

WESTWING

INSTITUTIONAL PRESENTATION





Westwing

*Disruptive home & lifestyle
digital platform, driving
shopping through **discovery**
and **inspiration***

TIMELINE

2011



Start of the Brazilian operation, as part of Westwing Group (HQ in Germany)

First Westwing Store



2014

2015



Start of investment slowdown in some subsidiaries, including Brazil

Management buyout backed by Axxon Group



2018



TIMELINE



Launch of Westlog hub in SP

March, 2020



Launch of WestwingNow and online acceleration



October, 2020

February, 2021



IPO

Expansion of physical footprint (Westlog and Stores)



2nd Semester, 2021

Westwing is now listed on the Novo Mercado of B3...

... with high level of corporate governance

60% of independent board members

Audit Committee

BOARD OF DIRECTORS

Marcello Eduardo Guimaraes Adriaõ Rodrigues
Chairman



Renata Malta Porto
Independent Board Member



Fábio Martins Maranhão
Board Member



Daniel Percim Funis
Independent Board Member



Marcelo Ribeiro Pimentel
Independent Board Member



... and seasoned C-Level



Andres Mutschler
CEO & co-founder

McKinsey & Company KEARNEY



Eduardo Oliveira
COO & co-founder

P&G



Renato Grego
CMO

Nestlé Starbucks



Thiago Deiab
CFO & IRO

Starbucks McDonald's



Eugenio Constantino
CTO

isobar tv1



Felipe Jardim
Operations Director

P&G



Paula Jaber
Style and Creative Director

angelina
vai às compras



Arthur Staudt
Technology Director

AIRCLIC
ROCKET INTERNET



Tiffany Hashiba
HR Director

Verax consultoria
Holcim



Vanina Batista
Art Director

RIP

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...all aligned also via Stock Option Plan

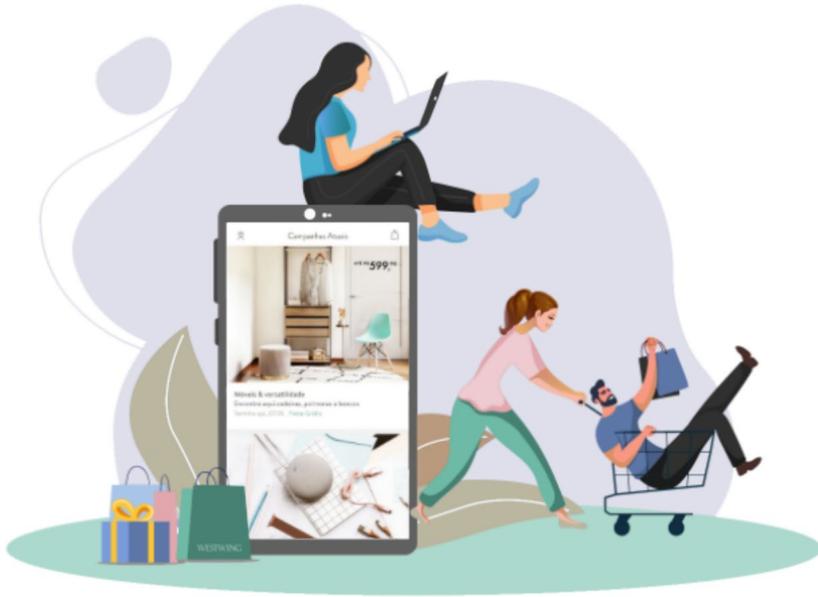


Our mission

"Inspire each person to discover more beauty in their living"

Why our clients love us?

Our differential



1

Our clients come to Westwing to have fun
(vs purchases driven by need and search in traditional ecommerce)

+

2

Discovery and inspiration based shopping with
social media-like browsing

+

3

Daily campaigns with limited duration and broad
selection of carefully curated items

=

STRONG CUSTOMER ENGAGEMENT

~4 visits per client per week

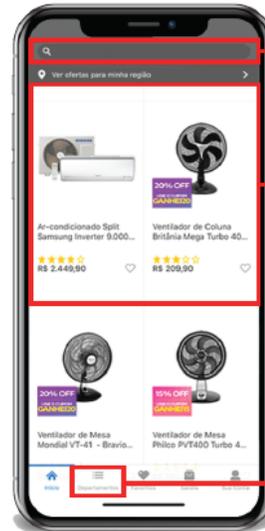
~40 minutes logged in time per client per week

