey



48%

faster first sale for sellers using Sponsored Products

02 AMBITION

Retail media revenue in 2030

6x

the 2025 level

03 NEXT

Commerce Media: our data, beyond our channels



Off-site	Audiences on social, video and external platforms
Non-endemic	Advertisers that do not sell with us
Self-serve	Brands launch and track their own campaigns

A connected ecosystem creates room for more profitable growth

01 **Customers who interact with more businesses are worth more**

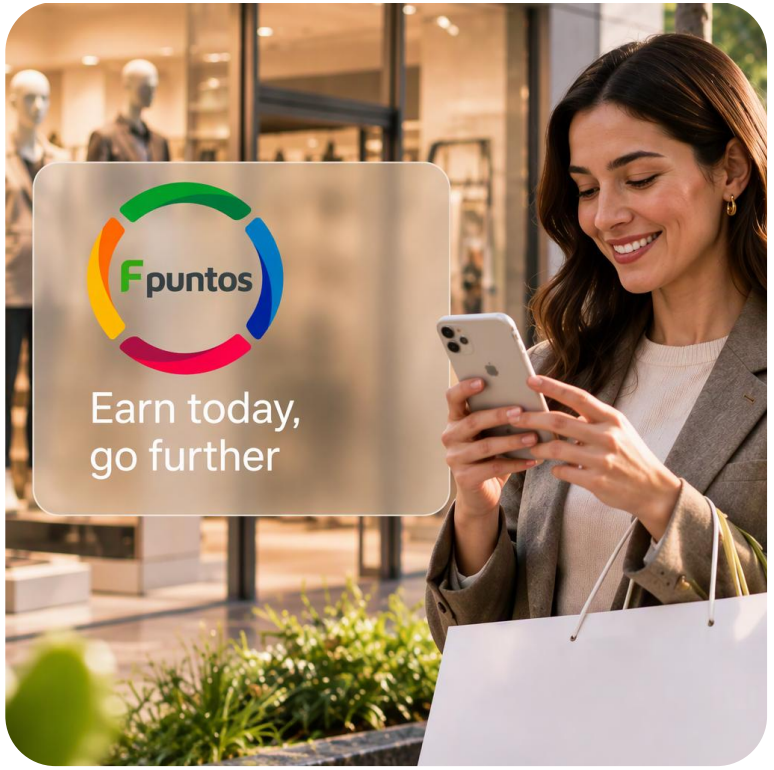
39M customers, with room to grow spending and retention

02 **Shared capabilities strengthen customer proposition and lifetime value**

Loyalty, omnichannel reach and a connected customer view

03 **Existing assets open additional profit pools**

Marketplace and retail media: higher-margin revenue





"Our businesses are **worth more together,** and we are only beginning to capture that value"

03

Grupo Falabella
What Powers It

One experience, one backbone. Data & AI, a reality in every business



Leonardo Di Nucci
Chief Information Officer

FALABELLA

One experience, One backbone



Personalized offers



Pay and choose delivery



Redeem points as you pay



Pick up in store



Self checkout

Digital Commerce | Digital Banking | Stores & Merchandising | Supply Chain

ONE BACKBONE

Shared platforms:
We built four platforms to scale

Digital Commerce

SCALE

45%

of Falabella Retail online sales come from 3P sellers

GROWTH · LAST 3 YEARS

10x

more sellers

Digital Banking

SCALE

+95%

of customer interactions are digital, in a fully digital bank

GROWTH · LAST 3 YEARS

+48%

digital credit card openings

Stores & Merchandising

SCALE

40%

of store transactions on digital checkout

GROWTH · LAST 3 YEARS

7x

self-checkout footprint across the region

Supply Chain

SCALE

45M

deliveries in 2025, backed by 1,000+ pickup points

GROWTH · LAST 3 YEARS

+29%

deliveries

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The platforms

One platform. Every purchase.

Digital Commerce

ALL UNDER ONE PLATFORM

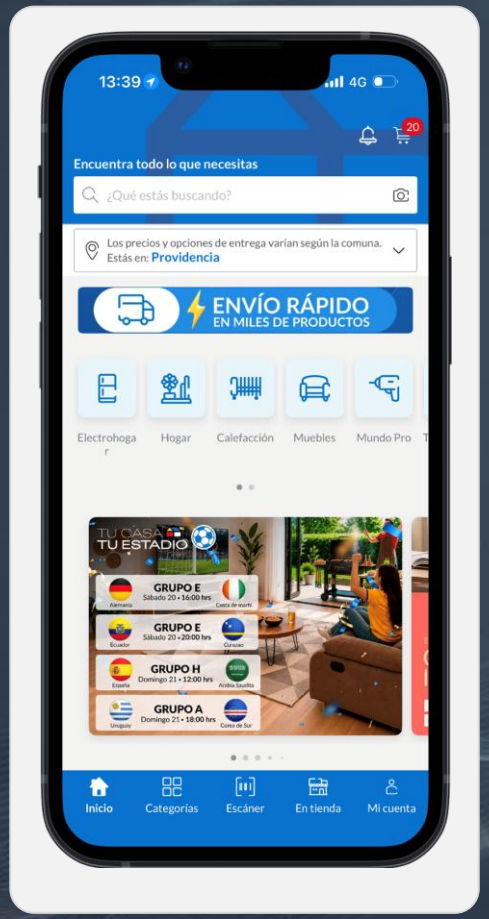
- Catalog
- Search
- Cart
- Checkout
- Sellers

CHANNELS

- Web
- App
- Kiosk
- Store
- Call center
- WhatsApp

COUNTRIES





WHAT COMES NEXT

01
Accelerate the development of retail media features

02
Scale by unlocking personalized experiences

03
Expand features for sellers

The platforms

One digital bank. Every transaction.

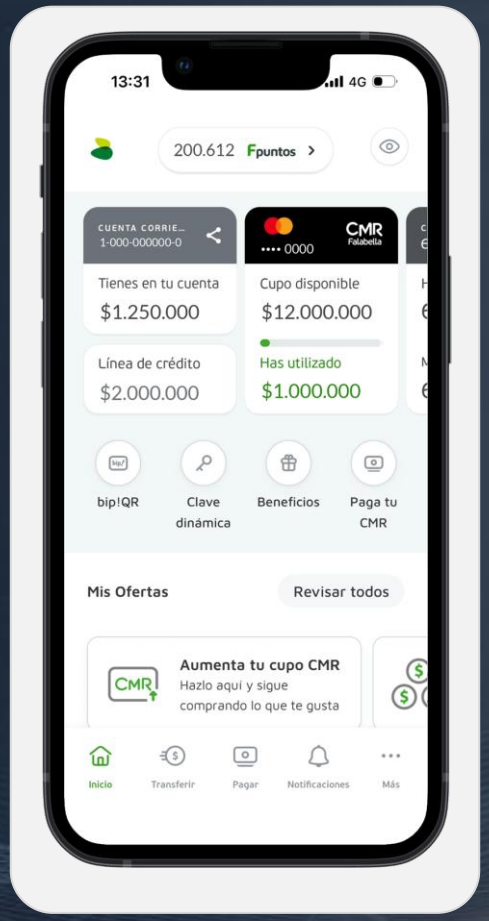
Digital Banking

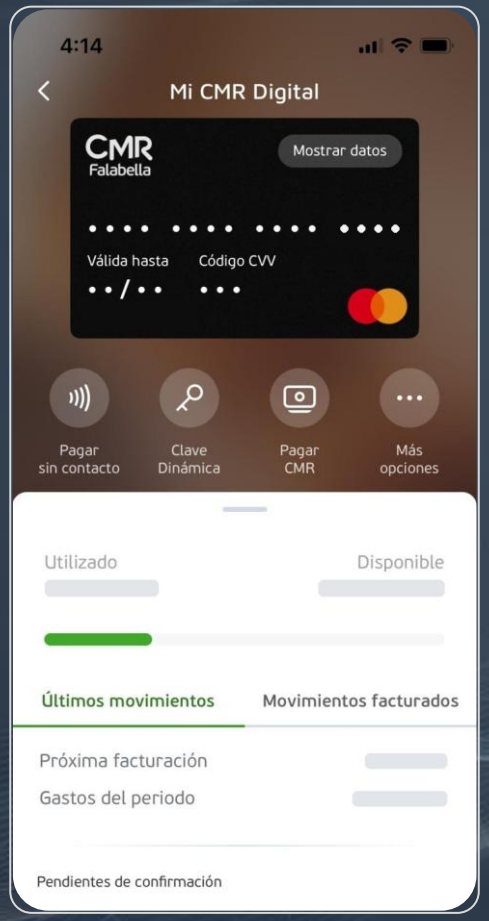
PRODUCTS

- Accounts
- Credit/Debit cards
- Insurance
- Loyalty
- Loans

COUNTRIES







WHAT COMES NEXT

01

Personalized benefits & offers across the ecosystem

02

AI in every customer interaction

FALABELLA

The platforms

One checkout. Every store.

Stores & Merchandising

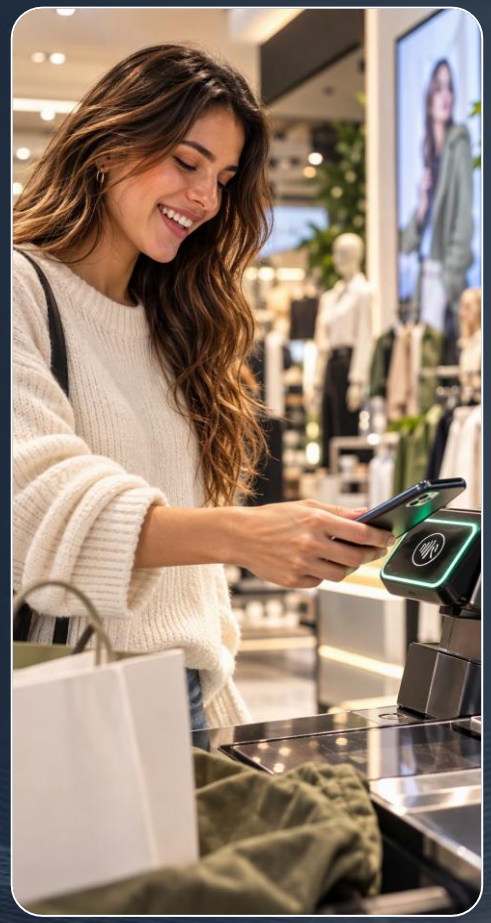
WAYS TO PAY

- Self-checkout
- Mobile POS
- Assisted checkout

FALABELLA BUSINESS CENTER · VENDORS

- Purchase orders
- Imports
- Product creation
- Market insights
- Delivery scheduling

COUNTRIES





WHAT COMES NEXT

01

Continuously evolving our omnichannel features

02

Scaling our unified POS experience to standardize assisted checkout across the region

The platforms

One network. Every delivery.

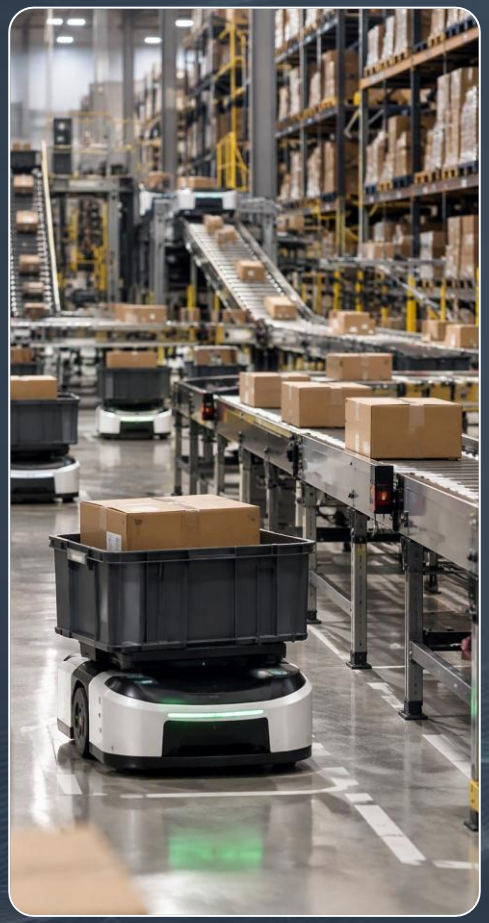
Supply Chain

CAPABILITIES

- Orders
- Inventory
- Delivery
- Pickup

COUNTRIES





WHAT COMES NEXT

01

Turning our stores & malls into fulfillment hubs for faster delivery and pickup

02

Implementing AI to boost productivity across our logistics processes

Data & AI in action

Our own Data & AI platform, powering customer experiences



DIGITAL COMMERCE

An assistant that knows you

5.7x

higher conversion rate with the AI assistant



DIGITAL COMMERCE

Retail offers in your bank app

US$78M

in Falabella.com sales from AI recommendations in the bank app



DIGITAL BANKING

From digital app to conversational bank

56%

of customer conversations resolved by AI, with no human interaction

Digital Commerce · **Digital Banking** · **Stores & Merchandising** · **Supply Chain**

Agentic AI & Data platform

built in-house · governed and secure

one data foundation · access to the best models · reusable AI agents

A platform for what's next

1

Flexible by design, built to scale

A strong base that adapts to new businesses and geographies

2

Build once, use everywhere

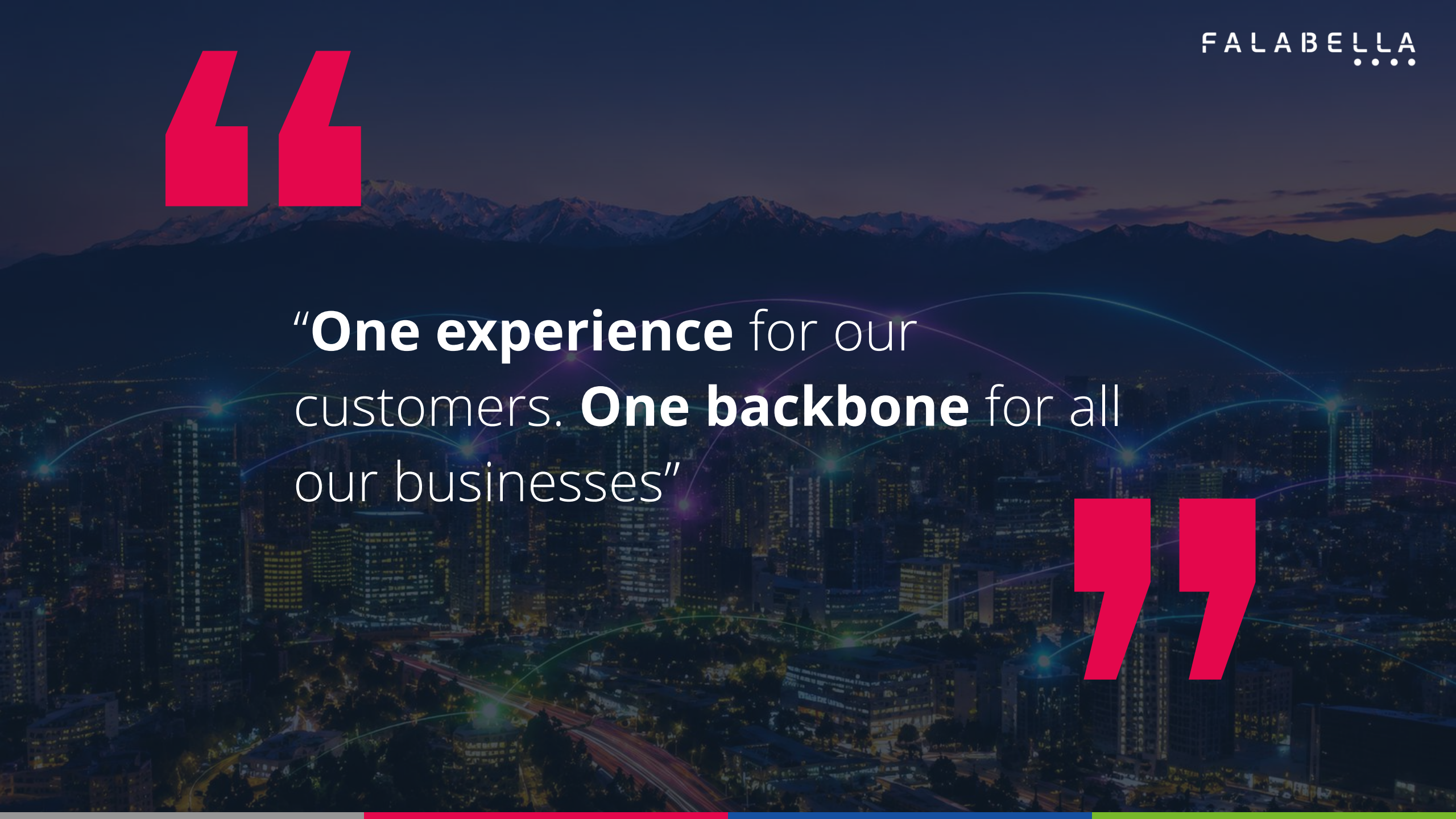
Four shared platforms behind five businesses

3

Data & AI are already a reality

In our customers' hands, driven by strong tech talent across Latin America and India




FALABELLA
“One experience for our customers. One backbone for all our businesses”

04

Grupo Falabella

The strength to grow

A stronger financial base, investment-grade balance sheet and disciplined capital allocation



