

AREZZO
&CO

EARNINGS VIDEO CONFERENCE 1Q21



AREZZO

SCHUTZ

ANACAPRI

ALEXANDRE
BIRMAN

FIEVER

ALME

VANS
"OFF THE WALL"

Reserva

TROC

CALL AGENDA

1. INITIAL MESSAGE
2. SELL OUT PERFORMANCE
3. FINANCIAL HIGHLIGHTS
4. BUSINESS DIGITALIZATION AND OMNICHANNEL
5. RESERVA INTEGRATION
6. BRIZZA AREZZO
7. MOTHER'S DAY 2021
8. GOVERNANCE
9. STRATEGIC PLANNING
10. ESG
11. Q&A WITH ANALYSTS
12. FINAL MESSAGE

INITIAL MESSAGE

MESSAGE FROM THE CEO

- **EXCELLENT CLOSING OF 2020**– START OF 2021 IN THE SAME TREND
- 1Q21 – “MEGA VIRADA” [MEGA TURNOVER] COLLECTIONS **FOCUSING ON PRODUCT AND ENGAGING CAMPAIGNS**
- **STORES CLOSING** – **AREZZO&CO 100% READY** WITH A FOCUS ON LAUNCHES, INVESTMENTS IN CAMPAIGNS AND DIGITAL SALES
- **CARE WITH THE NETWORK** – SUPPORT MEASURES TO FRANCHISEES (MORE THAN 100 CALLS AND CLINICS) AND SUPPLIERS (CONTINUOUS PRODUCTION);
- **TURBO BUTTON IN THE CHANNELS INTEGRATION AND DIGITAL SALES** TO MAINTAIN FOCUS, DILIGENCE AND CADENCE IN THE DIGITAL ENVIRONMENT;
- **EVEN WITH CLOSED STORES, IN 1Q21, AREZZO&CO ACHIEVED 90.4% OF THE SALES OF 2019;**
- **EXCELLENT RESULT OF MOTHERS DAY** DERIVED FROM STRONG, ENGAGING AND CONNECTED CAMPAIGNS;
- **BETWEEN 04/22 (STORE REOPENING) AND 05/12, AREZZO&CO REACHED 102% OF SALES OF 2019 AND 197% OF THE SALES OF 2020;**
- **TEMPORARY CLOSING OF THE STORES OVERCOME WITH A LOT OF MERIT** THANKS TO THE AGILITY AND INTEGRATION OF CHANNELS;
- **VERY POSITIVE PERSPECTIVE FOR THE SECOND QUARTER.**

SOLID PERFORMANCE IN 1Q21

AREZZO
&CO

R\$90.2MM

GROSS REVENUE
AR&CO

R\$635.8MM

CONSOLIDATED GROSS
REVENUE

+410bps

GROSS
MARGIN

R\$64.7MM

EBITDA

R\$158.9MM

GROSS REVENUE
WEB COMMERCE

27.7%

SHARE OF
WEB COMMERCE

R\$29.7MM

NET INCOME

R\$153.8MM

GROSS REVENUE
MULTIBRANDS

POWER OF THE DIGITAL

AREZZO
&CO

32.5%

**PARTICIPATION OF THE
SALESPERSON APP IN THE SELL
OUT OF PHYSICAL STORES**

+300 MIL

**NEW CAPTURED CUSTOMERS
(+5.6% VS. 1Q20)**

97.4%

**OTD
(ON TIME DELIVERY)**

241.7 MIL

**REACTIVATED CUSTOMERS
(+4.7% VS 1Q20)**

6.4 MM

**CONTACTS OF
SELLERS IN 1Q21**

+ 171 MIL

**CUSTOMERS WITH DIGITAL
PURCHASES (+110% ACTIVE
CUSTOMERS)**

+3MM

**ACTIVE CUSTOMERS
IN THE BASE**

40.0%

**PARTICIPATION OF APPS
IN THE WEB COMMERCE
REVENUE**

+7.6%

**VOLUME OF PURCHASES OF
"HEAVY USERS"**

SELL OUT RESULTS

1Q21

ACCELERATION OF SELL OUT PERFORMANCE

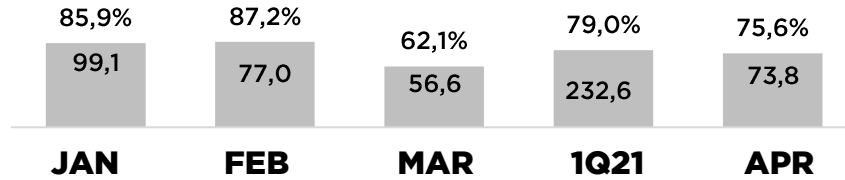
OPEN AND CLOSED STORES + WEB COMMERCE

AREZZO
& CO

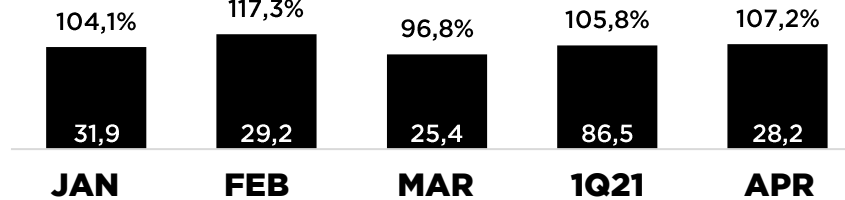
vs 2019

vs 2020

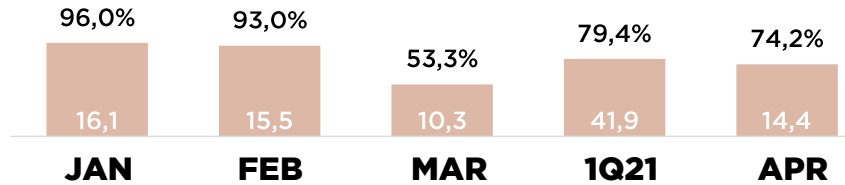
AREZZO



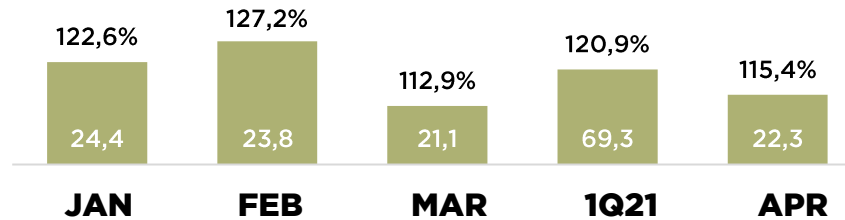
SCHUTZ



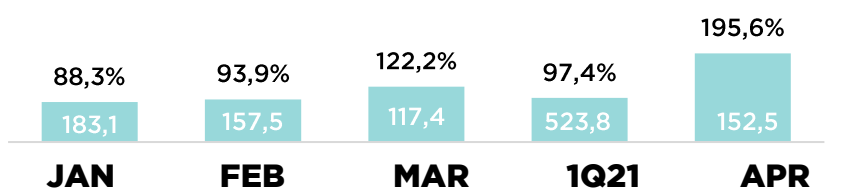
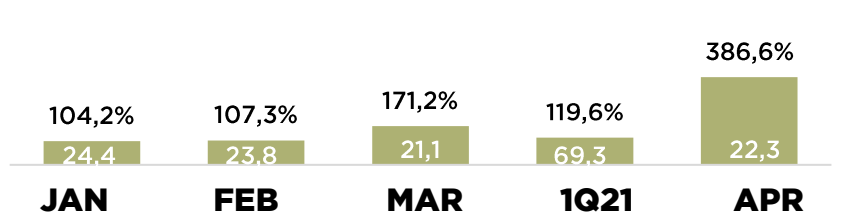
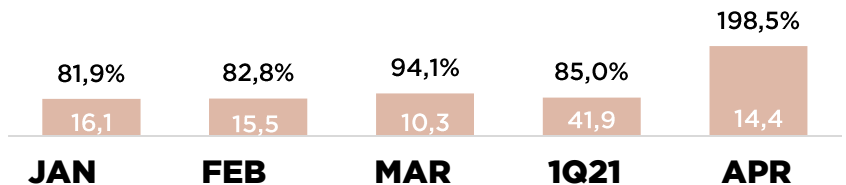
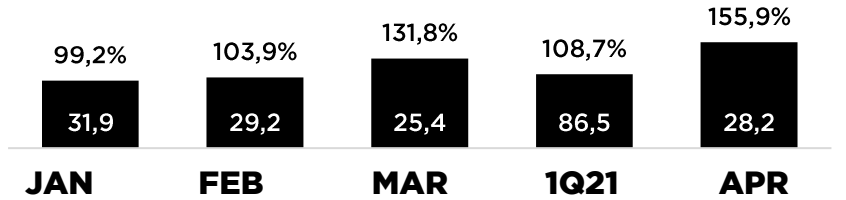
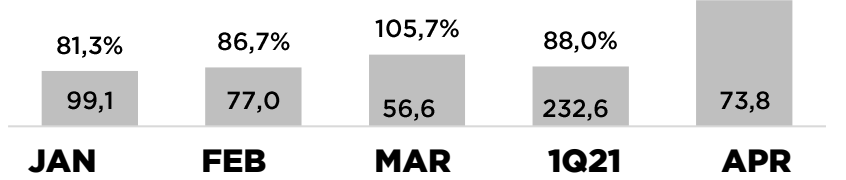
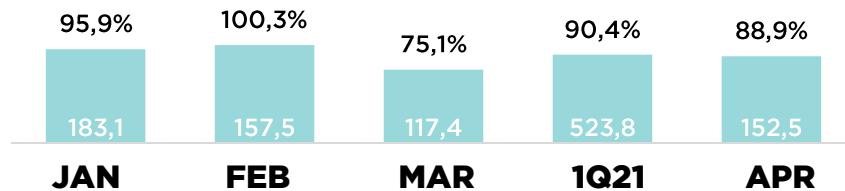
ANACAPRI



