



Institutional presentation

LOJAS RENNER S.A.

 RENNER

CMICADO

youcom

realize

ASHUA

repassa

Overview



6 RECOGNIZED BUSINESS

Renner, Camicado, Youcom, Ashua, Realize e Repassa



663 STORES

421 Renner (in Brazil, Uruguay and Argentina)
107 Camicado / 118 Youcom / 17 Ashua



4 DISTRIBUTION CENTER

SP, SC and RJ automated



26.2 THOUSAND in 2022

employees



+20 PROPRIETARY BRANDS

(Renner, Camicado, Youcom, Ashua)



R\$ 15.2 bi in 2022

GMV Total¹



15%

online penetration



1ST IN THE APPAREL INDUSTRY IN BRAZIL

Total GMV¹



18.7 MM em 2022

active customers in the ecosystem



R\$ 6.2 BI

Realize portfolio



+900 MM in 2022






online visits



+13 MM em 2022

App downloads

Our businesses

RETAIL					
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	B and C+
Age	A-, B and C+	A-, B and C+	A-, B and C+	A-, B and C+	B and C+
Social Classes					
Stores	421	107	118	17	Available at 62 Renner stores
% Net Revenues 2022	92%	5%	3%	Consolidated on Renner's income statement	Consolidated on Renner's income statement

FINANCIAL SERVICES

realize

Realize is a fintech specialized in fashion and lifestyle that supports the loyalty and convenience of our customers, supporting the Company's retail operation

ECOSYSTEM ENABLER

U E L L O

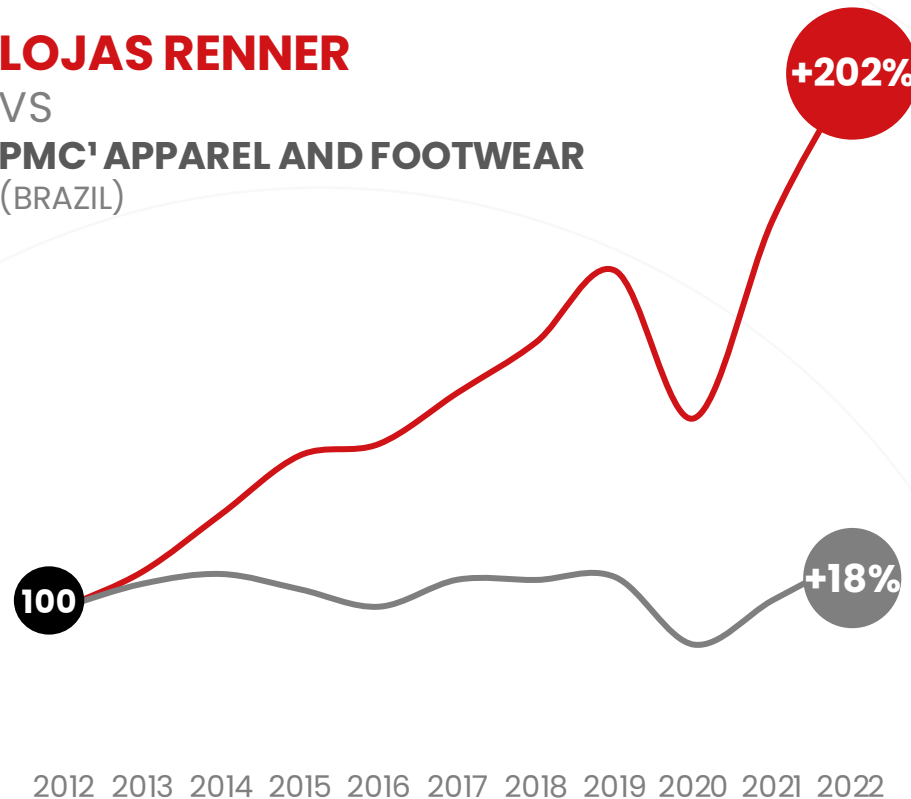
Digital native Logtech founded in 2017, focused on optimizing corporate deliveries, through partners and hubs

A track record of strong **value creation** for consumers and shareholders

LOJAS RENNER

VS

PMC¹ APPAREL AND FOOTWEAR
(BRAZIL)



¹ IBGE's Monthly Retailing Index for Apparel

NET OPERATING
REVENUE FROM
RETAILING

13.6%

CAGR 2012-19

12.8%

CAGR 2012-22

GROSS
MARGIN FROM
RETAILING

56.3%

+3PP 2019
VS 2012

55.3%

+2PP 2022
VS 2012

TOTAL ADJUSTED
EBITDA
(PRE-IFRS)

15.5%

CAGR 2012-19

9.4%

CAGR 2012-22

NET
INCOME

17.3%

CAGR 2012-19

13.8%

CAGR 2012-22

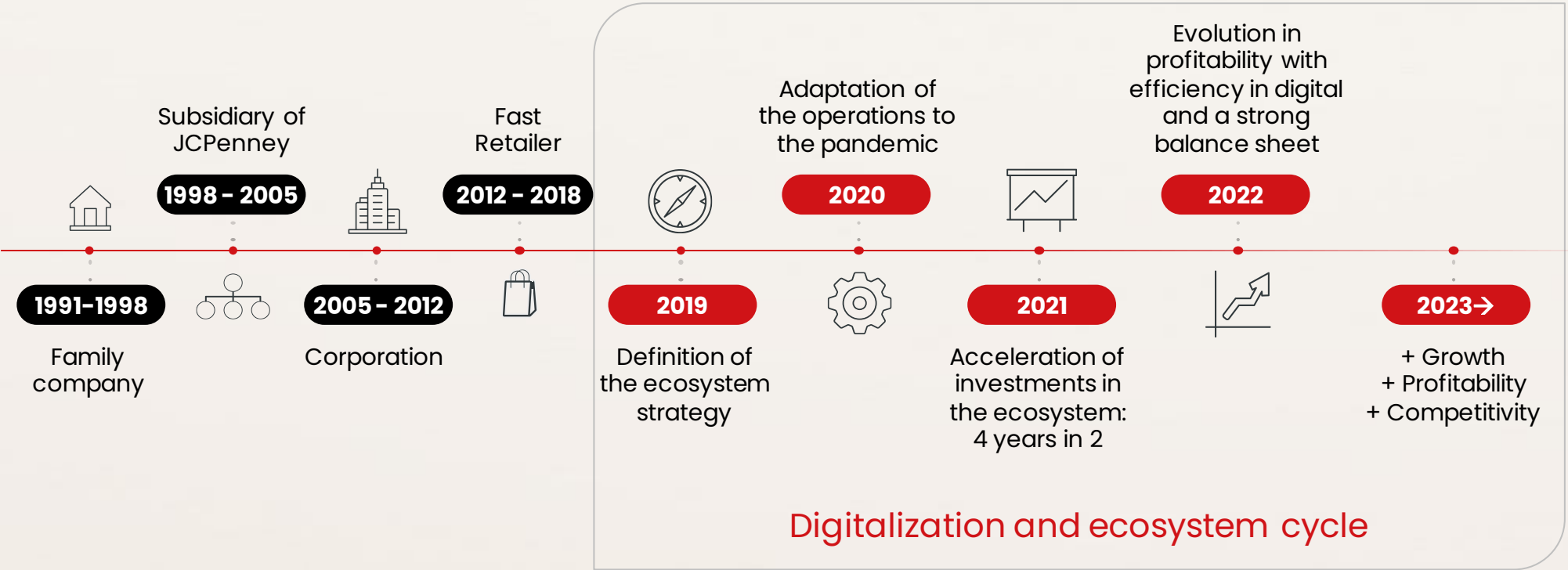
Proprietary and differentiated operational model that enabled **strategic and competitive advantages** over other players and consistent creation of value