Juan Pablo Harrison
Chief Financial Officer

Strategic Roadmap

Solid foundation to capture new growth opportunities



2024 – 2025

STRENGTHEN

Built a stronger operating and financial foundation



2026

ACCELERATE

Accelerating profitable growth from a solid base



2027 – 2030

SCALE

Compounding profitable growth across the ecosystem

2024 → 2030

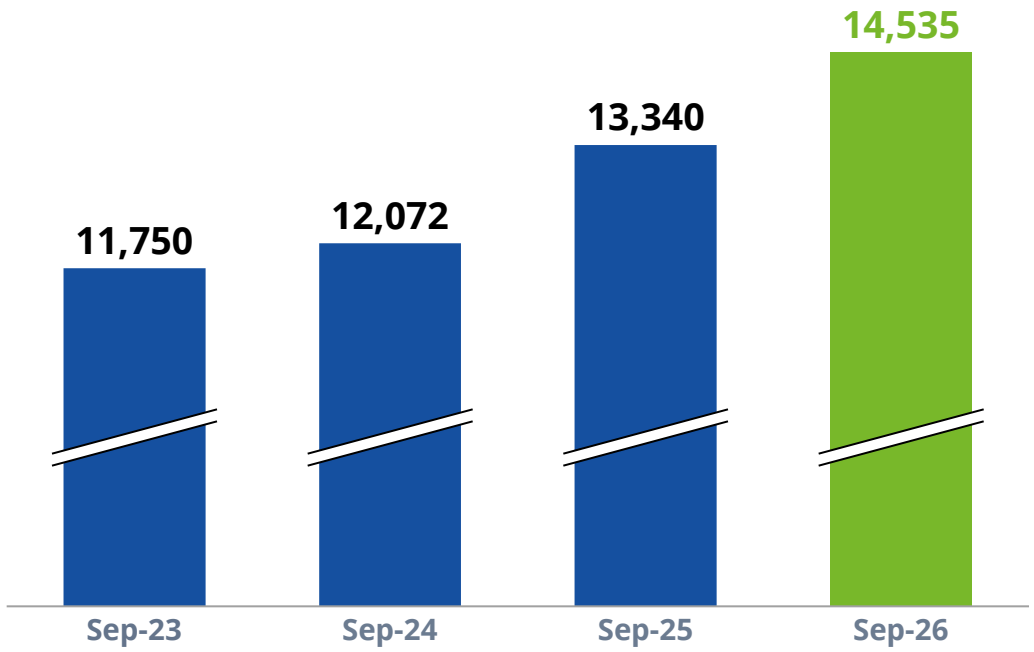
Revenue Growth

Translating into stronger profitability

Total Revenues LTM

US$ Millions

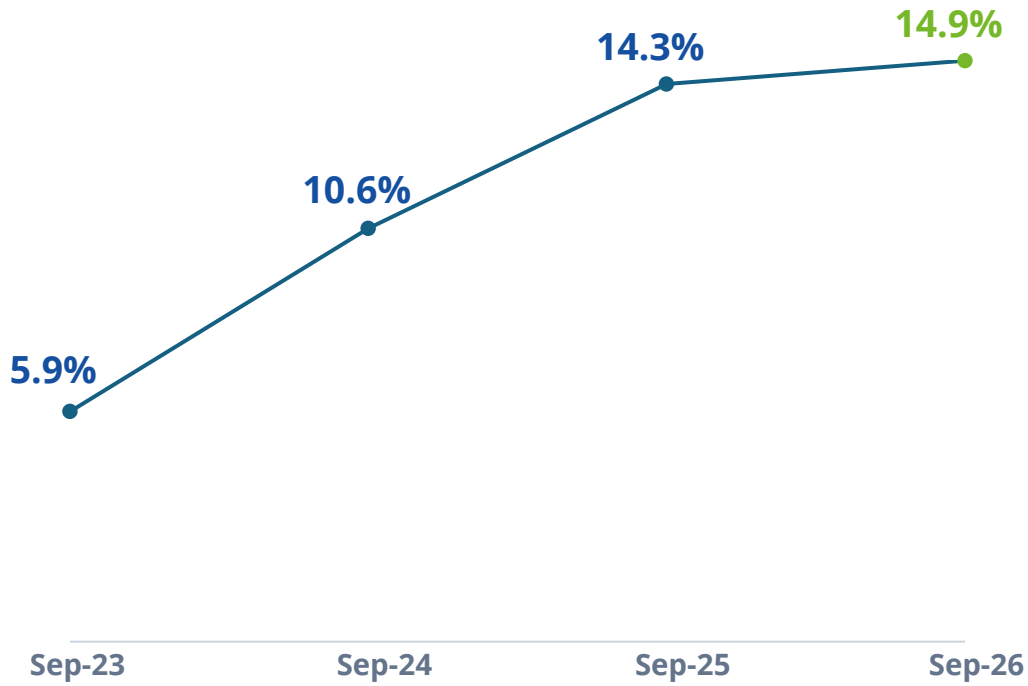
CAGR 7.4%



EBITDA Margin LTM

%

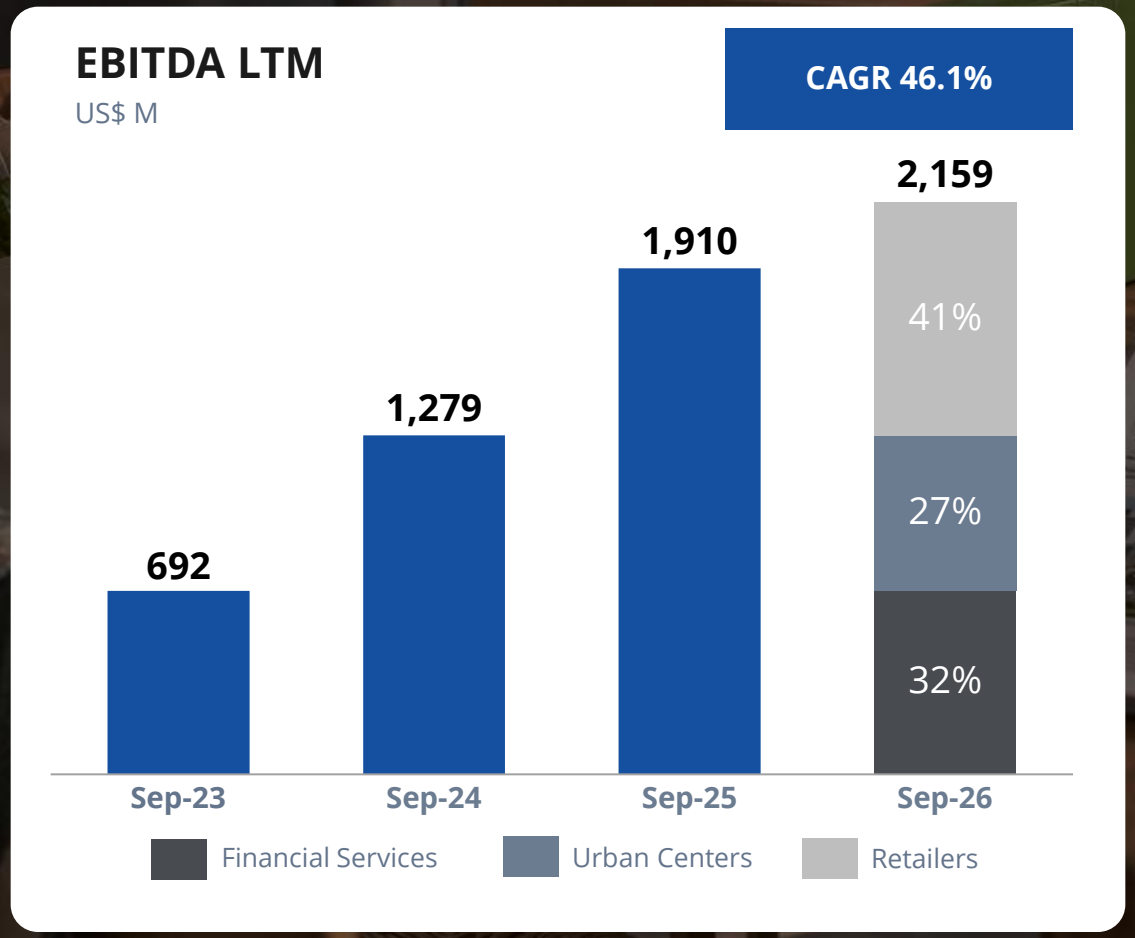
+9pp

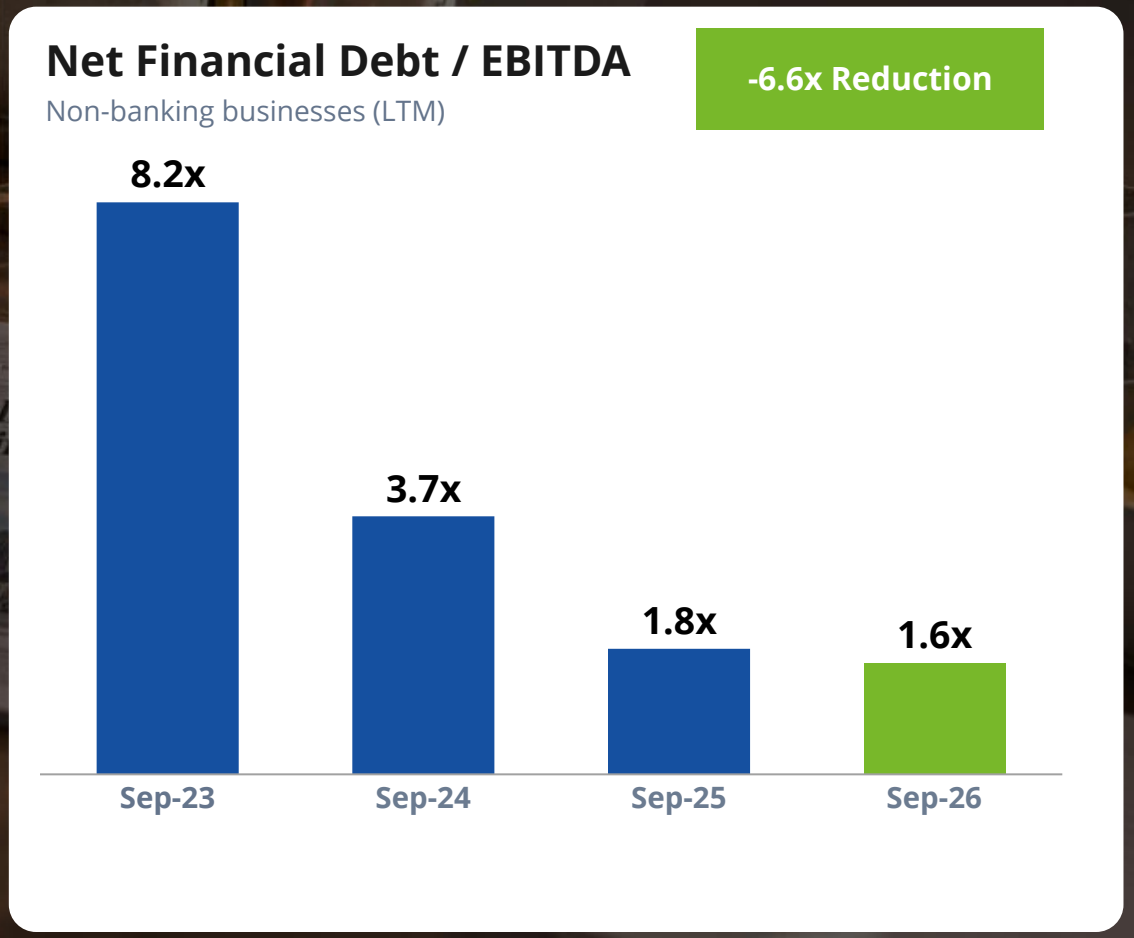


All figures presented at constant FX: 972.6 CLP/US$

Profitability & Deleveraging

Disciplined execution improved profitability and financial strength





All figures presented at constant FX: 972.6 CLP/US$

Balance sheet strength, positioned for growth

Investment-grade ratings and a long-dated maturity profile give us room to invest

US$ 2,094M
Net Financial Debt

US$ 1,485M
Cash and Cash Equivalents

US$ 3,579M
Total Financial Debt

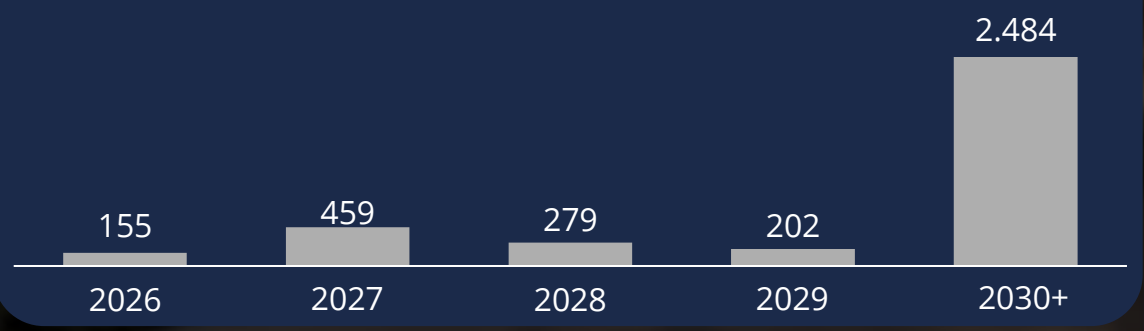
7.0%
Average Nominal Cost of Debt

INVESTMENT GRADE CREDIT RATINGS

Fitch Ratings	S&P Global Ratings
BBB | STABLE	BBB- | STABLE
Investment Grade	Investment Grade

Debt Maturity Profile (US$ million)

70%

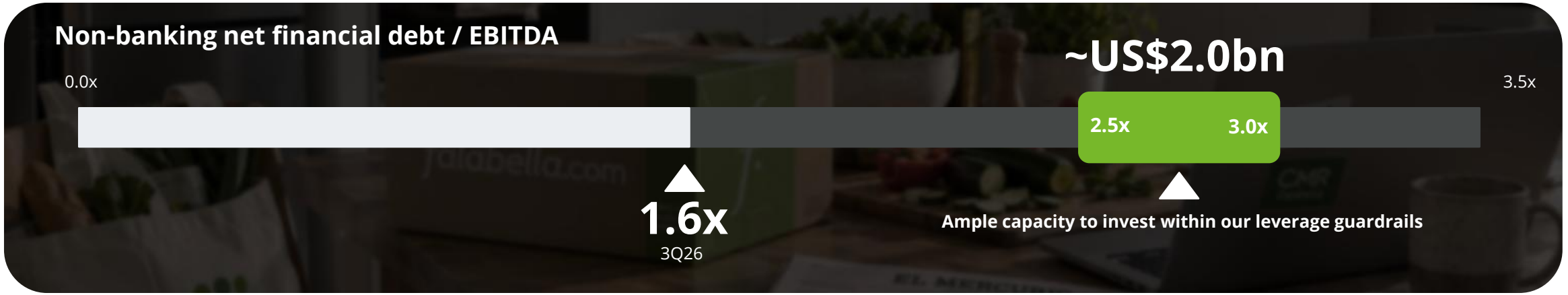


All figures presented at constant FX: 972.6 CLP/US$

Meaningful capacity to fund our future opportunities

Financial strength and investment capacity fuel our next growth phase

FINANCIAL FLEXIBILITY



VIRTUOUS INVESTMENT CYCLE

1 FINANCIAL FLEXIBILITY › 2 DISCIPLINED EXECUTION › 3 SCALE & FUTURE GROWTH

Our 2027 investment plan is focused on three priorities to scale the ecosystem



SCALE DIGITAL PLATFORMS

Expand e-commerce capabilities and digital financial services



EXPAND AND TRANSFORM OUR ASSETS

Upgrade stores and physical assets to improve integration and customer experience



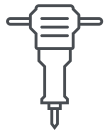
GROW IN PRIORITY MARKETS

Deploy capital in geographies with attractive long-term potential

Investment Plan 2027

Our investment plan totals more than US$1.1bn and will expand our footprint, transform existing assets and strengthen our core capabilities

INVESTMENT BY CATEGORY



~45%

Asset expansion & transformation

- Strengthening omnichannel proposition and the in-store experience across Retail
- Continuing Mallplaza's brownfield plan to reinforce Tier A offering, including recent acquisitions in Chile and Colombia



~35%

Technology & logistics

- Scaling retail media and e-commerce with AI-powered seller experiences, and relaunching Fpuntos
- Evolving digital banking into a conversational experience and investing in faster logistics



~20%

Store openings

20 store openings planned

- 8 supermarket stores in Peru
- 7 Falabella Express stores
- 5 Sodimac stores

Note: The Investment Plan includes operations that Grupo Falabella does not consolidate

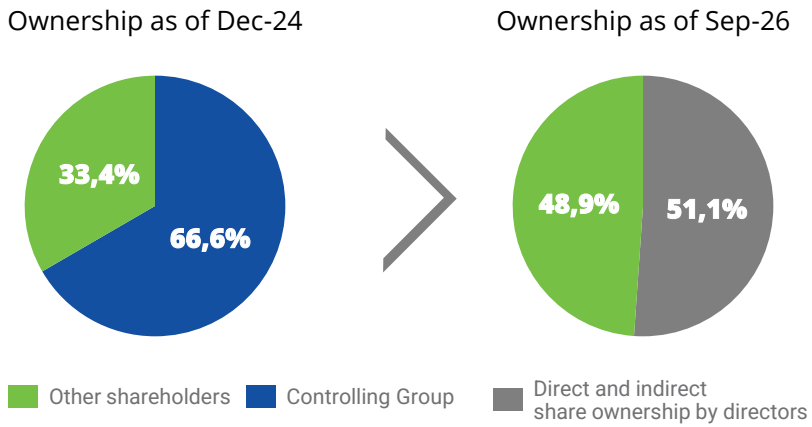
Accelerating growth and deepening customer relationships

Pursuing opportunities where we have clear advantage and can create value across the ecosystem

Strengthen our core	Expand into adjacencies	Capture new segments	Sharpen our geographic footprint	Build critical capabilities
Gain share and increase customer engagement in established markets	Add complementary products and services that enhance our current businesses	Serve unmet customer needs and broaden the ecosystem's reach	Prioritize growth and consolidation opportunities by country and business	Accelerate the development of data, digital and logistics capabilities

Broader shareholder base and higher trading volumes improved market liquidity

Shareholder Composition

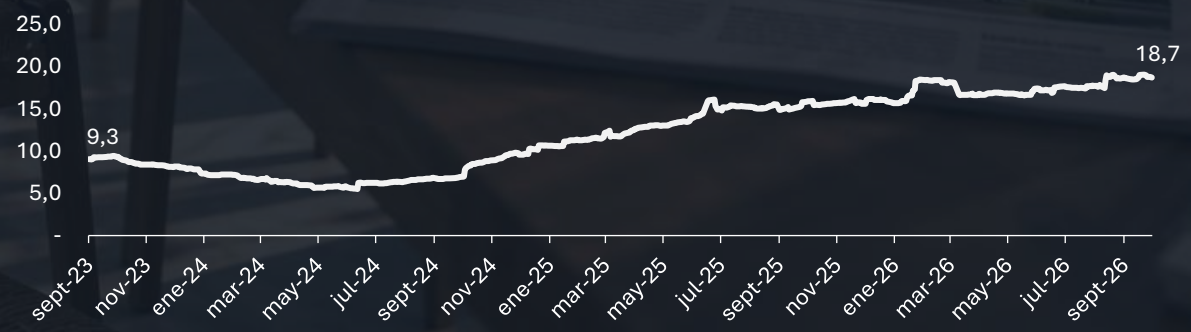


Index Weight Evolution

	1Q25		3Q26
MSCI LatAm	0.46%	→	0.54%
FTSE LatAm	0.53%	→	0.89%
MSCI Chile	5.37%	→	6.73%
FTSE Chile	6.17%	→	10.42%

Traded Volume

(daily average 180 days in US$M)



2x

Sep-26 vs Sep-23

Key Takeaways

Positioned to compound profitable growth



We rebuilt the earnings base

US$ 2,159M
EBITDA LTM 3Q26

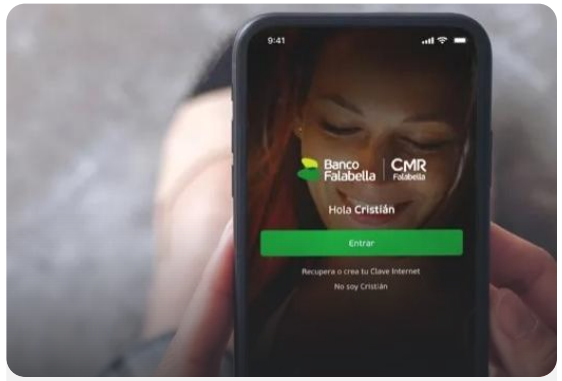
CAGR 46.1% vs. Sep-23



Financial strength funds growth

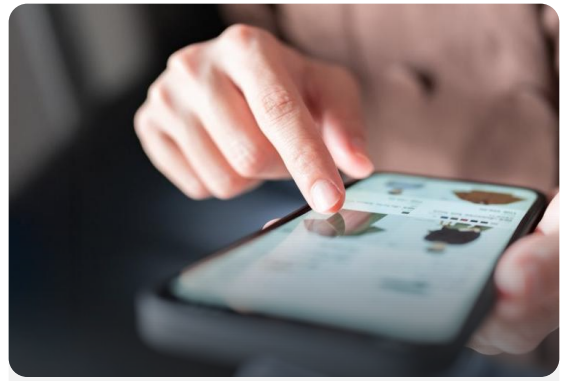
1.6x
Leverage 3Q26

-6.6x Reduction vs. Sep-23



Scaling growth through disciplined investment

+ US$1.1bn
CAPEX 2027



Stronger capital market profile

US$ 19M
ADTV 3Q26

2x vs. Sep-23

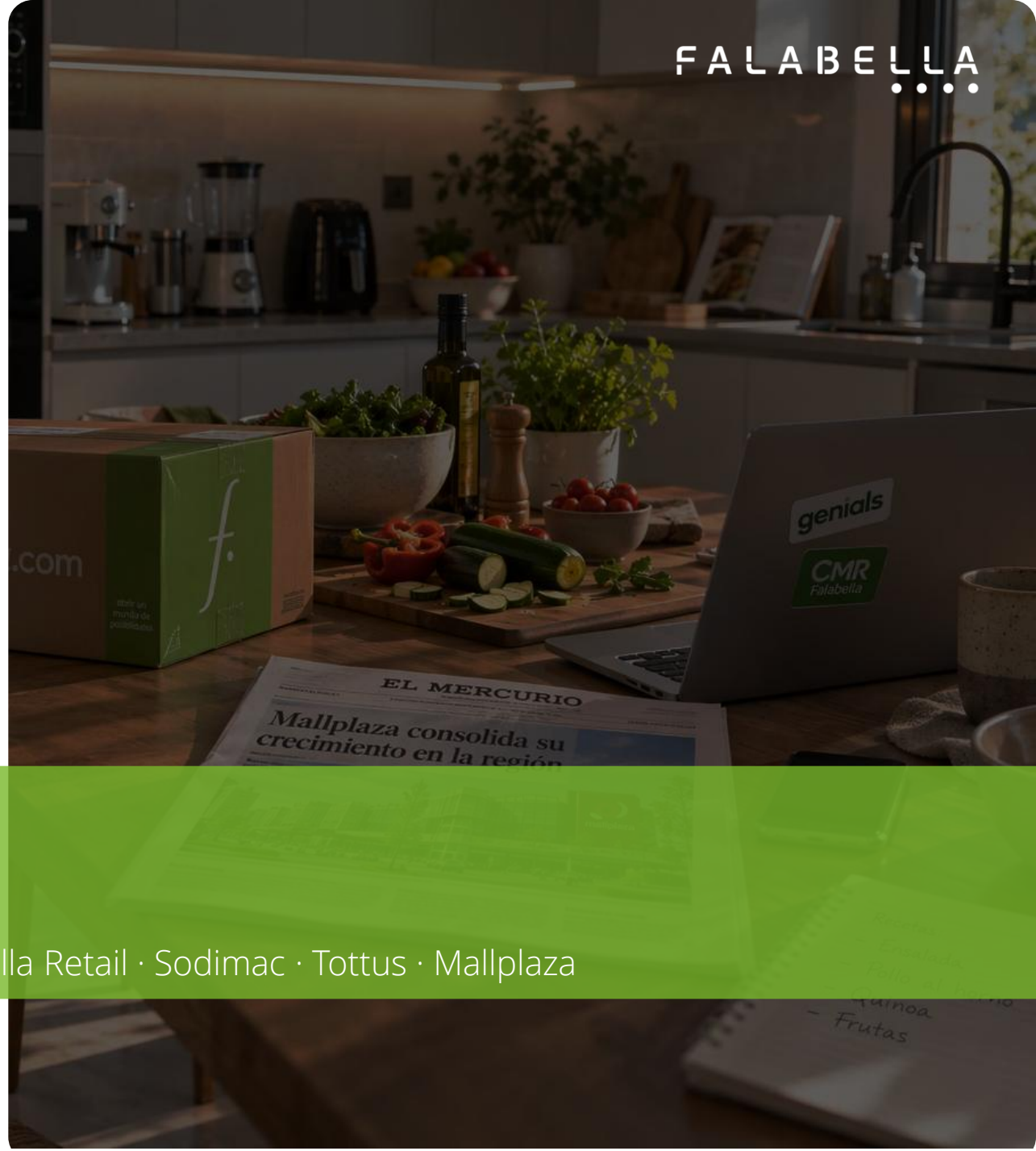

FALABELLA
“We are focused on **compounding profitable growth, with disciplined capital allocation and consistent execution** driving long-term shareholder value”

05

Grupo Falabella

Five engines.
One ecosystem.

Focused discussions on the core businesses: each engine, its 2030 strategy and how it makes the others stronger



BUSINESS CEOs

Banco Falabella · Falabella Retail · Sodimac · Tottus · Mallplaza

1

Banco Falabella

The ecosystem's financial engine

Deeper primary relationships and profitable scaling



Juan Manuel Matheu
CEO Banco Falabella

A differentiated value proposition supported by a scalable and consistent operational model

Digital bank value proposition

Simple, streamlined and intuitive **product offering**

Mobile-first experience with low-cost customer acquisition and servicing through **Falabella stores**

Hyper-personalized, unique ecosystem benefits that competitors cannot replicate

Operational model

Data & AI platform to deliver accurate **risk** models and **hyper-personalized offers**

Decoupled, modular regional IT architecture **built to scale**

Agile organization in our **Digital Hub** to shorten time-to-impact

Chile proves our strategy works

#1 in number of credit cards

Credit card purchases

USD M; Aug-26 YTD

+18% CAGR

- 8,326
- 8,042
- 5,632
- 5,012
- 3,569
- 3,223
- 1,889

#1 in number of current accounts

Debit card purchases

USD M; Aug-26 YTD

+17% CAGR

- 22,623
- 7,530
- 6,745
- 6,609
- 4,679
- 4,485
- 2,836

Consumer loans

USD M; Aug-26

+8% CAGR

- 6,211
- 5,759
- 4,932
- 4,292
- 3,604
- 3,370
- 2,864

Branches

#; Aug-26

−3 branches

- 427
- 208
- 165
- 151
- 92
- 91
- 88

ROE

%; Aug 26-LTM

+23 pp

- 27.6%
- 23.9%
- 21.0%
- 17.0%
- 14.6%
- 14.4%
- 5.0%

2026 v/s **2023**

1. Source: CMF (Comisión para el Mercado Financiero) data as of August 2026. 2. Return on Equity (ROE) is calculated based on the average shareholders' equity over the previous 13 months. USD/CLP 972.6

Customer benefits are our key differentiator

01
Promotions with Falabella ecosystem

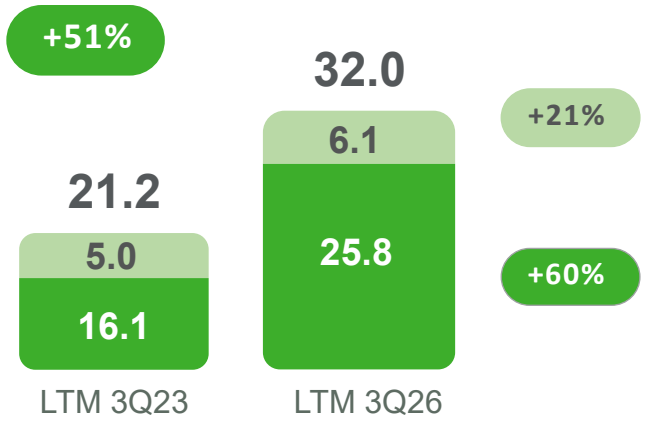
02
Promotions with business partners

03
Best loyalty program



CARD PURCHASES

USD bn

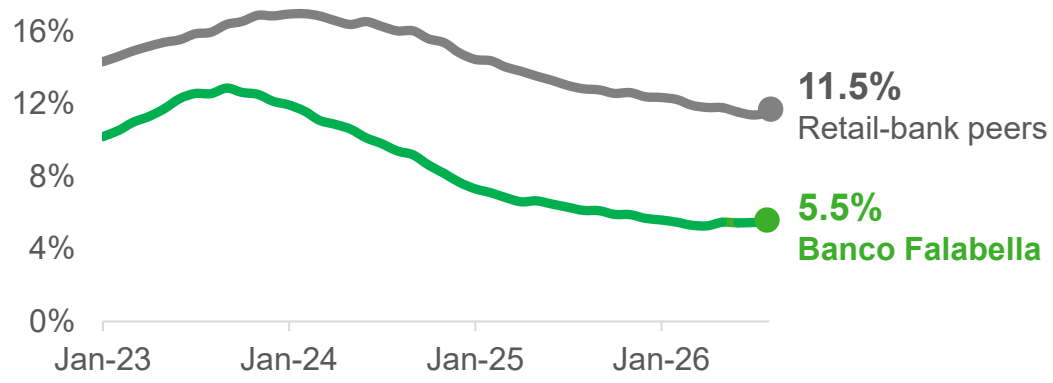


1. *Card purchase volume — CL, PE, CO, MX*

And the Falabella ecosystem is our key competitive advantage

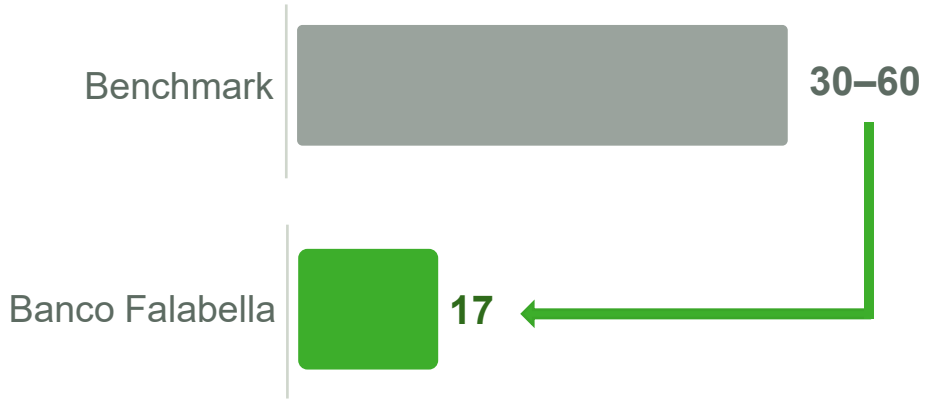
Banco Falabella selects better risk with ecosystem data…

Consumer NPL 90+ (% of consumer loans)[1]



… and at a lower acquisition cost

Credit card acquisition cost (USD per card opened)[2]

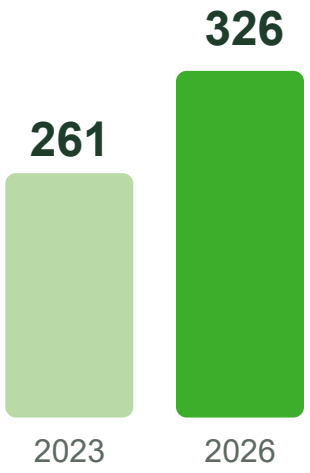


1. Consumer NPL: loans 90+ days past due and renegotiated loans. Retail-bank peers include Banco Ripley, BCI and Banco Estado. Data as of Jan 2023–Aug 2026.
2. Pre-activation credit card acquisition cost. Banco Falabella, phygital channel, avg. Jan–Sep 2026; USD/CLP 972.6. Benchmark: Latin American banks, physical channel (McKinsey, 2025).

