Investor Presentation LOJAS RENNER S.A.

PRENNER CAMICADO YOUCOM realize ASHUA repassa

Lojas Renner at a glance



Leveraging **competitive advantages** while **evolving** our **business model** for consistent value creation

- Long-standing **market leadership** with a solid track record for consistently delivering **growth and profitability**
- Fashion at our core, **enchanting customers** with **segmented lifestyle concepts**, supported by **strong talent & culture**
- Significant growth opportunities ahead consolidating an expanding, underserved, fragmented and informal market
- Evolving our business model to be digital, fully omni, data and productivity-driven, with financial services as an enabler
- Leveraging our long-term supplier relationship advantages
- Generate value through a sustainable agenda, component of Dow Jones Sustainability, CDP and MSCI ESG indexes



Leading apparel retailer in Brazil with a compelling value proposition

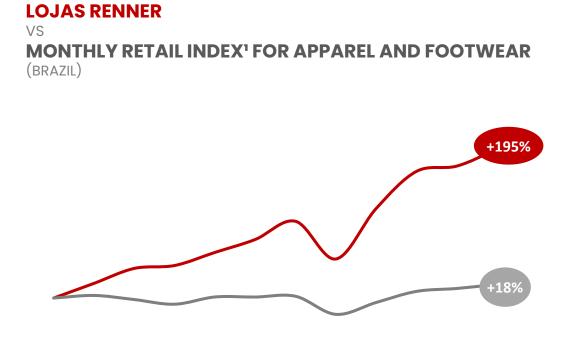


VALUE PROPOSITION

Enchanting our customers as the lifestyle and fashion go-to retailer



Strong value creation track record through growth and profitability



2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

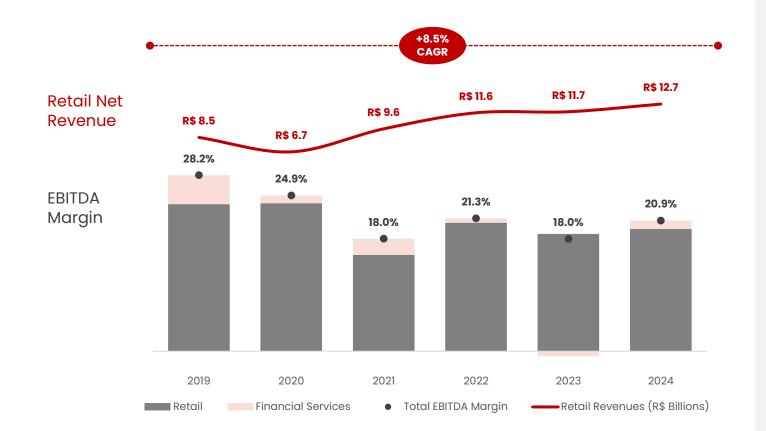
----Renner -----PMC

¹PMC: Monthly Retailing Index for Apparel

	2014 2024
Net Revenue	11%
	CAGR
Retail Gross Profit	11%
	CAGR
Net Income	10%
	CAGR
ROIC	17%
	average

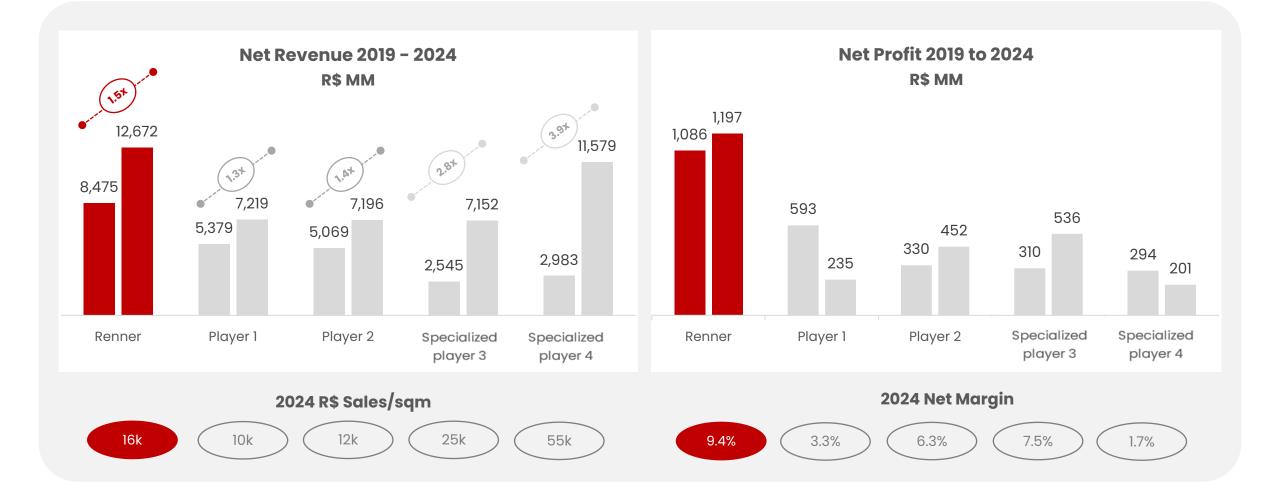
2014 - 2024

Regaining growth and **profitability momentum** following post pandemic macro and competitive headwinds