- 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

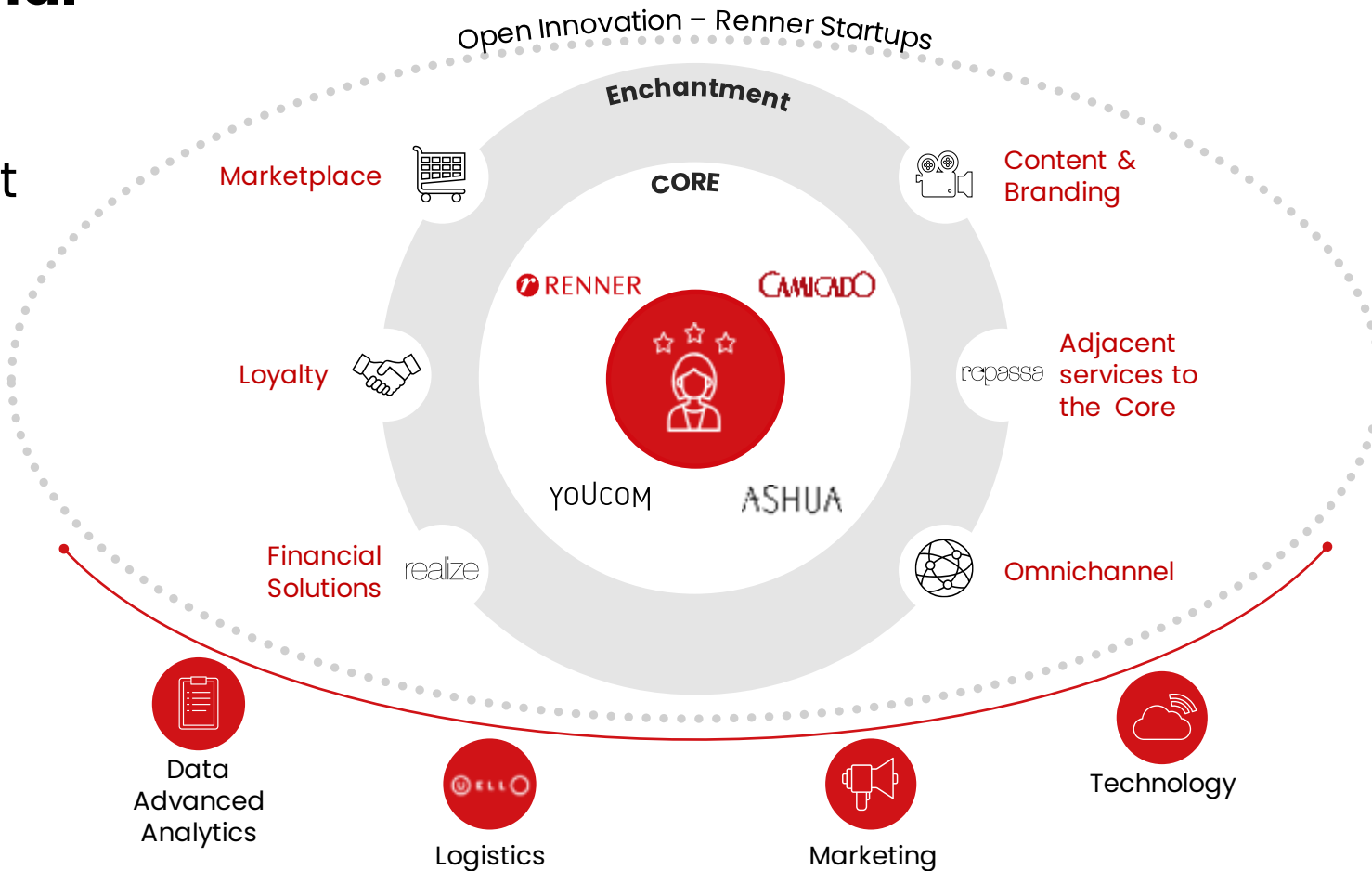
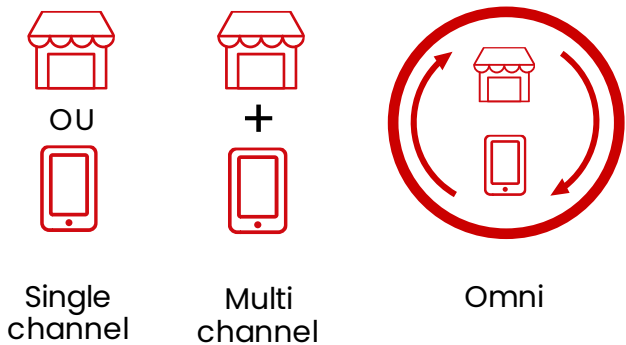
To deliver the best experience in fashion and retail to the middle/high segment, enchanting our customers with quality products and services at competitive prices through an innovative and sustainable ecosystem

Characterized by **different business and investment cycles**



Continuous development in the business and operational models for differentiation:

fashion and lifestyle ecosystem designed to increasingly enchant the customers

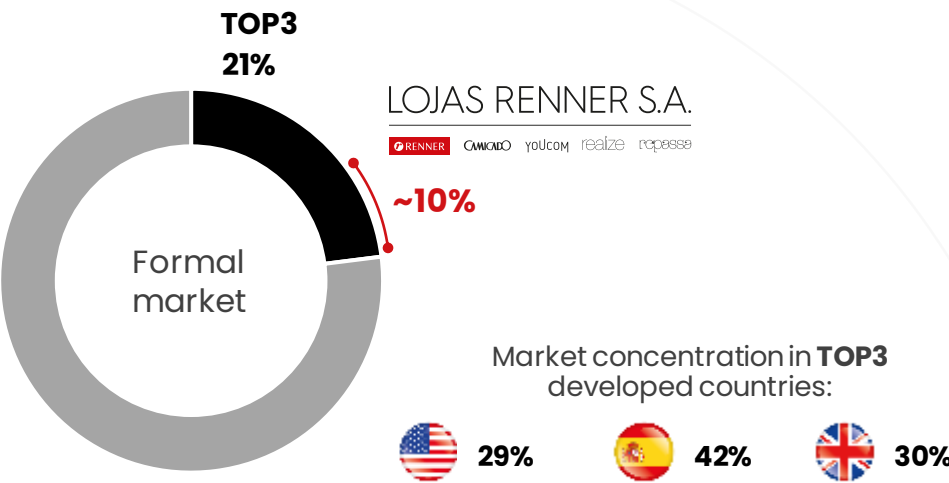


Ambition: to be the Fashion and Lifestyle ecosystem leader in Latin America

Growth opportunities ahead with additional consolidation

Brazilian fashion market is large and still fragmented

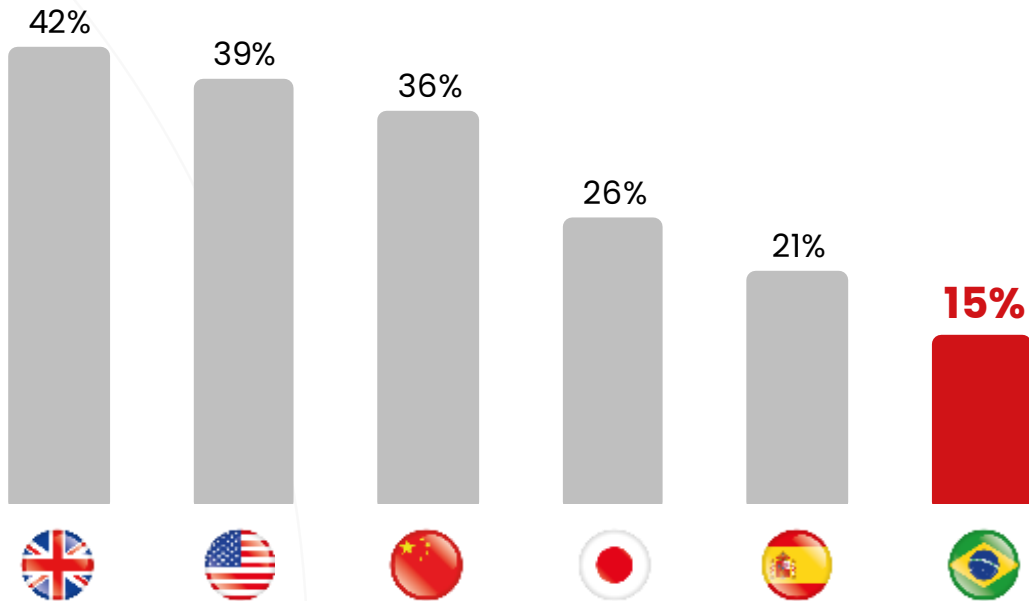
Lojas Renner is leader in the specialized fashion market in Brazil



Source: Euromonitor 2022 and company estimates; considers on and off apparel and footwear market

Digital penetration in the fashion business is still low, excellent opportunity for an omni player

