



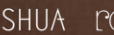



Investor Presentation

LOJAS RENNER S.A.

 RENNER  CAMADO  youcom  realize  ASHUA  repassa



Lojas Renner at a glance



R\$ 17.3B

2023
Revenues



R\$ 2.1B

2023
EBITDA



675

B&M
stores



6

Branded
businesses units



19M

Active ecosystem
customers



R\$ 1.4B

Net cash
position



R\$ 15K

2023
Sales per sqm



17%

Online
penetration



3

Distribution
centers



24K

2023
Employees

Notes

Data as of September 2024, unless otherwise specified.

Ecosystem active customers in the last 12 months

Revenues: including retail and financial services total gross revenues

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, **enchancing 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**, recognized through leadership in Dow Jones Sustainability, CDP and MSCI ESG



Leading apparel retailer in Brazil with a compelling value proposition

#1

APPAREL **RETAILER**
in Brazil
~10% market share

#1

APPAREL **BRAND**
in Brazil*

*Interbrands ranking

VALUE PROPOSITION

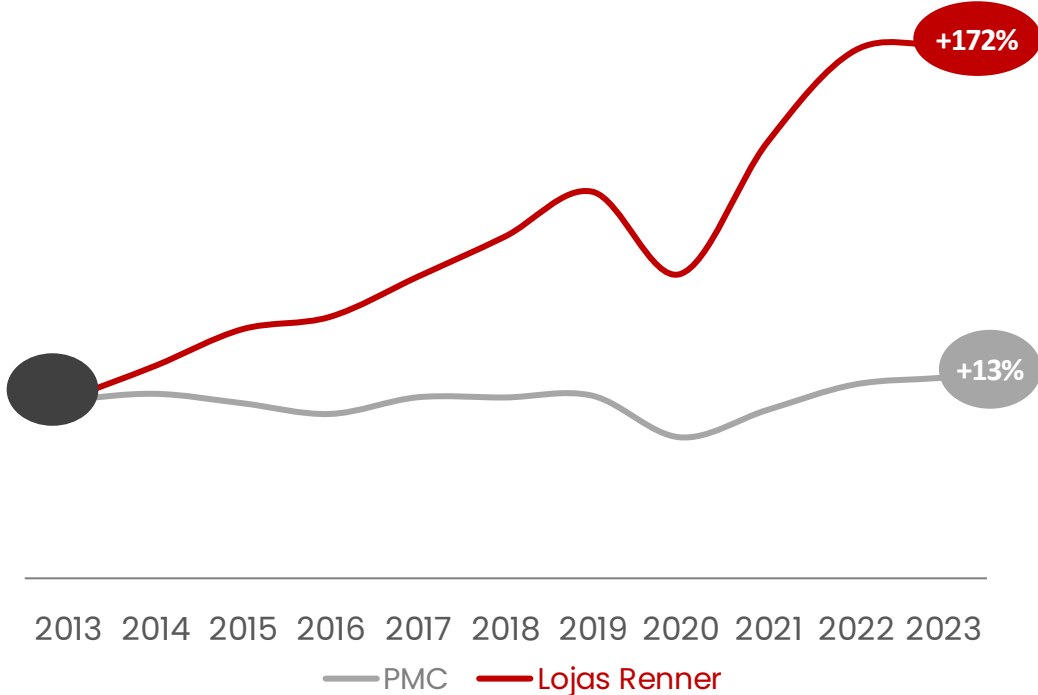
Enchanting our customers as the lifestyle and fashion go-to retailer



Strong value creation **track record** through **growth** and **profitability**

LOJAS RENNER

VS
MONTHLY RETAIL INDEX¹ FOR APPAREL AND FOOTWEAR
(BRAZIL)

