



Institutional presentation

LOJAS RENNER S.A.

 RENNER

CAMICADO

youcom

realize

ASHUA

repassa

Overview



6 BUSINESS

Renner, Camicado, Youcom, Ashua, Realize e Repassa



673 STORES

424 Renner (in Brazil, Uruguay and Argentina)
107 Camicado / 124 Youcom / 18 Ashua



4 DISTRIBUTION CENTERS

SP, SC and RJ



24.4 THOUSAND in 2023

employees



+20 PROPRIETARY BRANDS

(Renner, Camicado, Youcom, Ashua)



R\$ 15.5 bi in 2023

GMV Total¹



14.3%

online penetration



1ST IN THE APPAREL INDUSTRY IN BRAZIL

Total GMV¹



18.6 MM in 2023

active customers in the ecosystem



R\$ 6.2 BI

Realize portfolio

Data as of December 2023, unless otherwise specified.

¹Considers 1P and 3P sales, on and offline.

Our businesses

RETAIL		RENNER	CAMICADO	youCOM	ASHUA	repassa
Foundation / Acquisition		1965	2011	2013	2016	2021
Overview		Largest fashion retailer in Brazil	Leader in home and décor in Brazil	Specialized in young lifestyle	Curve & plus size format	Reseller Platform
Target Customers		18 to 39	18 to 39	18 to 35	25 to 45	
Age		A-, B and C+	A-, B and C+	A-, B and C+	A-, B and C+	B and C+
Social Classes						
Stores		424	107	124	18	
% Net Revenues 2022		92%	5%	3%	Consolidated on Renner's income statement	Consolidated on Renner's income statement
FINANCIAL SERVICES		ECOSYSTEM ENABLER				
realize		U E L L O				
Realize is a fintech specialized in fashion and lifestyle that supports the loyalty and convenience of our customers, supporting the Company's retail operation		Digital native Logtech focused on optimizing corporate deliveries				
LOJAS RENNER S.A.						
<div> <div>RENNER</div> <div>CAMICADO</div> <div>youCOM</div> <div>realize</div> <div>repassa</div> </div>						

Proprietary and differentiated operational model that enabled **strategic and competitive advantages** over other players and consistent creation of value

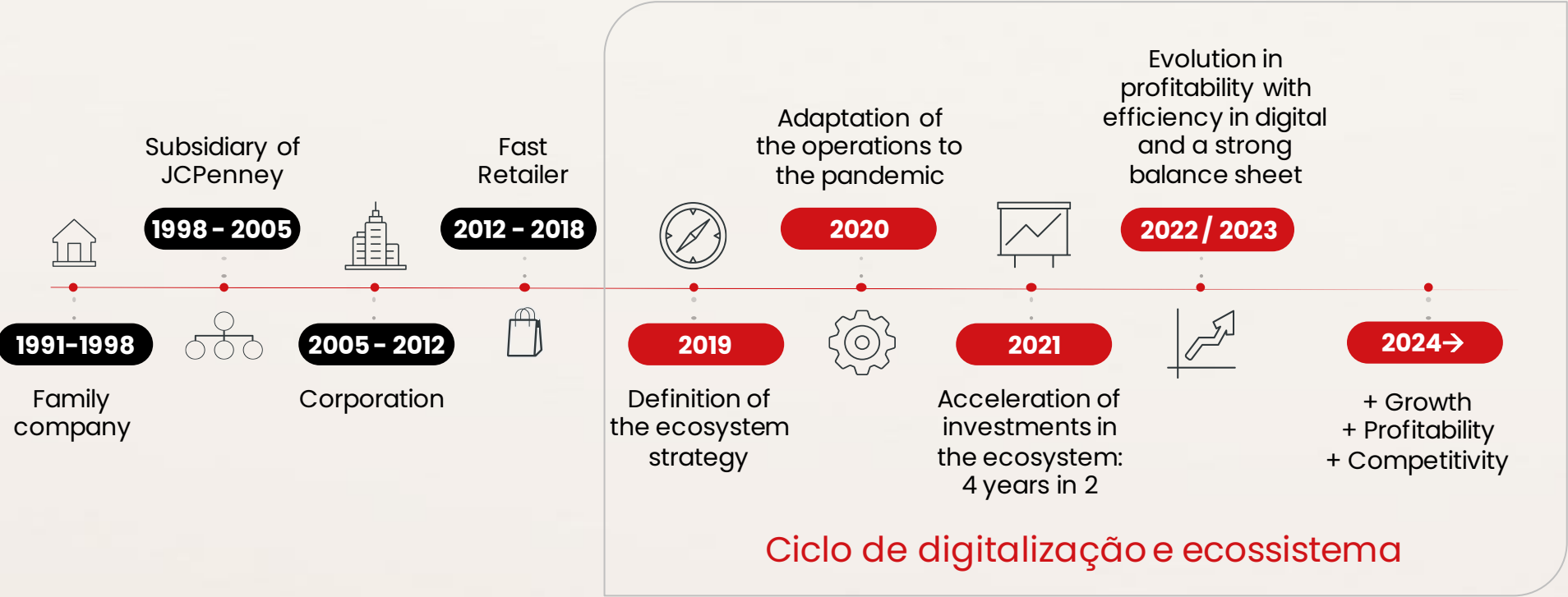
- Clear **value proposition** and **consistent positioning**
- Local supplier base
- Presence in the leading supplier bases offshore
- Collections segmented by lifestyle
- Proprietary allocation and distribution model
- Culture based on enchantment
- Largest omnichannel fashion operator
- Reference in ESG

Value proposition

To deliver the best experience in fashion and retail to the middle/high segment, enchanting our customers with quality products and services at competitive prices through an innovative and sustainable ecosystem



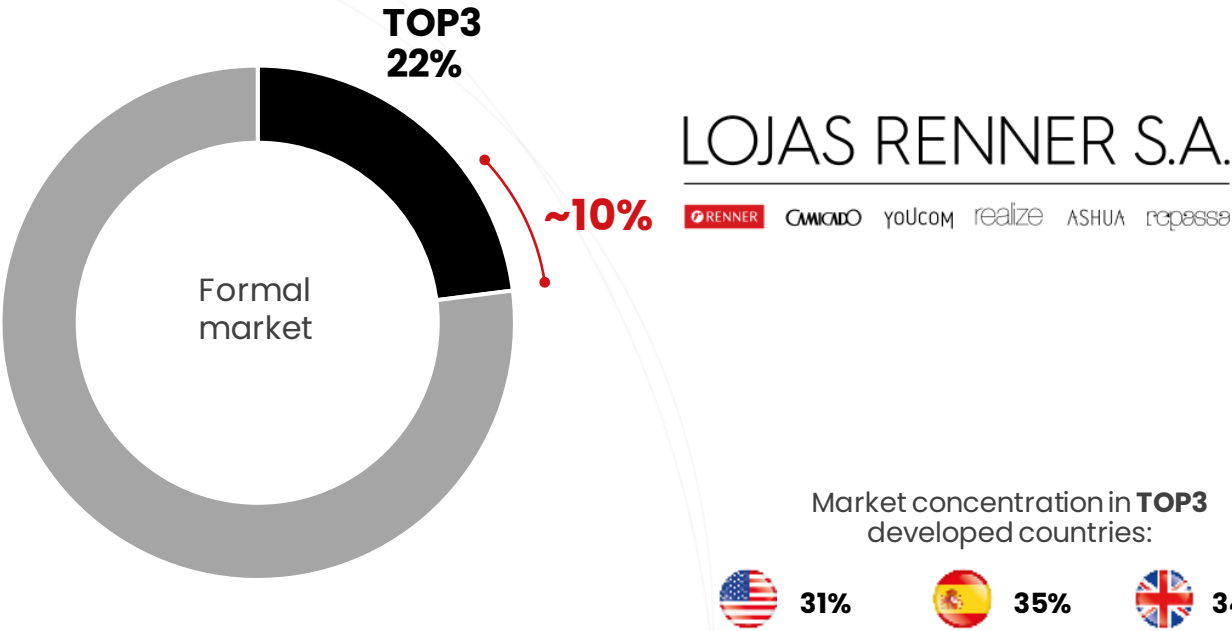
Characterized by **different business and investment cycles**



Growth opportunities ahead with additional **consolidation**

Brazilian fashion market is large and still fragmented

Lojas Renner S.A. is leader in the specialized fashion market in Brazil



Source: Euromonitor 2023 and company estimates; considers on and off apparel and footwear market