Digital penetration in the 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

Opportunistic absorptions for productivity gains



Digital acceleration & omnichannel

Efficiency

Level of service

Spending

Purchasing frequency



New DC

Velocity

Efficiency

Accuracy

Service level

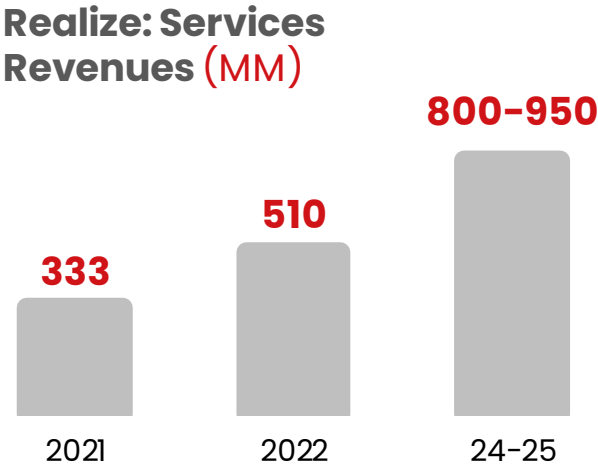
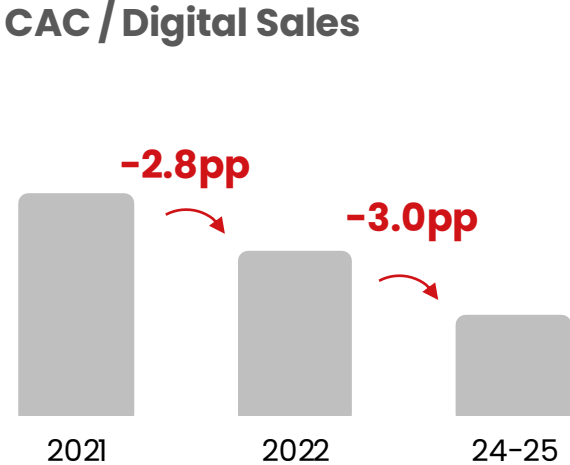
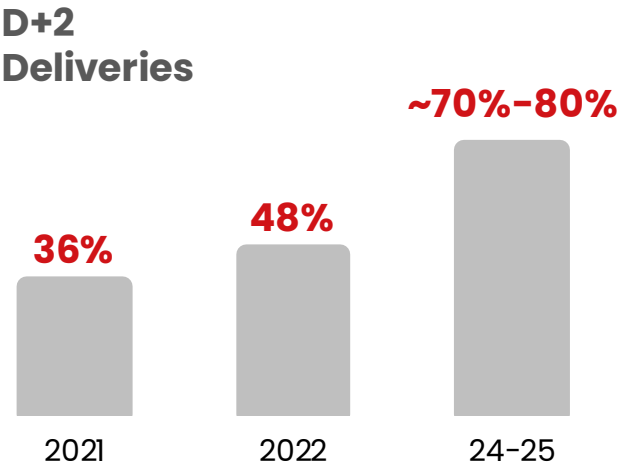
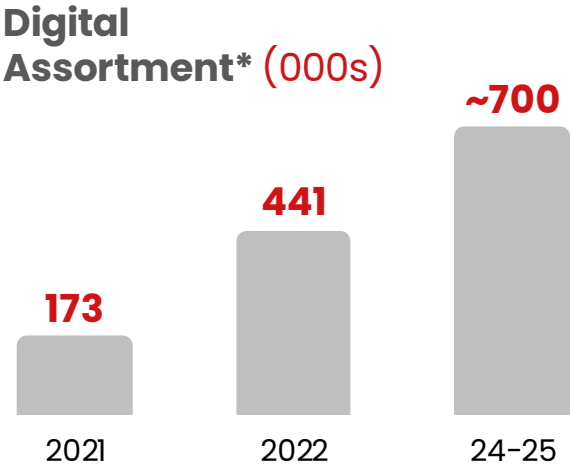
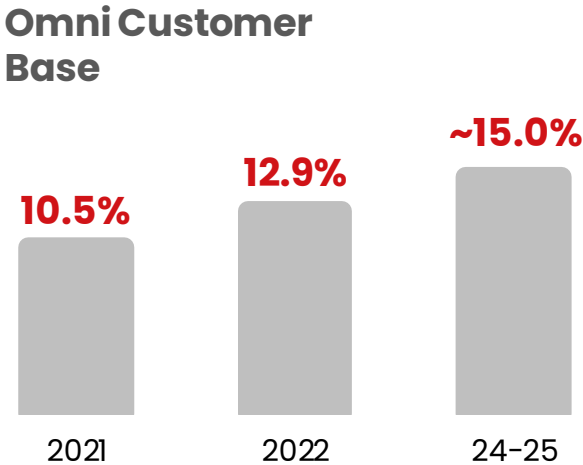
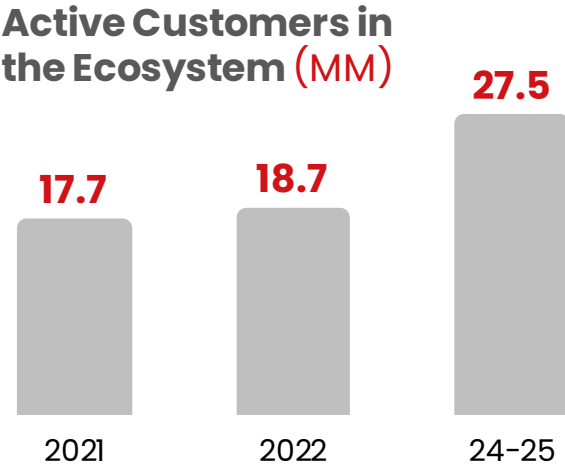


Financial solutions

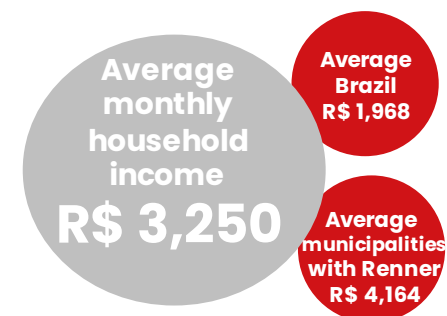
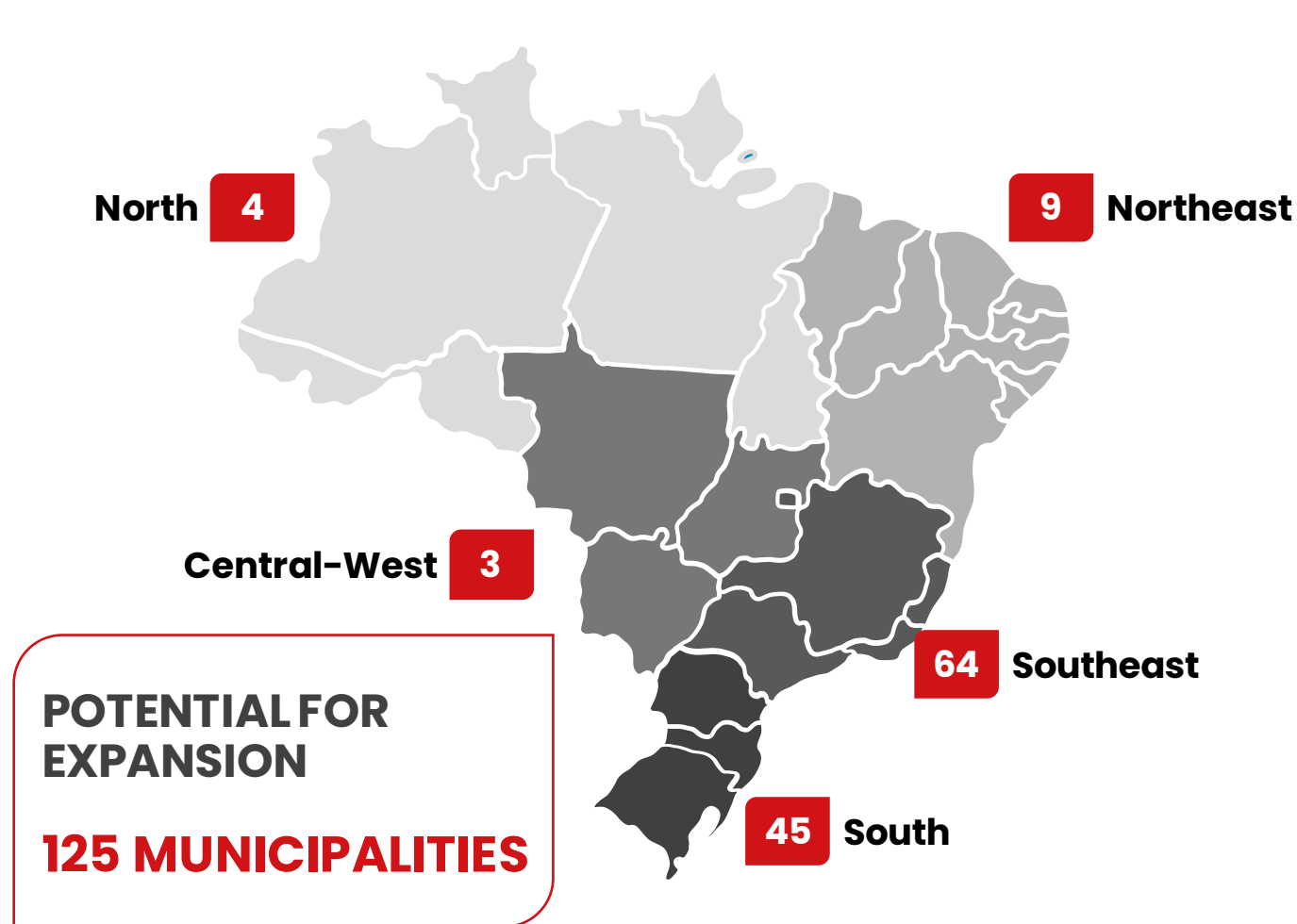
Ecosystem integration

Customer base

We have already evolved on this journey...



Expansion of the omni experience



Potential of **~570 stores**

170 new 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 (ABCI) 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%)

=

↑ ROIC greater than the current base

Fashion execution and “Time to Market”

**4.0 Product
Data & Analytics &
digital**

**Integration
of the chain**

**Personalization in
assortment**

**Greater
assortment**

+ Accuracy

+ Velocity

+ Frequency of purchasing

=

+ Sale

+ Gross margin

+ Inventory turnover

Growing scale of digital with gain in profitability

Growth of digital ~2x greater than physical store

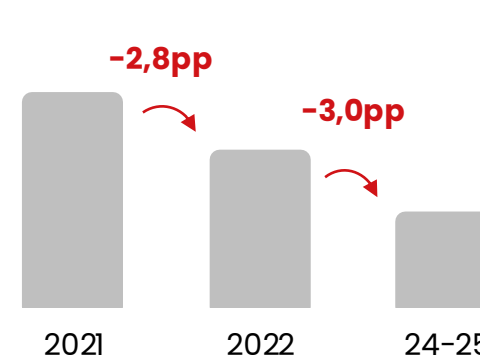
Digital share: ~20%/25% in 3 to 5 years

Development of **digital drives gross omni margin**

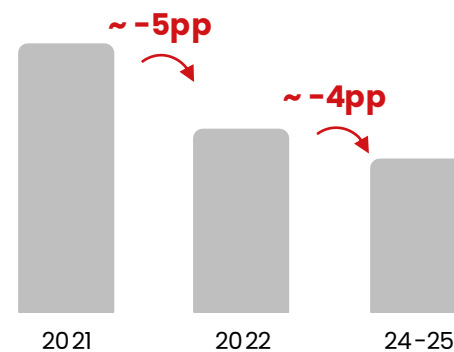
Marketing and freight expenses with **significant gains in efficiency**

