

RESULTS PRESENTATION 1Q24

Conference Call:
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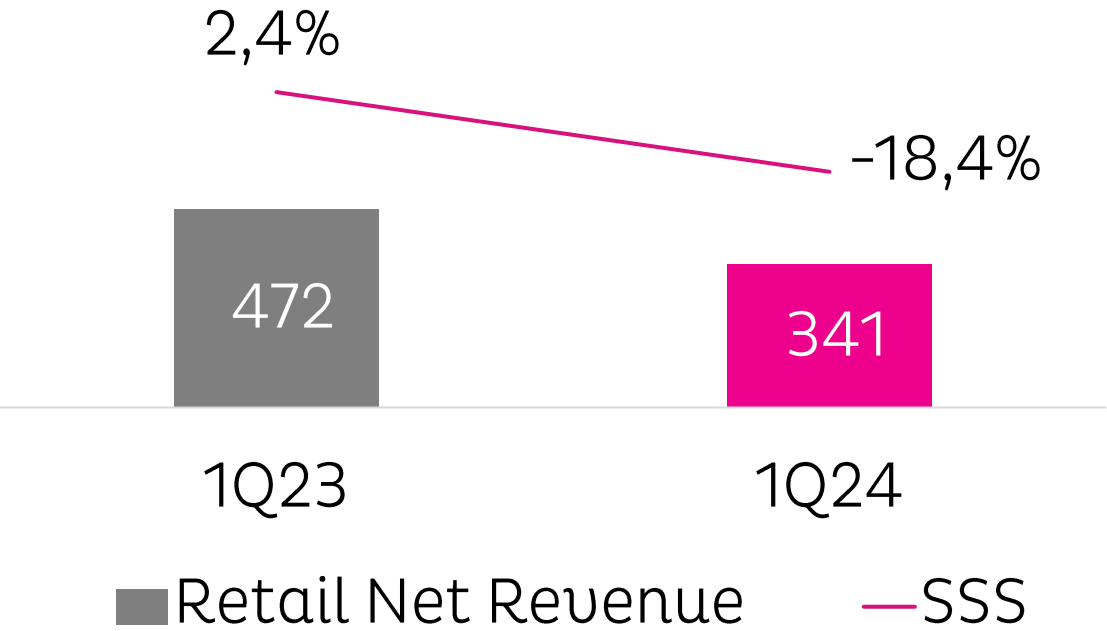
FINANCIAL RESULTS 1Q24