And based on our **strategic objectives (3Rs)** for the **evolution of the value proposition** seeking **differentiation** and customer **preference**



Reference in **fashion and lifestyle**

Time-to-market

Greater variety of products

Inspiration in fashion and lifestyle



Reference in **enchanting experiences**

Velocity and excellence

Omni journey

Fluid UX with more content and
personalization of the journey

Modernization
and digitalization of stores



Reference in **responsible fashion**

Positive impact on
the fashion industry

Improvements in diversity,
equality and social inclusion

Best corporate governance
practices

Investments focused on **strategic priorities**, seeking opportunities for accelerating **growth, profitability and competitiveness**



Enchanting collections

- Capturing tendencies
- Time-to-Market
- Quality
- Assortment



Expansion of stores & productivity

- New municipalities market Renner and Youcom
- Punctual absorptions for productivity gains



Digital acceleration & omnichannel

- Efficiency
- Level of service
- Spending
- Purchasing frequency



New SP DC

- Velocity
- Efficiency
- Accuracy
- Service level



Financial solutions

- Ecosystem integration
- Customer base

Culture

Talents

ESG

Brand

Fashion execution and “Time to Market”

4.0 Product
Data & Analytics & digital

Supply chain integration

Personalization in assortment

Greater assortment

+ Accuracy

+ Velocity

+ Frequency of purchasing

=

+ Sales

+ Gross margin

+ Inventory turnover

Expansion of the omni experience



**POTENTIAL FOR
EXPANSION**

125 MUNICIPALITIES

Potential of **~570 stores**

~75% in new municipalities

Qualified demand in new municipalities
~R\$ 20 billion

Scale of physical stores **supports digital expansion**

Digital channel: **+20 p.p.** in new municipalities

Data relates to Renner

Qualified Demand (ABC1) for Renner products (Clothing, Personal Care, Accessories, Footwear, Sporting Goods) - Source: IBOPE/IBGE (2021)

Average Monthly Family Income Values - Source: IBOPE/IBGE (2021)

Renner expansion focused on **new municipalities**: Accelerate profitability and return on capital



Store in Campo Mourão, Paraná State

	NOR/m²	Gross margin	SG&A/m²	Total EBITDA Margin
Company (baseline 100)	100%	100%	100%	100%
Stores in new municipalities (20 stores*)	95%	103%	98%	108%

Value Equation

↑ Gross margin

↓ Operational cost

↑ Speed of maturation

↑ CAPEX (15 to 20%)

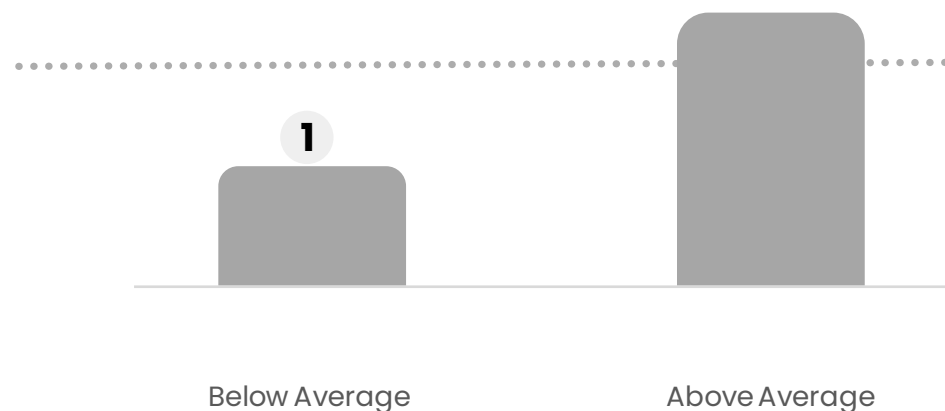
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↑ ROIC greater than the current base

Potential for **productivity** of existing and future stores with optimization of the store base

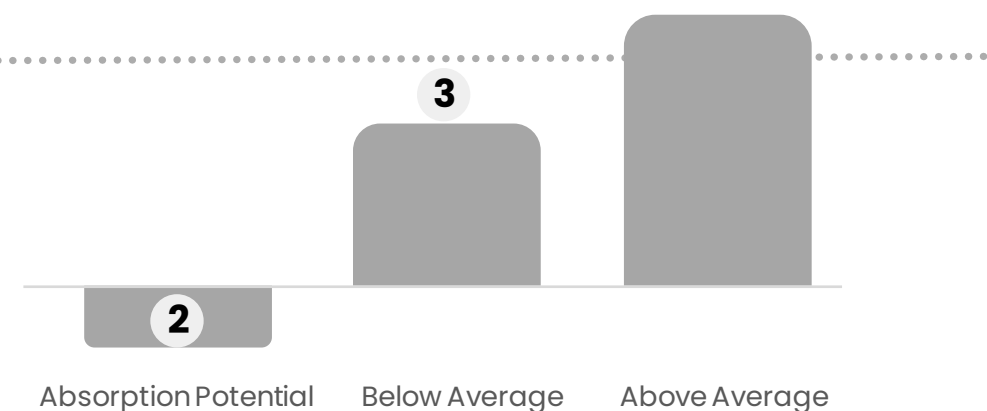
Stores < 5 years

18%



Stores >= 5 years

82%



Value creation

Productivity
Efficiency

*Stores with more than 12 months

Size of the opportunity – EBITDA margin gain

- 1 Maturation of stores + expansion
- 2 Absorptions
- 3 Mature store monetization

Total Potential
~3.5 p.p

Growing scale of digital with gain in profitability

Growth of digital ~2x greater than physical store

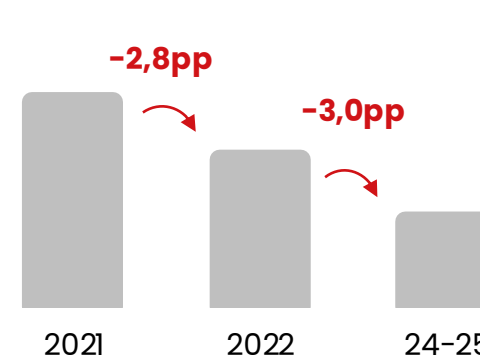
Digital share: ~20%/25% in 3 to 5 years

Development of **digital drives gross omni margin**

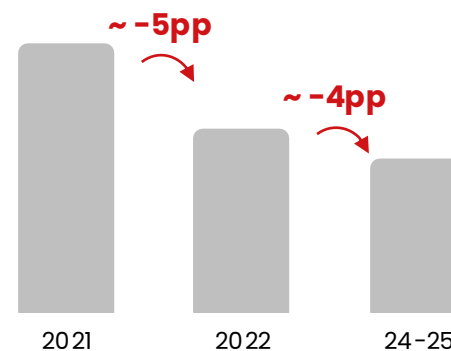
Marketing and freight expenses with **significant gains in efficiency**

SG&A similar to off with sequential evolution of EBITDA Margin

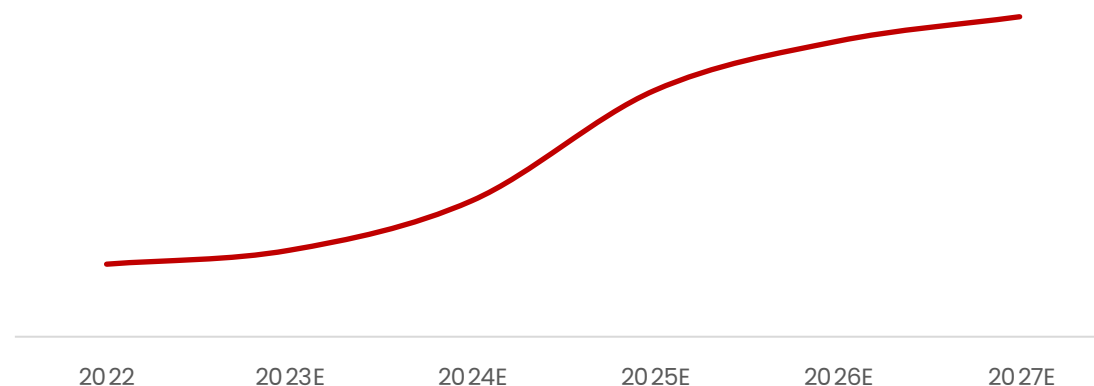
CAC* / digital Sales



Logistic Cost / digital sales



Evolution of digital EBITDA Margin



New DC and logistics transformation generating **gains in productivity, accuracy** and **level of service** in the operation

Roadmap

Efficient fulfillment (DC)

