

Grupo Éxito - 2Q24 Results Conference Call Transcription

Aug 13, 2024

Maria Fernanda Moreno: Good morning, everyone. Thank you for joining us today for Grupo Exito second quarter 2024 results. Please note that this conference is being recorded. At this time, all participants have been placed on mute to prevent any background noise.

I'm pleased to present Mr. Carlos Calleja, CEO of Grupo Exito, Mr. Carlos Mario Giraldo, general manager of Colombia and Mrs. Ivonne Windmuller, CFO of Grupo Exito.

Please move now to slide #2 to acknowledge the note on forward-looking statements.

Moving to slide #3, we have the agenda. We will start with words from our CEO, Mr. Carlos Calleja, to then continue with the financial and operating highlights and financial performance during the second quarter and first half of 2024, followed by conclusions. The call will conclude with the Q&A session in which, all participants can raise their hands to ask questions or send them through the chat available at the top of the screen. In any case, please indicate your full name and company's name. Thank you for your attention. I will now turn the call over to Mr. Carlos Calleja.

Carlos Calleja: Gracias, Maria Fernanda.

Hello everyone, thank you for joining us this morning. It's a pleasure to be here again, it's my second call to go over our second quarter results.

I can honestly say it's been several months of a lot of hard work, challenges, but also big opportunities. I have spent a lot of time traveling the region, Argentina, Uruguay and especially Colombia, which is an incredibly diverse country of different regions in itself, cultures, customer characteristics and challenges. As I walk the stores, I'm every day more convinced of the quality of our team, the great work ethic of our people across all countries, their commitment, their passion for what they do, their desire to serve and their understanding more every day, that we need to deliver results in terms of the bottom line.

Quick update on that, our new scorecards at the store level, have been adjusted to reflect this objective and give the operations teams visibility in terms of their performance regarding net income and not just operating income. We are still facing challenging macroeconomic headwinds, but we also know that a challenging environment brings opportunities.

How are we planning on capturing those opportunities? By working with a clear purpose and differentiated strategy. In terms of how we serve our customers by putting in the extra effort, by being more productive, more efficient and striving to be better every day. By doing all these things as a team, we will take care of the company, we will take care of our families, we will take care of our children, and these are topics of conversation that we are having at our stores. It's this shared commitment among all of us to support each other in our "Gran Familia" as we like

to say, that we are building, that makes us stronger. That is the definition and spirit of Grupo Calleja, which now includes Grupo Exito.

On our last call, I spoke a bit about the strategies we are developing to face the challenges and grow both in market share and the bottom line. Let me update you on the progress and then pass it over to Carlos Mario and Ivonne, who will provide more details.

I'm happy to say we have launched commercial strategies that are starting to yield effective results, thanks to various sales initiatives we continue to gain significant market share in the same store measure, according to Nielsen's reports. I should say we are seeing numbers in a positive trend we haven't seen in years. The three most important initiatives we have been moving forward with are: one, our brand unification strategy, two, our assortment expansion strategy and three, our promise to offer savings through aggressive high-low promotions and competitive pricing strategies, which is key to not only in these difficult times that the consumer is going through, but in general.

The brand unification strategy aims to strengthen our retail brands with focus on two aspirational leading and emblematic brands that are at the heart, mind and preference of Colombians. Exito and Carulla, thus enhancing our national presence, this allows us to create synergies and increase focus within the organization while strengthening the positioning of our two national brands. The transition is being carried out gradually, with the premise of preserving store locations, proximity and customer knowledge. Guiding the retail structure towards more empowerment at the store level and operational challenge resolution, as well as increasing sales in stores and generating cost efficiencies.

We ask our store leaders to take care of their businesses with an owner's mentality. Through this unification process, we can simplify the organization's structure and execution, while increasing focus on growing sales per square meter, and implementing companywide deals and promotions, improving competitiveness across all stores. The decisions made for this strategy have led to a significant change in the company's operations, in line with our search for a lean and effective organization, and we are simulating them well. To date, we have converted 12 stores 6 to Exito and 6 to Carulla Express. In terms of the entire migration to Exito and Carulla, our current and timeline takes us roughly three years to complete. In the meantime, we continue to work hard to strengthen those stores outside of the two main brands with the same promotional support and care, and strengthen them and not lose time with regards to realizing short term opportunities for improvement.

