

AND  
FOR  
YOU

# WE G A D

**13:30** | **DAY'S AGENDA**  
RAFAEL SACHETE

**13:35** | **OPENING REMARKS**  
ALEXANDRE BIRMAN

**13:45** | **INTERNATIONAL BRANDS**  
MILENA PENTEADO AND  
FERNANDO CALIGARIS

**14:15** | **CORE BRANDS**  
LUCIANA WODZIK

**14:45** | **DIGITAL TRANSFORMATION**  
MAURÍCIO BASTOS

**15:15** | **SUPPLY CHAIN**  
CASSIANO LEMOS

**15:30** | **COFFEE BREAK**  
INTERACTION WITH EXECUTIVES

**16:00** | **STRATEGY**  
MAIRA ANASTASSAKIS  
AND RAFAEL SACHETE

**16:15** | **AR&CO**  
RONY MEISLER E  
ALEXANDRE BIRMAN

**16:45** | **CAROL BASSI ACQUISITION**  
ALEXANDRE BIRMAN AND  
CAROL BASSI

**17:00** | **Q&A + TALK SHOW**  
DIREX AREZZO&CO

**17:20** | **CLOSING REMARKS**  
ALEXANDRE BIRMAN

**17:30** | **HAPPY HOUR**  
INTERACTION WITH  
EXECUTIVES





# OPENING REMARKS

**ALEXANDRE  
BIRMAN AND  
RAFAEL  
SACHETE**

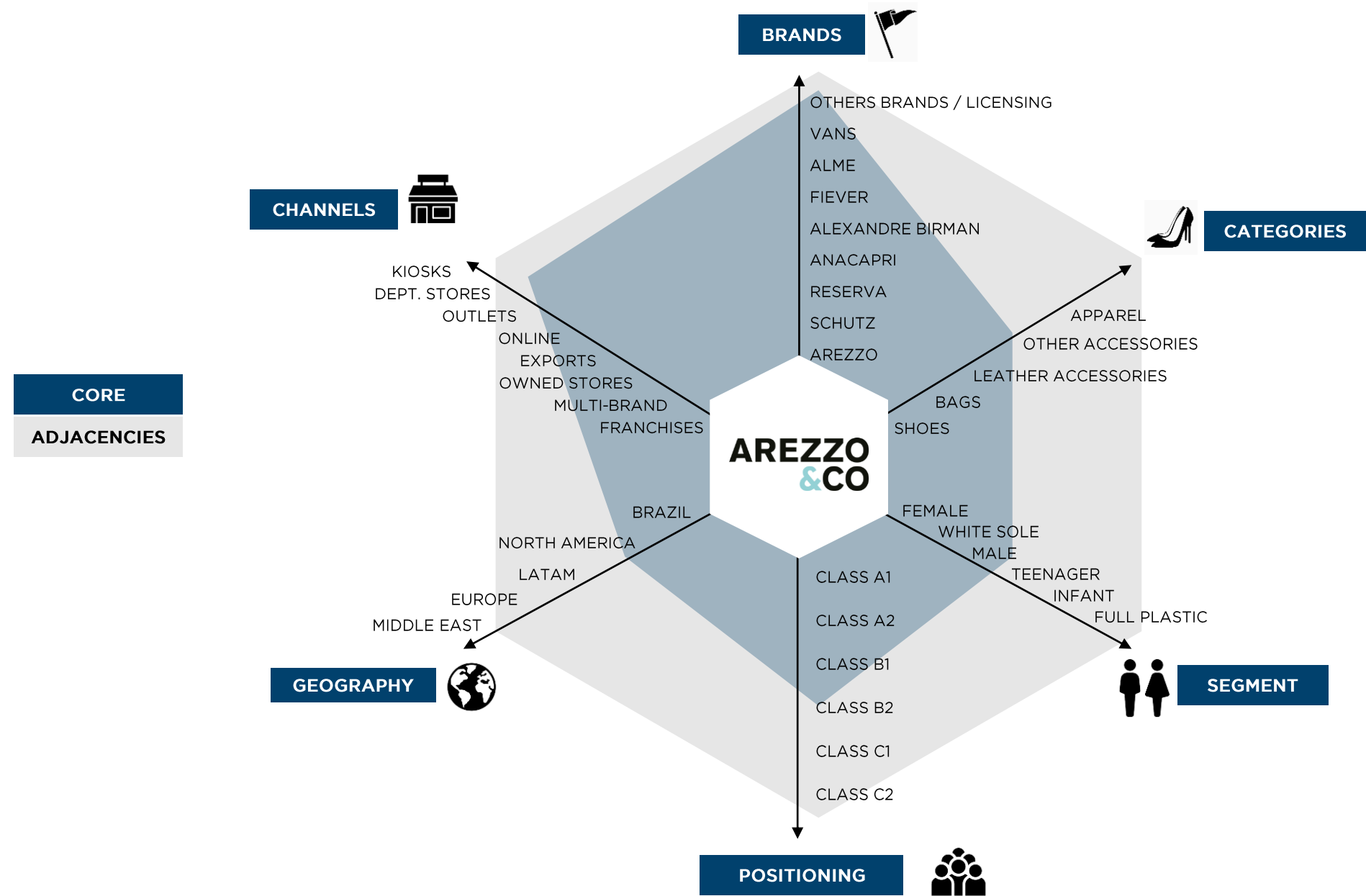
**AREZZO  
&CO**

**2011**  
**2021**

## MARKET CONSOLIDATION

- **INTERNATIONAL EXPANSION**
- **M&A/NEW BUSINESSES - RESERVA**
- **LICENSING - VANS**
- **ZZ VENTURES - TROC**

# AREZZO&CO GROWTH STRATEGY



# STRONG PERFORMANCE

**R\$2.3BI**

**CONSOLIDATED GROSS REVENUE**

**+560bps**

**GROSS MARGIN**

**R\$274MM**

**ADJUSTED EBITDA**

**15.0%**

**ADJUSTED  
EBITDA MARGIN**

**R\$159MM**

**ADJUSTED NET INCOME**



FRANCO

## MAIN KPIs OF THE BUSINESS

**R\$1.8BI**

**DTC SELL OUT (FRQ, LPs e WEB)**

**12MM**

**PAIRS SOLD**

**18%**

**SHARE OF APPAREL**





**STRONG PERFORMANCE IN NOVEMBER**

**FROM  
R\$483MM  
TO  
R\$485MM**

**GROSS REVENUES**

**+120% vs 19**

**ZOZ**

**DIGITAL POWER**

**GREATEST BLACK FRIDAY OF HISTORY OF AREZZO&CO + AR&CO**

**FROM 01/11 TO 28/11/2021**

**+127MM**

**CONSOLIDATED REVENUE IN NOV. (GMV)**

**30MM**

**VISITS**

**1,40%**

**CONVERSION**

**422 Mil**

**ORDERS**

**ON FRIDAY 11/26/2021**

**+15MM**

**CONSOLIDATED REVENUE IN NOV. (GMV)**

**1,8MM**

**VISITS**

**3,20%**

**CONVERSION**

**58 Mil**

**ORDERS**



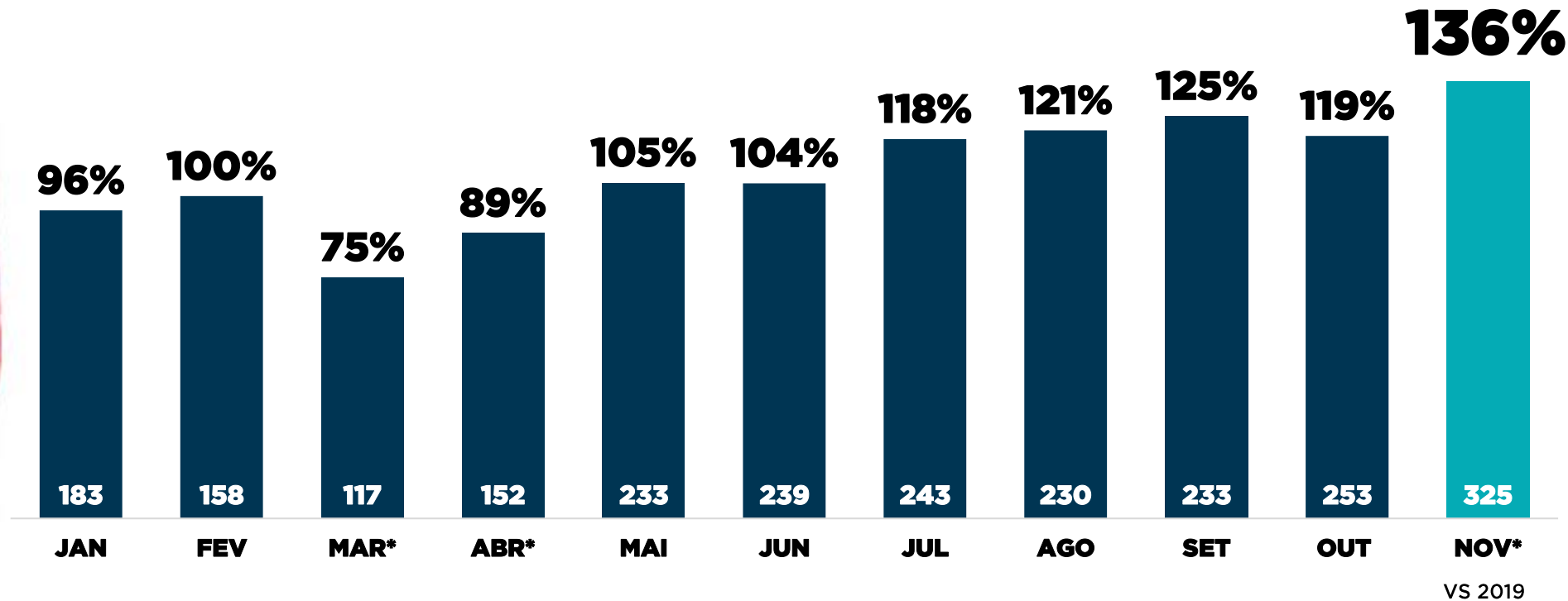
**BLACK  
FRIDAY ARZZ**

\* PERIOD: from 1/11/21 to 28/11/21 (AREZZO&CO + ARZZ)

**DIGITAL  
POWER**



# MORE THAN R\$ 2.4 BILLION OF **SALES IN DTC** UNTIL NOVEMBER



WITH STRONG ACCELERATION **IN NOVEMBER**

\*SALES TO 11/25

INTO  
FERN  
ANDS  
MILENA

**MILENA PENTEADO**  
**AND** FERNANDO  
CALIGARIS

# ALEXANDRE BIRMAN BRAND

AREZZO  
& CO

**R\$106MM**

GLOBAL GROSS REVENUE  
YTD (OCT/21)

**R\$41MM**

BRAZIL'S GROSS REVENUE  
YTD (OCT/21)

**+86%**

GROWTH VS 2019

**+85%**

PRODUCT SELL THROUGH  
AVERAGE OWNED STORES

**+70%**

PRODUCT SELL THROUGH  
AVERAGE E-COMMERCE



**THE BRAND**

---

# SCHUTZ

**REPORTED SURPRISING RESULTS IN 2021**

SCHUTZ

# RESULTS

2021

**FASTEST GROWING BRAND IN BRAZIL**

**R\$476MM**

**GROSS REVENUE**

\*YTD 2021 (OCTOBER)

**R\$152MM**

**WEBCOMMERCE  
GROSS REVENUE**

\*YTD 2021 (OCTOBER)

**GROWTH**

**47%**  
**vs 2019**

**GROWTH OF GROSS REVENUE FROM THE WEB COMMERCE CHANNEL**

**+132% vs 2019**

**+25% vs 2020**

**STRONG PERSPECTIVE FOR 2022**

**368 THOUSAND  
ITEMS SOLD**

**SELL IN FOR FRANCHISEES AND  
MULTIBRANDS**

## CHANNEL LEVERS - YTD 2021

### E-COMMERCE

GROSS REVENUE

**152MM**

**+25% vs 2020**

**32% BRAND SHARE**

10M VISITS  
30M OF SITE SESSIONS

OMNI

**+22MM**

### PHYSICAL STORES

SELL OUT

**203MM**

**YTD 2021**

**+11% vs 2019**  
PAST 4 MONTHS

**+47% ALL STORES**

**+55% SSS**

**vs 2020**

\* FRANCHISES, OWNED STORES  
E OUTLET

### MULTIBRAND

ROB

**170M**

**+56% vs 2020**  
**+15% vs 2019**

SUMMER RESULTS

**123M**

**19% OF NEW**  
**CUSTOMERS**

## ASSERTIVE STRATEGIES

MORE THAN **2MM**  
PAIRS SOLD

MORE THAN **400K**  
HANDBAGS SOLD

**4.6 MILLION** FOLLOWERS  
ON INSTAGRAM

SUCCESSFUL PARTNERSHIP  
WITH CELEBRITY  
**MARINA RUY BARBOSA**

ASSERTIVE COLLECTIONS WITH SURPRISING RESULTS

\*RESULT COVERS THE FIRST NINE MONTHS OF 2021



SCHUTZ

# RESULTS' LEVERS

## PRODUCT LEVERS

### REINFORCEMENT OF THE ICONES (CARRY OVERS)

**35%** OF FP VOLUME IN  
HANDBAGS AND  
FOOTWEAR

#### HIGHLIGHTS FOR THE SMASH MODEL



**15%** SHARE OF  
DE CARRY OVERS

S211360001

## LAUNCH 90F NEW CONSTRUCTIONS

### CONSTRUCTION OF A BEST SELLER



SELL OUT OF  
**+12K PAIRS**  
JUST MONARCA

S212040004

### HIGHLIGHTS FOR ARQUITECTONIC HEELS



**35%** OF SUMMMER  
SALES

S212960001

## PRODUCT LEVERS

### PRODUCT AT THE RIGHT TIME!

#### INCREASE IN DEMAND FOR HIGH HEELS



**11P.P vs 2020  
+146% IN VOLUME**

### HANDBAGS BEST SELLERS

#### BARBARA

S500100196



**FP TURNOVER 91%  
5% SHARE OF HANDBAG SALES**

## BRAND LEVERS

## BRANDING

- **MARINA RUY BARBOSA**  
IN 3 MAJOR CAMPAIGNS

- INSTAGRAM GROWTH  
@SCHUTZOFICIAL AND SITE:

**2020**4,499,992  
FOLLOWERS

VS.

**2021**4,653,892  
FOLLOWERS

- SIGNIFICANT INCREASE IN  
NEW SITE USERS:

**13Mx10M+35%**

(2021)

(2020)

## CRM

- CUSTOMERCENTRIC  
AND OMNI CHANNELS
- STAGES OF THE FUNNEL
- HYPER  
PERSONALIZATION OF  
THE BASE
- EXCLUSIVE ACTIONS  
FOR HEAVY USERS