Management of the last mile

Sinergy in transportation



Omni operational efficiency

Lower operational cost

Greater productivity in processing

Greater efficiency of digital freight

(+ service at – cost)
Digital using store supply scale

Reduced lead-time, greater conversion, greater turnover

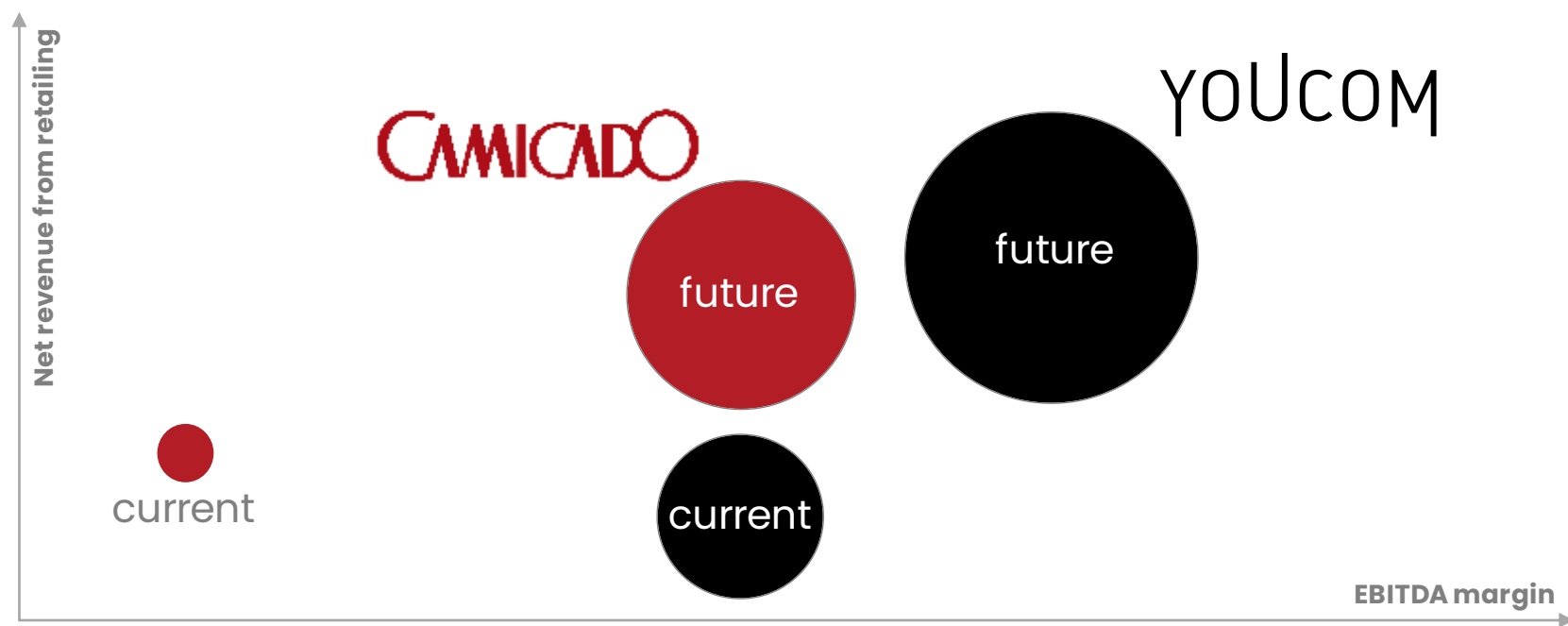
Simplification of the network

Greater precision, lower rupture, lower markdown

100% SKUs operation



Other retailing businesses adding **scale and value**



The other businesses contributing positively to operating cash generation over the next few years

●● Total EBITDA

“Financial Agent” of the Lojas Renner ecosystem

Catalyst of the ecosystem and incremental profitability

- Providing credit will remain relevant to key customer profiles
- Extract value from the customer base: financial solutions and an attractive shopping experience for greater priority
- Drive loyalty and differentiation through the connection with fashion and the ecosystem



- **Realize customer is more profitable and frequent and greater loyalty to the ecosystem drives Realize**

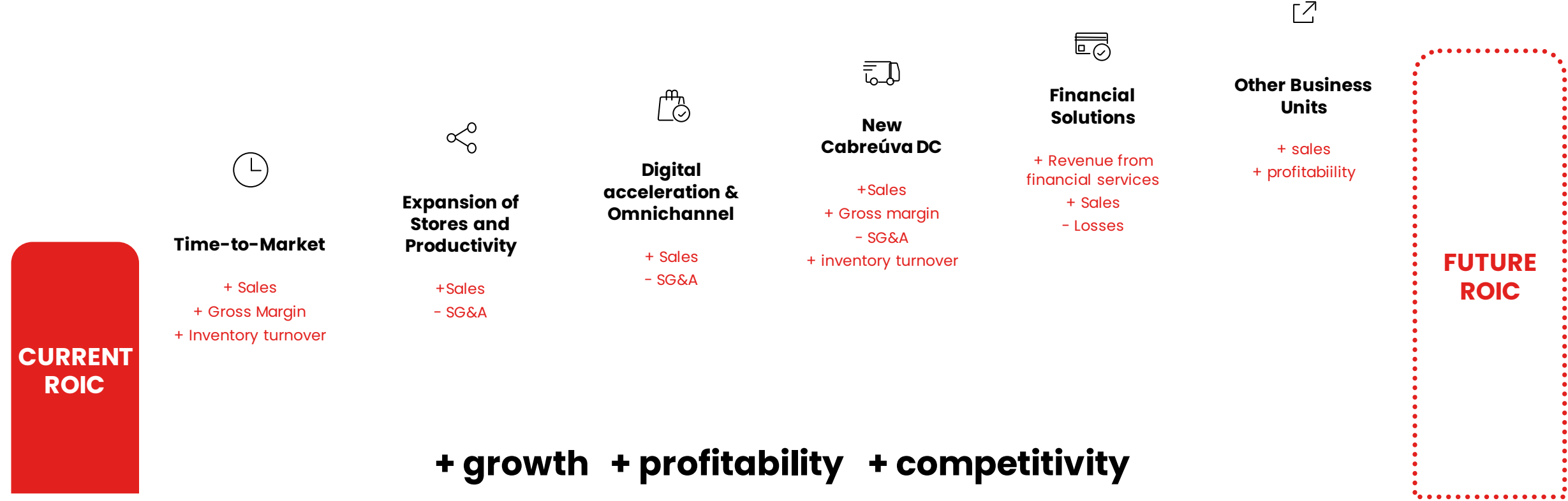
**Lower participation in the total EBITDA although
with ROE above the retailing operation**



Leverages to accelerate growth, reinforce competitiveness and drive profitability and **value creation**