With assortment expansion, our goal is for customers to find a greater range of products in our stores and thus complete their entire shopping needs with us. We have seen interesting incremental growth with our SKU increases and are convinced that it is a winning strategy, customer feedback has been super positive as well, this strategy is currently implemented in 100 stores nationwide and assortment has increased by more than 25%. The right selection of new products to ensure they sell well, is key and we are super focused on this issue in order to minimize an increase in days inventory or affect cash flow negatively.

Our savings and promotional initiatives are developed to increase loyalty, traffic and spending within our stores, our tactical high-low promotions allow us to drive traffic to our stores and

capture a greater share of wallet when there is liquidity in the market. We have strengthened the commercial plan for full basket purchases activating biweekly weekends, paydays, usually around the 15th and 30th of each month, aimed at providing customers with large sizes to stock up their pantry and capture restocking purchases as well, activating the other weekends with lower cost, smaller sized products, helping customers adjust their shopping and fill their in term needs. Early results show promise, this is a tested strategy that has worked for us as a group in El Salvador, allowing us to successfully compete with the biggest retailer in the world. It makes me happy to see this rolling out and gaining traction in Colombia.

Basically, what we're doing here, because it might be difficult to understand is. Through our high-low strategy and through our promotional strategy, which is our high-low strategy and aligned with it, we're able to capture market share and share of wallet more targetely and more tactically focusing our major major promotions and discounts on those weekends where there are paydays and when people have the capacity to buy, so it's much more tactical and strategic. You're not generally going out, just sort of blanket coverage to capture wallet, you're doing it specifically and targetely when there is liquidity, when people have money in their wallets, and that's much more effective and much more efficient.

We continue to exit our traditional annual promotions super well known in the Colombian market such as “Aniversario Exito”, “Aniversario Carulla”, “Mega Prima”, which in its most recent version in version in July was held across all retail brands for the 1st. Time. We have strengthened our “días tematicos”, offering special discounts in categories such as fruits and vegetables, meats and dairy, and liquors going into the weekend. Fruits and vegetables, usually on Tuesdays, no not usually, on Tuesdays and meats and dairy on Wednesdays. Response from customers has been impressive, especially in the meat, where we are seeing significant incremental traffic on Wednesdays and we are just beginning. We continue with customer loyalty initiatives that provide special discounts for them to buy their preferred products such as “Redondo” days at Exito and Diamond day at Carulla. Our unbeatable price, “lo que llamamos insuperables” offer, is a savings alternative for Colombians that started more than 10 years ago and has evolved over time. Today it is permanently present in all “Grupo Exito” stores in Colombia and in e-commerce channels, it has now been strengthened and includes a portfolio of over 1000 products, both private and national brands, many of which are basic household items.

In challenging times for household economies, we are, as we say in Spanish, tightening our belts, “apretándonos el cinturón”, In an effort with our suppliers to offer wide range of products, most of them basic items at the lowest prices in our sector, so that Colombian families can continue shopping every day at our stores to meet their essential needs. These strategies are permanently developed across 4 Exito brands nationwide, Exito, Carulla, Supertinter and Surtimax. As well as in e-commerce channels, over 80 brands from Grupo Exito suppliers have joined this initiative to offer, in addition to private brands, leading national brands, and top SKU's. For the first time, key product categories are included in the strategy beyond food including entertainment, home and bazar and textiles, while maintaining the premise of the lowest market prices relative to quality. Both customers and suppliers are happy with what we are doing, suppliers like us know that volume is key for the market share that they're looking for and growth as well in today's challenging environment, These initiatives, help them with that.

Regarding the quarterly results, which Carlos Mario and Ivonne will explain in more detail, I would like to mention the following. We see that Grupo Exito's consolidated results for the second quarter show a better trend than those of the first quarter. While this demonstrates the company's resilience and its ability to respond to market and customer needs amid macroeconomic conditions impacting regional consumption, we are not satisfied with the profit figures and are aware of the hard work ahead to improve profitability. We know we still have work to do in terms of efficiency and are on it, as they say. We remain convinced that we need to transform the company into more agile and dynamic organization. As I mentioned in the previous teleconference, we are working on this in Colombia, Uruguay and Argentina, cost reduction, a leaner organizational structure, process simplification and synergies between countries are some of the issues we are addressing to become more efficient, agile and profitable. I would say we are undoubtedly in a transitional and transformational process this year. We're also breaking down barriers between different organizations in the four countries and are starting to work collaboratively across the regions, this allows us to unleash the full potential of our people in each country for the benefit of the whole, the challenges we are facing have driven us to seek alternatives to navigate the current situation as effectively as possible, understanding that we have to come out of this period stronger and more efficient than ever.