Reserva



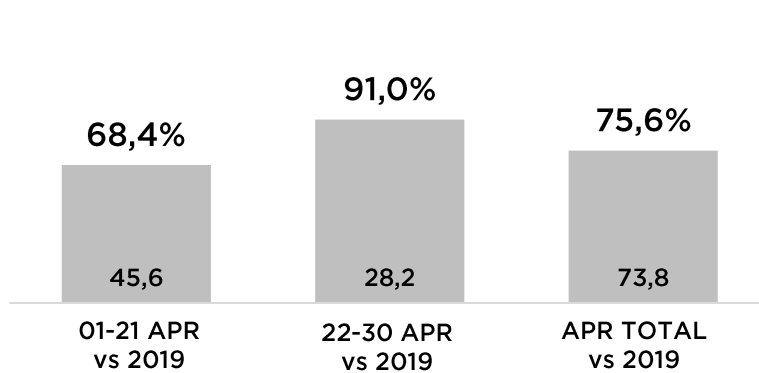
AREZZO
& CO



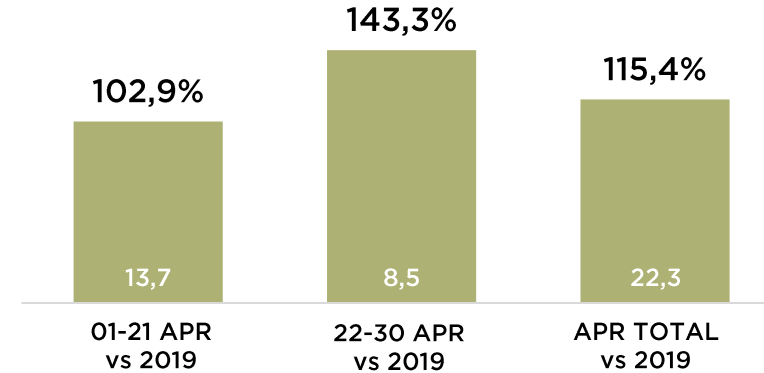
ACCELERATION OF SELL OUT PERFORMANCE WITH REOPENING OF PHYSICAL STORES IN APRIL

**AREZZO
&CO**

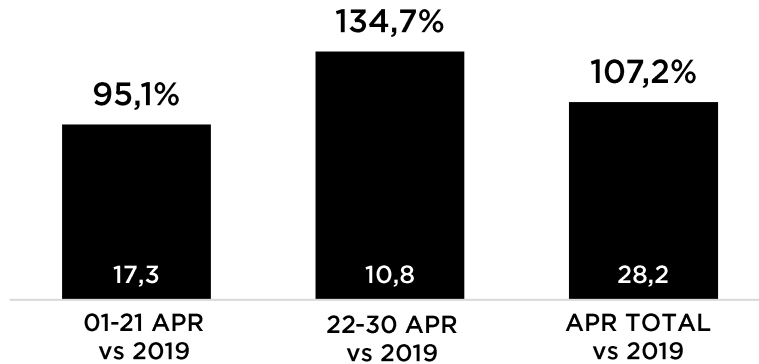
AREZZO



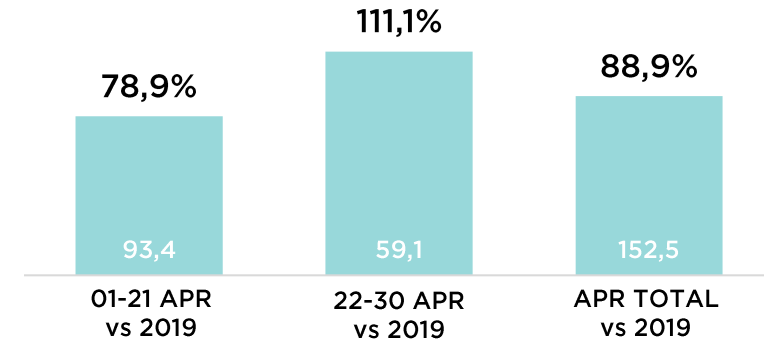
Reserva



SCHUTZ



**AREZZO
&CO**



EXCELLENT RESULTS AFTER REOPENING OF THE PHYSICAL CHANNEL

88,9% vs 1Q19
AREZZO&CO + AR&CO
IN APRIL

111,1% vs 1Q19
AREZZO&CO + AR&CO
AFTER REOPENING OF
PHYSICAL STORES

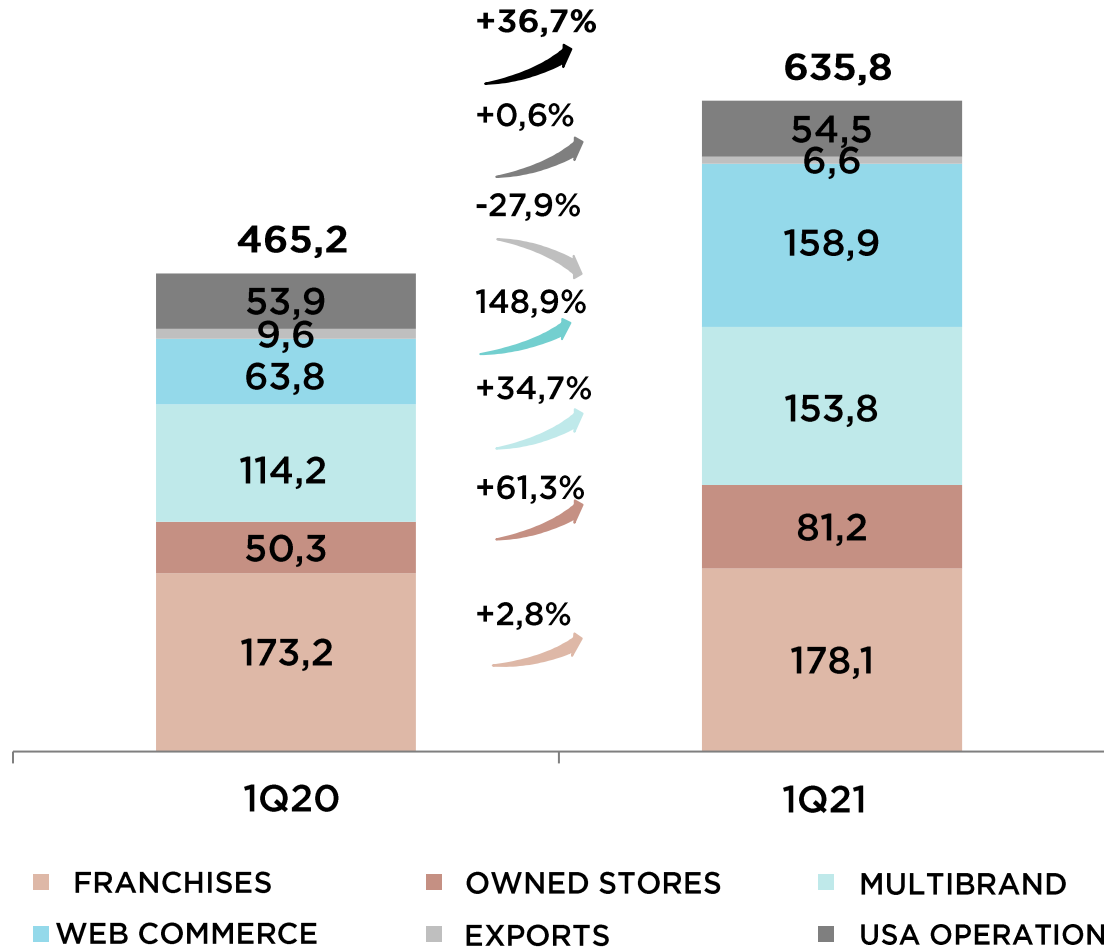
143,3% vs 1Q19
AR&CO
AFTER REOPENING OF
PHYSICAL STORES

