



CORPORATE PROFILE

Organización Soriana S.A.B de C.V

Investor Relations

January 2024

A Story of Growth




1920	1968	1986	1987	1994	2000	2001	2002	2003	2007
<p>Soriana's beginnings</p>	<p>Soriana's first store opened in Torreon, Coahuila</p>	<p>Soriana Sorimex Family Separation</p>	<p>IPO</p>	<p>Merger of Organization Soriana and Sorimex</p> <p>48 Stores</p>	<p>100 in operation</p>	<p>Loyalty Program Kickoff</p>	<p>Store format diversification Star operation City Club</p>	<p>First Soriana Mercado store format</p>	<p>Acquisition of 198 stores of Grupo Gigante</p>
2010	2012	2013	2014	2016	2018	2019	20-21	2022	2023
<p>Smallest store format 1,500sqm</p>	<p>Milestone of 600 stores & revenues over MXN\$1 billion</p>	<p>First wind energy park and solar generation in selected stores</p>	<p>Corporate image renovation</p>	<p>Integration of 143 Comercia stores and JV with Grupo Falabella</p>	<p>Opening of the 1st Sodimac store in the country</p> <p>50th anniversary of the Company</p>	<p>Strategic collaboration with Dunnhumby</p>	<p>Digital Platforms Renovation</p>	<p>Implementing Self-checkout modules in 37+ stores</p>	<p>Own Brands 360° renewal</p> <p>Loyalty Program Re-launching</p>


Business Units




Soriana Stores
Self-service

The image shows a 3D rendering of a Soriana store building with a red and white checkered facade and the Soriana logo on the roof.

City Club
Warehouse Club

The image shows a 3D rendering of a City Club warehouse building with a yellow facade and red accents, and "CITY CLUB" signs on the roof.

E-commerce
Soriana.com
CityClub.com.mx

The image shows a 3D rendering of a computer mouse cursor clicking on a red circular button with a white shopping cart icon and the Soriana logo.

SODIMAC
HOMECENTER

Falabella
Soriana

DIY Home Improvement (Sodimac) and Financial Services
Falabella – Soriana Joint-Venture

The image shows the logos for Sodimac Homecenter (a house icon) and Falabella (a green leaf icon) with the Soriana logo below them.

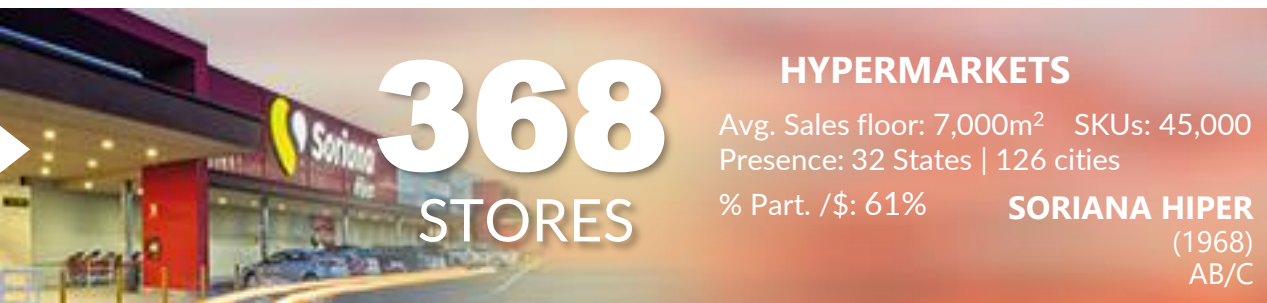
Real Estate
Commercial Premises

The image shows a 3D rendering of a modern commercial building with a blue and white facade.