Here I will turn it over to Carlos Mario and Ivonne, who will provide more details on the second quarter results.

Carlos Mario Giraldo: Thank you, Carlos.

After Carlos's introduction, I will take you to slide number six, to go over our consolidated highlights for the second quarter. We had a total consolidated revenue of 5.1 Colombian billion, that is plus 6.5% without FX. and -0.9 with the with the foreign exchange impact, the sales in Colombia were flat in pesos, they were slightly positive in volume. In Uruguay, we had a sales growing by 4.4% and in Argentina by 192%. Our EBITDA was 341 Colombian pesos billion, that is a margin of 6.7% decreasing by 13.5%.

It is important to highlight that the second quarter EBITDA had a better trend than the first one, That's 100 basis points evolution versus the previous quarter. We have an increase in free cash flow of 130 Colombian pesos billion, that is growing by 42.3% and the net results were negative in 18.7 Colombian pesos billion. We have to, again highlight the strength in Omni channel share 11.3% in all the region and in Colombia 14.5%. There was a very strong and positive advance in expenses given the big important emphasis that we have done, as Carlos has said before, we had expenses growing by 2.2% in the consolidated level and 2.6% in Colombia. That compares against an inflation of around 7% today, but the pressure of previous year inflation, which was above 9%.

If we go to slide #8, we see top line sales being driven by our international operations, again in Colombia, we had a sales flat, but units and volume increasing by 0.3%, this compares against the result of total market measured by Dane, the Department of National Statistics, which in the 12 months between May and May shows the retail total in Colombia going down by 4.4%. It is important to say that our market share in same stores had an important gain both in food and in non food for the full first half of the year, being the second quarter even better than the first quarter as a trend. Food sales in Colombia grew by 2.4% compensating with that decrease,

important decrease that we had in non food. In Uruguay, “Grupo Disco” had a food inflation of 140 basic points below the national level, its sales grew by 4.4% in line with food inflation. The Fresh Market continues to drive sales in Uruguay and now represents 59% of the total sales of Disco and Devoto. In Argentina, the retail sales grew by 192%, but below inflation, the general market was impacted by the adjustment of the government measures designed to reduce inflation in Argentina. Real estate in Argentina had a strong 94.5% occupancy rate and cash and carry continues to have an important share of retail sales with 16% share for the full first half.

Going to slide #9, And I want to focus in the next three slides, because as Carlos said, they are an important part of the current commercial strategy and expense control strategy of Colombia.

Let's go first to the commercial focus, in that commercial focus is around the unification in the Exito and Carulla brands and formats, the best product assortment in the market and smart investment in innovation around Wow and Fresh pillars.

Let's go first to the gradual unification under Exito and Carulla banners. We started this year, for the moment, our plan is to end with 40 potential unification transformations of a full potential of around 150, which should be around in three years counting this year. The first 12 conversions are already executed, and their first results are really encouraging in growth of sales per square meter, and up to date after these 12 conversions that were done by the end of the second quarter with those done in July and August, we have arrived now to 19. And again, I repeat by the end of the year, we should arrive near to 40 of these transformations.

The second thing and the second part, the second pillar is assortment. We believe that Exito Carulla and all our brands are deemed to have the best assortment in the national retail, both in food and in non food. This is a contrasting against many banners which are offering only a very short assortment of products and this is a value added to our customers, already 100 stores have increased by around 25% the assortment, that is around 3000 products and the rest of our stores will be completed by the end of the third quarter. As Carlos said, we are introducing near to 80 new supplier brands, national leading brands, regional important brands and some product brands and some private brands, that includes also non food both in apparel and in electronics.

The third pillar is innovation continuity with a smart investment in 18 wow and fresh stores, that is taking to very important eighteen stores, the best pillars of WOW and fresh, Those with the best ROI that has been experienced in the previous years. An example of some of these pillars are “Cocina del Mercado”, the electronics look and feel of a specialist in our electronic zone, the apparel boutiques of Arkitect and Bronzini, the pets corner and a liquor cellar, within others.