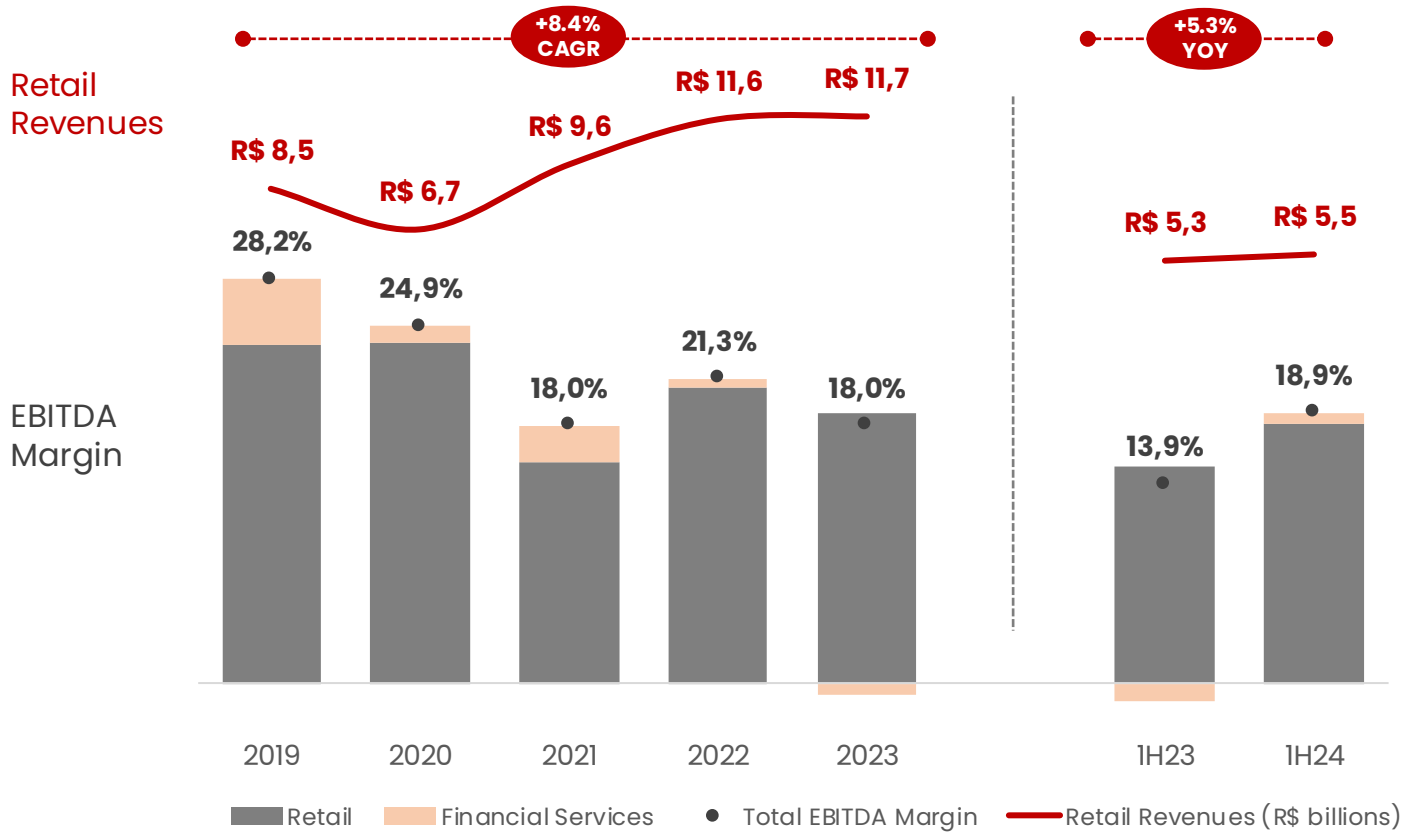


2013 - 2023

Net Revenue	12% CAGR
Retail Gross Profit	12% CAGR
Net Income	9% CAGR
ROIC	18% average