FINANCIAL HIGHLIGHTS 1Q21

1Q21 GROSS REVENUE

BY CHANNEL - DOMESTIC AND FOREIGN MARKET

(R\$ MILLION)

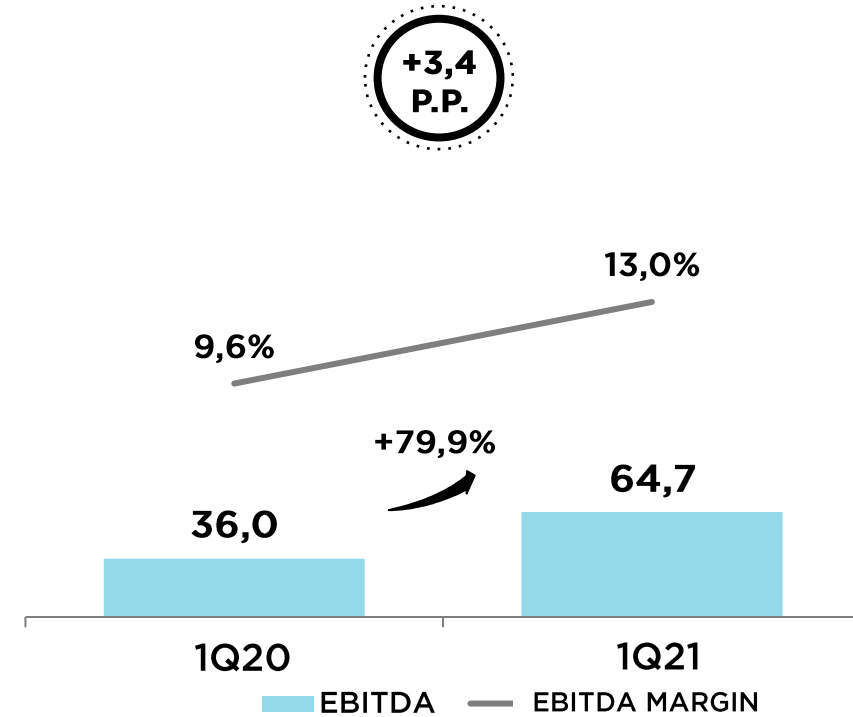
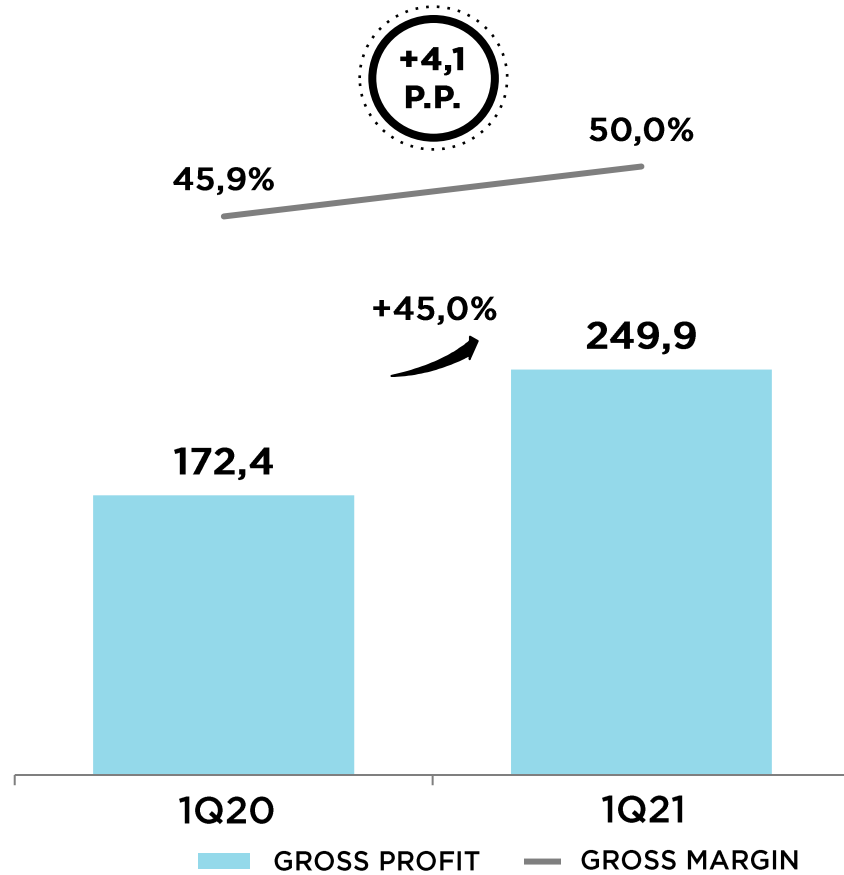


HIGHLIGHTS

- GROSS REVENUE CAME TO R\$635.8 MILLION IN 1Q21, **36.7% HIGHER THAN 1Q20**
- EXCLUDING AR&CO SALES, GROSS REVENUE IN THE DOMESTIC MARKET **GREW BY 43.0%**
- WEB COMMERCE SOARED 148.9%, SUSTAINING HIGH REVENUE LEVELS IN THE QUARTER: **R\$ 158.9 MILLION**
- AR&CO POSTED GROSS REVENUE OF **R\$ 90.2 MILLION** IN 1Q21
- **34.7% GROWTH IN THE MULTIBRAND CHANNEL**
- **RECOVERY OF THE FRANCHISE CHANNEL: +2.8% VS. 1Q20**

*NUMBERS INCLUDE AR&CO - EXCLUDING OPERATION, THE GROWTH WOULD BE 20.6%

GROSS PROFIT AND ADJUSTED EBITDA 4Q20



GROSS PROFIT AND EBITDA HIGHLIGHTS

- INCLUSION OF AR&CO, MAINLY DUE TO THE MIX OF MAJOR OWNED STORES REPRESENTATIVENESS;
- GREATER SHARE OF WEB COMMERCE IN THE CONSOLIDATED MIX.
- POSITIVE IMPACT DUE TO COLLECTIONS ASSERTIVENESS AND DIGITAL SALES MATURITY;
- POSITIVE IMPACT OF THE (I) ADDITION OF AR&CO AND THE VANS BRAND AND (II) EBITDA POSITIVE LEVEL OF THE NORTH AMERICAN OPERATION.

MAIN FINANCIAL INDICATORS 1Q21



MAIN FINANCIAL INDICATORS	1Q21 ADJUSTED	1Q20 ADJUSTED	Δ (%) 21 X 20	1Q19	Δ (%) 21 X 19
GROSS REVENUE	635.802	465.237	36,7%	462.530	37,5%
NET REVENUE	499.952	375.471	33,2%	377.163	32,6%
COGS	(250.027)	(203.099)	23,1%	(204.687)	22,2%
DEPRECIATION AND AMORTIZATION - COST	(746)	(806)	(7,4%)	(613)	21,7%
GROSS PROFIT	249.925	172.372	45,0%	172.476	44,9%
GROSS MARGIN	50,0%	45,9%	4,1 P.P	45,7%	4,3 P.P
SG&A	(209.079)	(156.654)	33,5%	(135.789)	54,0%
% REVENUE	(41,8%)	(41,7%)	(0,1 P.P)	(36,0%)	(5,8 P.P)
SELLING EXPENSES	(133.516)	(101.815)	31,1%	(83.372)	60,1%
OWN STORES AND WEB COMMERCE	(47.811)	(28.502)	67,7%	(29.038)	64,6%
SALES, LOGISTICS AND SUPPLIES	(85.705)	(73.313)	16,9%	(54.334)	57,7%
GENERAL AND ADMINISTRATIVE EXPENSES	(52.396)	(33.347)	57,1%	(36.562)	43,3%
OTHERS INCOME (EXPENSES)	(15)	(2.018)	(99,3%)	1.427	(101,1%)
DEPRECIATION AND AMORTIZATION - EXPENSE	(23.152)	(19.473)	18,9%	(17.282)	34,0%
EBITDA	64.744	35.997	79,9%	54.582	18,6%
EBITDA MARGIN	13,0%	9,6%	3,4 P.P	14,5%	(1,5 P.P)
NET INCOME	29.776	25.888	15,0%	23.141	28,7%
NET MARGIN	6,0%	6,9%	(0,9 P.P)	6,1%	(0,1 P.P)

CONTINUOUS EFFORT TO PRESERVE CASH, REDUCE EXPENSES AND EXPAND MARKET SHARE.