Let's go to slide #10, And let's speak about those pillars which are directed to enforce and to improve always our positioning in creating savings to our customers. As Carlos said, not only for these difficult moments for consumers, but as a general trend that we will be keeping in the future. These pillars start with a very strong high and low for the customer, especially when the customer has availability of money in the pay days, this is something we're doing in a very close alliance with our suppliers. Secondly, we are reinforcing our well positioned concept of unbeatable prices of around 1000 SKU's, introducing as Innovation SKU's with national leading

brands around between 400 and 500 with the alliance with our main suppliers. This assures always the lowest price in each city, and if we do not have it, in one or two cases, we reimburse two times the price difference to our consumers to give always the confidence to our customers, these “insuperables” also include electronics and apparel massive references.

And then the third pillar of savings is taking our promotions of Exito, which are very well known the three promotional events, to all the brands, so now the promotions are going to be not only for the Exito brand, but for all the banners at the same time, this makes more efficient the assortment, the negotiation with suppliers and of course, the communication of the event. We recently introduced the three weekly strong thematic days, they started in July and they are going forward in a very strong way and they started very dynamic. These are thematic days for Tuesdays in fruit and vegetable all Wednesdays with meat and dairy products, and all Fridays in liquors and snacks, these thematic days are going also to all our banners. And as Carlos said, the first signs that we see are very encouraging.

Slide #11. This is the part in which we speak about what we have been doing in cost and expense structures. This complements aggressive sustainable savings plan and process optimization, to obtain a linear operation which improves agility and profitability. As a result, we see that in that second quarter, we saw a 2.6% SG&A growth which is around 1/3 the general inflation that we are seeing, and this is sustainable towards the second-half of the year, given the measures that have already been taken and implemented and those that will be implemented in the next months. There is already a plan of captured savings of around \$31 million dollars, this includes, within others, renegotiation with service and platform suppliers, a leaner structure, namely at headquarters and support levels, an impact on occupation costs on energy costs, and IT contracts, and also very important improving our shrinkage levels.

Let's go to slide #12. Where we again speak about sales in Colombia, which were driven in the quarter by Carulla and by food. We had consumer goods growing by 3.1% and fresh products by 4.7%, while non food sales decreased by 4.2% given the high interest rates, the lack of use of credit cards by the consumers, and of course the fact that non food products are not necessary in this moment, they are disposable expenditure, what we believe that as the interest rates go down 1st, and the economy improves, this will be the first product to see an improvement in their sales, as has been the trend in previous periods and in previous cycles. The low cost Surtimayorista, consumer goods had a sales increase of 3.1%, Misurtii which is our B2B app going to the mom and pops, saw a growth of 1.7 times, that is it multiplied its sales against the previous year quarter by 1.7 times.

In slide #13, we speak about omnichannel sales, this is a strong highlight for the organization, especially in Colombia where the share of omnichannel sales increased by 44 basic points to 14.5%. During the quarter, we had four 5.8 million orders, Food sales share was 13.3% in omnichannel, this is top in the region even including retailers in the US. For that total first semester we had 1.1 billion COP sales that is above \$250 million dollars, which makes it very material increasing by 4.4%. Exito and Carulla apps had an increase in sales of 33%.

In slide #14, We speak about our very strong real estate business, it is ratified as the number one commercial real estate operator in Colombia with 787,000 GLA, 97% occupancy and recurrent revenues growing by 4.6% at a consolidated level, given the fact that we also have a

strong real estate operation in Argentina. In Colombia, those revenues grew by 8.5% in recurrent terms. We will be opening during the next months IKEA store in Viva Envigado, which will make Viva Envigado the first shopping mall in Colombia by GLA. Innovation will also come Viva malls with “Jardín Nomada”, which is directed to new companies and mainly to digital customers.

I will give the word now to Ivonne to go through financials and then come back with some conclusions.

Ivonne Windmuller: Thank you, Carlos Mario.

Good morning and thank you for joining us today. Let's continue on slide #15 to review the operating performance of the company. Starting with Colombia, as previously presented, net revenues for the quarter at 3.7 billion Colombian pesos driven by food, especially the fresh categories in omnichannel. Other revenues grew 1.8% thanks to the recurrent real estate operation and other complementary businesses performance, that were partially offset by a base effect of development fees and property sales. When excluding these non recurring base effects revenue grew 0.5% in the quarter and 2% in the first half. Quarterly gross margin of 22 percent, 64 basis points below last year reflected the price investment for commercial activities and the base effect of property sale and administrative fees accounting for 28 basis points of margin loss, compensated by the positive real estate recurrent performance that grew 11.4%.