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

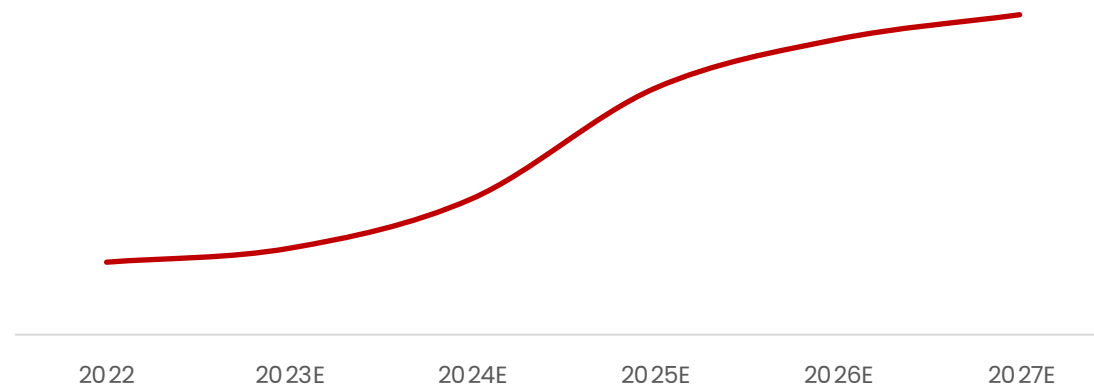
CAC* / digital Sales



Logistic Cost / digital sales



Evolution of digital EBITDA Margin



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

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

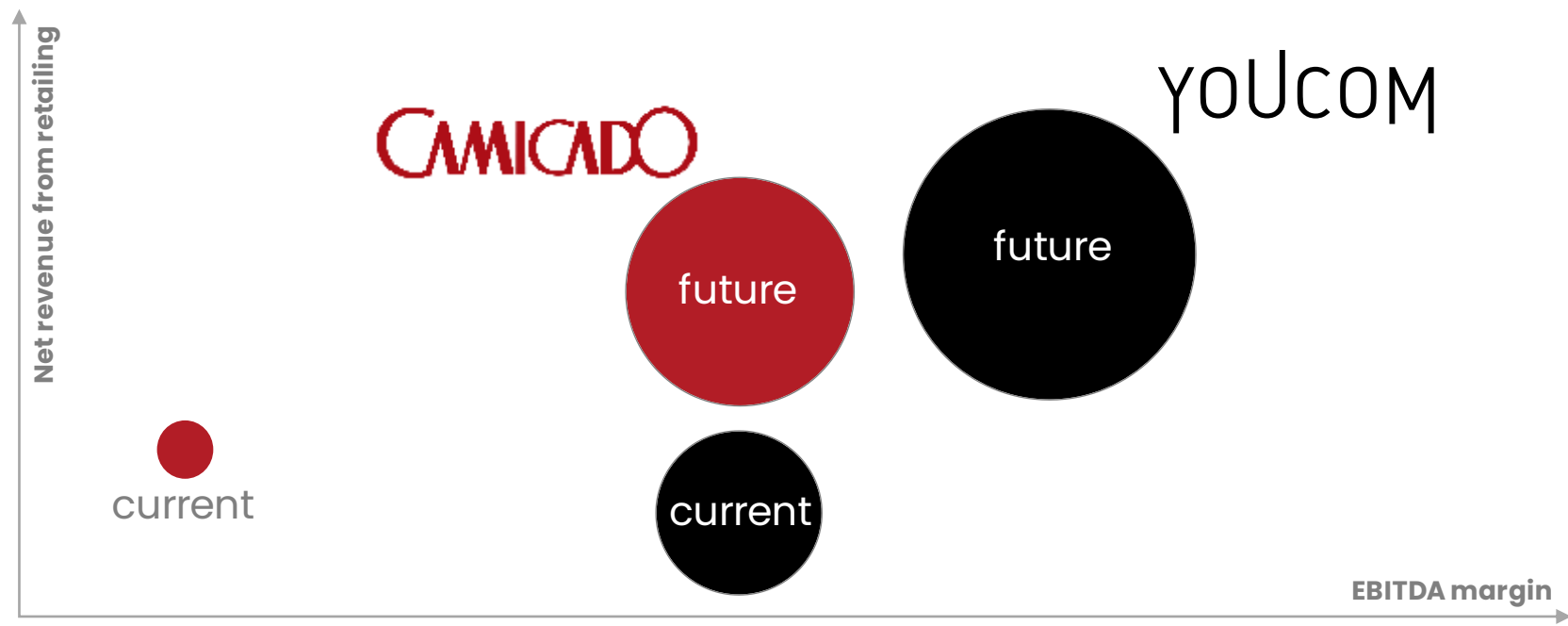
Reduced lead-time, greater conversion, greater turnover
Simplification of the network

Greater precision, lower rupture, lower markdown
100% SKUs operation



Potential total benefit of the DC
1.5 to 2 p.p. in EBIT/NOR

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**
- **Benefit for all the retailing businesses, sellers and suppliers**

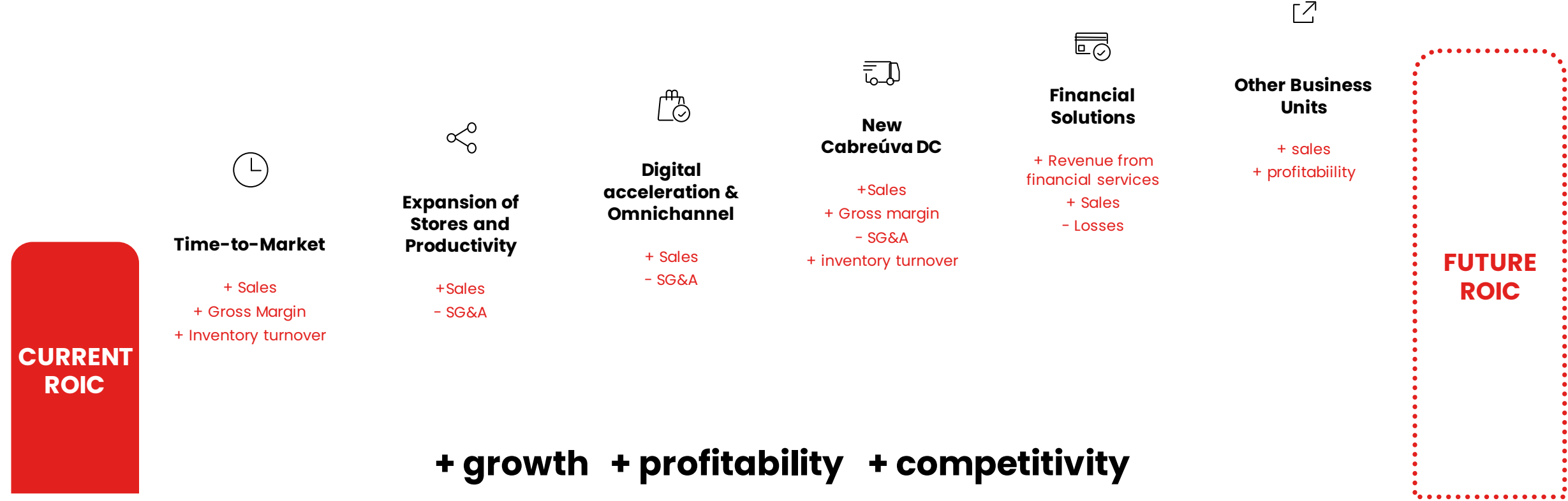
**Lower participation in the total EBITDA although
with ROE above the retailing operation**