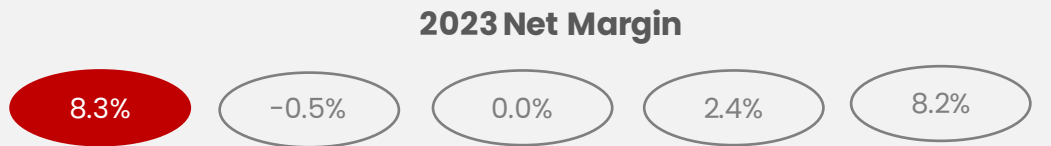
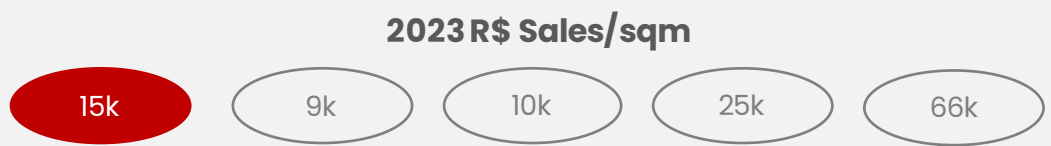
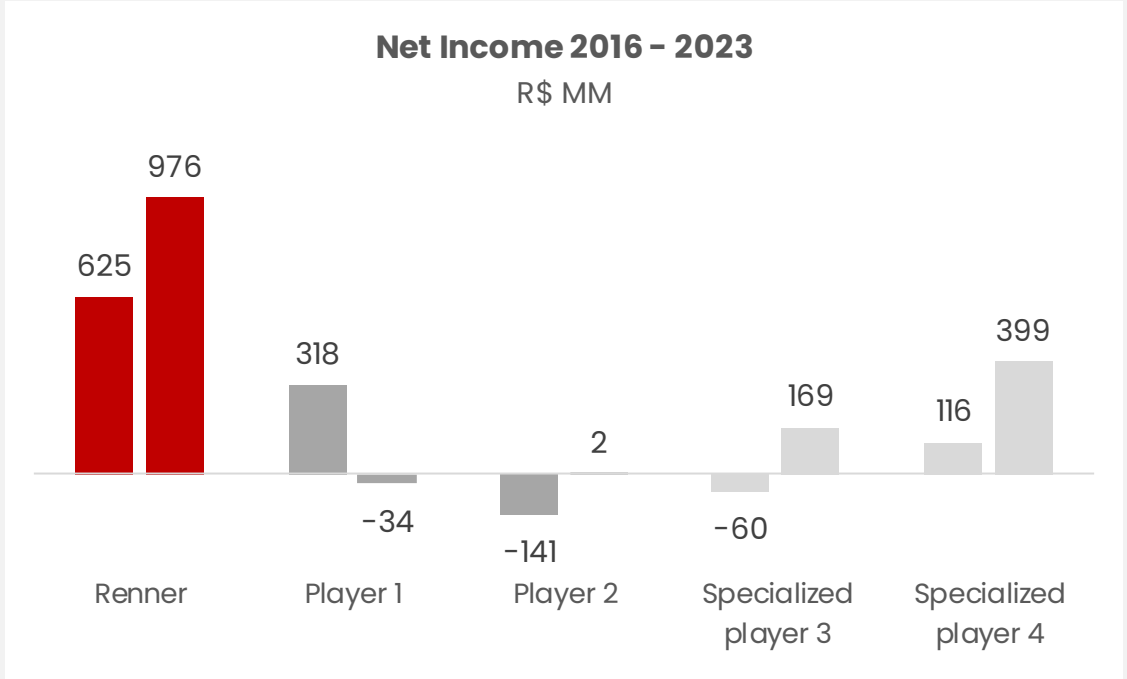
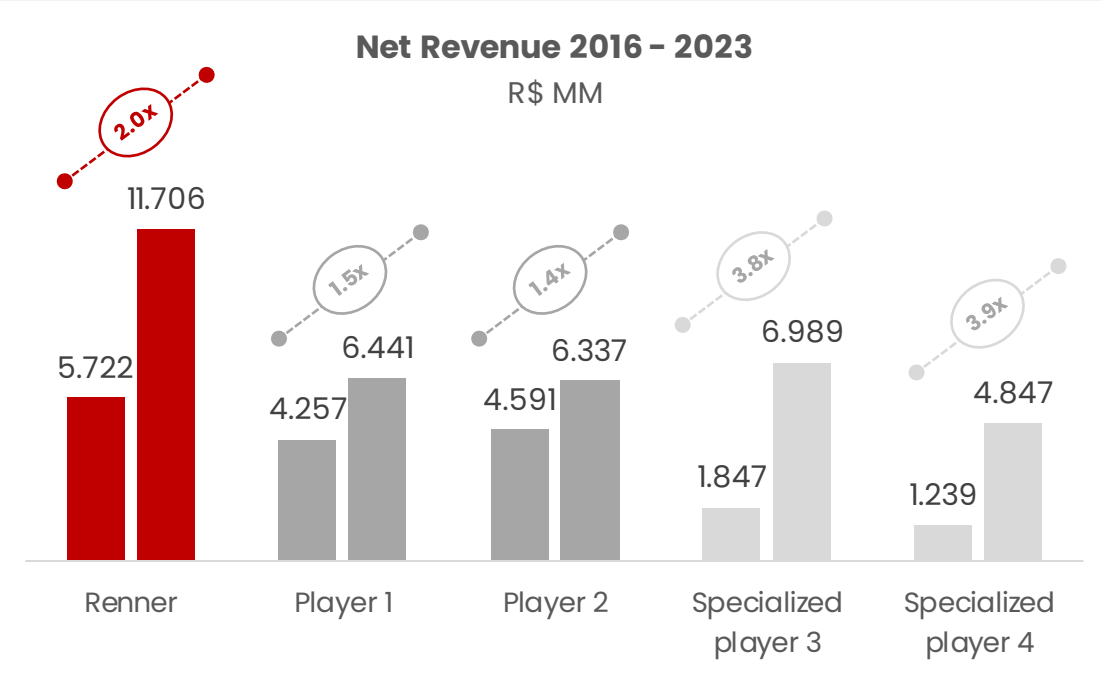
¹PMC: Monthly Retailing Index for Apparel

