

Leadership Style Narrative

Objective:

Empower leaders to utilize this narrative as a source of inspiration for team meetings and in-depth discussions.

Narrative:

How do you navigate those moments when despite your best efforts, the results fall short of your plans? How do you handle challenges arising from collaboration issues across different areas, making your work more demanding? And when faced with difficult times, how do you lead your team under pressure, when the path forward is unclear, and morale is low? Do you take the time for those crucial conversations, offering support and helping the team prioritize and maintain focus?

In the current climate of uncertainty and change within our company, these questions likely resonate with you today. It is precisely during times of transformation and less-than-ideal results that we must evaluate our approach, examining how we connect with our teams to overcome challenges, sustain motivation, and stay focused on achieving results.

Undoubtedly, this is the moment when our leadership and influence capabilities are put to the test. Our presence here signifies our dedication to being a part of Falabella. While reflecting on our accomplishments, now is the time to look ahead, investing passionately in the future and our strategic goals. Today, Falabella and our teams need us to be more united and cohesive than ever. We must achieve effectiveness in all our endeavors through clear focus, rhythm, and collaboration. Let's never forget that results are achieved through people. If each of us, as leaders, takes our role seriously and collectively leads with a style based on our values, we will foster high-performance teams that execute agilely, placing the customer at the center and generating sustainable results. However, we must acknowledge that this journey is lengthy and not without uncertainties.

We started as a small tailor shop, quickly becoming a fashion and retail reference. Yet, our dream to grow and impact lives prompted us to venture further: entering the banking sector for improved financing, embracing the home improvement sector for projects in customers' homes, becoming a crucial part of people's tables through supermarkets, providing experiences through malls, and joining the digital revolution

with our e-commerce platform. Continuously seeking more, we proudly stand as the Falabella Group—different companies with a shared focus: **the customer**. They are our priority, and we must consider them to consistently surprise them with quality, trustworthy, and excellent products, and services. This is how we secure their daily choice. To make sound decisions in this pursuit, **our competencies** will serve as our guide. If we act in alignment with them, we can adapt, evolve, and excel in an ever-changing market.

Let's not forget that actions speak louder than words, and our behavior remains the most powerful language for leading teams and achieving goals. Every action we take as leaders communicates the values and expectations we aim to establish collectively. Therefore, understanding our competencies—what is expected of us as leaders—is crucial:

- Build trust
- Develop talent
- Execute with excellence and agility
- Foster an entrepreneurial attitude
- Decide for the customer, with data and empathy
- Collaborate for the customer
- Lead by example
- Demonstrate future vision

The challenge for Falabella leaders lies in embodying these competencies in our daily work, making our "**Leadership Style**" evident in day-to-day activities. This alignment will enable us to synchronize our teams' efforts and foster individual responsibility, cultivating the disciplined execution necessary to sustainably achieve the company's goals.

This is not a revolutionary concept; it's about establishing a rhythm, maintaining consistency. Habits breed practices, practices shape culture, and a strong culture supports results and customer satisfaction.

As we progress, we'll recognize that a consistent culture, supportive of business challenges, not only attracts but retains and inspires talent to give their best. This is what Falabella needs today for a promising tomorrow.