

ARE  
ZZO  
&CO  
DAY20

# AGENDA

**2:00 p.m.**  
**2:15 p.m.**

**INITIAL REMARKS**  
ALEXANDRE BIRMAN

**2:15 p.m.**  
**2:55 p.m.**

**RECAP BRANDS 2020**  
BRAND DIRECTORS

**2:55 p.m.**  
**3:20 p.m.**

**DIGITAL TRANSFORMATION AND LOGISTICS**  
MAURICIO BASTOS AND CASSIANO LEMOS

**3:20 p.m.**  
**3:40 p.m.**

**Q&A BRANDS AND DIGITAL TRANSFORMATION**  
AREZZO&CO DIRECTORS

**3:40 p.m.**  
**4:05 p.m.**

**STRATEGY, M&A AND NEW BUSINESS**  
ALEXANDRE BIRMAN, RONY MEISLER E ALINE PENNA

**4:05 p.m.**  
**4:20 p.m.**

**INTERNATIONAL BUSINESS**  
FERNANDO CALIGARIS E MILENA PENTEADO

**4:20 p.m.**  
**4:40 p.m.**

**Q&A STRATEGY, M&A AND USA**  
DIREX AREZZO&CO

**4:40 p.m.**  
**4:55 p.m.**

**PEOPLE AND SUSTAINABILITY**  
MARCO VIDAL AND RONY MEISLER

**4:55 p.m.**  
**5:00 p.m.**

**FINAL REMARKS**  
ALEXANDRE BIRMAN



# OPENING REMARKS

**ALEXANDRE BIRMAN**

CEO AREZZO&CO

# CEO **2021** GREAT PRIORITIES

**INTEGRATION OF  
RESERVA**

**NEW  
BRANDS AND  
NEW  
BUSINESSES**

**ORGANIC  
GROWTH  
AND  
MARKET  
SHARE**

**CONTINUITY OF  
COMPANY  
DIGITALIZATION**

**CONTINUITY OF  
INTERNATIONAL  
EXPANSION**

# BRANDS OVERVIEW 2020

**AREZZO, SCHUTZ AND**

**VANS**

B R I Z Z A  
AREZZO



A woman with dark hair pulled back, wearing a gold necklace and large earrings, holds a pair of bright green flip-flops. She is looking directly at the camera. The background is a beach with sand and water under a clear blue sky.

**AREZZO'S NEW  
CATEGORY AIMS TO  
REACH A NEW  
ADDRESSABLE  
MARKET:**

**+R\$ 14.4 BI  
+480MM PAIRS**

AREZZO

ELEGANCE  
CONFIDENCE  
CONTEMPORANEOUS

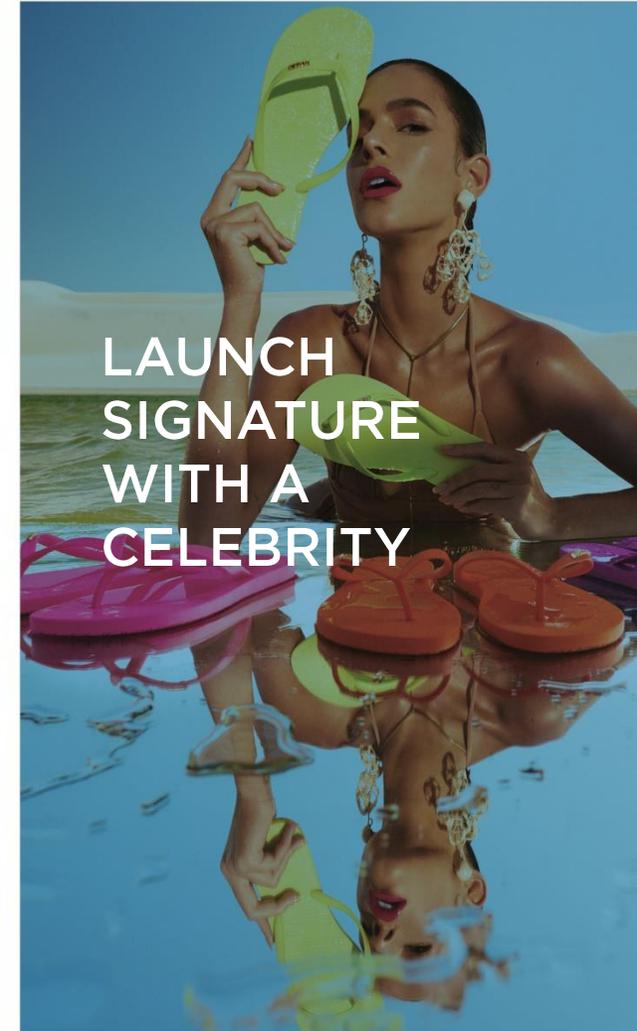
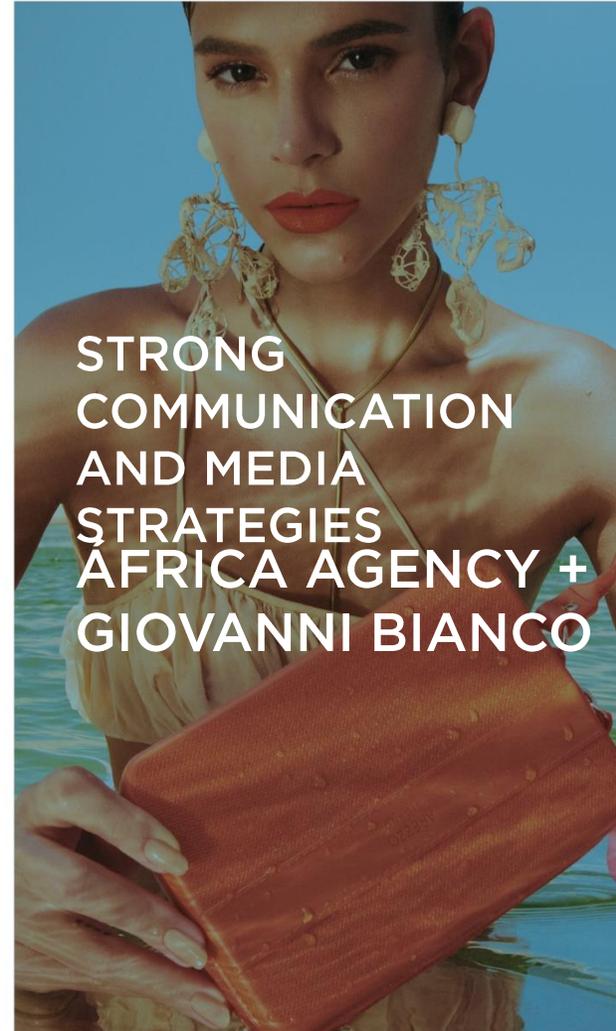
B R I Z Z A

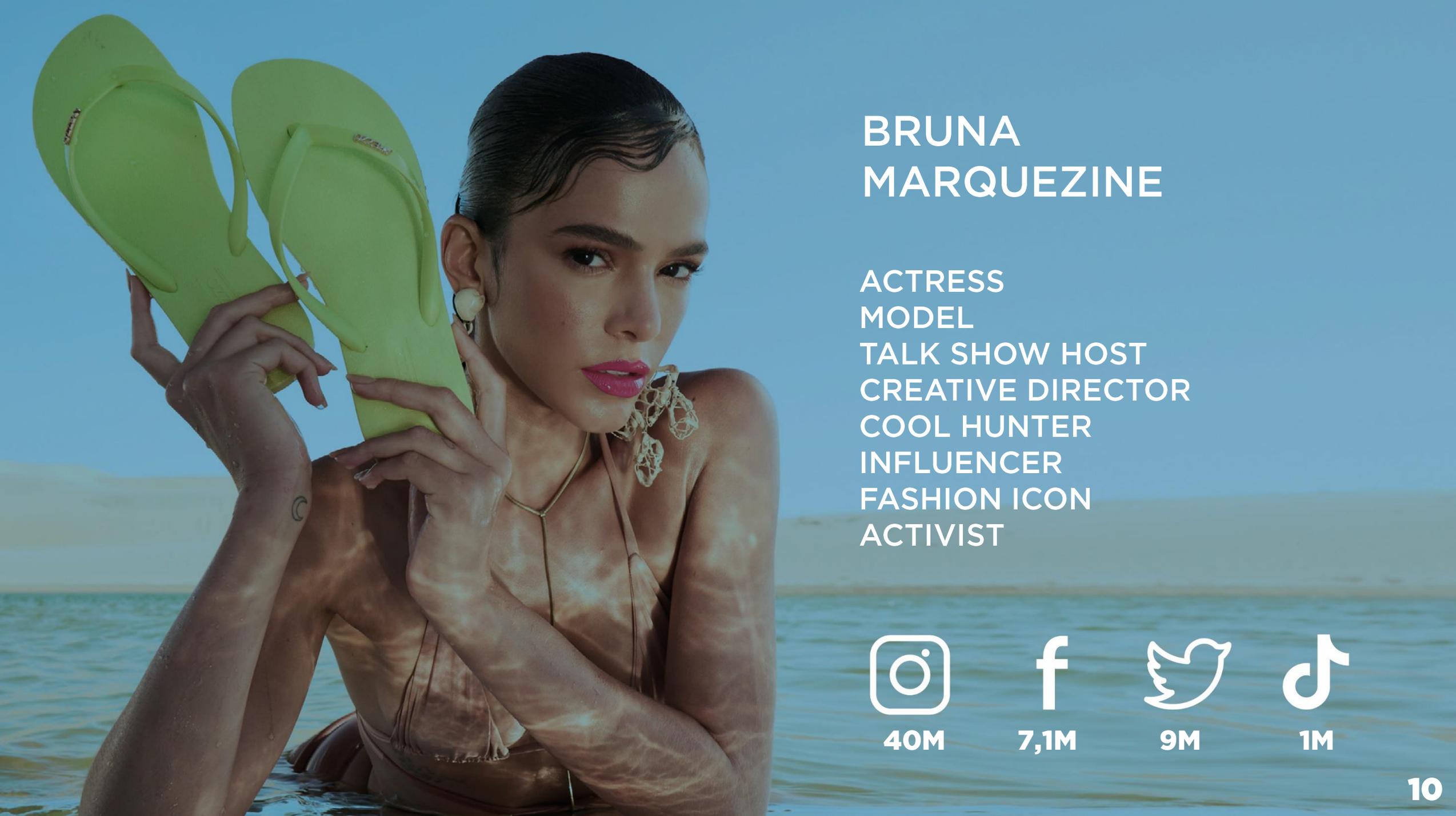
ATTITUDE  
AUTHOR  
CUMPLICITY

BRUNA  
MARQUEZINE

DISRUPTIVE  
INTERNATIONAL  
AUTHENTIC

# SUCCESS FRONTS FOR THE LAUNCH OF BRIZZA AREZZO



A photograph of Bruna Marquezine in a bikini, sitting in the ocean. She is holding a pair of bright green flip-flops. The background is a clear blue sky and ocean. The image has a light blue tint.

# BRUNA MARQUEZINE

ACTRESS  
MODEL  
TALK SHOW HOST  
CREATIVE DIRECTOR  
COOL HUNTER  
INFLUENCER  
FASHION ICON  
ACTIVIST



40M



7,1M



9M



1M

# OPENING OF STORES

## POP-UPS AND KIOSKS

### 7 POP-UP STORES

(3 ALREADY  
INAUGURATED)

### 18 KIOSKS

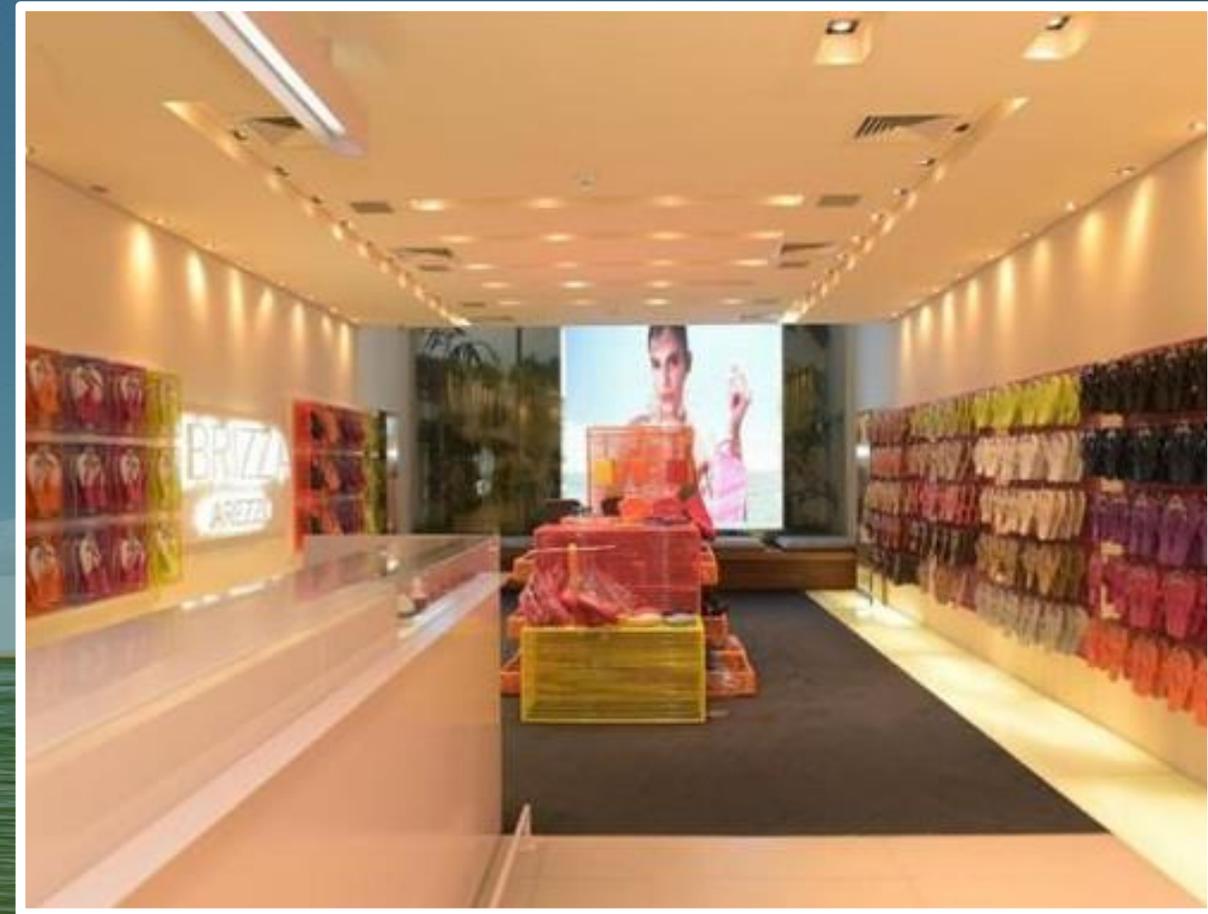
(15 ALREADY  
INAUGURATED)



IMAGENS FLAGSHIP  
GARCIA D'AVILA IPANEMA - RJ

# STORE IN STORE

SOLD 160K  
PAIRS ON  
THE FIRST  
MONTH



# STORE IN STORE

BRIZZA'S OPENING  
ON CAROL BASSI'S  
STORE AT CIDADE  
JARDIM MALL

THREE-MONTH  
PARTNERSHIP

LAUNCH WITH  
SPECIAL DINNER ON  
DEC/16



B R I Z Z A  
AREZZO

**+ R\$ 25MM**  
BRIZZA TOTAL SALES

**1M**  
PAIRS/PIECES

**13%**  
OF AREZZO BRAND'S TOTAL  
VOLUME



**38 MODELS**

SHOES AND HANDBAGS

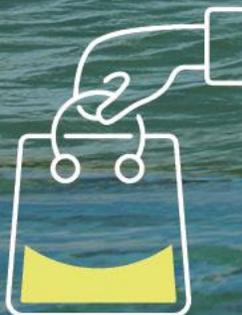
**AVERAGE PRICE**

R\$ 79.90



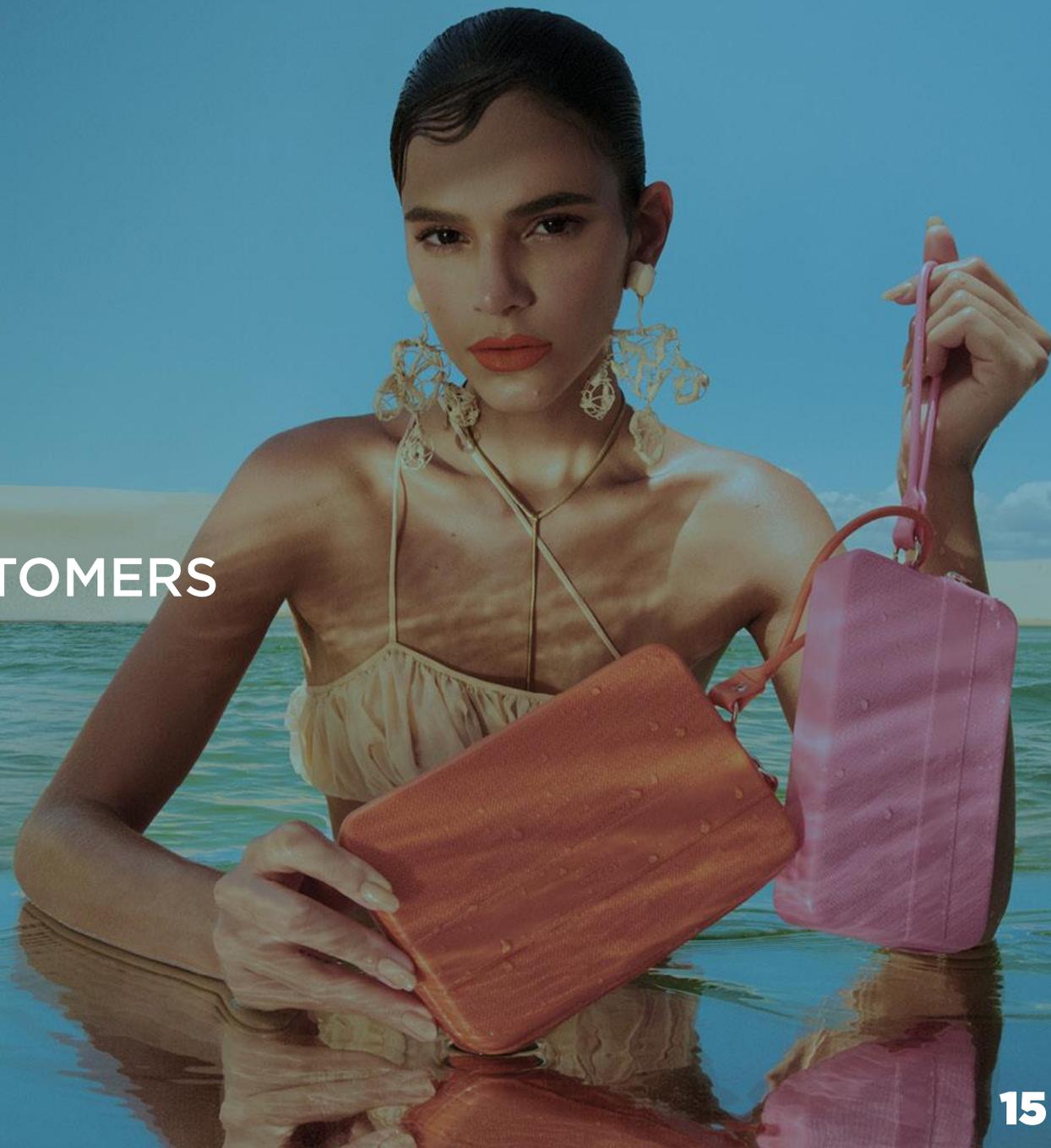
**15% NEW CUSTOMERS**

**18% REACTIVATED CUSTOMERS**



**60% OF TICKETS**

**BRIZZA + OTHER SKU**



# MEDIA RESULTS

## TV GLOBO



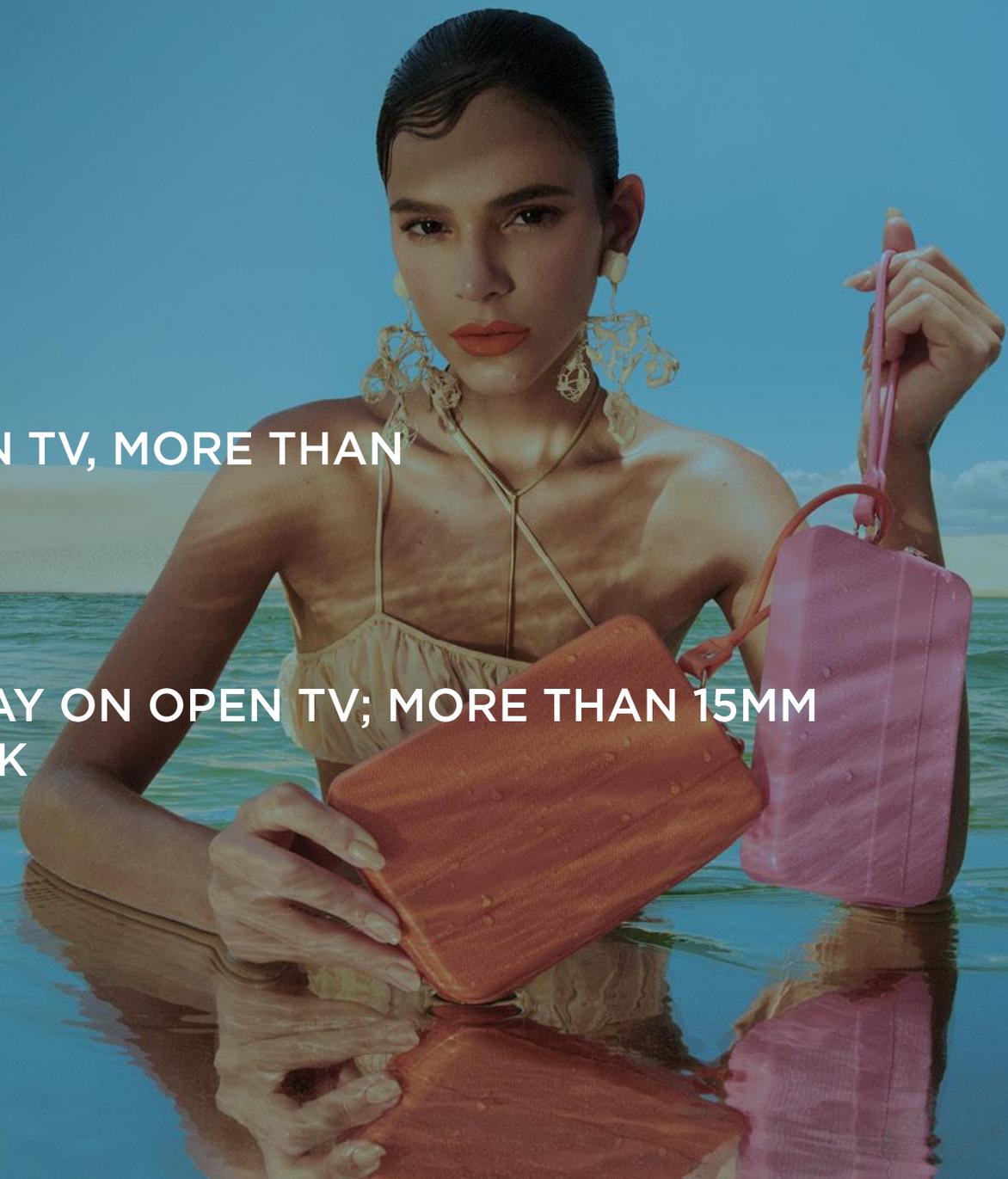
19 RATING POINTS ON OPEN TV, MORE THAN 1.5MM HOMES IMPACTED



29.8 RATING POINTS PER DAY ON OPEN TV; MORE THAN 15MM HOMES IMPACTED IN 1 WEEK



MORE THAN 10MM  
ADVERTISING IMPACT ADS  
ON YOUTUBE ADS





# LIVESHOP

WITH BRUNA MARQUEZINE

ACTION ON INSTAGRAM  
WITH BRUNA MARQUEZINE  
PRESENTING THE AREZZO  
BRIZZA COLLECTION LIVE  
TO OVER 30 THOUSAND  
PEOPLE

# B R I Z Z A IN THE PRESS

INDEX REPORT

## ISTOÉ Dinheiro

### Arezzo lança coleção de chinelos com Bruna Marqueline



Hoje total: são 84 moedas, contando todos os posts

De redação

A marca de calçados Arezzo divulgou em parceria com a atriz Bruna Marqueline

H2 Especial

## DIRETO DA FONTE SONIA RACY

### 'EUA PRECISA DE ALGUÉM QUE DIMINUA TENSÕES'



Eleições Americanas

Dignidade

A gente não...

Sub nova direção

POLÁROID

## exame.

### Arezzo lança chinelo de borracha para brigar com Havaianas



Bruna Marqueline, direção criativa, estratégia e campanha para Brizza (Nicole Heinger/Divulgação)

A **Arezzo&Co** anda tendo um fim de ano agitado. Depois da compra da Reserva, na negociação mais badalada do ano no segmento de moda, a Arezzo, marca de calçados, bolsos e acessórios do grupo, está lançando hoje uma nova categoria de **chinelos e sandálias** de borracha chamada Brizza.

UOL

MÍDIA E MARKETING

### Para enfrentar Havaianas, Arezzo lança sandália com Bruna Marqueline



contigo!

### FAMOSOS E EITÁ! Como assim? Bruna Marqueline muda de nome e deixa os fãs intrigados nas redes sociais: "Chocado"

Sem avisar, atriz pegou os seguidores de surpresa e passou a assinar o nome com dois "z"



GLAMOUR

CELEBRIDADES

### Bruna Marqueline muda de nome no Instagram

Atriz adotou mais um Z no sobrenome

1 min de leitura

Redação Glamour

03 Nov 2020 - 22h36 | Atualizado em 03 Nov 2020 - 22h43

Assine **Globo+** 1 mês GRÁTIS!

Bruna Marqueline surpreendeu os fãs nesta quarta-feira (3). A atriz...

# BRIZZA IN THE MEDIA

INFLUENCER THASSIA NAVES WEARS AREZZO BRIZZA ON THE COVER OF L'OFFICIEL MAGAZINE'S DECEMBER 2020 EDITION



# BRIZZA NEXT STEPS

A pair of purple flip-flops and a pair of pink flip-flops are shown on a sandy beach. The flip-flops have the brand name 'OZZO' printed on the insole.

+ 2 CAMPAIGNS  
WITH BRUNA  
MARQUEZINE  
STRONG MEDIA  
INVESTMENT

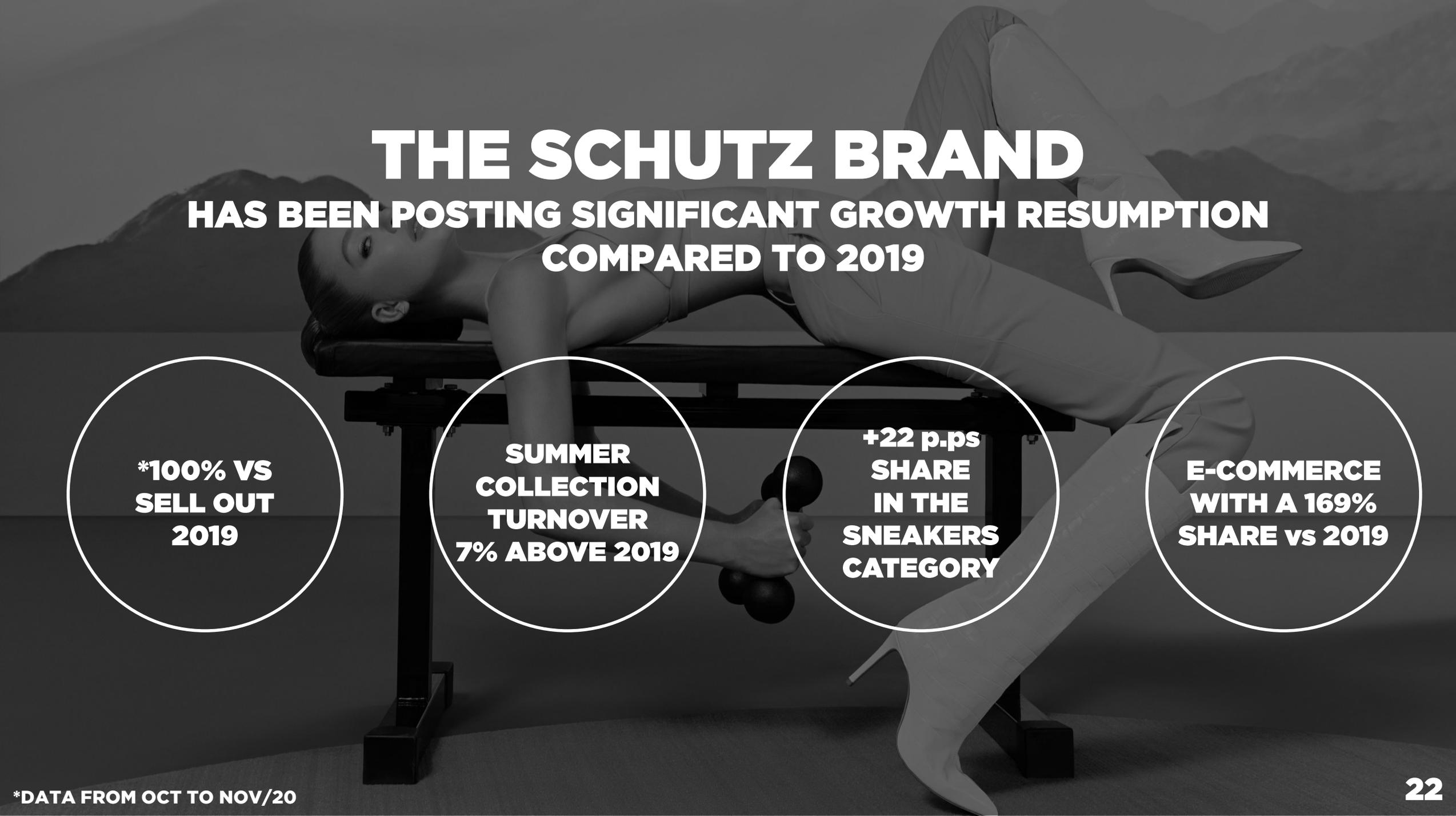
A woman with dark hair and large, ornate gold earrings is shown from the chest up. She is wearing a light-colored, possibly wet, swimsuit and holding a large, textured orange bag. The background is a bright blue sky and water.

360°  
FOCUS ON  
MULTIBRAND  
CHANNEL'S  
GROWTH

A pair of green flip-flops with brown insoles is shown on a sandy beach. The insoles have the brand name 'AREZZO' printed on them.