Reference in
fashion and lifestyle

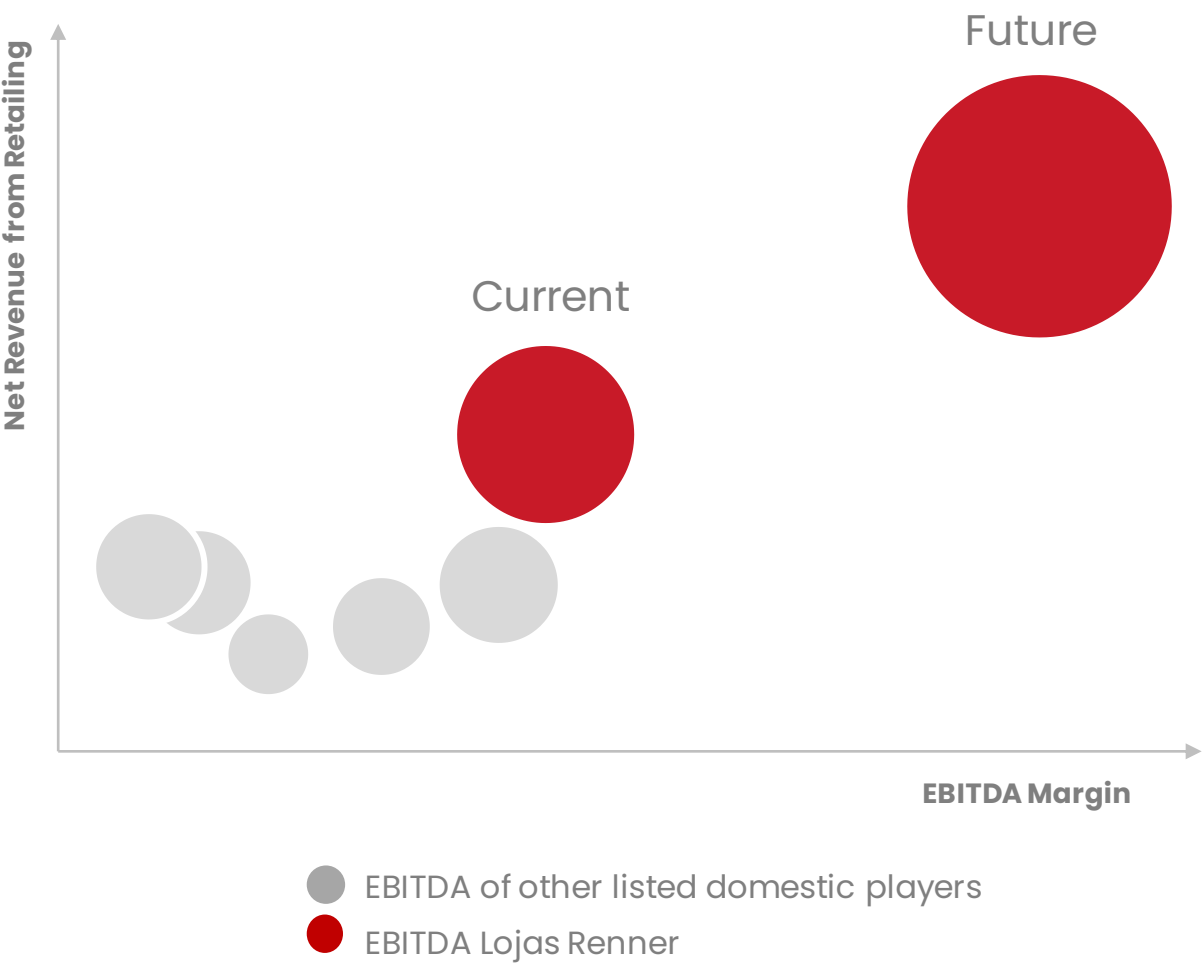
Reference in
enchancing experiences



To continue **leading the market** both in scale and cash generation



Net Revenue from Retailing x EBITDA Margin x EBITDA FY23



And we have many opportunities going forward...

Immediate Opportunities (on-going)

- Assortment: agility and complementarity
- Expansion / Absorption of stores
- Store digitalization and omni-integration
- Greater share of digital GMV
- Structural improvement and productivity gains
- Better levels of logistical service
- Larger omni-customer base
- Greater lifetime value
- Personalization: improvement in stickiness and relevance

Future Opportunities

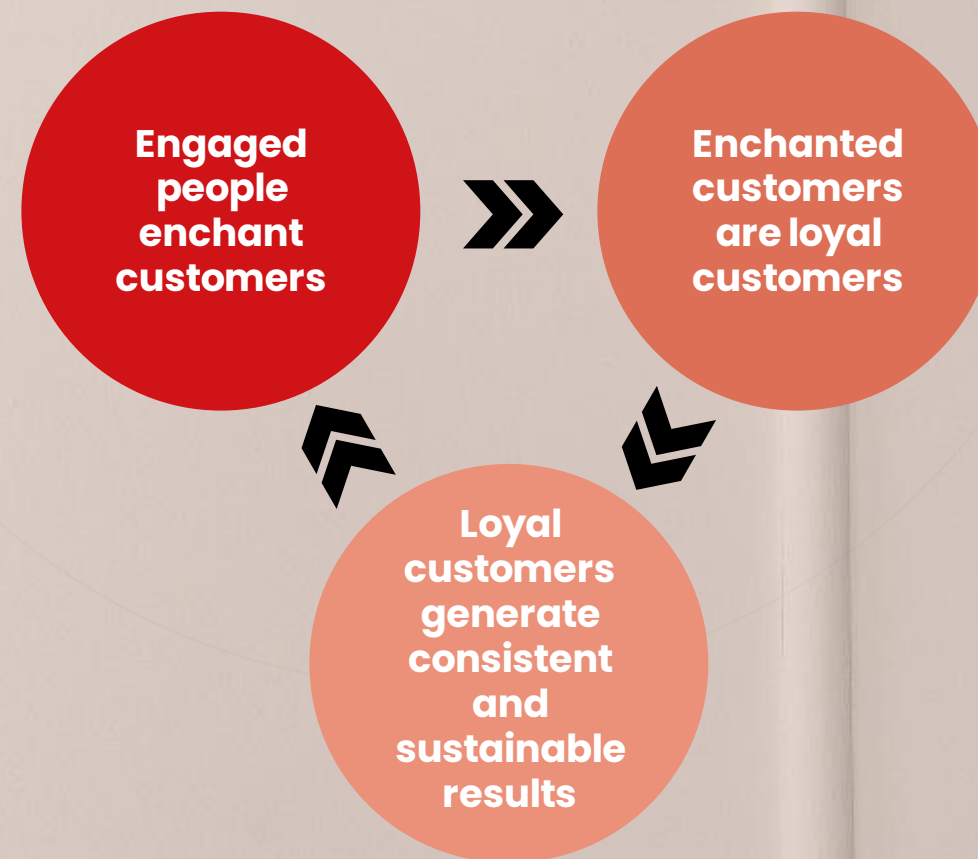
- Specialized brands in lifestyles
- Internationalization
- Additional revenues
- Complementary portfolio
- RX Ventures: investing today in the advantages of tomorrow



...to increasingly potentialize customer **enchantment**
and **generate return** for our shareholders



Enchantment is our essence



A man and a woman are running through a field of tall grass under a clear blue sky. The man, on the left, is wearing a denim jacket and looking upwards with a smile. The woman, on the right, has long, curly red hair and is wearing a denim jacket with a matching belt, also smiling and looking upwards. The image is split into four quadrants by a white grid.

Reference in ESG

Reference in Sustainable Fashion

Environmental, Social and Corporate Governance



1ST BRAZILIAN CORPORATION

Entry in Novo Mercado segment

1st woman on the BD

Different executives in the Presidency of the BD and in the Executive Board

Foundation of Lojas Renner institute

Creation of the Sustainability Committee

1st company in Brazil to use the Public Proxy Request

Creation of the Compliance area

Sustainability as corporate value

IPO

1967

J.C. Penney acquires controlling interest

1998

2005

2008

2010

2013

1965

CONSTITUTION OF LOJAS RENNER S.A.

1991

1st Independent Board Member
Professionalization of management

1999

Founding member of the Brazilian Textile Retail Association - ABVTEX

2006

1st Brazilian Company to make available the AGM Manual
Permanent Fiscal Council

2009

Formal evaluation of the BD
Governance Portal

2011

Beginning of the EcoEstilo program (reverse logistics)

2015

Governance, Risk and Compliance Policy
Related Parties Policy
Compliance Program

Strategic guidelines
for responsible fashion
Sustainability in the
mission 100% of
emissions neutralized

2016

1st company to publish the
Governance Report and with the
highest number of subscribers
Creation of the CG Secretariat
Public commitments 2021
Selo Re launches
Re Jeans: circular economy

2018

Women on Board's
adhesion (min. of 2
female members)
Whistleblower Channel
becomes outsourced
and independent

2020

CG Area – Governance Officer
Board's Competence Matrix
Sustainability Strategy 2030
1st traceable jeans in Brazil
Approval of science-based CO2
reduction targets – SBTi

2022

2017

Environmental
assessment in audits
of resale suppliers
Cleaner Production
Program