Westwing Club's Interface

Differentiated UX in a mobile first world



Traditional E-commerce



Search box

Focus on products & prices

Navigation per category

Searching

WESTWING



No search box

Focus on inspiration

Next campaigns

Magazine

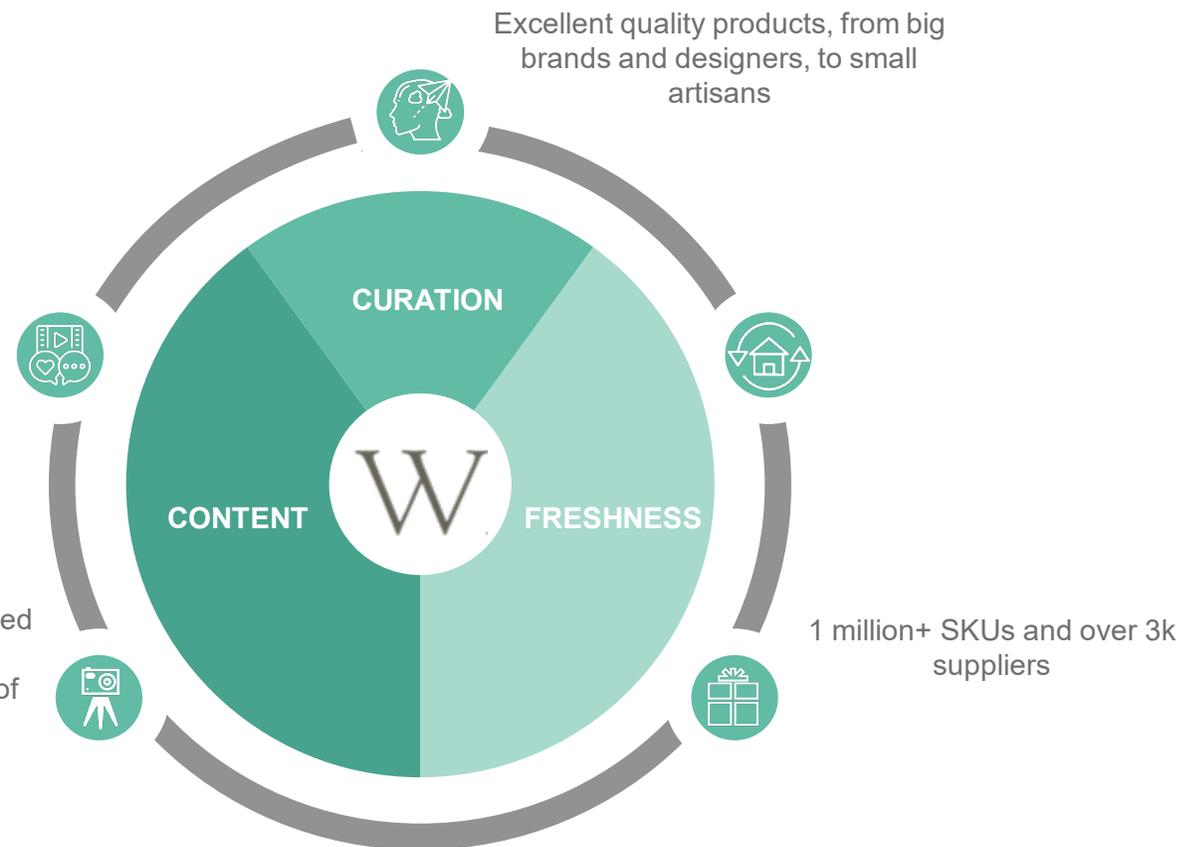
Browsing

Shoppable Magazine

KEY INGREDIENTS



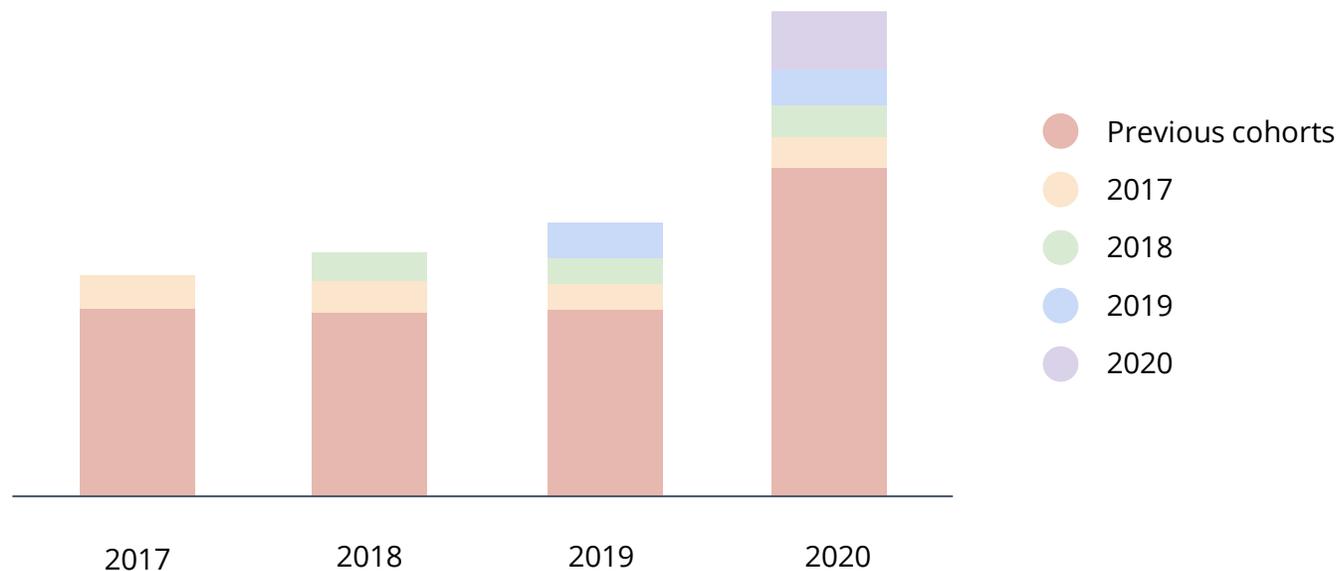
The products are presented in an ambient way, suggesting possibilities of use