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

Reference in
fashion and lifestyle

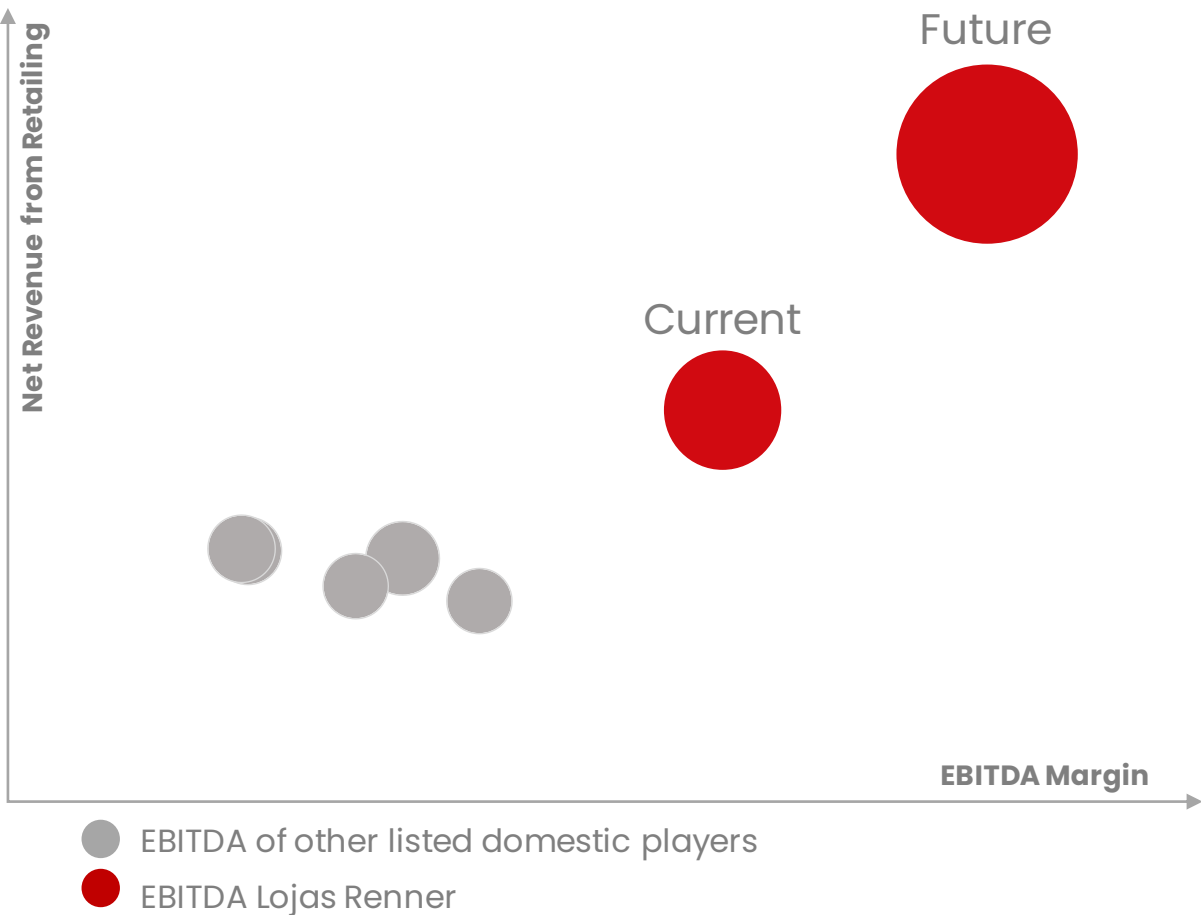
Reference in
enchancing experiences



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



Net Revenue from Retailing x EBITDA Margin x EBITDA FY22



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 (e.g. services to sellers)
- To complement the portfolio (organically and inorganically)
- RX Ventures: investing today in the advantages of tomorrow



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

+ growth
+ profitability
+ competitiveness



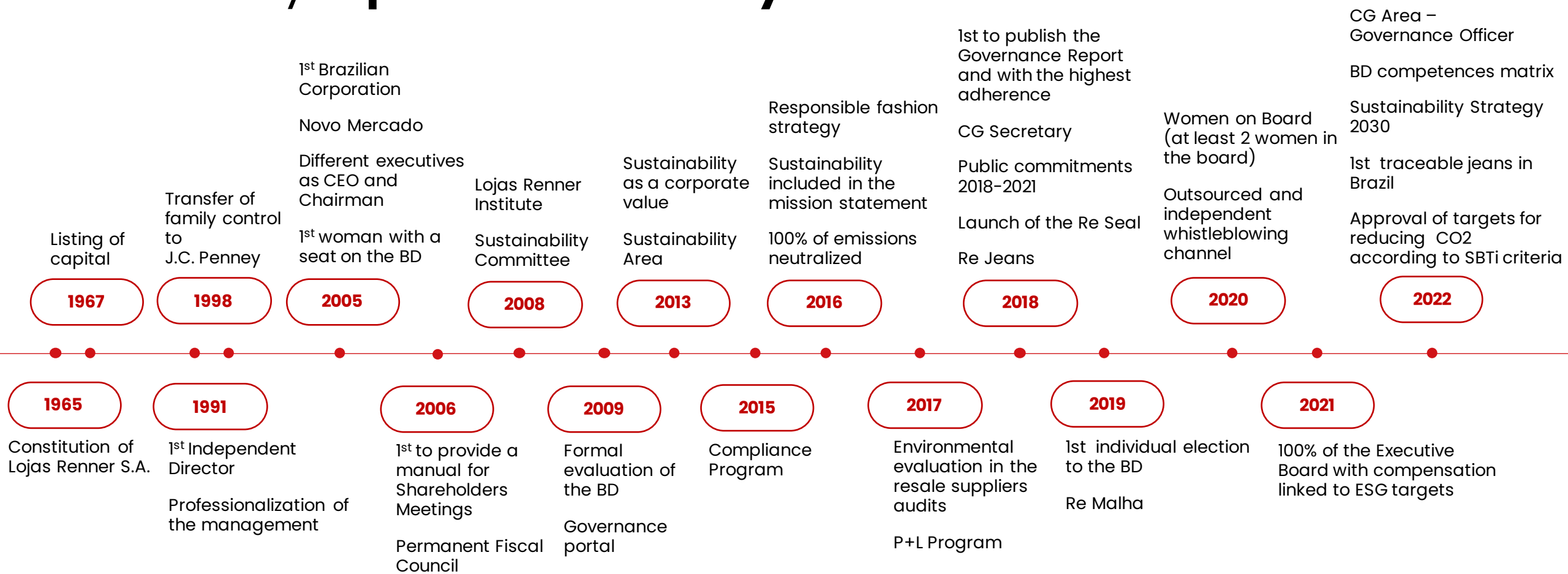
Enchantment is our essence



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

ESG activity is **part of our history**



Sustainable products and services

OBJECTIVE 5

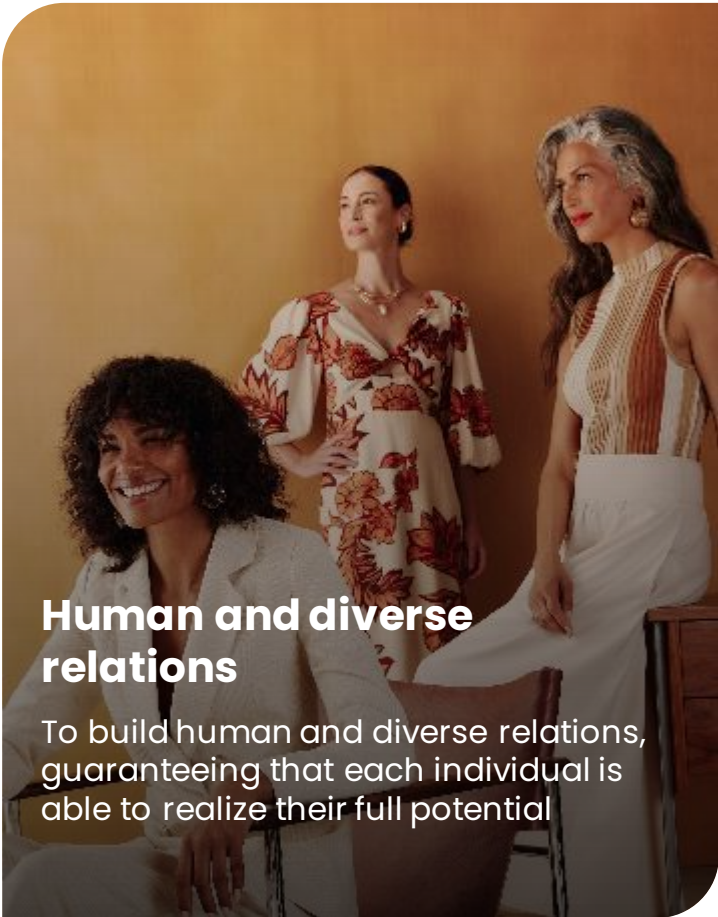
Customers (conscious consumption)