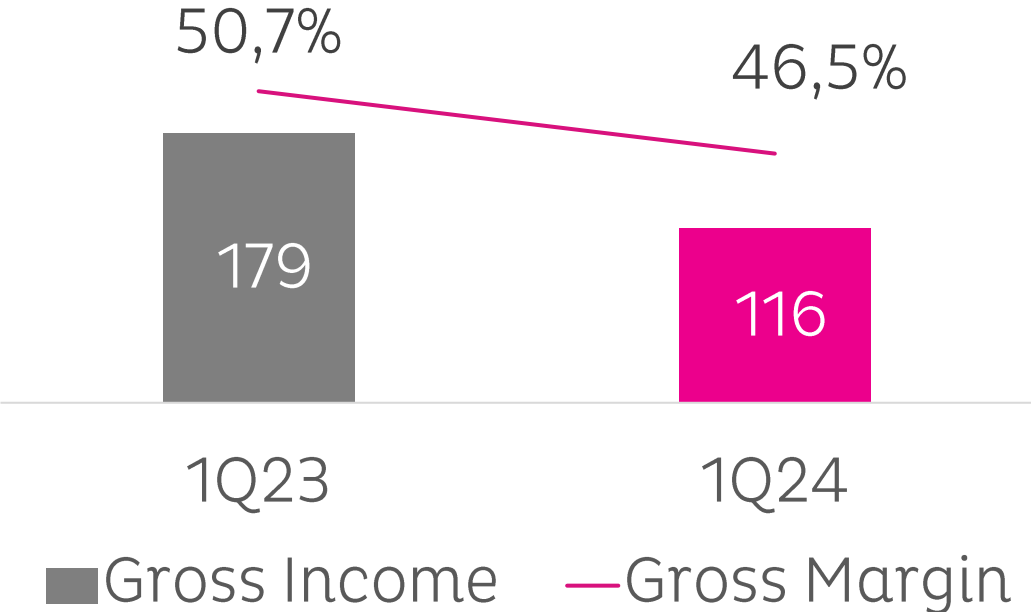
OPERATIONAL RESULTS SSS*

In a **seasonally weaker quarter** and still under the effects of low inventory levels, a drop in revenue was observed. The **margin presents the expected percentage**, as it reflects the period of the year that is traditionally marked by sales.

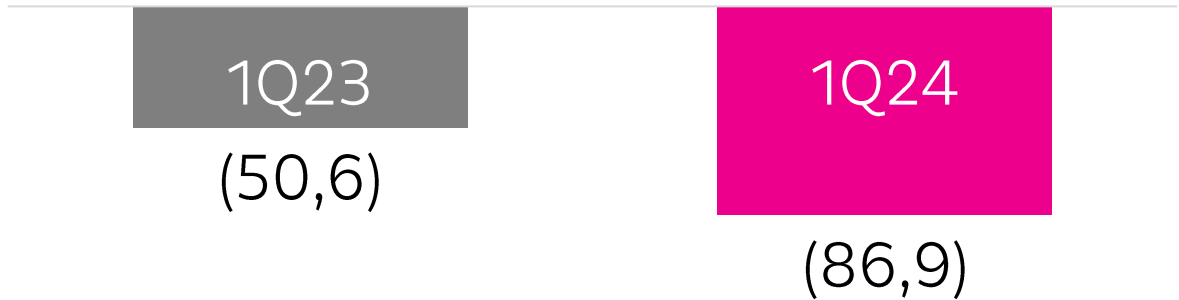
Net Revenue (R\$ MM)



Gross Profit (R\$ MM)



EBITDA (R\$ MM)



* Same-store sales compatible information

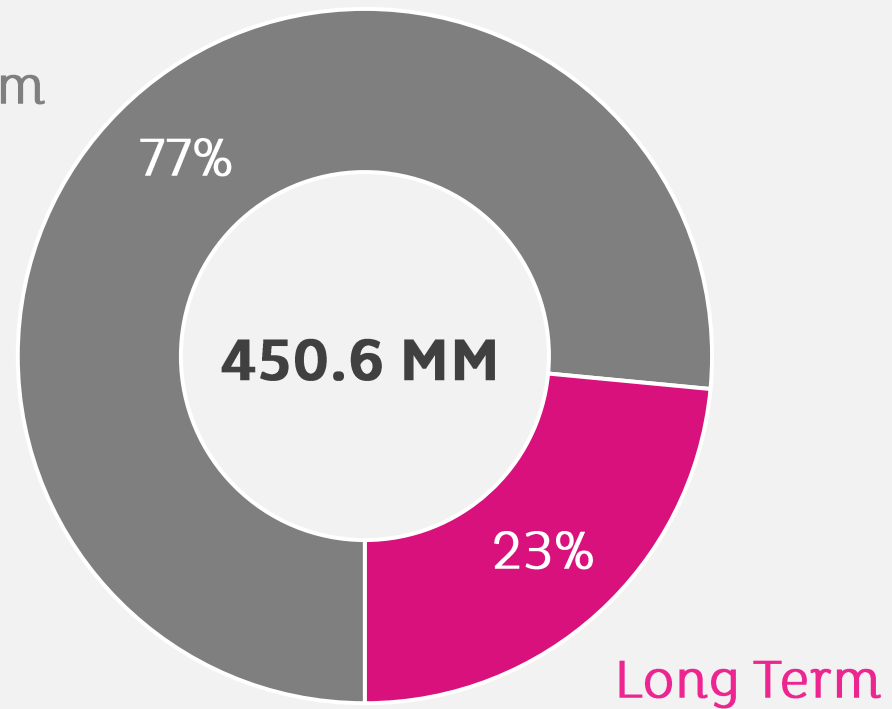
LEVERAGE AND CASH FLOW

Cash flow remained in line with December 2023, even reducing supplier liabilities.