In Chile, we will grow by deepening customer relationships

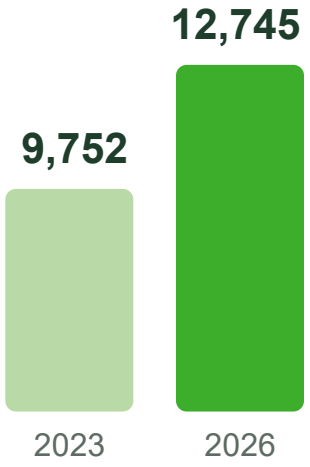
Transactions / customer (#)

+25%



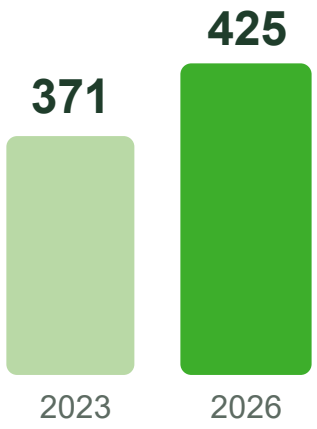
TPV / customer (USD)[1]

+31%



Demand deposits / customer (USD)

+14%





Note: Transactions and Purchases and Deposits reflect LTM ending in September

1. **TPV: Credit card purchases + debit card purchases + transfers + manual and automatic bill payments**

Our proven model is gaining traction across the region

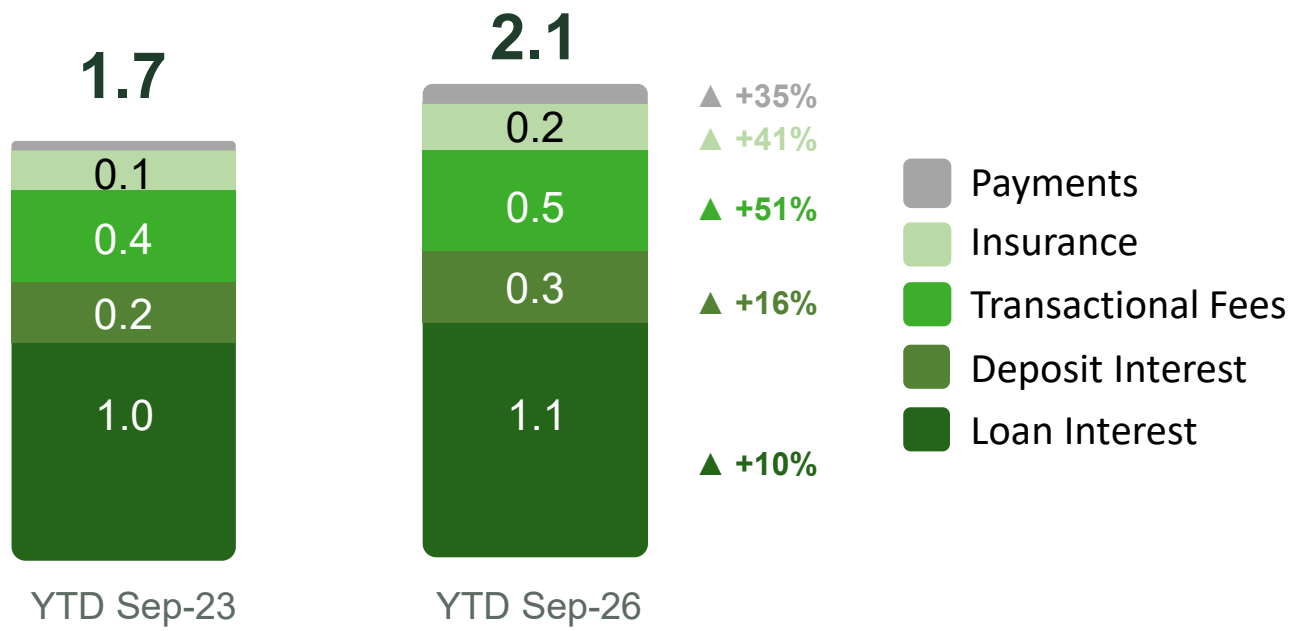
▲ +% Growth vs 2023

Country	Customers as % of adult population	Demand deposits / customer (USD)	Transactions / customer (#)
Chile 14.5M adults	32%	425 ▲ +14%	326 ▲ +25%
Peru 24.7M adults	7%	240 ▲ +173%	143 ▲ +110%
Colombia 39.2M adults	4%	129 ▲ +49%	79 ▲ +61%
Mexico 96.2M adults	1%	SOFIPO license expected soon to enable deposits	45 ▲ +20%

Note: Transactions reflect LTM 3Q26; customers, loans and deposits reflect the 2026 September balance

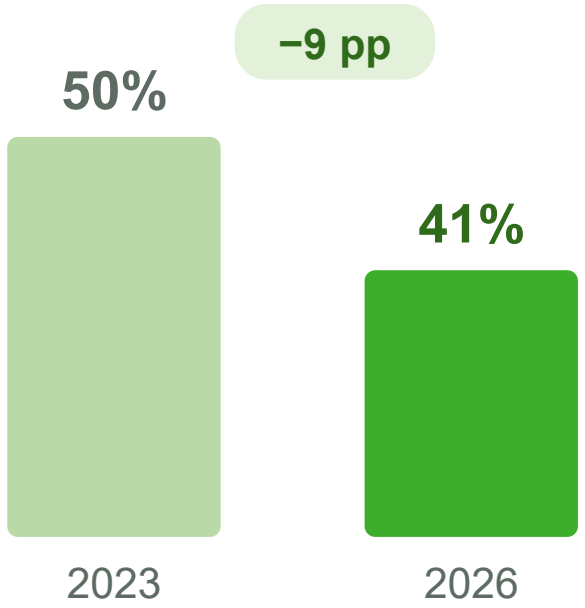
Deeper customer relationships grow and diversify our revenue pool

Revenue breakdown (USD bn)



Growth is driving operating leverage and efficiency

Efficiency ratio[1] (%)



Customer / FTE

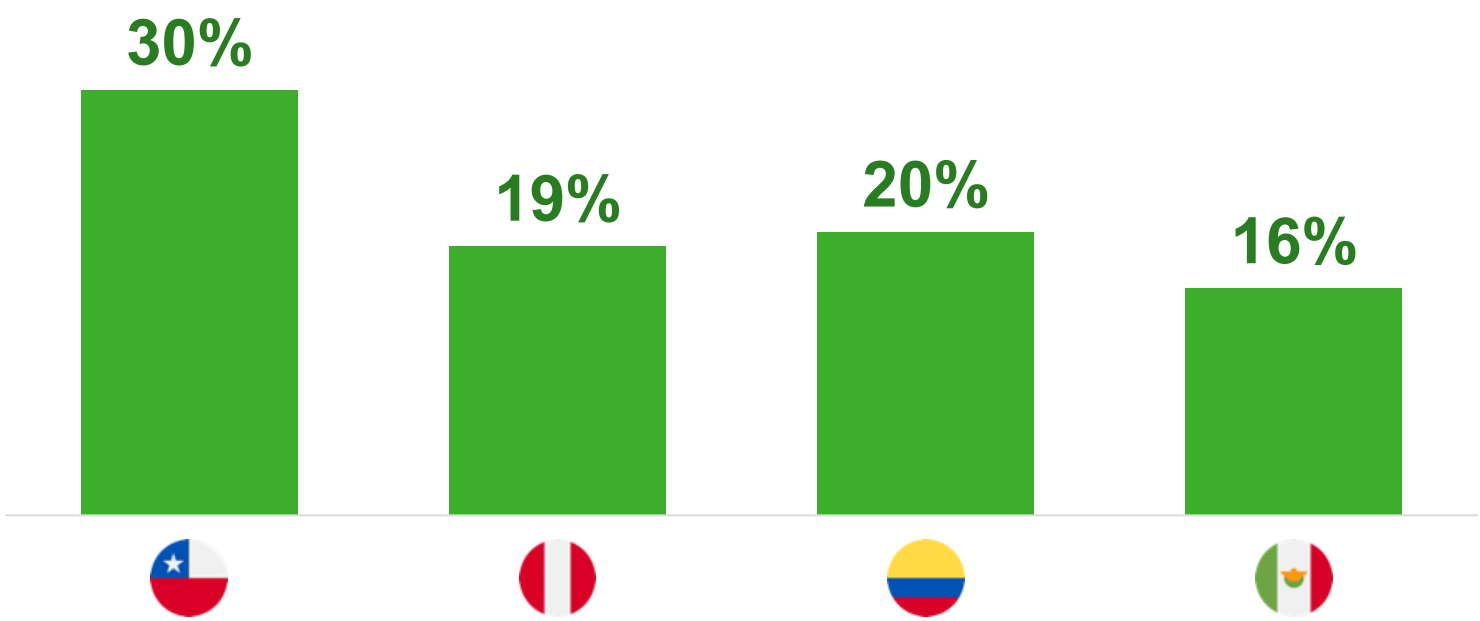
+22%

2026 vs 2023

1. SG&A / gross margin. YTD Sep-23 vs. YTD Sep-26.
2. Customer / FTE as of Sep-23 and Sep-26.

Delivering healthy and sustainable profitability

ROE 2026 by country



REGIONAL ROE

26.8%

ROE 2026

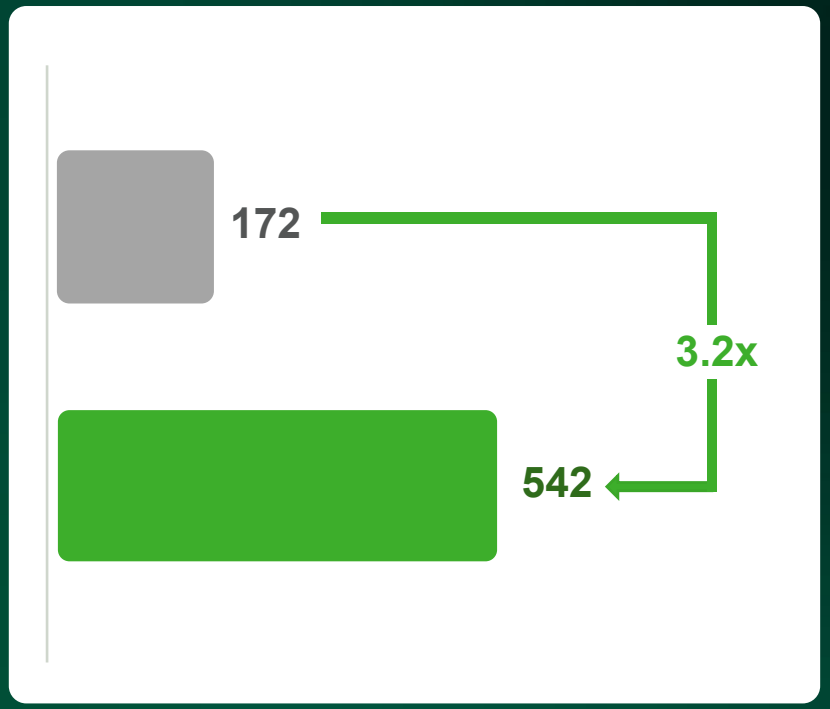
24.5% Banking

+ 2.3 pp from Other Financial Businesses

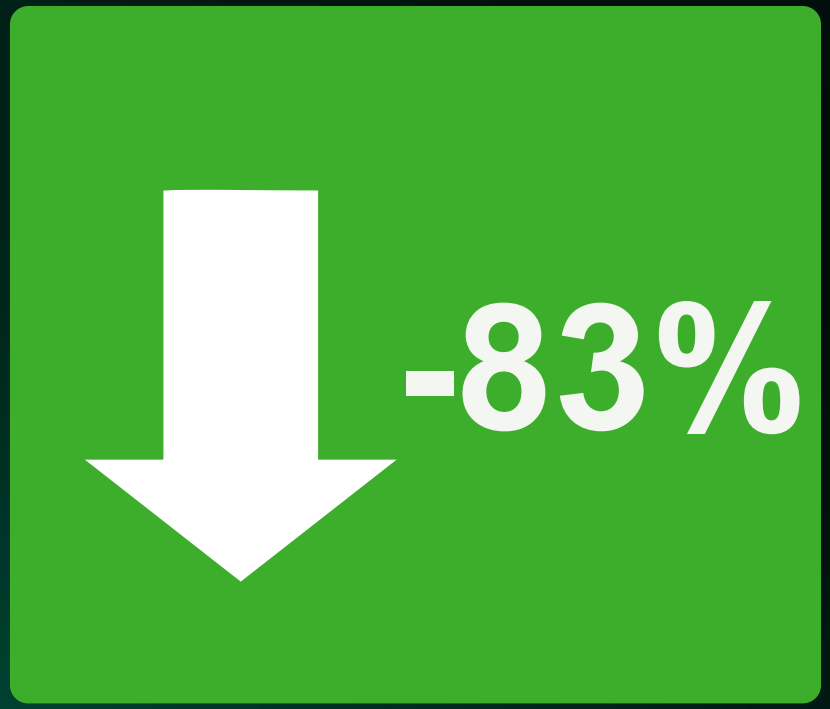
ROE: LTM Sep-26. ROE includes banking and other financial businesses.

While strengthening the Falabella ecosystem

Higher spend (USD / year)



Lower churn



Annual figures per customer as of Aug-2026, comparing customers who opened a CMR card and redeemed Fpuntos vs. a control group.
972.6 CLP/USD. Churn: customer who didn't buy in the last 12 months but did in the previous 12 months period.

Key takeaways

01 Proven strategy

Our distinctive, hard-to-replicate strategy is proven in Chile

02 Growth avenues

Going forward our growth will come from:

- Deepening relationships with our customers in Chile
- Deploying our proven model in Peru, Colombia and Mexico

03 Sustainable profitability

Operating leverage will allow us to deliver above-market profitability

04 Ecosystem value

Banking leverages the ecosystem and strengthens it in return, driving higher purchases and lower churn at our retailers

2

+ falabella.com

The ecosystem's omnichannel destination

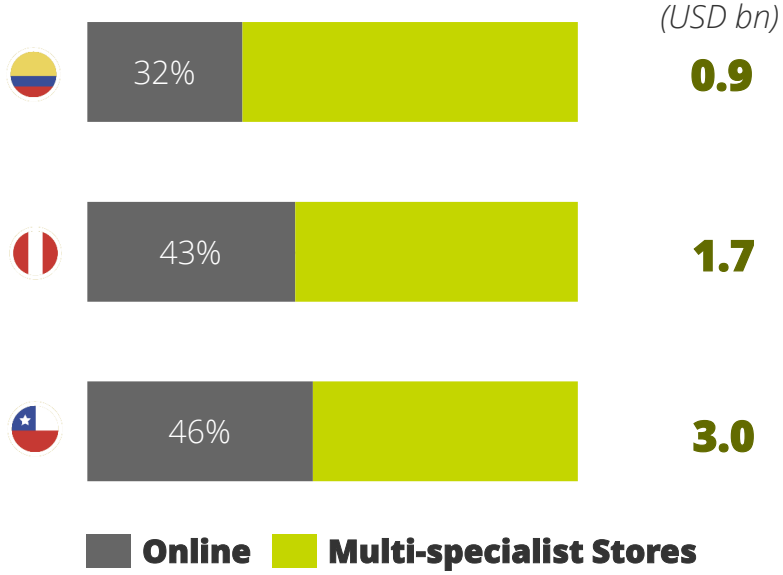
Multi-specialist omnichannel growth, e-commerce and new monetization streams



Tomas Platovsky
CEO Falabella Retail

Falabella Retail is the leading retailer in the Andean region

#1 Market Share CL, PE and CO	#1 Kantar Brand Index CL and PE
+17 M Active clients	~13 M Loyalty Program Clients
+75 Specialist Stand Alone stores	~700 K Store sqm

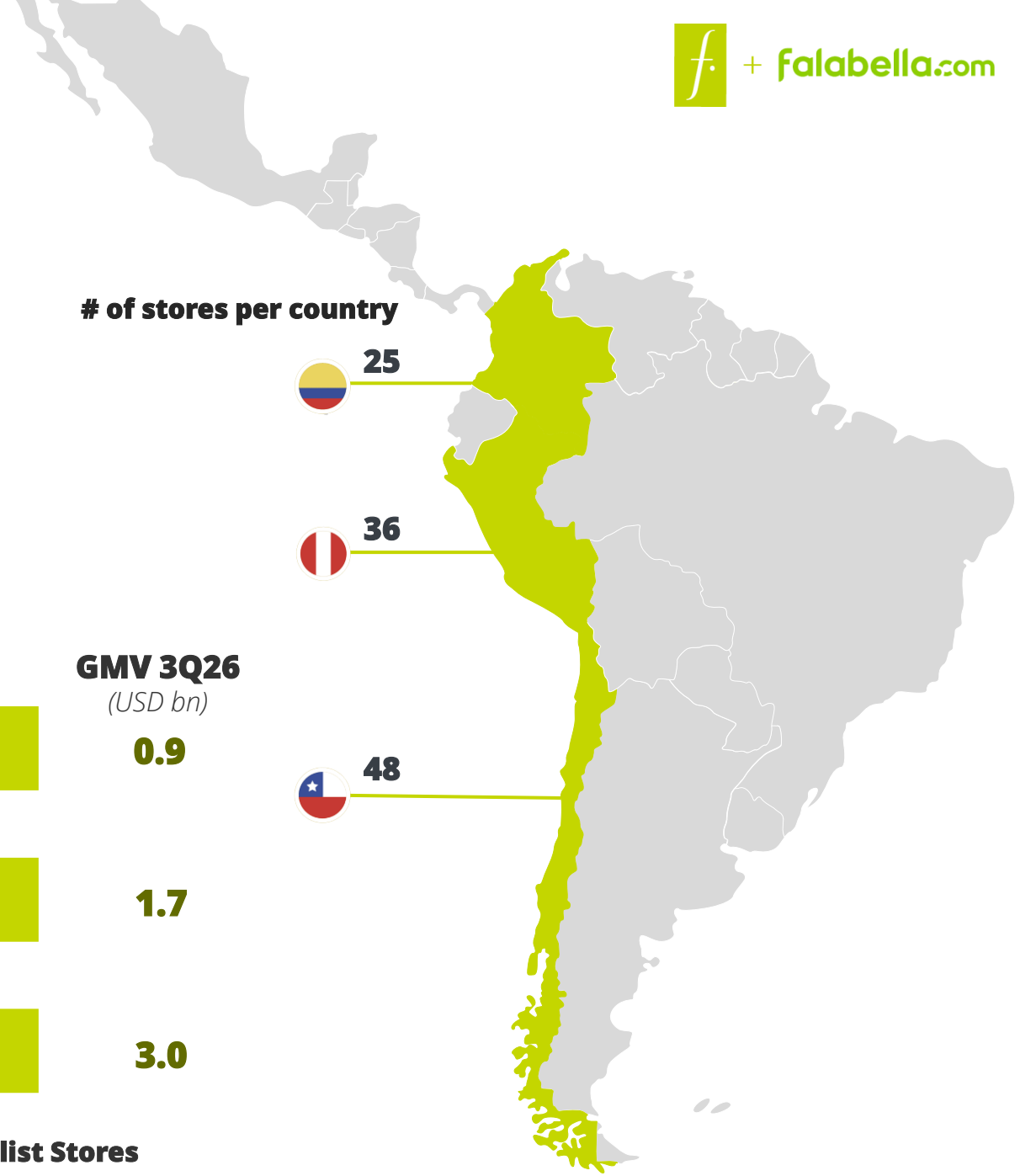


GMV 3Q26
(USD bn)

0.9

1.7

3.0



Notes: LTM 3Q26 figures

A leading e-commerce platform in the region, powered by our omnichannel reach

US$2.4bn

Online GMV

43%

Online GMV/ Total GMV LTM

+30%

3P growth LTM

~2.0bn

Visits LTM

~14M

Orders delivered within 24 hours

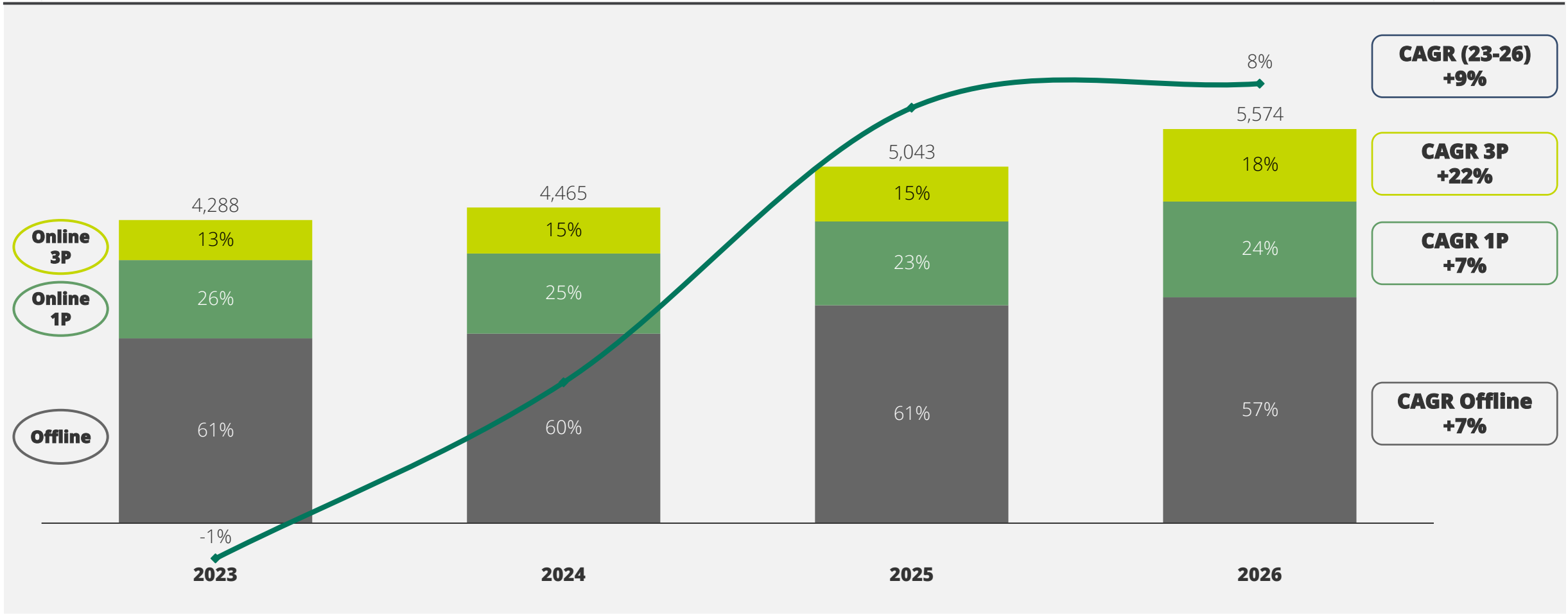
~22M

Click & Collect orders

Notes: LTM 3Q26 figures

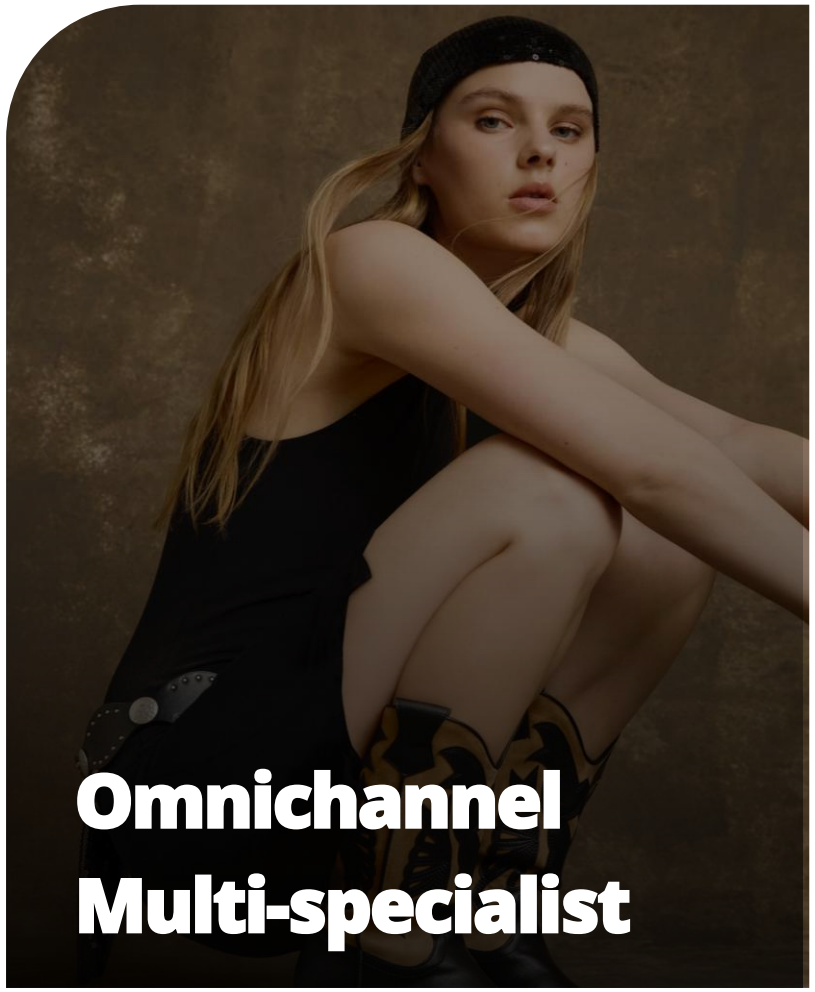
Growth, scale and profitability, at the same time