ROBUST  
EXPANSION PLAN

**SCHUTZ**



# THE SCHUTZ BRAND

HAS BEEN POSTING SIGNIFICANT GROWTH RESUMPTION  
COMPARED TO 2019

**\*100% VS  
SELL OUT  
2019**

**SUMMER  
COLLECTION  
TURNOVER  
7% ABOVE 2019**

**+22 p.ps  
SHARE  
IN THE  
SNEAKERS  
CATEGORY**

**E-COMMERCE  
WITH A 169%  
SHARE vs 2019**



# MERCHANDISING



## MERCHANDISING

### BEST SELLERS

- STRENGTHENING OF BEST SELLER ICONS
- LAUNCH OF NEW BEST SELLERS
- STRENGTHENING OF SHARE OF THE SNEAKERS SUBCATEGORY IN ALL CHANNELS

**38%**

SHARE OF SNEAKERS IN THE SUMMER COLLECTION

### RESTOCKING BEST SELLERS ITEMS

**83K**

REORDER PAIRS SOLD

**54%**

SHARE IN THE SELL OUT FULL PRICE

REORDER ITEMS WITH A 56% TURNOVER - SELL OUT FULL PRICE

**+ 200K**

REORDER PAIRS SOLD IN THE SELL IN (MM, WEB, LP AND FRQ)

**SCHUTZ**

**MERCHANDISING**

# SCHUTZ X GINGER

**6 DAYS AFTER LAUNCH:**

- + 3,000 PAIRS SOLD**
- + 500 HANDBAGS**
- + 300 CLOTHING ITEMS**

**TOTAL TURNOVER OF 20%**  
**15% SHARE**  
**IN DECEMBER REVENUE**

- + 22MM IMPACTED BY REALITY.DOC IN THE MEDIAS**
- + 300K VIEWS OF EPISODES**
- + 10% OF THE SITE'S SESSIONS**
- + 46% IN THE SITE'S CONVERSION RATE**



SCHUTZ

AREZZO  
&CO

# HANDBAGS

SCHUTZ

**HANDBAGS**



**RESULTS 2020**

**SHARE OF THE CATEGORY  
IN THE  
BUSINESS**

**28 %**

**SALES GROWTH  
vs 2019**

**122 %**

**REPRESENTATIVITY IN  
THE CATEGORY -  
SHOULDER BAG**

**48 %**

**82.6% OF OUR CLIENTS BOUGHT A  
LEAST 1 HANDBAG IN THE YEAR**

SCHUTZ

**HANDBAGS - SOLD OUT**

**BELIEVE**

**BEST SELLER SUMMER  
COLLECTION**

**OPENING IN NEW  
SHAPES**

**RESTOCKING OF MORE  
THAN 5 THOUSAND  
PIECES IN THE FAMILY**

**EMMY**

**USABILITY  
COMPETITIVE PRICE**

**MORE THAN 3  
THOUSAND PIECES  
SOLD**

**LOLLA**

**COMPLEMENT  
MIX  
(FUN/YOUNG)**

**SOLD OUT IN 10 DAYS**

**RESTOCKING OF  
MORE THAN 5  
THOUSAND PIECES IN  
THE FAMILY**

**TRIANGLE**

**FULL MIX:  
HANDBAGS, WALLET,  
ACCESSORIES AND  
SUITCASE**

**14% SHARE IN  
SELL OUT**

SCHUTZ

AREZZO  
&CO

# MARKETING

SCHUTZ

MARKETING

# CAMPAIGN

HIGHER ASPIRATIONAL  
COMMUNICATION



# PR

## MORE ASSERTIVE PR WITH CUSTOMIZED SEEDINGS



SCHUTZ

MARKETING

# PRODUCTS

LAUNCHES OF ICON PRODUCTS  
AND BEST SELLERS INSTEAD OF  
TRENDS



SCHUTZ

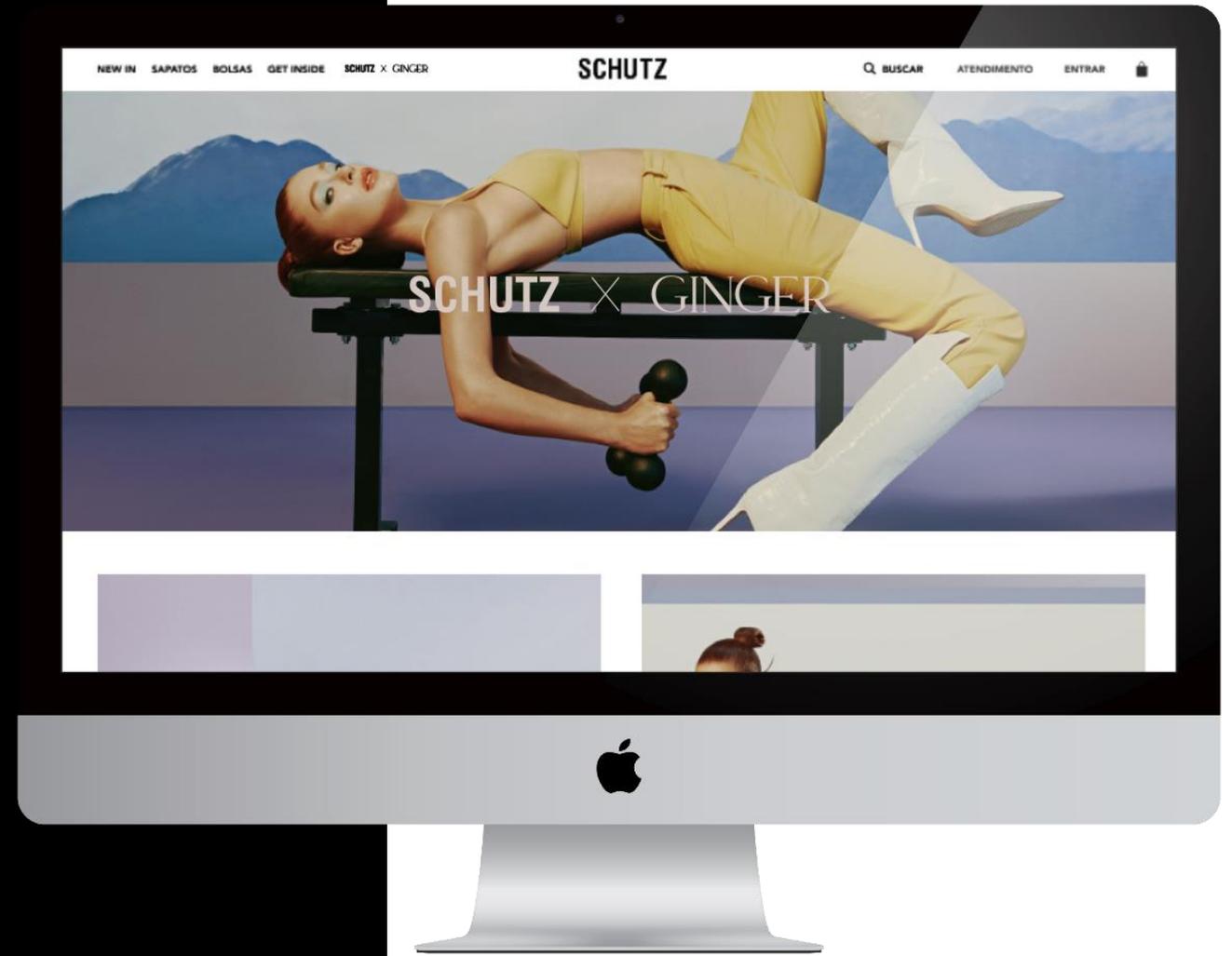
AREZZO  
&CO

# E-COMMERCE

**+ 66% OF SESSIONS vs. 2019**  
**+ 23% FULLPRICE SALE**  
**61% NEW USERS**

## FASHION FRIDAY

- RECORD REVENUE IN 2020
- + 1MM NEW USERS
- ON 11/27 +38% ACCESSES IN DAILY MEDIA



SCHUTZ

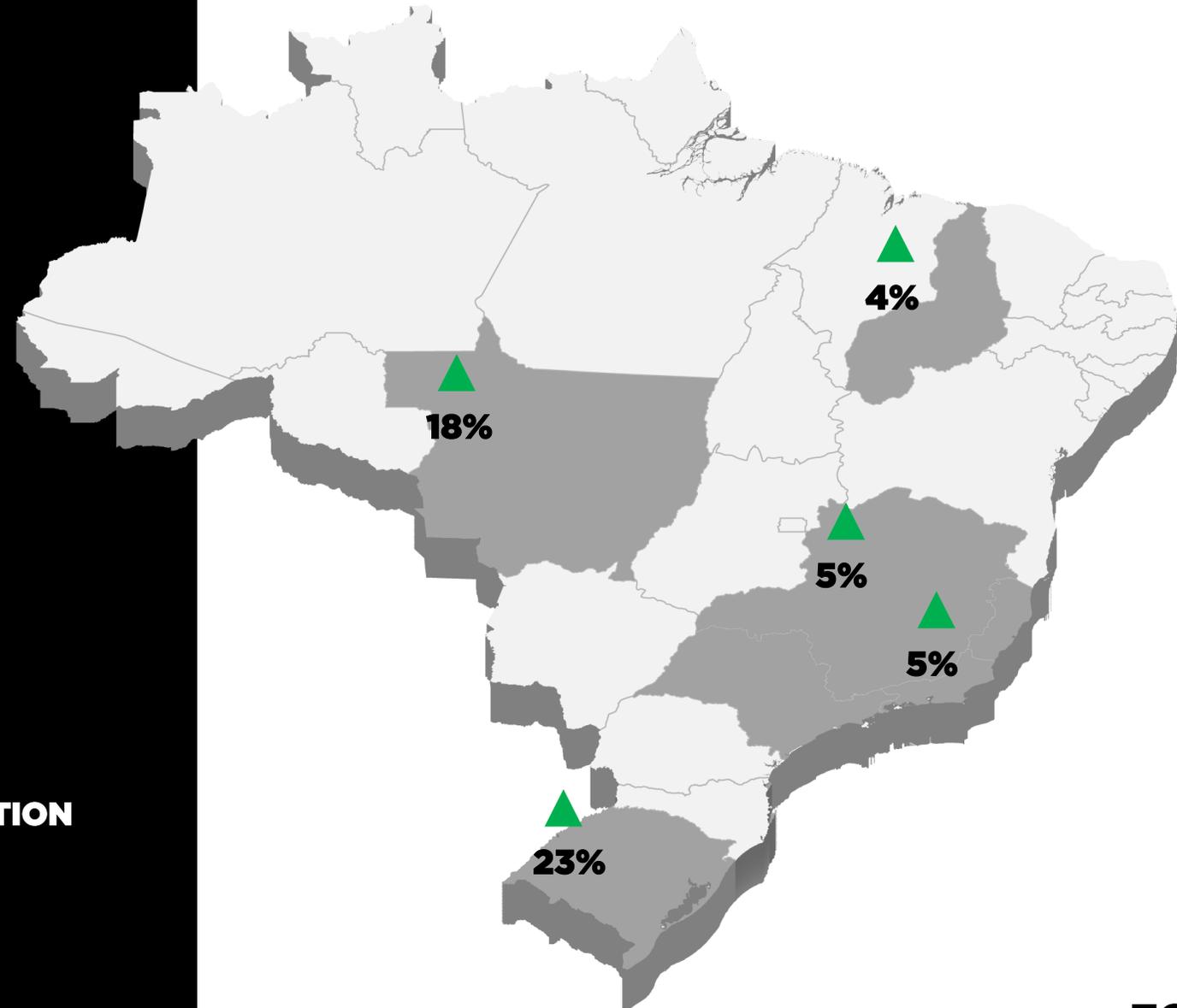
AREZZO  
&CO



**MULTIBRAND**

# SIGNIFICANT GROWTH OF THE CHANNEL IN 2020

- POSITIVE SSS
- REVENUE GROWTH OF 9.6% X SUMMER 19
- HANDBAG GROSS SELL OF 23%
- 159 CHAINS BOUGHT MORE THAN 10 LAUNCHES
- 151 NEW CLIENTS
- TURNOVER ABOVE 75% IN THE SUMMER COLLECTION STORES



**VANS**<sup>®</sup>

**"OFF THE WALL"**

# OVERVIEW OF THE BRAND'S FIRST YEAR

# RECAP OF THE BRAND'S FIRST YEAR IN BRAZIL

AREZZO  
&CO



**INTEGRATION**

**PANDEMIC**

**MARKET  
RECOVERY**

**PLANNING  
2021**



## **PHASE 1: INTEGRATION**

### **BRAND AND MARKET KNOWLEDGE**

### **START OF PLANNING 2020 EXECUTION**

- **READY PLAN FOR STORES' OPENING**
- **ALIGNMENT AND EXECUTION OF STRATEGIES FOR 2020 ON THE WHOLESALE CHANNEL**

### **CHANNELS INTEGRATION**

- **DISTINCT BUSINESS MODELS (VANS vs AREZZO)**
- **DIGITAL TRANSFORMATION OF COMMERCIAL BACK OFFICE**

### **TIME INTEGRATION**

- **MAINTENANCE OF VANS CULTURE**
- **KNOWING THE WHOLESALE CUSTOMERS**

# PHASE 2: START OF THE PANDEMIC

## PANDEMIC: SURVIVAL MODE

- INCREASE IN THE REPRESENTATIVITY OF THE CHANNEL AND ECOMMERCE : 27%
- SUPPLY OF WHOLESALE CUSTOMERS: GAIN OF SHARE IN APPAREL VS ACTION SPORTS COMPETITORS

## OMNICHANNEL DTC APPLICATION

- APPLICATION OF DIGITAL TOOLS IN ALL PHYSICAL STORES AND EXECUTION OF REMOTE SALES THROUGH:
- SALE LINK
- RETIRE NA LOJA (STORE PICKUP)
- PRATELEIRA INFINITA (INFINITE SHELF)
- READING OF ONLINE SELL-OUT OF ALL STORES, ALLOWING FOR BETTER MIX MANAGEMENT AND STORE PERFORMANCE

## LOCAL PRODUCTION

- FOCUS ON INCREASING LOCAL PRODUCTION
- STRATEGY FOR DEVELOPING NEW MODELS
- EVOLUTION OF MIX QUALITY

# PHASE 3: MARKET RECOVERY

## EXECUTION OF STORES' OPENING PLAN

- OPENING OF STORES:  
BARRA SHOPPING BH SHOPPING | PÁTIO SAVASSI |  
IGUATEMI FORTALEZA | IGUATEMI CAMPINAS |  
VANS IPANEMA

## EXCELLENT REACTION FROM THE WHOLESALE MARKET

- VANS BRAND IS STRONG IN THE MARKET
- LOW MARKDOWN RAISES BRAND DESIRE
- CONFIDENCE IN BRAND STRATEGY REMAINS HIGH
- ACQUISITION OF 336 NEW CUSTOMERS IN 2020

## OPENING 2020

### JUNE

BH SHOPPING  
PÁTIO SAVASSI  
BARRA SHOPPING

### OCTOBER

IGUATEMI  
CAMPINAS

### NOVEMBER

IGUATEMI  
FORTALEZA



AREZZO  
&CO



# PHASE 4: PLANNING 2021

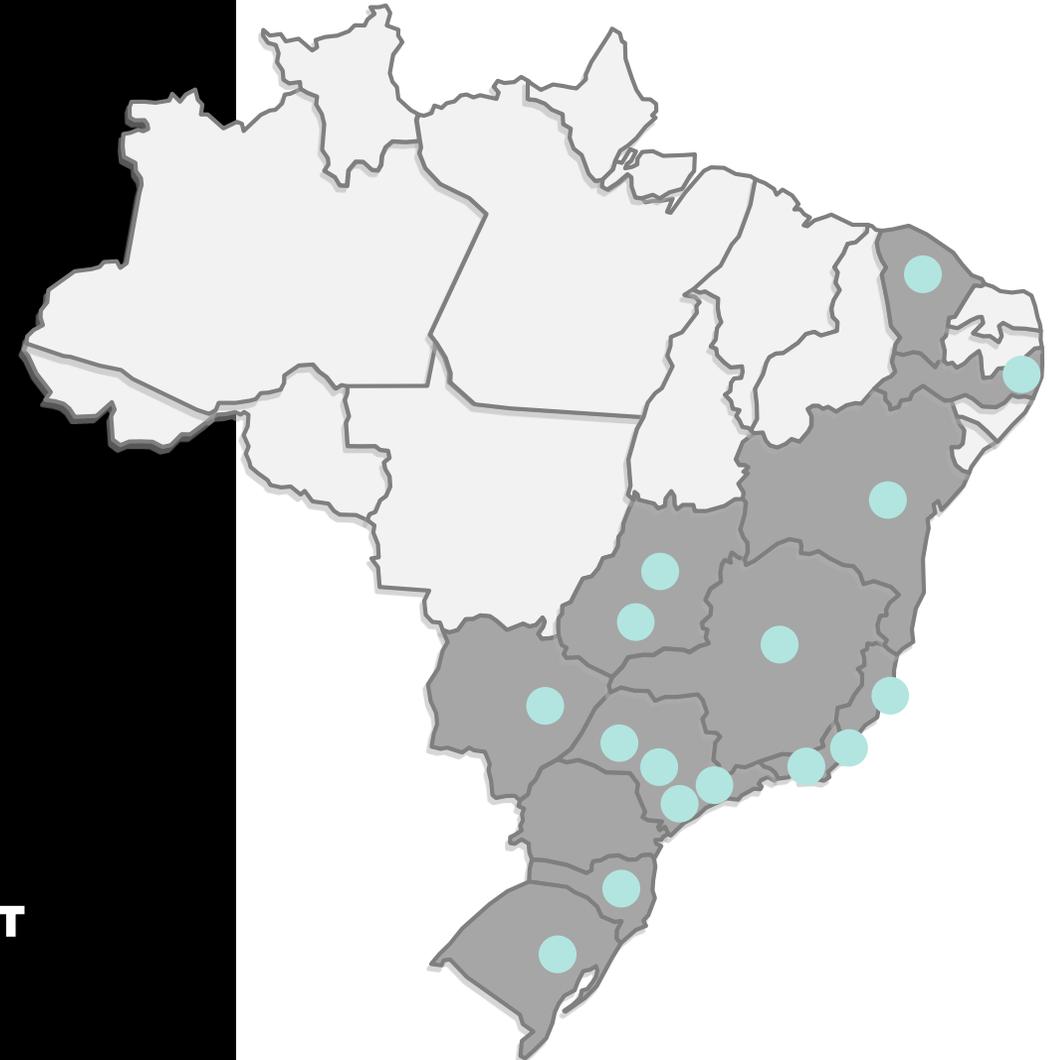
## EXECUTION OF THE BRAND'S EXPANSION PLAN IN BRAZIL

### 4 PILLARS:

- BRAND AWARENESS
- REWARD THE LOYALIST
- STORE OPENING (WELCOME THE NEWCOMER)
- ORGANIC AND SUSTAINABLE GROWTH OF ECOMMERCE

## ALIGNED TO THE STRATEGIC PILLARS OF VANS GLOBAL:

- GLOBAL CONSISTENCY WITH LOCAL RELEVANCY
- EXPRESSIVE CREATOR AT THE CENTER
- ICON CYCLE MANAGEMENT
- GLOBAL VANS SKATE PROGRAM / GRASSROOTS MINDSET
- BRAND CONSISTENCY
- GTM PROCESS





**OUR STORES**



**BARRA SHOPPING/RJ**  
**INAUGURATION: 07/03/2020**  
**AV. DAS AMÉRICAS, 4666 - LOJA**  
**228D**  
**BARRA DA TIJUCA, RIO DE JANEIRO**





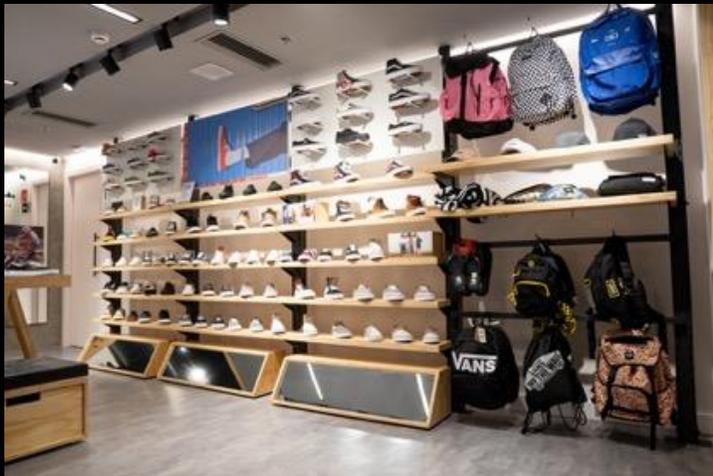
**SHOPPING PÁTIO SAVASSI  
BELO HORIZONTE / MG  
INAUGURATION: 08/06/2020  
AV. DO CONTORNO, 6061 - SÃO PEDRO  
BELO HORIZONTE / MG**





**BH SHOPPING/MG**  
**INAUGURATION: 08/07/2020**

**BR-356, 3049 - BELO HORIZONTE /MG**  
**LOJA 069**





**IGUATEMI  
CAMPINAS/SP**  
**INAUGURATION: 11/02/2020**  
AV. IGUATEMI,777 - CAMPINAS/SP  
SEGUNDO ANDAR - LOJA 21/22





**IGUATEMI**  
**FORTALEZA/CE**  
**INAUGURATION: 11/09//2020**  
**AV. WASHINGTON SOARES, 85**  
**EDSON QUEIROZ, FORTALEZA/CE**





# VANS STORE IPANEMA INAUGURATION: 11/16/2020

RUA GARCIA D'ÁVILA - IPANEMA  
RIO DE JANEIRO / RJ



© Felipe Diniz

# DIGITAL TRANSFORMATION

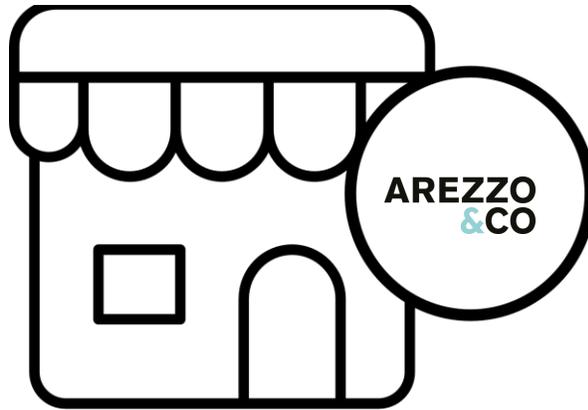
**ZZ MALL,  
E-COMMERCE  
AND DIGITAL**

# A VISION FOR TRANSFORMATION

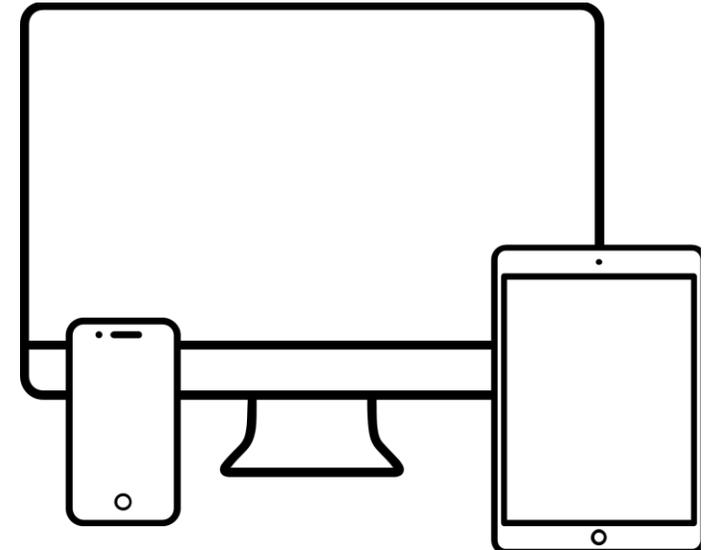
**FROM**



**TO**

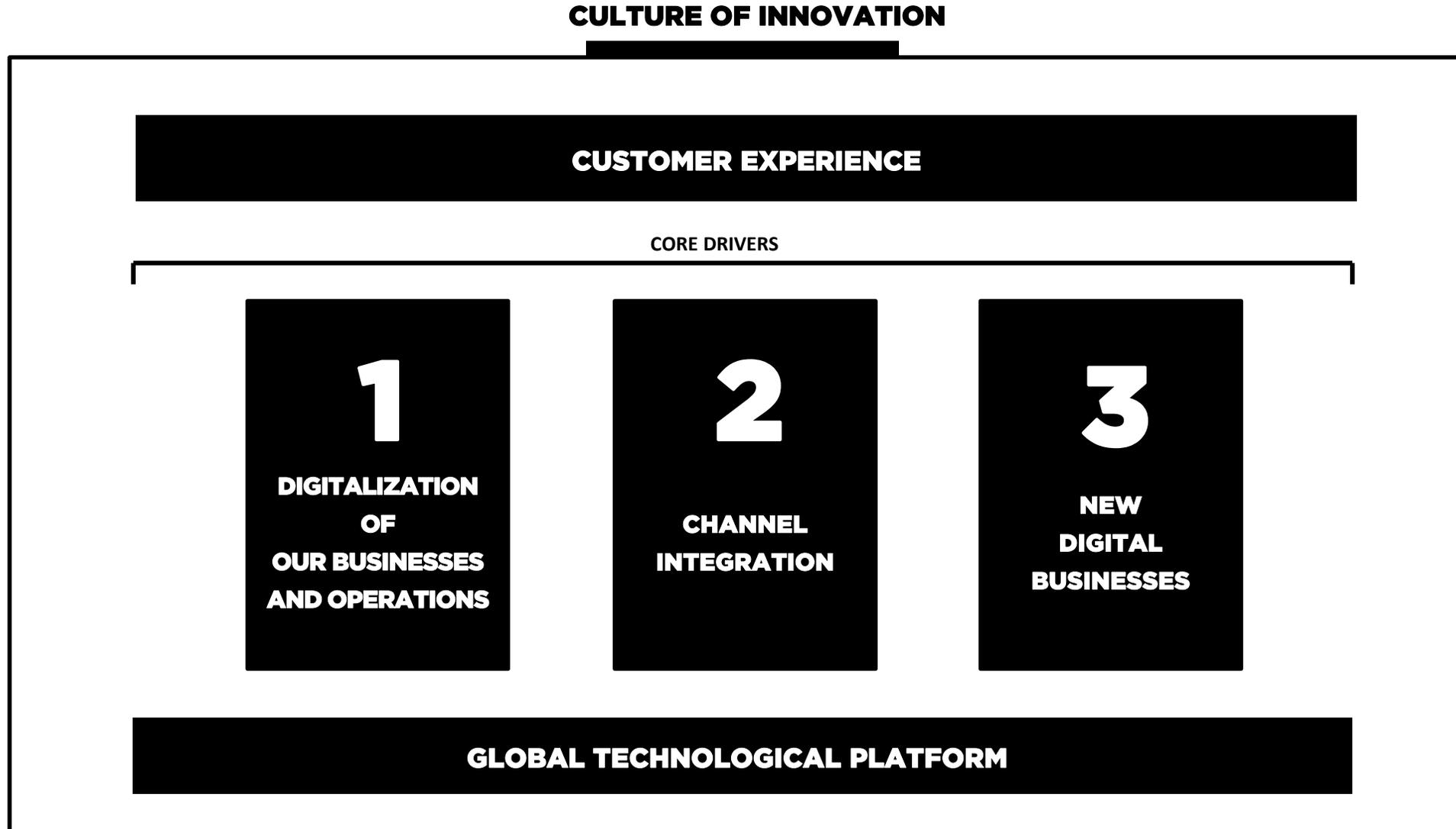


**A MULTICHANNEL BRAZILIAN  
RETAILER** OF BRANDED SHOES AND  
HANDBAGS



**FASHION DIGITAL PLATFORM** WITH  
BRAND EXPERIENCE

# FRAMEWORK OF AREZZO&CO'S DIGITAL TRANSFORMATION



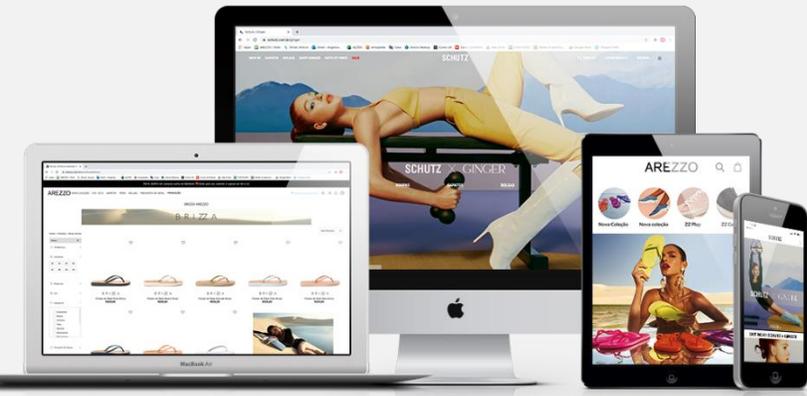
**1**

**DIGITALIZATION  
OF OUR  
BUSINESSES  
AND OPERATIONS**

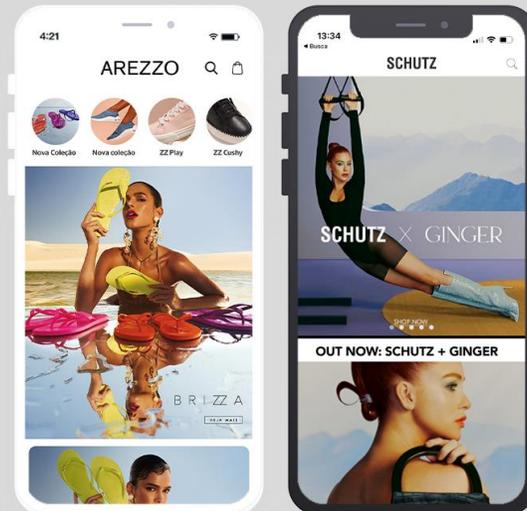
# E-COMMERCE

## DIGITALIZATION OF OUR BUSINESSES AND OPERATIONS

**360° DIGITAL  
CAMPAIGNS**  
BUILT  
IN BRANDS



**APP FIRST:  
FOCUS ON  
EXPERIENCE**  
AND APPS  
IMMERSION



**TOP LEVEL  
OF SERVICE  
AND  
OPERATIONAL  
EXCELLENCE**



# E-COMMERCE

## 360° DIGITAL CAMPAIGNS: AREZZO

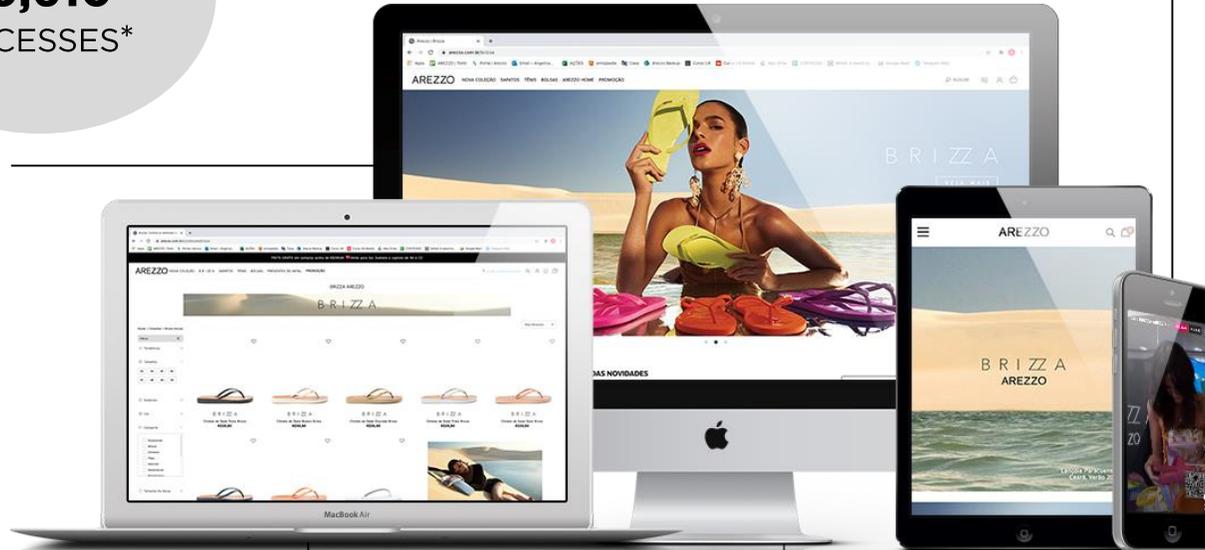
PEAK OF  
**10,610**  
ACCESSES\*

# AREZZO

**LIVE SHOP**  
NEW FORMAT  
OF CUSTOMER  
EXPERIENCE AND  
RELATIONSHIP

### TV MEDIA

INVESTMENTS IN TV  
MEDIA- FILM WITH  
QR CODE DIRECTING  
TO THE LANDING  
PAGE.



**+44%**  
CUSTOMER  
FLOW IN  
THE  
PERIOD

**+230K**  
REVENUE

### CHANNELS INTEGRATION

INTEGRATION OF CHECK-OUT,  
ENABLING A SINGLE ORDER TO  
BE ANSWERED BY MORE THAN  
ONE CHANNEL

**3,400**  
NEW  
CUSTOMERS  
+  
REACTIVATED  
CUSTOMERS

**BRIZZA X AREZZO**  
INVESTMENT IN ENTIRE  
CHANNEL, FROM BRAND  
AWARENESS TO  
CONVERSION.  
+ 40% COLLECTION  
TURNOVER

\*Peaks of access during TV commercial broadcasting

# E-COMMERCE

## 360° DIGITAL CAMPAIGNS: SCHUTZ

# SCHUTZ

**2,000**  
PAIRS/ITEM  
S SOLD  
WITHIN **6**  
**DAYS**

### GINGER X SCHUTZ

INVESTMENT IN  
DIGITAL BRAND  
AWARENESS

REALITY DOC 22MM  
OF PRINTS

LAUNCH OF NEW  
CLOTHING  
CATEGORY

### SNEAKERS

5 LINES OF PRODUCTS:  
SMASH, URBAN, MAULI,  
RUSH AND IT SCHUTZ

**45%**

GROWTH  
IN  
FASHION  
EDITORIAL  
AND  
TRENDS

### EXPERIENCE

PRODUCT  
CUSTOMIZATION

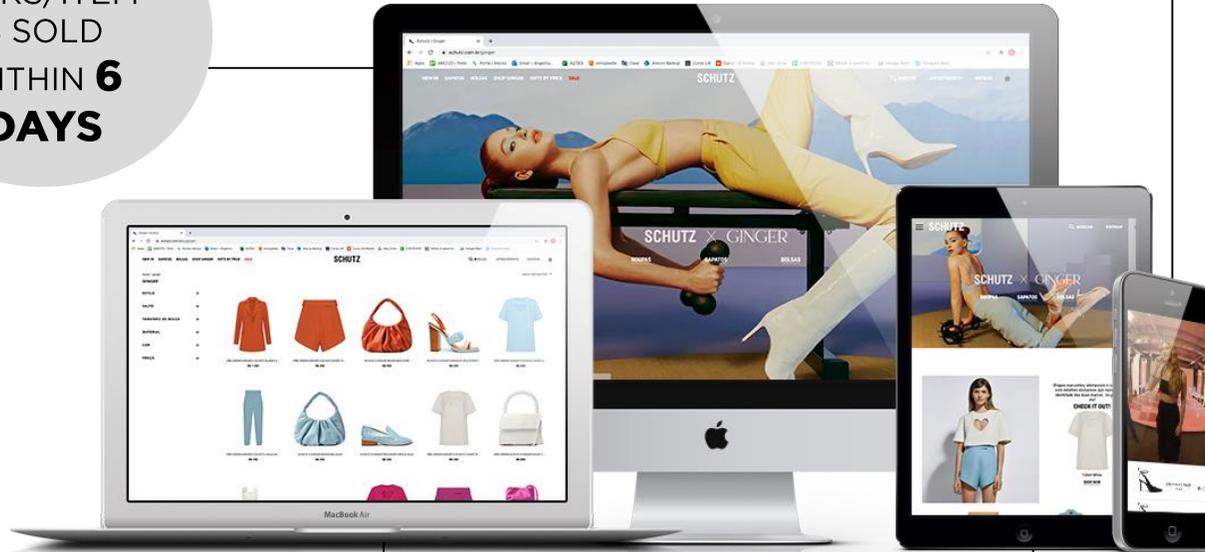
SPECIAL GIFTS  
DURING LAUNCHES

### LIVE SHOP

ONE OF THE FIRST  
FASHION BRANDS TO HOST  
A LIVE SHOP

FULL-PRICE  
LAUNCHES  
**+15%**  
REVENUE

**3,000**  
SIMULTANE  
OUS VIEWS



# E-COMMERCE

## APP FIRST: FOCUS ON EXPERIENCE AND APPS IMMERSION

### AREZZO

INSTALLED BASE  
INCREASE: **313%**

GROWTH OF  
TRANSACTIONS:  
**885%**

REPRESENTATI  
VENESS IN APP  
REVENUE: **25%**



### SCHUTZ

INSTALLED BASE  
INCREASE: **533%**

GROWTH OF  
TRANSACTIONS:  
**858%**

REPRESENTATI  
VENESS IN APP  
REVENUE: **25%**

### LOGISTICS

- **VOLUME: OVER 2,500,000 ITEMS SOLD IN 2020. 190% GROWTH VS. 2019.**
- **EFFICIENCY: 96.1% OF ORDERS DELIVERED ON TIME.**
- **NEXT DAY: 24 HOUR-DELIVERY FOR MORE THAN 20 CITIES IN 2020 AND EXPANSION TO OTHER CITIES IN 2021.**
- **OPERATION: 21% REDUCTION IN ORDERS BILLING TIME.**
- **PACKAGES CHANGE TO SUSTAINABLE ADHERENT MODELS.**
- **WEB DC EXPANSION FOR GREATER STORAGE CAPACITY.**

### CUSTOMER SUPPORT

- **NPS OF 83% IN 2020.**
- **24H RESPONSE RATE SURPASSED 98%.**
- **SATISFACTION OF 90.6%.**

**RA1000 CERTIFICATE**  
AREZZO - ONLINE STORE  
AND ZZ MALL



**RECLAME AQUI AWARD  
WINNER**  
AREZZO ONLINE STORE



NOMINATION- FASHION AND/OR  
ACCESSORIES- E-COMMERCE  
MOST **ADMIRED BRAND IN BRAZIL'S**  
**SOUTH  
REGION**



# E-COMMERCE

ACCELERATION IN 2020, SETTING A NEW LEVEL OF BUSINESS

**+54 MM**

GROWTH OF VISITS  
VERSUS 2019

**268%**

GROWTH OF  
CONVERSION IN 2020

**+1.2 MM**

PEOPLE ALREADY  
DOWNLOADED OUR  
APPS (AREZZO AND  
SCHUTZ)

**5.7X**

HIGHER VOLUME OF  
ACTIVE APP USERS

**100%**

REVENUE GROWTH  
DURING BLACK  
FRIDAY

**40%**

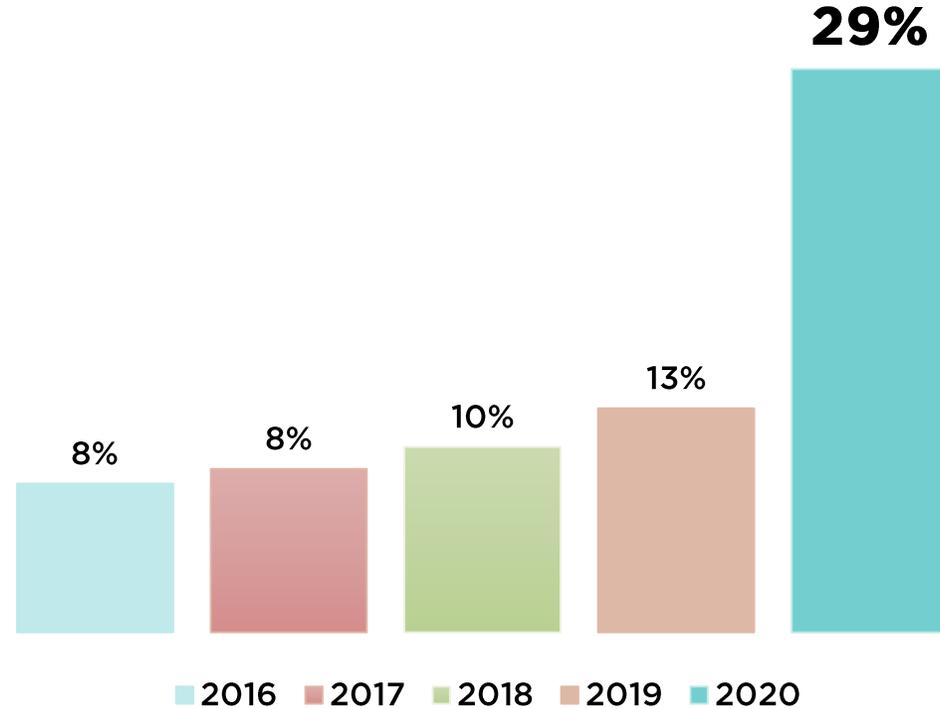
AS NEW RECORD OF  
APP CONTRIBUTION  
TO REVENUE (AREZZO  
AND SCHUTZ) IN  
NOVEMBER

# E-COMMERCE

ACCELERATION IN 2020, SETTING A NEW LEVEL OF BUSINESS

ONLINE CHANNEL SUSTAINS HIGHER SHARE INSIDE AREZZO&CO.

