

*Relax! I know these times are very confusing, and you feel like the world is crashing down, but believe me, you will get through this ... you have to believe me... It was October 19, 1918, seemed like any other day, I got up as usual and turned on the TV, and everything changed. All the channels were talking about the arrival of a new virus that was killing people, but no one knew exactly what it was. As the day went on, I found out that many people I knew were infected, no one knew what to do or how to react. However, I tried to stay calm because the only thing I was sure of was the legacy that my parents had left me with so much love and effort, the family business. The one that, over time, will continue to improve with my wife and children, or at least that's what I thought. As the days went by, everything got complicated, textile industry sales plummeted, I couldn't handle the workers' payroll anymore, the stores where I distributed were closed, we were about to run out of money to eat, pay basic services, in short, to lose everything. For a moment, I felt there was nothing else to do, that this was the end, because everything was so overwhelming that I couldn't even think. However, Amanda, my wife, was seeing everything with different eyes. The first thing she did was contact the family and other executives to assign them some tasks, such as investigating what was happening in the market, evaluating risks, and monitoring changes, so that we could have a meeting later. Everyone was surprised to hear from Amanda and not me; however, everyone did their tasks, and the next day she asked everyone to meet. In that meeting, I realized that the woman I had spent most of my life with had something more than I had always seen at home because I had never seen her speak like that before, so determined and with so much enthusiasm to improve things, she only conveyed tranquility to us, fears, and all the thoughts that were selfish and negative to some extent disappeared. In that meeting, we tried to figure out what other alternatives we had and how we would use that crisis to improve and come out stronger. As the conversation progressed, I realized all the valuable people I had in my circle that I had never seen before, even my children. Because everyone gave their opinion and proposed new ways of doing things, of transcending, and finding ways to connect with society, since the work we had been doing from the beginning was not enough... Analyzing and observing all those new ideas, we decided that it was time to do things differently, but don't be scared, that doesn't mean we are leaving aside all our values and ideals, it's just that sometimes we have to change the way we do things because everything was happening so fast that we didn't have another option but to adapt and make decisions on the spot. After that meeting that served to determine the direction we would follow, we spoke with the shareholders and made them see that there was hope of saving the business, as we were determined to do so. Another important aspect we had to take care of was the employees, suppliers, and customers because they were the most important to be able to move the company forward, without them, we couldn't produce, and everything would be even more chaotic, so we looked for ways to keep them and assign them new tasks, adapting them to the needs of that moment. During that whole research process, we realized that there were more companies, foundations, and families going through a crisis where we didn't know how to act and respond, so we decided to form a group and help each other, share everything we felt. I have*

*to admit that sometimes it feels good to know that you are not the only one who is lost and with a cloudy mind. We also joined forces by forming alliances and being more competitive than the rest, without realizing it, that was just the beginning of a long and strong relationship. 30 years have passed since that moment, and the truth is that it has taken me a lot to write this letter since despite all the good things that came out, there is something that I have not told you yet, and it is that Amanda did not survive the pandemic. Shortly after all that chaos ended, my wife began to feel unwell, she was bedridden for a long time, and from there she could not get up. I still can't believe it entirely, thanks to her, the company is still standing, but she can no longer see it, or be here to celebrate the triumphs we have had, all thanks to her. I have arranged everything for this letter to reach you when you need it most. If you are receiving it now, I just want you to know that you will manage to get out of this. Learn from my experience and do things, always true to your principles, taking care and looking after those you love because you never know when this can change, and from one moment to another, disappear from your life.*