35.4%

26

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



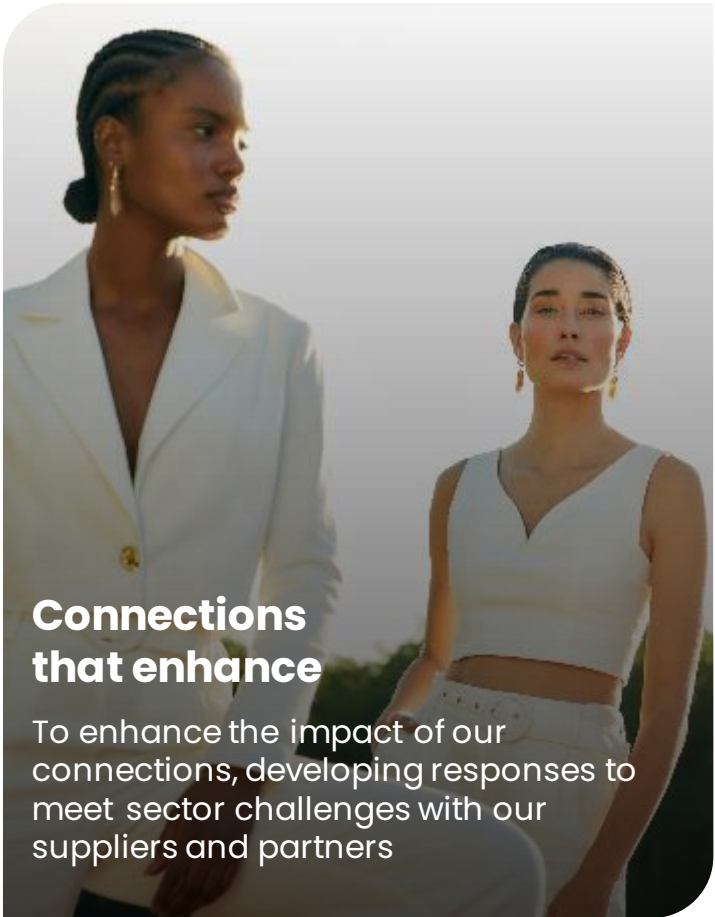
Human and diverse relations

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



Climatic, circular and regenerative solutions

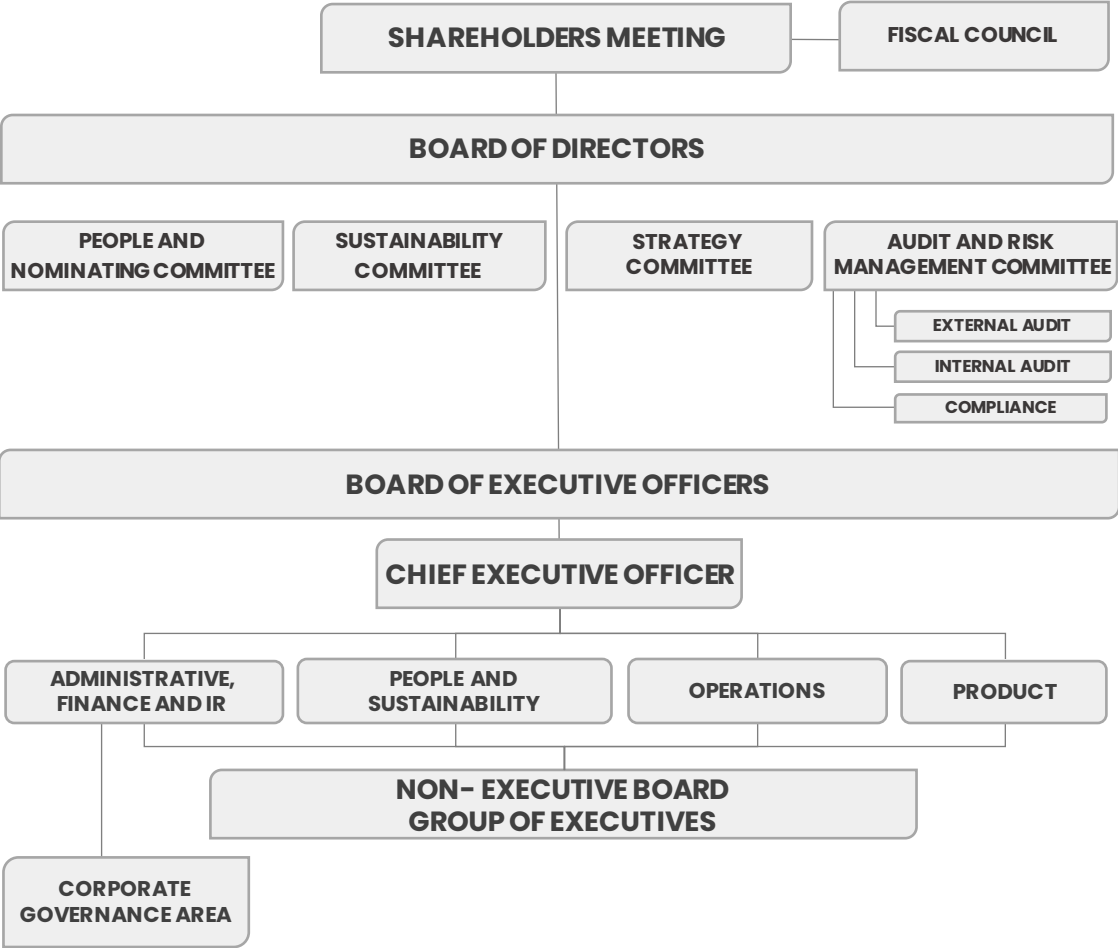
To advance in building a circular, regenerative and low carbon business, stimulating and making it possible for our customers to make conscious choices



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 Board of Executive Officers

40% women on the Executive Board



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 adherence since 1st report

98.1% adherence since 2019

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

MAIN RECOGNITIONS

ISEB3

1st in retailing
4th in the general ranking

GOVERNANCE
QUALITYSCORE
HIGHEST RANKED BY ISS ESG



Highest score

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

1st in fashion retailing
2nd in general retailing



Prime Status
(Peer Group Leader)

MSCI
ESG RATINGS

11st in the Supply Chain Labor
Standards category



Peer Group Leader
(Lowest ESG risk among fashion retailers
worldwide)



Climate Change: Classification as
Leadership A- score and leader in
supplier engagement



Most Responsible Merco Companies
and with best Corporate Governance
1st place in the Fashion Retailing
category

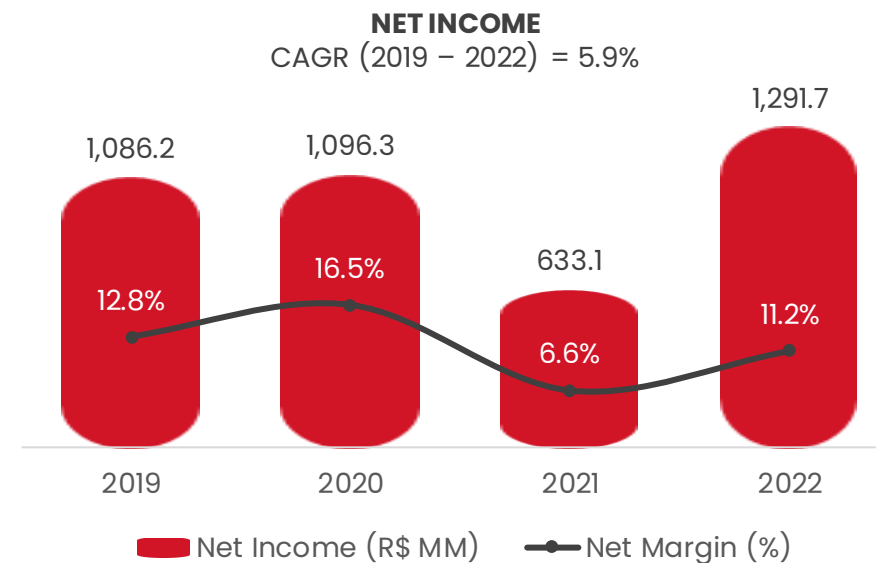
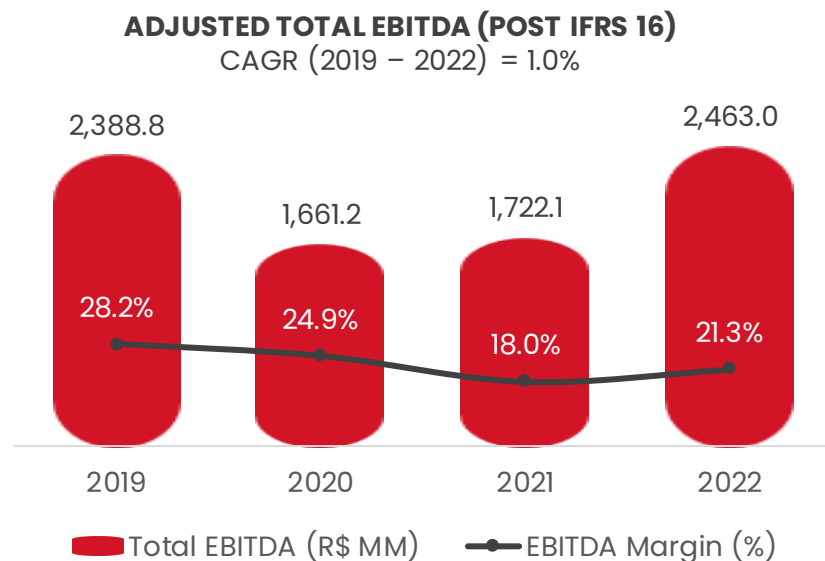
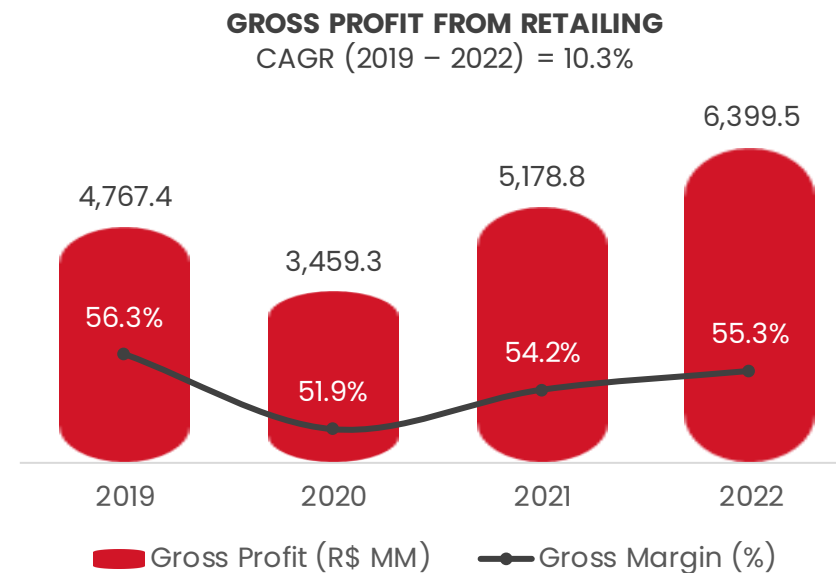
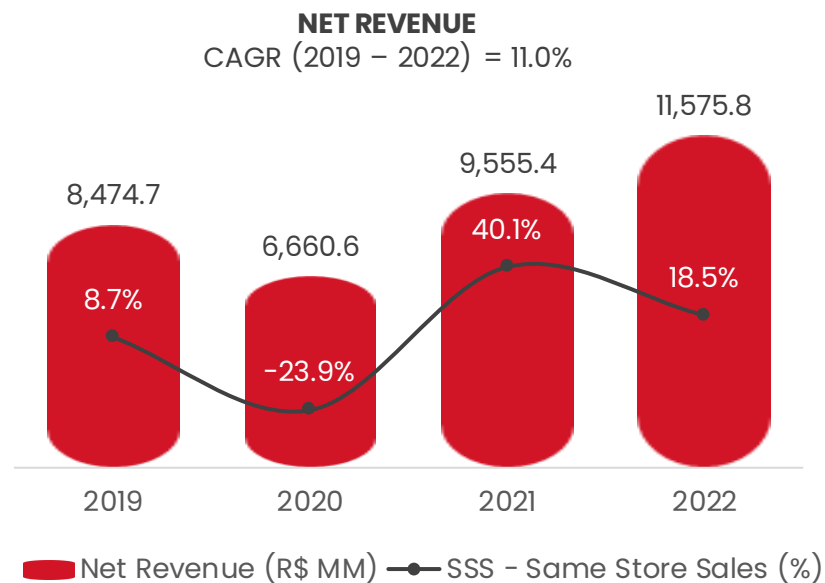