FIXED EXPENSES MUST REMAIN AT LEVELS LOWER THAN THOSE PRESENTED IN THE LAST QUARTERS

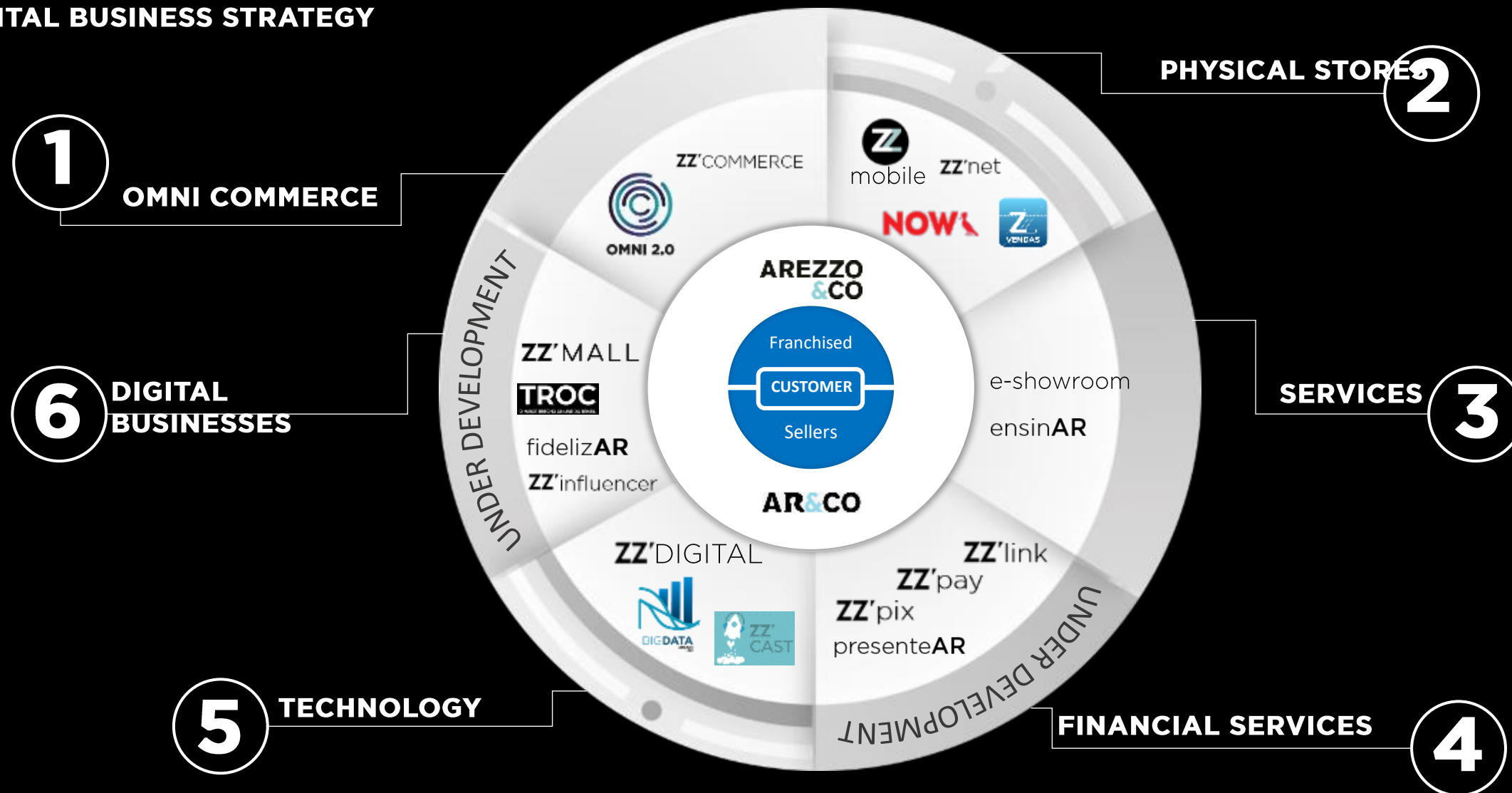
- SELLING, LOGISTICS AND SUPPLIES EXPENSES:
 - 7.5% DECREASE IN SELLING EXPENSES EXCLUDING THE ADDITION OF AR&CO (R\$ 5.5 MILLION)
 - 41.0% REDUCTION IN THE NORTH AMERICAN OPERATION (R\$ 10.5 MILLION)
- GENERAL AND ADMINISTRATIVE EXPENSES
 - R\$2.5 MILLION DECREASE (-7.5%) EXCLUDING THE ADDITION OF AR&CO (R\$ 21.6 MILLION)
- SELLING EXPENSES ONLY INCREASED 10.0% IN 1Q21, EXCLUDING AR&CO EXPENSES IN THE PERIOD

BUSINESS DIGITALIZATION AND OMNICHANNEL

AREZZO&CO ECOSYSTEM

AREZZO
&CO

WE CONTINUE STRENGTHENING OUR
DIGITALIZATION, CHANNEL INTEGRATION AND NEW
DIGITAL BUSINESS STRATEGY



BUSINESS DIGITALIZATION AND OPERATIONS

RELEVANT GROWTH OF E-COMMERCE

WEB COMMERCE CHANNEL SSS

IN THE 1Q21, OUR BRANDS INVOICED **148.9%** ABOVE THAT OF 1Q20 IN THE WEB REACHING A **REVENUE OF 153MM.**

EXCLUDING GRUPO RESERVA, THIS CHANNEL'S SSS WOULD BE 99.2%, DESPITE THE STRONG BASIS OF COMPARISON.



DIGITAL ROUTINE AT FRANCHISES

INTENSIVE TRAINING AND FOLLOW-UP ROUTINE

**AREZZO
&CO**

EVERY DAY

**9:00
AM**

DIGITAL CLINICS

TOPIC: DIGITAL TOOLS - HOW TO USE AND RESULTS OBTAINED.

**10:00
AM**

RESULTS FROM CLOSED STORES

TOPIC: RESULTS OF CLOSED STORES, SUCCESS CASES, GOALS AND STRATEGY.

**4:00
PM**

GOOD PRACTICE CALL

TOPIC: MARKETING AND RETAIL STRATEGIES -
EX.: HOW TO CONDUCT LIVE TRANSMISSIONS, HOW TO SELL
THROUGH INSTAGRAM, ETC. EVERYONE WITH SPECIAL GUESTS.



**+101 HOURS OF
INTERACTIONS WITH
FRANCHISEE IN ONLY
40 BUSINESS DAYS**

12 HOURS
OF PRODUCT CLINICS

57 HOURS
OF RESULT CALLS

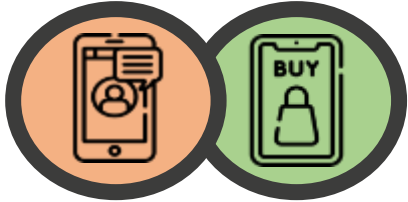
14 HOURS
GOOD PRACTICE CALLS

18 HOURS
OF DIGITAL CLINICS

RESULT: 45% DIGITAL-DRIVEN SALES

SELL OUT PARTICIPATION PHYSICAL STORES - 1Q21

**AREZZO
&CO**



**SALESPERSON'S
APP**

32.5%



**WHATSAPP
SALE**

5.8%



**INFINITE SHELF /
COUPON**

3.0%



**STORE SHIPPING
+ CLICK
N'COLLECT**

3.6%



**31.2% SÃO
PAULO SELLOUT
SHARE IN
MARCH**

TOTAL CHANNEL INTEGRATION:

SALES SHARE : 45.0%



WIDE OPPORTUNITY OF ESCALATING OUR DIGITAL ARSENAL

AREZZO&CO AND AR&CO ONLINE REVENUE (EX WEB)

AREZZO&CO

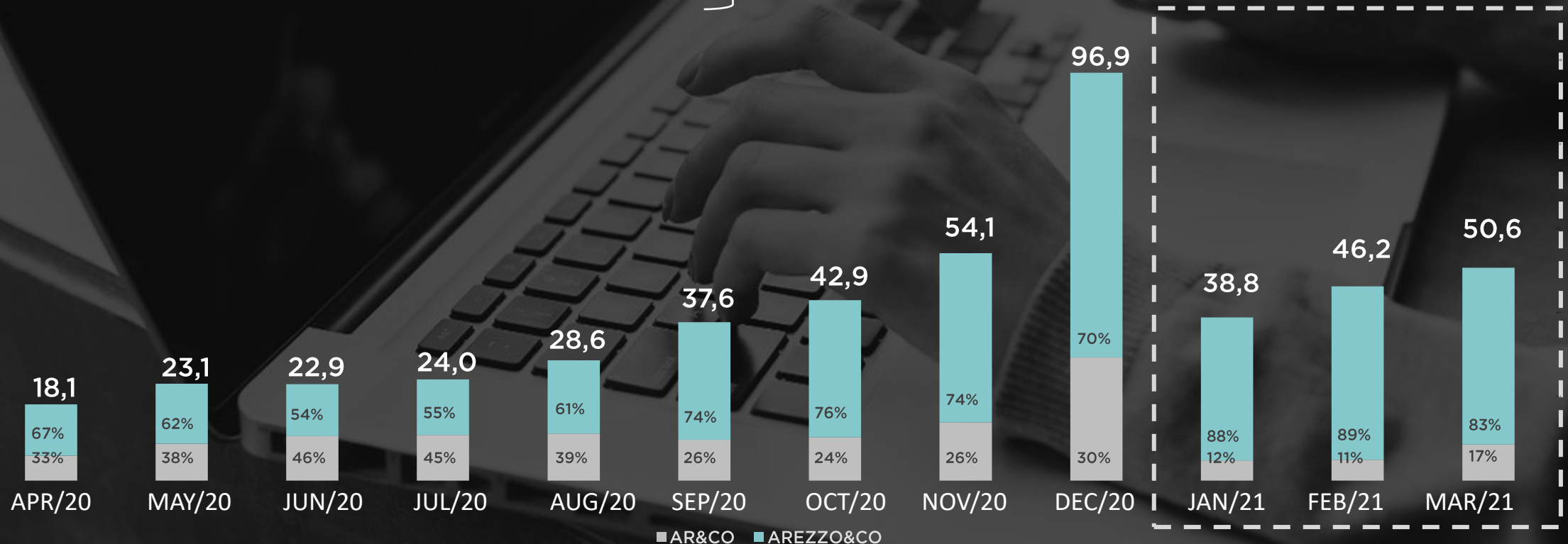
✓ **45.0%** OF PHYSICAL STORES SELLOUT IN 1Q21