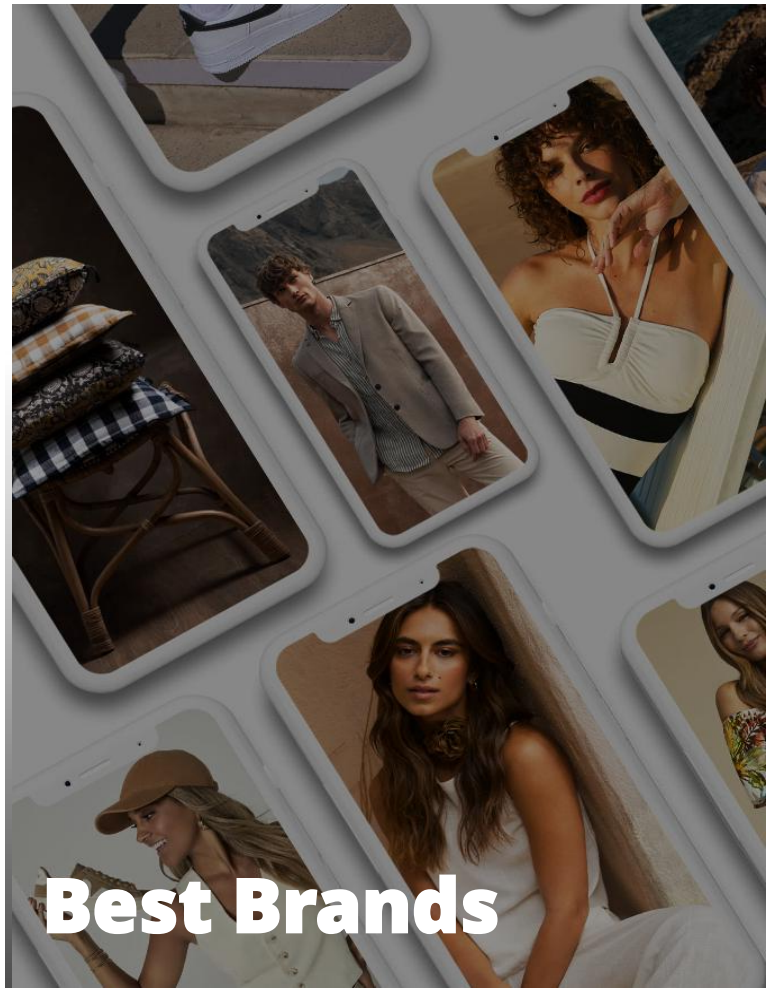
GMV Falabella Retail LTM *(USD M)* **– EBITDA Margin** *(%)*



Notes: Figures for each year correspond to LTM as of September (3Q). CAGR based on LTM 3Q23–3Q26. EBITDA margin calculated over revenue.

Three advantages behind a leadership position that is hard to replicate

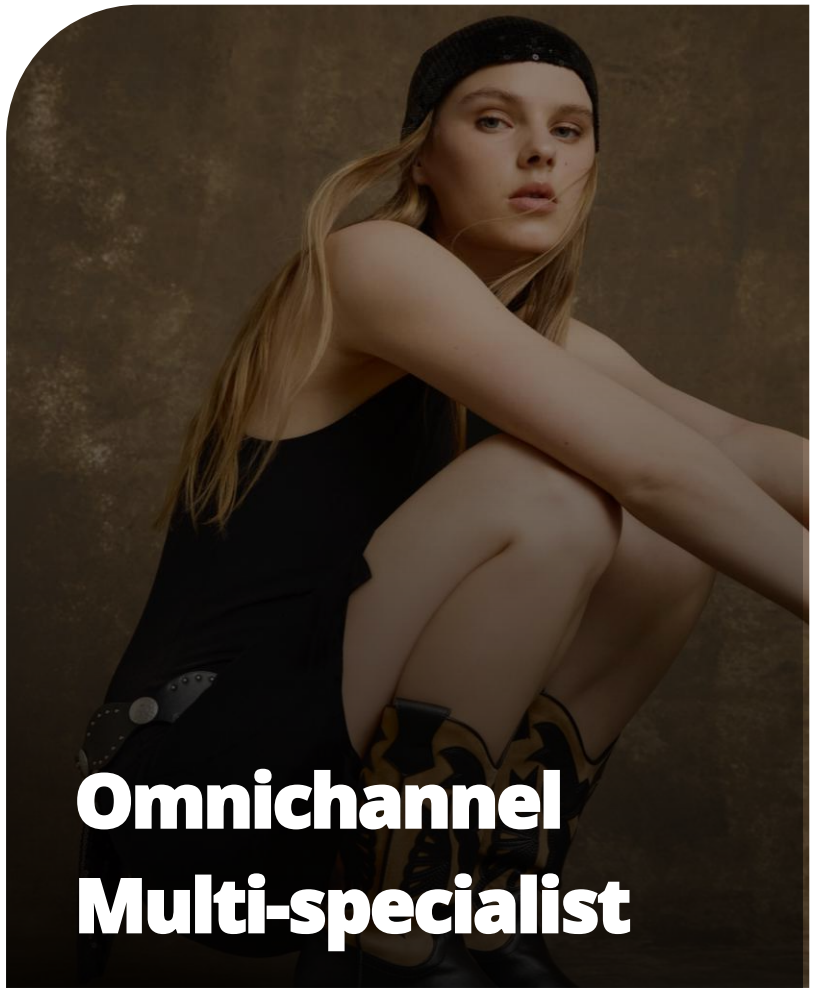


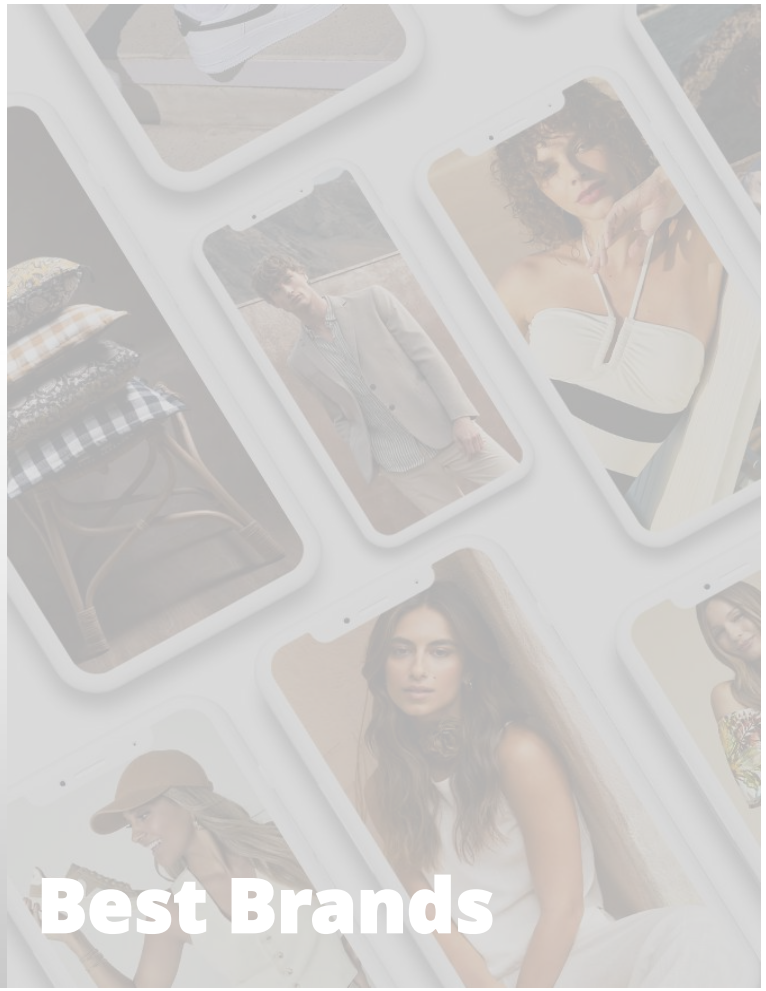


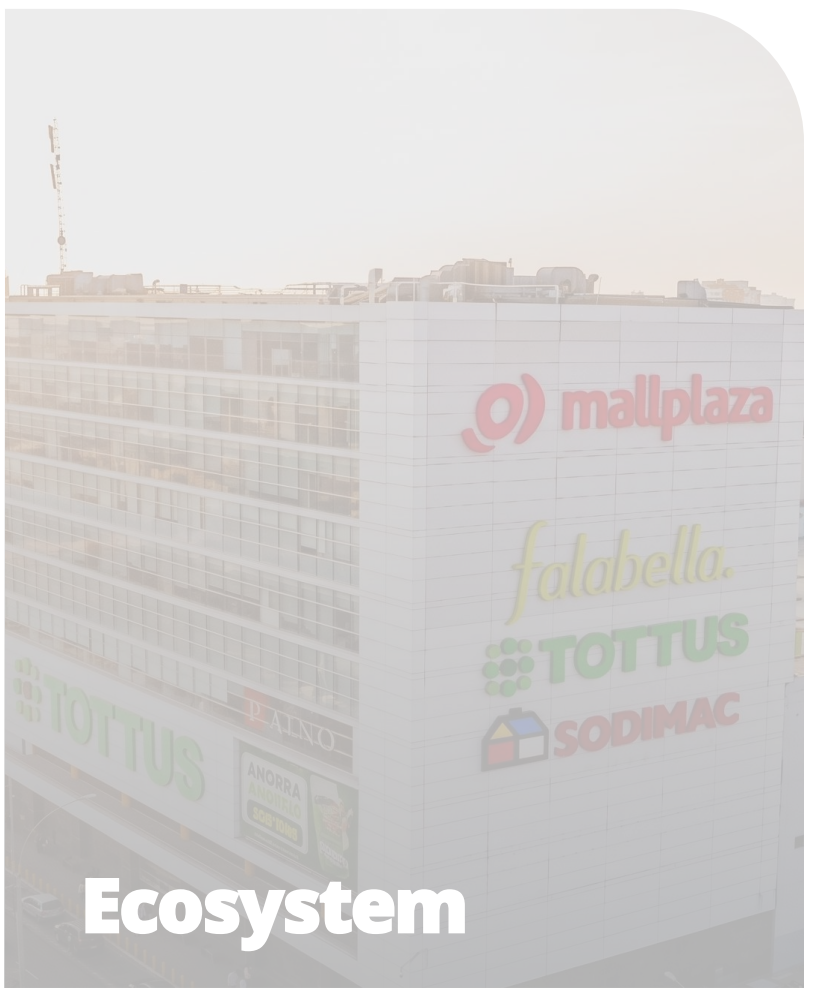


Ecosystem

Three advantages behind a leadership position that is hard to replicate





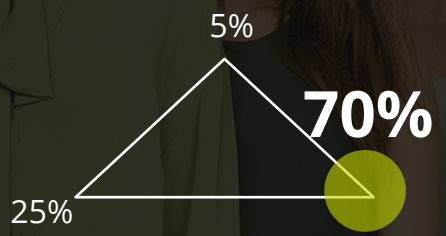


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Specific strategy per product category and channel

Apparel

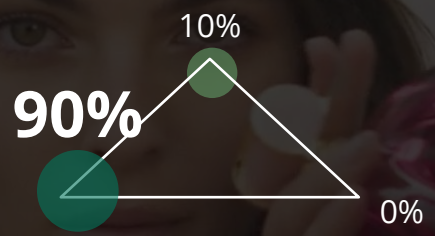


Offline

80% 20%

Specialist Stand Alone Stores
51

Beauty

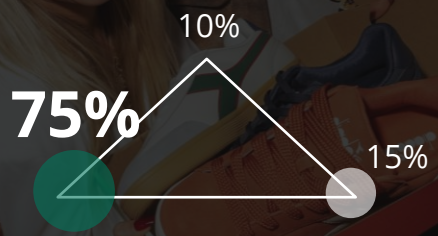


Offline

70% 30%

Specialist Stand Alone Stores
8

Footwear

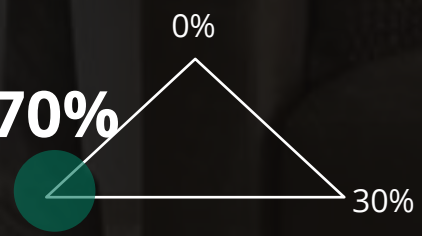


Offline

60% 40%

Specialist Stand Alone Stores
16

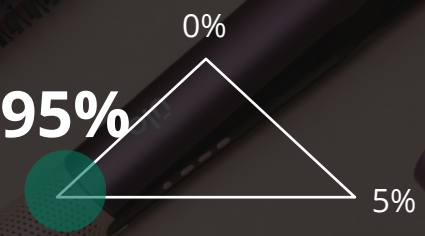
Home Decor



Online

30% 70%

Technology



Online

40% 60%

Notes: YTD figures as of September 2026

Omnichannel Multi-specialist | Best Brands | Ecosystem

falabella.com

7 core categories, each with its own winning strategy

Apparel

Beauty

Footwear

Home Decor

Technology

SODIMAC

Home Improvement

Specialist Proposal

Online

0% **100%**

Leveraging Sodimac's leading assortment to scale the Falabella catalog

TOTTUS

Food & Consumables

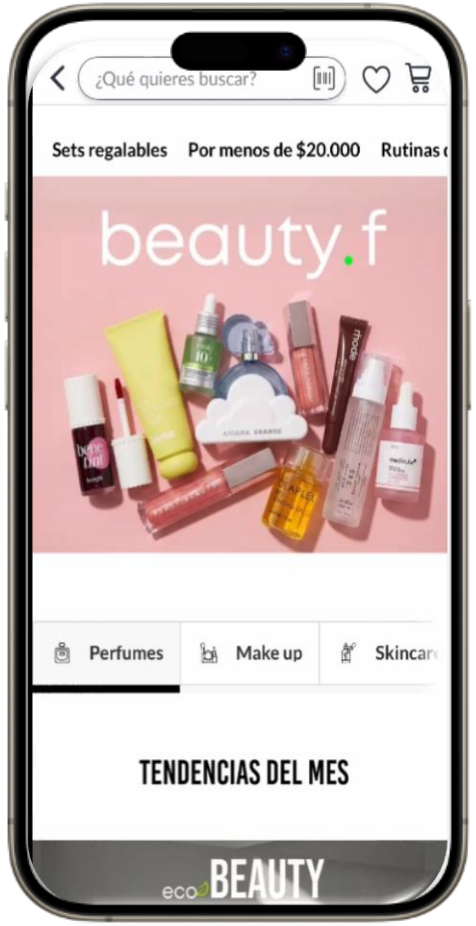
Everyday frequency driver

Online

0% **100%**

Everyday essentials that increase visit frequency

Beauty F: Our specialist model drives growth with new customers across the region



App



Stores

~70%

Growth of customers under 25 years old

~30

Shop-in-shops across the region expected by the end of 2026

- **Viral Brands**
- **Discover to buy**
- **Perfumes and celebrity brands**
- **Brands in the spotlight**

Halo effect in Peru: Stores as the engine of omnichannel growth, scaling online sales with attractive payback across the region



Home Delivery

Online demand from DCs

Longer lead times, limited regional reach

Click & Collect

Faster, wider reach

Pickup points bring Falabella closer to regional towns

New Express Stores

Full Falabella experience

Falabella value proposition expansion to new cities

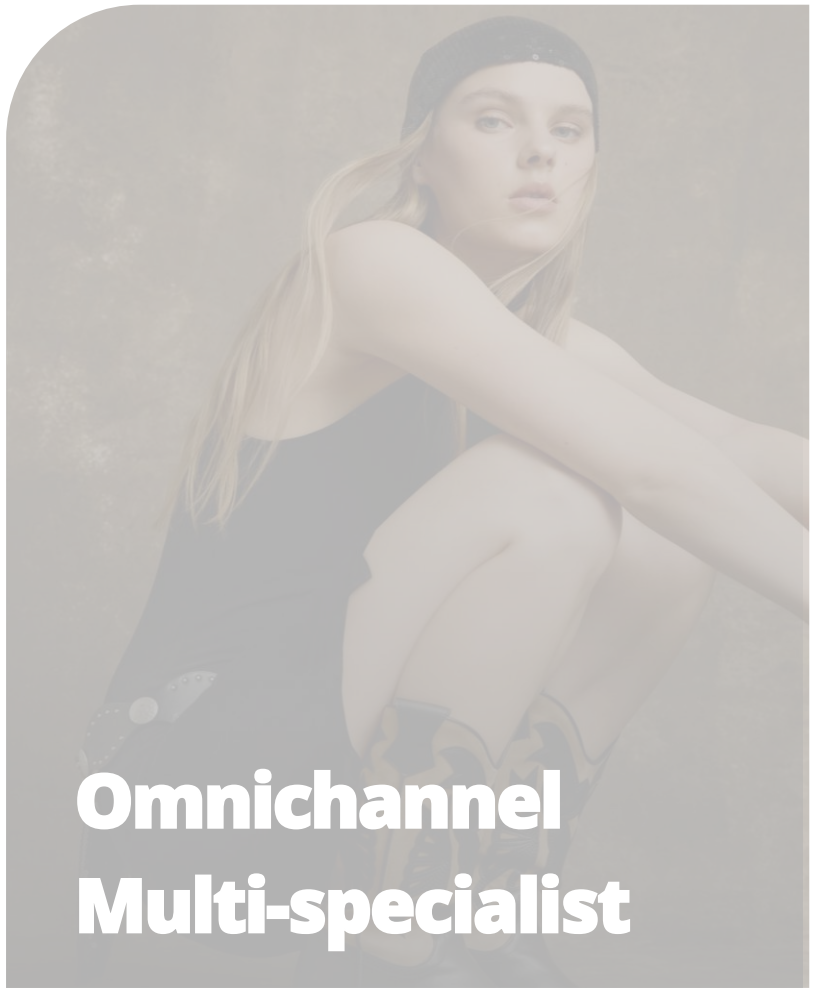
~10 pp

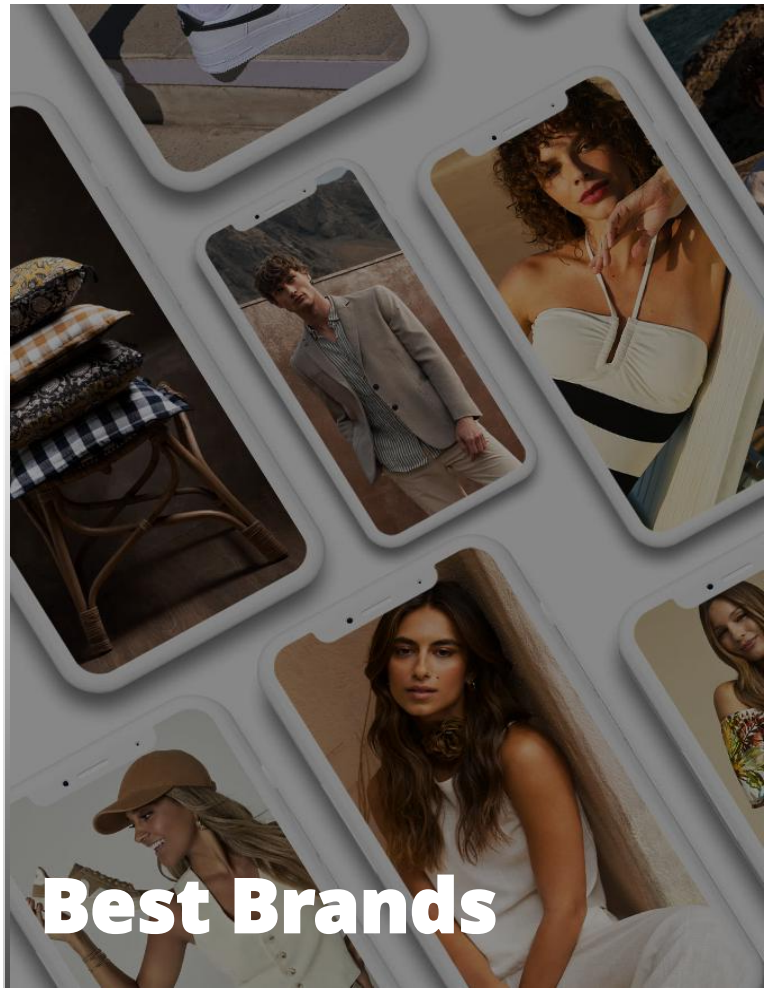
Higher gross margin than Multi-specialist Stores

~70 %

of Express store sales are online

Three advantages behind a leadership position that is hard to replicate







A unique brand portfolio that gives customers a reason to choose Falabella

Private & License Brands

AMERICANINO
BASEMENT
Sybilla.
Wolf & Hank Amsterdam
ūla
Würden
DOO AUSTRALIA
CONIGLIO Established 1962
diadora
LA MARTINA

+45 Brands

International Exclusive Brands

MANGO
Maison 123 PARIS
owala
BROWNIE
CAMPER
ALDO
Etam
carter's
benefit
TRIUMPH

+100 Brands

Global Brands

SAMSUNG
NIKE
adidas
HOKA ONE ONE
THE NORTH FACE
GIORGIO ARMANI
LACOSTE
SONY

+500 Brands

Best Brands choose our platform as their main growth channel to reach customers in the region