...with a highly loyal customer basis



Club GMV by Cohort



~4 purchases per client per year

Club

Discovery, inspiration and efficient customer acquisition

**Westwing Stores**

Brand experience, awareness and omnichannel

**Now**

Monetization through convenience



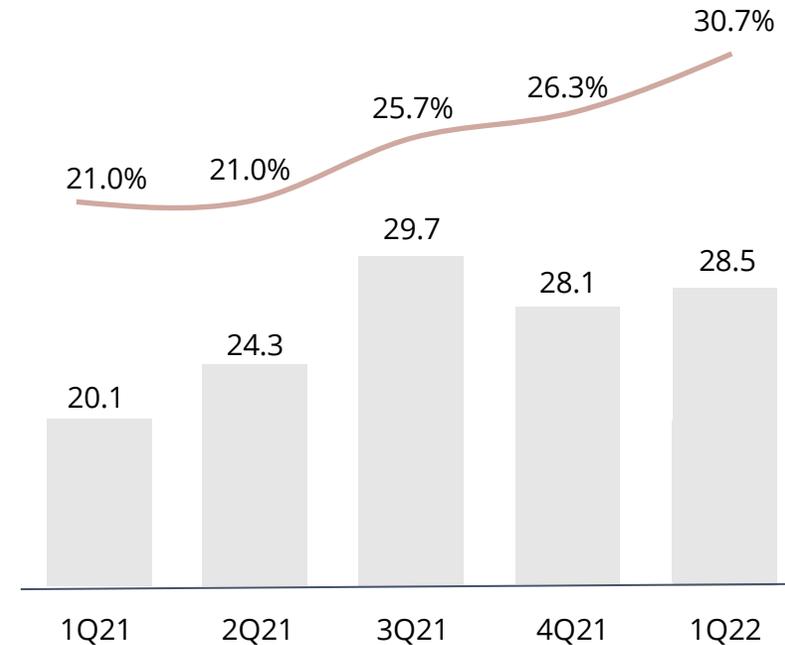
Ecosystem that combines inspiration, leisure and convenience with strong synergies

WestwingNow:
Model based on
need and search



Contribution margin ~10% above the Club

WestwingNow Evolution
(R\$ millions and % GMV)



Strong cross-selling synergy:

In 2021, approximately 85% of Now's GMV came from Club users

Westwing Stores

Bringing
brand awareness,
and a omnichannel
experience

Strong synergy with
WestwingNow in the
infinite aisle sale



With strong presence on **social media**

 +1.3m followers

 +1.9m likes

 +10m monthly viewers



Strong brand awareness investment

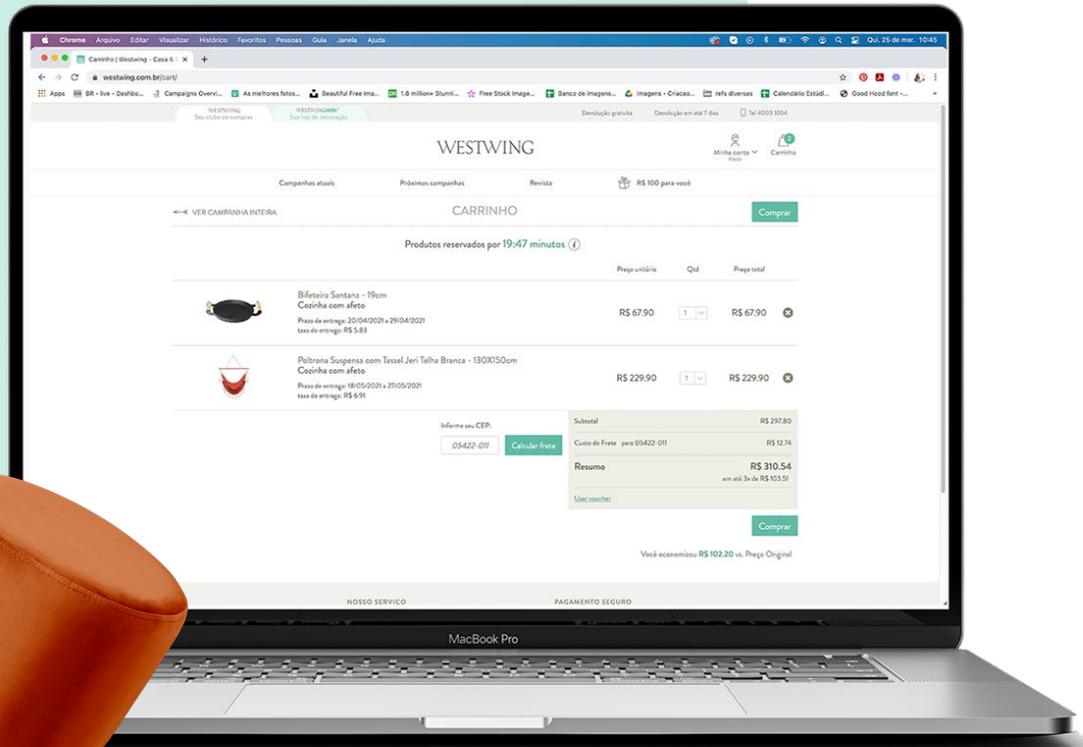
2021



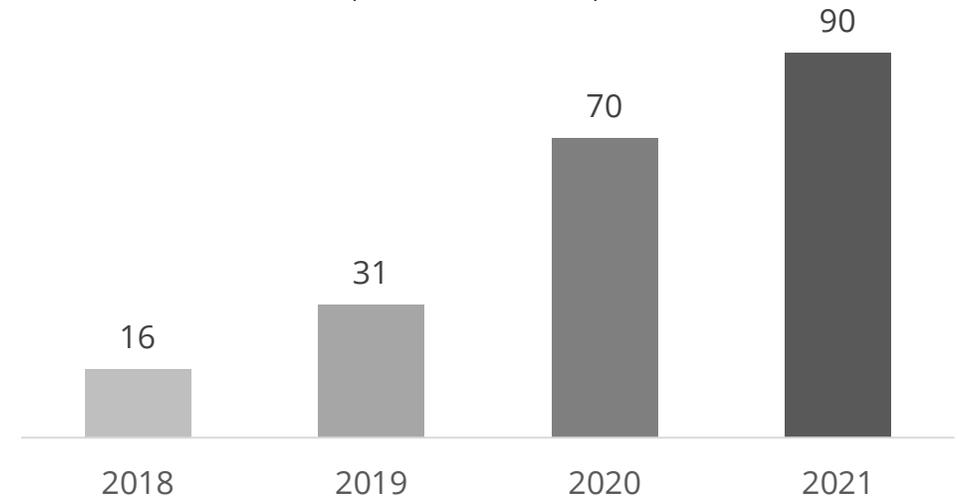
**Based on
proprietary
technology**

Our main systems (e.g. front-end, back-end and WMS) were developed in-house by our technology team, to offer a unique platform, with a mobile first approach

+70% of Club GMV comes from mobile



Tech team evolution (in headcounts)



Westlog

Our own last-mile logistics network

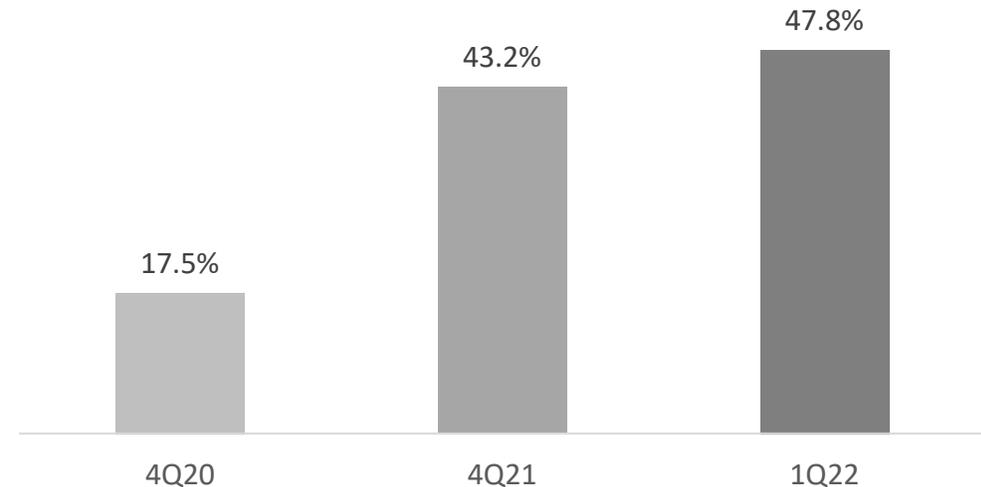
**New hubs in
RJ, Brasília
and BH**



Benefits

- faster deliveries
- lower costs
- better level of customer service
- exposure of Westwing brand through vehicle fleet