Debt appears temporarily increased, as it holds investment from the main shareholders in commercial notes, **showing their confidence in the company's new strategies.**

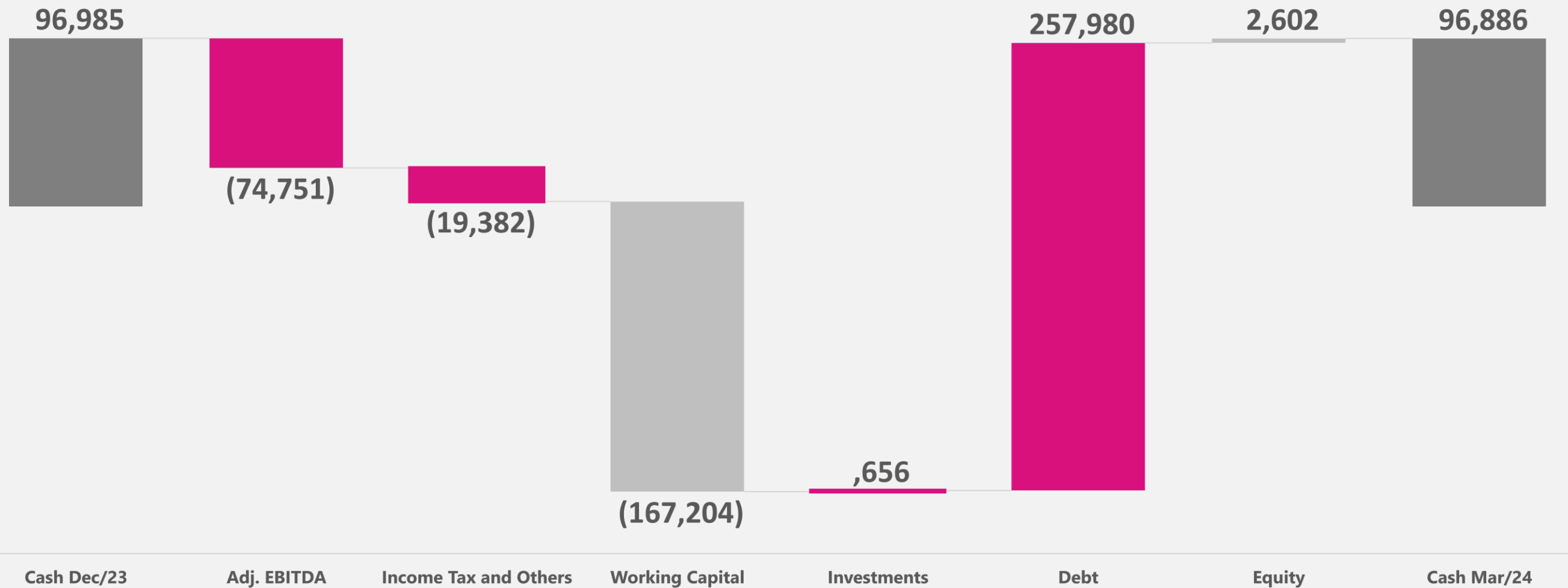
Marisa Net Debt 1Q24
%, R\$ MM

Short Term



Cash Flow Evolution 2024 (R\$ MM)

(R\$ -0.1 MM)



MAIN HIGHLIGHTS



HIGHLIGHTS 1Q24

11/03/2024
Arrival of new
CEO

**Rollout new
Brand
Positioning**

100% of stores in the
new model

**Readjustment
of Financial
Products and
Services**

Reassessment of the
portfolio in order to
adapt to the new
customer profile.

**+87.7%
increase in
Marisa card
issuance (1Q24
x 1Q23)**

Issuance of new cards
(Credsystem).