**FASHION  
TRENDY  
INNOVATIVE**



# SCHUTZ USA INVESTOR DAY 2021



# 2020

SCHUTZ  
USA



**OUR TEAM**



**CYCLE**  
**PRODUCT**  
**PRICE**  
**30%**  
REDUCTION

SCHUTZ  
• 3RD PARTY

.COM  
CHANNELS

**DISTRO**  
**STORES**  
AS FFCs

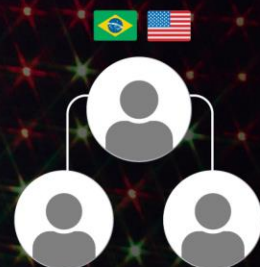
**DIGITAL**  
**MEDIA**





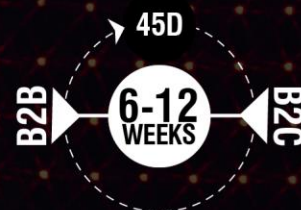
# 2021

**SCHUTZ**  
**USA**



**OUR TEAM**

**SHARED  
LEADERSHIP  
DEDICATED  
TEAM**



**CYCLE**

**PRODUCT**

**OPENSTOCK  
SINGLE INVENTORY**



**DOORS  
EXPANSION**

**DISTRO**



**↑ ROA**

**DIGITAL**



# R\$240M

IN GROSS REVENUES IN 2021\*

\*ACTUAL JAN - OCT + FORECAST NOV - DEC

GROWTH OF **65%** VS 2019

**+270%** E-COMMERCE GROSS REVENUE GROWTH VS 2019

**+112%** E-COMMERCE GROSS REVENUE GROWTH VS 2020

SCHUTZ  
USA



8 COLLECTIONS\*  
WITH DELIVERABILITY OPTIONS  
FROM 6 TO 12 WEEKS

\*FOR WHOLESALE AND RETAIL

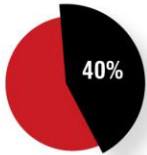
SPEED  
& CYCLE

PRODUCT

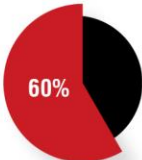
ASSORTMENT

STAR  
STRATEGY

CORE &  
CARRYOVER



FASHION



**DIGITAL**

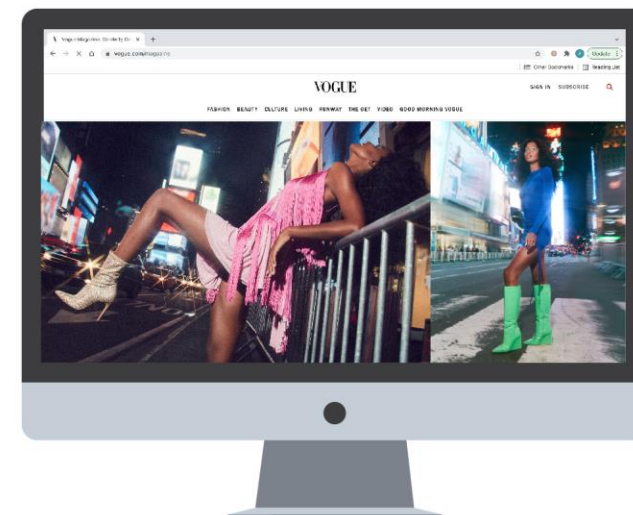
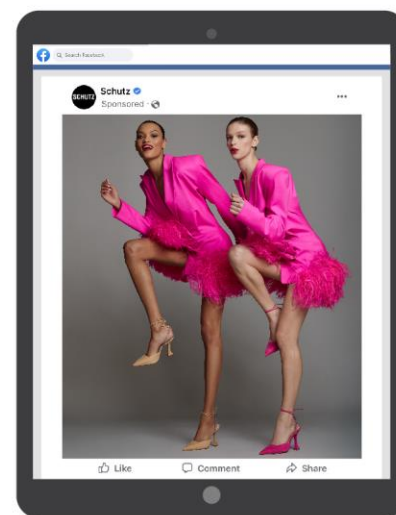
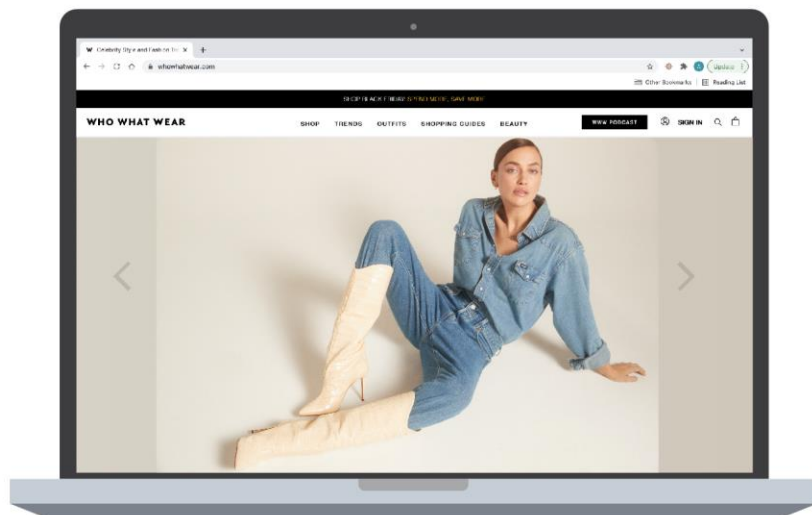
**PR**

**INFLUENCERS**

**PAID  
MEDIA**

**ORGANIC  
EDITORIAL** : **CELEBRITY  
ENDORSEMENT**

**MICRO  
& MID** = **SPONTANEUS  
CONTENT**



**RESORT**

**SPRING**

**SUMMER**

**HIGH SUMMER**

**PRE FALL**

**FALL**

**WINTER**

**HIGH WINTER**

**JAN**

**FEB**

**MAR**

**APR**

**MAY**

**JUN**

**JUL**

**AUG**

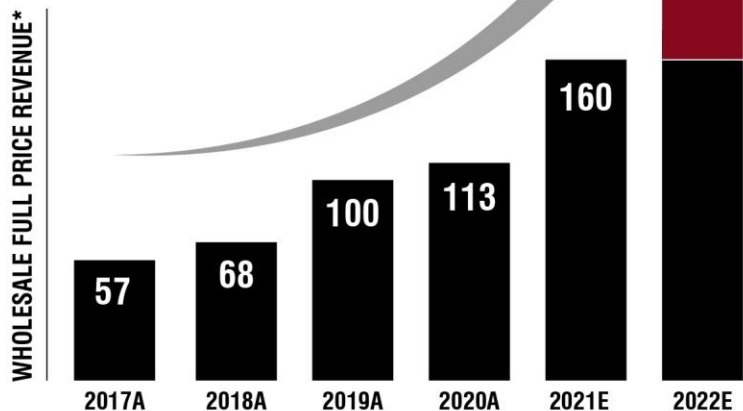
**SEP**

**OCT**

**NOV**

**DEC**

# CHANNEL WHOLESALE

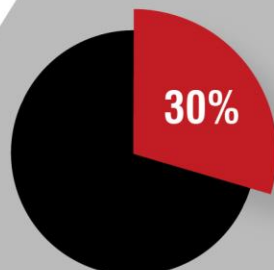


\*INDEXED CHART: 2019A = 100

**60% GROWTH IN WHOLESALE FULL PRICE REVENUES VS 2019**  
ON THE SECOND HALF OF 2021, REVENUE GROWTH WAS HIGHER, REACHING **90%**, THUS INCREASING THE REVENUE BASE FOR 2022

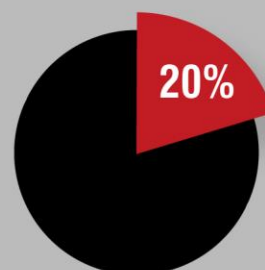
## SELL THROUGH (ST)

DOUBLE DIGIT WEEKLY ST  
IN FALL SUPPORTED BY  
**MKT** AND CONTINUOUS  
**DROPSHIP**  
PARTNERSHIP



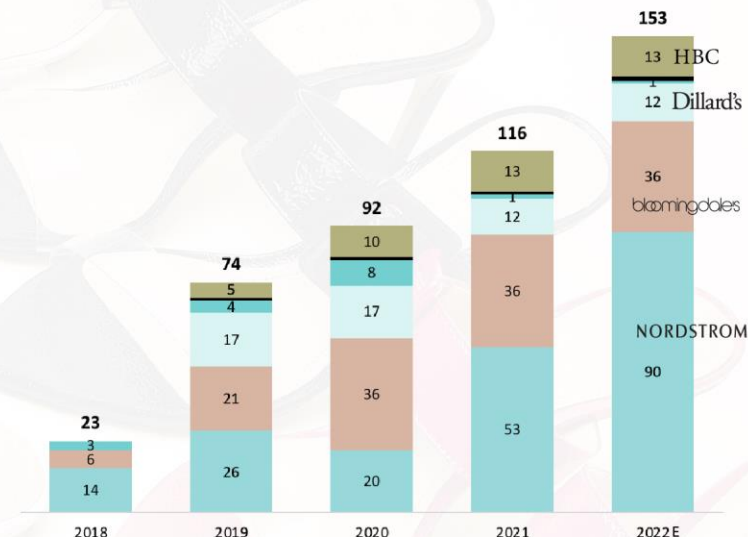
2019

- STEADY SALES IN \$
- ↓ DEPENDENCE
- CONTROLLED INVENTORY RISK



2021

# SCHUTZ USA



FOR SS22 AT NORDSTROM WE ARE  
EXPANDING **DOOR COUNT** TO 90

AVAILABLE AT:

CORE

NORDSTROM  
bloomingdale's

*Saks Fifth Avenue*  
*Neiman Marcus*

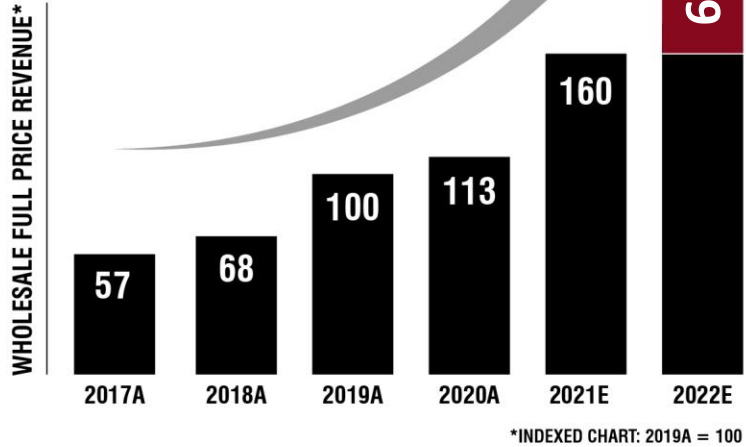
DIGITAL

shopbop  
Zappos REVOLVE

OTHER

Dillard's HUDSON'S BAY  
INTERMIX EVEREVE

# CHANNEL WHOLESALE



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DIGITAL

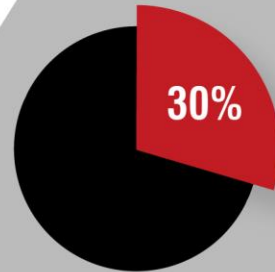
shopbop  
Zappos REVOLVE

OTHER

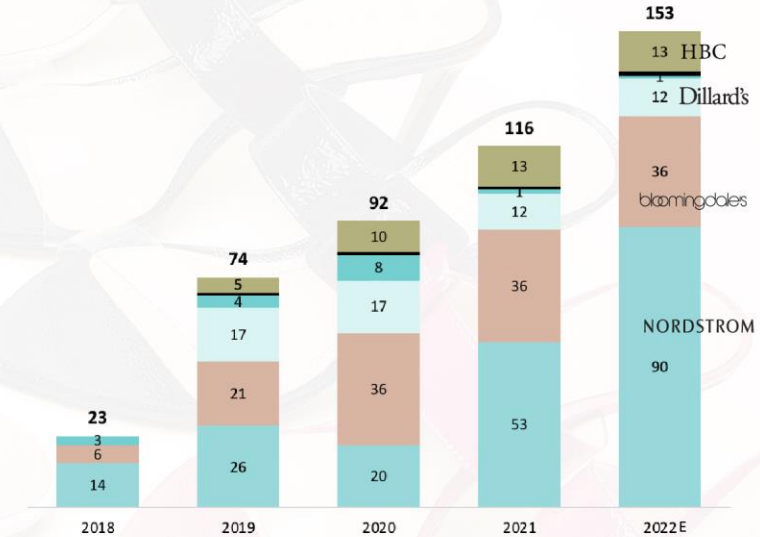
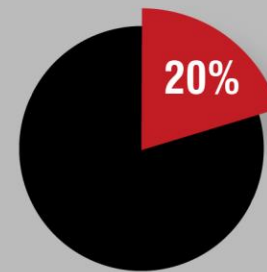
Dillard's HUDSON'S BAY  
INTERMIX EVEREVE

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DOUBLE DIGIT WEEKLY ST  
IN FALL SUPPORTED BY  
**MKT** AND CONTINUOUS  
**DROPSHIP**  
PARTNERSHIP



- STEADY SALES IN \$
- ↓ DEPENDENCE
- CONTROLLED INVENTORY RISK



FOR SS22 AT NORDSTROM WE ARE  
EXPANDING **DOOR COUNT** TO 90

CHANNEL  
DTC

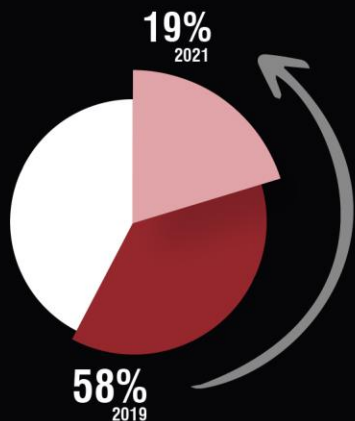
R\$100M

IN E-COMM GROSS REVENUES IN 2021\*

\*ACTUAL JAN - OCT + FORECAST NOV - DEC

GROWTH OF **270%** VS 2019  
**112%** VS 2020

PHYSICAL  
RETAIL  
RELEVANCE  
REDUCED



SCHUTZ  
USA

CVR\*  
**1.7%**

200BPS ▲

FP\*  
**70%**

10PP ▲

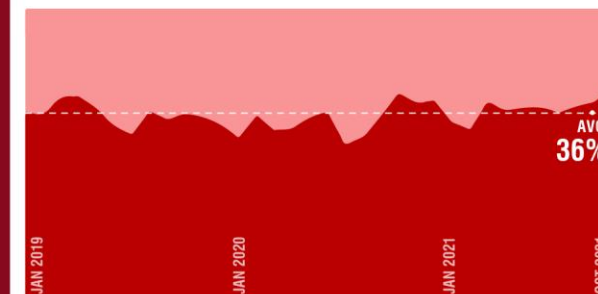
TRF\*  
**0.7M**

40%+ ▲

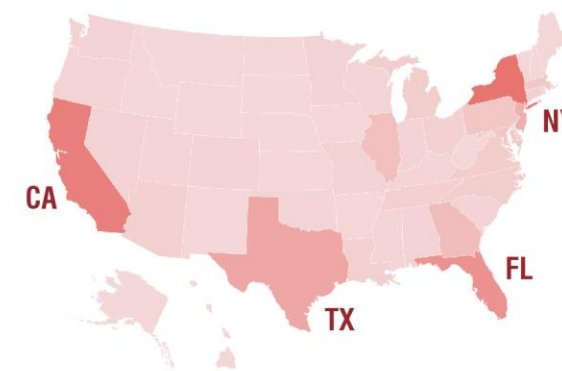
YAU\*  
**100K**

50% ▲

NEW VS RETURNING CUSTOMERS



50% OF U.S. SALES COMES FROM 4 STATES



\*CVR: CONVERSION RATE; TRF: TRAFFIC; YAU: YEARLY ACTIVE USERS; FP: FULL PRICE SALES

CHANNEL  
DTC

SCHUTZ  
USA

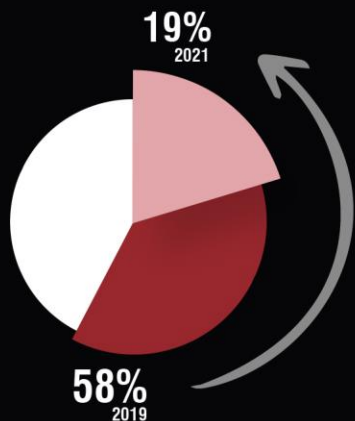
# R\$100M

IN E-COMM GROSS REVENUES IN 2021\*

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GROWTH OF **270%** VS 2019  
**112%** VS 2020

PHYSICAL  
RETAIL  
RELEVANCE  
REDUCED



BLACK  
FRIDAY

## R\$1.6M

ON FRIDAY (BF)

## R\$4.0M

ON BFCM (FRI-MON)



# SCHUTZ

L I F E S T Y L E



SCHUTZ

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LIFESTYLE

TEAM

**MILENA PENTEADO**

**DIREX INTERNATIONAL BRANDS**

**CACA GARCIA**

**LIFESTYLE DIRECTOR**

**OPERATIONS**

**COMMERCIAL**

**PLANNING**

**MERCHANDISING**

**SOURCING**

**ATELIER**

**R&D**

**STYLE**

**FASHION DESIGNER**

**PATTERN CUTTER/GRADER**

**25 PEOPLE**

**WITH SOLID AND CONSISTENT  
RESULTS,  
IN 2022, SCHUTZ WILL TAKE THE  
FIRST STEP IN ITS EVOLUTION**

FROM

**A FOOTWEAR  
AND HANDBAG  
BRAND**

TO

**A LIFESTYLE  
BRAND**

SEEKING TO LEVERAGE BUSINESS FROM THE FULL LOOK OF THE CUSTOMER

**SIGNIFICANT OPPORTUNITY FOR  
AREZZO&CO TO OPERATE IN THE  
APPAREL MARKET.**

**R\$ 15.4BI**

**WOMEN'S APPAREL MARKET IN  
BRAZIL CLASSES A/B**

SOURCES: EUROMONITOR, IBGE AND GEOFUSION, 2019



# GENERAL CUSTOMER DATA

## STRONG GROWTH IN THE ACTIVE BASE

**423,540**

ACTIVE BASE (PRECEDING PERIOD)

**543,922**

ACTIVE BASE (LAST 12 MONTHS)

**+36%**

**GROWTH IN THE  
ACTIVE BASE**

SOURCE: AREZZO&CO. DATA OCT.21 TO NOV. 20 X OUT.20 TO NOV.19

**WITH STRONG  
CPAURE AND  
REACTIVATION**

**+80%**

**CAPTURE**

**+40%**

**REAACTIVATION**

SOURCE: AREZZO&CO DATA. JAN TO OCT. 21 X JAN. TO OCT. 19

**OUR SCHUTZ  
LOVERS**

**16.6%**

**OF THE ACTIVE BASE  
ARE HEAVY USERS  
(90,000) SCHUTZ  
LOVERS**

**AVERAGE EXPENDITURE MOF HEAVY USER  
CUSTOMERS IS 2.7X HIGHER THAN THE OTHER  
CLUSTERS**

SOURCE: AREZZO&CO DATA. LAST 12 MONTHS.