Business Units – Store Formats



*Information as of 4Q23



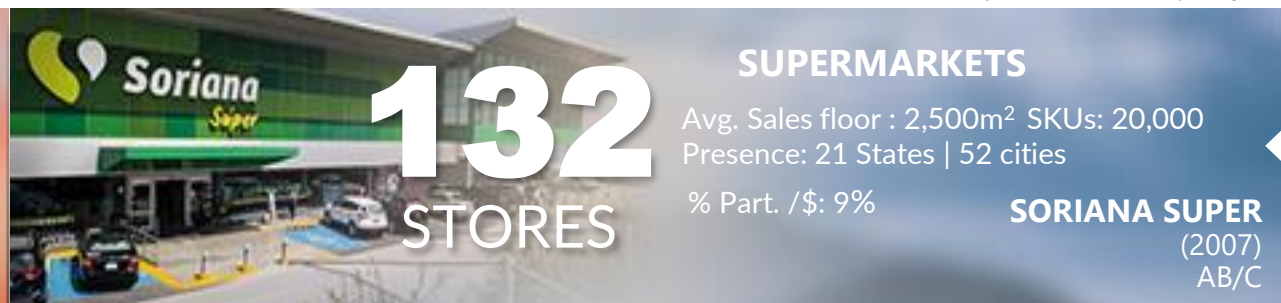
368
STORES

HYPERMARKETS

Avg. Sales floor: 7,000m² SKUs: 45,000
Presence: 32 States | 126 cities

% Part. /\$: 61%

SORIANA HIPER
(1968)
AB/C



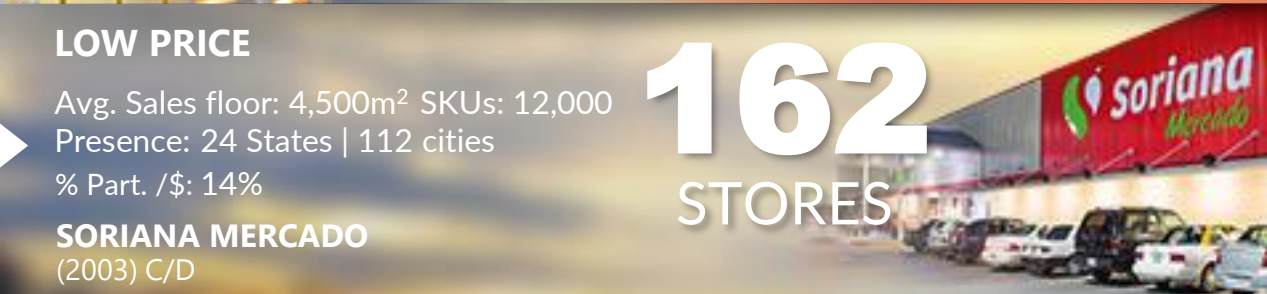
132
STORES

SUPERMARKETS

Avg. Sales floor : 2,500m² SKUs: 20,000
Presence: 21 States | 52 cities

% Part. /\$: 9%

SORIANA SUPER
(2007)
AB/C



LOW PRICE

Avg. Sales floor: 4,500m² SKUs: 12,000
Presence: 24 States | 112 cities

% Part. /\$: 14%

SORIANA MERCADO
(2003) C/D

162
STORES



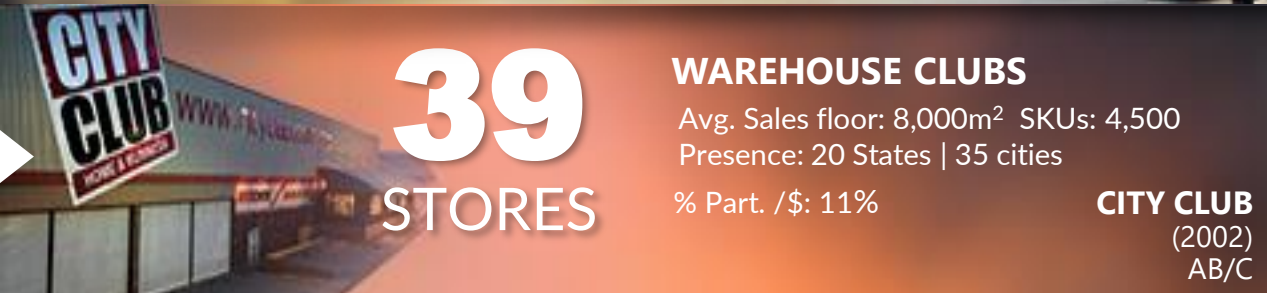
LOW PRICE

Avg. Sales floor: 1,500m² SKUs: 6,500
Presence: 26 States | 102 cities

% Part. /\$: 5%

SORIANA EXPRESS
(2010) C/D

106
STORES



39
STORES

WAREHOUSE CLUBS

Avg. Sales floor: 8,000m² SKUs: 4,500
Presence: 20 States | 35 cities

% Part. /\$: 11%

CITY CLUB
(2002)
AB/C



E-COMMERCE

SORIANA.COM / APP SORIANA
Online store

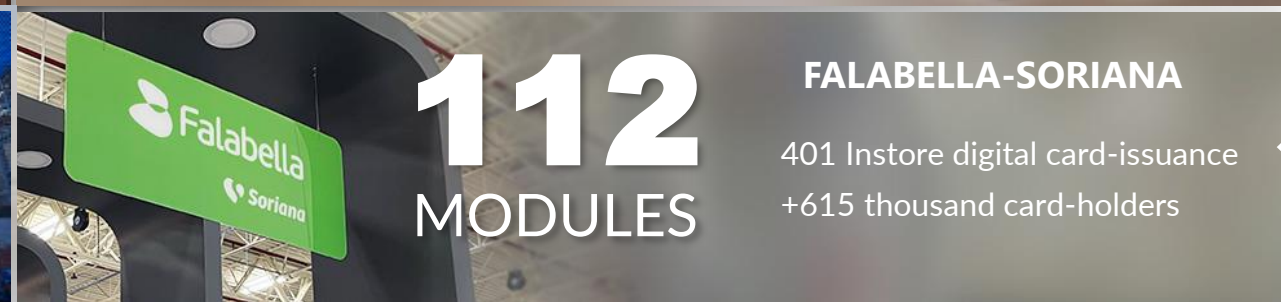


HOME IMPROVEMENT - DIY

Avg. Sales floor: 8,900m² SKUs: 31,000
Presence: 8 States | 13 cities

SODIMAC
(2018) AB/D+

13
STORES



112
MODULES

FALABELLA-SORIANA

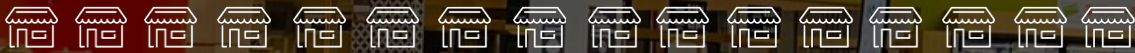
401 Instore digital card-issuance
+615 thousand card-holders