SG&A grew 2.6% below inflation despite a minimum wage increase at double digit and the impact of other index expenses, this was achieved thanks to the ongoing cost control action plans and efforts that amounted 78,000 million Colombian pesos during the quarter and 132,000 during the first half, this action plans were already highlighted by Carlos Mario previously. Colombia recurring EBITDA for the quarter at 230,653 million Colombian pesos decreased 14.6% and with 6.2% rate reflects the impacted sales performance, the inflationary pressures in cost and expenses, the base effect of the non recurring real estate income, partially mitigated by the positive contribution from the real estate and other complementary businesses as well as the strong action plans in cost and expenses. When excluding the non recurring base effect EBITDA decreased 9.8% in the quarter and 10.7% in the first half.

Uruguay for the quarter with a top line that decreased 7.3% in Colombian pesos due to exchange rate effect, in local currency, a positive top line evolution of 4.6% driven by the non food category and the performance of the Fresh Market stores increasing its shares up to 60%. Gross profit in local currency grew 7.4% percent above the revenues growth and reached a rate of 36.6% improving 98 basis points thanks to the solid sales evolution, the improvement in logistic costs and better negotiation with suppliers to support the commercial activities. SG&A grew 10.7% in local currency impacted by labor, and occupancy costs. Recurring EBITDA for the quarter at 108,821 million Colombian pesos increased 3.6% when excluding the FX effect and with double digit margin of 11.2%. For the first half, EBITDA grew in local currency 4.6% with margin of 11.5%, the Uruguayan operations remains therefore, as the most profitable business unit in the group.

Argentina, with net revenue that grew 191.7% in local currency and 8.9% in Colombian pesos, sales performance reflecting the macroeconomic context affecting the consumption and partially compensated by the real estate business contribution with solid occupancy levels at 94.5%. Gross margin at 32.2% reducing 230 basis points, showing a higher price competition and the increased share of the cash and carry format. SG&A grows slightly below sales growth in local currency thanks to the ongoing plans and efforts in the coast country. Recurring EBITDA for the quarter reached 2.475 million Colombian pesos with an almost flat evolution in local currency, for the first half EBITDA decreased 12.8%.

At consolidated level, net revenues reached in the quarter 5 billion Colombian pesos and decreased from 0.9% when excluding effects effect from international operations net revenues grew 6.5%, top line reflected the consistent commercial strategy, the omnichannel share improvement and other revenues with positive contribution driven by the performance of the recurring real estate revenue. Gross margin impacted by the slowdown in consumption, the price investment for commercial activities to improve sales dynamics and the higher base effect of non recurring real estate revenue in Colombia. In terms of SG&A, the consistent focus on action plans in cost and expenses, partially compensated the inflationary pressures in wages and other expenses. The second quarter closed with a consolidated recurrent EBITDA at 341,931 million Colombian pesos, with 6.7% margin reflecting a better trend quarter to quarter decreasing 13.5%, when excluding non recurring base effect, EBITDA decreased 10.2%. EBITDA for the first half decreased 70.7% with a margin loss of 180 basis points, out of which 45 basis points are coming from non recurring base.

Going to slide 16. The group net result for the quarter showed a gradual recovery compared to the previous quarter, closing with a loss of 18,735 million Colombian pesos. Net result impacted by the operational contribution that reflected the consumption trend and inflationary pressures in Colombia and Argentina, in addition to the devaluation effect from international operations. The financial business Tuya with negative effect during the quarter affected by higher credit losses. As compensation, we have the following effects; First, lower non recurring expenses, Second, a cost of debt reflecting interest rate negotiations of long term lines and the progressive reduction of the interest rate reference index and third, a positive effect in differed tax due to higher fiscal losses and adjustment of value of assets. First half closed with a loss of 56,598 million Colombian pesos, reflected the lower operating contribution and higher non recurrent expenses for the restructuring process in Colombia.