# OMNI CUSTOMER

**10.4%**

OF THE PURCHASER BASE

AVERAGE OMNI CUSTOMER  
EXPENDITURE IS **2.6X GREATER**  
THAN THE EXCLUSIVE CUSTOMERS OF  
THE **PHYSICAL STORES**

AVERAGE EXPENDITURE OF THE  
OMNI CUSTOMER IS **3.2X GREATER**  
THAN THE EXCLUSIVE  
**WEB CUSTOMERS**

AREZZO&CO DATABASE. LAST 12 MONTHS

**+56%**

GROWTH IN THE PURCHASING  
FREQUENCY OF THE OMNI  
CUSTOMER

**+4.2%**

IS THE PURCHASING FREQUENCY  
OF THE  
**OMNI CUSTOMER**

SOURCE: AREZZO&CO DATA. PERIOD: NOV.20 TO OCT.21 X NOV.19 TO OCT.20

# STRATEGIC VISION OF THE BASE FOR LIFESTYLE

SURVEY RUN WITH OUR SCHUTZ LOVERS:

**85%**

**ARE INTERESTED IN  
PURCHASING** SCHUTZ  
LIFESTYLE

**BUY APPAREL**

**2X A MONTH**

FREQUENCY OF APPAREL PURCHASES  
OF SCHUTZ CUSTOMERS

**68%**

**LOOK FOR MORE  
MODERN APPAREL**  
TO RENEW THEIR WARDROBES

**66%**

**BUY APPAREL ON  
IMPULSE**  
OF THE CUSTOMERS SURVEYED

## SURVEY FLAGS

LIFESTYLE IS ALREADY ON OUR  
CONSUMERS' WISH LISTS:

"SCHUTZ IS THERE IN ALL MY  
SPECIAL MOMENTS"\*

"FULL LOOK SCHUTZ – I WANT  
IT"\*

CUSTOMER COMMENTS CAPTURED IN OUR  
SURVEY.

# TO MARKET STRATEGY

## E-COMMERCE

**NEW LAYOUT  
OF SCHUTZ SITE  
ON NEW  
PLATFORM**

## OWNED STORE

**OSCAR FREIRE  
FLAGSHIP  
SHOPPING  
LEBLON  
FLAGSHIP**

## MULTIBRANDS

**28% OF THE ACTIVE  
CUSTOMER BASE ARE  
FULL LOOK STORES**

**400 POTENTIAL  
CUSTOMERS**

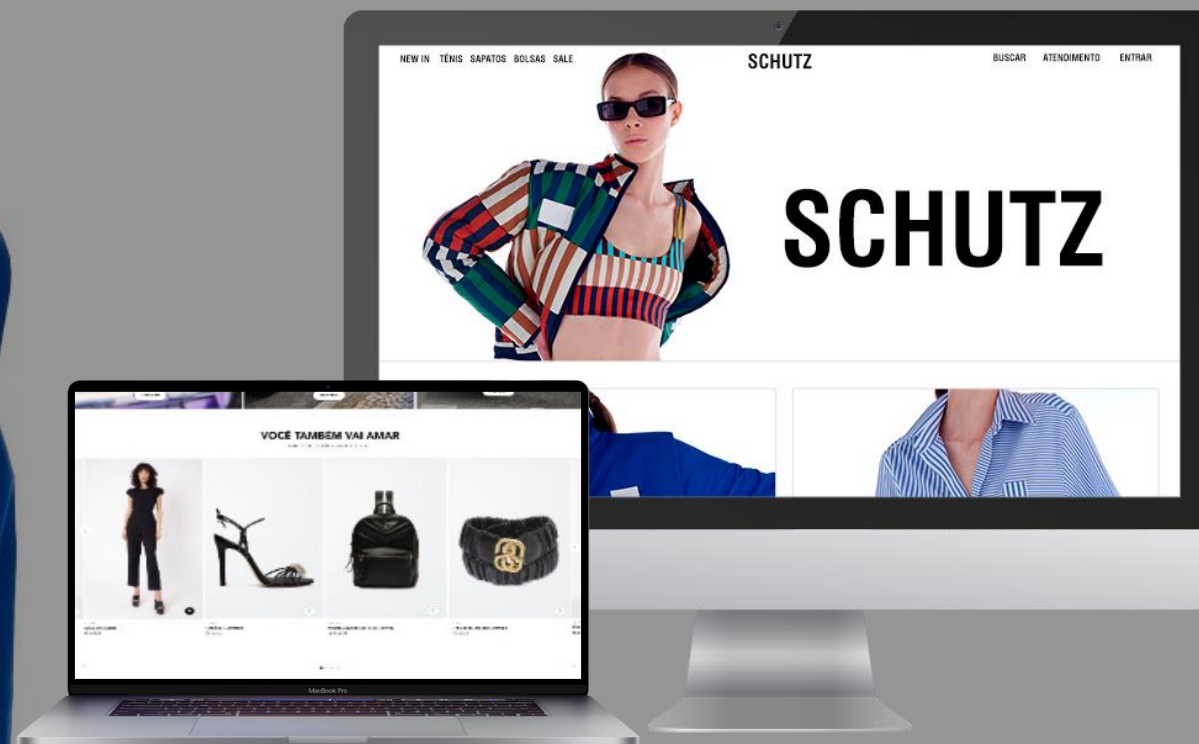
**DIGITAL MULTIBRAND PRESENCE  
APPAREL MARKETPLACES**

SCHUTZ

NEW SITE LAYOUT  
LAUNCH IN MARCH 22

# E-COMMERCE SALES CHANNELS STRATEGY

NEW SITE LAYOUT AND MOBILE  
TO RECEIVE THE BRAND'S NEW CATEGORY



TO PROMOTE THE FULL LOOK SHOPPING  
EXPERIENCE

TO SELECT PURCHASING OPPORTUNITIES VIA  
DIGITAL CHANNELS DISTRIBUTED IN THE  
FRANCHISE STORES

# PROPRIETARY STORE SALES STRATEGY

**OPENING OF AN EXCLUSIVE APPAREL FLAGSHIP  
WITH THE PURPOSE OF:**

RENDERING THE  
BRAND'S  
LIFESTYLE A  
TANGIBLE  
CONCEPT

CREATING  
POSITIONING AND  
DESIRE BASED ON  
TWO STRATEGIC  
PHYSICAL SPACES  
IN SP AND RJ

CONNECTING  
THE CUSTOMER  
WITH THE  
EXPERIENCE

# EXCLUSIVE FLAGSHIP

---

SCHUTZ



# SALES POTENTIAL

APPAREL SALES WILL  
REPRESENT

**25%**

OF TOTAL BRAND REVENUE IN THE  
FIRST TWO YEARS



**1 PAIR OF SHOES**

=



**3 PIECES OF  
APPAREL**

The background of the slide features two models wearing blue Schutzhelm jackets. On the left, a male model is partially visible, wearing a blue jacket with a high collar and a large chest pocket. On the right, a female model is shown in profile, wearing a similar blue jacket with a high collar and a belt. Both models are wearing dark sunglasses. The background is a solid light gray.

SCHUTZ

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# FULL POTENTIAL

**50% OF THE BRAND'S TOTAL  
SALES BY 2026**

# 2022 KEY MESSAGES

**R\$ 1B1+**

2022 GLOBAL  
REVENUE  
FORECAST

**30%**

SHARE OF US MARKET  
AT THE TOTAL REVENUE  
OF THE BRAND

**30%**

SHARE OF GLOBAL  
DIGITAL SALES

**SCHUTZ APPAREL LAUNCH**

**TEAM SOLIDIFICATION**

**WERNER  
CORRADO**

**LUCIANA**  
WODZIK

ANACAPRI

THE MOST UNCOMPLICATED BRAND

REVENUE

**+10%**

REVENUES JAN-OCT/21 (VS.  
2019)

STORES

**+200**

STORES IN 2021

2022

**+30**

PHYSICAL STORES  
PROSPECTED AND GREAT  
ENTRY INTO FAMILY  
DEPARTMENT AND MULTI-  
BRAND STORES

**+171%**

OF **ONLINE SALES** GROWTH  
UP TO OCT/21 (VS. 2019)

**+9%**

BRAND REVENUE  
REPRESENTATION VS.  
COMPANY

**+47%**

WINTER COLLECTION  
GROWTH 2022 VS. 2019

# START & CO



# FEVER



# ALME

**FIEVER**

**URBAN  
SNEAKERS**



**300k**

Instagram Followers

**DIGITAL FIRST  
+ than**

**FLAGSHIP SP**

Rua Oscar Freire

**R\$ 1M**  
per month on e-commerce

**200**

Points of Sale in Brazil

**+5K**

Customized pairs of shoes in the 2nd semester of 21

# ALMe

**100% CARBON NEUTRAL**

**EVOLUTION OF POSITIONING WITH REBRANDING  
TRACEABILITY AND LIFE CYCLE ANALYSIS**

**4 PHYSICAL STORES + E-COMMERCE**

**DTC OPERATION**

**5 MODELS FROM 33 TO 44**



**12 MN**

**PEOPLE IMPACTED**

**99,2%**

**GROWTH OF NEW USERS**

**15%**

**MALE SALE WITH 2X  
CONVERSION RATE / FEMALE**

**ACCESS THE QR CODE TO SEE  
THE TRACEABILITY OF THE OLGA  
SHOE:**



**100% CARBON NEUTRAL**

**ALME**

A woman with her hair pulled back is sitting on a dark, reflective surface. She is wearing a bright yellow, long-sleeved, ribbed dress. She is holding a small, green, quilted handbag with a chain strap in her right hand. She is wearing pink strappy sandals. The background is dark. The text 'RESULTADOS 2021' is overlaid on the image in a large, bold, white font, with '2021' in a green, outlined font.

# RESULTADOS 2021

THE PRIMARY BRAND IN THE AREZZO&CO GROUP

# LEADING FOOTWEAR AND HANDBAG BRAND FOR 50 YEARS

*R\$653M*

+20% OF GROSS REVENUES ON THE 2ND SEMESTER  
(VS 2019)

**+ 7 MILLION** CLIENTS

**34%** OF REVENUES INFLUENCED BY  
DIGITAL

*203M*

+148% OF ONLINE SALES GROWTH UP TO OCT/21  
(VS 2019)

*ABOUT 80% OF THE SELL OUT  
ON THE FRANCHISE CHANNEL*



# DIGITAL GIANT

DIGITALIZATION AT THE POINT OF SALE

# R\$312M

OF SALES DRIVEN BY TECHNOLOGY IN 2021\*

# 39%

(\*Zzapp/Retire e Entrega/Prateleira Infinita/Voucher vendedora)



Period: jan/21 – oct/21 )

# DIGITAL GIANT

OMNI CLIENTS

+124%

OF OMNI-CUSTOMER GROWTH  
(JAN TO OCT/21 VS 2019)



3X

AVERAGE EXPENDITURE AND  
FREQUENCY OF PURCHASE OF  
OMNI CUSTOMER VS WEB OR  
PHYSICAL STORE EXCLUSIVE  
CUSTOMER  
(NOV/20 TO OCT/21 VS 2019)

10%

OF THE ACTIVE CUSTOMER BASE ARE OMNIS

# CUSTOMER CENTRICITY:

**+28%**

**CAPTURE**

*New clients*

**+23%**

**RETENTION**

*Customers with a frequency of +1x a year*

**+48%**

**REACTIVATION**

*Customers without purchase in the last 12 months returned to buy in 2021*



**VS 2020**

# FRANCHISING



MAIN CHANNEL AND LINK OF THE AREZZO BRAND

+30%

73 FRANCHISEES HAVE MORE THAN A  
TEN YEAR RELATIONSHIP

6% TURN OVER IN THE NETWORK SINCE 2016

GROWTH IN STORE BASE YEAR AFTER YEAR

+450 CALLS WITH THE NETWORK IN THE LAST TWO YEARS

+ 1 A MILLION MONTHLY CONTACTS ON ZZAPP

TRANSFORMATION OF THE OMNI FRANCHISEE

# HISTORIC RESULT IN NOVEMBER

## DIGITALIZATION OF THE POINT OF SALE

**R\$142M**

**+12% VS 2019**

**780K**

**+17% FOOTWEAR**

**101K**

**+10% BAGS**



**36M INFLUENCED REVENUE  
+30% OF TOTAL SELL OUT**

**11% CONVERSION RATE IN ZZAPP**

*Accumulated November (until 29/11)*

# STARTING 2022 ON THE RIGHT FOOT

A woman with blonde hair tied back, wearing a red long-sleeved dress and green strappy high-heeled sandals, is lying on her side on a dark reflective surface. She is holding a pink quilted handbag with a chain strap. Her reflection is visible on the surface below her.

**R\$ 118 MILLION**  
**PORTFOLIO ORDERS FOR REVENUE**

WINTER 2022 WITH GROWTH OF  
+R\$50 MILLION / +64% (VS 2021)

# STRENGTHENING AND ACCELERATION FOR 2022

## OMINI CHANNEL BUSINESS



POTENTIAL OF  
40% OF INFLUENCED REVENUE

20% POTENTIAL  
OMNI WEB REVENUE  
(IN 2021 IT IS 15%)


## STRENGTHENING OF THE FRANCHISEES TO BE PROJECT AND BASE



MCKINSEY WORLD'S LARGEST  
CONSULTANCY

BOOST SELL OUT OMNI  
PERFORMANCE BY INCREASING  
MARGIN

## BRIZZA



SIZE OF THE BRAZILIAN MARKET FOR  
BEACH SANDALS  
2.5BI

14%  
SHARE  
IN THE SELL OUT OF THE AREZZO  
BRAND

## AREZZO BAMBINI



SIZE OF THE CHILDREN'S FOOTWEAR  
MARKET  
7.0BI

OPPORTUNITIES OF NEW  
GENERATIONS WITH THE BRAND'S  
CUSTOMERS

A young girl and a young woman are posing together against a light beige background. The girl is lying on her back, smiling, wearing a white long-sleeved shirt and white sneakers with colorful accents. The woman is sitting up behind her, also smiling, wearing a rainbow-striped shirt and white sneakers with colorful accents. The text 'AREZZO BAMBINI' is overlaid in large white letters, and 'FROM GENERATION TO GENERATION' is written in smaller white letters below it.

# AREZZO BAMBINI

FROM GENERATION TO GENERATION



# FIRSTSTEPS

# AREZZO

## 7.0Bi

SIZE OF THE CHILDREN' FOOTWAR MARKET IN  
BRAZIL

## R\$2.0Bi

CHILDREN' FOOTWEAR FOR GIRLS - CLASSES A/B



IN 8 MONTHS, AREZZO BAMBINI IS ALREADY IN

+760

POINTS OF SALE ACROSS BRAZIL

# FIRST STEPS



MOTHER'S DAY

LAUNCH  
MOTHER & DAUGHTER

COLLABORATIONS



FABER CASTELL

MINI ICONS



PRODUCT

CHILDREN'S  
DAY



CHILDREN'S CALENDAR

B R I Z Z  
A R E Z Z O

B R I Z Z A  
A R E Z Z O

# MARKET FOR WOMEN'S FLIP FLOPS IN BRAZIL

R\$2.5Bi

ABOUT 10% OF THE TOTAL WOMEN'S FOOTWEAR MARKET IN BRAZIL

50% BEING PREMIUM FLIP FLOPS

**BRIZZA AREZZO ALREADY HAS**

**5%**

**IN THE MARKET OF PREMIUM WOMEN'S FLIP FLOPS IN  
BRAZIL IN THE PRICE RANGE ABOVE R\$49.90**

# FIRST YEAR

BRIZZA

+125M

revenue

+2.5M

items sold

14% SELL OUT VOLUME

+2.000

points of sale in Brazil

REAL ATÉ OUT/21 + PROJ. DEZ

# BRIZZA CLIENT

A person's feet are shown wearing blue flip-flops on a sandy beach. In the background, a beach ball is visible. The image serves as a background for the text overlay.

**+22%**

of new customers in the base

**P/A +42%**

vs network average

retention of

**74%**

of the buying customers in the brand  
1x higher frequency in the last 12 months

# STRONG EXPANSION OF NEW SALES CHANNELS

The background of the slide is a collage of four images of flip-flops. The top-left and bottom-right images show orange flip-flops with a white rope strap, lying on a sandy surface. The top-right and bottom-left images show a person's feet wearing green flip-flops with a white rope strap, standing on a sandy surface. The flip-flops have the brand name 'AREZZO' visible on the insole.

E-COMMERCE  
GROWTH

CHAIN STORES

FAMILY MULTIBRAND

GROWTH OF  
SALES IN AREZZO  
STORES  
14% OF  
SELL OUT VOLUME

# BRIZZA IN 2022

## strengthening of the branding and brand positioning

CELEBRITY AS ANNUAL  
BRAND AMBASSADOR

2 GREAT CAMPAIGNS

360 ANNUAL  
COMMUNICATION STRATEGY

STRONG INVESTMENT IN  
MEDIA

CREATIVE DIRECTOR  
GIOVANNI BIANCO

## standardization of sales over the 12 months

LESS SEASONALITY  
DURING THE YEAR

AUTOMATIC REPLACEMENT  
OF BEST SELLERS ITEMS

## product development

PRODUCT  
STRENGTHENING

RAW MATERIAL CHAIN

## lifestyle

EXPERIENCES

CONNECTION WITH THE  
CUSTOMER

NEW YEAR AND CARNAVAL  
ACTIVATIONS

#CIRCUITOBRIZZA

**COMING**  
IN 2022

A photograph of Anitta in a bathtub filled with white foam. She is wearing a brown one-piece swimsuit and large gold hoop earrings. She has a tattoo on her left arm and is looking towards the camera with a slight smile. The background is a white shower curtain.