Soriana at a Glance



807 STORES | **5** STORE FORMATS

65% own



PRESENCE

In all 32 estates of the Mexican Republic



+561 million 
Annual Transactions

4.1 million sq m

Sales Floor Area

71% own

8.5 million sq.m

Land Ownership

+83,500

EMPLOYEES



+\$172.0 B

TOTAL SALES

Figures: 3Q23 LTM

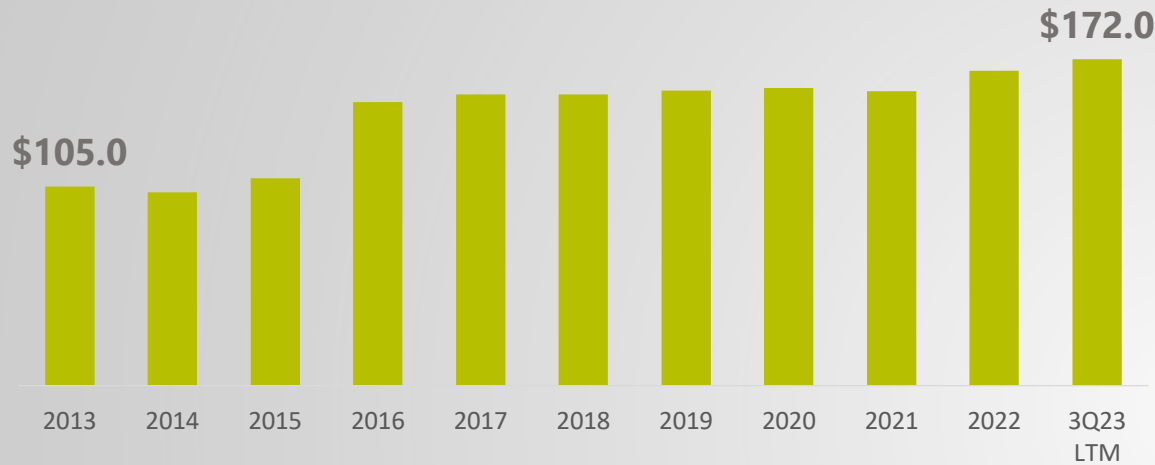


Historical Key Indicators

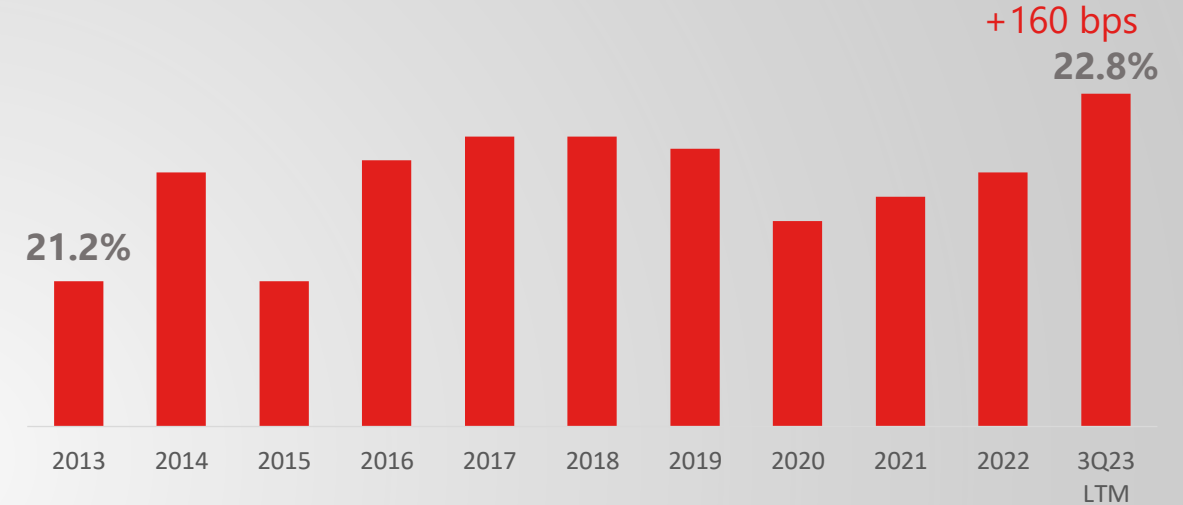
Total Income

(billion pesos)

CAGR: 5.1%



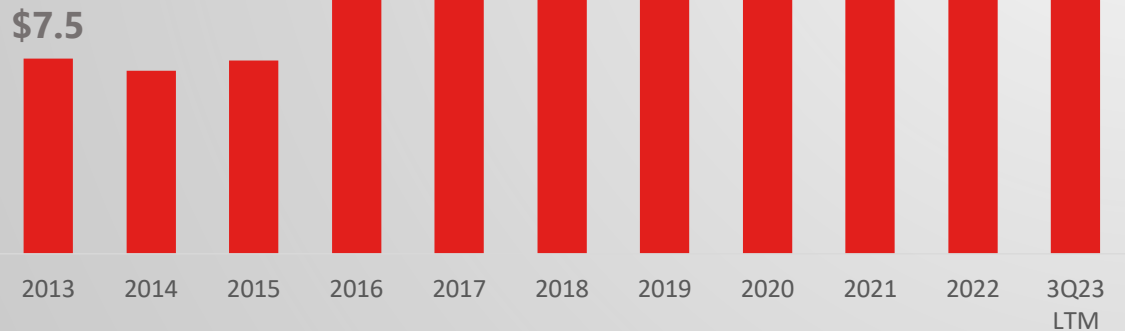
Gross Margin



EBITDA

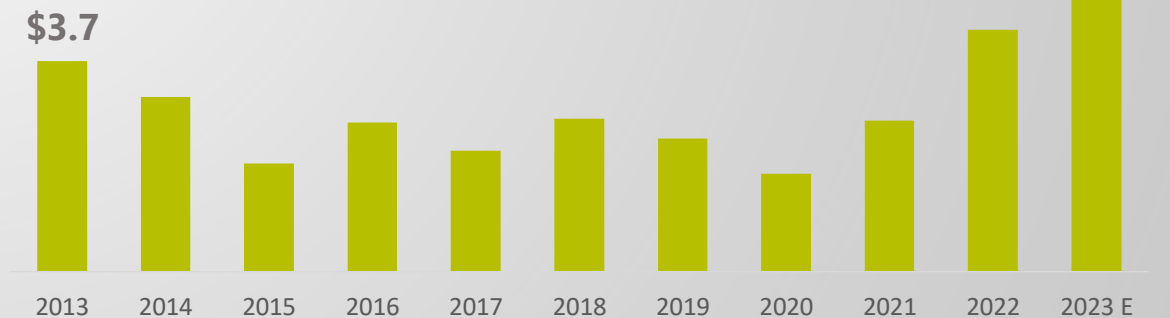
(billion pesos)

CAGR: 5.4%



CAPEX

(billion pesos)