AR&CO

✓ **41.4%** OF PHYSICAL STORES SELLOUT IN 1Q21

REVENUE DIGITAL TOOLS + SELLER'S APP IN THE LAST TWELVE MONTHS

R\$ 483,8MM



**AREZZO
&CO**

DIGITAL POWER

R\$1,1 BI

WEB REVENUE + TECHNOLOGIES LTM

**AREZZO
&CO + AR&CO**

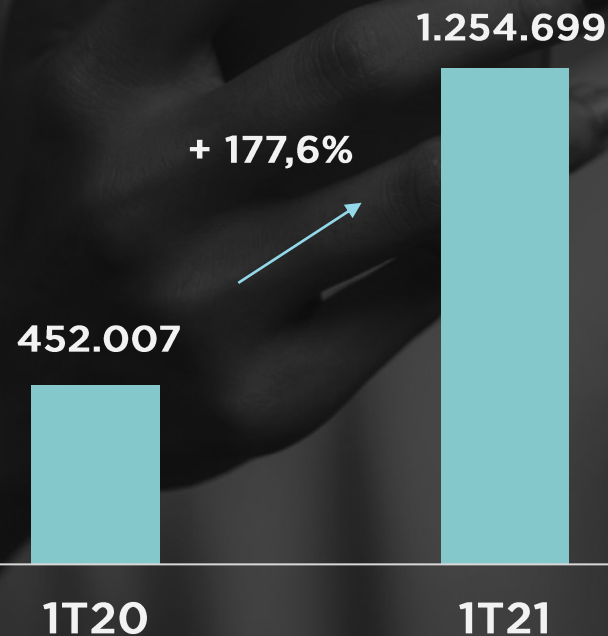
STRONG GROWTH IN THE DIGITAL CUSTOMER BASE

**+ 802 THOUSAND CUSTOMERS
DIGITAL ACTIVE WITH
PURCHASES IN THE LAST 12
MONTHS**

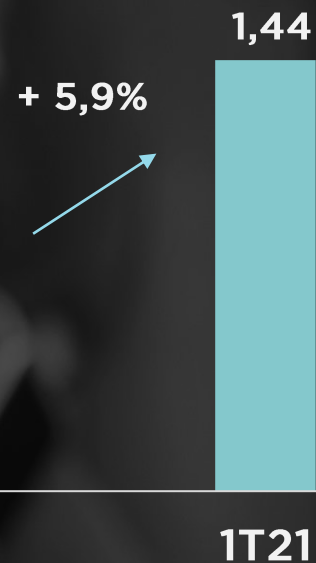
**AVERAGE CUSTOMER
FREQUENCY EXCEEDED LEVELS
PRE-PANDEMIC**

**DIGITAL RELATIONSHIP
LEVERED OMNI SALES**

ACTIVE CUSTOMER BASE
WEB + OMNI



AVERAGE QUARTERLY
PURCHASE FREQUENCY



27,8%

**OF DIGITAL CUSTOMERS WITH
PURCHASES IN Q1 STORES
WERE ACTIVATED BY DIGITAL
TOOLS**

NPS 82

**KEEPING HIGH LEVEL OF
CUSTOMER SATISFACTION**

ZZ'MALL



NEW DIGITAL BUSINESSES

AREZZO
&CO

ZZ MALL: APP WITH BRAND EXPERIENCE

ZZ MALL Person

"A PERSON WITH STRONG DIGITAL PRESENCE AND THAT MOVES AROUND BETWEEN THE DIFFERENT STYLES, LOOKING FOR PRACTICALITY IN PURCHASES ALLIED WITH INTERESTING CONTENTS."
PATRÍCIA, SP

65 %

OF THE CUSTOMERS
ATTRIBUTED TO THE
BRANDS AS MOTIVATION
FOR THE FIRST PURCHASE
IN ZZ MALL

25 %

HIGHLIGHTED THE APP OF
ZZ MALL AS
DIFFERENTIATING
FACTOR

32,4 %

OF BUYERS ARE
AREZZO&CO'S NEW
CUSTOMERS

1,9 x

ZZ MALL'S PURCHASE
FREQUENCY IS
HIGHER THAN OTHER
CHANNELS IN THE LAST
90 DAYS



NEW DIGITAL BUSINESSES

ZZ MALL: MAIN INITIATIVES

01. RESALE

THE FASE 1 INTEGRATION WITH TROC IS ONLINE FOR PUBLIC ADHERENCE VALIDATION.

**ZZ'MALL
+TROC**

IN Q3 PHASE 2 WILL GO ONLINE WITH COMPLETE INTEGRATION BETWEEN PLATFORMS, ALLOWING IN A SINGLE CART TO PURCHASE 1P, 3P AND RESALE ITEMS.

ZZMALL.com.br/troc

02. CONTENT

LAUNCH OF THE FIRST DIGITAL EDITION OF MAGAZZINE SIGNED BY MARINA RUY BARBOSA.

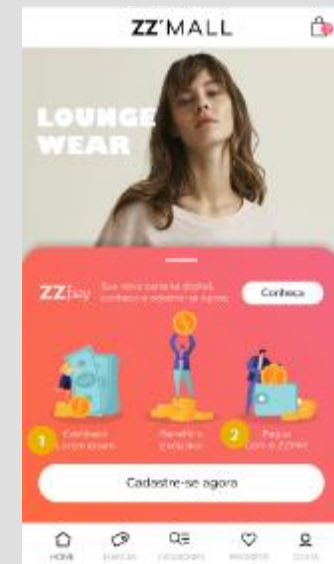
AN ISSUE DEDICATED TO THE PILLAR OF PLURALITY WITH ARTICLES, COLUMNS, AND PROFILES. 100% ACCESSIBLE CONTENT ALSO BY AUDIO.



ZZMALL.com.br/magazine

03. LOYALTY

FIRST PHASE WILL BE LAUNCHED IN THE 3rd QUARTER WITH THE "MARCA CRUZ" LOYALTY MECHANISM FROM THE ZZ MALL APPLICATION, GENERATING BENEFITS AND CASHBACK TO THE FINAL CUSTOMER.