**IN 2020, THIS INDEX INCREASED FROM 13% TO 29%.**



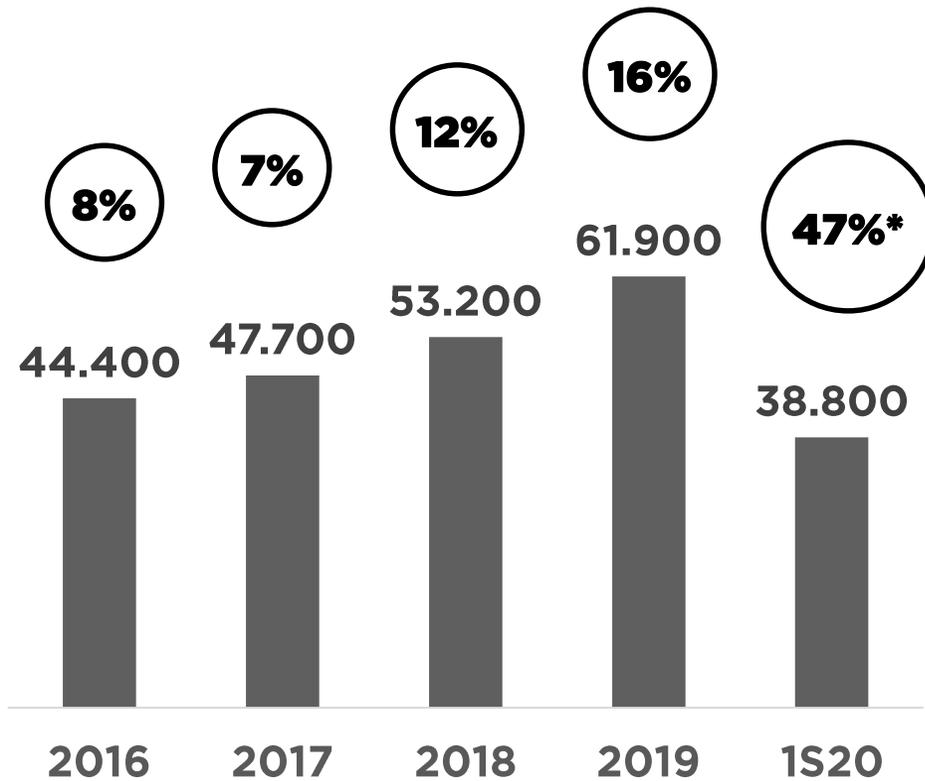
## WEB REPRESENTATIVENESS IN BRAND SALES (YTD)

Brand	Share (%)
AREZZO	24%
SCHUTZ	47%
ANACAPRI	28%
ALEXANDRE BIRMAN	32%
FEVER	70%
ALME	73%
VANS "OFF THE WALL"	28%

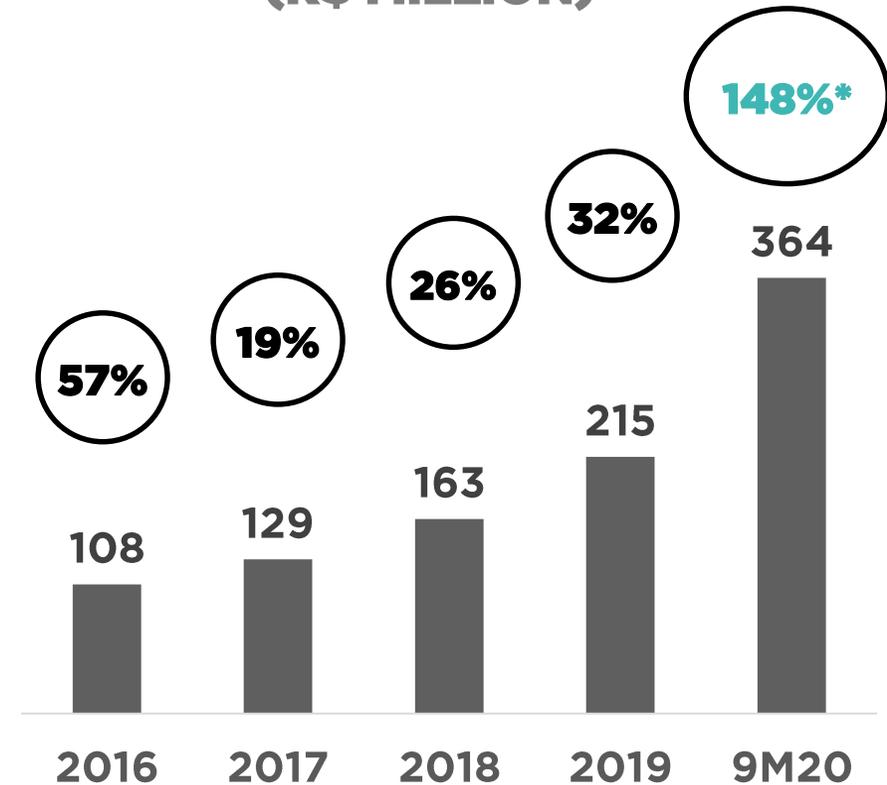
**E-COMMERCE**

**WHILE BRAZIL'S E-COMMERCE CAGR GREW 16% OVER THE PAST 5 YEARS, AREZZO&CO'S CAGR SOARED 52%**

**E-COMMERCE GROWTH IN BRAZIL (R\$ MILLION)**



**AREZZO&CO E-COMMERCE GROWTH (R\$ MILLION)**



*\*Compared to the same period last year*  
SOURCE: EBIT/NIELSEN

# 2

**CHANNEL  
INTEGRATION**

# CHANNEL INTEGRATION

## WE ACCELERATED THE DEVELOPMENT OF TOOLS AND SOLUTIONS

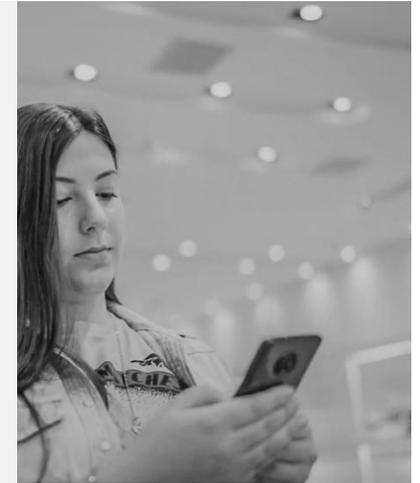
### STORE PICKUP AND SHIP FROM STORE

- TECHNOLOGY AUTHORIZATION TO VANS AND AB;
- OMS: ORDERS SPLIT;
- INVENTORY EXPANSION PROJECT;
- **432% GROWTH VS. 2019 (BRAZIL);**
- IT ALREADY ACCOUNTS FOR **25% OF ALL WEB TRANSACTIONS (SP - 3Q).**



### INFINITE SHELF + SOCIAL SELLING

- CREATION OF SALESPERSON VOUCHERS;
- IMPROVED SALES FORCE EXPERIENCE. EXAMPLE: ORDER TRACKING;
- IT ALREADY ACCOUNTS FOR **8% OF WEB RESULT; (BRAZIL)**
- **REVENUE 7X HIGHER VS. 2019 (BRAZIL)**



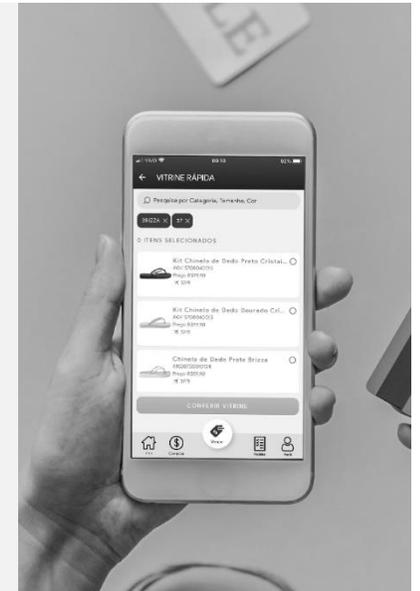
### LINK SALES

- CHECKOUT PROCESS - ZZLINK;
- IMPROVED SALES FORCE EXPERIENCE. EXAMPLE: FREIGHT ADJUSTMENT;
- MATURE TECHNOLOGY DURING LOCKDOWN - WE DID ONE YEAR IN ONE MONTH - MAY;
- **REVENUE 5.5X HIGHER VS. 2019 (BRAZIL).**



### SALESPERSON APP

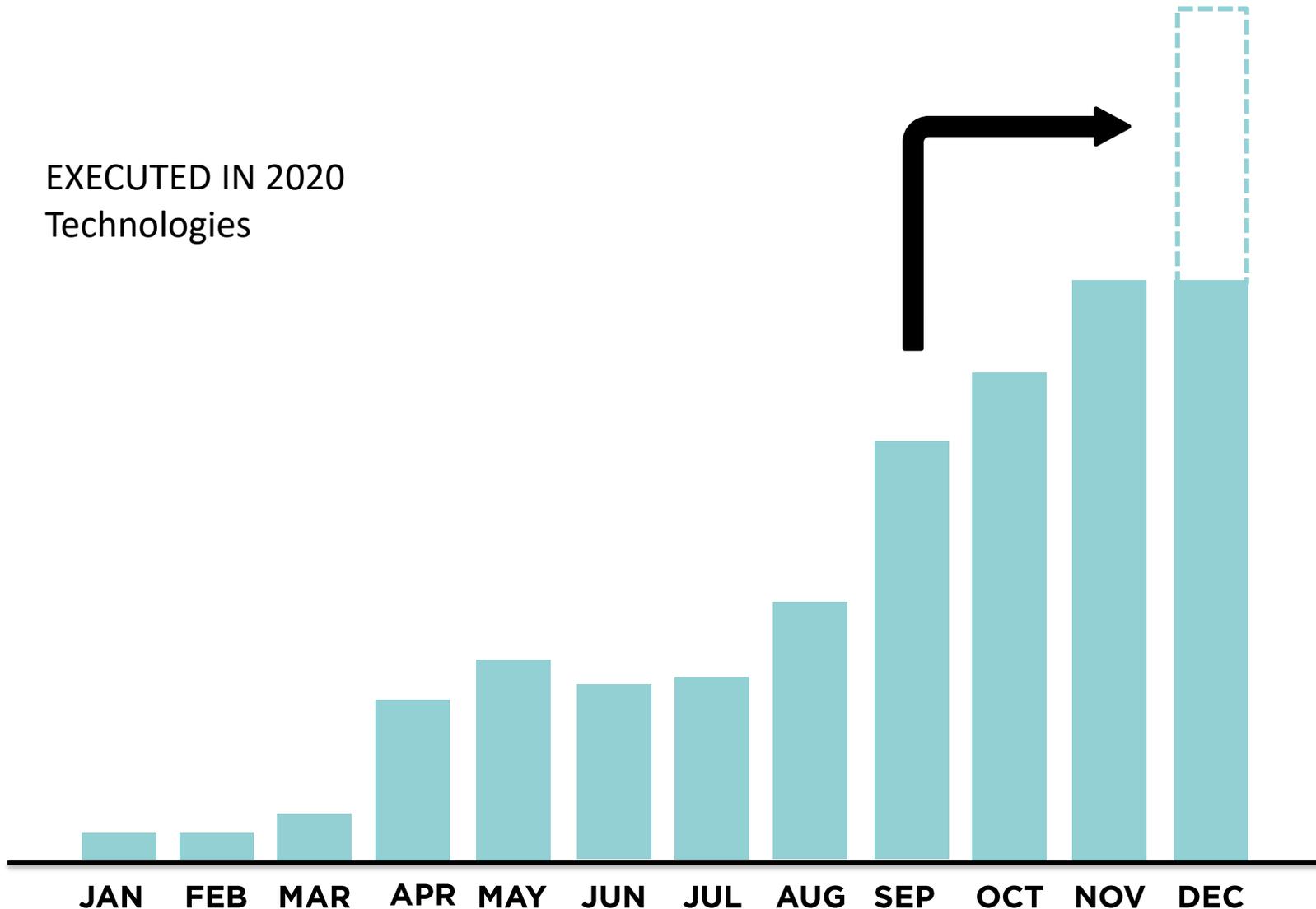
- VIRTUAL SHOP-WINDOW;
- AGENDA BUILT IN SALESPERSON'S APP;
- CONTACTS VIA WHATSAPP;
- **REVENUE INFLUENCED BY WHATSAPP ALREADY ACCOUNTS FOR 16% OF STORES RESULTS.**



# CHANNEL INTEGRATION

## SALESPERSON APP AS KEY FOR QUICK ACCELERATION

EXECUTED IN 2020  
Technologies



**SEP vs. DEC  
GROWTH**

**+128%**

DECEMBER PROJECTION

**REVENUE BY  
TECHNOLOGIES**

**R\$238MM**

**26%**

STORES SELL-OUT IN 4Q IS  
ALREADY DIGITAL

# OMNI PROJECT 2.0



OMNI 2.0

AREZZO  
&CO

**GOAL: BOOST OMNI SALES TO POTENTIALIZE AREZZO&CO'S SELL-OUT IN THE SCOPES OF MANAGEMENT, OMNI CULTURE AND TECHNOLOGY.**

## 1) MANAGEMENT



- DEFINITION OF NEW OMNI MATRIX
- CLUSTERIZATION OF THE NETWORK AND IDENTIFICATION OF BENCHMARKS FOR EACH INDICATOR
- REVIEW OF MANAGEMENT RITES
- PILOT OF NEW INDICATORS WITH DEFINED GOALS
- NEW CONTROLS AND TOOLS ALIGNMENT OF NETWORK OBJECTIVES

## 2) OMNI CULTURE



- NEW STORE SERVICE MODEL
- STORE MANUAL
- TRAINING OF NEW MODELS AND MANUALS
- NEW WEB VIEW OF DIGITAL PLATFORM
- CREATION AND DISSEMINATION OF OMNI CULTURE FOR ALL STAKEHOLDERS

## 3) TECHNOLOGY



- MAP TECHNOLOGY IMPROVEMENT OPPORTUNITIES
- ADDRESS NEW IMPROVEMENTS IN CHANNEL INTEGRATION TOOLS
- TRAIN USERS FOR THE NEW TOOLS

**THE PROJECTS COUNT WITH THE SUPPORT OF TWO CONSULTING FIRMS (FALCONI E CAPTA)**



STAGES:

**PLANNING**

OCT 2020

**PILOT**

NOV/DEZ 2020

**NETWORK ROLL-OUT**

2021

**3**

**NEW  
DIGITAL  
BUSINESSES**



# ZZ'MALL



# MARINA RUY BARBOSA

**ZZ MALL FASHION DIRECTOR**



# 37 BRANDS

## CLOTHING

**Reserva**    *eva*    SPEZZATO  
**Reserva mini**    TVZ    MOB  
 JOULIK    newbeach    OLYMPIAH  
    **HOPE**    HAIGHT.  
 ZINZANE    TRIYA    alto giro  
**BARTHELEMY**    **Baw**    HOPE RESORT  
BEACHWEAR & FITNESS  
 LENNY NIEMEYER    SPEZZATO  
 'I'EEN  

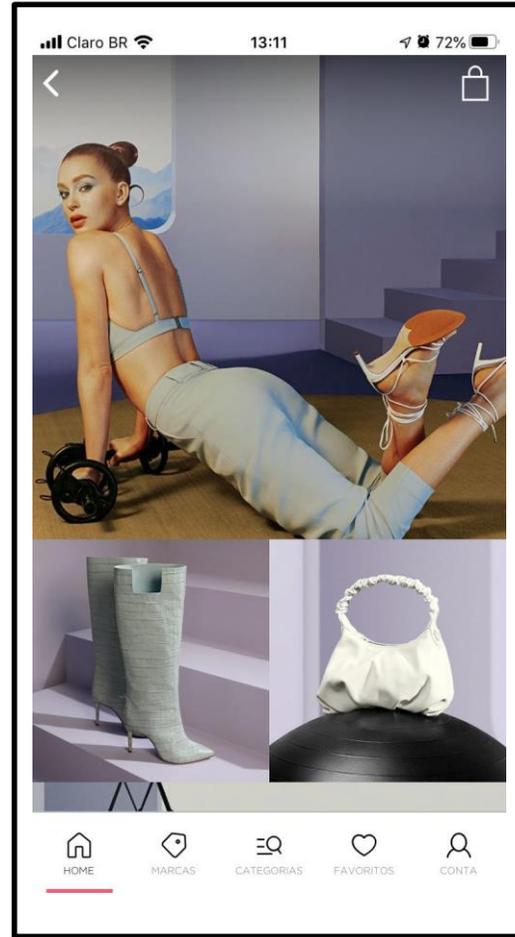

## SHOES

AREZZO    **SCHUTZ**  
 ALME    FIEVER  
**ANACAPRI**    ALEXANDRE BIRMAN  


## ACCESSORIES

VIVARA    LIVO  
EYEWEAR  
    CLAUDIA ARBEX    ISLA  
 ALÉM    VICTORINOX  
 **WENGER**    JACK VARTANIAN

# ZZ MALL APP



# ZZ MALL: MUCH MORE THAN A TRADITIONAL MARKETPLACE

## ZZ'MALL

	ZZ'MALL	NICHE MARKETPLACE	BROAD MARKETPLACE
Shared services Arezzo&Co	X		
1P Relevant brands	X		
Multiple niches	X		X
Brand curatorship	X	X	
Fashion content	X	X	
App	X		X

ZZ'MALL

**114%**

INCREASED ACCESS TO THE WEBSITE WITH THE LAUNCH AT THE WIRED CONFERENCE AND DISCLOSURE OF MRB

**30,000**

FOLLOWERS AT INSTAGRAM, 196% GROWTH OVER THE LAST 30 DAYS

**84**/100

PLATFORM NET PROMOTER SCORE IN LINE WITH AREZZO&CO BRANDS

**18%**

OF SHOPPERS OVER THE LAST 30 DAYS ARE AREZZO&CO'S NEW CUSTOMERS

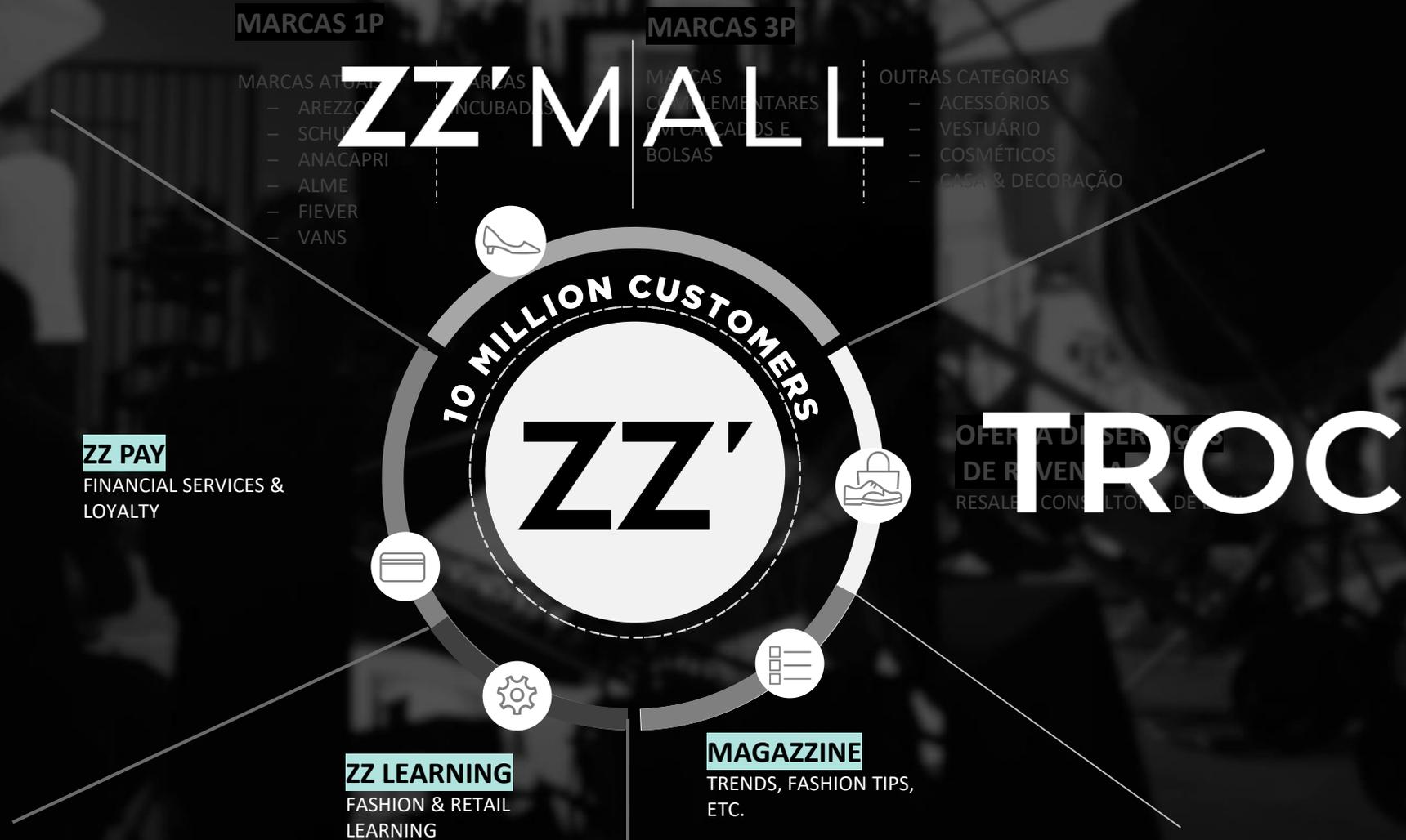
**AREZZO&CO FASHION PLATFORM**

**ZZ MALL, THE FIRST STEP OF AREZZO&CO FASHION PLATFORM, COMBINING CURATORSHIP WITH SERVICES AND CONTENT.**



**AREZZO&CO FASHION PLATFORM**

**ECOSSYSTEM UNDER CONSTRUCTION WILL ADD DIFFERENT INITIATIVES AND PARTNERS. TROC AS PILLAR OF PLATFORM RESALE.**

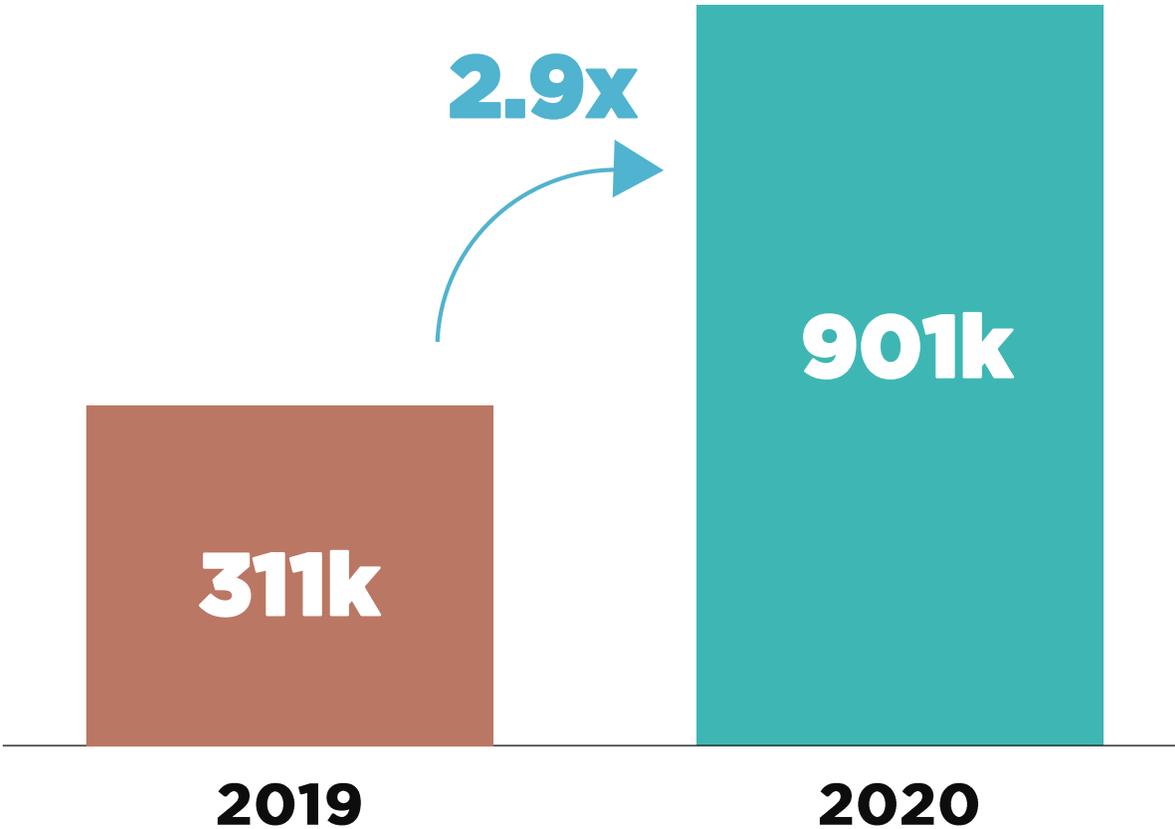


# **CUSTOMER EXPERIENCE**

**2020 BOOSTED CUSTOMER DIGITALIZATION  
AND UPHELD HIGH CAPTURE DESPITE REDUCTION AT STORE OPENING**

**DIGITAL CUSTOMERS**

JAN TO NOV | EXCLUDES AR&CO



**HIGHLIGHTS**

<p><b>+940k</b></p> <p><b>NEW CUSTOMERS</b></p>	<p><b>+180%</b></p> <p><b>SALES GROWTH OF OMNI CUSTOMERS VS.2019</b></p>
<p><b>+ 5.5X</b></p> <p><b>CUSTOMERS REACTIVATED WITH WEB SHOPPING</b></p>	<p><b>89%</b></p> <p><b>OF MAJOR BRANDED CUSTOMERS REMAINED ACTIVE IN 2020</b></p>

\*CUSTOMERS SHOPPING VIA ECOMMERCE, INFINITE SHELF, STORE PICKUP/SHIP FROM STORE

**WE DEVELOPED NEW ANALYSIS TOOLS  
ALLOWING TO RAPIDLY CAPTURING ACTIVATION OPPORTUNITIES**

**+ INTENSIVE USE  
OF ANALYTICS**



**84 STUDIES | 28 DASHBOARDS**

**+ RESULTS**

**R\$86.8MM**

**SELL-OUT INFLUENCED AT  
STORES SINCE AUGUST VIA  
DIGITAL RELATIONSHIP**

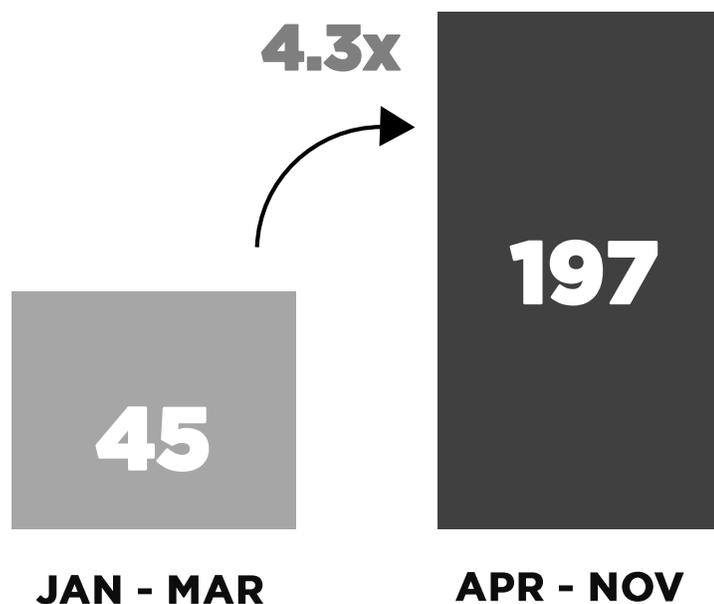
**R\$52.4MM**

**SELL-OUT SINCE MARCH  
VIA RULERS AND CRM  
ACTIONS IN ECOMMERCE**

# WE IMPROVED CONTACT CUSTOMIZATION AND WE INCUBATED PROJECTS FOR ACCELERATION IN 2021

## + SEGMENTED ACTIVATIONS

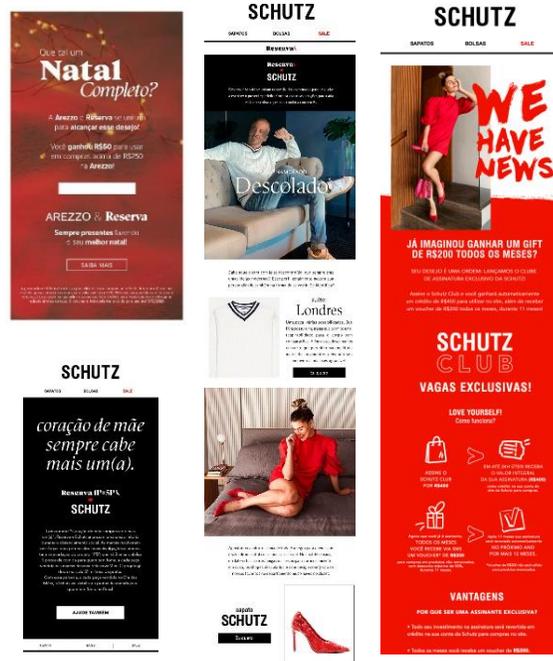
MONTHLY AVERAGE OF SEGMENTED EMKTS



HIGHER ACTIVATIONS BASED ON  
CONSUMER PROFILE AND CUSTOMER  
ENGAGEMENT

## CRM PILOTS

ACTIONS ON MOTHER'S DAY,  
VALENTINE'S DAY, FATHER'S DAY AND  
CHRISTMAS AREZZO&CO + AR&CO



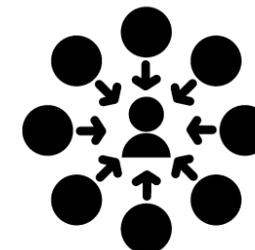
CASHBACK AT STORES AND  
WEB

+ MVP SCHUTZ CLUB

QUICK UNDERSTANDING OF RESULTS  
AND POTENTIAL MVPS ACCELERATION

## 2021 VISION

UPGRADE OF CRM ARCHITECTURE INTEGRATING  
NEW BUSINESSES TO BOLSTER CUSTOMIZATION  
SCALE, BASE UNDERSTANDING AND 360°  
ACTIVATIONS



LOYALTY PROGRAM STRUCTURING



# DOWNLOAD ZZ MALL APP



AND YOU WILL HAVE

# R\$ 200

TO EXPERIENCE IT



\*PURCHASES OF AT LEAST R\$ 400 AT THE BRANDS AREZZO, SCHUTZ, ANACAPRI, ALME E FIEVER.