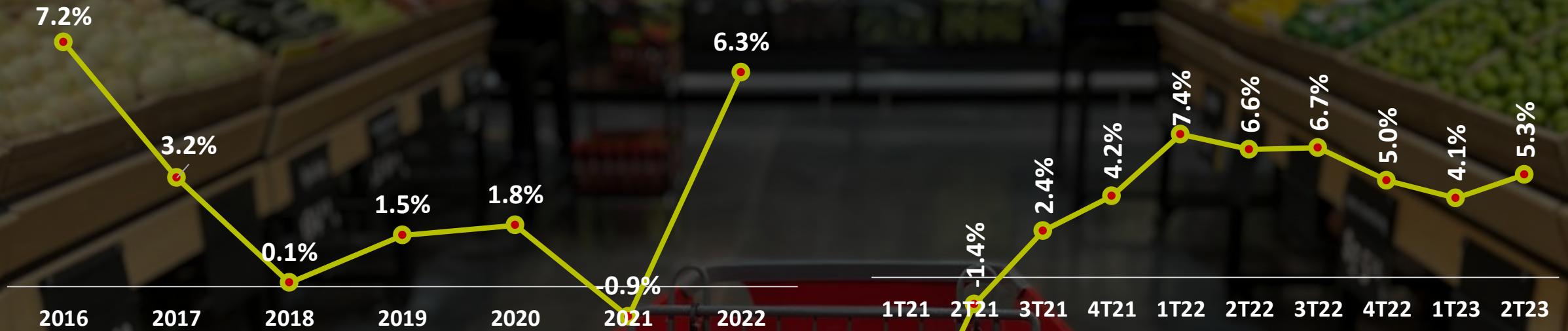


Improving Results



Same Store Sales

Indicator Evolution



Stores Openings 2023



Torreón, Coah



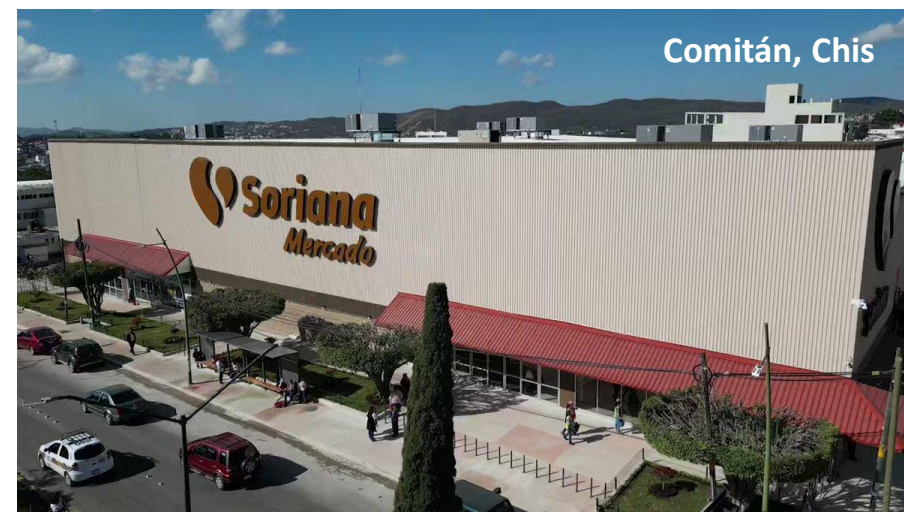
Nvo. Laredo, Tamps



Saltillo, Coah



Comitán, Chis



Cd. Carmen, Camp



Cd. Juárez. Chih



Latest Stores Major Remodeling



Piles, CDMX



Tlatelolco, CDMX



San Jerónimo, MTY

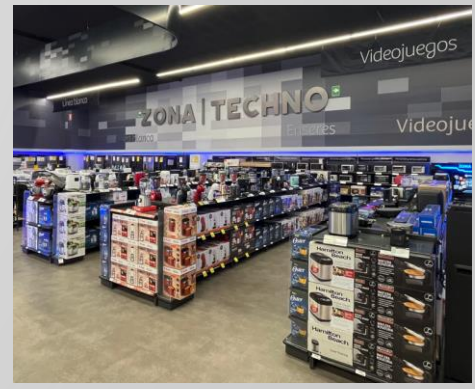
- Soriana Hiper**
- Piles, CDMX
- Tlatelolco, CDMX
- Los Cabos, BCS
- San Jeronimo, MTY
- Aviación, GDL



Los Cabos

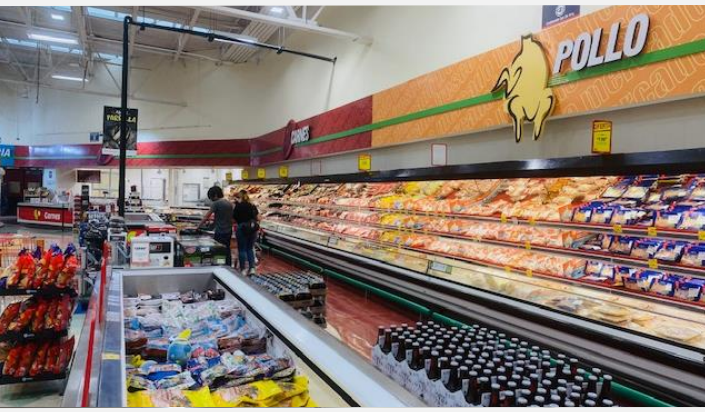


Aviación, GDL



Zona Techno

Renewed Soriana Híper Concept



Híper San Jerónimo
Monterrey, NL.
Sales: +22% ▲



BEFORE

AFTER

Renewed Soriana Híper Concept



Híper Tlatelolco
CDMX

Sales: **+40%**



BEFORE

AFTER

Price Competitiveness



“Soriana receives “Consumer Ally” recognition” from Procuraduría Federal del Consumidor



On **October 2nd**, we were recognized by PROFECO as a “Consumer Ally” for having the lowest national average prices in the third quarter of 2023 for all 24 essential products, obtaining the **1st place** with a national average price of \$861.50 pesos per basket.