ANEFAC Transparency Trophy

Highlight in the Net Revenue from R\$ 5 bi to R\$ 20 bi category in 2021

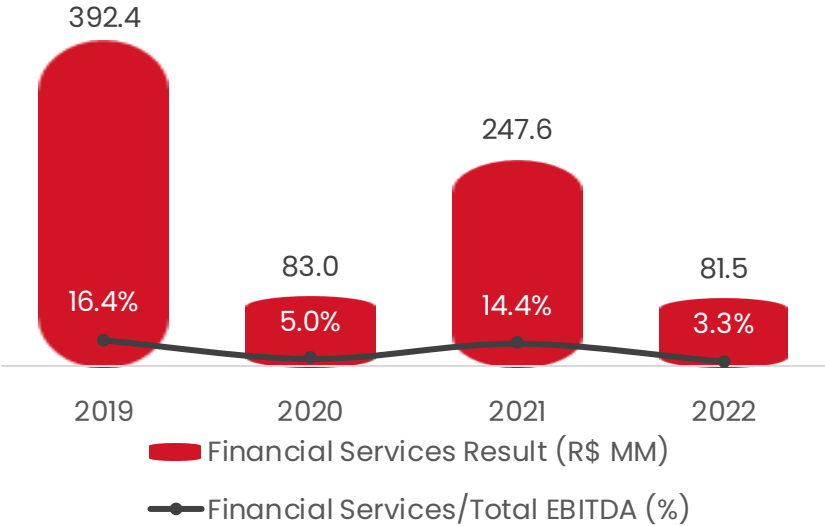
APPENDIX

Consolidated numbers

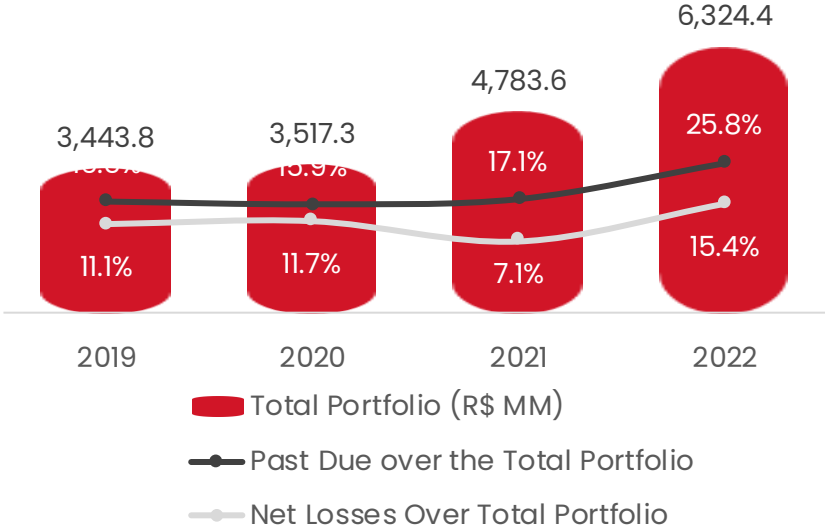


Consolidated numbers

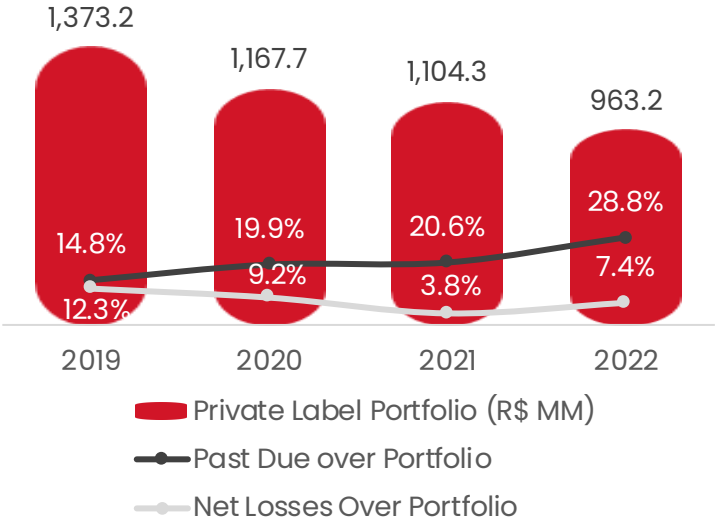
FINANCIAL SERVICE RESULTS
CAGR (2019 – 2022) = -40.8%