SODIMAC

Falabella Ecosystem

Launched 2021



IKEA

Falabella Ecosystem

Launched 2Q26



IKEA's #1 partner marketplace outside Asia

SALCOBRAND

Launched 3Q26



TOTTUS

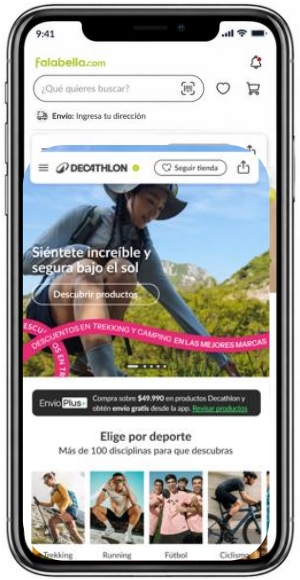
Falabella Ecosystem

Coming Soon



DECATHLON

Coming Soon

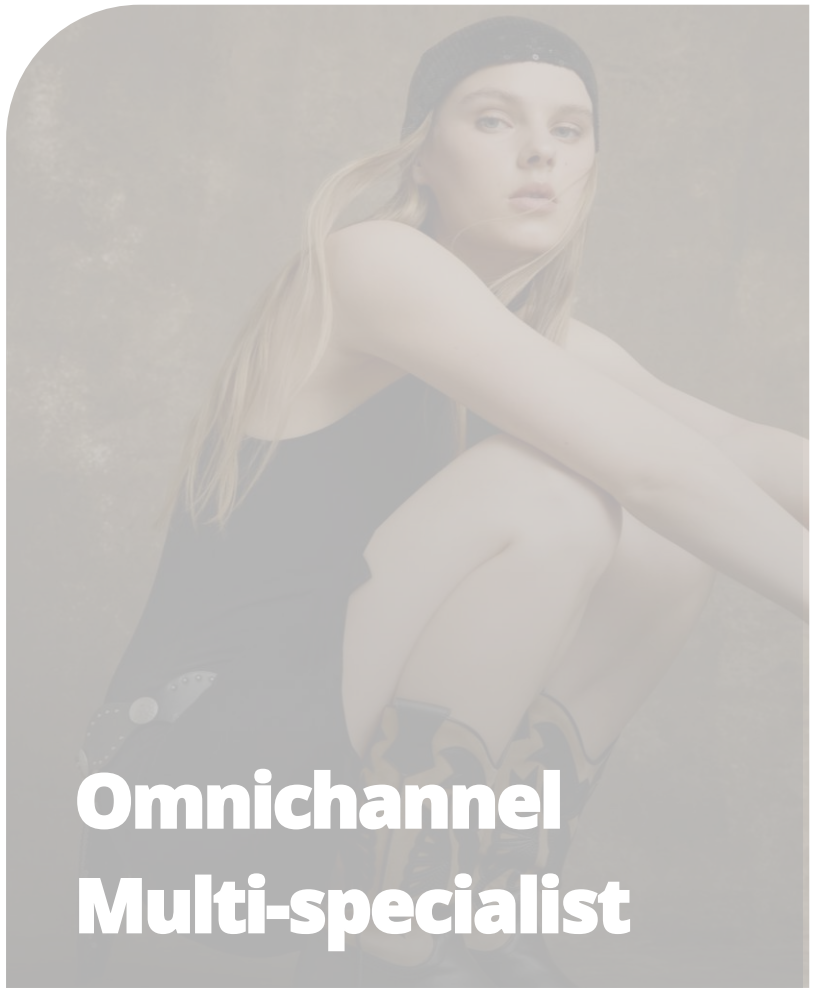


Decathlon's #1 partner marketplace globally

~3x

3P growth of Best Brands 26/24

Three advantages behind a leadership position that is hard to replicate







Falabella Retail strengthens the ecosystem, and the ecosystem expands our growth advantage



Omnichannel experience
500+ stores, with +50% of online orders picked up in store

Data & AI
+55 interactions per customer, powering AI-driven personalization

Loyalty
+22M ecosystem members; redeeming customers spend ~40% more

Financing Falabella Retail
+45% of our sales paid with Banco Falabella payment methods

E-commerce
Scale advantage: technology and logistics shared across the Group

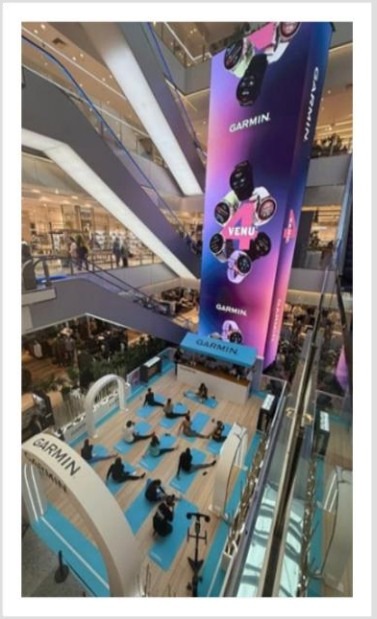
Retail Media: Growth by connecting brands with our ecosystem's customers across physical and digital touchpoints



Onsite

Ads across our e-commerce sites and apps, powered by our traffic and first-party data

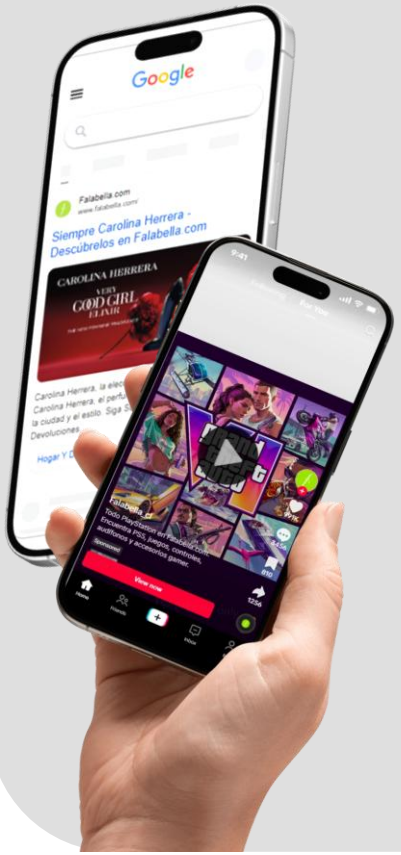
~ 2%
Ad Revenue Online / GMV Online



Instore

Malls, stores and bank branches become media: screens, brand activations and checkout coupons

+500
Physical locations to monetize across malls, stores and branches

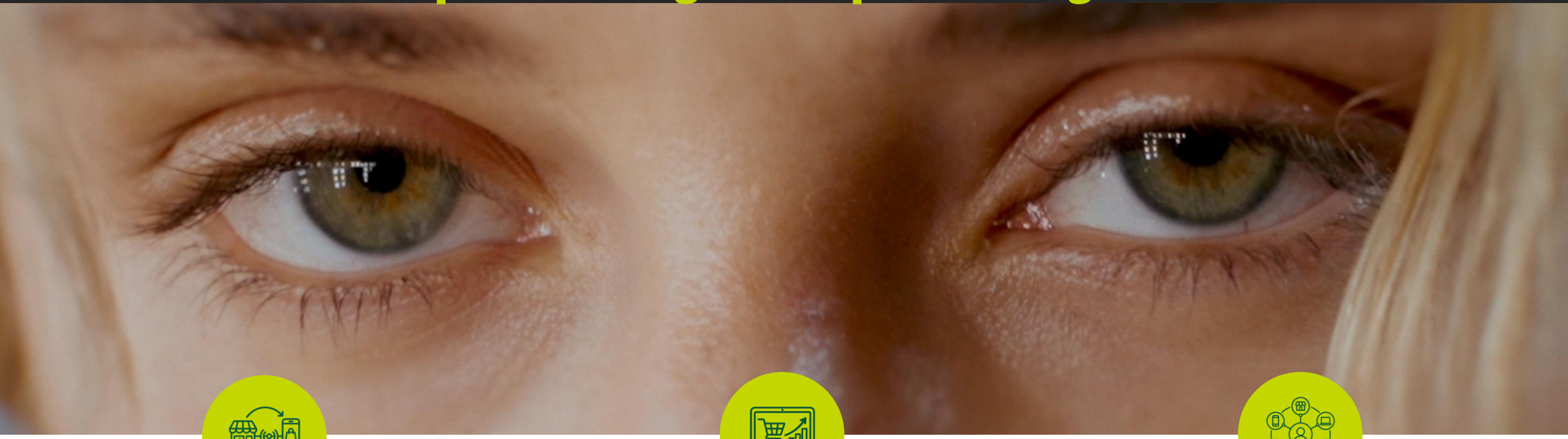


Offsite

Extending brand campaigns beyond our platforms, powered by our customer data

+100%
Commerce Media Growth

Three unique advantages that power our growth to 2030



Omnichannel Multi-specialist

Lead **7 core categories**, with **stores that boost online** growth

Best Brands

The **#1 online destination** for best brands, scaling through **curated 3P**

Ecosystem

+35M customers and our data, monetized through **retail media**

Looking into 2030

+100 K sqm
Physical footprint

25-30%
3P CAGR (2030/2025)

6x
Ad Revenue 2030/2025

3

SODIMAC IKEA

The ecosystem's place where ideas get built

Closer to every project, closer to every home



Alejandro Arze
CEO Home Improvement

Largest Home Improvement retailer in Latin America

+20M
Active customers

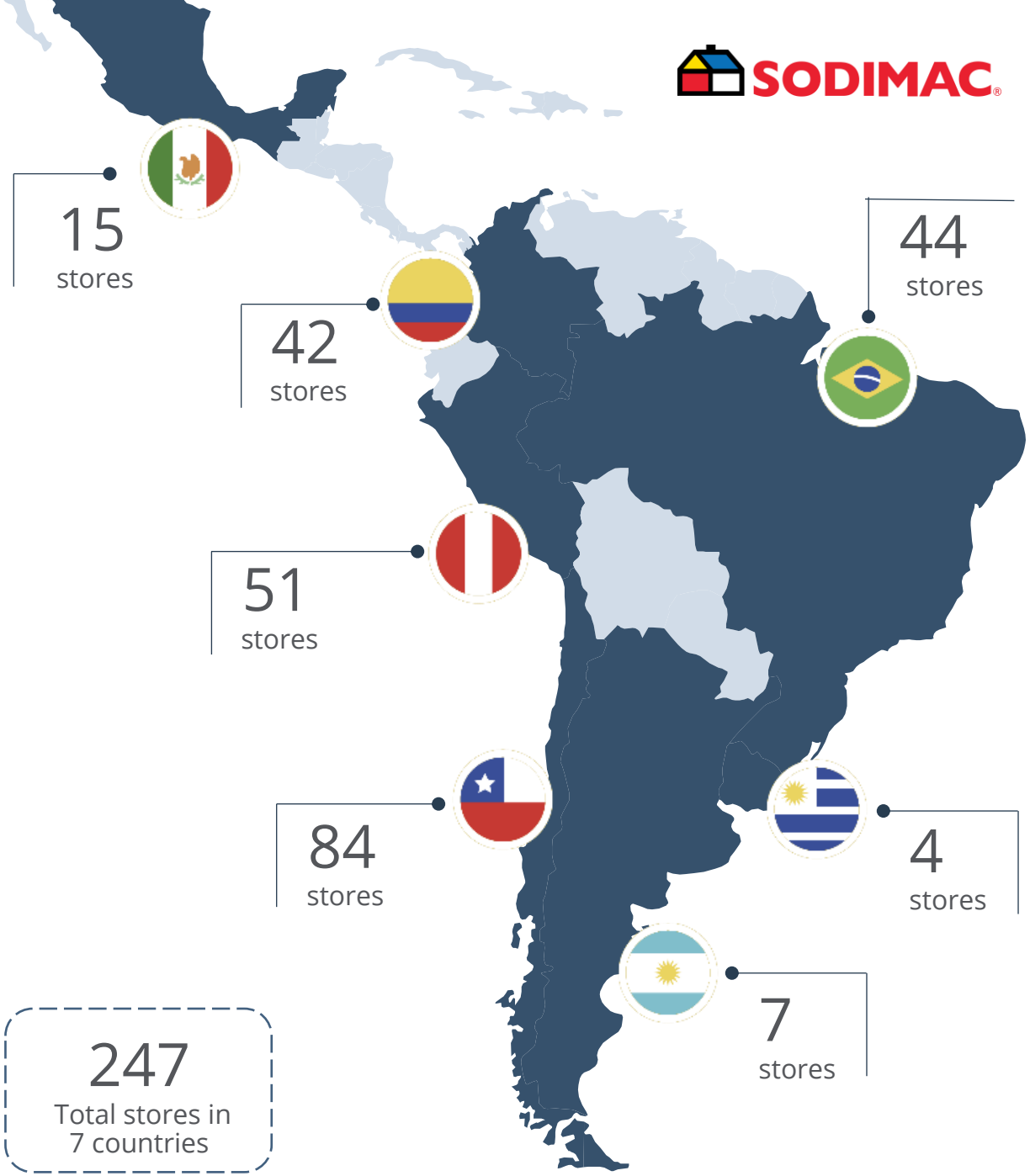
US$5.9bn
Total Revenue(1)

+12.6M
Loyalty program clients

22.1%
Online penetration(2)

#1
In market Share(3)
In Chile, Colombia, Peru, Uruguay

7.9%
EBITDA Margin(1)



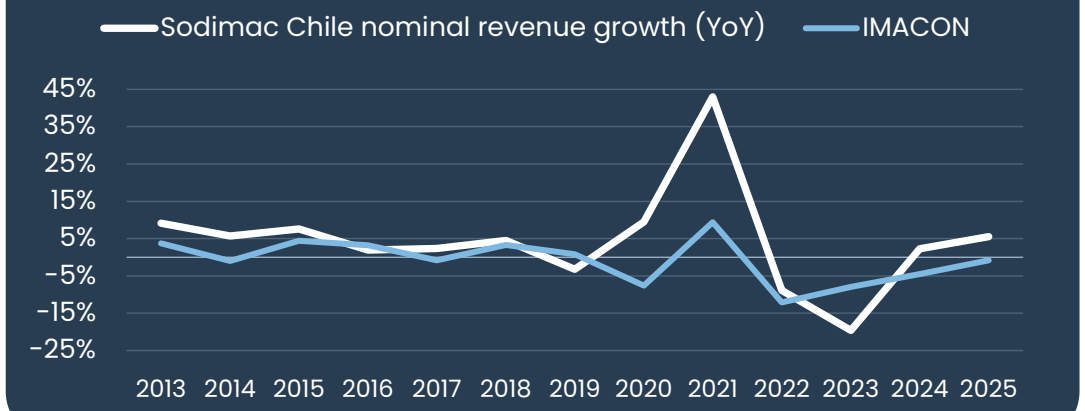
(1) 2025 revenue and EBITDA margin, including Sodimac Mexico and Colombia
(2) Online penetration considers 1P and 3P online GMV over total Sodimac GMV
(3) Market Share: Internal estimation

A strong cycle expands the addressable opportunity

our strategy defines how much of that value we capture

- **GDP, income, employment and wages**
- **Housing market activity**
- **Home values and appreciation**
- **Consumer confidence**
- **Age of the housing stock**
- **Financing and interest rates**

Historical correlation between sales and construction activity



The market expects a stronger outlook...

1 Reactivation

11.5%-19.0%

2026 expected new home sales

2 Growth

3.6%-5.1%

2026-2030 expected construction CAGR

3 Investment boost

10%-15%

2026 expected infrastructure growth

4.7%-10.5%

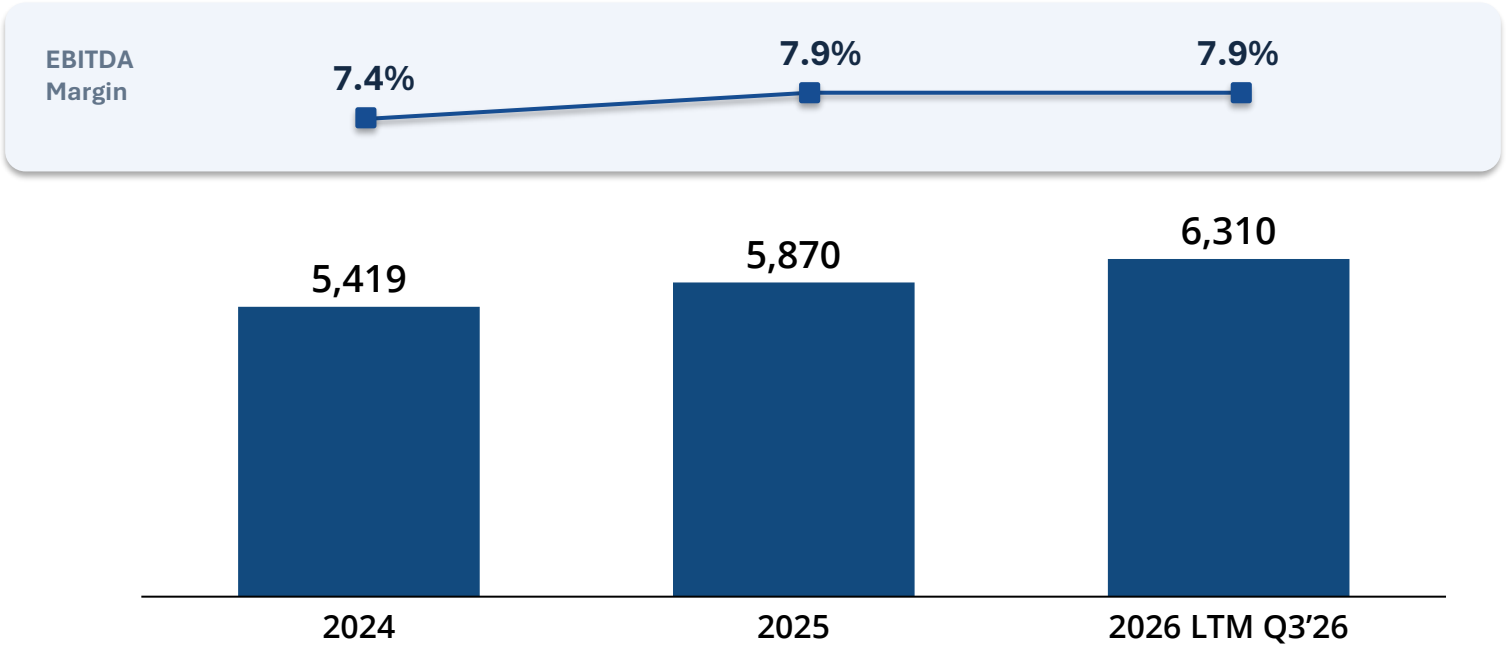
2026-2028 expected investment CAGR

IMACON: Monthly Index of Construction Activity, CChC. Nominal revenue growth (YoY): Sodimac Chile, management figures. Period 2013–2025
MINVU: Chilean Ministry of Housing and Urbanism. AVV: Voluntary Housing Savings Account, which allows access to a government subsidy
Sources: ResearchAndMarkets Construction Industry Reports 2025 (Chile, Peru, Colombia); Banco Central de Chile, IPoM Sep-26; CChC MACh 70, Aug-26; BBVA Research; GRI Institute, 2026. Chile and Peru housing statements are directional.
.

As regional leaders, we have consistently delivered sustained growth

Historical Revenue 2024–2026 LTM Sep MUSD

CAGR (24–26)
~8%

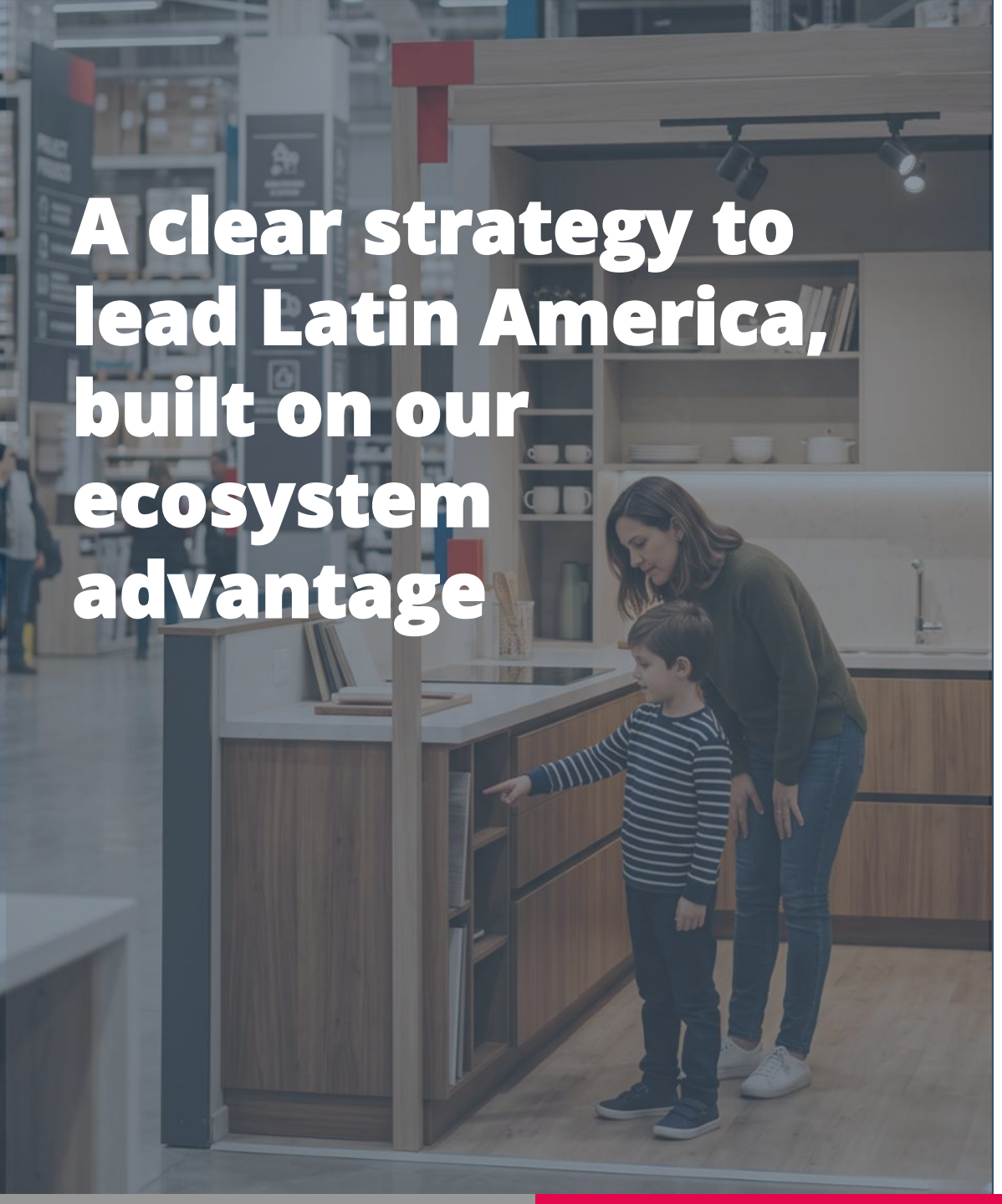


Revenue LC growth 9M26

vs. 9M25

Chile	+1.7%
Peru	+9.7%
Colombia	+12.9%
Mexico	+5.2%
Brazil	-8.4%
Uruguay	+5.7%
Argentina	+14.8%

2024, 2025 and 2026 revenue and EBITDA margin, including Sodimac Mexico and Colombia



A clear strategy to lead Latin America, built on our ecosystem advantage

SODIMAC

A proposition that earns preference

Meeting the need of every customer with a complete, specialized and omnichannel offering

Targeted and sustainable growth

Expanding where we have advantages and deepening opportunities across markets, categories and channels

A simpler, more productive operation

Capturing efficiencies, optimizing our resources and turning scale into greater profitability