The award was presented in the presence of President Andrés Manuel Lopez Obrador.



Price Competitiveness



GOBIERNO DE
MÉXICO

ECONOMÍA

PROFECO



QUIÉN ES QUIÉN PRODUCTOS DE PRIMERA NECESIDAD

ESTABLECIMIENTOS COMERCIALES
CON LOS PRECIOS POR CANASTA
MÁS ALTOS Y BAJOS ZONA NORTE

Precios vigentes del 27 de noviembre al 1 de diciembre de 2023

Baja California, Chihuahua, Coahuila, Nuevo León, Sonora y Tamaulipas

ESTABLECIMIENTO*	ENTIDAD	MUNICIPIO	DOMICILIO	PRECIO CANASTA
WALMART	BAJA CALIFORNIA	TIJUANA	AGUACALIENTE, COL. HIPÓDROMO, C.P. 22024	\$1,035.70
LEY	SONORA	HERMOSILLO	BLVD. EUSEBIO KINO Y REVOLUCIÓN S/N, COL. CINCO DE MAYO, C.P. 83270	\$1,013.30
WALMART	CHIHUAHUA	JUÁREZ	EJÉRCITO NACIONAL #7445, COL. PARTIDO IGLESIAS, C.P. 38618	\$954.90
CENTRAL DE ABASTO**	NUEVO LEÓN	MONTERREY	CHAPULTEPEC #700, CENTRAL DE ABASTOS, C.P. 67147	\$929.38
WALMART	COAHUILA	SALTILLO	BLVD. NAZARIO ORTIZ GARZA #2345, COL. TANQUE DE PEÑA, C.P. 25000	\$902.70

ESTABLECIMIENTO*	ENTIDAD	MUNICIPIO	DOMICILIO	PRECIO CANASTA
MERCADO SORIANA	CHIHUAHUA	CHIHUAHUA	CALZ. SILVESTRE TERRAZAS #9001, COL. RAMÓN REYES, C.P. 31410	\$778.20
CHEDRAUI	TAMAULIPAS	TAMPICO	AV. HIDALGO S/N, COL. LOMAS DEL NARANJAL, C.P. 89349	\$805.70
SORIANA SÚPER	BAJA CALIFORNIA	TIJUANA	RAMPA RUÍZ CORTINES S/N, COL. LIBERTAD, C.P. 22300	\$828.50
BODEGA AURRERA	COAHUILA	SALTILLO	PRESIDENTE CÁRDENAS S/N, COL. ZONA CENTRO, C.P. 25000	\$847.90
BODEGA AURRERA	NUEVO LEÓN	MONTERREY	ALMAZÁN #4313, COL. VALLE DEL TOPO CHICO, C.P. 64259	\$852.90

Las marcas utilizadas en el reporte se muestran con fines informativos y/o comparativos, de conformidad a lo dispuesto por la Ley Federal de Protección a la Propiedad Industrial. (LFPII)

Fuente: Quién es Quién en los Precios (QQP).

*Precios al menudeo.

**Precios más bajos observados.

Semana del 27 de noviembre al 1 de diciembre

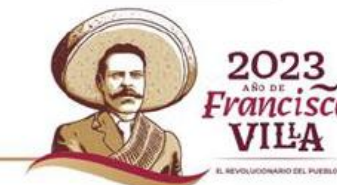
WALMART TIJUANA HIPÓDROMO
TIJUANA BAJA CALIFORNIA
\$1,035.70
Por canasta

Semana del 20 al 24 de noviembre

LEY VADO DEL RÍO
HERMOSILLO SONORA
\$1,031.70
Por canasta

MERCADO SORIANA LA SIERRA
CHIHUAHUA CHIHUAHUA
\$778.20
Por canasta

MERCADO SORIANA LA SIERRA
CHIHUAHUA CHIHUAHUA
\$788.40
Por canasta



Price Competitiveness



QUIÉN ES QUIÉN PRODUCTOS DE PRIMERA NECESIDAD

ESTABLECIMIENTOS COMERCIALES
CON LOS PRECIOS POR CANASTA
MÁS ALTOS Y BAJOS ZONA SUR
Precios vigentes del 27 de noviembre al 1 de diciembre de 2023



GOBIERNO DE
MÉXICO

ECONOMÍA
SECRETARÍA DE ECONOMÍA

PROFECO
PROFESORADO FEDERAL
DEL CONSUMIDOR

Campeche, Chiapas, Guerrero, Oaxaca, Quintana Roo, Tabasco, Veracruz y Yucatán

ESTABLECIMIENTO*	ENTIDAD	MUNICIPIO	DOMICILIO	PRECIO CANASTA
WALMART	CAMPECHE	CAMPECHE	MARÍA LAVALLE URBINA, COL. AH KIN PEACH, C.P. 24014	\$1,019.30
CENTRAL DE ABASTO**	YUCATÁN	MÉRIDA	CALLE 132 #241, YUCALPETÉN, C.P. 97238	\$1,005.90
BODEGA AURRERA	TABASCO	CENTRO	PROLONGACIÓN AV. UNIVERSIDAD #634, COL. CASA BLANCA, C.P. 86060	\$980.75
BODEGA AURRERA	OAXACA	SANTA CRUZ XOXOCOTLÁN	FERROCARRIL #517, COL. SANTA ANITA, C.P. 68160	\$923.40
WALMART	VERACRUZ	ORIZABA	CIRCUNVALACIÓN #1430, COL. EL ESPINAL, C.P. 94330	\$881.00