Going to slide 17. Regarding the cash and the position of the company, we would like to highlight a positive free cash flow of 130,000 million Colombian pesos with a slight net financial debt variation of 59,000 million Colombian pesos. Despite the impacted operating performance affected by the regional macro conditions, we continue with a strong. Focus on investment optimization and prioritization to warranty, liquidity and cash protection amidst the consumption. Working capital improvement despite higher inventory levels to support the commercial strategy that were compensated by a better performance in payables, thanks to the joint efforts with suppliers to boost the sales. As conclusion on the financial for the first semester, we had a resilient top line performance affected by the slowdown in consumption and a base effect from real estate revenues in Colombia. To highlight the solid Omni channel performance boosted by good sales and the positive procurement results of the real estate

business. The consistent and strict cost and expenses action plans compensated the inflationary pressures, allowing the Colombian operation to grow its expenses below inflation. The strategic investment and its optimization, together with action and control at working capital level led to a free cash flow generation despite the impacted operational results.

Thank you for your attention, and now I give the floor back to Carlos Mario for his conclusions.

Carlos Mario Giraldo: Thank you, Ivonne

I would start by saying that one of the most important decisions taken in the last years, is that of gradually unification of our brands under the leading top of mind and better share of market Exito and Carulla brands, this does not imply that we will not invest in the meanwhile in the rest of the brands, they will receive all the commercial strategies while they are being converted. This is a plan that we have for around 150 stores in three years.

The second one is a strong commercial strategy to boost savings and sales, focusing on our strong high and low strategy during payday, the times emblematic days during all weeks in Wednesdays, Tuesdays and Fridays, competitive pricing strategies and strengthening our assortment expansion to all the stores.

Like for like consistent market share gains during the first semester, both in food and in non food a Colombian internal food inflation of 1.4 percentage points below the national inflation of 5.27% in food, which shows the price competitiveness of Grupo Exito at this moment.

Colombia, with a very solid Omni channel performance with a share of 14.5% growing food of the omichannel by 8%.

A resilient real estate business both in Colombia and in Argentina with occupancy levels at the top. Highlighting the 97.4% level in Colombian shopping malls.

Both EBITDA and net result have a better trend for the second quarter as compared with the first quarter, thanks also to a consistent cost control plan deployment, Colombian expenses growing by only 2.6% which is around one third part of the inflation pressure that we had from the previous year.

Strong results in Uruguay remaining the most profitable operation.

And finally I would say which is very important, the cash position benefited by a solid free cash flow evolution of a growing 42.3%.

This will be the conclusions. Now we go to Q&A and at the end of that Q&A, we will have the final remarks coming from Carlos Calleja.

Maria Fernanda Moreno: I would like to remind you, can raise your hands to ask questions or send them through the chat available at the bottom of the screen, if you are going to ask your question as loud, Please remember to activate your microphone on your device indicating your full name and company's name, if you send your questions through the chat available at the bottom of the screen, Please indicate your full name and company's name and I will proceed to read your questions.

I would like to remind all participants, that you can raise your hands to ask questions or send them through the chat available at the bottom of the screen, if you're going to ask your questions out loud, Please remember to activate your microphone on your device, indicating your full name and the company's name, if you send your questions through the chat available at the bottom of the screen, please indicate your full name and company's name and I will proceed to read your questions.

There are no questions at this time. I will now turn the call to Mr. Carlos Calleja for closing remarks.

Carlos Calleja: Thank you everyone for joining us today. I want to thank the team also for their participation and before finishing, I just want to reiterate our objective of transforming the company into more efficient and productive business. Retail is our core and that's where our focus is, as CEO of Grupo Exito, I am determined to work tirelessly with our team in this ongoing effort. We like to say we have to do things better today than yesterday and better tomorrow than today. There is no expiration date for improvement. Yes, we are facing challenging times, namely in Colombia and Argentina, but we are also taking the difficult and necessary decisions one needs to take when facing such hurdles and are convinced that we will come out of this period stronger and better positioned than ever. I am convinced these actions will lead to improved results and break good news for those shareholders who believe in this company. I'm optimistic about the changes we are making and grateful to the team that has embraced them with determination. We are all working together to ensure the sustainability and future of our company. Grupo Calleja, including Grupo Exito is committed to dignifying the lives the lives of all citizens in the countries where we work and will continue to strive towards this goal today, tomorrow and always. Thank you very much. And have a good day. I think we're all set.

Maria Fernanda Moreno: This concludes today's conference. Thank you for participating.