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

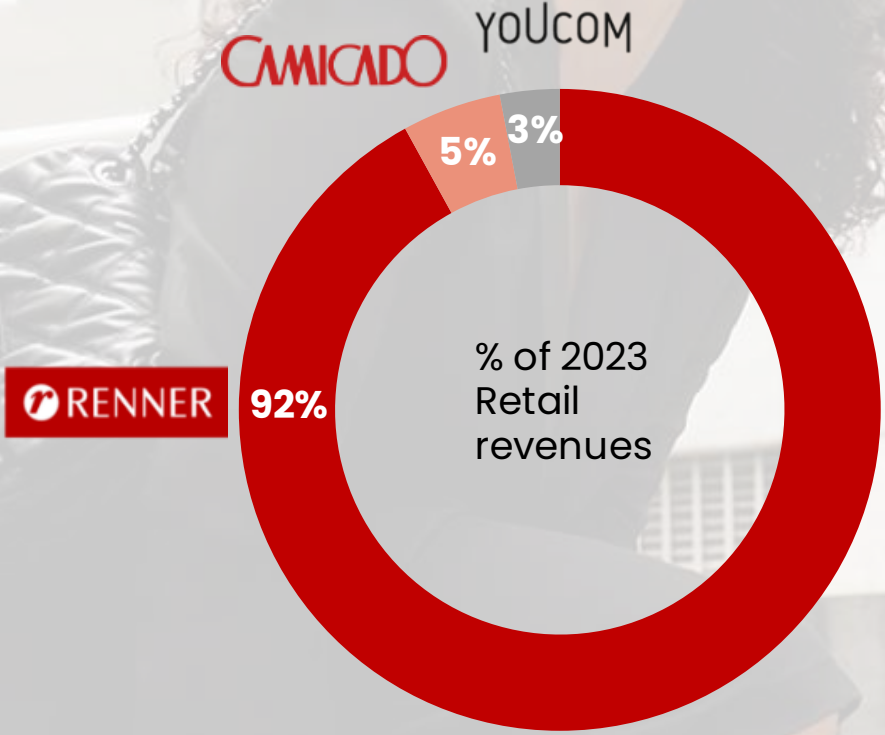
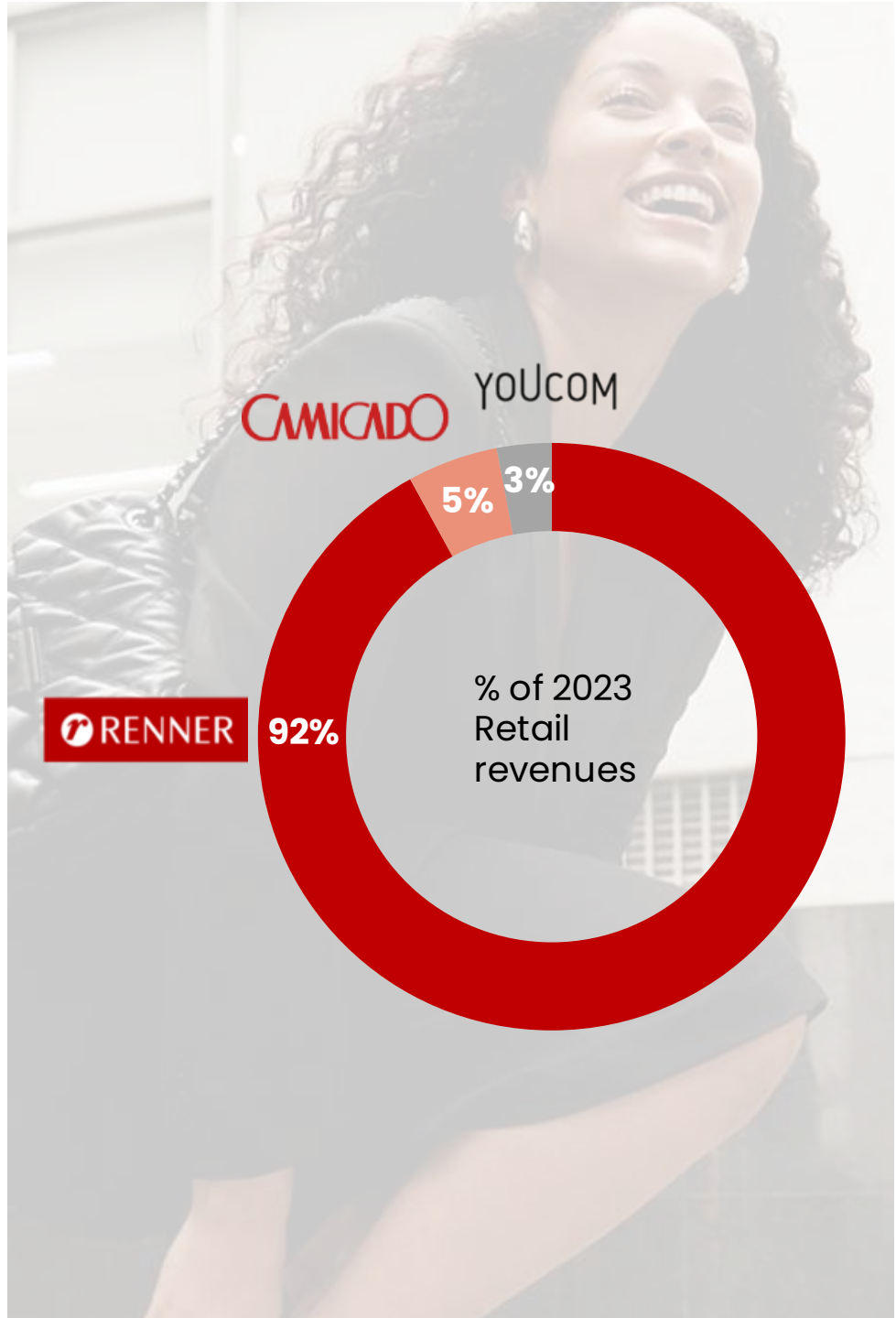
- **Lifestyle-segmented collections:** we design collections tailored to distinct lifestyle segments, ensuring each one meets specific consumer needs and preferences
- **Consumer-centric design:** we use consumer insights and feedback to create trend-driven practical collections
- **Store organization:** 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