ESTABLECIMIENTO*	ENTIDAD	MUNICIPIO	DOMICILIO	PRECIO CANASTA
CHEDRAUI	QUINTANA ROO	SOLIDARIDAD	45 AVENIDA SUR S/N, COL. CENTRO, C.P. 77710	\$776.03
CHEDRAUI	VERACRUZ	ORIZABA	ORIENTE 6 #1265, COL. CENTRO, C.P. 94300	\$805.40
SORIANA HÍPER	TABASCO	CENTRO	CARLOS PELLICER CÁMARA S/N, COL. GUAYABAL, C.P. 86090	\$829.80
SORIANA HÍPER	CAMPECHE	CAMPECHE	AV. CENTRAL #91, COL. SANTA ANA, C.P. 24050	\$835.00
SORIANA HÍPER	CHIAPAS	TUXTLA GUTIÉRREZ	5ª. NORTE PONIENTE #2650, COL. 1º DE MAYO, C.P. 29000	\$844.40

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**Precios más bajos observados.

Semana del 27 de noviembre al 1 de diciembre

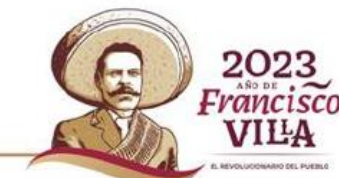
**WALMART
CAMPECHE**
CAMPECHE
CAMPECHE
\$1,019.30
Por canasta

Semana del 20 al 24 de noviembre

**CENTRAL DE
ABASTO**
MÉRIDA**
MÉRIDA
YUCATÁN
\$999.40
Por canasta

**CHEDRAUI
PLAZA DEL CARMEN
CENTRO**
SOLIDARIDAD
QUINTANA ROO
\$776.03
Por canasta

**CHEDRAUI
ORIZABA**
ORIZABA
VERACRUZ
\$769.60
Por canasta





Commercial Strategy

Commercial Strategy



Value Proposal

Our value proposal combines a promotional scheme aimed at granting the **best promos and low prices**, attending the needs of every market that we serve, as well as create and offer unique competitive advantages that deliver customers the best value for their money.

Commercial Campaigns



Product Innovations / Imports



Alliances with important international brands to provide exclusive products for our customers

ORGULLOS DE NUESTRA CAVA



Los mejores del mundo son nuestros exclusivos



PRODUCTO IMPORTADO DE España

De venta exclusiva en: Soriana

Product Innovations / Imports



3rd consecutive Canadian Fair introducing 190 products from different categories +160 suppliers.



Product Innovations / Imports



Gourmet Area with selected product from different countries around the world



New Concepts



Self-Checkout



100 Stores w/
self checkout

Sushi Daily Concept



Cheese Factory



Donuts Factory



Zona Techno



New Concepts



TEXMEX



New Ready 2 Eat station inside the Soriana Super stores

- Differentiated High quality product options.
- Specialized foods such as long-cooked meats and grill.
Brisquet, Pork Belly, Pulled Pork
- Grab & Go presentations.





Loyalty Program

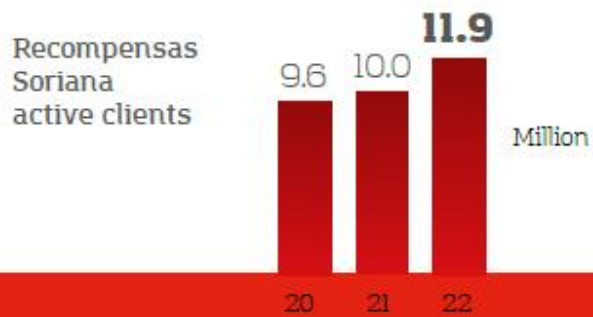
Loyalty Program



Since 2001 Soriana has been pioneer providing more value to our customers through our **loyalty program** in which **reward points** and **e-money** can be accumulated in order to redeem them for future purchases promoting big **savings** and allowing customers to buy more with the same budget.

Also, by analyzing the transactional information we are able to make better **commercial decisions** and the possibility of **redirecting communications** and **personalized promotions** in a more efficient way.

50% of the sales transactions are identified



11.9 million active clients
using the **Recompensas Soriana** loyalty card



We are currently working in refreshing and re-launching the Program in the upcoming months:

- Greater Experience (instore and digital)
- Easier redemption process.
- New product Collections
- Commercial Alliances





Private Brands

Private Brand Renewal

Reposition Soriana Brands program into the best in the self-service sector of Mexico, playing as strategic roll for the commercial strategy of the Company in terms of price competitiveness, innovation, differentiation and profitability.

The rebranding and look & feel are including:

- “End-to-End” redesign

- World-class product development Department guided by best practices in the industry and products trends.

- International consultants in order to contribute to increase participation, profitability and innovations.

- Quality assurance department

- Re-launching event



Private Brand Renewal

PRECÍSSIMO 

¡New Image!