2019

1st individual
election of the
Board
CEO succession
Re Malha: circular
economy

2021

Officers' Remuneration tied
to ESG targets
1st ESG day

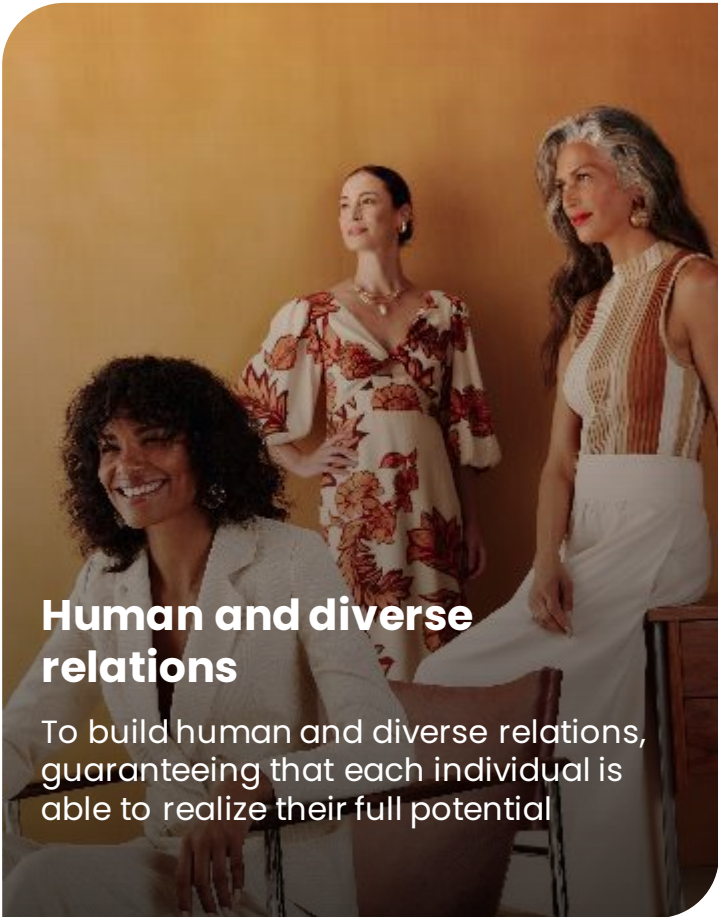
2023

Broadening of diversity criteria for
the BD, also applied to the
Executive Board
Inclusion of a minimum
attendance requirement and a
limit on concurrent terms of office
for the BD
A List CDP Climate Change

ESG performance is part of our history



In 2022, we announced a **new cycle of sustainability public commitments** by 2030, divided into **three key pillars** and 12 objectives



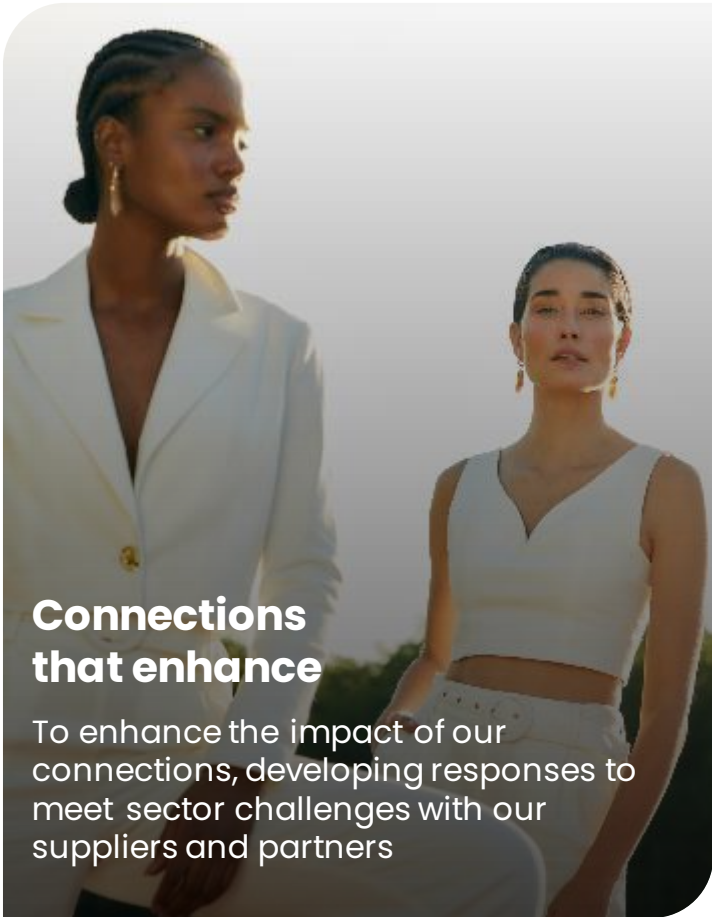
Human and diverse relations

To build human and diverse relations, guaranteeing that each individual is able to realize their full potential



Climatic, circular and regenerative solutions

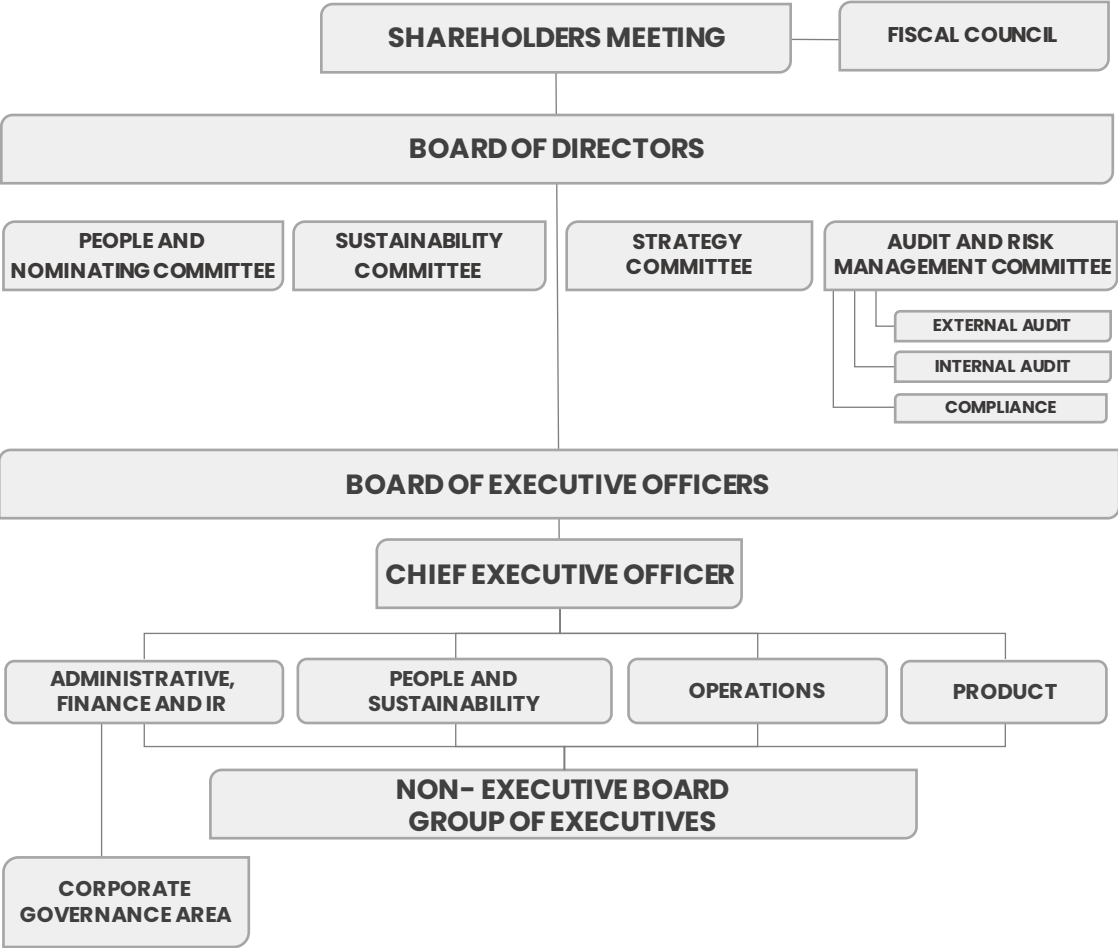
To advance in building a circular, regenerative and low carbon business, stimulating and making it possible for our customers to make conscious choices



Connections that enhance

To enhance the impact of our connections, developing responses to meet sector challenges with our suppliers and partners

We have a corporate governance structure aligned to shareholder interests



88% independence of the BD

25% of women on the BD

Formal **evaluation** of BD, Committees and Executive Board

Permanent Fiscal Council

ESG targets for **100%** of the Executive Board

40% women on the Executive Board

Considers the date of Dec.2023



With **robust practices implemented**, considered a **benchmark** in the market

Novo Mercado listing

100% common shares

Whistleblowing channel

outsourced and independent

Corporate Governance Area

Governance Officer

100% Independence

in the People and Nominating & Audit and Risk Management committees

Statutory committee

of Audit and Risk Management

Governance Portal and secretary

for Boards/Councils and Committees

Poison pill

Mechanism for protection of shareholders

Women on board

At least 2 women on the BD

Long-term incentive plans

for executives

Different executives

as CEO and Chairman of the BD since 2005

ESG remuneration (since 2017)

As from 2021, 100% of the Officers with remuneration linked to ESG targets

GOVERNANCE REPORT

1st company to publish in 2018

Greatest **adhesion** since 1st report

98.1% adhesion since 2019

Our commitment to best ESG practices has been **recognized** in several rating agency indices and evaluations