RESERVA

INTEGRATION

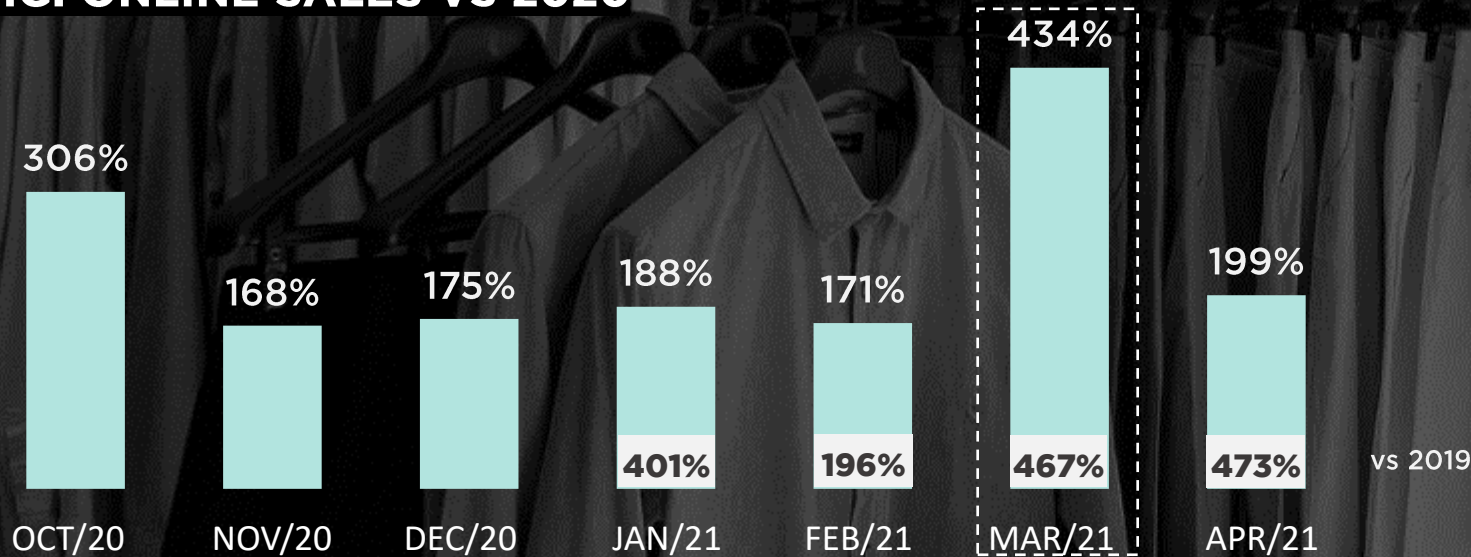
SALES PERFORMANCE

% SALES SHARE B2C 2021 VS 2020



- % SHARE OF SALES ABOVE 339% VS 20 IN THE MONTH OF APRIL AND 114% VS 19

% CHG. ONLINE SALES VS 2020



434% GROWTH OF DIGITAL SALES IN MARCH 2021 VS 2020

- FOCUS ON THE USE OF NOW (SALESPERSON APP) 100% ONLINE - MORE THAN 600 EMPLOYEES WITH ACCESS

RESERVA NEW ARCHITECTONIC MODEL

GREATER PERFORMANCE AFTER REVAMPS



FIRST STORE

- ELDORADO SHOPPING MALL- SP
- INAUGURATION SCHEDULED:
1ST WEEK JUNE/2021
- ACTIVATION FOR VALENTINE'S DAY

NEXT OPENINGS / RENOVATIONS

- CENTER NORTE STORE - SP (JUN/30)
- RENOVATIONS / EXPANSIONS - PATIO
HYGIENOPOLIS, OSCAR FREIRE (SP) AND
LEBLON (RJ)

+ 3 STORES IN JULY..

8 STORES IN TOTAL

RESERVA's NEW HEADQUARTERS



AREZZO
& CO

NEW BIRD'S NEST

THE PROJECT

- DYNAMIC, FLEXIBLE AND FUNCTIONAL LAYOUT
- PROVIDE BRAND'S EXPERIENCE INSIDE THE COMPANY;
- NEUTRAL AESTHETICS;
- BLEND TECHNOLOGY AND INTERACTIVITY;
- COSY LOUNGE AREAS
- PRESERVE THE BRAND'S DNA: PASSION, AFFECTION, INTENSITY AND COLLABORATION

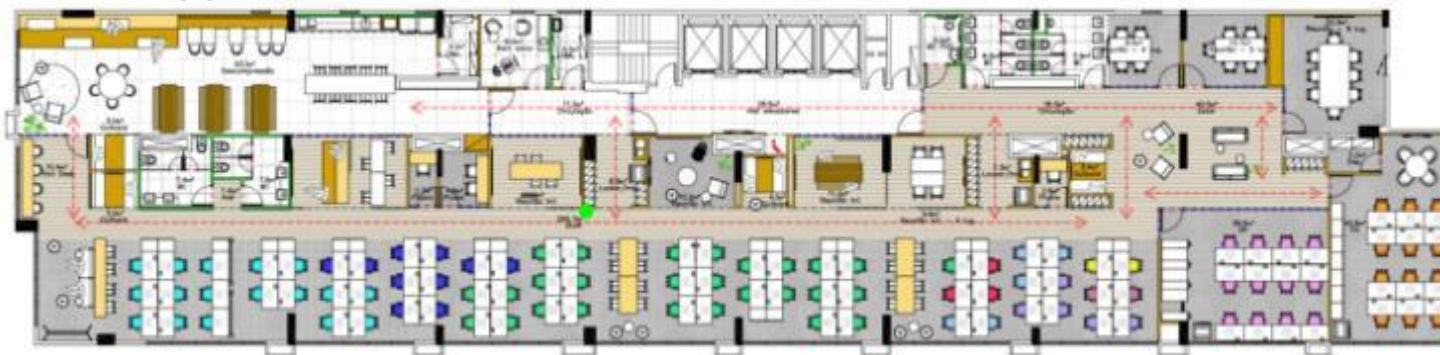
FIRST FLOOR



SECOND FLOOR



THIRD FLOOR



RESERVA NEW DISTRIBUTION CENTER

INAUGURATION IN JANUARY 2022

STRATEGIC RATIONALE

- 50% INCREASE IN STORAGE AREA AND OPERATIONS
- 15% - 20% GAINS OF EFFICIENCY OF LOGISTICS OPERATION (LAYOUT AND AUTOMATION IMPROVEMENTS)
- WMS (WAREHOUSE MANAGEMENT SYSTEM) PROPRIETARY BASED ON THE PUSH N PULL MODEL
- MIGRATION TO LOGISTICS CONDOMINIUM

SOCIAL AND ENVIRONMENTAL ASPECT

- ELEMENTS ALLOWING TO REDUCE ENERGY CONSUMPTION
- SOCIAL AND ENVIRONMENTAL STANDARDS OBSERVED
- STRATEGIC LOCATION WITH ACCESS TO MAIN HIGHWAYS





Reserva  **Go**®

**INSPIRED BY SIMPLICITY OF LOVE,
RESERVA REDESIGNED “SIMPLES”
WOMEN’S SNEAKERS, NOW ALSO
AVAILABLE FOR MEN AND CHILDREN.**

**“SIMPLES” SLIP ON KNIT ((CREATED
FROM RECYCLED PET), THE SNEAKER
SIZE VARIES FROM 28 TO 44**

**IT’S A SNEAKER WITHOUT LACES, EASY
TO WEAR, WITH EVA INSOLE FOR
ABSORPTION OF IMPACT AND
VULCANIZED OUTSOLE.**

**AVAILABLE IN 15 COLORS, “SIMPLES”
SNEAKERS COST R\$299.00**

ABSOLUTE SALES SUCCESS!

The new sneakers arrived

simples.®

Go

RESERVA GO

FIRST STEPS OF THE 2021/2022 PLAN



FIRST SELL-INS VIA AREZZO&CO

- INTEGRATION, SALES AND INVOICING
- NEW CALENDAR AND SALES MODEL
- MORE THAN 160,000 PAIRS ONLY IN FIRST 2 SELL INS



BRAND GROWTH PLAN:

- STORES EXPANSION
- NEW MULTIBRAND CHANNEL STRATEGY
- GROWTH IN DTC (LP+WEB)
- NEW LINES OF PRODUCT
- INVESTMENT IN THE BRAND



RESERVA GO

PRODUCT AND MARKETING STRATEGIES



NEW LINES OF PRODUCT

- SEGMENTATION AND DEVELOPMENT OF CURRENT LINES
- IN-HOUSE DEVELOPMENT PROCESS
- INNOVATION OF MATERIALS AND LINES
- LAUNCH OF NEW CATEGORY OF WOMEN'S FOOTWEAR
- DEVELOPMENT OF THE ACCESSORY CATEGORY



MARKETING

- 360° ADVERTISING STRATEGIES
- STRENGTHENING OF POS



AREZZO
&CO

Go® | AR&CO



RESERVA GO

MULTIBRAND CHANNEL

**AREZZO
&CO**



NEW LAUNCH CALENDAR

- **SMALLER AND MORE FREQUENT COLLECTIONS**
- **QUICK REACTION**
- **GREATER ASSORTMENT ASSERTIVENESS**



NEW SELL-IN MODEL

- **E-SHOWROOM**
- **SUPPORT TOOLS IN DECISION-MAKING PROCESS**

**R\$150 MM GOODWILL
OVER R\$100 MM VPL**

**BESIDES SYNERGIES RELATED TO
RESERVA GO
+R\$10 MM INCREMENTAL EBITDA IN 2022**

BRIZZA

2021



BRIZZA

SALES PERFORMANCE WINTER 1Q21

**AREZZO
& CO**

R\$7.0 MILLION

OF REVENUES

EVEN DURING WINTER

+ 100

THOUSAND

PAIRS SOLD

10% VOLUME

OF AREZZO BRAND

5%

REPRESENTATIVENESS

IN AREZZO BRAND SALES

MOTHER'S DAY

2021



AREZZO

MOM IS ALWAYS THERE



**AREZZO
&CO**



**CREATED FROM THE SONG “TÃO BEM” BY LULU SANTOS, AREZZO MOTHER’S DAY CAMPAIGN
SEEKED TO CONVEY TO ALL MOTHERS A MESSAGE OF CARE AND DOING FINE – DIRECTLY RELATED
TO “MOM’S LAP”.**