# **LOGISTICS**

# LOGISTICS 2020 - ADJUSTMENT & GROWTH

NEW E-COMMERCE DC INAUGURATED IN AUG/19 AND EXPONENTIAL GROWTH OF ORDERS SHIPPED



- GROWTH OF UNITS SHIPPED, OPERATION OPTIMIZATION, HIGHER PRODUCTIVITY AND SPEED
- MONTHLY AVERAGE GROWTH OF 240% AMID A SCENARIO OF PANDEMIC
- 1.5 MM ORDERS DELIVERED IN 2020 (UNTIL NOVEMBER)

## LEADTIME DE NOVEMBER - BUSINESS DAYS AND % ON-TIME DELIVERY (OTD)



BRAZIL

2020: 4.9  
2019: 4.7

OTD: 95.2%



SOUTHEAST

2020: 4.0  
2019: 3.6

OTD: 96.4%



SÃO PAULO

2020: 3.8  
2019: 3.2

OTD: 96.2%

- 16% REDUCTION IN DELIVERY TIME FOR THE STATE OF SÃO PAULO, ACCOUNTING FOR NEARLY 40% OF AREZZO&CO B2C'S DELIVERIES

# NEXT-DAY DELIVERY PROJECT IN SÃO PAULO

REDUCTION OF AVERAGE LEADTIME AND HIGHER OTD IN E-COMMERCE

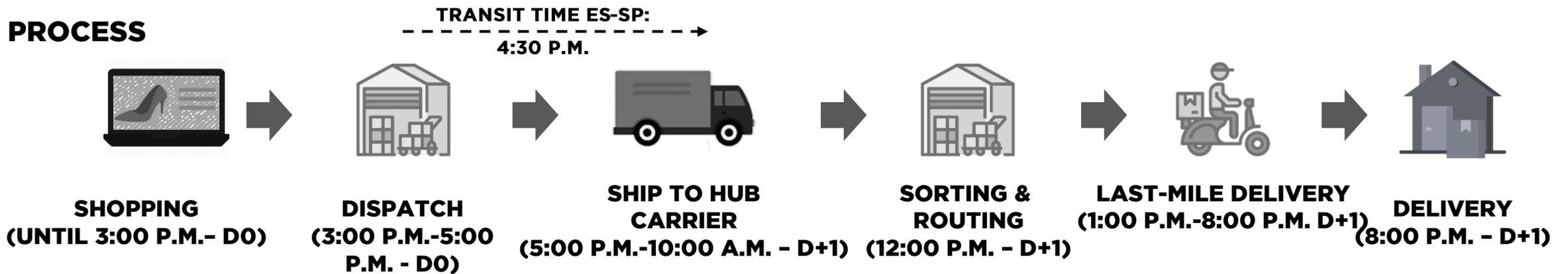


## NEXT-DAY DELIVERY

DELIVER ORDERS TO SÃO PAULO CITY CAPITAL AND METROPOLITAN REGION ON THE FOLLOWING DAY – ORDERS MADE AT THE SHOPPING PLATFORM FROM 12:00 A.M. TO 3:00 P.M.

- ALTERNATIVE OF NEXT-DAY DELIVERY FOR CUSTOMERS IN SÃO PAULO CITY CAPITAL AND METROPOLITAN REGION
- GREATER CUSTOMER SATISFACTION AND ENCHANTMENT
- INCREASED CONVERSION RATE
- OTD OF 97% IN NEXT-DAY DELIVERIES
- GRADUAL INCREASE OF ADHESION TO NEXT-DAY MODE COMPARED TO ECONOMIC FREIGHT

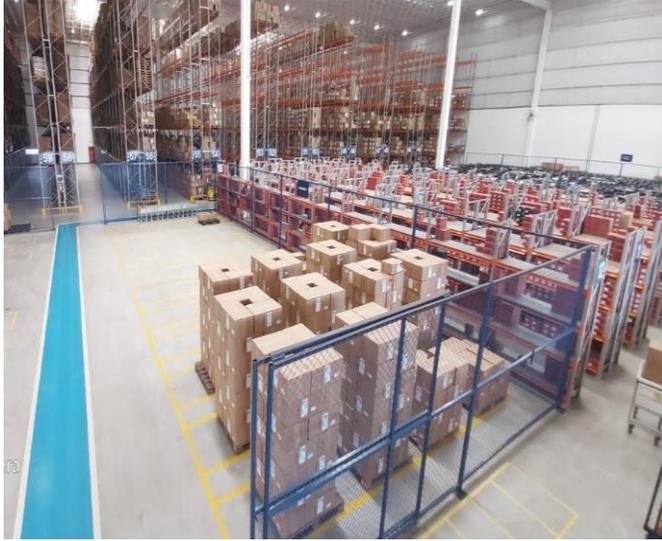
### PROCESS



**NEXT-DAY DELIVERY**

# NEW DC VANS BRAND

## INAUGURATION OF A NEW EXCLUSIVE DC FOR VANS OPERATIONS (B2B)



- **56% REDUCTION IN LOGISTICS OPERATING EXPENSES** BY UNIT SHIPPED COMPARED TO PREVIOUS OPERATION
- NEW GROUPS OF PRODUCTS IN AREZZO&CO'S LOGISTICS OPERATIONS: CLOTHING, ACCESSORIES, SKATE EQUIPMENT, ETC.
- **VANS OPERATION SUCCESSFULLY STARTED IN 2020**, WITH GREATER EFFICIENCY, REDUCED TERMS AND LOWER OPERATING EXPENSES

# RFID PROJECT

## IMPLEMENTATION OF RFID IN SCHUTZ FOOTWEAR- OPERATION AT OWN STORES

### GREATER INVENTORY ACCURACY

VISIBILITY OF STORE INVENTORY THROUGH QUICK AND PRECISE INVENTORIES

### GREATER ADHESION TO OMNICHANNEL

INVENTORY ACCURACY FOR SALE VIA STORE PICKUP/SHIP FROM STORE

### EXTERNAL INVENTORY CONTROL

SYSTEMIC VISIBILITY OF EXTERNAL INVENTORY BY CATEGORY, SKU AND SIZE. STORES' MORE EFFICIENT SUPPLY WITH MORE THAN ONE INVENTORY.

### PRODUCT TRACKING

AGILITY WHEN SEARCHING PRODUCTS BY APPROACHING SIREN BEEPS

### COST-SAVINGS AND REDUCED INVENTORY TIME

### APPROPRIATE REPLACEMENT

### LOSS PREVENTION

REDUCTION OF INTERNAL LOSSES

### KEY PROJECTS FOR 2021

#### 1) EXPANSION OF AREZZO&CO'S LOGISTICS CAPACITY

- AUTOMATION/SORTER
  - INCREASE EFFICIENCY IN SORTING AND SHIPMENT OF PRODUCTS
- OPTIMIZATION OF OPERATION AND INCREASE OF PRODUCTIVITY
  - HIGH INVESTMENT IN TECHNOLOGY WITH RELEVANT CHANGES IN WMS AND INTEGRATED SYSTEMS

#### 2) RFID TECHNOLOGY

- EXPANSION
  - ROLLOUT FOR SCHUTZ FRANCHISES
  - EXPANSION TO OTHER SCHUTZ CATEGORIES (HANDBAGS AND ACCESSORIES)
  - DEVELOPMENT OF ANOTHER GROUP'S BRAND

### MAIN RESULTS

- DAILY INVENTORIES WITH INVENTORIES ACCURACY HIGHER THAN PRE-RFID PROCESS
- **AVERAGE INVENTORY TIME OF 25 MIN**, USING ONLY ONE PERSON. TRADITIONAL INVENTORIES DEMAND MUCH MORE RESOURCES (TIME AND PEOPLE)

# Q&A

**BRANDS RECAP AND  
DIGITAL TRANSFORMATION**

# M&A STRATEGY AREZZO&CO

**2020 RECAP AND NEXT STEPS**

# ORIGINAL STRATEGIC MAP

**BUILT UPON THE DA VINCI PROJECT IN OCTOBER 2019, WITH 7 MAIN PILLARS**



**EXPANSION OF THE CURRENT BRANDS IN THE AB WOMENSWEAR + CASUAL SNEAKERS MARKET**

**AREZZO** **FIEVER**

DEMOCRATIC

**SCHUTZ** ALEXANDRE **BIRMAN**

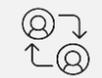
FASHION & LUXURY

**ANACAPRI** **ALME**

EMERGING

**VANS**  
"OFF THE WALL"

LIFESTYLE/ACTION  
SPORTS



**PEOPLE AND CULTURE**

ORGANIZATION AND GOVERNANCE  
CULTURE  
FRONT-LINE EMPOWERMENT



**BUSINESS MODEL TRANSFORMATION**

EVOLUTION OF MERCHANDISING AND SUPPLY  
SOURCING AND LOGISTICS 2.0  
CUSTOMER EXPERIENCE REVISITED  
SUSTAINABILITY AS A RULE



**ENGINE 2: BUSINESS DIGITALIZATION**

AREZZO&CO CRM AND LOYALTY  
MARKETPLACE - PRIVATE LABEL  
CONTENT, SERVICES AND SOCIAL  
CONNECTIVITY



**DATA & TECHNOLOGY**

DATA & ANALYTICS  
TECHNOLOGY



**NEW BRANDS BRAZIL**

EMERGING BRANDS

CONSOLIDATION OF THE AB WOMENSWEAR  
MARKET



**INTERNATIONAL MARKET**

NORTH-AMERICAN MARKET

# STRATEGIC MAP - PILLARS AND LEVERAGES

THE 7 PILLARS ARE 100% MAINTAINED, WITH THE ADDITION OR INTENSIFICATION OF THE HIGHLIGHTED LEVERAGES AND REORGANIZATION OF THE CORE, GROUPING THE BRANDS



## CORE GROWTH / EXPANSION OF CURRENT BRANDS

**AREZZO** **FIEVER**

---

CASUAL & DEMOCRATIC

**SCHUTZ** ALEXANDRE **BIRMAN**

---

FASHION & LUXURY

**ANACAPRI** **ALME**

---

COMFORT & FLATS

**VANS**  
"OFF THE WALL"

---

ACTION SPORTS



## PEOPLE AND CULTURE

- GOVERNANCE
- CULTURE
- FRONT-LINE EMPOWERMENT



## BUSINESS MODEL TRANSFORMATION

- EVOLUTION OF MERCHANDISING AND SUPPLY
- SOURCING AND LOGISTICS 2.0
- CUSTOMER'S OMNICHANNEL EXPERIENCE
- SUSTAINABILITY AS A RULE



## ENGINE 2: BUSINESS DIGITALIZATION

- MARKETPLACE - PRIVATE LABEL AND 3P
- CONTENT AND SERVICES
- CIRCULAR ECONOMY
- E-COMMERCE ACCELERATION



## DATA & TECHNOLOGY

- DATA & ANALYTICS
- TECHNOLOGY



## NEW BRANDS BRAZIL

- CONSOLIDATION OF THE AB WOMENSWEAR MARKET

EMERGING BRANDS



## INTERNATIONAL MARKET

NORTH-AMERICAN MARKET

# STRATEGIC MAP - PILLARS AND LEVERAGES

THE 7 PILLARS ARE 100% MAINTAINED, WITH THE ADDITION OR INTENSIFICATION OF THE HIGHLIGHTED LEVERAGES AND REORGANIZATION OF THE CORE, GROUPING THE BRANDS



## CORE GROWTH / EXPANSION OF CURRENT BRANDS

**AREZZO** **FIEVER**

---

CASUAL & DEMOCRATIC

**SCHUTZ** ALEXANDRE **BIRMAN**

---

FASHION & LUXURY

**ANACAPRI** **ALME**

---

COMFORT & FLATS

**VANS**  
"OFF THE WALL"

---

ACTION SPORTS



## PEOPLE AND CULTURE

- GOVERNANCE
- CULTURE
- FRONT-LINE EMPOWERMENT



## BUSINESS MODEL TRANSFORMATION

- EVOLUTION OF MERCHANDISING AND SUPPLY
- SOURCING AND LOGISTICS 2.0
- CUSTOMER'S OMNICHANNEL EXPERIENCE
- SUSTAINABILITY AS A RULE
- TROC**
- Reserva**



## ENGINE 2: BUSINESS DIGITALIZATION

- MARKETPLACE - PRIVATE LABEL AND 3P
- CONTENT AND SERVICES **ZZ'MALL**
- CIRCULAR ECONOMY **TROC**
- E-COMMERCE ACCELERATION



## DATA & TECHNOLOGY

- DATA & ANALYTICS
- TECHNOLOGY **TROC**



## NEW BRANDS BRAZIL

- CONSOLIDATION OF THE AB WOMENSWEAR MARKET
- Reserva**

EMERGING BRANDS



## INTERNATIONAL MARKET

NORTH-AMERICAN MARKET

# MARKET SEGMENTS IN WHICH WE ARE WILLING TO EXPAND OUR OPERATION

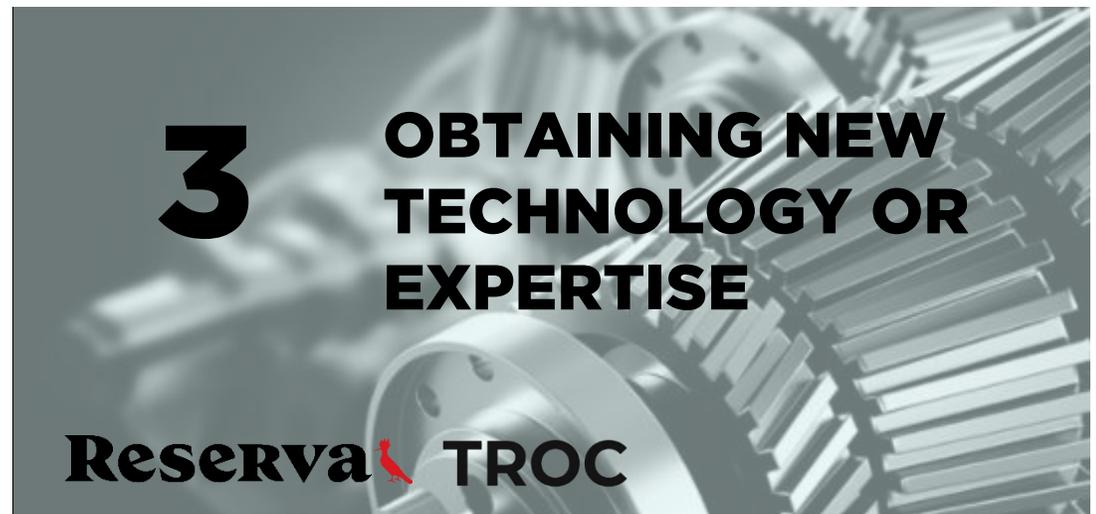


**1** EXPANSION TO NEW PRODUCT CATEGORIES AND TARGET CONSUMERS

Reserva 



**2** INDUSTRY CONSOLIDATION: HIGHER MARKET SHARE AND MORE SYNERGIES



**3** OBTAINING NEW TECHNOLOGY OR EXPERTISE

Reserva  TROC



**4** CREATION OF A HUB FOR EMERGING BRANDS AND NEW BUSINESSES

  
ZZ VENTURES

# STRATEGIC PILLARS

**1**

**EXPANSION  
TO APPAREL**

**Reserva**

**OTHER BRANDS,  
INCLUDING  
WOMENSWEAR**

**2**

**CONSOLIDATION  
IN FOOTWEAR  
AND HANDBAGS**

**GAINS IN MARKET  
SHARE AND  
SYNERGIES**

**OTHER MID-  
SIZED/LARGE  
FOOTWEAR/HANDB  
AG BRANDS**

**3**

**CREATION OF  
A HUB FOR  
EMERGING  
BRANDS**



**ZZ VENTURES**

**SUSTAINABLE  
BRANDS**

**HANDMADE BRANDS**

**OCCASION NICHES**

**DESIGN/STYLE  
NICHES**

**4**

**LICENSING**

**VANS**

**"OFF THE WALL"**

**LICENSING OF  
LIFESTYLE BRANDS**

**ICONIC  
INTERNATIONAL  
BRANDS**

**5**

**DIGITAL  
EXPERTISE**

**TROC**



**ZZ VENTURES**

**OTHER ASSETS  
COMPLEMENTING  
THE AREZZO&CO  
ECOSYSTEM**

**RESOLUTION OF  
INTERNAL "PAIN  
POINTS" THROUGH  
TECHNOLOGY**

**FOCUS ON CLASSES A/B**

# AREZZO&CO FASHION PLATFORM

AREZZO  
&CO

OUR NEWLY-LAUNCHED MARKETPLACE ALREADY RELIES ON CURATORSHIP FROM THE BEST BRANDS, AND THE TROC SERVICE IS A KEY ELEMENT OF THIS ECOSYSTEM, WHICH HAS OVER 10 MILLION REGISTERED USERS

## ZZ'MALL

MARKETPLACE WITH CURATORSHIP

1P BRANDS

3P BRANDS

CURRENT BRANDS

- AREZZO
- SCHUTZ
- ANACAPRI
- ALME
- FIEVER
- VANS

INCUBATED BRANDS

COMPLEMENTARY FOOTWEAR AND HANDBAG BRANDS

OTHER CATEGORIES

- ACCESSORIES
- APPAREL
- COSMETICS
- HOME & DECOR

TROC

DATA ANALYTICS AND ENGAGEMENT PROGRAM  
VALORIZZA CUSTOMIZATION

ASSETS IN THE ECOSYSTEM

LOGISTICS AND FLEXIBLE FULFILLMENT  
OWN OR THROUGH PARTNERS  
CHANNEL INTEGRATION  
P2P DELIVERY  
SPEED FACTORY



SERVICE OFFER  
RESALE AND RENTAL,  
STYLE CONSULTANT,  
FASHION EDUCATION AND RETAIL

SERVICES

CONTENT AND SOCIAL CONNECTIVITY  
RECOMMENDATIONS, P2P STYLE CONSULTANTS, CO-CREATION.

PAYMENTS AND FINANCIAL SERVICES

CONTENT TRENDS, LOOKBOOK, ETC.

# NEW ORGANIZATIONAL STRUCTURE

CONNECTION WITH  
AREZZO&CO'S STRATEGY

# BUSINESS MODEL

## MANAGEMENT OF AREZZO&CO'S HOUSE OF BRANDS

### CLIENT, PRODUCT AND BRAND

- PRESERVATION OF EACH BRAND'S DNA
- BRAND MANAGEMENT BY BU (BUSINESS UNIT) - INDEPENDENT P&L
- COMMUNICATION AND CONNECTION ADDRESSED WITH TARGET AUDIENCE
- STRENGTHENING OF THE UNIQUE AND GLOBAL IDENTITY OF INTERNATIONAL BRANDS
- BRANDS' AND CHANNELS' CONTINUOUS EVOLUTION AND GROWTH

### OPERATIONS

- IN HOUSE PRODUCT ENGINEERING, ENABLING SPEED AND COST GAINS
- DEMAND PLANNING INTEGRATED WITH THE SUPPLY CHAIN
- ORCHESTRATION OF SUPPLY CHAIN, GUARANTEEING QUALITY, PRODUCTIVITY AND SHORT CYCLES
- OPTIMIZATION OF THE LOGISTICS MODEL, ALLOWING EFFICIENCY GAINS AND LESSER LEAD TIME

### GROWTH STRATEGY

- NEW GROWTH AVENUES: M&A'S
- ZZ VENTURES: INCUBATOR OF STRATEGIC INITIATIVES (ORGANIC AND INORGANIC)
- INNOVATION IN EXPERIENCES AND CONNECTION WITH CUSTOMERS - OMNICHANNEL
- STRATEGIC PILLAR: ACCELERATING IMPLEMENTATION OF THE CUSTOMER CENTRIC MODEL

# CONNECTION WITH AREZZO&CO'S STRATEGY



## CLIENT, PRODUCT, BRAND

- PRESERVATION OF EACH BRAND'S DNA
- BRAND MANAGEMENT BY BU (BUSINESS UNIT) - INDEPENDENT P&L
- COMMUNICATION AND CONNECTION ADDRESSED WITH TARGET AUDIENCE
- STRENGTHENING OF THE UNIQUE AND GLOBAL IDENTITY OF INTERNATIONAL BRANDS
- BRANDS' AND CHANNELS' CONTINUOUS EVOLUTION AND GROWTH

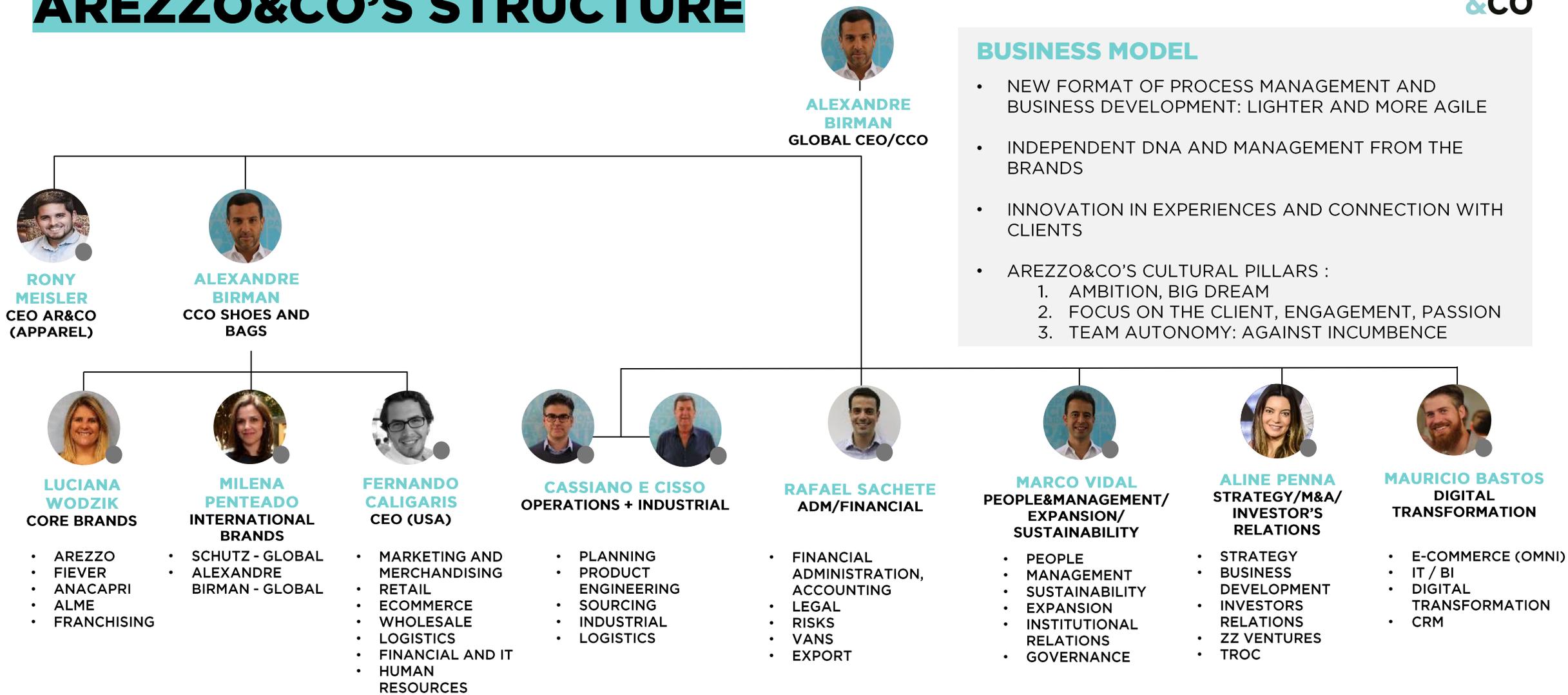
# CONNECTION WITH AREZZO&CO'S STRATEGY



# CONNECTION WITH AREZZO&CO'S STRATEGY



# AREZZO&CO'S STRUCTURE



### BUSINESS MODEL

- NEW FORMAT OF PROCESS MANAGEMENT AND BUSINESS DEVELOPMENT: LIGHTER AND MORE AGILE
- INDEPENDENT DNA AND MANAGEMENT FROM THE BRANDS
- INNOVATION IN EXPERIENCES AND CONNECTION WITH CLIENTS
- AREZZO&CO'S CULTURAL PILLARS :
  1. AMBITION, BIG DREAM
  2. FOCUS ON THE CLIENT, ENGAGEMENT, PASSION
  3. TEAM AUTONOMY: AGAINST INCUMBENCE

**Reserva** 



AREZZO  
&CO

**IN 2020, WE TOOK A MAJOR STEP  
TOWARDS CONSOLIDATING THE  
A/B FASHION MARKET**

**AR&CO**

AR&CO

AREZZO  
&CO

+

Reserva 

CRIAR TESTAR EXECUTAR  
MELHORAR ESCALAR ESTUDAR  
COLABORAR DIGITALIZAR  
INOVAR HUMANIZAR FOCAR  
ENCORAJAR JUNTAR DOAR  
COMPARTILHAR LIDERAR  
ACREDITAR MULTIPLICAR  
RENOVAR DIFERENCIAR AMAR  
EMPODERAR CUSTOMIZAR  
ALIMENTAR CONSCIENTIZAR  
LUTAR ACREDITAR REALIZAR  
EMPREENDER

---

AR&CO

# HOUSE OF BRANDS: FULL LOOK CONCEPT

AREZZO  
&CO

ACCESSORIES

WOMEN MEN  
CLASSES A/B LEATHER ACCESSORIES  
**SNEAKERS FOOTWEAR**  
**FULL LOOK**  
APPAREL FULL PLASTIC  
CHILDREN **HANDBAGS**

TEENAGER

**AREZZO  
&CO**

**AR&CO**

**#BORAPRACIMA**

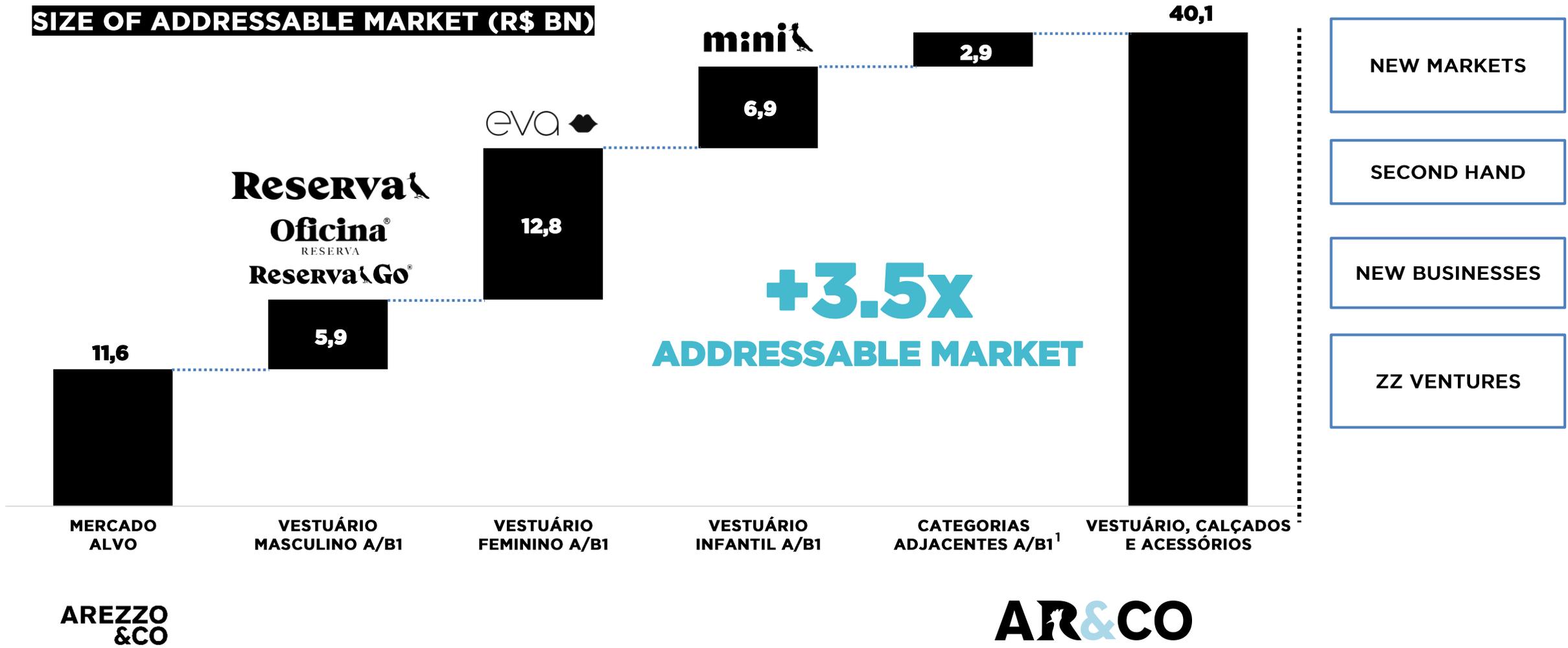
**#VAMOQUEVAMO**

**#RUMOA2154**

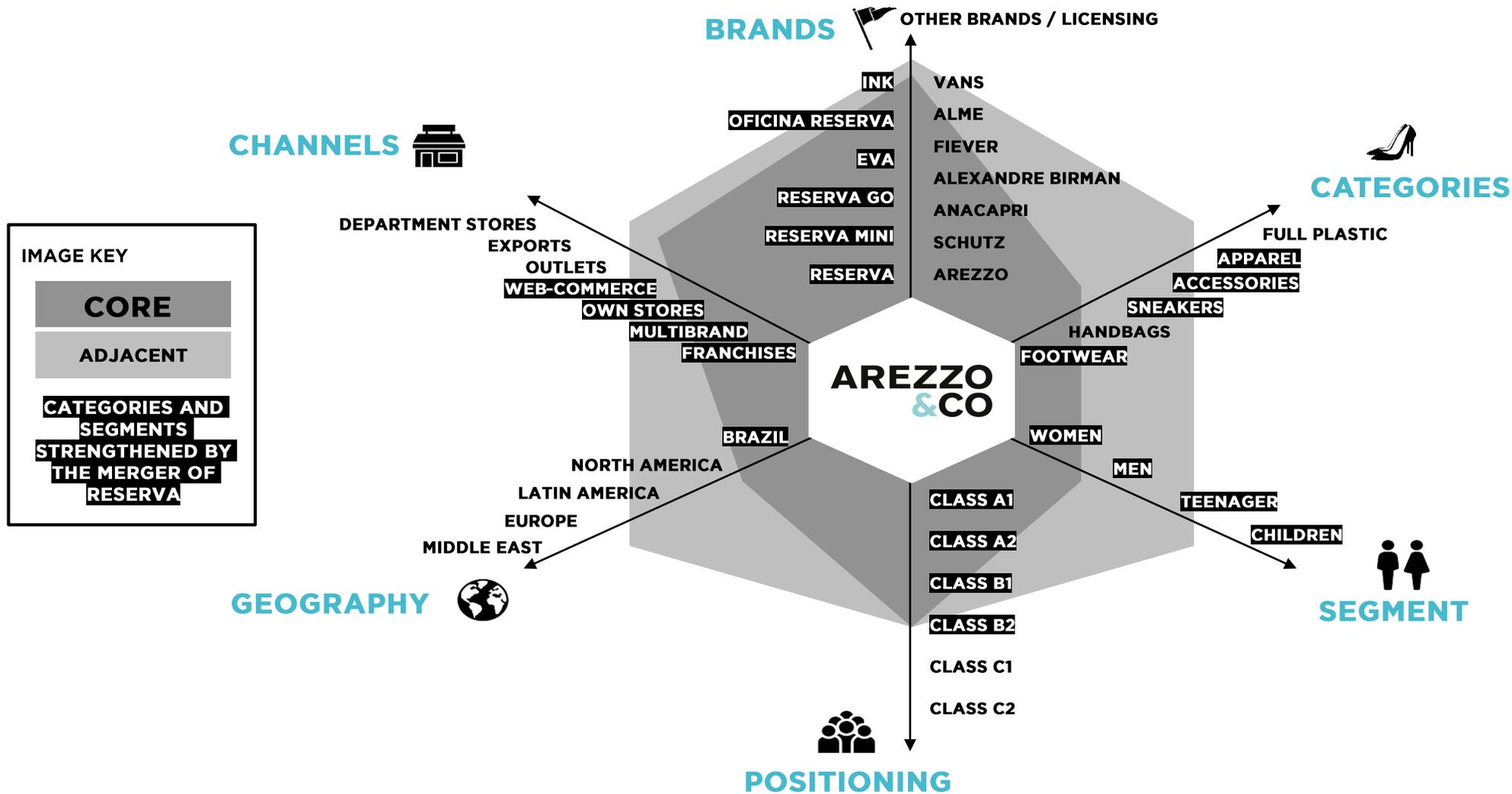
-  **MAJOR STEP TOWARDS CONSOLIDATING AREZZO&CO'S FASHION PLATFORM**
-  **EXPANSION IN THE ADDRESSABLE MARKET BY 3.5 TIMES**
-  **COMPLIANCE WITH THE STRATEGIC GUIDELINES, VISION AND VALUES OF AREZZO&CO**
-  **ACQUISITION OF A TALENT POOL**
-  **VALUE GENERATION BY SHARING COMPETENCIES AND SYNERGIES**
-  **HUB FOR THE ACQUISITION OF NEW APPAREL BRANDS**
-  **PLATFORM HIGHLY COMMITTED TO ESG**
-  **GREATER DIGITAL COMPETENCIES**

# MULTIPLICATION OF AREZZO&CO'S ADDRESSABLE MARKET

SIZE OF ADDRESSABLE MARKET (R\$ BN)