MAIN RECOGNITIONS

ISEB3

1st in retailing
2nd in the general ranking

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

1st in fashion retailing
2nd in general retailing

MSCI
ESG RATINGS

AAA Rating
11st in the Supply Chain Labor
Standards category

ISS ESG

C+ Rating



13th consecutive year submitting
information to CDP Climate Change with
an A rating and 1st year submitting
information to the Water Security
questionnaire, with an A- rating



Prime Status
Peer Group Leader



Estadão Empresas Mais
TOP 5 in Corporate Governance



ANEFAC Transparency Trophy

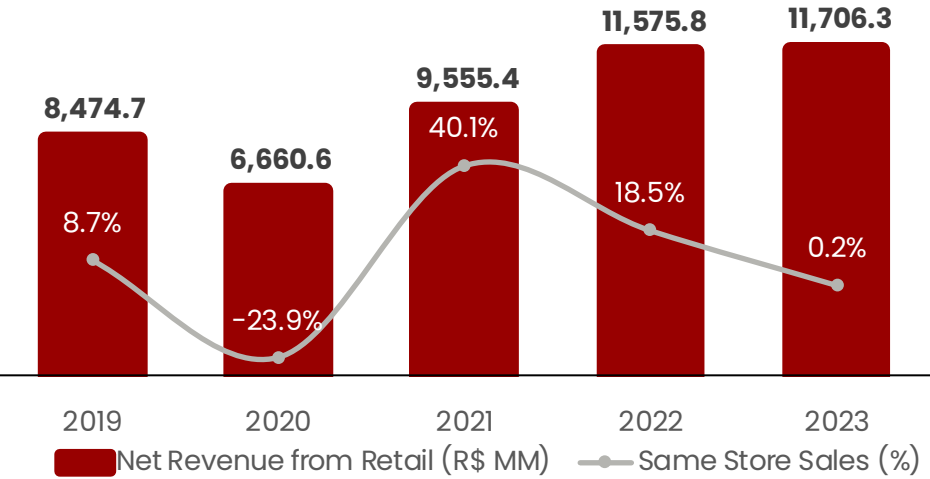
1st place in the Net Revenue category from R\$5 billion to R\$20 billion referring to the 2022 Financial Statements



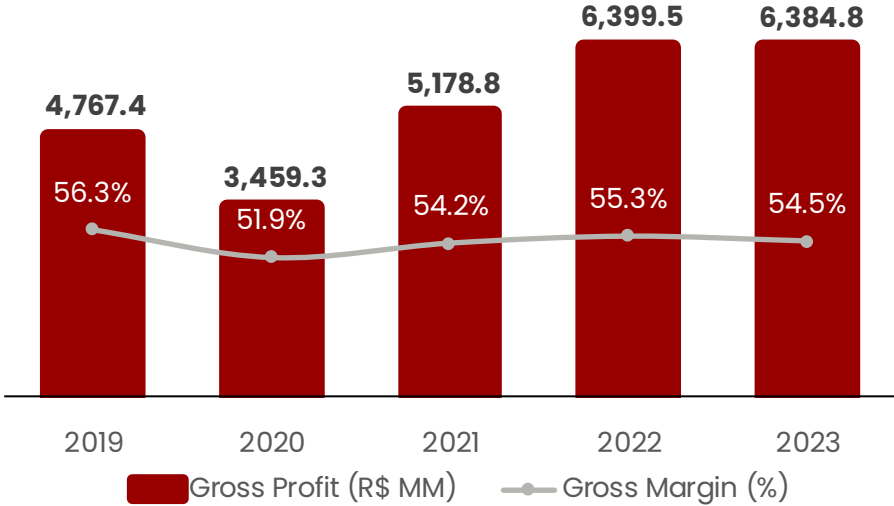
APPENDIX

Consolidated numbers

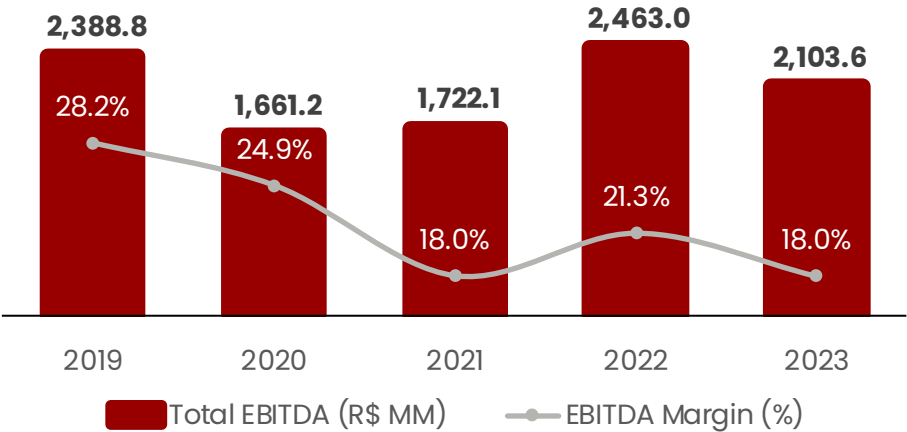
NET REVENUE FROM RETAIL
CAGR (2019 – 2023) = 8.4%



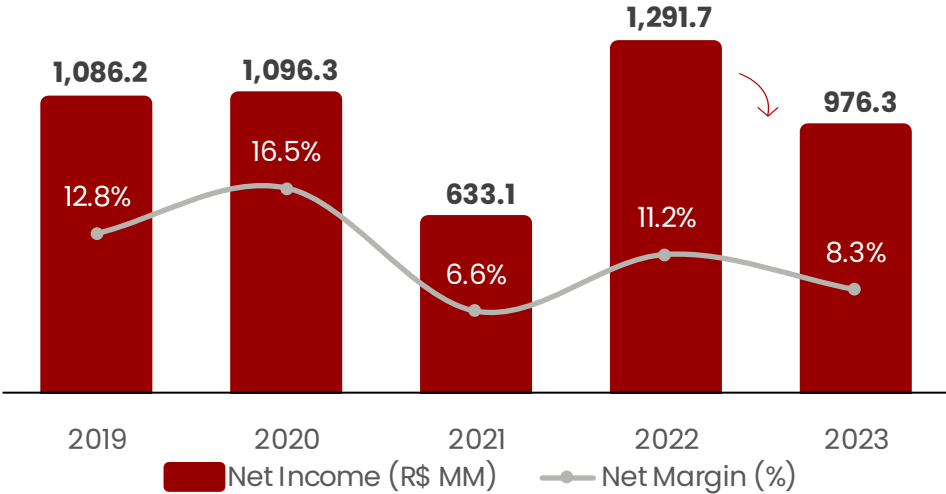
GROSS PROFIT FROM RETAILING
CAGR (2019 – 2023) = 7.6%