Westlog: % of deliveries in Brazil



**Service level
excellence**

RA1000 seal,
highest level of the
Reclame Aqui
website

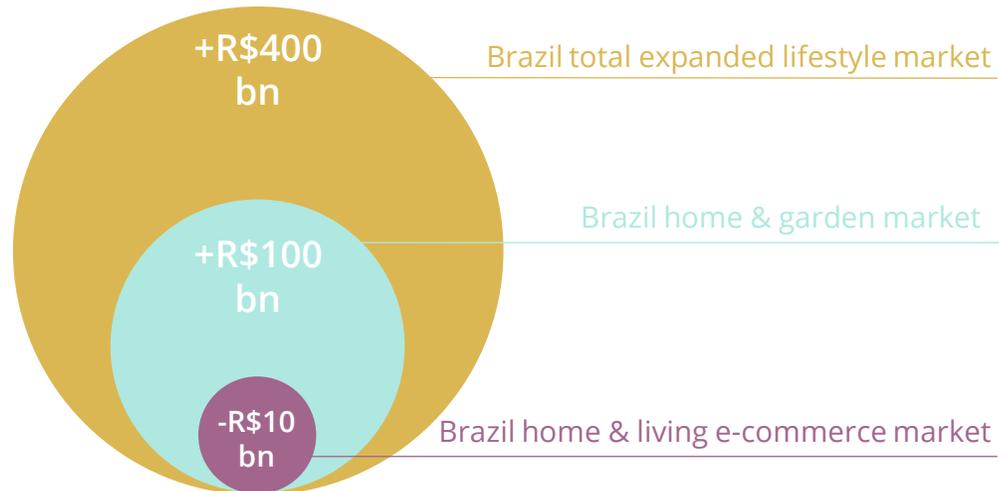


Superior service level position in the
home and decor ecommerce market



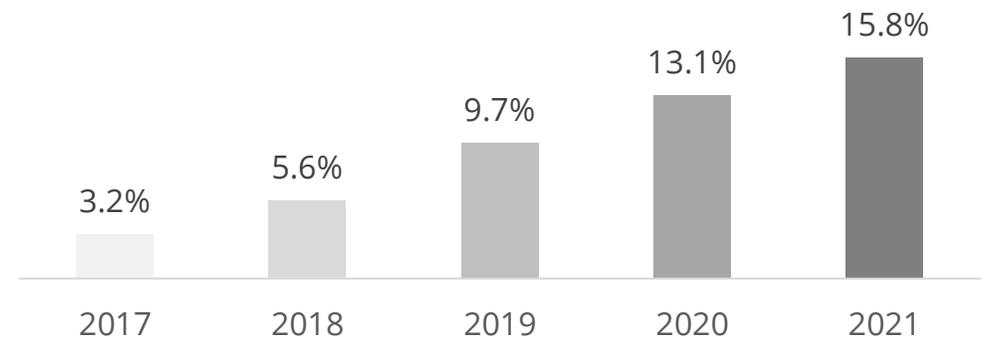
We are inserted in a large addressable market, considering home&decor and lifestyle

Huge and growing addressable market...



... by offering more lifestyle products we're not only expanding the addressable market, but also generating more engagement and conversion

Lifestyle evolution
(% Club GMV)



Clear growth strategy based on 3 pillars



Accelerate the core business

- Increase marketing investment
- Invest in Logistics and Technology
- Machine learning based personalization



Expand the SAM

- Grow lifestyle categories
- Grow WestwingNow
- Expand Westwing Stores network and launch Dark Stores



Private Label

- Increase investment in Private Label

We have already started down this path, and the potential is enormous:



... in innovation to reduce delivery time

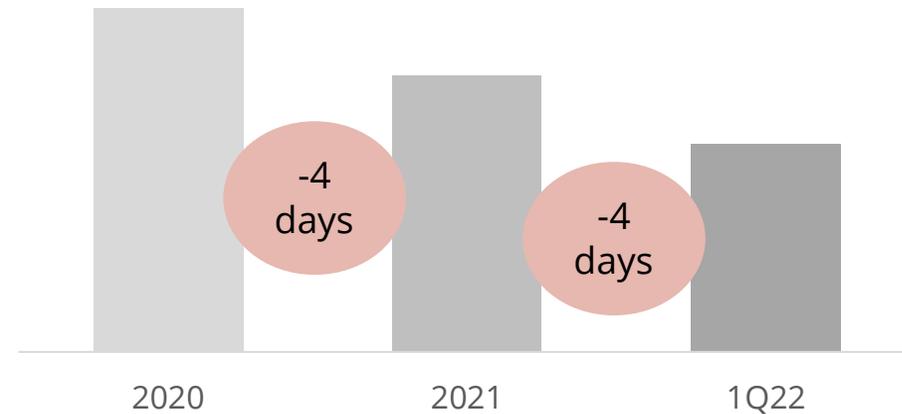
Flex Sourcing

+

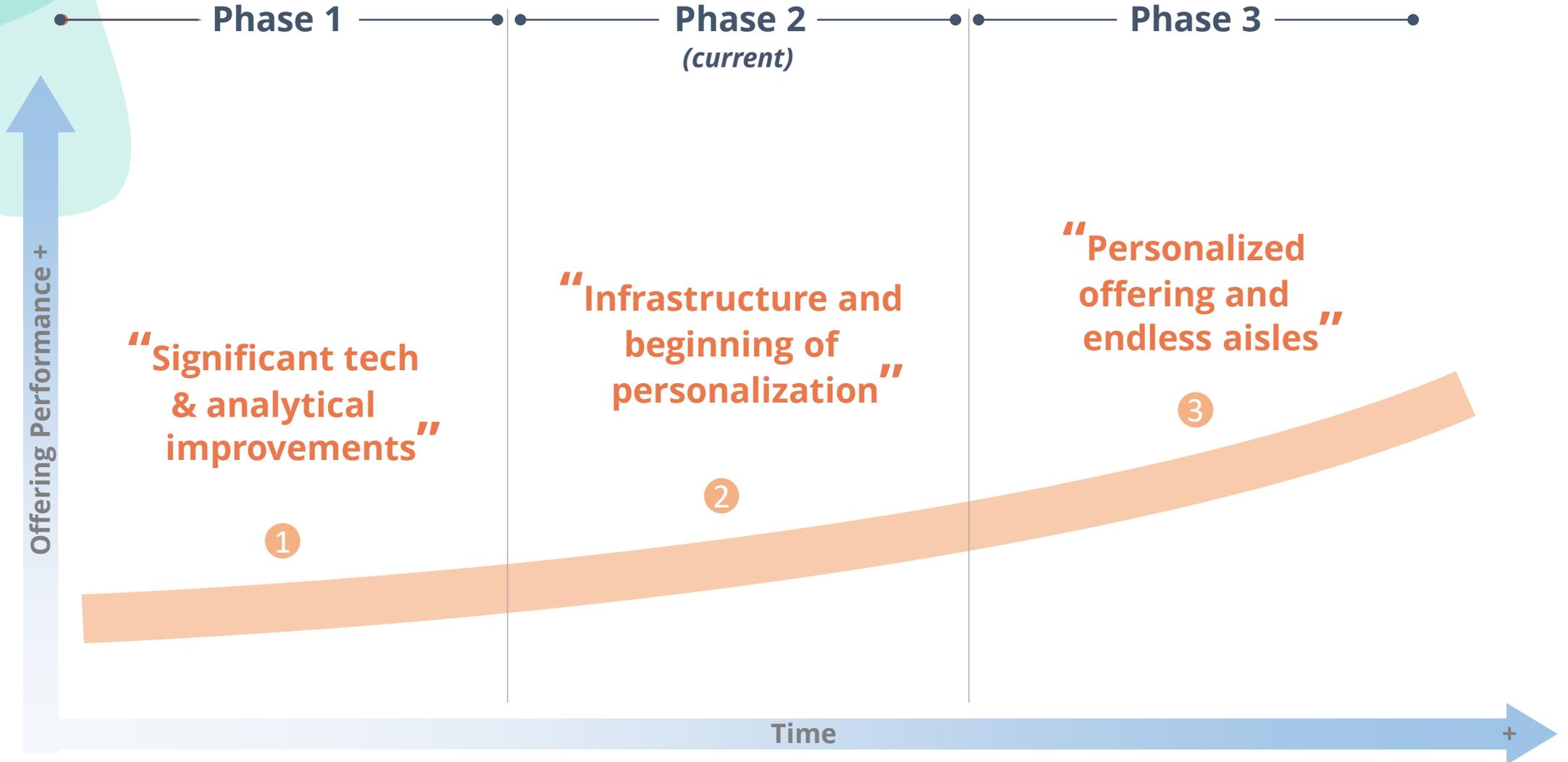
Westlog Hubs

Main projects:

Delivery time evolution
(in days)



... in technology

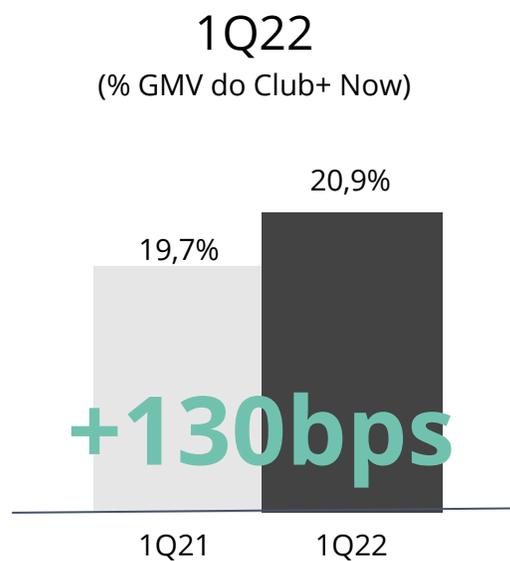




... and in **Private Label**

+10pp in contribution margin
(vs third party suppliers products)