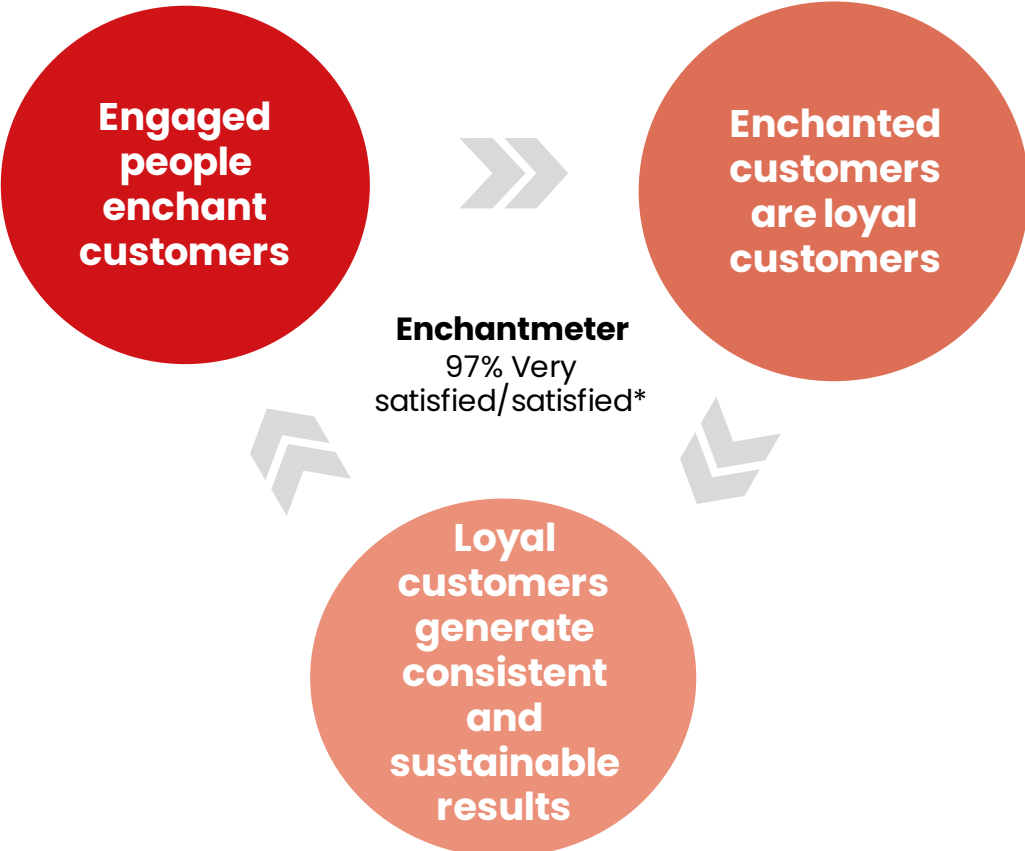
		Customer Segment	# of stores	Started/ acquired
	Largest fashion retailer in Brazil Presence in UY and AR	A-, B and C+	423	1965
	Leader in home and décor in Brazil	A-, B and C+	104	2011
	Specialized in young lifestyle	A-, B and C+	129	2013
	Specialized in curve & plus size	A-, B and C+	19	2016