ADJUSTED TOTAL EBITDA (POST IFRS 16)
CAGR (2019 – 2023) = -3.1%

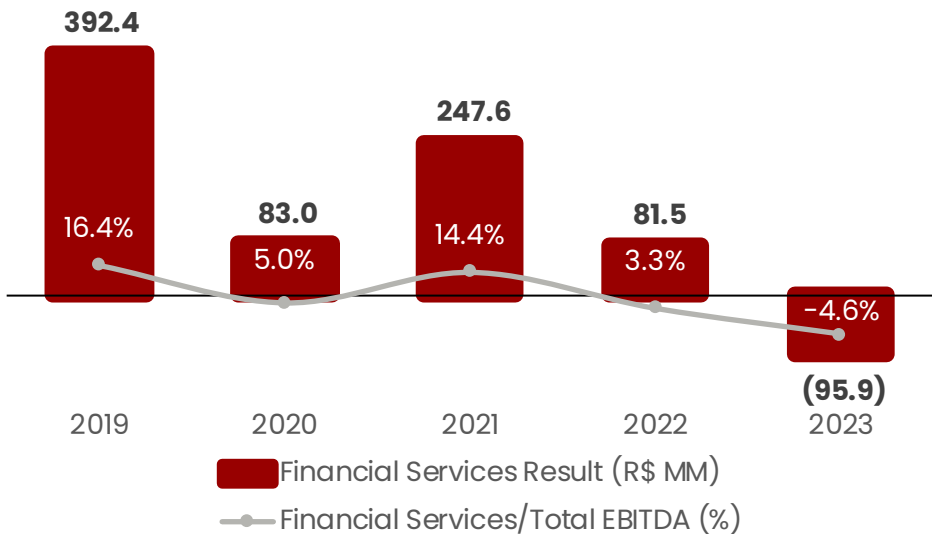


NET INCOME
CAGR (2019 – 2023) = -2.6%

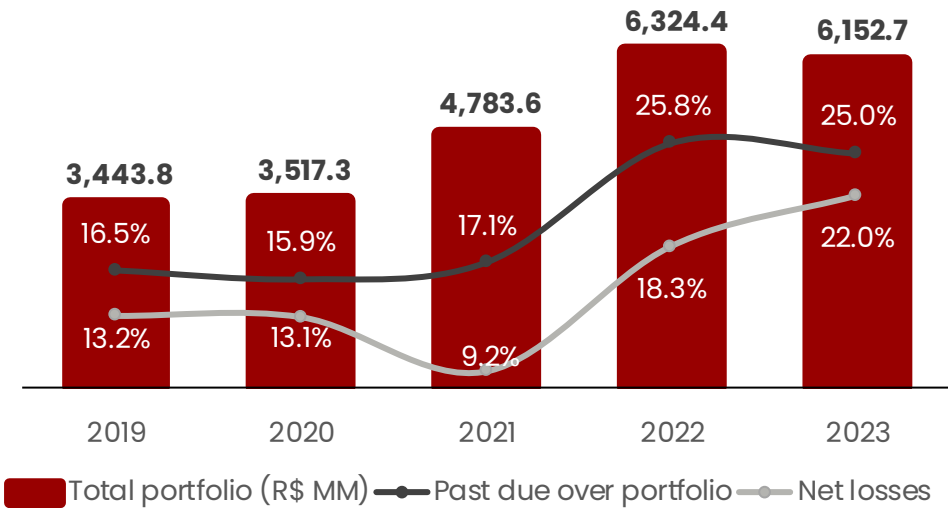


Consolidated numbers

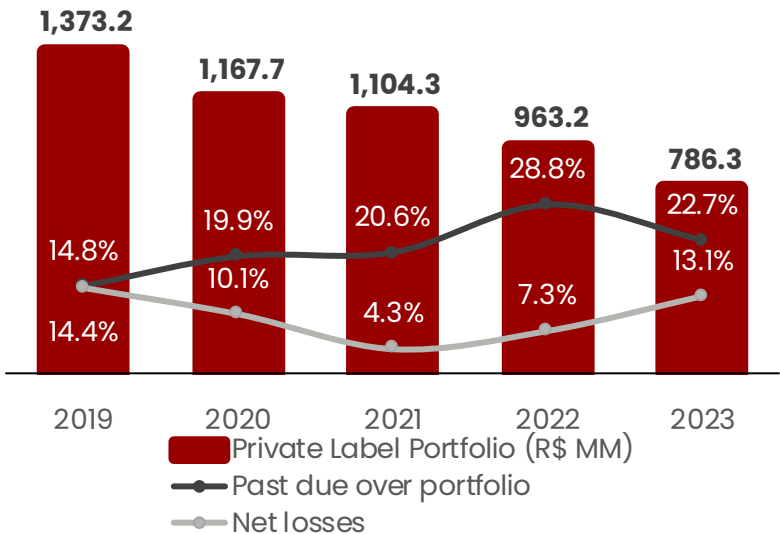
FINANCIAL SERVICE RESULTS



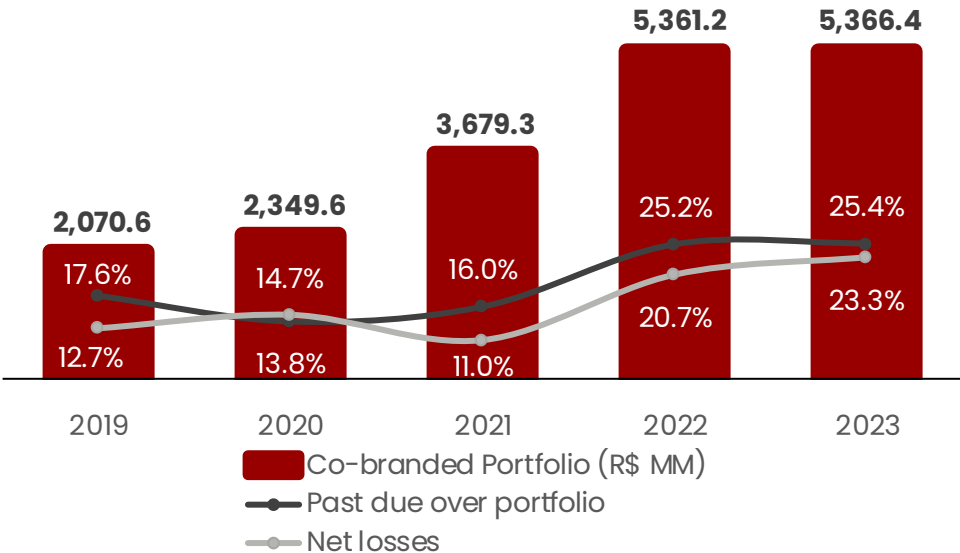
DELINQUENCY RATES – TOTAL PORTFOLIO



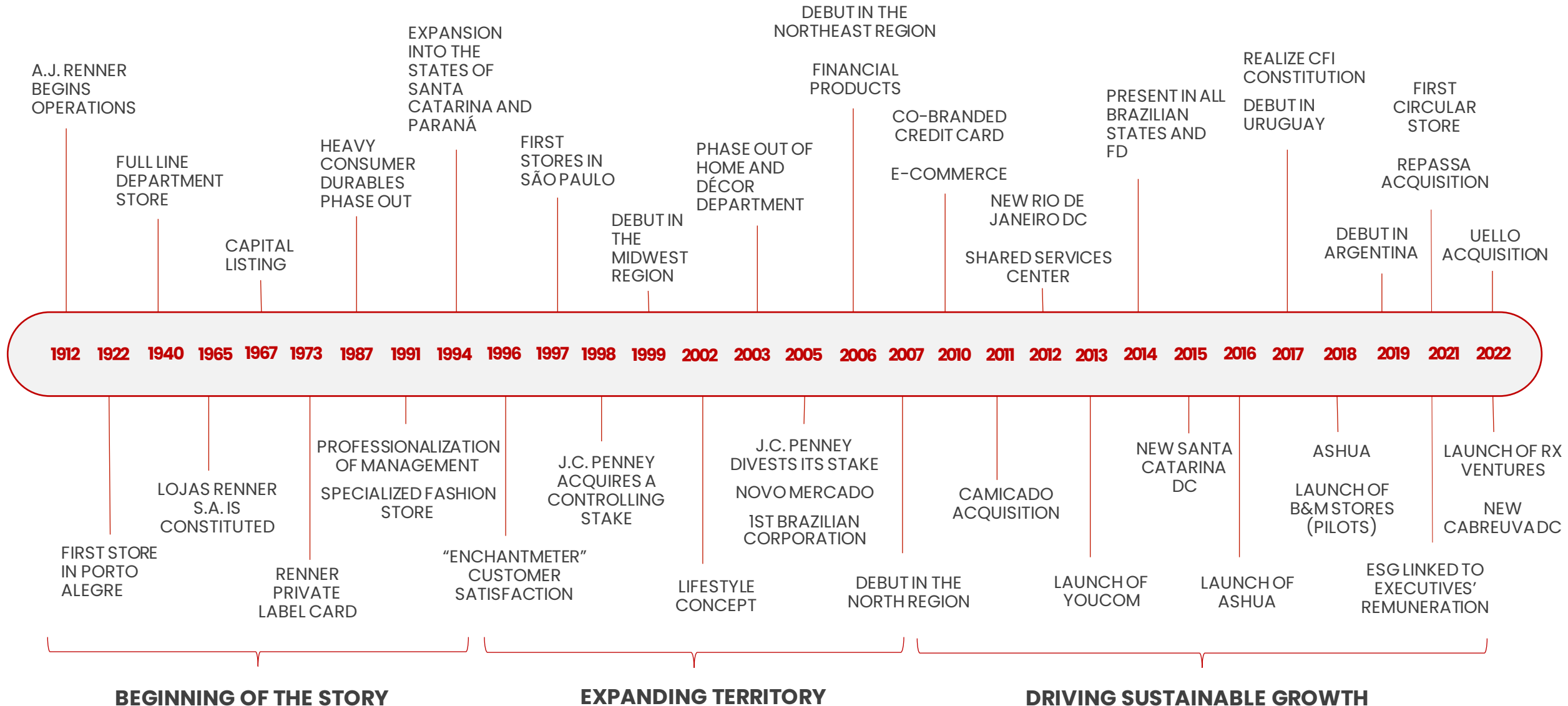
DELINQUENCY RATES – RENNER CARD



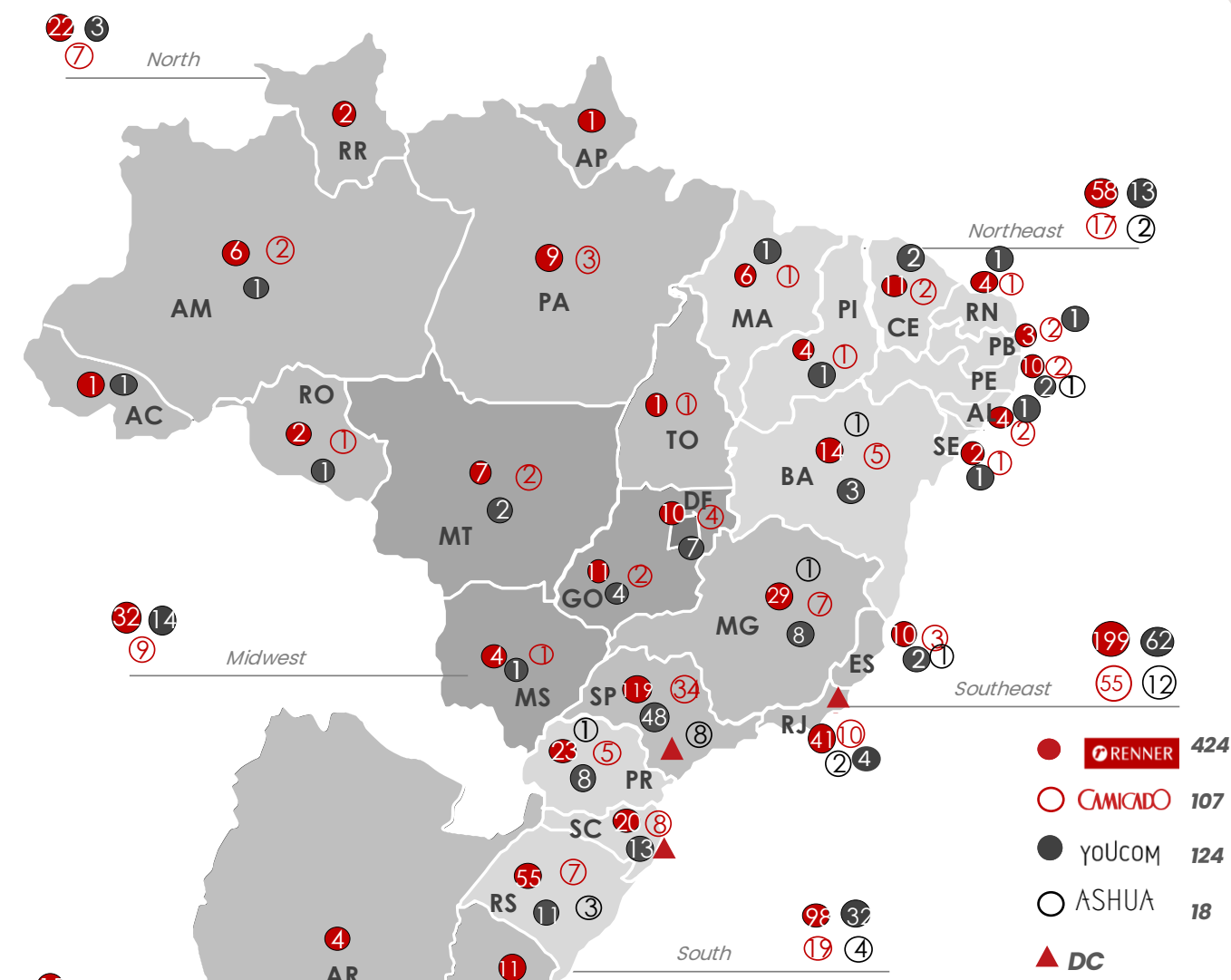
DELINQUENCY RATES – CO-BRANDED



Company background



Where we are



As of December 31st, 2023