**Organizational
Restructuring**

Simplified and optimized
structure in order to
address and execute the
new strategy

**Significant reduction
In SG&A and other
operating expenses**

-35.8% in expenses
vs 1Q2023

REORGANIZATION AND RESTRUCTURING OF MARISA



Execution of the strategy, which aims to reposition the brand and return to its original DNA

A major route adjustment was defined and tested to enhance the brand as quickly as possible. The decision was made to return the brand to its DNA, aimed at class C, the reference audience for our physical penetration. Focus and efforts were channeled into rolling out 100% of the store network in terms of the new layout and visual communication.



Important reduction in SG&A expenses

Review of the cost structure to optimize resources and enhance assets and revenues. Implementation of committees for spot management.



Reorganization of the Marisa team

An important strategic move was made in leadership, starting with the Chief Executive Officer who arrived with vast experience in fashion retail and with important knowledge in management, leadership and focus on results. There was also a review at the first level, simplifying and repositioning the teams, aiming to improve processes and bring them closer together.

EXECUTION OF “COMMERCIAL REPOSITIONING” IN THE STORES

Former store Layout



Family area at the store entrance: presence of lower prices



Inviting showcases

FAMILY AREA AT THE STORE ENTRANCE

Exhibition selected from the main sectors, presenting lowest prices -14% **increase** in revenue.

INVESTMENT IN CHILDREN

Sector emerged after presentation at the entrance and grew above average Marisa (**increase** of 7 p.p. in sales).

NEW STORE-WIDE PRICE PYRAMID

First price categories stand out and **grow** (+15%) in sales.



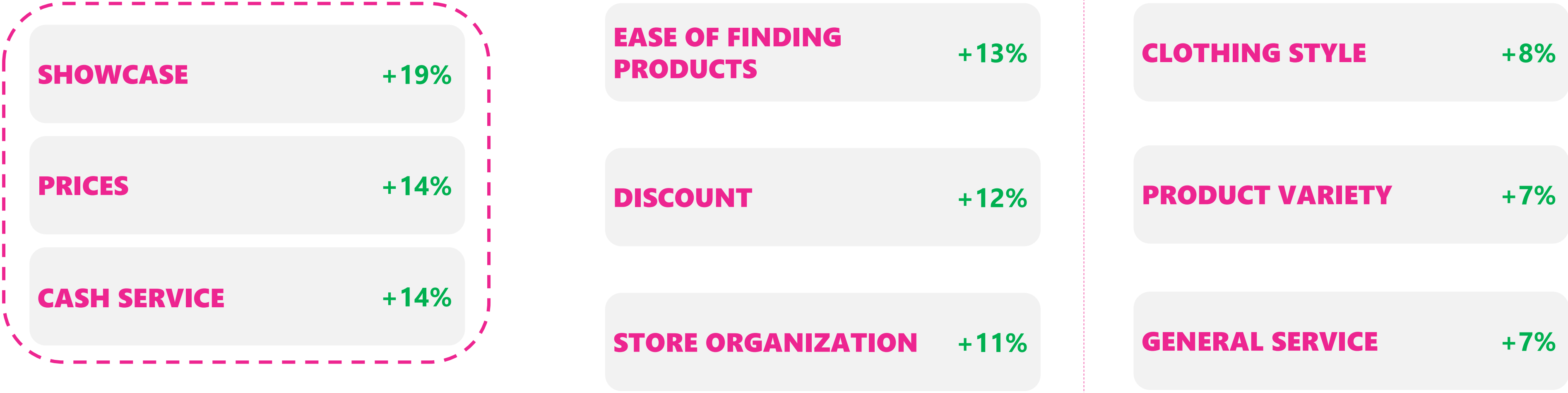
Wall with fashion information to keep aspirational



More sticky and eye-catching communication

CUSTOMER PERCEPTION (PILOT STORES)

After implementing the pilot actions, we carried out a survey with customers who visited one of our stores. The results showed a **significant improvement in all attributes evaluated***



Attributes related to **organization** and **price** were highlighted in customers perceptions.