# ANITTA

# B R I Z Z A

A woman with dark hair and large gold hoop earrings is lying in a bathtub filled with white bubbles. She is wearing a dark-colored one-piece swimsuit. The background is a plain, light-colored wall. The text is overlaid on the image, with the top line in yellow and the rest in white.

# A POWER IN INFLUENCE

THE BRASILIAN WITH  
**the largest network of  
followers and engagement**  
IN SOCIAL MEDIA

# +88M

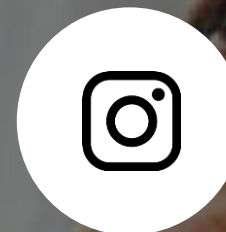
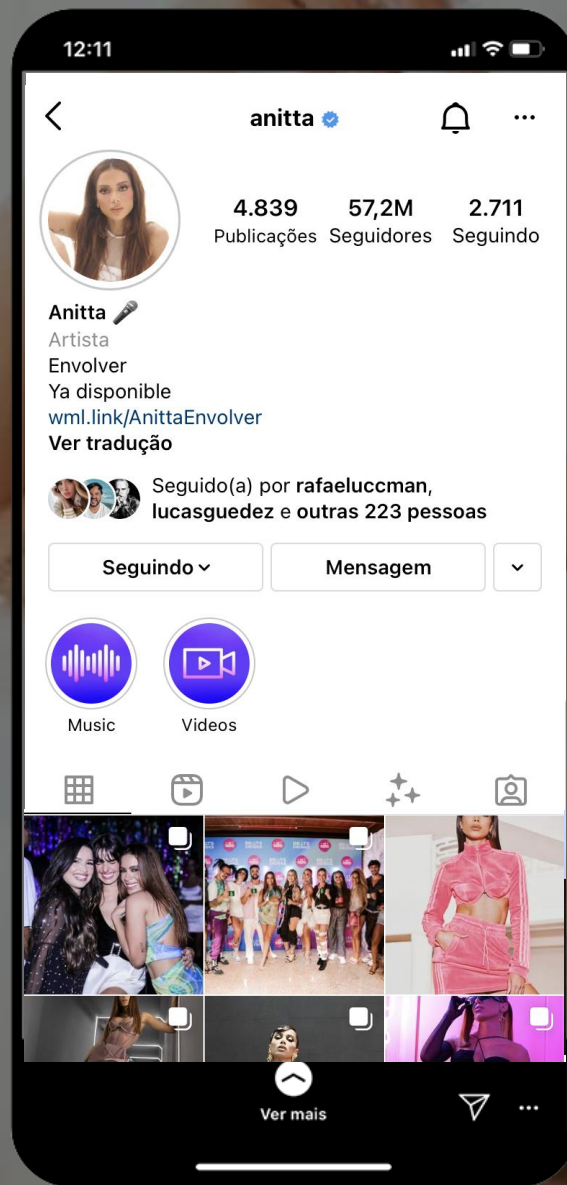
FOLLOWERS

GLOBAL SCOPE

# +3M

VIEWS

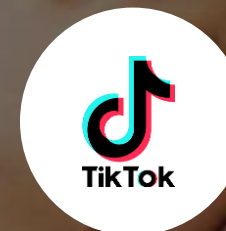
PER POST



+ 57,2 M



+ 7 M



+ 13 M



+ 12 M



# **GREAT ASSET FOR BRIZZA IN 2022**

**EXPRESSIVE RESULTS IN SKOL BEATS**

**MADE REXONA THE WORLD'S MOST SELLING PRODUCT AT  
UNILEVER**

**IS PART OF NUBANK'S BOARD OF DIRECTORS**

A photograph of Anitta in a bathtub, wearing a brown swimsuit and large gold hoop earrings. She is looking upwards and to the side, with her hands raised near her face. The background is a light-colored wall.

# ANITTA

# B R I Z Z A

powerful  
irreverent  
young  
darring

A woman with dark hair is lying in a bathtub filled with white foam. She is wearing a brown, strapless, form-fitting top. She is looking upwards and to the right with a slight smile. Her right hand is raised, holding a small amount of foam. A tattoo is visible on her right forearm. The background is a plain, light-colored wall.

BRIZZA

**important brand pipeline**

AREZZO

PRIMA  
GIGANT  
STON

**MAURICIO**  
BASTOS

OUR DIGITAL TRANSFORMATION EXISTS TO  
GENERATE MORE VALUE FOR OUR  
CUSTOMERS

## CHANNELS

INTEGRATION OF CHANNELS FOR AN OMNI-CHANNEL  
EXPERIENCE AND WITHOUT RUPTURES



## CUSTOMER

## BRAND/PRODUCT

TO INTERPRET TENDENCIES AND PROVOKE DESIRES  
FOR THE CREATION OF THE BEST PRODUCTS

## TECHNOLOGY

INTEGRATION OF TECHNOLOGY FEEDING A  
SMART DATA LAYER

DIGITAL FASHION PLATFORM WITH BRAND EXPERIENCE



FASHION GROUP WITH THE MOST REPEAT  
CUSTOMERS

# CUSTOMER JOURNALS

CUSTOMERS:  
OUR  
BIGGEST ASSET

# BRANDS PLATFORM

REDUCING ACQUISITION COST AND MAXIMIZING LIFETIME VALUE



MULTIBRAND STRATEGY ENHANCES OUR "SHARE OF CLOSET" AND PROMOTES GROWTH ACROSS ALL THE BUSINESSES

AREZZO  
&CO + AR&CO  
**10.1MM**  
Individual CPFs 2019 - 8.4MM

**+31%**

GROWTH IN THE FULL BASE FROM 2019 TO 2021 (Arezzo&Co + AR&Co)

**16%**

OF THE CUSTOMERS PURCHASE IN

**2 OR MORE BRANDS**

+ FREQUENCY

+ AVERAGE  
EXPENDITURE

\* Period: Nov/20 to Oct./21

# OMNI CUSTOMERS

EXPANDING THE RELATIONSHIP, ENGAGEMENT AND LOYALTY IN OUR BRANDS



TM R\$313  
**+17%**

THAN PHYSICAL STORES



PA 1.52  
**+9%**

THAN PHYSICAL STORES



FRQ 4.2  
**+2.3x**

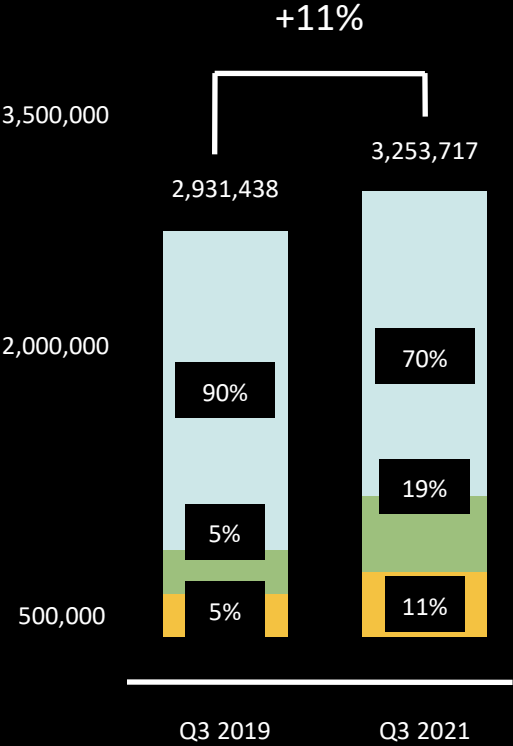
THAN PHYSICAL STORES

AVERAGE OMNI CUSTOMER EXPENDITURE IS **3X GREATER**  
THAN THE OFF AND ON EXCLUSIVES

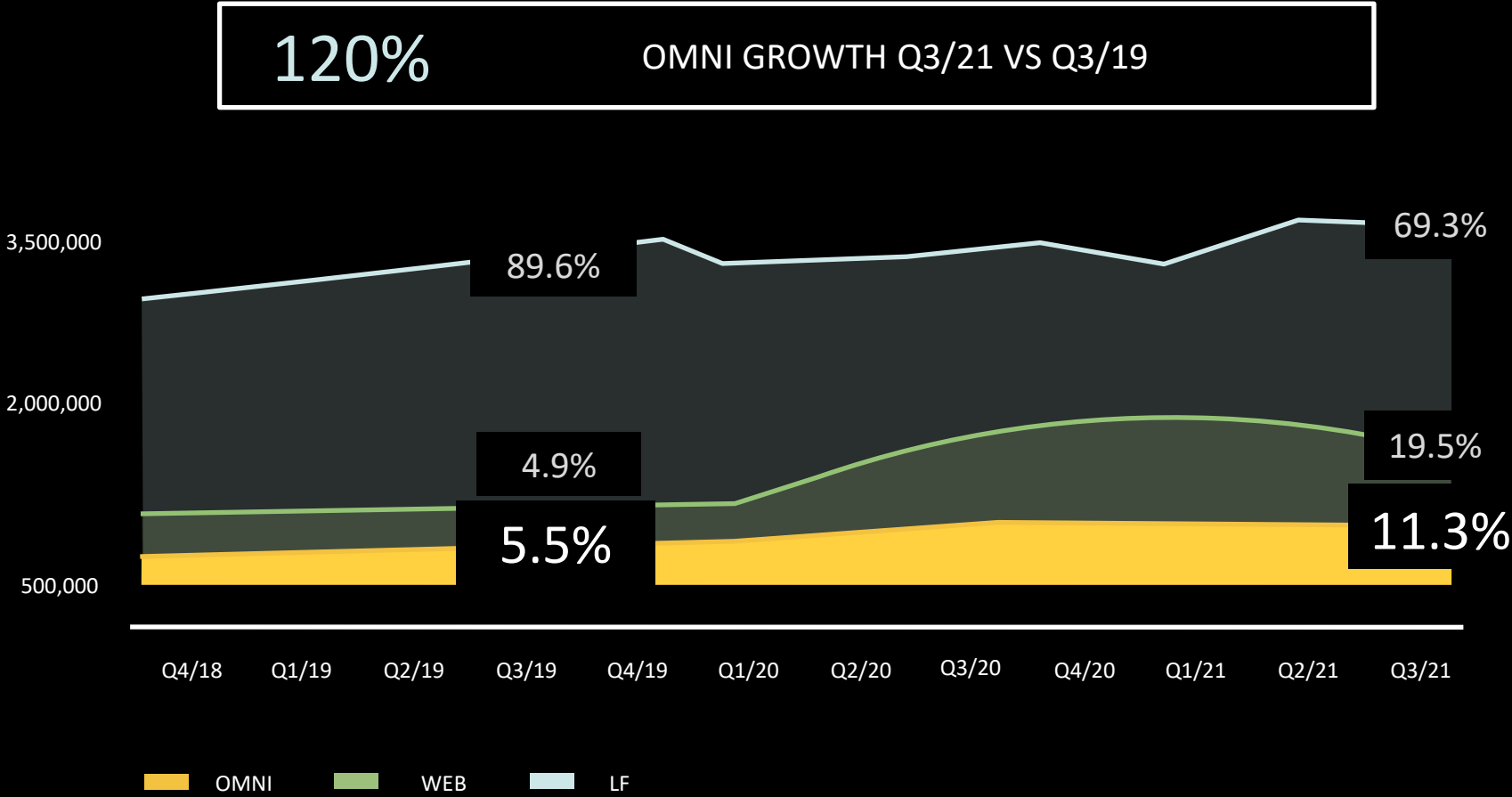
# OMNI CUSTOMERS

MAINTENANCE OF LEVEL ACHIEVED AT THE PEAK OF THE PANDEMIC WITH A BROAD AVENUE OF GROWTH LYING AHEAD

ACTIVE CUSTOMER BASE\*



TREND IN THE ACTIVE CUSTOMER BASE



\* Purchasers in the last 12 months Arezzo&Co

# CRM – NEW COMMUNICATION APPROACHES

GEO SOCIAL: USING INTELLIGENCE OF THE NETWORK FOR LOCAL STRATEGIES IN SOCIAL MEDIA

Empowerment of the stores for generating local content, maximizing sell out and attracting new customers

EXPERIMENTATION

**ROAS 48**

MVP 20 STORES - 3 MONTHS

CHRISTMAS 2021

**ROAS 35**

100 STORES - AREZZO

**30%**

of representativity in the total sell out of the month in benchmark stores

TECHNOLOGY



PEOPLE AND MANAGEMENT



## CRM – EXPERIENCES

SCHUTZCIETY: SEMI-ANNUAL SIGNATURES CLUB FOR SCHUTZ CUSTOMERS



RECEIPT OF MONTHLY BOX WITH SUPRISES,  
EXCLUSIVE EXPERIENCES AND CASHBACK



# +R\$1MM

IN SIGNATURES IN A SOFT OPENING  
WEEK

## 22%

INCREASE IN TICKET OF CLUB  
SIGNATORIES

## 27%

INCREASE IN CONVERSION OF  
THE BASE



# OMNI NI COMM

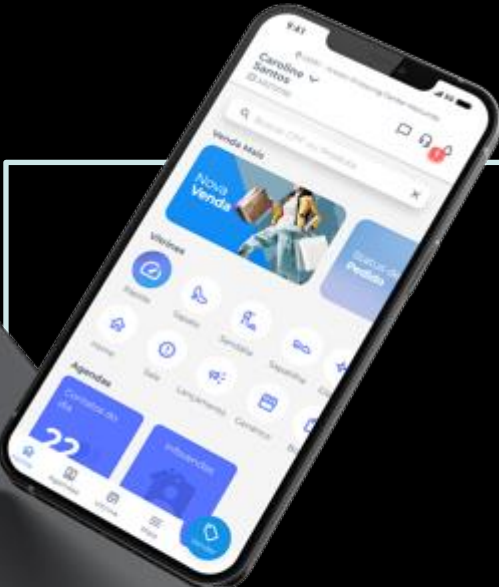
OMNI  
COMMERCE

**ZZ'APP (SELLER'S APP)**

**LAUNCH OF THE NOVA UX WITH INCREASE IN ENGAGEMENT**

**Sell Out Influenced 10M21**

**365MM**



**Stores Using**

**724**

INFLUENCED REVENUE (JAN-OCT)

**29%**

SELL OUT AREZZO&CO

**34%**

SELL OUT AREZZO

**40%**

**OF THE SALES OF 2021 WERE  
DRIVEN BY DIGITAL**

WE EXECUTED

**18.5MM**

**OF ACTIVATIONS (TO  
OCT/21)**

PICK UP AND DELIVERY

**+10%**

SELL OUT WEB

IN SP = 35% OF SALES WEB

# DIGITAL TRANSACTIONS

CONTINUING EVOLUTION AND CONSISTENT RESULTS



## DIGITAL TOOLS

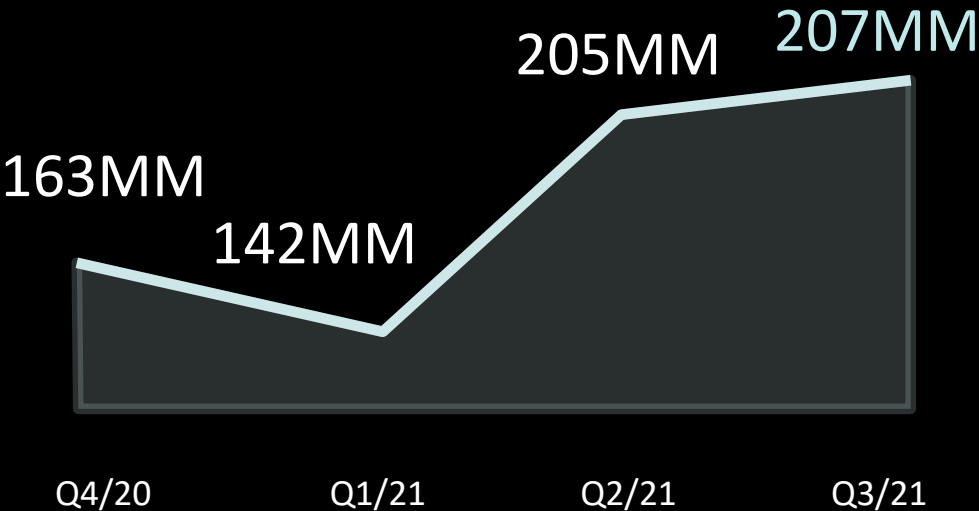
IN THE 9 MONTHS OF 2021 TRANSACTING 554MM

**+27%** Q3/21 COMPARED  
WITH Q4/20

Revenues Arezzo&CO + AR&CO – October/20 to September/21

Delivery and Pick up/infinite Aisle/Seller’s Voucher/Fashion Delivery (*Malinha*) and Influenced  
Revenue/ZZLink