# STRATEGIC RATIONALE: SCALING THE AREZZO&CO BUSINESS MODEL



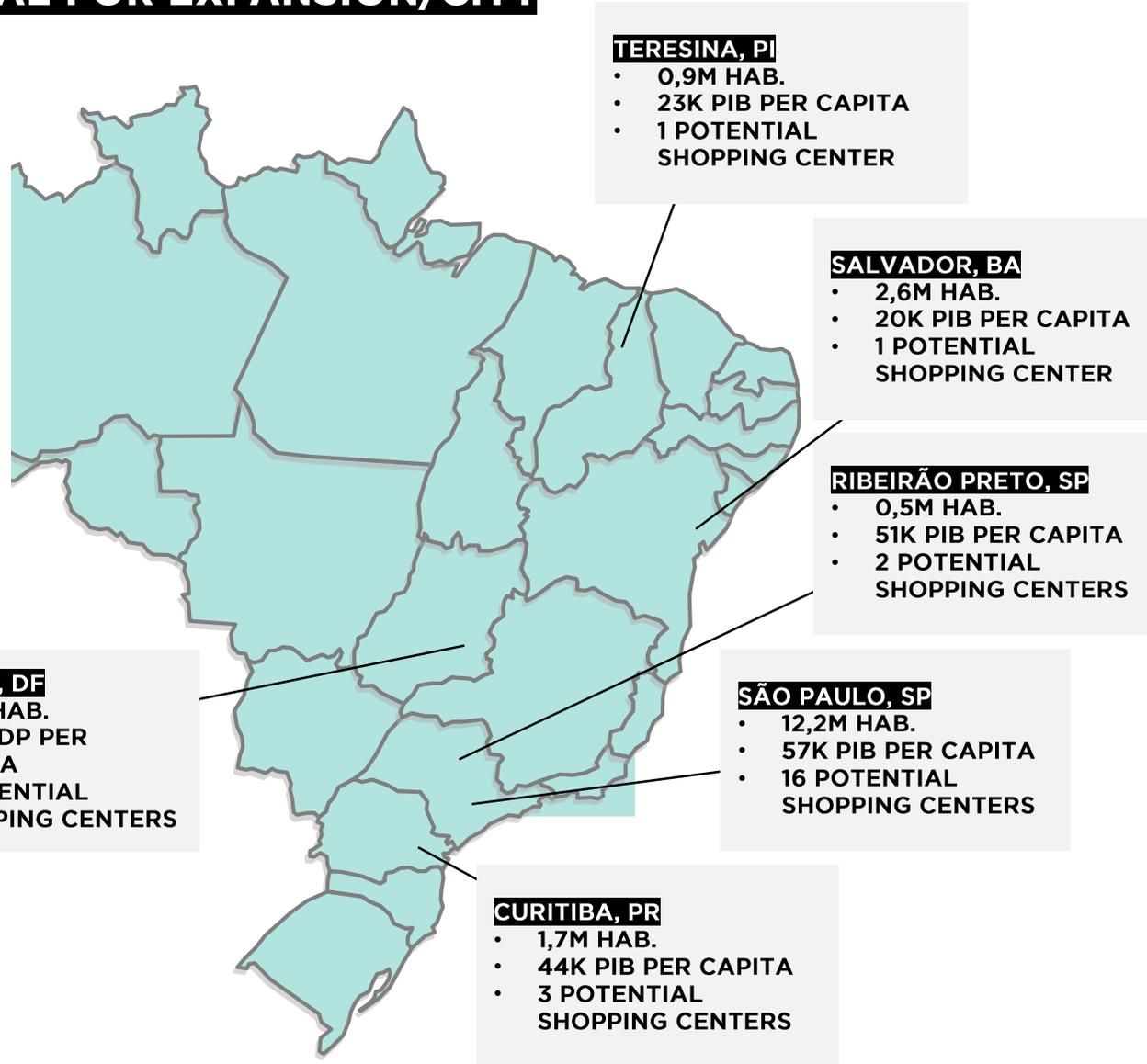
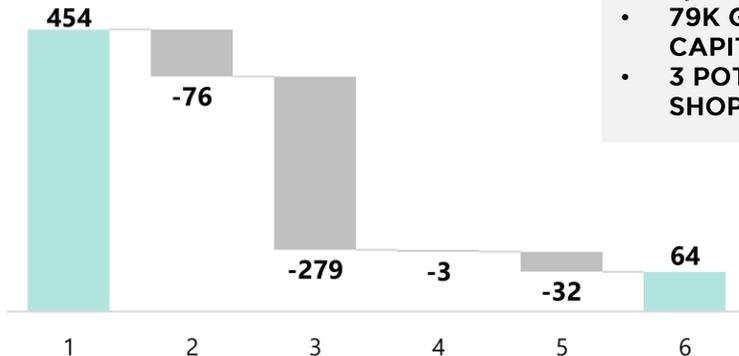
# RESERVA BRAND: OPPORTUNITY FOR EXPANSION IN BRAZILIAN SHOPPING CENTERS FOCUSED ON A/B CLASSES

## # OF SHOPPINGS WITH POTENCIAL FOR EXPANSION/CITY

### ASSUMPTIONS:

1. ALL SHOPPING CENTERS IN BRAZIL
2. SHOPPING CENTERS THAT ALREADY HAVE RESERVA STORES
3. SHOPPING CENTERS WITH FOCUS ON OTHER SOCIAL-ECONOMIC CLASSES
4. SHOPPING CENTERS WITH LESS THAN 50 STORES (MINIMUM NUMBER OF STORES FOR SHOPPINGS WITH RESERVA STORES CURRENTLY)
5. SHOPPING CENTERS WITHOUT AT LEAST ONE STORE FROM OSKLEN, RICHARDS, ELLUS OR AREZZO

### NUMBER OF SHOPPING CENTERS FILTERED BY CRITERIA:



AT LEAST **64** SHOPPING CENTERS

POTENTIAL IN **37** CITIES FOR RESERVA GROUP'S EXPANSION

# VALUE CREATION LEVERAGES AND OPTIONALITIES

## 1 RESERVA GIRL

- BRAND TO ADDRESS THE CASUAL WOMEN MARKET, BUILDING ON THE STRENGTH OF THE RESERVA BRAND
- ASPIRATIONAL “UNIQLO” BENCHMARK OF QUALITY BASICS

## 2 RESERVA GO

- FOOTWEAR AND ACCESSORIES ARM OF THE RESERVA BRAND, WITH GREAT POTENTIAL FOR EXPANSION AND SYNERGIES VIA AREZZO&CO SOURCING
- FIRST LINE OF WOMEN'S SNEAKERS LAUNCHED ON DEC. 10

## 3 MEGASTORES

- LARGER STORES TO BOOST SALES IN ALL CATEGORIES
- PLAN OF AT LEAST 20 STORES

## 4 MINI FRANCHISES

- HIGH POTENTIAL, CONSIDERING THE FRAGMENTATION OF THE MARKET FOR CHILDREN, AS WELL AS PRICING AND SCALE OPPORTUNITIES



# RESERVA GO

## STRONG SYNERGY IN FOOTWEAR

- STRONG POTENTIAL IN THE MULTIBRAND CHANNEL
- HIGHER CAPILLARITY IN FRANCHISES AND OWN STORES
- OPENING OF STAND ALONE FOOTWEAR STORES
- **SHARE OF FOOTWEAR IN THE STORES SHOULD INCREASE FROM THE CURRENT 12% TO AT LEAST 30% IN THE LONG TERM**

## ONE OF THE TRANSACTION'S MAIN SOURCES OF SYNERGY

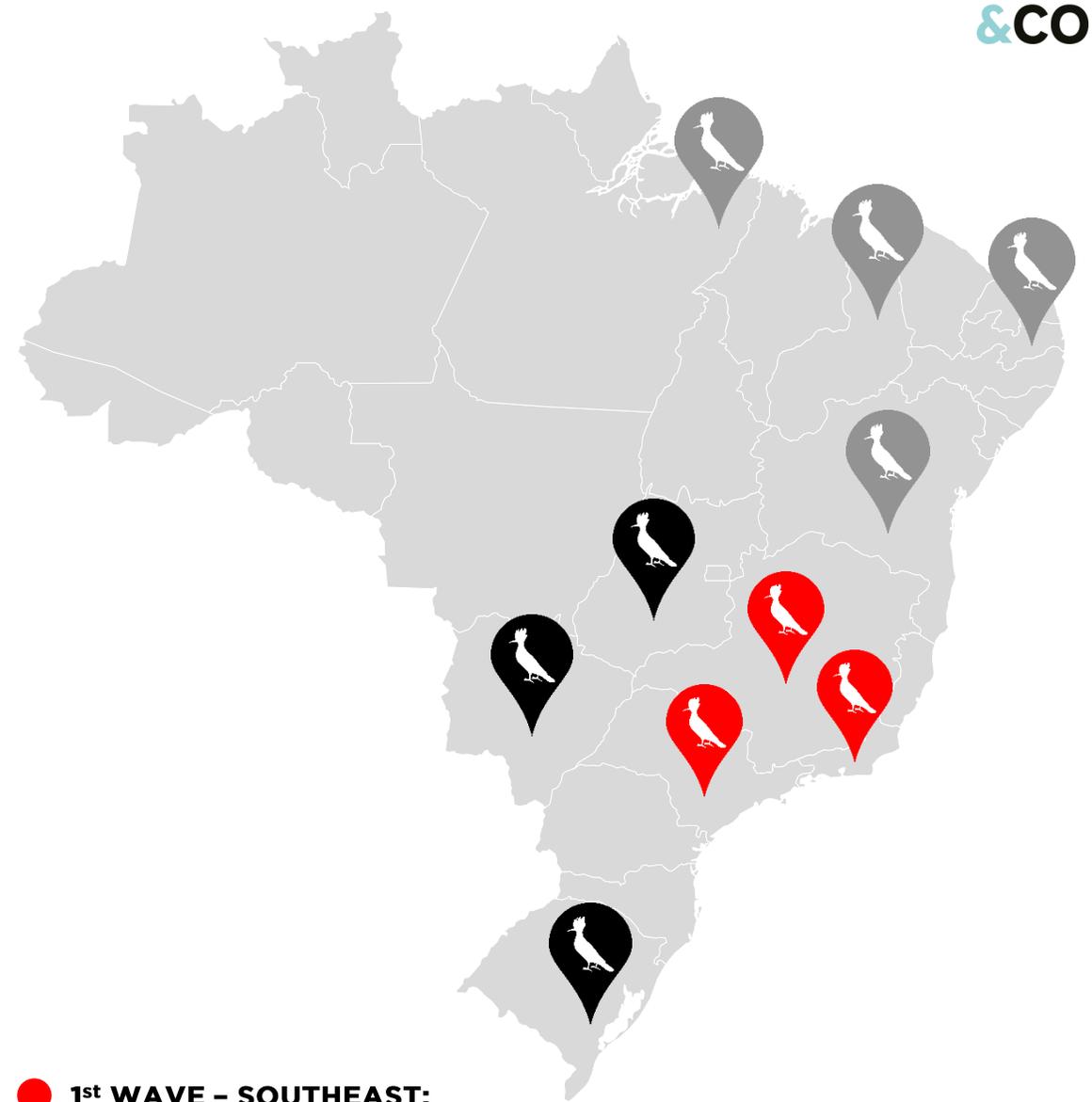
INTERNALIZATION OF THE FOOTWEAR DEVELOPMENT AND PRODUCTION PROCESS (VS PREVIOUS LICENSING)

INTERNALIZED REVENUE OF APPROXIMATELY 45 MILLION IN 2019

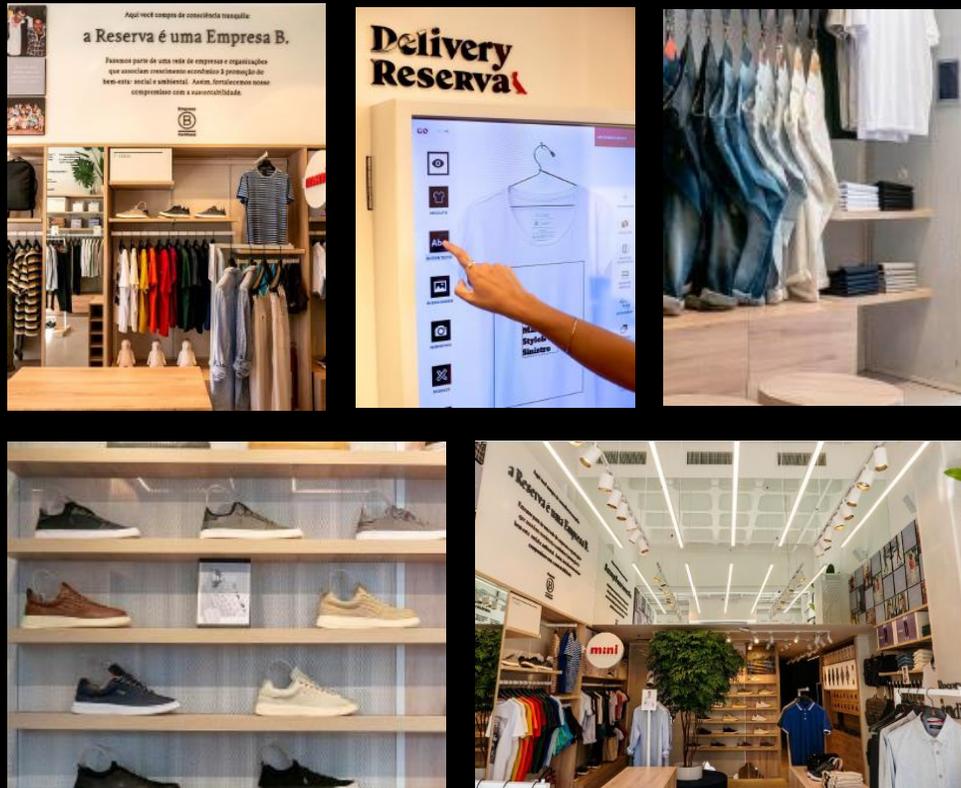


# RESERVA MEGASTORE

- STORE WITH APPROXIMATE AREA OF 300 M<sup>2</sup> TO BOOST ALL INITIATIVES OF RESERVA
- OPENING OF 10-20 STORES IN THE MEDIUM TERM
- SEIZING HIGHER VACANCY LEVELS IN SHOPPING MALLS AND OPTIMIZING THE CURRENT FOOTPRINT IN MALLS



- 1<sup>st</sup> WAVE - SOUTHEAST:
- 2<sup>nd</sup> WAVE - SOUTH AND MIDWEST
- 3<sup>rd</sup> WAVE- NORTH AND NORTHEAST



# MENSWEAR VS. WOMENSWEAR

STRONG POTENTIAL FOR RESERVA GIRL:  
COMPANIES THAT STARTED IN MENSWEAR AND  
BEGAN TO OFFER LARGER STORE FORMATS,  
MINI, OR WOMENSWEAR

- BRAND TO ADDRESS THE CASUAL WOMEN'S MARKET, SUPPORTED BY THE STRENGTH OF THE "MOTHER BRAND"
- CREATION OF AN ASPIRATIONAL BRAND OF BASIC WOMENSWEAR FOR CLASSES A/B WITH EXPERIENCE
- ESTIMATED POTENTIAL TO REACH 20% OF RESERVA'S TOTAL WITHIN 5 YEARS (INCREMENTAL)

AREZZO

SCHUTZ



Brooksfield

Abercrombie  
& Fitch

OSKLEN

ELLUS



RALPH LAUREN

UNI  
QLO

# NEW POSITIONING FOR RESERVA'S T-SHIRT PRICE

INCREASE IN SHARE THROUGH SHIFT IN ENTRY-PRICE PRODUCT'S PRICE POINT, GENERATING MORE COMPETITIVENESS VS PLAYERS

## CURRENT PRICEPOINT AND FUTURE CHANGES



R\$ 199 (PIMA)

R\$ 129 (BASIC)

-30%

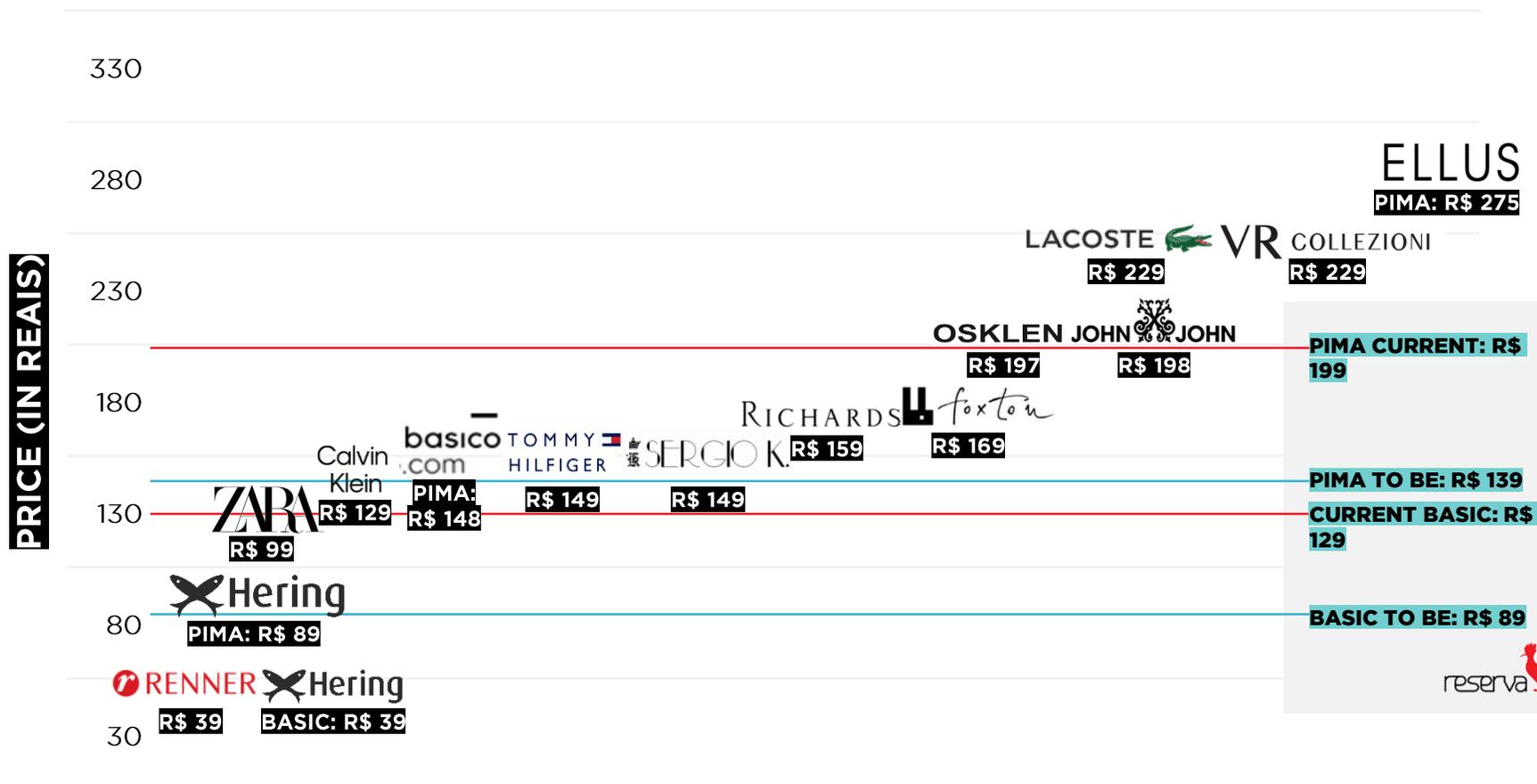
R\$ 139

R\$ 89 EACH

MORE COMPETITIVENESS VS PLAYERS

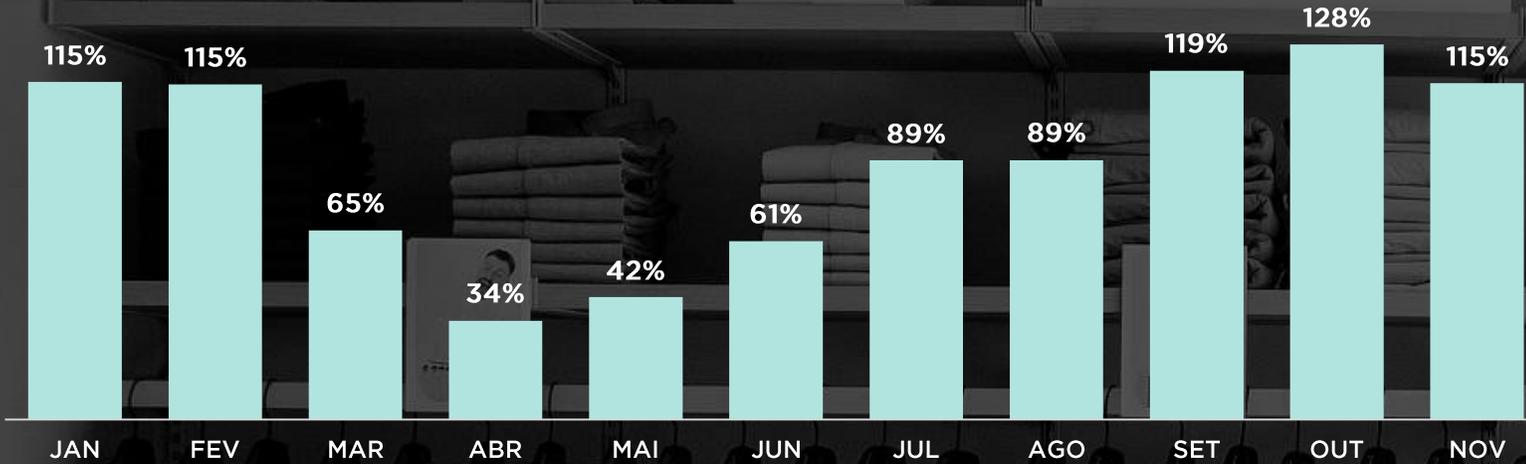
GAIN IN SHARE THROUGH TRADE UP IN CONSUMERS

## MARKET ANALYSIS: BASIC T-SHIRTS



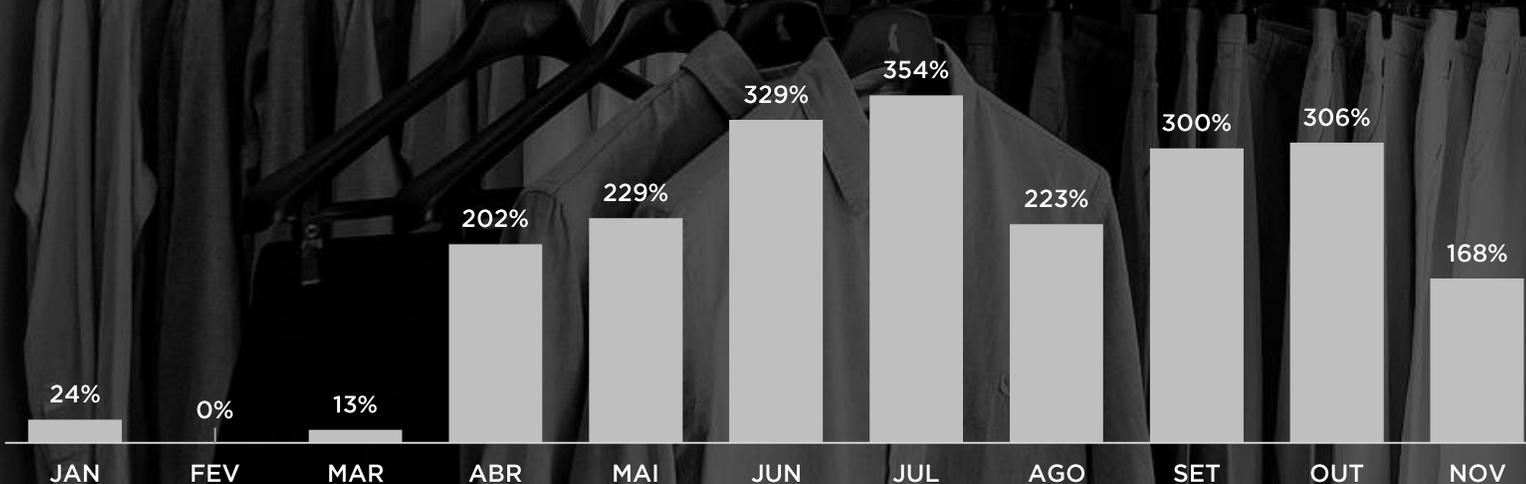
# RESERVA IN 2020

## % SHARE OF SALES 2020 VS 2019



- % SHARE OF SALES YTD OF 90% IN 2020 VS 2019
- YTD GROWTH OF 192% OF DIGITAL SALES IN 2020 VS 2019
- FOCUS ON USING NOW 100% REMOTELY – OVER 600 EMPLOYEES

## % CHANGE IN DIGITAL SALES 2020 VS 2019



- DESPITE THE REOPENING OF STORES, THE DIGITAL CHANNEL'S PERFORMANCE REMAINS STRONG

# BLACK FRIDAY RESERVA 2020

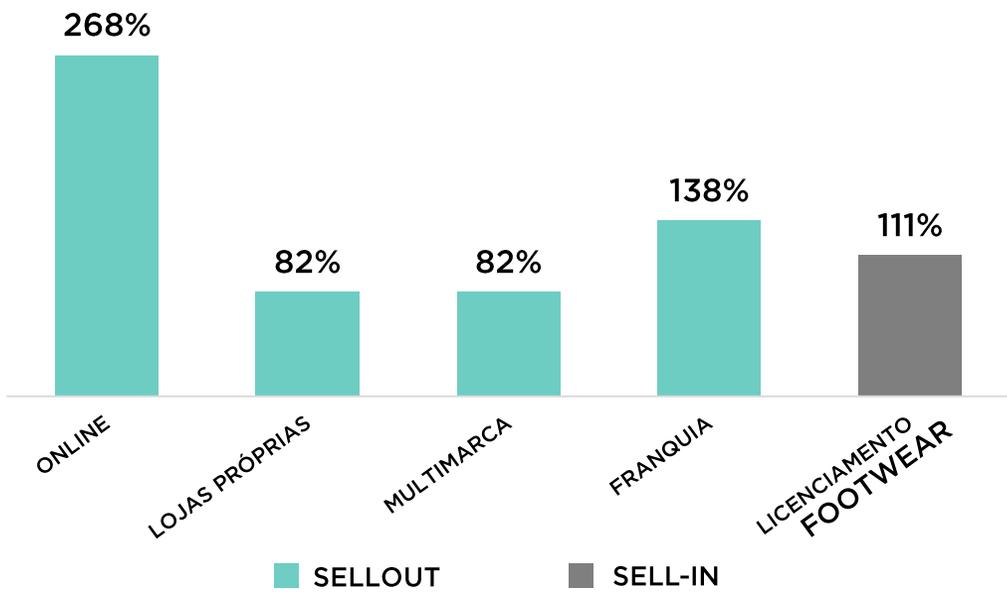
2020 REVENUE ACCOUNTS FOR 108% OF 2019 REVENUE

GROWTH\*:  
VS. 2019

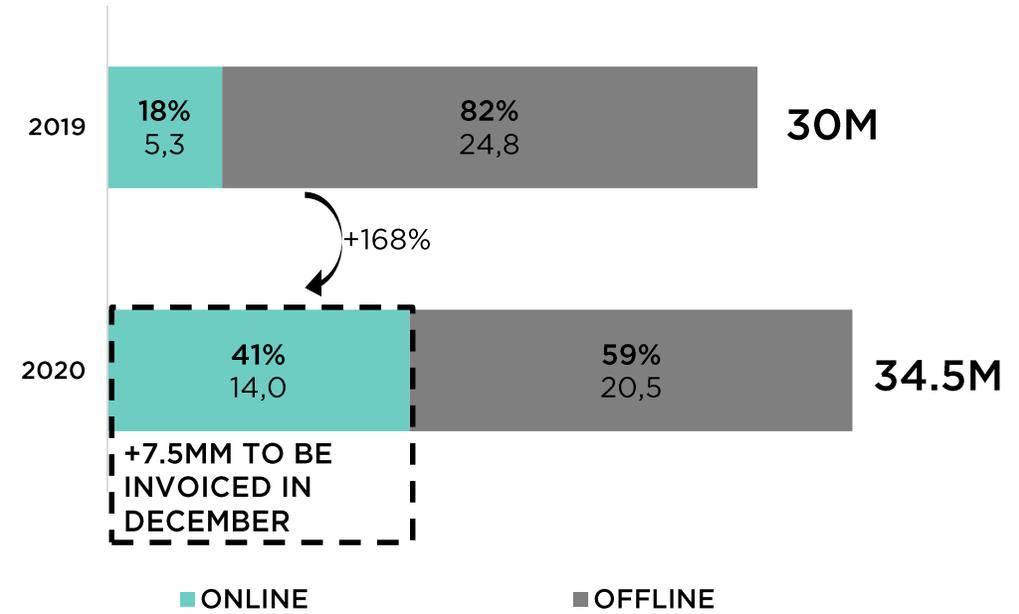
+168% ↑ ONLINE

+15% ↑ B2C TOTAL

2019 vs. 2020 REVENUE  
NOVEMBER



BREAKDOWN OF END CONSUMER REVENUE IN NOVEMBER  
(MILLION)



\*REFERENCE PERIOD: NOV/20

# STORES OPENED

IN 4Q20, 7 NET STORES WERE OPENED AND 2 STORES WERE RENOVATED

## NET OPENINGS

OWN STORES	
CATARINA OUTLET (SP)	NOV
RIOMAR RECIFE (PE)	DEC
GUARULHOS (SP)	DEC

FRANCHISES	
ITAIPU (RJ)	OCT
FEIRA (BA)	OCT
NOVA IGUAÇU (RJ)	NOV
JOÃO PESSOA (PB)	NOV
BALNEÁRIO (SC)	DEC

THE BALNEÁRIO STORE WILL BE BUILT WITH A REPLICABLE MODEL AT A COST OF R\$3,000/M<sup>2</sup>



CATARINA OUTLET



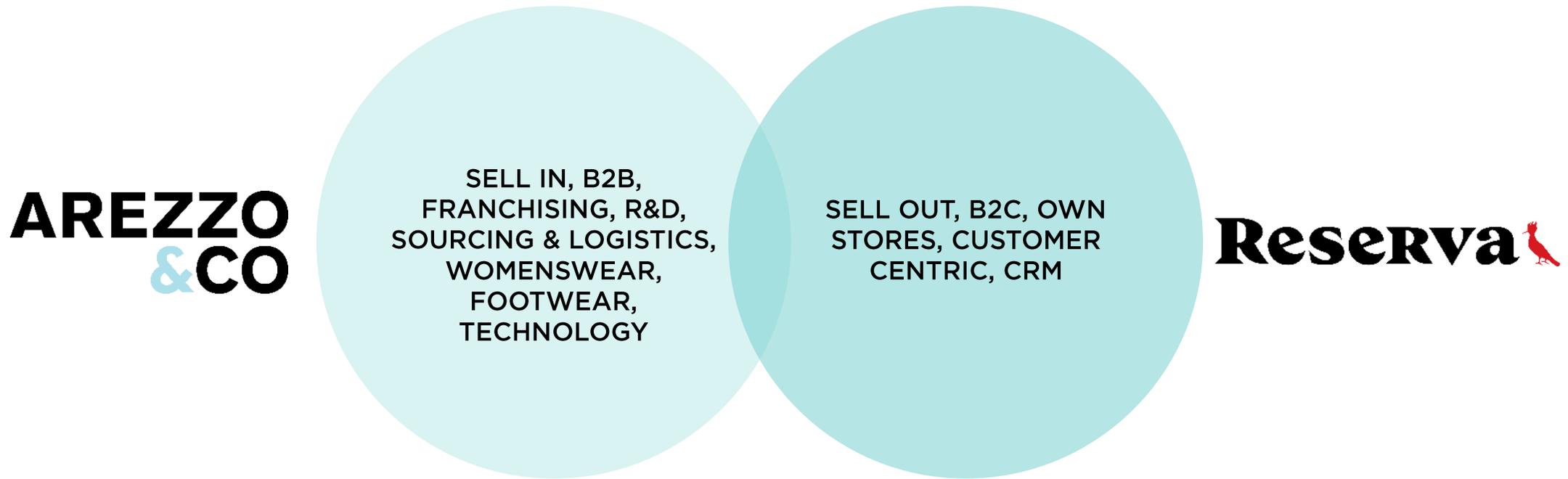
RIOMAR RECIFE



# STRATEGIC ALIGNMENT

## PROJECT OVERVIEW - COMPLEMENTARY COMPANIES

- THE WAY RESERVA OPERATES EFFICIENTLY IN RETAIL, ESPECIALLY OWN STORES, IS AN OPPORTUNITY FOR AREZZO&CO, PARTICULARLY ITS TRULY CONSUMER-CENTRIC CULTURE.
- RESERVA HAS THE OPPORTUNITY TO SEIZE THE B2B KNOW-HOW (ESPECIALLY IN MULTIBRAND), AND CAPTURE BENEFITS IN OTHER AREAS, SUCH AS FRANCHISING, SOURCING, WOMENSWEAR AND FOOTWEAR.



**THE BRANDS WILL CONNECT IN A STRUCTURED MANNER, RESPECTING THE VALUES  
AND VOCATIONS OF EACH ORGANIZATION**

# 2021 - STRONG FOCUS ON THE “FULL POTENTIAL” PLAN

## OBJECTIVES

- **ASSORTMENT REVIEW AND PRICE REPOSITIONING (+ ITEMS AT ENTRY PRICE)**
- **MARKET SHARE GAINS IN HIGH-POTENTIAL REGIONS**
- **HIGHER SHARE OF WALLET IN THE MULTIBRAND CHANNEL**
- **PRODUCTIVITY GAINS IN CURRENT STORES**
- **OCCASIONAL CONVERSION OF OWN STORES INTO FRANCHISES**

## POSITIONING AND VALUE PROPOSITION

### GO TO MARKET

**EXPANSION OF THE FOOTPRINT STORE FORMAT**

**OWN STORES | FRANCHISES | MM**

**E-COMMERCE AND OMNI**

### OPERATION

**PLANNING/SOURCING FULFILLMENT**

**ASSORTMENT REVIEW AND PRICE PYRAMID**

**IMPROVED SSS AND MARGINS**

# ORGANIZATION OF THE INTEGRATION PROCESS AND OPERATION FRONTS

5 PROGRAMS/PROJECTS PRIORITIZED WITH DOUBLE LEADERSHIP

CONSULTING FIRMS COMMISSIONED FOR TECHNICAL SUPPORT

PRIORITY	PROJECTS	AREZZO&CO LEADER	RESERVA LEADER	CONSULTING FIRM	BEGINNING
1	OPERATIONAL INTEGRATION	CFO (Rafael)	COO (Jayme)	CONSULTING FIRM	IMMEDIATE
2	QUICK WINS	COO (Cassiano)		INTERNAL	IMMEDIATE
3	2021 BUDGET	CFO (Rafael)	COO (Jayme)	INTERNAL	DEC/20
4	FULL POTENTIAL	COO (Cassiano)	RONY (CEO)	INTERNATIONAL CONSULTING FIRM	JAN/21
5	MANAGEMENT MODEL	HEAD PEOPLE & MANAGEMENT		 falcons	MAR/21

# IN DECEMBER WE LAUNCHED RESERVA'S SNEAKER FOR WOMEN

THIS IS JUST THE BEGINNING...



**IN MARCH, WE WILL LAUNCH OUR FULL LINE  
OF SNEAKERS FOR WOMEN**

**RESERVA GO GIRLS**

FROM DECEMBER 10 TO 14. IN A NEW SERIES WITH THREE FREE EPISODES, RONY MEISLER (FOUNDER AND CEO OF RESERVA) WILL SHARE ALL THE SECRETS BEHIND THE BRAND'S 14 YEARS OF PROFIT, FOLLOWING ITS RECENT MERGER INTO THE AREZZO&CO GROUP.