SODIMAC

A complete proposition for every home improvement need

Solutions, products and advice for all our customers

Private Label

Differentiate our proposition and strengthen profitability

34%

Private-label share of sales

50%

Margin dollars





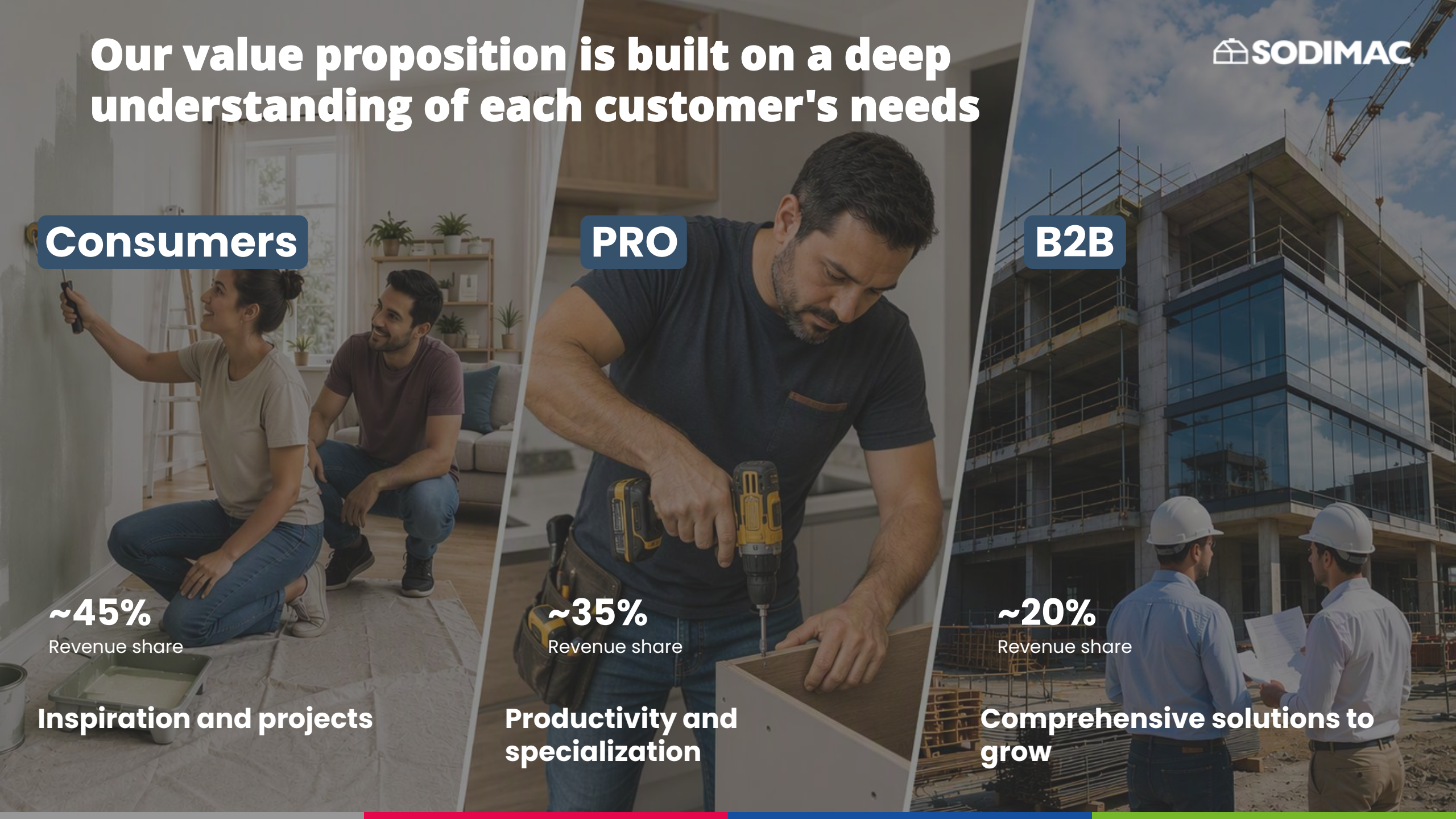






Our value proposition is built on a deep understanding of each customer's needs

SODIMAC



Consumers

~45%
Revenue share

Inspiration and projects

PRO

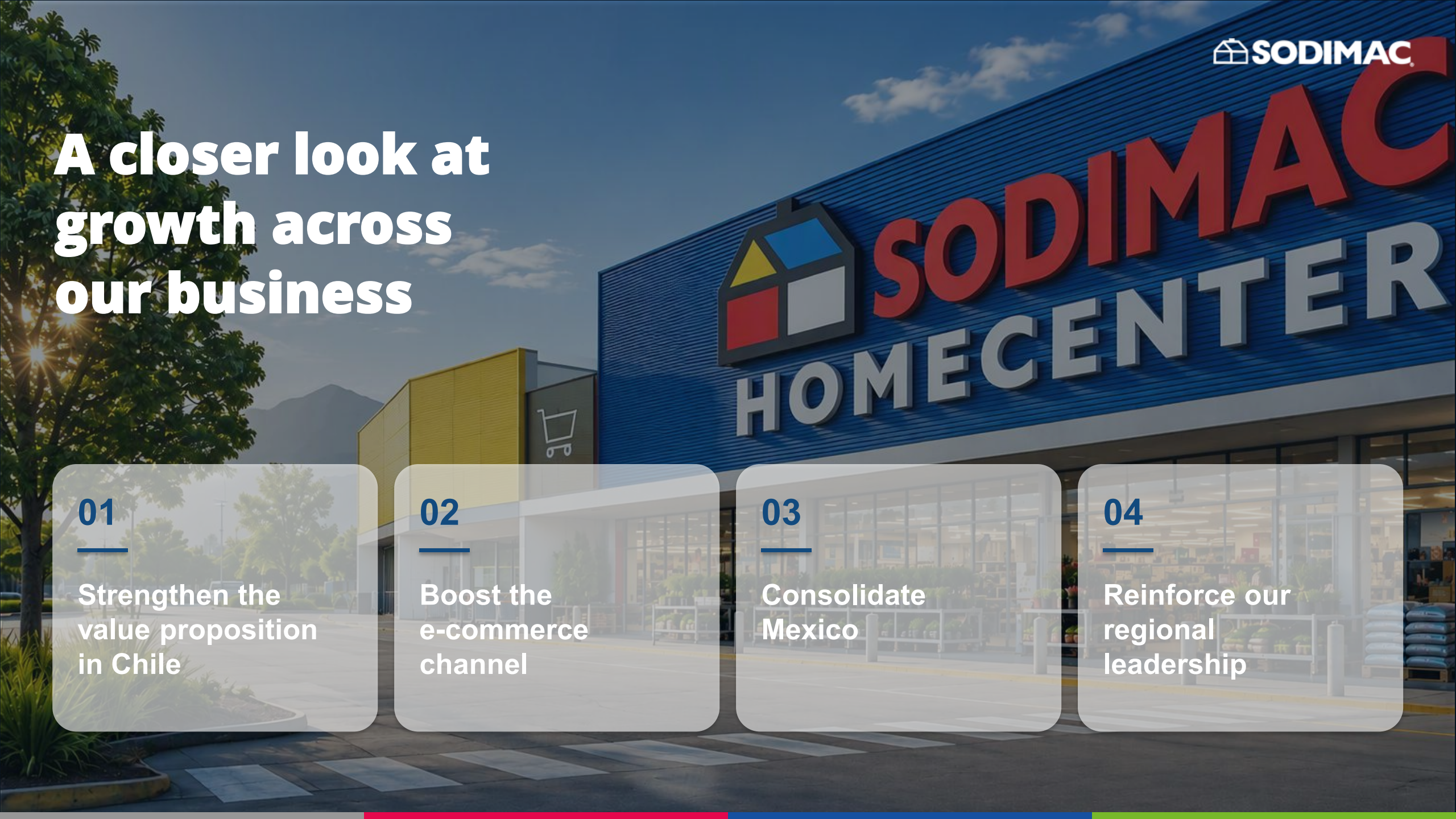
~35%
Revenue share

Productivity and specialization

B2B

~20%
Revenue share

Comprehensive solutions to grow



A closer look at growth across our business

01

Strengthen the value proposition in Chile

02

Boost the e-commerce channel

03

Consolidate Mexico

04

Reinforce our regional leadership



In Chile, we are renewing our value proposition to better serve our customers' needs

Expand our **assortment**

Improve the **experience**

Increase **productivity**

01

Elevating the in-store experience to inspire every customer visit and maximize sales per square meter

Flooring





Kitchen & Bath





Housewares





Seasonal





01

SODIMAC

The PRO customer remains a core growth priority

Targeting a deeper share of wallet and expanding into sub-segments that lift ticket and purchase frequency

01 Assortment dominance

- Availability
- Trusted brands
- Breadth of offer
- Project-scale volume

02 Price leadership

- Low prices
- Price-quality balance

03 Frictionless omnichannel experience

- Fast purchase
- Proximity / convenience
- In-store display

04 Expert advice

- Professional, personalized advice

05 Loyalty

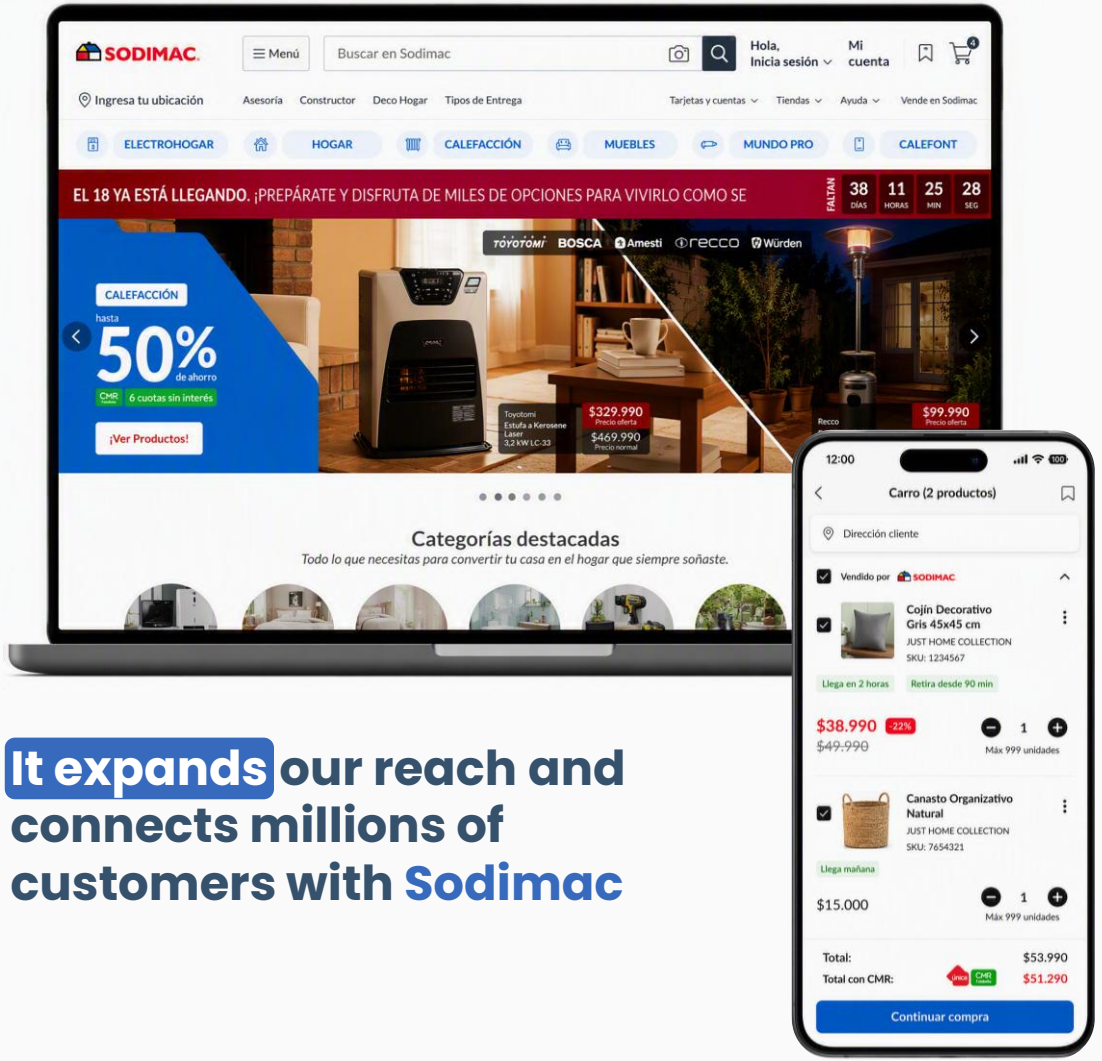
- 2.6M regional CES(1) total clients
- Dedicated benefits and service
- Financing options
- Rewards and savings

(1) CES Loyalty Program focused on PRO clients

02

E-commerce complements our value proposition, combining assortment, speed and a frictionless omnichannel experience

Not only in Sodimac, but also in Falabella



It expands our reach and connects millions of customers with **Sodimac**

We are the #1 seller in Falabella.com

02

We are harnessing artificial intelligence to elevate the customer experience: AsesorIA delivers expert, specialist advice in real time, across every channel

Project advisor

Turns an idea into a clear project, with the confidence of a Sodimac specialist at every step

Inspiration and discovery

Sales advisor

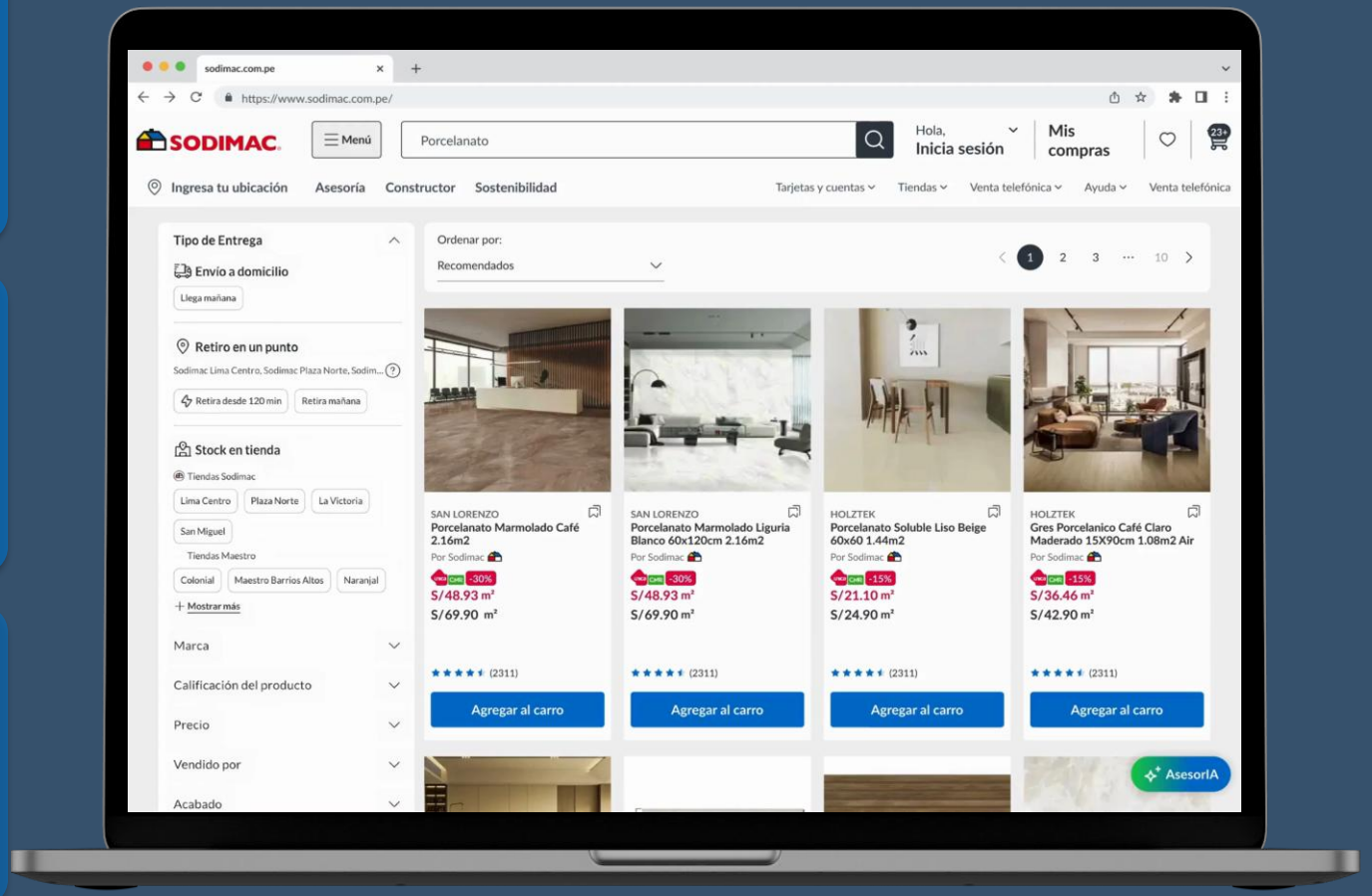
Better decisions (context), faster and frictionless, with guidance to find exactly what the project needs

Search and purchase decision

Post purchase advisor

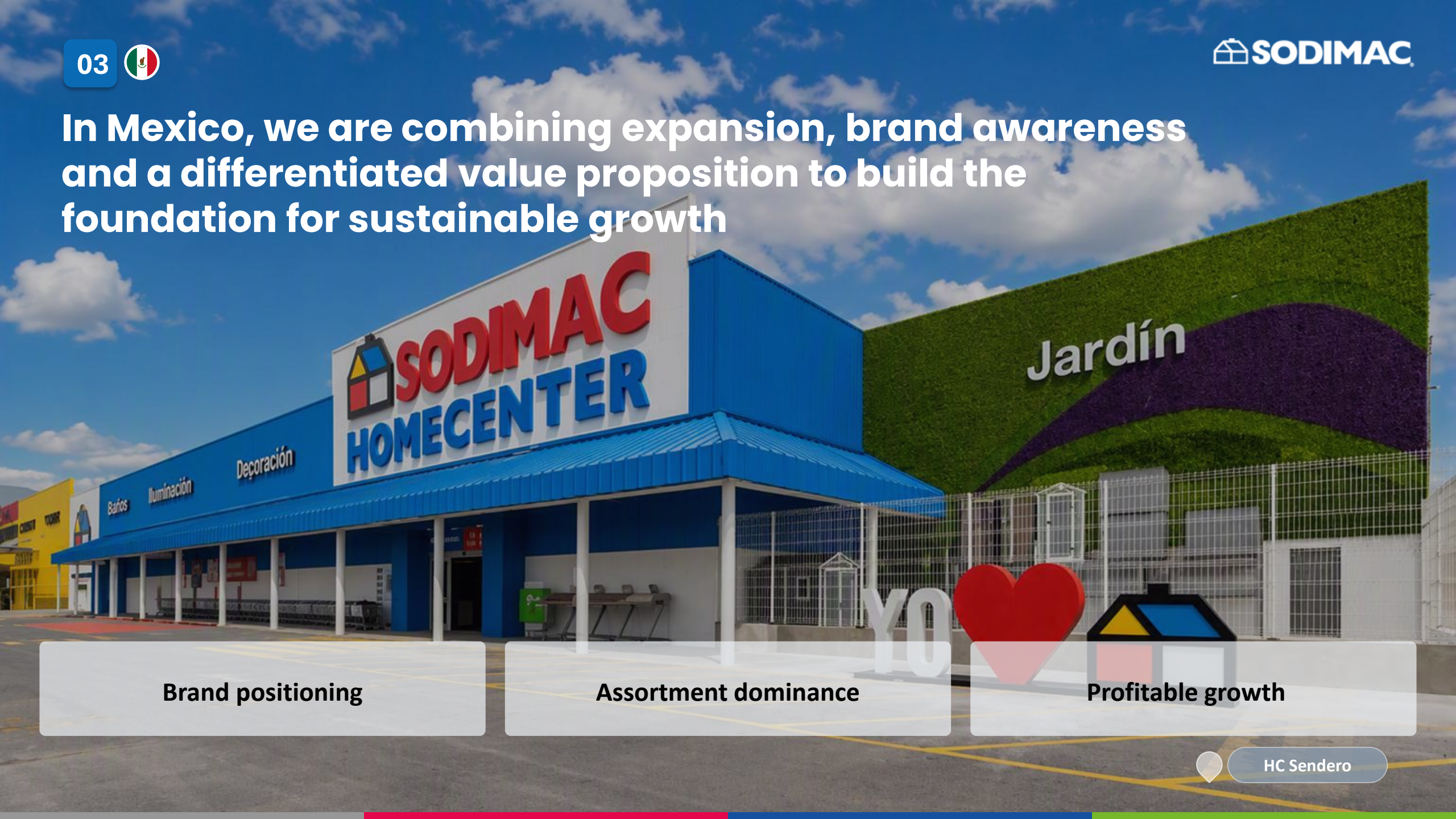
The relationship does not end at the cart: we stay with the customer until the project is finished and working

After-sales and repurchase



03

In Mexico, we are combining expansion, brand awareness and a differentiated value proposition to build the foundation for sustainable growth



Brand positioning

Assortment dominance

Profitable growth

HC Sendero

04

Different market realities, one shared ambition: Latin American leadership

Drive efficiency and operational excellence



Brazil
Right-size our footprint and cost structure



Argentina
Improve profitability and sharpen competitiveness



Uruguay
Boost profitability and reinforce our market position

Consolidate leadership and expand the business



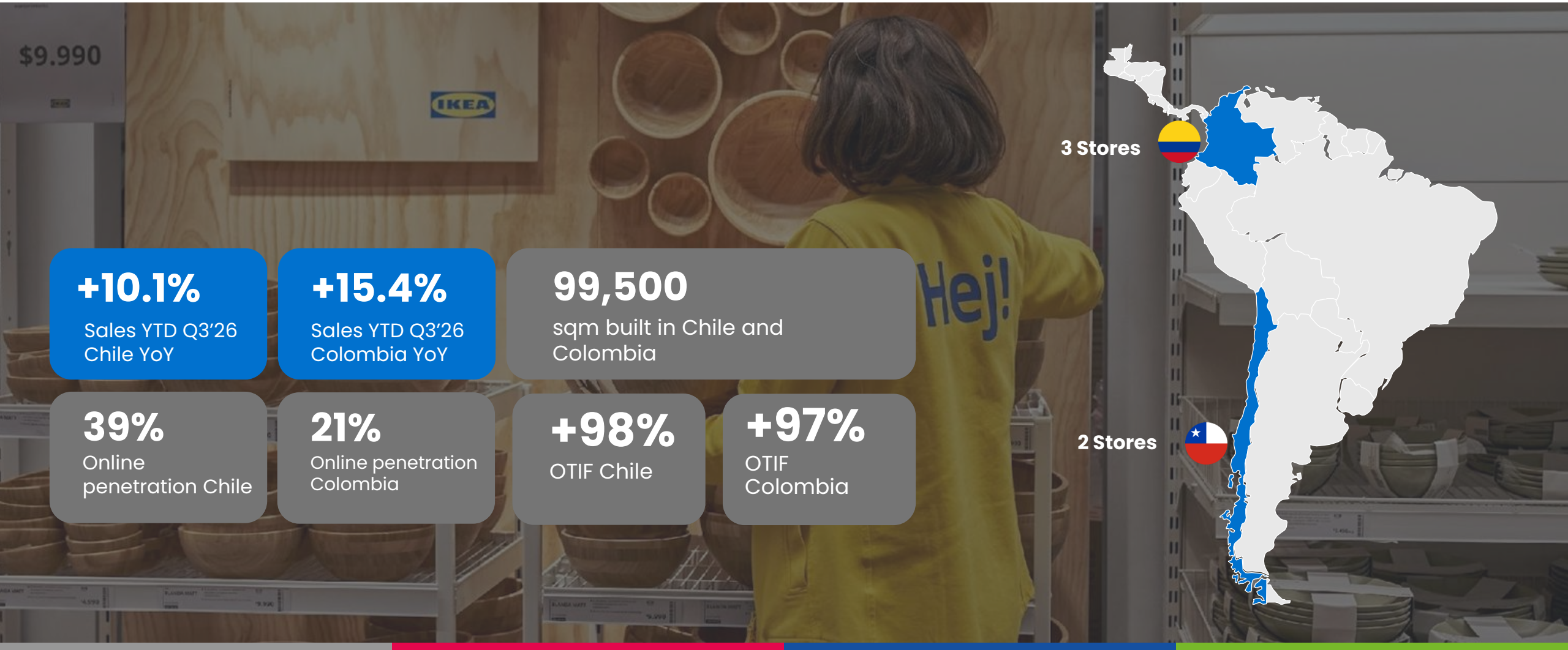
Peru
Expand the business, scale e-commerce and monetize our transformation



Colombia
Sustain leadership, keep expanding and develop new businesses

Expanding our reach into home

with IKEA's distinctive value proposition since 2022



+10.1%
Sales YTD Q3'26 Chile YoY

+15.4%
Sales YTD Q3'26 Colombia YoY

99,500
sqm built in Chile and Colombia

39%
Online penetration Chile

21%
Online penetration Colombia

+98%
OTIF Chile

+97%
OTIF Colombia

A new chapter of growth: our IKEA partnership expands our reach across the Falabella ecosystem



Broader reach, **more customers**

1 of 3

markets worldwide authorized to sell IKEA products beyond IKEA's own website

01 **Unlocking new B2B segments**
Serving businesses through "IKEA for Business"

02 **Scaling our e-commerce reach**
Leveraging the Group's digital channels

03 **Capturing ecosystem synergies**
Strategic partnerships and Loyalty benefits

4

TOTTUS

The ecosystem's frequency engine

Greater frequency, stronger value proposition and significant expansion



Renato Giarola
CEO Tottus

More than 16 million customers shop across our supermarket network, reflecting the strength of our business