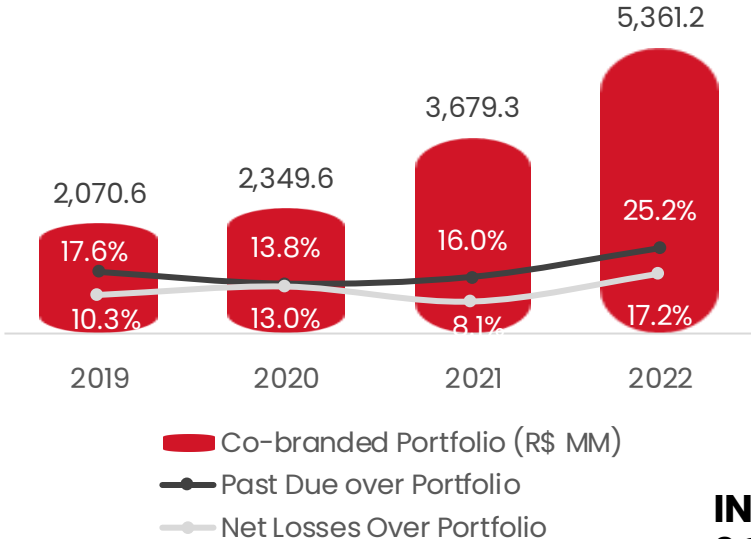
DELINQUENCY RATES – TOTAL PORTFOLIO



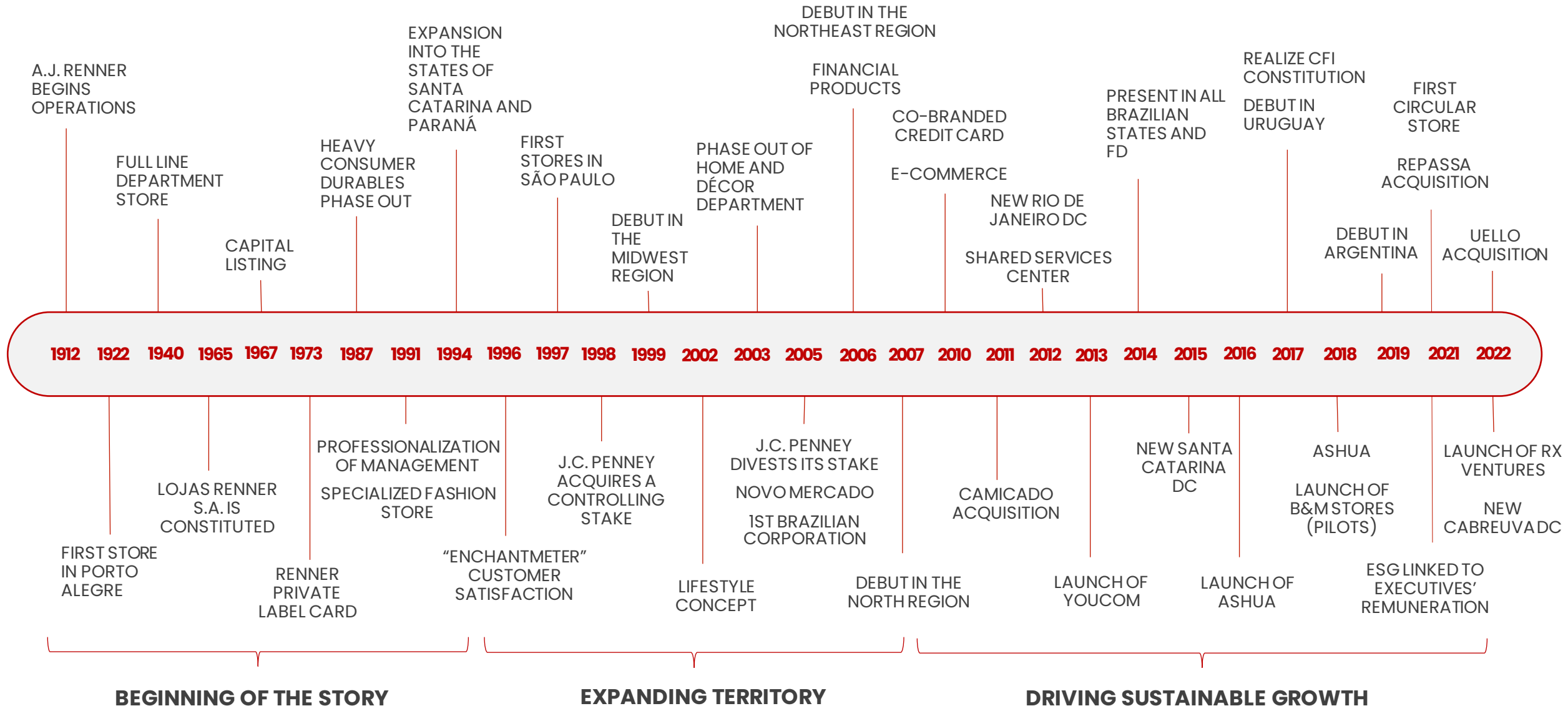
DELINQUENCY RATES – RENNER CARD



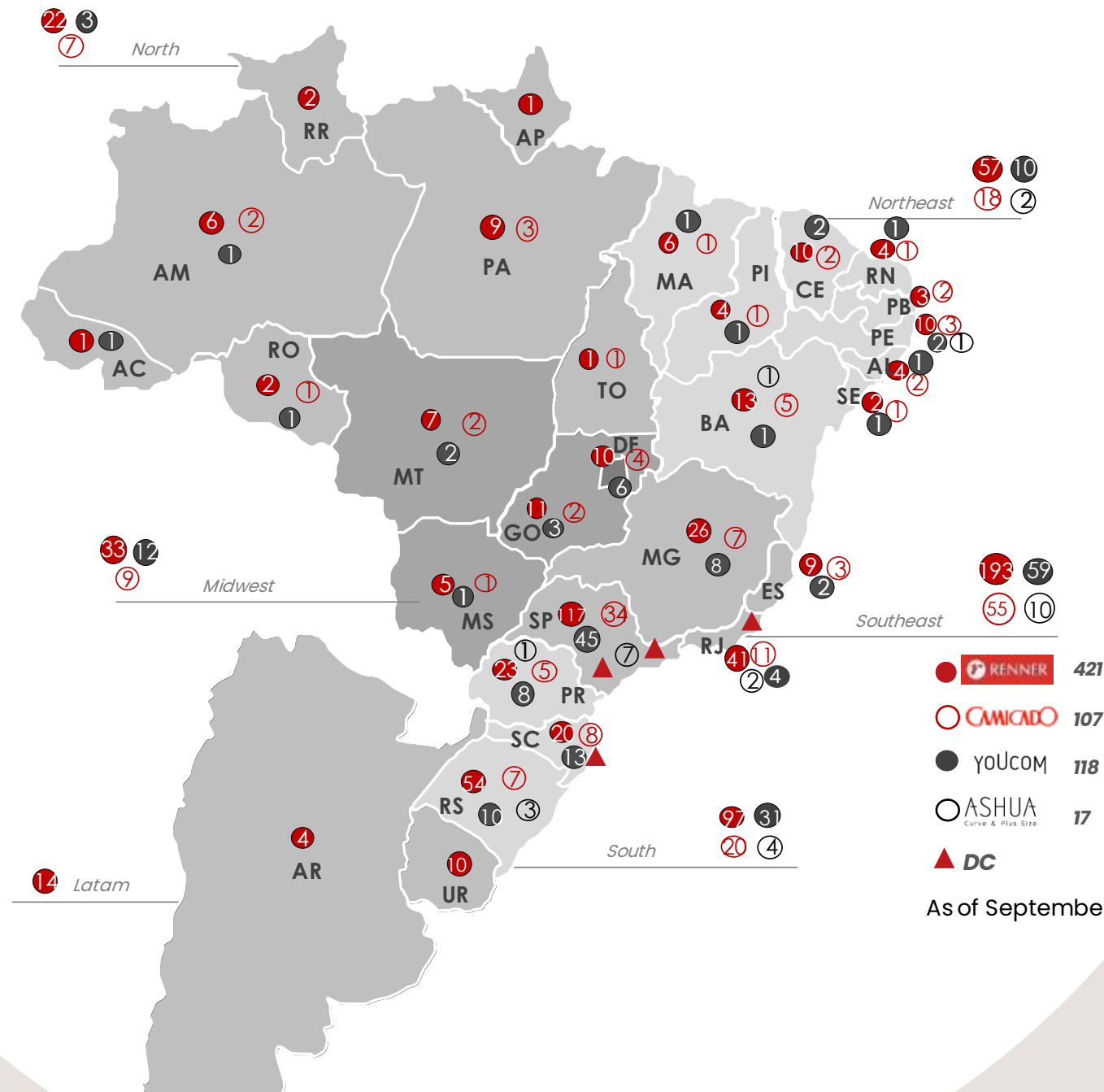
DELINQUENCY RATES – CO-BRANDED



Company background



Where we are





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

4 Lifestyles
Proprietary brands



NEO TRADITIONAL



GLAMOUR



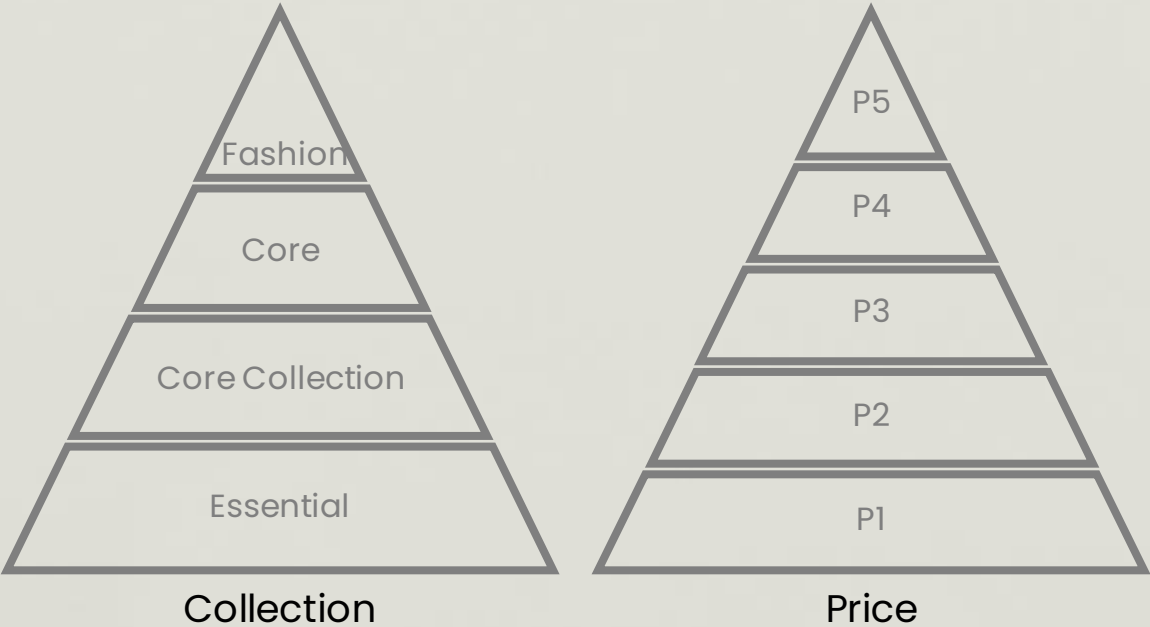
MODERN



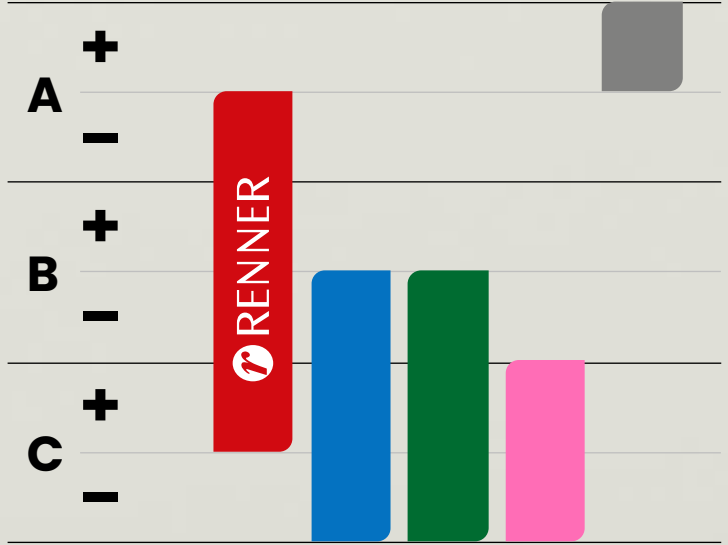
YOUNGERS

Clear value proposition and **consistent** positioning

Value proposition



Market Positioning (Social Classes)





LOJAS RENNER S.A.



CAMICADO

yoUcom

realize

ASHUA

repassa

CFO and IRO

Daniel Santos

Investor Relations

Carla Sffair

Maurício Töller

Luciana Moura

Caroline Luccarini

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