+2x number of collections in 2021
(vs 2020)



Keeping the value proposition in mind

Team

Seasoned founder led management team

Founder-led

Strong alignment

Blue-chip financial sponsor

Market

R\$422 billion TAM in Brazil, moving online

Huge addressable market

Growing fast

Moving to online

Engagement

Unique shopping experience and huge engagement

Curation + Discovery + Inspiration

~4 visits per client per week

~40 min per client per week

Tech & Logistics

Proprietary technology and logistics ecosystem

70 Tech professionals

100% proprietary technology

Tech enabled logistics including last mile

Strong customer service

Growth

Healthy Growth over the years

50% GMV CAGR 2017-2021

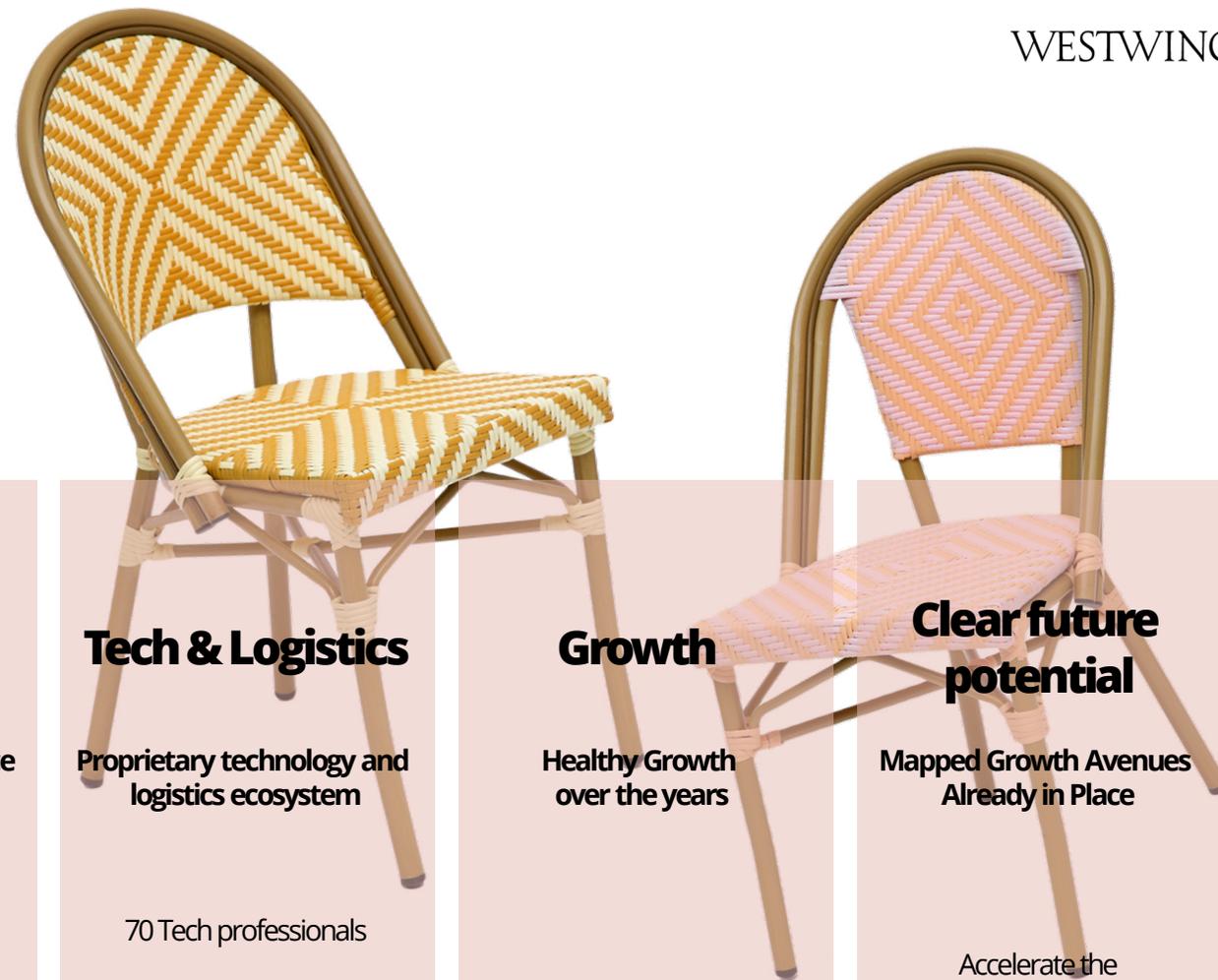
Clear future potential

Mapped Growth Avenues Already in Place

Accelerate the core business

Expand the SAM

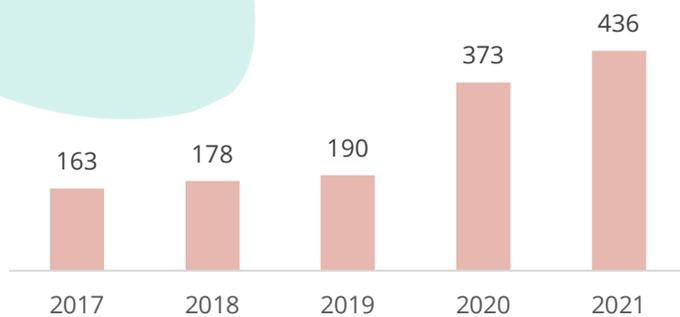
Private Label



Westwing in numbers

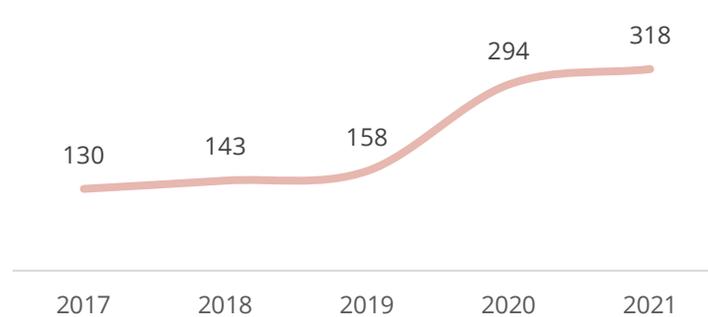
GMV

(mn)



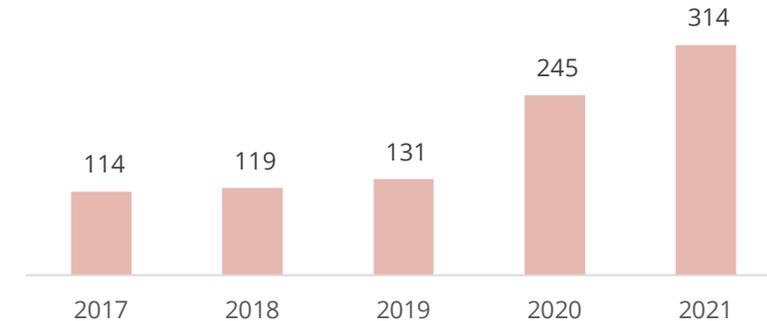
Active Buyers

(thousands)



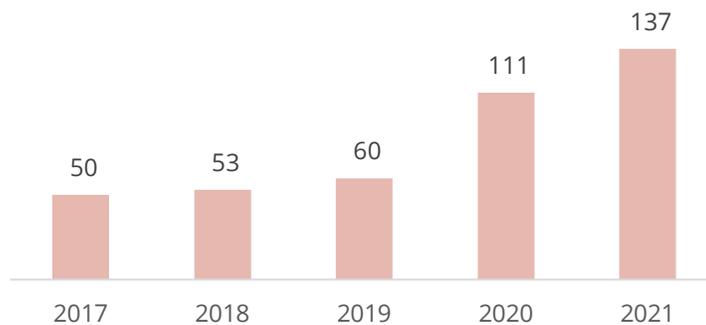
Net Sales

(mn)

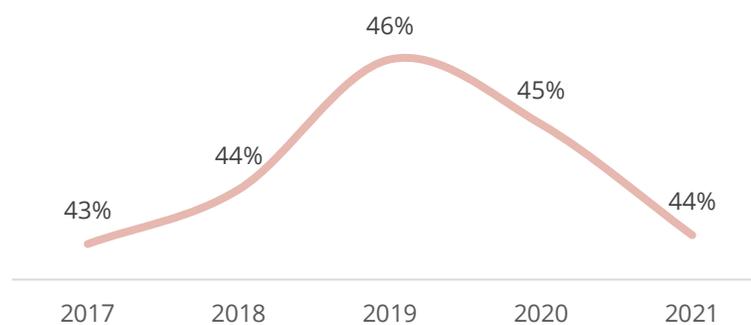


Gross Profit

(MM)

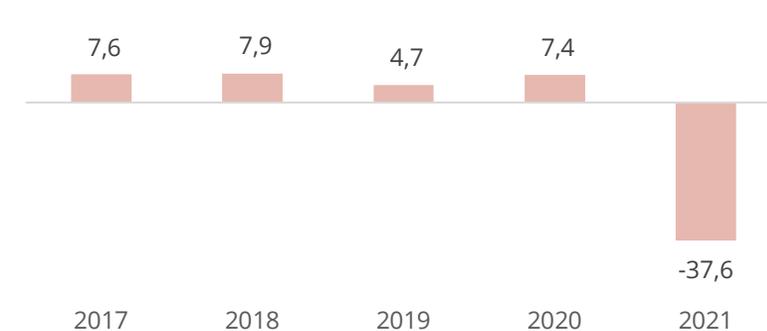


Gross Margin



EBITDA

(MM)



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