Before



VALLEY FOODS



DAY care





Private Brand Renewal



Automobile



Home & Decor



Apparel



Newborns



Pets



Private Brand Store Display



As of today we have an advance of 45% in completing renovating the portfolio

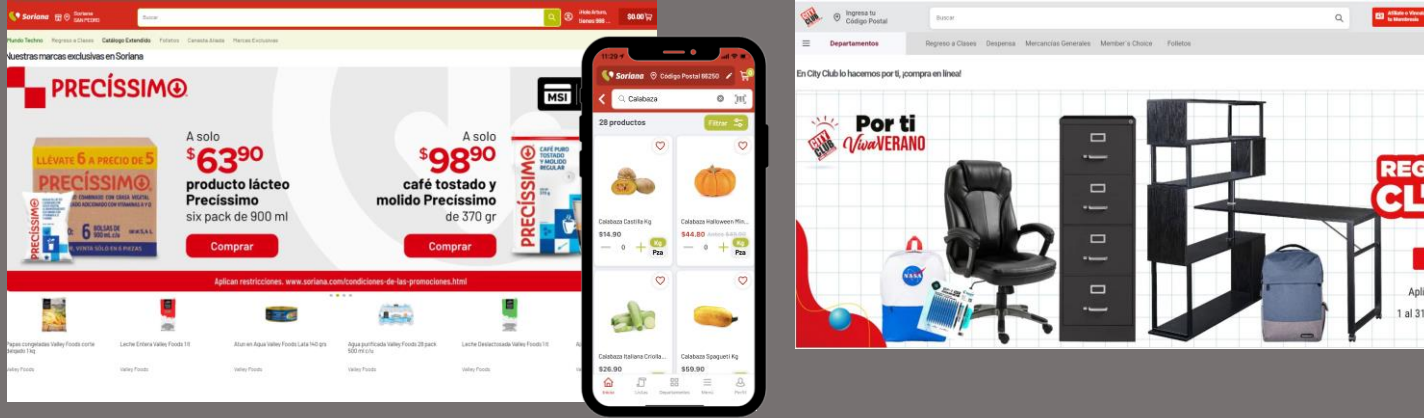


Digital Strategy



Soriana Digital Platforms

50%
% part



3er Party Platforms



30%
% part

Otros Canales

20%
% part

Orders and Delivery



HOME DELIVERY

60%



INSTORE PICK-UP

40%



Ecommerce Stats

1,044%
% Inc. Sales
2018-2022

+750 K
Annual Orders

2%

Part. over sales
2023

8%

Part. over sales
Mid-term

Joint-Venture Falabella - Soriana



Soriana Partnership

50%-50% joint-venture agreement signed in 2016 with Grupo Falabella in order to develop two business units in Mexico:

Financial Services - CMR



Sodimac Homecenter (DIY Business)

Key Facts Sodimac



Stores in Operation: **13**

Presence in **8** States **13** cities

*Total Sales Floor Area: **120,000 sqm**

Upcoming Stores 2024: **+3**

Sales CAGR 2018-22: **37%**



* Not includes parking lots, back store, etc

revisar

falabella.



¡Successful Launch of New Business Units!

Falabella - Soriana

revisar



Financial Business Highlights

- More than **400 stores** with physical cards issuance modules or mobile sales team.
- 100% presence in Soriana Hiper, City Club and Sodimac.
- More than **669 mil total customers**
- **More than 1 million issued cards accumulated**
- Credit portfolio: **\$4.7 billion pesos.**
- Sales +60% YoY reaching US\$725 million in 2023
- New **QR technology** for product shopping and Credit Card payment



Soriana

HASTA **36 MESES SIN INTERESES**
EN CATEGORÍAS PARTICIPANTES

+ 12% DINERO ELECTRÓNICO
HASTA EN ARTÍCULOS PARTICIPANTES
AL COMPRAR A MESES SIN INTERESES
(TOPADO A \$3,000)