AREZZO
BAMBINI

AREZZO
&CO

LAUNCH

AREZZO BAMBINI

MOTHER'S DAY

- **10 SKUS (R\$99.0 – R\$199.90)
FOR MOTHERS AND
DAUGHTERS – FLIP-FLOPS,
FLATS AND SNEAKERS**

- **STRONG PRESENCE IN
SOCIAL MEDIA:**

**ADVERTISING ACTIONS WITH
INFLUENCERS AND THEIR
DAUGHTERS, SUCH AS: SABRINA
SATO + ZOE**

- **AREZZO EDITORIAL +
BAZAAR MAGAZINE**



SCHUTZ

THANK YOU MOM



**“THANK YOU, MOM” IS
SCHUTZ’S GRATITUDE
TO ALL MOTHERS**

**AREZZO
& CO**



**SOCIAL CAMPAIGN
“MÃES DE FAVELA”**

- FINANCIAL DONATION

**- MAIN STORES AS POINTS OF
COLLECTION OF FOOD TO BE
DONATED TO INSTITUTION**

ANACAPRI

MOTHER'S DAY

**AREZZO
& CO**

MANU GAVASSI, ANA FALCÃO AND VITÓRIA CAETANO - FROM DUO ANAVITÓRIA - JOINED FOR THE FIRST TIME IN A FASHION CAMPAIGN

ANA, VITÓRIA AND MANU WROTE TO THEIR MOTHERS, BRINGING AN INTIMATE AND COSY TOUCH

THE COLLECTION OFFERS NINE MODELS OF SHOES AND THREE HANDBAGS BETWEEN R\$129.90 AND R\$269.90 - INCLUDING OPTIONS OF SNEAKERS, FLATS, SLIP-ONS AND BOOTS.



RESERVA

FIRST MOTHER'S DAY CAMPAIGN

**AREZZO
& CO**

**RESERVA DEBUT ON MOTHER'S DAY
CAMPAIGN, INVITED REGINA CASÉ TO
TALK ABOUT HER CAREER AND LOVE
FOR HER CHILDREN.**

**DEVELOPED FOR FAMILIES AND
INSPIRED BY SIMPLICITY OF LOVE,
RESERVA DEBUTED "SIMPLES 2.0"
SNEAKER**



REMARKABLE MOTHER'S DAY IN THE HISTORY OF AREZZO&CO!

102% OF 2019 REVENUE

197% OF 2020 REVENUE

OF THE AREZZO&CO AND AR&CO BRANDS



GOVERNANCE

2021

BOARD OF DIRECTORS

HIGH ENGAGEMENT WITH STRATEGIC PLANNING OF AREZZO&CO



**ALESSANDRO
CARLUCCI**

- GRADUATED FROM FGV IN BUSINESS MANAGEMENT;
- HE HEADED NATURA UNTIL 2014;
- CURRENT CHAIRMAN OF THE BOARD, MEMBER SINCE 2017.



**JOSÉ
BOLOGNA**

- GRADUATE DEGREE FROM PUC IN BUSINESS MANAGEMENT AND PSYCHOLOGY;
- FOUNDER AND CEO OF ETHOS SHAREWOODS;
- AUTHOR, CONSULTANT AND LECTURER;
- SIX TENURES AT AREZZO&CO.



**ALEXANDRE
BIRMAN**

- GRADUATED FROM FUMEC;
- CEO OF AREZZO&CO SINCE 2013;
- OVER 25 YEARS OF EXPERIENCE IN THE FOOTWEAR MARKET;
- FOUNDER OF FOUR BRANDS OF THE AREZZO7CO PORTFOLIO.



**GUILHERME
FERREIRA**

- GRADUATED FROM USP IN PRODUCTION ENGINEERING;
- MEMBER OF THE BOARD OF DIRECTORS OF B3;
- NOW AT AREZZO&CO FOR FIVE CONSECUTIVE TENURES.

NEW MEMBERS



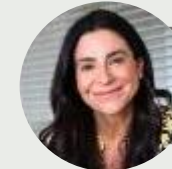
**RENATA
VICHÍ**

- GRADUATED FROM FIAM IN ADVERTISING;
- **CEO OF CRM GROUP - KOPENHAGEN, BRASIL CACAU AND KOP COFFEE;**
- EXPERIENCE IN MARKETING, COMMERCIAL AND EXPANSION AREAS.



**RONY
MEISLER**

- GRADUATED FROM PUC IN PRODUCTION ENGINEERING;
- **FOUNDER AND CEO OF GRUPO RESERVA.**



**JULIANA
BUCHAIM**

- GRADUATED FROM USP IN BUSINESS MANAGEMENT;
- PARTNER AND MANAGER OF SUMAUMA CAPITAL;
- MEMBER OF IBGC'S INNOVATION COMMISSION;
- **OVER 22 YEARS OF EXPERIENCE IN THE FINANCIAL MARKET**

STRATEGIC PLANNING

KEY PRIORITIES 2021

**RESERVA
CONSOLIDATION**

**NEW
BRANDS
AND NEW
BUSINESSES**

**ORGANIC
GROWTH
AND
MARKET SHARE**

**CONTINUED
DIGITALIZATION
OF THE COMPANY**

**CONTINUED
INTERNATIONAL
EXPANSION**

DEEPENING IN OF THE FOLLOWING SEGMENTS:

1

Reserva 

**EXPANSION TO NEW
PRODUCT
CATEGORIES AND
TARGET PUBLIC**

EX: WOMEN'S CLOTHING

2

**SECTOR
CONSOLIDATION:
INCREASE MARKET
SHARE, SYNERGIES
AND SCALE**

3

Reserva 
TROC

**OBTAIN NEW
TECHNOLOGIES OR
EXPERTISE**

4


ZZ VENTURES

**INSURGENT BRANDS
AND NEW
BUSINESSES**

**HIGH LEVEL OF CONFIDENCE AFTER GRUPO RESERVA INCORPORATION,
RESULTING IN GREATER ENDEAVOR IN THE INORGANIC FRONT.**

STRATEGIC PLANNING

FRONTS AT FULL STEAM AHEAD



SCHUTZ APPAREL

1. LIFESTYLE - "FULL LOOK"
2. INCREASE OF ADDRESSABLE MARKET (R\$ 15.4BI)
3. HIGHLY FRAGMENTED MARKET - HIGH LEVEL OF SCHUTZ BRAND AWARENESS
4. DIGITAL OPPORTUNITY - COLLABORATION WITH SUCCESSFUL GINGER IN 2020
5. LAUNCH OF THE HIGH SUMMER COLLECTION IN THE 1H21 IN 5 "POP UP" STORES
6. HIRING OF DEDICATED STYLE TEAM WITH EXPERTISE IN THE CLOTHING SECTOR.



AREZZO BAMBINI

1. CHILDREN'S OPPORTUNITY - ADDRESSABLE MARKET INCREASE BY R \$ 3.5BI
2. CAPSULE COLLECTION LAUNCHED ON MOTHER'S DAY - HIGH ACCEPTANCE
3. LAUNCH OF COMPLETE LINE IN SEPTEMBER
4. FOCUS ON AREZZO CONSUMERS (MOTHERS) - UTILIZATION OF SYNERGIES AND FORCE OF THE BRAND
5. FOOTWEAR FOR CHILDREN BETWEEN 2 TO 12 YEARS



ZZ STORES

1. NEW QUALIFIED MULTIBRAND BUSINESS MODEL
2. FOCUS ON SUSTAINABILITY, DIGITALIZATION AND PROFESSIONALIZATION OF THE CHANNEL
3. STORE SUPPORT AND DEVELOPMENT ECOSYSTEM, ACTING FROM THE CUSTOMER'S EXPERIENCE TO THE SHOPPER'S TRAINING
4. MARKET SHARE INCREASE IN SELECTED MARKETPLACES - CHANNEL THAT WAS VERY RESILIENT DURING THE PANDEMIC
5. PILOT IN THE 1H21 IN 10 STORES.