- Regaining competitiveness enabled by fine-tuning our fashion & price pyramid securing a proper value proposition appropriate for our target consumer
- Recovery at Realize following the Brazilian subprime crisis, that led to high delinquency and negative returns

Renner is the **undisputed fashion leader** in its category, leading in sales, profitability and **sales per square meter**



Leadership based on **enchanting consumer culture** executed through a **lifestyle-segmented approach** to collection design and store layout

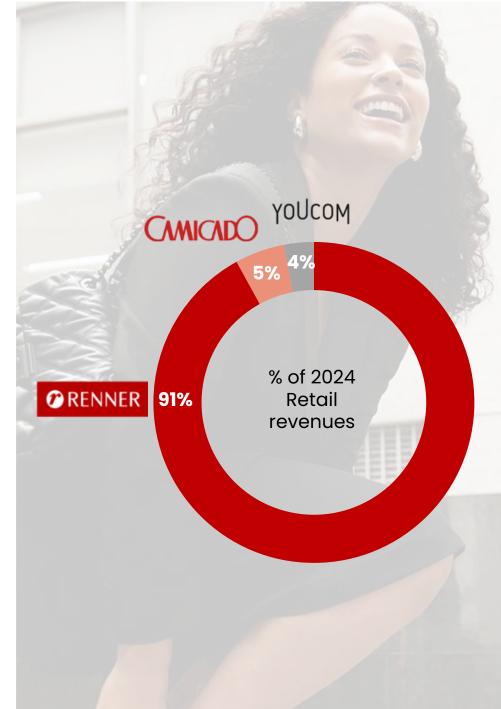
- Lifestyle-segmented collections: we design collections tailored to distinct lifestyle segments, ensuring each one meets specific consumer needs and preferences
- Consumer-centric design: we use consumer insights and feedback to create trend-driven practical collections
- **Store organization**: our stores are organized into different segments, with each area reflecting the essence of the corresponding lifestyle
- **Optimized shopping experience**: we prioritize convenience with clear layouts, easy navigation, and technology to enhance the shopping experience



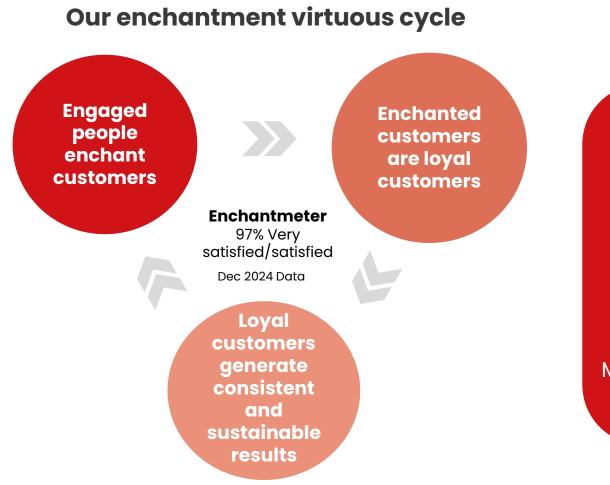
Enchanting customers through four differentiated concepts

		Customer Segment	# of stores	Started/ acquired
Ø RENNER	Largest fashion retailer in Brazil Presence in UY and AR	A−, B and C+	429	1965
CAMICADO	Leader in home and décor in Brazil	A-, B and C+	103	2011
уоUсом	Specialized in young lifestyle	A−, B and C+	135	2013
ASHUA*	Specialized in curve & plus size	A−, B and C+	19	2016

*Presented in Renner's income statement



A strong culture with engaged and loyal talent is key for enchantment and a significant Renner differentiator