Fashion is our core, and the **lifestyles** are the main collection segmentation strategy

4 Lifestyles
Proprietary brands



NEO TRADITIONAL



GLAMOUR



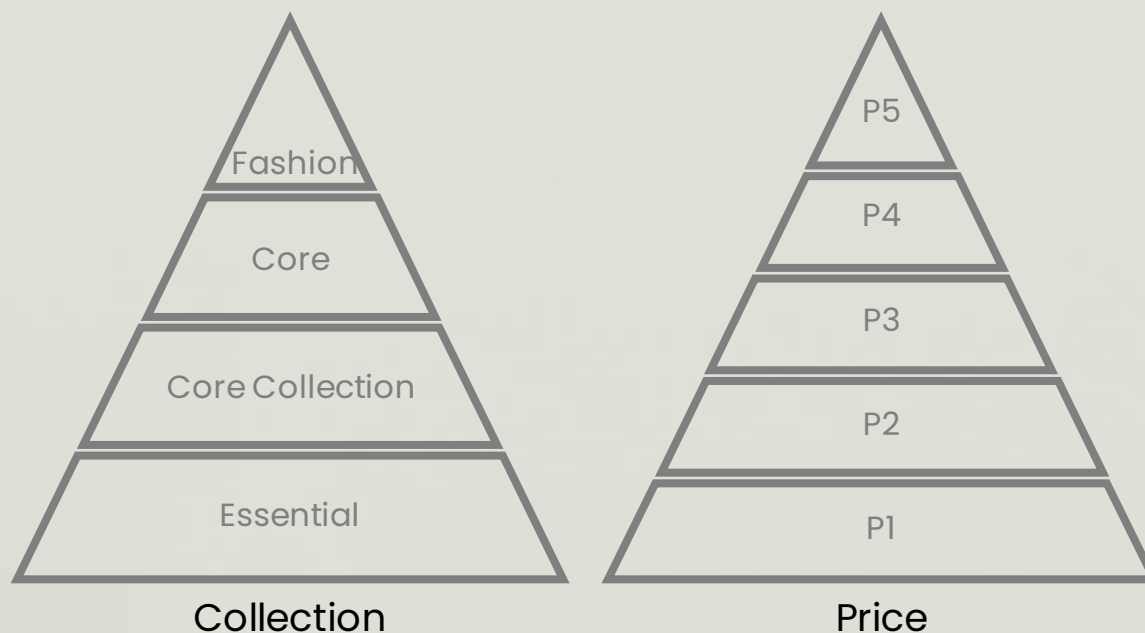
MODERN



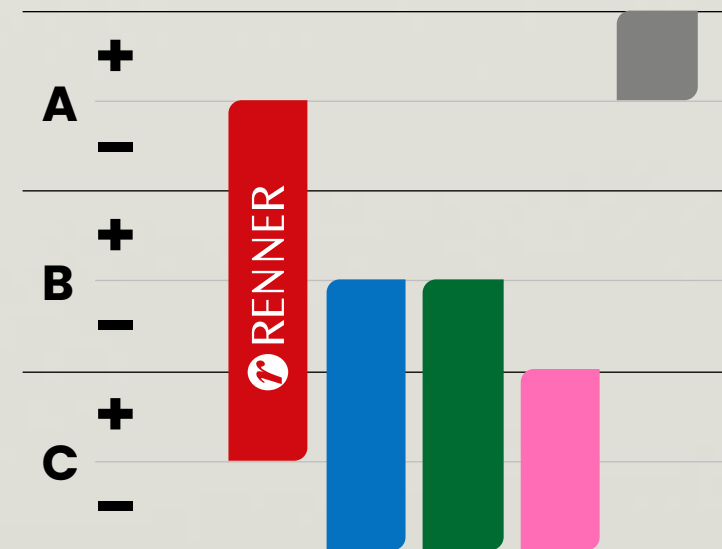
YOUNGERS

Clear value proposition and **consistent** positioning

Value proposition



Market Positioning (Social Classes)





CFO and IRO

Daniel Santos

Investor Relations

Carla Sffair

Maurício Töller

Luciana Moura

Caroline Luccarini

ri@lojasrenner.com.br

Corporate Governance

Diva Freire

Bruna Miranda

gc@lojasrenner.com.br

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