STRATEGIC PLANNING

FRONTS AT FULL STEAM AHEAD

NEW USA BRAND

1. ENTRY OF THE AREZZO BRAND IN THE UNITED STATES
2. PRICING: AREZZO: USD 79.00 AND SCHUTZ: USD 100.00
3. “MVP” MODEL ONLY ON THE WEB COMMERCE IN THE FIRST MONTHS
4. GREAT OPPORTUNITY DUE TO THE FAVORABLE EXCHANGE SCENARIO
5. START OF THE PILOT: JUNE/21

CONTENT PLATFORM

1. FUTURE PERSPECTIVE: NEW BUSINESS MODEL ENSURING DIVERSIFICATION OF REVENUE SOURCES IN AREZZO & CO
2. SOFT SELL TOOL EXPERIENCE LABORATORY
3. EXPANDING ACTION SEGMENTS WITH COLLABORATIONS OF EXCLUSIVE PRODUCTS
4. STRENGTHENING CUSTOMER RELATIONSHIP BEYOND CONSUMPTION, WITH IMMERSION IN DAILY LIFE ACTIVITIES AND DISCUSSION ON TOPICS BEYOND FASHION

“WE HAVE AN ENTREPRENEURIAL DNA THAT WILL LEVERAGE OTHER ENTREPRENEURS”

CORPORATE VENTURE CAPITAL ARM FOCUSED ON COMPLEMENTARY RETAIL AND TECHNOLOGY INITIATIVES WITH SIGNIFICANT GROWTH AND SCALABILITY POTENTIAL

-endeavor

PRIORITARY FOCUS

- **APPROACHING THE ECOSYSTEM OF START-UPS AND SCALE-UPS THROUGH ACCELERATION PROGRAMS AND EQUITY ACQUISITION OF INSURGENT COMPANIES AND BRANDS**

POWERFUL INNOVATION GEAR

- **STRENGTHENING AND EXPANDING AREZZO & CO'S ABILITY TO THRIVE IN AN ENVIRONMENT OF ACCELERATED DISRUPTION**

- **IN 2021, AREZZO & CO BECAME A “GOLD” SPONSOR OF ENDEAVOR**
- **DURING THE 1Q21, THE COMPANY PARTICIPATED IN THE “RETAIL TECH” PROGRAM, FOCUSING ON INNOVATION, TECHNOLOGY, AND INCREASED PRODUCTIVITY**
- **IN MAY, WE STARTED INTEGRATING AND CONNECTING THE SELECTED SCALE-UPS WITH THE INTERNAL TEAMS AT AREZZO&CO**
- **IN THE 2Q21, THE FOCUS WITH THE ENDEAVOR PARTNERSHIP WILL BE ON RETAIL OPERATIONS AND CONCEPTS WITH HIGH GROWTH POTENTIAL THAT CAN COMPLEMENT OUR ECOSYSTEM.**

TROC

AREZZO & CO'S SECOND-HAND ONLINE PLATFORM AND ZZ VENTURES' FIRST INVESTMENT

TROC WAS RESTRUCTURED IN TERMS OF PEOPLE, TECHNOLOGY, AND PROCESSES - WITH **EXPRESSIVE RESULTS** ALREADY VERIFIED IN THE FIRST QUARTER OF 2021.

IN THE SECOND HALF, TROC WILL START ITS ENTRY INTO **PHYSICAL RETAIL**, AND EMPHASIZE THE **PREMIUM AND LUXURY MARKET** IN ITS PRODUCT MIX.

NEW LOCATIONS WITH AT-HOME PICK-UP COLLECTION:
+ 4 NEW CITIES



HIGHLIGHTS TROC



INCREASE OF
PROCESSING
CAPACITY

GROWTH OF
+430%
IN APRIL



% OF ITEMS
SOLD IN LESS
THAN 30 DAYS

60%



GROSS
MERCHANDISE
VOLUME (GMV)

GROWTH OF
+125%
IN APRIL
STRONG ACCELERATION IN MAY



% OF NEVER-USED
WITH LABEL ITEMS
IN THE VOLUME
TRADED

15%

AREZZO
&CO

500

MILLION LITERS OF
WATER SAVED;
NOT USED TO
MANUFACTURE NEW
ITEMS

ESG
ESG

ESG NA AREZZO&CO

B SYSTEM

AREZZO
&CO

RESERVE IS THE FIRST AND ONLY FASHION BRAND IN THE BRAZILIAN STOCK EXCHANGE AND THE LARGEST FASHION BRAND IN LATIN AMERICA TO BECOME A B CORP.

GLOBAL COMMUNITY OF COMPANIES THAT USE THE STRENGTH OF THEIR BUSINESSES TO BUILD A MORE INCLUSIVE AND SUSTAINABLE ECONOMY.

Sistema



AREZZO & CO STARTED THE CERTIFICATION PROCESS FOR THE ENTIRE GROUP

CONSCIOUS AND BRAZILIAN PRODUCTION

98% OF PRODUCTION MADE
IN BRAZIL - STIMULATING THE
NATIONAL INDUSTRY

NATURAL FIBERS; ORGANIC
COTTON; HEMP; DEFIBRATED;
RECYCLED; WATER ECONOMY;
DURABILITY

ABVTEX

ABVTEX ASSOCIATION

FOCUS ON PROMOTING
SUSTAINABLE FASHION
THROUGH AN ETHICAL,
RESPONSIBLE, INNOVATIVE,
COMPETITIVE AND
TRANSPARENT
PRODUCTIVE CHAIN.



“I AM OF COTTON” MOVEMENT

500TH PARTNER BRAND OF THE
“I AM OF COTTON” MOVEMENT

100% OF THE BASIC T-SHIRTS
ARE ORGANIC COTTON

USE OF BCI COTTON (BETTER
COTTON INITIATIVE)



ANNUAL REPORT



PUBLISHED
ANNUALLY,
STANDARD GRI (GLOBAL
REPORTING INITIATIVE)
ESSENTIAL
STANDARD.

FOCUS ON PUBLIC
COMMITMENTS
CHAIN MANAGEMENT
, ENVIRONMENTAL
MANAGEMENT AND
SOCIAL
PERFORMANCE

NEXT RELEASE: JUNE / 21

LEATHER SUSTAINABILITY CERTIFICATION



BY THE END OF 2021, WE
WILL HAVE 100% OF THE
CURTUMS SUPPLIERS
CERTIFIED CSCB (BRAZILIAN
LEATHER SUSTAINABILITY
CERTIFICATION) AND / OR LWB
(LEATHER WORKING GROUP).

GUARANTEE OF LEATHER
ORIGIN WITHOUT DAMAGE
TO NATURE.
COMPLIANCE WITH
INTERNATIONAL EXPORT
REQUIREMENTS.

SUSTAINABLE ORIGIN PROGRAM



2020: MEMBERSHIP TO
SUSTAINABLE ORIGIN
CERTIFICATION

2021:
- SCHUTZ FACTORY
CERTIFICATION
- LEADERSHIP IN ENCOURAGING
THE CERTIFICATION OF VALE
DOS SINOS AS A SUSTAINABLE
PRODUCTION CLUSTER

ESG IN AREZZO&CO

ACTION FRONTS

AREZZO&CO AND AR&CO COMMITMENT TO NEUTRALIZE CARBON*

EMISSIONS INVENTORY
AND NEUTRALIZATION
2019 AND 2020 *



SCOPE 1 AND 2

ONU FASHION INDUSTRY CHARTER

RESERVE WAS THE FIRST
BRAZILIAN BRAND TO
ASSUME THE COMMITMENT.



TROC

THROUGH THE
OPERATIONALIZATION OF
THE REVERSE LOGISTICS
PROCESS, WITH TROC,
RESERVA TRANSFORM
UNUSED CLOTHING INTO
NEW PARTS FOR SOMEONE
- A TRULY SUSTAINABLE
PRODUCT CYCLE.



ESG IN AREZZO&CO

ACTION FRONTS

1P=5P

EACH PIECE SOLD =
5 COMPLEMENTED
MEALS

THE PROJECT WILL
COMPLETE 5 YEARS
AND REACH 50
MILLION MEALS

433 BENEFITED
SOCIAL ENTITIES

MATERNITY AND PATERNITY LEAVE

6 MONTHS OF
MATERNITY LEAVE
AND 45 DAYS OF
PATERNITY LEAVE

“CARA OU COROA”

PROGRAM FOR
HIRING AND
INCLUSION OF
PROFESSIONALS
+50 TO WORK IN
STORES

DEPARTMENT OF HAPPINESS

HAPPINESS
DEPARTMENT AIMS
TO ALIGN CULTURE
AND COMPANY
VALUES
THROUGH EFFECTIVE
INTERNAL
COMMUNICATION
AND ACTIONS THAT
PROMOTE WELFARE,
POSITIVE EMOTIONS,
ENGAGEMENT AND
RECOGNITION.

DIVERSITY CENSUS

AR&CO AND
AREZZO&CO
WILL MAKE A
CENSUS OF
DIVERSITY TO
HAVE THE
REAL IDENTITY
DIAGNOSIS OF
THE GROUP

1P=5P



ESG NA AREZZO&CO

CONSEQUÊNCIA



**CAPITALISMO
CONSCIENTE®**
BRASIL



humanizadas

FINAL MESSAGE

- EXCELLENT PERFORMANCE IN 1Q21 DESPITE THE CHALLENGING SCENARIO OF CLOSED STORES IN MARCH
- RESILIENCE OF OMNICHANNEL SALES, LEADING THE COMPANY TO A DIGITAL LEVEL, NEVER SEEN BEFORE.
- STRATEGIC PROJECTS OF ORGANIC GROWTH WITH STRONG ADVANCE DURING THE QUARTER
- OPTIMISM FOR 2Q21 WITH STORES REOPENING- EXCELLENT MOTHER'S DAY PERFORMANCE

ON THE ROUTE TO 2154!!



Q&A

Q&A

FINAL MESSAGE

THANK YOU!