#2
in Market Share[1] in Peru and 4th in Chile

+US$3.0bn
revenue LTM 3Q26

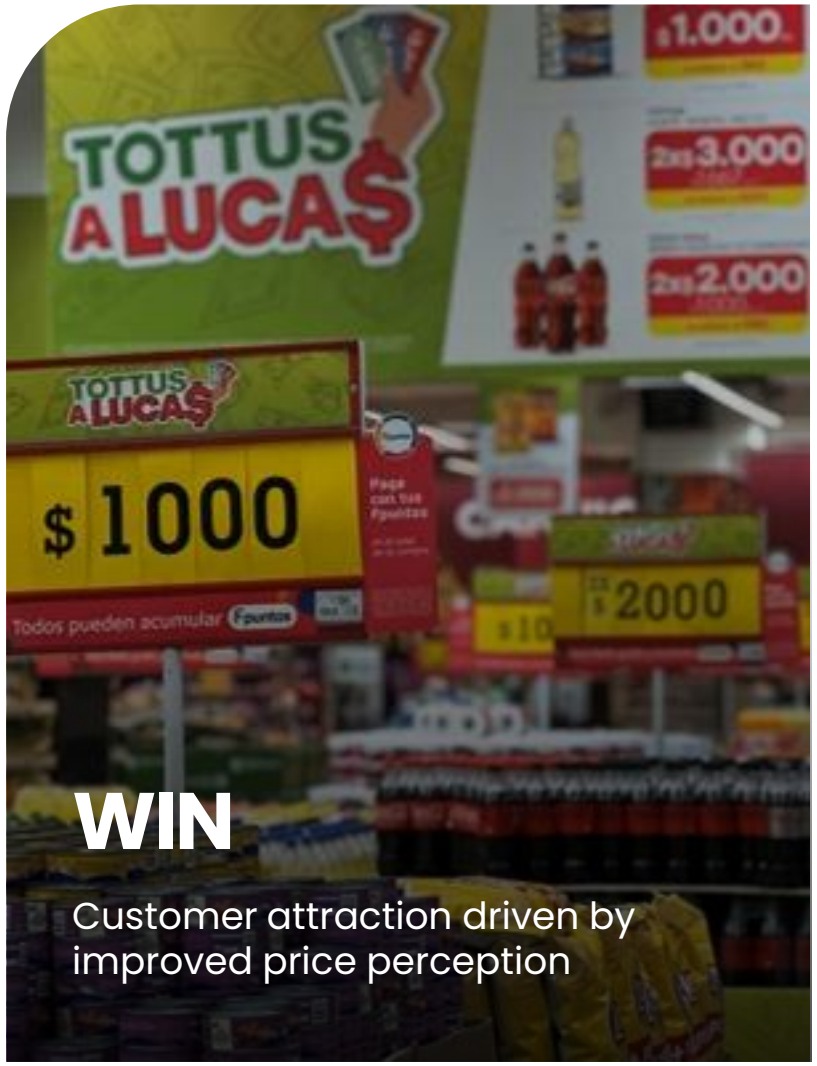
+7% in Chile
+10% in Peru
(Revenue growth LTM 3Q26, local currency)

8.1%
LTM 3Q26 EBITDA Margin

+18 bps
YoY EBITDA growth

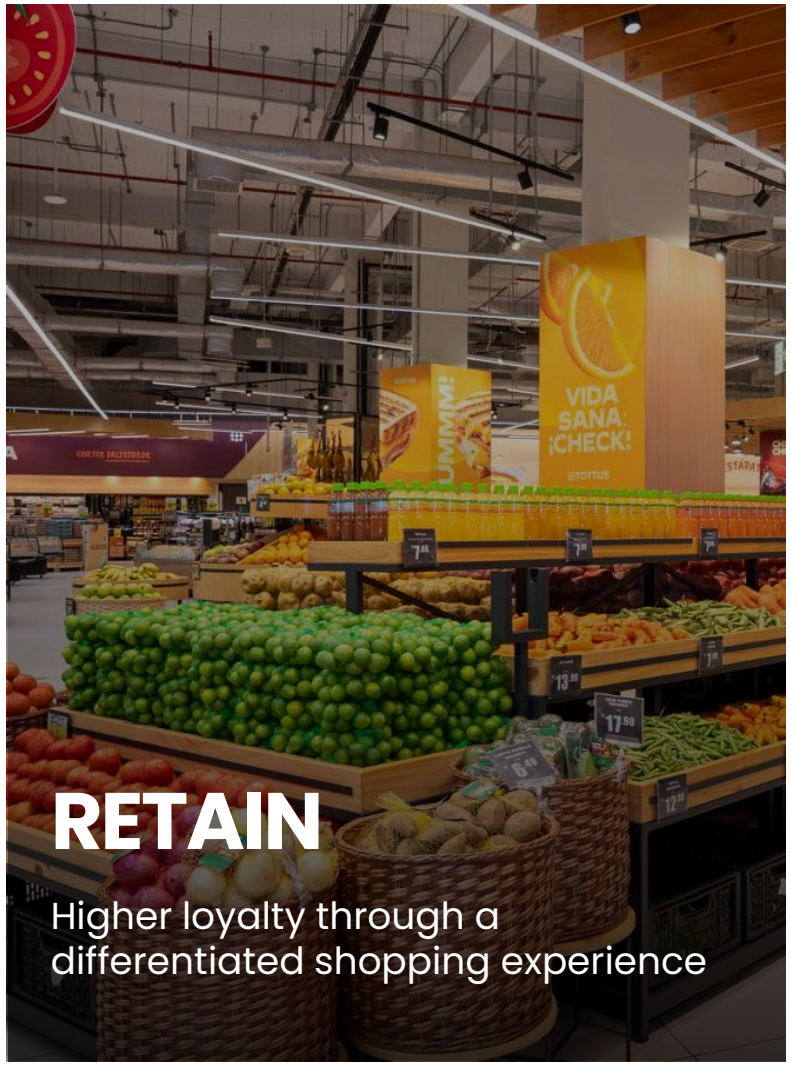
(1) Market share: Nielsen (CL) & Lock (PE)

A differentiated value proposition transformed customer perception, loyalty and profitability



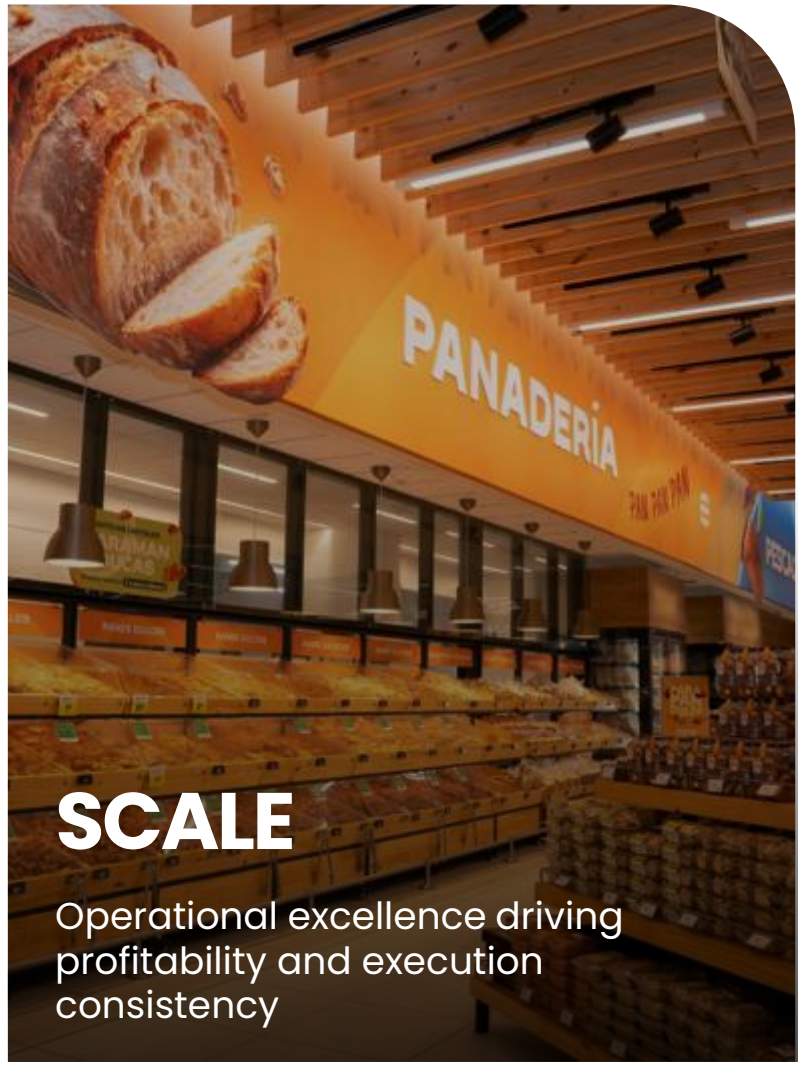
WIN

Customer attraction driven by improved price perception



RETAIN

Higher loyalty through a differentiated shopping experience

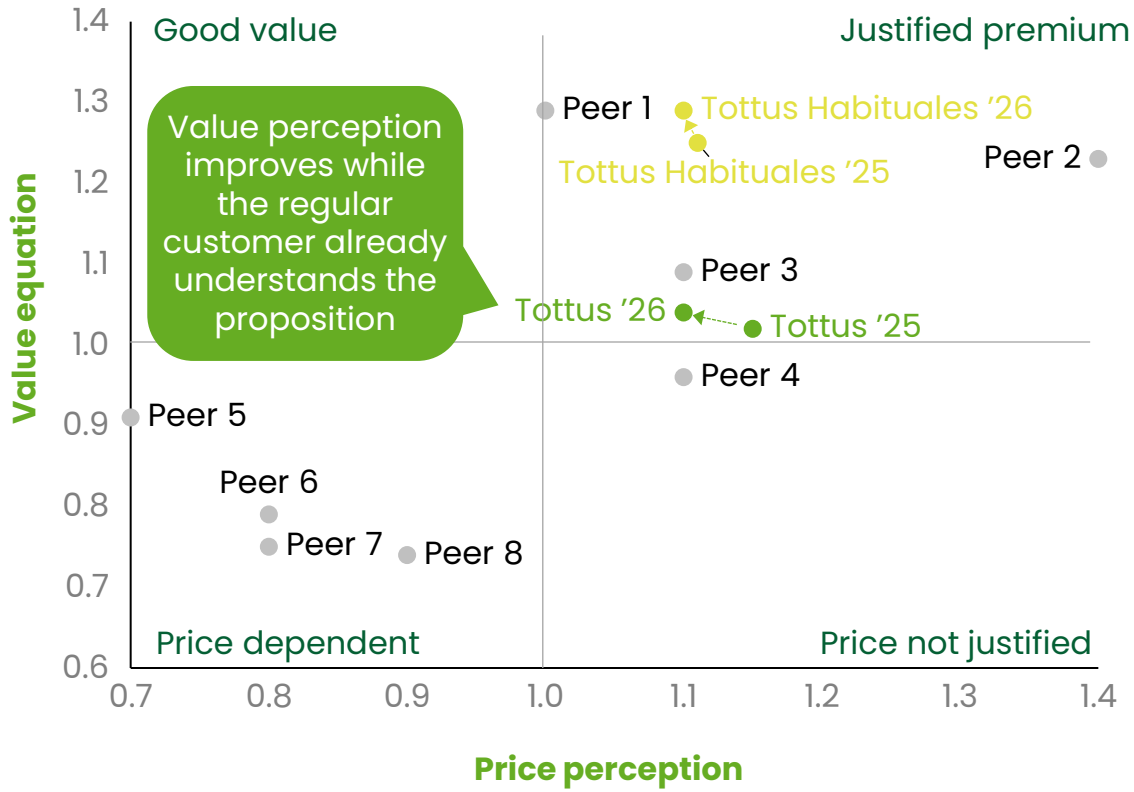


SCALE

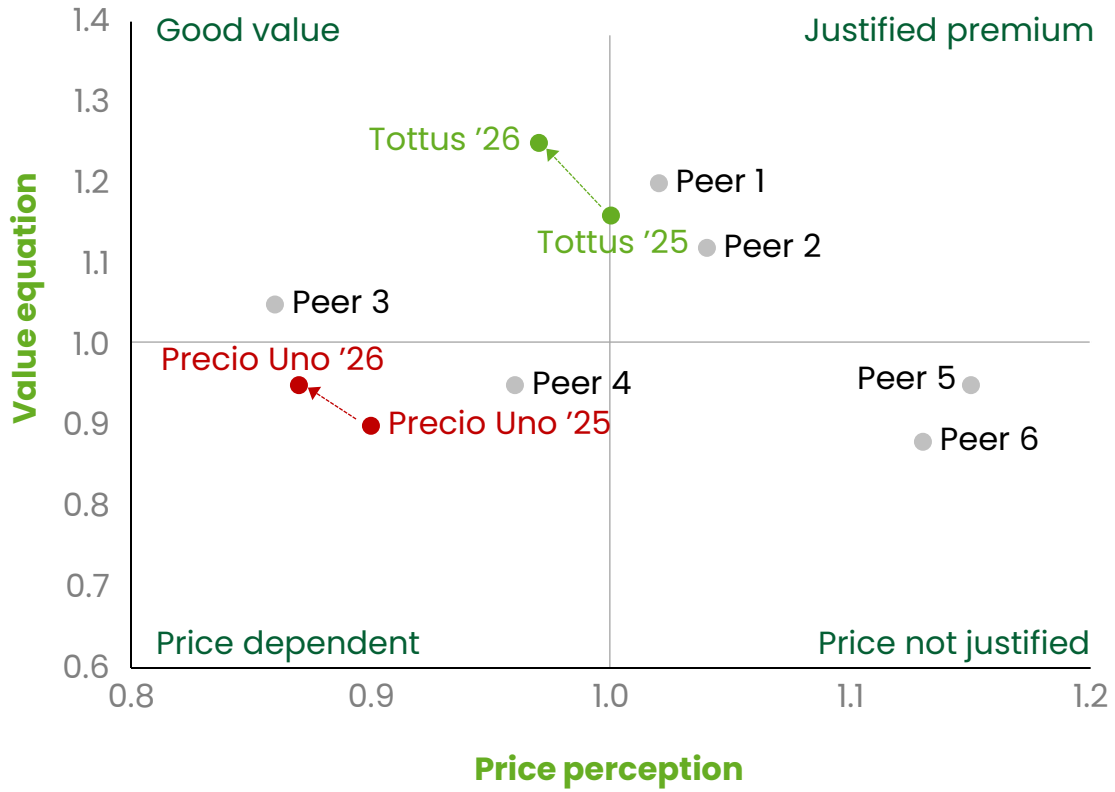
Operational excellence driving profitability and execution consistency

Tottus is finding a **winning balance between price perception and differentiated experience**, and customers are already noticing

Chile, Q1 26



Peru, Q1 26



Information from Kantar Numerator Report – Brandpulse Peru and Chile 2025 and Q126



Improved price perception, sustainably supported by supplier funding, pricing discipline and productivity

Annual structured negotiations

Enabled a strategic approach that improved margins and increased efficiency

More aggressive pricing model

Drove margin optimization through improved pricing strategies

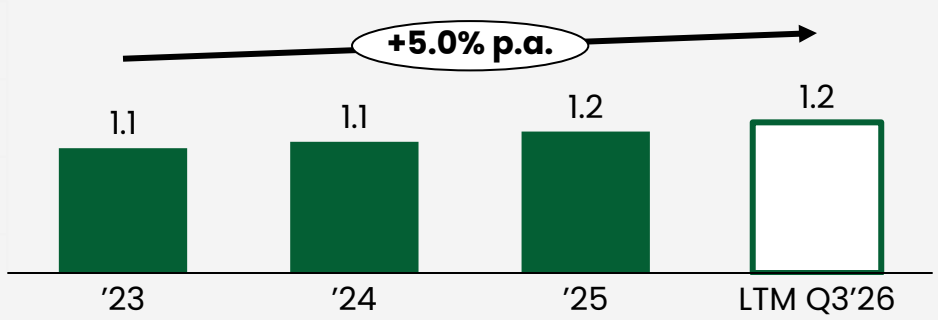
Dynamic promotional model

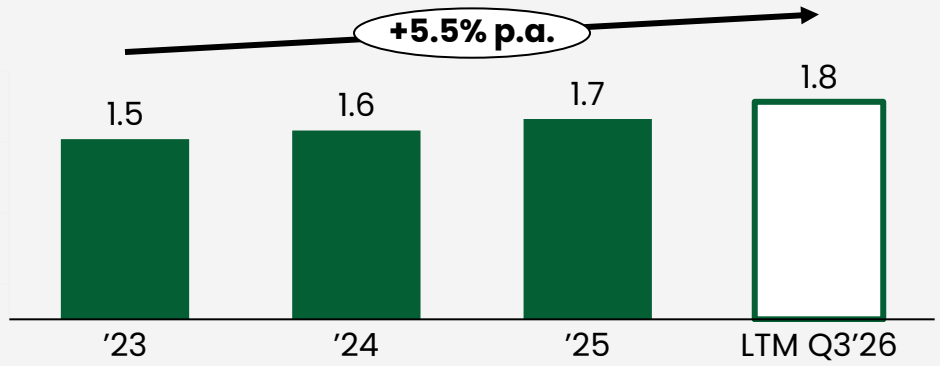
Enhanced campaign effectiveness and supported sales growth

A platform to accelerate profitable growth based on stronger customer value and execution, coupled with improved efficiency and profitability

Operating Revenue

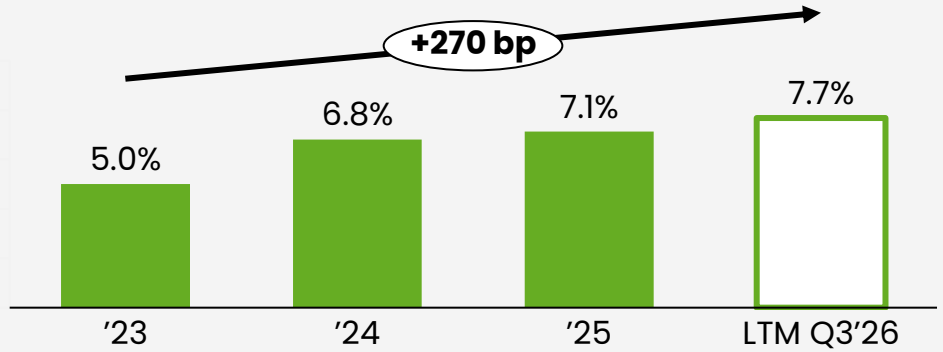
USD bn | CAGR '23–'26

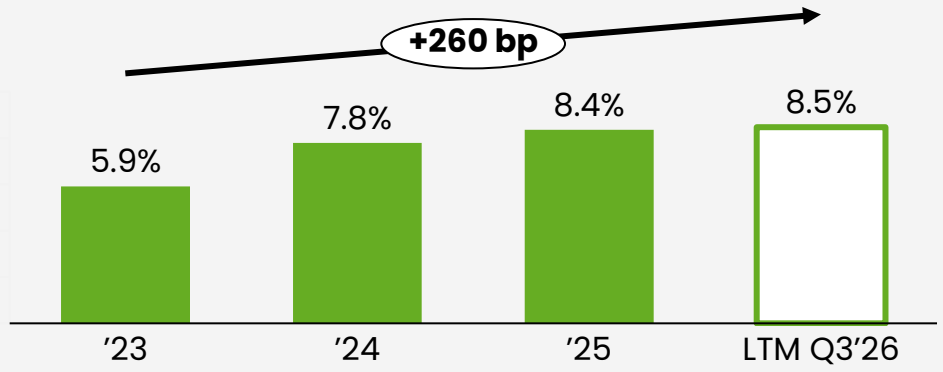




EBITDA Margin

% of revenue | Δ basis points





Notes: Exchange rates as of the end of Q3 2026 (CLP/USD = 932.48; PEN/USD = 3.42)



Our differentiated experience strategy: **Giving customers reasons to return beyond price**

01 Strengthen the perishables offering and store journey

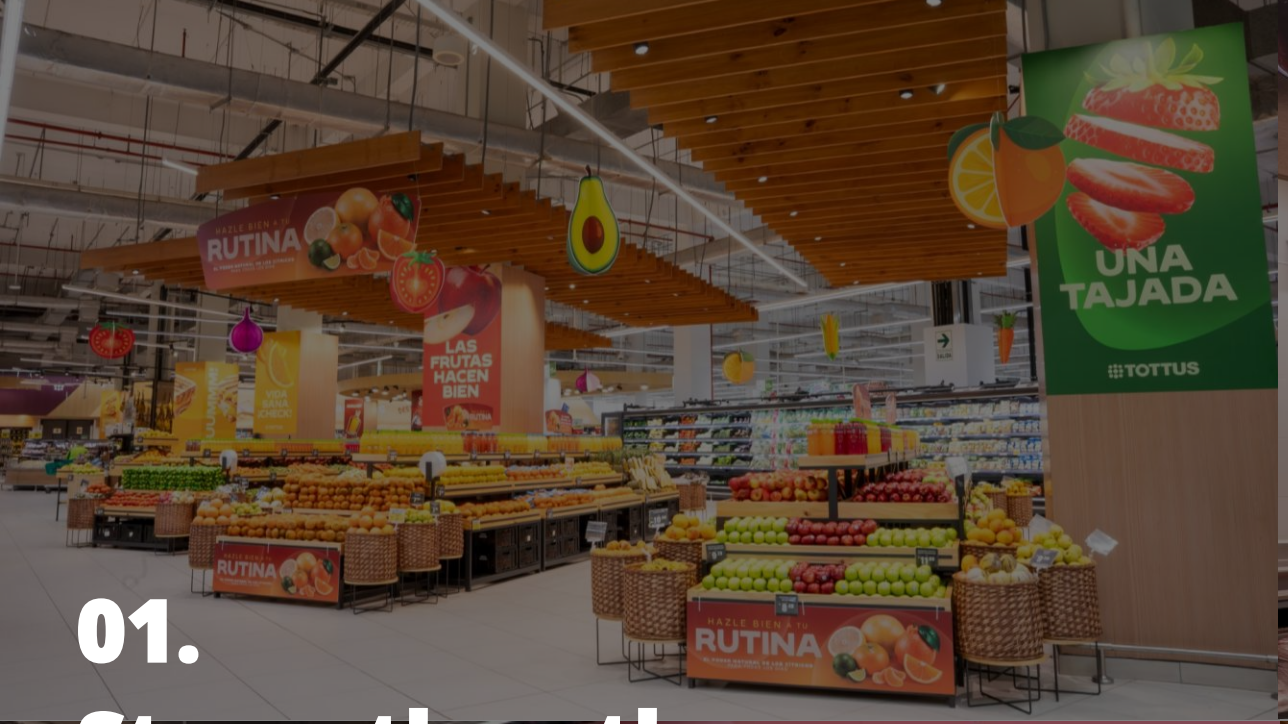
02 Constant review of our portfolio

03 Transform and strengthen our private brands

04 Leverage our corporate loyalty program

05 Boost our e-commerce

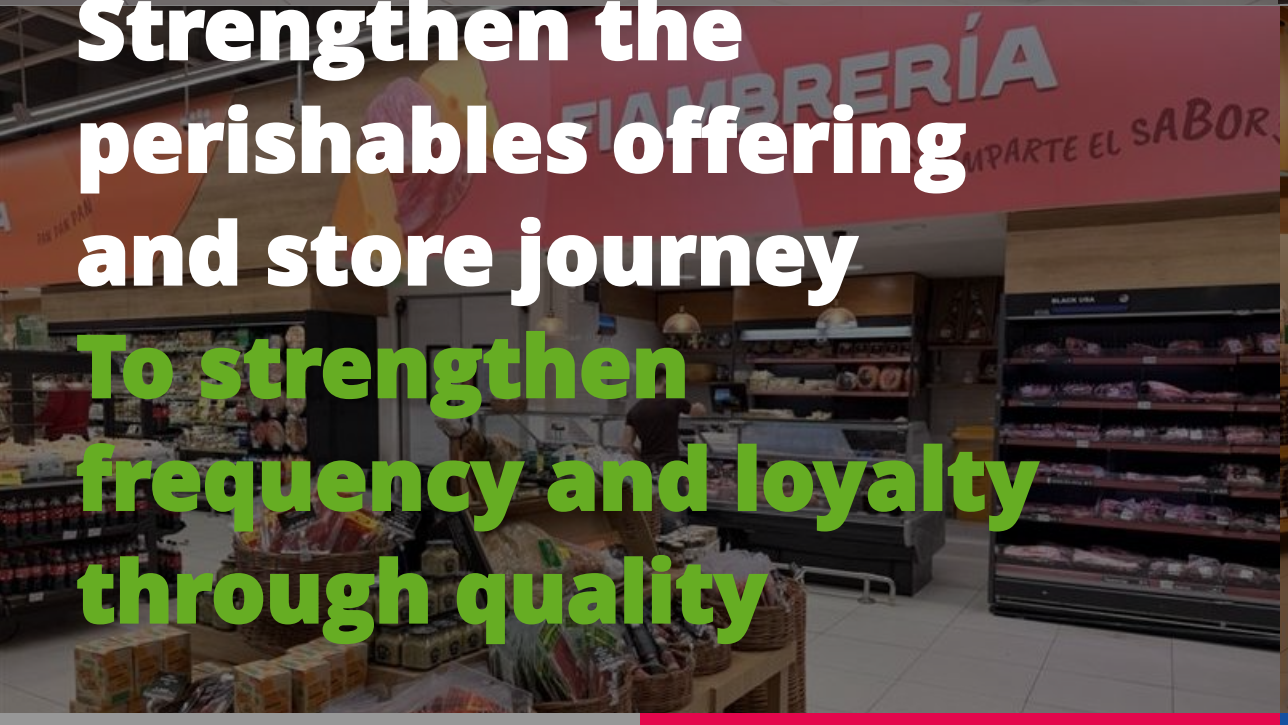
06 Synergies within the ecosystem





01.
Strengthen the perishables offering and store journey

To strengthen frequency and loyalty through quality











TOTTUS

02.