*Presented in Renner's income statement



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

Our enchantment virtuous cycle



*1H2024 Data

High performance ranking in employee engagement since 2011

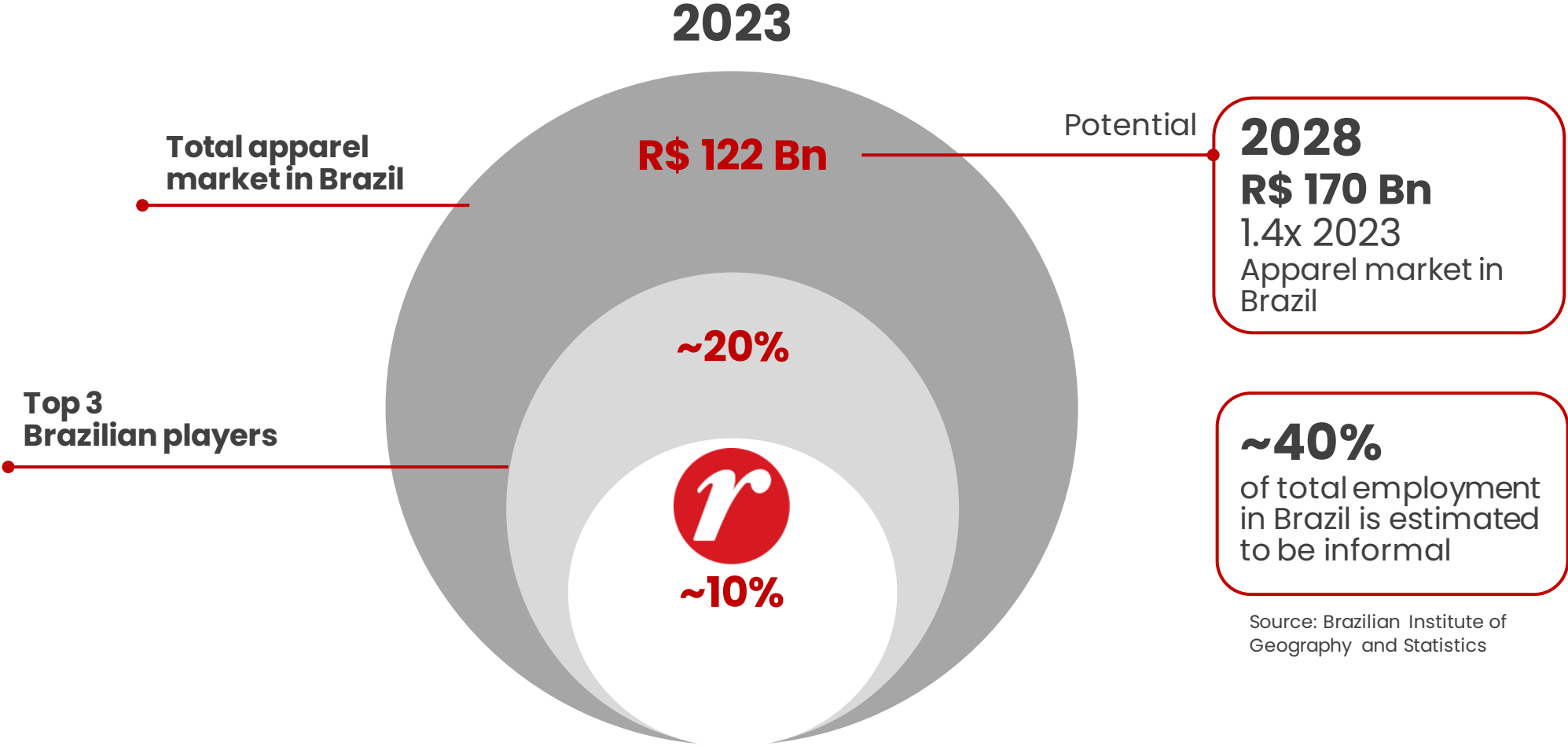
90%
2024 engagement score
(+3pp vs 2023)