**10/12 - Episódio 1** Nasceu perfeito, nasceu tarde!

**11/12 - Episódio 2** Cuidar, emocionar e surpreender!

**14/12 - Episódio 3** O jeito Reserva de encantar clientes



**IN 2020, WE ALSO ENTERED THE  
CIRCULAR ECONOMY BY  
ACQUIRING TROC**

**TROC**

O MAIOR BRECHO ONLINE DO BRASIL

# ABOUT TROC

**TROC'S HISTORY BEGAN 3 YEARS AGO, IN CURITIBA, WITH THE PURPOSE OF MAKING A REVOLUTION IN BRAZIL'S FASHION INDUSTRY.**

**OVER 130,000 ITEMS SOLD;**

**CAPACITY TO EXPAND WAREHOUSE BY 3 TIMES;**

**CAPACITY TO PROCESS 7,000 ITEMS PER WEEK;**

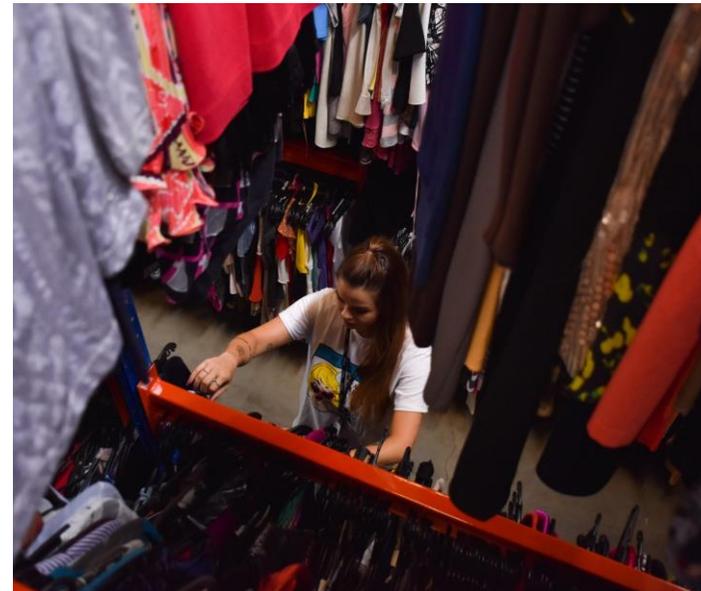
**CURATORSHIP BY TOP EXPERTS;**

**SCALABLE INTERNAL PROCESS WITH HIGH-END TECHNOLOGY**



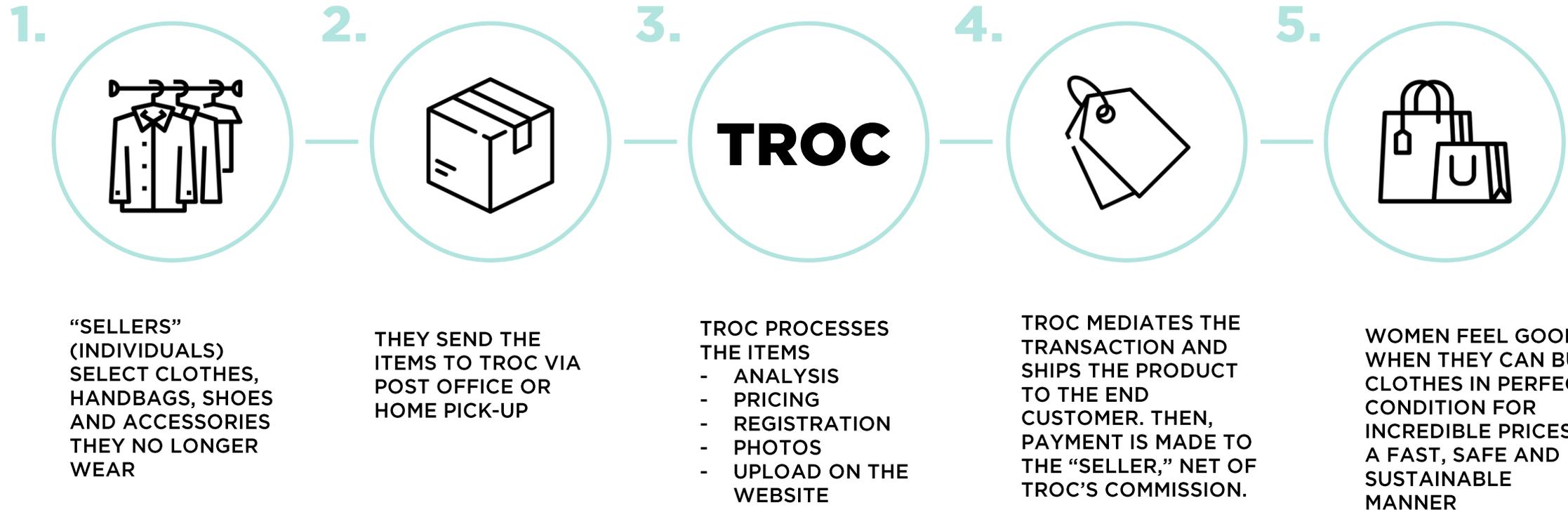
# VALUE PROPOSITION FOR THE CUSTOMER

***"CONNECTING PEOPLE WHO HAVE CLOTHES AND ACCESSORIES THEY NO LONGER WEAR WITH PEOPLE WHO WANT THE OPPORTUNITY TO BUY ITEMS IN PERFECT CONDITION, AND GUARANTEED QUALITY THROUGH A POSITIVE EXPERIENCE."***



# WHAT TROC DOES

## BUSINESS MODEL

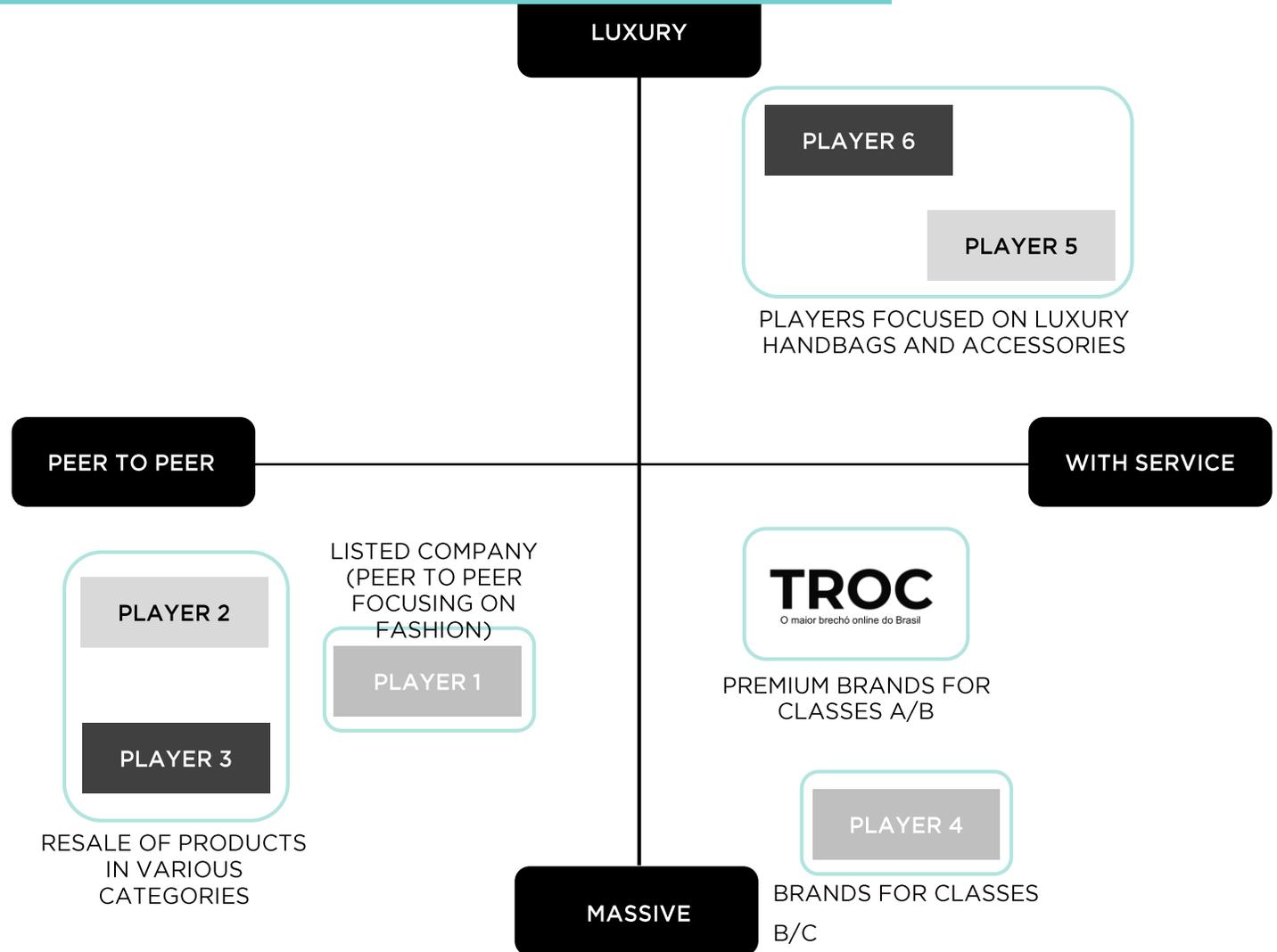


# A BUSINESS MODEL THAT STANDS OUT AGAINST OTHER PLAYERS IN THE INDUSTRY

## COMPETITIVE MATRIX

**PEER TO PEER MODEL:**  
**SELLERS SELL TO BUYERS**  
**WITHOUT A THIRD PARTY'S**  
**INTERFERENCE**

**TROC MODEL: HANDLING**  
**AND PHOTOS OF THE**  
**PRODUCT TO SELL ON ITS**  
**WEBSITE -**  
**HIGHER TAKE RATE**  
**COMPARED TO P2P**



# SUSTAINABILITY

**TROC ADDRESSES A HUGE ISSUE: THE FASHION INDUSTRY IS ONE OF THE WORLD'S HIGHEST POLLUTERS.**

## #TROCEFFECT



**413.7 MILLION**

LITERS OF WATER  
SAVED



**76.6 TONS**

OF CLOTHES  
REMOVED FROM  
LANDFILLS



**536.3 TONS**

OF CO2 REMOVED  
FROM THE  
ATMOSPHERE



**239,000**

PEOPLE ARE  
EXPERIENCING THE  
#TROCEFFECT



**14  
MILLION**

PEOPLE IMPACTED BY  
CIRCULAR FASHION

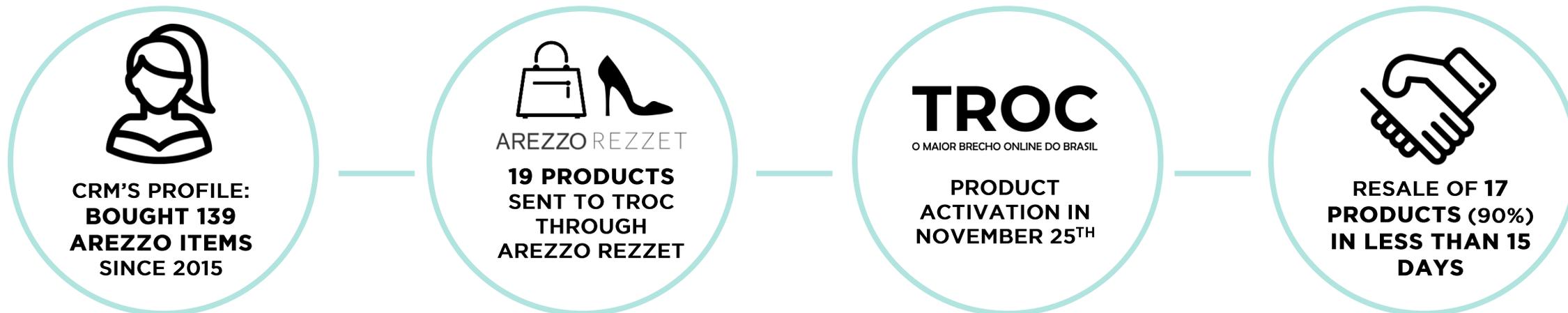


**15,000**

ITEMS DONATED TO  
PARTNER NGOs

# TROC + AREZZO: REPLICABLE INTEGRATED ECOSYSTEM

## THE EXAMPLE OF A REAL CUSTOMER



### AREZZO: SELL OUT WITH CREDITS UTILIZATION + LOYALTY TROC: GMV INCREMENT AND SERVICE FOR THE CLIENT

**TRANSACTION VALUE OF  
17 PRODUCTS (GMV): R\$ 2.103,52**

**AREZZO**

**APROX. 30%  
COMMISSION**

**TROC**

O MAIOR BRECHO ONLINE DO BRASIL

**APROX. 70%  
COMMISSION**



GENERATION OF CREDITS FOR THE CLIENT: R\$1.062,50

**CREDIT BONUS: 2X**

TOTAL AMOUNT OF CLIENT'S CREDITS FOR  
AREZZO PURCHASES: R\$ 2.125,00

**AREZZO**

**CREDITS MAY BE UTILIZED WITH THE CONDITION THAT  
THEY DO NOT EXCEED 50% OF DISCOUNT IN THE SALE**

MINIMUM SELL OUT THROUGH THE USE OF  
CREDITS: R\$ 4.250,00

# TROC + AREZZO: DATA ANALYSIS

## MAPPING THE COMPLETE CUSTOMER PURCHASE, USE AND RESALE EXPERIENCE



**2 YEARS AND A HALF BEFORE RESALE**

**IDENTIFICATION BY ID: ITEM BOUGHT IN AREZZO STORE IN APRIL 30<sup>TH</sup> 2018**



**ITEM SENT FOR RESALE AT TROC IN NOVEMBER 2020**

**TROC**  
O MAIOR BRECHO ONLINE DO BRASIL

**ITEM ANNOUNCED FOR RESALE AT TROC IN NOVEMBER 25<sup>TH</sup> 2020, AND SOLD THE SAME DAY**

### EXAMPLE:

**PURCHASE IDENTIFICATION IN THE AREZZO CRM BASE**

	A5001202680001	01	30/04/2018	1	699,90
<b>Total</b>				<b>1</b>	<b>699,90</b>

**SHIPPING FOR RESALE AND CURATION BY TROC**



**PRODUCT SOLD THE SAME DAY**

AREZZO  
Bolsa Estruturada Vermelha

**VENDIDO**

♥ 47 wishlists

**RESOLD FOR 24% OF THE ORIGINAL PRICE**

# INDICATORS

## 2021 HIGHLIGHTS PRELIMINARY FIGURES

 GMV  
**150%**  
GROWTH

 TRAFFIC  
**+4MM**

 TAKE RATE  
APROX.  
**50%**

 ITEMS  
PROCESSED  
**+260K**

 NUMBER OF  
SELLERS  
**+6K**

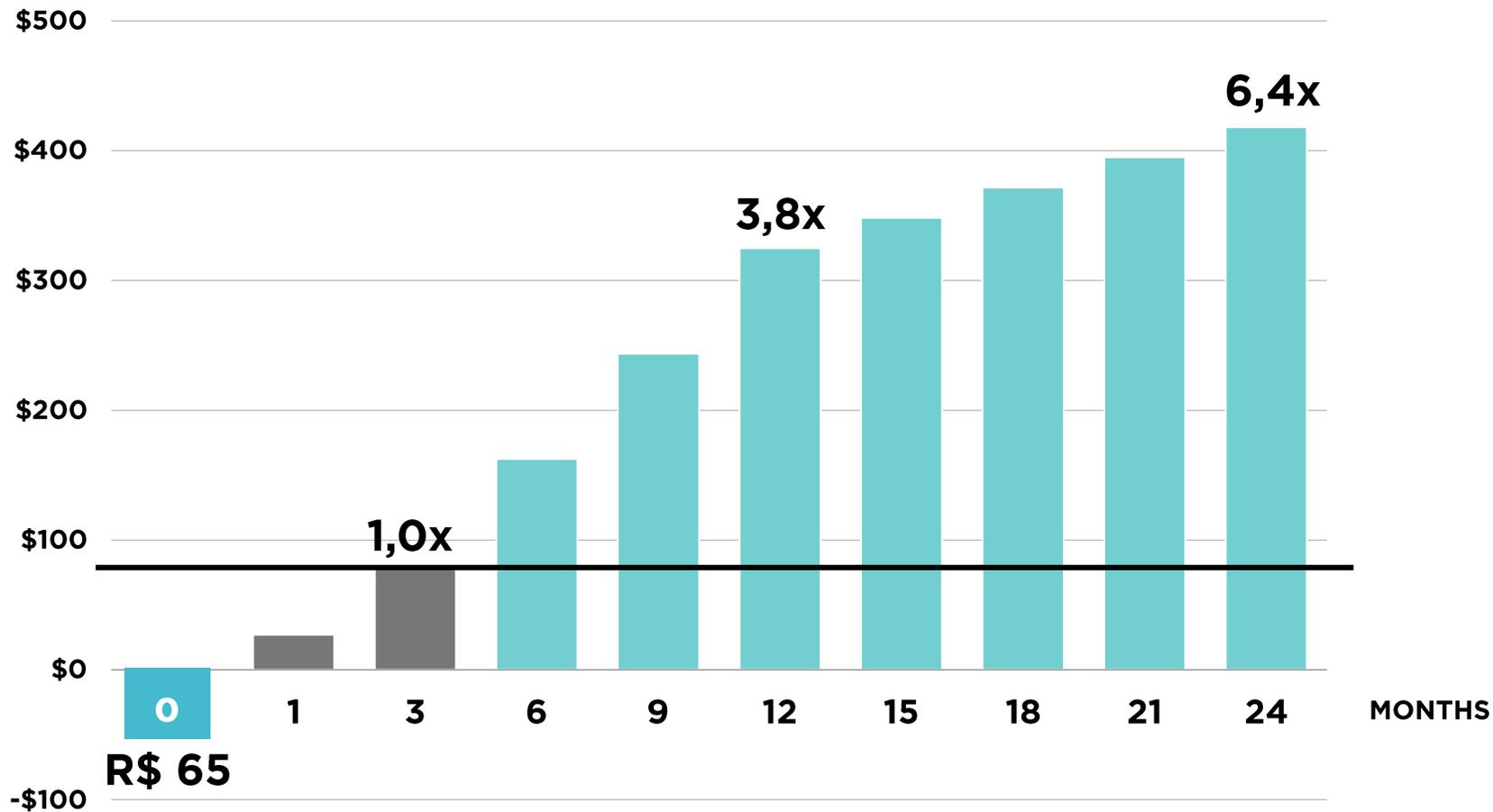
AREZZO  
&CO

THE STRENGTH OF  
THE AREZZO&CO  
BRANDS WILL  
ENABLE A  
SIGNIFICANT  
DECREASE IN  
TROC'S CAC AND A  
SIGNIFICANT  
INCREASE IN LTV

# TROC: CAC/LTV TAKE RATE

**ON AVERAGE WE ACHIEVE COST OF ACQUISITION PAYBACK IN 3 MONTHS**

LTV TAKE RATE



**REFERENCE PAYBACK PLAYER: 6 MONTHS**

# PRIORITIES FOR 2021

TROC CURRENTLY HAS OVER 40,000 ITEMS IN STOCK AT A 1,000 M<sup>2</sup> WAREHOUSE. 30,000 ACCESSES SEEKING THE SERVICE THROUGH AREZZO, AND MORE THAN 5,000 ITEMS SHIPPED, ALL OF WHICH TRANSLATES INTO HUGE POTENTIAL FOR UPCOMING YEARS



**INTEGRATING TROC WITH ZZ MALL AND OTHER BRANDS OF THE GROUP**



**MAKING THE OPERATION MORE ROBUST (LOWER HANDLING COST AND HIGHER OPERATIONAL PROCESSING CAPACITY)**



**EXPANDING THE CUSTOMER BASE AFTER THE ACQUISITION, IT GREW BY 40 TIMES)**



**STRENGTHENING TROC'S BRAND AWARENESS**



**FOSTERING CUSTOMER LOYALTY BY PROVIDING A SINGLE SERVICE**



**SELLING OVERSTOCK FROM PAST SEASONS**



**SELLING SAMPLES USED IN SELL-INS/SHOWROOMS**



**CREATING "IN-STORE" COLLECTION POINTS**



**BECOMING A MARKETPLACE FOR OTHER THRIFT SHOPS**

# NEXT STEPS

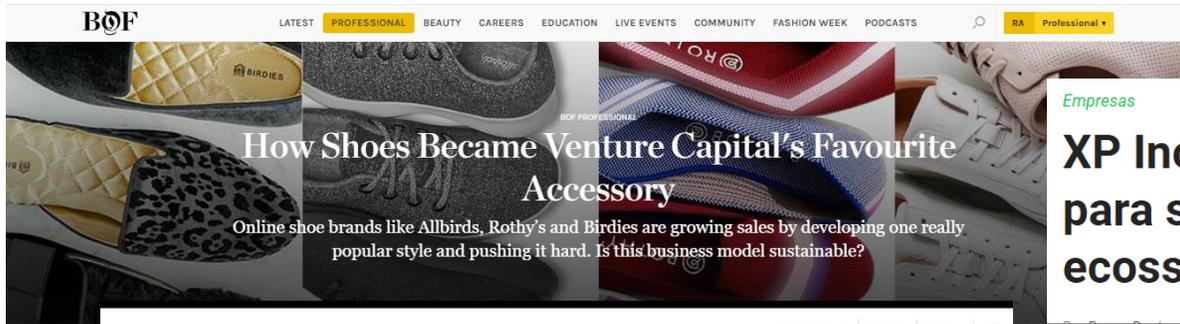
**MARKET CONSOLIDATION AND  
NEW BUSINESSES**



**ZZ VENTURES**



# CVC IS ALREADY A REALITY IN THE CURRENT BUSINESS ECOSYSTEM, IN BRAZIL AND GLOBALLY



**BOF** LATEST PROFESSIONAL BEAUTY CAREERS EDUCATION LIVE EVENTS COMMUNITY FASHION WEEK PODCASTS

## How Shoes Became Venture Capital's Favourite Accessory

Online shoe brands like Allbirds, Rothy's and Birdies are growing sales by developing one really popular style and pushing it hard. Is this business model sustainable?

**Empresas**

## XP Inc lança XP Ventures para se aproximar de ecossistema de inovação



**NEOFEED** NEGÓCIOS INOVAÇÃO STARTUPS TRANSFORMAÇÃO DIGITAL INSIDERS EXPERTS VÍDEOS PODCAST

## Muito além da cerveja: Ambev investe em startup de energia limpa

A Z-Tech, braço de corporate venture da cervejaria Ambev, está investindo na Lemon, startup que faz com que bares e restaurantes consumam energia de fontes limpas e economizem na conta. Esse é o quarto investimento da companhia no Brasil



**VOGUEBUSINESS** MEMBERSHIP TALENT LOG IN

## Boosted by venture capital, leather alternatives gain steam

BY CAITLIN RAUX GUNTHER  
3 DECEMBER 2020

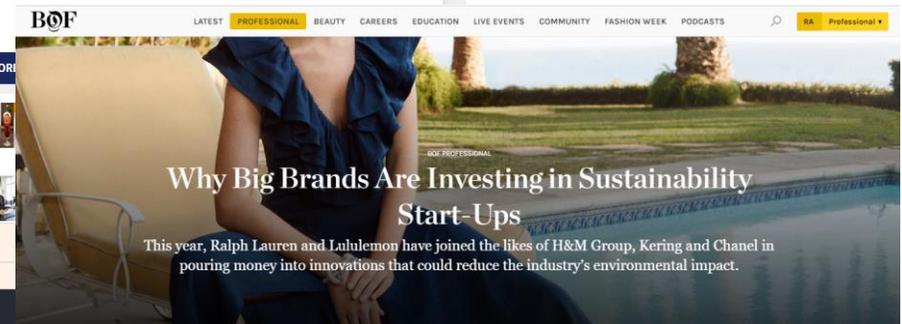
As animal hides fall out of fashion in some markets, startups are raising capital to create sustainable alternatives.



**Forbes** NOTÍCIAS LISTAS FORBES MONEY FORBES INSIDER

## LVMH Luxury Ventures investe em site de relógios de luxo

Roberta Naas



**BOF** LATEST PROFESSIONAL BEAUTY CAREERS EDUCATION LIVE EVENTS COMMUNITY FASHION WEEK PODCASTS

## Why Big Brands Are Investing in Sustainability Start-Ups

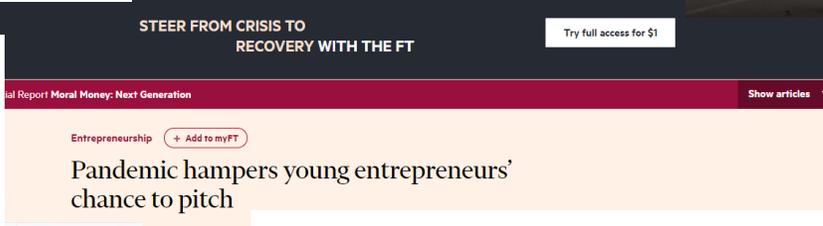
This year, Ralph Lauren and Lululemon have joined the likes of H&M Group, Kering and Chanel in pouring money into innovations that could reduce the industry's environmental impact.



**WSJ MAGAZINE** English Edition | Print Edition | Vídeo | Podcasts | Latest Headlines

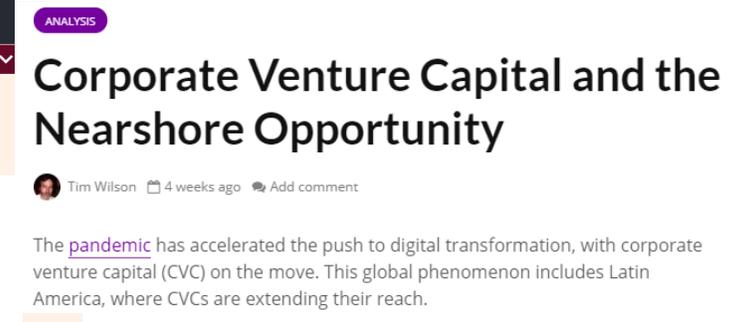
## Aftermarket Sneaker Phenom Stadium Goods Plans Expansion

The reseller of mint-condition sneakers, acquired by Farfetch for \$250 million, readies plans for more streetwear, another store—and maybe a shoe of their own



**FINANCIAL TIMES** TECH MARKETS CLIMATE OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

## Pandemic hampers young entrepreneurs' chance to pitch

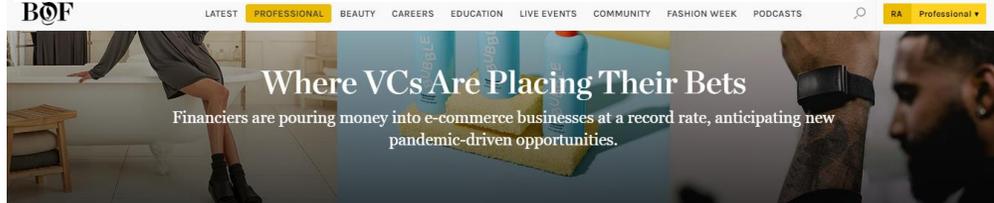


**ANALYSIS**

## Corporate Venture Capital and the Nearshore Opportunity

Tim Wilson 4 weeks ago Add comment

The pandemic has accelerated the push to digital transformation, with corporate venture capital (CVC) on the move. This global phenomenon includes Latin America, where CVCs are extending their reach.



**BOF** LATEST PROFESSIONAL BEAUTY CAREERS EDUCATION LIVE EVENTS COMMUNITY FASHION WEEK PODCASTS

## Where VCs Are Placing Their Bets

Financiers are pouring money into e-commerce businesses at a record rate, anticipating new pandemic-driven opportunities.



**Empresas**

## Via Varejo investe na startup Distrito

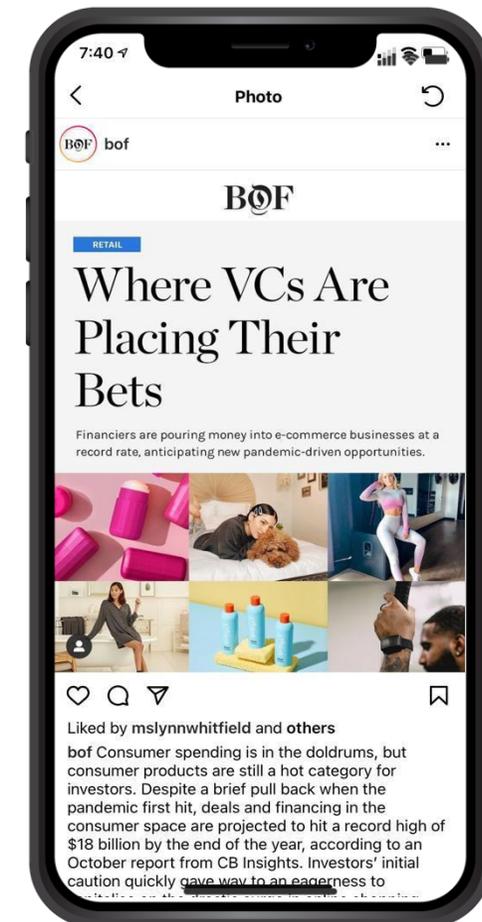
Por Vitória Fernandes | 09/11/2020 - 9:54

# CORPORATE VENTURE CAPITAL

THE NEW CVC HUB WILL ALLOW AREZZO&CO TO MAKE STRATEGIC INVESTMENTS IN START-UPS WITH HIGH GROWTH POTENTIAL, WHILE ALSO DEVELOPING NEW TECHNOLOGIES AND OPTIMIZING INTERNAL PROCESSES

- ⚡- INVESTING IN DISRUPTIVE BUSINESSES
- 💰 ADDING NEW REVENUE FROM INNOVATIVE AND RAPIDLY-GROWING COMPANIES
- 🧑💡 OPEN INNOVATION (OUTSOURCING) REDUCES COSTS AND EXPENSES
- 💰 DELIVERING APPEALING FINANCIAL RETURN
- 💡 A SUSTAINABLE WAY TO INNOVATE

CVC WORKS AS A POWERFUL INNOVATION ENGINE, STRENGTHENING AND EXPANDING THE CORPORATION'S ABILITY TO THRIVE IN AN ENVIRONMENT OF ACCELERATED DISRUPTION



# ACCELERATION PROGRAM

## ENDEAVOR WILL SUPPORT ZZ VENTURES IN THE MATCHMAKING AND ACCELERATION OF STARTUPS

PROGRAM TO ACCELERATE SPECIFIC THEME  
LINES 10-15 COMPANIES, CONNECTING STARTUPS  
WITH PARTNER CORPORATIONS.

### GOLD SPONSOR OF 2 PROGRAMS

endeavor



#### RETAIL TECH

INNOVATION, TECHNOLOGY AND GREATER  
PRODUCTIVITY FOR COMPANIES IN THE ENTIRE  
RETAIL AND INDUSTRIAL CHAIN



#### RETAIL

RETAILERS WITH PHYSICAL OPERATIONS THAT  
INCLUDE PRODUCTS AND SERVICES WITH HIGH  
MARKET POTENTIAL AND ACCELERATED GROWTH

TOOL	M&A	ACCELERATION	CVC
<b>RATIONALE</b>	ACCESS TO RESOURCES, CAPACITY, REVENUE OR CUSTOMERS	ACCELERATING THE GROWTH OF STARTUPS THAT CAN POTENTIALLY SOLVE ISSUES	ACCESSING NEW DISRUPTION OPPORTUNITIES
<b>PRIMARY GOAL</b>	ACQUIRING CONSOLIDATED STARTUPS	QUICKLY IDENTIFYING INNOVATIVE SOLUTIONS AND VENTURE PARTNERS	INVESTING IN DISRUPTIVE BUSINESS OPPORTUNITIES WITH GROWTH OPTIONS
<b>BENEFITS</b>	EXPERIENCE WITH TRANSACTIONS AND INTEGRATIONS	BEING A PART OF THE ENTREPRENEURIAL ECOSYSTEM, CREATING A PIPELINE, ACQUIRING AND RETAINING TALENTS	
<b>CONTROL INVESTMENT</b>	SIGNIFICANT CONTROL	FULL INTERNAL CONTROL, PARTIAL OR NON-EXISTING EXTERNAL CONTROL	PARTIAL OR NON- EXISTING CONTROL
<b>FINANCIAL BENEFITS</b>	NEW REVENUE FOR THE SHORT AND LONG TERMS	NEW REVENUE FOR THE LONG TERM	

SOURCE: BCG

# ZZ VENTURES

ZZ VENTURES EXPANDS THE INVESTMENT POSSIBILITIES OF AREZZO&CO TO NEW INDUSTRIES AND TYPES OF CORPORATION

## NEW PRODUCTS AND SERVICES

- DEVELOPMENT OF ZZ LEARNING
- ACCESS TO NEW MARKET TRENDS, CHANNELS, SERVICES, CRM/LOYALTY, CASHBACK, PACKAGING AND SUSTAINABILITY

## SUPPLIER DEVELOPMENT (INNOVATION)

- OUTSOURCING INNOVATION THROUGH INVESTMENTS IN SMALL CORPORATIONS THAT CAN SOLVE PREVIOUSLY-MAPPED OUT INTERNAL PAIN POINTS
- POSSIBILITY TO ACQUIRE THESE START-UPS IN THE FUTURE

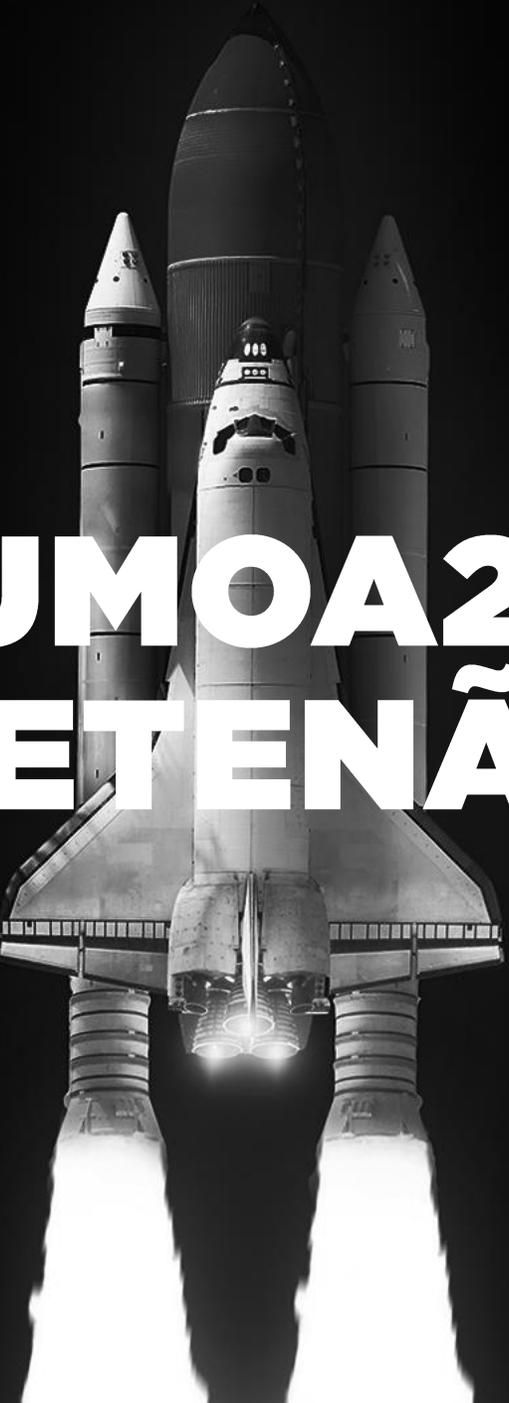


## NEW BRANDS AND NEW BUSINESSES

- INVESTMENT AND ACQUISITION OF NEW BRANDS THAT COMPLEMENT THE CURRENT PORTFOLIO
- ACQUISITION OF NEW SERVICES AND/OR BUSINESSES LIKE TROC

## NEW TECHNOLOGIES

- DEVELOPMENT OF ZZPAY
- INVESTMENT IN STARTUPS THAT DEVELOP COMPLEMENTARY TECHNOLOGIES TO THAT USED BY AREZZO&CO

A black and white photograph of the Space Shuttle Columbia during launch, viewed from a low angle looking up. The shuttle is centered, with its two solid rocket boosters and external tank visible. Bright white plumes of fire and smoke are coming from the engines at the bottom. The background is black.