\*Excludes data for Baw Clothing, My Shoes and TROC



## E-COMMERCE

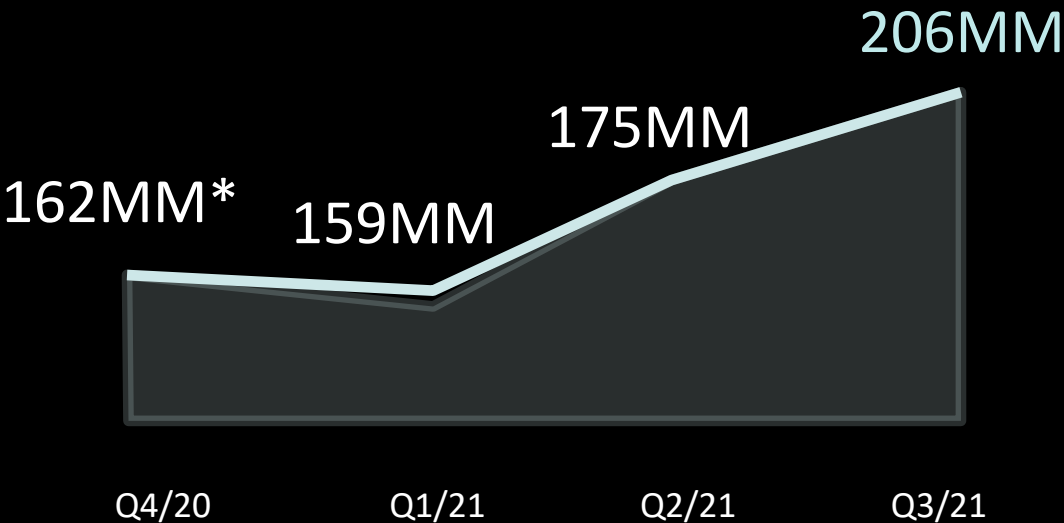
IN THE 9 MONTHS FROM 2021 TRANSACTING 540MM

**+89%** IN THE REVENUE OF  
APPS

Apps Arezzo&CO

Revenues E-commerce Arezzo&CO + AR&CO (Oct/20-Sep/21)

\*The numbers for Q4/20 consider only AR&CO from December





# HOUSE OF BRA

HOUSE OF BRANDS:  
ZZ MALL



2<sup>nd</sup> half

# 2020

- Kick off marketplace operation
- Launch with focus on awareness

1<sup>st</sup> half

# 2021

- Expansion catalog of brands
- App as a unique brand experience

2<sup>nd</sup> half

# 2021

- Launch of ZZPay
- 27% of the customers made at least 2 purchases using the cashback benefit in the period

INDICATORS FOR THE FIRST YEAR REINFORCE THE CAPACITY OF ACQUIRING NEW CUSTOMERS FOR AREZZO&CO



33.6%

New customers  
AREZZO&CO



GROWING NUMBER  
Q-vs-Q



1.84

Frequency of purchase  
90 days



1.65 AVERAGE  
E-COMMERCE



82

NPS of the platform  
ZZ MALL



JANUARY TO OCTOBER/21



82%

Orders using ZZPay in  
the app



40% PARTICIPATION OF THE  
APP

# 2022 ZZ'MALL

OUR HOUSE OF BRANDS  
ONE STOP SHOP



## FOCUS ON 1P

The power of the Arezzo&Co brands with the curatorship of 3P for full look of the customer



## NEW CONNECTIONS

Omni channel business with digitalization and integration of stock with multi-brand and factories



## EXPANSION LOYALTY

Consolidation of ZZPay and development as a payment portfolio

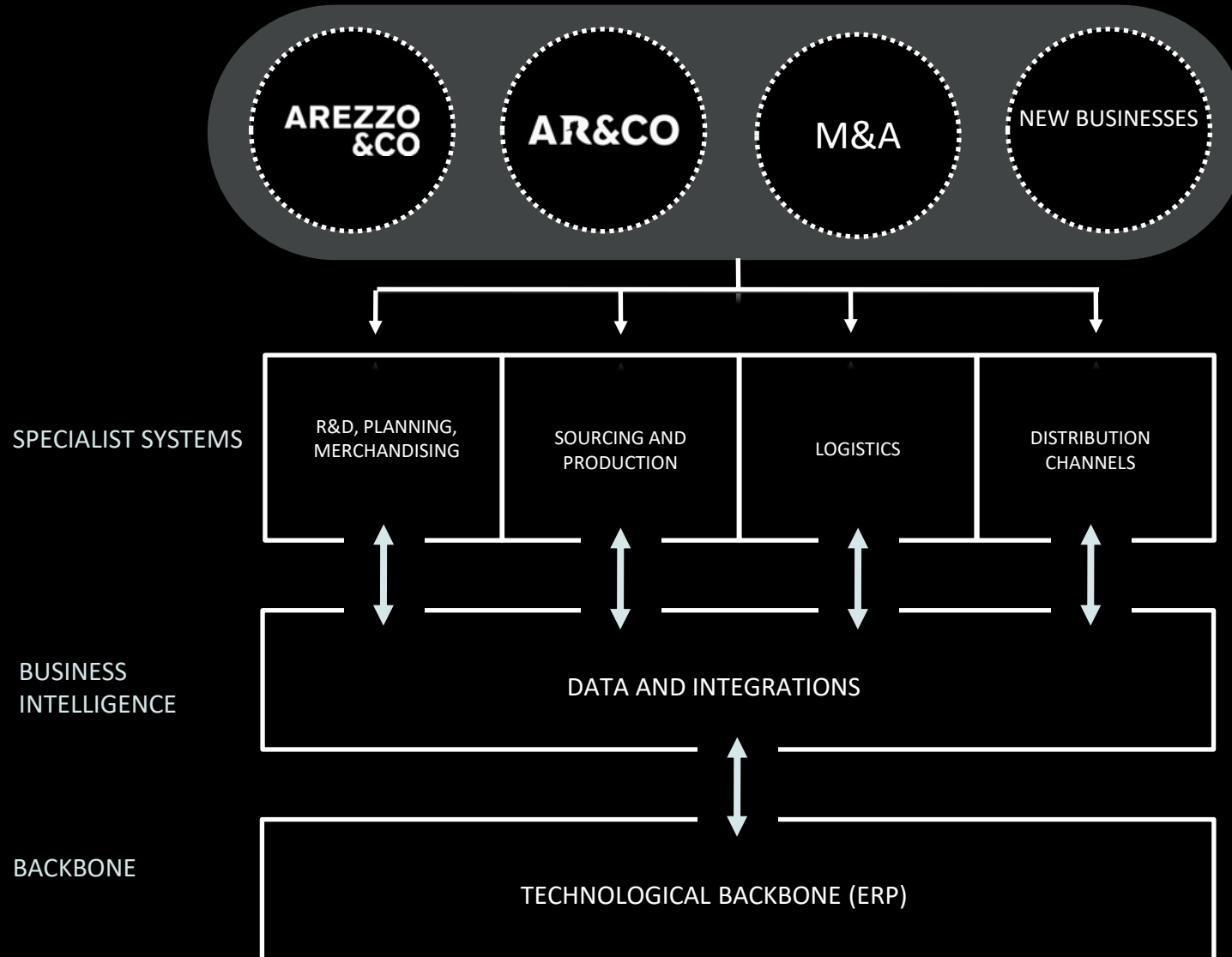
# PLATFORM

TECHNOLOGY  
PLATFORM



# TECHNOLOGICAL PLATFORM

ROBUST, SCALABLE AND FLEXIBLE PLATFORM WITH A CONTINUOUS CYCLE OF INVESTMENT



## OPERATIONAL INTEGRATION

Vans and Reserva

## INTERNALIZATION OF FOOTWEAR

Reserva GO in 70 days

## INTEGRATION OF NEW BUSINESS MODELS

My Shoes with Mercado Livre in 60 days

## DIGITALIZATION VIA E-COMMERCE AND DIGITAL TOOLS

Implementation of Vans in 60 days

# INNOVATION

ZZHUB +  
CULTURE OF  
INNOVATION



# INNOVATION AND CO-CREATION HUB

CENTER FOR DEVELOPMENT AND INCUBATION OF PRODUCTS AND DIGITAL BUSINESSES

AREZZO  
& CO



4,000m<sup>2</sup> of area

200 work positions



# PRIORITIES

# RI

# TIES

PRIORITIES  
2022



# +1 Billion

IN SALES IN OUR E-COMMERCES  
IN 2022

01. SYNERGY AREZZO&CO + AR&CO

05. FUTURE OF ECOMMERCE

04. CORE

03. TECHNOLOGICAL PLATFORM

02. DATA + LOYALTY

06. OMNI



**Y  
LZ  
PZ  
PA  
DI  
SU**

**CASSIANO  
LEMO**

FOR US, THIS CHALLENGE IS AN OPPORTUNITY.  
OUR VERTICALIZATION AND BUSINESS MODEL ARE, IN THIS CONTEXT, AN EVEN  
GREATER DIFFERENTIAL.

CNN  
BRASIL

Ao Vivo 

Política Nacional **Business** Internacional Saúde Tecnologia Esporte Entretenimento Estilo Vi

BUSINESS

# Crise portuária encarece produtos em todo o mundo e parece longe de acabar

Empresas de logística esperam que a crise de abastecimento comece a ser

ESTADÃO

Assine o Estadão

Internacional

Internacional

## Brexit e pandemia provocam escassez e crise de abastecimento no Reino Unido

Unidades do McDonald's pararam de servir milk-shake, franquias do KFC fecham por falta de frango e verduras estão apodrecendo nos campos porque não há trabalhadores para a colheita nem caminhoneiros para o transporte de alimentos

Redação, O Estado de S.Paulo  
14 de setembro de 2021, 05h00

DESTAQUES EM INTERNACIONAL

InfoMoney

Renda extra com FIIs • SAGA Magalu • Plano de Ação XP 2022 • Cobertura no Telegram • ETFs

4,09 -0,71% ITUB4 R\$ 28,99 -0,62% ABEV3 R\$ 16,44 +0,55% GGBR4 R\$ 27,55 +0,15% IBOVESPA 116.181 pts -0,19% DÓLAR R\$ 5,26 +0,59% BITCOIN R\$ 245.

Efeitos da pandemia

## Crise logística pressiona preços e gera risco de desabastecimento: é hora de antecipar as compras do Natal?

Fechamento de portos e falta de contêineres causam atrasos e alta do frete. Problema é mais visível na Ásia, EUA e Europa, mas também já afeta o Brasil

CNN  
BRASIL

Ao Vivo 

Política Nacional **Business** Internacional Saúde Tecnologia Esporte Entretenimen

BUSINESS

## Energia cara e falta de matéria-prima afetam produção industrial, diz economista

Amazonas teve maior queda proporcional: 14%, mas retração de 2,9% em São Paulo teve maior impacto direto na PIN  
acordo com o IBGE

CNN  
BRASIL

Ao Vivo 

Política Nacional **Business** Internacional Saúde Tecnologia Esporte Entretenimento

BUSINESS

IPHONE 13 Veja fotos | PELÉ Alta da UTI | QUEDA DE AVIÃO EM SP Víde

## Brasil vive inflação de escassez pela 1ª vez desde Plano Real, dizem economistas

Falta de semicondutores afeta a produção industrial, principalmente a indústria automotiva

veja

RADAR RADAR ECONÔMICO POLÍTICA ECONOMIA SAÚDE MUNDO CULTURA PLACAR

Economia

## Inflação e escassez de materiais começam a preocupar, diz CEO da Arezzo&Co

Alexandre Birman fala sobre a transformação digital de seus negócios, com aumento de vendas online e a criação de um e-commerce de marcas de luxo

Por Felipe Mendes Atualizado em 28 set 2020, 15h42 - Publicado em 28 set 2020, 10h35



VEJA - SEPTEMBER/20

# SINCE 1972, FROM THE HANDS OF SHOEMAKERS TO THE FEET OF THE CUSTOMERS

INDUSTRY

SYMBIOSIS

RETAIL

LOJA AREZZO

Rua Oscar Freire  
São Paulo

## “SOFTWARE FACTORY” OF FOOTWEAR + INTEGRATED SUPPLY MANAGEMENT



# SOURCING

AGILE,  
FLEXIBLE AND  
SCALABLE

# DEVELOPMENT TECHNOLOGY OF PRODUCTS IN HOUSE

AGILITY AND FLEXIBILITY IN PRODUCT DESIGN, FROM THE DEVELOPMENT AND CHOICE OF RAW MATERIALS TO PRODUCTION.

EXAMPLE: LEATHER REPLACEMENT  
GOAT LEATHER/MESTIZOUS COACH

VACUM PRICE INCREASE: ~40%

INCREASE IN MESTIÇO PRICE : ~10%

VOLUME OF MESTIÇO IN 2S20: 31K M2

VOLUME OF MESTIÇO IN 2S21: 157K M2

# DIFFERENT SCENARIOS, DIFFERENT SOLUTIONS

PRODUCTIVE CAPACITY MANAGEMENT STRATEGY ADAPTED  
TO REALITY

2020

Demand uncertainty



FORTNIGHTLY COLLECTIONS

2021/22

Supply uncertainty



EXPANSION OF SOURCING MATRIX  
AND ANTICIPATION OF DECISIONS

# SOURCING: PROCESS OF FLEXIBLE PRODUCTION

QUICK EXPANSION OF THE MANUFACTURERS NETWORK, ESPECIALLY OUTSIDE RS

NEW OWN FACTORY

VERANÓPOLIS - RS

160K

PAIRS / MONTH

POTENTIAL PRODUCTIVE CAPACITY

NEW FACTORY PROSPECTING

NORTH EAST

200K

PAIRS / MÊS

POTENTIAL PRODUCTIVE CAPACITY

# IT SIG LOS

LEADTIME  
REDUCTION

# LOGISTICS IN THE CORE OF THE BUSINESS

CONTINUOUS IMPROVEMENT OF OPERATIONS

B2C

**+97%**

ON-TIME DELIVERIES

**-18%**

DEADLINE REDUCTION  
21 x 20

**+100K**

DEVLIVERIES IN NEXT OR  
SAME DAY OMNI

B2B

**+16MM**

DRIVEN ITEMS

**+134K**

TRANSPORTATION  
PERFORMED

**+1.7K**

MUNICIPALITIES WITH  
DELIVERIES

STRONG INVESTMENTS IN LOGISTICS EXPANSION

AREZZO  
&CO

# LOGISTICS EXPANSION

1T22

NEW DC RJ (AR&CO)

5K M<sup>2</sup>



12K M<sup>2</sup>

1T23

NOVO DC ES (AREZZO&CO)

22K M<sup>2</sup>



4K M<sup>2</sup>

# MERCH AND SUPPLY

EVOLUTION OF  
MERCHANDISING  
AND SUPPLY

# INTEGRATED SUPPLY CHAIN, VERTICAL AND FLEXIBLE

1ST FRONT

## MERCHANDISING AND SUPPLY

COLLABORATIVE  
COLLECTION  
CONSTRUCTION

DATA AND ANALYTICS  
FOR ASSORTMENT  
DEFINITION

IN SEASON  
MANAGEMENT AND  
FAST REACTION

2ND FRONT

## SOURCING AND LOGISTICS

SYNCHRONIZATION  
BETWEEN DEMAND AND  
PRODUCTIVE CAPACITY

REDUCTION IN  
LEAD TIME (B2B E  
B2C)

3RD FRONT

## CHANNEL INTEGRATION

TOTAL STORES AND ONLINE  
INTEGRATION



**CONNECT WITH AGILITY THE CUSTOMER'S DESIRE, WHERE SHE IS, TO THE DESIRED  
PRODUCT, WHERE IT IS**

SUPPLY PLATFORM PLUG&PLAY

LAUNCH CALENDAR

HIGH COLLECTION FREQUENCY

E-SHOWROOM

INTEGRATED SUPPLIER MANAGEMENT

FAST REACTION

GREATER ASSERTIVENESS OF ASSORTMENT

NEW BRANDS



Go

my SHOES

# EVOLUTION OF MERCHANDISING AND SUPPLY

USE OF ANALYTICS AND COLLABORATION WITH THE NETWORK FROM THE START TO THE END OF THE PRODUCT CYCLE



# INTEGRATED MANAGEMENT AND DIGITAL CHAIN

1

**“SOFTWARE FACTORY”  
OF FOOTWEAR AS A  
DIFERENTIAL**

**IN HOUSE PRODUCT  
ENGINEERING AND  
INTEGRATED SUPPLY  
MANAGEMENT AS A  
BASIS FOR SUCCESS IN  
AN INSTABILITY  
SCENARIO IN  
PRODUCTIVE CHAINS**

2

**PRODUCTION  
FLEXIBILITY**

**EXPANSION OF THE  
SOURCING MATRIX AND  
INVESTMENT IN NEW  
INDUSTRIAL PLANTS**

3

**LOGISTIC EXPANSION**

**LOGISTICS DIRECTED  
TO REDUCE STORE  
BREAKDOWN  
THROUGH LESS LEAD  
TIMES AND GREATER  
OPEN GRID  
REPLACEMENT.  
NEW DCS RIO (1T22)  
AND ES (1T23)**