DÍAS FALABELLA

10% dinero electrónico
en todas tus compras

Resource Allocation



Resource Allocation



INVESTMENT FOCUS

Expansion Plan and Stores **remodeling** updates

- 17 New Stores
- 16 Major Stores remodel
- Operational Continuity Program

IT Platform of the Company

Digital Strategy and **Social Media**

Capital contribution to **Falabella**

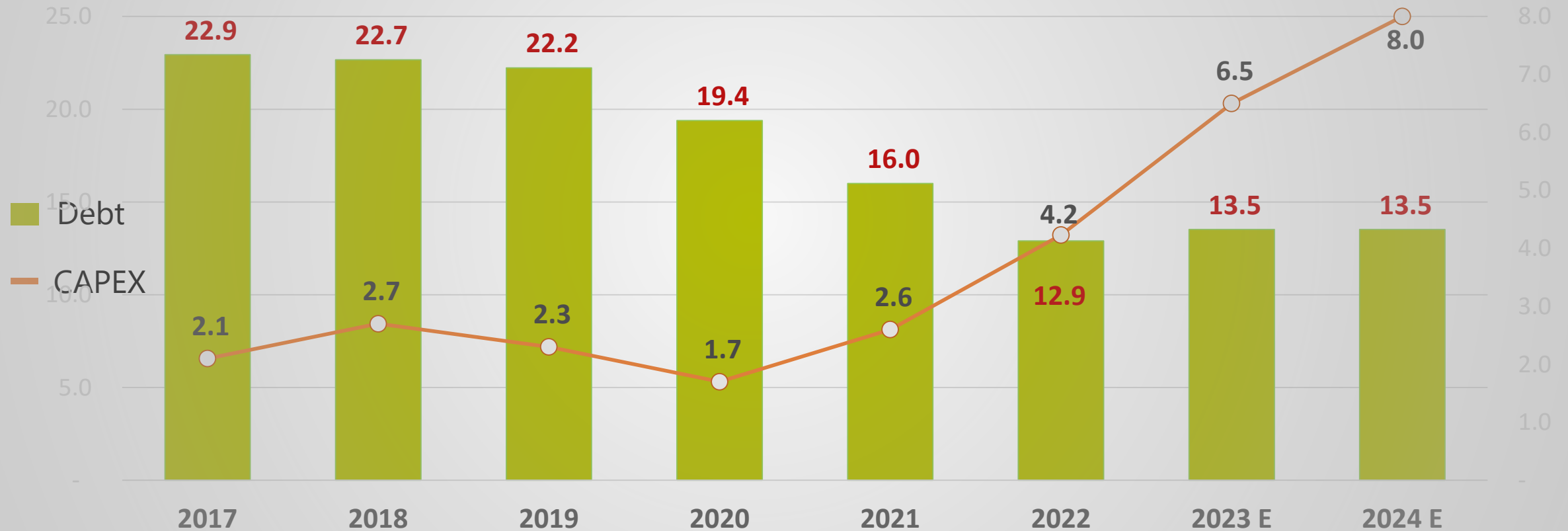
Resource Allocation



Capex vs Debt

Indicator Evolution

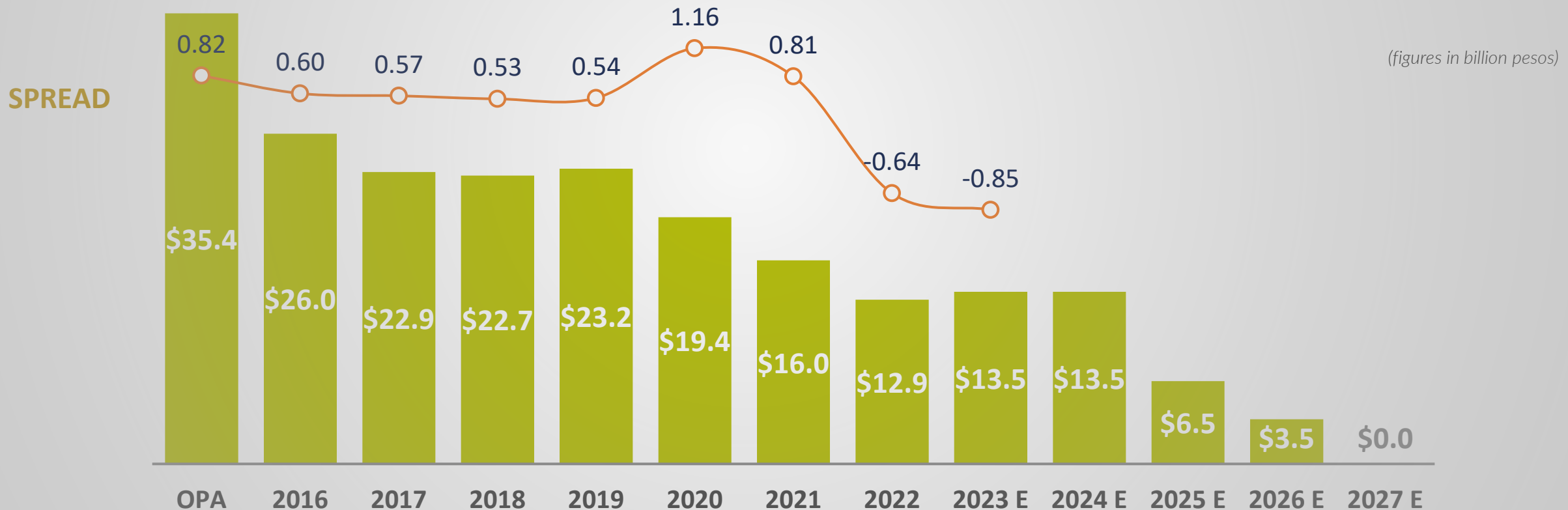
(figures in billion pesos)



Deleveraging Strategy



Net Debt / EBITDA IFRS16	3.1x	1.96x	1.6x	1.9x	2.5x	2.7x	1.3x	0.9x	1.3x	4.0x	Covenant
			w/out IFRS16:		1.7x	2.2x	0.6x	0.2x	0.8x		
Debt Reduction:		\$9.462 -27%	\$3.016 -12%	\$0.278 -1%	\$0.571 -2%	\$3.848 -13%	\$3.534 -17%	\$2.948 -18%			



Corporate Social Responsibility

In recent years, the Company has been recognized for its actions regarding Social Responsibility in aspects that include its economic, social and environmental commitment:

#158

250 Global Powers of Retailing



#35

The 500 most important Companies in Mexico



#9

The 30 must Including Companies



#37

The 100 Companies with the Best Responsibility and Corporate Governance



#9

The top 200 Social responsible Companies of Mexico



Rankings 2023

	Medio	Lugar
Reputación	Top 30 de Las Empresas Mexicanas más Valiosas Kantar Brandz	23 / 30
	Las Marcas más Inspiradoras de México 2022 Wunderman Thompson	77 / 100
	Potencias Mundiales del Retail 2023 Deloitte	158 / 250
	Empresas (+) Incluyentes Empresas Verdes	9 / 30
	Las 100 Empresas más Responsables de México Merco Responsabilidad ESG	37 / 100
	Ranking General de Empresas con Talento 2023 Merco	53 / 100
	Top de Las 50 Empresas Más Responsables del País Tops México	45 / 50
	Las 200 Mejores Empresas Socialmente Responsables de México (Tiendas departamentales, Autoservicio y Conveniencia) Tops México	9 / 200
	Las 500 Empresas Más Importantes de México Expansión	35 / 500
	Listado Las 500 Empresas Contra la Corrupción Expansión	77 / 500
Líderes	Las 100 Empresas más sustentables de México Greentology	26 / 100
	Ranking de Empresas Responsables 2023 Expansión	92 / 147
	Empresas con Mejor Reputación 2023 Merco	44 / 100
	Empresas con Mejor Reputación 2023 (sectorial) Merco	4 / 11
	Los 100 Líderes con Mejor Reputación Corporativa Merco	66 / 100
	Las 40 Empresas de Retail Mundo Ejecutivo	7 / 40
	Los Mejores CIOs Mundo Ejecutivo	12 / 20
	Listado Los 300 Líderes más Influyentes de México Líderes Mexicanos	184 / 300
	Los 100 empresarios más importantes de México Expansión	20 / 100
	RSE	Ranking ASG / Riesgo Medio Sustainalytics

Contact Info



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Ext 9443

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8th Sector C.P. 64610, Monterrey, Nuevo León

This presentation by Organización Soriana may contain certain statements of expectations regarding the future performance of Soriana and Subsidiaries, which should be considered as estimates made in good faith. These expectations reflect the opinion of the management based on currently available information. Results are subject to future events and uncertainties which may have a material effect on the actual performance of the Company