**#RUMOA2154**  
**#FOGUETENÃODÁRÉ**

# NORTH-AMERICAN MARKET

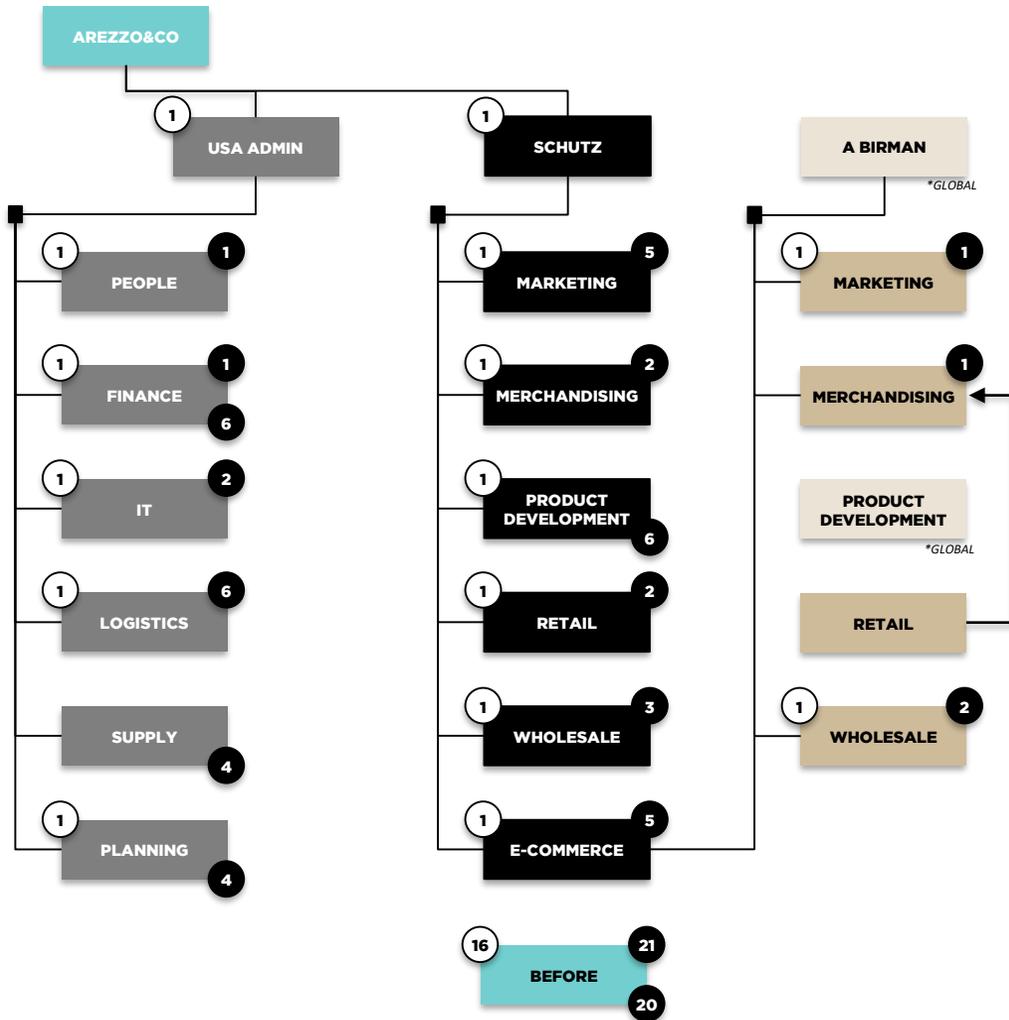
**OVERVIEW**

# MAIN CHANGES CARRIED OUT

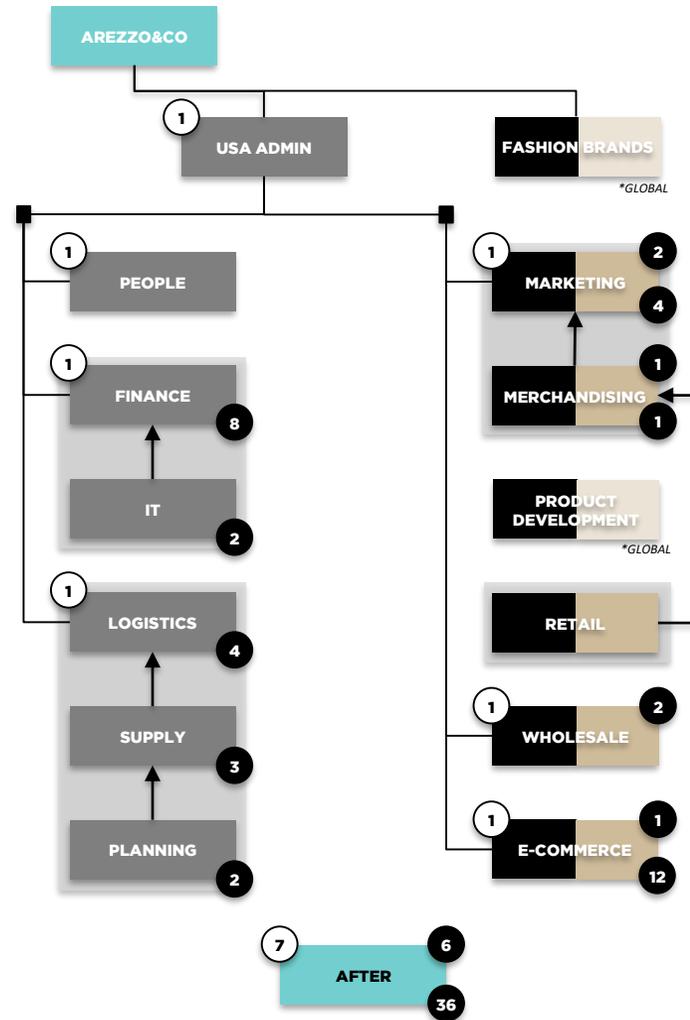
	<b>BEFORE</b>	<b>DURING</b>	<b>AFTER</b>
	<b>DIGITAL-ORIENTED EXPANSION</b>	<b>SURVIVAL</b>	<b>ADAPTATION OF THE GLOBAL MODEL AND EXPANSION FOCUSED ON DIGITAL</b>
<b>STRUCTURE</b>	<b>SPECIALIST</b> LEADERSHIP BASED IN THE USA	<b>GENERALIST</b> LEADERSHIP WITH A SINGLE CORPORATE STRUCTURE vs. BY BRAND	<b>HIBRID</b> STRUCTURE
<b>SUPPLY CHAIN</b>	START OF THE PROCESS OF CHANGING THE SUPPLY CHAIN MODEL WITH GREATER APROXIMATION BETWEEN SELL IN AND SELL OUT	SHIFT TO MONTHLY COLLECTIONS MODEL WITH AGILE DELIVERY (6 - 8 WEEKS)	ADAPTED MODEL: BIMESTRAL COLLECTIONS WITH A LEAD TIME OF 2 - 3 MONTHS
<b>DISTRIBUTION</b>	ADJUSTED RETAIL PLAN WITH FOCUS ON CURRENT STORES AND POP-UPS, ALLIED TO A BIGGER PENETRATION IN MULTIBRANDS AND A BIGGER DIGITAL PRESENCE	<b>DIGITAL ONLY</b>	<b>DIGITAL PLATFORMS</b> AS A PRIORITY (SELF OWNED OR THIRD PARTIES?) USING PHYSICAL STORES AS A VANTAGE POINT IN REDUCTION OF DELIVERY TIME

# MAIN CHANGES CARRIED OUT

## BEFORE



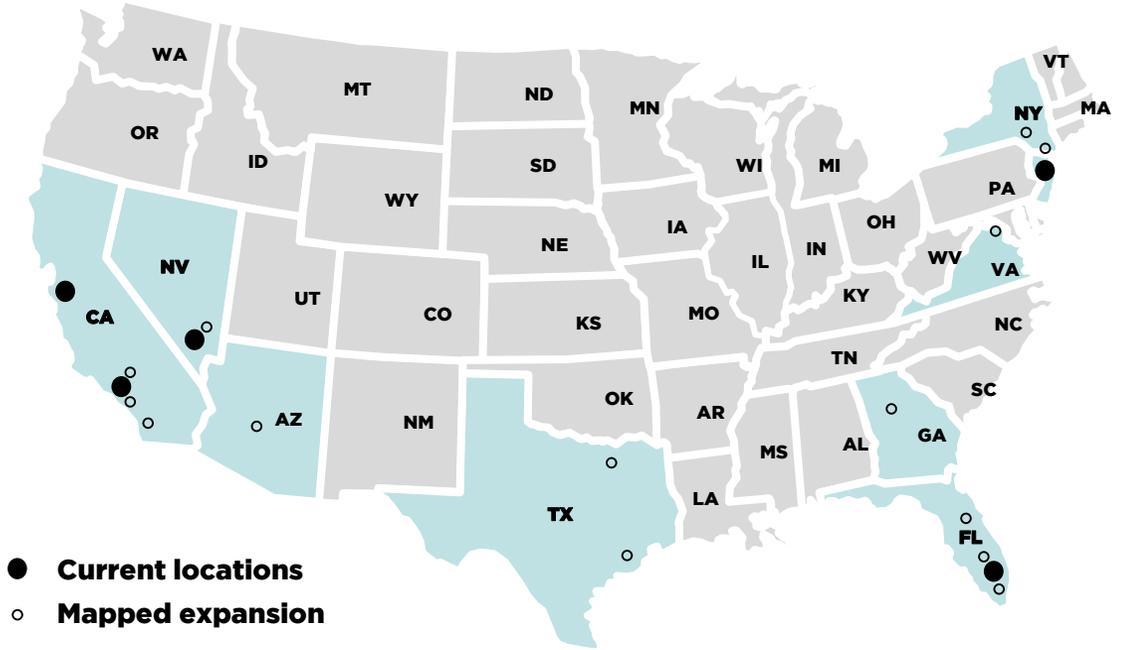
## AFTER



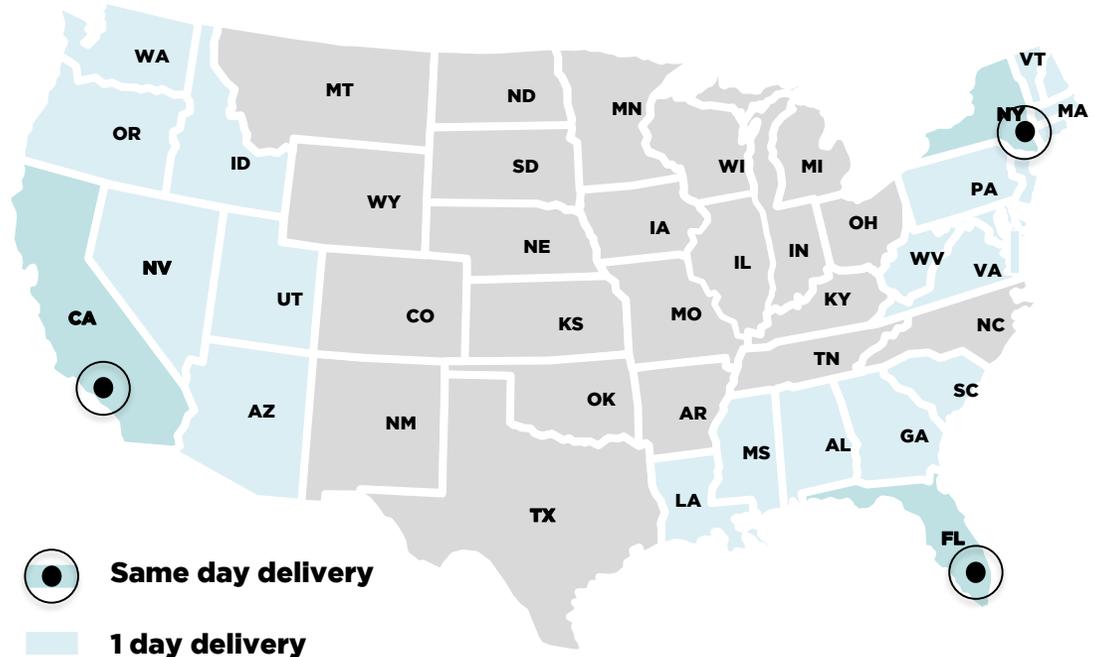
**50%  
REDUCTION IN  
STRUCTURE**

# MAIN CHANGES CARRIED OUT

## BEFORE



## AFTER



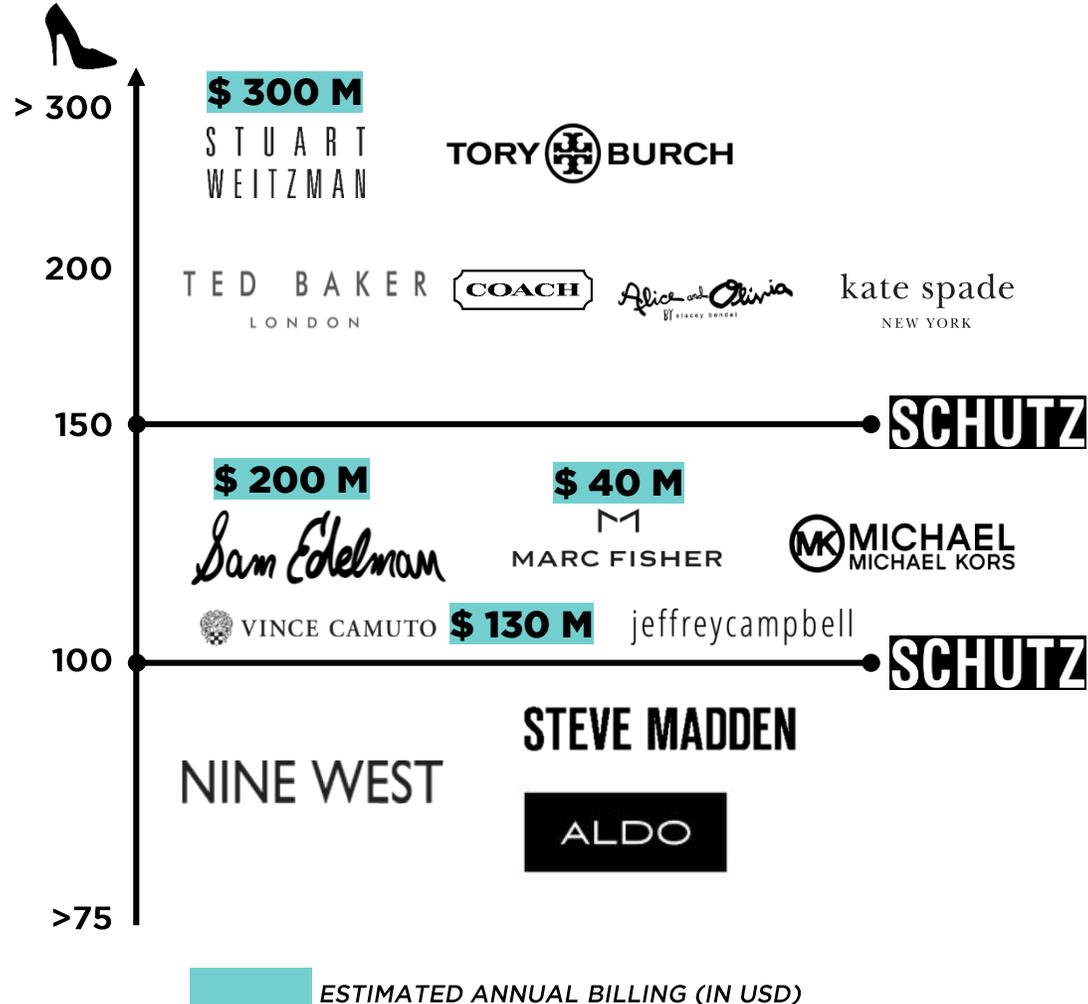
“PHYSICAL RETAIL EXPANSION MAPPED BUT ON HOLD WITH FOCUS ON CURRENT STORES AND POP UPS TO BOOST BRAND ACTIVATION AND AWARENESS THROUGH BRAND EXPERIENCE AT FLAGSHIPS”

“PHYSICAL RETAIL AS A WAY TO REDUCE FULFILMENT AND DELIVERY LEAD TIME, AND WITH 50% LESS REPRESENTATIVENESS ON DTC SALES GENERATION (20% → 10%)”

# NEW STRATEGY

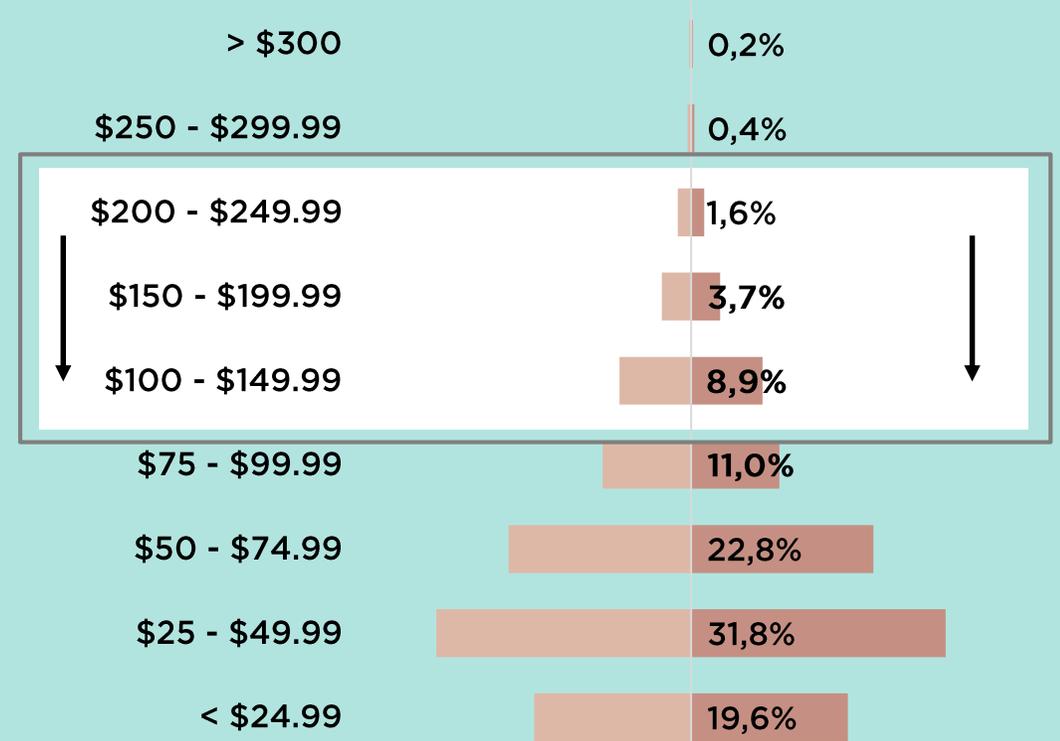
BRAND REPOSITIONING INCREASING THE ADDRESSABLE MARKET...

## PRICE POINT



## SALES VOLUME BY PRICE RANGE\*

66,2% INCREASE IN THE ADDRESSABLE MARKET



□ PRIOR □ CURRENT

# NEW STRATEGY

WITH NEW LEVEL OF COMPETITIVENESS: PRICE AND QUALITY ...



# NEW STRATEGY

...SUSTAINED BY CURRENT AND HIGH ENGAGEMENT COMMUNICATION

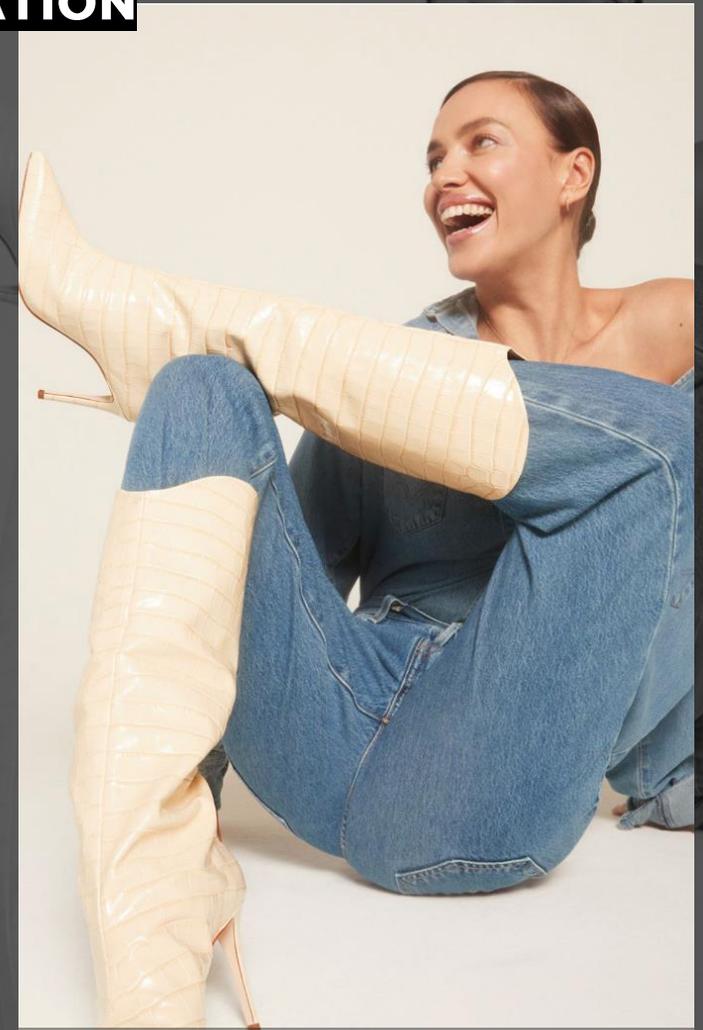
AREZZO  
& CO



FALL 2020:  
SAME SCHUTZ, NEW PRICE



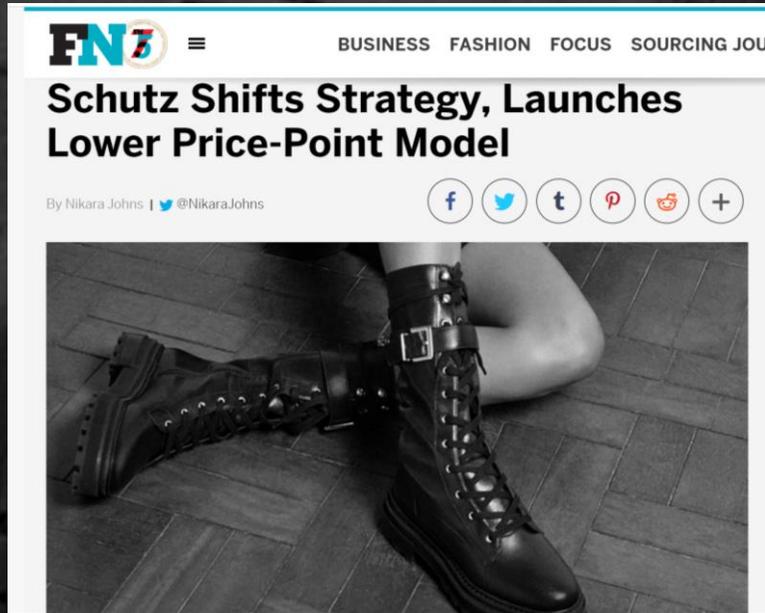
FALL 2020:  
WHAT'S YOUR DEEP TRUTH?



HOLIDAY 2020:  
STEPS TO A BRIGHTER FUTURE

# NEW STRATEGY

## ...WITH MEDIA REPERCUTION (GENERAL AND SPECIALIZED)



EN7 BUSINESS FASHION FOCUS SOURCING JOU

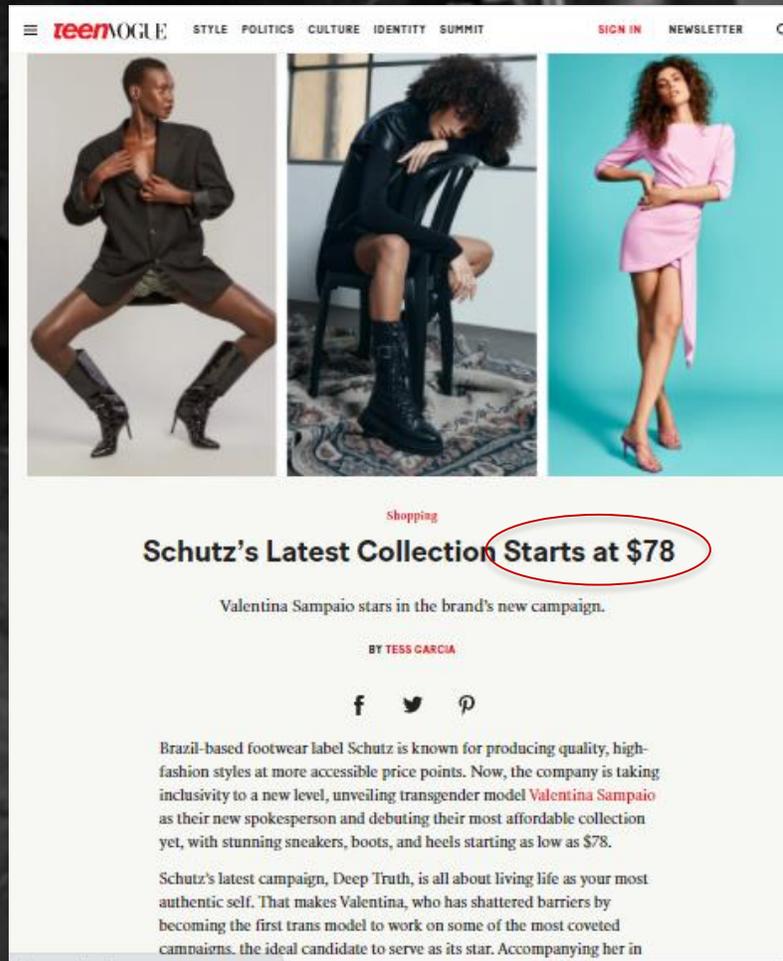
### Schutz Shifts Strategy, Launches Lower Price-Point Model

By Nikara Johns | @NikaraJohns

Facebook Twitter Tumblr Pinterest YouTube Plus



COVÉTEUR CLOSET FASHION BEAUTY LIVING VIDEO ONLINE NOW SHOP



teenVOGUE STYLE POLITICS CULTURE IDENTITY SUMMIT SIGN IN NEWSLETTER



Shopping

### Schutz's Latest Collection Starts at \$78

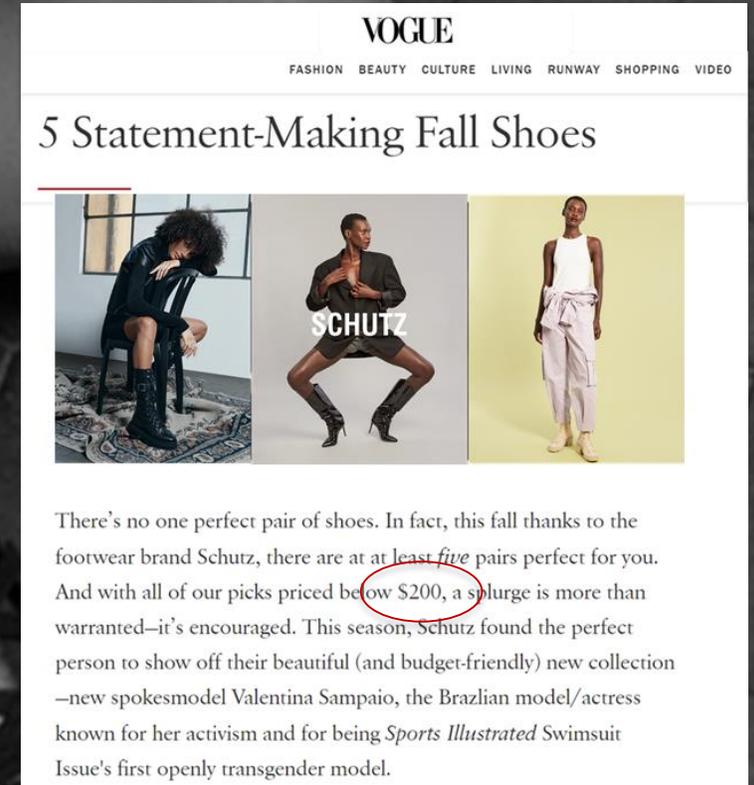
Valentina Sampaio stars in the brand's new campaign.

BY TESS GARCIA

Facebook Twitter Pinterest

Brazil-based footwear label Schutz is known for producing quality, high-fashion styles at more accessible price points. Now, the company is taking inclusivity to a new level, unveiling transgender model **Valentina Sampaio** as their new spokesperson and debuting their most affordable collection yet, with stunning sneakers, boots, and heels starting as low as \$78.

Schutz's latest campaign, Deep Truth, is all about living life as your most authentic self. That makes Valentina, who has shattered barriers by becoming the first trans model to work on some of the most coveted campaigns, the ideal candidate to serve as its star. Accompanying her in



VOGUE FASHION BEAUTY CULTURE LIVING RUNWAY SHOPPING VIDEO

### 5 Statement-Making Fall Shoes



There's no one perfect pair of shoes. In fact, this fall thanks to the footwear brand Schutz, there are at least **five** pairs perfect for you. And with all of our picks priced below **\$200**, a splurge is more than warranted—it's encouraged. This season, Schutz found the perfect person to show off their beautiful (and budget-friendly) new collection—new spokesperson Valentina Sampaio, the Brazilian model/actress known for her activism and for being *Sports Illustrated* Swimsuit Issue's first openly transgender model.

# NEW STRATEGY

**...AND FOCUSING ON THE NEW COMPETITIVE DIFFERENTIAL  
AS A MANNER OF MAXIMIZING FULL PRICE SALES  
EVEN DURING PROMOTIONAL SEASON**



**OCTOBER**

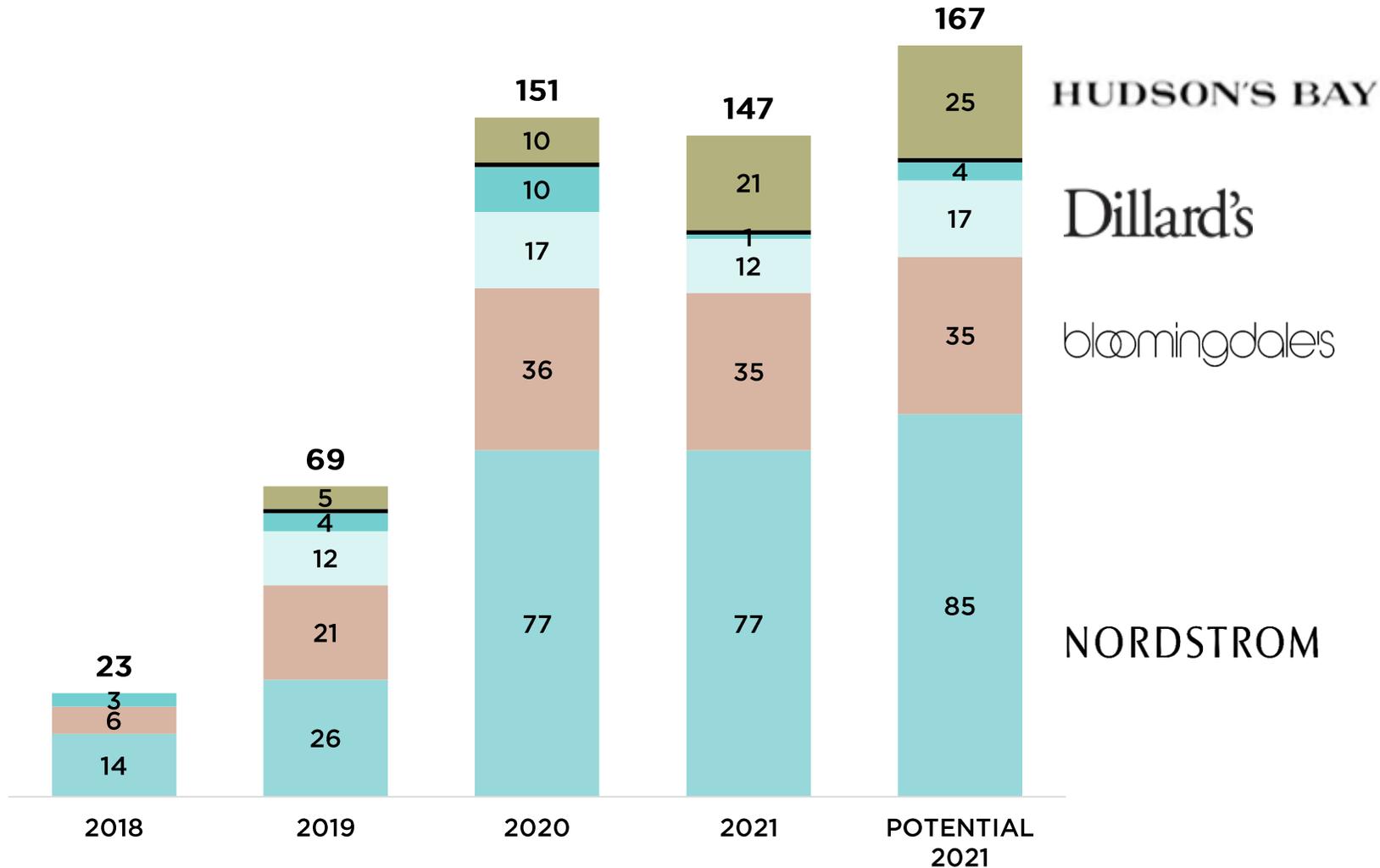


**NOVEMBER**  
MONTH WITH MOST  
DISCOUNT-SALES



# DEPARTMENT STORE

## NUMBER OF DOORS PER DEPARTMENT STORE



- BIG INCREASE IN NUMBER OF DOORS AT NORDSTROM IN 2020, TRIPLING THE AMOUNT IN 2019
- STRONG ADHERENCE AND ACCEPTANCE OF THE NEW SCHUTZ BRAND POSITIONING
- IN 2021, WE MAY ACHIEVE 167 DOORS, BUT THE POTENTIAL IMPACT OF PHYSICAL RETAIL WILL BE PERCEIVED WITH THE REOPENING OF THE AMERICAN MARKET (CURRENTLY UNDER RESTRICTIVE MEASURES IN TRAFFIC AND TOURISM). WE EXPECT THIS TO START IN 2Q21

# HISTORICAL PERFORMANCE

## HISTORICAL EVOLUTION OF REVENUE AND EBITDA

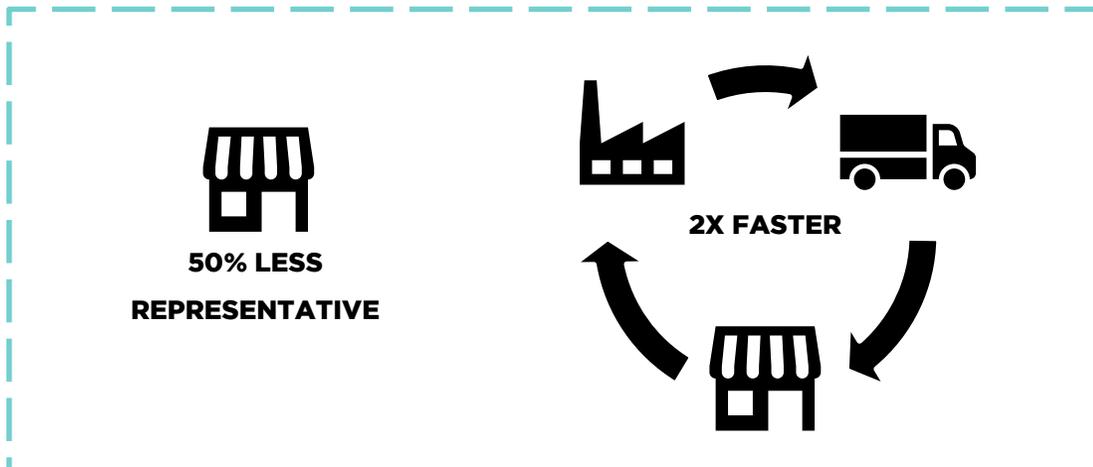


NOTE: THE YEARS OF 2016, 2017 AND 2018 DO NOT CONSIDER THE EFFECT OF THE IFRS 16 STANDARD ON THE EBITDA. // IN 2020, THE IMPACTS OF ONE-OFFS ARE NOT CONSIDERED.