4

**PLUG&PLAY SUPPLY  
PLATFOTM**

**COLLABORATIVE  
SUPPLY MODEL AND  
SELL-OUT DRIVEN IN  
CONSTANT  
EVOLUTION AND  
REPLICABLE**

5

**ADVANCED ANALYTICS  
IN MERCHANDISING**

**CONTINUOUS DATA  
ANALYSIS AND  
COLLECTIVE  
INTELLIGENCE OF THE  
NETWORK/  
COLLABORATION**

WEEK  
FAC  
CORE



**MAIRA  
ANASTASSAKIS  
AND RAFAEL  
SACHETE**

# STRATEGIC MAP – PILLARS AND LEVERS

STRATEGIC AREA



## GROWTH OF THE CORE / EXPANSION OF THE CURRENT BRANDS

AREZZO **FIEVER**

CASUAL & DEMOCRATIC

SCHUTZ ALEXANDRE BIRMAN

FASHION & LUXURY

ANACAPRI ALME

COMFORT & FLATS



## PEOPLE AND CULTURE

GOVERNANCE

CULTURE

EMPOWERMENT OF THE  
FRONT LINE



## TRANSFORMATION OF THE BUSINESS MODEL

EVOLUTION IN MERCHANDISING AND SUPPLY

SOURCING AND LOGISTICS 2.0

OMNI CHANNEL CUSTOMER EXPERIENCE

SUSTAINABILITY AS STANDARD



## ENGINE 2.0

MARKETPLACE **ZZ'MALL**

CONTENT AND SERVICES

CIRCULAR ECONOMY **TROC**

ACCELERATION OF E-COMMERCE



## DATA AND TECHNOLOGY

DATA AND ANALYTICS

TECHNOLOGY



## NEW BRANDS AND SEGMENTS BRAZIL

M&A: CONSOLIDATION OF THE FASHION MARKET AB

LICENSING

**VANS**  
"OFF THE WALL"

ZZ VENTURES



NEW SEGMENTS: MY SHOES, SCHUTZ VESTUÁRIO,  
BAMBINI, BRIZZA

## AR&CO

INTEGRATE AND LEVERAGE THE  
OPERATION

**Reserva**

**Baw®**  
**clothing**

CAROL BASSI



## INTERNATIONAL MARKET

AMERICAN MARKET

## STRATEGIC AREA – PILLARS

### STRATEGY

- PLANNING AND EXECUTION OF THE COMPANY'S INTERNAL PROJECTS FOR TRANSFORMATION OF THE BUSINESS MODEL
- STRATEGIC SUPPORT FOR THE CORE AREAS (MARKET SHARE STUDIES)
- LONG-TERM PLANNING OF THE COMPANY (5-YEAR FINANCIAL MODEL)
- MAP AND STRATEGIC OBJECTIVES FOR THE COMPANY

### M&A

CONSOLIDATION OF THE FASHION MARKET A/B

A) ENTRY INTO NEW SEGMENTS - EX: APPAREL (RESERVA, BAW AND CAROL BASSI);

B) CONSOLIDATION IN FOOTWEAR AND HANDBAGS - INCREMENT OF MARKET SHARE

**Reserva**

**Baw®  
Clothing**

CAROL BASSI

### LICENSING

NEW BUSINESS OPPORTUNITIES: INTERNATIONAL ICONIC BRANDS WITH POTENTIAL FOR THE BRAZILIAN MARKET

**VANS**  
"OFF THE WALL"

### ZZ VENTURES

EXPANSION IN INVESTMENT POSSIBILITIES FOR NEW SECTORS AND TYPES OF COMPANIES, ENHANCING THE AREZZO&CO ECOSYSTEM



**TROC**

A person with braided hair, wearing a light grey t-shirt and dark pants, is skateboarding on a city street. They are in a dynamic pose, leaning forward with one foot on the skateboard and the other leg extended back. The background features a building with extensive metal scaffolding and a yellow-painted section. A fire hydrant is visible on the sidewalk to the left. The overall scene is urban and gritty.

**VANS**  
"OFF THE WALL"

## **RESULT OF THE VANS OPERATION IN BRAZIL A WORLD HIGHLIGHT - IMPACTS OF AREZZO&CO MANAGEMENT:**

- **LOCAL SOURCING**
- **GROWTH BY CHANNEL**

## **GROWTH LEVERS AND BRAND CONSOLIDATION IN THE BRAZILIAN MARKET**

**RESULT:  
VANS  
OPERATION IN  
BRAZIL A  
WORLD  
HIGHLIGHT:**

- **REGIONAL GROWTH  
BOOSTED BY BRAZIL  
(STORE OPENINGS AND  
BRAND AWARENESS)**

- **LOCAL BRAND RELEVANCE  
GAINING GLOBAL  
IMPORTANCE**



## IMPACTS OF AREZZO&CO MANAGEMENT:

**LOCAL PRODUCT  
DEVELOPMENT AND  
SOURCING**



**LOCAL PRODUCTION REPRESENTATIVENESS  
INCREASE**

**FROM 30%  
TO 68%**

**NUMBER OF SKUs DEVELOPED:**

**FROM 313 TO  
491 +57%**

**ACQUISITION OF THE VULCANIZED  
FOOTWEAR PLANT – PRODUCTION START IN  
2023**

**IMPROVED QUALITY OF LOCAL  
PRODUCTION**



"OFF THE WALL"

# IMPACTS OF AREZZO&CO MANAGEMENT:

## CONSISTENT GROWTH ON THE WHOLESALE CHANNEL

- **REPRESENTS 55% OF THE BRAND'S TOTAL**
- **STRONG REVENUE GROWTH +40% 2019 +59% 2020**
- **951 NEW DOORS OPENED, 70% OF WHICH FOCUSING ON SPECIFIC SEGMENTS TO THE CORRECT CONSUMER**
- **19 TRAINING SESSIONS WITH 4,000 SALES STAFF AUDIENCE**





"OFF THE WALL"

# IMPACTS OF AREZZO&CO MANAGEMENT:

DIRECT TO  
CONSUMER

- **18 STORES** OPENED SINCE OPERATION START (**25 STORES** AT YEAREND 2021)
- STORES **100% INTEGRATED** WITH THE AREZZO&CO MANAGEMENT SYSTEM AND **OMNICHANNEL** TOOLS
- AVERAGE MONTHLY SALES OF **R\$500K**
- SELL-OUT CULTURE:
  - DAILY CLOSENESS WITH STORES
  - SALES CONVENTION HELD 3X PER YEAR
- CUSTOMER LIST GROWTH (FROM 23K TO **128K**), GENERATING CONSUMER LOYALTY

# IMPACTS OF AREZZO&CO MANAGEMENT: E-COMMERCE

- **30% GROWTH IN 2021 AND 21% REPRESENTATIVENESS FOR THE BRAND**
- **154% AST INCREASE**
- **167% VISITS GROWTH: 26.5 MILLION IN 2021**
- **OPTIMIZED PRODUCT MANAGEMENT, REDUCING BREAKS AND INCREASING THE CONVERSION RATE BY 12%**
- **LOYALTY-ORIENTED CUSTOMER MANAGEMENT: PREPARATION FOR VANS FAMILY IMPLEMENTATION**



# 2021 GROWTH LEVERS

## THROUGH:

- BRAND PURPOSE
- 4 SUPPORTING PILLARS:
  - ACTION SPORTS
  - ARTS
  - MUSIC
  - STREET CULTURE

# 2021 GROWTH LEVERS

## BRAND PURPOSE

- THE BRAND'S FIRST METAVERSE EXPERIENCE
- BRAND PURPOSE STRENGTHENING WITH THE POTENTIAL TO LEVERAGE CREATIVE EXPRESSION BEYOND THE PHYSICAL WORLD
- A DIGITAL-WORLD COMBINATION OF SKATEBOARDING, FASHION AND COMMUNITY



**ROBLOX**

**VANS WORLD**



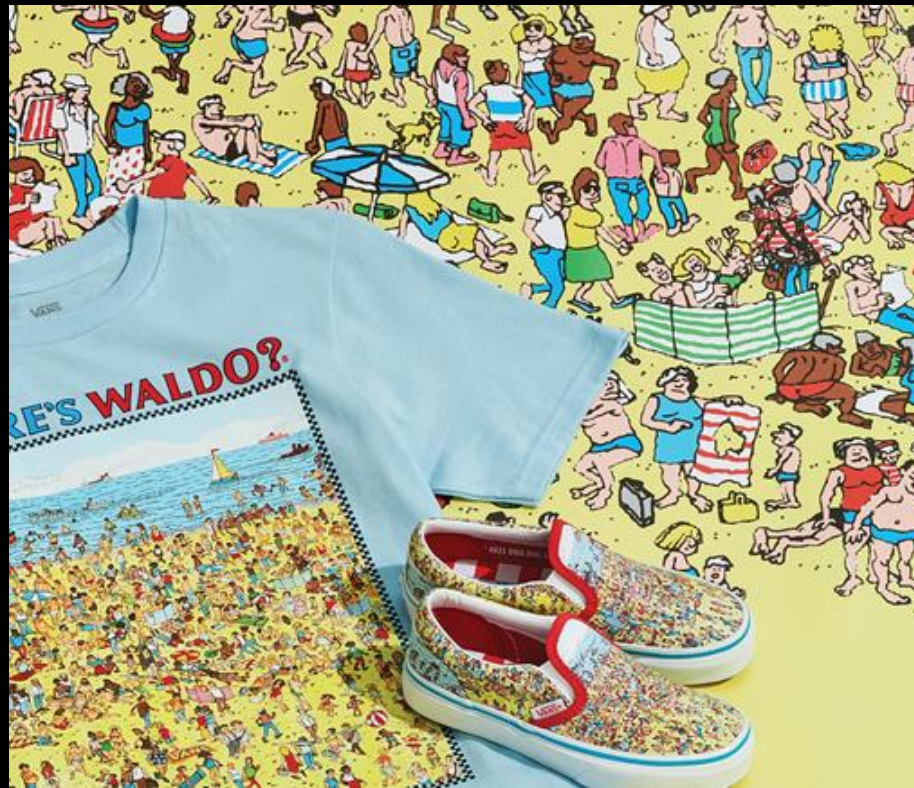
**VANS**  
"OFF THE WALL"

## 2021 GROWTH LEVERS

**BRAND  
PURPOSE**

### COLLABS

- LIBERTY
- WHERE'S WALLY?
- SPONGEBOB
- PRIDE





# 2021 GROWTH LEVERS

## HERITAGE

- STRENGTHEN BRAND PURPOSE
- KEEP PRODUCT HERITAGE ENERGIZED

## PROGRESSION

- CONNECTS US TO NEW CONSUMERS
- INNOVATION/ TECHNOLOGY/ BENEFITS



# 2021 GROWTH LEVERS

## ACTION SPORTS

- **SKATEBOARDING CLASSICS: CLASSIC SILHOUETTES GAIN CONSTRUCTION AND DESIGN UPDATES – BRAZILIAN SKATEBOARDER GIOVANNI VIANNA STARRING THE GLOBAL CAMPAIGN**
- **NEW SILHOUETTES RELEASED ON THE MARKET WITH **+60% TURNOVER IN 3 WEEKS** – WAYVEE**
- **OLYMPIC SKATEBOARDING: CELEBRATING THE SKATEBOARDING COMMUNITY. PEDRO BARROS WON THE SILVER IN THE PARK EVENT**

# 2021 GROWTH LEVERS

**MUSICIANS  
VANS  
WANTED**

## **MUSIC:**

- **FELINI MUSIC VIDEO: THE FIRST VANS-CRIOLO JOINT PROJECT; DONE ENTIRELY IN 3D FEATURING CHARACTERS WEARING THE OLD SKOOL SHOE**
- **MUSIC VIDEO PRODUCED USING GAMING TECHNOLOGY**

**MUSIC:**

**MUSICIANS  
VANS  
WANTED**



## **2021 GROWTH LEVERS**

- **30,000 REGISTRATIONS  
WORLDWIDE – 5,000 FROM BRAZIL**
- **CRIOLO AS REGIONAL PLATFORM  
AMBASSADOR**
- **BRAZILIAN ARTIST JOY SALES WON  
THE 2021 VANS MUSICIANS  
WANTED 2021**
  - **CELEBRATING BRAZILIAN  
MULTICULTURALISM AND  
REINFORCING THE MESSAGE OF  
MUSICAL, SOCIAL AND RACIAL  
DIVERSITY**

# 2021 GROWTH LEVERS

## ARTS: BRAND CAMPAIGN

- BRAND CAMPAIGN SPOTLIGHTING ARTISTS AND CELEBRATING CREATIVITY
- WORLDWIDE DISSEMINATION THROUGH VANS.COM, CULTIVATING A DIGITAL SPACE FOR GLOBAL PROJECTS



## 2021 GROWTH LEVERS

### **STREET CULTURE: AV. PAULISTA VANS BRAND SHOWCASE**

- **250 SQUARE-METER STORE**
- **AV PAULISTA: THE EPICENTER OF STREET CULTURE IN LATIN AMERICA**
- **360-DEGREE BRAND EXPERIENCE**
- **MEZZANINE SKATEBOARD SHOP**
- **PRESENCE OF THE 4 BRAND PILLARS**
- **R\$ 15M/YEAR SALES FORECAST**



## **NEXT STEPS IN 2022:**

- **FOCUS ON BRAND AWARENESS**
- **CONTINUE THE EXPANSION PLAN IN 2022**
- **FURTHER REINFORCE THE E-COMM CHANNEL WITH TECHNOLOGIES TO PROVIDE A BETTER CUSTOMER EXPERIENCE**
- **INTENSIFY THE STRENGTHENING OF THE CLOTHING AND ACCESSORIES CATEGORY**
- **KEEP FOCUS ON MAINTAINING THE VOLUME AND QUANTITY OF LOCAL PRODUCTION OF FOOTWEAR, CLOTHING AND ACCESSORIES**

800  
PRO  
AC

**RONY**  
MEISLER

A man in a grey suit and white sneakers is in a starting crouch on a blue track. He is looking down, focused on the start. The background shows a large stadium with tiered seating and a goalpost in the distance.

# *Results21*

**STRONG PERFORMANCE WITHIN THE** **AR&CO GROUP**  
*The fastest growing brand in Brazil*

**42.9M**

*EBITDA by Sep/21*

*with*

**239%**

*growth vs. 2019*

**428M**

*in sales by Sep/21*

**460%**

*Online sales growth by Sep/21  
(vs. 2019)*

**43%**

*influenced sales on the Online  
channel*

**68%**

*active customer base  
growth*

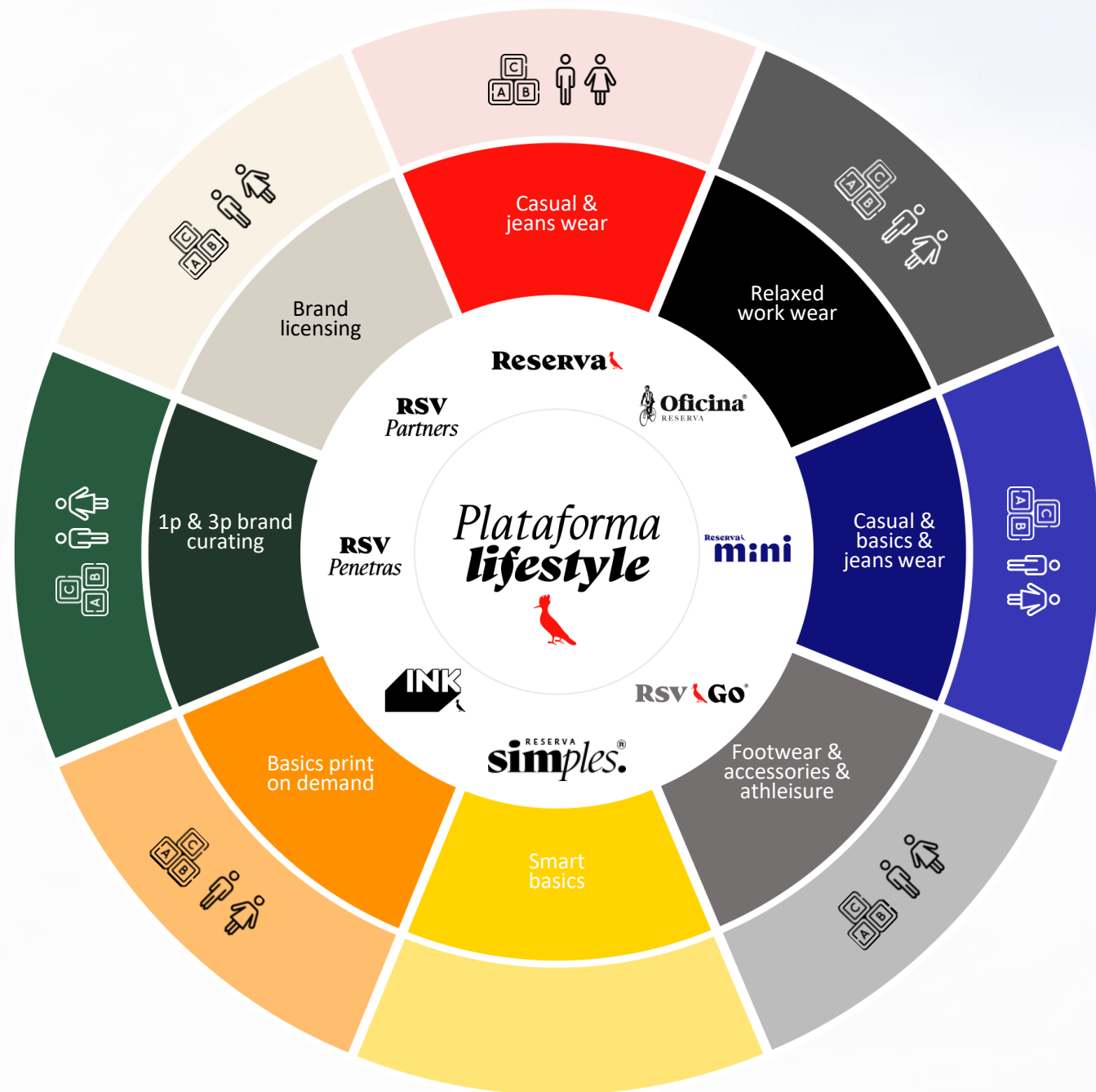


# *What is Reserva?*

InvestorDay 2021

**AR&CO**

# Reserva ecosystem



# *The customer at the heart of the consumer journey*



A full-page background image showing five men running on a blue athletic track. The man in the center is wearing a grey blazer and trousers, while the other four are in black athletic wear. They are all running towards the camera. The background shows a large stadium with empty blue and white seats under a clear sky.