“Lots of offers in the store”

“Better organization”

“Change in store displays, fashion style and prices are good.”

“It is well stocked with merchandise.”

Fonte: Pesquisa Interna

* - 1 2 3 4 5 +

RESULTS OF NEW STORE MODEL

Some regions already reflect the changes and show **sales growth** compared to the Marisa total.

North

+14,8 p.p



us 2023

Northeast

+13,6 p.p



us 2023

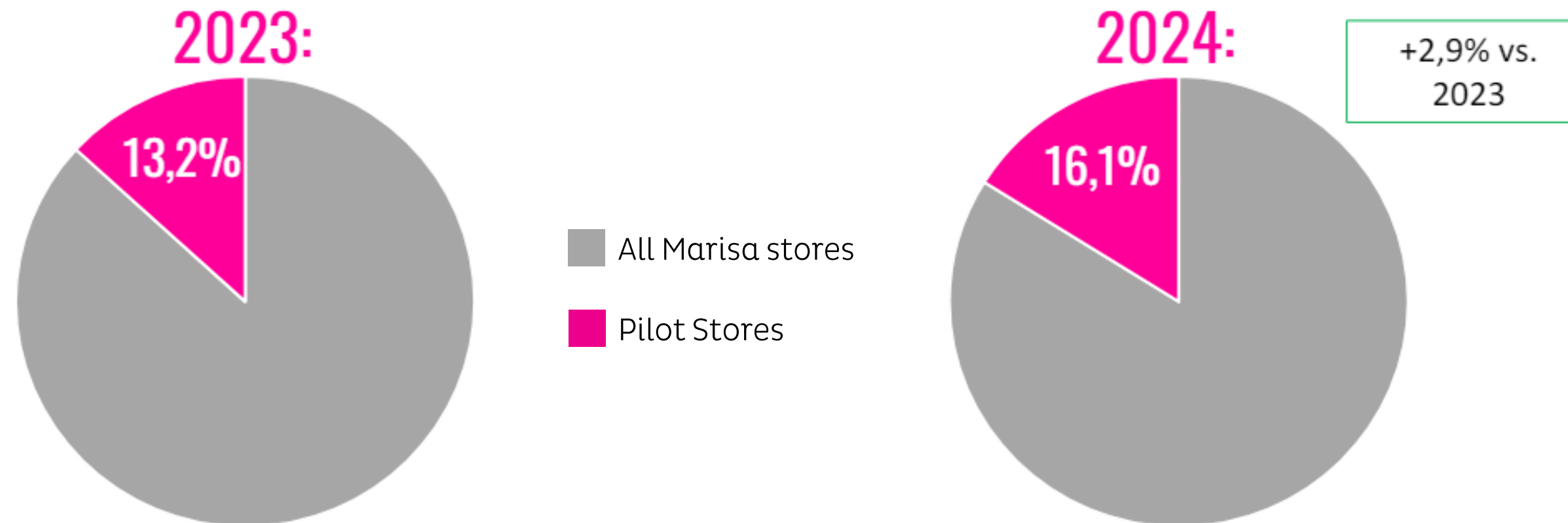
Middle-West

+12,8 p.p



us 2023

Taking a look at the first 20 stores implemented, there has already been a **positive impact and an increase in the customer base** (whether new, recurring or repurchase):



STRATEGIES 2024



NEXT STEPS



Strategic View

Governance in purchasing processes

Spot management and weekly routine with purchasing teams to check budget, deviations and backlog;
Implementation of control over the participation of subsectors by price range and margins.

Replenishment of stocks with higher incoming quality

Products further in line with the combined assortment, with a focus on mass products (1st prices);
Expansion of the production chain, through new partnerships and prospecting for new suppliers across the country.

Discipline in the execution of processes, controls and objectives

Analysis of corporate indicators and performances weekly at board meetings, with a 100% aligned team;
Consistency and constancy in board management rituals;
Standardization and manualization of store processes, ensuring a VM suitable for the new positioning.

Q&A

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