

## LOW COST OPERATION



We have more than  
**1,450**  
self-checkout stations

Currently, 40% of transactions go through the self-checkout stations.

To deliver on our promise to help customers make the most of their budget, we have simplified the operation of the store's sales floor, supply chain and home delivery.

We have focused on **increasing productivity and ensuring product availability** by optimizing inbound to the Distribution Center and outbound to the store. This alignment translates into the use of technologies such as Modular-Ready Pallets, which help us reduce the labor required to process merchandise in Distribution Centers, in-store reception, and modular display.

We continued with the rollout of **self-checkouts**, now more than 280 stores are enabled with this technology, including six BAEs.



Thanks to our supply chain efficiency, we have been able to reduce 190 thousand man-hours in the last year, while increasing our production capacity. In this way, **we made our associates' work easier and reduced operating costs**, which in turn translates into benefits not only for our customers but also for our suppliers and the planet, since being more efficient allows us to reduce our carbon footprint.

**190** thousand  
man-hours reduction

Reduced energy and water consumption in our stores is another factor contributing to decreasing operating costs.

We will continue to focus on initiatives that help us become more productive throughout the value chain to better serve our customers.