# *Major levers 2021*

# Major value levers 2021

**AR&CO**




People & Management & Purpose

**1P=5P**

Over **56M** meals supplemented

Empresa **(B)** Certificada

Made proudly in Brazil



Launch calendar change

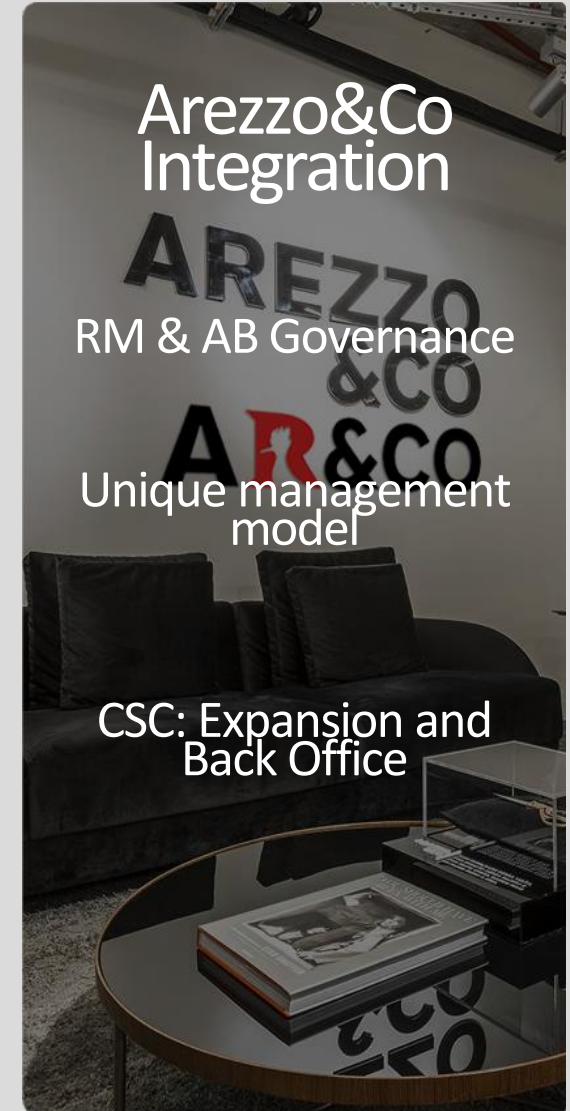


New brands and product lines

Reserva Jeans

Colabes

RESERVA **simples.**



Arezzo&Co Integration

RM & AB Governance

Unique management model

CSC: Expansion and Back Office

# Major value levers 2021

**AR&CO**

**RSV Go®**



20% of Mix

BRL 36.4 M  
In Sell-In sales in 9M21

Print on  
Demand

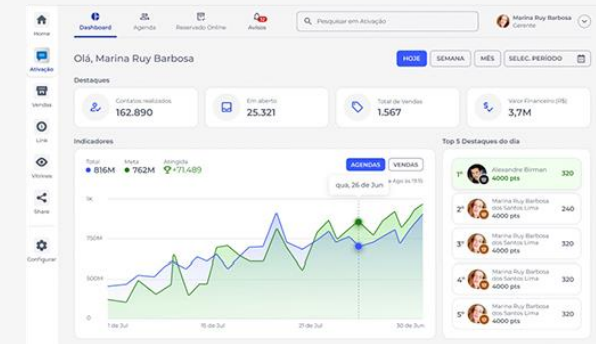


**faça.vc**

**Reserva**



Omnichannel  
selling

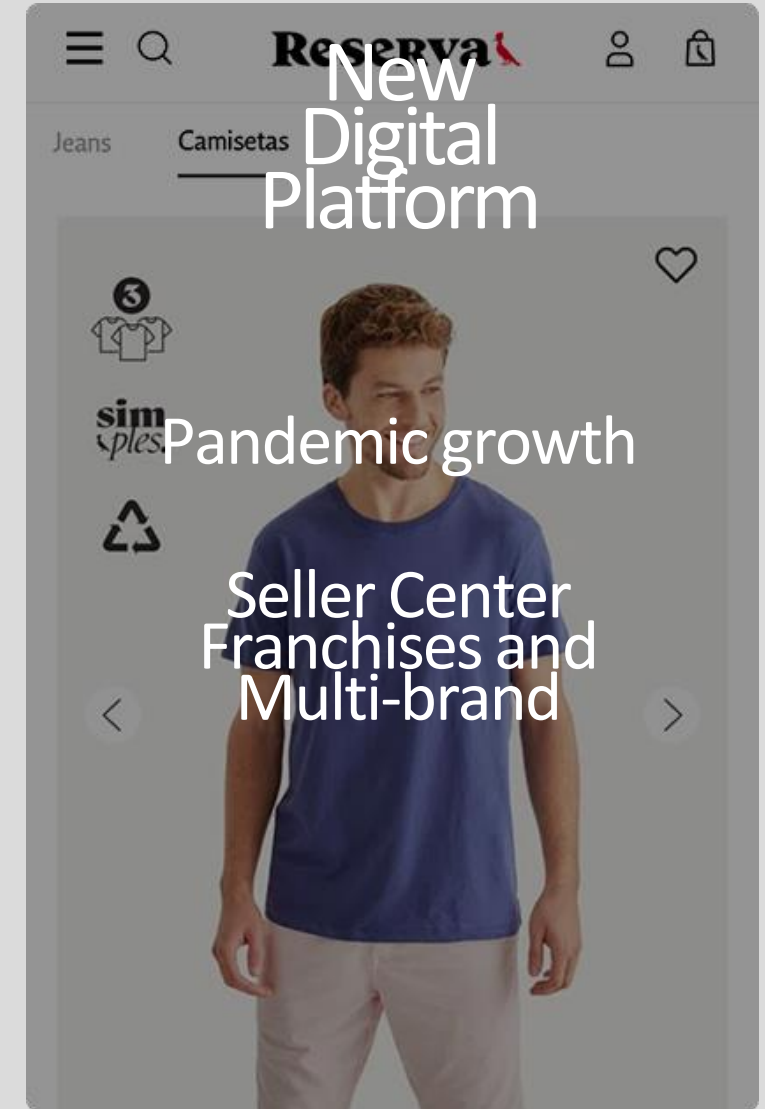
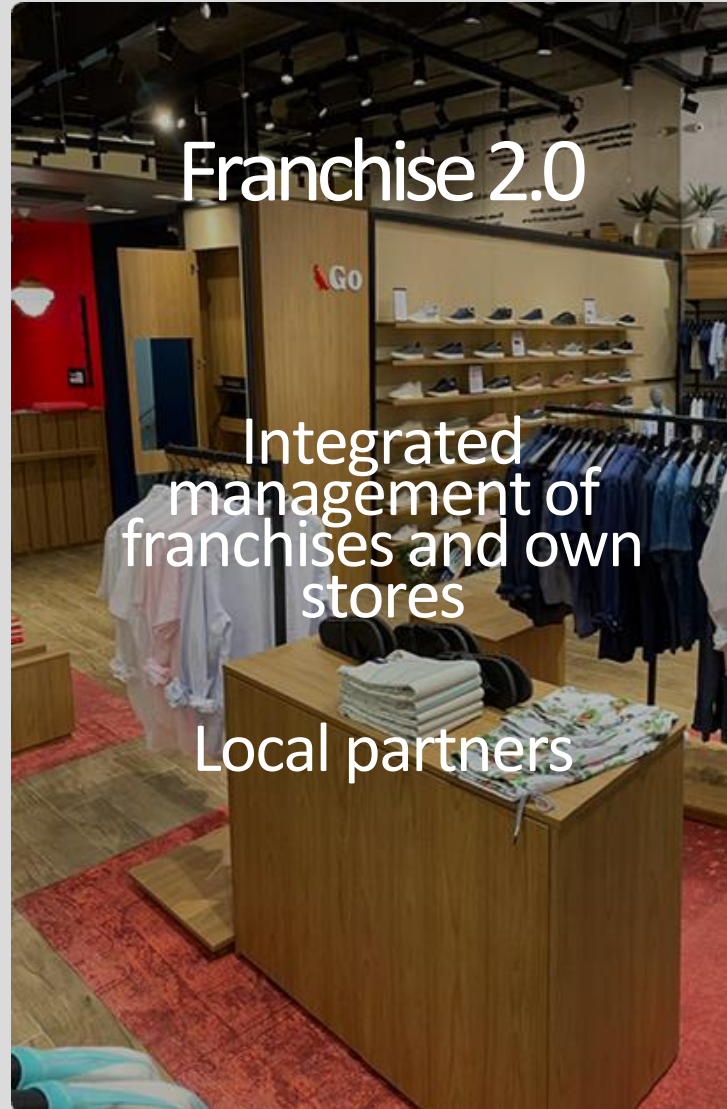


**NOW**

B2C Comercial  
Management

# Major value levers 2021

**AR&CO**



# *Major value levers 2021*

New store format



# *Major value levers 2021*

New store format



# Major value levers 2021

New store format



# Major value levers 2021

New store format



InvestorDay 2021

AR&CO

A man in a grey suit and black shirt is running on a blue track. He is looking forward with a determined expression. The background shows a large stadium with many rows of white seats.

# *Guidance*2022

Q21 EDITION

INVESTOR DAY SPECIAL

# Good news

AR&CO



2.5%

*Website conversion rate*



1-1.5%

*of the market*

83%

*Conversion rate growth  
vs. 2019*



*Opportunity22*  
97.5%

On the other hand, bounce rate

Assortment

Availability

Usability

Price

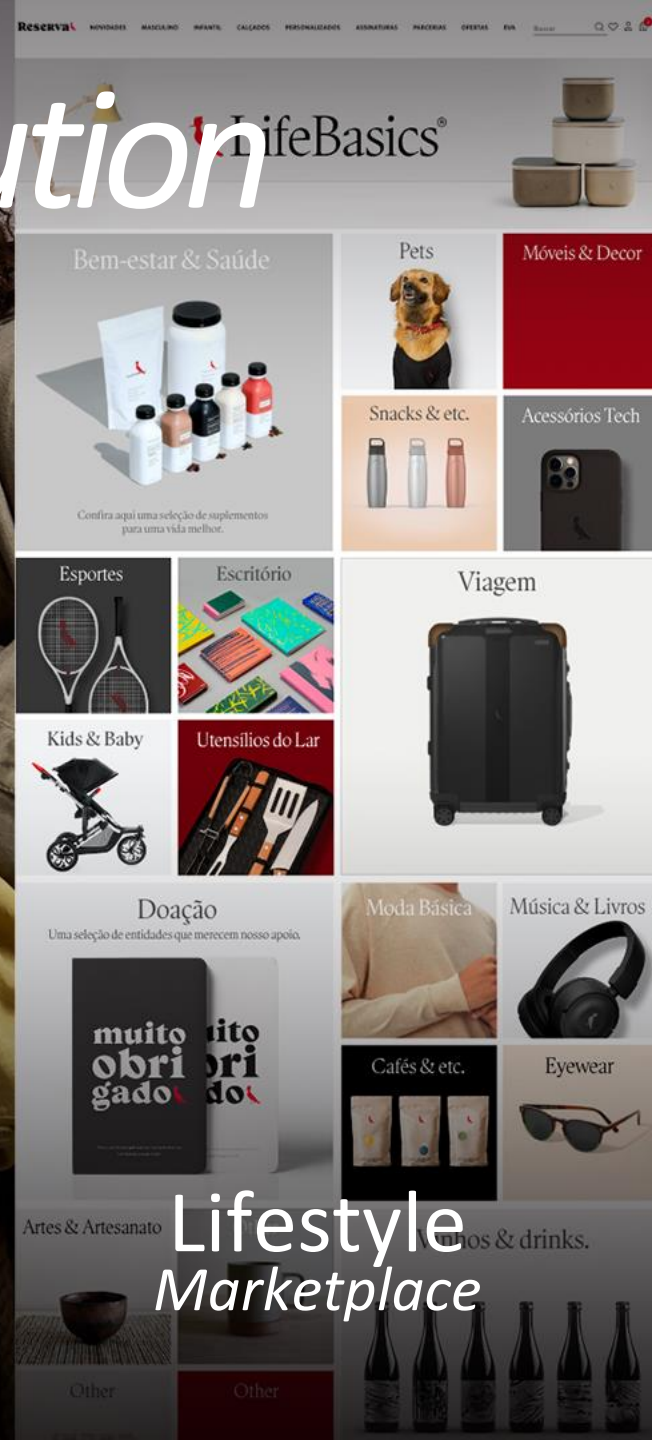


RESERVA  
**simples.**<sup>®</sup>



RESERVA  
**Women's**

# Solution



**Lifestyle  
Marketplace**



**Innovative  
Loyalty  
Program**

# Solution

RESERVA  
**simples.**<sup>®</sup>

AB public, men's,  
women's and  
children's

Over 5 million men,  
women and children

All through the  
best basics in  
Brazil

RESERVA  
**Women's**

The current R\$ 46 B  
addressable market  
will grow an  
additional R\$ 21 B  
with Reserva Men's  
and children's

50% of sales at  
Reserva stores are  
currently made to  
women

**Lifestyle  
Marketplace**

Opportunity to be  
found in  
complementary items  
to the current  
assortment

Adherent to our  
lifestyle

*Innovative  
Loyalty  
Program*

Product of the T-  
shirt Subscription  
MVP :

10 thousand  
subscribers

62% of subscribers  
return within 70 days

The program's  
average return time is  
**35 days**

161

**M&A**

---

**CAROL BASSI**

# **ANOTHER STEP TOWARDS CONSOLIDATION OF THE FASHION MARKET**

## **R\$ 15,4 BN**

### **WOMEN'S CLOTHING A/B ADRESSABLE MARKET**

## MARKET RESEARCH

---

**BRAND AMONG THE BEST REVIEWED IN A SURVEY WITH 1,500 RESPONDENTS ON WOMEN'S CLOTHING**

**“INSPIRES ME AND RESPECTS ME”**

**“ALWAYS WITHIN THE CURRENT TREND”**

**“DIFFERENTIATES ITSELF IN TERMS OF PRODUCT DURABILITY”**

**“I WOULD RECOMMEND IT TO MY FRIENDS AND FAMILY MEMBERS”**

**“CLOTHING WITH A DESIGN THAT ENCHANTS ME”**



# **CAROL BASSI**

**AUTHENTIC AND INSPIRING  
DIGITAL INFLUENCER AND  
ENTREPRENEUR, WHO  
TURNED HER LIFESTYLE  
INTO A BRAND, FOUNDED  
IN 2014.**

**ELECTED BY FORBES AS ONE OF THE SUCCESSFUL  
WOMEN IN BRAZIL IN 2021.**

**SELF-MADE WOMAN, RAISED IN THE FASHION  
UNIVERSE AND PASSIONATE ABOUT HER BUSINESS.**



# ONE OF THE MAIN LUXURY CLOTHING BRANDS IN BRAZIL

**62**

**EMPLOYEES**

**2**

**STORES (RJ & SP)**

**R\$ 1.279**

**AVERAGE PRICE**

**OPENING OF THE  
CORNER WITHIN  
GUARANÁ  
BRAZIL AT AL.  
LORENNNA  
2014**



**CONVERSION OF  
THE GUARANÁ  
BRAZIL STORE  
INTO CAROL  
BASSI  
2015**

**#1 WHOLESALE CUSTOMER  
PER REFERRAL  
#1 WHOLESALE SHOWROOM**



**FASHION SHOW TO LAUNCH  
THE BRAND WITH 1ST  
TRICOT COAT**

**EVENT IN NY TO  
LAUNCH NEW  
COLORS FOR  
TRICOT COAT**

**CLOTHING PIECE  
BY CAROL BASSI  
APPEARS IN THE  
TV CHANNEL  
GLOBO**

**1ST POP UP IN  
CIDADE  
JARDIM/SP**

**2016**

**POP UP STORE IN NY  
ON THE 2ND FLOOR  
OF HUEB  
(MADISON AVENUE)**



**PEAK OF SALES OF  
THE TRICOT COAT  
2017**



**2019**

**OPENING OF  
THE STORE AT  
SHOPPING  
CIDADE  
JARDIM/SP**



**2021**

**OPENING OF  
POP UP IN RJ  
  
PREMIERE ON  
SPFW**



**SUCCESSFUL CAMPAIGNS**

A large, iconic statue of Christ the Redeemer with arms outstretched, set against a clear blue sky. Below the statue, a large group of people, mostly women in white dresses, are posing on stone steps.