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

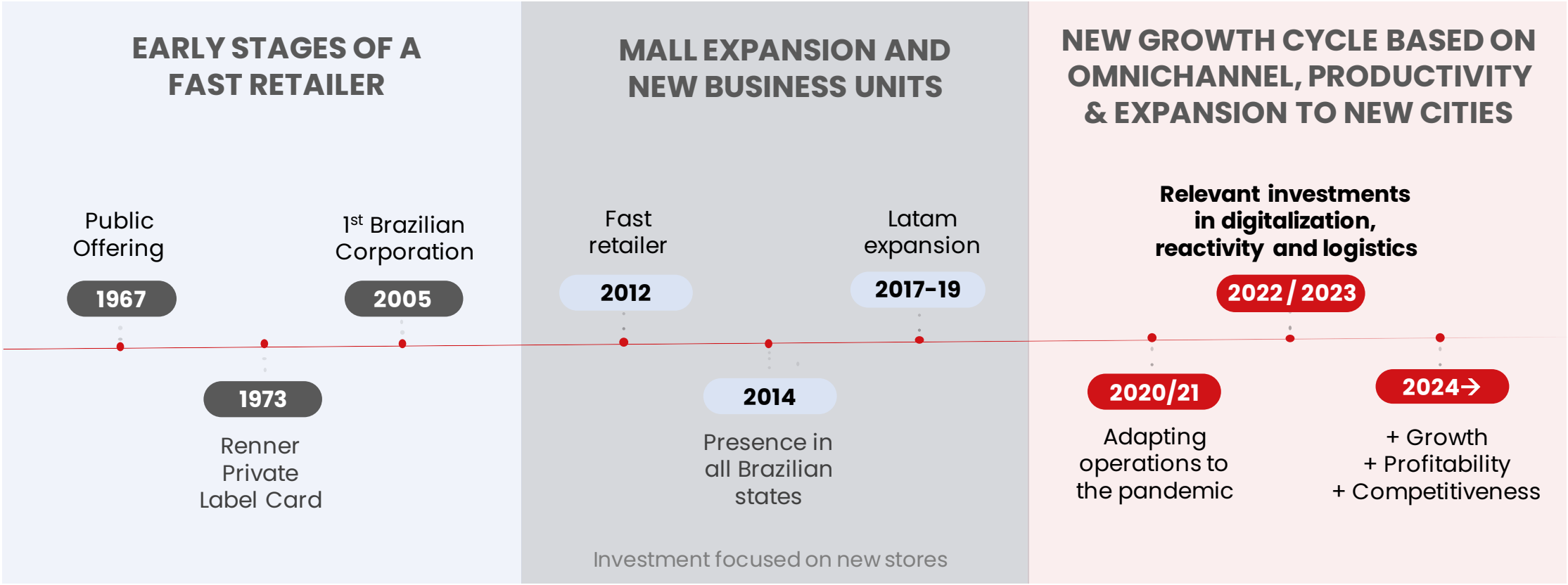
Fashion in Brazil is a **growing** and **still fragmented market** within a relatively **informal economy**, providing significant **upside** to the market leader



Source: Euromonitor

Source: Brazilian Institute of Geography and Statistics

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:

- AI-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

Enchanting customer journey



Boost in store productivity as a result of:

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



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

Collection development

AI Driven
to identify trends & best-sellers

Agile
Less time-to-market

Large in-season **open-to-buy**

Fast-test
and calibrate **fashion bets** in digital channels

Supply chain

Integrated platform
Capacity visibility and **order traceability** throughout the entire supply chain

Manufacturing consultancy
Third party **consultancy** to increase supplier **productivity** and **responsiveness**

Smaller batches
for testing result in **quicker response** to changes in demand and volatility mitigation

Long-term supplier relationships A key competitive advantage

~70%
local & nearshoring suppliers

Long-standing local suppliers collaborate with product development
helping find price, deadline & speed solutions

Bangladesh Vietnam & China
presence in leading offshore supplier bases

100% of Renner's retail chain with socio-environmental certification
for domestic and international

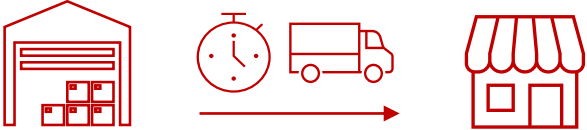
Omni fulfillment: New DC as key enabler of our **logistics transformation** leading to higher **precision, agility** and **omni operation**

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



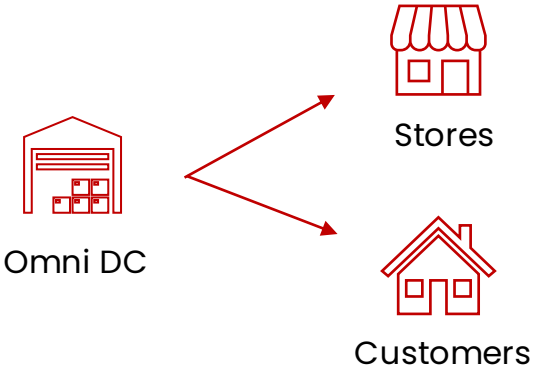
Greater precision, lower stockout and markdown
Lower operational cost

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

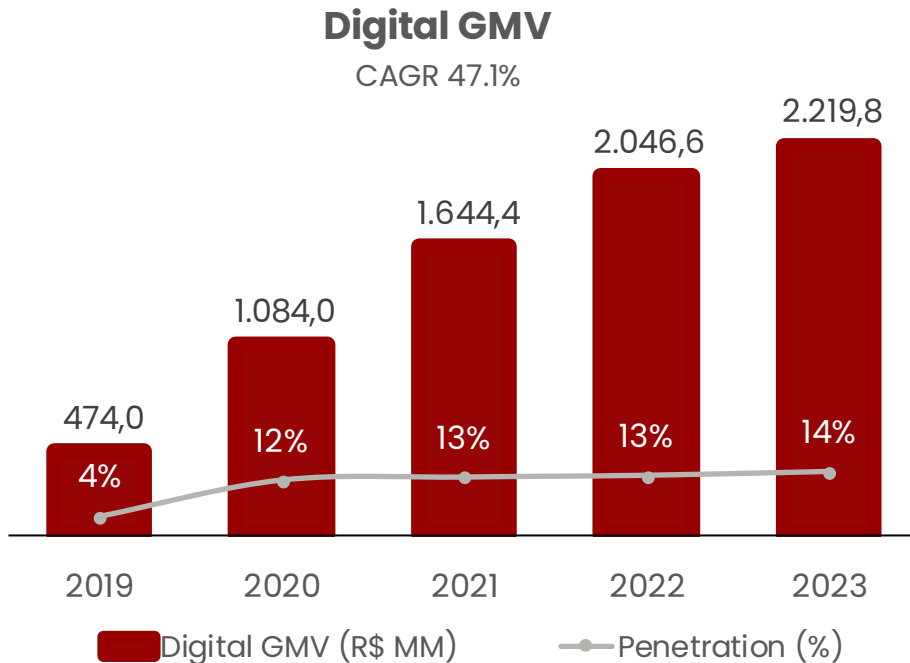
Higher ROIC than current stores

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



- **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%)

CAMICADO

- 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 currently 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

realize



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:** current 19M 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

- **1st** 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

1st in fashion retailing globally
TOP 3 of the general retail
companies in the world



13th consecutive year submitting to **CDP Climate Change** with an A rating and 1st year submitting to **Water Security** with an A- rating

CFO and IRO

Daniel Martins dos Santos

Investor Relations

Carla Sffair

Maurício Töller

Luciana Moura

Caroline Luccarini

Corporate Governance

Diva Freire

Bruna Miranda

Gabriela Vianna

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