# RESULTS AND VISION FOR THE FUTURE

- **MORE FLEXIBLE OPERATION**
  - **REDUCTION IN FIXED COSTS**
  - **SUPPLY CHAIN MODEL**
- **OPERATIONAL BREAKEVEN**
- **REDUCTION OF DEPENDENCE ON PHYSICAL RETAIL (OWN AND THIRD PARTY)**

- **EXPANSION OF REVENUE THROUGH DTC CHANNELS (E-COMMERCE, DROPSHIP & MARKETPLACE)**
- **CONTINUOUS INCREASE AND IMPROVEMENT IN FINAL CUSTOMER INTERACTIONS (EQUITY + AWARENESS, TRIAL + REPEAT)**
- **IMPROVEMENT IN EBITDA MARGIN THROUGH:**
  - **OPERATIONAL LEVERAGE (STORES)**
  - **GAINS IN SCALE (MARKETING AND LOGISTICS)**



# Q&A

**STRATEGY, M&A AND  
USA OPERATION**

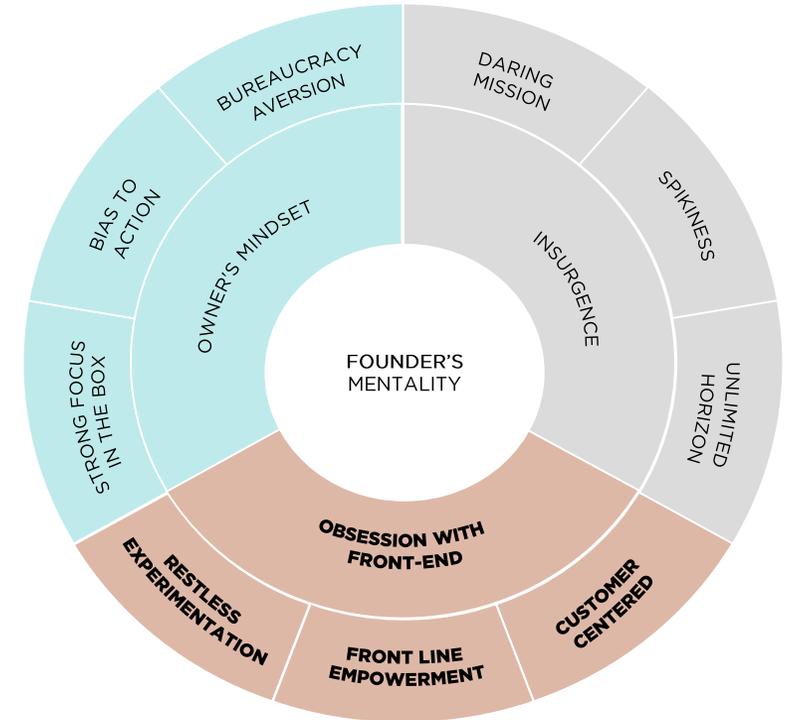
# PEOPLE AND SUSTAINABILITY

# STRENGTHENING CULTURE AREZZO&CO

GUIDED BY

**“ADAPT. ADAPT. AND ADAPT AGAIN. LIFE IS AN ADVENTURE, CONTINUOUS AND IN NO HURRY, AND ADAPTING IS AN END GOAL, NOT A MEANS.”**

OPEN LETTER BY OUR FOUNDER, ANDERSON BIRMAN, AT THE BEGINNING OF PANDEMIC AND PUBLISHED ON BRAZILJOURNAL.COM.



IN 2019, THE BOOK **“THE FOUNDER’S MENTALITY”**, BY JAMES ALLEN, WAS A GREAT INSPIRATION FOR OUR NEW STRATEGIC PLANNING CYCLE.

## OUR PRINCIPLES

**PASSION CHALLENGE TRANSPARENCY FLEXIBILITY INVOLVEMENT UNITY**

# WHAT HAVE WE DONE IN 2020?

## FIRST - OUR PEOPLE

### HEALTH AND SAFETY

- AWARENESS AND PREVENTION
- MONITORING OF CASES
- INSTALLATION AND DISTRIBUTION OF PPE

### COLLABORATIVE ENVIRONMENT

- “DEZZCOMPLICA” (SIMPLIFY) AREZZO&CO
- “DEZZTAQUES” (HIGHLIGHTS) OF THE YEAR

### DEVELOPMENT

- WE ADAPTED AND RAN ANOTHER CYCLE OF PEOPLE EVALUATION
- LEADERSHIP DEVELOPMENT - ONLINE
- GRADUATION OF 6 TRAINEES

## FOR OUR BUSINESS

### BUSINESS PARTNERS

- WE SUPPORT OUR FRANCHISEES AND SUPPLIERS ON ISSUES SUCH AS LABOR LAWS, HEALTH AND SAFETY

### FOCUS ON DIGITAL

- STRENGTHENING AND DEVELOPING TEAMS FOR SALES IN A NEW NORMAL

### FINANCIAL HEALTH

- OSTENSIVE CARE WITH OUR BUDGET

**INTENSE AND  
TRANSPARENT  
COMMUNICATION**



# TRAINING AND DEVELOPMENT

## CONNECTED TO AREZZO&CO'S STRATEGY

LEADERSHIP MEETING	LEADERSHIP DEVELOPMENT	TEDs	TRAINEE	PEOPLE CYCLE
				
<ul style="list-style-type: none"> <li>• 2 EDITIONS IN THE YEAR - 1 ON-SITE AND 1 SEMI ON-SITE</li> <li>• FOCUS ON STRATEGIC ALIGNMENT.</li> </ul>	<ul style="list-style-type: none"> <li>• CONTINUOUS LEARNING AND DEVELOPMENT OF THE LEADERSHIP</li> <li>• 100% ONLINE</li> <li>• 230 IMPACTED LEADERS</li> </ul>	<ul style="list-style-type: none"> <li>• 4 EDITIONS, 3 ONLINE.</li> <li>• VARIOUS TOPICS SUCH AS HEALTH, CAREER, NON-VIOLENT COMMUNICATION AND RESILIENCE DEVELOPMENT.</li> </ul>	<ul style="list-style-type: none"> <li>• PROGRAM TERM: 1 YEAR</li> <li>• INTEGRATION IN BUSINESS AREAS</li> <li>• RETAIL IMMERSION</li> <li>• PERIODIC REVIEWS</li> </ul>	<ul style="list-style-type: none"> <li>• DEVELOPS, ASSESSES AND RECOGNIZES PEOPLE</li> <li>• SUCCESSION PIPELINE, GRANTING OPPORTUNITY TO INTERNAL TALENTS</li> <li>• ADHERENCE TO CULTURE AND PERFORMANCE ARE ASSESSED ITEMS</li> <li>• +700 FEEDBACKS</li> <li>• +5,800 TRAINING HOURS</li> </ul>

# HOUSE OF BRANDS & HOUSE OF PEOPLE

**“SURROUND YOURSELF WITH THE RIGHT PEOPLE”**

- ANDERSON BIRMAN



**COLLABORATION AND CONTINUOUS LEARNING ENVIRONMENT**

**WE HAVE GATHERED OUR MAJOR ASSETS - OUR PEOPLE - AND GOTTEN EVEN STRONGER!**

- INDEPENDENT ORGANIZATIONAL STRUCTURES
- PRESERVED CULTURES
- TALENTS MAPPED WITH POSSIBILITY OF MOBILITY WITHIN THE GROUP
- STRENGTHENED SUCCESSION PIPELINE
- FAST-SHARED KNOWLEDGE TO LEVERAGE OPPORTUNITIES



**JAN/2020  
VANS  
+100 TALENTS**



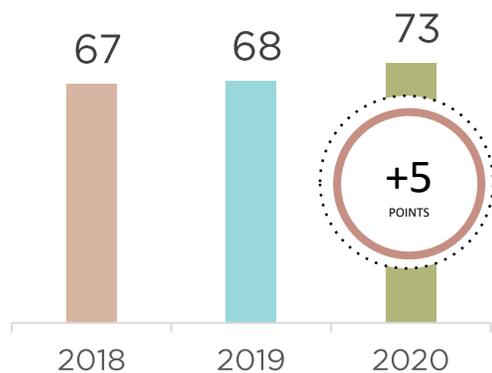
**OCT/2020  
RESERVA  
+1,200 TALENTS**



**NOV/2020  
TROC  
+40 TALENTS** **156**

# OUR RESULTS

OUR CONSISTENT ACTIONS HAVE REFLECTED IN INCREASING OUR EMPLOYEES' CONFIDENCE IN OUR COMPANY.



## CLIMATE / TRUST

## WHAT STRENGTHENS US: PASSION, PRIDE AND FRIENDSHIP

QUALITATIVE ANALYSIS OF OUR RESULT:

WHAT WE'LL KEEP ON DOING / IMPROVING	WHAT ARE WE GOING TO START DOING / 2021 PRIORITIES
LEADERSHIP DEVELOPMENT	INTEGRATION BETWEEN AREAS
INVESTMENT IN ENTRY PROGRAMS, WITH DIVERSITY CRITERIA	HEAVILY WORKING TO RETAIN TALENT
CELEBRATE AND ACKNOWLEDGE THE ACHIEVEMENTS OF OUR TEAMS	FOCUS ON THE EMPLOYER BRAND

ACTION PLANS DESIGNED ON A **COLLABORATIVE** BASIS, WITH THE PARTICIPATION OF THE ENTIRE TEAM.

Great Place To Work®

Certificado

10/08/2020 - 10/08/2021

BRASIL

# SOMOS ORGULHO SOMOS GPTW

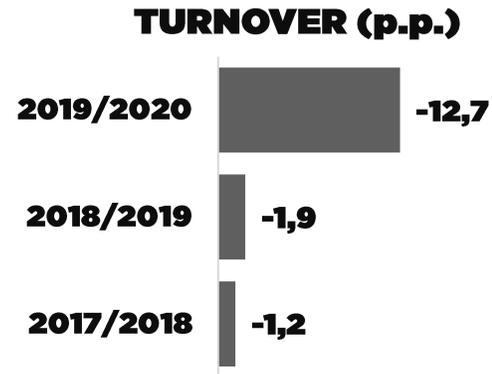
# A BIT MORE ABOUT OUR RESULTS

## TALENT PROGRAMS

**6 TRAINEES GRADUATED  
AND HIRED**

**22 ACTIVE  
INTERNS**

## TURNOVER RETENTION



## CAREER PROMOTION

**305 MOVES  
=  
29% OF CORPORATE**

**148 PROMOTIONS  
157 MERITS**

## RETAIL DEVELOPMENT

+80 TRAINING LIVE  
BROADCASTS WITH OVER 500  
ATTENDEES PER EVENT  
+30 LAUNCH CALLS  
**+5 THOUSAND PEOPLE  
CONNECTED AND IMPACTED**

## SALES CONVENTION ONLINE BROADCAST

1 ON-SITE SALES  
CONVENTION  
2 ONLINE SALES  
CONVENTIONS  
**+5 THOUSAND PEOPLE  
CONNECTED  
AND IMPACTED**

## BUSINESS

**ALEXANDRE BIRMAN**

**CEO OF THE YEAR** IN THE  
FASHION INDUSTRY CATEGORY -  
EXECUTIVE OF THE YEAR,  
AWARD OF VALOR ECONÔMICO  
NEWSPAPER.

**MAN OF THE YEAR IN FASHION  
INDUSTRY** BY GQ BRASIL

# WHAT ARE WE GOING TO DO IN 2021?

## OUR COMMITMENT

### WORKING ON DIVERSITY PILLARS

- INTERNSHIP PROGRAM FOCUSED ON ATTRACTION AND DEVELOPMENT OF DIVERSE AUDIENCES.
- CENSUS FOR ASSESSING PERCEPTION OF DIVERSITY VALUE.
- BASED ON THE CENSUS, WE WILL HAVE A BASE REPORT FOR STRATEGIC DIVERSITY ACTIONS.

### DEVELOPMENT OF OUR TEAMS IN LINE WITH THE CULTURE

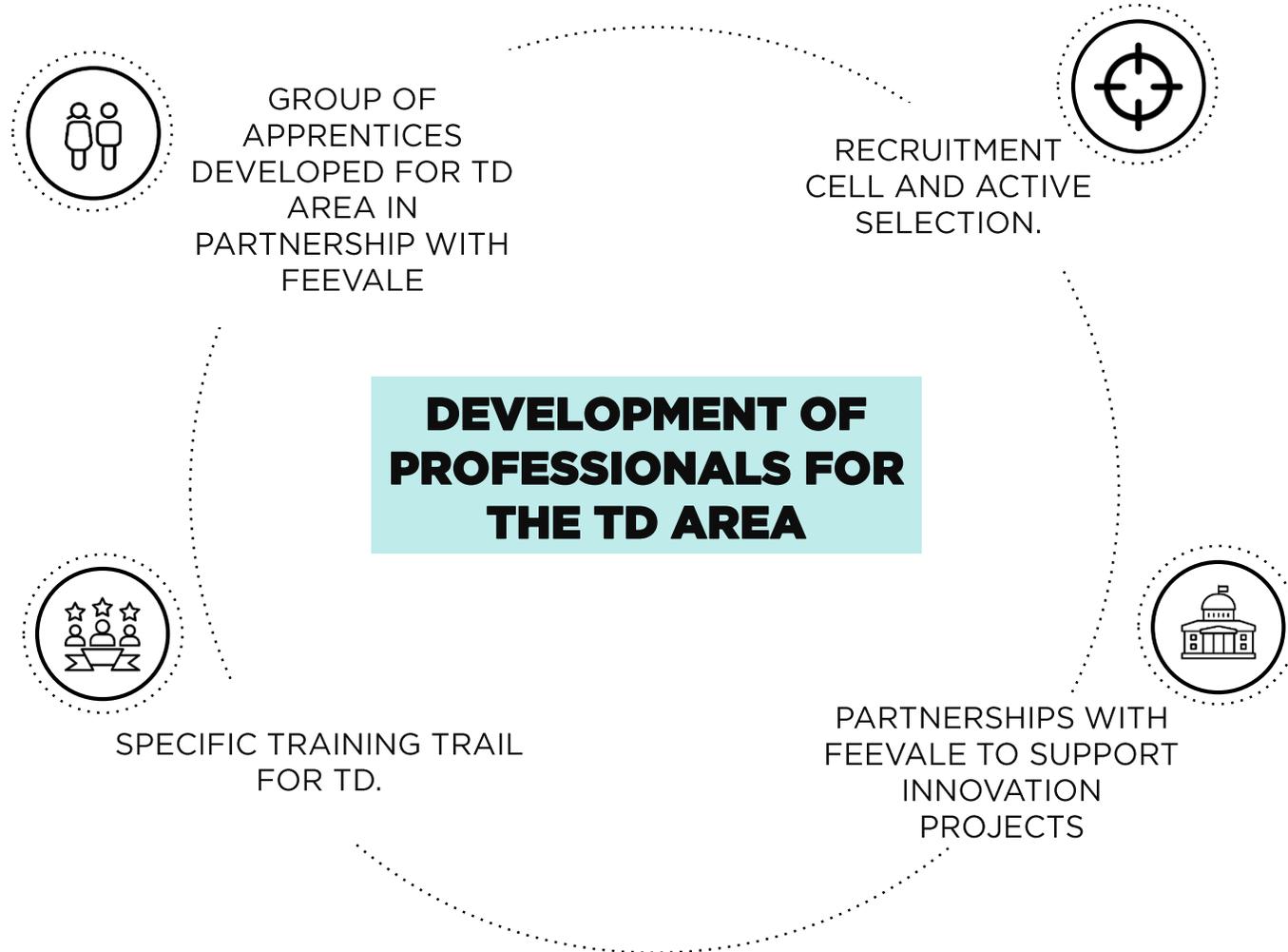
- 360° ASSESSMENT FOR ALL LEVELS OF MANAGEMENT
- MENTORING PROGRAM INVOLVING EXECUTIVE DIRECTORS, DIRECTORS AND MANAGERS.
- CULTURE WORKSHOPS TO STRENGTHEN THE AREZZO&CO WAY TO OF BEING AND DOING

### INSIDE OUT CULTURE

- ASSERTIVE AND WELCOMING INTEGRATION
- FOCUS ON EMPLOYEE EXPERIENCE
- VALUING OUR EMPLOYER BRAND

# 2021 AND OUR COMMITMENT TO DIGITAL TRANSFORMATION

## LEVERAGE FOR SUPPORTING ATTRACTION AND SELECTION OF PEOPLE AND BUSINESS GROWTH



**THE MOST  
DIGITAL  
FASHION  
COMPANY IN  
BRAZIL!**



**SUSTAINABILITY AS A RULE, IN THE  
SEARCH FOR A DIFFERENTIATION  
LEVEL IN BRANDS**

# ESG HIGHLY-COMMITTED PLATFORM

**AREZZO  
&CO**







BEST ESG PROGRAM (2019) 



GERANDO FALCÕES

**Reserva** 



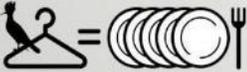




APPAREL RECYCLING

1P=5P 

FOR EACH PIECE SOLD IN RESERVA AND RESERVA MINI, DONATION OF 5 MEALS FOR THOSE IN HUNGER



**1P=5P**

JUNTOS SOMOS FORTES!

**40,799,655**

**MEALS DONATED SINCE MAY 2016**

Reserva CIRCULAR

**Esta camiseta é lixo.**

Linha sustentável Reserva, feita com tecidos reciclados.

CONHEÇA

# TOGETHER WE ARE STRONGER!



**96% OF RESERVA'S AND  
95% OF AREZZO&CO'S  
PRODUCTION IS  
MANUFACTURED IN  
BRAZIL.**

# SUSTAINABILITY REPORT



SEE MORE:



FIRST YEAR OF PUBLICATION ON THE ESSENTIAL GRI STANDARD MODEL, WITH HIGHLIGHT FOR THEMES SUCH AS SUPPLY CHAIN MANAGEMENT, ENVIRONMENTAL MANAGEMENT AND THE COMPANY'S SOCIAL ACTION

## 2020-2024 HIGHLIGHTS

- COMMITMENT TO 100% OF THE SUPPLY CHAIN TRACKED AND CERTIFIED.
- GOAL OF ZERO-EMISSIONS IN SELF-OWNED OPERATIONS.
- 40% CERTIFICATION, REPLACEMENT OR REDUCTION OF RAW MATERIAL (PRODUCTS) WITH MORE SUSTAINABLE OPTIONS.

# RESPONSIBLE PRODUCTION



## ABVTEX

2020

- ADHERENCE TO THE ABVTEX PROGRAM IN THE 6 SELF-OWNED BRANDS
- ONBOARDING IN OCTOBER FOR CERTIFICATION OF SUPPLIERS OF FINISHED PRODUCTS

2021

- 100% FINISHED PRODUCT SUPPLIERS AUDITED AND CERTIFIED



## LEATHER SUSTAINABILITY CERTIFICATION FROM COURO BRASIL & LEATHER WORKING GROUP

2020

- 100% OF OUR SUPPLIER TANNERIES ARE ENROLLED / CERTIFIED IN CSCB AND/OR LWG.

2021

- 100% OF OUR SUPPLIER TANNERIES CERTIFIED IN CSCB AND/OR LWG.



## SUSTAINABLE ORIGIN PROGRAM

2020

- ADHERENCE TO SUSTAINABLE ORIGIN CERTIFICATION.

2021

- CERTIFICATION OF THE SCHUTZ FACTORY IN THE PROGRAM.
- LEADER IN THE STIMULUS TO STRENGTHEN VALE DOS SINOS (RS) AS A SUSTAINABLE PRODUCTION CLUSTER.



## + B PATH

2020: 65.2 POINTS (AVERAGE IMPACT B SCORE IS 80 POINTS)

2021: MAIN INDICATORS TO BE UNFOLDED INTO ACTIONS (GOVERNANCE AND SOCIAL IMPACT).

# WASTE AND ENVIRONMENT

## HEADQUARTERS & FACTORIES - CAMPO BOM

100% ENERGY  
FROM  
RENEWABLE  
SOURCES  
100% USE OF LED  
LAMPS



## SP OFFICE

GREEN BUILDING  
100% IRRIGATION  
MADE WITH NON-  
DRINKING WATER  
ESTIMATED  
REDUCTION OF  
48% IN WATER  
DEMAND.  
ENERGY  
EFFICIENCY.



## STORES

100% LED LAMPS  
FOREST STEWARDSHIP  
COUNCIL (FSC)  
CERTIFIED WOOD IN  
NEW STORES TO BE  
OPENED AS FROM 2012  
WATER-BASED  
VARNISH

# WASTE AND ENVIRONMENT

## EMISSIONS

### 2020

- ACCOMPLISHMENT OF THE INVENTORY OF ATMOSPHERIC EMISSIONS IN OWN OPERATIONS.
- 9.6% REDUCTION OF SCOPE 2 ATMOSPHERIC EMISSIONS

### 2021

- ACCOMPLISHMENT OF THE INVENTORY AND NEUTRALIZATION OF EMISSIONS IN OWN OPERATIONS THROUGH TREE PLANTING AND PURCHASE OF CARBON CREDITS

## WASTE

### 2020

- ZERO LANDFILL COMMITMENT FOR OWN FACTORIES.

### 2021

- ZERO LANDFILL FOR SUPPLIERS OF FINISHED PRODUCTS.

## MATERIALS

### 2020

- 100% OF THE GOAL ACHIEVED - 12% CERTIFICATION, REPLACEMENT OR REDUCTION OF RAW MATERIAL (PRODUCTS) WITH MORE SUSTAINABLE OPTIONS.

### 2021

- 22% CERTIFICATION, REPLACEMENT OR REDUCTION OF RAW MATERIAL (PRODUCTS) WITH MORE SUSTAINABLE OPTIONS.

# DIFFERENTIATION IN BRANDS

## FASHION TRANSPARENCY INDEX 2020

2020

- 2<sup>nd</sup> YEAR OF AREZZO BRAND PARTICIPATION
- WE DOUBLED OUR SCORE AS COMPARED TO PREVIOUS YEAR

2024

- TO BE POSITIONED AMONG THE TOP 10 RETAIL COMPANIES IN BRAZIL, IN RELEVANT SUSTAINABILITY INDEXES.

## PRODUCTS WITH SUSTAINABILITY ATTRIBUTES

PRODUCT LAUNCHES WITH SUSTAINABILITY ATTRIBUTES, CREATING CONNECTION WITH CUSTOMERS

- ECOLOGICAL FABRIC
- KNIT IN RECYCLED PET
- FABRICS WITH FULLY WATER-SOLUBLE DYES AND BASED ON A SUSTAINABLE PROCESS.
- SOLE MADE FROM WASTE GENERATED FROM THE OWN INDUSTRY
- NICKEL-FREE METAL.
- BIOPLASTIC
- INSOLE AND SOLE MADE FROM THE I'M "GREEN" GREEN EVA

# E-COMMERCE PACKING

## BEFORE

### OPPORTUNITIES:

- DYED CARDBOARD - MAKES TOTAL RECYCLING IMPOSSIBLE
- DOES NOT PROVIDE PURCHASE EXPERIENCE
- HIGH COST
- HIGHER RISK OF LOSS - CALLS ATTENTION
- LARGE INVENTORY - EXISTING COLORS AND SIZES, SEPARATED BY BRAND AT THE DC

## AFTER

### SOLUTIONS FOUND

- SINGLE MODEL FOR ALL BRANDS\*\*
- BOX WITH 55% RECYCLED MATERIAL
- CERTIFIED CRAFT CARDBOARD (FSC) - SAVING INK AND MAKING THE BOX 100% RECYCLABLE
- REDUCING PACKING TIME ON DC - BRAND AND CUSTOMER IDENTIFICATION BY USING ADHESIVES
- FINANCIAL SAVING OF APPROXIMATELY 1M BY THE END OF 2020 AND OVER 1.3M IN 2021

**2021: BOX CHANGE IN AREZZO BRAND MODEL WITH 12% REDUCTION IN PAPER USE, HIGHER PERCENTAGE OF RECYCLED CARDBOARD, WATER-BASED PAINT STARCH-BASED GLUE 100% RECYCLABLE BOX**

# OUR PEOPLE

## STEPS OF THE HEROINS

- + 10 THOUSAND PAIRS OF SHOES FOR FRONT LINE HEALTH HEROINS
- + 10 THOUSAND PAIRS DONATED BY AREZZO BRAND IN THE “HEROIN MOTHERS” CAMPAIGN
- + 5 THOUSAND PAIRS OF SHOES DONATED IN THE MOTIVATIONAL SALES SERIES “10 DAYS WITH ALE”

## 1P5P - RESERVA + SCHUTZ

- A SCHUTZ BRAND ACTION IN PARTNERSHIP WITH THE RESERVA RESULTED IN 5 MEALS FOR EACH PIECE SOLD IN THE MOTHER’S DAY WEEK (MAY 4 TO 5) IN SCHUTZ SALES CHANNELS.

## MASK PRODUCTION AND DONATION

- + 75 THOUSAND MASKS DONATED TO SUPPLIERS AND MANUFACTURERS IN THE VALE DOS SINOS REGION

## “FORÇA CAMPO BOM” (BE STRONG, CAMPO BOM) MOVEMENT

- 2 BREATHING EQUIPMENT DONATED TO THE MUNICIPALITY OF CAMPO BOM

## + 1 STEP

- + 500K FOR SUPPORTING SOCIAL INSTITUTIONS, AMONG THEM, GERANDO FALCÕES, PROJETO SEMEAR, HOSPITAL PEQUENO PRINCIPE AMONG OTHERS.

# ★ MANIFESTO ★

NÓS SEMPRE PRESTAMOS ATENÇÃO  
**EM CADA PASSO QUE DEMOS.**

*Desde os primeiros, dentro de uma garagem, em Belo Horizonte.*

 PEQUENOS PASSOS, COLOCANDO  
**ALGUNS PARES EM UMA MALA**  
*e montando um stand de vendas em uma mesa simples de madeira.*

**PASSOS CERTEIROS**

TRADUZINDO EM PRODUTOS OS DESEJOS  
**DAS MULHERES DE TODO O BRASIL.** 

**PASSOS FIRMES**

*estabelecendo um modelo de negócios com compromisso claro com o longo prazo.*

**GRANDES PASSOS, COM CORAGEM.**

 **PASSOS CHEIOS DE EMOÇÃO,**  
QUE CONTAM AS HISTÓRIAS DE VIDA  
de centenas de milhares de pessoas por todo mundo.

*Para quem tem uma história baseada no ofício de sapateiro,  
NADA TRADUZ MAIS NOSSO PROPÓSITO COMO DAR +1 PASSO.*

**+1·PASSO**   
AREZZO  
CO

## DIVERSITY

### DIVERSITY AND INCLUSION WORKING GROUP

BUILDING AND EXECUTION OF ACTION PLAN, IN PARTNERSHIP WITH GPTW MULHER, ID\_BR AND DESENVOLVER.

### AID FOR MOTHERS

ALL OUR WOMAN EMPLOYEES WITH CHILDREN UNDER THE AGE OF 12 HAVE RECEIVED AN AID TO SUPPORT THE ROUTINE WITH THE CHILDREN AT HOME

### DIVERSITY CALENDAR

ACTIONS ACCORDING TO THE NATIONAL DIVERSITY CALENDAR, PROMOTING EDUCATION AND AWARENESS ON THE TOPICS AND USE OF NON-BINARY LANGUAGE IN OUR COMMUNICATIONS.

### RESEARCH WITH DISABLED PEOPLE

ANALYSIS OF WORKSTATIONS AND ACCESSIBILITY TOGETHER WITH OUR EMPLOYEES AIMING TO IMPROVE EXPERIENCES



# CIRCULAR RESERVA

THE LINE DEVELOPED FROM LEFTOVERS OF HEAVY KNIT, SOFT KNIT AND PIQUÉ KNIT.

INSTEAD OF BEING DISPOSED OF, THESE FABRICS WERE RECYCLED: THE YARNS WERE UNWOVEN AND THEN WOVEN AGAIN, GIVING NEW MEANING TO WHAT WOULD OTHERWISE BE GARBAGE.

THE ITEMS ARE UNBELIEVABLY COMFORTABLE.



# Este tecido é lixo.

Linha sustentável Reserva, feita com tecidos reciclados.

# Estes produtos são lixo.

Linha sustentável Reserva,  
feita com tecidos reciclados.

**AREZZO  
&CO**

# RESERVA EMPLOYEES

## NOTABLE PROGRAM



**29 ASSOCIATES / NOTABLES**

## RESERVA EXPERIENCE.

## #DIADERESERVA (# RESERVADAY)



**100% OF THE STORE NETWORK MANAGERS AND SUPERVISORS TRAINED IN THE OPERATION.**

## PUT IT IN THE SHOWCASE



## BEST INTERNSHIP IN THE WORLD



## DEFIANCE SCHOOL



**FOCUSED ON ENTREPRENEURSHIP, LEADERSHIP, PRODUCTIVITY AND AGILE MANAGEMENT**

# EXPANSION

**2021 PLANNING**

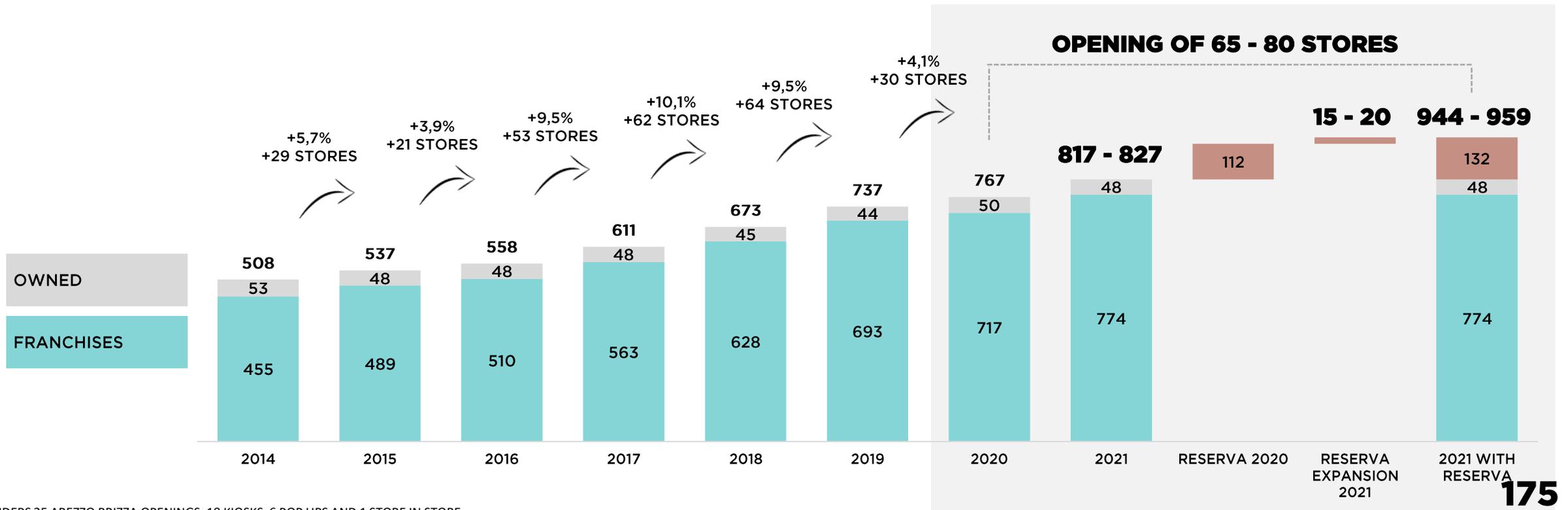
# STORE OPENINGS IN BRAZIL

## 2021 PROJECTION:

**+ 50 TO 60**  
AREZZO&CO STORES

**+ 15 TO 20**  
RESERVA STORES

**+ 65 TO 80**  
NET OPENINGS  
(VS. + 30 IN 2020)\*



\* CONSIDERS 25 AREZZO BRIZZA OPENINGS: 18 KIOSKS, 6 POP UPS AND 1 STORE IN STORE.

# **FINAL REMARKS**

**THANK YOU!**

**#BORAPRACIMA**

**#VAMOQUEVAMO**