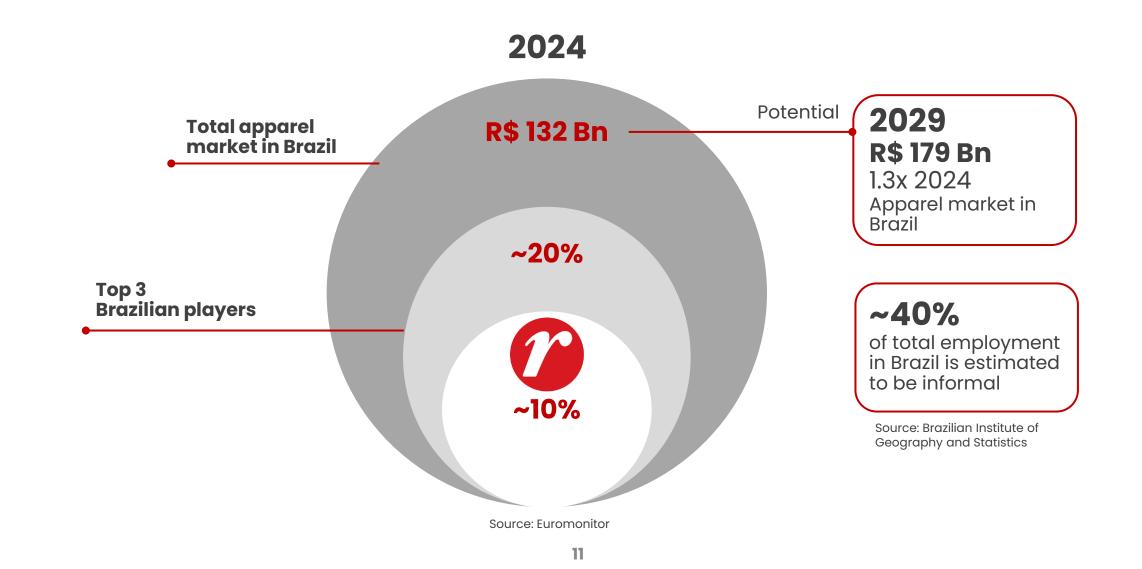
High performance ranking in employee engagement since 2011

90% 2024 engagement score (+3pp vs 2023)

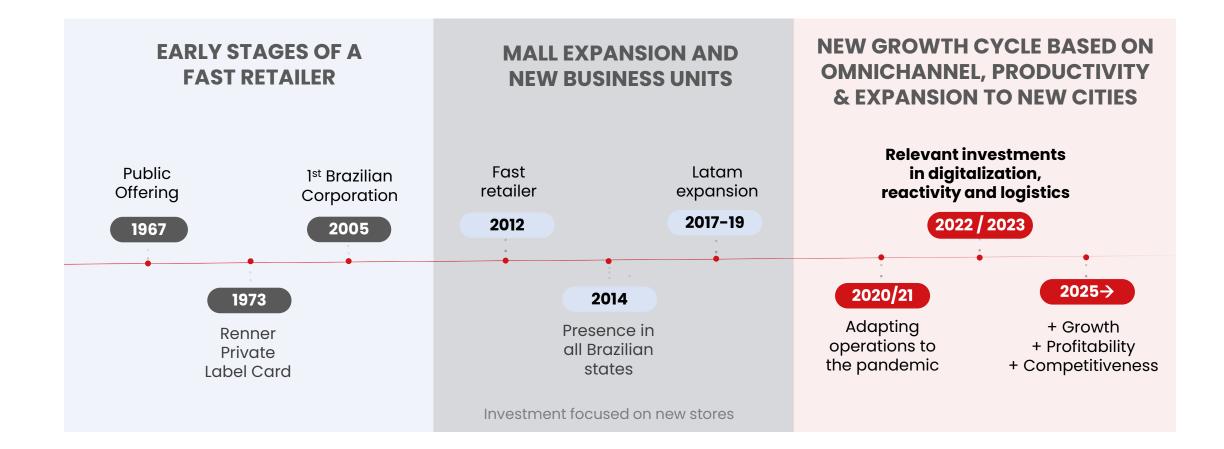
Our employees: **Speak well** Recommend the company to a friend **Ownership mindset** Motivated to contribute beyond what is expected **Are proud** to be part of the company

Source: Willis Towers Watson engagement survey

Fashion in Brazil is a **growing** and **still fragmented market** within a relatively **informal economy**, providing significant **upside** to the market leader



Relevant **investments** in recent years to evolve our business model positioning us for a renewed **growth** and **profitability cycle ahead**



Evolving our **business model** to accelerate **growth**, improve **profitability** and enhance **competitive advantages**

Fashion execution

Faster and more precise collections supported by:

- Al-powered trend capture
- Integrated and responsive supplier network

Omni fulfillment model

End-to-end 100% SKU-based management system providing: • Personalized

- inventory allocation
- Integrated on and offline inventory



Boost in store productivity as a result of:

- In-store technology investments
- Expansion into new, less penetrated geographic areas

Enchanting customer journey



Digital acceleration & omnichannel customer journey excellence



Realize:

- Credit serving retail
- Leveraging loyalty to expand customer base and lifetime value

A more **precise**, **integrated**, **agile** and **flexible** business model

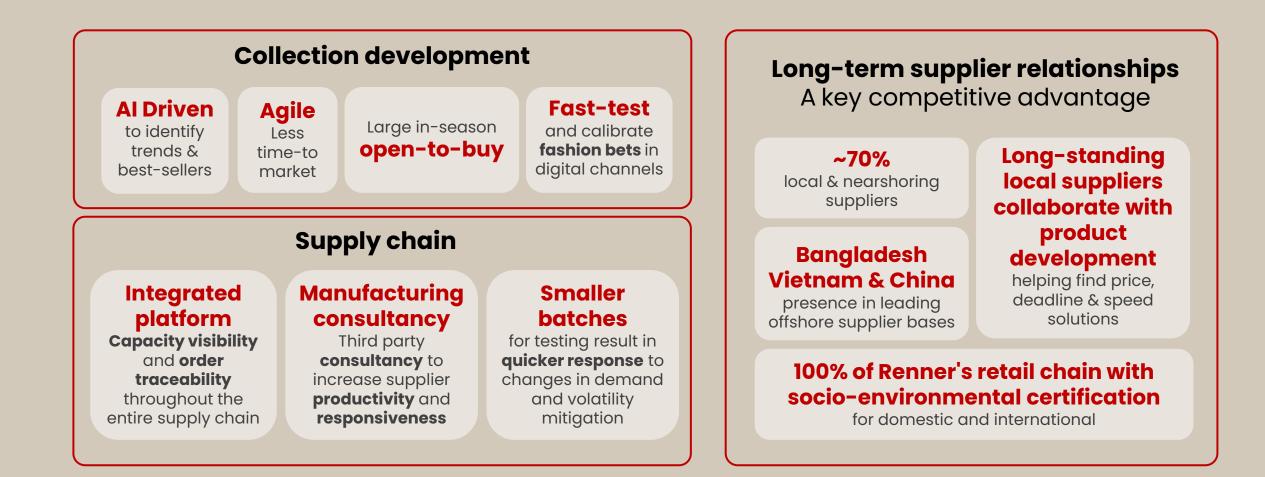
Generating positive impact through responsible fashion

Key strategic levers to capture the growth opportunities ahead

Improve store productivity

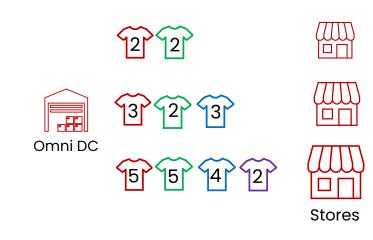
Increase digital penetration through OMNI approach

Organic expansion in underserved locations Existing and potential brands and lifestyles concepts Fashion execution: upgrading our collection development and supply chain integration to a more agile, responsive, and adaptative model

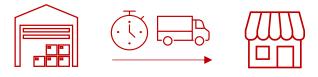


Omni fulfillment: New DC as key enabler of our **logistics transformation** leading to higher **precision**, **agility** and **omni operation**

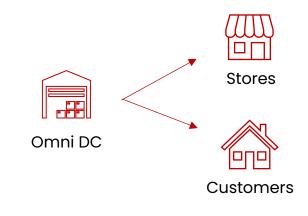
Precision: 100% SKU-based fulfilment, personalized assortment per store



Greater precision, lower stockout and markdown Lower operational cost **Agility:** outbound lead time to be significantly reduced



Faster conversion and turnover Network efficiency **OMNI operation:** same inventory, fulfillment and DC for offline and online



100% assortment available online Greater efficiency of digital freight (+ service at - cost)

Digital channel leveraged by B&M logistics

+sales + gross margin - SG&A + inventory turnover

Enchanting journey: Boost existing and future store **productivity** with **new technologies**



The right products at the right location at the right time

New 100%-SKU-based fulfillment model

Personalized assortment

Precise product placement and dynamic reallocation through real-time demand insights