Constant review of our portfolio to align it with customer needs, boost private brands, imports and internal production

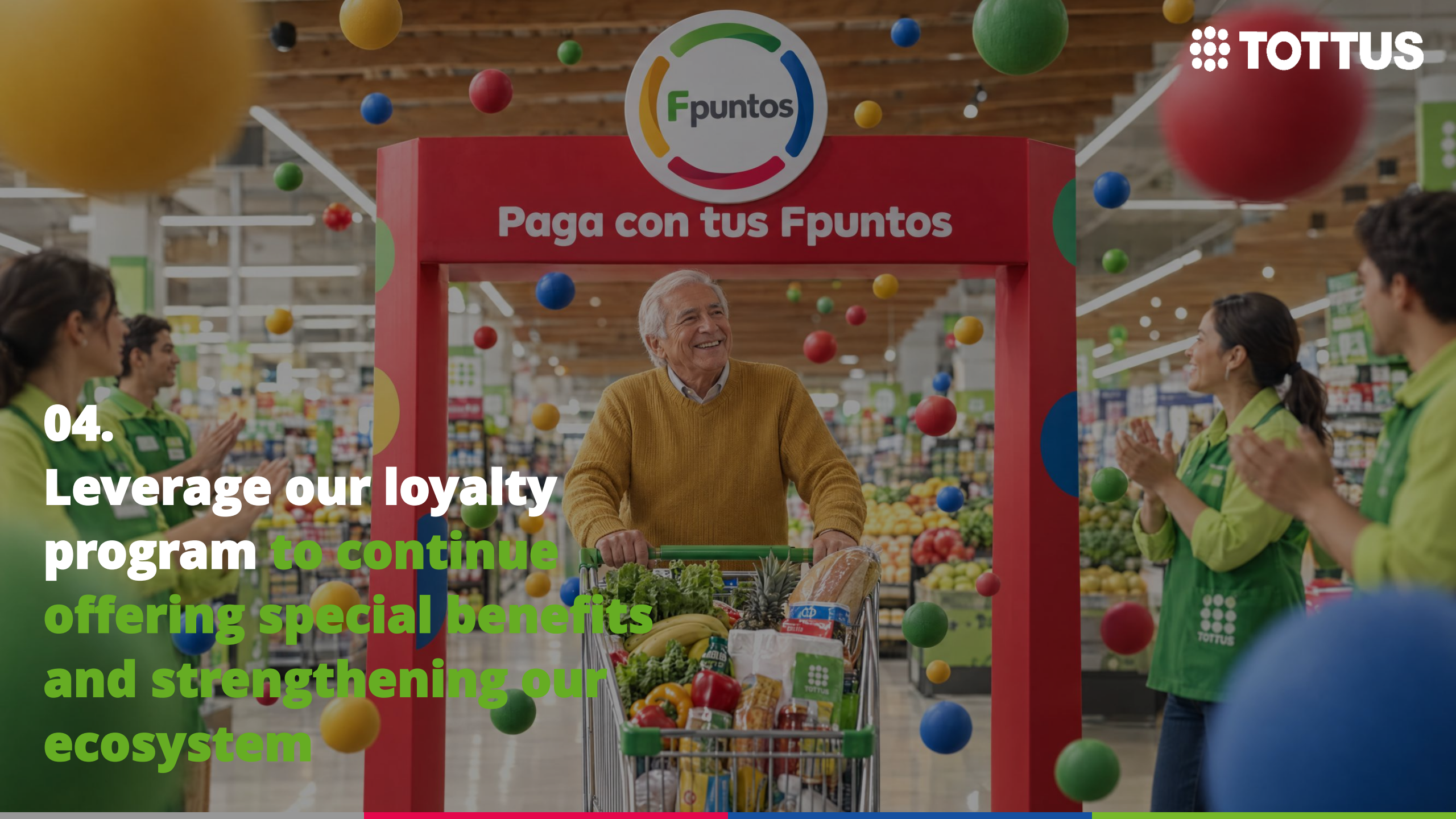


03.

Transform and strengthen our private brands with renewed assortment and brands architecture to lead







04.
Leverage our loyalty program to continue offering special benefits and strengthening our ecosystem

TOTTUS



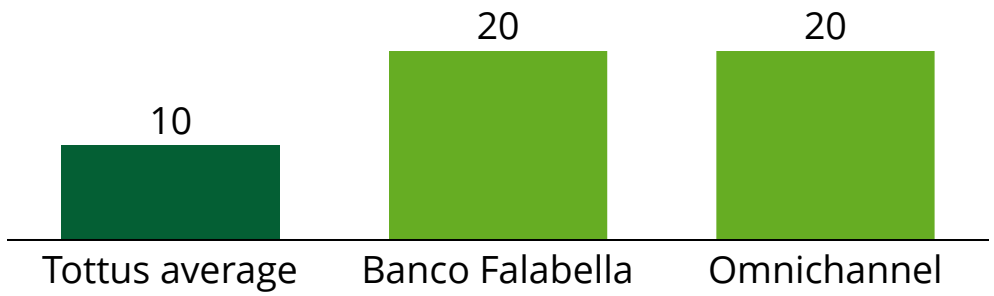
05.
Boost our e-commerce through seamless convenience, personalized shopping and reliable service

06. Tottus brings frequency to the ecosystem, and the ecosystem assets turn frequency into higher LTV, stickiness and stronger returns

11.3M customers

1 in every 3 Peruvians shopped at Tottus and/or Precio Uno

Purchases per year at Tottus, by customer type[1]

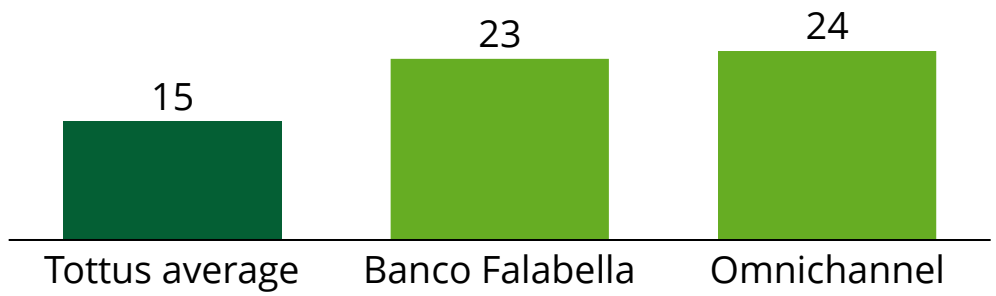


+31% spend at Tottus, from redeeming customers

4.9M customers

1 in every 4 Chileans shopped at Tottus

Purchases per year at Tottus, by customer type[1]



+49% spend at Tottus, from redeeming customers

1. Considers recurring customers. Customer KPIs, LTM 3Q26

One growth ambition, powered by three complementary engines

Expanding our reach, increasing customer frequency and driving profitable growth in Peru and Chile.

Grow the core

100% of stores transformed,
unlocking the next wave of SSS growth

Expand physical reach

+50%
Physical footprint by 2030

Scale digital reach

+5x
by 2030 vs 2025

Key takeaways



High quality, assortment differentiation, and low prices as the strategy to win customer preference

5

mallplaza

The ecosystem's place where social city life happens

Brownfields, reconversions and disciplined expansion to be the best place to meet and connect



Pablo Pulido
CEO Mallplaza

Mallplaza leader in the Andean Region[1][2]

Operational highlights

45
Urban Centers

29
Cities

446
Million visitors per year[2]

+4,872
Stores[3]

10
Tier A Assets Leaders in their respective markets

Financial highlights

8.0 bn
US$ Market Cap[4]

16.8%
Revenue CAGR
2022-LTM 3Q26

19.8%
EBITDA CAGR
2022-LTM 3Q26

19.2%
AFFO CAGR
2022-LTM 3Q26

Colombia
10 Cities
13 Urban Centers

Peru
9 Cities
15 Urban Centers

Chile
10 Cities
17 Urban Centers

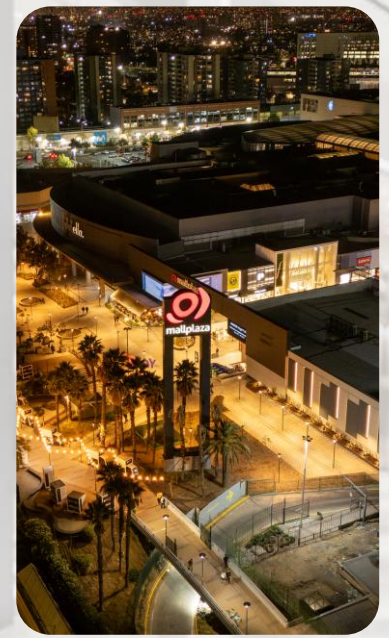


[1] Last Twelve Months (LTM) as of 3Q26.
[2] Pro forma including Gran Plaza (8 assets, 5 new cities); excludes the Falabella JV (Open Chile, San Isidro).
[3] Excluding Gran Plaza assets.
[4] As of September 30, 2026.

A proven path to sustainable value creation

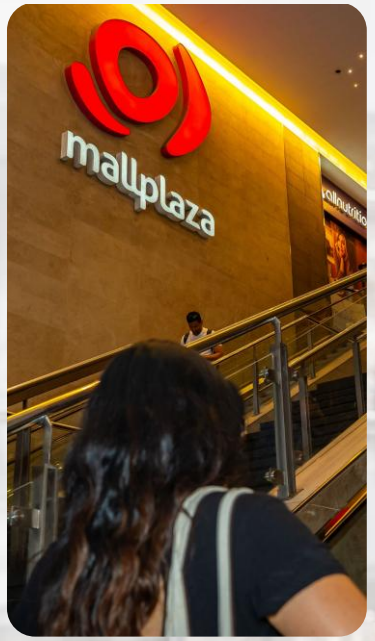
- Proven operating platform
- Tier A as the economic engine
- Acquire, transform, expand
- Mallplaza as a complement to the Falabella ecosystem
- Beyond rent: growing adjacent businesses
- Sustained long-term value creation

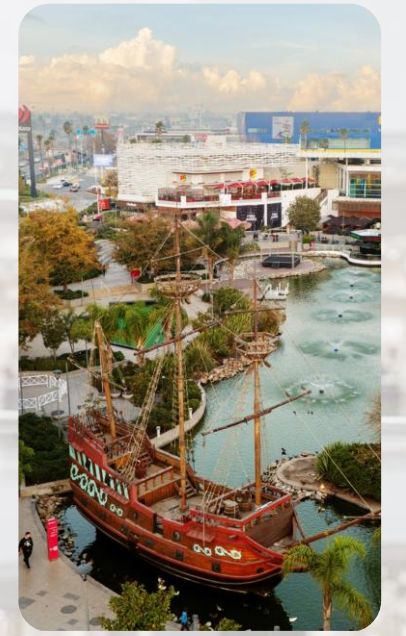












Robust strategy powered by a differentiated portfolio, culture, teams and beloved brand

Our capabilities turn every asset we add into long-term value



Growth

- Proven growth track record across three development pillars:
  - M&A & transformation
  - Brownfield value enhancement
  - Tier A Greenfield & new formats
- **EBITDA CAGR of 19.8% (2022–3Q26)**
- Strong balance sheet to sustain growth



Value proposition

- Prime urban centers
- Dedicated to experience and convenience
- Sustainability
- Annual footfall of **446 Million**
- Average SSR spread over inflation of **+2.6%** (1Q23–3Q26)



Ecosystem

- Monetization channels built on daily footfall, consumer data and our ecosystem
- Media and parking: **12% of total revenue** in the last 12 months

Powered by Technology: Accelerating our strategic pillars

Orchestrated through our Smart Mall digital platform, powered by AI, IoT and advanced data analytics.

A proven platform ready to scale

Urban centers with world-class brands, gastronomy and entertainment, and a Gateway to the Andean Region

Urban Center Model

Malls managed as vibrant urban centers



47% GLA focused on **experience**[1]

13% → **15%**

2019 **2026**

of GLA in **gastronomy & entertainment**[1]

Global Brands

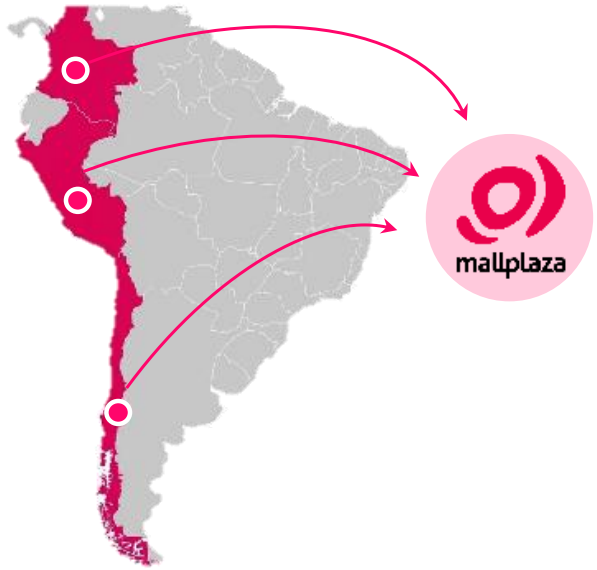
Preferred platform for leading international brands

H&M 19 stores	adidas 39 stores	IKEA 3 stores	Nike 11 stores
DECATHLON 6 stores	SAMSUNG 18 stores	INDITEX 13 stores	TOMMY HILFIGER 7 stores
PUMA 19 stores	Calvin Klein 7 stores	VICTORIA'S SECRET 9 stores	DOCKERS 11 stores

On average, over 20% of these brands' stores in the Andean Region are located within our malls

Andean Gateway

Regional entry point for brands scaling across the Andean region

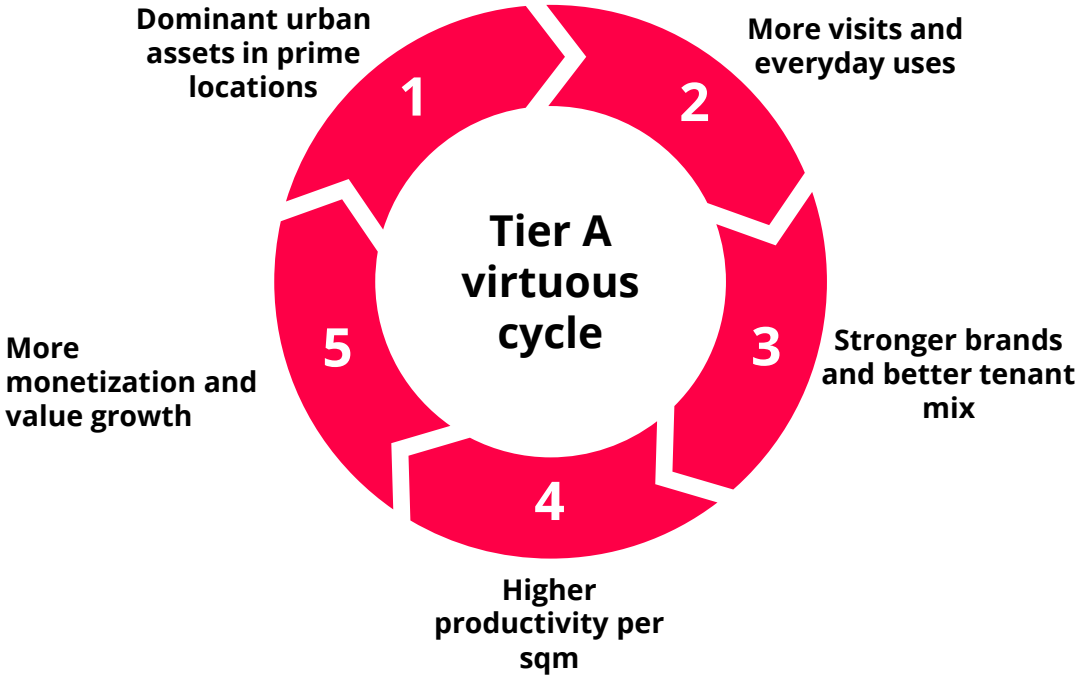


Transforming urban retail into lifestyle hubs through dynamic F&B, entertainment, and top retail brands

(1) Excluding Gran Plaza assets

Tier A: the engine of the portfolio

High density, stronger traffic, better brands and superior monetization



10

Tier A assets

>60%

of EBITDA already comes from Tier A assets[1]

47% → **70%**

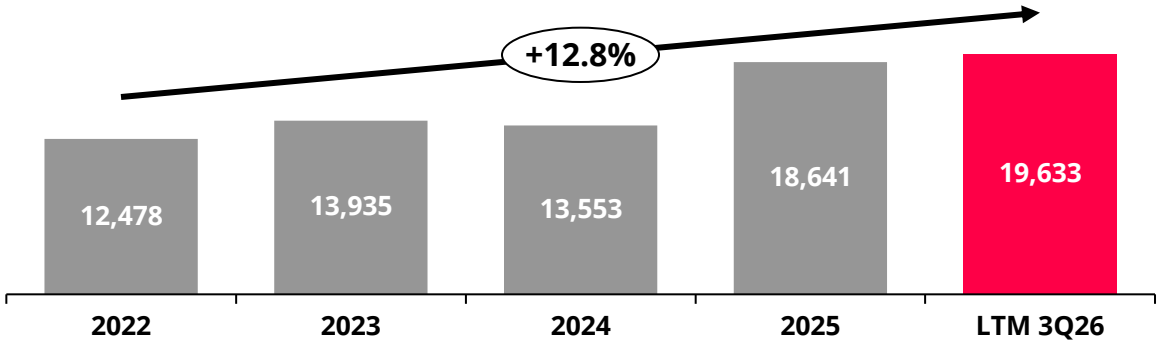
Current Projection

of GLA targeted to be in Tier A

14

Malls with sales above US$200M

Monthly EBITDA per sqm (CLP)





Mallplaza Vespucio



Mallplaza Trébol



Mallplaza Oeste



Mallplaza NQS



Mallplaza Trujillo

(1) Excluding Gran Plaza assets

Three transactions, one playbook to turn each into value

Mallplaza's ability to connect with each market ensures attractive, competitive proposals

TRANSACTION	WHAT WE ADD	HOW WE IMPROVE IT
 **Gran Plaza**	**Colombia · EV US$351M[1]· 56.5M visits** **8** assets, 5 new cities **180** thousand sqm GLA **9.4%** *implied* cap rate[1]	**+15k** sqm brownfield potential in 3 years
 **Open Plaza Chile[3]**	**Chile · EV ≈ US$205M[2]** **6** Open Plaza Chile assets **140** thousand sqm GLA **7.9%** *implied* cap rate[2]	**+50k** sqm brownfield potential in 3 years
 **JV Falabella[3]**	**Peru, San Isidro** **1** Tier A **Mixed Use** With the best proposal	**+90k** sqm greenfield

(1) Estimated values. EV calculated at the September 2026 exchange rate (COPUSD $3,353.79) and cap rate calculated as last twelve months NOI / Enterprise Value.
(2) Estimated EV of UF 4.86 million, approximate USD equivalent at the September 2026 exchange rate (USDCLP $972.60; UFCLP $41,057.20) and cap rate calculated as last twelve months NOI / Enterprise Value.
(3) Subject to permits. (Controlled and operated by Mallplaza).

New formats unlock value from land and space

We transform spaces, hold a strategic land bank and have a residential densification strategy in the pipeline



Premium Outlets

We turned Mallplaza Mirador Biobío into our **first Premium Outlet** (Dec 2025)

US$12.2M	total investment
+21.8%	revenue 3Q26 vs 3Q25
+32.2%	sales 3Q26 vs 3Q25



Strategic land bank

Undeveloped land in **Chile and Peru** to expand and transform, enabling us to **strengthen our Tier A strategy**

618,200 sqm	undeveloped land bank
453,200 sqm	reserved for future development
+9M sqm	additional construction potential over current centers in Chile



Residential densification[1]

Mixed-use development over our land bank through **Sale for Development, Build-to-Sell and Build-to-Rent**

~10,670	potential units (Chile, Peru, Colombia)
320 units	multifamily Vespucio under development
2,000 units	developed by third parties on land sold

(1) Residential densification falls outside our core business, and any future projects will be executed alongside partners specialized in the industry

How Mallplaza creates value in the Falabella ecosystem

Proven uplift in visits and stay time today, with new loyalty, omnichannel and media levers ahead

TODAY · PROVEN SYNERGIES

Digital parking × Elite clients

130k
active Elite clients (~30% of 450k)

+20%
visit frequency, ~10% longer stays

Fpuntos / bank offers

39%
of F&B tenants offer discounts

61%
without offers: room to scale

Marketplace 3P for our tenants

>300
tenants as potential Falabella.com sellers

NEXT · GROWTH LEVERS

Activate the loyalty program

22M
Fpuntos members to convert into recurring visitors

Omnichannel and logistics node

45
malls in prime locations for pickup and ship-from-store

Cross-cutting retail media offer

+30%
potential impact combining physical and digital media

IN-HOUSE CAPABILITIES

ParkFlou

+37.1%
Parking revenues CAGR 2022 – 3Q26

% of revenue, 2026
Chile 12.2%
Colombia 9.3%
Peru 6.4%

Retail Media

Millions
of visits to connect brands with, beyond base rent

Adjacent business revenue

12% › 18%
today — ambition in 5 years

Key takeaways



1

Growth with returns, at scale

19.8%

EBITDA CAGR 2022–LTM 3Q26

Strong balance sheet with room to grow



2

Tier A assets are the economic engine

>60%

of EBITDA from 10 Tier A assets[1]

618,200 sqm land bank to continue improving our value proposal



3

Disciplined M&A deals and transformation

+2.7M sqm

pro forma GLA with Open Plaza Chile

Buy + Transform + Growth



4

Beyond rent, with Falabella synergies

18%

of revenue from adjacent businesses in 5 years (12% today)

130k Elite clients visit our malls 20% more often

(1) Excluding Gran Plaza assets

06

Key Takeaways

Scaling ecosystem value
across the Andean region



Alejandro González
Chief Executive Officer

Our investment case

A gateway to the Andean region, built on strength and set up for multiple growth avenues

Main gateway to the Andean region

Diversified ecosystem of leading formats, with deep customer understanding

An ecosystem that not only amplifies share of wallet but ultimately share of life

Multiple growth avenues

Starting from a position of strength: an irreplicable asset mix and footprint across the Andean region, and a fortress balance sheet that enables us to grow

More favorable macro tailwind

Improving outlook across our core markets to support our next phase of growth

Enablers

Omnichannel Experiences

Digital Banking

Logistics Networks

Data & AI

Adjacent Businesses

Loyalty

Strong culture

High-performing culture and proven leadership driving consistent, disciplined execution

Investor Day

FALABELLA

The Andean ecosystem where life happens, and value multiplies | 2026

New York · November 16th, 2026