# **ABSOLUTELY DESIRED COLLECTIONS**

**CAMPAIGN  
LAUNCH OF THE SUMMER OF  
2022**

A photograph of two women with long, wavy hair standing in a desert-like environment. The woman on the left is wearing a light pink turtleneck under a dark cardigan, and the woman on the right is wearing a light pink blazer over a dark top. The background is a warm, golden-hued landscape with some vegetation.

**COLLAB  
CAROL BASSI AND  
MARIA RUDGE**

## **LIFESTYLE BRAND**

**CURATED BY CAROL BASSI THROUGH OWN PRODUCTS AND THIRD PARTIES**

## **EXPERIENCE AND ENGAGEMENT**

**CONSUMER IN THE CENTER WITHOUT DISTINCTION BETWEEN PHYSICAL AND DIGITAL**

## **PROXIMITY TO THE PUBLIC**

**CAROL BASSI'S OFFICE CONNECTED TO THE STORES FITTING ROOM FOR INTERACTION WITH CUSTOMERS**

**OWN STORES**

# CONCEPT STORE

**STORE, MARKETPLACE, SHOWROOM, FITTING ROOM,  
OFFICE AND LOGISTICS IN A SPACE OF 940 M<sup>2</sup>**

**SHOPPING CIDADE JARDIM – SÃO PAULO**

**STRONG SALES OF MORE THAN R\$ 35MM/YEAR**

**POP UP STORE - RIO DE JANEIRO**

**OPENING IN OCTOBER 2021**

**115M<sup>2</sup>**

CAROL BASSI

## **MULTI BRAND CHANNEL**

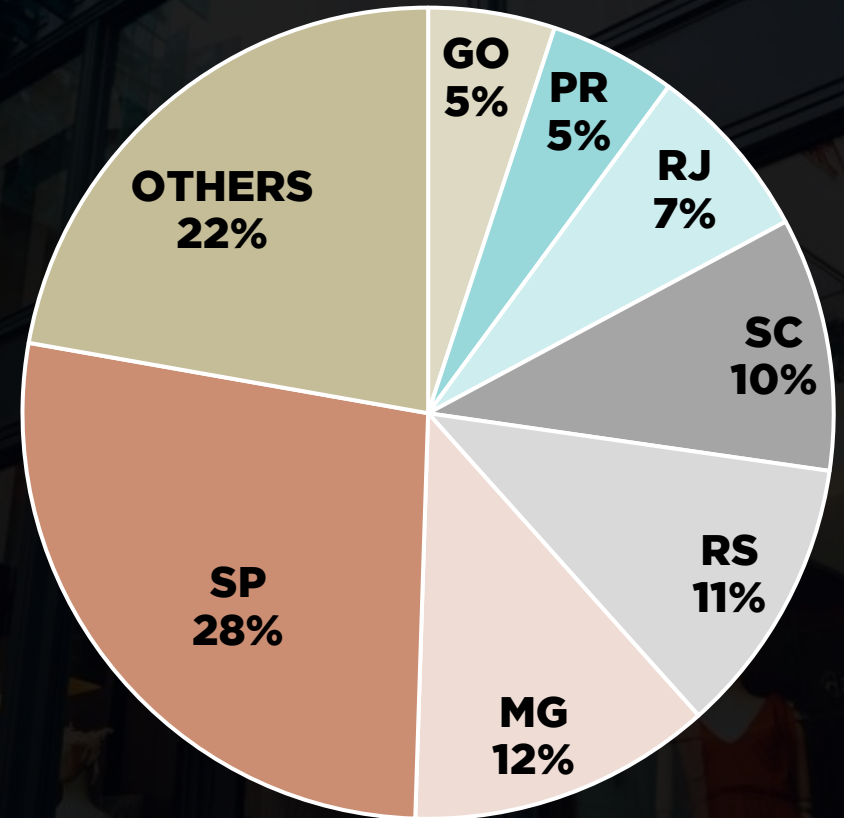
**PRESENCE IN +20 STATES**



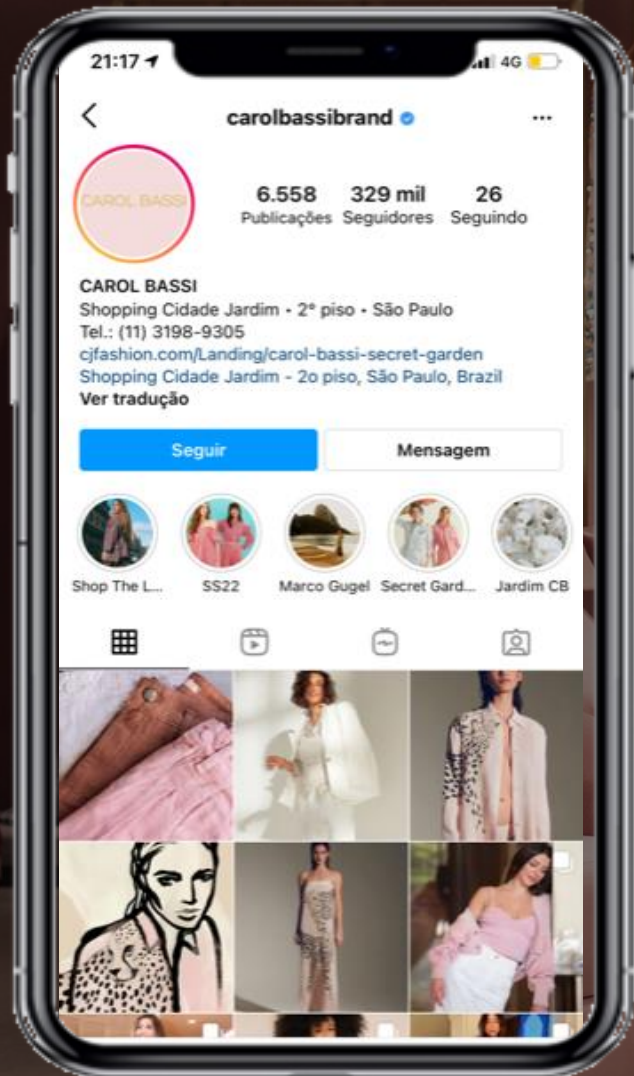
**APROX. 90 CLIENTS**

## **GREAT EXPANSION OPPORTUNITY OUTSIDE SÃO PAULO**

**SALES BREAKDOWN (%)**



# DIGITAL CHANNEL



**STRONG DIGITAL COMMUNITY**



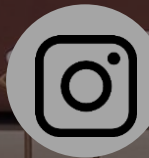
**DIGITAL PLATFORM WITH OVER 55 GROUPS IN DIRECT CONTACT WITH THE SELLERS**



**OVER 8 THOUSAND WOMEN PARTICIPATING IN THE GROUPS**



**2X A DAY GROUP UPDATES WITH NEW RELEASES**



**OVER 320K FOLLOWERS ON INSTAGRAM**

# ESG INITIATIVES

**100% OF THE PROCEEDS  
OF THE ANNUAL  
PHILANTROPIC BAZAARS  
REVERSED TO SOCIAL  
PROJECTS IN BRAZIL**



**CAROL BASSI AND ALE  
FARAH PARTNERSHIP:  
CACTUS LEATHER  
BAGS**


**CAROL BASSI LAUNCHES  
IN 2018 FAKE SKIN  
CAPSULE COLLECTION IN  
PARIS**

**110 MM**

**GROSS REVENUES RANGE IN 2022**

**32 MM**

**EBITDA RANGE IN 2022**

The image shows a spacious, modern interior with a series of large, light-colored arches. The floor is made of large, dark grey tiles. In the background, two mannequins are displayed in arched alcoves, each on a small white pedestal. To the left, there are planters with red flowers. The overall atmosphere is clean and minimalist.

CAROL BASSI

**WE ARRIVED, IN EXCELLENT  
COMPANY, IN WOMEN'S  
CLOTHING!**

**A  
&  
Q**

ISOLA  
LUGER  
CZAR

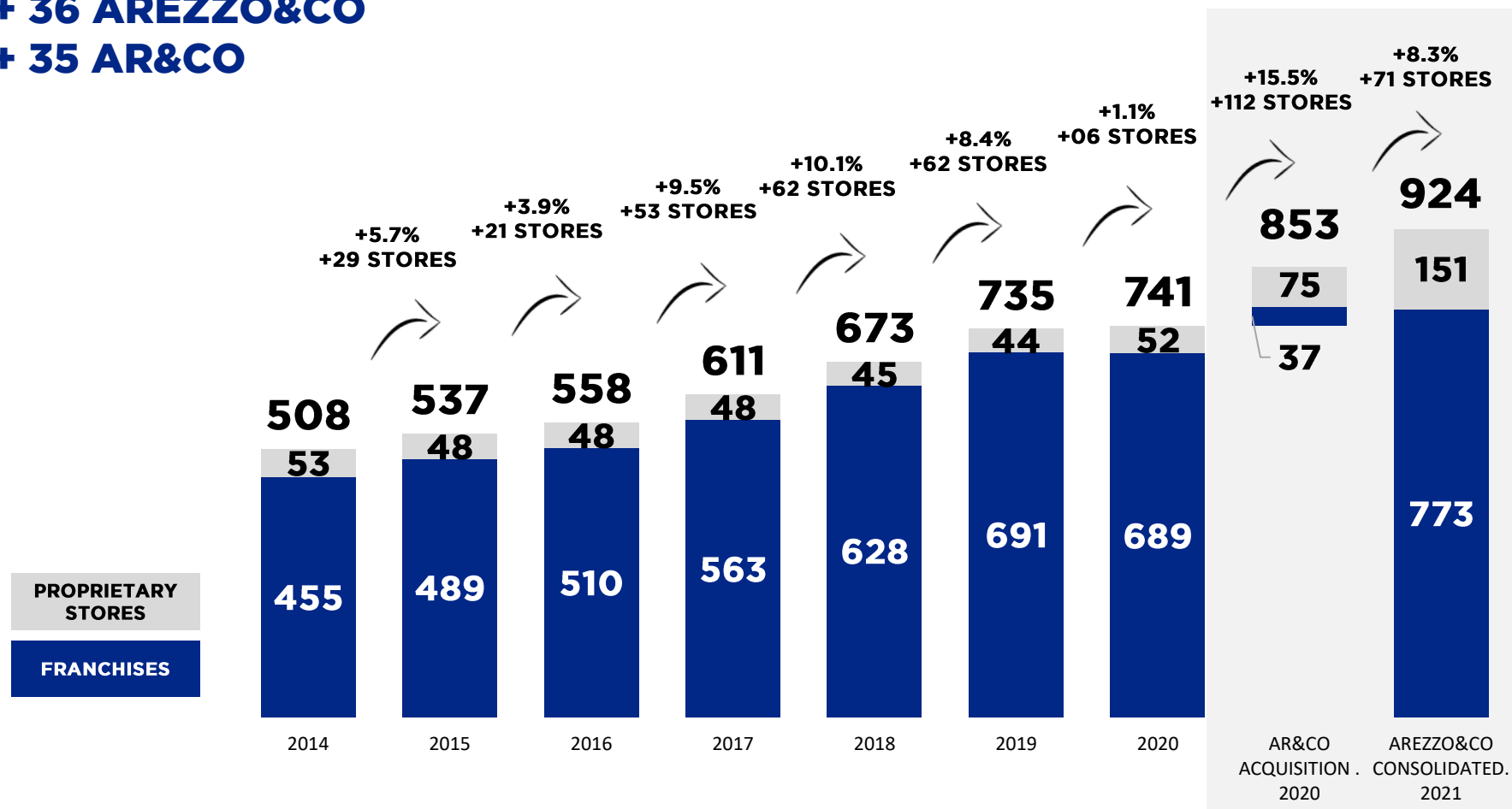
**A  
P  
D  
C  
G**

## ROLL-OUT OF STORES IN BRAZIL IN 2021

**+ 71 NET STORES**

**+ 36 AREZZO&CO**

**+ 35 AR&CO**



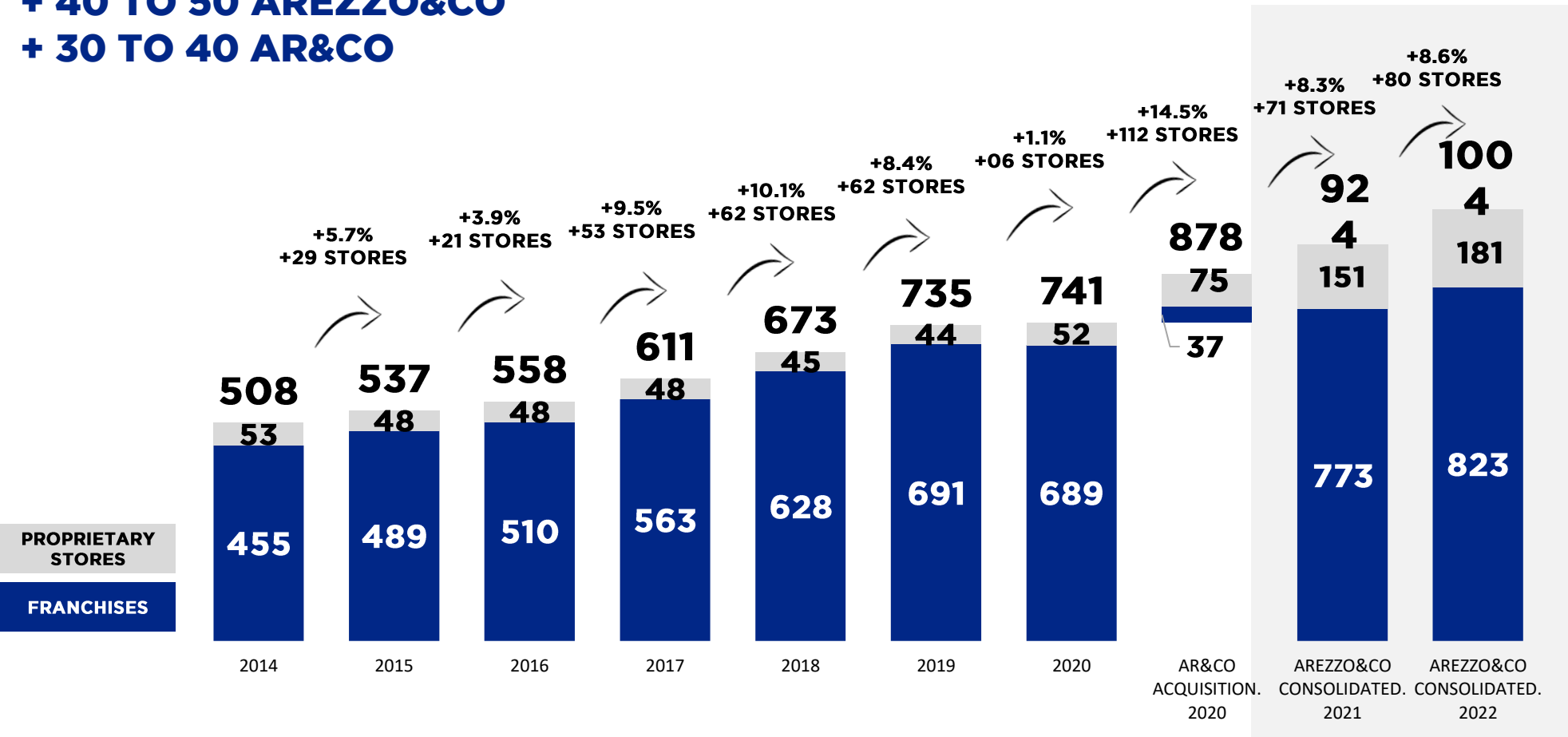
( \*) EXCLUDING THE KIOSKS OF BRIZZA OPENED 2021  
AS PART OF THE PROCESS OF POSITIONING THE BRAND

# OPENING OF STORES IN BRAZIL IN 2022 - GUIDANCE

**+ 70 TO 90 NET STORES**

**+ 40 TO 50 AREZZO&CO**

**+ 30 TO 40 AR&CO**



**THANK YOU!**

**TOWARDS  
2154!**