Synchronized inventories across stores and e-commerce



In-store technology for enchanting customer experiences

Utilizing real-time data and automation at our stores

Faster store management and operation enabling better customer care

Seamless and autonomous journey

RFID technology used to streamline inventory management and consumer experience



Captivating customers with a dynamic and interactive store experience

New store model to optimize in-store customer engagement

Pleasant spaces that maximize architectural form and function

Intuitive layouts and enhanced product visibility

Innovative customer-oriented technology

Potential for organic expansion for Renner brand into underserved locations



33% current presence at locations with +50k inhabitants

~440
municipalities
where we are not
present, with
qualified demand of
+R\$ 40 billion

90 new locations already mapped

No cannibalization

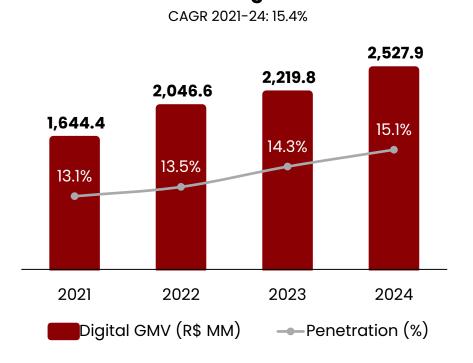
Higher ROIC than current stores

Slightly higher CAPEX/m², but more than offset by faster than average maturity, higher gross margin and lower operating costs

Scale of physical stores in new municipalities leverage digital sales

Improving **competitiveness** and **growth** through **digital acceleration** and **omnichannel customer journey** excellence

Omni customer spends **3x more** than regular customers



GMV Digital

- Best-in-class omni experience: on and offline channels real time integration to create a single commerce platform with integrated inventories, operations and services, such as, buy online, pick up in-store, 98% of returns made at stores, etc.
- Fluid UX with an increasingly personalized journey (both website and app), recognized by consumers: winner of best fashion e-commerce in Brazil 2024*
- E-commerce penetration in Brazilian apparel market is still low, great opportunity for an omni player
- Expansion into underserved locations as a booster to digital penetration and omni customer

Growth opportunities through lifestyle concepts

YOUCOM

The opportunity: in 6 years, **50%** of the Brazilian population will be generations Z and Alpha*

*Source: Interactive Retail Show - Post NRF demographic data - Gouvêa Ecosystem -Feb 22

- Potential for ~200 new stores
- Sales/m2 evolution (~30% of stores still maturing)
- Digital acceleration (current penetration of 8%)



- R\$ 150B market size and only 18% of cities with a Camicado store
- Digital acceleration (current penetration of 34%)
- Sales leveraged by Home Style private label

Potential new lifestyle concepts

Strong supply network, robust backend operations & consolidation of new logistics capabilities will provide a significant advantage to serve organic and inorganic expansion into potential lifestyles

Provide credit and differentiation through Realize as an enabler to

boost customer base and lifetime value while delivering value as a unit

Realize boosts Renner's apparel business:

- Drives sales and average order value: Card holders spend 4x more and 2x more frequently (~30% sales through Realize). Credit access still relevant to B and C customer segments (~2/3 Renner sales)
- **Differentiation and brand engagement:** additional touchpoint, keeping the brand top-of-mind up to checkout
- Fosters customer loyalty: exclusive benefits, cashback, connected to Renner fashion ecosystem
- **Data-driven insights:** valuable customer data (shopping habits, preferences, and spending patterns), which can be leveraged to tailor marketing efforts and personalize offers



Potential to deliver accretive return to the Company



- **Sophisticated credit and collection models**: low risk portfolio with a dynamic and regionalized risk governance driving delinquency rates under control
- Captive potential customers within Renner Ecosystem: 20M Renner retail customer base and potential new ecosystem customers
- "Best-in-Class" processing systems allowing flexibility in service offering and management
- Positive contribution to the bottom line at proper ROIC

Leading **sustainability standards** and **recognition** of our responsible and transparent practices set us apart among apparel retailers

Outstanding corporate governance practices

- **1**st Brazilian Corporation (2005)
- 100% independent BoD, 38% women
- BoD, committees and statutory management assessment
- ESG-linked executive compensation since 2021
- 61% women in leading positions and 45% in top leadership

Responsible apparel retailer

- 100% of the supply chain socially and environmentally certified
- 81% less impactful products, with 100% certified cotton
- Online resale platform (Repassa)
- 100% of corporate energy consumption from renewable, low impact energy sources

Ratings & Recognitions

MSCI ESG RATINGS

AA rating Ranked 1st globally in Supply Chain Labor Standards Retail - consumer discretionary category Dow Jones Sustainability Indices Powered by the S&P Global CSA

Component of the DJSI World and DJSI Emerging Markets portfolios



CDP Climate Change with an A rating and **Water Security** with an A- rating

CFO and IRO Daniel Martins dos Santos

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